

Junior Merchandising: Activities & Practices in Fargo Syndicate Ltd.

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

Junior Merchandising: Activities & Practices in Fargo Syndicate Ltd.

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Letter of transmittal

01st July, 2026

Dr. Seyama Sultana

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Subject: **Submission of Internship Report**

I, a proud student of your institution, am delighted to present my internship report, "Junior Merchandising: Activities & Practices in Fargo Syndicate Ltd." The completion of this report is a pre-requisite for the United International University Bachelor of Business Administration program.

The report is based on my three-month internship as a Junior Merchandiser at Fargo Syndicate Ltd. I have made every effort to convey the real-world experiences, exposure to the workplace, and learning objectives I acquired throughout my internship period.

I want to express my gratitude for all your help and support during the writing of this report.

Sincerely your obedient student,

Md. Asfaqur Rahman Chamak

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No other institution has received this report for academic purposes.

Acknowledgement

I want to start by sincerely thanking The Almighty Allah Ta'ala for granting me the strength to finish both this report and my internship. I want to sincerely thank Dr. Seyama Sultana, Professor at UIU, for all her help, advices, guidelines, and inspirations for my paper.

Additionally, I would like to thank the management of Fargo Syndicate Ltd. for providing me with the chance to work as an intern and for giving me practical experience in merchandising, order follow-up, client coordination, and supplier contact.

Lastly, I want to express my gratitude to my classmates, family, and friends for their unwavering encouragement and support.

Abstract/ Executive summary

My three-month practical experience as a Junior Merchandiser at Fargo Syndicate Ltd., a Bangladeshi clothing sourcing and purchasing company, is highlighted in my internship report. The internship's goal was to supplement my academic knowledge with real-world experience in the areas of marketing, sourcing, customer relations, merchandising, and production follow-up.

The company's overview, product categories, organizational structure, clientele, and operational duties are all included in the report. The garment industry's growth trends, difficulties, technology impact, supply chain organization, and competitive aspects are all examined.

As a Junior Merchandiser, my duties included tracking samples, following up on orders, creating T&A (Time & Action) calendars, interacting with suppliers and buyers, helping to negotiate prices, keeping track of production updates, creating consumption sheets, scheduling trims, and keeping track of internal paperwork. I improved my communication, data handling, negotiation, time management, teamwork, and problem-solving abilities during the internship.

I was able to relate academic theories of supply chain management, marketing, and consumer behavior to practical working tasks thanks to my internship. Key findings, difficulties, and useful suggestions for enhancing merchandising operations are included in the report's conclusion.

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- **Knit Garment Fabric Consumption:**

$$\text{Consumption Per Dozen} = \frac{(\text{Length} + \text{Allowance}) \times (\text{Width} + \text{Allowance}) \times 2 \times \text{GSM} \times 12}{10,000,000}$$

- **Woven Garment Fabric Consumption:**

$$\text{Consumption Yard} = \frac{(\text{Length} \times \text{Width}) + \text{Wastage \%}}{\text{Fabric Width(Inches)} \times 36}$$

- **Thread Consumption:**

$$\text{Total Thread} = (\text{Stitch Length} \times \text{Thread Consumption Factor}) + \text{Wastage}$$

List of Abbreviation

- **BBA: Bachelor of Business Administration.**
- **BGMEA: Bangladesh Garment Manufacturers and Exporters Association.**
- **CAD: Computer Aided Design,**
- **CMT: Cut Make Trim.**
- **DFQF: Duty Free, Quota Free.**
- **DPR: Daily Production Report.**
- **EPB: Export Promotion Bureau.**
- **ERP: Enterprise Resource Planning.**
- **GCC: Gulf Co-operations Council.**
- **GOTS: Global Organic Textile Standard.**
- **HAWB: House Air Way-Bill.**
- **KPI: Key Performance Indicator.**
- **L/C: Letter of Credit.**
- **LDC: Least Developed Country.**
- **LEED: Leadership in Energy and Environmental Design.**
- **PO: Purchase Order.**
- **QA: Quality Assurance.**
- **T&A: Time and Action.**
- **RMG: Ready Made Garment.**
- **UIU: United International University.**

CHAPTER I: INTRODUCTION

I.1 Background of the Report

Internships are an essential component of higher education since the modern corporate environment demands a smooth transition from academic theory to professional implementation. Although the conceptual frameworks for management, finance, and marketing are provided by the BBA curriculum, the internship acts as a crucial testing ground where these theoretical ideas are put to the test against the intricacies of an actual corporate setting. This process turns classroom knowledge into practical competency by immersing a student in the day-to-day operations of a functioning business. This fosters a deeper understanding of organizational behavior, market dynamics, and the strategic decision-making necessary to navigate today's competitive economy.

This report highlights the synergy between industry practice and institutional learning by providing a thorough account of the professional residency done at Fargo Syndicate Ltd. The experience was intended to offer a comprehensive understanding of the company's internal infrastructure and its function within the larger industry, going beyond simple task execution. The report provides a thoughtful look at the difficulties, adjustments, and professional development encountered during the tenure by examining how departmental workflows and company culture support the accomplishment of broad business goals.

I.2 Objectives of the Report

This report's main goal is to examine the fundamental roles of procurement and merchandising in order to close the gap between theoretical textile management concepts and the complex reality of the global supply chain. This entails a thorough examination of the operational procedures in a clothing buying house, particularly emphasizing on the high-pressure execution of strategic sourcing, cost optimization, and quality assurance procedures. By examining these procedures, the research aims to give a broad overview of the Bangladeshi clothing sector, assessing its competitive stance, logistical difficulties, and its function as a key hub in the global clothing trade.

Additionally, this study attempts to offer a critical self-evaluation of the professional growth attained throughout the internship. It focuses on assessing how business communication, negotiating, and analytical abilities may be used practically to solve real-time production and sourcing bottlenecks. The report measures the development of technical competency and soft-skill proficiency by recording specific contributions made to the team at Fargo Syndicate Ltd. Eventually, the goal of this reflective analysis is to show how a professional can make a significant contribution to the changing apparel scene by combining academic preparation with industrial exposure.

I.3 Motivation of the Report

This report's main motivation is the goal to investigate the relationship between global supply chain management and strategic marketing. Moving beyond theoretical brand management to the high-stakes world of international trade, the "living" part of a product fascinates me as a marketing major. Because it is a unique professional mix that requires the precision of technical coordination, the persuasive strength of negotiation, and a deep awareness of global market trends, merchandising was chosen as the main focus. In order to provide a roadmap for the application of marketing principles in one of Bangladesh's most important economic sectors, this research was driven by the need to show how these disparate skill sets come together to produce the commercial success of a clothing buying house.

I.4 Scope and limitations of the Report

This report's scope includes a comprehensive examination of Fargo Syndicate Ltd.'s merchandising lifecycle, from the first buyer inquiry and fabric procurement to the last shipment inspection. It assesses the present competitive environment of the Bangladeshi garment industry and offers a thorough examination of the operational frameworks of a contemporary buying house. The report demonstrates how business theories are used in real-world situations by listing particular tasks completed during the internship.

To properly interpret the findings, it is necessary to accept certain limitations. Owing to the industry's exclusive character, certain buyer-supplier contracts and sensitive financial data were limited in order to protect company secrecy. Furthermore, the internship's set period acted as a temporal restriction, making it impossible to witness the entire lifecycle of long-lead-time seasonal orders or perform a thorough longitudinal assessment of every departmental sub-function.

I.5 Definition of Key terms

The following fundamental terminology are defined in the context of the clothing industry to guarantee technical accuracy and clarity throughout this report:

- Merchandising: The strategic process of overseeing a clothing order's whole lifetime, serving as the vital conduit between foreign purchasers and regional manufacturing facilities to guarantee timely delivery, cost effectiveness, and quality.
- Time & Action (T&A) Plan: The main instrument for risk management and deadline tracking, this thorough historical timetable details each stage of a manufacturing cycle, from sourcing raw materials to final packing.
- Consumption: The exact computation of the total amount of raw materials (fabric, yarn, or accessories) needed to manufacture a single product or an entire order, which serves as the foundation for procurement and costing.

- **Tech Pack (Technical Package):** The term "tech pack" refers to a buyer-provided detailed and illustrative blueprint that includes all the design specifications, size charts, material information, and construction requirements required for a manufacturer to turn an idea into a tangible product.

CHAPTER II: COMPANY AND INDUSTRY PREVIEW

2.1 Company Analysis

The contemporary face of Bangladesh's ready-made garment (RMG) intermediary market is embodied by Fargo Syndicate Ltd. It serves as the crucial strategic link between Bangladesh's high-capacity manufacturing facilities and international fashion retailers as a multifaceted buying house.

2.1.1 Overview and history

Fargo Syndicate Ltd. was founded at a time when the Bangladeshi garment industry was undergoing significant change. The company was founded with the goal of going beyond mere broking, and its foundations were supply chain transparency, ethical sourcing, and technical know-how. In order to make sure that every garment manufactured complied with the strict social and environmental norms of global markets, the company concentrated on building a strong network of compliant manufacturer partners in its early years.

The business is now known as a full-service sourcing partner. It oversees the complete product lifecycle rather than just "placing orders." Fargo Syndicate Ltd. offers its international clientele a layer of quality assurance and logistical precision from the very beginning of a design to the very end of container loading. From a modest sourcing office to a sophisticated syndicate that can handle complex, high-volume technical garments across multiple fabric categories, its history is characterized by a constant evolution.

2.1.2 Trend and growth

Fargo Syndicate Ltd.'s growth trajectory, which shifts from basic white-label manufacturing to value-added fashion, is similar to the "Second Wave" of the Bangladesh RMG success story. By expanding its buyer base and making significant investments in relationship management, the company has been able to sustain a steady annual growth rate. The company's recent move toward sustainable sourcing is a significant trend. Fargo Syndicate has increased its market position in the environmentally aware European market by partnering with factories that have certifications like LEED, GOTS, and Oeko-Tex. As businesses progress from simple t-shirts to high-end jeans and elaborate

outerwear, their growth is not only gauged by volume but also by the complexity of the things they deal with.

2.1.3 Customer mix

To reduce regional economic risks, Fargo Syndicate Ltd. has a strategically diversified customer base. Serving high-street shops in Germany, France, and Scandinavia that require strict adherence to regulations and accuracy, the company continues to have a commanding position in the European market.

The business has effectively entered the Middle Eastern market in recent years, meeting the GCC region's rising need for blends of quick fashion and luxury shopping. The company can easily handle seasonal swings because to this balanced customer mix, which guarantees a consistent flow of production orders throughout the fiscal year.

2.1.4 Product/service mix

A "One-Stop Sourcing" approach is something that Fargo Syndicate Ltd. takes great pleasure in. Four main divisions comprise their product portfolio:

- High-quality formal and casual shirts, pants, and structured workwear are the focus of the Woven Division.
- From simple five-pocket jeans to faded designer pieces, the denim division focuses on different washes, weights, and fits.
- Knitwear & Jersey: Managing large orders of sweatshirts, polo shirts, and t-shirts with an emphasis on print durability and fabric softness.
- Kids wear & Outerwear: A niche market for children's safety-compliant clothing, windbreakers, and jackets.

In addition to the tangible goods, their service mix consists of thorough fabric lab testing, 3D sampling to cut waste, and trend forecasting

2.1.5 Operations

The "Critical Path" approach is used to organize Fargo Syndicate Ltd.'s operations. In order to avoid bottlenecks, this guarantees that all departments are in sync.

- Creating a tangible prototype from the buyer's "Tech Pack" is known as development and sampling.
- Finding the optimal price-to-quality ratio involves negotiating with yarn and trim suppliers.
- Production Follow-up: To make sure the T&A plan is properly adhered to on-site merchandisers keep a daily eye on the production floor.
- Multi-stage inspections (initial, during, and final) are part of quality assurance (QA), which guarantees that shipments are free of defects.

Logistics & Documentation: Handling the intricate documentation associated with customs clearances, bills of lading, and letters of credit (L/C).

2.1.6 SWOT analysis

A SWOT analysis gives a comprehensive image of Fargo Syndicate Ltd.'s internal capabilities and external environment, which is useful for understanding its strategic position:

STRENGTHS	WEAKNESSES
• Skilled Human Capital: A highly skilled team of merchandising professionals with extensive technical fabric knowledge. • Strong Supplier Ties: Long-standing alliances with premier factories that comply.	• Digital Gaps: Dependence on manual tracking methods as opposed to ERP software that is completely integrated. • Operational Overhead: High expenses related to thorough on-site quality control.
OPPORTUNITIES	THREATS
• Market Diversification: Entering the markets in Australia or the United States. • Green Fashion: Profiting from the growing demand for organic and recycled fabrics worldwide.	• Global Price Wars: Fierce rivalry from developing low-cost centers like Ethiopia and Vietnam. • Raw Material Volatility: Variations in cotton and synthetic fiber costs has an effect on margins.

2.2 Industry analysis

2.2.1 Specification of the industry

Over 80% of Bangladesh's entire export revenue comes from the ready-made garment (RMG) sector, which is the foundation of the nation's economy. From offering simple "cut-make-trim" (CMT) services, this industry has evolved into a sophisticated global center for clothing production.

2.1.7 Size, trend, and maturity of the industry

The industry's enormous size and distinct place in the global value chain define it. Bangladesh is currently the world's second-largest exporter of clothing, only surpassed by China. Knitwear and Woven are the two main divisions of the industry. The woven industry, which includes denim and formal shirts, has witnessed significant investment in backward linking, enabling shorter lead times and more value addition, whereas knitwear has long dominated due to local yarn supply.

2.1.8 External economic factors

The "Mature Growth" stage of the sector is presently underway. With more than 4 million workers, mostly women, and more than 4,000 operating factories, the industry is larger than most of its rivals.

- Sustainability Trend: There is a significant move in the direction of "Green Factories." The world's largest concentration of garment manufacturers with USGBC LEED certification is now found in Bangladesh.
- Product diversification: In an effort to increase profit margins, the industry is shifting away from "Basic T-shirts" and toward "Activewear," "Outerwear," and "Technical Textiles."

2.1.9 Technological factors

The following macroeconomic factors determine the industry's health:

- Exchange Rate Volatility: The volatility of exchange rates has a direct effect on the cost of imported raw materials and the competitiveness of final export pricing because the industry is export-oriented.
- Global Inflation: Smaller order volumes result from high inflation in the US and EU (main markets), which lowers consumer spending power.
- Least Developed Country (LDC) Graduation: As Bangladesh gets ready to leave the LDC category, the industry must contend with the possibility of losing Duty-Free Quota-Free (DFQF) access, which calls for more active trade talks.

2.1.10 Barriers to entry

Adoption of technology is now necessary for survival and is no longer discretionary.

- Automation: Human error is being decreased and speed is being increased with the advent of robotic sewing arms and automated cutting equipment.
- Digital Design (CAD/3D): Purchasing firms like as Fargo Syndicate can save weeks in the traditional sampling procedure by creating virtual samples using tools like Oplate and Clo3D.
- ERP and Blockchain: While Blockchain is being investigated for supply chain transparency—showing the buyer precisely where the cotton was grown - modern companies use Enterprise Resource Planning (ERP) systems for real-time tracking.

2.1.11 Supplier Power

For a new factory or buying house, the entry barrier is "High."

- Compliance Standards: Accord/RSC and Nirapon standards must now be strictly adhered to by buyers. Massive capital expenditures in structural integrity and fire safety are necessary to accomplish this.
- Reputation and Network: Without a track record of timely and high-quality deliveries, it is difficult for a newcomer to get orders from a company like Zara or H&M.
- Capital Intensity: To cover the difference between paying suppliers and getting paid by foreign buyers, a large amount of working capital is needed.

2.1.12 Buyer Power

Bangladesh has a moderate amount of supplier power despite having thousands of factories. Due to the abundance of options, buyer power is low for "Basic" clothing. However, only a few elite companies have the equipment and certifications needed for "High-End" or "Sustainable" clothing. These factories can demand higher conditions and have considerable negotiating power when purchasing homes.

2.1.13 Threat of Substitutes

In the RMG ecosystem, global retailers have the most clout. Due to the intense competition in the market, buyers can quickly move their orders to other nations (such as Vietnam or India) if a supplier is unable to fulfill their lead time or price point. This "High Buyer Power" continuously forces Fargo Syndicate merchandisers to cut costs without compromising quality.

2.1.14 Industry rivalry

The threat of substitutes is regarded as low in the context of the clothing sector. One essential human need is clothing. Although "Digital Fashion" (NFTs) and "Clothing Rental" are new trends, mass-produced clothing is still necessary. The "second-hand/thrift" market, which is expanding but does not yet pose a threat to Bangladesh's primary manufacturing volume, is the only viable alternative.

CHAPTER I: INTERNSHIP EXPERIENCE

3.1 Position, duties, and responsibilities

I worked as an intern merchandiser for Fargo Syndicate Ltd., where I was integrated into the main operational group. The purpose of my position was to give a comprehensive overview of the "Order-to-Shipment" cycle. My duties were complex and required me to strike a balance between proactive field coordinating and administrative accuracy.

- Helping Senior Merchandisers: I served as senior leads' main support, managing cross-departmental communication and heavy data entry so senior personnel could concentrate on high-level buyer talks.
- Monitoring Proto, Fit, and Size-Set samples was a crucial responsibility of sample management and follow-up. I was in charge for making sure manufacturing samples arrived at the office on schedule so they could be examined internally before being sent to buyers abroad.
- T&A Plans: As the "heartbeat" of any clothing order, Time & Action (T&A) calendars are created with my help. Lead times for yarn spinning, fabric knitting/weaving, dyeing, and sewing needs to be calculated.
- Supplier Communication: To ensure that production "bottlenecks" were found before they could create delays, I kept in daily contact with fabric and trim suppliers to confirm stock availability and delivery schedules.
- Order tracking and reporting: I oversaw the "Critical Path" sheets, updating each active order's progress in Microsoft Excel to give the management team real-time transparency.



Figure 1.1: Merchandizing Process Flow

3.2 Training

An organized induction program was implemented at the start of the internship to help me bridge the knowledge gap between my BBA and the specifics of the RMG industry. The main topics of my training were:

- **Sample Approval Flow:** Understanding the hierarchy of samples, from the first "Proto" to the last "Shipping Sample," and the specific quality standards for each is known as the "Sample Approval Flow."
- **Costing and Consumption:** I was given specific instruction on how to compute fabric consumption using a Tech Pack. To reduce waste, this involved understanding knit and woven clothing formulations.
- **Accessories & Trims Booking:** I received training on raising "Purchase Orders" (POs) for necessary trims, such as buttons, zippers, and care labels, making sure that they match the buyer's designated supplier list.

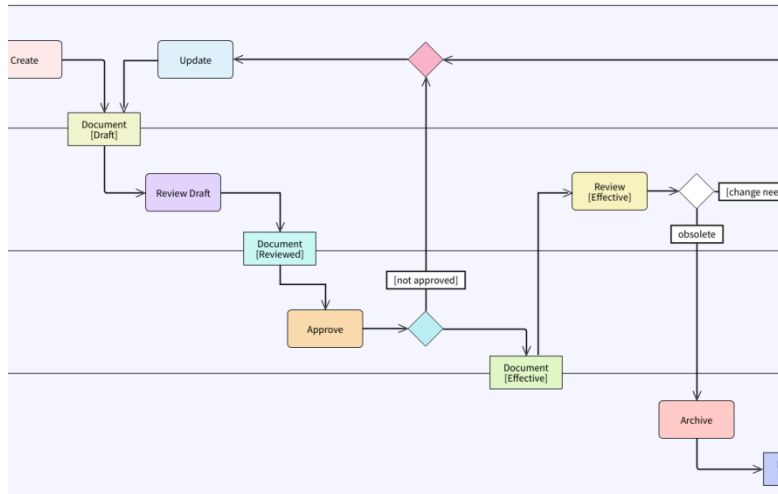


Figure 1.2: *Sample Approval Flow Chart.*

3.3 Contribution to departmental functions

The merchandising department's operational velocity increased as a result of my presence. I freed up senior merchandisers to undertake intricate price discussions by taking responsibility for the tracking and paperwork duties. In particular, I helped by:

- Simplifying the sample archive system so that the team may more easily access previous styles.
- Ensuring that the management received succinct summaries of the factory's daily production reports (DPR).
- By transmitting inspection remarks instantly, the QA (Quality Assurance) staff and the manufacturing floor may communicate more quickly.

3.4 Evaluation and Merchandising experience SWOT.

My performance was assessed during the internship, based on my personal accuracy, timeliness, and initiative. I completed all given T&A updates successfully and without making any mistakes in data entry. My managers praised my ability to maintain composure in the face of strict shipment deadlines. I constantly met or beyond the KPIs established for my position and showed a high degree of professionalism in my dealings with top management and factory representatives.

STRENGTHS	WEAKNESSES
• Technical Efficiency: Usage of advanced technical skills, in order to manage and track order and crucial path sheets • Operations Integration: Ability to handle the most integral part of merchandising due to assistance in creation of critical Time and Action Plan. • Reliability: Positively evaluated for the management and maintaining data entry accuracy, and meeting KPIs without error even in strict deadline conditions.	• Short Lived: The fixed duration of the internship caused the unavailability to witness the complete life-cycle of long season orders. • Manual Process: Dependency on manual tracking methods in Excel rather than integrated ERP software, due to its lack in the overall company workflow.
OPPORTUNITIES	THREATS
• Skill Diversification: foundation in one step sourcing and real-life experience allowing for future specialization on different sectors. • Networking: Interactions with international buyers and local supplies established an identity which can be utilized in the future.	• Competitors: Fierce rivalry from developing low-cost centers like Ethiopia and Vietnam. Can shift business patterns. • Industry Volatility: External threats in the form of price hikes for raw materials and global inflation directly impacting the margins for profits in this market.

3.5 Skills applied & New skills developed

During the internship, I quickly picked up new skills. I came to the company with a basic "toolkit," but I also departed with specific industry skills.

Category	Skills Applied (Pre-existing)	New Skills Developed (Acquired)
Technical	Advanced MS Excel (VLOOKUP, Pivot)	Fabric Consumption & Costing Formulas
Communication	Business Writing & Presentation	Negotiation with Fabric Suppliers
Management	Basic Project Management	T&A Planning & Critical Path Analysis
Logistics	General Supply Chain Concepts	Understanding L/C, HAWB, and Commercial Invoice

3.6 Application of academic knowledge

My BBA degree was practically validated by this experience. When examining customer personas and figuring out why particular design features were needed for the European market, my experience in marketing was very helpful. I was able to comprehend the seasonal variations in fashion demand thanks to consumer behavior theories, and I was able to put supply chain management concepts into practice by organizing the transportation of raw materials from suppliers to the sewing lines. This combination of "Floor Reality" and "Book Knowledge" gave students a comprehensive viewpoint that is impossible to obtain in a classroom setting.

Skill Development Tracker

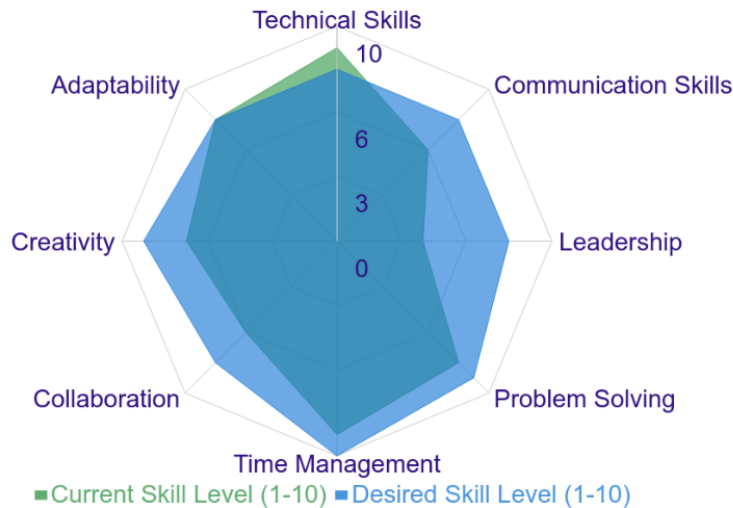


Figure 1.3: Skill Development Tracker.

CHAPTER VI: CONCLUSIONS AND KEY FACTS

4.1 Recommendations for improving departmental operations

My findings from my time at Fargo Syndicate Ltd. indicate that there are chances for operational efficiency in multiple areas. The following suggestions could strengthen the company's competitive advantage even though it currently holds a good market position:

Automation and Digitization in Reporting: Currently, a large portion of order tracking is done by hand in Microsoft Excel. By switching to a specialized cloud-based ERP (Enterprise Resource Planning) system, the merchandising team, the buyer, and the production floor could all synchronize data in real time. All parties involved would have "one version of the truth" and human error would be decreased.

Programs for the Structured Development of Internships: Although practical experience is vital, interns would benefit from a structured training module, such as a "Merchandising Manual," from the very beginning. This would guarantee that the department, as a whole, had uniform technical knowledge on fabric consumption and commercial documents.

Sustainability Branding: As consumers throughout the world place a greater emphasis on "Green Fashion," Fargo Syndicate should aggressively promote its network of factories that are socially and LEED-compliant. Making a "Sustainability Dashboard" for consumers could be an effective marketing strategy.

4.2 Key understanding

The main takeaway from this internship is that apparel merchandising is a high-pressure position that calls for a unique combination of "hard" and "soft" talents.

1. **Dynamic Multitasking:** A merchandiser has to handle the buyer's creative demands, the factory's technological limitations, and the delivery line's logistical challenges all at once.
2. **The Power of Communication:** 70% of success in this profession is achieved through effective communication. The ability to communicate information in a clear, succinct, and convincing manner is crucial, whether you're negotiating a reduced price with a yarn supplier or addressing a technical fit concern with a European buyer.
3. **Analytical Precision:** On a large order, a 1% mistake in fabric consumption can result in losses of thousands of dollars. The importance of a "Double-Check" culture and data-driven decision-making was highlighted by this internship.

4.3 Conclusion

The Fargo Syndicate Ltd. internship has been a life-changing opportunity that has successfully connected my BBA (Marketing) program to the real-world realities of the international garment industry. I have advanced from the "what" of business theory to the "how" of industry execution by becoming fully immersed in the day-to-day activities of a top buying firm.

I have built a strong professional identity by overcoming the difficulties of overseeing sample flows, creating T&A plans, and liaising with many stakeholders. In addition to giving me technical skills in costing, consumption, and commercial documentation, this experience has deepened my understanding of the importance of the ready-made garment (RMG) industry to Bangladesh's economic future.

As I wrap off my report, I have a strong retail base and a distinct career path in mind. My future professional endeavors in the global business scene will surely be built upon the discipline, strategic negotiating, and operational excellence that I received at Fargo Syndicate.

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