

# **The World is Flat: A Brief History of the 21<sup>st</sup> Century**

## **By Thomas L. Friedman**

### **The Ten Forces that Flattened the World**

#### ***Flattener #1 – 11/9/89***

The events of November 9, 1989, tilted the worldwide balance of power toward democracies and free markets.

#### ***Flattener #2 – 8/9/95***

The August 9, 1995, offering sparked massive investment in fiber-optic cables.

#### ***Flattener #3 – Work Flow Software***

The rise of applications from PayPal to VPNs enabled faster, closer coordination among far-flung employees.

#### ***Flattener #4 – Open-Sourcing***

Self-organizing communities, ala Linux, launched a collaborative revolution.

#### ***Flattener #5 – Outsourcing***

Migrating business functions to India saved money and a third world economy.

#### ***Flattener #6 – Offshoring***

Contract manufacturing elevated China to economic prominence.

#### ***Flattener #7 – Supply-Chaining***

Robust networks of suppliers, retailers, and customers increased business efficiency (Wal-Mart).

#### ***Flattener #8 – Insourcing***

Logistics giants took control of customer supply chains, helping mom-and-pop shops go global (FedEx and UPS).

#### ***Flattener #9 – In-Forming***

Power searching allowed everyone to use the Internet as a “personal supply chain of knowledge.” See Google.

#### ***Flattener #10 – The Steroids***

Like steroids, wireless technologies pumped up collaboration, making it mobile and personal.