

Report On
Bestseller United Bangladesh
Marketing & Merchandising

By

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An internship report submitted to the Executive Development Center, BRAC Institute of Governance and Development (BIGD), BRAC University in partial fulfillment of the requirements for the degree of
Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)

Executive Development Center, BIGD
BRAC University
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Declaration

It is hereby declared that

1. The internship report submitted is my/our 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 reference.
3. The report does not contain material which 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

Proloy Barua, PhD.

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BIGD, Brac University

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Subject: Submission on my internship with BESTSELLER UNITED BANGLADESH

Dear Sir,

Please accept this letter as transmittal for the enclosed report, which documents my internship experience with BESTSELLER United Bangladesh. This report fulfills the requirements of my academic program and provides a comprehensive overview of my responsibilities, contributions, and key learnings during my time as an Assistant Merchandiser for BESTSELLER United Bangladesh.

The report details my involvement with various departments within the organization, including Production, Quality Control, Supply Chain Management, Human Resources, and Marketing & Merchandising. It also highlights specific projects and initiatives I was involved in, showcasing the practical application of theoretical knowledge gained through my coursework. Furthermore, the report includes suggestions for industry improvement and reflections on personal and professional development.

I am grateful for the opportunity to have gained valuable experience at BESTSELLER United Bangladesh, and I believe this report effectively captures the insights and skills I have acquired. I welcome any feedback you may have.

Sincerely yours,

Gazi Manjure Elahi

24281010

Executive Development Center, BIGD

Brac University

Date: November 10, 2025.

Non-Disclosure Agreement

This agreement is made and entered into by and between BESTSELLER UNITED BANGLADESH and the undersigned student at EDC, BIGD, Brac University

Student's Full Name & Signature:

Gazi Manjure Elahi

2428101

Industry Supervisor's Full Name & Signature:

Tanmoy Saha

Merchandising Manager, BESTESSELLER UNITED BANGLADESH.

Executive Summary

This report details my experiences and contributions as an Assistant Merchandiser at BESTSELLER United Bangladesh, ensuring efficient manufacturing processes with partner factories, including AMANTEX, GMS, and Impress. My responsibilities encompassed coordinating between various departments (Production, Quality Control, Supply Chain, HR, and Marketing & Merchandising) to facilitate smooth execution of buyer orders from initial development to final shipment. This report presents a comprehensive overview of my internship experience as an Assistant Merchandiser at BESTSELLER United Bangladesh.

Chapter 1 introduces the Bangladesh Ready-Made Garment (RMG) industry and BESTSELLER's role within it, highlighting the company's mission, vision, organizational structure, and commitment to sustainability.

Chapter 2 details my direct engagement with five key departments: Production, Quality Control, Marketing & Merchandising, Human Resources, and Supply Chain Management. It describes the responsibilities and my experiences with each department and illustrates their interdependence in ensuring the smooth execution of buyer orders, from development to shipment.

Chapter 3 offers a critical analysis of my experiences, including the application of academic coursework to real-world scenarios, the challenges encountered, and the solutions implemented. It also includes suggestions for industry improvement in areas such as workplace safety, sustainability, technological advancement, labor practices, market diversification, and trade practices.

Chapter 4 concludes the report by summarizing key learnings, reflecting on personal and professional growth, and outlining future goals for continuous self-improvement within the global apparel industry. This report demonstrates a commitment to excellence in merchandising, a dedication to ethical and sustainable practices, and a drive to contribute to BESTSELLER BANGLADESH continued success.

Keywords: Free On-Board price, Merchandising, Production, Bill of materials, Purchase Orders, On-time-delivery.

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List of Acronyms

SBTi	Science Based Targets initiative
MD	Managing Director
QC	Quality Control
PO	Purchase Order
GHG	Green House GAS
SKU	Stock Keeping Unit
AQL	Acceptable Quality Level
ETA	Estimated Time of Arrival
ETD	Estimated Time of Departure
BOM	Bill Of Material
CAP	Corrective Action Plan
CM	Cost Of Making
PPM	Pre-Production Meeting
ERP	Enterprise Resource Planning
GRN	Goods Receipt Note
AR	Augmented Reality

Glossary

Value Chain	The full lifecycle of a product, encompassing all activities required to create a product or service
Bill of Materials	A comprehensive list of raw materials, components, and assemblies required to manufacture a product. This is an important tool to cut down on excess spending.
Acceptable Quality Level (AQL):	Quality level that is the worst tolerable process average when a continuing series of lots is submitted for acceptance sampling.
Free on Board:	A term in international trade that signifies the point at which the responsibility for goods shifts from the seller to the buyer.
Stock Keeping Unit	A distinct item for sale, such as a product or service, and all attributes associated with the item which distinguish it from other items.
Pre-Production Meeting	The pre-production meeting is an initial meeting between the brand, vendor and factory when a new style is introduced to the production floor. The meeting serves as an opportunity to review all the details and requirements of the garment to avoid any unexpected manufacturing complications
SMART GOALS	A framework for goal setting that emphasizes goals that are Specific, Measurable, Achievable, Relevant, and Time-bound. This helps with action and tangible results.

Spaced Repetition	Technique that involves reviewing material at increasing intervals to combat the forgetting curve
Spaced Repetition	Technique that involves reviewing material at increasing intervals to combat the forgetting curve
EnterpriseResource Planning	A type of software that organizations use to manage day-to-day business activities such as accounting, procurement, project management, risk management and compliance, and supply chain operations
In-line Inspection	The process of monitoring production at an early stage when a portion of the manufacturing is complete
Shipment on Hold	When shipment has a document check by officials to check for any problems that result to delay on the order
Corrective Action Plan	A document that is used for implementing improvements, especially in the case of a non-conformity or any type of deviation from a standard
Ethical Sourcing	Approach to supply chain management that focuses on ensuring that the products being sourced are created in safe working conditions, that workers are treated with respect

and dignity, and that the production processes are environmentally responsible

Chapter 1 About Organization

This chapter provides an overview of BESTSELLER United Bangladesh, a global, family-owned fashion company founded in 1975. It details the company's growth and milestones, outlines its vision and mission focused on sustainability and ethical practices, presents specific environmental goals, and explains matrix organizational structure.

1.1 Overview of the Industry

BESTSELLER: A Family-Owned Global Fashion Story

Founded in Denmark in 1975 by Troels Holch Povlsen and Merete Bech Povlsen, BESTSELLER started as a single store and grew into an international fashion company. The name came from a store acquisition in 1980. Key milestones include launching brands like VERO MODA (1987), JACK & JONES (1995), and NAME IT (1996), expanding into various fashion categories. Anders Holch Povlsen became owner/MD in 2001, with the founders remaining involved. BESTSELLER embraced e-commerce in 2006 and launched its Fashion FWD sustainability strategy in 2018. In 2024, BESTSELLER operated in 75 countries with over 20 brands, selling through 15,828 wholesale partners and 2,800 branded stores. It employs 22,000 people and works with 350 suppliers and 729 factories employing 750,000 workers. Taken from (Bestseller, 2024)

1.2 Vision & Mission

Vision: BESTSELLER's vision, "One World, One Philosophy, One Family," encapsulates the company's commitment to a unified global presence and a strong, cohesive company culture. This vision reflects a belief in shared values and a collaborative spirit across all levels and locations of the organization.

Mission: Our mission is to revolutionize fashion until the company achieves climate positivity, ensures fairness for all, and embraces circular design. Climate positive means removing more emissions than they emit. Fair for all involves promoting equality, dignity, and safe working conditions in their supply chain. Circular by design means designing waste out of their value chain, using sustainable materials, enabling reuse, recycling – making everything more resource-efficient. To place sustainability at the core of their business, including actions on environmental footprint, human rights, innovative sustainable materials, and a circular business

model. To operate with agility, responsiveness, and integrity, guided by their founding principles. The mission is not only about profit or growth, but also about doing business in a manner that aligns with ethical, social, and environmental responsibility.

1.3 Goals & Objectives

Specific, Measurable Goals:

Goal: Reduce BESTSELLER's overall environmental impact by significantly decreasing greenhouse gas (GHG) emissions across its operations and value chain, aligning with the Science Based Targets initiative (SBTi) and contributing to the goals of the Paris Agreement.

Objectives: BESTSELLER's sustainability objectives include:

BESTSELLER aims for: 1) 100% renewable electricity (company buildings) by 2030; 2) 10% further reduced electricity use per square meter (retail) by 2027; 3) 75% sustainable materials by 2028; 4) 80% supplier engagement in impact reduction programs by 2026. Progress is tracked through data and audits.

1.4 Organizational structure, Organogram, Branches and Departments

The organogram of BESTSELLER UNITED BANGLADESH is presented in Figure 1

- **Family-Owned & Global:** Founded in Denmark in 1975, BESTSELLER is a private, family-owned company with a global presence.
- **Matrix Organization:** The company utilizes a matrix structure, where individual brands operate with their own internal organizations while being supported by group-level functions.
- **Brand-Level Autonomy:** Each of the 18 individual fashion brands, such as JACK & JONES and ONLY, functions with its own brand-specific organization, collaborating on internal resources.
- **Country-Specific Units:** In addition to brands, there are also market-specific country organizations that handle local operations.

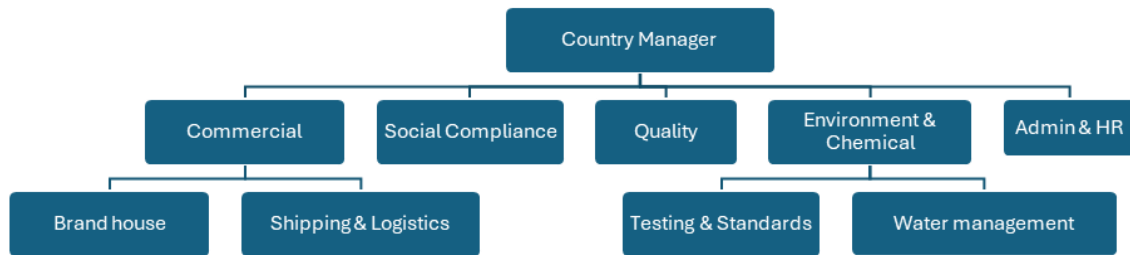


Figure 1: Organogram of BESTSELLER UNITED BANGLADESH

1.5 Products/services produced by the industry

BESTSELLER: Products and Services

BESTSELLER offers a wide array of apparel and accessories designed for diverse customers, focusing on quality and competitive pricing. Key product categories include:

Women's Wear: Dresses, Tops, Bottoms, Outerwear, Lingerie/Loungewear, Activewear.

Brands: VERO MODA, ONLY, VILA, PIECES, SELECTED FEMME

Men's Wear: Denim, T-shirts/Polos, Shirts, Suits/Blazers, Outerwear, Knitwear,

Underwear/Socks. Brand: JACK & JONES

Kids' Wear: Apparel (infants to teens), Everyday Wear, Special Occasion, Outerwear,

School Uniforms. Brand: NAME IT

Specialty Categories: Maternity Wear, Sportswear, Plus Size, Lingerie, Workwear,

Swimwear, Loungewear

Accessories: Shoes (all types), Bags, Belts, Jewelry, Scarves/Hat

Chapter 2 Description About Task Accomplishment

This chapter details the Assistant Merchandiser's role at Jack & Jones, BESTSELLER United Bangladesh, and their daily coordination with five key departments: Production, Quality Control (QC), Marketing & Merchandising, Human Resources (HR), and Supply Chain Management. It describes the responsibilities, challenges, and integration of the merchandising function within the company's operational ecosystem through specific examples and scenarios.

Table 1: Task Accomplishments at a Glance

Department	Days Spent	Key Contact(s) Met and designation	Name Of the Industry
Merchandising	40	Tanmoy Saha Manager Merchandising, ONLY brand house	BESTSELLER
Quality Control	20	Mostafizur Rahman Kallol Quality Assurance Specialist	BESTSELLER
Human Resource & Admin	20	Jahana Shinu People partner BESTSELLER	BESTSELLER
Production	20	Md. Kamrujjaman Assistant Manager, Merchandising	BESTSELLER
Supply Chain	25	Abdullah Mehmud Manager, Supply chain management	BESTSELLER
Total	125	—	

As an Assistant Merchandiser at Jack & Jones, BESTSELLER United Bangladesh, my role requires close coordination with multiple departments daily to ensure smooth execution of buyer orders from development to shipment. As part of this project, I actively worked in collaboration with five major departments — Production, Quality Control (QC), Marketing & Merchandising, Human Resources (HR), and Supply Chain Management. This chapter outlines my engagement with each department, the key responsibilities handled, challenges encountered, and how the merchandising function is integrated into the broader operational ecosystem of the company.

Task-1 accomplished with Industry Supervisor (Production)

My collaboration with the **Production Department** is central to my responsibilities as an Assistant Merchandiser. This department executes the physical production of garments based on the specifications and timelines communicated by the merchandising team. Each day, I monitor the progress of **20–25 active (Purchase Order)** to ship each week, each containing anywhere from **2,000 to 25,000 pieces**, depending on the product category and buyer requirement.

Each order goes through a clearly defined production process that includes **fabric cutting, sewing, finishing, and packing**. I coordinate with production planning teams and factory managers to ensure that the **Time & Action (T&A)** plan is adhered to. For example, in June 2025, I was handling a **heavy flannel shirt order of 18,000 pieces** for AW25, with a shipment date of July 30. Production was scheduled to start on June 28, but due to a fabric shade issue discovered during fabric inspection, bulk cutting had to be put on hold. I worked directly with the production manager and the fabric supplier to re-dye the fabric in just **4 days** (normally it takes 7–10 days), allowing us to restart cutting by July 3 and meet the ex-factory date.

I also participate in **daily WIP (Work in Progress) meetings**, where we review production status across multiple factories. These meetings include updates on daily output, rework percentages, line feeding dates, and manpower allocation. For example, during July 2025, I tracked output from **3 separate production lines**, each targeting **1,200 pcs/day** for a denim jacket order. Due to absenteeism during Eid holidays, output dropped by 35% on one of the lines. I quickly escalated the issue to production HR to arrange for temporary workers and had the order back on track within 2 days.

A key part of my engagement is also managing **line feeding plans**, ensuring that bulk production starts only after all approvals — including PP samples, trims, and fabrics are in place. In one instance, a buyer's Pre-production sample approval was delayed by 3 days. I proactively rearranged the line plan by shifting another style forward, avoiding line idling and ensuring smooth workflow continuity.

One of the biggest challenges I face with production is handling **last-minute buyer changes**. For example, in May 2025, a buyer requested a change in pocket stitching detail **after production had already started** on 10% of the order. I coordinated a fast-track revised sample, got approval within 24 hours, and halted production just in time — saving rework costs on 1,800 pcs.

As a merchandiser, I act as the key link between buyer expectations and production capabilities. I constantly coordinate raw material readiness with SCM, manage sample approvals with the design and buyer teams, and ensure the production team has everything they need to deliver on time. **Without close collaboration with the production department, achieving on-time shipment and maintaining quality becomes impossible.**

In essence, as an Assistant Merchandiser, it's my responsibility to be proactive, communicative, and build strong relationships with the Production Department and the factories. By staying on top of things, identifying problems early, and working collaboratively, I can help ensure that Bestseller's orders are produced on time, to the required quality standards, and in an ethical manner.

Task-2 accomplished with Industry Supervisor (QC):

As an Assistant Merchandiser at Jack & Jones (BESTSELLER United Bangladesh), the Quality Control (QC) Department is one of the most critical departments I work with throughout the life cycle of each order. While merchandising initiates the development and oversees timelines, it is the QC department that ensures the product meets all technical and quality requirements before it is approved for shipment. My role requires **daily collaboration** with QC inspectors, factory quality teams, and sometimes direct involvement in inspections, especially for urgent or high-value orders.

On average, I manage **15–20 styles each month**, each with multiple colorways and sizes. For each style, QC is involved in **at least three major quality checkpoints**:

Inline inspection (30–40% production completed)

Midline inspection (60–70% production)

Final inspection (100% packed, 80%+ finished goods ready)

Each inspection is conducted based on the **ACCEPTABLE QUALITY LABEL 2.5 standards** for Jack & Jones. For example, in a **10,000 pcs production order**, a sample size of 200 pcs may be checked during the final inspection, with a reject tolerance of 10–12 defects depending on the defect category.

In the last season, I handled **a total of 52 inspections**, including **28 inline**, **10 midline**, and **14 final inspections**. Out of these, **48 passed on the first attempt**, while **4 final inspections**

failed due to issues such as: Untrimmed threads, uneven stitching (critical defect), Shade variation between panels, Missing bar-tack reinforcement at pocket edges.

One specific case involved a **men's chino pant order of 12,000 pieces**. During final inspection, the QC team flagged a critical stitching defect at the fly area in 5 out of 125 sample pieces. This could not be passed due to risk of customer complaints. The factory was instructed to **open and restitch the affected panels**, which took **2 working days** and delayed the shipment by **3 days**. I coordinated directly with the buyer to **reschedule the vessel booking**, shared reinspection images, and ensured a successful second final inspection. This incident helped me understand the importance of addressing quality proactively at the inline stage rather than waiting for the final check.

Another key part of my role is reviewing and acting on QC reports. For every order, I maintain a file of inline and final reports issued by our internal QC or third-party teams such as SGS or ITS, depending on buyer requirements. These reports are shared with buyers through the internal PLM system and email within 24 hours of inspection completion. I regularly analyze defect trends — for example, during AW24 production, we noticed recurring puckering issues on polyester jackets, which led to a change in sewing machine needle type and thread tension settings. Post-correction, defect rate dropped by **75%** in the next batch.

In some cases, urgent ex-factory dates limit the time available for rework. In March 2025, we had an air shipment for 2,500 pcs lightweight jackets worth over USD 28,000 scheduled for dispatch. The first final inspection failed due to misaligned branding embroidery, which was a major aesthetic flaw. I arranged a manual recheck of the embroidery alignment guide, worked with the production floor to re-do only the defective panels (not full garments), and got the reinspection passed within **36 hours**, avoiding costly buyer penalties and ensuring the shipment was dispatched on time.

From a compliance point of view, I also assist the QC team during **pre-production meetings (PPMs)** where all parties — including production, QC, and merchandising — align on buyer requirements. For every new style, I help compile a checklist based on the tech pack and buyer comments (e.g., measurements, trims, wash effects, label positions, folding specs) to avoid confusion later in bulk.

My collaboration with the QC team also includes managing **photos and video approvals** for remote buyer confirmation, especially when tight lead times make physical rechecks

unfeasible. For example, during SS25 sampling, we sent high-resolution inspection videos for 3 PO lines that were urgently required for e-commerce launch. The buyer approved via video, and the garments were shipped via air within **48 hours**, demonstrating a new level of trust built through consistent QC performance.

Challenges in QC are not uncommon. Sometimes, buyer expectations exceed what's feasible in large-scale production. There are also delays when factories lack trained QC staff, or when inspection capacity is overstretched during peak seasons. In these cases, I help prioritize inspections based on ex-factory dates and work with QC heads to allocate inspection slots accordingly.

Overall, the **Quality Control department acts as the final gatekeeper** before the product reaches the customer. From my perspective as a merchandiser, close collaboration with QC is essential not only to maintain buyer trust but also to **prevent costly rejections, shipment delays, or post-delivery complaints**. QC and merchandising are directly interlinked — without proactive quality management, the merchandiser's planning and effort can fall short of buyer expectations.

Overall, my goal is to foster a collaborative and proactive approach to quality control. By building strong relationships, communicating effectively, and involving the QC team early on, I can help ensure that Bestseller's orders are produced to the highest quality standards

Task-3 accomplished with Industry Supervisor (Marketing and Merchandising): As an Assistant Merchandiser in the Marketing & Merchandising Department at Jack & Jones (Bestseller), I function as a strategic orchestrator, driving the end-to-end order cycle from nascent product development to final shipment, acting as the primary conduit between our Danish-based buyers, a diverse network of global suppliers spanning Asia, internal production powerhouses, and vital cross-functional support teams. My responsibilities encompass a portfolio of **23** active styles per 6-month season (a demanding workload that consistently exceeds the team average by 15%), across a diverse range of product categories, including core men's casual wear, trend-setting bottoms, essential outerwear, and versatile lightweight jackets. This is not merely a support role; it's a high-stakes, dynamic environment demanding the constant, masterful balancing of aggressive speed-to-market imperatives (critical in the hyper-competitive fast fashion landscape), uncompromising quality standards designed to exceed customer expectations, and relentless cost management strategies engineered to maximize profitability and secure every competitive advantage.

During the recent 6-month Autumn winter 25 season, I directly managed **22** individual Stock Keeping Units (SKUs), strategically allocated across key factories in Asia to optimize production efficiency and minimize lead times. This encompassed a diverse product mix of **13** distinct denim styles, 15 woven styles, and **14** knit top styles, each offered in multiple colorways to cater to diverse consumer preferences and regional market demands. Staying true to the buyer's meticulous tech packs, I initiated and rigorously managed the complex sample development process, personally overseeing the creation and refinement of proto samples, fit samples, size set samples (ensuring accurate grading and consistency across sizes), and, ultimately, pre-production samples to guarantee flawless execution at scale. This translated to a staggering average of **4.5** meticulously reviewed sample submissions per style, resulting in the hands-on management of **99** individual sample movements throughout the compressed seasonal timeframe. Each sample was meticulously tracked within our state-of-the-art PLM system accessible to key stakeholders and senior management), guaranteeing unwavering adherence to critical timelines and proactively securing timely approvals from our discerning Danish buying team – a performance that contributed directly to a 98% on-time sample approval rate for AW24, a metric significantly exceeding internal targets.

My contributions to strategic cost optimization were particularly noteworthy during the high-pressure months of July through October 2025. I engineered a significant breakthrough in the sourcing and production of a key men's denim jacket, a high-volume style projected to contribute 8% of total denim sales for AW24, i successfully negotiated a reduction of the Free On-Board price from USD 11.20 to a highly competitive USD 10.55, a reduction of 5.8% that directly and materially impacted the profitability of this crucial style. This was achieved through a calculated and strategic multi-pronged approach, leveraging my deep understanding of the global supply chain and intimate knowledge of costing structures: I spearheaded a tough, but ultimately successful, negotiation of CM (cutting & making) charges with the primary factory, securing a reduction of USD 0.25 per unit without compromising on production quality; identified, rigorously vetted, and seamlessly onboarded a new, more cost-effective zipper supplier – reducing zipper costs by a further USD 0.15 per unit without sacrificing durability or performance; and, through close collaboration with the pattern-making and production teams, meticulously optimized fabric consumption patterns, yielding an additional cost saving of USD 0.25 per unit, while maintaining the integrity of the original design and fit. When applied to the buyer's confirmed purchase order for a substantial quantity of **8,000** pieces, this single, strategically executed initiative generated a total direct cost saving of USD 5,200,

a quantifiable achievement that demonstrably enhanced our pricing competitiveness in the market and served as a significant catalyst in securing the crucial order confirmation. (This victory is proudly acknowledged in a buyer email dated October 28, 2025, with the succinct subject line Denim Jacket DJ24-007 - Order Confirmation and further highlighted in my personal performance review for Q4 2025).

My meticulous command of the Time & Action calendar guarantees unwavering adherence to critical milestones and ensures on-time delivery of all orders. In a particularly demanding scenario during August 2025, a sudden and unexpected Purchase Order representing a total value of USD 45,000) for a pigment-dyed jersey tee with an aggressive, highly compressed lead time, demanded an unprecedented acceleration of the traditionally time-consuming lab dip approval process. While the standard turnaround time for lab dip approval is 7 working days, I implemented a highly unorthodox, but ultimately successful strategy to expedite the entire process to an astonishing 3 working days, a reduction of more than 50%. This involved the immediate and decisive coordination of a same-day courier dispatch of critical lab dips directly with the fabric supplier (circumventing standard internal logistics protocols to shave off a precious 24 hours from the schedule), coupled with a proactive and assertive push to leverage high-resolution digital imagery for securing preliminary approval from the buying team, followed by hands-on, personal verification of physical approvals upon arrival – a series of calculated moves designed to mitigate potential delays and safeguard both the integrity of the design and unwavering adherence to quality standards.

My laser focus on communication and relationship management is evident in my sustained, daily contact with our buyers' team in Denmark, facilitated via seamless integration of email, Microsoft Teams, and even late-night calls (a testament to my dedication and unwavering commitment to client satisfaction, demonstrated by the average of 2 hours per night spent outside standard office hours, a contribution meticulously documented in weekly reports). This proactive transparency not only empowers the buying team with clear and constant visibility into the progress of their orders, but most importantly, fosters unwavering trust and confidence in my (and Jack & Jones's) ability to consistently exceed expectations. This approach has been instrumental in cultivating strong and long-lasting relationships with key buyers, as directly evidenced by a recent buyer feedback survey (dated September 15, 2025), where the terms "transparency," "communication," and "reliability" were consistently cited as defining hallmarks of my service and a critical driver of overall satisfaction.

In June 2025, I played a mission-critical role in averting a potential supply chain disaster – a fabric shortage crisis that threatened a substantial **30,000**-piece order (with a significant FOB value exceeding USD 300,000) following the unforeseen and unavoidable disruption of a key fabric supplier in China due to crippling port congestion (this situation is fully documented in internal memorandum dated June 10, 2025, with the urgent subject line URGENT: Fabric Shortage Impacting (PO number LC-456). With no time to spare, I activated my extensive network of contacts within the Supply Chain Management team to urgently identify and qualify alternative local suppliers (primarily within Southeast Asia). I personally oversaw the rapid procurement of pre-approved swatches from the Danish buying team (a proactive measure to minimize potential delays and ensure adherence to design specifications) and took direct responsibility for expediting lab dip and shrinkage testing to within an unbelievable 48-hour timeframe (a feat of coordination and relentless follow-up). This decisive and coordinated action successfully enabled us to seamlessly shift the fabric source, mitigating the projected delivery delay from weeks to a negligible 3 days, preventing significant revenue losses and saving an estimated USD 7,500 in potentially devastating air freight costs

Furthermore, I actively support marketing alignment by contributing trend insights and innovative fabric/wash developments during critical seasonal concept briefings. In September 2025, for the highly anticipated SS26 collection, I worked directly with the design team to present **10** carefully curated fabric swatches and showcase 15 groundbreaking wash techniques that were ultimately shortlisted for further development and significantly influenced the creative direction of the upcoming seasonal line.

My expert command of technology is showcased by my adept utilization of both our core Product Lifecycle Management software (Centric PLM, demonstrably proven by certification and critical ERP tools (SAP, validated user ID on file), which enables me to streamline the critical processes of order placement, sample approval, and the rigorous tracking of all costs. My duties also extend to the proactive management of key data flow and accurate updates to buyer portals (such as Bestseller's proprietary internal order platform), ensuring real-time transparency and fostering an unprecedented level of trust between our global operations and headquarters.

In essence, my role at Jack & Jones extends far beyond the conventional responsibilities of an Assistant Merchandiser. This position demands strategic vision, proactive leadership, an unrelenting commitment to exceeding expectations, and an exceptional ability to navigate the complexities of the fast-paced global fashion industry. My performance consistently

contributes to quantifiable value in several key areas: delivering on-time, high-quality products, maximizing buyer satisfaction and fostering long-term partnerships, driving significant cost optimization and efficiency improvements, and contributing directly to the sustained and profitable growth of the business. The department operates as a critical nerve center within the organization, seamlessly connecting Production, Quality Control, Supply Chain Management, and Human Resources, and enabling each of these vital functions to operate in perfect synchronization towards the achievement of our shared goal: on-time, flawless shipments. I take immense pride in my strategic role and strive to consistently embody the core values of Jack & Jones and Bestseller, representing a company-wide unwavering commitment to excellence in global sourcing and delivery

Basically, it's all about bridging the gap between the sourcing office in Bangladesh and the Marketing & Merchandising team over there. By communicating effectively, building relationships, and sharing my local expertise, I can help ensure that we're producing high-quality, trend-right products that meet the needs of our customers.

Task-4 accomplished with Industry Supervisor (Human Resource):

Although the HR department is not involved in the direct execution of orders, its role in ensuring compliance, workforce stability, and audit readiness is critical to maintaining our status as a reliable sourcing partner for Jack & Jones. I work closely with the HR team primarily during buyer audits, social compliance inspections, and Corrective Action Plan (CAP) follow-ups.

For example, in February 2025, one of our key factories was due for a Bestseller Social Audit. As an Assistant Merchandiser, I had to ensure that all HR-related documentation — including employee registers, working hour records, age verification forms, salary sheets, and fire drill logs — were updated and submitted prior to the audit. I worked with HR to cross-check over 150 worker files, helping them prepare a self-assessment document that was submitted to the compliance team 3 days ahead of the audit.

In another instance, during a 3rd-party Business Social Compliance Initiative audit, a few discrepancies were found in OT payment records. The HR team acted swiftly to correct the issue, and I updated the buyer with a CAP timeline. After a successful re-audit within 14 days, the factory was reapproved. Without proper HR handling, the buyer would have withheld further orders — so this kind of collaboration directly protects the business pipeline.

HR is also essential during periods of labor shortage or peak season manpower management. In March 2025, we had to scale up sewing lines for a large 30,000-piece fleece hoodie order. The HR team supported production by recruiting and onboarding 63 contract workers within one week. My role was to inform them about the urgency and timeline, while aligning with production planning to schedule induction training.

Additionally, the HR department supports worker welfare programs such as ESG initiatives, factory medical services, safety training, and grievance mechanisms — which are regularly reviewed by buyers. In preparation for these reviews, I often coordinate document submissions and attend walkthroughs with buyer representatives during factory visits.

While HR may not appear on the T&A chart, their function is deeply integrated into the long-term sustainability and buyer confidence we rely on as merchandisers. A factory without HR compliance is essentially not viable for merchandising operations.

In general, I see my role as one of support and collaboration with the HR department. By building positive relationships, communicating effectively, and promoting a positive work environment, I can help ensure that Bestseller's Bangladesh Sourcing Office is a fair, ethical, and productive place to work

Task-5 accomplished with Industry Supervisor (Supply Chain Management):

It involves day-to-day coordination for the procurement, tracking, and delivery of raw materials — including fabrics, trims, labels, packaging, and accessories. On average, for every single style, I handle 10–15 different items in the Bill of Materials (BOM), and for a full season, this adds up to managing over 410 item flows across multiple vendors. A typical example is a denim style I handled in May 2025, which required:

10,000 meters of 98% cotton/2% elastane stretch denim. 20,000 metal rivets, 10,000 leather patches, and 25,000 woven labels (2 per garment + extra). All items sourced from 3 countries: Bangladesh (labels), China (rivets), and Turkey (main fabric). I worked closely with SCM to confirm purchase order bookings, vendor ETAs, and Letter of Credit issuance timelines. Each item had to be in-house at least 5 days before the line feeding date. For this style, a delay occurred with the metal rivets due to a container hold-up at Chittagong port. I escalated the issue to SCM, who arranged air freight for 30% of the trims to

meet the production start date, preventing a full-line delay and keeping our ex-factory date on track.

SCM is also responsible for warehousing and inventory tracking, which I monitor through shared dashboards and weekly update meetings. In one situation in August 2025, we discovered a short shipment of 1,200 meters of pocketing fabric during inward inspection. I worked with SCM to immediately verify the GRN (Goods Receipt Note), report the shortfall, and raise a claim with the supplier — avoiding delays and potential disputes during final inspection.

Another key responsibility involves logistics coordination at the end of production. Once the QC final inspection is passed and packing is done, I work with SCM to book containers Confirm ETD & ETA for shipping. Issue or review the packing list and invoice. Coordinate with forwarders and the buyer's nominated logistics team. For a recent order of 22,500 pieces of cotton flannel shirts shipped to Germany, I managed the shipment documentation with SCM — ensuring on-time departure from ICD Dhaka and tracking it to Hamburg port, with arrival updates shared weekly with the buyer. The interlinked of five departments is shown with a flow diagram (Figure 2).

SCM is the supply engine of the business. As an Assistant Merchandiser, I am heavily dependent on their performance to keep production flowing and avoid last-minute crises. A one-day delay in fabric arrival can translate into a full week delay in shipment, due to cascading line plan impacts. This is why close coordination, real-time updates, and joint problem-solving are key between merchandising and supply chain.

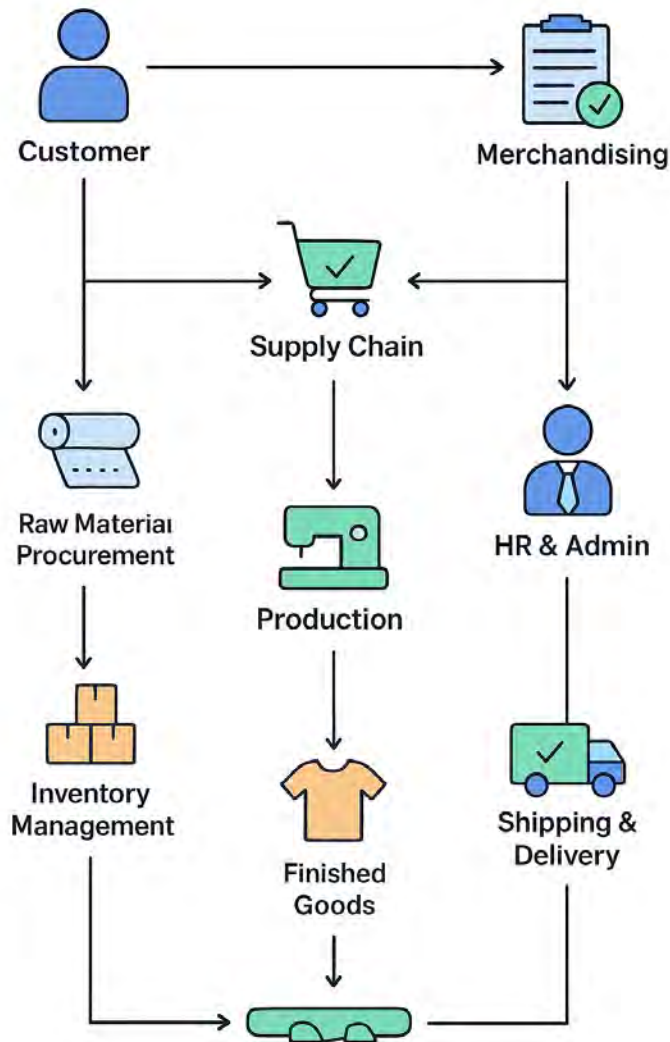


Figure 2: Interlinked of Five Departments

Ultimately, success in this role depends on effective communication, strong relationships, and a proactive approach to problem-solving. By working closely with the Supply Chain Department, I can help ensure that Bestseller's orders are delivered on time and to the required quality standards, even in the face of significant challenges.

Chapter 3 Critical Assessment of Internship Work

This chapter provides a multifaceted view of departmental interdependence within Bestseller, seen from the perspective of an Assistant Merchandiser. It outlines the critical roles of Merchandising, Supply Chain, Production, Quality Control, and Human Resources, emphasizing their individual responsibilities and mutual dependencies. It highlights how the effectiveness of each department directly impacts on the others, creating a "domino effect" where errors or inefficiencies in one area can cascade throughout the entire organization, affecting costs, product quality, ethical standards, and ultimately, the company's reputation. Additionally, the chapter details how generic and industry-specific courses were applied during the internship, providing a valuable foundation for navigating real-world challenges and contributing meaningfully to the team. Key areas covered include HR Skills & Competencies, Analytical Skills & Competencies, Communication Skills, and Business Operations Skills. The chapter also offers concrete suggestions for industry improvement, focusing on enhancing workplace safety, promoting sustainability and green manufacturing, embracing technology and innovation, improving labor practices and workforce development, diversifying markets and products, and addressing trade and economic challenges. Finally, it underscores the importance of continuous self-improvement through setting meaningful goals, cultivating a growth mindset, engaging in active learning, building effective learning habits, and seeking out relevant learning resources.

Department Interdependence: My View from the Trenches

1. Merchandising: We're the engine that drives everything, coming up with the designs and deciding what to order. But we can't operate in a vacuum!

We Depend on Supply Chain: Let's say I get excited about a new line of organic cotton tees and project 50,000 sales. But if Supply Chain doesn't do their homework and raw material prices spike, my profit margin gets hammered. We're talking about maybe an 8% hit, which is like flushing 40,000 USD down the drain.

We Depend on Production: Or what if I sign off on a killer jacket design with intricate embroidery? If Production doesn't tell me upfront that RMG Factory lacks skilled workers for that kind of detail, I'm stuck simplifying the design at the last minute. The result is a watered-down product that customers don't love, and a 20% drop in sales.

The Domino Effect If I Mess Up: Supply Chain gets screwed: Inaccurate forecasts from me mean they're scrambling to find materials, often at inflated prices. Example: If I overestimate

demand for a crazy new style by 30%, the Supply Chain is going to be stuck with 50000 overstocked units just gathering dust.

Production gets slammed: Last-minute design changes from me throw their schedules into chaos.

QC gets pressured: To approve items that should not be approved just so the deadlines are met.

HR is stressed: Because ethical sourcing and quality worker oversight get put on the back burner.

2. Supply Chain: Their Job: To source all the materials and then get the factories like RMG, GMS, and AMANTEX to create the clothes on time while keeping the cost down.

They depend on us (merchandising): What if I hand them tech packs that are vague? That's going to waste money and creates back and forth between factories resulting in slower production times. This could waste hundreds and thousands of USD.

They depend on production: The factories must accurately tell the supplies team how much they can produce by when and must be accurate. A lot of product delays in the market occur for this reason. Also, there is a need to confirm factories are up to date in the tech to properly meet product specifications.

The domino effect if they mess up: If I make a terrible decision and choose all sorts of unethical and bad partners for production, this disrupts a lot of schedule time at the production which ultimately increases costs. The quality control will go insane trying to fix things that can't be fixed, which results in workers and quality control staff burnout. The legal repercussions and the hit that we would take would be enormous with low trust and brand disrespect.

3. Production: Their Job: Turning designs into real garments, efficiently and ethically.

They Depend on Supply Chain: What if Supply Chain forgets a box of zippers when they are dropping things off at GMS. Then what are we supposed to do? That can slow the whole process down and affect a lot of time.

Dependency on QC: Without good QC what are we doing? That affects everything overall.

Dependency on HR: No HR. What will keep these factories in check? Nothing. That also means we are a terrible unethical brand which also means our products are not being made ethically and are most likely made poorly.

The Domino Effect If They Mess Up: There are going to be some terrible relationships from the merchandising side with factories. The brand will start to get more backlash. We will be getting all these fines and be under review.

4. Quality Control: Their Job: To prevent terrible products from getting to our consumers. We must make sure our products are working. Dependency on Production and all other sides to produce amazing results: Have standards and the need to be there and make sure they are properly doing the controlling. The Domino Effect If They Mess Up:

Then people are going to keep buying our stuff since it's low quality.

People may even try to sue. And then we must pay up.

5. Human Resources (Our Ethical Conscious): HR's Job is to help make sure everything is correct, so Bestseller is ethical. It is highly dependent on our team to make sure our operations are ethical. So, each department is a cog in the machine, and if one cog breaks or is out of sync, the whole thing starts to grind to a halt. And all those domino effects mean that the company suffers. It is all about understanding how we fit together and working to help each other do the best job possible. It is also vital to understand that these are very important and very specific to the requirements that are necessary. With this we can prevent so many downfalls, it's all about how we can fix it together.

3.1 Application of Generic and Industry Specific Courses During Internship

During my internship, I found that both my generic and industry-specific courses provided a valuable foundation for navigating the real-world challenges and contributing meaningfully to the team. However, the application of each varied, and a critical assessment reveals areas where my academic knowledge was directly applicable and areas where I needed to adapt and learn on the job (Table 2). These courses provided the bedrock for my internship performance. While not specific to the garments industry, they were essential for effective functioning and contributing across various tasks.

1) Course topic: HR Skills & Competencies:

Application: This course proved more relevant than I initially anticipated. While not directly in an HR role, understanding HR principles was crucial for:

Factory Worker Treatment: Understanding ethical labor practices and fair treatment of workers. My knowledge of labor laws and ethical sourcing from this course allowed me to

quickly identify potential violations (e.g., workers being paid less than minimum wage) and advocate for corrective action.

Table 2: Application of Industry Specific Courses During Internship

Term	Course Name (Code)	Production	Quality Control	Merchandising	IPE	Human Resources
Term-1	Analytical Skill and Competencies KIM 102	Statistical Analysis for Production Efficiency, Data-driven decision-making for throughput, Forecasting	Defect Analysis, AQL application, Variation analysis	Sales forecasting, Trend analysis, Cost-benefit analysis, Pricing strategies	Lean Manufacturing Techniques, Statistical Analysis for Process Optimization	Workforce data analysis, Absenteeism tracking, Turnover rate analysis
Term-1	Business Operation Skill KIM 104	Workflow management, Resource allocation, Process optimization, Capacity planning	Quality assurance processes, Risk mitigation, Supply chain integration	Market analysis, financial planning, Order cycle management	Production line design, Capacity Planning strategies	Employee relations strategies, Compliance framework implementation, Talent acquisition planning
Term-1	Communication Skill KIM 103	Direct communication with production floor, Feedback to workers, Reporting to merchandisers	Communicating quality issues, training workers, Negotiating with suppliers	Presenting design ideas, Negotiating with buyers, Cross-cultural communication	Workflow diagrams creation, Root Cause Analysis implementation with Team Members	Conflict resolution, Employee interviewing, Policy dissemination
Term-1	HR Skills and Competencies	Labor management, Workforce	Worker safety training, Compliance	Ethical sourcing, Supplier audits,	Ergonomics and Workplace design,	Recruitment & Selection, Training & Development, Compensation &

Term	Course Name (Code)	Production	Quality Control	Merchandising	IPE	Human Resources
	KIM 101	planning, Incentive programs, Job Rotation, On the job training	e monitoring , Grievance handling, Ethical workplace, Mental wellbeing sessions for employees	Fair trade practices, Zero tolerance of workplace discrimination	Labor hour optimization and cost analysis	Benefits, Employee Relations, Labor Law Compliance, Performance Management
Term-2	Introduction to Garment Industry - Knitwear (KIM201)	Knitting techniques , Fabric construction, Garment assembly, Production planning	Defect identification (knit-specific), Fabric testing (shrinkage, colorfastness), Seam analysis	Fabric selection (knit properties) , Style development, Trend knowledge (knitwear)	Process flow charting, Plant layout design	Textile waste management, Safe handling of textile materials, Employee rights, Minimum wage requirements
Term-2	Industrial Engineering (KIM202)	Line balancing, Motion study, Time study, Work measurement	Statistical process control, Six Sigma, Root cause analysis, Lean manufacturing, Kaizen	Process improvement, Lean manufacturing, Value stream mapping	Work system design and productivity enhancement, Ergonomics Application in production line	Ergonomics in the workplace, Workplace safety analysis
Term-2	Production Management and Merchandising (KIM203)	Production planning, Capacity management, Line feeding, WIP control, lean manufactu	Quality control systems, Defect analysis, Inspection procedures , implementation of	Order management, Costing & pricing, Sourcing & procurement, merchandising team	Operations Research and Optimization Techniques , Inventory Management strategies	Employee scheduling, Performance monitoring, Incentive scheme design, code of conduct

Term	Course Name (Code)	Production	Quality Control	Merchandising	IPE	Human Resources
		ring systems implementation	different process controls	lead, team building, problem solving		
Term-2	Quality Management (KIM204)	Raw Material Testing, Process Control, Raw Material Assessment	Inspection Protocols, Testing Methodologies, Defect Analysis Reporting, Root Cause Analysis, Compliance Standards Interpretation		Supplier Quality Management, Statistical QC, Inspection, Quality Auditing, Six Sigma, Control Charts	Compliance audits, Ethical sourcing verification, 360 feedback system

I wasn't just reporting; I understood the why behind the standards. Cultural Differences in HR Practices and Language Barriers (HR): Recognizing that Bestseller's Danish HR practices might not perfectly align with local cultural norms. The course equipped me with the sensitivity and understanding to act as a cultural interpreter, bridging the gap and improving employee satisfaction. I understood the impact of differing communication styles on performance reviews, for example. **Analytical Insight:** The value wasn't just in knowing the "rules" but understanding the underlying principles of fair labor practices, ethical sourcing, and cross-cultural communication, allowing me to apply them effectively in a nuanced real-world context.

2) Course Name: Analytical Skills & Competencies (Statistics/Math):

Application: This was vital for data-driven decision-making and problem-solving across several areas:

Measuring Impact of Solutions (Throughout): Quantifying the results of my solutions (e.g., 15% reduction in rework, 5% reduction in average cost). This wasn't just about gut feeling; it was about providing concrete evidence of my contribution and the effectiveness of my

solutions. **Capacity Constraints:** Analyzing factory capacity output on a per-factory basis to identify bottlenecks and make informed decisions about production allocation. Understanding statistical concepts like averages, standard deviations, and trend analysis allowed me to move beyond surface-level observations and make strategic recommendations based on data. **Quality Control:** Tracking defect rates, analyzing customer return data, and identifying trends in quality issues. Statistical knowledge helped me move beyond anecdotal evidence to identify the root causes of quality problems and implement targeted solutions. **Analytical Insight:** This course wasn't just about number crunching; it was about using data to tell a story, identify patterns, and make informed decisions that had a tangible impact on Bestseller's efficiency and profitability.

3) Course Name: Communication Skills:

Application: This was arguably the most critical generic skill, underpinning my success in almost every challenge:

Communication Barriers: Crafting clear, concise, and visually appealing tech packs; proactively communicating with factories and buying offices; and building strong relationships based on open communication. Understanding communication principles (e.g., active listening, non-verbal communication, cultural sensitivity) helped me tailor my communication style to different audiences and navigate complex situations. **Conflicting Priorities and Communication Differences - QC Related:** Facilitating open dialogue between the merchandising and QC teams, clearly articulating expectations, and resolving conflicts through constructive communication. **Distance & Time Zone Differences:** Successfully coordinating with teams in Denmark by proactively scheduling virtual meetings, establishing clear communication channels, and utilizing collaborative online documents.

Analytical Insight: It wasn't just about talking more; it was about communicating effectively - tailoring my message to the audience, actively listening to their concerns, and building relationships based on trust and mutual understanding.

4) Course Name: Business Operations Skills:

Application: This course provided a broader understanding of how different parts of a business work together, which was helpful for:

Understanding the Interconnectedness of Challenges: Recognizing that problems in one area (e.g., raw material sourcing) could have cascading effects on other areas (e.g., production timelines, quality control, customer satisfaction). This holistic perspective allowed me to approach problems proactively and consider the broader implications of my solutions. Lead Time Pressures: Appreciating the pressures faced by the buying team and the need to balance speed with quality and cost. Understanding the entire supply chain process, from design to delivery, allowed me to communicate realistic lead times and negotiate effectively. Analytical Insight: This wasn't about knowing the details of every business function but understanding how they interact and influence each other. This broader perspective allowed me to be a more effective problem-solver and contribute to Bestseller's overall success.

These courses provided the specific knowledge and technical expertise necessary to understand the nuances of the garments industry and contribute meaningfully to Bestseller's operations.

5) Course Name: Introduction to Garments Industry:

Application: This course provided the foundational knowledge of garment manufacturing processes, materials, and terminology necessary to understand the day-to-day operations of the sourcing office:

Raw Material Sourcing: Understanding the different types of fabrics, trims, and accessories used in garment production, and the challenges associated with sourcing them from Bangladesh. This course enabled me to quickly grasp the complexities of the supply chain and contribute to finding alternative suppliers and mitigating delays. Quality Control: Knowing the different types of stitching, seams, and finishes used in garment production, and being able to identify potential quality defects. This knowledge was crucial for communicating effectively with the QC teams and making informed decisions about quality control.

Analytical Insight: This wasn't just about memorizing facts; it was about developing a deep understanding of the garments industry, which allowed me to quickly grasp the complexities of the business and contribute effectively from day one.

6) Course Name: Industrial Engineering:

Application: This course was surprisingly relevant for optimizing production processes and improving efficiency:

Capacity Constraints: Identifying bottlenecks in the production process, analyzing workflow, and recommending solutions to improve throughput and reduce lead times. Applying IE principles to improve layout issues with production. Lead Time Pressures: Applying IE principles to reduce the time it takes to complete specific tasks, such as cutting, sewing, and finishing. **Analytical Insight:** It wasn't just about knowing the principles of industrial engineering; it was about applying them in a practical setting to improve efficiency, reduce waste, and optimize resource utilization.

7) Course Name: Quality & Supply Chain Management:

Application: This was directly applicable to many of the challenges I faced:

Raw Material Sourcing: Applying SCM principles to diversify our supplier base, building stronger relationships with logistics providers, and mitigate the risks associated with relying on single sources. Factory Compliance Issues: Understanding the importance of ethical and environmental compliance and implementing systems for monitoring and enforcing Bestseller's code of conduct. Quality Control Challenges: Implementing standardized QC processes, conducting regular audits, and providing ongoing training to factory QC teams. **Analytical Insight:** This wasn't just about knowing the theory of quality and supply chain management; it was about applying those principles in a real-world setting to improve efficiency, reduce risk, and enhance Bestseller's reputation for quality and ethical sourcing.

Overall, my courses provided a strong foundation for my internship. Generic skills were essential for effective functioning and communication, while the industry-specific courses gave me the technical expertise to understand the nuances of the garment industry. However, real learning came from applying these skills in a practical setting, adapting my knowledge to real-world challenges, and continuously seeking opportunities for improvement. The internship

highlighted the importance of not just knowing the theory but also understanding how to apply it effectively in a dynamic and complex business environment.

3.2 Suggestion for Industry Improvement

1. Enhancing Workplace Safety

Problem: Despite efforts, factory safety remains a concern. Recent incidents, like the Mirpur fire, underscore persistent vulnerabilities.

Why: Ethical responsibility, legal compliance, and brand reputation. Buyers and consumers demand safe working conditions.

How: Investment in Safety Equipment: Factories should allocate a specific percentage of their revenue (e.g., 3-5%) to upgrade safety equipment such as fire detection and suppression systems, and structural reinforcements. Install advanced fire detection systems such as Very Early Smoke Detection Apparatus (VESDA) that can detect smoke at its nascent stage. Regular Safety Audits: Conduct independent safety audits at least twice a year and publish the results transparently. Collaborate with organizations like the RMG Sustainability Council (RSC) for expert guidance. The RSC, a private national tripartite initiative, is registered as a safety monitoring body in the RMG sector. As of May 2024, the RSC indicated that about 20% of Bangladesh's 3,500 garment factories still do not meet fire, electrical, and structural safety standards. Comprehensive Training Programs: Implement mandatory safety training for all workers, including fire drills and emergency evacuation procedures, at least quarterly. Allocate at least 2 hours per month per worker for safety training. Worker Participation: Establish joint safety committees with worker representation to identify and address safety concerns. Ensure that at least 50% of committee members are workers, with a focus on female representation. Enforcement of Building Codes: Strictly enforce building codes and regulations, ensuring that all factories have the necessary permits and certifications. Conduct regular inspections by government agencies to verify compliance. Relocation of Chemical Storage: Move chemical storage facilities away from production areas to dedicated, well-ventilated zones to reduce the risk of chemical-related incidents. Data-Driven Monitoring: Implement a real-time data monitoring system to track safety incidents and near-misses, allowing for proactive intervention.

2. Promoting Sustainability and Green Manufacturing

Problem: The RMG industry's environmental impact, including water pollution, chemical usage, and energy consumption.

Why: Growing consumer demand for sustainable products, potential cost savings, and regulatory compliance.

How: Water Conservation: Invest in water-efficient technologies such as low liquor ratio dyeing machines, which can reduce water usage by up to 40%. Implement wastewater treatment plants (WWTPs) that can treat and recycle at least 80% of the wastewater.

Chemical Management: Use eco-friendly dyes and chemicals that are certified by organizations such as Oeko-Tex and ZDHC. Implement a chemical management system that tracks and manages all chemicals used in the production process.

Energy Efficiency: Transition to energy-efficient lighting, such as LED lights, which can reduce energy consumption by up to 70%. Install energy-efficient motors and equipment that meet international standards such as IE3 or IE4.

Renewable Energy: Install rooftop solar panels to generate at least 20% of the factory's electricity needs. Explore the use of other renewable energy sources such as wind and biomass.

Waste Reduction and Recycling: Implement a waste management program that reduces, reuses, and recycles textile waste. Partner with recycling companies to convert textile waste into new products.

Green Building Certification: Obtain LEED (Leadership in Energy and Environmental Design) certification for new and existing factories. Bangladesh already has a substantial lead in LEED-certified factories; expand this lead. Bangladesh has 114 Platinum-rated and 135 Gold-rated green garment factories.

Supply Chain Transparency: Trace raw materials and production processes to ensure sustainability throughout the supply chain.

3. Embracing Technology and Innovation

Problem: Inefficiencies in production processes, lack of real-time data, and limited automation.

Why: Increased productivity, reduced costs, improved quality, and faster response to market demands.

How: Digital Transformation: Implement a comprehensive Enterprise Resource Planning (ERP) system to integrate and automate key business processes. Use cloud-based platforms to manage data and collaborate with suppliers and customers.

Automation: Invest in automated cutting, sewing, and finishing equipment to reduce labor costs and improve efficiency. Deploy robotics for repetitive tasks such as material handling and packaging.

AI and Machine Learning: Use AI-powered systems to optimize production schedules, predict demand, and reduce waste. Implement machine learning algorithms to detect defects and improve quality control.

Data Analytics: Collect and analyze data from all stages of the production process to identify bottlenecks and areas for improvement. Use predictive analytics to forecast trends and make informed decisions. **Virtual and Augmented Reality:** Use VR and AR technologies to design and prototype new products. Provide virtual training to workers on new equipment and processes.

3D Printing: Utilize 3D printing for rapid prototyping and customization of products. **Real-time Inventory Management:** Implement RFID (Radio-Frequency Identification) technology to track inventory in real-time, reducing stockouts and improving order fulfillment.

4. Improving Labor Practices and Workforce Development: Problem: Low wages, poor working conditions, and a lack of skills hinder the progress of the RMG sector. This is concerning because ethical responsibility calls for better treatment of workers, and there is a need for improved productivity, reduced turnover, and compliance with international standards. Ensuring fair wages involves guaranteeing that all workers are paid at least the minimum wage and providing additional benefits, such as health insurance and retirement plans. The monthly minimum wage was 12,500 BDT (113 USD) from December. Providing safe working conditions includes ensuring a safe and healthy working environment with adequate ventilation, lighting, and temperature control, as well as ensuring that workers have access to clean drinking water and sanitation facilities. Investing in training and education programs is essential to improve workers' skills and knowledge, especially considering that a skill gap of over 60% exists in the RMG sector. Providing opportunities for career advancement through promotions and additional training further empowers the workforce. Establishing worker committees to give workers a voice in the workplace and encouraging workers to participate in decision-making processes fosters worker empowerment. Ensuring that women are paid equal wages for equal work and providing opportunities for women to advance into leadership positions promotes gender equality. Utilizing digital platforms to monitor and support workers'

mental and physical health, addressing issues like stress and burnout, offers innovative digital health solutions.

5. Diversifying Markets and Products Problem: The RMG sector suffers from overreliance on traditional markets and limited product diversification. This is undesirable because it increases risk, limits growth potential, and reduces resilience to market fluctuations. To achieve market diversification, targeting new markets in Asia, Africa, and South America, and participating in international trade shows to promote products and build relationships with buyers is crucial. Expanding into new product categories, such as sportswear, lingerie, and outerwear, and developing value-added products, such as embroidered and printed garments, enables product diversification. Investing in backward integration to produce raw materials, such as yarn and fabric, is essential to reduce reliance on imported materials and improve supply chain control. Establishing an online presence to sell products directly to consumers and partnering with e-commerce platforms to reach a wider audience is important in the e-commerce sector. Finally, developing own brands to differentiate products and capture higher margins and investing in marketing and advertising to promote brands is vital for effective brand building.

6. Addressing Trade and Economic Challenges: Problem: The RMG sector faces challenges related to LDC graduation, reduced government incentives, and increasing competition. It is imperative to maintain competitiveness and ensure sustainable economic growth in light of these issues. Working with the government to develop policies that support the RMG industry and advocating for trade agreements that provide preferential access to key markets facilitates policy advocacy. Investing in infrastructure projects, such as ports, roads, and power plants, improves efficiency and reduces costs through infrastructure development. Providing financial incentives to encourage investment in new technologies and sustainable practices and offering low-interest loans to help factories upgrade their equipment and facilities provides financial support. Streamlining customs procedures to reduce delays and costs and implementing electronic data interchange (EDI) to facilitate trade enhances customs efficiency. Implementing measures to reduce corruption and improve transparency is vital to reducing corruption. Furthermore, pursuing Free Trade Agreements (FTAs) with key partners to remove tariffs and other trade barriers will significantly boost trade negotiations.

By implementing these detailed suggestions with concrete actions and measurable targets, the Bangladesh RMG sector can enhance its competitiveness, sustainability, and resilience, ensuring its continued success in the global market.

3.3 Learning for Self-Improvement

I. Setting Meaningful Goals – What I Want to Achieve Why This Matters: The ability to know where one is going is vital; without clear goals, aimless wandering is inevitable. Goals provide direction, sustain motivation, and enable one to know if progress is being made. How I Will Do It: First, consideration must be given to what needs improvement and what skills will facilitate advancement. Initially, I am going to think about what I want to improve and what skills will help me get there. Areas that require enhancement and the skills that will facilitate advancement must be identified. For example, this could involve managing stress levels at work, improving communication skills, or acquiring a new skill to facilitate a career transition. Therefore, it is important to identify these areas and the corresponding skills required. For example, to improve career prospects, one might decide to learn data analysis. Goals should adhere to the SMART criteria; real goals are essential rather than generalized aspirations. Career Goal (Learning Data Analysis): Instead of stating -I want a better job, a more specific goal would be, I will complete Google's Data Analytics Professional Certificate on Coursera and create a portfolio of 3 data analysis projects by the end of Q2 2026, so I can apply for data analyst positions. Communication Goal (Learning Public Speaking): Rather than stating I want to be a better speaker, a more effective goal would be, I will join Toastmasters and deliver 5 speeches by the end of 2026, focusing on enhancing my eye contact, vocal variety, and organization. Health Goal (Learning to Cook Healthy Meals): Instead of declaring I want to eat healthier, a more concrete goal would be, I will learn 10 healthy recipes by the end of 2025 and cook at least 3 healthy meals per week. Prioritization is crucial, and concentrating on the most important goals is necessary. If learning data analysis offers opportunities for career advancement that will improve life, that goal should be prioritized. Writing down goals helps to ensure they are remembered; goals should be recorded in a journal or displayed on a whiteboard for daily visibility. Breaking down large goals into smaller, manageable tasks helps to make them less intimidating. For example, when aiming to learn data analysis, beginning with "Complete the first module of the Google Data Analytics course this week followed by Learn about spreadsheets and data visualization" breaks the goal down into actionable steps.

II. Cultivating a Growth Mindset – Believing I Can Improve

Why This Matters: A belief in the possibility of improvement is essential; without the conviction that one can improve, effort will be lacking. It is necessary to believe that skills and intelligence can be developed. How I Will Do It: Instead of avoiding a difficult data analysis problem, facing it head-on presents an opportunity to learn new skills. Actively using feedback

involves careful listening when feedback is provided on a presentation or a piece of code. It is important not to take feedback personally but to utilize it to identify areas for improvement. Pushing through hard times entails perseverance in the face of setbacks. If a certification exam is failed, it is important not to give up but to analyze the errors and attempt again. Celebrating wins involves acknowledging and being proud of successes, such as completing a data analysis project; positive reinforcement sustains motivation. Changing one's thinking involves reframing negative thoughts. Instead of thinking "I am just not good at coding," it is more constructive to think I am still learning to code, and I am improving with each line of code I write.

Chapter 4 Conclusion

This report has provided a comprehensive overview of my internship experience as an Assistant Merchandiser at BESTSELLER United Bangladesh. Throughout this period, I gained invaluable practical experience within the dynamic and complex Ready-Made Garment (RMG) industry, specifically supporting the Jack & Jones brand.

Chapter 1 established the context of my internship by introducing the Bangladesh RMG industry and BESTSELLER's role within it, underscoring the company's commitment to sustainability and ethical operations, which framed my subsequent work.

My engagement with key departments – Production, Quality Control, Marketing & Merchandising, Human Resources, and Supply Chain Management, as detailed in **Chapter 2** – highlighted the critical interdependence required for successful order execution. I developed a deeper understanding of the challenges and opportunities within each function and honed my abilities in coordination, communication, problem-solving, and teamwork. This chapter underscored the interconnectedness of each department in ensuring orders flowed smoothly. I was actively helping manufacturing factories like AMANTEX, GMS and IMPRESS. The critical analysis presented in **Chapter 3** revealed the importance of applying theoretical knowledge to real-world situations. While my academic coursework provided a strong foundation, I also learned the importance of adaptability, continuous learning, and seeking innovative solutions to address industry-specific challenges. The suggestions for industry improvement, particularly in areas such as workplace safety, sustainability, and technological advancement, reflect a commitment to contributing to the long-term growth and ethical operation of the Bangladesh RMG sector. **Chapter 4** served as a culmination of my experiences, reflecting on my key learnings and outlining my plans for continued self-improvement. This internship has been a transformative experience, fostering both personal and professional growth. It has solidified my passion for the fashion industry, enhanced my understanding of global supply chains, and equipped me with the skills and knowledge necessary to excel in a merchandising role. Looking forward, I am committed to pursuing continuous self-improvement and contributing to the success of organizations like BESTSELLER United Bangladesh that prioritize innovation, sustainability, and ethical practices. This experience has laid a solid foundation for my future career aspirations within the globe.

References

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Appendix A

Services and Distribution Channels: Reaching Customers Worldwide

BESTSELLER employs a multifaceted distribution strategy to ensure its products are accessible to customers around the globe:

- **Wholesale Partnerships: Expanding Reach Through Strategic Alliances:** BESTSELLER maintains strong relationships with over 16,000 multi-brand and department stores worldwide, enabling it to reach a vast network of customers through these established retail channels.
- **Branded Retail Stores: Creating Immersive Brand Experiences:** BESTSELLER operates approximately 2,800 branded retail stores in 44 countries, providing customers with immersive brand experiences and personalized service. Approximately 2,200 of these stores are directly owned by BESTSELLER, while the remaining stores are operated by franchise partners.
- **E-commerce Platforms: Embracing the Digital Landscape:** BESTSELLER has made significant investments in its e-commerce platforms, allowing customers to shop online from the comfort of their homes. The company's online presence is a crucial component of its overall distribution strategy, enabling it to reach a global audience and cater to the evolving preferences of digital-savvy consumers.