

# The New York Times Sunday Review | The Opinion Pages

Search All NYTimes.com

Go



WORLD U.S. N.Y. / REGION BUSINESS TECHNOLOGY SCIENCE HEALTH SPORTS OPINION ARTS STYLE TRAVEL JOBS REAL ESTATE AUTOS

Calling all wide-eyed wonderers  
Now you can see the whole world in HD



**GALAXY NEXUS**  
Pure Google

[Learn More](#)

Advertise on NYTimes.com

OP-ED COLUMNIST

## Made in the World

By THOMAS L. FRIEDMAN  
Published: January 28, 2012

THE Associated Press reported last week that Fidel Castro, the former president of Cuba, wrote an opinion piece on a Cuban Web site, following a Republican Party presidential candidates' debate in Florida, in which he argued that the "selection of a Republican candidate for the presidency of this globalized and expansive empire is — and I mean this seriously — the greatest competition of idiocy and ignorance that has ever been."



Josh Haner/The New York Times

Thomas L. Friedman

When Marxists are complaining that your party's candidates are disconnected from today's global realities, it's generally not a good sign. But they're not alone.

There is today an enormous gap between the way many C.E.O.'s in America — not Wall Street-types, but the people who lead premier companies that make things and create real jobs — look at the world and how the average congressmen, senator or president looks at the world. They are literally looking at two different worlds — and this applies to both parties.

Consider the meeting that this paper reported on from last February between President Obama and the Apple co-founder Steve Jobs, who died in October. The president, understandably, asked Jobs why almost all of the 70 million iPhones, 30 million iPads and 59 million other products Apple sold last year were made overseas. Obama inquired, couldn't that work come back home? "Those jobs aren't coming back," Jobs replied.

Politicians see the world as blocs of voters living in specific geographies — and they see their job as maximizing the economic benefits for the voters in their geography. Many

C.E.O.'s, though, increasingly see the world as a place where their products can be made anywhere through global supply chains (often assembled with nonunion-protected labor) and sold everywhere.

These C.E.O.'s rarely talk about "outsourcing" these days. Their world is now so integrated that there is no "out" and no "in" anymore. In their businesses, every product and many

RECOMMEND

TWITTER

LINKEDIN

COMMENTS (469)

SIGN IN TO E-MAIL

PRINT

REPRINTS

SHARE



Log in to see what your friends are sharing on nytimes.com.  
[Privacy Policy](#) | [What's This?](#)

[Log In With Facebook](#)

### What's Popular Now

'The Alan Lomax Collection From the American Folklife Center'



The Great Divorce



Ads by Google

[what's this?](#)

#### Epson WorkForce® Pro

World's Fastest 2-sided Printer Explore Epson's new WorkForce Pro.  
[Epson.com/Workforce](#)

#### STIHL Dealers

STIHL. The #1 Selling Brand of Hand Held Outdoor Power Tools in America  
[www.STIHLdealers.com](#)

#### Official Site - Experian®

Your Credit Report & Score Direct From Experian. Easy to Read Online.  
[www.Experian.com](#)

#### Xavier MBA Programs

Multiple MBA Formats to Best Fit Your Needs - Get the Brochure Now!  
[www.XavierMBAPrograms.com](#)

#### Are You Writing a Book?

Get a free guide to professional editing & publishing options.  
[www.iUniverse.com](#)

#### Ballard Designs

Your Source For Stylish, Quality Furnishings. Shop Our Online Store!  
[www.BallardDesigns.com](#)

Advertise on NYTimes.com

[Go to Columnist Page >](#)

### Related

The iEconomy: In China, Human Costs Are Built Into an iPad (January 26, 2012)

### Readers' Comments

Readers shared their thoughts on this article.

[Read All Comments \(469\) >](#)

### Today's Headlines Daily E-Mail



Sign up for a roundup of the day's top stories, sent every morning.

Sign Up

[See Sample](#) | [Privacy Policy](#)

MOST E-MAILED

MOST VIEWED



1. OP-ED COLUMNIST  
The Great Divorce

2. Folklorist's Global Jukebox Goes Digital

services now are imagined, designed, marketed and built through global supply chains that seek to access the best quality talent at the lowest cost, wherever it exists. They see more and more of their products today as “Made in the World” not “Made in America.” Therein lies the tension. So many of “our” companies actually see themselves now as citizens of the world. But Obama is president of the United States.

Victor Fung, the chairman of Li & Fung, one of Hong Kong’s oldest textile manufacturers, remarked to me last year that for many years his company operated on the rule: “You sourced in Asia, and you sold in America and Europe.” Now, said Fung, the rule is: “‘Source everywhere, manufacture everywhere, sell everywhere.’ The whole notion of an ‘export’ is really disappearing.”

Mike Splinter, the C.E.O. of Applied Materials, has put it to me this way: “Outsourcing was 10 years ago, where you’d say, ‘Let’s send some software generation overseas.’ This is not the outsourcing we’re doing today. This is just where I am going to get something done. Now you say, ‘Hey, half my Ph.D.’s in my R-and-D department would rather live in Singapore, Taiwan or China because their hometown is there and they can go there and still work for my company.’ This is the next evolution.” He has many more choices.

Added Michael Dell, founder of Dell Inc.: “I always remind people that 96 percent of our potential new customers today live outside of America.” That’s the rest of the world. And if companies like Dell want to sell to them, he added, it needs to design and manufacture some parts of its products in their countries.

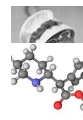
This is the world we are living in. It is not going away. But America can thrive in this world, explained Yossi Sheffi, the M.I.T. logistics expert, if it empowers “as many of our workers as possible to participate” in different links of these global supply chains — either imagining products, designing products, marketing products, orchestrating the supply chain for products, manufacturing high-end products and retailing products. If we get our share, we’ll do fine.

And here’s the good news: *We have a huge natural advantage to compete in this kind of world, if we just get our act together.*

In a world where the biggest returns go to those who imagine and design a product, there is no higher imagination-enabling society than America. In a world where talent is the most important competitive advantage, there is no country that historically welcomed talented immigrants more than America. In a world in which protection for intellectual property and secure capital markets is highly prized by innovators and investors alike, there is no country safer than America. In a world in which the returns on innovation are staggering, our government funding of bioscience, new technology and clean energy is a great advantage. In a world where logistics will be the source of a huge number of middle-class jobs, we have FedEx and U.P.S.

If only — if only — we could come together on a national strategy to enhance and expand all of our natural advantages: more immigration, most post-secondary education, better infrastructure, more government research, smart incentives for spurring millions of start-ups — and a long-term plan to really fix our long-term debt problems — nobody could touch us. We’re *that* close.

A version of this op-ed appeared in print on January 29, 2012, on page SR11 of the New York edition with the headline: Made in the World.



3. OPINION  
Ritalin Gone Wrong



4. OP-ED COLUMNIST  
The Austerity Debacle



5. DNA Turning Human Story Into a Tell-All



6. ANXIETY  
An Appointment With Dread



7. BASICS  
Warm and Furry, but They Pack a Toxic Punch

8. College Says It Exaggerated SAT Figures for Ratings



9. The Bookstore’s Last Stand

10. CAMPAIGN STOPS  
Newt Gingrich and the Future of the Right

[Go to Complete List »](#)

[Show My Recommendations](#)

#### ADVERTISEMENTS



Help New Yorkers in need.  
Donate Today.



Ads by Google

[what's this?](#)

### **Toughest Trail Run in CO**

The Toughest Event on the Planet

Coming to CO- Oct. 20 & 21.

[toughmudder.com/Kentucky](http://toughmudder.com/Kentucky)

[COMMENTS \(469\)](#)

[SIGN IN TO E-MAIL](#)

[PRINT](#)


[REPRINTS](#)

## 462 Comments

Share your thoughts.

---

ALL | READER PICKS | NYT PICKS Newest | Comments Closed



### Get Free E-mail Alerts on These Topics

[United States](#)

[Obama, Barack](#)

[Labor and Jobs](#)

[International Trade and World Market](#)

Ads by Google

[what's this?](#)

### [Honda Hydrogen Fuel Cells](#)

Watch the film to see how hydrogen fuels Honda's Undying Dream.

[www.honda.com](http://www.honda.com)

## INSIDE NYTIMES.COM



### OPINION »



[Borderlines: A City Divided Against Itself](#)

### BUSINESS »



[Gatekeepers Under Scrutiny](#)

### SPORTS »



[Artist Still Fighting Alabama Over Artwork](#)

### WORLD »



[Burmese Civil War Turns Grimmer for a Guerrilla](#)

### OPINION »

## What Is It About Mormons?

If Mormons are such responsible people, Room for Debate asks, why are voters turned off?

### ARTS »



[Folklorist's Global Jukebox Goes Digital](#)