

Massachusetts Competitiveness

State and Cluster Performance

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State Comparisons

Overall Economic Performance Indicators

Massachusetts

Economic Performance

Gross State Product per capita, 2008

- in Massachusetts: \$56,169 (rank 7)
- in the US: \$46,588
- Massachusetts % above US: 20.6%

Growth in Gross State Product per capita, annual rate, 1998-2008

- in Massachusetts: 2.28% (rank 7)
- in the US: 1.50%

Average wage, 2007

- in Massachusetts: \$51,151 (rank 4)
- in the US: \$41,680
- Massachusetts % above US: 22.7%

Wage growth, annual rate, 1998 to 2007

- in Massachusetts: 3.92% (rank 6)
- in the US: 3.49%

Employment, 2007

- in Massachusetts: 3,073,941 (rank 13)
- % of US: 2.55%

Employment growth, annual rate, 1998 to 2007

- in Massachusetts: 0.55% (rank 44)
- in the US: 1.22%

Share of Employment in Traded Clusters, 2007

- in Massachusetts: 31.3% (rank 6)
- in the US: 27.4%

Change in Share of Employment in Traded Clusters, 1998 to 2007

- in Massachusetts: -3.16% (rank 40)
- in the US: -2.14%

Innovation Output

Patents per 10,000 employees, 2008

- in Massachusetts: 11.44 (rank 6)
- in the US: 6.43

Growth in total patents, annual rate, 1998 to 2008

- in Massachusetts: 0.30% (rank 13)
- in the US: -0.39%

Traded establishment formation, annual rate, 1998 to 2007

- in Massachusetts: 0.63% (rank 49)
- in the US: 2.11%

Total establishment formation, annual rate, 1998 to 2007

- in Massachusetts: 0.57% (rank 38)
- in the US: 1.17%

Demographic Profile

Population, 2008

- in Massachusetts: 6,498,004 (rank 15)
- % of US: 2.14%

Population growth, annual rate, 1998 to 2008

- in Massachusetts: 0.35% (rank 42)
- in the US: 0.98%

Labor Force Participation, 2007

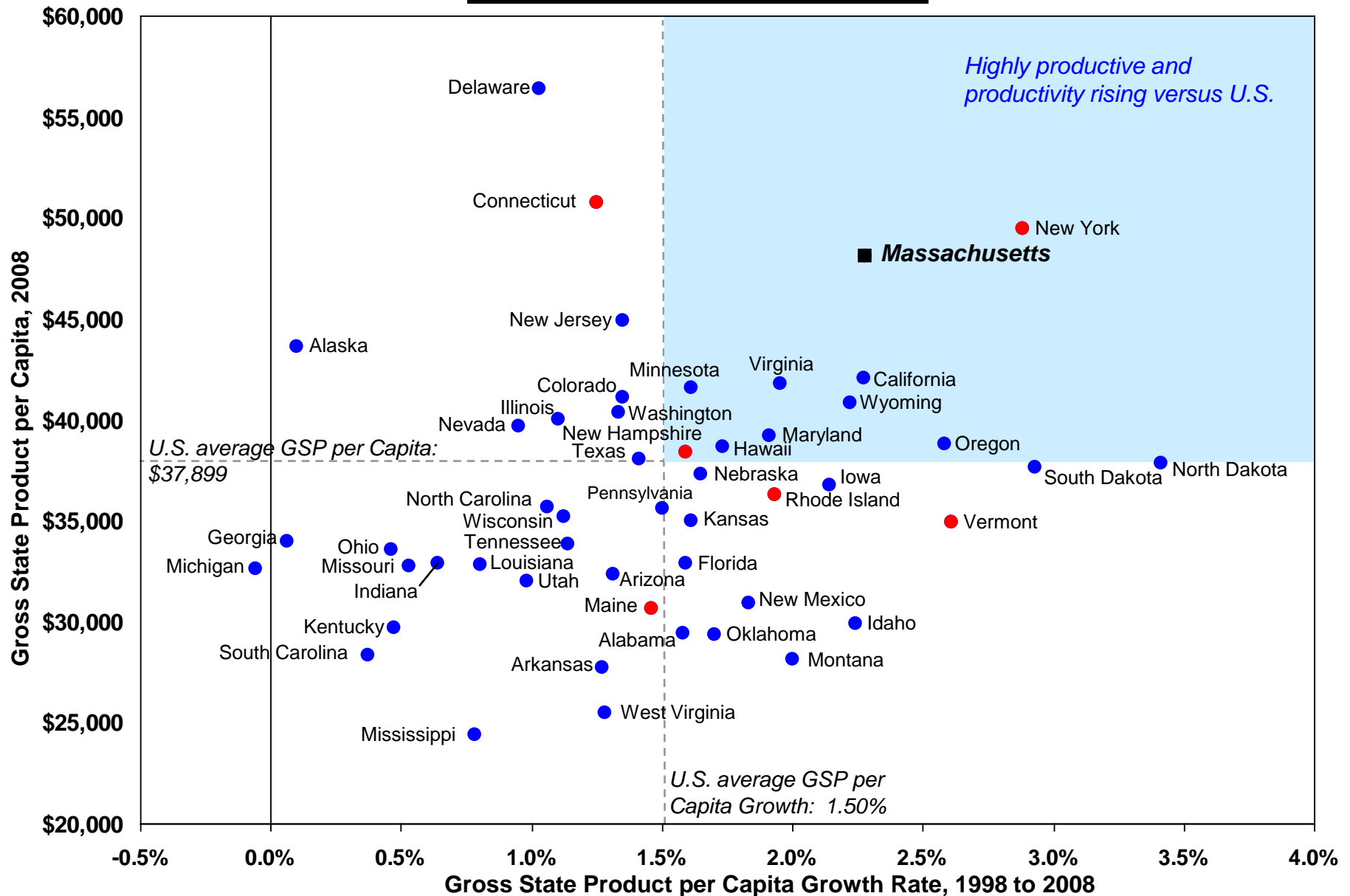
- in Massachusetts: 66.9% (rank 27)
- In the US: 66.0%

Note: Ranks are among the 50 US states plus the District of Columbia. Growth calculated using compound annual growth rates. Gross state product figures in 2000 chained US dollars.

Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

State Prosperity

U.S. States, 1998 to 2008

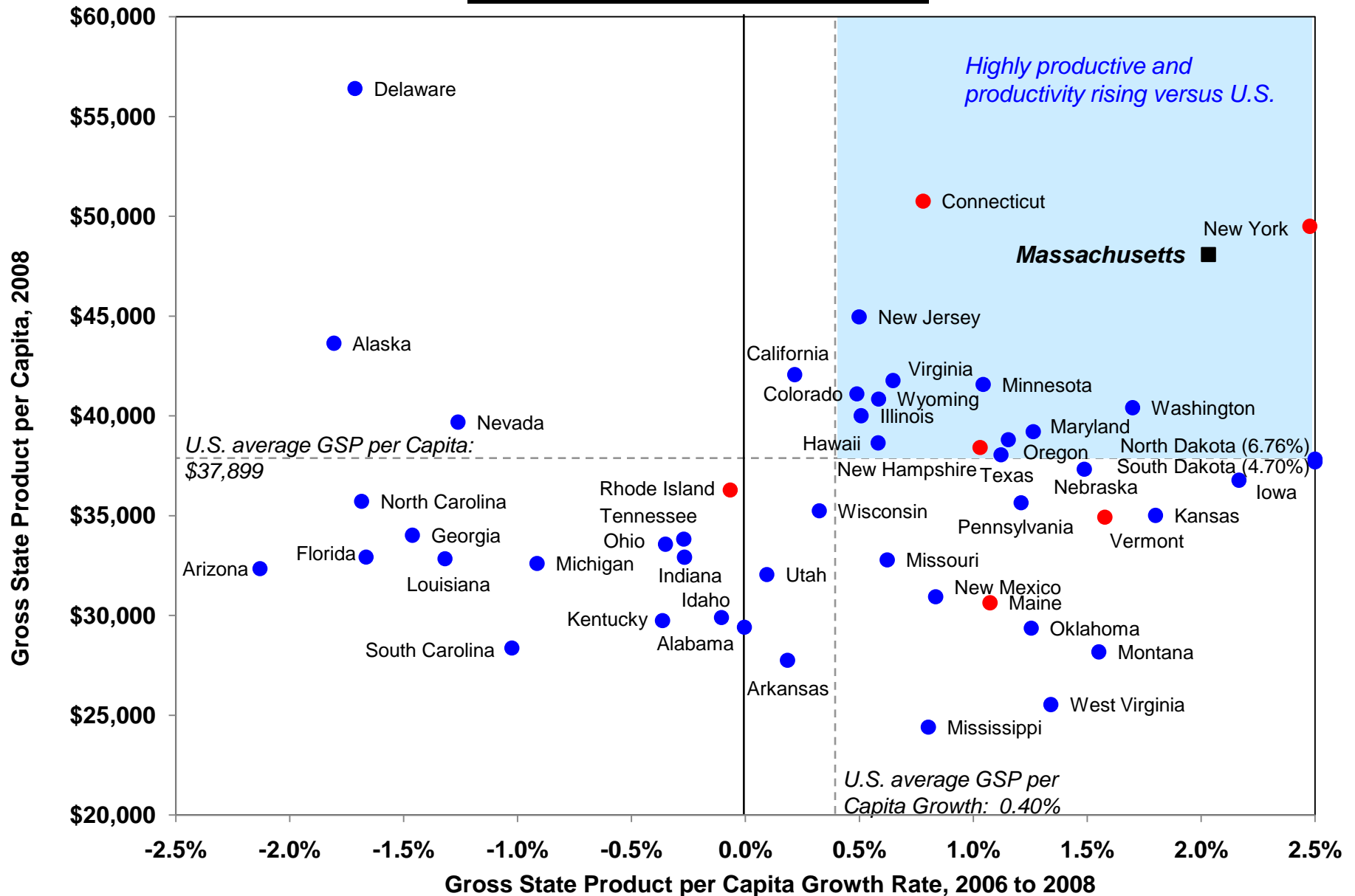


Source: Bureau of Economic Analysis. Growth calculated using compound annual growth rates. Gross state product figures in 2000 chained US dollars.

Notes: District of Columbia: \$126,407, 2.63%. Growth rate calculated as compound annual growth rate (CAGR).

State Prosperity

U.S. States, 2006 to 2008



Source: Bureau of Economic Analysis. Growth calculated using compound annual growth rates. Gross state product figures in 2000 chained US dollars.

Notes: District of Columbia: \$126,407, 1.79%. Growth rate calculated as compound annual growth rate (CAGR).

U.S. States, 1998-2007



3.49%

■ *Massachusetts*

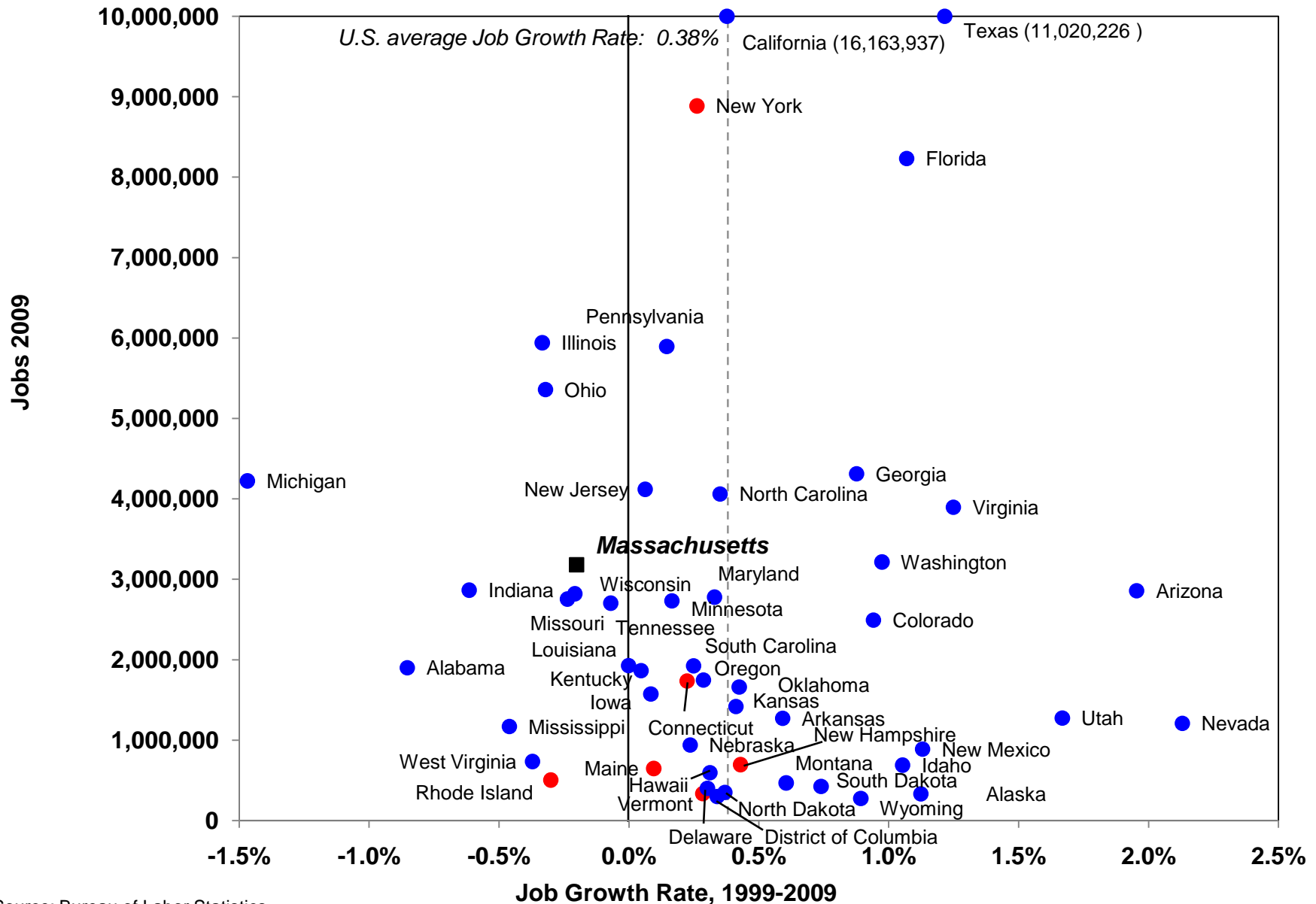
U.S. Average
Wage: \$ 41,680

Michigan (2.48%, \$40,935)

Wage Growth (CAGR), 1998-2007

Job Growth

U.S. States, 1999 to 2009

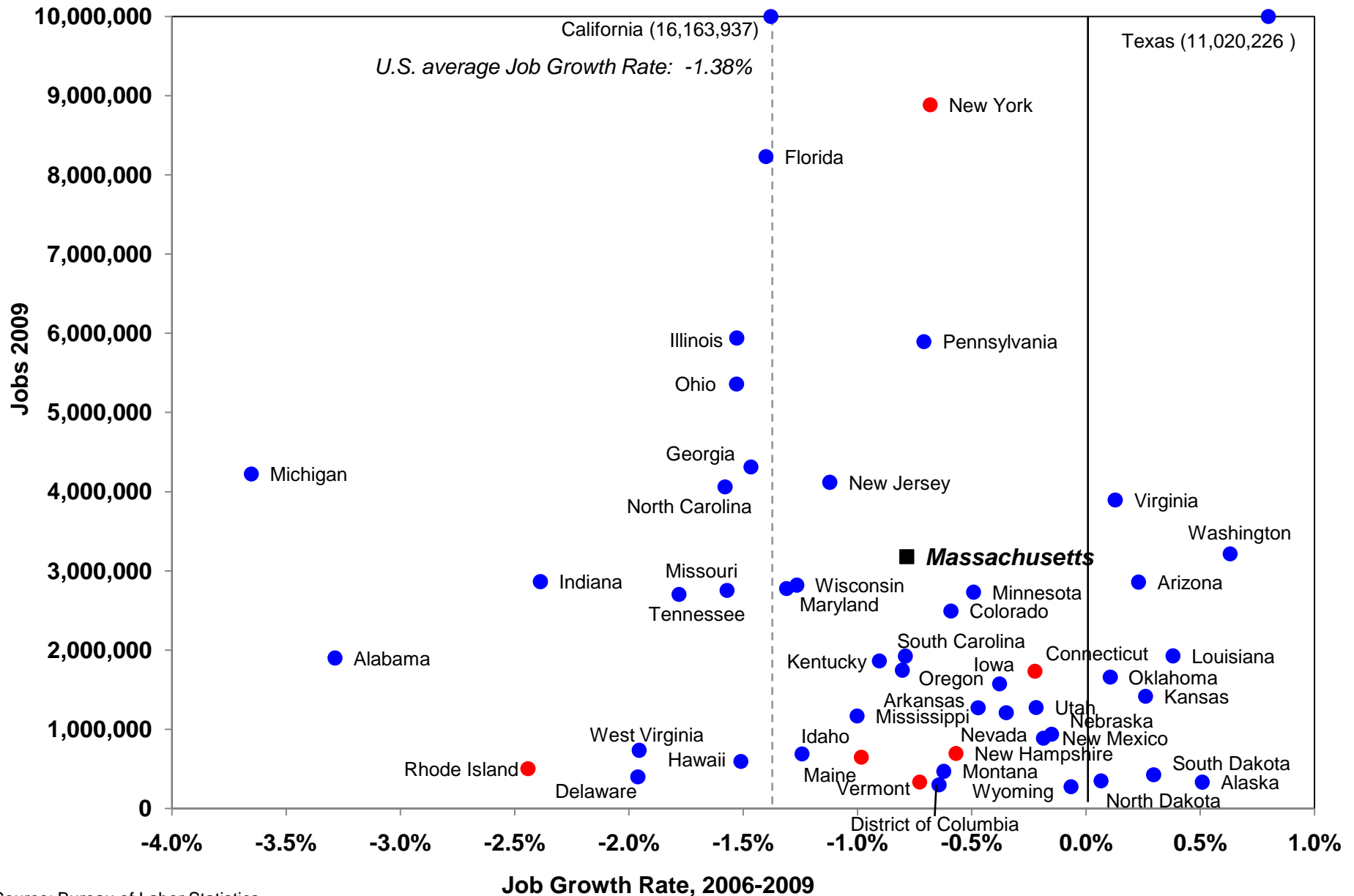


Source: Bureau of Labor Statistics

Note: Growth rate calculated as compound annual growth rate (CAGR).

Job Growth

U.S. States, 2006 to 2009



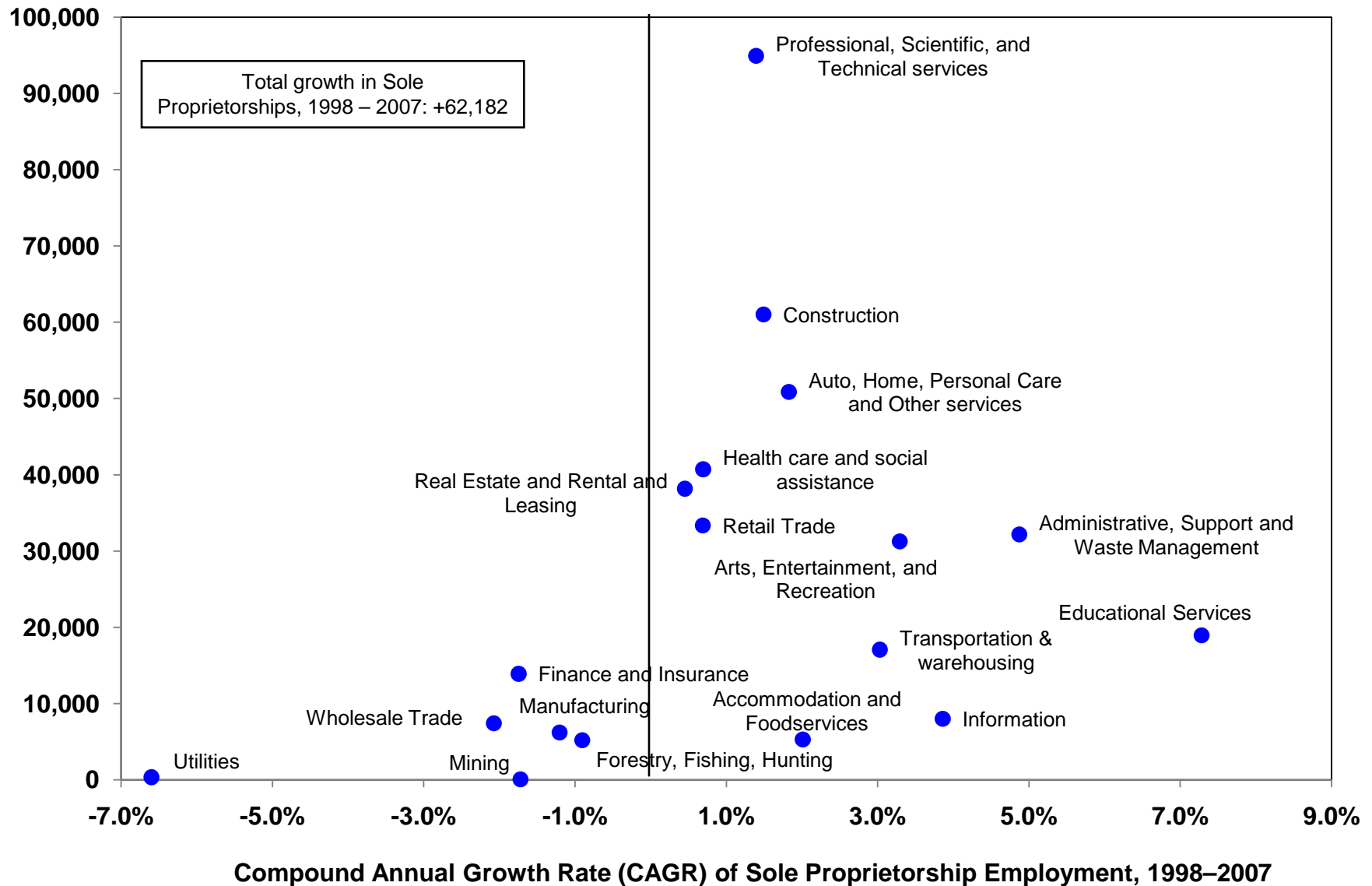
Source: Bureau of Labor Statistics.

Note: Growth rate calculated as compound annual growth rate (CAGR).

Employment in Sole Proprietorships

Massachusetts, 1998-2007

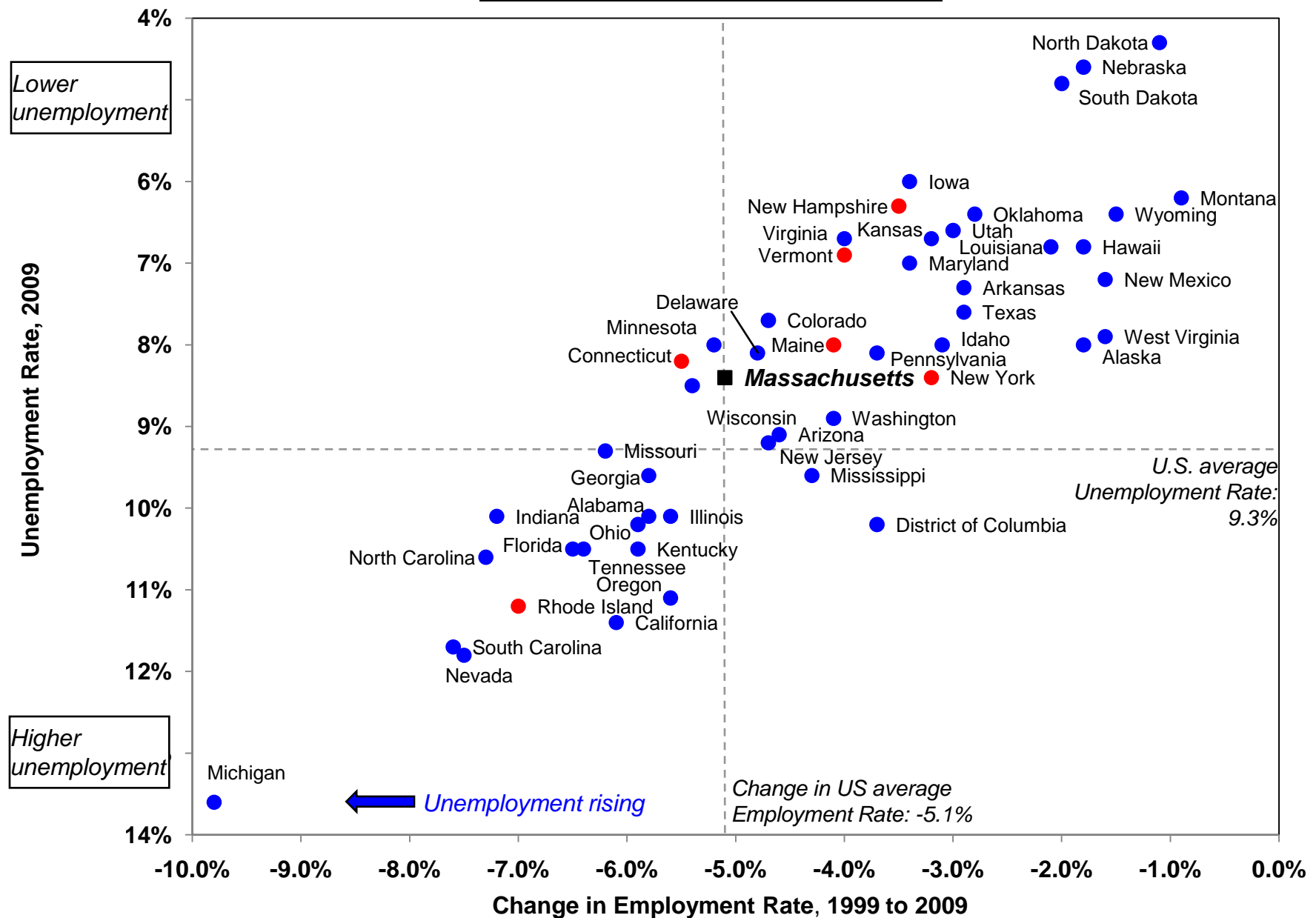
Sole Proprietorship
Establishments 2007



Source: U.S. Census Bureau, Nonemployer Statistics

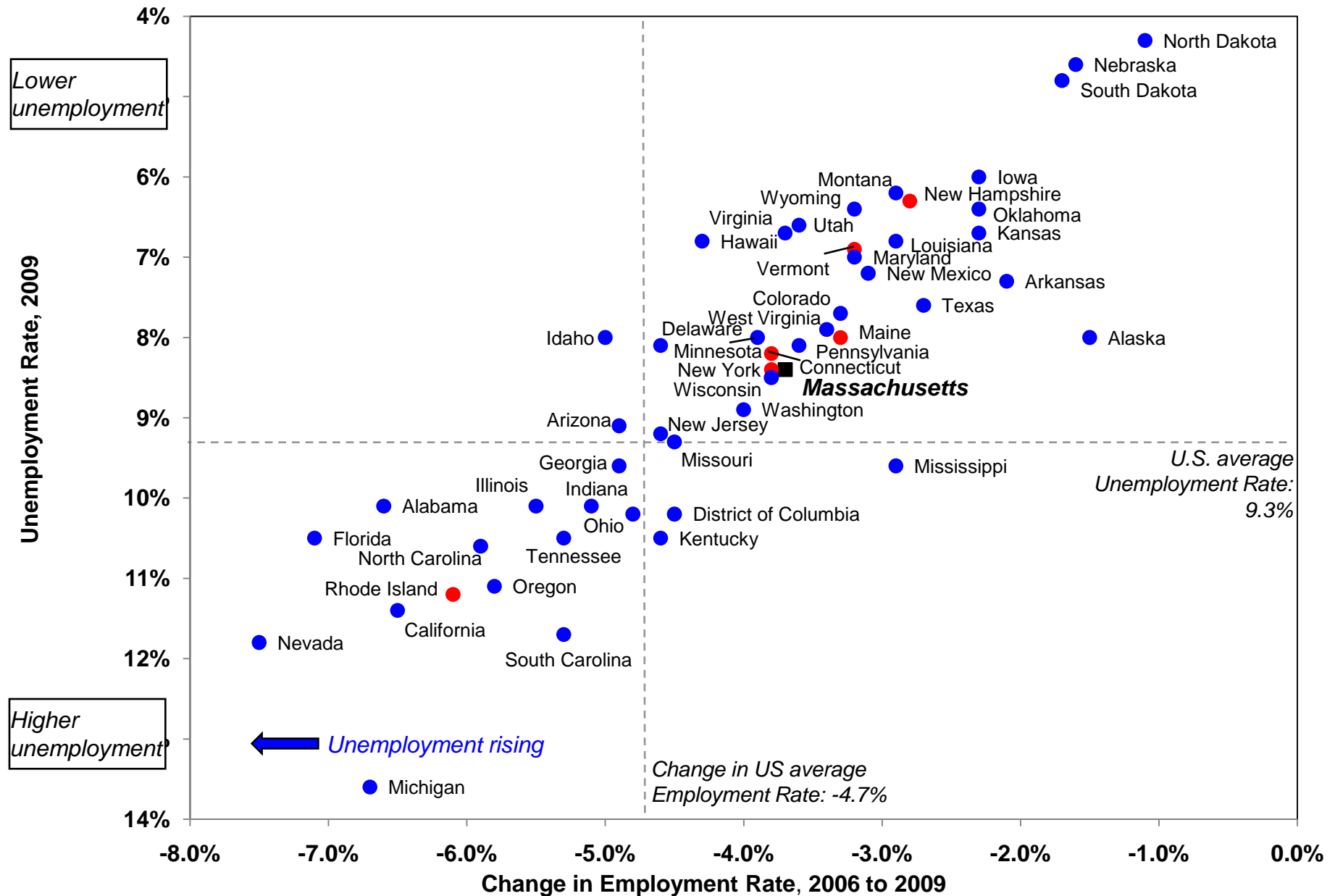
Unemployment Rate

U.S. States, 1999 to 2009



Unemployment Rate

U.S. States, 2006 to 2009



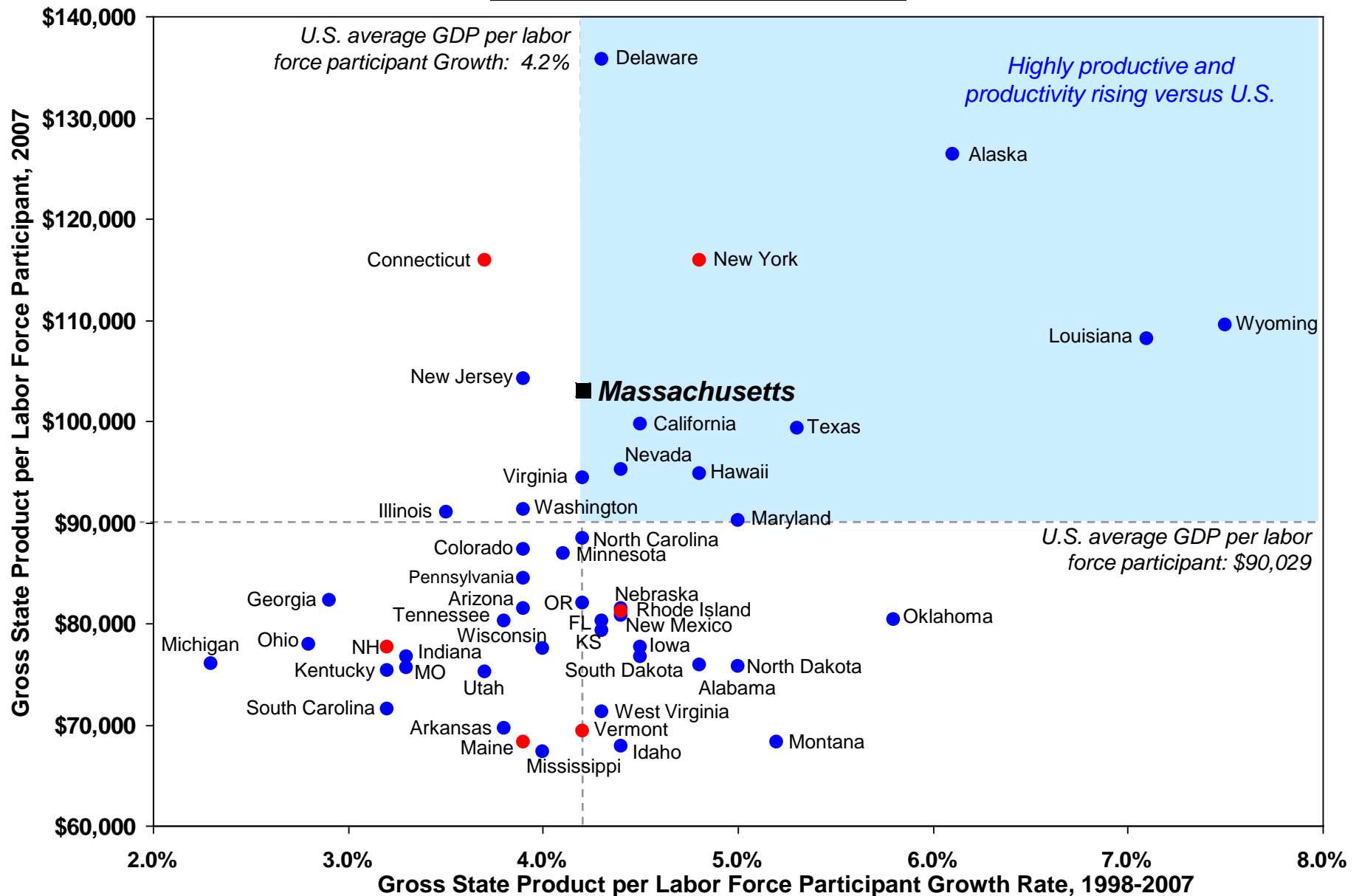
Source: Bureau of Labor Statistics

Fall 2010 – MA Governor

Labor Productivity

U.S. States, 1998-2007

2007 Most Recent Available



Source: Bureau of Economic Analysis. Growth calculated using compound annual growth rates. Gross state product figures in 2000 chained US dollars.

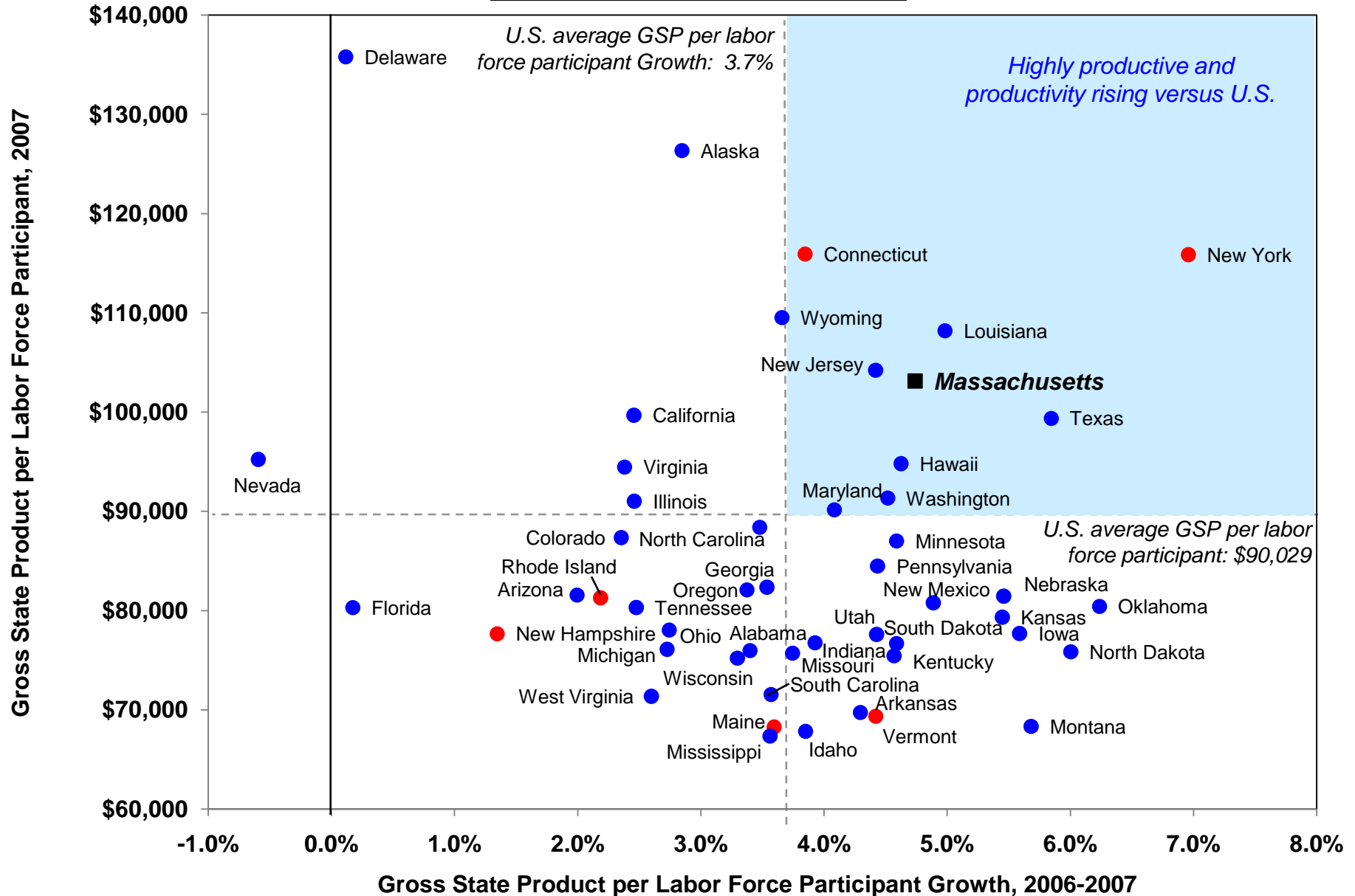
Notes: District of Columbia: \$288,176, %5.6. Growth rate calculated as compound annual growth rate (CAGR).

Fall 2010 – MA Governor

Labor Productivity

U.S. States, 2006-2007

2007 Most Recent Available



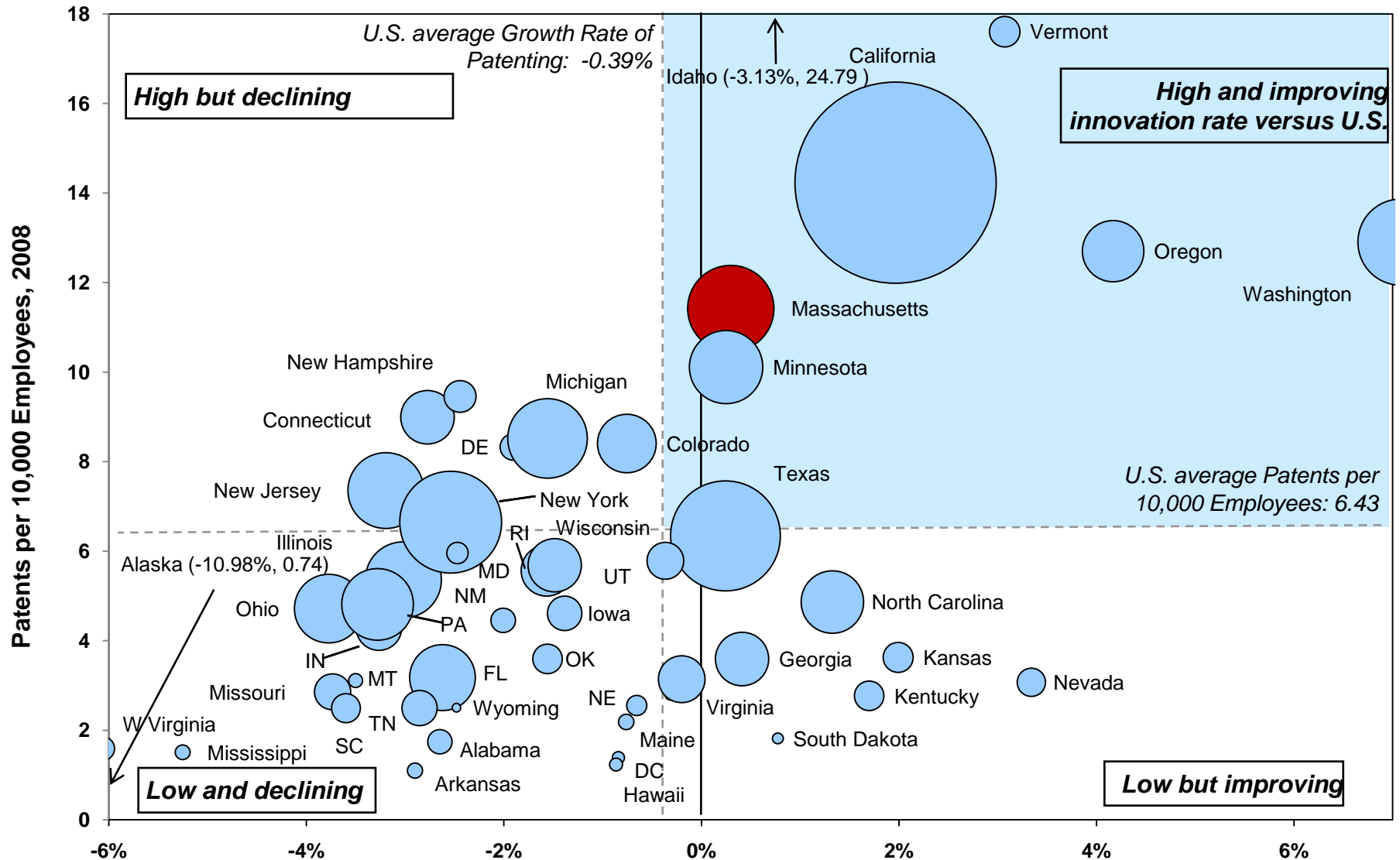
Source: Bureau of Economic Analysis. Growth calculated using compound annual growth rates. Gross state product figures in 2000 chained US dollars.

Notes: District of Columbia: \$288,176, 4.5%.

Fall 2010 – MA Governor

Patenting Rate

U.S. States, 1998 to 2008



Growth Rate of Patenting, 1998 to 2008

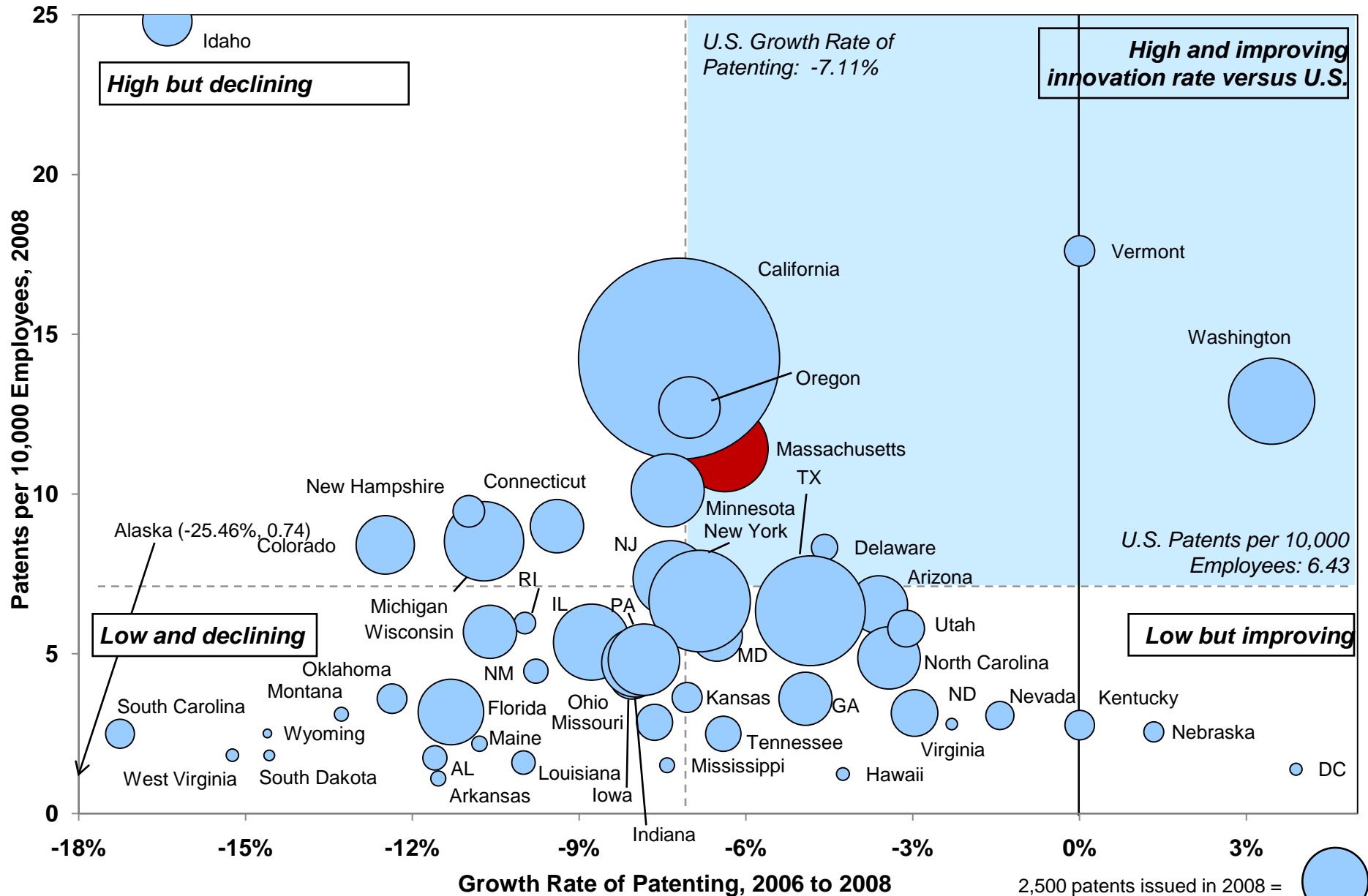
2,500 patents issued in 2008 =



Source: USPTO, Bureau of Labor Statistics. Note: Growth rate calculated as compound annual growth rate (CAGR).

Patenting Rate

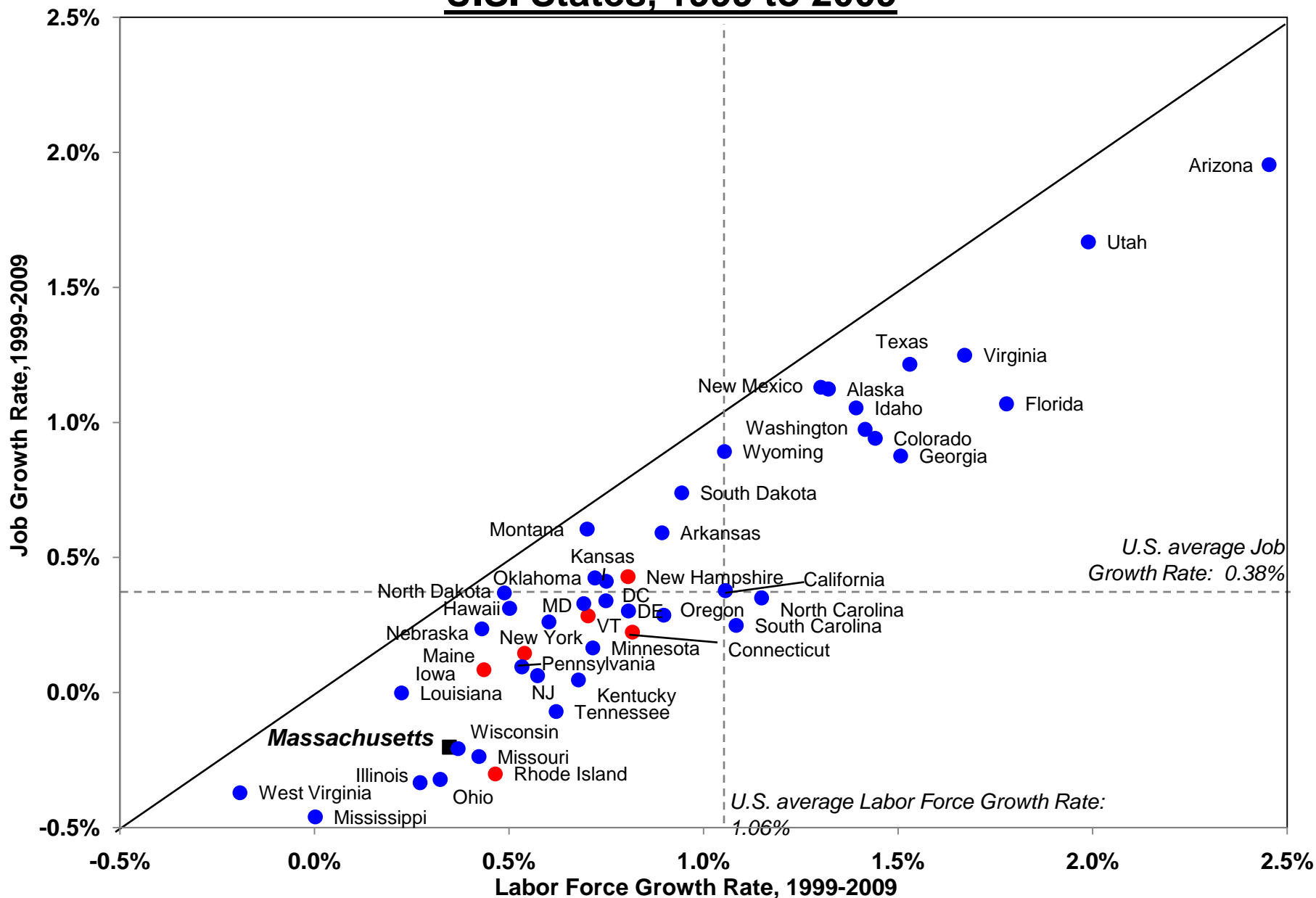
U.S. States, 2006 to 2008



Source: USPTO, Bureau of Labor Statistics. Note: Growth rate calculated as compound annual growth rate (CAGR).

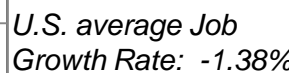
Labor Force Growth and Job Growth

U.S. States, 1999 to 2009



Note: Growth rates calculated as compound annual growth rate (CAGR).
 Source: Census; Bureau of Labor Statistics. * Data available through November 2008
 Fall 2010 – MA Governor

U.S. States, 2006 to 2009



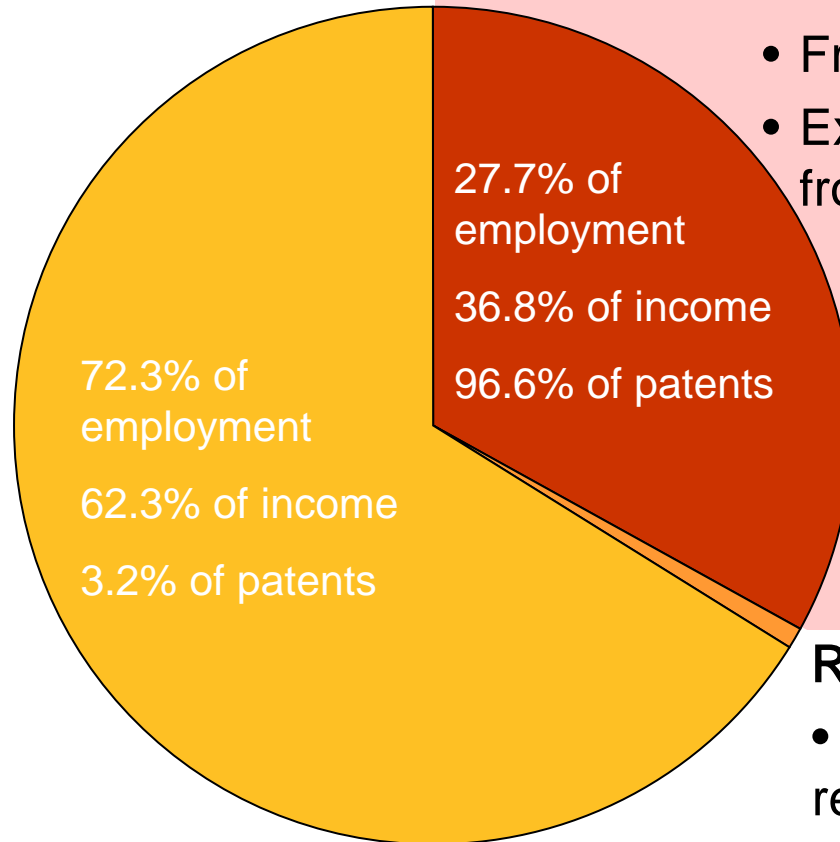
Fall 2010 – MA Governor

Massachusetts Economic and Cluster Performance

Composition of Regional Economies, United States

Local Cluster

- Serve almost exclusively the local market
- Not exposed to cross-regional competition for employment



Traded Cluster

- Serve markets in other regions and countries
- Free to choose location
- Exposed to competition from other regions

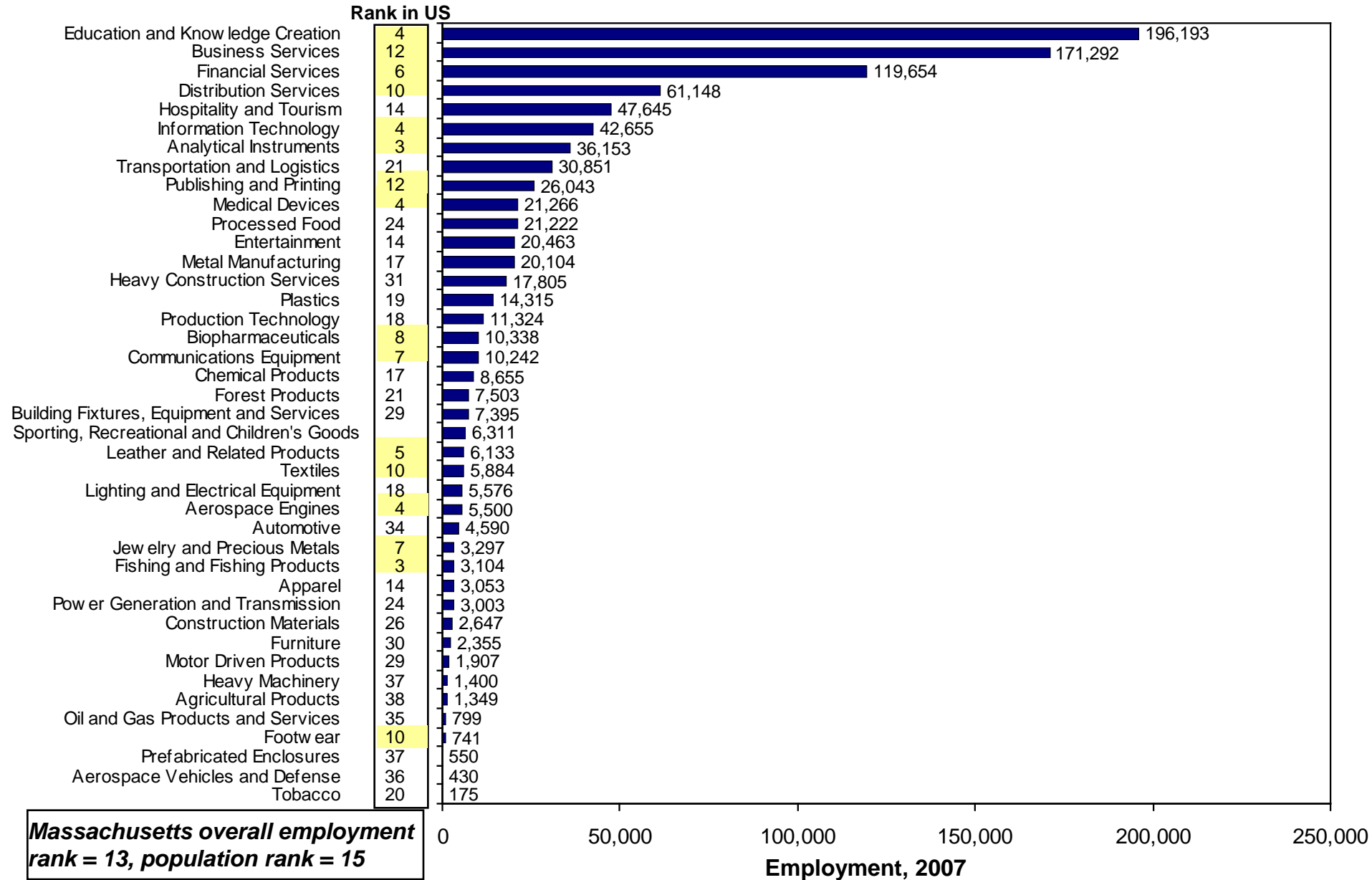
Resource-based Clusters

- Location determined by resource availability
- <1% of income, employment, and patents in the U.S.

Source: Michael E. Porter, Economic Performance of Regions, Regional Studies (2003); Updated via Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School (2007)

Composition of the Massachusetts Economy

Employment by Traded Cluster, 2007

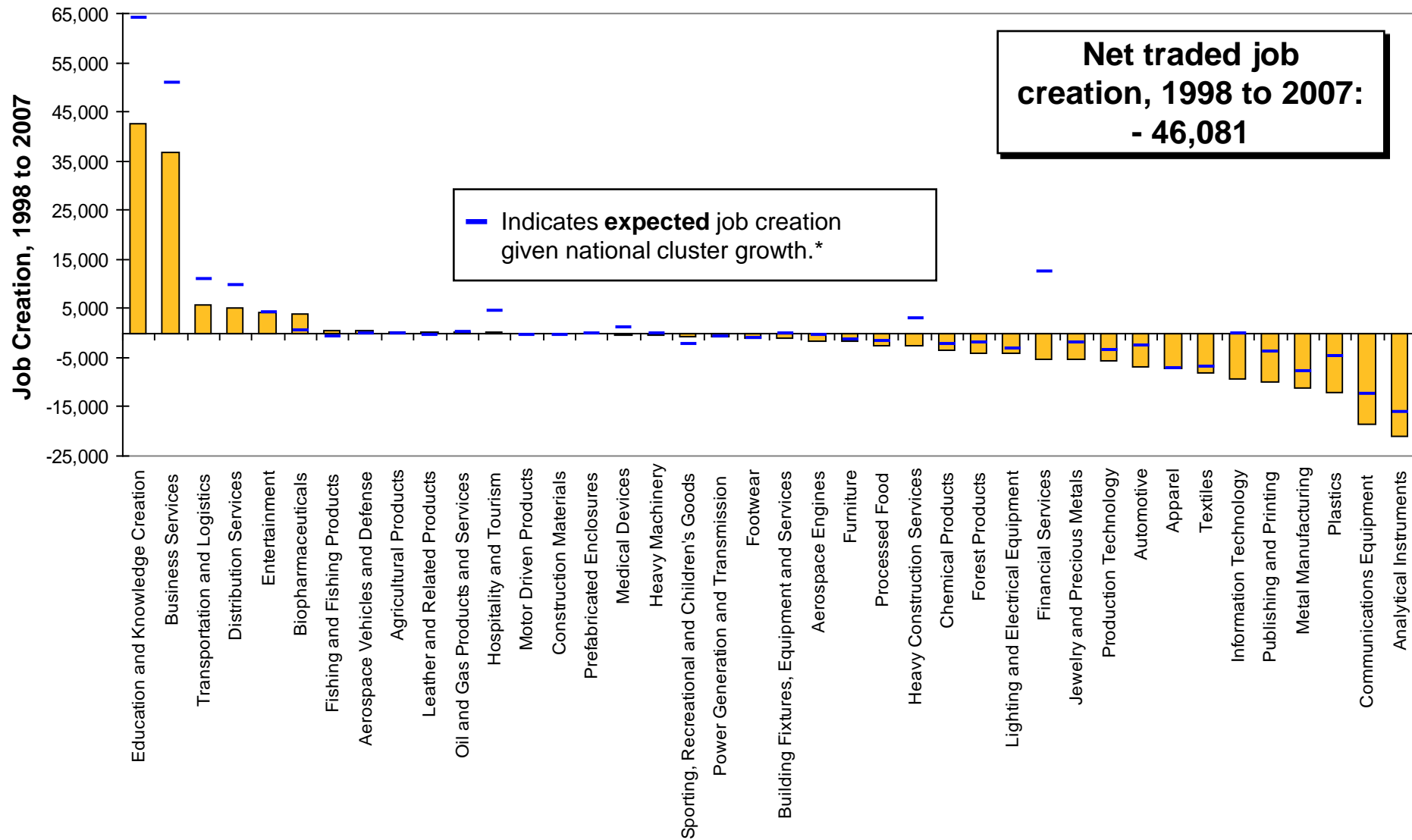


Note: Ranks are among the 50 US states plus the District of Columbia.

Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

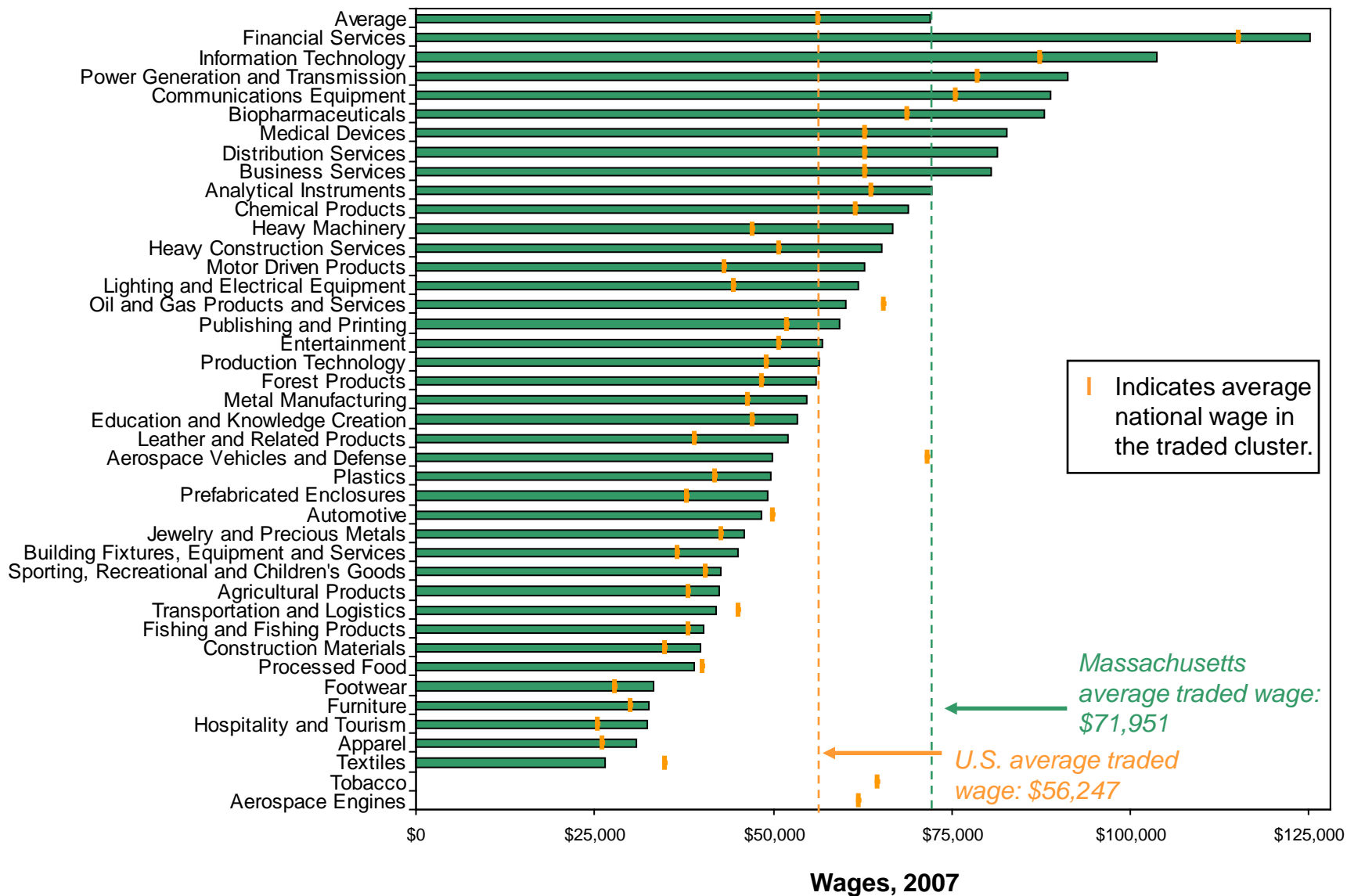
Massachusetts Job Creation by Traded Cluster

1998 to 2007



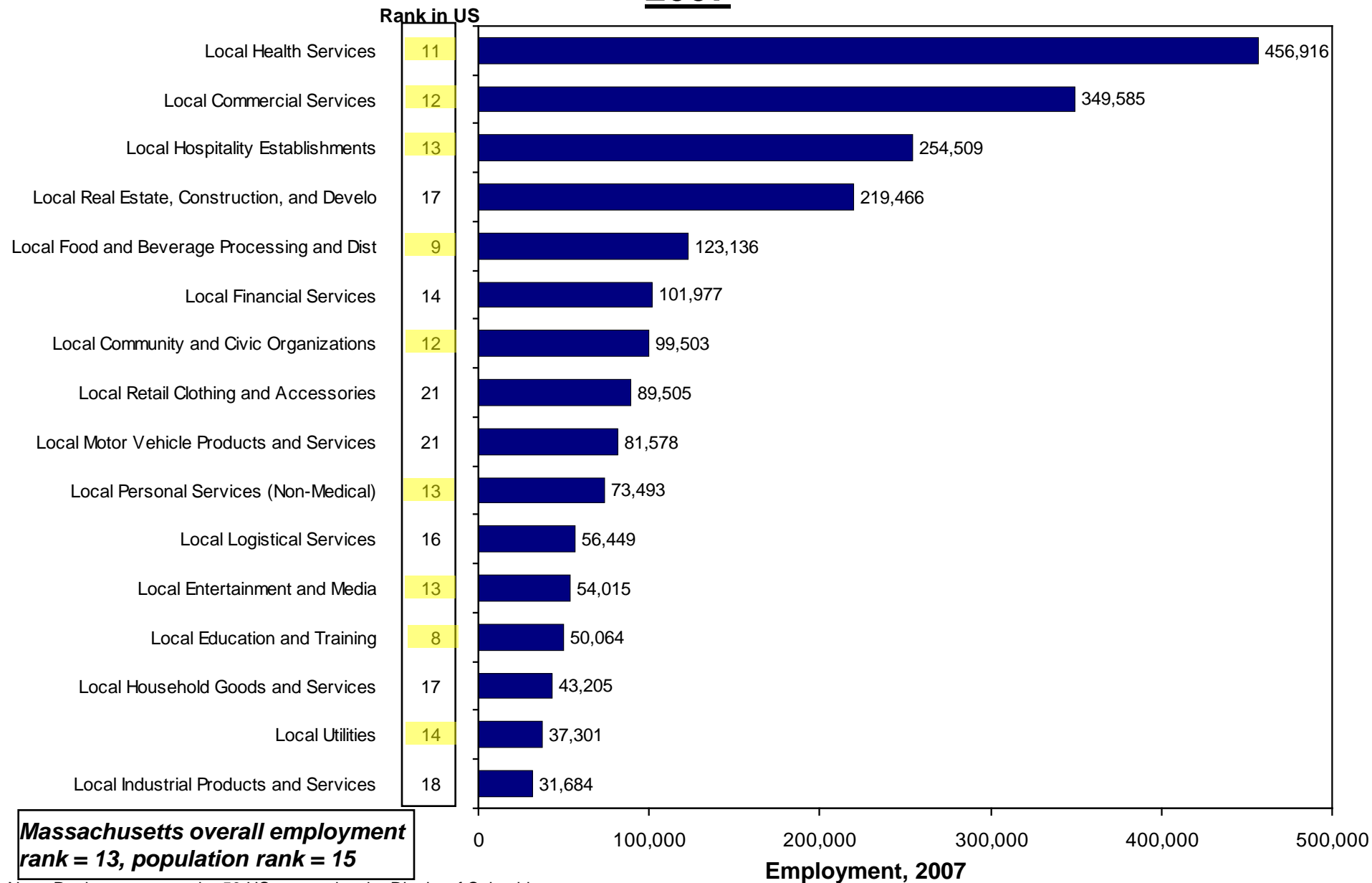
* Percent change in national benchmark times starting regional employment. Overall traded job creation in Massachusetts, if it matched national benchmarks, would be +76,959
Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Massachusetts Wages by Traded Cluster vs. National Benchmarks



Massachusetts Employment by Local Cluster

2007

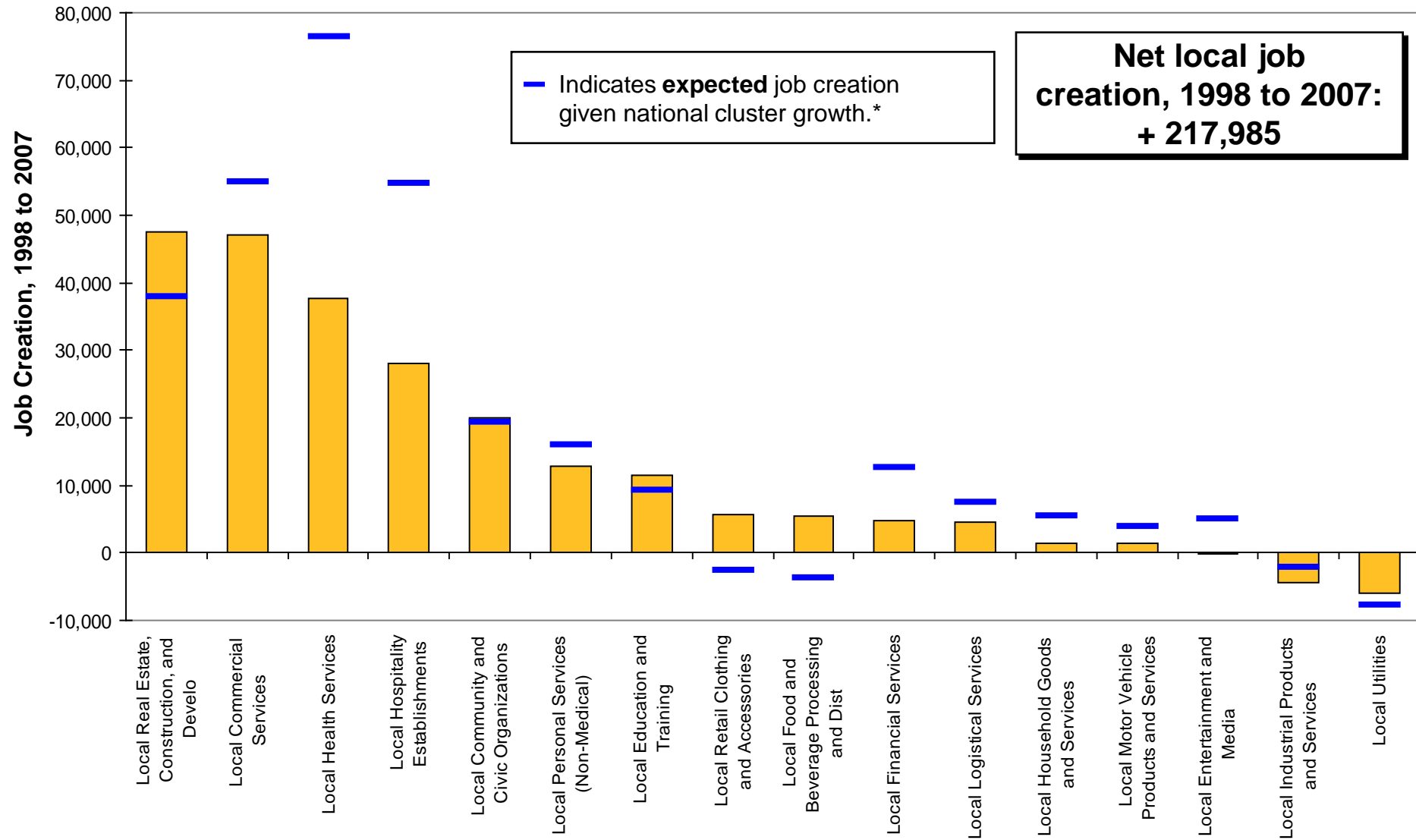


Note: Ranks are among the 50 US states plus the District of Columbia.

Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

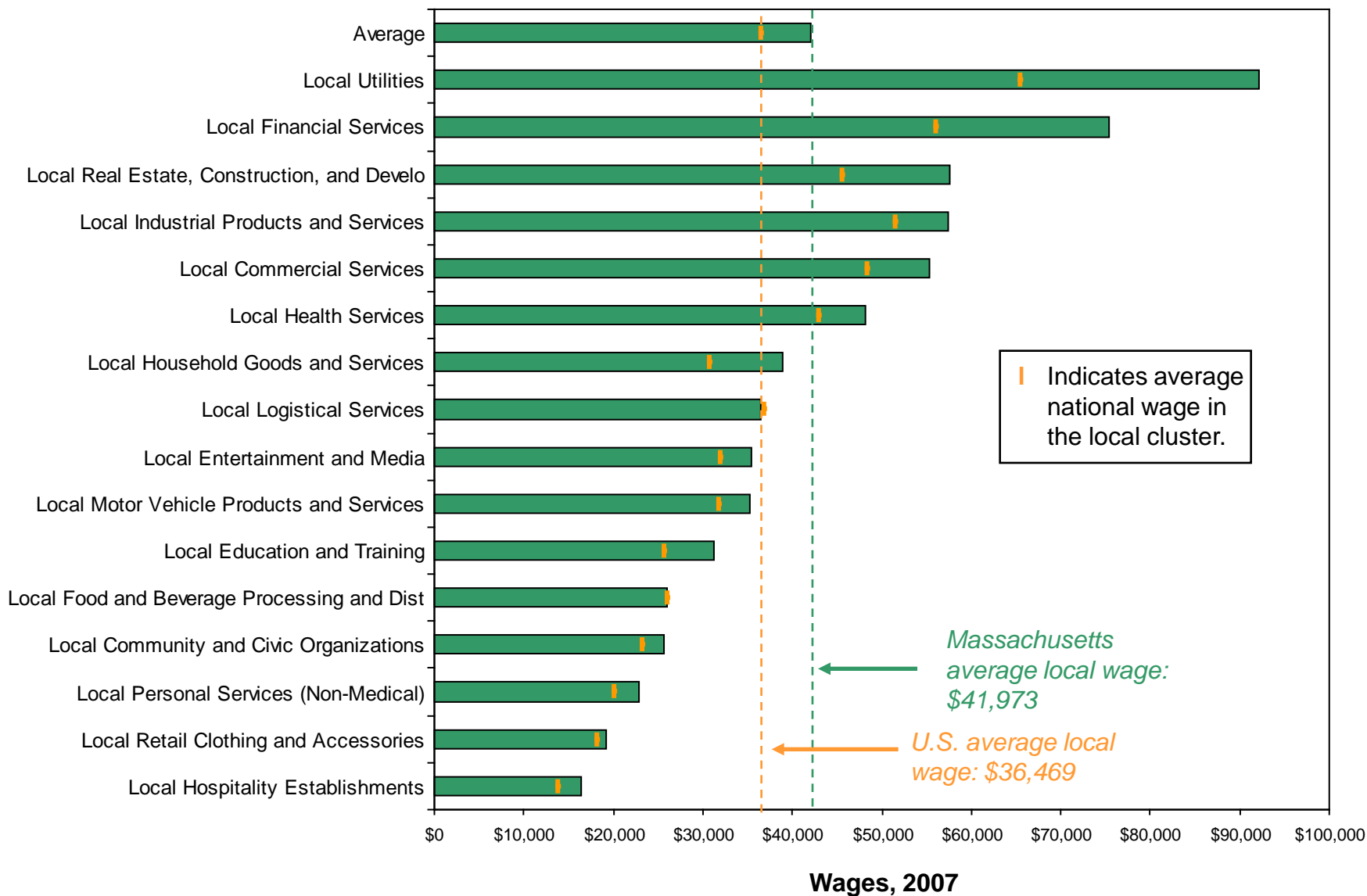
Massachusetts Job Creation by Local Cluster

1998 to 2007



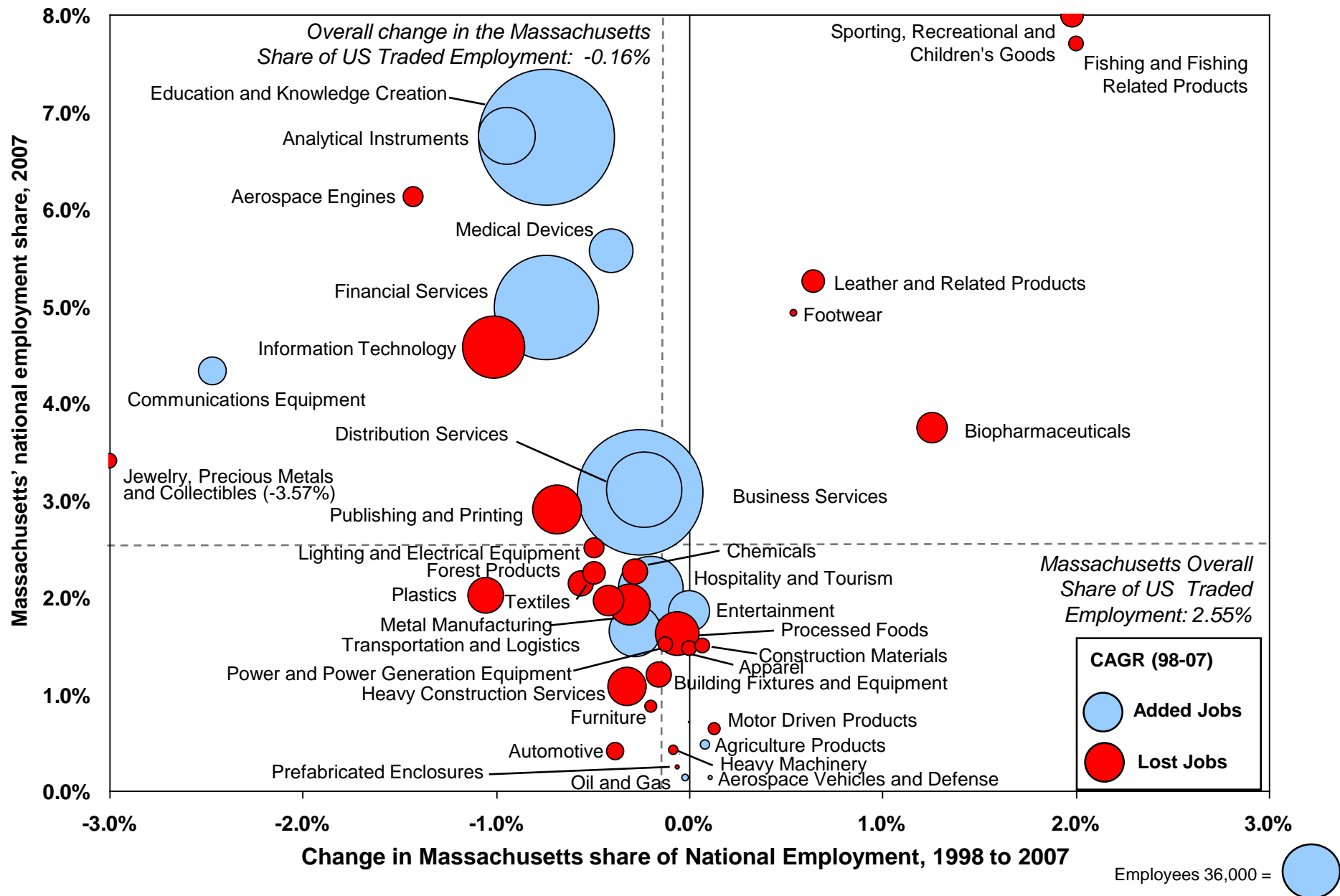
* Percent change in national benchmark times starting regional employment. Overall local job creation in Massachusetts, if it matched national benchmarks, would be +286,462
Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Massachusetts Wages by Local Cluster vs. National Benchmarks



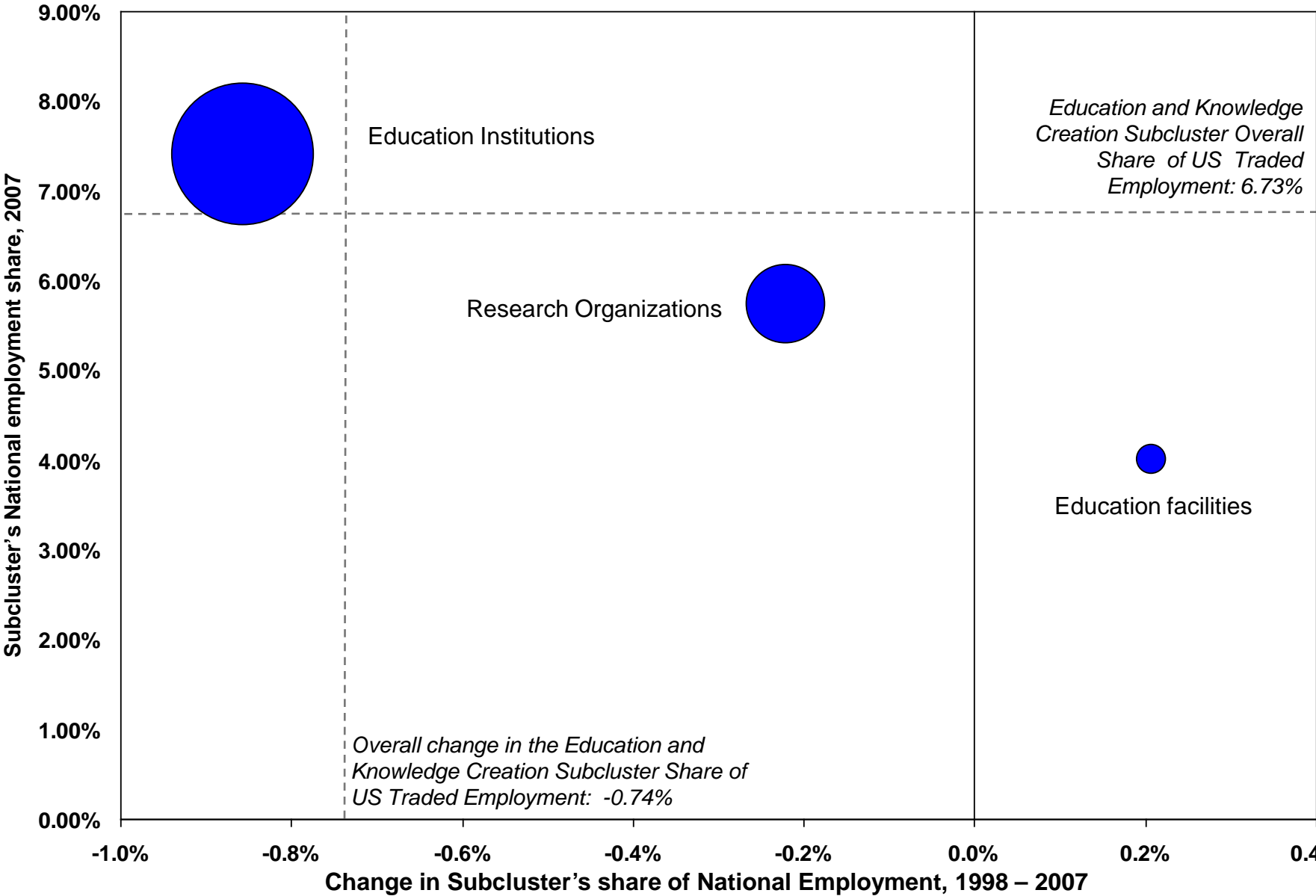
Composition of the Massachusetts Economy

Specialization by Traded Cluster, 1998 to 2007



Massachusetts Education and Knowledge Creation Cluster, 1998-2007

Employment by Subcluster

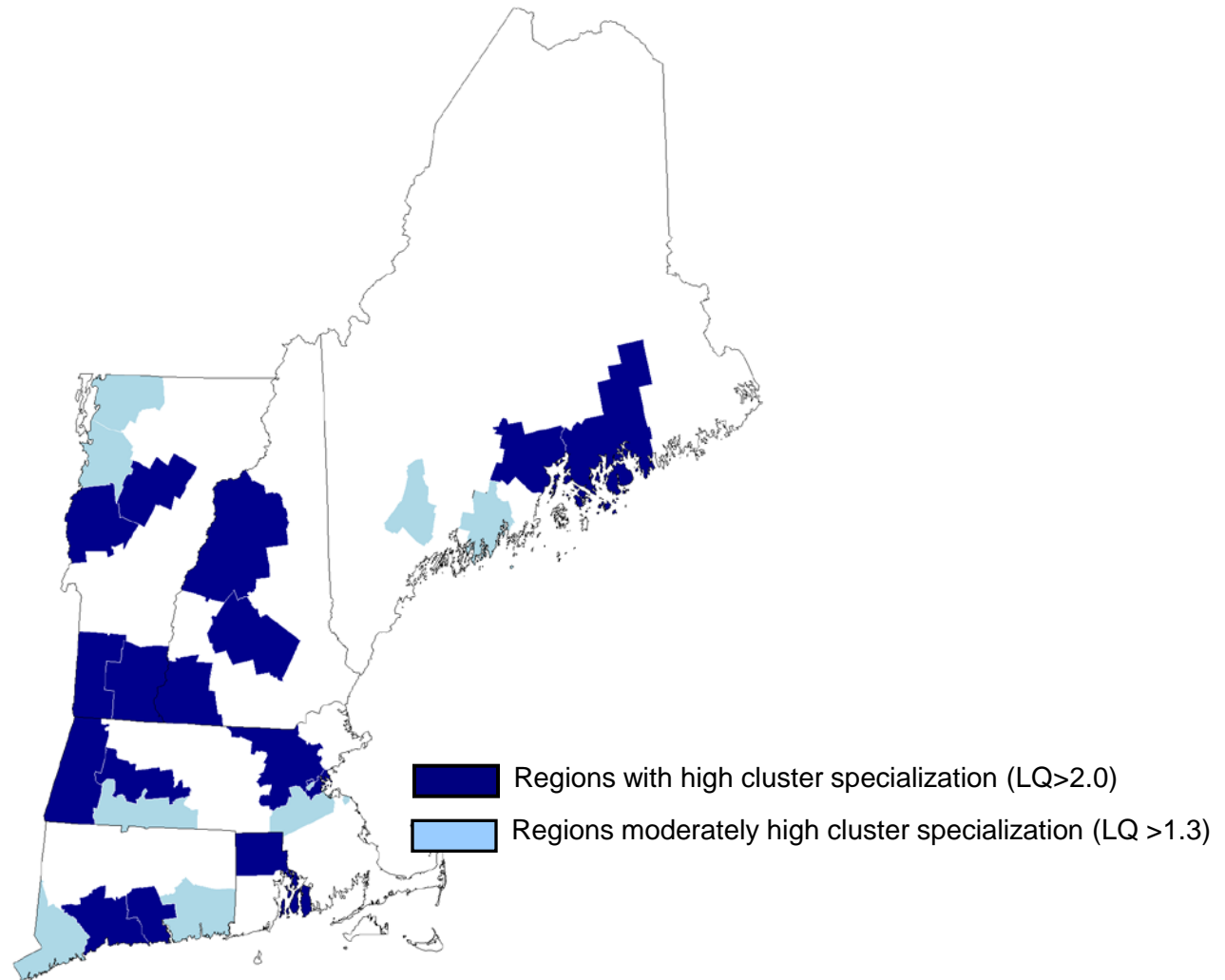


Note: Education facilities includes Libraries and Archives. Museums, Historical Sites, Zoos and Botanical Gardens. Nature Parks and Other Similar Institutions
Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.
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Employees 45,000 =

Education and Knowledge Creation Cluster

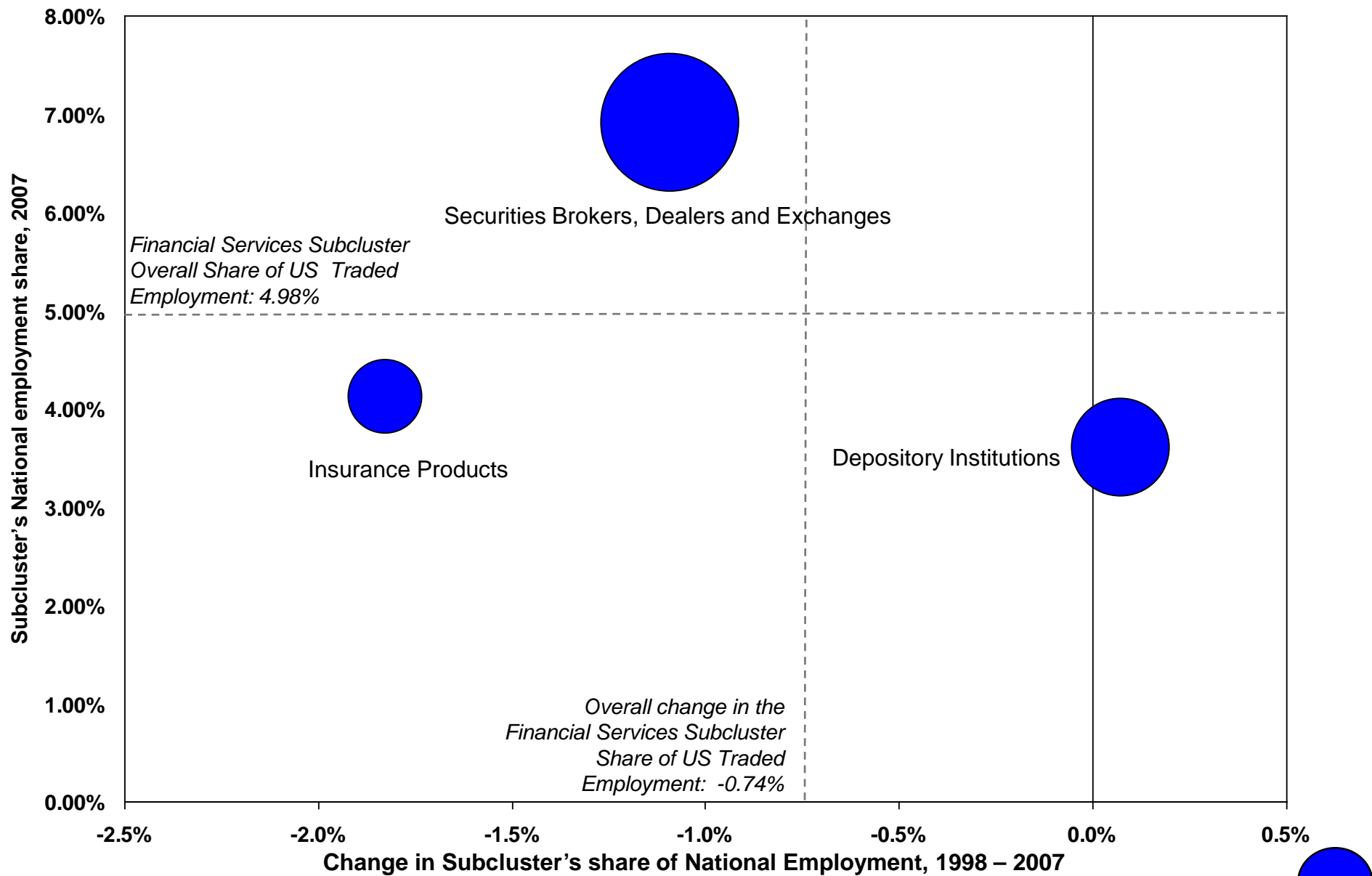
Employment Specialization in New England Counties, 2007



Counties with less than 200 employment in the cluster are excluded.

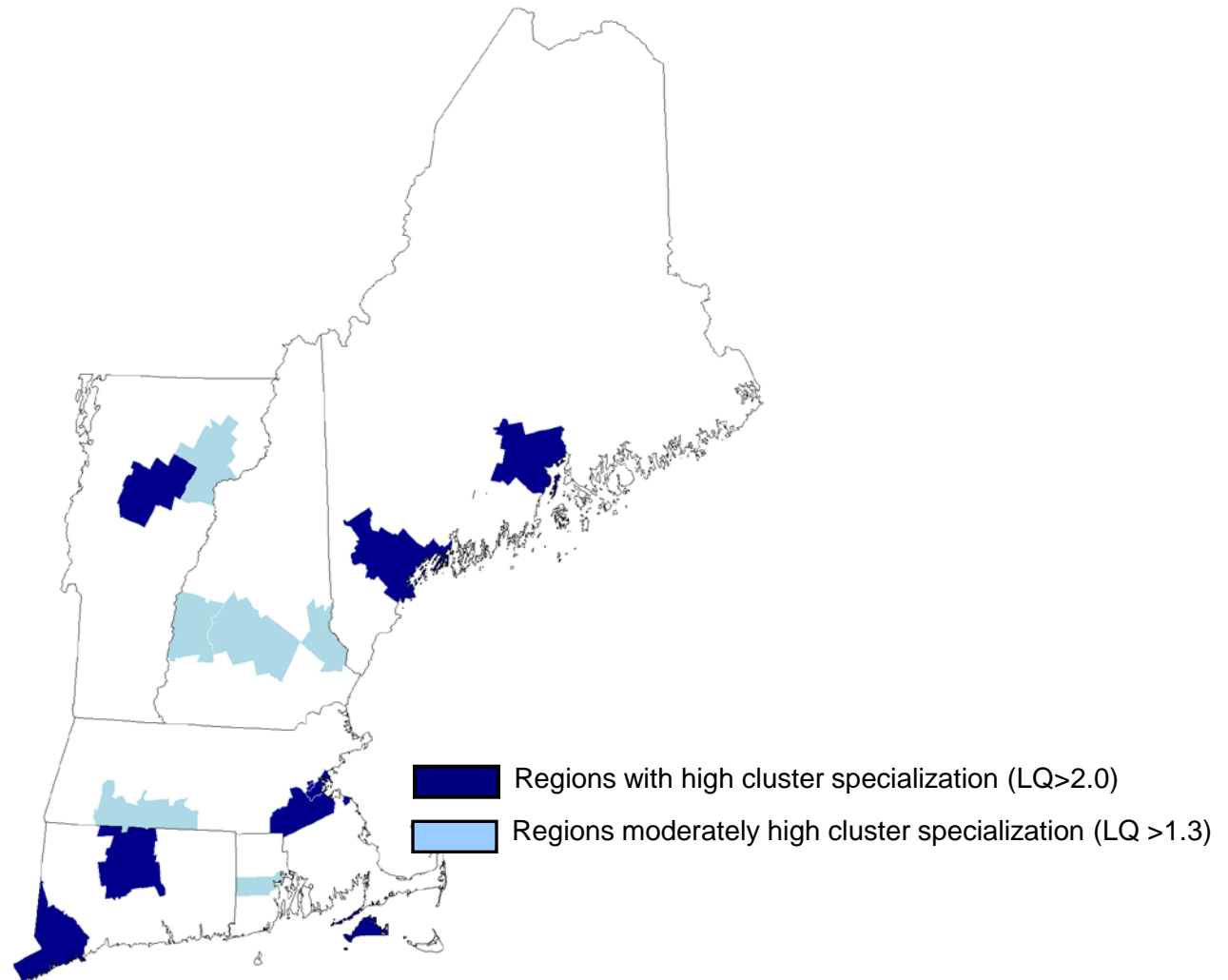
Massachusetts Financial Services Cluster, 1998-2007

Employment by Subcluster



Financial Services Cluster

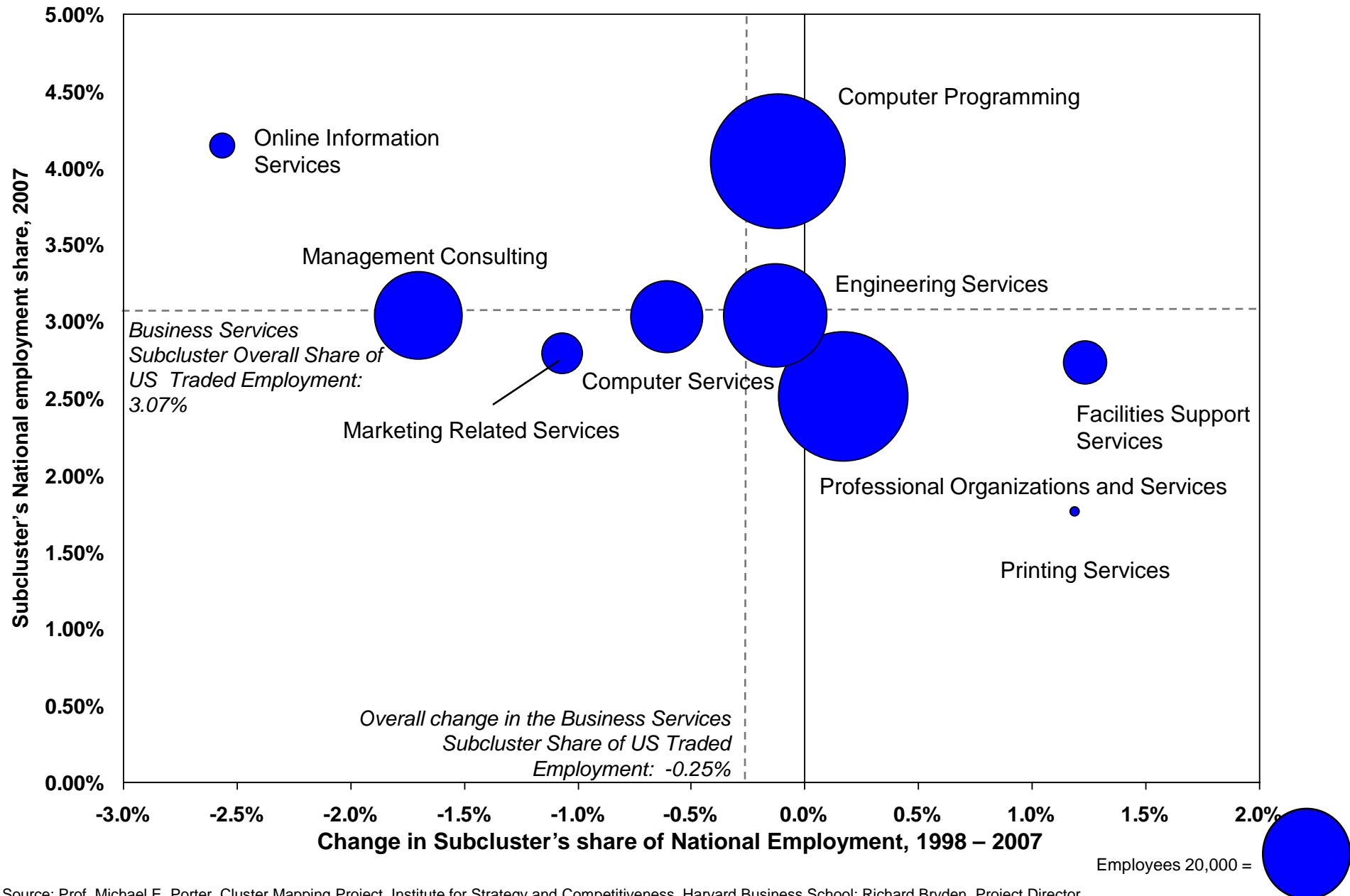
Employment Specialization in New England Counties, 2007



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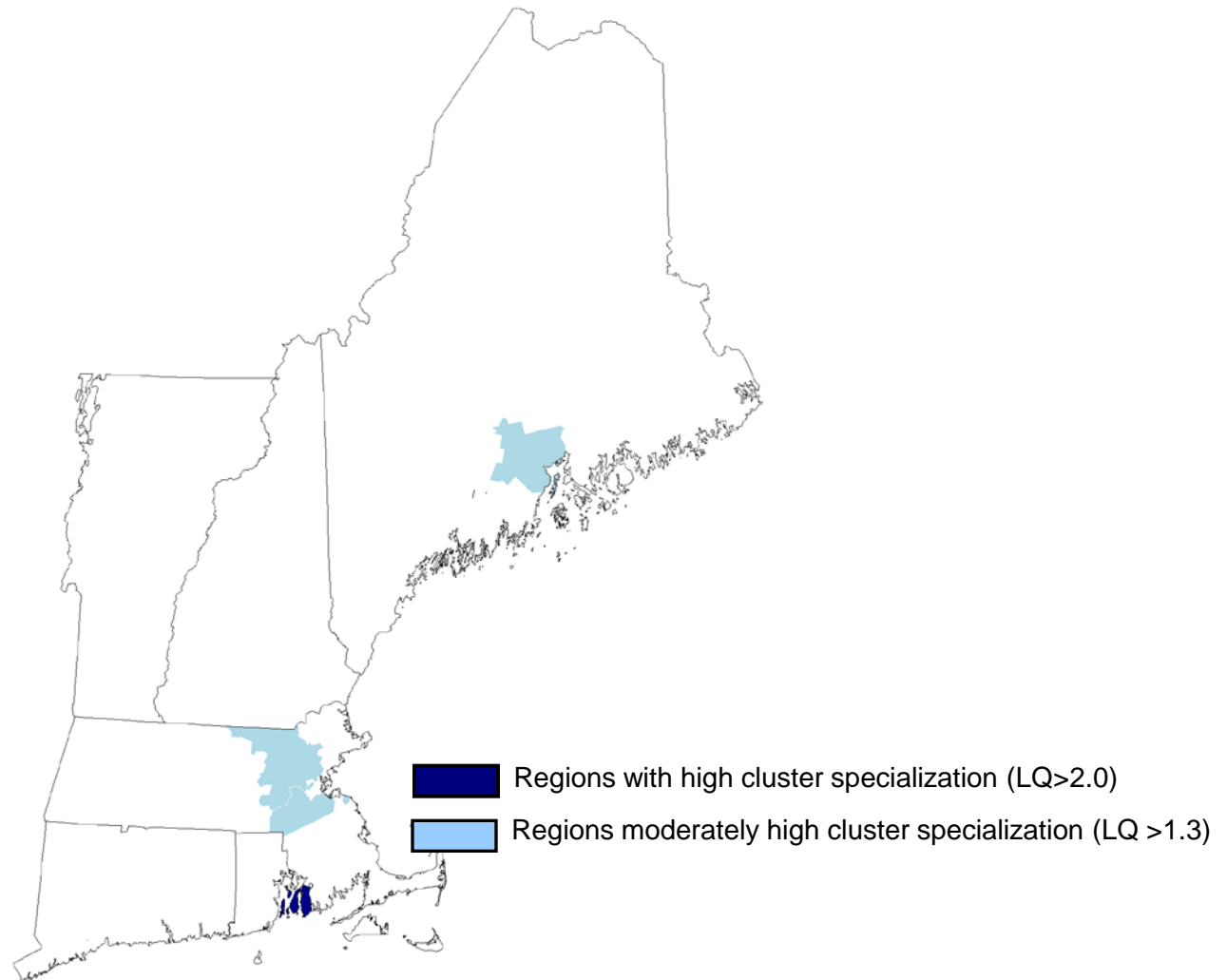
Massachusetts Business Services Cluster, 1998-2007

Employment by Subcluster



Business Services Cluster

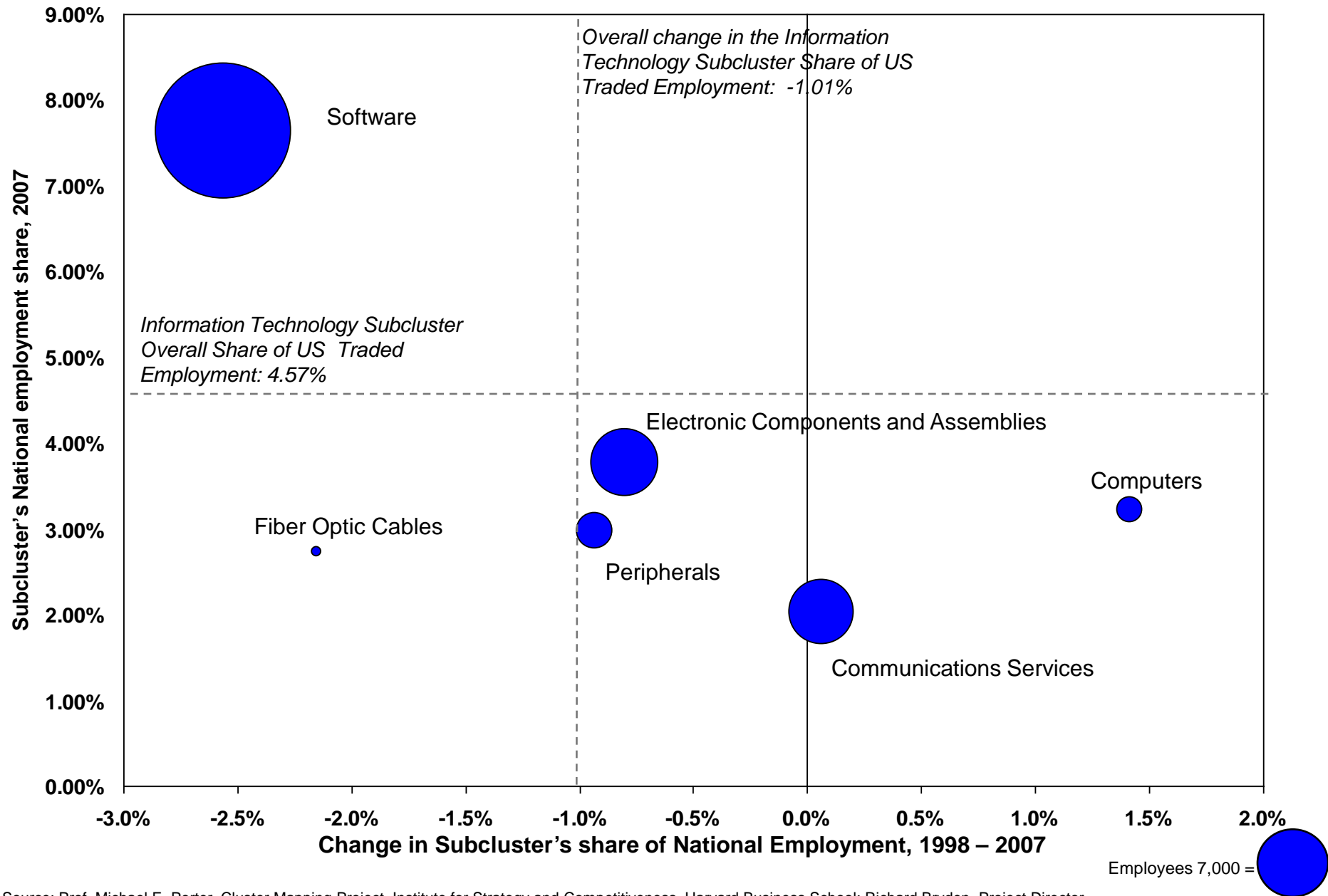
Employment Specialization in New England Counties, 2007



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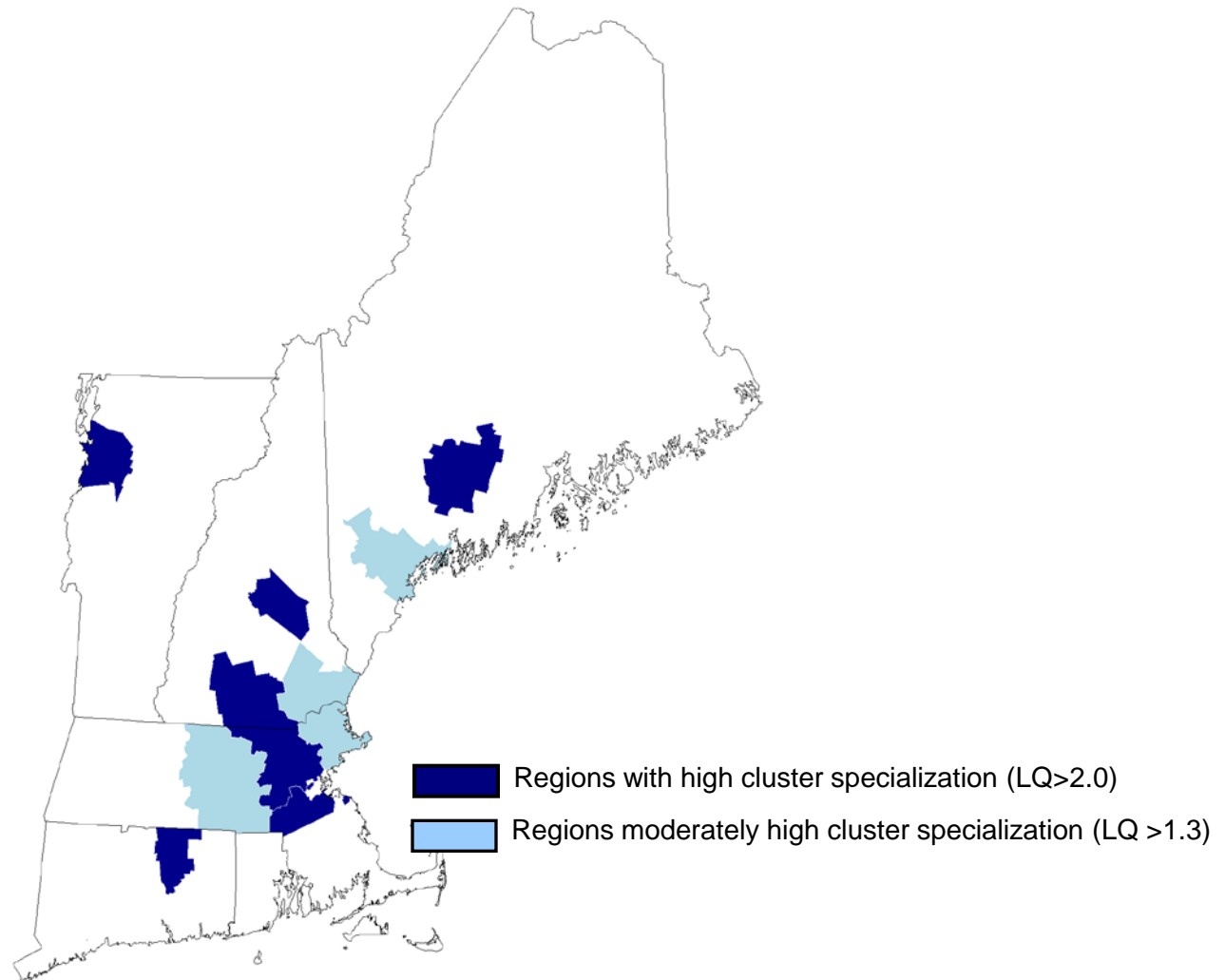
Massachusetts Information Technology Cluster, 1998-2007

Employment by Subcluster



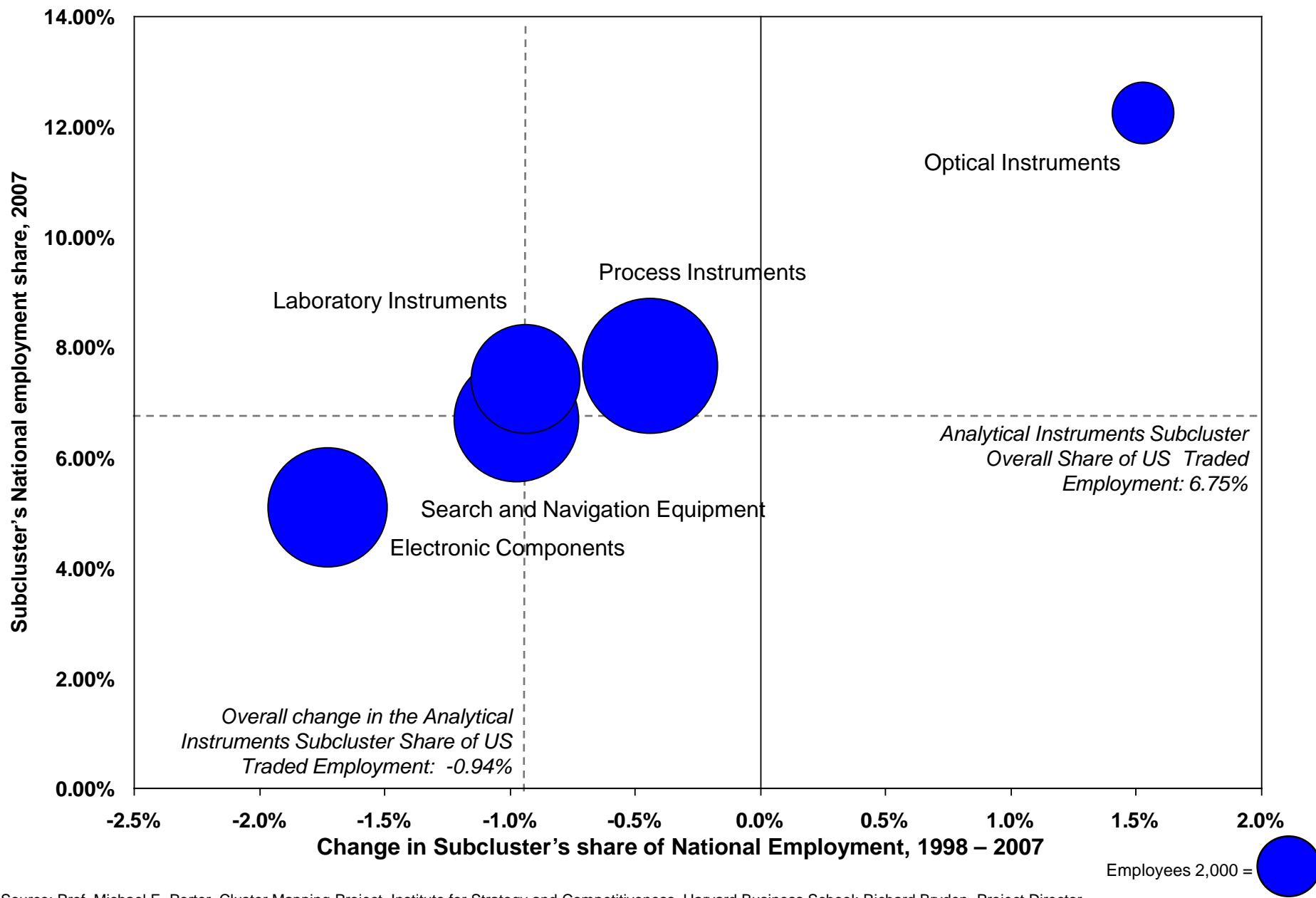
Information Technology Cluster

Employment Specialization in New England Counties, 2007



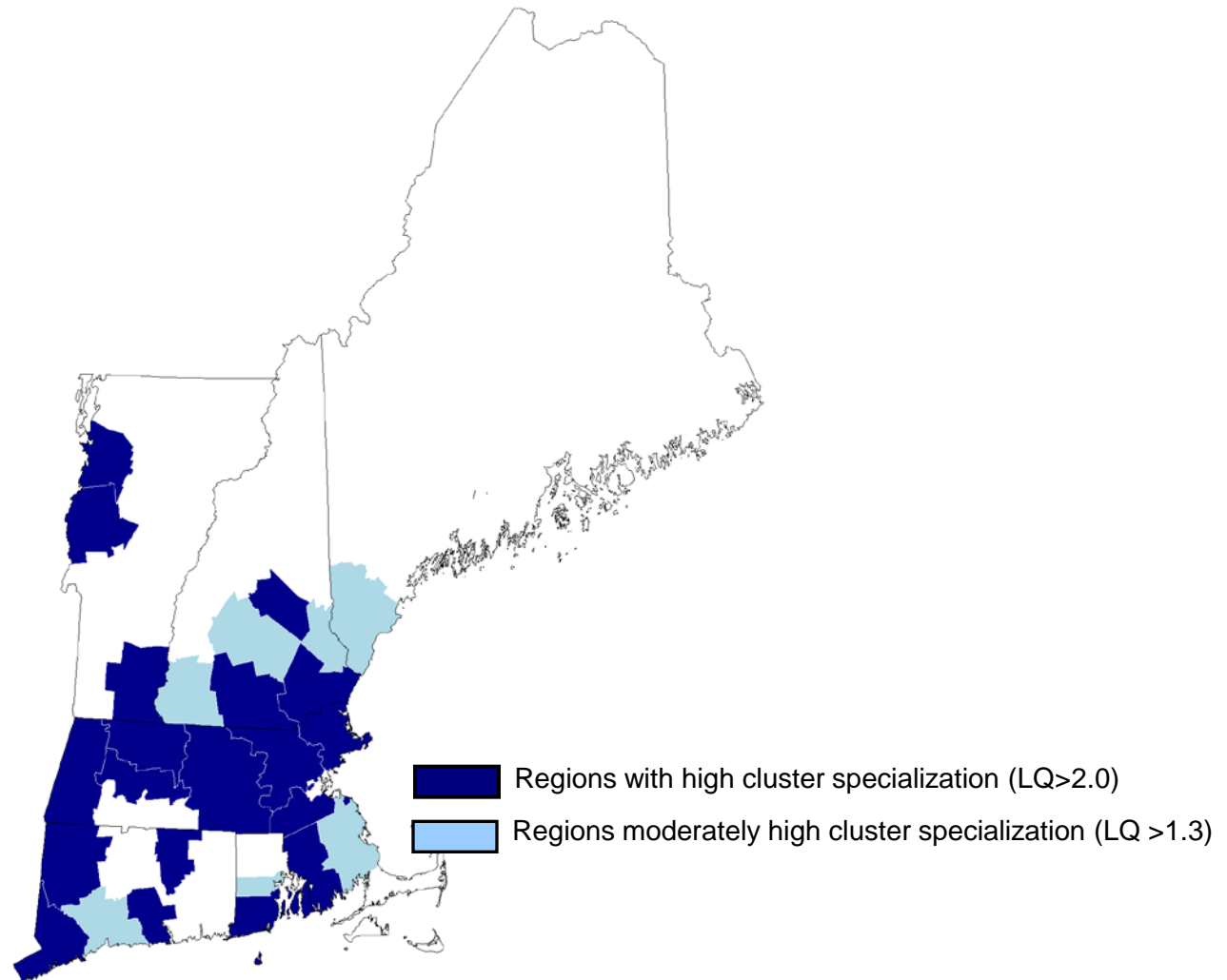
Massachusetts Analytical Instruments Cluster, 1998-2007

Employment by Subcluster



Analytical Instruments Cluster

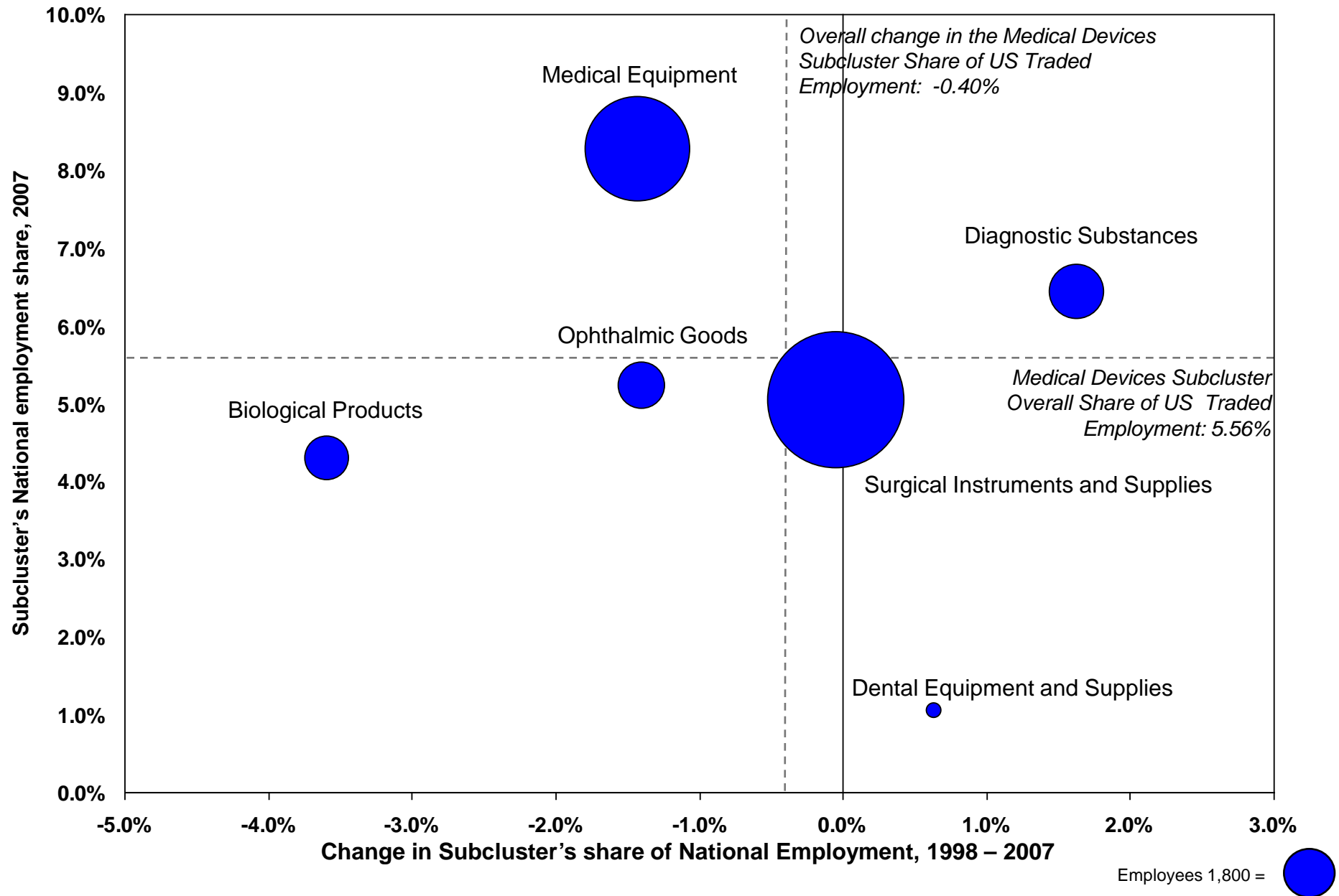
Employment Specialization in New England Counties, 2007



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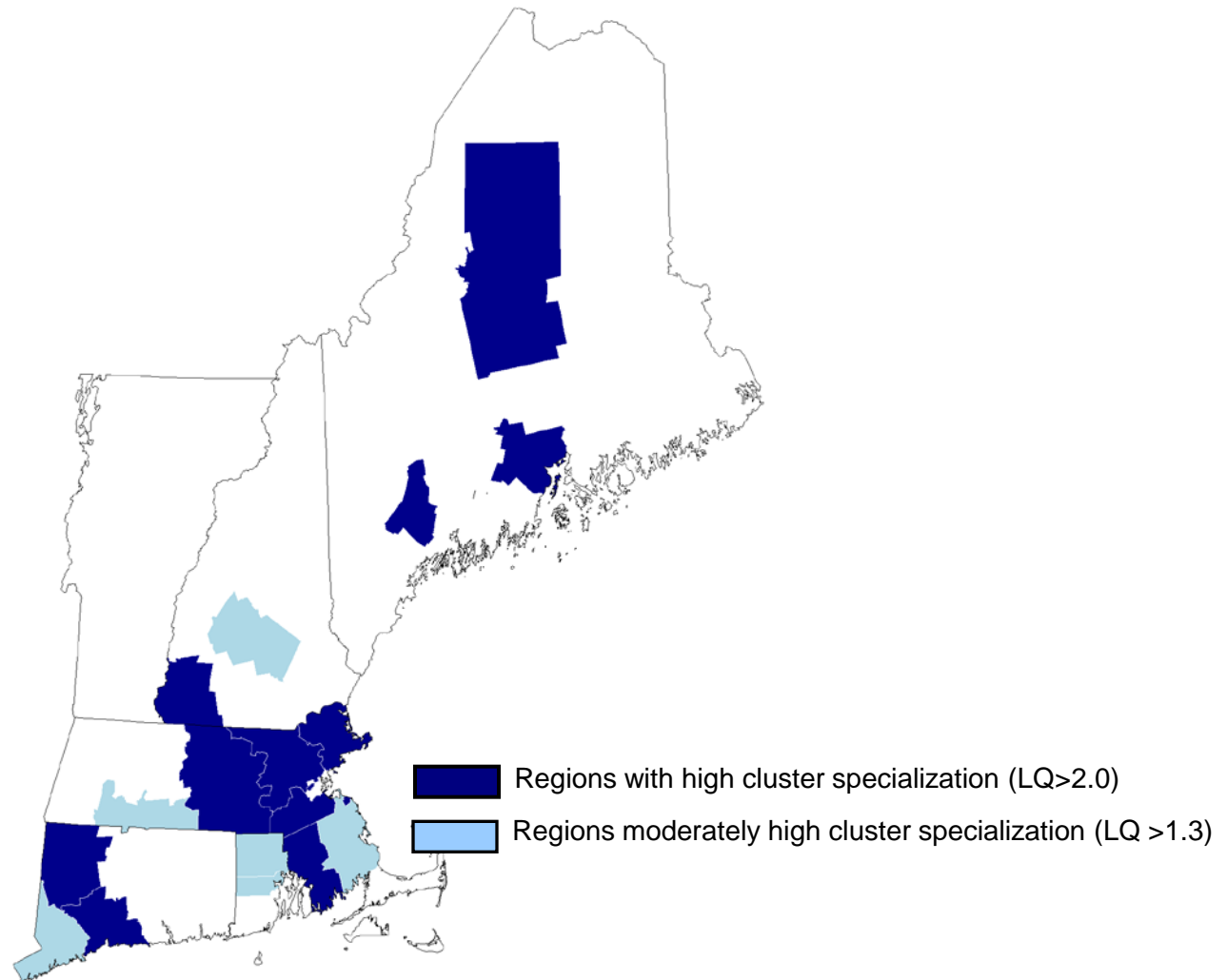
Massachusetts Medical Devices Cluster, 1998-2007

Employment by Subcluster



Medical Devices Cluster

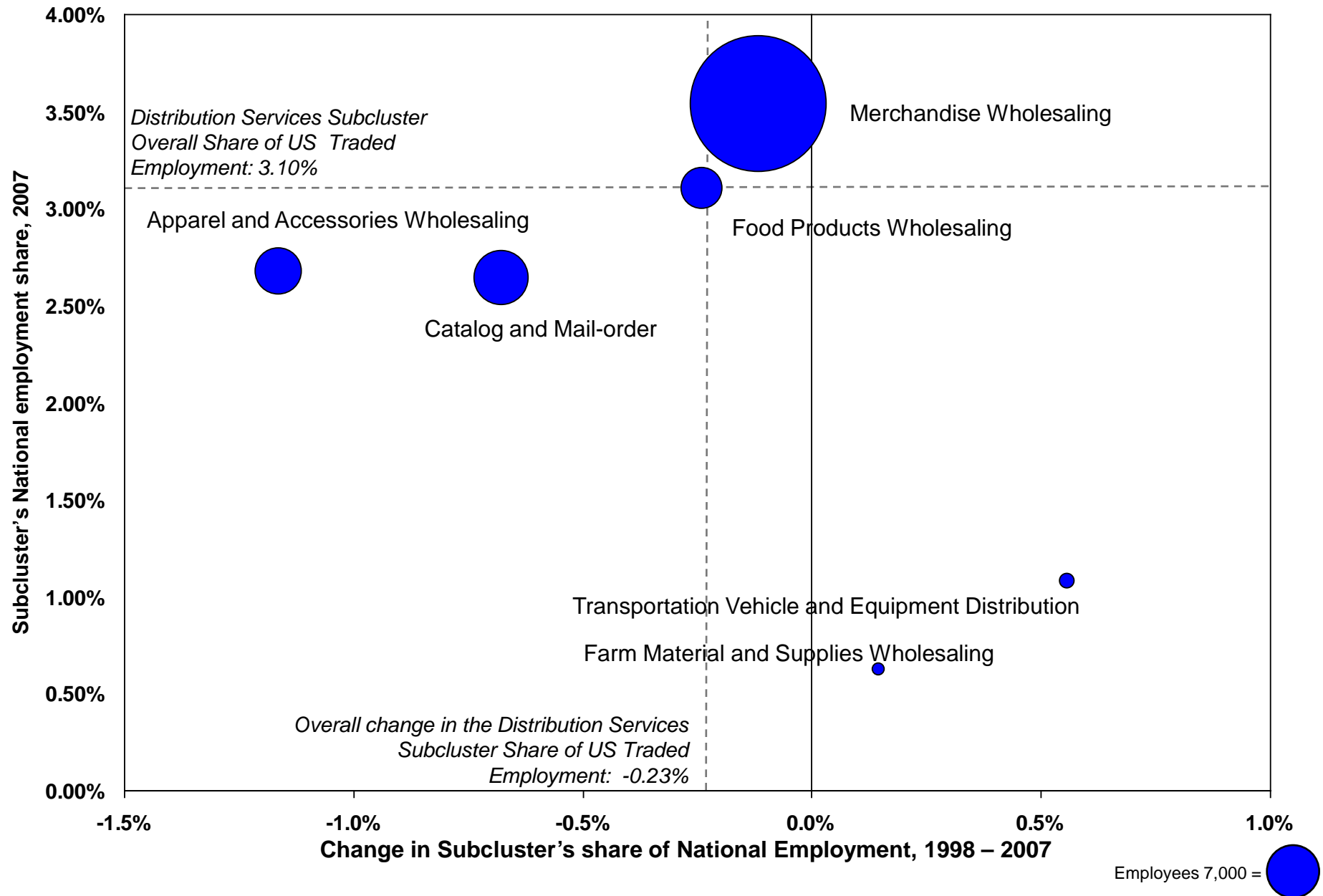
Employment Specialization in New England Counties, 2007



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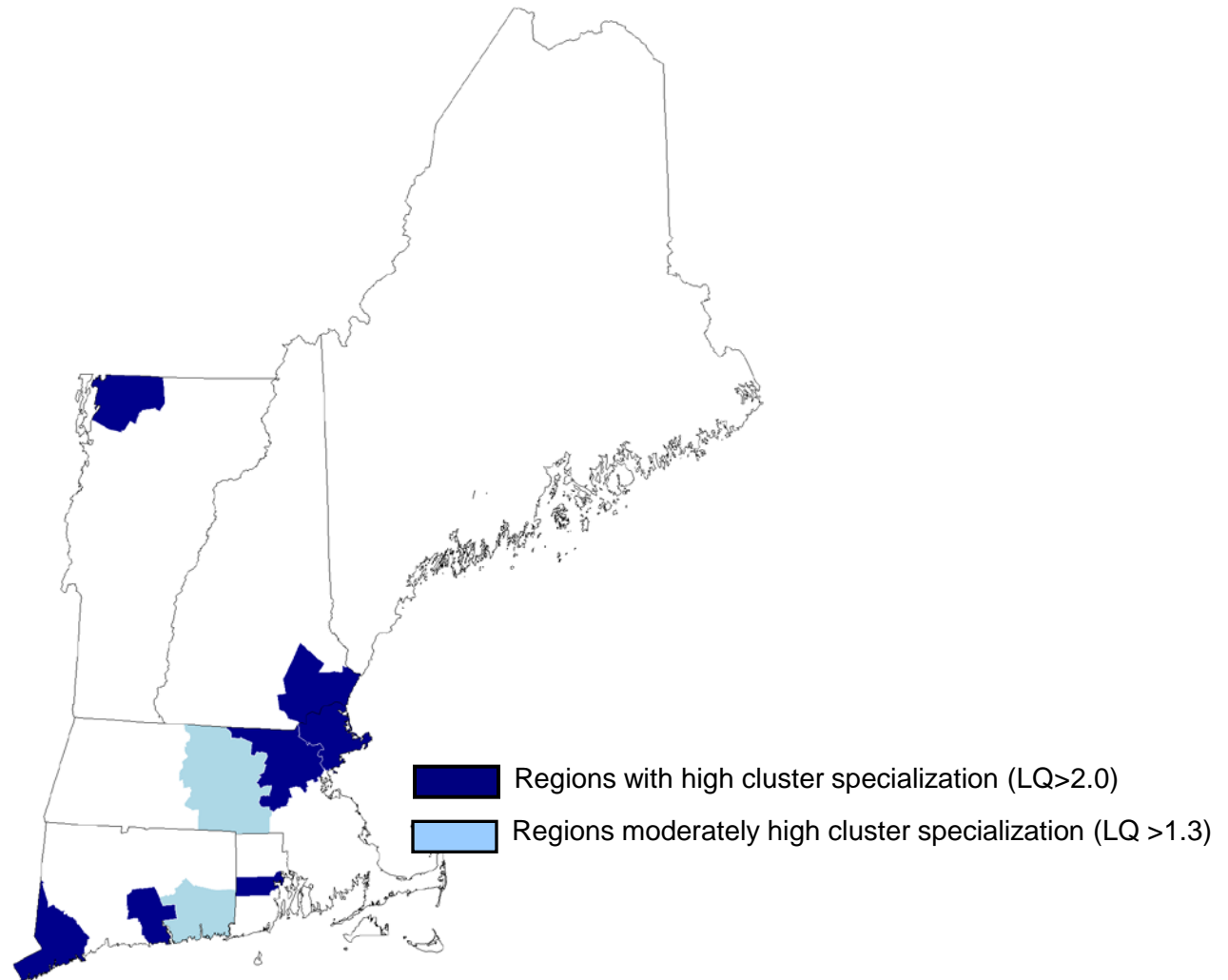
Massachusetts Distribution Services Cluster, 1998-2007

Employment by Subcluster



Biopharmaceuticals Cluster

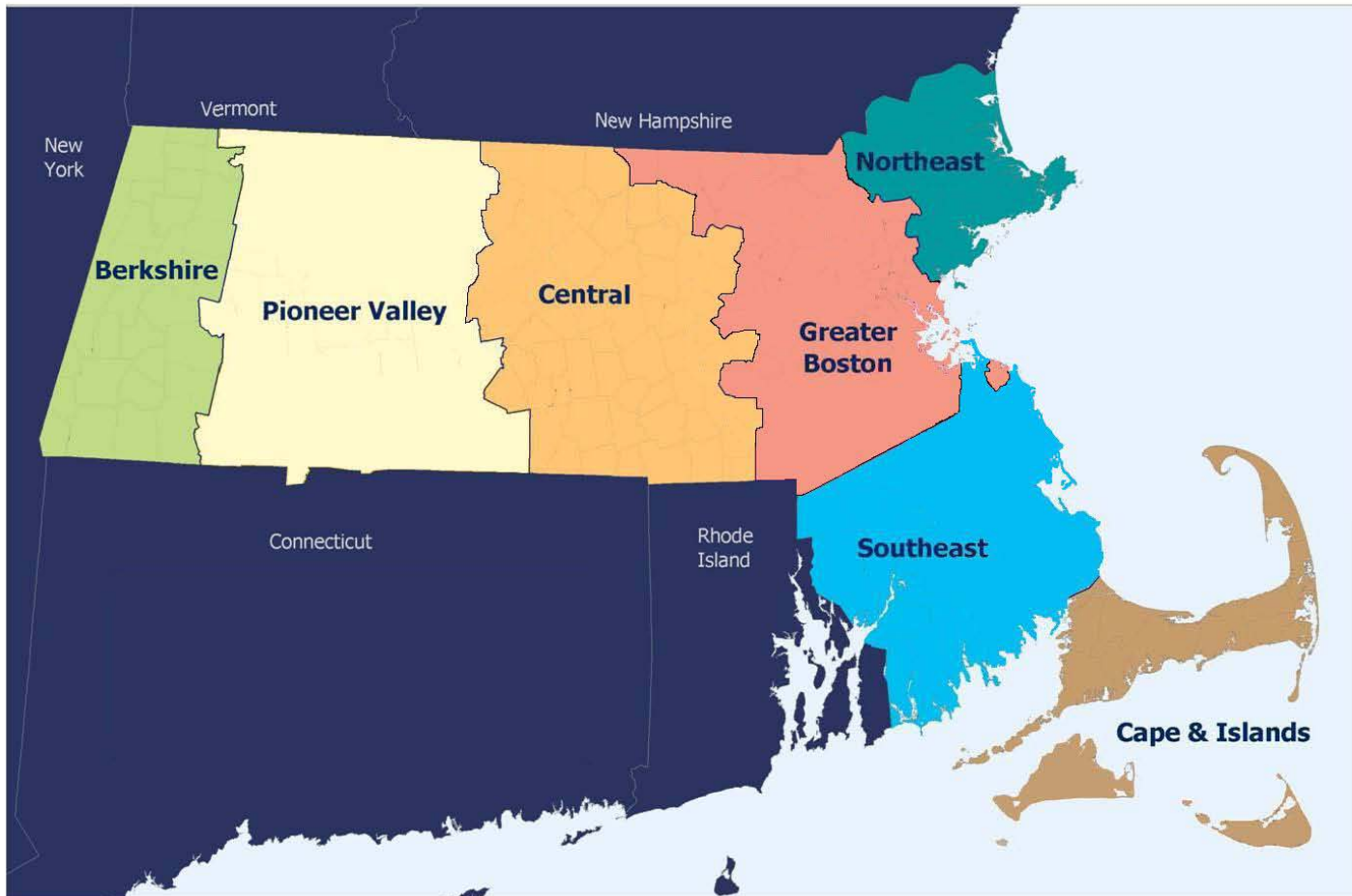
Employment Specialization in New England Counties, 2007



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Massachusetts Regional Comparisons

Massachusetts Regions



Region

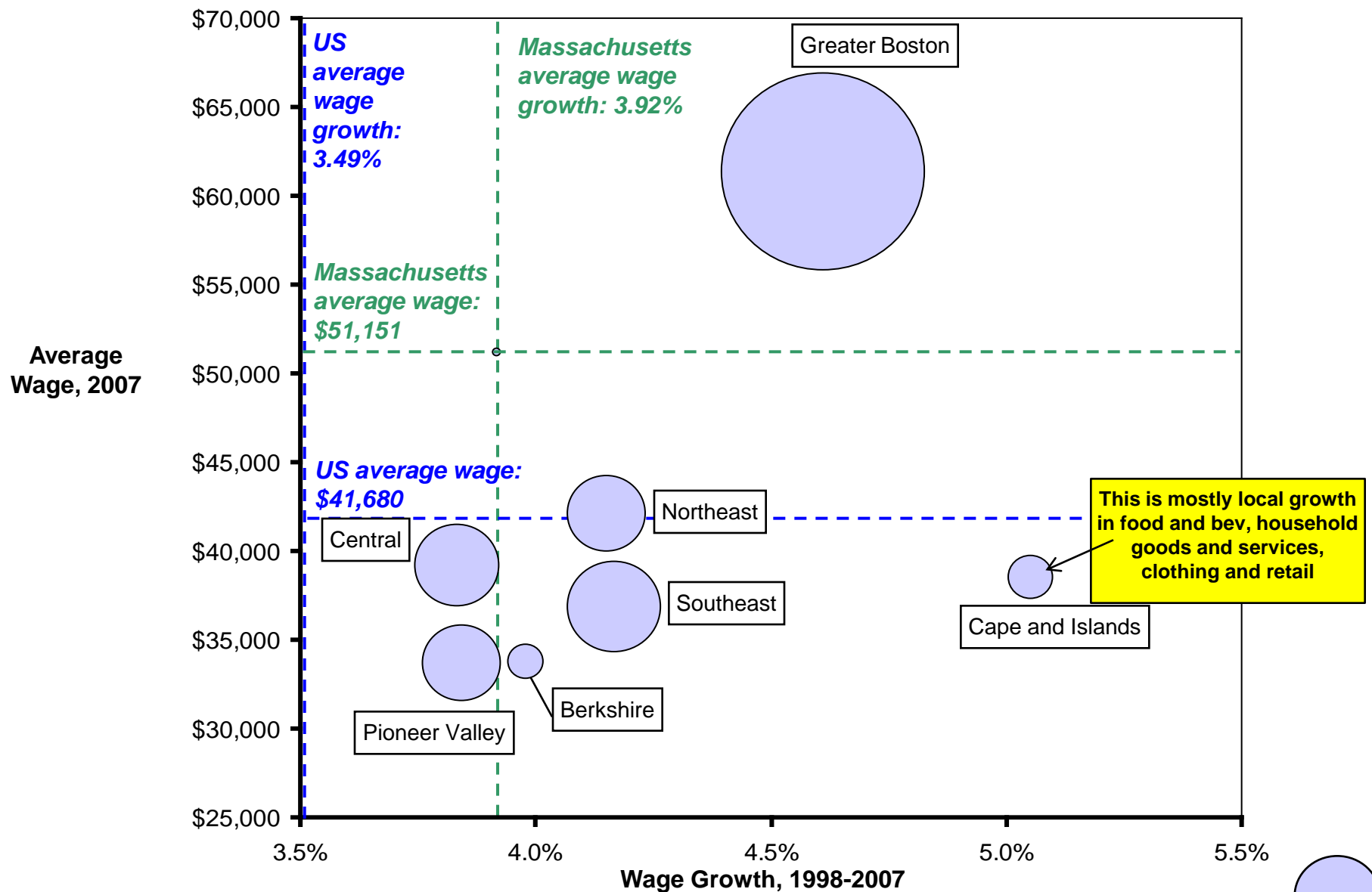
Berkshire
Pioneer Valley
Central
Northeast
Greater Boston
Southeast
Cape and Islands

Counties

Berkshire
Franklin, Hampshire, Hampden
Worcester
Essex
Middlesex, Suffolk, Norfolk
Plymouth, Suffolk
Barnstable, Dukes, Nantucket

Comparative Performance of Regions

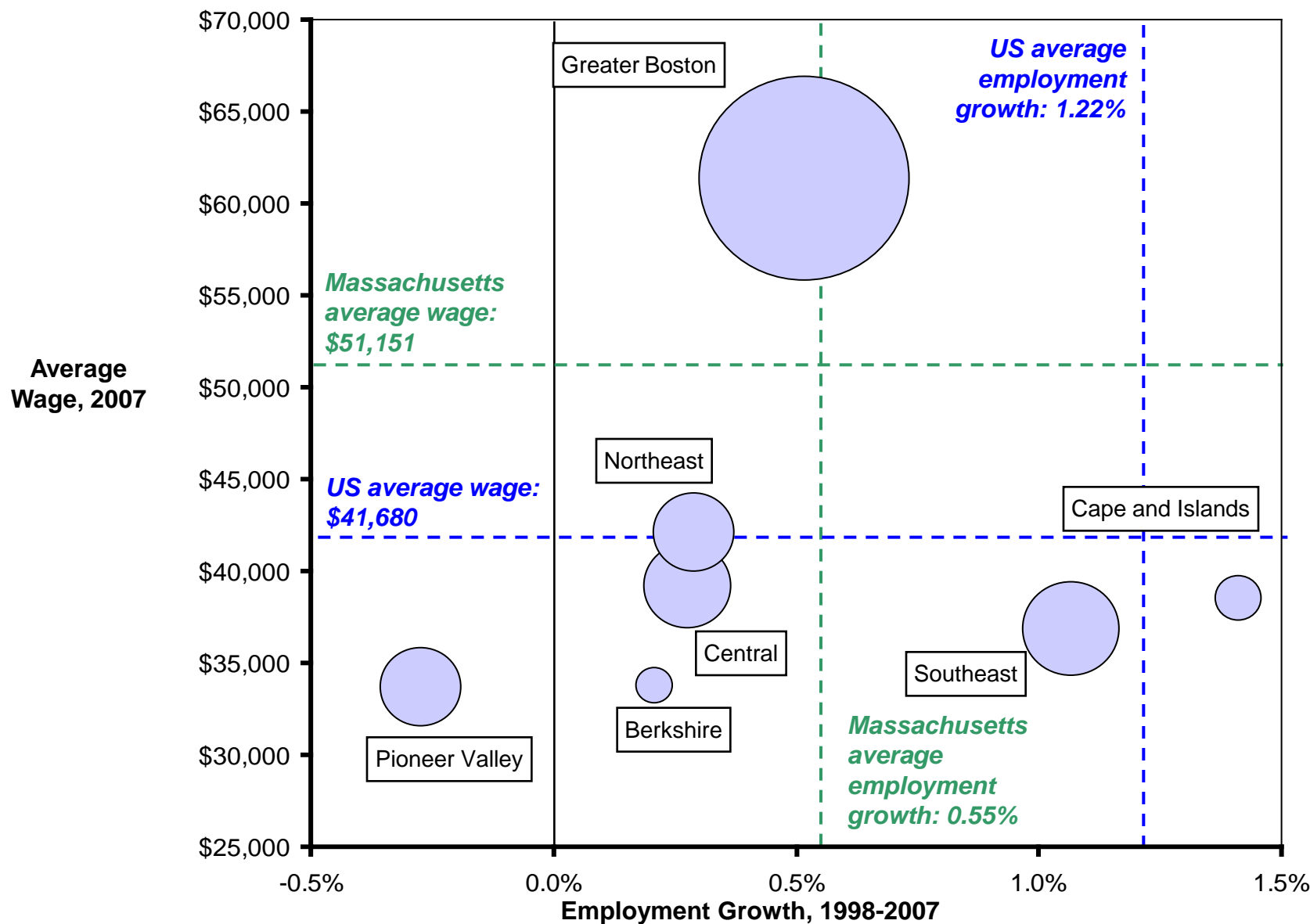
Wages vs. Wage Growth



Note: Covers private, non-agricultural employment. Note: Growth is calculated using compound annual growth rates (CAGR)
 Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

Comparative Performance of Regions

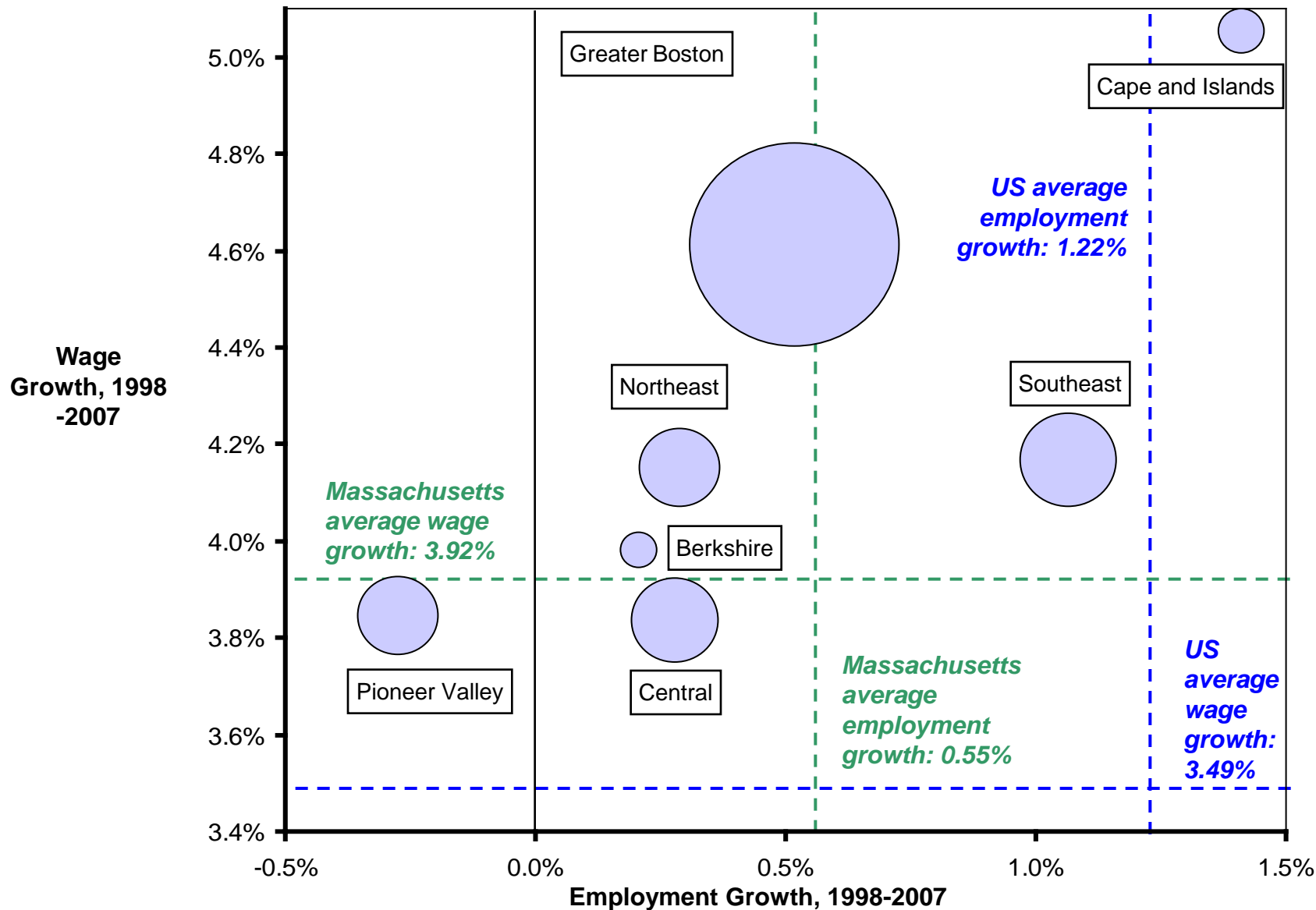
Average Wage vs. Employment Growth



Note: Covers private, non-agricultural employment. Note: Growth is calculated using compound annual growth rates (CAGR)
 Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

Comparative Performance of Regions

Wage Growth vs. Employment Growth



Note: Covers private, non-agricultural employment. Note: Growth is calculated using compound annual growth rates (CAGR)
 Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

Employment of 300,000 = [Large Blue Bubble]

Percentage of Traded Employment in Strong Clusters, 2007

	Massachusetts	Berkshire Region	Pioneer Valley	Central	Northeast	Greater Boston	Southeast	Cape and Islands
Region's share of US traded cluster employment	3.0%	0.05%	0.22%	0.25%	0.25%	1.88%	0.28%	0.05%
Average wage in Traded Cluster	\$37,192	\$41,569	\$38,426	\$49,719	\$65,833	\$83,819	\$48,156	\$52,962
Number of strong traded clusters	11	6	13	9	11	7	12	2
Total number of traded clusters	41	39	39	40	40	40	35	35
Employment in strong traded clusters	447,952	9,733	38,437	21,918	33,835	451,598	29,409	3,817
Total Employment in traded clusters	961,070	18,193	72,094	84,101	81,530	623,617	92,914	16,505
Share of employment in strong cluster	46.6%	53.5%	53.3%	26.1%	41.5%	72.4%	31.7%	23.1%

Note: Clusters that are strong in any single region may not be strong statewide, hence MA totals may differ from the average of individual regions. "Strong" clusters have employment levels that are at least 1.5x above what is proportionate to the region's overall employment.

Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

Top Cluster Overlap In Massachusetts Regions

Importance of Cluster

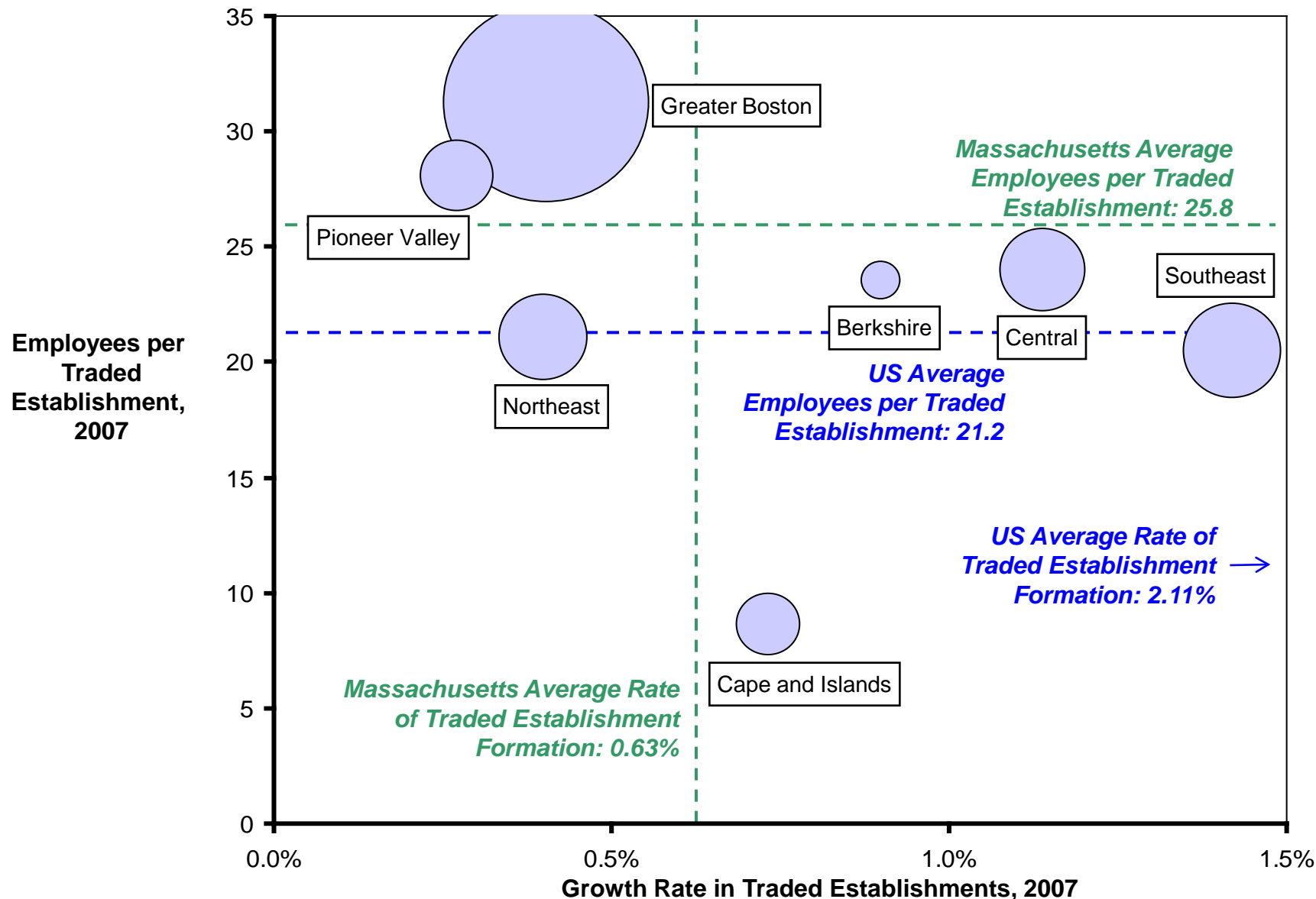
<u>Cluster</u>	Berkshire	Pioneer Valley	Central	Northeast	Greater Boston	Southeast	Cape and Islands
Business Services	High	High	High	High	High	High	High
Education and Knowledge Creation	High	High	High	High	High	High	High
Financial Services	High	High	High	Med	High	Med	High
Distribution Services	Med	Med	High	High	High	High	Med
Hospitality and Tourism	High	High	Med	Low	Med	Med	High
Publishing and Printing	Med	Med	Low	Med	Med	Low	Med
Analytical Instruments	Med	Low	Low	High	Med	High	Low
Information Technology	Low	Low	Med	Med	High	Low	Med
Transportation and Logistics	Low	Low	Med	Low	Med	High	High
Entertainment	Med	Low	Low	Low	Med	Low	Med
Metal Manufacturing	Low	High	High	Low	Low	Med	Low
Plastics	Med	Med	Med	Low	Low	Low	Low
Heavy Construction Services	Low	Low	Med	Low	Low	Low	Med
Processed Food	Low	Med	Low	Med	Low	Low	Low
Sporting, Recreational and Children's Goods	Low	Med	Low	Low	Low	Med	Low
Forest Products	High	Low	Low	Low	Low	Low	Low
Medical Devices	Low	Low	Low	High	Low	Low	Low
Aerospace Engines	Low	Low	Low	Med	Low	Low	Low
Textiles	Low	Low	Low	Low	Low	Med	Low

Note: "High" importance of cluster indicates top five in region; "Med" indicates numbers 6-10 in region, "Low" indicates not in top 10 in region. Cluster with only "Low" rankings excluded.

Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Comparative Performance of Regions

Establishment Formation in Traded Clusters

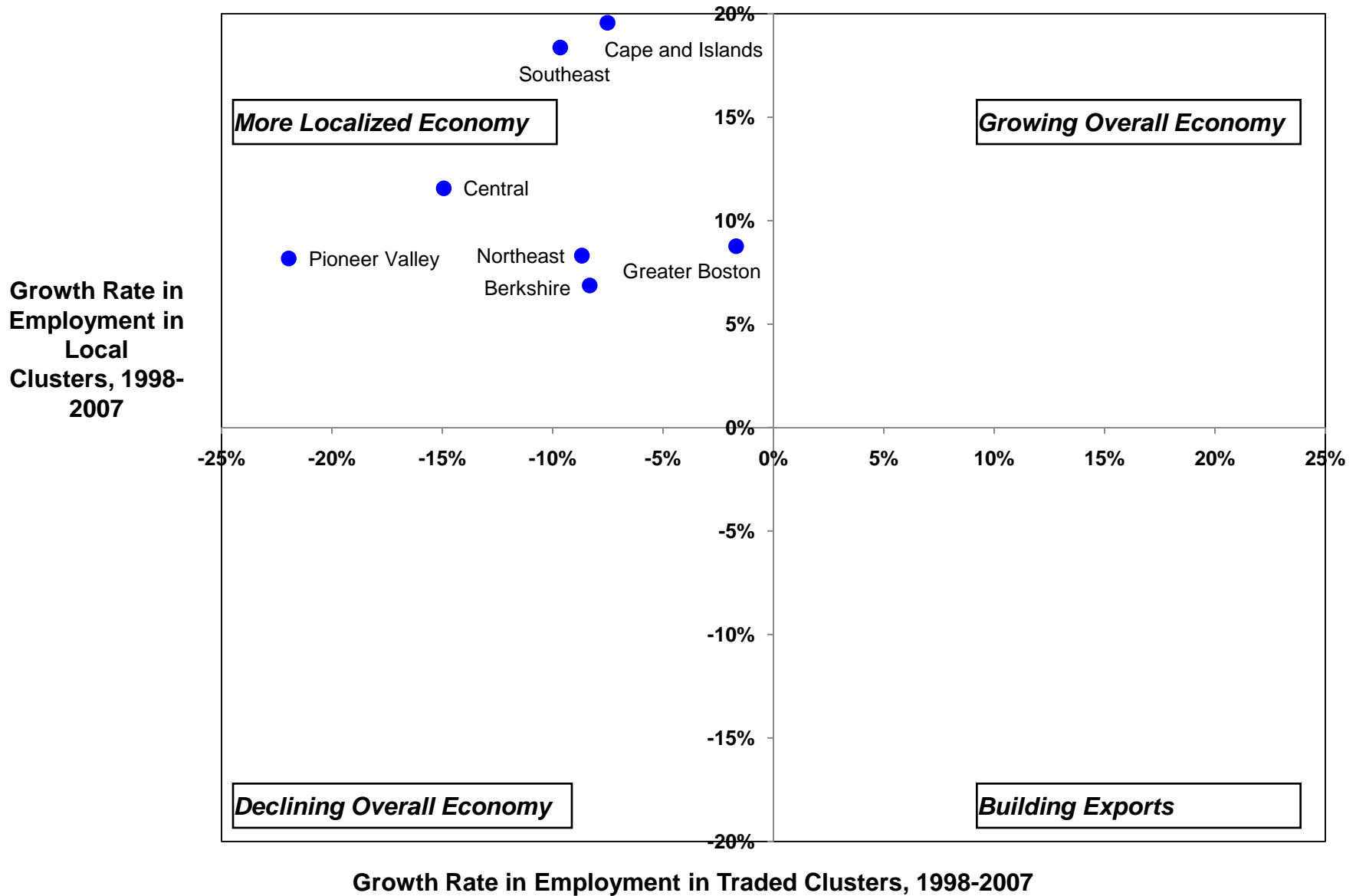


Data: private, non-agricultural employment; Growth is calculated using compound annual growth rates (CAGR) 3500 Traded Establishments =

Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

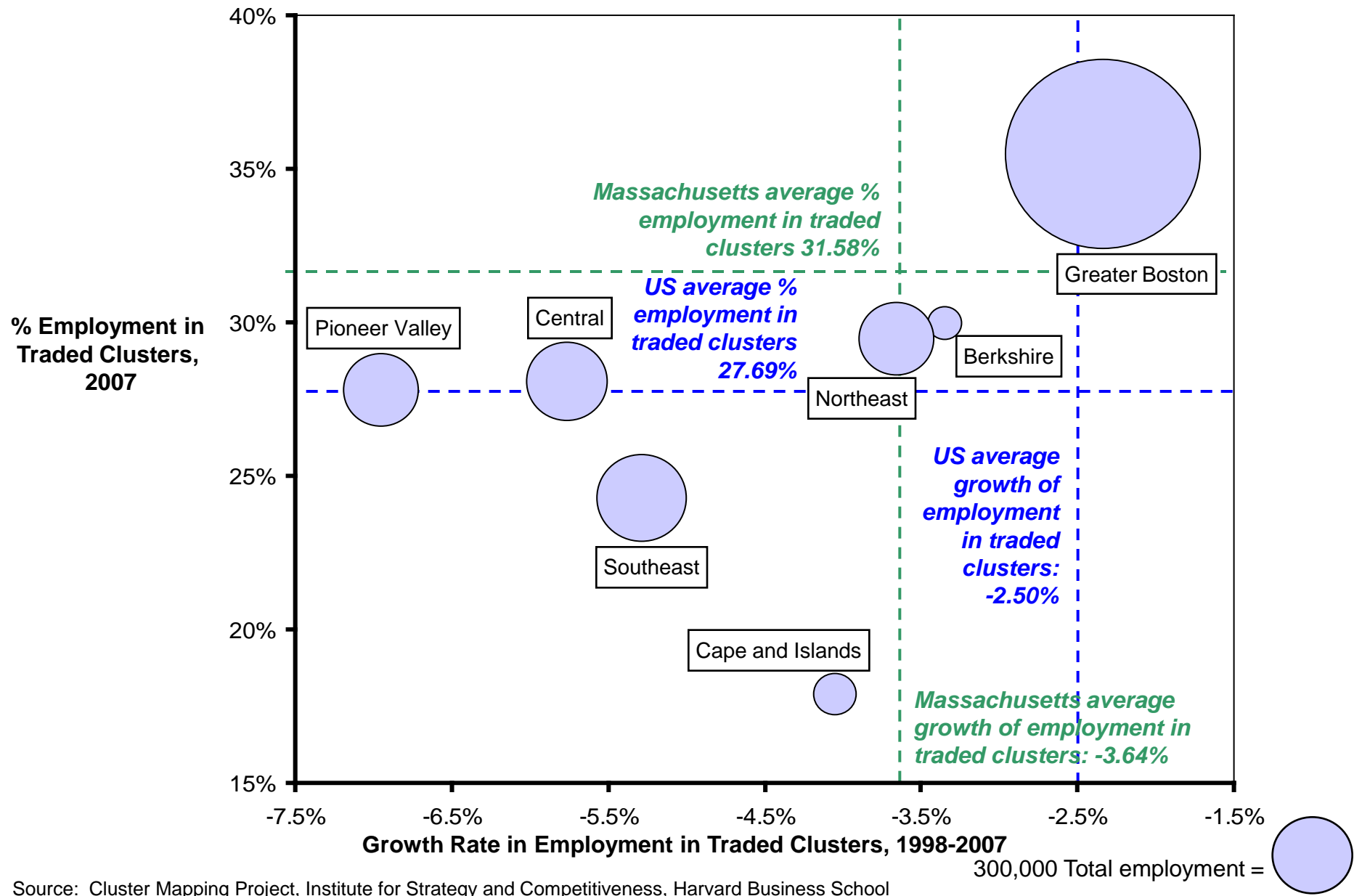
Comparative Performance of Regions

Growth of Local vs. Traded Clusters



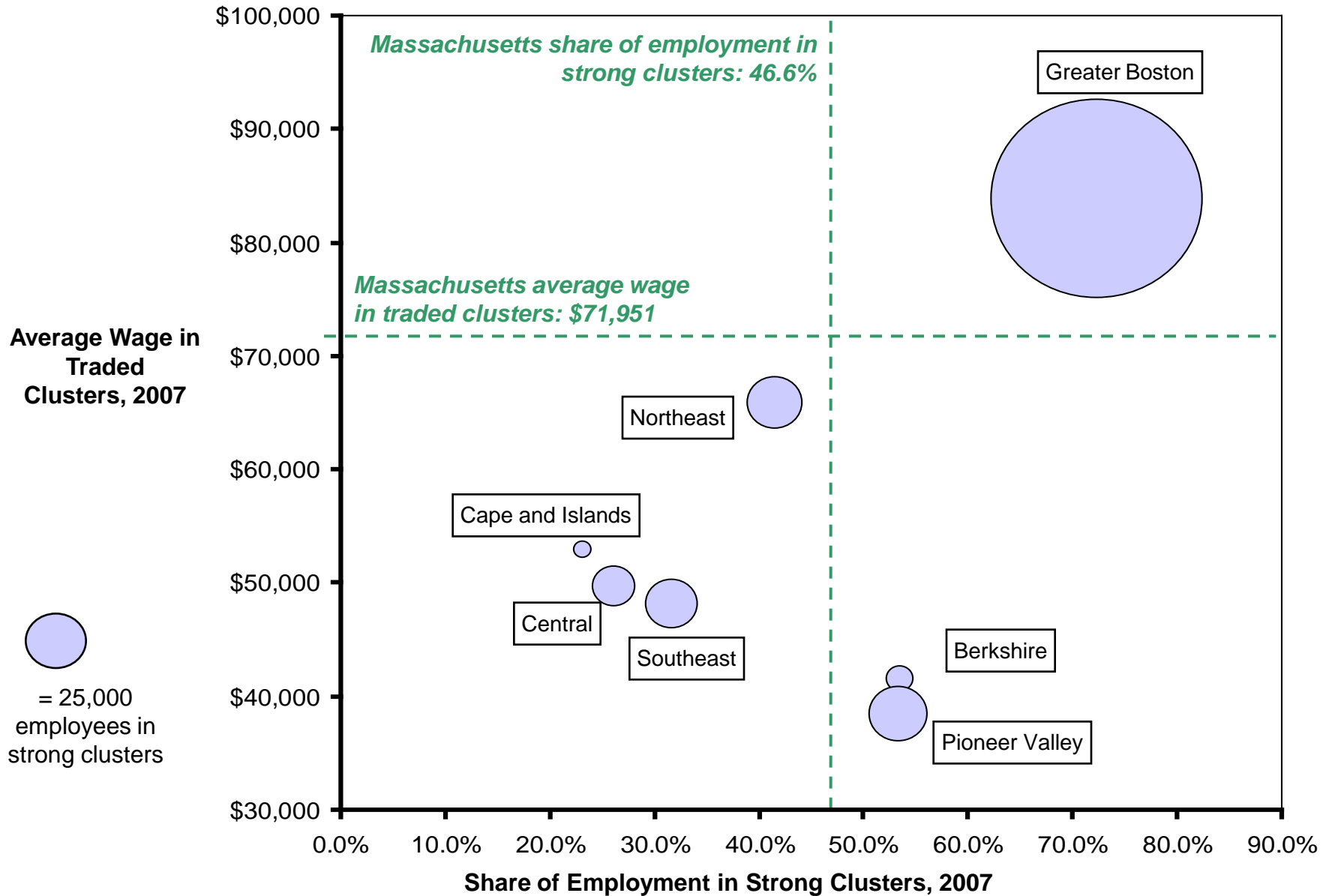
Comparative Performance of Regions

Traded Clusters Concentration and Growth



Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

Percentage of Traded Employment in Strong Clusters

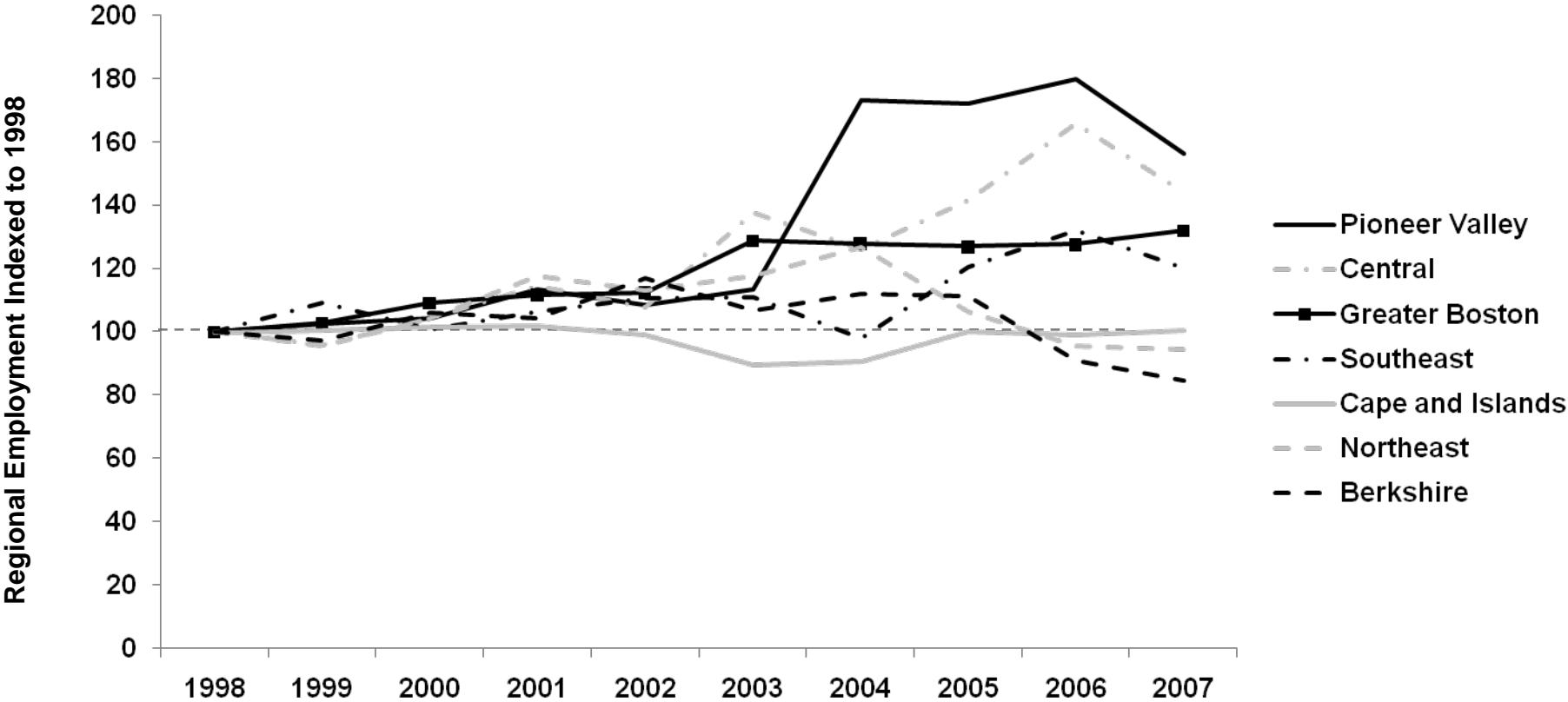


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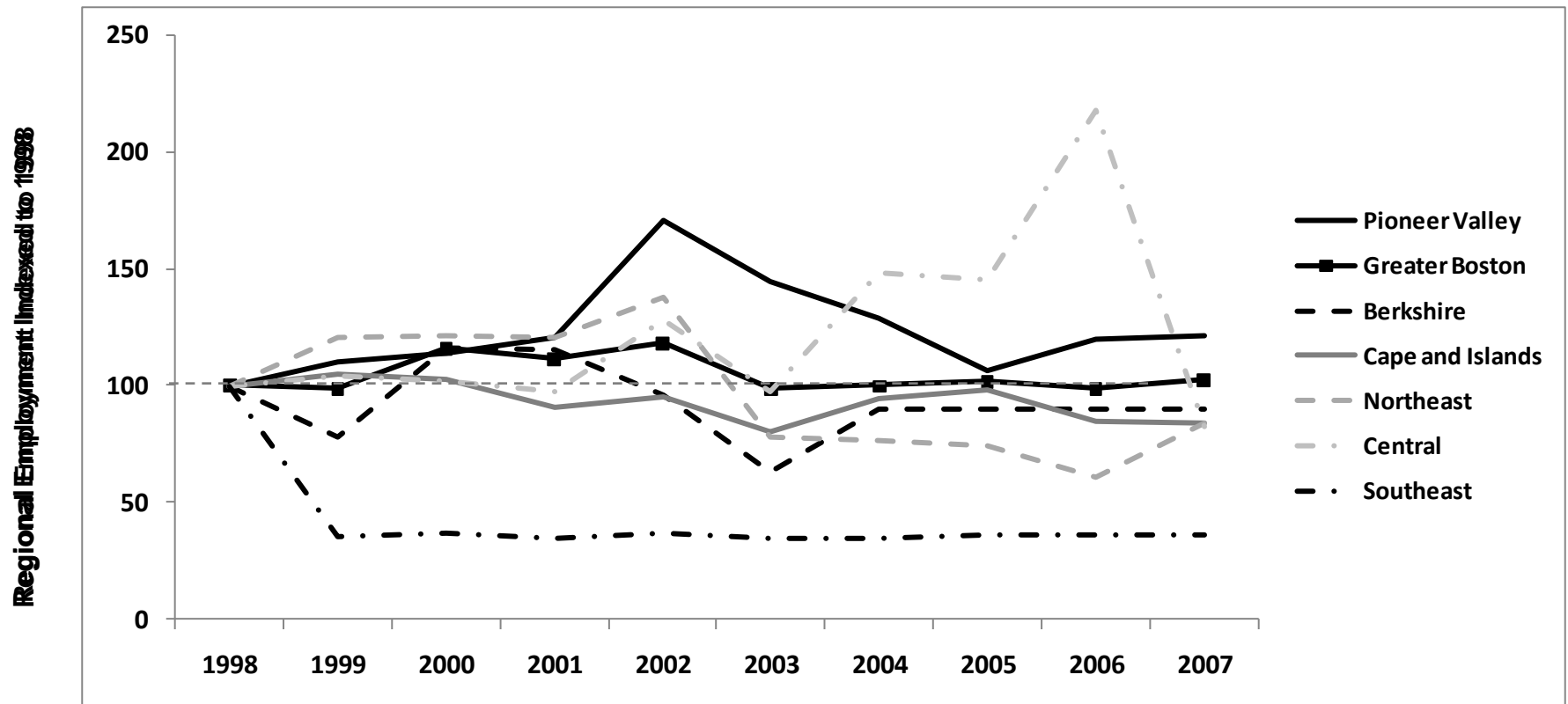
Massachusetts Education and Knowledge Creation Cluster, 1998-2007

Regional Trends



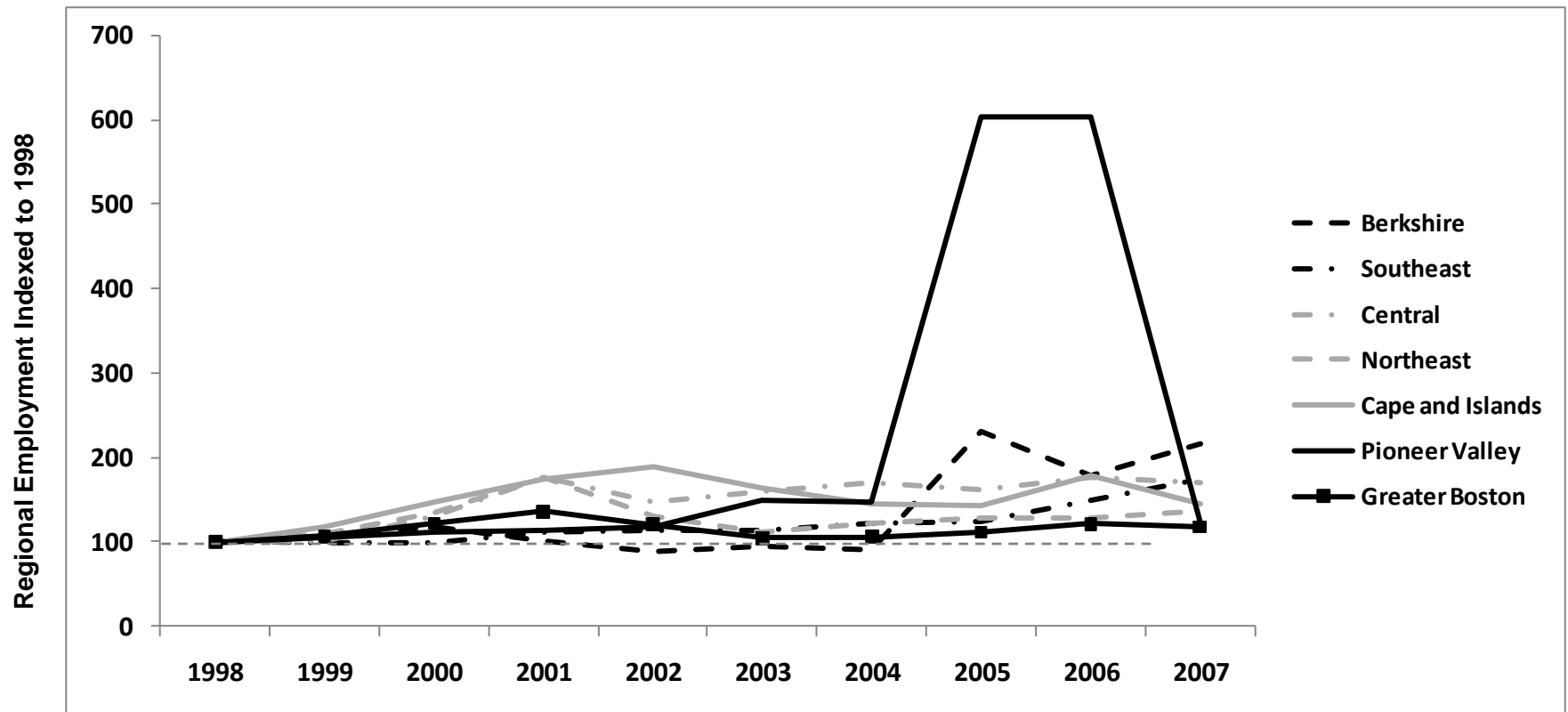
Massachusetts Financial Services Cluster, 1998-2007

Regional Trends



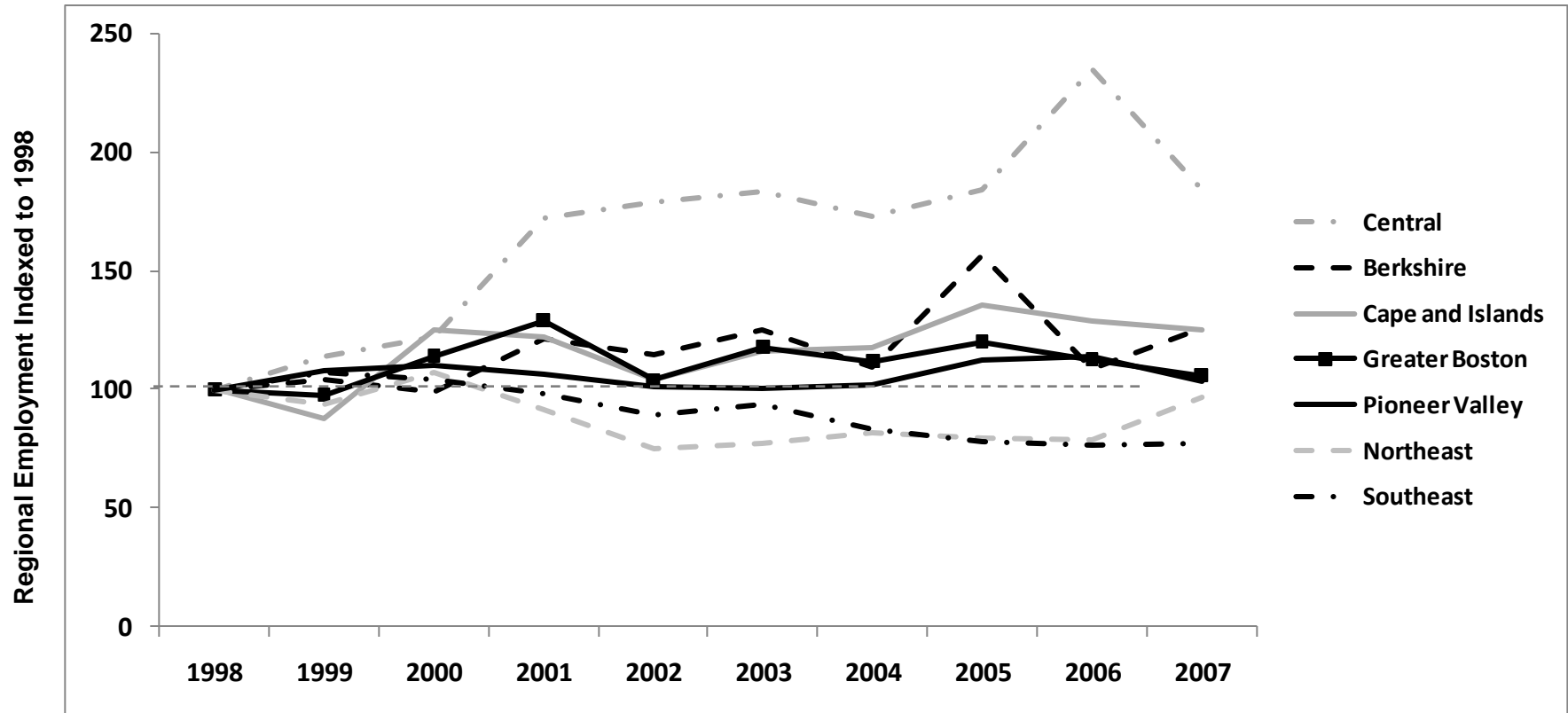
Massachusetts Business Services Cluster, 1998-2007

Regional Trends



Massachusetts Distribution Services Cluster, 1998-2007

Regional Trends



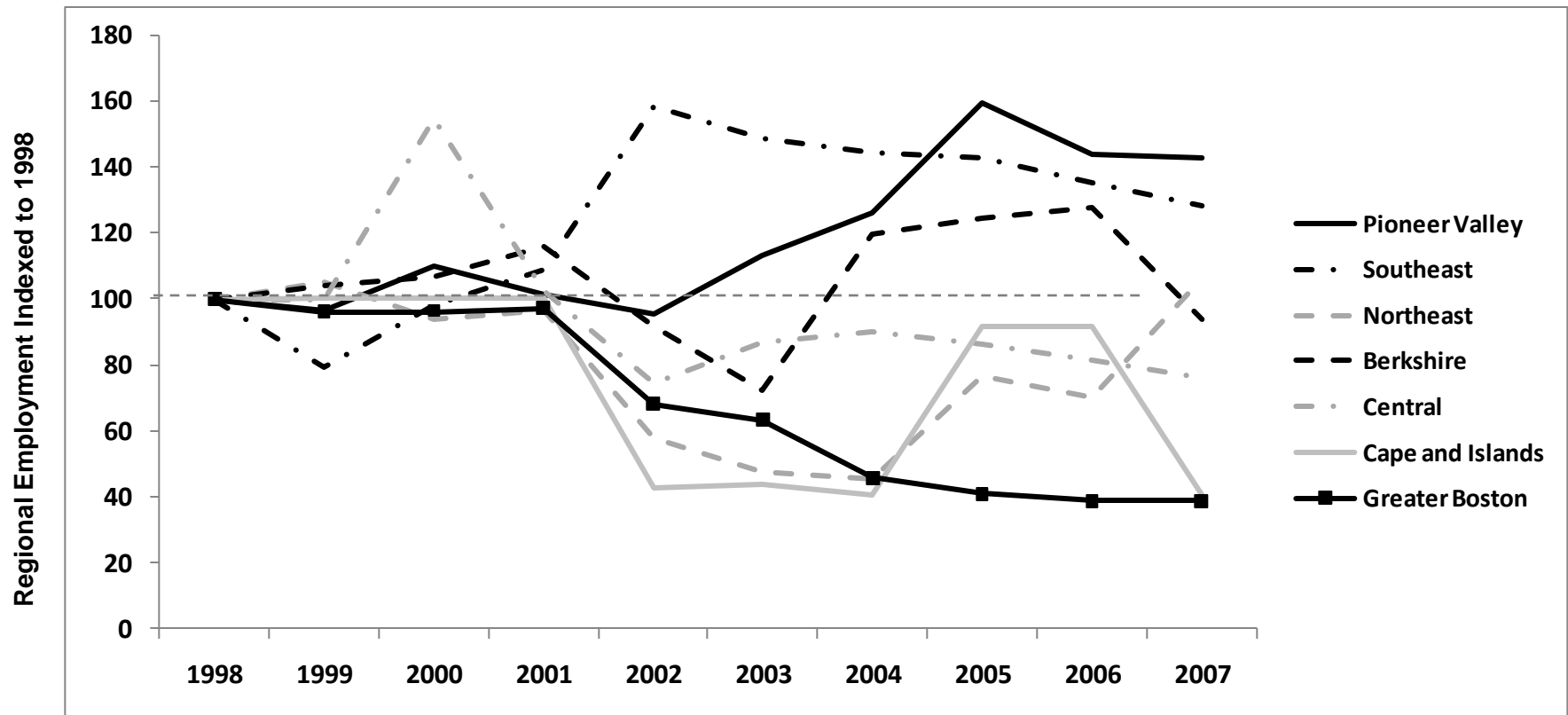
Massachusetts Information Technology Cluster, 1998-2007

Regional Trends

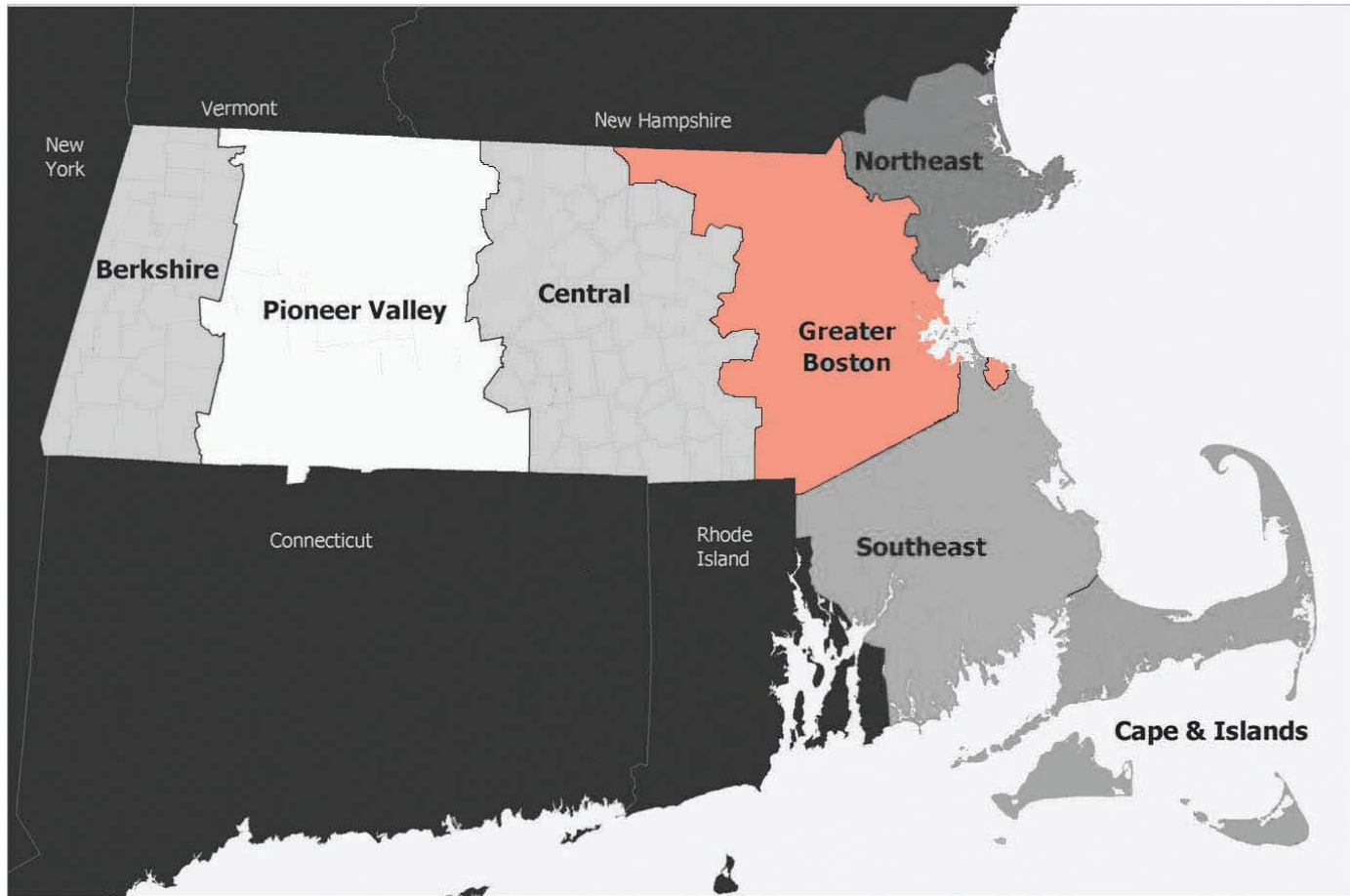


Massachusetts Analytical Instruments Cluster, 1998-2007

Regional Trends

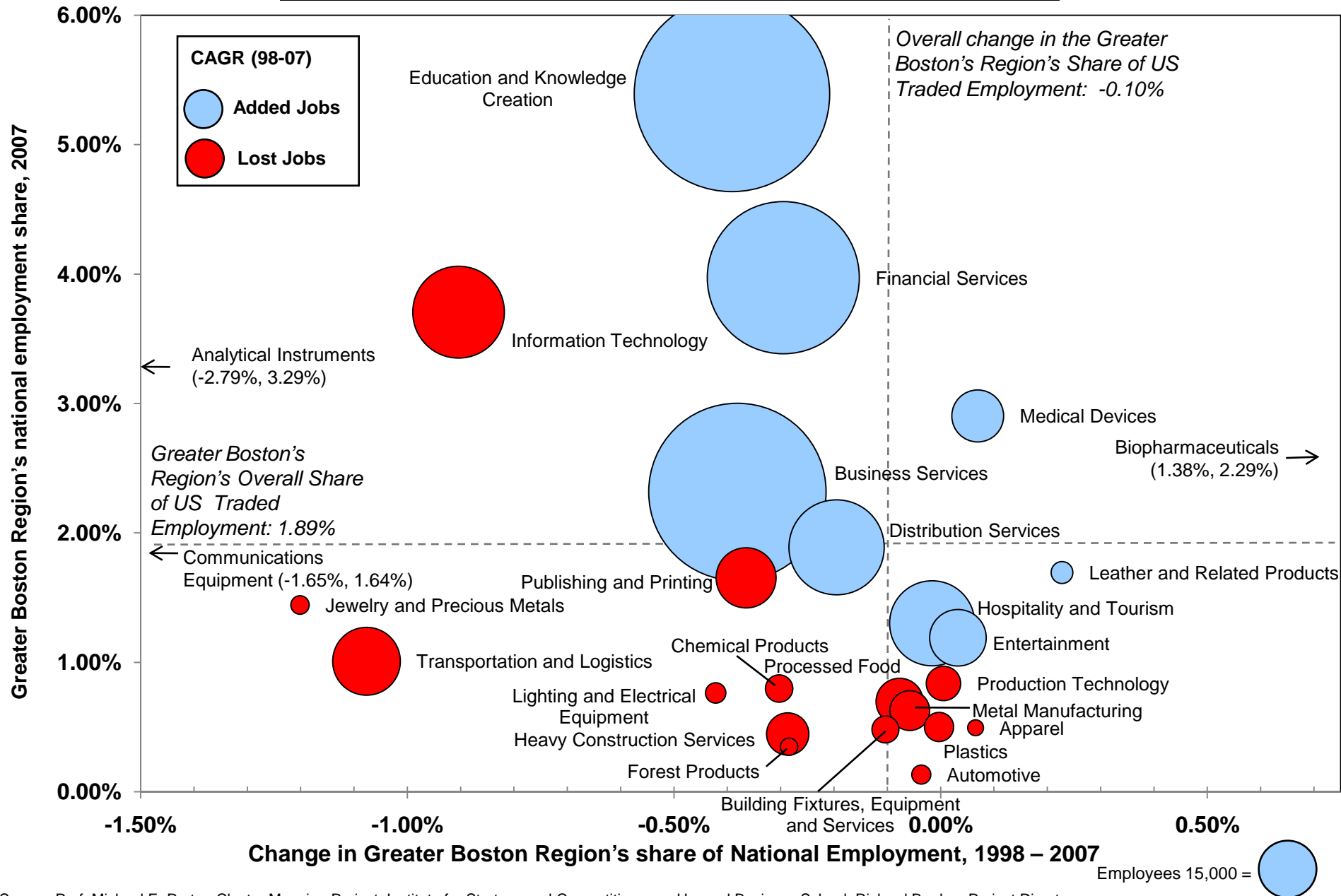


Greater Boston Region



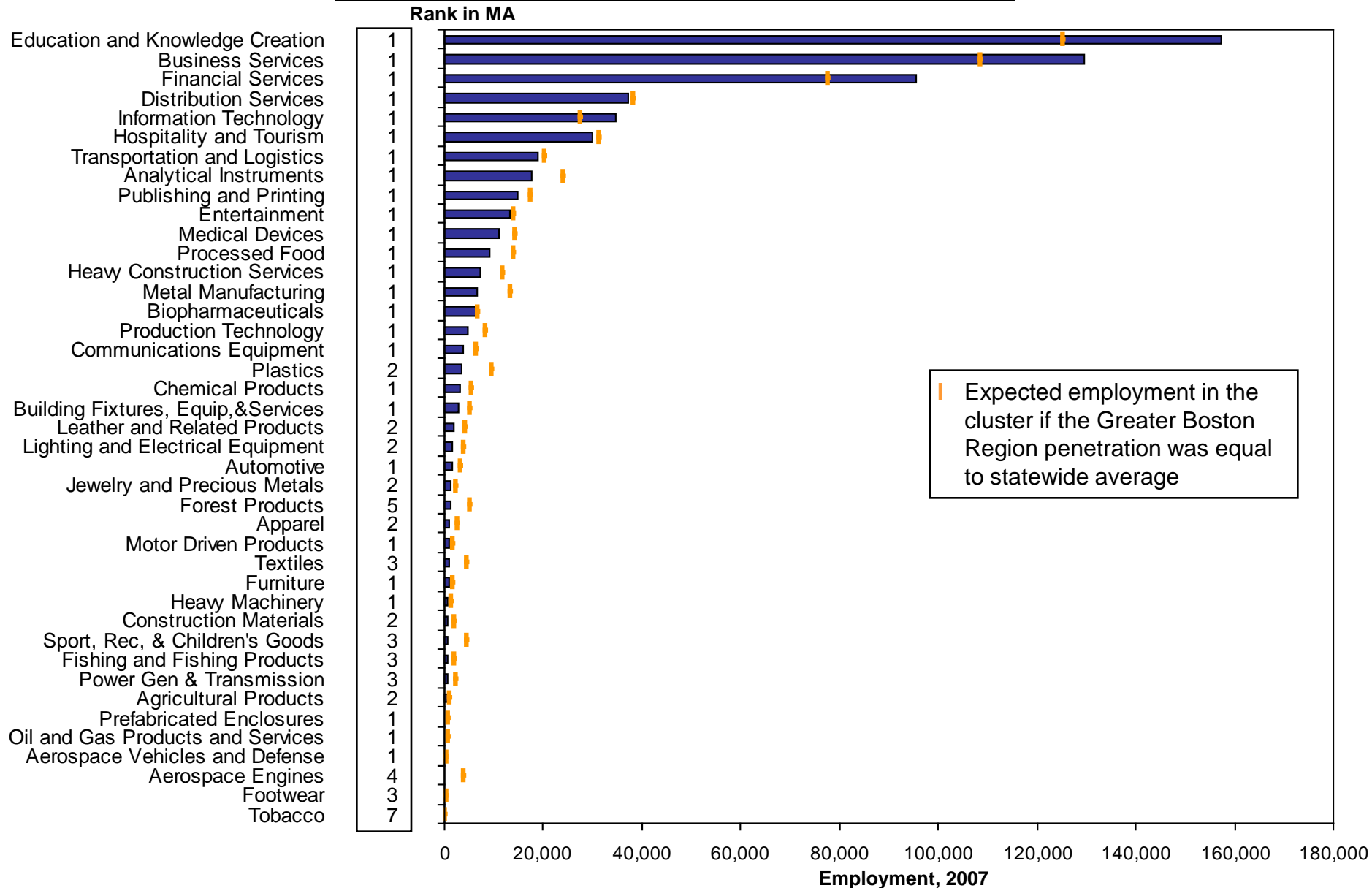
Composition of the Greater Boston Region Economy

Specialization by Traded Cluster, 1998-2007



Composition of the Greater Boston Region Economy

Employment by Traded Cluster, 2007

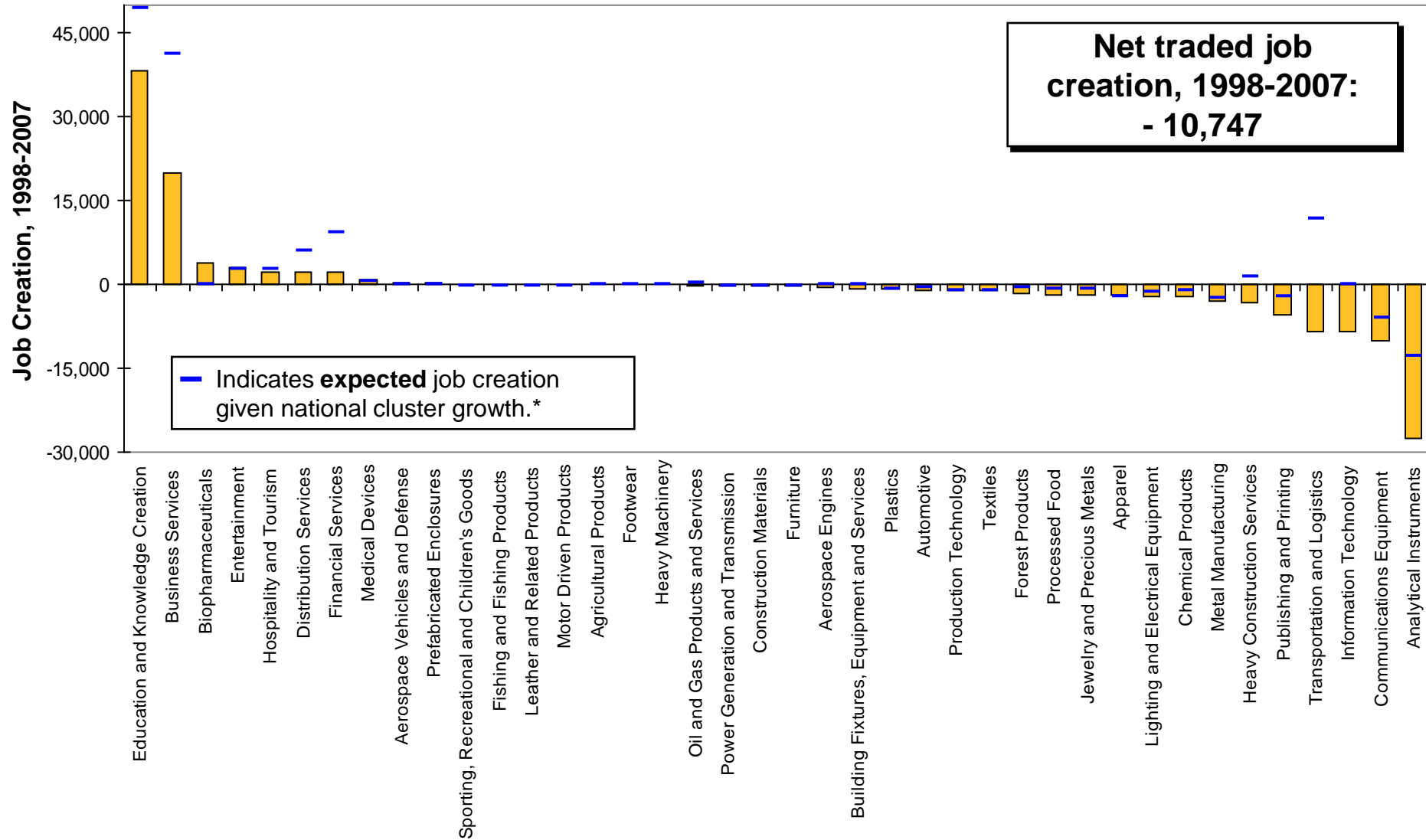


- Indicates expected employment at rates in the **state benchmark** for traded clusters. Rank is across 7 state regions.

Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

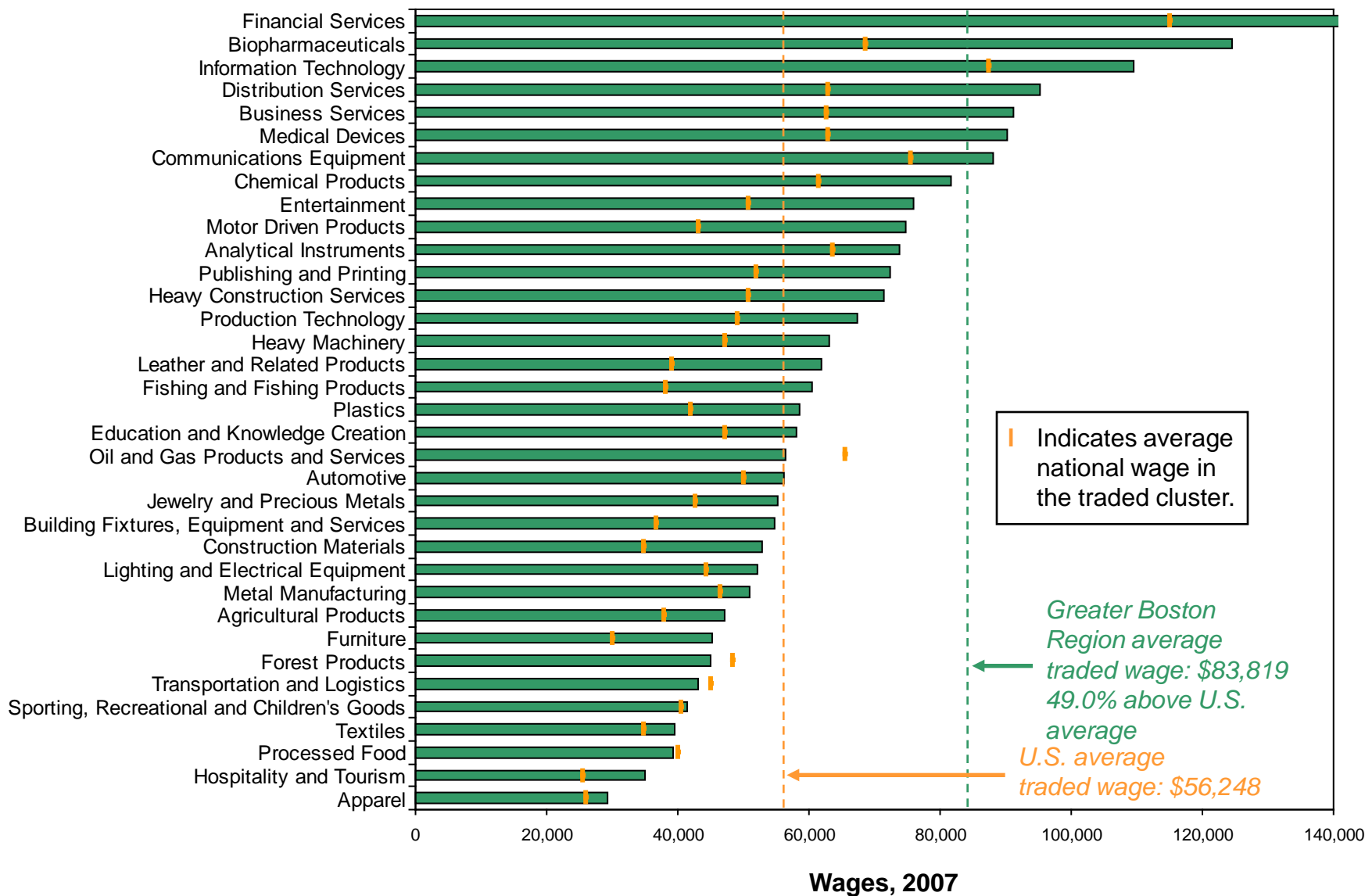
Greater Boston Region Job Creation by Traded Cluster

1998-2007



* Percent change in national benchmark times starting regional employment. Overall traded job creation in this region, if it matched national benchmarks, would be +90,718
 Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Greater Boston Region Wages by Traded Cluster vs. National Benchmarks

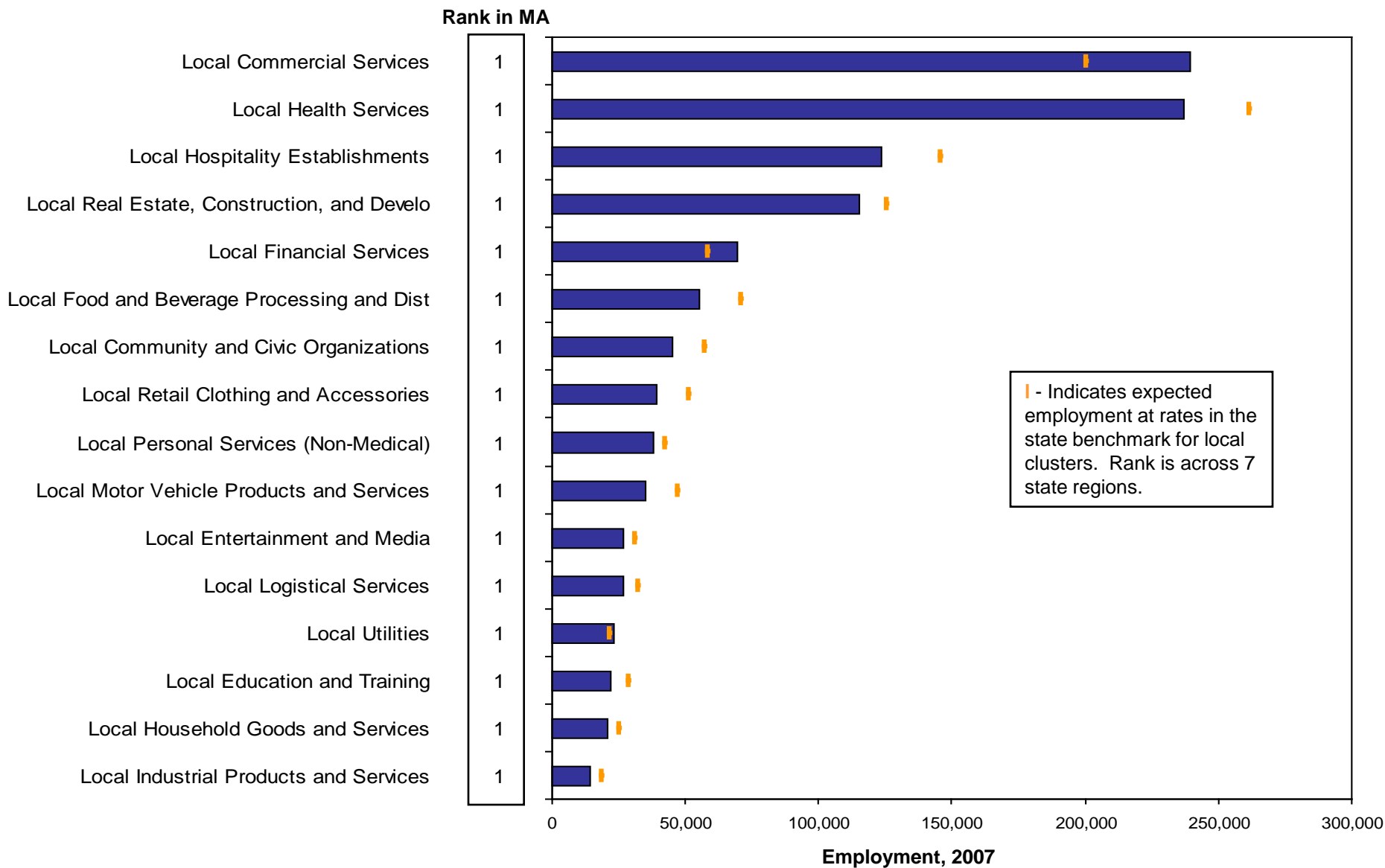


Note: Wages are not available in all clusters due to data suppression to protect confidentiality.

Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

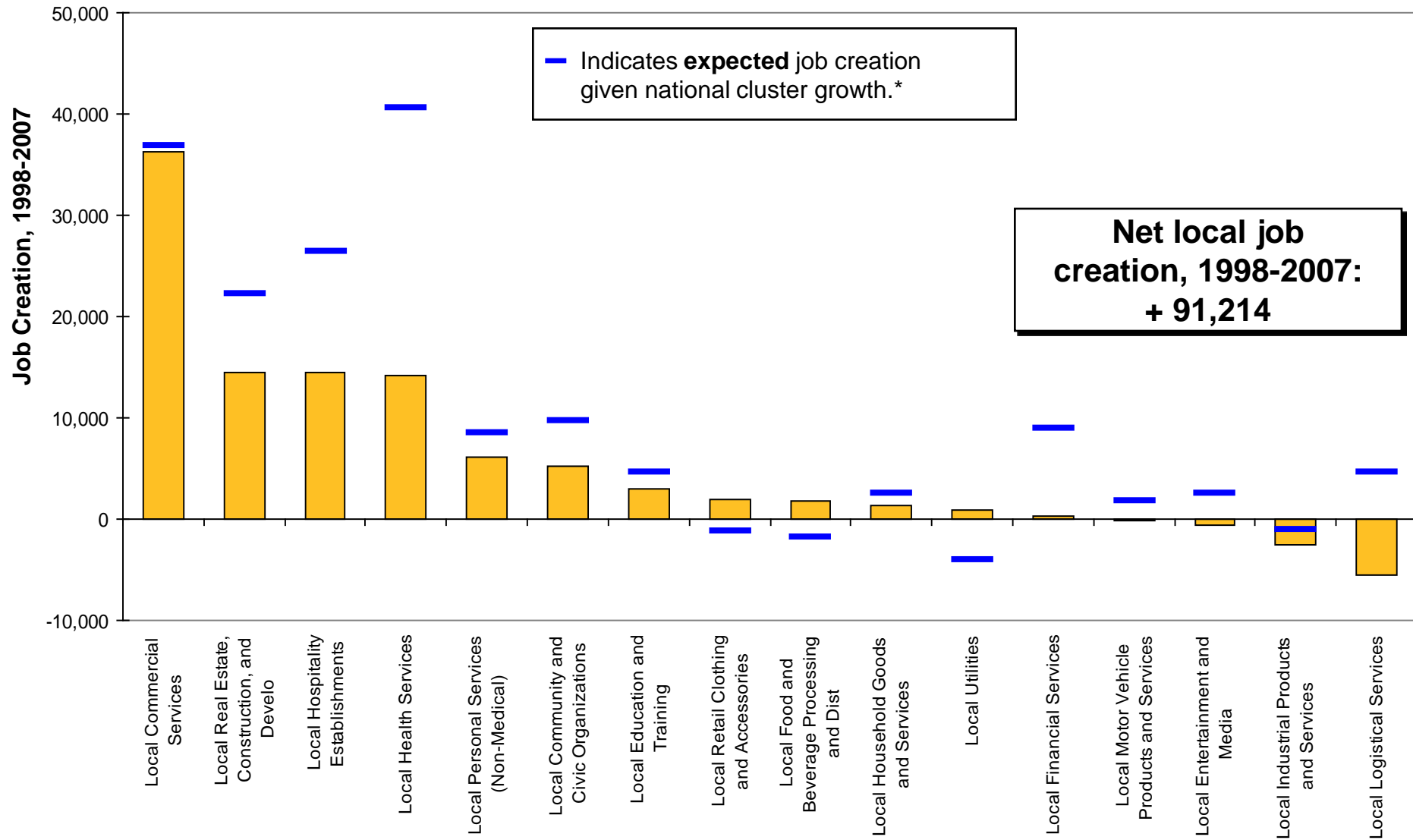
Greater Boston Region Employment by Local Cluster

2007



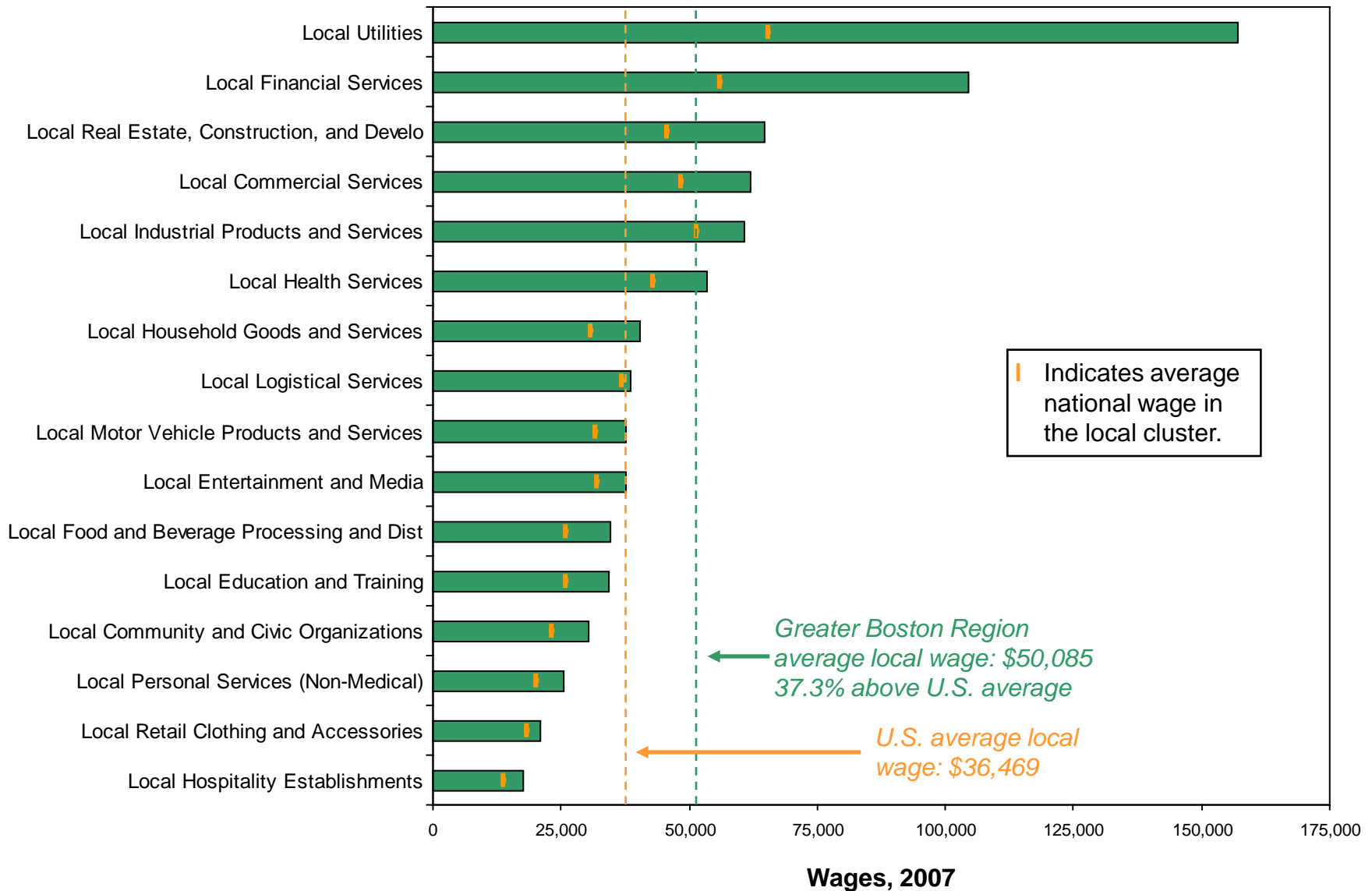
Greater Boston Region Job Creation by Local Cluster

1998-2007



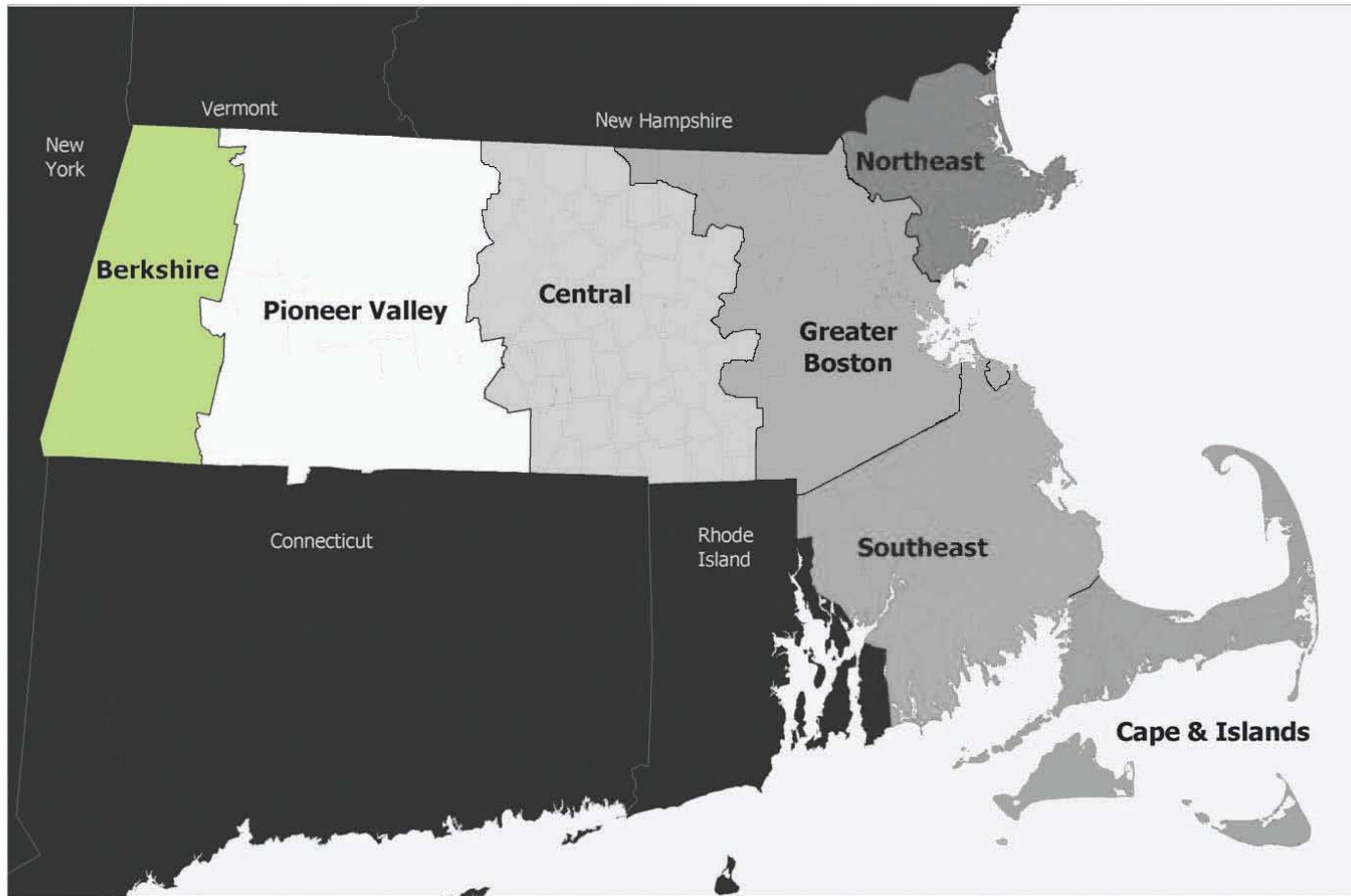
* Percent change in national benchmark times starting regional employment. Overall traded job creation in this region, if it matched national benchmarks, would be +161,330.
Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Greater Boston Region Wages by Local Cluster vs. National Benchmarks



Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

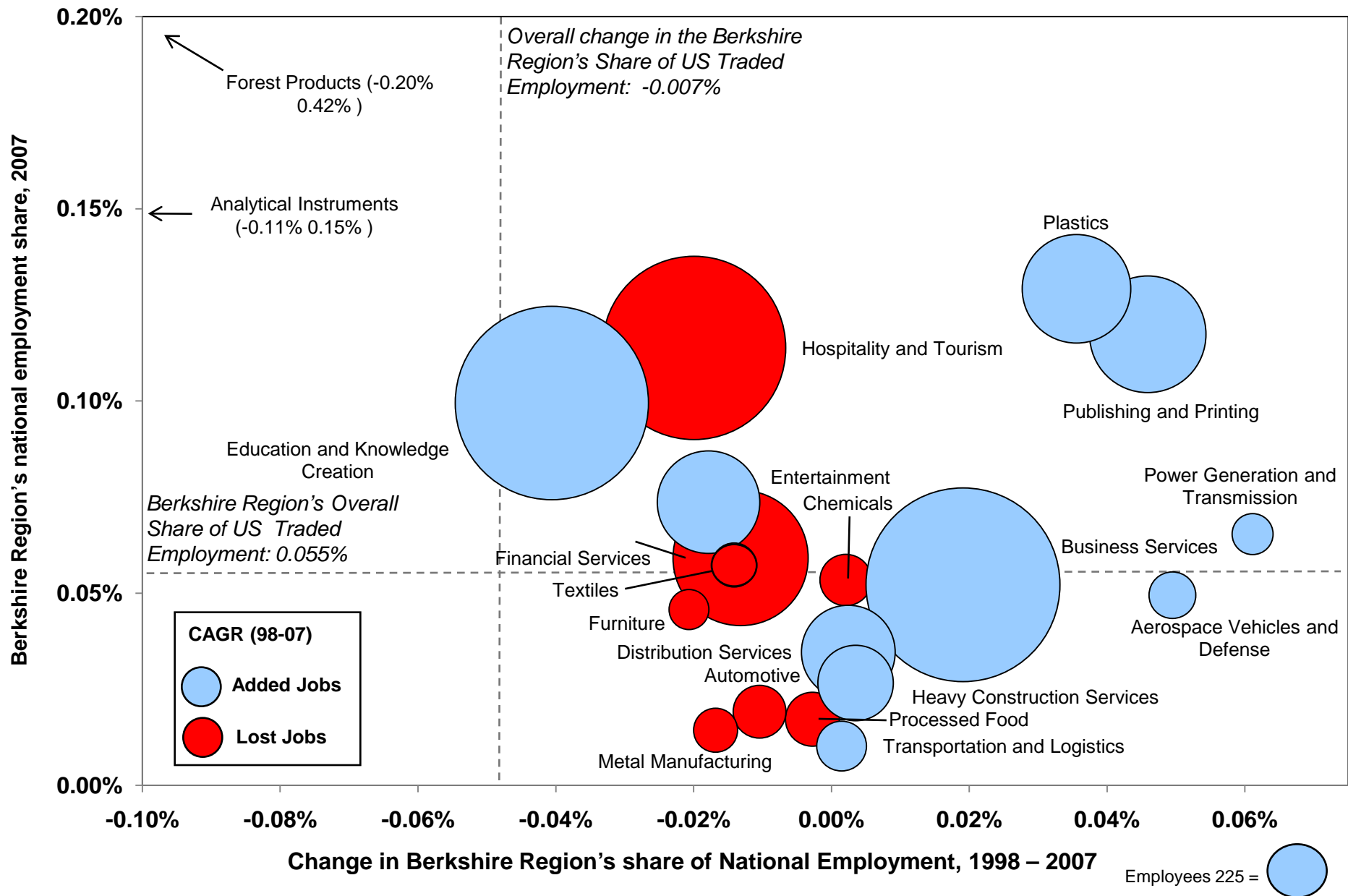
Berkshire Region



Note: Berkshire Region = Berkshire County

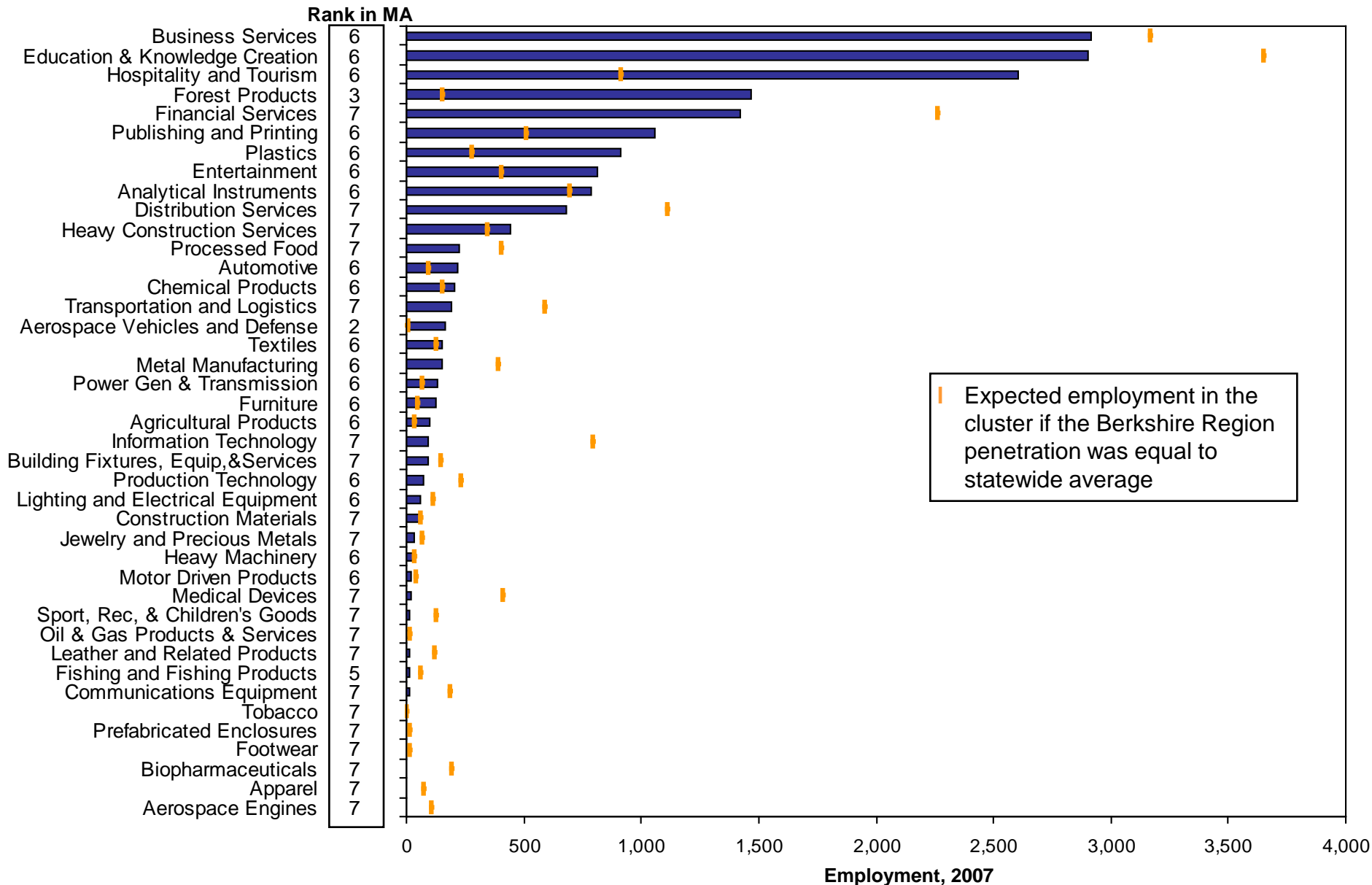
Composition of the Berkshire Region Economy

Specialization by Traded Cluster, 1998-2007



Composition of the Berkshire Region Economy

Employment by Traded Cluster, 2007

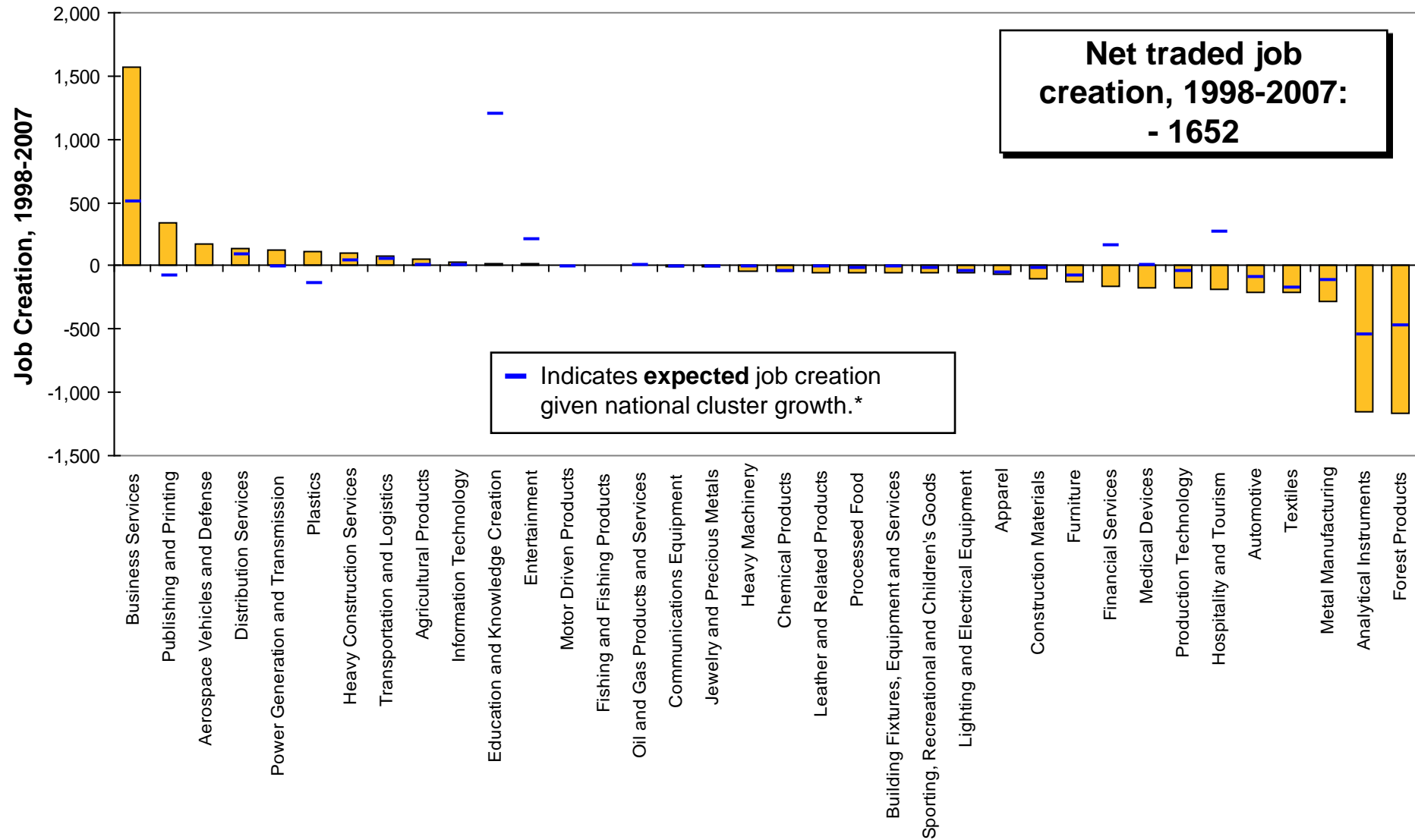


Orange vertical line indicates expected employment at rates in the **state benchmark** for traded clusters. Rank is across 7 state regions.

Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

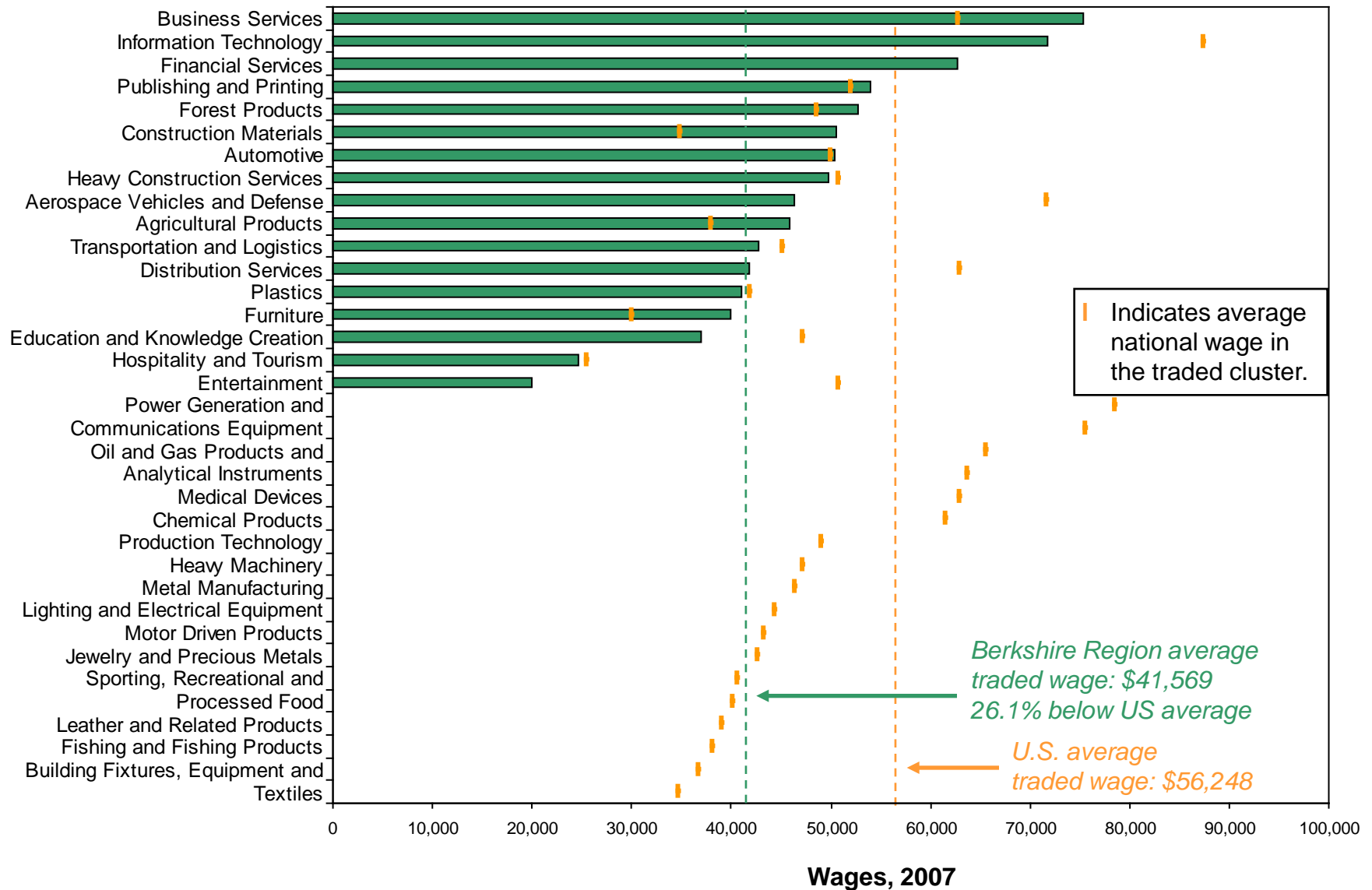
Berkshire Region Job Creation by Traded Cluster

1998-2007



* Percent change in national benchmark times starting regional employment. Overall traded job creation in this region, if it matched national benchmarks, would be +568.
Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Berkshire Region Wages by Traded Cluster vs. National Benchmarks

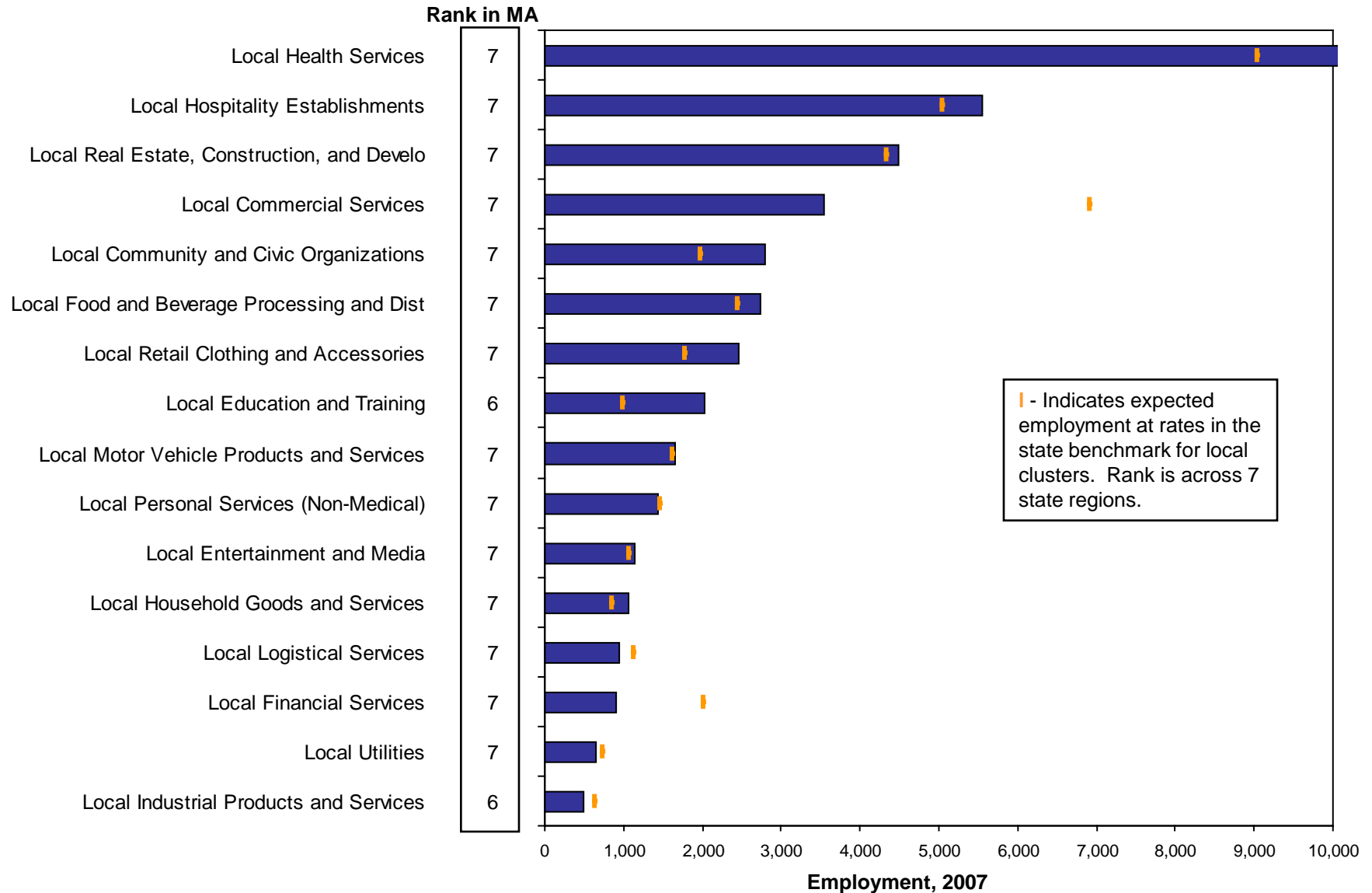


Note: Wages are not available in all clusters due to data suppression to protect confidentiality.

Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

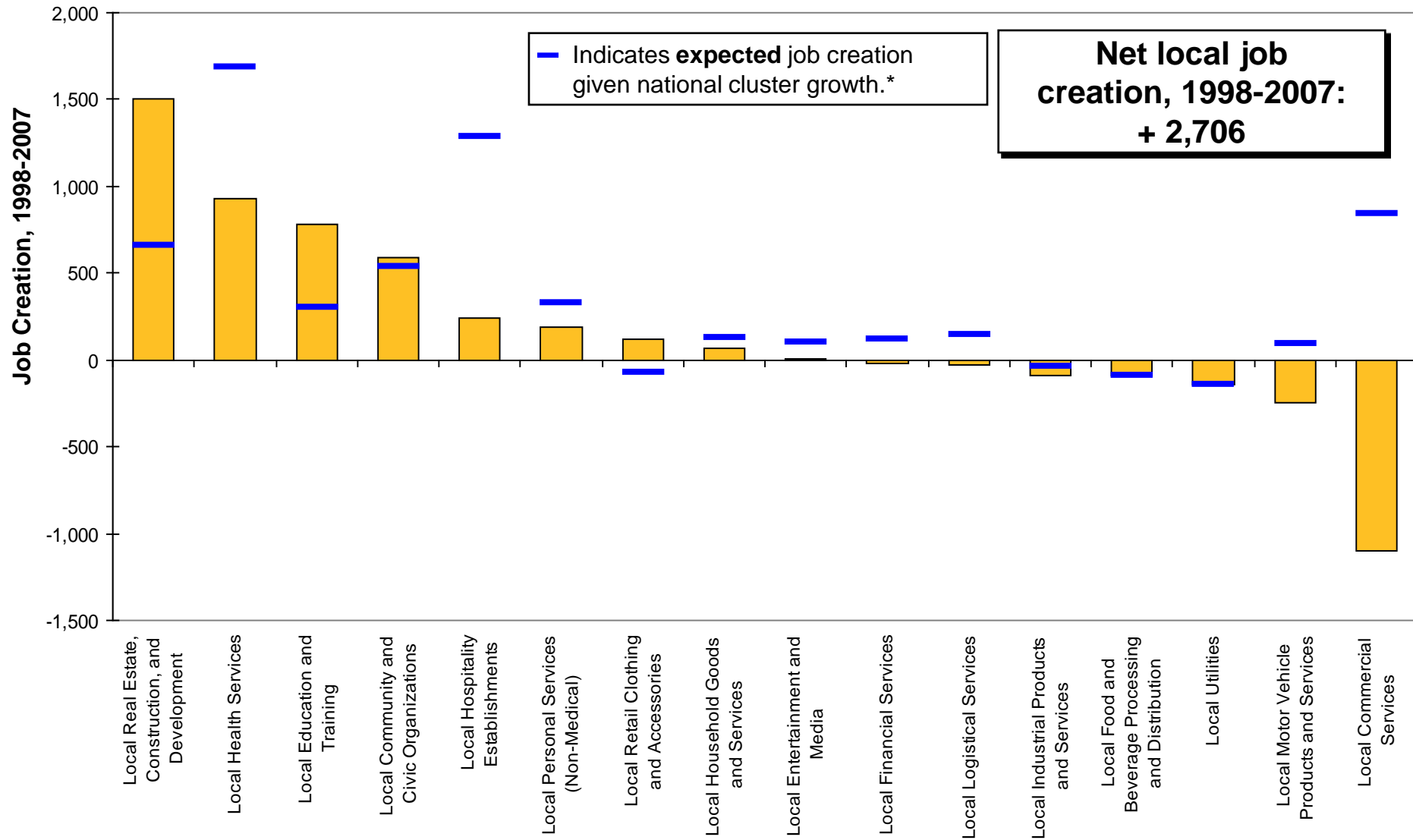
Berkshire Region Employment by Local Cluster

2007



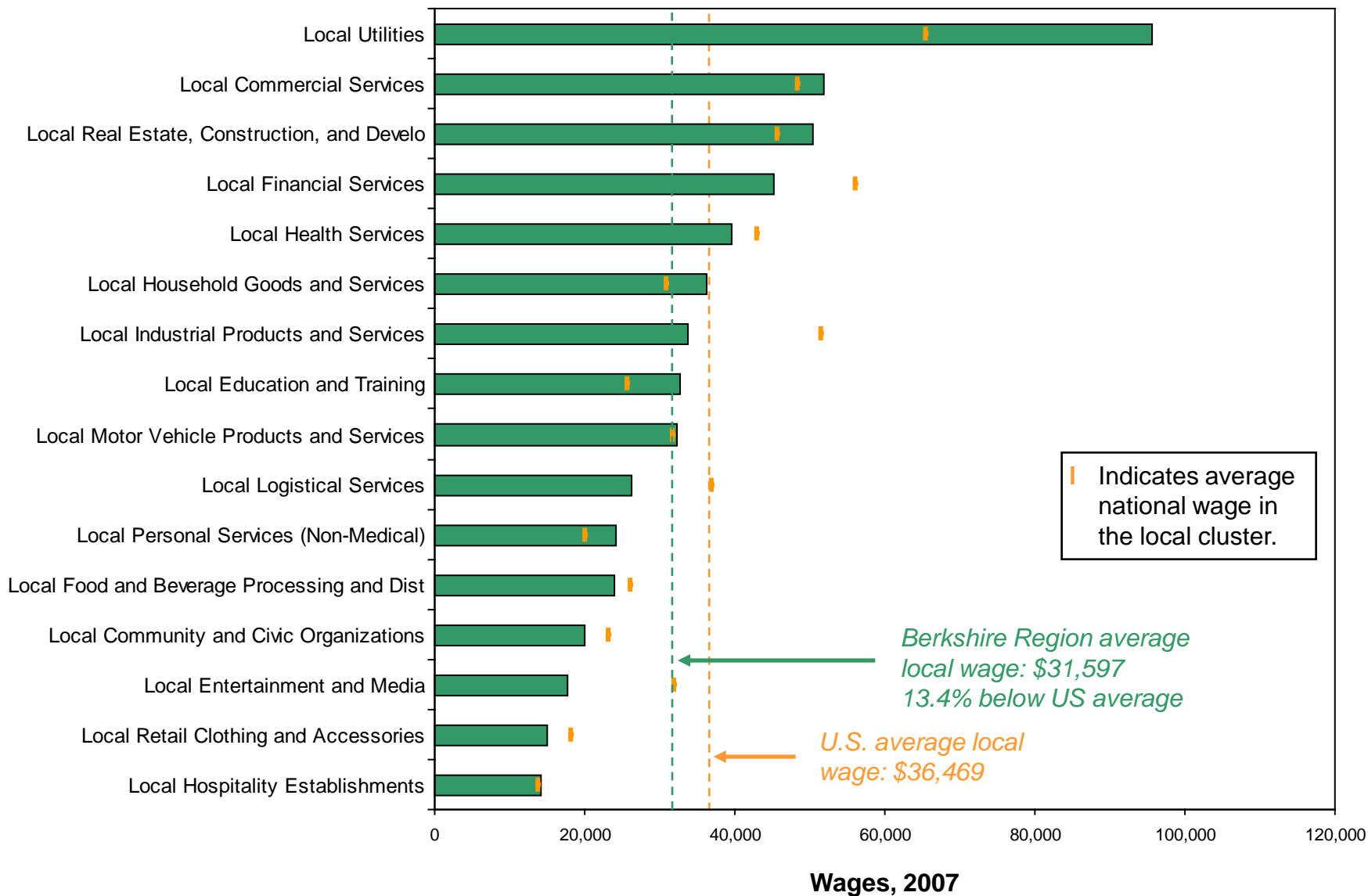
Berkshire Region Job Creation by Local Cluster

1998-2007

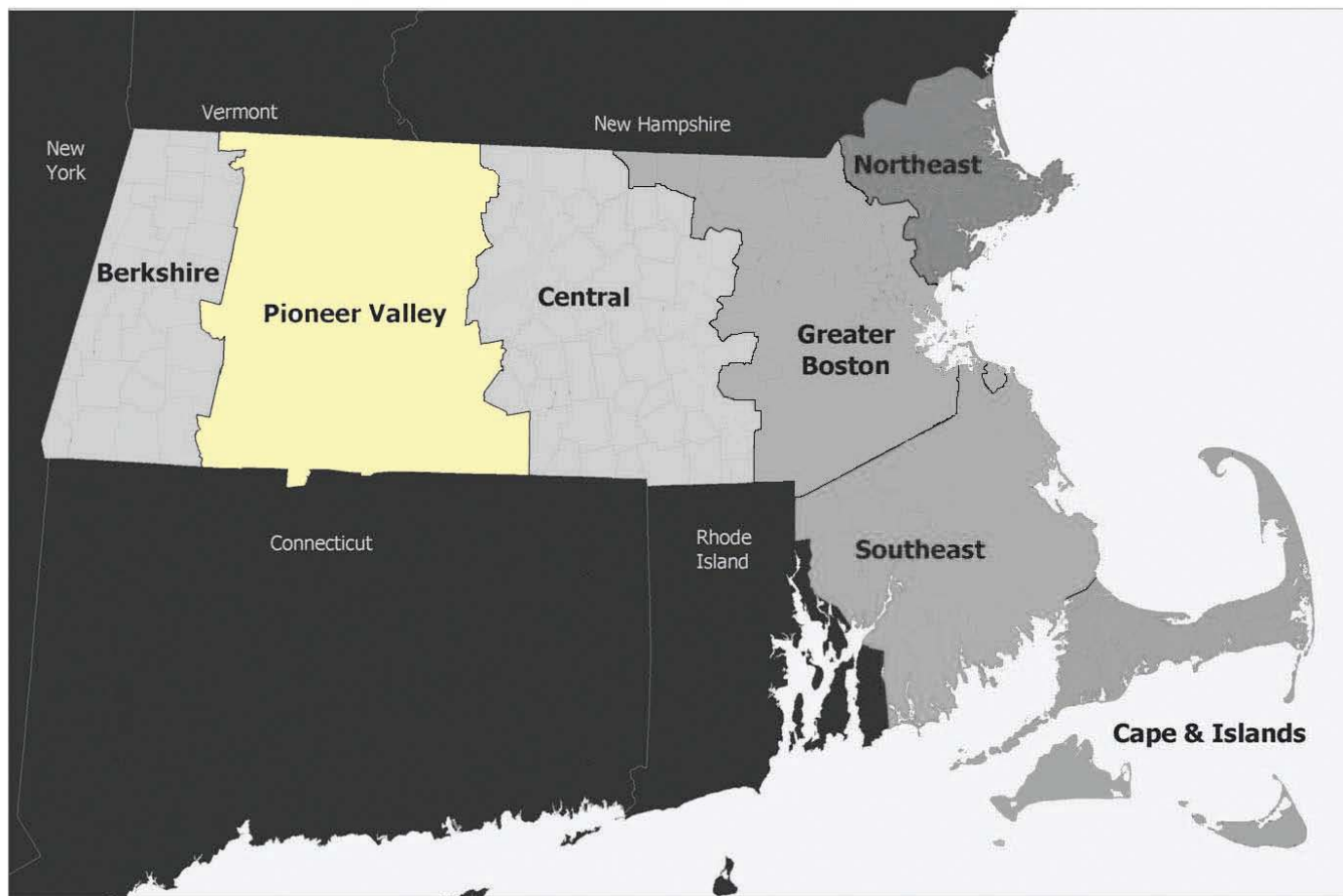


* Percent change in national benchmark times starting regional employment. Overall traded job creation in this region, if it matched national benchmarks, would be +5,881.
Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Berkshire Region Wages by Local Cluster vs. National Benchmarks

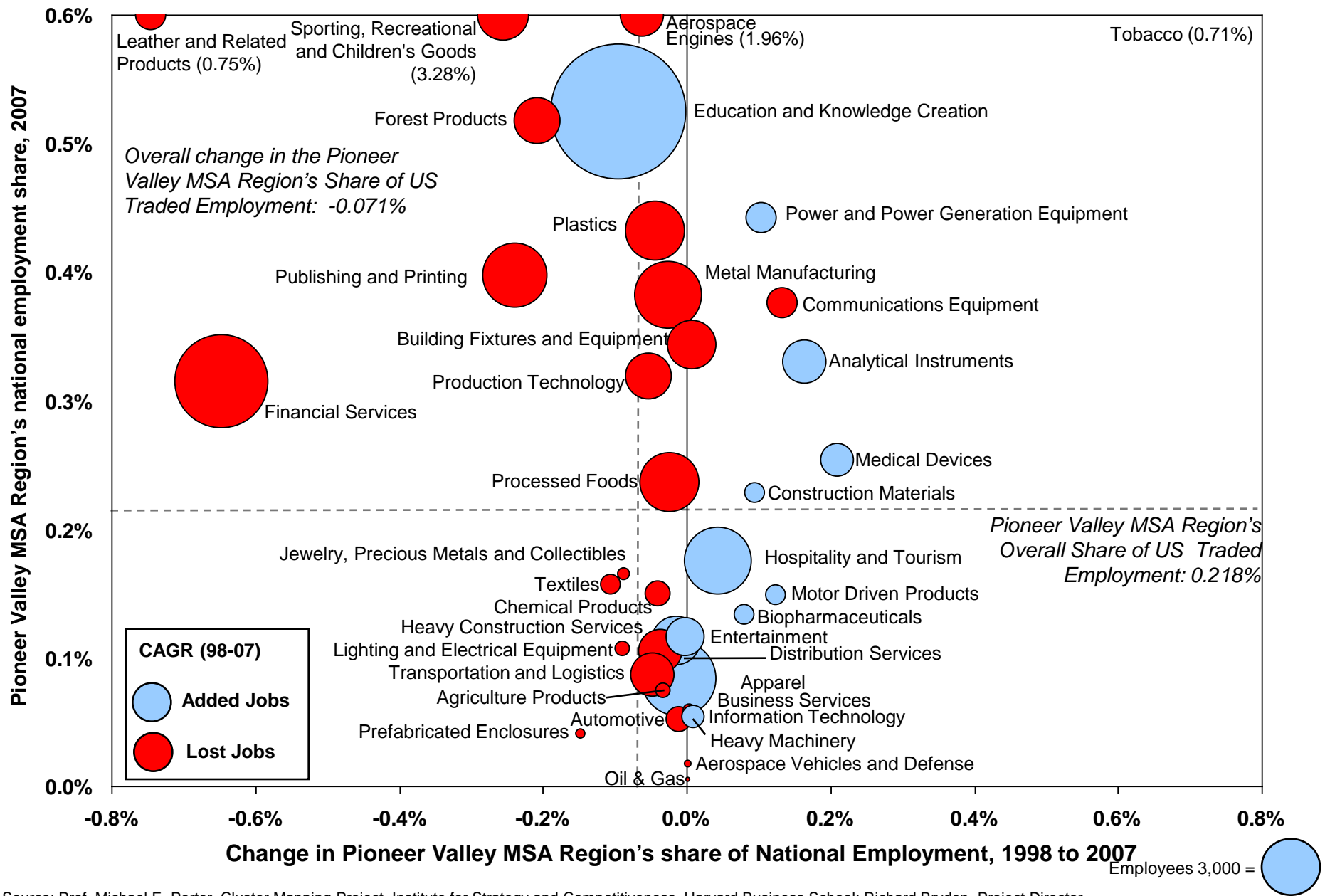


Pioneer Valley Region



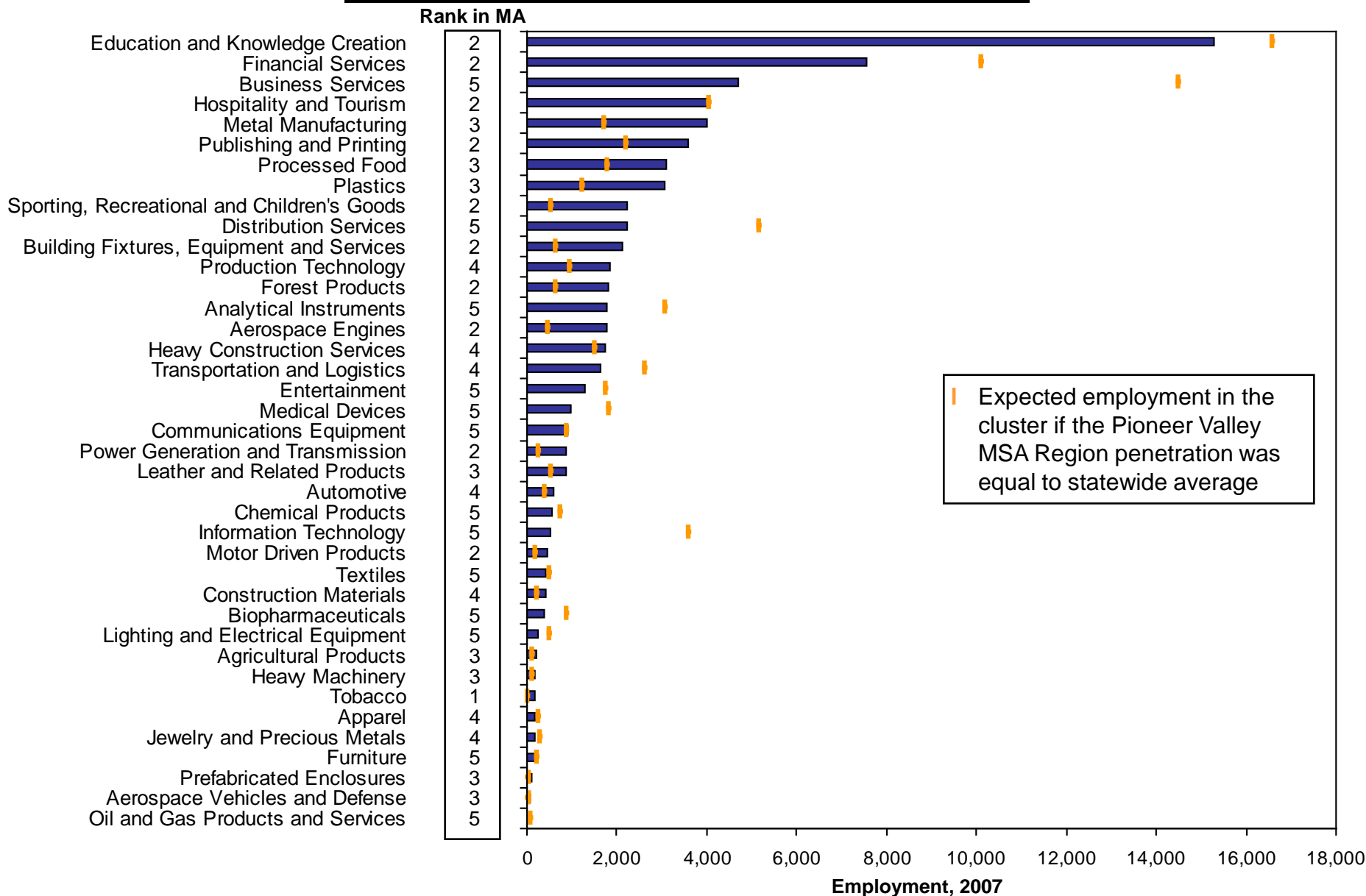
Composition of the Pioneer Valley MSA Economy

Specialization by Traded Cluster, 1998 to 2007



Composition of the Pioneer Valley MSA Region Economy

Employment by Traded Cluster, 2007

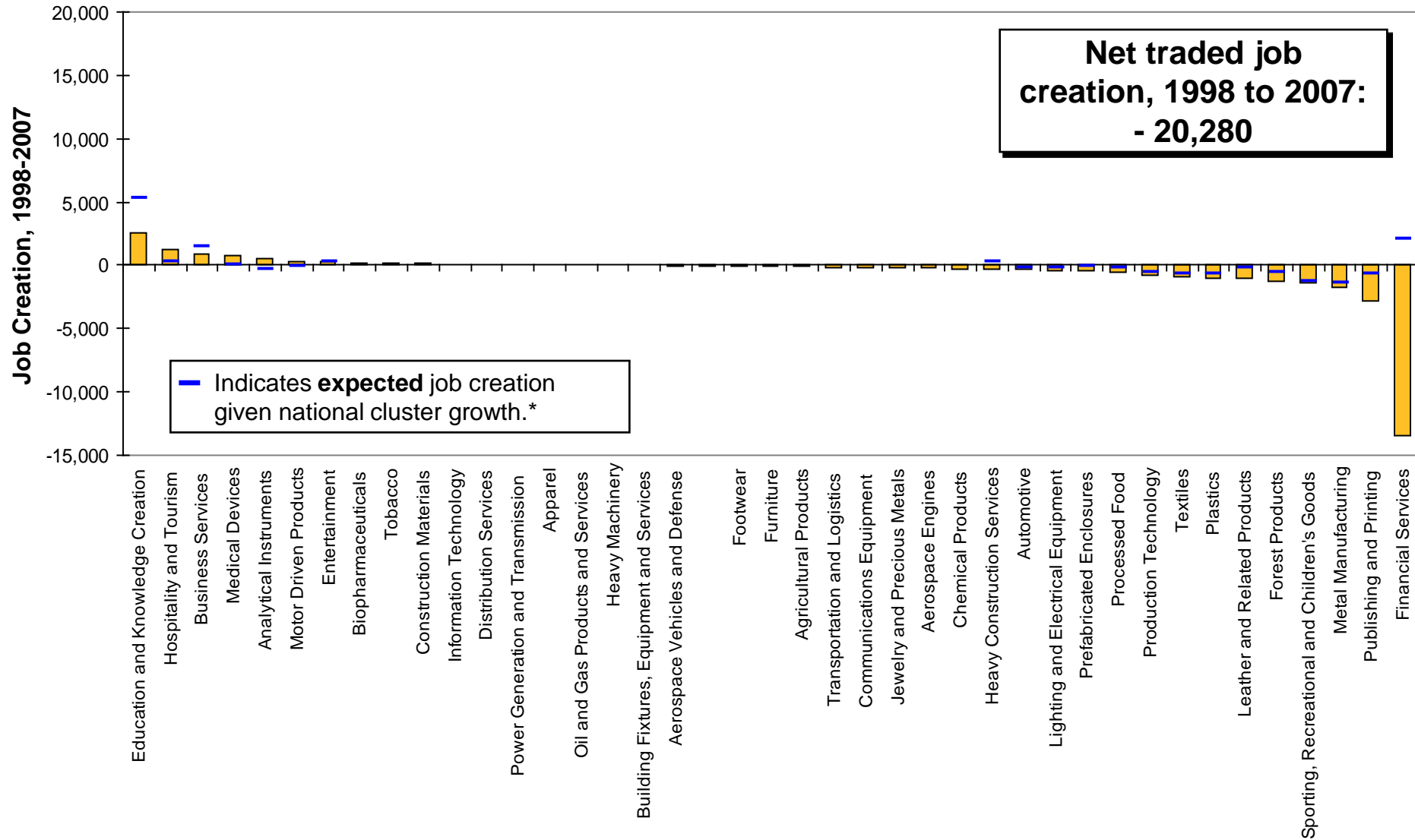


Orange dot indicates expected employment at rates in the **state benchmark** for traded clusters. Rank is across 7 state regions.

Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

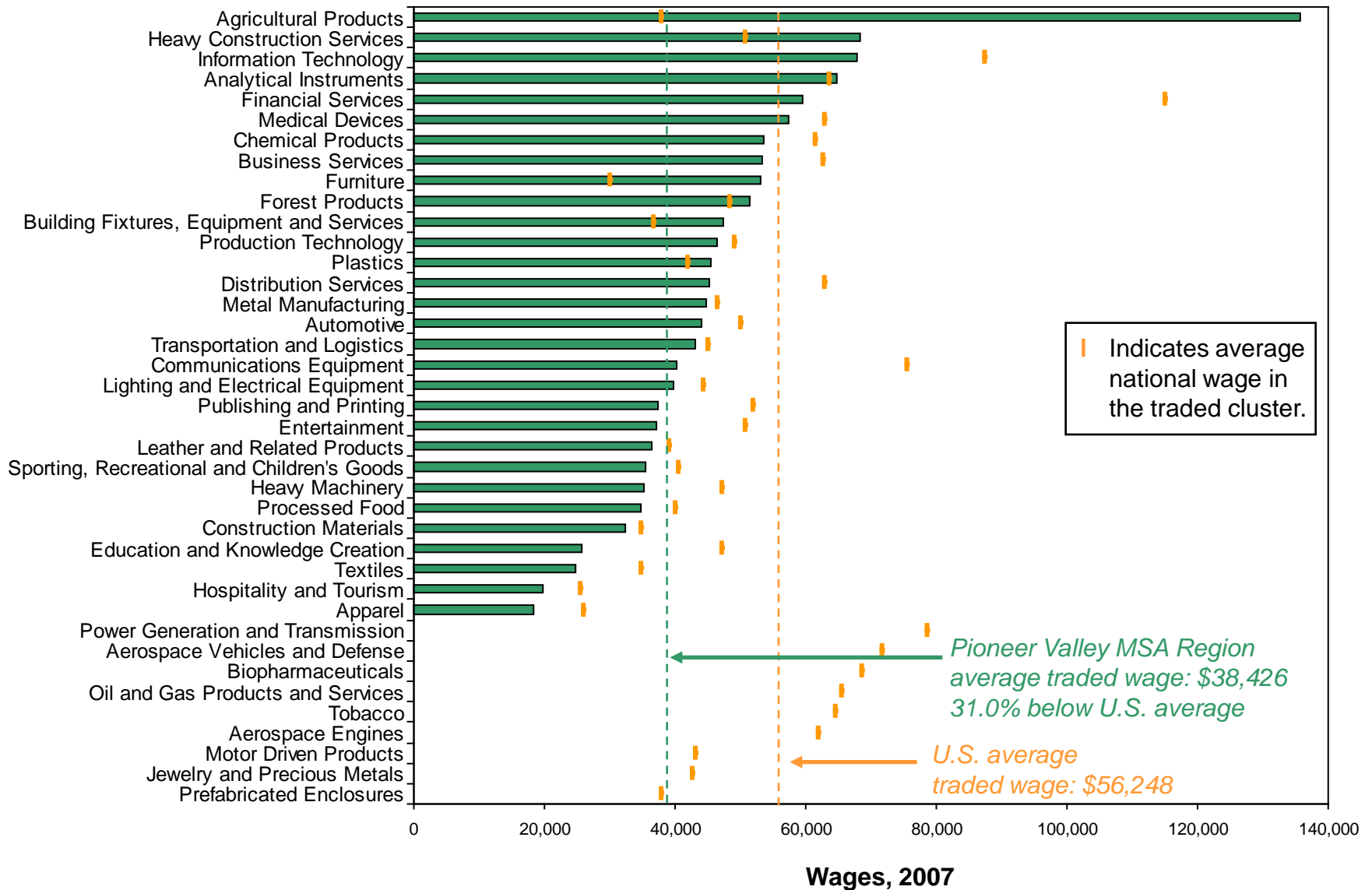
Pioneer Valley MSA Region Job Creation by Traded Cluster

1998 to 2007



* Percent change in national benchmark times starting regional employment. Overall traded job creation in this region, if it matched national benchmarks, would be +2,465
Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Pioneer Valley MSA Region Wages by Traded Cluster vs. National Benchmarks

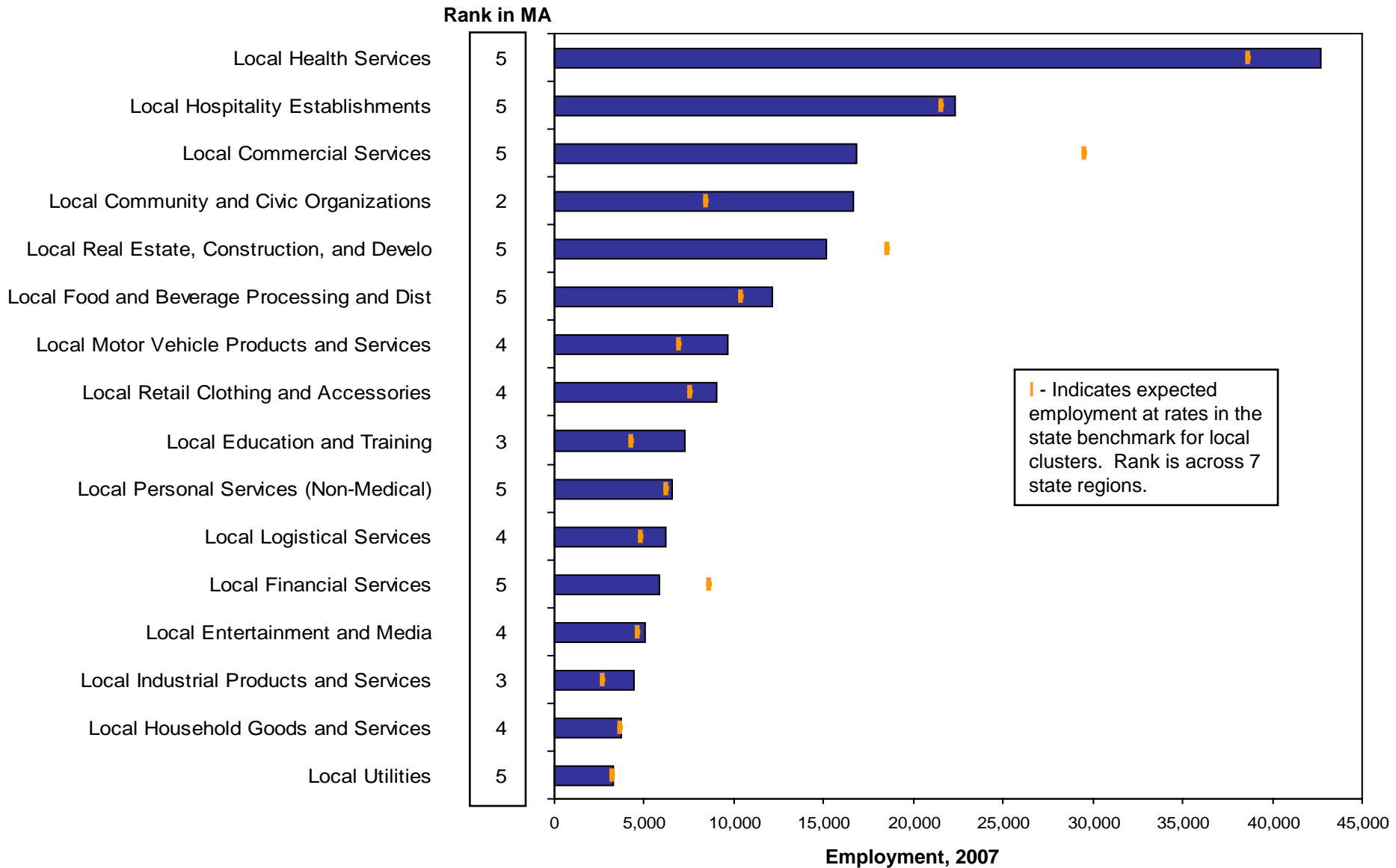


Note: Wages are not available in all clusters due to data suppression to protect confidentiality.

Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Pioneer Valley MSA Region Employment by Local Cluster

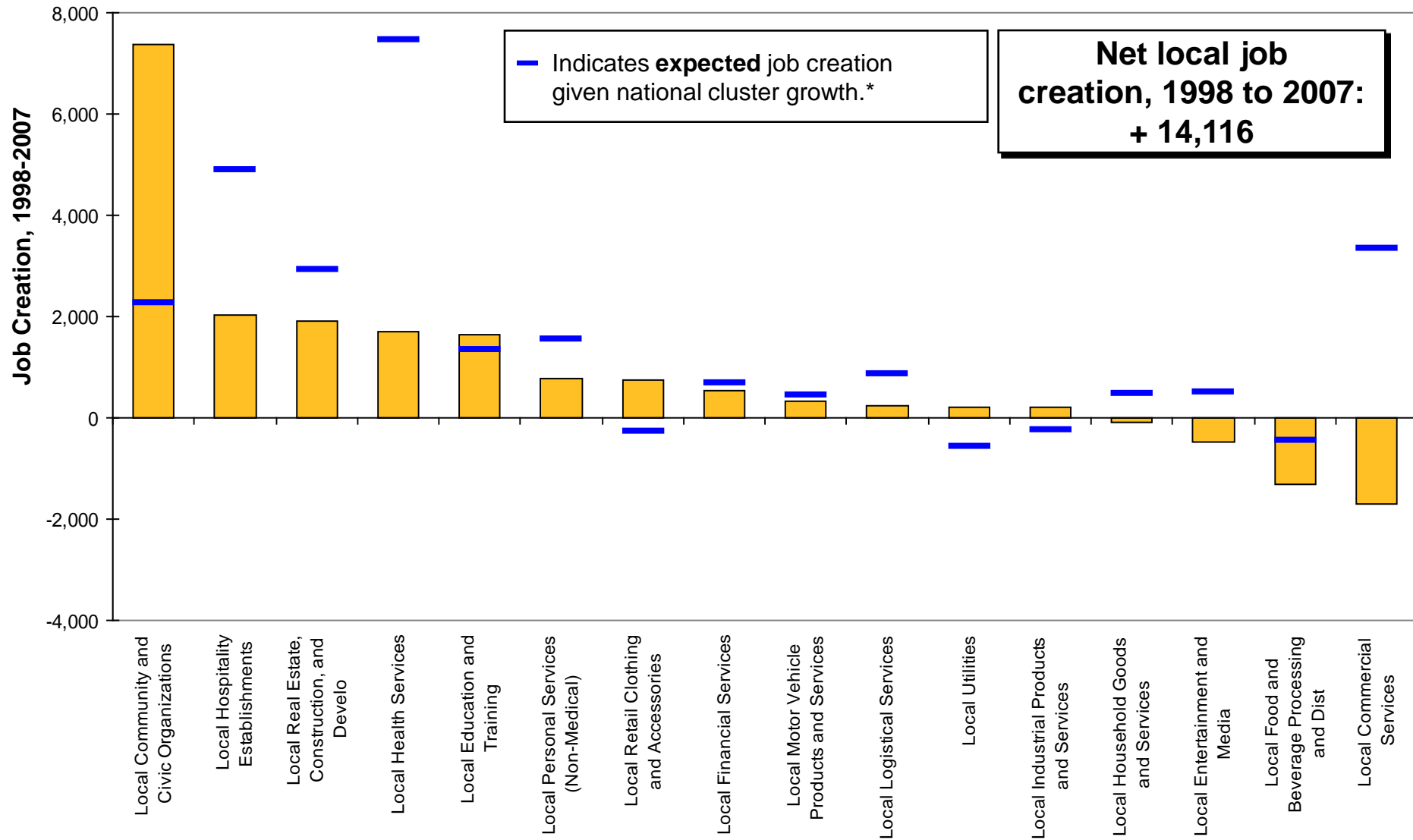
2007



Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

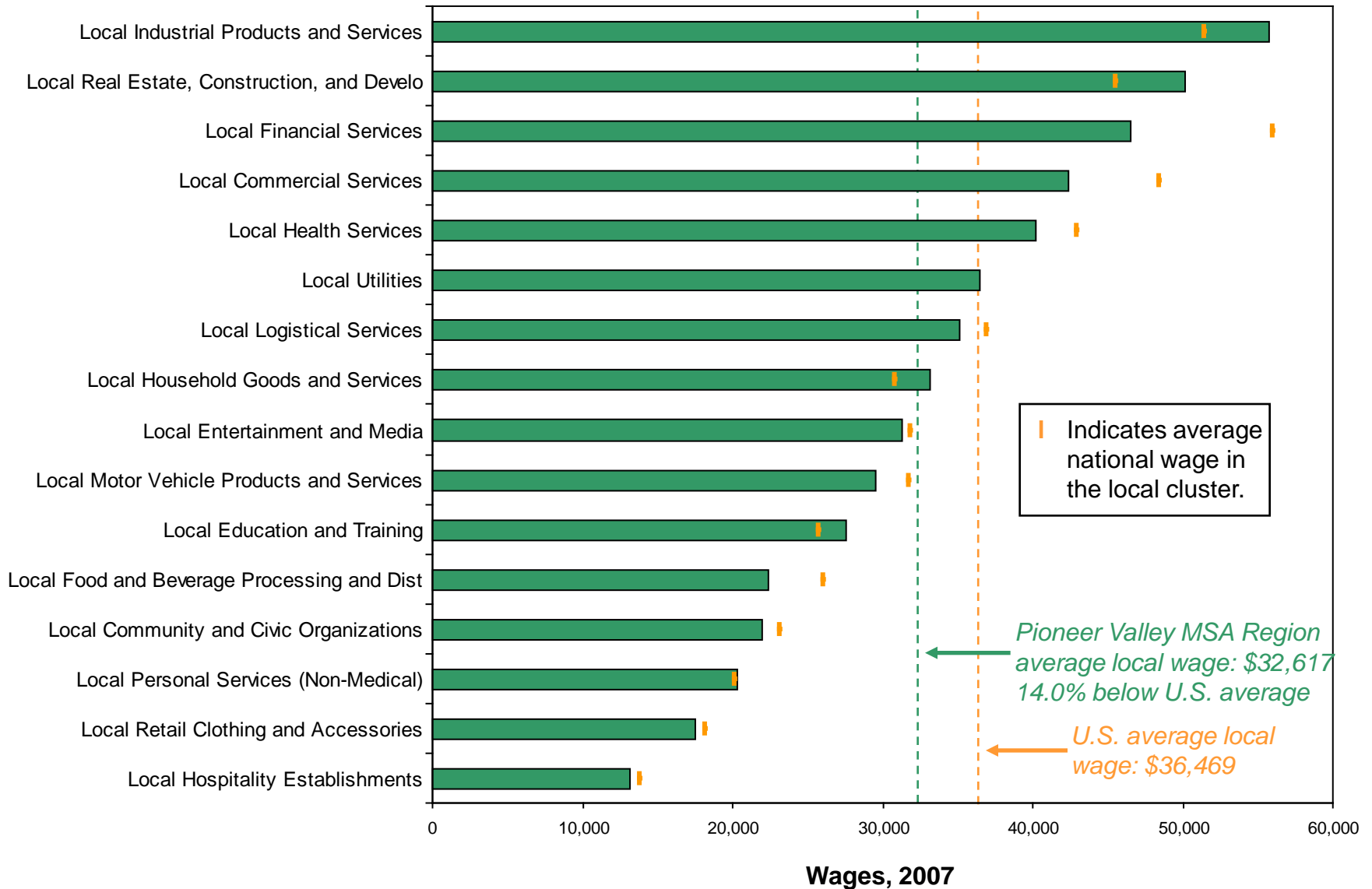
Pioneer Valley MSA Region Job Creation by Local Cluster

1998 to 2007

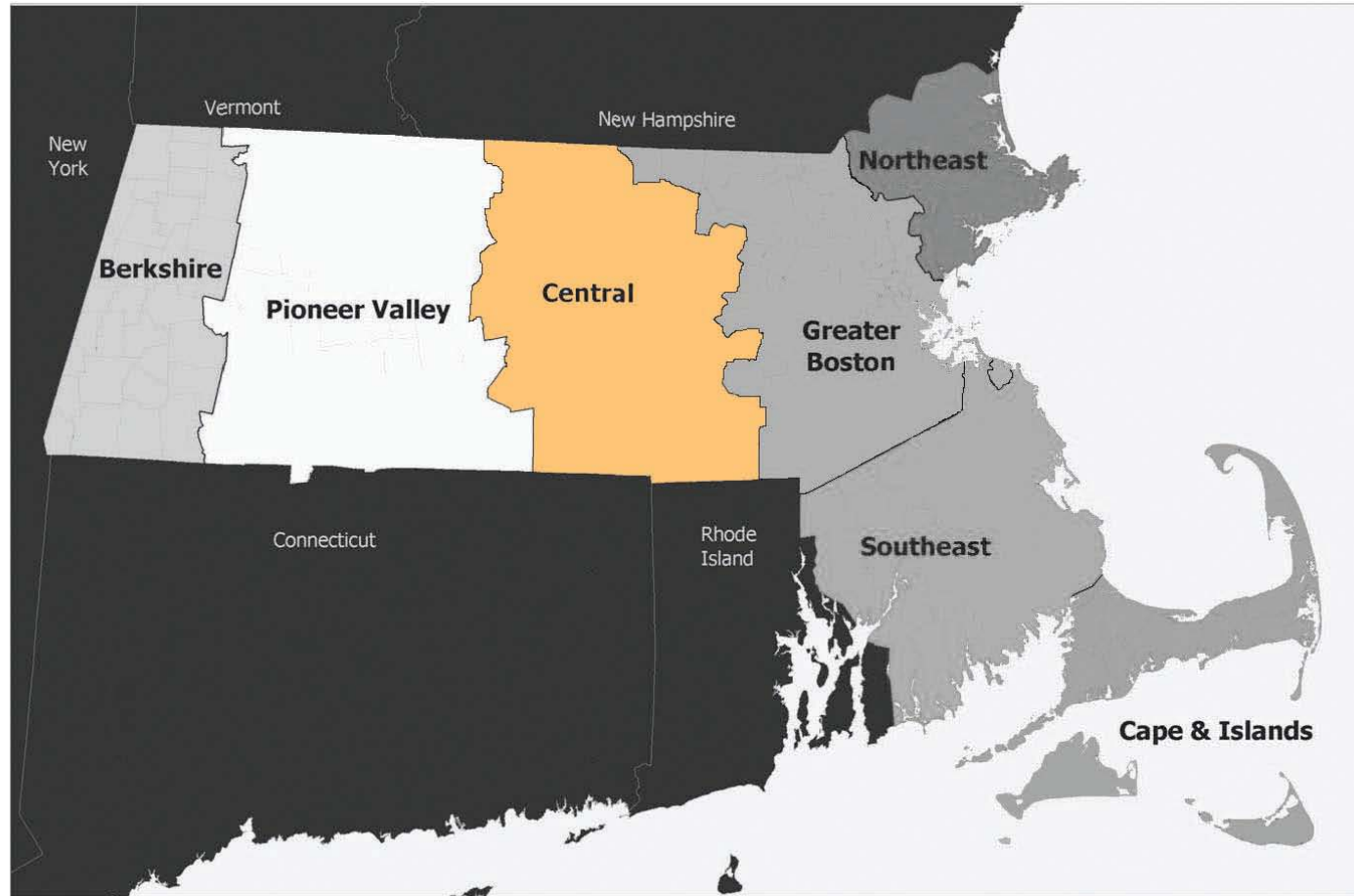


* Percent change in national benchmark times starting regional employment. Overall traded job creation in this region, if it matched national benchmarks, would be +25,312.
Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Pioneer Valley MSA Region Wages by Local Cluster vs. National Benchmarks

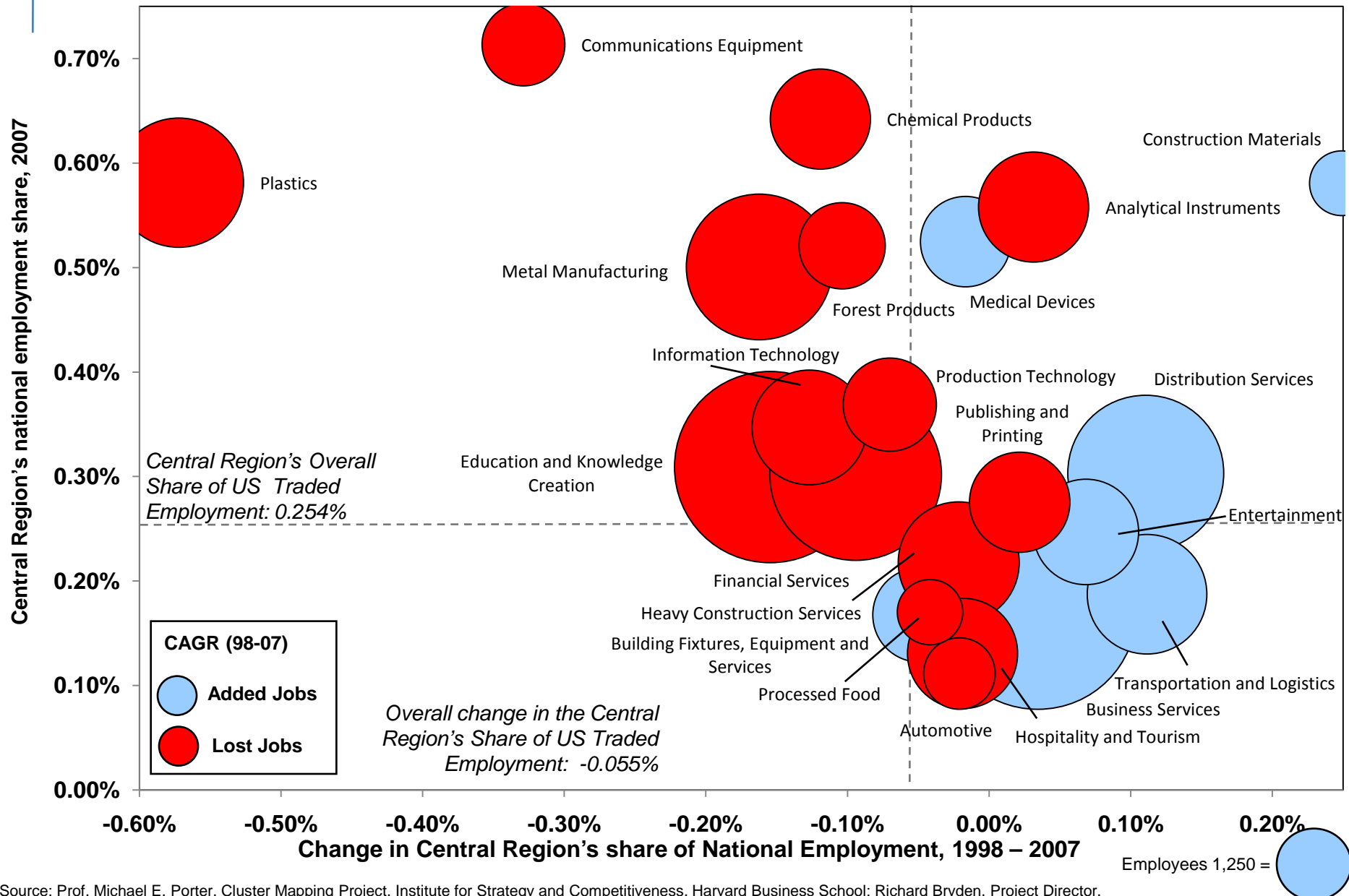


Central Region



Composition of the Central Region Economy

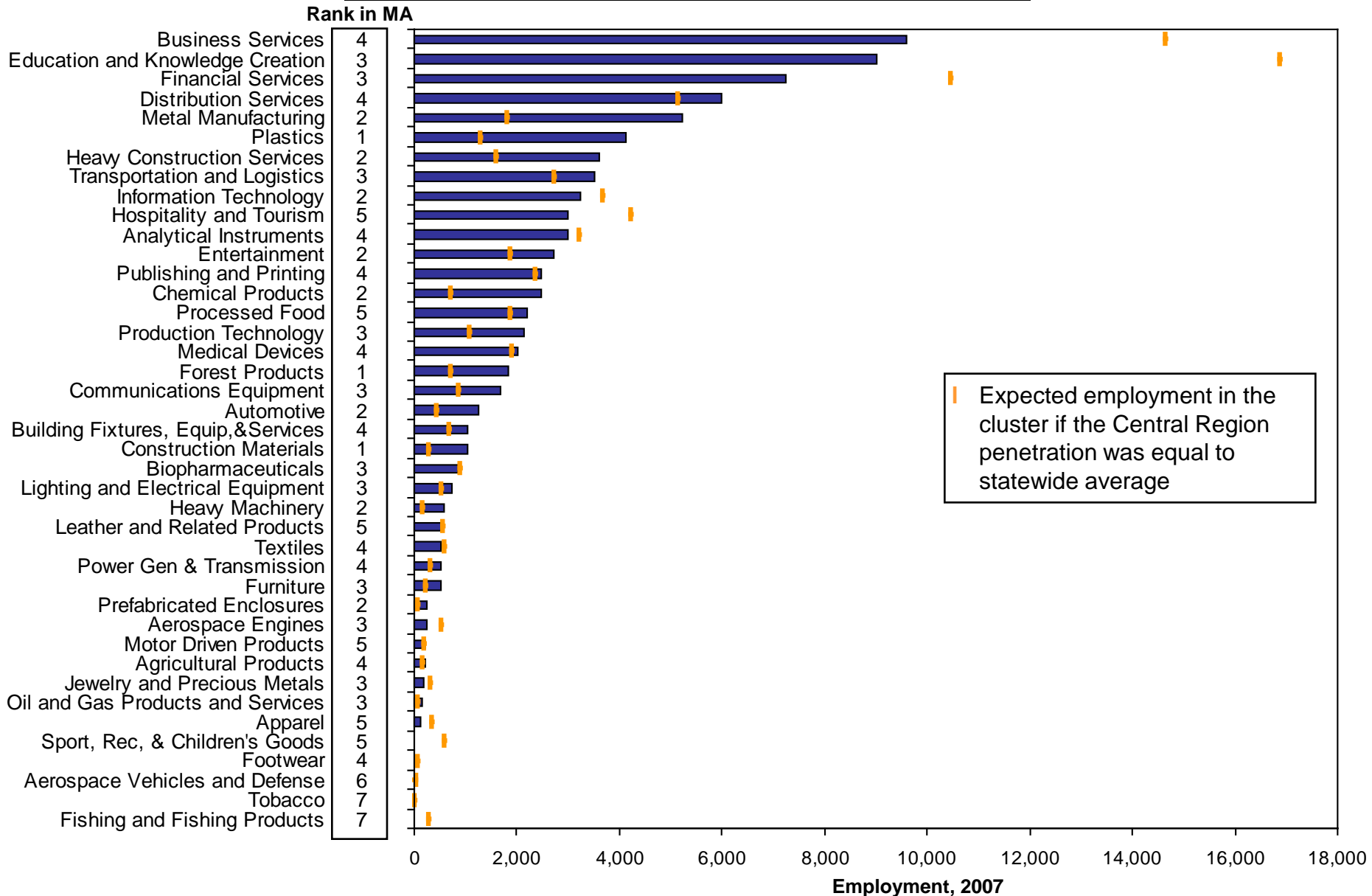
Specialization by Traded Cluster, 1998-2007



Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Composition of the Central Region Economy

Employment by Traded Cluster, 2007

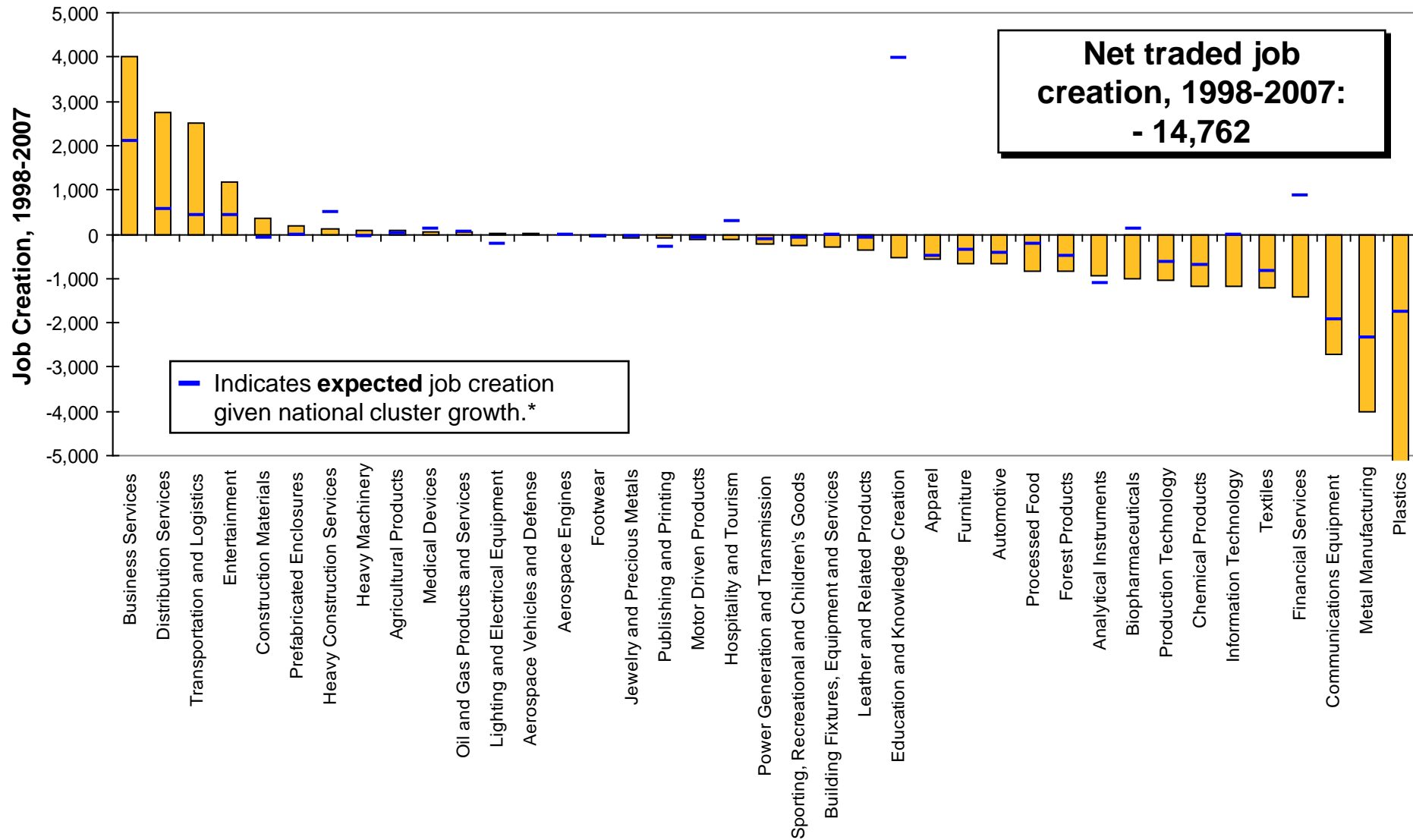


- Indicates expected employment at rates in the **state benchmark** for traded clusters. Rank is across 7 state regions.

Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

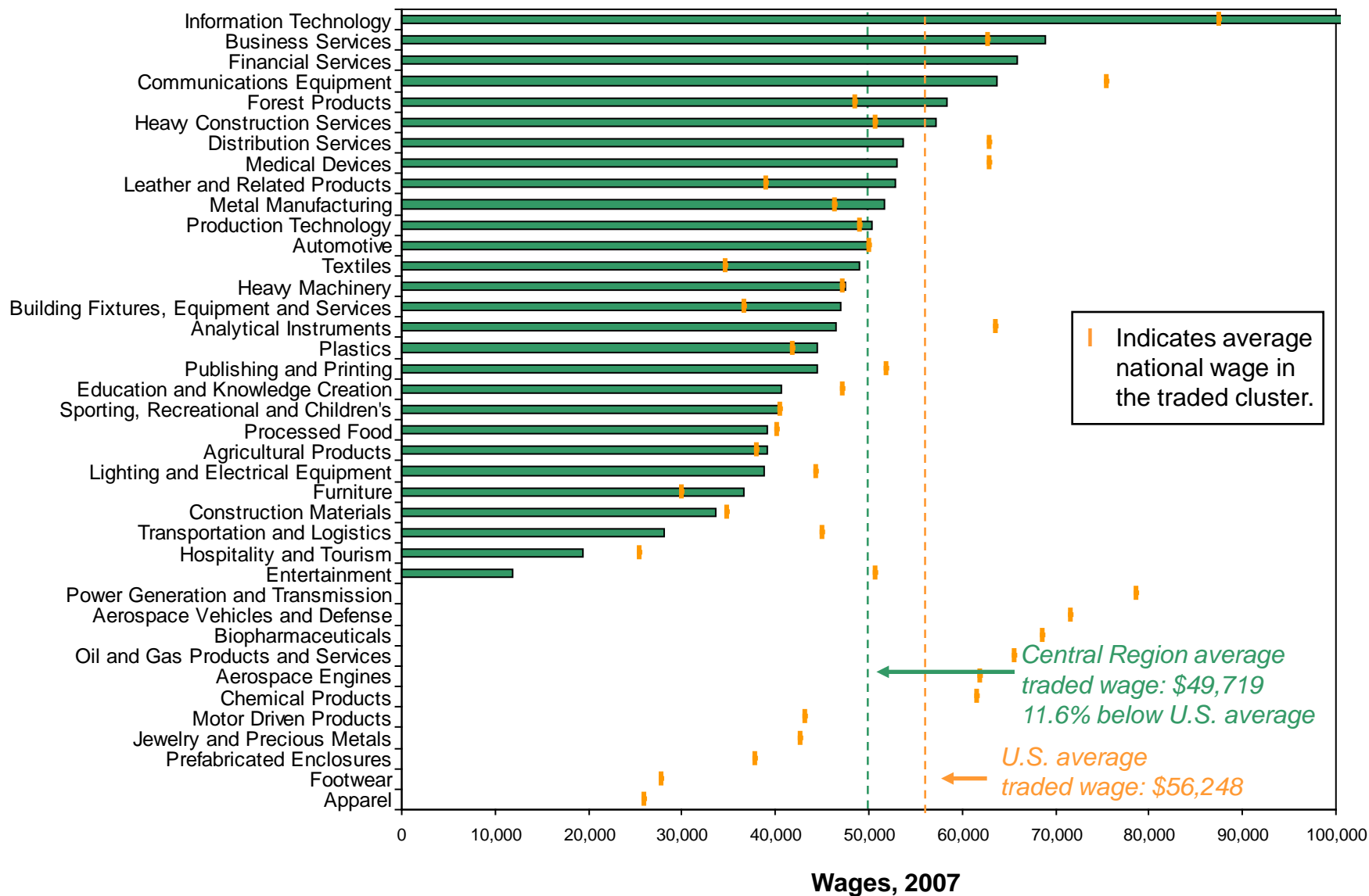
Central Region Job Creation by Traded Cluster

1998-2007



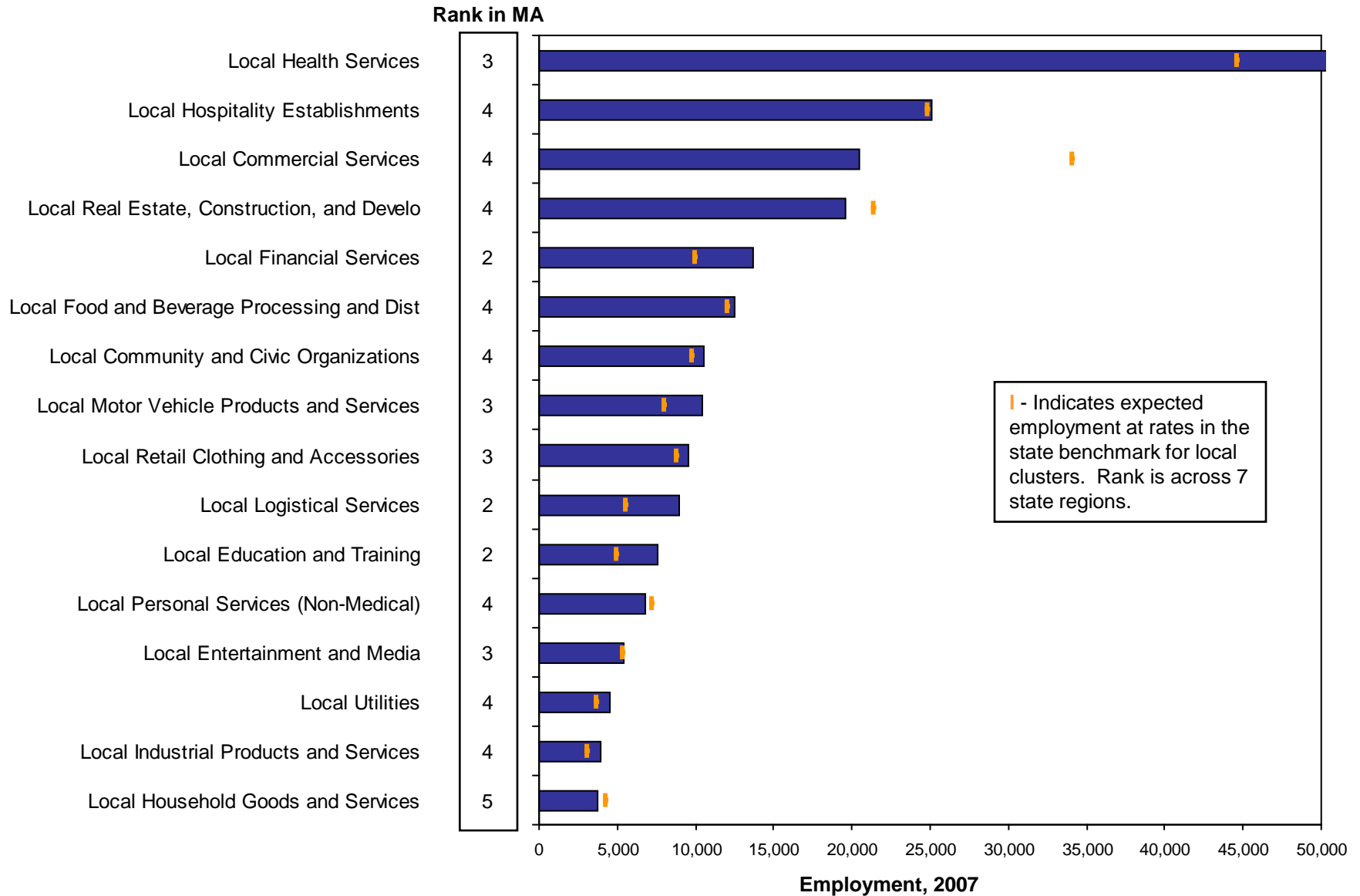
* Percent change in national benchmark times starting regional employment. Overall traded job creation in this region, if it matched national benchmarks, would be -3,021
Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Central Region Wages by Traded Cluster vs. National Benchmarks



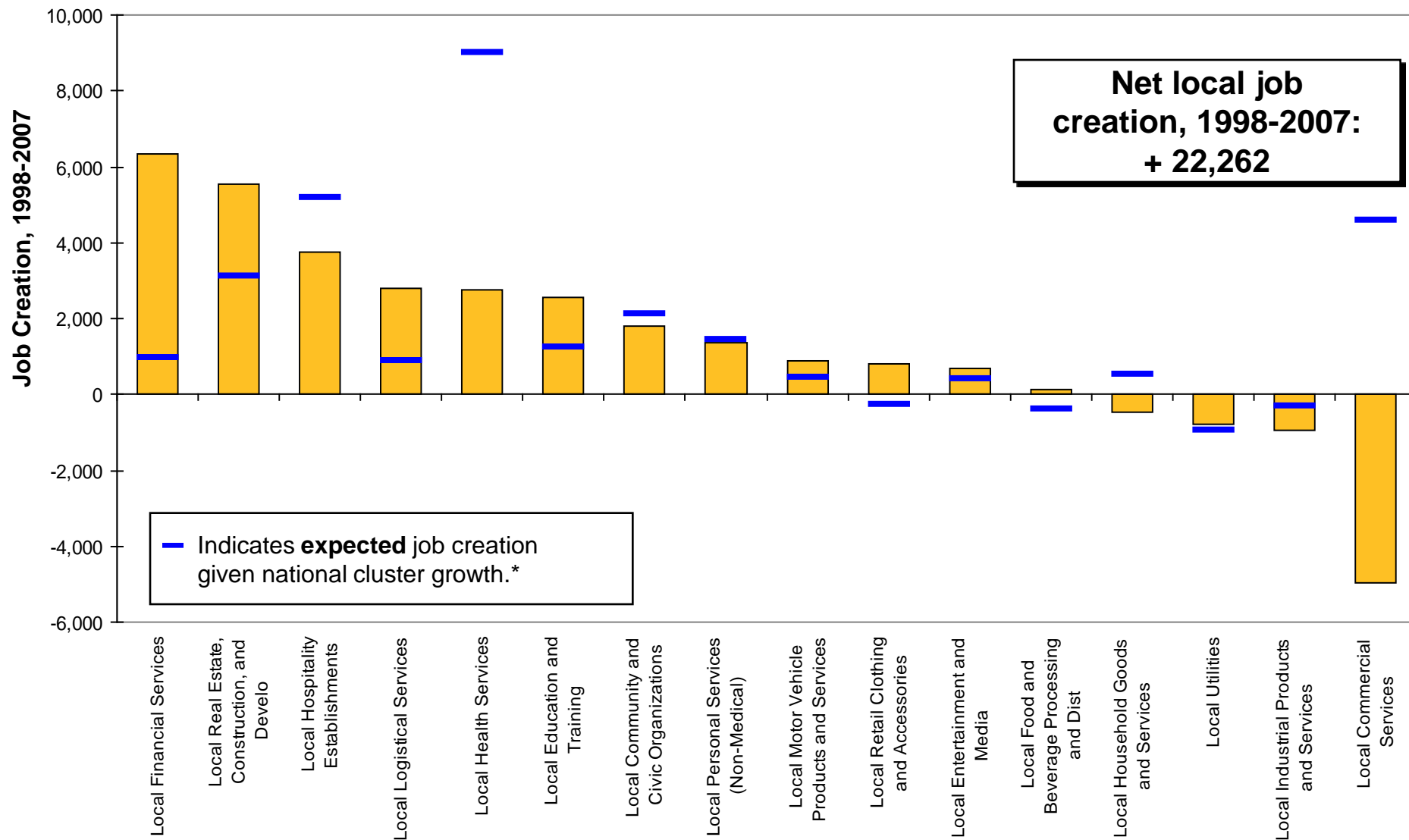
Central Region Employment by Local Cluster

2007



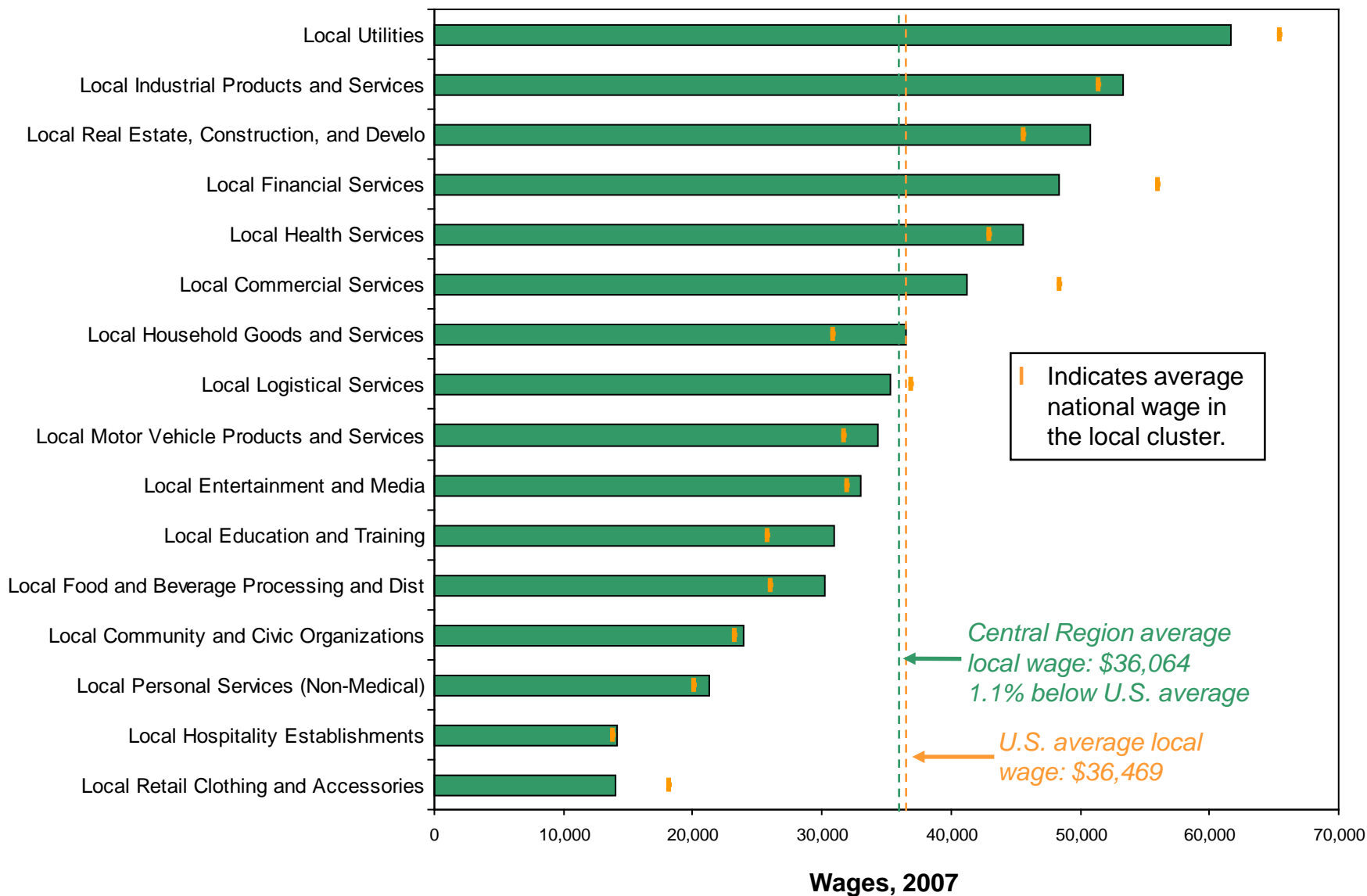
Central Region Job Creation by Local Cluster

1998-2007

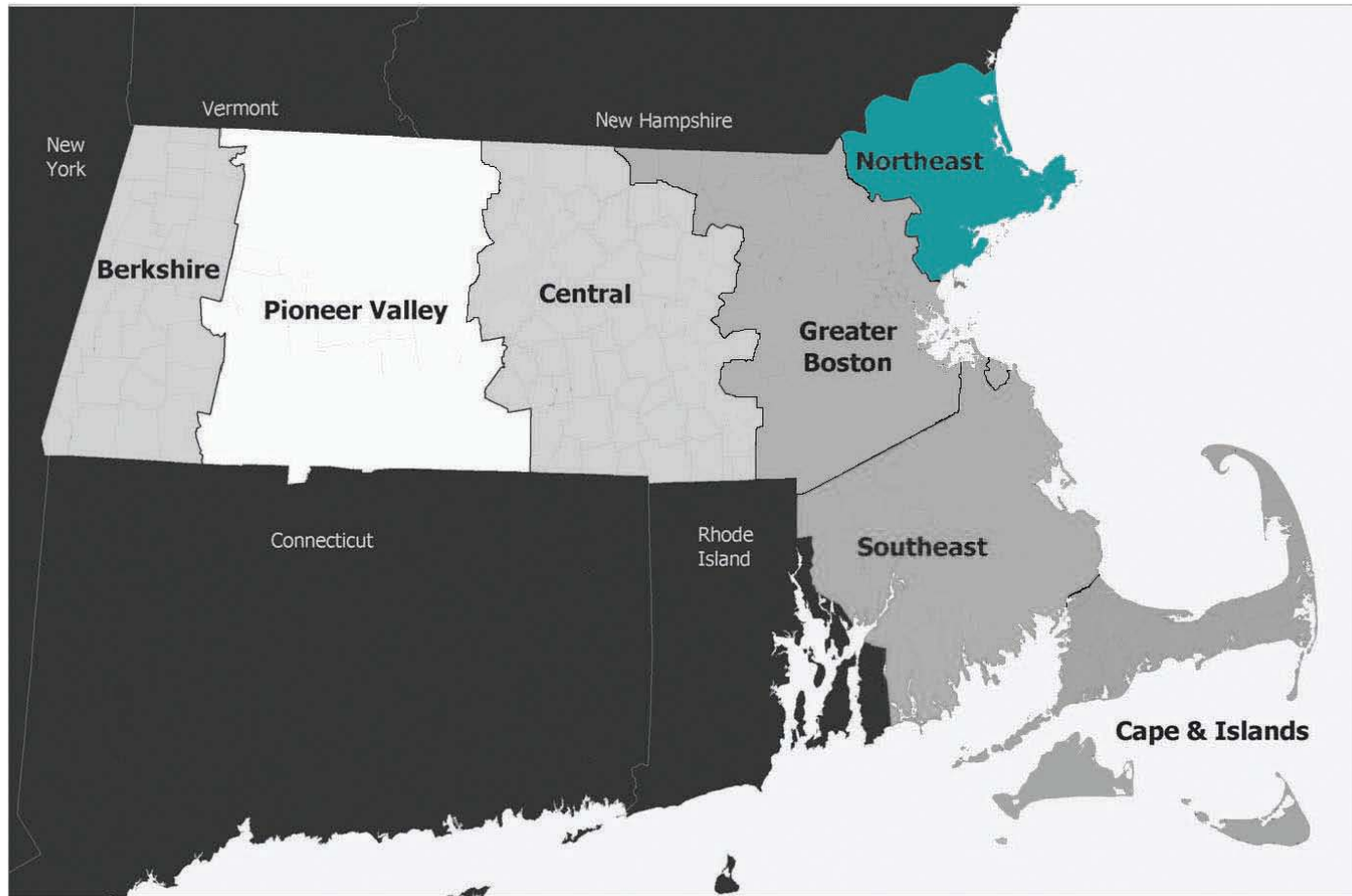


* Percent change in national benchmark times starting regional employment. Overall traded job creation in this region, if it matched national benchmarks, would be +27,984
Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Central Region Wages by Local Cluster vs. National Benchmarks

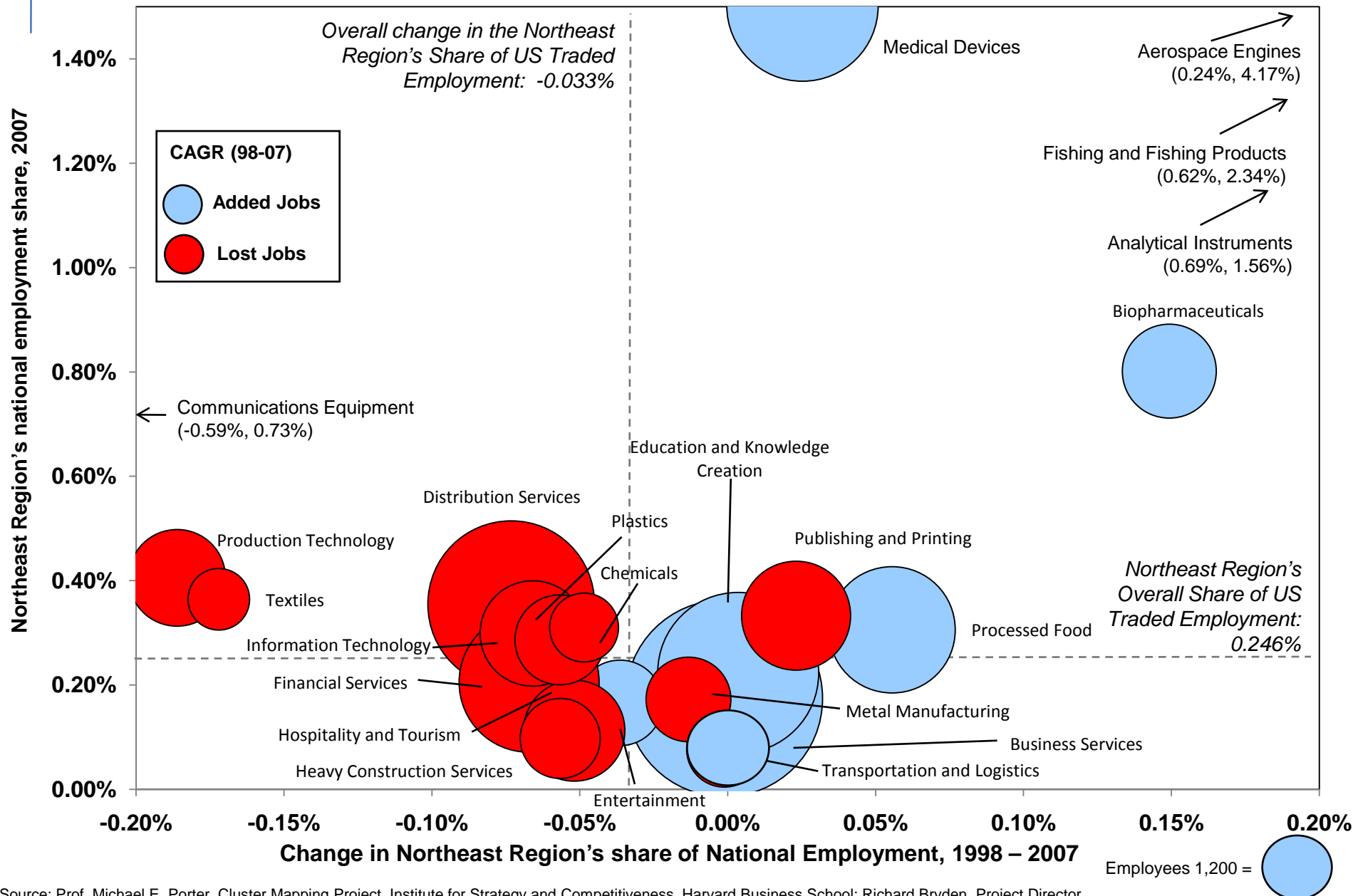


Northeast Region



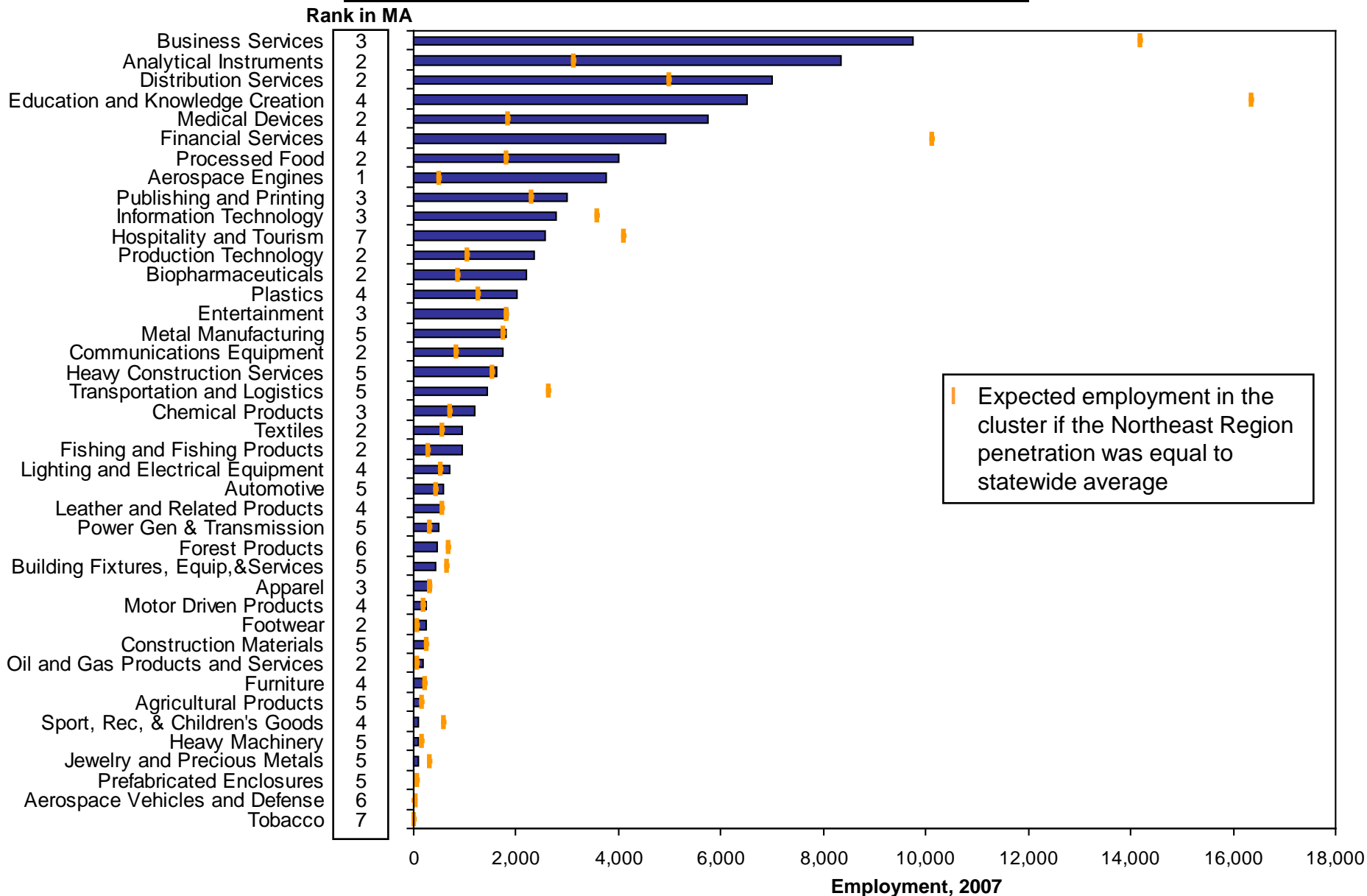
Composition of the Northeast Region Economy

Specialization by Traded Cluster, 1998-2007



Composition of the Northeast Region Economy

Employment by Traded Cluster, 2007

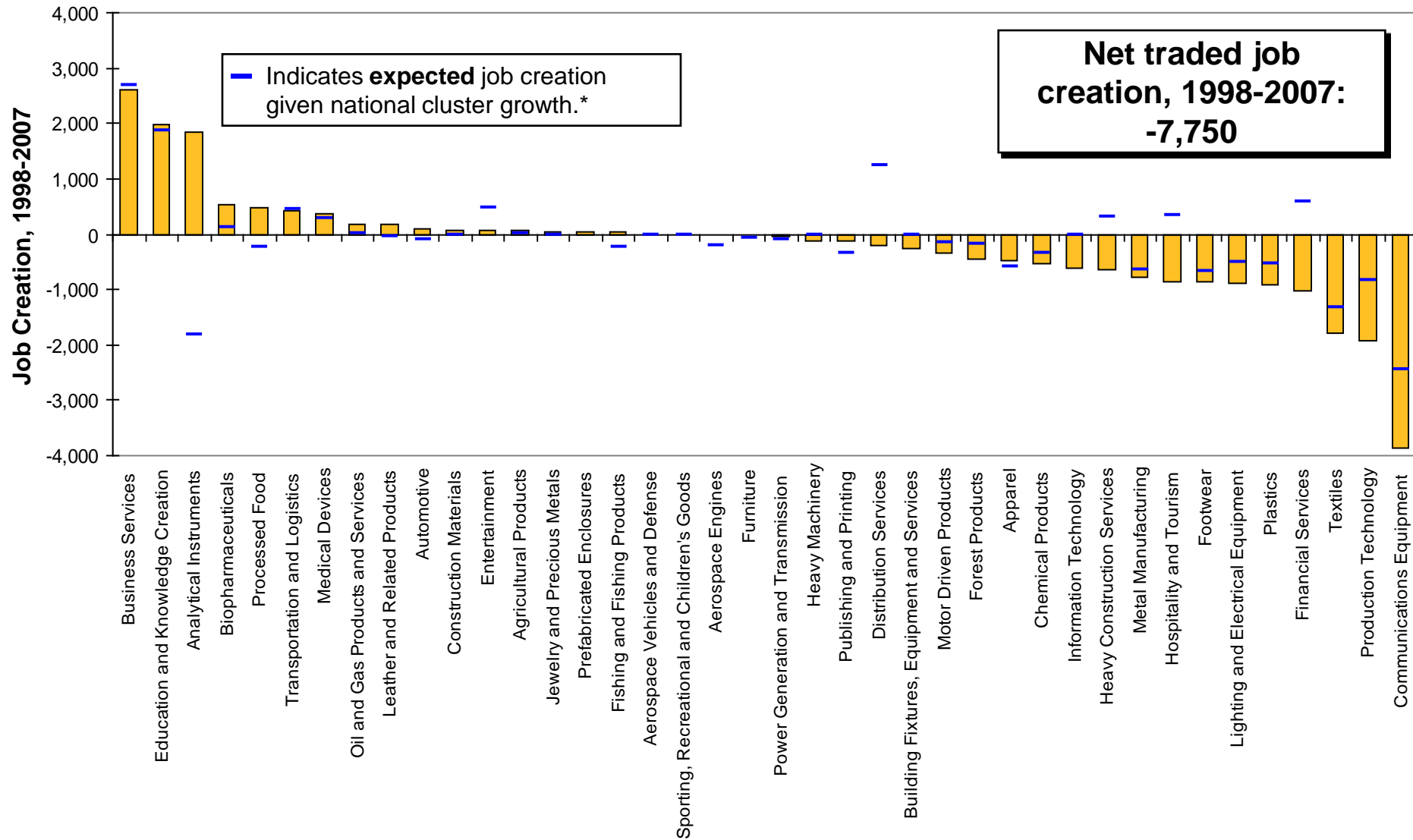


Expected employment at rates in the **state benchmark** for traded clusters. Rank is across 7 state regions.

Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

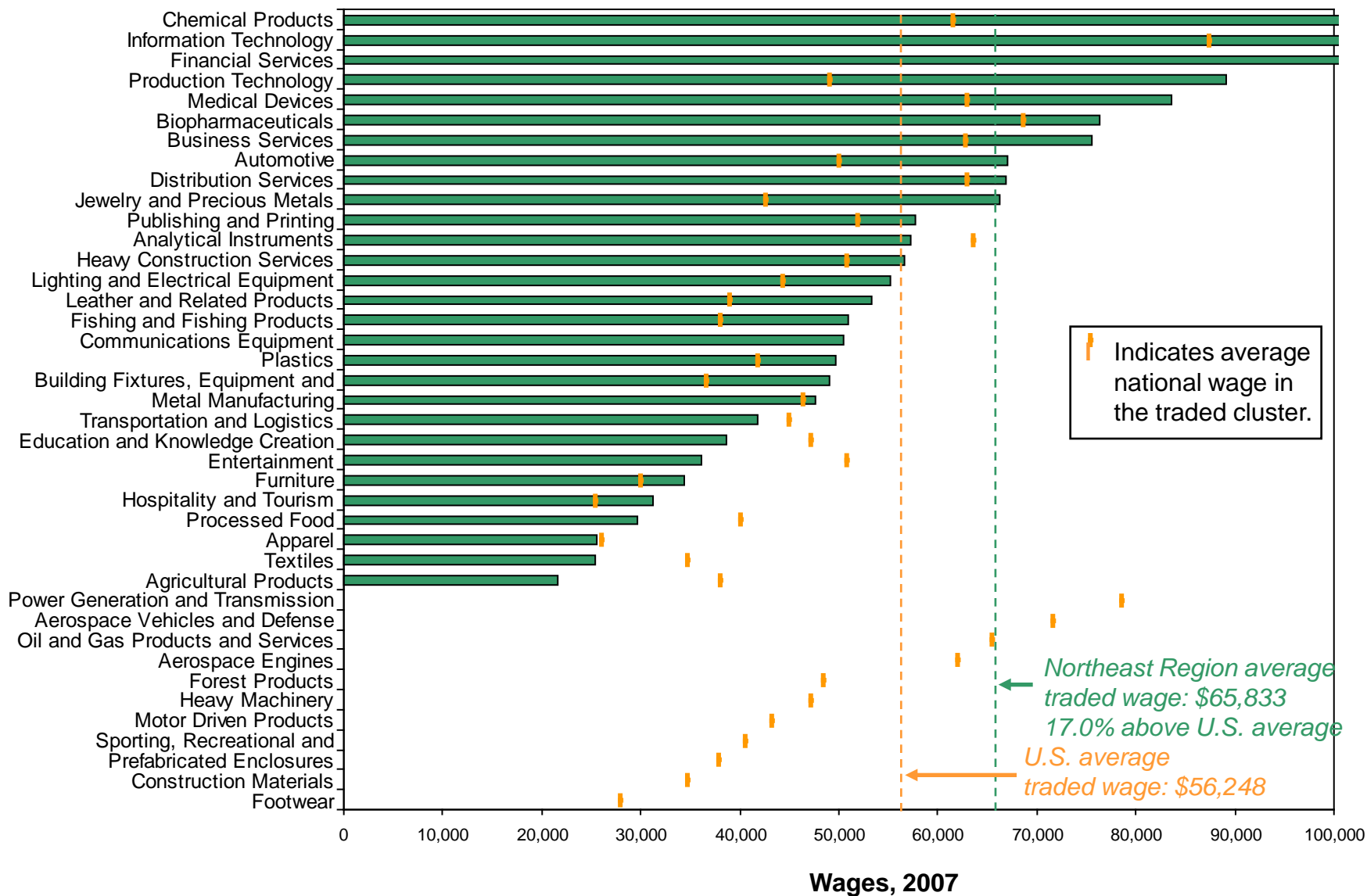
Northeast Region Job Creation by Traded Cluster

1998-2007



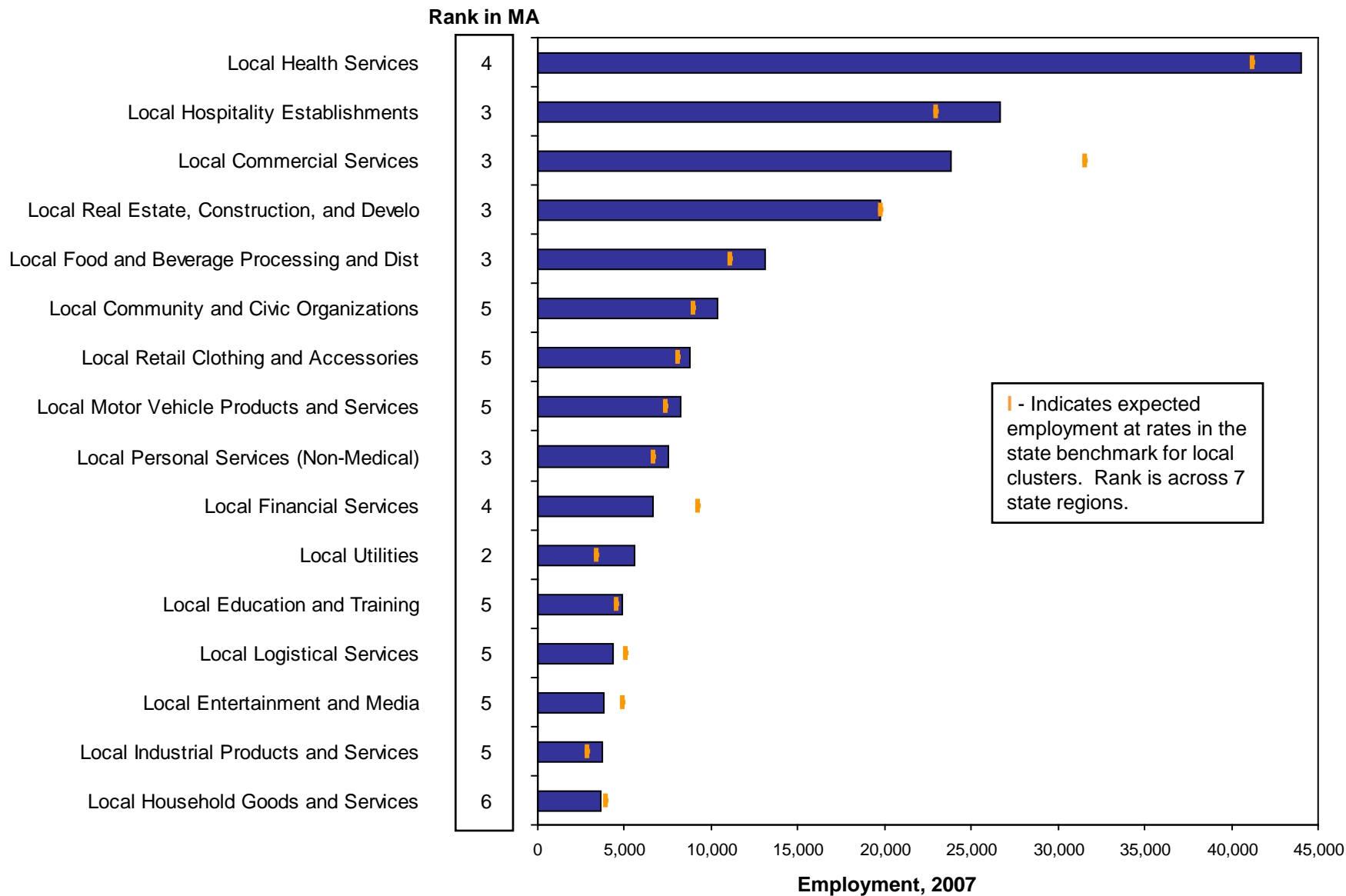
* Percent change in national benchmark times starting regional employment. Overall traded job creation in this region, if it matched national benchmarks, would be -3,090
 Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Northeast Region Wages by Traded Cluster vs. National Benchmarks



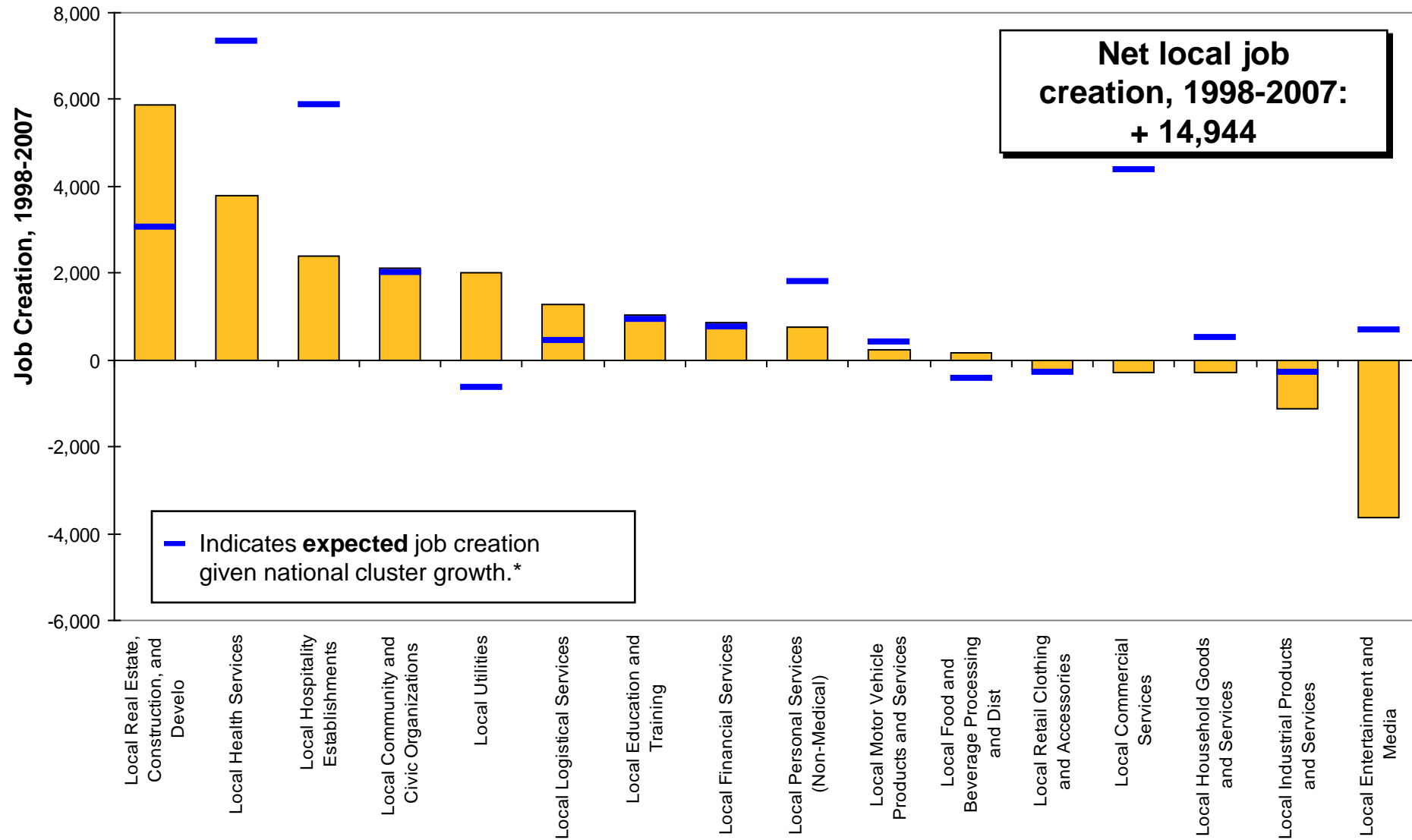
Northeast Region Employment by Local Cluster

2007



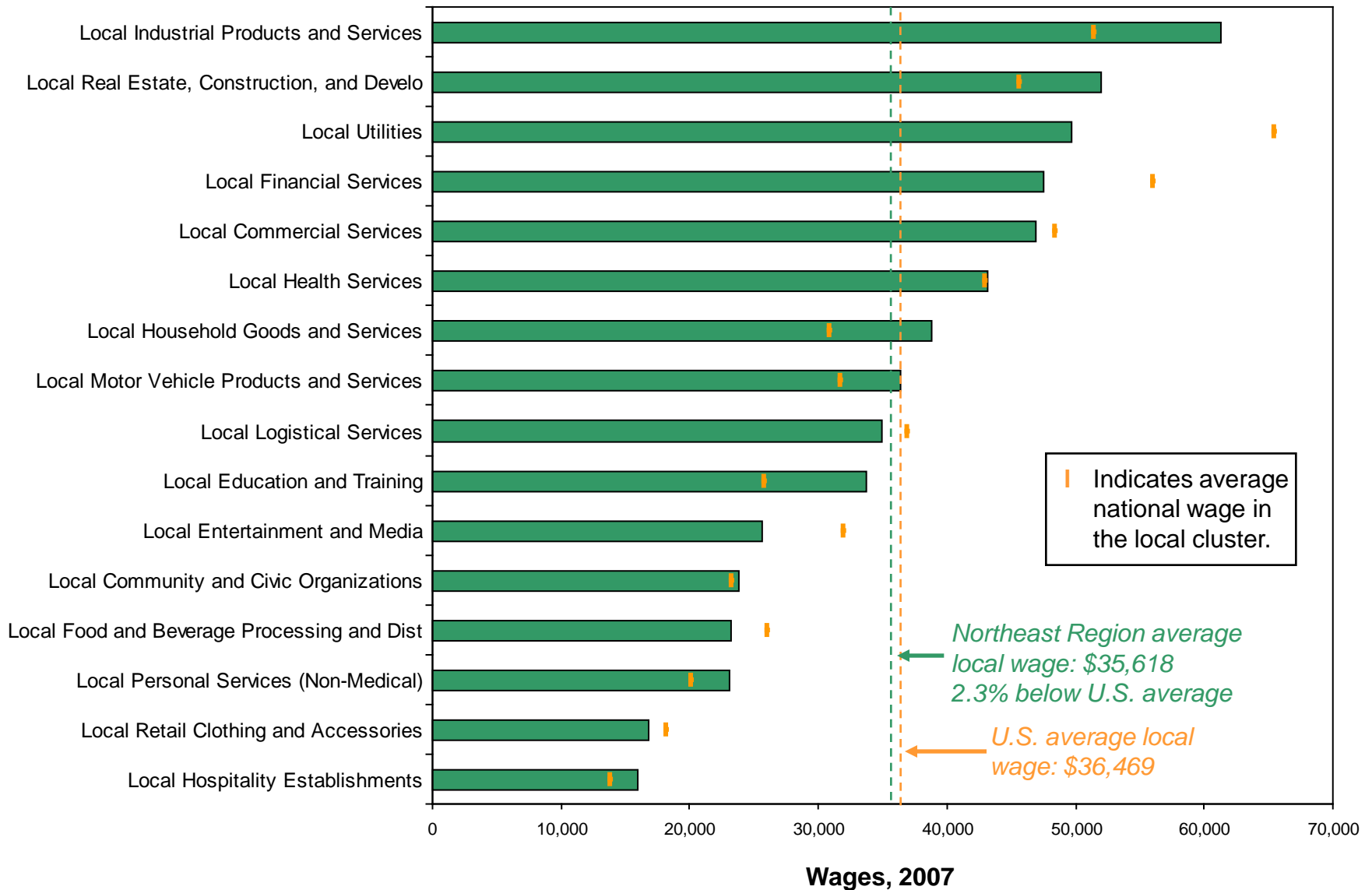
Northeast Region Job Creation by Local Cluster

1998-2007

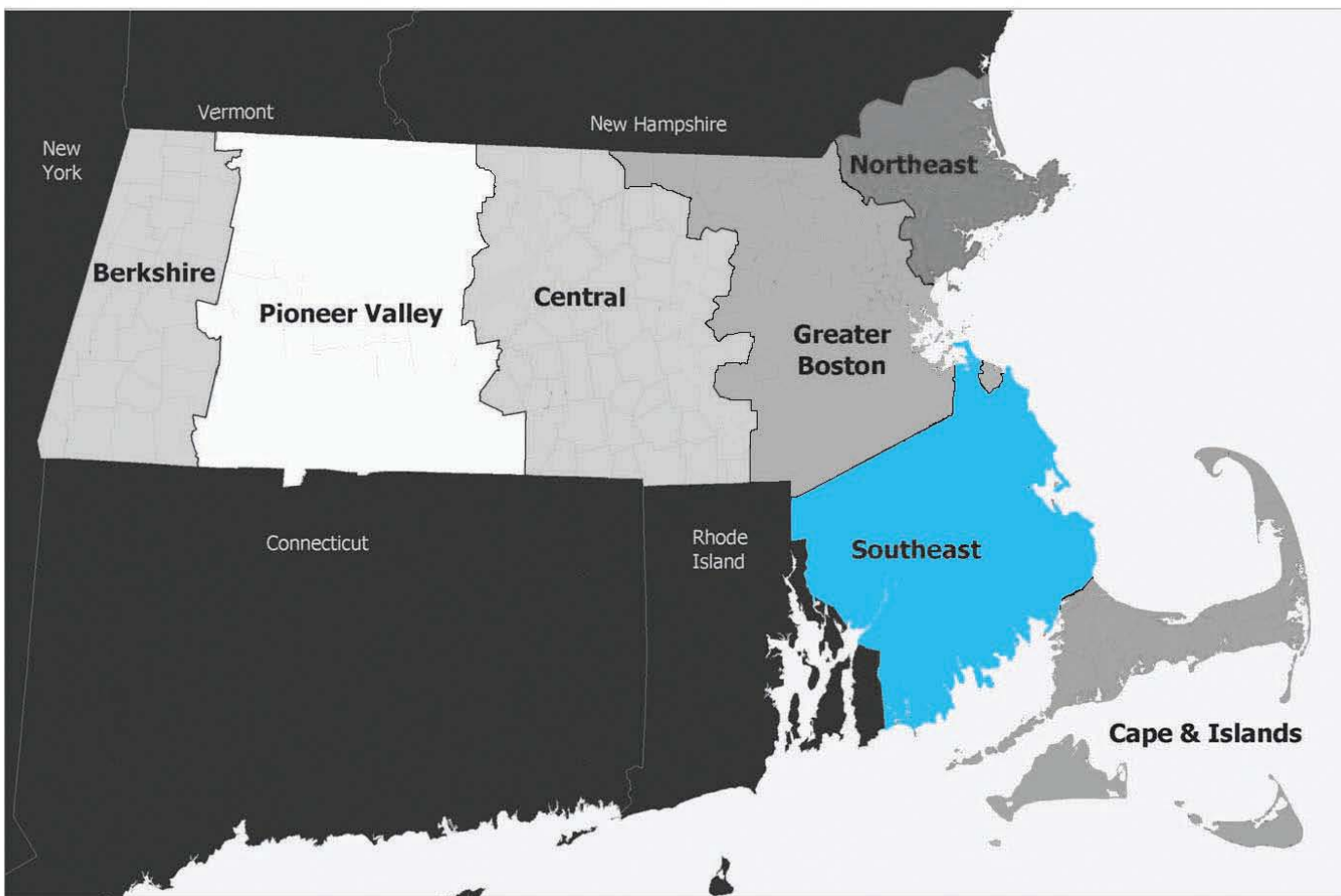


* Percent change in national benchmark times starting regional employment. Overall traded job creation in this region, if it matched national benchmarks, would be +26,480
Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Northeast Region Wages by Local Cluster vs. National Benchmarks

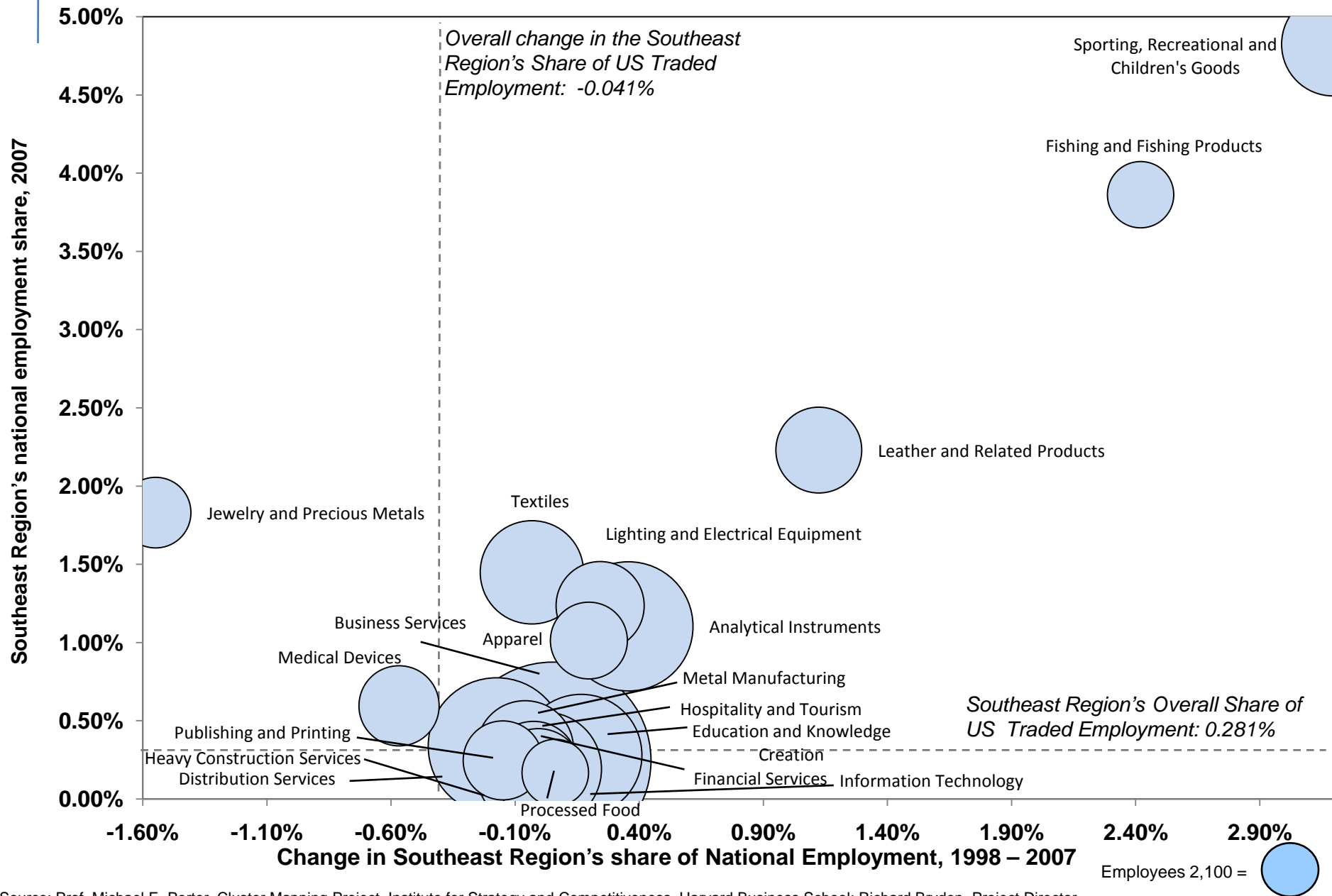


Southeast Region



Composition of the Southeast Region Economy

Specialization by Traded Cluster, 1998-2007

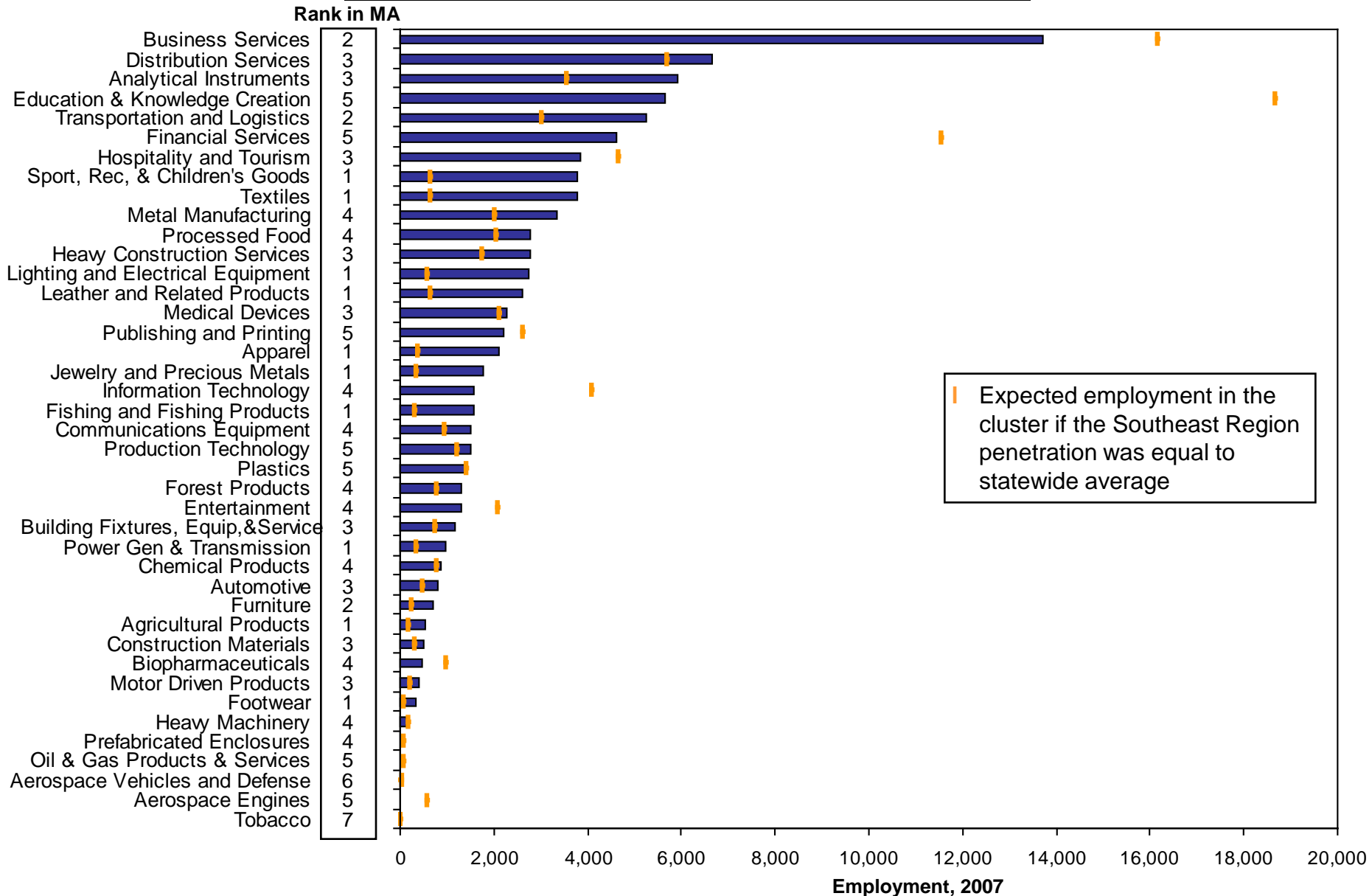


Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Fall 2010 – MA Governor

Composition of the Southeast Region Economy

Employment by Traded Cluster, 2007

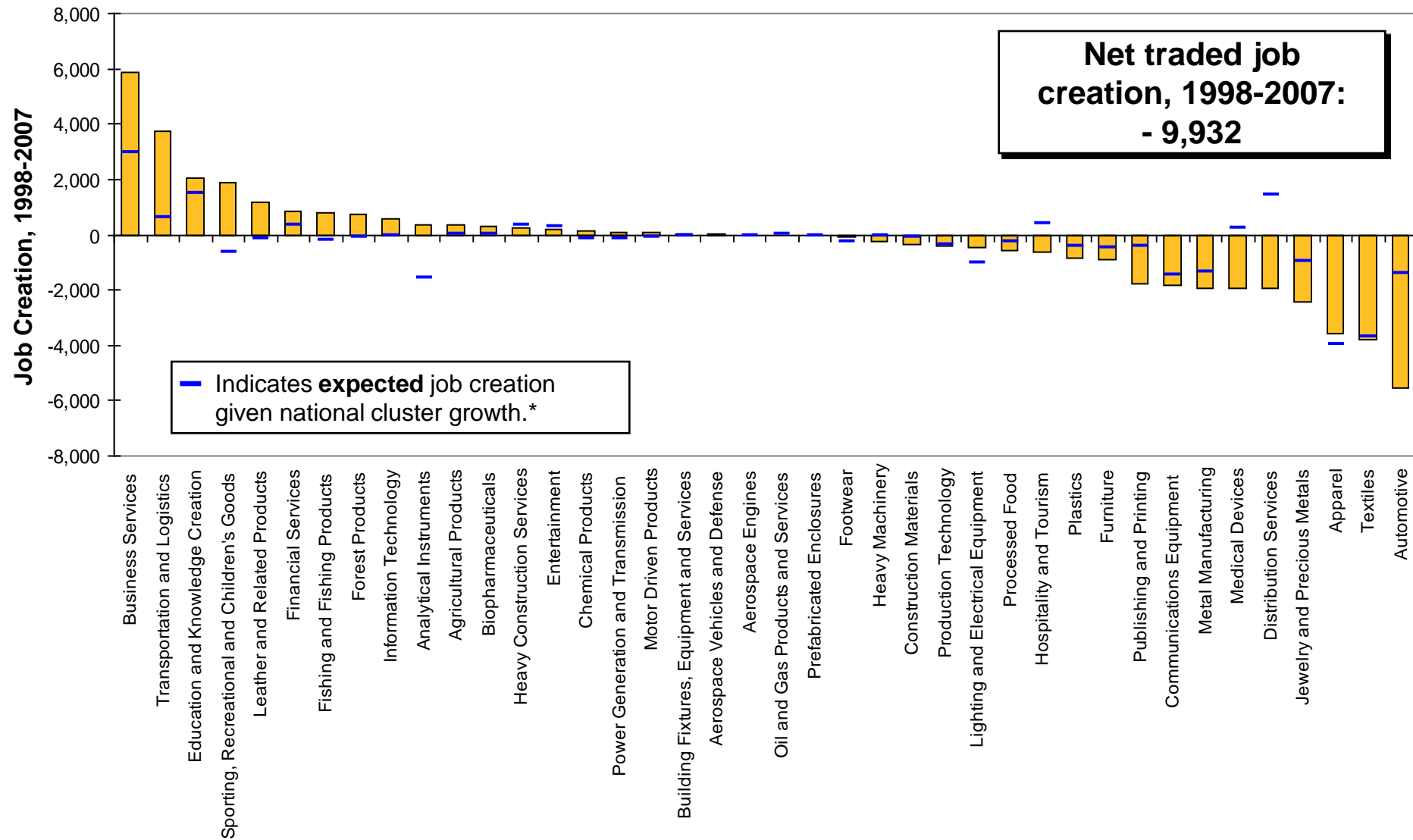


- Indicates expected employment at rates in the **state benchmark** for traded clusters. Rank is across 7 state regions.

Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

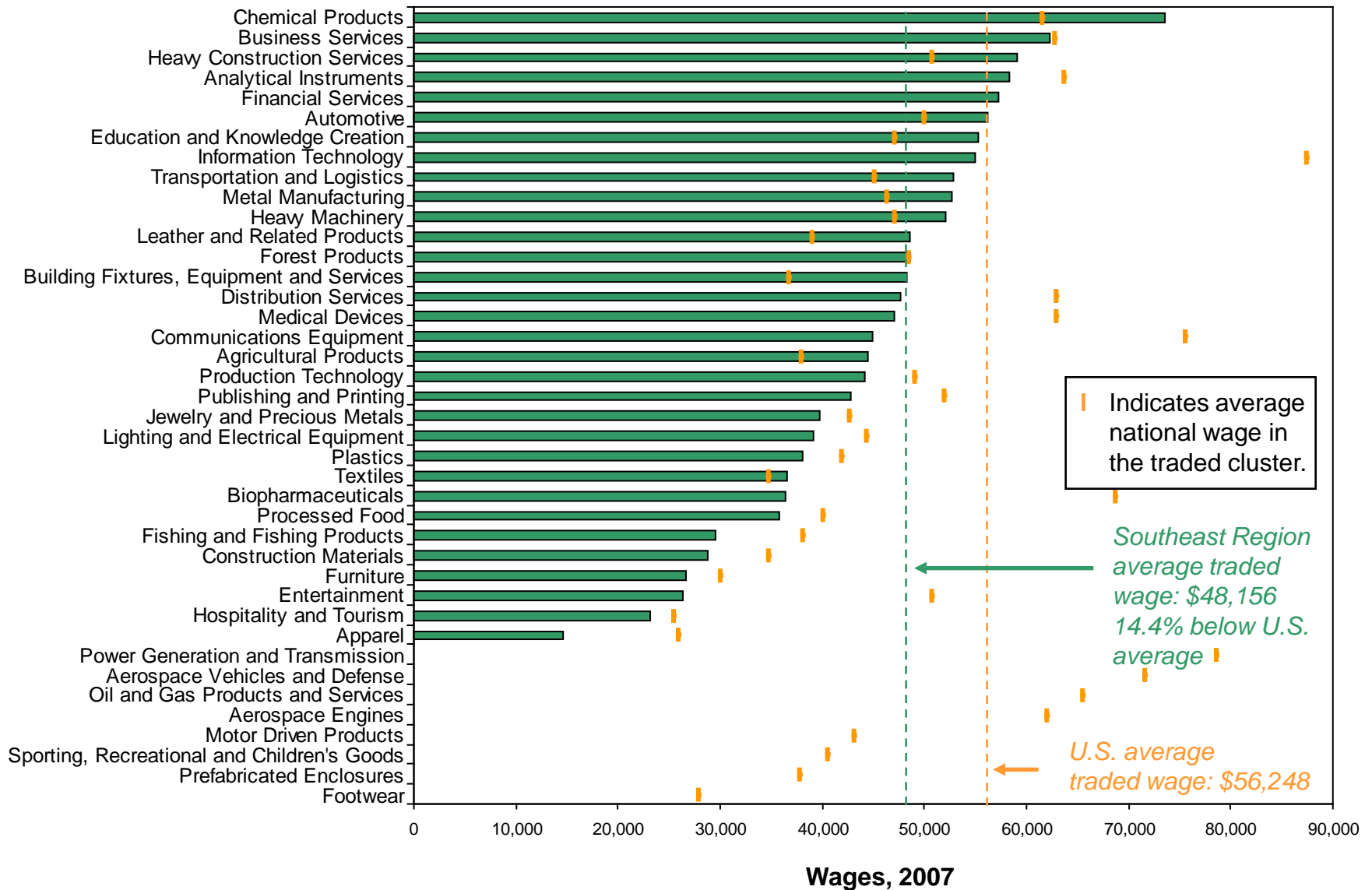
Southeast Region Job Creation by Traded Cluster

1998-2007



* Percent change in national benchmark times starting regional employment. Overall traded job creation in this region, if it matched national benchmarks, would be -10,819
Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Southeast Region Wages by Traded Cluster vs. National Benchmarks

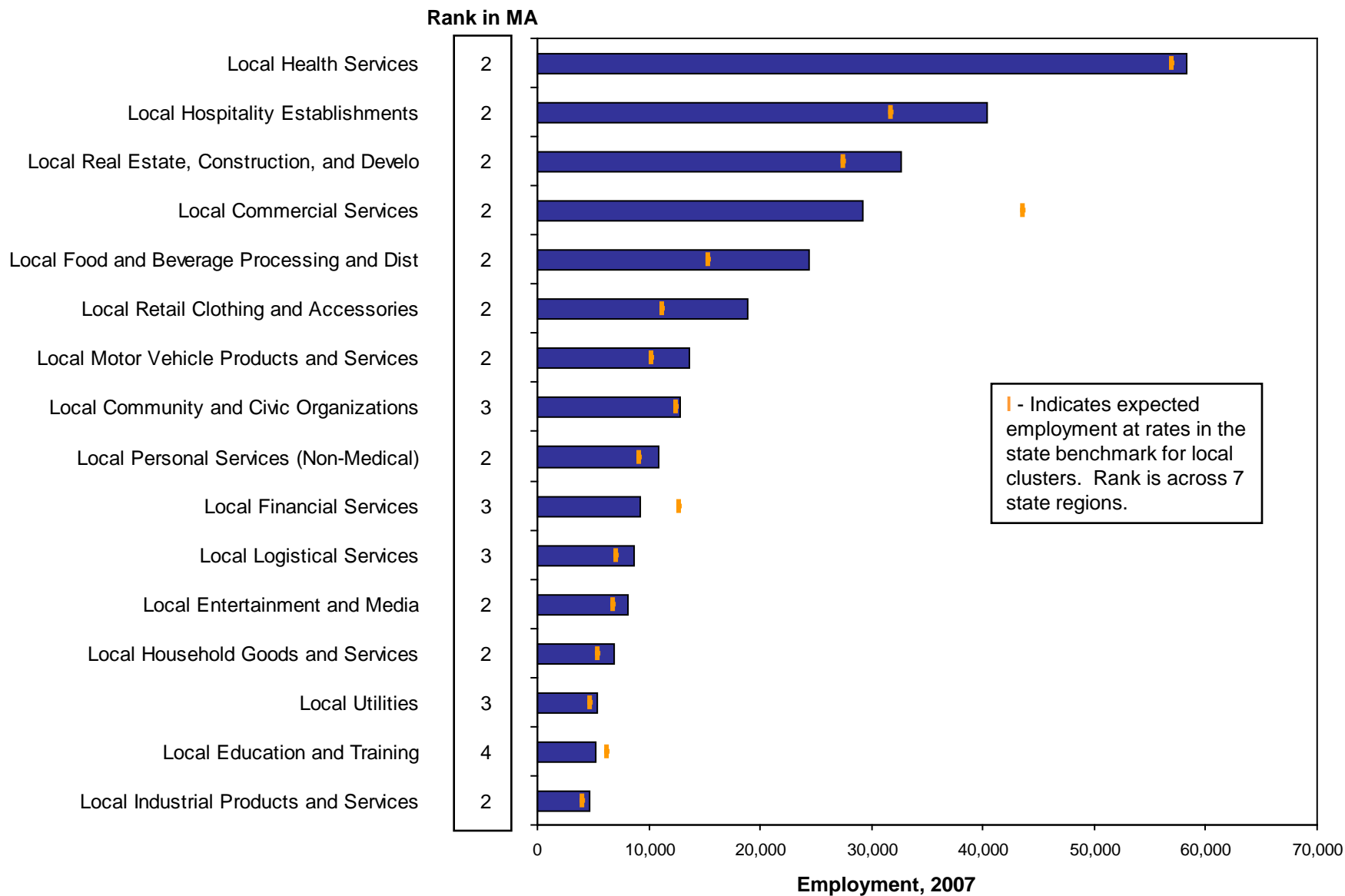


Note: Wages are not available in all clusters due to data suppression to protect confidentiality.

Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

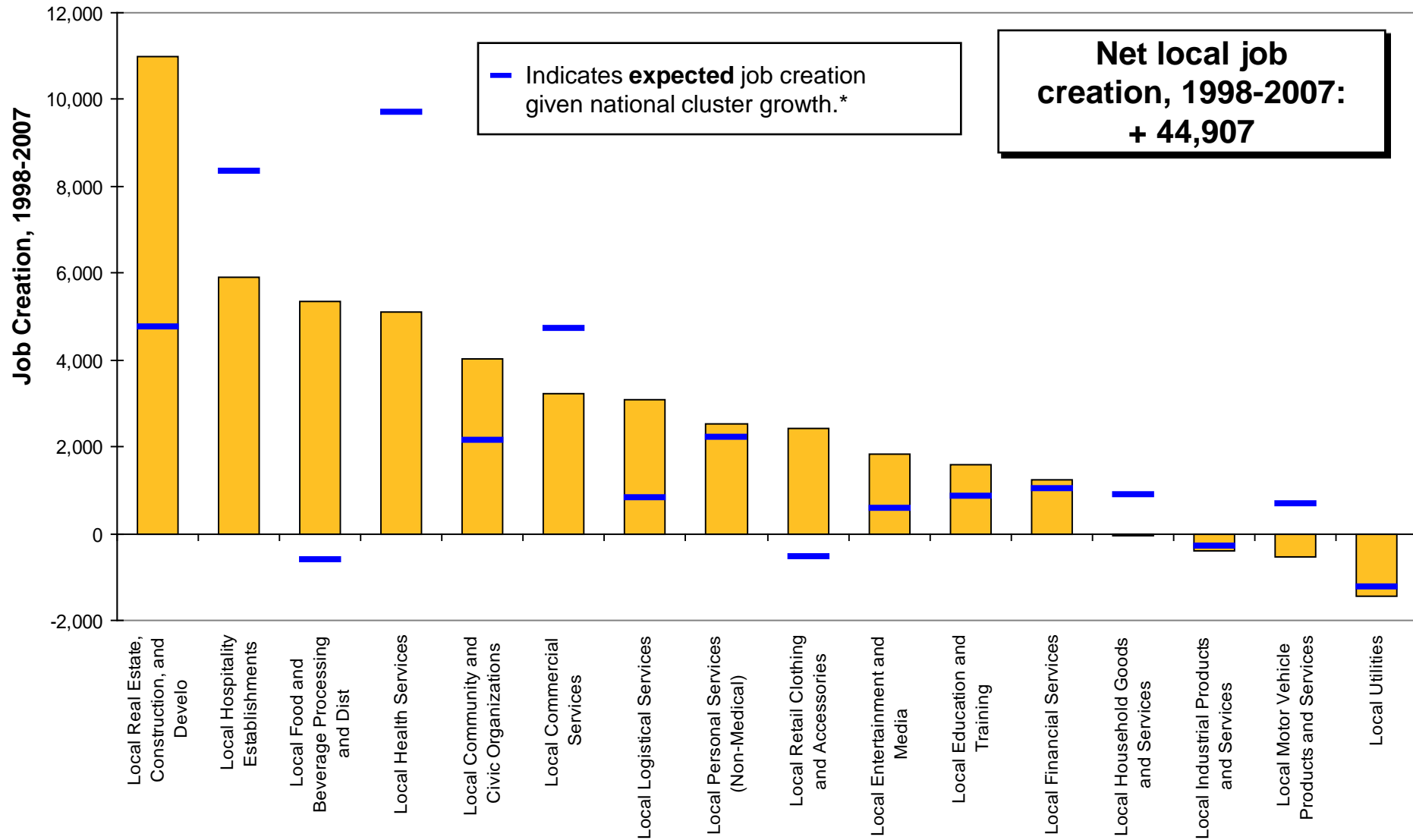
Southeast Region Employment by Local Cluster

2007



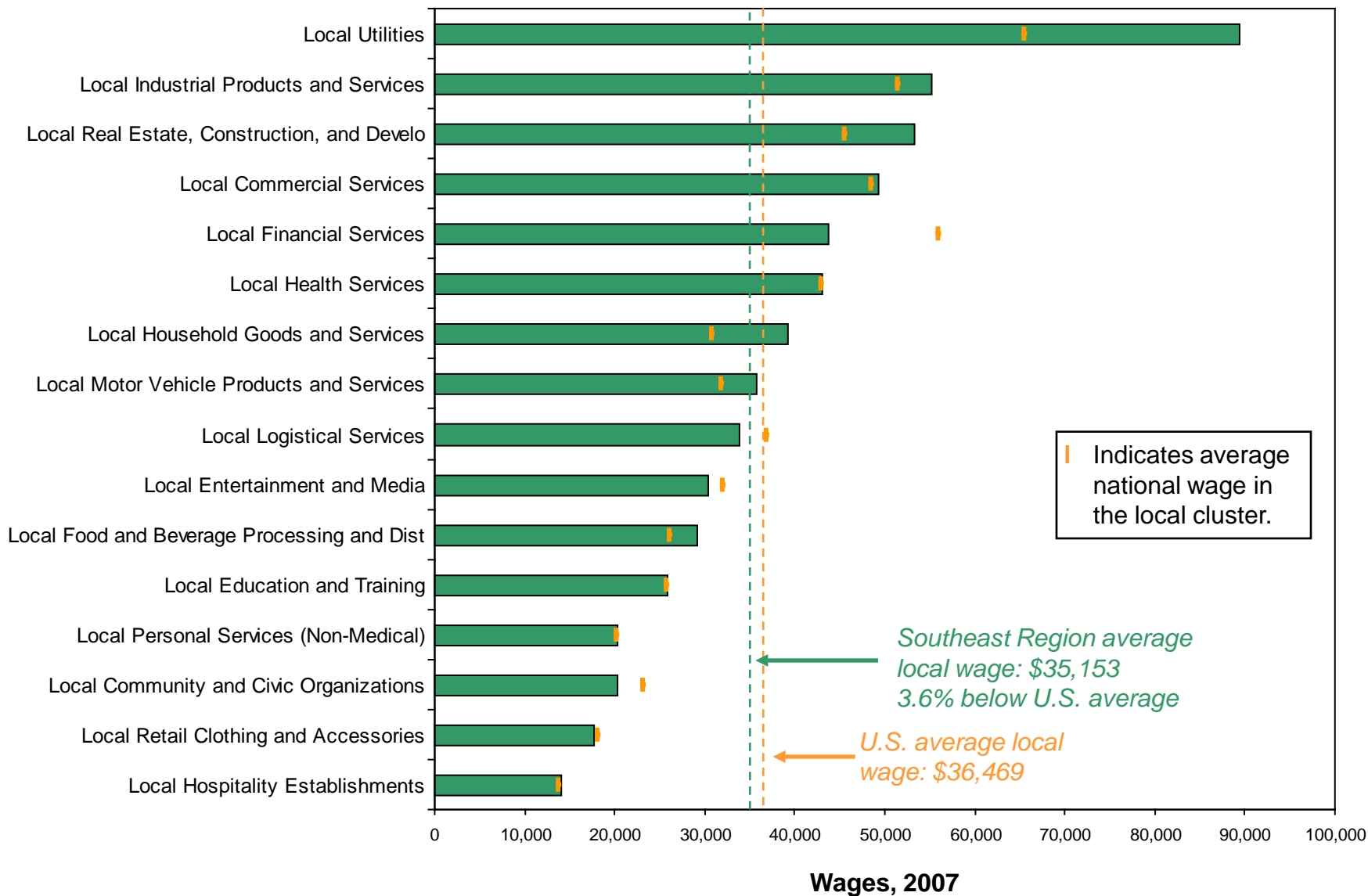
Southeast Region Job Creation by Local Cluster

1998-2007

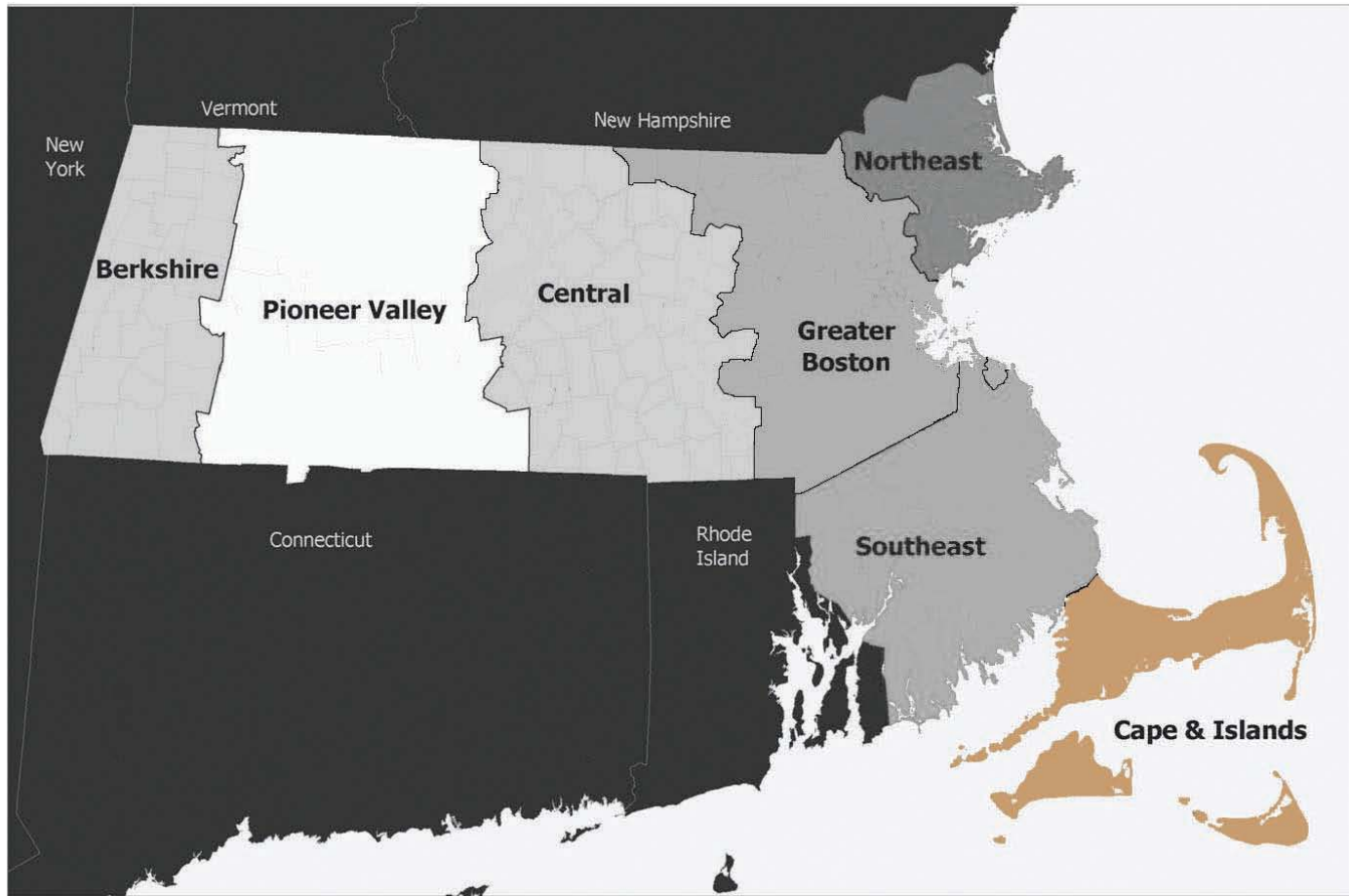


* Percent change in national benchmark times starting regional employment. Overall traded job creation in this region, if it matched national benchmarks, would be +24.066
 Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Southeast Region Wages by Local Clusters vs. National Benchmarks

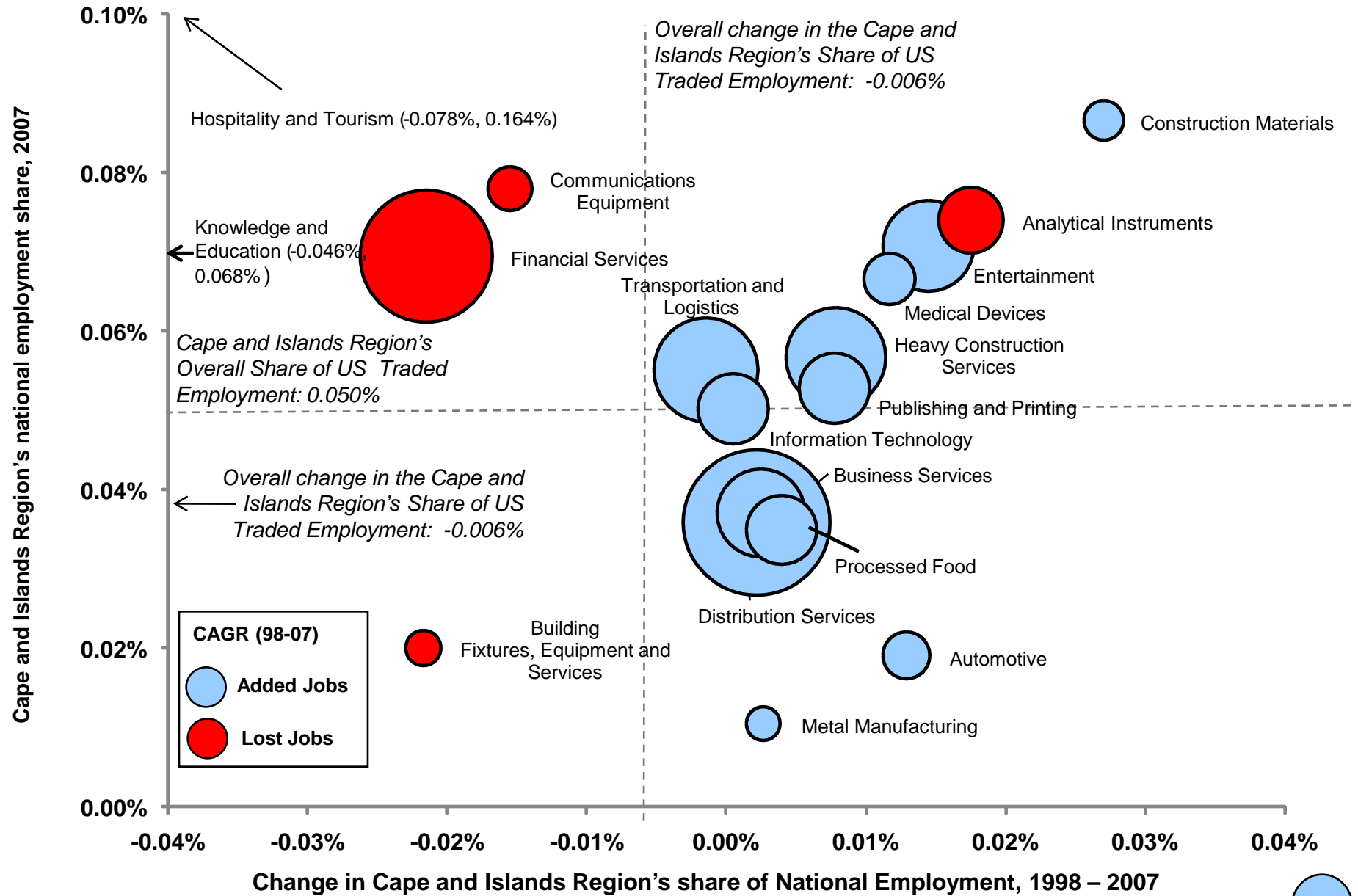


Cape and Islands Region



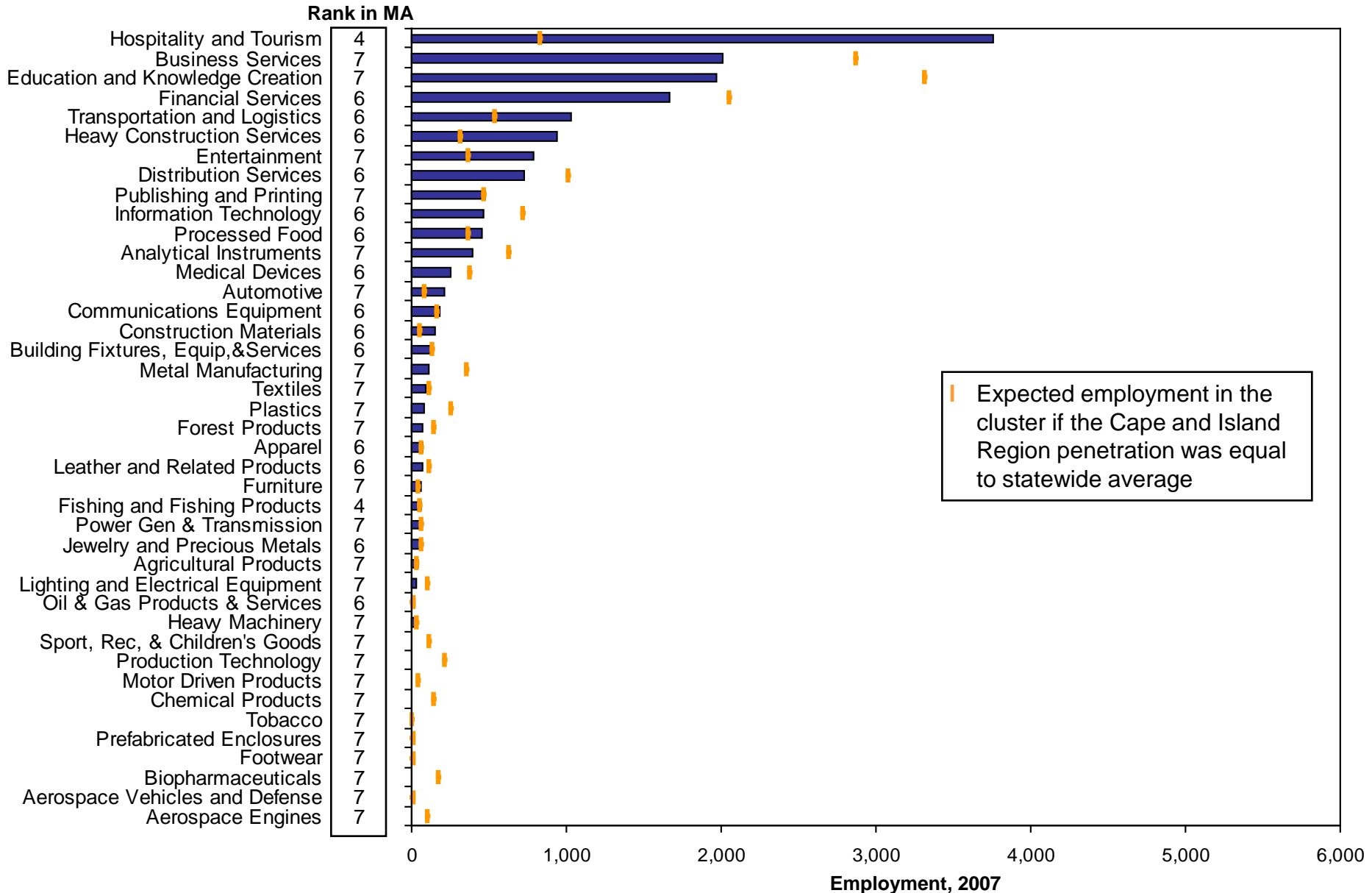
Composition of the Cape and Islands Region Economy

Specialization by Traded Cluster, 1998-2007



Composition of the Cape and Islands Region Economy

Employment by Traded Cluster, 2007

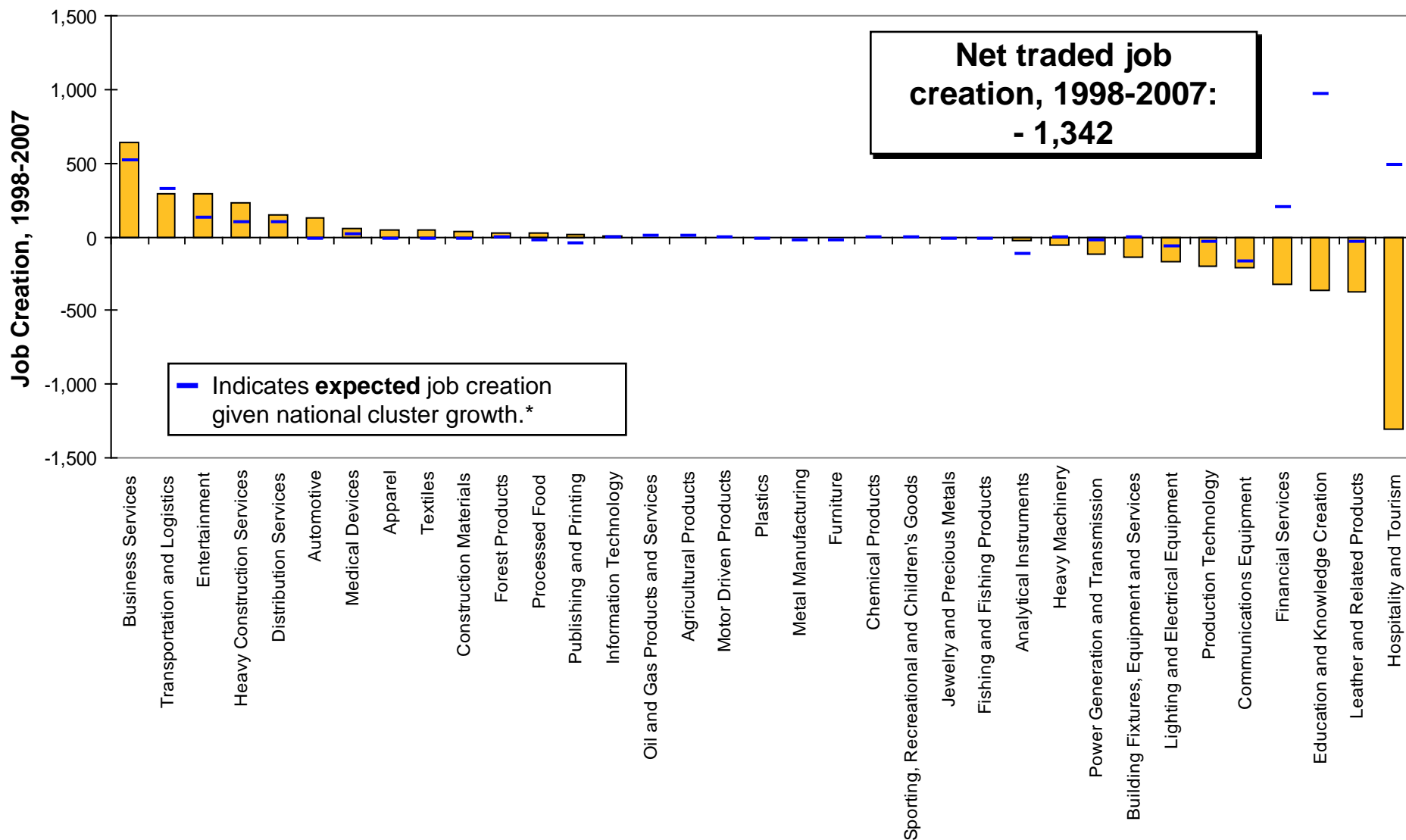


- Indicates expected employment at rates in the **state benchmark** for traded clusters. Rank is across 7 state regions.

Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School

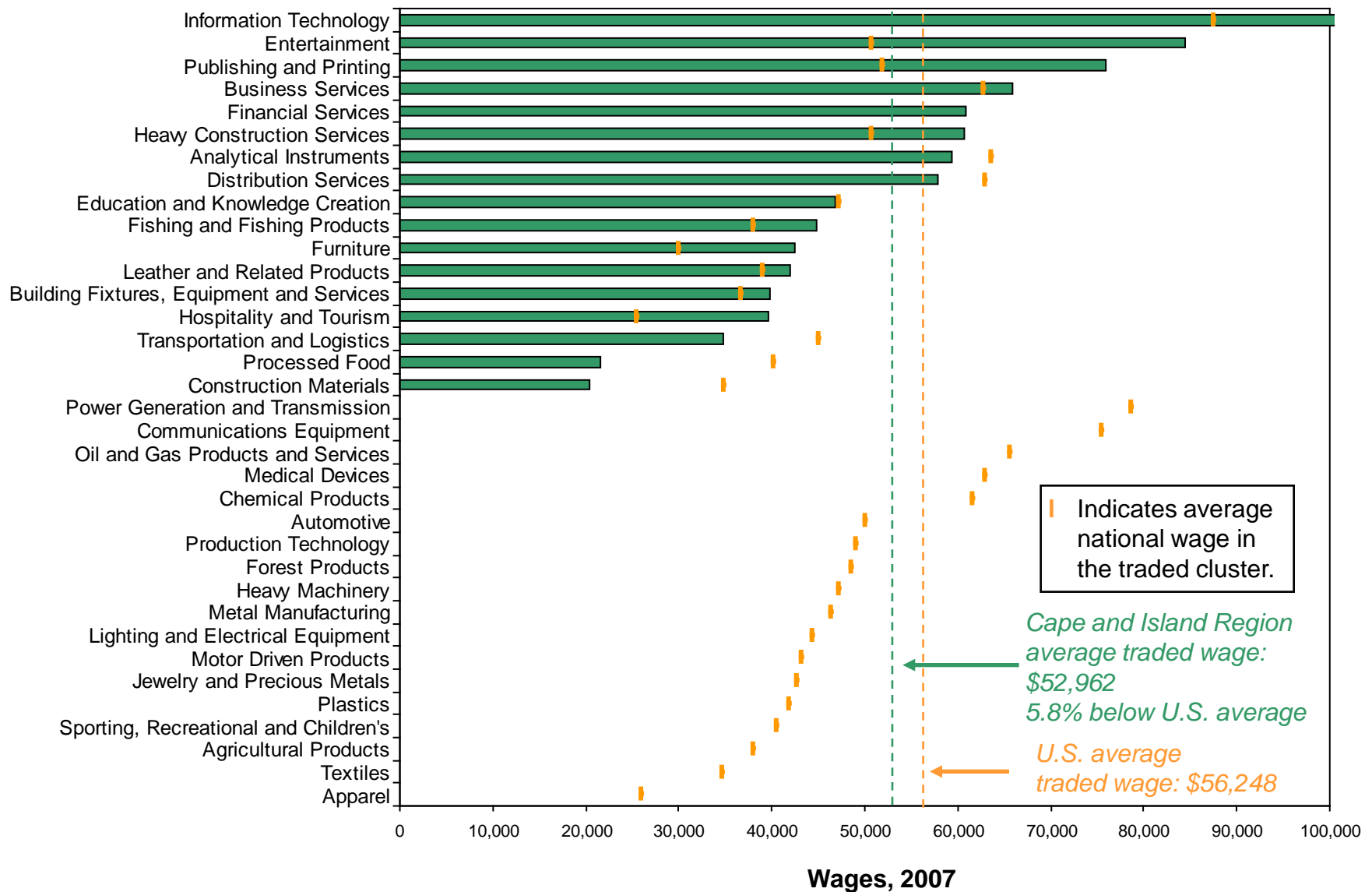
Cape and Islands Region Job Creation by Traded Cluster

1998-2007



* Percent change in national benchmark times starting regional employment. Overall traded job creation in this region, if it matched national benchmarks, would be +2,103
 Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Cape and Island Region Wages by Traded Cluster vs. National Benchmarks

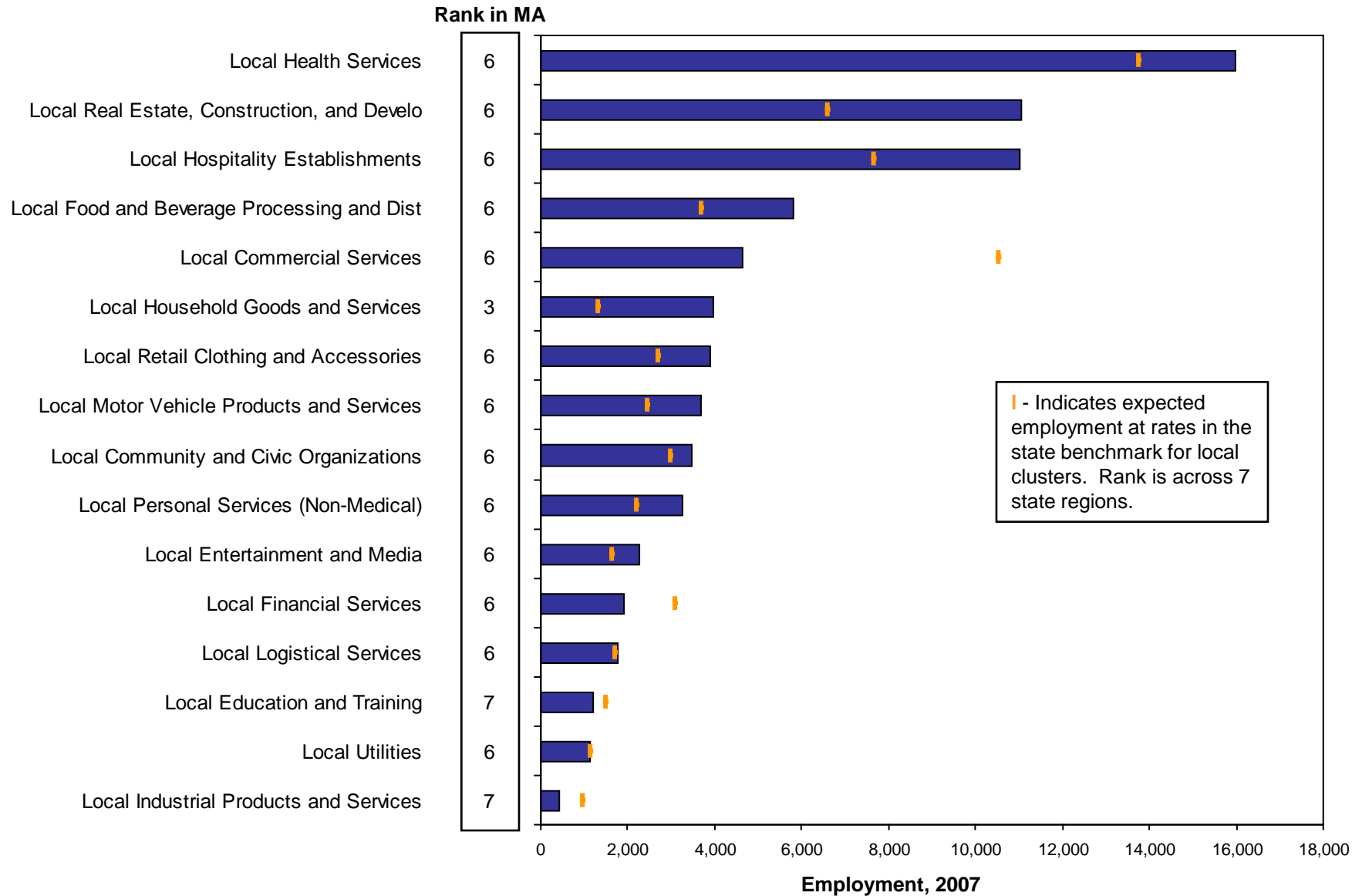


Note: Wages are not available in all clusters due to data suppression to protect confidentiality.

Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

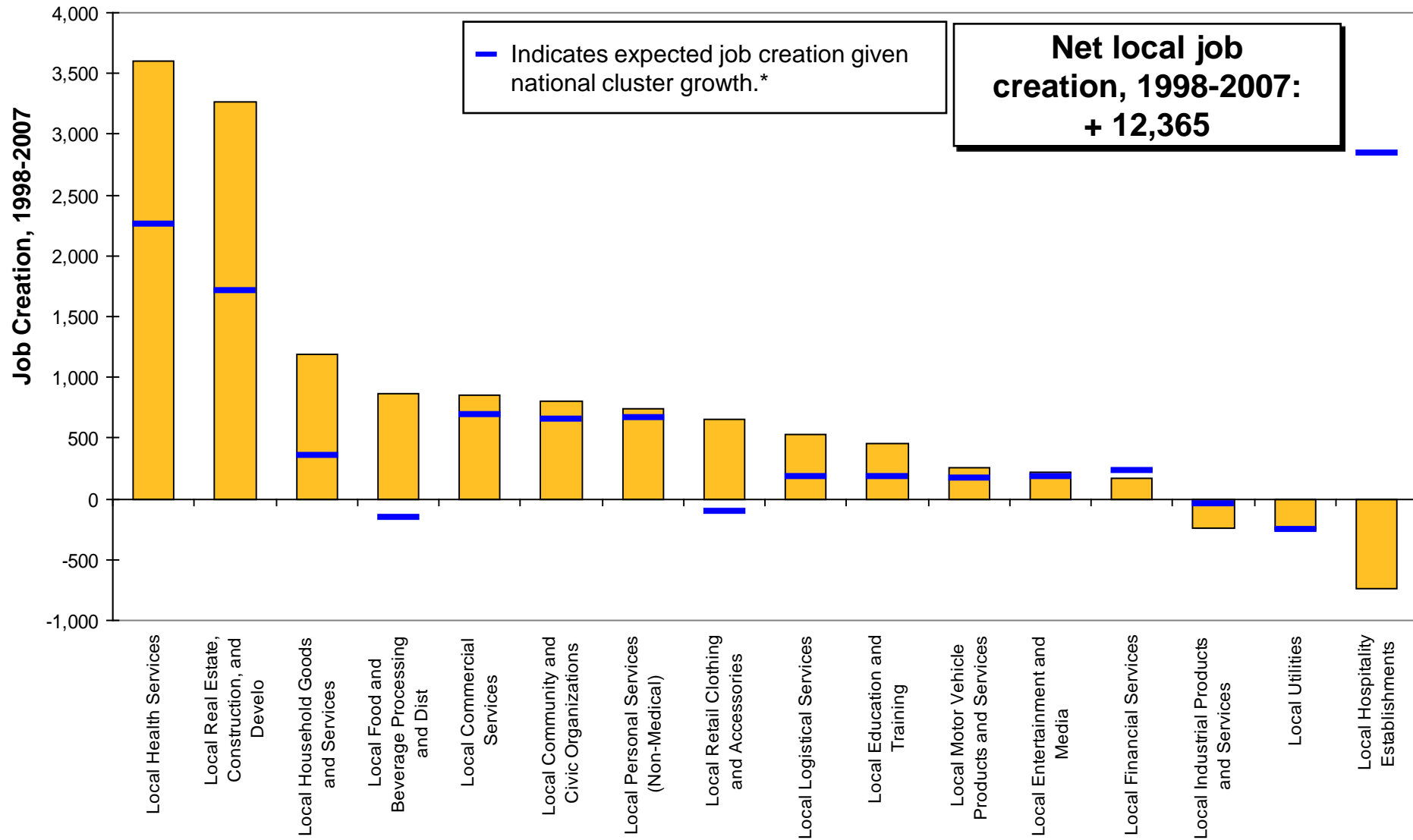
Cape and Islands Region Employment by Local Cluster

2007



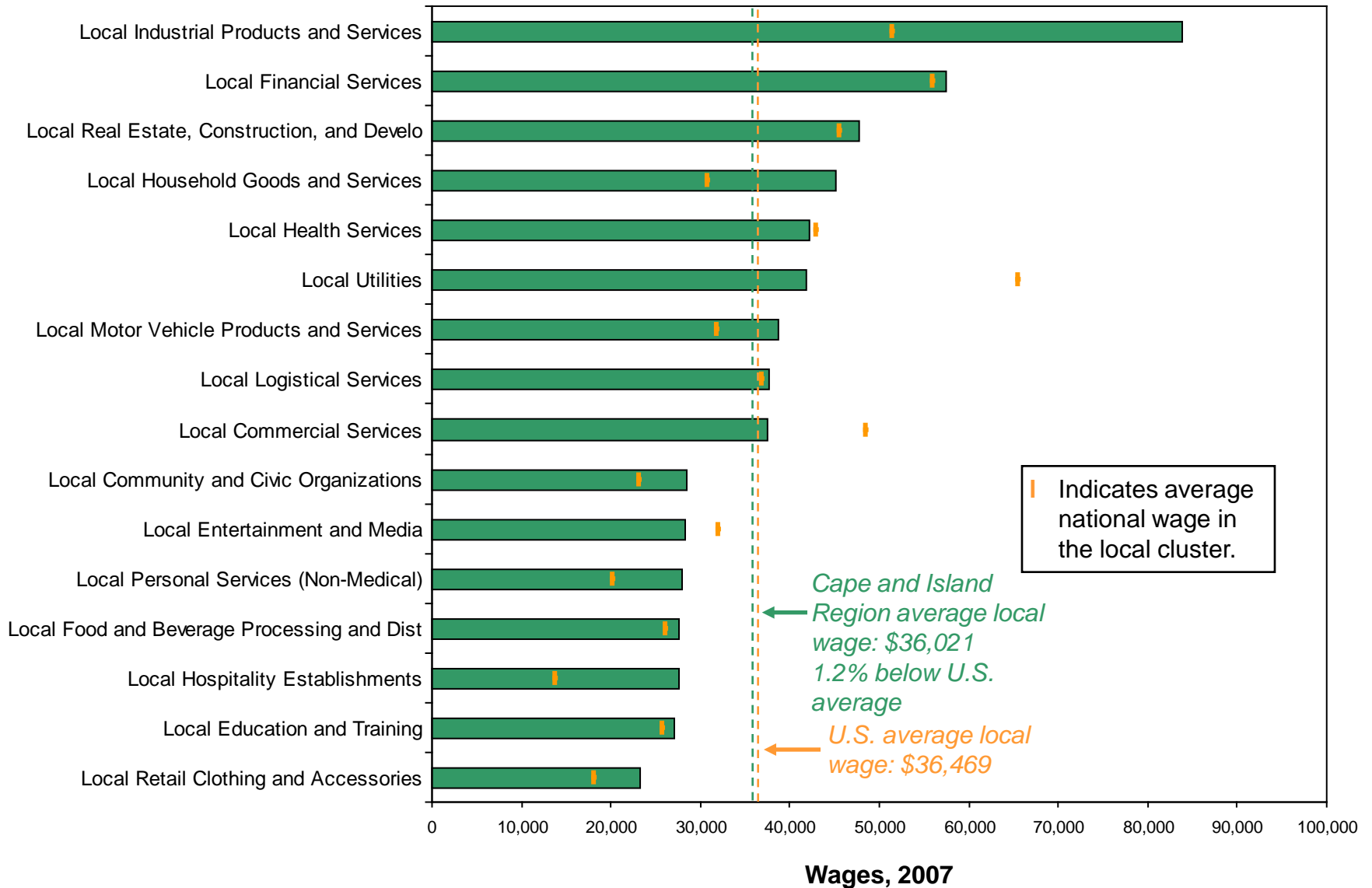
Cape and Islands Region Job Creation by Local Cluster

1998-2007



* Percent change in national benchmark times starting regional employment. Overall traded job creation in this region, if it matched national benchmarks, would be +9,563
Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director.

Cape and Island Region Wages by Local Cluster vs. National Benchmarks



United States Benchmark

Specialization by Traded Cluster, 1998-2007

