

Report On
Operational Practices for Garment Industry
Of Esquire Knit Composite Ltd

By
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Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)
Executive Development Center,
BIGD, BRAC UNIVERSITY
April 2021

Report On
Esquire Knit Composite Ltd
Operational Practices for Garment Industry

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An internship report submitted to the Executive Development Center, Brac Institute of Governance and Development (BIGD), Brac University in partial fulfillment of the requirements for the degree of Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)

Executive Development Center,
BIGD, Brac University
April 2021

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:



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Letter of Transmittal

SayadaJannatunNaim

Assistant Director – EDC

BRAC Institute of Governance and Development (BIGD)

BRAC University, Mohakhali, Dhaka-1212, Bangladesh

Subject: Submission of Industrial Attachment on Operational Practices for Garment Industry.

Dear Madam,

This is my pleasure to submit my final industrial attachment on operational practices from Esquire Knit Composite Ltd. as a part of completion degree of Post Graduate Diploma in Knitwear Industry Management (PGD-KIM).

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,



Md. Osman Gone

19281172

Executive Development Center, BIGD

Brac University

Date: April, 2021

Non-Disclosure Agreement

This agreement is made and entered into by and between Esquire Knit Composite Ltd. and the undersigned student at EDC, BIGD, Brac University.....

Student's Full Name & Signature:



Md. Osman Gone
19281172

Industry Supervisor's Full Name & Signature:



Prabhakar Gupta Rauniyar
Sr. Manager, Department of Industrial Engineering
Esquire Knit Composite Ltd.

Acknowledgement

It is my pleasure for completion my final report on Operational Practices for Garment Industry from Esquire Knit Composite Ltd. First of all, I am grateful to Almighty for giving me massive chance to complete this report.

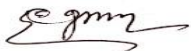
I would like to give thanks to my honorable academic supervisor **SayadaJannatunNaim**. She helped very much providing lots of information and techniques for completing this report.

I also want to express my thanks to my honorable industrial supervisor **Mr. Prabhakar Gupta Rauniyar**. He gave me lots of time during this report. He taught me lots of technical things for completion this final report.

Besides all the members of EKCL when I worked for completing this report, thanks and grateful to all the members.

At last my special thanks to Brac university concern who created this learning environment on Garment industry. It helps me to go ahead a long for my carrier.

Sincerely yours,



Md. Osman Gone

19281172

Executive Development Center,

BIGD, Brac University

Executive Summary

I completed this report on the basis of three-month Operational Practices for Garment Industry from Esquire Knit Composite Ltd. There are lots of department available in EKCL. Among them I worked on operation.

Esquire Knit Composite Ltd is a leading garments factory of Bangladesh. Lots of improving areas in here which need to know in others garments factory. From starting to end product lots of techniques I have seen what not maintained in others factory. Lean makes of many elements what I observed in existing in EKCL. Latest automation has been installed in EKCL which improving productivity and pressure down man power. There is a design studio which is very unique in EKCL. Lots of lessons are available in design studio of EKCL. Largest production volume is produced of EKCL with innovative system. In operation each department has to be followed and maintained such as OCD, OTT, and PCD. How to increase productivity in cutting production it a big example of EKCL. Before couple years their production was very low but now up to the mark positive they reached by using modern technology and proper utilizing man , machine , resources . Industry engineering department of EKCL is very bold. They are busy to work how to reduce production cost and inventing new system which simplify the work tasks for the workers. At this work environment becomes safety. EKCL sample section has various machine what are not available in other industry sample section.

So, in my report I basically focused on Garments Operation & I assume EKCL is the best place to learn.

Keywords: Operational practices, Apparel Industry, Industrial Engineering, EKCL Operation, Garments Industry Development, Cost Factor of Apparel.

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List of Acronyms

CM	Cost of Making
EPZ	Export Processing Zone
PD	Product Development
M&M	Merchandising & Marketing
RMG	Ready Made Garments
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
BKMEA	Bangladesh Knitwear Manufacturers and Exporters Association
EKCL	Esquire Knit Composite Ltd
IED	Industrial Engineering Department
PGD	Post Graduate Diploma
KIM	Knitwear Industry Management
OCS	Online Clothing Study
CAD	Computer Aided Design
KPI	Key Performance Indicator
JD	Job Description
JIT	Just in Time

Glossary

Work Study	Work study is a generic term for those techniques, particularly method study and work measurement, which are used in all its context and which lead systematically to the investigation of all the factors, which effect the efficiency and economy of the situation being reviewed in order to effect improvement.
Line Balancing	Leveling work load among the worker.
SMV	A compete product making time from starting to end procedure.
One Piece Flow	It's one of modern technique of production. In this system wip need less and productivity becomes more.

Chapter 1

About Organization

1.1 Overview of the Industry

Esquire Knit Composite Ltd. has been established for 21 years. Having the industrial knowledge of over 25 years from sister concern companies namely Esquire Dyeing Industries, FizaTex Ltd, L-Esquire Ltd, Tamanna Tex Ltd, Esquire Knit has focused on its business and successfully established the name as a world class Garment Manufacturer under one roof having a composite facilities of yarn dyeing, knitting, fabric dyeing, finishing up to garments make it a right choice for one stop solution for all kind of knitted garments. Fully automated State of art eco-friendly machinery and own design studio. Lab accredited by NABL, ESPRIT, C&A, NEXT.

Esquire Knit Composite exports readymade garments for different brands to Europe & American buyers. The main buyers are C&A, Best Seller, Ostin, Esprit, Mascot, Celio, Next, Tee Jays, Lidl, Pentex, P&C, Puma, Guess, Max, TBH etc.

EKCL is exporting RMG to the EUROPE & AMERICAN chain store, fashion brands and super markets. the major international buyers of the Company such as C&A, Best Seller, Ostin, Espirit, Mascot, Celio, Next, Tchibo, Pull & Bear etc. EKCL is proud member of The Bangladesh Garment Manufacturers and Exporters Association (BGMEA), Bangladesh Knitwear Manufacturers & Exporters Association (BKMEA), Bangladesh -German Chamber of Commerce, Bangladesh -Spain Chamber of Commerce, Bangladesh- France Chamber of Commerce

Esquire Knit Composite Limited has successfully certified to ISO 9001 (quality management system), ISO 14001 (environmental management system), ISO 18001 (occupational health

&safety management system) under the scope of UKAS (United Kingdom Accreditation Service), system certification scheme. EKCL is also oeko-tex standard 100 certified Company for usage of environmental friendly dyes stuffs and chemical approved by Hohenstein Textile Testing Institutes, Germany as well as Global Organic Textile Standard (GOTS), Organic Content Standard (OCS-IN) certification.

Esquire has a very sophisticated and most modern testing lab – accredited by National Accreditation Board for Testing and Calibration Laboratories- Nabl, Esprit, C&A& Next. EKCL is fully compliant with frequent random evaluation by world renowned institutes like: Business Social Compliance Initiative (BSCI), ITS, SGS, BV, UL etc.

1.2 Vision & Mission

Vision

The vision of Esquire Knit Composite is to continue self-improvement to serve customers with best quality product and service so that customer is satisfied to Esquire Knit Composite.

Mission

The mission of Esquire Knit Composite is to ensure quality products & services to the customers within the shortest possible lead time based on optimum utilization of the resources (Man, Machine, Materials) to achieve sustainable growth. It wants to make sure that the overall purpose and scope of the business is meeting stakeholder's expectations through maintaining business ethics and caring of the environment and extortion towards green planet.

1.3 Goals & Objectives

Goals

- Becoming world class brand
- Becoming leading position in Bangladesh
- Fulfilling customer satisfaction with best quality
- To achieve 70 % efficiency utilizing optimum resources
- Creating employment and removing poverty from Bangladesh
- Maintain Defect percentage below 0% which will be top in Bangladesh.

Objectives

- To achieve the manufacturing excellence
- To make a skilled manpower & wellbeing
- Earning the foreign currency for Bangladesh
- Skilling up Mid management & Upper management
- To make standard life style of the employee.

1.4 Organization Hierarchy

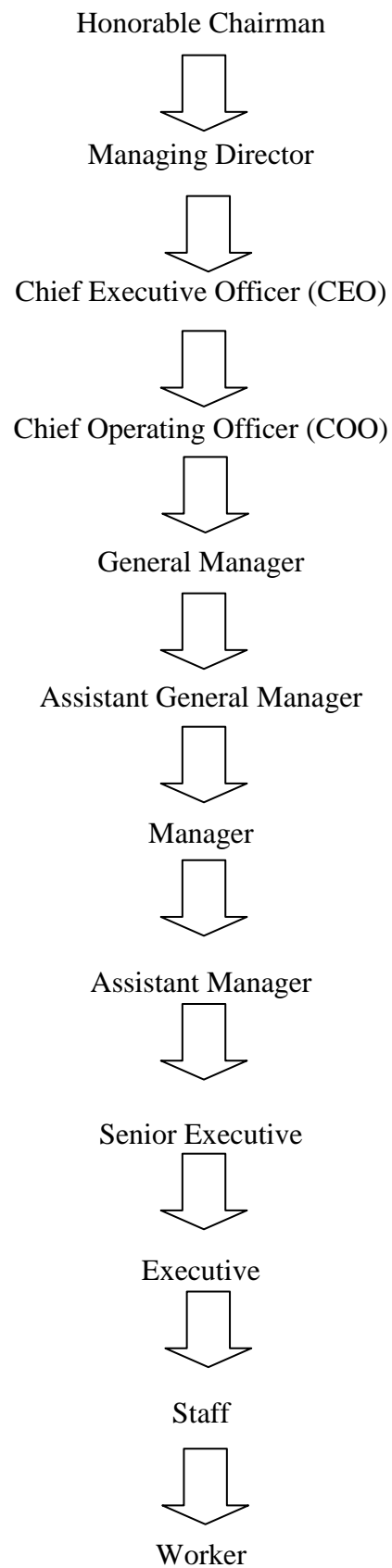


Figure 1: Organization Hierarchy

1.5 Organizational structure, Organogram, Branches and Departments

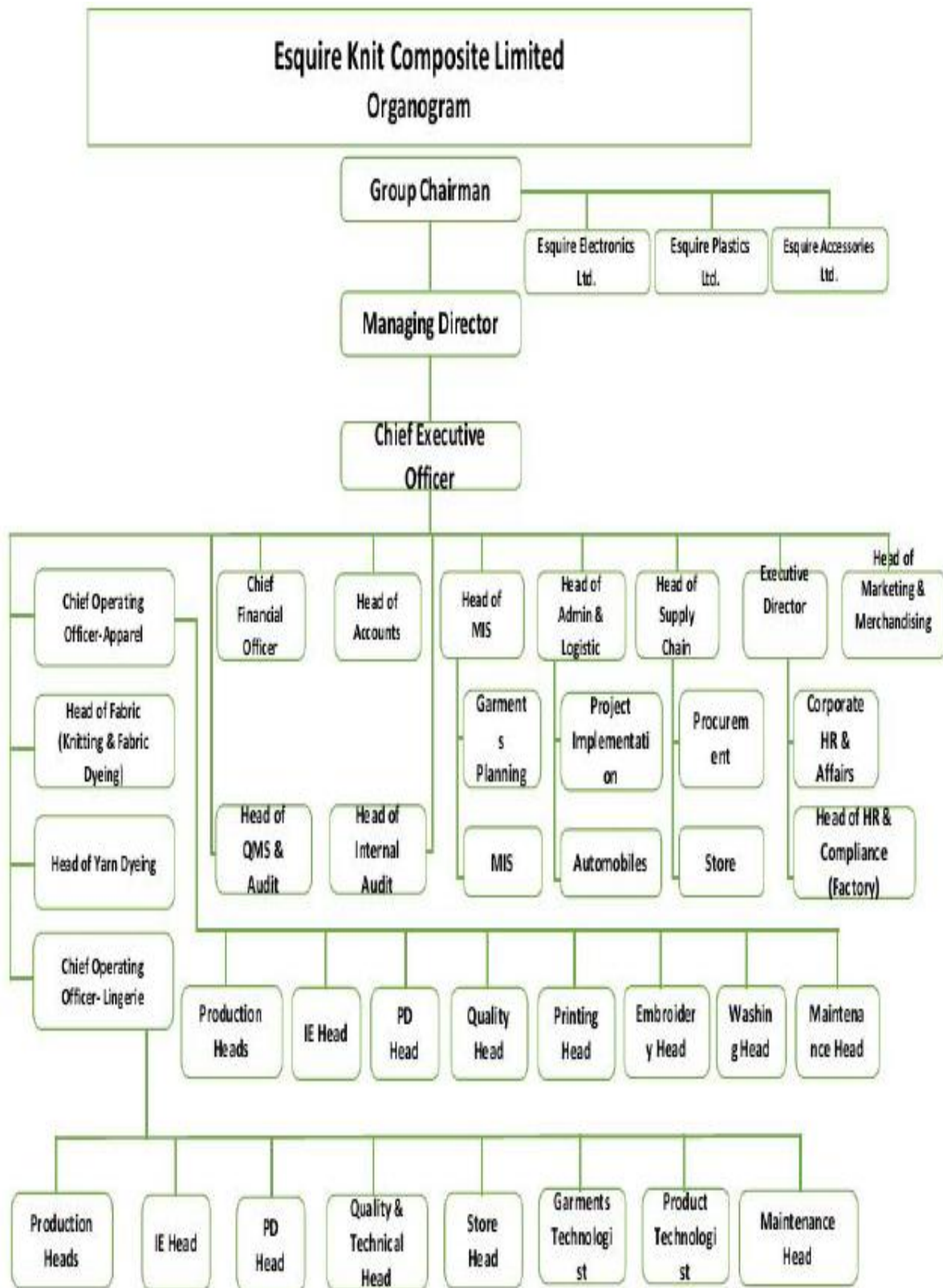


Figure 2: Organization Organogram

1.6 Products/services produced by the Industry

Esquire Knit Composite manufactures & provided lots of product or service by Textile & Garments to different customers in different countries.

Women / Girls Items :Long sleeve tee shirt, Tops, Sweet shirt, Bottoms, Long dress

Mens / Boys : Short sleeve tee shirt, Polo shirt, Pants, Hoodies

Children/ Kids : Kids hoody, tee shirt, top-bottom set, tang top

Fancy items: Tops, jacket, long dress, frill long bottom

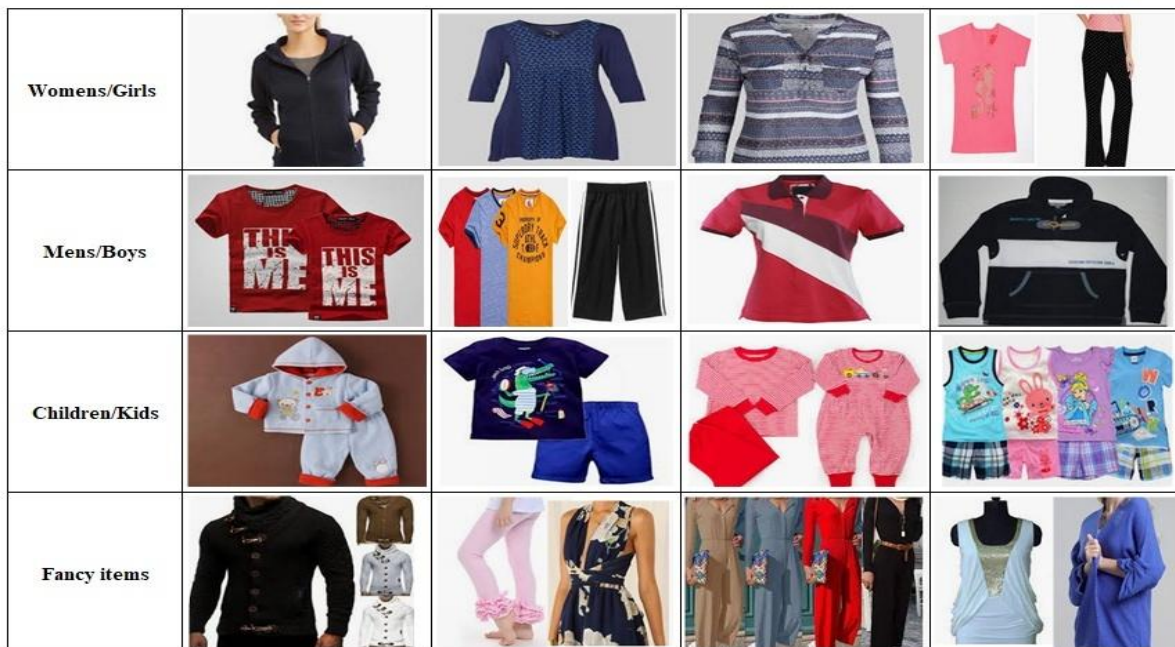


Figure 3: Products

Chapter 2

Description about task accomplishment

Basically, in this chapter I tried to discuss during 70 days intern-ship time how many sections I visited, I figured out those sections activities of Esquire Knit Composite Ltd. In garments basically whole manufacturing process is sorted out in 2 segments. They are textile processing and garments manufacturing operation. Textile processing is based on Knitting, dyeing, printing, Embroidery etc. Garments manufacturing operation is based on Merchandising, Product development, Cutting, Sewing, Finishing, Quality, Industrial engineering and etc. I have discussed regarding garments manufacturing operation in this chapter in below mentioned sections.

1. Merchandising & Marketing
2. Product development
3. Cutting
4. Sewing
5. Quality
6. Industrial Engineering

I passed my days during inter at mentioned section. I just figured out in the below with working days in the respective sections.

Serial number	Name of section	Intern days
1	Merchandising & Marketing	12 days
2	Product development	16 days
2	Cutting	13 days
4	Sewing	10 days
5	Quality	6 days
6	Industrial Engineering	13 days
	Total	70 days

So now discussion is giving in the below:

2.1 Merchandising & Marketing

In EKCL Merchandising & Marketing called M&M in short. Eventually M&M is called heart of garments. This section is very core section of a garment for business. An order from starting to end merchandiser is to look after. So it's important is massive.

In EKCL Merchandising & Marketing is divided in 2 segments in their work way,

1. Marketing

2. Operation

Marketing merchandiser of EKCL basically communicate with buyer. They confirm order, they negotiate price with buyer & so on activities they do.

On the other hand, Operation merchandisers normally follow up and communicate with others departments. For example, operation merchandiser is to contact with sewing's concern person, cutting concern person, IE section, Quality concern persons and etc. Both merchandisers (Marketing & Operation) following task they do:

The following task does the Merchandiser:

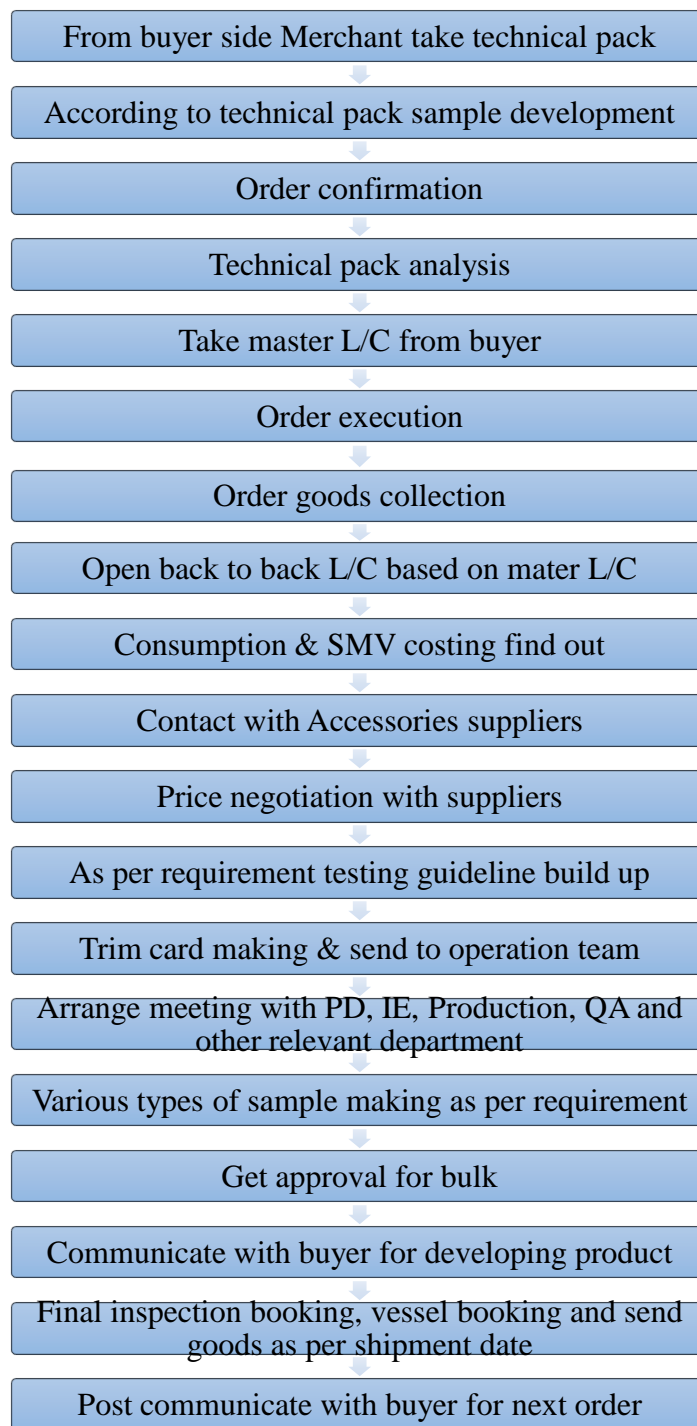


Figure 4:Merchandising Activities

Personally, how many days I stayed at M & M department I learned a lot. I worked very closely with merchandising team there I have find out to improvement area more. In the next chapter I will discuss regarding points.

2.2 Product Development

Product Development is called PD department in Esquire Knit Composite Ltd. This department is very vital department for developing product. In EKCL this department has massive team and strong team. Basically, these department activities have been divided in 2 segments:

1. Technical Team
2. Sample team section

Technical Team of EKCL see the technical part of every order. The following activities do the Technical team of EKCL:

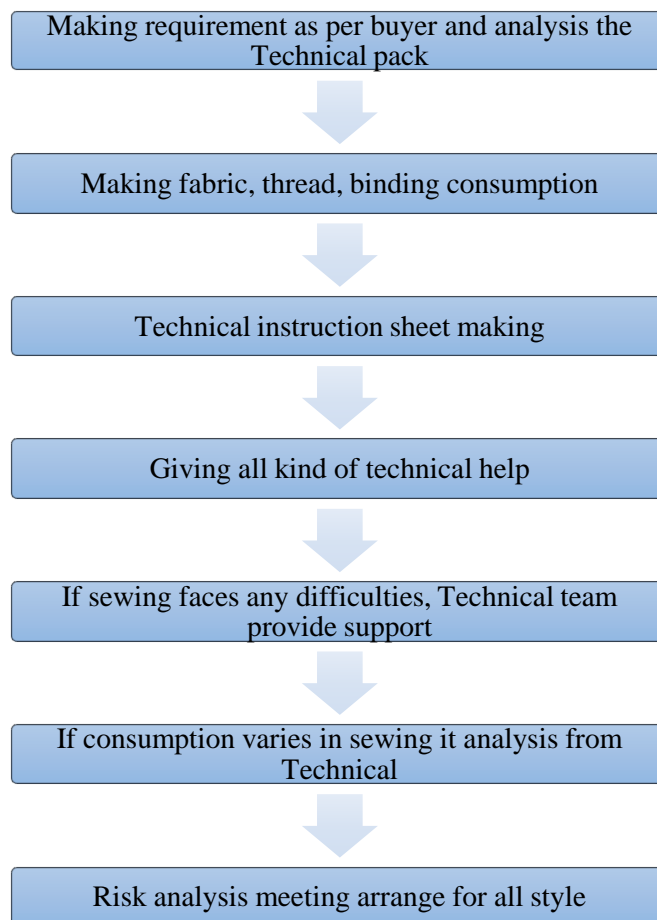


Figure 5: Technical Team Activities

Sample section follows the requirement of Technical pack or others sample which are approved from buyer. Sample team of EKCL sees and does the following activities:

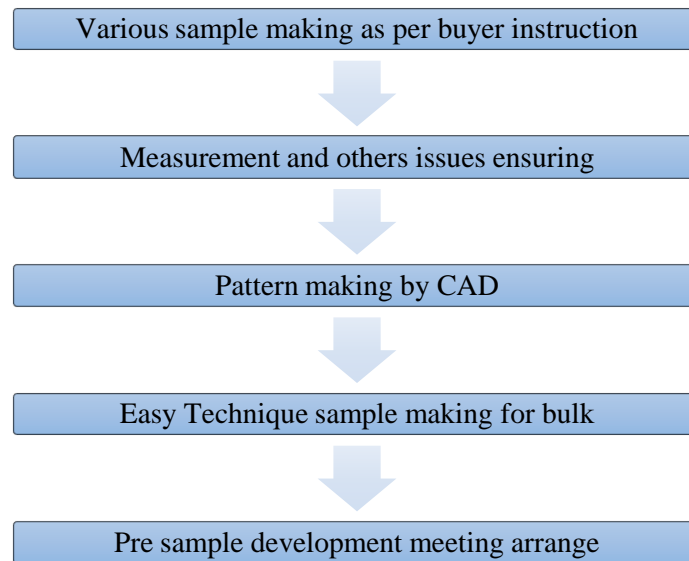


Figure 6: Sample Team Activities

I closely worked with their team I have learned many things. How to do thread costing in short and easy way I knew. Before I knew but that was not the practical way. Besides I learned CAD activities, Pattern knowledge from this team in easy and effective way. But I have some observations regarding this section of work which I will share in next chapter.

2.3 Cutting section

Cutting section is very Important area for getting quality product. In the EKCL a strong cutting is available that work effectively. They cut the panel according to pattern. A specific process flow they follow and work accordingly. If cutting team is weak not to get quality product from that organization.

A process follow chart is given the following of EKCL:

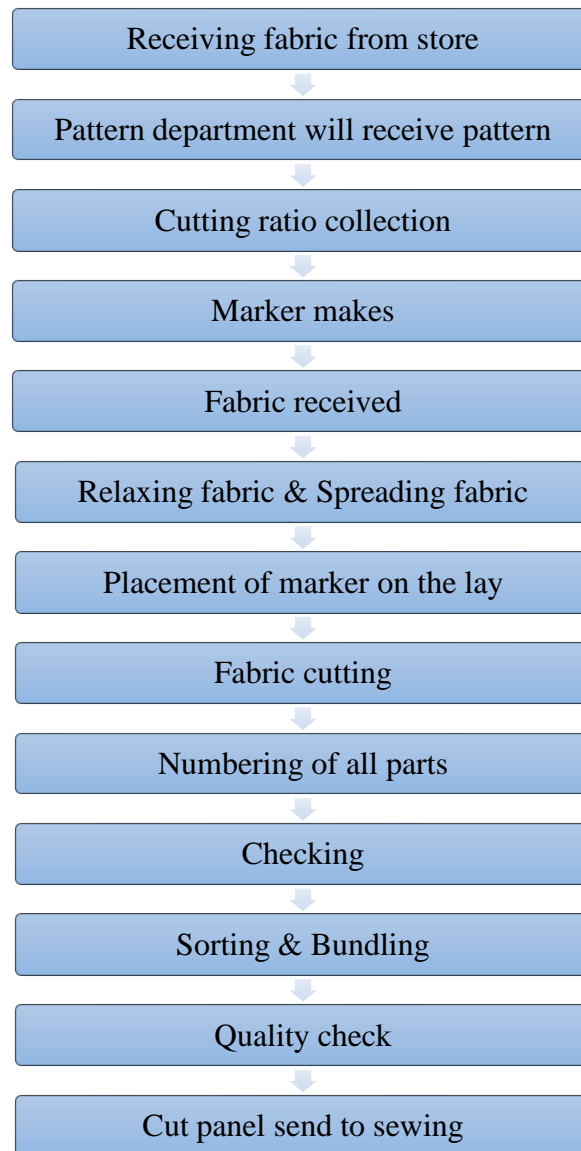


Figure 7: Cutting Activities

I have observed closely their activities at the same time lots of new things I learned from EKCL cutting team. Basically, in EKCL 2 types of m/c used in cutting. One is Automatic cutting & spreading machine and straight knife machine and manual spreading. Automation usually is used for solid panel and manual cutting and spreading is used for stripe panel.

2.4 Sewing section

Sewing section is called the main operation from where manly product making happened. A quality sewing product becomes a good quality garments it is proved. There are total 101 sewing lines in EKCL. Product categories become different. In a line has to be done T-shirt, Polo shirt, sweat shirt, Jacket, Bottoms etc. In EKCL this section worker has to be sorted out in 2 categories they are Operator and helper. In the following the follow chart of sewing section is figured out:

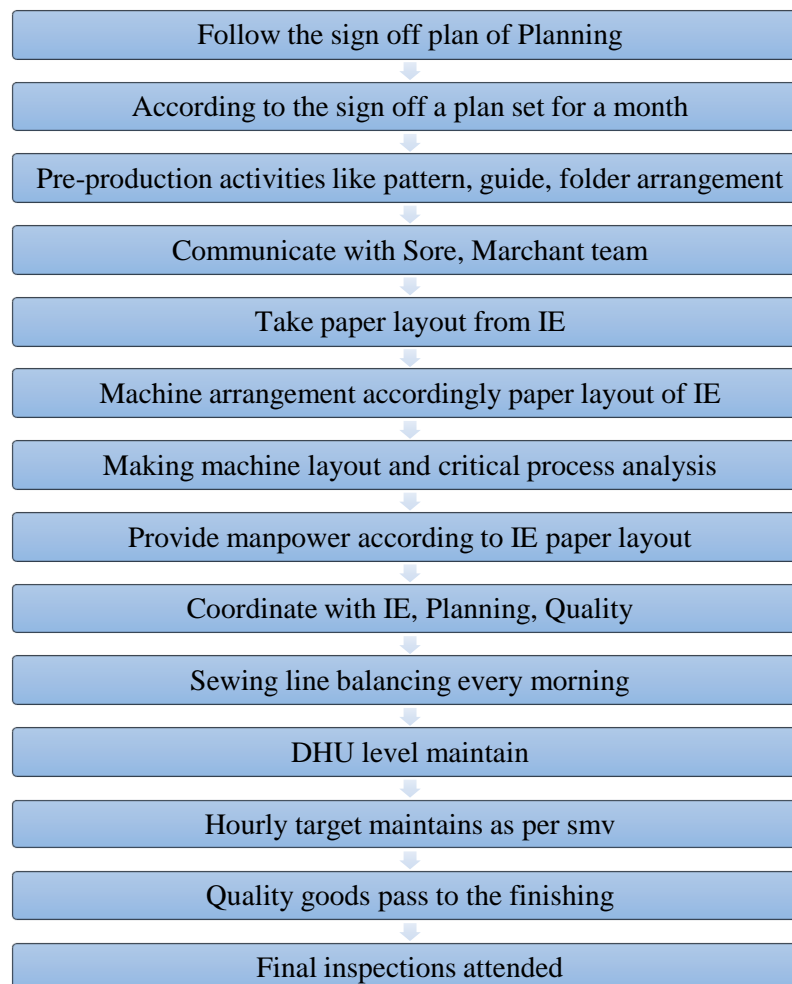


Figure 8: Sewing Activities

Lots of practical knowledge I have learned from sewing concern. In the EKCL lots of skilled operators work. I have had a good idea about operators rating observing their work. I have

introduced with many new machines which are not seen before. How to make pattern I have cleared ideas from this team. In the EKCL they follow several types of layout. In the practical way I have learned those points.

2.5 Quality Section

Quality section is very vital for any company of garments. Quality section always co-operate with production team. In the EKCL quality team is also big and strong team. Their working area has defined as below

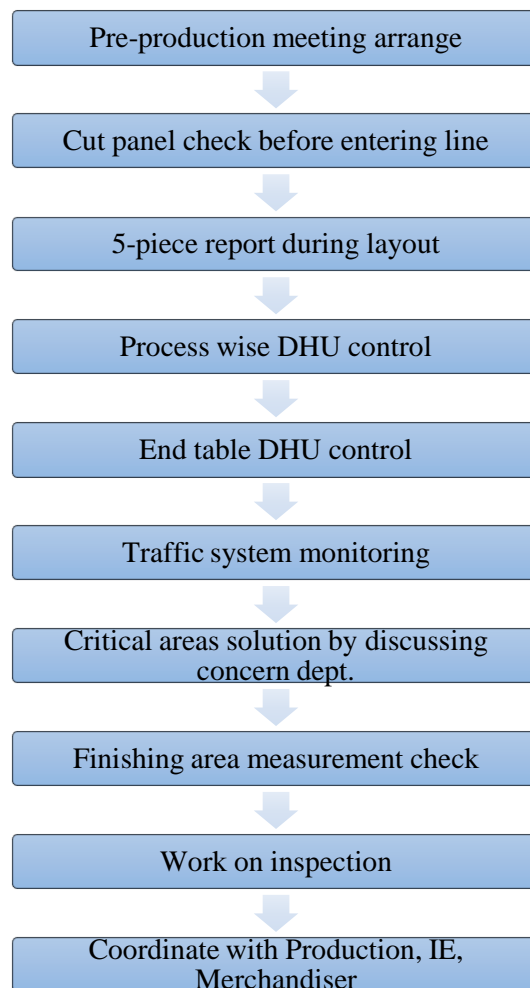


Figure 9: Quality Section Activities

2.6 Industrial Engineering

Industrial Engineering is a branch of engineering where uses lots to techniques for improving higher production and efficiency by reducing cost. This department main act is to use optimization of man, machine, material, method. In EKCL this team is very large. Basically, this section has made for to reduce cost at the same time for increasing higher productivity. After establishing this department lots of visual changed happened in EKCL. In the EKCL this section's activities have segregated in 2 ways,

- ❖ Pre-Production IE Team: Pre-Production team mainly follows the following activities:

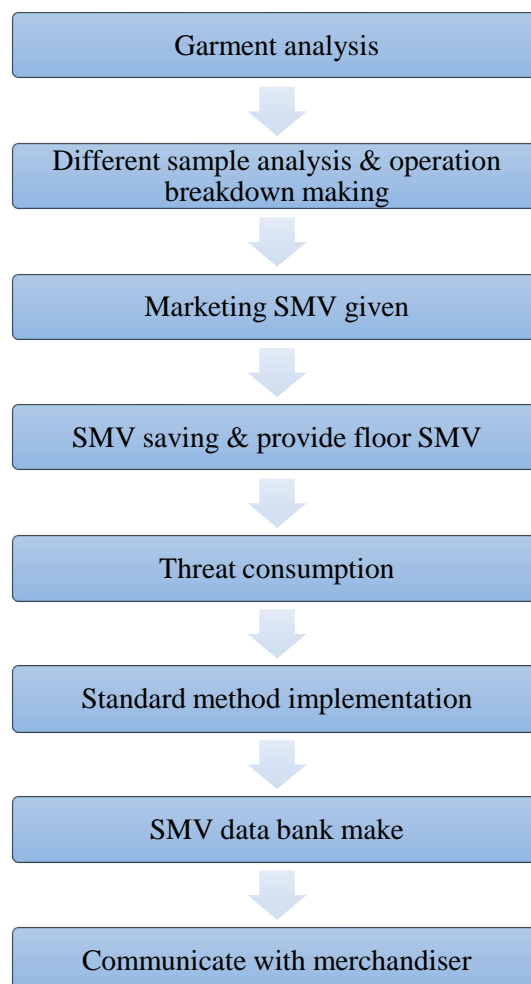


Figure 10: Preproduction Activities

❖ Operation IE Team: This team mainly acts the following activities

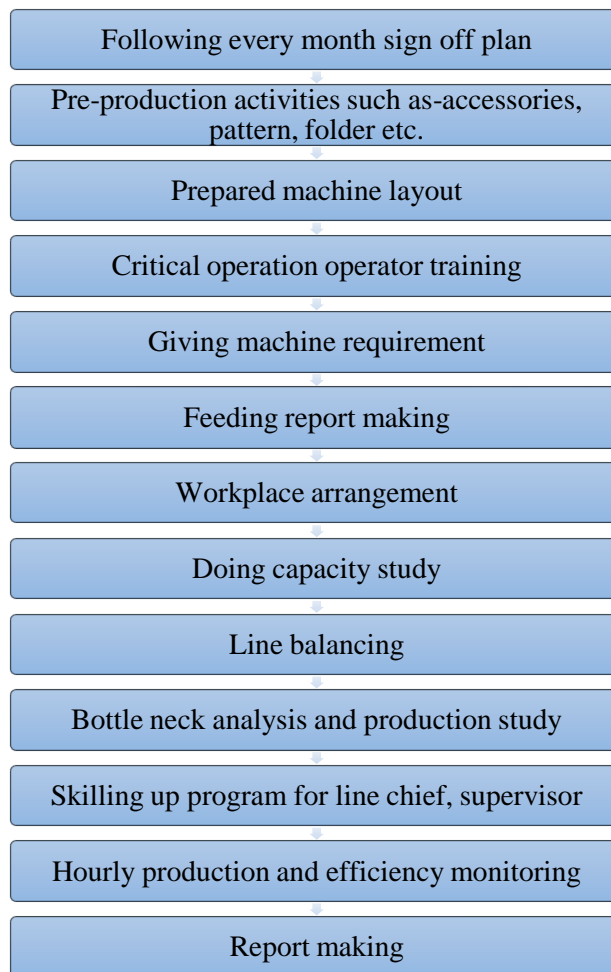


Figure 11: IE Activities

Industrial Engineering is very essential for every apparel industry. Basically, the main KPI of EKCL is the given below:

- Reduction of cost
- Productivity enhancement
- Process standardization
- implication of process
- DHU level maintain
- Wastage elimination

Chapter 3

Critical assessment of Internship work

Lots of unknown topic I have learned from this three-month internship project. Basically, during PGD-KIM course theoretically we were taught. I tried to match these points with practical work. Successfully I found these things matched. After coming this intern project, I became very clear regarding our full PGD-KIM course what sir / madam taught. Besides going to various departments for intern I have seen different environment which I did not see ever. At this self-confidence has been grown up a lot. How to grow up professional attitude, professional personality, technical knowledge, practical knowledge and so on learnt from this 3-month long intern.

I have noticed and faced some critical points during three-month internship program and try to solve through applying my knowledge. At this I have learned something new:

- i. Individual People involvement align with company goal
- ii. People with team involvement align with company goal
- iii. Creating friendly environment for all
- iv. Innovative development
- v. Accountability assurance
- vi. Chain of command follow

Mentioned points are new for me and I tried to utilize this chance. If an industry above points are well organized, I assume that company or industry will be popular and worker friendly in our country. A very interesting thing I have learnt also that is, In EKCL culture if any problem comes, they think a door has opened to learn. It is very interesting and outstanding theme for motivation. I grew up this theory in my mind that problem means working opportunity.

3.1 Application of Generic and Industry specific courses during internship

I have learned lots of important things in generic and industry specific course during internship. From generic knowledge it is possible to enhance technical knowledge. I found below application of generic and industry specific course during internship.

Application of Generic:

- After completing generic course, it helped me to upgrade my communication skill.
Now it is far better
- I have learned how to take under pressure and give decision in that moment
- It made me my personality decent and acceptable to all
- Leader ship skill became strong and sustainable
- I helped for updating analytical skill and good decision maker
- I have learned by this course how to work as team, how to do self-reliance and self-belief
- Increased the ability of problem finding ability & cost benefit analysis
- Understood profit and loss interaction

Application of industry specific course:

- Learned textile fiber to complete product making system
- Learned about Fabric types, embroidery & printing types
- Given knowledge regarding update cutting system in apparel industry
- Improved knowledge how an industry would be profitable and IE role in industry
- Showed lots of production system in Bangladesh as well as outside

- Learned how to reduce company cost
- Showed modern layout of Bangladesh and given knowledge about various machine
- Learned about standard quality level and international acceptance
- Lots of calculation we learned such as company capacity, line capacity, smv, fabric cost, fabric consumption etc
- Learned how to supply chain management be strong and work effectively

3.2 Suggestion for industry improvement

During my internship periods I have lots of observations I assume it will be very effective if follows. It is possible to turn around present situation to better situation in Apparel industry. I have lots of suggestions among them main points are given below with detail:

1. **Mid Management Skill up:** In Bangladesh apparel industry mid management is very weak. Except it this sector cannot be gone ahead. The main gaps are between mid and top management. If a company has huge communication gap between them, it can't be improved.

For mid management skill up, first of all need training. Not only that practically they have to be made sound knowledge. A specific time and schedule have to be given from top management.

If it is done lots of improvement will come in out Apparel industry:

- Pressure will reduce from top management
- Foreign Management demand will be decrease

- New job position will create
- Factory will be benefited

2. **None Productive Time Reduction:** A company profit & loss depend on non-productive time reduction. A company can reduce the more, that company becomes more profitable.

A single and every none productive minute has to be counted. For counting strong IE team needed. They will record it and show them for whom none productive will come. At this responsible section will be more conscious as a result NPT will reduce.

If it is possible, industry change will become surely:

- Wastage will be reduced
- Produce time will be grow up
- Product making cost will be possible to decrease than present cost
- Optimum Utilization possible Man, machine & material

3. **New Technology &Automation:** It's very important for industrial improvement. The more days gone technology will be change at the same time the modern technology has to be applied otherwise not possible to sustain in business. Automation is the same.

For applying new technology must be update and see around the world. For implementing it Industrial Engineer can play vital role.

If possible, to make understand its positive side to top management, they must connect with that technology and automation.

- Pressure will be low down on Manual
- Company profit grow up
- Work simplification

- Work time reduction

4. **Worker Training:** It's also very important tools. Worker are the main pillar of Apparel industry. Without their upgradation not possible to turn this sector. For working lots of things needed such as efficiency, targe, capacity, compliance etc if we can make them understand floor productivity will be improved much.

A training calendar has to be set and followed. Compliance issue will teach them from HR person. How to calculate target, capacity, efficiency, has to be taught from IE person. Besides motivational program may arrange from management.

If this trend starts industrial environment and improvement will come very much:

- Productivity increase
- Friendly environment creates
- Optimum utilization possible
- Labor strike possible to stop

5. **Technical Workshop Arrange:** In organization lots of people work. All are not same experienced in their work. That's why technical workshop must need for industry improvement.

According to designation this workshop will be set up. Here technical and practical discussion and activities will be held. Respective head will present this workshop session. This session may be inside factory or outside of factory.

If this is done lots of improvement areas will be visual,

- Practically sound
- Proper utilization of management

- Possible to simplify work task
- Profit percentage high

6. **Incentive System:** Incentive is just a reward for one's work. At this he or she becomes motivated. So, it is also very important point for industry improvement.

There are lots of ways to provide incentive among the workers. Basically, if a worker fills up his daily target in a certain efficiency level, he or she will get the incentive. Incentive amount will vary factory to factory and it will set from HR section.

If it is possible to establish the following output will come:

- Individual efficiency level will be high
- Overtime reduction
- Plan target meet
- On time Shipment possible
- Optimum utilization man, machine & resource

7. **Discipline & Compliance Session:** It is very vital part for a company. Buyer give priority most in this point. If an industry exists satisfactory compliance level, lots of buyer wants to work there.

This session has to be come from HR concern. They will draw a plan and execute it perfectly. This knowledge is needed for all workers and staff. But should focus on workers for enhancing this compliance knowledge. 5s should be maintain properly.

If it is possible to start the following matter will be come:

- Buyer satisfaction level high
- Final inspection pass

- Wastage possible to reduce
- Standard work environment set

3.3 Learning for self-improvement

During 3-month internship lots of learning area has been created. If these learning utilizes properly our job field will be benefited much as well as our apparel industry will be grown up more. In the following learning points are given:

- **Analytical skills improvement:** During my 3-month internship lots of analytical skills became improved. During study time I have enhanced my knowledge regarding m/c, way to work process etc. I will utilize it on my own job field.
- **Improve negotiation skill:** During 3-month internship when I was in merchandising department, loss of negotiation skill I improved. On that time merchandiser negotiated with their buyer on their product price. They followed several criteria to negotiate. So now I am much better in negotiation. In my work field I will use it effectively.
- **Improve communication level:** Before internship I did not know how to communicate with buyer. But how to communicate with buyer even worker level or how to motivate others I knew it practically during internship. It will give me lots of benefit in my real field.
- **Challenges to be faced:** Challenge may come any time and has to be prepared to face that challenges. During internship I have seen in the sewing floor how line balance they do when suddenly operator or helper absent. Besides suddenly any time of problem come in factory and hamper the production. In that time situation handling is very important. I captured it successfully. Hopefully I can utilize this in my job field.

- **Technical knowledge sound up:** Lots of new area I have gathered in my head. Especially technical and practical knowledge I became sound. In every section when I went new and innovative things I captured.
- **Knowing about various machine** in sewing, cutting, dyeing, knitting
- **Innovation and Automation:** In the EKCL lots of automation are used currently. Those are very effective for up gradation. ERP software is used here its up to date software nowadays. Besides lots of innovation which help to increase productivity. Process merge, process development, motion reduction etc learned from IE section during internship period. Those are very helpful for my job field.
- **Working as a team and increased self confidence:** Apparel industry is a large industry. If anyone wants to work individually even if he does better, this betterment will not bring any result. So team work is very important for achieving target. I learned this point from here. At the same time self confidence I got from that. These two tools help me in my career.
- **Expert in making Report:** Lots of report I have seen during internship period. Especially I worked in Microsoft excel in IE department. Their report making I followed then I myself did that report too. Hopefully those reports making knowledge will help very much in my practical life.

Chapter 4

Conclusion

I observed all the activities from starting my internship program to end of the program. In three months, I visited most important areas where are very needful. Operation's six sections I covered in that my internship time frame. Now a clear idea I have gathered in my account on Knitwear industry operation through working with Esquire Knit Composite ltd team. When a order is started to end full areas I covered by doing lots of activities and going different departments. Business's objective is to gain profit. But this profit comes when the finished goods come through right process and quality level is satisfactory. Not only that manpower utilization also a core point for a company profit/loss. This full process I learned by this internship program in different section. I am very much confident that in operational sides, dealing or negotiation now I can do.

Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) made me confident giving me lots of opportunities which help me for my future profession of RMG section. I also believe I have been right candidate for the post.

References

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Appendix A.

KPI: Key Performance Indicators (KPIs) are measured to assess where the factory currently stands and to find key focus areas where management needs to look into.

5S: 5S is about sorting of things in your workplace and inventory stores. Keep workplace and floors clean and arrange things in right order for easy access.

Kanban: Kanban is a workflow system. Kanban tool improves visibility and limit Work in Process. Where factories use Kanban, it helps to eliminate building excess work in process (WIP) in production lines

Error proofing: Error proofing aka Poka-Yoke is any mechanism in a lean manufacturing process that helps an equipment operator to avoid mistakes. It helps in designing a process in such way that there would not be minimum chance of producing defective product. Its purpose is to eliminate product defects by preventing, correcting, or drawing attention to human errors as they occur. Even error proofing technique can be used in information generation, reporting system.

Quick Changeover: Quick changeover, one of the lean manufacturing tools, is used in reducing waste in garment making process. While setting a line with new styles, line losses lot of time which is known as set-up loss. Quick changeover or SMED method provides an efficient way to set lines for the new style in less time.