

Report On

Epyllion Group

Practices on Merchandising, Commercial, IE, Supply Chain &
Compliance of Epyllion Group

By

Pranta Saha
Student ID: 1000055614

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

© 2026. Brac University
All rights reserved.

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:

Pranta Saha
Student ID: 1000055614

Industry Supervisor's Full Name & Signature:

Mohammad Nakib Hossain
Manager, Marketing & Merchandising
Epyllion Group

Academic Supervisor's Full Name & Signature:

Proloy Barua, Ph.D
Research Fellow
BRAC Institute of Governance and Development (BIGD)
BRAC University

Letter of Transmittal

Proloy Barua, Ph.D.

Research Fellow

BRAC Institute of Governance and Development (BIGD)

Brac University

66 Mohakhali, Dhaka-1212

Subject: Internship Report on different departments at Epyllion Group.

Dear Sir,

This is my pleasure to display my Internship Report, 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,

Pranta Saha.
ID-1000055614
Executive Development Center, BIGD
Brac University
Date: March-10- 2026

Non-Disclosure Agreement

This agreement is made and entered into by and between Epyllion Group and **Pranta Saha** for the purpose of receiving certain confidential information of company to enable the intern to undertake the project with M&M.

Company & Intern hereby agree as follows

1. "Confidential Information" means proprietary and confidential information of Company marked.
2. To be treated as Confidential Information, any information provided by Company to Intern in tangible form shall be marked "Proprietary and Confidential" or similar markings.
3. No information will be Confidential Information that: (i) is already known to Intern, or (ii) is or becomes publicly known through no wrongful act of Intern, or (iii) is received by Intern from a third party without similar restrictions and without breach of this Agreement.
4. Except as provided herein, Intern will not disclose any Confidential Information to any other person. Intern will not use any Confidential Information other than in connection with the report.
5. Intern may disclose Confidential Information (i) to other interns who have executed non-disclosure agreements with Company, (ii) in response to the lawful request or requirement of a governmental agency or by requirement of law, and (iii) to the faculty member supervising the report.
6. Company understands that to complete the requirements of the course in which he or she is enrolled, Intern must give a substantive presentation concerning the report to an audience that will not have signed non-disclosure agreements, and that such presentation will include information about the Company. Company will work with intern to prevent the inclusion of Confidential Information in the presentation and any written materials prepared by the Intern.

Student's Full Name & Signature:

Pranta Saha
Student ID: 1000055614

Industry Supervisor's Full Name & Signature:

Mohammad Nakib Hossain
Manager, Marketing & Merchandising

Acknowledgement

I am sincerely thankful to **Epyllion Group** and **BRAC University** for granting me the invaluable opportunity to join their team as an intern. My heartfelt appreciation also goes to the entire PGD-KIM team at BRAC University for their unwavering support throughout this journey.

I am truly grateful to **Dr. Proloy Barua**, my academic supervisor, for taking charge of overseeing my internship report. Her clear and insightful guidance made the preparation process smooth and manageable. I also deeply appreciate the time and support she generously offered whenever I needed assistance.

I would like to express my heartfelt appreciation to Mr. Mohammed Jonayed Ahmed Jewel, my Head of Department, and Mohammad Nakib Hossain, my Reporting Officer. They have been exceptional mentors and inspiring leaders throughout my PGD journey. Their unwavering support, insightful guidance, and willingness to share their rich experience in the RMG sector greatly contributed to the successful completion of my internship report. Under their leadership, I also gained valuable exposure to professional work culture, learned how to adapt to diverse workplace environments, and developed skills in collaborating with colleagues and engaging with senior management.

I acknowledge the generous support of the M&M department, MIS and BP department for providing me required help and data.

Executive Summary

Established in 1994, Epyllion Group has evolved into a premier conglomerate within Bangladesh's Ready-Made Garment (RMG) sector. Renowned for its highly integrated backward linkage, the company specializes in transforming raw materials into premium finished apparel for international markets. Epyllion operates state-of-the-art production facilities across Gazipur, Dhaka, and Narayanganj, centrally coordinated from its corporate headquarters on Gulshan Link Road, Dhaka.

Scope and Objectives of the Internship This report encapsulates a comprehensive internship experience designed to bridge academic theory with real-world industrial application. Primarily based at the corporate office, the core objective of this study is to critically analyze the strategic, financial, and client-facing operations of Epyllion Group. Consequently, this report focuses heavily on the **Merchandising** and **Commercial** departments, exploring how they function as the critical bridge between international buyers, financial institutions, and the factory floor.

Merchandising Operations: As the primary point of contact for international buyers, the Merchandising department drives the business forward by securing orders and ensuring their flawless execution. During the internship, my core responsibilities included managing buyer purchase orders, negotiating prices, and overseeing the product lifecycle from initial sampling to final shipment. By utilizing tools such as Time & Action (T&A) calendars and customized Enterprise Resource Planning (ERP) systems, I observed how merchandisers implement the "5Rs" (Right merchandise, Right price, Right time, Right place, Right quantity) to maintain buyer satisfaction and support cross-functional production teams.

Commercial Operations: Working in tandem with Merchandising, the Commercial department manages the essential financial and legal frameworks that make global trade possible. My exposure in this department highlighted the meticulous handling of import and export documentation, including the management of Letters of Credit (LCs) and Proforma Invoices (PIs). The commercial team's ability to seamlessly coordinate with freight forwarders and align payment cycles with physical shipment schedules ensures that the company maintains a healthy financial flow and strict compliance with international trade regulations.

Key Findings and Strategic Recommendations: Based on my observations within these two vital departments, this paper identifies critical areas for operational enhancement. Strategic recommendations are proposed to: (i) **Enhance Profitability:** Transition toward value-based buyer negotiations in Merchandising, leveraging Epyllion's high compliance and sustainability standards to secure better margins. (ii) **Mitigate Cost Fluctuations:** Work proactively to identify alternative global sourcing destinations to counteract the rising costs of raw materials and high-quality dyestuffs. (iii) **Improve Logistical Accuracy:** Implement automated document verification systems within the Commercial department to eliminate documentation discrepancies and avoid costly freight differences or customs delays.

Conclusion: Ultimately, this report demonstrates that the synergy between the Merchandising and Commercial departments forms the financial and customer-relations backbone of Epyllion Group. While every effort has been made to ensure a thorough and accurate analysis, standard constraints regarding time and access to highly confidential financial data present minor research limitations. It is my hope that the insights provided herein address existing operational gaps and offer actionable strategies for the continued commercial success of the organization.

Table of Contents

Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement	v
Executive Summary	vi
Table of Contents	viii
List of Tables	ix
List of Figures.....	ix
Glossary	xi
Chapter 1 About Organization	1
1.1 Overview of the Industry.....	1
1.2 Vision & Mission	2
1.3 Goals & Objectives	2
1.4 Organizational structure, Organogram, Branches and departments.....	3
1.5 Products/services produced by the industry.....	4
Chapter 2 Description about Task Accomplishment.....	6
Chapter 3 Critical assessment of Internship work	15
3.1 Application of Generic and Industry-Specific Courses during Internship	15
3.2 Suggestions for Industry Improvement	20
3.3 Learning for self-improvement.....	22

Chapter 4 Conclusion	24
Reference	26

List of Tables

Table 1: Task Accomplishments at a Glance	6
Table 2: Internship Work Description by Departments	11
Table 3: Application of Industry Specific Course During Internship	16

List of Figures

Figure 1: Organogram of the Epyllion Group	4
Figure 2: Interlink between departments of The Epyllion Group	14

List of Acronyms

Merchandising / Supply Chain / Production

T&A – Time & Action

LC – Letter of Credit

IE – Industrial Engineering

QA – Quality Assurance

SMV – Standard Minute Value

WIP – Work in Progress

MRP – Material Requirement Planning

FIFO – First In, First Out

MOQ – Minimum Order Quantity

HR & Admin

HR – Human Resource

KPI – Key Performance Indicator

TNA – Training Need Analysis

Glossary

TNA

TNA means Time and Action Plan. Its scheduling tool which is used in apparel industry to track from order confirmation to shipment ensuring on-time delivery.

5S

The "5S" refers to five related words that start with the letter "S"(Short, Set in order, Shine, Standardize, Sustain) and describe workplace procedures that support lean production and visual control.

Chapter 1 About Organization

1.1 Overview of the Industry

Epyllion Group is a leading textile and apparel manufacturer in Bangladesh. Founded in 1994, the company has grown into one of the largest vertically integrated textile and apparel producers in the country. Epyllion Group manufactures a wide range of garments, including T-shirts, polo shirts, sweatshirts, joggers, hoodies, and various other apparel products. In addition to garments, the company is involved in textile operations such as knitting, dyeing, printing, and finishing (The Epyllion Group, 2026).

The group operates multiple factories, each specializing in different stages of the manufacturing process. It also has a dedicated team of in-house designers and product developers who continuously create new products and designs in response to changing consumer preferences and market trends. Epyllion Group places strong emphasis on sustainability and ethical business practices and is committed to fair treatment of employees, as well as ensuring a safe and healthy working environment (The Epyllion Group, 2026).

Epyllion Group exports its products to international markets across Asia, Europe, Australia, and North America. The company collaborates with several globally recognized brands, including PUMA, Polo Ralph Lauren, Varner, Express, PVH, M&S, and NEXT (The Epyllion Group, 2026).

Overall, Epyllion Group has established itself as a significant player in the textile and apparel manufacturing industry and continues to expand its operations both domestically and internationally.

1.2 Vision & Mission

Vision

Epyllion Group wants to be a window through which everyone who engages with them can see their future and dream of success. For its employees, vendors, and clients, Epyllion will become a way of life. But most importantly, it will serve as a model for an environmentally conscious business that will become a landmark as well as milestone all over the country.

Mission

The mission of the Epyllion Group is to embark highly fitted and motivated workers to achieve success, which is defined as not making money but rather relishing life.

1.3 Goals & Objectives

Goal

Achieving Excellence: To deliver superior quality across all products and services, viewing excellence as a shared standard between the company, its customers, and the markets it serves.

Objectives

1. Empowering the Human Spirit: To place people at the center of the organization, fostering a culture where a highly motivated workforce turns ambitious plans into reality through shared attitudes and engagement.
2. Building Trust and Bonds: To move beyond simple delivery by providing reliable, safe goods that build a sense of deep trust and strong long-term relationships with clients.
3. Ethical and Sustainable Practices: To operate with integrity through ethical business practices and a commitment to protecting the environment.

4. **Fostering Teamwork and Growth:** To utilize skilled personnel and inspired teamwork as a vehicle for sustaining the company's vision and helping those connected to the group realize their professional dreams.
5. **Success Beyond Profit:** To pursue a "glory of success" that focuses not just on financial benefit, but on enhancing the "joy of life" for its employees and stakeholders.

1.4 Organizational structure, Organogram, Branches and departments

The organizational structure of the Epyllion Group is designed to ensure effective governance, strategic oversight, and efficient operational management across diversified business units (Figure 1).

At the top of the hierarchy is the Board of Directors, which represents the highest governing body of the organization. The Board consists of the Chairman, Managing Director, and other Directors. The Executive Board Members are primarily responsible for policy formulation, long-term vision, and key strategic decision-making for the group.

Reporting directly to the Board of Directors is the Management Committee (MANCOM). The MANCOM is composed of seven top executives who are entrusted with translating board-level policies into actionable strategies. This committee plays a critical role in strategic planning, cross-functional coordination, performance review, and monitoring the implementation of organizational decisions (Figure 1).

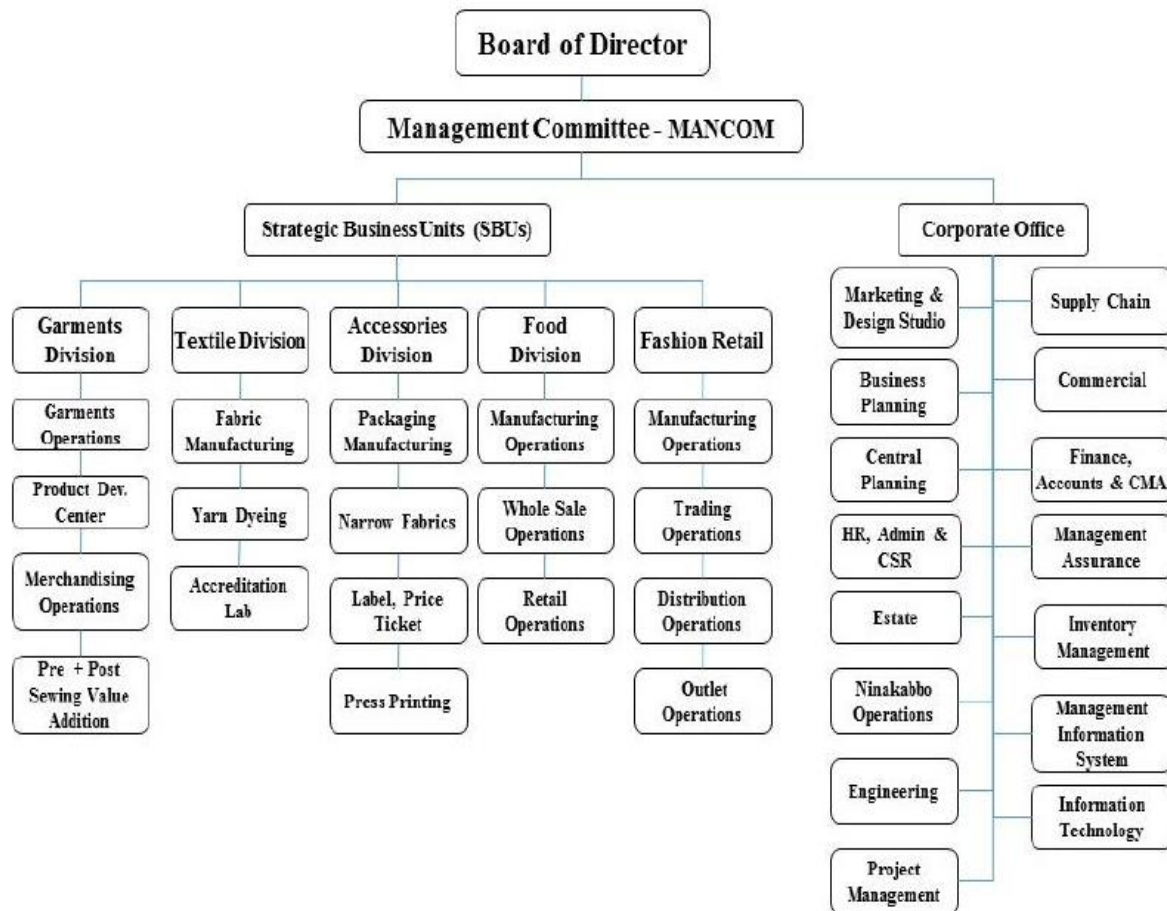


Figure 1: Organogram of the Epyllion Group

1.5 Products/services produced by the industry

Product Mix and Market Share

Epyllion Group maintains a diverse portfolio of 100% knit products, with a significant emphasis on casual and athletic wear. According to Table 1, Tee Shirts constitute the largest portion of their production at 26%, followed by Sweat Shirts (18%), Polo Shirts (16%), and Cardigans (16%). The remaining production is distributed among functional apparel such as Joggers (10%), Bottoms (8%), and niche items like Leggings and Tank Tops, which each account for 3% of the total share. This balanced product mix allows the group to cater to various market segments effectively.

Operational Capacity and Industrial Strength

The industrial scale of Epyllion is evidenced by its massive daily and monthly output capacities across the textile value chain. The group processes 30 tons of knitting and 35 tons of dyeing per day, supported by a yarn dyeing capacity of 100 tons per month. Their downstream garment manufacturing capabilities are equally robust, with a monthly cutting capacity of 47 million pieces and a sewing output of 46 million pieces. Specialized value-added services, such as printing (10 million pieces/month) and embroidery (5,100 million stitches/month), further demonstrate their ability to handle high-volume global orders.

Organizational Structure and Strategic Practices

Epyllion's success is anchored in integrated business planning and a progressive approach to human resources. The group's garment division is comprised of several specialized units, including Epyllion Styles Ltd. (ESL) with 49 lines and Epyllion Knitwear's Ltd. (EKWL) with 19 lines, totaling over 100 production lines across the division. To ensure self-sufficiency, the group has developed extensive backward linkages through its textile and washing units, alongside an in-house Testing Laboratory (ETLL) and an Accessory Hub (EPL). Beyond textiles, the group has diversified into real estate through Nina Holdings Ltd. and the food and beverage sector, all while maintaining core practices such as KPI-based evaluations and equal employment opportunity policies (Epyllion Group, 2026).

Chapter 2 Description about Task Accomplishment

My internship at the **Epyllion Group** provided a comprehensive 90-day immersion into the multifaceted operations of a leading textile conglomerate. By rotating through five pivotal departments, I gained a sophisticated understanding of how individual functions—ranging from Production and Quality Control to Supply Chain and HR—interconnect to form a seamless industrial workflow. Under the strategic guidance of my industrial supervisor, I spent significant time in each area, notably dedicating 25 days to the Production floor and 20 days to Merchandising. This hands-on exposure allowed me to bridge the gap between academic theory and industrial practice, implementing course-based learnings in real-world scenarios. Interacting with senior leadership, such as Chief Supply Chain Officer Sadrul Amin Bhuiyan and Deputy General Manager M. A. H. Kowsar, profoundly sharpened my technical knowledge and professional perspective on large-scale manufacturing management (Table1).

Table 1: Task Accomplishments at a Glance

Department	Days spent	Key Contact(s) met and designation	Name of the Industry
Merchandising	20	M. A. H. Kowsar (Farshid) Deputy General Manager	Epyllion Group
Quality Control	16	Atiqul Kashem Rajib Manager	Epyllion Group
Human Resource & Admin	11	Mohammed Showket Iqbal General Manager	Epyllion Group
Production	25	A.K.M. Moshfiquir Rahman Sumon General Manager	Epyllion Group
Supply Chain	18	Sadrul Amin Bhuiyan Chiff supply Chain Officer	Epyllion Group
Total	90		

1. Merchandising Department

The Merchandising department acts as the strategic bridge between the buyer and the factory. Daily duties involve assessing styling risks, trend forecasting, and managing the complete lifecycle of sample development. To ensure on-time bulk delivery, merchandisers utilize Time and Action (T&A) analysis and conduct rigorous technical assessments during handover to the product development center. Their primary goal is to secure sample approvals and increase order quantities, though they frequently face challenges such as fluctuating prices for high-quality dyestuffs and the technical complexity of new fashion trends.

M&M at Epyllion is a massive operation (105 personnel) focused primarily on the European market, which accounts for 89% of exports.

The 5Rs Strategy: They operate on the principle of the "5Rs": the Right merchandise, at the Right price, Right time, Right place, and Right quantity.

Technical Tools (ERP & Fast React): Merchandisers use a customized in-house ERP to generate Execution Work Orders (EWO) and Bill of Materials (BOM). This digital integration ensures that once an order is confirmed, every sub-department (from dyeing to packing) has the exact specifications needed.

Specialized Teams: The department is split into Quotations teams (sourcing/pricing) and Production support teams (execution/payment), ensuring that customer service and technical follow-up are handled by specialists.

2. Quality Control (Commercial/Logistics focus)

Based on the specific tasks provided, this department manages the "quality" of the business transaction and shipment integrity. Key responsibilities include coordinating Letter of Credit (LC) details and managing documentation for both imports and exports. The technical focus remains on accurate invoice creation and meeting strict "cut-off" dates for freight forwarders. Success is measured by on-time shipments and payments, while the primary hurdles involve resolving documentation discrepancies and managing volatile freight costs.

These departments serve as the financial and physical backbone of the company's export operations.

Financial Integrity: The Commercial team manages the complex documentation of Letters of Credit (LC) and Proforma Invoices (PI), ensuring that all certificates meet the specific legal requirements of international customs and global buyers.

Owned Logistics Infrastructure: Unlike many competitors, Epyllion maintains its own fleet of trucks. This provides a massive competitive advantage by allowing the group to adjust shipment schedules in real-time based on actual production output, rather than relying on third-party availability.

Synergy: The tight collaboration between these two units prevents "financial bottlenecks," ensuring that goods move at the same speed as the payment cycles.

3. Production Department

The Production department is the operational heart of the factory, responsible for the physical realization of the garments. Daily tasks include tracking "target vs. actual" output and ensuring

smooth line operations. Technically, this involves Standard Minute Value (SMV) capacity calculations, line balancing, and bottleneck analysis to control Work-in-Progress (WIP). While the goal is improved line efficiency and meeting shipment targets, the team must constantly overcome operator skill variations, machine breakdowns, and the "learning curve" associated with style changeovers.

This is the heart of the operation, where raw materials are transformed into finished goods through a highly specialized sub-departmental flow.

The Role of IE: The Industrial Engineering (IE) sub-department is the "brain," calculating Standard Minute Value (SMV) and Efficiency per Minute (EPM) to set the pace for the entire factory.

The Workflow:

Knitting/Dyeing: Converting yarn into fabric based on approved "shade cards."

Finishing: Performing critical tests for shrinkage and elasticity.

Cutting: Utilizing **laser-guided machinery** for precision and waste reduction.

Sewing: The final assembly stage where inline QC ensures every stitch matches the tech pack.

Post-Production: The final stage includes ironing, folding, and specific packaging that complies with the buyer's export requirements.

4. Supply Chain Department

This department ensures that all raw materials—fabrics, trims, and accessories—are available exactly when needed. The daily routine involves tracking material status and following up on in-house schedules to prevent production downtime. They utilize Material Requirement Planning (MRP) and FIFO (First-In, First-Out) inventory control techniques to mitigate sourcing risks.

Despite their efforts to reduce production waiting time, they often face challenges such as supplier delays, Minimum Order Quantity (MOQ) constraints, and lead-time mismatches.

The SCM at Epyllion is a high-agility system designed to neutralize global market risks while maintaining cost efficiency.

The Dual-Strategy Model: For repeat customers, SCM maintains a year-round "buffer" inventory. For high-fashion, trend-driven clients, they switch to a Just-in-Time (JIT) model to free up working capital and reduce wastage.

Geopolitical Adaptability: A standout feature of Epyllion's SCM is its contingency planning. For instance, during the Russia-Ukraine conflict, the department successfully rerouted its sourcing from Europe/China to India, demonstrating remarkable resilience against supply shocks.

Market Responsiveness: When international buyers demanded non-Chinese cotton due to safety/ethical concerns, SCM quickly restructured its supplier network to meet these specific compliance shifts without delaying production.

5. HR & Admin Department

The HR and Admin department focuses on the "Human Spirit" of Epyllion by managing recruitment, payroll preparation, and labor law compliance. Technical tasks include analyzing attendance data, monitoring Key Performance Indicators (KPIs), and identifying training needs (TNA). Their output ensures the factory is always "audit-ready" and that manpower is utilized effectively. However, they deal with significant human-centric challenges, including high labor turnover, absenteeism, and the continuous effort required to maintain worker motivation and discipline.

At Epyllion Group, HR is the "Human Spirit" nerve center, moving beyond administration to act as a strategic partner in productivity.

Recruitment & Placement: This is a data-driven process. HR collaborates with **Industrial Engineering (IE)** to map labor demands against factory capacity, ensuring that skill sets (aptitude) match the specific technical requirements of the production line.

Development & Wellbeing: The department utilizes a tiered training approach—ranging from new recruit orientation to leadership development for future managers. A unique aspect of Epyllion's HR is the integration of "**Worker Wellbeing**" into productivity, using ambient music and regular breaks to combat the fatigue often found in high-volume garment manufacturing.

Safety & Culture: Beyond fire drills and zero-tolerance safety policies, HR fosters a culture of **Accountability and Inclusion**. They facilitate open communication between management and the floor, ensuring that grievances are handled through a structured procedure. Table 2 presents the key terms by departments.

Table 2: Internship Work Description by Departments

Department	Daily Duties & Responsibilities	Technical Tasks & Methods	Key Deliverables/Outputs	Key Challenges
Merchandising	• Trend direction. • Different stages of sampling. • Risk assessment of styling and embellishment. • Price confirmation. • All kind of local and foreign booking. • On time bulk delivery.	• Analyzing current and future trends. • Proper handover to Product development center. • Different kind of Test and assessment. • T&A analysis.	• Get new styles and increase order quantity. • Sample approval • Secure good quality to the end user. • Fulfil buyer demand.	• New trends. • Price challenge • Increases good quality dye stuff cost. • Complexity in styling.

Department	Daily Duties & Responsibilities	Technical Tasks & Methods	Key Deliverables/Outputs	Key Challenges
Quality Control	• Documentation for exports and imports. • Dealing with forwarder and coordinating LC.	• Invoice making and LC. • Handover within cut up date.	• On time shipment. • On time payment.	• Documentation discrepancy. • Freight cost differences.
Production	• Monitor daily production activities • Coordinate with IE, QA, and Merchandising • Ensure smooth line operation • Track target vs actual output	• Production planning & line loading • SMV-based capacity calculation • Line balancing techniques • Bottleneck analysis • (WIP) control method • Efficiency calculation	• Daily production report • Balanced production line • Achieved shipment target • Improved line efficiency	• Operator skill variation • Machine breakdown • Low efficiency in initial days • Style changeover time
Supply Chain	• Coordinate with suppliers, warehouse & production • Track raw material status (fabric, trims, accessories) • Follow up material in-house schedules • Update inventory and order tracking reports • Support procurement & logistics activities	• Supply planning & scheduling based on T&A • Material Requirement Planning (MRP) • Inventory control techniques (FIFO) • Lead time analysis for fabric & trims • Vendor performance evaluation (delivery & quality) • Risk identification & mitigation in sourcing	• Timely in-house of raw materials • Updated inventory status report • Reduced production waiting time • Smooth coordination between departments	• Supplier delay • MOQ constraints • Lead time mismatch • Inventory imbalance (overstock/shortage) • Communication gap between suppliers & factory

Department	Daily Duties & Responsibilities	Technical Tasks & Methods	Key Deliverables/Outputs	Key Challenges
HR & Admin	• Maintain employee attendance & leave records • Support recruitment and onboarding process • Assist in payroll data preparation • Ensure compliance with factory rules & labor law • Administrative coordination (office, security, transport)	• Attendance & payroll data analysis • KPI-based performance monitoring • Labor law compliance checking • Employee grievance handling procedure • Training need identification (TNA)	• Updated HR database • Accurate attendance & payroll support data • Improved manpower utilization • Compliance & audit-ready documents	• High labor turnover • Absenteeism • Maintaining labor law compliance • Worker motivation & discipline issues

2.6. The Interlinked of Five Departments

In an export-oriented manufacturing organization like The Epyllion Group, Marketing & Merchandising, Supply Chain, Operations/Production, Quality Control, and Human Resources function as an integrated system to ensure smooth and timely business operations (Figure 2).

The process begins with Marketing & Merchandising, which receives buyer inquiries, negotiates prices, confirms orders, develops styles, and prepares the Time and Action (T&A) plan. This information is shared with Supply Chain to arrange timely sourcing and in-house delivery of raw materials, and with Operations/Production for production planning and capacity alignment.

Supply Chain ensures the availability of fabric, trims, and accessories by coordinating with suppliers, warehouses, and logistics partners, minimizing delays that could disrupt production. Operations/Production then executes the order by converting raw materials into finished goods through cutting, sewing, and finishing, in line with buyer specifications and delivery schedules (Figure 2).

Throughout the process, Quality Control ensures that products meet required quality standards through inspections, testing, and compliance checks, safeguarding buyer satisfaction. Human Resources (HR) supports all departments by providing skilled manpower, managing attendance and payroll, ensuring labor law compliance, and maintaining worker discipline and motivation. Continuous coordination among these departments is essential, as inefficiency in one area directly affects overall performance. Effective interlinkages ensure on-time delivery, quality assurance, cost efficiency, and long-term organizational success.



Figure 2: Interlink between departments of The Epyllion Group

Chapter 3 Critical assessment of Internship work

As I am a Merchandiser, my main focus is how Merchandising & marketing department collaborates with other departments in Epyllion Group. Merchandisers are mainly responsible for order evaluation. From order receiving to shipment, merchandisers should be concerned & know about every process. So, I have closely watched how my department interlinks with departments for order execution.

Merchandisers work with planning team to check the capacity after receiving the orders. Then they must communicate with supply chain for yarn booking & on time in-house purpose. Then they have to work with knitting, dyeing & finish for fabric ready purpose. After that I also need to work with production team for smooth line input & output & ship the goods on time as per buyer requirements.

In short, Main responsibility of merchandiser is to ship the goods on time as per buyer requirements by maintaining smooth communication with every department related to production.

3.1 Application of Generic and Industry-Specific Courses during Internship

During My internship at Epyllion Group, I have worked with different departments. I did apply theoretical knowledge in those departments which I learned from (Post Graduation Diploma in Knitwear Industrial Management (PGD-KIM) course offered by BRAC University (Table 3).

Table 3: Application of Industry Specific Course During Internship

Term	Course Name (Code)	Related topics/ technical terms linked to real life situation (at least per course)	Topics and Terms Linked to Internship Departments (Check all that apply)				
			Production	Quality Control	Merchandising	IPE	Human Resources
Term-1	HR Skills and Competencies (KIM 101)	Leadership	X	X	X	X	X
		Sustainability	X	X	X	X	X
		Employee Motivation	X	X	X	X	X
		Organization Team Building	X	X	X	X	X
		Organization Team Culture	X	X	X	X	X
	Analytical Skill and Competencies (KIM 102)	Apply Numerical Methods				X	
		Analyze Statistical Data			X	X	
		Develop Research Skills		X	X	X	X
		Enhance Critical Thinking		X	X	X	X
		Present Findings			X		
		Utilizing IT Tools					
	Communication Skills (KIM 103)	Email Writing	X	X	X	X	X
		Barrier of Communication	X	X	X	X	X
		Persuasion	X	X	X	X	X
		Cross Culture	X	X	X	X	X
		CV, Resume writing	X	X	X	X	X
		Memo and press release writing			X		X
		Meeting minutes writing	X	X	X	X	X
	Business Operation Skill (KIM 104)	7P (Product, Process, Price, Place, Promotion, People, Physical Evidence)	X		X		
		Swot Analysis	X	X	X	X	X
		Business Model			X		
		Business Management			X		
		Motivation			X		
		Managerial Skills			X		

Term	Course Name (Code)	Related topics/ technical terms linked to real life situation (at least per course)	Topics and Terms Linked to Internship Departments (Check all that apply)				
			Production	Quality Control	Merchandising	IPE	Human Resources
Term-2	Introduction to Garment Industry - Knitwear (KIM201)	Different types Of Machines	X		X	X	
		Types and process of knitting, Dying, Garment, washing, Printing, packaging	X	X	X	X	
		Types of Fabric	X	X	X	X	
		Basic knowledge of quality	X	X	X	X	
	Industrial Engineering (KIM202)	5S (Sort, set in order, Shine, Standardize, Sustain	X	X	X	X	X
		Lean manufacturing	X		X	X	
		Motion Economy	X			X	
		Operation bulletin and line balancing	X			X	
		Kaizen, Kanban	X	X	X	X	X
		Cellular Manufacturing	X			X	
		Ergonomics	X	X	X	X	X
		Material handling	X		X	X	
		Quick Changeover	X			X	
		TPM	X			X	
	Production Management and Merchandizing (KIM203)	Fashion forecasting,			X		
		Fashion trends and culture			X		
		Elements and principles of design			X		
		Design concept & process			X		
		Brand introduction			X		
		Sequence of manufacturing	X	X	X	X	
		RMG market			X	X	
		International Trade			X		
		Sustainability	X	X	X	X	X
		introduction to merchandising			X		
		Fabric consumption			X	X	
		CBM booking			X	X	

Term	Course Name (Code)	Related topics/ technical terms linked to real life situation (at least per course)	Topics and Terms Linked to Internship Departments (Check all that apply)				
			Production	Quality Control	Merchandising	IPE	Human Resources
		Technical textile	X	X	X	X	
		Visual merchandising					
	Quality Management (KIM204)	QMS	X	X			
		Quality assurance	X	X	X	X	
		Certification standard & symbols		X		X	X
		Substance of very high concern		X		X	X
		Different Types of tests		X		X	
		Effect of BPA		X			X
		Health and environmental effects		X		X	X
		Barcode		X			

3.1.1 Application of Academic Learnings in Industry

The following is a detailed account of how I integrated my theoretical course knowledge with practical operations across various departments during my internship at Epyllion Group.

Product Development Department

In this department, I collaborated closely with sample technicians and pattern masters to translate buyer concepts into tangible prototypes. I applied my academic background in fashion design development to interpret buyer tech packs and create precise patterns. I oversaw the process from fabric cutting to sewing, ensuring the operators utilized specific stitch types and construction methods I had studied. Finally, I conducted manual measurements against buyer-specified tolerances before dispatching samples for approval. This experience taught me that product development is a rigorous balance of technical precision and creative problem-solving.

Production Department

My time in Production allowed me to see how small-scale samples are scaled into mass manufacturing while maintaining consistent quality. I applied my knowledge of logistics and material handling to streamline the delivery of fabric to the cutting section. I observed the critical importance of factory layout—specifically why the dusty cutting environment must be separated from sewing. My primary focus was on line balancing and bottleneck identification, where I facilitated meetings with production floor managers to implement efficiency-boosting techniques I learned in class.

Industrial Engineering (IE) Department

I utilized my technical training to enhance operational efficiency through data analysis. I calculated the Standard Minute Value (SMV) for various garment styles, which served as the foundation for determining the Cost of Manufacturing (CM). By applying my knowledge of capacity planning, I helped determine which production lines were best suited for specific orders and assisted in machine setup configurations. My efforts focused on minimizing costs by optimizing sewing processes and reducing non-productive time, reinforcing how IE serves as the driver of factory profitability.

Quality Department

Focusing on the brand's reputation, I aligned my academic understanding of quality standards with Epyllion's rigorous protocols. I studied the application of international certifications and worked according to the AQL (Acceptable Quality Level) standards requested by buyers. By shadowing nominated Quality Controllers during final inspections, I learned how to apply specific testing parameters for colorfastness, shrinkage, and seam strength. This reinforced my understanding that quality is not just a checkbox but a vital component of customer satisfaction and brand loyalty.

Human Resources Department

Working with HR allowed me to see the "backbone" of organizational management. I applied my learnings on labor law and organizational behavior to observe recruitment procedures and the

selection criteria for different job tiers. I particularly focused on how Epyllion implements International Labor Organization (ILO) standards to ensure worker safety and workplace ethics. I observed that maintaining a disciplined yet inclusive environment—through time management and codes of conduct—is essential for running a large-scale industrial entity.

Supply Chain Department (SCD)

In the SCD, I applied my knowledge of procurement and forecasting. I assisted in placing raw material bookings and maintained a T&A (Time & Action) calendar to track the in-house movement of goods. I experimented with different material-inflow processes to identify the most time-efficient routes and participated in price negotiations with suppliers to minimize procurement costs. This practical application of Material Requirement Planning (MRP) highlighted the strategic role of SCM in preventing production downtime.

Marketing & Merchandising Department

As my primary area of specialization, I directly applied my PGD coursework to buyer interactions. I utilized negotiation strategies to finalize order pricing and used presentation techniques to pitch new collections effectively. I performed profitability analyses on incoming orders and conducted market trend forecasting to stay ahead of seasonal shifts. Most importantly, I realized that a merchandiser must be a "generalist" with knowledge of every other department to coordinate a successful shipment. This experience solidified my understanding of the 5Rs of Merchandising and the importance of cross-departmental synergy.

3.2 Suggestions for Industry Improvement

Enhancing Production Efficiency and Technical Synergy

To address the challenges of low initial efficiency and style changeover downtime, the group should integrate Industrial Engineering (IE) expertise more deeply into the production floor. By involving technical personnel early in the planning stage, the factory can better align Standard Minute Value (SMV) with actual operator skill sets.

Focus Area: Prioritize high-margin products with higher internal productivity rates and utilize data-driven Line Balancing to minimize bottlenecks.

Cost Reduction: Target labor-intensive processes for automation to reduce the Cost of Manufacturing (CM) and minimize the impact of machine breakdowns through proactive maintenance.

Global Sourcing Diversification and Price Mitigation

The rising cost of high-quality dyestuffs and raw materials presents a significant margin challenge for Merchandising and Supply Chain.

Alternative Sourcing: Epyllion should actively explore emerging markets for raw material sourcing to find more competitive pricing.

Strategic Contracts: Implementing long-term, fixed-price contracts with key suppliers can hedge against market volatility and solve Minimum Order Quantity (MOQ) constraints, ensuring a steady flow of materials at a predictable cost.

Advanced Negotiation and Buyer Relations

As buyers become more price-sensitive, the Merchandising team must move toward Value-Based Negotiation. Instead of competing solely on price, the team should leverage Epyllion's high compliance standards and "Human Spirit" philosophy as a competitive advantage. Presenting detailed, transparent cost breakdowns can build trust, making buyers more likely to accept fair pricing without hesitation.

Integrated Training and Employee Wellbeing

The issues of high labor turnover and absenteeism in HR are often symptoms of skill gaps and low motivation.

Technical Upskilling: Structured training programs on modern machinery are essential to narrow the operator skill variation and reduce the learning curve during style changes.

Inclusive Culture: Strengthening the "Employee Voice" by allowing workers to share suggestions regarding factory policies will foster a sense of ownership. Enhanced wellbeing facilities and career progression paths can significantly improve retention and discipline.

Sustainable Product Development and Innovation

With global fashion shifting toward circularity, Epyllion must prioritize Sustainable Product Development.

Eco-Friendly Sourcing: The Supply Chain should focus on sourcing organic cotton, recycled polyester, and low-impact dyes.

Market Attraction: Developing a dedicated "Green Product" line will not only fulfill current buyer demands but also attract high-end, environmentally conscious brands, effectively addressing the challenge of evolving "new trends."

Logistical and Commercial Accuracy

To eliminate documentation discrepancies and lead-time mismatches, the group should further digitize its Commercial and SCM functions.

Automation: Implementing automated document verification systems can reduce errors in LCs and invoices.

Communication: Bridging the gap between international suppliers and the local factory through real-time tracking tools will ensure that inventory remains balanced, avoiding both overstock and shortages.

3.3 Learning for self-improvement

Here is a professional and structured narrative of your learnings, grouped into cohesive paragraphs for your report:

Human Resources and Leadership Development

During my program, I developed a strong foundation in Strategic Human Resource Management and contemporary HR practices. A significant takeaway was mastering conflict management, which has proven invaluable for navigating disputes and maintaining harmony in both professional and personal environments. I also acquired a structured approach to the negotiation process, learning to navigate its five critical stages: planning and preparation, relationship building, information exchange, persuasion, and finally, reaching a concession or agreement. Furthermore, my training covered the complexities of industrial relations, including dispute settlement and employee separation provisions. I also honed essential leadership behaviors, focusing on the development of technical, human, and conceptual skills necessary for effective management.

Analytical Skills and Strategic Planning

My decision-making capabilities were greatly enhanced through practical financial and data evaluation techniques. I learned to conduct comprehensive cost-benefit analyses, differentiate between fixed and variable costs, and perform break-even point calculations to assess business viability. I also developed the ability to interpret data trends visually through graphical characteristics analysis. These analytical tools serve as the foundation for strategic planning. I was trained to navigate the complete strategic management cycle—from conducting initial strategic analyses and making informed choices to executing the chosen strategies and establishing rigorous review and control mechanisms to ensure long-term success.

Industrial Engineering and Operations Optimization

In the realm of Industrial Engineering, I acquired the technical competencies required to optimize manufacturing environments and maximize productivity. I learned the mechanics of line balancing, cycle time management, and the principles of motion economy to streamline floor operations. My training equipped me with practical methods for identifying and resolving production bottlenecks. Additionally, I studied the core components of Work Study—encompassing both method study and time study—alongside vital inventory management systems like Materials Requirement Planning (MRP) to ensure a seamless and cost-effective flow of production resources.

Merchandising, Marketing, and Buyer Relations

Bridging the gap between production and the consumer, I explored the fast-paced dynamics of fast fashion, trend forecasting, and fashion merchandising. I learned that successful marketing in the apparel industry requires a highly proactive and agile approach. This includes continuously researching to anticipate buyer needs and always having well-prepared alternatives ready to present during meetings. Furthermore, I learned the importance of maintaining highly efficient work methods and being quick, decisive, and confident during buyer negotiations to secure profitable orders and build enduring business relationships.

Chapter 4

Conclusion

Bangladesh is the second largest garments exporter just after the China. To develop and move forward this industry and achieve 100 billion by 2030, the government of Bangladesh and BIGD have been taking great initiative making PGD KIM course to enrich managerial skill of existing managers/executives in these industries. Believe this course will help to understand the problems of human relations and improve human relations skills to develop a deeper understanding of the knitwear sector to enhance the ability to drive this sector forward international level.

My internship at the Epyllion Group has been a profoundly transformative experience, serving as the vital bridge between my academic studies and the dynamic reality of the global apparel manufacturing industry. By rotating through core departments—including Merchandising, Production, Supply Chain, Human Resources, and Quality Control—I gained a holistic understanding of the complex textile value chain. I was able to successfully translate my theoretical knowledge into practical application, utilizing tools like Standard Minute Value (SMV) calculations, Time and Action (T&A) calendars, and cost-benefit analyses to solve real-world industrial challenges.

Furthermore, observing Epyllion's integrated operational strategies and their unwavering commitment to the "Human Spirit" philosophy reinforced that sustainable business success relies heavily on cross-departmental synergy, ethical practices, and workforce wellbeing. Identifying operational bottlenecks and formulating strategic recommendations—such as diversifying raw material sourcing, enhancing worker training, and focusing on sustainable product development—sharpened my analytical and problem-solving capabilities.

Ultimately, this immersive experience has not only solidified my technical and commercial competencies but has also equipped me with the strategic foresight, leadership behaviors, and adaptability required to thrive in the fast-paced Ready-Made Garment (RMG) sector. I now step forward with a comprehensive understanding of how to drive efficiency, ensure quality, and foster

strong buyer relationships, making me fully prepared to contribute measurable value to any future organizational role.

Reference

Epyllion Group. (2026). *Garments*. Retrieved February 22, 2026, from <https://www.epylliongroup.com/garments.php>