The purpose of this paper is to analyze the role of knowledge in the upgrading of garment manufacturers operating in the global garment industry. To understand upgrading among garment manufacturers in developing countries, the meaning construction of fashion garments must be analyzed. The empirical material consists primarily of interviews with persons in the garment industry in India, Sweden, Turkey, and the UK, as well as documents from the industry. There are two main results of this study. The first is essentially empirical, to design for final consumer markets in developed countries when being in a developing country is indeed different from designing close to the markets, and this is due to a knowledge-gap. This finding brings about the second, and more theoretical, result, about the knowledge context, which is differentiated into two dimensions, lifeworld and province of meaning.