

Merchandising Operations at Trouser Line Limited

Md. Abdur Razzak Turjo

This report is submitted to the school of Business and Economics, United International University as a partial requirement for the degree fulfillment of Bachelor of Business Administration



School of Business and Economics
United International University

Merchandising Operations at Trouser Line Limited

Submitted to:

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Major: Supply Chain Management

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Registration Trimester: Spring 2026

Date of submission: 14 July, 2026

Letter of Transmittal

Date: June 30, 2026

Dr. Mimnun Sultana

Assistant Professor

School of Business and Economics

United International University

Subject: Submission of Internship Report on Merchandising Operations at Trouser Line Limited

Dear Madam,

With due respect, I am submitting my internship report titled "Merchandising Operations at Trouser Line Limited". This report has been prepared to fulfill the partial requirements for completing my undergraduate degree at United International University. As a student majoring in Supply Chain Management, working within the Merchandising department at "Trouser Line Limited" has provided me with a unique and invaluable opportunity. It allowed me to bridge the gap between academic supply chain theories and the fast-paced realities of RMG merchandising operations.

I would like to express my deepest gratitude for your continuous guidance, patience, and support throughout the preparation of this report. Thank you for your valuable time and consideration.

Sincerely,

Md. Abdur Razzak Turjo

ID 111201076

BBA in Supply Chain Management

United International University

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Declaration of the Student

This is to certify that the internship report entitled, "Merchandising Operations at Trouser Line Limited" has been completed by me as a partial requirement for the completion of the Bachelor of Business Administration (BBA) degree at United International University.

The report is based on my practical knowledge and observation during my internship program at Trouser Line Limited. Necessary information was collected from both primary and secondary sources.

I also declare that this report has not been submitted to any other institution in full or in part for a degree or certificate.

Md. Abdur Razzak Turjo

ID: 111 201 076

Corporate Evidence

TROUSER LINE LIMITED

Head Office : Holland Centre (10th Floor), Cha 72/1-B Middle Badda, Dhaka-1212, Tel: +88 09617100800

INTERNSHIP OFFER LETTER

Ref: TIL/HR/April-2026/ID-11201076

Date: April 05, 2026

To

Mr. Md. Abdur Razzak Turjo

Vill: North Ibrahimpur

PO: Dhaka Cantonment

PS: Dhaka North City Corporation

Dist: Dhaka

Subject: Internship Offer Letter

Dear Mr. Abdur Razzak Turjo,

We are pleased to inform you that you have been selected for the Internship Program at Trousers Line Ltd. under the Merchandising Department for a period of four (04) months.

Your internship will commence on April 12, 2026 and will conclude on August 30, 2026.

The terms and conditions of your internship are as follows:

1. Your duties and responsibilities will be assigned and supervised by the respective department throughout the internship period.
2. You will be entitled to a stipend of BDT 400 (Four Hundred Taka) per working day, subject to satisfactory performance and completion of assigned tasks.
3. Your work schedule will be determined by your reporting supervisor as per departmental requirements.
4. You are required to submit all necessary documents and complete the onboarding formalities on your first day.
5. You must sign a confidentiality agreement prior to commencing your internship.
6. This internship does not constitute employment and should not be interpreted as a guarantee or offer of future employment with the Company.

Kindly confirm your acceptance of this offer by signing below. We look forward to welcoming you to our team and wish you a successful learning experience with us.

Should you have any questions, please feel free to contact us.

Sincerely,

Md. Sohagh Hossain

AGM (HR, Admin & Compliance)

Trousers Line Ltd



Accepted By:

Date:

Factory : Goshbag (Itkhola Bus Stand), Toyobpur, Ashulia, Savar, Dhaka.

Acknowledgement

Firstly, I would like to thank the Almighty Allah for providing me the strength and opportunity to complete my internship and this report successfully.

I would like to express my heartfelt gratitude to Dr. Mimmun Sultana, Assistant Professor, School of Business and Economics, United International University for her valuable guidance, constructive feedback and continuous support in preparing this report. I would also like to express my gratitude to my internship supervisor, Dipro Bala, Manager, Marketing & Merchandising, Trouser Line Limited for his guidance, encouragement and practical knowledge during my internship. He was a great help to me in understanding merchandising and supply chain operations.

Lastly, I would like to express my gratitude to the management and all the staff of Trouser Line Limited for their cooperation and support during my internship. I am also grateful to my family and friends for their continuous encouragement and motivation.

Executive Summary

The ready-made garment industry plays an important role in the economy of Bangladesh and has been moving towards sustainable and lean manufacturing. This report examines the activities of **Trouser Line Limited**, a woven garment manufacturing company established in 2009. The company has 14 modern production lines, 1,600 employees and is based in Ashulia, Savar, and serves global fashion brands like Zara and Primark.

This report focuses on the merchandising process at **Trouser Line Limited**, which is the vital connection between buyer's demand and factory production. The merchandising team is responsible for the entire order cycle, including processing order inquiries, calculating costs, making production schedules, making samples and coordinating raw material sourcing. These merchandisers are tasked with managing the cost, quality, and delivery timelines, making sure that each order goes through seamlessly from the initial inquiry to the final shipment.

Trouser Line Limited has efficient “Lean” manufacturing and environmentally friendly technologies, but the study revealed that there are still some challenges in the company's operations. Since there is no separate supply chain department, the merchandising team has to do the time-consuming administrative work such as sourcing raw materials and customs clearance. This additional work detracts from strategic tasks like product development and buyer relationships, and can cause delays that necessitate expensive air shipping.

This report suggests that to enhance the performance of the company, **Trouser Line Limited** should establish a separate unit of supply chain management from the merchandising team. Moreover, the company will benefit from fully leveraging an integrated digital software system and establishing partnerships with local fabric suppliers to shorten lead times, manage inventory and stay competitive in the global apparel market.

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List of Acronyms & Abbreviations

Acronym	Full Form
B/L	Bill of Lading
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
BOM	Bill of Materials
C&F	Clearing and Forwarding
CAD	Computer-Aided Design
CMT	Cut-Make-Trim
EBA	Everything but Arms
EPB	Export Promotion Bureau
ERP	Enterprise Resource Planning
EU	European Union
EXP	Export Permission Form
FOB	Free On Board
FTA	Free Trade Agreement
GHG	Greenhouse Gas
HS	Harmonized System
IE	Industrial Engineering
L/C	Letter of Credit
LDC	Least Developed Country
MMF	Man-Made Fiber
MRP	Material Requirements Planning
PM	Production Manager
PP	Pre-Production
QA	Quality Assurance
QC	Quality Control
RMG	Ready-Made Garments
RTA	Reciprocal Trade Agreement
SBTi	Science Based Targets initiative

SCM	Supply Chain Management
SWOT	Strengths, Weaknesses, Opportunities, and Threats
T&A	Time & Action
UD	Utilization Declaration
UIU	United International University
WIP	Work-in-Progress

CHAPTER 1: INTRODUCTION

1.1 Background of the Report

The Ready-Made Garments (RMG) sector is one of the largest sectors of the manufacturing industry, which is known for its fast changing fashion, short product life cycle and volatile consumer demand. In this competitive landscape, the ability to manage the supply chain is vital to cost efficiency, product quality and timely delivery. In the apparel supply chain, merchandising is the hub between buyers, suppliers and production.

Garment merchandising is a process that handles the entire order process from the buyer's inquiry to the development of the garment, sourcing of materials, production coordination, quality control, and shipping. Merchandisers are critical in maintaining cost, quality and lead time by ensuring the smooth flow of information, materials and finished products. Merchandising inefficiencies can cause delays in production, increased costs, and decreased buyer satisfaction.

The success of Trouser Line Limited depends on an effective merchandising department to satisfy the needs of the buyers and to remain competitive. This report is a part of the internship program of the Bachelor of Business Administration (BBA) course at United International University, which focuses on the merchandising operations of the company, how it is connected with the supply chain and how it can be made more efficient.

1.2 Objectives of the Report

This report assesses the operational environment of Trouser Line Limited based on some specific research objectives:

- ❖ To present a clear picture of the Trouser Line Limited such as its history, production capacity, product range, and market presence as a member of the Espitex Group.
- ❖ To outline the end-to-end merchandising cycle, including all processes involved in the initial buyer inquiry and order confirmation to sample development, payment verification and final shipment.
- ❖ To examine the way, the supply chain management principles are implemented in the merchandising department, with a particular emphasis on the aspect of sourcing raw materials and its effects on the production schedules.
- ❖ To perform a comprehensive SWOT analysis of Trouser Line Limited to assess the strengths, weaknesses, sustainable manufacturing and structural constraints of the business.
- ❖ To determine the current challenges in the current merchandising and supply chain processes and to offer practical and evidence based recommendations to optimize the processes.

1.3 Rationale of the Report

❖ Academic requirement and practical learning:

This report is being prepared as a mandatory requirement to complete the Bachelor of Business Administration (BBA) program at United International University (UIU). It allows the incorporation of academic knowledge with hands-on experience in internship activities at Trouser Line Limited.

❖ The RMG industry and its sustainable practices:

The RMG sector is a very crucial sector of the economy of Bangladesh. The study of Trouser Line Limited provides insights into the role of modern manufacturing practices, sustainability efforts, and compliance standards in ensuring competitiveness in global apparel supply chains.

❖ Understanding the issues that are occurring in the business and the opportunities for improvement:

The study examines merchandising and supply chain operations to assess for operational issues, process inefficiencies and opportunities for improvement. It also makes recommendations to improve coordination, productivity and the overall performance of the supply chain.

❖ Professional Development:

The internship is a way to get hands-on experience with how things work in merchandising. I have learned about talking to buyers, finding suppliers doing paperwork and coordinating logistics.

1.4 Scope and Limitations of the Report

❖ Scope:

Although employees and supervisors of Trouser Line Limited supported the process of preparing this report, some limitations were faced:

- **Operational Coverage:** In this report a comprehensive examination of the merchandising and supply chain operations of Trouser Line Limited is provided.
- **Process Analysis:** This includes the entire merchandising process from initial buyer enquiries to confirmation of orders, sourcing of raw materials, sample development, production scheduling to outbound logistics.
- **Theoretical Application:** The report integrates academic concepts of Supply Chain Management (SCM) (as Material Requirements Planning (MRP), Lead-Time Management, Demand Forecasting) with the real world implementation of RMG manufacturing.
- **Strategic Evaluation:** Current operational issues and opportunities, such as PrideERP system implementation and integration of sustainable manufacturing practices, are assessed.

❖ Limitations:

- **Time Constraints:** The internship lasts for four months, which is not long enough to see long-term trends or the entire process of implementing strategic, multi-year organizational changes.
- **Confidentiality:** Access to some proprietary financial documents, internal cost-structures and specific buyer agreements was limited due to corporate confidentiality protocols.
- **Functional Focus:** The report does not cover all the functions of the departments in the Espitex Group and has a functional focus on Merchandising and Supply Chain.

1.5 Definition of Key Terms

Ready-Made Garments (RMG): Mass-produced finished clothing driving Bangladesh's core export economy.

Garment Merchandising: The operating center where the buyer demand is directly linked with the floor execution.

Supply Chain Management (SCM): A management system that deals with material planning, sourcing, inventory and lead time.

Lean Manufacturing: Japanese-inspired waste-elimination system, designed for continuous assembly line efficiency.

Tech Pack: Technical design blueprint from the buyer that includes style specifications and physical dimensions.

Bill of Materials (BOM): Detailed technical document detailing the exact amount and cost of materials.

Time & Action (T&A) Calendar: Sequential production milestones and final deadlines are tracked using critical path schedule.

Pre-Production (PP) Meeting: Compulsory operational gate, which is conducted before bulk cutting and is used to ensure that the factory and buyer's QA standards are aligned.

PrideERP: One digital ERP system to connect office and factory floor data in real-time.

Jeanologia Laser & Ozone Wash: Finishing technologies that significantly reduce chemical, water and energy consumption.

SBTi: SBTi is an international carbon-tracking framework that validates corporate GHG emission reduction targets.

Master Letter of Credit (L/C): Bank-backed financial instrument that provides for safe payment on absolute documentary compliance.

Back-to-Back L/C: Secondary credit was provided to raw material vendors against the buyer's Master L/C.

Bill of Lading (B/L): Official document of maritime transport that serves as a receipt of goods and a legal document of title.

Utilization Declaration (UD): Regulatory BGMEA certification to match the imported raw materials with the exported finished goods for duty free.

LDC Graduation: Bangladesh's planned macroeconomic transition on November 24, 2026, to give up global duty-free privileges.

CHAPTER 2: COMPANY AND INDUSTRY PROFILE

2.1 Company Analysis

2.1.1 Overview and History

In 2009, Trouser Line Limited was established as a 100% export-oriented, woven garment manufacturing company. This is situated in Toyebpur, Ashulia, Savar and a cutting-edge, stand-alone manufacturing unit focusing on high-volume production of woven bottoms and technical outerwear. Trouser Line Limited is a core business of Espitex Group, one of the leading industrial groups in the country, which has long established itself in the fields of



Ready to Wear Garments, Washing Technology and Green Production System. The parent group has been established by a prominent national businessman with more than 40 years of experience in the RMG industry, who started his first garment business in 1979 as one of the first five registered garment businesses in the country. He has also served in important national positions, such as former Chairman of Pubali Bank Limited and several times in the National Parliament.

Trouser Line Limited, led by Managing Director Rana Layla Hafiz, a Director of Pubali Bank and holding active administrative positions in various academic institutions, has earned a good name for industrial excellence, good working practices and progressive empowerment of women. Operational leadership is motivated by a Chief Executive Officer with a degree in Industrial Engineering and who has been trained in Japan on Lean Manufacturing systems. This knowledge has helped Trouser Line Limited to develop its model of operation based on lean thinking, which emphasizes the constant removal of waste, quick line setups and exact standard minutes scheduling.

Table 1: Corporate Information of the Organizations

Corporate Information of the Organizations	
Feature / Metric	Corporate Specifications and Status Details
Full Corporate Name	Trouser Line Limited
Parent Organization	Espitex Group
Year of Incorporation	2009
Registration Body	Bangladesh Garment Manufacturers and Exporters Association (BGMEA)
BGMEA Registration Number	4957
Mailing and Registered Office	Cha/72/1-B, Holland Center (10th Floor), Middle Badda, Dhaka-1212
Factory Physical Address	Toyebpur, Earpur, Ashulia, Savar, Dhaka, Bangladesh
Type of Factory Building	Multi-level Stand-alone Production Facility
Active Production Lines	14 Specialized Lines
Active Machine Assemblies	1,100 operational sets
Installed Monthly Capacity	550,000 Pieces

Active Operational Workforce	1,600 dedicated workers
Principal Exportable Items	Jeans, Cargo Pants, Casual Trousers, Jackets, Maternity Wear, Infant Suits ¹⁷
Primary Export Destinations	European Union (Spain, Germany, Denmark, UK), United States, Canada ¹⁹
Nominated Trading Banks	United Commercial Bank Limited, Pubali Bank Limited

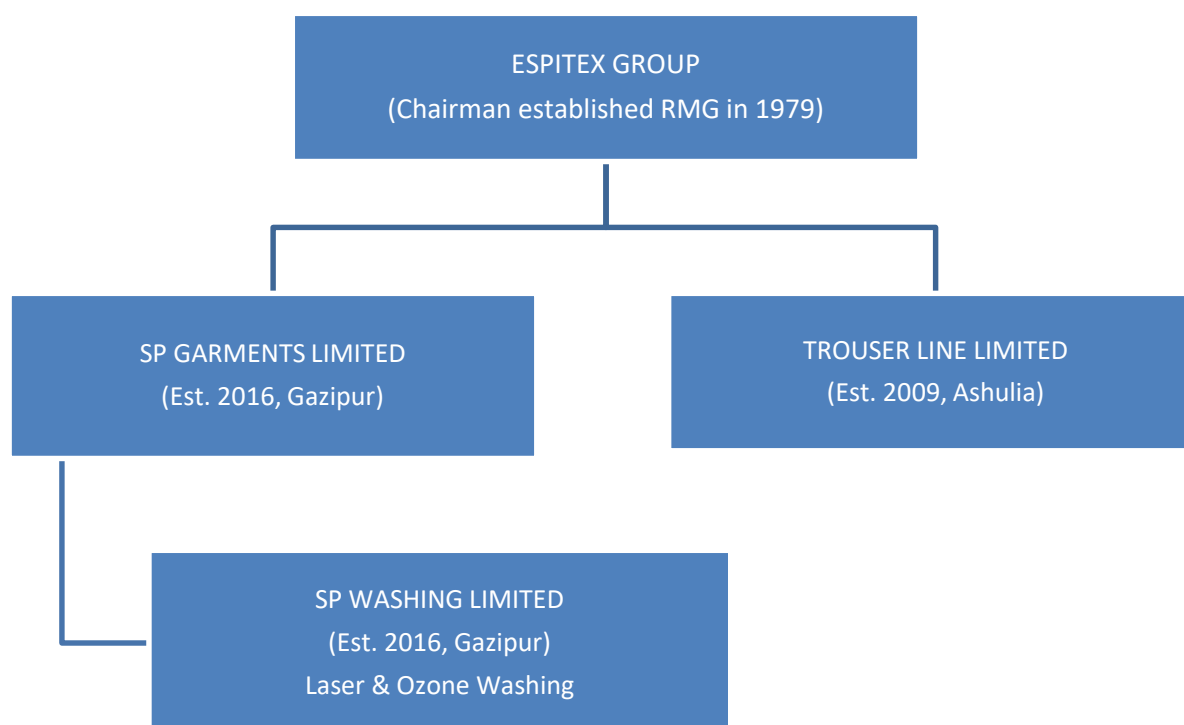


Figure 1: Organizational Structure and Sister Concerns of Espitex Group

Table 2: The Espitex Group Ecosystem

Concern Name	Physical Location	Established Year	Workforce Size	Key Production Lines /Capacity	Principal Functions & Specializations
Trouser Line Ltd.	Toyebpur, Ashulia, Savar, Dhaka	2009	1,600 employees	14 Lines; 1,100 machine sets; 550,000 Pcs/Month	Woven Bottoms, Denim Jeans, Jackets, Maternity Wear, Jumpers
SP Garments Ltd.	Mahona, Bhabanipur, Gazipur	2016	2,600 employees	28 Lines; 2,500 machine sets; 1,050,000 Pcs/Month	Non-Denim Bottoms, Casual Wear, Outerwear, Kidswear
SP Washing Ltd.	Mahona, Bhabanipur, Gazipur	2016	350 employees	52 machine sets; 1,600,000 Pcs/Month	Industrial Wet/Dry Washing, Ozone, Jeanologia Laser

2.1.2 Trend and Growth

Established in 2009, Trouser Line Ltd. has grown from its humble manufacturing roots to become a very automated, digitized apparel exporter. According to the historical records of Bangladesh Garment Manufacturers and Exporters Association (BGMEA), the initial baseline data of the company is 667 factory workers, 354 sewing machines and about 250,000 dozens of garments per year. Ten years later, in 2026, the company has already expanded significantly: it currently runs a modern and independent facility, featuring 14 highly integrated production lines, 1,100 machines and tools of advanced technology, and

has a total workforce of about 1,600 employees. This increased capacity allows a steady production of 435,000 to 550,000 finished garments per month.

There has also been a significant move towards digital and automated processes as part of this physical scaling. To overcome the drawbacks of paper based production tracking, Trouser Line Ltd. worked with PrideERP (PrideTex) IT Ltd. to integrate an end-to-end Enterprise Resource Planning (ERP) software system. This platform automates and digitizes key business processes such as marketing, development of cost sheets, sales, raw material merchandising, supply chain logistics and production planning. The system helps the management in real time tracking of fabric consumption, WIP (Work-in-Progress) stock and order fulfilment cycle. This change has enabled the company to cut down on lead time and overhead of raw material which has helped them be competitive in the domestic RMG market despite the sharp increase in raw material, labor and utility costs.

Table 3: Growth Parameters

Growth Parameter	Inception / Historical Baseline	Modern Performance (2026)	Certified Growth Trend
Factory Personnel	667 Workers	1,600 Workers	+140% labor expansion
Machinery Inventory	354 Sets	1,100 Sets	+210% machinery asset scaling
Monthly Production	~250,000 Pcs	435,000 to 550,000 Pcs	+120% volumetric output increase
Operating Lines	Unreported	14 Active Lines	Structured line allocation
Enterprise System	Manual / Excel-based	Pridesys End-to-End ERP	Fully digitized business cycle

2.1.3 Product / Service / Customer mix



Figure 2: Products category

□ Products category of Trouser Line Limited

Trouser Line Limited is a 100% export oriented woven garment and denim manufacturing company specializing in garments for men, women and children.

Based on actual export shipments records and organizational profile, the major product lines of Trouser Line Limited are as follows:

❖ Woven Bottoms & Denim

- Denim Jeans & Long Pants: Twill trousers, cotton jeans and long pants for casual wear for men, women and girls.
- Cargo Pants: Utility bottoms that are specifically designed for cargo, like "Men's Slim Cuff Cargo Long Pants".
- Shorts: Cargo shorts and woven shorts for men, women and boys.
- Overalls & Dungarees: Overalls that are heavy woven, corduroy and cotton dungarees.

- ❖ Outerwear:
 - jackets: Structured woven jackets are available in a variety of styles such as boys' jacket, women's jacket and wind-jacket.
 - Vests: casual vests and utility woven vests.
- ❖ Babies' & Infants' Wear:
 - Coordinated Sets: 2-Piece (2PC) top-and-short and 3-Piece (3PC) bodysuit-pant-bowtie sets.
 - Infant Bottoms: Toddler and baby boy long pants and shorts.
 - Baby Jumpers & Suits: Cotton Baba suits, babies' jumpers and infant rompers.
- ❖ Specialty Apparel:
 - Maternity Wear: Stretch panels woven into the bottoms to be used in maternity retail lines.
 - Jumpers: Woven utility jumpers that are long-lasting.
- ❖ Woven Shirts & Tops:
 - Shirts: Traditional woven shirts and casual shirts for both men and women and boys.

□ **The Product, service and customer Mix**

Trouser Line Limited combines its product portfolio, engineering services, and logistics capabilities to satisfy the distinct requirements of its global buyer network:

- ❖ Zara (Inditex Group, Spain): Trouser Line Limited supplies high quality men's denim (41.77% of all shipments) and women's denim/twill trousers (6.70%). The factory has sister concern to meet the fast fashion requirements of Zara, which includes 3D virtual styling studio, core woven production lines, and advanced eco-enzyme and Jeanologia laser finishing. All orders are completed and shipped straight to the ports of Barcelona and Valencia on FOB Chittagong terms and against an Irrevocable & Confirmed Master L/C.

- ❖ Primark (United Kingdom): Primark accounts for the second largest activity in the factory, and buys baby wear goods (34.73%) and woven bottoms (6.70%). Lean assembly and strict lab testing are applied to make Trouser Line Limited products safe before shipping the products to UK ports (London Gateway/Felixstowe) via Master and Back-to-Back L/Cs.
- ❖ Gap Inc. (United States): Gap Inc. uses automated assembly lines and computerized safety sweeps for casual trousers (41.77%) and cotton jackets (2.50%), and sources them from the factory. Compliance is confirmed through local Utilization Declarations (UD) and finished cargo comes into the US at the port of Long Beach or Savannah.
- ❖ Next PLC (United Kingdom): Next PLC buys men's cargo and utility trousers (41.77% and 3.86%) with the help of the factory's trend analysis, assembly lines and shrinkage/colourfastness testing. Goods are transhipped through the Southampton Gateway port, under an Irrevocable L/C issued by United Commercial Bank Limited.
- ❖ The Avyan Group LLC (United States): Based in New Jersey, this buyer imports cotton bottoms (41.77%) and baby shortalls (34.73%), and uses the factory's normal woven lines and quality testing lab. The goods are shipped to New York/Newark or Savannah port through Colombo or Singapore with a Master L/C.
- ❖ New Hoque & Sons Inc. (United States): Based in Maspeth, New York, this importer sources casual twills (41.77%) and winter jackets (2.50%), leveraging the factory's full production, texturing, and PrideERP tracking. Cargo is shipped to the Port of Newark, New Jersey, under standard Commercial Invoice and Bill of Lading collection terms.

2.1.4 Company Operations / Activity



□ Business Development & Buyer Acquisition

Trouser Line Limited's business development and buyer acquisition strategy is a strategic hub that connects the expectations of global retailers with the production capability of the factories to facilitate international growth. The company has established an export base of 37 active buyers worldwide, focusing on high value markets in the West. The main geographical reasons behind the company's international growth are the United States (40.98% of exports), Spain (19.52%) and Great Britain (3.63%). Trouser Line Limited's strategic enterprise accounts, including the firm's largest export buyer New Yorker Fashion Logistics International, showcase its ability to handle large-scale, complex supply chain programs for large fashion conglomerates.

Rather than relying purely on transactional orders, the long-term acquisition strategy integrates the merchandising and commercial teams directly into the client onboarding pipeline. Initial business development efforts are driven by open, structured buyer communication channels and rigorous tech pack analysis to evaluate the technical blueprints of prospective garment lines before production begins. Securing competitive positioning in global apparel procurement relies heavily on navigating complex Free On Board (FOB) price negotiations, where the commercial team balances material costs with manufacturing overhead to secure profitable, high-

volume global contracts. Once pricing terms are finalized, the factory accelerates the account acquisition process through proactive sample development, providing physical representations that validate the factory's engineering and design capabilities. Finally, complete end-to-end order lifecycle management ensures exact delivery timelines and quality adherence, cementing supplier reliability and driving multi-season account retention within the global supply chain.

□ Order Execution Process

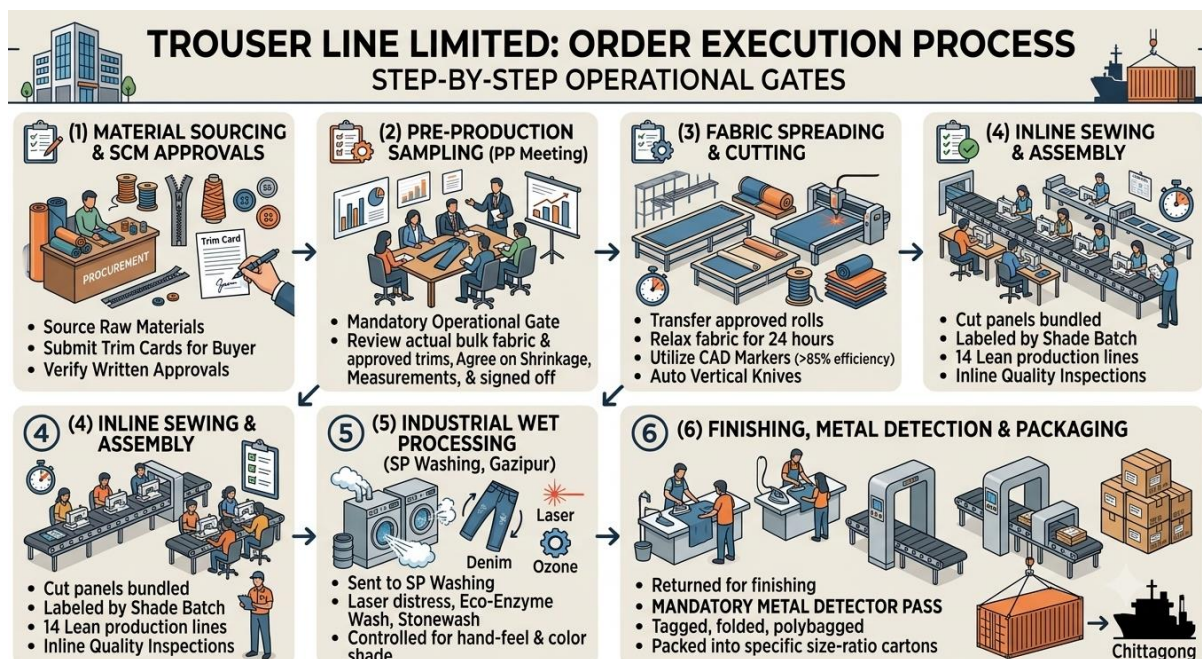


Figure 3: Order Execution Process

After the order is financially secured with a verified Master L/C, the merchandiser coordinates the execution of the order. It is a critical path, which includes a series of operational gates to be completed to make sure the bulk shipment is on time to leave the port of Chittagong.

The following key operational gates make up the execution process:

- ✓ Buyers must physically sign off on trim cards (zippers, buttons, labels) before bulk production begins.
- ✓ Factory teams and buyer QA review a physical sample to finalize measurements, shrinkage, and line setups.
- ✓ Fabric rolls rest for 24 hours to relax, and CAD markers maximize utilization (85%+) before automated cutting.
- ✓ Shade-batched panels flow through 14 lean lines with inline quality inspectors stopping defects at critical stations.
- ✓ Trousers travel to the Gazipur plant for precise laser distressing, ozone bleaching, or eco-enzyme washing.
- ✓ Garments are pressed, scanned via conveyor metal detectors for needle fragments, and packed into export cartons.

□ Integrate with Enterprise Resource Planning (PrideERP)



On 6th May 2024, Trouser Line Limited signed a strategic partnership with Pridesys IT Ltd. to implement PrideERP (PrideTex) to address the operational challenges due to the lack of integrated data systems and the distant location between Dhaka head office and Savar production lines. This end-to-end ERP system integrates marketing, sales, merchandising, inventory management, industrial engineering, production planning, and shipping into one database.

The "bullwhip effect" in the apparel industry is the phenomenon whereby slight changes in buyer demand or late design changes are magnified as they work their way upstream in the supply chain. These changes can cause stock-outs or accumulation of special trims if real-time data integration is not in place. This risk can be reduced by using PrideERP, which synchronizes inventory levels and production schedules. For instance, if the buyer approves of a design change at the Dhaka headquarters, it will be immediately visible at the cutting floor in Ashulia. This real-time synchronization helps to reduce material waste, lower safety stock levels and avoid line stoppages.

❑ **Shipping, Logistics and Forwarding Booking**

After bulk packing and the final pre-shipment inspection pass report is signed by the buyer's quality inspector, the merchandiser arranges cargo delivery.

The shipping process includes the following key steps:

❖ Packing List Verification

The Packing List is the finalized document from the factory's packing section which shows the exact number of cartons, gross and net weight, carton size and the total number of garments packed by size and color ratio.

❖ Forwarder Booking Submission

Based on the Packing List data, the merchandiser will make a formal Cargo Booking to the buyer's nominated freight forwarder (e.g. Damco or Maersk Logistics). The booking request includes the cargo volume (CBM) and the desired port-of-loading delivery date.

❖ Shipping Instruction (SI) Drafting

The merchandiser creates Shipping Instructions, including shipper and consignee addresses, notify party contacts, port-of-loading (Chittagong) and

port-of-unlading (Port of Long Beach or Hamburg) and container seal specifications.

❖ Customs and Port Coordination

The packing list, commercial invoice and EXP form are delivered to the factory-nominated Clearing and Forwarding (C&F) agent. The agent arranges the customs clearance of the truck at the inland depot Ashulia and then the container is sent to the Chittagong port.

2.1.5 SWOT Analysis

I. Strengths

- Japanese-Inspired Lean Leadership: Optimizing line balancing, waste reducing and efficiency in all 14 production lines for Japanese-inspired Lean leadership with a Toyota Lean expert trained in Japan.
- Advanced Environmental Sustainability: Solar grid 750KW, active ETP, 25% water reduction through Jeanologia laser washing and Ozone washing, in line with the world's eco-programs such as Zara Join Life and Primark Sustainable Cotton.
- SBTi Carbon Commitment: One of the few validated Science Based Targets (SBTi) garment factories in Bangladesh to have validated Scope 1 and 2 GHG reduction targets.
- Strong Governance & Financial Support: In collaboration with the Espitex Group and Pubali Bank Limited, provision of long-term financial stability & uninterrupted L/C financing for raw materials.

- Integrated Wet Processing Support: With sister company SP Washing Limited, no need for long lead times and quality risks of third-party outsourcing.

II. Weaknesses

- SCM and Merchandising Overlap: Has no independent supply chain department, which means that merchandisers must do administration work, such as sourcing, customs and clearance agents, rather than spend their time on strategic buyer relationship and product design.
- Heavy reliance on imported fabrics: Using specialty fabrics (such as Tencel, Lyocell, and stretch denim) that are sourced from China and Hong Kong adds a 45-60 day turnaround period to operations, which makes it susceptible for shipping and port delays.
- No Backwards-Integrated Spinning Plants: The Espitex Group has no spinning or weaving facilities in-house, which results in relatively high raw material prices and puts the factory at risk from price changes on the open market.
- Centralized Decision-Making: A rigid command structure prevents operational and procurement decision making from being delegated to middle management, leaving top management to be the last hold up in the process and preventing quicker troubleshooting through the 14 high speed lean lines.

III. Opportunities

- **Rising Global Demand for Eco-Certified Apparel:** Capitalize on growing Western demand for green-certified garments by leveraging the factory's existing sustainable infrastructure.
- **Product Diversification into High Value Outerwear:** Utilize flexible, automated assembly lines to expand into premium jackets and windbreakers, capturing higher export prices per unit.
- **Strategic Sourcing Alliances:** Partner with local Bangladeshi green fabric mills to slash raw material lead times from 60 days to under 20 days.
- **Centralized SCM ERP Deployment:** Replace disjointed spreadsheet tracking with an integrated ERP platform to enable real-time operational synchronization.

IV. Threats

- **Currency & Import Pressures:** Devaluation makes raw materials expensive before export cash arrives.
- **Post-LDC Tariffs:** Losing duty-free status brings new export taxes, forcing immediate cost cuts to stay competitive.
- **Rising Worker Wages:** Higher minimum wages raise fixed costs, meaning workers must be more productive to protect profits.
- **Fierce Competition:** Large local mills and low-cost nations (Vietnam, India, Ethiopia) compete directly on faster deliveries and lower prices.

2.2 Industry Analysis

2.2.1 Specification of the Industry

Bangladesh's Ready-Made Garment (RMG) sector is the backbone of the national economy. Bangladesh is now the second largest apparel exporter in the world with about 7.9% share of the world market after China. RMG is a key foreign exchange earner accounting for more than 84% of the country's total merchandise export earnings and 10.35-12% of the national GDP. It is a major source of employment for women as well as men, with over four million people employed in the sector, about 60% of whom are women, and thus plays an important role in the economic transition from rural to urban areas as well as women's labor participation.

The industry structure is based on two main trade associations, namely, the Bangladesh Garment Manufacturers and Exporters Association (BGMEA) and the Bangladesh Knitwear Manufacturers and Exporters Association (BKMEA). The industry can be broadly segmented into two key manufacturing categories, namely:

- ❖ The Knitwear Segment (HS 61):

This segment has strong backward linkages, as almost 85% of the raw fabrics used are sourced from local spinning and knitting mills. This high level of local integration contributes to shorter lead times and margin resilience.

- ❖ The Woven Segment (HS 62):

Trouser Line Ltd. is a part of the Woven Segment (HS 62) category. Historically, the woven manufacturing sector has been weak in terms of backward linkages as more than 60% of its fabric needs are imported from countries such as China and India. This dependence makes it more susceptible to the disruptions of the supply chain and extends the production cycle.

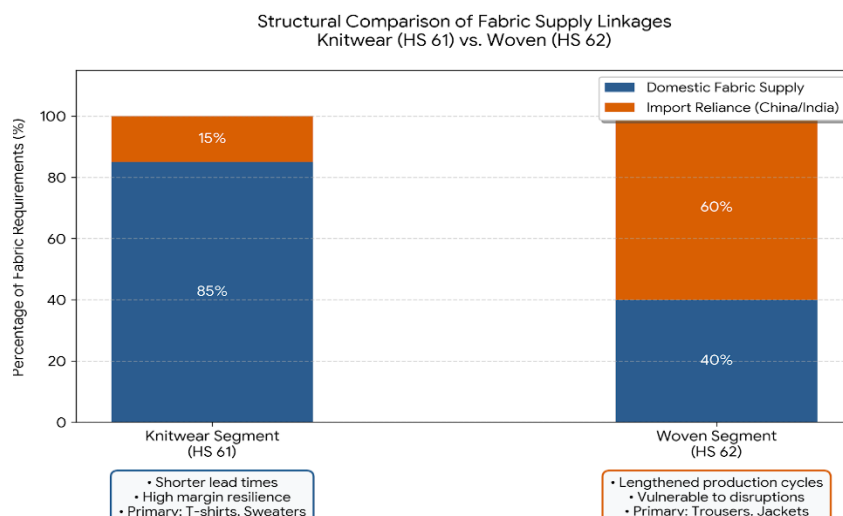


Figure 4: Structural Comparison of The Knitwear Segment (HS 61) & The Woven Segment (HS 62)

2.2.2 Size, Trend, and Maturity of the Industry

During FY 2024-2025, the total exports of the RMG industry were estimated to be USD 39.35 billion, which is 8.84% higher than the previous year due to the political change in the country and the short shutdown of the factories in July of last year. But the industry's performance in 2025-2026 was mixed. The cumulative RMG export earnings of July-May fell by 3.41% to USD 35.31 billion in FY 25-26 compared with USD 36.56 billion in the corresponding period of the previous year. The contraction was stark in the first quarter of 2026, where RMG exports fell 13.21 percent year-on-year to USD 2.82 billion, of which shipments of knitwear decreased 15.46 percent and woven exports fell 10.86 percent.

The industry is evolving to more sophisticated manufacturing models to meet these challenges. Bangladesh is now a world leader in green manufacturing with the largest number of green factories (more than 240) certified by USGBC LEED. To reduce production lead times, improve fabric utilization and lower operating costs, factories are also moving towards automated cutting, computer-aided design (CAD) systems and AI-powered quality inspection.

2.2.1 Industry SWOT Analysis

I. STRENGTHS

Bangladesh ranks as the world's second-largest apparel exporter, leveraging a massive workforce of over 4 million—60% of whom are women—and highly competitive labor costs to dominate the mass-market sector. Its advantage is further bolstered by efficient, specialized industrial clusters and a global leadership position in sustainability, evidenced by over 240 LEED-certified factories. Combined with stringent safety and wastewater compliance infrastructure, these factors have solidified the country's status as a reliable, long-term partner for major global brands like Zara, H&M, and Gap.

II. WEAKNESS

The garment sector is under increasing pressure to operate due to the 56% rise in the minimum wage and 33% hike in industrial gas tariff. This financial burden is exacerbated by a banking liquidity crisis, with high interest rates and increasing non-performing loans making access to essential Letters of Credit for raw material procurement difficult. At the same time, the woven fabric industry is structurally weak with more than 60% of its fabric sourced from China and India, making it highly vulnerable to disruptions in the supply chain and longer lead times.

III. OPPORTUNITIES

High-performance factories are leveraging automated equipment, AI-powered quality control systems, and digital twin prototyping through platforms such as CLO 3D to enhance operational efficiency, minimize waste, and shorten development timelines. At the same time, the recently signed U.S.-Bangladesh Reciprocal Trade Agreement (RTA) offers a strategic opportunity to advance up the value chain. This

framework, which provides a reciprocal 19% tariff rate and preferential access, allows exporters to expand into higher value-added products like technical outerwear, home textiles, activewear and synthetic man-made fiber blends.

IV. THREATS

Bangladesh faces significant economic headwinds as its scheduled LDC graduation on November 24, 2026, will phase out EBA duty-free access to the EU by 2029, potentially triggering import tariffs of up to 12%. This pressure is compounded by intensifying regional competition; Vietnam leverages superior speed and cost advantages through CPTPP and RCEP, while the newly finalized EU-India Free Trade Agreement (January 2026) provides Indian exporters with immediate tariff-free European access, directly threatening Bangladesh's core market share. Consequently, global brands are increasingly shifting their sourcing strategies toward nearshore or localized knitwear production to bypass woven fabric supply chain bottlenecks, further challenging Bangladesh's competitive standing.

CHAPTER 3: INTERNSHIP EXPERIENCE

3.1 Position, Duties, and Responsibilities

My internship at Trouser Line Limited Internship were packed with knowledge. As I am working as a Merchandising Intern in Trouser Line Limited, I got the opportunity to learn lots of things. At that time, I had done different merchandising related tasks in the company which are as follows:

❖ Daily activities:

- Reviewing and prioritizing incoming and outgoing emails from buyers and suppliers.
- Following up on sample development progress in the sample room.
- Update the Time & Action (T&A) calendar with the latest order for trousers.
- Reporting daily progress and updates to the concerned supervisor.

❖ Weekly activities

- Making trim cards that include necessary accessories like zippers, buttons, rivets, threads and so on, for buyer approval.
- Visit to local fabrics & accessories suppliers for raw material sourcing.
- Support the development of bill of materials (BOM) and accessories consumption list.
- Attending coordination meetings with the quality assurance (QA) and production layout teams.

❖ Monthly activities

- Participating in Pre-Production (PP) meetings before starting bulk production lines.

- Supporting the team to check monthly shipment schedules and final packing lists.

Following are my extra learning activities in Trouser Line Limited:

- ❖ Knowing what a Proforma Invoice (PI) and Letter of Credit (LC) are:

Due to knowing the commercial department's procedure of work, I used to spend time in the Commercial department. In the past, I would have witnessed the process of checking Proforma Invoices from suppliers. When payment is made for import of fabrics and trims from abroad, the Letter of Credit (LC) is opened.

- ❖ Commercial Invoices are tracked:

Commercial invoices are issued when goods are ready for delivery and shipped to the buyer. I watched the practice of attaching shipping documents, bills of lading and packing lists to the commercial invoice as supporting documents for customs clearance and banking negotiation process.

- ❖ The export and import files are maintained:

Another duty of mine was to keep the export and import documentation files properly which included various important documents such as buyer purchase order (PO), shipping bills, bank endorsements, etc.

3.2 Training & Development

While working as an Intern at Trouser Line Limited, I went through a systematic training period to learn the practical side of industrial garment merchandising. This training was a link between theory and practice as academic studies give the theoretical background.

- ❖ **Onboarding and Operational Workflow:** First, I got introduced to the various departments such as sample room, cutting, sewing, washing and finishing. Knowing the flow of the production line, from fabric inspection to the final packing of trousers was crucial.
- ❖ **Product Familiarization:** Hands on training was provided on the different types of trouser fabrics, GSM, weave structures, and wash types (enzyme wash, stone wash, bleaching) that greatly affect the final product costing.
- ❖ **Documentation and System Training:** Training from senior merchandisers on reading Tech Packs from international buyers. I also got to learn how to use an excel sheet to keep the Time & Action (T&A) calendar, how to trace yarn to garment and how the factory's internal ERP system works to log.

3.3 Contribution to Organization / Operations

The internship focused on enhancing the operational workflow within the merchandising department at Trouser Line Limited. The primary objective was to provide structured support that reduced logistical bottlenecks and improved overall efficiency.

- ❖ **Streamlining Sample Tracking:** This involved the systematic tracking of sample development, specifically covering fit, size-set, and pre-production samples. Through active coordination between the merchandising desk and the sample room, the timeline for submitting samples for buyer approval remained on schedule.
- ❖ **Trim Card and BOM Accuracy:** Further technical support was provided through the preparation of trim cards and the verification of Bill of Materials documents. By ensuring that specific components such as buttons, rivets, zippers, and labels were accurately matched with their corresponding style numbers, the potential for accessory mismatches on the production floor was significantly reduced. This accuracy maintained the integrity of the production process.

- ❖ **Communication and Follow-ups:** The management of routine communications with local suppliers for trims and threads was centralized. By handling these recurring follow-ups, the administrative burden on senior merchandising staff was lowered. This redistribution of tasks allowed senior personnel to focus their expertise on more complex responsibilities, including buyer negotiations and the development of detailed costing sheets.

3.4 Evaluation

My internship with Trouser Line Limited was an enriching experience and gave me a realistic view of the fast-paced export business of apparel industry.

- ❖ **Strengths Realized:** The experience helped me learn to work under pressure and to adapt to the changes that came up, like when the fabric was not delivered on time, or the buyer wanted a change in the design.
- ❖ **Challenges Encountered:** Handling supply chain delays from 3rd party accessory vendors were my biggest learning while working as a merchandiser. I understood the importance of buffer periods and proactive risk management.
- ❖ **Overall Value:** The trip allowed me to evaluate the application of my business administration studies in operations management and supply chain logistics in the marketplace. Additionally, I believed the key to succeeding at merchandising is the balance of analytical abilities and relationship management.

3.5 Skills Applied

During my internship at Trouser Line Limited, I have been able to use a combination of hard and soft skills to perform my daily duties including:

- ❖ Time Management: Used critical path analysis using the Time & Action (T&A) calendar to track critical production schedules and meet delivery deadlines.
- ❖ Communication & Negotiation: Employed professional corporate communication to write e-mails to international buyers and negotiate delivery dates with local raw material vendors.
- ❖ Attention to Detail: Implemented rigorous visual and textual checks on the Buyer Tech Packs against the actual samples to identify discrepancies in stitching lines, pocket placements and measurements.
- ❖ Technical Proficiency: Used Microsoft Excel to organize data, maintain lists and create daily progress reports for management.

CHAPTER 4: MARCHENDISING PROCESS

4.1 Merchandising Process:

The merchandising department is one of the key departments of Trouser Line Limited as it deals with the whole export order from the buyer's inquiry to the shipment of garments. The efficiency of the merchandising team is a key factor in the success of the company. Merchandisers serve as a communication link between the international buyers and the factory. They liaise with various departments including Marketing, Commercial, Planning, Production, Sample, Quality Assurance (QA), Industrial Engineering (IE), Procurement and Shipping to ensure all orders are fulfilled as per the Buyer's requirements.

In my internship at Trouser Line Limited, I noticed that merchandising is not only about taking orders from buyers. Rather, it is an ongoing process of planning, coordinating, monitoring, problem solving and communicating with the buyer and internal departments. The merchandiser's follow-up and coordination are essential for each stage of production. The merchandising process followed by Trouser Line Limited are below:

❖ Buyer Inquiry and Product Development

The merchandising process starts from the time the buyer enquires with Trouser Line Limited. The inquiry typically involves a Tech Pack with sketches of the garments, measurement details, size chart, fabric composition, trims and accessories details, washing instructions, packaging requirements, order quantity, target price and delivery schedule.

Once the enquiry is received, the merchandising team thoroughly reviews all the buyer's requirements and liaises with the product development and sample departments. Meetings with the buyer are set up if needed to clarify technical details prior to moving forward.

The merchandiser also verifies the production capacity, technical ability and machines of the factory to produce the desired garments at this stage. Trouser Line Limited primarily manufactures woven trousers, chinos, cargo pants, joggers, shorts, and other bottom wear for customers around the world, so there is a special focus on the construction of garments, fabric quality, washing methods, and finishing requirements.

❖ Costing and Price Negotiation

The merchandiser reviews the buyer's needs and then he prepares the product costing. One of the key responsibilities is costing as the profitability of the company relies on the proper calculation of cost. The merchandiser gathers the information of price from various departments and suppliers before preparing the final quotation. The typical costing will contain the following:

- Fabric cost
- There is no charge for trims and accessories.
- Washing/Finishing cost
- Printing or embroidery will cost (if necessary)
- The sewing and labour expenses are seen as a cost.
- Packing materials
- Transportation and other business costs
- The additional costs and profit on top of the direct costs of making the product.

After costing, the price is then submitted to the buyer. There are times when multiple negotiations occur over the price before both sides agree. Once the buyer agrees to the quotation, the Purchase Order (PO) is sent out and the order is accepted.

❖ Order Confirmation and Time & Action (T&A) Planning

The merchandiser creates a Time and Action (T&A) Calendar after the Purchase Order is received. This document is the roadmap of the whole order as it includes the deadlines for all production activities.

The T&A plan typically consists of:

- Sample submission dates
- Fabric booking schedule
- Accessories booking
- Fabric arrival date
- Cutting date
- Sewing schedule
- Washing and finishing schedule
- Quality inspection
- Packing
- Shipment date

The merchandiser constantly keeps an eye on this schedule throughout the order to make sure that all the activities are done within the scheduled time. A delay in any stage can impact the whole production process and consequently delay shipment.

❖ Sample Development and Buyer Approval

The merchandising department also has the responsibility of sample development. Several samples are produced prior to bulk production based on the buyer's requirements.

Trouser Line Limited's common samples include:

- Development Sample
- Fit Sample

- Size Set Sample
- Pre-Production (PP) Sample
- Shipment Sample

The merchandising team liaises with the sample section to make sure that all samples meet the buyer's requirements. Once prepared, the samples are submitted for the buyer's review and approval. When the buyer has any comments on the measurement, fabric, stitching, washing or accessories, the merchandiser conveys them to the sample department and makes re-sampling. Bulk production will only begin after the buyer has approved the final PP sample.

❖ Finding fabric and accessories sourcing

Once the buyer has finally approved the sample, the merchandising dept. of Trouser Line Limited begins the process of sourcing all the raw materials needed for bulk production. They are made from fabric, pocketing fabric, interlining, sewing thread, buttons, zippers, labels, hangtags, care labels, poly bags, cartons and other accessories as per the buyer's requirements.

The merchandiser collaborates with both local and international suppliers to ensure supply of all materials in the right quantity, quality, color and size. Suppliers are kept regular updated and followed up to track production, delivery and quality. Materials received are inspected before bulk production to ensure that they fulfill the buyer's requirements.

The important aspect of sourcing is that it must be done efficiently, as the availability of fabric and accessories will directly impact the production schedule. The manufacturing may be interrupted and shipment delayed if raw materials are delayed or of poor quality. Hence, the merchandising department is always in touch with the suppliers, procurement department and production department, to ensure the production process goes smoothly and there is no delay in the delivery.

❖ Production Planning and Line Allocation

Once all the necessary fabrics and accessories have been received and approved, the production planning process starts at Trouser Line Limited. The Planning Department creates a detailed production schedule in consultation with the merchandising team to make sure the order is completed within the buyer's delivery deadline. Production plan is prepared according to the quantity of the order, complexity of the product, production capacity and delivery schedule.

The merchandiser collaborates with Planning Department, Industrial Engineering (IE) Department, and Production Department to assign appropriate production lines, set up required machines, assign skilled workers and set daily production targets. An appropriate production sequence is also set to make sure that cutting, sewing, washing, finishing and packing are done efficiently without interruption.

The merchandising team keeps a close eye on the production process and liaises with various departments throughout the production process to resolve any issues that may arise. In the event of any delay due to machine failure, manpower shortage or material issues, adjustments are made to the production plan to ensure the delivery schedule.

Production planning and line allocation are effective at Trouser Line Limited, which helps them to use their resources efficiently, minimise production delays, enhance productivity and ensure that the orders of buyers are completed on time and to the required quality standards.

❖ Production Follow-up and Coordination

Production follow-up is one of the most important responsibilities of the merchandising department at Trouser Line Limited. Once bulk production begins,

the merchandiser continuously monitors every stage of the manufacturing process to ensure that production activities are progressing according to the Time and Action (T&A) plan. Regular follow-up helps identify potential problems at an early stage and ensures that buyer requirements and delivery deadlines are met.

During the production process, the merchandiser maintains close coordination with the Cutting, Sewing, Washing, Finishing, Quality Assurance (QA), Planning, and Commercial departments. Daily production reports are reviewed to compare the actual production output with the planned production schedule. This allows the merchandising team to monitor production efficiency, identify delays, and take necessary corrective actions whenever required.

If any issues arise, such as machine breakdowns, labor shortages, fabric defects, quality problems, or delays in production, the merchandiser immediately communicates with the relevant departments to find suitable solutions. Continuous coordination among different departments helps maintain a smooth production flow, minimizes production interruptions, and ensures that buyer orders are completed on time while maintaining the required quality standards.

❖ Quality Assurance and Inspection

Quality Assurance is an integral part of the merchandising process at Trouser Line Limited, which is used to ensure that each garment meets the buyer's requirements and international quality standards. The merchandising department collaborates closely with the Quality Assurance (QA) team throughout the production process to ensure that the products are of consistent quality and minimize defects. High quality will not only boost customer satisfaction but also help the company to establish long-term business relationships with international buyers.

Quality inspections are performed during various stages of production such as fabric inspection, cutting inspection, sewing inspection, inline inspection, end-line inspection and final inspection. The QA team thoroughly checks the garments at every stage to find any defect or deviation from the approved sample and buyer's requirements. They check critical quality parameters like garment sizes, stitching, fabric look, colour uniformity, washability, attachment of accessories, labelling, and workmanship.

In the event of any defect or quality issues being identified during the inspection, the garments are returned for rework or repair prior to the next stage of production. The merchandising department keeps a constant follow up with the QA and production teams to ensure that corrective actions are taken in a timely manner. A final inspection is carried out before the shipment to ensure that the final products meet the buyer's quality requirements. This systematic quality control process helps Trouser Line Limited to reduce product rejection, minimize buyer complaints and ensure timely delivery of high quality garments.

❖ Packing and Shipment

Once the garments pass the final quality inspection, they are moved to the packing section where they are finally packed as per buyer's instructions. Packing is an integral part of the merchandising process as it is important to protect the garments during transit and to ensure that the products are delivered to the buyer in good condition. The merchandising department has a close eye on the packing activities and ensures that all the buyer requirements for packaging, labelling and carton specifications are followed.

Garment folding, hang tag and care label attachment, poly bag packing, carton packing, carton marking and pallet preparation are all part of the packing process. Packing is done as per the packing ratio, size break up and color assortment as

per the buyer. The packed cartons are inspected prior to shipment to verify quantity, labeling and packaging information is correct and meets the buyer's requirements.

Meanwhile, the Commercial Department arranges all export documents such as Commercial Invoice, Packing List, Bill of Lading, Certificate of Origin, Export Declaration and other export documents needed for customs clearance and export. The merchandising department works closely with the Commercial and Shipping departments to make sure that the documentation is done properly and that the shipment is sent out as per the agreed delivery schedule.

On-time delivery is crucial in ensuring customer satisfaction and upholding the company's standing in the global market. Late deliveries can lead to monetary penalties, higher shipping expenses, and lost future business opportunities. Thus, it is important for Trouser Line Limited to have good coordination between merchandising, commercial and shipping department so that they can ensure on time delivery without compromising on quality and customer satisfaction.

❖ Buyer Communication and Order Follow-up

The merchandising department of Trouser Line Limited is responsible for buyer communication and order follow-up, which is an ongoing task. Throughout the entire merchandising process, merchandisers keep in touch with the buyers regularly to make sure that all order requirements are understood and are being fulfilled as per agreed specification. Good communication can prevent misunderstandings, solve problems promptly and ensure a good business relationship between the buyer and the company.

The merchandiser keeps the buyers informed about various stages of the order, such as sample making, sourcing of fabrics and accessories, production status,

quality checking, packing status, and shipping schedule. Communication primarily takes place via emails, online meetings, video conferences, and other electronic communication tools. Additionally, buyers are kept in the loop on any significant shifts in the production timeline or order status, ensuring they stay informed throughout the manufacturing process.

The merchandiser will also communicate progress updates and deal with comments, approvals and any technical or production problems that may occur during order execution. In the event of unforeseen issues like material shortages, production delays, or quality control issues, the merchandiser promptly notifies the buyer and collaborates on potential solutions to mitigate the impact on delivery timelines. This transparency and constant follow-up contribute to the confidence of the buyer, long-term business relationships, and the reputation of Trouser Line Limited as a reliable export-oriented garment manufacturer.

Merchandisers oversee all phases of the order lifecycle, from initial buyer inquiry through to final shipment. Their consistent follow-up, communication, and problem-solving capabilities are instrumental in sustaining product quality, adhering to delivery schedules, and ensuring client satisfaction among international buyers. Consequently, merchandising functions as a critical operational component for Trouser Line Limited's export-focused garment manufacturing activities.

CHAPTER 5: BUYER ANALYSIS

5.1 Country-wise Analysis

Table 4: Country-wise data

Buyer Analysis (Country-wise)		
Country	Major Buyers	Estimated Share (%)
United Kingdom	Primark, Next PLC	35%
United States	Gap Inc., The Avyan Group, New Hoque & Sons	40%
Spain	Zara (Inditex)	20%
Other European Countries	Small buyers & distributors	5%

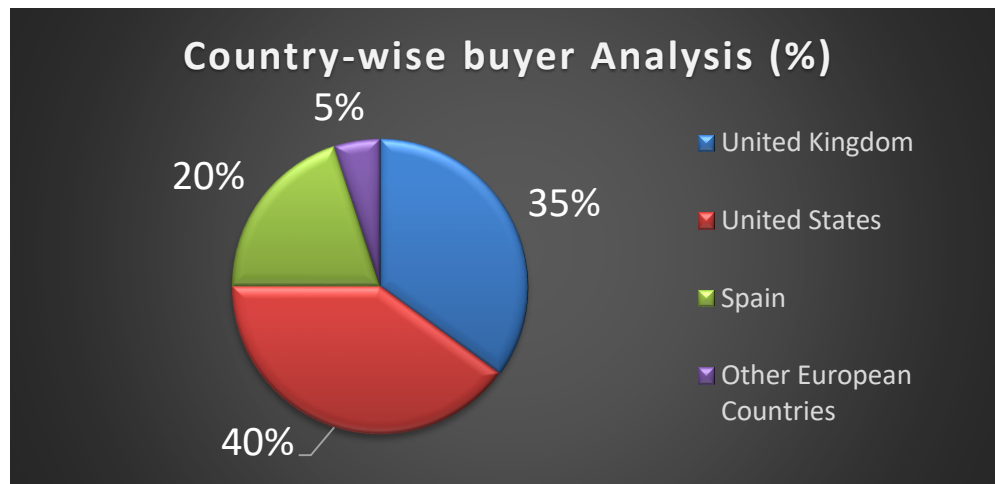


Figure 5: Pie Chart (Country-wise)

The country-wise buyer analysis indicates that Trouser Line Limited has established a strong presence in the North American and European apparel markets. The United States represents the largest export destination, accounting for approximately 40% of total buyers. This reflects the company's capability to meet the stringent quality, compliance,

and delivery requirements of internationally recognized American retailers. The United Kingdom is the second-largest market with 35%, supported by long-term business relationships with prominent fashion brands. Spain contributes around 20% of the buyer portfolio, mainly through globally recognized fast-fashion retailers. The remaining 5% represents buyers from other European countries, indicating the company's gradual market diversification.

Overall, nearly 95% of the company's buyers are concentrated in developed Western markets, demonstrating its strong reputation for manufacturing quality woven garments while maintaining international compliance standards. Although this concentration provides stable export demand and opportunities for long-term partnerships, it also exposes the company to market risks arising from economic downturns, changing consumer preferences, tariff policies, and regulatory changes in these regions. Therefore, expanding into emerging markets in Asia, the Middle East, and Oceania could reduce market dependency and enhance export sustainability.

5.2 Product-wise Analysis

Table 5: Product-wise data

Buyer Analysis (Product-wise)	
Product Category	Estimated Share (%)
Men's Trousers & Denim Jeans	42%
Baby & Infant Garments	35%
Women's Trousers	12%
Cargo Pants & Utility Bottoms	6%
Jackets & Outerwear	5%

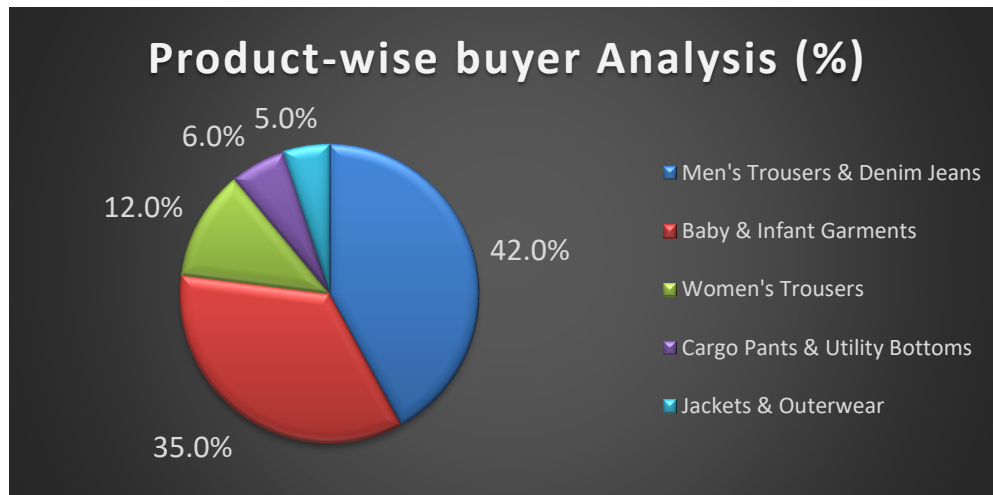


Figure 6: Pie Chart (Product-wise)

The product-wise buyer analysis reveals that Trouser Line Limited is mainly engaged in woven bottom wear products. Men's trousers and denim jeans make up the bulk of exports (42%), as the company's main manufacturing know-how, advanced sewing equipment and high demand from overseas fashion retailers. Baby and infant clothing is the second biggest category (35%), which shows that the company has built up a strong capacity in manufacturing high-quality and safety compliant baby and infant clothing for global brands.

Women's trousers account for 12% of total exports, with cargo pants accounting for 6% of exports, which are niche fashion and utility wear. The remaining 5% is in jackets and outerwear, which shows that the company has the technical ability to produce outerwear, but it seems to be more interested in bottom wear products.

The analysis shows that the company is specialized in woven bottoms and children's apparel, which account for about 89% of the total exports. This specialization allows for more efficient production, greater quality control, more efficient use of machinery, and reduced production costs due to economies of scale. But relying on a few product categories could be risky if the world's demand for these products changes or if style preferences change. Therefore, diversifying production to higher value outerwear, performance apparel and other woven products could enhance the company's competitiveness, boost export revenues, and mitigate reliance on its current product mix.

CHAPTER 6: CONCLUSIONS AND KEY FACTS

6.1 Recommendations

- ❖ **Establish a Centralized Independent SCM Department:** The core merchandising work should be separated from the execution of logistics at the bottom level in the structure of Trouser Line Limited. In the present times, merchandisers are burdened with administrative tasks like customs documentation, sourcing of materials, and coordinating with clearing and forwarding agents.
- ❖ **Free up Merchandisers to Focus on High-Value Activities:** By eliminating logistical activities, merchandisers can apply their expertise to buyer relationship management, tech-pack analysis, and product design optimization.
- ❖ **Enhance Specialized Efficiency:** A separate SCM division can work on optimizing the customs clearance process at the Ashulia inland depot and Chittagong port, which will help in getting raw materials faster.
- ❖ **Compress Sourcing Timelines:** Trouser Line Limited should prefer to establish long-term sourcing relationship with certified domestic green fabric mills in Bangladesh. This turnaround can reduce material delivery time from more than 45 days to less than 20 days, significantly improving the factory's speed-to-market advantage.
- ❖ **Fully Leverage PrideERP Modules:** The organization should have a deeper integration of the information through the PrideERP (PrideTex) platform with Pridesys IT Ltd. and it will directly reduce the "bullwhip effect" when the information is synchronized in real-time between Dhaka head office and Savar production lines.

6.2 Key understanding

At the internship place Trouser Line Limited, I gained a deep knowledge and understanding about the practical aspects of Merchandising and Supply Chain Management (SCM) in the Ready Made Garment (RMG) sector. The experience proved that merchandising does not have to be a buyer communication function or order processing function but rather the integration of product development, sourcing, production planning, quality control, logistics and shipment, and as such a cross-functional role. These departments need to be well-coordinated with each other to satisfy the requirement of the buyers with cost efficiency, product quality and ensure on-time delivery.

Also, I understood the importance of accurate planning in minimizing the delays in operations by using the Time & Action (T&A) calendar, Bill of Materials (BOM) and continuous production follow-up. Implementing PrideERP demonstrated the benefits of digital integration, such as streamlined information flow, improved inventory visibility, and seamless production coordination, which minimizes operational risks and decision-making challenges.

Another key insight was the increasing importance of sustainable manufacturing and "Lean" production methods to remain competitive in the global marketplace. Trouser Line Limited has invested in technologies that have improved the environment, quality, and compliance standards which has enhanced their relationship with international buyers. The internship also uncovered difficulties like reliance on imported raw materials, long delivery time for suppliers, and not having an independent SCM department. The results of this study highlighted the need for strategic sourcing, digital transformation, and integrated supply chain management to enhance the performance of the organization.

This internship allowed me to connect with what I've learned in the classroom with what happens in the real world and helped me grow technically, analytically, communicate and problem solve in the area of merchandising and supply chain management.

6.3 Conclusion

The internship conducted at Trouser Line Limited was a great opportunity to get hands-on experience in the merchandising activities of the Ready-Made Garments (RMG) sector of Bangladesh. In the course of the internship, I was able to witness how merchandising is an all-encompassing coordinating role that connects buyers, suppliers, production, quality assurance, commercial operations and logistics and ensures the order is executed successfully towards the export market.

This study revealed that Trouser Line Limited has gained a solid position in the global market of apparel due to their lean manufacturing process, sustainable production technologies, modern ERP implementation, and competent human resources. A commitment to quality, compliance, and customer satisfaction has helped the company develop long-term relationships with well-known buyers worldwide. There were also some operational issues identified in the analysis that include: reliance on imported raw materials; sourcing lead time; overlap of merchandising and supply chain; and backward integration.

The suggestions made in this report, including the creation of an independent Supply Chain Management department, developing local sourcing relations and establishing maximum ERP use, can be highly beneficial in improving operational efficiency, minimizing lead times and increasing the global competitiveness.

Last but not least, this internship was useful to me in the sense that I was able to put to use the concepts I had learned with the theory of Supply Chain Management. It helped me to broaden my professional knowledge, grow my technical skills and interpersonal skills, and equip me for my future career in the merchandising and supply chain industries. I think that the knowledge and experience that I gained from this internship will be the stepping stone to my growth and future contribution in the RMG industry.

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