

Report On
Renaissance Apparels Ltd.
Operational Procedures of Various Departments
and Recommendation for Improvements

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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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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Letter of Transmittal

Shaila Ahmed

Assistant Professor & Research Fellow,

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Subject: Renaissance Apparels Ltd.- Operational procedures of various departments and recommendation for improvements

Dear Madam,

I am pleased to submit the report on my 3 months of internship, to complete the PGD-KIM degree as per your direction. Throughout this report I tried to find out the working procedures followed by 5 departments and I also included some recommendation for the departments to be more efficient and effective.

I have attempted my best to finish the report as per your direction and in a comprehensive manner as far as possible.

I trust that the report will meet the desired level.

Sincerely yours,

Md. Farhan Fuad,

Student ID- 24281050

Executive Development Center, BIGD

Brac University

Date: November 11, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between Renaissance Apparels Ltd. and the undersigned student at EDC, Brac Institute of Governance and Development, Brac University. Renaissance Apparels Ltd. has allowed the EDC, BIGD to complete the internship in partial fulfillment of the requirements for the degree of Post Graduate Diploma in Knitwear Industry Management. Renaissance Apparels Ltd. has given the right to get the information, proprietary data, new products or services, and work process relating to the company's business with proper and close work with the company officials within the sequence of confidentiality during the intern period. The objective to get the company data and information is only to prepare an internship report, nothing else. Internee shall not abuse and disclose this information to any other institution or another program or publicly used or any offense.

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Acknowledgement

This is a great opportunity for me to express my gratitude to the people who guided me with their time and continuous support during this internship tenure.

At first, I'll thank my academic supervisor Ms. Shaila Ahmed, Ph.D., as without her guidance and support I couldn't complete this internship and the project.

Finally, I would like to thank my industry supervisor Mr. Tanvir Amin Nitul, for his guidance and mentorship during the internship and report writing.

Executive Summary

In this report I tried to represent the insights gathered during my internship at Renaissance Apparels Ltd. which is a 100% export oriented leading knitwear manufacturing country in Bangladesh. I tried to focus on understanding overall processes of Renaissance Apparels from yarn to fabric and fabric to garment item. I had to work on five departments during my internship which are: Marketing & Merchandizing, Printing, Fabric Production Unit, Washing and Supply Chain Department.

I tried to show the workflows of these departments and how all the processes are maintained and managed simultaneously and why collaboration between merchandising and all other departments are really important for a RMG factory. I also focused on the areas in which improvements can be done. Finally, I tried to highlight my learning experience and my improvement for my personal growth during the internship.

Through my report, I aimed to showcase the activities that occurs in each department, their importance within the organization, the relationships between different functional departments, and the areas in which improvements could be made. Additionally, I highlighted my personal growth and learning experiences during the internship.

Keywords: Marketing and Merchandising; Printing; Fabric Production; Washing; Supply Chain; RMG.

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List of Acronyms

RMG	Ready Made Garments
TNA	Time & Action Plan
SMS	Salesman Sample
R&D	Research & Development
CAD	Computer-Aided Design
SMV	Standard Minute Value
IE	Industrial Engineering
FOB	Free On Board
AWB	Air Way Bill
SOP	Standard Operating Procedure
SCM	Supply Chain Management
MIS	Management Information System
ERP	Enterprise Resource Planning
M&M	Marketing & Merchandising

Chapter 1

About Organization

1.1 Overview of the Industry

Bangladesh's garment industry started journey in the 1980s and has since become a large sector to its current position. In the 1980s some visionary leaders came forward and established some of the first garment factories in Bangladesh. Since then, Bangladesh's garment sector hasn't had to look back. Though our garment sector had to face several challenges in recent years, it has managed to carve out a niche in the global market and maintain a strong performance for a quality apparel market place with reasonable price. The RMG and Textile sector of Bangladesh contributes more than 80% of its overall export earnings. In 2024, the RMG sector earned USD 38.48 billion in export earnings, where the knitwear's contribution was USD 20.52 billion and woven garment's contribution was USD 17.95 billion. Still Bangladesh has ways to go because the gap between largest exporter China and Bangladesh is still too big.

Overview of the Company

Renaissance Group has various businesses but it emphasizes mostly in ready-made garments manufacturing. It is operated by young energetic professionals and led by experienced leaders in order to give the finest quality products on time for clients all over the world. The fundamental focus of Renaissance Group not only focuses on delivering quality service to its clients, but also it also nourishes employees, and everyone involved in the journey.

Renaissance Apparels Ltd. which is the knitwear manufacturer of Renaissance group has already made its presence across the globes by delivering quality products to its customers such as Australia (Woolworth, Target, Kmart etc.), USA (Walmart, Izod, Meijer, Merrell etc.), Canada (Buffalo, Lane Bryant etc.) Europe (Springfield, LC Waikiki, La Halle etc.). Renaissance Apparels Ltd. has a production capacity of 2.5 million pcs/month and in 2024 they exported worth of USD 85 Million.

Journey of Renaissance Group:

Expansion and Growth

The Group Governance started from 2010. During the time of 2010 to 2015 the following expansions and growth initiatives took place. Initiating the Renaissance Barind Limited project in 2013 Start of Radio Dhol in 2013 Barind Medical College in Rajshahi Started in 2011

Diversification

Aukro Retail – the first local wholesale brand of clothing for children. Initiation of Renaissance Calzolio, the first shoe factory in the Group

1999

2010

2015

2020

»

The Beginning

Renaissance Group Started It's Journey in 1999 with a small office in Dhaka, the capital city of Bangladesh. Araf Apparels was the first venture of Renaissance Group. Other Ventures during the 2000 to 2005 were, Pandora Fashion, Millenium Textiles, Anam Clothing and Southern Garments

Consolidation and Exploration

Start of Renaissance Barind Limited in 2018 the first Green Factory in EPZ Ishwardy Start of Renaissance Designs Limited in 2016 Rajshahi Kings – The BPL Team in 2016 Start of Duronto TV in 2018 the first Children's TV in Bangla Language

1.2 Vision & Mission

Mission:

We are committed to our customers, employees, and our society.

To our Customers: We aim to satisfy our customers by providing on-time delivery of quality products & services.

To our Employees: We aspire to create a positive work environment that complies with both national and international policies.

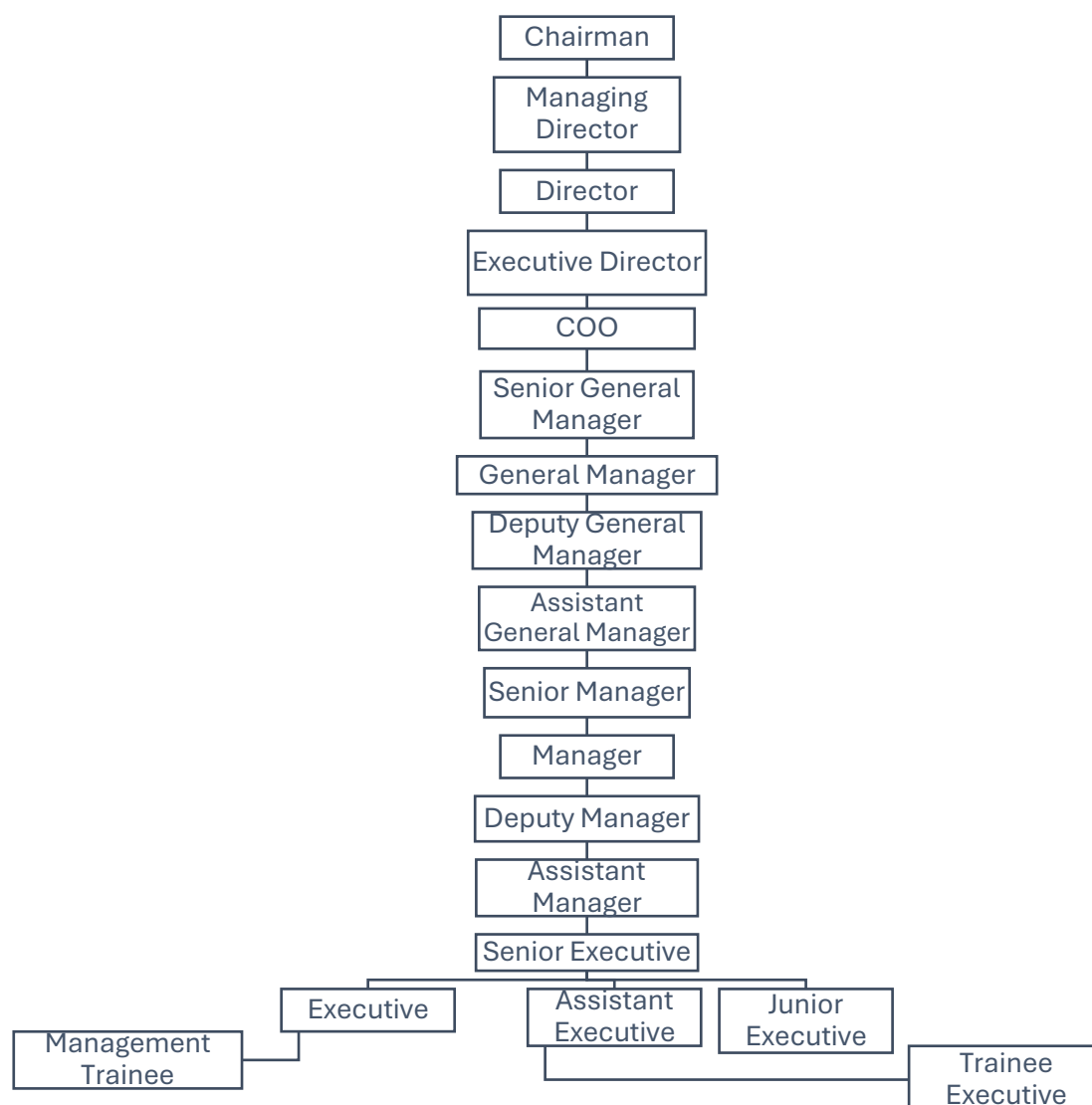
To our Society: We aim to create a better tomorrow.

Vision:

To create a positive future through innovation.

1.3 Renaissance Apparels Ltd. Organogram

The chairman is the highest position in the Renaissance Group's organizational structure. Under the chairman, there is Managing Director of Renaissance Apparels Ltd. who is also Director of Renaissance Group's Accounts, Finance, Internal Audit & Cost Control departments. There are also 2 directors for Renaissance Apparels Ltd. Marketing & Merchandising Director & Operations Director.



1.4 Departments

There are hundreds of regular activities in any garments factory, especially in knitwear industry the activities are much more as buyer requires value addition in knitwear items (i.e. printing, special fabric finishing, washing, special decorative accessories etc.). In order to accomplish these activities, the garments factories are divided in multiple departments or sub departments to run smoothly. Renaissance Apparels Ltd. also has numerous departments within their umbrella, some of them are inside the same factory premises, some are only situated in the corporate office and some of them are placed in their corporate office and factory both. These departments are listed below; in chapter 2 we'll describe more about 5 of these departments.

- i. Human Resource, Admin & Compliance
- ii. Marketing & Merchandising
- iii. Central Planning
- iv. Management Information System, Information & Technology
- v. Accounts, Finance, Commercial, Internal Audit & Cost Control
- vi. Procurement, Supply Chain & Inventory Management
- vii. Textile unit (Dyeing, Finishing, Quality Control, Washing, Printing)
- viii. Garments unit (Cutting, Sewing, Finishing, Quality Control, Sample, Industrial Engineering)
- ix. Utility & Maintenance Department

1.5 Products/Services Offered by Renaissance Apparels Ltd.

Renaissance Apparels exports vast range of knitwear garments for all age group people across the globe. These items which are made and exported includes both fashion items and basic items for all buyers. Renaissance Apparels LTD. has various certifications such as BSCI, RCS, SEDEX, GRS, OCS, GOTS etc. and they ship products with organic cotton, supima cotton, BCI cotton, recycled cotton, recycled polyesters, modal viscose, bamboo viscose, ecovero viscose and other special blended yarn with synthetic and natural yarns. They also do special finished products specially for various customers; such as The Workwear Group takes products from Renaissance Apparels which are 50 wash sustainable and they also take uniforms for The Victoria Police (Australia) which has anti-microbial finish on the garments. Renaissance

Apparels Ltd. has a very strong imported and local fabric fabrics option which they can choose based on customer demand, availability & production lead time.

Various RMG products of Renaissance Apparels Ltd. are given below:

- i. T-Shirt
- ii. Polo Shirt
- iii. Tank Top
- iv. Tops
- v. Sweatshirt
- vi. Hoody
- vii. Joggers
- viii. Sweatpants
- ix. Trousers
- x. PJ sets
- xi. Sleepwear
- xii. Loungewear
- xiii. Nightwear
- xiv. Outerwear
- xv. Ladies & Girl's Dress
- xvi. Newborn Babywear
- xvii. Baby bodysuits
- xviii. Baby Jump Suit
- xix. Uniforms
- xx. Activewears
- xxi. School wear
- xxii. Jackets etc.

Chapter 2

Description about task accomplishment

I have selected below departments of Renaissance Apparels Ltd. to work on, as part of my internship work. These departments have some regular activities and they have to maintain their KPI. While working I have to check their SOP and also their KPI to identify and understand the activities.

1. Marketing & Merchandizing
2. Printing
3. Fabric Production Unit
4. Washing
5. Supply Chain Department

2.1 Marketing & Merchandizing

Renaissance Apparels Ltd. Corporate M&M team has in 2 sub sections;

1. Design & Development
2. Marketing & Merchandising

I worked with both sections and my focus was on proper tracking from Development to shipment.

2.1.1 Design & Development

Renaissance's design & Development team has both overseas & local design team based in UK, Australia & Bangladesh office. In local office they have 17 person's Design & Development team including designer, 3D designers & Product developers. they have dedicated designers and product developers based on product category and customers.

2.1.1.1 Regular activities of Design & Development

Design & Development team's operation starts from receiving customer's trend packs/inspiration prior to season opening and developing them for customers. They also have

their own collection each season for proposing to customers prior to season starting. They have experienced technical team leading pattern and production feasibility on new designs and ideas. Their dedicated fabric team also source both own/local and imported fabrics based on customer needs or trends. For development of the products from either inspiration or trend or customer's tech files, they have product developers who works closely on the development process. Starting from receiving the tech file or inspiration or trend file from the buyer the design and development team analyze the requirements first and find out any more clarification is needed from the buyer. After being clear about the requirement, they initiate the programs/work orders in Logic ERP system which is used till the confirmation of any specific style's bulk order, the ERP system helps them to initiate sample fabric program and sample program at the same time. After giving the sample fabric and sample requisition they arrange all necessary trims accessories for the sample section which are used to complete the sample. The product developers also ensure timely sample submission and follow-up on approvals from buyers and keeping records of the approvals and comments in office files as well as in the PC for future reference. After the sample is ready the design development team also make sure the developed product's images are captured and they're transformed into a presentation to show to the future buyer meetings. At the end when the order is confirmed then the development team hands over the samples to the marketing and merchandising team for their future reference.

2.1.1.2 Own Activity at Design & Development

I worked on SS26 season's (Spring Summer 2026) trend meeting samples of Boys department for Big W buyer while I was working with the Design and development team. After receiving the requirement and all clarification from buyer I sat with the designer and planned the designs needed to be completed as per the buyer's trend file and gave a deadline to the designer to hand over the designs to me. After the design meeting I visited the fabric unit of renaissance apparels to find out what fabric options we can offer for this trend meeting as newness for making the samples. After design and fabric meeting I sat with the CAD section to complete the patterns of the samples we had to submit to the buyer; at the same day I also gave booking of all the necessary trims accessories from other suppliers so that we can get all the trims while the fabric is in housed in sample section of renaissance. I had to meet the industrial engineering team also to determine the production feasibility of these trend collection samples we were preparing. I had to ask suppliers to send some fabrics which was not possible in renaissance apparels fabric

unit. I submitted total 35 samples to the buyer for this trend program. While I was working with them, I insisted them to maintain a proper filing system both in respective developer's PC or hard copy files so that there is no hassle during the handover of the samples and files to the bulk order execution team after order confirmation. I also visited CAD section & sample section multiple times to understand the working procedures of development from receiving the technical files from buyer to completing the development sample; and later on, I also sent parcel towards buyer's attention via courier from Renaissance Apparels office and sent the tracking details of courier to buyer.

2.1.2 Marketing & Merchandising

For any RMG manufacturing factory whether it is knitwear or woven factory, Marketing & Merchandizing can be considered as center of all activities. M&M department can be considered as the control unit of garments factory. Renaissance's Marketing and Merchandising team operates from both the corporate office and from garments units.

2.1.2.1 Regular Activity of Marketing & Merchandising

Corporate office M&M teams are responsible for marketing, offshore customer visiting, buyer onboarding, regular communication with customers, maintaining liaison with all concerned departments as a hub and order negotiation & confirmation. On the other hand, factory marketing and merchandising department are allocated in the factories and their core function is to look after the production, raw materials and ultimately the on-time shipment of the garment products. In their day to day works, M&M employees need to complete each and every action through Logic ERP system whether it is doing the Pre costing or post order costing or it is placing the fabric booking or yarn booking. Even onboarding a buyer also includes the Logic ERP system; the merchandisers have to give entry against each new buyer and departments so that everything is crystal clear from top to bottom and easily accessible from anywhere for the management. Whenever a new enquiry comes to the M&M team from a new buyer, they have to send a mail to MIS with all details of buyer including the payment terms, bank details, buyer's office address/agent office address etc., and MIS give the new buyer entry to the ERP system. After that M&M staffs start pre costing as per the tech files in their own PC as well as those need to be input in the ERP system, simultaneously they need to give the

proto/development sample program to the design development team to start working on them. During development M&M people coordinate with design-development team as well as the sample section of factory. After submitting the development/proto samples to the buyer, M&M employees make sure the post costing chart is ready both in excel and in Logic ERP system and the post costing is less than the pre costing or at least same as pre costing. After the order is confirmed then M&M staffs place all the bookings of raw materials (fabric, button, sewing thread, elastic, draw cord, zippers, and all other finishing trims accessories) to the supply chain department. After all the bookings are placed then M&M staffs make sure the communication are on track to inhouse all the raw materials before the required deadline. Even for the ease of M&M peoples managements has kept several data entry operators those who actually input all the data in the logic ERP so that merchandisers can put their efforts to customer communication, supplier negotiation and in marketing. They also coordinate with planning, production, and sourcing teams.

2.1.2.2 Own Activity at Marketing & Merchandising

I worked with the corporate office's M&M team during my internship. I chose SMS program of Merrell customer as my intern work in M&M team. I took this project of SMS sample as my target because SMS programs can be considered as bulk just in short quantity. All kinds of responsibilities of SMS are same as bulk production order. Just after I receiving the requirement from buyer, I sent the program to our CAD section, industrial engineering section and sample section in the same day. I collected the fabric consumption from CAD on the following day which helped me to initiate SMS booking and fabric booking in the ERP system. I also analyzed the technical files and buyer's requirement very carefully and I made sure to book all the trims accessories within 2 days of getting the program from buyer. After getting the fabric consumption, SMV, efficiency helped me in preparing the pre costing chart. I also had to input the pre costing to the ERP system so that my supervisor could give approval the pre costing. My supervisor also had to approve my fabric bookings, SMS work orders so that the process can be started. After in housing the SMS fabrics, trims accessories I followed up till the completion of SMS program from cutting, printing, sewing, finishing and finally sending the SMS with packing list and invoice to the buyer; here the difference was I had to send the SMS via DHL and after sending the SMS samples docs (DHL AWB, Invoice, packing list) to the

buyer, our office Renaissance Apparels Ltd. received 3 times of the per piece FOB value of the garments. During my works at M&M department I also participated in multiple buyer meetings.

2.1.2.3 Problems & Recommendation for Marketing & Merchandising

Problems

Often buyers delay in giving approvals of submitted samples or quality submission which affect the production and ultimately affects the lead time of the shipment. Often parcels are delivered to the buyer's address in delayed time which was not calculated in the Time and Action plan (TNA Plan) this delay results to getting approval later than the anticipated time which hampers the production lead time. Sometimes merchandisers have to take risks for giving approvals to maintain the planned TNA. Merchandisers of renaissance apparels has to be active 24x7 which is really painful sometimes, because the factories are closed on Friday and the corporate office is closed on Saturday. Sometimes the Logic ERP's library creates problem for the merchandisers as its just 1.5 years old in Renaissance Apparels and often buyers send enquiry of styles having new fabric quality with new colors which are not in the library, and this is time consuming for merchandisers because they need to give entry of the new fabric quality, new colors first in the ERP; and then they can work on these new entries. Often the merchandisers delay to handover the production files to the production team of factory, which creates problems for the production people because that affects the production lead time.

Recommendation

Merchandisers need to follow up buyers regularly and need to give reminders to the buyer about the timeline so that there is no delay in buyer's approval. Merchandisers should develop their own tracking system/tracker chart which will show the critical checkpoints must be maintained in order to meet the production lead time; because if the tracking system is well setup, then merchandisers can take necessary steps to minimize production delay and that will lead to on time shipment. The MIS team should take suggestions from M&M team and enlist more fabrics name, types, qualities, more colors in the ERP system to enrich the library in order to save time of the merchandisers. Merchandisers should be very careful about on time production file hand over in order to maintain the TNA and the shipment deadline.

2.2 Printing

The Renaissance's printing unit is located in the same premises of Renaissance Apparels Ltd.'s textile unit in Gazipur. The print unit consists of 5 ROQ Oval Printing Machine, 1400 running feet of table printing and their print capacity is 1.5 million panels/month. They are capable to apply wide range of placement print techniques in water based, plastisol, discharge inks, foil, stud heat sealing etc. even they can print on complete garments which is their common practice for wash garments with prints.

2.2.1 Regular Activity of Printing Section:

Renaissance Apparels Ltd. Print unit's regular activities start from their merchandisers & planners who works together to plan and execute all the print programs of bulk productions and development received from the head office merchandisers and product developers. Everyday print merchandisers give programs to planning department for development samples and bulk production target to achieve by the production team in the first hour of office. After getting the programs planners and merchandisers distributes the tasks for the workers and workers complete the assigned tasks within a specific time frame. Print unit's designers has to make the designs received from buyers ready to make films, screens. They work as a bridge between the print workers and merchandisers to make the print artworks/designs workable. Sometimes they have to design on their own inspiration in order to propose to buyers for new season's trend so that buyer can choose any design or technique and proceed to further developments before proceeding to bulk production. Later on, these designs for both development and bulk production are handled by 2 execution teams in the printing section of Renaissance Apparels. Their day-to-day activities include from preparing screens, lab dip making, color matching as per artworks, printing processes, making print color ready by adding multiple chemicals, colors. The color matching and color making is a critical process and they have to be very careful to maintain the buyer's manual to make sure everything remains as per standard and no hazardous chemicals are used in any stage of development or production. After printing of garments cut panels or complete garments are done, the printed panels or bodies are sent to quality table to check whether the panels or bodies are ok as per buyer's requirement. Print QC people play a vital role to make sure everything is correct as per buyer's requirement and as per testing manual of buyer.

2.2.2 Own Activity at Printing Section:

I closely observed the full printing process which really improved my understanding of printing procedures and why the processes require minimum time to be completed; this understanding is necessary as we need to negotiate with buyer every now and then about the development & production lead time. I observed the full printing process from artwork receiving to production. I worked with print planning staffs to understand how the priorities are given based on the shipment deadline for both development and bulk production. I attended their weekly meeting about problems and solutions during the printing processes. I assisted in preparing screens and doing lab dips, color matching. Preparing the print colors as per requirement is a very sophisticated task I observed this process. I worked in the dark room too. Dark room plays a vital role where the approved shade or required color is matches with the print colors. I worked with the print qc people and observed how all faults are checked during the QC checking and rejected panels or garments are removed from the correct panels or garments.

2.2.3 Problems & Recommendation:

Problems

There are some frequent problems in printing section such as color mismatch between lab dip/buyer's approval and production. Often buyers sent artworks which has some issues within such as missing measurements, incomplete print designs, missing color pantones, print technique not mentioned etc... Often buyer asks for print techniques which are not feasible or practically possible such as for dark color garments sometimes buyer asks for water-based print that is not possible practically. Sometimes for fluorescent colors shade variation occurs which is normal but buyers do not want to accept these shade variations. Sometimes buyer change the bulk production fabric base colors to a new color which was used at development stage, this creates problems for the print unit as well as for the buyer as the print outcome seems different from the approved development quality. Sometimes failure to maintain approved quality, print position in bulk production may happen.

Recommendation

For the artwork related issues, the printing staffs can ensure transparency by sending clarification mail to the buyer/merchandiser at least within 24 hours of receiving the print

requirement so that the timeline can be met as well as the requirement is also clear for the print unit. While there is any requirement from the merchandiser or buyer which is not production friendly or practically possible then the print merchandisers should communicate with the buyer or M&M staffs explaining the reasons why the requirement is not feasible for production. Print section should maintain proper record keeping of approval from buyer and they should always follow standard operating procedures (SOP) to avoid any mistakes during production and thus they can avoid delays in production. For wash garments printing and fluorescent color printing merchandisers should take approval from buyer prior to the production starting explaining the possible shade variation issue and even the merchandiser should take the shade range approval prior to avoid any delay in the production. The approved quality should be kept properly in such a manner so that no outside dust or any material can change the physical appearance of the approval.

2.3 Fabric Production Unit

Renaissance Apparel's fabric production unit (Knitting, Dyeing & Finishing) is situated inside same premises of the printing unit. Renaissance Apparels Ltd. has a composite setup of Knitting, Dyeing & finishing inside same boundary which allows the fabric unit to monitor knitting, dyeing and finishing operations closely.

2.3.1 Regular Activity of Fabric Production Unit

Whenever Renaissance Apparels Ltd. fabric unit receives a work order through ERP, they start their procedure from yarn collection from the store to machine allocation, setting up design, knitting, dyeing to finishing. There are adequate staffs in store so that they can deliver the required yarn to the knitting department. Even the yarn stocks are regularly checked and updated for the yarn procurement department so that they can purchase the required yarn ahead of the required deadline. Knitting unit has technical designers who set up the machine design as per the quality requirement from buyer. They design the needle setup, stitch length, machine gauge-Dia as per the required quality. After the knitting is complete the greige fabric is tested by the quality team to find out any fault in the greige fabric after that these greige are batched and sent to the dyeing team for dyeing of the fabric. For yarn dyed fabrics the dyed yarns are knitted and sent to washing the greige as there is no fabric dyeing process after the knitting.

After the dyed fabric is ready then they're checked by fabric quality team so that it is same as the buyer's approved fabric quality. In this total process they need to ensure fabric GSM, shrinkage, and shade matching as per approved shade and ultimately to meet quality parameters from the buyer. These requirements are checked in every stage and in every batch of the fabrics to maintain the buyer's quality parameter. They have to maintain fabric inventory and batch records so that no quality issue arises in upcoming few months.

2.3.2 Own Activity at Fabric Production Unit

I observed all the processes of knitting, dyeing closely while I was in the fabric unit. Specially I closely observed greige fabric inspection procedure and the washing procedure of yarn dyed fabric just after the knitting is finished. I closely observed the finished fabric quality checking using 4-point system in the quality section of fabric unit. And I also participated in shade band making process which is sent to the merchandisers for bulk shade approval process. I also observed how the fabric GSM band is made from every lot of fabric dyed for any specific color. I observed the fabric finishing process where the special requirements are met by the fabric finishing team such as wicking finish, quick dye finish, water repellent finish. I also observed how the fabric unit adjusts and maintains the required GSM in the stenter machine in the finishing unit if the GSM is higher than the required GSM. If the GSM is lower than the requirement then the finishing team also can adjust the fabric weight by using tumble drying which helps to increase the fabric GSM. I observed overall fabric processes till delivery to understand all the activities.

2.3.3 Problems & Recommendation

Problem

The quality of yarn is major fact for any knit fabric unit because if the quality is not up to the mark, then they create lots of issues during the fabric production which is mentioned below; often the spinners provide yarns with contaminated yarns that results in one of the major faults in fabric. Another major fault of fabric is hairiness of fabric surface that also the result of using faulty yarns. Sometimes the bad quality yarn causes thick thin problem in the fabric. The shade variation is another major fault of fabric that occurs in fabric dyeing unit; this may occur for

not following the approved lab dip properly and not following the dyeing recipe properly. Often the batching of fabrics is not done perfectly that causes shade variation. Often, they have to face shade variation in bulk due to inconsistent dyeing due to problem in dyes and chemicals used for fabric dyeing. Another problem what we see in the fabric department more often is discrepancy in GSM or fabric weight. It is the result of not using the correct count of yarn for fabric knitting, not maintaining the stitch length, knitting gauge and machine-dia properly, not maintaining the tension in stenter machine perfectly etc... overall not maintaining the fabric parameter from the buyer. Altogether these cause faulty fabric and ultimately loss for the company.

Recommendation

The fabric unit should store the yarn in a perfect storing condition so that the characteristics of the yarns are remained unchanged until the garments are produced. They should use contamination free yarns for fabric knitting. They should source yarn from a trusted and renowned sources who can provide support of good quality yarn within agreed time frame and agreed price. Beside choosing best quality yarn suppliers they should also make sure to inspect the yarns right after the yarn is delivered to their store. They should maintain buyer's fabric parameters from knitting to finishing of the fabric so that there is no rejection due to quality issue. If they can follow the parameter strictly that will automatically ensure fabric without any kind of faults. Fabric unit can Use auto-dosing systems and maintain the lab dips record properly to avoid the shade variation issue in the bulk production. They should use best dyes and chemicals for fabric dyeing. Best quality dyes-chemicals and hazardous element free dyes-chemicals not only will ensure buyers approval but also will ensure less harm to the environment. All machineries of fabric unit should be checked on a regular interval to make sure those are in good condition and can run smoothly during the fabric production.

2.4 Washing Unit

Any garment washing unit specially modifies outlook, appearance while worn, hand feel, designs by applying various wet and dry processes. Washing is necessary for garments because it creates various fashion effects like vintage look, 3D effects, improving the hand feel of the garments & last but not the least to remove the sizing materials & dirt from the fabrics or garment. Washing units emphasize not only to improve fashionable outlook but also it

improves the comfort of the wearer by improving softness of the garments or the fabric. Garments or fabric washing also prevents the future possible shrinkage while the garments is worn by the end customer. Executing various garments washing techniques such as enzyme wash, stone wash, bleach wash, acid wash, tie dye, dip dye, garment dye, rinse wash etc...

2.4.1 Regular Activity of Washing Unit

Renaissance's washing unit is capable of innovating new washed range every year. They send a wash range to their buyers in every year showcasing their capability in washing. They also do wash the fabric form if required by buyer. For example, if the buyer asks for a soft hand-feel fabric for production then they offer silicone softener finished fabrics to the buyer. The washing unit's another most important activity is to ensure that the washing recipes match with the buyer standards. Their regular activity also includes testing wash fastness and shrinkage while the washing is running and also after the wash is complete. The washing unit also has a regular maintenance activity so that the machines are in perfect condition. Washing unit's lab also plays a vital role in the full process. Because when any development or production is going on, the lab must conduct testing on a regular basis in each stage to make sure everything is going on as per buyer required standard. Such as pH level of water, fabric tearing strength, and wash fastness to various factors (rubbing, sunlight, perspiration etc.) to ensure buyer's quality standards are followed perfectly. Proper record keeping of approved shade bands or color standards and regular color evaluation for a specific lighting is also an important activity of wash unit. Wash units has to keep record of measurements of every item before and after washing so that those are correct as per buyers' required size. Wash units have to maintain Effluent treatment plants (ETPs) and water treatment plants (WTPs) to manage and treat wastewater which is not only their regular activity but also a factor for compliance.

2.4.2 Own Activity at Washing Unit

I observed common washing procedures such as garment dye, acid wash, tie dye, stone wash etc... I also recorded washing recipes and observed washing trials while they're done. I also assisted in washing quality checking of the samples. For one of renaissance's major customer, I prepared a wash range of 15 styles for men's, kid's department following the buyer's testing parameter and fabric manual so that those styles can meet the buyer demand. For another

customer I submitted 10 wash panels showcasing our wash strength with multiple wash techniques such as garment dye acid wash, stone wash, tie dye, 2 color dip dye, 3 color dip dye etc.... I kept note of these wash panel/garment's before and after wash measurements to make sure these will meet the buyer's demand. I took part in lab testing of fabrics' various properties after washing (such as tearing strength, color fastness to rubbing, sunlight, color fastness to perspiration) to understand various testing and their purposes to ensure quality. I checked the wash baths and loading before starting the wash process to prevent over-washing which is a major common problem in wash units. I also checked the record sheets on a regular basis to prevent the usage of excessive chemicals to prevent fabric damage after wash. I also checked the garments load before they were put on the machine so that the weight remains at a recommended level to prevent excessive loading which creates lots of issues such as fabric damage, uneven wash, crease mark on the fabric/garment etc... in the Renaissance washing unit I observed ETP very closely and understood how it operates on a larger scale.

2.4.3 Problems & Recommendation

Problem

A common problem of washing dept is over-washing which leads to fabric damage. Sometimes excessive chemical using also causes weakening the strength of the fabric and even the fabric weight can be lessened by excessive washing or excessive chemical using. Sometimes excessive mechanical friction during washing also causes damage to the garments or fabrics. Another common problem is shade variation. The reason behind this variation can be uneven or chemical concentration variation in the wash bath, if the water temperature varies than the recommended temperature then also the shade can vary from the required shade; sometimes overloaded garments in the washing machine also can lead to shade variation. Poor color fastness to rubbing is also a common problem in washing units. This happens mostly for using improper fixing agent or not neutralizing the fabric after dyeing. Another problem is also common for some washing units which is water Quality Issues, which happens due to the quality of water in the area of the washing unit. It normally happens due to high iron content or hard water in the area and this leads to color inconsistency in the washing. Often there is machine Breakdown / maintenance Issue in the washing unit which happens as a result of not following regular preventive maintenance schedule. Improper chemical use can change a garment's color or other trims accessories color (such as metal buttons, zippers etc.).

Recommendation

To prevent overloading or over washing, the wash unit should always follow the correct load ratio and standard time required for the wash. To prevent sophisticated fabric or garment damage wash units can use net bag as protection, washing machine's drum condition should be checked on a regular interval so that the drum is not rough which can damage fabrics or garments. To avoid shade variation washing unit can take these initiatives: following the same wash recipe and wash parameters for each and every batch of garments item, dosing system calibration on regular interval last but not the least keeping proper approval record ready before starting bulk production. To improve color fastness to rubbing washing units must use recommended fixing agent as per the buyer manual; after dyeing of the fabric, they must ensure perfect required pH level by neutralizing last but not the least they should take approval for rubbing test before starting production. To avoid problems of hard water in the area, washing units must use water softener system regularly and they should test the water quality (pH, iron level etc.) on a regular basis. Washing units should follow a monthly maintenance plan and they should keep a record of the machine service history. Last but not the least they should train the machine operators to find out machine problems at an early stage. Wash units should use recommended chemicals to avoid staining on fabric components or trims accessories of the garments. My ultimate recommendation is, the processes of washing should be controlled strictly and the quality team should conduct pre-wash testing before going to bulk production to avoid any internal wash issues.

2.5 Supply Chain Management (SCM)

Renaissance Apparels has a supply chain department which is responsible for all types of raw material purchasing or inventory management including general items of all of its units and even the raw materials required for productions. Supply chain department plays a vital role from creating the product to delivering the product to the customer. The activities of supply chain start from the raw material sourcing and then producing the end goods, distribution and delivery of the end product to the customer. The activity also includes strategic planning, coordinating the logistics, managing the inventory and non-stop communication with raw material suppliers to maintain a good supply chain. Buyers are demanding higher standard quality in the garments while the price is not increased to match the required quality standard. Here comes the supply chain department, they source all the raw materials in such a way that

the manufacturing cost is within limit but the quality is high. Renaissance Apparel's supply chain dept works in such manner that they work to source raw materials from the local and international market at the minimum cost and within shortest possible time, while maximizing company profit.

2.5.1 Regular Activity of Supply Chain Department

Their main activity is managing raw material sourcing, managing the inventory, and managing the delivery schedules to each and every unit. They also coordinate with merchandisers and stores for material tracking to ensure smooth production and on time shipment to designated location of buyer. They also work with freight forwarders and customs agents to ensure import of raw materials, chemicals from abroad. For any garment factory's success an efficient supply chain department is very crucial. Because the supply chain department involves whole logistics support, backward linkage coordination, strategic planning from sourcing till shipment, managing the inventory and ongoing communication with multiple suppliers at a time. One of the most important activities of SCM department is sourcing the best supplier for each and every raw material that will be used in the garments production and who can meet the customer's demand by providing quality items on an agreed price. After sourcing the best supplier, the SCM start negotiating with the supplier and this price negotiation is also very crucial for every garment factory as the buyer is demanding a higher quality product but with a cheaper price. After finalizing the price with a designated supplier, the SCM place booking for the raw materials based on the existing system, for example in renaissance apparels they use ERP system to place the booking to the supplier. After booking placement the SCM department make sure the items are being produces in such way that can be in housed so that the production lead time is not hampered. Another important activity of SCM is they coordinate with the suppliers till they hand over the shipping docs to SCM. These shipping docs are vital for any suppliers to get payment, after receiving the shipping docs the SCM forwards to the accounts and audit department to initiate the payment procedure as per the agreed payment terms (LC, TT, Cash etc.). An efficient SCM dept can boost up the business operations, by increasing productivity by making sure the perfect raw materials are in house on a agreed time frame which will be input in the production when it is required.

2.5.2 Own Activity at Supply Chain

I observed the booking procedure and how the ERP system is used to create a work order whether it is required for development or bulk production. The central Logic ERP system of renaissance is used for creating the work orders for each and every raw material that will be used in the garments production or that will be used as office supplies both in the corporate office and in the factory. I observed how the SCM department negotiates with multiple suppliers at a time for any items. The rational idea of placing development and bulk production orders among the existing suppliers is a way where the SCM department never place all the bookings to a same supplier but they're placed to multiple options so that nobody is overbooked and nobody claims that they do not get sufficient orders from renaissance apparels ltd. I monitored how the inventory levels are checked from the corporate office SCM department by a single click in the ERP system where the authorized users can find out what is the current inventory of any specific raw material and where these items are used, even I checked which delivery challans are used to deliver goods against which work orders; this made sure that my orders are safe and the production of the garments will not be hampered due to raw material shortage. I observed how SCM department is coordinating and collaborating with other departments to ensure a continuous inflow of materials for each and every orders. During my internship at the SCM department I understood that an effective SCM department can play a pivotal role in risk identifying and possible future disruptions in daily production, office operations, or possible quality issues in the garment unit, or possible shortages of raw material in the production line.

2.5.3 Problems & Recommendation

Problems

One of the major problems of Renaissance's SCM department is their Logic ERP system is evolving as its 1.5 years old so they have to face difficulties sometimes to create PO or work orders which need to be visible centrally due to bug issues. For these bug issues often, they have to solve the problems later and instantly they provide bookings manually so that the raw materials are delivered to the production unit within required timeframe. Another issue is sometimes, the merchandisers follow up with suppliers and ask to deliver the products as per their own target to in house the raw materials in advance, but the problem arises when the date

is not informed to the SCM staffs and they have to face difficulties to manage the raw material suppliers to deliver the goods within the required timeframe. Sometimes SCM department has to face challenging situation from the suppliers as they do not follow the agreed time frame and they fail to deliver the goods in time which may lead to delay in the production and in shipment. Sometimes to meet any specific buyer's requirement SCM department have to source raw materials from new suppliers or foreign suppliers which creates little bit more time to be on the same page altogether and agree to a certain price, time frame and quality. Often the suppliers deliver short quantity raw materials to the factory which is crucial issue to meet the buyers' order quantity. Sometimes the buyers' manual is not checked by the SCM department properly to identify the possible risks they should be well aware before placing orders to any suppliers.

Recommendation

MIS and SCM and M&M all these 3 departments should coordinate to solve the ERP issues so that there are no bugs or technical difficulties in the ERP. For the manual entries SCM should maintain a proper chart so that the entry can be input to the ERP when the system is workable again. Merchandisers should have a clear and transparent relation with SCM department so that there is no lack of information while placing order to a supplier, this will lead to on time raw material in housing by the SCM department. SCM department should strictly follow up the suppliers about the delivery schedule so that the shipment deadline can be met without any hassle. SCM department should mention the raw material in house deadline while issuing purchase orders to the suppliers and they should maintain supplier database based on the response and feedback of previous orders. While choosing new suppliers SCM should check the company profile, certification and production capacity of new suppliers so that there is no issue in future regarding the delivery and payment issue. Even SCM department should blacklist the suppliers whose support is not up to the mark and who failed to deliver buyers' required quality raw material in previous orders so that the blacklisted suppliers can not get orders from Renaissance apparels as well as the merchandisers are aware of the blacklisted suppliers. The raw materials delivery challans should be checked very carefully by the SCM department and the inventory department so that there is no mismatch in the required quantity with the received quantity from the suppliers. The buyers' manual should be checked carefully by SCM before sourcing supplier and placing any orders.

Chapter 3

Critical assessment of Internship work

While doing my internship I worked in 5 departments, where I was applying the knowledge, I gained from PGD-KIM course to make a bridge between theory we learnt and the practical works. My self-confidence was boosted up as I collaborated with other multiple departments, my professional mindset was enhanced by applying my technical knowledge, practical skills and work ethics. Working closely with multiple departments' top management helped me to understand knitwear industry's operations and also enriched my industry insights by working with the esteemed professionals.

3.1 Application of Generic and Industry specific courses during internship

During my PGD-KIM course at BRAC University, our curriculum included four generic and four industrial courses. While I was an intern Renaissance Apparels Ltd, I aspired to apply the knowledges I learnt from these courses while I was working in various departments.

Four generic courses I learned from PGD-KIM are:

- Business communication skills
- Analytical skills and competencies
- Business operation skills
- HR skills and competencies

In my current role as a Merchandiser, a vital point is effective communication, because I need to interact simultaneously and continuously with different stakeholders such as buyers, management, department heads, production people, other departments colleagues and with suppliers. After the business communication skills course, I identified my weak points in oral and written communication, I enhanced my communication skills by applying knowledges I learnt from the communication skills course. After this course I am more confident and I can communicate more effectively and impactfully with various stakeholders.

The analytical skills and competencies course enhanced my ability to analyze various types of data and it enriched my decision-making skills based on these data. This course helped me to

handle critical situations, root-cause analysis and taking corrective actions based on available data. This course also enabled me to present data to top management effectively and efficiently.

The HR skills and competencies course enriched my knowledge of employee rights, facilities provided by organizations, evaluation processes of employees and staffs and effective team. This course helped me to managing manpower and how to evaluate my team mates efficiently.

After the business operation skills course, I gathered knowledge about financial statements and how to evaluate a business organization based on these statements. During my internship I also analyzed our factory's financial statement on my own to understand what is the current condition of our organization.

Four industry-oriented courses we learned at PGD-KIM course are:

- Introduction to garments industry-knitwear
- Industrial Engineering
- Quality management
- Product management and merchandizing

In the Introduction to garments industry-knitwear course we got enlightened by the insights from experienced professionals and industry leaders about the prospects, challenges and ways to overcome them. We course we got a clear idea about costing which is vital for marketing & merchandising as well as for the whole knitwear industry business. We got a complete knowledge of costing process from yarn to end products from this course.

In the Quality Management course, we learned why the quality management system is so vital for Bangladesh to be in the business well ahead of other competitor countries. I learned how the Quality Management System (QMS) is introduced and implemented within an organization. Another most important course was Supply Chain Management which was also covered under the quality management system course. The Supply chain management course gave us about maintaining the supply chain from raw material sourcing to delivering the end products to the customer. This course showed us why a strong supply chain department is so crucial in the textile industry, because if there is any delay in any stage of works of this department that directly can hamper the agreed shipment date with customer.

The Product Management and Merchandising course enriched us with the insights of international fashion, trend which nowadays so crucial for our industry to stand in the crowd. Because nowadays buyers are expecting the manufacturers to innovate new designs and

implement those by product development within the factory. We also learned why merchandising plays a pivotal role in the knitwear industry as well as overall garments industry. This course has equipped me with the necessary understanding of fashion design, market trend, merchandising and why these are equally important to buyers from around the globe.

Last but not the least the Industrial Engineering course, I learned various important tools of IE which are used in knitwear industries which included 5S, lean management, motion study, time study, ergonomics encompassing tools such as 5S, kaizen, JIT, quick changeover, motion study, time study, work study and Ergonomics etc... These tools are used to increase productivity, efficiency and quality, and these factors are involved solely with a knitwear manufacturer's business and brand value. Most of the renowned companies are adopting these tools and techniques to improve overall production practices of industry.

3.2 Suggestion for industry improvement

Merchandisers need to follow up buyers regularly and need to give reminders to the buyer about the timeline so that there is no delay in buyer's approval. Merchandisers should develop their own tracking system/tracker chart which will show the critical checkpoints must be maintained in order to meet the production lead time; because if the tracking system is well setup, then merchandisers can take necessary steps to minimize production delay and that will lead to on time shipment. The MIS team should take suggestions from M&M team and enlist more fabrics name, types, qualities, more colors in the ERP system to enrich the library in order to save time of the merchandisers. Merchandisers should be very careful about on time production file hand over in order to maintain the TNA and the shipment deadline.

For the artwork related issues, the printing staffs can ensure transparency by sending clarification mail to the buyer/merchandiser at least within 24 hours of receiving the print requirement so that the timeline can be met as well as the requirement is also clear for the print unit. While there is any requirement from the merchandiser or buyer which is not production friendly or practically possible then the print merchandisers should communicate with the buyer or M&M staffs explaining the reasons why the requirement is not feasible for production. Print section should maintain proper record keeping of approval from buyer and they should always follow standard operating

procedures (SOP) to avoid any mistakes during production and thus they can avoid delays in production. For wash garments printing and fluorescent color printing merchandisers should take approval from buyer prior to the production starting explaining the possible shade variation issue and even the merchandiser should take the shade range approval prior to avoid any delay in the production. The approved quality should be kept properly in such a manner so that no outside dust or any material can change the physical appearance of the approval.

The fabric unit should store the yarn in a perfect storing condition so that the characteristics of the yarns are remained unchanged until the garments are produced. They should use contamination free yarns for fabric knitting. They should source yarn from a trusted and renowned sources who can provide support of good quality yarn within agreed time frame and agreed price. Beside choosing best quality yarn suppliers they should also make sure to inspect the yarns right after the yarn is delivered to their store. They should maintain buyer's fabric parameters from knitting to finishing of the fabric so that there is no rejection due to quality issue. If they can follow the parameter strictly that will automatically ensure fabric without any kind of faults. Fabric unit can Use auto-dosing systems and maintain the lab dips record properly to avoid the shade variation issue in the bulk production. They should use best dyes and chemicals for fabric dyeing. Best quality dyes-chemicals and hazardous element free dyes-chemicals not only will ensure buyers approval but also will ensure less harm to the environment. All machineries of fabric unit should be checked on a regular interval to make sure those are in good condition and can run smoothly during the fabric production.

To prevent overloading or over washing, the wash unit should always follow the correct load ratio and standard time required for the wash. To prevent sophisticated fabric or garment damage wash units can use net bag as protection, washing machine's drum condition should be checked on a regular interval so that the drum is not rough which can damage fabrics or garments. To avoid shade variation washing unit can take these initiatives: following the same wash recipe and wash parameters for each and every batch of garments item, dosing system calibration on regular interval, last but not the least keeping proper approval record ready before starting bulk production. To improve color fastness to rubbing washing units must use recommended fixing agent as per the buyer manual; after dyeing of the fabric, they must ensure perfect required pH level by neutralizing, moreover they should take approval for rubbing test before

starting production. To avoid problems of hard water in the area, washing units must use water softener system regularly and they should test the water quality (pH, iron level etc.) on a regular basis. Washing units should follow a monthly maintenance plan and they should keep a record of the machine service history. Finally they should train the machine operators to find out machine problems at an early stage. Wash units should use recommended chemicals to avoid staining on fabric components or trims accessories of the garments. My ultimate recommendation is, the processes of washing should be controlled strictly and the quality team should conduct pre-wash testing before going to bulk production to avoid any internal wash issues.

MIS and SCM and M&M all these 3 departments should coordinate to solve the ERP issues so that there are no bugs or technical difficulties in the ERP. For the manual entries SCM should maintain a proper chart so that the entry can be input to the ERP when the system is workable again. Merchandisers should have a clear and transparent relation with SCM department so that there is no lack of information while placing order to a supplier, this will lead to on time raw material in housing by the SCM department. SCM department should strictly follow up the suppliers about the delivery schedule so that the shipment deadline can be met without any hassle. SCM department should mention the raw material in house deadline while issuing purchase orders to the suppliers and they should maintain supplier database based on the response and feedback of previous orders. While choosing new suppliers SCM should check the company profile, certification and production capacity of new suppliers so that there is no issue in future regarding the delivery and payment issue. Even SCM department should blacklist the suppliers whose support is not up to the mark and who failed to deliver buyers' required quality raw material in previous orders so that the blacklisted suppliers cannot get orders from Renaissance apparels as well as the merchandisers are aware of the blacklisted suppliers. The raw materials delivery challans should be checked very carefully by the SCM department and the inventory department so that there is no mismatch in the required quantity with the received quantity from the suppliers. The buyers' manual should be checked carefully by SCM before sourcing supplier and placing any orders.

3.3 Learning for self-improvement

As a merchandiser, during my internship I had to engage with different departments. I always showed positive attitude towards my colleagues from other departments. Though my team leader and other departments colleagues helped me a lot to observe the activities of various departments, but I had to understand their regular activities to learn those things and to improve my skills and ideas about the departments.

There is no other way to develop our skill except by implementing what we have learned from the PGD course. After the course the practical works during the internship improved our skill connecting to the practical courses we learned. Maintaining an effective communication with all the departments was key factor to complete all the tasks in day-to-day work implementing the knowledge we gained throughout the PGD course. Without maintaining transparent and effective communication, achieving the organizational goal is very difficult.

PGD course has enlightened me about the importance of leadership in each professional stage, because it is not about only being a leader instead its about owning the duties and responsibilities assigned upon us and fulfilling those in a systemic way to achieve the organizational goal together. While working with teammates and supervisors, understanding these different people's perspectives helped us to take decisions and ultimately to solve the problems in daily works. working on the KIM program report of my PGD and during my internship.

These courses helped me to advance my career in the knitwear industry by following the instructor's guidance. My skills were upgraded by efficiently completing assigned daily tasks. After this course, I take the problems as opportunities for growth, by analyzing and identifying the root causes of the problems. After the course and the internship time, I can see every challenge as an opportunity, my efficiency label also has improved which helped me to accomplish my daily tasks and responsibility.

Chapter 4

Conclusion

Every individual step in garment manufacturing is equally and simultaneously important and all the operations and processes must be undertaken side by side. All necessary steps need to be followed meticulously to make and deliver best quality garment to the customer, from the time of order confirmation to in house all necessary raw material, production planning to cutting, cutting to sewing and sewing to finishing and finally to the shipment of the products. Every garment manufacturer always strives to meet the customer demand by offering quality garment at best price. The garment companies always follow the standards and rules regulations to operate the company effectively. While meeting the end customer's demand, the company also caters for to the employees and workers satisfaction.

In summary, my internship at Renaissance Apparels Ltd. has been an enlightening journey which enhanced my insights about the overall operation of the knitwear industry in Bangladesh. Immersing myself in multiple departments, from marketing & merchandising, fabric, printing, washing, supply chain I had the opportunity to apply the theoretical knowledge I gathered from PGD-KIM courses to practical actions.

This internship has enhanced me in both personally and professionally, by uplifting my analytical skills, communication skills, and overall people management. By assessing of my internship work, I've identified how I can improve myself and as well as the overall Bangladesh's knitwear industry. As my internship has finished now, I feel committed to contribute positively for the industry growth. I extend my heartfelt gratitude to my academic supervisor and the Renaissance Apparels Ltd management team for their support and proper guidance throughout the internship. This internship has deepened my practical experience aligned with the PGD course. To make the workforce of Bangladesh knitwear industry more skilled, effective and efficient, the program is structured to cover all aspects of the industry. Therefore, the expansion of this industry is essential. By initiating the PGD-KIM course, Bangladesh government aims to enhance leadership skills, communication skills and overall management skill so that we can thrive for a better Bangladesh in upcoming days.

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