

Report On
Product Development and Sourcing Strategy of
C&A Sourcing Bangladesh

By

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Student ID: 1000055553

Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)

Executive Development Center, BIGD

Brac University

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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

March, 2026

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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 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.

Student's Full Name & Signature:

Arundhuti Ghosh

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Md Mohsin Hossain

Senior Research Associate, BIGD

Brac University

Letter of Transmittal

Md Mohsin Hossain

Senior Research Associate

BIGD, Brac University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on C&A Sourcing Bangladesh

Dear Sir,

This is my pleasure to share my internship details regarding C&A Sourcing Bangladesh, where I served as a Product Development Specialist (PDS), which I was appointed by your direction.

I have attempted my best to finish the report with the essential data and recommended propositions in a compact and comprehensive manner as possible.

I trust that the report will meet the required criteria.

Sincerely yours,

Arundhuti Ghosh

Student ID: 1000055553

Executive Development Center, BIGD

Brac University

Date: 10th March 2026

Non-Disclosure Agreement

The undersigned student at the Executive Development Center, Brac Institute of Governance and Development, Brac University, is the Second Party to this Agreement, which is made and entered into by and between C&A Sourcing Bangladesh and the First Party. The Post Graduate Diploma in Knitwear Industry Management requirements for the Second Party's three-month internship have been partially satisfied by the First Party. The Second Party will have the chance to interact closely with the company's officials and will have access to official information and data. The Second Party will prepare an internship report based on work experience, data, and information gathered during the internship. The Second Party will use any and all data and information for academic purposes while protecting the First Party's interests by not disclosing it to anyone.

Student's Full Name & Signature:

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Acknowledgement

This is a great opportunity to express my gratitude to the people who guided me, helped me, and contributed their time, efforts, and support throughout the completion of this internship report.

Firstly, I would like to sincerely appreciate my academic supervisor, who guided and supported me at every stage. He has introduced some advanced applications that made my report more innovative and informative. His constructive guidance and feedback have been influential in shaping this report.

I am greatly indebted to my industry supervisor at C&A Sourcing Bangladesh for providing me with a great opportunity to gain practical experience in product development and sourcing. The mentorship and guidance I received during my internship were invaluable.

I would also like to thank the Executive Development Center, BIGD, Brac University, for organizing the PGD-KIM program and facilitating this enriching internship experience.

Executive Summary

During my internship at C&A Sourcing Bangladesh within the Product Development & Sourcing (PDS) department, I've learned to connect academic theory with the practical application of this global retailer. I have learned to manage data for large to medium-sized stores. For example, handling the 300k scuba sweatshirt program, I have applied lean manufacturing to minimize the cost and ensure production precision. I analyzed the impact of sustainable materials (T2T Polyester), specifically observing how Circulose Viscose will influence both lead times and FOB pricing. This experience transformed my understanding of the supply chain, proving that minor adjustments in fabric consumption or marker efficiency significantly impact brand profitability. Ultimately, this role highlighted the vital intersection of sustainable production and C&A's circularity goals. I leave with a sharpened ability to navigate high-pressure sourcing environments, ready to contribute to a more ethical, sustainable and efficient textile industry.

Keywords: Product Development; Sustainability; T2T Polyester; C&A; Sourcing; Lean Manufacturing

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List of Acronyms

BCI	Better Cotton Initiative
BIGD	Brac Institute of Governance and Development
CSR	Corporate Social Responsibility
EDC	Executive Development Center
ERP	Enterprise Resource Planning
FOB	Free On Board
GSBC	Garment Should Be Cost
LDD	Latest Delivery Date
LGPD	General Data Protection Act (Brazil)
OCS	Order Confirmation Sheet
PDS	Product Development Specialist
PGD-KIM	Post Graduate Diploma in Knitwear Industry Management
RMG	Ready-Made Garments
T2T	Textile-to-Textile

Glossary

Bio Cotton	A term used by C&A to denote their early adoption of organic cotton in their textile products.
Circular Fashion	A strategy focusing on designing garments for longevity, reuse, and safe environmental return.
Circulose Viscose	A regenerated cellulose fiber made from recycled cotton waste, used as a sustainable alternative to virgin viscose.
Clockhouse	A specialized sub-brand of C&A targeting teens and young adults with trend-focused fashion collections.
Cradle-to-Cradle Certified™	A globally recognized measure for safer, more sustainable products made for the circular economy.
FOB Price	Free On Board price; the cost of goods including delivery to the shipping port.
Lead Time	The total time required from order placement to delivery of finished goods.
Lean Manufacturing	A production methodology focused on minimizing waste while maximizing productivity.
LGPD	General Data Protection Act; a legal compliance focus for C&A Brazil operations.
Omnichannel Retail	A strategy providing a seamless, integrated shopping experience across all channels.
T2T Polyester	Textile-to-Textile polyester; recycled from used textile waste rather than plastic bottles.
Tech Pack	A detailed technical document containing all specifications needed to manufacture a garment.

Chapter 1: About Organization

1.1 Overview of the Industry

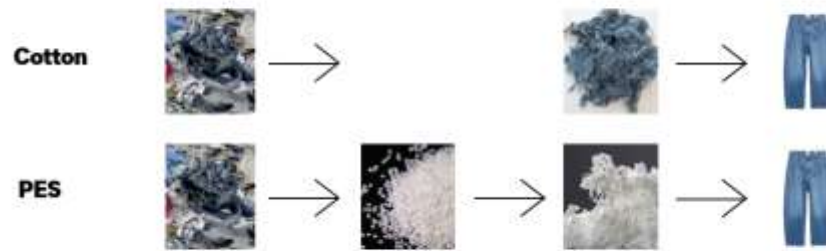
C&A is an originally Dutch retail brand that emerged from the Netherlands and now has more than 1,300 stores across Europe. The company traces its beginnings back to 1841, when it was founded by brothers Clemens and August Brenninkmeijer. The brand's head offices are now located in both Germany (Düsseldorf) and Belgium (Vilvoorde). C&A is known for offering families affordable, good-quality clothing with a strong emphasis on sustainability, and it also operates a significant presence in Latin America, with more than 300 outlets in Brazil. [1].

With over 180 years of history, C&A has established a prominent place in the international fashion industry. Its rich heritage, focus on affordable and sustainable clothing, and growing dedication to ethical business practices have helped it maintain a strong presence across both European and Latin American markets. The company has evolved into a multi-million retail chain, operating in Brazil through a joint venture known C&A Brazil. Now, C&A is demonstrating its commitment to environmental responsibility by setting an ambitious goal to achieve carbon net-zero by 2040 [2].

I have joined as a PDS (Product Development Specialist) and started my internship at C&A Sourcing Bangladesh. What I found interesting is that C&A was actually one of the first companies to make ready to wear garments at a time when everyone was doing custom tailoring. It became known for introducing affordable fashion trends like miniskirts in the 1960s and the linen and cotton products in the 1970s. In more recent years they have started using sustainable textiles like Textile-to-Textile (T2T) polyester. As shown in Figure 1, T2T polyester comes from used materials and wastes, then it breaks into polymer particles and gets transformed into polyester thread to sew new garments [2].

Textile-to Textile (T2T) Recycling

How to recycle textile waste to new textiles?



Targets:

20% of Cotton to be recycled by 2030

No 2030-target for T2T PES established, but 10% are aspired.

Figure 1: Textile-to-Textile (T2T) Recycling Process (Source: C&A Internal)

In the European market C&A has around 1,250 to 1,300 stores spread across 17 countries. C&A Brazil was started in 1976 and runs through a company called C&A Modas S.A. which is one of the most well-known fashion retailers in Brazil now. The company has also pulled out from some markets, like the UK in 2001 and Argentina in 2009. Recycled Pes is usually made from bottles, which are already today mostly recycled in loops. Less than 1% of textiles are recycled today.[1].

1.2 Vision and Mission

Vision

C&A's vision is involved in its commitment to reshaping the global fashion industry by fostering sustainability, greater fairness, and well-being for everyone involved in production, including the suppliers and workers. [2].

Mission

C&A categorized its missions in five simple quotes. Those are:

- Aim to reduce our environmental impact, promote worker well-being, and empower workers.

Value customers by providing the right product at a fair price.

- Passion for fashion and for consumers and motivation to deliver the best products and shopping experience every day.

- Live and breathe simplicity. Keeping relationships with one another, consumers, and vendors or partners simple and direct.

- Love to work as a team, thriving towards a common goal, coming together as one C&A.
Different backgrounds and competencies help us face challenges and find innovative solutions.
-Making mistakes is part of our everyday life at work and at home. What we learn from them only makes us smarter and faster.[2].

1.3 Goals and Objectives

Goals

As a pioneer of C2C products, C&A is now focused on reaching carbon net zero by 2040. They are planning to achieve this by increasing the use of sustainable materials in all our products and strengthening our direct-to-consumer retail presence globally [2].

Objectives

- Expand T2T polyester and Circulose Viscose use in product lines.
- Reduce water consumption and chemical usage in the supply chain.
- Increase sustainably sourced cotton through BCI partnerships.
- Keep prices competitive while improving product quality.
- Strengthen ethical compliance in all sourcing markets. [2]

1.4 Organizational Structure, Organogram, Branches and Departments

C&A is not a single entity but a collection of regional businesses owned by the Brenninkmeijer family. The ultimate parent company that provides strategic oversight and capital allocation for C&A and other family ventures. This global retail chain is composed of both family members and independent industry experts. It oversees the Executive Board and ensures the company adheres to its long-term values. C&A Brazil: Notably, the Brazilian branch is the only part of the company that is publicly traded, means it has its own independent Board of Directors and governance reporting requirements. [1].

C&A Europe is headquartered in Düsseldorf, Germany, with strategic leadership overseeing overall brand direction, sustainability, and innovation. The company has several divisions as can be seen in Table 1 and Figure 2 [1].

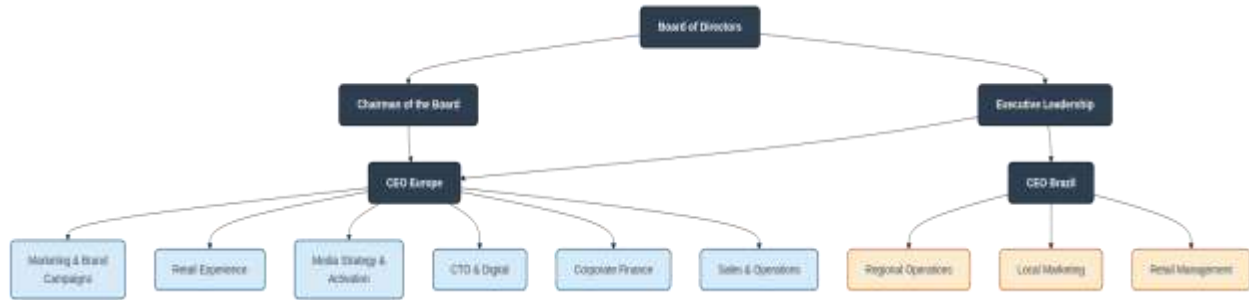


Figure 2: C&A Company Organogram (Source: C&A Internal)

I have completed my internship in the PD & sourcing department, which works as a separate division. It manages the connection with suppliers in different countries, including Vietnam, Bangladesh, Cambodia, India, Pakistan, Turkey, and China. The Bangladesh sourcing office where I was placed is responsible for managing supplier partnerships, supervising production processes, and ensuring that sustainability and human rights standards are consistently met [1]. This department is responsible for managing supplier partnerships, supervising production processes, and ensuring that sustainability and human rights standards are consistently met

Table 1: C&A Organizational Divisions and Primary Functions

Division	Primary Function
Merchandise & Sustainability	Design, buying, and ensuring Cradle-to-Cradle (circular) goals are met
Operations	Logistics, supply chain planning, and distribution center management
Digital & Consumer	E-commerce, mobile apps, loyalty programs and data analytics
Selling & Markets	Regional store management (NWE, CEE, SE) and visual merchandising
Finance & IT	Budgeting, corporate audit, and Modern Tech Stack (microservices)
People & Culture	HR, talent development, and diversity & inclusion initiatives
Corporate Communications	Public relations, fashion PR, and internal stakeholder management

1.5 Products and Services Produced by Company

C&A focuses on not only selling garments but also jewelry, bags, shoes and accessories. We sell products including Menswear, Womenswear, Kidswear, Baby and Lingerie/Basics. We have a few sub-brands, including Clock House, Angelo Litrico. We arrange collections that target a wide range of customers. Table 2 gives a summary of these segments and product categories [1].

Table 2: C&A Customer Segments and Product Categories

Segment	Key Product Categories
Menswear	Casual wear, formal trousers, jackets, t-shirts, denim
Womenswear	Dresses, blouses, skirts, denim, activewear
Kidswear	School wear, casual clothing, seasonal collections
Baby	Onesies, essentials, organic cotton basics
Lingerie/Basics	Undergarments, sleepwear, loungewear

As mentioned earlier, apart from just selling clothes, C&A provides sustainable fashion consulting since we are the pioneer of the C2C (Cradle to Cradle) approach. C2C is a process where products are considered as nutrients. We also have a program called “Wear the Change,” which promotes eco-friendly products. We also have an online shopping platform and we are actively working to adapt new AI features in our outlets so that the customer can get a futuristic experience. We also work on supply chain transparency so customers can actually trace where their garments come from [2].

Chapter 2: Description of Task Accomplished

At C&A Sourcing Bangladesh, I worked as a Product Development Specialist Intern, which is shortened to PDS. Given my academic background, I am more suitable for the product development role, and my previous working experiences are aligned with this role. I have gained

several experiences here, some closely related to my past roles and others entirely new. I learned to manage the Line Plan, which is the detailed data sheet that contains all information of the order, including LDD, order quantity, color, and packing method. Below, I am describing what I actually did in each area during my internship.

2.1 Product Development and Sourcing

As a PDS my main responsibility is to coordinate and follow up in the product development process from creative direction to the order moving to the production team. This included collaborating with design teams, updating PLM, understanding which sustainable materials are suitable to make the style cost-effective, and learning how production processes are set as per C&A's standard. I was involved in the entire workflow and learned that the E2E(end-to-end) calendar timeline is set. At first, I didn't understand how crucial the E2E calendar is, and I needed to book fabric before CNY since I was handling overseas suppliers.

A major responsibility I had during my internship was handling data for large and medium-sized store programs. I have a huge order of approximately 300k scuba sweatshirt program using 330 GSM scuba fabric. I have learned to review OCS for price confirmation, track Line Plan (LP), and maintain the E2E calendar for CNY and Eid holidays. I also collected supplier design input to get the market intelligence and set the style accordingly. We have an external and internal SDA development program. Market intelligence helped to confirm the external SDA development styles.

This needed constant communication with suppliers, the European design team, and local production units. After joining this department, I learnt to review the OCS to cross-check the prices given by the supplier, which was something I had never done before in previous organizations.

I also learned to apply lean manufacturing in my daily work experience to minimize costs and ensure production precision. I analyzed the impact of sustainable materials (T2T Polyester), specifically observing how Circulose viscose will influence both lead times and FOB. One specific case was with a rib garment, where the FOB was quoted at \$22.00/kg. Because rib fabric has a high stretch-to-recovery ratio, the wastage in the cutting room is much higher than in jersey fabric. I worked with the factories' CAD department to review the marker efficiency that I've taught in

my class. We were taught that 80% efficiency is the standard, but for this specific rib fabric, I saw how nesting patterns had to be adjusted differently.

Figure 3 analyzes a comparison between two product items from different customer in terms of sourcing insights. It basically shows how different material compositions affect production costs and margins.

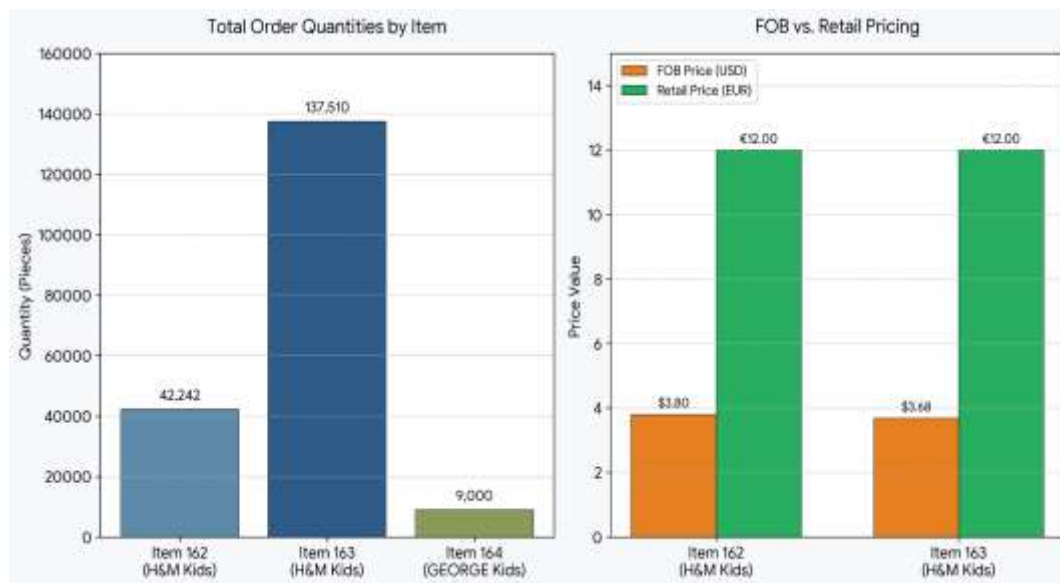
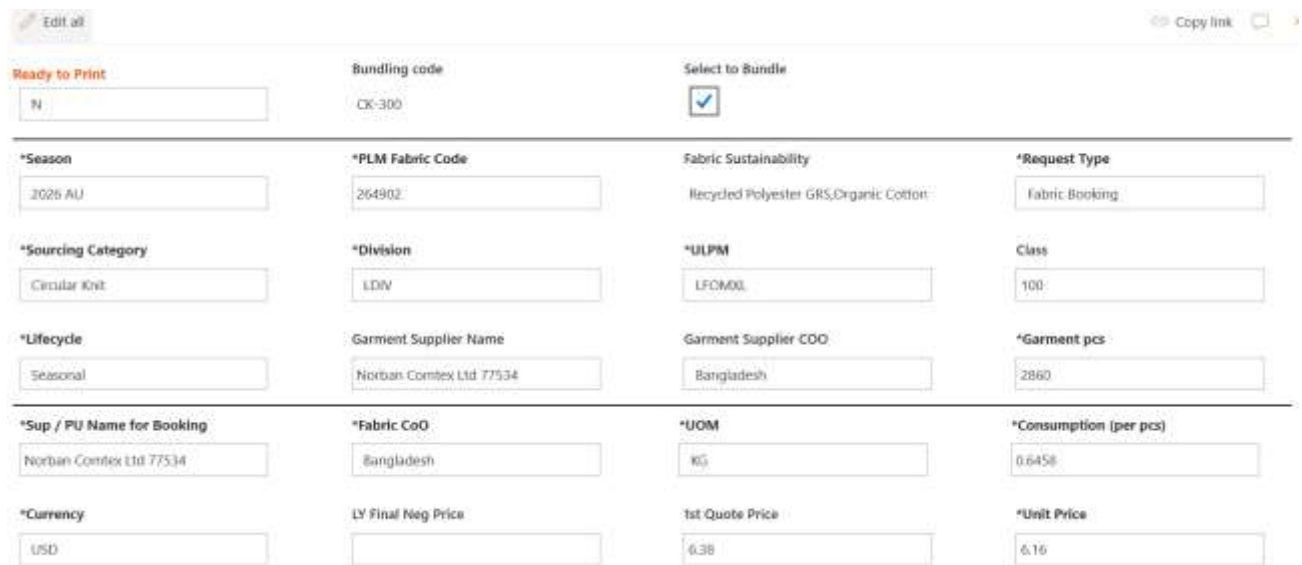


Figure 3: Sourcing Insights Comparison (Source: C&A Internal Dashboard)

It can be seen that when two products have the same retail prices from two brands. However, the material composition makes a big difference. For instance, a blend with BCI Cotton, Recycled Cotton and Recycled Polyester may have a higher FOB around \$3.80 compared to a simpler BCI Cotton construction at \$3.68. Due to the recycle composition the SCP is different but the retail price is same for these two styles.

As depicted in Figure 4, I have to consider the consumption and the fabric price during booking which is one of the most important tasks I've learned. Fabric prices are to be shared before and after negotiation. As I'm handling overseas suppliers, I don't usually book core fabrics in the booking tool. In this system, we need to put in garment quantities, consumption per piece, currency details and the final negotiated unit prices. It also needs to be mentioned that different fabric categories like core fabric, liability fabric and pool fabric, and input the fabric bundling code if it was a core fabric. For sustainability marking, it also needed to put the composition like Recycled

Polyester GRS or Organic Cotton to hit footprint targets. Any mistake in this data could cause problems later.



The screenshot shows a web-based form titled "Fabric Booking Tool Interface". At the top, there are buttons for "Edit all" and "Copy link". The form is organized into several sections with labels like "Ready to Print", "Bundling code", and "Select to Bundle". Below these are multiple rows of input fields for various attributes such as Season, PLM Fabric Code, Fabric Sustainability, Request Type, Sourcing Category, Division, ULPN, Class, Lifecycle, Garment Supplier Name, Garment Supplier COO, Garment pcs, Sup / PU Name for Booking, Fabric CoO, UOM, Consumption (per pcs), Currency, LY Final Neg Price, 1st Quote Price, and Unit Price. Each field contains specific data entries.

Ready to Print		Bundling code	Select to Bundle
N		CK-300	☒
*Season	*PLM Fabric Code	Fabric Sustainability	*Request Type
2025 AU	264902	Recycled Polyester GRS, Organic Cotton	Fabric Booking
*Sourcing Category	*Division	*ULPN	Class
Circular Knit	LDN	LFCM00	100
*Lifecycle	Garment Supplier Name	Garment Supplier COO	*Garment pcs
Seasonal	Norban Context Ltd 77534	Bangladesh	2860
*Sup / PU Name for Booking	*Fabric CoO	*UOM	*Consumption (per pcs)
Norban Context Ltd 77534	Bangladesh	KG	0.6458
*Currency	LY Final Neg Price	1st Quote Price	*Unit Price
USD		6.38	6.16

Figure 4: Fabric Booking Tool Interface (Source: C&A Internal System)

2.2 Sustainability and Material Innovation

Handling sustainable materials was probably the most interesting part of my whole internship. We use T2T polyester and circulose viscose. T2T polyester comes from the used materials and wastes, then it breaks into polymer particles and transforms into polyester thread to sew the garments. We have made the decision to use T2T polyester because virgin polyester is dependent on fossil fuel and has a high energy footprint. Recycled pes is usually made from bottles, which are already today mostly recycled in loops. Less than 1% of textiles are recycled today. T2T polyester is the most sustainable because it saves our earth from textile waste.

I analyzed how these sustainable materials affect lead times and FOB pricing. The thing is T2T polyester and Circulose Viscose might cost more than regular materials and the lead times are longer because not many suppliers can't produce them yet. But the environmental benefits are many for these materials. Virgin cotton production uses thousands of gallons of water for every kilogram while recycled alternatives use much less water and produce fewer carbon emissions [2].

Table 3: Key Sustainability Initiatives of C&A

Initiative	Description	Impact
T2T Polyester	Recycled from textile waste	Reduces reliance on fossil fuels
Circulose Viscose	Made from recycled cotton waste	Reduces virgin cotton demand
Organic Cotton (BCI)	Sustainably farmed cotton	Lower water and chemical usage
Carbon Net-Zero 2040	Company-wide emission reduction	Long-term environmental commitment

Table 4 depicts C&A's cotton bundle targets from 2024 to 2026. You can clearly see that they are moving away from conventional cotton and shifting towards Physical BCI and organic cotton options [2].

Table 4: C&A Cotton Sourcing Targets (2024–2026)

Category	2024	2025	2026	2026 Target
Conventional	2%	2%	0%	—
In-conversion	2%	0%	1%	0%
Mass Balance BCI	56%	30%	3%	15%
Organic	34%	37%	33%	31%
Physical BCI	1%	27%	60%	49%
Recycled	6%	4%	3%	5%
Total	100%	100%	100%	100%

Source: C&A Internal Dashboard Data

2.3 Commercial Operations and Costing

I found the CE department interesting, as this is the first time that I've encountered this experience. Cost engineers are mostly responsible for the costing of the product and help with PD. I've used

the tool called GSBC (Garment should be Cost) where I generally enter fabric cost, CM, consumption, label & additional cost, supplier margin and it calculates the garment FOB.

One thing I noticed that should be improved is that cost engineers usually share the pricing only after negotiations are completed and frequently depends on PD for fabric prices, though it should be CE's responsibility to collect costs and prepare FOB before negotiation. The CE team always chases the PD team for the fabric price which creates a work load for PD team. I also learned that switching to sustainable materials increases the fabric unit cost but we can sometimes make up for it through better CM and less waste percentage.

2.4 Quality Assurance and Compliance

When I started working with the quality assurance team, I got a practical understanding of how strict C&A's quality standards really are. Constantly changing the chemical rules and compliance is one of the biggest challenges that I've faced in this department. When I started working here, the chemical compliance and QEI test parameters were the same for all suppliers. However, over time, these parameters have been customized for each supplier. To stay updated amid these continual changes, we have had to check with suppliers on a quarterly basis to ensure they are submitting all required physical and chemical tests. Another challenge that I face in this department is finding continuous mismatches between bulk production and approved fabric & sample. I observed the inspection process for incoming materials and finished goods and learned to identify common defects. The QA team also validates fabric quality against designer approvals and confirms that bulk fabric matches the approved standards [1].

One of the biggest challenges I faced in this department was that the chemical rules and compliance requirements change very frequently. When I started working here the chemical compliance and QEI test parameters were different from what they became just a few weeks later. They also become supplier specific over time which means the need to quarterly checks with suppliers to make sure all physical and chemical tests are submitted correctly. Frequent mismatches between bulk production and approved fabric or samples remain a continuous challenge.

Table 5: Key Responsibilities and Lessons Learned

Area	Key Responsibilities	Lessons Learned
Sourcing & Supplier Management	Manage supplier partnerships across countries (India, Bangladesh, Turkey)	Importance of alternative sourcing during supplier shortages; managing multi-country supplier networks
Product Development	Upload confirmed styles into GSBC tool; review OCS for production readiness	How crucial the E2E calendar is for fabric booking and timely production
Fabric Booking & Consumption	Book core, liability, and pool fabrics; manage consumption data	Gained experience in fabric booking tools; learned negotiation for fabric pricing
Quality & Compliance	Ensure product quality and consumer safety according to chemical rules	Chemical rules and compliance requirements change frequently across markets
Costing & Pricing	Use GSBC tool to input fabric costs and calculate FOB pricing	Pricing is often shared after negotiations; understanding cost structure is critical

2.5 Supply Chain Coordination

Another important part of my work was coordinating across the supply chain. One real case I dealt with was when my Vietnamese supplier had ordered hangers TH745B from C&A's nominated hanger supplier for Spring 26 orders, and the latest delivery date was in April. The ordered quantity was approximately 5,000 sets. I checked with the sourcing teams in Bangladesh and India but I could not place orders in Bangladesh because the Eid holiday was coming soon, and the transit lead time was 30 days. So, I had to find alternative solutions, which taught me a lot about managing delivery timelines across multiple countries.

Chapter 3: Critical Assessment of Internship Work

3.1 Application of Generic and Industry-Specific Courses During the Internship

The PGD-KIM courses gave me invaluable knowledge and experience that I could actually use at C&A Sourcing Bangladesh. The courses I learned in my PGD-KIM are highly relevant to my company and day-to-day analysis. Here are the most useful ones:

HR Skills and Competencies: Leadership skills are undoubtedly one of the most important soft skills to survive this corporate world. This course taught me about leadership, collaboration, responsibility, & transparency while working in teams. I've learned critical thinking and resolving conflicts. While working at C&A I've used my leadership skills communicating with cross-functional teams and overseas suppliers. I was able to communicate with the suppliers and conduct proper guidelines without conflicts by following effective leadership techniques.

Communication Skills: This course was really interesting as it helped me to develop professional communication and taught me many analogies. from writing emails to using empathy in work place, everything was covered by this course. We had learnt how to write a proper Resume and cover letter so that my CV can stand out among 100 applicants. I have also learnt ethos, pathos, and logos, which makes me understand the emotions and the situation to win an argument using persuasion.

Analytical Skills: from this course, I learnt how to set trends and what the possibilities are of returning a fabric or style from the past. At work, I've used hypothesis testing to drive innovation before our creative direction meeting. Analyzing the impact of fabric composition keeping the target SCP in mind, is the biggest challenge. I started to think of alternative compositions to make a difference in the price. One of my confirmed styles had nylon and polyester in it. Due to the war, the price of nylon and polyester both are supposed to be higher than before. So, we are sourcing an alternative composition.

Business Management: Business operation was not just learning about business operations and strategic planning, it also taught me organizational behavior, new product development strategies and product life cycle. I started to understand how C&A's business model approaches every season

with the same target customer. Sometimes, with the new market penetration strategy, sometimes within the same market but with a new product line. I could see the reasoning behind their sourcing and sustainability decisions.

Garments Industry and Knitwear: This course taught me technical knowledge about garment sewing, washing, different sewing technique, along with fabric properties' influence in the garment industry. I was learnt about chitosan which is produced from crab's shell and used to replace synthetic coating. Also learned about the dyeing properties, wash techniques and natural disinfectants that keeps our fabric intact for a long time.

Industrial Engineering: Lean manufacturing concepts from this course were directly applied when I looked at fabric utilization rates and marker efficiency for the cutting layouts. The 80% marker efficiency we learned as standard had to be adjusted for certain fabric types.

3.2 Suggestion for Industry Improvement

From my experience during the internship, I think the following areas need improvement:

1. **Adapting T2T Polyester instead of recycled polyester:** I am planning to proceed with T2T polyester as an alternative to recycled polyester. T2T is derived from old, used garments using closed-loop technology, which can transform the material into high-quality polyester yarn suitable for reuse. This process will reduce reliance on regular polyester or even recycled polyester. Currently, this T2T yarn is undergoing an experiment to comply with the C&A SOP. I intend to propose its use for one of my scuba styles, named Latona. If the fabric price meets our target, the supplier will be able to proceed with production.
2. **Implementing Digital Product Passport for Circulose viscose garments:** Since C2C-certified products have been introduced by C&A in this region, I am also planning to implement a smarter, AI-driven Digital Product Passport (DPP) specifically for the Circulose programs. DPP will create a feedstock for future use for all those Circulose program. It can be tracked by scanning the QR codes in the hard tags. DPP can monitor the waste materials inventory so that we can use waste material to produce Circulose viscose.
3. **Convincing Supplier Management to Buy Solar PPA:** This approach can be the most cost-effective approach for factory owners. Instead of purchasing expensive solar panels, they can

connect with a third party to handle all aspects of installation and maintenance. They simply buy electricity from the third party under a Power Purchase Agreement for a specified period of time.

4. Transferring orders to near-shore suppliers: As we already know, near-shore suppliers (Turkey, Portugal and Morocco) take 2 weeks shipment lead time to transfer the goods to the store by road. If I can transfer orders to near-shore suppliers, then carbon emissions will be reduced since the shipping mode will be changed from sea to road. Also, near-shore suppliers are known for their trendy fabrics and complicated styles. So, our brand will have a wide horizon of collections.

3.3 Learning for Self-Improvement

This PGD-KIM program and my internship in C&A have changed my conception regarding the relationship between the factory and retail brands and the work culture between them. Before joining C&A, I had my knowledge focused on fashion design, but after this course, I've learned supply chain management, quality management, sourcing planning, and Lean Manufacturing. The internship gave me an idea about how the international retail supply chain works, and this experience was completely different from what I had imagined.

From my analytical course, I have learnt how to confirm a statement through hypothesis testing. It also makes me understand how to look past raw numbers to find efficiency and then summarize the data more precisely. I have also learnt how to check marker to save and cross-check consumption submitted by the factory. By applying fabric bundling code, I analyzed the impact of fabric composition on FOB. I identified how material sustainability targets directly influence the final SCP and supplier selection in Bangladesh.

The PGD-KIM coursework also gave me profound knowledge about IE, which is the backbone of this industry and profitability simultaneously. I want to dedicate my focus going forward to advancing C&A's sustainable journey. I have learned about footprint and sustainability and how to implement net zero in our brand. I am thankful to BIGD and PGD-KIM program for giving me this chance.

Chapter 4: Conclusion

This PGD-KIM program was an invaluable experience for me that helped me understand beyond the textbook definition of the textile world and the connection between a global retail chain. I learnt how lean manufacturing is applied to lower the cost and improve efficiency. This internship gave me hands-on experience in day-to-day operations. My internship at C&A Sourcing Bangladesh as a Product Development Specialist gave me exposure to product development, sourcing strategy, sustainability, ethical labour practice, and supply chain management for this international brand.

Through this experience, I understood that small operational changes can make a surprisingly big difference. Things like optimizing fabric consumption or improving sourcing efficiency can significantly impact both profitability and environmental outcomes. Working with T2T polyester and Circulose Viscose showed me that circular economy principles are not just academic concepts; they can actually work in real textile production. The rib garment case, where we adjusted marker efficiency to reduce fabric wastage, was a practical proof of this.

The skills I picked up during this internship, from using the GSBC costing tool to managing fabric booking, supplier coordination across multiple countries and professional communication in a multinational setting, have prepared me to work in this industry. I am leaving with a stronger commitment towards ethical and sustainable textile production.

I want to express my sincere gratitude to my academic supervisor and the mentors at C&A Sourcing Bangladesh who guided me throughout this journey. The soft skills I gained, especially learning to negotiate and cross-check the OCS also maintaining the quality standards and maintaining good relationships with suppliers, will stay with me throughout my career.

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