Report On

Paxar Bangladesh Limited (Avery Dennison Bangladesh)

Overview of Six Major Departments

By

Shezan Ahmed
24281053

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
October 2025

Declaration

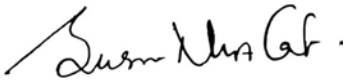
It is hereby declared that

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

Student's Full Name & Signature:

Shezan Ahmed
24281053

Academic Supervisor's Full Name & Signature:



Bushra Nuzhat Ika
Trainer PGD-KIM
BIGD, Brac University

Letter of Transmittal

Bushra Nuzhat
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 ' Customer Services, Global Product Development, Supply Chain, Production, Quality, and Operations Excellence' of Paxar Bangladesh Limited (Avery Dennison Bangladesh)', 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,

_____

Shezan Ahmed
24281053
Executive Development Center, BIGD
Brac University
Date: October 25, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between Paxar Bangladesh Limited (Avery Dennison Bangladesh) and the undersigned student at EDC, BIGD, Brac University.

Student's Full Name & Signature:

_____

Shezan Ahmed
24281053

Industry Supervisor's Full Name & Signature:

_____

Mohtaseem Monwar Turin
Associate Manager- Production
Paxar Bangladesh Limited (Avery Dennison Bangladesh)

Acknowledgement

All praise is due to Almighty Allah, whose endless mercy and guidance gave me the strength, patience, and resilience to complete both my internship and this report successfully.

I am sincerely grateful to 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. I also extend my heartfelt thanks to BRAC University and the BRAC Institute of Governance and Development (BIGD) for creating and delivering such a valuable and well-structured program, as well as for their consistent academic support throughout this journey.

I'm especially thankful to my academic supervisor, Ms. Bushra Nuzhat Ika, Trainer, PGD-KIM, BIGD, BRAC University, for her kind guidance, constructive feedback, and dedicated mentorship. Her support has played a vital role in shaping both this report and my overall learning.

I would also like to express my sincere appreciation to my industry supervisor, Mr. Mohtaseem Turin, Associate Manager – Production at PAXAR Bangladesh Ltd. (Avery Dennison Bangladesh), whose support, encouragement, and practical insights made my internship experience truly meaningful and enriching.

Most of all, I am deeply thankful to my parents, my wife, and my entire family. Their unwavering love, belief in me, and constant support have been my biggest source of strength and motivation throughout this journey.

Completing this internship has been a major milestone in my academic and professional path. I feel genuinely fortunate to have learned from and been supported by such dedicated individuals and respected institutions.

Executive Summary

My internship at PAXAR Bangladesh Limited, where I had practical experience in Customer Services, Global Product Development, Supply Chain, Production, Quality, and Operations Excellence, is summarized in this report. I was able to put my academic skills to use in practical situations through the internship, especially in supply chain coordination, production planning, quality management, and process optimization. My analytical, problem-solving, and decision-making abilities were improved by my active participation in ERP-based operations, KPI monitoring, Lean and Six Sigma efforts, and cross-functional projects. Working with various teams also enhanced my ability to collaborate, communicate, and manage my time. Practical insights into operational effectiveness, customer happiness, and organizational excellence were obtained through exposure to modern manufacturing processes, quality audits, and continuous improvement initiatives. All things considered, this internship strengthened my technical proficiency, professional abilities, and career orientation in industrial operations and supply chain management by acting as a link between theory and practice.

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List of Acronyms

RFID	Radio Frequency Identification
ERP	Enterprise Resource Planning
BOM	Bill of Materials
MPS	Master Production Schedule
WIP	Work in Progress
CCR	Customer Complaint Reports
ICR	Internal Complaint Reports
KPI	Key Performance Indicators
ELS	Enterprise Lean Sigma
PDCA	Plan Do Check Act
TPM	Total Productive Maintenance
RCA	Root Cause Analysis
CAPA	Corrective Action Preventive Action
MDI	Manage for Daily Improvement
VSM	Value Stream Mapping
UEE	Utilized Equipment Efficiency
UPLH	Units per Labor Hour

Chapter 1

About Organization

1.1 Overview of the Industry

For decades, Paxar Corporation has been prospering as a global leader in delivering labeling and packaging materials, as well as merchandising solutions to the retail and clothing industries. It operates in over 75 countries and is expanding its presence in regions that are emerging. Paxar Bangladesh Limited is an Avery Dennison Corporation subsidiary that operates in Bangladesh, an expanding country in the world economy. It evolved over time to become one of the main producers in the manufacturing sector in South East Asia. Avery Dennison Corporation completed the acquisition of Paxar Corporation in 2007, which is one of the top MNCs in the United States and operates in over 50 countries across the globe.

Paxar narrative began in 1918 when two brothers, Louie and Jack Meyer, founded the Meyer Tag and Label Company in New York City. Paxar established or purchased businesses in the England, Germany, Italy, Poland, Benelux, Turkey, France, Athens, Greece, Dominican Republic, Canada, Honduras, Mexico, Brazil, and Columbia. Bangladesh is one of the South East Asian nations with the fastest growing economies in the world, and it is now a proud recipient of Paxar Bangladesh. Among South East Asian nations, Paxar Bangladesh Limited is the biggest manufacturer of Paxar's kind of goods to serve the RMG industry.

In 2024, Avery Dennison Corporation (NYSE: AVY), a FORTUNE 500 company, generated $8.8 billion in revenues from ongoing business activities. In 1935, Mr. Ray Stanton Avery founded it. The headquarters are located in California's Glendale. Avery Dennison has grown to more than 30,000 individuals in more than fifty countries following acquiring Paxar. The pressure-sensitive labeling materials, packaging materials, display graphics, retail graphic

embellishments, a range of tickets, tags, labels, and radio-frequency identification (RFID) tags are all developed, produced, and distributed by Avery Dennison Corporation (Avery Dennison).

The Avery Dennison story starts in 1935 with just a $100 credit, several spare components, and one highly innovative thought. Mr. Ray Stanton Avery, founder of Avery Dennison, developed and filed for patents the first die-cut, self-adhesive labeling machine using a few basic ingredients. Avery International and Dennison Manufacturing combined to form Avery Dennison in 1990. The company's quick expansion was sparked by the substantial expansion of novel commercial uses for self-adhesive labels during World War II (1945). Later, Avery Adhesive created a fresh clientele overseas and acquired its first license holder in England. After that, the organization built the first base materials plant in Painesville, Ohio, and established a new self-adhesive base materials company called Fasson.

Avery Dennison opened its first foreign branch in the Netherlands in 1955. In 1964, Avery Adhesives came public by selling 250,000 shares of its ordinary stock and paid out its first cash dividends. With 15 factories in the US and abroad, its sales by the turn of the third decade had risen to $40 million. With yearly sales of $300 million, Avery Products proceeded to expand and gained widespread recognition in 1974 after being listed on Fortune's list of the 500 biggest manufacturing businesses in the United States. In 2002, Avery Dennison also acquired Jackstädt GmbH, RVL Packaging, and L&E Packaging.

After Paxar's stakeholders approved the deal at the company's shareholder meeting on June 14, 2007, Avery Dennison Corporation finalized its acquisition of Paxar Corporation. On March 22, 2007, Avery Dennison launched a traditional deal to buy Paxar for $30.50 per share, which would be worth about $1.34 billion in in cash. With the help of a bridging loan set up by JPMorgan Chase Bank, N.A., the purchase of Paxar was financed through the commercial

paper market. With $6.3 billion in retained sales, Avery Dennison came in at number 382 on the 2007 Fortune 500 ranking of the biggest American companies. Avery Dennison broadens its product line to provide a wide range of clothing solutions supported by quality, service, industry knowledge, and expertise.

1.2 Vision & Mission

Paxar Bangladesh Ltd. (Avery Dennison) aspires to contribute to the world smarter and each company more inspirational. Paxar places a great deal of focus on building a more profitable brand, boosting brand value, making items more appealing, brands more credible, supplies more effective and useful, data more worthwhile and beneficial, and a more affordable atmosphere. Paxar has a significant impact on people's lives all across the world, from building graphics and traffic safety signs to food and beverage packaging and clothing branding. By producing exceptional sales in decades to come, Paxar Bangladesh Limited hopes to establish itself as the company with the fastest rate of growth and the most lucrative division within Paxar globally. By delivering superior quality products, upholding corporate values, adhering to the guidelines set out by the Bangladesh Export Processing Zone Authority (BEPZA), and guaranteeing improved working conditions in Bangladesh, Paxar Bangladesh Limited will establish their high standards.

1.3 Goals & Objectives

The highest-quality Goods and Solutions: Paxar offers high-quality items with the quickest turnaround times.

Additional Market Prospects: Paxar is constantly striving to expand the company's operations and places a high priority on its corporate objectives.

Client fulfillment: Paxar consistently upholds positive interactions with clients. Our clients are incredibly devoted and always consider Paxar while placing an order.

Employee Workplace Culture: Paxar is dedicated to providing its employees with the greatest possible working environment.

Valuing the opinions of its stakeholders: Paxar gives the shareholders the best profit achievable, and its dividend size is consistently large.

Avery Dennison also follows eight core values: Integrity, Courage, External Focus, Diversity, Sustainability, Teamwork, Innovation, Excellence,

1.4 Organizational structure, Organogram, Branches and Departments

Although Avery Dennison engages in a variety of global operations, its primary business model in Bangladesh is based on RBIS (Retail Branding Information Solution). A detailed organogram is provided below for a better overview.

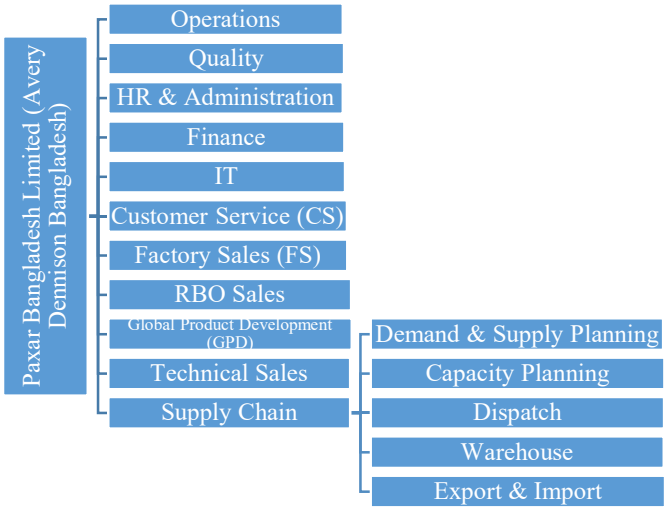

Fig 1: Departments in PAXAR Bangladesh Limited

1.5 Products/services produced by the Industry

Paxar, a renowned company in the apparel sector, produces the following kinds of labels:

Woven: Yarns are the raw material required by the woven sector to make woven labels. Yarn is woven into warp ends, which are horizontal, and weft ends, which are vertical. Different kinds of woven labels exist, including: Labels made of satin, damask, and taffeta.

Flexo: Large quantities of stickers and T/T tickets are created in the Flexo area. The items are: Blank Unit Price Label (UPC Blank), Blank Transit Label (TRL), Hanging Promotional Labels (HPL), Hanger Label, and Hook Label.

Litho & Digital: Tickets and tags are printed on a variety of offset paper types. For example: Tickets, price tickets, tags, promotional tickets, swing tickets, inside cards, hanger tags, and book labels.

Thermal: By the colored portion of a label is printed with a bar code using flexography and thermal technologies. Items: Unique Price Labels, or UPCs, and various kinds of tags TRL, also known as transit labels, Box End Labels, or BEL.

RFID: Radio frequency identification (RFID) technology eliminates the need for human interaction by wirelessly transmitting product serial numbers to a scanner via microchips. Avery Dennison's Paxar Bangladesh is a world leader in RFID technology.

Rotary: Fabric labels are created by a rotary printing system, using wet ink and hot stamp technology. Items: Care label, Main label, Fabric label, Size label, Age label, and Two Ups.

HTL: HTL refers to Heat Transfer Label. These labels are a type of product embellishment that transfers the image being printed from a film straight onto the outer layer of the good using heat, pressure, and time.

Chapter 2

Description about task accomplishment

2.1 Department Visiting Schedule

At the starting of internship, I and my industry supervisor prepared a plan and timeline to work with different departments to gain value adding and practical experiences. The timeline is mentioned in the below table.

SL	Department	Timeline	No of Days
1	Production (RFID)	02/08/25 – 23/08/25	18
2	Operations Excellence	24/08/25 – 06/09/25	12
3	Quality	07/09/25 – 20/09/25	12
4	Supply Chain (Demand & Supply Planning)	21/09/25 – 06/10/25	12
5	Global Product Development (GPD)	07/10/25 – 14/10/25	07
6	Customer Services (CS)	15/10/25 – 22/10/25	07
		Total	**68**

Table 1: Internship department visiting schedule

2.2 Task Overview of Departments

2.2.1 Customer Services (CS)

I had the chance to work in the Customer Services Department during my internship, which is a crucial role that acts as the company's direct line of communication with its customers. This division is in charge of overseeing order processing, responding to customer communications, fixing service problems, and guaranteeing general customer happiness. I gained important

knowledge about how efficient coordination, responsiveness, and communication affect customer relations and operational effectiveness as a result of my involvement in this field.

Customer Order Processing: Supporting the customer order submission and confirmation procedure was one of my main duties. I helped to ensure that all order information were correctly recorded into the ERP system, review customer specifications, and validate the correctness of incoming purchase orders. In addition, I assisted in keeping track of order progress, worked with the planning team to verify lead times, and sent order acknowledgments and anticipated delivery dates to consumers. This gave me practical exposure with the entire order management process and helped me to understand how important punctuality and accuracy are to fulfilling service level commitments.

Customer Communication and Issue Resolution: Helping with client interactions, both by phone and email, was a crucial part of my job. I assisted in answering questions about product details, delivery updates, and order status. I also saw how the staff responded to client comments or grievances, such as delays, inconsistencies in the product, or issues with quality. When there were complaints, I helped with the Customer Complaint Reports (CCR) documentation and worked with the logistics, planning, and quality teams to look into the matter and give the customer feedback. I learned from this how crucial prompt action and unambiguous communication are to establishing credibility and preserving long-term business partnerships.

Order Follow-Up and Coordination: I was involved in order follow-up activities, where I regularly tracked the progress of open and urgent orders. I worked with production and supply planning teams to ensure that customer requirements were being met according to promised lead times. For urgent or special orders, I supported the escalation process and helped update customers proactively about revised delivery schedules or any changes in order status. This

task helped me understand how cross-functional collaboration is essential in meeting customer expectations and minimizing service disruptions

Customer Documentation and Compliance: Additionally, I helped with the preparation and verification of documentation relevant to each customer, including product labels, invoices, packing lists, and emails confirming shipments. I assisted in documenting delivery instructions, customs procedures, and adherence to client country-specific standards for export orders. My comprehension of how the administrative and legal facets of customer service support efficient and legal order fulfillment has improved as a result of this exercise.

Support during Customer Audits and Visits: I had the chance to watch and assist with the setup for audits and customer visits throughout my internship. In addition to preparing the presentation materials used during client meetings, I helped collect performance data, complaint records, and delivery histories. This introduced me to how businesses show their clients their performance, openness, and commitment to ongoing development.

2.2.2 Global Product Development (GPD)

I had the chance to work with the Global Product Development (GPD) Department during my internship, which is essential in promoting innovation, product customization, and process optimization to satisfy changing market and consumer demands. By creating new products, refining current designs, and guaranteeing successful product releases in line with international standards, the GPD team serves as a liaison between the technical, manufacturing, and commercial departments. I was able to watch and participate in the entire product development lifecycle because of my exposure to this department.

Item & Data Setup: Supporting the item setup procedure in Oracle was my main responsibility. SKUs, item descriptions, units of measure, material kinds, item categories, and costing structures were among the item master records that needed to be meticulously extracted

and cleaned in order to be properly mapped and structured in accordance with Oracle's structure. In addition to finding missing or duplicate records and assisting in the standardization of naming conventions and classifications, my responsibilities included confirming the accuracy and consistency of item data. In order to guarantee seamless integration and prevent mistakes in upcoming transactions like production scheduling, inventory management, and sales order processing, this stage was crucial.

Costing and GPD Collaboration: I helped the GPD team with product costing tasks in addition to item setup. In Oracle, costing entails establishing the cost structure for every product, taking into account labor, raw materials, machine time, and overheads. It was my responsibility to gather data from various departments, verify its accuracy, and enter it into pre-made templates or Oracle modules so that the finance and GPD teams could validate it in the end. Collaborating with GPD also improved my comprehension of the relationship between cost prediction and production feasibility during new product development and technical data like the Bill of Materials (BOM) and routing information.

Sampling and Trial Coordination: I assisted in organizing the creation of prototypes and first-article samples for new projects while working on sample request handling. In order to guarantee that sample trials were completed on time, I helped with documentation, tracked the progress of the samples, and followed up with the manufacturing and quality teams. In order to improve the design, I also assisted in gathering performance feedback from customer assessments and internal test results. Working on sample trials made it clearer to me how crucial quick iterations, accuracy, and departmental cooperation are before a product is put into mass production.

Product Testing and Evaluation: In cooperation with the engineering and quality teams, I watched and assisted with product performance testing. This involved testing the readability of

RFID tags, their strength of adhesion, the longevity of the print, and their resistance to environmental factors including heat and moisture. I assisted in recording test results and comparing them to regulatory and customer requirements. In several instances, I supported redesign or material change initiatives and took part in root cause investigation when test failures happened. I now have a better understanding of the technical rigor needed to validate a new product before it can be authorized for mass production thanks to this hands-on experience.

Global Collaboration and Documentation: I took part in discussions and correspondence with other regional product development teams because GPD works in a global setting. I assisted with creating technical documentation that could be distributed across international stakeholders, updating project dashboards, and creating presentation materials. Additionally, I saw how local customization depending on market or customer needs is permitted while maintaining global consistency across several manufacturing sites. This made it easier for me to comprehend the international cooperation needed to oversee product lifecycles and guarantee uniformity in performance and design across borders.

2.2.3 Supply Chain (Demand & Supply Planning)

I had the chance to work with the Supply Chain Department throughout my internship, concentrating on the Demand and Supply Planning role. In order to guarantee timely material availability, match customer demand with manufacturing capabilities, and maximize the supply chain's entire flow from procurement to delivery, this department is essential. My experience in this field has improved my understanding of how capacity planning, inventory control, and demand forecasting all contribute to effective and economical operations.

Demand Forecasting: Managing the demand forecasting process, involving examining customer orders, examining past sales data, and assisting in the creation of rolling projections,

was one of my main responsibilities. Based on verified orders and anticipated future demand, I helped the planning team update the Master Production Schedule (MPS). In order to guarantee on-time delivery and service level goals, I also assisted in reviewing and prioritizing customer orders according to urgency, lead time, and available production capacity.

Supply Planning and Capacity Alignment: I checked the availability of raw materials such RFID inlays, chips, adhesives, and label stock to support the material planning and allocation process on the supply side. I gained knowledge about monitoring minimum stock levels, anticipating material shortages, and helping to raise material requisitions. Additionally, I watched as planners made real-time adjustments to the production schedule in response to inventory shortages or unexpected shifts in demand. Helping to match production capacity with demand projections was a significant component of my employment as well. I helped the planning team analyze manpower and machine availability across shifts and helped modify shift loads to meet high-volume or urgent orders. I learned from this how crucial flexibility and in-the-moment decision-making are to supply chain planning.

Daily Planning and Coordination: I collaborated closely with supervisors and planners each day to help create and revise the daily production plan. Examining backlogs of customer orders, updating production status in planning tools, and guaranteeing effective communication between the productions and planning teams were all part of this. Additionally, I assisted in monitoring the status of priority orders, pointing out any possible hold-ups and suggesting alternatives as necessary. The team discussed production progress, material availability, order status, and potential risks to schedule adherence throughout my participation in the daily planning sessions. I learned about the significance of collaboration between many departments, such as production, warehousing, procurement, and customer support, as well as real-time supply chain decision-making.

Inventory Monitoring and Reporting: I helped with the tracking and reporting of inventory, keeping an eye on the flow of finished goods, work-in-progress (WIP), and raw materials. I helped the team analyze inventory turnover, slow-moving stock, and safety stock levels after learning how to use some basic inventory planning tools. These observations aided in pinpointing areas in need of improvement and more efficient use of warehouse space. By comparing system data with actual warehouse counts and helping to resolve any inconsistencies, I also assisted in the preparation of periodic stock reconciliation reports. My knowledge of how crucial precise inventory management is to preventing delays and unnecessary expenses has grown as a result of this experience.

System Use and Documentation: I received training on how to enter and retrieve planning data using ERP systems, or any other internal planning software that the business uses. I helped create stock reports, update production orders, and check the status of orders. In order to ensure accuracy and traceability in data handling, I also assisted in maintaining planning paperwork, which included daily plans, forecast changes, and supply status updates.

2.2.4 Production (RFID)

I worked and learned as a production leader in the RFID division throughout my internship, supervising important operational tasks and guaranteeing compliance with company objectives for productivity, quality, safety, and ongoing development. My learning in the production department is categorized in following sections:

Safety and Compliance: During the internship in production I learned how to make sure that all health and safety procedures were adhered to correctly. I got the privilege to work with the social compliance team to make sure that compliance requirements were fulfilled. Also I involved in the process of conducting frequent safety audits and training sessions to increase team knowledge, and upheld discipline and cleanliness across the department. In order to

personally watch operations, find the underlying causes of inefficiency or safety issues, and promptly take remedial actions, I also learned how to conduct frequent Gemba walks properly and how the observations should be analyzed for optimized output.

Quality Management: For quality management, the production team always make sure that all manufacturing activities adhered to standard operating procedures and created quality systems. I learned how to identify the underlying reasons behind product failures and putting the required corrective measures in place. This involved investigating Customer Complaint Reports (CCR) and Internal Complaint Reports (ICR), determining the underlying causes for each shift, and making sure that these issues were resolved during the same shift. Additionally, I closely monitored the production team about their efforts to eliminate scrap, made the required process improvements, and monitored production output to identify and address quality issues. To make sure the final products fulfilled customer requirements, routine audits and inspections were carried out.

Production Management: Production team's one of the most important task is to manage and plan production to assure that customer orders were completed within the allotted lead time. During my internship, I worked closely with planners and other production supervisors to guarantee flexibility, reliability and priority order. I learned to manage the entire Hand Tag (HT) and Service Bureau (SB) printing, encoding and inspection procedures as well as making sure that production efficiency and quality requirements were upheld. Production team helped me to learn the ways of making ensure that every machine was correctly maintained and calibrated. I collaborated closely with the maintenance staff to minimize downtime. In order to reach overall production goals, I also planned to enhance personnel and equipment utilization, created shift-specific reports and documentation, and offered technical and administrative support.

Process Improvement: Following the ongoing initiatives for better KPIs (UEE, UPLH, Flexibility, Reliability, CCR, Cost, Scrap), I examined production data and workflows in the field of process optimization so that bottlenecks can be identified and also find areas where efficiency might be increased. I suggested and carried out process modifications that increased output, decreased waste, and raised profitability. I actively participated in Enterprise Lean Sigma (ELS) initiatives and assisted in the creation of departmental A3 plans that were in line with Operations OGSM (Objectives, Goals, Strategies, and Measures). I learned to promote a PDCA (Plan-Do-Check-Act) culture by assessing both immediate and long-term issues and putting methodical fixes in place. Along with supporting TPM (Total Productive Maintenance) efforts and integrating Industry 4.0 tools for automation and real-time monitoring, I also learned how to work in projects for improved material use and productivity savings. The culture of regular brainstorming meetings, to encourage creativity and problem-solving, is one of the key learnings for me.

2.2.5 Quality

I collaborated extensively with the Quality Department during my internship, which is essential to making sure that all products; especially printed materials and RFID tags; meet internal quality standards and customer expectations. From inbound material inspection to in-process quality checks and final product approval, the department's purview encompassed the whole manufacturing cycle. My participation in quality control gave me invaluable practical expertise in defect analysis, inspection techniques, and lean tool problem-solving.

Incoming Material Inspection: Supporting incoming material inspections was one of my first duties. I assisted in examining the quality of raw materials, including labels, adhesives, RFID inlays, and packaging elements. This required determining the size of the materials, checking supplier records, and confirming that the materials met the specification documents. Any

inconsistencies or flaws were noted, marked, and forwarded for additional examination. I discovered through this assignment how crucial material quality is to avoiding problems with downstream production.

In-Process Quality Control: I helped with in-process quality inspections during the production process, paying particular attention to the printing, chip bonding, and tag assembly phases. For flaws including misaligned chips, fuzzy print, color variation, and problems with antenna connectivity, I performed visual examinations. In order to guarantee tag readability and encoding correctness, functional checks were also performed using RFID readers. These examinations aided in the early detection of quality problems and stopped faulty goods from being packaged.

Final Product Testing and Approval: I assisted in examining completed goods to make sure they fulfilled customer-specific specifications as part of the last quality checks before shipping. This involved verifying the product count per roll or box, label adherence, package integrity, and barcode readability. Additionally, I watched as samples from every batch were examined using scanning devices to confirm RFID functionality. Products were only permitted to be shipped after passing all final inspection requirements.

Root Cause Analysis and Problem Solving: Supporting root cause analysis (RCA) whenever product failures or quality deviations were discovered was one of my main duties. I collaborated directly with production teams to look into problems, use tools like Fishbone Diagrams and the Five Whys to determine the causes, and help put corrective and preventive measures (CAPA) into place. In order to guarantee that issues were promptly and completely resolved, I also assisted in closing Internal Complaint Reports (ICRs) and Customer Complaint Reports (CCRs).

Compliance and Internal Audits: In order to determine if the production process was being carried out in accordance with SOPs and work instructions, I watched and helped with internal quality audits. Audits pertaining to ISO standards and client-specific compliance criteria were also included in this. I learnt how to react to non-conformance observations, reviewed documents, and assisted in creating audit checklists. I was introduced to the methodical, compliance-focused aspect of quality management through this experience.

2.2.6 Operations Excellence

I also worked with the Operations Excellence Department throughout my internship, which is essential to maintaining operational effectiveness and ongoing development throughout the company. Through the use of Lean and Six Sigma approaches, structured improvement initiatives, and data-driven decision-making, the department plays a crucial role in coordinating day-to-day operations with the organization's strategic goals.

Job Listing and Packed Report Management: Supporting the creation and maintenance of job listings was one of my duties; this made sure that every work in the production process was precisely described and scheduled. The packed report, which tracked the daily progress of completed goods, packaging, and dispatch preparation, was another task I helped with. Accurate data input and a thorough comprehension of workflow timings were necessary for this task.

KPI Monitoring and Audits: A significant portion of my responsibilities was recording and maintaining Key Performance Indicators (KPIs) across the department. I collected performance data, updated shift-specific indicators, and assisted in the preparation of dashboards for performance reviews. In addition, I participated in KPI audits to verify data correctness, ensure compliance with reporting rules, and identify problems that needed to be corrected. These audits were vital for maintaining transparency and accountability.

KPI Meetings (MDI - Managing for Daily Improvement): During MDI meetings, which I actively participated in and supported, we examined real-time KPI performance, talked about any gaps, and decided on quick fixes. As team leaders worked toward long-term operational goals, these sessions served as a crucial tool for communication and alignment, keeping them focused on immediate goals.

Application of Lean and Six Sigma Tools: I observed and used a variety of Lean and Six Sigma technologies during my tenure in the department, including PDCA cycles, Fishbone Diagrams, Pareto Charts, and the Five Whys. These tools were employed in improvement initiatives and problem-solving workshops to methodically examine problems and put long-term fixes in place. My comprehension of organized problem-solving and continuous improvement ideas has improved as a result of this practical experience. End-to-end production workflows were visualized using Value Stream Mapping (VSM) activities that I participated in. These seminars taught me how to decrease lead times and increase efficiency by identifying non-value-adding procedures, analyzing cycle times, and suggesting process improvements.

Improvement Initiatives and Projects: I learned how to initiate improvement projects as a member of the Operations Excellence team that sought to boost output and cut down on operational waste. I helped with root cause analysis, provided project documentation, and collaborated with cross-functional teams to put improvements into practice. These initiatives addressed topics like scrap minimization, process uniformity, and downtime reduction.

Chapter 3

Critical assessment of Internship work

I had an excellent chance to apply the theoretical understanding that I had learned in my academic classes to real-world business scenarios during my internship among the divisions I rotated through. I had the opportunity to see how principles learned in the classroom are used in an integrated industrial setting.

3.1 Application of Generic and Industry specific courses during internship

Application of Generic Courses

I gained vital professional skills from the generic classes, like teamwork, communication, problem-solving, analytical reasoning, and comprehension of company operations.

KIM 101: HR Skills and Competencies

My knowledge of interpersonal interactions, leadership, and professional conduct has improved as a result of this training. I used these abilities in the Production and Quality Departments throughout my internship, where coordination, discipline, and teamwork were essential. In order to preserve peace and settle little disputes, I acquired knowledge of techniques to communicate with engineers, supervisors, and production operators. As I saw how production leaders used Gemba walks and awareness seminars to guarantee worker participation and uphold safety and compliance, the ideas of incentive and employee engagement also became more apparent to me.

KIM 102: Analytical Skills and Competencies

My employment involved a lot of analytical thinking, especially in the departments of operations excellence, supply chain, and quality. I regularly examined data pertaining to

inventory levels, process performance, and Key Performance Indicators (KPIs) through the use of resources like Fishbone Diagrams, Pareto Analysis, and the Five Whys methods covered in this course. I had the opportunity to take part in conversations about tackling problems and initiatives for change. These encounters strengthened my capacity to tackle challenging issues using methodical, evidence-based thinking as opposed to conjecture.

KIM 103: Communication Skills

During my internship, one of the most important abilities I had was effective communication. The lessons learned in this course were extremely practical, whether one was creating business-like letters to clients in the Customer Services Department, recording test findings in Quality, or creating presentation materials for client visits in GPD. It made it easier for me to see how crucial tone, clarity, and accuracy are in written and spoken communication. In addition, I gained confidence in my ability to communicate with managers and team leaders and deliver information at cross-functional meetings and KPI reviews.

KIM 104: Business Operation Skills

I now have a more comprehensive grasp of how different business operations work together to accomplish organizational objectives thanks to this training. Understanding the collaboration between the departments of production, supply chain, quality, and customer service was especially beneficial. I learned how various divisions coordinate their goals to successfully and economically satisfy client needs by watching everyday operations. The notions of process flow, resource usage, and business optimization that I had studied academically were directly mirrored in my exposure to ERP systems, production scheduling, and performance monitoring.

Application of Industry-Specific Courses

The technical underpinnings required to comprehend supply chain operations, production procedures, and quality control systems in the apparel and RFID label industries were supplied

by the industry-specific courses. I was able to understand not just the what of each procedure but also the why and the reasoning behind each operational choice thanks to these courses.

KIM 201: Introduction to Garments Industry – Knitwear

This course gave me a thorough grasp of how labeling, tagging, and traceability systems help the garment and textile supply chain, even though my internship was in the RFID sector. I could understand how the facility's RFID tags are eventually used on clothing for inventory control, tracking, and automation at the retail level. My comprehension of the connections between upstream and downstream processes in the clothing industry has improved as a result of this knowledge.

KIM 202: Industrial Engineering

During my employment in Production and Operations Excellence, I was able to immediately apply concepts from this course, including time analysis, work-study, process layout design, and efficiency enhancement. I saw how lean manufacturing techniques were used to reduce waste and maximize workflow. I took part in studies that examined cycle times, scrap levels, and downtime; all crucial components of industrial engineering. My real-world comprehension of performance assessment and process optimization has also improved as a result of my understanding of KPIs like UEE (Utilized Equipment Efficiency) and UPLH (Units Per Labor Hour).

KIM 203: Production Management & Merchandising

I have a solid foundation in production and supply chain planning thanks to this course. My everyday responsibilities included concepts like lead time control, order management, capacity planning, and production scheduling. I helped with tracking customer orders, making sure materials were available on time, and developing and revising production plans. The course's merchandising component reinforced the value of collaboration between technical and

commercial teams by assisting me in understanding how client requirements are converted into manufacturing specifications and delivery timetables.

KIM 204: Quality Management (Total Quality Management & Supply Chain Management)

During my tenure in the Quality and Customer Services Departments, this course was particularly pertinent. I became more familiar with the concepts of Total Quality Management (TQM), including compliance audits, corrective and preventative action (CAPA), and continuous improvement. I took part in root cause analysis sessions, helped prepare and review Internal and Customer Complaint Reports (ICRs and CCRs), and gained knowledge about the implementation of ISO-based quality standards. My work in Demand and Supply Planning, where I saw how precise forecasting and inventory control support consistent product quality and customer satisfaction, was further enhanced by the Supply Chain Management component.

All things considered, the internship acted as a link between professional application and academic learning. While the industry-specific courses gave me the technical and operational knowledge necessary to comprehend production systems, quality standards, and supply chain coordination, the generic courses helped me build the interpersonal, analytical, and communication skills necessary to function well in a corporate setting. I was able to quickly adjust to the organization's dynamic, cross-functional environment by combining the two sorts of expertise. In addition to enhancing my technical proficiency, this all-encompassing educational experience helped me grow professionally and improve my problem-solving, collaboration, and maturity skills that will be extremely useful in the manufacturing and industrial sectors in the future.

3.2 Suggestion for industry improvement

My internship has shown me a number of areas where the company can improve productivity, teamwork, and general performance. Every area is essential to the overall operations, and focused enhancements can boost customer happiness, productivity, and quality standards. To address particular operational and strategic opportunities for improvement, the following recommendations are offered per department.

Customer Services Department: Accuracy and response times for customer inquiries can be increased by incorporating AI-driven chatbots and improving the utilization of CRM systems. A unified complaint tracking system would facilitate quicker issue resolution and improve cooperation between the quality, logistics, and customer support divisions. Frequent instruction in conflict resolution and communication techniques would increase client satisfaction even further.

Global Product Development (GPD) Department: Product lifecycle management (PLM) software that is more sophisticated can simplify data administration and lower errors in item setup, costing, and documentation. Increasing cooperation with local teams via shared dashboards and defined procedures would improve worldwide uniformity while meeting local customization requirements. Time-to-market for innovative items can also be shortened by promoting quick prototyping and simulation tools.

Supply Chain Department: Stock outs and excess inventory can be decreased by putting AI-based demand forecasting and inventory optimization tools into practice. Lead times would be shortened and coordination would be enhanced by improving real-time visibility across production, warehouse, and procurement activities. Employee cross-training and routine capacity planning reviews can improve adaptability to unforeseen demand swings.

Production Department: Increasing productivity and decreasing downtime can be achieved by implementing smart manufacturing technology, such as IoT-enabled equipment and automated monitoring systems. Production processes can be optimized by creating a structured continuous improvement program with specific KPIs for efficiency, adaptability, and waste reduction. Employee performance and workplace safety can be further improved through training, ergonomic upgrades, and routine safety assessments.

Quality Department: Defect detection can be improved and human error can be decreased by using automated inspection tools and real-time data analytics. Recurring problems will be reduced by fortifying root cause analysis procedures with organized corrective and preventative action (CAPA) systems. Consistent product quality and customer satisfaction can be guaranteed by regular internal audits and updated training programs on quality standards and regulatory compliance.

Operations Excellence Department: Increasing the application of Lean and Six Sigma techniques in every sector will help find bottlenecks, cut waste, and boost productivity. Proactive decision-making will be supported by using advanced data analytics for KPI monitoring and predictive problem-solving. Organizational agility and operational excellence will be strengthened by supporting cross-functional improvement initiatives and cultivating a culture of ongoing learning.

3.3 Learning for self-improvement

I have a comprehensive understanding of industrial operations and opportunities for personal development thanks to my internship experience in a variety of departments. The main insights and abilities I acquired for bettering myself are summed up as followed.

Enhancement of Technical and Industry-Specific Knowledge: Working with ERP systems, inventory software, and production planning tools enhanced my technical proficiency and

solidified my capacity to precisely manage data, guaranteeing the efficient completion of operational tasks. My comprehension of operational complexities, adherence to standards, and industry best practices was also improved by exposure to product development processes, quality inspections, and production workflows. This gave me important insight into how various functions work together to accomplish organizational goals. Additionally, by watching and taking part in the production, testing, and sampling of RFID tags, I was able to apply my theoretical knowledge to real-world situations by gaining practical experience with contemporary manufacturing technology and process optimization strategies.

Development of Analytical and Problem-Solving Skills: My ability to pinpoint underlying issues and suggest workable solutions has improved as a result of my involvement in root cause analysis (RCA) and the application of methods like the Five Whys and Fishbone Diagrams during production and quality concerns. Additionally, helping with capacity planning, demand forecasting, and KPI analysis improved my analytical thinking and decision-making abilities, especially in urgent, high-pressure scenarios where making the right decisions is essential. Participating in Lean and Six Sigma programs also highlighted the need of continuous improvement in attaining operational excellence and gave me hands-on experience with organized problem-solving techniques.

Improvement in Communication and Collaboration Skills: Engaging with foreign stakeholders and cross-functional teams has improved my written and spoken professional communication abilities, enabling me to boldly and clearly express ideas. I learned how to manage relationships, settle disputes, and work well in a team by coordinating with several departments, including production, quality, supply chain, and customer services. Additionally, creating technical documentation, reports, and presentations improved my capacity to communicate complicated material in an orderly, succinct, and clear way; a crucial skill for professional success in a corporate setting.

Strengthening Organizational and Time-Management Skills: I was able to improve my time management and work prioritization skills by handling responsibilities including order monitoring, sample coordination, and daily production follow-ups. Exposure to fast-paced operating situations also brought home how crucial it is to plan ahead, be flexible, and adjust to shifting priorities while maintaining consistency in quality and accuracy.

Learning Professionalism and Work Ethics: Strict attention to company policies, safety regulations, and compliance requirements reaffirmed the value of professionalism in the workplace. I learned more about accountability, discipline, and painstaking attention to detail by taking part in internal audits, compliance checks, and operational excellence sessions. I also gained resilience, patience, and a proactive approach to problem-solving by encountering real-world issues in production, quality, and customer service.

Personal Growth and Career Orientation: My career interests and strengths were made clear by this internship, especially in areas like supply chain planning, production management, and operations excellence. My perspective was widened and my capacity to adapt to various corporate cultures was improved by exposure to international collaboration and diverse work styles. In order to stay relevant and productive in a field that is changing quickly, I also discovered the significance of ongoing education, skill development, and keeping up with technology developments.

All things considered, the internship has been a life-changing educational experience that has improved my technical expertise, analytical skills, communication talents, and professional demeanor. It has given me a solid basis for both professional and personal growth, giving me the abilities, self-assurance, and perspective I need to succeed in the manufacturing and industrial sectors.

Chapter 4

Conclusion

I got the chance to work in a number of areas during my internship at PAXAR Bangladesh Limited, including Customer Services, Global Product Development, Supply Chain, Production, Quality, and Operations Excellence. I was able to obtain useful insights into how several departments work together to guarantee effectiveness, quality, and client happiness thanks to this exposure. I gained knowledge about the integration of people resources, materials, machinery, techniques, and management to accomplish organizational objectives. I was able to apply my academic knowledge to practical operations during the internship, especially in areas like quality control, process optimization, and production planning. Through active participation in daily industrial activities, I also acquired critical professional skills in problem-solving, teamwork, communication, and time management. All things considered, this experience has been a worthwhile educational opportunity that has improved my technical proficiency, expanded my industrial viewpoint, and made clear my career ambitions in supply chain management and operations. I am appreciative to PAXAR Bangladesh Limited for giving me the opportunity to develop professionally and to BRAC University for incorporating this internship into the PGD-KIM program.

References

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