

Report On
Q Collection Pvt. Ltd.
Merchandising Practices of SQ Birichina Ltd.

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

Executive Development Center,
BIGD BRAC University
November 2025

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate 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/We have acknowledged all main sources of help.

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Letter of Transmittal

Marjan Moazzam Hossain,

Senior Research Associate,

BIGD, Brac University

66 Mohakhali, Dhaka-1212

Subject: Submission of Industry attachment report on Q Collection Pvt. Ltd.-Merchandising Practices

Dear Madam,

With due respect, it is my pleasure to submit this internship report on “Q Collection Pvt. Ltd - Merchandising Practices” as part of the Post Graduate Diploma in Knitwear Industry Management (PGD-KIM).

This report presents an overview of the merchandising department’s working process and its interaction with other departments within Q. It also highlights the key difficulties and challenges that the merchandising team encounters on a regular basis.

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 requirements and hope that you will accept the report for evaluation and oblige thereby.

Sincerely yours,

Mohammad Rayhan Mahadi

Student ID: 28241069

Executive Development Center, BIGD

BRAC University

Date: November 16, 2025

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between Q Collection Pvt. Ltd. And Mohammad Rayhan Mahadi the undersigned student at EDC, BIGD, Brac University, for the purpose of receiving certain confidential information from the Company for intern to work on a project with Product Development Center department.

The following is an agreement between the company and the intern:

1. Employees/interns are expected to perform their duties effectively, impartially, and to the best of their abilities.
2. The employee/intern must keep accurate records and keep files related to their work up to date.
3. Employee/Intern must follow all Departmental policies in the workplace.
4. "Confidential Information" refers to proprietary and confidential information of the Company.
5. Any information provided by Company to Intern in tangible form that is to be treated as Confidential Information must be marked "Proprietary and Confidential" or similar markings.

Student's Full Name & Signature:

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Acknowledgement

First and foremost, I would like to express my heartfelt gratitude to Ms. Marjan Hossain, Senior Research Associate, BIGD, BRAC University, for her invaluable guidance and continuous support throughout the preparation of this internship report. Her encouragement, constructive feedback, and willingness to introduce me to new dimensions of knowledge have made this experience truly meaningful.

I am equally thankful to my industry supervisor, Mr. Khandakar Tanvir Ahmed, Assistant Manager, Marketing & Merchandising, Q Collection Pvt. Ltd., for his warm support and valuable time. His insights and guidance have been instrumental in shaping my understanding of practical internship activities in the industry.

Finally, I would like to extend my sincere appreciation to all the officials from various departments for their cordial cooperation and assistance in providing the necessary information during my industrial attachment.

Sincerely yours,

Mohammad Rayhan Mahadi

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Executive Development Center, BIGD

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Date: November 16, 2025

Executive Summary

This report is based on a three-month internship at SQ Birichina Ltd., the lingerie division of Q Collection Pvt. Ltd., one of Bangladesh's leading vertically integrated apparel manufacturers. Established in 1993, Q Collection has grown into a global organization known for its innovation, sustainability, and commitment to quality. With headquarters in Singapore and advanced production facilities in Bangladesh, it operates through three business clusters SQ Celsius Ltd. (Knitwear), SQ Birichina Ltd. (Lingerie), and SQ Hues Ltd. (Backward Linkage).

The purpose of this report is to present a practical understanding of merchandising operations within SQ Birichina Ltd. and examine how this department collaborates with other units to execute customer orders efficiently. It also reflects the application of skills gained from the Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) at BRAC University.

During the internship, I was assigned to twelve departments including Marketing & Merchandising, Supply Chain, Planning, Industrial Engineering, Product Development, Finishing, Accounts & Finance, Commercial & Logistics, MIS, Store, and ERP. This rotation gave me a broad view of factory operations, interdepartmental coordination, and order execution. My main focus was the Merchandising Department, which acts as the central link between buyers and internal teams.

The experience showed that merchandising is the backbone of SQ's operations, leading order negotiation, material follow-up, quality coordination, and shipment management. While the company excels in workflow integration, ERP use, and sustainability, improvement is needed in mid-level involvement, approval systems, and accountability.

Overall, this internship helped me apply theoretical concepts such as supply chain management, industrial engineering, and production planning in real scenarios. It enhanced my analytical, communication, and leadership abilities while deepening my understanding of how integrated teamwork drives organizational success.

This experience has been a milestone in my professional journey, inspiring me to contribute meaningfully to the Bangladesh RMG sector through innovation, efficiency, and sustainable growth.

Keywords: Merchandising, Supply Chain, Planning, Industrial Engineering, ERP

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Chapter 1: About Organization

1.1 Overview of the Industry

Q Collection Pte Ltd (Q) is an apparel and textile manufacturing company that specializes in knitwear and lingerie. Founded in 1993, all Q manufacturing subsidiaries are operational in Bangladesh while promoters and investors hold their shares at the HoldCo level in Singapore. Q is a big leaguer in the global apparel industry and has a strong reputation for its high-quality products, innovative designs, advance manufacturing techniques and commitment to sustainability and social responsibility.

Q Collection Ltd. is widely recognized as one of the leading apparel manufacturing organizations in Bangladesh. The company operates under three major business clusters: SQ Celsius Ltd. (knitwear), SQ Birichina Ltd. (lingerie), and SQ Hues Ltd. (backward linkage). Among its many achievements, Q Collection proudly operates three of the Top 10 most environment-friendly factories in the world, each certified by LEED, setting a benchmark for sustainability in the apparel sector.

As Bangladesh's economic growth continues to be driven by the apparel industry, Q Collection has emerged as a symbol of functionality, innovation, and sustainable manufacturing practices. Founded in 2008, SQ Birichina Ltd. remains one of the flagship concerns of the group, named to reflect the warmth embedded in its products. Strategically located in Valuka, 75 kilometers north of Dhaka on the Dhaka–Mymensingh highway, SQ Birichina has become a hub of excellence in underwear and activewear production.

The philosophy of Q Collection is deeply rooted in its tagline: “Quality Seeks Quality” The motto reflects a mindset of uncompromising standards—humble enough to accept that perfection is elusive, yet confident enough to refuse mediocrity. Derived from the group's

founding name, Superior Quality, this principle emphasizes that achievements are only worthwhile if they are accomplished with integrity. To Q, success is not solely about commercial gains but about how these gains are achieved—ensuring no aftermath leaves victims behind. Q’s corporate lifestyle is a pursuit of strength without compromising values, aiming to tower above competitors through both ethical conduct and excellence.

1.2 Vision and Mission

Tagline: “Quality Seeks Quality” If something is worth doing, it is worth doing well. Q believes in walking away from any pursuit that does not meet its uncompromising standards of quality.

Mission: To lead the textile and apparel sector by consistently identifying and fulfilling the needs of clients, partners, and stakeholders while building strong and lasting collaborations.

Vision: To become a globally recognized textile brand, exceeding expectations in product quality, creativity, sustainability, and customer service—driven by the skills, passion, and commitment of its employees.

1.3 Goals & Objectives

The Q brand has grown into a symbol of trust, both locally and internationally, transcending the life cycles of individual products. Q is committed to continuous innovation, ensuring that its offerings remain fresh, relevant, and competitive.

As part of its rebranding journey, Q has refreshed its corporate identity, updating its logo and introducing a stronger emphasis on its defining tagline “Quality Seeks Quality.” This renewed brand expression extends across every corporate touchpoint—colors, fonts, wallpapers, websites, signage, billboards, communications, and stationery. A distinctive texture, representing a mountain peak standing tall above the rest, has been incorporated into the brand design to visually symbolize Q’s philosophy of resilience and pride.

1.4 Organizational structure, Organogram, Branches and Departments

The organizational framework of Q is designed with a distinctly corporate orientation, demonstrating clear lines of hierarchy, responsibility, and accountability. The Board of Directors oversees the company's strategic direction, supported by a Leadership Team comprising a diverse blend of local and international professionals. This structure equips Q with the capabilities to compete profitably in global markets, while preserving the collaborative and innovative work culture nurtured since its founding as a family-owned business.

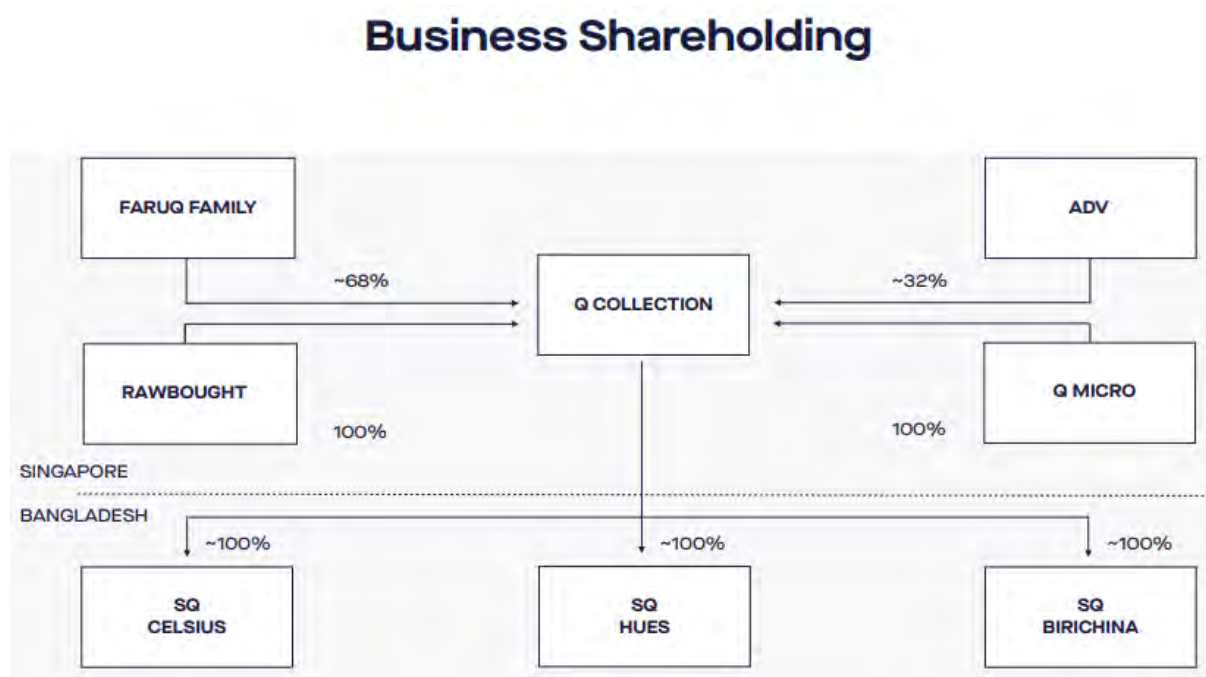


Figure 1: Q Business Share (Source: Company Profile)

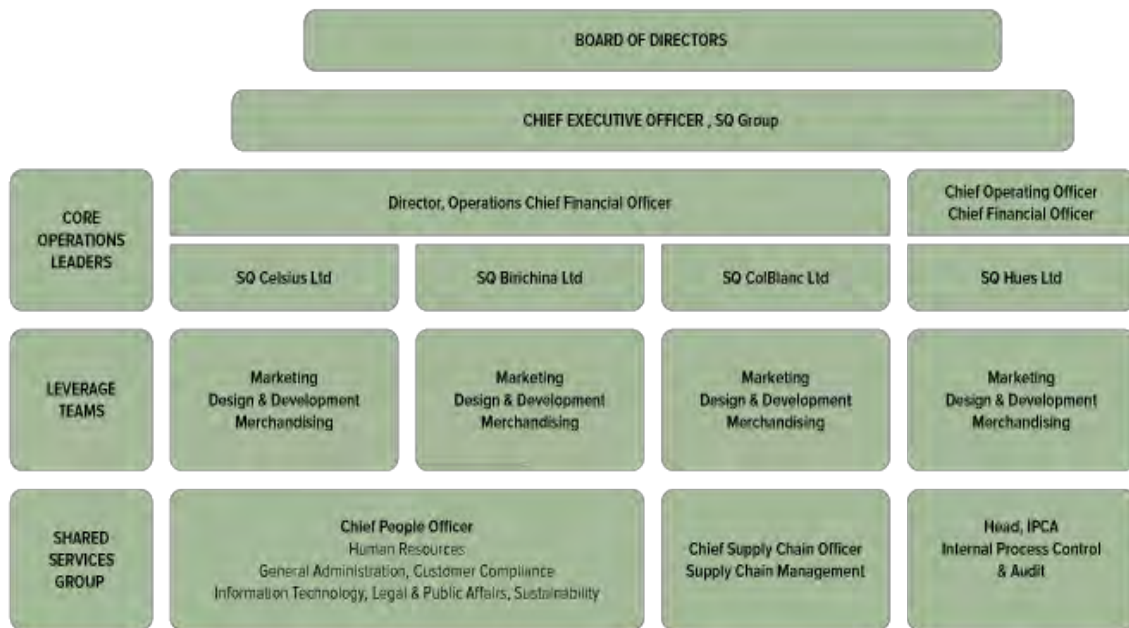


Figure 2: Q Organogram (Source: Company Profile)

1.5 Products/services produced by the industry

SQ Birichina' s state-of-the-art manufacturing facility, equipped with over 160 sewing modules, ensures high-capacity production with precision and efficiency. As a vertically integrated operation, we manage the complete value chain from fabric development to finished products, ensuring consistent quality and faster lead times.

SQ Birichina specialize in delivering distinguished apparel solutions, combining the latest manufacturing technologies with exceptional quality standards and design expertise. In addition to our core offerings, we have strategically diversified into the Activewear segment, aligning with global fashion trends and growing client demand.

Q Market

Line-up of long-standing customers, reliant on Q for its design, production and supply chain solutions

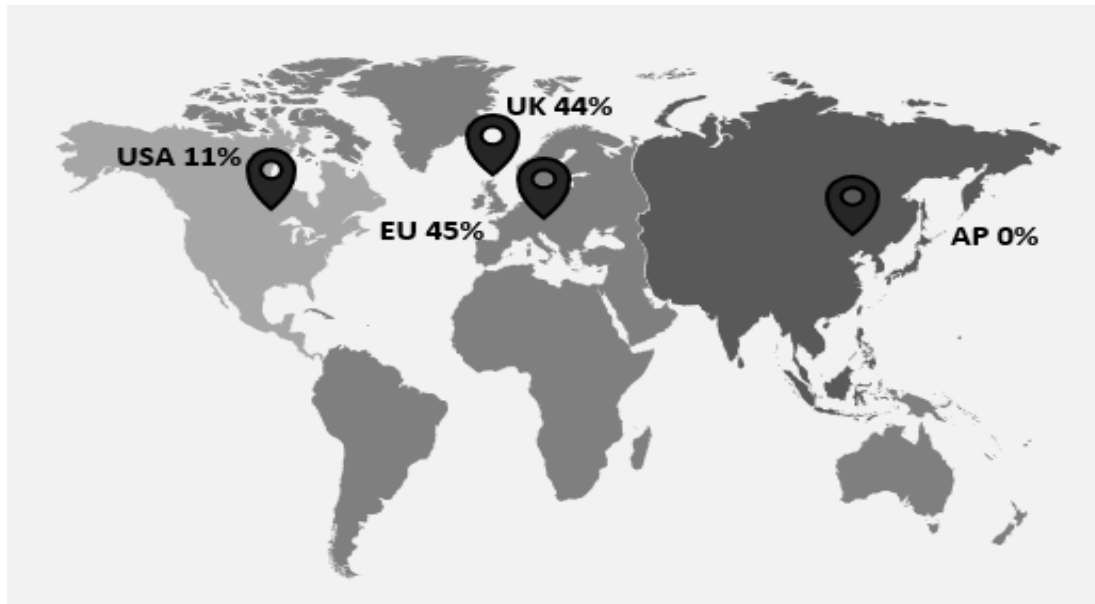


Figure 3: Q's global market line-up

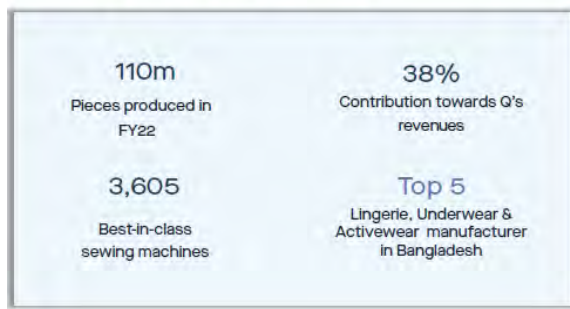
Specializing in lingerie, underwear, and activewear, SQ Birichina is ranked among the Top 5 manufacturers in Bangladesh in these categories. With advanced production technologies, innovative design services, and a commitment to sustainability, we deliver products that meet both global fashion trends and client expectations.

The Company contributes 38% of Q's overall revenues, our product and service offerings stand as a vital part of the company's growth and industry leadership.

Product Category Split (FY23A, June) _Source: Company Profile

- Briefs dominate with 74% of production.
- Other categories include Bras (10%), Swimwear (9%), and Activewear (6%).

Industry-Leading Capabilities



Category Wise Split

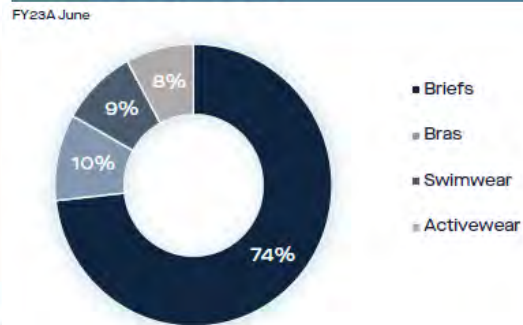


Figure 4: SQ Birichina's Capabilities (Source: Company Profile)

Market Distribution (Source: Company Profile)

- EU (45%) and UK (44%) are the dominant markets.
- USA (11%) holds a smaller share, while Asia Pacific currently has no contribution.

Product Mix

- Bottoms (49%) represent the largest share of the product portfolio.
- Followed by Bras (14%), Boxers (13%), Cami's (9%), Swimwear (8%), and Activewear (6%).



Figure 5: SQ Birichina's Market & Product Mix (Source: Company Profile)

Chapter 2: Description about Task Accomplishment

During my three-month internship at SQ Birichina, I had the opportunity to collaborate with 12 different departments, and gained comprehensive insights into their functions, interconnections, and individual responsibilities. This exposure will significantly broaden my industrial knowledge and enhance my practical understanding of apparel manufacturing and management processes.

Under the guidance of my industrial supervisor, I will follow this structured rotational schedule, which will allow me to spend focused time within each department. The schedule is outlined below:

Department	Start Date	End Date	Duration (Days)
Marketing and Merchandising	1-Aug	15-Aug	14
Supply Chain	16-Aug	30-Aug	14
Planning	31-Aug	7-Sep	7
Industrial Engineering	8-Sep	15-Sep	7
Product Development	16-Sep	23-Sep	7
Knitting	24-Sep	30-Sep	6
Finishing	1-Oct	6-Oct	5
Accounts and Finance	7-Oct	12-Oct	5
Commercial and Logistics	13-Oct	18-Oct	5
MIS	19-Oct	22-Oct	3
Store	23-Oct	26-Oct	3
ERP	27-Oct	30-Oct	3

Table 1: Schedule of Tasks

This structured rotation will enable me to understand not only the specialized responsibilities of each unit but also how they collectively contribute to the efficiency of the overall organization. The experience will provide me with a holistic view of SQ's operations, highlighting the importance of coordination and collaboration across functions.

2.1 Marketing and Merchandising (1-Aug to 15-Aug | 14 Days)

I worked for two weeks in the Marketing and Merchandising department, which is considered the backbone of any apparel manufacturing company. At Q, this department plays a central role in bridging the buyers' requirements with the factory's operational capabilities. The team here is divided into Development Merchandisers and Operations Merchandisers, both of whom play complementary roles.

What I observed:

- Every buyer (client) has a dedicated team of merchandisers at SQ.
- Merchandisers must understand fashion trends, seasonal buying calendars, and buyer expectations.
- They maintain daily communication with international buyers, often across multiple time zones.
- Any miscommunication can result in order cancellation, shipment delays, or financial loss.

2.1.1 Development Merchandiser

Development merchandisers are responsible for bringing in new business. Their job starts even before an order is confirmed. I observed how they manage:

- Sample development – Upon receiving a tech pack from the buyer, they immediately prepare development samples to showcase SQ's capability.
- Price negotiations – They collect raw material prices from SCM, SMVs from IE, and consumption data to finalize cost sheets. They negotiate with buyers on behalf of SQ.
- Product presentations & roadshows – I saw how SQ arranges fashion-forward roadshows to showcase innovations in fabrics, trims, and designs to buyers.
- Order projections – They analyze buyer feedback, seasonal calendars, and development hit rates to forecast potential order volumes.

Their KPIs are mainly focused on increasing order conversion rates from developments. For instance, if 100 styles are developed, how many eventually get converted into confirmed orders.

2.1.2 Operations Merchandiser

Once an order is confirmed, the baton passes to the Operations Merchandiser, who ensures smooth execution from raw material booking to shipment. Their work involves heavy coordination:

- With Planning, to confirm available capacity.
- With SCM, to in-house all bulk materials within deadlines.
- With Stores, to monitor raw material inventory.
- With Quality and GPQ, to ensure fit, PP, and production samples are approved by buyers.
- With Commercial/Logistics, to book shipments and prepare documents.

I personally got to observe how they chase suppliers daily for fabric deliveries, how they push production for on-time completion, and how they arrange inspections with third-party labs. Their KPI revolves around on-time delivery (OTD), cost control, and buyer satisfaction.

My Learnings from Marketing & Merchandising:

- Improved negotiation tactics by observing live buyer–supplier discussions.
- Understood the importance of TNA (Time & Action calendars) in ensuring timely delivery.
- Learned how cost breakdowns are prepared using inputs from IE, SCM, and consumption teams.
- Gained exposure to buyer relationship management, a skill that requires patience, professionalism, and fast problem-solving.

2.2 Supply Chain Management (SCM) (16-Aug to 30-Aug | 14 Days)

I worked one week in SCM and this department truly gave me an appreciation for the behind-the-scenes complexity of raw material management. SCM ensures that every single component—from fabric to trims like zippers, threads, elastics, labels, and packaging—arrives on time, in the right quality, and at the right price.

At SQ, SCM is divided into two wings: SCM Sourcing and SCM Execution.

SCM Sourcing:

Here I saw how suppliers are selected and managed. Sourcing involves:

- Identifying suppliers who meet SQ's compliance standards.
- Developing new fabrics and trims based on buyer requirements.
- Conducting price and lead-time negotiations.
- Issuing an MCS (Material Confirmation Sheet) to merchandisers to confirm costs before placing orders.

For example, when a new lingerie style required special lace, the sourcing team coordinated with overseas suppliers, got price quotations, tested samples, and finalized a supplier—all before the order could move to execution.

SCM Execution:

This wing ensures timely bulk delivery of approved raw materials. Their work is fast-paced and detail-oriented:

- Placing confirmed POs with suppliers.
- Following up daily for shipment updates.
- Managing inbound logistics for both local and imported materials.
- Ensuring quality checks at in-house inspection facilities before issuing goods to production.
- Handling supplier payment processing once materials are approved.

My Learnings from SCM:

- Understood how supplier relationship management builds long-term trust.
- Learned how bulk delays in one raw material (e.g., elastic) can delay an entire production line.
- Observed how SCM collaborates closely with Merchandising, Planning, and Quality to keep production on track.
- Realized how negotiation at the sourcing stage can directly influence SQ's profit margin.

2.3 Planning Department (31-Aug to 7-Sep | 7 Days)

I spent one week with the Planning department, which is often described as the “brain” of factory operations. Without proper planning, even the best merchandising and SCM efforts can collapse.

SQ has specialized planning divisions for yarn, knitting, and finishing, all reporting to a central planning team.

Daily Operations I Observed:

- Taking order projections from merchandisers and mapping them against available machine capacity.
- Allocating production lines and machines based on product type (e.g., lingerie requires more skilled operators vs. T-shirts).
- Following up on size set and pilot runs before full-scale production.
- Tracking material inventory to ensure no bottlenecks in production.
- Issuing daily and weekly production reports to management.
- Monitoring monthly shipment forecasts vs. actual shipments.

For example, during my internship, I saw planners reallocating capacity due to unexpected fabric delays. They quickly adjusted machine allocations to prevent idle lines and communicated with merchandisers about revised shipment dates.

My Learnings from Planning:

- Learned how planners use capacity planning sheets to maximize efficiency.
- Understood the concept of line balancing and its impact on delivery.
- Saw how critical communication between planning and merchandising is for buyer satisfaction.
- Realized how even a one-day delay in yarn in-housing can push back the entire production calendar.

2.4 Industrial Engineering (8-Sep to 15-Sep | 7 Days)

Key Observations:

The Industrial Engineering (IE) department of SQ Group is one of the most advanced and well-structured units in the factory. It plays a vital role in optimizing production efficiency, maintaining standard operations, and ensuring the best use of time and resources. The department focuses on setting Standard Minute Value (SMV), conducting time and motion studies, line balancing, and identifying bottlenecks that hamper productivity.

The department also supports the merchandising and costing team by providing accurate SMVs during price negotiation and capacity planning. SQ's IE team uses industrial software tools and manual stop-watch methods to analyze operations.

Daily Tasks:

- Assisted IE executives in collecting cycle time data using a stopwatch for specific operations.
- Observed operator motions to identify unnecessary movements.
- Participated in preparing a layout for a new production line to ensure smooth workflow.
- Helped prepare line balancing charts and daily efficiency reports.
- Supported the team in implementing 5S and documenting improvement activities.
- Observed bottleneck operations and participated in brainstorming sessions for improvement.

My Learning:

From this department, I gained in-depth knowledge of how productivity is measured and optimized in the apparel industry. I understood the relationship between SMV, production target, and efficiency percentage. I learned how line balancing ensures equal workload distribution and how motion economy principles can save time and increase output.

I also learned to identify the root causes of production delays, like improper layout, machine downtime, or operator fatigue. The most valuable lesson was realizing how a few seconds saved in one operation can multiply into significant cost savings across large production runs.

This experience strengthened my analytical mindset and enhanced my understanding of lean manufacturing and industrial optimization practices.

2.5 Product Development (16-Sep to 23-Sep | 7 Days)

Key Observations:

The Product Development (PD) department is the creative heart of SQ Group, where innovation meets practicality. During my time here, I observed the entire process of developing new styles — from receiving a buyer’s tech pack or mood board to preparing a sample for buyer approval. The department works closely with the Merchandising, IE, and Sampling units to ensure that each new product meets the buyer’s design, quality, and cost expectations.

SQ’s PD floor maintains high cleanliness and organized sample tracking. The PD manager oversees multiple sample stages like Proto, Fit, Pre-production (PP), and Size set samples.

Daily Tasks:

- Assisted PD technicians in preparing sample garments based on buyer tech packs.
- Observed the pattern-making and grading process.
- Helped update sample tracking sheets and maintain the development timeline.
- Followed up with the Merchandising team for raw material availability.
- Attended fit review sessions and noted buyer comments for re-sampling.
- Observed the use of 3D design tools for quick sample visualization.
- Helped prepare sample handover reports to Merchandising for submission.

My Learning:

From this department, I learned how product innovation and development drive the success of a manufacturing company. I understood that accuracy in technical details, such as measurement, fabric shrinkage, and finishing quality, determines the final product’s success.

Working in PD gave me a complete overview of how creativity is balanced with technical feasibility and cost efficiency. I learned about the importance of communication between designers, merchandisers, and technicians to ensure a perfect outcome. I also realized that

meeting sample deadlines and maintaining consistency across multiple versions is crucial for building buyer confidence.

The exposure to digital design tools like 3D virtual sampling (**CLO 3D**) inspired me to explore technology-driven product development approaches that can make the RMG sector more sustainable and efficient.

2.6 Knitting Department (8-Sep to 15-Sep | 7 Days)

I spent five days in the Knitting department, the first stage of production after yarn arrival. Knitting transforms yarn into fabric panels.

Key Observations:

- SQ uses fully automated knitting machines capable of producing high-quality panels with minimal manual intervention.
- They also have a whole garment facility, which eliminates cutting and sewing by producing complete knit garments directly.
- The knitting team works closely with yarn planning to ensure yarn availability.

Daily Tasks:

- Allocating machines based on planning projections.
- Running quality checks on knitted panels.
- Coordinating with the linking department for assembly.

My Learnings from Knitting:

- Learned how machine gauge selection impacts fabric type and quality.
- Understood how knitting efficiency directly affects lead times.
- Observed how real-time monitoring of machines prevents production losses.

2.7 Finishing (1-Oct to 6-Oct | 5 Days)

Key Observations:

The finishing department acts as the final checkpoint before garments are packed for shipment. I observed a highly organized workflow where garments from sewing lines are inspected, trimmed, ironed, folded, tagged, and packed. The department maintains strict quality control through multiple in-line and end-line inspections. The workspace was clean, well-ventilated, and designed for smooth material flow. I noticed that quality auditors use random sampling based on AQL standards to check defects like stains, loose threads, and measurement issues.

Daily Tasks:

- Assisted in counting and checking finished garments before packing.
- Observed the pressing and folding procedures for different product types.
- Participated in tagging and carton marking activities.
- Recorded daily output and defect ratios under supervisor guidance.
- Noted how supervisors allocated manpower and set daily targets.

My Learning:

I learned that finishing not only enhances product presentation but also represents the factory's reputation to the buyer. Even minor quality issues at this stage can lead to shipment delays or rejections. I gained practical knowledge on AQL inspection systems, the role of finishing in total quality management, and how efficiency in this department ensures on-time delivery. This stage taught me the importance of teamwork, detail orientation, and compliance with buyer standards.

2.8 Accounts and Finance Department (7-Oct to 12-Oct | 5 Days)

Key Observations:

The Accounts and Finance department functions as the financial hub of the organization. I observed the workflow of bookkeeping, invoice verification, and supplier payment processes. The department-maintained transparency by documenting every transaction through the ERP system. I noticed that cost tracking is done per style and per order, which helps management

identify profitability. Payroll processing, utility cost allocation, and export incentive calculations were managed meticulously.

Daily Tasks:

- Reviewed factory petty cash records and expense logs.
- Observed how cost sheets were prepared and matched with production orders.
- Assisted in preparing supplier payment summaries.
- Attended discussions on budget forecasting and LC documentation for export payments.
- Recorded the daily cash flow statement under the guidance of the finance officer.

My Learning:

From this department, I learned how financial planning supports smooth industrial operations. I understood the link between cost control, pricing, and profit margin. I became familiar with how Letters of Credit (LC) are opened and settled, and how export incentives are claimed under Bangladesh Bank regulations. Most importantly, I realized that finance is not just numbers - it's a decision-making tool that ensures sustainability and growth of the company.

2.9 Commercial and Logistics Department (13-Oct to 18-Oct | 5 Days)

Key Observations:

This department bridges the factory with global buyers and logistics partners. I observed the full export process - from preparing shipping documents to arranging final delivery. The team managed activities such as preparing Proforma Invoices, Export Invoices, Packing Lists, and Bill of Lading (BL). I noticed strong coordination among merchandising, store, and freight forwarding partners to avoid shipment delays. The use of digital documentation and government export portal ensured accuracy and compliance.

Daily Tasks:

- Observed the export documentation process and shipment booking.
- Cross-checked export invoices and packing lists before submission.
- Assisted in coordinating between production and freight forwarding schedules.

- Learned to prepare document checklists for export LC negotiation.
- Followed up shipment tracking reports and delivery confirmation.

My Learning:

I learned how critical timing, accuracy, and documentation are in international trade. Understanding Incoterms, customs clearance, and shipping coordination gave me a complete view of export management. This department strengthened my knowledge of how garments move from factory floor to customer warehouse. I also realized that effective logistics management directly influences buyer trust and overall company performance.

2.10 Management Information System (MIS) (19-Oct to 22-Oct | 3 Days)

Key Observations:

The MIS department ensures smooth information flow across all divisions. I observed how data from production, planning, merchandising and finance is centralized and analyzed for managerial decision-making. The team used ERP dashboards to monitor daily output, efficiency, and order progress. Data accuracy and timeliness were the key priorities. I saw how reports were automatically generated for top management, which improved accountability.

Daily Tasks:

- Assisted in preparing daily performance and production reports.
- Checked data input accuracy in ERP from multiple departments.
- Observed how the MIS team generated analytical dashboards and KPI summaries.
- Collected production efficiency data from IE and Planning departments.
- Reported discrepancies or missing data for correction.

My Learning:

From this department, I understood the vital role of digitalization in the modern RMG sector. MIS helps reduce communication gaps and ensures real-time monitoring of all activities. I learned about data integrity, confidentiality, and report validation. Most importantly, I realized that without proper data, no management decision can be effective. MIS is the backbone of informed decision-making in the apparel industry.

2.11 Store Department (23-Oct to 26-Oct | 3 Days)

Key Observations:

The Store department functions as the central warehouse for raw materials, trims, and finished goods. I observed a highly disciplined environment where materials were received, inspected, and issued according to requisitions. All transactions were recorded in the ERP system. FIFO (First In, First Out) method was strictly followed. I also noticed that proper labeling, shelving, and barcode systems ensured easy traceability and reduced the chance of inventory mismatch.

Daily Tasks:

- Assisted in receiving and issuing materials based on approved indents.
- Verified material codes, quantities, and storage conditions.
- Updated inventory movement logs in the ERP system.
- Helped during physical stock count and reconciliation.
- Observed how non-moving and excess materials were handled.

My Learning:

This department taught me the importance of inventory accuracy, documentation discipline, and space optimization. I learned how stock mismatches can affect production and financial records. Understanding warehouse safety and material handling techniques improved my appreciation for backend operations that often go unnoticed. I realized that efficient store management ensures continuous production flow and minimizes unnecessary holding costs.

2.12 ERP Department (27-Oct to 30-Oct | 3 Days)

Key Observations:

The ERP department integrates all business functions - from merchandising and production to accounts and store - under a single software system. I observed how ERP modules are customized to suit SQ Group's operations. Each department's data feeds into this system, ensuring transparency and synchronization. The ERP team regularly trained employees on module usage and resolved data entry or system errors promptly.

Daily Tasks:

- Observed user access setup and module configuration.
- Assisted in checking data synchronization between different departments.
- Helped troubleshoot minor user errors related to data input.
- Monitored dashboard updates and report generation for management.
- Learned how production and inventory data are integrated in real time.

My Learning:

Working with the ERP team gave me a clear understanding of how technology drives modern manufacturing. I learned how integrated systems eliminate redundancy and improve operational visibility. This experience helped me appreciate how digital transformation enhances productivity, traceability, and decision-making. It also inspired me to explore further studies in data-driven manufacturing management.

Chapter 3: Critical Assessment of Internship Work

During my internship, my main focus was to understand how the Merchandising Department functions as the central link among all departments in SQ Group. Merchandising plays a vital role as the initiator and coordinator of every order — from buyer communication to final shipment.

Merchandisers confirm orders with buyers, align production capacity with the planning team, and coordinate with yarn, knitting, dyeing, and finishing units to ensure timely fabric readiness. They also work closely with production and quality control to maintain product standards and delivery schedules. Additionally, merchandisers collaborate with accounts, finance, commercial, and logistics teams for payments, documentation, and shipment activities.

In summary, the merchandiser acts as a project leader, ensuring seamless communication and coordination across departments. Merchandising working web can be summarized as below.

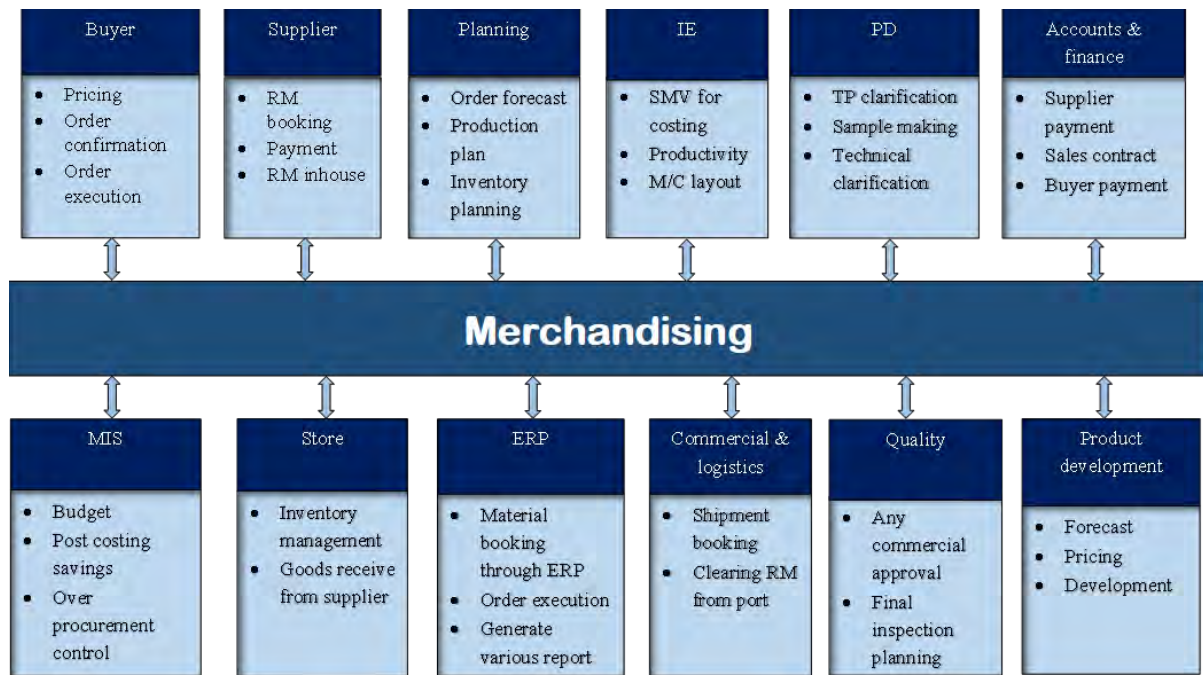


Figure 6: Merchandising working web

3.1 Application of Generic and Industry-Specific Courses during Internship

During my internship at Q Collection Pte Ltd, my primary focus was to work with the Marketing and Merchandising Department at SQ Birichina Ltd. and analyze how merchandisers collaborate with other departments to execute an order from development to shipment. Throughout this three-month internship, I was able to apply the theoretical and practical knowledge acquired from the Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) program at BRACU.

The PGD-KIM curriculum integrates both generic and industry-specific courses such as Communication Skills (KIM 103), Industrial Engineering (KIM 202), Production Planning and Control (KIM 204), and Supply Chain Management (KIM 205). These courses significantly contributed to improving my analytical ability, technical understanding, and professional communication, which I actively applied during my internship.

Below is a detailed reflection on how the academic learnings were utilized across various departments I worked with.

Supply Chain Department

In the supply chain department, I gained a clearer understanding of material movement and coordination between procurement, store, and production units. I successfully applied the following knowledge and skills:

- Prepared and followed Time and Action (TNA) plans for order tracking.
- Maintained record-keeping in an organized and systematic manner using Excel trackers and ERP.
- Practiced Material Requirement Planning (MRP) by calculating yarn and accessories needs based on production schedules.
- Enhanced negotiation skills with suppliers for lead time and price optimization.
- Applied theoretical concepts of demand forecasting and inventory turnover analysis learned in the PGD course.

These learnings helped me understand the strategic role of supply chain in minimizing delays and ensuring smooth production flow.

Merchandising Department

As merchandising was my main area of focus, I could connect most of my PGD learnings to real-life practice:

- Communicated directly with buyers for order follow-up, sample comments, and approvals, utilizing strong communication and presentation skills learned in KIM 103.
- Applied pricing techniques and cost analysis to understand profit margins and negotiate with suppliers.
- Improved my time management by preparing internal order schedules and coordinating with multiple departments under tight deadlines.
- Observed how leadership and problem-solving are vital for merchandisers to handle production and shipment issues.

Through this department, I realized that merchandisers act as the central hub, linking all departments to ensure timely order execution.

Product Development Department

In the product development unit, I worked closely with designers, pattern masters, and sample room technicians to understand the creation of new styles.

- Applied my knowledge of fabric construction, GSM, and color matching from the PGD courses.
- Developed creative thinking and trend analysis ability by studying current fashion trends and buyers' mood boards.
- Observed how product feasibility analysis is conducted before offering a final sample to the buyer.

This experience helped bridge the gap between creativity and technical production capability.

Production Department

In the production and operations area, I witnessed the transformation of fabric into finished garments:

- Learned to monitor production flow, track daily output, and evaluate line efficiency.
- Practiced methods to improve productivity and reduce bottlenecks through better manpower allocation.
- Participated in meetings where I applied concepts from Production Management and IE courses to analyze delays and suggest process improvements.

The exposure strengthened my understanding of lean production and how operational excellence impacts shipment performance.

Industrial Engineering (IE) Department

This department allowed me to translate theoretical industrial engineering knowledge into practical applications:

- Worked on SMV optimization projects and learned how to minimize motion waste.

- Understood the calculation of operator efficiency, line balancing, and machine utilization.
- Implemented 5S methodology on the production floor to improve workplace organization.
- Participated in a cost-saving initiative that achieved an estimated annual saving of BDT 1 million through layout improvement and idle time reduction.

This experience made me realize how IE plays a key role in maximizing efficiency and profitability in the RMG sector.

Quality Department

In the quality department, I observed in-line and final inspection processes and how the QA team collaborates with production and merchandising:

- Learned how AQL (Acceptable Quality Level) inspections are performed.
- Understood how root cause analysis and CAPA (Corrective and Preventive Action) are implemented.
- Improved my knowledge on fabric and garment testing parameters and their influence on buyer approval.

This department enhanced my awareness of how consistent quality ensures brand reliability and customer satisfaction.

Store Department

The store department gave me hands-on experience in material and inventory management:

- Practiced inventory categorization (ABC analysis) and FIFO system for material issue.
- Understood the importance of inventory aging control and reconciliation between ERP and physical stock.
- Applied theoretical learnings on inventory cycle management to ensure optimal utilization of resources.

Through this, I realized how effective store management reduces wastage and financial losses.

Overall, each department provided a unique perspective of how inter-departmental collaboration drives the success of a garment export business. The internship allowed me to connect academic learning with industry practice, strengthening both my technical and managerial skills.

3.2 Suggestions for Industry Improvement

Based on my observations and participation across departments during the internship, I have identified several areas where SQ Birichina Ltd can improve its operational and organizational performance.

- 1. Enhancing Mid-Level Executive Involvement in Business Analysis:** Mid-level executives should have a clear understanding of monthly and yearly business targets. Involving them in sales budgeting and performance analysis will make them more accountable and result-driven. Development merchandisers, in particular, should analyze how many styles need to be developed to achieve bulk order targets, which will drive them to communicate proactively with buyers.
- 2. Establishing Strong Departmental Accountability:** Department-wise accountability must be maintained strictly. For example, in case of shipment delay, the respective department should provide an official explanation and action plan for improvement. This will create a culture of responsibility and enhance interdepartmental reliability.
- 3. Regular One-on-One Performance Review:** Department heads should conduct monthly one-on-one meetings with team members to discuss individual performance. Timely feedback will help employees identify their weaknesses and improve before annual appraisal. Similarly, recognizing and appreciating good performance will boost morale and productivity.
- 4. Encouraging Employee Voice and Two-Way Communication:** Employees should get the opportunity to express their ideas, suggestions, and concerns about company policies or work processes. It will create a more inclusive and motivated work environment.
- 5. Streamlining Approval Processes:** Some interdepartmental approval systems are lengthy and time-consuming. Reducing unnecessary approval layers and empowering responsible executives with decision-making authority will increase operational efficiency and reduce lead time.

In summary, the internship allowed me to critically analyze how the merchandising department functions as the central coordinator among all others and to identify improvement opportunities that could further strengthen SQ Birichina Ltd's efficiency, accountability, and growth potential.

Chapter 4: Conclusion

The three-month internship at Q Collection Pte Ltd. (SQ Birichina Ltd.) under the Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) program was a valuable opportunity to connect theoretical learning with real-life industrial applications. During this period, I worked with twelve departments, including Marketing and Merchandising, Supply Chain, Planning, Industrial Engineering, Product Development, Knitting, Finishing, Accounts and Finance, Commercial and Logistics, MIS, Store, and ERP.

This rotation provided a 360-degree understanding of the knitwear manufacturing process—from order initiation to shipment. I observed how every department is interlinked, and how effective coordination, communication, and timely decision-making determines the overall success of the business.

The Merchandising Department, being my core focus area, acted as the central point of coordination. I learned how merchandisers play a pivotal role in bridging communication between buyers and internal departments. They ensure smooth execution of each order by synchronizing with supply chain, production, quality, and commercial teams.

The internship allowed me to practically apply academic concepts such as:

- Industrial Engineering tools for process optimization and efficiency measurement.
- Production and planning techniques for capacity booking and line balancing.
- Supply chain management principles for TNA and material requirement planning.
- Communication and negotiation skills for dealing with buyers, suppliers, and interdepartmental colleagues.
- Analytical and problem-solving skills developed through real-time issue handling and process observation.

Moreover, working in a dynamic industrial environment helped me understand the importance of teamwork, professionalism, leadership, and time management. I also recognized that continuous improvement and accountability are crucial for maintaining competitiveness in the global apparel market.

In summary, the internship significantly enhanced my professional confidence, practical knowledge, and strategic understanding of the knitwear industry. It also solidified my commitment to pursue a long-term career in the RMG (Ready-Made Garments) sector with a focus on efficiency, sustainability, and innovation.

References:

1. <https://www.qcollection.com/>