

# Peter Santora's Presentation

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Pete Santora



Pete Santora

REDESIGNING THE  
***TEXTILE SUPPLY CHAIN***



# 1900



# 2018



# 1900



# 1900



**2018**

# PROBLEM

**Fabric's Not Rigid**



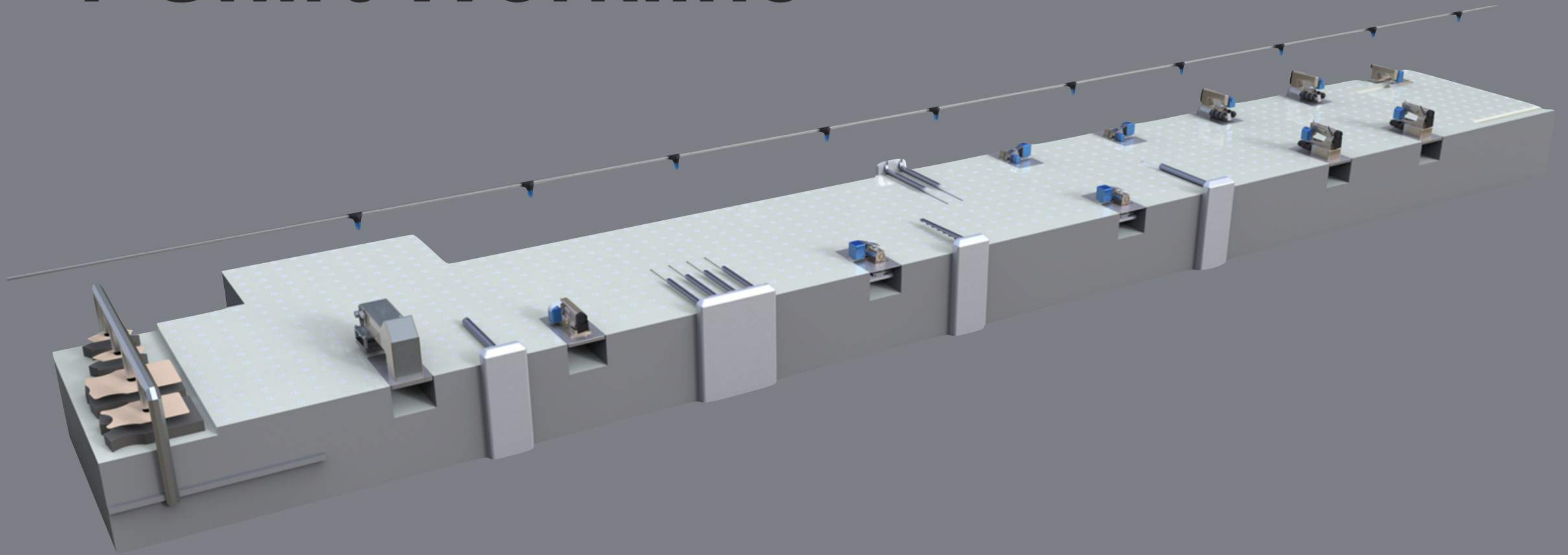




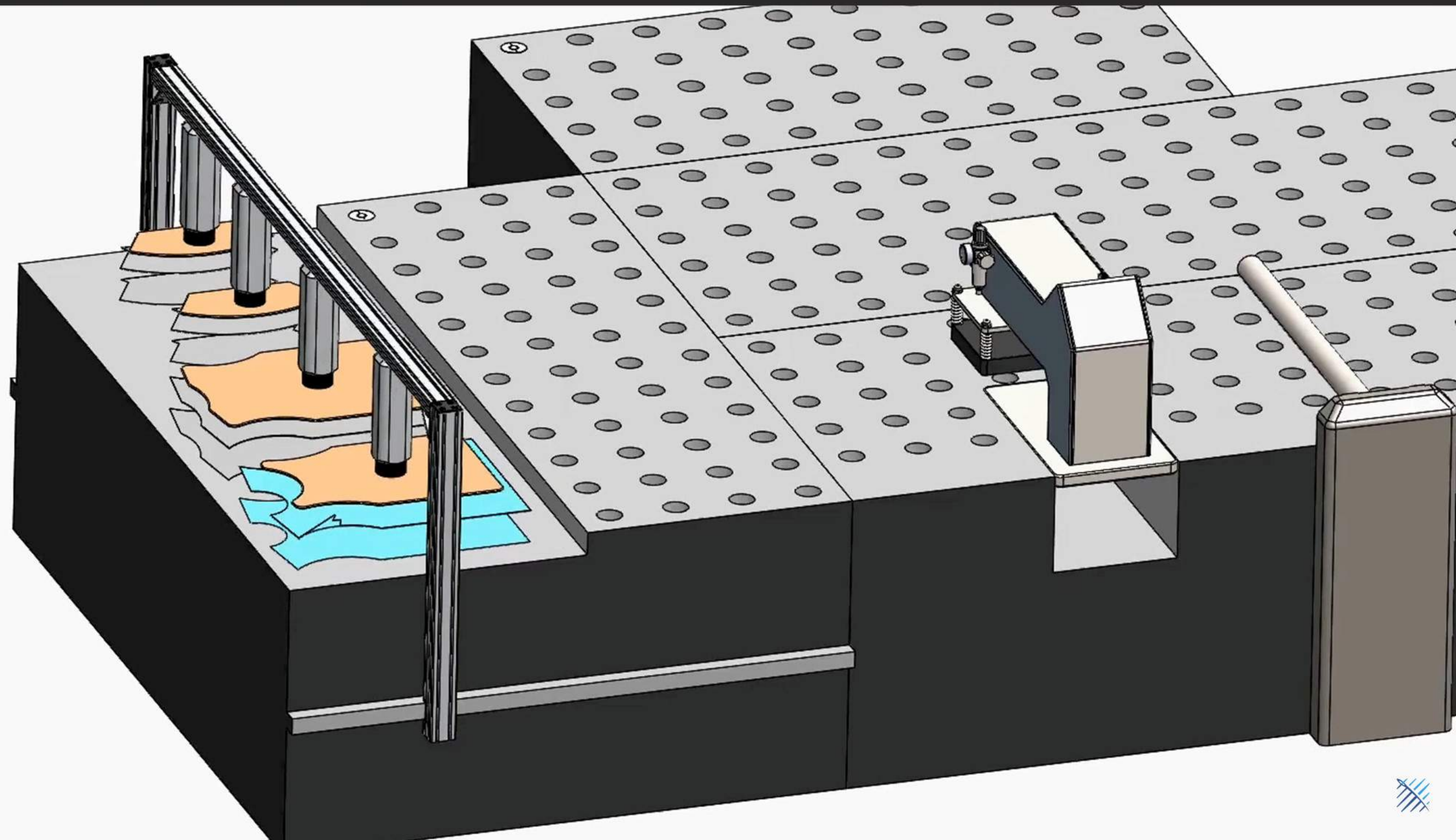
# AN AUTONOMOUS DRIVING CAR FOR SEWING

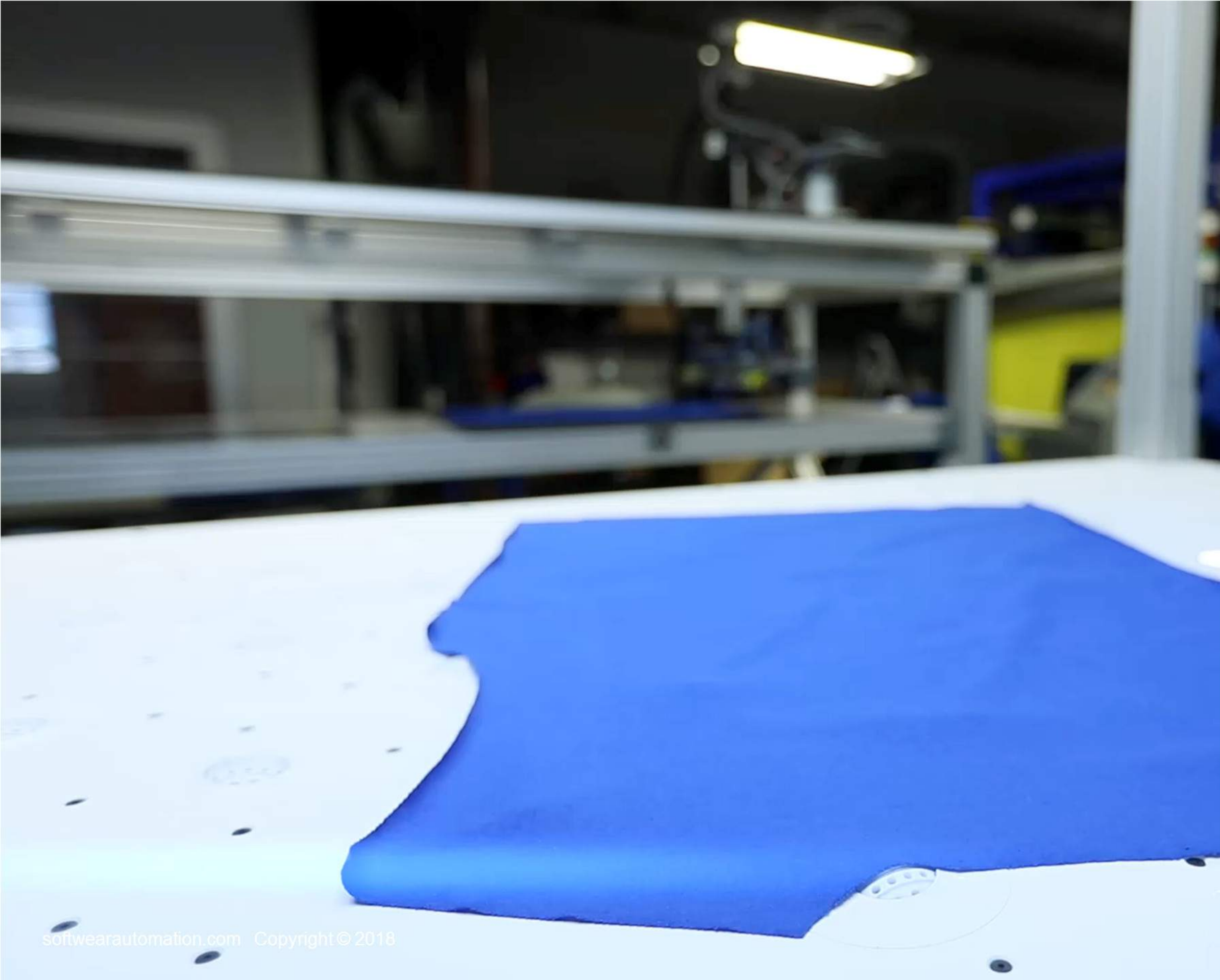


# Digital T-Shirt Workline



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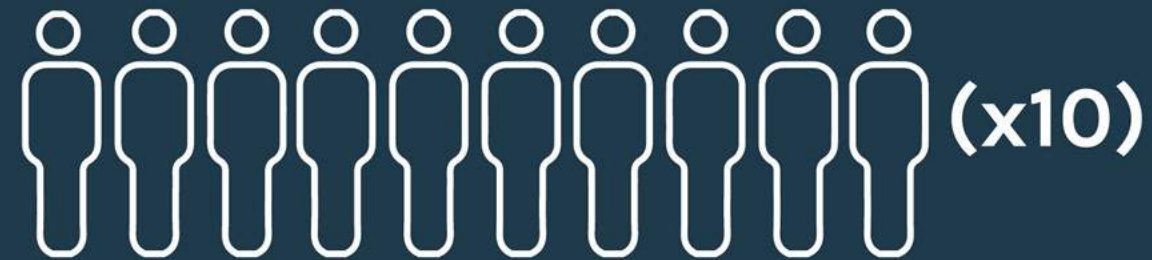


T-Shirts

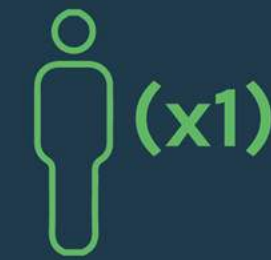
# Comparison

## Manual vs Digital T-Shirt Workline

# of Manual Operators



# of Workline Operators



Manual Output / Shift



Workline Output / Shift



# Supply Chain

Global vs local lead times

12+ weeks

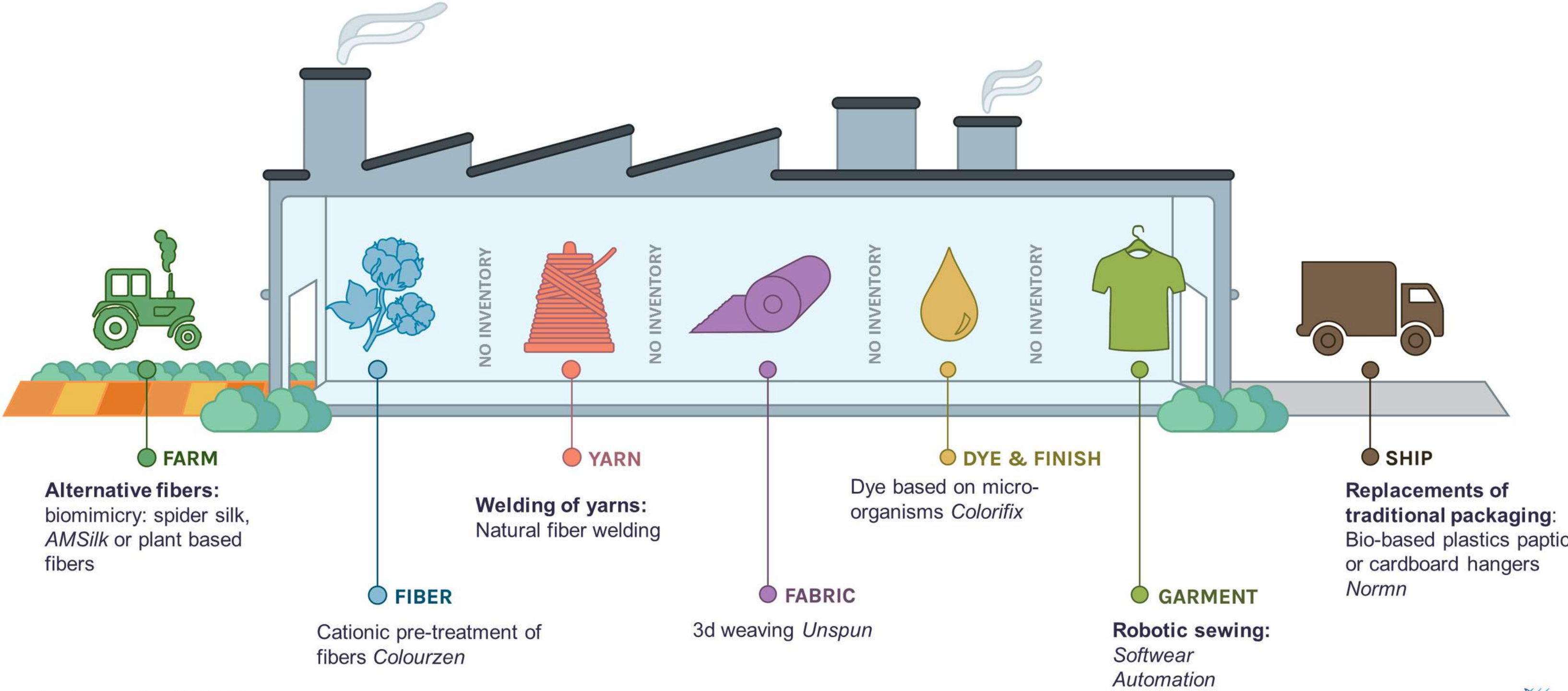


1-3 Days



# Vertical Supply Chain

“One Building”



**FARM**

**Alternative fibers:**  
biomimicry: spider silk, *AMSilk* or plant based fibers

**FIBER**

Cationic pre-treatment of fibers *Colourzen*

**YARN**

**Welding of yarns:**  
Natural fiber welding

**FABRIC**

3d weaving *Unspun*

**DYE & FINISH**

Dye based on micro-organisms *Colorifix*

**GARMENT**

**Robotic sewing:**  
*Softwear Automation*

**SHIP**

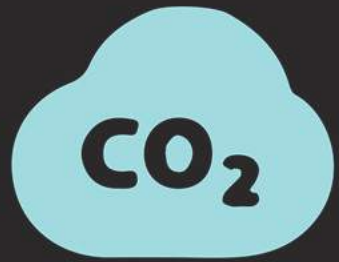
**Replacements of traditional packaging:**  
Bio-based plastics paptic or cardboard hangers *Normn*





# LOCAL FOR LOCAL MODEL

On-Demand, Made to Measure



**Carbon Light**

~80%

Less Transport



**Reliable**

> 40%

Per t-shirt



**Responsive**

> 90%

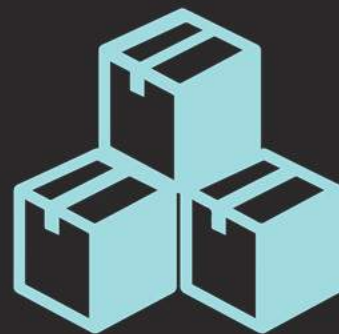
Reduced lead times



**Cost Efficient**

\$2.70

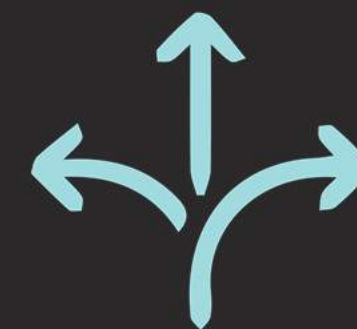
Per t-shirt



**Asset Light**

> 90%

Inventory  
reduction



**Flexible**

> 80%

Less change over time

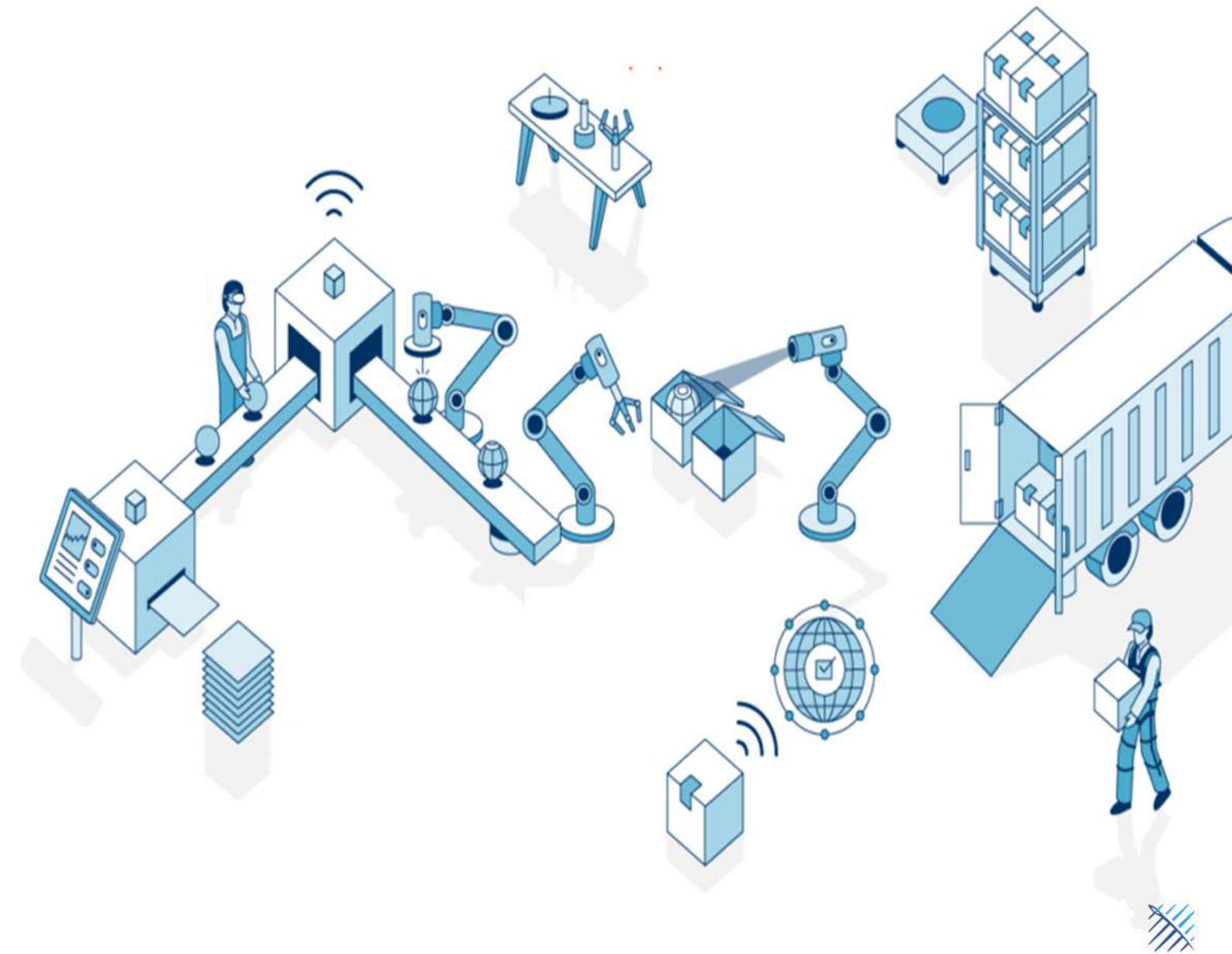




# The factory of the future in fashion is intelligent, automated, on-demand and efficient at micro-scale

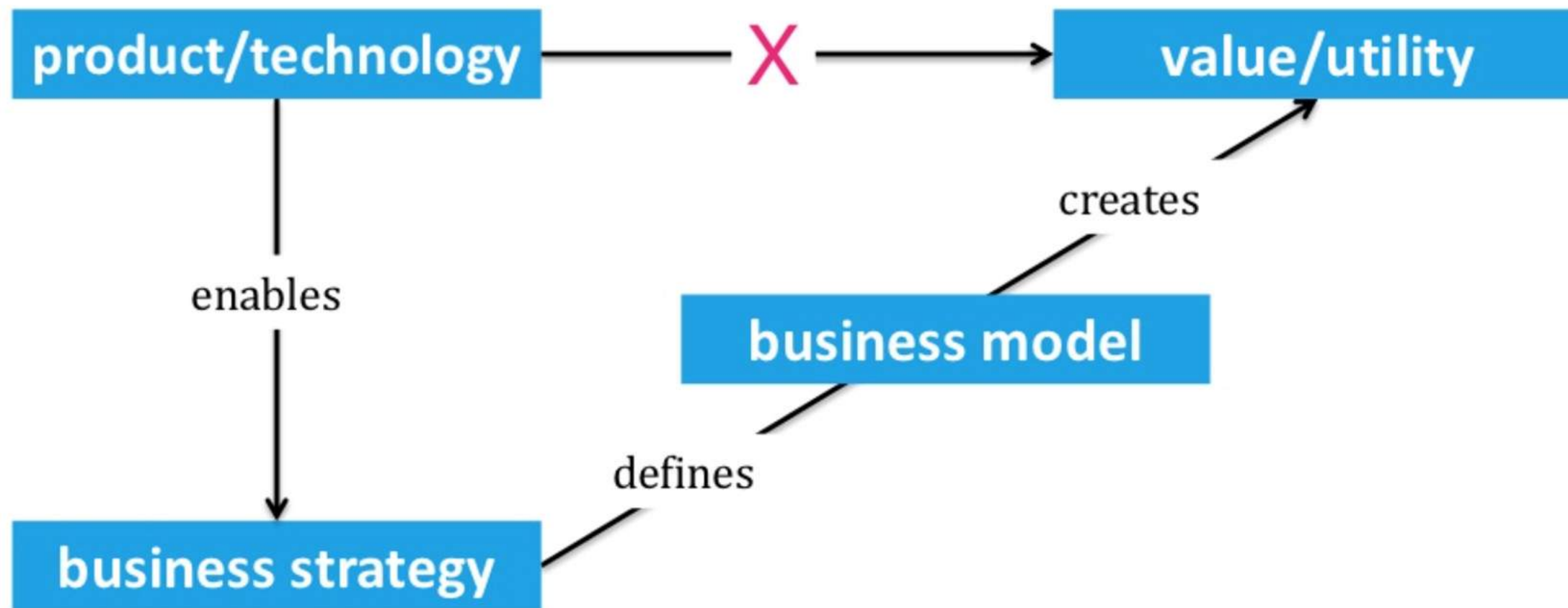
## HOW CAN WE DESIGN THE FACTORY OF THE FUTURE

- 1 **Micro-Factories:** integrating multiple activities allowing for the efficient production of low volumes
- 2 **On-demand:** production of goods only after customer orders have been received (make-to-order)
- 3 **Automation:** of material picking, handling, conversion, & packaging reducing the dependency on manual labour
- 4 **Intelligent:** machinery that is able to govern itself and make decisions without human intervention



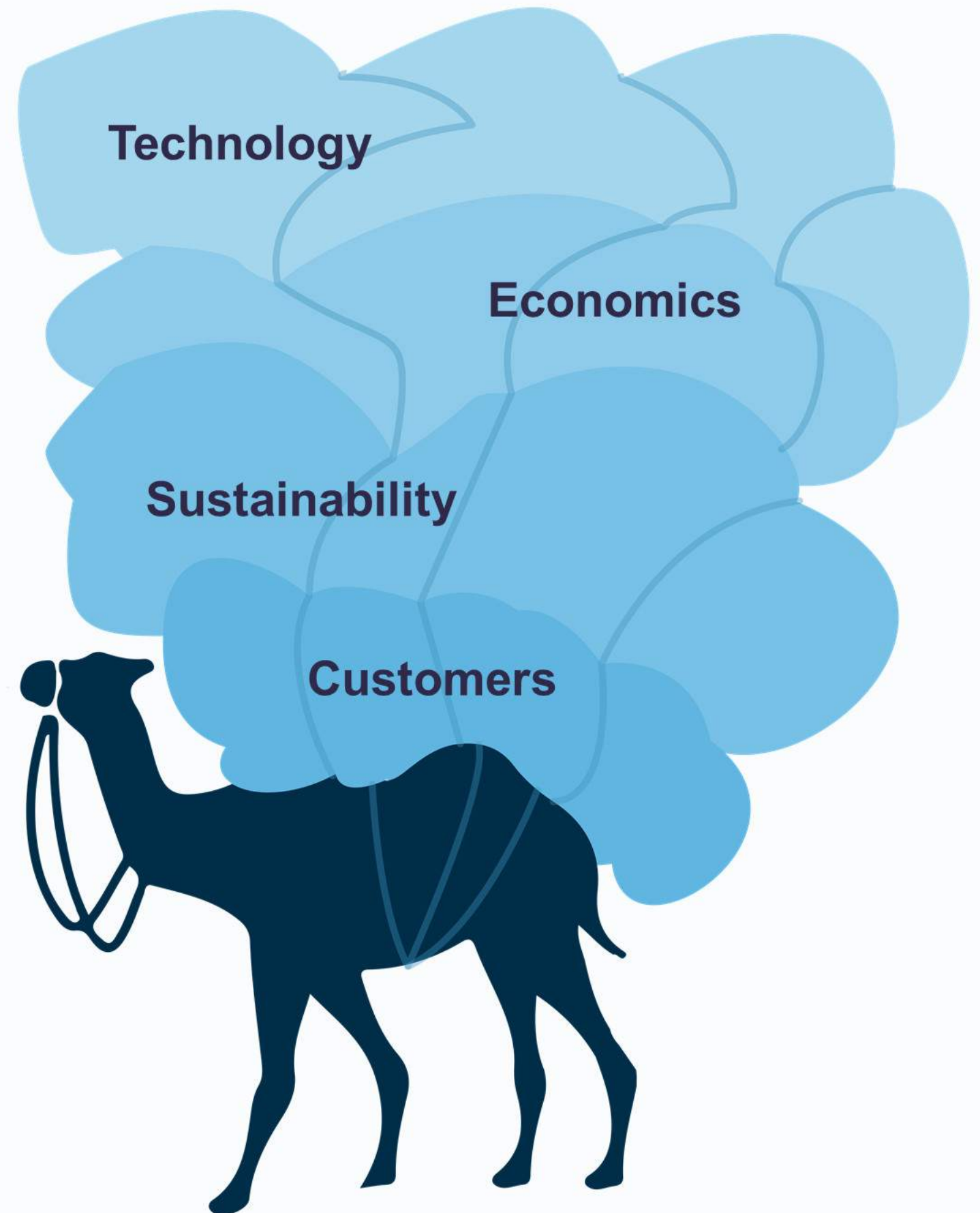
# Business models create value

The business model creates value not technology or a product itself



# 4 Pressures

And they are accelerating



# Customers are crushing the supply chain



Amazon, Alibaba “lights out manufacturing”,  
Adidas Speed Factory



Pull vs Push, Short lead times

**And they are accelerating**



# **Economics** is crushing the supply chain



Zero-inventory initiatives, Infrastructure payback timelines,  
Rapid wage growth



Labor unavailability, Rising global wages, Few remaining  
countries, Economics flattening, Market pressure



**And they are accelerating**



# **Sustainability** is crushing the supply chain



38 out of 100 Pulse Score, Millennials & Gen Z responding to sustainability as a part of a holistic story via small brands

**And they are accelerating**



# Technology is crushing the supply chain



Go Faster: Automate

And they are accelerating



REDESIGNING

*Retail*





*Magic Point of Sale*

IN THE PAST TWO YEARS 60%  
GROWTH IN MOBILE  
SEARCHES FOR **'\_FOR ME'**  
AND 80% GROWTH IN  
**'\_SHOULD I\_'**  
*Google, Jan 2018*





THEFABRICANT.COM

*Magic Point of Sale*

# The Fabricant

## Digital Fashion House







*Deep Retail*

**The cost of sequencing an  
entire human genome has fallen  
below USD \$1,000**

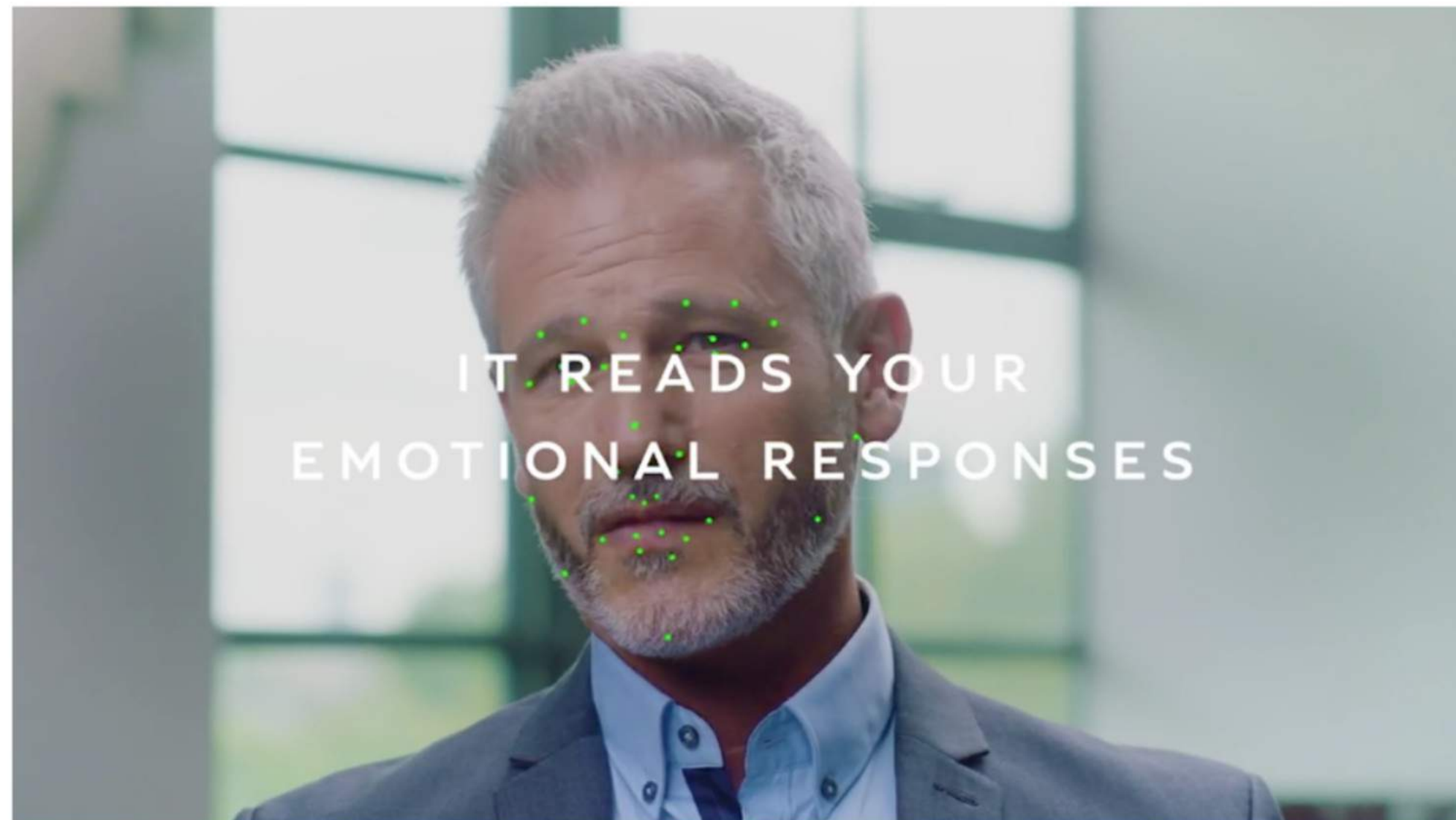
*From Traffic to Mood*



# Bentley's New App Uses Facial Recognition to Point You to the Ideal SUV

Emotion meets design

By Angela Natividad | November 2, 2015



*Culture Clubs*

# **RADICAL TRANSPARENCY**

*Internal and External*





BATTERY BACKUP

CARE UP THERE





*A-Commerce*

**WHAT'S POSSIBLE  
WILL SOON BE**

*"We do the thinking for you"*  
**EXPECTED**  
*Subscriptions*



**80% of Chinese  
prosumers look forward  
to automatic  
refrigerator refills.**



*Practical Post Demographics*

# TRUE DIVERSITY

*Products and Service for  
Unique Identities*



THIS IS A  
**& CHATTER  
& NATTER**  
TABLE

↓

THE SEATS AT THIS TABLE  
ARE FOR CUSTOMERS

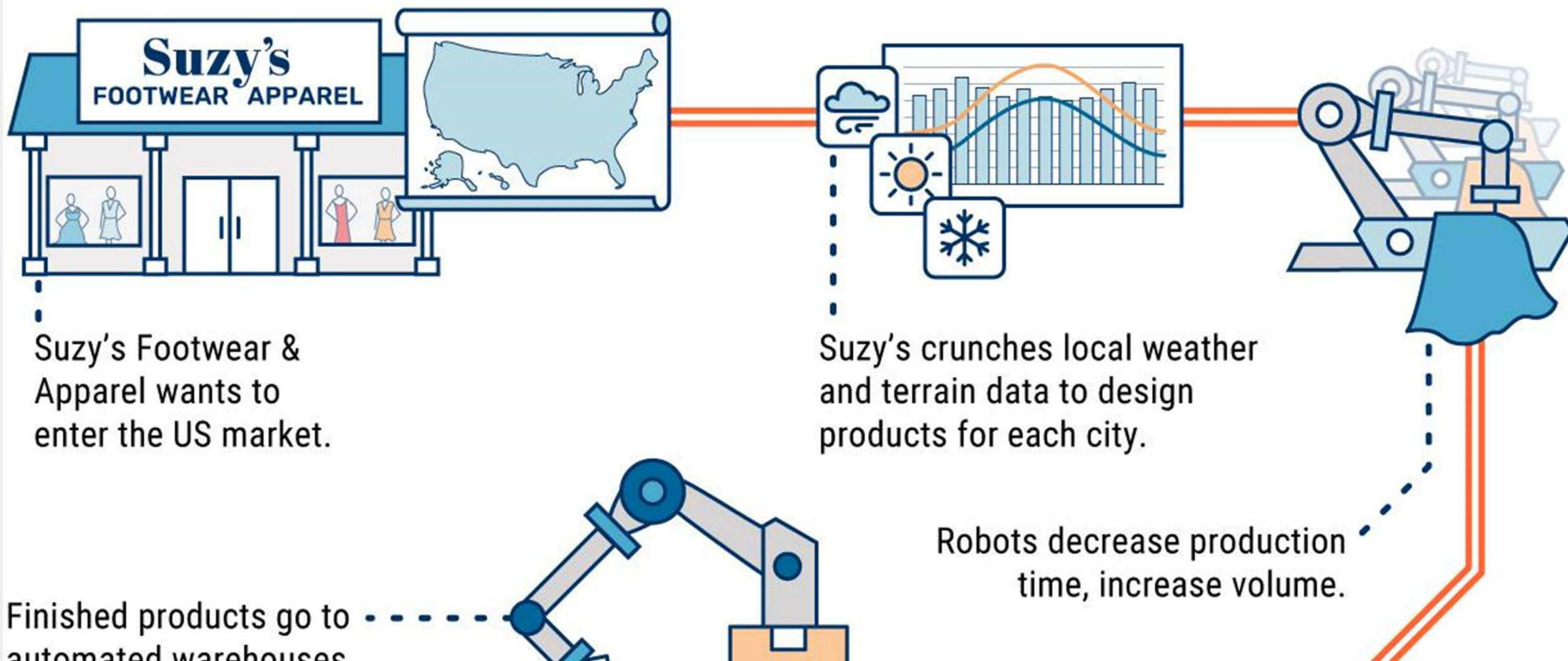
HAPPY TO TALK TO  
OTHER CUSTOMERS





# Retail's end-to-end transformation

UNDERSTANDING HOW ARTIFICIAL INTELLIGENCE IS RESHAPING COMMERCE



## *Supply Chain*

**A supply chain is a system of organizations, people, activities, information, and resources involved in moving a product or service from supplier to customer.**

*From Many To Many*



*Future Supply Chain*

# SUPPLY CHAIN OF ONE

*Many to One*



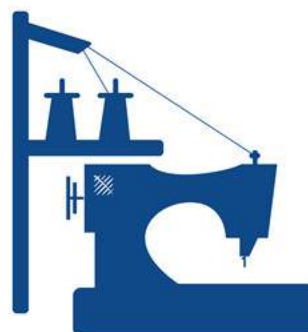
# Vertical Supply Chain Partners



innovation



supply chain



automation



label / trim



manufacturing







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