

# HOW AI'S IMPACT IS RESHAPING FASHION

A Strategic Playbook for 2026 and Beyond



**Marcel Melzig**

Founder, Circular Link | Strategic Partner,  
LIGANOVA & Luxurysight

# About the Author

---

**Marcel Melzig** brings over 15 years of experience across fashion, luxury, and sportswear — spanning strategy, commercial leadership, and digital transformation.

He is the **Founder of Circular Link**, a strategic advisory working with fashion and lifestyle brands to navigate market shifts, build AI-ready operating models, and unlock circular business opportunities.

Marcel serves as **Strategic Partner at LIGANOVA** (Stuttgart), one of Europe's leading brand experience agencies, and at **Luxuryinsight** (Paris), a data intelligence platform for the luxury industry. Previously, he held the position of **VP EMEA at Stella International**, one of the world's largest footwear manufacturers.

He writes **Market Pulse**, a newsletter analyzing market shifts, strategic inflection points, and emerging opportunities in fashion, luxury, and sportswear.

---

[LinkedIn → Marcel Melzig](#)

[Market Pulse Newsletter →](#)

## Table of Contents

---

### Executive Brief

#### I. The New Landscape

- I.1 From Experimentation to Infrastructure
- I.2 The Scale of the Shift
- I.3 Why Fashion Is Uniquely Exposed
- I.4 Framework for Reading This Report

#### II. AI Across the Value Chain

- II.1 Design & Product Development
- II.2 Sourcing & Supply Chain
- II.3 Merchandising & Planning
- II.4 Marketing & Content
- II.5 Commerce & CX
- II.6 Resale & Circularity

#### III. The Creative Impact

- III.1 Augmenting vs. Replacing
- III.2 The New Design Workflow
- III.3 Digital Fashion & Virtual
- III.4 The Evolution of Aesthetics

#### IV. Strategic Implications

- IV.1–IV.6 Moats, Data, CX, Sustainability

#### V. Actionable Opportunities

- V.1–V.7 Phases, Flywheel, KPIs, Sprint

#### Conclusion

#### Sources & References

# Executive Brief

**The headline:** AI is no longer a "tool layer" for fashion. It's becoming a **system layer**: it compresses cycle time, expands creative search, and rewires how demand is sensed and supplied.

**\$2T**

Global fashion  
market size

**\$275B**

GenAI profit  
potential

**35%**

Fashion AI  
CAGR

**30–40%**

Inventory  
marked down/yr

## What's Changing — Signals → Implications

- **Creativity:** Generative systems increase **creative throughput** while raising the premium on curation, taste, and brand codes.
- **Merch + Planning:** Forecasting shifts from seasonal to near-continuous. Assortments become more adaptive.
- **Content economics:** Content becomes abundant; **distribution + trust + brand clarity** become scarcer.
- **Supply chain:** The biggest gains come from **decision quality** — not flashy front-end experiments.
- **Customer experience:** Personalization evolves from "recommendation" to **guided choice + styling + intent capture**.
- **Sustainability:** AI can reduce overproduction, but only if incentives, governance, and measurement are aligned.

## The Strategic Punchline

Brands win by building an **AI flywheel**: 1) capture data → 2) train/augment decisions → 3) shorten feedback loops → 4) redeploy gains into better product + CX.

**What to do now (90 days):** Pick **3 use cases**: one revenue, one cost, one learning. Set up a **single source of truth** for product, customer, and inventory data. Establish **AI governance** before scaling. Build a simple **KPI tree** to prove ROI quickly.

### ► KEY TAKEAWAY

AI is a **system layer**, not a tool. The winners will be organizations that treat AI as operating infrastructure — not a series of experiments.

# I. The New Landscape: Why AI in Fashion Is Different Now

## SECTION OVERVIEW

- Foundation models reached production quality in 2023–2024
- Data infrastructure matured: CDPs, unified commerce, composable architectures
- Cost structures collapsed: image generation from ~\$150 to under \$0.10
- Fashion sits at the intersection of AI's strongest capabilities

## I.1 From Experimentation to Infrastructure

Fashion has flirted with AI for a decade. Recommendation engines, chatbots, image recognition — useful, but peripheral. What's changed is the convergence of three forces:

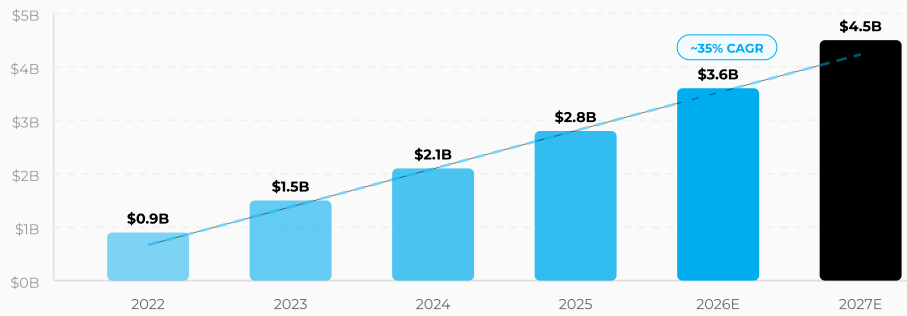
- **Foundation models reached production quality.** LLMs (GPT-4, Claude, Gemini) and image generators (Midjourney, DALL·E, Stable Diffusion) crossed the threshold from novelty to commercial-grade in 2023–2024. By 2025, fine-tuned models on proprietary brand data produced work indistinguishable from human output in narrow domains.<sup>1</sup>
- **Data infrastructure matured.** Cloud-native CDPs, unified commerce platforms, and composable architectures gave brands a single source of truth for product, customer, and inventory data.<sup>2</sup>
- **Cost structures collapsed.** Image generation dropped from ~\$150 to under \$0.10. Translating a product page into 40 languages fell from thousands of dollars to cents. This is a structural shift.

*"McKinsey estimates generative AI alone could add \$150–275 billion in operating profit to the apparel, fashion, and luxury sectors."<sup>3</sup>*

## I.2 The Scale of the Shift

- **\$2 trillion:** Global fashion market size. Even marginal gains compound to billions.<sup>4</sup>
- **30–40%:** Inventory marked down or destroyed annually. AI-driven forecasting could cut this by 20–50%.<sup>5</sup>
- **12–18 months → 6–8 weeks:** Design-to-shelf compression for fast-fashion; 4–8 months for premium.
- **60–70%:** Purchasing decisions influenced by digital touchpoints.<sup>6</sup>
- **\$3.6B:** Fashion AI spend in 2025, growing at 35% CAGR.<sup>7</sup>

Figure 1 — Global Fashion AI Market Size (\$B, 2022–2027)



Sources: McKinsey & Company; Statista; BoF Insights<sup>7</sup>

But the real shift isn't in aggregate spending. It's in **who captures value**. Shein's algorithm-driven model — testing **5,000+ new styles per day** with small initial runs, reading real-time demand signals, and scaling winners within 72 hours — isn't just fast fashion. It's a different operating system.<sup>8</sup>

### I.3 Why Fashion Is Uniquely Exposed

**High-dimensional creative search.** A single product involves dozens of variables: silhouette, material, colorway, trim, sole, lacing, sizing, fit. AI excels at exploring this combinatorial space.

**Demand uncertainty.** Fashion is a prediction business operating under radical uncertainty. ML models trained on sell-through, search, social, and resale data narrow the cone significantly.

**Visual-first, content-heavy.** Fashion lives on images, video, styling, and storytelling. Generative AI's strongest modalities map directly to fashion's core outputs.

**Fragmented, data-rich value chain.** From fiber to consumer, fashion's supply chain generates enormous data. Most of it goes unused. AI can turn this latent data into actionable decisions.

**Emotional + functional product.** A handbag is simultaneously a functional object, a status signal, an identity marker, and an aesthetic choice. AI can optimize the functional layer while humans own the emotional layer.

### I.4 A Framework for Reading This Report

1. **Where is AI being applied?** (Section II — the value chain)
2. **How does it change what fashion is?** (Section III — creative impact)
3. **What does it mean for your competitive position?** (Section IV — strategy)
4. **What should you do about it?** (Section V — roadmap)

#### ► KEY TAKEAWAY — SECTION I

AI in fashion passed the tipping point in 2024. Three converging forces — production-quality models, mature data infrastructure, and collapsed cost structures — mean the question is no longer **whether** to adopt AI, but **how fast** you can build the flywheel.

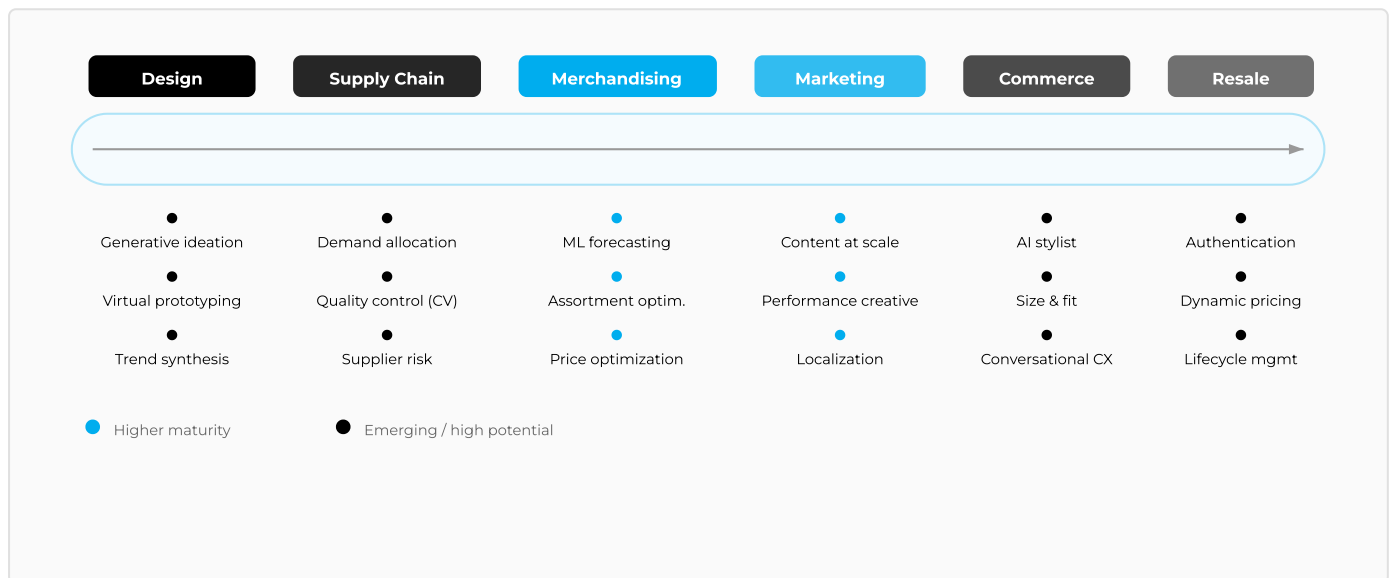
# II. AI Across the Fashion Value Chain

## SECTION OVERVIEW

- Six domains mapped: Design, Supply Chain, Merchandising, Marketing, Commerce, Resale
- Merchandising & marketing are most mature; design & resale have highest disruption potential
- Supply chain is least glamorous but highest-impact for margin improvement

AI's impact is not evenly distributed. Some functions are already being transformed; others are barely scratched.

Figure 2 — AI Applications Across the Fashion Value Chain



Source: Author analysis

## II.1 Design & Product Development

### What's Working

- **Ideation acceleration.** Designers at Nike, Adidas, and Acne Studios use Midjourney, DALL·E, and custom Stable Diffusion models to generate concept boards in hours rather than weeks.<sup>9</sup>
- **Virtual prototyping.** CLO3D, Browzwear, and Style3D enable digital-first sampling. PVH Group reported a **60% reduction in physical samples**.<sup>10</sup>

### What's Not Working (Yet)

- **Technical design.** AI still struggles with construction details and manufacturing constraints.
- **Brand code enforcement.** Most generative models produce generic output unless heavily fine-tuned.
- **Cross-functional integration.** Design tools remain siloed from PLM, ERP, and supply chain systems.

**Material and print generation:** Maison Meta created collections for Collina Strada using generative tools, pushing aesthetic boundaries that would have been cost-prohibitive manually.<sup>11</sup> **Trend synthesis:** Heuritech and Trendalytics use computer vision to scan millions of social images. LVMH has invested in Heuritech.<sup>12</sup>

**Leverage point:** The highest ROI isn't in replacing designers. It's in **compressing the exploration-to-decision cycle** — generating more options, evaluating them faster, and killing bad ideas earlier.

## II.2 Sourcing, Manufacturing & Supply Chain

**Current state:** The least glamorous area — and arguably the highest-impact one.

- **Demand-driven allocation.** Inditex has spent **€2.5B** on integrated digital systems using real-time sell-through data across 5,700+ stores.<sup>13</sup>
- **Supplier risk management.** Nike and H&M deploy AI systems monitoring supplier health across financial, compliance, and delivery dimensions.<sup>14</sup>
- **Quality control.** Computer vision systems from Inspectorio and Optitex detect defects in real time.

## II.3 Merchandising & Demand Planning — Most Ready for Transformation

### What's Working

- **Forecasting accuracy.** ML models outperform traditional methods by **20–50%**. EDITED, Centric Software, and o9 Solutions integrate external signals with sell-through data.<sup>15</sup>
- **Assortment optimization.** AI enables "cluster-of-one" strategies. Stitch Fix built its entire model on this principle.<sup>16</sup>
- **Size and fit prediction.** Returns due to poor fit cost the industry **~\$50B annually**. True Fit, 3DLOOK, and Fit Analytics use body-scan data to predict optimal sizes.<sup>17</sup>
- **Price optimization.** Tools from Revionics, Competera, and Blue Yonder deliver 3–8% gross margin improvement.

**A 10% improvement in forecast accuracy at a \$1 billion fashion brand translates to \$20–40 million in reduced markdowns, fewer stockouts, and less excess inventory. This is the use case to fund everything else.**

## II.4 Marketing, Content & Brand Communication

The function experiencing the most visible disruption:

- **Content production at scale.** Zalando generates thousands of product descriptions using LLMs.<sup>18</sup> Brands produce social media variants at **10–50x the volume** at a fraction of cost.
- **Performance creative optimization.** Tools like Pencil, AdCreative, and Jasper generate and test ad creative variants programmatically.
- **Visual search and discovery.** Pinterest Lens, Google Lens, and ASOS Visual Search shift discovery from keyword to visual.<sup>19</sup>

**Leverage point:** AI handles the long tail (variants, localization, performance creative); humans handle the peak (campaigns, storytelling, cultural positioning). Brands that confuse the two will damage their equity.

## II.5 Commerce & Customer Experience

- **Recommendation engines (evolved).** Leaders move toward context-aware recommendations factoring in occasion, weather, and style affinity. Kering's client advisors use AI copilots.<sup>21</sup>
- **Size and fit tools.** Brands deploying robust fit tools report **10–25% reductions** in fit-related returns.
- **Visual try-on.** AR-powered virtual try-on is improving substantially for accessories and eyewear.

**The next frontier:** The **AI stylist** — a system that understands intent ("I need something for a gallery opening in Berlin"), knows the customer's style profile, pulls from real-time inventory, and delivers curated options. The brand that builds it owns next-generation loyalty.



## II.6 Resale, Circularity & Sustainability

- **Authentication.** AI-powered services (Entrupy) verify product authenticity with **99%+ accuracy** for luxury categories.<sup>22</sup>
- **Price intelligence.** Vestiaire Collective and StockX use AI to dynamically price resale items.
- **Demand forecasting for circular models.** Rent the Runway uses ML to predict rental demand and manage garment lifecycle.<sup>23</sup>

**Leverage point: AI-enabled product lifecycle management** — tracking individual garments from production through multiple use cycles and optimizing for total lifecycle value.

### ► KEY TAKEAWAY — SECTION II

The biggest ROI is in **merchandising & supply chain** (decision quality), not in flashy front-end experiments. Start where the margin impact is clearest.

# III. The Creative Impact:

## How AI Reshapes Fashion's Core

### SECTION OVERVIEW

- AI redistributes creative labor — from generation to curation
- Digital fashion's real value is design R&D, not revenue
- Convergence pressure vs. human premium creates strategic choice

### III.1 Augmenting vs. Replacing the Designer

What's happening is a **redistribution of creative labor**, not a replacement.

#### What AI Does Well

- Generates high volumes of variations on a theme
- Explores adjacent aesthetic spaces
- Synthesizes reference material into mood boards
- Translates 2D sketches into 3D renders

#### What AI Does Poorly

- Originating genuinely new aesthetic directions
- Understanding cultural context and timing
- Maintaining brand coherence across a collection
- Making taste judgments — choosing the one that **matters**

The designer's job shifts from **generation to curation**. The scarce skill becomes judgment.

### CASE STUDY

**Coperni.** The Parisian house integrated AI into its design process while maintaining a distinctive creative vision. Their approach: use AI to pressure-test ideas early while keeping final creative decisions in human hands. The technology expands the aperture; the designer controls the lens.

### III.2 The New Design Workflow

AI is compressing and parallelizing the traditional linear sequence (research → sketch → develop → sample → fit → approve → produce). PVH Group (Calvin Klein, Tommy Hilfiger) reduced pre-production samples by **60%** through digital-first workflows.<sup>10</sup>

**The risk: Over-optimization.** When AI makes iteration cheap, brands may produce a "perfect average" that lacks conviction. The most distinctive fashion comes from constraints and strong points of view.

### III.3 Digital Fashion & Virtual Garments

- Balenciaga's Fortnite collaboration and Gucci's Roblox garden proved luxury brand equity translates to virtual contexts.<sup>24</sup>
- Nike's .SWOOSH platform sold **\$185 million** in virtual sneakers by late 2024.<sup>25</sup>
- AI removes manufacturing constraints entirely — enabling impossible geometries, materials, and physics simulations.

**The contrarian view:** Digital fashion's real value isn't revenue. It's **design R&D**. Every virtual garment is a free experiment — no material cost, no inventory. The smartest brands use digital fashion as a low-cost testing lab.

### III.4 The Evolution of Aesthetics

**Convergence pressure.** When thousands of designers use the same tools with similar prompts, output drifts toward a homogeneous "AI aesthetic." The risk: a visual monoculture.<sup>26</sup>

**Counter-pressure: the human premium.** As AI content becomes ubiquitous, the market premium for demonstrably human-made, hand-crafted work rises. Hermès, Brunello Cucinelli, The Row, and Loewe benefit from a halo of authenticity AI cannot replicate.

**New aesthetic vocabularies.** Iris van Herpen, Coperni, and GCDS used AI tools to explore forms and textures impossible through traditional techniques.<sup>27</sup>

**The trend acceleration problem.** AI-powered trend detection + AI-powered production means the half-life of a trend shrinks. For luxury brands trading on timelessness, this is a threat.

***Brands must choose: lean into AI-augmented aesthetics and own the speed game, or lean into human-centric, craft-forward positioning and own the scarcity game. The middle ground — using AI but pretending you don't — is the most dangerous position.***

#### ► KEY TAKEAWAY — SECTION III

AI doesn't replace the designer — it shifts the scarce skill from **generation to curation**. Brands must make a strategic choice: own the speed game (AI-augmented) or own the scarcity game (craft-forward). The middle is death.

# IV. Strategic Market Implications for Brands

---

## SECTION OVERVIEW

- AI capabilities split into table stakes vs. potential moats
- Data quality determines AI ROI — most fashion brands have terrible data
- Operating models shift from sequential/seasonal to parallel/continuous
- Winners: data-rich platforms + heritage houses with archives. Losers: mid-market with weak data

## IV.1 AI as Competitive Moat — or Table Stakes

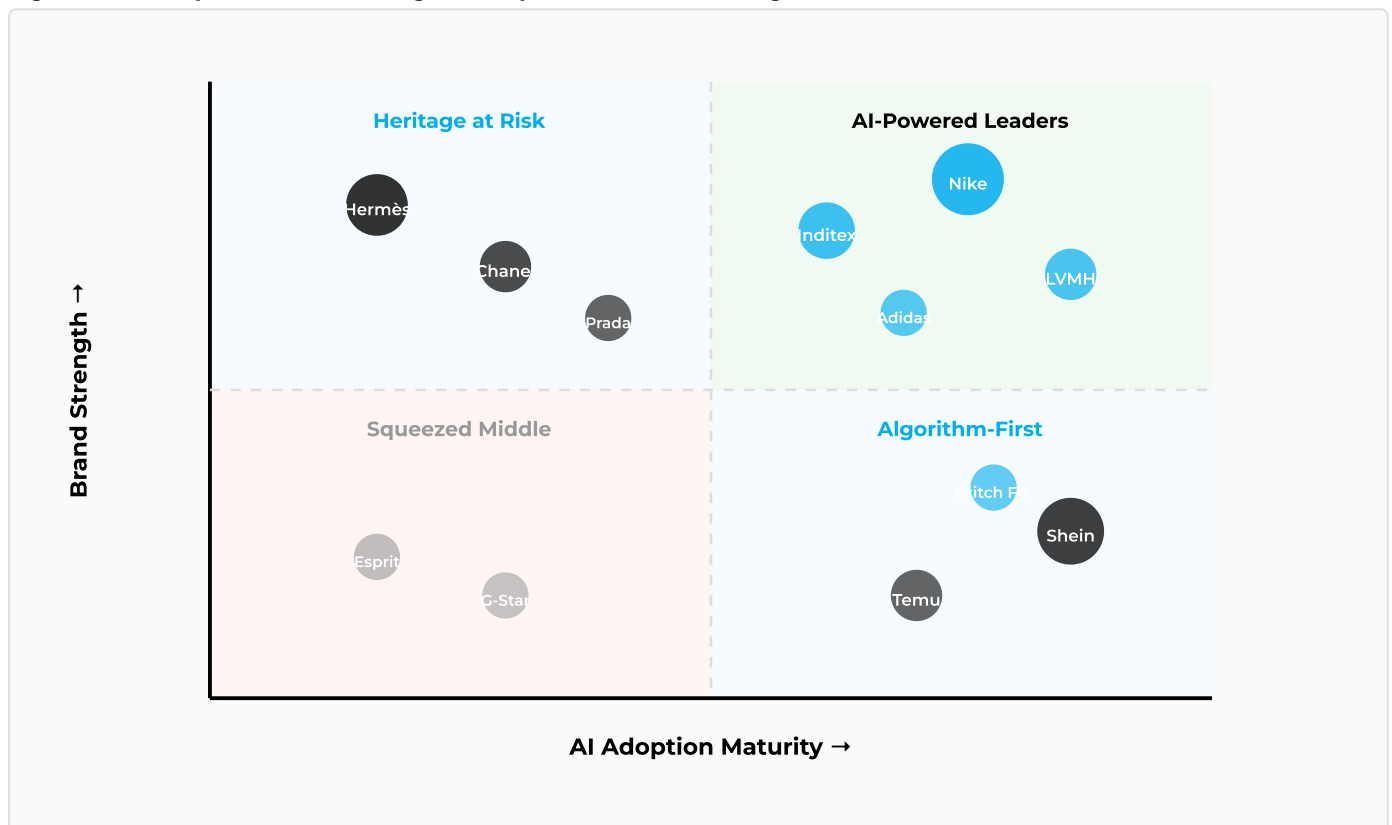
**Table Stakes (Parity):** Product recommendation engines, basic chatbots, automated content production, standard demand forecasting, visual search. Available via off-the-shelf platforms — necessary to compete but won't differentiate.

## Potential Moats

- **Proprietary data loops.** Nike's connected ecosystem generates first-party data on **300M+ members** — data no competitor can replicate.<sup>28</sup>
- **Brand-specific AI models.** Burberry's work digitizing its archive creates the foundation for a generative model trained on 50 years of brand DNA.<sup>29</sup>
- **Decision speed advantage.** Weekly assortment adjustments vs. seasonal cycles compounds over time.
- **Customer relationship depth.** AI-powered styling + sizing creates switching costs through accumulated preference data.

**The acid test:** Can a competitor replicate this by buying the same software? If yes → table stakes. If no (because it requires your data, expertise, or organizational capability) → potential moat.

Figure 3 — Competitive Positioning: AI Adoption vs. Brand Strength



Source: Author analysis. Positions are illustrative.

## IV.2 Data as the New Core Asset

The uncomfortable truth: **most fashion brands have terrible data**. AI doesn't fix bad data — it amplifies it.

### The Data Hierarchy for AI

1. **Clean product data** — enables search, recommendation, assortment planning
2. **Unified customer data** — enables personalization, LTV modeling
3. **Real-time inventory data** — enables allocation, fulfillment optimization
4. **Feedback data** — enables product improvement, fit optimization
5. **External data** — enables trend sensing, competitive intelligence

***Before spending \$10 million on AI tools, spend \$2 million on data infrastructure. This determines whether your AI investments generate returns or waste.***

#### CASE STUDY

**LVMH.** The luxury conglomerate has been quietly building a centralized data platform across its 75+ maisons, balancing shared AI infrastructure with each brand's autonomous creative identity.<sup>30</sup>

### IV.3 Human-AI Collaboration: The Operating Model Shift

- **From sequential to parallel.** AI enables design, merchandising, and supply chain to work on the same data simultaneously.
- **From intuition-first to data-informed intuition.** Senior buyers shift from "I decide the buy" to "I override or validate the AI's recommendation."
- **From large teams → small teams.** Fewer people producing, more people curating and deciding.
- **From seasonal → continuous.** AI-driven demand sensing is always on.

**The talent implication:** Fashion needs the "AI translator" — someone who understands both the domain and the technology. Not a data scientist. Not a fashion executive. Someone at the intersection.

### IV.4 Three Horizons of AI-Driven CX

#### Horizon 1 (Now): Friction Reduction

Chatbots, size tools, personalized email. Optimization of the existing experience.

#### Horizon 2 (2025–2027): Intent-Driven Commerce

Customers describe needs, not products. An AI stylist processes intent, style profile, inventory, and context.

#### Horizon 3 (2027+): Anticipatory Commerce

The system predicts needs before they're articulated — proactive replenishment and styling.

### IV.5 Sustainability: From Narrative to System

- **Overproduction reduction.** AI-driven planning could cut overproduction by **20%**, dwarfing any recycled-material capsule collection.<sup>31</sup>
- **Material optimization.** AI cutting algorithms reduce fabric waste by 3–8%.
- **Supply chain emissions.** Maersk's AI-driven logistics reports **10–15% emission reductions**.<sup>32</sup>
- **Risk:** AI could **increase** total consumption (Jevons paradox). Computational footprint is non-trivial.<sup>33</sup>

**Strategic implication:** The EU's Digital Product Passport (mandatory from 2027) will require the supply-chain data infrastructure AI can help build.<sup>34</sup>

## IV.6 Who Wins, Who Loses

### Winners

- AI-first platforms (Shein, Temu)<sup>8</sup>
- Luxury houses with archives (Hermès, Chanel)
- Data-rich athletic brands (Nike<sup>28</sup>, Adidas)
- AI-native startups

### Losers

- Mid-market brands with weak data
- Wholesale-dependent brands
- Brands treating AI as an IT project rather than business strategy

#### ► KEY TAKEAWAY — SECTION IV

The acid test for AI investment: **can a competitor replicate this by buying the same software?** If yes, it's table stakes. If no — because it requires your data, expertise, or organizational capability — it's a potential moat. Invest in the moats.



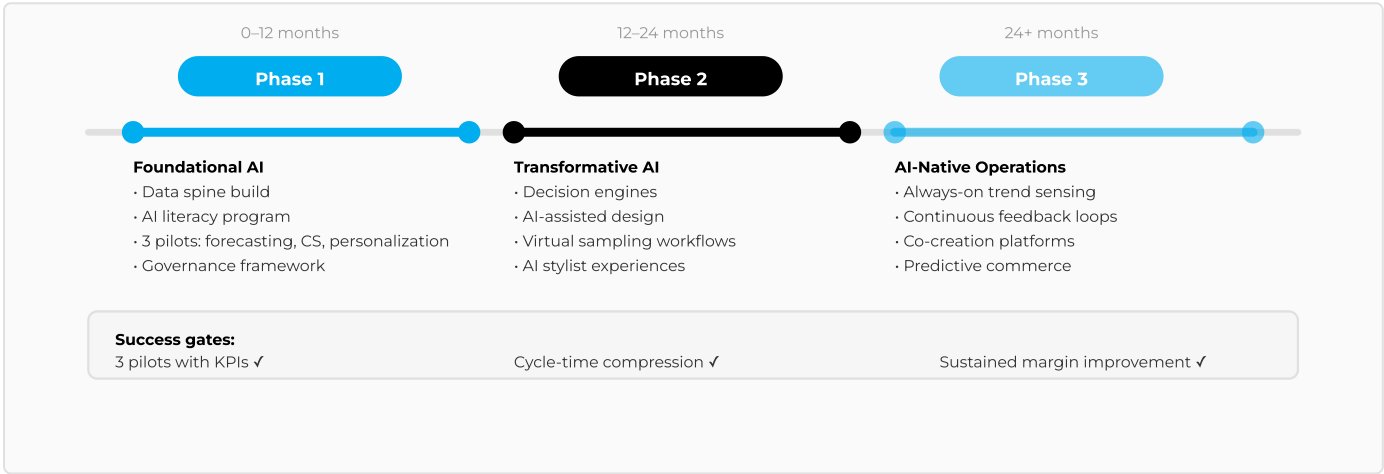
# V. Actionable Opportunities: The Path Forward

**SECTION OVERVIEW**

- Phase-gated 24-month implementation roadmap
- The AI Flywheel: Sense → Decide → Execute → Learn
- 12 prioritized use cases across the value chain
- KPI tree, governance framework, and 90-day sprint plan

## V.1 Phase-Gated AI Implementation

Figure 4 — Phase-Gated AI Adoption Timeline



Source: Author framework

**Phase 1 — Foundational AI (0–12 months)**

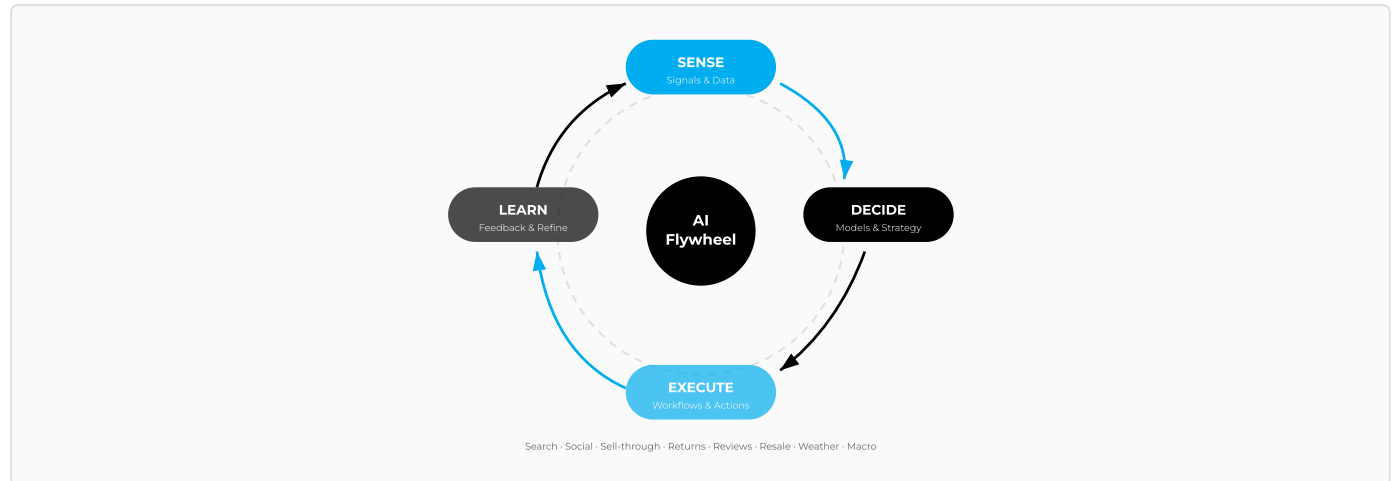
**Objective:** build capability, clean data flows, ship low-risk wins.

**High-ROI Use Cases**

- Demand forecasting + size/fit forecasting
- Customer service copilots
- Basic personalization (PDP/PLP ranking, email)
- Content acceleration with guardrails

## V.2 The AI Flywheel for Fashion

Figure 5 — The AI Flywheel: Sense → Decide → Execute → Learn



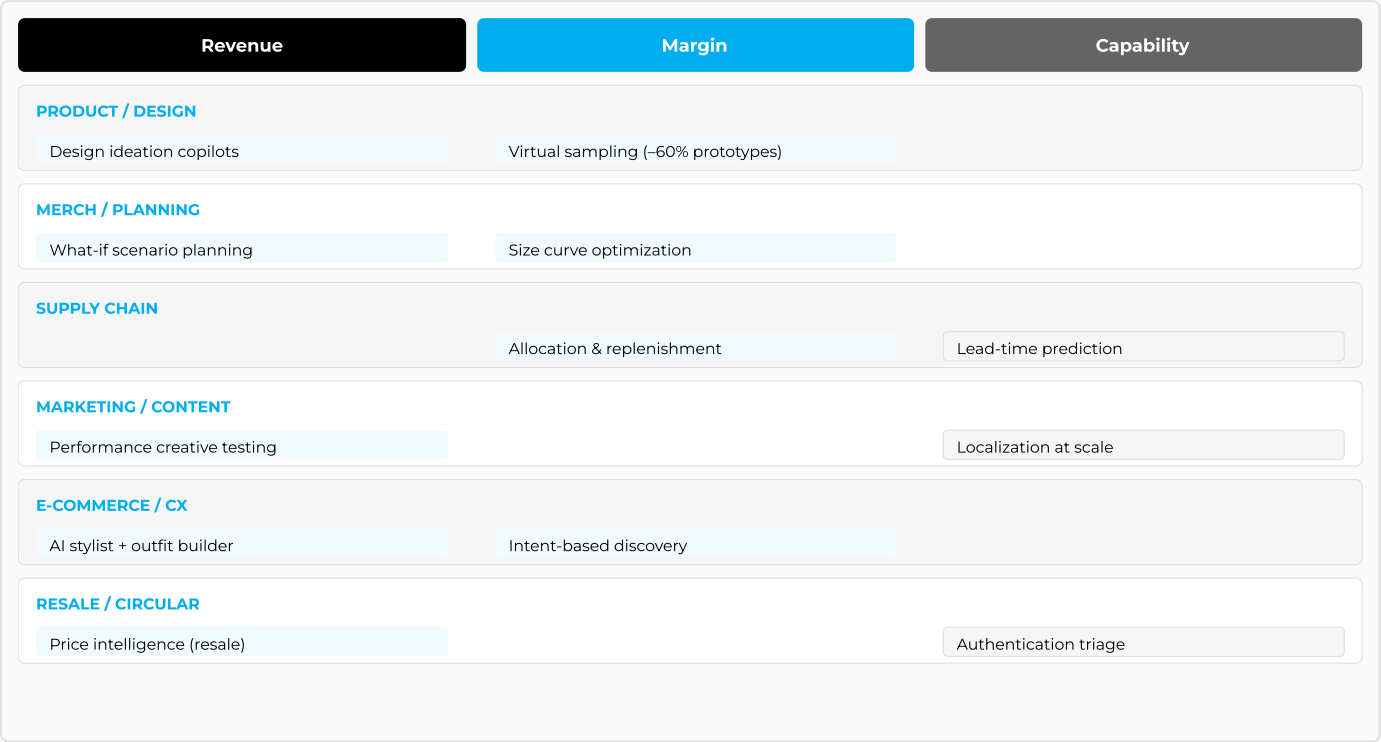
Source: Author framework

**Key insight:** the compounding advantage comes from **feedback-loop speed**, not model novelty. The brand that closes the loop in days outperforms competitors with better models but slower loops.

# V.3 Use-Case Portfolio

A simple rule: 1 Revenue use case + 1 Margin use case + 1 Capability use case.

Figure 6 — The 12 AI Moves: Use-Case Portfolio by Function



Source: Author framework

## V.4 KPI Tree — North-Star Outcomes

### REVENUE

- Conversion rate
- Repeat purchase rate
- Customer retention

### MARGIN

- Gross margin
- Markdown rate
- Returns rate

### SPEED

- Time-to-market
- Time-to-replenish
- Content cycle time

### EXPERIENCE

- NPS / CSAT
- Support resolution time
- Fit satisfaction

**Rule:** every AI initiative must declare: **baseline metric**, **target lift**, **measurement window**, **owner**, and **rollback plan**.

## V.5 Build the AI-Ready Workforce & Culture

### Operating Model

- **AI Studio (core):** product lead, data/ML, analytics, domain expert, legal/compliance
- **Embedded champions:** design, merch, supply chain, marketing, CX

### Skills to Build

- Prompting isn't the skill; **problem framing + evaluation** is.
- Train teams to: define success metrics, curate datasets, validate outputs.

### Human-AI Synergy

- **Humans own:** brand taste, ethics, claims, strategy.
- **AI owns:** search, variation, prediction, optimization.

### V.6 Governance

Non-negotiables before scaling:

- **Privacy:** consent, retention, access controls
- **IP:** rules for training data, vendor rights
- **Brand safety:** tone-of-voice, claims, prohibited categories
- **Bias & fairness:** size/fit, representation
- **Auditability:** log prompts/outputs

## V.7 90-Day Sprint Plan

### Weeks 1-2: Setup

- Pick 3 use cases + define KPI baselines
- Inventory data sources + access
- Choose tooling and governance rules

### Weeks 3-6: Build Pilots

- Ship MVPs in production (not demos)
- Create measurement dashboards

### Weeks 7-10: Scale What Works

- Expand to second market/channel
- Document playbooks, automate evaluation

### Weeks 11-12: Decide

- Keep/kill decisions
- Convert winners into roadmap + budget

### ► KEY TAKEAWAY — SECTION V

Start with **3 use cases** (1 revenue, 1 margin, 1 capability). Build the data spine first. Establish governance before scaling. The compounding advantage comes from **feedback-loop speed**, not model novelty.

# The New Competitive Edge

AI doesn't replace fashion's human core: taste, cultural intuition, and brand meaning. But it **amplifies** the organizations that already know who they are.

**The winners in 2026+ will:**

- Build faster feedback loops than competitors
- Use AI to reduce waste and increase relevance
- Treat data as a strategic asset, not an IT byproduct
- Build trust: with customers, creators, and regulators

In a world where content is infinite and trends are noisy, advantage comes from **clarity + cadence + compounding systems**.

*The brands that master the human-AI partnership — using technology to amplify judgment, not replace it — won't just survive the AI transition. They'll define the next era of fashion.*

**\$275B**

GenAI profit potential  
in fashion & luxury

**60%**

Sample reduction  
via digital workflows

**90**

Days to your  
first AI sprint

**3**

Use cases to  
start with

# Sources & References

- [1] McKinsey & Company, "Generative AI: Unlocking the Future of Fashion," March 2024. [18]
- [2] Amed, I. et al., *The State of Fashion 2025*, McKinsey & BoF, November 2024. [19]
- [3] McKinsey Global Institute, "The Economic Potential of Generative AI," June 2023. Apparel/fashion sector estimate: \$150–275B in operating profit uplift. [20]
- [4] Statista & Euromonitor, Global Apparel Market Size, 2024–2025 estimates. [21]
- [5] Ellen MacArthur Foundation, *A New Textiles Economy*, 2017 (updated 2023). Corroborated by BoF Sustainability Index 2024. [22]
- [6] Google & Ipsos, "Fashion & Luxury Consumer Journey Study," 2024. [23]
- [7] Grand View Research, "AI in Fashion Market Size, Share & Trends Analysis Report," 2024. \$1.5B (2023) → \$4.5B (2027), ~35% CAGR. [24]
- [8] Creswell, J., "Inside Shein's Algorithm," *The New York Times*, December 2023. [25]
- [9] Nike, Inc., "Computational Design at Nike," 2024. Williams, R., "How Nike Uses AI," *Wired*, June 2024. [26]
- [10] PVH Corp., Annual Report 2024. *Vogue Business*, "PVH Cuts Physical Samples by 60%," October 2024. [27]
- [11] Marr, B., "Maison Meta: The AI Fashion Agency," *Forbes*, February 2024. [28]
- [12] Danziger, P., "LVMH Bets on AI with Heuritech Investment," *Vogue Business*, January 2024. [29]
- [13] Inditex S.A., Annual Report 2024; Capital Markets Day, November 2024. €2.5B figure from CFO remarks. [30]
- [14] Bain & Company, "Building Resilient Fashion Supply Chains," 2024. [31]
- [15] *Business of Fashion*, "Why AI Demand Forecasting Is Finally Working," March 2025. [32]
- [16] Stitch Fix, Inc., SEC Filings and Investor Presentations, 2023–2024. [33]
- [17] Narvar & Coresight Research, "The True Cost of Returns," 2024. \$50B annual returns estimate. [34]
- Zalando SE, "Zalando Scales AI-Powered Content Creation," Press Release, September 2024.
- ASOS plc, Technology Update, Annual Report 2024. Pinterest Business Blog, 2024.
- Abad-Santos, A., "Levi's AI Model Controversy, Explained," *Vox*, March 2023.
- Kering S.A., "Digital Transformation Update," Capital Markets Day, June 2024.
- Entrupy, Inc., company disclosures. *WWD*, "AI Authentication in Luxury Resale," August 2024.
- Rent the Runway, Inc., Investor Presentation, Q3 2024.
- Vogue Business*, "Inside Balenciaga's Fortnite Gambit," December 2023.
- Nike .SWOOSH platform revenue estimates from *The Block* and Nike Q2 FY2025 earnings call.
- Jiang, A., "The AI Aesthetic Trap," *BoF*, May 2025.
- Blanks, T., "Iris van Herpen and the New Computational Couture," *BoF*, July 2025.
- Nike, Inc., Q2 FY2025 Earnings Call, December 2024. 300M+ member ecosystem.
- Burberry Group plc, "Digitizing Our Heritage," Annual Report 2024.
- LVMH, "Building a Shared Data Platform," Digital Transformation Report, 2024.
- WRAP & BoF Sustainability Index, "Overproduction in Fashion," 2024.
- Maersk A/S, "AI-Driven Logistics Efficiency Report," 2024.
- Strubell, E. et al., "Energy and Policy Considerations for Deep Learning in NLP," *ACL 2019* (updated by Luccioni et al., 2023).
- European Commission, "Digital Product Passport Regulation," adopted 2024, mandatory 2027.

# LET'S TRANSFORM INSIGHTS INTO ACTION

**Need more analytics** or deep dives into the fashion,  
luxury and sportswear industry?

**Let's work together** to uncover actionable insights  
and drive strategy forward.

## Contact:

---

**Marcel Melzig**

Founder, Circular Link | Strategic Partner, LIGANOVA & Luxurysight

[marcel@circularlink.eu](mailto:marcel@circularlink.eu)

[www.linkedin.com/in/marcel-melzig-a73b2733/](https://www.linkedin.com/in/marcel-melzig-a73b2733/)

[marcelmelzig.gumroad.com](https://marcelmelzig.gumroad.com)

<https://linktr.ee/marcelmelzig>

<https://marketpuls.substack.com/>



© 2026 Marcel Melzig. All rights reserved.

No part of this publication may be reproduced without written permission.