

# Influence of Supply Chain Factors on Reshoring Decisions – A Structured Literature Review

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## ABSTRACT

*The purpose of this study is to explore how supply chain factors that influence decisions on reshoring have been discussed in previous research. A structured literature review is used to analyze 139 peer-reviewed articles from EBSCOhost, Science Direct, Emerald Insight and Springer. The study identifies four supply chain factors that influence reshoring decisions, namely: supply chain resources, supply chain reconfiguration, the customer-supplier relationship, and supply chain proximity. This study provides a novel starting point from which future researchers can initiate empirical studies to evaluate the influence of the identified supply chain factors on reshoring decisions. The findings can, in addition, help practitioners and managers to develop knowledge of the influence of supply chain factors when making reshoring decisions. This structured review extends our knowledge on the link between supply chain factors and reshoring, by drawing attention to how the factors of supply chain resources, supply chain reconfiguration, the customer-supplier relationship, and supply chain proximity influence reshoring decisions.*

**Keywords:** *challenges, configuration, networks, relationship, resources, proximity*

## 1. INTRODUCTION

Globalization and global value chains facilitate firms to operate and produce across different countries (Wild & Wild, 2016; Ambekar *et al.*, 2019; Xu *et al.*, 2021). For decades, the trend has been that firms from developed nations often take their production operations offshore to emerging nations (Jalvagi, Dixit & Scherer, 2009) to gain competitive advantage and economies of scale. Over the past two decades, an increase in global outsourcing and offshore production

operations has allowed not only large firms (i.e. multinational corporations) but also small and medium enterprises (SME)s to play a part in providing the support needed to global firms (Pisani & Ricart, 2016; Tarn, 2015). While the intentions behind the strategic practice of offshoring varies across firms and countries, the primary reason for offshoring relates to the physical relocation of a firm's production operations and value chain (Zhai *et al.*, 2016; Wagner, 2011; Kreutzer & Mitze, 2017; Mihalache & Mihalache, 2016). The most common motivations for physical relocation of production facilities are cost efficiency and flexibility, allowing global firms to spread out their operational facilities to strategic zones in order to fulfill key locational objectives (Wagner, 2011). It has been observed that, since the 1990s, firms originating in developed nations have used the relocation of operations and outsourcing of components of the value chain as a strategy to gain market share (Stare & Rubalcaba, 2009; Hafström *et al.*, 2010; Wahrens, Slepniow & Johansen, 2015).

In the last decade, it has become more common practice for firms to re-evaluate the previously offshored production. Many companies have faced increased costs of production in China or East Asia, long lead times and it can furthermore be due to unforeseen challenges and hindrances that influence the attainment of anticipated benefits (Barbieri *et al.*, 2018; Philip & Schwabe, 2018; Bruccoleri *et al.*, 2019; Eriksson *et al.*, 2021) or due to the need for strategic flexibility (Thakur-Wernz, 2019). In Sweden Synsam, the spectacle's company, has received media exposure when in 2022, they relocated their production from China to Sweden, with an emphasis on "made in Sweden", circularity and sustainability in their new production and innovation centre (Synsam, 2023). Previously, companies such as Thermia, Atlas Copco, Alimak, FM Mattsson and Stiga have relocated production to Sweden. Globally Apple, BMW, Ford, Goodyear, Google,

Boeing, AT&T, Electrolux, Caterpillar, Airbus and Intel are some of the examples that have relocated production to the USA (Reshoring Initiatives, 2023). Thus, it has been observed for several years that more firms are relocating their production, in some countries the government impose benefits such as tax reduction to encourage companies to move to the home market, while in other markets companies do not receive any benefits or incitements but still see this as an effective strategic decision.

Previous studies have addressed reshoring as initiatives to recall a firm's previous offshore production back to the home country (Fratocchi *et al.*, 2014; Gray *et al.*, 2013; Ellram *et al.*, 2013). Challenges in areas such as operational control, geographic proximity, quality management, supply chain flexibility, exchange rate volatility and intellectual property laws are often cited as reasons for considering the reshoring strategy (Ellram *et al.*, 2013; Fratocchi *et al.*, 2016). Hilletoft *et al.* (2019) further list ease of product accessibility, environmentally supportive transportation, product customization, market proximity and easily trackable delivery systems as drivers of the reshoring process.

Engström *et al.* (2018) note that supply chain factors often have an influence on decisions to reshore. Barbieri *et al.* (2018) also focus on the necessity of identifying and investigating the supply chain factors that influence the reshoring decisions of a global firm, while Stentoft *et al.* (2015) pointed out the need for research on how firms are influenced by supply chain factors when undergoing the reshoring process. Stentoft *et al.* (2016) moreover specify product development, customization, flexibility and streamlined delivery as key supply chain factors that influence a firm's decision to reshore.

Hilletoft *et al.*, (2021) studied support tools in manufacturing reshoring decisions. They elaborate on the notion that many decisions have been taken on false grounds, with inaccurate information or criteria. At the same time, some factors are challenging to quantify (Barbieri *et al.*, 2018; Gray *et al.*, 2017). When a framework is being used it often work in favor for offshoring (Kinkel and Maloca, 2009). Thus, there remains a need to further study supply chain factors in relation to the relocation decision.

The review of the literature on supply chain factors and reshoring decisions exposes a gap for us to explore – how the influence of supply chain factors of reshoring has been studied in previous research studies. To close this gap, we put emphasis on the themes and contributions reflected in the existing literature, and we explore future directions for researchers in this area. To do this, we need to explore the influence of supply chain factors on reshoring decisions discussed in previous research on reshoring linked to the supply chain, and thereby contribute to the literature on supply chain and its link to reshoring decisions in a unique way – by drawing attention to and providing a reference to extant literature for other scholars in the field. Based on a structured literature review, the study focuses on peer-reviewed literature on supply chain factors and how these factors influence reshoring decisions, using the following research question to guide us:

How do supply chain factors influence reshoring decision-making? To answer the research question and fulfill the aim of the study, the article is organized as follows: Following this introduction, the methodology used for the

systematic literature review is discussed. The findings of the study are then presented and discussed, followed by the conclusions drawn from the answer to the research question, along with a discussion of the implications of the study and its findings, as well as suggestions for future research.

## 2. LITERATURE REVIEW

This literature review employs a structured approach (Wollard & Shuck, 2011). Since the topic is emerging and still evolving, the structured literature review encourages the identification of new or emerging concepts (Fratocchi & Di Stefano, 2019; Ambekar *et al.*, 2019). The primary reason for undertaking this structured literature review stems from the need to further explore from a new perspective the existing studies on reshoring that have linked to supply chain factors. As suggested by Smith *et al.* (2015), literature reviews should be conducted to compile the existing knowledge of a particular research field, the theories that exist, and look at how research on the topic has developed since its inception. To obtain in-depth knowledge on reshoring and supply chain, we began by identifying all articles relating to reshoring and supply chain published between 2010 to 2020.

An extensive search of the literature for articles focused on reshoring and the supply chain led to our answering a call for future research by Engström *et al.* (2018), who emphasized the importance of understanding reshoring from a supply chain perspective. Later, the focus of the review landed more specifically on identifying supply chain factors that influence reshoring. The identified factors are described here, below.

### 2.1 Supply Chain Resources

Our preliminary exploration of reshoring from a supply chain perspective is derived from a paper by Ellram *et al.* (2013) in which the authors show great interest in the relationship between supply chain resources and firms' reshoring decisions. Extending the touchpoint of resources, we then opted to look further into the topic, identifying a paper by Wan *et al.* (2019) where they explore the concept of a resource-based view in relation to reshoring initiatives. The influential effects of resources on reshoring in turn led us to conduct a literature review on supply chain resources and reshoring.

### 2.2 Supply Chain Reconfiguration

Identifying supply chain reconfiguration as an influential factor initially stems from concepts surrounding dynamic capabilities, integration and coordination, factors highlighted as important in the supply chain management literature (Eisenhardt & Martin, 2000; Teece, 2007; Wei & Wang, 2010; Kristianto *et al.*, 2012). Using supply chain reconfiguration as the core idea and including it as a keyword in our searches, led us to several reshoring-related articles.

### 2.3 Customer-Supplier Relationship

Engström *et al.* (2018) stress the need for firms to understand the drivers and barriers of reshoring through the lens of the supply chain, which led us to investigate the customer-supplier relationship factor in reshoring.

## 2.4 Supply Chain Proximity

Distance to the supply chain influences relocation, offshoring, reshoring and backshoring decisions as proximity creates an avenue for firms to control product costs and delivery times (Sirilertsuwan *et al.*, 2019; Wan *et al.*, 2019a; Moradlou & Backhouse, 2016; Eriksson *et al.*, 2021). Close proximity allows firms to be more responsive to customers' needs (Grandinetti & Tabacco, 2015). Adjusting the supply chain allows firms to control proximity as well as lead times and the cost of logistics (Sirilertsuwan *et al.*, 2019; Engström *et al.*, 2018; Islam *et al.*, 2022). Supply chain proximity can therefore be specified as a factor that can influence reshoring and was therefore used in our search to identify literature that focused on the link between supply chain factors and reshoring decisions.

The literature review conducted followed a structured literature review approach based on transparent and rigorous method, focusing on peer-reviewed literature (Wollard & Shuck, 2011). The review was performed following the three-stage method (Wollard & Shuck, 2011; Tabares, 2020), using peer-reviewed literature containing reliable and effective arguments and discussion on the topic related to the study (Wollard & Shuck, 2011; Fracocchi & Di Stefano, 2019; Ambekar *et al.*, 2019; Tabares, 2020) retrieved from the EBSCOhost, Science Direct, Emerald Insight and Springer databases. Documents were also retrieved from the Google Scholar library, which covers a vast number of scholarly journals as well as other sources. The search was performed and developed over a period of four months (from January 2021 to April 2021) and included only English documents.

## 3. METHODOLOGY

### 3.1 Stage 1

The first stage of the study involved searching the academic databases using the following keywords: "Reshoring and Supply Chain Factors" OR "Backshoring and Supply Chain Factors" OR "Onshoring and Supply Chain Factors" OR "Reshoring and Supply Chain Resource" OR "Backshoring and Supply Chain Resource" OR "Onshoring and Supply Chain Resource" OR "Reshoring and Supply Chain Reconfiguration" OR "Backshoring and Supply Chain Reconfiguration" OR "Onshoring and Supply Chain Reconfiguration" OR "Reshoring and Customer-Supplier Relationship" OR "Backshoring and Customer-Supplier Relationship" OR "Onshoring and Customer-Supplier Relationship" OR "Reshoring and Supply Chain Proximity" OR "Backshoring and Supply Chain Proximity" OR "Onshoring and Supply Chain Proximity". The search generated a total of 136 documents.

### 3.2 Stage 2

In the second stage, the retrieved documents were manually reviewed and only those that developed a discussion on one of the four supply chain parameters identified – i.e. supply chain resources, supply chain reconfiguration, customer-supplier relationships and/or supply chain proximity – were included, leaving us with a total of 39 documents from 27 journals published between

2013 and 2020. Table 1 below shows the article references found according to year of publication.

The journal sources and number of articles from each journal reviewed focusing on supply chain factors and their influence on reshoring decisions are shown in Table 2.

### 3.3 Stage 3

In the third stage of the study, which is the operationalization stage, the data was processed by identifying, coding, and classifying the data, keeping in mind themes as specified by Engström *et al.* (2018), to capture and group the data into the four specific factors (Wollard & Shuck, 2011). The key terms linked to the four supply chain factors in the existing literature are shown in Table 3.

## 4. FINDINGS AND DISCUSSION

The literature review has provided an overview of how the four supply chain factors have been discussed by researchers in previous research studies. Figure 1 specifies the frequency of each factor being mentioned in previous research.

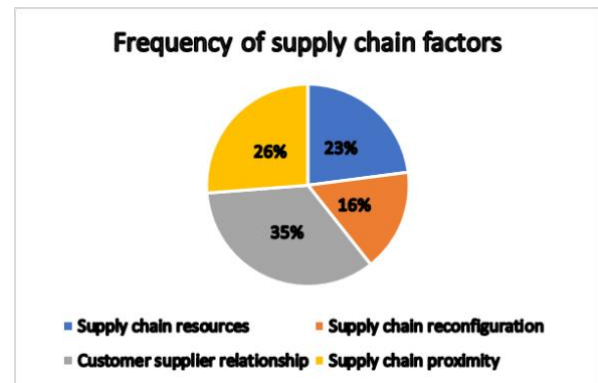


Figure 1 Frequency of the four supply chain factors

specified as influencing factors for reshoring decisions. The findings and discussion section portrays how each of four supply chain factors that influences reshoring decisions are mentioned and discussed by authors in previous research studies.

### 4.1 Supply Chain Resources

The literature review specified a total of sixteen articles that mentioned supply chain resources as a factor influencing reshoring decisions. Figure 2 shows the number of articles that mentioned supply chain resources as an influencing factor for reshoring between 2013-2020.

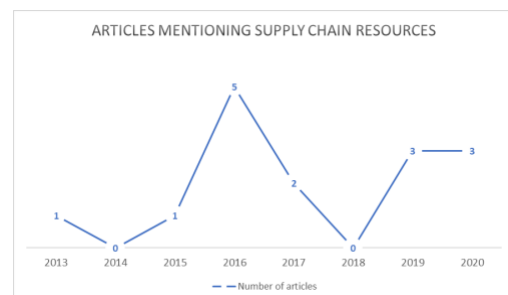


Figure 2 Number of articles mentioning supply chain resources as factor for reshoring.



**Table 1** Articles related to supply chain factors that influence the decision to reshore

Year	Articles	%	References
2020	7	17.9	Chernova (2020), Cassia (2020), Johnsen <i>et al.</i> (2020), Grappi <i>et al.</i> , (2020), Lica <i>et al.</i> (2020), Moretto <i>et al.</i> (2020), Mlody & Stepien (2020)
2019	7	17.9	Dachs <i>et al.</i> (2019), Fjellström <i>et al.</i> (2019), Hilletoft <i>et al.</i> (2019), Orzes & Sarkis (2019), Sirilertsuwan <i>et al.</i> (2019), Wan <i>et al.</i> (2019a), Wan <i>et al.</i> (2019b).
2018	5	12.8	Barbieri <i>et al.</i> (2018), Engström <i>et al.</i> (2018), Sayem <i>et al.</i> (2018), Sirilertsuwan <i>et al.</i> (2018), Vanchan <i>et al.</i> (2018)
2017	3	7.7	Moradlou <i>et al.</i> (2017), Sansone <i>et al.</i> (2017), Wiesmann <i>et al.</i> (2017)
2016	8	20.5	Ashby (2016), Bals <i>et al.</i> (2016), Moradlou & Backhouse (2016), Robinson & Hsieh (2016), Srai & Ane (2016), Soosay <i>et al.</i> (2016), Uluskan <i>et al.</i> (2016), Zhai <i>et al.</i> (2016)
2015	3	7.7	Grandinetti & Tabacco (2015), Grappi <i>et al.</i> (2015), Stentoft <i>et al.</i> (2015)
2014	4	10.4	Arlbjørn & Mikkelsen (2014), Bossche <i>et al.</i> (2014), Fratocchi <i>et al.</i> (2014), Tate <i>et al.</i> (2014)
2013	2	5.1	Ellram, Tate & Petersen (2013), Gray <i>et al.</i> (2013)
<b>Total</b>	<b>39</b>	<b>100%</b>	

**Table 2** Journal sources of articles related to supply chain factors that influence the decision to reshore.

Journal Source	No. of Articles
Journal of Purchasing and Supply Management	5
Operations Management Research: Advancing Practice through Theory	4
Journal of Global Operations and Strategic Sourcing	
Journal of Supply Chain Management	
Journal of Fashion Marketing and Management: An International Journal	2
International Journal of Production Research	
Journal of Asia Business Studies	
International Journal of Globalisation and Small Business	
Journal of the Academy of Marketing Science	
Management International Review: Journal of International Business	
Industrial Marketing Management	
International Journal of Management and Economics	
Journal of Engineering Manufacture	
International Journal of Physical Distribution & Logistics Management	
Resources, Conservation & Recycling	
Industrial Management & Data Systems	
Business Research Quarterly	1
International Journal of Logistics Management	
Journal of Manufacturing Technology Management	
Supply Chain Forum: An International Journal	
Business Horizons	
Supply Chain Management: An International Journal	
Growth and Change	
European Business Review	
Total Quality Management Journal	
Journal of Economics	
Journal of World Business	

**Table 3** Summary of key themes from existing literature linked to the specified supply chain factors.

Supply Chain Factors	Key themes from existing literature related to supply chain factors	Authors
<b>Supply Chain Resources</b>	<ul style="list-style-type: none"> <li>eclectic paradigm model,</li> <li>resource-based view,</li> <li>reshoring destination,</li> <li>internal and external capabilities, competencies and opportunities,</li> <li>resource-based competitive advantage, streamline business functions,</li> <li>raw materials access,</li> <li>home based resource,</li> <li>firm size,</li> <li>decision making process,</li> <li>drive for local presence,</li> <li>integrated supplier base,</li> <li>material procurement adjustment,</li> <li>material cost and quality,</li> <li>environmental sustainability,</li> <li>domestic supplier redundancy</li> </ul>	Dunning (1998); Schwörer (2012); Ellram <i>et al.</i> (2013); Stentoft <i>et al.</i> (2015); Moradlou & Backhouse (2016); Uluskan <i>et al.</i> (2016); Ashby (2016); Bals <i>et al.</i> (2016); Huo <i>et al.</i> (2016); Sansone <i>et al.</i> (2017); Wiesmann <i>et al.</i> (2017); Wan <i>et al.</i> (2019b); Wan <i>et al.</i> (2019a); Dachs <i>et al.</i> (2019); Shibin <i>et al.</i> (2020); Moretto <i>et al.</i> (2020)

Supply Chain Factors	Key themes from existing literature related to supply chain factors	Authors
<b>Supply Chain Reconfiguration</b>	<ul style="list-style-type: none"> <li>• streamlined organizational transition, unprecedented challenges,</li> <li>• achieve supply chain goals,</li> <li>• unilateral contribution,</li> <li>• coordinated supply chain,</li> <li>• contribution to dynamic capability,</li> <li>• supply chain integration and coordination, domestic manufacturing base,</li> <li>• garner competitiveness,</li> <li>• eliminating supplier dependency,</li> <li>• personnel competency,</li> <li>• incorporating domestic and international recipients,</li> <li>• reconfiguration leading to quality and trust empowerment,</li> <li>• inter-firm relationships achieve sustainable objectives,</li> <li>• domestic supplier redundancy</li> </ul>	<p>Dyer (1996); Eisenhardt &amp; Martin (2000); Teece <i>et al.</i> (2007); Arshinder <i>et al.</i> (2008); Wei &amp; Wang (2010); Kristianto <i>et al.</i> (2012); Arlbjørn &amp; Mikkelsen (2014); Fratocchi <i>et al.</i> (2014); Tate <i>et al.</i> (2014); Stentoft <i>et al.</i> (2015); Grandinetti &amp; Tabacco (2015), Robinson &amp; Hsieh (2016); Ashby (2016); Sayem <i>et al.</i> (2018); Moretto <i>et al.</i> (2019); Chernova (2020)</p>
<b>Customer-Supplier Relationship</b>	<ul style="list-style-type: none"> <li>• product demands,</li> <li>• imbalanced demand and supply,</li> <li>• influence consumer markets,</li> <li>• fulfilling customer needs,</li> <li>• maximizing organizational success, understanding of customer-supplier relationship,</li> <li>• viewpoint of customers,</li> <li>• customer participation,</li> <li>• facilitating manufacturing capabilities,</li> <li>• customer responsiveness influencing manufacturing,</li> <li>• customers as co-creators,</li> <li>• customers as decision makers,</li> <li>• demand creation,</li> <li>• brand perception,</li> <li>• brand perception enhancement,</li> <li>• home-grown products,</li> <li>• country of origin,</li> <li>• decision making,</li> <li>• revamping brand image,</li> <li>• market controls,</li> <li>• coherence with customers,</li> <li>• country reputation,</li> <li>• power imbalance.</li> </ul>	<p>Lambert <i>et al.</i> (2004); Zhaohui <i>et al.</i> (2010); Lacoste (2014); Grappi <i>et al.</i> (2015); Ta <i>et al.</i> (2015); Ancarni <i>et al.</i> (2015); Robinson &amp; Hsieh (2016); Soosay <i>et al.</i> (2016); Zhai <i>et al.</i> (2016); Ziggers &amp; Henseler (2016); Engström <i>et al.</i> (2018); Wiesmann <i>et al.</i> (2017); Milošević <i>et al.</i> (2018); Hallberg <i>et al.</i> (2018); Fjellstrom <i>et al.</i> (2019); Hilletoft <i>et al.</i> (2019); Moretto <i>et al.</i> (2020); Lica <i>et al.</i> (2020); Johnsen <i>et al.</i> (2020); Cassia (2020); Mlody &amp; Stepien (2020); Grappi <i>et al.</i> (2020); Viciunaite &amp; Alfnes (2020)</p>
<b>Supply Chain Proximity</b>	<ul style="list-style-type: none"> <li>• relocation priority,</li> <li>• relocation to shorten lead times,</li> <li>• relocation for customer responsiveness, relocation for information flow,</li> <li>• proximity-cost relationship,</li> <li>• customer responsiveness,</li> <li>• logistic costs,</li> <li>• product customization,</li> <li>• firm repatriation,</li> <li>• proximity influencing logistics,</li> <li>• reshoring transportation capabilities,</li> <li>• reshoring improving delivery output, logistics and transportation synergy fostering speed and dependability,</li> <li>• intra supply chain divergence,</li> <li>• innovation capabilities,</li> <li>• supply chain convergence,</li> <li>• innovation limitations,</li> <li>• new product launch,</li> <li>• investment capital as a core necessity for reshoring,</li> <li>• huge offshore investment limits future reshore opportunities,</li> <li>• government facilitating reshoring transition</li> <li>• reshoring transition influenced by investment quantity,</li> <li>• intense pre-planning for reshoring initiative,</li> <li>• unutilized business assets facilitating easier reshoring transition</li> </ul>	<p>Moradlou &amp; Backhouse (2016); Sirilertsuwan <i>et al.</i> (2019); Wan <i>et al.</i> (2019a); Williamson (1991); Dyer (1996); Ellram <i>et al.</i> (2013); Tate <i>et al.</i> (2014); Grandinetti &amp; Tabacco (2015); Engström <i>et al.</i> (2018); Wiesmann <i>et al.</i> (2017); Sirilertsuwan <i>et al.</i> (2018); Fjellstrom <i>et al.</i> (2019); Gray <i>et al.</i> (2013); Bossche <i>et al.</i> (2014); Bals <i>et al.</i> (2016); Barbieri <i>et al.</i> (2018); Moradlou <i>et al.</i> (2017); Vanchan <i>et al.</i> (2018)</p>

**Table 4** Supply chain resource issues influencing reshoring decisions.

Author/year	Influencing supply chain resource issues
Ellram <i>et al.</i> (2013)	Resource-seeking, market-seeking, efficiency-seeking and strategic asset-seeking.
Stentoft <i>et al.</i> (2015)	Resource allocation according to the need of the firm
Baofeng <i>et al.</i> (2016)	RBV to identify the required resources and availability of resources
Sansone <i>et al.</i> (2017)	RBV
Wan <i>et al.</i> (2019a)	Accessibility to suppliers' resources and connections
Wan <i>et al.</i> (2019b)	RBV focusing on internal and external capabilities, competencies and opportunities
Dachs <i>et al.</i> (2019)	Availability of raw materials
Shibin <i>et al.</i> (2020)	RBV

This review brings forward several considerations that researchers and authors have specified within supply chain resources factors that influence relocation decisions. Ellram *et al.* (2013) addressed the revised version of Dunning's (1998) eclectic paradigm model claiming that there are four factors that influence manufacturing location decisions, namely – resource-seeking, market-seeking, efficiency-seeking and strategic asset-seeking. Wan *et al.* (2019b), on the other hand, suggests a resource-based view (RBV) that focuses on the internal and external capabilities, competencies and opportunities determines the reshoring decisions of a firm. Sansone *et al.* (2017), Baofeng *et al.* (2016) and Shibin *et al.* (2020) further confirm this view, stating that firms can create competitive advantage by using RBV when making manufacturing re-location decisions.

Wan *et al.* (2019a) note the importance of firms being able to access suppliers' capacity in order to take advantage of home-based resources while evaluating the reshoring decisions. Stentoft *et al.* (2015) emphasize resource allocation during the insourcing process based on the magnitude of the firm size, whereas Dachs *et al.* (2019) suggest that raw-material availability represents a core decision-making element for reshoring.

On the other hand, Both Wiesmann *et al.* (2017) and Ellram *et al.* (2013) observe that one key reason that reshoring firms fail after reshoring is because they lose access to vital resources for production that were available in the offshore location but that do not exist in the home country. Availability of key raw materials in the home country is therefore imperative for reshoring. Despite this commonality, Wiesmann *et al.*'s (2017) focus lies on the importance of firms having a local presence in the home country, which not only provides the benefits of close proximity to headquarters, but also enables stronger supply chain integration. Bals *et al.* (2016) furthermore support the strategic decision to reshore as it can lead to an integrated supply chain by promoting capable suppliers and a domestic supply chain that can ensure consistent resource support in the home country. In the case of reshoring, Moradlou and Backhouse (2016) insist on the importance of re-adjusting material procurement from a newly established supply chain in the home country to reap the advantages of reshoring and ensure effective supply of the required raw materials and support services. Table 5 shows the supply chain resource factors that authors in previous research studies have specified as influencing factors for successful reshoring.

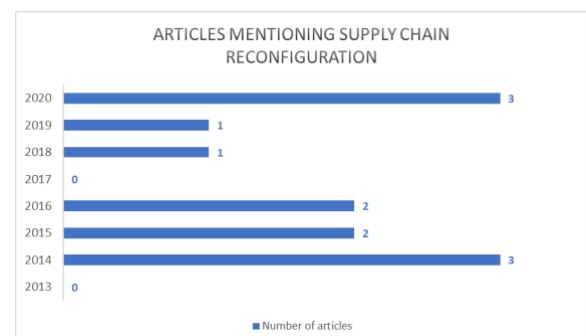
**Table 5** Supply chain resource issues influencing successful reshoring

Author/ year	Supply chain issues that influence successful reshoring
Ellram <i>et al.</i> (2013)	Access to supply chain resources similar to offshore location
Ashby (2016)	Identifying the appropriate suppliers
Bals <i>et al.</i> (2016)	Providing support towards home country suppliers' capacity building
Moradlou and Backhouse (2016)	Material demand and procurement re-adjustment
Wiesmann <i>et al.</i> (2017)	Local networks and supply chain integration
Moretto <i>et al.</i> (2020)	Initiative to strengthen home country supply chain

Moretto *et al.* (2020) further suggest that the re-establishment of a home country supply chain is a key element for effective and successful reshoring. Whereas, according to Ashby (2016), firms are often under pressure to embrace sustainable sourcing for production. Consequently, when embarking on a reshoring initiative, they are faced with the challenge of identifying qualified suppliers to meet sustainable sourcing requirements (Ashby, 2016). The availability of those particular suppliers can be the deciding factor for a firm's reshoring decision.

#### 4.2 Supply Chain Reconfiguration

This literature review study has identified a total of ten articles mentioning supply chain reconfiguration as a factor for reshoring decisions. Figure 3 shows the number of articles that mentioned supply chain reconfiguration as a factor between 2013-2020.

**Figure 3** Articles mentioning supply chain reconfiguration as factor for reshoring

The study showed that integration and coordination are two vital elements for supply chain reconfiguration to create an efficient supply chain network. Arlbjørn and Mikkelsen

(2014), Aslam *et al.* (2018) note that reconfiguration of the supply chain influences the dynamic capabilities of the reshoring firm. It has often been the case that firms use the reshoring strategy to reinforce their competitive position (Fratocchi *et al.*, 2014; Tate *et al.*, 2014; Robinson & Hsieh, 2016). Firms that reshore often face challenges reconfiguring their supply chain (Sayem *et al.*, 2018). When firms take their manufacturing units offshore, the supply chain network in home country is often disrupted, whereas the supply chain network in proximity to the offshore manufacturing plants develop (Moretto *et al.*, 2020). As a result, when a firm decides to reshore, its manufacturing plants may have to rely on the supply chain network that supported its offshore location until an effective supply network can be developed in the home country. For reshored manufacturing units to function effectively, an efficient supply chain network with

competent suppliers is required (Stentoft *et al.*, 2015; Chernova, 2020). Table 6 shows the some of the discussions of authors in their articles related supply chain reconfiguration and reshoring decisions.

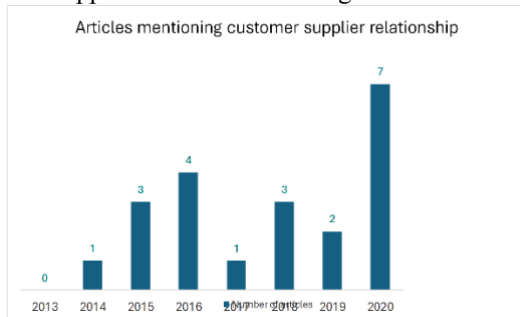
Stentoft *et al.* (2015) further specify that a major requirement for an effective, integrated supply chain is the creation of a network of competent supply chain actors that can provide the necessary support to enable the reshoring firm to manage the reshoring process. In addition, stronger aggregate capabilities and greater supply chain integration can be forged when a network functions within a structured value-added framework (Grandinetti & Tabacco, 2015). Ashby (2016) also adds that achieving sustainability goals becomes much easier when firms in the supply chain network have harmonious relationships with each other.

**Table 6** Supply chain reconfiguration issues discussed in previous research related to reshoring.

Author/year	Discussion on supply chain reconfiguration and reshoring
Arlbjørn and Mikkelsen (2014); Aslam <i>et al.</i> (2018)	Supply chain reconfiguration provides reshoring firms dynamic capabilities
Stentoft <i>et al.</i> , 2015; Chernova, (2020)	Supply chain reconfiguration in home country is required for effective functioning of reshored unit of the firm.
Robinson and Hsieh (2016)	Supply chain reconfiguration diminishes dependency on offshore suppliers
Sayem (2018)	Supply chain reconfiguration is often challenging for reshoring firms
Moretto <i>et al.</i> (2019)	Supply chain reconfiguration provides the firm quality supplies and empowers trust among suppliers

### 4.3 Customer-Supplier Relationship

This study pointed out a total of twenty-one articles mentioning customer-supplier relationship as a reshoring factor. Figure 4 shows the number of articles that mentioned customer-supplier factor for reshoring between 2013-2020.



**Figure 4** Articles mentioning customer-supplier relationship as factor for reshoring

The study brings out several issues related to customer-supplier relationship as factors for effective reshoring. According to Engström *et al.* (2018), difficulties related to meeting customer demands for specific product categories, product packaging, and augmented facilities linked to the product are some of the reasons that trigger the thinking process of reshoring offshored facilities. Supply chain reliability and flexibility can be a concern if the distances between offshore facilities, suppliers, and the target market are long (Wiesmann *et al.*, 2017). If, on the other hand, a firm is reshoring previously offshored operations to a destination closer to the market and the suppliers who are part of the current supply chain, the reshoring decision can stimulate customer value creation and effective customer relationships (Mlody & Stepien, 2020). A strategic optimization of manufacturing is required to fulfill customer needs and

preferences through efficient production supported by the necessary supply chain support (Lacoste, 2014). The customer-supplier relationship extends and maximizes a firm’s organizational success (Milošević *et al.*, 2018). Moreover, the supplier’s degree of responsiveness to the firm’s changing and evolving customer needs has a domino effect on manufacturing-related components such as design, process, human resources and policy (Ziggers & Henseler, 2016).

Customers today demonstrate an increased demand for consuming home-grown products, where the entirety of the product is produced and sold inside a nation’s borders, thus attributing the products with tradition and heritage (Robinson & Hsieh, 2016). Country of origin and manufacturing conditions have positive correlation with subsequent consumer perceptions and purchase intentions (Ancarni *et al.*, 2015; Viciunaite & Alfnes, 2020; Cassia, 2020), and firms can make efficient use of these customer attitudes by taking reshoring decisions to bring manufacturing units back to the home country and by initiating measures to gain the required support from a domestic supply chain. If reshoring manufacturing facilities and establishing relationships with renowned local suppliers can create a positive attitude among home-country consumers, firms can take advantage of this country-of-origin effect. The same applies to international consumers who have a positive country-of-origin perception of the firm’s home country (Soosay *et al.*, 2016; Zhai *et al.*, 2016).

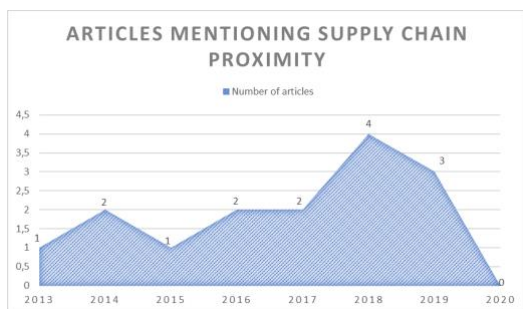
Grappi *et al.* (2015) stress the importance of companies initiating reshoring practices as means for revamping the corporate image and scaling up the overall added value to the customer. Nonetheless, organizations must do so in a way that does not compromise their competitiveness. The notion of competitiveness is further affirmed by Fjellstrom *et al.* (2019), who state that reshoring firms have better control of

the market and are more responsive to customer demands. The means of deriving this increased responsiveness is further supported by Hilletoft *et al.* (2019), who suggest that firms that relocate closer to the market gain greater coherence with customers. In addition, Moretto *et al.* (2020) find that firms that have reshored operations to the home country enjoy improved perception of their brand image, fostering better customer-supplier relations. Based on their research on relocation strategies for reshoring firms, Lica *et al.* (2020) provide support of the correlation between a country’s reputation and customers’ perception of the brand, which applies to firms whose product sales are largely driven by positive public perception.

**4.4 Supply Chain Proximity**

This literature review study pointed out a total of fifteen articles that focused on supply chain proximity as a reshoring factor. Figure 5 shows the number of articles that mentioned supply chain proximity for reshoring during 2013-2020.

The articles that focused on supply chain proximity as a factor for reshoring have specified several issues that affects supply chain proximity as factor for reshoring decision. Sirilertsuwan *et al.* (2019) stress the need to understand the influence of proximity to headquarters and/or customers on a firm’s relocation decisions. Wan *et al.* (2019a) also highlighted that supply chain proximity can play a part in reshoring decisions based on how firms value proximity to customers or headquarters. Moradlou and Backhouse (2016) add that locating the manufacturing plant next to the target market through reshoring can help to shorten lead times and ensure greater adaptability to changing customer demands due to easier market access and greater transparency in information flow. Grandinetti and Tabacco (2015) also noted that close proximity can augment a firm’s capabilities by being responsive to customers with a strong need for quick delivery. Sirilertsuwan *et al.* (2019) observe, on the other hand, that regarding products for which cycle times and overall lead times are high, supply chain adjustments to reduce proximity can increase logistic costs.



**Figure 5** Articles about supply chain proximity for reshoring

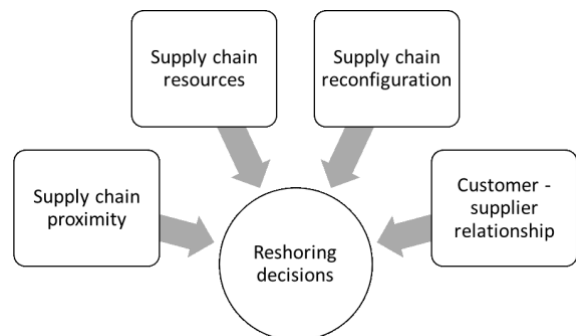
Engström *et al.* (2018) and Wiesmann *et al.* (2017) point out that cases of reshoring and a lack of proximity due to increased psychological and physical distance between firms in the supply chain may lead to greater complexities in coordination. If an offshore firm has an increased need for product customization, it may have no choice but to repatriate production to the home country (Wiesmann *et al.*, 2017). Increasing proximity by reshoring can not only contribute to an integrated supply chain but can also have positive spill-over effects in terms of better inventory control

and reduced lead times (Fjellstrom *et al.*, 2019). Ellram *et al.* (2013). Tate *et al.* (2014) also pointed out that increasing supply chain proximity can ensure reliability, affordability and stability of transportation facilities, lead to better flow of knowledge within the value chain, and reduce storage costs. Wiesmann *et al.* (2017) also noted that firms may engage in reshoring as a strategy to gain better control over the supply chain to foster better delivery output. This is reconfirmed by Engström *et al.* (2018), who state that reshoring and attaining stronger synergy between logistics and transportation can greatly reduce costs and streamline the transportation process and ensure speed and dependability. Furthermore, Bals *et al.* (2016) have identified cases where companies may need to reshore when launching new products, since different parts of the supply chain may require mutual coordination and performance of auxiliary services to establish the product in the market.

**4.5 Proposed framework**

The reshoring decisions of a firm is influenced by the availability of the supply chain resources required for the reshored operation to function properly (Ellram *et al.*, 2013; Stentoft *et al.*, 2015; Ashby 2016). Reconfiguration or supply chain adjustments are necessary for ensuring fluent passage of required supplies in the reshored operation to create value (Arlbjørn & Mikkelsen, 2014; Grandinetti & Tabacco, 2015; Moretto *et al.*, 2019; Chernova, 2020). Customer-supplier relationship influence businesses to perform better. Firms often try to understand the customer’s perspective through relationship related to country of origin as well environment friendliness of the production process which influence operation relocation and reshoring decisions (Milošević *et al.*, 2018; Mlody & Stepien, 2020). Supply chain proximity is a prime issue for the reshoring of operations decisions as firms often take up reshoring decisions to shorten the production to market distance keeping in mind their target clients (Grandinetti & Tabacco, 2015; Moradlou & Backhouse, 2016; Fjellstrom *et al.*, 2019).

This literature review study has provided us evidence that authors and researchers have emphasized on supply chain resources, supply chain re-configuration, customer-supplier relationship, and supply chain proximity to be considered as factors the influence reshoring decisions. The proposed framework (Figure 6) illustrates these four supply chain factors as independent constructs that pose imminent influence on the reshoring decisions of operations of firms.



**Figure 6** Supply chain factors for reshoring decisions framework

## 5. CONCLUSION

The conclusion drawn from the structured literature review conducted in this study specifies that supply chain resources have a significant influence on reshoring decisions (Ellram *et al.*, 2013; Baofeng *et al.*, 2016; Wiesmann *et al.*, 2017; Sansone *et al.*, 2017; Wan *et al.*, 2019a; Dachs *et al.*, 2019; Shibin *et al.*, 2020). The review provides a clear indication that the four supply chain factors have been discussed in the literature and have a substantial influence on firms' reshoring decisions and strategies. *Supply chain resources* refer to the availability of the required resources needed in the supply chain to utilize a firm's competency. *Supply chain reconfiguration*, which refers to adjustments to the supply chain, is moreover necessary to foster the reshoring process (Arshinder *et al.*, 2008; Wei & Wang, 2010; Arlbjørn & Mikkelsen, 2014; Grandinetti & Tabacco, 2015; Aslam *et al.*, 2018; Stentoft *et al.*, 2015; Chernova, 2020). Development of the *customer-supplier relationship* allows reshoring firm to address customer needs better (Engström *et al.*, 2018; Zhaohui *et al.*, 2010; Ziggers & Henseler, 2016; Milošević *et al.*, 2018; Mlody & Stepien, 2020), and *supply chain proximity* influences reshoring decisions regarding the importance of proximity to the market or a firm's headquarters, or both (Ellram *et al.*, 2013; Tate *et al.*, 2014; Grandinetti & Tabacco, 2015; Wiesmann *et al.*, 2017; Engström *et al.*, 2018; Fjellstrom *et al.*, 2019; Sirilertsuwan *et al.*, 2019).

The global pandemic Covid-19 had an adverse impact of global supply chain as it effected all members of the global supply chain (Gupta *et al.*, 2023). For the first time world have seen how a global pandemic can cause shutdown of operations and major international trade and supply disruption (Gupta *et al.*, 2023; Khuan *et al.*, 2023; Min, 2023; Malsinghe *et al.*, 2022). The supply chain disruption due to Covid-19 induced the discussion of supply chain resilience and supply chain network sustainability (Choudhary *et al.*, 2023). In order to create of supply chain resilience and supply chain network sustainability, reshoring discussion has received tremendous importance (Choudhary *et al.*, 2023; Marvasi, 2023). In the post global pandemic era, lots of firms in Europe and North America has taken initiative for reshoring their operations from distant host countries to either the home country or to another host country near to the home country (Choudhary *et al.*, 2023; Marvasi, 2023). The phenomenon can even extend in the near future as more and more firms are willing to have more control on their operations after disruptions witnessed by them during the global pandemic and the global political conflict (Choudhary *et al.*, 2023; Marvasi, 2023; Min, 2023). It is significant to point out that the four supply chain factors specified in this study can be identified as even more important factors than before to influence the reshoring decisions of the firms to achieve resilience and supply chain network sustainability.

In the post pandemic era, reshoring decisions have become more significant for firms around the world to achieve supply chain network sustainability and resilience (Min, 2023; Choudhary *et al.*, 2023; Marvasi, 2023). Therefore, proposed framework and the four supply chain factors specified in this systematic literature review study can receive more importance from entrepreneurs and managers in global firms while making decisions regarding

reshoring. Therefore, this study has practical implications as entrepreneurs and managers can use the proposed framework to prioritize on supply chain resources, supply chain reconfiguration, customer-supplier relationship, and supply chain proximity to identify the resilience and sustainable supply chain impact of their real-life reshoring decisions. This study's theoretical implications provide specific focus on the four factors – supply chain resources, supply chain reconfiguration, the customer-supplier relationship, and supply chain proximity – on firms' reshoring decision-making from the perspective of how much importance has been given on these four factors to influence reshoring decisions in existing literature, it provides new knowledge and contributes to existing literature.

This literature review study and the proposed framework can be a starting point for future empirical studies. One future study can be to explore how the four factors—supply chain resources, supply chain reconfiguration, the customer-supplier relationship, and supply chain proximity identified in this study influence the reshoring decisions in global firms that has outsourced the operations in different host countries and then wants to reshore their operations. Future research study can focus on one of the supply chain factors mentioned in the proposed framework at a time as well and investigate how a specific factor out of the four factors discussed in this study, influences the reshoring decisions. Future inductive research study can also be initiated to test the proposed framework and identify supply chain factors that influence reshoring decisions of firms using a grounded theory method.

## CONFLICTS OF INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

## DATA AVAILABILITY STATEMENTS

Data sharing is not applicable to this article as no new datasets were generated or analyzed during the current study. All referenced literature sources are fully cited in the bibliography section.

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