

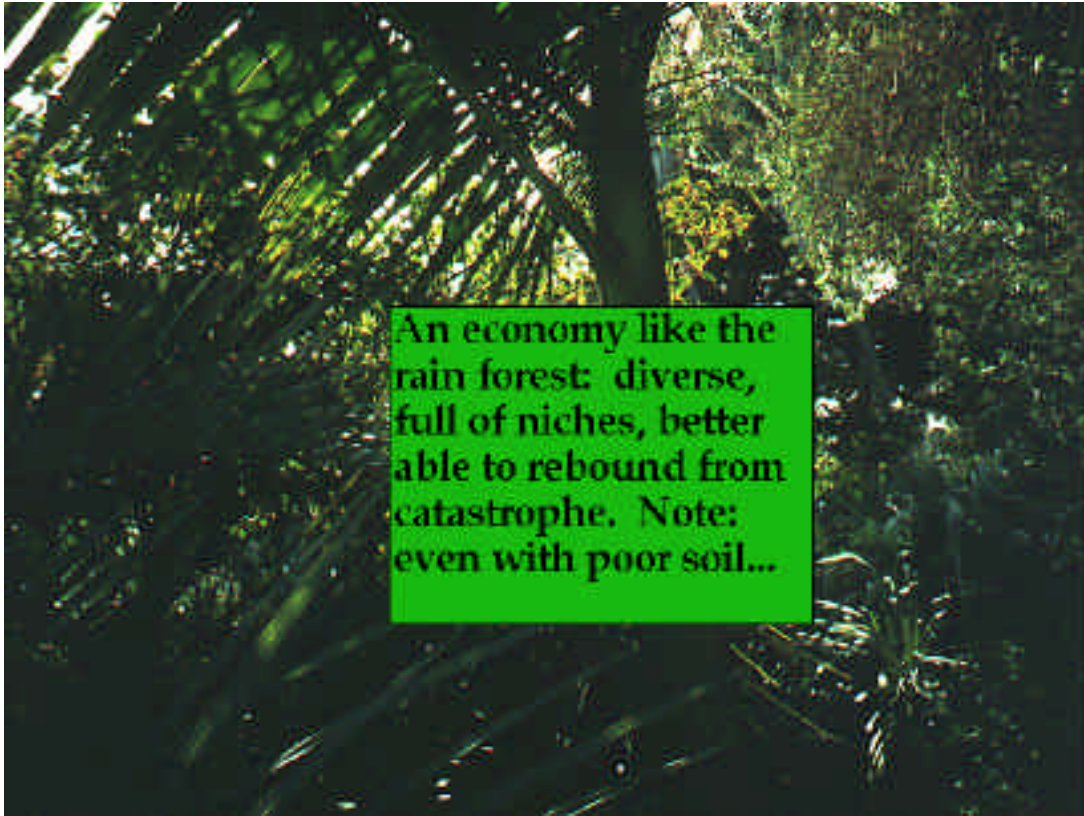
layoffs in late 1999  
 Mobil  
 Exxon  
 Lockheed Martin  
 Pratt-Whitney  
 Boeing  
 Volvo  
 Coca-Cola  
 Hasbro  
 Footlocker  
 Bell South  
 ATT  
 IIT  
 EMI  
 PacifiCare  
 Geocities  
 Amazon.com  
 Qualcomm  
 Western Digital  
 IBM

**The economy is up!**  
**The stock market is great!**  
**Unemployment is down!**  
*...and yet...*  
**1999 - 630,450 job cuts**  
*led by big corporations (as of November).*  
**1993 - 613,000+ job cuts.**  
**Economists call the 90s:**  
**"The decade of downsizing."**

**Jobs added to the US Economy in Jan., 2000: 387,000!**

**IBM did how well in the personal computer business in 1999?**

**A. Made a million dollars.**      **C. Made a billion dollars.**  
**B. Lost a million dollars.**      **D. Lost a billion dollars.**



An economy like the rain forest: diverse, full of niches, better able to rebound from catastrophe. Note: even with poor soil...



Southern California (five counties)  
Top Employers

1991

Los Angeles County  
McDonnell Douglas  
U.S. Government  
Los Angeles USD  
Northrop  
Rockwell  
Lockheed

1998

Los Angeles County  
Los Angeles USD  
U.S. Government  
University of Cal.  
U.S. Postal Service  
Boeing  
City of Los Angeles

Around the corner...

## Top Employers 2010

Macro  
IBM  
Soft  
Gas  
Movie  
Net  
Phone & Bank  
Big Company

UNITED STATES  
POSTAL SERVICE



Orange County, California  
\$104.9 billion economy.

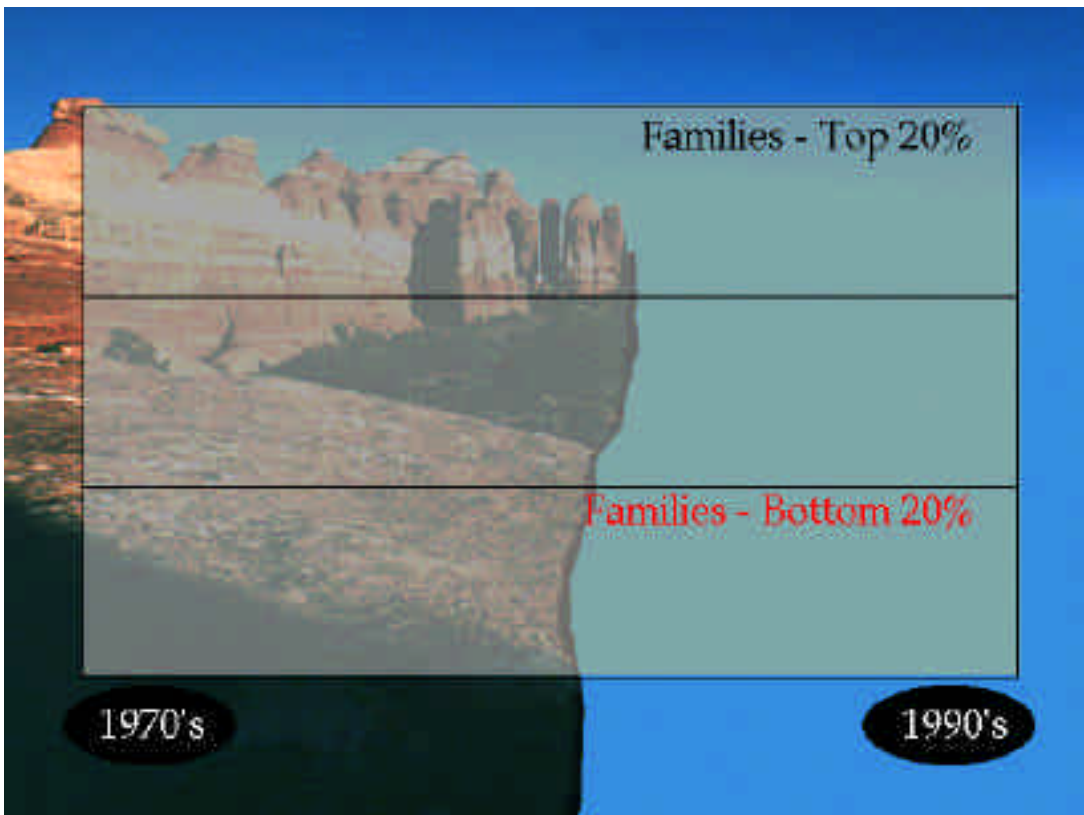
75% of business have less  
than 10 employees.  
50% have less than 5.

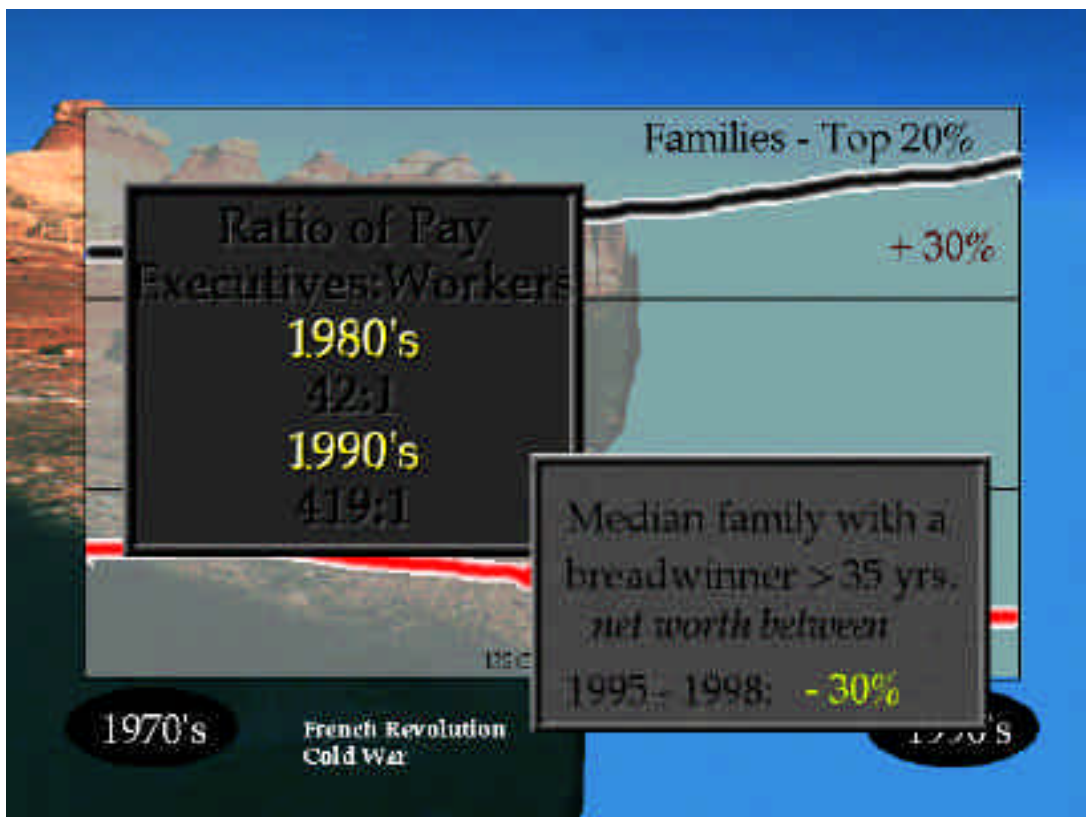
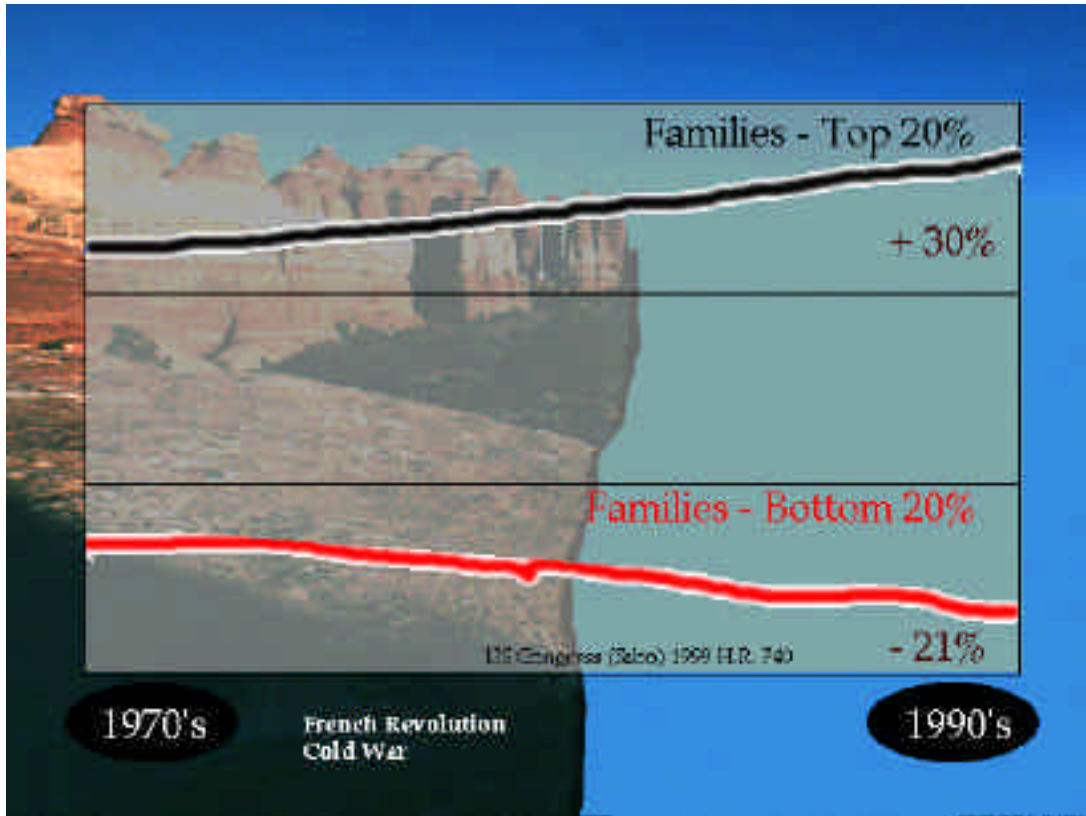
Harvard Graduate School  
of Management: 40% go to  
small business. Lawyers, too...

"Our kids will do better than we did"



Orange County median  
hourly wage:  
1989: \$13  
1998: \$11.96





## Mexican Daily Wage Purchasing Power

	1976	1996
Milk (qt.s)	21.2	6.1
Sugar (lb.s)	15.8	2.5
Gas (gal.s)	11.0	2.3
Tortillas (lb.s)	12.4	6.1

1981 - College  
graduates earned  
50% more than  
non-college  
graduates.

