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***“ Supply Chain Management and Export/Import
Activities of Avery Dennison Bangladesh ”***



Internship Report on
***“Supply Chain Management and Export/Import
Activities of Avery Dennison Bangladesh”***

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7th December, 2017

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Subject: Submission of Internship Report.

Dear Sir,

I would like to take the opportunity to thank you for your guidance and support you have provided me during the course of this report. Without your help the report would have been impossible to complete. With deep gratitude, I would like to acknowledge the help provided by Syed Zahidul Alam Chowdhury, Senior Executive (Supply Chain,Export), Avery Dennison Bangladesh for providing utmost supervision during my period of internship in the organization. To prepare this report I have collected what I believe to be the most relevant information to make my report as analytical and reliable as possible. I have concentrated my best effort to achieve the objectives of the report and hope that my endeavor will serve the purpose. The practical knowledge and experience gathered during my report preparation will immeasurably help in my future professional life.

I would really be grateful if you enlighten me with your thoughts and views regarding the report. Also, if you wish to enquire about an aspect of my report, I would gladly answer your queries.

Thank you again for your support and patience.

Yours Sincerely,

Ahmed Hossain

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Acknowledgement

At the very beginning I would like to thank Almighty Allah for giving me the strength to finish the report within the scheduled time. During the preparation of this report I have received generous help from many individuals, which I would like mention, with my deepest gratitude.

First of all, I must take this opportunity to thank “Avery Dennison Bangladesh Limited” and Shahriar Malik, Head of Supply Chain, for giving me the opportunity to complete my internship program in the organization.

I would like to convey my deepest gratitude and thanks to Md. Shamim Ahmed, Lecturer, BRAC Business School, BRAC University, for his constant guidance and advice through out the entire period.

I would like to express my heartfelt gratitude to Mr. Syed Zahidul Alam Chowdhury, Senior Executive, Supply Chain Department (Export), Avery Dennison Bangladesh, who was my supervisor in the organization. He spent his valuable time for me and gave me valuable suggestions, which helped me to complete this report.

Finally, I would like to thank all the employees of Avery Dennison specially the Export team for their kind co-operation in the organization and I also would like thanking all my friends without the help and assistance of whom it would have been tough to complete this report.

Executive Summery

Avery Dennison Bangladesh is the pioneer in the industry of garments packaging and labeling in Bangladesh and also all over the world. It is serving a huge range of customers for many years all over the world. This company is just a Brand and a mane of excellence in the RMG industry of Bangladesh. Behind being a successful company the employees of the organization have been playing a vital role and the company also values its people first. By working in the Supply Chain Department (Export) I have come across the whole Export and Import activities in this department, tagging requirements of the Supply Chain department of Avery Dennison Bangladesh.

The title of the report is “*Supply Chain Management and Export/Import Activities of Avery Dennison Bangladesh*”. The report is mostly based on secondary data analysis. In the overall report I have tried to focus mainly on how Avery Dennison Bangladesh Supply Chain Department runs and manages the export/import activities in delivering packaging and labeling goods to its customers which hold some unique and distinguished characteristics.

This report is a detailed representation of all the mentioned topics and contains a preliminary discussion about Avery Dennison. This company is the market leader in the packaging and labeling sector in Bangladesh. In the overview part the vision, mission, objectives, products and services are described. The Export/Import activities starting from the order taking to the Delivery process is described in an elaborate manner.

Finally, I have tried to give some recommendations from my learning that I have got from my day to day job at Avery Dennison and from my university lectures as well.

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An Overview of Avery Dennison-

Avery Dennison is a global leader in pressure-sensitive and functional materials, and labeling solutions for the retail apparel market. Our applications and technologies are an integral part of products used in every major industry. Its Corporate Headquarters in Glendale, California, operations in more than 50 countries with more than 25,000 employees worldwide and sales of \$6.1 billion in 2016. Avery Dennison serves customers with insights and innovations that help make brands more inspiring and the world more intelligent. Avery Dennison Corporation (NYSE: AVY) is a Fortune 500® company.

However Paxar is operating in Bangladesh as a subsidiary of Avery Dennison Corporation under the name of Paxar Bangladesh Limited. It has gradually become one of the leading manufacturers of this particular industry in South East Asia. Avery Dennison Corporation completes the acquisition of Paxar Corporation in 2007 which is one of the top MNCs of USA. Avery Dennison manufactures and distributes display graphics, labeling and packaging materials, retail graphic embellishments and RFID tags that companies around the world use to engage customers and efficiently manage their inventories.

Avery Dennison Bangladesh is working with their consumers by adding value for them, creating customer's brand image, building customer's brands, generating new ideas, creating new products, managing their data and distributing their merchandise throughout supply chain. They design and manufacture tickets, tags and labels and provide the technology, including the printers and software controlling systems. Their pressure-sensitive adhesive labels, tags and packaging materials enhance shelf-appeal of readymade garments, beauty products, food items, beverages and health products; simultaneously provides consumers with important information. The customers of Avery Dennison Bangladesh are the world's major RBOs (Retailers & Brand Owners), branded apparel companies and industrial markets.

Introduction-

Rationale-

Hypothetical data isn't adequate for business undergraduates in light of the fact that there is a space between hypothetical learning and functional ground. This entry level position report has been started predominantly to cover the essential prerequisite of finishing my BBA program and to reduce that space between the hypothetical and viable learning. Thus, the real thought on different exercises and capacities particularly the Supply Chain Department practices of Avery Dennison (AD) helped me a lot to gain practical knowledge while learning organizational culture. It surely will help me in future to expand my productivity and viability.

I trust that the examination, discoveries and proposals will be useful for the association to successfully use the advantage of inventory network administration and increment the proficiency and adequacy of their present operations. The use of these tools enables the electronics industries of Bangladesh to a great extent. Again Avery Dennison (AD) will be able to match its supply and demand in a much more coordinated fashion while ruling the RMG sectors all over the world with their excellence, delivery system, productivity and dignity.

Background-

History of Avery Dennison-

Avery Dennison Corporation was formed in the fall of 1990 by the merger of two *Fortune* 500 companies, Avery International Corporation, based in Pasadena, California, and Dennison Manufacturing Company, headquartered in Framingham, Massachusetts. Best known for its office labels, the merged firm also manufactures consumer packaging labels, self-adhesive stamps, MARKS-A-LOT and HI-LITER markers, automotive films and labels, tapes, specialty chemicals, and stationery.

The two companies had a relationship that dated to 1941, when, following the resolution of a patent dispute involving a dispenser for self-adhesive labels, Dennison became Avery's

customer. Avery supplied labels to Dennison that the Massachusetts company sold under the brand name Pres-a-ply, competing with Avery products. By formally joining their two companies Avery and Dennison now share a history dating back almost 150 years.

R. Stanton Avery founded the company that would eventually become part of Avery Dennison Corporation in 1935 with capital of less than \$100 from his future wife, Dorothy Durfee. Avery created Kum-Kleen Products to produce self-adhesive labels using machinery he had developed while working at the Adhere Paper Company.

Based in Los Angeles, Kum-Kleen first marketed its labels to gift shops and antique stores and then expanded to other retail establishments, including furniture, hardware, and drug stores. In 1938, Avery Adhesives, the company's new name, suffered a fire that destroyed all of its equipment except a stock of labels. While rebuilding, Avery implemented changes in the die-cutting machinery; the technology Stan Avery developed remains the standard for the industry.

Before the development of self-adhesives, labels were either pre-gummed or applied with glue. Initially self-adhesive labels did not have a coating that would facilitate removal of the label from its backing and they were therefore difficult to use. Early labels were punched rather than cut. The innovation of Avery Adhesives occurred on two levels: technological—improving and streamlining the manufacturing process, and product definition—creating a market.

World War II and the total economic mobilization it necessitated created problems for Avery Adhesives as well as for other industries. The raw materials needed to produce the adhesive for the labels—natural and synthetic rubber and solvents derived from petroleum—were needed by the military. Avery Adhesives, needing permission from the federal government to continue production and to obtain materials, focused on manufacturing industrial items rather than the labels for consumer goods it had previously produced. Among the products were waterproof labels bearing “S.O.S.” in Morse code that were stuck on rescue radios. When the war ended, this focus on labels for industrial and commercial uses persisted. The war economy hastened market acceptance of pressure-sensitive labels.

In 1946 Avery Adhesives incorporated, becoming the Avery Adhesive Label Corporation. At the time of incorporation, more than 80% of the company's output consisted of industrial labels that

were sold to manufacturers who placed them on their own products—usually consumer items—using automatic label-dispensing machines. The original retail base of Avery Adhesives persisted, providing 10% of output. The company sold unprinted labels in dispenser flat-pack boxes to stationery stores and other retail establishments through a distribution network. The final aspect of the new corporation's business consisted of selling pressure-sensitive materials to printers and others who used them in other products, such as masking tape. Tape rolls produced by Avery were used in the manufacturing of department store price labels. This aspect of Avery's business, which contributed 10% to output, was known as converting. These industrial categories were the forerunners of Avery's divisions in the 1960s and 1970s.

In the 1940s Avery perceived itself as the only company in the self-adhesive label industry to offer a full line of products. Competition did exist for transparent mending tape, not part of Avery's line. Minnesota Mining and Manufacturing—3M— was the leader in that field.

A challenge to Avery occurred in the 1950s in the form of a patent suit. Avery had taken out a patent for its method of producing self-adhesive labels. Because other self-adhesive products predated Stan Avery's technological innovations, the label itself could not be patented. In 1950 Avery Adhesive brought suit against Ever Ready Label Corporation, then the leader in the industry, alleging infringement on Avery's basic patent. In 1952 a New Jersey court ruled against Avery, stating that there was "not an invention" and that the patent was on a method, not a unique product.

The loss of the patent had serious consequences for Avery, ultimately changing the nature of its business, and had a ripple effect on the self-adhesive and label industry. The short-term outcome of the patent decision of 1952 was the creation, in 1954, of a new division, the Avery Paper Company. The division produced and sold self-adhesive base materials, often to competing label companies. Eventually this division dominated manufacturing at Avery, eclipsing label sales.

In the 1960s four different branches made up the loosely defined label industry. There were manufacturers of various rubber stamps for paperwork, metal labelers including engravers and stencilers, adhesive label manufacturers, and producers of specialized marking devices. The total volume of this diverse industry was approximately \$150 million with annual growth of 3%. In

the adhesive label category the leading manufacturers were Avery Products Corporation—the name was changed in 1964; 3M; the Simon Adhesive Products and Eureka Specialty Printing divisions of Litton Industries; and the Kleen-Stik products division of National Starch and Chemical Corporation.

Avery had four divisions in the marking or identification aspect of the industry. Fasson, the new name of Avery Paper Company, was a supplier of raw materials. A second division used these raw materials to manufacture Avery labels. Another division, Rotex, manufactured hand-embossing machines, and Metal-Cal, acquired in 1964, made anodized and etched aluminum foil for nameplates. Another aspect of Avery's business in the 1960s was machines that embossed vinyl tape. Avery's main product continued to be self-adhesive labels used in a range of products, including automobiles and airplanes.

The 1960s represented a period of much growth for Avery and U.S. industry in general. The period witnessed the rise in mergers and the development of the diversified corporation, culminating in the emergence of the conglomerate.

In 1961 Avery became publicly owned; it was listed on the New York Stock Exchange in 1967. That year, the company had 2,500 workers and two major components. Label products included the domestic Avery Label division and four wholly owned foreign subsidiaries. The other component was base materials, predominantly Fasson and Fasson Europe. The major buyers of base materials were industrial firms, including the graphic arts trade. In 1968 Avery's share of the industry's \$200 million of sales was \$63 million. The late 1960s were good years for Avery, as it developed specific units to target specific markets.

In 1974 Avery made the *Fortune* 500 list for the first time. Avery was last on the list, while its competitor 3M was 50th. The 1970s presented Avery with the first major impediment to growth since World War II. Once again the company faced problems caused by a situation outside its immediate control. The oil crisis of 1975 heavily affected Avery, a company dependent on petrochemicals. Avery faced increased costs, oversupply, and declining demand. The price per share of Avery's stock dropped to \$22, from a high of \$44 the previous year.

By 1980 Avery had reversed its downward slide by diversifying and by controlling costs, prices, and employment levels. The materials units included raw materials, Fasson, and specialty materials, such as Thermark. Thermark produced hot stamping materials for automobiles and appliances. Fasson continued to be the bread-and-butter unit of Avery; its self-adhesives were now being used on disposable diapers. The converting unit had moved into the production of labels for data processing and home and office use. Avery continued to maintain foreign operations, centered in Western Europe and located as well in Canada, Mexico, and Australia.

Seven years later Avery International was the nation's leading producer of self-adhesive materials and labels. The company's revenues were three times greater than ten years previously. In the late 1980s, however, profits flattened. The main reason were Avery's involvement in the disposable diaper market and its ongoing competition with 3M. Avery first began producing tape for diapers in 1977 and by 1984 was the sole supplier to Kimberly-Clark, manufacturers of Huggies. 3M did the same for Pampers. 3M's tape was one piece while Avery's contained a tiny piece of plastic that could fall off and perhaps be swallowed. Kimberly-Clark turned to 3M. In 1986 Avery developed its own one-piece tape in an attempt to win back Kimberly-Clark's business. Avery also attempted to challenge 3M in two other areas—transparent tape and self-sticking notes. Avery later abandoned this effort.

In a thorough restructuring, beginning in 1987, Avery closed some manufacturing facilities, domestic and overseas, and announced plans to cut the number of employees by 8%. Avery was, however, succeeding in its attempt to strengthen its share of the diaper tape market.

Both Avery and Dennison received a large amount of revenue from overseas operations. The merger came partly in anticipation of the economic integration of the European Community, scheduled for 1992. Five years of negotiations preceded the final deal that Dennison employees and officers, controlling more than 20% of stock, approved.

Under the merger agreement, the Avery board dominates the new company, which is centered in Pasadena, California. Charles D. Miller is chairman and chief executive of Avery Dennison, the same positions he held at Avery International, while Nelson Gifford, formerly chairman and chief executive officer at Dennison, is vice chairman of the new company. Richard Pearson, a

30-year management figure at Avery International, retired and was replaced as president and chief operating officer by Philip M. Neal.

The year in which Avery Dennison became a reality, 1990, was not a good one for the new company. Sales increased only 1%, while net income and earnings declined. While both companies hoped the merger, first proposed in May 1990, would not dilute stock, the plan did have that effect. On January 28, 1991, Avery Dennison announced their intention to lay off 900 workers nationwide over an 18-month period. Company spokespersons cited both the recession and the merger. A restructuring is planned as well.

Key Dates-

1844:

Aaron Dennison and his father, Andrew Dennison, begin manufacturing paper jewelry boxes in Brunswick, Maine.

1863:

The business is now a partnership, Dennison and Company, between Eliphalet Whorf (E. W.) Dennison, younger brother of Aaron, and three nonfamily members; in addition to boxes, the firm has begun making jewelry tags, display cards, and shipping tags at a factory in Boston.

1878:

Company is incorporated as Dennison Manufacturing Company.

1898:

Dennison's manufacturing operations are centralized in Framingham, Massachusetts.

1917:

Henry Sturgis Dennison, grandson of E.W. Dennison, begins 35-year stint as company president.

1935:

R. Stanton Avery forms Los Angeles-based Kum-Kleen Adhesive Products Co. to produce self-adhesive labels.

1938:

Kum-Kleen is renamed Avery Adhesives.

1941:

Avery begins supplying labels to Dennison, which the latter sells under the brand name Pres-aply.

1946:

Avery Adhesives incorporates as the Avery Adhesive Label Corporation.

1952:

Henry S. Dennison dies, ending more than 100 years of Dennison family leadership of Dennison Manufacturing.

1954:

Avery creates a division called Avery Paper Company (later called Fasson), which specializes in producing and selling self-adhesive base materials, often to competing label makers.

1961:

Avery goes public.

1964:

Avery Adhesive is renamed Avery Products Corporation.

1990:

Avery International and Dennison Manufacturing merge to form Avery Dennison Corporation.

1999:

European office products joint venture is created with Zweckform Büro-Produkte G.m.b.H.

2002:

Jackstädt GmbH, privately held maker of self-adhesive materials based in Germany , is acquired.

2004

First 'content insensitive' Radio Frequency Identification (RFID) label is created.

2009:

Avery Dennison Retail Branding and Information Solutions is formed, repositioning the Corporation's second largest business unit.

2016:

Avery Dennison completes acquisition of European business of Mactac from Platinum Equity.

2017:

Avery Dennison acquires Finesse Medical, an Irish-based company that brings new products, manufacturing capabilities in high-value healthcare materials business.

Avery Dennison completes the acquisition of Yongle Tape Company Ltd., a manufacturer of specialty tapes and related products.

The acquisition of Paxar Corporation by Avery Dennison Corporation (2007)-

Avery Dennison corporation acquires Paxar Corporation following the approval of the transaction by Paxar's shareholders at its annual meeting on June 14, 2007. Avery Dennison announced a classic agreement to acquire Paxar for \$30.50 per share on March 22, 2007 with a cash valued at approximately \$1.34 billion. The whole purchase has been funded through the commercial paper market, supported by a bridge facility arranged by JPMorgan Chase bank, N.A.

The company is maintaining a strong investment grade credit rating and to return its financial ratios to target levels. The company worked with JPMorgan Chase bank as an arranger and the rating agencies to complete the permanent financing in the following months. The acquisition of Paxar is a landmarking step since it extended the presence of Avery Dennison corporation worldwide in the growing retail and brand identification market. This acquisition is also facilitated them to catch the new segments of the markets including the retailers serving local customers in emerging markets such as China and India. With the acquisition of Paxar, Avery Dennison's Retail Information Services (RIS) was expected to represent about 24% of its revenues which was more than 12% of the amount before the combination.

Avery Dennison (Paxar Bangladesh Limited):

Paxar Bangladesh Ltd is the newest arena of Paxar family. Established in 2003 under Bangladesh Export Processing Zone Authority, this state of the art ultra modern production complex is located at Dhaka EPZ. The company serves as a one-stop shop for all types of Garment labels for vibrant Bangladesh Garment industry as well as several other countries in the region. Its factory actually opened for business in November 2002 but start business from December 1st 2002. The company is set up in Dhaka Export Processing Zone (BEPZ, Savar Factory) and the corporate office is situated at 3/F Uday Tower, 57 Gulshan Avenue, Dhaka 1212. Altogether there are almost 1500 employees and 500 employers working in this organization. Paxar Bangladesh is accountable for report to Paxar Hong Kong. The company serves as a one-stop shop for all types of Garment labels for vibrant Bangladesh Garment industry as well as several other countries in the region.

In 2007 Paxar Bangladesh Limited also acquired by Avery Dennison Corporation which had been done to the other Paxar missions worldwide at the same time. Paxar Bangladesh Limited became a subsidiary of Avery Dennison global.





Avery Dennison Bangladesh At a glance-

Commencement	Oct 10, 2002
Date of commercial production	March, 2003
Factory	Paxar Bangladesh Ltd. Plot #167-169 Dhaka Epz Extension Area (DEPZ) Savar, Dhaka
Main/City office	57, Gulshan Avenue (south) Uday Tower, 3rd floor, Gulshan-1, Dhaka
Number of employees	224+
Expertiate	8 persons
Officers, Executives & others	65+ persons
Workers	Almost 1500



Objectives of the Report-

The prime purpose of this study aims at developing an appropriate report on the SCM and Export/Import practices of Avery Dennison (AD) to fulfill my academic requirement to complete my BBA program. As I worked on export team of Avery Dennison (AD), I have recognized the underlying objectives of this report are as follow –

- ❖ To know what political, social & technological factors affect the profitability and operation of the selected company.
- ❖ To know how to carry the company's success within a shortest possible time.
- ❖ To see how the external factors affect the operation of the selected company.
- ❖ To find out ways of satisfying existing customer and attract new customer for the company.
- ❖ To achieve a realistic idea that how the system working in the company.

- ❖ To know about the company's sourcing, suppliers selection, purchasing, transportation storing, marketing strategies and relationship perspective with the suppliers.
- ❖ To identify present situation of garments label manufacturing company market in Bangladesh.
- ❖ To define the nature of supply chain management and give real examples of its application in manufacturing and service industries.
- ❖ To get an understanding of the demand forecasting and aggregate planning of the company.
- ❖ To understand the importance of supply chain management in the garments label manufacturing company.
- ❖ To fulfill the fundamental requirement of completing my BBA program.
- ❖ To identify the effectiveness of supply chain strategy of the selected company.
- ❖ To gain a better understanding of the practical scenario of supply chain practices in an industry.

Missions of Avery Dennison:

Integrity: It's never wrong to do right by a customer or employee. We put integrity, standing behind our products, and the welfare of our employees ahead of all other issues.

Service: The deployment of Enterprise Lean Sigma demonstrates its power to inspire, motivate and accelerate continuous improvement resulting in new ways to eliminate waste, improve productivity and enhance customer service.

Teamwork: Avery Dennison has become an industry leader by promoting teamwork. We are dedicated to helping our customers, our partners and ourselves succeed.

Innovation: In 1935, Stan Avery built the first self-adhesive label-making machine in a 100-square-foot loft above a nursery in Los Angeles. This invention -- plus his invention of the first die-cutting method, in-line machinery and rotary die --helped pioneer a new industry.

Excellence: For the past 23 years, Avery Dennison's Leadership Excellence employee awards program has recognized more than 550 employees for exemplary fulfillment of the Company's strategic priorities of growth, productivity, people, values and ethics.

Community: Avery Dennison employee community teams in offices around the globe identify and implement giving and volunteerism opportunities on a local level.

Vision Of Avery Dennison:

At Avery Dennison, our businesses are unified by the shared vision of making brands more inspiring and the world more intelligent. Throughout the world, we focus on making products more engaging, brands more compelling, inventories more productive, information more valuable and our surroundings more understandable. From apparel branding to food and beverage packaging, building graphics and traffic safety signs, we play a powerful part in everyday life.

PRODUCTS

Paxar is a part of the garments industry, manufacturing the labels of the garments.

They are in the business of manufacturing five types of labels.

Litho

- Promotional tickets
 - Swing tickets,
 - Tickets,
 - Tags
 - Inside card
 - Over rider
 - Hanger tag
 - Book label
 - Price ticket

2. Flexo:

- Hook Label (HK)
- Hanger Label (HL)
- Hanging Promotional Labels (HPL)
- Blank Transit Label (TRL)
- Blank Unit Price Label (UPC Blank)

3. Rotary:

- Fabric label or Care label
- Size label
- Age label
- Two ups etc.

4. Thermal:

- Tags
- TRL (Transit Labels)
- BEL (Box End Labels)
- UPC (Unique Price Labels)
- ONS

5. Woven:

- Damask Label
- Taffeta Label (White & Black background color)
- Satin Label

6. RFID

7. Heat Transfer

Product samples of Avery Dennison:

1. Graphic Tickets, Tags and Labels



Price Tickets



2. Hangtags and Specialty Graphics



3. Primary Labels

4. Care and Content Labels



5. Anti-Counterfeit Labels



6. Security Labels

7. Fasteners and Accessories



8. Embroidery / Woven's



9. Patches

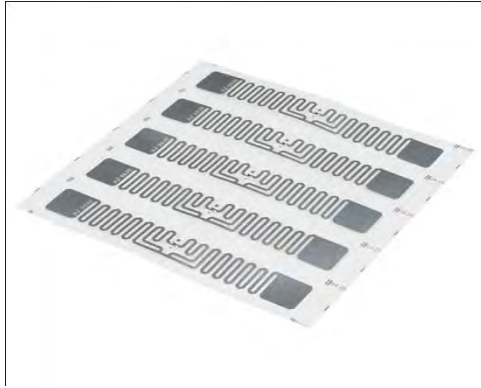


10. Specialty Trim

11. Seasonal Portfolios

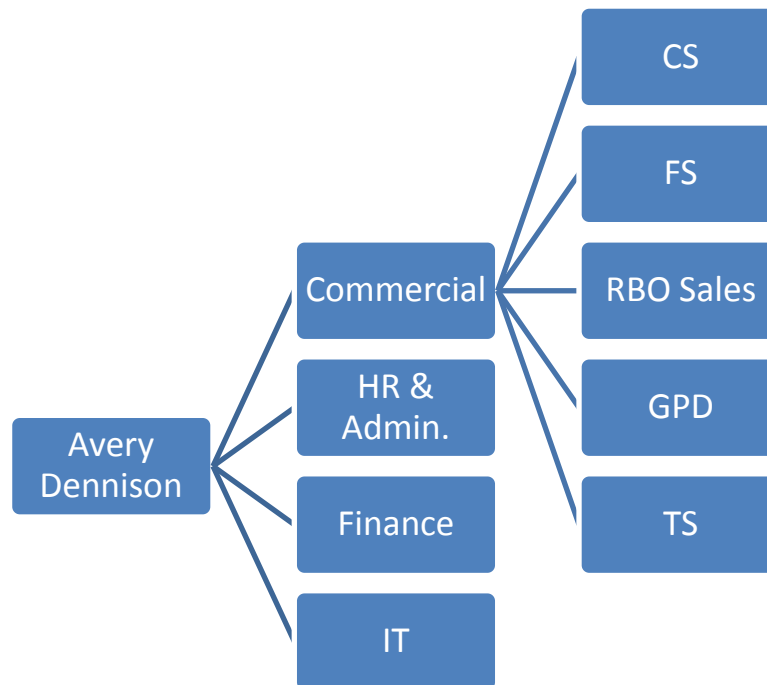


12. RFID



Departments of Avery Dennison:

Avery Dennison has distinctive exercises far and wide however in Bangladesh this organization essentially works on the establishment of RBIS (Retail Branding Information Solution). Every one of the offices here work in the base of RBIS. There are a few divisions among which the exercises of Avery Dennison are divided. The association takes after a flat pecking order for the simplicity of basic leadership process and minimization of many-sided quality. At present the utilitarian bureaus of Avery Dennison are Commercial, HR and Administration, Finance and IT. The Commercial Division is comprised of five more offices, for example, Customer Service (CS), Factory Sales (FS), RBO Sales, Global Product Development (GPD) and Technical Sales (TS). For a superior review a precised organogram is given beneath:

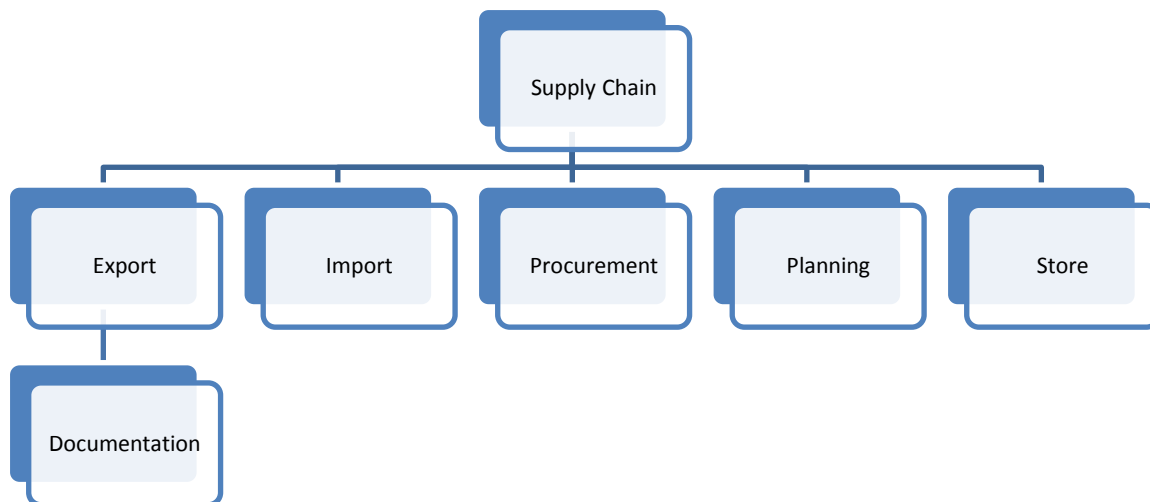


Apart from these departments there are many other departments under each one of them. The organization has 3 (three) different levels Top, Mid and Entry level posts which are distributed or organized based on authority, technical skills, qualification, functional knowledge etc.

Activities undertaken:

As an intern I used to work in Supply Chain Department of Avery Dennison. There are few sub departments in Supply Chain which are Documentation, Procurement, Export, Import, Planning etc. I worked there as an apprentice of Export team.

A diagram of Supply Chain Department Of Avery Dennison Bangladesh:



Export and Import of Avery Dennison:

Export

Export team They are operate the export procedure from City office they prepare Commercial Invoice(CI) to follow the Performa invoice(PI) send it to Customer for received goods.

Local Export Procedure

- ❖ Receive L/C or S/C.
- ❖ Check & Amendment (If need) L/C or S/C.
- ❖ Prepare delivery challan (DC) by dispatch.
- ❖ Put Price information in CI by credit control department
- ❖ Prepare Shipping Documents.
- ❖ Send bill of exchange, DC/TR for Attested by buyer.
- ❖ Prepare EP document and certify Exp form by bank.
- ❖ Collect EP from BEPZA.
- ❖ Delivery EP to buyer selected C&F agents.
- ❖ Receive bill of exchange, Delivery Challan/Truck receipt, which Attested by buyer.
- ❖ Receive payment by DD or TT, if export by sales contract.
- ❖ Prepare consumption & deliver to C&F agents.
- ❖ Custom assessment & deduct material from bond register as per consumption by C&F agents.
- ❖ Receive DC with bank endorsement and Custom assessment seal & signature, Consumption with Custom assessment seal & signature, Copy of Bill of Entry, IC (If Needed).
- ❖ Give goods clearance certificate to C&F agent.
- ❖ Deliver goods to C&F agents by dispatch as per clearance certificate.
- ❖ Prepare bank negotiation documents.
- ❖ Submit documents to bank for payment.
- ❖ Hand over file to credit control department.
- ❖ Collect payment as per payment method.



Foreign Export Procedure

- ❖ Provide PI to buyer by CSR.
- ❖ Receive L/C from buyer.
- ❖ Prepare delivery challan by dispatch.
- ❖ Put Price information in CI by credit control department.
- ❖ Prepare Shipping Documents.
- ❖ Prepare EP document and certify Exp by bank.
- ❖ Collect EP from BEPZA.
- ❖ Confirm booking with the forwarder.
- ❖ Deliver all shipping Documents and consumption to C&F agent for custom procedure.
- ❖ Custom assessment & deduct material from bond register as per consumption by C&F agents.
- ❖ Confirm booking cover van/truck or mover with C&F agent or cargo services.
- ❖ If need ask forwarder to provide container in factory area
- ❖ Deliver goods to C&F agents and they deliver the goods to forwarder warehouse.
- ❖ Collect B/L or AWB from Forwarder.
- ❖ Collect CO from Export Promotion Burro (EPB) or Dhaka Metropolitan Chamber of Commerce & Industries (DMCCI).
- ❖ Prepare bank negotiation documents.
- ❖ Submit documents to bank for payment collection.
- ❖ Provide flight details or vessel schedule to buyer by mail.

Import Procedure

- ❖ Receive PO and Collect PI from supplier.
- ❖ Prior permission from BEPZA (only for capital machinery & construction equipment)
- ❖ Open insurance for goods as per PI (if needed).

- ❖ Open L/C as per PI.
- ❖ Collect IP from BEPZA.
- ❖ Receive Original-shipping documents, B/L or AWB, IC (if needed) from supplier.
- ❖ Hand over documents to company selected C&F agent to clear the goods.
- ❖ Receive goods from C&F agents and ensure entry in bond register.
- ❖ Hand over goods to store or consignee department.
- ❖ Documents put in a file & keep it in record room.

Necessary documents for BEPZA Permission

To operate business inside BEPZA, every company has to follow the below rules & regulation,

- ❖ Export/import payment method must be happens in foreign currency
- ❖ Legality of the product.
- ❖ Code of Business Ethics of the company.
- ❖ Legality of the company.
- ❖ Company must have a bond license under bonded warehouse.
- ❖ Whether the product is under duty free or not.

Necessary Documents to get EP from BEPZA

- ❖ Prescribed forwarding for export permission
- ❖ Packing list.
- ❖ Copy of Exp form, which attested by the bank.
- ❖ Copy of sales contract or Letter of credit (L/C)
- ❖ Undertaking for export permit
- ❖ Commercial Invoice.

Customers can easily do business with Avery Dennison if they have some instruments with them-

1. Bond license
2. Customs pass book
3. UD
4. FC account(foreign currency)

Bond License: It is called Business License. This is the privileged license by the Government for specialized sector (like 100% export oriented garments) and Export Processing Zone (EPZ) for getting the facilities of duty free importing raw materials under a bonded Ware-house for a certain period of time .The bonded warehouse raw materials should be used in the exportable goods.Avery has bonded warehouse agreement with the govt.Mostly the local garments manufacturers are their customer. Avery's customers also have bonded warehouse agreement with the govt. They can do they business only who has Bond License.

Customs pass book/UD(Utilization Declaration): This is the Record Book of imported raw materials and consumption details as required in the finished goods. It should be authenticated by the Customs Authority of the respected Zone & for UD from BGMEA & BKMEA (**UTILIZATION DECLARATION IS IMPORT ENTITLEMENT FORTHE GARMENTS MANUFACTURERS**)

Avery Dennison Credit Policy :

General Credit Terms: Advance payment preferred or Credit maximum of 45 Days

Credit limit (in US\$ amount): Negotiable.

Mode of payment:

a) Advance payment: By Foreign Demand Draft (Drawn on Bangladesh Bank) or By Telegraphic Transfer while customer will pay all local and overseas bank charges..

b) Letter of Credit (L/C): Only by Foreign Demand Draft (Drawn on Bangladesh Bank)

On hold transactions: Under the following cases Avery Dennison Bangladesh will stop to accept further order or deliver any shipment:

Avery Dennison credit policy:

If customer fails to clear payment of 2 (two) consignments within a month after expiry of the credit term, or;

If customer fails to clear payment of consecutive outstanding of 2 (two) consignment after expiry of the credit term, or;

If the maximum credit limit exceeds.

In case of hand to hand shipping documents (avoiding bank), Bill of Exchange and Delivery Challan must be accepted before delivery.

DELIVERY CHALLAN

Remit To: Paxar Bangladesh Ltd. Plot # 157-158, Dacca EPZ-Ext. Area, Savar, Dhaka-1349, Bangladesh Phone : + 88 02 778801-12 Fax : + 88 02 7788913 / 15													
Invoice Address: Pearl Garments Co Ltd. Palashbari, Narsingar, Ashulia, Savar Dhaka Bangladesh													
Delivery Address: Pearl Garments Co Ltd. Palashbari, Narsingar, Ashulia, Savar Dhaka Bangladesh													
<table border="1"> <tr> <td>Delivery Challan No.</td> <td>31-OCT-2017</td> </tr> <tr> <td>Issue No.</td> <td>31-OCT-2017</td> </tr> <tr> <td>Invoice Date</td> <td>31-OCT-2017</td> </tr> <tr> <td>LC/ S/C No.</td> <td>11-OCT-2017</td> </tr> <tr> <td>LC/ S/C Date</td> <td>11-OCT-2017</td> </tr> <tr> <td>Issuing Bank</td> <td></td> </tr> </table>		Delivery Challan No.	31-OCT-2017	Issue No.	31-OCT-2017	Invoice Date	31-OCT-2017	LC/ S/C No.	11-OCT-2017	LC/ S/C Date	11-OCT-2017	Issuing Bank	
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LC/ S/C Date	11-OCT-2017												
Issuing Bank													

Transportation	From Beneficiary's Factory	To Applicant's Factory	Sailing on or about	Quoted
By Truck/Van	Bin No.	Order No. / PO #	Vendor (PO/Style/System)	FOB Shipping Point
SD Number- Line#	Packing SL No - Bin no	Item		Quantity (Pcs)
21183536 - 7.1	1058436 100-N05	J	Fabric Label	9,469
Total				9,469

Carton	1	Nos
Net Weight	4.50	Kgs
Gross Weight	5.75	Kgs

Qty Details:	
Fabric Label	9469 Pcs
Available Invoice Qty	0

Checked and Approved By Signature & Seal	Customer/Applicant Certification Above goods are acknowledged and received in good condition of package and full quantity as per PI
	Authorized signature and seal

Delivery Challan

Remit To: Paxar Bangladesh Ltd.
 Plot # 157-158
 Dhaka EPZ Extension Area,
 Savar, Dhaka-1349, Bangladesh.
 BINVAT Registration Number : 000276052

Invoice Address
SHIN SHIN APPARELS LTD
 Dag # R.S. 229
 J.L. # 79, Corst, East Norshingapur
 Gazipur, Bangladesh

Challan No & Issue Date: 51971/11/2017 19-Nov-17
Invoice No.: 51971
Invoice Date: 19-Nov-17
Delivery Date:
S/C No. & Dt: 51971-SC 14-Nov-17
PI No.: 51971

Despatch Address, (if different from invoice address)
 Same As Above

Export LC/Contract No:SS H&M/113

Transportation	From Beneficiary's Factory	To Applicant's Factory	Sailing on or about	Quoted
By Truck/Van	Style No	Item	Label Reference	Ex-Factory/Ex-Works Qty -Pcs
21541791 - 1.1	7/2018/115384	Ticket	PT-01	2,057
21541791 - 2.1	7/2018/115384	Self Adhesive label sticker	IT-200	539
21541791 - 3.1	7/2018/115384	Self Adhesive label sticker	IT-69	1,990
21541791 - 4.1	7/2018/115384	Ticket	IT-95	69
21541791 - 5.1	7/2018/115384	Ticket	IT-145	58
21541791 - 6.1	7/2018/115384	Ticket	IT-70	25
21541791 - 7.1	7/2018/115384	Ticket	IT-132	59
21518411 - 1.1	7/2018/104101	Ticket	PT-01	2,757
21518411 - 2.1	7/2018/104101	Self Adhesive label sticker	IT-200	1,457
21518411 - 3.1	7/2018/104101	Self Adhesive label sticker	IT-69	918
21518411 - 4.1	7/2018/104101	Ticket	IT-95	25
21518411 - 5.1	7/2018/104101	Ticket	IT-145	33
21518411 - 6.1	7/2018/104101	Ticket	IT-70	34
21518411 - 7.1	7/2018/104101	Ticket	IT-132	10
21631342 - 1.1	7/2018/245345	Ticket	PT-01	58,200
21631342 - 2.1	7/2018/245345	RFID Label	RT-01	4,552
Total				72,799
Carton	4	Nos		
Net Weight	30	Kgs		
Gross Weight	34	Kgs		

Checked and Approved By 	Customer/Applicant Certification Above goods are acknowledged and received in good condition of package and full quantity as per PI
	Authorized signature and seal

Proforma Invoice

Paxar Bangladesh Ltd.
 Plot# 107-109, Dhaka EPZ-Ext. Area,
 Savar, Dhaka- 1349, Bangladesh
 Phone : + 88 02 7788901-12
 Fax : + 88 02 7788913 / 15

Invoice No : 81871
Proforma Date : 14-NOV-2017

BIN / VAT Registration number:000276052

Bill To Address:
 SHIN SHIN APPARELS LTD
 Dag # R.S. 228
 J.L. # 73, Gorat, East Norshingapur
 Gazipur, , Bangladesh

Ship To Address:
 SHIN SHIN APPARELS LTD
 Dag # R.S. 228
 J.L. # 73, Gorat, East Norshingapur
 Gazipur, , Bangladesh

SO Number - Line#	Label Reference	Order No. /Po#	Vendor Po#/ Style/System	Item Description	Quantity /PCS	Currency	Unit Price /PCS	Value
21541791 - 1.1	PT-01	7/2018/11538 4		Ticket	2,057	USD	0.006220	12.70
21541791 - 2.1	IT-200	7/2018/11538 4		Self Adhesive label/ sticker	539	USD	0.011110	5.99
21541791 - 3.1	IT00	7/2018/11538 4		Self Adhesive label/ sticker	1,990	USD	0.011110	22.11
21541791 - 4.1	IT-85	7/2018/11538 4		Ticket	89	USD	0.006220	0.43
21541791 - 5.1	IT-145	7/2018/11538 4		Ticket	58	USD	0.006220	0.36
21541791 - 6.1	IT-70	7/2018/11538 4		Ticket	25	USD	0.008400	0.21

Commercial Invoice

Remit To Paxar Bangladesh Ltd
 Plot# 107-109
 Dhaka EPZ Extension Area,
 Savar, Dhaka- 1349, Bangladesh.
 BIN/VAT Registration Number : 000276052

Issuing Bank :
Standard Chartered Bank
 Trade Service, Level# 01.67 Gulshan Avenue
 Dhaka-1212, Bangladesh.

Invoice Address
REFAT GARMENTS LTD.
 144, 147 & 148 East Narsinghpur
 Ashulia, Savar, Dhaka, Bangladesh

Invoice Number : **81597**
 Invoice Date : **15-Nov-17**
 Customer ID :
 Page : **1**
 Currency : **USD**
 Terms : **L/C**
 EXP No. & Date : **23000501-**
 L/C No. & Date : **411010712653-L 6-Nov-17**
 P.O No. & Date : **N/A**
Payment Terms/Mod:
90 days from the date of Delivery

Despatch Address
 Same As Above

Van	Transportation	From	To	Despatched	Quoted FCA

OUR REF	YOUR REF	ITEM DESCRIPTION	QTY(Pcs)	PRICE(EA)	VALUE
21511086- 1.1	421881-SE	Woven Label BFFSMW-131509	1139	0.0136500	152.05
21511086- 2.1	421881-SE	Woven Label BFFSMW-131509C	1566	0.0136500	21.38
21511086- 3.1	421886-SE	Woven Label BFFSMW-131509	37267	0.0136500	508.97
21511086- 4.1	421886-SE	Woven Label BFFSMW-131509C	772	0.0136500	10.54
21533388- 1.1	421884-SE	Woven Label BFFSMW-131509	2881	0.0136500	39.33
21533388- 2.1	421884-SE	Woven Label BFFSMW-131509C	335	0.0136500	4.57
21533505- 1.1	421881-SE	Self Adhesive label/ sticker BFFSSSA139900C	1566	0.0289000	43.85
21533522- 1.1	421886-SE	Self Adhesive label/ sticker BFFSSSA139900	37267	0.0289000	1,044.04
21533522- 2.1	421886-SE	Self Adhesive label/ sticker BFFSSSA139900C	772	0.0289000	21.62
21533529- 1.1	421881-SE	Ticket BFFSMGM-158418-R	11139	0.0220000	245.45
21533529- 2.1	421881-SE	Ticket BFFSMGM-158418-CA-R	1566	0.0220000	34.11
21533529- 1.1	421881-SE	Self Adhesive label/ sticker BFFSSSA139900	11139	0.0289000	311.89
21537284- 1.1	421884-SE	Self Adhesive label/ sticker BFFSSSA139900	2881	0.0289000	80.67
21537284- 2.1	421884-SE	Self Adhesive label/ sticker BFFSSSA139900C	335	0.0289000	9.39
21537759- 1.1	421884-SE	Ticket 1-G13793-000-00	3991	0.0220000	86.71
21537759- 2.1	421884-SE	Ticket 1-G13793-000-00	409	0.0220000	13.09
21546867- 1.1	261431-421886-SP18-SE-L0000989	Fabric Label BFFS-188208-PFL-S-SP18	45000	0.0126200	540.90
21584846- 1.1	421711-SP18 SEL-L0007923	Fabric Label BFFS-188208-PFL-S-SP18	5000	0.0126200	63.10

In words - THREE THOUSAND THREE HUNDRED SIXTY FOUR DOLLARS AND SIXTY FIVE CENTS ONLY. **Total Goods:** 174065 **USD** **Total Duty:** **USD** **Total:** **USD** **3,364.65**

Covering ACCESSORIES FOR 100 PCT EXPORT ORIENTED READYMADE GARMENTS INDUSTRY.
 LCAF NO. SCB-105296, 101065, 101077 & IRC NO. BA-145595
 H.S. Code No : 4908.90.00, 5807.30.00, 5807.10.00, 6217.10.00, 4821.10.00.
 BANGLADESH BANK DC REF NO: 049017121253, SCB BIN: 000002689, EXPORT CONTRACT/MOU NO. 80201701034 DATED 18.08.2017,
 APPLICANT'S BIN: 000284634, TIN:185-295-3919/0118

Cartons 15 **Nos**
Net Weight 45 **Kgs**
Gross Weight 60 **Kgs**

We hereby certify that the Quality, Quantity other particulars and Unit price of the Merchandise supplied are strictly in conformity with the below mentioned Proforma Invoice and are of DEPT' Bangladesh Origin.

81277, 81597, 81587, 82075
 04.11.17, 06.11.17, 09.11.17

Standard L/C terms:

- ❖ All the customers have to incorporate the following terms and condition in L/C to be acceptable to Avery Dennison / Paxar Bangladesh Ltd. before taking delivery off the goods:
- ❖ Irrevocable Letter of Credit complying UCPDC-600
- ❖ Draft ‘at sight’ or ‘deferred for 30/45 days from the date of Delivery’
- ❖ L/C value should be minimum US\$ 1000.00, otherwise Sales
- ❖ Contract with advance payment term will be considered.
- ❖ Value payable in Us Dollars only, by FDD drawn on Bangladesh Bank
- ❖ Delivery/Incoterm is EX-Factory/Ex-works for Local Export & FOB for Foreign Export(Ex-works/Factory = cost of goods sold (COGS) FOB (Free on board) = Ex-work + handling charges (o

Partial Shipment is allowed

Presentation Period is 15 days from the date of shipment.

Other Conditions:

- All bank charges (local & overseas) from customer’s A/C.
- Maturity will be counted from the date of Delivery..
- Customers will pay interest at LIBOR, if it crosses our maximum credit period.

Modes of Payment :

1. By US\$ Demand Draft (Drawn on Bangladesh Bank).
2. By Telegraphic Transfer/Wire Transfer.

Bank Charges :

- ❖ BENEFICIARY'S A/C:
 - ❖ LC advising charges (US\$ 10)
 - ❖ Amendment advising charges (US\$ 10,if any)
 - ❖ Negotiation & collection charges (0.25% on bill amount + US\$ 7 or US\$ 23 + US\$ 7, which higher)
 - ❖ 3rd bank charges (defers bank to bank, US\$ 200 max.)
- TOTAL US\$ 250
- ❖ Discrepancy charges (if any) [US\$ 30 - 100]

LIBOR interest rate:

LONDON INTERBANK OFFERED RATE

• **What it means:** LIBOR stands for London Interbank Offered Rate. It's the rate of interest at which banks offer to lend money to one another in the wholesale money markets in London. It is a standard financial index used in U.S. capital markets and can be found in the Wall Street Journal. In general, its changes have been smaller than changes in the prime rate.

• **How it's used:** It's an index that is used to set the cost of various variable-rate loans. Lenders use such an index, which varies, to adjust interest rates as economic conditions change. They then add a certain number of percentage points called a margin, which doesn't vary, to the index to establish the interest rate you must pay. When this index goes up, interest rates on any loans tied to it also go up. Although it is increasingly used for consumer loans, it has traditionally been a reference figure for corporate financial transactions.

- It's a globally recognized interest rate (WEB based), applicable for all deferred LC (UCPDC-500)
- There is no fixed rate, every day it's being changed due to various changes in global trade
- Payable for the credit usance period only
- In case of payment before maturity will be paid proportionately
- Not mandatory, may be waived on mutual understanding among the parties.

Short shipment:

“Short shipment of goods” means, quantity and value of goods actually exported, lesser than the declared in export shipping documents.

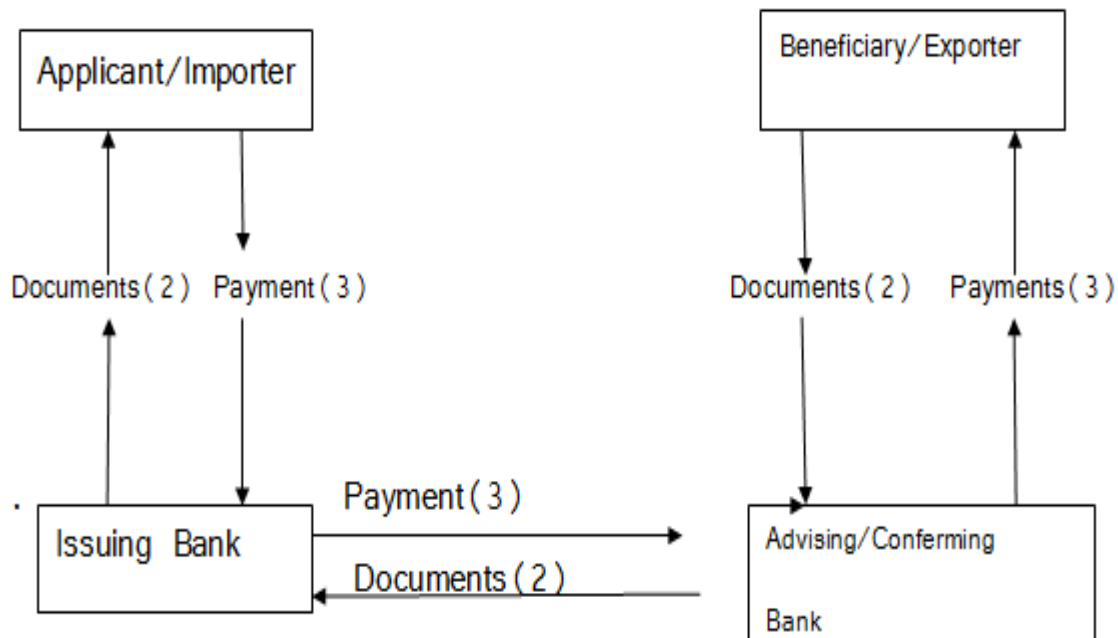
For example ,you (exporter) contracted your overseas buyer to export 1000 numbers of T shirts. The date of shipment is before 30th September. You have arranged to manufacture accordingly. You have prepared commercial invoice, packing list and other required documents for 1000 numbers and arrange to file with customs for export. By 20th September, you have arranged to pack all 1000 numbers. You came to know that 25 numbers of T shirts have not been approved by your quality department as they are not meeting the specifications as per contract with order. You do not have time to produce the balance numbers. More over, you have already filed all required documents with customs department and shipping bill has already been processed. In this case, you can intimate customs official and arrange to file a short shipment notice for 25 numbers. Customs department permits you to ship 975 numbers and arrange a short shipment note attached along with shipping bill. All claims and other financial assistance can be claimed only for 975 numbers.

After introduction of electronic filing system 'online filing and processing' with customs department, the procedures are too simplified. Rather than applying for short shipment, its better to cancel the shipping bill and file fresh shipping bill for 975 numbers. This can be done before filing for 'goods registration for inspection'.

So in few sentences short shipment can be described as-

- A consignment can be shipped short.
- For reporting/bank negotiation a certificate to be taken from customs with regard to the short shipment.
- In case of foreign shipment, rearrangement of the short quantity can be done only thru a fresh documentation. so, it'll require a full lead time.

In export part the documentaion clearly plays a very strong role in Avery Dennison, because without the documentation everything will be in halt. Also the documentation process needs to be very much correct and in order. If somehow the documentation process goes wrong the entire export process will come into questions and thats quite embarrassing for any reputed company like Avery Dennison in this sector. So thats why Avery Dennison puts much effort and carefulness in documentation. So the documentaion process actually starts after the delivery of the goods has been done. In L/C (letter of credit) it works like-



As a Supply Chain intern in Avery Dennison:

I was assigned as a supply chain or more precisely as an export intern in Avery Dennison through an oral interview. I joined there on 20th of August. The environment and the overall environment was mindblowing. Now i am coming to the point what i have learned there and what was my contribution there. As i have already mentioned that i was working there as an intern in export department of Supply Chain, i have learned many things. Avery Dennison actually makes the adhesive product, levels, tickets, tags etc. of various types for the RMG goods. This company is the leader in this sector in Bangladesh. As our economy or the most of the export money comes from the RMG sector, Avery Dennison plays a very important role there.

First of all, the supply chain department gave me a task there and which is the DOOR TO DOOR project. Actually i was told to collect the necessary materials and data to make the final report for that D2D project. The task was divided in many phases and the first phase was to separate all of their customers in area wise all around Bangladesh, though most of their customers are from Dhaka and Chittagong. There were lots of EPZ customers too. So i categorized all their local or Bangladeshi customers in different Zones, Sub zones, Area and District. Avery Dennison's plan was to deliver the goods to their customers door step or factories. Normally their customers take the goods from Avery Dennison DEPZ factory , Savar. But Avery Dennison want to give the customers the home delivery service or more precisely Door to Door service in order to save the time and reduce other lengthy processes.

In the second phase i was given the task to make a list of their top 10 customers RBO wise (Retailers & Brand Owners). This time i had to make the list area and zone wise also.

In third phase i was given the task to make a master file which contains of all their customers basic information and finally i was told to make a sales report so that Avery Dennison can make a list of priority for the service on their pilot phase. In order to do make that file i was given some data from various departments.

Meanwhile making the report i also did learn about the documentation process of the export and also had the opportunity to do some documentation part practically. I took a basic idea in overall supply chain management, from the order to the delivery. Also i had the opportunity to learn about the L/C and S/C(Sales Contract) documentation process. They use a software made by ORACLE which basically helps them a lot to preserve data, delivery and order goods and many more. I also learned there about that software and did some data entry work which i think will help me in near future in this sector if i wish to broaden my future career toward Supply Chain.

I had to work there five days a week and among those five days i had the opportunity to visit and work in their factory three days. By working three days in factory i also had the privilege to get the basic idea of the import wing of Avery Dennison too. In the factory i was in the

supervision of my supervisor as well as the manager of export/import department of Avery Dennison. I learned about their factory rules and regulations and also had the opportunity to observe some local and foreign surveys which had been done by foreign surveyers from many respected retail companies like WALMART, GAP, DECATHLON, MARKS & SPENCER etc. Also by the help of my fellow colleagues i learned about the import permit and export permit form, about the activities of BEPZA(Bangladesh Export Processing Zone Authority).

Actually three months time for the internship is a very little amount of time to know and learn about a company. But though its the system and we cant outlaw it, we had to make our time somehow from that. But what i have learned here in those past three months, i believe will help me to build my career on that particular sector if i decide to continue my study and career here in near future.Its been said that experience never gets old and will always help you whenever you are in trouble.

A Survey on the Customers of Avery Dennison-

To get a clear idea about Avery Dennison's customer satisfaction level, i had to do a survey among 20 of their employees, because it was not possible to contact with the customers, so for that reason i tried to find out the efficiency level of export department of Avery Dennison through their employees. The sample size could be large but this time of the year almost every employees of Avery Dennison become quite busy, because the first and last quarter of the year are their peak times, so i didnt want to bother them at all for the survey.This survey result will potray the overall customer satisfaction of Avery Dennison. Name, department and designation of the employees who helped me to collect the data will not be shown here. So I selected 10 points or variables and based on those i made my survey complete. Here are the results with the explanation-

1. Product knowledge

Scale	Frequency	Percent	Valid percent	Qumulative percent
Poor	2	10.0	10.0	10.0
Fair	4	20.0	20.0	30.0
Neutral	0	0	0	30.0
Good	6	30.0	30.0	60.0
Excellent	8	40.0	40.0	100.0
Total	20	100.0	100.0	

Here it can be seen that only 10% customers are not aware about the products of Avery Dennison while 40% of them have an excellent idea about the product knowledge which Avery Dennison delivers.

2. Response speed

Scale	Frequency	Percent	Valid percent	Qumulative percent
Poor	1	5.0	5.0	5.0
Fair	5	25.0	25.0	30.0
Neutral	4	20.0	20.0	50.0
Good	7	35.0	35.0	85.0
Excellent	3	15.0	15.0	100.0
Total	20	100.0	100.0	

Here it can be said that only 5% of total customers are not happy with the response speed of Avery Dennison while 35% of them have a very positive view about the response speed of Avery Dennison's Customer Services.

3. Ability to get in touch

Scale	Frequency	Percent	Valid percent	Qumulative percent
Poor	3	15.0	15.0	15.0
Fair	10	50.0	50.0	65.0
Neutral	0	0	0	65.0
Good	4	20.0	20.0	85.0
Excellent	3	15.0	15.0	100.0
Total	20	100.0	100.0	

Here it can be said that only 15% of total customers are telling that they are not able to get in touch with Avery Dennison while 50% of them have rated them as fair and 15% customers are very happy with the communication side of Avery Dennison. So overall the rating is more than moderate.

4. Accuracy of the data

Scale	Frequency	Percent	Valid percent	Qumulative percent
Poor	1	5.0	5.0	5.0
Fair	2	10.0	10.0	15.0
Neutral	0	0	0	15.0
Good	7	35.0	35.0	50.0
Excellent	10	50.0	50.0	100.0
Total	20	100.0	100.0	

It says that only 5% of total customers are questioning about Avery's data accuracy while 50% of the customers are very much happy with the data accuracy and 35% of them rated Avery Dennison data good.

5. Material quality

Scale	Frequency	Percent	Valid percent	Qumulative percent
Poor	3	15.0	15.0	15.0
Fair	5	25.0	25.0	40.0
Neutral	5	25.0	25.0	65.0
Good	4	20.0	20.0	85.0
Excellent	3	15.0	15.0	100.0
Total	20	100.0	100.0	

It explains that only 15% says that the material quality they got with the finished goods were poor but 35% of the customers said that the product material was good and somewhere excellent.

6.Price competition

Scale	Frequency	Percent	Valid percent	Qumulative percent
Poor	5	25.0	25.0	25.0
Fair	5	25.0	25.0	50.0
Neutral	0	0	0	50.0
Good	5	25.0	25.0	75.0
Excellent	5	25.0	25.0	100.0
Total	20	100.0	100.0	

Competitive pricing is a crucial thing now a days. 25% rated the price as poor, 25% as moderate, 0% neutral, 25% rated good while other 25% found the price of the Avery Dennison products are quite affordable compare to the quality.

7. Lead time

Scale	Frequency	Percent	Valid percent	Qumulative percent
Poor	1	5.0	5.0	5.0
Fair	1	5.0	5.0	10.0
Neutral	0	0	0	10.0
Good	10	50.0	50.0	60.0
Excellent	8	40.0	40.0	100.0
Total	20	100.0	100.0	

Only 5% of the total local customers found the lead time quite lengthy while 90%(50+40) of them found the lead time of Avery Dennison is short. So lead time of Avery Dennison is overall above moderate.

8. Packaging method

Scale	Frequency	Percent	Valid percent	Qumulative percent
Poor	0	0	0	0
Fair	5	25.0	25.0	25.0
Neutral	8	40.0	40.0	65.0
Good	5	25.0	25.0	90.0
Excellent	2	10.0	10.0	100.0

Total	20	100.0	100.0	
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Every customers are happy with the packaging method of Avery Dennison, no one complained about the packaging method so far. Also 35% of the overall cutomers are pretty much satisfied with the packaging method. But of them almost 40% did not want to talk about that.

9. Employee behavior

Scale	Frequency	Percent	Valid percent	Qumulative percent
Poor	2	10.0	10.0	10.0
Fair	5	25.0	25.0	35.0
Neutral	8	40.0	40.0	75.0
Good	1	5.0	5.0	80.0
Excellent	4	20.0	20.0	100.0
Total	20	100.0	100.0	

According to the survey only 10% of the customers think that the employee behavior of Avery Dennison needs to be improved while 25% of them rated the behavior of Avery Dennison quite good. 40% customers did not chose any options.

10. Overall goods delivery process

Scale	Frequency	Percent	Valid percent	Qumulative percent
Poor	2	10.0	10.0	10.0
Fair	5	25.0	25.0	35.0
Neutral	2	10.0	10.0	45.0
Good	8	40.0	40.0	85.0
Excellent	3	15.0	15.0	100.0
Total	20	100.0	100.0	

The overall good delivery process was quite good verdicted by 40% of the customers while 15% marked the delivery process as excellent. Only 10% of the overall customers rated the goods delivery process of Avery Dennison as not that much customer friendly.

CONSTRAINTS/CHALLENGES AND PROPOSED COURSE OF ACTION FOR IMPROVEMENT

Identified/ Observed in the organization-

RMG industries are changing and improving very fast, so to go with the same step it's very difficult as you do not know what kind of order you will get tomorrow because it's very much related with the technology now a days. So there is not enough time for the customer to wait. Customer place order and want delivery within shortest period of time.

Some other major findings-

- ❖ High employee turnover rate which cause challenges in dealing with customers without prior experience.
- ❖ Insufficient work force for Marketing ,Sales and procurement team where only few members team has to manage more than 1600 customers.
- ❖ High cost of raw material as the organization imports most of its production raw materials outside from Bangladesh.
- ❖ The factory is situated in EPZ. That's the reason why the company needs to follow many rules-regulations and maintain documentations. The competitors of Avery Dennison from outside BEPZA took the advantages of it most of the times.
- ❖ Need to advertize more about their brand and services they provide.

- ❖ Target price is a crucial thing. They should keep a target price always would help them to win business no matter what the vendor wants about the prices.

- ❖ Unidentifying the technical problems frequently due to the lack of tech expert. Completing the whole development process done within the lead time of 5-6 working days.

- ❖ Finding an alternative material due to material shortage of a label, this may help the company in the phase of crisis.

- ❖ Higher lead time to get the sampling material in factory.

- ❖ Communication gap among department.

LESSONS LEARNED FROM THE INTERNSHIP PROGRAM

Implications to Organizations-

In this period of time I tried to describe the whole process of Avery Dennison in details which is the major part Supply Chain management. As i have mentioned about some of my experiences earlier in the ACTIVITIES UNDERTAKEN part, so here i will try to summarize the overall lessons what i have learned here in these three months of internship.

First of all, I have learned about the organizational behavior & corporate culture, i.e. how individuals and groups act in the organization, what are the people-organization relationships in terms of the whole person, whole group, whole organization etc. Organizational behavior learning was a very important thing for every fresh graduates as we just came out of our academic life.

Secondly, I have learned here about the team work very closely. As i had to work there in export team, i had the opportunity to monitoring the team work closely through various time phases.

Thirdly, I have learned that they always give priority to customer and provide greater services when the customers have urgency, which make customers more loyal toward the company.

Finally, I have gathered experience on operating new technology & software, from where customer can see their goods production status. As i have mentioned earlier that they use a Software named ORACLE which help them to make the work a whole lot easier.

Besides learning from organization and the university I have learned some other things from the organization which are very essential for me and some of them are-

1. Developing skills and competencies.
2. Increased trust, confidence and professionalism.
3. Improved subject area and discipline knowledge.
4. Increasing sophistication.
5. Handling pressure at the time of crisis.

Implications to University's Internship Program-

Though it was a short period of time but maximum information has been gathered on a particular topic. Through this affiliation report the future students of BRAC university can come to know about this big organization which is operating business all over the world and also among one of the fortune 500 company. Also the pioneer in producing pressure sensitive and adhesive materials. It also have the idea about the findings which other companies in this sector or industry might learn and take necessary step in the MNC field.

Beside that by reading this report this report, the reader can also get an idea of the garment accessories business if he/she is interested to begin his/her carrier in this field and also has a future plan make his/her career in Supply Chain Management. Local marketers can be benefitted too by know how a multinational company runs their business in Bangladesh with a structured way through maintaining Govt. rules & regulation. At last it can be said that, this report will help anyone who wants to make his career in RMG sector as it is the lifeline of our economy.

Summery-

Avery Dennison is a name of Brand, a name of a pride. Avery Dennison Corporation provides higher standards in every works, that's why Avery Dennison is Type A class industry in Bangladesh or BEPZ. They always satisfied customers that's why Avery Dennison corporation capture the major market share of Bangladesh RIS industry. Avery Dennison corporation incising their production capacity day by day, adding new technology that's help to developing manufacturing possibilities of Bangladesh and help to decrease the unemployment of Bangladesh and help the country to increase Export. Teamwork, working environment and equality is emphasized highly in this organization, from other multinational organization in Bangladesh. In addition, In Avery Dennison everybody is treats as equal irrespective of his or her job responsibilities and designation. Thus, Avery Dennison is providing the best possible work environment and opportunities for personal and professional growth. In six years, they have established themselves as the leading labeling company of our country. All the departments are doing well to reach their goal. The environment of working in Avery Dennison is really from other organizations. The environment is very friendly and informal. So, there is almost no communication gap between the superiors and the juniors. There is also no communication gap between the departments. All are very cooperative to solve other problems. If they keep their current growth rate they will capture maximum portion of labeling market of our country. Finally in a sentence it can be said that Avery Dennison is a place for gathering knowledge, experience, excellency, relationship. I am very proud that i was a part of this magnificent organization.

Recommendations-

- ❖ Delay of System Upload, KEA does not upload timely in many cases. That's why CSO are not found any Idea about production status. That makes the customer Unhappy. CSO should have the involvements on production.
- ❖ As the clients are very happy about the product quality of Avery Dennison Bangladesh Ltd. So, they should maintain their product quality to keep the leading position.
- ❖ The warehouse should use the bin card and update the bin card properly. So, the production employees will get the proper news of raw materials .
- ❖ HRM department should arrange picnic program to keep their employees happy. They can also take other steps to keep their employees happy. For ex- they can arrange different cultural programs to satisfy the employees.
- ❖ Avery Dennison also need some brand marketing, though its a very big multinational company, still many people outside the RMG sector didnt even recognize it. We know that they mainly do B2B business so they dont need everyones attention but still little bit of marketing wont let them down instead it might help them in long term.
- ❖ To maintain the technological support strong, hire more efficient IT expert.
- ❖ As Avery Dennison Bangladesh Ltd. has an interactive corporate culture and the working environment is very friendly, interactive and informal, so they should maintain it to ensure the better working environment.
- ❖ As the suppliers are not happy about their delay payment, so they can make a bill tracker where all the bills will be kept with the bill received date and the status of the bills.
- ❖ Need to improved KEA system.
- ❖ Increase more machine and machinery to improve the production capacity of the factory.
- ❖ Need to recruit Skilled Operator. Delay process Of QC Department.(layout after approved by the customer not need to recheck the Positives or Negatives).
- ❖ As many experienced employees are leaving from this company for their salary structure, so they should align the salary structure to keep their experienced employees.
- ❖ The supply chain department should be aware about their activities. They should asses the need of different raw materials and other things before purchasing it.

- ❖ After completing the survey findings I recommend that customers satisfied regarding customer service of Avery Dennison Bangladesh Ltd. But they are very much dissatisfied about lead time, packing method. Customers they are not getting the good on time and they are sometime getting short quantity. I found the weakness with these two points.
- ❖ As Avery Dennison Bangladesh Ltd. has already established a favorable reputation in the labeling and packaging industry of our country and it is one of the leading labeling companies in Bangladesh, so they should try to capture the maximum portion of the market demand. One employee of marketing told me that they are fulfilling 30% of the whole demand of label, sticker and price tag of our country. If they increase their capacity they can capture more than 50% of the whole demand of our country.

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