



FACULTY & RESEARCH

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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 25 years. During this time, his research, teaching, and consulting has focused on technology strategy, the management of innovation, organizational learning, manufacturing and outsourcing strategy, and the management of intellectual property. His work on these issues spans a range of science and technology based industries including aerospace, biotechnology and pharmaceuticals, specialty chemicals, health care, nutrition, computers, software, telecommunications, and semiconductors.

Pisano is the author of over 70 articles and case studies. His "Restoring American Competitiveness" (co-authored with Willy Shih) won the McKinsey Award for best article published in *Harvard Business Review* in 2009. He is also co-author of the award winning article, "Dynamic Capabilities and Strategic Management" (*Strategic Management Journal*, 1997), the most-cited publication in economics and business from 1995-2005. His article "How to Capture Value from Innovation: Shaping Intellectual Property and Industry Architecture" (*California Management Review*) was a finalist for the 2008 Accenture Award. He has also written case studies on such companies as Amazon, BMW, Fiat-Chrysler, IBM, Intel, Jet Blue, Merck, Eli Lilly, Vertex Pharmaceuticals, Teradyne, Flextronics, Virgin Group, and VF Brands. He is the author of six books including *The Development Factory: Operations, Strategy, and Technology* (with co-authors Robert Hayes, David Upton, and Steve Wheelwright); *Science Business: The Promise, The Reality and The Future of Biotech* and, most recently, *Producing Prosperity: Why America Needs a Manufacturing Renaissance* (co-author Willy Shih).

Professor Pisano has served as an advisor to senior executives at leading companies in the United States, Europe, and Asia. In addition, Pisano has served on the Board of Directors and Advisory Boards of a number of start-up companies. He speaks widely at industry conferences and to senior executive audiences. Professor Pisano holds a Ph.D. from the University of California, Berkeley and B.A. in economics from Yale University

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 Biotech

by Gary Pisano, Harvard Business School Press, November 2006



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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- ## **Presentations**
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- Pisano, Gary P. "The Biomedical Revolution: From Promise to Reality." Paper presented at the HBS Healthcare Industry Alumni Conference, November 15, 2002.

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Research Summary

RESEARCH SUMMARY

International Competitiveness in High Technology and Science Based Sectors

by [Gary P. Pisano](#)

This research project examines shifts in competitive capabilities of companies and countries in high technology and science based businesses. It is particularly concerned with the potential loss of such capabilities in various industrial sectors in the US. This research conducted in collaboration with Professor Willy Shih of Harvard Business School seeks to understand how management behavior and decisions and institutional factors shape investments in scientific and technological capability. This project builds upon our earlier work ("Restoring American Competitiveness" Harvard Business Review, July-August 2009) where we argued that the US economy was losing its competitive edge innovation due to the growth in outsourcing of manufacturing and increasingly of R&D. The current research project is aimed at deepening our understanding of such issues as:

1. How does location, and in particular, geographic proximity to suppliers or customers, matter to innovative capabilities?
2. What role does manufacturing competence play in a firm's capacity for innovation? When does outsourcing of manufacturing damage a firm's ability to innovate?
3. How do institutional factors (e.g. capital market, corporate governance, immigration policies, government funding of R&D, etc.) influence innovation performance?

This results from this research will be published in a book (expectation 2011).

RESEARCH SUMMARY

Understanding the Drivers and Limits of Corporate Growth

by [Gary P. Pisano](#)

Perhaps no issues garners more attention of senior executives and Boards of Directors than growth. Yet, the underlying factors shaping and limiting corporate growth are poorly understood. Empirically, we know that some corporations grow much faster than others over long periods of time. Some appear to have done a better job managing growth than others. But there is little consensus, and even less evidence, concerning the strategies companies can adopt to maintain desired growth rates. This research examines the underlying economics of corporate growth, and seeks to shed light on some issues as:

1. Are their limits to the growth of organizations, and, if so, what governs those limits?

2. Why do some firms grow faster (and longer) than others?

3. Are some growth strategies more effective than others? Are some organizational and governance structures more conducive to sustained growth than others?

This research is currently undertaken through a series of case studies on specific companies. The case study research will be supplemented with larger scale empirical analysis from growth patterns of US and European companies.

Awards & Honors

[Gary P. Pisano](#): First Place winner of the McKinsey Award with Willy C. Shih for the best article in the *Harvard Business Review* during 2009 for the paper "Restoring American Competitiveness."

[Gary P. Pisano](#): Winner of the 2003 Strategic Management Journal Best Paper Prize for "Dynamic Capabilities and Strategic Management" (with David Teece and Amy Shuen, August 1997).

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