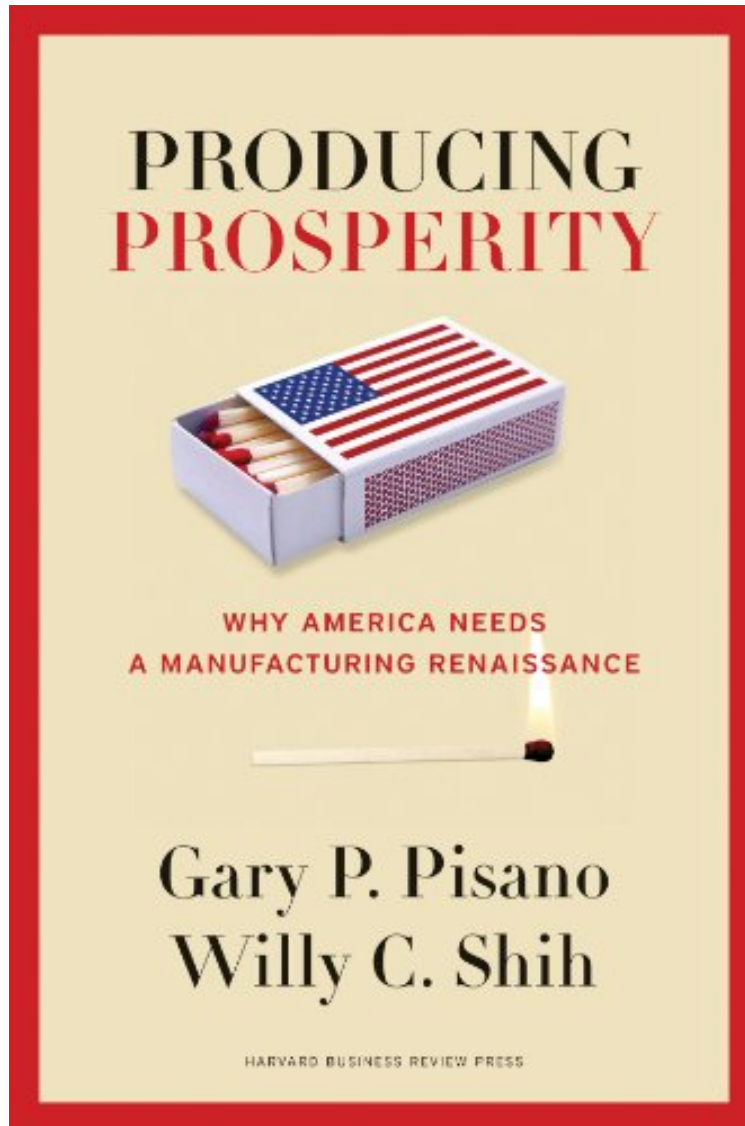


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# Producing Prosperity: Why America Needs a Manufacturing Renaissance

Gary P. Pisano, Willy C. Shih  
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**Gary P. Pisano, Willy C. Shih : Producing Prosperity: Why America Needs a Manufacturing Renaissance**  
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0 of 0 people found the following review helpful. I enjoyed this bookBy Alastair MacAndrewI enjoyed this book. I  
have a great interest in the role of science, research and development in government policy, and the book helped me  
understand more about this.Although the book is rather thin, perhaps written for the general public, the authors provide

substantial evidence of how the US is facing a serious decline in important manufacturing capabilities, and give the example of solar panels among others, of how this came about. It is a "call to arms" for the government to reverse this with certain steps which they suggest in the last chapter. However, the book also provides interesting insights on business strategy, particularly for companies with a strong manufacturing base, and they stress that companies like these should be careful to go beyond mere financial, marketing and abstract analysis in their planning, and give an important place to building skills and capabilities in line with newer technologies. They also offer a simple but powerful matrix for helping a company decide when manufacturing should be outsourced, or preferably kept close to home. With so much money spent on RD in almost every developing country, and considering that this activity has pronounced declining returns to scale, and very often, little to show for all the effort and money spent, this book sheds light on how, by strengthening what they call "the industrial commons" research spending can benefit all involved in a country, and avoid companies locating elsewhere. I came away with some interesting conclusions: that govt policy toward manufacturing should not be about creating obs, but rather skills and innovation. I also concluded ( and this is my own ) that university research does not necessarily have to be measured by the number of patents, spin-offs or start-ups created: even with few of these, basic and applied research can help strengthen the "commons" that the authors refer to. The measurement of success of research and innovation has to be much broader than a simple bevy of easily identifiable quantitative achievements. Perhaps this book is beginning to have its desired effect, as after disruptions in supply due to the Japanese Tsunami and other events which have made outsourcing less attractive, much of US industry is re-locating back to the US.

3 of 3 people found the following review helpful. **A Wake-Up Call for Policy Makers and Academics** By F. Zhu This book is probably the best one I have read in recent years. For many years, academics and policy makers have believed that global trade and specialization, which allow different countries to leverage their comparative advantages, contribute positively to every country's productivity, and thus competitiveness. In this book, Pisano and Shih take a dynamic view and argue that companies' outsourcing decisions may lead to erosion of industrial commons, which consist of suppliers, skilled workforce, and managers with operations expertise. Once industrial commons disappear from our economy, we will lose the ability to innovate, especially in situations where RD can't be separated from manufacturing. This insight is simple but very powerful, and is definitely a wake-up call for many of us who care about the innovativeness and competitiveness of this country. The book uses many data and interesting examples from different industries to support its argument. Several stories related to technology industries resonant with my experience doing field research in Taiwan several years ago. I highly recommend this book to anyone who wants to understand why America has lost its competitiveness and innovativeness in recent years and how to restore them.

1 of 1 people found the following review helpful. **Excellent analysis of the Manufacturing Economy** By CFL3 This is a good read on the status of manufacturing in the United States. It provides a full analysis of the forces that influence the competitiveness of a manufacturing economy. The concept of "manufacturing commons" is a good one that sheds new insight on ways that regions help support manufacturing. I would like to have seen more detail and recommendations on strategies that businesses and government can use to work together promoting a more vibrant manufacturing sector. Overall I recommend this book for anyone who is involved with manufacturing.

**Manufacturing's central role in global innovation** Companies compete on the decisions they make. For years in response to intensifying global competition, companies decided to outsource their manufacturing operations in order to reduce costs. But we are now seeing the alarming long-term effect of those choices: in many cases, once manufacturing capabilities go away, so does much of the ability to innovate and compete. Manufacturing, it turns out, really matters in an innovation-driven economy. In *Producing Prosperity*, Harvard Business School professors Gary Pisano and Willy Shih show the disastrous consequences of years of poor sourcing decisions and underinvestment in manufacturing capabilities. They reveal how today's undervalued manufacturing operations often hold the seeds of tomorrow's innovative new products, arguing that companies must reinvest in new product and process development in the US industrial sector. Only by reviving this industrial commons can the world's largest economy build the expertise and manufacturing muscle to regain competitive advantage. America needs a manufacturing renaissance for restoring itself, and for the global economy as a whole. This will require major changes. Pisano and Shih show how company-level choices are key to the sustained success of industries and economies, and they provide business leaders with a framework for understanding the links between manufacturing and innovation that will enable them to make better outsourcing decisions. They also detail how government must change its support of basic and applied scientific research, and promote collaboration between business and academia. For executives, policymakers, academics, and innovators alike, *Producing Prosperity* provides the clearest and most compelling account yet of how the American economy lost its competitive edge and how to get it back.