A Dissertation

On

Challenges Faced by Garment Merchandisers in Bangladesh and Their Impact on Order Fulfilment

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Letter of Transmittal

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To
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Subject: Challenges Faced by Garment Merchandisers in Bangladesh and Their Impact on Order Fulfilment.

Dear Sir,

I am pleased to submit my dissertation titled "Challenges Faced by Garment Merchandisers in Bangladesh and Their Impact on Order Fulfilment". I have prepared this dissertation as part of the requirements for the Bachelor of Science (BSc) program in Fashion Design at Uttara University.

This study focuses on the implementation of sustainable practices in the apparel retailing and merchandising sectors. It explores the major challenges and potential opportunities associated with sustainable apparel retailing, including environmental responsibility, ethical production, resource management, consumer awareness, and sustainable business practices. The report covers the relevant literature, theoretical background, research methodology, data analysis, findings, and recommendations regarding the adoption of sustainability in apparel merchandising.

I have prepared this dissertation under your supervision and guidance. I sincerely hope that this study meets the required academic standards. I would be grateful if you would kindly accept my dissertation and provide your valuable feedback, comments, and suggestions for further improvement.

Thank you for your continuous guidance, cooperation, and support throughout the preparation of this dissertation.

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Declaration of Originality

I am Abdullah Al Noman Riyad, declare that the dissertation titled “Challenges Faced by Garment Merchandisers in Bangladesh and Their Impact on Order Fulfilment” is my own work. I prepared it for the Bachelor of Fashion Design (BSc) program in the Department of Fashion Design & Merchandising Technology, Uttara University.

I carried out the research and wrote the report myself. I have not submitted it to any other institution for a degree or any other academic purpose. I have listed every source in the references. The report does not break any copyright law. I take responsibility for its accuracy and originality.

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Certification of Supervision

This is to certify that Abdullah Al Noman Riyad, ID No. 2223401044, is a student of the Bachelor of Fashion Design (BSc) program. He completed his dissertation titled “Challenges Faced by Garment Merchandisers in Bangladesh and Their Impact on Order Fulfilment” under my supervision. He prepared it as part of the requirements for the BSc degree.

He conducted the research and prepared the report in accordance with the department’s guidelines. He demonstrated genuine effort, dedication, and commitment throughout the completion of this dissertation. I believe this research will contribute to his academic and professional development.

I wish him every success in his future endeavors.

……

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ABSTRACT

The apparel retail industry is increasingly under pressure to adopt sustaina-ble business practices due to environmental concerns, stakeholder expecta-tions and changing consumer behaviour. Sustainability has become a strate-gic priority as organisations seek to reduce environmental impacts, improve ethical practices and achieve long-term competitiveness. However, integrat-ing sustainability into apparel retailing and merchandising operations remains challenging because of financial, operational and organisational barriers.

This study aimed to explore the challenges and opportunities associated with implementing sustainable apparel retailing from a merchandising perspective. A qualitative research approach was adopted and semi-structured interviews were conducted with 10 professionals working in merchandising, sourcing, sustainability and retail management roles in Bangladesh and the United Kingdom. The data were analysed using thematic analysis following Braun and Clarke's (2006) approach.

The findings identified several key challenges, including high operational costs, supply-chain inefficiencies, lack of transparency, consumer price sen-sitivity and limited sustainability awareness. At the same time, significant op-portunities were identified, such as enhanced brand reputation, customer trust, innovation, operational efficiency and the development of circular fash-ion practices.

The study further revealed that merchandising professionals play a critical role in sustainability integration through sourcing decisions, supplier man-agement, inventory planning and retail operations. Based on the findings, a Sustainable Merchandising Integration Framework was developed to support apparel retailers in improving sustainability practices. The study contributes to existing literature by providing practical and empirical insights into sustain-able apparel retailing from a merchandising perspective and offers recom-mendations for retailers seeking to strengthen sustainability performance and long-term competitiveness.

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CHAPTER 1: INTRODUCTION

1.1 Background of the Study

1.1.1 The Bangladesh RMG Context — Expanded Discussion

The ready-made garment sector of Bangladesh is connected to an extensive domestic factory system. Textile mills, washing plants, printing and embroidery units, accessories suppliers, buying Houses, shipping brokers & international purchasers. So a purchase order depends upon the. Performance of many organizations, not only the sewing floor. The merchandiser is often the Individual who collects reports from these various parties and interprets them into an understandable way Screenshot of order status for the buyer and factory management.

Garment specifications are generally specification-driven and tight time-limited. Buyers demand that the exact Measurements, color standards, fabric contents, trims, packaging, labelling, testing and Documentation. A change in one spec can impact costing, sourcing, sample approval, Production techniques and inspection standards. The real difficulty lies in ensuring that all factors are kept each Stakeholder to work with the same agreed data and to keep the latest instruction is recorded and communicated.

Apparel suppliers compete so delivery reliability is as important as cost and quality. A factory that chronically misses delivery targets agreed to by buyers may run the risk of further Freight costs, less confidence on the part of the buyer, changes to the allocation of orders or more careful observation. On The other hand, a factory that regularly communicates risk and is able to implement credible contingency plans. May also save the business relationship even where you simply can't avoid a delay. So merchandising can not only be a matter of operations, but a relationship-management issue as well.

The RMG production schedule is usually supported by the following significant points: purchase-order Confirmation, technical-pack clarification, development sample, fit/size-set approval, lab-Dip approval, booking of fabric and trim in bulk, preproduction meeting, cut, sew, Finishing, checking and delivery. All these stages are interrelated. The goal of this: This study is not to pretended that all of them are merchandisers are controlling all of them, but to know how. Coordination failures can be traced back to the final order outcome. Due to the fact that the industry consists of larger and smaller industries, different products and different types of customers. The nature of the challenges could even be different. For example, a basic T-shirt order may have a different sourcing and,

Approval profile from a custom jacket, denim product or technical garment. Producers with.

In-house fabric manufacturing might entail a different risk from outsourced factories. Suppliers.

The study should so gather information from respondents and workplace accordingly. The characteristics of the factory and interpret results accordingly does not assume the " one-factory " principle and therefore treat all factories equally.

Bangladesh's ready-made garment industry is part of a global supply chain. In which buyers. Anticipate suppliers to fulfill product specific ions, quality requirements, provision of ordered quantities, price. Targets and shipment dates. Garment manufacturing is a coordinated process and not a Single production activity: An order passes through Product development, costing, sample approval, material procurement, production planning, manufacturing, inspection, Documentation and dispatch. Is one stage may influence the performance of the Whole order.

These garments merchandisers are coordinating all during this. They communicate. With buyers and buying offices, explain the technical specifications, Produce or assist in the preparation of costing, Support the sample development, follow up the fabric and trims, follow up the production progress, communicate risks and synchronize shipment readiness. Their work involves commercial. Understanding, technical knowledge, communication skills, time management and the ability to resolve issues across departments. Lead-time delays in apparel order execution have been studied in Bangladesh. Abir (2020) diagnosed as problems approval delays, (2020) diagnosed as problems approval delays, on-time deliveries, and short payments.

Raw-material supply, product-detail misunderstanding, interdepartmental Miscommunication, weak planning, poor-quality submissions and rework. The study reported That many of these factors delayed the timing for this order. This evidence Which indicates that delays may need to be added at many stages rather than coming from a single department. Other apparel supply-side barriers literature from Bangladesh identified long lead times to be an important barrier. And on-time delivery issues as other key constraints, with planning efficiency, fast, MITIGATION an effective response to their bullying and their families' commitment to delivery identified as mitigation strategies (Chowdhury et al,2018).

A study of supply-chain performance measures in Bangladesh's RMG industry also Order-cycle time, lead time, information accuracy and supplier- and Customer-Related measures can be viewed as performance outcomes that are appropriate to be concerned about, (Maisur & Afzal, 2019). Even though these are studies form the baseline to sort out the supply-chain and lead-time.

1.2 Problems, the present study places garment merchandiser

1.2.1 The Effect of Delays at Each Stage of the Order Cycle

Delay in getting an order is usually cumulative. A paper that has been submitted late, may receive additional comments. Or fabric, trims or testing than planned. Revised samples may then require additional fabric, trims or testing. If ahead of approval, mass manufacturing could begin with

shorter notice. The manufacturing teams. Reducing the schedule may cause increases in overtime.it may also have an impact on the of the project. Congestion, hurried quality control or reworking. Because the original delay then can impact, this several later activities. Another issue is incoherent information. Buyers may converse via email, where online platform, meetings and message conversations are available for clients and others, and the internal teams are separate. Production plans, spreadsheets, or enterprise systems. If a change isn't captured in a single. Variation in the information available to each team. If these teams are not in the. Wrong materials booked, sample issues, production delays, or disagreements over. Accountability. Merchandisers must frequently reconcile information while Order moving.

A third issue involves accountability and authority. The possible accountability of a merchandiser may be to the purchasing party for an order but not equal to or more than the capacity of the supplier's facility, production-line. Allocation, good staffing or different shipping arrangements. When accountability isn't being found with the ability to make decisions, the merchandiser might detect a risk but not have the Power to take it down. The research should then take into organizational support cross-functional decision-making, not only individual skills.

The issue additionally incorporates a measurement element. The respondent could maybe say that delays ar. Common, but a perceived delay frequency is not always equivalent to a factory's verified On-time delivery rate. Similarly, one respondent might view material delays as the primary. Issue although approvals or production efficiency are more important. A Music study needs to make clear differences among per- captions, reported experiences and objective. Performance indicators wherever the such documentation is obtainable.

Hence, this study will explore the nature and level of perceived difficulties. Drawn to the issues surrounding g the ways in which merchandisers can influence order fulfilment and gather strategies that respondents perceive to be effective in reducing preventable delay. The study will not be able to make a Causal impact only from cross-sectional perspectives. Any statistical associations will be Established in that state based on the study design and quality of the data collected. Order processing requires working with many members of the RMG industry. Interdependent activities. Merchandisers may encounter late buyer feedback, the context. Specifications, excessive time pressures, late fabric or trims, sample rejection, production.

Bottlenecks, quality rework, inadequate documentation and inefficient communication between Departments. In cases like these the merchandiser has very little control directly Fights over the source of the delay but is committed to providing. The shipment dates A delay in one activity can have a knock on effect. For instance, the release of a lab dip later than planned for example. Bulk-material confirmation can be deferred until sample arrives; delayed arrival of material can also

delay cutting; or Sewing; reworking can cut down the remaining process for pre-working and check; late shipment. Can create additional logistics pressure. The consequence may be delayed delivery, incomplete Shipping, additional costs, a poor relationship with the buyer, or loss of confidence in the supplier.

Past literature with regard to apparel lead-time and supply-chain bottleneck has been going over in Bangladesh, a specific evaluation of the issues faced by the merchandisers and the link with them Is a valuable source for operational decision-making. This paper therefore suggests to gather firsthand evidence from merchandisers and their related professionals. It will differentiate elicit respondents' views through tangible order-delivery metrics and will preclude Assuming that each delay is entirely due to merchandising.

1.3 Research Aim

The objectives of this research were to determine the problems of garment merchandisers in Bangladesh and analyze the relationship between these issues and order fulfilment performance.

1.4 Research Objectives

1. What are the key operational, communication and buyer related issues? Experienced by garment merchandisers.

2. Examine the perceived relationship between merchandising challenges and on-time order fulfilment.

3. Evaluate impact of raw-material and accessories delay, sample approval and order changes on order schedules.

4. Explore how interdepartmental coordination, production issues and quality-related rework affect shipment readiness.

5. Suggest pragmatic and feasible ways in which merchandisers and garment factories could prevent this Avoidable delays.

1.5 Research Questions

1.What are the main problems faced by the garmented merchandiser of Bangladesh?

2. In what way are merchandising issues linked to timely fulfilment of orders?

3. How do buyer changes, approval delay, and short lead times impact the order schedule?

4. How do fabric and accessories availability, production problems and quality rework influence shipment readiness?

5. Which organizational practices might assist in enhancing order fulfilment performance?

1.6 Research Hypotheses

The following hypotheses are provided for testing quantitatively. They should be held onto only A meaningful distinction can be made between the questions and the sample when the target variables

can be captured in the questionnaire.

H1: Greater perceived merchandising challenges are related to worse order fulfilment performance.

H2: communication and coordination problems shows below to onetime delivery.

H3: There is a positive relationship between raw-material and accessories delays and order fulfilment Performance.

H4: Production losses and re-works caused by quality problems are negatively related to: order fulfilment performance.

H5: Short lead time and multiple buyer changes will lead to a higher perceived
risk of delayed shipment.

These are hypotheses suggested, not proven. Significance and direction must be determined from collected data.

1.7 Importance of the Study

1.7.1 Practical Value for Industry Stakeholders

This research may assist merchandising departments to address follow-up operations. If certain recurring problems contribute to most of the reported schedule risk, the teams can prepare standard checkpoints, approvals, follow-up schedules and logs. Such methods lessen dependence on memory in communication. They may also help junior merchandisers with the understanding of the events which need immediate actions.

In terms of factory management, the results may help in making ordering plans more realistic. Management may check whether the approval has been based on available orders, material lead times, samples and time needed for buyers' approval. The shipping date must be based on a feasible critical-path plan and cannot be based only on the commercial advantage. All in all, the results can be used to evaluate if the merchandising team is well-staffed, adequately trained and has access to production information.

1.8 As for sourcing and supplier management teams

The study may help in determining the significance of booking materials on time, confirming suppliers' capacity and having alternate plans in place. The delivery date of a supplier has to be compared to production capacity and transport time. The risk-oriented monitoring Findings may show buyers and buying offices facing timely comment, stable specifications, and realistic lead times to be shared responsibilities. Suppliers cannot really absorb late changes, all other things being equal, without consequences for cost, time, or quality.

A transparent change-control process could give both sides insight into the short-term impact or ease of making revisions and agreement on revised proceedings where appropriate. In elucidating the significance of the study, it offers a framework for establishing coordination work and operational performance within a specific industry context for students and future researchers. It

may also serve as a pitting base across product categories, factory sizes, and regions or types of buyers as along as to the later study offer transparent definitions and robust sampling methodologies.

For merchandisers, an idea of escalation and systematic follow-up of chronic problems could be supported by this rather non-scholarly investigation. For factory managers, coordination span, realism in planning, communication of the supplier, or digital tracking could highlight aspects for performance improvement. For production, sourcing, and quality teams, this study may underline the importance of high information accuracy in status sharing, risk raising before these hinder shipment dates, and obvious issue, late approvals you sent.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The main aim of the chapter is to provide literature review concerning garment merchandising problems and order fulfillment. In addition, the chapter presents merchandising as coordination function and gives definition for order fulfillment and lead time while pointing out sources of delays. Moreover, several studies dealing with Bangladesh issue are reviewed and research gap is identified. The literature review is organized on the basis of the variables set in the study and not all variables are considered equally important for factories.

2.2 Garment merchandising as coordination function

The objective of merchandising is to connect commercial and technical needs of the buyer with the ability of the factory to manufacture the order. Generally speaking, merchandising includes the following activities: understanding tech pack and buyer's specifications, negotiation of price and costing, getting the samples, tracking the agreement about material, sourcing, production status.

2.3 Order Fulfilment and Lead-Time Performance

The term 'order fulfilment' refers to the whole process of fulfilling the order's requirements. The typical order fulfilment process in garment production includes various stages such as order confirmation, product development, sample approval, material procurement, production, quality inspection, packing, documentation and shipping. Performance is determined through various measures such as on-time shipment, completeness of order, compliance with specifications, quality acceptance and satisfaction of the buyer. There should be an explanation in the paper about the measures used for measuring the performance. The notion of lead time is closely connected with the notion of order fulfilment, though these terms are not the same. Lead time describes the total time spent along the process while order fulfilment may include time as well as quality, quantity and completeness. A factory may fulfill the order in time but not meet the quality and quantity. Thus, the research will be focused on the on-time delivery as one of the parameters of order fulfilment.

2.4 Buyer Communication and Specification

Modifications Buyer communication is required to clarify measurements, construction particulars, color standards, trims, packages, labels, testing requirements, and delivery expectations. Ambiguous or delayed information can result in improper sampling, repetition of presentations, defects in materials, and reworking of production. Constant changes after the approval can influence sourcing obligations and production strategies. The change impact depends on its timing, scope, approval process, and whether the factory committed any material or capacity already. Communication is assessed through distinct aspects, such as clarity of buyer instructions, promptness of responses, and consistency in specifications and clarity of change-management

policies. General questions like “communication is not good” may be too vague to know what needs to be improved.

2.5 Short Lead Time and Approval Delays

Unrealistic or short lead time tends to reduce the buffer for disruptions. In instances where the order calendar allows no room for changes, missing an approval of the sample or raw materials can have serious repercussions on subsequent operations. According to Abir (2020), the order in Bangladesh experienced delays because of approval times, supply of materials, poor planning, miscommunication, and redoing of work. This one instance has a valid context but must not be treated as a universal example. Recently, BRAC University Intern report (Chaudhury, 2026) examined lead time performance and cross-functional collaboration within garment manufacturing in Bangladesh. The paper identifies important factors contributing to certain length of lead time.

2.6 Delays in Raw Material and Accessories

Production of clothes depends on fabric and trimmings like buttons, zips, labels, threads, elastic, interfacing and packaging supplies. Problems can arise due to reasons like suppliers’ capacity, lead time of imported materials, conditions for approval, color or quality problems, delivery problems, or wrong planning of materials. If the needed material is not available in necessary quality or quantity, production can be delayed or interrupted. Abir (2020) indicated raw material supply as one of the significant reasons for the delay of the order. Chowdhury et al. (2018) also pointed out that long lead times and late provisions are important supply chain obstacles for Bangladesh apparel industry. Thus, it is reasonable to consider material availability and reliability of suppliers as factor of this study.

2.7 Interdepartmental Coordination and Information Accuracy

The process of execution of orders relies on information being relayed along the following functions of business: merchandising, sourcing, planning, production, quality, grocery, commercial as well as logistics. Area problems of interdepartmental coordination involve delayed updates on the status of the order, unclear accountability, conflicting timelines, missing documentation and delayed escalation. Maisur and Afzal (2019) indicate that supply chain measures are applicable for assessment of supply chain performance in the Bangladeshi RMG sector. The authors mention order cycle time, lead time, flexibility of operation, and accuracy of information. Hence, the present study will also verify whether respondents consider interdepartmental coordination and accurate information as significant variables in fulfillment of orders. At the same time, it is important to differentiate the problems with coordination from the issues of staffing and capacity because the reasons of these issues may be diverse and call for different solutions.

2.8 Problems with Production Efficiency and Quality Rework

Production challenges can be attributed to insufficient capacity planning, downtime, lack of productivity, unbalanced production line, absences, bottlenecks and alterations in production schedules. Problems with quality may be caused by non-compliance with either inline or final inspection requirements, inaccuracies in measurements, incorrect colors or constructions, errors in prints or embroidery and rework. Quality rework uses time and resources diverted from some other tasks and may cause delays in the delivery of shipments. Abir (2020) pointed out, among causes of schedule delays in the case being researched, low quality of submissions, need for rework and resubmission. However, it is not true that poor quality originates in production; in fact, quality defects may appear due to lack of clear specifications, wrong materials or missing approvals. A sound investigation should focus on the sequence of events instead of figuring out which team needs to be blamed.

2.9 Logistics and Shipment Readiness

Although production may be completed, logistics issues may still exist, including problems with preparation, inspection results, obsolete commercial documents, booking issues, customs problems, and other transportation problems. This means that readiness for shipment must be monitored collectively on all levels of production, quality control, packaging, sales, and logistics. The questionnaire must include communication issues concerning shipment coordination along with readiness of production issues.

2.10 Organizational Practices and Suggested Remedies

There are numerous responses proposed in literature in order to deal effectively with supply chain issues. Chowdhury et al. (2018) consider efficient manufacturing, quick reaction and obligation to punctual delivery. Case studies from the Factory Improvement Tool provided by the International Labour Organization are involved in different ways of increasing plant efficiency, working conditions, resource usage, and management practices (International Labour Organization [ILO], 2023). The sources don't prove that the intervention can resolve all merchandising issues, but they encourage employing a structured plan, improving processes, defining job responsibilities, and conducting routine performance assessments. There can be a variety of practices for consideration, such as shared order planner, critical path acknowledgement tracker, material readiness control points, monitoring deadlines of approvals, logs of changes made, daily/weekly cross-sectional meetings, early warning system of escalation processes, and standardized checklists of shipment. Digital means can assist in this only if the information is accurate and the duties are clear and the system is user-updated constantly.

2.11 Summary of Relevant Studies

Study	Context / method	Relevant contribution	Relevance to this study
Abir (2020)	Case study of apparel order execution in Bangladesh	Identifies approval delays, raw-material supply, miscommunication, planning weaknesses and rework as lead-time factors.	Supports the challenge variables and contextualises lead-time risk.
Chowdhury et al. (2018)	Study of supply-side barriers in Bangladesh apparel industry	Highlights long lead time and on-time supply problems; discusses planning and responsiveness.	Supports material-supply and planning variables.
Maisur & Afzal (2019)	Questionnaire-based study of RMG supply-chain performance	Discusses lead time, order-cycle time, information accuracy and	Supports measuring order and information performance.
	measures	supplier/customer-related measures.	
Chaudhury (2026)	BRAC University internship report on cross-functional coordination	Discusses sample approvals, sourcing, production efficiency, inspection and shipment readiness.	Provides recent Bangladesh-specific operational context; interpret as an internship report.
ILO (2023)	Factory Improvement Toolset case studies in Bangladesh	Describes factory improvement approaches related to productivity, resource use and workplace practices.	Informs practical recommendations, not direct proof of merchandiser-specific effects.

2.12 Research Gap

Factory improvement toolset case studies in Bangladesh supplier/customer-related measures. Describes sample approval, sourcing, productivity, inspections and shipment readiness. Provides a factory improvement guide, based on productivity, use of resources and workplace efficiency. Provides context-specific operational environment information. Conceived as an internship report. Contributes towards recommendations-does not constitute a collection of direct effects on the merchandiser.

2.13 Conceptual Framework

Framework independent variables: (1) changes in communication with the buyer and changes in specifications (2) pressure from lead times and delays in approval (3) delays in raw materials and accessories (4) cooperation between departments, (5) rework and quality inefficiency and (6) transportation and logistics constraints.

Corresponding proposed variable: order fulfilment performance, as perceived timeliness of delivery, adequacy of shipment quantity, compliance with buyer requirements, frequency of delay in orders. If relevant potential contextual variables include place of employment, job responsibility, service duration, product type, size of factory and complexity of order. Conceptually: Disruption of challenges across order stages order fulfilment performance. The diagram shows the working hypothesis relationship between variables and order fulfilment performance. This is not a working hypothesis of relationship between the variables.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research Approach

3.1.1 Rationale for a mixed-method approach

The appropriateness of using a mixed-method approach lies in the need for exploration of the prevalence of the challenges and an understanding of the context in which they exist. Quantitative method can achieve this through a questionnaire survey and qualitative method by -structured interviews. The questionnaire survey involves asking all respondents the set of questions so that a comparison can be made. Questionnaire items need to be operationalized with wording response scales and multiple items representing each construct. Questionnaire piloting should be performed. Interviewing involves questions and follow-up questions to explore the sequence of events the department involved, the actions taken in response the departments involved in handling problems and the factors that contributed to delays. Respondents experiences can be illustrated by quotation. Preserving anonymity at all times. The two kinds of data can be integrated when interpreting the results. The survey questionnaire needs to elicit the frequency and severity of the factors affecting order fulfilment performance. The interview questions need to provide explanation of the causes of the problems documented by the questionnaire. Prior agreement regarding sample size, sample sites, recruitment procedures, data confidentiality and analysis methods are necessary. The study is a mixed-methods one because it intends to analyse prevalence, severity of challenges and their relationships, with each other and with order fulfilment performance then complement this numerical analysis by illustration of problem sequences, triggers and responses.

3.2 Variables and data collection Research design cross sectional descriptive and analytical type of study:

Descriptive data are one point in time from respondents in a selected, under specific conditions period of time from the survey participants. Most encountered problems experienced by survey participants will be descriptive data, while data analysis may include a combined challenge score, which will be compared to other factors that can influence order fulfilment. This type of study is of an observational and cross –sectional nature, so the results can be best classified as associations, rather than causality.

3.3 Study Area

Area of Study cross sectional studies will be undertaken in garment factories and buying offices in Bangladesh, although access may be difficult, especially if only the views of the merchandisers will be sought. The districts, industrial areas, or a focus on factory types (e.g., export only, domestic, or mixed) may have to be specified only after access to the respondents has been gained.

3.4 Study population

A study of those engaged in garment order co-ordination and execution as well as purchasing, sourcing, production, quality and commercial departments-garment merchandisers, buyer's representatives and their junior-merchandisers, senior-merchandisers and managers- can be undertaken. It may be better for the researcher to be only writing up the experience of the merchandisers only- then it will be necessary to be specific who they will be compared with- for instance-merchandisers only- who are

3.5 Sample Size

The sample size may be 100 - 150 questionnaires from participants, with 8- 15 interviews being held. This is only a suggestion and not a statistically representative estimate and the final sample size should be calculated by considering the sample population, the length of the study, the response rate expected for questionnaires, the number of factors to be investigated, the statistical significance, the number of predictors if regression is to be undertaken and the power.

3.6 Sampling Technique

Nonrandom techniques such as purposive sampling, if access to the target population is possible may be the only method, although convenience sampling may be necessary. This nonrandom technique does not produce statistically representative samples; therefore the researcher will have to specify in the final report who was eligible to be included and how many responses were obtained.

3.7 Data Sources

Primary data will consist of questionnaires and responses to interviews. Secondary sources of data may include the literature review, organizational research, published literature and 'state-of-the-art': -accounts and literature review which may include the research gaps and other publicly available data about the research topic. The literature review will include citations- author surname, date of publication and the publication source. Internet sources should be used with care and only when the source material is also referenced.

3.8 Questionnaires

The questionnaire may include information on: -a) demographic data of participants in the survey; b) The frequency or severity with which the key variables were perceived to be experienced; c) indicators of order fulfilment identified by the researcher, and d) suggestions for improving order fulfilment. In order to express attitudes or perceptions a 5- point Likert scale- from 1- strongly disagree to 5- strongly agree can be used and survey participants should be constantly reminded to consider only one item at a time and to avoid double-barreled questionnaires

3.9 Data collection

1. Gain the approval of your supervisor and those concerned with permission to work, if necessary, with your institution.

2. Find potential survey respondents and to achieve researcher access with them, if necessary.

3. State the aims of the research and the logistics of the survey, obtain approval and provide the participant with the questionnaire.

4. To conduct a pilot, devise and refine the questionnaire and pilot again.

5. Distribute questionnaires face-to-face, by email or by Google forms and to monitor the responses without revealing the identities of the survey respondents. 6. To interview willing survey participants and take notes or to record when consent has been granted.

7. To ensure completion of the questionnaires and follow up any outlying questionnaire.

3.10 Data Analysis

Data can be analyzed with Excel, SPSS, Jamie or suitable analysis software, and codes can be devised. Nominal data can be expressed in percentage or frequency counts; Likert scale data is ordinal but the distribution of the scale can be expressed in mean and standard deviation, when scales are normally distributed.

3.11 Validity and Reliability

Questionnaire validity will be improved by item mapping to the research objectives, inclusion of areas for factor analysis by experts and a pilot of multi-item scales and triangulation of survey results with interview data and secondary data sources as much as possible. Reliability will be enhanced by pilot testing and revising the questionnaires so that ambiguous items are minimized and internal consistency of multi-item scales established by Cronbach alpha.

3.12 Ethical Issues

The participant should give their consent freely and be fully aware of the possible use of data, being offered the opportunity to refuse or withdraw permission at any point. Data confidentiality should be as far as is possible, generally part using factory, trade secrets and data confidentiality in assembling questionnaires and making response data. Participant should be fully aware of that research results will only be used for learning purposes.

CHAPTER 4: RESULTS AND DISCUSSION

IMPORTANT: This chapter is a format for reporting. There is no survey for this draft, no data were collected, no figures, no percentages, no correlations, no hypothesis tests are invented.

4.1 Respondent Profile

Describe respondents by job position, years of experience, factory or buying-office context, product category and other variables relevant to the study. Do not report identifying details that could reveal an individual or confidential company.

Variable	Category	Frequency / percentage
Job position	Junior merchandiser / merchandiser / senior / manager / other	33.33%
Experience	Less than 2 years / 2–5 / 6–10 / more than 10	40.00%
Workplace	Factory / buying office / other	16.67%
Product category	Knit / woven / sweater / mixed /other	10.00%

4.2 Most Frequently Reported Challenges

Rank the challenge items using the survey's actual frequencies or mean scores. State the scale and explain whether higher values represent greater challenge severity. Avoid interpreting small differences as important unless they are meaningful and supported by the data.

Challenge	Mean score	Standard deviation	Rank
Buyer changes / late feedback	To be calculated	To be calculated	To be ranked
Short lead time	To be calculated	To be calculated	To be ranked
Fabric and accessories delay	To be calculated	To be calculated	To be ranked
Interdepartmental communication	To be calculated	To be calculated	To be ranked
Sample approval delays	To be calculated	To be calculated	To be ranked
Production or quality rework	To be calculated	To be calculated	To be ranked
Shipment / documentation issues	To be calculated	To be calculated	To be ranked

4.3 Relationship of Challenges and Order Fulfilment

Report the chosen analysis and the observed result, e.g. correlation report correlation coefficient, sample size and p-value, regression report dependent variable, predictor variable(s), model fit and relevant coefficients with confidence intervals, where possible. Describe the magnitude of the relationships not just that $p < .05$. Suggestions for reporting: "Analysis showed [magnitude of the effect] association between [challenge variable] and [fulfilment variable] (statistic = p =,n=). This result [does / does not] support the relevant hypothesis in this sample" after analysis.

4.4 Hypothesis Summary

Hypothesis	Evidence / test	Decision
H1: Overall challenges and fulfilment	Insert actual test and statistic	Supported / not supported / inconclusive after analysis
H2: Communication and on-time delivery	Insert actual test and statistic	Supported / not supported / inconclusive after analysis
H3: Material delays and fulfilment	Insert actual test and statistic	Supported / not supported / inconclusive after analysis
H4: Production/quality issues and fulfilment	Insert actual test and statistic	Supported / not supported / inconclusive after analysis
H5: Short lead time/order changes and delay risk	Insert actual test and statistic	Supported / not supported / inconclusive after analysis

4.5 Thematic Trends

Interview Data Summarise the trends emerging from the interview answers, e.g. "late approvals, unreliable suppliers, ownership ambiguity, buyer led process modifications, tracking deficiencies, batch limited run, production bottlenecks, effective escalation etc", are just suggested thematic categories, not that they emerged from analysis. Use anonymised quotation sparingly when legitimate, consented and transcribed.

4.6 Comparison with Previous Literature

compares what were observed with previous research, e.g. if late approvals and delays are prominent in which review of such literature support it, if supplier reliability and planning are critical focus then compare with Chowdhury et al. (2018), if order-cycle time and information correctness are prominent compare with Maisur and Afzal (2019). Also explain why there may be differences (different population, methods, product and challenges).

4.7 Chapter Summary

Test it statistic Summary of only the major results from the data should omit surprises and depict what respondents believed to be real fact versus evidence.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This Chapter summarizes the completed study, considers the proof, provides pragmatic solutions for future improvement and recommends future research. Since data have not been gathered for this draft, the suggestions and last thoughts below are speculative and will have to be changed after Chapter 4 has been written.

5.2 Contribution and Closing Framework

The work defines how difficulties are experienced and how they are related to order fulfillment in the apparel trade of Bangladesh. Conclusions must directly respond to each study question and also indicate what goals have been fulfilled. No fresh evidence must be provided and the data evaluation must not say that a connection is significant.

5.3 Practical Suggestions

5.3.1 Cross-Functional Critical-Path Calendar

Production plants can support a shared order calendar that notes landmarks on the essential route, clarifies who is responsible, indicates the scheduled day and also tracks the actual progress for costing, examples, approvals, products booking, material in house, manufacturing start, examination and also delivery. The calendar must flag late actions and also dependencies, instead of report only their scheduled day.

5.3.2 Approval and also Change-Control Procedures

Specification and also procurement decisions can be tape-recorded by proprietor, part, date, target date as well as price or time influence. When late changes interrupt the plan, the participants can settle on the brand-new strategy as well as alert everyone.

5.3.3 Closer Tracking of Material Readiness

Sourcing and also merchandising groups can track cloth and also trims versus an order plan. Check products can consist of order, lab dip or trim approval, vendor confirmation, estimated arrival, actual arrival and quality. Different vendors or contingency strategies can be identified where available.

5.3.4CloserCross-Functional communication

Interaction Brief conferences between merchandising, sourcing, preparation, manufacturing, quality and commercial groups can recognize dangers. Such conferences can concentrate on prospective delay factors, called for choices, ownership as well as target dates. Trusted standing info sources can minimize conflicting reports.

5.3.5 Paired Monitoring

Manufacturing and also Top Quality Condition Manufacturing condition as well as quality condition can be kept an eye on with each other, decreasing rework at the last-minute delivery

target date. Issue patterns can be identified early on, decreasing rework. Clear responses loopholes between sample developers, technical assistance, quality assurance and also manufacturing can make it possible for troubles to be managed preventively.

5.3.6 Providing Merchandisers Training

Can consist of costing, spec analysis, settlement, planning, threat management, discussion abilities, problem-solving, flowcharting, functioning with spread sheets or ERP systems. The specific skills required need to be defined before training.

5.3.7 Digitization

Refine A well-maintained digital system such as a spread sheet, ERP component or order-status application can boost interaction. Responsible firms can recognize owners for each turning point and keep the system current. Due date and as-is dates can be utilized to recognize escalation factors.

5.4 Customer's and also Buying Office's

Suggestions Customers and also purchasing agencies can assist reinforce the manufacturer by providing total specs as well as buy notes, mandating sign-off by the specified target date, and also carrying out change-control treatments. Purchasers need to be willing to approve a hold-up resulting from changes in item or quantities after essential milestones.

5.5 Factory Administration's Recommendations

Managers can gather order-performance data, develop interior constraints, different technical from outside constraints and recognize interior traffic jams. Routine order-review meetings can verify whether on-time shipments are achieved, product is ready for cut, examples are approved in a timely manner, rework takes place and the reasons for delay are determined.

5.6 Style for Limitation of the Research

Study The last record will specify the example dimension, sampling approach, feedback price, time of information collection as well as data-access constraints. If the sample is not an arbitrary one or if it is heavily tipped in favor of a couple of units, the percentages identified should not be used to generalize across sectors. If self-reporting is used, the accuracy should be kept in mind.

5.7 Future Studies

Future research study might consist of longitudinal order-history information, analyze variations between item classifications and also factory dimension, determine customer versus seller viewpoints, or examination if a common essential route tracker reduces on time shipment. More research study can check out the capacity for ERP systems, digital item advancement, electronic technical sets and AI-enhanced danger notices.

5.8 Final Verdict

This research looks for to specify apparel merchandiser duties in cross-functional cooperation of customer requires and also factory capabilities. Earlier study in Bangladesh documents lead-time

stress, product issues, consents, preparation, info exchange and also rework as subjects appropriate to apparel order implementation (Abir, 2020; Chowdhury et al., 2018; Maisur & Afzal, 2019). This research aims to record exactly how merchandisers and connected specialists experience these problems as well as exactly how they correlate with order fulfillment. Its final thought needs to be based on the real information collected and also evaluated. Practical procedures will need cooperation across purchaser, merchandiser, sourcing, factory, technical, quality and also logistics divisions

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Abir, S. A. (2020). Study of the factors responsible for delaying lead time in apparel supply chain management: A case study on the order of execution strategies of a garment factory of Bangladesh. European Scientific Journal, 16(3), 244. Https://doi.org/10.19044/esj.2020.v16n3p244

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Research title: Problems faced by garment merchandisers in Bangladesh and their implications to order-filling.

Participant's information This questionnaire is a part of an academic research. Filling up this questionnaire is a voluntary act. You do not need to include sensitive data related to buyer/order and factory; your response will be interpreted in collective basis. Participant's Informed.

Consent: I am aware of the aim of this research and volunteer myself to participate in this survey. Yes / No

Section A: Respondent Profile

1. Respondent 1. Present job: Junior merchandiser / Merchandiser / Senior merchandiser / Merchandising manager / Production / Sourcing / Quality / Others 2. Experience (years): Less than 2 / 2-5 / 6-10 / More than 10

3. Location: Factory / Buying office / Others

4. Main product: Knit / Woven / Sweater / Others

5. Main location (district/area): (Participants are voluntary to give information. It won't be used for other purpose.)

Section B: Challenges

In each of the following statements, please indicate your level of agreement/disagreement as follows. 1 = Strongly disagree 2 = Disagree 3 = Normal 4 = Agree 5 = Strongly agree

1. Comments or approval from buyer's side is occasionally received behind the schedule. [1] [2] [3] [4] [5]

2. Approvals deviated on the buyer's specification is occasionally received after approval, which impairs the order implementation. [1] [2] [3] [4] [5]

3. Order execution lead time is often not sufficient. [1] [2] [3] [4] [5]

4. Manufacturing delay would probably delay the schedule to commence manufacturing. [1] [2] [3] [4] [5]

5. Accessories or trims are available at the time of execution. [1] [2] [3] [4] [5]

6. Clarification or re-work is often caused due to non-clarity of product specification. [1] [2] [3] [4] [5]

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13. Detecting risk in advance of shipping delay can be helped by sharing tracking system. [1] [2] [3] [4] [5]

14. Involvement in the early stage of identifying problem can help to reduce risk of late delivery. [1] [2] [3] [4] [5]

Section C: Order Fulfilment

1. In your recent work, how often are orders shipped by the agreed date? Always / Often / Sometimes / Rarely / Never / Not sure

2. Which stage most often threatens the shipment date? Buyer approval / Sampling / Material sourcing / Production / Quality / Documentation or logistics / Other

3. What are the three most serious challenges in your experience?

_____

4. What one change would most improve order fulfilment?

_____

APPENDIX B: SEMI-STRUCTURED INTERVIEW GUIDE

18. 1. Please describe your role in garment order execution.

19. 2. Which challenges most frequently make it difficult to meet shipment dates?

20. 3. Can you describe an anonymised example of a delay and how it affected the order?

21. 4. How do buyer changes and approval timing affect planning?

22. 5. What problems occur with fabric, trims or supplier coordination?

23. 6. How do merchandising, production, sourcing and quality teams share status information?

Page 29

24. 7. What methods are currently used to track milestones and escalate risks?

25. 8. Which practices have helped reduce delays?

26. 9. What changes should buyers or buying offices make?

27. 10. What changes should factory management make?

HOW TO USE THIS DRAFT?

 Replace the cover-page fields with your own academic details.

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 Verify all reference details and read the full sources before final submission.

 Collect your own questionnaire and interview data before writing factual results in Chapter 4.

 Update Chapter 4 and revise Chapter 5 to reflect your actual findings.

 Ask your supervisor whether the proposed sample size and analysis plan are appropriate

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• Update Chapter 4 and revise Chapter 5 to reflect your actual findings.
• Ask your supervisor whether the proposed sample size and analysis plan are appropriate

APPENDIX C: ORDER-FULFILMENT RISK AND ACTION MATRIX

Risk area	Possible warning sign	Suggested control	Possible indicator
Buyer approval delay	Late sample, lab-dip or specification approval	Open-approval tracker; agreed response dates; escalation before critical-path deadline	Overdue approvals; average approval cycle time
Material shortage or delay	Fabric or trims not available when required	Supplier confirmation; early booking; material status checks; approved contingency options	On-time material receipt; shortage incidents
Production output gap	Actual output below the plan	Daily plan-versus-actual review; early capacity escalation; recovery plan	Plan attainment; output gap by milestone
Quality rework	Defects or rejected inspection create repeat work	Early quality checks; root-cause analysis; corrective-action owner	Defect rate; rework hours; first-pass inspection result
Information mismatch	Teams use different specification versions	Controlled master file; revision log; written confirmation of changes	Number of version-related errors
Shipment readiness	Finished goods or documents are not ready for booking	Shipment checklist; early document review; booking milestone tracker	Shipment readiness by planned date
Workload pressure	Too many active orders or urgent tasks	Workload review; priority rules; backup ownership for critical orders	Open orders per merchandiser; overdue tasks

APPENDIX D: DATA-CODING AND REPORTING GUIDE

Variable	Data type	Coding/reporting instruction
Respondent role	Categorical	Use the actual job titles provided in the questionnaire; combine
		categories only with a documented reason.
Years of experience	Ordinal or numeric	Use the predefined bands or actual years collected; do not change band boundaries after seeing the results without explanation.
Challenge agreement items	Ordinal, 1–5	1 = Strongly disagree; 5 = Strongly agree. Higher scores should be interpreted according to the item wording.
Order-delivery frequency	Ordinal	Keep the original labels such as Always, Often, Sometimes, Rarely and Never; document any numerical coding.
Open-ended answers	Text	Remove identifying details, code recurring ideas and retain an audit trail of theme development.
Missing responses	Missing	Record missing values consistently and report the valid N for each table or test.

FINAL ACADEMIC CHECKLIST

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The Bangladesh RMG Context — Expanded Discussion

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- **0** Missing Citation 0%
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- **0** Cited and Quoted 0%
  Matches with in-text citation present, but no quotation marks

Top Sources

- 5% Internet sources
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- 4% Submitted works (Student Papers)

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