

THE **BLACK BOOK** OF RESHORING

THE ESSENTIAL GUIDE TO AMERICA'S
NEW MANUFACTURING BOOM



DOUGLAS BROWN

Table of Contents

[Cover](#)

[Table of Contents](#)

[Praise for *The Black Book of Reshoring*](#)

[Title Page](#)

[Copyright](#)

[Preface](#)

[The Greatest Economic Plot Twist of Our Lifetime](#)

[Globalization's Bargain and Its Crack](#)

[The Reshoring Revolution](#)

[Why This Book, Why Now](#)

[What You'll Find in These Pages](#)

[The Last Word](#)

[Introduction](#)

[How We Got Here: The Strategy That Ate Itself](#)

[The Rise of Offshore Outsourcing](#)

[The Cracks Beneath the Gloss](#)

[Why Outsourcing Failed to Adapt](#)

[The Shift to Reshoring](#)

[A New Vision for Prosperity](#)

[Closing Beat](#)

[Part I: Fault Lines of Globalization](#)

[Chapter 1: The Great Repricing: Why Making Things in America Wins Again](#)

[The Weekend That Disappeared](#)

[When the Tide Turned Back](#)

[How Globalization Rose and Cracked](#)

[The Fault Lines of Globalization](#)
[When Towns Became Ghosts](#)
[First Sparks of a Return](#)
[Why the Old Math No Longer Works](#)
[A Day in the Factory of the Future](#)
[Moves Every Leader Should Make](#)
[The Metrics That Actually Matter](#)
[Three Futures for U.S. Manufacturing](#)
[Mistakes You Can't Afford](#)
[How GREED Broke Globalization](#)
[The Stage Is Set](#)

[Chapter 2: Industries on the Frontlines: Rebuilding America's Competitive Edge](#)

[A Nation in Transition](#)
[Automotive and the EV Revolution](#)
[BlueOval City: The Promise and the Puzzle](#)
[Semiconductors: Silicon Sovereignty](#)
[Intel Ohio and the Silicon Heartland](#)
[TSMC in Arizona: Resilience Earned, Not Declared](#)
[Pharmaceuticals and Biotech: Health as Security](#)
[Aerospace and Defense: Compliance as Strategy](#)
[The Uneven Map](#)
[Advanced Manufacturing Clusters: The Quiet Backbone](#)
[Closing Beat](#)

[Chapter 3: Reshoring's Reality Check: Frictions, Execution, and the Services Renaissance](#)

[A New Architecture of Power](#)

[The United States: Money vs. Time](#)

[Europe's Bet: Standards vs. Scale](#)

[China's Countermove: Two Systems](#)

[Friend-Shoring: The Middle Path](#)

[Frictions at Home](#)

[The Global Ripple](#)

[Closing Beat](#)

[Chapter 4: Fault Lines Become Fractures:
Populism, Protectionism, and Disorder](#)

[Ribbon Cuttings and Reality Checks](#)

[The Permitting Bottleneck](#)

[The Workforce Crunch](#)

[Costs That Keep Climbing](#)

[Infrastructure Strain](#)

[Hope in the Data](#)

[Populism on the Rise](#)

[The Politics of Identity](#)

[Backlash Against Elites and Institutions](#)

[Protectionism Returns](#)

[Disorder and Alliances](#)

[Technology, Democracy, and Chronic
Uncertainty](#)

[Closing Beat: From Fault Lines to New
Foundations](#)

[Chapter 5: Beyond the Factory Floor: Reshoring
Services in a Digital World](#)

[The Midnight Call](#)

[The Offshore Legacy](#)

[Why Services Are Coming Home](#)

[IT and Data: From Bangalore to Boise](#)

[Legal and Financial Services](#)

[AI and the Hybrid Team](#)

[Critical Services Back Offices](#)

[Nearshore Allies](#)

[People First: Building a Better Ladder](#)

[Sustainability and the Digital Footprint](#)

[Historical Echoes](#)

[Scenarios Ahead](#)

[Closing: The Hidden Keystone](#)

[Chapter 6: Fractured World, Remade Rules:
Geopolitics, Tech Rivalry, and the New Architecture
of Power](#)

[The Age of Cascading Crises](#)

[The Pandemic Stress Test](#)

[Cyberattacks and Digital Fragility](#)

[Climate as Supply Chain Risk](#)

[The Compound Effect](#)

[From Efficiency to Endurance](#)

[The Four Frictions of Execution](#)

[Geopolitics Breaks the Consensus](#)

[U.S.-China Rivalry](#)

[Competing Infrastructure Visions](#)

[Financial Sovereignty](#)

[Military Flashpoints](#)

[The Technology Wars](#)

[The Battle for Resources and Energy](#)

[Governance Gaps](#)

[Business in a Fractured Landscape](#)

[Labor and Society in Transition](#)

[Climate as Security Multiplier](#)

[Health as Security](#)

[Democracy vs. Authoritarianism](#)

[Searching for a New Social Contract](#)

[Services as the Operating System](#)

[Closing Beat: Turning Fracture into a Flywheel](#)

[Part II: Sectoral Shifts and Strategic Industries](#)

[Chapter 7: Reshoring Realities: The Grit, Gaps, and Hope Behind a New Industrial Age](#)

[Factories That Think](#)

[Adoption Is Rising \(with Eyes Open\)](#)

[Jobs Displaced, Jobs Created](#)

[The Skills Gap](#)

[Education and Apprenticeships](#)

[The ROI of Reskilling](#)

[Beyond Headlines: Reshoring Comes Home](#)

[Skills Gap and Workforce Crisis](#)

[Infrastructure: Old Foundations, New Demands](#)

[Technology, Automation, and the Changing](#)

[Nature of Work](#)

[The New Shape of Globalization](#)

[Communities in Transition](#)

[Timelines and Political Patience](#)

[Anticipation and Renewal](#)

[The Price of Proximity: Inflation and Consumers](#)

[A New Definition of Value](#)

[Closing Beat: Make It Durable](#)

Chapter 8: Resilience Under Siege: How Reshoring Holds Up When the Shocks Hit

Sirens in the Plant

Semiconductors: The Silicon Battleground

EV Batteries: Building the Battery Belt

Pharmaceuticals: Health Security at Stake

Aerospace and Defense: Mandates, Not Choices

The Patchwork Map

The Lights Went Out

Climate Shocks and Fragile Systems

The Workforce Crunch

Fragile Supply Chains in a Local World

Geopolitics at the Factory Gate

Pandemic Lessons Etched in Policy

Cybersecurity as Industrial Weak Link

Finance and the Cost of Resilience

Communities Under Pressure

Closing Beat: Build to Bend, Not Break

Chapter 9: From Shock to Strategy: Building the Reshoring Playbook

The Friction Beneath the Façade

Europe's Reluctant Partner

Asia's Countermoves

The Sticker Shock

Global Supply Chains Don't Forget

The Narrative vs. The Numbers

From Shock to Strategy

The Fast ROI Four: Quick Wins That Pay Back

Why These Four First?

[Resilience KPIs for Reshoring: The Strategic Dashboard](#)

[Closing Beat: From Headlines to Habits](#)

[Chapter 10: Automation and the Reshoring Workforce: Redefining Jobs in the New Industrial Age](#)

[The Factory of the Future Is Already Here](#)

[The Disappearing Middle: How Automation Fractures Labor](#)

[Skills Gap as the Bottleneck](#)

[Human-Machine Symbiosis: The Hybrid Factory](#)

[Communities and the Expectation Gap](#)

[Inequality on the Shop Floor](#)

[Lifelong Learning and the New Social Contract](#)

[Global Competition for Talent: Talent Is the New Oil](#)

[The Risk of Complacency: Lessons from History](#)

[Automation as Both Enabler and Test](#)

[Supporting Evidence and Best Practices](#)

[Closing Beat: Automation as Opportunity](#)

[Chapter 11: Reshoring's Reality Check: Between Headlines and Hard Limits](#)

[The Mirage and the Math](#)

[What the Data Says—And What It Means](#)

[The Credibility Gap](#)

[Subsidies as Diplomacy](#)

[How Announcements Fail \(and How to Keep Them from Failing\)](#)

[Allies Push Back—And Build Their Own](#)

[Friend-Shoring's Promise—And Its Physics](#)
[Execution Transparency: Turning Proof into a Habit](#)

[Contracting for Reality: Guardrails That Work](#)
[Designing for Nonlinearity](#)

[Closing Beat: From Ceremony to Continuity](#)

[Chapter 12: Resilience by Design: Building the Next Era of Industrial Strength](#)

[The Largest Revival Since WWII](#)

[From Crisis Response to Strategy](#)

[The Scale and Its Ceiling](#)

[Why the Gap Persists](#)

[Institutions That Compound](#)

[The Innovation Imperative](#)

[Ecosystems as the Moat](#)

[Resilience as the Competitive Metric](#)

[The Hidden Lever: Intellectual Property](#)

[The Politics Problem](#)

[Closing Beat: Scaffolding for the Future](#)

[Chapter 13: How the World Reacts to America's Reshoring Wave](#)

[Reshoring as a Global Earthquake](#)

[The Shifting Tectonics of Supply Chains](#)

[China: From Engine to Rival](#)

[Mexico: The Nearshoring Champion](#)

[India: The “China+1” Bet](#)

[Europe: Strategic Autonomy Under Stress](#)

[The Swing States of Supply Chains](#)

[Southeast Asia: The Plateau Problem](#)

[Strategic Lessons for Leaders](#)

[Closing Beat: Aftershocks to Advantage](#)

[Chapter 14: Globalization vs. Nationalism: Finding the Sweet Spot](#)

[Beyond the Binary](#)

[What Regionalization Really Means](#)

[The Cracks in Globalization](#)

[Nationalism's Mirage](#)

[The Rise of Regionalization](#)

[Tech That Makes Regionalization Work](#)

[Who Gains—And the Conditions for Success](#)

[Politics as Part of the Operating Model](#)

[Closing Beat: Charting the Regional World](#)

[Chapter 15: North America's Fragile Alliance](#)

[An Alliance with Everything—And Nothing Guaranteed](#)

[Cross-Border Supply Chains: The Choreography and Its Cost](#)

[Canada: Quiet Backbone, Global Reach](#)

[Mexico: Speed, Scale—And a Shadow Price](#)

[From NAFTA to USMCA: Integration with Friction](#)

[Energy: Abundance Without Alignment](#)

[Politics: The Short Clock That Rules a Long Game](#)

[Labor: Raising the Floor While Keeping the Line Moving](#)

[Security: From Afterthought to Line Item](#)

[People and Place: The Social Half of Reshoring](#)

[North America in Perspective](#)

Scenarios Ahead

Closing Beat: Strength or Fracture?

Chapter 16: Beyond the Factory Floor: Reshoring Services in a Digital, Data-Driven World: The Hidden Half of Reshoring

A Border Bottleneck in the Heat

The Offshore Legacy—And Its Cracks

Why Services Are Coming Home

IT and Data: From Bangalore to Boise (and Toronto, Guadalajara)

Legal and Financial Services: Trust Over Price

The Hybrid Workforce: Humans + AI

Mexico and Canada: Nearshore Service Hubs

Labor Dynamics: From Displacement to Ladders

Environmental and Social Dimensions

Historical Echoes: From Y2K to AI

Smart Services as Infrastructure

Global Comparison

Services + Factories: Integrated Sovereignty

Cybersecurity: The Invisible Supply Chain Threat

Healthcare Back Offices: High-Stakes Lessons

Scenarios Through 2036

What to Watch: The Scoreboard

Guardrails: Converting Spend into Staying Power

Closing Beat: The Other Half of Reshoring

Chapter 17: When Reshoring Fails

Mirage on the Prairie

[Anatomy of a Collapse](#)

[The Broader Fallout](#)

[If Reshoring Fails: The Second-Order Effects](#)

[Pattern Recognition: How Megaprojects Miss
Lessons for the Future](#)

[What to Watch: The Scoreboard, 2025-2035](#)

[Guardrails: “Never Again” in Contract Form](#)

[Project Triage: When a Ramp Falters](#)

[Scenarios: Redemption, Repeat, or Repair](#)

[Closing Beat: The Discipline Dividend](#)

[Chapter 18: The Reshoring Playbook: Strategies
That Work](#)

[From Skepticism to Resilience—The Silicon
Heartland Story](#)

[Step 1: Anchor Projects in Real Market Demand](#)

[Step 2: Workforce Pipelines: The Real
Foundation](#)

[Step 3: Infrastructure: Build the Skeleton First](#)

[Step 4: Accountability in Subsidies: Systems,
Not Slogans](#)

[Step 5: Community as Co-Author](#)

[Step 6: Ecosystems: The Web That Multiplies
Value](#)

[Step 7: Sustainability: From Compliance to
Advantage](#)

[Step 8: Long Horizon: Outlasting Politics](#)

[Case Synthesis: Silicon Heartland vs. Foxconn
Scenarios Ahead](#)

[The Scoreboard: Measuring Reshoring
Resilience Through 2036](#)

[Closing Beat: The Enduring Bridge](#)

[Chapter 19: America's Talent Challenge: Preparing the Workforce for Reshoring and New Technologies](#)

[The Missing Workers at the Groundbreaking](#)

[The Skills Gap: The Sobering Numbers](#)

[Why the Gap Exists](#)

[The New Jobs of Reshoring](#)

[Where the Jobs Are Emerging](#)

[Education Pipelines: Who's Moving Fast Enough](#)

[Apprenticeships and Union Training](#)

[Reskilling in the Age of AI](#)

[Immigration and Talent Mobility: A Critical Lever](#)

[Public-Private Partnerships](#)

[The Employer's Dilemma](#)

[The Job Seeker Journey](#)

[The Cost of Inaction](#)

[Closing Beat: People Power the Renaissance](#)

[Chapter 20: The New American Renaissance: Building a Future of Resilience, Innovation, and Shared Prosperity](#)

[From Shock to Renewal](#)

[Breaking with the Past](#)

[The Three Pillars of Renewal](#)

[Resilience Over Efficiency](#)

[Technology as Equalizer](#)

[People as Foundation](#)

[Renewal in Action](#)

[Ohio's Silicon Heartland](#)
[Tennessee's BlueOval City](#)
[Upstate New York: Chips and Batteries](#)
[Arizona's Semiconductor Corridor](#)
[The Social Dividend](#)
[Staying Disciplined](#)
[Global Context](#)
[Sustainability as License](#)
[Next-Generation Impacts](#)
[Scenarios to 2035](#)
[Watching the Scoreboard](#)
[Guardrails for the Long Run](#)
[Closing Beat](#)

[Part III: Energy, Health, and the New Arsenal](#)

[Chapter 21: Manufacturing Reshored: Reinventing the American Factory](#)

[The Factory That Wouldn't Die](#)
[The New Face of U.S. Manufacturing](#)
[The Tech Backbone: Robotics, AI, and IoT](#)
[Workforce Transformation: From Line Workers to Data Analysts](#)
[The Community and Ecosystem Dividend](#)
[Global Context: The Manufacturing Arms Race](#)
[The Sustainability Dividend](#)
[Lessons from Manufacturing Reshored](#)
[Closing Beat: Factories of the Future, Built at Home](#)

[Chapter 22: Pharmaceuticals and Biotech: Sovereignty and Survival in Healthcare](#)

[When the Shelves Went Bare](#)

[The Scope of Dependency](#)

[Workforce and Education: The Bottleneck](#)

[Global Competition: A Manufacturing Arms Race](#)

[The Sustainability Dimension: Green as a Shield](#)

[Lessons from Pharma and Biotech Reshoring](#)

[What to Watch \(2025–2036 Health-Sovereignty Scoreboard\)](#)

[Guardrails: Turning Strategy into Supply](#)

[Closing Beat: Health as Sovereignty](#)

[Chapter 23: EVs, Batteries, and Energy: Building the New Industrial Base](#)

[From Oil Fields to Electrons](#)

[The Battery Value Stack: What Actually Wins](#)

[Case Studies in the New Battery Economy](#)

[Minerals: Solving the Hard Part](#)

[People: Building vs. Running](#)

[Policy Coherence](#)

[Sustainability That Survives Scrutiny](#)

[What to Watch \(Through 2036 Battery-Base Scoreboard\)](#)

[Guardrails: Make the Base Durable](#)

[Closing Beat: Power You Can Keep](#)

[Chapter 24: Services Reshored: Call Centers, IT, Healthcare, and the Hidden Half of the Renaissance](#)

[Introduction: The Invisible Half of Globalization](#)

[Case Studies in Services Reshoring](#)

[Cross-Industry Impacts: Talent, Training, and Hybrid Work](#)

[Scenarios and Future Outlook](#)

[Closing Beat: The Other Half of the Renaissance](#)

[Chapter 25: Reskilling in the Age of AI and Automation](#)

[Factories That Think, Workers Who Must Too](#)

[The Digital Factory Reality](#)

[Why Reskilling Is Urgent](#)

[The Economics of Reskilling](#)

[Case Studies in Reskilling](#)

[ARM Institute: The National Model](#)

[Ford BlueOval City \(Tennessee\)](#)

[Community Ripple Effects](#)

[Beyond Manufacturing: Cross-Industry Reskilling](#)

[Digital Learning Platforms: The Lifelong Classroom](#)

[Barriers—And Solutions](#)

[The Equity Imperative](#)

[International Benchmarks](#)

[Final Reflections: The New Lifelong Contract](#)

[Chapter 26: Communities Reborn](#)

[Factories Change Skylines, Communities Change Lives](#)

[Case Studies in Community Transformation](#)

[Tennessee's BlueOval City](#)

[Upstate New York: Chips and Batteries](#)

[Narratives of Rebirth: Voices from the Ground](#)

[Common Threads Across Communities](#)

[Equity and Inclusion: Communities for All](#)
[International Context: Lessons from Abroad](#)
[Closing Beat: Factories and Futures](#)
[Renaissance Scoreboard: 50 U.S. Cities on the Path to Manufacturing Restoration](#)

[Quick Takeaways](#)

[Chapter 27: The Four Anchors of Industrial Renewal: A Playbook for America's Renaissance](#)

[Execution, Not Announcements](#)

[Anchor 1: People—The Human Foundation](#)

[Anchor 2: Policy—Guardrails, Not Giveaways](#)

[Anchor 3: Purpose—Building More Than Profit](#)

[Anchor 4: Pace—The Race Against Time](#)

[Stress Tests: Foxconn vs. Intel](#)

[The Renaissance Checklist](#)

[Lessons from Abroad](#)

[Closing Beat: Discipline Is Destiny](#)

[Chapter 28: The Road Ahead: Sustaining Momentum in a Fractured World](#)

[A Generation's Choice](#)

[From Fragility to Resilience](#)

[A 360° Lens on What Must Be Built](#)

[Case Studies in Forward Momentum](#)

[The Risks of Complacency](#)

[A Call to Build: The New Social Contract](#)

[Looking Forward: America in 2035](#)

[The American Renaissance Is Ours to Choose](#)

[Chapter 29: Future Horizons: Building the Next Industrial Era](#)

[Reshoring as Platform, Not Endpoint](#)
[Industry 5.0: Humans and Machines as Teammates](#)

[Climate and ESG: The New Scorecard](#)
[Rare Earths and Biotech: Tomorrow's Sovereignty](#)

[AI Supply Chains: The Digital Nervous System](#)
[Beyond Reshoring: Toward Renewal](#)
[The Confidence to Continue](#)

[An Invitation: Black Book Insights](#)
[Closing Beat: Choosing the Horizon](#)

[Part IV: Appendixes: Reshoring Resource Manual](#)

[Appendix A: Key Statistics, History, and Trends in Reshoring](#)

[Reshoring Growth and Employment](#)
[The Economics Driving Reshoring](#)
[Consumer Power and Preferences](#)
[Government Policy as Catalyst](#)
[Regional Impacts and Opportunities](#)
[Technology as the Equalizer](#)
[Workforce Development and Education](#)
[Closing Snapshot](#)

[Appendix B: Timeline of Outsourcing to Reshoring: Four Decades of Shifts in Global Strategy](#)

[The Outsourcing Boom \(1980s-2000s\)](#)
[Reshoring Accelerates \(2020-2023\)](#)
[Reshoring Solidifies \(2024-2025\)](#)
[Key Takeaways](#)

[Appendix C: Practical Frameworks and Toolkits for Successful Reshoring](#)

[Total Cost of Ownership \(TCO\) Framework](#)

[The Reshoring Decision Matrix](#)

[Five-Step Reshoring Framework](#)

[Case Study Template for Companies](#)

[Strategic Recommendations for Sustainability](#)

[Closing Note](#)

[Appendix D: Key Metrics and KPIs for Measuring Reshoring Success](#)

[How to Use This KPI Stack](#)

[Financial and Strategic KPIs](#)

[Operations and Quality KPIs](#)

[Supply Chain and Logistics KPIs](#)

[Workforce and Safety KPIs](#)

[Customer and Market KPIs](#)

[Resilience and Risk KPIs](#)

[ESG and Compliance KPIs](#)

[Closing Note](#)

[Appendix E: Policy and Incentive Programs: Federal, State, and Local](#)

[A Reference Guide for Reshoring Decision Makers](#)

[Federal Incentives](#)

[State Incentives](#)

[Local Incentives](#)

[The Incentive “Layer Cake”](#)

[Key Portals and Resources](#)

[Closing Note](#)

[Appendix F: Organizations, Associations, and Advocacy Groups Supporting Reshoring](#)

[Reshoring-Focused Organizations](#)

[Industry and Trade Associations](#)

[Labor and Worker Advocacy](#)

[Regional and State Alliances](#)

[Policy Think Tanks and Research Institutes](#)

[Collaborative Consortia](#)

[Retail and Corporate Advocacy](#)

[Closing Note](#)

[Appendix G: Financing and Investment Partners for Reshoring](#)

[Commercial and Development Banks](#)

[Private Equity and Venture Capital](#)

[Impact Investors and ESG Funds](#)

[Industrial Real Estate and Infrastructure Investors](#)

[Specialized Reshoring Funds](#)

[Financing Tools and Products](#)

[Closing Note](#)

[Appendix H: Field Manual for Governors, County Executives, and City Councils](#)

[The New Rules of Attraction](#)

[Tax and Incentive Playbook](#)

[Funding and Financing Leverage](#)

[Workforce First: The True Incentive](#)

[Infrastructure and Site Readiness](#)

[Policy Signals That Win Trust](#)

[Community as a Competitive Edge](#)

[Strategic Positioning and Regional Alliances](#)

[Common Mistakes to Avoid](#)

[Final Leader's Checklist](#)

[Closing Note](#)

[Appendix I: Consultations and Advisory Services](#)

[Black Book Insights: A Resource for Reshoring](#)

[Independent Benchmarking and Research](#)

[Strategic Advisory and Orchestration](#)

[Narrative and Influence](#)

[Data Platform and Index](#)

[Community Engagement](#)

[Reshoring Advisory and Strategic Consulting Capabilities](#)

[Distinctive Advantages of Black Book Insights](#)

[Appendix J: Global Benchmark Data Tables](#)

[Purpose](#)

[Closing Note](#)

[Appendix K: Practical “How-To” Reshoring](#)

[Checklists](#)

[Checklist 1: 10 Questions to Ask Before a Reshoring Decision](#)

[Checklist 2: Steps for Engaging State Economic Development Agencies](#)

[Checklist 3: Evaluating Incentive Clawback Clauses](#)

[Checklist 4: Selecting Automation and Technology Partners](#)

[Appendix L: Directory of Training and](#)

[Apprenticeship Resources](#)

[Purpose](#)

[Federal Workforce and Apprenticeship Programs \(U.S.\)](#)

[State and Regional Workforce Programs](#)

[Industry Associations and Trade Groups](#)

[Private and Nonprofit Initiatives](#)

[Trade Schools and Community Colleges](#)

[International Workforce Development Models](#)

[*Epilogue*](#)

[A Letter to Those Who Will Bring It Home](#)

[*Glossary*](#)

[*Further Reading and References*](#)

[Core Works on Globalization, Trade, and Production Networks](#)

[Supply Chains, Resilience, and Operations Strategy](#)

[Industrial Policy, Incentives, and Trade Architecture](#)

[Labor Markets, Skills, and Workforce](#)

[Technology, Automation, and Industry 4.0/5.0](#)

[Sector Deep-Dives](#)

[Clusters and Regional Development](#)

[Governance, Cyber, and IP](#)

[Data and Statistical Portals](#)

[*About the Author*](#)

[*Index*](#)

[End User License Agreement](#)

List of Tables

Appendix J

**Table J-1 Semiconductor Fabrication Plant (Fab).
Construction Costs (2024...**

**Table J-6 Global Policy Timelines—Industrial
Incentives**

Praise for *The Black Book of Reshoring*

“Clear, gutsy, and practical. *The Black Book of Reshoring* shows why America's competitive edge lives in the hands and minds of skilled workers—and how to put that edge to work in your business. A must-read for anyone building things that last.”

—**Mike Rowe,**

Host, *Dirty Jobs*; Founder, mikeroweWORKS Foundation

“*The Black Book of Reshoring* puts the dignity of work at the center of America's industrial strategy. It's a concrete roadmap for rebuilding the middle class by rebuilding what we make.”

—**Sherrod Brown,**

Former U.S. Senator and Founder, Dignity of Work
Institute

“Manufacturers are pouring billions into U.S. plants, but too many leaders are still flying blind. *The Black Book of Reshoring* gives them the frameworks, metrics, and case studies they need to invest with confidence and win.”

—**Jay Timmons,**

President and CEO, National Association of
Manufacturers

"The Black Book of Reshoring is the field manual executives and managers have been missing. If you're serious about investing in U.S. production, this is the playbook."

—Andrew N. Liveris,
Former Chairman and CEO, Dow; Author, *Make It in America*

"Doug Brown connects the dots between boardroom decisions and the new map of global production. *The Black Book of Reshoring* shows how America can build resilient, local supply chains without walking away from the gains of globalization."

—Rana Foroohar,
Columnist, *Financial Times*; Author, *Homecoming*

"Supply chains don't need more buzzwords; they need a blueprint. *The Black Book of Reshoring* turns boardroom talk into an operator's playbook giving supply chain leaders concrete moves to de-risk, localize, and win the next decade. This is the book the supply chain world will be talking about and using."

—Scott W. Luton,
Founder and CEO, Supply Chain Now

"Reshoring is one of the biggest trades of this decade: capital, jobs, and innovation moving back to America. *The Black Book of Reshoring* gives investors and operators a clear framework to front-run that shift."

—Raoul Pal,
Co-founder and CEO, Real Vision

THE BLACK BOOK OF RESHORING

**THE ESSENTIAL GUIDE TO AMERICA'S
NEW MANUFACTURING BOOM**

DOUGLAS BROWN

WILEY

United States (US). *See also* [America](#)
anchors friendshoring, [141](#)
Banks, [323](#)
biopharma workforce, [214](#)
Chamber of Commerce—Manufacturing Division, [322](#)
and China, [46](#)
China rivalry, [64](#)–65
China trade war, [44](#)
CHIPS and IRA, [45](#)
cultural divisions, [43](#)
Department of Labor—Registered Apprenticeship
Program, [349](#)
East Coast, [60](#)
firms, [291](#)
global trade, [8](#)–9
guidelines, [134](#)–135
hospitals, [232](#)–234
hubs, [140](#)
manufacturing, [14](#), [198](#)
money vs. time, [26](#)–27
policy, [32](#)
projected shortage, [30](#)
state-of-the-art fabs, [30](#)
2016 election, [10](#)
United Steelworkers (USW), [320](#)
Upstate Alliance (South Carolina), [321](#)

upstate New York, [24](#), [184](#), [189](#), [254](#)–255, [279](#), [282](#)

USMCA, [44](#), [131](#), [138](#), [140](#)–141, [146](#), [181](#), [307](#)

USW. *See* [United Steelworkers \(USW\)](#).

V

venture capital leaders, [324](#)

vertical integration, [186](#)

viability, long-term, [22](#)

Vietnam, [23](#), [29](#), [32](#), [44](#)–45, [68](#), [97](#), [108](#), [116](#)–117, [134](#), [140](#)

friend-shoring, [23](#), [29](#), [45](#)

iPhone production, [32](#)

W

Wall Street, [1](#), [7](#), [11](#), [42](#)

Walmart “Made in USA” Sourcing Initiative, [322](#)

Washington, DC, [28](#)–29, [97](#), [114](#), [143](#), [147](#), [351](#)

friend-shoring, [29](#)

weaknesses, x, [2](#), [33](#), [99](#)

weightless services, [156](#)

Whirlpool, [199](#)–200, [301](#)

WHO, [67](#)

WIOA. *See* [Workforce Innovation and Opportunity Act \(WIOA\)](#).

Wisconsin, [110](#), [118](#), [160](#), [168](#)–169, [270](#), [273](#), [352](#)

campus, [113](#)

project, [32](#)

workers

advocacy, [320](#)–321

transition, [68](#)

workforce

adaptability, [126](#)

crunch, [39](#)

development, [169](#), [249](#), [256](#), [277](#)–278, [293](#)–294, [320](#), [336](#), [338](#), [352](#)–353

and education, [107](#), [214](#)–215, [293](#)–294

frictions, [64](#)

gaps, [30](#)

initiatives, [181](#)

KPIs, [101](#), [110](#)

lens, [277](#)

pipelines, [33](#), [100](#), [169](#)

and safety KPIs, [307](#)

skills, [79](#)–80, [176](#)–177

sustainability, [173](#)–174

training, [101](#), [318](#), [329](#)

transformation, [203](#)–204

Workforce Innovation and Opportunity Act (WIOA), [349](#)

World Bank, [8](#)

World Trade Bridge, [150](#)

World War II (WWII), [8](#), [122](#)

worst case, [57](#), [149](#), [158](#), [166](#), [173](#), [191](#), [241](#)

WTO, [8](#), [67](#), [295](#), [298](#)

Y

Y2K, [56](#), [156](#)