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# End of the Line: The Rise and Coming Fall of the Global Corporation

Barry C. Lynn

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THE RISE AND COMING FALL OF THE GLOBAL CORPORATION

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**Barry C. Lynn : End of the Line: The Rise and Coming Fall of the Global Corporation** before purchasing it in order to gage whether or not it would be worth my time, and all praised End of the Line: The Rise and Coming Fall of the Global Corporation:

4 of 4 people found the following review helpful. Weaknesses of Outsourcing.By J.L. PopulistIn the Introduction Mr.Lynn offers a great quote based on the writings of Alexander Hamilton. "Manufacturing was key to America's

independence and security. To be free, Americans must have the power to make what they need, when they need it."For me that was the high point of this book.He makes some sensible points about topics such as theories on the source of Clinton's trade policy with China and the possibility that Robert Reich had a strong influence on it.Another strong point was the relationship between business and foreign policy. Consider the global trade and American imperialism.On the Smoot-Hawley Tariff Act and the blame it has recieved for economic woes he was correct- "And so the idea that protectionism kills jobs became one of the central founding myths of the modern Democratic Party." But the author doesn't endorse protecting American jobs."End of the Line" examines several business strategies by such famous executives as Sam Walton and Jack Welch. Companies like GE, Cisco, and Motorola are looked at also.One assessment that hits hard at globalism and outsourcing is the ripple effect that can easily cripple a global supply line. The "Lean" manufacturing process aka "Toyota production philosophy" is not a fixall process from my experience with it. The author details some of that process.The book addresses the America-China business relationships with no mention of China holding a large amount of America's debt. I was surprised that it wasn't mentioned!In summing "End of the Line" up, it does have some interesting facts about specific corporations using global outsourcing and linking politics to business. It doesn't touch on the human element like loss of American jobs or the living conditions for some labor being exploited by outsourcing.Jeff Faux's "Global Class War" is a book I would recommend instead of "End of the Line."7 of 7 people found the following review helpful. SUPRISINGLY GOODBy C. DavisEnd of the Line by Barry C. Lynn is a delightful and interesting book about a very disturbing issue. I stumbled across this book while searching for a book with a similar name dealing with Amtrak. A critique of the global economy seemed interesting and slightly different from what I normally read.Far from an unreasoned polemic, this book provided a fairly well reasoned and argued analysis of the weaknesses of the global supply chain. In a sense, America got a taste of these weaknesses with the disruption caused by hurricane Katrina in the fall of 2005. However, the potential shortfalls are not just limited to the handful of so-called super-ports that process the bulk of America's imports and exports. The extremely small numbers of companies that still make micro chips combined with their location in Taiwan make this a risky organization if China becomes bellicose or if Taiwan decides to be adversarial towards the United States for an extended period. These are a few examples, but the point that there is very little redundancy in a supply chain that has been made extremely lean to reduce costs. Moreover, it has created a situation where large multi-nationals bully suppliers without understanding anything about mass production. For example, does anyone really believe that Wal-Mart knows anything about the Chinese companies that make their products?To this humble reader, we are in a very abnormal period of history where transportation costs are so low that it is extremely inexpensive to transport manufactured goods around the world. It seems likely that rising energy costs, increasing computer power and nano-technology will all combine to reverse that trend and potentially turn an individual into a thousand different factories. However, that is not the world we live in now. Mr. Lynn's analysis seems more right than wrong.If you are interested in a well argued thesis demonstrating weaknesses in the current international business model, this is an excellent read.12 of 12 people found the following review helpful. The World, She's a rounda lika my head!By Skylark Alauda ThibedeauThe flip side of "The World is Flat". While US Companies are sending jobs overseas to "Cubicle Coolies" in Third World Countries for a short term return to investors and the CEO's yacht funding, American workers suffer. In the long term US companies must rely on the good will of Pakistan not to nuke their call centers in India over the Kashmir.Lynn's book is a good look at the mindset of International Corporations who like the media today do not look at themselves as American but as World citizens. To save a little money American corporations since NAFTA have started moving jobs overseas. To justify this they are claiming they are fighting terrorism by increasing the standard of living in the third world. A \$300 a month tech in India may be as good as his american counterpart in the US making \$4000 but a GI Joe with Kung Fu grip costs as much in Hylalabad as it does in LA. Their standard of living isn't going to rise too much.Lynn argues that Globalization rather than decreasing our vulnerability to terrorists is actually increasing it as means of production are moved closer to hot spot areas and Companies are dependant on third world despots (and probably the US military) to protect their interests.He relates how both parties in the US are in bed together on the issue of globalization. He relates that the free trade positions of both Bush Administrations and that of Bill Clinton were almost in lock step. It makes one wonder if there is a political solution out there.The book is very scary and I would reccomend it to those who need a reply to some of the rah rah Pro Globalization books out there.

In September 1999, an earthquake devastated much of Taiwan, toppling buildings, knocking out electricity, and killing 2,500 people. Within days, factories as far away as California and Texas began to close. Cut off from their supplies of semiconductor chips, companies like Dell and Hewlett-Packard began to shutter assembly lines and send workers home. A disaster that only a decade earlier would have been mainly local in nature almost cascaded into a grave global crisis. The quake, in an instant, illustrated just how closely connected the world had become and just how radically different are the risks we all now face.End of the Line is the first real anatomy of globalization. It is the story of how American corporations created a global production system by exploding the traditional factory and casting the pieces to dozens of points around the world. It is the story of how free trade has made American citizens come to depend on

the good will of people in very different nations, in very different regions of the world. It is a story of how executives and entrepreneurs at such companies as General Electric, Cisco, Dell, Microsoft, and Flextronics adapted their companies to a world in which America's international policies were driven ever more by ideology rather than a focus on the long-term security and well-being of society. Politicians have long claimed that free trade creates wealth and fosters global stability. Yet Lynn argues that the exact opposite may increasingly be true, as the resulting global system becomes ever more vulnerable to terrorism, war, and the vagaries of nature. From a lucid explanation of outsourcing's true impact on American workers to an eye-opening analysis of the ideologies that shape free-market competition, Lynn charts a path between the extremes of left and right. He shows that globalization can be a great force for spreading prosperity and promoting peace—but only if we master its complexities and approach it in a way that protects and advances our national interest.

From Publishers Weekly  
The problem with globalized outsourcing, former Global Business executive editor Lynn warns, is that "a breakdown anywhere increasingly means a breakdown everywhere," as when a 2003 earthquake in Taiwan halted semiconductor manufacturing for a week, negatively affecting American electronics firms. National security, he argues, is jeopardized by this "hyperspecialized and hyper-rigid production system" as well; for Lynn, until the NAFTA-izing Bill Clinton came along, our trade policy had been for two centuries designed to prevent such potential catastrophes. Lynn has a knack for finding attractive, easy-to-grasp models from the contemporary business scene—such as using Dell's rise in the 1990s to explain the triumph of logistics management—but readers sometimes have to wade through heavy doses of economic theory to get to the livelier sections. Though some might view his concerns as excessively alarmist, Lynn delivers a welcome new facet to the antiglobalization debate, moving well beyond the stale "corporations are evil" argument to lay out a worrying economic overview. Copyright copy; Reed Business Information, a division of Reed Elsevier Inc. All rights reserved.  
From Booklist  
About globalization Lynn observes, "Our corporations have built the most efficient system of production the world has even seen, perfectly calibrated to a world in which nothing bad ever happens." Yet, bad things happen all the time, from natural disasters and wars to human error. The American people are relying on a global industrial system, which has serious structural flaws, and Lynn offers a thought-provoking perspective on the system's winners and those at risk. We learn that while academics, investors, and customers view the global production system with enthusiasm, it is a disaster for many, including pension and health-insurance beneficiaries, and it shifts the power over wages and work environment from workers to investors. In reality we already live in a global system, and the author recommends using economic tools to correct the system's failings. Since we are participants in a production system that is not controlled by any one company or any one country, this will be a challenge. Mary Whaley Copyright copy; American Library Association. All rights reserved.  
"Barry C. Lynn's The End of the Line is a sobering wake-up call, a brilliantly argued analysis of the limits of globalization. By officially pronouncing Fordism dead, Lynn allows the reader to understand how dependant U.S. companies have become on China and other manufacturing-based countries. Every American has a duty to read this book." —Douglas Brinkley, Professor of History and Director of the Roosevelt Center at Tulane University  
"Barry Lynn puts the spotlight on the dangers of our over-outsourced economy. A catastrophe in a remote province of China can put a large part of the American electronics industry out of business. Our business leaders are so focused on the next quarter bottom line that they overlook the dangers of losing control of their supply lines. There are serious national security questions raised as well. Lynn has used his investigative skills to clearly and readably explain this danger to the general public." —Arthur Hartman, former U.S. ambassador to the Soviet Union and France  
"The benefits, dangers, and sheer inevitability of global competition are the central forces shaping the economic and social future of the United States. Barry Lynn's book, based on careful reporting, is a real step forward because it dramatizes the stakes for Americans and clarifies the choices the country has to make." —James Fallows, author of Breaking the News and national correspondent for The Atlantic Monthly