Engine Components
(Kept from Offshoring)

- 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”

Batteries

- 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.” – GE CEO Jeff Immelt

Water Heaters, Refrigerators, Washing Machines, Dryers

- 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

Freezer-Bottom Refrigerators

- Mexico to Louisville, KY
- 300 jobs
- $194 million investment

Reasons:
- Labor concessions
- Government incentives
- Total cost
- Inventory
- Customer responsiveness
- Lean improvements
- Tribal knowledge loss

Energy-Efficient Soft White Light Bulbs

- Bucyrus and Circleville, OH, and Mattoon, IL
- 150 jobs
- $30 million investment

**Reasons:**
- Walmart’s U.S. Manufacturing initiative
- Higher productivity
- “Competitive advantage”

Sources: