

Contents

How the World Became Flat

One: While I Was Sleeping / 3

Two: The Ten Forces That Flattened the World / 48

Flattener #1. 11/9/89

Flattener #2. 8/9/95

Flattener #3. Work Flow Software

Flattener #4. Open-Sourcing

Flattener #5. Outsourcing

Flattener #6. Offshoring

Flattener #7. Supply-Chaining

Flattener #8. Insourcing

Flattener #9. In-forming

Flattener #10. The Steroids

Three: The Triple Convergence / 173

Four: The Great Sorting Out / 201

America and the Flat World

Five: America and Free Trade / 225

Six: The Untouchables / 237

Seven: The Quiet Crisis / 250

Eight: This Is Not a Test / 276

Developing Countries and the Flat World

Nine: The Virgin of Guadalupe / 309

Companies and the Flat World

Ten: How Companies Cope / 339

Geopolitics and the Flat World

Eleven: The Unflat World / 371

Twelve: The Dell Theory of Conflict Prevention / 414

Conclusion: Imagination

Thirteen: 11/9 Versus 9/11 / 441

Acknowledgments / 471

Index / 475