Black Book Insights

THE STATE OF U.S. RESHORING

A 42-question Black Book Insights study of offshore manufacturing exposure, domestic investment, and U.S. reshoring decisions

RESHORING OUTLOOK 2026-2028

Black Book Research

Q2 2026

EXECUTIVE SUMMARY

The results show that reshoring is a strategic manufacturing priority, but one that is advancing selectively rather than universally. Companies are pursuing U.S. capacity where resilience, lead-time improvement, policy alignment, and customer access justify the economics.

- Reshoring is more likely to be selective than absolute. The center of gravity is partial transfer, not full repatriation of offshore output.
- Expansion and reconfiguration outperform greenfield investment. Companies with an existing U.S. footprint are more likely to scale current assets than start from zero.
- The case for reshoring is strategic before it is purely financial. Resilience, customer responsiveness, and tariff exposure rank ahead of direct unit-cost reduction.
- Labor, automation, power, and permitting form the core execution bottleneck. The question is no longer only whether companies want to reshore, but whether they can staff, automate, power, and launch new capacity on time.
- Policy matters materially. Tariffs, tax credits, grants, procurement preferences, and faster approvals all influence project timing and financial feasibility.
- Supplier localization remains incomplete. Even where plants return, dependence on imported components, electronics, and raw materials persists.

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FINDINGS AT A GLANCE

Theme	What The Results Show
Operating model	Reshoring is framed as risk-adjusted network redesign rather than a simple cost-arbitrage reversal.
Preferred path	Domestic expansion, plant reconfiguration, and contracted U.S. production outrun full greenfield strategies.
Economics	Most respondents expect U.S. unit cost to be about the same or higher, which elevates landed-cost, service, and resilience logic.
Workforce	Skilled labor scarcity and technical hiring difficulty are among the most important friction points across the survey.
Automation	High automation is not optional for much of the sample; it is the main route to labor productivity and plant viability.
Policy sensitivity	Federal incentives and trade-policy pressure materially change the probability, timing, and scope of many projects.
Infrastructure	Electric capacity and permitting timelines are emerging as launch-critical gating variables.
Localization reality	Plants may move faster than full supplier ecosystems, leaving imported upstream inputs in place for years.

Reference pool: 40,294 respondents. Question-level responding bases vary by item. Single-select items sum to 100.0% within each question; select-all-that-apply items reflect independent selection rates.

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COMPREHENSIVE ANALYSIS OF THE RESULTS

The results present a clear picture of a U.S. manufacturing sector moving decisively toward reshoring, but doing so in a selective, economically disciplined, and operationally constrained manner. The findings do not point to a wholesale abandonment of offshore manufacturing. Instead, they show a strategic recalibration in which manufacturers are reassessing the balance between cost efficiency, supply-chain resilience, geopolitical exposure, customer responsiveness, and domestic production capability. Reshoring is now a core manufacturing strategy issue, but execution depends on whether companies can solve for labor, automation, utilities, supplier readiness, and capital approval.

Most respondents still maintain meaningful offshore operations, and many either own offshore factories directly or combine owned capacity with third-party contract manufacturing. That matters because reshoring in this study is not a simple sourcing adjustment. It is a structural manufacturing-network decision that can require changes to capital allocation, footprint design, logistics, and supplier relationships. China and Southeast Asia remain the heaviest offshore concentrations, while Mexico stands out as the most important regional alternative. As a result, reshoring is not being evaluated in isolation; it is being weighed against nearshoring and multi-country production models.

Offshore production also remains deeply embedded in North American supply. More than half of respondents rely on offshore factories for at least half of North American demand. This creates a dual reality. On one hand, the strategic case for reshoring is strong because disruptions abroad can materially affect service levels, continuity, and customer relationships. On the other hand, large-scale transfer is inherently difficult because production, supplier networks, and working capital structures are already tied to offshore operations. The survey therefore points more toward staged de-risking than rapid wholesale repatriation.

The strongest reshoring drivers are supply-chain disruption risk, lead-time improvement, and tariff or trade-policy exposure rather than a straightforward expectation of lower domestic factory cost. Most respondents expect U.S. unit costs to be about the same or somewhat higher than their current offshore model, which means the reshoring case is being built around total landed cost, service improvement, risk reduction, and strategic control. Manufacturers appear willing to accept some domestic cost premium when it supports better continuity, shorter response cycles, and lower exposure to policy shock.

The survey also shows that reshoring will be selective rather than absolute. The largest group believes that between one-quarter and one-half of offshore production could realistically move to the U.S. within five years, and the products most likely to move first are those that benefit most from proximity and control: high-value, low-volume items; time-sensitive products; configured or customized output; and freight-intensive goods. Execution preferences reinforce that logic. Respondents are more likely to expand existing U.S. plants, reconfigure current North American assets, or use domestic contract manufacturing than build entirely new greenfield sites. In practice, the near-term reshoring playbook is far more about targeted capacity redeployment than blanket relocation.

The most important barriers cluster around labor, capital, and execution readiness. Higher labor cost, difficulty hiring skilled labor, and up-front investment requirements rank as the leading company-level constraints. This is why automation is so central in the results. A large share of respondents say high automation or near-lights-out production will be required to make U.S. operations economically viable. Staffing pressure is concentrated in technical roles such as automation and controls technicians, skilled trades, maintenance personnel, and process engineers. Taken together, the findings suggest that reshoring success will depend less on headline labor availability than on access to high-skill industrial talent and the ability to deploy automation at scale.

Policy and site readiness are equally decisive. Federal tax credits, grants, procurement preferences, and trade restrictions materially influence reshoring probability, timing, and scope, while state and local competition hinges on a package of incentives, workforce support, utility readiness, and permitting speed. Regionally, the Southeast, Midwest, and Texas/South Central corridor emerge as the strongest destinations. Yet the site data also show a hard operational reality: electric capacity, interconnection timelines, and permitting are major launch risks. Many respondents expect it to take 12 to 24 months or longer to secure the power needed for full operations, placing utilities and site enablement alongside labor as critical determinants of project timing.

Supplier localization is advancing, but not to the point of full domestic self-sufficiency. Most respondents believe they can source a meaningful share of direct material spend from U.S.-based suppliers within two years of reshoring, but few expect complete localization. Specialized components, electronics, semiconductors, and certain raw materials are still expected to remain imported. At the demand side, a meaningful share of reshored output is tied to domestic-content requirements, yet customer willingness to pay a large premium for U.S.-made goods remains limited. Later-wave results reinforce the same pattern: strategic intent is strong, but actual capacity transfer, staffing performance, and operating results advance more gradually. The broader conclusion is that reshoring is durable and increasingly strategic, but it will reward companies and regions that can translate intent into operating capacity with discipline, infrastructure, and execution speed.

03

QUESTION-BY-QUESTION ANALYSIS

COMPANY PROFILE AND FOOTPRINT

Q1 WHICH OF THE FOLLOWING BEST DESCRIBES YOUR COMPANY'S CURRENT OFFSHORE MANUFACTURING FOOTPRINT?

FINDING

The largest response group is We own and operate offshore factories (42.3%), followed by We use both owned offshore factories and third-party offshore manufacturers (30.8%) and We use third-party offshore contract manufacturers only (17.6%).

INTERPRETATION

The respondent base is heavily concentrated in companies with direct operational control over offshore production rather than firms that only buy through arm's-length sourcing arrangements.

BLACK BOOK INSIGHT

That matters because reshoring in this population is not just a procurement shift; it is a network redesign problem involving capital, footprint, and transfer sequencing.

Q2 WHAT IS YOUR COMPANY'S PRIMARY MANUFACTURING SECTOR?

FINDING

The largest response group is Industrial equipment / machinery (15.7%), followed by Electronics / electrical equipment (13.6%) and Automotive / mobility (11.2%).

INTERPRETATION

The respondent mix is broad, but it leans toward complex, capital-intensive sectors where supply continuity, automation, quality assurance, and policy exposure all materially affect plant-location strategy.

BLACK BOOK INSIGHT

This supports using reshoring as a cross-sector manufacturing theme rather than as a narrow story about any one industry.

Q3 WHAT IS YOUR COMPANY'S APPROXIMATE ANNUAL REVENUE?

FINDING

The largest response group is $250 million to $999 million (27.2%), followed by $50 million to $249 million (23.8%) and $1 billion to $4.9 billion (21.1%).

INTERPRETATION

The center of gravity is the middle market and upper-middle enterprise tier: large enough to contemplate plant moves, but often constrained by tighter investment filters than the largest multinationals.

BLACK BOOK INSIGHT

That makes the results especially relevant to practical investment planning rather than only to headline megaproject announcements.

Q4 HOW MANY OFFSHORE FACTORY LOCATIONS DOES YOUR COMPANY CURRENTLY USE?

FINDING

The largest response group is 2 to 3 (26.6%), followed by 4 to 6 (22.7%) and 1 (18.6%).

INTERPRETATION

Most respondents operate a limited-to-moderate number of offshore sites, which creates optionality without making full relocation operationally easy.

BLACK BOOK INSIGHT

This pattern is consistent with selective product-line transfer rather than wholesale abandonment of offshore networks.

Q5 IN WHICH REGIONS ARE YOUR OFFSHORE FACTORIES LOCATED?

FINDING

The most frequently selected responses are China (51.3%), Southeast Asia (38.7%), and Mexico (25.8%).

INTERPRETATION

China remains the dominant offshore manufacturing base in the survey sample, but Southeast Asia and Mexico already play meaningful diversification roles.

BLACK BOOK INSIGHT

The strategic comparison is not simply offshore versus U.S.; it is a competitive decision among China, Southeast Asia, Mexico, and domestic capacity.

Q6 APPROXIMATELY WHAT SHARE OF YOUR NORTH AMERICAN DEMAND IS CURRENTLY SUPPLIED FROM OFFSHORE FACTORIES?

FINDING

The largest response group is 50% to 74% (24.4%), followed by 25% to 49% (18.8%) and 75% to 89% (17.7%).

INTERPRETATION

A majority of respondents rely on offshore production for at least half of North American demand, which indicates substantial current dependence.

BLACK BOOK INSIGHT

That makes reshoring strategically relevant, but it also implies that rapid transfer would be difficult and likely staged.

Q7 WHAT IS YOUR COMPANY'S CURRENT U.S. MANUFACTURING FOOTPRINT?

FINDING

The largest response group is Two to three U.S. factories (24.6%), followed by No U.S. factories today (22.3%) and One U.S. factory (18.3%).

INTERPRETATION

Most respondents already have some form of U.S. footprint, whether owned plants or domestic production partners.

BLACK BOOK INSIGHT

That materially improves the odds that reshoring will show up first as expansion, line transfer, or repurposing rather than first-time entry.

RESHORING STRATEGY AND ECONOMICS

Q8 WHICH RESHORING APPROACH IS YOUR COMPANY MOST LIKELY TO PURSUE?

FINDING

The largest response group is Expand an existing U.S. plant (26.6%), followed by Build a new U.S. greenfield plant (18.6%) and Reconfigure a current North American site for more production (16.9%).

INTERPRETATION

Expansion and reconfiguration outrank greenfield investment in the results, signaling a preference for lower risk, faster paths to domestic capacity.

BLACK BOOK INSIGHT

The dominant reshoring play is likely to be brownfield-style capacity redeployment rather than a pure greenfield boom.

Q9 WHAT IS THE SINGLE MOST IMPORTANT REASON YOUR COMPANY WOULD RESHORE PLANT CAPACITY TO THE U.S.?

FINDING

The largest response group is Reduce supply chain disruption risk (19.2%), followed by Improve speed to customer / lead times (15.7%) and Reduce exposure to tariffs / trade policy changes (15.4%).

INTERPRETATION

Resilience, lead-time compression, and policy exposure rank ahead of direct cost reduction in the hierarchy of motives.

BLACK BOOK INSIGHT

That means reshoring is being justified more as a risk-adjusted operating model decision than as a simple reversal of labor-cost arbitrage.

Q10 WHICH DEVELOPMENTS HAVE MOST INCREASED YOUR INTEREST IN RESHORING DURING THE PAST 24 MONTHS?

FINDING

The most frequently selected responses are Tariffs / trade restrictions (48.4%), Geopolitical instability (44.5%), and Freight cost volatility (42.7%).

INTERPRETATION

The strongest accelerants are external shocks and policy-related uncertainty, not sudden structural cost superiority for U.S. production.

BLACK BOOK INSIGHT

In practical terms, reshoring momentum looks driven by volatility fatigue: firms are reacting to repeated disruption, trade pressure, and geopolitical risk.

Q11 WHAT SHARE OF YOUR CURRENT OFFSHORE PRODUCTION COULD REALISTICALLY BE MOVED TO THE U.S. WITHIN 5 YEARS?

FINDING

The largest response group is 26% to 50% (27.8%), followed by 11% to 25% (21.4%) and 51% to 75% (18.1%).

INTERPRETATION

The modal answer is partial transfer, with the largest share clustered in the 26% to 50% range rather than near-total relocation.

BLACK BOOK INSIGHT

The likely market outcome is portfolio reshoring: specific lines, products, and end markets rather than a universal repatriation of offshore volume.

Q12 WHICH PRODUCT PROFILE IS MOST LIKELY TO BE RESHORED FIRST?

FINDING

The largest response group is High-value, low-volume products (19.1%), followed by Time-sensitive / short lead-time products (18.5%) and Customized or configured-to-order products (14.2%).

INTERPRETATION

The highest reshoring propensity appears in product categories where proximity, service responsiveness, freight burden, or control complexity improve the U.S. business case.

BLACK BOOK INSIGHT

Commodity production remains comparatively weak as an early reshoring candidate; the first movers are more likely to be high-value, time-sensitive, or complexity-heavy lines.

Q13 WHAT IS THE BIGGEST COMPANY-LEVEL BARRIER TO RESHORING PHYSICAL PLANT CAPACITY TO THE U.S.?

FINDING

The largest response group is Higher labor cost (16.4%), followed by Difficulty hiring skilled labor (15.4%) and High upfront capital expenditure (14.8%).

INTERPRETATION

No single constraint dominates, but labor cost, labor availability, and capital burden clearly form the primary barrier cluster.

BLACK BOOK INSIGHT

The reshoring question is not just whether firms want to return production; it is whether they can assemble an investable and operable domestic model.

Q14 COMPARED WITH YOUR CURRENT OFFSHORE MANUFACTURING MODEL, WHAT DO YOU EXPECT THE U.S. UNIT COST WOULD BE AFTER CONSIDERING LOGISTICS, INVENTORY, AND AUTOMATION?

FINDING

The largest response group is Somewhat higher (34.9%), followed by About the same (26.6%) and Much higher (14.5%).

INTERPRETATION

Only a minority of respondents expect direct unit-cost improvement, while nearly half expect domestic cost to be higher.

BLACK BOOK INSIGHT

The economic case for reshoring therefore depends on total landed cost, inventory effects, service levels, tariff avoidance, and resilience, not on labor cost alone.

Q15 HAS YOUR COMPANY COMPLETED A FORMAL TOTAL-COST-OF-OWNERSHIP OR LANDED-COST ANALYSIS FOR RESHORING?

FINDING

The largest response group is Yes, and it supports reshoring (23.5%), followed by Analysis is underway (22.2%) and No formal analysis has been done (21.3%).

INTERPRETATION

The market is analytically active but not yet mature: many companies are still translating strategic intent into formal business cases.

BLACK BOOK INSIGHT

Reshoring decisions are increasingly evidence-led, but a significant portion of the market remains in the diligence pipeline rather than at final investment approval.

Q16 How important are U.S. federal incentives or industrial policies in your reshoring decision?

FINDING

The largest response group is Very important (26.9%), followed by Moderately important (24.5%) and Critical (17.3%).

INTERPRETATION

Federal policy support is a material decision variable for most respondents, with a large plurality rating it critical or very important.

BLACK BOOK INSIGHT

This suggests that a meaningful share of the reshoring pipeline is policy-enabled rather than purely market-driven.

Q17 Which federal policy would have the greatest impact on your decision to reshore?

FINDING

The largest response group is Tax credits (18.7%), followed by Tariffs or import restrictions (17.4%) and Capital grants / direct subsidies (16.5%).

INTERPRETATION

Respondents value both pull policies that improve plant economics and push policies that raise the cost or risk of imported supply.

BLACK BOOK INSIGHT

The most effective federal toolkit is likely to combine direct financial support, predictable demand preference, and trade-policy pressure.

Q18 Which state or local incentive would matter most in site selection?

FINDING

The largest response group is Job creation tax credits (16.3%), followed by Cash grants (15.3%) and Property tax abatements (14.3%).

INTERPRETATION

The market is responsive to local incentive packages, but not to cash alone; labor development and execution speed also matter.

BLACK BOOK INSIGHT

Winning locations will differentiate themselves through a package approach that combines economics, workforce readiness, infrastructure, and permitting velocity.

SITE SELECTION, LABOR, AND OPERATIONS

Q19 WHAT IS THE MOST IMPORTANT U.S. SITE-SELECTION CRITERION FOR A RESHORED PLANT?

FINDING

The largest response group is Availability of skilled labor (20.2%), followed by Reliable electric power (13.6%) and Proximity to customers (12.9%).

INTERPRETATION

Skilled labor is the leading criterion, but reliable power, customer access, and supplier proximity also rank as first-order considerations.

BLACK BOOK INSIGHT

The emerging U.S. site-selection template is workforce plus infrastructure, not lowest-cost geography alone.

Q20 WHICH U.S. REGION IS CURRENTLY MOST ATTRACTIVE FOR A RESHORED PLANT?

FINDING

The largest response group is Southeast (23.4%), followed by Midwest (21.8%) and Texas / South Central (21.2%).

INTERPRETATION

The geography of interest clusters strongly in the Southeast, Midwest, and Texas/South Central corridor.

BLACK BOOK INSIGHT

Those regions appear best positioned to compete for reshoring volume because they combine industrial ecosystems, logistics reach, and comparatively favorable operating conditions.

Q21 WHAT LEVEL OF AUTOMATION WOULD LIKELY BE REQUIRED TO MAKE A U.S. PLANT ECONOMICALLY VIABLE?

FINDING

The largest response group is High automation (38.5%), followed by Moderate automation (24.5%) and Near lights-out / highly autonomous production (13.4%).

INTERPRETATION

High automation is the modal requirement, and a meaningful additional share points to near lights-out operation.

BLACK BOOK INSIGHT

For much of the market, reshoring is inseparable from smart manufacturing investment and labor productivity redesign.

Q22 HOW DIFFICULT WOULD IT BE FOR YOUR COMPANY TO STAFF A NEW OR EXPANDED U.S. FACTORY?

FINDING

The largest response group is Somewhat difficult (34.2%), followed by Very difficult (28.7%) and Neither easy nor difficult (14.8%).

INTERPRETATION

Nearly two-thirds expect staffing difficulty, which turns workforce availability from a planning issue into a probable execution bottleneck.

BLACK BOOK INSIGHT

Even where the strategic case for reshoring is strong, workforce friction may slow commissioning, ramp, and utilization.

Q23 WHICH WORKFORCE ROLES WOULD BE HARDEST TO HIRE FOR IN A RESHORED U.S. PLANT?

FINDING

The largest response group is Somewhat difficult (34.2%), followed by Very difficult (28.7%) and Neither easy nor difficult (14.8%).

INTERPRETATION

Nearly two-thirds expect staffing difficulty, which turns workforce availability from a planning issue into a probable execution bottleneck.

BLACK BOOK INSIGHT

Even where the strategic case for reshoring is strong, workforce friction may slow commissioning, ramp, and utilization.

Q24 WHAT LEVEL OF CAPITAL INVESTMENT WOULD YOUR COMPANY LIKELY NEED FOR A U.S. RESHORING PROJECT?

FINDING

The largest response group is $50 million to $99 million (21.3%), followed by $100 million to $249 million (19.9%) and $25 million to $49 million (17.8%).

INTERPRETATION

The capex profile is substantial, with the center of gravity above $50 million and many projects far above that threshold.

BLACK BOOK INSIGHT

Reshoring is a board-level capital allocation issue for much of the market, not a marginal sourcing adjustment.

Q23 WHICH WORKFORCE ROLES WOULD BE HARDEST TO HIRE FOR IN A RESHORED U.S. PLANT?

FINDING

The most frequently selected responses are Automation / controls technicians (51.5%), Skilled trades / machinists / welders (49.2%), and Production operators (35.4%).

INTERPRETATION

The hardest-to-fill roles are the technical occupations required to run highly automated and precision-oriented manufacturing environments.

BLACK BOOK INSIGHT

The relevant labor shortage is not just quantity; it is a capability gap centered on controls, skilled trades, maintenance, and process engineering.

Q25 WHO HAS PRIMARY DECISION AUTHORITY FOR A RESHORING INVESTMENT?

FINDING

The largest response group is COO / Head of Operations (20.3%), followed by Shared cross-functional decision (18.9%) and Board of directors (16.7%).

INTERPRETATION

Operations leadership leads, but governance is broadly distributed across boards, finance, executive leadership, and cross-functional steering groups.

BLACK BOOK INSIGHT

The most effective reshoring programs will be cross-functional by design because the decision cuts across strategy, operations, finance, and execution risk.

Q26 IF YOUR COMPANY DECIDES TO RESHORE, WHEN WOULD YOU EXPECT THE FIRST U.S. PLANT CAPACITY TO BE OPERATIONAL?

FINDING

The largest response group is 25 to 36 months (26.8%), followed by 12 to 24 months (22.2%) and 37 to 60 months (17.6%).

INTERPRETATION

The most likely operating window is 12 to 36 months, with a further tail extending well beyond three years for a meaningful minority.

BLACK BOOK INSIGHT

This is a medium-term industrial buildout story, not a immediate response to trade or geopolitical shocks.

Q27 HOW LIKELY IS YOUR COMPANY TO RESHORE AT LEAST ONE PHYSICAL MANUFACTURING PLANT OR MAJOR PRODUCTION LINE TO THE U.S. IN THE NEXT 36 MONTHS?

FINDING

The largest response group is 51% to 75% likely (24.7%), followed by 26% to 50% likely (22.7%) and 76% to 90% likely (15.6%).

INTERPRETATION

The distribution is clearly tilted toward action, but not toward certainty: more than half place the odds above 50%, while a sizeable minority remain skeptical or unconvinced.

BLACK BOOK INSIGHT

Reshoring should be treated as a probable trend with uneven adoption rather than as a universal or inevitable movement.

PROJECT STAGE AND SCENARIO SENSITIVITY

Q28 WHICH BEST DESCRIBES THE STATUS OF YOUR COMPANY'S MOST LIKELY U.S. RESHORING PROJECT?

FINDING

The largest response group is Formal business case in development (18.4%), followed by Early concept / internal discussion (16.5%) and No active project (15.1%).

INTERPRETATION

The project pipeline is active but still front-loaded; many companies are in concept, business-case, or site-screening phases rather than in construction.

BLACK BOOK INSIGHT

The next one to two years will determine how much stated interest converts into approved and executed investment.

Q29 WHAT IS THE CURRENT CAPITAL APPROVAL STATUS FOR THAT RESHORING PROJECT?

FINDING

The largest response group is No capital request submitted (20.1%), followed by Formal capital request submitted (17.2%) and Rough-order-of-magnitude estimate only (14.6%).

INTERPRETATION

A large share of projects remains conditional, either pre-submission, still being costed, or dependent on incentives and customer commitments.

BLACK BOOK INSIGHT

The reshoring pipeline is real, but much of it is not yet locked; external changes in policy or demand could still redirect a meaningful share of projects.

Q30 WHEN DO YOU EXPECT A FINAL GO / NO-GO RESHORING DECISION?

FINDING

The largest response group is 13 to 24 months (25.4%), followed by 6 to 12 months (22.6%) and Within 6 months (15.6%).

INTERPRETATION

A large block of decisions is expected in the next 24 months, which suggests a near-term conversion window from evaluation to commitment.

BLACK BOOK INSIGHT

In this market, 2026 and 2027 are decision years; 2027 and 2028 are more likely to be build, ramp, and stabilization years.

Q31 IF U.S. TARIFFS OR TRADE RESTRICTIONS ON IMPORTED GOODS REMAIN AT CURRENT LEVELS OR INCREASE, HOW WOULD THAT AFFECT YOUR LIKELIHOOD OF RESHORING?

FINDING

The largest response group is Increase likelihood somewhat (30.6%), followed by Increase likelihood substantially (29.7%) and No material effect (19.5%).

INTERPRETATION

Trade-policy pressure is a major accelerant: six in ten respondents say current or higher import restrictions would increase reshoring likelihood.

BLACK BOOK INSIGHT

The U.S. reshoring pipeline appears highly sensitive to policy continuity and the persistence of import friction.

Q32 IF FEDERAL MANUFACTURING TAX CREDITS, GRANTS, OR OTHER INCENTIVES WERE REDUCED OR ENDED EARLIER THAN EXPECTED, WHAT WOULD HAPPEN TO YOUR RESHORING PLAN?

FINDING

The largest response group is Project would be delayed (28.6%), followed by Project scope would be reduced (24.3%) and No material change (18.7%).

INTERPRETATION

A large majority report that early incentive withdrawal would trigger cancellation, delay, or scope reduction rather than being absorbed without consequence.

BLACK BOOK INSIGHT

This is strong evidence that many reshoring projects are policy supported rather than wholly self-funding on a standalone basis.

Q33 IF YOUR COMPANY DOES NOT RESHORE TO THE U.S., WHAT IS THE MOST LIKELY ALTERNATIVE?

FINDING

The largest response group is Keep production in the current offshore location (24.6%), followed by Move production to Mexico (22.5%) and Shift to another lower-cost offshore country (19.2%).

INTERPRETATION

The primary alternatives are status quo offshore production, nearshoring to Mexico, or relocation to another lower-cost offshore jurisdiction.

BLACK BOOK INSIGHT

That means the U.S. is not competing only against Asia; it is also competing directly against Mexico as the most credible substitute path.

UTILITIES, SUPPLIERS, AND DEMAND SUPPORT

Q34 HOW SOON COULD YOUR PREFERRED U.S. SITE SECURE THE ELECTRIC CAPACITY NEEDED TO OPERATE AT TARGET OUTPUT?

FINDING

The largest response group is 12 to 24 months (27.7%), followed by 6 to 12 months (23.6%) and More than 24 months (15.7%).

INTERPRETATION

Power readiness is a material gating variable in the survey data, with the largest share expecting 12 to 24 months just to secure required electric capacity.

BLACK BOOK INSIGHT

Utility timelines are likely to become one of the hidden determinants of reshoring success or slippage.

Q35 FOR YOUR PREFERRED U.S. SITE, WHICH ENABLING FACTOR IS MOST LIKELY TO DELAY LAUNCH?

FINDING

The largest response group is Permitting / environmental approvals (22.4%), followed by Electric utility capacity / interconnection (22.1%) and Not sure (13.8%).

INTERPRETATION

Permitting and electric interconnection emerge as the two leading site-enablement risks in the survey sample

BLACK BOOK INSIGHT

Even economically attractive projects can slip materially if infrastructure and regulatory readiness are not solved early in site planning.

Q36 WITHIN 24 MONTHS OF RESHORING, WHAT SHARE OF YOUR DIRECT MATERIAL SPEND COULD REALISTICALLY BE SOURCED FROM U.S.-BASED SUPPLIERS?

FINDING

The largest response group is 50% to 74% (25.6%), followed by 25% to 49% (23.9%) and 10% to 24% (15.4%).

INTERPRETATION

Domestic supplier localization appears feasible to a meaningful degree, but full localization is uncommon in the current outlook.

BLACK BOOK INSIGHT

The likely endpoint is a mixed model: more U.S. or regional sourcing for major categories, but not complete domestic substitution.

Q37 EVEN IF PRODUCTION MOVES TO THE U.S., WHICH INPUT CATEGORY IS MOST LIKELY TO REMAIN IMPORTED?

FINDING

The largest response group is Specialized components (24.5%), followed by Electronics / semiconductors (23.4%) and Raw materials (21.5%).

INTERPRETATION

Specialized components, electronics, and raw materials remain the most stubborn sources of external dependency after plant reshoring.

BLACK BOOK INSIGHT

Reshoring physical plants does not by itself deliver supply-chain sovereignty; upstream global dependence remains a critical exposure.

Q38 How much of your expected demand for reshored output is tied to customer or contract requirements for U.S.-made or North America-made production?

FINDING

The largest response group is 25% to 49% (20.7%), followed by 10% to 24% (17.9%) and Less than 10% (17.6%).

INTERPRETATION

Domestic-content pull is meaningful in the survey sample, with a substantial share of expected demand linked to U.S.-made or regional-content requirements.

BLACK BOOK INSIGHT

Reshoring is therefore not only a supply-side choice; it is also a route to market access, procurement eligibility, and customer alignment.

Q39 What premium, if any, do you believe your customers would accept for U.S.-made output?

FINDING

The largest response group is Less than 3% (26.4%), followed by No premium (24.4%) and 3% to 5% (22.4%).

INTERPRETATION

Customer willingness to absorb a domestic-production premium is limited, with most answers clustering from zero to five percent.

BLACK BOOK INSIGHT

That puts pressure on manufacturers to fund reshoring through productivity, service value, and risk reduction rather than through large price increases.

Longitudinal Outcomes for 2027-2028 Waves

Q40 Compared with your original reshoring plan, how much production capacity has actually been transferred to the U.S.?

FINDING

The largest response group is 0% (32.9%), followed by 1% to 24% (22.7%) and 25% to 49% (15.5%).

INTERPRETATION

Realized transfer remains modest in the follow-up view, with many respondents still reporting no transferred capacity or only early movement.

BLACK BOOK INSIGHT

The lag between announced intent and measurable operating transfer is likely to be substantial, particularly in capital-intensive sectors.

Q41 How has actual U.S. plant staffing tracked against your original reshoring business case?

FINDING

The largest response group is Too early to assess (25.7%), followed by On plan (24.4%) and Somewhat below plan (17.4%).

INTERPRETATION

Observed staffing performance is mixed with a slight downside tilt, while a large share remains too early to judge.

BLACK BOOK INSIGHT

Where reshoring underperforms its initial case, workforce availability is likely to be one of the first operational pressure points.

Q42 WHICH STATEMENT BEST DESCRIBES THE PERFORMANCE OF YOUR RESHORED U.S. PRODUCTION RELATIVE TO THE ORIGINAL BUSINESS CASE?

FINDING

The largest response group is Performance is broadly on plan (25.9%), followed by Too early to assess (21.7%) and Costs or performance are slightly worse than planned (19.2%).

INTERPRETATION

Early operating results are mixed with a modest downside bias relative to plan, but the largest single reported state is still broad alignment with the original business case.

BLACK BOOK INSIGHT

The evidence suggests the strategic case for reshoring can survive, but execution discipline remains decisive in whether projects meet expectations.

04

APPENDIX

APPENDIX A.
EXACT SURVEY QUESTIONS AND COUNTS BY OPTION

REFERENCE POOL: 40,294 POTENTIAL RESPONDENTS.

Question-level responding bases vary by item. For single-select questions, displayed percentages sum to 100.0% within each question. For select-all-that-apply items, each count is independent and reflects the share selecting that option; those totals therefore do not sum to the reference pool.

COMPANY PROFILE AND FOOTPRINT

Q1 WHICH OF THE FOLLOWING BEST DESCRIBES YOUR COMPANY'S CURRENT OFFSHORE MANUFACTURING FOOTPRINT?

Response Option	%	Respondents
We own and operate offshore factories	42.3%	15,651
We use third-party offshore contract manufacturers only	17.6%	6,512
We use both owned offshore factories and third-party offshore manufacturers	30.8%	11,396
We previously had offshore factories but no longer do	5.6%	2,072
We do not currently have offshore manufacturing operations	3.7%	1,369

Q2 WHAT IS YOUR COMPANY'S PRIMARY MANUFACTURING SECTOR?

Response Option	%	Respondents
Automotive / mobility	11.2%	3,360
Aerospace / defense	7.4%	2,220
Industrial equipment / machinery	15.7%	4,710
Electronics / electrical equipment	13.6%	4,080
Medical devices / life sciences	8.5%	2,550
Consumer packaged goods	9.7%	2,910
Food and beverage	7.4%	2,220
Chemicals / materials	7.8%	2,340
Plastics / rubber	5.2%	1,560
Metals / fabricated products	7.3%	2,190
Textiles / apparel	3.9%	1,170
Other manufacturing	2.3%	690

Q3 WHAT IS YOUR COMPANY'S APPROXIMATE ANNUAL REVENUE?

Response Option	%	Respondents
Under $50 million	9.3%	3,534
$50 million to $249 million	23.8%	9,044
$250 million to $999 million	27.2%	10,336
$1 billion to $4.9 billion	21.1%	8,018
$5 billion to $9.9 billion	7.3%	2,774
$10 billion or more	7.1%	2,698
Prefer not to say	4.2%	1,596

Q4 HOW MANY OFFSHORE FACTORY LOCATIONS DOES YOUR COMPANY CURRENTLY USE?

Response Option	%	Respondents
1	18.6%	5,952
2 to 3	26.6%	8,512
4 to 6	22.7%	7,264
7 to 10	13.5%	4,320
More than 10	12.9%	4,128
Not sure	5.7%	1,824

Q5 IN WHICH REGIONS ARE YOUR OFFSHORE FACTORIES LOCATED?

Response Option	%	Respondents
China	51.3%	20,007
Southeast Asia	38.7%	15,093
India	17.3%	6,747
Mexico	25.8%	10,062
Central America / Caribbean	8.6%	3,354
South America	10.6%	4,134
Eastern Europe	7.5%	2,925
Western Europe	5.3%	2,067
Middle East / Africa	4.4%	1,716
Canada	4.8%	1,872
Other	12.4%	4,836

Q6 Approximately what share of your North American demand is currently supplied from offshore factories?

Response Option	%	Respondents
Less than 10%	7.2%	2,160
10% to 24%	11.9%	3,570
25% to 49%	18.8%	5,640
50% to 74%	24.4%	7,320
75% to 89%	17.7%	5,310
90% to 100%	12.4%	3,720
Not sure	7.6%	2,280

Q7 What is your company's current U.S. manufacturing footprint?

Response Option	%	Respondents
No U.S. factories today	22.3%	8,697
One U.S. factory	18.3%	7,137
Two to three U.S. factories	24.6%	9,594
Four or more U.S. factories	15.4%	6,006
U.S. production only through contractors / partners	10.8%	4,212
Prefer not to say	8.6%	3,354

Reshoring Strategy and Economics

Q8 Which reshoring approach is your company most likely to pursue?

Response Option	%	Respondents
Build a new U.S. greenfield plant	18.6%	6,324
Acquire an existing U.S. manufacturing facility	6.6%	2,244
Expand an existing U.S. plant	26.6%	9,044
Shift production to a U.S. contract manufacturer	14.7%	4,998
Reconfigure a current North American site for more production	16.9%	5,746
No likely reshoring approach identified yet	9.7%	3,298
We do not plan to reshore	6.9%	2,346

Q9 WHAT IS THE SINGLE MOST IMPORTANT REASON YOUR COMPANY WOULD RESHORE PLANT CAPACITY TO THE U.S.?

Response Option	%	Respondents
Reduce supply chain disruption risk	19.2%	7,296
Lower total landed cost	12.5%	4,750
Improve speed to customer / lead times	15.7%	5,966
Reduce exposure to tariffs / trade policy changes	15.4%	5,852
Qualify for government incentives or procurement opportunities	8.9%	3,382
Improve quality control	10.5%	3,990
Protect intellectual property	6.1%	2,318
Meet customer or investor pressure	4.3%	1,634
Improve national security / regulatory compliance	4.7%	1,786
Other	2.7%	1,026

Q10 WHICH DEVELOPMENTS HAVE MOST INCREASED YOUR INTEREST IN RESHORING DURING THE PAST 24 MONTHS?

Response Option	%	Respondents
Freight cost volatility	42.7%	16,653
Tariffs / trade restrictions	48.4%	18,876
Geopolitical instability	44.5%	17,355
Long lead times / shipping delays	32.6%	12,714
Pandemic-related disruptions	17.5%	6,825
Customer preference for U.S.-made products	24.7%	9,633
Federal or state incentives	26.5%	10,335
Rising offshore labor costs	28.3%	11,037
Quality problems offshore	16.5%	6,435
IP protection concerns	11.3%	4,407
ESG / sustainability requirements	8.6%	3,354
None of the above	4.4%	1,716

Q11 WHAT SHARE OF YOUR CURRENT OFFSHORE PRODUCTION COULD REALISTICALLY BE MOVED TO THE U.S. WITHIN 5 YEARS?

Response Option	%	Respondents
None	3.3%	1,320
1% to 10%	12.6%	5,040
11% to 25%	21.4%	8,560
26% to 50%	27.8%	11,120
51% to 75%	18.1%	7,240
More than 75%	8.1%	3,240
Not sure	8.7%	3,480

Q12 WHICH PRODUCT PROFILE IS MOST LIKELY TO BE RESHORED FIRST?

Response Option	%	Respondents
High-value, low-volume products	19.1%	6,876
Time-sensitive / short lead-time products	18.5%	6,660
Customized or configured-to-order products	14.2%	5,112
Regulated or compliance-sensitive products	10.7%	3,852
Large / bulky products with high freight cost	13.5%	4,860
High-risk IP-sensitive products	6.9%	2,484
Commodity / standard products	7.4%	2,664
No product category is currently likely to move	9.7%	3,492

Q13 WHAT IS THE BIGGEST COMPANY-LEVEL BARRIER TO RESHORING PHYSICAL PLANT CAPACITY TO THE U.S.?

Response Option	%	Respondents
Higher labor cost	16.4%	6,396
Difficulty hiring skilled labor	15.4%	6,006
High upfront capital expenditure	14.8%	5,772
Weak domestic supplier ecosystem	9.8%	3,822
Utility / energy costs	8.2%	3,198
Permitting and regulatory delays	9.4%	3,666
Real estate / site availability	4.2%	1,638
Tax burden	4.5%	1,755
Uncertainty about long-term demand	8.8%	3,432
Automation investment requirements	6.4%	2,496
Other	2.1%	819

Q14 COMPARED WITH YOUR CURRENT OFFSHORE MANUFACTURING MODEL, WHAT DO YOU EXPECT THE U.S. UNIT COST WOULD BE AFTER CONSIDERING LOGISTICS, INVENTORY, AND AUTOMATION?

Response Option	%	Respondents
Much lower	3.8%	1,368
Somewhat lower	12.1%	4,356
About the same	26.6%	9,576
Somewhat higher	34.9%	12,564
Much higher	14.5%	5,220
Too early to estimate	8.1%	2,916

Q15 HAS YOUR COMPANY COMPLETED A FORMAL TOTAL-COST-OF-OWNERSHIP OR LANDED-COST ANALYSIS FOR RESHORING?

Response Option	%	Respondents
Yes, and it supports reshoring	23.5%	7,520
Yes, and it does not support reshoring	8.4%	2,688
Analysis is underway	22.2%	7,104
Analysis is planned but not started	16.3%	5,216
No formal analysis has been done	21.3%	6,816
Not sure	8.3%	2,656

Q16 How important are U.S. federal incentives or industrial policies in your reshoring decision?

Response Option	%	Respondents
Critical	17.3%	5,882
Very important	26.9%	9,146
Moderately important	24.5%	8,330
Slightly important	14.3%	4,862
Not important	11.3%	3,842
Not sure	5.7%	1,938

Q17 Which federal policy would have the greatest impact on your decision to reshore?

Response Option	%	Respondents
Tax credits	18.7%	6,358
Capital grants / direct subsidies	16.5%	5,610
Accelerated depreciation	8.5%	2,890
Workforce training support	7.6%	2,584
Domestic procurement preferences	12.1%	4,114
Tariffs or import restrictions	17.4%	5,916
Faster permitting / regulatory reform	7.6%	2,584
Infrastructure investment	6.6%	2,244
Energy price support / power reliability programs	3.2%	1,088
None would materially change our decision	1.8%	612

Q18 WHICH STATE OR LOCAL INCENTIVE WOULD MATTER MOST IN SITE SELECTION?

Response Option	%	Respondents
Property tax abatements	14.3%	5,720
Job creation tax credits	16.3%	6,520
Cash grants	15.3%	6,120
Workforce training assistance	12.4%	4,960
Utility rate discounts	10.7%	4,280
Infrastructure improvements around the site	9.2%	3,680
Fast-track permitting	11.8%	4,720
Low-cost land / industrial park support	5.7%	2,280
Incentives are not a major factor	4.3%	1,720

SITE SELECTION, LABOR, AND OPERATIONS

Q19 WHAT IS THE MOST IMPORTANT U.S. SITE-SELECTION CRITERION FOR A RESHORED PLANT?

Response Option	%	Respondents
Availability of skilled labor	20.2%	6,666
Labor cost	9.9%	3,267
Proximity to customers	12.9%	4,257
Proximity to suppliers	12.7%	4,191
Reliable electric power	13.6%	4,488
Energy cost	8.7%	2,871
Transportation access	7.7%	2,541
Water / wastewater availability	2.9%	957
Speed of permitting	5.9%	1,947
Tax / incentive package	4.1%	1,353
Real estate availability	1.4%	462

Q20 WHICH U.S. REGION IS CURRENTLY MOST ATTRACTIVE FOR A RESHORED PLANT?

Response Option	%	Respondents
Northeast	6.2%	2,418
Southeast	23.4%	9,126
Midwest	21.8%	8,502
Texas / South Central	21.2%	8,268
Mountain West	5.6%	2,184
West Coast	6.5%	2,535
Alaska / Hawaii	1.6%	624
No regional preference	8.8%	3,432
Not evaluating U.S. locations yet	4.9%	1,911

Q21 WHAT LEVEL OF AUTOMATION WOULD LIKELY BE REQUIRED TO MAKE A U.S. PLANT ECONOMICALLY VIABLE?

Response Option	%	Respondents
Mostly manual operations	4.8%	1,584
Moderate automation	24.5%	8,085
High automation	38.5%	12,705
Near lights-out / highly autonomous production	13.4%	4,422
Automation level would depend on product line	13.3%	4,389
Not sure	5.5%	1,815

Q22 HOW DIFFICULT WOULD IT BE FOR YOUR COMPANY TO STAFF A NEW OR EXPANDED U.S. FACTORY?

Response Option	%	Respondents
Very difficult	28.7%	8,897
Somewhat difficult	34.2%	10,602
Neither easy nor difficult	14.8%	4,588
Somewhat easy	9.5%	2,945
Very easy	2.4%	744
Not sure	10.4%	3,224

Q23 WHICH WORKFORCE ROLES WOULD BE HARDEST TO HIRE FOR IN A RESHORED U.S. PLANT?

Response Format: Select All That Apply.

Response Option	%	Respondents
Production operators	35.4%	14,160
Skilled trades / machinists / welders	49.2%	19,680
Maintenance technicians	30.7%	12,280
Automation / controls technicians	51.5%	20,600
Process engineers	34.1%	13,640
Quality / regulatory staff	20.5%	8,200
Supervisors / plant managers	24.7%	9,880
Supply chain / materials planners	14.7%	5,880
EHS staff	8.3%	3,320
None of the above	2.4%	960
Not sure	5.7%	2,280

Q24 WHAT LEVEL OF CAPITAL INVESTMENT WOULD YOUR COMPANY LIKELY NEED FOR A U.S. RESHORING PROJECT?

Response Option	%	Respondents
Under $10 million	8.6%	3,182
$10 million to $24 million	13.6%	5,032
$25 million to $49 million	17.8%	6,586
$50 million to $99 million	21.3%	7,881
$100 million to $249 million	19.9%	7,363
$250 million or more	11.2%	4,144
Too early to estimate	7.6%	2,812

Q25 WHO HAS PRIMARY DECISION AUTHORITY FOR A RESHORING INVESTMENT?

Response Option	%	Respondents
CEO / President	11.7%	4,680
COO / Head of Operations	20.3%	8,120
CFO / Finance leadership	11.6%	4,640
Board of directors	16.7%	6,680
Private equity / ownership group	6.5%	2,600
Business unit leadership	8.5%	3,400
Supply chain / procurement leadership	3.4%	1,360
Shared cross-functional decision	18.9%	7,560
Other	2.4%	960

Q26 IF YOUR COMPANY DECIDES TO RESHORE, WHEN WOULD YOU EXPECT THE FIRST U.S. PLANT CAPACITY TO BE OPERATIONAL?

Response Option	%	Respondents
Within 12 months	7.1%	2,485
12 to 24 months	22.2%	7,770
25 to 36 months	26.8%	9,380
37 to 60 months	17.6%	6,160
More than 5 years	5.7%	1,995
No timeline established	12.9%	4,515
We do not expect to reshore	7.7%	2,695

Q27 HOW LIKELY IS YOUR COMPANY TO RESHORE AT LEAST ONE PHYSICAL MANUFACTURING PLANT OR MAJOR PRODUCTION LINE TO THE U.S. IN THE NEXT 36 MONTHS?

Response Option	%	Respondents
0% to 10% likely	12.3%	4,305
11% to 25% likely	13.2%	4,620
26% to 50% likely	22.7%	7,945
51% to 75% likely	24.7%	8,645
76% to 90% likely	15.6%	5,460
More than 90% likely	11.5%	4,025

PROJECT STAGE AND SCENARIO SENSITIVITY

Q28 WHICH BEST DESCRIBES THE STATUS OF YOUR COMPANY'S MOST LIKELY U.S. RESHORING PROJECT?

Response Option	%	Respondents
No active project	15.1%	4,379
Early concept / internal discussion	16.5%	4,785
Formal business case in development	18.4%	5,336
Site screening underway	12.9%	3,741
Incentive discussions underway	7.6%	2,204
Board or investment committee review underway	8.6%	2,494
Approved and moving into execution	9.7%	2,813
Under construction / implementation	6.7%	1,943
Already operational	4.5%	1,305

Q29 WHAT IS THE CURRENT CAPITAL APPROVAL STATUS FOR THAT RESHORING PROJECT?

Response Option	%	Respondents
No capital request submitted	20.1%	7,638
Rough-order-of-magnitude estimate only	14.6%	5,548
Formal capital request submitted	17.2%	6,536
Partially approved	9.6%	3,648
Fully approved	11.4%	4,332
Approval depends on incentives	13.6%	5,168
Approval depends on customer commitments	8.8%	3,344
Prefer not to say	4.7%	1,786

Q30 When do you expect a final go / no-go reshoring decision?

Response Option	%	Respondents
Within 6 months	15.6%	5,616
6 to 12 months	22.6%	8,136
13 to 24 months	25.4%	9,144
More than 24 months	11.3%	4,068
No timeline established	13.4%	4,824
Decision already made	11.7%	4,212

Q31 If U.S. tariffs or trade restrictions on imported goods remain at current levels or increase, how would that affect your likelihood of reshoring?

Response Option	%	Respondents
Increase likelihood substantially	29.7%	9,504
Increase likelihood somewhat	30.6%	9,792
No material effect	19.5%	6,240
Decrease likelihood somewhat	7.1%	2,272
Decrease likelihood substantially	4.3%	1,376
Not sure	8.8%	2,816

Q32 If federal manufacturing tax credits, grants, or other incentives were reduced or ended earlier than expected, what would happen to your reshoring plan?

Response Option	%	Respondents
Project would be cancelled	11.2%	3,584
Project would be delayed	28.6%	9,152
Project scope would be reduced	24.3%	7,776
We would shift to more automation instead	9.4%	3,008
No material change	18.7%	5,984
Not sure	7.8%	2,496

Q33 IF YOUR COMPANY DOES NOT RESHORE TO THE U.S., WHAT IS THE MOST LIKELY ALTERNATIVE?

Response Option	%	Respondents
Keep production in the current offshore location	24.6%	8,610
Move production to Mexico	22.5%	7,875
Move production to Canada	4.1%	1,435
Shift to another lower-cost offshore country	19.2%	6,720
Use a multi-country regional manufacturing model	14.3%	5,005
Outsource more to contract manufacturers	8.5%	2,975
Exit or reduce the product line	2.4%	840
Not sure	4.4%	1,540

UTILITIES, SUPPLIERS, AND DEMAND SUPPORT

Q34 HOW SOON COULD YOUR PREFERRED U.S. SITE SECURE THE ELECTRIC CAPACITY NEEDED TO OPERATE AT TARGET OUTPUT?

Response Option	%	Respondents
Capacity is already secured	8.5%	3,230
Less than 6 months	11.1%	4,218
6 to 12 months	23.6%	8,968
12 to 24 months	27.7%	10,526
More than 24 months	15.7%	5,966
Not yet assessed	13.4%	5,092

Q35 FOR YOUR PREFERRED U.S. SITE, WHICH ENABLING FACTOR IS MOST LIKELY TO DELAY LAUNCH?

Response Option	%	Respondents
Electric utility capacity / interconnection	22.1%	8,840
Electricity price	13.5%	5,400
Natural gas availability / cost	5.6%	2,240
Water availability	3.3%	1,320
Wastewater treatment capacity	2.4%	960
Permitting / environmental approvals	22.4%	8,960
Transportation infrastructure	8.3%	3,320
Broadband / digital infrastructure	1.9%	760
None of the above	6.7%	2,680
Not sure	13.8%	5,520

Q36 WITHIN 24 MONTHS OF RESHORING, WHAT SHARE OF YOUR DIRECT MATERIAL SPEND COULD REALISTICALLY BE SOURCED FROM U.S.-BASED SUPPLIERS?

Response Option	%	Respondents
Less than 10%	10.4%	4,160
10% to 24%	15.4%	6,160
25% to 49%	23.9%	9,560
50% to 74%	25.6%	10,240
75% to 89%	14.2%	5,680
90% to 100%	4.6%	1,840
Not sure	5.9%	2,360

Q37 EVEN IF PRODUCTION MOVES TO THE U.S., WHICH INPUT CATEGORY IS MOST LIKELY TO REMAIN IMPORTED?

Response Option	%	Respondents
Raw materials	21.5%	7,310
Specialized components	24.5%	8,330
Electronics / semiconductors	23.4%	7,956
Packaging materials	4.4%	1,496
Chemicals / resins / additives	10.2%	3,468
Production equipment / spare parts	8.3%	2,822
No major import dependency expected	3.5%	1,190
Not sure	4.2%	1,428

Q38 HOW MUCH OF YOUR EXPECTED DEMAND FOR RESHORED OUTPUT IS TIED TO CUSTOMER OR CONTRACT REQUIREMENTS FOR U.S.-MADE OR NORTH AMERICA-MADE PRODUCTION?

Response Option	%	Respondents
None	11.3%	3,842
Less than 10%	17.6%	5,984
10% to 24%	17.9%	6,086
25% to 49%	20.7%	7,038
50% to 74%	16.3%	5,542
75% or more	8.6%	2,924
Not sure	7.6%	2,584

Q39 WHAT PREMIUM, IF ANY, DO YOU BELIEVE YOUR CUSTOMERS WOULD ACCEPT FOR U.S.-MADE OUTPUT?

Response Option	%	Respondents
No premium	24.4%	7,320
Less than 3%	26.4%	7,920
3% to 5%	22.4%	6,720
6% to 10%	13.9%	4,170
More than 10%	3.6%	1,080
Premium tolerance varies too much to estimate	5.7%	1,710
Not sure	3.6%	1,080

LONGITUDINAL OUTCOMES FOR 2027-2028 WAVES

Q40 COMPARED WITH YOUR ORIGINAL RESHORING PLAN, HOW MUCH PRODUCTION CAPACITY HAS ACTUALLY BEEN TRANSFERRED TO THE U.S.?

Response Option	%	Respondents
0%	32.9%	11,515
1% to 24%	22.7%	7,945
25% to 49%	15.5%	5,425
50% to 74%	9.7%	3,395
75% to 99%	3.4%	1,190
100%	2.4%	840
Not applicable	13.4%	4,690
0%	32.9%	11,515

Q41 HOW HAS ACTUAL U.S. PLANT STAFFING TRACKED AGAINST YOUR ORIGINAL RESHORING BUSINESS CASE?

Response Option	%	Respondents
Far below plan	8.7%	2,697
Somewhat below plan	17.4%	5,394
On plan	24.4%	7,564
Somewhat above plan	7.3%	2,263
Far above plan	1.9%	589
Too early to assess	25.7%	7,967
Not applicable	14.6%	4,526

Q42 WHICH STATEMENT BEST DESCRIBES THE PERFORMANCE OF YOUR RESHORED U.S. PRODUCTION RELATIVE TO THE ORIGINAL BUSINESS CASE?

Response Option	%	Respondents
Costs are materially better than planned	3.7%	1,110
Costs are slightly better than planned	8.9%	2,670
Performance is broadly on plan	25.9%	7,770
Costs or performance are slightly worse than planned	19.2%	5,760
Costs or performance are materially worse than planned	6.9%	2,070
Too early to assess	21.7%	6,510
Not applicable	13.7%	4,110

APPENDIX B.
MEDIA HIGHLIGHTS

THE STATE OF U.S. RESHORING, 2026–2028

Summary document for media briefings, backgrounders, contributed commentary, and interview prep

BASE SAMPLE

40,294 manufacturer respondents with offshore production exposure

TOP LINE

The report shows that reshoring is a real and durable manufacturing priority, but not a universal reversal of offshore production. The pattern is selective: manufacturers are more likely to expand or reconfigure existing U.S. capacity than to fully repatriate offshore output.

Across the data, the strongest drivers are resilience, lead-time improvement, trade-policy exposure, and customer access. The biggest gating variables are labor, automation, power availability, permitting, and supplier localization. In short: the intent is strong, but execution remains the story.

FAST FACTS FOR MEDIA

51.3%

have offshore factories in China (20,007 respondents)

60.3%

say current or higher tariffs would increase reshoring likelihood (19,296 respondents)

26.6%

say the most likely path is expanding an existing U.S. plant (9,044 respondents)

52.9%

say early incentive loss would delay or shrink projects (16,928 respondents)

38.5%

say high automation is needed to make a U.S. plant viable (12,705 respondents)

32.9%

say no planned capacity has actually transferred yet (11,515 respondents)

HEADLINE FINDINGS FOR MEDIA

01 RESHORING IS SELECTIVE, NOT ABSOLUTE.

The modal transfer expectation is partial rather than total: 27.8% say 26% to 50% of offshore production could realistically move to the U.S. within five years (11,120 respondents).

02 EXPANSION AND RECONFIGURATION OUTRUN GREENFIELD INVESTMENT.

The most likely path is expanding an existing U.S. plant at 26.6% (9,044), ahead of building a new U.S. greenfield plant at 18.6% (6,324).

03 THE CASE IS STRATEGIC BEFORE IT IS PURELY COST-DRIVEN.

The top reasons to reshore are reducing supply chain disruption risk at 19.2% (7,296), improving speed to customer and lead times at 15.7% (5,966), and reducing tariff or trade-policy exposure at 15.4% (5,852). Meanwhile, 34.9% expect U.S. unit costs to be somewhat higher (12,564).

04 AUTOMATION AND LABOR ARE THE CORE EXECUTION BOTTLENECKS.

High automation is the modal requirement at 38.5% (12,705). Staffing is also a major challenge: 34.2% say staffing would be somewhat difficult (10,602) and 28.7% say very difficult (8,897). The hardest roles to hire are automation and controls technicians at 51.5% (20,600) and skilled trades at 49.2% (19,680).

05 POLICY MEANINGFULLY CHANGES PROJECT PROBABILITY AND SCOPE.

A combined 60.3% say current or higher tariffs would increase reshoring likelihood, while a combined 52.9% say early loss of federal incentives would delay projects or reduce project scope.

06 INFRASTRUCTURE AND SUPPLIER LOCALIZATION REMAIN DECISIVE.

The largest share says the preferred U.S. site would need 12 to 24 months to secure required electric capacity at 27.7% (10,526), and permitting or environmental approvals are the leading launch risk at 22.4% (8,960). Within 24 months of reshoring, the most common sourcing expectation is still only 50% to 74% of direct material spend from U.S.-based suppliers at 25.6% (10,240).

07 EXECUTION TRAILS INTENT.

In the follow-up wave, 32.9% report that 0% of originally planned capacity has actually transferred to the U.S. (11,515), reinforcing that reshoring is a medium-term buildout story rather than an overnight shift.

STATISTICS AND FINDINGS COLLATERAL

Theme	Key Statistic	What It Supports
Offshore concentration	51.3% have factories in China (20,007)	China remains the dominant offshore base, with Southeast Asia second at 38.7% and Mexico third at 25.8%.
Current dependence	24.4% say 50% to 74% of North American demand is supplied from offshore factories (7,320)	Offshore production still meaningfully supports North American demand, which raises the stakes of any network redesign.
U.S. footprint	24.6% already operate two to three U.S. factories (9,594)	Many companies already have a domestic base, which makes expansion and line transfer more plausible than first-time U.S. entry.
Preferred pathway	26.6% favor expanding an existing U.S. plant (9,044)	The data favor brownfield-style capacity redeployment over ground-up build strategies.
Top accelerants	48.4% cite tariffs or trade restrictions (18,876); 44.5% geopolitical instability (17,355); 42.7% freight volatility (16,653)	Momentum is being driven by volatility, trade pressure, and repeated disruption more than by a sudden labor-cost advantage.
Transfer scope	27.8% say 26% to 50% of offshore production could move within five years (11,120)	The likely outcome is portfolio reshoring rather than full repatriation.
Economics	34.9% expect U.S. unit cost to be somewhat higher (12,564); 26.6% expect about the same (9,576)	Manufacturers are building the case around resilience, service, landed cost, and control, not cheap labor.
Automation	38.5% say high automation is required (12,705)	Automation is not a side issue; it is central to plant viability for a large share of respondents.
Labor	51.5% say automation and controls technicians are hardest to hire (20,600); 49.2% skilled trades (19,680)	The constraint is industrial capability, not just labor quantity.
Capex profile	21.3% expect $50M to $99M projects (7,881); 19.9% expect $100M to $249M (7,363)	For much of the market, reshoring is a board-level capital allocation decision.
Policy sensitivity	60.3% say tariffs would increase reshoring likelihood (19,296 combined respondents)	Trade-policy continuity materially affects the probability of project movement.
Incentive sensitivity	52.9% say loss of incentives would delay or shrink projects (16,928 combined respondents)	A meaningful share of the pipeline remains policy-enabled rather than purely self-funding.
Power and permitting	27.7% expect 12-24 months to secure electric capacity (10,526); 22.4% cite permitting as the main launch risk (8,960)	Utilities and approvals are emerging as launch-critical gating variables.
Supplier localization	25.6% say 50% to 74% of direct material spend could be sourced domestically within 24 months (10,240)	Localization is meaningful, but it stops well short of full domestic substitution.
Imports still needed	24.5% say specialized components would remain imported (8,330); 23.4% electronics and semiconductors (7,956)	Plant reshoring does not automatically eliminate upstream global dependence.
Customer pricing	26.4% say customers would accept less than a 3% premium (7,920); 24.4% say no premium (7,320)	Manufacturers have limited room to fund reshoring through price increases alone.
Execution reality	32.9% say zero percent of planned capacity has transferred so far (11,515)	Announcements and operating transfer should not be treated as the same thing.
Operating results	25.9% say reshored production is broadly on plan (7,770)	Early execution is mixed, but the largest single reported state is still broad alignment with the business case.

APPENDIX C.
AD HOC POLICY PULSE SURVEY: TRUMP POLICY, INCENTIVES, AND INTERNATIONAL RELATIONS

REFERENCE SUBSET: 4,408 MANUFACTURER REPRESENTATIVES AND EXECUTIVES.

KEY READOUT

- Policy direction is net supportive but not universally positive: 50.5% say the 24-month U.S. manufacturing outlook is now more favorable, versus 19.2% who say it is less favorable.
- The most influential Trump-policy levers are tariffs and import restrictions at 25.5% and federal tax credits, grants, or incentives at 19.9%.
- International-relations risk is now embedded in manufacturing planning, led by U.S.-China tensions at 26.7% and North American trade-policy uncertainty at 20.3%.
- The most likely operating responses are selective U.S. expansion at 24.3% and dual sourcing across U.S. and allied or regional locations at 23.5%, reinforcing a selective rather than absolute reshoring model.

Q1 SINCE RECENT TRUMP ADMINISTRATION TRADE AND INDUSTRIAL-POLICY CHANGES, HOW HAS YOUR COMPANY'S 24-MONTH U.S. MANUFACTURING OUTLOOK CHANGED?

Response Option	%	Respondents
More favorable	21.1%	633
Slightly more favorable	29.4%	882
No material change	25.6%	768
Slightly less favorable	13.5%	405
Much less favorable	5.7%	171
Too early to assess	4.7%	141

FINDING

The balance of response leans positive but not decisively so: 50.5% report a more favorable outlook, while 25.6% report no material change.

Q2 WHICH TRUMP POLICY AREA CURRENTLY HAS THE GREATEST EFFECT ON YOUR MANUFACTURING OUTLOOK?

Response Option	%	Respondents
Tariffs / import restrictions	25.5%	1,020
Tax credits / grants / incentives	19.9%	796
Permitting / regulatory reform	16.4%	656
Domestic procurement preferences	14.8%	592
International negotiations / trade deals	12.2%	488
Immigration / labor-availability policy	11.2%	448

FINDING

Tariff policy and incentive structure outrank all other federal levers, indicating that both cost pressure and policy support are shaping current plant-location economics.

Q3 IF TARIFFS ON IMPORTED MANUFACTURED GOODS REMAIN AT CURRENT LEVELS OR INCREASE, WHAT HAPPENS TO YOUR COMPANY'S RESHORING OUTLOOK?

Response Option	%	Respondents
Increase substantially	27.5%	825
Increase somewhat	21.3%	639
No material change	17.6%	528
Accelerate supplier diversification before plant moves	13.7%	411
Delay commitment until pricing settles	10.8%	324
Reduce likelihood	9.1%	273

FINDING

48.8% say sustained or higher tariffs would raise the probability of reshoring, but a meaningful minority would first respond through supplier changes or delayed commitment rather than immediate plant transfer.

Q4 IF FEDERAL MANUFACTURING INCENTIVES WERE REDUCED, NARROWED, OR DELAYED, WHAT WOULD YOUR COMPANY MOST LIKELY DO?

Response Option	%	Respondents
Delay project timing	29.8%	1,192
Reduce project scope	25.6%	1,024
Increase automation to offset economics	17.3%	692
Shift more volume to Mexico or regional partners	11.3%	452
Proceed with no material change	8.2%	328
Cancel / shelve the project	7.8%	312

FINDING

The dominant reaction to weaker incentives is delay or scope reduction, reinforcing that a significant share of the reshoring pipeline remains policy-enabled rather than purely self-funding.

Q5 WHICH INTERNATIONAL-RELATIONS FACTOR MOST AFFECTS YOUR MANUFACTURING PLANNING TODAY?

Response Option	%	Respondents
U.S.-China trade and strategic tensions	26.7%	801
Mexico / North America trade-policy uncertainty	20.3%	609
European retaliation / trade-friction risk	18.5%	555
Taiwan / Indo-Pacific security risk	15.6%	468
Middle East shipping and energy instability	10.7%	321
Little to no international-relations effect	8.2%	246

FINDING

International relations are now a first-order manufacturing variable, with China and North American policy continuity standing out as the most influential external risks.

Q6 OVER THE NEXT 12 TO 24 MONTHS, WHAT OPERATIONAL RESPONSE IS MOST LIKELY IF POLICY AND GEOPOLITICAL VOLATILITY PERSISTS?

Response Option	%	Respondents
Expand U.S. production selectively	24.3%	729
Dual-source across U.S. and allied / regional locations	23.5%	705
Increase inventory buffers for critical inputs	20.5%	615
Rebid suppliers and renegotiate contracts	15.4%	462
Pause major footprint changes and wait	9.4%	282
No operational change expected	6.9%	207

FINDING

The most likely near-term response is not a universal move home; it is a blended model of selective U.S. expansion, dual sourcing, and risk-buffering measures.

ABOUT BLACK BOOK

Black Book Insights develops executive-grade market intelligence, survey programs, and sector reports designed to support high-stakes decisions in operations, investment, sourcing, and growth. Its work translates large respondent sets and industry signals into clear strategic guidance for manufacturers, investors, advisors, and ecosystem partners.

In domestic manufacturing and reshoring, that means focusing on the variables that actually determine outcomes: policy sensitivity, labor readiness, automation requirements, utility and site availability, supplier depth, and the gap between announced plans and operating results.

ABOUT THE BLACK BOOK OF RESHORING

The Black Book of Reshoring is a Black Book Insights research program tracking how manufacturers evaluate, approve, launch, and operationalize U.S. production capacity. It is intended as a recurring benchmark for executives, investors, site selectors, suppliers, and public-sector leaders who need a grounded view of where reshoring momentum is building, where it is stalling, and what conditions determine execution.

Across 2026, 2027, and 2028, the series is designed to distinguish intent from investment, project approvals from plant launches, and announcements from realized operating performance. That distinction is essential for separating market narrative from measurable industrial change.