It is hard to believe it has already been a year since we last gathered on the Harvard Business School campus in Boston to celebrate 11 years of the Microeconomics of Competitiveness (MOC) Affiliate Network. Now we acknowledge the 12th year of the MOC Network with a warm welcome to 11 new affiliate institutions, including the first member universities from Indonesia, South Korea, and Tunisia. Many of you know the history of MOC, having begun in 2002 with the Institute for Strategy and Competitiveness at Harvard Business School. Now the MOC Affiliate Network unites 110 schools from 63 countries and continues to grow by an average of 10 additional institutions each year.

The MOC Affiliate Network has flourished as a dynamic community that aims to impact economic prosperity. It connects leading educational institutions around a common goal of shaping economic development. The network is focused not only on teaching the course, but also on serving as an active tool that enables universities to influence economic development strategies in their own regions. Our ultimate objective is to inform and improve the competitiveness of the countries where MOC is taught.

I am pleased to present this 2014 MOC Impact report, which underscores the impressive scope and impact that the network has achieved over more than a decade. Based on the 2014 Affiliate Network Survey completed by 72 percent of all affiliate institutions, the MOC Network has offered 1,352 courses in a variety of formats, with an alumni base of more than 44,503 students around the world. In addition, the network has inspired many affiliates to establish their own competitiveness institutes; there are currently 37 such institutes dedicated to competitiveness research and action initiatives. Affiliates have also impacted their regional business environments by participating in a total of more than 435 cluster initiatives and 447 competitiveness initiatives around the world.

The MOC Network has increasingly engaged in collaborative activities, developing workshops, conferences, case studies, and joint research projects. Affiliates have explored a diverse range of research areas, many of which share best practices through cross-country studies and initiatives. With these efforts underway, we strive to continue to support the collaborative texture of the MOC program.

The individual contributions of each MOC affiliate are substantial, and our governance structure has empowered the network to generate an even greater impact for practitioners, government officials, private actors, and researchers around the world.

The future of the MOC Affiliate Network holds great promise. We at the Institute for Strategy and Competitiveness and Harvard Business School are committed to fortifying the network, its outcomes, and contributions for a more prosperous world.

Sincerely,

Michael E. Porter
Bishop William Lawrence University Professor
Harvard Business School
“The greatest impact of our affiliation with the MOC network has been the ability to share the MOC experience with our students, find new possibilities for research and establish contacts with faculty members of other universities teaching the course.”

—University of Warmia and Mazury in Olsztyn (Poland)
MOC Affiliate Network Impact

**AFFILIATES, FACULTY, ALUMNI, AND COURSES**
- 44,503 Alumni
- 256 Active faculty
- 1,352 Courses
- 110 Active affiliates

**COMPETITIVENESS INSTITUTES AND CLUSTER INITIATIVES**
- 435 Cluster initiatives
- 447 National and regional competitiveness initiatives
- 37 Competitiveness institutes

**KNOWLEDGE DEVELOPMENT**
- 482 Research projects
- 258 Cases

**MOC STUDENT COMPOSITION | 2014**
- 9% OTHER
- 11% PUBLIC OFFICIALS
- 41% MBA STUDENTS
- 20% PRIVATE SECTOR EXECUTIVES
- 19% OTHER MASTERS STUDENTS
Mission

The mission of the MOC Affiliate Network is to provide an institutional setting that teaches the MOC theoretical framework, gains new knowledge through collaborative research, and influences policy makers and leaders in the world to improve competitiveness at all levels.

MOC Content Overview

This course is concerned with the determinants of competitiveness and economic development viewed from a bottom-up, microeconomic perspective. While sound macroeconomic factors affect the potential for competitiveness, wealth is actually created at the microeconomic level. The strategies of firms, vitality of clusters, and quality of the business environment in which competition takes place are what ultimately determine a nation or region’s productivity.

MOC Network Governance

With the growth of the MOC Affiliate Network since 2002, the activities of MOC affiliate faculty have broadened beyond classroom teaching to include engagement in content related research, leadership and participation in competitiveness and cluster initiatives, as well as the development of competitiveness institutes. In 2008, a formalized governance structure was created to support the growth of the network in areas beyond the classroom. Five councils were established to provide leadership and collective governance as well as to facilitate greater impact of the MOC Affiliate Network.

“The network of world class faculty and access to very good case studies and teaching material has built the capacity of our faculty and raised the profile of our institution.”
—Strathmore Business School (Kenya)
MOC Affiliates

Aalto University
American University in Cairo
American University of Armenia
Astrakhan State University
BI Norwegian Business School
Bina Nusantara University
Burgundy School of Business
Canadian Institute of Technology
Caucasus School of Business
CEUT Universidad
Cumberland University
Eastern Washington University
Erasmus University
ESCP Europe
Faculdade Alves Faria (ALFA)
FGV-EAESP
FGV-EBAPE
FH Wien University of Applied Sciences
Gordon institute of Business Science (GIBS)
Grenoble School of Management
HHL – Leipzig Graduate School of Management
Hitotsubashi University
ICESI University
IDE Business School
IIia State University
INCAE
INSEAD
Institute of Business Administration
Institute of Competitiveness, India
International Management Institute, MIM-Kyiv
International University of Monaco
ISM University of Management and Economics
ITESM-Puebla
JAMK University of Applied Sciences
JJ Strossmayer University of Osijek
Karachi School of Business
Kazakh – British Technical University
Keimyung University
Koç University
Lagos Business School
Lauder Business School
LIUC – Carla Cattaneo University
Loyola University, Maryland
Mediterranean School of Business
National Chengchi University of Taiwan
National University of Malaysia (UKM)
National University of Mongolia
NIDA
Nile University
Nyenrode Business Universiteit
Orkestra – Basque Institute of Competitiveness
Peking University
Pontificia Universidad Católica de Perú
Pontificia Universidad Javeriana
Pontificia Universidade Catolica de Parana
Poznan University of Economics

Robert Kennedy College
Ruhr University of Bochum
SDA Bocconi
Shanghai University of Finance and Economics
Singidunum University
Soïa University
SP Jain Institute of Management and Research
Stockholm School of Economics
Strathmore Business School
Tallinn University of Technology
Technical University of Cluj Napoca
Tomas Bata University in Zlín
UNICESUMAR
UNINORTE
UNITEC
Univ. Católica Nuestra Señora de la Asunción
Universidad Católica
Universidad Católica
Universidad Católica de Cordoba
Universidad de la Laguna
Universidad de los Andes
Universidad de Monterrey (UDEM)
Universidad de Sonora (UNISON)
Universidad de Talca
Universidad del Desarrollo
Universidad del Norte
Universidad del Pacífico – Ecuador
Universidad del Pacifico – Peru
Universidad del Rosario
Universidad Panamericana
Università Cattolica del Sacro Cuore
University College Dublin
University of Applied Sciences NW Switzerland
University of College Cork
University of Economics, Prague
University of Erfurt
University of Fribourg
University of Iceland
University of Lisbon, School of Econ. & Mgt.
University of Minnesota
University of Puthisastra
University of San Andrés
University of South Carolina
University of Southern Denmark
University of Ulster
University of Warmia and Mazury in Olsztyn
University of Washington
University of West Indies
Universum College
UPAEP
Vienna University of Economics and Business
Warsaw School of Economics
Webster University, Vienna

*New affiliates

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