Reshoring Work & Jobs – Bringing work & jobs back to US from other countries
Retaining Work & Jobs – Analyzing costs and/or developing processes and facilities to justify keeping work & jobs in the U.S.
Growing Work & Jobs – Becoming more efficient & competitive in cost/quality/etc. to facilitate growth & keep products from being offshored to other countries.

'Mechanisms Utilized':

Comparative Analysis:
- Formal Cost Analysis
- Strategic Reasons (Responsiveness to Customers, Intellectual Property).

'Best Practices':
- Plant Master Planning (Layout, Flow, Facilitation, etc.)
- Process Modeling & Simulation (MSU CAVSE)
- Lean Implementation/Training (Flow, Waste Elimination, )
- Quality Improvements (Six Sigma, Statistical Process Control)
- Supplier Development (Moving Work & Jobs to U.S. Suppliers)
Global Operations

- Manufacturing Plant
- Forward Theater Facility
- Distribution Center

Navistar Defense Customer Base
- US Military Commands
- NATO Allies

ITAR (International Traffic in Arms Regulation)
- US Government regulations controlling sale of arms
- Security
- Control of technology

Quality Control

Rapid Response to Urgent Military Orders
Reshoring Strategy

- Maximize Use of Local Labor Force
  - Emphasis on training, safety, quality
  - Utilize available educational facilities (MSU, EMCC, etc.)

- Drive Maximum Value Into Local Communities
  - Maximum utilization of local small businesses
  - Raw materials purchasing
  - Plan for growth

- Utilize Local Resources for Technology Advancement
  - Facility planning and manufacturing process simulation
  - New product development

Business Results

- Awarded Major Military Defense Contracts
  - Primary supplier of MRAP armored vehicles to USG
  - Grew military armored vehicle business to NATO allies

- Secure Reputation for “On Time – On Budget” delivery of products
  - Competitive advantages realized
  - MRAP Recovery Vehicle Program (2011) termed: “From contract to delivery, fastest deployment of a military vehicle system since World War II.”

- Provides Stability for both Navistar Defense & Local Economies
  - Jobs, support of local infrastructure, community growth
  - Long-term growth opportunities for Navistar Defense