



## FACULTY & RESEARCH

---

Report | 2014

# An Economy Doing Half Its Job: Findings of Harvard Business School's 2013-14 Survey on U.S. Competitiveness

by [Michael E. Porter](#) and [Jan Rivkin](#)

## Abstract

In 2013-14, Harvard Business School (HBS) conducted its third alumni survey on U.S. competitiveness. Our report on the findings focuses on a troubling divergence in the American economy: large and midsize firms have rallied strongly from the Great Recession, and highly skilled individuals are prospering. But middle and working-class citizens are struggling, as are small businesses. We argue that such a divergence is unsustainable, explore its root causes, and examine actions that might mitigate it. We ask in particular, how can we create a U.S. economy in which firms *both* thrive in global competition *and* lift the living standards of the average American?

**Keywords:** [Competition](#); [Economy](#); [Financial Crisis](#); [United States](#);

Language: English Format: Print [Read Now](#)

## Citation:

Porter, Michael E., and Jan Rivkin. "[An Economy Doing Half Its Job: Findings of Harvard Business School's 2013-14 Survey on U.S. Competitiveness.](#)" Report, Harvard Business School, September 2014. (With contributions from Joseph B. Fuller, Allen S. Grossman, Rosabeth Moss Kanter, and Kevin W. Sharer.)

[Export Citation](#)

## About the Authors



[Michael E. Porter](#)

Bishop William Lawrence University Professor

[Strategy](#)

[View Profile »](#)

[View Publications »](#)



[Jan W. Rivkin](#)

C. Roland Christensen Professor of Business Administration

Senior Associate Dean, Chair, MBA Program

[Strategy](#)

[View Profile »](#)

[View Publications »](#)