

Contents

Introduction to the Paperback Edition / ix

How the World Became Flat

One: While I Was Sleeping / 3

Two: The Ten Forces That Flattened the World / 51

Flattener #1. 11/9/89

Flattener #2. 8/9/95

Flattener #3. Work Flow Software

Flattener #4. Uploading

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 / 200

Four: The Great Sorting Out / 233

America and the Flat World

Five: America and Free Trade / 263

Six: The Untouchables / 278

Seven: The Right Stuff / 308

Eight: The Quiet Crisis / 337

Nine: This Is Not a Test / 374

Developing Countries and the Flat World

Ten: The Virgin of Guadalupe / 403

Companies and the Flat World

Eleven: How Companies Cope / 441

You and the Flat World

Twelve: Globalization of the Local / 477

Thirteen: If It's Not Happening, It's Because
You're Not Doing It / 489

Fourteen: What Happens When We All Have Dog's Hearing? / 515

Geopolitics and the Flat World

Fifteen: The Unflat World / 533

Sixteen: The Dell Theory of Conflict Prevention / 580

Conclusion: Imagination

Seventeen: 11/9 Versus 9/11 / 607

Acknowledgments / 637

Index / 641