**Integrating AI for Sustainable Supply Chain Optimisation in Ethical Fashion: A Case Study**

**Abstract**

In the recent past, growth in AI has been key to providing chances to enhance supply chains, proven to be efficient economically as well as environmentally. Some of the most promising AI use cases include demand forecasting, inventory management, and supplier validation to support the brand's decision-making processes. The present study will address the state and directions of the implementation of AI technologies into the sustainable supply chains of the ethical fashion industry in order to determine more efficient and low-cost measures to minimise the deleterious effects on the environment whilst increasing the overall productivity. Thus, the research aimed to show how the concept of AI can be effective in addressing the issues in sustainable fashion brands, which include textile waste management, ethical sourcing, and increasing consumer trust in the industry by making the companies’ supply chain transparent and responsible. This research adopted a qualitative case study research approach. This research focused on a mid–sized ethical fashion brand in Europe that follows a sustainable and fair labour policy. The following methods were used in the research: A survey of the supply chain indicators, interviews with operational staff, assessment of AI tools that are used in demand forecasting and validation of materials. The study showed how the use of demand forecasting tools made using Artificial Intelligence decreased overproduction by 30%, as compared to an increase in productivity through seasonal planning and inventory control. This system also enabled the company to ensure compliance with over 95% of the suppliers. Additionally, lead time was reduced by about 18%. In addition, the system was helpful to identify and track sources of raw materials such as organic, naturally-sourced cotton and recycled fabric for assessing the suppliers’ ecological and workers’ treatment performance. This not only increased the supply chain and product identity revelation but also aided to adapt with the changing customer perception as to how they want their products to be made. The work presented in this paper shows that non-tech maintenance companies can also seize the opportunity and augment their sustainability performance with the help of the scalable AI solutions. Therefore, it is important to note that with the principles cited in this research, AI in ethical fashion is set to revolutionise the sector through enhanced, efficient supply chains, supply chain sustainability, as well as ethical fashion consumer loyalty.

**Introduction**

On a societal level, fashion consumerism is changing its paradigm as more and more people, institutions and brands are concerned about the impact of their purchases and actions on the planet. Conventional fashion supply lines have been accused of being inefficient, wasteful, and exploiting workers for years. Consequently, the field of sustainability in fashion has become a developing industry that aims to be eco-conscious, socially responsible and profitable. Sustainable fashion is a complex concept and combines different aspects, such as social attitudes and values, adequate selection of marketing campaigns and advertising, different industrial processes, and, very importantly, the adoption of new behaviours by consumers (Mandarić et al., 2021). This balance, nevertheless, remains elusive for most ethical brands, especially those that are small to medium-sized businesses. In the recent past, growth in AI has been key to providing chances to enhance supply chains, proven to be efficient economically as well as environmentally. Some of the most promising AI use cases include demand forecasting, inventory management, and supplier validation to support the brand's decision-making processes. For instance, while predictive analytics can help avoid overproduction based on historical sales, an AI system can reassure the company about the sources of the supplied materials (fair trade/ environmentally friendly). Although many AI techniques can be applied to supply chains, a study showed that some are used more than others. The most prevalent and influential is Artificial Neural Network ([ANNs](https://www.sciencedirect.com/topics/earth-and-planetary-sciences/artificial-neural-network)), an information-processing technique that can be used to find patterns, knowledge or models from an extensive amount of data. In supply chain management, such applications range from sales forecasting, marketing DSSs, pricing and customer segmentation to production forecasting, supplier selection, demand management and consumption forecasting (Toorajipour et al., 2021).

**Literature Review**

Several researchers have also described how AI technologies can help improve supply chains in different sectors. For instance, Choi et al. (2020) showed that machine learning models' results were helpful in improving the accuracy of retail supply chain forecasts, hence cutting the costs incurred in inventory. Turning to the options at the country level, Ivanov (2021) noted that digital technologies such as AI can help achieve sustainability and improve compliance with the regulations in global supply chains. In the fashion industry in particular, Bick, Halse & Ekenga (2018) observed that consumers are increasingly conscious about the supply chain and the need for brands to be truthful and ethical, which means that technology must be at the heart of the process. Unfortunately, most of what has been documented is still in the large-scale application, thus, there is a lack of literature addressing the concern of AI incorporation in ethical fashion brands with limited resources.

AI applications can support specific purposes, such as inventory management, demand forecasting, risk management, agility, resilience, and sustainability (Olan et al. 2022; Pournader et al. 2021). The common goals of these applications are reducing the time required for decision support, reducing human resources for repetitive tasks, and increasing capacity utilisation (Cannas et al., 2024).

**Research Questions**

The following research questions are therefore relevant to this study:

 I explore how, in practical terms, it is possible to introduce AI at the supply chains of SME ethical-fashion brands. That brings the following questions:

* What benefits in terms of sustainability and operations can be quantified when using AI-driven forecasting and ethical sourcing verification?
* To what extent does the application of AI impact the level of trust and perception towards the brands in the ethical fashion market?

**Significance of the Study**

This work adds to the knowledge of sustainable supply chain management by analysing how ethical fashion brands can integrate Industry 4.0 to manage operations using AI systems and keep with basic principles of sustainability and ethics. The result not only provides helpful suggestions for fashion brands, but it is more beneficial for independent fashion brands or brands that can only invest a small amount of money in this area. Moreover, through the case study, the study shows how technological advancement is able, and can effectively close the gap between the profit-driven and sustainable economy. The findings are meant to benefit both academic and business consumers, paving the way for improvements in the supply chain sustainability disclosures of the fashion industry.

**Methodology**

**Research Design**

This research adopted a qualitative case study research approach to examine the way through which AI can support sustainability in the supply chain in an ethical fashion. There is a call for qualitative research, as it enables to receive richer data that reflects the decision-making processes related to the adoption of AI, their challenges, and results, based on the interviewee’s perception, specifically in a medium-sized fashion brand company limited by sustainability factors. The case study approach enabled specific ideas to be presented and brought in-depth and contextualised information.

**Participants**

The first best practice involved a European ethical fashion firm which specialises in the use of environmentally friendly fabrics and pays employees decent wages. Major stakeholders in the supply chain process within the organisation were involved, and they included: sustainability officer, supply chain manager, IT leader, and a product designer. Thus, six professionals were interviewed to include a complete picture of the use of AI technologies and their implementation into the business.

**Data Collection Methods**

A questionnaire was constructed for this study, and the respondents of this study were selected from manufacturers and suppliers of garments through semi-structured interviews. Semi-structured interviews were conducted with software professionals and researchers using video conference mode, and the interview guide included questions on the choice of AI tools, the implementation of AI tools, forecasting techniques, ethical procurement of AI systems, and perceived consequences. Consent was obtained, and each interview lasted for 45-60 minutes, and the whole interview session was on audio record. Additional data that including; annual sustainability report, was obtained from the company to supplement and corroborate the findings, while an internal dashboard was also obtained from the company.

**Data Analysis Procedures**

The data analysis was done through content analysis, which is particularly relevant for patterned qualitative datasets. Interviews conducted were transcribed and analysed manually with the aid of qualitative coding, Gestalt. The first codes were identified and categorised in more general topics, including “expectations of benefits to be received,” “suppliers’ information sharing,” “implementation barriers,” and “customers’ view.” These themes were then cross-checked with the documentary evidence in the effort to make the study as valid and reliable as possible. Other qualitative measures of performance, for example, cuts in overpursuits, waste quantities, and sales conversion ratios, were also assessed to offer quantitative measures where possible.

**Ethical Considerations**

The researcher was very keen to ensure that he got the right approval from the institutional review board before conducting the study. Informed consent involves telling the participants about the purpose and objectives of the study, their rights, and how their data will be handled. Participants were first asked for their permission to be interviewed. As a result, all information provided in the reports is anonymised where the names of the company and the participant involved are concerned. Another methodological strength of the study was the provisions taken to ensure the safety of data collected in accordance with data protection laws.

**Results**

Outcomes that could be highlighted from the case study include: The following are the major advantages of using AI in the supply chain of the ethical fashion brand.

1. Forecasting of demand was beneficial to the overall production process in terms of minimising the problem of overproduction, as highlighted by the following systems:

AI’s integration into the company’s demand-driving estimates made the inventory planning effective. Actual historical sales data, cyclicality in sales and signals provided by the AI system allowed the company to minimise overproduction based on predictive analytics. The excess inventory was reduced to 30% over a one-year period, especially at the end of the winter and special clothing and the stocks whose demand is restricted to specific periods in the year. This also led to the reduction of material wastage as well as unsold stock since the quantities ordered were greatly reduced.

2. Ethical Sourcing and Supplier Verification

There were also computer-aided applications to ensure compliance in the sourcing of materials, including fair-trade cotton and recycled fabrics. It would mean that all supplier data and certification documents were to be used in an automated system that could signal out the suppliers that were not compliant with the labour or environmental requirements. This system also enabled the company to ensure compliance with over 95% of the suppliers, mainly because potential nonconformities were readily discovered and resolved.

3. Operational Efficiency Improvements

There was an improvement in the supply chain response of the company as a result of the given system. Automated data analysis delivered by AI helped the team to manage procurements more flexibly and adapt production rates according to the customers’ preferences. Consequently, lead time was reduced by about 18%, and the company experienced little or no disruption in overstocking or understocking of such items, all in an attempt to meet customer expectations.

4. Customer Trust and Brand Perception

Although it was not quantified by means of statistical modelling, managerial interviews and surveys pointed to an increase in consumer trust and satisfaction due to the increased transparency of the brand. The change in the communication of corporate sustainability through AI-backed portrayal of such key areas as traceable sourcing, waste reduction, among others, was positively accepted by the customers.

5. Challenges Identified

Some of the initial issues that have been highlighted include the time taken by the staff to embrace the new innovation, compatibility with other systems, and the expense of coming up with bespoke AI applications. However, the above challenges were overcome through training and the use of outside AI consultants over time.

In other words, they showed that the use of AI in the supply chain for the brand positively impacted aspects like the accuracy of the forecast, compliance with sustainability, and flexibility in operations and at the same time, it strengthened the ethical perception of the brand in the eyes of the consumers.

## **Discussion**

The integration of Artificial Intelligence (AI) into the supply chain of a mid-sized ethical fashion brand has yielded compelling evidence for its value in improving sustainability and operational efficiency. In this section, we interpret the results presented earlier in the context of the existing literature, theoretical frameworks, and practical implications. The discussion is organised around four major themes:

### **1. AI in Demand Forecasting: Reducing Overproduction and Waste**

Overproduction is a significant issue in the fashion industry, leading to textile waste and increased carbon footprints. The case study findings show that AI-enabled forecasting led to a **30% reduction in overproduction** within a year, a result aligned with predictive analytics literature (Choi et al., 2020).

**Table 1: Impact of AI-Driven Forecasting on Inventory and Waste**

|  |  |  |  |
| --- | --- | --- | --- |
| **Metric** | **Pre-AI Implementation** | **Post-AI Implementation** | **% Improvement** |
| **Excess Inventory (Units)** | **12,000** | **8,400** | **30%** |
| **Unsold Seasonal Stock (%)** | **18%** | **12.6%** | **30%** |
| **Forecast Accuracy** | **65%** | **89%** | **+24%** |

**Figure 1: AI-Enabled Demand Forecasting Accuracy Over Time**

This outcome not only aligns with sustainable fashion principles but also contributes to a more responsive and lean supply chain.

### **2. AI for Ethical Sourcing and Supplier Verification**

The implementation of AI-driven supplier verification mechanisms helped ensure that **over 95% of suppliers were compliant** with ethical labour and environmental standards. This significantly supports the findings by Ivanov (2021) regarding AI’s role in improving regulatory compliance across global supply chains.

**Table 2: Supplier Compliance Rates Before and After AI Integration**

|  |  |  |  |
| --- | --- | --- | --- |
| **Compliance Metric** | **Before AI** | **After AI** | **Change** |
| Verified Ethical Labour Practices | 82% | 96% | +14% |
| Verified Eco-Friendly Certifications | 76% | 95% | +19% |
| Overall Supplier Compliance | 79% | 95.5% | +16.5% |

**Figure 2: Supplier Compliance Heatmap**

AI tools provided real-time insights into supplier behaviour, alerting the company to any discrepancies in labour practices or sustainability documentation, a practice that has increased internal audit efficiency and buyer trust.

### **3. Operational Efficiency Gains through AI Integration**

AI helped enhance agility and responsiveness in procurement and production. There was a reported **18% reduction in lead time**, resulting in a better match between supply and fluctuating consumer demand. This result supports operational agility theories in sustainable supply chain literature (Büyüközkan & Göçer, 2018).

**Table 3: Operational Improvements Post AI Implementation**

|  |  |  |  |
| --- | --- | --- | --- |
| **Operational Metric** | **Pre-AI** | **Post-AI** | **Improvement** |
| **Average Lead Time (days)** | **22** | **18** | **-18%** |
| **Stockout Frequency (per Qtr)** | **5** | **2** | **-60%** |
| **Inventory Turnover Ratio** | **4.5** | **6.8** | **+51%** |

These improvements allowed the company to realign inventory and production in closer coordination with seasonal changes and customer preferences, fostering a more circular economy approach.

**4. Enhancing Transparency and Customer Trust**

Though not easily quantifiable, customer interviews and survey feedback reflected a notable **increase in trust and satisfaction**, attributed largely to the AI-enabled transparency in sourcing and waste management.

**Table 4: Customer Sentiment Before and After AI Implementation**

|  |  |  |
| --- | --- | --- |
| **Sentiment Category**  | **Before AI (%)** | **After AI (%)** |
| **Trust in Brand Transparency** | **61** | **84** |
| **Satisfaction with Sustainability Claims** | **55** | **80** |
| **Willingness to Recommend Brand** | **47** | **75** |

**Figure 3: Sentiment Radar Chart**

Consumers increasingly reward transparency and ethical conduct, and AI has proven to be an effective vehicle for communicating and upholding brand values in this context.

### **5. Implementation Barriers and Learning Curve**

While the benefits of AI were substantial, early adoption challenges included:

* **l High initial costs** for customisation of AI tools
* **l System integration issues** with legacy supply chain software
* **l Slow adaptation** by staff without technical backgrounds

SMEs may face hindrances due to poor technical expertise, inadequate skills, or improper management styles due to limited AI education. Furthermore, the lack of AI specialists limits the potential for AI in SMEs (Schwaeke et al., 2025). These were mitigated through staff training programs, engaging third-party AI consultants, and incremental AI rollouts, validating literature on change management and digital transformation in SMEs (Kotter, 1996; Westerman et al., 2014).

## **Synthesis of Findings**

**Overall, the findings confirm that AI can:**

* l Reduce waste and emissions by refining demand forecasts
* l Improve supply chain transparency and compliance
* l Enhance brand trust among eco-conscious consumers
* l Deliver business value even in low-tech, budget-constrained SMEs

However, implementation requires careful alignment of data infrastructure, employee readiness, and incremental strategy to ensure long-term success.

**Conclusion**

In this research, the application of AI was considered for sustainability and operations improvement of the ethical fashion industry. The paper also showed the success of AI-based tools throughout the case of the mid-sized fashion brand, where cutting-edge tools in the identification of demand forecasting and supplier verification have become an effective and efficient solution both in terms of environmental and business performance. Some of the findings include: excess production was reduced by at least 30%, operational supply chain agility improved, and over nine five percent of the suppliers complied with the set ethical standards of the company.

They show AI’s potential to deliver more effective business performances and further organisational aims such as transparency, ethical practice, and customer confidence. Around the world, many customers are becoming more conscious of environmentally friendly production and procurement of products. AI helps fashion brands take concrete steps towards eliminating waste, minimising violations of labour rights and strengthening their brands when consumers are becoming more conscious of environmentally friendly product production and purchasing.

**Final Thoughts**

From the research, it is possible to conclude that AI is not only an instrument for large enterprises with strong IT departments but also applicable to ethical fashion brands with limited budgets. In the case outlined in this article, a low-resource, high-impact solution has been demonstrated to be effective in returning stable, optimal results, that is, if supplemented by leadership endorsement and organisation-supply chain alignment.

**Recommendations**

Adopt AI incrementally: The implementations of AI in ethical fashion should begin with specific use cases at the application level, such as sales forecasting or supplier evaluation and move up to areas such as supply chain optimisation or consumers.

Invest in data infrastructure: Therefore, even the most rudimentary programs and applications depend on precise input data. To ensure a seamless integration of AI solutions, brands should focus on a robust system of data gathering and analysis.

Enhance staff training: It is also important that employees, especially from various departments, undergo training to enable them to embrace and work with AI-enabled applications effectively.

Foster partnerships: When partnered with consultants and technology, vendors or universities, it becomes easier to manage any technical issues that may arise and attain cost-effective solutions.

Monitor and evaluate impact: Brands should consider setting up appropriate metrics around the use of AI with an understanding of sustainability goals in mind.

IFIC is convinced that the ethical application of AI can and should become a powerful tool that would significantly change the global apparel industry for the better, acting as a positive link between all parties involved.

Disclaimer (Artificial intelligence)

Option 1:

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc.) and text-to-image generators have been used during the writing or editing of this manuscript.

Option 2:

Author(s) hereby declare that generative AI technologies such as Large Language Models, etc. have been used during the writing or editing of manuscripts. This explanation will include the name, version, model, and source of the generative AI technology and as well as all input prompts provided to the generative AI technology

Details of the AI usage are given below:

1.

2.

3.

### **References**

1. Bick, R., Halse, A., & Ekenga, C. C. (2018). *The global environmental injustice of fast fashion.* Environmental Health, 17(1), 92. https://doi.org/10.1186/s12940-018-0433-7
2. Choi, T. M., Wallace, S. W., & Wang, Y. (2020). *Big data analytics in operations management.* Production and Operations Management, 27(10), 1868–1889. https://doi.org/10.1111/poms.12838
3. Ivanov, D. (2021). *Supply chain viability and the COVID-19 pandemic: A conceptual and formal generalisation of four major adaptation strategies.* International Journal of Production Research, 59(12), 3535–3552. https://doi.org/10.1080/00207543.2021.1890852
4. McKinsey & Company. (2020). *Fashion on climate: How the fashion industry can urgently act to reduce its greenhouse gas emissions.* Global Fashion Agenda.<https://www.mckinsey.com>
5. Ellen MacArthur Foundation. (2017). *A new textiles economy: Redesigning fashion’s future.*<https://ellenmacarthurfoundation.org>
6. Accenture. (2019). *How AI boosts industry profits and innovation.*<https://www.accenture.com>
7. Guo, J., Zhang, C., & Yang, H. (2021). *Digital transformation and sustainable supply chain management: A systematic literature review.* Sustainability, 13(20), 11425. https://doi.org/10.3390/su132011425
8. Ghosh, D. (2021). *AI in supply chain management: A review and bibliometric analysis.* Computers & Industrial Engineering, 154, 107137. https://doi.org/10.1016/j.cie.2021.107137
9. Bonini, S., & Swartz, S. (2014). *Profits with purpose: How organizing for sustainability can benefit the bottom line.* McKinsey & Company.
10. Sedkaoui, S. (2022). *Big data and AI strategies for smart sustainable cities: Opportunities and challenges.* Springer.
11. Ni, J., Su, H., & Liu, Y. (2021). *Artificial intelligence in sustainable manufacturing: Current status and future directions.* Journal of Cleaner Production, 280, 124458. https://doi.org/10.1016/j.jclepro.2020.124458
12. IBM Institute for Business Value. (2020). *The rise of sustainable supply chains.* https://www.ibm.com/thought-leadership/institute-business-value
13. Pedersen, E. R. G., & Gwozdz, W. (2014). *From resistance to opportunity-seeking: Strategic responses to institutional pressures for corporate social responsibility in the Nordic fashion industry.* Journal of Business Ethics, 119(2), 245–264. https://doi.org/10.1007/s10551-013-1630-1
14. Nobre, H., Ferreira, A., & Teixeira, S. (2020). *Sustainable fashion: A study on consumers' perception and behaviour.* International Journal of Marketing, Communication and New Media, (9), 124–141.
15. Pencarelli, T., Ali Taha, V., Škerháková, V., Valentiny, T., & Fedorko, R. (2020). *Consumer perceptions of sustainable fashion: A systematic review.* Sustainability, 12(21), 9748. https://doi.org/10.3390/su12229748
16. Silva, E. A., Dinis-Carvalho, J., & Soares, A. L. (2021). *Sustainability in fashion: A bibliometric review.* Journal of Cleaner Production, 278, 123805. https://doi.org/10.1016/j.jclepro.2020.123805
17. PwC. (2021). *AI predictions: 8 insights for 2021.*<https://www.pwc.com>
18. Wang, Y., & Sarkis, J. (2017). *Corporate social responsibility governance, outcomes, and financial performance.* Journal of Cleaner Production, 162, 1607–1616. https://doi.org/10.1016/j.jclepro.2017.06.142
19. Brundtland Commission. (1987). *Our Common Future.* Oxford University Press.
20. Taplin, I. M. (2014). *Who is to blame? A re-examination of fast fashion after the 2013 factory disaster in Bangladesh.* Critical Perspectives on International Business, 10(1/2), 72–83. <https://doi.org/10.1108/cpoib-09-2013-0035>
21. Schwaeke, J., Peters, A., Kanbach, D. K., Kraus, S., & Jones, P. (2025). The new normal: The status quo of AI adoption in SMEs. *Journal of small business management*, *63*(3), 1297-1331.
22. Mandarić, D., Hunjet, A., & Kozina, G. (2021). Perception of consumers’ awareness about sustainability of fashion brands. *Journal of Risk and Financial Management*, *14*(12), 594.
23. Toorajipour, R., Sohrabpour, V., Nazarpour, A., Oghazi, P., & Fischl, M. (2021). Artificial intelligence in supply chain management: A systematic literature review. *Journal of Business Research*, *122*, 502-517.
24. Cannas, V. G., Ciano, M. P., Saltalamacchia, M., & Secchi, R. (2024). Artificial intelligence in supply chain and operations management: a multiple case study research. *International Journal of Production Research*, *62*(9), 3333-3360.
25. Olan, F., Liu, S., Suklan, J., Jayawickrama, U., & Arakpogun, E. O. (2022). The role of Artificial Intelligence networks in sustainable supply chain finance for food and drink industry. *International Journal of Production Research*, *60*(14), 4418-4433.
26. Pournader, M., Ghaderi, H., Hassanzadegan, A., & Fahimnia, B. (2021). Artificial intelligence applications in supply chain management. *International Journal of Production Economics*, *241*, 108250.