

# Manufacturing Back- and Near-reshoring

## A Comparison among European and North American Evidence

Luciano Fratocchi<sup>\*1</sup>, Alessandro Ancarani<sup>2</sup>, Paolo Barbieri<sup>3</sup>, Carmela Di Mauro<sup>4</sup>, Guido Nassimbeni<sup>5</sup>, Marco Sartor<sup>6</sup>, Alessio Troiano<sup>7</sup>, Matteo Vignoli<sup>8</sup>, Andrea Zanoni<sup>9</sup>

<sup>17</sup>DIIE University of L'Aquila, Italy, [luciano.fratocchi@univaq.it](mailto:luciano.fratocchi@univaq.it), [troiano.ale@gmail.com](mailto:troiano.ale@gmail.com)

<sup>24</sup>DICAR University of Catania, Italy, [aancaran@dica.unict.it](mailto:aancaran@dica.unict.it), [cdimauro@unict.it](mailto:cdimauro@unict.it)

<sup>3</sup>Department of Management, University of Bologna, Italy, [p.barbieri@unibo.it](mailto:p.barbieri@unibo.it)

<sup>56</sup>DIEGM, University of Udine, Italy, [Nassimbeni@uniud.it](mailto:Nassimbeni@uniud.it), [sartor1@uniud.it](mailto:sartor1@uniud.it);

<sup>8</sup>DISMI University of Modena & Reggio Emilia, Italy, [matteo.vignoli@unimore.it](mailto:matteo.vignoli@unimore.it)

<sup>9</sup>Department of Management, University of Bologna, Italy, [andrea.zanoni@unibo.it](mailto:andrea.zanoni@unibo.it)

\* corresponding author

### Abstract

The paper is focused on the topic of back- and near-reshoring, that is managerial decisions to relocate (partially or totally) production or sourcing activities earlier off-shored. This is the first paper that summarises and discusses empirical evidence on back-shoring emerging from a wide range of countries, focusing on North American and European evidence. More specifically, we discuss and present data collected by our research group (Uni-CLUB MoRe Back-reshoring) from several secondary sources.

### Introduction

Interest in companies' decisions to bring production or sourcing back to their home country, has gained momentum recently. Several prominent companies, such as Apple, General Electric, Philips and Renault, but also numerous small enterprises, have decided to reverse previous off-shoring decisions. Returning production to the home country is generally referred as back-shoring. However, other labels have been proposed in the literature and used partly as synonyms, including "reshoring", "on-shoring" and "in-shoring". In this paper, we use the term *back-reshoring* to define any voluntary corporate strategy to partially or totally relocate production (in-sourced or out-sourced) to the home country of the company to serve local, regional or global demand.

Recently, contributions on back-reshoring have become common in the economic press (Booth, 2013) and in white papers by consulting firms (Sirkin *et al.*, 2012, The Boston Consulting Group, 2013). The United Nations Conference on Trade and Development (UNCTAD) has recognised the relevance of back-reshoring and its implications for policy-makers (UNCTAD, 2013). In turn, policy-makers in several Western countries have seen back-shoring as a partial solution to rising unemployment rates created by the global crises (Tate *et al.*, 2012). In this respect, back-reshoring is often considered a useful element to support re-industrialization in high-wage countries (Pisano and Shih, 2009, 2012, 2013).

Back-reshoring is also the object of an emerging academic research (Holz, 2009, Kinkel and Maloca, 2009, Leibl *et al.*, 2009, 2011, Kinkel, 2012, Dachs and Kinkel, 2013, Ellram, 2013, Ellram *et al.*, 2013, Gray *et al.*, 2013, Kinkel and Zanker, 2013, Fratocchi & al 2014, Kinkel, 2014, Tate, 2014, Tate *et al.*, 2014, Arlbjørn & Mikkelsen, 2014)), but still

little is known about its magnitude, its geographical boundaries, and the underlying motivations of companies reversing previous off-shoring decisions. Available information is often anecdotal in nature, and quantitative evidence is sparse. Moreover, the characterisation of back-reshoring is still questioned, as well as its role in the firms' overall internationalisation process.

The main aim of this paper is to review the empirical literature on back-reshoring and to complement it with the findings of an extensive data collection providing evidence for both European and North American based companies .

### **Evidence on back-reshoring**

The use of the term “back-shoring” was initially proposed by practitioners to refer to the return relocation cases observed in the IT industries (Fisher, 2006). The first academic definition of “backshoring” was proposed by Holz: “the geographic relocation of a functional, value creating operation from a location abroad back to the domestic country of the company” (2009, p. 156). In their founding contribution, Kinkel and Maloca define back-shoring as the “re-concentration of parts of production from own foreign locations as well as from foreign suppliers to the domestic production site of the company” (2009, p. 155). More recently, Kinkel conceptualised this strategy as the re-concentration of the firm’s “production capacities, trying to exploit the benefits of higher capacity utilisation and a superior relation of variable costs to fix at their existing locations” (2012, p. 696). Kinkel and Zanker (2013) further differentiate between on-shore (when the relocation takes place within the firm’s home country) and back-shore (when the activity is moved from a foreign location). Dachs and Kinkel (2013) distinguish between back-shoring from high-income countries and low income countries, as the declared motivations are different. Finally, the insourced alternative is defined as “direct back-shoring” (Renz, 2005), “internal back-shoring” (Kinkel and Maloca, 2009) or “captive backshoring” (Kinkel and Zanker, 2013).

Ellram (2013) defines reshoring as “bringing manufacturing at home ... from a current location that is, *de facto*, not home” (2013, p. 27). Gray et al. (2013) propose four different typologies of reshoring – based on the governance structures (insourcing vs. outsourcing) implemented before and after the re-shoring implementation – namely: in house re-shoring, outsourced re-shoring, re-shoring for outsourcing and re-shoring for insourcing.

The comparative analysis of the above contributions has led us to define the phenomenon as back-reshoring, and to conceptualize it as a “*a voluntary corporate strategy regarding the home-country’s partial or total re-location of (in-sourced or out-sourced) production to serve the local, regional or global demands*”.

Correspondingly, we define near-reshoring as the case in which production activities, previously off-shored in a relatively distant country, are relocated in a third country, belonging to the firm’s home region.

There is a notable lack of empirical research on back-reshoring strategies. Benito (1997) partially explains it with the lack of longitudinal data sets. Hennart et al. (2002) note that foreign divestments are generally perceived as negative experiences, which makes executives reluctant to discuss the topic with researchers (Hamilton and Chow, 1993). Moreover, since the unit of analysis on back-reshoring is often “below the level of plant (at the product or component level), public secondary data will be difficult if not impossible to obtain” (Gray *et al.*, 2013, p. 31).

With respect to geographical trends, the only longitudinal data set on such a phenomenon derives from the “Innovation on Production” survey of German companies (Kinkel and Maloca, 2009, Kinkel, 2012, Kinkel and Zanker, 2013, Kinkel, 2014.). As this study is performed every two years, it highlights the trends for the investigated phenomenon

both cross-section and longitudinally. Overall, around 400-700 German companies have back-reshored. The different waves of the survey confirm that the initial relocation decision is revised after three-five years. This evidence induced Kinkel and Maloca to conceptualise the phenomenon under investigation as a “short-term corrections of prior location misjudgements, rather than long-term reactions to slowly emerging local development trends” (2009, p. 159). These findings should lead to further investigations of the behavioural causes of wrong investments (Gray *et al.*, 2013, Li and Tang, 2010). However, more recently, Dachs and Kinkel (2013) explicitly recognised that back-reshoring may depend not only on managerial mistakes in evaluating the production location – that is, overestimation of benefits and/or underestimation of costs – but also on (long-term) deterioration of ownership, locational and internalisation advantages (Dunning, 1995) on which the initial off-shoring decision was based. Finally, Kinkel (2014) estimates that 20% of total German companies’ reshoring decisions are mid- or long-term reactions to changes in the local environment, while the other 80% are pure corrections of managerial mistakes.

More recently, survey data on the back-reshoring phenomenon have become available for eight other European countries (Austria, Croatia, Denmark, Finland, Netherlands, Slovenia, Spain and Switzerland) thanks to the European Manufacturing Survey (EMS) implemented in 2009. The survey has highlighted a significant difference in terms of magnitude of the phenomenon among countries. More specifically, the percentage of interviewed firms which back-reshored between 2007 and mid-2009 ranges from 2% in Germany to more than 7% in Spain, Denmark and Finland (Dachs and Kinkel, 2013). However, estimates for Denmark are at odds with the finding of a recent survey carried out on 843 Danish manufacturing companies, according to which 2.1% of firms have back-reshored (Arlbjørn and Lüthje, 2012).

To the best of our knowledge, no survey data are available for the US, even if we know from personal communications with colleagues that survey efforts are underway. Panels conducted by consulting companies underline the phenomenon’s relevance for US top managers (see, among others, Ferreira and Prokopets, 2009, Lewin *et al.*, 2009, The Boston Consulting Group, 2013).

### **The UNI-CLUB More database**

One of the criticalities of the current empirical evidence on back-reshoring, is lack of data concerning a wider range of countries, and most notably the US. However, as motivations for back-reshoring may differ according to the industry, the host and the home country, gathering information on back-reshoring experiences in different countries may contribute to better clarify the extent and features of this phenomenon, as global surveys on back-reshoring are yet to come. While acknowledging the incompleteness of current data sources on the investigated strategy, we share the view of Gray *et al.* that “as academics, we should both provide insight into the phenomenon based on existing research and consider whether we can study it to learn more about SCM location decisions” (Gray *et al.*, 2013 , 31). In order to reach such a result, we adopt an exploratory research methodology (Babbie, 1989), which is recognized as useful when “there is little theory available to guide the development of hypotheses”. As known, exploratory research often relies on secondary research, such as reviewing available literature and data, “document observation and analysis to examine recorded opinions, reports, news stories” (Hair *et al.*, 2011 , p. 147). It is worth to note that secondary data has been widely utilized in International Business research, as showed by Yang *et al.* (2006) and in Operations Management research, as reported by Roth *et al.* (2008).

Among sources of secondary data, a specific role is played by written records such as newspapers (Cowton, 1998, Franzosi, 1987). With specific reference to international business studies, Judd et al (1991) consider written records such as newspapers suitable sources for longitudinal and multi-country studies. Yang et al (2006) found that 20 empirical articles published in six leading international business journals from 1992 to 2003 adopted samples based in newspapers articles.

Based on the adopted research methodology a data set of back-reshoring and near-reshoring decisions was developed, focusing on European and North American evidence. Data were collected from a differentiated set of sources. First of all, we checked historical archives of leading Italian and international economics newspapers (Wall Street Journal, Financial Times, Sole 24 Ore.) and magazines (The Economist, TIME, Bloomberg BusinessWeek). More specifically, we checked for articles published until January 15, 2014 adopting selected key words (for instance, back-shoring, on-shoring, in-shoring, reverse globalization). A second source was represented by white papers of major consulting companies (e.g. Boston Consulting Group, McKinsey). The third main source was represented by internet research engines adopting the earlier mentioned keywords. Finally, we back-traced cases cited in the academic literature (for instance, Leibl *et al.*, 2009).

The unit of analysis was the single decision to move back earlier off-shored production activities and not the firm implementing such a decision. Therefore, if a company back-/near-reshored production from two different host countries, in our database it accounts for two pieces of evidence. For each observation, information was recorded on the company involved; company size; industry; headquarter country of origin; year in which back-shoring strategy was implemented; year in which off-shoring strategy was implemented; “abandoned” host country; declared motivations for back-shoring; green-field vs. merger & acquisition entry mode. In order to avoid misinterpretation of the text, each observation was reviewed by two independent researchers of the group and cross-validated. In case of different positions, a third researcher was involved.

## Findings

The database consists of 476 cases belonging to 404 companies, as some companies implemented more than one back-/near-reshoring operation (from 2 to 8). With respect to this latter sub-sample (“multiple reshoring evidence”), it is worth citing the case of the US Ford Motor Company, which back-reshored manufacturing activities from China, Japan, Mexico, Turkey and Spain between 2011 and 2013. Analogously, the US-based Walt Disney Company plans to near-shore by the end of 2014 to Haiti out-sourced production of merchandising products earlier off-shored in Bangladesh, Ecuador, Venezuela, Belarus and Pakistan. Finally, there is also evidence of “joint back- and near-reshoring strategies”. For instance, in 2009, the US mechanical company Emerson both back-reshored to US and near-reshored to Mexico production activities earlier off-shored in Asian countries other than China. Evidence regarding companies implementing a set of back- and near-reshoring strategies is an interesting finding. More specifically, it induces to question the idea that the two strategies under investigation are mere “short-term corrections” (Kinkel and Maloca, 2009). Rather, the joint implementation of the two reshoring decisions appears to be part of a larger and more complex strategy of dynamic adaptation to changed environmental conditions which is leading companies to adopt “regionally” based manufacturing strategies whereby it is not so much important that production facilities are on-shored but rather that they are reasonably close to market demand in order to curb transport costs and delivery times (Simchi-Levi *et al.*, 2012). In this respect, it is interesting the case of Italian mechanical company Bolzoni which back-reshored some production lines from Finland and Spain to

Italy, and simultaneously near-reshored other ones from Estonia to Finland and from Finland to Germany (Table 1).

The data base encompasses back- and near-reshoring operations mainly undertaken by North American and European companies, in addition to 8 cases of other home countries. North American and European companies are almost equally represented, demonstrating the phenomenon directly involves Western countries and is not US-specific as recently posited by Leunig (2011). Conversely, near-reshoring cases appear to be more common among European companies.

**Table 1 Dataset description**

Firm's headquarter country	Back-reshoring		Near-reshoring		Total	
	Firms	Cases	Firms	Cases	Firms	Cases
<b>Western Europe</b>	<b>183</b>	<b>221</b>	<b>20</b>	<b>36</b>	<b>203</b>	<b>257</b>
Italy	66	86	6	12	<b>72</b>	<b>98</b>
UK	45	46	2	4	<b>47</b>	<b>50</b>
Germany	29	39	2	3	<b>31</b>	<b>42</b>
France	21	25	5	12	<b>26</b>	<b>37</b>
Spain	9	10	1	1	<b>10</b>	<b>11</b>
The Netherlands	7	8	1	1	<b>8</b>	<b>9</b>
Slovenia	2	3			<b>2</b>	<b>3</b>
Norway	2	2			<b>2</b>	<b>2</b>
Finland	1	1			<b>1</b>	<b>1</b>
Switzerland	1	1	1	1	<b>2</b>	<b>2</b>
Sweden			2	2	<b>2</b>	<b>2</b>
<b>North America</b>	<b>188</b>	<b>202</b>	<b>13</b>	<b>17</b>	<b>201</b>	<b>219</b>
USA	187	201	10	14	<b>197</b>	<b>215</b>
Canada	1	1	3	3	<b>4</b>	<b>4</b>
<b>Total</b>	<b>371</b>	<b>423</b>	<b>33</b>	<b>53</b>	<b>404</b>	<b>476</b>

Source: Uni-CLUB MoRe Back-reshoring

Data breakdown by host and home country reveals that back- and near-reshoring decisions are implemented mainly from Chinese and other Asian locations. However, for European firms also Eastern and Western European locations have become prominent, especially after 2006 (Table 2). This latter result confirms the region-centric approach of EU companies in term of off-shoring strategies (Alajääskö, 2009). At the same time, it seems to be significantly influenced by the EU enlargements in 2004 and 2006 which at least partially reduced the ownership, locational and internalisation advantages (Dunning, 1995) of Eastern Europe countries. However, it must be noted such countries are also the traditional landing country of EU companies' near-reshoring decisions.

Interesting evidence emerges when considering the years when the back-/near-reshoring initiatives were implemented. As already shown by Mouhoud (2011), our data confirm that, at least for European companies, the phenomenon is not recent since they implemented such strategies back in the eighties and nineties. However, back- and near-reshoring has grown significantly in the last few years, due to the huge contribute of North American firms. This finding is consistent with McDermott (2010) and Engel and Procher (2010), who predicted that the global financial crisis would increase the likelihood of divestures of previous foreign direct investments. In this respect, it must be recognised that such a finding could be partially affected by the specific time interval in which data were

collected (Figure 1). Finally, near-reshoring decisions were implemented only after 2004 but became relevant only in 2008 and 2013.

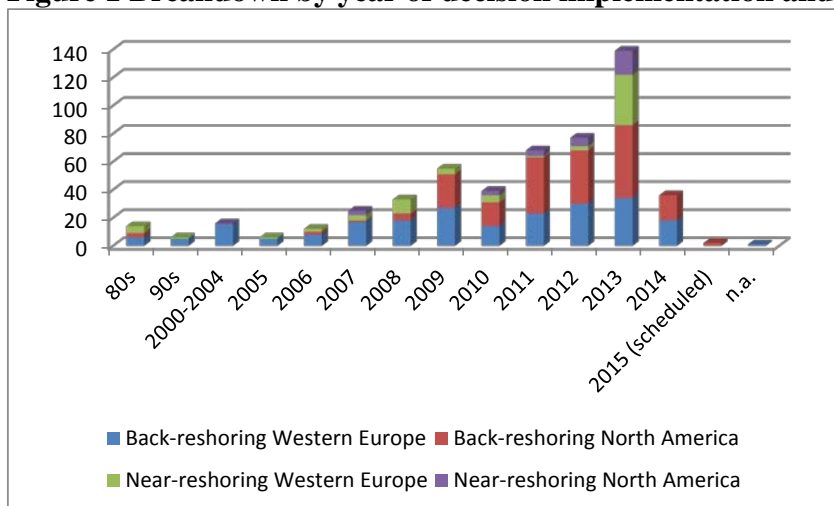
**Table 2: Breakdown by home and host countries**

Host country region	Home country						Total
	Back-reshoring			Near-reshoring			
	Western Europe	North America	Total	North America	Western Europe	Total	
China	103	150	253	8	28	36	289
Asia (other than China)	24	26	50	4	4	8	58
Eastern Europe & former USSR	47	1	48	1	2	3	51
Western Europe	29	5	34		2	2	36
Central & South America	8	14	22	3		3	25
Japan		3	3			0	3
North Africa & Middle East	6	1	7	1		1	8
North America	4	1	5				5
Oceania		1	1				1
<b>Total</b>	<b>221</b>	<b>202</b>	<b>423</b>	<b>17</b>	<b>36</b>	<b>53</b>	<b>476</b>

Source: Uni-CLUB MoRe Back-reshoring

Back-reshoring strategies were implemented in a wide range of manufacturing industries, independently of their level of technology intensity and their capital/labour intensity nature. In this respect, it is worthy of notice that the highest number of cases concern Clothing & Footwear – traditionally classified as low-medium technology intensive and labour intensive– and Electronics (including PC) – considered medium-high and more capital intensive (Figure 2).

**Figure 1 Breakdown by year of decision implementation and host country region**



Source: Uni-CLUB MoRe Back-reshoring

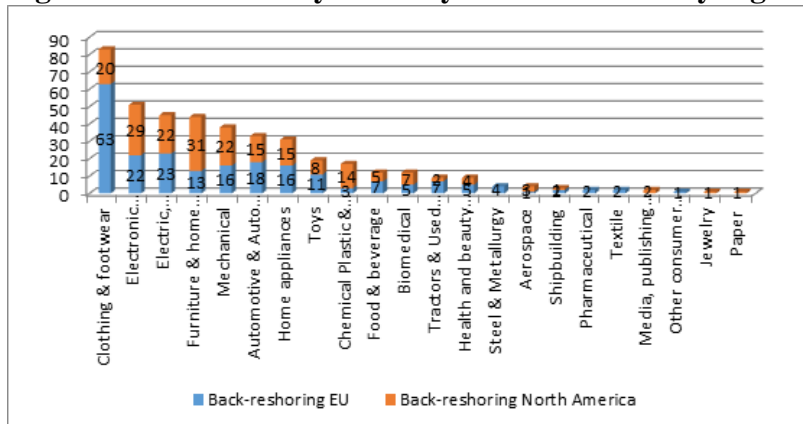
As far as near-reshoring initiatives are concerned, 27 out of 53 cases belong to the Clothing & Footwear and the other ones belong to only other 9 (out of 22) industries. This result reflects the tendency of European fashion makers to relocate their out-sourced productions to suppliers located near the end-markets, in order to reduce delivery times and to be more reactive to customer needs. For instance, the French Barbara Bui in 2010 simultaneously near-reshored from China to Hungary, Bulgaria, Romania and Turkey; the

Italian La Perla in 2011 from China to Tunisia, Turkey and Portugal; finally, the Spanish Zara in 2012 from China to Portugal (Figure 3).

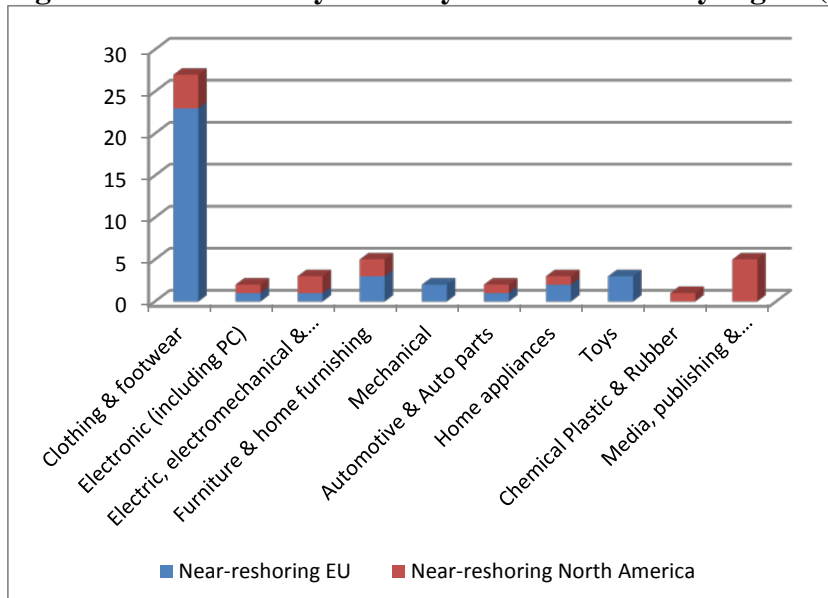
### Discussion

Back- and near-reshoring strategies are gaining momentum. As a consequence, debates on reshoring have become increasingly common even among policy makers. In fact, especially after the onset of the global financial crisis, the repatriation of manufacturing activities has been viewed as a means to increase production capacity available at home and to limit job redundancies. Despite the importance attributed to the phenomenon, back-shoring has received so far limited attention from scholars, with some notable exceptions. Available information is in fact often anecdotal in nature; moreover, reliable and quantitative evidence is scant. The aim of this paper was to contribute to fill this gap by throwing light on the characteristics of this phenomenon, especially in terms of geographical, industry- and time-related elements. In this respect, we discussed and presented data collected by our research group (Uni-CLUB MoRe Back-reshoring) from several secondary sources.

**Figure 2 Breakdown by Industry and home country region (only back-reshoring)**



**Figure 3 Breakdown by Industry and home country region (only near-reshoring)**



Source: Uni-CLUB MoRe Back-reshoring

Our evidence clearly shows that back- and near-reshoring are implemented by both EU and North American companies. However some differences emerge among the two subset, especially in terms of time-span, “left” host countries and industries.

Based on such evidence, we retain that back- and near-reshoring topic should be of great interest for policy makers of developed economies because of its potential to bring back home jobs (previously offshored) and to recreate the manufacturing base which determined the success and the economic wealth of many countries (see among others Pisano and Shih, 2009, 2012, 2013; Guenther, 2012; Livesey, 2012). Government agencies might be created/adapted to help companies to carefully and dynamically evaluate their location decisions. See at this purpose the advisory support offered by the UK Trade & Investment and the Manufacturing Advisory Service and the French Agence française des investissements internationaux.

### **Limitations and conclusions**

This paper has presented and discussed back-reshoring operations undertaken by North American and European firms from multiple host countries. While we acknowledge that the paper has offered only preliminary descriptive analyses of back-reshoring, we retain that our findings may represent a useful prima-facie characterization of the phenomenon. Results may provide support for policy makers interested in assessing the extent and nature of voluntary back-reshoring, and in designing appropriate policies to encourage the implementation of reshoring initiatives.

### **References**

- Alajääskö, P. (2009), "International sourcing in Europe", *Eurostat Statistics in focus*, Vol. 2, Arlbjørn, J.S. and Lüthje, T. (2012), "Global operations and their interaction with supply chain performance", *Industrial Management & Data Systems*, Vol. 112 No. 7, pp. 1044-1064.
- Arlbjørn, J.S. and Mikkelsen, O.S. (2014), "Backshoring manufacturing: Notes on an important but under-researched theme", *Journal of Purchasing & Supply Management*, Vol. 20 No. 1, pp. 60-62.
- Babbie, E.R. (1989), *The Practice of Social Research*, Cengage Learning, Belmont, CA.
- Benito, G.R. (1997), "Divestment of foreign production operations", *Applied Economics*, Vol. 29 No. 10, pp. 1365-1378.
- Booth, T. (2013), "Special report: Outsourcing and offshoring: Here, There and Anywhere", *The Economist*, available at: <http://www.economist.com/news/special-report/21569572-after-decades-sending-work-across-world-companies-are-rethinking-their-offshoring>.
- Cowton, C.J. (1998), "The use of secondary data in business ethics research", *Journal of Business Ethics*, Vol. 17 No. 4, pp. 423-434.
- Dachs, B. and Kinkel, S. (2013), "Back-shoring of Production Activities in European Manufacturing. Evidence from a Large Scale Survey", paper presented at EROMA - European Operations Management Association, 7-12 June, 2013, Dublin, Ireland.
- Dunning, J.H. (1995), "Reappraising the eclectic paradigm in an age of alliance capitalism", *Journal of International Business Studies*, Vol. 26, pp. 461-461.
- Ellram, L.M. (2013), "Offshoring, Reshoring and the Manufacturing Location Decision", *Journal of Supply Chain Management*, Vol. 49 No. 2, pp. 3-5.
- Ellram, L.M., Tate, W.L. and Petersen, K.J. (2013), "Offshoring and reshoring: an update on the manufacturing location decision", *Journal of Supply Chain Management*, Vol. 49 No. 2, pp. 14-22.



- Ferreira, J. and Prokopets, L. (2009), "Does offshoring still make sense?", *Supply Chain Management Review*, Vol. 13 No. 1.
- Fisher, A. (2006), "Bringing the Jobs Home", *Fortune Magazine*, Vol. 153 No. 5, pp. 22.
- Franzosi, R. (1987), "The Press as a Source of Socio-Historical Data: Issues in the Methodology of Data Collection from Newspapers", *Historical Methods: A Journal of Quantitative and Interdisciplinary History*, Vol. 20 No. 1, pp. 5-16.
- Fratocchi, L., Di Mauro, C., Barbieri, P., Nassimbeni, G. and Zanoni, A. (2014), "When manufacturing moves back: Concepts and questions", *Journal of Purchasing and Supply Management*, Vol. 20 No. 1, pp. 54-59.
- Gray, J.V., Skowronski, K., Esenduran, G. and Johnny Rungtusanatham, M. (2013), "The reshoring phenomenon: What supply chain academics ought to know and should do", *Journal of Supply Chain Management*, Vol. 49 No. 2, pp. 27-33.
- Guenther, G. (2012). Federal Tax Benefits for Manufacturing: Current Law, Legislative Proposals, and Issues for the 112th Congress, Washington DC: *Congressional Research Service*.
- Hair, J.F., Celsi, M.W., Money, A.H., Samouel, P. and Page, M.J. (2011), *Essentials of Business Research Methods*, M.E. Sharpe, Inc., New York, NY.
- Hamilton, R.T. and Chow, Y.K. (1993), "Why managers divest—evidence from New Zealand's largest companies", *Strategic management journal*, Vol. 14 No. 6, pp. 479-484.
- Hennart, J.-F., Roehl, T. and Zeng, M. (2002), "Do exits proxy a liability of foreignness?: the case of Japanese exits from the US", *Journal of International Management*, Vol. 8 No. 3, pp. 241-264.
- Holz, R. (2009), *An Investigation into Off-shoring and Back-shoring in the German Automotive Industry*, unpublished thesis University of Wales.
- Judd, C., Smith, E. and Kidder, L. (1991), "Research methods in social science", *Fort Worth: Holt, Rinehart, and Wanston*.
- Kinkel, S. (2012), "Trends in production relocation and backshoring activities: Changing patterns in the course of the global economic crisis", *International Journal of Operations & Production Management*, Vol. 32 No. 6, pp. 696-720.
- Kinkel, S. (2014), "Future and impact of backshoring—Some conclusions from 15 years of research on German practices", *Journal of Purchasing and Supply Management*, Vol. 20 No. 1, pp. 63-65.
- Kinkel, S. and Maloca, S. (2009), "Drivers and antecedents of manufacturing offshoring and backshoring—A German perspective", *Journal of Purchasing and Supply Management*, Vol. 15 No. 3, pp. 154-165.
- Kinkel, S. and Zanker, C. (2013), "New Patterns of German Production Relocation and Back Shoring Activities after the Global Economic Crisis", *EUROMA—EUROpean Operations Management Association. Dublin, Ireland*, pp. 7-12.
- Leibl, P., Morefield, R. and Pfeiffer, R. (2011), "A Study of Effects of Back-shoring in the EU", *Journal of Business and Behavioural Sciences*, Vol. 23 No. 2, pp. 72-79.
- Leibl, P., Nischler, C., Morefield, R. and Pfeiffer, R. (2009), "An Analysis of Off-shoring Manufacturing to Reduce Costs", *Journal of Business and Behavioural Sciences*, Vol. 21 No. 1.
- Leunig, T. (2011), "'Reshoring' jobs from China won't happen", *Financial Times*.
- Lewin, A.Y., Massini, S. and Peeters, C. (2009), "Why are companies offshoring innovation? The emerging global race for talent", *Journal of International Business Studies*, Vol. 40 No. 6, pp. 901-925.

- Li, J. and Tang, Y. (2010), "CEO hubris and firm risk taking in China: The moderating role of managerial discretion", *Academy of Management Journal*, Vol. 53 No. 1, pp. 45-68.
- Livesey, F. (2012). The Need for a New Understanding of Manufacturing and Industrial Policy in Leading Economies. *Innovations: Technology, Governance, Globalization*, 7(3), 193-202 doi: 10.1162/INOV\_a\_00146.
- McDermott, M.C. (2010), "Foreign Divestment: The Neglected Area of International Business", *International Studies of Management and Organization*, Vol. 40 No. 4, pp. 37-53.
- Mouhoud, E.M. (2011), *Mondialisation et délocalisation del Entreprises Troisième édition*, La Découverte, Paris, France.
- Pisano, G.P. and Shih, W.C. (2009), "Restoring American Competitiveness", *Harvard business review*, Vol. 87 No. 7-8, pp. 114-125.
- Pisano, G.P. and Shih, W.C. (2012), "Does America really need manufacturing?", *Harvard business review*, Vol. 90 No. 3, pp. 94-102.
- Pisano, G. and Shih, W. (2013), *Producing Prosperity: Why America Needs a Manufacturing Renaissance*, Harvard Business Review Press.
- Procher, V. and Engel, D. (2010), "Foreign Market Entry and Exit: Performance Dynamics of French Firms".
- Renz, M. (2005), *Rückverlagerung deutscher Unternehmen aus dem Ausland*, unpublished thesis Univeristy Tübingen.
- Simchi-Levi, D., Peruvankal, J.P., Mulani, N., Read, B. and Ferreira, J. (2012), "Is it time to rethink your manufacturing strategy", *Sloan Management Review*, Vol. 53 No. 2, pp. 20-22.
- Sirkin, H., Zinser, M., Hohner, D. and Rose, J. (2012), "US Manufacturing Nears the Tipping Point: Which Industries? Why, and How Much?", *BCG Perspectives*.
- Tate, W.L. (2014), "Offshoring and reshoring: US insights and research challenges", *Journal of Purchasing and Supply Management*, Vol. 20 No. 1, pp. 66-68.
- Tate, W.L., Ellram, L.M., Schoenherr, T. and Petersen, K.J. (2014), "Global competitive conditions driving the manufacturing location decision", *Business Horizons*, Vol. 57 No. 3, pp. 381-390.
- Tate, W.L., Petersen, K.J., Ellram, L.M. and Schoenherr, T. (2012), "Offshoring Strategy Trends of American Corporations", *CSCMP hot topics*, pp. 50, available at: <http://cscmp.org/membersonly/hot-topics/offshoring-strategy-trends-american-corporations> (accessed April 1st, 2014).
- Taylor, D.G., Love, D.M., Weaver, M.W. and Stone, J. (2008), "Determining inventory service support levels in multi-national companies", *International Journal of Production Economics*, Vol. 116 No. 1, pp. 1-11.
- The Boston Consulting Group (2013), "Majority of Large Manufacturers Are Now Planning or Considering 'Reshoring' from China to the U.S.", available at: <http://www.bcg.com/media/pressreleasedetails.aspx?id=tcm:12-144944>.
- UNCTAD (2013), "World investment report. Global Value Chains: Investment and Trade for Development".
- Yang, Z., Wang, X. and Su, C. (2006), "A review of research methodologies in international business", *International business review*, Vol. 15 No. 6, pp. 601-617.