

Facilitator's Body of Knowledge Research Project

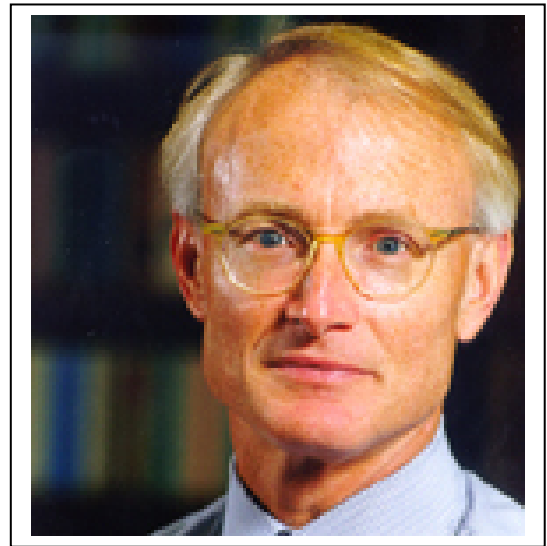
Michael E. Porter

Michael E. Porter was born in Ann Arbor, Michigan, and has lived and traveled throughout the world as the son of a career Army officer. He was an all-state high school football and baseball player. At Princeton, he played intercollegiate golf and was named to the 1968 NCAA Golf All-American Team. After graduating from college, Porter served through the rank of captain in the U.S. Army Reserve. He resides in Brookline, Massachusetts.

Porter is the Bishop William Lawrence University Professor, based at Harvard Business School. He is the leading authority on competitive strategy and the competitiveness and economic development of nations, states, and regions. He received a B.S.E. with high honors in aerospace and mechanical engineering from Princeton University in 1969. He received an M.B.A. with high distinction in 1971 from the Harvard Business School, and a Ph.D. in Business Economics from Harvard University in 1973.

Porter leads programs at Harvard for CEO's of billion dollar corporations. He speaks widely on competitive strategy and international competitiveness to business and government audiences throughout the world. The Institute for Strategy and Competitiveness, a joint Harvard Business School and Harvard University, project is led by Porter, to further his work.

Professor Porter is the author of 16 books and over 85 articles. His book, ***Competitive Strategy: Techniques for Analyzing Industries and Competitors***, published in 1980, is in its 58th printing and has been translated into seventeen languages. His second major strategy book, ***Competitive Advantage:***



Creating and Sustaining Superior Performance, was published in 1985 and is in its 34th printing. His book ***On Competition*** (1998) includes eleven articles from the Harvard Business Review as well as two entirely new articles: 'Clusters and Competition' and 'Competing Across Locations'. His Harvard Business Review article 'What is Strategy?' (2001) is the foundation for a new strategy book: *What is Strategy?* His article 'Strategy and the Internet' (2001) won for Professor Porter an unprecedented third first-place McKinsey Award as the best Harvard Business Review article of the year.

Porter's 1990 book *The Competitive Advantage of Nations*, motivated by his appointment by President Ronald Reagan in 1983 to the President's Commission on Industrial Competitiveness, launched his second major body of work on competitiveness and economic development.

Together with Jeffrey Sachs, Porter leads the research to create the Global Competitiveness Report, an annual ranking of the competitiveness and growth prospects of 75 countries.

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Porter's research on economic development gave rise to his third major body of work: the relationship between competition and society. He has conducted extensive research on economic development in America's distressed inner city areas, beginning with the Harvard Business Review article 'The Competitive Advantage of the Inner City'.

Porter is in high demand worldwide. He has served as an advisor on competitive strategy to many leading U.S. and international companies. He serves on the boards of directors of several corporations and on several advisory boards of emerging companies. He is an advisor to numerous foreign nations and has led major studies of the economy for the governments of many nations and their leaders. His ideas have inspired national competitiveness initiatives and programs.

Clusters and Competition

Porter is conducting ongoing research on the theory of clusters or geographic concentrations of interconnected companies and institutions in a particular field, and the incidence, growth, and decline of clusters. This work includes further development of cluster theory and its implications for management and public policy.

Environmental Policy and Competitiveness

Porter has been exploring (with Claas van der Linde of St. Gallen University, Switzerland) the relationship between environmental regulation, industry competition, and international competitiveness. He finds that many forms of environmental pollution reflect inefficient resource utilization and poorly developed technology, suggesting that better environmental performance is often consistent with enhanced competitiveness.

Capital Markets, Investment, and Competition

Michael E. Porter's research into issues of capital allocation, first published in the report 'Capital Choices,' is the basis for continuing research that examines how U.S. capital markets distort competitive behavior and investment. A report to the Competitiveness Policy Council, 'Lifting All Boats,' contains recent research and policy recommendations.

Competitive Strategy

Porter is engaged in a major new body of work on the theoretical foundations of competitive positioning and the underpinnings of sustainable competitive advantage. This research highlights the distinction between positioning and operational effectiveness; the fundamental role of differences in company activities in positioning; and the central importance of tradeoffs in delivering different types of customer benefit to the sustainability of differences in positioning; the role of fit among a firm's activities (or activity systems); competitive advantage and sustainability; and the relationship between strategy, organizations, and incentives.

Resources:

Publications by Michael E. Porter:

http://dor.hbs.edu/fi_redirect.jhtml?facInfo=pub&facEmId=mporter

Paper on Clusters:

<http://www.cid.harvard.edu/andes/CompetitivedadyDesarrollo/PorterPresentationCompetitivenessForum06-21-01.pdf>

Paper on Competition & Anti-Trust:

<http://strategis.ic.gc.ca/pics/ct/porter.pdf>

Macroeconomic Foundations of Competitiveness and the Role of Clusters:

<http://www.cit.ms/PorterStudy.PDF>