

A TORNO SOLUTIONS PUBLICATION

# The 2026 AI Playbook for Print on Demand

Where AI pays in a print on demand and decorated apparel operation, why most AI projects miss, and how to make sure yours does not.

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### About Torno Solutions and Sources

#### HOW TO READ THIS PLAYBOOK

Sections 1 to 4 make the business case and are written for owners and CEOs. Sections 5 to 7 are the working part: where to apply AI, how ready you are, and how to buy it. Every figure is from 2024 to 2026 and is listed in the Sources section.

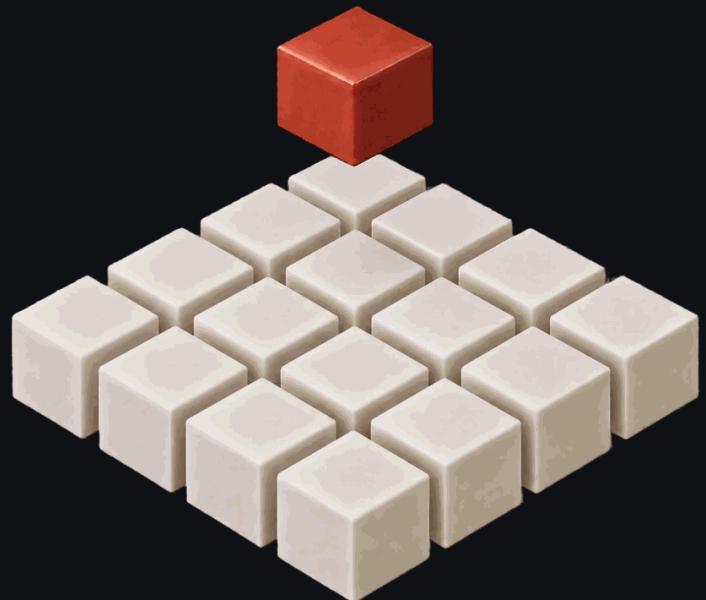
# 01

## SECTION 01

# Executive summary

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Margins are being squeezed. AI can close the gap,  
but only when it is done the right way.



Print on demand and decorated apparel companies are being squeezed from both sides. Operating costs rose 8.1% in 2025 while average prices rose between 3.6% and 7.1%, and only about one shop in four grew pre-tax profit. Labor is scarce, buyers expect exact delivery dates, and the largest platforms are consolidating. At the same time, the market keeps growing: global print on demand is forecast to grow from \$10.8 billion in 2025 to \$57.5 billion by 2033.

AI is what most operators are being sold to close this gap. The evidence on whether it works is mixed, and this playbook does not hide that. 88% of organizations now use AI somewhere, yet only 37% see any profit impact from it, and only about 6% get substantial, measurable value.

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**+8.1%**

operating cost inflation in decorated apparel, 2025

**26.7%**

of shops grew pre-tax profit in 2025

**~6%**

of companies get substantial value from AI

**~3x**

more workflow redesign among AI high performers

The reason is not the technology. The research is consistent:

**AI pays when it is attached to one specific workflow, with a number agreed up front, running on data the company already has.**

It fails when it is bought as a tool and left looking for a problem. AI high performers are about three times as likely as everyone else to have redesigned their workflows.

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## Five things to take from this playbook

- 01 Standing still is not neutral.** Costs are outrunning prices, and the gap compounds every quarter.
- 02 AI is already paying on manufacturing floors.** Manufacturers that deployed smart manufacturing report 10% to 20% more output, and the best sites cut material waste by 30%.

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**03** **Most AI projects miss for known, avoidable reasons:** no defined workflow, no agreed metric, poor data and integration, and no owner.

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**04** **In print on demand, the fastest returns sit in eight workflows:** spoilage, job costing, late orders, blank inventory, artwork and proofing, quoting, print method routing, and customer service.

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**05** **The safest way to buy AI is one workflow at a time,** on the systems you already run, with payment tied to the workflow going live.

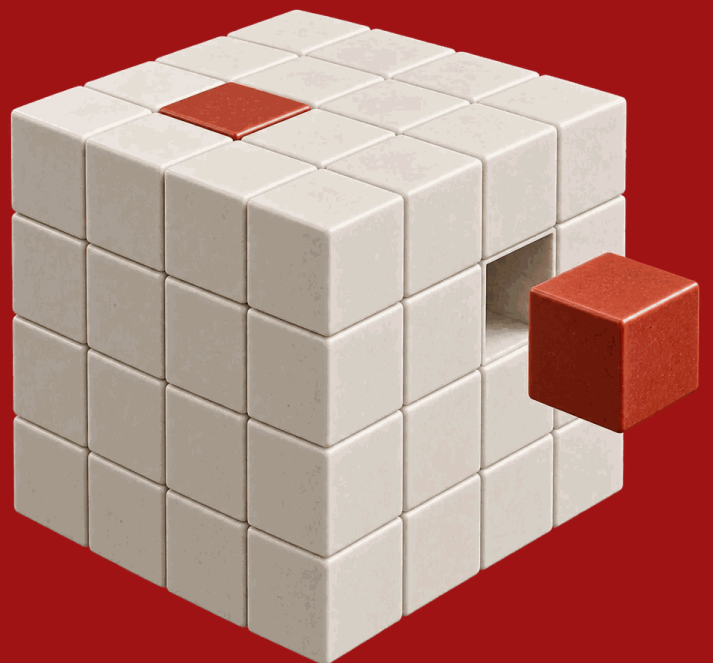
# 02

## SECTION 02

# The POD squeeze

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Before talking about AI, it is worth being clear about the problem it has to solve. In print on demand and decorated apparel, that problem is margin.



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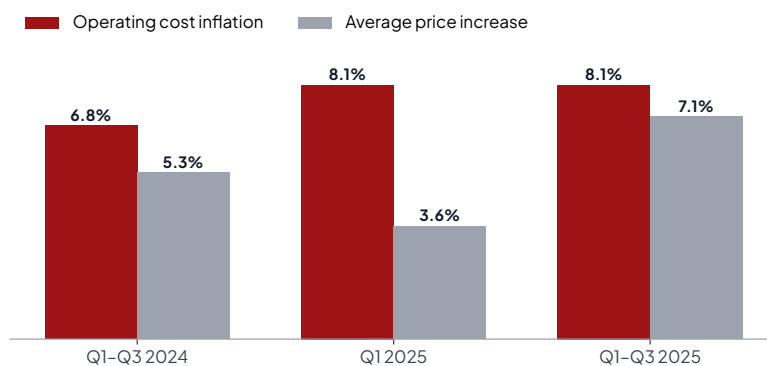
## Costs are outrunning prices

PRINTING United Alliance tracks the decorated apparel industry twice a year. Across its last three reports, operating costs have risen faster than prices every time. In the first quarter of 2025, costs rose 8.1% from inflation alone, reported by 98.1% of firms, while prices rose an average of 3.6%. Over the first nine months of 2025, more shops pushed prices up (73.5% raised them, by 7.1% on average), but costs still rose 8.1%, and not one firm reported lower costs.

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### EXHIBIT 1

#### Costs keep outrunning prices in decorated apparel



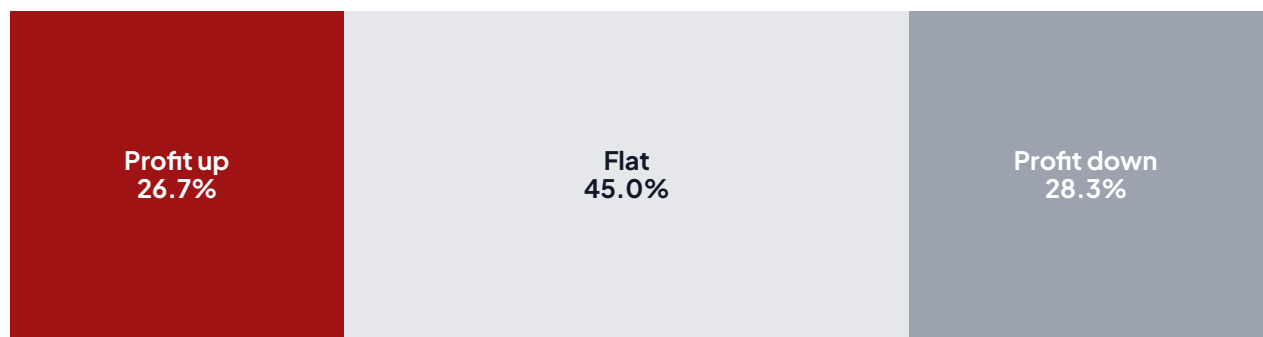
Source: PRINTING United Alliance, State of the Decorated Apparel Industry (Winter 2025, Summer 2025, Winter 2026).

The result shows up in profit. Average sales grew only 2.0%, and pre-tax profit rose for just 26.7% of firms. A year earlier the picture was similar: 70.5% of shops were flat or down, and only half raised prices at all, because competition limited their pricing power.

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### EXHIBIT 2

#### Only about 1 in 4 shops grew pre-tax profit in 2025



Source: PRINTING United Alliance, State of the Decorated Apparel Industry, Winter 2026 (Q1 to Q3 2025 vs. prior year).

#### WHAT THIS MEANS

A shop that cannot raise prices faster than its costs has one lever left: how efficiently it turns orders into shipped product. That is exactly where AI works.

## Labor is the constraint

74% of print operators in a Keypoint Intelligence survey said they struggle to find skilled workers. Rising labor costs are the joint top concern for 2026, named by 51.6% of decorated apparel shops, and automation is a top 2026 priority for 48.4%. Across US manufacturing, Deloitte and The Manufacturing Institute estimate that 1.9 million jobs could go unfilled by 2033 if skills gaps are not addressed.

**74%**

of print operators struggle to find skilled workers

**61%**

average weekly uptime in screen printing

**1.9M**

US manufacturing jobs could go unfilled by 2033

Equipment uptime tells the same story from another angle. Average weekly uptime in the same Keypoint survey was about 61% for screen printing and 24% for dye sublimation. Capacity already sits on the floor. It is not being scheduled and fed well enough to use it.

## Buyers expect exact dates

58% of US shoppers say they are unlikely or very unlikely to shop again with a retailer that missed a promised delivery date, and 47% would pay more for guaranteed on time delivery (project44). For a print on demand company, a late order is not one lost sale. It is a lost repeat customer, and often a strained relationship with the brand or platform that sent the order.

## The industry is consolidating

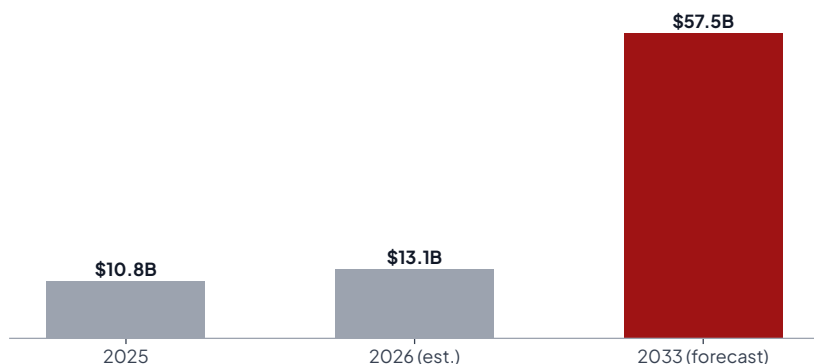
Printful and Printify announced their merger in November 2024, and the combined company, with Snow Commerce, now trades as FYUL. Blank suppliers are moving into print on demand directly: Vantage Apparel's print on demand share of business rose from about 14% in 2024 to about 34% in 2025. Digital equipment is taking bulk work from screen printing, with Kornit reporting US shops adopting its Atlas MAX to replace screen production for the first time.

**Scale players compete on speed and cost per order. Mid-size operators cannot match their capital budgets, but they can match their operating discipline. That is the opening.**

## The market is still growing

### EXHIBIT 3

Global print on demand market, US\$ billions (23.6% CAGR)



Source: Grand View Research, Print On Demand Market Report, 2026 to 2033.

Global print on demand revenue is forecast to grow 23.6% a year, from \$10.8 billion in 2025 to \$57.5 billion by 2033. Apparel is the largest segment at 39.5%, and North America holds 36% of the market. Growth is not the problem. Profitable growth is.

### STANDING STILL IS A DECISION TOO

With operating costs rising 6.8% to 8.1% a year and prices lagging, a shop that changes nothing gives up margin every quarter.

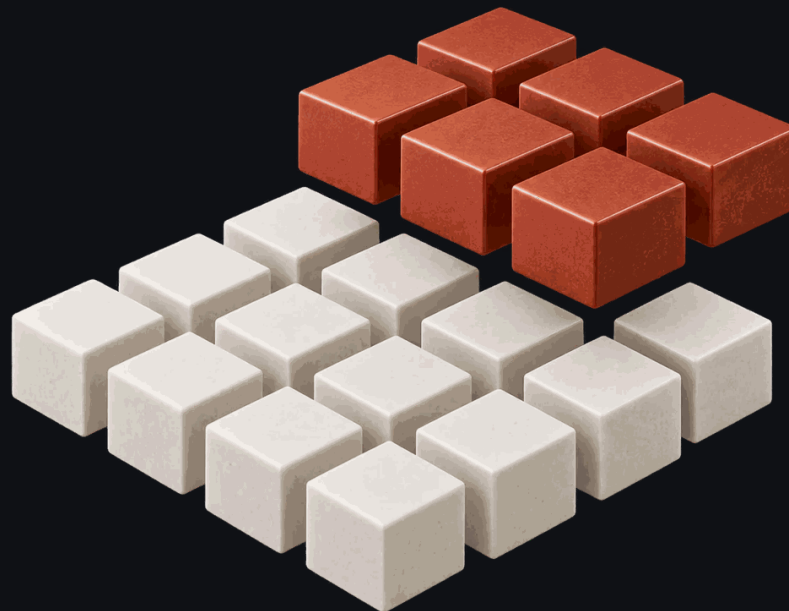
# 03

## SECTION 03

# AI is already paying on the shop floor

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The best evidence that AI works in operations comes from manufacturing, where it has been deployed longer and measured more carefully than in print.



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## Manufacturers are committing

95% of manufacturers have invested in AI or plan to within five years (Rockwell Automation, 2025). Rockwell's 2026 survey of 1,560 manufacturers found that 34% of operations are already AI-augmented, and manufacturers expect more than half to be by 2030. One third of operating budgets now goes to industrial technology.

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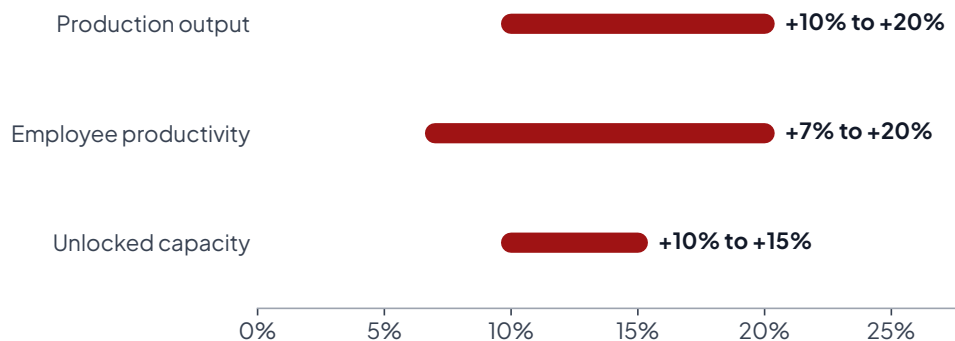
## The results are measurable

Deloitte surveyed 600 executives at large US manufacturers. Those that had deployed smart manufacturing reported, on average, 10% to 20% higher production output, 7% to 20% higher employee productivity, and 10% to 15% unlocked capacity.

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### EXHIBIT 4

#### Reported results after deploying smart manufacturing



Source: Deloitte, 2025 Smart Manufacturing and Operations Survey (600 US manufacturing executives).

At the top end, the World Economic Forum's Global Lighthouse Network, 238 sites as of July 2026, shows what full adoption looks like. In the January 2025 cohort, analytical AI enabled 77% of the top five use cases, and the sites cut material waste by 30% on average and new product introduction time by 50%. The September 2025 cohort averaged a 40% gain in labor productivity and a 48% cut in lead time.

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# 30%

less material waste at  
Lighthouse sites

# 50%

faster new product  
introduction

# 40%

labor productivity gain

# 48%

shorter lead time

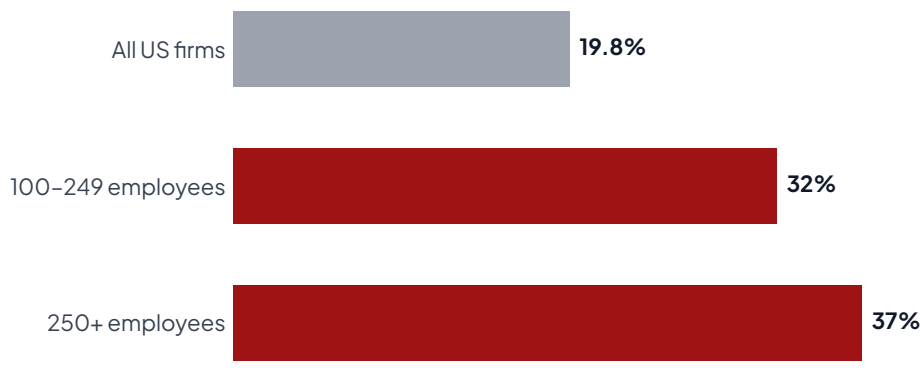
#### WHY THIS MATTERS FOR PRINT

These are not software companies. They are plants with machines, operators, queues and schedules, the same building blocks as a print on demand facility.

## Mid-size firms are behind, which is the opportunity

### EXHIBIT 5

#### Share of US businesses using AI in any business function



Source: US Census Bureau, Business Trends and Outlook Survey, May 2026.

According to the US Census Bureau, 19.8% of all US businesses use AI in any business function. The rate climbs with size: 32% for firms with 100 to 249 employees and 37% for firms with 250 or more. The gap widens for advanced AI: 40% of companies with more than \$1 billion in revenue are scaling AI agents, against 22% of smaller organizations (McKinsey, 2026).

**A note on the numbers.** Census figures cover every US business, including very small ones, so they run far lower than consulting surveys, which mostly reach large companies already investing in AI. Both are accurate. Together they show that adoption is concentrated at the top.

No public survey yet measures AI adoption among decorators and print on demand producers. In the closest adjacent group, 41% of promotional product distributors are not using AI at all (ASI, 2025). In practice, the field is open.

## It has never been cheaper to start

The cost of running AI has fallen sharply. Stanford's AI Index found that the cost of GPT-3.5 level performance fell from \$20 to \$0.07 per million tokens between November 2022 and October 2024, a more than 280-fold reduction. Projects that were out of reach for a mid-size operator three years ago are now affordable.

Worldwide AI spending is forecast to rise 49.5% to \$2.7 trillion in 2026 (Gartner). Vendors will be selling hard, which makes knowing what to buy more important than ever.

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# 280x

fall in the cost of GPT-3.5 level AI,  
2022 to 2024

# 34%

of manufacturing operations already  
AI-augmented

# 19.8%

of all US firms use AI, so most  
competitors have not started

# 04

## SECTION 04

# Why most AI projects miss, and what the winners do differently

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Most AI projects that miss, miss for the same four reasons. All of them are avoidable.



If AI works on the shop floor, why do so many surveys report disappointment? Because the averages mix two very different groups: companies that attach AI to a specific workflow, and companies that buy AI and then look for somewhere to use it.

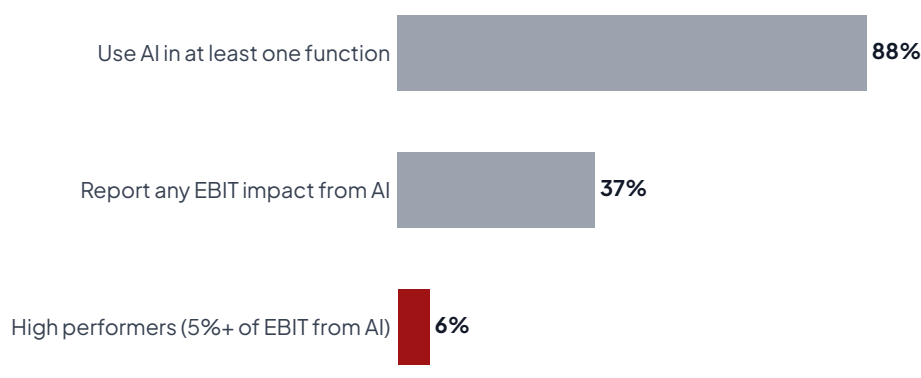
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## The disappointing numbers

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### EXHIBIT 6

#### Using AI is common. Profiting from it is not.



Sources: McKinsey, The state of AI in 2025 (Nov 2025) and The state of AI in 2026 (Aug 2026).

- 88% of organizations use AI in at least one function, but only about one third are scaling it (McKinsey, 2025).
- 37% report any profit (EBIT) contribution from AI, essentially unchanged from the previous year. About 6% are high performers that get 5% or more of EBIT from AI (McKinsey, 2026).
- 56% of CEOs report no significant financial benefit from AI so far (PwC Global CEO Survey, 2026).
- Only 25% of AI initiatives delivered their expected ROI, and only 16% were scaled across the enterprise (IBM CEO Study, 2025).
- 60% of companies report minimal or no material value from AI (BCG, 2025).

Read alone, these numbers say AI is a gamble. Read with what follows, they say something more useful:

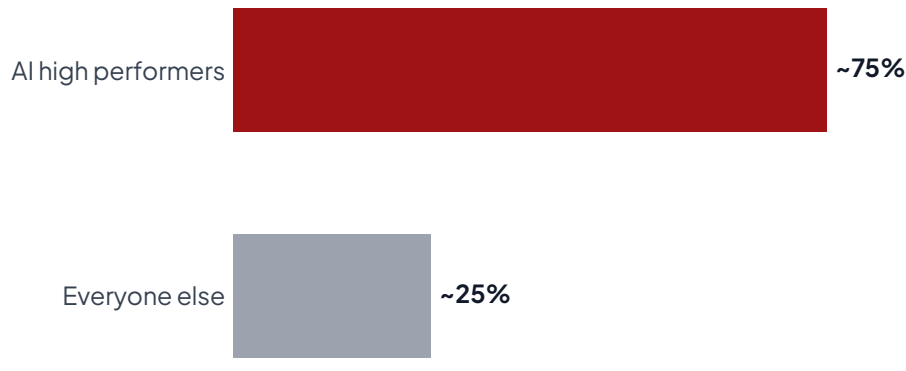
**| AI is a gamble when it is done the wrong way.**

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# What the winners do differently

## EXHIBIT 7

### Share that fundamentally redesigned workflows around AI



Source: McKinsey, The state of AI in 2026 (Aug 2026). Approximate shares as reported.

McKinsey's 2026 research found that nearly three quarters of AI high performers have fundamentally redesigned their workflows, against about one quarter of everyone else. BCG found that the 5% of companies getting value at scale grow revenue 1.7 times faster and deliver 3.6 times the three year shareholder return of laggards. Deloitte found that 30% of companies are redesigning key processes around AI, while 37% use it only at a surface level.

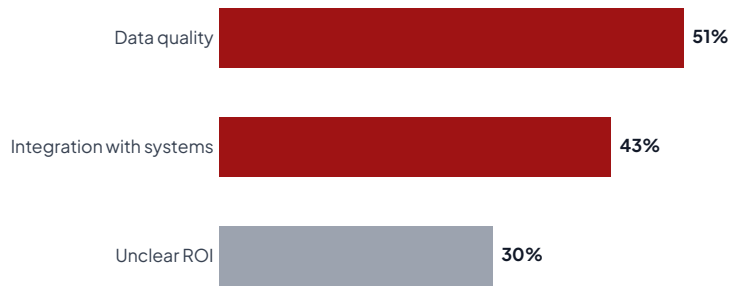
#### THE PATTERN

The pattern is consistent across every source: value comes from changing how a specific piece of work gets done, not from adding a tool on top of the old process.

# Four reasons AI projects fail

## EXHIBIT 8

### Why manufacturing AI pilots failed (middle market)



Source: RSM, Middle Market AI Survey 2026, manufacturing snapshot (July 2026). Multiple answers allowed.

In the middle market, the reasons pilots fail are practical. Among manufacturers surveyed by RSM, failed pilots were blamed on data quality (51%), integration with existing systems (43%) and unclear ROI (30%). Rockwell found that only 43% of the data manufacturers collect is used effectively. Gartner expects more than 40% of agentic AI projects to be canceled by the end of 2027 because of escalating costs, unclear business value or weak risk controls. The causes repeat.

| FAILURE PATTERN               | WHAT IT LOOKS LIKE                                                                              | HOW TO AVOID IT                                                                   |
|-------------------------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| 1. Tool first, problem second | A platform is bought, then teams are asked to find uses for it.                                 | Start from one costly problem, such as spoilage or late orders.                   |
| 2. No agreed metric           | Success is described as “insights” or “visibility.”                                             | Agree the number before work starts: spoilage rate, margin per job, on time rate. |
| 3. Data and integration gaps  | The pilot runs on a clean sample, then breaks on live data from the ERP and production systems. | Build on the systems you already run, and fix the data that one workflow needs.   |
| 4. No owner                   | Nobody in operations is accountable for the result.                                             | Name an operations owner, not only an IT sponsor.                                 |

#### THE LESSON

The lesson is not “wait.” The lesson is: pick one workflow, agree the number, and make the vendor accountable for moving it.

# 05

## SECTION 05

# Eight POD workflows where AI pays

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Eight places money leaks in a print on demand operation, and the number to watch for each one.



These are the eight workflows where the returns in print on demand and decorated apparel are fastest and easiest to measure. Each is a place where money leaks today, where the data usually already exists in the order, production and shipping systems, and where the result shows up in a number the finance team already tracks.

| WORKFLOW                                | WHERE THE MONEY LEAKS                              | FIRST NUMBER TO WATCH         |
|-----------------------------------------|----------------------------------------------------|-------------------------------|
| <b>01 Spoilage and reprints</b>         | Misprints, wrong blanks, damaged garments          | Spoilage rate by machine      |
| <b>02 Job costing and cost to serve</b> | Unprofitable jobs and customers hidden in averages | Margin per job                |
| <b>03 Late order prediction</b>         | Expedited shipping, lost repeat customers          | On time ship rate             |
| <b>04 Blank inventory planning</b>      | Stockouts and cash tied up in blanks               | Stockouts that delayed orders |
| <b>05 Artwork intake and proofing</b>   | Skilled time on file checks, artwork reprints      | Order to print ready time     |
| <b>06 Quoting for custom and B2B</b>    | Slow quotes, inconsistent margin                   | Quote turnaround and win rate |
| <b>07 Print method routing</b>          | Wrong method or machine for the run size           | Cost per unit by method       |
| <b>08 Customer service</b>              | Status lookups across several systems              | Tickets per 1,000 orders      |

#### WHERE TO START

Pick the workflow where the leak is largest and the data is cleanest. For most mid-size operators, that is spoilage, job costing or late orders.

## 01 Spoilage and reprints



### THE PROBLEM

Misprints, wrong blanks, color mismatches and damaged garments are written off as the cost of doing business. Most shops know their overall reprint rate, but not where spoilage starts: which printer, which substrate, which artwork type, which shift.

### WHAT AI DOES

Links every reprint back to the order, machine, operator, blank and artwork that produced it, and finds the patterns. It flags high risk jobs before they print, for example a dark garment with a file type that has failed before on that machine.

### WHAT TO MEASURE

Spoilage rate by machine and product, reprint cost per 1,000 units, and first pass yield.

### DATA YOU NEED

Order and reprint records, production logs, machine IDs and blank SKUs.

## 02 Job costing and cost to serve



### THE PROBLEM

Two orders with the same selling price can carry very different profit. Small runs, complex artwork, rush shipping, split shipments and high touch customers absorb cost that standard costing never sees.

### WHAT AI DOES

Builds a true cost for every job from actual ink, blank, labor time, machine time, packaging, shipping and rework, then rolls it up by customer, channel and product.

### WHAT TO MEASURE

Margin per job and per customer, and the share of revenue from unprofitable accounts.

### DATA YOU NEED

ERP order lines, production time stamps, shipping invoices and purchase costs.

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## 03 Late order prediction



### THE PROBLEM

Orders that will miss their ship date are usually discovered on the day they are due, when the only fixes are expensive expedited shipping or an apology.

### WHAT AI DOES

Scores every open order for delivery risk using its stage, queue position, blank availability, machine load and history, and alerts the team while there is still time to act.

### WHAT TO MEASURE

On time ship rate, expedited shipping spend, and orders saved after an alert.

### DATA YOU NEED

Order status history, production queue, inventory and carrier data.

---

## 04 Blank inventory planning

### THE PROBLEM

Blank garments are the largest material cost and one of the most common reasons for delays. Too much stock ties up cash. Too little in one size or color stops production.

### WHAT AI DOES

Forecasts demand by style, color and size from order history, seasonality and customer patterns, and recommends reorder points and quantities.

### WHAT TO MEASURE

Stockouts that delayed orders, inventory turns, and cash tied up in blanks.

### DATA YOU NEED

Sales and order history, inventory levels and supplier lead times.

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## 05 Artwork intake and proofing

|                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>THE PROBLEM</b><br>Low resolution files, wrong dimensions, missing transparency and unapproved designs slow the front of the line and cause misprints at the end of it. Manual checks take skilled time. | <b>WHAT AI DOES</b><br>Checks every incoming file against print requirements, fixes common issues such as background removal, generates proofs, and routes only the exceptions to a person. Tools already exist for parts of this: Customily reports that cutouts taking 20 to 30 minutes by hand in Photoshop now take seconds. |
| <b>WHAT TO MEASURE</b><br>Time from order to print ready file, artwork related reprints, and proofs per designer per day.                                                                                   | <b>DATA YOU NEED</b><br>Artwork files, order specifications and approval history.                                                                                                                                                                                                                                                |

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## 06 Quoting for custom and B2B orders

|                                                                                                                                                                                        |                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>THE PROBLEM</b><br>Quotes for team, corporate and promotional orders are often built by hand from spreadsheets and memory. Slow quotes lose deals. Inconsistent quotes lose margin. | <b>WHAT AI DOES</b><br>Drafts quotes from the request using actual job cost data, current blank prices and capacity, so every quote reflects true cost and goes out faster. |
| <b>WHAT TO MEASURE</b><br>Quote turnaround time, win rate, and margin on won quotes against target.                                                                                    | <b>DATA YOU NEED</b><br>Past quotes and outcomes, job costing data and price lists.                                                                                         |

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## 07 Print method routing by run size

|                                                                                                                                                                                                                              |                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>THE PROBLEM</b><br>The same design can be produced by DTG, DTF, screen printing or sublimation. The cheapest method depends on quantity, colors, garment and current machine load, and the choice is often made by habit. | <b>WHAT AI DOES</b><br>Recommends the lowest cost method and machine for each job based on run size, artwork, garment and capacity, and batches similar jobs together. |
| <b>WHAT TO MEASURE</b><br>Cost per unit by method, machine utilization and changeover time.                                                                                                                                  | <b>DATA YOU NEED</b><br>Job specifications, method cost data and machine schedules.                                                                                    |

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## 08 Customer service and order status

|                                                                                                                                                                   |                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>THE PROBLEM</b><br>“Where is my order” messages, change requests and reprint claims consume service time, and each one often means looking up several systems. | <b>WHAT AI DOES</b><br>Answers status questions from live order data, handles routine changes, and gathers photos and details for reprint claims before a person reviews them. It can also alert customers early when an order is at risk. |
| <b>WHAT TO MEASURE</b><br>Tickets per 1,000 orders, first response time, and the share resolved without a person.                                                 | <b>DATA YOU NEED</b><br>Order and shipping status, ticket history and service policies.                                                                                                                                                    |

# 06

SECTION 06

## Readiness self-assessment

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Fifteen yes or no questions across data, process and people. The total tells you where to begin.



Answer each question yes or no, and score one point for every yes. The total tells you where to begin.

#### DATA

- |   |                                                                               |                              |                             |
|---|-------------------------------------------------------------------------------|------------------------------|-----------------------------|
| 1 | Every order has a unique ID that follows it from intake to shipping.          | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 2 | We record reprints and the reason for each one.                               | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 3 | Our ERP or order system can export order, production and shipping data.       | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 4 | We know our actual blank, ink and shipping cost per order, not just averages. | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 5 | Production time stamps exist for at least the main stages.                    | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

#### PROCESS

- |    |                                                                         |                              |                             |
|----|-------------------------------------------------------------------------|------------------------------|-----------------------------|
| 6  | We can name the one workflow where we lose the most money.              | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 7  | We already track that workflow with a number reviewed at least monthly. | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 8  | Our production steps are broadly the same across shifts and sites.      | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 9  | We know our on time ship rate for the last 90 days.                     | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 10 | Exceptions such as rush orders and reprints follow a defined path.      | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

#### PEOPLE

- |    |                                                                       |                              |                             |
|----|-----------------------------------------------------------------------|------------------------------|-----------------------------|
| 11 | An operations leader is willing to own the result of an AI project.   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 12 | Our team works in the core systems, not in side spreadsheets.         | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 13 | Someone in the company can work with an outside team on data access.  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 14 | Leadership has agreed what success looks like in numbers.             | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 15 | We are prepared to change how the workflow runs, not just add a tool. | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

## Your score

**12 to 15**

**Ready to build.**

Pick a workflow from Section 5 and agree the metric.

**7 to 11**

**Ready for a focused first project.**

Start with the workflow where your data is strongest, and fix gaps as part of the project.

**0 to 6**

**Start with the data.**

A short data assessment on one workflow will show what to fix first.

# 07

## SECTION 07

# How to buy AI without the risk

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A simple buying discipline that works whether you  
build in house, hire a vendor, or work with us.



The research in Section 4 points to a simple buying discipline. It works whether you build in house, hire a vendor, or work with us.

## Layer, modify, build

### STEP 1

#### Layer

Add AI on top of the systems you already run, reading from your ERP, production and shipping data without replacing them. Most of the quick returns sit here.

### STEP 2

#### Modify

Where a workflow needs it, change the process or extend the system it runs on.

### STEP 3

#### Build

Build something new only when a workflow cannot be served by layering or modifying.

## Seven questions to ask any AI vendor

- 1 Which one workflow will this improve first?
- 2 What number will move, and what is the baseline today?
- 3 Will it run on our existing systems, or do we have to replace something?
- 4 What data do you need, and who does the work to prepare it?
- 5 Who on our side owns the result?
- 6 What happens if the number does not move?
- 7 When do you get paid: when the contract is signed, or when the workflow is live?

### THE QUESTION THAT MATTERS MOST

A vendor paid on signature has been paid whether or not the workflow works. A vendor paid when the workflow is live gets paid only when it works in your operation.

## ABOUT

# About Torno Solutions

Torno Solutions builds practical AI for print on demand and decorated apparel companies, on the systems they already run. We work in small Sprint Pods, with teams in Chicago, New Jersey and New Delhi.

## How we work

### One problem first.

We start with one workflow, such as spoilage, job costing or late orders.

### One agreed metric.

We agree the number and its baseline before work starts.

### Your systems.

We layer AI on your existing ERP, production and shipping data.

### Pay when it is live.

We charge for a workflow only once it is live in your operation.

## Bring us one problem

Tell us the workflow that costs you the most. We will tell you what it would take to fix it, what number should move, and what data we would need.

[tornosolutions.com/print-on-demand](https://tornosolutions.com/print-on-demand)

## REFERENCE

# Sources

All figures are from research published between 2024 and 2026. Where a primary page could not be accessed, the figure was taken from reputable coverage of the original release, and that coverage is listed. Survey samples vary in company size; decorated apparel figures from PRINTING United Alliance include many shops smaller than the mid-size operators this playbook is written for.

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