

Report On
A Thorough study on Merchandising Operation & Marketing
Approaches of Apex Lingerie 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)

BIGD
BRAC University
November 2025

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Declaration

It is hereby declared that

1. The internship report has been prepared solely for academic purpose at Brac University.
2. The report is based on my practical experience observations, and learning on Apex Lingerie LTD during the internship period at Brac University.
3. All the information, analysis, and opinion presented in this report are true to the best of my knowledge.
4. This report has not submitted previously to any other institution or authority for academy professional purpose.
5. I have acknowledged all source use for study purpose.

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Letter of Transmittal

Md. Muslim Uddin

Senior Trainer, PGD-KIM, BIGD, BRAC University

66 Mohakhali, Dhaka-1212

Subject: Internship Report Submission on Apex Lingerie Ltd.

Dear Sir,

With great pleasure, I would like to submit the Internship Report on “Apex Lingerie Ltd” as a part of the requirement of our Postgraduate Diploma in Textile Management, Executive Development Program, Bangladesh University of Textiles. In preparing the report, I tried to collect the relevant information pertinent to this report to cover all the objectives, which I mentioned in this internship report.

My sincerest is gratitude to you for guiding me and giving me encouragement to fulfill this assignment on Apex Lingerie Ltd. It was my privilege to work with you and I tried my level best to comply the structure of report as per your guidance.

I would therefore like to request you to accept my Internship Report.

Sincerely yours,

Most. Zhorna Khatun

.....

Student ID: 24281064

Executive Development Center, BIGD Brac University

Non-Disclosure Agreement

This non-disclosure agreement is made and entered into between Apex Lingerie & BIGD BRAC University.

I hereby declare that the work presented in this report on Apex Lingerie Ltd. has been prepared by me during the period of internship 10th September 2025 to 10th November 2025. I understand that during my internship, I may have access to confidential information regarding the company's business, product process, designs data and internal operation. I agreed that all included information is property and must be protected. I agree not to disclose any copy, share, transfer, record or misuse any confidential information in any form. I will remove any documents samples, photographs, files, password, access code or data form the company permission without authorization,

By signing below, I confirm that I have read, understood, and agree to comply with the company's confidentiality policy and maintain the privacy of all protected information.

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Acknowledgement

I respectfully thank Almighty Allah for giving me the desire, will power, forbearance, and wisdom to complete my internship. I appreciate everyone who has contributed, directly or indirectly, to this effort.

I owe a lot of people for helping me with this report. This research focuses on a crucial aspect of textile management and contributes to the Executive Development Program at BRAC Post Graduate Diploma in Textile Management requirement.

I would like to extend my sincere thanks to my academic supervisor (Md. Muslim Uddin BIGD) & especially like to express my gratitude to Md. Anisur Rahman, Senior Manager, Merchandising & Marketing at Apex Holdings Ltd. Their continuous guidance valuable advice, and encouragement throughout the preparation of this report.

My deepest appreciation goes to Apex Lingerie LTD for giving me the opportunity to work as an intern and gain practical knowledge in the field of Merchandising/Marketing/Textile and others relevant department. And all the officials and colleagues who supported me, shared their knowledge, and guided me during my internship period.

Executive Summary

Apex Lingerie Limited is a vertically integrated Bangladesh-based manufacturer of lingerie product and leading 4th position in Bangladesh RMG exporter. Apex monthly production capacity of about 2 million pieces 66 standardized sewing line and employee over 4100 workers for item bra & bra-panty sets. Most of the raw materials; circular & warp knit fabrics, all over printed fabrics, yarn dyed fabrics, narrow fabrics, hook & eye tapes, molded foam, printed labels, embroidery, placement print are all produced in-house. Items like the lace, underwires, ring-slide and some accessories are imported. Apex have an excellent merchandiser team who working to achieve company business target & make a goods reputation in global market to attract leading customer. Apex investing on potential area like recruiting effective managers to grow business, investing on marketing & adopting new technology to add effective value in business. As the aims and objectives of Apex Lingerie Ltd. is to attract buyer to given high value product increase order quantity with diverse product category. The organization has many divisions and departments but the internship report focuses on below-

- **Marketing & Merchandising,**
- **Sample Technical Dept.**
- **Supply Chain Management,**
- **Quality Management**
- **Textile Production Management**

During internship I have figured out SWOT analysis of Apex Lingerie Ltd. From my point of view, I allocated some of suggestion for improvement.

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Chapter: 1 About of Organization

1.1 Overview of The Industry

Apex group consists of five 100% export-oriented textile and Garment manufacturing enterprises under the management of Apex Holdings Limited (AHL). Companies under

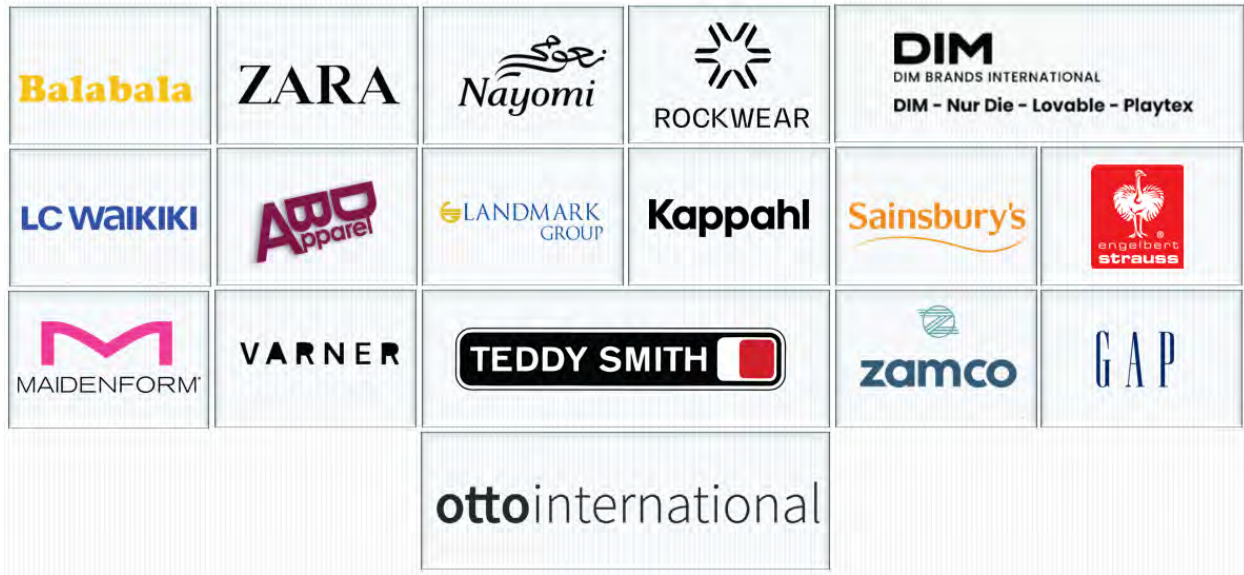
AHL have been supplying textiles to several large retail chains in the European Union and North America for the last 24 years and enjoy prominent status with them. Apex reputation is based on the simple philosophy that “consistent high quality, timely delivery and competitive price are the essence of long-term relationships in the export business. Their strength is derived from the strong belief that the social welfare of employees and surrounding community is not only necessary but also essential to building a sustainable organization. All companies under AHL are fully compliant with National and International Labor Standards, they provide a clean, safe and healthy working environment, adopt fair labor practices, reward individuals with on-time wages and bonuses without any discrimination and encourage the freedom of association and personal freedom. At the heart of organization is the belief that it is obligation to prevent pollution and preserve the environment in all work. Apex is one of the country’s very first textiles knit composite industries to have its own Effluent Treatment Plant (ETP). Apex fully treats all factory effluent before releasing into the environment with Biological ETP with a daily capacity of 8 million liters/day. To ensure the customers of high standards we have obtained certification from various international organizations including OEKO-TEX, SEDEX, OE, BSCI, FWC and WRAP, CTPAT, Fair Trade. Etc.

Apex Certificate-

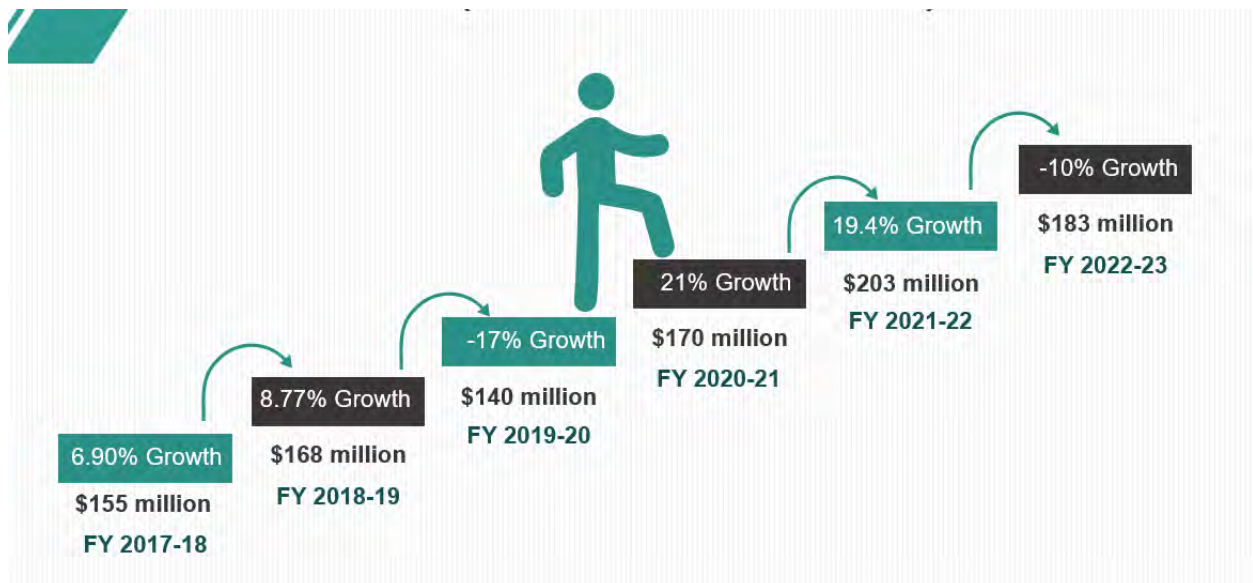


Apex Customer-

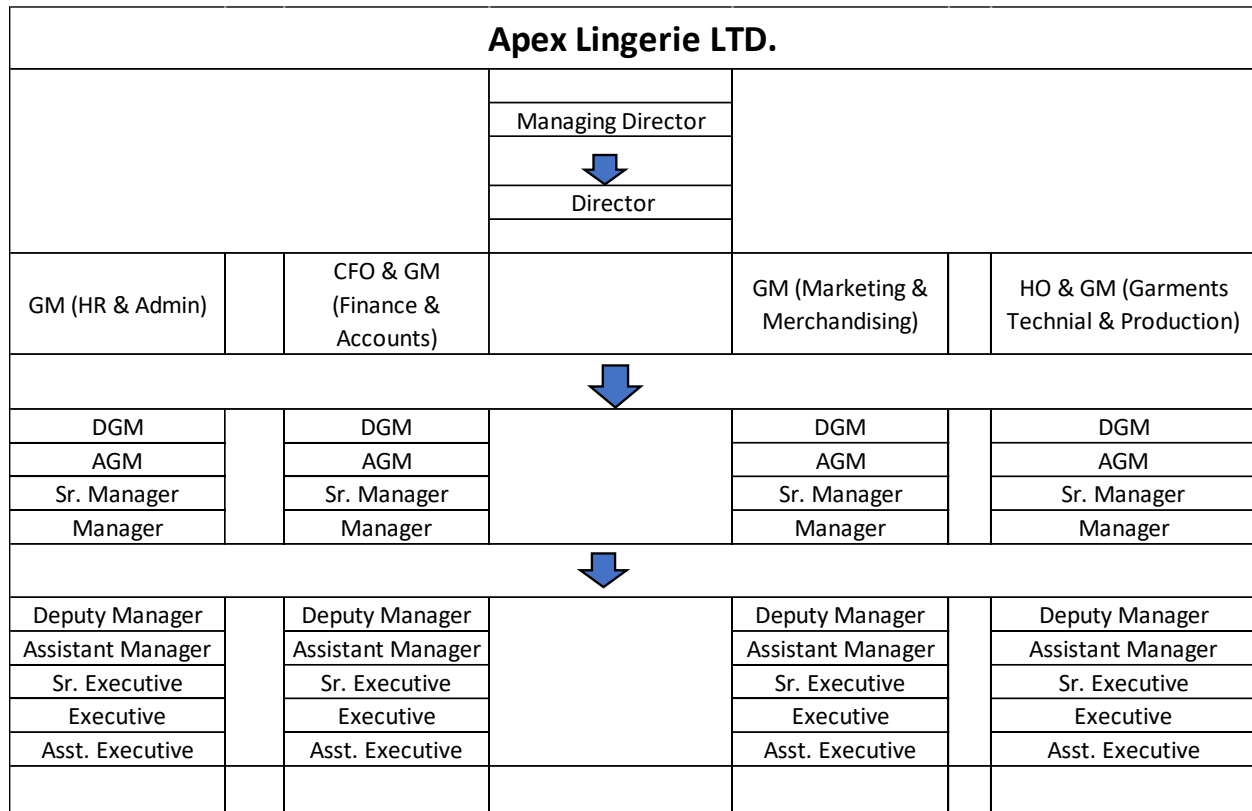
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 HANES <i>Brands Inc</i>	 LINDEX	 O'STIN	 LISCA	 M&S EST. 1884	 Etam
 bonprix.	 SECRET	 GILDAN	 George.	 carter's babies and kids	 OSHKOSH <i>B'gosh</i> EST. 1895



Apex Yearly Turnover



1.2 Organogram/ Structure of Management



1.3 Vision:

To become a LEED-certificated green factory by 2027.

To achieve a leading position in top three the lingerie export industry within the next 2years.

1.4 Mission

Ensure sustainable natural resource management.

Increase business with high value product & sourcing top most leading customer of European market.

To minimize nature pollution.

Continuous improve & grow with sustainable initiative.

Increase recycles product usage.

1.5 Goals & Objectives

Apex Lingerie Ltd. primary goal is the manufacturing and export of high-quality intimate apparel (brassieres, sports bras, swimwear) with a focus on consistency, timely delivery, and competitive pricing to build long-term relationships with clients in Europe and North America. Apex working on sustainable product to achieve goal at global market.

Apex to earn the benefit with there employee's benefits & try to ensure a good working environment and salary with advantage. Apex has always focused on employee compensation and benefits policy as apex believes Employee contribution to the top business is key to top success and the top wants it to reward accordingly. Apex does not only focus on tangible compensation and benefits but also on intangible rewards such as recognition, and balance between work and private life.

Apex Environmental policy is a commitment as an organization to influence climate changes, water use footprint, and energy use efficiency. The Apex environmental policy is fully operational following national and international laws, regulations, and other policy mechanisms on environmental issues.

The Apex Child Labor & Remediation Policy explains what steps propose as an employer to take if child labor is evident. Apex not allow any child labor at any of workplaces, each of workers must state their age at the time of recruitment in the required form with supporting government documents. Their health and safety policy acts as a guiding principle for managing health and safety for all of employees in the company workplace. As an employer, they ensure the management and maintenance of health and safety in company the workplace is one of top priorities. Apex regularly share the policy and any changes to it with all are employees & customer as a part of business.

Chapter 2:

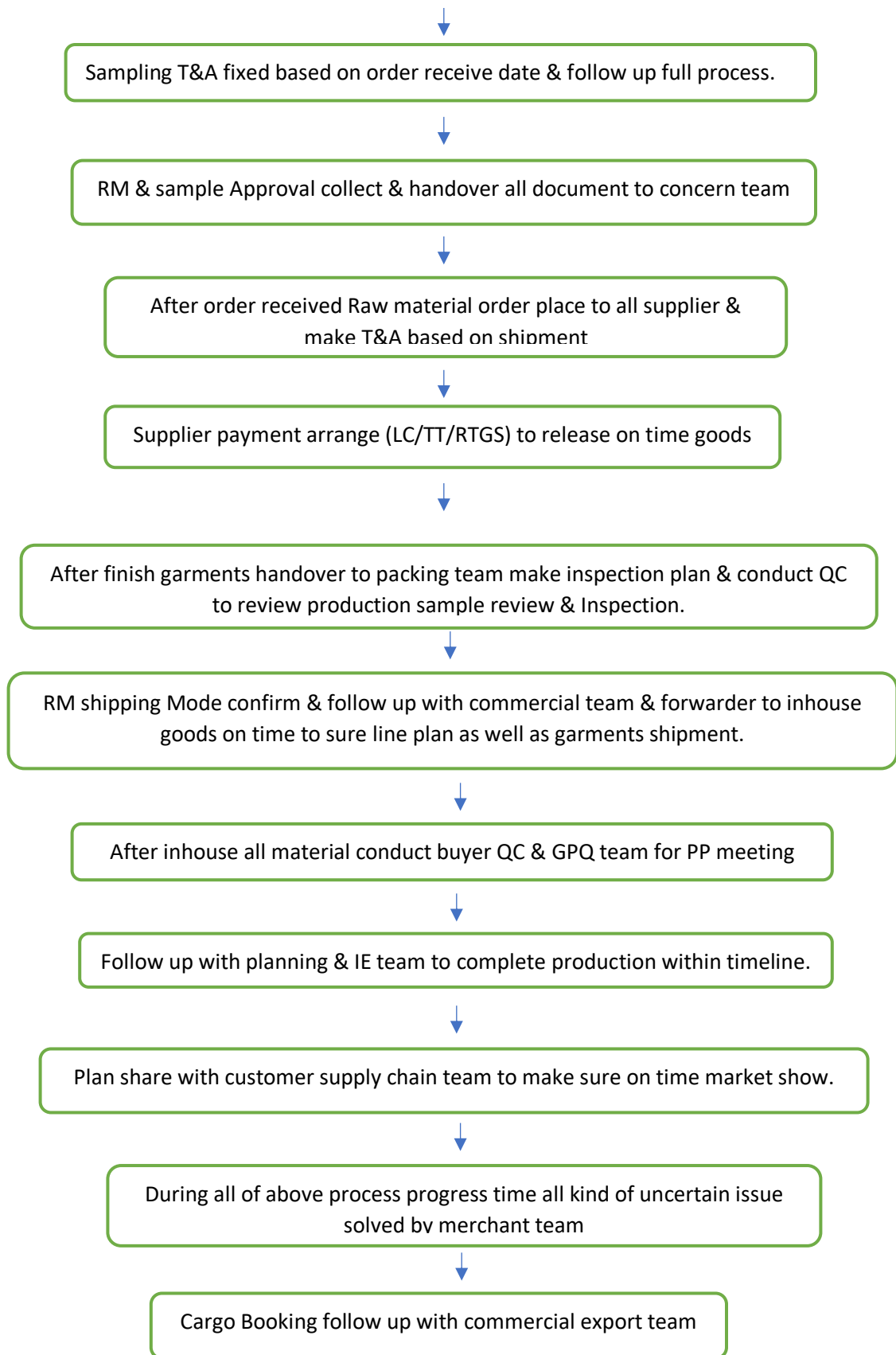
Description About Task Accomplishment

2.1 Merchandising & Marketing Strategy:

Merchandising & Marketing strategy is a comprehensive plan for how products are presented, priced, and promoted to maximize sales and customer experience. Key components include optimizing product assortment, pricing, placement (both physical and digital), and visual presentation, which work together to attract and guide customers toward a purchase. The whole process executes by Merchandising team. As Apex have a vertical set up, they covered 70% raw material by won source so they can manage potential price to attract the customer to place the order.

2.1.1 Process Flow Chart of Merchandising:





2.1.2 Merchandising Duties:

Merchandiser plays a key coordinating role in a company, working as like a bridge between buyer & factory. The main function is to ensure product development & on time shipment with good profit. Merchandiser main strength is Team work & supportive behaviour with all stake holder. Merchandising team doing work like a chain connector & recycle progress. In garments sector every dept have a specific work but only merchandising team are covering all of area to active the productivity.

2.1.3 Merchandising Activities:

Merchandiser have multiple activities which is done based on work category & expert employees.

2.1.4 Marketing & Customer Sourcing:

This work done by Manager's activities check in below.

- Yearly a road show mapping & visit with customer for business grow take new opportunities.
- Work for meet the company budget target.
- Final product price confirm.
- Work to team bonding & ensure professional environment.
- Nursing the team player to grow career & best out put for company benefit.
- Guide juniors to solve all kind of problem.

2.1.5 Development to Pre-Production Activities:

This process done by Development team Sr. Executive to Executive employees.

- Customer working process understanding & work for all kind of service to make good relationship with professional behavior.
- Work with design center team to make trending product for marketing.

- Meeting with buyer for company new technology & how to use this for customer service to attract buyer place more development query.
- Analysis the market trends and adapt strategies accordingly for sustained success.
- Worked on mode Board for new business opportunity.
- Basic knowledge on product price negotiation.
- CPP (Critical path planning) making & follow up.
- Tech-pack analysis, LD-Strick off approval, sample comments follow up, Production related all data soft & hard copy handover to concern team for ensure smooth production.
- Raw material homologation, customer testing method follow & secure RM quality.
- Oeko- tex certificate verification as per product BOM (Bill of material)
- Garments fitting ensure with Live model checking for better feedback on comfortable & design consistent.
- Supplier sourcing & fixed the material best price to achieve best profit on FOB price.
- Salesman sample (SMS/mini bulk) execute.

2.1.6 Order Received to Export Activities:

This process done by Development Sr. Executive to Executive employees.

- Order sheet received & check the FOB price, qty ship date. & Share feedback to customer.
- Ensure RM order placement, payment clearance within time line.
- Buyer export contract update to make UD (utilize declaration) for RM import.
- Stock liability follow up with customer & Debit note creation.
- Goods ship mode confirm, Shipping document follow up as per T&A.
- T&A follow up with factory & customer.

- QC conduct for PP meeting & inspection.
- Overall material quality issue solves to make sure smooth production & shipment
- Managed complaints with calm, clear communication and problem-solving.
- Develop strong vendor relationships to negotiate better pricing (accessories) & service, improving profitability for the company.
- Stock inventory management.
- Sales tracker monitor for yearly target meet.
- Weekly participate T&A meeting, customer meeting to make sure on time shipment as well as maintain the KPI.

2.1.7 Apex Merchandiser Activity & Importance:

Merchandiser's activities can't explain by some word, they have many duties to perform as they are the main persons performing the works for fulfilling the orders. The duties are below.

1. Negotiation/communication with buyer:

The first approach is communication which is direct impact on business growth, make trust, ensure professionalism, commitment and everything. For good marketing need a good communication with customer & supplier.

2. Business collaboration:

To making business growth with existing customer merchandiser always need follow the customer trend market demand, future forecast, also if have a good relation with customer then they would like to share forecast of product design to easy merchant job. Merchandisers also work business collaboration with buyers. Sometimes buyer asks for early shipment or cost reduction and support to special work. Merchandiser accepts that proposals for making good relation with buyers which plays vital role for receiving future collaboration.

3. Buyers and supplier's requirements research:

Merchandiser researches the requirements of the buyers and find the right suppliers so that the task becomes easier to handle both buyers and suppliers at the same time.

4. Process and production preparation:

Merchandiser makes the preparation and production plan for the orders received from buyers. Without proper planning & time management it is not possible to meet the ship date properly.

5. Price offer and discussion:

Merchandiser tries to offers the best price to buyer after receiving the tech pack from buyer. Also discuss and share with buyer why the price is not meet the customer target price if costing price is higher than buyers target price.

6. Feedback from buyer and revised price offer:

After submit the price with customer if they happy with price then easily program can achieve, if not then there have some potential discussion to reduce the price to meet target.

7. Order confirmation and processing:

At development stage buyer fixed the CPP critical planning process of order, based on that development team should complete all approval activities to receive before order sheet. After received order procurement team ensure all are have alignment (lead time, price, quantity, color) with commitment.

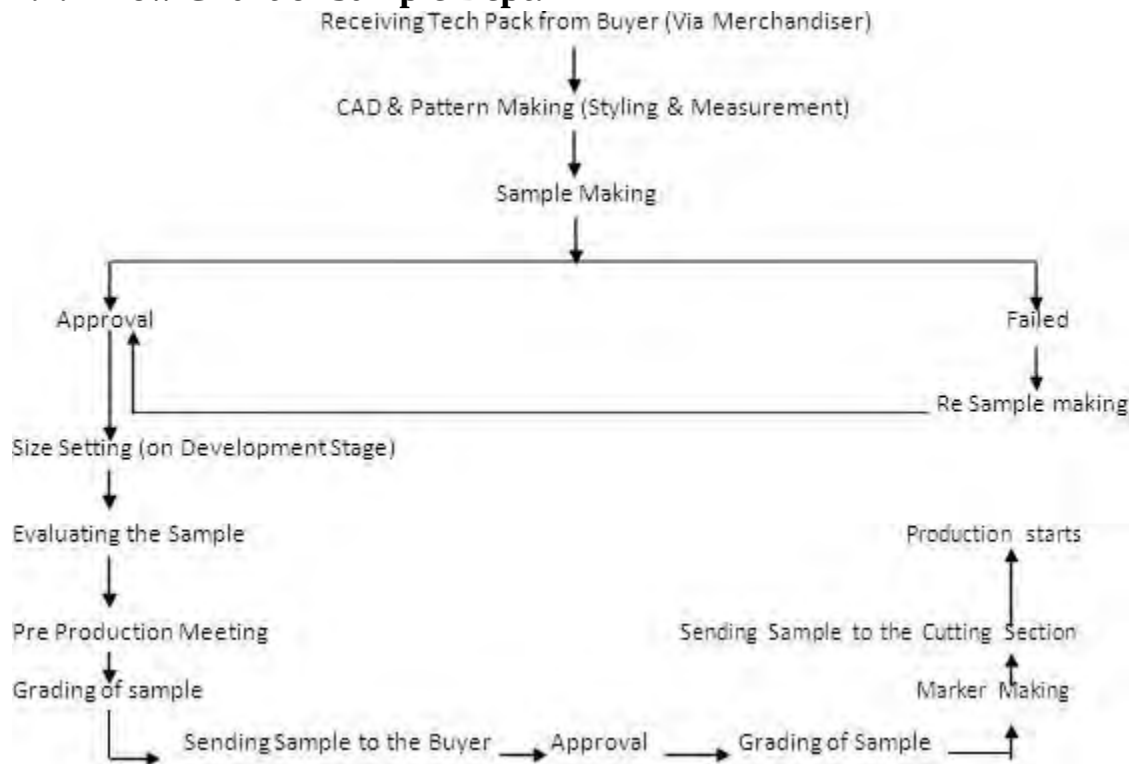
2.2 Garments Technical Dept.:

Garments technical team (Sample room, Cad, Pattern, Cutting, Finishing) ensure that customer required sample, ensure shape following tech file & verbal instruction. Sample technician is paly this vital role to convert design to finish garment with correct fit, quality and efficiency. That work across sampling, pattern making, cad, cutting sewing & finishing to execute production smoothly. Sample room is the most important room where is keeping all approved sample, In any needed every one contract with sample team for initial review.

2.2.1 Sample Dept Activities:

Sample tech-pack analysis, risk assessment analysis, production friendly process find out & proposed for approval. Accurate martial use for final look of product with right quality & required fit.

2.2.2 Flow Chart of Sample Dept:



2.2.3 Pattern Dept Activities:

Pattern is the heart of a garment; pattern make based on tech-file measurement chart to ensure actual fitting garment. Pattern is directly involved with product costing, it could be reduced price could be higher the price because based on pattern cad make the consumption of fabric, elastic. Foam cup.

2.2.4 Cad Dept Activities:

Cad dept convert manual pattern into digital format to modify marker layout to optimize fabric usage. Make marker for cutting team. Cad dept. work for high efficiency on marker for that make good profit on costing.

2.2.5 Cutting Dept Activities:

Cutting dept collect marker form cad & fabric cut according to plan. Also, they have more activities before cut the fabric like fabric quality check, grain line match, fabric relaxation, layering, shrinkage & shade check.

2.2.6 Sewing Dept Activities:

After received cut piece & all material input from cutting team quality & line technician start their work to assembling garment. They implement best sewing methods & machine attachment. In line checking for instant quality issue solve.

2.2.7 Finishing dept activities:

After close sewing finishing team check overall quality & ensure MC check & arrange packing based on buyer & merchandiser requirement.

2.3 Supply Chain Management:

Supply Chain Management (SCM) it's a one of major dept of garments, it defines the process of planning, implementing and controlling the operations of the supply chain for satisfying customer requirements as efficiently as possible. Supply chain management measures all the movement and storage of raw materials, work-in process inventory and finished goods from the point-of-origin (POO) to the point of consumption (POC).

2.3.1 Supply Chain Management Services:

Supply chain dept. work start from order placement to inhouse, But in Apex this dept established 2020 they are working for internal system development like after in housed goods QC inventory, ERP system data issue, left over qty record, goods send to concern team for production, Merchant team are work for initial part of supply chain, supplier source, & raw material procurement part. Order place to inhouse all activities.

2.3.2 Responsibilities of Supply Chain Executives:

- Overhead cost reduction
- Work for store & stock Management
- Stock monitoring
- Plan make for stock utilize
- Monitor Risk management
- Proper inventory of goods
- Data Transparency

2.3.3 Overhead Cost Reduction:

Supply chain department help to reduce overhead cost which is directly impact on garment CM. on time material receive & onetime release the store space it's make proper utilization of material, space, process & time.

2.3.4 Work for Store & Stock Management:

Supply chain design the store goods keeping design to short out the station of goods. Supply chain executes some of common material & ensures that the stores have enough stock for bulk production. If the stock is almost near to empty of stock, arranges immediately. Also, they track all information regarding RM input & out put history in data base that really help full to utilize stock goods to same money.

2.3.5 Stock Monitoring & Utilize Plan:

Supply chain department ensures that the suppliers have enough stock according to demand of production. Sometimes makes advance order of goods. Supply chain make a rule to release stock from store, before start production goods will in store 1month is allow, after shipment required PO's goods need to share use plan or discharge. This process has to done by one month.

If any goods need to stock as demand by buyer, it also not more then 3month.

2.3.6 Monitoring Stock Level:

SCM all time monitors the stock level of raw materials and other materials. Ensuring smooth production by sufficient stock of raw materials is one of the main tasks of supply chain department.

2.3.7 Monitor Risk Management:

Every store has a minimum & maximum space limitation, over stock RM, over space booking & long-time material stay in store its risky for a company. That impact on cost & break the process.

2.3.8 Proper Inventory of Goods:

After receive goods supply chain ensure goods overall quality. They ensure right quality goods following customer demand process. Its very import to make sure goods quality before start the line.

2.3.9 Data Transparency:

Supply chain monitor all fabric, trim, accessorise uses & stock quality record, ensure quality, actual quality check etc.

2.4 Quality Management:

Quality refers the standard of excellence maintain in every stage of a garments. Quality is not defined only raw material purchase to garments shipment it also defines the service of work, effective communication with proper time management. Which is the key point to grow business & branding won quality in market.

Apex lingerie LTD. has won plant of Fabric knitting, dyeing, finishing (CKD & WKD), All over printing, Narrow fabric knitting & dyeing, Embroidery, Placement printing, Label printing dept. Lab dept. R&D, Molding dept. Production, Finishing, Shipping team, all of these dept has a quality concern team who ensure the right quality goods as per customer SOP. Without quality approval not a single work passes to next process.

2.4.1 Objectives of Quality:

Ensure satisfactory level of goods & maintain sop as committed with customer.

2.4.2 Importance of Quality Management:

Right quality product 1st builds the trust & earn dependency also ensure customer satisfaction. Customer satisfactory impact on marketing & long-term business partnership. So no way to deny quality importance in a garments.

2.4.3 Effect of Quality Management:

- Value adds in market reputation.
- Cost minimizes & increase profit
- Process optimises & boost efficiency
- Reduce risk assessment

2.4.4 Quality Process & Activities of Apex:

Quality team after received goods from supplier all goods inventory as following customer guideline line. Quality control generally checks and analysis causes of quality deviation with the

information taken from a past cycle of a process and recommend the corrective measures to undertake in next cycle of the process. If goods are in accept range, then it received for production if not then inform concern team to solve the matters. All checking must be done within 3day.

Activities of quality-

- Make an audit/inspection report & always update to seniors.
- Take decision against critical situations.
- Maintaining communication with every department for quality related issue.
- Review daily document & ensure quality as per AQL.
- Conduct risk analysis meeting.

2.4.5 Quality Inspection Report:

Inspection can be defined, in the apparel industry, as the visual examination or review of raw materials (such as fabric, Buttons, Zippers, sewing threads, Trims, etc.), partially finished components of the garments and completely finished garments in relation to some standards, specifications or requirements, as well as measuring the garments if they meet the required measurements. Apex Lingerie Ltd. follows the standard measures of quality measurement which compiles the total complete and effective report of faults during.

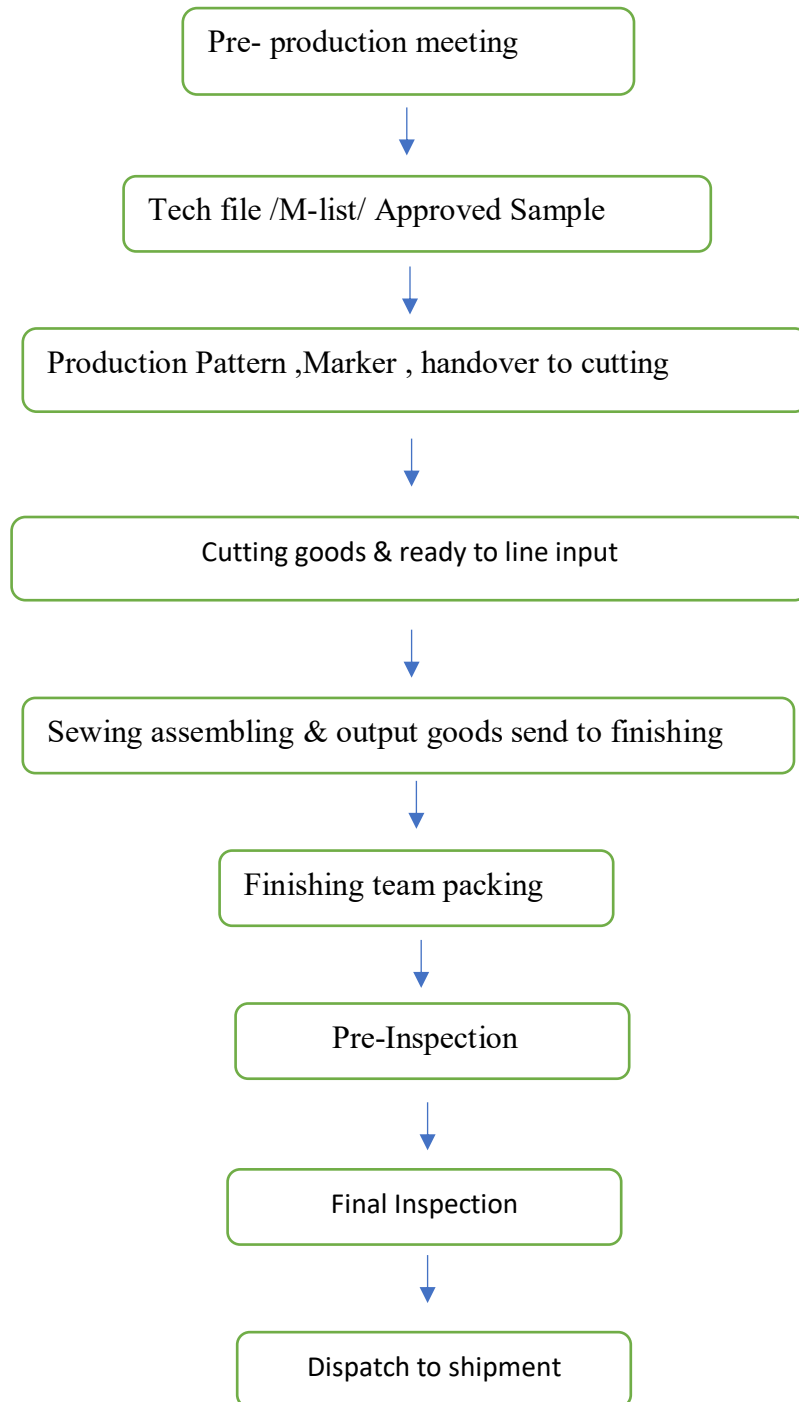
2.4.6 Quality Assurance:

Quality assurance is process oriented and focuses on defect prevention, while, quality control is product oriented and focuses on defect identification. Quality assurance is defined as all those possible planned and systematic actions necessary to provide adequate confidence than a product or service will satisfy given requirements for quality. The quality assurance department is assigned to maintain consistently uniform quality of the material process and various stages of manufacturing.

2.5 Textile Production Management:

Production is a key part of an organization. Sometimes it is called the heart of an organization. Production management is the structure of process, planning, controlling all activities involve to make sure on-time shipment.

2.5.1 Garments Production Process:



2.5.2 Planning Department:

Planning team are working to make line plan to meet the time line of shipment, calculate the SMV & ensure all goods in line put. Always touch with multiple team store, cutting, sewing, IE & finishing for update status & follow the productivity. Apex Lingerie LTD. has sixty-six standardized sewing lines with a production capacity of about 1.8 to 2 million pieces of bra & bra-panty sets per month. There have a lot of effort every dept. to make plan success full, Multiple customer planning team need to make plan based on product category, SMV, quantity & color. For lingerie item need to follow every small thing, like a dot mistake can be impact on shipment.

2.5.3 Planning Activities-

- Every week meeting with merchant team for solve running problem & material in store timeline.
- Before Ex-factory sewing time line make sure to make quality full product.
- If any time line missed to inhouse material then planning team work for alternative plan to make on time shipment.

2.5.4 Sewing/ Technical Team Activities:

The main power of garments sewing floor that operated by many workers & Expert intelligent managers there are multiple category operator some of expert some of new learner operator, there is big contribution by Industrial team & technical team, who are work combinedly to make happened best out put from operator. They face every day every moment faces new challenge & work together to solve all the problem.

2.5.5 Sewing Section Main Activities:

- Line layout
- Machine set up
- Quality full product make with efficiency
- Within timeline close target qty output.

2.5.6 Finishing and Inspection Activities:

To make product presentable packaging is mandatory that work done by finishing team, in full process of shipment finishing team always work is rush they always face most challenge to complete their task. It's the main issue is time. Following packing BOM & folding method finishing team complete packing work, & work with merchant team, GPQ, buyer QC for inspection offer.

2.5.7 Finishing Activities:

- Following pack BOM complete the packing.
- Cartoon make following PO sheet, color, qty assortment. Weight.
- AQL check following customer instruction.
- Inspection offer & touch with GPQ team till approved inspection.
- If fail any inspection word for re-inspection within time line.
- After approved inspection goods handover to forwarder for ex-factory

CHAPTER-3

CRITICAL ASSESMENT OF INTERNSHIP

3.1 Introduction:

During internship I got opportunity to work with multiple dept. From here I learn lot of things which is help to change my think that would help to grow my career.

3.2 SWOT Analysis of Apex Lingerie LTD:

1. Strength: Apex Lingerie Ltd. is one of the leading industries in Bangladesh who make 100% export goods as an intimate product. Apex have many of European leading customer. Apex is a vertical setup so they easily capture customer attention to make business. They can make potential

price to make benefit for of customer & company. They are committed to make quality product & quality full service

2. Weakness: Apex Lingerie LTD. established 1999 and after 23years they are till depend on single mother buyer H&M this buyer covers up to 60% capacity out of 100%. Internal management should more proactively work to stop hiring foreign management it could be harmful after a certain time.

3. Opportunities: Apex Lingerie LTD Adopting advanced technologies can enhance efficiency and productivity in the manufacturing process. explore opportunities for product diversification to meet the evolving demands of the global market. Exploring new markets and forming strategic alliances can open up avenues for growth.

4. Threats: Number of lingerie factories is increasing day by day so is the competitors. price benefit is the main issue to catch the order current situation of Bangladesh have lots of issue political, climates, economic downturns that is impact on industry profile disrupt the supply chain and impact production. Strikes, unrest, or changes in labor laws can disrupt the workforce and production.

3.3 Suggestion for improvement-

Apex Lingerie Ltd. needs to concentrate on following point for more smooth operation and future business flow:

- Need to make sure a well professional environment to increase productivity.
- Need to understand the value of Experienced employee.
- Need to increase the usages of modern technology and improve all kinds of processes.
- Need backup plan from each & every department from Top level to bottom line.
- Separate marketing & costing team for budgeting & pricing issues.

- Create opportunity for training and skill development for all sorts of employees.
- All the team (R&D, Marketing, Production and Quality) need to do team work for better quality and on time shipment.
- Need to be more aware about the quality improvement of garments

CHAPTER-4

CONCULATION

Since the started journey with PGD-KIM it was a great opportunity to introduce many expertise who making the pattern of future RMG, who work for SWOT of RMG industry. They change my thought to see the future vision of Bangladesh RMG & make that help me for my future carrier. it was always full of knowledge and information for me. But the most interesting and challenging part was the internship period, I always cherish for this type of opportunity that enhance my skills and abilities in a new dimension. This internship helps me to discover my inner potentiality and boost my self-confidence and made me more competent for upcoming challenges.

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