



**1888 MILLS**

*Weaving a Better World®*

- 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: “We made a commitment that was longer term than we would normally do.”

# Cooking Lids (Kept from Offshoring)



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



- 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
  - 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](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/>.





- China to Southbridge, MA
- 15 jobs
- Reasons:
  - MassDev assistance/government incentives
  - Skilled workforce
  - Image/brand
  - Delivery

Source: Jeremy Shulkin, “An American Icon Returns to Southbridge.” Worcester Telegram, April 20, 2014.  
Marty Jones, “Why reshoring is the coming thing.” The Telegram. April 8, 2014.

# 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 “financial aid” from the state





- \$100 million
- 200 jobs
- Assembled in TX
- Some components made in FL, IL
- Some equipment build in KY, MI
- 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

# Kitchenware (Kept from Offshoring)

- 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 concerns





- 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>.

# 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



- Bought plant in Haverhill, MA, in 2008
- Reshored 70% of suits, as well as dress shirts, overcoats, pants from offshore locations
- Employment in MA plant increased from 300 to 475
- Reasons:
  - Rising wages
  - Quality
  - Lead time
  - US made goods are luxury items abroad

Source: Paul Davidson. "Some apparel manufacturing 'reshoring' to USA." USAToday. July 5, 2013. <http://www.usatoday.com/story/money/business/2013/07/04/some-apparel-manufacturing-returns-to-us/2454075/>.

# 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**





- Reshored from China to Union City, CA
- Hiring 20
- Reasons:
  - Improved quality
  - Customers said they wanted the USA brand
  - Promotes ability to react quickly and provide just-in-time manufacturing

Carol Gregg  
 red egg

- Highpoint, NC
- Transport cost: Oil prices

- 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



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

Source: Michael Shari, Global Finance. “Manufacturing’s New Lease on Life.” December, 2013.



- 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:
  - Delivery
  - Freight cost
  - Political instability
  - Customs uncertainty
  - Government incentives
  - Image/ Brand
  - Lean
  - Walmart

# 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



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



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

- China to Hazelhurst, GA
- \$25 million total combined investment
- 150 jobs, potentially up to 250
- 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





- 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

# High Quality Apparel (Kept from Offshoring)

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



Forma Apparel  
Manufacturing





- 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





- 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”



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



- 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, Ont. company opening injection molding plant, U.S. manufacturing base in Buffalo, NY
- 250 jobs
- 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.

# 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.



- Began reshoring in 2008
- \$5 million investment in new Shell Lake, WI facility in 2013
  - Investment as part of Wal-Mart's "Made in America" initiative
- Planning additional capital investments in 2014
- Expected to add 150 additional jobs
- Reasons:
  - Total cost
  - Inventory
  - Environmental impact
  - Lead time

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](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.”



# Candles

## (Kept from Offshoring)

- Fayetteville, AR
- 200 jobs
- Reason:
  - Walmart initiative





- 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.

## 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





- China to Hatfield, PA, during recession (2008 and on)
- “Repatriated” \$100 million in foreign investment
- Increased local workforce 25%, about 40 jobs
- Sales increased 10% over 2010-2011, 22% over 2011-2012
- Reasons:
  - Re-design
  - Delivery and lead time
  - Quality and materials control
  - Rising labor and transportation costs
  - Communications
  - IP risk
  - Synergies



- 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



# Buckets (Kept from Offshoring)



- Leominster, MA
- No new employees yet
- Consistent annual sales growth
- Reasons:
  - Image/brand
  - Increased consumer preference for American-made
  - 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](http://www.bizjournals.com/boston/blog/mass_roundup/2014/01/leaktites-leominster-made-big-gripper.html?page=all).

# Computers (Foreign Direct Investment)



**lenovo**<sup>TM</sup>

- 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.



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



- 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.

# 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



- Reshored to Topeka, KS
- 1,000 jobs
- \$250 million investment in building facility
- Reasons:
  - Proximity to market
  - Currency variation
  - Lead time
  - Government incentives





- 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](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

- 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



- China to Montreal
- CAD 30 million+ in production capacity investments since 2011
- “Hundreds of jobs”
- Requested CAD 50M to build new production facility
- Reasons
  - Automation
  - Image/Brand
- “Mega Brands manufactures more than half of its toys in Montreal, at least double what it did a few years ago.”

# 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

# 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







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



# Socks

## (Kept from Offshoring)



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

# 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>.



- 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



- China to Irvine, CA
- Predicted 10+% revenue increase
- Reasons:
  - Rising wages/labor costs
  - Lead time
  - Quality
  - Control
  - Image/brand
  - Supply chain interruption risk
  - Reduced packaging costs
  - Lean/process improvement techniques
  - Response to Walmart initiative



**PHILIPS**

- 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”



- 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





- 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



- 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 Brunswick, OH
- 2 jobs, with potential for more
- Reasons:
  - Rising wages
  - Raw materials cost
  - Difficulty finding workers
  - Time to market



- 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.



- 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



# Recliners (Kept from Offshoring)



- Potomac, MS instead of China
- Since 2007 has grown its local workforce from 500 to 1,300
- Reasons:
  - 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.

# 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



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



- 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



# 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

- 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

# Toilets

## (Foreign Direct Investment)

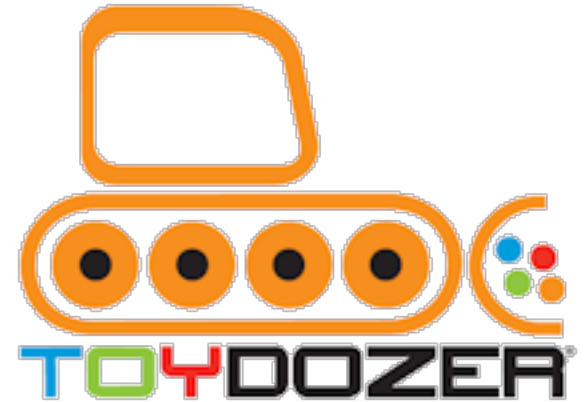


**TOTO**<sup>®</sup>

- 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

# 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



- Ontario, CA
- Moving 50-75% of manufacturing back from China
- Reasons:
  - Tax benefits
  - Time and freight cost
  - Quality
  - Time to market
  - County incentives:
    - Instituted “local Foreign Trade Zone”
    - On-the-job training programs
    - Creating local economic opportunities: raw materials suppliers, transporters, city, county, and state



- 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



- 50% of Frisbee production
- China back to CA and MI
- 8 jobs added

# Small Kitchen Appliances



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

Sources: "Brown: Whirlpool decision to reshore nearly 400 jobs a testament to the strength of Ohio workers and manufacturing."  
Sherrod Brown, Senator for Ohio. March 14, 2014.

Joel Hans, "Whirlpool to invest \$40m, add 400 jobs in Ohio." Manufacturing.net. March 14, 2014.



- 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:
  - 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>



- \$20 million investment in Amana, Iowa refrigeration plant to improve productivity and efficiency
- Part of Whirlpool's 2010 commitment to invest \$1 billion over 5 years to increase its US footprint
- Amana plant employs 1,700
- Reasons:
  - Government incentives
  - To drive productivity and efficiency
  - To “deliver a constant stream of new innovation”

# Plastic and Rubber Band Weaving Toy (Kept from Offshoring)



- Licensed to manufacturers in MA,
- 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

Source: Catherine Kavanaugh, Plastics News. “Inventor brings US business into the loop with Wonder Loom.” December 17, 2013.  
<http://www.plasticsnews.com/article/20131217/NEWS/131219943/inventor-brings-us-business-into-loop-with-wonder-loom>.

# Truck & Bus Tires (Federal Direct Investment)



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