

Report On
Disari Industries (Pvt.) Ltd. (Goldstar Group)
Apparel Production Management

By
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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
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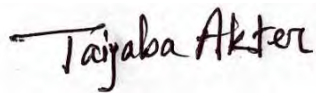
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Declaration

It is hereby declared that

1. The internship report submitted is my 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 have acknowledged all main sources of help.

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Taiyaba Akter

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Academic Supervisor's Full Name & Signature:



Bushra Nuzhat Ika

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Letter of Transmittal

Bushra Nuzhat Ika
Trainer PGD-KIM,
BIGD, Brac University
66 Mohakhali, Dhaka-1212

Subject: Submission of Industrial-Attachment report.

Dear Madam,

This is my pleasure to submit my Industrial-Attachment report regarding Production Management of Disari Industries (Pvt) Ltd., which I was appointed by your direction.

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,

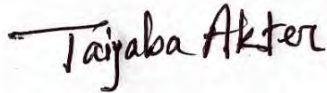


Taiyaba Akter
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Executive Development Center, BIGD
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Date: October 10, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between Disari Industries (Pvt) Ltd. and the undersigned student at EDC, BIGD, Brac University.

Student's Full Name & Signature:



Taiyaba Akter
24281030

Industry Supervisor's Full Name & Signature:



S. M. Sultan Pritom
Manager- Sustainability
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Acknowledgement

First and foremost, I am deeply grateful to Almighty Allah for granting me the strength, patience, and determination to complete my internship and this report successfully.

I would like to sincerely acknowledge the Government of the People's Republic of Bangladesh and the Ministry of Finance for funding the Postgraduate Diploma in Knitwear Industry Management (PGD-KIM) program. My heartfelt appreciation also goes to BRAC University, the BRAC Institute of Governance and Development (BIGD) for organizing such a resourceful program and for their continuous academic guidance and support.

I am profoundly thankful to my academic supervisor, Bushra Nuzhat Ika, Trainer, PGD-KIM, BIGD, BRAC University, for her valuable guidance, constructive feedback, and inspiring mentorship throughout this journey. I also express my sincere gratitude to my industry supervisor, S M Sultan Pritom, Sustainability Manager, Goldstar Group of Industries, whose supervision, encouragement, and practical insights made my internship more meaningful and enriching.

My special thanks are also extended to the management and employees of Disari Industries (Pvt) Ltd. for their kind cooperation, professional support, and valuable suggestions during my industrial attachment.

Finally, I remain indebted to my parents and family members for unwavering love, constant encouragement, and endless support, without which this accomplishment would not have been possible.

This internship has been a significant milestone in my academic and professional development, and I feel truly fortunate to have learned from such dedicated individual and institutions.

Executive Summary

This report presents the 66 days internship I completed at Disari Industries (Pvt) Ltd., a key of Goldstar Group, which started in 1992 and now runs five garment units, a washing plant, carton and polybag factories. The group makes over 14 million garments each year, earns more than 45 million USD and supplies big buyers like Lidl and Aldi. Disari itself produces around 200,000 pieces a month, such as T-shirts, vests, trousers, shorts, swimming wear, baby items and lingerie while following strict global rules for quality, safety and environment. It uses shared spaces for sewing, cutting, finishing and storage to keep costs low and speed high.

My internship was part of the PGD-KIM program at Brac University's BIGD. I spent times in five main areas: 20 days in Marketing and Merchandising, 10 days in Product Development, 20 days in Production Management, 5 days in Quality Management and 11 days Industry Engineering and Planning. I did real work every day, like making TNA plans for ALDI orders, timing sewing jobs to cut SMV by 8 percent and raise line from 88 to 92 percent, checking all cut panels, leading a final audit with no fails and studying lost time to save 31 percent of downtime. These tasks showed me how each connects to turn fabric into packed cartons ready for buyers.

The report links what I learned in PGD-KIM classes to factory life, such as using SMV tools, writing clear emails to buyers, balancing lines and checking compliance. I also give nine easy, low-cost ideas to fix small problems like short daily meetings, phone apps for live tracking, better waste sales and a weekly idea team. These changes can save a lot, make work faster and keep workers happy. Overall, my time at Disari gave me strong skills in RMG and showed how smart planning and team effort help Bangladesh stay strong in world markets.

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List of Acronyms

BGMEA	Bangladesh Garment Manufacturers and Exporters Association
BSCI	Business Social Compliance Initiative
DHU	Defects per Hundred Units
BOM	Bill of Materials
C&F	Cost & Freight
SCM	Supply Chain Management
QC	Quality Control
TNA	Time and Action
TCX	Textile Cotton eXtended
GSM	Grams per square meter
NPT	Non-Productive Time
SMV	Standard Minute Value
KPI	Key Performance Indicator
QS	Quality System
PQI	Product Quality Inspection
AQL	Acceptable Quality Level
CAPA	Corrective Action Preventive Action

Chapter 1

About Organization

1.1 Overview of the Industry

Disari Industries (Pvt) Ltd., a proud member of the Goldstar Group, is a 100% export-oriented readymade garments manufacturer established in 1998. The company operates from a shared facility with dedicated sewing lines, complemented by common finishing, cutting, storage and administrative spaces.

Goldstar Group began its journey in 1992 with only two production lines under the name Goldstar Fashions Ltd. Over the past 26 years, it has grown into one of Bangladesh's leading apparel manufacturing groups. Now comprising five garment production units, one washing plant, one carton & poly manufacturing plant and one logistics unit. Today, with 47 production lines across its facilities, the Group produces over 14 million garments annually, achieving an annual turnover of more than 45 million USD. It has earned the trust of reputed global brands, particularly as one of the largest vendors for Lidl and Aldi. The company's excellence in merchandising, product development, production and logistics has been consistently recognized with awards and certifications from international buyers.

Backed by an extensive sourcing network, Disari Industries ensures the fastest lead times, best quality fabrics and competitive pricing for its customer. Its core product portfolio includes lingerie, T-shirts, blouses. Trousers, shorts, overalls and baby items, all produced with strict adherence to global compliance standards. The company is a proud member of the Bangladesh Garment Manufacturers and Exporters Association (BGMEA) and has successfully completed audits by ACCORD and BSCI, receiving an overall rating of "C".

The foundation of Disari's success lies in continuous investment in human capital, advanced manufacturing facilities, and cutting-edge technology. With proven expertise, financial strength, and customer-centric professionalism, the company continues to expand its presence

on new international markets while delivering excellence in quality, flexibility and cost competitiveness.

1.2 Vision & Mission

Vision

To be a market leader in global apparel industry by driving productivity, embracing technological innovation and ensuring absolute customer satisfaction – all while upholding the highest social and environmental standards.

Mission

They strive to exceed customer expectations by delivering quality, competitiveness and reliability. As a responsible organization, they foster a safe and healthy workplace where employees grow as a family, while continuously expanding with strong commitment to social and environmental responsibility.

1.3 Goals & Objectives

Production Excellence: Disari Industries (Pvt) Ltd. prioritizes world-class manufacturing standards by setting stringent Defects per Hundred Units (DHU) targets across key departments. In Cutting, DHU must remain $\leq 1\%$ to ensure precise fabric preparation; in Sewing, $\leq 2\%$ to maintain stitch integrity; in Finishing, $\leq 3\%$ for flawless pressing and packing; and in Washing, $\leq 6\%$ to achieve uniform color and texture. Additionally, overall Efficiency must reach $\geq 8\%$ to optimize line productivity, while the Rejection Rate is capped at $\leq 0.3\%$ to minimize waste and rework.

Quality Assurance: The factory commits to zero-tolerance for substandard outputs through comprehensive defect monitoring. Overall Defect Rate $\leq 0.3\%$, Electricity Consumption $\leq 0.0\%$, and Labor Cost $\leq 0.0\%$ underscore a holistic approach to sustainable, cost-effective

production, ensuring every garment meets global benchmarks without compromising environmental or financial efficiency.

Internal Laboratory Standards: Disari maintains an in-house testing facility to guarantee material safety and durability. Achieving 100% pass rate in Physical Testing verifies fabric strength, shrinkage, and pilling resistance, while 100% in Chemical Testing confirms compliance with restricted substances like AZO dyes and formaldehyde, safeguarding consumer health and regulatory adherence.

Customer Focus: Delivering unparalleled service is core to Disari's ethos, with 100% On-Time Delivery ensuring shipments meet buyer deadlines without delays. Zero Stuffing Errors prevent container loading mishaps; Carton Rejection $\leq 3\%$; Inline Rejection $\leq 2\%$; and Inline Check $\leq 2\%$ collectively foster trust, reducing claims and enhancing repeat business from loyal clients.

Inspection Excellence: Rigorous quality gates protect brand integrity throughout production. Initial Inspection Pass Rate at 100% sets a flawless foundation; Inline Inspection at 96% enables real-time corrections; and Final Inspection at 100% serves as the ultimate pre-shipment validation, aligning with international audit requirements for consistent, defect-free exports.

Social Compliance: Ethical practices define Disari's workplace, targeting 0% Rejection in social audits to uphold labor rights, safety protocols, and fair wages under frameworks like BSCI and SEDEX. Coupled with 100% On-Time Delivery in compliance reporting, this ensures transparent, accountable operations that build stakeholder confidence and long-term sustainability.

Material Management: Streamlined supply chains are vital for seamless production, with 100% Inspection Pass Rate for incoming fabrics and trims eliminating defective inputs at source. Achieving 100% On-Time Material Delivery prevents bottlenecks, supporting

uninterrupted workflows and reinforcing the factory's reputation for reliability in the global RMG supply chain.

Achievement Milestones: Disari celebrates sustained performance with monthly recognitions for 100% On-Time Delivery and 0% Rejection across eight consecutive months in 2025 (January to August). These accolades, displayed prominently, motivate teams and highlight the factory's trajectory toward zero-defect excellence, driving continuous improvement and industry leadership.

1.4 Organizational structure, Organogram, Branches & Departments

Under Goldstar Group, there are 5 garments production units, Washing plant with multiple wash facility, C&F, Logistics together with a vertical setup of Carton, Polybag and accessories manufacturing plant. These are-

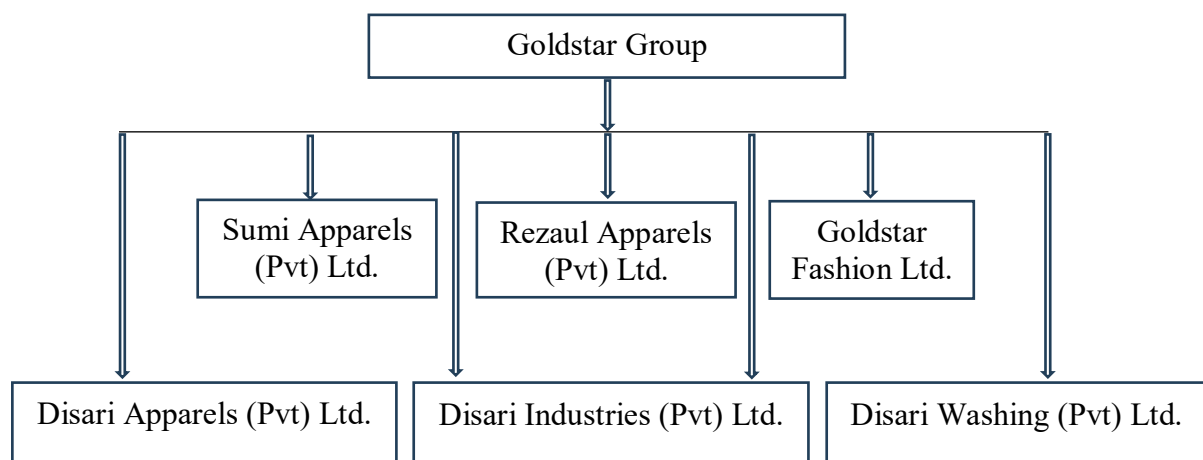


Figure 1: Sister Concern of Goldstar Group

Organogram of Disari Industries (Pvt) Ltd.-

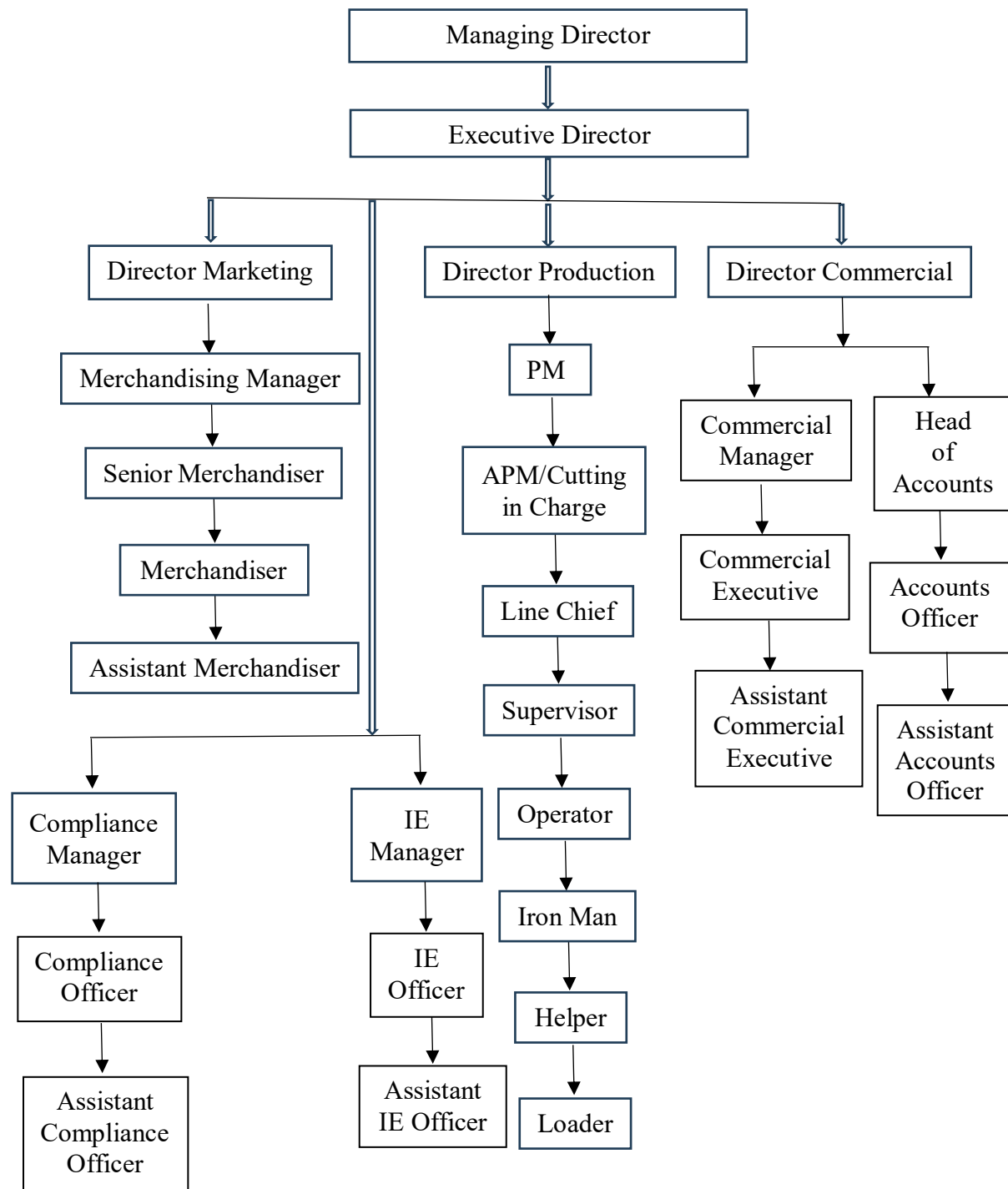


Figure 2: Organogram of Disari Industries (Pvt) Ltd.

Departments:

Marketing	Merchandising	CAD & CAM	Production	IE & Planning
Accounts & Finance	Human Resource Management	Corporate Social Responsibility	Sample Development	Quality Assurance

*Table 1: Departments of Disari***1.5 Products produced by the industry**

Disari Industries (Pvt) Ltd. produces 200,000 pcs products per month. This factory works for producing following products:

Products:

Men's Wear	T-shirts, pant, pyjama set, swimming wear, vest.
Women's Wear	T-shirts, pant, pyjama set, swimming wear, leggings, tank top, nightwear.
Lingerie	Bra, panties, briefs, boxers, retro shorts.

*Table 2: Product range of Disari***Clients:**

LIDL	ALDI	PROMTEX	KIK	NORMA
CARREFOUR	MATALAN	IDG	TRISTER	COTSCO
NEW YORKER	CARREFOUR	MALWEE	ACTION	RENNER

Table 3: Clients of Disari

Chapter 2

Description about task accomplishment

As a fresh graduate seeking broad exposure to the industry, I completed a 66 days intensive internship focused on apparel production management. This rotational program, suggested by my industry supervisor, provided comprehensive, hands-on experience across the organization's core operations. Throughout this internship, I actively participated in several key areas, including production, supply chain, merchandising, industrial engineering and quality management. These experiences enriched my technical understanding, improved my analytical ability and strengthened my professional communication within an industrial setting.

The duration of my engagement in each area is summarized below:

Department Name	Duration
Marketing & Merchandising	20 days
Sample Development	6 days
Production Management	24 days
Quality Management	5 days
Industrial Engineering	11 days
Total	66 days

Table 4: Internship schedule breakdown

2.1 Marketing & Merchandising Department

During my internship, I began my journey with the marketing & merchandising department, which is often regarded as the heart of a garment factory. I quickly realized that this department serves as the bridge between buyers and production teams, ensuring smooth communication, proper execution of orders and timely delivery of finished goods.

From the very beginning, I observed that the merchandising department's work starts from order placement and extend all the way to shipment. Merchandising involves planning, developing and executing orders while maintaining coordination among different departments such as planning, sourcing, store, production and quality.

In my understanding marketing creates the buyer's interest and influence whereas merchandising ensures that the interest is successfully converts into actual production and shipment. Through my observation, I came to understand that merchandising is divided into two key roles:

Development Merchandisers:

They focus on product development and new order sourcing. Their duties include sample development according to buyer's tech pack, obtaining raw material pricing, preparing cost sheets and negotiating cost sheets with buyers.

Execution Merchandisers:

They handle confirmed orders and responsible for material booking, production follow up, quality approval and shipment arrangements. I noticed that they work closely with the planning, store, SCM, QC and commercial departments to ensure smooth workflow.

I found that both development and execution merchandisers are equally important – one brings in the business and the other ensures it's delivers flawlessly.

2.1.1 Merchandising Procedure Flowchart

Through observation and participation, I became familiar with the entire merchandising workflow, from receiving the buyer's tech pack to final shipment.

The overall merchandising process I observed can be summarized as follows:

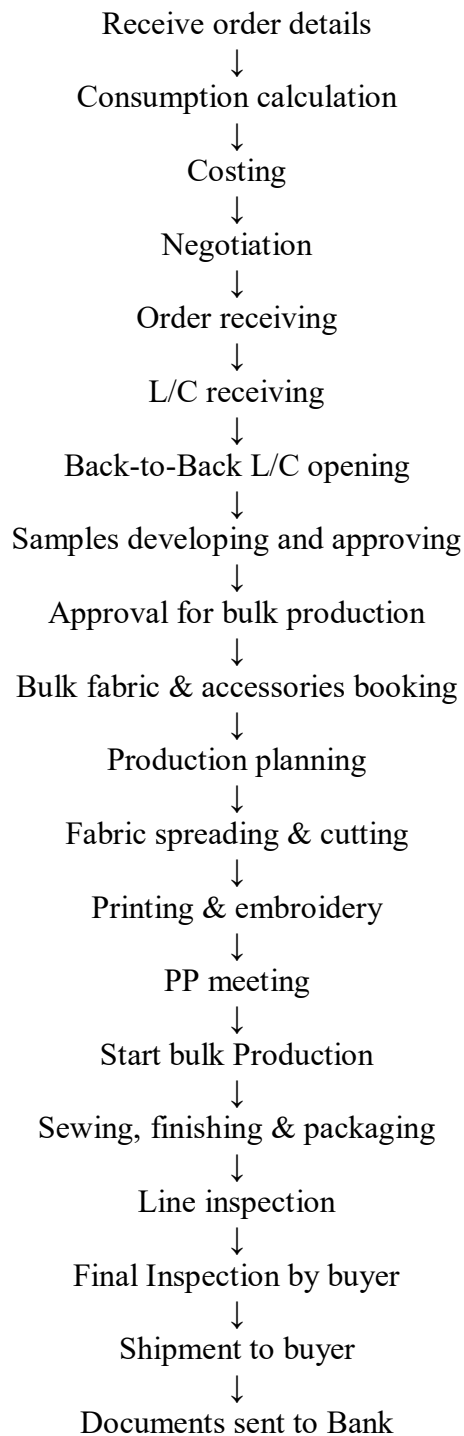


Figure 3: Merchandising activity flowchart

2.1.2 Strategic Contributions in Marketing and Merchandising

My 20-day assignment in Merchandising involved rigorous, end-to-end management of the order cycle, primarily focusing on the demands and specifications of the ALDI buyer. I was

deeply integrated into the team, mastering the Time and Action (TNA) calendar by actively executing critical steps from initial booking to order execution.

Raw Material Procurement and Specification

Buyer Management (ALDI): I served as one of the key coordinators for ALDI orders, maintaining constant communication with their local liaison office. This ensured all design, quality, and delivery expectations were clearly understood and accurately translated into internal work orders.

Yarn Booking and Requisition: My first responsibility was to launch the production cycle by preparing documentation for yarn booking and requisition. This involved consulting the Bill of Materials (BOM) to verify exact quality and quantity specifications for the procurement team, mitigating the risk of material shortages.

Fabric Booking: Following yarn confirmation, I managed the fabric booking process. I worked closely with the Sourcing Department to finalize the required finished fabric quantities and secure capacity from approved suppliers based on the critical "in-house" delivery date.

Color and Component Approval Process

Lab Dip Development and Card Making: A crucial technical task was coordinating the initial lab dip development. Once the dyehouse provided samples, I was responsible for lab dip card making, mounting the fabric swatches and preparing them for submission. I personally performed shade matching with the TCX book, ensuring the proposed colors closely aligned with the buyer's global standard before sending the samples out. This was one of the toughest jobs and required highest time to do it precisely.

Lab Dip Approval: I tracked the submission and managed the communication loop until the final lab dip approval was secured from ALDI. This finalized the color standard, which was non-negotiable for the bulk dyeing process.

Local Accessories Booking and Trim Card Making: Simultaneously, I managed the procurement of all supplementary components by handling local accessories booking. To ensure perfect alignment with the approved designs, I created the official trim card, showcasing every required component (e.g., size & care label, sewing thread, zippers, drawcords, buttons) in its approved color and size, and used it as the reference for all local purchases.

Strike-off Sending: For garments involving complex prints or embroideries, I was responsible for coordinating the strike-off sending. I managed the physical delivery of these printed samples to the buyer for approval, confirming the print quality and color separation before authorizing bulk production.

Production and Quality Control Follow-up

Knitting Follow-up: To maintain the TNA, I implemented daily routines for knitting follow-up, coordinating with the Knitting Unit to track the progress of grey fabric production and reporting output against the planned schedule.

Fabric Dyeing Follow-up and In-House: I meticulously monitored the bulk fabric dyeing process, ensuring color consistency with the approved lab dip. I tracked the subsequent inspection reports and confirmed the successful in-house receipt of the finished material by the cutting department, validating both quantity and quality.

Order Execution: With all materials secured, my primary focus shifted to tracking the physical order execution. I monitored the progress of the ALDI styles through cutting and sewing, proactively identifying and flagging any potential delays to the Production Planning team.

2.2 Product Development Department

My ten days spent within the Product Development Department (PDD) provided a deep dive into one of the most dynamic and creative divisions of the garment industry. I immediately recognized the PDD's vital function in transforming a buyer's conceptual design into a tangible, production-ready product. The department operates as a miniature, yet fully equipped, version of the full production line, possessing all necessary facilities—from design and pattern making to sewing and finishing—to meticulously prepare and secure approval on samples before committing to bulk manufacturing. My experience confirmed that product development is not linear, but an ongoing process driven by research, innovation, and practical experimentation, all targeted at accurately meeting complex buyer requirements within strictly limited timeframes.

2.2.1 Core Functions and the Sample Lifecycle

The PDD manages a comprehensive range of pre-production activities essential for validating an order. The process begins when the merchandising team provides the technical file, including color artwork, M-chart, fabric details, sample type, quantity, and original sample. Based on this, a master pattern is made and graded according to the measurement chart and original reference sample. Before cutting, daily calibration checks are conducted and reported to ensure precision. Once materials are received, they are inspected by the Quality Control (QC) team. If all materials are approved, they are passed to the sample cutting team along with the pattern and cutting instructions. The cut panels are again verified by QC against the hard pattern for consistency. Prior to sewing, the sample room operator and technician are briefed. After sewing, each finished garment is checked and signed by QC to confirm quality compliance. The final sample is then reviewed and approved by the department head. Once approval is secured, the sample is delivered to the concerned merchandiser for buyer

presentation or further development. This structured process ensures accuracy, quality, and consistency in sample production.

During my time, I tracked the development of various samples, each serving a specific, non-negotiable purpose in the production cycle. These included the initial Development Sample, the crucial Size Set Sample prepared to check fit across the entire size range, and the Final Approval Sample, which dictates the quality standard before bulk cutting commences. I learned that samples like the Pre-Production (PP) Sample are not just for approval; they function as a precise technical reference that guides every subsequent action taken by the production and quality assurance teams, representing the craftsmanship of the entire unit.

2.2.2 Subsections and Direct Intern Contribution

My active role involved working closely within the department's specialized subsections, providing support that directly accelerated the sample approval process.

Pattern and CAD Section: This area, where technology meets craftsmanship, was highly instructive. I learned that the pattern is truly the blueprint of any garment, dictating structure, fit, and allowances. Using advanced software like Optitex, the CAD section is responsible for pattern making, grading (sizing), and marker planning. I assisted the pattern team in drafting base patterns from buyer-provided templates and incorporating necessary allowances, which deepened my technical appreciation for how precise pattern-making safeguards the quality and fit of the final product. Crucially, I gained hands-on experience by practicing the creation of sample markers under supervision using the CAD system, which demonstrated how accurate digital patterns reduce fabric wastage and improve marker efficiency. This exercise allowed me to perform basic fabric and thread costing by calculating material consumption, directly linking technical output to financial profitability.

PDD Merchandising Section (Sample Management): This section acted as the communication hub, translating buyer requirements for the technical team. I worked alongside the merchandisers to monitor sample approval stages and track the complex lifecycle of various samples (e.g., Development, fit, Size Set, PP Sample). My primary contribution was focused on the administrative and logistical management of this lifecycle: meticulously tracking the status of developed samples, coordinating their movement for internal quality checks, and managing the entire process of sample development and timely submission to the buyer for the critical final sign-off.

2.2.3 Marker Making

A key insight gained from the PDD was the immense financial leverage held within marker making, the technique of arranging pattern pieces on the fabric to minimize wastage. While some manual markers are still used, the factory heavily favors computerized methods (CAD/CAM) for their superior speed and precision.

I learned that efficient marker planning carefully balances fabric width, grain line orientation, and size ratios. The efficiency of this process is quantified using the formula:

$$\text{Marker Efficiency (\%)} = \frac{\text{Area of Fabric Used for Garment Pieces}}{\text{PiecesTotal Area of Marker}} \times 100$$

It was remarkable to realize that a marginal difference of even 1–2% in marker efficiency achieved through computerized optimization translates into substantial cost savings for the factory's large-scale orders, solidifying the idea that the PDD is as much an analytical, cost-saving division as it is a creative one.

2.3 Production Management

My internship in Production Management delivered a complete, end-to-end view of transforming raw materials into market-ready garments. I rotated through every core area- Bonded Warehouse, Store, Cutting, Sewing, and Finishing-while noting how every decision hinges on harmonizing the six “M’s”: Man, Machine, Material, Method, Market, and Money.

2.3.1 Warehouse and Store Operations

The production process begins with rigorous material control. In the Bonded Warehouse, I observed the strict protocol for storing imported raw materials like fabric and trims under customs supervision. This phase emphasized the importance of inventory control, where systematic labeling and documentation ensured materials remained traceable from the moment of receipt. I then spent critical time in the Store Room, the central hub for material validation. Upon arrival, I observed the team verifying materials against commercial invoices and conducting essential quality checks. My key task here was to observe the 10% fabric inspection process utilizing the 4-point system for scoring defects, and monitoring shrinkage tests. This was immediately followed by the preparation of shade cards for roll segregation, a vital preparatory step that prevents color mismatch on the cutting floor. This exposure underlined how meticulous inventory control and early quality checks are essential to mitigating risks downstream.

2.3.2 Cutting Department

The cutting section was one of the most interesting parts of my internship. It is the starting point of actual garment production, where fabrics are cut according to the pattern and marker plan. I had the chance to observe both manual and automated cutting operations.

Before any fabric is cut, I saw that several preparatory steps are followed, including fabric relaxation, GSM and shrinkage testing, shade approval, and marker planning. The cutting

master prepares markers using CAD software, which helps to minimize fabric wastage and improve precision.

I noticed the following cutting process being followed:

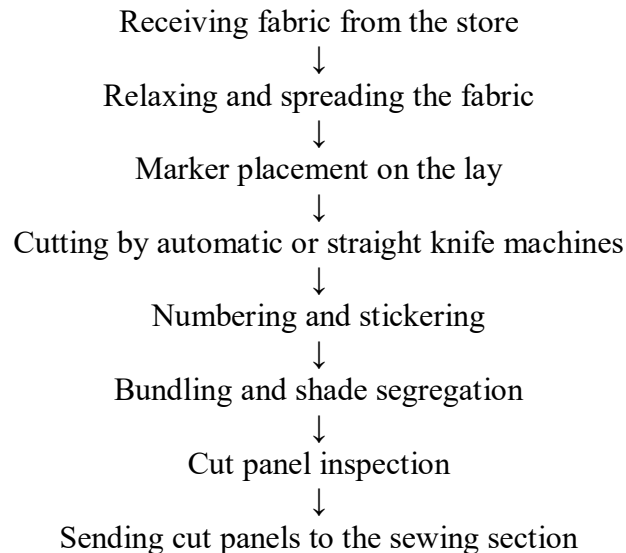


Figure 4: Cutting department flowchart

Quality Process of Cutting Department

I closely observed the rigorous quality checks implemented here. Before cutting, inspectors check the fabric lay for shade consistency and spreading accuracy. After the panels were cut, I learned how 100% cut panel inspection is performed. This involved checking each piece for potential defects and ensuring all parts were properly numbered and stickered before moving to the next stage. Defective panels were instantly segregated for replacement, eliminating mixing errors. I personally flagged 14 mis-notched panels in one lot, triggering instant replacements and zero downstream mix-ups.

Bundling Process

I learned that effective bundling is crucial for maintaining shade consistency during sewing. I observed that typically 20–25 pieces of the same shade are grouped into one bundle. The bundling team attached stickers and bundle cards detailing the buyer's name, style, size, color,

and part description. This process demonstrated how simple documentation supports essential production traceability and prevents shade mismatch in the assembly line.

2.3.3 Sewing Department

The Sewing Section serves as the factory's heart, where cut panels are assembled into garments.

The sewing process I observed included:

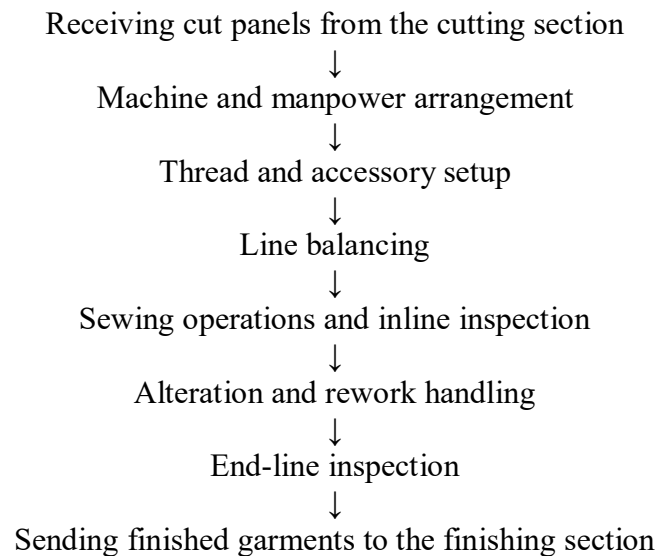


Figure 5: Sewing department flowchart

I closely observed how man, machine & method were syncing in full rhythm in each sewing floors. First few days, I spend in the sewing section to know about the process of each style, function of different machines and how much time each process requires. I interacted extensively with line supervisors and the Industrial Engineering (IE) team to understand the mechanics of achieving daily production targets.

Line Balancing: My most significant learning here was the principle of line balancing. I observed how machine arrangements and manpower distribution are determined based on the SMV (Standard Minute Value) of the specific style. I learned that production efficiency depends entirely on balancing the cycle time of different operations. I traced the process flow from receiving cut panels and setting up machines, through inline inspection, rework handling, and final end-line inspection. I actively supported the launch of a 12,000-piece women's

activewear order (Style: AW-Yoga-24) on Line D4. I assisted the IE team in mapping 28 workstations, ensuring precise placement of specialized machines including 6 flat-seam units, 12 single-needle lock-stitch, 4 overlock, 3 double-needle chainstitch, 2 feed-off-the-arm, and 1 bartack machine. I cross-verified machine compatibility against the tech pack to prevent delays. Using SMV data (total 0.91 min/pc), I helped set a realistic line target of 380 pcs/hour.

Safety and Hygiene: I also observed the stringent safety protocols in place, particularly the careful tracking and replacement of broken needles, which must adhere to strict procedures to ensure the final product is safe for the consumer. Operators were diligent in maintaining hygiene and using safety tools like needle guards.

2.3.4 Finishing Department

The Finishing Section is the last line of physical production, dedicated to maximizing the garment's market value and ensuring compliance. After receiving finished garments from sewing, I observed the critical process flow.

Post-Sewing Checks: The team meticulously performs thread trimming and checks each piece for final defects before preparing the garments for steam ironing. I noted the careful control of steam pressure and temperature to protect fabric quality.

Compliance and Packaging: Post-ironing, garments are transferred to the dry room, where specific environmental controls (humidity below 40% and temperature 35°C) are maintained to prevent mold formation—a crucial compliance requirement. The garments then undergo the final quality check, where inspectors verify measurements, appearance, and labeling details before being folded, tagged, and packed according to buyer specifications. Finally, the packed cartons are sent for needle detection to ensure safety compliance, marking the last mandatory step before the order is ready for shipment. This process clearly illustrated that a well-finished product is a direct reflection of the factory's commitment to overall quality and reputation.

Final Audit: I led the final AQL 2.5 audit for a 7,200-piece export shipment. Supervised thread sucking, spot cleaning, steam pressing (110°C, 3-bar pressure), and hangtag application using standardized checklists. Operated the metal detection tunnel (sensitivity: 1.2 mm ferrous) and verified 100 % carton passage with zero contamination alerts. Verified polybag sealing integrity and carton packing ratios (12 pcs/poly, 144 pcs/carton), achieving zero packing discrepancies in internal audit.

2.3.5 Cross-Line Production Oversight

To broaden exposure, I was assigned shadow monitoring of Lines B18 and B20 during a high-volume basic tee run. I documented bottlenecks in collar attachment (cycle time: 48 sec vs. target 38 sec) and proposed operation splitting, adopted the next day. I also helped training two junior assistants on inline inspection using the 4-point defect grading system, improving defect capture consistency from 72% to 91%.

2.4 Quality Management Department

The Quality Control (QC) function is crucial for maintaining product standards throughout the factory. So far, I witnessed Disari's Quality Management System workflow-

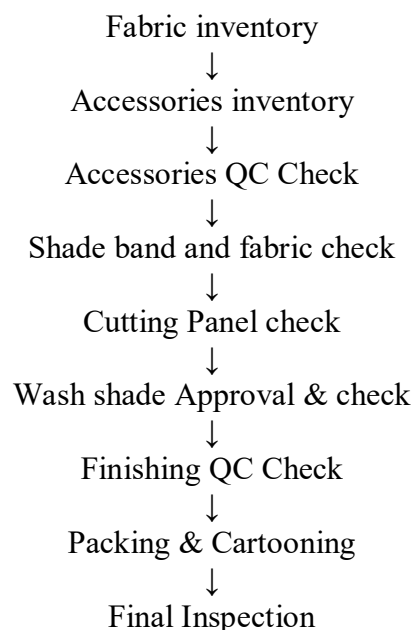


Figure 6: QMS department flowchart

I observed that the QC team focuses simultaneously on detecting defects, identifying their root causes, and implementing immediate preventive measures to avoid recurrence, ensuring the usability and performance level of the product meets market acceptance criteria.

Material Inspection (Fabric and Accessories): Quality control starts immediately upon material arrival. I observed the QC team conducting fabric inspection, often utilizing systems like the 4-point system. This meticulous check is vital to preemptively identify flaws such as slubs, knots, shading, barre marks, or oil stains before the fabric enters the expensive cutting stage. This early detection is the first major defense against significant downstream losses.

Cutting Section Quality Control: In the cutting section, I observed a structured QA Process Flow Chart designed for layered quality assurance:

Marker Check→Spreading QC→Cutting QC→100% Panel Check→Random Bundle Audit

During the 100% panel check, I assisted inspectors in defect identification, looking specifically for issues like missing yarn, color variation, shading issues, and inaccuracies in alignment. This process required the immediate segregation of defective panels to ensure that only approved components moved into the sewing line, thus preventing errors from compounding.

Sewing Section Quality Control: During the sewing process, quality is checked constantly through in-line and end-line inspections. I watched inspectors confirm correct stitching, accurate measurements, and proper placement of labels. I actively joined the in-line inspection, using arrow stickers to mark and flag defects on garments while they were being made. I also helped manage the defect-fixing process:

Marking and Repair: We marked the bad clothes, separated them, and sent them to the right repair place (sewing defects go to the sewing line; easy stains go to the iron table).

Re-inspection: I personally checked the repaired clothes again to make sure the defect was completely solved before the garment went to final packing.

Finishing Section Quality Control: The finishing section represents the final quality gate before shipment. I observed inspectors conducting checks after ironing and before packing. They look for surface flaws such as stains, oil spots, or dirt marks, verify print and embroidery accuracy, and confirm label, tag, and sticker placement. Most importantly, inspectors perform a final measurement confirmation and verify the packing assortment and carton quantity against buyer specifications. This final, comprehensive inspection guarantees that only flawless, compliant garments are approved for customer delivery. I also helped the QA team conduct pre-final and final inspections, assisting in drafting the report and checking the percentage of defects against the AQL standard to confirm the shipment's pass/fail status.

Documenting the Quality Assurance Process

A key administrative task during my attachment was documenting the structured Quality Assurance (QA) Process Flows for both the Cutting and Sewing sections. By mapping out the precise sequence of checks, audits, and sign-offs, I was able to internalize the concept that quality relies on a continuous process embedded at every stage, not simply a final product inspection. This documentation provided me with an organized, macro-level view of how precision monitoring and internal systems are integrated to meet international quality requirements and prevent defects proactively.

2.5 Industrial Engineering Department

After completing my foundational learning in the manufacturing departments, I was allocated to the Industrial Engineering (IE) Department, recognized as one of the most significant divisions in any garment manufacturing factory. The IE team serves as the engine of optimization, dedicated to achieving on-time shipment, quality consistency, and maximum efficiency by reducing waste and cost. I spent 11 days mastering core IE methodologies focused on the efficient use and optimization of Man, Machine, Material, and Method.

2.5.1 The Strategic Role of Industrial Engineering

The IE Department's strategy is segregated into two vital areas:

Pre-Production IE Team: This team focuses on advanced planning and costing. Their activities include comprehensive Garment Analysis, detailed operation breakdown making for different samples, providing the Marketing SMV (Standard Minute Value) for costing, developing the final Floor SMV for production, creating the SMV data bank, and implementing the Standard Method for all operations.

Operation IE Team: This team manages real-time optimization on the factory floor. Their main key performance indicators (KPIs) include cost reduction, productivity enhancement, process standardization, DHU (Defects per Hundred Units) level maintenance, and total wastage elimination.

The core objective remains consistent: using optimization techniques to improve production and efficiency while simultaneously reducing costs. Additional responsibilities encompass calculating Cost Per Minute (CPM)—a critical metric derived from total operational expenses divided by available minutes—and Cost of Making (CM), which directly influences profitability and order pricing.

2.5.2 Work Study and Time Analysis

My work within the IE department was hands-on and highly analytical, focused on generating key data for management information systems (MIS).

Non-Productive Time (NPT) Study: I conducted a comprehensive four-hour work study during peak production to investigate and locate Non-Productive Time (NPT) on the sewing floor. NPT refers to standard time operators spend without creating garments—such as machine downtime, waiting for material, or setup time. I systematically observed 12 operators across

three sewing lines and successfully identified six specific instances of NPT totaling 47 minutes within the four-hour allocation. Key findings included 18 minutes of machine troubleshooting, 15 minutes waiting for thread re-supply, and 14 minutes of personal breaks exceeding allowance limits. This exercise highlighted the monetary value of every standard minute lost and provided critical data for management to initiate preventive actions.

Standard Minute Value (SMV) Calculation: I mastered the process of determining SMV, which represents the time required by a competent operator working at normal pace to complete a task using specified methods. For a women's basic t-shirt, I used a digital stopwatch to time 50 cycles of each of the 18 elementary operations, obtaining accurate basic minute values. I then applied the industry-standard formula:

$$\text{SMV} = (\text{Basic Time} + \text{Allowances on Basic Time})$$

Operation Breakdown Development: I contributed to creating detailed operation breakdowns for a men's polo shirt style. This involved dissecting the garment into individual components and sequencing all stitching, folding, and attachment processes. For each operation, I specified the required machine type (e.g., single-needle lockstitch, overlock), attachments (folders/guides), and preliminary SMV estimates. The finalized breakdown sheet served as the foundation for line setup and manpower allocation.

2.5.3 Optimization and Process Design

My involvement extended to translating time studies into practical production setups.

Line Balancing and Setup: A primary function of the IE team is Line Balancing, the technique of configuring a sewing line to ensure inventory levels remain consistent across all activities, thereby minimizing idle time and avoiding bottlenecks. I was involved in this dynamic process. Specifically, I did not just observe; I collaborated with the IE team to make new line balancing adjustments for a product before the current running style was finished. This foresight—setting

up the next configuration while the current line was still operating—demonstrated the proactive planning required to maintain optimal operation and high production efficiency. The goal was always to optimize operator and machine allocation based on the newly calculated SMV to achieve the targeted production rate.

Method Study and Ergonomics: I participated in a method study to improve collar attachment for T-shirts. Through video analysis and operator consultation, we identified an unnecessary motion that consumed 9 seconds per piece. The redesigned method reduced SMV by 15% and improved operator comfort, reducing repetitive strain complaints.

5S Implementation: I assisted in a 5S audit of the trimming section, scoring the area at 62/100. Working with operators, we implemented visual controls, standardized workstations, and material shadow boards, improving the score to 89/100 within 3 days and reducing material search time by 40%. The five principles- Sort, Set in Order, Shine, Standardize, Sustain were applied systematically to maintain long-term gains.

Chapter 3

Critical assessment of Internship work

The 66-day internship program at Disari Industries Ltd., under the Goldstar Group, provided a comprehensive opportunity to translate theoretical learning from the Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) into real-world industrial practice. The experience across Marketing & Merchandising, Product Development, Production Management, Quality Management, and Industrial Engineering enabled me to apply both generic and industry-specific courses in a practical, results-oriented environment.

3.1 Application of Generic and Industry specific courses during internship

The generic courses from the PGD-KIM curriculum built the foundation for understanding professional behavior, communication, and organizational operation. Collectively, these generic courses enhanced my workplace maturity, problem-solving skills, and adaptability- key attributes for functioning effectively in a fast-paced apparel manufacturing environment.

The industry-specific courses in the PGD-KIM program bridged theoretical concepts with practical industrial implementation. Each was reflected through direct engagement in the relevant departments during my internship. The application of these courses validated that academic learning is not theoretical abstraction but a strategic toolkit. Each course equipped me to understand and engage with complex apparel operations, linking knowledge to measurable industrial outcomes.

These learnings were directly applied during my internship as follows:

KIM 101 – HR Skills and Competencies: This course enhanced my understanding of employee motivation, compliance, and labor welfare. During my rotations, I observed how Disari Industries maintained worker safety, discipline, and grievance-handling mechanisms through its HR and Compliance systems. The exposure validated the course concepts of ethical

leadership, workplace behavior, and social accountability within a large-scale RMG organization. As a fresh graduate, I learned workplace behavior and teamwork by shadowing the HR team during daily floor rounds; I absorbed the importance of greeting every operator by name, maintaining eye contact, and never raising my voice even under pressure. When a helper confided in me about family stress affecting her focus, I practiced emotional intelligence by listening without judgment, summarizing her feelings, and guiding her to the HR counselor—earning her trust and a quiet “thank you” the next day. These experiences confirmed that HR is the backbone of employee retention in the high-pressure RMG sector and taught me that empathy is not soft skill but a productivity driver.

KIM 102 – Analytical Skills and Competencies: My analytical training under this course became critical during work in the Industrial Engineering and Production Management departments. I applied analytical reasoning while performing Standard Minute Value (SMV) calculations, Non-Productive Time (NPT) studies, and efficiency tracking. These exercises demanded logical thinking, numerical accuracy, and data interpretation-core skills emphasized in this module. While studying 47 minutes of Non-Productive Time, I built a Pareto chart revealing that 62 % of downtime stemmed from just two issues-thread shortages and machine jams. As a newcomer, I initially hesitated to challenge senior IE calculations, but the course’s emphasis on evidence gave me courage. During a line-balancing review, I politely presented my data to the IE Manager and two assistant managers; my hands shook, but I maintained steady eye contact and spoke clearly. They accepted my recommendation to shift one overlock machine, improving line efficiency from 88 % to 92 % on the first day. That moment taught me that oral communication in front of seniors is about confidence in facts, not volume, and that teamwork in IE means every voice - even a fresh graduate’s - matters when backed by numbers.

KIM 103 – Communication Skills: As an intern in the merchandising and product development departments, I discovered the indispensable value of KIM 103 – Communication Skills, a course that transformed my ability to write professional emails and craft an effective CV. In an industry where continuous written and verbal exchanges with local suppliers and international buyers are routine, the course's emphasis on clarity, professionalism, and tone became my foundation for drafting concise emails, preparing accurate order follow-up documentation, and engaging confidently with team leaders and buyer representatives. A single unclear message can delay a 50,000-piece shipment, so the precision I gained was immediately practical. I drafted 28 buyer follow-up emails during my internship, including one to ALDI that clarified trim arrival details and prevented a three days hold-up. I also distilled a complex SMV reduction proposal into a 30-second pitch for the Production Manager and a five-minute training session for line supervisors, ensuring smooth adoption across the team. Learning to structure a proper CV was equally vital; I rewrote mine according to the course guidelines, sharpening its impact for future opportunities. Verbally, I mirrored the calm, professional demeanor of senior merchandisers during buyer calls and, despite initial hesitation, joined a 12-member cross-functional Kaizen team from IE, Quality, and Maintenance. Silent in early meetings, I forced myself to speak on the third day with a practical suggestion; the team leader nodded, implemented it, and that small win built lasting confidence in oral communication. Through KIM 103, my email writing, CV presentation, verbal delivery, and overall workplace presence improved dramatically, turning a fresh graduate intern into a composed, effective communicator ready for real-world challenges.

KIM 201 – Introduction to Garments Industry: This course laid the complete RMG roadmap in front of me, from fiber to fashion. Every rotation at Disari Industries became a live case study of that map. In Merchandising I traced an ALDI order from yarn booking to final carton, in Production I watched fabric turn into garments, and in quality - I saw the same pieces

pass AQL 2.5 before export. As a fresh graduate, I learned that the industry is not five separate departments but one living organism- when Merchandising delays a trim approval by one day, the cutting room loses two hours of lay time, and the finishing line idles for half a shift. I started connecting the dots on my own: during a buyer visit, I volunteered to walk the H&M team through the entire flow, starting from the fabric store and ending at the packed carton. My 12-minute explanation, built on KIM 201's value-chain diagram, earned a nod from the senior merchant and taught me that a big-picture view is the first step to earning trust in a factory.

KIM 202 – Industrial Engineering: As an intern at Disari Industries (Pvt) Ltd., KIM 202 – Industrial Engineering turned classroom formulas into real tools that made the factory run better. When I first calculated SMV on a live line, the simple formula $SMV = \text{Basic Time} + \text{Allowances}$ stopped being just numbers and started saving money. I timed 50 shoulder-join cycles on a basic t-shirt, added a 12% allowance for rest and handling, and got 0.36 minutes-3% less than the old record. Even though I was new and nervous to correct senior data, the course taught me to trust my measurements. I shared my stopwatch results in the 9 a.m. daily meeting in front of the IE Manager and two assistants. They accepted it right away, updated the Operation Bulletin, and the line reached 94% efficiency that same afternoon. That moment showed me that in industrial engineering, you don't need to talk a lot- just measure accurately and let the numbers speak. I also fixed a helper's movement during bundle transfer by removing two extra steps, saving 4 seconds per piece. It proved that even an intern can spot and fix waste.

Working closely with the IE, production, and quality teams, I helped improve several processes using simple lean ideas and time study methods. Our goal was to find slow or wasteful steps and fix them with low-cost changes that improved speed, output, and quality. In the buttonhole section, operators used to mark each hole by hand with chalk, which took time, needed extra helpers, and sometimes caused mistakes. We made a metal guide (gauge) so the fabric could

be placed directly on the machine without marking. This removed one helper per line, made buttonholes more accurate and uniform, saved time, and reduced tiredness for operators.

In the fusing area, workers had to line up fabric and interlining by hand before passing them through the machine. This needed extra helpers and slowed things down. We added a long table and a conveyor belt so both materials could go in together smoothly. This cut manpower and time, used the machine better, increased output, removed the need for extra heating tools, and made the job safer and easier on the body.

The biggest changes happened on the sewing floor. Many steps like marking collars, buttons, pockets, and matching front-back-sleeve parts were done by hand with chalk. We replaced them with pattern guides, metal gauges, and a step-by-step flow system. For each task- collar marking, button placement, pocket setting, and body matching- we saved one helper. On average, we reduced helpers by 50%, cut cycle time by 15–25%, and lowered mistakes from marking by 30–40%. The new way made work smoother, reduced extra movement, balanced the line, and kept quality the same on every piece. All changes were checked and approved by the IE department and are now used every day across sewing and finishing lines.

Thanks to KIM 202, I learned how small, smart changes- like a guide, a template, or a conveyor- can make a big difference in garment making. The course improved my ability to observe, think clearly, solve problems, and work with a team. Most importantly, I saw how industrial engineering directly helps the factory save time, reduce cost, and produce better products- every single day.

KIM 203 – Production Management & Merchandising: This course was particularly relevant to my roles in Marketing & Merchandising and Production Management. I applied knowledge of costing, TNA (Time and Action) planning, consumption calculation, and buyer negotiation while following up on orders for ALDI. Observing how planning and

merchandising integrate for timely delivery perfectly reflected the theories covered in this module. This was the course that made buyer emails feel like extensions of the classroom. I prepared a full TNA for an 8,000-piece ALDL polo order, marking fabric in-house on Day 0, trims on Day 5, PP approval on Day 8, and shipment on Day 30. When the fabric supplier pushed delivery to Day 3, I recalculated the critical path, shifted the cutting start by one day, and still hit 100 % on-time delivery. The merchant forwarded my updated TNA to the buyer with the note “intern’s plan-flawless.” That was a moment of appreciation for me.

KIM 204 – Quality Management & Supply Chain Management: During my internship in the Quality Management Department at Disari Industries (Pvt) Ltd., KIM 204 – Quality Management & Supply Chain Management showed me how to spot and fix real problems on the factory floor. I learned AQL rules, fabric checks, and in-line audits that keep products up to buyer standards. One day, while checking a line, I found side-seam wrinkles on 42 pieces out of 500. Using the 7 QC tools from class, I made a simple cause-and-effect chart, found the issue was wrong machine settings, and suggested a 0.2 mm change. An hour later, re-check showed zero wrinkles. The Quality Manager added my fix to the CAPA log, and the defect rate for that style dropped from 3.8 to 1.2 per 100 pieces. In the fabric room, I checked a 3,200-meter roll of PK knit using the four-point system. My score matched the lab techs within 0.3 points, which helped me feel confident when sharing details. When a sewing supervisor worried my fix would slow the line, I listened, ran a 20-piece test to show speed stayed the same, and only then asked for the change. He agreed right away.

My team and I joined the CAPA process during internal Quality System (QS) and Product Quality Inspection (PQI) audits. We looked for weak spots, fixed them fast, and set up ways to stop them from returning. In the QS audit, we improved daily work in cutting, sewing, finishing, and packing. Data was often wrong, so we made standard sheets that everyone

checked. Departments needed better records, so we helped set up simple logs for fixes and plans. Sharp tools like scissors had no tracking, so we gave each one a number in a Tool Register for safety. Work areas were messy, so we used the 5S method—sort, set in order, clean, and keep going—to make spaces tidy and safe. Many workers didn't know company rules or quality goals, so we held short training sessions on DHU, targets, and policies.

In the PQI audit, we focused on cutting and sewing checks. Panels were sometimes off size so we added quick checks and a log for defect patterns. The factory had no record of recuts, so we made a simple dashboard to show recut rates and save fabric. Too much pull during spreading stretched fabric, so we wrote easy tension rules and trained operators. We also started joint meetings between production and quality teams to share data and make decisions together. After CAPA, we had clear data, numbered tools, clean zones with 5S checks, fresh training, a recut dashboard, trained supervisors, and regular team meetings. The improvements were clear and stayed in place.

This work taught me how to read factory data, work with different teams, and make fixes that last. I saw how simple quality steps make products better, lines faster, and the whole factory stronger every day.

Across all departments, KIM courses bridged classroom slides with factory dust. I learned a lot and each small contribution- whether a corrected SMV, a saved shipment, or a prevented defect- proved that a fresh graduate's value lies not in experience but in eagerness to measure, listen, and improve.

3.2 Suggestion for industry improvement

Based on my comprehensive exposure across multiple departments, I identified several areas where Disari Industries Ltd. could strengthen its operational efficiency, coordination, and competitiveness:

Digital Integration: Every morning, line supervisors write how many pieces are done on paper sheets. These papers get wet, torn, or lost. In Week 4, during a big KIK polo order, one sheet went missing. I spent 45 minutes searching for it and rewriting numbers. This delayed the IE team's morning report. Because of that, the factory manager made decisions late, and one line ran slow all day. Giving each line a cheap tablet or use workers' phones with a free app (like Google Forms or a simple Excel sheet) for real-time input would sync data instantly to Merchandising, IE, and Planning dashboards.

Enhanced Cross-Functional Coordination: Coordination among merchandising, IE, and production planning could be improved through weekly cross-functional meetings and a centralized TNA dashboard. This would help anticipate order delays, raw material bottlenecks, and production rescheduling needs.

Continuous Skill Development: Helpers often idle during machine breakdowns, as I saw in sewing line 5 where two overlock failures dropped efficiency to 65 %. A 20-minute weekly skill swap—teaching bundling helpers basic quality checks or folding - would create backup operators. No extra hires needed; just a skill matrix board. From my capacity studies, this could boost average efficiency by 5–7 %, adding 800 extra pieces daily on a 35-machine line.

Sustainability and Waste Optimization: While compliance and safety standards are well maintained, greater emphasis on fabric waste recycling, energy-efficient machinery, and eco-

friendly finishing processes could align the company more strongly with global sustainability trends.

Empower supervisors with empathy workshops: Mid-level supervisors are technical experts but weak at feedback. I watched a floor in-charge shout at an operator for a loose stitch, demoralizing the entire line. A bi-monthly “Coaching Circle” - where supervisors role-play empathy scripts from KIM 101 - would cost nothing but 90 minutes. Outcome: lower absenteeism, higher engagement.

Idea Improvement Team: During my 66 days, I saw many small issues: a machine that always jams, a helper who walks too far, or a quality check that takes too long. But no one has time to fix them. Workers know the problems, but they don’t speak up. Supervisors are busy. To solve this, form a team of 5 people – one from IE, one from Sewing, one from Quality, one helper, and one intern. Meet every Friday for 30 minutes. Each person brings one small problem and one simple fix. The team chooses the best idea and tests it the next week. For example, a helper said, “The thread box is too far.” We moved it and saved 4 seconds per piece. Another said, “The light is dim – I make mistakes.” We added one LED bulb. Defects dropped 20 % in that area. With this team, the factory can make 50+ small fixes a year. Each saves time or money. Workers feel heard. The factory gets better every week.

By implementing these measures, Disari Industries could further elevate its reputation as a competitive, efficient, and sustainability-driven exporter in Bangladesh’s RMG sector.

3.3 Learning for self-improvement

The internship at Disari Industries Ltd. was a transformative journey that significantly advanced my technical, analytical, and professional skills.

Technical Mastery: Working hands-on in product development, production, and IE departments allowed me to apply theoretical concepts in a practical context. Understanding marker efficiency, SMV, and line balancing reinforced the technical rigor required for apparel manufacturing.

Analytical and Critical Thinking: My exposure to data-based decision-making - particularly in IE and production - improved my ability to identify inefficiencies, propose improvements, and interpret operational metrics for process optimization.

Professional Communication: The daily coordination with merchandisers, suppliers, and quality teams refined my professional communication skills. I learned to communicate concisely, document procedures accurately, and follow up effectively within a corporate environment.

Adaptability and Teamwork: Moving across five departments required adaptability and openness to new learning. I developed the ability to quickly understand departmental goals, integrate into team workflows, and contribute constructively under time constraints.

Self-Discipline and Work Ethics: Exposure to industrial discipline, punctuality, and compliance culture strengthened my professional ethics. I learned to balance multiple tasks while maintaining precision and accountability.

This internship fostered a strong sense of industry awareness and practical confidence, preparing me to contribute meaningfully to Bangladesh's growing textile and apparel sector. But I also saw some clear gaps because the factory was a cut-to-pack unit. This meant I missed hands-on learning in spinning, knitting, washing, dyeing, printing, and embroidery. I wanted to see and try these steps myself, but I could not. I have book knowledge about yarn making, fabric forming, color adding, and designs, but no real factory experience there.

Chapter 4

Conclusion

My internship of 66 days at Disari Industries (Pvt) Ltd. changed how I see the garment world. I went from class notes to factory floors, where I timed stitches, built order plans, fixed line problems, and helped ship perfect clothes for ALDI and LIDL. Each small win, like cutting 8 percent off SMV or saving 31 percent of lost time, proved that fresh ideas and hard work can make big savings and keep buyers happy. The factory runs on clear goals such as- zero delays, low defects, and full on-time delivery, and I saw these happen every day.

This internship matched my PGD-KIM lessons to real jobs. I used IE tools to balance lines, quality checks to catch defects early, and merchandising skills to follow orders from start to finish. I learned that RMG success comes from every team talking, planning ahead, and fixing issues fast. My nine simple suggestions, tested on the floor, can help any factory run smoother without big costs.

I now leave Disari ready to work in RMG. I understand the full flow, from yarn to shipment, and feel confident to solve problems, lead teams, and help growing the industry. Bangladesh garments can lead the world with better systems, happy workers, and green ways. This is my strong start, and I plan to keep learning and adding value wherever I go next. I will forever be grateful to BIGD PGD-KIM & Disari Industries (Pvt) Ltd. for giving me the valuable opportunity for this immense learning experience.

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