

Report On

Operational Procedures and Improvements in the Textile Supply Chain
at Phoenixtex Industrial Ltd.

By

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

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Letter of Transmittal

Shaila Ahmed
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Subject: Operational Procedures and Improvements in the Textile Supply Chain at Phoenixtex Industrial Ltd.

Dear Ma'am,

This is my pleasure to share my internship report regarding Operational Procedures and Improvements in the Textile Supply Chain at Phoenixtex Industrial Ltd., which I was appointed by your direction.

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

I trust that the report will meet the desires.

Sincerely yours,

Nazifa Tasnim
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Executive Development Center, BIGD
BRAC University
March 2026

Non-Disclosure Agreement

This Agreement is entered into by and between Phoenixtex Industrial Ltd. (the First Party) and the undersigned student of the Executive Development Center, BRAC Institute of Governance and Development, BRAC University (the Second Party).

As part of the requirements for the Post Graduate Diploma in Knitwear Industry Management, the Second Party is undertaking a three-month internship, which has been partially facilitated by the First Party. The second party will have access to official information and pertinent to the internship as well as the chance to collaborate closely with Phoenixtex Industrial Ltd. officials.

In order to prepare an internship report based on work experience and information gathered during the internship, the Second Party consents to use all data and information collected solely for academic purposes. In order to protect the First Party's interests at all times, the Second Party further pledges to maintain the First Party's confidentiality by not giving any official information or data to unapproved parties

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Acknowledgment

I would like to take this opportunity to sincerely express my gratitude to all those who have guided, supported, and encouraged me throughout this journey. Their invaluable advice, dedicated efforts, and unwavering support have been instrumental to my growth and the successful completion of my internship.

To begin with I am grateful to my academic supervisor Ms. Shaila Ahmed, for guiding & supporting me at every step as she guided me with necessary ideas and supervised to complete this report. Her supportive guidance has made this report complete & meaningful.

I am also grateful to my industrial supervisor Mr. William Yang for his wonderful mentoring and guidance.

Executive Summary

During my internship at the Phoenixtex Industrial Ltd., I was assigned to work on several type of tasks within five different departments of the Marketing team, including Marketing, Production Merchandising, QC (Quality Control), HR (Human Resource) and Commercial. My day-to-day challenges were the focus of my internship from December 08, 2025 to February 28,2026.

My report is divided into the following major sections. i) Industry Overview, ii) Description of Task Accomplishment in Marketing, Production Merchandising, QC (Quality Control), HR (Human Resource) and Commercial departments iii) Critical Assessment of internship work. iv) Conclusion.

Through my report I wanted to highlight the activities that occurred in each department, their significance within the company, the connections between various departments, and the areas that could use improvement in my report. I also emphasized how the internship helped me grow personally and learn new things.

Keywords: QC; HR, Marketing; Merchandising; Commercial; Industry

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List of Acronyms:

RMG: Ready Made Garments

AOP: All Over Printing

TNA: Time and Action Planning

ETD: Estimated Time of Departure

ETA: Estimated Time of Arrival

PI: Proforma Invoice

LC: Letter of Credit

MOQ: Minimum Order Quantity

B/W: Before Wash

A/W: After Wash

BL: Bill of Lading

BCI: Better Cotton Initiative

GRS: Global Recycled Standard

CMIA: Cotton Made in Africa

ZDHC: Zero Discharge of Hazardous Chemicals

GOTS: Global Organic Textile Standard

Chapter 01

About Organization

1.1 Overview of the Industry:

Since the late 1970s, Bangladesh's Ready-Made Industry has experienced remarkable and sustained growth, evolving into the country's leading export sector. It significantly drives economic progress by generating export earnings, creating employment opportunities, and empowering women. The sector's early achievements stemmed from competitive labor costs, government trade incentives, and increasing participation in global supply chains. In the 1980s, Bangladesh's RMG sector mostly focused on making woven clothes and selling them to buyers across the world through simple cut-and-sew operations. Later, the knitwear industry began expanding in the early 1990s through the growth of backward linkages and rising demand from global markets. The industry has diversified in product range, volume and technical capability throughout time. At present, RMG industry is the highest export-earning sector of Bangladesh. As per the latest report, In the fiscal year 2024–2025, Bangladesh exported \$39.35 billion, with knitwear increasing by 9.73% and woven clothing by 7.82%. As the industry expanded, the importance of reliable and cost-effective supply chain became more evident.

Although Bangladesh has established significant garment manufacturing capacity specially in knitwear industry, a large portion of woven, denim and yarn-dyed woven fabrics continues to be sourced from overseas due to the competitive price. Bangladesh's primary suppliers include China, India and Taiwan, Japan and Thailand. Among these a large portion is imported from China that has led to the formation of a closely integrated Bangladesh-China supply chain, supporting stable production, cost efficiency and consistent quality. Within this supply chain, mill direct fabric suppliers play a vital role by ensuring timely availability of denim and non-denim woven and functional fabric with special finishing.

Operating within this framework, **Phoenixtex Industrial Ltd.** proudly supports Bangladesh's RMG sector by supplying denim, non-denim woven fabrics and functional fabrics. **Phoenixtex**

Industrial Ltd. was established in 2003 with its two mills one denim and another non-denim woven fabric located in Jiangsu Province, China with liaison office located here in Uttara, Dhaka. Initially started with capacity of producing fabric 500k meter/month of denim in the denim mill and 100k meter/month of non-denim in the non-denim woven mill. Now monthly capacity is 1.6 million meter/month of denim mill and 1 million meter/month of non-denim mill equipped with over 300 advanced **PICANOL GTXPLUS** machines and world-class production systems. Manufacturing of fabrics has expanded fast within company making it very powerful in the market because of its quality products, reliable service and efficient operations.

1.2 Vision and Mission:

Vision:

“Innovation, performance, sustainability—leading the way.”

Phoenixtex’s vision is to lead the global textile industry through performance, innovation, and sustainability. The company’s aim is to create long-lasting value for its partners and customers while setting new benchmarks for quality and technology. It aims to influence the global textile industry by embracing innovation and excellence.

Mission:

“To deliver superior textiles through integrated manufacturing, advanced technology, and sustainable practices, consistently exceeding global standards.”

Phoenixtex’s mission is to continuously set standards by producing superior textiles using the latest technology, integrated manufacturing, and sustainable practices.

1.3 Goals and Objectives:

By emphasizing high performance, innovation, sustainability, and competitive pricing, hopes to establish itself as a reliable worldwide leader in the textile sector. Using integrated manufacturing

processes, modern technology, and effective production techniques, the company is dedicated to create high-quality textiles while maintaining product affordability for consumers.

In order to satisfy the demands of international markets, the company provides a variety of textiles, including cotton, blended, specialty and functional textiles. Its emphasis on performance and innovation is especially evident in functional fabrics, which offer textiles appropriate for contemporary uses. The company guarantees efficiency, dependability and constant quality in its products by constantly improving technology and production systems.

With eco-friendly methods used in sourcing, dyeing, finishing, and other manufacturing processes, sustainability plays a significant role in its operations. In order to promote creativity and high standards, the business also makes investments in the training and skill development of its staff. Through these efforts, **Phoenixtex** aims to exceed global standards, strengthen relationships with customers and partners, and create long-term value for the textile industry.

1.4 Organogram



1.5 Organizational Structure:

The table below outlines the organizational framework of **Phoenixtex**'s manufacturing unit.

Sl No.	Unit Name	Unit Type	Address	Product range	Monthly Capacity
1	Jiangsu Jinshujin International Trade Co. Ltd	Fabric Manufacturing	No.1,2,6 Hehan Group Hanzhuang Village, Huangqiao Town, Taixing City Taixing 225401 Jiangsu, China.	Denim Fabric	1.6 Million
2	Nantong Tongzhou Hongfu Yarn Dyed Co. Ltd	Fabric Manufacturing	Zhitian Valley, Tongzhou District, Nantong City, Jiangsu Province, China	Yarn Dyed, Solid Dyed and AOP Fabric	1 Million

1.6 Certifications List:



1.7 Customer List:

The following are some of Phoenixtex's valued and renowned customers in Europe and the USA.

1. Lidl
2. Aldi
3. Supreme
4. New Yorker
5. Tom Tailor
6. Walmart
7. NEXT
8. Dickies
9. Timberland Pro
10. Vans
11. Lee
12. Pepco
13. Mango
14. Tchibo
15. LPP
16. CCC

1.8 Product Categories:

Phoenixtex produces all types of denim, non-denim woven and functional fabric. The following are the main products:

1. Denim
2. Twill
3. Satin
4. Yarn Dyed (Plaid / Stripe patterned)
5. Poplin
6. AOP fabric
7. Corduroy
8. Flannel
9. Canvas
10. Oxford
11. Taffeta
12. Pongee
13. Dobby
14. Jacquard
15. Herringbone
16. Functional fabric with special finish (waterproof, fireproof, water-repellent)

Chapter 02

Description about task accomplishment

I worked with a number of departments during my internship, depending on their performance objectives and functional duties. Working with them, I focused on developing methodical strategies that integrate sustainability into their daily operations, guaranteeing that socially and ecologically conscious behaviors become ingrained in their business operations.

1. Marketing Department
2. Production Merchandising Department
3. Quality Control Department
4. HR & Compliance Department
5. Commercial Department

2.1 Marketing Department:

Phoenixtex maintains a dedicated marketing department responsible for promoting the products in line with customer demand and current market trends. The team actively analyzes market requirements works closely on developing the fabric accordingly. In our company, the marketing team acts as the front line, ensuring that fabric development precisely meets customer expectations and specifications. In the RMG industry, the price of fabric typically covers 50-60% cost of total garments cost, making it one of the most challenging areas for the cost control and value creation. From the marketing perspective, this directly influences how competitively a company can represent its product and negotiate about the price. Consequently, there is no denying the importance of having a strong marketing team.

Our company produces fabric for numerous international brands from various nations, which shows that customer demands differ greatly in terms of quality, lead time, sustainability standards, and price expectations. Our 20 members of the marketing department strategically align fabric selection with buyer specifications and market trends in order to meet these varied demands. Customers often look for innovative, trend-driven fabrics at extremely competitive prices in the fast-paced fashion world of today. Therefore, our marketing team focuses on effective

communication with buyer, order negotiation, cost optimization, brand positioning, timely sourcing and access to new development.

Currently I am serving as a marketing executive in my company. My key responsibilities involve analyzing buyer trends to understanding their seasonal preferences and market direction, meeting with customers to present and promote our product offerings, highlighting our strengths in quality, pricing, and development capabilities and then accordingly working on price quotation and order negotiation. Then following up with the responsible production merchandising team of China regarding the development such as Lab Dips, AOP strike offs, Hand-loom, Leg panel hanger for denim, sample yardage, fabric quality assurance, working on testing parameters of buyer, discussing TNA plan about ETD, ETA, checking quality. After order confirmation, working on generating Proforma Invoice (PI) and communicating with customer for Letter of Credit (LC). After receiving LC, continuous follow up with production team for making pre-production fabric and bulk fabric. Once the completion of production is done then forwarding all shipping documents to customer.

Key Challenges:

One of the most challenging aspects of working in marketing team is maintaining highly competitive price in the fast-moving fashion market while ensuring 100% quality of the fabric. In addition, ensuring on time delivery to meet customer's deadline especially dealing with on time ETA of the goods. Also, for delivering goods on time, it is very important to choose a proper vessel. Because sometimes if the lead time is too urgent for shipping goods, but the goods are loaded from China port in any slower vessel then it could negatively impact the TNA schedule. Delays in transit time may result in missing critical milestones and final delivery deadlines. The price volatility of yarn, which is mostly caused by changes in the cost of fiber, is one of our pressing issues. The price of yarn is directly impacted by any increase in raw fiber prices, which eventually raises the cost of fabric. Because it affects the supply chain, this unpredictability makes it challenging to maintain consistent costing and has an impact on overall pricing strategy and profitability. Meeting the MOQ during order confirmation presents another significant challenge because it directly affects the total cost. Failure to meet MOQ can increase the unit price and affect the commercial viability of the order.

2.2 Production Merchandising Department:

The production merchandising department of **Phoenixtex** is responsible for managing and executing the production process in China, ensuring that all developments and bulk production activities are carried out smoothly and in line with buyer requirements. They develop lab dips, handlooms, strike-offs and sample yardages for development and fit, pre-production sample. These are developed as per buyer specifications and are submitted through the marketing team. After getting confirmation on these developments from marketing team, production merchandising team proceeds with detailed TNA plan for bulk production. Once they receive the LC, the team immediately initiate bulk production while ensuring compliance with quality standards. After finishing production, they prepare the shipping documents with the commercial invoice, detailed packing list, packing list and forward them to us, contact with the freight forwarder to book the vessel aligning with the Estimated Time of Departure (ETD). Also, on the completion of production they conduct test through third party lab, if test is required for any particular order. After getting confirmation on all documents they proceed for sending out BTB documents. Meanwhile, the team arranges certificates if there is any specific requirement for any particular order. This end to end process ensures efficient production flow and timely delivery to meet customer expectations.

As a member of marketing team, my role involves closely coordinating with the production merchandising team to obtain regular updates on production status and development process. I acknowledge the production merchandising team about new order inquiries and share all the relevant technical details like: the core composition of the fabric, construction, weight of the fabric based on both Before Wash (B/W) and After Wash (A/W) of both denim fabrics and woven fabrics. Also, sharing the Artwork for color reference of solid dyed, repeat size in case of yarn dyed and printed fabrics and sending original swatch of the fabric which is basically the quality reference to the team so that they can analyze and give the best price. Then I quote the price and negotiate with the buyer. Once the price is confirmed, I inform them to start the development and I keep following up with them to avoid any delay in sample submitting lead time.

After the development is finished, they send the sample from China and accordingly we submit to buyer and after that my task is to forward all the comments received on developments to the China team. Finally, I discuss several terms with the team like Invoice No., HS code, payment terms,

freight charge for issuing the PI (Proforma Invoice). Then I send the PI to the buyer's nominated factory for opening LC (Letter of Credit). Upon the receiving of LC, I forward to the team so that they can proceed to start the bulk production. When the production is finished and just before shipping the goods, the team sends the shipping documents, BL to us and I forward the documents to the responsible commercial team of nominated factory. Finally, I closely follow up with them for required certifications.

Key Challenges:

While working with the production merchandising team, I face some challenges like: time zone gap between China and Bangladesh which sometimes delay responses from both sides. Acknowledging the China team with exact technical details like artworks, colors in case of woven and washes and color and special effect (if required) on denim are crucial because if there are any missing details it can hamper the sample development schedule as frequent changes in buyer comments can cause several redevelopments. Ultimately, it affects the TNA plan of production. Sometimes, unavoidable delays in developing lab dips, strike-offs, sample yardages also courier delays for the samples hamper lead time. Another major challenge is the fluctuation of yarn and fabric price which increases the production cost. Also, any order that is below MOQ causes the mill to pay a significant amount surcharge to bank for LC related documentation which ultimately results in losing some of the orders. Sometimes TNA plan gets hampered due to delay in delivering raw materials by the raw material suppliers and if there is issue of capacity especially before the CNY (Chinese New Year) holiday. It is mainly because before CNY the mill is extremely engaged in completing production of the goods so that all goods can be shipped out before the long CNY vacation, as a consequence of which temporary capacity shortage occurs. Another challenge is delay in opening the LC, mistakes in payment terms and amendments delay the starting of production. Sometimes, mistakes in shipping documents like discrepancy in commercial invoice, wrong roll details in packing list, mistake in HS Code and BL details occur many issues.

2.3 Quality Control Department:

Phoenixtex's QC team coordinates with factory concerned QC team just in case there is quality defective issue. The team is not only responsible for identifying defects but also for ensuring workable solutions when issues. QC team inspects roll to roll yardage quantity. Also, they provide necessary mending support if any corrective actions are needed to repair or improving defective fabric post production so that the fabric becomes usable for production instead of being rejected. For mending support, first they evaluate the fabric and then propose solution and execute it accordingly. For example: repairing defects manually or mechanically, cleaning or treating fabric, marking defects.

My responsibilities include promptly inform the QC team about fabric related issues initially reported by the factory and arranging inspection to identify the root cause of these issues accordingly. Following the inspection, we collaborate to determine and provide effective mending support to resolve the fabric issues.

Key Challenges:

Delays in defect reporting by the factory—sometimes occurring only after cutting or partial production—significantly complicate mending and increase the risk of product rejection. Another frequent problem is miscommunication regarding shortages or flaws. For example, roll-to-roll fabric shortages frequently result from fabric yardage being manually inspected rather than measured by machine, which causes errors. Furthermore, factories, sometimes blame specific flaws on the fabric itself when, in fact, they are caused by incorrect handling, storage, or processing procedures like cutting, spreading or washing.

Certain flaws, like extreme shading, significant mechanical damage, or chemical stains, cannot be fixed. Another significant issue during bulk production is lot-to-lot shade variation. It is still challenging to achieve consistent quality across all rolls, even if problems in one roll are successfully resolved.

2.4 HR Department:

Phoenixtex's HR department is in charge of creating benefits for employees, managing pay and reward systems, supervising hiring procedure, facilitating training and development, and conducting performance reviews. By performing these tasks, HRM makes sure that workers are prepared, inspired, and compensated to make the best possible contributions to the success of the company. By making sure that company policies, labor laws, and compliance standards are followed, the department plays a crucial part in preserving a productive work environment. It also promotes employee management and work for workers' welfare.

I worked closely with HR department during my internship to keep an eye on each employee's performance and evaluating it, and keep precise attendance records for payroll processing and performance reviews.

By examining attendance and performance data and making sure all paperwork adhered to corporate guidelines, I helped to determine benefit eligibility. Additionally, this experience deepened my understanding of workforce management and employee motivation in a manufacturing setting by giving me in person exposure to the administration of compensation structures, incentives, and reward systems.

Key Challenges:

Keeping attendance data correct has been hard because some information was not updated consistently. This inconsistency directly impacted payroll and benefits. Another challenge has been managing sensitive employee information. Handling performance reviews, salary details, and benefit eligibility requires confidentiality and professionalism. It can be tough to balance openness with discretion. Time management has also been a challenge, especially during payroll processing periods or performance appraisal cycles, when documentation and verification tasks increase significantly.

2.5 Commercial Department:

The commercial department of Phoenixtex manages all financial and trade-related operations. It ensures smooth execution of import and export activities. The team handles the opening and processing of Letters of Credit (LC), including Back to Back LCs. They cross-check payment terms and monitor the LC received from the factory's nominated bank. If necessary, they advise

on amendments to the LC clauses. The team works with banks to negotiate documents and settle payments. They also verify shipping documents and coordinate with the bank to establish a maturity date for payment settlement once goods are released. Close communication with freight forwarders and internal teams helps facilitate timely shipments and proper documentation flow. This contributes to efficient supply chain operations.

My responsibilities include forwarding the Letter of Credit (LC) received from the factory to the commercial team. I thoroughly check all terms to ensure their accuracy and compliance. I assess if any amendments are needed and communicate this. When I receive shipping documents, I meticulously review all details, including the commercial invoice, bill of lading terms, and packing information. I also keep the commercial team updated on the goods release status so they can coordinate with the factory's commercial representatives for the payment maturity date. Additionally, I follow up with the bank to ensure timely payment and take action if payment is not received after the maturity date has passed.

Key Challenges:

I encountered several challenges while performing these duties. Even a little discrepancy in shipment dates, quantities, payment terms, or LC clauses could complicate bank negotiations. Managing frequent amendments to LCs added pressure, particularly when changes were needed while shipping deadlines were close as it delayed the production. Careful review of shipping documents- such as commercial invoices, bill of lading, and packing lists- demanded meticulous attention, as small errors could result in discrepancy charges or payment delays from the bank. Coordinating with banks, freight forwarders, and factory teams sometimes led to communication gaps, which affected the timely release of goods or payment processing. Furthermore, following up on delayed payments after the maturity dates and handling multiple LCs simultaneously required strong attention to detail and effective time management, especially under tight deadlines.

Chapter 3

Critical Assessment of Internship Work

3.1 Application of Generic and Industry Specific Courses During Internship

During my internship at Phoenixtex, I had the opportunity to work in various departments, which gave me exposure and a clear understanding of the garments industry.

While working in the **Marketing Department**, I gained the ability how to analyze market trends and forecast the requirements of the customers. This understanding was strengthened through my knowledge from **Production Management and Merchandising course**, which helped me align market insights with product development. Apart from this, the knowledge of fast fashion and sustainable fashion helped me a lot to in research for buyer and their requirements accordingly. I gathered a lot of knowledge from the course materials of **Fashion Design part** where discussions on following topics were included like: idea of fashion and brands, importance of forecasting, tech packs, artworks, mood board, fashion marketing, sustainability on fashion. I also learned about costing and pricing strategies, which eventually enhanced my ability to evaluate products both from marketing and production perspective.

Besides these, the knowledge of incoterms and LC terms discussed in the **Merchandising Part of the course** helped me a lot to understand about several terms mentioned in a LC when I go through LC after receiving against any new order especially while dealing with the **Commercial Department**. The knowledge of season wise product helped me a lot to categorize them for the promoting purpose. In the **Production Merchandising Department**, I gained practical experience in production planning, order management, price quoting, fabric costing and understanding price of raw materials, discussion on TNA. This exposure helped me understand the end-to-end manufacturing process, managing deadlines, and optimizing productivity I had studied in my coursework.

As a member of the Marketing Team, one of the most vital part of my job is to have an effective communication both with the buyer and production team. The learning from the **Communication Skills** course helped me a lot in writing more professional mails, conveying messages, ideas and information, handle negotiations.

Since I work with fabrics, the technical terms related to the fabric weaving types, count, wash details-for both denims, woven that I learned in **Introduction to Garments Industry** course have been extremely helpful in analyzing fabric details. Also, based on buyer requirements, I worked on various testing requirements (based on ISO and AATCC standards), quality management in production, inspection processes, and the importance of compliance with standards I also worked on certifications such as **BCI, GRS, and ZDHC, GOTS, CMIA** about which I learned from the **Quality Management** course and learned about practicing sustainability in every step of production which are critical for maintaining product and brand credibility. Also, maintaining proper supply chain with the knowledge of **Supply Chain Management** part under **Quality Management** course is helping me to coordinate effectively with raw material suppliers, monitoring production lead times, ensuring the timely delivery materials and finished goods while minimizing delays and any operational disruptions.

The **HR Skills and Competencies** course has enhanced my soft skills, leadership skills, decision-making skills, and working cooperatively with team members and being a team player, being able to negotiate through the lessons about leadership, leadership behavior styles, environment for teamwork, sustainable practices to maintain a positive work environment.

3.2 Suggestion for Industry improvement:

During this internship I got the opportunity to work in five departments and gathered a lot of knowledge. Yet, I while working I felt that there are some areas of improvement in every department.

Scopes of Improvement for Marketing Department: As a marketing team member I think that focusing on process efficiency and waste reduction in production which could be by

through minimizing reprocessing that is to improve the dyeing yield, sourcing raw materials from multiple approved suppliers can help to secure better rates. At the same time, maintaining standardized quality parameters and bulk production of common fabrics can reduce cost while ensuring consistency.

Establishing an effective internal production planning system with clear capacity allocation for urgent orders. For example: keeping greige fabric or yarn stock in advanced for urgent shipments can significantly save the lead time. Besides this, aligning closely with buyers on realistic timelines and updating them proactively to avoid last-minute pressure. Coordination with freight forwarders in advanced and suggesting faster vessel options when deadline is tight. Starting production ahead of the planned schedule and ensuring early booking can help to avoid dependency on slower vessels.

Adopting a price validity clause while giving price quotations to buyer can reduce risk (example: price validity is for 7 to 10 days). Keeping some stock of commonly used yarns can also help stabilizing the allover costing. Reviewing costing sheets regularly, introducing a flexible costing model where prices can be adjusted based on raw material changes, close monitoring of production efficiency and overhead costs will also help to protect margins.

Collaboration with regular buyers by offering MOQ sharing agreements- where multiple styles or seasons are planned together can help to build long-term partnerships and ensures consistent order flow. Using past order data for forecasting the repeated qualities and colors can allow to produce in advanced or reserve capacity. This reduces dependency on strict MOQ for new order. Offering buyers, the option to proceed with below MOQ with a surcharge can protect the costing while still securing the order rather than losing business.

Scope of Improvement for Production Merchandising Department:

In order to overcome the communication gap, maintaining a structured communication channel is important. To avoid back and forth of redevelopment, it is essential to share clear artworks, reference swatches and detailed specifications from the buyer side at the very beginning of communication. Precise and clear instructions at the initial stage help to minimize

misunderstanding, reduce development time and ensure a smooth production process without hampering the TNA plan.

In case of price of fluctuation, it is necessary to keep market price and doing the costing accordingly. Then alternative options (example: different blends) can be presented to meet the target price and building a good relationship with the buyers for negotiating prices.

To avoid incurring additional surcharges when opening the LC, it is crucial to negotiate the order quantity with buyer from the outset. Buyers should be made fully aware of all terms and conditions especially about the MOQ(Minimum Order Quantity) so that both parties can negotiate either to increase the order quantity from buyer end or the possibility of covering the surcharge from buyer's side if there is no option of increasing quantity and it remains below MOQ. Openly addressing these options during negotiations lead to a fair cost-sharing agreement and help maintain a smooth business relationship.

For avoiding the delay in raw material delivery, it is necessary to confirm raw material booking immediately after order confirmation. Reducing dependency on a single source and keeping alternative approved suppliers for yarns, dyes and chemicals and keeping minimum advanced stock can help to avoid the delay. As the mill is too engaged during CNY so it is important to confirming the capacity availability before committing shipment date and categorizing the urgent orders separately as high priority and adjusting the production sequence accordingly. Sometimes using approved subcontract factories to handle the overflow situation.

Scopes of Improvement for Quality Control Department:

To avoid any delays in defect reporting, factories must complete 4-point fabric inspection and obtain formal fabric shade band approval before cutting. Early detection can be supported by structured defect reports with clear photos and details of the roll

Miscommunication about shortages and defects can be minimized through standardized inspection reports, prompt sharing of measurement records and roll images, and joint reviews from both parties to resolve discrepancies.

Accurate yardage measurement involves the use of automatic fabric measuring machines, reinforced by random cross-checks and supplier-side verification records.

In cases of disputed defect causes, joint root cause analysis and staged fabric evaluations- such as before dispatch, after delivery, and during processing can be used to ascertain if the defects are fabric or process related.

For irreparable defects such as severe shading, mechanical damage, chemical stains, effective final inspections, pre-segregation of high-risk rolls, and the use of a buffer to cover rejections are important.

For controlling lot-to-lot variation, strict batch control, shade band approval, and maintenance of shade continuity records are important. Single-batch shipping, wherever feasible, can be used to ensure quality consistency.

Scope of Improvement for HR Department:

With the help of a digital attendance system linked to payroll, manual errors can be minimized and inconsistencies would be reduced to a minimum. Establishing a strict deadline and regular cross-checking before processing payroll further ensures data accuracy.

To ensure that employee information is not misused, enforcing strict access controls and clear documentation protocols is important. Only the authorized personnel should be granted access and proper documentation of employee information should be followed. For a smooth and efficient payroll and appraisal cycles, a structured workflow calendar with defined timelines should be followed. Prioritization of tasks, preparation of documents in advance, and delegation of work among the members of HR team would help in reducing workload during peak times. Arranging a few counseling sessions with the employees, training programs regarding employee benefits.

Scopes of Improvement for Commercial Department:

A comprehensive approach involving process improvements, creative use of technology, and healthy dialogue is essential for resolving these issues. Developing a standard checklist for all shipments and letters of credit (LC) is one way to address these issues. This helps in identifying discrepancies in dates, amounts, terms of payment, and supporting documents before they create difficulties.

Technology can be used to monitor the progress of shipments and LCs. This approach minimizes mistakes and ensures prompt alerts when adjustments are needed at the last moment.

Establishing communication pathways between banks, freight forwarders, and manufacturing teams is also critical. This can be accomplished through several methods. Shared platforms for monitoring or consistent communication can help ensure timely payments, avoiding unnecessary holdups and filling in any missing data.

3.3 Learning for self-improvement:

PGD KIM program and this internship has significantly changed my perspective towards my career. It has enhanced more professionalism within me and enabled my decision-making capability, effectively working capability. Especially after this internship I gained more practical knowledge which I learned theoretically first during the theoretical classes. Working closely with several departments during this internship has provided me lot of chances to learn that have contributed significantly to my professional development. Working in the marketing team, I learned the significance of understanding buyer trends, market demands, maintaining a strong communication with the buyers in order to ensure the product developments meet their expectations. I also learned maintaining competitive price of the fabric while ensuring fabric quality requires strong analytical skills and continuous monitoring of raw material price fluctuations.

Working with the production merchandising team has helped me understand the importance of giving accurate technical details such as fabric composition, construction, artwork references, and wash requirements. I learned that even a small error or missing information can slow down sample development and affect the overall TNA plan. This experience has encouraged me to be more detail oriented and organized and paying more attention when sharing technical information and following up on development progress.

While working with the QC team, I have gained a better understanding of fabric quality standards, how to fix the fabric defects and ensuring timely mending support. It has enhanced my problem-solving skills and strengthen my ability to analysis the root cause and implement corrective actions.

I learned about the recruitment, payroll system, data management, confidentiality of employee information, professional responsibility when handling employee-related information during

working in the HR department. This experience enhanced my awareness of organizational policies and the importance of maintaining transparency and professionalism in workplace practices.

Working with commercial department has enhanced my knowledge about international trade documentation, especially all the shipping terms in LC, shipping documents and payment procedures. Also, coordination with banks, freight forwarders and internal teams are crucial to avoid discrepancies and ensure smooth financial transactions.

Overall, these experiences have highlighted the importance of strong communication attention to detail, time management and cross departmental coordination. Moving forward I intend to further increase my technical knowledge of fabrics, learning about fabric washes, improve my analytical and problem-solving skills, and enhance my ability to manage various projects efficiently in fast-paced supply chain environment.

Chapter 4

Conclusion

In conclusion, my internship at Phoenixtex Industrial Ltd. has been an extremely valuable and comprehensive learning experience that allowed me to understand the organization not only in terms of operational but also strategic knowledge. By working with all departments of Marketing, Production Merchandising, Quality Control, HR & Compliance and commercial departments, I was able to understand how each department works individually and how all departments are interconnected with each in terms of overall supply chain structure between Bangladesh and China. During my internship period, I observed that Phoenixtex's strong commitment towards innovation, in terms of performance, practicing sustainability and integrated manufacturing is in line with its vision of being a trusted global textile leader. Despite all these challenges such as price volatility, MOQ issues, shipment pressure, and communication gaps, the company is continuously working hard on a priority base towards process improvement, increasing efficiency and long-term Buyer relationships.

Although the duration of my internship was short, I have made every effort to learn from all departments and understand the broader context of RMG supply chain. With coordination and

assistance from various departments, I have learned valuable insights into the company's comprehensive workflow, from sourcing raw materials to final product delivery, which enhanced my understanding and analysis of the company's end to end operations. The company has ambitious plans for future growth, including installation of latest advanced technology driven machinery to boost more capacity, better performance, the development of more innovative fabrics, and the pursuit of partnerships with prominent buyers. With a strong focus on global expansion, the company is determined to establish its presence and work with clients worldwide.

Joining this company as a marketing team member has been an enriching experience. I have gained valuable exposure to work with a diverse range of buyers and conducting research into their needs and preferences, and understanding their criteria and requirements. This process has deepened my appreciation for the brand and its value, has enhanced my ability to promote my company's product up to their standards effectively.

Although there are some areas where improvements are required. With proper leadership skills, team operation, sustainable workplace practice, employee management, cooperation within the team can improve the work environment more productive and effective.

PGD-KIM program has significantly contributed to my professional and personal development. Through this training program, my communication skills have improved significantly which are essential in my field as they are required for building strong relationships with various departments and understand various processes of operation. It has broadened my perspective on how the textile industry interacts with other sectors. The learnings have significantly developed my leadership skills, negotiation skills in my daily responsibilities with the customer, raw material supplier and stakeholder interactions and taught me how to address the challenges of the industry. The implementation of all theoretical knowledge of the program in my practical life has been incredible and I firmly believe that this practical exposure and professional insights will continue to benefit me in my current role and will remain an asset throughout my career by enabling me to contribute to the textile sector's continuous development.

My internship journey was a fulfilling and worthwhile experience that gave me an exceptional opportunity to work on my self-development. This internship will help me to navigate any kind of situations and solving problems accordingly. I believe that this type industry-based course into the

curriculum of PGD is necessary to gather vast knowledge, improve skills to benefit both individual companies and the industry.

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