

# 2025 Reshoring Survey Report

**Harry Moser**  
Reshoring Initiative



**Kathy Nunnally Anemogiannis**  
Regions Recruiting



# Table of Contents

Executive Summary .....	3
OEM's .....	5
Contract Manufacturers .....	19
Key Takeaways .....	36
Our Recommendations for Policy Makers, OEMs and CMs .....	38
About the Survey .....	40



## Introduction

The U.S. manufacturing sector is at a critical inflection point. The 2020 global pandemic and its associated aftershocks were a wake-up call, exposing vulnerabilities in the U.S. supply chain due to our \$1.2T goods trade deficit. U.S. manufacturers have begun looking beyond low-cost country sources, planning for supply chain risks that could cause long-term disruptions worse than those experienced during the pandemic. We will see from the survey results; many manufacturers are considering the collaborative power of locating manufacturing near engineering and are placing a high value on the quick delivery which is only available from local sources.

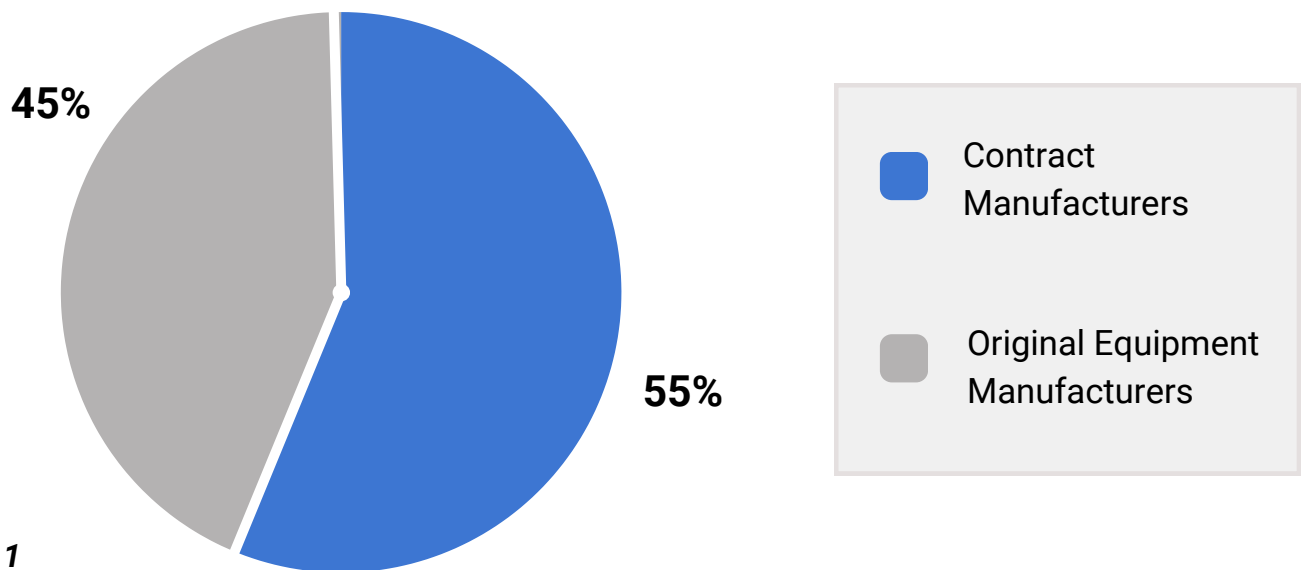
Reshoring, producing in the U.S. products or components that had previously been produced offshore, is synonymous with reindustrialization. Reshoring is about securing U.S. manufacturing supply chains, reinvigorating U.S. innovation, and bringing jobs back to the U.S. To rebuild the U.S. manufacturing base, it will require investments in automation, training, education, and changing perceptions of the industry as a whole to develop a workforce with suitable, contemporary skills. It will also require federal policies that level the cost playing field. The success or failure of training millions of workers could skew the outcome of the U.S. reindustrialization momentum in either direction. Even without a surge in reshoring, 2.1 million manufacturing jobs are forecast to go unfilled by 2030, with an estimated loss to GDP of \$1T. Continued success of reshoring would increase that shortfall to 3 million or more. Successful reshoring also requires an established ecosystem of suppliers and intermediaries, such as the Contract Manufacturers surveyed, encompassing all steps from raw materials to finished product.

The strategies the country implements now will shape the future of American manufacturing for decades to come. We are hopeful the current administration will consider the findings from this survey as it formulates new strategies to reindustrialize America.

***Figures in the report have been rounded to the nearest whole integer for display purposes and therefore may not add up to 100%***

## Respondent Demographics

Respondents self-selected as either Original Equipment Manufacturers (OEMs) or Contract Manufacturers (CMs). An OEM is defined as manufacturing end products, often from component parts procured from other organizations. A CM is defined as manufacturing parts, components, and tooling to be used in an OEM end product.



**Fig. 1**

**55%** of relevant respondents were Contract Manufacturers compared to **45%** Original Equipment Manufacturers (*Fig. 1*).



# Original Equipment Manufacturers (OEMs)

---



What is the approximate total US annual revenue of your company?

**74%**

Less than \$100M in annual revenue

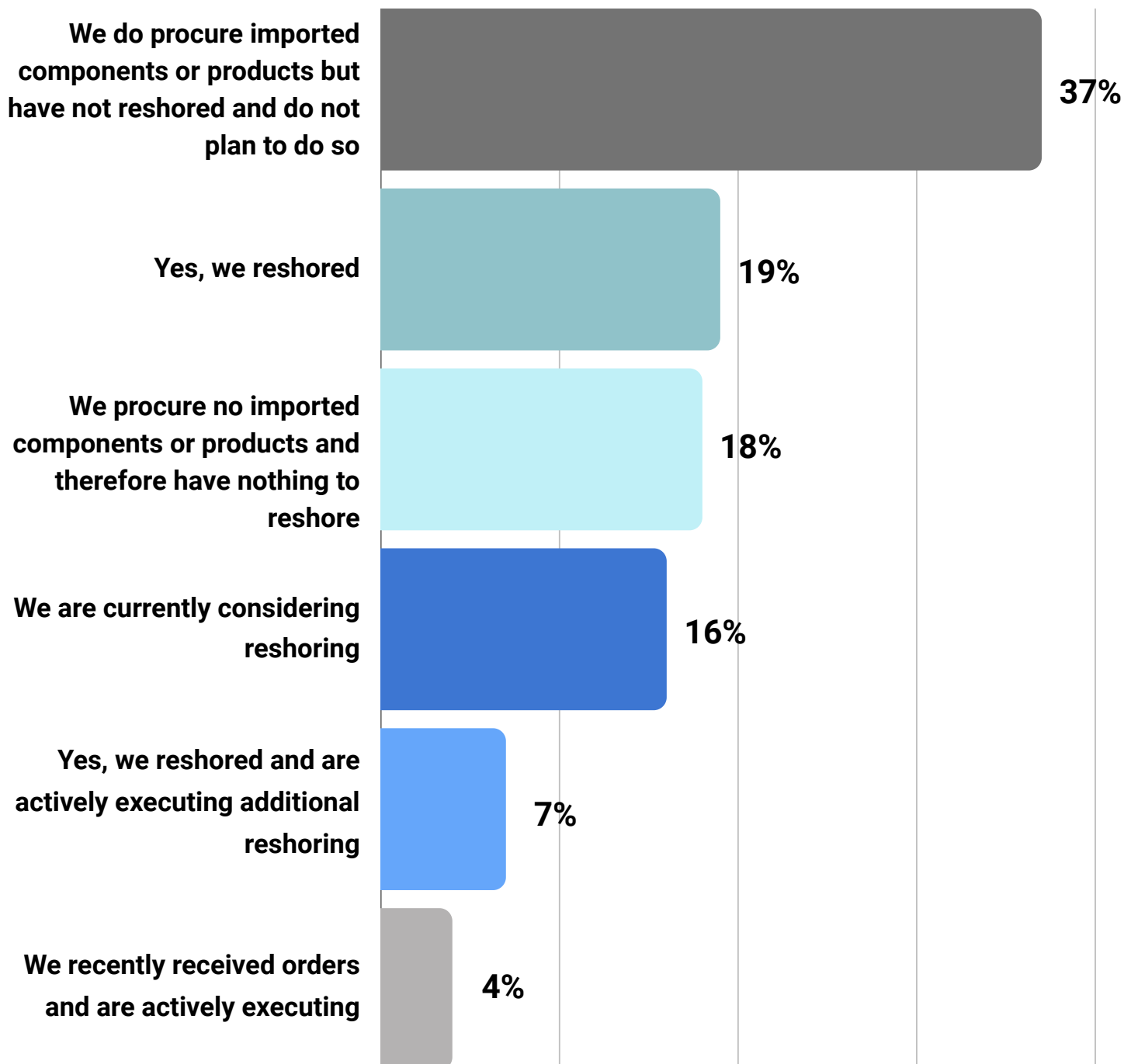
**26%**

More than \$100M in annual revenue

OEM Fig. 1

26% of OEM respondents have \$100 million in revenue or more and 74% had less than \$100 million in revenue (OEM Fig.1)

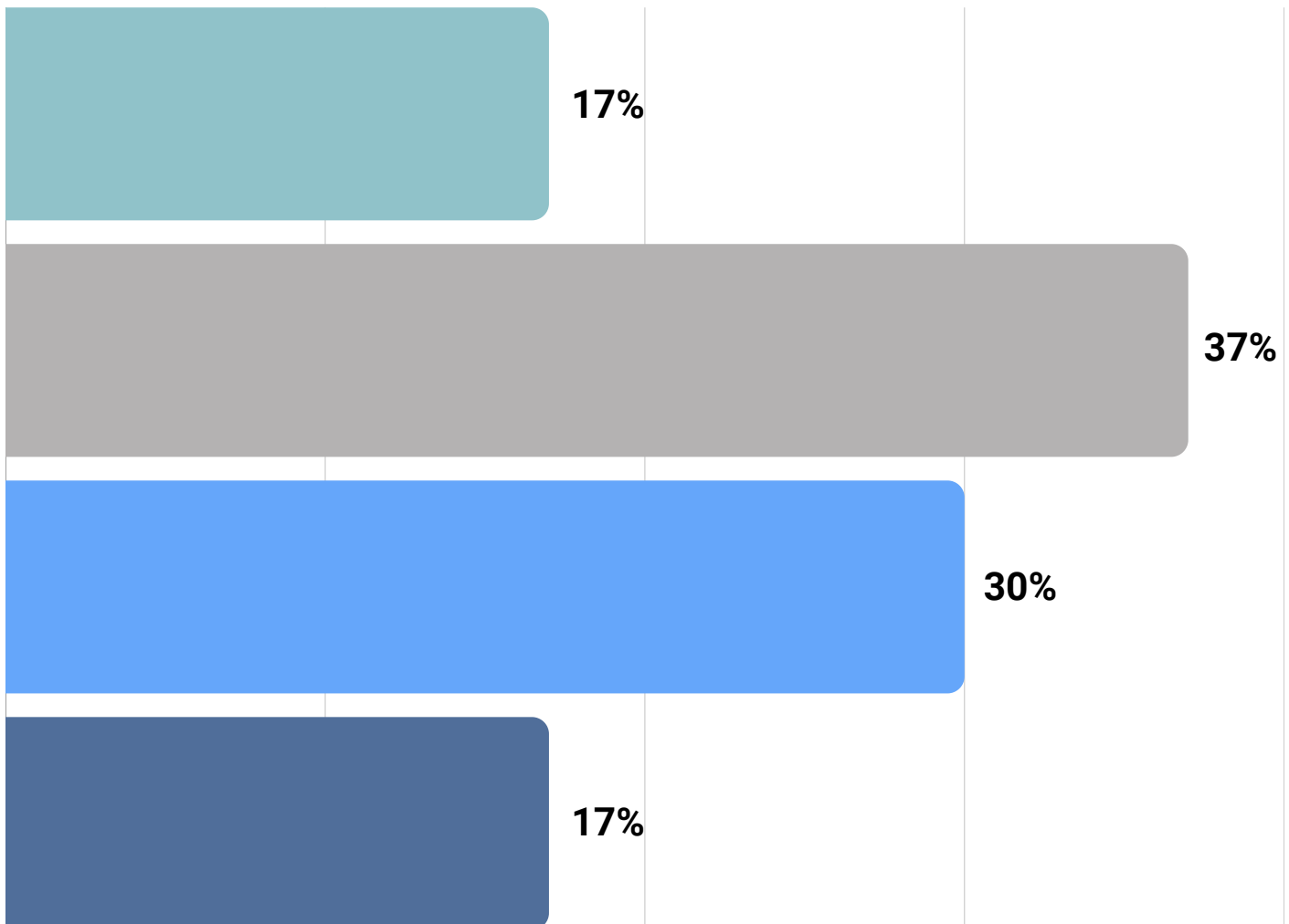
## During the last ten years (starting January 2015), have you reshored any inhouse or outsourced manufacturing to the U.S, or are you considering reshoring?




**OEM Fig.2**


**30%** of OEMs surveyed said they have reshored over the last ten years or are actively executing reshoring strategies. **16%** are currently considering reshoring, and **37%** have not reshored and have no plans to do so. **20%** are U.S. self-sustaining and procure no imported components or products (OEM Fig. 2).


## On what basis are you comparing offshore vs. domestic options?




**OEM Fig. 3**

 FOB, Ex Works price or plant level costs

 Landed cost

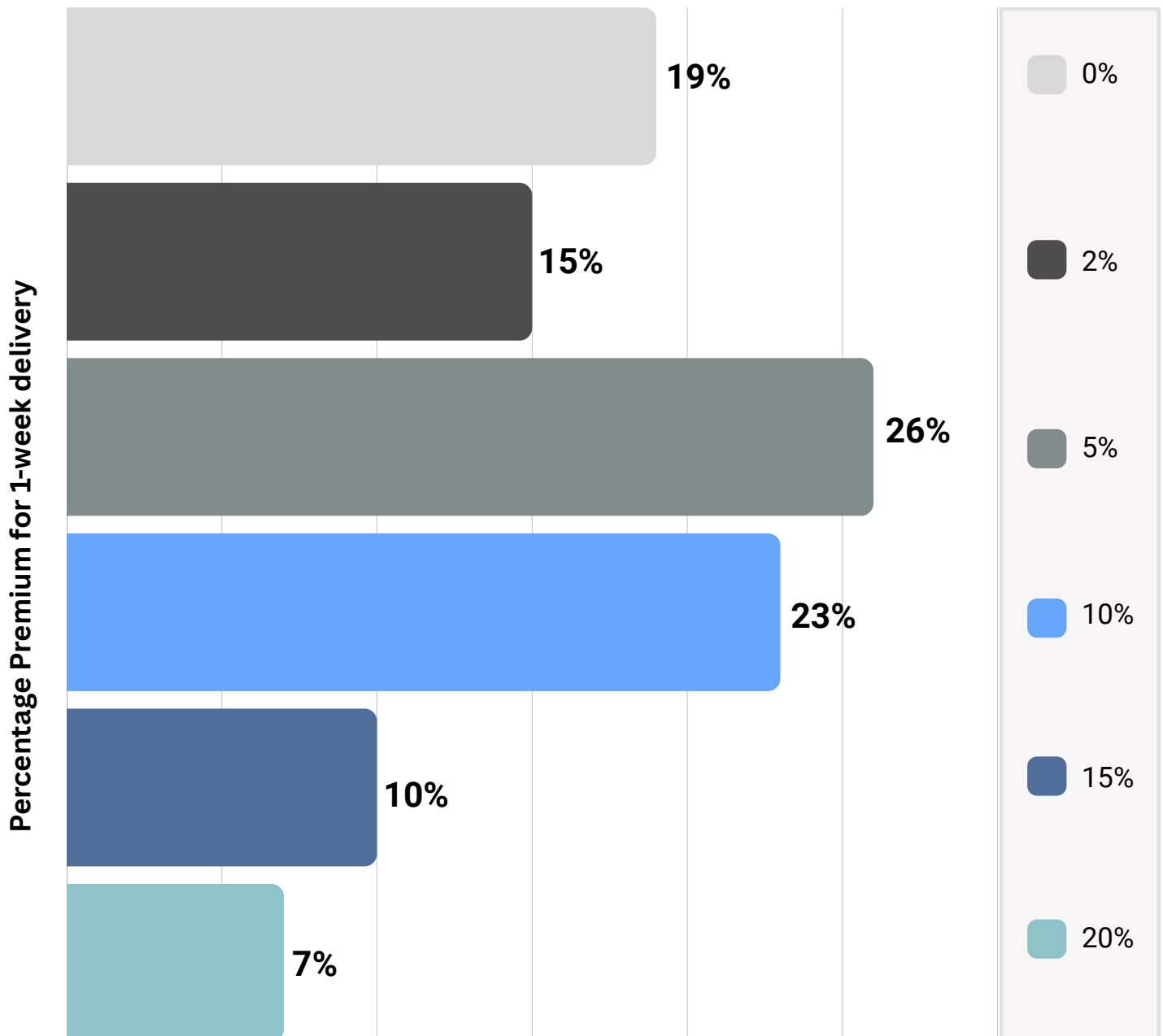
 Total Cost of Ownership (TCO) covering about 20 costs and risks beyond Landed Cost

 Other

Only **30%** of OEMs use total cost of ownership (TCO) in comparing domestic to offshore sourcing. **17%** continue to use Ex-Works or plant level costing, and **37%** use Landed Cost. **17%** use some other form of costing for their suppliers (*OEM Fig.3*).



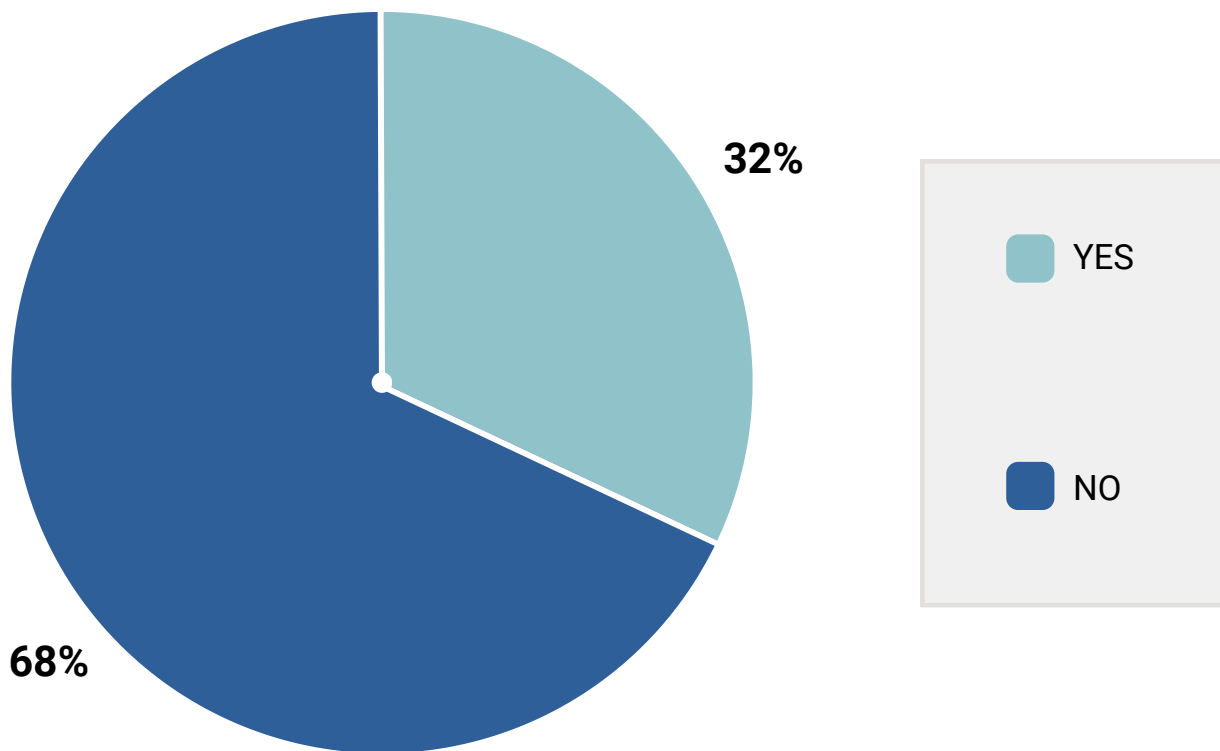
## On average, how much more would you pay for components/products with 1-week lead times vs. 6-week lead times?



**OEM Fig. 4**

**43%** of OEMs value fast delivery and would be willing to pay 10% to 20% more for components if they could be delivered within a 1-week lead time versus a 6-week lead time (OEM Fig.4).

## Are you planning to offshore any products in the next two years?

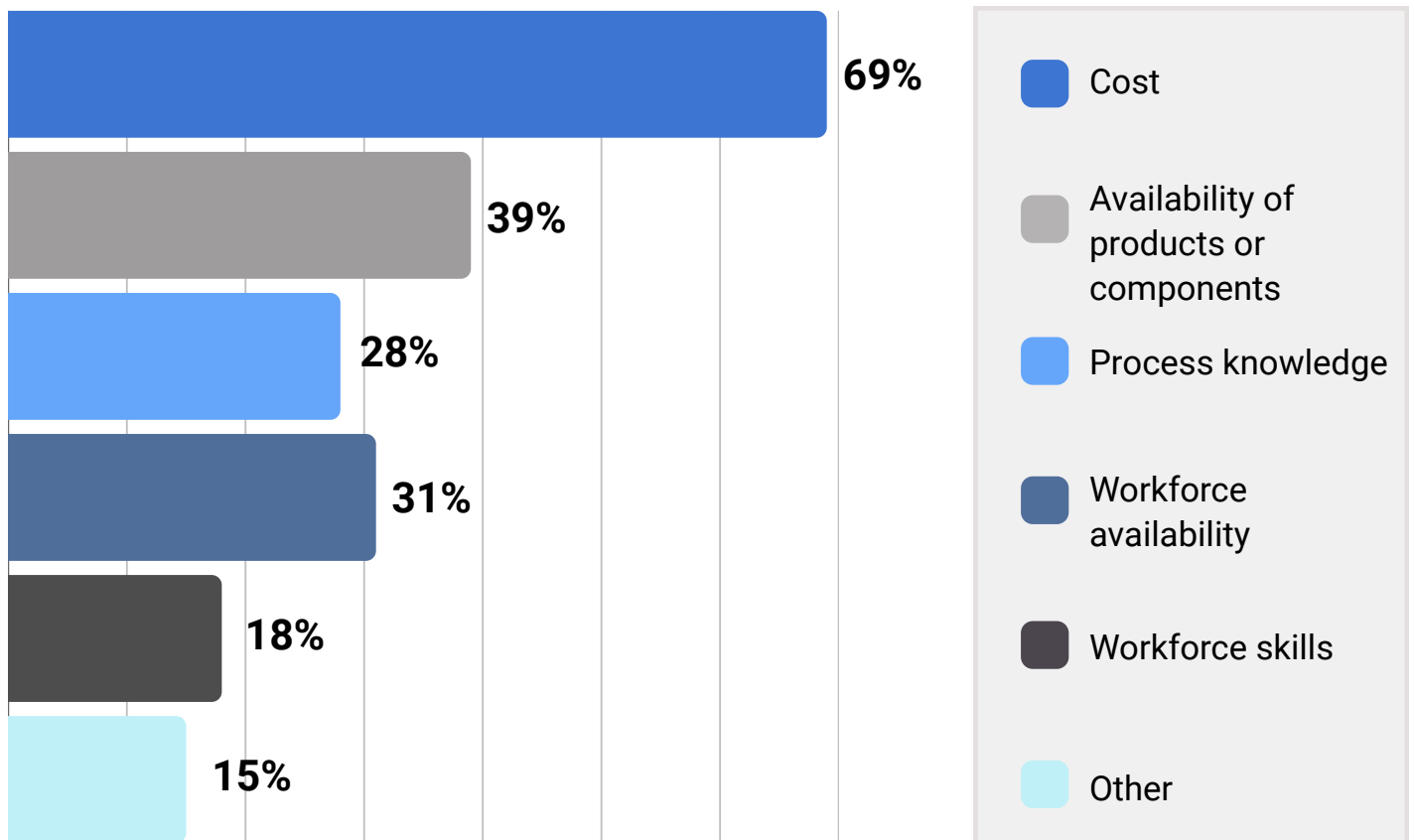


**OEM Fig. 5**

**32% of OEMs are planning to offshore products (OEM Fig.5).**



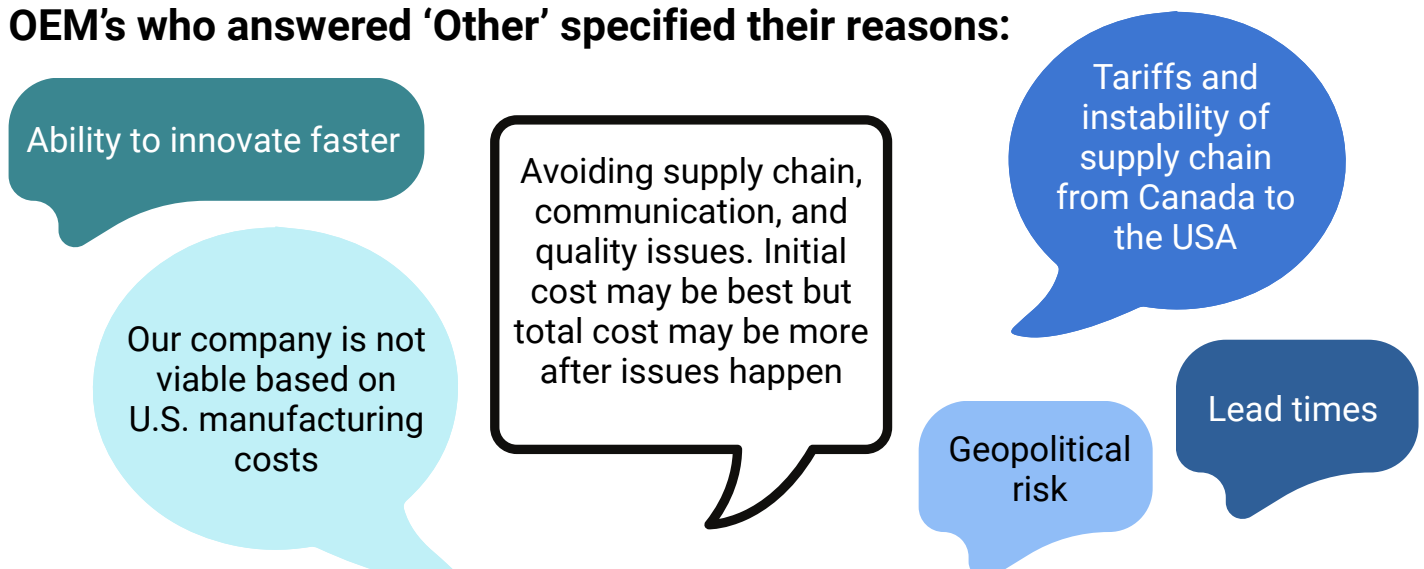
## Explain why you are planning to offshore? (Select top 2):



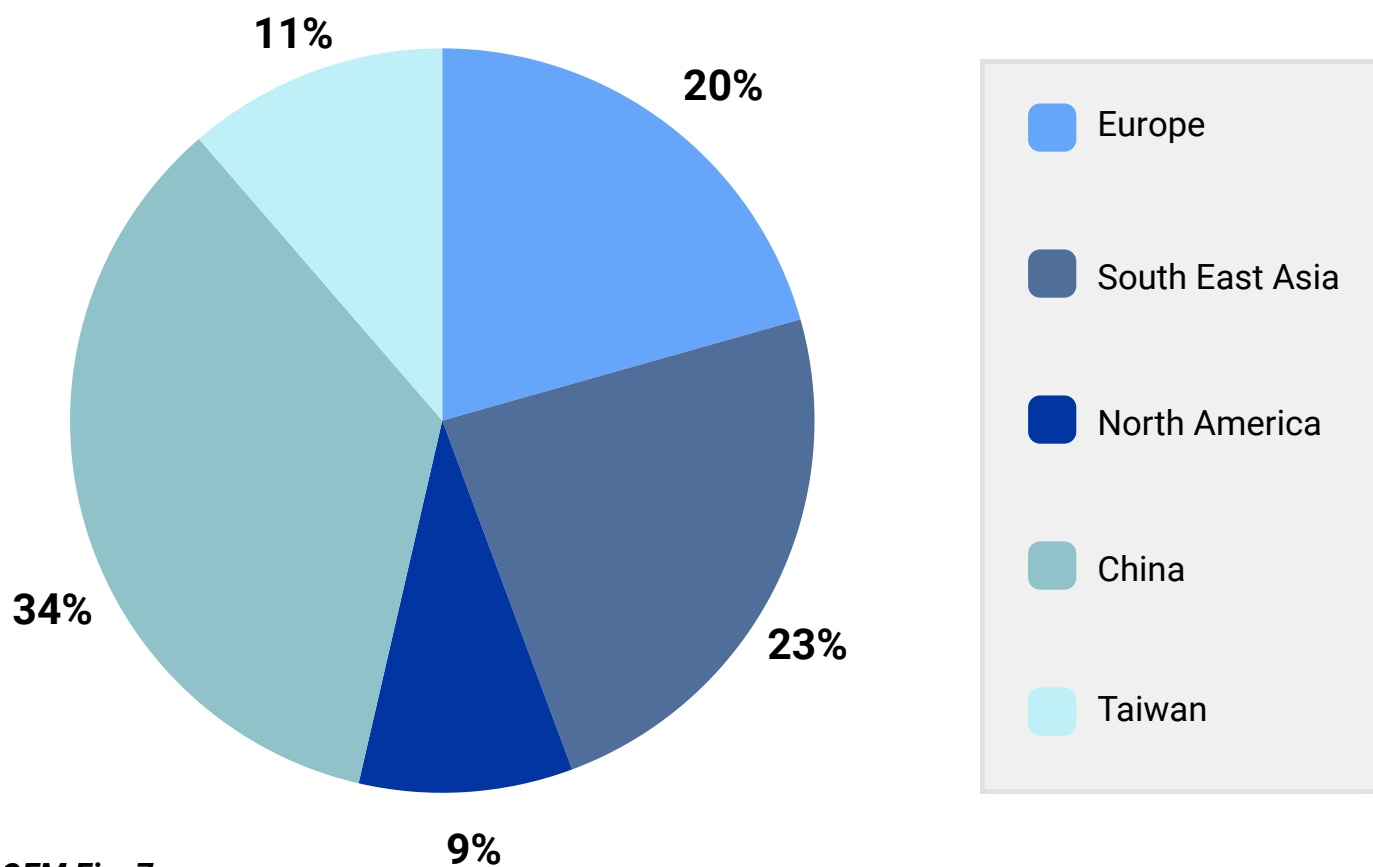
**OEM Fig. 6**

**32%** of OEMs plan to offshore some work in next 2 years. The top reasons for offshoring were cost (**69%**), availability of product/components (**39%**), workforce availability (**31%**), closely followed by process knowledge, defined as how to make the product (**28%**) (*OEM Fig.6*).

### OEM's who answered 'Other' specified their reasons:

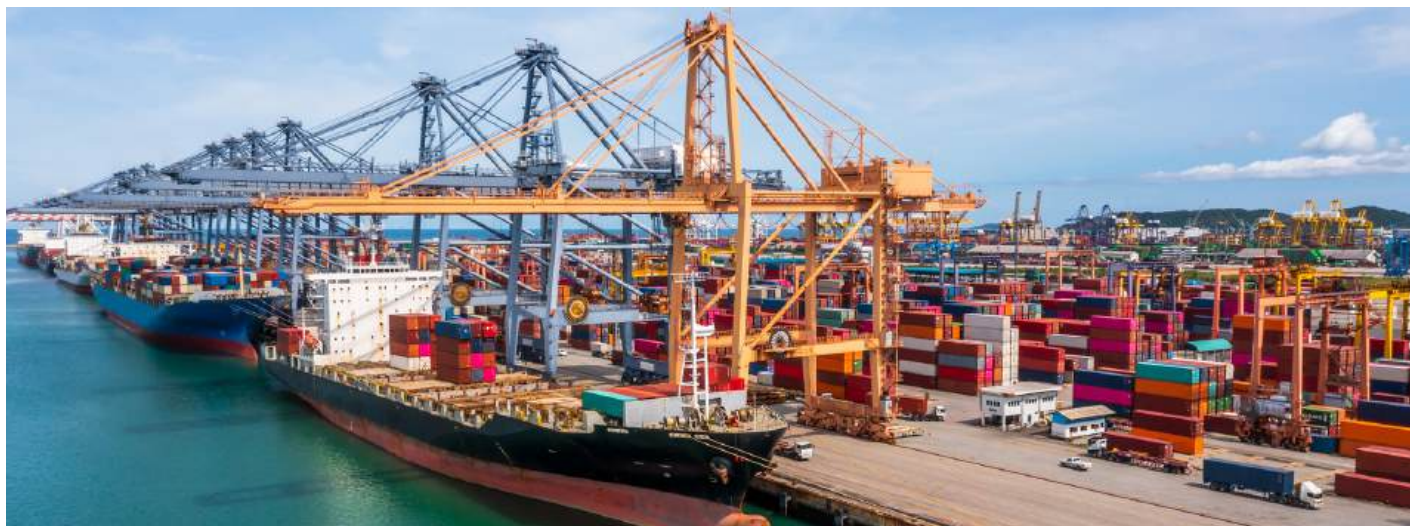


## We asked businesses that had reshored - what country have you reshored from?



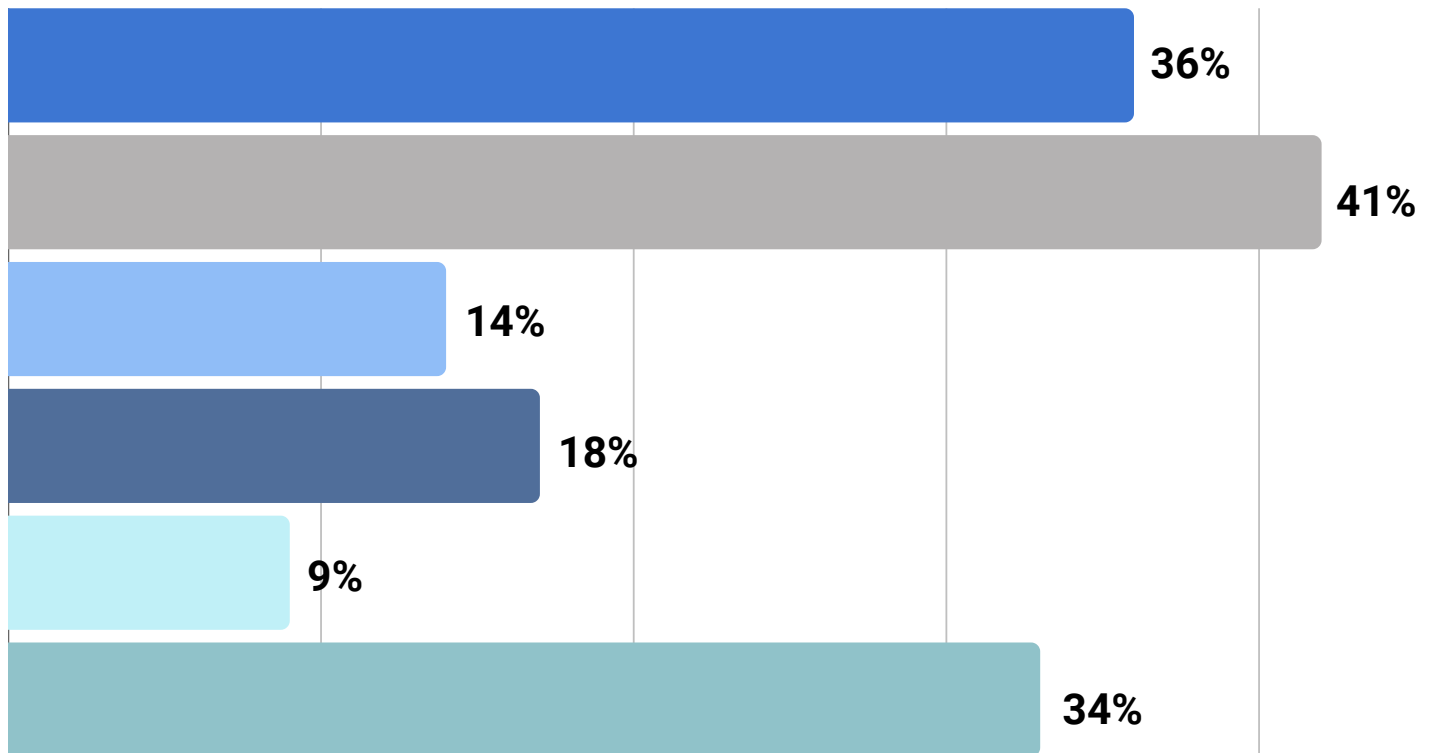
OEM Fig. 7

Top countries reshored from were China with **34%**, South East Asia with **23%**, followed by Europe at **20%**. Other countries are Taiwan with **11%**, and North America with **9%**. (OEM Fig.7).

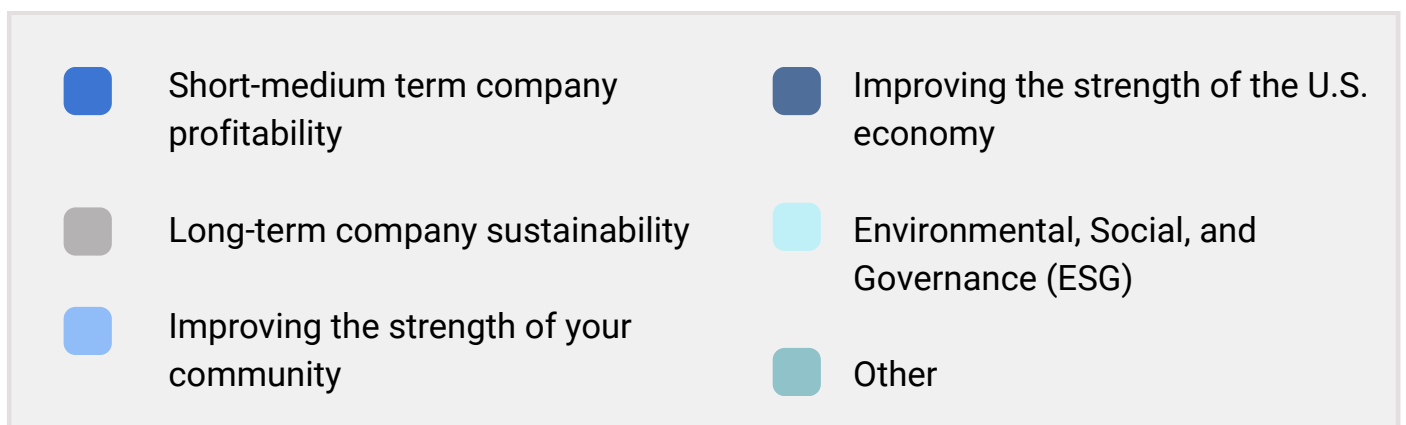




## In deciding whether or not to reshore, what % of your decision is based on each of the following factors:



**OEM Fig. 8**



OEMs place the highest priority on long-term sustainability (**41%**), followed by short-medium term profitability (**36%**). Their priority on community, country and ESG is much lower at **14%**, **18%**, and **9%** respectively. **34%** of respondents say “Other” factors go into their decision to reshore (*OEM Fig. 8*). Results exceed 100% due to methodology and not restricting respondents to inputting only 100% total.

## Please select your top reasons to reshore to the U.S. Please select up to 3 options.

The top three reasons OEMs gave for reshoring to the U.S. were (*OEM Fig .9*):

**45%** Saw the benefit of having manufacturing located near engineering

**45%** Saw a reduction in freight and duty costs

**38%** Agreed they would avoid any potential geopolitical risk

*OEM Fig. 9*

Proximity to customers' market (**35%**) and Quality/Rework/Warranty (**32%**) were the next most cited reasons for reshoring

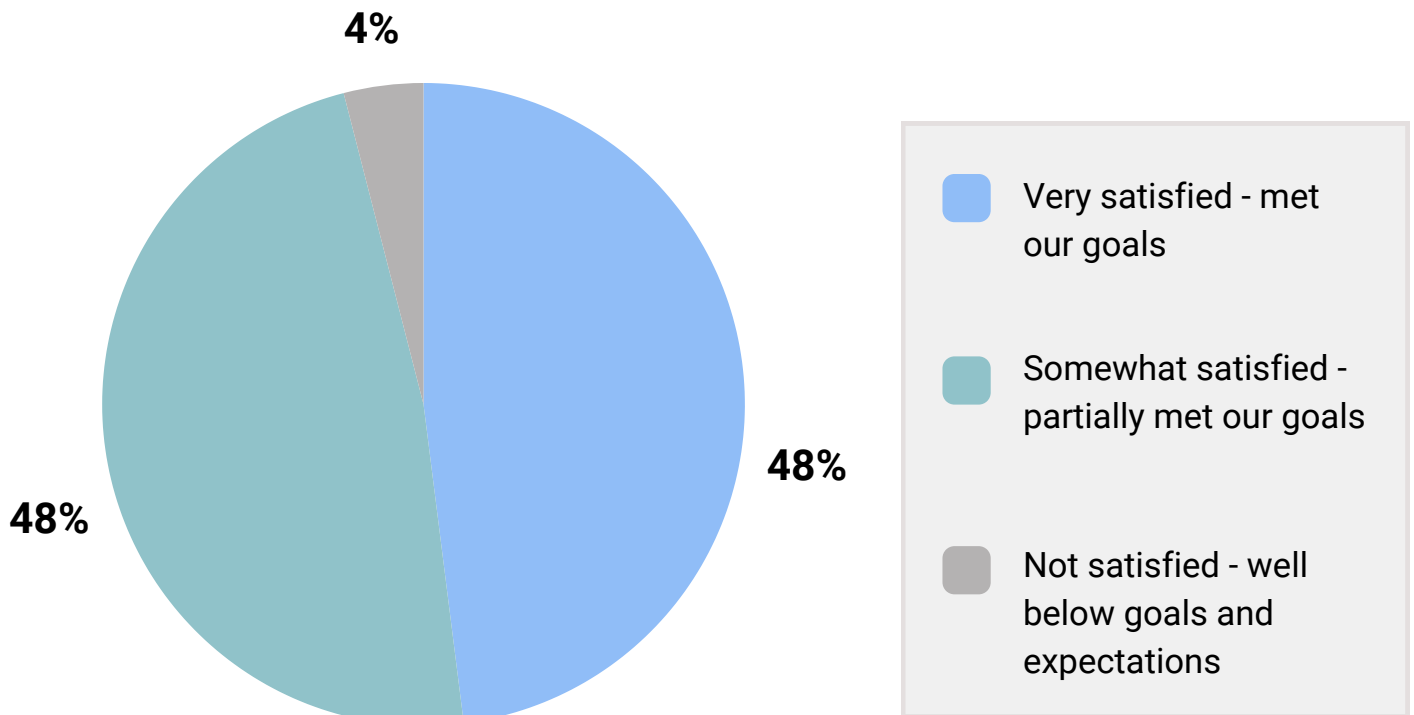
### Less popular reasons were:

- Supply chain disruptions - **28%**
- Robust Supply Chain - **21%**
- Intellectual Property Risk - **21%**
- Image/Brand of "Made in USA" - **17%**
- Automation/Technology/Lean - **10%**
- Skilled Workforce Availability - **7%**

- Social/Ethical Concerns - **7%**
- Section 301 Tariffs - **4%**
- 3D Printing/Additive - **4%**
- Manufacturing - **4%**
- Energy/Utilities Costs - **4%**
- Government Incentives - **4%**

## How satisfied are you with the results from the reshoring?

96% of OEMs that had reshored said they were very satisfied or somewhat satisfied with the results. 4% indicated results fell well below their goals and expectations (*OEM Fig.10*).



*OEM Fig. 10*

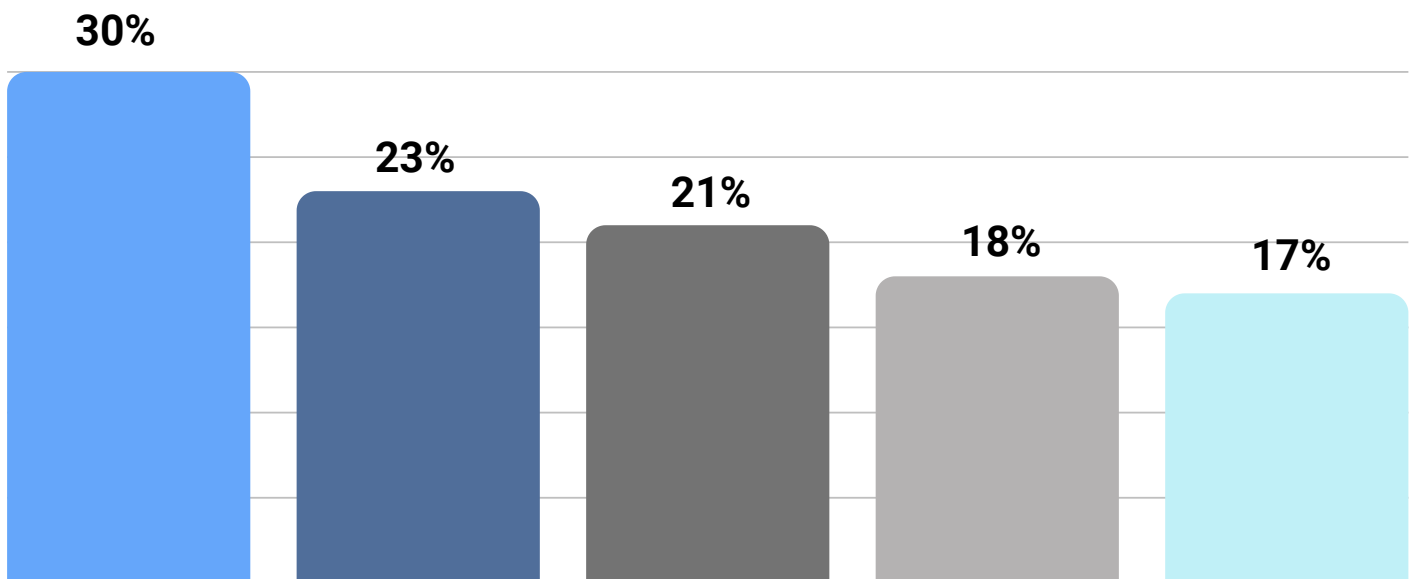
### Comments on completed reshoring programs:

Reshoring is not completed and is hampered by a lack of skilled workers in North America

Reshoring has given us more control over the process and costs are lower when factoring in TCO

Profit was never the sole reason for manufacturing in the USA

## How much of your product would you consider reshoring if:



OEM Fig. 11

- U.S. workforce had higher skills and were in abundant supply
- 15% additional tariffs applied to all imports from all countries
- USD was 15% lower against all currencies
- U.S. corporate tax rate was cut from 21% to 15%
- U.S. regulations, esp. EPA, were set to match those offshore

The top trigger for increased reshoring was having an abundant, highly skilled workforce available in the U.S. Given that resource, OEMs would reshore **30%** of their products currently offshored.

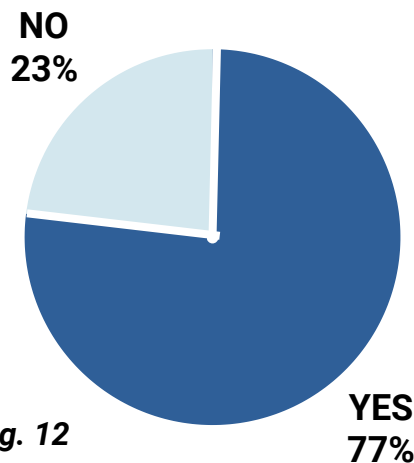
If 15% tariffs were applied to all imports from all countries, OEMs said they would bring back **23%** of what they currently offshore. This was followed by a 15% reduction of the USD (**21%**), corporate tax rate cuts from 21% to 15% (**18%**), and U.S. regulations set to match those offshore (**17%**) (OEM Fig.11).

Percentages were substantially lower for the policies being implemented by the Trump administration. Companies understand they need more workforce quantity to increase output and better training to improve competitiveness.

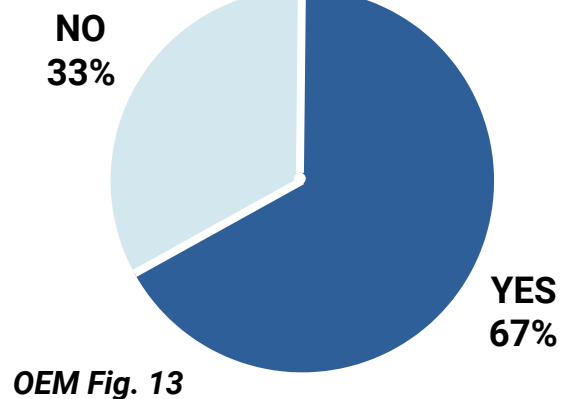


## Concerning a possible Chinese invasion of Taiwan, please answer the following questions.

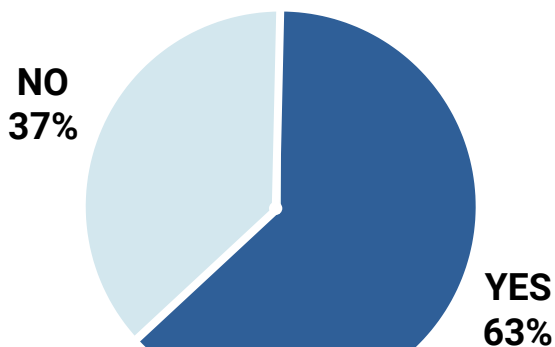
Are you concerned about the risk of such an event?



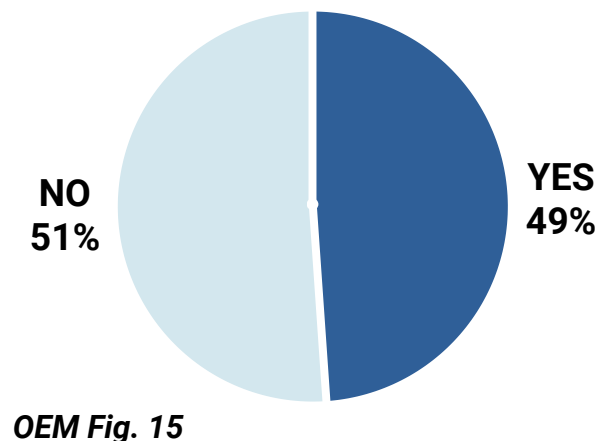
Have you estimated the likelihood of an event cutting off shipments from both countries?



Have you identified the potential impact on revenue?

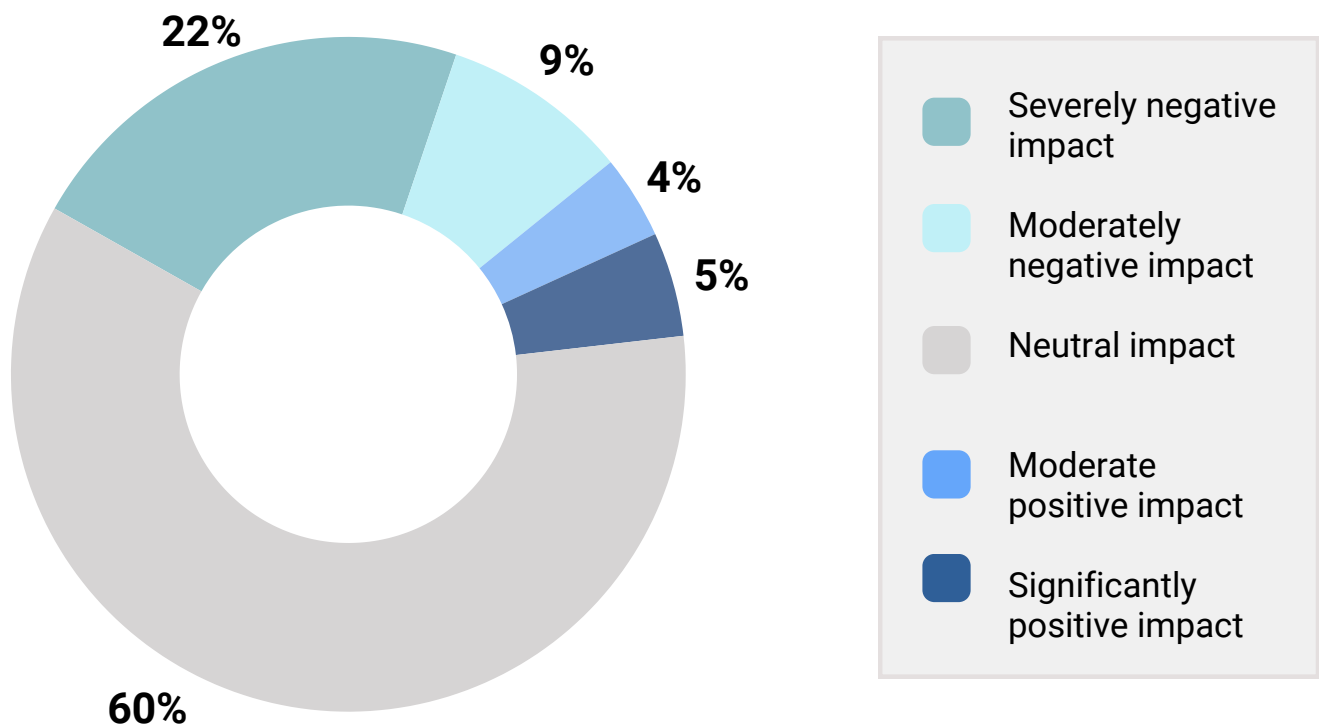


Have you identified products to reshore now as insurance?



77% of OEMs are concerned about the risk of a Chinese invasion of Taiwan (OEM Fig.12), yet 51% have not identified products to reshore now as insurance (OEM Fig.15). 67% of OEMs have estimated the likelihood of China/Taiwan disruptions to shipments, (OEM Fig.13) and 63% have identified the potential impact on revenue (OEM Fig.14).

## What do you estimate the revenue impact on your business would be if all illegal immigrants were deported?



**OEM Fig. 16**

**31%** of OEMs said that deporting all illegal immigrants would have a negative impact on their business. However, **60%** of OEMs also responded that deporting illegal immigrants would have a neutral impact. Only **9%** reported a complete deportation would have a positive impact on the business. It is not clear whether the negative impacts would be a loss of workforce or consumers (*OEM Fig. 16*)



# Contract Manufacturers (CMs)

---

**What is the approximate total US annual revenue of your company?**

**70%**

Less than \$25M in annual revenue

**30%**

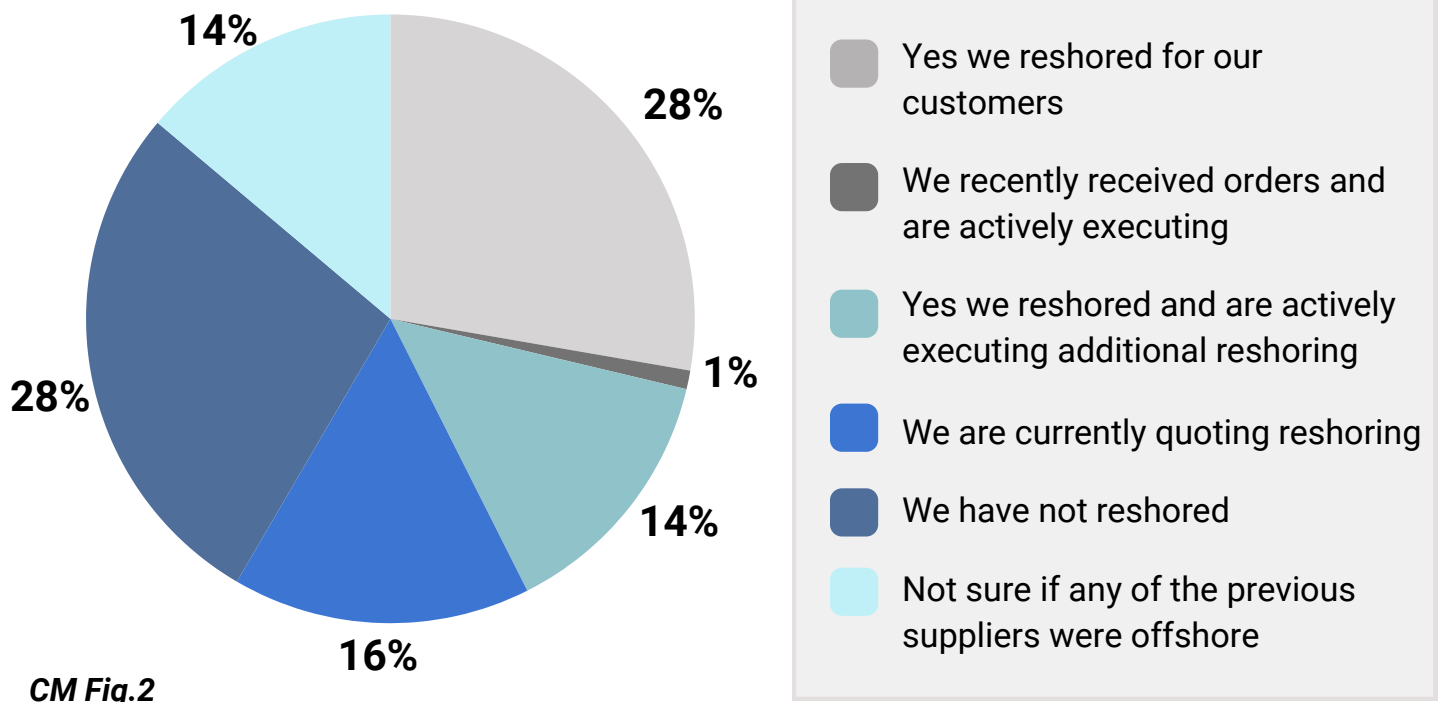
More than \$25M in annual revenue

*CM Fig.1*

CM responses are skewed towards small companies. **70%** had less than \$25M in annual revenue. Median revenue is approximately \$15M. These small CM companies represent **20%** or more of U.S. manufacturing output (*CM Fig.1*).



## During the last ten years (starting January 2015), have you reshored any manufacturing to the U.S. for your customers or are you expecting to?



**43%** of contract manufacturers have reshored for customers or are actively executing orders to reshore. **16%** are currently quoting on reshoring. **28%** have not reshored (CM Fig.2).

### Respondent comments on CM completed reshoring programs:

OEMs are incentivized to procure like Walmart whenever possible.

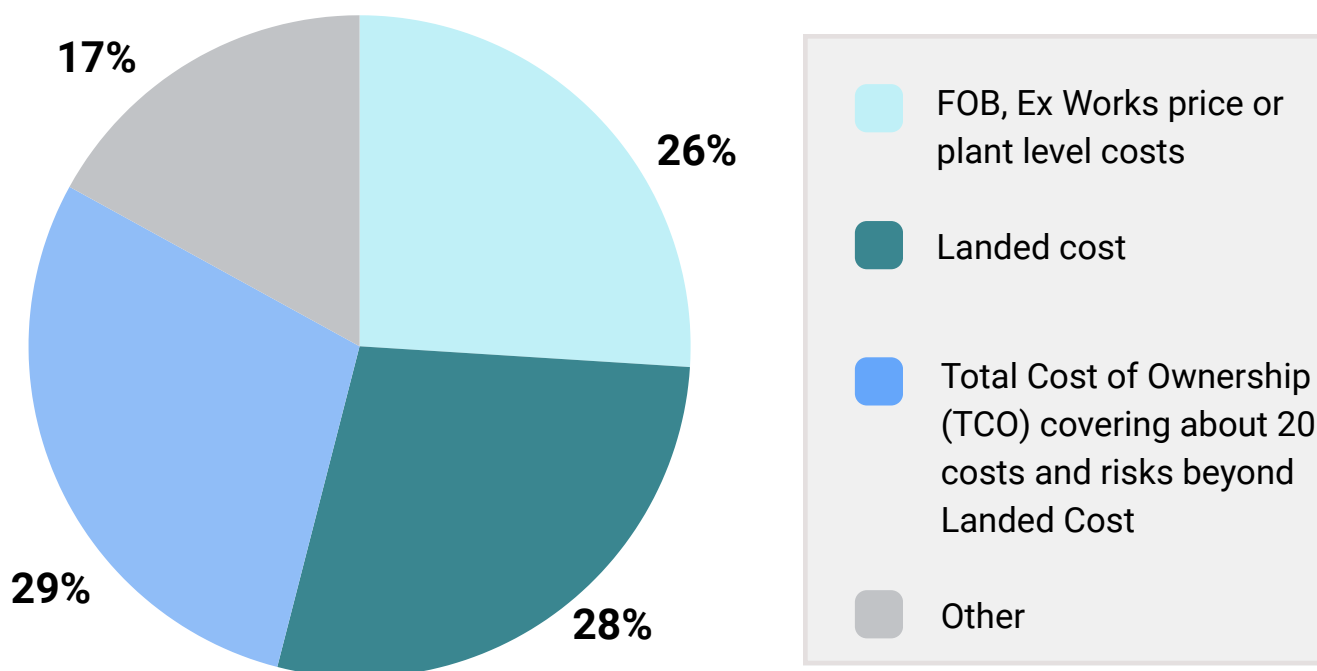
It would be great if my customers stopped having us compete with offshore locations!

We expected purchasing people to understand TCO and endeavor to lower risk. They seem to accept a higher risk in order to save money.

Can't compete with total cost when only part cost is looked at

There is a lot of talk with OEM's and not a lot of action.

## On what basis are most of your customers comparing offshore vs. domestic options?

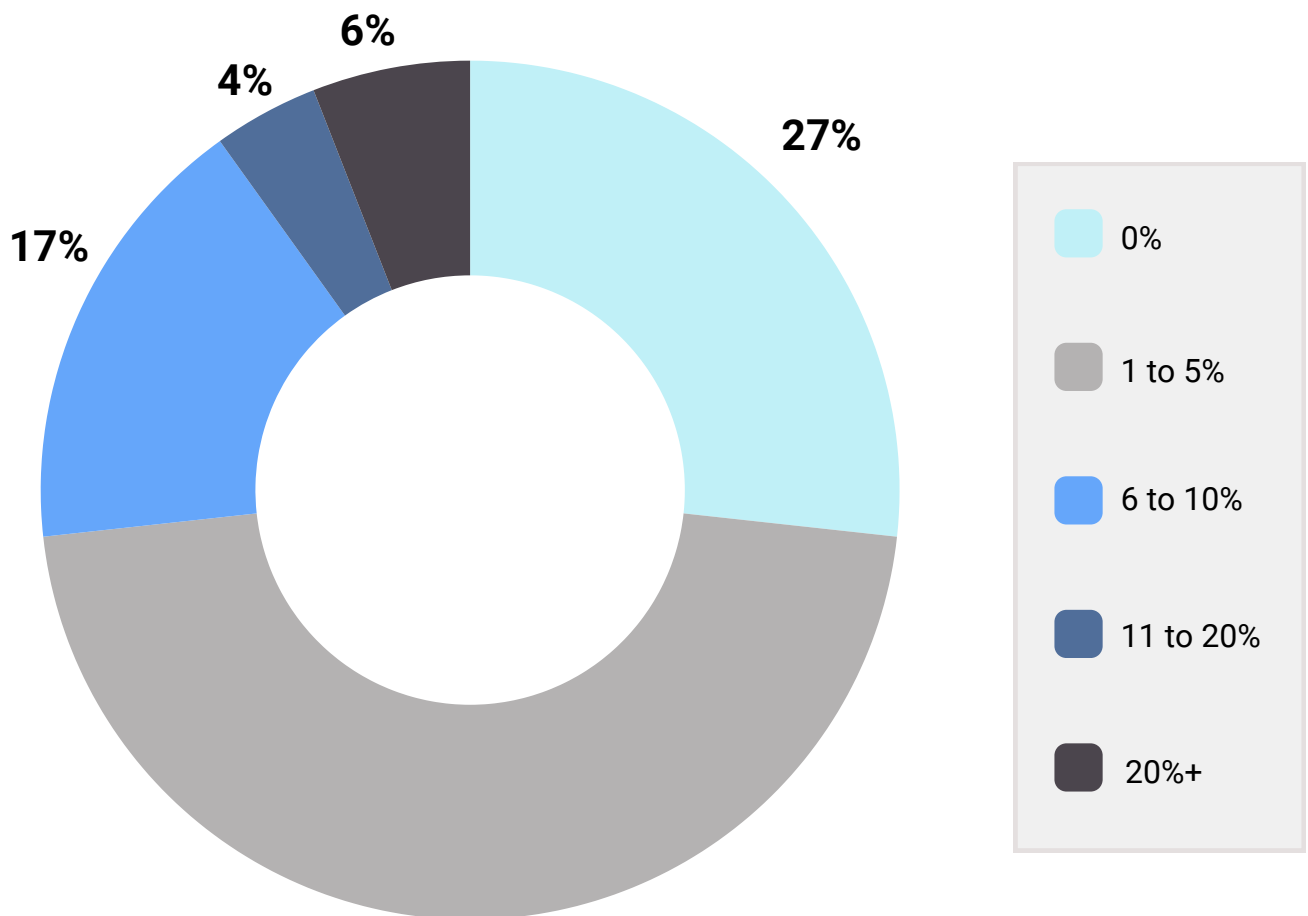


CM Fig.3

CMs said that the basis most of their customers are using to compare offshore vs. domestic options is nearly evenly split between FOB/ExWorks/Plant Level Manufacturing Cost at **26%**, Landed Cost at **28%**, and Total Cost of Ownership at **29%** (CM Fig. 3). CMs believe the OEMs are using simplistic cost comparisons but the OEMs responded differently.



## Approximately what percentage of your current work has been reshored?



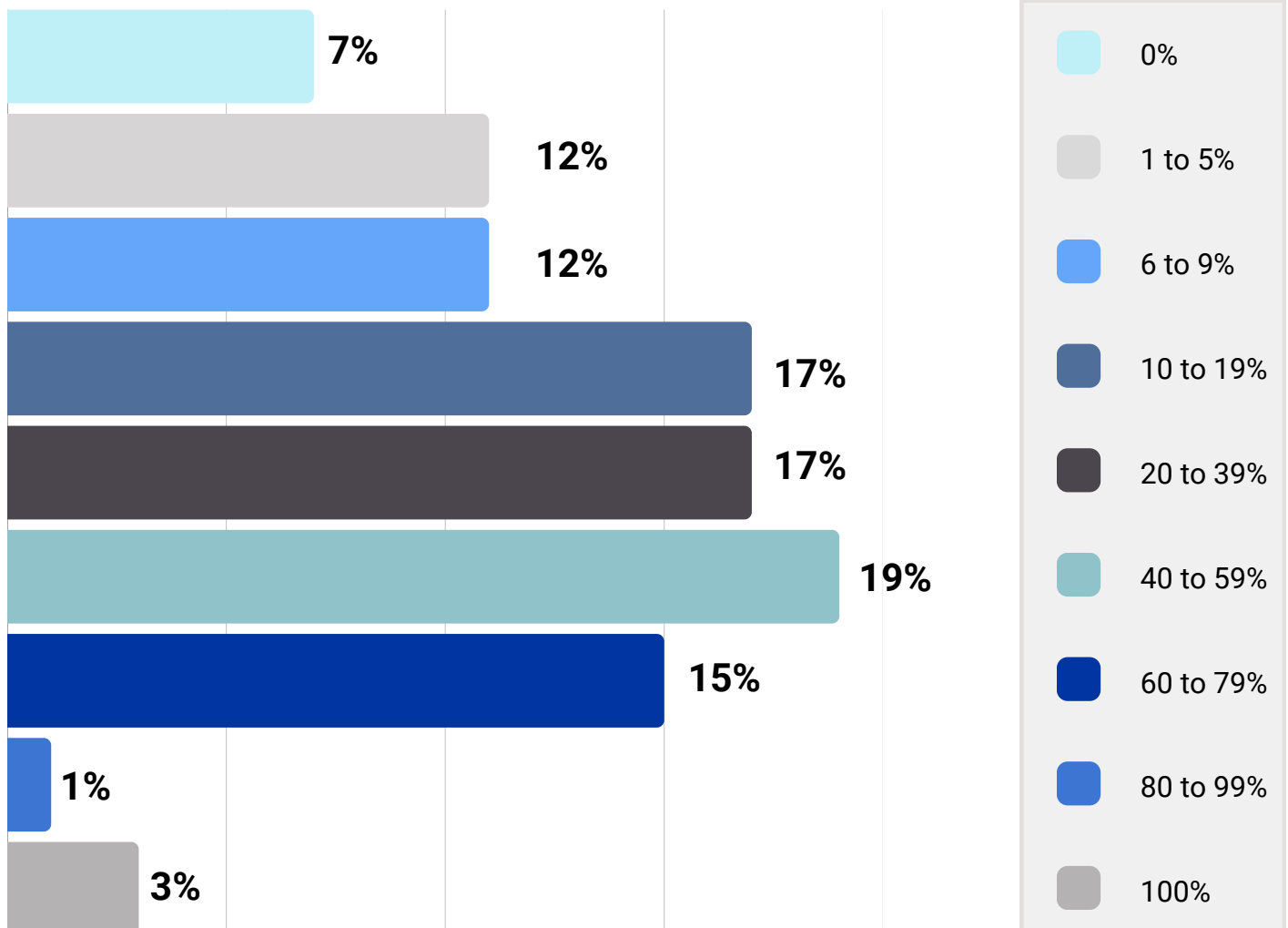
CM Fig.4

**47%** of contract manufacturers said a very small percentage of their work has been reshored (1 to 5% of their work), while **27%** responded that **6 to 20%+** of their work had been reshored.

As a weighted average, reshoring is about **5%** of CMs current work (CM Fig. 4).



## On what percentage of quotes in the last 2 years were you competing against imports?

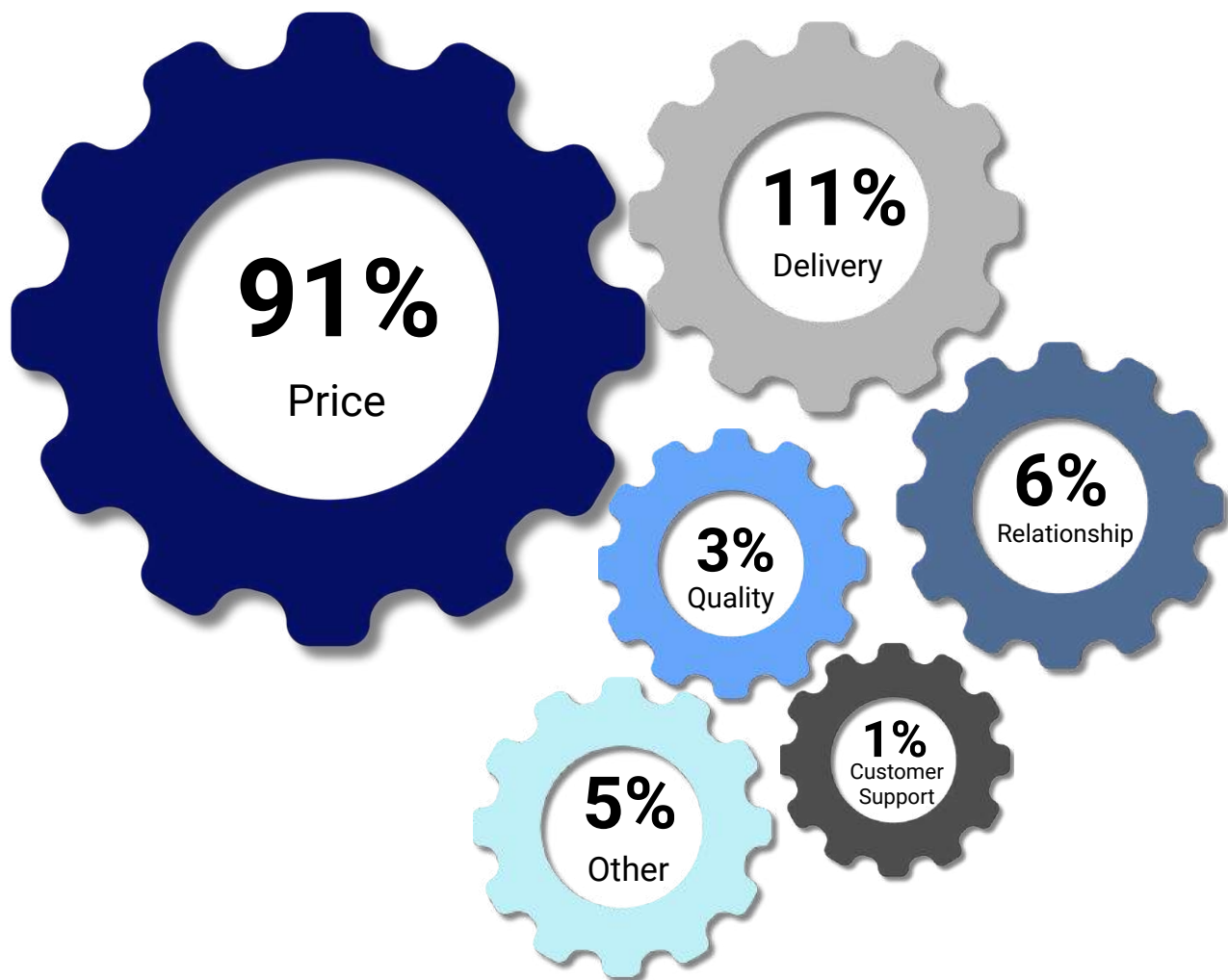


**CM Fig.5**

As a weighted average, CMs were competing with imports on about **31%** of quotes, with only **7%** facing no offshore competition, and **3%** competing with imports on every quote (*CM Fig.5*).



**Principal reasons you lost orders to imports. Please select a maximum of two options.**



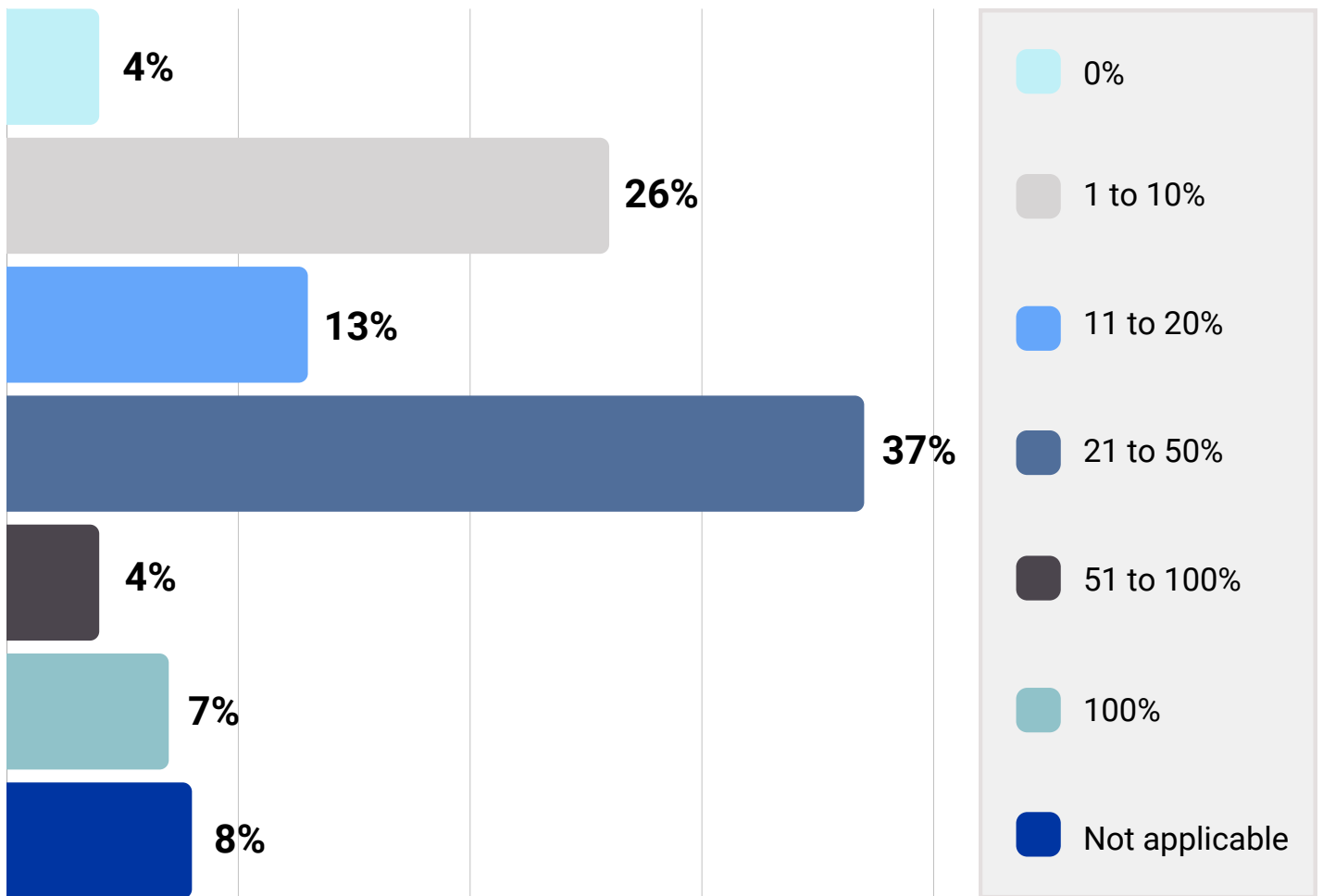
**CM Fig.6**

**91%** of respondents indicated that a primary reason they lost orders to imports was price. This aligns with the findings from OEMs, where **69%** cited cost as their main factor for offshoring.

The second highest loss factor was delivery at **11%**, even though CMs hold the advantage of being located onshore near the customer (CM Fig.6).



## If you could recover all of the work you lost to imports since the year 2000, how much would your sales increase?

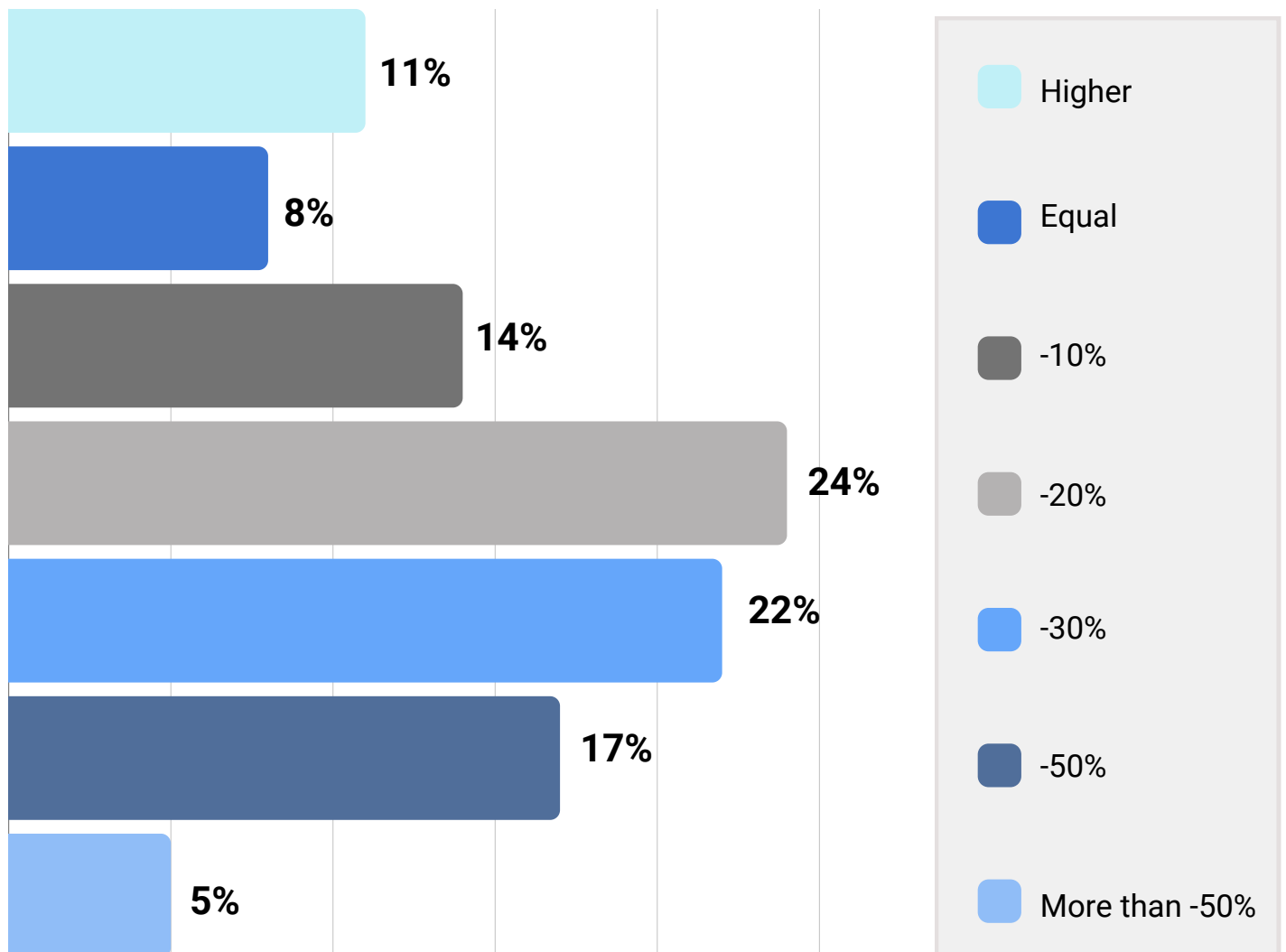


CM Fig.7

A weighted average shows CMs estimate that if they could recover all the work they've lost to imports since the year 2000, their sales would be **26%** higher today (CM Fig.7).



## For orders that you lose to imports, how does the import FOB price compare to your price?



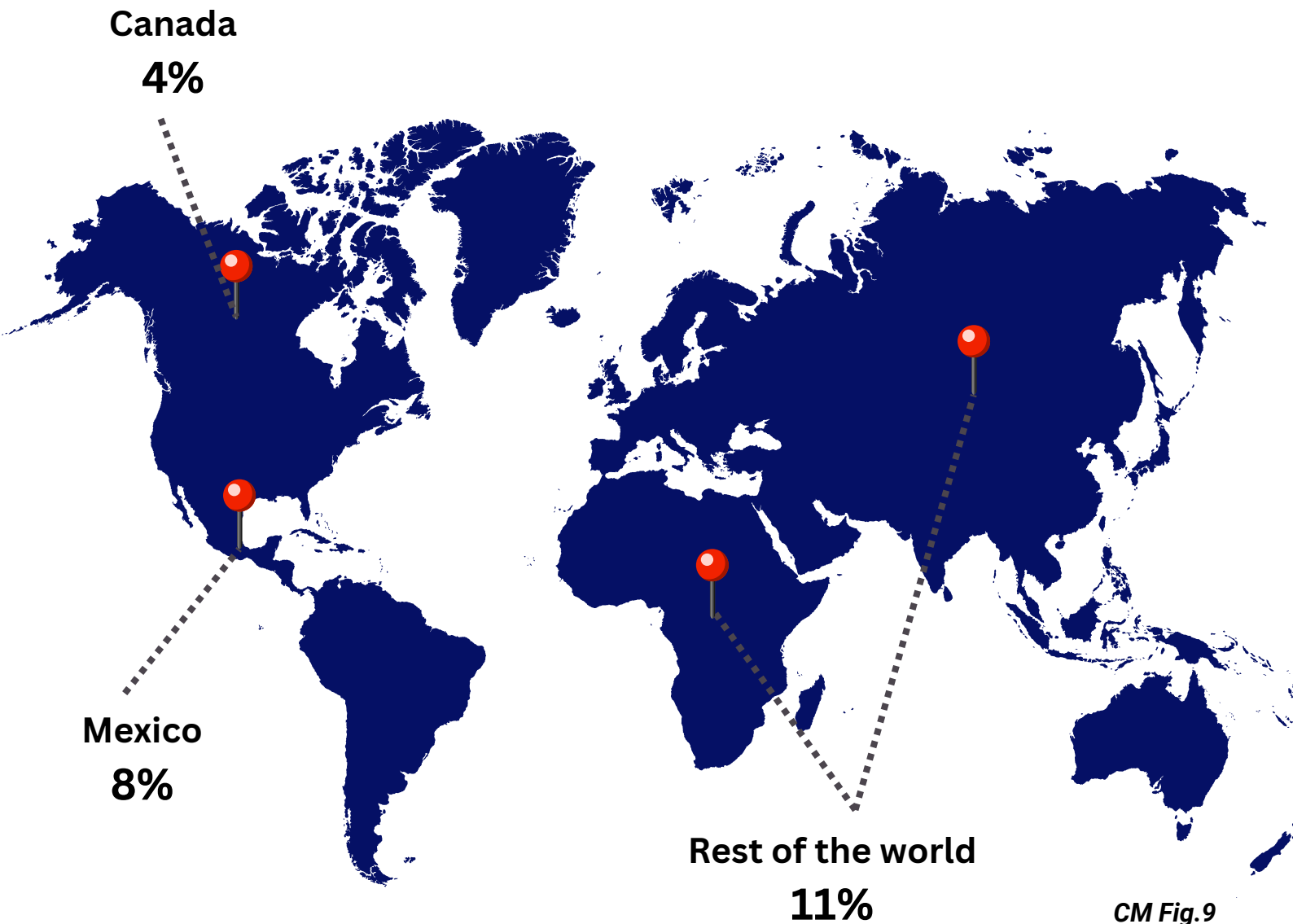
**CM Fig.8**

**68%** of contract manufacturers responded that for orders they lost to imports, the import FOB price was 20 to 50+% lower than their own.

As a weighted average, prices of winning imports were about **24%** lower than CM prices (CM Fig.8).



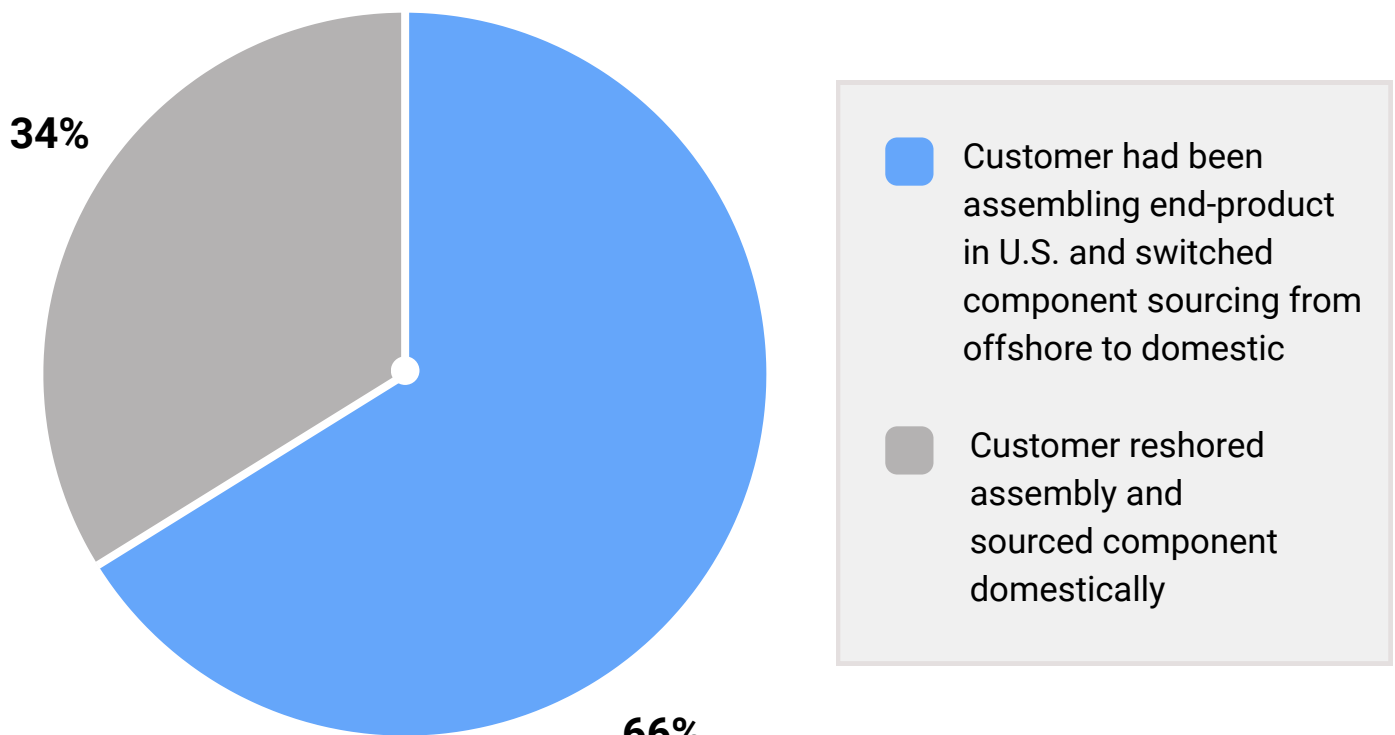
## What % of your revenue comes from exports to...



Contract manufacturers earn **77%** of their revenue from domestic customers.

Surprisingly, **11%** of revenue comes from exports to the rest of the world, followed by Mexico at **8%** and Canada at **4%** (CM Fig.9).

## Which of the following scenarios best fits your cases of reshoring?



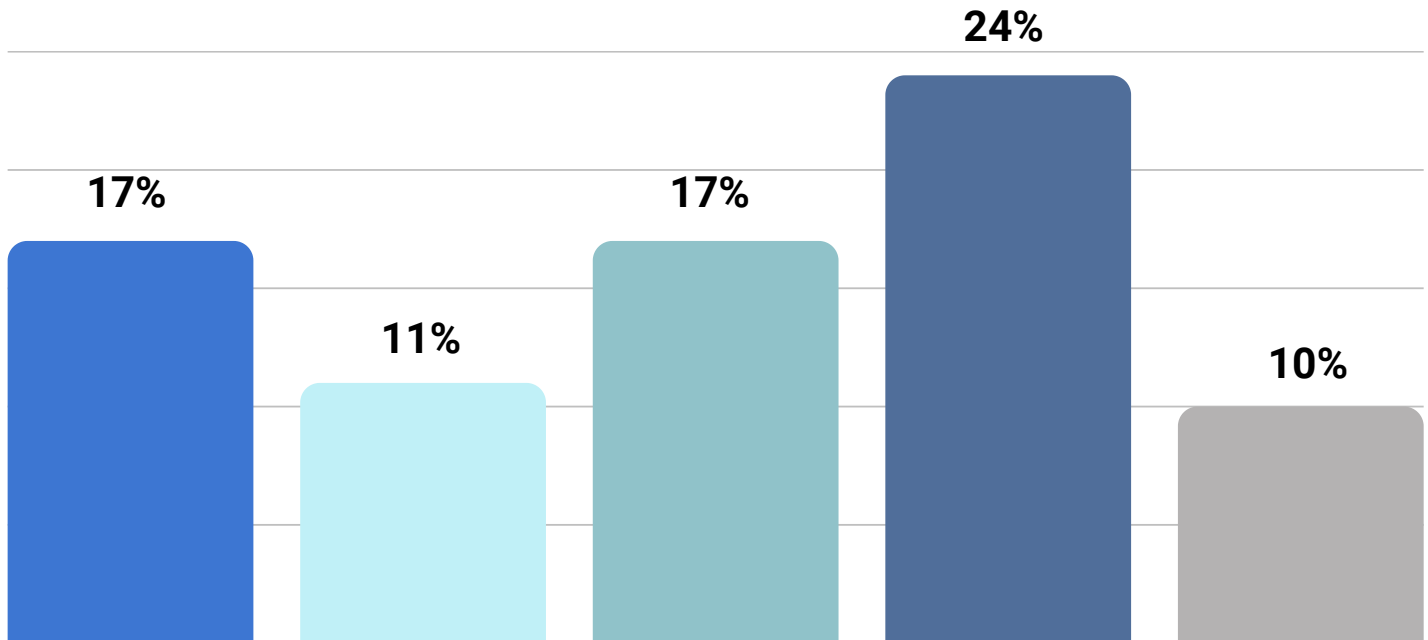
CM Fig.10

66%

The typical scenario for CM's reshoring is an OEM customer with U.S. assembly operations shifting sourcing of components, parts, or tooling from offshore to a domestic supplier. This is reflected in the figure above, showing **66%** of respondents say their reshoring is from customers that had been assembling the end-product in U.S. and are moving sourcing onshore. **34%** said their OEM customers reshored both assembly and sourcing (*CM Fig.10*). Reshoring assembly is a much higher investment/longer-term decision for the OEM. As the assembly comes back there will be another surge of work for the CMs.



## By how much do you estimate your revenue would increase due to reshoring if you were more competitive due to:



CM Fig.11

- U.S. workforce had higher skills and were in abundant supply
- USD was 15% lower against all currencies
- 15% additional tariffs applied to all imports from all countries
- U.S. regulations, esp. EPA, were set to match those offshore
- U.S. corporate tax rate was cut from 21% to 15%

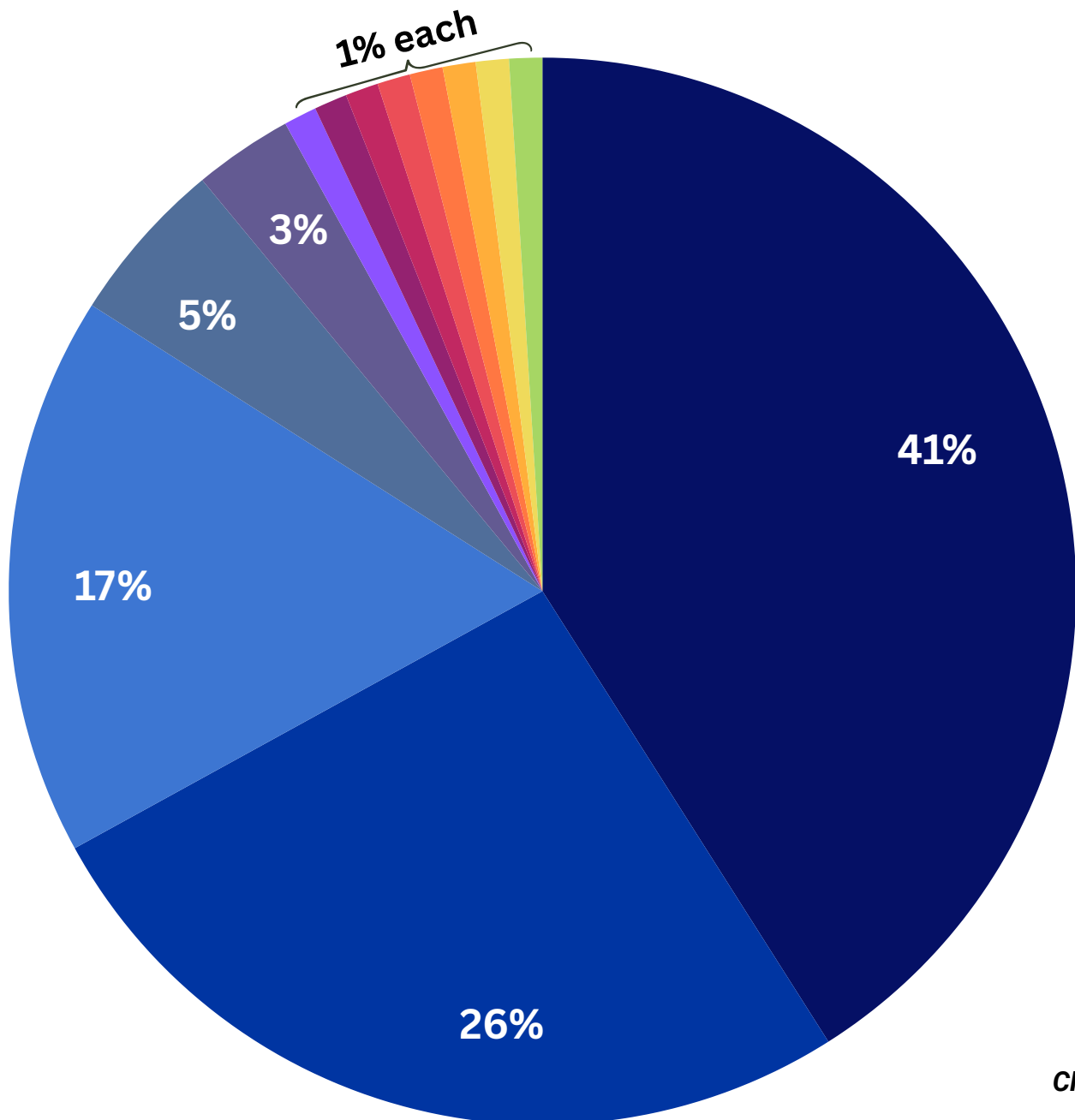
When asked which factors would make them more competitive, CMs estimated that relaxing U.S. regulations to match those offshore would increase their revenue by **24%**.

This was followed by a more skilled and abundant workforce and a 15% tariff on all imports at **17%** each. Corporate tax cuts and USD devaluation were of least concern at **10%** and **11%** respectively. Relative to the OEMs, the CM's placed higher priority on regulations and lower on workforce (CM Fig.11).



## To what country have you lost orders due to offshoring by a customer in the last two years?

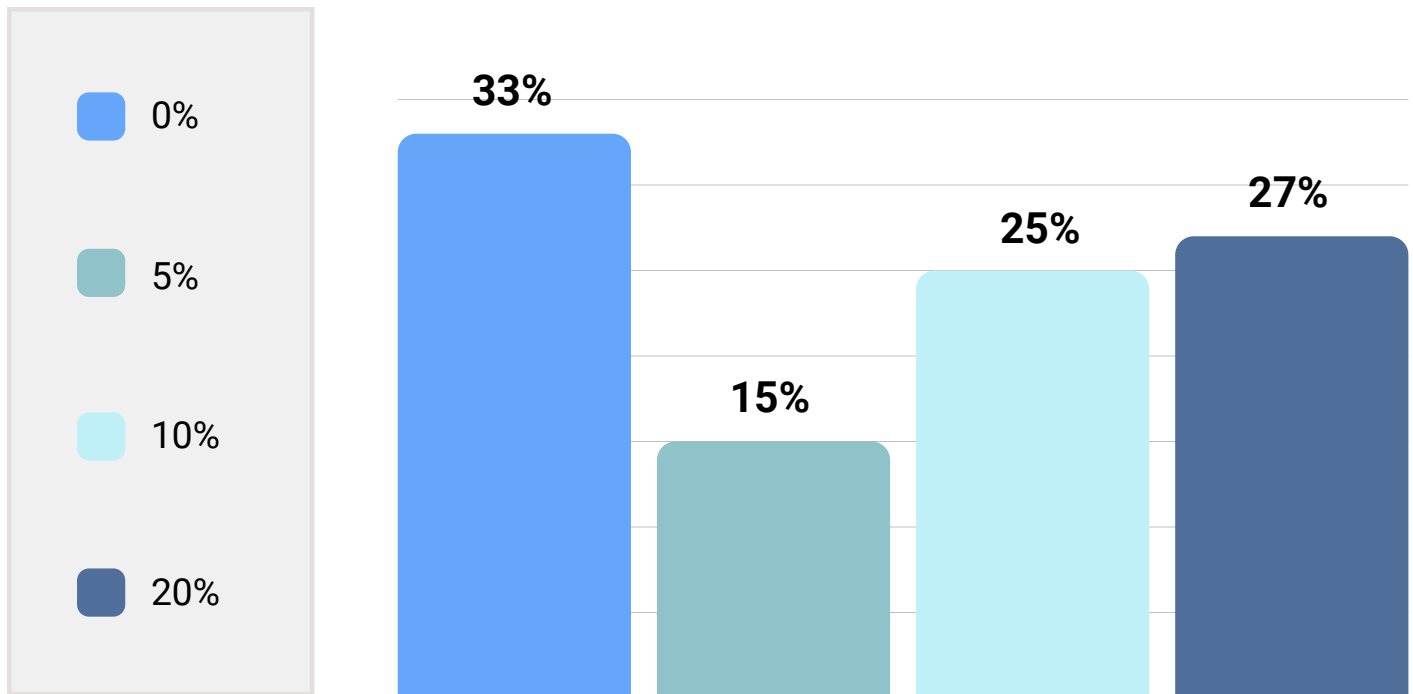
CMs have lost the most business due to offshoring to China (41%) in the past two years, with India (26%) and Mexico (17%) taking the total to **84%** of business lost. The remaining **16%** is split between Vietnam, Taiwan, Malaysia, Germany, Sweden, Finland, Slovakia, South Korea, Japan, and Canada (CM Fig.12)



CM Fig.12



## What percentage of the time are excessive U.S. environmental and OSHA regulations a major factor in orders lost to imports?



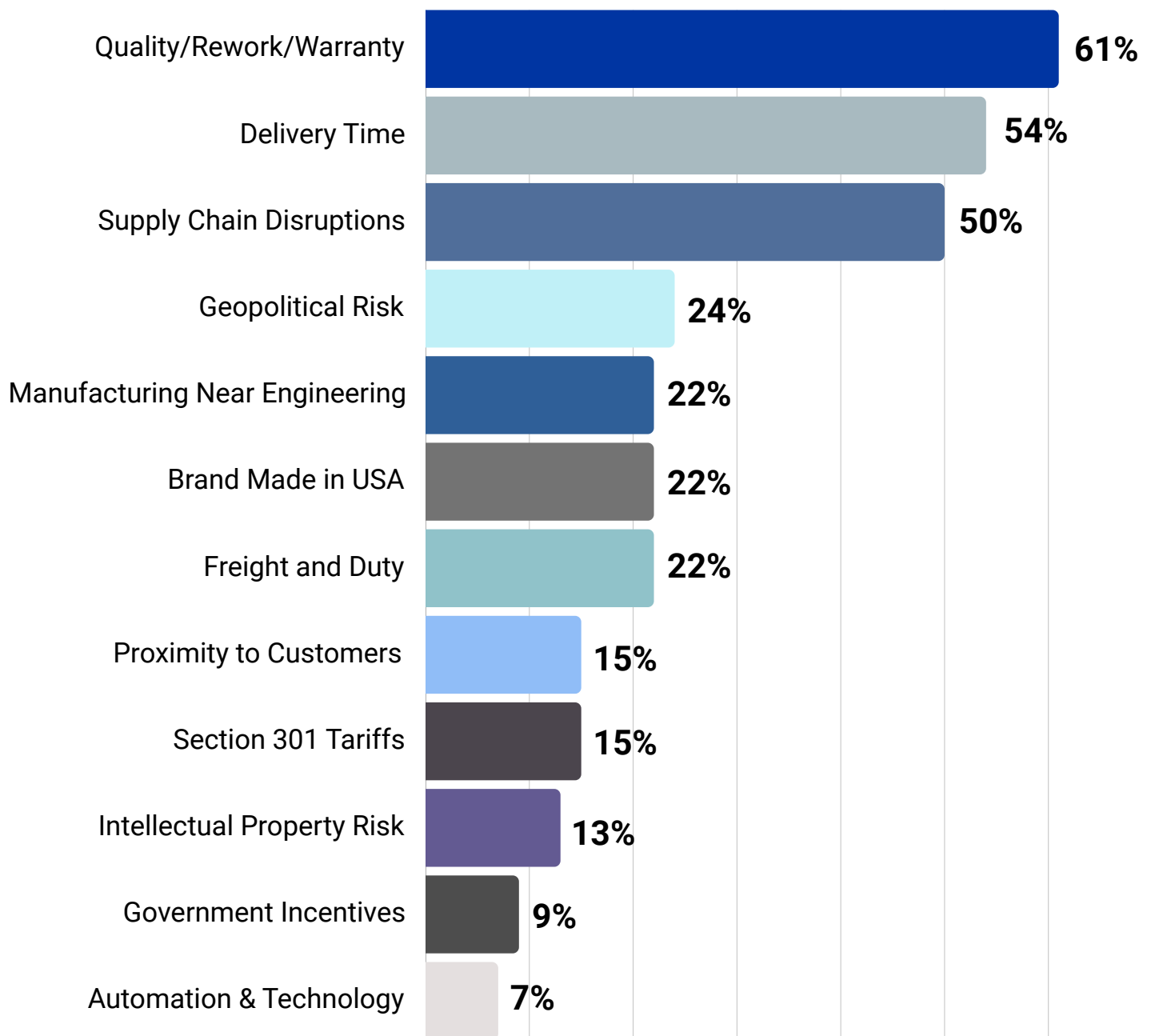
CM Fig.13

Half of CMs felt that U.S. environmental and OSHA regulations were a major factor in losing 10% to 20% of imports.

**27%** believed that of orders lost to imports, 20% were lost due to regulations. **25%** believed they had lost 10%, and **15%** believe they had lost 5% of orders. **33%** believed they did not lose any orders due to environmental or OSHA regulations (CM Fig.13).



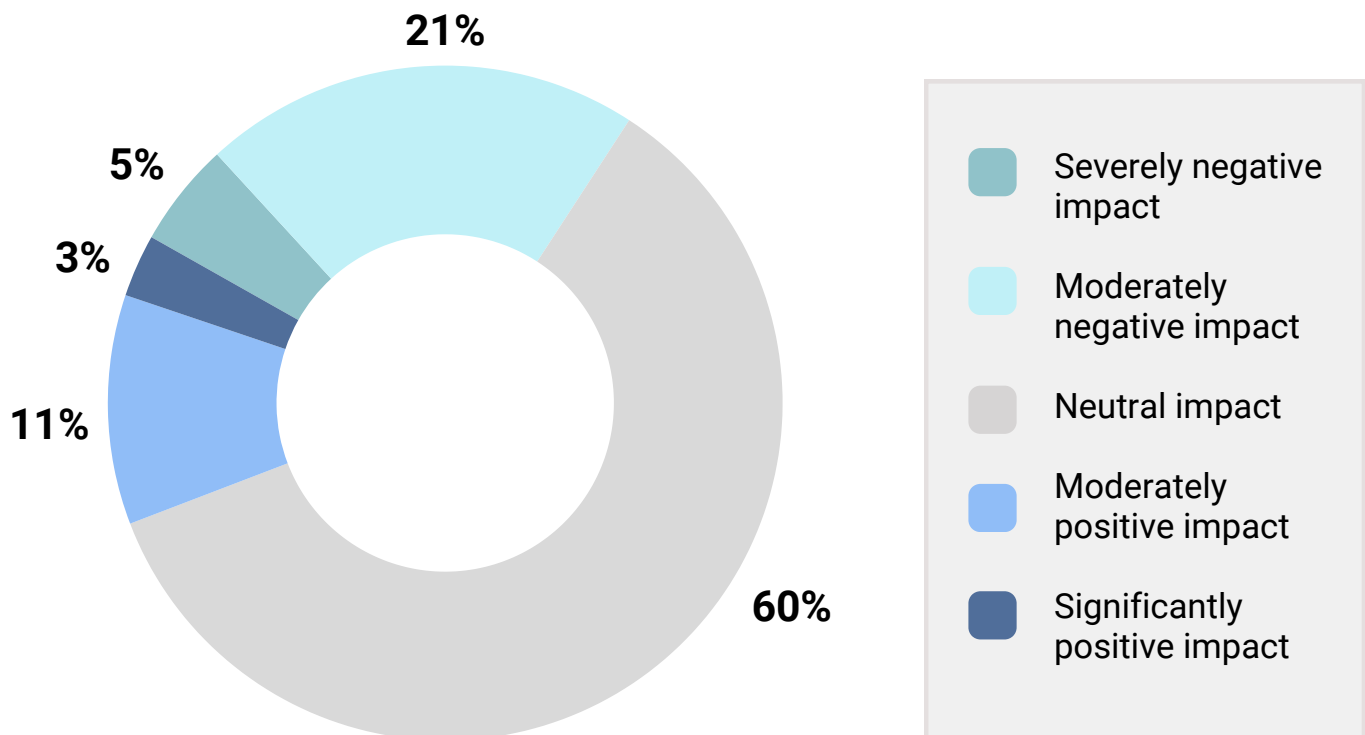
**Please select why your customers now order from you instead of from offshore? Please select a maximum of 3 options.**



**CM Fig.14**

CMs believe their customers onshored mainly for Quality/Rework/Warranty (**61%**), Delivery Time (**54%**), and [less risk of] Supply Chain Disruptions (**50%**). Other significant reasons were Geopolitical Risk (**24%**), Manufacturing Near Engineering (**22%**), Brand/Image Made in USA (**22%**), and Freight and Duty (**22%**). Among minor reasons for winning orders are Section 301 Tariffs (**15%**), Proximity to Customers (**15%**), Intellectual Property risk (**13%**), Government incentives (**9%**), and Automation & Technology (**7%**) (CM Fig.14).

## What do you estimate the revenue impact on your business would be if all illegal immigrants were deported?



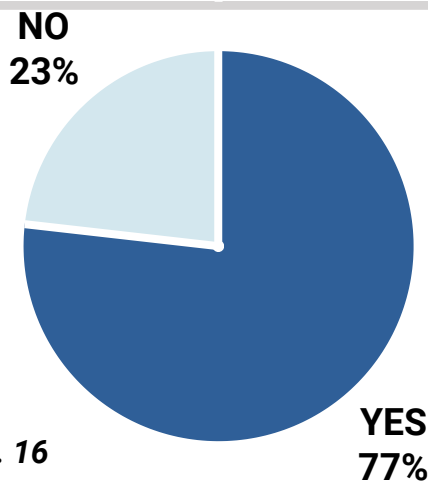
CM Fig.15

In a similar distribution to OEM respondents, **60%** of contract manufacturers said the deportation of illegal immigrants would have no impact on their business. **14%** said there would be a moderately or significantly positive impact, and **26%** said there would be a moderate or severely negative impact. (CM Fig. 15)

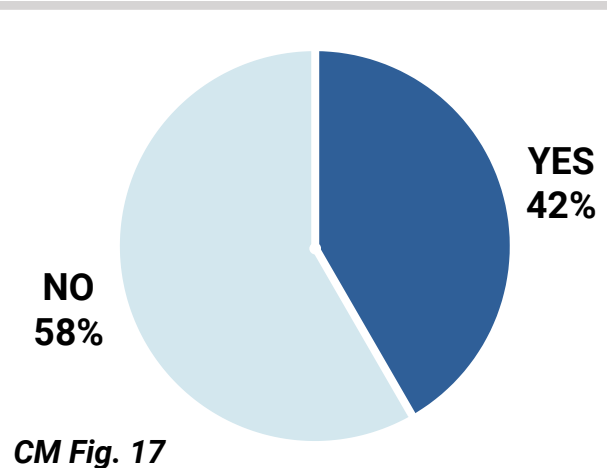


## Concerning a possible Chinese invasion of Taiwan, please answer the following questions.

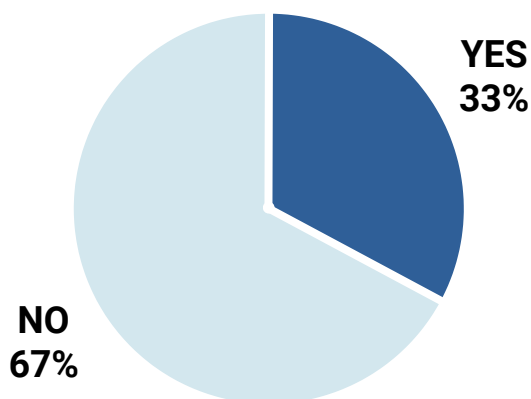
Are some of your customers concerned about the risk of such an event?



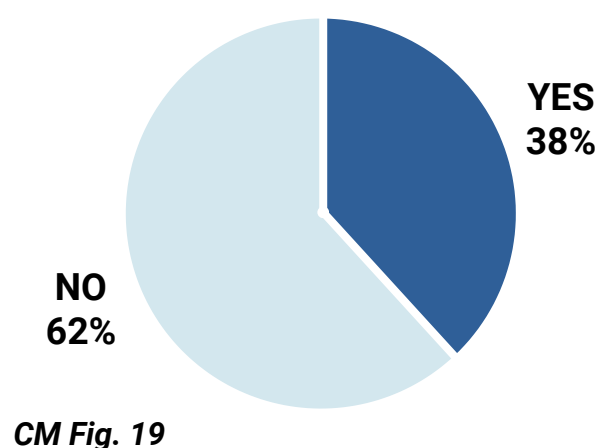
Have some of your customers discussed the likelihood of an event cutting off shipments from either country?



Have your customers identified the potential impact on revenue?



Have your customers identified products to reshore now as insurance?



Among CMs, **77%** believe their OEM customers are concerned about the possibility of China invading Taiwan (CM Fig.16)—but many fewer had the impression their customers were actively discussing the likelihood(42%) (CM Fig.17), identified the impact of such an event (33%) (CM Fig.18), or identified products to reshore as insurance (38%) (CM Fig.19).



## Key Takeaways

To our knowledge, no one has ever conducted a manufacturing industry survey that distinguishes CMs from OEMs. The response data reveals significantly different positions and opportunities for each. They share common ground on workforce availability, deportation of illegal immigrants, and price/cost competitiveness vs. imports. Let's look at key findings the survey uncovered:

### On Costing

- OEMs claim to use more complete costing methods than CMs think they do. Still, the largest segment of OEMs use Landed Cost, which ignores about 15% of additional offshoring costs and risks as compared to TCO. A smaller amount use ExWorks, which ignores about 25%
- Shifting all OEMs to a full-bodied TCO system could reshore \$200B of manufacturing with no government subsidies, no supply chain shock, no retaliation and no impact on inflation after factoring in all global risks and costs.
- For example, Morey Corp, an Illinois based electronics CM reported that TCO was the key to winning a \$60 million order when competing against a lower cost Chinese competitor.
- 91% of CMs said a principal reason they lost orders to imports was price. This is consistent with OEMs' top reason for offshoring, where 69% said cost was their top priority.

### On Workforce Development

- OEMs placed much higher priority on a skilled workforce than on tariffs, currency, tax rates or regulations. Any significant reindustrialization is impossible without a national commitment to having a skilled manufacturing workforce. At current levels of productivity, 5M more manufacturing employees are required to enable the 40% output increase to eliminate the goods trade deficit. So, at least 3 or 4M more, assuming substantially higher productivity.
- 31% of OEMs and 26% of CMs said that deporting illegal immigrants would have a negative impact on their business, emphasizing the criticality of a robust labor force at all skill levels.

### On Competitive Factors

- When contemplating competitive factors, 52% of contract manufacturers felt that US environmental and OSHA regulations were a major factor in losing 10% or more of orders vs. imports. Since the vast majority of CMs are small businesses, this obstacle may be due to their smaller volumes and margins being unable to carry the fixed costs of adhering to regulations.

- 40% of OEMs were willing to pay 10% to 20% more for components if they could arrive 5 weeks earlier. This premium for shorter lead times points to a great opportunity for CMs. Typical delivery time by surface freight from inland China/Asia to the Midwest is about 6 weeks. Presumably, the benefit comes from much smaller inventories and better availability.
- OEMs place considerably more emphasis on engineering's proximity to manufacturing (45%) versus CMs (22%). This differential suggests an opportunity for CMs—improving and promoting technical responsiveness.
- Conversely, CMs rated quality as their #1 advantage, much higher than did the OEMs. The actual quality advantage vs. developing countries was higher 20 years ago. Almost all companies reflexively believe their quality is best. CMs should not assume a quality advantage until they prove it.

### **On Trade and Geopolitical Risks**

- On the possibility of China invading Taiwan, 77% of OEMs claim to be concerned, yet only 38% have worked with CMs to identify products to reshore as insurance. OEMs claim to be concerned about the issue, yet their action with CMs do not reflect a consistent effort to find alternatives.
- Despite geopolitical risks, 32% of OEM respondents said they were planning to offshore products over the next two years. Even more so, 41% of the business lost in the past two years by CMs was to Chinese competitors. This is an opportunity for CMs to sell more effectively using TCO, geopolitical risk and tariffs.
- OEMs place a high emphasis on long-term sustainability and short-medium term profitability, rather than longer term priorities like Environmental and Social Governance, strengthening the U.S. economy, or improving communities. It's possible this emphasis on profitability has led to a shortfall in a well-trained and robust labor force, which requires investment and community relationships.

### **On OEMs**

- OEMs' benefits of reshoring will come significantly from reductions in risk, enhanced customer satisfaction and improved balance sheets. Also, volume increases by taking domestic market share from foreign competitors that do not sufficiently foreign direct invest (FDI).

### **On Small to Midsize Manufacturers**

- CMs will experience greater increases in sales volumes as OEMs source more components first for current domestic assemblies and then for reshored assemblies.
- Of the 280 CMs who responded, 70% were small businesses with less than \$25 million in annual revenue. Based on responses, OEMs are open to moving to domestic CMs for faster deliveries, reduced freight and duty costs, lower geopolitical risk higher quality products, and increased collaboration with engineering teams.

## Our Recommendations for Policy Makers, OEMs and CMs

### Federal Policymakers:

The best way to promote more reshoring and protect the U.S. from increasing geopolitical risks is to implement an effective national industrial policy. Such a policy should focus on broadly leveling the cost playing field and providing the needed quantity and quality of workforce, dramatically reduced regulations and the retention of immediate expensing of capital investments such as automation.

Automation makes U.S. manufacturing more cost competitive, enabling more reshoring, and requiring still more automation, creating a virtuous cycle. Unfortunately, immediate expensing is part of the 2017 TCJA and is being phased out, slowing automation efforts.

OEMs responded that the percentage of imports they will reshore based on currency, taxes, regulation or tariffs ranges from 17% to 23%. In 2024 the U.S. imported \$3.3T<sup>[1]</sup> worth of goods. Assuming that a moderate mix of those 4 policies yields the lowest, 17%, response, the companies would reduce imports by over \$500B/year. If exports increased by \$100B/year, the goods trade deficit would be reduced by 50% and manufacturing employment would rise by 2 to 3M.

Based on what the survey data is telling us, below are a few policies and areas for federal funding which would encourage reshoring and foreign direct investment:

- The current state of the U.S. workforce is bottlenecking reshoring efforts. Policymakers should address the critical need for policies and funding to support workforce training for skilled workers. Creating a talent pipeline is critical to reshoring and is the #1 criterion for U.S. manufacturing site selection.
- Create a Small Business Administration (SBA) investment loan guarantee conditional on workforce development. For instance, the SBA could guarantee \$250,000 in financing per additional apprentice that a business hires and trains. This approach serves a dual purpose: it improves productivity for businesses facing credit challenges while also addressing the skills gap in the workforce.

- Dramatically reduce federal loans for students seeking degrees in over-supplied fields, and shift resources to apprenticeship and trade school loans. The employer could pay off a percentage of the loan for every year the apprentice graduate stays with the employer. The result would be a much stronger skilled workforce, higher pay for graduates and less default on college loans.
- More suggestions are available in the [Reshoring Initiative's Competitiveness Toolkit](#)

We believe the most effective policy considerations are:

- Improving the availability and skill of the American workforce
- Lower USD. A lower USD, reversing some or all of the USD's overvaluation, is preferred, since it reduces imports and increases exports. Tariffs reduce exports because of retaliation, as we have seen in the spring of 2025.
- Reduced regulations for small manufacturers.
- Lower corporate taxes, especially continuing the expiring tax breaks for immediate expensing of capital equipment.

## OEMs:

OEMs should consider reshoring to mitigate the risks of the current international trade and tariff situation. Localizing production and sourcing will not only reduce geopolitical risk, but it will make supply chains more resilient and sustainable, encourage investment in infrastructure and workforce development, strengthen the U.S. economy and generate well-paying jobs in manufacturing and other industries through the multiplier effect. Many multinationals headquartered in the U.S. and in allied countries produce in China to supply the U.S. market. Shipments to the U.S. from these factories could take multiple hits: China export bans, U.S. tariffs and Taiwan related geopolitical risk. The best way to avoid these risks is to supply the U.S. by reshoring or nearshoring.

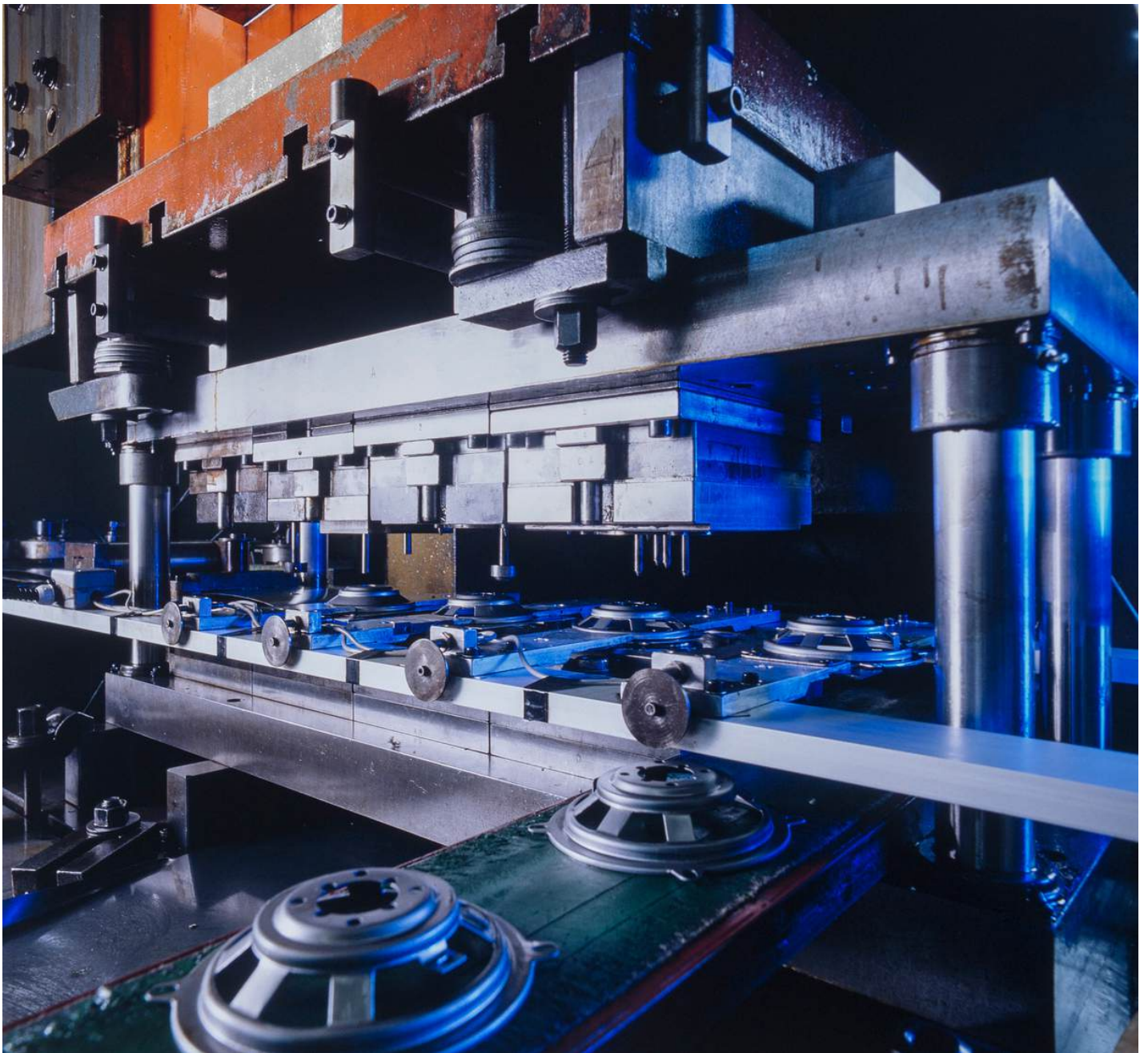
The Business Roundtable's August 19, 2019 Statement on the Purpose of a Corporation defined stakeholders to include, in addition to shareholders: employees, community, customers and suppliers. OEM survey responses showed a much higher priority on short-medium term profits than on community, country or Environment, Social and Governance (ESG). By using TCO, instead of less complete measures of cost and risk, OEMs can both increase profitability and benefit all stakeholders. Data on 190 cases comparing China to the U.S. showed the U.S. win rate going from 8% based on price to 32% based on TCO.



## CMs:

Contract manufacturers are encouraged to utilize Total Cost of Ownership as a sales tool. Until now, most OEMs have made sourcing decisions based on FOB price, Landed Cost, or other incomplete calculations. Oftentimes these methods result in a 20 to 30 percent miscalculation of actual offshoring costs. The Reshoring Initiative's Total Cost of Ownership (TCO) Estimator is a free online tool that helps companies account for all relevant factors – overhead, balance sheet, risks, corporate strategy and other external and internal business considerations – to determine the true total cost of ownership. Contract Manufacturers can then use TCO to make a case with customers when competing with offshore competitors.

[1] "News Release: U.S. International Trade in Goods and Services, December and Annual 2024." Bureau of Economic Analysis, February 5, 2025.





## About the 2025 Reshoring Survey

The 2025 Reshoring Survey was created to determine where U.S. manufacturers are with respect to reshoring and the key factors influencing those decisions. The questionnaire differentiated Original Equipment Manufacturers' (OEMs) from Contract Manufacturers' (CMs) and was conducted over an eight-week period, from February through April 1, 2025. This timeframe coincided with the initial three months of the Trump Administration, during which it began to implement its agenda aimed at incentivizing the revitalization of the U.S. manufacturing sector.

The Reshoring Survey is a collaboration between Harry Moser, President and Founder of the Reshoring Initiative®, and Kathy Nunnally Anemogiannis, President of Regions Recruiting®.



### **ABOUT The Reshoring Initiative®:**

The Reshoring Initiative, founded in 2010, assists companies in accurately deciding what to source and produce domestically vs. offshore. The Initiative's mission is to balance the \$1.2 trillion goods trade deficit. Primarily as a result of more reshoring and less offshoring manufacturing employment has risen over the last 14 years, the best record in the last 45 years.

**Contact:** [harry.moser@reshorennow.org](mailto:harry.moser@reshorennow.org) to learn more.

**Website:** [www.reshorennow.org](http://www.reshorennow.org)



### **ABOUT Regions Recruiting®:**

Specializing in the industrial manufacturing and B2B distribution industries, Regions Recruiting® partners with Fortune 1000, SMEs and emerging growth companies to place extraordinary people to advance their U.S. businesses. The firm provides both permanent placement and contract staffing services.

**Contact:** [info@regionsrecruiting.com](mailto:info@regionsrecruiting.com) to learn more.

**Website:** [www.regionsrecruiting.com](http://www.regionsrecruiting.com)

