



Thomas L Friedman

- **Thomas Loren Friedman** was born on July 20, 1953. He is an American political commentator and author. He has written extensively on foreign affairs, global trade, the Middle East, globalization, and environmental issues.
- His important works are:
 - The Lexus and the Olive Tree: Understanding Globalization
 - Longitudes and Attitudes: Exploring the World After September 11
 - Hot, Flat, and Crowded: Why We Need a Green Revolution—And How It Can Renew America

- ***The Lexus and the Olive Tree: Understanding Globalization*** is a 1999 book by Thomas L. Friedman that posits that the world is currently undergoing two struggles: the drive for prosperity and development, symbolized by the Lexus LS, and the desire to retain identity and traditions, symbolized by the olive tree

The World is Flat

- The World Is Flat: A Brief History of the Twenty-first Century is one of the most popular books written by Thomas L. Friedman the year 2005.
- It analyzes the process of globalization of the early 21st century.
- The World is flat title is a metaphor for viewing the world as a level playing (a situation in which everyone has the same chance of succeeding)(ಸಮಮಟ್ಟ) field in terms of commerce, wherein all competitors have an equal opportunity. In other words how globalization has created a more level playing field for economic competition.
- Flattening of the world means is that we are now connecting all the knowledge centers on the planet together into a single global network.(Only if politics and terrorism do not get in the way)This could lead to an an amazing era of prosperity and innovation.

- While visiting a company in Bangalore, India, Thomas L. Friedman looks at a wall screen that connects Infosys Technologies Limited's global supply chain. At any time of day, individuals within this company—no matter where in the world they are—can meet via a video conference call.
- Friedman realizes that the “world is flat”—in his words, “the global competitive playing field was being leveled.

How world became flat?

- In the preface of his book *The World is flat*(2005) he writes “In 1492 Christopher Columbus set sail for India, going west. He had the Nina, the Pinta and the Santa Maria. He never did find India, but he called the people he met "Indians" and came home and reported to his king and queen: "The world is round."
- Friedman says “I set off for India 512 years later. I knew just which direction I was going. I went east. I had Lufthansa business class, and I came home and reported only to my wife and only in a whisper: "The world is flat.“

- How did Friedman came to this conclusion?
- Friedman said it all started in Nandan Nilekani's conference room at Infosys Technologies Limited. Infosys is one of the jewels of the Indian information technology world, and Nilekani, the company's CEO, is one of the most thoughtful and respected captains of Indian industry
- Nandan Nilekani of the Infosys was showing Friedman in his global video-conference room. Nilekani was Pointing with pride to a wall-size flat-screen TV, which he said, was the biggest in Asia.

- Nilekani explained to Friedman that he could hold a virtual (not physically existing as such but made by software to appear to do so) meeting of the key players from its entire global supply chain (A global supply chain is a dynamic worldwide network when a company purchases or uses goods or services from other countries) for any project at any time on that supersize screen.
- So its American designers could be on the screen speaking with their Indian software writers and their Asian manufacturers all at once.
- That's what globalization is all about today, Nilekani said.
- Above the screen there were eight clocks that pretty well summed up the Infosys workday: 24/7/365.
- The clocks were labeled U.S. West, U.S. East, G.M.T., India, Singapore, Hong Kong, Japan, Australia.

- Nilekani explained "Outsourcing is just one dimension of a much more fundamental thing happening today in the world.
- "What happened over the last years is that there was a massive investment in technology, especially in the bubble era, when hundreds of millions of dollars were invested in putting broadband connectivity around the world, undersea cables, all those things."
- Nilekani at the same time said computers became cheaper and dispersed all over the world, and there was an explosion of e-mail software, search engines like Google and proprietary software that can chop up any piece of work and send one part to Boston, one part to Bangalore and one part to Beijing, making it easy for anyone to do remote development.

- When all of these things suddenly came together around 2000, Nilekani said, they "created a platform where intellectual work, intellectual capital, could be delivered from anywhere.
- It could be disaggregated, delivered, distributed, produced and put back together again -- and this gave a whole new degree of freedom to the way we do work, especially work of an intellectual nature.
- And what you are seeing in Bangalore today is really the culmination of all these things coming together."

- When Friedman was sitting in the outside office of Nilekani's office . At that point, summing up the implications of all this, Nilekani uttered a phrase that rang Friedman's ear. He said to Friedman "Tom, the playing field is being levelled."
- He meant that countries like India are now able to compete for global knowledge work as never before-and that America had better get ready for this.
- America was going to be challenged, but, he insisted, the challenge would be good for America because we are always at our best when we are being challenged.
- As Friedman left the Infosys campus that evening and bounced along the road back to Bangalore, I kept chewing on that phrase: "The playing field is being levelled." What Nandan is saying, I thought, is that the playing field is being flattened .. . Flattened? Flattened? My God, he's telling me the world is flat!

Three great Eras of Globalization

- According to Friedman globalization is the inexorable integration of markets, nation states, and technologies to a degree never witnessed before in a way that is enabling individuals, corporations and nation-states to reach around the world farther, faster, deeper, and cheaper than ever before.
- Friedman viewed that globalization happened in the world in three different era. They are:
- A) Globalization 1.0: This era lasted from 1492 to 1800. This period started with Columbus(1492) which opened that trade between the Old World and the New World

- It shrank the world from a size large to a size medium.
- According to Friedman Globalization 1.0 was about countries and muscles. In Globalization 1.0 the key agent of change, the dynamic force driving the process of global integration was how much brawn-how much muscle, how much horsepower, wind power, or, later, steam power one country had and how creatively one could deploy it.
- In this era, countries and governments (often inspired by religion or imperialism or a combination of both) led the way in breaking down walls and knitting the world together, driving global integration.

- B)The second great era, Globalization 2.0,
- This era lasted roughly from 1800 to 2000. This period was interrupted by the Great Depression and World Wars I and II. This era shrank the world from a size medium to a size small.
- In Globalization 2.0, the key agent of change, was multinational companies. They globally united people through their products.
- In the first half of this era, global integration was powered by falling transportation costs. This was possible due to the invention of steam engine and the railroad.
- In the second half by falling telecommunication costs. This was due to the diffusion of the telegraph, telephones, the PC, satellites, fiber-optic cable, and the early version of the World Wide Web.
- It was during this era that we really saw the birth and maturation of a global economy,

- **C) Globalization 3.0 2000 to....**

- According to Friedman(2005) This era is shrinking the world from a size small to a size tiny and flattening the playing field at the same time.
- The dynamic force in Globalization 1.0 was countries globalizing
- The dynamic force in Globalization 2.0 was companies globalizing,
- The dynamic force in Globalization 3.0-the thing that gives newfound power for individuals to collaborate and compete globally.
- Individuals in this era can compete, collaborate not with horsepower, and not hardware, but software- all sorts of new technologies.
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- Globalization 3.0 not only differs from the previous eras in how it is shrinking and flattening the world. It is empowering individuals. It is different in that Globalization 1.0 and 2.0 were driven primarily by European and American individuals and businesses.
- But Globalization 3.0 gives opportunities not only Western society but also to Non-Western and non-white group of individuals. Individuals from every corner of flat world are being empowered. It is possible everyone to plug and play in the global world.

Ten Flattening Forces

- Friedman(2005) writes extensively about what he calls the **10 Flatteners**. (ಚಪ್ಪಟೆಯಾಗುವುದು) ಸಮನಾಗಿಸು
- He explains that "The world has been flattened by the convergence of ten major political events, innovations, and companies." These are:
- 1) Fall of the Berlin Wall (**11/9/89**) Friedman called the flattener, "When the walls came down, and the windows came up." This event liberated millions of people and signaled the end of communism. It also shifted much of the world from centrally planned economies to democratic free-market oriented governments.

- **2) World Wide Web and the Internet** – Though this Users can now save, retrieve, send and share intellectual content electronically and instantly. The internet created a platform for connectivity and the web made information sharing possible.
- **3) Workflow ತಡೆಯಿಲ್ಲದೆ Software (ತಂತ್ರಾಂಶ)** People were now able to collaborate while working remotely. Users were able to design, display, manage and collaborate on projects and share data that was once handled manually and locally.
- **4) Uploading (ಜಾಲಕ್ಕೆ ರವಾನಿಸು)-** Provided free access to community developed software. Computer applications were no longer 'bought'. They could be downloaded for free off the web.

- **5) Outsourcing**(ಹೊರಗುತ್ತಿಗೆ) - Specific functions or tasks performed in-house such as tax preparation, research or call-center operations are now performed by another company at a lower cost.
- **6) Off-shoring** ಕಡಲಾಚೆಯ- Different from outsourcing, off shoring moves an entire operation, factory and function to a completely different location. All things are equal expect for labor costs, lower taxes and subsidized energy. The combined savings creates a lower cost product.
- **7) Supply Chaining** ಪೂರೈಕೆ ಸರಣಿ(ಸರಬರಾಜು ಸರಪಳಿ)
 - - Collaboration(ಸಹಯೋಗ) among suppliers, retailers and customers to create value during the production and distribution of a product. Supply chain methodologies also forces the adoption of common industrial standards.

- 8) **In sourcing** (ಆಂತರಿಕ ಗುತ್ತಿಗೆ) - Small and mid-sized companies are able to provide services to large supply chains without prohibitive expense, such as UPS fixing computers for Toshiba.
- 9) **Informing** (ಮಾಹಿತಿ ತಿಳಿಸು) - Provides universal access to knowledge information and research. Anyone with an internet connection can access knowledge from the world's libraries.
- 10) **Wireless** (ತಂತಿಯಿಲ್ಲದ) **Connectivity** - Wireless access created a mobile society so work was no longer tethered to a hard-wired connection. All content could now be digitized, shared remotely and reshaped.

"When we were young kids growing up in
America , we were told to eat our
vegetables at dinner and not leave them.
Mothers said, finish the dinner, think of
the starving children in India and China.'
And now I tell my children: 'Finish your
homework. There are children in India
and China starving for your jobs."