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Gary P. Pisano

HARRY E. FIGGIE, JR. PROFESSOR OF BUSINESS ADMINISTRATION

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Gary Pisano is the Harry E. Figgie Professor of Business Administration at the Harvard Business School. He has been on the Harvard faculty for 23 years. During this time, he has taught MBA and executive level courses on technology and operations management, operations strategy, competitive strategy, product development, and the management of innovation. Professor Pisano's research has examined technology strategy, the management of innovation, organizational learning, outsourcing, and the management of intellectual property. His research, teaching, and consulting on these issues span a range of science and technology based industries including aerospace, biotechnology and pharmaceuticals, health care, computers, software, telecommunications, and semiconductors.

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### FEATURED WORK

### RESTORING AMERICAN COMPETITIVENESS

BY GARY P. PISANO AND WILLY C. SHIH, HARVARD BUSINESS REVIEW, JULY-AUGUST 2009



For decades, U.S. companies have been outsourcing manufacturing in the belief that it held no competitive advantage. That's been a disaster, maintain Harvard professors Pisano and Shih, because today's low-value manufacturing operations hold the seeds of tomorrow's innovative new products.

What those companies have been ceding is the country's industrial commons—that is, the collective operational capabilities that underpin new product and process

development in the U.S. industrial sector. As a result, America has lost not only the ability to develop and manufacture high-tech products like televisions, memory chips, and laptops but also the expertise to produce emerging hot products like the Kindle e-reader, high-end servers, solar panels, and the batteries that will power the next generation of automobiles.

To rebuild the commons and restore its wealth-generating machine will require government and industry in the United States to make two drastic changes. Read the full article

SCIENCE BUSINESS: THE PROMISE, THE REALITY, AND THE FUTURE OF

BY GARY PISANO, HARVARD BUSINESS SCHOOL PRESS, NOVEMBER 2006

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Why has the biotechnology industry failed to perform up to expectations despite all its promise? In *Science Business*, Professor Gary Pisano answers this question by providing an incisive critique of the industry. Pisano not only reveals the underlying causes of biotech's problems; he offers the most sophisticated analysis yet on how the industry works. And he provides clear prescriptions for companies, investors, and policymakers seeking ways to improve the industry's performance. The payoff? Valuable improvements in health care and a shinier future for human well-being.

Named Best Biotech Book in 2007 by strategy+business.

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