Thank you Wil/John.

Welcome to Minneapolis -- or more precisely, to Bloomington--where Control Data's corporate headquarters overlooks the Minnesota River Valley. We're truly pleased to have you here. Altho the weather in this part of the world tends to be somewhat unpredictable, I hope you have some chance to enjoy what is probably our most beautiful season.

First and most important let me express my personal support and appreciation for the work you are doing. Control Data has a continuing interest in Job Creation Networks, in particular, and the subject of new business development in general.

Indeed, the mixture of people in this group today represents an invigorating blend of interests between private and public sectors of the economy. We share a commitment to job creation which has become more than merely vital to our country's economic well-being in these final years of the 20th Century. Control Data has, by now, had nearly two decades of experience in the several components of Job Creation Networks. Our skills, experience and resources grow more effective each year. As we
work together we will become an increasingly important part of the economic restructuring through which the world is going. Not only can we take pride in the work already done, we can be confident that we are properly positioned to provide even better services in the future.

The added value that we bring -- that you bring -- to state and local governments, to new and developing businesses is that of experience -- and its value should not be underestimated.

Over the past two decades, the United States -- in fact, the entire western industrialized world -- has been struggling through a profound revolution in the way products are manufactured and services are delivered. This revolution has been fueled by tremendous advances in technology. The revolution is also due in party to the tremendous economic advances recorded in the rapidly developing countries of the Far East.

But more than anything else, it is technology -- and particularly computer technology -- which has led us to this revolution. We in Control Data, of course, are extremely conscious of this kind of change because we are a purveyor of those technologies.
But one of the characteristics which sets Control Data apart from the many other companies involved in the current change, has been our continuing concern and attention to the opportunities created by the necessity for individuals and organizations to adapt to new and emerging technologies.

Recognizing the great need individuals would have for training, we invested time and resources in the development of computer-based training and education. We began to foster job creation by providing assistance to state and local governments...and to develop services designed to improve the survival rate of small business. We likewise have worked to develop management processes that are necessary in new organization and operational environments.

Just a few days ago, in the September 29 edition, Business Week carried a "Special Report" entitled "Management Discovers The Human Side of Automation." There were some important observations in that report, observations that as a matter of fact are encouraging with regard to the work that you are doing...that we are doing. That report focused on the necessity for business -- or in this case, management -- to modify its basic processes in order to fully accommodate the fundamental changes being made in the very nature of work....changes, as I noted, that are necessitated by emerging new technologies. It is entirely too easy to underestimate the nature and extent of this technological impact.
In one way or another the article points out computer technology has changed the jobs of 40 to 50 million people -- almost half of the U.S. workforce. It has made some jobs more challenging ... "de-skilled" others, and, of course, eliminated many altogether.

The severe dislocation at specific work sites due to job elimination is the most traumatic. The people directly affected are faced with the need to have new skills or move geographically, or both. Retraining and job creation skills then are a fundamental part of today's economic activity. But more than mere access to retraining is required. And business formation cannot be left to mere chance. It takes an organized effort and money. The funding necessary to effect retraining and job creation thus becomes a major question both for industry and for government.

The Business Week article presented examples to illustrate this important public policy question. Those examples would seem very familiar to you in this room, and as BW noted finally it comes down to:

"Who is responsible for retraining workers who are thrown into the labor market by new technology? Traditionally, most companies have left this role to government. But public concern may force them to reassess this position--or face greater pressure from Washington to act?"
The broad forces that drive this kind of technological change are relentless. Even if we could, I doubt that we as a society would want them to be stopped. The more sensible approach is one of public/private cooperation. That deals with those forces head-on.

Roger D. Semerad, Assistant Labor Secretary for employment and training, rightly points out that the "new jobs" created by emerging technologies require much higher levels of related skills. This at a time when study after study bemoans the declining quality of public education. But it's not my purpose today to deal with that difficult subject. Suffice to say we view this as a major opportunity for our business.

By addressing these basic issues Control Data, through Business and Technology Centers, through the Job Creation Network, and with long experience with computer-based industrial training, can seize those opportunities. More important, we have had twenty years experience in dealing with them.

We know what it takes to make a small business successful... because we've been doing it for a long time. Not all of those small businesses have ultimately grown to survive and prosper; but we do have an impressive track record. Indeed, some of the BTC's themselves have not been completely successful, but that's part of the price of learning.
We have invaluable experience — all of us — together. It's that kind of experience that we can lay before state and local governments as they look for solutions to their growing job displacement problems. We can demonstrate our "added value."

We can bring proven and practical consultative skills. We can say to mature businesses, as well as those that are new and developing, that there are innovative processes available which will allow them to embrace emerging technologies — and that we have used these processes to help hundreds of other businesses adapt and grow.

This strategy, I believe, is sound. The products and services we offer are proven to be effective. The Business Development Program, for example, has served some 300 client companies, some for as long a 24 months. The overall success of our Business and Technology Centers has led to the creation of incubator clones around the world.

As I look over the agenda for this conference, I see that Wil French is going to have you working on a number of important issues over the next few days. The major thrust of this conference is to find ways to transfer value-added experience and knowledge — to develop an exchange among leaders who are working to solve fundamental employment problems.

There are communities — and many, many individuals — out there who are counting on you. Don't let them down.