



---

## **The Role of Garment Merchandising of Order Execution Strategy at Kavinbaala TS**

Sanjai. S<sup>1\*</sup>, Yashwanth. V<sup>2</sup>

<sup>1</sup>Dayananda Sagar Business School, Post Graduate Diploma in Management (PGDM)

\*Corresponding author

DOI: <https://doi.org/10.63680/ijstate0526154.111>

---

# CHAPTER-1

## 1.1 INTRODUCTION

The garment industry is one of the most dynamic and competitive sectors in the global marketplace, where timely execution and quality delivery play a vital role in meeting customer expectations. At the heart of this process lies garment merchandising, a crucial function that bridges the gap between buyers and manufacturers. Merchandising is not just about handling orders; it is about coordinating every step of the order execution strategy—right from receiving a buyer's requirement to ensuring that the finished products are shipped on time.

In simple terms, merchandising acts as the backbone of order execution. It involves planning, sourcing, communication, follow-ups, and problem-solving throughout the production cycle. A merchandiser ensures that fabrics, trims, accessories, and production schedules are perfectly aligned with buyer specifications, while also monitoring cost, quality, and lead time. This makes the role of a merchandiser highly strategic because even a small delay or miscommunication can affect the entire supply chain.

Furthermore, in today's fast-paced fashion world where trends change rapidly, the efficiency of order execution directly impacts a company's competitiveness. A strong merchandising strategy ensures smooth coordination between departments like design, sampling, production, quality control, and logistics. By doing so, it minimizes risks, enhances productivity, and builds long-term buyer trust.

Thus, the role of garment merchandising in order execution strategy is not limited to operational tasks but extends to strategic decision-making. It ensures that the buyer's vision is translated into reality while maintaining efficiency, cost-effectiveness, and timely delivery. In this way, merchandising contributes not only to the success of individual orders but also to the sustainable growth of the apparel business as a whole.

## **1.2 SCOPE OF THE STUDY**

### **a. Understanding the Link between Merchandising and Execution.**

The study will explore how garment merchandisers act as the bridge between buyers, production teams, and suppliers, ensuring that orders are executed smoothly from start to finish. It focuses on the practical responsibilities of merchandisers in planning, communication, and coordination.

### **b. Evaluating Order Execution Efficiency**

It will examine how merchandising decisions—such as sourcing raw materials, handling buyer requirements, monitoring timelines, and controlling costs—directly influence the timely and successful execution of orders. This includes studying how effective merchandising reduces delays, quality issues, and extra costs.

### **c. Highlighting Strategic Importance in the Apparel Industry**

The study aims to highlight the significance of merchandising as a strategic function, not just a supportive one. It will assess how merchandising contributes to competitiveness, customer satisfaction, and long-term relationships with international and domestic buyers.

### **d. Practical Application for Industry Stakeholders**

The scope also includes identifying challenges merchandisers face in real order execution (such as communication gaps, production bottlenecks, or supply chain risks) and suggesting ways to improve. This makes the findings useful for managers, industry professionals, and students aiming to build careers in apparel merchandising.

### **e. Boundaries of the Study**

The focus will be limited to order execution aspects within garment merchandising, without going too deep into unrelated areas like post-sales distribution or financial accounting. However, it will cover the end-to-end journey of an order—right from buyer inquiry to shipment.

### **1.3 IMPORTANCE OF STUDY**

a. **Bridging Design and Production:**

Garment merchandising plays a key role in connecting the creative design stage with the practical production process. Understanding its role in order execution highlights how ideas are converted into actual garments delivered on time.

b. **Ensuring Timely Delivery:**

Order execution in the apparel industry is highly time-sensitive. This study emphasizes how effective merchandising ensures raw material sourcing, sampling, approvals, and production scheduling are managed seamlessly, leading to timely shipments.

c. **Maintaining Quality Standards:**

By studying merchandising strategies, companies can see how systematic coordination ensures that quality standards set by buyers are consistently met throughout the order execution cycle.

d. **Boosting Cost Efficiency:**

Proper merchandising practices reduce wastage of materials, avoid unnecessary delays, and minimize errors. This study underlines its importance in controlling costs and improving profitability for garment manufacturers.

e. **Enhancing Buyer–Supplier Relationships:**

Merchandisers act as the communication bridge between buyers and production teams. The study showcases how strong merchandising strategies build trust, improve clarity, and ensure long-term partnerships with global buyers.

### **1.4 LITERATURE REVIEW**

1. Dhesinghraj, J., & Sendhilkumar, M. (2015), An Overview of Supply Chain Management on Apparel Order Process in Garment Industries Bangalore, Journal of Exclusive Management Science 4(8) 1-13. This study examines supply chain management (SCM) practices in Bangalore's garment industry, emphasizing the need to reduce

- supply time and improve domestic linkages. It highlights SCM benefits like enhanced communication and service, offering guidelines for sustainability and operational improvements.
2. Imtiaz, Md. N. (2019). A Study on the Ways of Efficiency of Lead Time in Apparel Merchandising in Versatile Apparel Pvt. Ltd. BRAC University, This report investigates lead time efficiency in apparel merchandising, offering an overview of Versatile Apparel Pvt. Ltd. It identifies strengths and weaknesses in the company's operations and provides insights into improving lead time efficiency.
  3. Kakde, M., & Kumbhar, B. (2019). Role of Merchandiser in Garment Industry, *Man-Made Textiles in India*, 47(8), 257. This review focuses on the critical role of merchandisers in apparel production, from raw material procurement to garment dispatch. It discusses their responsibilities, skills, and the merchandising process's sequence in garment industries.
  4. Debnath, C. (2025), Merchandising Process of Chittagong Asian Apparels Limited, University of International Business and Technology. This study evaluates the merchandising processes at Chittagong Asian Apparels Ltd., based on primary data from an internship. It examines strengths like order management and buyer relationships, recommending ERP systems, supplier diversification, and digital transformation to improve efficiency.
  5. Tanvir, S., & Muqaddim, N. (2013), Supply Chain Management: Offering the New Paradigm for Bangladesh Garment Industry. *Journal of Economics and Sustainable Development*, 4(20), 158, The paper explores the complexities of supply chain management in Bangladesh's garment sector, including challenges like lead-time, forecasting errors, and cross-border obstacles. It calls for better integration and decision-making to remain competitive in the global market.
  6. Biswas, J. (2020), An Analysis on Procurement Management and Its Impact on Apparel Merchandising. *International Journal of Humanities Arts and Business*, 1(1), 28–35, This study analyzes the impact of procurement management on the performance of the apparel industry. It identifies challenges like supplier management and recommends solutions like vendor audits and the use of management software to improve procurement processes.
  7. Gandhi, A., & Sharma, S. (2014), Merchandisers' Performance and Supply Chain Competitiveness in Apparel Export Units. *IOSR Journal of Business and Management*, 16(7), 37–44, The paper investigates merchandiser performance and

its influence on supply chain competitiveness. It emphasizes the importance of training, performance appraisals, and improved communication for enhancing the efficiency and competitiveness of apparel export units.

8. Gandhi, A., & Sharma, S. (2013), An Analysis of Responsible Factors for Merchandiser's Performance and Role in Apparel Industry. *Journal of Fashion Technology & Textile Engineering*, 12(1), 1–10, This study identifies key factors affecting merchandiser performance in apparel industries, highlighting their role in product procurement, production, and delivery. It suggests improvements in training, selection, and performance evaluation to boost merchandiser effectiveness.

## **1.5 OBJECTIVES OF STUDY**

- a. To study the role of garment merchandisers in communication and coordination between buyers, suppliers, and production teams to ensure smooth order execution.
- b. To identify merchandising strategies that enhance cost efficiency, quality assurance, and timely delivery in the garment export and retail industry
- c. To analyze improvements that enhance order execution and global competitiveness.

## **1.6 PROBLEM STATEMENT**

### **1. COMMUNICATION GAPS BETWEEN BUYERS AND MERCHANDISERS**

One of the biggest challenges in garment merchandising is the lack of smooth and timely communication between international buyers, suppliers, and factory teams. Misunderstandings regarding order specifications, fabric requirements, or delivery timelines often lead to production delays and order cancellations, affecting the overall execution strategy.

### **2. COORDINATION ISSUES ACROSS SUPPLY CHAIN STAGES**

Garment merchandising demands continuous coordination between multiple stakeholders—designers, fabric suppliers, production teams, quality controllers, and logistics. Even a small delay in fabric sourcing or approval processes can disrupt the entire order execution cycle. Poor synchronization across these stages often results in inefficiency and missed deadlines.

### **3. BALANCING COST, QUALITY, AND TIMELY DELIVERY**

Merchandisers face the constant problem of balancing competitive pricing, maintaining international quality standards, and ensuring timely delivery. Pressure from buyers to reduce costs without compromising on quality puts additional strain on order execution strategies. This trade-off is one of the toughest problems in garment merchandising.

## **1.7 LIMITATIONS OF THE STUDY**

### **1. DEPENDENCE ON CASE-SPECIFIC PRACTICES**

Garment merchandising and order execution strategies often vary from company to company, depending on their scale, resources, and market orientation. This means the findings of the study may not fully apply to all organizations in the apparel sector, especially small-scale firms or export-oriented units with very different operating environments.

### **2. LIMITED DATA FROM STAKEHOLDERS**

The study may rely heavily on responses from merchandisers, managers, or a select group of employees. However, the perspectives of buyers, suppliers, or workers directly involved in order execution may not be fully captured. This can create a gap in understanding the holistic effectiveness of merchandising strategies.

### **3. INFLUENCE OF EXTERNAL AND UNCONTROLLABLE FACTORS**

Factors such as global market trends, raw material availability, government regulations, or sudden disruptions like logistics delays can strongly affect order execution. Since these external forces are outside the scope of the study, the research may not fully account for their impact, even though they play a major role in real-world merchandising success.

## **COMPANY PROFILE**

### **2.1 ABOUT KAVINBAALA TS**

#### **a) HISTORY OF KAVINBAALA TS**

Kavinbaala TS is a Tirupur-based garment manufacturing and export company specializing in knitwear and woven apparel. Established with a vision to provide high-quality garments at competitive prices, the company has grown to become a reliable supplier for both domestic and international buyers. The company focuses on excellence in product development, timely delivery, and customer satisfaction.

Over the years, Kavinbaala TS has built strong relationships with buyers in Europe, the USA, and the Middle East by consistently meeting quality and compliance standards. The company operates with modern production units, skilled manpower, and a professional merchandising team that plays a pivotal role in order execution.

#### **b) DEPARTMENTS IN KAVINBAALA TS**

##### **A) MERCHANDISING DEPARTMENT**

This is the core department that handles buyer communication, order execution, and coordination between departments. Merchandisers work as a bridge between buyers and the factory, ensuring that buyer requirements are clearly understood and executed on time.

##### **B) PRODUCTION DEPARTMENT**

Handles bulk production of garments. It ensures that the manufacturing processes such as cutting, stitching, printing, embroidery, and finishing are carried out efficiently to meet delivery deadlines.

##### **C) QUALITY ASSURANCE DEPARTMENT**

Maintains product quality at all stages—fabric inspection, inline checks, and final inspection—before shipment. The department ensures compliance with buyer quality standards.

## **D) FABRIC & TRIMS PROCUREMENT DEPARTMENT**

Responsible for sourcing raw materials such as fabrics, threads, buttons, zippers, labels, and tags. They coordinate with approved suppliers and ensure on-time availability of all inputs for bulk production.

## **E) FINANCE AND ACCOUNTS DEPARTMENT**

Manages budgeting, costing, payments, and financial transactions with buyers and suppliers. The department plays a vital role in monitoring profitability and cash flow.

## **F) HUMAN RESOURCE (HR) DEPARTMENT**

Handles recruitment, training, payroll, labor welfare, and compliance with labor laws. HR ensures a motivated and skilled workforce.

## **2.2 ROLE OF GARMENT MERCHANDISING IN ORDER EXECUTION**

The merchandising team is the backbone of Kavinbaala TS's order execution strategy. Their key responsibilities include:

1. **Order Receiving & Buyer Communication:** Merchandisers receive purchase orders, analyze buyer requirements, and communicate order details across departments.
2. **Sampling:** Coordinating proto samples, fit samples, size sets, and pre-production (PP) samples for buyer approval.
3. **Material Approvals:** Ensuring fabrics, trims, and accessories are approved before bulk production.
4. **Time & Action (T&A) Plan:** Preparing and monitoring a detailed schedule to track each stage of execution.
5. **Production Follow-up:** Daily coordination with production and quality teams to avoid delays.
6. **Problem-Solving:** Addressing challenges like fabric shortages, rejections, or buyer changes in a proactive manner.
7. **Shipment Execution:** Ensuring final inspections are cleared and goods are shipped on time.

## **2.3 PRODUCT PROFILE OF KAVINBAALA TS**

Kavinbaala TS specializes in the following categories:

1. Knitted Garments: T-shirts, Polo shirts, Tank tops, Leggings, Joggers.
2. Woven Garments: Shirts, Shorts, Casual trousers.
3. Kidswear: Bodysuits, Rompers, Baby sets.
4. Womenswear: Dresses, Tunics, Nightwear.
5. Menswear: Casual wear, Sportswear.

The company uses a wide range of fabrics such as cotton, polyester blends, organic cotton, and sustainable fabrics to meet the requirements of global buyers.

## **2.4 MISSION AND VISSION OF KAVINBAALA TS**

### **MISSION**

1. Timely Delivery: Ensures that fashion and basic apparel are delivered on time.
2. Consistent Quality: Focuses on maintaining high-quality standards in every product.
3. Strong Production Practices: Driven by effective merchandising and efficient production processes to meet market demands.

### **VISION**

1. Global Recognition: Aspires to be a leading global garment exporter.
2. Commitment to Quality: Aims to be known for producing high-quality apparel.
3. Sustainability Focus: Dedicated to sustainable business practices in every aspect of operations.

## **2.5 MAJOR COMPETITORS OF KAVINBAALA TS**

1. Eastman Exports (Tirupur): A large-scale garment exporter with global buyers.
2. Best Corporation (Tirupur): Known for babywear exports to major international brands.
3. Kaytee Corporation & SCM Garments: Strong in sportswear and knitwear.
4. International Competitors: Bangladesh, Vietnam, and China exporters with cost advantages.

## **2.6 SWOT ANALYSIS OF KAVINBAALA TS**

### **A) STRENGTHS (S):**

- Strong merchandising team ensuring smooth order execution.
- Experienced workforce and modern production setup.
- Good reputation among buyers for timely delivery.

### **B) WEAKNESSES (W):**

- Limited production capacity compared to bigger competitors.
- Heavy dependence on a few key buyers.
- Fluctuations in raw material prices affect margins.

### **C) OPPORTUNITIES (O):**

- Growing demand for sustainable and organic apparel.
- Expansion into new export markets.
- Increasing global focus on India as an alternative to China.

### **D) THREATS (T):**

- Intense competition from Bangladesh, Vietnam, and Sri Lanka.
- Rising labor and utility costs.
- Changing buyer preferences and strict compliance norms.

## **2.7 CONCLUSION**

Kavinbaala TS is a steadily growing garment manufacturer and exporter from Tirupur, with a clear focus on quality, timely delivery, and buyer satisfaction. The company's merchandising department plays a central role in bridging the gap between buyers and the factory, making order execution smooth and efficient. With strengths in product quality and buyer trust, along with opportunities in sustainable fashion, Kavinbaala TS is well-positioned for future growth. However, to stay competitive, it must continuously innovate in merchandising strategies, expand its buyer base, and adopt cost-effective practices to withstand global competition.

### **3.1 RESEARCH TYPE**

#### **QUALITATIVE RESEARCH**

The qualitative research in this study will explore the experiences and challenges faced by personnel involved in garment merchandising and order execution at Kavinbaala TS. It aims to uncover the internal processes, communication gaps, and operational bottlenecks between departments like merchandising, production, and logistics. This approach will also examine how merchandisers manage buyer expectations and handle challenges during the execution process, offering a deeper understanding of factors that impact the overall efficiency of the order execution strategy.

#### **QUANTITATIVE RESEARCH**

Quantitative research will focus on analyzing the performance of the order execution strategy at Kavinbaala TS by measuring key metrics such as lead times, on-time delivery rates, and the frequency of delays or production bottlenecks. By collecting numerical data, the study will quantify the effectiveness of the current strategy, helping to identify patterns in delays and the root causes. Statistical analysis will provide actionable insights to optimize the order fulfillment process and enhance overall operational efficiency.

### **3.2 SAMPLING TECHNIQUE**

For this study, the Non-Probability Sampling Technique, specifically Purposive Sampling, has been employed. This approach was intentionally chosen because the research aims to gather insights from individuals who are directly involved in the garment merchandising and order execution process at Kavinbaala TS. This includes merchandisers, production managers, logistics staff, and quality control personnel who are responsible for ensuring the timely and efficient execution of orders. Their specialized knowledge and hands-on experience make them the most appropriate group to provide accurate and valuable data for the study.

The purposive sampling method aligns with the study's objective to gain a practical understanding of the order execution strategy, including the operational workflows, key challenges faced, and the role of different departments in meeting buyer demands and deadlines. By selecting participants with direct involvement in these processes, the study ensures that the findings reflect the real-world dynamics of the garment

merchandising and production environment, rather than relying on generalized assumptions.

This targeted approach not only allows for the collection of in-depth insights from various roles within the organization but also enhances the credibility and relevance of the data. The study benefits from a diverse range of perspectives, helping to identify operational bottlenecks, communication issues, and potential areas for improvement in the order execution process. Ultimately, the purposive sampling method ensures that the research captures actionable insights that can contribute to more effective and efficient garment merchandising strategies at Kavinbaala TS.

### **3.3 SAMPLE SIZE**

A total of 96 responses were collected for this study, which is considered appropriate for research of this nature involving professionals in garment merchandising and order execution. The sample includes individuals directly engaged in the order fulfillment process, such as merchandisers, production managers, logistics personnel, and quality control staff.

This sample size ensures sufficient diversity of perspectives while maintaining a manageable data set for in-depth analysis. It allows the researcher to identify recurring patterns, operational challenges, and performance gaps within the order execution strategy at Kavinbaala TS. Additionally, the variation in roles represented within the sample enhances the credibility of the findings, ensuring the study captures both managerial insights and ground-level operational realities.

### **3.4 SAMPLE DESIGN**

For this study, a non-probability sampling technique, specifically purposive sampling, will be employed to select participants who are directly involved in the garment merchandising and order execution process. The purposive sampling approach is chosen because it allows the researcher to focus on a targeted group of respondents with specialized knowledge and experience in the relevant operational areas. These individuals are best positioned to provide insightful, accurate, and meaningful data regarding the challenges and strategies in place for order execution at Kavinbaala TS.

## **A) SAMPLING FRAME**

The sampling frame consists of employees directly involved in the garment merchandising and order execution processes at Kavinbaala TS, including:

- Merchandisers
- Production Managers
- Logistics Personnel
- Quality Control Staff

These participants will be selected based on their relevant roles and experience in handling and managing orders from buyers, overseeing production cycles, coordinating logistics, and ensuring product quality. Only those with direct involvement in the order fulfillment process will be selected for inclusion in the study to ensure that the findings accurately reflect the realities of the operational processes.

## **B) SAMPLING METHOD**

The sampling method for this study is purposive sampling, a type of non-probability sampling where participants are selected based on specific characteristics that are essential to the research objectives. The participants are deliberately chosen based on their involvement in the order execution cycle, ensuring that the data collected is relevant and meaningful. This approach ensures that the study focuses on individuals who can provide valuable insights into the efficiency, challenges, and strategies related to order execution.

## **C) TARGET POPULATION**

The target population for this study consists of employees at Kavinbaala TS who are directly involved in the garment merchandising and order execution process. This includes merchandisers, responsible for coordinating orders between buyers, production, and suppliers; production managers, who oversee the manufacturing process; logistics personnel, in charge of inventory management and shipping; and quality control staff, ensuring that products meet the required standards. These individuals are critical to understanding the operational challenges, strategies, and efficiencies within the order execution cycle at Kavinbaala TS.

### **3.5 SOURCE OF DATA**

The data for this study will be gathered from both primary and secondary sources to provide a comprehensive analysis of the order execution strategy at Kavinbaala TS.

#### **A) PRIMARY DATA**

Primary data will be collected directly from employees at Kavinbaala TS who are involved in the garment merchandising and order execution process. This data will be gathered through surveys, interviews, and focus group discussions with key participants from various departments, such as merchandisers, production managers, logistics personnel, and quality control staff. These individuals are directly engaged in the day-to-day operations of order fulfillment and will provide valuable insights into the current practices, challenges, and strategies related to the execution of orders.

#### **B) SECONDARY DATA**

Secondary data for this study will primarily be collected through a literature review. Relevant academic articles, industry reports, case studies, and previous research related to garment merchandising, order execution strategies, and supply chain management will be reviewed. This secondary data will provide context and a broader understanding of best practices, trends, and challenges in the garment industry, helping to compare the operational strategies at Kavinbaala TS with industry standards and benchmarks.

### **3.6 METHOD OF DATA ANALYSIS**

Google Forms was used as the primary platform for designing and distributing the questionnaire to participants involved in garment merchandising and order execution at Kavinbaala TS. This platform allowed for the creation of user-friendly questions, including multiple-choice, Likert scale, and yes/no items, aligned with the study's objectives. The online format facilitated quick distribution to participants across various departments, ensuring wider reach while saving time and resources. All responses were automatically recorded in a structured spreadsheet format, minimizing manual entry errors and ensuring accuracy.

Once the data was collected, it was exported to Microsoft Excel for systematic organization, sorting, and initial review. The analysis was carried out using simple percentages, frequency distribution, descriptive statistics, and graphical representation

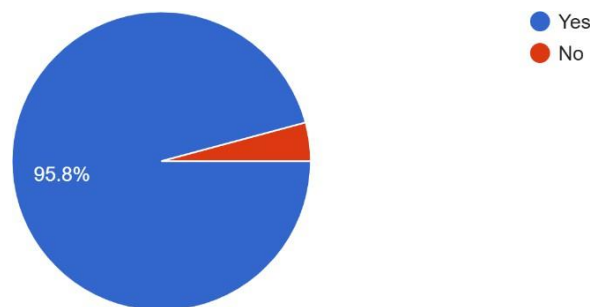
(charts and tables) to highlight key operational trends. These methods enabled the identification of recurring challenges, inefficiencies, and performance patterns within the order execution process at Kavinbaala TS, providing valuable insights into areas for improvement

## 4.1 Analysis Based on Research Objectives

a) **To study the role of garment merchandisers in communication and coordination between buyers, suppliers, and production teams to ensure smooth order execution.**

4.1.1 Do garment merchandisers effectively manage communication between buyers, suppliers, and production teams?

Serial no	Response	Percentage (%)
1	92	95.8
2	4	4.2



### Interpretation

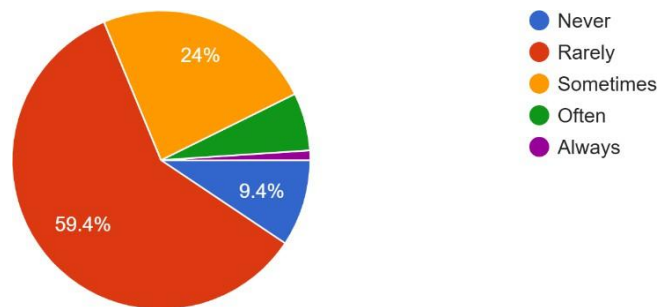
The result from the survey, based on 96 responses, shows that 95.8% of participants believe garment merchandisers effectively manage communication between buyers, suppliers, and production teams. Only 4.2% of respondents disagreed, indicating that a small portion of the participants feel that garment merchandisers do not effectively manage this communication. Overall, the data suggests that garment merchandisers are widely recognized for their effectiveness in ensuring smooth communication across these key groups in the supply chain.

## Inference

The vast majority of respondents (95.8%) believe garment merchandisers effectively manage communication between buyers, suppliers, and production teams, highlighting their key role in ensuring smooth coordination. Only a small group (4.2%) disagrees, suggesting that most participants recognize merchandisers' effectiveness in communication.

### 4.1.2 How often do you experience delays due to poor coordination between different teams (buyers, suppliers, production)?

Serial no	Response	Percentage (%)
1	57	59.4
2	23	24
3	9	9.4
4	6	6.3
5	1	1



## Interpretation

According to the findings, the most common response was “rarely,” reported by 57 respondents, or 59.4% of the total 96 participants. This was followed by 23 respondents, or 24%, who stated “sometimes.” Nine respondents, or 9.4%, indicated “never,” while five respondents, or 5.2%, selected “often.” Only one respondent, or 1%, reported experiencing delays “always.” These results suggest that while delays due to poor

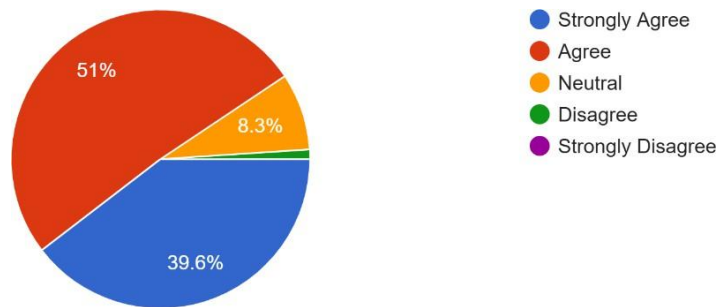
coordination are not constant, they do occur periodically, with the majority facing them only on rare occasions.

### Inference

Most respondents (59.4%) experience delays due to poor coordination only rarely, with a smaller group (24%) encountering them sometimes. A few participants (9.4%) never face such delays, while only a handful (5.2%) experience them often, suggesting that coordination issues are not widespread but do occur from time to time.

#### 4.1.3 Do you believe that better communication from merchandisers can reduce misunderstandings and errors during order execution?

Serial no	Response	Percentage (%)
1	49	51
2	38	39.6
3	8	8.3
4	1	1
5	0	0



### Interpretation

According to the results, the majority of respondents agreed that better communication from merchandisers can significantly reduce misunderstandings and errors during order execution. Specifically, 39.6% of the 96 participants strongly agreed, while 51% agreed with the statement. Only 8.3% remained neutral, and less than 2% expressed disagreement or strong disagreement. These findings highlight that effective

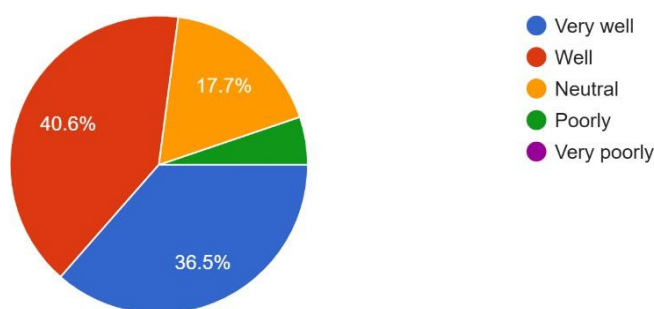
communication is widely recognized as a critical factor in ensuring smooth order execution, with most respondents perceiving it as an essential tool for minimizing errors and enhancing coordination.

### **Inference**

The vast majority of respondents (90.6%) believe that better communication from merchandisers can greatly reduce misunderstandings and errors during order execution, with 39.6% strongly agreeing. This highlights the widespread recognition of communication as a key factor in improving coordination and minimizing mistakes.

#### **4.1.4 How well do merchandisers handle last-minute changes or requests from buyers and suppliers?**

Serial no	Response	Percentage (%)
1	39	40.6
2	35	36.5
3	17	17.7
4	5	5.2
5	0	0



### **Interpretation**

The survey results indicate that merchandisers are generally perceived as handling last-minute changes or requests from buyers and suppliers effectively. Among the 96 respondents, 40.6% stated that merchandisers manage such situations well, while 36.5% reported that they handle them very well. A smaller proportion, 17.7%, remained

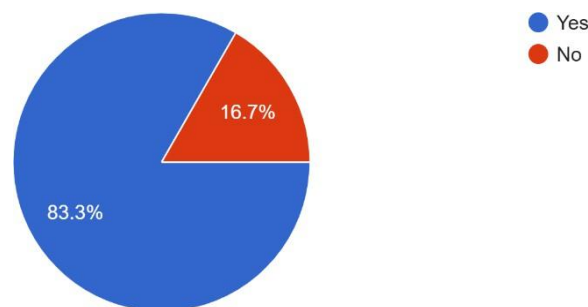
neutral, suggesting that their experience varied depending on circumstances. Only a few respondents indicated poor handling of last-minute requests, and none rated it as very poor. Overall, the findings highlight that the majority of participants view merchandisers as competent and responsive when dealing with unexpected changes, though there remains scope for further improvement in consistency.

### **Inference**

Most respondents (77.1%) believe that merchandisers handle last-minute changes or requests effectively, with 36.5% rating them as very good. Only a small number felt that merchandisers' response could be improved, indicating that they are generally seen as competent and responsive in managing such situations.

#### 4.1.5 Do you think that better coordination between merchandisers and production teams can enhance overall order execution efficiency?

Serial no	Response	Percentage (%)
1	80	83.3
2	16	16.7



### **Interpretation**

According to the findings, 80 respondents, or 83.3% of the 96 participants, stated that better coordination between merchandisers and production teams can enhance overall order execution efficiency. In contrast, 16 respondents, or 16.7%, did not share this view. These results highlight that the majority strongly recognize the importance of

cross-team collaboration in improving efficiency and reducing execution-related challenges.

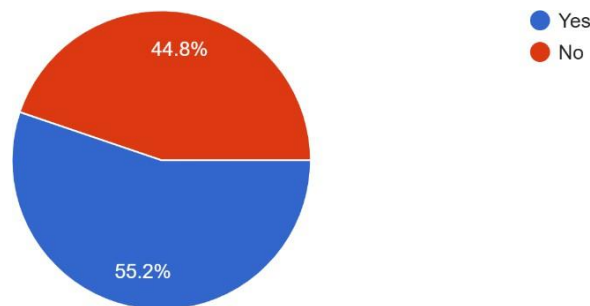
### **Inference**

A significant majority of respondents (83.3%) believe that better coordination between merchandisers and production teams would greatly improve order execution efficiency. This suggests that most participants see cross-team collaboration as essential for reducing challenges and boosting overall performance.

### **b) To identify merchandising strategies that enhance cost efficiency, quality assurance, and timely delivery in the garment export and retail industry**

4.1.6 Do merchandising strategies at your company help in maintaining cost efficiency throughout the order execution process?

Serial no	Response	Percentage (%)
1	53	55.2
2	43	44.8



### **Interpretation**

According to the results, 53 respondents, or 55.2% of the 96 participants, stated that merchandising strategies at their company help in maintaining cost efficiency throughout the order execution process. In contrast, 43 respondents, or 44.8%, reported that these strategies do not contribute to cost efficiency. These findings indicate that while a slight majority recognize the role of merchandising strategies in controlling

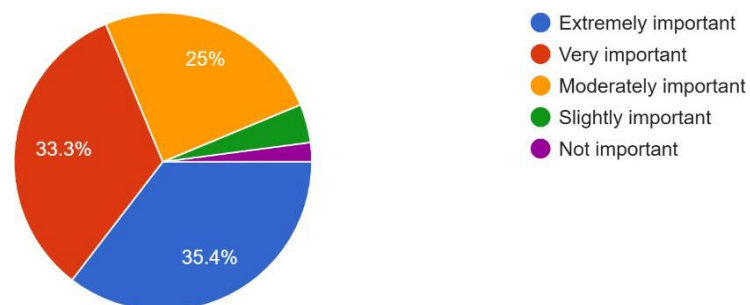
costs, a significant proportion remain unconvinced, suggesting mixed perceptions regarding their effectiveness.

### Inference

A slight majority (55.2%) of respondents believe that merchandising strategies help maintain cost efficiency, while 44.8% feel they do not. This indicates a mixed perception, with some recognizing their value in cost control, but others questioning their effectiveness.

#### 4.1.7 How important is quality control in your current merchandising strategies?

Serial no	Response	Percentage (%)
1	34	35.4
2	32	33.3
3	24	25
4	4	4.2
5	2	2.1



### Interpretation

The pie chart illustrates the importance of quality control in current merchandising strategies based on 96 responses. A significant 35.4% of respondents identified quality control as "Extremely important," while 33.3% marked it as "Very important." Only 25% considered it "Moderately important," and a small portion, 6.3%, viewed it as "Slightly important." Interestingly, none of the respondents deemed quality control "Not important," suggesting that the majority of participants highly value quality

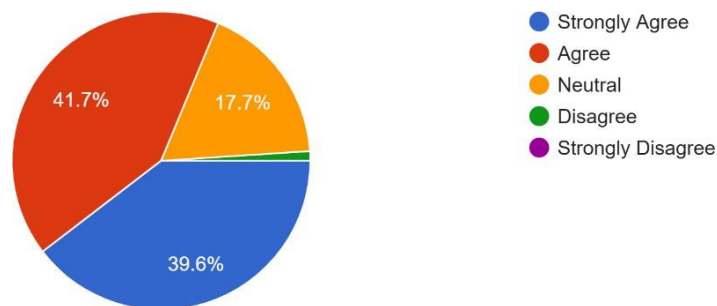
control in their merchandising strategies, with most considering it either extremely or very important for successful operations.

### Inference

The majority of respondents (68.7%) consider quality control to be either "Extremely important" or "Very important" in merchandising strategies, highlighting its crucial role in successful operations. Only a small portion of participants view it as less significant, emphasizing the widespread recognition of its value in ensuring quality.

#### 4.1.8 Do merchandising strategies at your company prioritize meeting delivery deadlines consistently?

Serial no	Response	Percentage (%)
1	40	41.7
2	38	39.6
3	17	17.7
4	1	1
5	0	0



### Interpretation

The pie chart illustrates the responses to the question of whether merchandising strategies at the company prioritize meeting delivery deadlines consistently, based on 96 responses. A majority of 41.7% of respondents "Strongly Agree" that meeting delivery deadlines is a priority in their merchandising strategies, while 39.6% "Agree" with this statement. Only 17.7% of respondents expressed a "Neutral" stance,

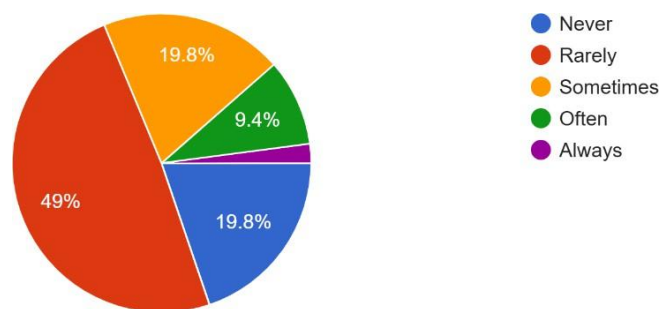
suggesting that they are uncertain about the consistent prioritization of delivery deadlines. A minimal portion, 1%, disagrees, and none of the respondents "Strongly Disagree," indicating that most respondents believe their company's merchandising strategies largely focus on meeting delivery deadlines.

### **Inference**

A strong majority of respondents (81.3%) believe that their company's merchandising strategies prioritize meeting delivery deadlines, with 41.7% strongly agreeing. Only a small group expressed neutrality or disagreement, suggesting that timely delivery is generally seen as a key focus in their operations.

#### 4.1.9 How frequently are merchandising strategies updated to align with changing market conditions or customer demand?

Serial no	Response	Percentage (%)
1	47	49
2	19	19.8
3	19	19.8
4	9	9.4
5	2	2.1



### **Interpretation**

The pie chart indicates that 49% of respondents update their merchandising strategies "Rarely", while 19.8% update them "Sometimes" and 19.8% update "Often". Only 9.4% update "Always", and 2.1% never make updates. This suggests that most organizations update their strategies infrequently, with a few being more proactive. The

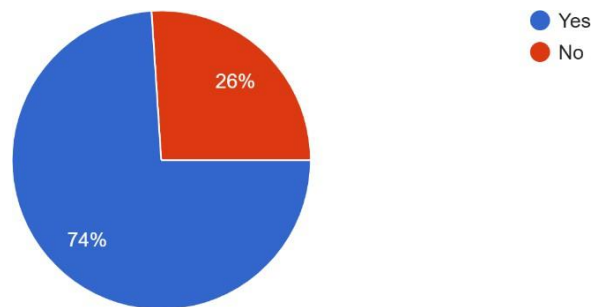
data shows a tendency for periodic updates rather than constant adjustments. A small portion of respondents show minimal to no updates to their strategies.

### Inference

Most respondents (68.8%) update their merchandising strategies rarely or sometimes, indicating that updates are infrequent and more periodic than consistent. A small number of respondents are more proactive, while a few make minimal or no updates at all.

4.1.10 Do you believe that your company's merchandising strategies are competitive compared to others in the global garment market?

Serial no	Response	Percentage (%)
1	71	74
2	25	26



### Interpretation

The data from the chart shows that 74% of respondents believe their company's merchandising strategies are competitive in the global garment market, indicating a strong confidence in their company's positioning. In contrast, 26% of respondents do not believe their strategies are competitive, suggesting that a significant portion of companies may face challenges in differentiating themselves from competitors. This

highlights the need for continuous improvement and adaptation in merchandising strategies to maintain a competitive edge in the ever-evolving global garment market.

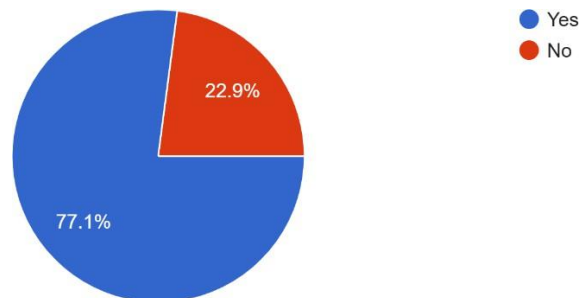
### **Inference**

A strong majority of respondents (74%) believe their company's merchandising strategies are competitive in the global garment market, indicating confidence in their positioning. However, 26% feel their strategies are not competitive, suggesting room for improvement to stay ahead in a constantly evolving market.

c) To analyze improvements that enhance order execution and global competitiveness.

4.1.11 Would the introduction of new technologies (e.g., automation, data analytics) help improve order execution efficiency?

Serial no	Response	Percentage (%)
1	74	77.1
2	22	22.9



## Interpretation

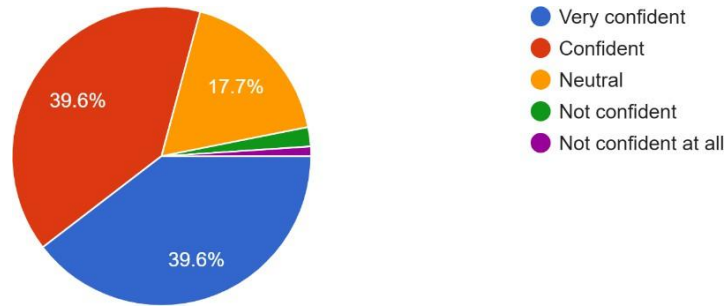
The data indicates that a significant majority of respondents, 77.1%, believe that the introduction of new technologies such as automation and data analytics would improve order execution efficiency. In contrast, 22.9% of respondents disagree, suggesting that they do not perceive these technologies as beneficial for enhancing efficiency in the order execution process. This suggests a strong inclination toward technological adoption for improving operational processes in this domain.

## Inference

A large majority of respondents (77.1%) believe that new technologies like automation and data analytics would enhance order execution efficiency, showing strong support for technological adoption. However, 22.9% remain unconvinced, indicating some skepticism about their effectiveness in improving processes.

4.1.12 How confident are you that improving merchandising strategies can increase the company's competitiveness in the global market?

Serial no	Response	Percentage (%)
1	38	39.6
2	38	39.6
3	17	17.7
4	2	2.1
5	1	1



### Interpretation

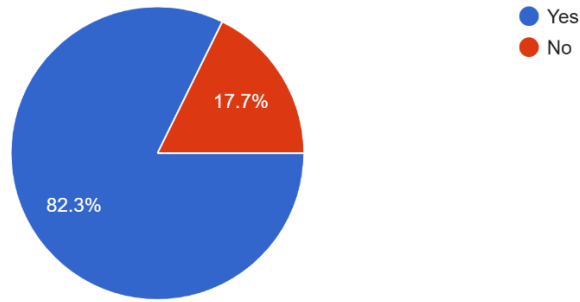
The pie chart illustrates the respondents' confidence in the impact of improving merchandising strategies on increasing a company's competitiveness in the global market, based on 96 responses. A significant portion, 39.6%, expressed confidence, while an equal 39.6% reported being very confident about the positive effects. 17.7% were neutral, indicating uncertainty or no strong opinion on the matter, while only a small percentage, represented by green and purple, felt either not confident or not confident at all. This suggests that a large majority of respondents believe enhancing merchandising strategies will boost the company's global market competitiveness, though some remain unsure.

### Inference

A majority of respondents (79.2%) are confident or very confident that improving merchandising strategies will enhance their company's competitiveness in the global market. However, a small portion remains neutral or lacks confidence, indicating some uncertainty about the impact of these improvements.

4.1.13 Do you think feedback from suppliers and buyers could lead to significant improvements in order execution practices?

Serial no	Response	Percentage (%)
1	79	82.3
2	17	17.7



### Interpretation

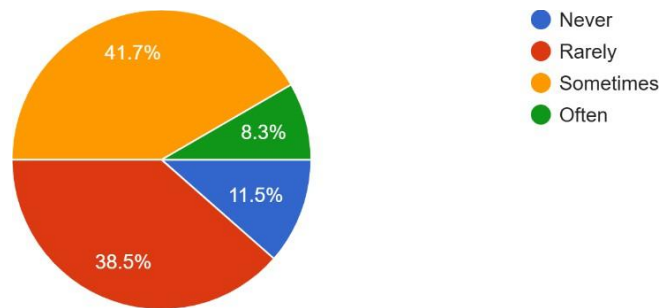
The data from the pie chart shows that 82.3% of the 96 respondents believe that feedback from suppliers and buyers could significantly improve order execution practices, highlighting a strong consensus on the importance of such feedback in enhancing business operations. In contrast, only 17.7% of respondents disagree, indicating that a smaller portion does not see the potential benefits of incorporating feedback. This suggests that most participants recognize the value of feedback in improving efficiency and effectiveness in the order execution process.

### Inference

A clear majority of respondents (82.3%) believe that feedback from suppliers and buyers can greatly improve order execution practices, highlighting its importance in enhancing operations. Only a small group (17.7%) disagrees, suggesting that most participants see feedback as valuable for boosting efficiency and effectiveness.

#### 4.1.14 How frequently are opportunities for improving merchandising practices discussed within your company?

Serial no	Response	Percentage (%)
1	40	41.7
2	37	38.5
3	11	8.3
4	8	11.5



### **Interpretation**

The pie chart illustrates the frequency with which opportunities for improving merchandising practices are discussed within a company, based on 96 responses. The largest proportion, 41.7%, indicates that these opportunities are discussed "Sometimes." This is closely followed by 38.5% of respondents who report that such discussions occur "Rarely." A smaller group of 11.5% mentions that these opportunities are discussed "Often," while 8.3% state that they are never discussed. This suggests that while there is some level of attention given to improving merchandising practices, it is not consistently prioritized or addressed frequently within the company.

### **Inference**

Most respondents (80.2%) report that opportunities for improving merchandising practices are discussed either sometimes or rarely, indicating that while the topic is occasionally addressed, it is not a consistent focus. A small portion of participants feel that these discussions happen often or never, suggesting room for more regular attention to improvement opportunities.

## 5.1 FINDINGS FROM THE STUDY

1. The majority (95.8%) of respondents believe garment merchandisers manage communication effectively between buyers, suppliers, and production teams, with only a small portion (4.2%) expressing concerns.
2. Most respondents (59.4%) experience delays due to poor coordination rarely, with only a small portion facing delays frequently or always.
3. The majority (90.6%) of respondents believe better communication from merchandisers can reduce errors and improve order execution, highlighting its crucial role.
4. Most respondents (77.1%) believe merchandisers handle last-minute changes effectively, though there is room for improvement in consistency, as 17.7% remained neutral.
5. A strong majority (83.3%) believe better coordination between merchandisers and production teams can improve order execution efficiency, highlighting its importance.
6. A slight majority (55.2%) believe merchandising strategies help maintain cost efficiency, but a significant portion (44.8%) feels they don't, indicating mixed perceptions.
7. The majority of respondents (68.7%) consider quality control to be extremely or very important in merchandising strategies, highlighting its vital role in successful operations.
8. A strong majority (81.3%) believe their company prioritizes meeting delivery deadlines, suggesting a focus on timely execution, while 17.7% remain uncertain.
9. Most respondents (68.8%) update their merchandising strategies rarely or sometimes, indicating infrequent updates, while a small portion makes minimal or no updates.
10. A strong majority (74%) believe their company's merchandising strategies are competitive in the global garment market, while 26% feel they are not, highlighting some challenges in differentiation.
11. The majority (77.1%) believe that new technologies like automation and data analytics would improve order execution efficiency, while 22.9% disagree, indicating mixed views on their benefits.

12. A majority (79.2%) are confident or very confident that improving merchandising strategies will enhance global competitiveness, though 17.7% remain neutral or uncertain.
13. A clear majority (82.3%) believe that feedback from suppliers and buyers can significantly improve order execution, while 17.7% disagree, suggesting some skepticism.
14. While some attention is given to improving merchandising practices, discussions occur infrequently, with 80.2% of respondents saying they happen only sometimes or rarely.

## **5.2 SUGGESTIONS**

1. To maintain high communication standards, it's important to gather more feedback from the minority group to address any specific issues and ensure continuous improvement.
2. Focus on addressing the occasional coordination issues that cause delays, with targeted solutions for the few who experience them more often.
3. Focus on reinforcing communication training for merchandisers to further minimize misunderstandings and errors, ensuring smooth order execution.
4. To improve consistency, merchandisers could benefit from additional training or guidelines to handle last-minute changes more uniformly across different situations.
5. Foster stronger collaboration between merchandisers and production teams to address execution challenges and enhance overall efficiency.
6. Reevaluate and refine merchandising strategies to ensure they effectively contribute to cost efficiency, while addressing concerns from the group that remains unconvinced.
7. Continue prioritizing quality control in merchandising strategies and consider enhancing practices to further elevate its importance across the organization.
8. Reinforce the importance of meeting delivery deadlines through clear communication and consistent practices to address the uncertainty among the small group of respondents.
9. Encourage more regular and proactive updates to merchandising strategies to stay adaptable and responsive to market changes.

10. Focus on continuous innovation and market research to refine merchandising strategies, ensuring the company remains competitive and stands out in a dynamic global market.
11. Invest in implementing and demonstrating the value of these technologies to address the concerns of the minority and drive overall efficiency improvements.
12. Focus on clarifying the benefits of improved merchandising strategies for the unsure group, while continuing to refine and implement strategies to strengthen competitiveness.
13. Strengthen the feedback loop with suppliers and buyers to maximize its potential for improving order execution, while addressing the concerns of the minority group.
14. Increase the frequency of discussions around improving merchandising practices to ensure continuous improvement and keep them a consistent focus within the company.

### **5.3 CONCLUSION**

The study shows that garment merchandisers are doing a good job in keeping communication smooth between buyers, suppliers, and production teams. Most people feel they handle changes well and help keep orders on track, though there are still some small issues with coordination and consistency.

Quality control and meeting deadlines are clearly top priorities, but many companies don't update their merchandising strategies often enough. This makes it harder to stay fully competitive in today's fast-changing global market.

There's also a sense that new technologies like automation and data analytics could really improve efficiency, but not everyone is convinced yet. To move forward, merchandisers need to focus on stronger teamwork, continuous training, regular strategy updates, and listening more closely to feedback from buyers and suppliers.

## **5.4 DIRECTION FOR THE FUTURE STUDY**

The study highlights that garment merchandisers play a crucial role in ensuring smooth order execution by effectively managing communication between buyers, suppliers, and production teams. While most respondents agreed that merchandisers handle coordination and last-minute changes well, occasional delays and inconsistencies in execution were observed. Quality control and timely delivery were seen as strong priorities, but cost efficiency and frequent strategy updates emerged as areas needing more attention. The findings also suggest optimism about adopting new technologies such as automation and data analytics, though some skepticism remains. Similarly, while feedback from buyers and suppliers is considered valuable, it is not fully integrated into current practices. Looking ahead, future studies could explore how digital tools like ERP systems, predictive analytics, and AI can improve efficiency and reduce costs in merchandising. Research can also focus on developing structured buyer–supplier feedback mechanisms, integrating sustainable sourcing and eco-friendly practices into order execution, and assessing the role of continuous training in strengthening merchandiser skills. Furthermore, comparative studies with global competitors such as Bangladesh, Vietnam, and China can offer insights into areas where Indian garment exporters can differentiate themselves beyond cost advantage. Finally, building frameworks for real-time strategy updates in response to fast-changing market conditions could help companies remain agile and competitive. In short, while merchandisers are already strong in communication and coordination, their future growth depends on embracing technology, sustainability, continuous learning, and smarter strategy adaptation.

## BIBLIOGRAPHY

1. Dhesinghraj, J., & Sendhilkumar, M. (2015), An Overview of Supply Chain Management on Apparel Order Process in Garment Industries Bangalore  
<https://iems.net.in/wp-content/uploads/2018/01/An-Overview-of-Supply-Chain-Management-on-Apparel-Order-Process-in-Garment-Industries-Bangalore.pdf>
2. Imtiaz, Md. N. (2019). A Study on the Ways of Efficiency of Lead Time in Apparel Merchandising in Versatile Apparel Pvt. Ltd.  
<http://hdl.handle.net/10361/13730>
3. Kakde, M., & Kumbhar, B. (2019). Role of Merchandiser in Garment Industry, Man-Made Textiles in India.  
[https://openurl.ebsco.com/EPDB%3Agcd%3A11%3A29126267/detailv2?sid=ebsco%3Aplink%3Ascholar&id=ebsco%3Agcd%3A138496446&crl=c&link\\_origin=scholar.google.com](https://openurl.ebsco.com/EPDB%3Agcd%3A11%3A29126267/detailv2?sid=ebsco%3Aplink%3Ascholar&id=ebsco%3Agcd%3A138496446&crl=c&link_origin=scholar.google.com)
4. Debnath, C. (2025), Merchandising Process of Chittagong Asian Apparels Limited, University of International Business and Technology.  
<http://dspace.uui.ac.bd/handle/52243/3260>
5. Tanvir, S., & Muqaddim, N. (2013), Supply Chain Management: Offering the New Paradigm for Bangladesh Garment Industry.  
<https://d1wqtxts1xzle7.cloudfront.net/96229353/10027-libre.pdf?1671760292>
6. Biswas, J. (2020), An Analysis on Procurement Management and Its Impact on Apparel Merchandising.  
<https://www.researchgate.net/profile/Joy>
7. Gandhi, A., & Sharma, S. (2014), Merchandisers' Performance and Supply Chain Competitiveness in Apparel Export Units.  
[https://www.academia.edu/87336734/Merchandisers\\_Performance\\_and\\_Supply\\_Chain\\_Competitiveness\\_in\\_Apparel\\_Export\\_Units](https://www.academia.edu/87336734/Merchandisers_Performance_and_Supply_Chain_Competitiveness_in_Apparel_Export_Units)
8. Gandhi, A., & Sharma, S. (2013), An Analysis of Responsible Factors for Merchandiser's Performance and Role in Apparel Industry.  
<http://10.1177/097ps://doi.org/2622520130104>