

In the 1990s, the big industries won't rebound to absorb a giant work force. The sudden demise of the Cold War crippled the defense industry and PC-based products knocked the wind out of the minicomputer business. The financial services sector has contracted in the absence of frenetic takeover-era trading and lending, and the decline of commercial real estate lending.

Where will the momentum for recovery come from? The drivers of the New England economy are going to be the kind of drivers it had in the late 1970s and early 1980s... the high value-added, knowledge intensive industries such as biotechnology, telecommunications, software, artificial intelligence and *environmental services*. Lots of small entrepreneurial start-ups are also forseen.

The activity will be centered around Boston, with perhaps some spillover to southern New Hampshire. Even around Boston, these companies will offer employment only on a very selective basis. The newer high-tech ventures will involve fewer workers than the businesses they replace and will not have the clout the minicomputer industry had in terms of its manufacturing employment base.

Historically it's the small to medium-sized businesses of all sorts that have accounted for 80 to 90 percent of the job growth in the early stages of recovery. In fact, a recent national survey by Dun & Bradstreet found that, while big companies will still be reducing staff this year, those with 19 or fewer employees will increase staff by 6.2 percent, together accounting for more than half of all the jobs expected to be added to the U.S. economy this year.