



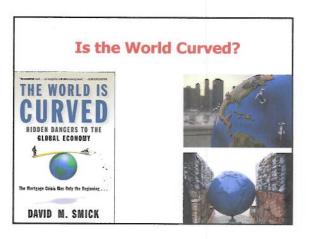
The Ten Forces that **Flattened the World**

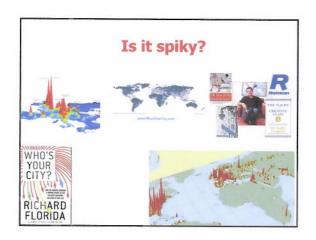
Triple Convergence: (1) new economic players, (2) playing fields, and (3) processes.

- 1. 11/9/89: Berlin Wall came down
- 2. 8/9/95: Netscape went public
- Work Flow Software (e.g., PayPal and eBay)
 Open-Sourcing (Self organ collab communities; Mosiac, Apache, Wikipedia, Linux, Mozilla)
- 5. Outsourcing (Y2K)

- Outsourcing (Y2K)
 Offshoring (e.g., China, Mexico, Thailand)
 Supply-Chaining (e.g., Walmart)
 Insourcing (UPS fixing Toshiba laptops)
 In-forming (e.g., Google, Yahooi, MSN Web Search)
 The Steroids: Digital, Mobile, Personal, and Virtual (wireless, file sharing, VoIP, video camera in phone)

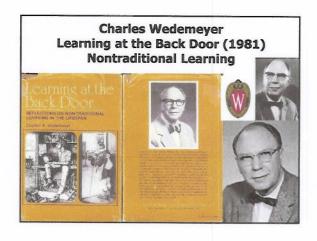








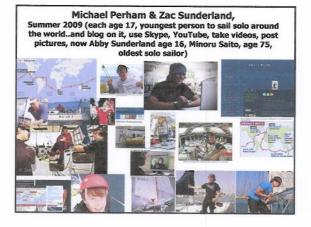


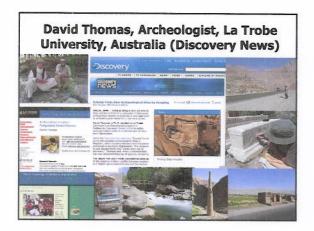


















Audience Participation! L. WE





3. LEARN!!!





- Pipes: The availability of tools and infrastructure for learning.
- Pages: The availability of free educational content and resources (OER—Open Educational Resources).
- Participatory Learning Culture: A move towards a culture of open access to information, international collaboration, and global sharing.









