



RESTRICTED

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**SUPPORT TO BEST PROGRAMME
BANGLADESH**

Better Work and Standards EEBGD10002/10A02/10B02

Technical report: Mission 2 of the LCF Experts
Fashion Marketing and Management

Prepared for the BGMEA/BIFT/EPB/MOC
By the United Nations Industrial Development Organization
Acting as executing agency for the United Nations Development
Programme

Based on the work of Dr Lynne Hammond

Project Manager: David Yuen-Hoi Lee

United Nations Industrial Development Organization -Vienna

**This document has not been edited*

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Chapter 1 – Summary Explanatory Notes

£1	132.051 BDT
BGMEA	Bangladesh Garment Manufacturers & Export Association
BIFT	BGMEA Institute of Fashion & Technology
RMG	Ready Made Garment
BLOG	Web log and a web page with chronological entries
WIKI	Webpage that can be edited by its members
CEPD	Centre for Export Product Development
BEST	Better Work Standards Programme

Abstract

Title of the Project: BEST- Better Work in Textiles and Garments- Component 3

Objective and Duration of the Activity

The duration of the activity is between December 2011 and February 2012. This included 7 days home based and 6 days based in Dhaka. The field trip took place from Tuesday 24th January to Tuesday 31st January 2012. This the second mission to Dhaka under the new BEST Programme. The BEST programme objectives are to:

1. Develop a National Performance Cluster
2. Develop international strategic alliances
3. Develop Education and Training for the Cluster/Sector
4. Develop capabilities of the Cluster Trade Associations and Ministries

The BEST Baseline Study and the Inception Report have guided our Mission objectives and training programmes to be delivered.

Introduction to the LCF Expert Report

The LCF consultancy report has been produced that communicates the actions, findings and outputs. In addition, in order to reduce the use/quantity of paper we have produced a wiki to upload all of the resources and powerpoints that have been developed for Mission 2. It is aimed at knowledge transfer and sharing so that it will benefit that all the relevant associations, students and staff.

Mission 2 – January 2012

This is the second mission under the BEST programme. One LCF experts have been to Dhaka to deliver the following short courses to CEPD companies.

Expert in Fashion Management and Marketing

The priority of this mission was to deliver CPD short training on Marketing and Management for success. BIFT has now installed a range of new Overhead projectors and computers into the CEPD training room, which has made the environment more up to date and professional. However the Broadband speed and timing out continues to be an issue to show to companies websites/online resources that can be used to support their training programmes when they go back to their companies.

BIFT is making applications to the government for this institution to become a University, with a new campus planned in the future.

Main duties	Expected Duration	Location	Expected Results
1. Design a 3-day training programme for CEPD members and companies on Marketing, Management and Brand Leadership Strategies	2.0	Home based	Training programme course outline and handouts/learning materials, such as PowerPoint presentations, reports, lists of websites, etc. to provide future thinking knowledge
2. Develop an international alliance plan between London based Bangladesh creative's to form new networks and contacts through Bangladesh Brand Forum	2.0	Home based	Develop a report on activities that have been undertaken in London and how these new business links can be connected
3. Deliver a half day Cluster Review and Reflection Meeting to identify the achievements and collaborative networks being built.	1.0	Dhaka	Review and reflection on achievements and how clustering is improving business growth
4. Deliver a 3 half days training programme on brand leadership and promotional strategies through CEPD with local inputs by experts	3.0	Dhaka	Workshop delivered and handouts uploaded to WIKI students and CEPD
5. Deliver a lecture/workshop to BIFT academics on pedagogic practices for branding, marketing and management	1.0	Dhaka	Training session delivered and support materials available through WIKI
6. Hold relevant progress meetings with BIFT and UNIDO and present recommendations from the mission	2.0	Dhaka	Minutes of meetings and list of recommendations
7. Write up report for Mission and conduct web conference session with UNIDO to discuss report and recommendations	2.0	Home based	Report submitted to Vienna Meeting conducted and actions and recommendations agreed
Total days	13 days		

Chapter 2 - Introduction to the Mission 2

Expert in Marketing and Management

The report has been written by Dr Lynne Hammond as a result of a one week mission to Dhaka from Tuesday 24rd January 2012 – Tuesday 31st January 2012 (see Job Description). The activity began in mid-December 2011 with 4 days work in the UK.

Outputs of the days in the UK – 4 days

Presentations on Day 1

- Presentation on Understanding the Bigger Picture
- Presentation on understanding your competitors
- Presentation on creating a USP statement
- Presentation on case study Uniqlo
-

Presentations on Day 2

- Presentation on Understanding Consumer Behaviour
- Presentation on Segmentation, Targeting and Positioning
- Presentation on Design Led Product Development
- Presentation on creating a brand/marketing positioning statement

Presentations on Day 3

- Presentation on Marketing Communication strategies
- Presentation on being more strategic and management skills
- Presentation on How London brands and promotes fashion

Outputs for the 6 days in Dhaka

- Faculty /UNIDO meetings
- CEPD programme delivered to companies
- Learning resources reviewed
- Meeting with President of BIFT to discuss recommendations
- Meeting with Vice President of BIFT to discuss quality management and staff development

Final Outputs

- Final Report; Objectives achieved
- Overall the objectives were achieved.

Chapter 3 - Consultancy activities conducted by the international experts at BIFT during the Mission 2 visit

Wednesday 25th January:

Meeting with UNIDO and Head of Department Fashion to discuss and review progress since last mission in May 2011. Discussed the following:

- PG Scholarships for Faculty staff – 3 available. John Smith to meet with LCF International Student Recruitment Office when he attends the Delphie Dissemination event March 26th 2012 at LCF. Discussed the issue of English Language levels – for PG study at LCF 6.5/7 is required for this level of study.
- Discussed the second LCF training session to be delivered by Tina Fox next week.
- Discussed the British Council Reconstruction Exhibition at the National Museum in Dhaka– British Designers, Vivienne Westwood, Paul Smith – all BIFT design students to attend.
- Discussed the Delphie Project – Final year – booklet 1 and 2 now online at: <http://issuu.com/lcf-ipd>
- Two new teaching resources to be used in the curriculum to support sustainable challenges for the Bangladesh RMG Sector.
- One BIFT student and staff attended the Society of Dyers and Colourist competition awards in Hong Kong.
- One BIFT staff to attend the IFFTI conference in India in March 2011
- Discussed the fashion design curriculum – now being implemented to the UG students. LH requested that RA writes a year short report on Fashion Design Department, staffing, curriculum developments and other success stories

Thursday 26th January

Preparation at UNIDO offices to photocopy, ensure training facilities in place, and reviewing the delegation list – 10 students, 8 faculty and 8 companies. Meeting with John Smith and Munira to explore the course content and the training needs of the future for the BGMEA/BEST Cluster

Friday 27th January

Preparation at BIFT CEPD training rooms to prepare the physical environment, and brief the researcher on each days teaching lesson plans, and the resources to support the training, DVDs, overhead projectors, etc.

New research assistant

Meeting with the British Council – Shreela – to discuss the creative industries development in Bangladesh – how to support and grow this sector. How can design become a

Saturday 28th January

Lynne Hammond and Munira Rahman presented the BEST programme to the 24 participants and discussed the concept of clustering.

The 3 day CEPD training programme aims to raise awareness of how management and marketing strategies can enhance supplier competitiveness and provide a professional approach to supply chain strategies.

Day 1 – Understanding Global Business and Market Environments

The McKinsey report – How Bangladesh is become an important sourcing destination.

BEST Better Work and Standards Programme January 2012 Mission 2 Report

Sunday 29th January

Day 2 – Developing awareness of consumer demographics and marketing segmentation and positioning

Develop awareness of research methods used by retailers and design led production development

Create a consumer profile

Create a brand positioning statement

Monday 30th January

Day 3 – Develop awareness of marketing and communication strategies

Becoming more strategic in approaches

Create a 12-month action plan with goals

Create a marketing presentation

Dinner with David Lee, David Holbourne, John Smith, Mussafur Siddique, Munira Rahman and Reaz Bin-Mahmood was undertaken on the last evening.

Tuesday 31st January

Fly back to UK

Chapter 4 – Recommendations and Actions from Mission 2

The key focus of this mission was to deliver targeted training to middle managers in the RMG sector to improve their knowledge and understanding of challenges facing Bangladesh. The McKinsey Report was discussed and presented as an external report that indicates that Bangladesh does have the potential to grow in capacity and capabilities over the next five years in order to win business from China. The report suggests that a better-trained workforce is needed to ensure that businesses have sustainability through offering better supply chain solutions and advanced product development. This workshop aimed to strengthen manager's awareness of the business environment in which they operate and what types of marketing strategies are best suitable for their future needs.

24 delegates attended the workshop. Breakdown of the participants:

- 9 BIFT Faculty staff/full time and guest faculty
- 7 MBA students – emerging entrepreneurs
- 8 companies/individuals not part of BIFT attended

Various industry sectors outside of the RMG represented:

- Pharmaceuticals
- Retail Property
- Social Charities

The workshop used a variety of teaching techniques:

- Interactive engagement with the participants using practical exercises
- Use of Youtube lectures from key marketing leaders – Kotler, Porter etc to bring new perspectives into the classroom
- Use of fashion bloggers for visual references of consumers on the street and catwalk shows.
- Use of team exercises to discuss and analyse concepts and principles for deeper understanding
- Use of DVD videos to visually show the concepts of fashion directions
- Use of visual tools – consumers, trends and fashion images/how London brands itself
- Use of case studies to illustrate the application of theory into business models.
- Use of individual presentations to communicate and share ideas within the group
- Attending exhibitions to gain more awareness of aesthetics/creative thinking – British Council Reconstruction Exhibition at National Museum

Some quotes from the feedback:

“By analysing lecturers and using visual multi media has improved me.”

“Expand the duration of the course and include training materials for another business sector out of RMG”

“I am really benefited by this short course and I wish it will be helpful in my business to make it better from now on.”

“ All over the courses was very helpful, and I will it will continue to the next level.” If possible one day gap before the last day so we have time to come up with real difficulties”

“The training duration should be more lengthy”
“More case studies could be included in the training”
“More on marketing trends”

“All handouts should be supplied before the start of the course”

Overall the participants found the workshop beneficial to their needs, but the diverse nature of their businesses made it difficult to cover the breadth of marketing techniques used by sectors outside of RMG. Marketing for the Apparel and Fashion Industry is highly visual, very focused on desirability and needs knowledge of the consumer and their lifestyles to be successful. RMG sector has a number of disadvantages that needs to be addressed if the sector wants to offer designed ranges/new product development and innovation to buyers. This workshop focused on marketing approaches and strategies – how to communicate, how to understand your competitors and how to know your consumers and their lifestyles better.

One of the main concerns is the use of the weblinks/you tube lectures was difficult as the connection did not always work. The noise in the training room from the road makes it difficult to get concentration from the group. The size of the group was satisfactory. The short course would have been improved if local professionals could present case studies of their approaches to inspire new business growth and discuss challenges that Bangladesh face in the future.

It is suggested that future workshops should cover: New Product Development, Innovation and Market Research Methods to improve RMG company’s research and development strategies.

Various UK activities have been taking place in London to raise the profile of Creative Bangladesh through catwalk shows and exhibitions. These new creative networks are driving Bangladesh Design and showcasing new talent to new consumer/business groups. <http://paraa.org.uk/2011/12/photos-from-the-fashion-show-by-enamul-hoque/>

The British Council in Dhaka is interested in supporting new design talent through various activities. A creative mapping exercise would have to be undertaken to analyse the barriers to growth and opportunities that exist to grow such a sector. Meeting in London with Bangladesh Brand Forum Maher Anjum to discuss to create links between Dhaka and London.

Recommended Action Plan January 2012 – January 2013

Action	By whom	By When	Comments
Marketing Development	Business/ Marketing Staff	July 2012	<p>BIFT faculty staff should be developing case studies to illustrate success stories and business models that can be used for CEPD industry training purposes.</p> <p>BIFT staff to use Youtube and other online lectures to support the International Business Perspectives.</p> <p>BIFT faculty staff should be leading on a business club concept for emerging entrepreneurs that can meet on a regular basis to discuss new business ideas and how can they be better supported by BIFT/UNIDO</p> <p>Hold a business conference/symposium and invite guest speakers from the marketing environment to talk about their approaches – eg word of mouth marketing, creativity in marketing etc.</p> <p>Suggest that the group join LinkedIn and communicate through this professional website for social media connections and contacts.</p>
Sustainability/Delphe Developments	Rushmita Alam		<p>Plan the Dhaka Dissemination Event at the British Council</p> <p>RA to attend the UK Delphe Dissemination Event March 26th with Munira Rahman and John Smith</p> <p>LCF to send 3 representatives for the Dhaka Delphe Dissemination event May 22nd</p>
Fashion Design Department	RA	July 2012	Write an annual report outlining the developments, actions and achievements of the Fashion Design Department – student successes, student employment, industry projects, new staff, etc
Future training programmes	Reaz and UNIDO	January 2013	Develop survey into the changing product development approaches being used by companies to give insights for new training areas of Innovation, Product Development and Market Research Methods.
PG Scholarships	UNIDO	March 2012	John Smith to have a meeting with LCF International Student Recruitment Office with regards the application process.

APPENDICES

Appendix 1 – Job Description

Appendix 2 – BEST Mission 1 recommendations and summary

Appendix 3 - List of powerpoints delivered during the 6 day mission

Appendix 4 – List of companies who attended CEPD Short Course

Appendix 5 – List of online resources



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UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Job Description

EE/BGD/05/B02/11-XX

<u>Post Title</u>	International Expert in Global Fashion Marketing Management
<u>Duration</u>	13 days over a period of 2 months (1 Jan 2012- 30 March 2012)
<u>Date required</u>	23 rd January 2012
<u>Duty Station</u>	BIFT, Dhaka (6 days in Jan 2012) and London home-based (7 days)
<u>Counterparts</u>	The programme will be coordinated with the following Ministries, Government Institutions and Private Sector Associations: <ul style="list-style-type: none">• Ministry of Commerce (MOC)• Cluster Organisations, NITTRAD, etc• Bangladesh Garment Manufacturers' and Exporters' Association (BGMEA)• BGMEA Institute of Fashion and Technology (BIFT)• Export Promotion Bureau (EPB)
<u>Duties</u>	Under the framework of the BEST Programme, the marketing and management Expert will be responsible for (i) Develop new training programmes to increase marketing skills of the cluster centre's through dialogue workshops and impart training; the training programme will be designed for master trainers, technicians, marketing people, managerial people of different educational/training institutions and enterprises from relevant stakeholder organization; (ii) develop and deliver new knowledge to the industry and also to educational institute on brand, and promotional strategies (iii) upgrading training curriculum, teaching methodology and teaching staffs; (iv) promoting and branding as a way of communicating business activities and introduce new tools for promotion and branding for marketing and trained the staff for upgrading; (iii) deliver cluster forums to build the alliances/links between the different sectors for mutual benefits; (iv) explore SME training needs for marketing and design/innovation; (v) De-briefing meeting online; and (vi) Drafting and

submitting of assignment Final Report, under the supervision of the Project Manager (in Vienna) and in close collaboration with the International Component Coordinator (ICC/ LTA) Long Term Adviser, the Chief Technical Adviser (CTA), in consultation with the local counterpart especially MOC, EPB and BIFT authorities. The specific responsibilities of the Expert are:

Main duties	Expected Duration	Location	Expected Results
8. Design a 3-day training programme for CEPD members and companies on Brand Leadership Strategies	2.0	Home based	Training programme course outline and handouts/learning materials, such as PowerPoint presentations, reports, lists of websites, etc. to provide future thinking knowledge
9. Develop an international alliance plan between London based Bangladesh creatives to form new networks and contacts through Bangladesh Brand Forum	2.0	Home based	Develop a report on activities that have been undertaken in London and how these new business links can be connected
10. Deliver a half day Cluster Review and Reflection Meeting to identify the achievements and collaborative networks being built.	1.0	Dhaka	Review and reflection on achievements and how clustering is improving business growth
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14. Write up report for Mission and conduct web conference session with UNIDO to discuss report and recommendations	2.0	Home based	Report submitted to Vienna Meeting conducted and actions and recommendations agreed
Total days	13 days		

Qualifications: Advanced university degree in textile/garment marketing or equivalent, with minimum 10 years of general professional experience/Minimum 5 years of specific garment marketing/management training experience. A previous experience of working in Bangladesh would be a distinct advantage.

Language: English

Appendix 2

Recommendations from Mission 1

Recommended Action Plan May 2011 – April 2012

Action	By whom	By When	Comments
Cluster Development	Principal	July 11 Jan 12	<p>Establish once a semester cluster working group to discuss/present stories that show evidence of collaboration, network and links to new projects that combine NITTRAD, BIFT and iART</p> <p>Keep agenda and minutes of the meetings to record discussions and ideas which will help future strategies to ensure clustering is driving change and performance</p>
Branding/Marketing Development	Business/Marketing Staff	November 2011	<p>Develop a case studies on Aarong and how they have successfully launched a contemporary local brand and a case study of Yellow and Apple</p> <p>Do a follow up telephone survey with the companies who attended and review how these companies are using the branding and marketing tools in their day to day operations.</p>
Sustainability/Delphi Developments	Rushmita/Shaffiqur		<p>Organise industry visits for students to Manufacturing that have sustainable innovation practices</p> <p>Set up a semester sustainable working group to explore how to integrate sustainability into the curriculum</p> <p>Explore the meaning of sustainability Map out the supply chain processes and identify current practice so as to inform students/staff of how social, environmental and ecological challenges are being addressed and solved.</p> <p>Produce a faculty newsletter/journal of interesting and relevant sustainable stories that could be used to raise awareness to students and staff</p>

<p>CEPD Branding Strategy and Communication Planning</p>	<p>Reaz</p>	<p>July 2011 – June 2012</p>	<p>Identify and plan a 12 month action of new training programmes for industry Be systematic – set targets</p> <p>Identify which faculty could deliver further marketing/branding short courses or master classes Invite Bangladesh Brand Forum to deliver some one-day courses on Developing Bangladesh Brands.</p> <p>Develop a network database of companies to who to send announcements and inform of new training programmes</p> <p>Write up 3 success stories of companies who have been part of the CEPD training programmes and obtain quotes/comment on how these training programmes have improved their business performance</p> <p>Create a highly professional environment for international trainers – carpet, better IT support, and a photocopier to give out handouts, blinds and black out facilities for showing videos and multi media learning tools. Internet is still very slow</p> <p>Install a more powerful multi media projector on the ceiling with a proper screen. Double glaze the windows to reduce traffic noise which greatly affects participants concentration. Better furniture to create small group discussions and interactive exercises.</p> <p>Create a CEPD specialist library of key books – or make sure there is a area in the main library that is for CEPD purposes</p>
<p>General observations of BIFT Developments/Staff Development</p>	<p>John Smith</p>	<p>July 2011</p>	<p>Identify 2 BIFT staff that could study PG at LCF. Undertake a selection application process to identify potential talent and commitment to BIFT educational developments. This will be funded by UNIDO</p> <p>Staff at BIFT need access to social media tools such as Youtube and Facebook so they can use them in the classroom for teaching</p>

Appendix 3

List of powerpoints/worksheets

0	Overview of the 3 day training objectives
1	Understanding the bigger picture
2	What makes you competitive
3	SWOT Analysis
4	Porters 5 Competitive Forces
5	Uniqlo Case Study – What makes a successful business
6	Understanding consumer behaviour
7	Segmentation, Targeting and Positioning
8	Design Led Product Development
9	Marketing Communication Mix
10	Being strategic
11	DVD of LCF Catwalk Show
12	List of fashion Bloggers
13	List of Youtube videos that can be used in the classroom
14	Case studies – Li and Fung and Pearl Global

Key books used:

Barrow, C. The 30 day MBA in International Business, Kogan Page 2011

Appendix 4

List of companies who attend workshop

	Name	Organisation	Designation
1	Ifetkhar Rahman	M&J Group	Product Developer
2	Rezwanul Islam	In between job	Designer
3	Kabir Faizul	Child Fund International	Programme Director
4	Mustafa Hasan Renaissance	Servitex Bangladesh	CEO
5	Azmal Hossain Khan	Rina BD	Lead Auditor
6	Khan Asif Imran	North south university	student
7	Ikram Hossain Bhuiyan	Yes Development	Director
8	Hasan Sayeed	Ibna Sina Pharma ltd	Manager Production
9	Shafiqur Rahman	BIFT	Sr Ass prof
10	Mallick Rakibul Hasan	BIFT	Lecturer
11	Tania Akter	BIFT	Lecturer
12	Syed Azharul Haque	BIFT	Head of operation Bangladesh Apparel Group – guest lecturer
13	Imran Ahmed	BIFT	Merchandiser H&M Guest faculty
14	Mizanu Rahman	BIFT	Merchandising Manager Norwest Ltd Guest faculty
15	Ashraf Khan	BIFT	AMM Li & Fung Guest Faculty
16	Sharful Alam	BIFT	MBA Student
17	Khandakar Mizanur	BIFT	MBA Student
18	Shahidul Islam	BIFT	MBA Student
19	Kamruzzaman	BIFT	MBA Student
20	Foyejur Rahman	BIFT	MBA student
21	Arizul Islam	BIFT	MBA Student
22	Imrul Kaes	BIFT	Sr lecturer
23	Abdullah Al Mahmud	BIFT	Visiting Teacher
24	Arifur Rahman	BIFT	MBA Student

Appendix 5

List of online resources

Trends/blogger Information

<http://www.trendtablet.com/5055-wood-bamboo-pulp/#.TyQK1rEYkbQ.email>

Bloggers

<http://www.guardian.co.uk/culture/2010/feb/21/10-best-fashion-bloggers>

<http://fashion.telegraph.co.uk/beauty/news-features/TMG7037668/Britains-best-fashion-bloggers.html>

<http://www.thesartorialist.com/>

tavi-thenewgirlintown.blogspot.com

garycardiology.blogspot.com

stylebubble.typepad.com

highsnobiety.com

BryanBoy

List of Youtube/Slide sharer videos to support marketing in the classroom

The future consumer - Capgemini

<http://www.youtube.com/watch?v=H48MD7V6x90&feature=email>

Brand Planning - Professor Kevin Lane Keller

<http://www.youtube.com/watch?v=6Mh9Yw6O-84&feature=email>

Brand Values – Professor Kevin Lane Keller

<http://www.youtube.com/watch?v=duIAD8gKPeQ&feature=email>

Slidesharer - Uniqlo case studies

http://www.slideshare.net/JennyLee4/global-marketing-uniqlo-case?from=share_email