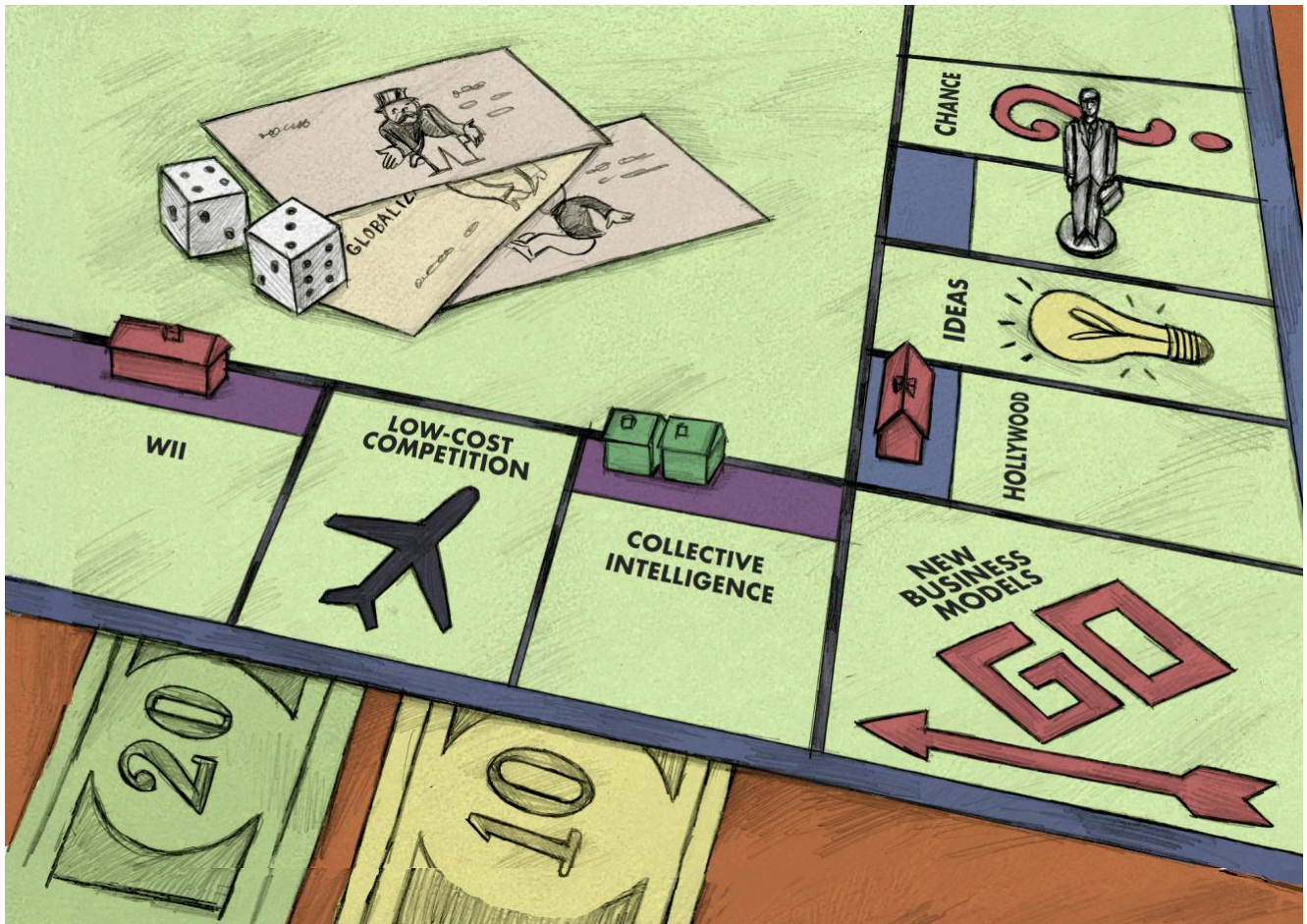


Changing the Rules of the Game



January 1, 2010

Download *IESE Insight* magazine (Issue 4, Q1 2010) on business model innovation.

This edition of *IESE Insight* review provides game-changing strategies for managers to innovate their business models, which not only generate profit and growth, but can even end up fundamentally reshaping an entire industry and redistributing a lot of money in the

process.

Articles by IESE's **Joan E. Ricart** and **Fabrizio Ferraro** distill lessons from history, using the examples of videogames from the '70s until today, and of how Lew Wasserman shook up the Hollywood studio system between 1939 and 1965.

Articles by **Adrian Ryans** of IMD, on the low-cost revolution, and by **Thomas W. Malone** of MIT, on organizational change, underscore how business model innovations need to be systematically pursued, appropriately supported and explicitly managed by organizations.

Other globally recognized authors featured are:

- **R. Edward Freeman** of Darden, posing an exercise for managers to stretch their moral imaginations;
- **Bruno S. Frey** of the University of Zurich, sharing new research on what makes people happy; and
- IESE's **Guido Stein** and **Javier Capapé**, attempting to explain the factors behind the failure rate of CEOs.

Other articles touch on the growing appetite for cloud computing. IESE's **Josep Valor** urges CIOs to consider it as a cost-cutting option, while **Jan Muehlfeit**, Chairman of Microsoft Europe, signals that the software giant's stance toward the open-source movement is changing.

There is also a business case on **Puma**, with leading executives proposing when it is the right time to partner and with whom.

Finally, an interview with plane crash survivor **Nando Parrado**, who uses his gripping testimony to demonstrate how people going through even the worst of crises may summon the resources from within themselves to survive.

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