

Marketing Practices in the Textile Industry:
An Internship Report on M&M Yarn Dyeing Mills
Ltd.

Kashfa Hassan Muskan

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

Marketing Practices in the Textile Industry: An Internship Report on M&M Yarn Dyeing Mills Ltd.

Submitted to:

Dr. Md. Shariful Alam

Professor, School of Business & Economics (SoBE)

Submitted by:

Kashfa Hassan Muskan

Id: 111 201 101

School of Business and Economics



United International University

Date of submission: March 11, 2026

Letter of transmittal

Date: March 11, 2026

To

Dr. Md. Shariful Alam

Professor, School of Business & Economics (SoBE)

United International University

Subject: Submission of Internship Report

Dear Sir,

It is my great pleasure to present the internship report, which is titled, “Marketing Practices in the Textile Industry: An Internship experience at M&M Yarn Dyeing Mills Ltd.” This report is submitted in partial fulfillment of the requirements for the internship report at United International University.

In the report, I have indicated the field experience I have gained in the four months of working in the Marketing Department of M&M Yarn Dyeing Mills Ltd. I have tried to provide all the relevant experiences, findings, and observations.

It is my hope that the internship programme has been met by this report. I would like to thank you because of your help and guidance during the internship and in compiling this report.

Sincerely,

Kashfa Hassan Muskan

ID: 111 201 101

Department of Marketing

United International University

Declaration of the student

I hereby state that the internship report, the title of which is, Marketing Practices in the Textile Industry: an internship experience to M&M Yarn Dyeing Mills Ltd., is the work of my own and has not been previously submitted to any other academic institution as a degree or diploma work.

All the data used in the report have been duly credited and referenced and the paper is solely academic.

Kashfa Hassan Muskan

ID: 111 201 101

Department of Marketing

United International University

Date: March 11, 2026

Acknowledgement

To start with, I would like to mention that I am very grateful to the Supervisor for helping me to write this report successfully.

I would like to give my sincere thanks to my academic supervisor, Dr. Md. Shariful Alam and his priceless support, critique, and advice during the internship time and the composition of this report.

I would also like to acknowledge M&M Yarn Dyeing Mills Ltd., especially the team of Marketing Department, granting me the chance to study and work. This internship was enhanced with their support and cooperation.

Lastly, I owe a lot of my success in this academic journey to my family and friends who have been fully supportive and encouraging throughout.

Executive summary

This report is a recap of a four-month internship at M&M Yarn Dyeing Mills Ltd., as an undergraduate marketing course. The internship was designed to create some perception of the real-world marketing in the textile industry.

The report will start with an introduction that will give objectives, motivations and limitations. It proceeds to give an elaborate company profile and industry overview. It explains the activities done, training, departmental operation assistance, and skills acquired during the internship. The actual marketing tools, communication and customer handling processes are pointed out.

The report also involves an assessment of the experience, a SWOT analysis of a firm and suggestions on how to improve the functioning of the departments. Tables and figures are provided to make it clear.

Altogether, the internship provided useful experience of B2B marketing, internal organization, and CRM application, thus closing the gap between the theoretical knowledge and the company practice.

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List of Abbreviation

Abbreviation	Full Form
B2B	Business to Business
BTMA	Bangladesh Textile Mills Association
CRM	Customer Relationship Management
ETP	Effluent Treatment Plant
KPI	Key Performance Indicator
RMG	Ready-Made Garments
SOP	Standard Operating Procedure
SWOT	Strengths, Weaknesses, Opportunities, Threats

CHAPTER I: INTRODUCTION

1.1 Background of the Report

As a bridge between theory and practice of marketing, internships represent a central part of modern marketing training. In internship programmes, students gain practical knowledge and experience of how to do business thus honing practical skills and at the same time giving firms innovative talent and insights. Empirical studies always indicate that marketing students can gain a lot with such placements, achieving better communication skills, better preparation to work in a professional setting, better networking, and better chance of getting an early job with good pay.

The internship is often required as a part of a business curriculum to supplement academic knowledge. This report has therefore been compiled to meet the requirement of the marketing programme after a four-month internship is completed. The author worked as a marketing intern in M&M Yarn Dyeing Mills Ltd which was a textile manufacturing company in the above period. The internship involved market research, customer analysis, brand communication and helping in promotional campaigns making it provide the empirical background to this academic report. The paper examines how the theoretical marketing concepts are applied in the real organisational setting, thus highlighting the importance of internship in the closing of the gap between theoretical classroom knowledge and the practical industry application.

1.2 Objectives of the Report

The aims of this internship report are stated to help conduct a narrow analysis of the learning outcomes and observations gained during the placement. The major goals are outlined as follows:

Understanding real-life marketing strategies: To gain personal experience in the development and implementation of marketing strategies in a working context, specifically focusing on the activities that M&M Yarn Dyeing Mills Ltd applies in the textile industry.

Evaluating industry practices: To evaluate the marketing and customer engagement practices that are evident at the host company, comparing them to the common industry standards and theoretical models based on scholarship. This involves a review of market research and consumer analysis procedures and how these affect decision-making.

Applying academic knowledge: To apply theoretical information gained when studying marketing coursework, such as consumer behaviour concepts, brand positioning, promotional strategy, etc., to actual activities. The report attempts to illustrate how these concepts are utilised in market research studies, customer behaviour analysis, brand communications programs, and promotion campaigns.

Skill development and academic fulfillment: To develop applied marketing (e.g. data analysis, communication, planning a campaign) skills by actively engaging in marketing activities of the company, and at the same time meet the academic requirement of an internship report, by critically reflecting on the experience and the things learned.

Through attainment of these goals, the report demonstrates the ways in which the internship has helped in greater insight into marketing in practice and how it facilitates combining academic knowledge with practical application.

1.3 Motivation of the Report

The motivation behind this report stems out of the fact that the intern had a deep interest in marketing and needed to gain some material exposure in the industry. The author, being a marketing student, had a desire to understand how marketing theories may be translated into practical results. The individual interest in consumer behaviour, branding, and communications led to the desire to find an internship where the abstract notions may be seen and tested in practice. A position in M&M Yarn Dyeing Mills Ltd, which is a company that operates in the textile manufacturing industry, provided a unique insight into marketing in the industrial environment. The intern was keen on understanding how a manufacturing-based business does market research, customer interaction with its B2B customers, and how it develops its brand image against competition.

The reason behind the internship and the subsequent report was also due to career aspirations. The intern looks forward to working in the field in the future in the marketing management or brand strategy department, and he understands that he needs to be on the ground to acquire the necessary skills and confidence. The internship also provided an opportunity to practice professional skills, including customer needs, promotional activities coordination, and effective communication with stakeholders, which are central to the marketing profession. In addition, practical work in the actual

projects facilitated networking and mentorship, thus helping to meet the long-term objective of securing a role in the marketing profession. This report thus plays a role of recording these experiences and lessons learning how the internship has enhanced personal and professional development as well as illustrating the commitment of the intern towards the marketing field.

1.4 Scope and limitations of the Report

Scope: The current report is limited to the marketing operations and experiences that were obtained throughout the internship at M&M Yarn Dyeing Mills Ltd. It is focused on projects and activities that were directly involved or observed in the Marketing Department of the company. The most important aspects involved here are the marketing research activities, client analysis processes, brand communication plan, and planning and implementation of promotional activities that the company undertook in the internship period. The report presents the issue of practical implementation of these activities and correlation with the marketing principles, thus providing an in-depth insight into marketing strategy of the company in the textile industry.

Limitations: This report is also limited to several constraints limiting its understanding and in-depthness. First, the internship was limited to a four-month timeframe, which is rather a short time to observe the totality of the marketing processes of the company. As a result, some long-term marketing results and seasonal actions were not observed and analyzed completely. Second, organisational secrecy limited access to data. The intern could not access sensitive internal information like sales numbers, internal strategies, or financial data concerning marketing budgets which restricted the analysis of any information that was available and was accepted to be reported. Third, the role occupied by the intern was an entry-level role, which means that the view obtained is the one of an observer and a junior participant. Although the assignments that the intern did were good learning experience, some of the top-level strategic decisions were not directly available to the intern, so this report might not be an exhaustive enumeration of the strategic decisions that motivate the activities of the company in terms of marketing. Lastly, observations and findings made in this report are related to M&M Yarn Dyeing Mills Ltd and its market environment; hence, they might not be generalized to other organisations or industries. These restrictions notwithstanding, attempts were done to ensure information accuracy and give sincere remarks concerning the internship experience. The future analyses or conclusions were made within the

framework of the available data and experience, and the incomplete information or interpretations were given due credits based on the viewpoint of the intern.

1.5 Definition of Key terms

For clarity, several key marketing terms used throughout this report are defined below:

- **Market Research:** The process of collecting and analyzing information about a target market, consumers, and competitors. Market research involves gathering consumer data and insights (such as preferences or needs) to provide marketers with information necessary for making informed marketing decisions and building effective strategies.
- **Consumer Behavior:** The study of how customers – both individuals and organizations – select, purchase, use, and dispose of goods or services to satisfy their needs and wants. Consumer behavior examines the decision-making processes of buyers and the factors that influence their choices.
- **Brand Positioning:** A strategic activity that defines how a brand is distinct from its competitors and how it occupies a space in the customer's mind. Effective brand positioning involves designing the company's offering and image so that it holds a unique, favorable, and credible place in the target market's perception.
- **Promotional Strategy:** The aspect of a firm's decision-making that focuses on communicating with the target market through a mix of promotional tools. A promotional strategy entails selecting an appropriate combination of advertising, sales promotions, personal selling, and public relations efforts to effectively convey the value proposition of a product or service to the intended audience.

Each of these terms is fundamental to the discussions in subsequent chapters. Defining them ensures a common understanding as the report analyzes how these concepts were applied and observed during the internship. The intern's experience at M&M Yarn Dyeing Mills Ltd will be discussed with reference to these key marketing concepts to demonstrate the practical application of marketing theory in a real business context.

CHAPTER II: COMPANY AND INDUSTRY PREVIEW

2.1 Company Analysis

M&M Yarn Dyeing Mills Ltd (also referred to as MMYDML) is a textile manufacturing company with its headquarters in Bangladesh that deals with the dyeing of yarn, especially in the process of export-based garment and textile companies. This part offers a brief history of the company, its development, customer/product base, business structure and SWOT analysis to assess its strategic location in the textile/dyeing business.

2.1.1 Overview and history.

M&M Yarn Dyeing Mills Ltd is a newly-formed 100 percent export-based yarn dyeing plant in Bangladesh which was established in 2016. The company has its headquarters in Ashulia, Savar (Dhaka district) which is a textile and apparel manufacturing hub. M&M Yarn Dyeing, formed and headed by a Managing Director, Mr. Muhammad Al-Mamun, has its mission to deliver quality dyed yarn that is targeted to satisfy the unique interests of the apparel manufacturers. Officially, no mission statement is publicly announced, but the fact that the company concerns the needs of knitting factories is an indication that the company is committed to serving customers and providing quality.

During its initial years, M&M Yarn Dyeing Mills was able to build up its facilities and customer base to cater to booming ready-made garment (RMG) industry in Bangladesh. The firm joined the industry associations as an active participant e.g. the Managing Director of this firm is a member in the Executive Committee of Bangladesh Dyed Yarn Exporters Association indicating how the firm has become a part of the textile export industry. Overall, it can be concluded that, thanks to a set of strategic management as well as a distinct focus on export-quality production, M&M Yarn Dyeing Mills has already positioned itself as a newcomer to the world of textile dyeing since its foundation in 2016.

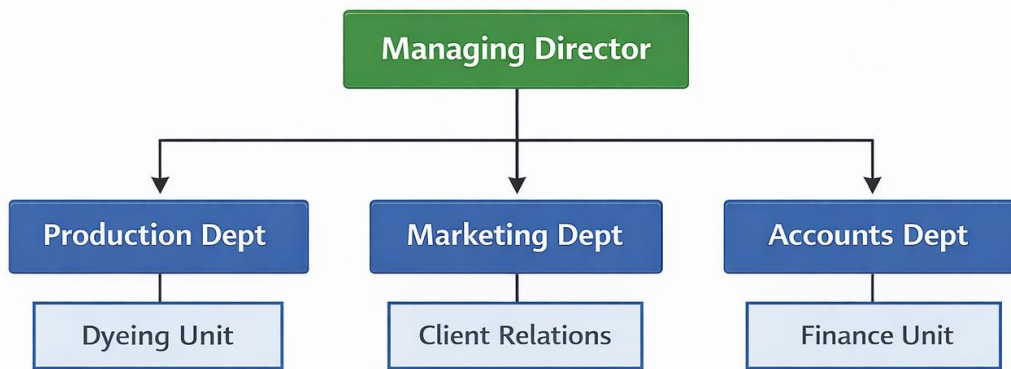


Figure 2.1: Organizational Structure

2.1.2 Trend and growth

Although M&M Yarn Dyeing Mills Ltd is a young firm, it has shown significant growth over the past few years. It has increased its production capacity in numerous ways, an 8.5 ton/day yarn dyeing capacity has been increased, and that has been attained through the installation of high efficiency and high-pressure dyeing machines and other support equipment. This boost to 8.5 t daily capacity shows that there was a significant upscale of the firm when compared to its startup scale, which allows the firm to process bigger orders and more types of products. Significant developments in its expansion have been the modernization of its equipment (by installing new high technology Radio Frequency (RF) dryers and vacuum hydro-extraction units) and the implementation of energy-efficient infrastructure, as a new coal-fired steam boiler which will use 20 per cent. less energy. Such investments have enhanced throughput and efficiency, and the company has remained on the upward path.

At the market level, the development of M&M Yarn Dyeing Mills has been on the same path as the rest of the textile industry in Bangladesh. Now, Bangladesh is the second-largest exporter of apparels in the world and has been experiencing uninterrupted growth in RMG demand. It is this conducive atmosphere that has been defined by increased export orders, and the growing demand for local textile inducement that has enabled M&M to increase its client base and production. The company had concentrated on the export markets where it was well placed to enjoy the government

policies that favored the textile exporters and the industry at large. To conclude, with capacity development and connection with the market tendencies, M&M Yarn Dyeing Mills have attained a consistent growth trend, with an increase in production, as well as a growth in reputation within the past several years.

2.1.3 Customer mix

M&M Yarn Dyeing Mills is strictly a business-to-business (B2B) business with its target market being other businesses and not the end consumer. It has a customer group that is highly clustered in garments and apparel manufacturers, specifically knitting, weaving, and garment factories that need dyed yarn as an essential input in the manufacture of a finished fabric or an apparel piece. As a result, the customers of the company are mostly export-oriented sweaters and knitwear manufacturers, knit fabric mills, and at times spinning or textile mills which outsource their dyeing needs in yarns. The focus on meeting demands of the knitting factories points out the fact that M&M manufactures the yarn in accordance with the demands of the industrial customers (e.g., exact color shade, fiber mix and yarn quantity).

Since M&M Yarn Dyeing is a 100% export company, the final market for its products is the global market. Most of its direct clients are domestic Bangladeshi fabric manufacturers who, in their turn, provide international brands; hence, the production of M&M has an indirect impact on the export of apparel. The company can also deal with the foreign consumers or purchasing of houses procure dyed yarn, which is used in foreign textile mills, but the main model is that of supplying a local chain of export garments in Bangladesh. The customer mix does not incorporate any B2C or domestic retail element: the company does not distribute yarn to the individual customers or local craft market. Rather, its activities are based on the maintenance of strong relations with corporate clients in the textile industry (both in the domestic and international markets) with a focus on reliability, quality assurance, and meeting bulk orders. This niche customer base has allowed M&M to specialize in serving the needs of industrial customers including provision of regular quality in dye and delivery on a timely basis of large-scale production batches.

2.1.4 Product/service mix

The marketing angle maintains that M&M Yarn Dyeing Mills has a portfolio of dyed yarn products which include different fiber types and blends. Its core products include:

- 100% cotton dyed yarn – to meet the call of cotton knitwear and woven apparel.
- Synthetic and blended yarns – for example, acrylic–viscose blend yarn (often 50/50 blends), 100% viscose yarn, polyester-cotton blends (PC/CVC), and 100% polyester filament yarn.

100% viscose yarn, polyester-cotton blends (PC/CVC), and 100% polyester filament yarn.

This wide range of fiber blends indicates how the company can cater to the different segments of the textile market including pure cotton needs such as those found in knit garments and fabrics to synthetic or blended fiber needs in sweaters or sports clothes or specialised fabrics. The variety of the types of the yarn will allow M&M to appeal to a broader customer base and respond to the changing trends of fashion and textiles that might prefer one specific material to another.

On the services front, the offering of the firm is not confined to the sale of dye yarn, but it offers a full range of dyeing solutions to its client specifications. Customers normally present M&M with a set of requirements (type of fiber, number of yarns) and color demands and M&M would handle the dyeing procedure to provide a customer with a yarn that perfectly suits the demands. The current facilities of the company such as high-pressure dyeing vessels and accuracy in matching colors make it able to attain uniform shades and colorfastness, which are important selling points as a marketing perspective. Additionally, the existence of equipment like hard-winding, soft-winding machines with a dual-waxing capability guarantees that dyed yarn is equipped to be used on knitting or weaving (e.g. waxing yarn to achieve better knitting performance). This value-added service will ensure that the yarn will be directly used in the production lines of the clients, hence greater convenience by the customers.

The product mix (dyed yarns of different colors), service mix (custom dyeing, yarn conditioning and finishing) adopted by M&M Yarn Dyeing Mills is aimed at positioning the company as a single-stop solution to garment manufacturers that require high quality and quality in yarn coloring. The focus is on quality management, adherence to the international standards (since the company is export-oriented), and the ability to complete orders of various sizes and materials type- all of them are the primary marketing strengths of the company in the competitive textile industry.

2.1.5 Operations

Operational Structure: M & M Yarn Dyeing Mills Ltd has an organized structure with several departments, each of which has a vital role in business. Major departments must be Production (in charge of the dyeing process, and maintenance of machinery), Quality Control / Laboratory (responsible to match a color, test chemicals, and ensure compliance with specifications), Supply Chain and Procurement (source of raw yarn, dyes, and chemicals and managing the inventory and the logistics), Marketing and Sales (responsible to take orders of clients, manage their relationships and to develop new business), and Administration (management, human resources, and finance). It has a small number of workers who are around 200-500 employees- making the company a medium-size firm. These personnel are made up of qualified machine operators, dyeing technicians and chemists, utility management engineers, managerial staff, and clerical staff. The senior managers and the Managing Director liaise the inter-departmental operations and this ensures smooth end-to-end operation, including order reception and delivery of products. Given the positioning of the firm in the market, the organisational culture would be geared towards production towards the export deadlines and the quality aspect.

Manufacturing Process and Facilities: Being a yarn dyeing mill, the operations of M&M are focused on the dye-house and subsidiary utilities. The raw yarn usually is in the form of cones or hanks, and the manufacturing process usually starts by dyeing the raw yarn using perforated cones (soft winding) that allows easy penetration of the dyebath. M&M has high-capacity high pressure yarn dyeing machines of different capacities to support the different batch sizes. The machines permit complete circulation of dye in packages of yarns at controlled pressure and temperature; a necessary condition to dye synthetic fibers (e.g. polyester) as well as to produce uniform dyeing of cotton. The information given by the company states that MMYDML has modern equipment that can handle a maximum of 8.5 tons of yarn daily. The packages of the yarns are extracted and dried after dyeing and necessary rinsing/soaping. M&M has fitted hot dryers and box dryers that have high efficiency RF (radiofrequency) with vacuum-suction hydro-extraction capabilities; this new drying technology has made the drying process short and consumes less energy hence facilitating quick order fulfilment.

Behind these essential production processes is a solid infrastructure. Yarn dye involves the use of resources, in this case, large amounts of utilities are used, including steam, electric power, water,

and compressed air. M&M Yarn Dyeing Mills has invested in infrastructure that can give it self-sufficiency and operation efficiency in these areas. The plant has a coal-fired steam boiler on site to provide the necessary high-pressure steam needed in the process of dyeing, bleaching, and heating. It is a more advanced model of boiler, which uses less energy as compared to the old ones, saving over 20% of energy, which lowers the costs of operating the plant. The quality of the water is paramount; the company has its own water treatment plant and deep tube well on the premises to provide a tremendous amount of clean, soft water that can be used at baths of the dye process and rinsing. An industrial air compressor supplies compressed air that is utilized in pneumatic machinery and in air padding during some operations. All these utilities available at the site provide the facility with uninterrupted and reliable production and avoid reliance on external utility providers, which is a key aspect of meeting strict export deadlines.

The process flow implemented by M&M adheres to the industrial operating procedures, including receiving raw yarns inspection, batch planning and laboratory dip approval, dyeing, post-dye quality-control testing, including shade and colorfastness testing, and final inspection and packaging. Since the output of the company is to be sold in the international market, it must meet the international standards of quality and compliance such as using azo-free dyes or Oeko-Tex Certified chemicals where the contractual duties may impose them. The operations are, therefore, geared towards scaling consistency.

All in all, M&M Yarn dyeing Mills operations are a combination of highly structured work force, state-of-the-art machinery, and self-sustaining utilities. This kind of integration allows the effective transformation of large quantities of grey (undyed) yarn into finished dyed yarn to maintain quality and meet the delivery guarantees the needs of its international clientele expect.



Figure 2.2: Yarn Dyeing Process Flowchart

2.1.6 SWOT analysis

To determine the strategic position of M&M Yarn Dyeing Mills Ltd, a SWOT analysis of the firm is as follows; factors that are viewed as strong and weak internal to the company and external opportunities and threats of the firm in the textile/dyeing industry.

Strengths:

- **Modern Production Facilities:** The company has invested in modern dyeing plants and facilities which include high pressure dyeing machines and efficient radio frequency dryers giving it a daily capacity of 8.5 t daily production capacity. The modern equipment means that this high capacity allows large scale processing at a constant quality thus giving it a competitive edge in fulfilling large orders in time scheduled.
- **Broad Product Range:** M&M has a wide product mix of dyed yarn products - 100% cotton to a range of blends like acrylic viscose and poly-cotton - so we will be able to target a variety of market segments. This product mix strength is appealing to a wider client pool, and this diversification will help them to avoid being dependent on any one fiber market.
- **Quality and Compliance Focus:** As an export-based company, it follows international standards e.g. its own water treatment plant and quality dyes. The on-site facilities (steam

boiler, water treatment plant) guarantee high quality and environmental standards control, which contributes to its high levels of reliability as a supplier.

- **Experienced Leadership and Industry Linkages:** The Managing Director is also a member of the Bangladesh Dyed Yarn Exporters Association which shows that the manager has excellent ties in the industry. This experience in leadership and networking helps to comprehend the trends in the market and acquiring contracts, which is a strong background of the company and its goals.

Weaknesses:

- **Limited Company Tenure:** M&M is a new company as it was founded in 2016, and the company life of competitors is long. The shorter track record can decrease its awareness among some global customers and may make its initial credibility/ bargaining power in the market more limited. The company must always be reliable to establish a stronger brand.
- **Narrow Business Scope:** The firm only deals with the dyeing of yarns but has not been involved in the manufacture of fabrics or clothes. Although this specialization shows prowess of expertise, it is a weakness that M&M relies on other companies (its customers) to produce the product. Being a market where bigger textile organizations provide both integrated services; spinning, dyeing, knitting and finishing, the small scale of the M&M may be against it when it comes to attracting people who want one stop shopping.
- **Resource and Cost Constraints:** Dyeing mill is an expensive operation that needs a lot of resources. M&M uses imported raw materials (e.g., cotton or yarn and chemical dyes) and uses coal to power its boiler- facts that may increase the prices of inputs. The global changes in cotton prices or dye chemicals can squeeze the margins. Moreover, the fact that the current coal-fired boiler is cost-effective may also be used as a weakness in case the environmental policy becomes stricter or in case of the need to use greener energy resources in the future among the clients.

Opportunities:

- **Growing Market Demand:** The export business in Bangladesh, as regards to ready-made garments, is still growing, and there is an escalating demand among the world retailers. This development drives the need to have backward-linked industries like dyeing of yarn.

Since Bangladesh has thousands of export-oriented dyeing industries, there is a large market which M&M can tap to get additional business by establishing itself as a good, reliable supplier. The general positive trend in the growth of exports in apparel is an opportunity for M&M to expand its customers and even increase capacity.

- **Market Expansion and Diversification:** M&M may consider the diversification of services or new product segments. To give an example, the company may invest in value-added products like mélange yarn or specialty dyed yarn to include fabric dyeing and finishing in future. This kind of diversification would introduce additional sources of revenue and make the company more appealing to clients who want to be served by an expanded variety of services. In addition, eco-friendly dyeing methods (low-water dyeing, natural dyeing) might appeal to the brands, which are concerned about sustainability, and can afford to take a niche in the evolving market.
- **Government and Policy Support:** The Bangladesh government has long been using incentives and infrastructure improvement to support textile exporters. Further policy encouragement such as cash incentives to export performance and industrial utilities subsidies can lower the operational expenses of M&M and prompt growth. Trade fairs or export promotion programmes may also be used to facilitate access of new international customers by M&M on the strength of Bangladesh as a textile sourcing country.

Threats:

- **Intense Competition:** Competition is very high in the textile dyeing sector in Bangladesh and there are about 5,000 export-oriented units in the country as of 2019. The same base of orders is completed by the firms, some of which are bigger parts of a bigger conglomerate, this presents the possibility of undercutting and squeezing profit margins. Within this context, M&M must constantly differentiate by improving on quality or raising its cost efficiency to maintain and expand its market share.
- **Economic and Market Volatility:** The company is too dependent on the cyclical character of global apparel market. A decline in global retail demand, or other factors, including economic recessions, pandemics or changes in geopolitical trade can cause immediate

changes in orders, and this has been demonstrated by slumps in the industry in the past. These exogenous shocks are detrimental to the capacity utilization and financial stability. The current supply of cheap foreign yarn or fabric, such as that within the neighboring nations, continues to be a threat to the erosion of demand of the locally offered dyeing services, unless countermeasures are strongly put in place, an issue the spinning industry in Bangladesh has seriously raised.

- **Regulatory and Compliance Challenges:** Environmental laws and regulations on processing textiles are becoming tougher. Failure to comply with effluent treatment standards, emission limit or labor norms can lead to fines or loss of business to the environmentally conscious customers. Even though M&M has an effluent treatment plant, its reliance on coal and chemical dyes requires attention and an eventual increase in the investment in cleaner technologies. Moreover, any regulatory change like the abolition of subsidies or change in the imports/exports’ duties might affect operating expenses. The compliance requirements and international standards, e.g. GOTS regarding organic textiles or Oeko-Tex certifications, are the constant issue that must be emphasized to protect market entry.

Table 2.1: SWOT Analysis of M&M Yarn Dyeing Mills Ltd.

Strengths	Weaknesses
Modern dyeing machinery	High dependency on imported chemicals
Export-oriented production capacity	Limited in-house digital marketing
Quality control and lab facilities	Narrow product diversification

Opportunities	Threats
Growing RMG sector in Bangladesh	Rising energy costs and policy changes
Demand for sustainable dyeing solutions	Intense competition in local market

2.2 Industry analysis

2.2.1 Specification of the industry

This section provides a description of the industry.

Bangladesh Yarn dyeing business is a specialised field of the general textile and apparel field. It is the coloring of yarn (which has been spun but not turned into fabric) to create dyed yarns, which are used in any one of the weaving or knitting patterned cloths, including stripes, checks, mélange yarns and even sweater creation. This division acts as a vital retrogressive connection of the Ready-Made Garment (RMG) industry of the nation, providing colored yarn to the garment producers. Yarn dyeing plants usually have high pressure, high temperature, dyeing equipment and color matching laboratory facilities. Some of them are 100% export-oriented enterprises, where their products are directed at production of export garments, instead of the local consumer market. The yarn dyeing process in the textile supply chain has an intermediate place between spinning (yarn production) and fabric production; it complements the fabric dyeing (piece dyeing): it allows designs to be done with pre-colored yarn. The growth of yarn dyeing in Bangladesh has been instigated by the need to have domestic backward integration tools which can deliver inputs to the RMG production in a timely and cost-effective way, thus lessening the aspect of imported yarn or fabric. The industry is, therefore, still closely tied to the growth of the industry at large, i.e. the textile industry, and the policy pushes towards the localization of the textile inputs.

2.2.2 Size, trend, and maturity of the industry

The Bangladesh textile and apparel sector has developed to be among the largest in the world. The RMG industry (finished garments) earned about US 3947 billion dollars in the past years making Bangladesh the second-largest garment exporter globally. The yarn dyeing area, which is a sub-industry of the main textile industry, has grown in tandem with this export level. The Bangladesh Textile Mills Association (BTMA) reported on 2025 that the country had 342 dyeing-printing-finishing mills; processing mills including the yarn dyeing mills had a processing capacity of about 5 billion meters per annum. The special dyeing capacity of yarn was estimated at 315 million kilograms per year in isolation, highlighting the magnitude of dyed yarn provided to satisfy the demand in the industry. The primary textile industry- spinning, weaving, dyeing and finishing-

represents more than 13 per cent of the GDP of Bangladesh and has over the last 20 years received billions of dollars of investment to create a strong backward garment integration.

Trends in the industry: Bangladesh used to be overdependent on imported textiles in the first and twenty years of the 20th century. Since the 1990s, investments have created a strong local base of textile production. The yarn dyeing sector has been experiencing a boom period in the 2000s and 2010s, supported by rising garment exports. By the middle of the 2010s, local mills could replace approximately 90 per cent of the yarn used in knitwear, and 35 to 40 per cent of the yarn used in woven garments. By 2025 local mills will provide 85% of knit fabric requirements and 40% of woven fabric requirements, the rest being imported. These numbers are indicative of an industry that is growing and its proportion of reliance on imports of inputs has significantly diminished. This direction continued with additional dyeing plants on the internet and the advancement of technology as the industry was heading to a more self-reliant status. However, halfway through 2020s the industry shows indicators of heading towards maturity and headwinds. The growth in exports has progressed at a moderate pace and in other cases it has been decreasing because of the world market volatility; an example is where in the year 2023 the apparel demand in the major markets dropped resulting in decreased export by 1525 percent of Bangladesh garment exports to the European Union and the US. These trends have direct impacts on the use of dyeing mills. The present stage can be defined as late growth or early maturity- an industry that is well established and large but is growing slower and the competition is increasing. The saturation is not yet achieved, and Bangladesh is still planning further expansion and wants to gain a bigger portion of global market, but such challenges as the overcapacity of some segments begin to appear. The government and industry players have put their targets high including the achievement of US\$50billion in the exportation of apparel that would require further expansion in the yarn/fabric processing capacity. This will require innovation and efficiency gains in the global competition. In general, the yarn dyeing sector is quite large and important, which has grown as a peripheral player to be an important part of the Bangladesh textile value chain and is currently striving to consolidate and upgrade as it enters the mature stage of development.

2.2.3 External economic factors

Macroeconomic Conditions: Over the past few years, the economy of Bangladesh especially the textile industry has been exposed to the external economic pressures. The statistics of central bank

show that inflation increased to about 8.8% in 2022, compared to 4.7% in 2021, and then going down to about 6.8 in 2023. The high levels of inflation have increased the costs of doing business in the country in terms of labor, utilities and raw materials, thus reducing the profit margins of the yarn dyeing mills that are run on competitive prices. Besides, inflation has damaged consumer demand in the export markets, which can be seen in the declining apparel consumption in the United States and the European Union recorded in 2023, which indirectly had to result in fewer orders placed with the textile manufacturers. The volatility of currency and devaluation of the Bangladesh Taka have also added to the local price of imported inputs like dyes, chemicals and raw cotton or yarn. Since about 81.5% of the total export earnings of Bangladesh is in the garment-textile industry, the global economic issues such as recessionary issues, changes in consumer expenditure, and changes in trade laws directly affect the health of the industry. Accordingly, every decline in major export markets is converted into low volumes of orders to dyeing operations of yarns.

Government Policy and Incentives: Policy factors significantly impact the industry. The government historically offered cash incentives for local textile producers to encourage backward linkages (e.g. a certain % cash incentive on yarn/fabric exports or local sales to exporters). Over time, these supports have been scaled down – for example, local yarn sales incentives were reduced from 25% in early 2000s to 1.5% in recent years. In mid-2024, Bangladesh Bank moved to reduce export cash assistance across sectors, citing upcoming LDC (Least Developed Country) graduation. Industry leaders warned that cutting such incentives during difficult times could “vastly jeopardize the industry”. On the positive side, the government has provided tax breaks or duty-free import of capital machinery for textiles and maintains a bonded warehouse system that allows duty-free import of raw materials for export production. Exchange rates and monetary policy also play a role: restrictions on opening Letters of Credit (LCs) due to foreign exchange reserve stress have occasionally made it hard to import cotton or dyestuff timely. Policy stability and support are thus crucial external factors influencing investment and operations in yarn dyeing.

Labor Market and Wages: The textile industry is one of the biggest employers in Bangladesh. The main textile industry supports about 1.5mm workers, and the garment industry supports another 4mm workers. The abundance of supply of labor has in the past provided a cost advantage through low production costs. However, labor problems are still strong. That is why in late 2023

the government raised the minimum wage of garment workers by 56 per cent. per month, that is, Tk 8000 to Tk 12500, and applied similar pressure on the textile mills. Although employees benefit by having increased wages, it also increases operations costs to mills that must either absorb this cost or gain productivity. Strikes because of negotiation of wages have occasionally led to labor unrest; former demonstrations have revolved around remuneration and safety issues. The industry also experiences the challenge of having to acquire a skilled labor force that can run high-technological dyeing equipment and be able to maintain color standards thus necessitating technical skills. As a result, the need to improve the training programmes to improve the competencies of workers in advanced dyeing technology and chemical safety is increasing in consideration of modernization in industries.

Foreign Currency and Input Costs: Bangladesh is also not a great cotton producer country; hence, the country spins and makes its textiles with more than eight million bales of raw cotton each year. Likewise, most of the dyes and chemicals used in the coloring of the yarns are imported, most of which are imported either in China, India or in Europe. Thus, any changes in the exchange rates and foreign exchange reserves have a grave effect on the yarn dyeing industry. Others that have been experienced in the recent past include a liquidity crunch of U.S dollars, thus hindering the issuance of letters of credit to import goods. A weak Yen makes imports more expensive in the country; as an illustration, the world prices of cotton or dye would directly push the cost of production of dyeing mills. On the other hand, a disadvantaged Taka may lead to an increase in the competitiveness in the export of Bangladesh, if the industry can cope with the attendant increase in the cost of inputs. Another crucial input is energy: in the past, boilers and generators in mills were subsidized by natural gas. International Monetary Fund-imposed subsidy cuts and fiscal constraints have resulted in drastic rise in the gas and electricity tariffs. In 2023, the cost of industrial gases increased about 150 percent in large industries and some of them were reported to have increased up to 250 percent due to the shortages in supply. This energy increase dramatically increases the cost of operation since dyeing is an energy-intensive process, which involves heating of water and operating of machinery, and the dyeing/finishing department contributes 80 1/2 per cent of the energy emissions in the sector. Combined with the intermittent crises in the supply of gas whereby factories are compelled to work at 40 to 50 per cent capacity, the cost of energy becomes a significant external issue. Altogether, inflation, export-reliance, policy changes, labor-

market forces and foreign-currency/energy aspects all serve to create the external environment that characterizes the yarn dyeing industry in Bangladesh.

2.2.4 Technological factors

The technological environment in the Yarn dyeing industry in Bangladesh is typified by slow modernization that has been accompanied by continuous lack of capability. Dyeing Machinery: Most of the developed dyeing mills work with modern high-temperature, high-pressure (HTHP) dyeing machines capable of effective dyeing of packaged, hank or cones of yarn of a wide variety of fiber (including cotton, polyester, and blending). In modern machines automated dye and chemical dosing methods and programmable control units are often provided, which ensure consistent color-ing sequences. These industrial dyeing machines have changed the industry out of the manual, low-technology process to these high-tech machines, most of which are of European or Chinese origin.

Digital Color Matching: Color accuracy and color consistency are an important technological element. The major mills have invested in laboratory equipment and digital color-matching technology to simplify the formulation of recipes used to dye. As an example, the laboratories of the facilities recently built are often equipped with full equipment and have spectrophotometers and software to match shades and dye the sample quickly. This allows technical experts to accurately duplicate the client-requested Pantone colors or laboratory-dipped colors and so shortens the trial-and-error phase. Implementation of computer-aided color-matching system assures that mass-manufacturing is made to the precise requirements of buyers resulting in quality management control.

Energy Efficiency and Green Technology: The technological development is often measured based on how environmentally sustainable the industry processes are. Evidence of positive changes evidenced in the form of incremental improvements is witnessed in the context of the Bangladesh yarn dyeing industry. Many dyeing mills have utilized Effluent Treatment Plants (ETPs) to treat wastewater, which adds up to the environmental regulatory requirements, which are often conditions of conducting business with European and American customers. At the same time, there is an apparent trend towards equipment that is more energy efficient; modern dyeing equipment is typified by low liquor-ratio designs which means less use of water and energy per kilogram of yarn dyed. Some facilities are also exploring water saving dyeing methods like airflow dyeing

which reduces significantly the use of water. Moreover, boiler technology is a place of modernization; the introduction of the old-fashioned boilers to new advanced models with heat-recovery, or the substitution of gas-powered boilers with electrically powered boilers with grid or solar power, are considered as measures to reduce energy demand. However, sectoral studies show that adoption of renewable energy and advanced green technology is slow and this is also mostly due to capital expenditure. So far, only some few giant textile corporations have ventured into the process of integrating large arrays of solar photovoltaic systems or waste-heat recovery systems.

Eco-Friendly Dyeing Processes: In a bid to conform to the broad-based sustainability requirements, some Bangladeshi dyeing mills are currently undertaking pilot programmes that focus on environmentally friendly operation. These efforts include the use of reactive dyes and auxiliary agents which have low toxicity, introduction of salt-free or low-salinity cotton dyeing processes to reduce salinity release and, in some special cases, use of cold pad-batch dyeing on certain types of yarns- although the method is of lesser priority to fabric dyeing compared to more yarn dyeing, to save energy. Cooperative studies are looking at higher-order modalities like water-free dyeing, including supercritical CO₂ dyeing technology, and digitalizing yarn dyeing, but neither of these have become commercial commonplace. The future anticipated proximal technological advances in the field seem to be pegged on incremental integration of Industry 4.0 solutions, such as the introduction of sensory Internet-of-Things (IoT) sensors to foster predictive maintenance and the implementation of software to track production, and the application of data analytics to maximize operational efficiency. According to a recent empirical study it has been found that the general Industry 4.0 maturity of Bangladesh textile-apparel industry is at a lower level than that of the 2-point mark on a 5-point scale, which is indicative of a significant potential level of significant technological development.

The yarn dyeing industry in Bangladesh has a developed infrastructure and lab facilities which fit the requirements most often used by the developing economies and allows it to adhere to the quality standards adopted internationally. Modern manufacturing practice now actively encourages the use of digital color-matching systems, programmed dyeing machines and basic sustainability regimens as the most developed mills. However, the industry is faced with overall technological challenges, especially the scale-up of green technologies and the reduction of energy limitations. As a way of maintaining competitiveness in the wake of rising expenses, the industry

is increasingly investing in energy-efficiency improvements and environmentally-friendly compliance mechanisms such as more efficient generators, photovoltaic systems and water-recycling systems, frequently at the behest of global trading partners, and financial stakeholders, who are increasingly urging the industry to pursue the implementation of sustainable practices. The ongoing technological advancements will play a crucial role in boosting productivity and bringing the sector to the standards of the changing environment of the global market.

2.2.5 Barriers to entry

The barriers of entry into the Bangladesh yarn dyeing industry are tough.

Capital Intensity: The industry is also very capital-intensive. A newcomer must spend a lot of money on the land, building factories, and imported dyeing equipment (HTHP dyeing machines, large-capacity boilers, generators, etc.). Moreover, the cost of installing an Effluent Treatment Plant (ETP), which is a mandatory requirement of legal and buyers, is also expensive. These initial investments are in millions of dollars, which forms a huge barrier to entry. The established firms enjoy the benefit of amortized capital investment and economies of scale, but a new company must incur huge, fixed cost before it can manufacture a kilogram of dyed yarn.

Regulatory Compliance: Another impediment is compliance requirements. Environmental laws in Bangladesh, which have been made more robust in 2023 to implement standards of discharge of textile wastewater, require that the dyeing effluents should undergo proper treatment. It takes technical knowledge and constant cost to achieve environmental clearance, licenses and ensure compliance (through ETP operation, sludge disposal etc.). Moreover, global apparel manufacturers often have dyeing mills that have such certification as Oeko-Tex Standard 100, ISO 14001 (environmental management), and follow ZDHC (Zero Discharge of Hazardous Chemicals) standards. New entrants may find it hard to meet these standards at the very beginning since failure to do so can result in loss of business or even sanctions. Compliance is also applicable to labor and safety standards; factories should introduce worker safety according to national labor standards and buyer Codes of Conduct, which complicates the operations of a new player.

Supply Chain and Technical Expertise: A new dyeing mill also must overcome the complexity of the supply chain. It is essential to find trustworthy sources of good grey (undyed) yarn; this can be achieved through the creation of collaboration terms with spinning mills or by creating

importing routes. A quality variation in the quality of yarns may have an impact on the outcome of dyeing and thus, trust with suppliers is not developed easily. Equally important is the ability to source dyes and chemicals at reasonable prices, which large and established dye houses can achieve through bulk purchases or long-term contracts, but a newcomer might not be as able to do so until it achieves purchasing power. In addition, the operation of dyeing business requires both technical skills in chemistry and process engineering. New entrants might find it hard to find or to train experienced technicians and color masters who can produce the same shades consistently and help control the complicated dyeing process. A startup dyeing mill might be faced with a harsh learning curve, quality problems, and inefficiency without a talented workforce.

Customer Acquisition and Trust: Another intangible barrier which is one of the highest is the necessity of client trust and reputation on market. The end consumers (RMG factories, or foreign brands) are more likely to be risk-averse in the dyeing subcontractors they choose, as inadequate quality of dyeing (e.g. color mismatch, crocking/bleeding, etc.) or slow delivery will lead to a disruption of the garment production schedule. Buyers therefore attend to the familiar and tested dyeing mills in favor. The entrant therefore must break this loyalty and persuade potential clients of its ability, and this may involve the acquisition of small initial orders and delivery of flawless results to create a reputation. It can also demand to be included on approved lists of suppliers of large brands, and this process can be lengthy and involves quality and compliance audits in the factories. There is a high barrier to brand network: a new dyeing mill can hardly find any industry contact and reference which could help it get the best out of its capacity.

2.2.6 Supplier Power

Yarn Suppliers: Greige (un-dyed) yarn (usually cotton or blended yarn that has been spun at a spinning mill) is the key raw material in a yarn dyeing mill. The market structure in Bangladesh regulates the supplier power of the yarn producers on the dyeing mills. On the one hand, Bangladesh possesses a significant domestic spinning industry - more than 500 yarn production mills by 2025 - that puts local suppliers of yarn in competition. Moreover, the importation of yarn is (and frequently is) made without restriction based on bonded warehouse facilities to export-oriented production. As a matter of fact, the import of yarns by Bangladesh is provided in large quantities by neighboring India; Indian yarn is occasionally cheaper than locally spun yarn, despite transport costs. This choice of alternative supplies implies that the leverage of demand by the

suppliers of yarns is low; to refuse to pay an excessively high price or not to be able to deliver quality, the dyeing mills (or their garment factory customers) can turn to the imported yarn. Recent industry news has recorded an upsurge in low-cost yarn imports (an increase in imported cotton yarn in India by 40 percent in one year) that has served to restrain domestic yarn prices. Therefore, in general, the bargaining power of suppliers of yarn is medium: the number of suppliers and alternative sources is too high, which minimizes the impact of a particular supplier. But in specialty markets (specialty yarns, or when cotton prices skyrocket), spinners may possess additional influence in case of shortages in quantities or qualities of yarns.

Dyes and Chemical Suppliers: Yarn dyeing is a chemical-intensive process, which needs many different dyes (reactive, disperse, etc. depending on fiber) and auxiliaries (salt, enzymes, softeners, etc.). These chemicals suppliers are a combination of local representatives and other multinational chemical companies. In this case the supplier power may be substantial since reactive and disperse dyes are not made in mass in Bangladesh (importation of most sophisticated dye stuffs). The textile chemical market is dominated by a few international companies (Europe, China, India) and they tend to price their products depending on the global demand and the cost of feedstock. Dyeing mills are a little price-takers on chemicals; in case the world prices of dyes increase (or the Taka depreciates against the dollar) their cost of input increases and it is difficult to escape. However, as a rule, any chemical may have several brands, and if the price of one of the suppliers is too great, mills may switch to other products of the same sort. Supplier power can also be reduced to some degree by buying large number of dye and long-term contracts by major dye houses. Overall, the medium power of chemical suppliers can be discussed as not a monopoly, but still, their power can be observed in terms of pricing and credit conditions.

Utilities and Other Inputs: One of the key operations-wise critical suppliers, is the energy infrastructure. Petrobangla and utilities are the only means of supplying industrial gas and electricity to the government. This gives the energy supplier much power, as is experienced through the high gas price increase (150250) that was imposed on industries in the years 2022-2024. Mills that are energy-consuming such as dyeing mills have no option but to pay these increased tariffs or resort to expensive alternatives. Problems with the energy supply (such as the gas shortages) may shut down production altogether, which implies the vitality of power generators. Supply of water (to which the mills frequently turn on ground water supplied by

pumping) may also become a factor once regulations are tightened or the level of aquifers are depleted, however at present water is a free input to most and the only expense is in treatment.

Supplier power in this industry is a mixed up one. The power of the yarn suppliers is limited by the fact that there is a lot of competition and imports which gives the suppliers comparatively competitive prices. Suppliers of dyes, specialty chemicals, and utilities on the other hand are more powerful, dyeing mills are susceptible to rising costs in chemicals and energy. Most mills deal with it through the multiple supplier relations and hoarding of important materials like materials when the prices are favorable. However, the pricing and dependability of the suppliers input into the overall activities in the yarn dyeing companies makes it very sensitive and as such, the supply chain must be managed.

2.2.7 Buyer Power

The buyers in the yarn dyeing sector have high power. The primary buyers are mostly the textile mills and garment producers (knitwear factories, sweater producers, weaving mills) that utilize dyed yarn and the international apparel brands who also eventually utilize the dyed yarn in their goods. The buyer power is high due to a few reasons:

- **Concentration and Alternatives:** Bangladesh has many (hundreds of processing units) yarns dyeing mills, which serve a concentrated market (the garment exporters). There are numerous dyeing subcontractors that a given RMG or textile factory may select and this implies that they can exert control in changing suppliers in case the prices or quality of a dye house is not satisfactory. This has many suppliers and this implies that the buyers have bargaining power to bargain prices or to insist on better conditions. In most cases dyeing services can be considered as a commodity one mill that is not able to deliver the required cost, or a required delivery can be found by a buyer.
- **Price Sensitivity and Margins:** The garment industry is price sensitive and has low margins because of worldwide competition. This pressure on the cost is passed on to backward linkages including dyeing. The international consumers (retail brands) exert a lot of pressures on the garment makers to decrease the cost, which in turn compels the garment makers to seek the lowest possible cost of inputs such as dyed yarn. This dynamism was observed in 2023 as the average unit prices of apparel exports in Bangladesh fell by 7.9 per cent in response to buyer pressures as the demand slowdown

occurred. Those pricing forces are bound to pass on to the dyeing subcontractors who usually have little space to push prices upwards. Consequently, the yarn dyeing companies are very likely to work with low profit margins that are determined by the amount that buyers can afford.

- **Quality and Compliance Demands:** The use of buyer influence is also reflected in the strictness of the requirements placed on the dyeing quality, consistency and compliance. Big clothing companies demand that the color shades must be identical in batches; any variation might lead to goods rejection. They also require adherence to environmental and social requirements, e.g. customers can request that dyeing mills should not contain some harmful chemicals by certificates like ZDHC or Oeko-Tex. When such a dyeing unit does not meet these expectations, buyers can easily transfer the orders to other units. The producer therefore experiences high cost of loss of buyer, because of quality or compliance problems hence supporting the stance of buyer, which is strong in terms of imposing standards.
- **Integration and Credit Terms:** There are a few strong garment clusters in Bangladesh to which their own centralized dyeing is carried out; those that do not, can have large, consolidated dyeing orders placed and make each such purchaser a key business of any given dye house. Buyers often obtain good terms of credit, say, of payment, within 3060 days of delivery, which dyeing mills cannot refuse because of the business. The size discrepancy is notable: a typical yarn dyeing mill is in many cases a lesser party compared to the big garment exporters or foreign recognized brands it deals with, a fact that further makes bargaining power even more skewed in favor of the buyer.

Based on these, the bargaining power of buyers in the industry can be said to be high. They are shaping prices, they are setting high standards, and they may impose terms. Customer service, flexibility, and reliability are commonly emphasized by the Yarn dyeing firms to maintain their customers base such as providing quick sample development, bear some of the cost price increment, or making investments in certifications all of which are meant to show buyer-oriented market (behavior). The only modifying issue to buyer power is whether a dyeing mill is offering a highly specialized product or high quality which is hard to substitute but, the services provided by most players are similar. As such, good relationship and strict adherence to the buyer demands is

the key to survival of the yarn dyeing businesses within the competitive textile supply chain in Bangladesh.

2.2.8 Threat of Substitutes

The menace of alternatives to the services of yarn dyeing in Bangladesh is a reality but it differs according to the application and is usually moderate. The important possible substitutes are:

- **Fabric Dyeing (Piece Dyeing):** Another substitute that can be applied to buying dyed yarn is using greige (dyed) yarn to make fabric and later developing the fabric by dyeing it in the required color. In most clothing, especially solid-colored clothing or plain prints, this process of dyeing fabric is used, and avoids the process of dyeing the yarn. An example is where a t-shirt producer will usually knit using raw yarn instead of using pre-dyed yarn. Fabric dyeing is used as a direct alternative in this case. The decision, however, is made according to the product; some patterns in the textiles like gingham checks, multi-colored stripes in sweaters, or a jacquard design cannot be reproduced using piece-dyed yarns but needs yarn-dyed yarn to produce the effect. As a result, although fabric dyeing can replace certain types of products, and the dyeing business in Bangladesh handles a huge amount of knit fabric production, as well as yarn, it does not make the dyeing of yarn in products that need it irrelevant. The danger here is that if fashion or taste of buyers turns more to solid color or print (in which case piece dye or printing may be used), then the relative demand of goods dyed by yarn may be checked.
- **Imported Dyed Yarn or Yarn-Dyed Fabric:** The second alternative is that of importing previously dyed inputs. Garment factories may bring in foreign raw dyed yarn or even bring in processed yarn-dyed textiles (including yarn-dyed woven shirting fabric) rather than finding domestic sources of dyeing. This may be a good alternative in case foreign suppliers have a lower price or better quality. Historically, the import of a large part of the woven fabrics is imported to Bangladesh (on average, it imports more than 5060 percent of woven fabrics). The imported premium yarn-dye fabrics, e.g., fancy dress shirt materials or specialty textiles which are not readily available locally, imply that the local dyeing service is replaced by overseas dyeing in China, India, or other locations by mills. On the same lines, there are certain specific mélange yarns or dope-died synthetic yarns which may also be imported in case there is no capacity locally available. This import threat is

increased when the local cost is increasing; if local dyeing becomes too fast or expensive, clothes manufacturers will look to foreign sources with the longer lead time. Nonetheless, the drawbacks of importing dyed yarn/fabric lead time increases due to shipments, upfront foreign currency will be required, and they will have less flexibility of making last-minute changes of color. In cases of fast-fashion orders where there is a short turnaround, local dyeing should be used. In this way, imports show a partial substitute that holds local providers in check though they are not always ideal everywhere.

The substitutes exert a competitive limit to yarn dyeing. The use of piece dyeing on most basic apparel items implies that yarn dyeing must be concentrated where it is of special value (e.g., yarn-dyed stripes, heathers, yarn-dyed woven patterns). The Bangladesh industry has responded by focusing on those segments where their service is indispensable such as in the many yarn dyeing mills which serve sweater manufacturers and stripe patterns knitwear, in large quantities. Local yarn dyeing will still be on demand if the apparel export basket has a large portion of yarn dye goods (sweaters, yarn dye tees, denim using specialty yarns, etc.). The threat of substitutes is most intense in case the quality of the local dyeing or compliance suffers; the customers may facilitate the importation of the substitutes despite the inconvenience. To sum up, although there are substitutes (piece dyeing of solids, imports of some fabrics), it is not entirely overshadowed by yarn dyeing. The threat of substitutes posed by the industry is moderate and the industry should keep differentiating in terms of reliability, quality and speed so that the buyers do not find any need to switch to the substitutes.

2.2.9 Industry rivalry

The extent of competition in the current competitors in the yarn dyeing industry in Bangladesh is high. There are a number of reasons that lead to high competition:

- **Number of Competitors and Capacity:** Bangladesh has hundreds of dyeing and finishing mills (approximately 342 textile processing mills per BTMA in 2025) and most of them are found in industrial clusters (e.g., Gazipur, Narayanganj, Chittagong). This high number of players means that the number of dyeing orders which are limited and dependent on the volume of garment orders is segregated into several sources. Recently, spinning and dyeing capacity growth has at times surpassed order increase resulting in overcapacity at times. In cases where dyeing machines are underutilized, mills will be extremely aggressive in their

fight to draw customers to fill the production lines. In late 2023-24, reports stated that certain mills were working at 40-50 per cent of capacity due to a mixture of weak export orders and energy scarcity. This under-use increases competition with the companies being willing to get business even at a low margin to keep the business going.

- **Low Differentiation:** Yarn dyeing is more of a process-based service where product differentiation is minimal. Although variations in quality and meeting can be found, to most purchasers a dyed cotton yarn of one mill is the same as that of another. Such a weak differentiation obliges the mills to compete based on price, lead time and service. In competition on prices, the competition is very intense and even slight differences in dyeing rates per kilogram can impact cost conscious consumers. Additionally, there are numerous dyeing factories that aim at the same group of garment producers and as such they are in constant competition to undercut each other or even provide superior credit conditions. Competition can also be seen in efforts to deliver faster (via investment in other equipment to offer quick turns) or in the matter of added value (in-house testing laboratories to assure quality, dyed yarn, in all types of package form, etc.).
- **Customer Retention and Switching:** It is very cheap to change dyeing suppliers by a garment factory, provided the supplier can produce the required color of the garment and the new supplier has available capacity. This switching pressure puts pressure on the dyeing mills to continue to have strong relations and a high degree of satisfaction. As a result, competition is not just about price but also about stability and reliability, then mills are keen on making sure they deliver on time and quality is first time so that customers do not get a reason to switch to a rival. There is loyalty, many garment makers have their dyeing partners, but this loyalty is delicate where a competitor can give a much better offer or where a mill has fallen short on its performance.
- **New Entrants and Fragmentation:** Despite the presence of high barriers to entry, new dyeing units do enter the market albeit, in many cases, as part of larger textile companies diversifying their business. Most of the medium-sized garment companies have their small dyeing houses to increase their self-sufficiency, and thus, the dye houses have more competition. It has a fragmented market having a combination of large integrated textile firms and small independent dyeing firms. Such fragmentation implies that no one

company can be a price setter in the industry, but competitive market prices will dominate, and competition is like perfect competition in many ways.

- **Cost Pressures:** The rising competition in the industry is also intensified by increasing costs; energy, wages, compliance, which are eating away profit margins. In a tightening of the margin, firms cannot absorb the cost increases easily and thus get involved in the activities of increasing the volume to offset. Others have been forced to internalize cost reduction policies, although eventually most mills are pressured to lower their dyeing rates to get more orders and this has got the mills into a race-to-the-bottom in pricing during these tough times. This was clearly manifested when the demand was low; mills were even reported selling services at a loss just to stay in business. In the more severe instances, the rivalry and the impossibility of meeting the expense has resulted in the shutting down of weaker competitors; the industry informants observed that in a recent depression almost 58 spinning and dyeing mills were partially or wholly put out of business--the shakeout a strong competition may bring about.

The yarn dyeing industry has a high level of internal competition that is based on prices. In-established players are constantly trying to achieve efficiency and scale to be able to survive the competition, but smaller players cannot compete with low prices and in many cases, they work at razor-thin margins. Acquisition and retention of clients have become a critical issue a company invests in in marketing, sales relationships and even vertical integration to have a constant flow of orders. There could be some consolidation as the market matures with some of the inefficient mills leaving or being acquired up, but the competition is fierce with numerous companies competing to get a portion of the growing yet cost-competitive textile market in Bangladesh. The dilemma is that each yarn dyeing mill must be unique by being reliable, consistent in quality or niche-based services to slightly weaken the direct competition of prices that is prevailing in the industry rivalry.

CHAPTER III: INTERNSHIP EXPERIENCE

3.1 Position, duties, and responsibilities

Through a 4 months internship with M&M Yarn Dyeing Mills Ltd. I worked as a Marketing Intern under the Marketing Department. M&M Yarn Dyeing Mills is a 100 per cent export-based textile company and the marketing position dealt with business to business (B2B) communications and market research in the textile industry. I was under the supervision of the Marketing Manager in this position and as such, was assigned various responsibilities that aided the company in its marketing and client relations operation. The most significant areas of my work were to help with research of the market, organize promotion, collaborate with the clients, and write feedback. These were included in the normal activities of a marketing intern like market analysis, assistant of promotion campaigns, customer database maintenance, and assistance in the planning and coordination of marketing materials and activities. My primary responsibilities as an intern entailed the following:

- **Market Research Support:** I collected and developed information about industry trends and competitor products to guide the marketing strategy of the company. This was done by researching the market prices, monitoring the competitor's efforts and documenting the research in the form of a report to my supervisor.
- **Promotional Activity Coordination:** I helped to plan and conduct the promotional activities. I worked on the preparation of the content of marketing materials (brochures and product profiles) and organized minor promotional events, as an example. This also entailed the preparation of samples to be on display in a local trade show, and the preparation of marketing material (like catalogs and business cards) should be ready to use.
- **Client Communications Assistance:** I did a supporting role in client communications management. I supervised responding to emails to clients and making follow-up calls to leads and was at times involved in conference calls with international clients. I made certain that such communications were timely and professional and that client requests or feedback were relayed in the right way to the relevant teams in the company.
- **Customer Feedback Documentation:** I kept a systematic record of customer response and queries. I also recorded observations of the quality of products, the delivery service or

general client satisfaction after meeting clients or receiving orders. Such data was summarized into a weekly report that was made to the marketing team, which indicated the most common customer concerns, and any improvement.

These duties allowed me to function as a junior member of the team which supported the everyday activities of the marketing department. I also got to know how to juggle various engagements such as analytical duties like research and interpersonal engagements like client interaction but follow the professional codes of the company.

3.2 Training

Training and orientation were part of my internship experience. In the initial week, I was taken through orientation programme where I was oriented about the organisational structure of M&M Yarn Dyeing Mills Ltd, its product lines and standard operating procedures. The orientation also involved the introduction to human resources in the marketing and sales departments, and the explanation of the company branding and communication policies. I also got a personal tour of the factory to understand the process of production more clearly and hence enhanced my ability to appreciate the technical side of the products being sold.

I had done much on-the-job training, which was informal and was supported by my supervisor. My first assignment was on the use of the Customer Relationship Management (CRM) software of the company to manage the client database. One of the senior marketing officers demonstrated how to add new client details, add communication records and access client records using the CRM system. I was working on those activities and was supervised until I mastered the keys of keeping the correct database. Also, I was provided with practical experience in the use of Excel and other data-analysis programs. An example is that the supervisor instructed me on how to use excel formulas and pivot tables to analyse sales and survey data on customers, which came in handy later when I was helping to prepare monthly marketing reports.

Exposure to how the company brands and markets was also provided by the internship. I got to know how M&M Yarn Dyeing Mills positions its services in the market, the way the company has a coherent brand image. The Marketing Manager gave me the brand guidelines and read through the promotional content that I had written to make it reflect the image of the company. In addition, I also noticed and was able to learn about the daily routine departmental operations, the planning

of campaigns, meetings with clients and coordination of activities between departments in the change of information flow. My supervisor or colleagues would coach me in the process whenever there was a new task (e.g. showing me how to prepare a promotional presentation, analyse a competitor’s price list etc.) and then gradually leave me alone doing similar tasks.

Table 3.1: Summary of Training Activities

Training Topic	Conducted By	Key Learning Outcomes
Company Orientation	HR Department	Understood organizational hierarchy and safety protocols
CRM and Client Management	Marketing Executive	Learned client segmentation and follow-up procedures
Product Knowledge	Production Manager	Gained understanding of yarn types, color fastness, dyeing
Weekly Reporting Practices	Supervisor	Learned progress tracking and communication expectations
Client Interaction Etiquette	Sales Manager	Developed professionalism in handling buyer communication

Initial orientation, training based on tools and constant mentoring equipped me with the knowledge and abilities that I required to perform effectively. As the training period came to an end, I could work with the tools and workflows of the company, which made me feel competent to work in the marketing team.

3.3 Contribution to departmental functions

My internship goal was to have active contribution to the operations of the marketing department and value addition to the running projects. Market research and analysis was one of the main contributions. My role was to keep a spreadsheet of market intelligence up to date which included information about the competitors’ prices, new products in the yarn and textile market as well as

the general direction of the market. I gathered this data via various sources, most of them were industry newsletters, online research, and trade publications, and summarized major information to the Marketing Manager. This study was helpful in determining the possible opportunities and threats like new demand of certain forms of yarn or competitor strategic actions. The information was used to support strategic debates and in one of the cases, was used to make a change in our sales approach towards a specific client base.

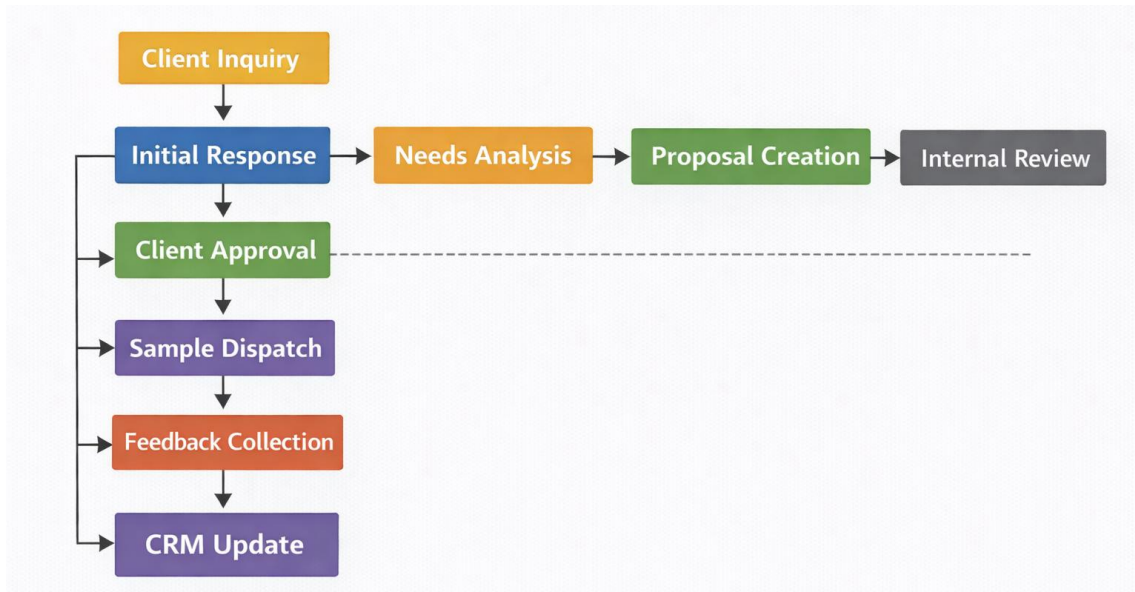


Figure 3.1: Marketing communication workflow diagram

My other contribution was writing marketing content and reports. To illustrate, I helped to provide a draft of a new product brochure to showcase the capability of the company to dye in high temperature. I generated the initial material containing details of features and benefits of products in terms of sustainability which would be refined by the marketing team and made available. I also made internal reports, one of which was an analysis of the results of a recent promotional campaign. I collected information about client inquiries that were made after the campaign and evaluated the use of a promotional discount offer, which was later compiled into a brief report and slide presentation outlining the success of the campaign to be reviewed by the department. The team appreciated my capacity to handle data and communicate it in a clear manner.

Cooperation and coordination were also additional sources of value addition. I often served as a linking factor between the marketing department and other departments making information flow

a smooth one. In the process of developing the contents of marketing materials, I would have liaised with the Production Department to get the correct technical information on dyeing process and capacity, hence ensuring that brochures and information on the websites were correct and current. In the same way, when dealing with client correspondence, I would constantly refer to the Sales and Merchandising teams to know the status of the orders and production time so that I would be able to provide accurate deadlines to the clients. In one such situation, one of our most important clients needed to know how their order was faring in the dyeing process, and I was quick to get the details required on the production floor and relayed them to the customer, hence managing the expectations and keeping them satisfied.

Moreover, I was proactive in organizing departmental records and schedules. I kept a list of marketing dates and deadlines, including dates as the release of content, trade fair schedule, and appointments with clients. I made sure that marketing activities are done in due time by constantly updating this calendar and reminding the team of the upcoming tasks to enable better organisation. My other responsibilities also included managing digital copy of marketing material on the common drive of the company to ensure that brochures, logos, and historical campaign files are properly labeled and easily retrieved by the rest of the team.

I consider my efforts helpful as well as proactive. I also worked hard by fulfilling my job designation such as research and drafting of contents, and I volunteered to support others where possible, such as taking meeting notes or making requests of inter-departmental information. By doing so, I would have helped the marketing team achieve its goals and reduce the workload of my supervisors thus showing reliability and ability to work as a team.

Table 3.2: Marketing Tools and Channels Used During Internship

Tool / Channel	Purpose	Usage Context
Microsoft Excel	Data entry and basic analytics	CRM and pricing updates
WhatsApp / Email	Communication with internal teams and clients	Daily task coordination and follow-ups

Google Forms	Collecting feedback and internal surveys	Post-campaign and satisfaction reviews
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3.4 Evaluation

My internship involved a very important aspect of performance evaluation. This became especially evident during midway and the end of the internship as I had several review meetings with my supervisor, who was the Marketing Manager, to discuss my performance. The response was good. I received compliments about my enthusiasm to learn and proactive feelings (e.g. engaging in research assignments and not asking questions when it is necessary). My supervisor observed that within a short time, I was able to become a reliable staff member who could be assigned with significant duties like responding to emails from clients and drafting reports. He valued my high level of work ethics and professionalism such as showing time-punctuality, dressing properly and behaving in a polite manner with employees and customers. Additionally, my writing and communication capabilities were also displayed as my strengths; the marketing content and emails I was writing had little to revise and it implied that I have a good understanding of the formal tone and clarity of the communication of the company.

Quantitatively, I was able to meet each task deadline and, in a few instances, surpassed expectations. Indicatively, I included more information in the market research report which was not originally commissioned. My personal evaluation reflects the following strengths: I believed that I became more confident and effective during the four months. Activities that seemed difficult initially, like direct calls to clients or process of analysing large sets of data, became easier at the conclusion of the internship. This has been improved in my final assessment as my supervisor reported improvement in my autonomy; I needed less supervision as time went by and could perform routine work by myself.

Even with these strengths, the process of evaluation highlighted in areas that should be improved, and I have used them as meaningful lessons. One of them was related to time management when there is high pressure. Despite my overall ability to meet deadlines, I felt stressed as I was unable to control numerous tasks at a time, especially at the end of the internship as I was required to work on a significant marketing suggestion and handle everyday duties as well. My supervisor has also challenged me to enhance my prioritisation techniques and proactive communication in cases

where workload could not be managed. I also got an idea of enhancing my technical selling experience- e.g. I could become more proficient with more sophisticated digital marketing devices or data analysis applications that the company might use in future. The other aspect of feedback was that of confidence in expressing ideas. During such meetings, I would listen more than I would speak; the supervisor remarked that I had good insights (as portrayed in my written work) and advised me to participate more.

Altogether, my performance was assessed in a satisfactory and encouraging way. I was able to achieve the main goals of the internship and proved personal development. Notably, the internship gave me a clear evaluation of my competencies. It has pointed out my strengths and strengths that need improvement, thus giving me a clear direction of the areas of improvement in future professional development. In addition to the formal analysis, I realized that the internship enabled me to review my strengths and weaknesses in action and develop confidence as a young marketing professional. These positive feedback and experience will form the basis of onward progress of my career.

3.5 Skills applied

During the internship, I had a chance to utilize some of the skills and knowledge domains that I had already gained as part of my academic work and extra-curricular activities. The following competencies that exist were priceless in doing my functions effectively:

- **Communication Skills:** Good written and oral communication skills were transferred to the position, and I used them to write clear emails to clients and to write internal reports. I also used effective communication during team meetings to communicate updates and ask the relevant questions. The fact that I spoke politely and in a professional manner helped me to find a rapport with both clients and my colleagues.
- **Analytical and Research Skills:** My analytical thinking was used in the interpretation of market data and customer feedback based on my academic training in market analysis. I was accustomed to spreadsheets and essential statistical principles to determine the tendencies in the research data. The skills helped me to assist in market research activities by interpreting competitor data and generalizing the knowledge in a logical manner that the members can understand.

- **Technical Proficiency (MS Office and IT):** Before the internship, I had a good working knowledge of Microsoft office tools like Word, excel, and power point, as well as general IT skills. I used this skill to prepare documents easily, operate data in Excel and draw slide presentations to be used by the marketing team. The fact that I was familiar with these tools also had the effect of ensuring that I only needed a little training, hence shortening activities like report formatting and data entry.
- **Teamwork and Interpersonal Skills:** My good interpersonal skills and collaborative attitude were a result of my university group projects, which gave me strong interpersonal capabilities. I put them into practice during the internship working closely with other marketing colleagues and being an active team player. As an illustration, I would arrange with the members of the sales teams in terms of shared work and was ever ready to help others during peak times. The fact that I can collaborate with different personalities enabled me to create a good working atmosphere.
- **Organization and Time Management:** I started my internship with already a developed inclination towards organization and effective time management which is a skill that I developed by the necessity to balance school assignments. To quantify this aptitude, I would have kept task lists and a calendar to track deadlines that are approaching. This organizational strategy helped me to divide and rule multiple tasks. In addition, I used these personal organizational abilities to organize departmental schedules and archives and hence demonstrated the argument that individual competence may have a collective value.

Table 3.3: Skills Applied During Internship

Skill	Context of Use
Communication	Drafting emails, reporting to supervisors, attending team meetings
Market Research	Competitor analysis, summarizing buyer preferences
Teamwork	Collaborating with marketing, sales, and production departments
Microsoft Excel	CRM updates, lead tracking, reporting templates

3.6 New skills developed.

Besides the use of the knowledge that is already known, I gained new skills and polished the ones that I already had during the internship. The hands-on experience in a professional marketing setting promoted the growth of technical skills as well as the soft skills that will prove beneficial in my future work:

- **Advanced Excel and Data Analysis:** Before this engagement, my level of expertise in Excel was very low. My data analysis skills have significantly improved as I used the advanced features of the spreadsheets VLOOKUP and PivotTables to query the data on sales and customer feedback. The experience of working with real corporate data helped me to feel more confident about working with large amounts of data and deriving actionable insights into it, which is a field where I felt a lack of experience before.
- **CRM Software Proficiency:** Interacting with Customer Relationship Management system of the company was a new experience. During the internship, I mastered the use of CRM to enter client data, update the interaction records, and generate initial client communication reports. The exposure gave me a wider range of technical expertise and provided me with experience in how companies handle customer relationships using specific software.
- **Business Communication and Professional Etiquette:** Being exposed to a corporate environment daily, I developed strong business communication skills. I was taught how to write official letters, how to interact diplomatically with the clients, especially when responding to complaints or waiting, and how to state the information in brief and professional manner. I have also learned professional etiquette and phone etiquette, writing concise meeting notes, and it is necessary to be courteous at a difficult time. This sophisticated form of communication developed out of practice.
- **Time Management Under Deadlines:** My ability to manage time in true work pressures improved during the internship although I already had a decent level of organization before the internship. Multitasking projects demanded I be more tactical in task prioritisation and schedule management. I developed strategies like breaking big projects into small but doable steps and planning my day where I did high priority tasks and completed them first. As demonstrated by my ability to survive the busiest weeks with the least supervision, this

improved time-management competence highlighted the importance of delivering on time in a business context.

- **Customer Service and Problem Solving:** Interaction with client communications and feedback developed excellent customer-service skills. I got to know how to listen carefully to the concerns raised by the clients, respond in a calm and helpful way and find solutions by working together with the team. In one case, when a customer complained about a problem with shipment papers, I organized a timely meeting with logistics personnel to address the situation and informed the client about a suitable course of action. These moments led to the development of problem-solving skills in a customer service situation, which would quickly allow responding effectively to problems.
- **Adaptability and Quick Learning:** lastly, due to the experience of tackling new tasks that included the learning of a new social media scheduling tool, my ability to learn and adapt quickly was improved. Being more skilled in solving new tasks by conducting independent research and investigation helped me to gain skills which were, in turn, developed during the internship and supported my self-confidence in handling emerging issues.

These newly developed competencies do not override my academic background. The internship was an applied learning experience, which allowed practical learning of technical software skills as well as polished people skills- both strengthening my future positions. I also recorded significant advancement in communication and teamwork skills because of the internship which in any case required working with a diverse team and in accordance with expectations of the real world as it was supported in the professional literature on the advantages of internships. The expansion achieved in these areas forms one of the highest gains in my experience working at M & M Yarn Dyeing Mills Ltd.

Table 3.4: New Skills Developed and Their Application

New Skill	How It Was Developed
CRM Software Use	Hands-on practice entering and tracking client data
Business Correspondence	Writing formal internal and external communications

Data Handling with Excel	Creating tables, filters, and simple dashboards
Time Management	Meeting task deadlines and juggling multiple responsibilities

3.7 Application of academic knowledge

Among the most fulfilling events related to this internship was the opportunity to see how all theoretical concepts about marketing that had been learned in the classroom could be applied. It has been stated a lot that there is still a gap between theory and practice, yet this experience showed that theoretical knowledge can provide the solid basis of practical contribution. The practice relating marketing theory to a live business situation was invaluable in understanding its real effect. The examples below demonstrate how concepts in classrooms were incorporated in internship contributions:

- Market Segmentation and Targeting:** In my marketing courses, I learned about segmenting markets and targeting the right customer groups. I applied this concept when assisting with the company’s client analysis. For instance, I helped categorize the company’s client base into segments (local garment manufacturers, international buyers, small boutique clients, etc.) based on their different needs and order patterns. By recognizing these distinct segments, we could tailor our marketing communications – an approach directly drawn from segmentation theory. This helped in crafting slightly different sales messages for different client groups, such as emphasizing quick turnaround times for local clients versus highlighting compliance and quality standards for export clients.
- Consumer Behavior and Feedback Analysis:** The academic knowledge I gained in consumer behavior played a key role in the analysis of customer feedback at the internship. I have researched the consumer and business client decision-making processes and determinants of consumer and business client satisfaction. These theoretical principles were used when I was recording and analysing customer feedback on behalf of the firm to identify underlying motivations or pain points. As an illustration, I have noticed that clients of fashion apparel companies were very sensitive to color consistency and dye quality which is a tangible demonstration of their behavioral priorities. Upon realising this trend, I shared with my supervisor that our marketing message must remain focused on our

quality-control processes since that is what our customers value and therefore, the application of the consumer behaviour theory to support a marketing strategy.

- **Branding and Promotion Strategies:** The brand management and promotion course work has given me a subtle knowledge of brand consistency and value delivery. I have seen how these ideas worked and used them through little, but intentional, means throughout the internship. In writing the content of a new product brochure, I have made a conscious effort to follow the brand voice and communicate the value offering of reliability and quality in dyeing of the yarn, so that all marketing collateral remains the same. On the same note, when helping a friend to update his LinkedIn, I remembered the lessons on branding and made the post affirm the image that the company has in the industry as an expert. The educational unit of the marketing mix (the 4Ps of Product, Price, Place, Promotion) also reoccurred whenever we were talking of the marketing plan of a new service; I realized that what we were doing involved these aspects; product features, competitive prices, distribution to the clients and marketing tactics; thus the theory was directly related to the praxis.
- **Marketing Research Techniques:** In university I learned the basics of marketing research such as design of surveys and data analysis. I also utilized such techniques during the internship when I was helping with a customer satisfaction survey. I also helped with the creation of survey questions for the clients after completion, based on the design elements of unbiased wording and a balanced combination of quantitative and qualitative questions. After responses were obtained, I helped to analyse the data by performing simple satisfaction scores and client suggestions. This was a direct transfer of my academic study in the field of research methodology to an actual project within a company.

These experiences helped me to note that academic knowledge and practice are closely connected. The basis of my theoretical background in marketing not only improved my performance in tasks related to the internship, but the internship strengthened and widened my knowledge on theories. Theoretical concepts that had previously only existed in textbook examples like the models of consumer behaviour or the SWOT analysis became real when I saw the customers respond to our marketing activities or made a quick SWOT analysis when discussing the strategy of the department. One of the interns of a different firm commented that learning marketing theory in school is one thing; it is an experience of a lifetime to put the theory into practices and learn the

practical skills in the field. I completely support this point of view. I was able to use my academic knowledge at M&M Yarn Dyeing Mills Ltd. I found the application of the marketing principles very useful and proved that my education is worth.

CHAPTER IV: CONCLUSIONS AND KEY FACTS

4.1 Recommendations for improving departmental operations.

According to the four months internship experience before and after the Marketing Department of M&M Yarn Dyeing Mills Ltd., a number of suggestions can be made to boost efficiency and effectiveness of the department. The following recommendations would be aimed at using modern tools, enhancing communication, and promoting continuous improvement:

- **Better CRM Utilization:** It is better use a Customer Relationship Management (CRM) system to manage client data and align the work of the marketing and sales departments. Today, the process of interaction with clients and their follow-ups can be disjointed, and an efficient CRM would help to integrate the data and make sure that all the team members are informed about the customer history and requests. Not only does this enhance internal alignment but also provides smoother customer experience people can easily feel when departments are not aligned and when marketing activities are not in line with what the sales are offering, the company will not be able to provide the seamless experience that modern consumers are seeking. This can be transformed by adopting a popular CRM that will enable teams to collaborate and exchange ideas more readily and hence develop a coherent and customized customer experience. The intern noticed that investing time in training staff on CRM and requiring them to use it in all communication with clients would increase lead nurturing and retention of clients.
- **Streamlined Communication Channels:** Enhance internal and external communication channels by facilitating them. In the internship, the Marketing Department depended on the use of conventional means (emails and ad-hoc meetings) at times which resulted in lack of promptness or even misunderstanding. It is recommended to adhere to modern collaboration tools and believe in communicating effectively. As an example, the use of project management and messaging tools (e.g. Trello or Slack) and systematic email habits can help everyone to be aware of the progress of the campaign and the interests of clients. In a more digitalized workplace, the memos and emails written on paper will no longer suffice - purposeful communication and task management tools could significantly improve the work of the team and its coordination. Frequent short stand-up meetings or weekly check-ins with an agenda can also bring the team on track to meet deadlines and

goals and avoid misunderstandings and keep the projects on track. With a uniform communication protocol, the marketing department will be able to respond to the needs of clients more quickly and cooperate with other departments (such as Sales or Production) more effectively.

- **Integrating Digital Marketing Tools:** Widen the marketing mix of the department through integrating digital marketing platforms and analytics tools. In addition, the intern observed that M&M Yarn Dyeing Mills Ltd. can enhance its online presence and reach. This might include a more effective utilization of social media, a more dynamic company site or web catalogue, and email marketing to reach existing and potential customers. Adoption of digital channels is important to a business that is manufacturing oriented in the contemporary market since adoption of digital channels enables the company to stay within the market and adapt to changes in the market and develop closer customer relationships through personalised and timely communication.
- **Enhancing Feedback Loops:** It is necessary to establish structured feedback systems both for the external clients and the internal stakeholders. The current feedback on clients on the quality of the services, the timeliness of their delivery, or the satisfaction with the products is of anecdotal nature. Structured surveys and post project review meetings with key clients scheduled would give the benefit of empirically valuable information to improve the project further by means of repetition. The marketing team in the organisation must hold retrospective views after the big campaigns to critically evaluate what has worked and what should be improved. This type of feedback loop is crucial in achieving sustainable organisational growth as it is possible to translate customer needs into operational strategies, improve productivity, unveil systemic vulnerabilities, and develop innovations. Through the systematic collection and analysis of client feedback, the department will be able to implement data-driven changes in its strategic parameters, such as improving the message around pricing, streamlining order follow-up procedures, and adjusting the services to the specific client needs. Also, by integrating the loop, through providing feedback on the changes that transpire, the participants are assured that the stakeholder input is being transformed into tangible action thus supporting a culture of transparency and constant modification.

- Training and Development Programs:** Training and development investment is essential in sustaining a qualified and modern-day marketing workforce. It can be observed that, although the team proves to be competent in performing standard marketing and client liaison duties, gaps remain when it comes to superior digital marketing, customer analytics, and modern CRM functionality. These competency gaps can be filled by organizing frequent workshops or helping them attend courses specialised. On-the-job training will lead to capabilities in key areas including digital marketing practices, content planning, social media management, and data-analytics approaches 11 thus enhancing the ability to create and implement high-impact campaigns. As an example, they could implement quarterly sessions dedicated to the new marketing trends or new software. Also, a cross-training program with other teams (e.g. short rotations in Production or Customer Service) would also expose the marketers to product complexity and customer pain points. The iterative culture of learning enables the department to not only improve the existing measures of performance but also become more resilient to the market dynamics in the future.

Table 4.1: Recommendations for Departmental Improvement

Area	Observation	Suggested Improvement
Client Relationship Management	Lack of centralized client info	Implement CRM system with training
Marketing Communication	Inconsistent branding on materials	Develop unified content templates
Feedback Mechanism	No structured feedback collection	Introducing post-interaction surveys
Digital Presence	Low social media engagement	Create regular LinkedIn and website updates
Internal Reporting	Manual data summaries	Automate with templates and dashboards

4.2 Key understanding

Industry Exposure: The internship gave the student an unparalleled exposure to the world of textile manufacturing and B2B marketing industry. The intern was able to see the real-life mechanics of a dyeing mill in the clothing supply chain and to evaluate the contribution of marketing in a manufacturing environment, which was possible through employment in M&M Yarn Dyeing Mills Ltd. This applied learning is a major contrast to completely theoretical learning; according to one analysis, marketing internships offer that much-needed link between the classroom and the career world, imposing onto them the low stress-high stress environments that require more than what a book can teach. By being engaged in the day-to-day processes, the intern gained the experience in industry-related activities, including dealing with bulk order requests, maintaining customer contact under a B2B environment, and the alignment with production schedules. Theories obtained in academic work i.e. market segmentation, brand building, and the 4P principles were seen to be applied but with contextual adjustment i.e. the increased significance of delivery schedules and quality consistency in this sector which conformed and complemented theoretical coverage.

Real-Life Marketing Practices and Communication: The understanding of marketing strategy operationalization within real-life conditions was a salient learning outcome. The tasks of the intern included the collaboration with marketing collateral (product catalogues, client proposals), the negotiation of contract terms, and the follow-up on the leads. This hands-on experience enhanced the intern to be more proficient in professional communication skills such as writing clear business correspondence, building convincing presentations, and talking confidently in a meeting with the clients. The efficacy of marketing depends on interpersonal competence and prompt communication. The internship presented the intern with a wide range of stakeholders, the international buyers who care about the quality standards and the internal teams like Production who need to know the correct demand forecasting. This experience helped us to realize that active communication and collaboration are as important as analytical marketing skills. In fact, confidence is established in the context of action and not just on theory and being exposed to stressful situations that required presentation, teamwork and sharing of ideas sharpened the professional approach and self-confidence of the intern. Positive criticism and mentoring during the internship also contributed to the ability of the intern to accept criticism and make appropriate changes in a short time. Most importantly, the internship helped to understand the similarities and

differences of theory and practice- the theoretical background provided a framework (such as consumer behaviour or branding principles), but the practical application helped to understand how and how these principles may be applied to organisational and market contexts.

Alignment of Theory and Practice: The internship was an eye opener to the junction between theory and practice in practice. There were also examples of the marketing theory being used directly to act upon; say by using SWOT analysis to evaluate the potential of a new market or by using models of consumer behaviour to analyse a client into their buying behaviour. However, the intern also realized that in this real-life marketing sometimes requires quick thinking to variables that are not predictable like the sudden increase in the cost of raw materials affecting the pricing strategy, or the client needs urgent attention that requires him or her to think outside the box. This observation highlighted the importance of flexibility and improvisation of any problem on the spot to augment the structured approaches taught in lecture rooms. Finally, the main lesson that can be drawn out of this internship experience is that academic knowledge offers the what and why, but the experience offers the how. The learner now understands how soft skills such as time management, flexibility, teamwork, etc. can be applied to the implementation of marketing strategies, and how corporate culture and industry can impact the choice of the strategy. The convergence of theory with practice became most apparent when theoretical frameworks were used as flexible tool kits, and it was confirmed that a solid foundation knowledge base when applied to the context of practical experience produces more confident and effective marketing professionals.

4.3 Conclusion

The four months internship with M&M Yarn Dyeing Mills Ltd. is an important final undertaking to the undergraduate marketing studies of the student. The experience offered a practical environment within which to implement theoretical models, gain industry-specific knowledge and develop professional skills that would otherwise be outside the parameters of traditional classroom training. The internship had a significant impact on the academic and professional growth of the intern as it helped to solidify the marketing concepts learned at the university by putting them into practical use and helped to sharpen the fundamental soft skills during the internship such as communication, teamwork, and problem-solving skills in the real world of doing business. Furthermore, coaching and counseling by the marketing team of the company played a decisive

role in the direct application of abstract theories into practice, and as such gave the intern more confidence in her career path.

The student has also been given knowledge in his future career through internship experience. Carrying out marketing programs in the textile-producing industry has increased awareness of the intern on career opportunities that are feasible. Practical engagement helped them to understand their own strengths and interests; it is important to note that the student has strong tendencies to manage client relationships and the digital marketing strategy, and these aspects can guide future career choices. It is the setbacks and overcomes that have made me develop a strong and self-driven attitude toward work, including organizing an urgent customer order and creating a slightly bigger social-media outreach. As a result, the intern is in a better position to enter the early career stage with a better vision, increased professional network, and a solid background of experience that will form the basis of future decision-making.

In general, the internship in M&M Yarn Dyeing Mills Ltd. was a transition between theoretical knowledge and practical work, which strengthened the set of skills and determination of the intern to succeed in the marketing field. It also established the power of lifelong learning and flexibility- which the student will bring with it into the next phase of higher education or a full-time marketing position. The confidence and the responsibility bestowed upon the company helped me to attain much personal growth in a very short time. When concluding about this internship, it can be considered as the ultimate point of academic knowledge and a step towards a successful marketing career, thus, allowing the student to become a valuable member of the industry with the knowledge and experience that he has gained.

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Appendix-A:



M&M Yarn Dyeing Mills Ltd.

Corporate Office:- House #123, Road #1, Flat #G1, Mirpur DOHS, Pallabi, Mirpur, Dhaka-1216, Bangladesh.

October 28, 2025

To:

Kashfa Hassan Muskan

Subject: Internship Offer Letter

Dear Kashfa Hassan Muskan,

We are pleased to offer you an internship position at M&M Yarn Dyeing Mills Ltd. in our Marketing Department. Your internship will commence on 2nd November 2025 and will continue until 28th February 2026, covering a total duration of four (4) months.

Internship Details:

- Position Title: Marketing Intern
- Department: Marketing
- Supervisor: Mahamudul Karim
- Location: Pallabi, Dhaka -1216
- Working Hours: 9:00 AM – 5:00 PM. (Sunday to Thursday)
- Stipend: This is an unpaid internship.

Key Notes:

- Please note that, this is an unpaid internship and you will not be eligible for any financial compensation or employee benefit plans.
- You will continue in your role as a Marketing Intern with the current arrangement, which may be extended based on performance.
- Please return a copy of this letter duly signed by you as token of your acceptance of the offer.

This internship is intended to provide practical exposure in line with your academic program in Marketing and to help you develop relevant industry skills.

We look forward to your positive contribution to our team.

Please acknowledge your acceptance by signing below and returning a copy of this letter.

Sincerely,

M & M Yarn Dyeing Mills Ltd.

Muhammad Al-Mamun
Managing Director

Muhammad Al Mamun
Managing Director
M&M Yarn Dyeing Mills Ltd.

Acknowledgment and Acceptance

I, Kashfa Hassan Muskan, accept the terms and conditions stated in this internship offer letter.

Signature: _____

Date: 28-10-2025