

**KENICHI OHMAE**

Bestselling author of *The Borderless World*

The  
**Invisible  
Continent**

Four  
Strategic Imperatives  
of the **New Economy**

# CONTENTS

---

<b>CHAPTER 1: THE AGE OF EXPLORATION</b>	<b>1</b>
The Four Dimensions of the Invisible Continent	3
Modeling the New Continent? No Dice.	8
Staking Out a Claim in Four Dimensions	9
Japan: The Contradictions of a Crisis	12
A Strategic Approach to the Invisible Continent	15
Year 15 “After Gates”	21
The New Cold War	24
Learning to Embrace the Old and New	26
<b>CHAPTER 2: THE GOLDEN PLATFORMS</b>	<b>29</b>
The Platforms of American Success	32
Principles of Platforms	41
Seeing the CEO as a CIO	58
<b>CHAPTER 3: ARBITRAGE AND THE NEW ECONOMY</b>	<b>61</b>
The Essential Nature of Arbitrage	63
A Field Guide to the New Arbitrage	65
A Priceability-Based Economy	78
The Greatest Economic Strength	82
A Portal Revolution	84
The Invisible-Continent Dog and the Old-World Tail	85

<b>CHAPTER 4: WAKE-UP CALL FOR CORPORATE STRATEGISTS</b>	<b>89</b>
Traditional Companies in a Land of Godzillas	92
A Strategy for the New Continent	96
Becoming a Godzilla Company	103
Making the Transition	117
The People of a Godzilla Company	118
<b>CHAPTER 5: REGIONAL WINNERS AND NATIONAL LOSERS</b>	<b>119</b>
Setting the Stage for New Relationships Between Corporations and Government	122
The American Zebra	124
The Rise of the Region-State	128
Deer Hunters	131
Prescriptions for a National Leader	133
The Role of Regional Government	136
<b>CHAPTER 6: THE LONG TUNNEL</b>	<b>141</b>
Following the American Example	149
Dark Miles Ahead	154
Understanding the Asian “Crash of ’97”	158
The Japanese Choice: Borrowing from Our Grandchildren . . . or Ourselves	162
The Crisis Throughout Asia	173
Beyond the Asian Crash	184
<b>CHAPTER 7: THE NEW COLD WAR</b>	<b>187</b>
Anatomy of a New Cold War	189
The Impact of a New Cold War	198
Sharing a Vision of Wealth in the New Economy	200
Don’t Speak, for Fear It May Happen	207

<b>CHAPTER 8: TAMING THE NEW WILD WEST</b>	<b>211</b>
Rethinking the Value of Work	212
Governing the New Frontier	215
An Evolving Design for Democracy	223
Educating the New Citizen	227
The Revolution Against Ourselves	231
A Declaration of Interdependence	233
<b>EPILOGUE</b>	<b>235</b>
<b>ENDNOTES</b>	<b>241</b>
<b>INDEX</b>	<b>247</b>