Q. If we have to automate to reshore, will automation increase or decrease the number of U.S. jobs?

A. In manufacturing clearly increase. In services, not as clear.

- Unambiguously we will have more jobs than if we do not automate. Technology flows readily from country to country. Our competitors ae automating. We will either lose many more jobs or our salaries will drastically decline to become cost competitive at a low productivity level.
- Probably we will have more jobs than today if we automate sufficiently because we can reduce our trade deficit as we automate.
- If we are smart, automation will increase U.S. mfg. for at least 10 or 20 years

Q. How about skilled workforce availability?

A. With high automation, mfg. is a more desirable career. Combination of high-tech and visible reshoring make it easier to recruit the workforce we need to automate and compete.

Q. What has been the impact of productivity on reshoring?

A. U.S. automation and productivity have been the largest factors driving reshoring, with about 25% of companies mentioning these as key reasons to reshore.

Q. What has been happening to mfg. employment recently?

A. 3M above trend.

Q. What is the role of lean?

A. Lean practitioners can lead the reshoring trend, using TCO and improving competitiveness. Improving cost maybe 10% via lean and recognizing the 20% offshoring cost can bring back 3+ million jobs. Between tariffs and virus, now is the time.

Q. So how should a company get started?

A: Getting started depends on who your role.

- OEMs: use TCO for smarter sourcing and to sell to retailers.
- Suppliers: Use TCO for smarter selling to the OEMs.
- Consumers: Ask brands and retailers: "Where is it made?"

Q: If we have questions whom should we call?

A: IMEC is your first resource to begin discussions of supply chain planning and managing for risk. Contact Emily Lee at elee@imec.org to schedule your conversation.