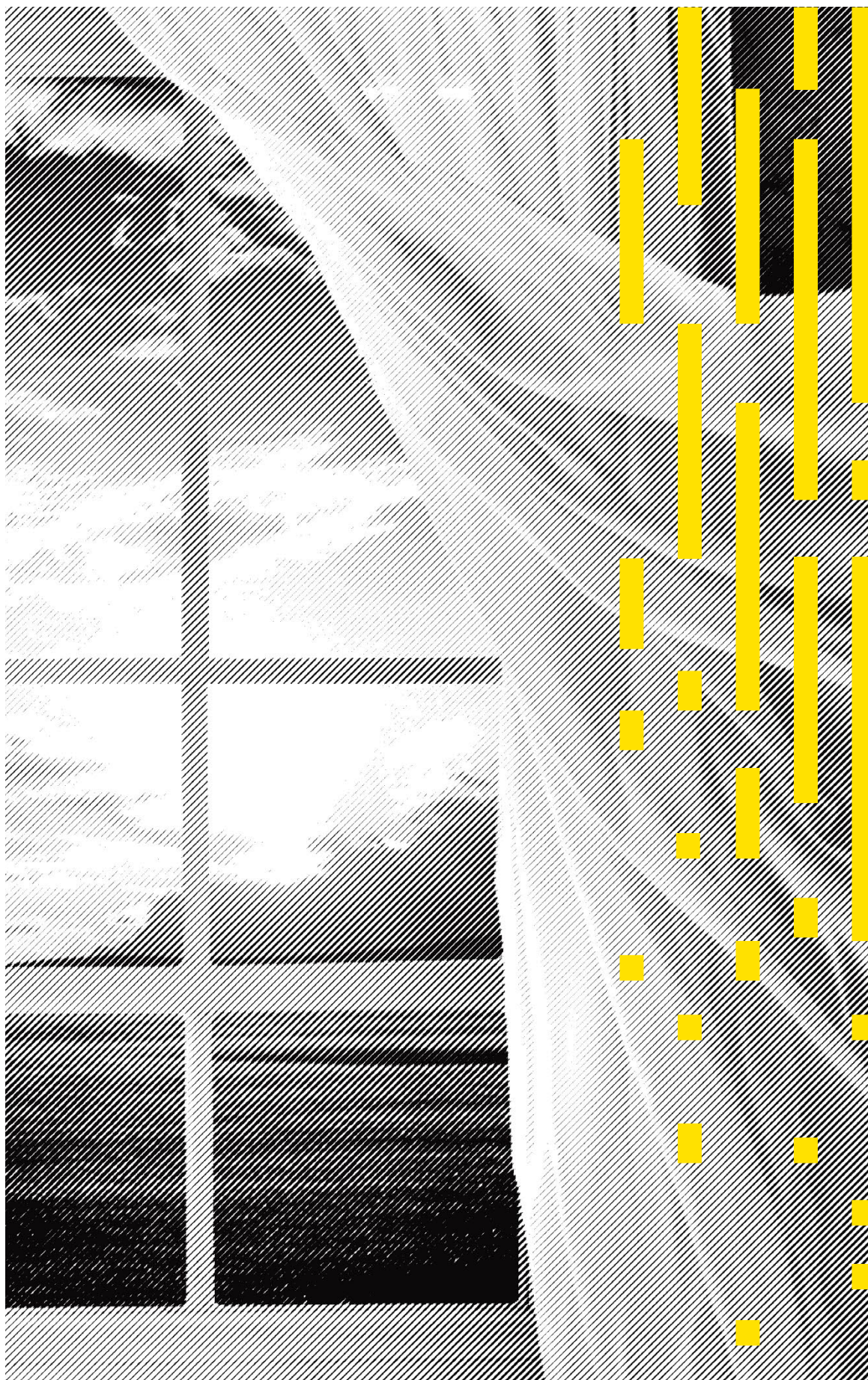


SPRING 2021

FABRICA. WEAVE

OPPORTUNITIES IN THE NEW NORMAL

新常態下的機遇



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AT THE TURMOIL:
AN OVERVIEW OF
THE IMPACT OF COVID-19
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the
mills

fabrica
南豐作坊

Welcome to our newsletter! In each edition we bring you interviews, insights and practical information about the techstyle world (companies at the intersection of technology and lifestyle).

感謝您閱讀南豐作坊的通訊！我們將送上不同的訪問與觀點，以及實用的業界資訊，帶您投入科技與生活時尚之間的techstyle世界。

SPRING 2021

OPPORTUNITIES IN THE NEW NORMAL

新常態下的機遇

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此乃中文譯本，如英文版本與此中文譯本有抵觸，以英文版本為準。

EDITOR’S NOTE

The Covid-19 pandemic has halted the global retail and food industries. As a result, over the past year we’ve seen companies change their business models to adapt to the new normal.

This issue of Fabrica.Weave explores ‘opportunities in the new normal’. We summarise the impact of Covid-19 on each techstyle sector, helping the industry navigate the future with a clear vision.

The industry has been looking for solutions to recover from the pandemic. Circularity can bring about a profitable and sustainable future by reducing waste and fully utilising resources. In the feature story, we round up some of the innovations and cutting-edge business models that enable the retail and agri-food industries to transition to a circular economy.

To avoid another supply chain breakdown caused by future uncertainties, companies should re-examine their operations. We discuss how digitalised supply chains and reshoring help increase resilience and rebuild the local economy. AJ Mak, the CEO of Chain of Demand (a Fabrica incubatee), talks us through how data empowers companies to predict demand more accurately under the new normal.

The prolonged pandemic has also hugely affected consumers' everyday lives. We cast light on how digitalised platforms have played an important role in adapting to changing consumer behaviour and demand.

No one knows how the pandemic will play out. While risk-taking fosters creativity and innovation, perhaps it's a good time for entrepreneurs and innovators to go beyond limitations and build a better future for our future generations.

編者的話

新冠肺炎疫情導致全球零售和食品行業停頓。一年過去，公司開始改變營商方式，以適應「新常態」的來臨。

這一期《Fabrica.Weave》的主題是「新常態下的機遇」，為讀者總結疫情至今為techstyle各個範疇造成的影響，幫助行業在清晰了解形勢下尋找新機遇。

業界不斷尋找解決方案，希望可以從疫情中復甦過來。或許業界能夠透過循環經濟，減少浪費和充分利用資源，造就有利可圖的可持續未來。我們會在關於循環經濟的專題文章中，介紹一系列推動零售和農業糧食行業建立循環經濟的創新技術和營商模式。

為了避免下一次危機造成供應鏈中頓，公司應該重新審視供應鏈的運作模式。我們在這一期探討數碼化供應鏈和回流製造，如何幫助重建供應鏈韌性和本地經濟。而南豐作坊培育公司Chain of Demand的行政總裁AJ Mak，會在訪問中講解數據如何幫助公司在新常態下準確地預測需求。

漫長的疫情也改變了消費者的生活。因此，我們為讀者介紹幫助業界適應不斷改變的消費者行為和需求的數碼化平台。

沒有人能夠預知疫情的發展。當冒險能夠推動創意和創新，或許這是創業家和創新公司突破界限的黃金機會，為下一代營造更美好的未來。

LOOKING BACK AT THE TURMOIL: AN OVERVIEW OF THE IMPACT OF COVID-19 ON THE INDUSTRY

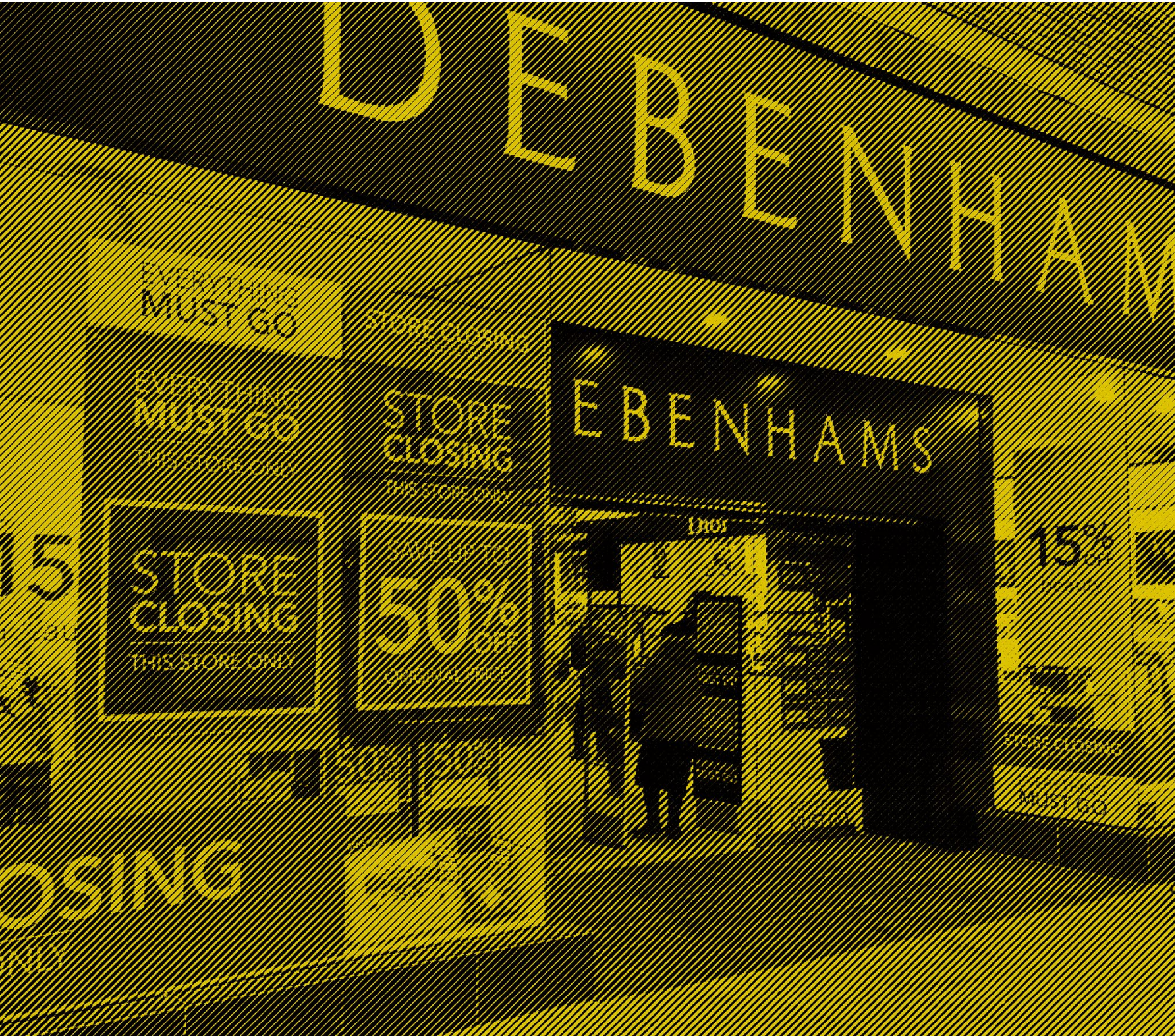
回看動盪：
新冠疫情對techstyle行業的影響



Covid-19 has heavily impacted the techstyle industry, prompting companies to resolve some long-standing issues in the supply chain. Since knowing the problem is the first step towards finding a solution, we should first understand how the pandemic has impacted each sector.

新冠肺炎逼使行業處理存在已久的問題。不過，在尋找解決辦法之前，我們應先了解問題的癥結所在，所以在這篇文章中，我們會先帶讀者了解疫情如何影響各個範疇的發展。

Image Courtesy: Unsplash, Fife



MANUFACTURING

製造業

The Guardian reports that the fashion industry cancelled over 15 billion USD worth of orders during the pandemic, which has heavily affected the livelihoods of manufacturing workers. According to McKinsey, 40% of family-owned ateliers in Italy working closely with luxury fashion brands were closed during the lockdown. Forbes reports that over 1.2 million garment workers in Bangladesh were affected as some fashion companies refused to pay for completed orders, leading to labour rights activists as well as fashion groups like H&M and Inditex pleading for the industry to uphold ethical business practices.

根據《衛報》報導，時裝行業在疫情期間取消 150 億美元的訂單，嚴重影響製造業勞工的生計。根據麥肯錫的報告，意大利有 40% 與高級時裝品牌合作的家庭式工作室被逼關閉。同時，《福布斯》雜誌報導孟加拉有 120 萬名成衣工人，由於品牌拒絕支付訂單而受到牽連。這導致勞工團體、H&M 和 Inditex 等時裝集團，促請行業持守道德營商守則。

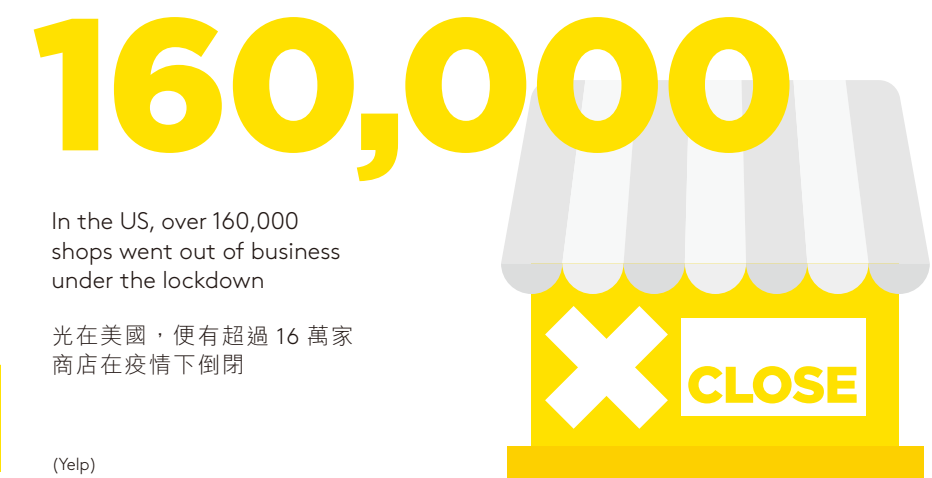
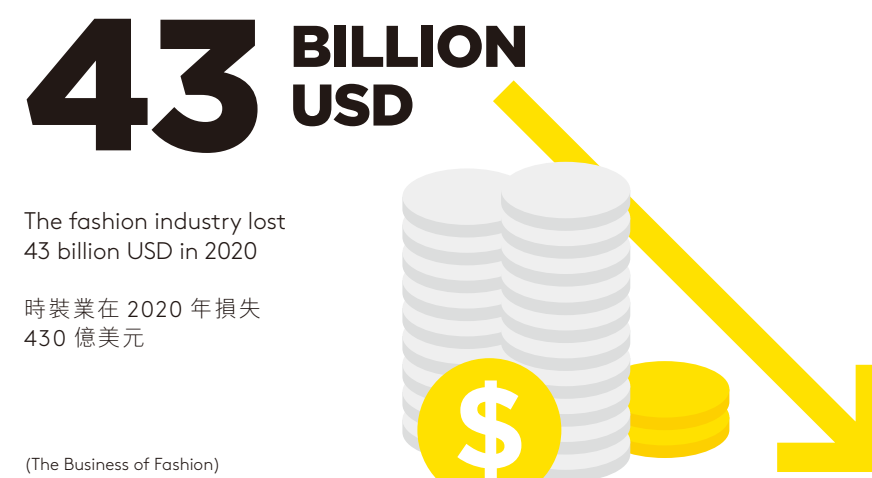


FASHION

時裝

Sales dropped, manufacturing disrupted, fashion weeks moved online — the fashion industry has been facing an unprecedented challenge. The Business of Fashion reports that the industry lost 43 billion USD last year. According to Yelp's data, more than 160,000 shops in the US were closed to stop hemorrhaging cash, while ready-to-wear brand J. Crew, legendary menswear retailer Brooks Brothers, as well as denim brand G-star Raw Australia have all filed for bankruptcy.

銷售量下跌、製造業生產受阻、時裝周需要轉移到網上舉行 —— 整個時裝行業面臨前所未有的挑戰。《The Business of Fashion》報導指，整個時裝行業在去年損失 430 億美元。根據 Yelp 的數據，美國超過 16 萬家商店為了止蝕而結業。時裝品牌 J. Crew、知名男裝零售商 Brooks Brothers 和 G-star Raw 位於澳洲的分公司，紛紛宣布申請破產。

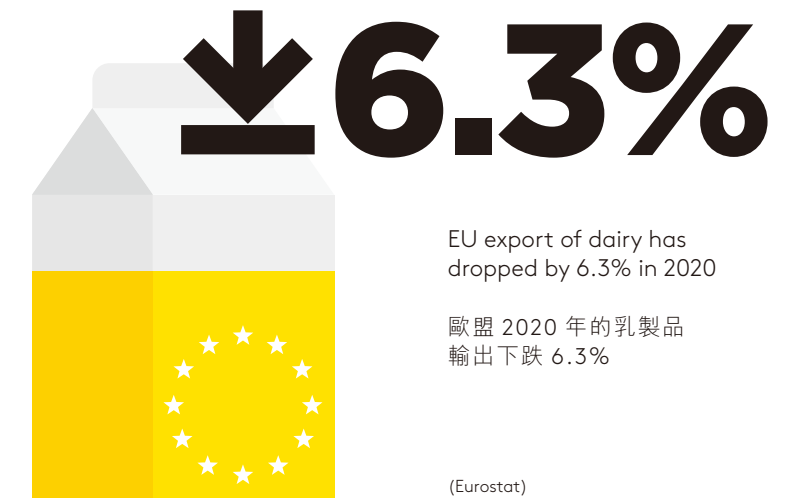


AGRICULTURE

農業

The agriculture supply chain has been under siege during the pandemic — Travel bans restricted labour migration, farms failed to order inputs due to rigorous border checks, while food demand from restaurants decreased because of closure orders from various governments. The export volume for cereals and dairy products in the EU has dropped by 12% and 6.3% in 2020, and an article published in the journal Sustainability estimates that 54% of the agricultural workforce did not earn an adequate income during the pandemic.

農業供應鏈在疫情期間進退兩難 —— 旅遊限制同時限制了勞工流動，農業物資因嚴格的邊境檢查未能如期運送，糧食需求也因為餐廳被勒令關閉而下降。歐盟去年穀物和乳製品的出口量分別下跌 12% 和 6.3%。學術期刊《Sustainability》中的研究文章指出，54% 的農業勞動力在疫情期間未能賺取足夠收入。

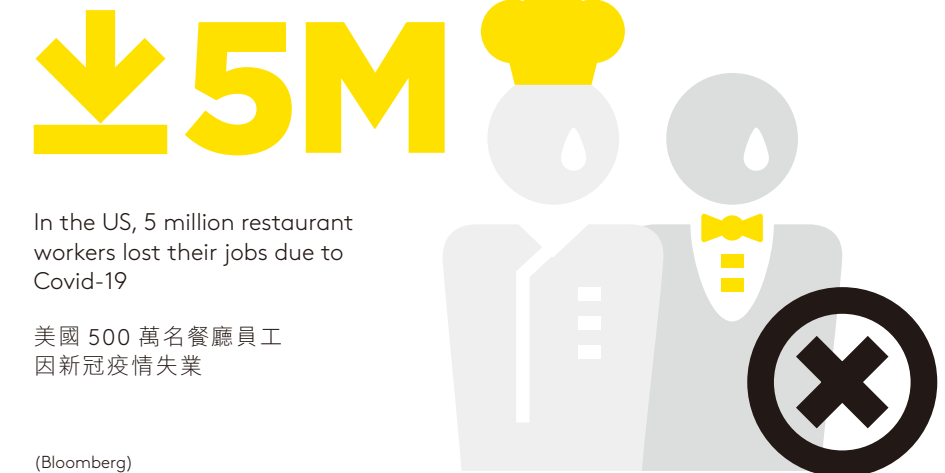


FOOD

食品

Due to closure orders, dine-in food businesses around the world have halted since the outbreak of Covid-19. According to data from OpenTable, restaurant bookings have dropped by almost 100% in the UK. While in the US, more than 110,000 restaurants have closed, affecting the livelihoods of over 5 million restaurant workers, Bloomberg reports.

由於勒令關閉的安排，導致全球餐廳自疫情爆發起便開始停頓。根據 OpenTable 的數據，英國的餐廳訂座率幾乎下跌 100%。《彭博》報導，美國有超過 11 萬家餐廳在疫情期間倒閉，影響 500 萬名餐廳員工的生計。



CIRCULARITY — FUELING UP A SUSTAINABLE ECONOMY

循環系統：
可持續經濟動力



The industry has been looking for solutions to recover from the pandemic. Perhaps a circular economy can help the industry bring about a profitable and sustainable future by reducing waste and fully utilising resources. McKinsey conducted a survey during the pandemic, which revealed that most consumers consider brand value above all when making purchasing decisions, creating a golden opportunity for the industry to transition to a circular economy.

各行各業正尋找不同的方法，希望從疫情中復甦過來。而循環經濟有效減少浪費和充分利用資源，或許能幫助業界營造一個有利可圖的可持續未來。麥肯錫在疫情期間進行的調查發現，消費者在購物時關心品牌的價值高於一切，為行業創造了一個過渡到循環經濟的黃金機會。

Image Courtesy: Unsplash, H&M Foundation, Algaeing, Fairbrics, Galy, Unmade, Unspun, Zer Collection, Olio, Reflaunt, Rent The Runway



Unlike the ‘take-make-waste’ linear consumption model, circularity encourages both producers and consumers to co-create a regenerative system that maximises the value and life span of products to eliminate waste and pollution in the first place.

The United Nations found that garment manufacturing accounts for 10% of global carbon emissions, urging the industry to innovate manufacturing processes over the years. By using renewable energy and sustainable fabrics, denim factories can save up to 53% electricity, 88% of chemicals and 99% water, enabling the industry to be eco-friendly and resource-effective at the same time.

Circularity also creates great value for the economy. PlasticsEurope reported that over 9 million tons of plastic were converted into new materials in 2019, creating 700,000 new job positions every year in response to the growing market. Meanwhile, given the increasing awareness toward sustainable fashion, the second-hand clothing market is expected to be valued at 64 billion USD in 2024. In addition, recycling and reusing keeps materials circulating in the market, allowing the industry to secure sufficient supply and build up resilience to brace for future crises.

However, achieving circularity must be a collaborative effort — from raw materials and product design to recycling post-consumer waste — it requires concerted efforts from all supply chain players. In the next few pages, we will introduce startups in different fields that embrace circularity with their cutting-edge solutions and business models.

不像是「取得、製造、浪費」的傳統線性消費模式，循環系統鼓勵製造商和消費者共同營造一個可再生的系統，延伸產品的生命週期和價值，從根本減少浪費和污染。

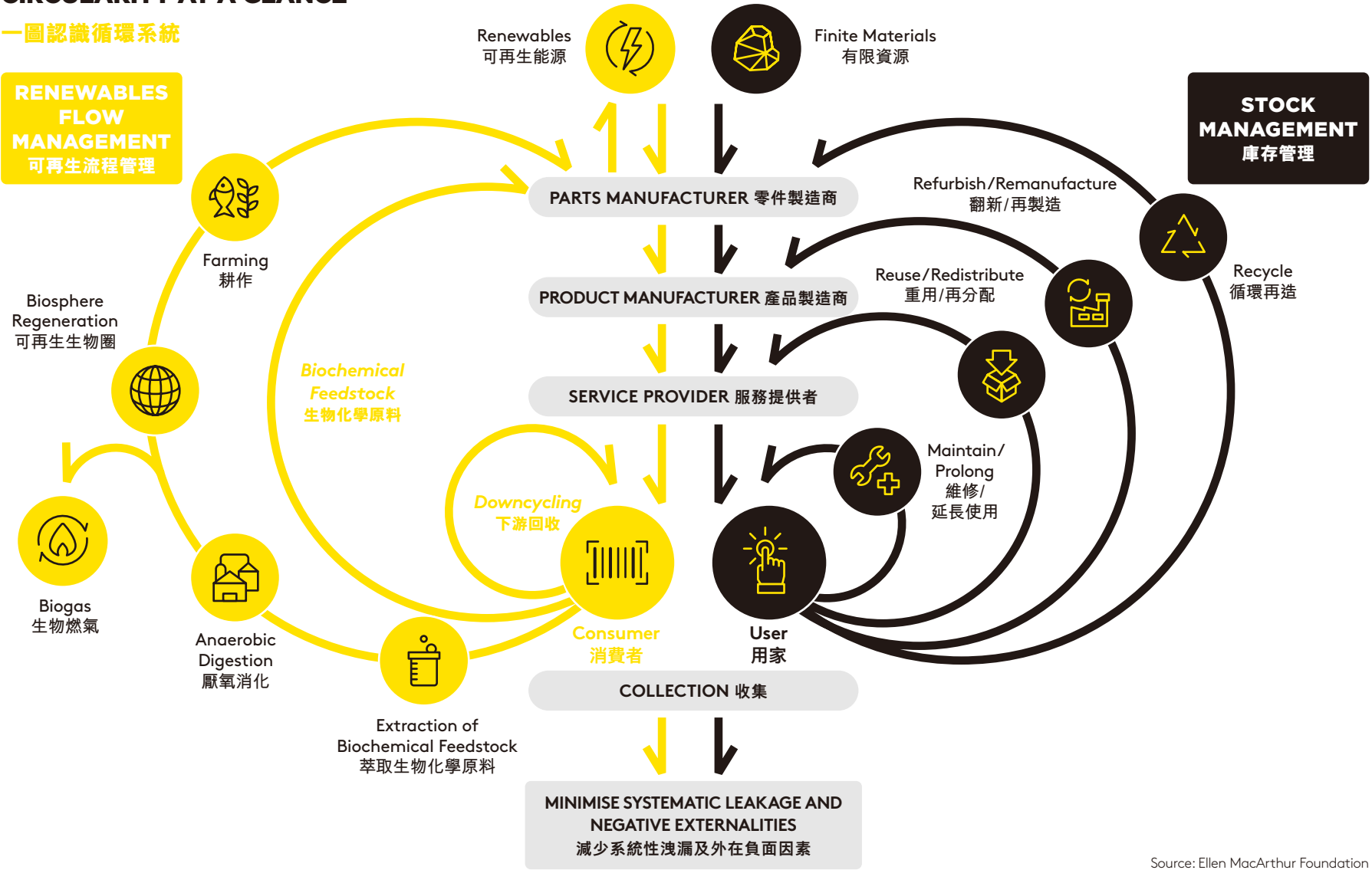
聯合國的報告指，成衣製造佔全球 10% 的碳排放量，促使行業改革製造流程。牛仔褲工廠可借助可再生能源和可持續布料，節省 53% 電力、88% 化學品和 99% 的水資源，讓業界變得更環保、更具資源效益。

循環系統同樣為經濟帶來相當價值。PlasticsEurope 的調查指出，光在 2019 年便有 900 萬噸的塑膠被轉化成全新物料，使回收業每年需要創造 70 萬個新職位應付不斷增長的市場。同時，因應消費者對可持續時裝的關注持續上升，預計二手服裝市場的市值會在 2024 年達到 640 億美元。此外，循環再造和再用能讓產品在市場中不斷循環，有助行業確保足夠供應，並建立韌性面對未來的危機。

不過，循環系統講求相互合作：由原材料、產品設計到循環再造消費後的廢物，我們需要供應鏈各方共同努力才能成功。在以下幾頁，我們會介紹多家來自不同範疇的初創企業，借蕚新方案和營商模式推動循環經濟的發展。

CIRCULARITY AT A GLANCE

一圖認識循環系統



BIO-BASED MATERIALS

生物基原料

The agriculture and fashion industries have been facing a depletion of raw materials caused by climate change and non-sustainable farming methods over the past decades. Conversely, the fashion industry has long relied on fossil-based fabrics like nylon, spandex and polyester. However, these materials are not compostable, and the production process also emits a large quantity of greenhouse gases into the environment. Creating a circular economy begins with sustainable feedstock, such as bio-based materials developed by the following startups:

由於氣候轉變和不持續耕作方式，農業和時裝行業多年來面對原料耗盡的問題：另一邊廂，時裝行業長期以來依賴尼龍、氨綸和聚酯等以石油為原料的物料。這些物料不僅不可堆肥，生產過程更釋放出大量溫室氣體。造就循環經濟需要可持續原料，例如是以下幾家初企所研發的生物基物料：

ON-DEMAND MANUFACTURING

按需生產

The traditional fashion industry is extremely wasteful — The Ellen MacArthur Foundation reported that the industry had landfilled over 18 million tons of clothing in 2020. While it cost the industry millions of dollars to handle excess inventory, on-demand manufacturing allows brands and retailers to produce new products only when required, reducing the costs and waste caused by overproduction.

傳統時裝工業造成極多浪費——根據 Ellen MacArthur 基金的報告，時裝行業在 2020 年於堆填區傾倒超過 1,800 萬噸衣服。時裝業需要花費過百萬處理過剩庫存，而按需生產讓品牌和製造商在有訂單的情況下才製造產品，減少過度製造所產生的成本和浪費。



ALGAEING

Algaeing

FOUNDED 成立年份	2018
HEADQUARTERS 總部	Beit Yitzhak, Israel 以色列拜特伊扎克

Algae has been seen as a natural replacement to plastic as it proliferates rapidly and captures CO2 while growing, making it a highly efficient, bio-degradable and carbon-negative material. The Israeli biotech startup Algaeing uses algae to produce non-toxic pigments and textile fibres. While industrial dyes and synthetic fibres can irritate sensitive skin, Algaeing’s algae-based products can nourish human skin as it is rich in vitamins and antioxidants.

由於海藻繁殖速度極快，生長時更會吸收二氧化碳，因此被視為取代塑膠的天然原料。以色列初企 Algaeing 利用高效率、可降解和負碳的海藻，研發出無毒的染料和紡織纖維。比起工業染料和合成纖維有機會刺激敏感皮膚，他們所研發的海藻產品含有豐富維他命和抗氧化成分，更能滋養皮膚。



FAIRBRICS

Fairbrics

FOUNDED 成立年份	2019
HEADQUARTERS 總部	Clichy, France 法國克利希

Founded by chemists Benoît Illy and Tawfiq Nasr Allah, the startup uses air instead of petroleum to produce polyester. They use molecular chemistry to transform carbon dioxide in the atmosphere into small pellets, which can be spun into polyester yarn. The whole process does not generate any greenhouse gases and even captures CO2 in the air, reshaping the future of synthetic fibres with a carbon-negative solution.

Fairbrics 由化學家 Benoît Illy 和 Tawfiq Nasr Allah 所創立，利用氣體取代石油生產聚酯。他們利用分子化學將空氣中的二氧化碳轉化成為顆粒，再把這些顆粒編織成為聚酯紗線。整個過程不但不會製造任何溫室氣體，更會吸收空氣中的二氧化碳，為合成纖維提供一個負碳的方案。



GALY

Galy

FOUNDED 成立年份	2019
HEADQUARTERS 總部	Boston, US 美國波士頓

Traditional cotton farming takes 20,000 litres of water to yield 1kg of cotton, not to mention the toxic chemicals used to control pests. Galy has developed a lab-grown solution by cultivating cotton cells in glass vessels, which grows ten times faster and uses 80% less water than the conventional farming method, providing the textile industry with a more sustainable alternative to regular cotton.

傳統耕作方式需要 2 萬升水才能產出 1 公斤棉花，更遑論過程中利用有毒化學物質控制害蟲的禍害。Galy 在實驗室利用玻璃器皿培植棉花細胞，比傳統耕作方式快 10 倍和用少 80% 水資源，為紡織行業提供比普通棉花更具可持續性的替代品。



UNMADE

UNMADE

FOUNDED 成立年份	2014
HEADQUARTERS 總部	London, UK 英國倫敦

Unmade is an end-to-end cloud-based platform that connects brands and retailers to their customers. It allows fashion brands to create template designs using its online platform, while customers can personalize the products based on their preferences. Once the company receives customers' orders, they will start producing digital patterns to manufacture the final products. Apart from ready-to-wear, the startup has collaborated with Rapha to customise sportswear for professional cycling teams.

Unmade 是一個連結品牌、零售商和顧客的點對點雲端平台。時裝品牌可以在他們的網上平台建立設計範本，然後顧客可以按自己的喜好個人化產品的設計。當他們收到顧客的訂單，便會立即製作數碼紙樣和生產最終產品。除了日常服裝，他們亦跟 Rapha 合作，為專業單車團隊客製體育服裝。



UNSPUN

unspun

FOUNDED 成立年份	2015
HEADQUARTERS 總部	San Francisco, US/Hong Kong 美國三藩市 / 香港

Fabrica incubatee unspun is a robotic company that develops a 3D weaving technology to enable automated customization. The startup aims to reduce 1% of global carbon emissions for now. Customers can experience the concept by customising a pair of jeans and scan their bodies using their mobile phones, with the body scanning process taking just 30 seconds. Its algorithms will then generate a digital pattern that perfectly fits the customer’s body for production.

南豐作坊培育公司 unspun 是一家製造客製化牛仔褲的機械人科技公司。他們的目標是透過提供按需生產服務，減少排放全球 1% 碳排放量。顧客可利用手機客製牛仔褲的設計和掃描身體，而整個掃描過程只需 30 秒。之後，他們借演算法製作符合顧客體型的數碼紙樣，用作製造牛仔褲之用。



ZER COLLECTION

ZER ERA

FOUNDED 成立年份	2017
HEADQUARTERS 總部	Barcelona, Spain 西班牙巴塞羅那

20% of fabric ends up as waste during the production process, Huff Post reports. Founded by two fashion designers with technology backgrounds, Zer Collection is a fashion brand that creates zero-waste clothing by adopting 3D printing technology. It allows the brand to control the size, shape, elasticity and thickness of the fabric, avoiding redundant scraps created in the cutting room.

根據《Huff Post》報導，20% 的布料在生產過程中被丟棄。由兩名有科技背景の時裝設計師創立，Zer Collection 是一個利用 3D 打印技術製造「零廢棄時裝」的品牌。3D 打印讓他們控制布料的尺寸、形狀、韌度和厚度，避免車間產生多餘的廢棄布料。



REVERSE
RETAIL MODELS
逆向零售模式



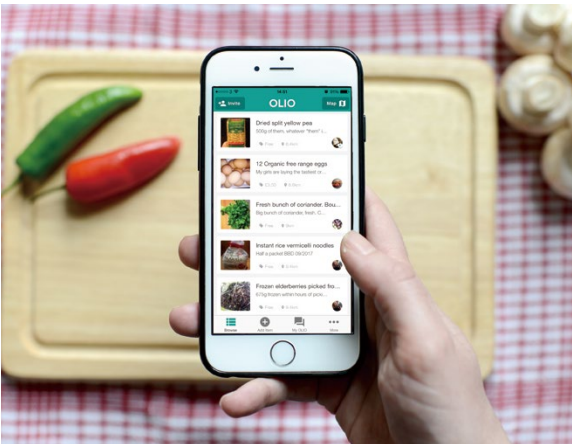
REDISTRIBUTION
OLIO



FOUNDED 成立年份	2015
HEADQUARTERS 總部	London, UK 英國倫敦

OLIO is a mobile app that redistributes surplus food generated by food businesses to the community. Non-industry users can also share leftovers with their neighbours by simply creating a listing on the app. Users can share other consumer goods like cosmetics and pet food as well. Over 2.6 million users have downloaded the app, and nearly 10 million portions of food have been rescued.

手機程式 OLIO 向社群再分配餐廳所產生過剩食物，而非行業用戶亦可以在程式中建立清單，向鄰里分享家中的剩食。用戶也可以分享化妝品和寵物食品等其他消費品。至今已經有 260 萬人下載程式，拯救近 1,000 萬份的食物。



American think tank Challenge estimates that resource shortages lead to 400 billion USD of economic losses every year. Over 10 million people also experience famine due to harvest failure. Despite all this, the supply chain has yet to be more vigilant about their wasteful behaviour — the Food and Agriculture Organization (FAO) of the United Nations says 17% of food is discarded before reaching the market. Reverse business models help mitigate the issue by giving unsold items second lives, keeping usable resources from being wasted.



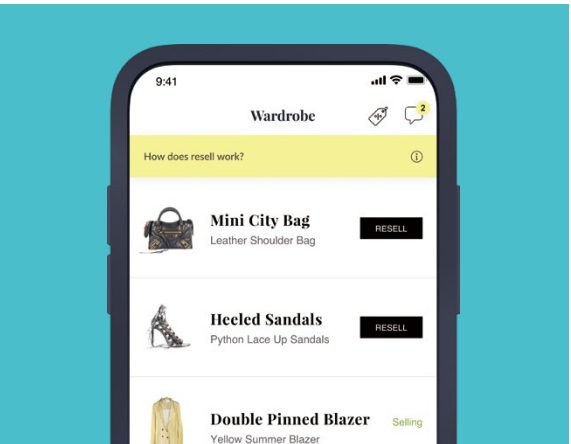
RESELL
REFLAUNT



FOUNDED 成立年份	2017
HEADQUARTERS 總部	London, UK 英國倫敦

Reflaunt is a platform that empowers the fashion industry to resell fashion items. Luxury brands, retailers or shoppers can use the platform to buy or resell excess inventory or second-hand items. Every item sold on the platform is checked and shipped to the end-user by Reflaunt, ensuring all pre-loved items are handed over to the next owner in good condition.

Reflaunt 幫助時裝行業再售時裝產品，高級品牌、零售商和顧客可以利用他們的平台，購買和轉售過剩庫存或二手服裝。每件服裝都由 Reflaunt 負責檢查和運送，確保每件二手衣服以最佳狀態送到新主人手中。



美國智庫 Challenge 估計，原料短缺每年為全球帶來 4,000 億美元的經濟損失。同時，全球有超過 1,000 萬人因為失收而處於飢餓當中。但是，這並沒有使供應鏈警惕浪費的行為 —— 聯合國糧食及農業組織指，17% 的糧食在到達市場前已被廢棄。逆向零售模式為未能出售的產品賦予新的生命，讓仍然有用的資源不被浪費。



RENTAL
RENT THE RUNWAY



FOUNDED 成立年份	2009
HEADQUARTERS 總部	New York, US 美國紐約

Rent the Runway is a membership-based platform that gives users access to thousands of fashion items through a rental model to encourage consumers to reduce fashion waste. Users can rent a garment for one-time use or subscribe to a collection of clothes on a weekly basis. All used clothes will be steam-cleaned using a fragrance-free and biodegradable detergent, making sure each piece looks brand-new when passed on to the next user.

Rent the Runway 是一個會員制平台，讓用戶以出租方式選擇過千件時裝，鼓勵消費者減少浪費時裝。用戶可以只租一件衣服作單次使用，或者以每週訂閱的方式租用一系列的服裝。他們會用蒸汽和無香料且可生物降解的洗衣劑清洗每件衣服，確保下一位用戶收到光潔如新的服裝。



The lockdown rules have heavily affected our lifestyle — We used to spend time with friends, go to the gym and attend concerts, but since the outbreak of Covid-19, we have spent the majority of our time at home. How can lifestyle brands and digital platforms enable us to maintain a healthy lifestyle and transform the meaning of staying at home?

社交隔離措施大大影響了我們的生活方式。我們以往經常跟朋友外出、到健身房運動或者去看演唱會。但自從新冠肺炎爆發，我們大部分時間只能留在家中。生活品牌和數碼化平台，如何扭轉「家」的定義，幫助我們維持健康、正常的生活方式？

Image Courtesy: Unsplash, Cameo, diPulse, Kry, Headspace



HOMESTYLE IS
THE NEW LIFESTYLE:

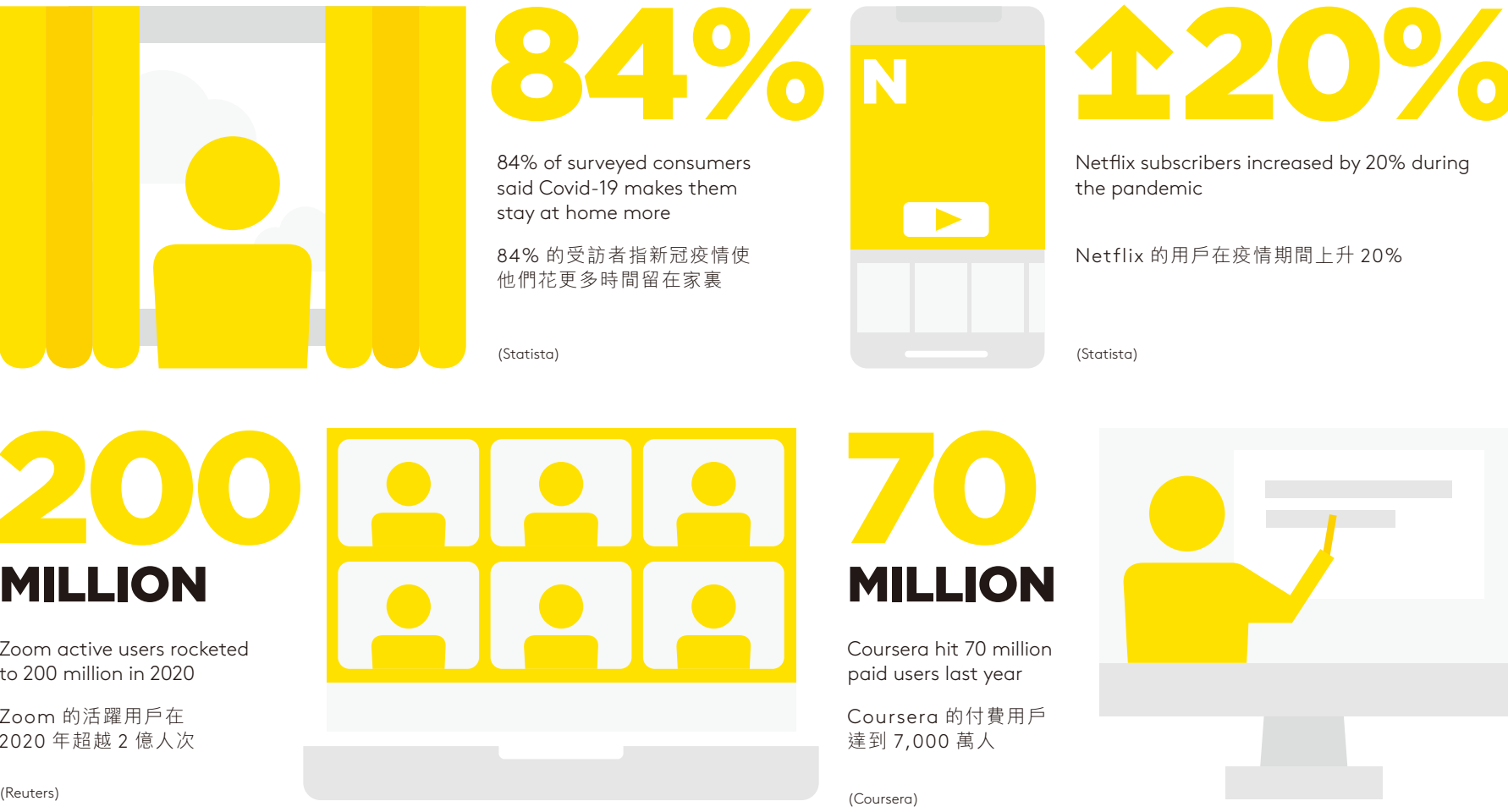
HOW WILL
DIGITALISATION
CHANGE OUR
EVERYDAY LIVES
AFTER COVID-19?

居家新定義：
數碼化如何改變
我們的後疫情生活？



LIFESTYLE UNDER THE LOCKDOWN — MORE ENTERTAINMENT, MORE KNOWLEDGE, MORE EXERCISE.

疫情下的生活 ——
更多娛樂、更多學習、更多運動



According to a survey conducted by Statista, 84% of British consumers said that the pandemic caused them to stay at home more, with 62% of them cancelling all plans with their friends and families. Although social distancing measures have limited our social lives, they have also allowed us an opportunity to take advantage of digitalised platforms to replace face to face interactions. For instance, video conferencing software **Zoom** has become a virtual space for hosting yoga classes, birthday parties and even baby showers. Its daily active users have rocketed from 10 million to 200 million in 2020.

Subscriptions to video streaming services have increased significantly during the pandemic, with Netflix’s paid subscribers growing by 20% in 2020. Aside from entertainment, McKinsey reports that

35% of **Netflix** subscribers use the platform to learn new skills, data from the online course platform **Coursera** supports this, with the platform reaching 70 million users during the lockdown.

Several reports have predicted that the changes in consumer behaviour will be long-lasting. In the following pages, we will introduce some new business models and innovative startups that have emerged during the pandemic to help us transition to the new normal.

根據 Statista 的數據，84% 的英國消費者指疫情期間，留在家裏的時間增加，62% 更取消所有跟親朋好友的聚會。雖然社交隔離措施限制了我們的社交生活，但也讓我們借助數碼化平台取代面對面的交流。例如軟件 **Zoom** 不再限於用作工作會議，也是大家用來辦瑜珈班、生日派對，甚至是網上滿月宴的虛擬空間。Zoom 過去一年活躍用戶，更加由 1,000 萬激增到 2 億人次。

越來越多消費者在疫情期間訂閱影片串流服務，**Netflix** 的付費用戶在 2020 年上升 20%。除了娛樂，消費者也非常渴求知識。麥肯錫的調查顯示，35% 的利用串流平台進行自我增值；而網上課程平台 **Coursera** 也在去年封城期間超越 7,000 萬名用戶。

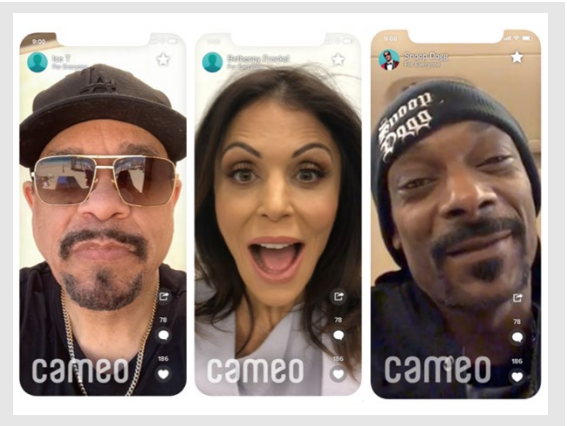
數碼化改變了我們的生活方式，多分報告預計消費者行為的改變將會持續一段日子。我們會在以下幾頁的內容，為讀者介紹疫情期間冒起的新興營商模式和創新初企，如何幫助我們過度到「新常態」的生活。

HOME ENTERTAINMENT 居家娛樂



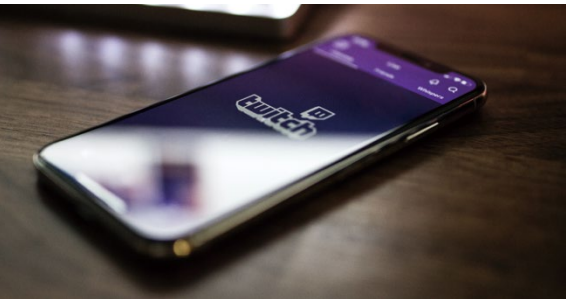
Netflix and Amazon Prime have allowed anyone to have a personal theatre at home. These platforms primarily serve millennials, as younger generations prefer lighthearted short-form videos on Snapchat and **TikTok**. TechCrunch reported that in November 2020, TikTok reached 1.3 billion users, with 32.5% of them being Gen-Z. The company is developing an Instagram-like e-commerce feature targeting Gen-Z users, competing head-to-head with the social media giant Facebook.

A newcomer in the short-form video realm is on-demand videos. **Cameo** is a US-based tech company that develops a platform where users can 'book' a star to craft personalised video messages for occasions like birthdays, anniversaries or even wedding proposals. From The Ghost Buster star Ernie Hudson, jazz musician Kenny G. to Miss Piggy from The Muppet Show, the platform allows you to choose from over 7,000 stars. As most entertainment venues were closed during the lockdown, Cameo provides another source of income for entertainers who were affected by the lockdown rules as well as a new way to interact.



The video game industry has also thrived during the pandemic. As of December 2020, **Nintendo** has sold nearly 80 million units of Switch console. Its SimCity-like game Animal Crossing: New Horizon has provided a virtual space for gamers to escape from reality by allowing them to build up their islands and make new friends online.

Twitch, a video game live streaming platform acquired by Amazon in 2014, has leveraged the industry's soaring growth. Its active streamers have grown from 3 million to a whopping 9 million in 2020, while its live-streaming audience is 1.5 times bigger than that of YouTube. The platform is recruiting more partners and streamers to provide different types of content to its viewers — from football matches, live DJing to online classes — it may be another video streaming giant that we will keep our eyes on.



Netflix 和 Amazon Prime 讓每個人在家裏都有一個私人影院。不過，這些平台的用戶主要為千禧世代，對於更年輕的用戶，他們更喜歡 Snapchat 和 **抖音** 上內容輕鬆的短視頻。根據 TechCrunch 在去年 11 月的報導，抖音全球用戶已經超越 13 億人，而當中 32.5% 的用戶為「Z 時代」。因此，抖音正研發專攻這群年輕用戶、跟 Instagram 類似的電商功能，與社交媒體巨頭 Facebook 正面交鋒。

另一個短視頻領域裏的新興模式是「按需求影片」。美國科技公司 **Cameo** 開發了一個平台，讓用戶為生日、週年紀念甚至求婚等場合，向名人預訂個人化的影片。用戶可以在平台上選擇超過 7,000 位名人明星，像是《捉鬼敢死隊》的演員 Ernie Hudson、著名爵士樂手 Kenny G.，甚至是《大青蛙劇場》(The Muppet Show) 裏的布偶人物豬小姐。由於全球不少娛樂場所在疫情期間需要關閉，這新興模式不但延伸了短視頻的界限，更為受到疫情影響的演藝人員提供另一來源收入。

電子遊戲是另一個疫情期間發展蓬勃的行業。截止 2020 年 12 月，**任天堂** 已經累積售出 8,000 萬台 Switch 遊戲機。他們所推出的社交模擬遊戲《動物森友會》為大家在疫情之初，透過建立虛擬島嶼和在網上結識新朋友，暫時忘卻疫情下的現實生活。

而在 2014 年被阿馬遜收購的電子遊戲直播平台 **Twitch**，便受惠於遊戲市場的增長。2020 年，他們的活躍直播用戶由 300 萬躍升至 900 萬人，而觀眾的數量更是 YouTube 的 1.5 倍。他們邀請了更多夥伴和直播用戶提供不同種類的內容，當中包括球賽、DJ 表演和網上課程。觀乎現況，Twitch 將會是新常態後我們需要注視的下一個串流平台巨頭。



FITNESS AND WELLBEING

運動及健康生活



The pandemic has led to an increased awareness towards healthier living. However, most gyms and sports centres have been forced to close during lockdowns, leaving home fitness the only way to keep us active. Home fitness is not something new — Jane Fonda had her Workout VHS tapes back in the 80s, while Korean personality Jung Da-Yeon created a cardio dance phenomenon in the early 2010s. However, digitalisation has accelerated innovation within home fitness, making it smarter, more interactive and accessible to everyone.

According to the World Economic Forum, the users of fitness apps worldwide increased by 46% in 2020, with users in India and the Middle East contributing the most to the surging demand. Meanwhile, Deloitte's survey shows that 42% of consumers use technology to measure their fitness goals, which has increased by 50% compared to 2015.

In the smartphone era, fitness apps help users to easily keep track of fitness goals. **Freelectics**, a tech company founded in Munich in 2013, is one of the most downloaded fitness apps with over 50 million users, while 0.6 million of which are paid users. Its AI-powered 'coach' designs personalised training plans, gives advice on users' diet, and provides 'clean eating' recipes. When 'I don't have time' is one of the most common excuses for not exercising, fitness apps suggest a mobile and flexible model that encourages people to be active anywhere, anytime.

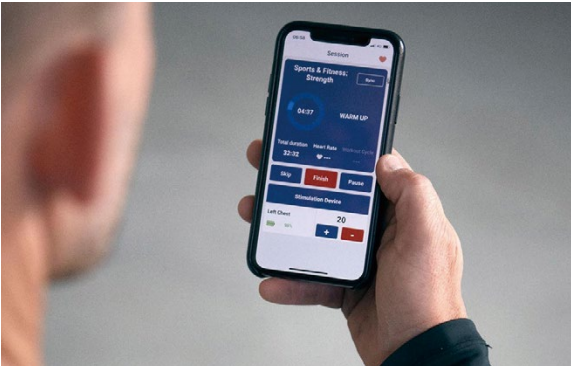
Surveys discovered that consumers spent more on fitness equipment during the pandemic (McKinsey and Adobe). Today's fitness equipment is more than just dumbbells or treadmills, as innovative startups have been revolutionising sports gear into smart wearables. For example, **diPulse** is a range of washable and wireless sportswear with built-in sensors developed by Fabrica incubatee, NMES Group. Together with its proprietary app, it helps users monitor real-time heart rate, build up muscle endurance and reduce post-exercise fatigue without an actual fitness trainer next to them, redefining the future of the fitness industry.

這場疫情使我們更注重健康的生活方式。但礙於健身房和運動中心在疫情期間關閉，居家運動成為我們的唯一選項。但其實這已經存在已久 —— 80 年代有珍芳達的健身操錄影帶，直到 2010 年代，韓國網絡名人鄭多燕掀起一陣健身舞熱潮。而數碼化則進一步推動居家運動的發展，使每一個人都可以在家裏更聰明、更互動地健身。

根據世界經貿論壇，健身手機程式的下載量在 2020 年大幅上升 46%，當中以印度和中東的用戶升幅最為顯著。同時，德勤的調查發現 42% 的受訪消費者利用科技監察著運動目標，比起 2015 年的同類型調查增加 50%。

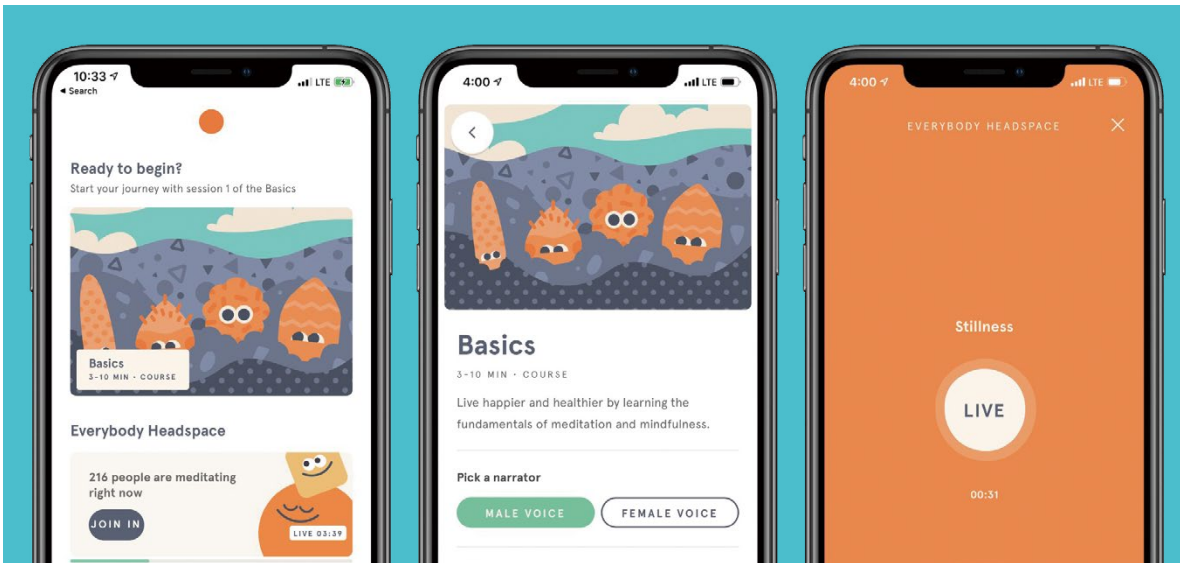
在智能手機的年代，健身程式幫助我們輕鬆紀錄運動目標。像是在 2013 年於慕尼黑創立的手機程式 **Freelectics**，至今用戶多達 5,000 萬人，當中有 60 萬人是付費用戶，是目前為止最多人下載程式之一。他們透過人工智能「教練」為用戶設計訓練計劃，提供飲食建議和「潔淨飲食」的餐單。當「我沒有時間做運動」是我們最常聽到的藉口，健身手機程式提供了一個流動、具彈性的模式，讓忙碌的都市人可以隨時隨地運動。

麥肯錫和 Adobe 的調查同時發現，消費者在疫情期間願意花更多金錢購買運動器材。初企借助創新把運動服裝進化成智能式可穿戴裝置，使運動器材不再局限於啞鈴和跑步機。南豐作坊培育公司 NMES Group 研發的 **diPulse** 是一套可洗滌、內嵌感應器的無線運動服裝。用戶可一同使用其專有手機程式，即使沒有教練在側，也可以監察即時心率，建立肌肉耐力和減低運動後的疲倦，改寫健身行業的發展。



HEALTHCARE

醫療衛生



During the pandemic, patients have been concerned about the risk associated with visiting hospitals or clinics. While many have chosen to postpone doctor's appointments, a medical expert interviewed by Johnson and Johnson was worried that delayed medical care could eventually lead to a secondary impact on our healthcare system.

Deloitte's survey found out that over 40% of consumers feel more comfortable performing blood tests or viral tests at home over paying a visit to the hospital, believing that home tests reduce the risk of Covid-19 exposure in the hospital while also reducing strain on healthcare workers. To facilitate this, the healthcare industry has started using teleconferencing to perform medical care. **Kry** is a Swedish startup that provides digitalised healthcare services to local insurances. From making an appointment, attending virtual meetings with the physician, to getting a prescription, patients can access all these services through its mobile app without a visit to the hospital unless the physician requests a physical follow-up meeting.

In thinking about health, mental health should not be overlooked. According to the survey conducted by KFF, a US-based healthcare NGO, in January 2021, 41.1% of interviewees reported experiencing symptoms of anxiety during the lockdown, with 22% having had suicidal thoughts. While demand for mental health support has been surging, 60% of mental health practices were forced to close during the lockdown, posing a chronic mental health crisis across the world.

In light of the situation, **Doctor on Demand**, a US-based company that provides telemedicine services, started to offer its users free mental health assessments, while connecting them to psychiatrists and therapists. Patients can also engage in the services of a licensed therapist remotely through Teletherapy platforms like **Talkspace** and **Betterhelp**. As more people start to embrace the importance of mental wellness, the meditation app **Calm** saw record-breaking sales of 7 million USD in July 2020, while another leading mindfulness app **Headspace** hit 2 million paid subscribers last year.

The Covid-19 lockdown is one of the longest in history, but it is also an opportunity for innovators to unleash their trailblazing creativity to help us live healthier lifestyles and rebuild a better world.

疫情期間，非疫症病人關注到醫院和診所進行治療的風險。當不少人選擇延後他們的覆診時間，醫療公司強生訪問的醫療專家則擔心，延誤治療可能會觸發另一波公共醫療危機。

德勤的調查發現，40% 的消費者對於到訪醫院前自行在家裏驗血，或者進行病毒檢測感到安心。這不但減低了在醫院感染新冠肺炎的風險，長遠來說，更減輕了前線醫護人員的壓力。醫療行業已經開始透過視像會議進行療程。像是瑞典初企 **Kry**，便向當地醫療保險受保人提供數碼化的醫療服務。由預約、面談到處方藥物，整個過程都可以透過手機程式完成。除非醫生要求跟進會面，否則整個過程無需到訪醫院。

精神健康同樣重要。根據美國非牟利醫療組織 KFF 今年一月的調查，41.1% 的受訪者表示疫情期間有焦慮症狀，而 22% 更想過自殺。當大眾對精神健康的支援需求增加，60% 的精神健康設施卻因疫情關閉，為全世界帶來慢性的精神健康危機。

有見及此，美國遙距醫療公司 **Doctor on Demand** 為用戶提供免費的精神健康檢查，並轉介他們到合適的精神科醫生和心理治療師。病人也可以透過遙距心理治療平台 **Talkspace** 和 **Betterhelp** 尋找持牌的治療師進行遙距輔導。由於越來越多人了解精神健康的重要性，冥想手機程式 **Calm** 在去年 7 月達到破紀錄的 700 萬美元銷售額；而另一個主打正念的手機程式 **Headspace**，亦在去年超越 200 萬下載用戶。

新冠肺炎的封城措施是有史以來歷時最長的一次。這對很多人來說，無疑是一場艱難的旅程。但這也是一個機會讓創新公司發揮創意，幫助我們建立更健康的生活方式、營造更美好的「新常態」世界。

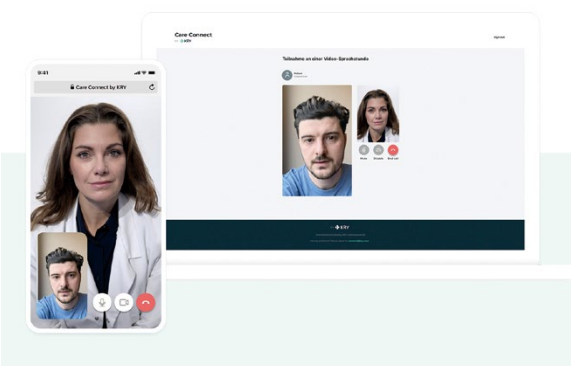




Image: Unsplash, Louis Vuitton, Smartzter, The Call List, HelloFresh

DIGITALISED SHOPPING EXPERIENCE —

FASTER, SAFER, EASIER

數碼化購物體驗 —— 更快捷、更安全、更簡單

Since physical shops were forced to close during the lockdown, brands and retailers have moved their sales channels from offline to online to retain customers. Startups and innovators have introduced digitalised solutions to facilitate the transformation, enabling food businesses and retailers to provide consumers with a more convenient shopping experience that may permanently change the industry.

自從實體商店因為封城政策需要關閉，品牌和零售商為了留住顧客，將他們的線下銷售渠道轉移到線上。初企和創新公司透過一系列數碼方案，協助零售和飲食行業轉型；這些體驗不但方便顧客購物，更有可能永久改變行業的運作模式。



PAYMENT TECH

付款科技

As mentioned in the previous article, online sales of sports equipment have been rising during the lockdown. But fitness is not the only sector that has basked in the growth of e-commerce. According to McKinsey's research, more consumers tend to buy groceries, household goods, OTC medications and personal care items through online shops. A report published by the British telecommunications provider O2 also shows that e-commerce has started to play a more significant role in our daily lives. Over 60% of the surveyed consumers said that “being connected is extremely important.”

Apart from essential goods, consumers also feel more comfortable buying luxury goods online. José Neves, the CEO of **Farfetch**, told Time in an interview that the company had gained 900,000 new customers during the lockdown. Although the overall luxury goods market went south during the pandemic, the Chinese e-commerce sector grew by 23%. The Swiss luxury powerhouse Richemont partnered with Alibaba last year, investing over 1 billion USD in Farfetch to propel the growing e-commerce market in China.

While e-commerce has become part of our everyday lives, digital payments play an indispensable role in completing the online customer journey. The transaction volume of digital payments has increased by 21% during the pandemic (The World Bank and the World Economic Forum). Meanwhile, **Apple Pay**, one of the major players in the digital wallet sector, reached over 500 million users worldwide.

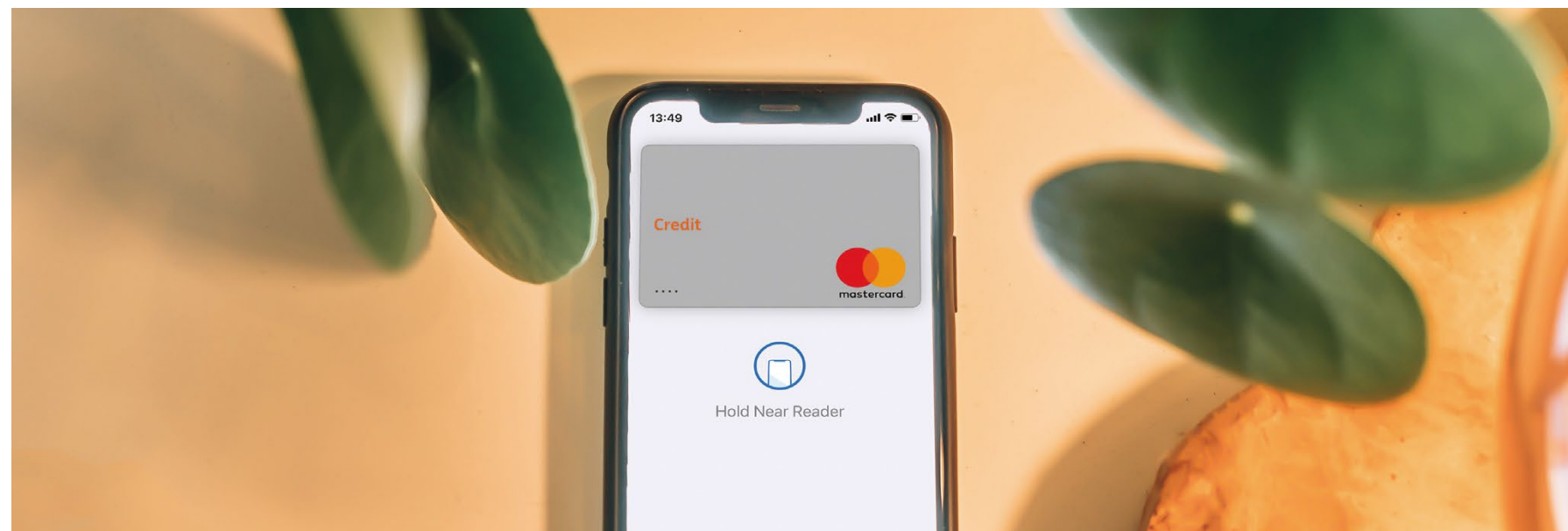
FinTech company **Square** provides an omnichannel point-of-sale solution that bridges the gap between offline and online sales channels. With a Square account, retailers can manage all transactions in one place, avoiding inventory discrepancies between physical and online shops. It also provides retailers with various POS terminals — from a classic checkout registry to a tiny portable card reader connected to retailers' smartphones through the audio jack. McKinsey's report found that more than 80% of consumers use both online and offline sales channels, and digital payment solutions give retailers, especially brick-and-mortar stores, much more flexibility to juggle between offline and online businesses.

前文提到，體育用品的網上銷售量在封城期間上升。不過，健身不是唯一受惠於電商增長的行業。根據麥肯錫的調查，越來越多消費者透過網上購買食品、家居用品、非處方藥物和個人護理用品。而英國電訊商 O2 的研究則指出，電商在日常生活中的角色越來越重要。根據他們的調查，超過 60% 的受訪者指保持線上聯繫「極度重要」。

除了必需品，消費者也開始更放心在網上購買奢侈品。**Farfetch** 的行政總裁 José Neves 對《時代雜誌》透露，他們在疫情期間的顧客大增 90 萬人次。雖然奢侈品零售市場整體表現強差人意，中國的電商反其道而行，銷售增長達到 23%。有見及此，瑞士奢侈品集團歷峰去年跟阿里巴巴合作，向 Farfetch 注資 10 億美元，推動中國電商市場的發展。

當網上購物已經成為我們日常生活的一部分，數碼支付成為線上顧客旅程不可缺少的一部分。根據世界銀行和世界經濟論壇的調查，數碼支付在疫情期間的交易量大增 21%。其中一家主要供應商 **Apple Pay** 更在 2020 年超越 5 億用戶。

金融科技公司 **Square** 提供全渠道的銷售點方案，將線下和線上銷售連成一線。他們讓零售商在一個平台上管理所有交易，避免實體商店和網店的庫存資訊不一致。他們為零售商提供多款銷售系統，有傳統的收銀機，也有可隨身攜帶、利用耳機插孔連結用戶手機的小型讀卡機。麥肯錫的調查指出，80% 的消費者同時在線上和線下購物；他們的數碼支付方案讓零售商 —— 特別是小型實體店 —— 在線上和線下銷售渠道之間遊走。



E-COMMERCE ENABLERS

電商推動平台



Many brick-and-mortar stores have been trying to stay afloat during the pandemic by transitioning into a ‘click-and-mortar’ model. With ‘click-and-collect’ becoming a popular e-commerce model for both big and small retailers, extra time and resources need to be spent on improving the online customer journey, adding an extra burden to this barely-surviving sector. Innovative solutions have helped the industry enhance customer service, online marketing and selling process with digitised solutions, making e-commerce as engaging as an in-person experience.

The US-based startup **Remesh** has made customer service effortless and smarter by creating an AI-powered chatbot that can have real-time conversations with customers by learning their interests, messages and personas. The chatbot can talk to 1,000 customers at once, improving the user journey by reducing waiting time in line. **Kustomer** is another startup that studies customers’ emotions and needs through machine learning. Its system connects customers to the CS agent with the right skills and knowledge by learning their messages, enabling CS agents to provide empathetic services by learning about their customers in advance.

In the age of e-commerce, social media builds brand awareness and drives sales performance. **Smartzr**, a Fabrica incubatee, is an online platform that empowers brands and retailers to add clickable tags on videos, transforming them into an interactive and shoppable experience. Similarly, the New York-based startup **The Call List** has developed a website extension that facilitates retailers and influencers to host live stream sessions on websites, creating an online community where customers can interact with product experts and ask them questions.

Since customers are unable to visit retail shops in-person during the lockdown, retailers have been partnering up with innovators to create an immersive shopping experience online. **Louis Vuitton** launched a virtual showroom showcasing its capsule collection with the NBA in December last year. Customers can browse the items at the legendary Madison Square Garden stadium virtually with a VR device. The furniture industry has also applied similar technology to enrich user experience — American hardware chain **Lowe’s** has co-created a mobile app with Google and Lenovo, enabling customers to measure and style their homes with augmented reality. Users can complete the entire process from start to finish on their smartphones or tablets, allowing them to start home improvement projects without leaving their homes.

不少小型實體店在疫情期間為了生存轉型成為網店。不論是大小零售商，「線上購買，線下提取」成為業內普遍的電商模式，使他們需要投入更多時間和資源，改進線上的顧客旅程，為這個掙扎求存的行業添加額外的壓力。創新的數碼化平台幫助行業改善顧客服務、線上行銷和銷售過程，讓網店的購物過程不遜於實體店的真人體驗。

美國初企 **Remesh** 借助人工智能科技，讓零售商能輕鬆地提供顧客服務。他們研發的人工智能聊天機械人，透過學習顧客的喜好、留言和個性，與顧客進行即時聊天。機械人可同時與 1,000 名客戶聊天，不但縮短顧客的輪候時間，也改善零售商的線上顧客旅程。**Kustomer** 是另一家藉機器學習了解顧客情緒和需求的初企。他們的系統透過學習顧客的訊息，把顧客連接到擁有合適技能和知識的客戶服務員，讓客戶服務團隊可以預先了解顧客情況，提供具同理心的服務。

在電商的年代，社交媒體同樣重要。好的內容不止有助建立品牌形象，更可以推動銷售表現。南豐作坊培育公司 **Smartzr** 讓品牌和零售商在影片上添加可點擊標籤，讓影片變成互動、可購化的體驗。而來自紐約的初企 **The Call List** 研發了網頁擴展技術，讓零售商和影響力名人在網站上進行直播，允許顧客與產品專家互動和提問，幫助品牌建立線上社群。

雖然顧客未能在封城期間親身光顧商店，但零售商透過跟創新公司合作，營造潛浸式的購物體驗。**Louis Vuitton** 在線上的虛擬展覽廳，展示他們與 NBA 在去年 12 月發表的聯乘系列。顧客戴上虛擬現實裝置後，能彷彿置身麥迪遜廣場花園體育館現場瀏覽各項商品。而傢俱品牌也應用類似科技，豐富顧客的購物體驗。美國大型五金零售店 **Lowe’s** 與 Google 和聯想合作研發了流動應用程式，讓顧客透過擴張實景技術佈置家居和量度傢私尺寸。顧客可以在智能電話或平板電腦完成整個過程，讓他們足不出戶也可以進行家居改造。

DIGITALISED FOOD EXPERIENCE

數碼化飲食體驗

Restaurants have shifted to a takeaway model to survive the crisis. In addition to traditional delivery apps like Deliveroo, mobile apps specially designed for cloud-kitchens (takeout businesses without dine-in areas who receive orders via mobile apps and share their kitchens with other food businesses) have helped the food industry transition to the new normal. The New York-based startup **Lunchbox** is an app that brings scheduling, delivery and digital payments together. It even helps food business owners manage social media campaigns and creates customer loyalty programs, equipping them with all features necessary for launching a food business.

Quick commerce is the model behind the growing food delivery industry, providing a more agile and efficient process by delivering orders with motorcycles or bicycles in the fastest possible time.

OECD’s figures show that demand for grocery doubled in 2020, inspiring more startups to adopt quick commerce to modernise the sector. Based in London and Berlin, **Weezy** and **Gorilla** are two grocery startups that promise their customers to deliver fresh produce by bikers to doorsteps in 15 minutes. Since they both have local warehouses in the neighbourhoods where they provide the service, groceries are now just a click away. Food delivery apps **Deliveroo** and **Foodpanda** have also partnered up with retailers like Don Don Donki and Marks & Spencer to deliver food and household goods.

Although quick commerce has made running errands so much easier, not everyone has the time and creativity to decide what to eat every day. Meal kit subscriptions allow busy individuals to skip the chore by delivering ready-to-cook ingredient boxes with simple cooking instructions.

Most meal kit providers did not make a significant profit over the past few years up until the Covid-19 outbreak — **Gousto**, a London-based meal kit provider, needed to pause on receiving orders due to a massive influx of new customers at the beginning of the lockdown. The abrupt surge has revealed significant potential of the meal kit business, leading the company to an expansion funding of 33 million GBP. Meanwhile, **HelloFresh**, one of the first-movers within the meal-kit sector, reached 19.5 million users last year, while its annual sales have increased by 112%. The company plans to expand into two new markets every year, with an ambitious annual sales goal of 10 billion EUR.

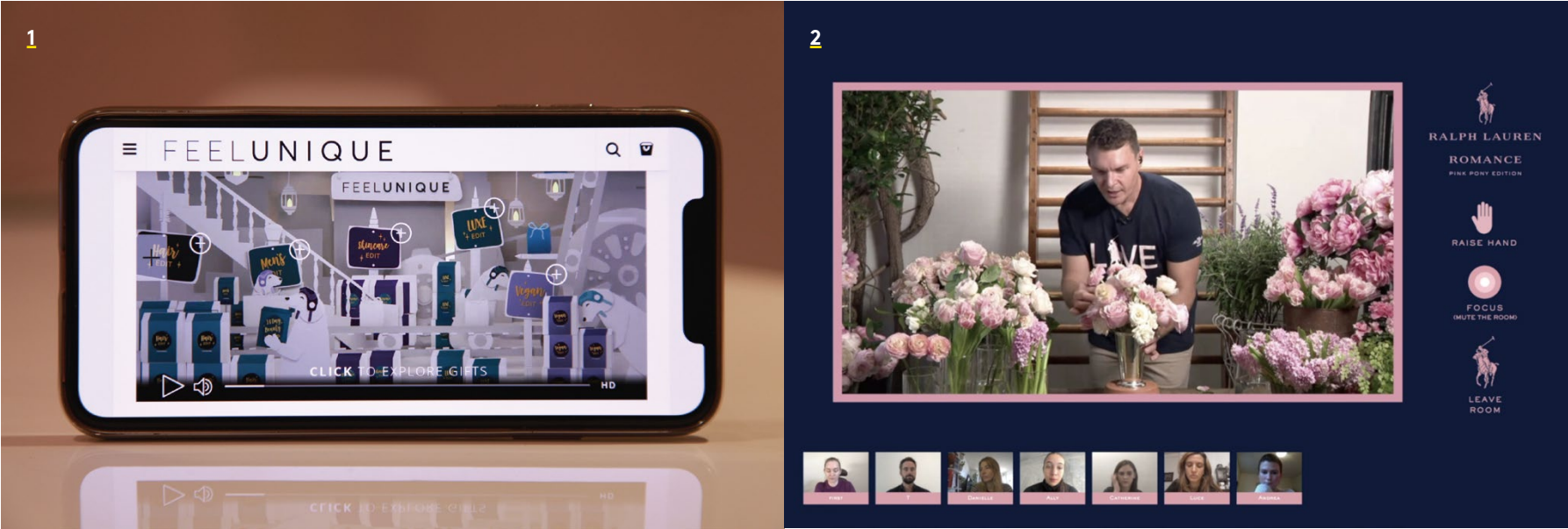
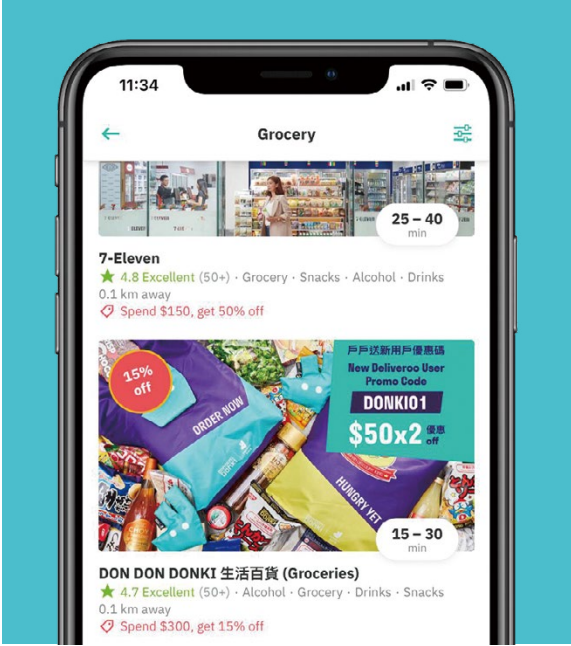
為了渡過疫情難關，不少餐廳都開始提供外賣服務。除了 Deliveroo 等傳統的外賣軟件，專門為雲端廚房（主要靠軟件接訂單，不設堂食的外賣食店；他們有時候會跟其他餐廳共用廚房）而設的手機軟件，幫助餐飲行業在新形態下轉型。位於紐約的初企 **Lunchbox** 是一個把預約、送餐和電子支付合而為一的手機軟件；他們還會幫食店東主管理社交媒體廣告和設計顧客會員計劃，齊備一切開展飲食事業所需的功能。

快速商貿（Quick commerce）是這種外賣行業背後的模式，為飲食行業建議一個敏捷、有效率的流程——在最短的時間內，利用電單車或單車運送少量產品。

經合組織的數據顯示，去年消費者對食品雜貨的需求倍增，啟發初企利用快速商貿模式改革超市行業。**Weezy** 和 **Gorilla** 是兩家分別來自英國倫敦和德國柏林的初企，他們不約而同地承諾於 15 分鐘內將新鮮食品送到顧客門口。由於他們都在提供服務的地區設立貨倉，因此用戶只需掃一下手機軟件，單車送貨員便會把食品雜貨送到你家門口。而外賣軟件 **Deliveroo** 和 **Foodpanda** 也開始與 Don Don Donki 和瑪莎等零售商合作，為顧客外送食品和日常用品。

雖然快速商貿讓超市購物變得簡單，但並不是每個人都有時間和創意想每頓飯吃甚麼。懶人料理包包包裝好的食材和簡單食譜送到顧客家中，讓繁忙的都市人省卻不少煩惱。

過去幾年，大多數料理包的供應商並沒有錄得驚人的收益。一直到新冠肺炎爆發後，情況便開始逆轉——倫敦的料理包供應商 **Gousto** 在疫情之初，由於有大批新客戶湧入網站下訂，逼使他們需要暫停接受訂單。這突如其來的增長揭示了料理包行業的驚人潛力，促使他們獲得 3,300 萬英鎊資金作擴張之用。至於料理包行業的開荒牛 **HelloFresh**，去年的用戶量達 1,950 萬人次，年銷售額亦上升 112%。他們已經準備好每年開拓兩個新市場，並定下極具野心的 100 億歐元銷售目標。



The pandemic has revealed various supply chain inefficiencies — data inaccuracy, excess inventory, fulfilment errors, to name a few. Innovative solutions introduced in this article have improved supply chain management by enabling the industry to forecast demand, increase data visibility and streamline the shipping process.

Image Courtesy: Unsplash, Origami Labs, Craft, Machinometrics, Crisp, Granular, Mooofarm, Fareye, Matternet, Project44

新冠疫情揭露不少供應鏈的不足，包括數據不準確，過剩庫存、配送誤差等問題。而這篇文章中介紹的創新方案，透過預測需求、提升數據可見度，以及精簡送貨流程，幫助行業改進管理供應鏈的模式。



AN URGENCY
TO CHANGE:

SUPPLY CHAIN INNOVATION BOOMS TO BUILD INDUSTRIAL RESILIENCE



急需改變：
供應鏈創新潮 建立行業韌性

PLATFORMS HARNESSING DATA ACCURACY

保障數據準確的平台

A supply chain encompasses a vast network of players such as raw material producers, manufacturers and retailers. A disconnected network can put the entire supply chain at risk during severe crises like Covid-19. As factories in China were ordered to close to curb the virus at the beginning of the pandemic, downstream brands and distributors failed to respond to customer demand due to poor supply chain visibility. McKinsey predicts the Covid-19 supply chain disruption to cause 5 trillion USD of economic losses — the startling number has woken up the industry to fully adopt digitised platforms that keep data synchronised and transparent between players.

供應鏈涵蓋原料生產商、產品製造商和零售商等多個業界範疇。如果業界網絡欠缺聯繫，有可能使他們的供應鏈在處理新冠肺炎等危機時，陷入困境之中。位於中國的工廠在疫情之初需要暫時關閉，以防止疫情散播。遠在千里之外的品牌和分銷商等下游業者，特別是沒有跟供應商互換資訊的一群，便由於供應鏈缺乏可見度而未能回應顧客的需求。麥肯錫的報告預料，新冠肺炎疫情所導致的供應鏈中斷為各行各業帶來 5 萬億美元的經濟損失。這個令人震驚的數字，喚醒業界全面採用數碼化平台，保持供應鏈中各個環節的數據同步和透明。

OFLO BY ORIGAMI LABS

O F L O



FOUNDED
成立年份

2015

HEADQUARTERS
總部

Hong Kong
香港

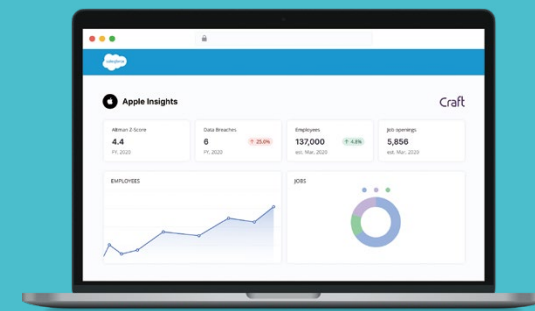
Developed by Origami Labs, a Fabrica incubatee, OFLO is a voice communication system that replaces traditional walkie talkies with a compact and lightweight device supported by Wi-Fi and bone conduction technologies. The system covers an unlimited area and supports multiple channels, providing frontline workers in property, hospitality and manufacturing industries with a hands-free communication solution. The system can also transcribe and analyse conversations in multiple languages, enabling manufacturers and brands to monitor worker performance and shopfloor activities with real-time data.

由南豐作坊培育公司 Origami Labs 研發的語音通訊系統 OFLO，利用無線上網和骨傳導科技取代傳統的對講機。輕巧的裝置能夠覆蓋無限範圍，並支援多頻通訊，為物業管理、酒店和製造業的前線員工提供免提通訊解決方案。系統更能夠抄錄和分析多種語言的對話，讓製造商和品牌透過即時數據追蹤員工工作進度和車間裏的活動。

OFLO.IO

CRAFT

craft.io



FOUNDED
成立年份

2014

HEADQUARTERS
總部

San Francisco, US
美國三藩市

Craft's portal-based platform collects over a million data points across the supply chain, such as share price, shipping data and the history of cybersecurity breaches. Apart from providing real-time supplier performance reports, the platform will inform its users when it notices any unstable activity in the supply chain, allowing them to avoid risks caused by suppliers ahead of time.

Craft 是一個收集供應鏈中過百萬數據的平台，當中包括股價、運輸紀錄和網絡安全漏洞等資料。除了為用戶提供供應商的表現報告，當系統留意到供應鏈中不尋常的活動，他們會主動通知用戶，讓他們可以提前避免供應商所導致的危機。

CRAFT.CO

MACHINOMETRICS

machinometrics



FOUNDED
成立年份

2014

HEADQUARTERS
總部

Northampton, US
美國北安普頓

MachineMetrics is an IoT platform that suggests follow-up actions based on real-time data collected from the shop floor. It facilitates manufacturers and their service providers to keep track of machine capacity, workers' health conditions and productivity. The system also predicts and diagnoses machine failures, reducing losses caused by machine downtime.

MachineMetrics 是一個物流網平台，根據車間的即時數據為用戶建議相應的跟進行動。他們幫助製造商及其服務供應商實時監察機器的運作能力、工人的健康情況和廠房的生產力。系統也會預測和診斷機器故障，減低機器停頓所帶來的損失。

MACHINOMETRICS.COM

DEMAND PREDICTION FOR THE AGRI-FOOD INDUSTRY

為農業食品行業而設的需求預測

According to the International Fund for Agricultural Development, 70% of farms worldwide are family-owned, and most of them have not digitised their businesses. Low visibility to the supply chain makes it even more difficult for them to brace for uncertainties. As most agricultural products are perishable, carrying excess inventory will cause severe financial losses, not to mention food waste. AgTech startups backed by impact investors empower the agri-food industry to adjust capacity, optimise farming processes, and most importantly, predict demand using data science.

根據國際農業發展基金的報告，全球 70% 的農場都是家庭式的小型農戶，而大多數並未數碼化他們的事業。他們對供應鏈缺乏可見度，難以未雨綢繆。由於大多數農產品都是容易腐壞的產品，多餘庫存會為他們導致嚴重損失，更遑論浪費糧食的代價。而得到影響力投資者支持的農業科技初企，透過數據科學幫助農業食品行業調整生產能力、改進耕作過程，更重要的是幫他們預測未來需求。

OPTIMISING FULFILMENT PROCESSES WITH LOGISTICS TECH

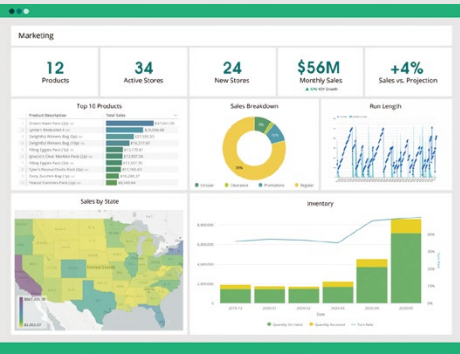
借動物流科技改善配送過程

Although the overall retail market has been performing poorly, global e-commerce sales have increased by 28% as consumers change their buying behaviours to adapt to the new normal. As a result, the logistics industry has been operating at full capacity. The soaring demand for shipping services from the e-commerce and healthcare sectors have put extra pressure on logistics. These startups' innovative solutions try to remove the roadblocks that might obstruct a smooth fulfilment process, ensuring that goods are delivered to customers on time:

雖然零售市場表現疲弱，全球電商的銷售量卻因消費者在新常態下改變購買習慣而上升 28%。同時，全球大部分的貨櫃都被預留作運送口罩和疫苗等醫療用品，導致物流業的負荷達到臨界點。由於電商和醫療行業對運輸服務的需求同時激增，令物流業百上加斤。以下幾家初企的創新方案，移除配送過程的阻礙，確保顧客可以及時收到商品。

CRISP





FOUNDED
成立年份

2016

HEADQUARTERS
總部

New York, US
美國紐約

Crisp is a dashboard-based platform that helps the agri-food industry reduce food waste. By fetching and analysing real-time data collected from data suppliers, including leading e-commerce companies Amazon and Shopify, Crisp allows users to gain insight into the best-selling products in the market. In addition, the platform predicts demand by analysing market data and users' sales figures, enabling them to adjust farm input and capacity more precisely.

Crisp 借助其儀錶板式平台，幫助農業食品行業減少浪費糧食。他們從大型電商如阿馬遜和 Shopify 等數據夥伴取得數據後作出即時分析，幫助用戶了解市場上最受歡迎的產品。平台也會透過分析市場資料和銷售數據，幫助用戶預測未來需求，讓他們可以準確地調節購入物資數量和生產能力。

GOCRISP.COM

GRANULAR





FOUNDED
成立年份

2014

HEADQUARTERS
總部

San Francisco, US
美國三藩市

With the mission of empowering farmers to make data-informed decisions, Granular provides the agriculture industry with a full range of services, for example, monitoring farm input and inventory, forecasting yield and future demand, and generating crop contracts and invoices. It enables farming companies to improve communications with their partners by sharing real-time data in one place.

Granular 以協助農夫作出以數據為本的商業決定為使命，向農業公司提供全面的服務，包括：監察農場物資輸入和庫存數量、預測收成和未來需求，以及製作農產品合約和收據。他們的解決方案讓農場和夥伴在同一個平台上分享即時數據，改進供應鏈的溝通質素。

GRANULAR.AG

MOOOFARM





FOUNDED
成立年份

2018

HEADQUARTERS
總部

Gurugram, India
印度古爾岡

The startup has created a mobile app to help dairy farmers in India digitise their businesses, allowing farmers to register their livestock, estimate revenue, take online courses and even make video calls with veterinarians through the app. The all-in-one solution empowers dairy communities in remote areas to adapt to the ever-changing world.

Mooofarm 建立了一個手機應用程式，幫助印度的奶農數碼化他們的事業。農夫可以透過程式登記牲口、預測收入、進行網上課程，甚至與獸醫進行視像會議。這個多合一的解決方案讓在偏遠地區的乳業群體適應日新月異的行業變遷。

MOOO.FARM

FAREYE





FOUNDED
成立年份

2013

HEADQUARTERS
總部

New Delhi, India
印度新德里

While most shoppers have 'delivery anxiety' when they order from online shops, FarEye has designed an API solution that allows both shippers and end-customers to track the courier's real-time location. It helps retailers and food businesses enhance customer experience by providing a highly transparent delivery process, which has been adopted by major industry players like DHL and Walmart.

大部分顧客網上購物時都有「送貨憂慮」，而 FarEye 的應用程式介面讓托運方和顧客可以同時追蹤送貨員的實時位置。由於送貨的過程非常透明，有助零售商和餐廳改進顧客體驗。他們的技術已經被 DHL 和沃爾瑪等大型企業採用。

GETFAREYE.COM

MATTERNET





FOUNDED
成立年份

2011

HEADQUARTERS
總部


Mountain View, US
美國山景城

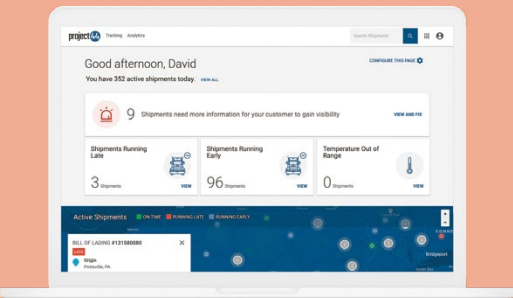
Matternet's on-demand delivery platform incorporates drone technology and a cloud-based platform, enabling healthcare and e-commerce sectors to deliver goods up to 2 kg within a radius of 20 km. The company has launched several pilot programs in the US, Japan, and Germany with logistics services providers UPS and JAL, as well as healthcare companies like BVLOS and WakeMed to deliver personal protection equipment during the pandemic.

Matternet 是一家結合無人機科技和雲端平台的按需運送平台，讓醫療和電商行業可以借助無人機在 20 公里範圍內運送最多 2 公斤的貨物。他們已經在美國、日本和德國跟物流服務公司 UPS 和 JAL 開展多個試點計劃，也幫助醫療公司 BVLOS 和 WakeMed 在疫情期間運送個人保護物資。

MTTR.NET

PROJECT44





FOUNDED
成立年份

2014

HEADQUARTERS
總部

Aalborg, Denmark
丹麥奧爾堡

Project 44 bridges the gap between shippers and logistics services providers by combining delivery and inventory management into one integration platform, which improves retailers' fulfilment accuracy with a seamless delivery process. It also allows shippers to send push notifications to suppliers, logistics services providers and end customers at once, ensuring all stakeholders receive consistent information.

Project44 把運送和庫存系統結合成為同一個平台，拉近托運方和物流服務供應商之間的差距。他們的解決方案為零售商提供一個無縫的送貨流程，從而改進配送準確度。他們也讓托運方同時向供應商、物流服務公司和顧客發送訊息，確保所有持份者收到統一的資訊。

PROJECT44.COM



CHAIN OF DEMAND: SHAPING A PROFITABLE AND SUSTAINABLE SUPPLY CHAIN WITH DEMAND PREDICTION

**CHAIN OF DEMAND:
藉需求預測重塑有利可圖的可持續供應鏈**



Following on from the previous article about supply chain innovation, AJ Mak, the founder and CEO of Fabrica incubatee Chain of Demand, casts light on how data helps the industry build up supply chain resilience, allowing brands and manufacturers to recover from the pandemic by accurately forecasting future demand.

我們在上一篇文章探討了各種供應鏈創新，而南豐作坊培育公司 Chain of Demand 的創辦人及行政總裁 AJ Mak 會在這篇訪問中剖析數據如何幫助行業建立韌性，從而讓品牌和製造商準確預測需求並從疫情中復甦。

“OUR PREDICTIVE ANALYTICS DIGS INTO THE DATA TO IDENTIFY EMERGING TRENDS TO UNDERSTAND TODAY'S CUSTOMER TASTES.”

「我們的預測分析科技，藉深入分析數據了解即時趨勢，幫助公司掌握當前消費者的品味。」



COULD YOU PLEASE BRIEFLY INTRODUCE CHAIN OF DEMAND AND THE COMPANY'S KEY PRODUCTS TO OUR READERS?

Chain of Demand is a predictive analytics company aimed at improving margins and reducing inventory waste for the retail industry, which ultimately creates a more sustainable supply chain. Our proprietary AI algorithms leverage big data to predict market demand for retailers and brands.

FROM YOUR USERS' EXPERIENCES, WHAT ARE THE MOST CHALLENGING ISSUES RETAILERS/ BRANDS HAVE BEEN FACING SINCE THE OUTBREAK OF COVID-19?

Companies are scrambling to understand the complexities of inventory management by using a more data-driven approach to merchandise planning. Instead of relying heavily on industry experience, users have complimented their decision-making by looking at more external data factors.

DO YOU THINK THE INDUSTRY IS MORE OPEN TO INNOVATIONS DURING THE PANDEMIC?

Ever since the pandemic, the industry has become a lot more open to emerging technologies such as AI, virtual reality, digital payments, and accelerated the adoption of digital tools. For example, mobile and contactless payment technology was slow to penetrate last year, the country may soon be seeing mainstream adoption — with 58% of consumers stating that they would use contactless payments now versus before the outbreak.

Data is becoming even more crucial to decision making. It's just hard to start taking that first step. However, in a report by Deloitte, roughly 96% of surveyed companies worldwide agreed that advanced analytics was vital to their organisation, with 49% asserting it would help in key decision-making.

您可以為我們的讀者介紹一下 CHAIN OF DEMAND 的主要產品嗎？

Chain of Demand 是一家預測分析公司，旨在幫助公司改善盈利和減低零售行業的庫存浪費，並以締造可持續供應鏈為終極目標。我們的專有人工智能演算法，幫助零售商和品牌借大數據預測市場需要。

根據你們的用戶的經驗，零售商和品牌在新冠肺炎疫情期間所面對最大的挑戰是甚麼？

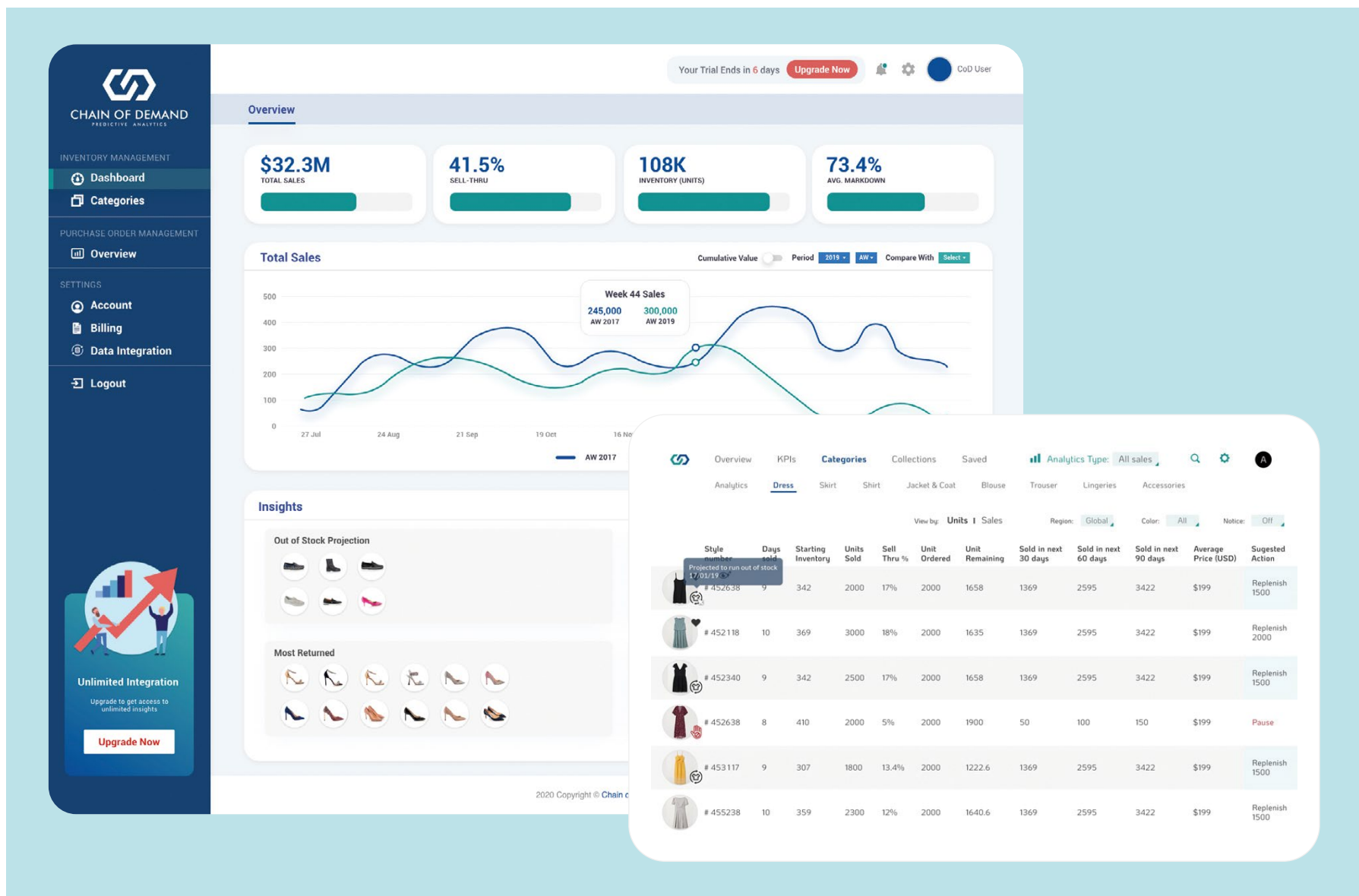
公司爭相了解庫存管理的複雜性，希望借助更多數據驅動的方式計劃商品採購。現在，不少用戶在作商業決定時，都借助更多外在數據，而非只靠業界經驗。

你覺得業界在疫情期間，對創新科技抱持更開放的態度嗎？

自疫情爆發後，業界的確對新興科技如人工智能、虛擬現實、電子付款等更加開放，也加快了各界採用數碼工具的步伐。流動和非接觸式支付的滲透率在去年放緩，超過 58% 的消費者指，他們比疫情爆發前更常使用非接觸式支付，我們有機會在明年看到全國出現數碼支付的主流採用的情況。

數據也在商業決定上扮演更關鍵的角色，只是難以使業界踏出第一步。不過，根據德勤的報告，全球約 96% 的受訪公司，同意進階分析對他們來說是必不可少的；而當中的 49% 更明確表示，數據對作出重要決策非常關鍵。

PREDICTING MARKET DEMANDS



AJ MAK

Founder and CEO, Chain of Demand
Chain of Demand 創辦人及行政總裁

“THOSE THAT INTEGRATE MACHINE LEARNING AND BIG DATA ANALYTICS INTO THE SUPPLY CHAIN WILL PLAN BETTER AND HAVE FEWER INEFFICIENCIES.”

「已經把機器學習和大數據分析引入供應鏈的公司，將能夠更有效、周全地計劃庫存。」

ABOUT CHAIN OF DEMAND

關於 CHAIN OF DEMAND



Chain of Demand is a predictive analytics company aimed at improving profitability and sustainability for the retail industry. Its proprietary Retaillect AI leverages big data to predict product demand, empowering retailers and brands to maximise margins, minimise markdowns, and optimise inventory.

Chain of Demand 是一家預測分析公司，幫助零售行業改善盈利和提升可持續性。其專有人工智能科技 Retaillect 借大數據預測產品需求，讓零售商和品牌提高利潤、減少割價促銷，以及改善庫存管理。

CHAINOFDEMAND.CO

HOW DOES DATA HELP RETAILERS AND BRANDS BETTER FORECAST DEMAND AND SURVIVE THE CRISIS?

We leverage many different machine learning models for our predictions and use computer vision AI to create recommendations that will streamline the workload for professionals in the retail industry. In fact, we have started using COVID-19 datasets in our modelling process, which has increased the accuracy of our predictions.

IN ADDITION TO MANAGING STOCK MORE ACCURATELY, WHAT ARE THE OTHER BENEFITS OF USING TECHNOLOGY TO FORECAST DEMAND?

Our AI algorithms have been used by retailers and brands to buy faster and more accurately, thus reducing overstock and markdowns. This helps merchandise planners and buyers make more informed decisions backed by data. Considering the industry is still heavily reliant on traditional tools like Excel and industry knowledge, by leveraging the wealth of data available today like weather patterns, competitor sites, the demand planning process will streamline the process by speeding up the decision-making process.

數據如何幫助零售商和品牌更好地預測需求和克服難關？

我們在預測時應用了多種機器學習模式，並借助電腦視覺人工智能（computer vision AI）提供建議，幫助零售行業的專業人士精簡工作流程。我們也開始在數據建模的過程中利用新冠肺炎的數據資料，提升預測的準確性。

除了更準確地管理庫存，利用科技預測需求還有甚麼好處？

我們的人工智能演算法已經被多個零售商和品牌採用，幫助他們更快、更準確地進行採購，也因此減低了過剩庫存和降價促銷的情況。這也幫助商品規劃專員和買手在數據的支援下作出決策。考慮到業界仍然依賴業界知識和 Excel 等傳統工具，我們幫助他們借助天氣模式和競爭對手網站等大量數據，加快他們決策的過程，從而精簡業界的採購流程。

INNOVATIONS HELP US BUILD UP SUPPLY CHAIN RESILIENCE AMID THE CRISIS — WHAT ABOUT THE POST-PANDEMIC ERA? HOW ARE THESE TECHNOLOGIES GOING TO IMPROVE THE SUPPLY CHAIN EFFICIENCY AND RESILIENCY IN THE LONG RUN?

Those that integrate machine learning and big data analytics into the supply chain will plan better and all around, have fewer inefficiencies. AI algorithms can analyse and learn from real-time data, ultimately helping optimise routes for each vehicle and save costs, reduce driving time, and increase productivity.

CHAIN OF DEMAND'S MISSION IS TO BE THE LINK BETWEEN SUSTAINABILITY AND PROFITABILITY — HOW DOES THE COMPANY EMPOWER RETAILERS TO BRING ABOUT A SUSTAINABLE AND PROFITABLE BUSINESS?

Chain of Demand helps retailers minimise deadstock by producing less items upfront, thereby drastically reducing your carbon footprint. At times, there are goods that cannot even be sold and sent to the landfill or worse, burned. Today, our predictive analytics digs into the data to identify emerging trends to understand today's customer tastes so retailers only produce what the customer wants.

USERS OF CHAIN OF DEMAND ARE MOSTLY FROM THE FASHION INDUSTRY. CAN TECHNOLOGY ALSO BE APPLIED TO OTHER RETAIL SECTORS LIKE FOOD AND GROCERY?

Yes. Most of our expertise is in the retail industry, specifically in fashion, which is why most of our users were from this area. However, the technology involved can be applied to all industries, as every business in the modern digital age has data, and along with that comes insights.

創新幫助我們在危機中建立供應鏈的韌性 —— 那麼在後疫情的時代，科技將如何長期推動供應鏈的效率 and 韌性？

已經把機器學習和大數據分析引入供應鏈的公司，將能夠更有效、周全地計劃庫存，並減少供應鏈的不足之處。人工智能演算法可即時分析和學習數據，最終能改善貨車的路線、節省成本、減少駕駛時間和提升生產力。

CHAIN OF DEMAND 的使命是成為「盈利和可持續發展之間的橋樑」—— 你們如何幫助公司建立一門有利可圖的可持續事業？

Chain of Demand 幫助零售商減少提前製造商品，從而減低呆滯庫存量，也因此大量減低碳足跡。很多時候，商品都因為未能售出而送往堆填區甚至被焚燒。我們的預測分析科技，藉深入分析數據了解即時趨勢，幫助公司掌握當前消費者的品味，零售商可藉此製造顧客的所需所想。

現在 CHAIN OF DEMAND 的用戶主要來自時裝行業。食品和雜貨等零售範疇可以你們應用的科技嗎？

可以。我們專業知識主要跟零售行業有關，特別是時裝業，也因此我們的客戶主要來自這個範疇。不過，我們科技也可以應用於其他行業上，因為數碼化的時代下，所有公司都跟數據有關，並幫助他們洞悉先機。

CHAIN OF DEMAND

In the previous two articles, we have covered building up supply chain resilience by improving software infrastructure. Optimising hardware — factories, mills, farms and ranches — is equally important. During the pandemic, companies failed to monitor overseas suppliers due to travel bans and logistics disruption. As a result, the fashion and agri-food industries have started to rethink their supply chains by reshoring and localising production to gain access to their suppliers.

我們前兩篇文章，提到如何藉改善軟件提升供應鏈的韌性。而優化工廠、農場等硬件設施同樣重要。疫情期間，由於旅遊限制和物流中斷，不少公司都未能監察海外供應商，導致時裝和農業食品業需要重新部署供應鏈，透過回流製造和本地化生產加強與供應商的聯繫。



Image Courtesy: Unsplash, The North Face, Farndrop, Plenty

SAILING HOME:

RESHORING AND LOCALISING PRODUCTION AFTER COVID-19

供應鏈回巢：
疫情後製造回流及本地化生產



WHY ARE COMPANIES RESHORING THEIR MANUFACTURING?

為何公司選擇回流生產？



For years, American and Western European companies have been offshoring manufacturing facilities to locations in Asia with lower wages and to be in close proximity to raw materials, minimising costs and maximising efficiency.

While offshoring seems to be the most cost-effective way for brands to mass-produce consumer goods, companies have very limited control over their outsourced suppliers due to geographical distance and time differences. In the midst of the coronavirus outbreak, suppliers have failed to fulfil their orders due to reduced air freight capacity caused by aviation restrictions. In the meantime, travel to the factories for production monitoring has also been affected due to travel bans, leaving the entire supply chain in limbo.

The pandemic has revealed the vulnerability of offshore manufacturing, nudging companies to relocate manufacturing to domestic suppliers (onshoring) or adjacent countries (nearshoring) to mitigate risks brought by future uncertainties. The UK has in fact been promoting reshoring since before Covid-19 due to increased taxes and tariffs caused by Brexit. Lloyds Bank reported that 37%

多年來，美國和西歐國家藉離岸生產在工資較低和離原料近的亞洲國家設立生產線，以減低成本和提升效益。

對品牌來說，離岸生產看似是最具成本效益方法作大量製造產品。但由於時差和地理距離，限制了公司對外判生產商的控制。在疫情爆發期間，物流業因航空管制使空運能力大減，導致供應商未能運送產品到國外。與此同時，公司也因為旅遊管制未能派員到工廠監察生產過程，讓整個供應鏈陷入困境。

疫情揭示了離岸生產的弱點，逼使公司將生產線轉移到本地製造商（在岸生產）或鄰近國家（近岸生產），以減低未來不確定性帶來的風險。英國因脫歐帶來的關稅問題，早已在疫情前推動回流生產。根據萊斯銀行的調查，37%的英國公司已經考慮把生產線帶回英國。而 Reshoring UK 和 Make UK 等機構，亦透過向英國公司介紹本地供應商，促進回流生產的進程。

of British companies have considered bringing manufacturing back to the UK. Initiatives like Reshoring UK and Make UK have facilitated the process by connecting companies to local suppliers.

The US is also experiencing a similar situation due to the China-US trade war. Coupling the impact of Covid-19, it has caused 1.4 million people to become unemployed, and its GDP has plummeted by 32.9% in June 2020, the worst in American history. As a result, US president Joe Biden has signed a 1.9 trillion USD relief bill to stimulate the beleaguered economy in March 2021. He has also instructed federal governments to spend 600 million USD on domestic products and incentivize companies to move their manufacturing base back to the US by offering a 10% tax credit. The market research company Thomas reported that 69% of surveyed manufacturers are planning to do just that.

由於中美貿易戰的關係，美國同樣面對類似的情況。加上新冠肺炎帶來的影響，美國有超過 140 萬人失業，而國家生產總值更在 2020 年 6 月時插水式下滑至 32.9%，是美國有史以來最差的表現。因此，美國總統拜登在三月簽署 1.9 兆億美元的紓困方案，刺激疲弱經濟；此外，他亦指示聯邦政府花費 6 億美元購買本地產品，並同時向美國公司提供 10% 免稅額，吸引他們將製造基地搬回美國。市場調查公司 Thomas 在去年的調查中顯示，69% 的受訪公司表示已經有計劃將製造基地搬回美國。



RESHORING THE RETAIL INDUSTRY TO REBUILD LOCAL ECONOMY AND RESILIENCE

零售業藉回流生產

重建本地經濟和供應鏈韌性



Back in 2016, the European Union Regional Development Fund initiated the 'Textile Growth Programme'. Based in the UK and with the goal of reviving the local textile industry and creating more job opportunities, the programme encourages British-based fashion brands and retailers to move their manufacturing back to the UK. **Marks & Spencer (M&S)** is one of the leading industry players that supports the initiative. After five years, M&S is still actively reshoring its supply chain: as of Feb 2021, it has increased its UK-based suppliers to 449, making up 32.5% of its entire supply chain.

The pandemic is another reason why M&S did not slow down the pace of reshoring. Vogue Business reported that the ready-to-wear sector's sales recorded a 50% month-on-month drop in April 2020. Steve Rowe, the CEO of M&S, says in the interview that the brand will reduce more overseas suppliers as he believes consumer sentiment will remain low after the pandemic. Moreover, reshoring will give the brand room for flexibility in times of uncertainty and build up supply chain resilience.

英國的歐盟發展基金在 2016 年推出「紡織增長計劃」，以振興當地紡織業和創造就業機會為目標，希望藉此鼓勵英國品牌和零售商將生產線搬回英國。**瑪莎**是其中一家支持項目的大型品牌。經過 5 年後，瑪莎仍然持續地進行回流生產。根據 2021 年 2 月的數據，瑪莎增聘英國生產商至 449 家，佔供應鏈總數的 32.5%。

疫情是另一個導致瑪莎沒有減慢回流步伐的原因。《Vogue Business》的報導指，日常時裝的銷售量在去年 4 月大減 50%。瑪莎行政總裁 Steve Rowe 接受訪問時表示，由於消費情緒在疫情後會持續低落，因此品牌會繼續減少海外生產商的數目，而此舉也為品牌在不穩定時期提供彈性空間，並幫助他們建立供應鏈的韌性。

The North Face 也將部分供應鏈回流美國。他們甚至將可持續發展的概念融入美國製造的項目中。原料佔了該品牌 80% 的碳排放量，因此他們夥拍促進「由

The North Face has also partially reshored its supply chain back to the US. It has even incorporated the idea of sustainability into other made-in-USA projects, and rightly so. While raw materials make up 80% of the brand's carbon footprint, the brand partners with **Fibershed**, an NGO that promotes the 'farm-to-closet' movement, to co-create The Cali Wool collection. Instead of importing from large exporters like Australia and India, the wool used to produce this collection is shorn and processed in California. They then send the yarn across the country to a knitting mill in New Jersey to manufacture the end products.

The brand also collaborates with National Geographic on the project 'Bottle Source'. They collect wasted bottles from national parks in the US and recycle them into materials for producing hoodies and sweatpants. Thus far, the project has rescued over 300,000 pounds of plastic from nature. While reshoring is not an overnight task, these projects allow the industry to learn from experimentation.

農場到衣櫥」運動的非牟利機構 **Fibershed**，推出名為「The Cali Wool」的系列。這個計劃沒有向澳洲和印度等大型出口商進口羊毛，反而使用在加州本地修剪和加工的羊毛，然後運到新澤西州的編製廠製造產品。

他們也跟國家地理合作推出「Bottle Source」項目，從美國多個國家公園收集廢棄的膠瓶，循環再造成運動上衣和運動褲。至今，這項計劃已經回收超過 30 萬磅膠瓶。回流製造不是一朝一夕的事，而這些項目為業界提供機會從試驗中學習。

HOMETOWN PRIDE: A LOCALISED FOOD SYSTEM

在地的自豪：本地糧食系統



According to the United Nations World Food Program, it's imperative to reshape the food supply chain as over 250 million people are experiencing food shortage due to Covid-19. So far, 19 countries have stopped exporting agricultural products to secure enough supply for the domestic market, intensifying worldwide food insecurity. However, not all stockpiled food has been distributed to people in need. The BBC reported that the US dairy sector was forced to discard 14 million litres of milk every day due to insufficient domestic demand.

The dilemma of the American dairy sector reveals the pain point of the agri-food industry — most food products are perishable, fast-moving and time-sensitive. Reshoring and localised production does not only help the retail industry to build up supply chain resilience, but also enables the food system to secure demand and shorten the distance between farmers and their markets.

The London-based startup **Farmdrop** is an online grocer that connects end-customers to over 450 organic food producers across the country, empowering smallholding farmers to reach a larger customer group. The startup's next-day delivery

根據聯合國糧食計劃的數據，超過 2.5 億人因為新冠肺炎的面臨糧食短缺的問題，使重構糧食供應鏈成為逼在眉睫的任務。全球封城期間，19 個國家為了確保國內糧食供應暫停出口農產品，加劇了全球糧食短缺的問題。不過，並非所有囤積的食物都分配到有需要的人手上。根據 BBC 的報導，美國乳業在疫情期間由於國內需求不足，而需要每日丟棄 1,400 萬公升的牛奶。

美國乳業面對的困境，正好揭示了農業食品行業的癥結所在——大部分食品都是容易腐壞，需要快速流動和分秒必爭。回流製造和本地生產不但幫助零售業重建供應鏈韌性，也讓糧食系統確保足夠的需求，並減短農夫和市場之間的距離。

來自倫敦的初企 **Farmdrop** 是一家網上超市，連接超過 450 有機食品製造商到英國本地顧客，讓小型農戶接觸更廣的消費者群組。他們的隔天送貨服務，讓消費者可以享用來自本地農場的新鮮產品。

policy also ensures that customers can enjoy the freshest produce from local farms.

Urban farming is another solution to secure the domestic food supply. Featured in the previous issue of Fabrica.Weave, Berlin-based startup **Infarm** helps grocery stores and restaurants set up indoor farms using controlled environments, allowing customers to buy vegetables freshly harvested instore. Likewise, **Plenty**, a food tech startup that serves the neighbourhoods of San Francisco, uses vertical farms to produce leafy greens, which consumes 99% less land and grows 350 times faster than the traditional farming method.

Like any innovations and new business models, the industry needs to form an ecosystem to expand the customer base. For instance, **Gorilla** (page 19) has collaborated with Infarm to provide customers with fresh vegetables. The online grocer also works with the German bakery chain Zeit Für Brot to sell baked goods made with locally grown grains, creating a resilient food system that does not solely rely on imported products.

而都市農業是另一個確保本地糧食供應方法。我們在前一期的《Fabrica.Weave》介紹過來自德國柏林的初企 **Infarm**。他們借助監控環境科技幫助超市和餐廳設立室內農場，讓顧客享用新鮮採摘的蔬菜。**Plenty** 是另一家應用類似科技的美國初企。他們利用垂直農場向加州三藩市的顧客供應沙律菜。比傳統耕作方式，垂直農場使用少 99% 土地資源，而種植速度卻是普通農場的 350 倍。

任何創新和嶄新營商模式，都需要一個生態系統擴大顧客群。像 **Gorilla**（第 19 頁）跟 Infarm 合作向顧客提供新鮮蔬菜，也跟當地連鎖麵包店 Zeit Für Brot 合作出售利用本地穀物製作的麵包，創造一個無須完全依賴進口產品、具韌性的糧食系統。



ABOUT THE MILLS

The Mills is a landmark revitalization project from Nan Fung Group, a celebration of shared industrial legacy with Hong Kong, and a step towards a future of applied creativity and innovation.

The Mills is composed of 3 main pillars: Fabrica, Shopfloor and the Centre for Heritage, Arts and Textile (CHAT). Building on a foundation of legacy and heritage, visitors can explore the continuity of an authentic Hong Kong story, where themes of textile and industry are woven into experiences of innovation, culture, and learning.

關於南豐紗廠

南豐紗廠是南豐集團策劃的地標式保育項目，見證香港紡織工業的承傳，並帶領本地應用創意及創新產業邁進新里程。

南豐紗廠由南豐作坊、南豐店堂及六廠紡織文化藝術館三大支柱組成。項目建基於集團的承傳與歷史，並以紡織和工業為根基，交織出創新、文化及學習體驗，讓訪客從中探索不斷延續而真實的香港故事。

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DRIVING FOR CIRCULARITY: COLLABORATING FOR INDUSTRY IMPACT

《推動循環經濟：合力創造行業效益》

A playbook to understand circular economy in the context of the apparel industry, and puts forward a strong case for industry collaborations to drive circularity forward.

這本手冊從服裝行業角度出發，幫助大家認識循環經濟，並透過力陳業界協作項目的好處，推動循環經濟的發展。

www.themillsfabrica.com/news/circularity-report

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Event Recording
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