THOMAS L. FRIEDMAN

THE WORLD IS FLAT

A Brief History of

the Twenty-first Century

Farrar, Straus and Giroux / New York

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 #6. Offshoring Flattener #7. Supply-Chaining Flattener #8. Insourcing 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