

2015 OPINION POLL
THE PHENOMENON OF RESHORING IS LIMITED
WHEREAS A PAUSE IN THE TREND OF A MAJORITY COMMITMENT OVERSEAS
IS OBSERVED

Non-manufacturers are more concerned about a shortage of workforce

SUMMARY

① **Business development in Japan and overseas**

In the medium term, although the supply capacity of Japanese firms will continue to be characterized by “relative overseas enhancement”, this category’s share has been on a downward trend since FY2012. On the other hand, “enhance both domestically and overseas” is on an upward trend, **causing a pause in the trend of a majority commitment overseas**. However, currently less than 10 percent of the manufacturers are **shifting production back to Japan**.

② **Current situation of primary domestic production / sales base**

The survey shows that **70 percent of the manufacturers are maintaining competitiveness and productivity**, having already addressed maintenance and repair issues. On the other hand, 20 percent of the manufacturers need an increase in spending for maintenance and repair.

③ **Countermeasures for workforce shortage**

The survey points to **a trend of more non-manufacturing firms becoming concerned with a shortage of workforce**, particularly in construction and wholesale & retail. As for countermeasures for the shortage, the categories cited by the largest number of firms are overtime work and shifts of current employees. Utilization of women and seniors is also a major countermeasure for a relatively large number of firms. **Future investment in labor saving** also accounts for a significant share of the total in manufacturing.

④ **Initiatives for future growth**

Manufacturing and non-manufacturing placing the finest focus on **R&D** and **human capital investment**, respectively, are the major characteristics found. “Maintaining/increasing product price by differentiating and bringing higher-end spec” is commonly cited as a focus in both manufacturing and non-manufacturing as a measure to realize future growth and strengthen competitiveness.

⑤ **Location of each function of manufacturers**

According to the survey, a great number of firms locate their **mother plants and R&D facilities in regional areas** instead of overseas.

⑥ **Efforts to seize the business opportunity of increasing inbound visitors**

The services, transportation and wholesale & retail sectors are strengthening their PR activities and foreign-language friendliness as well as increasing capital spending and personnel figures, aiming at seizing the business opportunity of increasing inbound tourists.

⑦ **Utilization of big data and IoT**

The percentage of firms currently utilizing IoT remains low, at less than 10 percent. And even adding to that the firms that are considering such utilization, the figure is still only 20 percent.