

- This file contains over 400 slides on company cases of Reshoring, FDI (foreign direct investment) and Kept From Offshoring. Slides are listed alphabetically by company.
- You are welcome to use our slides in your own presentations, but we would appreciate acknowledgment.
- Additional case studies can be found in our [Case Study](#) feature and in the searchable [Reshoring Library](#) at reshorenow.org.
- As of Jan, 2016, there are over 1300 documented cases of companies that have chosen to manufacture in the U.S. instead of offshore.
- Slide data is mainly based on published articles. Please email info@reshorenow.org:
 - If any data should be corrected
 - To add new cases



- Griffin, GA
- 35 jobs
- Made a long term deal to make better quality towels
- At a 17% price premium at Walmart, selling 35% better than imports
- Reasons:
 - Automation/technology
 - Re-design
 - Shipping costs
 - Walmart

Razors (Kept from Offshoring)



- Found a company in the U.S. to produce the razors instead of offshoring production to China or Korea
- Reasons:
 - Quality
 - Innovation and technology
 - Proximity to market
 - Freight time and cost
 - Proximity to factory, easier to communicate
 - Quick turnaround time when design changes
 - 'Made in America' brand appeal



- Switzerland to Senatobia, MS
- 300 jobs by 2020
- Reasons:
 - Skilled workforce
 - Positive business environment
 - Assistance from Mississippi Development Authority and Tate County Economic Development Foundation
 - Quality of life



- China, Canada to Booneville, MS
- \$1.6 million investment in call center
- 162 call center jobs
- Previous investments: \$55 million and 300 jobs at distribution center
- Reasons:
 - Skilled workforce
 - Government incentives

Source: “Acco Brands investing \$1.6 million, adding 162 workers.” April 23, 2014. AP.
Michael Sheffield. “ACCO Brands bringing 162 jobs to Mississippi.” Memphis Business Journal, April 22, 2014.



- Customers are reshoring production from overseas to AccuRounds plant in Avon, MA
- Workforce has doubled in last decade
- \$5 million in recent investments
- Reasons:
 - Delivery
 - Freight cost
 - IP risk
 - Rising wages
 - Labor concessions
 - U.S. energy prices





- From Hungary and China to Torrance, CA
- Added 80 jobs in the US and looking to hire more
- Reasons:
 - Quality control issues overseas
 - Customers willing to pay more for high precision quality



- Customer reshored from China to Acme in IL
- 7 jobs

Wire Grids, Wire Products (Kept from Offshoring)



- Contract manufacturer in Mystic, CT
- Reasons:
 - Lead time/time to market
 - “Made in USA bug”



- Assembly work moved from France to Jackson, MN
- 100 new jobs
- Reasons:
 - Cheaper to ship parts instead of assembled equipment because they fit into a container
 - Savings in wages and benefits
 - Workers in Jackson receive about 10 to 15% less in total compensation than workers in France

A320 assembly (Foreign Direct Investment)



- Mobile, AL
- \$600 million
- 1,000 jobs by plant completion in 2015
- Reasons:
 - Infrastructure
 - Availability of skilled workforce
 - Cooperation between all government levels to sell Alabama to Airbus

Aerospace Industry (Foreign Direct Investment)



- France to Dayton, OH
- As of 2013, Airbus spent over \$6 billion in Ohio of its \$12 billion total annual spending in the U.S.
- Airbus will double its annual spending in the U.S. by about 2020, with a large share of the increase coming into Ohio
- Reasons:
 - Favorable dollar/ euro exchange rate
 - Innovation
 - To grow supply base in the U.S.



- France to Columbus, MS
- 240 jobs
- Reasons:
 - To meet growing North American demand
 - Proximity to customers
 - Government incentives



- China and Mexico to Clarksdale, MS
- 40 jobs
- \$720,000 investment
- Looking to double MS plant size
- Reasons:
 - Lead time
 - Freight cost and lag time
 - Inventory

- China to Minneapolis, MN
- 50 jobs
- Airtex joined the Makers Coalition, a coalition of Minnesota manufacturers, which leads a program aimed at creating a skilled workforce
- Reasons:
 - Customers had been asking for more American-made goods
 - Rising wages in China
 - Flexibility in design turnaround
 - Quality





- China to Comfort, Texas
- 120 new jobs, with more growth anticipated

Steel Pipes for Oil, Gas Industries (Foreign Direct Investment)



- Dubai-based start-up Alita USA Holdings plans to open factory in Buffalo, NY
- 172 jobs
- \$102 million factory
- Reasons:
 - Government incentives
 - Proximity to raw material suppliers
 - Skilled workforce availability

Cooking Lids



- Originally offshored production of 1.2 million lids to plant in China in order to meet demand
- After a cost-benefit analysis of overseas vs. domestic manufacturing, lid production was brought back to Canonsburg, PA
- Reasons:
 - Shorter supply chain reduces cost of capital
 - Proximity to market
 - Proximity to main factory

Men's Dress Shoes (Kept from Offshoring)



- Kept production in Port Washington, WI after 2008 restructuring, \$10 million investment
- Through 2012, over 200 jobs added, number of manufacturing jobs at WI location doubled
- Sales: +25% 2011, +20% 2012
- Reasons:
 - Total cost
 - Flexibility and responsiveness
 - Time to market
 - Image/brand, tradition
 - Quality
- Sold to private equity firm in 2013: “commitment to company’s current growth strategy...similar corporate culture”

Sources: Eric Wilson, New York Times. “At their feet, crafted by hand.” April 20, 2011.

Paul Gores, Milwaukee Journal Sentinel. “Allen Edmonds ‘recrafts its business model.’” September 29, 2012.

Paul Grangaard, CEO Allen Edmonds, BizTimes. “A stitch above.” September 13, 2013.

Patrick Kennedy, Star Tribune. “Wisconsin shoemaker has plans afoot for China.” December 5, 2011.

Paul Gores, The Journal Sentinel. “Allen Edmonds sold; headquarters to stay in Port Washington.” November 4, 2013

Greek Yogurt with Granola Topping (Foreign Direct Investment)



- South America to Batavia, NY
- 50 jobs
- \$20 million investment
- Reasons:
 - Synergies
 - Availability of raw material (dairy)

Hooded Sweatshirts



- Reshored sourcing and production from India to Gaffney, SC, 2012-2013
- Spun yarn source: Parkdale Mills, Gaffney, SC (mill reopened in 2010)
- Fabric source: Carolina Cotton Works
- Reasons:
 - Freight cost
 - Lead time/time to market
 - Rising wages
 - Communication
 - Quality
 - Automation/technology

Source:

Stephanie Clifford. The New York Times. "U.S. Textile plants return, with floors largely empty of people." September 19, 2013.

http://www.nytimes.com/2013/09/20/business/us-textile-factories-return.html?pagewanted=all&_r=1&_r=1&

Cookware (Kept from Offshoring)

Americraft
COOKWARE

360
COOKWARE

- West Bend, WI
- “Bucked” the offshoring trend
- Built a factory “from scratch” with equipment that was left behind in the wake of offshoring
- Reasons:
 - Environmental considerations
 - ‘Made in America’ importance to company and appeal to consumer



- China to Miamisburg, OH
- Invested nearly \$1 million on new advanced machines and technology to be able to produce more knives in-house
- Reasons:
 - Rising costs in China
 - Turnaround time
 - Lean manufacturing
 - Quality
 - Customers have reduced their inventories, calling for a faster delivery time
 - Innovation



Comforters

AMERICAN HOME MANUFACTURING

- South Carolina
- 200 jobs
- Reason:
 - Walmart pledge

Wire Harnesses



- China and Mexico to Portland, OR
- 30 new employees
- Reasons:
 - Delivery
 - Re-design
 - Quality
 - Productivity
 - Lean techniques
 - Total Cost



- China to Elroy, WI
- 12 jobs
- \$600,000 investment in new line to be produced in company's home town
- Reasons:
 - Walmart pledge
 - Shipping delays at West Coast ports
 - Concern for contaminants in plastics used in utensils

Sources: "More jobs announced from Walmart restoring effort." *The City Wire*. October 31, 2013.

http://www.thecitywire.com/node/30313#.UoaDcGQ_-D6.

Walter Loeb. "How Walmart plans to bring manufacturing back to the United States." *Forbes*. November 12, 2013.

<http://www.forbes.com/sites/walterloeb/2013/11/12/walmart-taking-steps-to-bring-manufacturing-back-to-the-united-states/>.

Bandages (Expansion)



- Portsmouth, New Hampshire
- 26 jobs
- \$700,000 investment in new equipment
- Reasons:
 - Walmart pledge

Source:

http://www.newburyportnews.com/news/local_news/salisbury-bandage-company-stitches-major-deal-with-walmart/article_6d364248-6743-5eb8-8d7d-dcff43dbacba.html



- China to Southbridge, MA
- Set a goal to move production and jobs back from China and have 100% of product made in the US
- MassDevelopment issued a \$1.5 million tax-exempt bond on behalf of AO Eyewear so the company could buy new equipment in order to meet reshoring goal
- 15 jobs
- Reasons:
 - MassDev assistance
 - Skilled workforce
 - Rising wages in China
 - Differences in production philosophies (ex: 3-week shutdown for Chinese New Year)

Wind Turbine Assembly (Foreign Direct Investment)



- China to Henderson, NV
- 1000 jobs
- “Multi-million” dollar investment
- Reasons:
 - Lower real-estate cost
 - Skilled workforce
- "We are committed to clean energy development ...A-Power highly values the opportunities in renewable energy in America."

Hardwood Flooring (Foreign Direct Investment)



- Québec company opens production facility in North Troy, Vermont
- 40 jobs
- 26,000 sq. ft.
- Reason:
 - \$1.2 million in state government incentives

The New Mac Pro



- \$100 million investment to produce the Mac Pro in the U.S. instead of China
- 200 jobs created in TX, FL, IL, KY, and MI
- Assembled in Austin, TX with domestically produced parts
- Reasons:
 - Rising wages
 - Lower energy costs

Sources: “Here’s How Many Jobs Apple Will Bring to the US to Make Macs.” Jay Yarow, Business Insider. February 13, 2013 “Has U.S. Manufacturing’s Comeback Stalled?” Pamela M. Prah, Pew Charitable Trust Stateline. July 30, 2013. “Google, Apple, other gadget makers chant ‘U-S-A! U-S-A!’” Patrick Seitz, Investor’s Business Daily. August 1, 2013

- China to Delray Beach, FL
- 9 jobs
- Goal to produce over 50% of products in the US by 2015
- Reasons:
 - Rising costs of importing from China
 - Concern for harmful additives
 - Environmental considerations
 - ‘Made in the USA’ brand appeal



Textiles for Outdoor Furniture (Expansion)



- Sanford, North Carolina
- Developing a new digital printing system for domestic production
- Reasons:
 - Received over \$600,000 from the Walmart U.S. Manufacturing Innovation Fund



- Reshoring from China to Lancaster, PA to begin in 2014
- 57 jobs
- \$41 million factory investment
- Reasons:
 - Competitive cost structure
 - Lead time
 - Improved customer service
 - Government incentives

Heavy Furniture Components, Upholstery (Kept from Offshoring)



- Decided not to expand offshore as a result of TCO
- Invested \$6 million in plant in Whitehall, WI, 2012
- Invested \$80 million to build new 3.3 million sq. ft. plant in NC, 2012
- Will employ 500
- Reasons:
 - Time to market, lead time
 - Rising wages
 - Quality
 - Freight cost
 - Achieved higher productivity with Toyota's "kaizen" continuous-improvement method
- Opening a retail showroom in Shanghai

Sources:

Bill Esler, Woodworking Network. "Wood Industry Sees Return of 'Made in America.'" June 7, 2012. <http://www.woodworkingnetwork.com/articles/archives/WWP-wood-products-magazine/Wood-Industry-Sees-Return-of-Made-in-America-157795515.html?view=all#sthash.CgFIS4DU.dpbs>.

Rana Foroohar and Bill Saporito. Time. "Made in the U.S.A." April 22, 2013. <http://business.time.com/made-in-the-u-s-a/#photos>.



- In 2009, reshored to Birmingham, AL
- 360 jobs
- After merging with T-Mobile in 2011, AT&T committed to bringing 5000 call center jobs back to the US from overseas

Source: Eric Stavriotis. "Many Factors Drive U.S. Firms to Buck Outsourcing Trend, Consider Onshoring." Facilities Net, March 1, 2009.
<http://www.att.com/gen/press-room?pid=20909&cdvn=news&newsarticleid=32663&mapcode=>



Memory Foam Mattress Toppers (Expansion)

Authentic Comfort

- As of 2013, 20% of Walmart's memory foam mattress topper business is manufactured in the U.S. by Authentic Comfort, rather than overseas
- Reason:
 - Walmart initiative

Plastic Processing Machinery (Foreign Direct Investment)



- China to Chicago, IL
- Reason:
 - Total cost



Hydropower

- Had 100,000 ft² in Chennai, India
- Reshored to Westknoxville, TN
- 60,000 sq. ft.
- Reasons:
 - Fast delivery vs. 5 wks on the water
 - Fewer supply chain problems
 - If a quality problem, no more bad units en-route



Medical Supplies



- Asia to Allentown, PA
- Reasons:
 - Communications
 - Delivery
 - Freight cost
 - Lead time
 - Total cost
 - Automation/technology
 - Government incentives
 - Skilled workforce
 - Buy American Act

Source: Mark Kleszczewski, "Reshoring: The Supply Chain Returns." GCX Magazine. June 27, 2014.



- Hillsboro, OR
- Reasons:
 - Shipping
 - Travel cost
 - Shop expertise
 - Skilled workforce
- Customer reshored full-run production to Bob's Design Engineering, where previously the shop had only produced prototypes

- China to Rantoul, Illinois
- Reshored 100% of production
- Reason:
 - Walmart pledge





- French company chose Newark, NJ to build North American headquarters over Boston, New York
- Early-stage drug studies for European clients who need clinical trials in U.S.
- 60+ permanent jobs
- Additional hundreds of construction jobs
- Reasons:
 - “Proximity to superior research and medical facilities and to a major transportation center”
 - \$689,850 Business Employment Incentive Program grant, potential to increase up to \$1.2 million over 10 years

Biodiesel (Foreign Direct Investment)



- New production facility in Bayonne, New Jersey
- Transplant from Ontario, Canada
- 35 full-time jobs, 200 temporary construction jobs
- 100 million liter/year production capacity
- Reasons:
 - “Company’ s strategy of building biodiesel production facilities near existing large-scale petroleum storage and diesel distribution infrastructure”
 - Minimize transportation costs

- China to St. Charles, IL
- 10 jobs
- Reasons:
 - Cost
 - Quality
 - Lead time
 - Lean manufacturing



- China to Orem, Utah
- Reshored production of motor and jar parts
- Reasons:
 - Vertical integration, in-house manufacturing
 - Quality
 - Innovation / technology
 - Intellectual property protection
 - Time and proximity to market
 - Lower costs

Composite Materials (Foreign Direct Investment)



- Germany to Moses Lake, WA
- \$200 million investment
- Will expand involvement with partner SGL Group, tripling annual capacity of its existing carbon fiber production facility (making the Moses Lake facility the largest carbon fiber plant in the world)
- Will boost workforce from 80 to 200

Veterinary Pharmaceuticals (Foreign Direct Investment)



- BIVI is the U.S. animal health division of Germany-based Boehringer Ingelheim Corporation
- In 2014, BIVI announced a \$110 million capital investment in its facilities in Ames and Fort Dodge, Iowa
- Reasons:
 - Government incentives
 - R&D collaboration with Iowa State University
 - Proximity to market

777X Final Assembly and Wing Fabrication (Kept from Offshoring)



- 777X assembly in Puget Sound, WA
- 20,000 direct and indirect jobs
- Wing production moved from Japan to WA
- Reasons:
 - Skilled Workforce, Labor negotiations
 - Automation
 - Government incentives: \$8.7 billion in tax breaks
 - Existing Boeing manufacturing infrastructure

BOSCA

ESTD 1911

- Canada, China, and Italy to Springfield, OH
- 2 jobs
- Reasons:
 - Lead time
 - Loss of control
 - Travel cost/time
 - “Difficult to manage” offshore

Exhaust Systems (Foreign Direct Investment)



- Germany to Tuscaloosa County, AL
- 100 jobs
- \$34 million investment
- Reasons:
 - Skilled workforce
 - Government incentives
 - Supplier to Mercedes

Source: "Alabama is sweet home for foreign companies, investment." Made in Alabama. March 1, 2013.

Dawn Kent. "German auto supplier Boysen to build \$34 million, 100-job plant in Tuscaloosa County." AL.com. September 6, 2012.

Pharmaceutical Development and Investment (Foreign Direct Investment)



- Brazilian pharmaceutical investment company opened U.S. headquarters in Montgomery County, Maryland
- \$200 million planned investment in MD and US
- Reasons:
 - Skilled and educated workforce
 - Proximity to federal labs
 - “Access to one of the U.S.’ s top life sciences communities”
 - Infrastructure, synergies
 - Late-stage clinical development of pharmaceuticals with potential for near-term commercialization
 - R&D investment to help complete clinical trials and win FDA approval



- Hungary to Talent, OR
- Moved production into a vacant Walmart building
- 70 employees
- Reasons:
 - More influence over tax policy for electric vehicles
 - “International economics changed”



Brooks Brothers

- Bought plant in Haverhill, MA in 2008
- Moved 70% of suit production to new plant, mostly from offshore locations
- 230 new jobs
- Reasons:
 - Rising wages in China
 - Quality
 - Turnaround time
 - US made goods are luxury items abroad
 - Domestic production allows for verticalization



- Customer (Pequea) reshored from China to PA and contracted with Buck Company
- Reasons:
 - Quality
 - Lean manufacturing
 - Inventory
 - Lead time
 - Cost is nearly equivalent to make in US vs. China

Pocket and Folding Knives



- China to Post Falls, Idaho
- 75% of Buck Knives now produced in U.S.
- Reason:
 - Marketing potential of “Made in America” stamp

Sound-Dampening Office Furniture (Foreign Direct Investment)

- Netherlands to High Point, NC
- 100 jobs
- \$1.4 million investment
- Reasons:
 - Government incentives
 - Skilled workforce availability
 - Training programs
 - Lead and shipping time: 6 weeks instead of 10 weeks
 - Shipping and energy costs

• **BUZZI
SPACE**



- China to Union City, CA
- 20 new jobs
- Manufactured by Jatco, a plastic molding and injection company
- Reasons:
 - Improved quality
 - Customers wanted the 'Made in the USA' brand
 - Ability to react quickly and provide just-in-time manufacturing
 - Eliminates inconvenience of flying to China to oversee production
 - Innovation



- China to Duluth, MN
- Reasons:
 - One supplier lost \$700,000 in tooling equipment
 - Another supplier demanded a \$150,000 “fee” to release his product
 - Discovered that their product was being sold on the black market
 - Quality issues

Source:

http://www.qconline.com/business/for-some-companies-reshoring-jobs-gains-appeal/article_ac995d38-c49a-567f-a7c2-132bb812bccf.html

Complex Springs (Kept from Offshoring)



- Contract manufacturer in Oklahoma City, OK
- Reasons:
 - Complexity of materials and process
 - Innovation
 - “Manufacturers can get generic springs from China, but for the complex stuff they have to rely on an innovative company.”
 - Skilled workforce

Lobster Processing and Storage (Attempted Transplant/ F.D.I.)



- Canadian business wanted to open lobster processing in Rockland, ME
- Would have hired 40 people
- Close to existing lobster dealer, close to US market
- Ultimately plant sold to Maine processor
- Part of growth of Maine processing of Maine lobsters

Sources: Stephen Betts. "Canadian man plans Rockland lobster processing plant in old newspaper building." Bangor Daily News. September 6, 2012.

Don Carrigan. "Governor wants Maine lobster independent of Canadian processors." WCSH6. August 1, 2013.

Carol Gregg
 red egg

- Highpoint, NC
- Transport cost: Oil prices

Farm Equipment (Kept from Offshoring)



- Located in Grand Island, NE
- Plant supports 1,140 jobs
- Reasons for not offshoring:
 - Consistent high quality
 - High productivity rate
 - Company is well known for “Consumer Driven Product Design” (CDPD) which necessitates that the factory be in close proximity to the customer base



- Production shift from Japan to Victoria, TX
- 2012 expansion added 225 jobs (529 total) and \$200 million capital investment
- 2015: \$24.3 million expansion planned, with potential for 205 new jobs
- Reasons:
 - Freight costs / proximity to market
 - Government incentives



- Japan to Bogart, GA
- 1,400 production jobs
- Reasons:
 - Freight cost
 - U.S. energy price

Food Products (Foreign Direct Investment)

Chaucer Foods

- UK to Portland, OR
- \$20 million investment
- 75 jobs
- Reasons:
 - Factory will position Chaucer as the market leader in freeze dried fruits and vegetables
 - Company selected the location for its green credentials
 - Proximity to West Coast sea ports and excellent freight links
 - Skilled workforce
 - Dynamic business environment of Oregon

Source:

<http://www.businesswire.com/news/home/20150127005388/en/Chaucer-Commences-Manufacturing-USA-Freeze-Dry-Facility#.VcN7WHjlc65>

- Production moved from China to Mexico to Vietnam to Glen Burnie, MD
- \$5 million capital investment in Maryland
- Reasons:
 - Rising labor costs
 - Shipping and freight cost
 - Time to market
 - Inventory
 - Technology
 - Customer demand for Made in USA

Exotic Firearms (Foreign Direct Investment)



- Italy to Dayton, OH
- 16 jobs
- Reason:
 - Proximity to market

Greek Yogurt (Kept from Offshoring)



- Twin Falls, ID
 - 1000 jobs
 - \$450 million investment
 - Reason:
 - Walmart initiative
- South Edmeston, NY
 - 1000 employees
 - \$700 million worth of Greek yogurt
 - Reason:
 - Synergies

Gear Boxes



**Circle Gear &
Machine Company, Inc.**

- Customer (Pequea) reshored from China to Cicero, IL and contracted with Circle Gear & Machine Co.
- Reasons:
 - Quality
 - Lean manufacturing
 - Inventory
 - Lead time
 - Cost is nearly equivalent to make in US vs. China

Biologics for Pharmaceuticals (Direct Foreign Investment)



- Denmark to Bothell, WA
- \$30 million total investment
- 60 jobs added (total to be about 250 after expansion completed)

Sources:

<http://www.news-medical.net/news/20150630/CMC-Biologics-expands-North-American-manufacturing-facility-with-addition-of-Bioreactor-6Pack-facility.aspx>

<http://www.bizjournals.com/seattle/print-edition/2014/07/11/life-sciences-deal-to-boost-bothell-s-cmc.html>

<http://www.pharmaceutical-technology.com/projects/cmcbiologicsseattle/>

Shale Investment (Foreign Direct Investment)



- Chinese company buys 33% interest in Niobrara (CO, WY) play
- \$570 million payment plus up to \$697 million in drilling costs

16-qt. Plastic Coolers



- China to Wichita, KS
- Reason:
 - Rising costs for transpacific shipping and manufacturing

- Reshored from China to Glenwood Springs, CO, in 2011
- 3 employees
- Reason:
 - Total cost: found domestic in-house manufacturing was 25% cheaper than importing from China



Colorado Flexible Heaters

Tires

(Foreign Direct Investment)



- Germany to Clinton, MS
- 2500 jobs to be created within 18 months
- \$1.45 billion investment (long-term commitment)
- Reasons:
 - Proximity to auto industry and market
 - Ideal location to transportation infrastructure
 - Large skilled workforce
 - “Outstanding business climate”



- St. Louis, MO area
- Contract manufacturing
- Reshored some jobs
- Relocated manufacturing (TN to MO)
- Hired 35 full-time employees



- Cotton diapers
- Egypt to Denver, CO
- Reasons:
 - Cut in half the time it takes to get product to market
 - Product development time
 - Long communication and expensive overseas trips
 - Quality and the ability to fix problems faster

Creative Things Inc.

- Asia to Lowell, AR
- 64 jobs added, 40 more to be added
- Reasons:
 - “Just in time” product turnover / improved time to market
 - Freight cost
 - Customs uncertainty
 - Government incentives
 - Creates jobs and personal involvement with community
 - Better inventory control
 - Walmart is largest customer. Managing the supply chain of products sold to Walmart has become easier since reshoring

Rail Cars

(Foreign Direct Investment)



- China to Springfield, MA
- \$95 million investment in new facility
- 100 new jobs, another 150 upon completion
- Will design and build cars for Boston public transit
- Reasons:
 - Due to rising domestic costs and stalling economic growth, Chinese companies are searching for attractive direct investment opportunities
 - Cheap energy in US
 - Manufacturing expertise

Guitar Strings and Straps (Reshoring, Kept from Offshoring)



- China to Long Island, NY
- Reasons:
 - Lean/other business process improvements
 - Freight cost
 - IP risk
 - Rising wages
 - Total cost
 - Travel cost/time
 - Quality
 - Automation
 - Image/brand
 - Vertical integration

- China to Knoxville, TN
- Reasons:
 - Walmart initiative
 - Shipping costs



ID and Credit Card Printing Company (Foreign Direct Investment)

Datacard[®]

- Germany to Shakopee, MN
- \$30 million investment for new headquarters and factory
- 400 new jobs



- 60% of production was outsourced to China
- 20% of business sold overseas
- Hidden costs, or reasons to reshore:
 - Larger inventories
 - Communication issues
 - Noncompliant parts, deteriorating quality
 - Lead time
 - Price increases
 - Domestic manufacturers more efficient, advanced, cost effective
- Reshored several component processes
- Brought back 90% of offshored parts



Diagnostic Devices, Inc.

- China and Taiwan to Charlotte, NC
- 200 new jobs
- Reasons:
 - Quality control issues
 - Rising wages in China
 - Reduce costs
 - Loss of control and IP risk
 - Inventory
 - Automation
- Reduced production budget by 40%

Source: Supply Chain Digest. "Supply Chain News: Are Manufacturers Really Bringing Work Back to U.S.?" August 24, 2010.
William J. Holstein, strategy+business. "The Case for Backshoring." January 25, 2010.

<http://www.areadevelopment.com/siteSelection/dec09/united-states-manufacturing-insourcing-costs1102.shtml>



- From Bangalore, India
- 2000 jobs (with plans to hire more)
- Reason:
 - In response to customer complaints about quality of service



- Contract manufacturer in Surrey, BC
- Customers reshoring
- “A little of our business that was sourced overseas has come back”
- Reasons:
 - Skilled workforce
 - Niche market
 - Diversification

Aluminum Pipes, Tubes, Hoses for Auto Industry (Foreign Direct Investment)

DENSO

- Japan to Hopkinsville, KY
- 105 jobs
- \$4.2 million investment
- Reason:
 - Government incentives
- Third North American plant



- Reshored to Charlotte, NC
- 250 jobs
- \$218 million investment
- Reasons:
 - Image/brand: consumer preference for American-made
 - Job creation

- Bringing Production back from China
- Blow and injection molding, cleaning fluids, packaging, assembly from contractors in Chicago & Midwest
- Several dozen jobs (estimated)
- Reasons:
 - Much shorter lead times
 - Good marketing
 - Low MOQ' s and flexibility in creating various versions of our products



Parasite Testing Kit (Foreign Direct Investment)



- Sao Paulo, Brazil-based biotech opening facility in Frederick, MD
- \$1 million investment
- 20 new employees over next two years
- Reasons:
 - “Goal to become an export company to NAFTA’s market”
 - Skilled workforce, synergies

Call Center (Kept from Offshoring)



- Grand Rapids, MI
- 250 jobs (in addition to 2500 the company has already established since expansion in MI since 2013)
- Reasons:
 - To create high value jobs
 - Pro-business climate



- Ethylene production facility in Freeport, TX
- Restarting plant in St. Charles, LA
- Moved production from Saudi Arabia
- 4,200 employees and 3,800 on-site contractors
- 2017 expansion will employ up to 4,000 workers during construction
- Expansion represents a \$1.7 billion investment
- Reason:
 - Lower-cost and abundant natural gas



- Reshored manufacturing from China to San Diego, CA
- Reasons:
 - Quality
 - Proximity to customers



- China to Clinton, MA
- 12 jobs
- Reasons:
 - MassDevelopment assistance
 - Lower operating costs
 - Better customer service
 - Better sales and profit margins

Sources: Marty Jones, "Why reshoring is the coming thing." Worcester Telegram. April 8, 2014.

<https://www.bostonglobe.com/business/2015/07/26/some-companies-bringing-manufacturing-back-mass-from-overseas/GdJ3H5CGA9d8QFaFI6BAUN/story.html>

- Jobs previously offshored by other companies were brought to Vermillion, SD
- \$10 million investment
- 200 jobs (up to 1000 jobs by 2018)
- Partnered with state to create a certificated training course at the University of South Dakota for potential hires
- Reasons:
 - “It’s cheaper to do work in South Dakota than it is in Chennai, India, when you get down to it.”
 - Business friendly environment (no corporate or income tax)
 - Avoid language, cultural, and time zone differences
 - Higher worker productivity

Sources:

http://siouxcityjournal.com/news/local/columnists/gallagher/gallagher-onshore-outsourcing-firm-digs-in-at-vermillion-s-d/article_0201ec4d-091b-5db7-a0bb-687af7b0a61d.html

http://bismarcktribune.com/news/state-and-regional/company-to-add-tech-jobs-in-south-dakota-some-in/article_673cf460-8ba1-11e2-89ea-001a4bcf887a.html

- China to Hazelhurst, GA
- \$25 million total combined investment
- Up to 250 jobs
- Reasons:
 - Walmart pledge
 - Automation
 - Rising wages and fuel costs
 - Tariffs



Kitchen Appliances (Foreign Direct Investment)



- New plant in Memphis, TN in 2012
 - Sears' manufacturing partner
 - 1200 jobs
- Expanded U.S. operations in Charlotte, NC in 2011
 - 500+ new jobs

Sources: "Made in America: Global Companies expand in U.S. Towns." David Muir, ABC News. April 30, 2012. <http://abcnews.go.com/Business/made-america-semiconductor-company-brings-jobs-training-ny/story?id=16231330#.UaOGKZW9UUY>

"Made in America? How to know which flag-waving products are true red, white, and blue." Consumer Reports Magazine. February 2013. <http://www.consumerreports.org/cro/magazine/2013/02/made-in-america/index.htm>



- Assembling TVs in Detroit since January 2012
- China to Winnsboro, SC in 2013
 - \$7.5 million investment
 - 500 jobs over five years
- Reasons:
 - Customer responsiveness improvement
 - Patriotism
 - Lower tariffs
 - Production cost equivalency/improvement
 - Freight cost
 - Image/ Brand
- “Only American-owned and American-assembled” TV company



- From overseas to New Albany, MS
- 150 jobs
- \$2 million investment
- First domestic factory
- Reasons:
 - “For us to continue to grow, we felt we had to have domestic production as part of our program. We think it will help us to become a more complete supplier.”
 - Assistance from the MDA, TVA, the City of New Albany and Union County

Cosmetics (Foreign Direct Investment)

- Israel to DaKalb, Mississippi
- 100 jobs
- Reason:
 - Walmart pledge



Shale Investment (Foreign Direct Investment)



- Canadian company, drilling in Denver-Julesberg Basin
- Up to \$300 million investment to run 4-6 rigs
- Each rig creates 100 direct and indirect jobs
- Investing up to \$350 million in San Juan Basin, NM, to run 2-4 rigs
- Investing up to \$150 million in Tuscaloosa Marine Shale to run 1-3 rigs



- India to Burlington, MA
- Reasons:
 - Bureaucratic interference with shipping
 - Rising tariffs on parts imported to Bangalore factory
 - Inventory
 - Rising wages
 - Higher productivity
 - Proximity to customers
 - Skilled workforce

Source: Marty Jones, "Why reshoring is the coming thing." Worcester Telegram. April 8, 2014.

<https://www.bostonglobe.com/business/2015/07/26/some-companies-bringing-manufacturing-back-mass-from-overseas/GdJ3H5CGA9d8QFaFI6BAUN/story.html>



- Ernie Green Industries, Inc. subsidiary
- Contract manufacturer for auto, medical, and aerospace industries
- New complex in Columbus, OH
- Goal: bring outsourced work back from China
- Reasons:
 - Rising labor costs
 - Increasing shipping expenses
 - Consolidate operations, R&D proximity

Cosmetics (Foreign Direct Investment)



- China to Fairfield County, SC
- 151 jobs
- Reason:
 - Walmart pledge
 - Proximity to customer
 - Government incentives



- Reshored manufacturing from China to San Jose, CA, in 2010
- Reasons:
 - Inventory
 - Freight cost and time
 - Distance between manufacturing and design
 - Quality
 - Total Cost

Source: The Economist. "Coming home." January 19, 2013.

<http://www.economist.com/news/special-report/21569570-growing-number-american-companies-are-moving-their-manufacturing-back-united>.

Canning Jars (U.S. Expansion)



- Monaca, PA facility
- \$1.8 million investment to expand factory, establish new “Made in USA” product line
- 2 new manufacturing jobs
- Reason:
 - Walmart pledge

Aerospace Parts (Kept from Offshoring)



- Airway Heights, WA
- 150 jobs
- Reasons:
 - Skilled workforce
 - After an extensive international search for new plant location, decided on the Spokane region because it best fit the company's culture
 - Government incentives
 - Infrastructure
 - Community support

Ez-Duz-it Can Opener (Kept from Offshoring)

- Components for the Swing-A-Way can opener were being manufactured by John J. Steuby Co. in Hazelwood, MI
- When Swing-A-Way production was offshored, the U.S. manufacturer decided to keep making the same can openers under the name Ez-Duz-it.
- It now has market appeal as a can opener that's 'Made in the USA'



3D Printers

(Enabling reshoring efforts)



- 3-D printing is a technological advance that can enable and convince manufacturers to reshore
- ExOne is manufacturing 3-D printers in Pittsburgh, PA
- 3-D is new industry, creating new factory jobs
 - Though fewer overall jobs, require higher-level skills
- Reasons to use 3-D printing:
 - Better quality
 - More innovative design
 - More rapid production
 - Lower cost for high-tech fabricated metal parts than conventional and overseas production

Aircraft (Foreign Direct Investment)



- Germany to Montrose, CO
- 200 jobs



- China to Haleyville, AL
- 20 jobs
- 33% production increase
- Reasons:
 - Tariffs
 - Skilled workforce

Source: Mark Shortt, "Yes, You Can Go Home Again, Say Some Manufacturers." Design2Part Magazine. January 1, 2010.
"Exxel Outdoors expanding Haleyville, Alabama, production after tariff law expires." Area Development, December 28, 2010.

Greek Yogurt

(Foreign Direct Investment)



- Athens, Greece to Johnstown, NY in 2005
- Initial \$27 million investment, \$200 million total
- Initially employed 60 workers; currently employs 250 and expects to hire additional 150
- Reasons:
 - Government incentives
 - Proximity to market
 - Proximity to raw materials (milk)
- Largest of FAGE's production facilities
- Since opening in 2008, plant's production has increased more than tenfold

- Reshored from China to Houston, TX
- Hiring 1200
- Reasons:
 - Increased control over manufacturing inventory and distribution
 - Better quality and better image
 - Spent too much money fighting counterfeits
 - Texas supplier of plastic parts initially charged four times the cost of the Chinese supplier, but cut the price to near parity once it became clear that orders would be large and steady

Automotive Seating (Foreign Direct Investment)

The logo for Faurecia, featuring the word "faurecia" in white lowercase letters on a blue rounded rectangular background.

- France to Cleveland and Madison, MS
- \$12 million investment in Cleveland plant and 250 jobs (in 2006)
- Supplier for Nissan and GM

Source: Harold L. Sirkin, "Made in the USA—and China." Bloomberg. August 5, 2011.

Photo and Digital Imaging Paper (Foreign Direct Investment)



- Germany to Pulaski, NY
- 290 jobs
- Reasons:
 - Government incentives
 - Infrastructure
 - Skilled workforce



- Canada and Mexico to Bellwood, IL
- 100 jobs
- Reason:
 - Walmart pledge

Silicon Metal

(Foreign Direct Investment / Nearshoring)



- Spain to Québec
- CAD 375 million investment
- 300+ jobs, plus indirect construction-related jobs
- Reasons
 - Government incentives
 - Access to raw materials, potential for vertical integration
 - “Québec [has] all the necessary ingredients for the construction of a competitive plant.”

Source: “Spanish company to build silicon metal plant in Québec: 300 new jobs.” Relation internationales, Francophonie et Commerce extérieur. January 22, 2014.

“FerroAtlántica Chooses Québec for Its New Silicon Metal Plant: 300 High-Quality Jobs to Be Created.” Investissement Québec. January 22, 2014.

Crankshafts (Foreign Direct Investment)



- Germany to Tunica, MS
- Produces crankshafts for automobiles and trucks
- 39 jobs, with plans for 300 total by 2020
- \$60 million investment, up to \$140 million
- First U.S. manufacturing facility
- Reasons:
 - Assistance from Mississippi Development Authority
 - Proximity to auto industry



- Asia and India to Grand Rapids, MI
- 115 new employees initially, 100 more over the next year
- Reasons:
 - City and state government incentives, tax breaks
 - “We weren’ t as competitive as we used to be...now we’ re bringing [the jobs] back and enabling the local economy to grow.”

Packaged Fish (Kept from Offshoring)

- Oregon
- Reason:
 - Walmart pledge





- Google/Motorola Moto X: 2,000 jobs in Fort Worth, TX
- Apple Mac Pro in Austin, TX: 1,700 jobs
- Reason:
 - Government incentives

Plastic Tubing (Foreign Direct Investment)



- Netherlands to Campbellsville, KY
- 10 jobs
- \$800k investment to expand operations in order to manufacture pipe in-house
- Reasons:
 - Shipping costs
 - Government incentives



- Hybrid transmission components and transmission gear machining reshored from Japan
- Battery pack assembly from Mexico
- Steel forging from India
- Jobs reshored to OH, IL and MI
- Ford plans to add 12,000 U.S. jobs by 2015
- Reason:
 - To be sure quality standards are followed



- Flatrock, MI
- Mexico plant was at capacity so reshored expansion
- \$550 million investment
- Part of 2011 deal with UAW to add/retain 12,000 domestic jobs by 2015 and insource from Mexico, China, and Japan
- Recession restructuring made Ford leaner, more productive, and more efficient



- Mexico to Avon Lake, OH
- \$168 million investment in 2014
- \$200 million investment in 2016
- 150 jobs
- Reasons:
 - Quality
 - Labor concessions



- Expansion at Livonia, MI plant
- \$1.4 billion investment
- 500 new jobs
- Reasons:
 - Government incentives
 - Part of Ford's commitment to invest \$9 billion in U.S. plants over the next 4 years

2.0-liter EcoBoost Engine



- Spain to Brook Park, OH
- 450 jobs
- \$200 million investment

High Quality Apparel (Kept from Offshoring)

- Cleveland, OH
- 4 jobs
- Reasons:
 - Control
 - Quality



Forma Apparel
Manufacturing



Ethylene and Polyethylene (Foreign Direct Investment)



Formosa Plastics Group

- China and Taiwan to Port Comfort, TX
- \$3.7 billion capital investment
- Reasons:
 - U.S. price of natural gas
 - Environmental regulations
 - Natural resources

Source: Charles R. Morris, "Comeback: America's Economic Boom." Reuters. May 9, 2013.
Brian Wingfield and Yu Huay-Sun, "Chemicals Maker's \$2 Billion U.S. Bet Driven by Fracked Gas." Bloomberg. November 22, 2013.

<http://blogs.reuters.com/great-debate/2013/05/09/comeback-americas-new-economic-boom/>

Cables and Connectors (Foreign Direct Investment)



- Taiwan and China to Harrisburg, PA
- \$30 million capital investment
- Will create 500 skilled labor jobs
- Reasons:
 - Synergies
 - Skilled workforce availability
 - Customer preference for domestically made products
 - Committing additional \$10 million to Carnegie Mellon University for robotics R&D

Sources: Agence France Presse, Business Insider Australia. “iPhone Maker Foxconn Invests \$US40 Million in US Manufacturing.” November 22, 2013. <http://www.businessinsider.com.au/foxconn-invests-40-million-2013-11>

Brian Wingfield and Romy Varghese, Bloomberg Technology. “Apple Supplier Foxconn to Invest Millions in Pennsylvania.” November 22, 2013. <http://www.bloomberg.com/news/2013-11-21/iphone-maker-foxconn-said-to-plan-investment-in-pennsylvania.html>



- From Taiwan to Cincinnati, OH
- Ability to control own destiny
- Warranty reduced by 90% on custom presses
- Improved speed to market– at least 30
- Thus far has created 17 jobs
- Builds employee skills & morale
- Restoring long-term “Made in USA” heritage for Schwabe presses



Fruit Products (Foreign Direct Investment)



- Portugal to Rupert, ID
- 100 jobs

Plastic Cutlery and Service Ware (Foreign Direct Investment)

FULING®

- China to Allentown, PA
- Supplies plastic utensils to McDonalds, Burger King, Wendy's, KFC, and Subway. Also supplies Walmart and Target.
- \$21 million investment
- 75 jobs
- Reasons:
 - Will save \$10 million annually on shipping costs
 - Government incentives
 - Green considerations
 - Automation/technology

Sources: Sam Kennedy, "Chinese manufacturer brings 75 jobs to the Lehigh Valley." The Morning Sentinel, May 29, 2014.

Tony Deligio, "Chinese cutlery manufacturer adds production...in the U.S." Plastics Technology, June 3, 2014.

http://articles.mcall.com/2014-05-29/business/mc-chinese-plastic-company-comes-to-allentown-20140529_1_75-jobs-lvedc-valley-economic-development-corp

Windshields, Auto Glass (Foreign Direct Investment)



- China to near Dayton and Detroit
- 800 jobs in OH, 100 in MI
- \$200 million investment in OH, \$15.3 million in MI
- Reasons:
 - Government incentives
 - Rising wages
 - Higher productivity
 - Infrastructure
 - Skilled workforce
 - Eco-system synergies

Windshields, Auto Glass (Foreign Direct Investment)



- Fuyao Glass America, Inc. buys former GM plant
- China to Moraine, OH
- Plan to hire 1,550 workers
- \$360 million investment
- Reasons:
 - Government incentives
 - Rising wages
 - Higher productivity
 - Infrastructure
 - Skilled workforce
 - Eco-system synergies

Copper Tubing (Foreign Direct Investment)



- China to Wilcox County, AL
- 300-500 jobs
- \$100 million investment
- Reason:
 - Government incentives

Engine Components (Kept from Offshoring)



GE Aviation

- Asheville, NC
- Reasons:
 - Skilled and creative workforce
 - Innovation
 - Training program
 - Technology
- First time advanced ceramic-matrix composite materials being mass-produced anywhere in the world
- “Competency always trumps cost”



- High-tech batteries exported to emerging markets
- Manufactured in Schenectady, NY
- 370 employees
- Technological advancement has decreased number of factory employees BUT has led to development of GE Global Research Center (San Ramon, CA)
- 400 employees current
- Expected to hire additional 200
- “...probably the most competitive on a global basis that we’ve been in the past 30 years.” – G.E. CEO Jeff Immelt



- China to unionized facility in Louisville, KY
- 1300 jobs
- \$800 million invested to renovate facilities in Appliance Park
- Reasons:
 - Tax incentives
 - High-tech new model: IP risk
 - Ease of design collaboration with workers: retail price -20%
 - 2 tier contract
 - Chinese cost: -30% becomes +6% considering inventory and delivery problems
- Will move a “significant piece” of appliance production back



Bringing Production Back from China:

- Water heaters, refrigerators, and washing machines
- Unionized facility in Louisville, KY
- 1300 jobs, renovated facility, \$800 million invested
- Reasons:
 - Tax incentives
 - High-tech new model
 - Ease of design collaboration with workers: retail price -20%
 - 2 tier contract
 - Chinese cost: -30% becomes +6% considering inventory and delivery problems
- Jobs supported by U.S. suppliers: 20,000



- Mexico to Louisville, KY
- 300 jobs
- \$194 million investment
- Reasons:
 - Labor concessions
 - Government incentives
 - Total cost
 - Inventory
 - Customer responsiveness
 - Lean improvements
 - Tribal knowledge loss



- China to Bucyrus and Circleville, OH, and Mattoon, IL
- 150 jobs
- \$30 million investment
- Reasons:
 - Walmart's U.S. manufacturing initiative
 - Higher productivity
 - “Competitive advantage”

Biotechnology (Foreign Direct Investment)

The Genentech logo is displayed within a blue-outlined hexagonal shape. The word "Genentech" is written in a bold, blue, sans-serif font.

- Switzerland to Hillsboro, OR
- \$125 million investment (expansion)
- 100 new jobs

Car Tires (Foreign Direct Investment)

- Singapore to Chester County, S.C.



- 1700 jobs over the next 10 years

- \$560 million investment

- Reasons:

- Walmart's U.S. manufacturing initiative
- Meet growing North American demand
- Skilled workforce and training opportunities through the technical college system
- Proximity to major transportation infrastructure
- Proximity to deep water port facilities in Charleston
- Market access to growing Southeast region
- State's business-friendly environment



- Malta, NY instead of overseas location (Europe, Southeast Asia)
- \$8.5 billion factory
- 2,100 full-time jobs
- Job and skill training partnerships with 17 community colleges and 1 local high school
- Reason:
 - Skilled workforce availability

Construction Materials (Kept from Offshoring)



- Employs 700 employees at 3 plants in NE and 1 plant in KS, and continuing to hire
- Buying new machinery to increase output
- Reasons for not offshoring:
 - Quality
 - Weak dollar has increased global sales
 - Access to train lines make production in central Nebraska ideal for shipping goods around the world



- Reshored production and development to White Marsh, MD and Wixom, MI from Europe
- Total investment in MD ~\$250 million
- 20 employees, projected 190
- Reasons:
 - Proximity to market
 - Technology
 - Skilled workforce
 - Design and process control
 - Quality, reliability, and performance



- Mexico to Spring Hill, TN
- \$185 million investment, potentially up to \$350M
- 1800 jobs retained
- Reason:
 - To lower costs

Technology Services

(Reshoring / Kept from Offshoring)



- From outsourced and largely overseas workforce to two new in-house data centers in MI
- \$546 million investment
- Expects to hire 4,500 IT employees by the end of 2017 (including employees for four new innovation centers in TX, AZ, and GA)
- Reasons:
 - Quicker customer response time
 - Cutting costs of having an outsourced IT workforce will allow for reinvestment in innovation
 - To “get newer vehicle designs and technologies into our customers’ hands quicker”
 - Improve operational efficiency
 - “IT is back home where it should be”
 - “We must turn IT into a competitive advantage and not treat it as something that is just a utility”



- Mashpee, MA
- Inspired to start company after 2012 Bangladesh clothing factory fire
- 125 designers have expressed interest in moving manufacturing to MA from overseas
- Reasons:
 - Demand for higher quality, American-made products
 - Lower upfront costs mean less risk for designers
 - Lower shipping costs



- Brazil to Akron, OH
- 30-50 jobs will be reshored
- Reasons:
 - Improve efficiency
 - Reduce costs



- “...a computer that people will wear as a headset...”
- Contracting to Taiwanese Foxconn
- Assembling in Santa Clara, CA
- Reason:
 - R&D and manufacturing proximity

Outdoor Furniture and Housewares (Foreign Direct Investment)



GRACIOUS LIVING

- Toronto company opened its first U.S. based plastic injection molding plant in Buffalo, NY
- 250 jobs
- Investment of “tens of millions”
- Reasons:
 - Proximity to market
 - Government incentives

Source: James Fink, Buffalo Business First. “Canadian manufacturer, 250 jobs coming to Buffalo.” September 26, 2013.
<http://www.bizjournals.com/buffalo/news/2013/09/26/canadian-manufacturer-250-jobs-coming.html>.

Canadian Plastics. “Canada’s Gracious Living opening N.Y. manufacturing plant.” September 30, 2013.

Sheet Metal (Foreign Direct Investment)



- Germany to Omaha, NE
- Supplies parts to companies like Caterpillar and John Deer
- 30 new full-time jobs
- \$6 million investment

Vehicle Parts Supplier (Foreign Direct Investment)



- Germany to Lee County, MS
- 650 jobs
- \$30 million investment
- Reasons:
 - Proximity to market
 - Assistance provided by Lee County and Mississippi Development Authority (MDA)
 - Workforce training provided by MDA

Wood Pellets (Direct Foreign Investment)



- George County and Port of Pascagoula, MS
- Up to 141 jobs
- \$115 million investment
- Reasons:
 - Government incentives
 - Raw materials
 - Infrastructure

Source: Wally Northway, "Is onshoring the new trend? Local manufacturers finding a more level playing field." Mississippi Business Journal. November 29, 2013.

"Green Circle Bio Energy to Expand in Mississippi." Forest2Market. July 12, 2013.



- From Mexico and China to Tucson, AZ
- 12,000 sq. ft. expansion built to accommodate the reshoring of two large contract manufacturing programs with prominent healthcare OEMs
- GW Plastics offers advanced injection molding capabilities, as well as automated assembling and packaging capabilities
 - One project expanded from China: Advanced injection molding, automation
 - Second project relocated from Mexico: automated assembly and packaging

Automotive Parts (Foreign Direct Investment)



- Germany to Iuka, MS
- 80 jobs
- \$10 million investment
- Reasons:
 - Proximity to customers
 - Assistance with relocation costs and equipment purchases provided by Mississippi Development Authority (MDA)
 - Assistance also provided by Tennessee Valley Authority and Tishomingo County
 - Location in the Southern Automotive Corridor



- China to Shell Lake, WI
- \$5 million investment
- Planning additional capital investments
- Expected to add 150 additional jobs
- Reasons:
 - Total cost
 - Inventory
 - Environmental impact
 - Lead time
 - Walmart pledge

Source: Consumer Goods Technology. "Walmart, Suppliers to revive U.S. manufacturing." August 27, 2013. <http://consumergoods.edgl.com/trends/Walmart-Suppliers-to-Revive-U-S--Manufacturing88026>.

Reuters. "Wal-Mart 'Made in America' drive follows suppliers' lead." September 25, 2013. http://articles.economictimes.indiatimes.com/2013-09-25/news/42394568_1_walmart-u-s-suppliers-wisconsin-plant.



- China to U.S.
- Reason:
 - “Fits best with our core values of supporting our local community and providing the best possible product and service to out customers”
 - Walmart initiative

HANES *Brands Inc*

- Honduras to Clarksville, AR
- \$1.4 million investment
- 120 jobs
- Reasons:
 - Walmart initiative
 - Loyal workforce

Candles

(Kept from Offshoring)

- Fayetteville, AR
- 200 jobs
- Reasons:
 - Walmart initiative
 - Sales increased to \$30 million/year as a result of Walmart deal





- China and others to Ontario, NY
- 140 total workforce
- Reasons:
 - Inventory
 - Quality and consistency
 - Flexibility of scale
 - Shipping costs
 - Customers reshoring



- Canada to Massillon, OH
- 699 jobs
- \$28 million investment
- Reasons:
 - Government/tax incentives
 - Lean process implementation



- China to Holly Pond, AL
- 100 jobs
- Reasons:
 - Rising wages
 - Shipping costs
 - Quality

Source: Michael Tomberlin, "Holly Pond site that saved jobs after tornadoes will create jobs with new owner." AL.com. July 19, 2013.



- China to Minneapolis, MN
- Reshored production of a component
- 3 new jobs
- Reasons:
 - Quality
 - Automation

Passenger Vehicles (Foreign Direct Investment)



- Japan to Lincoln, AL
 - 50 new jobs
 - \$71.8 million new investment
 - Total plant employment is 4,000
 - Total plant investment is \$2 billion
- Japan to Anna, OH
 - \$340 million new investment into Anna Engine Plant
 - Total plant employment is 2,600
 - Honda employs about 14,000 people in Ohio

Source: Dawn Kent Azok, "Honda to add 50 jobs, invest nearly \$72 million at its Alabama plant." AL.com. February 10, 2014.

Archery Bows



- China to Kent, OH
- 20 jobs
- Reasons:
 - Lead time
 - Re-design
 - Skilled workforce availability



- Reshored from China to Vermont
- Reasons:
 - TCO analysis
 - Inventory
 - Lead time
 - Freight cost
 - Redesign and flexibility
- Make the right decision initially – bringing tooling back is difficult



The Solution: TCO Calculator

- Connected with the Reshoring Initiative and Harry Moser.
- TCO Calculator
- Helps identify all the elements that make up total cost.
- HF has worked through the tool to create a customized version that fits our business.
- Resulting in an easy to use desktop tool.

The Solution: TCO Calculator

- How It Is Used:
- **Mostly, fixed** input variables – only updated once a year.
- 8 user inputs that need to be filled for each analysis.
- Results in a calculated total cost for both sources.
- When It is Used
- New product development & during evaluation of existing components.

The Solution: TCO Calculator

Part Number	#23576
Part Description	Aluminum Casting
Name	Steve Wiegers
Date	Tuesday, August 21, 2012
Domestic Vendor Name	Syca Industries
Offshore Vendor Name	Caletra - Extra Light
Additional Comments	Syca Industries will be producing a sand casting.

User Inputs	U.S.	Offshore	Common
Country of origin	<input type="checkbox"/>	<input checked="" type="checkbox"/> China	<input type="checkbox"/>
Unit Cost, \$	\$9.51	\$7.72	<input type="checkbox"/>
Minimum Order Quantity	100	250	<input type="checkbox"/>
Annual Forecast Quantity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/> 150
Product category	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/> Non Glass
Unit Weight, pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/> 0.50
Quality, rework, warranty, % of cost	0%	0%	<input type="checkbox"/>
Tooling cost	\$ 1,850	\$ 4,690	<input type="checkbox"/>

TCO analysis
background information
– for file.

8 user inputs filled in
each time.

Key Variables to HF:

- MOQ (Minimum Order Qty)
- Supplier Lead-times
- Landed Cost – Including expedited freight costs
- Annual Forecast Qty. – for the component
- Product Life

The Results:

- We are making decisions on a component by component basis.
- Have seen components that would have been sourced overseas now sourced domestically.
- Trends
- Components that have had a unit price difference of 50% or less have been good candidates for keeping domestic. (Is that U.S. 50% above China or China 50% below U.S.?)
- Size/Weight of component and tooling costs make a big difference.
- Beginning to see some trends among component types/commodities.

What we have learned:

- Not just a Supply Chain decision making process.
- Need to train Engineering and Product Development teams.
- Make the right decision when a component is first sourced.
- It is more difficult and costly to re-source.
- Potentially reinvest in tooling and training.

Challenges:

- Need to change the mindset of the entire business.
- Product Costing
- Develop or find new domestic suppliers who compete well in the total cost model.
- Domestic suppliers to OEM's need to be educated.
- Difficulty locating domestic sources for some part types.
- New way of thinking!

Hubei Xingfa Chemicals Group (Foreign Direct Investment)



湖北兴发化工集团股份有限公司
HUBEI XINGFA CHEMICALS GROUP CO.,LTD

- Opening U.S. headquarters and manufacturing plant in Georgia: 2014
- 50 jobs
- Phosphates
- Reasons:
 - Infrastructure
 - Skilled workforce and availability

Source: Office of the Governor, Governor Nathan Deal. "Deal: Chinese phosphate company to create 50 jobs in Georgia." August 22, 2013. <http://gov.georgia.gov/press-releases/2013-08-22/deal-chinese-phosphate-company-create-50-jobs-georgia>

Automotive Components (Foreign Direct Investment)



- Korea to Shorter, AL (2003)
- 490 employees



- China to Pensacola, FL
- Moved molding operation back to U.S.
- Reasons:
 - Inventory
 - Supply chain
 - Shipping costs
 - To “improve the company’s bottom line”

Solar Power Plants (Foreign Direct Investment)



- Spain to Alamosa, CO, and Copper Crossing, AZ



- Baltimore, MD
- \$100,000 award from InvestMaryland Challenge, used it to install manufacturing equipment in new facility in Baltimore area
- Reasons:
 - “We’re really striving to be able to put a sticker on our box that says ‘Made in the U.S.A.’ ”
 - Customer Demand
 - Quality



- China to Waldsworth, Ohio
- 40 jobs
- Reason:
 - Walmart initiative



LED Lighting | Forged in America™

- China to Boyertown, PA
- Resulting 300% sales increase
- Reasons:
 - Total Cost
 - Automation
 - Proximity to customers

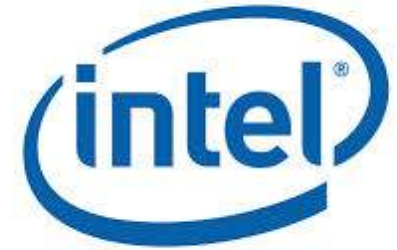
Sources: American Jobs Alliance. “U.S.-Based Manufacturer Reaps Major Rewards by Re-Shoring.”

Packaging for the Petrochemical Industry (Foreign Direct Investment)



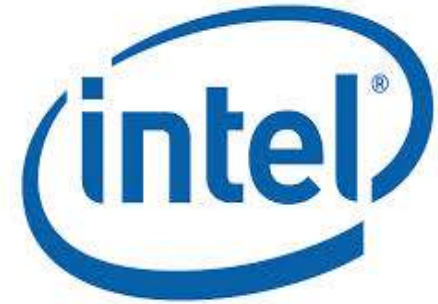
- Lebanon to Longview, TX
- \$13 million investment
- 18 new jobs
- Reasons:
 - To expand market in the region
 - Proximity to market
 - Lower cost of raw materials

14nm-circuit Computer Chips (Kept from Offshoring)



- Chose to expand plant in Chandler, AZ, in 2011 rather than offshore to Asia
- \$5 billion investment
- 4,000 new employees
- Reasons:
 - Intellectual property risk
 - Skilled workforce
 - Automation
 - Existing factory infrastructure

Microchips (Kept from Offshoring)



- Hillsboro, OR
- \$2 billion investment (plant expansion)
- Quality
- Security concerns
- Consumer preference for products manufactured in the US



- Denver, CO
- Contract manufacturer benefited from reshoring
- \$2 million investment in machinery
- 200 employees
- Reasons customers reshored:
 - R&D
 - Lean
 - Supply Chain Interruption Risk
 - Higher productivity
 - “Cradle to grave” service



- France to Cambridge, MA
- 60 jobs, with plans to add 20 more
- Reasons:
 - Presence/proximity of growing pharmaceutical and biopharmaceutical industries
 - Sees US as new growth market
 - Skilled workforce and talent in NJ
 - Access to US patients

Leather Tanning (Foreign Direct Investment)



- Vietnam and China to Vicksburg, MS
- Leather supplier to footwear companies such as Timberland, Rockport, the US Military and others
- 366 jobs
- \$10.1 million investment
- Reasons:
 - Lead time/time to market
 - Quality
 - Proximity to North and South American markets
 - Government incentives

Taco Plate (Kept from Offshoring)



JARRATT
INDUSTRIES LLC

- Prairie Grove, AR
- Produced at PolyTech Plastic Moldings
- Reason:
 - Walmart initiative

Joseph-Samuel Specialties

- Thomasville, NC
- Transport costs: Oil prices



Karen Kane

- China to Los Angeles, CA
- Reasons:
 - Quality control
 - Rising labor and duty costs in China
 - Nimble companies are better able to capitalize on a trend
 - More sophisticated manufacturing techniques means production is no longer prohibitively expensive





- Produced in North Carolina
- 100 jobs
- \$28 million investment to expand its Made in the USA program
- Reason:
 - “Sock initiative” with Walmart

(Foreign Direct Investment)



- China to Lancaster County, SC
- 500 jobs
- \$218 million investment
- Reasons:
 - Freight cost
 - Price
 - Rising wages
 - Quality
 - Infrastructure
 - Skilled workforce availability
 - U.S. energy costs
 - Government incentives

Source: John Fossey, Manufacturing Trends and News. "Manufacturing jobs: how to turn America." January 6, 2014.
Cameron McWhirter and Dinny McMahon, The Wall Street Journal. "Spotted Again in America: Textile Jobs." December 22, 2013.
South Carolina Department of Commerce. "Keer Group to invest \$218 million, create 501 jobs in Lancaster County." December 16, 2013.



- Moved from overseas to CT
- Makes clothing out of repurposed materials from landfills
- Reasons:
 - Lead time: Cut average lead time in half
 - Ability to collaborate and monitor quality
 - Sales: A major portion of work comes from collegiate athletic programs, and to be able to produce a sample in a week, as opposed to a month, makes the sales process markedly easier
 - Customer retention: Customer satisfaction and retention rates up
 - Customer base willing to pay premium for quality, green, and made in USA



- China to Clarendon County, South Carolina
- \$4.3 million investment to construct a manufacturing facility
- 175 jobs
- Reasons:
 - Rising labor costs in China
 - Walmart pledge
 - Government incentives
 - Infrastructure and connectivity to major population centers



- China to Hatfield, PA
- Began moving production back to US during recession (2008 and on) to avoid major layoffs due to fall in demand
- By 2013, local jobs had increased from 150 to 200
- Reasons:
 - Re-design
 - Delivery and lead time
 - Quality and materials control (safety issues)
 - Rising labor and transportation costs
 - Communications
 - IP risk
 - Walmart initiative



- Offshored to China in 2009, announced reshoring to Lakewood, NJ in 2012
- 50+ employees
- Reasons:
 - Proximity to customer/lead time
 - Customer demand for products made in U.S.
 - Rising wages offshore
 - Skilled workers and higher productivity in U.S.



- Montreal
- Produces 35% of products in Montreal, plans to increase that percentage
- Reasons:
 - Automation/Technology
 - Corporate social responsibility
 - Rising costs overseas
 - Re-design
 - Quality
 - Green considerations



- Mexico to Allen, TX
- \$26 million capital investment
- 80 new jobs
- Reasons:
 - Delivery to market
 - Simplify logistics
 - Quality

Tea Light Candles (Foreign Direct Investment)

- Poland to Virginia
- 170 jobs
- \$18.5 million
- Reason:
 - Walmart initiative





- Single-source supplier/manufacturer
- Bringing customers back from Chinese/offshore manufacturers
- Reasons:
 - Quality
 - Shorter supply chain

“Big Gripper” Plastic Buckets (Kept from Offshoring)

LEAKTITE

- Leominster, MA
- Home Depot is the primary distributor
- Reasons for not offshoring:
 - Image/brand
 - Increased consumer and retailer preference for American-made products
 - Freight cost
 - Lead time
 - U.S. cost of natural gas, energy

Source: Jon Chesto, Boston Business Journal. “Leominster firm’s bucket plant shows how a local manufacturer can beat overseas rivals.” January 9, 2014.

http://www.bizjournals.com/boston/blog/mass_roundup/2014/01/leaktites-leominster-made-big-gripper.html?page=all

Computers (Foreign Direct Investment)



- China to Whitsett, N.C.
- 115 manufacturing jobs, 185 logistics and refurbishment jobs
- Reasons:
 - Freight cost; Rising wages; Skilled workforce; Re-design; Lead time
 - 10-20% growth every quarter and year since beginning U.S. manufacturing
 - Morrisville, NC, call center: 185 jobs

Sources: “Has U.S. Manufacturing’s Comeback Stalled?” Pew Charitable Trust.

“Made in America? How to know which flag-waving products are true red, white, and blue.” Consumer Reports.

“Made in America: How PC Giant Lenovo Eclipsed HP.” Bloomberg News.

Tom Spring, CRN. “10 Tech Companies Bringing Jobs Back to the U.S.” Nov. 15, 2013., “Lenovo’s North Carolina Onshoring Effort: One Year Later.” December 26, 2013.



- India to Longmeadow, MA
- Parent company Newell Rubbermaid bought plant for \$450m
- \$60m capital investment in factory renovations
- 75 new jobs created
- Reasons:
 - Skilled labor force (building a training center just off factory floor)
 - Quality
 - 'Made in America' appeal to consumer
 - R&D



- China to Bothell, WA
- “Green” philosophy:
 - Reduces waste
 - Machines use cleaner energy sources
 - More efficient
- Support American job growth
- Cost-benefit analysis: no loss of competitive price advantage
- Reasons:
 - Time to market
 - Freight Cost
 - Rising Wages
 - Quality



- China to San Clemente, CA
- Reasons:
 - To save cost, time
 - 2%-5% cheaper when you consider all the costs
 - Communication was too difficult

Steel Water Control Gates (Foreign Direct Investment)



- Guelph, Ont. to Lackawanna, NY
- Reasons:
 - “Buy American Act”
 - Image as Canadian company “made landing American contracts challenging”
 - Lower taxes, property costs
 - Skilled workforce, lower wages than Canada



- China to Hudson, OH
- 50 jobs
- \$3 million investment in new injection molding technology
- Reasons:
 - Freight cost
 - Rising wages
 - Image/brand
 - U.S. price of natural gas, chemicals, electricity



- China to Chino, CA in 2013
 - 40 new jobs
 - \$12 million investment
- Warehouses in Sumner, WA and Summerville, SC
- Expansion- 2016-2018
 - Warehouse in Wilmer, TX and plant in Rockwall, TX
 - 200 new jobs
- Reasons:
 - Shorten lead time, reduce shipping cost
 - Proximity to increased customer demand
 - Consumer preference for “Made in America” products
 - Quality
 - Automation

- China to West Chester, OH
- Reasons:
 - Freight cost
 - Rising wages
 - Quality
 - Raw materials cost
 - Time to market
 - Proximity to new customers



- Overseas to Allendale County, South Carolina
- 125 jobs
- Reason:
 - Walmart initiative
 - Cheaper to produce in South Carolina than in China
 - Quality
 - Business-friendly climate
 - South Carolina is in the middle of the textile belt

Screen Printed Logos for the U.S. Army (Foreign Direct Investment)



- Norway to Columbus, MS
- 6 jobs

Cowboy Boots

(Reshoring/ Kept from Offshoring)



- Based in El Paso, TX
- 400 jobs
- Enlisted the help of the Texas Manufacturing Assistance Center, Univ. of Texas at El Paso to increase efficiency and competitiveness
- Brought back outsourced production from Mexico
- Reasons:
 - To keep jobs in El Paso
 - Lean manufacturing
 - Time to market



- Bought by private equity firm
- China, Indonesia, and Mexico to Tullahoma, TN and Los Angeles, CA
- Denim to be sourced from Greensboro, NC
- 40 jobs in TN
- Reasons:
 - “Sweatshops, patriotism, and environmental concerns”
 - Image/brand
 - Quality

Source: Racked. “Lucky Brand Jeans Goes American-Made” July 26, 2013.

Ida Hargitai, Made and Worn. “Lucky Brand Jeans Will Be Made in the USA Again.” July 28, 2013.

Cathy Aycock, Shopping Diva, The Tennessean. “Lucky Brand back in the USA.” October 22, 2013.



- Salt Lake City, Utah
- 35 jobs
- Reason:
 - Walmart initiative

Linear and Rotary Position Sensors (Kept from Offshoring)



- Pennsauken, NJ
- Reasons:
 - Re-design and customization
 - Image/brand
 - Just-in-time delivery
 - Greater control
 - Higher quality
 - Demand from customers for Made in USA

Glass Wall Curtain Manufacturer (Kept from Offshoring)

- \$50MM Company was looking to move operations to Mexico from the Bay area, affecting 75 employees
- Manex employed TCO to show the total impact:
 - Direct labor is significant but,
 - Indirect and secondary costs (Warranty, travel, logistics, transportation, 3rd party subcontracting fees, worker safety etc.)
 - Company is relocating to a newer and larger facility in the East Bay and through lean efforts will reduce costs. Plan to double sales over next 5 years
 - Attractive real-estate pricing made the move a cost saver
 - Can now add second shift operations

Toilets (Kept from Offshoring)

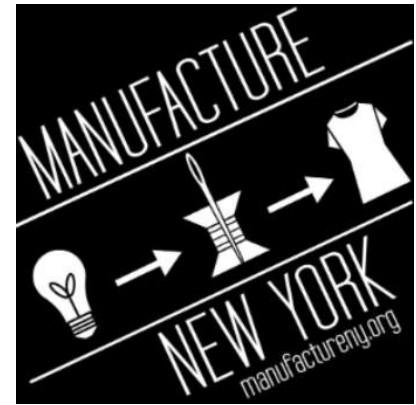


- Perrysville, OH
- \$9 million expansion
- 110 jobs already added, expected 70 additional
- Reasons:
 - Lead time
 - Customer preference responsiveness
 - Image/brand
 - Automation/technology

Source: James R. Hagerty, The Wall Street Journal. "America's Toilet Turnaround." September 24, 2013.

- In 2014, closed offshore location in India and brought the jobs to Bridgewater, NJ
- 20 jobs
- Reasons:
 - Frequent employee turnover in India
 - Overhead cost of maintaining distant operations was offsetting the savings from cheaper wages
 - Rising cost of living in India put upward pressure on wages
 - Time zone differences impeded productivity
 - Time demands of managing overseas employees
 - Travel cost
 - Skilled workforce
 - Lead time

- Brooklyn, NY- 160,000 sq. ft. production facility
- Provides resources that will create 280+ jobs in garment manufacturing
- \$60 million/year economic impact for NYC
- “Vertically integrated design, production, and technology incubator”
- Reasons:
 - Sustainability
 - Foster local economic development
 - “When smaller designers demonstrate the successful bottom line of local sourcing, larger corporate brands may begin to move some production back to the U.S.”



Steel Wire and Sheet Metal (Kept from Offshoring)



- Baltimore
- “The energy boost is contributing to our own purchases of steel from Indiana and Pennsylvania” – Drew Greenblatt, President
- Exports to China and Mexico: increased from 5% to nearly 20% of total sales; increased from 20 to 30 employees (2008-2010)
- “American labor, American robots, American steel”
- Higher quality, lower cost

Wind Towers (Foreign Direct Investment)



- Canadian company opens 150,000 sq. ft. plant in Brandon, SD
- 250 jobs by 2014
- Reasons:
 - Proximity to U.S. market
 - Skilled workforce
 - Pro-business climate

M&M's and Snickers

MARS

- Built new plant in Topeka, KS
- 200 jobs
- \$270 million investment
- Reasons:
 - Proximity to market
 - Currency variation
 - Government incentives
 - Lead time
 - Skilled local workforce
 - Proximity to transportation network
 - Sustainability



Source: "Sweet return for Mars Inc. to the U.S." Economy Watch. July 3, 2011.

<http://www.mars.com/global/press-center/press-list/news-releases.aspx?SiteId=94&Id=5589>. Mars, March, 2014

M&Ms image from mars.com.



- Reshored from China to Milwaukee, WI in 2010
- 100 jobs
- Productivity 6X as high as China
- Milwaukee plant operating at capacity for first time is 15 years
- Reasons:
 - Total cost and more competitive overall cost structure
 - Control
 - Customer service
 - Economic benefit to Wisconsin

Sources:

“Master Lock Highlighted in State of the Union Address for Moving Jobs Back to U.S.” January 24, 2012. http://www.masterlock.com/about_us/Master_Lock_Highlighted_In_2012_SOTU_Address.jsp.

Uttara Choudhury, First Post. “U.S. firms ‘reshore’ manufacturing as costs rise in China, India.” March 29, 2013. <http://www.firstpost.com/world/us-firms-reshore-manufacturing-as-costs-rise-in-china-india-678613.html>. MSNBC.com 6/29/11 Scott Malone



- Reshored manufacturing of many of its products
- Reasons:
 - Walmart incentive
 - Port delays
 - Manufacturing in the U.S. is increasingly cost effective

- Reshoring manufacturing from Taiwan to Monument, CO, beginning 2013
- Spent \$70,000 on 3-D printer
- Plans to invest \$500,000 over three years for 3-D printing equipment
- 25 jobs
- Reasons:
 - Available technology: 3-D printing
 - Faster prototyping
 - Easily expand product line

Paper-based 3-D Printer Manufacturer (Foreign Direct Investment)



- Ireland to Taunton, MA
- Reason:
 - Proximity to US market and educational system

Custom Injection Molder



- Reduced delivery time by reshoring
- Delivery times for customers cut from 6 months to 6 weeks
- Customers that once sourced 1 million parts per month from China now are buying 3.5 million parts per month from MDS
- Faster delivery time and consistent quality has helped fuel growth

Plastic Construction Toys (Nearshoring)



- China to Montreal in 2013
- Mattel purchased Mega Brands in 2014 and plans to expand Mega Bloks operation in Montreal in order to take advantage of existing manufacturing expertise
- Millions invested in Montreal plant to add molding capacity, as well as packaging machinery, making it easier for Montreal to compete with China's factories
- Reasons:
 - Automation
 - Image/Brand
- As of the fall of 2013, Mega Brands was molding more than half of its toys in Montreal, supporting more than 1,200 jobs

Custom Windows and Doors (Foreign Direct Investment)



A better world inside and out.™

- Germany to Chicopee, MA
- \$5 million in tax-exempt state bond proceeds to be used to buy manufacturing equipment and to renovate a vacant building
- Project will create 50 jobs during the next 5 years
- Reason:
 - Government incentives (MassDevelopment)
 - Proximity to North American commercial and residential building markets
 - Appreciation in the US for finely-crafted windows from Germany

Automobiles & Logistics (Foreign Direct Investment)



Mercedes-Benz

- Germany to Tuscaloosa, AL
- 1,400 new manufacturing jobs
- \$70 million investment in logistics center
- 600 jobs at logistics center

Source: Adam Thomas, "Mercedes-Benz bringing 1,400 new jobs to Alabama." Yellowhammer News, October 3, 2013.
"Mercedes-Benz opening logistics center in Alabama." AP. December 18, 2013.



- Animal Health administrative operations (not including manufacturing) reshored from the Netherlands to Summit, NJ
- 300 jobs
- Reasons:
 - Centralizing overseas operations as part of cost-savings plan
 - Skilled workforce availability

- Expanding in Parsippany, NJ plant over plants in Pennsylvania and Hungary
- Reasons to manufacture in New Jersey:
 - Highly skilled workers
 - Access to universities
- Metem's CEO on the company's growth: "One of the great things about gas turbines is that the U.S. really has a leadership position in that technology. We are seeing our customers bring turbine manufacturing back to the U.S. from other parts of the world."

Ball and Cylindrical Roller Bearings (Foreign Direct Investment)

- Italy to Walterboro, South Carolina
- \$4.5 million investment
- 50 new jobs over next 5 years
- Working with state program, readySC, to create a customized, pre-employment training program
- Reasons:
 - Proximity to US market
 - Infrastructure: Proximity to Port of Charleston for import/export needs
 - Government incentives



Methanol Production (Foreign Direct Investment)



- Canadian company moved plant from Chile to Louisiana
- Reasons:
 - Cheaper natural gas because of shale boom
 - “Stable and well-regulated and organized market.”
 - Long-term supply security

Source: Danielle Levy, CityWire Wealth Manager. “Is it time to play the ‘nearshoring’ boom?” August 21, 2013. <http://citywire.co.uk/wealth-manager/is-it-time-to-play-the-nearshoring-boom/a697719>

Soap (Foreign Direct Investment)

method®

- Owned by Ecover, a Belgian company
- Opening first U.S. plant in Chicago's South Side in 2014
- 100 jobs
- \$33 million investment
- Reasons:
 - Image/brand
 - Government incentives
- Ecover will receive \$1.1 million in tax credits over 10 years
- Approximately 1/3 of project's cost will be covered by city and state

Surface Hub Touchscreen Computer (Kept from Offshoring)



- Wilsonville, OR
- Reasons:
 - Microsoft could not find existing assembly lines in Asia to build it on
 - Quality
 - Expensive to ship
 - Skilled workforce

“Chow Tower” Plastic Dog Feeder



- China to Rush City, Minnesota
- Saved “thousands” by reshoring production of the Chow Tower
- In recent years, the company brought back a dozen products to the U.S.
- Reasons:
 - Rising wages in China
 - Employee turnover rates
 - Ocean freight costs had doubled
 - Cost analysis

Technology Services (Foreign Direct Investment)



- Indian company opened IT services center in Gainesville, Fla.
- 400 jobs
- Reasons:
 - Partnership with College of Engineering at University of Florida
 - Skilled workforce availability and training
 - Proximity to clients

Compressors and Steam Turbines (Foreign Direct Investment)

- Japan to Pearland, TX
- 200 jobs
- \$75 million capital investment





- Georgia
- Reason:
 - Walmart initiative

Water-Soluble Polymers (Foreign Direct Investment)

- Japan to Portage, IN
- 150 jobs
- \$95 million capital investment
- Reasons:
 - Eco-system synergies
 - Government Incentives
 - Higher productivity
 - Skilled workforce availability/training
 - Natural resource availability





- Woodridge, IL
- Supplies construction equipment market
- Had quality issue with a Chinese component
- Found local IL source
- Result:
 - Quality problem fixed
 - Inventory cut by 94%
 - \$60M order

Cargo Systems for Auto Industry (Foreign Direct Investment)



- Japan to Lafayette, IN
- Supplier to Subaru; 2016 expansion to support increased production at Subaru's assembly facility in Lafayette
- 32 new jobs, 37 retained
- Example of Subaru's ripple effect on Indiana's automotive supply chain: 150,000 new jobs since 2013
- Reasons:
 - Proximity to customers
 - Time to market
 - Quality
 - Skilled workforce
 - Work ethic

Hi-Chew Candies (Foreign Direct Investment)

- Japan to Mebane, NC
- 90 jobs
- \$48 million investment
- Reason:
 - Government incentives
- Japan's largest candy and confectionary firm



Electrical Equipment (Foreign Direct Investment)



- Japan to Lincoln, NE
- Supplier to Kawasaki Motors, also located in Lincoln
- Initially, only a “handful” of new jobs. Long term, “the hope is that the company will locate a larger manufacturing and supply operation in Lincoln”
- Reason:
 - Strategically located in close proximity to Kawasaki Motors



- Mexico to Pelahatchie, MS
- Won Chrysler contracts over bidders and parts makers from Mexico, Europe and Korea
- Reasons:
 - Quality: “Zero defects record”
 - Trust
 - Price

Source: Jeff Amy, “Miss. Aims to lure factories from other countries.” Business Week. August 21, 2012.

Ted Carter, “Mississippi getting the nod in reshoring decisions.” Mississippi Business. August 26, 2012.

Wally Northway, “Is onshoring the new trend? Local manufacturers finding a more level playing field.” Mississippi Business Journal. November 29, 2013.



- China to Glendale Heights, IL in 2014
- Increase local employment by 25%
- Reasons:
 - Flexibility
 - Price: “Lower volume customers want the flexibility of assembling their products in Asia or locally at the best price.”
 - Lead time
 - Freight Cost
 - Labor Cost
 - Re-design, manufacturing/engineering innovation

- China to Bradenton, FL
- Expected 283 jobs
- Reason:
 - Automation/technology



- Canada to Springfield, IL
- Reasons:
 - Currency variation
 - Rising wages
 - Total cost
 - Labor concessions



- Returned from China, India and Brazil to Columbus, GA
- 350,000 sq. ft. factory
- 900 employees
- Reasons:
 - Slow response from contract suppliers, esp. lower tiers
 - Chinese wages up
 - Eliminate silos by having mfg. near engineering and customers

Technology Services (Foreign Direct Investment)



- Brazil to Columbus, OH
- Established its North American headquarters in Columbus region
- \$135,000 investment
- 20 jobs
- Reasons:
 - “Exceptional cost of doing business”
 - Centralized location
 - Skilled workforce availability and training
 - “Diverse economic environment”



- China to Stratham, NH
- Expected 200 employees
- Expected \$5 million investment
- Reasons:
 - Automation/technology
 - Total cost
 - Image/brand

Technology Services (Foreign Direct Investment)



- Israel to Pittsburgh, PA
- 200 jobs
- Center will serve as the pilot location for the Ness Returning Veterans Career Development Initiative
- Reasons:
 - Access to a highly-educated talent pool
 - Proximity to US corporate locations
 - Availability of relevant technology and expertise
 - Fewer cultural barriers
 - Less time zone disparity

Source:

<http://www.prnewswire.com/news-releases/ness-technologies-announces-opening-of-new-software-development-center-in-pittsburgh-197319591.html>

Socks

(Kept from Offshoring)



- Mt. Airy, NC
- Reasons:
 - Image/ Brand
 - “Farm to feet”

- China to Houston, TX
- 250-300 jobs
- Reasons:
 - Quality issues
 - Goods damaged in transportation
 - Spending 30% more on labor, but after lower shipping costs, fewer defects, and increased automation, overall will be only 4% higher
 - Expects the “Made in the USA” demand to offset the 4%



Sneakers (Kept From Offshoring)



- Domestic factories are located in Mass. and Maine
- One fourth of New Balance shoes are made or assembled in the US
- Reasons:
 - Faster delivery
 - Faster innovation
 - Competitive advantage of 'Made in the USA' label
 - Quality
 - Commitments to the communities



- Brooklyn, NY
- Provide resources that could create 300 jobs by 2015
- 3D printing for design and prototyping
- “A place that gives NY-based entrepreneurs, innovators, designers and engineers an opportunity to launch their businesses and create jobs more than a year ahead of schedule”

Passenger Rail Cars (Foreign Direct Investment)



- Japan to Rochelle, IL
- 90 jobs
- \$100 million capital investment
- Reasons:
 - Government Incentives: Buy America Act
 - Increased competitiveness in American market

Automobiles

(Foreign Direct Investment)



- 2012: Mexico to Canton, MS, added production of 2013 Sentra
 - 1000 jobs add, \$20 million spent in tooling, fended off UAW organizing effort
- 2013: Madison County Economic Development Authority approved \$100 mil. in bonds to construct buildings for Nissan plant's suppliers
 - 800 new jobs: 400 supplier jobs, 400 Nissan
 - Currently 69% of North American sales are manufactured in N.A.: increase to 85% by 2015
 - Nissan has received \$1 billion value in incentives (including tax breaks) from state. In turn, Nissan has invested \$2 billion.

Automobiles

(Foreign Direct Investment)



- Japan to Canton, MS
- \$2.9 billion investment
- Nissan Canton Vehicle Assembly Plant directly employs 6400 people, generates over \$300 million a year in local and state taxes, and generates \$2.6 billion a year in disposable income
- Plant is responsible for 25,000 jobs statewide
- Benchmark: By 2015, 85% of all Nissan vehicles sold in the US to be built in North America
- Reasons:
 - Government incentives
 - Proximity to market
 - To rationalize supply chain

Lithium Sulfur Battery Materials, Prototypes (Kept from Offshoring)



- Rochester, NY
- Expected to create 100+ full-time jobs
- \$2.6 million capital investment
- Reasons:
 - Skilled workforce availability and training
 - Government incentives
 - “100+ year history of advanced materials innovation and manufacturing”
- Expected to have a “positive regional economic impact of ~\$50 million”

Socks

(Kept from Offshoring)



- Kept from offshoring, North Carolina, 2013
- 100 new jobs
- \$28 million additional investment
- Expanding “Made in USA” program alongside Walmart’s initiative

Sources:

Chuck Crumbo. Columbia Business Report. “TV Maker tunes into U.S. manufacturing resurgence.” August 28, 2013. <http://columbiabusinessreport.com/news/48703-tv-maker-tunes-into-u-s-manufacturing-resurgence?rss=0>.

Consumer Goods Technology. “Wal-Mart, suppliers to revive U.S. manufacturing.” August 27, 2013. <http://consumergoods.edgl.com/trends/Walmart,-Suppliers-to-Revive-U-S--Manufacturing88026>.

Industrial Hoses (Foreign Direct Investment)

- Germany to South Bend, IN
- 32 jobs
- \$1.87 million investment
- Reasons:
 - Central location/transportation hub
 - Government incentives

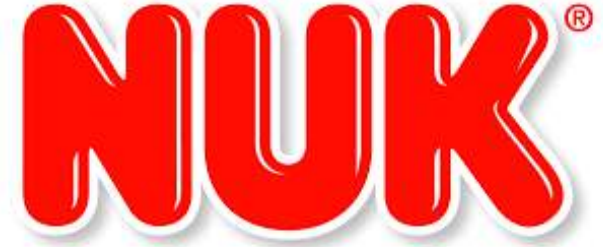


Yarn

(Kept from Offshoring)



- Fosston, MN
- Reasons:
 - Established a new wool mill because the region hadn't had one since the 1920s
 - Before the mill, local sheep ranchers often had to ship wool to Canada for processing
 - Saves shipping time, reduces tariffs at border crossings, and reduces the carbon footprint
 - “Local sheep shearers are coming out of the woodwork”
 - Keeping the “Made in USA” wool tradition alive



- Europe to Reedsburg, WI
- Reason:
 - Walmart initiative
 - “Made in the U.S.A.” brand appeal

(Foreign Direct Investment)



- Netherlands-based OCI N.V.
- Iowa Fertilizer based in Lee County, Southeast Iowa
- OCI N.V. to invest \$1.8 billion investment into the Iowa Fertilizer Plant
- Will provide “thousands” of jobs and increased revenue to Lee County
- Reasons:
 - Lower energy prices
 - Growing demand in U.S. for fertilizer
 - Proximity to market (main competitors are based overseas)

Plastic Packaging Products (Foreign Direct Investment)



OCTAL

- Oman to West Chester, OH
- \$18 million investment
- 50 jobs
- Plans to spend an additional \$10 million in next year
- Will add an additional 30 jobs
- Reason:
 - Government incentives

IT Service Provider (Kept from Offshoring)



- Based in Macon, MO
- “Impact Sourcing”: Positively transforming a community by “retooling” its workers through specialized training
- Reasons:
 - Company loyalty, lower employee turnover
 - Low cost of living in small, rural cities allows the company to compete with overseas labor
 - “Companies learned that time difference, language, culture, and people really do matter”



- Mexico to Hillsboro, OR
- 130 new jobs (in addition to 300 jobs retained)
- Reasons:
 - Meet customer demand
 - Government incentives

Nitrogen Fertilizer (Foreign Direct Investment)



- Egypt to Wever, Iowa
- \$1.4 billion plant
- Reasons:
 - Proximity to raw materials and customers
 - Government incentives: \$100 million in tax relief
 - U.S. price of natural gas



- Reshored from Mexico to Florence, SC in 2012
- 380 jobs
- \$40 million capital investment
- Reasons:
 - Proximity of R&D to manufacturing
 - County economic incentives

Sources:

Tucker Mitchell. SC Now. "It's official: Otis closes deal to locate in Florence." August 18, 2011. http://www.snow.com/news/business/article_39e9c5f6-e2c9-5258-8f10-615a2df5297f.html.

PricewaterhouseCoopers. "A homecoming for US manufacturing? Why a resurgence in US manufacturing may be the next big bet." September 2013. http://www.pwc.com/en_US/us/industrial-products/publications/assets/pwc-us-manufacturing-resurgence.pdf. 273

- Make major changes one at a time and in phases
- Spend the money to rectify short-term problems
- Identify risks and put mitigation plans into place before problems occur
- Ensure a reliable back-up production system is in place in case of backlog, etc.
- Confirm in advance the existence of capacity for required production in new location (e.g. workforce)
- Account for external forces (e.g. market rebound)
- Be conservative: “under-promise, over-deliver”

Sources: Ted Mann, “Otis finds ‘reshoring’ manufacturing is not easy.” The Wall Street Journal. May 2, 2014.

“When it comes to reshoring, detailed planning and expectation setting is key, Otis Elevators learns the hard way.” Supply Chain Digest. May 5, 2014.



- Reshored 15-20% of volume from China in 2012
- 485 jobs at 5 major U.S. suppliers, 2 of which are in Colorado
- Reasons:
 - Total cost
 - Time to market
 - Automation

Prosthetics (Foreign Direct Investment)



ottobock.

- Germany to Salt Lake City, UT
- 80 new jobs
- Reasons:
 - Synergies
 - Government incentives



- China to Eagan, MN
- 12 new jobs
- Reasons:
 - Production overseas too inefficient
 - Minor problems on orders created major problems because reshipping took 6 weeks
 - Sometimes reorders on a “hot” product arrived too late, causing lost sales



- China to Acton, MA
- 120 jobs
- Reason:
 - Faster turnaround time needed for sporting events
 - Ability to respond in “real time”

Die Castings (Kept from Offshoring)



- Harrison, AR
- \$49M capital investment
- Reasons:
 - Eco-system synergies
 - Manufacturing and engineering joint innovation
 - Re-design of the part
 - Skilled workforce
 - Walmart
 - Customer responsiveness improvement



Pausa Furniture, Inc.

- Reshored sourcing from Italy and Indonesia, 2012
- Jamestown, NC

Source:

Bill Esler, Woodworking Network. "Wood Industry Sees Return of 'Made in America.'" June 7, 2012. <http://www.woodworkingnetwork.com/articles/archives/WWP-wood-products-magazine/Wood-Industry-Sees-Return-of-Made-in-America-157795515.html?view=all#sthash.CgFIS4DU.dpbs>.



- China to Kirkland, WA
- 15 jobs
- Pebblebee’s next product, Stone, and products to follow will be produced entirely in the US
- Reasons:
 - Slowdowns at ports endangered customer relationships
 - Inconsistent quality

Sources:

<http://www.bizjournals.com/seattle/blog/techflash/2015/06/kirkland-startup-pebblebee-s-reshoring-efforts.html>

<http://www.bizjournals.com/seattle/blog/techflash/2015/02/no-ports-better-than-slow-ports-startup-pebblebee.html?page=all>

Hosiery (Foreign Direct Investment)



- Canadian company
- Reshored from China to Hildebran, N.C.
- \$16 million investment
- 200 jobs
- Reasons:
 - Government incentives
 - Walmart initiative



- Reshored production from China to PA and IL
- Brought contract work to Buck Co. (PA foundry) and Circle Gear (IL machine shop)
- Could create up to 20 new jobs in the future
- Reasons:
 - Quality: 25% of gear boxes from China failed due to substandard metals used
 - Equivalent price: Cost about \$900 to produce gear boxes in US, and between \$800-\$900 to produce in China
 - Total cost

Springs (Reshoring Considered)



- Contract manufacturer in Mount Prospect, IL
- Customers requesting quotes for potentially reshored work
- Reasons:
 - Lower total cost
 - Improved logistics
 - Lead time
 - Ease of doing business
 - Quality



- China to Irvine, CA
- Reasons:
 - Rising labor costs
 - Long lead times / Inventory shortages
 - To reduce logistics challenges and supply chain disruptions
 - Quality issues
 - Wanted better control over manufacturing process
 - Faster turnaround
 - Automation
 - Lean manufacturing
 - Hope to win back Walmart business, in response to Walmart pledge
 - Customer preference for 'Made in America' product

The Philips logo is displayed in its characteristic blue, bold, sans-serif font. It is set against a white background with a subtle yellow glow effect around the letters.

- Reshored from China
- 10 jobs
- Reasons:
 - Higher productivity
 - Cost of ownership assessment

LED Lighting (Foreign Direct Investment)



- Netherlands to Tupelo, MS
- In 2014, 50 new jobs added to existing 450
- \$2 million investment for 2014 expansion
- Reasons:
 - Government incentives
 - Innovation
 - “A public-private partnership that works”



PHYLRICH®

Defining Luxury Since 1959

- Costa Mesa, CA
- Invested in robotics to increase automation
- 72 jobs retained: machine operators promoted to robot programmers
- Reasons:
 - Increase production speed
 - “Whole premise of company is to bring production back” to the US
 - Robotics helped them to open up 30% more capacity on existing machinery

Guitar Pedals



- China to Port Jefferson, NY
- Reasons:
 - Could not adequately monitor quality at Chinese factories
 - Producing locally improves cash flow
 - Carrying costs in China were too big



- Middle East to Hebron, OH
- Relocated to vacated Diebold plant
- 60 jobs
- Reasons:
 - Lead time
 - Proximity to customer
 - Infrastructure
 - Eco-system synergies
 - Skilled workforce availability
- “Sales are doubling every quarter”

Plastic Molding

(Kept Suppliers from Offshoring)



- Poly Tech purchased a plastic injection molding facility in Prairie Grove, AR in 2012
- 46 jobs since 2012, up to 10 more to be added
- \$7 million/year in sales of reshored products
- When Walmart announced its US manufacturing initiative, sales shot up immediately as suppliers began looking for ways to reshore plastics manufacturing from China
- Expects to do \$20 million in sales by 2020

O-rings and Seals for Oil and Gas Industry (Foreign Direct Investment)



- England to Brenham, TX
- Manufacturing facility: 20 jobs
- \$4 million investment
- Technical center in Houston: 10 jobs
- Reason:
 - Proximity to market

Medical Tubing Extrusion



- Glen Falls, NY
- Custom manufacturing





- Asia to New York
- Reasons:
 - Inventory
 - Lead time
 - Rising wages

Source: Joel Hans, "U.S. Manufacturers Expanding Operations at Home." IMPO Magazine. <http://www.impomag.com/articles/2011/06/us-manufacturers-expanding-operations-home>. June 29, 2011.



PROCOM

- China to Bowling Green, KY
- \$19 million expansion of original facility
- 37 jobs
- Reasons:
 - Experienced and skilled workforce
 - Government incentives



- Convinces customers to reshore or stay onshore: Dazor Manufacturing Corp.
- Dazor reshored 90% of parts
- Reasons:
 - “First-batch syndrome”
 - Travel cost; Communication; Freight cost; Lead time; IP risks; Automation

Source: Rebecca Carnes, Design2Part Magazine. “A Case Study in Re-shoring: One St. Louis OEM Decides to Leave China and Look in His Own Backyard.” 2013. <http://www.jobshoptechnology.com/Article.aspx?ArticleID=217>



- China to Robinson, TX
- 12 jobs
- Reason:
 - Improving local economy

- China to Chicago, IL
- Reasons:
 - Delivery
 - Quality
 - Changing economic landscape





- China to Warwick, RI
- 200 jobs
- \$20 million investment
- Reasons:
 - IP risk
 - Quality
 - Total Cost



- China to Grand Rapids, MI
- Ranir already runs 25 injection presses at its headquarters, and usually adds one press per year
- \$3 million investment for new automation equipment
- Investment in in-house manufacturing will enable the production of an additional 5 million power toothbrush heads per year
- Will add 19 new jobs
- Reasons:
 - Walmart pledge
 - Lean manufacturing



TRUCK BODY MANUFACTURING

- Brought manufacturing of truck parts back to Reading, PA, from China
- Reasons:
 - Disorganized shipments impacted local assembly
 - Lead time/time to market
 - Customer responsiveness
 - Travel cost
 - “more control of our destiny”



- Accent furniture and antique reproductions
- From China to High Point, NC
- Reinvented business model from importing antiques to manufacturing new products, in order to become more competitive, fresh and innovative.
- Delivers quality U.S. Made products to U.S. customers

- China to Rogers, AR
- 74 jobs
- \$6.5 million investment
- Reasons:
 - Freight cost
 - Supply chain interruption risk
 - Walmart initiative
 - Government incentives



*Deal went bad due to Chinese supplier reaction to reshoring



- China to Kewaskum, WI
- Reasons:
 - Gained efficiency through lean manufacturing
 - Product delivery time shorter
 - Inventory turnover faster

Bumper Assemblies, R&D (Foreign Direct Investment)



REHAU[®]

- Germany to Cullman, AL
- Contractor for Mercedes-Benz
- \$115 million recent manufacturing investment
- \$2.5 million investment in R&D center
- 200 new manufacturing jobs (700 total)
- 140 R&D jobs
- Reason:
 - Skilled workforce

Socks (Kept from Offshoring)



- Cleveland, TN and Fort Payne, AL
- 250 jobs in 2011, 195 jobs in 2013
- \$20 million + total investment
- Reason:
 - Walmart initiative

Injection Molding (Kept from Offshoring)



- Based in Hudson, MA
- Helping customers reshore with TCO
- \$2 million investment in industrial automation at Berlin, CT plant
- “Committed to a ‘Made in America’ manufacturing strategy”
- 250 jobs



- Reshored some manufacturing from Taiwan to Silver Creek, NY
- Reasons:
 - Freight cost (increased 50%-60%)
 - Rising wages
 - Shipping costs dropped from 20% of production cost to 5%
 - Proximity to market
- Will retain some overseas manufacturing for overseas markets



- China to Hernando County, FL
- 15 new employees
- \$30,000 “job creation incentive” from Hernando County Commission

Water Treatment Equipment (Foreign Direct Investment)



- Canada to Deaver, WY
- 15-20 jobs
- Reasons:
 - “This facility will enable Ridgeline to lower manufacturing costs, accelerate system delivery times and continue the development of our technology”
 - “Geographical amenities”
 - Tax incentives
 - Skilled workforce availability and training

Acoustic Ceiling Panels (Foreign Direct Investment)

- Denmark to Marshall County, MS
- At least 90 new jobs by 2020
- \$42 million investment
- Reasons:
 - Supportive business environment
 - To meet growing demand in North America
 - Assistance with infrastructure improvement and workforce training provided by Mississippi Development Authority (MDA)
 - Assistance also provided by Tennessee Valley Authority and Marshall County



Aerospace Engine Parts (Foreign Direct Investment)



- Opened plant in Crosspointe, Prince George County, Virginia, in 2011
- \$170 million initial investment
- 140 jobs
- Future growth projections include another 500+ jobs and total \$500 million in investment
- Reasons:
 - Lower labor costs
 - Higher Productivity
 - Do business in dollars to minimize currency risk

Jet Engine Test Stand (Foreign Direct Investment)



- England to Hancock County, MS
- Civil aircraft engine testing center for Boeing 787 and Airbus 350XWB jet engines
- 35 jobs
- \$50 million investment
- Reasons:
 - Temperate climate for outdoor testing
 - Located at NASA's Stennis Space Center
 - Proximity to Stennis International Airport for engine transport

Stone Wool Insulation Products (Foreign Direct Investment)



- Denmark to Byhalia, MS
- First U.S. manufacturing facility
- 150 new jobs
- \$160 million investment
- Reasons:
 - Proximity to market
 - Infrastructure
 - Assistance in workforce training, site preparation, and road improvements from MDA

Domestic Sourcing for Technology Services (Kept from Offshoring)



- Based in Atlanta, GA. Development centers in Jonesboro, AR, Augusta, GA and Mobile, AL
- “A cost-effective, onshore alternative to the traditional model for IT outsourcing”
- In 2014, announced that it would bring 100 IT jobs to Mobile, AL with average salaries of about \$50,000
- RSI Intends to create thousands of new tech jobs in the US by establishing development centers in non-metro cities across the country
- Reasons:
 - Proximity to highly ranked educational institutions
 - Low cost of living
 - Company loyalty / strong work ethic
 - To contribute to the revitalization of the downtown centers of small cities

Wind and Solar Power Components (Foreign Direct Investment)

SAMSUNG

- Four manufacturing locations, partners in Ontario
- 9,000 direct and indirect jobs total
- 1,000 manufacturing jobs created
- \$5 billion total investment, including partnerships
- Reason:
 - Green Energy Investment Agreement between Samsung and government of Ontario
- Samsung and its partners will develop 300 MW of solar power in Ontario. Part of 1,369 MW of renewable energy (wind + solar) to be created
- “\$5 billion investment in Ontario to create the world’s largest cluster of wind and solar power.”



- China to Brunswick, OH
- 2 jobs, with potential for more
- Moved assembly work back to the US in 2014 and hopes to bring back manufacturing of some of the trees by 2015
- Reasons:
 - Rising wages
 - Raw materials cost
 - Difficulty finding workers
 - Time to market

Aluminum Castings for Auto.

- Reshored from China to FL
- 75 jobs
- Reason:
 - Government incentives



Injection-Molded Parts and Sound Dampening Materials (Foreign Direct Investment)



- Korea to Auburn, AL
- 400 jobs

Source: “Alabama is sweet home for foreign companies, investment.” Made in Alabama. March 1, 2013.
Ed Enoch, “Korean auto parts maker opens 2nd Auburn facility.” oanow.com, April 3, 2012.

SCHOOL HOUSE.

- Moved from Sri Lanka to Durham, NC
- Reasons:
 - Offshore contract manufacturer had taken on larger volume work and pushed School House to the back of the line.
 - After reshoring: increased speed to market and no inventory.
- 100 colleges and universities as customers
- “I could not have anticipated this in a million years, but we’ve started hearing from customers that they’re with us because of our social mission, which has evolved into Made in America”



- Moved from China to North Canton, OH
- Makes indoor space heaters; Considering reintroducing vacuum cleaner production
- Former Hoover plant
- 500 jobs
- Reasons:
 - Better quality
 - Proximity to market / quicker delivery
 - Rising wages in China
 - Local supply chain
 - “Made in the USA” label is attractive to consumers



- China to Clarkesville, GA
- Reasons:
 - Salaries up
 - Expectations up
 - Rising Yuan
 - 20-25% of employees did not return from annual holiday



- China to Simi Valley, CA
- Adding 250-500 jobs in the next 2 years
- Reasons:
 - 25 % savings on the overall cost of each item due to cost savings of shipping and transportation
 - Prefer to create jobs in the US

From China to Knox, Indiana

- Will invest \$1.2 million to purchase and revamp the 200,000-square-foot facility for commercial-grade wood manufacturing plant in IN.
- 100 new jobs
- Reasons:
 - Was offered up to \$425,000 in conditional tax credits by the Indiana Economic Development Corp.
 - Granted additional property tax abatement by the Knox City Council
 - IEDC also offered Selected Furniture up to \$87,500 in training grants, based on its job creation plans.



- China to Rochester, NY
- \$10 million investment

Source: Andrea Deckert, "SentrySafe to Invest \$10 million in local plant." Rochester Business Journal. <http://www.rbj.net/article.asp?aID=193098> . November 8, 2012.



- Northwest of Pittsburgh, Royal Dutch Shell opens \$2 billion plant
- Chose Pennsylvania over Ohio and West Virginia
- Reasons:
 - Proximity to natural gas supplies from Marcellus shale formation
 - Abundance of U.S. natural gas



- Taiwan to Akron, OH
- 12 new manufacturing jobs over next year, plans to triple within 5 years
- Reasons:
 - Proximity to customers
 - Total cost
 - Lead time
 - Customer responsiveness improvement

(Foreign Direct Investment)



- Indian company opening its first U.S. yarn manufacturing plant in Sylvania, Georgia
- 250 jobs
- \$750 million investment to build facility
- Reasons:
 - Proximity to high-quality raw materials (cotton fiber)
 - Skilled workforce
 - “Economical and reliable supply of power”
 - “World-class infrastructure”
 - Receiving workforce training and development assistance from state

Siro Group USA: Food Products (Foreign Direct Investment)



GRUPO SIRO

- Spain to Seguin, TX
- \$58.5 million investment
- 212 new jobs
- Reasons:
 - Government incentives
 - Skilled workforce availability/ training
 - Environmental considerations

Solar Panel Inverters (Foreign Direct Investment)



- Italian company opens first North American plant in Parsippany, NJ
- 40 employees over three years
- Reasons:
 - Transportation cost from East Coast to Italy
 - Infrastructure – proximity to Newark Airport
 - Ease of import/export in NJ
 - Potential for government incentives, training partnerships with technology schools

Source: NJBiz. “After loss of its only solar manufacturer, N.J. prepare to welcome a new one.” February 7, 2013.
<http://www.njbiz.com/article/20130207/NJBIZ01/130209856/After-loss-of-its-only-solar-manufacturer-NJ-prepares-to-welcome-a-new-one>.

Silicone Injection Molding (Foreign Direct Investment)



- Canada to East York, SC
- \$3.5 million investment
- 10 employees initially, up to 50 within 5 years
- Reasons:
 - Cost of land and utilities
 - Skilled workforce and training partnerships
 - Government incentives

Sources: Don Worthington, Herald Online. "Silcotech breaks ground on \$3.5 million York plant." January 8, 2014. <http://www.heraldonline.com/2014/01/08/5563681/canadian-based-silcotech-breaks.html>

Ball Bearings, Seals, Lubricants (Foreign Direct Investment)

- Sweden to Naperville, IL
- 80 jobs
- \$18.6 million capital investment
- Reasons:
 - Government incentives
 - Skilled workforce availability/training
 - Proximity to customers



Sources: Marie Wilson, "Swedish manufacturer breaks secrecy about Naperville plans." Daily Herald. August 12, 2014.



- China to Manatee County, FL
- Reasons:
 - \$100Ks scrap
 - \$Ms lost sales
 - emergency air freight
 - costs up
 - communications: language and time
 - ~daily calls at 11 pm



- China to Prairie Grove, AR
- Contracted with U.S. based injection molding facility PolyTech to make its products
- Reason:
 - Walmart incentive



- Swiss electronics manufacturing services company, Escatec, contracted Surface Mount Technology Corp., Appleton, WI
- Reasons Escatec chose SMT:
 - American manufacturing partner for foothold in region
 - Additional “gateway” to operations in Malaysia
 - Move up the value chain by providing R&D services closer to North American customers

Tissue Paper (Foreign Direct Investment)



- Italy to Hattiesburg, MS
- 230 jobs
- \$120 million investment
- Reasons:
 - Quality real estate available for immediate occupancy
 - Pro-business environment
 - Skilled workforce
 - Government incentives
 - Proximity to customer base

SolarWorld (Foreign Direct Investment)



- Germany to Hillsboro, OR
- \$10 million expansion (bringing total to \$630 million)
- 200 jobs (bringing total to over 900)
- Reasons:
 - Bitter trade dispute with China led to steep tariffs on imports
 - Increasing US demand

Soda Ash (Foreign Direct Investment)



- Belgium to Green River, WY
- 400 employees

Recliners (Kept from Offshoring)



- Potomac, MS instead of China
- Since 2007 has grown its local workforce from 500 to 1,300
- Reasons for not offshoring:
 - Image/brand
 - Skilled workforce

Source: Wally Northway, "Is onshoring the new trend? Local manufacturers finding a more level playing field." Mississippi Business Journal. November 29, 2013.



- Honda supplier
- Brazil and Mexico to London, OH
- \$82 million investment
- 150 jobs
- Reasons:
 - Government incentives

Frameless Cabinetry (Foreign Direct Investment)



- Transplant from China to Cressona, PA
- Globally sourced kitchen cabinet manufacturer opened plant in PA to supply North American customers
- Reasons:
 - Quality and Local Sourcing
 - The customer sees the quality of the American worker
 - Good local labor force
 - Want to keep manufacturing in the U.S.
 - To service the market better
 - To be a better supplier to dealers

Automobile Assembly Facility (Foreign Direct Investment)



SUBARU

- Japan to Lafayette, IN
- \$1.3 billion investment in its only U.S. manufacturing facility
- 1300 jobs
- Contributes to ripple effect on Indiana's automotive supply chain: 150,000 new jobs since 2013



- China to Lake Elsinore, CA
- Reasons:
 - Quality
 - Production process control
 - “Stronger attention to detail”

SUNPOWER FLEXTRONICS®

- Milpitas, CA
- SunPower (Silicon Valley) partnering with Flextronics (Singapore) to bring manufacturing in California
- Expected to create 100 jobs
- California Solar Initiative
- Solar Energy Technologies Program (DOE):
- Up to \$24 million in federal funding to improve design and manufacture of solar power systems
- Federal manufacturing tax credit will support equipment investment in Silicon Valley



- ZeeVee Inc. moved production of high definition video distribution products from China to Methuen, MA
- As a result, the Suntron plant has added 20 new jobs
- ZeeVee's business has doubled
- Reasons:
 - Partnership significantly improves its time to market
 - "With Suntron, we can test parameters and correlations in the morning, and get our answers by the afternoon"
 - TCO evaluation deemed domestic production more cost effective than production in China

Injection-Molded Plastics for Auto Industry (Foreign Direct Investment)



- South Korea to Shorter, AL
- \$6.6 million investment to build and equip facility
- 70 jobs with potential for more
- Reasons:
 - Government incentives
 - Eco-system: proximity to Kia and Hyundai facilities

Source: American Manufacturing. "S. Korea Company Building Mfg. Facility in Ala." December 12, 2013.
Tuscaloosa News/The AP. "Koren auto parts supplier Taesung will be opening in Macon County near stil-shuttered Victoryland Casino."
December 7, 2013.

- Woodinville, WA
- Will be producing signs and displays, such as sandwich boards, in the U.S.
- Reasons:
 - Bulky and expensive to ship
 - Highly automatable
 - Short lead time
- 98% of taphandles will still be produced in China because of low labor costs
- Expecting to hire 150 employees in WA by 2015
- Financing expansion with tax savings from 2010 law allowing capital investments to be deducted immediately



Injection-Molded Automotive Products (Foreign Direct Investment)

- Japan to Florence, AL
- \$19 million
- 135 jobs
- Reasons:
 - Political instability
 - Government incentives
 - Skilled workforce
 - U.S. price of natural gas, etc.
 - Proximity to market



Temperature Sensors (Foreign Direct Investment)



- Switzerland to Andover, MN
- Reasons:
 - Cheaper to ship parts instead of assembled equipment because they fit into a container
 - Savings in wages and benefits
 - Workers in Jackson receive about 10 to 15% less in total compensation than workers in France



- France and Brazil to Verona, MS
- 150 jobs
- Reasons:
 - To help expand sales in North American market
 - Mississippi Development Authority provided financial assistance with building modifications and equipment
 - To meet growing demand

Source:

<http://www.annarbor.com/business-review/tecumseh-products-company-announces-multi-million-dollar-investment-in-mississippi-manufacturing-pla/>

- Redmond, WA
- 500 new jobs
- Reasons:
 - Freight costs
 - Proximity to market



- Was producing Collegiate licensed sterling silver beads in China
- Reshored to Grand Rapids, MI
- Added back 10 employees
- Reasons:
 - Significantly quicker product prototyping and tooling development (2 days compared to 6 weeks)
 - Reduced defectives (0% vs. 25%)
 - Ability to manufacture smaller run sizes (25 pieces versus 300).
 - Ability to handle end recipient fulfillment domestically



- China to Centennial, CO
- In-house
- Reasons:
 - 3D component printing
 - Re-design
 - Innovation
 - Ability to scale as needed
 - "Moving that back from China wasn't a question of quality — it was about our ability to innovate and make the product better."



Men's Sweat-Proof Undershirts (Kept from Offshoring)



- Attempted to raise \$25,000 on Indiegogo (crowdfunding) because angel investors wanted them to offshore
- Reason:
 - To create jobs in the U.S.: one job per 2,000 t-shirts

(Foreign Direct Investment)



- Germany to Calvert, AL in 2010
- \$5 billion investment to build processing plant
- Reasons:
 - Currency variation
 - Freight cost
 - Inventory
 - Supply chain interruption risk
 - U.S. price of natural gas, energy
- Facility purchased in 2014 by ArcelorMittal and Nippon Steel and Sumitomo Metal Corp

Source: Michael Finch II, “ThyssenKrupp no more, Calvert steel processing plant gets new name after acquisition.” AL.com, February 28, 2014.

Trey Hollingsworth, “Assembling Success in the U.S.” *Cire Magazine*, January 10, 2011.

John W. Miller, “America’s \$5 billion steel mill for sale.” *Wall Street Journal*. October 1, 2012.

High-end Shock Absorbers (Foreign Direct Investment / Expansion)

- Germany to Hamilton, OH
- 214 new jobs
- \$27 million capital investment
- Reasons:
 - Government and private incentives
 - Expansion of pre-existing plant



Pipes for Oil and Gas Drilling (Foreign Direct Investment)



天津钢管集团股份有限公司
TIANJIN PIPE (GROUP) CORPORATION

- China to Gregory, TX
- \$1 billion cumulative investment
- 400-500 jobs
- Reason:
 - Political pressure: U.S. imposed sanctions against Chinese-made pipes in 2010

Heavy-duty Gloves (Foreign Direct Investment)



TILSATEC
ADVANCED TEXTILE MATERIALS

- England to Eupora, MS
- 19 jobs
- \$800,000 investment
- First North American manufacturing facility
- Reasons for not offshoring:
 - Logistics hub
 - Skilled sewing personnel
 - Improved time to market
 - Government incentives
 - Workforce training programs

T O D D S H E L T O N

- Built a factory to solve problems of quality and consistency
- Moved from off-shored outsourcing to on-shored in-house manufacturing
- Factory begun in 2012
- East Rutherford, NJ
- Reasons
 - Loss of control
 - Proximity to customers, lead time
 - R&D, customization
 - Lean manufacturing-inventory model

Diesel Engines (Foreign Direct Investment)



- Germany to Aiken, SC
- \$22.5 million investment for expansion of R & D center
- 10 jobs
- Reasons:
 - To prepare for planned volume growth
 - Increase North American footprint

Truck Support Frames (Foreign Direct Investment)



Topre

- Japan to Canton, MS
- 165 jobs
- Reasons:
 - Government incentives
 - Supplier to Nissan; Proximity to automaker
 - Eco-system synergies

Machined Parts for Vehicle Manufacturers (Foreign Direct Investment)



- Brazil to Franklin County, PA
- 73 jobs
- \$9 million investment
- First investment outside of Brazil

Ford Hybrid Motors (Foreign Direct Investment)



TOSHIBA

- Japan to Houston, TX
- Expanded factory in 2012 to move hybrid motor production to the U.S.
- 110 new jobs
- Reasons:
 - Proximity to market
 - Inventory storage space
 - Currency risk

Toilets

(Foreign Direct Investment)

TOTO®

- Japan to Morrow, GA
- Increasing capacity at GA plant 5%
- Reasons:
 - Increased automation
 - New machinery
 - Proximity to markets

Source: James R. Hagerty, The Wall Street Journal. "America's Toilet Turnaround." September 24, 2013.



- Reshored production from Mexico to Pendell, PA
- Reasons:
 - Quality
 - Automation
 - Total cost
 - Walmart

Source: James R. Hagerty, "Wal-Mart entertains a pitch: 'Made in U.S.A.'". The Wall Street Journal. October 6, 2013.
<http://online.wsj.com/news/articles/SB10001424052702303492504579115783923496354>

Lexus ES 350 sedan



TOYOTA

- 2015: moving production from Japan to Georgetown, KY
- Will create 750 jobs
- \$360 million investment
- Reasons:
 - Tax incentives
 - Stable exchange rates
- According to Toyota North America President Jim Lentza, this is a two billion dollar expansion, adding a total of 4200 jobs



- Expansion of domestic manufacturing
- Aluminum casting for transmission cases and housings in Troy, MO and Jackson, TN
- 6-speed automatic transmission from these components built in Buffalo, WV
- \$102 million total investment
- 100 jobs
- Will increase overall production nearly 50%

Toyota Corolla (Foreign Direct Investment)



- Japan to Blue Springs, MS
- Toyota Mississippi employs 2,000
- \$800 million investment
- Reasons:
 - Proximity to market (North/South/Central America and the Caribbean)
 - Supply chain rationalization
 - Skilled workforce

Tundra and Tacoma Trucks (Foreign Direct Investment)



- Japan to San Antonio, TX
- \$2.3 billion cumulative investment
- 3000 employees
- Collaborative Advanced Manufacturing Technician training program between Toyota Texas and Alamo Colleges creates local skilled labor force
- Reasons:
 - Proximity to market
 - Skilled labor force

Cookware (Foreign Direct Investment)

TRAMONTINA

- Brazil to Manitowoc, WI
- Purchased defunct Mirro cookware facility
 - Facility produces over 50,000 units per day
- Reasons:
 - Market appeal of 'Made in the USA' products
 - Quality control
 - Speed to market
 - Quality customer service
 - Allows greater flexibility and customization
 - To ensure compliance with ethical manufacturing standards

Trash Ease



- Hangs trash container from any flat surface
- Selected at Walmart's July 8 Open Call, Detroit
- Contractor: Mid-West Wire Finishing
- Quantity: 50,000



- Based in Portland, OR
- Moved operations from China to Rochester, NY
- \$8.3 million investment to create 189 jobs, operational by Q2 2014
- Reasons:
 - Government incentives
 - Low cost of doing business
 - Proximity to customer demand, lead time, time to market
 - Abundant and affordable natural resources
 - Availability of skilled workforce

Sources: Ana Liss. "Rochester can be leader in reshoring jobs." Democrat and Chronicle. July 17, 2013.

Ana Liss. "Reshoring to Rochester: Trellis Earth's move is indicative of a global trend." Democrat and Chronicle. July 11, 2013.

Marketwire.com. "Oregon-based manufacturer to move operations from China to Rochester, NY, creating 189 jobs." July 11, 2013.



- China to Rancho Cucamonga, CA
- Moving 50-75% of manufacturing back from China
- 75 jobs
- Reasons:
 - Tax benefits
 - Avoids 20% import tariff
 - Time and freight cost
 - Quality
 - Time to market
 - Rising wages in China
 - On-the-job training programs
 - Walmart initiative

Pet Treats (Expansion)

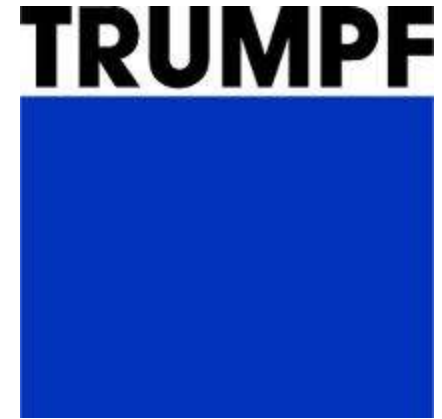


- Springville, Utah
- Expansion: 200 jobs added
- Reasons:
 - Walmart



- China to Amory, MS
- 100 new jobs over 4 years
- Reason:
 - United Steelworkers Union aided plant workers in ratifying a contract which stipulated the closing of a plant in China

Laser-Cutting Machines (Foreign Direct Investment)



- Germany to Farmington, CT
- 495 jobs
- \$370 million in sales
- Reasons:
 - Currency variation
 - Lean
 - R&D
 - Skilled workforce availability/training



- Convinced customer to reshore from China to Calif. in 2011
- Received \$290,000 economic development loan to buy laser cutter to increase efficiency
- 4 new jobs
- Reasons:
 - Technology; efficient manufacturing
 - Trupart lost customer to Chinese contractor because of a 0.2¢ difference: with new machinery, Trupart beat price and manufacturer returned



- China to York, PA
- 165,000-square-foot plant built in York
- Reason:
 - “FDA compliance is the main reason we’re here.”

Contract Apparel and Accessory Manufacturing (Kept from Offshoring)



- Stayed in Newark, NJ, with business improving
- Exclusively producing in the U.S. for 21 years
- Increased customer inquiries because, all of a sudden, designers can't afford a "Made in China" strategy
- Rising wages overseas

Plastic Film for Food Packaging (Foreign Direct Investment)



- China to Columbia, SC
- \$70 million investment
- 100 jobs
- Reasons:
 - “Excellent business environment”
 - Skilled workforce availability
 - Government incentives

Biotechnology

(Direct foreign investment)



- Valent BioSciences Corp., subsidiary of Sumitomo Chemical Company, Ltd.
- Japan to Osage, IA
- \$146 million investment
- Created 89 jobs

Vinyl Window Frames (Foreign Direct Investment)



- Germany to Fombell, PA (1983)
- 402 jobs
- Reasons:
 - Government incentives
 - Skilled workforce
 - Proximity to markets



- China and Mexico to VT

Wind Turbine Components (Foreign Direct Investment)



- Denmark to Windsor, Brighton, Pueblo, and Louisville, CO
- \$1 billion total investment
- “Expects to hire hundreds of workers” in 2014
- 75-125 jobs in Louisville
- Reason:
 - Renewal of wind production tax credit

Technology Services (Kept from Offshoring)

- Mass. Company opens new IT services office in North Greenbush, NY instead of India or Sri Lanka
- 25 jobs, plans to hire up to 200
- Reasons:
 - Data privacy
 - Regulatory requirements
 - Client intimacy
 - Proximity to customers
 - Skilled workforce
- Major clients include J.P. Morgan Chase, AIG



- Manchester, CT
- Produces custom injection molding and medical products, using updated highly sophisticated molding and automation, and has design team under the same roof
- Customer reshored from Singapore
- Reasons:
 - Found domestic products better overall value
 - Another customer reshored from Mexico
 - Cost and quality



- China to Sheboygan, WI
- Reasons:
 - Delivery
 - Quality

Rail Fasteners (Foreign Direct Investment)



- German company opening production facility in Waco, Texas
- 30 employees
- 100,000 sq. ft. facility
- Reasons:
 - Proximity to current clients
 - “A unique tax situation at this specific site”
 - Will receive funds from county



Walmart's increase in U.S. manufactured purchases:

- \$250 Billion over 10 years
- \$50 Billion in the 10th year
- In the 10th year:
 - Approx. 300,000 manufacturing jobs*
 - Approx. 1 million total jobs**

Walmart Actions:

- “Increase what we already buy of U.S. manufactured goods
- Source “new to Walmart” U.S. manufactured goods
- Reshore the manufacturing of goods we currently buy by facilitating and accelerating efforts of our suppliers”
- <http://engage.walmart-jump.com/>
- Additionally, Walmart is [improving the pay](#) and promotional opportunities of its employees.



- The company says the \$50 billion/year is just a starting point. If other retailers joined the party the figure could be much, much higher, perhaps \$500 billion.
- Walmart's U.S. president, Bill Simon, suggested in a speech to fellow retailers that the power of their order books can help reshore U.S. production in textiles, furniture, pet supplies, some outdoor categories, and higher end appliances.



- Reshored manufacturing of prototypes from China to Menomonee Falls, WI in 2013
- Invested \$22,000 in 3-D printer
- In-house prototyping \$50-\$75 per unit vs. outsourced local prototyping \$2000 or cheapest but lowest-quality Chinese prototypes
- Reasons:
 - Quality
 - Total cost and time
 - Proximity of engineering and design teams for re-designs

Hollow Structural Section Tube (Foreign Direct Investment)



- Concord, Ont. to Lackawanna, NY;
110,000 sq. ft. facility opened September 2013
- 30 jobs, expected to employ 121 after three-stage plant completion
- \$50 million investment
- Reasons:
 - Proximity to existing facilities
 - Image of “Made in America”
 - Government incentives, including low-cost hydropower
- Planning two more construction phases, 34,000 sq. ft. and 30,000 sq. ft., over five years



- WEXCO located in Pine Brook, NJ
- Reshored component sourcing from offshore vendors to AmTech International in Dayton, NJ
- Reasons:
 - Shorter lead time
 - Higher quality and precision



- 50% of Frisbee production moved from China to CA
- Production of other plastic toys by Wham-O moved from China to MI
- 24 jobs added

KitchenAid Mixers

- China to Greenville, OH
- Currently employs 1,000 workers, and will add 400 new jobs by 2018
- \$40 million investment
- Moved production of KitchenAid small appliances to the large appliance factory already in Greenville
- Reasons:
 - Skilled workforce
 - Government incentives
 - Made sense to use the factory they already had than to build a new one

KitchenAid

Whirlpool





- Mexico to Clyde, OH
- 80-100 jobs
- \$200 million investment
- Reasons:
 - Lead time/ time to market
 - To reduce supply chain interruption risk
 - U.S. energy price advantage
 - Automation/ technology

Front-loading Washers (Kept from Offshoring)



- Five year, \$1 billion investment in U.S. facilities
- Reasons to onshore:
 - Freight cost
 - Higher productivity
- 1500 jobs
- \$200 million plant in TN
- 80% of U.S.-sold products are made in the U.S.

Sources: “Made in America? How to know which flag-waving products are true red, white, and blue.”
Consumer Reports. <http://www.consumerreports.org/cro/magazine/2013/02/made-in-america/index.htm>
“US firms ‘reshore’ manufacturing as costs rise in China, India.” Uttara Choudhury, First Post. March 29,
2013. <http://www.firstpost.com/world/us-firms-reshore-manufacturing-as-costs-rise-in-china-india-678613.html>

- China to UK
- 25+ jobs
- Outsourced to in-house
- Reshored production represents £1 million in sales
- Reasons:
 - MAS support
 - Lead time
 - Seasonal production demand
 - Flexibility



Home Wind Turbines (Kept from Offshoring)



- Offshored production of prototypes to China in 2010
- Now produces in North Vernon, Ind., and outsources production of components to Chicago, IL, and Ohio.
- 100 jobs
- Reasons to produce in U.S.:
 - Production cost is 10% lower per unit compared to China
 - Poor quality of Chinese prototypes

Plastic and Rubber Band Weaving Toy (Kept from Offshoring)



- Licensed to manufacturers in MA and RI
- Retained 30 jobs, 100 new jobs
- Reasons:
 - Image/Brand
 - Walmart commitment
 - “Seen all the bad that has resulted from the decline of manufacturing in Detroit”
 - Quality
 - Lead time



- China to Santa Rosa, CA
- Medical and Telecom customers
- 4+ customers reshored, including JDS Uniphase and ECO Funnel™
- Reasons:
 - Transport costs up
 - Wages up
 - Quality issues common and difficult to handle

Emulsion Aggregation Toner (Kept from Offshoring)



- Webster, NY
- 25 jobs
- \$35 million total new investment; \$26 million equipment and 55,000 sq. ft. expansion
- Reasons:
 - County and state incentives
 - “Tax abatement incentives...and a grant...contributed to making Webster the most cost effective location to build additional manufacturing capacity”

Electrical Equipment (Direct Foreign Investment)



- Japanese manufacturer of electrical motor controls for heating & ventilation equipment
- Decided to produce in Buffalo Grove, IL, rather than in China
- Reasons
 - Quicker deliveries to customers
 - Lower inventories
 - More customization

Source: Uttara Choudhury. "US firms 'reshore' manufacturing as costs rise in China, India." First Post. March 29, 2013. <http://www.firstpost.com/world/us-firms-reshore-manufacturing-as-costs-rise-in-china-india-678613.html>.

Source: JAMES R. HAGERTY, WSJ <http://online.wsj.com/article/SB10001424052702303612804577533232044873766.html>

Truck & Bus Tires (Foreign Direct Investment)



- Japan to West Point, MS
- 500 jobs initially, with potential for 2,000 at full capacity
- \$300 million initial capital investment, potential for over \$1 billion future investment
- Reasons:
 - Lead time
 - Skilled workforce
 - Proximity to market
 - Government incentives



- Customers reshoring to Zentech, Baltimore, MD, from suppliers in Asia:
- NovaSom – Sleep apnea diagnostic kit
- Offsite Networks
- Reasons:
 - Automation/Technology
 - Rework, Warranty, Quality
 - Travel Cost/Time or Local Onsite Audit
 - Wages up overseas
 - Total cost = cheaper in the U.S.
 - Lead time



Reshoring Example: VERT

High Reliability Doesn't Have to Mean High Cost



- High volume consumer product to measure vertical leap in athletes
- Heavily competed at Tier 1 offshore contract manufacturers
- Stepped bid process, first cut was on materials cost only, then value add / labor
- Zentech bid included DfM analysis to eliminate wires and use push pins, utilized ultrasonic welding to reduce labor and extensive design engineering to prototype



Reshoring Example: Emergence Technology Consultants

High Reliability Doesn't Have to Mean High Cost



- U.S business was a reseller of Asian LED products
- Engaged Zentech to engineer and design a new OEM product
- Zentech managed UL compliance and certification
- Extensive engineering collaboration
- All manufacturing at Zentech in Baltimore – at a lower price point than the Asian product



Reshoring Example: Outside Networks

High Reliability Doesn't Have to Mean High Cost



- Wireless Printer and Touchpad System for Consumer Loyalty Product
- Previously manufactured in China
- Virginia-based OEM experienced inconsistent quality and poor engineering collaboration with Chinese CM
- All portions of product reshored (PCBs, wire harness, SMT assembly, housings, touchpads)
- Reshoring success featured in Inc. Magazine

Pet Clothing (Kept from Offshoring)



- Seattle, WA
- Contemplated using overseas factories but decided on Seattle-based CSR (Contract Sew & Repair)
- Decision to refrain from offshoring supports 15 jobs
- Reasons:
 - Control over quality
 - Overseas travel costs prohibitive for smaller companies

Transmissions and Gears (Foreign Direct Investment)



- Germany to Gray Court, SC and Detroit, MI
- 1650 jobs in SC, TBD in MI
- Supplier for Chrysler
- Began building gearboxes for wind turbines in Gainesville, GA (\$98 million investment, 250 jobs)
- Reasons:
 - Time to market
 - Proximity to market

Sources:

Chad Moutray, Member Focus; National Association of Manufacturers. "Increasing investment in manufacturing in the United States." September 2013. <http://memberfocus.nam.org/publication/?i=175819&p=4>.

PricewaterhouseCoopers. "A homecoming for US manufacturing? Why a resurgence in US manufacturing may be the next big bet."

September 2013. http://www.pwc.com/en_US/us/industrial-products/publications/assets/pwc-us-manufacturing-resurgence.pdf. 410

Socks/Hosiery (Foreign Direct Investment)

Zhejiang Walt Technologies

- China to Cache County, UT
- 130-150 new jobs
- \$4 million investment
- Reason:
 - Tax incentives



FOREIGN DIRECT INVESTMENT: KOREA → U.S.



1800
JOBS TO CLARKSVILLE, TN
\$800 M INVESTMENT

- ECONOMIC INCENTIVES
- JOB TRAINING GRANT



450
JOBS TO MACON, GA
\$413 M INVESTMENT

- PROXIMITY TO AUTOMAKERS
- PROXIMITY TO U.S. MARKET



1600
JOBS
TO HOGANSVILLE, GA
\$255 M INVESTMENT

- TRANSPORTATION INFRASTRUCTURE
- GEORGIA'S QUICK START JOB TRAINING PROGRAM
- COMMUNITY SUPPORT



1000
JOBS TO CLINTON, TN
\$80.5 M INVESTMENT

- GOVERNMENT INCENTIVES
- SKILLED WORKFORCE
- BUSINESS CLIMATE