A STUDY ON
Merchandising and Marketing Coordination: An Observational Study of Epic Group

Internship report

on

Merchandising and Marketing Coordination: An Observational Study of Epic Group

SUBMITTED TO

Dr. Md. Shariful Alam

Professor - School of Business and Economics

SUBMITTED BY

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111 183 011

Major

Marketing

School of Business and Economics

UNITED INTERNATIONAL UNIVERSITY

DATE OF SUBMISSION

25th October, 2025

UNITED INTERNATIONAL UNIVERSITY

Letter of Transmittal

To

Dr. Md. Shariful Alam

Professor- School of Business and Economics

United International University

Subject: Submission of internship report on "Merchandising and Marketing Coordination: An Observational Study of Epic Group"

Dear sir,

I have prepared an internship report on Epic Group, a major organization in the Ready-Made Garment (RMG) industry. The title of my report is "Merchandising and Marketing Coordination: An Observational Study of Epic Group." This report will enable me to consider the skills and practices I have developed during my three-month internship. The initial work experience I had made me realize that there could be errors that did not get entirely scrubbed from the report. Certain concepts I had during the research of this report appeared abstract to me, but they turned out to be of vital importance once implemented in the real-life context. I look forward to applying the experience I gained during this internship program in my future life.

During my placement with the Merchandising Department at the Tejgaon Branch of Epic Group. My task was to coordinate the trim bookings with the suppliers and communicate with the international buyers, with assistance from the marketing team in Hong Kong. Your encouragement and support are appreciated, and they inspired me to work hard. I would be most happy to respond to your questions about the report.

Your obedient student,
Tuniha Tanzirun
ID: 111 183 011
School of Business and Economics
United International University
Date of submission: 25th October, 2025

Declaration of Student

I, Tuniha Tanzirun, confirm that the internship report titled "Merchandising and Marketing Coordination: An Observational Study of Epic Group" is available. This report is unique and has not been archived or published anywhere. This report was prepared as part of my academic program in partial fulfilment of my B.B.A degree.

Signature: ___________________________

Tuniha Tanzirun
Student ID: 111 183 011
School of Business and Economics
United International University

Certificate of Supervisor

This is to certify the submission of the internship report titled "Merchandising and Marketing Coordination: An Observational Study of Epic Group" for the fulfillment of the Bachelor of Business Administration (BBA) degree at United International University. The report was prepared by Tuniha Tanzirun, a student in School of Business and Economics under my supervision. His Student ID number is 111 183 011. She has executed her responsibilities under my oversight and guidance. To the best of my understanding and in line with his statement, no segment of this study has been presented for any other degree, or certificate. Let him do his internship report, and he will be allowed to submit it. Good luck to him in his future professional ventures.

Best regards

Dr. Md. Shariful Alam

Professor

School of Business and Economics

United International University

Acknowledgement

I would like to thank the Almighty Allah and my parents for giving me the fortitude, endurance, and courage necessary to complete the B.B.A degree at United International University.

I greatly appreciate the data that was made available for this report. My internship supervisor, Dr. Md. Shariful Alam, Professor-School of Business and Economics, United International University, deserves special recognition for his guidance and dedication in assisting me in preparing an internship report.

Afterward, I would like to thank Rajesha Karkada (Manager at Merchandising) and Jumma Hossain (Assistant Manager at Merchandising), for their assistance. I am overwhelmed by my gratitude for all Epic Group staffs. They provided a comprehensive explanation of all the information I requested and responded efficiently. I am grateful to the Human Resources Department of Epic Group for allowing me to intern at the firm. I thank my peers and classmates for their assistance when I could not comprehend a particular theory. We accomplish our duties whilst we collaborate and assist one another.

Finally, I thank the United International University administration for organizing this student initiative application. It empowers students to convert their theoretical knowledge into sensible enjoyment, preparing them to make a meaningful effect inside the business area.

Executive Summary

The BBA degree provides students with a unique opportunity to apply theory in the real-world context of business activities through this internship. I gained exposure to the worldwide garment manufacturing sector during my three months of service at the Tejgaon Merchandising Department of Epic Group. Epic Group is a branch that offers all-around clothing solutions based in Hong Kong.

Bangladeshi textile manufacturers produce dress shirts, denim workwear, performance apparel, and many other items, totaling almost 100 million each year. My internship allowed me to interact closely with the Hong Kong-based marketing department. It was also our experience in negotiating with suppliers, placing orders calmly, creating product samples for sale, arranging delivery, and staying in contact with buyers. Among Epic Group's key assets are 258 LEED-certified buildings that support sustainable development, as well as a large worldwide customer list, which includes H&M, Walmart, Levi Strauss, Gap, and Uniqlo. Industry 4.0 and green manufacturing are two other areas where the corporation is investing. In an attempt to lessen the impact of hazards unique to Bangladesh, the company's SPECTRA joint venture in India has recently prioritized geographical diversity. Over 80 percent of Bangladesh's GDP is derived from the exports of ready-made garments. More than 4.1 million people are employed by it, which is a testament to the extraordinary economic boom driven by exports in Bangladesh. The trade rights of the Least Developed Country will be revoked in 2026. As a result, more competitive production nations, such as Vietnam and Ethiopia, will enter the market, and the workforce will also need to upgrade to accommodate more sophisticated manufacturing methods. A business leader must formulate a plan to retain customers, for instance, by setting carbon-neutral goals, outlining a sustainability strategy, and adopting a circular economy approach.

Some of these issues include a small but dedicated customer base, the lack of a registered or owned trademark, adequate but not outstanding profit margins, and the fact that the majority of the company's activities are based in Bangladesh. The lessons that I have gained about the global garment business and its fast-manufacturing industry, the speed of growth of the industry through the Bangladesh rapid manufacturing growth (RMG) and the effect of value-added products and sustainable development on the industry throughout my internship experience are invaluable.

Table of Tables, Charts and Images

Lists of Abbreviation

UIU	United International University
BBA	Bachelor of Business Administration
IoT	Internet of Things
HVAC	Heating, Ventilation, and Air Conditioning
CAD	Computer aided design
CAGR	Compound Annual Growth Rate
GDP	Gross domestic product
LEED	Leadership in Energy and Environmental Design
BKMEA	Bangladesh Knitwear Manufacturers & Exporters Association
LDC	Least Developed Country
RMG	Ready Made Garment
OTP	One-Time Password
GHG	Greenhouse Gas

Table of Contents

epic
GROUP

Relentless pursuit of **better**

CHAPTER I: INTRODUCTION

1.1 Overview

The BBA internship program is a practical, systematic learning program that supports the transition from academia to the professional community. My internship took place at the Epic Group (Tejgaon) in the Merchandising Department with an international apparel manufacturer, the parent company of a multinational manufacturing company with its business based in Hong Kong and employing extensive production facilities in Bangladesh, ID 111183011. My experience at Epic Group helped me develop a basic understanding of merchandising, collaborate with suppliers, and receive support from the marketing team at the headquarters in Hong Kong, where I was an intern.

The company's Merchandising Department assigned me the job and taught me to book trims, communicate with vendors, trace samples, arrange meetings with buyers in the country of origin, and assist with marketing. And this, not to mention, not only met my graduate requirements but also introduced me to a new world in my profession. It was one of the best chances presented by the Ready-Made Garments (RMG) industry. It made me understand that suppliers, buyers, and internal teams are closely linked and can therefore easily manage customer demand between placing an order and delivering the product to the end consumer.

Additionally, my internship report focuses on detailing my learning experience, documenting how my theoretical skills gained at the university and their application in practice in the RMG industry were carefully documented. It provides a perspective on the merchandising process, the prerequisites for being in the world, and the metamorphosis of the clothing business in Bangladesh.

1.2 Justification of the Study

The present internship report is a mandatory requirement for my BBA (Marketing) degree at United International University, under the guidance of Dr. Md. Shariful Alam, Professor, School of Business and Economics. The three-month credit-based internship program will equip students with practical skills and industry-related knowledge they will need once they start their working lives.

During a short-term internship at The Epic Group, I was assigned to a placement in merchandising and marketing coordination, the most relevant operations within the RMG business. With this experience, I desired to:

- Gain practical experience in the operation of merchandising, supplier management and communication with the overseas clients.
- Value the connection between marketing and merchandising, particularly in the global supply chain setting.
- Provide hands-on experience in the sphere of data maintenance, multi-skilled teamwork, and professional communication.
- Connect theory and practice, in particular, in marketing, corporate communication and supply chain management.

It was relatable because the RMG business is at the center of the Bangladesh economy, accounting for more than 80 percent of exports and serving a significant share of the population. At Epic Group, I gained experience across all aspects of connecting with large companies in the fashion industry and manufacturers. The need to comply with regulations and be sustainable, and the competitive nature of the sphere, were also disclosed to me.

1.3 Objective of the Study

General Objective

The main idea of the analysis is to examine the Epic Groups' competencies in grouping merchandising and marketing, with reference to the activities of the Tejgaon office. The opportunities and issues of the RMG Industry in Bangladesh have also been mentioned, as has the fit of their functions in facilitating the free movement of goods between local suppliers and foreign consumers.

Specific Objectives

- Preferential treatment to the trim ordering process, vendor selection and identification, Sales Order entry, and Timeline Planning.
- Learning how to coordinate the Merchandising and the Marketing departments.
- Test the communication channel to international customers and the influence technology will have on the business.
- Evaluate policies that could be taken to combat issues in managing international supply chains, such as sourcing preferences, compliance, and ordering use.

- Learn more about why sustainability and fair trade in the apparel business are on fire, and how Epic Group is addressing the same issues.
- Learn how academic knowledge will be used at work, e.g., in supply chain management, marketing, and business communication.
- Familiarize yourself with the skills and initiatives acquired during the internship that would be relevant to merchandising, supply chain, or marketing in the RMG industry.

These objectives will be discussed in the report and presented in a description of my time and experience in the RMG industry, as well as the professional development I achieved during the internship.

1.4 Methodology of the Study

This report is based on the synthesis of my primary and secondary data collected during my three-month internship at Epic Group in Tejgaon.

Data collection

Primary Data:

- Contributory involvement in core merchandising activities such as trim allocation, keeping in touch with suppliers and following up physical samples from conception to delivery.
- Frequent reevaluation of repetitive tasks performed by the Merchandising Division and casual consultation in communication with all marketing hubs situated on a regional level.
- Structured interviews with divisional management, merchandising experts, and cross-functional colleagues to capture documented symbiotic and transactional barriers that they face in day-to-day business.
- Practical contribution to the generation of quantitative and narrative reports, upkeep of bespoke tracking systems, and logistical facilitation of buyer deliberations and collection showcase events.

Secondary Data:

- Company profiles, annual reports, and secret documents of Epic Group to know the structure, growth trends, and business plans of the company.

- BGMEA data, market research information regarding the size, growth, competitive forces, and overall trends of the RMG industry in Bangladesh.
- BBA courses, primarily in marketing, business communication, and supply chain management.
- The Internet, articles on global fashion trends, what people desire, and the role of technology in transforming the business.

This approach makes the study balanced, as it will be based on first-hand experience and a broader view of the business.

1.5 Scope of the Study

In this report, special attention will be given to my internship experience at Epic Group of Tejgaon as the Executive Merchandising Intern, particularly to the assigned tasks and duties in the Merchandising Department. This paper discusses the following:

- Regular activities include planning trims, contacting suppliers, overseeing samples, and cooperating with international buyers.
- In cooperation with the marketing group, you will be tasked with updating product boards and conveying your ideas to the Hong Kong branch.
- Application of theoretical knowledge in business, with particular applications in marketing and supply chain management.
- Among the challenges and opportunities, the RMG industry faces are compliance, sustainability, and global competition.

This report is narrowly focused, addressing only my responsibilities in merchandising and marketing coordination. In the factory's working processes, no serious investigation is conducted, nor are sources of finance or broader strategic considerations of the business addressed. Under the existing confidentiality and non-disclosure policies, no secret documents, financial information, or company operations would be leaked. It describes my apprenticeship experience in some detail, though not without flaws.

1.6 Limitations of the Study

Both the RMG business and the work of a multinational company in the manufacturing of clothes proved to have an advantageous experience to expose me to during my internship, though the experience was limited to a variety of restrictions that restricted the extent and depth of the information I gained:

- **Time constraint:** The three months were insufficient to fully understand the complexities of merchandising and marketing integration, especially in a large-volume operation such as Epic Group's.
- **Access to Privileged Information:** I also had access to exclusive internal reports, financial statements, and strategy discussions due to confidentiality and policy regarding leads.
- **Low involvement in the Decision-Making Process:** As an intern, I was primarily in a support role, where we did not engage in high-level negotiations or corporate strategy or meet with senior buyers.
- **Centralized Operations:** A few operations (especially the one in Hong Kong) were not readily accessible to me, which reduced my ability to complete end-to-end processes.
- **Dynamic Industry:** The RMG industry is dynamic because of constant fluctuations in buyer requirements, compliance standards, and market trends. I was an intern, and these changes were difficult to cope with.
- **Technology Limitations:** I was not exposed to many digital features of merchandising and marketing coordination because the use of powerful software packages and company-specific tools was limited.

Nevertheless, the internship offered unparalleled practical experience, professional growth, and deeper insight into the operating and strategic issues of the RMG industry.

CHAPTER II: ORGANIZATIONAL BACKGROUND

2.1 Introduction to Epic Group

Epic is headquartered in Hong Kong and produces large-scale in Bangladesh, Vietnam, and Ethiopia. The Epic Group started as a family enterprise in 1983 and has since expanded exponentially into a conglomerate, aiming to create a one vision. Since 2005, Epic has offered quality, value, and innovation with the same level of integrity to its customers.

The company's motto is "Relentless Pursuit of Better" in everything: production, performance, and people. Epic Group's strength lies in looking ahead and investing in the highest quality of fabrics, which it has progressed over time from being one of the largest textiles trading houses into a leading sourcing hub for quality fabrics, and as of today, an ultra-modern manufacturing company with production bases in several countries. The company has also established a reputation and presence in global markets, as evidenced by its affiliations, trust, and professional respect, and has more than 10,000 employees in 16 countries. It is based in Bangladesh and operates in Bangladesh and overseas under the umbrella of the Epic Group of companies, with FH Walas as the prime company, led by Executive Chairman Ranjan Mahtani. It concentrates its operations in Bangladesh at a few large factories: the Tejgaon factory, the Adamjee EPZ, and the Dhaka EPZ. To achieve its goals, the company has positioned itself as one of the best garment producers in Bangladesh and a leading player in the RMG industry, which accounts for over 80 per cent of Bangladesh's total export output.

2.2 Services Provided by Epic Group

Epic Group presents itself as a one-stop shop for all your clothing needs. It offers an extensive selection of services encompassing the entire cloth value chain. Locating raw materials like cotton and providing global cargo services are among its capabilities.

Manufacturing advantages: The Epic Group manufactures woven and knit garments of superior quality to cater to multicultural markets worldwide, particularly in formal shirts, casual wear, jeans, sportswear, and value-added goods. It has the most modern production facilities in the industry, including high-tech factories with refined production lines capable of producing up to 50,000 pieces of clothing a day in Bangladesh.

Design and Development Services: The New York design studio of Epic Group offers a range of services that provide a comprehensive toolkit for transforming ideas into practical fashion realities.

Epic Group offers a wide range of designs, including product, technical, and active design, which are responsive to market and customer demands in a rapidly changing world.

Sustainability-oriented Manufacturing: Epic Group has established leadership in manufacturing sustainability and therefore implements responsible production across all its plants. With over 150 of the world's leading green-certified factories, it is also environmentally friendly and ensures energy conservation. Compared to 2019, Epic Group will reduce emissions per garment generated by 65 per cent in 2030.

Merchandising and Supply Chain Management: To maintain efficient operations and customer satisfaction, the Executive Merchandising department, where I had my internship, is essential for its connections with buyers and suppliers. This section handles client appointments abroad, contacts suppliers to arrange trim appointments, and ensures timely delivery and maintains quality standards.

Figure 01: The garment factory production line at Epic Group

2.3 Core Services and Strategic Approaches

2.3.1 Service Offerings and Market Differentiation

Core Manufacturing Capabilities: Epic Group customarily manufactures garments and has been renowned for producing for popular brands such as H&M, Levi's, Gap, and Walmart. The company's vertical integration includes design, fabric sourcing, production, and transportation. This will make sure that orders are delivered on time and to the same standard.

Sustainable Manufacturing Innovation: The Epic Group has made significant investments in environmental friendliness, including installing 3.6 MW of solar panels that help cut CO2 emissions by 3,500 metric tons annually. They intend to use 5 MW by 2028. These are part of the first steps taken by the business in Bangladesh, which include upgrading sewage treatment plants and introducing modern wastewater treatment technologies.

Adoption of latest Technologies: To support optimal exploitation of innovative technologies, Epic Group, including its automated production, uses Computer-Aided Design (CAD) and ERP systems in manufacturing. Epic Group is known for investing in digital property management tools and other tech-based solutions to ensure its tools are of the highest quality.

2.3.2 Financial Performance and Competitive Positioning

Market Leadership in Bangladesh: Epic Group, one of the 'trophy' companies among private commercial garment manufacturers in Bangladesh, contributes value exceeding the USD 39.35 billion in Bangladeshi RMG exports for 2024-2025, with a year-on-year growth of 8.84%. The firm is optimally located to take advantage of the diverse benefits that Bangladesh has to offer, such as a skilled and cost-competitive workforce.

Investing and Growing: To promote development in Bangladesh and the construction of new facilities in India, Epic Group secured $100 million in IFC funding in 2024, which included a $30 million green loan and a $70 million sustainability-linked credit facility. Over 10,500 direct employments and 17,000 indirect jobs are anticipated to be created in the two nations with the aid of this investment.

Competitive Advantages: Priceless, timely deliveries and the provision of high-quality clothes at subsidized costs have maintained Epic Group's competitive edge. Due to the top international luxury brands' penchant for quality workmanship and precision production, the firm has secured numerous contracts with upper-niche fashion market clients.

2.3.3 Ethical Practices and Client-Centric Models

Welfare and Safety of Workers: Epic Group invests in the well-being of its employees through the establishment of a free health clinic, a company-wide fire and health safety system, and 24/7 fire safety systems, as well as a health check-up system for over twelve thousand employees. The company also offers scholarship programs for its employees' children and training programs for women aspiring to be leaders.

Responsible Stewardship of the Environment: The Group Epic has set objectives for 2030, which include a 50 percent decrease in greenhouse gas emissions and a 50 percent reduction in freshwater use compared to the 2019 baseline. The company has integrated water recovery and recycling systems, which permit the reuse of treated water in production. The Group Epic also operates advanced effluent treatment plants.

Social Responsibility: Epic Group believes in sustainable community development, which entails providing clean water to underserved communities and implementing CSR activities to empower surrounding communities. Besides its social responsibilities, the company is also a practitioner of sustainable development, extending this beyond the manufacturing sphere.

2.3.4 Strategic Highlights

International Presence: The Epic Group clients were diverse, comprising the United States (19.18 percent), the United Kingdom (11.05 percent), Canada (3.31 percent), and the European Union (50.10 percent) of Bangladesh's total RMG exports. The positive linkages this company has with other international enterprises enable it to generate large profits.

Sustainability Leadership: Epic Group will have green manufacturing aspirations, leveraging the best of green innovation to realize its green manufacturing goals. The company's spending on sustainable energy, consumer demand for sustainable products, and investments in sustainable products are significantly aligned with the re-emphasis in the global apparel sector.

Innovation Focus: The Epic Group is strategically investing in research and development (R&D) and related technologies to stay competitive and keep pace with a changing market. The organization can achieve great results through its focus and dedication to the Relentless Pursuit of Better.

2.3.5 Operational Excellence in Ethical Property Management

The Epic Group's business model is focused on responsible manufacturing plants and on utmost efficiency and quality. It is possible to achieve high-level productivity in ethically manufactured products, as attested by factories in Bangladesh's Tejgaon industrial area. To satisfy customer needs and protect the environment, Epic Group preserves the traditions of dressmaking, uses ultra-rare, old-fashioned devices, and integrates them with modern technology.

My work experience has been hands-on in the merchandising section of the company, without which it is impossible to work in the triad of design, production, and clients, ensuring the efficient coordination of all parts of the supply chain. The ability of this department to manage supplier relations, conduct global meetings with buyers, and control Epic Group's production cycle is an example of operational excellence and customer satisfaction.

2.4 Mission, Vision & Values

In every organization, there is a mission, a vision, and a system of values. A mission defines what the organization does, a vision describes what the organization wants to attain, and the values act as a compass, showing, in day-to-day organizational operations, the corporate culture and organizational goals it seeks to achieve.

Mission Statement: Epic Group pioneers' excellence by delivering operational, infrastructural, and environmental perfection, while innovating. Epic Group strives to provide high-quality, value-added international manufacturing services to our customers worldwide, most reliably and consistently. Epic Group dreams of becoming the most successful apparel solutions company in the world, aiming to redefine the industry and drive responsible, environmentally friendly manufacturing practices.

Vision Statement: Epic is a sustainable and ethical fashion production of the future, aiming to become the global leader that goes beyond innovation standards, serving people, animals, and the environment, and providing top-quality assurance. Along with remaining the preferred partner for international fashion businesses, the company strives to transform sustainable production. Epic Group has the mission of becoming a responsible company that creates a positive impact on the communities and environment where it conducts its business. This mission is growing as the company expands its global presence.

Core Values of Epic Group

- **Unremitting Strive to excellence:** An unremitting drive to do things better in every aspect of the operation.
- **Sustainability:** Accountability in the way the environment and the resources are used rationally.
- **Quality Excellence:** Realizing and maintaining excellence in manufacture and service delivery.
- **Innovation:** Use of sophisticated technology and innovativeness.
- **Partnership:** Evolution of long-term relationships that are built on trust and respect towards each other.
- **Worker Welfare:** Personnel training and growth, coupled with their safety and good health.
- **Community Awareness:** Generous contribution to the members of society and the community in general.
- **Ethical Practices:** Maintaining transparency and truth in every transaction transacted in the line of business.

2.5 Corporate Structure

Executive Leadership: Ranjan Mahtani is the Chairman of the Epic Group. He is in charge of the business worldwide and its strategy. He drove the company towards a successful upsurge and ensured a large sum of funds for its sustainable production structures.

Regional Management: Bangladesh Operations: Experienced professionals manage Bangladesh operations, including the sector heads (Sunil Daryanani and Dinesh Virwani), who oversee manufacturing operations across the different establishments. The Managing Director of Epic

Garments Manufacturing Co. Ltd. (Unit-7), who is in charge of operations with the Tejgaon Epic site, is Dinesh Gope Virwani.

Departmental Structure: Epic Group has specialized departments as part of its organizational structure.

- **Executive Merchandising Department:** Order management as well as liaising with suppliers and buyers are the purviews of the accomplished supervisors with whom the department head works.
- **Production and Operations:** Overseeing the manufacturing activities of several plants.
- Sustainability and Compliance: Compliance with environmental and occupational safety regulations.
- **Design and Development:** Development of new products geared towards contemporary global markets.

Facility Management: Epic Group has several manufacturing units in Bangladesh. These include the Tejgaon Industrial Area and strategically located units like the Adamjee EPZ and the Dhaka EPZ. All manufacturing units operate with their own dedicated management teams and specialized production for each unit.

Chairman

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MD

↓

Vice-Chairman/DMD

↓

Director

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CEO- Chief Executive Officer /COO- Chief Operating Officer

↓

General Manager (GM)
(Production, Quality, HR-Admin)

↓

Manager
(All section)

↓

Assistant Manager
(All section)
↓
Senior Executive
↓
Executive
↓
Officer
↓
In-charge ↔ Line Chief
(Operational staff)
↓
Supervisor(Operational staff)
↓
Worker Operator
↓
Assistant operator
↓
Labor

Figure 02: The Organizational Structure of Epic Group

2.6 SWOT Analysis

SWOT analysis is a tactical approach business firms adopt to analyses Strengths, Weaknesses, Opportunities and Threats. It assists organizations in getting to know more about their possible capabilities and outside challenges to make better decisions, formulate plans, and formulate strategies to grow and improve.

Strengths

- One of the top manufacturers of apparel globally, with a strong presence in multiple countries.
- More than 150 green certified factories, making green manufacturing the top in the industry.

- Highly automated factories with advanced ERP systems, CAD programs, and production line robotics.
- Expanded and improved sustainable practices with $100 million secured from IFC financing.
- More than 10,000 employees, each highly specialized in apparel manufacturing.
- Production plants in Vietnam, Bangladesh, and Ethiopia.
- Business collaborations with important global companies, like H&M, Walmart, and Gap.

Weaknesses

- The production process relies heavily on the company's facilities in Bangladesh, resulting in a geographic concentration risk.
- The production process is significantly dependent on manual tasks, resulting in heightened labor intensity.
- The company's failure to safeguard the margin variable results in susceptibility to profit exposure.
- Corporate investment is constrained by Bangladesh's infrastructure development.
- Expenses associated with international operating sustainability thresholds have resulted in an increase in regulatory compliance costs.

Opportunities

- Customers are increasingly looking for more sustainable options in clothing, which contributes to the rising need for sustainable fashion.
- The market has grown by 7.69 percent and there are opportunities to grow in regions where the clothing business has not been established.
- There is further potential for the clothing business to adopt more systems and technologies.
- More efficient processes can be developed through backward and forward integration of the value chain.
- The Bangladeshi government is helping to provide more programs to develop the workforce in the clothing and textiles business.

- There are financing options that allow the clothing business to grow in an environmentally sustainable way.

Threats

- Demand could change significantly in response to the state of the global economy.
- Competition from Vietnam, India, and other emerging manufacturing countries is increasing.
- Changes in trade relations with other countries could limit our ability to sell mooncakes abroad.
- Changes in the price of cotton and other consumables used may increase costs.
- Increased costs associated with environmental regulation compliance.
- Changing politics could affect the conduct of business.
- Loss of production due to harsh climate change and other severe climate change risks.

This comprehensive evaluation reveals that Epic Group is a leading sustainable fashion company operating in the fast-paced global clothing industry, with a particular focus on its activities in Bangladesh.

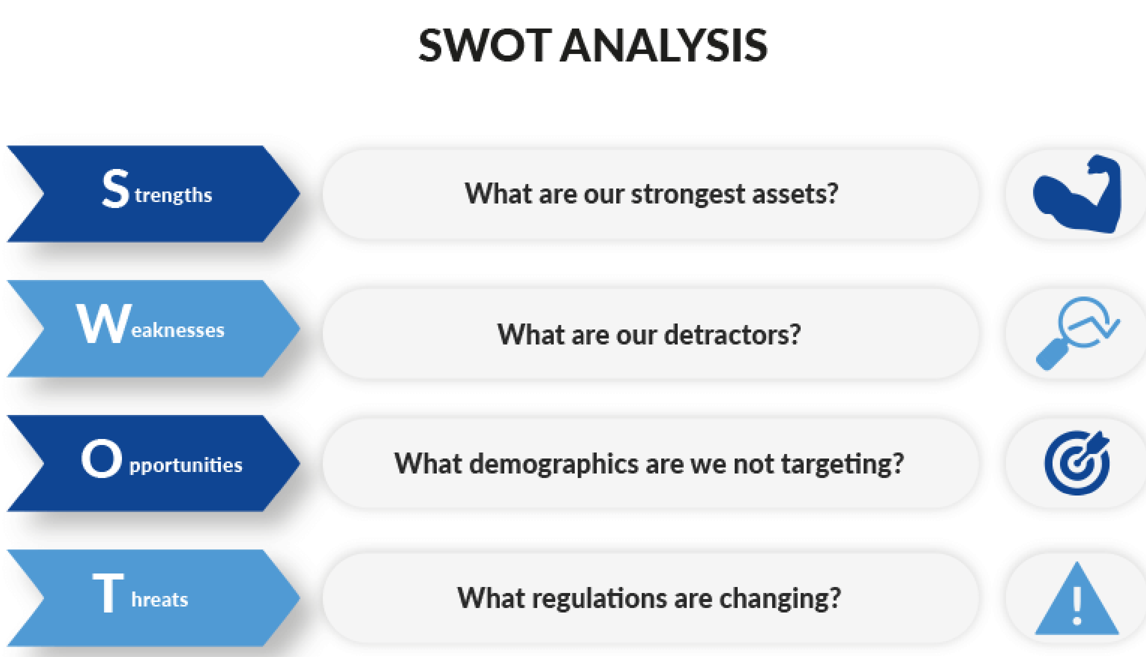

Figure 03: SWOT Analysis of Epic Group

CHAPTER III: FINDINGS &ANALYSIS

3.1 Service Portfolio Overview

Epic Group has received positive feedback and enduring customer relationships with reputable businesses by consistently supplying high-quality goods on time. High-end fashion brands and large retailers are also among Epic's customers, indicating that it has a distinctive ability to serve the needs of different customer types. For decades, Epic has built a reputation for trusting one another and consistently achieving outcomes that make the company a reliable player in the dynamic fashion market. The company has more than 30,000 employees worldwide, attesting to its development and prosperity. Epic Group has been vertically integrated as well, tracing back to the very idea of design or the delivery of the product. Through investments in modern manufacturing technologies, ongoing employee training, and vertical integration, the Epic Group has also achieved cost-effectiveness, quality control, and greater flexibility in its production process. Epic Group continues to be among the world's leading apparel producers, thanks to its robust global supply chain and diverse product line.

3.2 Core Service Offerings

Considering the garment supply chain, Epic Group offers a complete solution that goes beyond sewing. The key offerings by it fall in the following categories:

Apparel Manufacturing Services

The primary interests of the Epic are the smooth mass production of apparel, from the design and sampling of patterns to the actual manufacture of garment bulk, including formal wear, casual wear, and jewelry. The company has high-tech, automated production facilities capable of meeting production targets and high-quality requirements. The lean manufacturing method is still used across all factories to reduce waste and conserve resources.

Epic performs with accuracy on complex garment constructions and optional finishes, including being the primary manufacturer of performance trousers in the U.S. commercial market and operating the largest post-assemble wrinkle-free retention plant in Bangladesh. The services provided are high-end, and it is known as vertical integration. Fabric procurement and development, cutting, sewing, and in-house finishing and packaging are the activities Pic is believed to perform to maintain quality control. The overall PIC is reputed to possess advanced planning systems that comprise ERP and CAD systems. Because of this mechanization of production, coupled with Epic's reliable production planning, he is credited with delivering competitive, high-quality textile output to the world.

Merchandising Services

Merchandising for Epic Group serves as the connection point between its manufacturing companies and global clients. The Epic merchandising department is self-governing and takes full responsibility for managing the entire customer order cycle, incorporating all elements of the order to meet order deadlines. These are the significant activities involved in supporting product development, cost estimates, buy-sample approval documents, and order confirmation. Merchants usually contact consumers of their products several times a day to track buyers. Their correspondence is also aligned with the company's units (design, production, and quality) to clarify requirements and deadlines. They collaborate with raw material and secondary suppliers to place orders and obtain approvals for trims (zippers, buttons, labels) and fabrics that meet the buyer's approval standards. The merchandising service has a quality control operation that tracks order development in the production line and ensures that all issues are resolved to the buyer's satisfaction at Epic. Thus, Epic has been able to sustain a lean ordering process for both the buyer and proactively address any problems that might occur. The value-added service at Epic is project management, which ensures that the customer order cycle is fulfilled fully. Otherwise, Epic has been able to sustain low price pressure, a factor that augments elasticity.

Marketing Coordination

Epic Group also provides marketing coordination services to its customers through its headquarters in Hong Kong. In this respect, you will also have to collaborate closely with the brand's design and marketing units to ensure that the end products align with the brand's values and fads. One such example is assisting clients with product presentations and lookbook preparation, enabling retail buyers to see the garments in the context of current fashion trends. The company is responsible for tracking samples, creating prototype clothes and size sets, shipping them, and promptly ensuring their acceptance by clients, while taking into account their concerns regarding the required changes. Another commitment Epic has is brand alignment, which entails working with clients to ensure that the clothing's style, fit, and finish align with the brand's quality standards and identity. In addition to the services, it provides in the context of factory production, Epic includes marketing and design coordination services. This streamlines the process for international brands, as the Epic can turn fashion ideas into tangible products.

Sustainable Sourcing and Production

The main approach of the Epic Group is founded on the pillar of sustainability; we reflect this in our value proposition through sustainable sourcing and production. In this regard, Epic aims to source its raw materials ethically and operate environmentally friendly factories. The chosen suppliers of fabrics and trimmings hold verifiable certifications for quality and sustainability (e.g., natural or recycled materials, Oeko-Tex-certified dyes). Epic has several Effluent Treatment Plans and invests in eco-friendly, water- and energy-saving equipment. The Epic Group is equipped with green buildings that have achieved different levels of LEED certification; some have achieved Gold or Silver, and some of their units in Bangladesh have received the Platinum sustainability label. These certifications demonstrate sustainable energy use, rainwater harvesting, and optimized waste management. There is Epic, which operates under Cleantech principles, using up to 50 per cent recycled water to produce its products and installing solar panels that generate millions of kilowatt-hours of renewable energy annually, significantly reducing its carbon footprint over the years. Epic has been sourcing and producing in line with sustainability principles to offer clients more environmentally conscious production options in response to demand for change. The Higg Index leadership roadmap, part of the Sustainable Apparel Coalition, suggests that the company engage strategically with the initiative, which would support the company's growing strategic focus. Overall, Epic's sustainable sourcing and production services enable clients to achieve their ESG goals and meet market demand for socially responsible fashion at a reasonable cost and with the highest quality.

Logistics and Supply Chain Management

Epic Group has been steadily working on perfecting the logistics operations of its supply chain. When the work is done and the products are ready to be sent out to the clients' distribution, both Epic and its partners manage to get the products to the destination on time with the scheduled cargo. The logistics team dispatches both sea and air transportation in accordance with clients' transportation needs. The client's reputation in the region's supply chain is why Epic spends time refining logistics procedures to ensure the terms are cleared on time. Epic applies supply chain management to monitor product ports and buffers, maximizing customer clear-out and avoiding delays in port action. Because of internal vertical integration of operations, such as design, production, delivery, and control, the silo cutoff is synchronized with the co-securement. The successful procurement has enabled a smooth, efficient supply chain to meet the demands of fast fashion in the area. This benefits the clients of Epic in the supply chain, since the products reach them on time and with minimal delivery inconvenience.

Reliability in logistics and supply chain is a sure way for a company in the fashion business to gain a competitive advantage through Epic's all-inclusive service package.

3.3 Service Delivery Model

Epic Group has total control and nimbleness in its integrated delivery approach from the initial product concept through to the end product. International fashion traders use very high turnaround and quality standards, and our model is designed to meet those expectations. Above all, the delivery method that Epic would implement includes:

Design Process and Product Development Process: Epic Group is a proactive client involved in the design stage, leveraging a strategically located design studio and research and development team. The company receives client ideas or technology packs and makes the designs manufacturable using their suggested fabrics and building techniques. To help buyers narrow down their product selection, Epic manufactures development samples and 100 or more new fabrics and fabric swatches every season. Early involvement in product development enables Epic to reduce time-to-store delivery and maximize time-to-market.

Sourcing and Supplier Network: Once design approval has been received, Epic quickens sourcing of required fabrics and trims at a master level through an extensive network of tested suppliers, both locally and internationally. The company has strong relationships with local suppliers, leveraging Bangladesh's textile resources. Epic also ensures that all suppliers adhere to strict quality and ethical practices, sustainable resource use, and responsible sourcing. Bulk buying also enables the Epic to order materials at relatively low prices and at the right time, so that a raw materials shortage does not slow down production.

Leanness Manufacturing and Production: Epic has vertically integrated factories that follow the lean production principles during garment cutting, sewing, and finishing. Individual production lines are adjusted to achieve optimal productivity with minimal waste. Approval and sample development follow critical checks conducted before full-scale production to ensure the product meets its specifications. The production planning harmonizes capacity with order volumes, which are digitally managed by tracking them step by step. High productivity with no compromise in quality is achieved by combining sophisticated equipment and a skilled labor force. Continual quality control checks ensure the company delivers high-quality products, and Epic's comprehensive process control enables a large volume of orders with minimal defects.

Logistics and Distribution: The Epic logistics team delivers products to customers across continents as soon as they are produced. The shipment plan is determined by the retailers' deadlines, and sea freight was selected because it is more cost-effective, while air freight is used for urgent shipments. Epic will retain all export-related documents, comply with buyer directives, and ensure carton RFID tagging and labelling. By collaborating with key freight forwarders, the company optimizes delivery routes and addresses transit delays, such as port and logistics congestion. This guarantees dependable, traceable deliveries of clothes to client warehouses in the US, Europe, and Asia from Epic production facilities in Bangladesh and elsewhere. The logistics model at Epic prioritizes on-time delivery, with production and shipping synchronized to keep merchandise in stores where it is sold in retail outlets managed by the company.

After-Sales Support: Feedback collection and problem resolution are part of the model even after delivery. Support streams are utilized to assist customers who checked quality claims, facilitate re-ordering due to the inventory replenishing system, or co-create repositioning products for the following season. Feedback through these loops helps Epic and the clients deepen their partnership.

In general, the Epic Group's model is one of a closely knit relationship between all functions, that is, design, development, and sourcing on the one hand, and manufacturing and logistics on the other. This will not only reduce lead time but also offer flexibility (e.g., if a design change is required at the last moment, Epic can make it in-house rather than waiting a long time). By controlling the entire chain, Epic eliminates the need to work with third parties and enables a clothing brand to deliver a one-stop shop. The model has been built to accommodate both fast-fashion retailers, who need expedited responses and the finest quality, and the brand that requires nothing short of perfection, giving Epic the edge over competitors who also need value but only the finest quality.

3.4 Market Positioning and Competitive Advantages

Epic Group has emerged as a major player in delivering value-added services to the global market for ready-made clothes. It possesses the scale and low prices of a large manufacturer, with the flexibility and innovation of a strategic partner. The primary causes of the positioning of Epic in the market are the following:

Streamlined Management: Vertical integration is the focal point for streamlining Epic management, with a focus on reliability and the speed with which it is achieved. The processes of vertical integration help customers reduce the pressure of integrating with their vendors by removing additional touchpoints within the chain. Customers can utilize Epic's full capacity. Epic can pass its lower operating costs to competitive market prices. Common gains from asset investment in enterprise software and automation systems within the company include enhanced supply chain integration, enabled by real-time decision-making.

Quality and Compliance Leadership: An essential contributor to the trust placed in Epic, earned from the world's leading brands, is the availability of uncompromising quality standards. Epic has built its brand today on the reputation it has earned. The quality control measures enforced in Epic's factories, along with the factories' certification to an internationally acceptable level of compliance, make Epic a low-risk option for brand reputation going forward. These policies, including the zero-defect and on-time delivery policies, have helped the company retain clients who require reliability. Epic is on the preferred supplier lists of several large retailers, which guarantees a consistent and sizable flow of orders for the company.

Diverse Product Range & Innovation: Epic Group is one of the few competitors that offers a product mix. The product mix includes formal shirts, casual knitwear, denim jeans and jackets, work wear uniforms, athletic and performance wear, among others. Due to this broad range of products, Epic can service multiple departments of a retail brand, including men's and women's wear. Epic Group can also change and adapt to changing fashion trends. The company promotes innovation, as evidenced by its new cloth-and-finish integration and wrinkle-free chinos branding. Epic has built its reputation as a secure supplier through product diversification.

Cost-competitive with ethical behavior: Bangladesh is competitive on low production costs, and Epic uses those low costs to subsidize productivity investments. Epic's operations in Bangladesh achieve low unit costs through economies of scale and a skilled workforce. Epic has lost its competitive advantage due to its ethical and sustainable practices. This seems to be a hallmark of most global brands, and Epic's experience with green manufacturing (all factories are certified) and social compliance (including worker welfare) gives them an advantage in the marketing sphere. In the same circumstances, Epic will be able to set competitive prices equal to those of other suppliers on the Bangladesh market, alongside increased concern for sustainability and compliance. The large number of Western consumers would consider making concentrated purchases with suppliers that meet their corporate social responsibility requirements. Epic has also strategically penetrated that market.

Global Presence and Customer Base: Epic has partners among large fashion retailers in North America, Europe, and Asia. Among such partners are Walmart, Levi Strauss & Co., Tesco, Sainsbury, Amazon, and Uniqlo, among others. Epic caters to both luxury and mass-market merchants, demonstrating its marketing flexibility. Such a geographically and sector-wide distribution guarantees that the FIRM is not held hostage by a single ordering customer and also enables cross-market learning (e.g., Japanese quality controls or American big-box store replenishment order patterns). The market support for Epic attracts other customers through its dependability and experience.

Adaptation of New Technologies and Processes: The use of current technologies in production, supply, and chain management distinguishes the US 100 million firm from its competitors more than automation of output (auto-cutters, robotic hands, and digital quality control), which improves operational agility and ensures flawless operations. The advanced analytics module, when complemented by an ERP, helps shorten lead times and enable efficient inventory management. Epic has micro-factories in Dhaka and Ethiopia that provide a response to lean/agile, and an instance of the work being carried out by Epic at the forefront of micro-unit, distributed production, which gives insight into the possibility of Epic adapting to changing models. The emphasis on continuous improvement (an unremitting quest for improvement, according to Mahtani) is what sets Epic apart, and one that brands focused on innovation will keep moving toward to ensure their operational resilience.

Lastly, the Epic Group will introduce itself as a high-capacity, full-service partner with strong potential for future clothing manufacturing. When low carbon, innovation, excellent quality and competitive cost are combined, then we have a formidable competitive moat. The firm expects trends such as sustainability and speed. Epic has developed a reputation for operational efficiency in the clothing manufacturing industry, both through its commitment to environmentally friendly factories and its coordinated supply chain programs, which were further emphasized last year when several Excellence Awards were awarded to Epic in 2025. Epic Group continues to accumulate awards as it pursues highly innovative and sustainable practices in the industry.

3.5 Impact and Outcomes

The activities of the Epic Group produce effects and outcomes on many levels, including economic contribution, industrial development and sustainability:

Contribution to Economy and Employment

Epic Group is a large provider of employment and economic force in the geographies in which it operates, and it has extensive manufacturing facilities. In Bangladesh alone, Epic operates factories that provide jobs and skills to tens of thousands of people. Epic is an international company with more than 30,000 employees on its payroll and even more connected employees in the sector. The company's growth has also turned it into an exporter; it fulfils the orders of big brands on time. Epic allows Bangladesh to maintain high apparel export rates and contribute to economic growth. For example, IFC's support for Epic's growth is likely to create an additional 10,500 direct employees and 17,000 indirect workers in Bangladesh and India in the coming years. This is the socio-economic effect, with a specific focus on job creation and women's management.

Uplifting Industry Standards

The standards the Epic Group upholds are cumulative, as it has raised industry standards. Epic is one of the most influential members of the RMG industry in Bangladesh, having been at the forefront of promoting the safety, compliance, and sustainability of factories in the country. It became among the first companies to ride the green factory train, with several LEED-approved factories and operating as an example that not only could suicidal operations be efficient but also profitable. Such leadership will encourage other manufacturers to participate and improve the overall respectability and standards of our business. Epic also contributes to industry coalitions that educate policymakers on issues related to protecting employees' rights. There is a chain reaction that makes working conditions safer, more sustainable, and better followed at the source level across all of Epic's supply lines.

Buyer Outcomes

Brands could take advantage of Epic's reliable track record of products arriving on time (high OTP or on-time shipment rate) and competitive pricing, enabling them to stock their stores with less disruption and markdowns, given Epic's fast sample turnaround and dedication to helping brands develop product, that allows brands to jump on trends with the speed required in this era of fast fashion. Epic has helped many of its clients reduce their design-to-store calendar by partnering with Epic, resulting in improved sales and inventory management at the retail level. The Epic "relentless pursuit of better" mantra leads to continuously improving quality and efficiency, which ultimately provides buyers with peace of mind and frequently lower costs of quality (now those boxes have fewer defects, returns, or compliance issues). Epic de-risks production and enables clients to be more agile in the market.

Innovation and Technology Adoption

The effects of Epic are quite conspicuous in the sphere of advancing the boundary of textile production technology. By applying the latest technology (e.g., 3D designs, digital pattern-making, and automated quality checking) and novel concepts (i.e., a micro factory system), Epic has shown that efficiency in an industry dominated by labor can be amplified. The result has been an increase in productivity and labor force productivity. The employees of Epic, in turn, are taught using state-of-the-art hardware, gaining valuable experience in the process. The inefficiency of such innovations creates case studies and experiences that can be replicated in other factories. In fact, Epic's investment in technology solutions (such as Serai, a HSBC-supported solution) suggests it is taking a role in facilitating traceability and digitalizing supply chains. Such initiatives lay down new rules and help place the industry in a more digital, open future.

Community and Social Outcomes

The practices at Epic Group have positive social impacts on people and society as a whole. The company also prioritizes employee well-being through a safe, air-conditioned working environment in its iconic facilities wherever they are situated; decent salaries; and employee skill and promotion training. They enhance employee satisfaction and boost career prospects, which may lead to lower staff turnover and greater productivity. It has created thousands of stable jobs in the localities where Epic has set up its operations, especially for women. It has raised living standards, enabled children of workers to attend school and access health care, and empowered women economically. The newest Ventures venture in India (Spectra) by Epic will generate employment of between 3,000 and 10,000 initially, as well as focus on community-building and environmental stewardship. This is representative of the general attitude Epic assumes as a good consul of the state and of the positive impact it creates wherever it conducts its business.

Sustainability and Environmental Impact

Sustainability is a significant outcome of the Epic Group's activities. The solid environmental returns are also the result of its considerable investment in energy conservation technology, water recycling, and renewable energy. An example is Epic, which attempts to minimize greenhouse gas emissions and water consumption per unit of clothing produced through solar panel installation and the use of recycling systems. As part of a sustainability-linked funding deal with IFC, Epic will achieve a 65 percent reduction in its GHG emissions density by 2030 relative to 2019, a far-reaching objective that aligns with global climate targets. Those targets will require significant reductions in the carbon footprint of Epic's apparel. Additionally, Epic is leading the industry towards a more eco-conscious posture, and Bangladesh's green factories help it retain its position as the global leader in green garment manufacturers. The findings are not only beneficial to the environment but also to the long-term sustainability of the apparel industry by helping fulfil the needs of consumers and regulators.

Epic Group's business strategy is not focused on making a financial gain. The company entered the industry in the apparel production and expanded at an extremely rapid pace. It shows that ideals and profits can co-exist. Epic is at an advantage because its environmental performance is better, while its labor treatment is worse. Such alignment of corporate performance with social and ecological benefits will ensure Epic's reputation and human relationships, not only within the company but also in initiating changes in the field of work that will lead to a more environmentally effective RMG in the future.

3.6 Porter's Five Forces

As the second-largest apparel producer in the world, Bangladesh is facing growing competition from Vietnam, which is rapidly increasing its market share. When considering the Apparel (RMG) business in Bangladesh through Porter's Five Forces model, it is evident that the company may have a conflict in the industry with itself, and thus it is a negative-sum game:

Threat of New Entrants (Barriers to entry): There is a moderate to high threat of new entrants in Bangladesh's RMG industry. The establishment of a garment unit requires hefty start-up costs, including land, factory buildings that meet safety regulations and have all necessary clearances, machinery, and 4.6 qualified labor. The compliance and certification of entrants are typically under a strict regime of International Standards (i.e., Audits on Safety Accords, social compliance, and Quality Management), which is both expensive and time consuming. In addition, relationships with large buying corporations spanning decades will help existing players, including the ancient factory group in Bangladesh, stay competitive. Global companies often hesitate to place their trust in new suppliers, worried about quality compliance a supplier may need years to cultivate its image and take on big volumes of orders. Another hurdle is access to working capital: garment exports typically involve long payment cycles, so a new entrant needs sufficient funds to cover expenses in the meantime. On the other hand, the industry in Bangladesh has developed a robust, interconnected ecosystem in spinning and dyeing, among others. As a result, non-integrated entrants may find it difficult to compete on price and lead time. When starting a garment factory, all of these factors come into play, along with others, resulting in the fact that it's not impossible to start a garment factory, but scaling up to compete with massive, established factories is challenging. Therefore, the threat of new entrants is relatively feeble; it is an industry that is typically dominated by incumbents who possess the scope and compliance "cred" that purchasers seek.

Substitutes due to Suppliers: The power of suppliers (fabric suppliers, yarn sources, dyeing sources, etc.) in the RMG industry in Bangladesh can be considered moderate. One reason is that while millions of yards of cloth are exported from China and India to Bangladesh, the country also imports its fair share of raw materials (especially woven fabric). If a certain fabric or material is in short supply or available only from a limited number of sources, those suppliers may increase their prices. That said, it's something manufacturers can mitigate by having a vast and varied supplier base across the globe. The supplier base for textiles and accessories is highly fragmented, while a button or zipper supplier might raise prices on you, a factory can easily find another supplier in the same region. Large manufacturers, such as Epic Group, benefit from bulk buying, which enables them to demand better pricing for fabrics and trims. Because Bangladesh is one of the largest garment manufacturing clusters, international textile suppliers are willing to supply to this market, thereby reducing their pricing power. Big buyers also frequently nominate more than one approved supplier of materials, which gives manufacturers some freedom in choice and reduces a supplier's grip.

Additionally, some vertically integrated companies may even produce their own textiles or have a sister company in the textile industry, making them less dependent on outside suppliers. In general, while suppliers are important and input costs (e.g., cotton prices) have a significant impact on margins, manufacturers generally manage to keep supplier power in check through the use of bulk purchasing & alternate overseas sourcing channels. Therefore, the bargaining power of suppliers is moderate and does not outweigh any other factor.

Bargaining Power of Buyer: The buyers (the global apparel brands and retailers who buy the garments) have a very high bargaining power in the Bangladesh RMG sector. Bangladesh is an export-oriented country in the garment sector, and a few large foreign buyers (H&M, Zara, Walmart, Gap, PVH, etc.) hold a significant number of orders. These buyers are generally informed, cost-conscious, and have plenty of sourcing options. Because of this, Bangladeshi suppliers dislike being treated by others as if they are only concerned with price, quality, and compliance, which is hard to achieve. They frequently control the terms of business, such as maintaining approved supplier lists for fabric/trim, setting quality standards, and adhering to very tight delivery windows. The relationship usually can't be equal; a hiccup with delivery times or quality could prompt a buyer to route orders elsewhere, which keeps manufacturers in a near-constant state of having to work up to expectations. Since the products (basic t-shirt, jeans, etc.) are more or less standardized, buyers will be able to play one supplier against the other on price. Switching costs are relatively low, especially for core items, which again increases the buyer's power. Bangladesh has numerous garment factories competing to create a market. In other words, global buyers are in charge; they are eroding prices, shortening delivery times, and demanding adherence to ever-changing standards, leaving manufacturers with little choice but to agree to buyer terms. Any business is better than no business. The significant bargaining power of such buyers significantly determines the competitive orientation of the RMG industry.

The threat of substitutes for clothing is low because it is a basic necessity with no comparable substitute product. However, there are some nuances. One can't substitute away clothing; one may purchase it elsewhere and differently. For instance, second-hand clothing and vintage fashion can be perceived as an alternative to buying new fast fashion, a growing trend in some Western markets, as consumers become increasingly environmentally aware. At the same time, technological advances, such as new methods of 3D printing clothing or on-demand local manufacturing, could one day provide alternatives to mass-produced overseas garments; these are not yet mainstream. There may be a replacement within the apparel category in the form of people's shift in preferences: choosing less but better clothing (e.g., one luxury item vs. several fast fashion items). For Bangladeshi producers tethered to volume, a minimalist or long-lasting clothing trend would cut demand for the goods they produce. And as sustainability concerns drive changes in consumer demand it, they don't do what's expected when doing business with a Bangladesh supplier and make the suppliers conform to their demands, they may lose these companies could lose out on sales. Another perspective is related to the growth of alternative products sourcing countries; not as a replacement product, but because if an order is transferred to another country, then in some sense it is substituting Bangladesh. However, clothes per se have no replacement; what the Bangladeshi RMG industry has to keep in mind are substitute consumer channels (such as resale and DIY) and substitute buyer sourcing channel options. So far, these have had relatively little to no influence on overall demand; therefore, the threat of substitutes is low compared to other forces. However, the industry closely monitors consumer behavior, with one eye on preferences when it comes to second-hand or durable fashion.

Competitive Rivalry: Intense rivalry among current competitors in the Bangladesh garment industry. There are more than 4,500 RMG factories in Bangladesh, competing for orders that range from large conglomerates to smaller, specialized ones. Such cross-subsidy pushes many to work on tight margins and constantly seek efficiency gains to win contracts. Bangladesh is competing internationally with other nations that are major clothing manufacturers. China has been the world's largest apparel exporter, accounting for one-third of global market share. It is, however, shifting to upend the product line. Vietnam has become a controlling market at 6 percent, against 7 to 8 percent in Bangladesh, and the trend is growing because it is selling a premium-priced product and leveraging free trade agreements. The new entrants into Africa (Ethiopia, Kenya) and countries such as India, Pakistan, and Cambodia are also intensifying competition. The competition is forcing the owners of Bangladesh to keep on enhancing their quality, compliance, and productivity. And most of them have responded by investing in green factories. Bangladesh currently has more LEED-certified green garment factories than any other country on the planet, and by complying with such high standards, it has gained a competitive advantage over its competitors in the garment industry. There is intense price competition; buyers constantly pit suppliers against each other, resulting in consistently low profit margins. The industry should also be innovative. The level of competition is intense, so a small increment, such as a reduced lead time or a 5 cent per-unit saving, will be a deciding factor in whether the business wins an order. An extremely competitive environment is driven by many strong factories, and Bangladesh relies heavily on RMG exports. Such ruthless competition is excellent for buyers, but leaves manufacturers with the task of constant differentiation and greater efficiency.

In essence, Porter's analysis suggests that by 2025, the Bangladesh RMG industry will have high buyer power, high global rivalry, and a risk of new entrants. The threat level for substitute products is low, and the supplier's buyer power negotiation measure was set to medium. The factors that are paramount to producers in Bangladesh include operational effectiveness, low cost, adherence to buyer requirements, and green initiatives. Epic Group is also an intelligent firm, as it is scaling, integrating upstream, innovating, and nurturing close buyer relationships, which are essential to this industry's competitive advantage.

3.7 Bangladesh RMG Industry: Focus, Products, and Structure

Bangladesh's readymade garments (RMG) industry is an established sector whose focus has shifted over the past four decades to become a global competitor. The industry is mainly concentrated on export-oriented production across different facets of garment production, driven by low costs and a qualified labor force to support the external market.

Core Product Categories and Focus Areas: Knitwear and Woven garments are Bangladesh's core strengths and were the main products in its exports. T-shirts, polo shirts, underwear, sweaters, and other items have become the subject of mass production in the knitwear industry, thanks to a strong domestic knitting and spinning industry. Woven Wear Bangladesh specializes in clothing such as shirts, trousers (e.g., denim shirts and cotton pants), jackets, and professional dresses. Specifically, it has become one of the most successful denim manufacturers in the world; much of the production of European and American heavy industry denim brands is based in Bangladeshi factories. The other product lines concentrate on outerwear (jackets, coats), active sportswear, children's clothes, and intimate wear, yet the two are minor lineups besides basics. The similarity here is that Bangladesh has built its industry around cotton over several decades, though it is now diversifying to include clients who wear human-made fiber clothing, in line with global trends. A fundamental to its success has been its ability to offer a diverse selection of goods at low prices. This includes both basic bulk things like plain shirts and more value-added products like jazzed-up coats or technical gear.

Industry Structure: The RMG industry in Bangladesh is highly export-oriented, with a high percentage of privately owned enterprises. Over 4,500 garment factories are registered with these associations and similar organizations, leading to a fragmented industry; however, some groups own more than one factory. Production is concentrated in two areas and they are Dhaka and Chittagong. These clusters developed to capitalize on the labor force and facilities, such as ports (Chattogram Port). The factories can vary from small cut and sew operations with just a few hundred workers to mammoth integrated facilities employing 10,000 or more. The industry is hierarchical: a handful of largely first-tier firms are large, fully compliant, and usually vertically integrated enterprises that can engage directly with the largest international buyer brands. Then there are numerous mid-sized factories that might work as subcontractors, or they may be producing for slightly smaller U.S.A importers. Subcontracting is built into the structure occasionally, when large orders outstrip a factory's capacity or require specialized work, they are at least partially subcontracted to smaller units.

Bangladesh's RMG sector is largely comprised of OEM-based factories that produce products to buyer specifications or brands, rather than their own. However, others are shifting to ODM (Original Design Manufacturer), providing design feedback and developing samples to attract buyers. Domestic integration in the upstream segment of the value chain (particularly in knitwear) means Bangladesh is a significant source of its own knit-based and yarn supply, thereby shortening the lead time to order garments made of knits. Woven is, conversely, far less integrated; most woven fabric comes from outside through imports (China, India, etc.), because Bangladesh's weaving and processing capacity is very little in contrast to the massive demand. It is a structural issue that the industry is slowly correcting by investing in backward linkage.

Export Orientation and Markets: The industry is almost entirely geared towards exports, with around 85 percent of Bangladesh's total exports generated by the garment industry. Primary markets are in Europe and North America. Among the former, Germany, the UK, Spain, France, and Italy are the top destinations. In North America, it is the United States alone that constitutes more than fifty percent of the country's market. Besides them, Bangladesh exports apparel to markets such as Japan, Australia, and emerging markets, including some countries in Asia and Latin America, but the volumes are relatively small in these regions. The industry structure has benefited from trade agreements/generalized tariff preferences, such as duty-free access to the EU under the (EBA) agreement, which has increased exports. Similar privileges have also been granted in Canada, Japan, and other countries. There is a prospective structural shift as Bangladesh approaches graduation from the LDC status in 2026, which could erode some of the tariff preferences. To this end, industry strategy is geared towards productivity and the brokering of new trade deals to remain competitive.

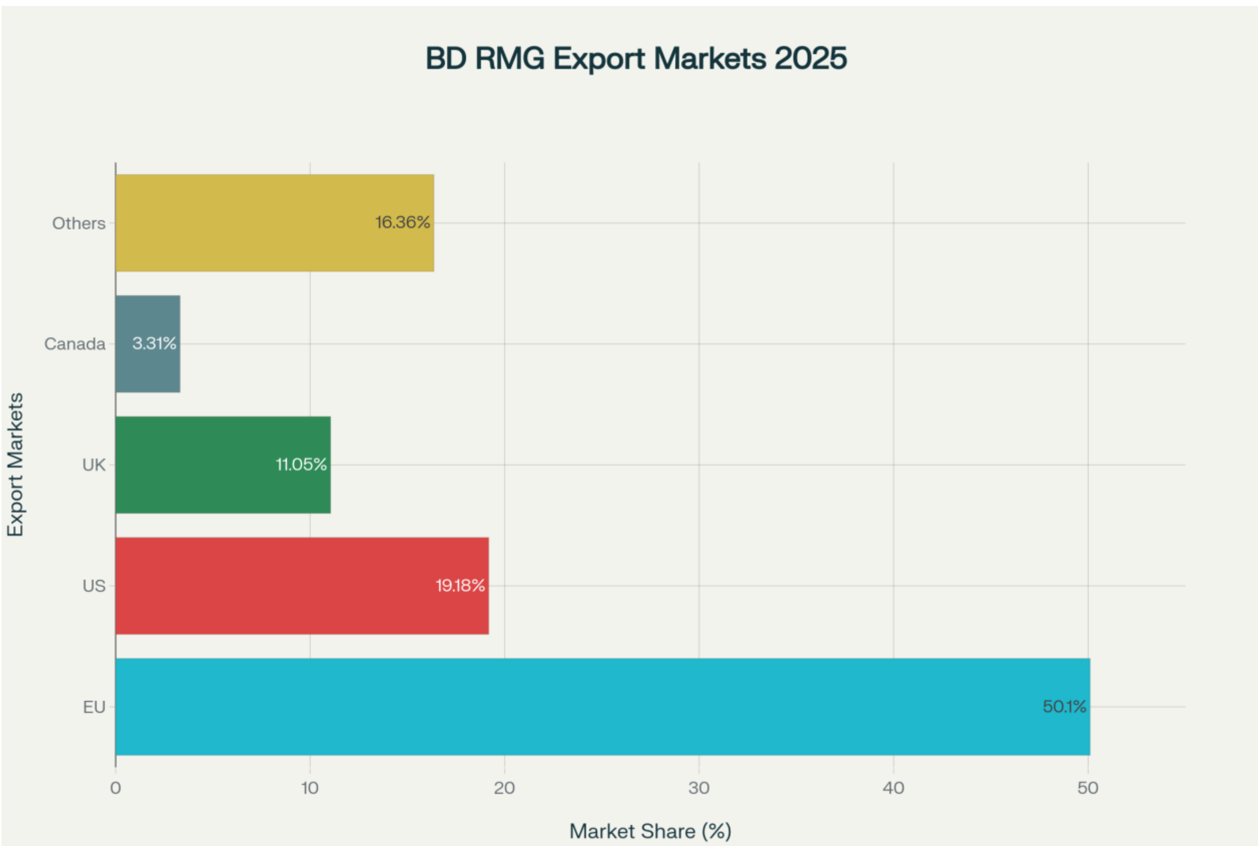

Figure 04: Bangladesh RMG Industry Performance Dashboard 2025

Role of Industry Associations and Compliance Structure: Regarding the compliance structure, the existence of associations such as the BGMEA and BKMEA is a significant dimension of the RMG industry in Bangladesh. Such bodies assist in organizing the industry, lobbying for policy changes, and were effective after 2013 in hastening reforms related to workplace safety. The post-Rana Plaza Accord saw a significant restructuring of compliance, with hundreds of non-compliant factories either overhauled or closed. The industry has led the world in the number of structurally and environmentally safe factories. By 2025, Bangladesh is estimated to have the world's most ecologically friendly garment or textile industry, with 258 facilities certified under LEED. One structural feature that enhances Bangladesh's competitiveness in international markets is its focus on compliance and green development.

In conclusion, the RMG sector of Bangladesh is a mass export-driven system of factories that focus on a significant number of predominantly cotton-based garment products, and is now extending into more value-added and synthetic products. It is being operated in a combination of vertically integrated large players and smaller specialized firms with strong backwards linkages and weak forward linkages. That triangle was the foundation upon which the industry has achieved success, and its future is anchored in its ability to drive structural improvements in technology, skills, and raw material integration, and in how it integrates products and markets to face global competition.

3.8 Size, Trend, and Maturity of Bangladesh's RMG Industry

The RMG industry in Bangladesh has grown to an impressive scale and level of maturity, from a cottage industry in the early 1980s to the world's second-largest apparel exporter by the mid-2020s. Below are the industry's size, growth trends, and some indicators of maturity, along with supporting statistics.

Field Size and Economic Importance: The Ready-Made Garments sector is believed to be the backbone of the Bangladesh economy. For the fiscal year 2022-23, the country recorded $ 55.89 billion, which is roughly equivalent to 47 billion garments shipped, accounting for approximately 85% of Bangladesh's total export revenue. Bangladesh is now one of the largest and fastest-growing apparel-exporting countries, accounting for over 7.4% of global apparel exports in 2023, behind only the Chinese economy in market dominance. This export volume is currently leading against Bangladesh's rivals, in particular Vietnam. The Bangladeshi garment industry is estimated to contribute around 11 percent to the GDP, and even more in the form of indirect contributions through related services and industries. As of mid-2020, the sector, comprising more than 4,500 operational factories, is thought to employ between 4.1 and 4.4 million people. Most significantly, 80-85% of these workers are women, a demographic characteristic that has had wide-ranging social implications for the empowerment of Indian women, and is no different in Bangladesh. This large workforce places RMG as the largest formal employment-generating sector in the country's economy.

Historical Growth Patterns: The RMG sector in Bangladesh has experienced rapid expansion over the past few decades and is generally regarded as a template case study for export-led growth. At the end of the 1970s, garment exports were insignificant. By 1983-84, one out of five exports from Bangladesh were apparel; in the next ten years, it had shot up to around 60 percent. In the 1990s and 2000s, Bangladesh had one of the world's fastest-growing garment exports, with a compound annual growth rate (CAGR) of 15 percent. Exports, for example, have increased from approximately \$1 billion in the early 1990s to more than \$34 billion in 2019. After setbacks in the global financial crisis and political disruptions, the industry had shown resilience bouncing back fast because buyers around the world turned to low-cost sourcing when times were tough. The COVID-19 pandemic in 2020 led to a steep, albeit temporary decline (exports declined by \$27–28 billion in 2019–20), followed by a subsequent recovery. Scratching a nadir of \$28.05 billion in FY2013-14, exports went on to scale a peak of USD 42.6 billion in FY2021-22 with the pace holding steady at the ~\$46–47 bn level by FY22/23. The recent YoY growth has been robust: for example, despite global headwinds, RMG export value increased by around 8–9% during FY 2022-23. In the next few years, some analysts predict that the sector could surpass \$50 billion in exports, driven by a growing belief in its momentum. This steady growth has seen Bangladesh's share increase slowly but surely in important markets today it is the second largest supplier of apparel to the EU and regularly among the top three suppliers of clothing to the US.

Maturity and Diversification: The RMG industry in Bangladesh has matured significantly, with greater product intricacy, quality, and conformity. It began by making some incredibly basic cut-and-sew, inexpensive t-shirts, as well as low-end shirts. Bangladesh has now graduated to the value-added garment industry. It also comprises semi-technical products such as sporting apparel, outerwear with exceptional finishes, and lingerie, which were once considered beyond the means of Bangladeshis. The raw materials base has expanded, and it is now a large domestic textiles sector (especially in knit fabrics and denim cloth) serving garment factories, cutting lead times, and adding domestic value. With world-class wash, dye, and finish treatments, we can produce high-quality fashion washes (e.g., distressed denim, garment dye), adding value locally in Bangladesh. On quality, the factories in Bangladesh have gained credibility for producing for high-end brands, not only mass-market fast fashion, but also higher-technical content brands, which proves their ability to handle quality and technical know-how. Over 90 per cent of factories in Bangladesh are compliant, due to the most comprehensive reform of factory safety ever witnessed, an initiative driven by accords and alliances that did not exist fifteen years ago. The industry is already an organization that has institutionalized better working conditions and safety processes.

Technological Advancement: Another indicator of development in the RMG sector is the significant increase in technology adoption. In the past, factory manufacturing was almost entirely manual; now, there are motors in operation. Patterns are created using computer-aided design (CAD); automated cutting machines are also being used, and a few prototypes have explored robotic sewing units. Production planning and inventory control are performed using ERP software, and orders can be tracked digitally in large factories. Some of them are exploring Industry 4.0 concepts, including using IoT sensors on sewing machines to track sewing machine efficiency in real time and leveraging big data to minimize downtime. These advantages have contributed to productivity and allowed Bangladesh to offset some of the rising labor costs through efficiency gains. Workers' training is finally bearing fruit as a more sophisticated workforce capable of running complex production is being developed. As well, of course, there is some admirable stabilizing technology applied in the clothing sector that is currently being utilized in Bangladesh, including factories with their own water-recycling plans, renewable energy generation, and, moreover, an automatic wastewater treatment tool that meets the Zero Discharge criteria. The existence of green factories indicates that the production process is becoming more environmentally friendly, a trend also associated with technological advances. All these technical developments imply that the industry is not sitting on its heels; it is developing and becoming more mature.

Sustainability and Green Leadership: The most discussed problem in recent years is the lack of leadership in sustainable garment production in Bangladesh. As of August 2025, the number of LEED-certified green clothing factories in the country has been the highest in the world (258). The category demonstrates the region's commitment to ecological balance, with 133 receiving a gold grade and 109 a Platinum grade. Also, almost all the ten leading garment manufacturers in the world are located in Bangladesh. LEEDs also ranks the country as having 68 of the top 100 green garment producers in the world. The green trend of action has gained momentum in the mid-2010s, and lately it has accelerated, with manufacturers finding advantages in fuel savings and greater customer appeal among those who may have sustainability requirements or simply prefer a more eco-friendly, less polluting car. It is a step away from growing at any cost to succeed at all costs, and it is that next step of maturity. Ethical manufacturing has also become a more critical issue in the industry: most factories are providing improved working conditions, employing compliance officers, and conducting regular social audits. Increased utilization of worker well-being programs (health facilities within factories, childcare facilities, and skills training facilities) was already prevalent, partly due to pressure on global brand companies that produce, and partly due to its own awareness that a stable, skilled workforce is an investment. They are now selling points to suppliers in Bangladesh, and some of the points made include their ability to produce sustainably and ethically; this is a sign that the industry can adapt to global market expectations.

Evidence of Maturity: As an economic factor, the RMG industry is at a mature stage of its growth curve; it continues to grow, but growth rates are not as high as in previous decades. But that is natural, given the base's massive size. Additionally, the industry has endured numerous challenges and has reached a relatively mature state. In other words, what cannot destroy it only serves to empower it. The current business environment also allows businesses to be more strategic in planning and risk mitigation, such as diversifying their customer base or opening factories in various locations to reduce the effects of local operations. The fact that the terror of the local business owners who have made and created their own companies since the beginning, and that the industry has a majority of locally owned clothing manufacturers with professional managerial and technological skills, demonstrates that the sphere is not simply reliant on workers with low wages, but also on the organizational and technical capability. Likewise, it is not only that Bangladesh is now spinning out tons of T-shirt blanks, but it is also sourcing the upper end of the fashion outerwear and fashion lingerie markets. Moreover, the industry is expanding into new markets and reaching international customers beyond the conventional US/EU markets, i.e., exports are made to Japan, India, and even parts of Africa, in a bid to reduce over-concentration. Such a value of the prospective character of market expansion and product diversification is one of the indicators of strategic maturity.

To conclude, the Bangladesh RMG sector can already be considered a behemoth of garment outsourcing, not only because of its sheer size but also because of the current transformation moving towards volume-oriented to value-quality-oriented. It has continued to expand and build its capacity, as evidenced by technological advancements, heightened compliance, and sustainable programmers. Despite these issues, which obstruct this direction, this sphere is on a stable trajectory of development, which will enhance Bangladesh's position as a reliable global clothing production destination.

Metric	Value / Description
Number of RMG Factories	~4,600 active factories (2023).
Employment	~4.1 million workers (approx. 65–85% female).
Share of National Exports	84–85% of Bangladesh's total exports.
Export Value (FY2022-23)	USD 46.99 billion (garment exports).
Global Export Rank	2nd largest apparel exporter (7.4% global share in 2023).
Contribution to GDP	~11% of GDP (direct).
Historic Growth Rate	~14–15% CAGR over 1990s–2010s; recent growth ~8–10% annually.
Major Markets	EU (≈50% share, ~$25B+), USA (≈20% share, ~$9B), UK, Canada.
Green Factories (LEED)	258 LEED-certified factories (109 Platinum, 133 Gold) (highest in world).
Average Monthly Wage (2023)	Minimum wage Tk. 8,000 (set in 2018); revised to Tk. 12,500 in 2023 (~$113).

Table 01: Key Metrics of Bangladesh RMG Industry (2025)

3.9 Epic Group Product/Service Mix

Epic Group offers a wide range of products and services across its apparel manufacturing sector to meet customers' varied needs. The company's product and service offerings are comprehensively outlined as follows:

Apparel Product Line: Epic offers a wide range of apparel suitable for all events (formal/casual/specialized). Key product lines include:

Formal Shirts: Good-quality formal shirts are also included in Epic. They are made of good cotton or a combination of wrinkle-resistant qualities. They are also sewn with attention to detail (even stitching, well-shaped collars and cuffs), which is found in business dress shirts. Epic is a distributor of formal shirts to various office-wear and luxury fashion firms, with a focus on clean design and long-term quality.

Casual Wear: This includes everyday items such as T-shirts, polo shirts, casual button-down shirts, and knits. The casual lifestyle segment is a product of Epic and is targeted at on-trend, but comfortable women whose style their names identify with. Other knit fabrics (jersey, pique and fleece) are another strength of the company, thereby allowing it to support brands in both the fast-fashion and leisurewear segments. The company's casual wear, with its own weights, washes, and prints, appeals to customers across diverse segments, from chain stores to brand stores.

Denim Products: Epic is a major player in denim and offers a variety of items, including jeans, denim jackets, skirts, and shorts. The brand's denim draws inspiration from the classic 1960s blue jeans, utilizing both selvedge denim high-quality dry denim (including a bit of stretch fabric) and modern washing techniques to create a wide spectrum of finishes, whether you are looking for a darker indigo rinse or want heavily distressed/acid-washed looks. Epic Group is considered one of the largest manufacturers of non-iron cotton trousers and chinos for the US market, pointing to expertise in casual bottoms. Through its full-scale laundries and finishing units, Epic is capable of developing bulk orders in denim that are consistent in color, size, and finish for popular jeans brands and retailers.

Work Uniforms: Epic's work wear range features heavy-duty clothing suitable for professional and industrial use, including uniforms, coveralls, high-visibility jackets, and corporate wear. These items are designed for function and built to last featuring solid textiles (such as twills and canvas), creative details (including numerous pockets and reinforcement), and a utilitarian design. Another consideration is comfort since the workers have to use them for hours a day. Epic manufactures uniforms for organizations and brands that outfit construction or factory employees. Safety design is usually in this segment, and Epic is well-prepared to satisfy it.

Value-Added: It is a division that involves specialty clothing with an added-value element that is functional or creative. The examples are active clothing (leggings, sports jerseys, moisture-wicking athleisure hoodies, and compression garments), outerwear (lightweight down jackets and waterproof, coated park jackets), and technical clothing (with UV protection and odor-blocking applications). Epic boasts performance-based clothing that adds style to the growing sports and outdoor apparel industry. As an example, they can come up with a yoga pant with four-way stretch or a running shirt with reflective names. These are only a few of the products that demonstrate that Epic can handle complex manufacturing processes, including bonding, seam sealing, and working with stretch and synthetic materials. Value-added also applies to trendy pieces with added novelties, such as embroidery, laser cuts, or unique dye techniques in other words, anything beyond the basic cut-and-sew process. By keeping this in the mix, Epic can accommodate larger and higher-margin premium or niche fashion lines.

Product Category	Description & Features	Examples
Formal Shirts	Premium tailored shirts with quality fabrics and stitching. Focus on business attire; often non-iron finishes for convenience.	Men's dress shirts, women's blouses for office wear.
Casual Wear	Trendy and comfortable everyday clothing. Uses various knit fabrics; emphasis on style variety and comfort.	T-shirts, polos, casual button-downs, sweatshirts.
Denim Products	Wide range of denim apparel with modern washes and cuts. High durability and fashion appeal.	Jeans (all fits), denim jackets, denim skirts/shorts.
Work Uniforms	Functional garments for work settings. Emphasize durability, safety, and practicality.	Industrial coveralls, uniforms, high-visibility vests.
Performance/Value-Add	Specialized apparel with technical features or unique designs. Leverages innovation in materials.	Active wear (yoga pants, sports tees), outerwear (jackets), specialty fashion items with performance fabrics.

Table 02: Epic Group's major product categories and their features

In addition to only manufacturing clothes, Epic Group offers several services to add more value for its clients:

Design & Development Services: Epic's in-house design team collaborates with clients to bring their ideas to life as products. They will provide trend research input, create tech packs, build prototypes, and recommend design adjustments to maximize production efficiency. Epic can produce samples for collections each season (four times per year) and create designs internally for buyers to select from. This servicing is particularly beneficial to smaller brands that don't employ huge design teams in effect making Epic more of an ODM partner, as opposed to an OEM.

Merchandising & Order Management: As mentioned, merchandising at Epic is hands-on order management a form of supply chain coordination. They manage all communications, timeline tracking, materials management, and follow-ups necessary to complete an order from ordering through shipping. That way, the client's left with a single point of contact at Epic for all their needs, and the production process is easy on the client side.

Quality Assurance & Compliance Service: At Epic, quality assurance involves strict end-product inspection at multiple levels (including final shipment AQL) and laboratory tests of color fastness/shrinkage and other characteristics, thereby ensuring products meet specifications. It can provide buyers with compliance certification and testing reports. On the compliance front, Epic will handle all matters related to social and safety, and we can assist with buyer audits. It is a service that brands are eager to pay for as they strive to preserve their reputations.

Logistics & Export Coordination: Epic has extensive experience in international shipping, and, logically, they can handle the logistics of shipping the goods to the buyer's door or to their preferred warehouse. It clears all export documents (merchandise invoices, packing lists, official certificates of origin) and books vessel delivery. For specific clients, Epic organizes decentralized shipping for elements of the order to other countries (campaigns in many countries). In addition to streamlining the purchasing process, Epic offers door-to-door ease, a boon for logistics management.

Inventory Management: When the retailer relies on quick replenishment models, Epic can assist by stocking greige fabric or finished blanks to keep orders moving quickly. Epic's production process uses data that enables it to react promptly to in-season reorders. This service needs to sell and replenish quickly; fast-fashion and basics programs can be a game-changer. These vendor-controlled inventory deals include the most prominent brands, and Epic can connect to buyers' inventories to predict requirements.

Sustainability and Compliance Consulting: Epic is a leader in the sustainability sector and a consulting firm that helps customers enhance sustainability in their products. It could also provide BCI (Better Cotton Initiative) cotton or recycled polyester, as it was optional, and trace it after that. It may also assist new fashion start-ups in meeting best-practice requirements. Although it is not an external advisory service such as a consulting firm, this advisory capacity aligns with Epic's holistic sustainability approach, helping its clients meet their sustainability goals by leveraging Epic's capacity (e.g., creating organic lines, low-carbon footprint work, etc.).

Overall, Epic Group has diversified its product and service portfolio to make it a one-stop retailer of apparel brands. They can acquire, under one roof, a great variety of goods of the highest quality, manufactured, as well as a full assortment of services, including input into the design, direct production management, and delivery. This entire combination has played a critical role in Epic's growing long-term relationships, as customers can scale their products and shift in other directions, and Epic can adapt to changing needs within the same relationship.

3.10 Epic Group’s Customer Mix and International Reach

The Epic Group includes customers across different geographic locations, and pricing would help form a broad and deep customer base. The multiple clients that Epic Gold has are a clear demonstration of versatility and revenue generation on a global scale.

Geographical Coverage: The reasons for Epic to expand to Europe, Asia, and the USA are the successful completion of the majority of their clients' associated goals and the fulfillment of the company's long-range strategic objectives. It also serves clients in the United Kingdom and across Europe. In Asia, Epic serves major retailers in Japan and is broadening its customer base to include brands in countries such as Australia and the Middle East. With Epic's offices in Hong Kong, New York, London, and Dubai, it is easy to stay close to clients from these major areas. This global shelf of business means Epic's income sources at any given time aren't particularly tied to the fortunes of one world region. If European demand slows, orders in North America that are still ongoing and new contracts in Asia can help mitigate the shortfall.

Customers: Broadly, Epic's customers can be categorized into premium fashion brands, mid-tier retail chains, mass and budget market retailers, and some specialist brands. At the premium end, Epic collaborates with high-end fashion labels and designer brands that require higher quality and occasionally smaller orders for more complex looks. These customers choose Epic for its craftsmanship and high-quality fit. Epic, for example, has created shirts and dresses with fine stitching for high-end brands that demand attention to detail and repeatability. Epic's design and sampling abilities are also respected by high end labels that want the finished bear to be consistent with their brand ethos.

In the mid-tier, Epic has a lot of known high-street retailers and department store brands as its clients. These are quality value-oriented businesses that buy in bulk. Epic's competitive pricing and speed of delivery are big players here. European fast fashion chains that have been the largest importers to date and their American national retail brethren (i.e., H&M, parent of Zara, Inditex; Gap Inc.; Target, etc.) in Bangladesh, for example Epic has serviced these retailers by churning out basic styles (think millions of simple tees or pair of denim pants) and trend-driven pieces with remarkable speed. Then there are the mass-market retailers, such as discount chains, grocery store clothing lines, and big-box stores. Epic is used in some of the largest of these, where scale is immense and cost is a significant consideration. Walmart, the world's largest retailer, is a clear case in point: Epic is said to sell a substantial volume to Walmart. Likewise, Epic services Amazon as a customer by fulfilling orders for either Amazon's private-label clothing or orders on behalf of other brands with which Epic vendors. That such clients are willing to do business with Epic speaks volumes about our ability to hit tight price points, balanced by quality, as you can bet these retailers have some tough-as-nail vendor scorecards.

Specialized brands are another key part of the customer mix, which may include an active wear label, an outdoor products company, or a uniform provider. Epic, for instance, supplies Levi's, one of the world's most iconic denim brands. Levi Strauss & Co. relies on EPC for some of its production. However, it depends on Epic to deliver on certain of its product programs. For example, Epic's sizeable post-cure facility for wrinkle-free chinos suggests some tie-up with Levi's Dockers or other pants programs. In the face of significant production capacities, he is a client who can manage the buying game better to secure better prices. Another client is Uniqlo, a Japanese apparel brand that has become part of the powerful Fast Retailing Group and is synonymous with simple, well-made clothes over the years. It is fundamentally a business model based on differentiation of quality. Their customers are called quality-thirsty. A business of this size on Epic's list speaks to the latter's ability to fulfill sizable orders with quality control in place. Epic's acquisition of quality-centric, renowned companies, such as Uniqlo, speaks to its operational prowess. To give a few examples of brands (beyond the ones mentioned): Epic is known to have produced for Tesco and Sainsbury's (UK retailers), Marks & Spencer, C&A in Europe, VF Corporation properties and Specialty fashion brands like maybe Mango or Esprit. Its work wear production also includes work wear providers or government uniforms contracts through partner brands.

Volume versus Value in Client Mix: Importantly, a small number of large clients may give you relatively high volume (i.e., Walmart, H&M, etc.), whereas many smaller or premium clients add good value or niche. At Epic, it must cater differently: big clients want rock-bottom cost and huge logistics coordination; premium ones need more hand-holding and impeccable quality. Epic probably has this segmentation within itself (with separate account teams) as well.

Global Reputation: Epic is also among the best-reputed companies in the sourcing industry, with the oldest and highest-performing international clients. Most emerging or smaller brands find it easier to turn to manufacturers that already serve large brands, since it is like having a seal of quality. This way, the client mix of Epic is sold as an attraction to attract more business, and so on. The extensive coverage (USA, Europe, Japan, etc.) also implies that Epic is aware of various compliance requirements (e.g., the chemicals that may be used in either Europe or the US) and design sensibilities, and that it remains a fully global manufacturer.

Finally, Epic Group works with a wide variety of clients across numerous continents, including high-end fashion brands and mass-market retailers. It indicates that Epic can address a wide range of requirements and demonstrates its strength.

3.11 Trend and Growth Trajectory of Epic Group

Epic Group has been growing rapidly over the past few years through strategic expansions, alliances, and a long-term orientation towards technology and sustainability. The following are some of the trends that can be identified with the rise of Epic:

Stable Capacity Expansion: Epic Group has been building its capacity and infrastructure over the last 10 years to meet the increasing demand of its customers. This has been achieved by building new facilities, modernizing existing facilities, and streamlining production activities. Epic has not been backward in spending a small amount on capital acquisition to enhance production at one of its largest state-of-the-art plants (its 500,000 sq. ft. flagship plant), which is highly automated. The business has grown, and the average number of units produced annually has reached 100 million, and it is increasing with the addition of factories and production lines. This planned incremental growth will support Epic's ability to handle massive, impromptu seasonal demand spikes. Epic's growth has also extended to multi-country operations, with the opening or acquisition of factories outside Bangladesh, thereby expanding its capacity. An interesting turning point is Epic's membership in Jordan and Ethiopia (micro-factories in Hawassa), as part of its strategy to establish a presence in TBA expansion duty-free zones for the US market and tap into new labor pools. However, expansion is on the horizon beyond 2024. Epic's financing partnership with IFC will continue to expand and build another large manufacturing facility in India through the Spectra JV fund.

Epic Group's joint venture with Creative in India, named SPECTRA, is one of the biggest news stories recently announced, beginning in 2025. This JV represents a strategic extension of our project pipeline, enabling access to India's textile ecosystem and benefiting from preferential regulations surrounding manufacturing. The first of its projects under Spectra is a greenfield project to build what it claims will be one of India's largest sustainable denim and bottom-wear factories, with an intended monthly capacity of 700,000 units. This factory will strengthen Epic's apparel production capacity, as well as its market reach, and may indeed speed up shipping from India or to clients who prefer diversification of their sourcing. Setting up manufacturing activities in India would put Epic in a strategic position to diversify at least some of its risk and capitalize on India's capabilities. Spectra Venture is the branch of Epic's development strategy, called collaborative expansion. This model entails the corporation collaborating with businesses in localities to accelerate its growth and facilitate information sharing. Admittedly, under the conditions of the successful Spectra, Epic can experience a significant increase in total production and profits. Also, it can provide a new path to more collaborations of this kind.

Focus on Workforce and Skills: Epic has come to realize that machines and buildings are not the only ones that can drive growth; people, too. Epic has also invested in employee wellness, human capital training, and development as its workforce stabilized and gained the capacity to drive its growth. According to the internship report, it is mentioned that Epic has its own internal training and leadership potential and, in consequence, it is better established to ensure that complex and growing do not impact its culture and performance, however, when Epic is investing in its workers, it is not only increasing productivity but also developing loyalty, which minimizes attrition. This is vital because, as Epic grew to over 30,000 employees, it needed these investments to keep them focused and aligned with other employees' working habits. What remains is an organizationally scalable structure that can run a host of high-stakes projects simultaneously, such as the opening of a new factory and maintaining smooth operations. It is among the older companies in Bangladesh that has appeared to adopt the latest manufacturing technologies, which have provided it with an advantage in its growth. In the case of the former, the Premier mill has automated the fabric spreaders and a robotic transport system to supplement throughput and quality. Since 2021-2022, Epic's plan has been to establish highly advanced micro factories to produce with greater precision.

They will be online by 2025, enabling Epic to accept larger order sizes and respond faster to replenishment requests. It also helped the company have a state-of-the-art warehouse equipped with the latest technology to manage inventory and combine shipments. All this in the investments meant that as Epic kept expanding, it did not merely add to what was there, but we also optimized efficiency per unit and lead times. This technological focus is one of the core components of the Epic strategy to remain on top in the coming years, enabling the system to increase volume without a proportional increase in work or lead times.

Growth and Sustainability: Epic will continue expanding with its sustainability hopes, a conscious choice maker to stay competitive in the long term. As the company's capacity grew, it systematically built new facilities and restructured the old ones. Epic created an in-house roadmap that must have met part of the environment's requirements. In its collaboration with the IFC on financing, Epic set very bold sustainability targets, which is to reduce its greenhouse gas emissions per garment by 65 percent by 2030 relative to 2019 levels. This would involve increasing the utilization of renewable energy and achieving additional energy efficiency gains in processes, as well as, if needed, buying offsets or investing in carbon capture. Even targets, such as the goal of freshwater intensity reduction, can be translated into increased water recycling and the use of more facilities, such as Dye-Max dyeing machines. It is not only the output whose increase is already supposed to be measured at that, but the greener output. Epic's growth plans will be strong in sustainability aspects one of the priorities of Spectra is green energy and very low carbon output. Concisely, Epic strives to grow in a way that will cement its position as a sustainability leader in the sector. This is as much a marketing positioning of an upturn as it is about ethics. In a year, it will be possible to record milestones, including most of its plants achieving Platinum status or recycling over 50 percent of its water, which can be added to the marketing for clients.

Digital Integration and Transparency: A second aspect contributing to Epic Systems' growth is greater transparency into the supply chain and digital integration. The future of sourcing is expected to be transparent, and as a result, Serai, by HSBC, is one of the platforms that Epic uses to track its cotton supply chain. And it is the flag on which it has become increasingly digitally native, a company in which data flows in a two-way back and forth between the cotton farm and the garment it makes, making it more transparent and narrative as it continues to develop. It has also explored the concept of partnering with others to provide blockchain or traceability (e.g., Serai, TrusTrace), which is the direction brands are taking to responsible sourcing. This online development not only allows us to avoid inconveniences, but also it will be an investment in becoming the type of supplier most people would like to do business with in the future and spur further development.

Creations and Awards: The achievements of Epic are already being recognized in the industry, though they cannot be quantified as much, but are often essential to growth. Lastly, Epic won some awards at the recent Just-Style Excellence Awards of 2025, including an Environmental Award for renewable energy implementation, a social compliance award, and a supply chain innovation award. Those sorts of accolades that enhance Epic's brand, rather than pushing a sale for Epic in the B2B space, will make it easier for them to acquire new high-profile clients or break into new markets. Growth breeds growth. Epic is often seen as a leader, and more business tends to follow, leading to further expansion.

Outlook: With these trends in mind, it seems safe to say that the future looks bright for Epic Group. The company also has a strategic goal of achieving certain revenue or volume targets. All the right fundamentals, a multinational organization, leading edge technology, a long-term business model, and a strong customer base, are in place for Epic to be one of the top two or three manufacturers globally by reputation. There are certainly risks in maintaining quality as expansions come at a breakneck pace, or in new efforts like Spectra hitting, consistently hitting targets. Nevertheless, Epic has a systematic, strategic growth strategy, suggesting it is prepared at that level. It is possible to speculate that Epic can further create a TBD division, but this could be achieved through acquisition, e.g., by adding product divisions such as footwear or accessories production or services.

Lastly, the more recent trend in Epic Group has been strategic expansion and modernization, including capacity and geographic expansion, investment in people and technology to become more efficient, and sustainability and transparency as means of becoming the market leader. This puts Epic in a situation not only of being scaled up but also of serving as an example of garment production at present. The arc demonstrates that this is not a single success story on its own, that Epic was settling into the golden age sometime before it, or it is a singular or unprecedented occurrence to get a digital product that can hold and retain an audience in November 2020.

CHAPTER IV: INTERNSHIP EXPERIENCE

4.1 Position, Duties, and Responsibilities

Position

Merchandising Intern at Epic Group, Tejgaon Branch.

Duties

- **Merchandising Operations:** The primary elementary merchandising operations of the company include reservation removal, contact with vendors and sellers, sample status, and alignment of international buyer orders to ensure accurate placement from order entry through fulfillment and delivery.
- **Supplier Management:** Learnt real experience in the correspondence with suppliers regarding the arrangement of trim booking, materials procurement coordination, and compliance of buyers in the approval of fabrics and accessories.
- **Sample Preparation:** I also helped develop a sample and observed prototype clothing in a variety of sizes during the manufacturing process. Approaches were prompt, and changes were made in response to client feedback.
- **International Buyer Support:** Assisted in the Preparation of meetings with foreign buyers and was also a liaison person of the merchandising and marketing department in Tejgaon and Hong Kong, respectively.

Responsibilities

- **Order Management System:** Mastery of the Order Management System application and mastery of the whole process behind the order completion, implementing a quality assurance system and compliance checks, and the zonal change reconciliation.
- **Monitoring Production:** Supervised order production and made sure that all issues were addressed to the satisfaction of the purchaser without violating the quality assurance regulations of the Epic Group.
- **Cross-functional Cooperation:** Combined with other departments such as design, production, and quality control to enable the supply chain to provide continuous workflow correlation within the chain.

- **Reporting and Documentation:** Final analytic reports, which have documented results and lessons learnt, illuminating the behavior of merchandising and business models of the RMG sub-sector of the world economy.

4.2 Training

During my internship with Epic Group in Tejgaon, I was well-trained in specific information and skills for the dynamic global textile and garment industry.

- **Industry Orientation:** As part of the onboarding activity, I was informed about the various service offerings of Epic Group, including professionalism in sustainable production, sustainable services, merchandising integration, and global supply chain management.
- **Hands-on Merchandising Experience:** In the BBA three-month program, I gained hands-on experience in merchandising by managing the Merchandising Department and handling real international orders.
- **Operational Excellence Training:** Functional rankness in essential operations in slim booking, communication with the vendor, sample buyer systems, and coordination systems.
- **Compliance and Sustainability Standards:** Alumni of the interface of international compliance and global apparel sustainability standards. In particular, Epic Group's registered manufacturing and sustainability practices are environmentally friendly.

4.3 Contribution to Departmental Functions

- **Supply Chain Coordination:** Enhanced operational efficiency of the department by circulating customer orders, cross merchandising, international client's coordination, and product development and delivery support.
- **Buyer Relationship Management:** In line with international clients and heightened international buyer communications, with the coordination of meetings, combined with the promise, delivery, and quality procedure over time expectations.
- **Documentation of the Production Process:** Was observed and traced the production due to possible failures, and reduced the loopholes in communication between various suppliers, production facilities, and cross-time zone customer relations without any problems in the airspace.

- **Documentation and Analysis:** Maintained the merchandising records to be versatile and operational to facilitate the performance evaluation of the department under the Relentless Pursuit of Better operational efficiencies, which facilitated matching records with measures of performance.

4.4 Evaluation

The internship was a 3-credit-hour requirement in the BBA degree course at United International University. These positive results were evidenced in the presentation of an academic final report to our university supervisor titled "Merchandising and Marketing Coordination: An Observational Study of Epic Group."

4.5 Skills Applied

- **Analytical Dexterities:** Conducted a breakdown analysis of Epic Group's achievability of merchandising discipline in connection with design, production, and client administrative division of the inline RMG supply chain.
- **Communication Skills:** Interacted with the suppliers and foreign buyers and helped the Hong Kong marketing team with several merchandising activities with the help of formal communication methods.
- **Project Management:** Sample briefs, trim booking, and schedule management were used to guide project management across various geographic settings and organizations, achieving project goals.
- **Problem Solving:** Utilized logical thinking to resolve merchandising problems on inter-department coordination, as well as quality and delivery standards at international levels.

4.6 New Skills Developed

- **Global RMG Industry Knowledge:** Acquired information about the international garment manufacturing industry supply chain, buyer expectations, and the relevance of the Bangladeshi RMG exports.
- **Merchandising Expertise:** Gained specialized knowledge on vendor relationships, trim booking, sample order booking, and other order management system processes.

- **Sustainable Manufacturing Insight:** Sustainable manufacturing practices of Epic Group, one of the global leaders in green factories and environmental compliance, are encouraged.
- **Cross-cultural Business Communication:** Enhanced in the multicultural workplace, the interface between the local functions of BL with the global Hong Kong organizations.

4.7 Application of Academic Knowledge

The knowledge gained during the BBA courses on marketing, business analytics, and business operations management was used in the following ways:

- **Marketing Management:** Applied marketing management concepts to understand the relationship between merchandising coordination and marketing effectiveness, particularly in the context of Epic Group's various individual international clients, including H&M, Walmart, Gap, and Uniqlo, among others.
- **Supply Chain Management:** Used supply chain management concepts to analyze the various stages of Epic Group's vertically integrated operations, which involve sourcing fabric and production to the final coordination of delivery over several continents.
- **Operations Management:** Used concepts of operational excellence to analyze Epic Group's operational efficiency in lean manufacturing, systems of quality control, and the integration of advanced technologies such as ERP and automated production lines.

CHAPER V: RECOMMENDATIONS & CONCLUSION

5.1 Recommendations

- **Geographical Diversification of Production:** Excessive reliance on Bangladesh (over 80% concentration) exposes Epic Group to political, infrastructure & trade preference risk. Developing facilities in Vietnam or Ethiopia to build up operational resilience, gain access to new trade agreements, and reduce exposure to the risk of disruption would boost the Group's potential in the future.
- **Develop for OEM Brands:** By doing only OEM/ODM business, it is impossible to create high-profit products. Beginning consumer-direct sustainable or performance apparel brands benefit from Epic's design and green credibility, achieve higher retail margins, and lessen dependence on a few key buyers.
- **Accelerate Digital Transformation:** Little or no automation, and ERP should be extended into AI-driven demand forecasting, Blockchain visibility, and production visibility via IoTs. This will reduce lead times and waste, and position Epic as a technology-oriented partner.
- **Diversify the Customer Base:** Having too many Tiers 1 retailers leads to unstable revenue. Focus on emerging e-commerce brands and mid-sized/niche brands with lower minimum order requirements, thus leveling out revenues and increasing purchasing power.
- **Monetize Sustainability Leadership:** 258 LEED-certified factories make it clear that Epic is the green leader, yet Epic must develop high-end eco-bottle shops and bring B Corp status to life, in the process launching no-waste garment-recycling initiatives. This will be the gateway to higher prices and greater ESG appeal.

5.2 Conclusion

My internship at Epic Group introduced me to the idea that marketing modern clothing is a complex process, and that its global supply chains and regulatory standards align with environmental needs. Epic Group could also compete with big international brands without sacrificing quality or the environment, thanks to its vertical strategy. The sheer volume of the company's LEED-certified operations and its ambitious greenhouse gas reduction goals are another sign that it is a frontrunner in green production, which is now a requirement for global clients. Nevertheless, future issues in the industry, such as a looming LDC graduation and increased competition in the region, warrant a more flexible approach. Epic's SPECTRA JV in

India is a good move toward diversification; more needs to be done in geography, technology, and customers. This sort of internship taught me that merchandising is not a selling process, but an actual cooperative process that presupposes impeccable, real-time communication between suppliers and production teams on the one hand and buyer representatives on the other. The RMG sector of Bangladesh will not be a low-profit model in the long term, but a high-value, technology-intensive business to survive in the international market. The Epic Group boasts a more advanced business model, as its operations are augmented by technology-enabled production digitization, omnichannel operations, and a digital business. Epic accesses brand-centric value creation, value chain market dispersion, and customer-centric value chain dispersion through a competitive value chain. Epic enhances existing weaknesses and capitalizes on market opportunities by sustaining world class garment manufacturing and providing life-altering educational opportunities for students.

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