

Report On
Product Management System Practice in Retail Industry of Bangladesh: A
Study on Sailor by Epyllion.

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An internship report submitted to BRAC Business School, BRAC
University in partial fulfillment of the requirements for the degree of
Masters of Business Administration, MBA

Master of Business Administration Department
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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material that has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Letter of Transmittal

Syed Mahbubur Rahman

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Subject: Submission of Internship Report on Product Management System Practice in Retail Industry of Bangladesh

Dear Sir,

With due respect, I feel pleased and privileged to submit this internship report on Product Management System Practice in Retail Industry of Bangladesh. Since it is an essential requirement of completing MBA degree, I tried to include all the theoretical and practical knowledge that I have gained through my courses learning while studying at BRAC University and working with Sailor. This internship paper is a reflection of my work experience and employment. However, I have faced various challenges and obstacles during the internship period, but I tried my best to make this internship report successful.

I would like to thank my supervisor for guiding me in preparing the internship report during my internship period. Without your guidance, it would be difficult to complete this report properly. Hence, I hope you will appreciate the information that I have provided in the report. However, report might have some limitation due to confidential issues and shortage of time; I am glad to provide you any clarification on my report.

Sincerely yours

_____B.M. Rakib Hasan_____

Student ID -19264046

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Date: July, 2022

Non-Disclosure Agreement

This agreement is made and entered into by and between Sailor by Epyllion Group and B.M. Rakib Hasan, student ID 19264046 at BRAC University. The non-disclosure agreement ensures that the data used in this report is only for use and completion of the internship report only. Using of this data publicly and for any other use is strictly prohibited. Both parties have agreed to condition and will act in utmost good faith of the agreement terms.

.....

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.....

Md Ashraful Islam

Senior Manager- Sales and Operation

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Acknowledgement

The effective involvement and effort of number of people make this accomplishment successful as well as their valuable opinion develop the ideas of this work. At the beginning, I would like to pay my modest gratitude to the Almighty Allah for giving me the capability to work hard under many challenging circumstances. However, it provides me enormous desire to thank a large number of people for their pleasant collaboration and help who have added directly and indirectly in preparing this report.

This is a great opportunity for me to be allocated below the direction of Syed Mahbubur Rahman, Associate Professor of BRAC Business School, BRAC University. I am very much thankful to him for his support and direction in preparing this report. His valuable recommendations & plans aided me a lot to make this report in an organized way.

Then, I would give extraordinary appreciations to my superintendent, Md. Ashraful Islam; Senior Manager- Sales and Operation of Sailor; for his close supervision and advice about employment through my internship.

Without their direction and help, it was not possible to make this internship report appropriately. Epyllion group. The experience & knowledge gained in Sailor helped me a lot to recognize different features connected to my study.

Lastly, I would like to acknowledge all those individuals such as my friends, colleagues and family, who have pooled their opinions about my internship, provided me with essential material, vilified me, and acknowledged me. The acknowledgement is not sufficient to tell them how thoughtful the impression of their opinion is on this internship report and how obligated I am to them.

Executive Summary

As a part of my MBA academic requirement, I have joined Sailor; a sister concern of Epyllion group and an established retail fashion brand in Dhaka in their three months internship program. Based on my internship experience, I have prepared an internship report on the “*Product Management System Practice in Retail Industry of Bangladesh*”.

As many RMG manufacturing companies and retail fashion brands in Bangladesh are recognizing the importance of forming a momentum in procurement, storage, effective usage, and distribution channel among their stakeholders and vendors, practice of product management system in retail industry is playing a significant role for them.

Our economy is heavily influenced by the textile and RMG industries. Bangladeshi ‘Retail Fashion Brand’ such as Arong, Sailor and Yellow plays a vital role with the potentialities of becoming an international brand to carry the success of RMG industries of Bangladesh.

I was assigned to the Product Management department of Sailor by Epyllion Group as an intern under direct supervision of the Senior Manager, Sales & Operation of EHL (Sailor). In this report, I have briefly provided the overview of the company as well as the vision and mission of Sailor. Then I have outlined the Product Management system including sales and distribution of Sailor. I also discussed about production methods, logistics management, procurement management, and working in the product management department directly over the last two and a half years with top management and mid management officials, as well as its employees. Next, I have discussed in detail my internship activities in Sailor as an intern. I have tried to integrate the knowledge effectively that I gained through my course works with my work as an intern in the company. In the final part of the internship report, I provided some recommendations, which in my opinion would help improve the employee perception of the company if implemented.

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List of Acronyms

RMG	Ready Made Garments.
PMS	Product Management System
ARP	Annual Range Plan
SWOT	Strength, weakness, opportunities and threats
PMC	Product & Materials control unit

CHAPTER-1

Introduction

1.1 Introduction:

Globalization and increasing international competition mean that companies need to innovate products and processes in order to continue to withstand rising cost and time pressures (Großmann et al. (2015)). The complexity of work organization has risen as a result of the more global division of labor. After producing any new products, it has to be tested, documented, supported and maintained. Because of this circumstance, more resources are required including raised burden and product roadmaps are more difficult to implement.

Many garment retailers are developing excellent product management systems in today's globalized market to obtain an advantage over their competitors by providing the best value to their consumers. To handle the risk, dynamism, and complexity of global sourcing, the product management system has become crucial. To get the most value and efficiency, it is important to implement integrated product management principles and procedures. The product manager plays an increasingly significant role in the process of development products following the procedure of product management system.

1.2 Background to the study:

As a developing country, the economy of Bangladesh has lot of scopes for enormous improvements. In a situation like this, the industrial sector, particularly the garments industry, can play a vital role in improving our country's economic and social conditions. The planning and management of all actions involved in sourcing and procurement, conversion, and all other logistics management tasks are all covered by the product management system.

Recognizing the importance of product management systems in retail fashion firms, I picked this topic for my internship report because I feel it would assist me to learn more about management system practices, particularly in Bangladeshi retail fashion brands.

1.3 Objective of the study:

Based on two objectives I have prepared this report:

Primary Objective:

The main objective of this report is to provide necessary information about the procedures and practices of product management system in retail industry of Bangladesh, specifically to examine, analyze and evaluate the product management system of Sailor.

Secondary Objective:

1. To have a clear view about product management system practices from an organizational point of view
2. To collect information and insight of practical knowledge about the retail fashion brands and environment.
3. Analyzing and evaluate the performance of production department and sub related department including the procedure of dealing with their consumers.
4. Comparing PMS policies of Sailor and identifying few recommendations to overcome problems in long run.
5. To relate the theoretical knowledge with the real-life experience of PMS practices.

1.4 Scope

The overall report discusses the existing service obtained by Sailor by Epyllion group and their activities regarding PMS in different segment of organizational growth. The report mainly focuses the role of product management in the development of Industrial growth including RMG sector. The study's goal is to give a thorough knowledge of the benefits of product management, accountability, and the efforts taken by the company to stay afloat in a global and competitive business environment. Moreover, the study will help to differentiate between the practice and therefore the theories that direct to appreciate how the organization can improve their recruitment and selection process.

1.5 Limitations

The admins were quite helpful, but they were also very busy, so they didn't have much time to provide information regarding every details. I am the sole author of this report. Despite my best attempts, there were certain roadblocks and limitations in the way of completing my report. The following are some of them:

1. Lack of enough information as some information were extremely confidential.
2. Time constraint was a big issue, as I had to do this report along with my regular office work
3. The depth of the analysis has been limited to the level of information collected from different sources.
4. Difficult to crosscheck the authenticity of the collected data.
5. Imbalance among organizational departments and in culture.
6. Proper academic documentation regarding the study and the organization was not available.

CHAPTER-2

Organizational Overview

2.1 Organizational Overview

Lifestyle brand Sailor is a sister concern of Epyllion Group. With 19 outlets and 600 staffs including management and non-management employees, Sailor established itself as one of the leading local brands in Bangladesh. Outlets are available in all the major districts of Bangladesh. Sailor has its own garment factory that produces ready-to-wear outfits, and it buys materials from its parent firm, the Epyllion group, as well as from international suppliers and local marketplaces as well.

2.2 Organization History

Since its inception in 1994 as a house of Readymade Garments (RMG) engaged in the manufacturing and exporting of Knit Apparels, Epyllion Group has grown to become one of the largest conglomerates in the world, with a substantial backward linkage of all types of knit garments, textiles, wet processing, and garment accessories. It features a cutting-edge vertically integrated clothing production plant that provides buyers with a one-stop shopping experience. Sailor has started its journey in 2015 with two retail outlets in Dhaka city. (Epylliongroup.com, n.d.)



2.3 Vision & Mission

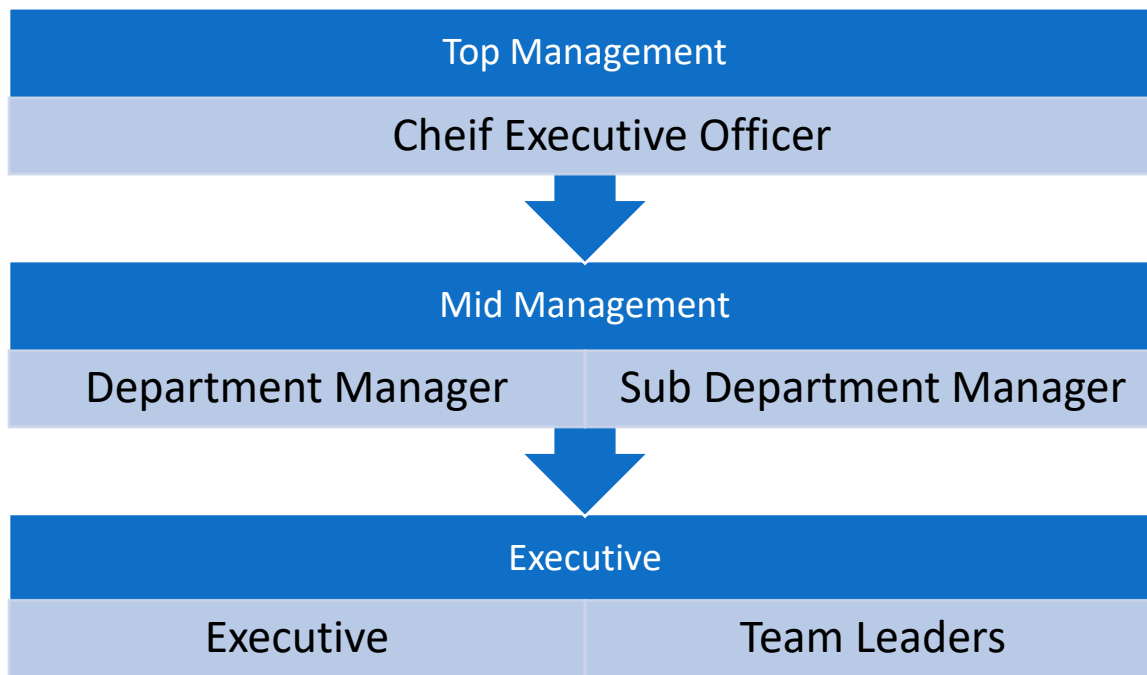
Vision:

- Sailor's vision is to become a window through which all their interacting parties can see and feel their prospect and dream about their success.
- They think that Epyllion will become a lifestyle towards its employees, suppliers, buyers and above all shall become a role model of a green corporate house that will be regarded as an icon brand in the country.

Mission:

- Sailor's mission is to make Epyllion known as an entity whose main driven force is its human resources.
- With such a motivated, high skilled and professional workforce, Epyllion has started marching towards its glory of success which is not the profit but to enjoy the joy of life.

2.4 Company Organogram



2.5 Quality Control Mechanism

- Sailor strictly ensures the quality of raw materials, fabric and color composition, products and components, services related to production, and management, production and inspection processes.
- Strong quality control techniques are taken in all stages of the production.
- The management not only plans but also follows systematic activities implemented in a quality system so that quality requirements for the garments are fulfilled.
- The experienced quality assurance team manages well planned and designed quality system of production and follows three-tier inspection system from the time the orders are placed to the time the product is ex-factory.
- Sailor works with BVCPS, SGS to assure the level of their quality and also undertakes third party quality inspections if required by the client as per the agreed or required AQL levels.

2.6 Achievements

Sailor has received two awards in Retail Awards of Bangladesh as 'Best Fashion Retailer' and 'Best Brand In-store Design'.

It also received an honorable declaration under the 'Best Campaign' category for its 'Style on Cityscape'.

Chapter 3

Job Description

3.1 Role and Responsibilities

As an executive of Product Management Center, I had to maintain all the responsibilities I was asked for. My key responsibilities were to ensure quality products receiving from production and send finished goods to different outlets. I also monitored the sales of finished goods from outlet store and update software. Maintaining required database system and monitoring product in and out was a part of my job. Apart from these, I also went through many other responsibilities such as maintaining distribution of products to achieve annual business plan, maintaining bar code and tagging of finished goods before sending to stores, prepare product receiving reports, distribution reports, sales reports, one to one conversation, team meeting, manage communication, providing updates, etc. I also provided support in recruiting process. I went through screening some CV of the candidates; short listed them, and called them for interview.

3.2 Organizational Analysis

I learned about the demand for product management system in RMG industry during my working days in Sailor. Moreover, I also get to learn about annual range plan, forecasting, materials requirement planning. Procurement plan & procurement, receiving and storing, supporting production, distribution including many other things during my training period at Sailor. Working with them has taught me a lot practical knowledge outside of theoretical reading. Product management system not only help to achieve organizational goals, it also helps to arrange the factors of production, assemble and establish resources and implement the resources in an effective manner to reach the expected target.

3.3 Personal Experience

It has been a great opportunity to work at Sailor. RMG is a very competitive industry but Sailor provides a very good work environment to adjust with it soon. I got the chance of huge learning scope during my internship period. There is a great opportunity to learn about many aspects with wide vision and my supervisor Md. Ashraful Islam was very cooperative towards me. As an intern, I was assigned under the observation of product management center, but I also got the chances of maintaining distribution of products, ensuring quality products receiving from production, monitoring sales of finished goods from outlet stores, maintaining required database system, monitoring product in and out, prepare product receiving reports, distribution report and sales reports etc. I also assisted in recruitment of Management staffs, Intern. Short-listed the CVs from available sources, arranged interview date, time, and venue for interview, and coordinate accordingly. My supervisor supported me a lot and with his permission, I helped the senior associates in various works as well. They never treated me just as an intern. They allowed me the tasks that their employees often do. I also helped my team prepare necessary reports and corporate in presentations. I have also learned about the many types of informal duties undertaken in various sorts of companies as well as how industry to industry management system and work culture can differ.

CHAPTER-4

Product Management System and It's Practices in Sailor

4.1 Literature Review of Product Management System

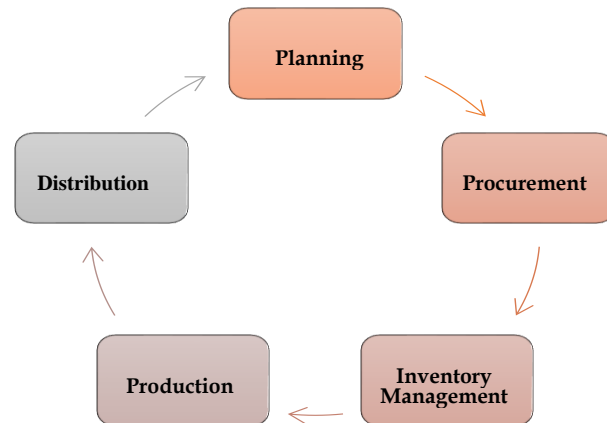
The term "product management system" refers to a broad range of tasks that involve planning, controlling, and carrying out a product flow from obtaining raw materials to producing and distributing finished items in order to meet customer demand in the most efficient manner. It is the management concept that ensures product-related task structuring as long as maintaining functional structures. PM coordinates all product-related topics for products or product groups across all functional areas. Over time, the role of product management in the corporate context has been redefined again and again (Behrens et al. (2014)).

Product management emerged from the defense industry in the United States after World War II. PM encompasses all tasks that are involved in receiving and fulfilling a customer request within any firm. Development of new products, marketing, operations, distribution, and customer support are included in these duties. Due to the lack of precise definition, the definition of product management is misinterpreted yet. A specifically defined scope would ensure better execution, optimization and comparability of processes, roles and tasks in the future (Steinhardt (2017)).

Product management system may experience different facilities in different locations around in every stage of it. However, ensuring all the needs of operational work collaboratively in every department and fulfilling customer's demand are the focus of PMS.

4.2 Functional area of PMS

Product management system conducts with five functional area.



Planning: Planning is the process of determining, enhancing, achieving, and evaluating the primary outcome of a product for customers and the business.

Procurement: Before buying the necessary raw materials, components, and other items, the procurement process includes phases of preparing cs and creating purchase orders.

Inventory management: To ensure efficient production and timely fulfillment of client demand, inventory management entails maintaining the appropriate level of inventory and promptly replenishing raw materials and other commodities.

Production: The production process entails the creation of completed goods or parts for other products by manufacturing, converting, or assembling raw materials.

Distribution: The logistical flow of commodities is controlled by the distribution process. Companies involved in transportation, third-party logistics, and other industries make sure that commodities are delivered quickly and safely to the place of demand.

4.3 Responsibilities of PM Department in Large Organization

It is unusual for a single function to be in charge of all activities. Normally, they would be dispersed throughout many positions and departments. If a corporation has products, however, all actions should be taking place somewhere in the company. Product management delivers direction, provides market information, and confirms about what they are doing is required.

Product management may be a lifesaver for the sales team, delivering bright new goods that allow them to have fresh conversations with their clients.

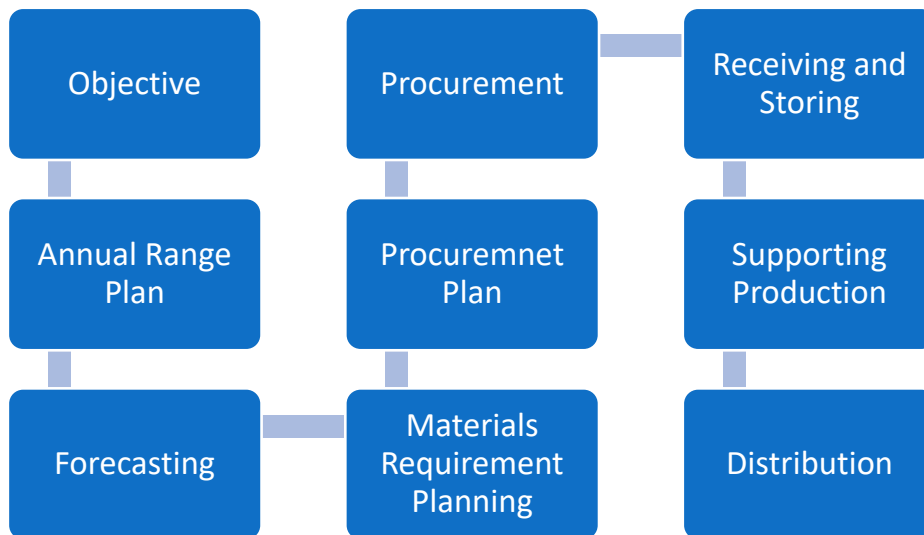
Product managers provide a picture of what is going on in their firm from a product standpoint to Senior Management. They also see product managers as someone who have a good knowledge about the industry and can advise on the best product strategy for the company.

They lead and encourage teams across the organization to ensure that the firm provides goods that consumers demand. They need to be good and confident at communicating, persuading, and leading virtual teams since they drive activity in many parts of the organization but rarely have direct authority over others.

Product managers also carry many other responsibilities such as-

- Recognizing and representing the demands of users.
- Keeping an eye on the market and conducting competitive studies.
- Defining a product's vision.
- Getting all of the stakeholders on board with the product's vision.
- Prioritizing product capabilities and features.
- Developing a shared brain across bigger groups to enable independent decision-making.

4.4 Procedure of Product Management System activities in RMG sector:



Objective: Main purpose of PMC is to maximizing sales revenue as well as increase market share and enhance profit margins by satisfying consumer demand.

Annual Range Plan: The department of sales and business planning develops its ARP in accordance with the company's organizational objectives (Annual Range Plan).

Forecasting: A conclusion is reached using the ARP forecasting processes. Using PMC forecasting techniques, the sales and marketing divisions can work with the company's main production divisions to achieve its goals.

Planning for materials requirements: Planning for materials requirements entails determining the quantities of completed items and other supporting materials that must be purchased in order for the business to produce enough goods to meet client demand.

Procurement Strategy: A seamless production chain is ensured by the procurement strategy, which makes sure that the appropriate quantity of raw materials is set at the appropriate time and carried out at the store.

Procurement: PMC begins the procurement process based on inventory levels and sales forecasts, placing orders for supplies and ensuring to continue all resources to enable seamless manufacture.

Receiving & Storing: Once the stores received the purchased materials and organized everything, the concerned department ensures that the quality of the items meet the requirements.

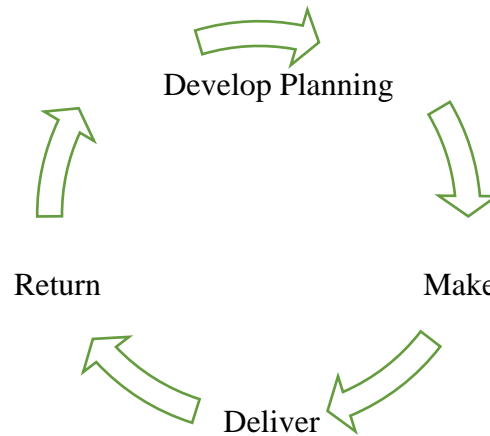
Supporting Production: PMC actively helps manufacturing by assuring timely delivery of raw materials. Cutting, Sewing, and Finishing are the main subareas of RMG manufacturing department. The work processes, finished products, and sub-departments are transported to the following department without delay thanks to the PMC employees, who also ensure that each department receives the appropriate raw materials.

Distributions: Clothes and accessories are distributed through freight carriers based on consumer demand and sales projections. PMC makes sure that various operations—commercial, warehousing, logistical, and overall—are successful.

4.5 Product Management System Practices in Sailor

Sailor strongly maintains the cycle of product management system and produces readymade garments. Sailor assembles its raw materials from numerous vendors and then it produces the garments in their production area. Following that, the ready-made clothing is shipped to PMC. The items are subsequently transported to various retailers around the country from PMC.

4.5.1 Planning: The planning stage is the first step in the product management system. This stage mostly defines the strategy procedure and discuss about the products and services to meet consumers' wills and needs. Planning ensures that a strategy that delivers the most profit is designed at this point.



4.5.2 Develop and source of raw materials: This stage focuses mostly on forging strong ties with suppliers of the raw materials needed for production. This step not only selects a reliable supplier, but also decides various distribution, transport, and recompence options for the goods. Sailor mostly assembles fabrics and clothing accessories for use in manufacture. Following that, the PM Department purchases printing and packaging materials for the products branding. After that, the PM department creates a set of pricing, delivery, and payment processes with suppliers, as well as KPIs for monitoring and strengthening the partnerships.

4.5.3 Production: The third step of PMS is the manufacturing or making of products that were demanded by the customer. In this stage, the products are designed, produced, tested, packaged, and synchronized for delivery. Product manager schedules all the activities required for manufacturing, testing, packaging and preparation for delivery. This stage is considered as the most metric-intensive unit, where firms can gauge the quality levels, production output and worker productivity.

4.5.4 Accessories attachment & finishing unit: In addition to packaging the clothes and giving it a polished appearance, the accessories attachment and finishing unit works together to attach important accessories to clothing, such as buttons and hangtags. Prior to sending finished goods to PMC to be delivered to the sales and distribution team, Sailor's finishing division is in responsible of performing one final quality check on the finished goods. The sales and distribution team then distributes the finished goods to various stores around the nation, making sure they go to the right people.

4.6 Competitive Strategy of Sailor

Sailor, like any other business, does not have any defined product management strategies or processes; however, it follows PMC's comprehensive methods to be efficient and responsive.

To achieve efficiency and effectiveness, Sailor employs three cross-functional drivers.

Inventory: Sailor supervises and maintains an effective PMS and material control procedures, keeps an appropriate level of inventory of high and medium-priced commodities, which is necessary to maintain momentum in its production and overall operations. Taking into account lead times, availability, and product kind, it keeps track of inventory materials.

Transportation: Sailor has its own transportation infrastructure. It keeps up efficiency while being responsive in logistics.

Information: Utilizing a Microsoft database and ERP software, Sailor keeps track of physical inventory data and sends it over a cloud network. To enable effective and efficient communication for the corporate office, factories, and outlets in order to provide exceptional customer service and respond quickly in any emergency, a high-speed internet system with backup capability has been installed. Close Circuit Cameras are installed throughout the facility to centrally monitor job activities from both outlets and corporates. Administration is always prompt and stringent when it comes to the protection of firm data and provides access to relevant information as needed.

Sourcing: In order to meet client and market demand on time, Sailor always sources materials, packaging materials, and branding materials as well as packaging and branding materials for finished items.

Pricing: Sailor provides competitive prices depending on their regional rivals, ensuring that the clothing and accessories purchased are of high quality.

CHAPTER-5

Findings & Recommendations

5.1 SWOT Analysis

Now I will discuss a little about the strengths, weaknesses, threats and opportunities of PMC at Sailor. An effective and popular tool for identifying internal strengths, weaknesses, external threats, and opportunities is the SWOT analysis. It aids in undermining the market's competitive position.

Strength

- Sailor's management team combines knowledge and energy to efficiently manage its design, marketing, sales, and production activities.
- Adequate internal production capacity, as well as factories under subcontract.
- Managing a useful database to assess the performance of suppliers.
- Effective vendor management to timely buy items to support efficient production.
- The ability to obtain services from a rural area's supplier base at a reasonable price.

Weaknesses

- Challenges adjusting to modern, upgradeable technology.
- Sailor is falling behind in purchasing cutting-edge, automated equipment.
- Not having enough money to pay vendors on time.
- A lack of transportation to pick up deliveries from suppliers on schedule.
- Inadequate safety management procedures.

Opportunities

- A benefit for sailors has always been the ability to manufacture goods at low labor and procurement costs.
- The creation of fashionable, high-quality clothing.
- An aggressive strategy in the retail fashion sector.
- The opening of outlets across Bangladesh's districts and divisions to reach a larger audience.
- Excellent opportunity to expand operations both domestically and internationally.

Threats

- The emergence of new fashion retail brands.
- Increasing rivalry with nearby textile businesses.
- Advance Textiles Ltd. is significantly threatened by political turmoil, which is a serious problem.
- The rising cost of raw materials and accessories for clothing.
- Increasing gas and electricity costs to power textile machinery.

5.2 Recommendation

Sailor is a highly active when it comes to meet the customer satisfaction. Several departments of Sailor are working hard to deliver something new and trendy to its clients. They are always striving to enhance their customer service in order to meet their needs and expectations. However, because customer satisfaction is a dynamic function and new interns are arriving as rivals, they must be prepared for this as well, and they should prioritize the following concerns.

34 Regularly study and evaluate the market so that they can determine what customers want and need on a regular basis, as well as if they are satisfied or unhappy.

- Regular monitoring will aid in identifying areas where clients are dissatisfied, such as price, design, product quality, or services.
- By cutting product prices, Sailor should be able to boost consumer satisfaction.
- The marketing team should place a greater emphasis on visibility, such as increasing the number of beautiful colored shelf talkers and making major differences in how various products are displayed so that consumers can easily see the product.
- They should be able to predict when they will be able to enter the market with exclusive product promotion.
- According to the study results, 80 percent of buyers are graduates or postgraduates. So, in terms of marketing, they should do something to encourage these well-educated customers to participate actively, such as organizing campaigns around New Year's Day, Valentine's Day, Pahela Baishakh, Christmas, and other seasonal events, as well as offering prizes or coupons to lucky winners, all of which will help to strengthen customer relationships.
- Sailor also should update their online selling service as people are busy these days and mostly, they want to buy from online to save time.

Conclusion

Sailor is one of Bangladesh's largest lifestyle fashion houses. I worked in their PMC department and had the ability to see their marketing and retail management practices at that period. Their major goal is to strengthen customer relationships and grow revenue by addressing the requirements and expectations of consumers. They also engage in a variety of promotional activities in order to attract customers' attention.

Sailor constantly pursues to keep up with the market's rivalry. An effective and efficient supply chain is important for the sustainability of the firm overall as Sailor obtains all of its raw materials from numerous markets, as well as the domestic and international markets, and distributes its final goods throughout the nation. Furthermore, PMC ensure that all of the divisions work together to reach the organization's overarching objective. According to Sailor, placing a price on something is not the answer to achieving organizational goals; rather, getting raw materials at the best prices and having a strong management system are the means to success.

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