Report On
Floreal International BD Ltd.
KPI Reporting of CM Business (Apparel) in Decision-Making

By

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ID: 24281075

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
November 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:

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Md. Mamun Islam
Student ID: 24281075

Academic Supervisor's Full Name & Signature:

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Wahid Anwar
Senior Trainer, EDC, BIGD
Brac University

Letter of Transmittal

Wahid Anwar
Senior Trainer,
BIGD, Brac University
66 Mohakhali, Dhaka-1212

Subject: KPI Reporting of CM business (Apparel) in decision-making

Dear Sir,

This is my pleasure to demonstrate my entry level position provide details regarding' KPI Reporting of CM business (Apparel) in decision making at Floreal International BD Ltd.', which I was appointed by your direction.

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

I trust that the report will meet the desires.

Sincerely yours,

____

Md. Mamun Islam
Student ID: 24281075
Executive Development Center, BIGD
Brac University
Date: November 16, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between Floreal International BD Ltd. and the undersigned student at EDC, BIGD, Brac University…………………………………….

Student's Full Name & Signature:

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Student ID: 24281075

Industry Supervisor's Full Name & Signature:

Abdur Razzaque Howlader
Deputy Manager, Finance & Accounts
Floreal International BD Ltd.

Acknowledgement

Before anything else, I would like to offer my implicit thanks and sincere acclamation to the Almighty Allah (SW) for blessing me with the opportunity, patience, determination, and knowledge to pursue the **Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)** program and completion of the final report within the allotted time. I must declare that I shall try my best to share my earned knowledge to the industry-oriented people who are willing to get.

I would like to express my sincere gratitude to **Mr. Abdur Razzaque Howlader**, Deputy Manager, Finance and Accounts at Floreal International BD Ltd. for the constructive guidance, suggestions and consecutive support from the very beginning to ending of the journey. I also thankful to all my colleagues, family members for their sacrifices, and obviously my batch mates for their unanimous support, care, and limitless prayers.

My profound appreciation goes to my academic supervisor **Mr. Wahid Anwar**, Senior Trainer at EDC, BIGD, Brac University, for the intellectual stimulation, insightful feedback, and support provided on regular basis from the very beginning to the completion of this internship report. His effortless mentorship provides me clear direction, which enables me to complete this insightful report effectively and efficiently within the shortest possible period. I am really and sincerely grateful for the time and consideration I got from him.

This report is the essence of my whole journey at PGD-KIM, so it has been a milestone for me in my knitwear career. All knowledge and skills gathered from here will be implemented in industry practices in the most effective way so that my career goals will be achieved. I believe and hope that I will carry on the collaboration and relationship with all the people engaged in this valuable and knowledgeable journey.

Executive Summary

This report is the summary of three long month’s internship tenure started from August 2025 to November 2025 covering 69 consecutive days. I had the privilege to work with five different departments from front end to support team in this period. All the areas covered during this internship is about KPI reporting to take decisions in collaboration with functional areas or departments. The invaluable insights I received during this time about apparel industry will assist me in developing my career in this sector and for that I am grateful to my colleagues for their support, guidance, and assistance.

Ciel textile is one of the largest conglomerates in apparel sector all over the world, where Floral International BD Ltd. is a subsidiary doing CM business in Bangladesh. Premium sweaters with high price are the main product of the company handling most of the European buyers. In this compliance factory, more than thousand workers earn their livelihood. All the investment came through FDI, which support to strength the economy of the country.

Furthermore, US tariffs open the door to expand the operation/business with more units in this country. The decision that would be taken depends on some KPI’s, if the KPI’s give positive feedback then management would be convinced to invest here for establishing new operation. In that context, the reports title would help in analyzing different KPI’s of front-end team like, merchandising, sourcing, planning and support team like product development, Finance & Accounts’ department’s KPI will help to go to conclusion and have a good decision. Finance is the heart of any business and compared as blood circulation, and financial result is the ultimate KPI for any organization. That is why KPI reporting would be the greater tool for making business and non-business decisions.

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List of Acronyms

KPI	Key Performance Indicator
VMV	Vision, Mission, and Strategy
MRU	Mauritian Rupees
CPM	Cost per minute
AW	Autumn Winter
FMR	Future Margin Report
SS	Spring Summer
SOP	Standard operating procedure
MIS	Management Information Systems
AUKN	Auto Knitting
HF	Hand Flat
POS	Purchase Order Sheet
TT/LC	Telegraphic Transfer/Letter of credit
PD/R&D	Product Development/Research & Development
ROS	Return on Sales
COO	Chief Operating Officer
OCS	Order Confirmation Sheet

Chapter 1

About Organization

1.1 Overview of the Industry

CIEL group is one of the largest conglomerates in textile sector, situated in Mauritius, and has been in business since 1972. Floreal International Limited, concern of CIEL Textile, generates an annual revenue over $62 million from its production of 5 million pieces of knitwear/sweaters with the production facilities in Mauritius, Bangladesh, Madagascar, and India. With the varidical operations, the expansion of CIEL group cover Africa, Europe, Asia and USA. As a subsequent growth in business, the conglomerate enters into a billion-dollar organization.

Ajax Sweaters Limited was incorporated on September 08, 1997 in Bangladesh as a private company limited by shares under the Companies Act, 1994 with its registered office at Zirabo Bazar, Ashulia, EPZ Road, Savar, Dhaka-1341, Bangladesh. Floreal International Limited and Floreal Knitwear Ltd have acquired Ajax Sweaters Limited as a subsidiary company as on March 28, 2010. Since then, the operation continued as Floreal International BD Ltd.

Floreal International BD Ltd. is renowned for manufacturing premium products with noble yarns like cashmere, wool and merino ensured with high quality. The company has two strategic locations for its facilities in duty free areas in Bangladesh and Madagascar, allowing with expanded capabilities of production and cost effectiveness. The superior products of Floreal are high demanded by the renowned and prestigious brands from Europe and USA. Recently we are expanding our business in non-traditional markets for diversification and reducing risks.

Floreal International BD Ltd. has the production capacity over 2 million pieces of sweaters, featuring a wide variety of raw materials from Cashmere, Merino, wool to cotton and blended yarn. We produce our products by two means i.e. traditional or hand flat and automation or automatic jacquard machines. Management from Mauritius is on the way to take decision to produce all the products by automatic machines by 2028.

To provide the updated and quality products, we have a central design studio in Mauritius along with two supporting offices in Dhaka and London. We offer trend boards, silhouettes, fancy yarn and customized collections to our valued customers. We have received accreditation from RCS, BSCI, SEDEX and ICS as a quality and sustainable manufacturer of Knitwear products.

Floreal International Ltd. run its business with the phenomenal technical expertise of 4500 talents whereas 1300 are from Floreal International BD Ltd. ensure the quality knitwear/sweaters accessible to all our valuable customers.

1.2 Vision & Mission

At the heart of every great organization lies a clear vision, compelling Mission, and a strong set of values.

At Ciel textile, our vision is our north star-it defines what we ultimately aspire to become. It inspires us to look beyond the present and commit to building a future where we lead with purpose and impact. It answers the question: “what do we want to become as a group?” Our vision in one sentence is- “Be the best global fashion partner.”

Our mission grounds us in the now. It defines why we exist and what we do every day to create value for our stakeholders- our people, our customers, our communities. It connects strategy with action and ensures we are all rowing in the same direction. Our mission is about “Improve Fashion Every day.”

Now come to our values -the core principles that shape our behavior, decisions, and culture. These are the non-negotiables. They define who we are and how we work even when no one is watching. The values that are practiced here are: passionate, Excellence at core, our people our gold, Agile and creative, Trust and fun, finally winning well.

Together our VMV is more than just a statement – it's a call to action. It aligns the heart (our purpose), the Head (our focus), and our Hands (our actions), ensuring thar every individual from top leadership to the front lines, plays a meaningful part in building a high-performing, value-driven, and future oriented organization.

1.3 Goals & Objectives

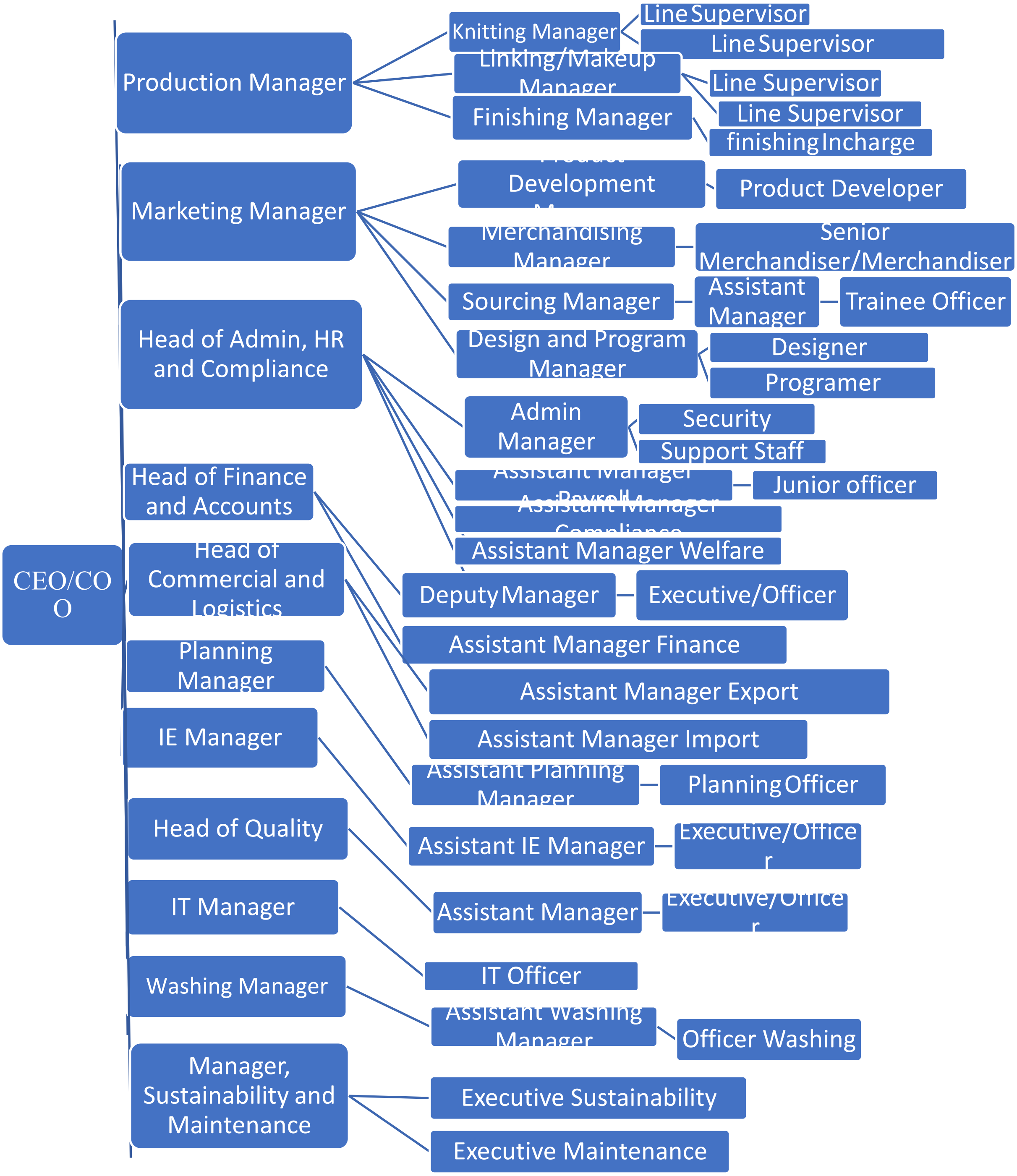
Floreal International Ltd. celebrated its 53 years anniversary globally since its incorporation in 1972. Over these long years, Floreal International spreads its global business and still it's excelling the diversified business. From the very beginning of the journey, the corporation holds premium brands as business partners, which help to sustain in this competitive world. Floreal could ensure multicultural work environment where people from different location, race and age are able to work together to achieve the company's common goal.

Floreal International Ltd. has three major goals, which are aligned with its objectives. These are better customer service, healthy financial outcomes, and excellence at grassroots. Following above goals, we could create our brand where people all over the world can trust us and support us on improving global fashion every day. That is how we are the best global partner in fashion industry.

To be strong and more competitive we rise our bar a little bit high i.e. we cut a double-digit margin of ROS with standard contribution of MRU 260+. Our front end and support team are always kin to achieve the predetermined goal.

Finance and Accounts team ensure one of our core goal- healthy financial outcome. For this we do cost control mechanism and variance analysis to of every style at closing so that standard costing can be reshuffled from time to time and wastage of materials can be controlled.

1.4 Organizational structure, Organogram, Branches and Departments



1.5 Products/services produced by the industry

Floreal International BD Ltd. produces almost all kinds of sweaters especially premium quality products for European customers. These garments are produced from fancy yarn like Cashmere, Merino, Acrylic, Polyester, Lambswool, and cotton etc. Most of the raw materials for premium garments are imported from Chaina, Vietnam, Hongkong, Turkey, Australia, Belgium, and India.

We are producing our garments in both the traditional (Hand flat) and automated (Jacquard Machines) systems. We use 5-14 Guage machines to produce our sweaters. All kinds of gents, ladies, kids, and shawl are produced here. Moreover, management has almost taken the decision that within 2027 all the hand flat machine will be replaced by auto knitting machine to produce more quality products at the minimal time consumption. The strength of having the capacity and expertise of producing medium value and premium products, we use cashmere and cashmere blend which premium, merino and merino blends also regular products cotton and cotton mélange, fancy blend for our value customers. We do embroidery, different categories of prints and special wash treatment. In recent times we are focusing more on our 3D design, special team under PD has been deployed to improve and establish the 3D based products and presentation to reach out our customers without physical presence in factory. The most used yarn in our factory is Merino wool, Lambswool and Cashmere that are used for multidimensional products for our clients. The materials are naturally hypoallergenic, anti-bacterial, anti-odor, and active smart fiber thermoregulates to climate changes to release excess heat for breathability also yarn protects against sunrays by absorbing radiation providing +40 UV protection. These are also incredibly soft and gentle, excellent insulator, moisture-wicking, lightweight, machine washable, highly breathable, strong and durable material and biodegradable natural fiber.

Chapter 2

Description about task accomplishment

In my organization, I work as an accounts officer and my core or basic responsibilities are to ensure proper MIS reporting along with computing the price for preparing contract with our valued customers also responsible for analyzing variance of different KPIs and assisting in inventory and statutory auditing. I start my work providing the price per garment we ought to be taken from our original customer Floreal International Ltd. using the quotation sheet provided by merchandiser.

Along with Finance and Accounts department, I have been engaged with four more departments to accomplish my internship period; these departments are Product Development (PD), Merchandising department (Marketing), planning department, and finally Sourcing or Supply Chain Management department.

So, figuring out here the working days in the above-mentioned departments I accomplished during my internship tenure:

SL	Departments	Engaged days
01	Finance and Accounts	18
02	Product Development (PD)	12
03	Merchandising	15
04	Planning	12
05	Sourcing	12
Total covering days		69

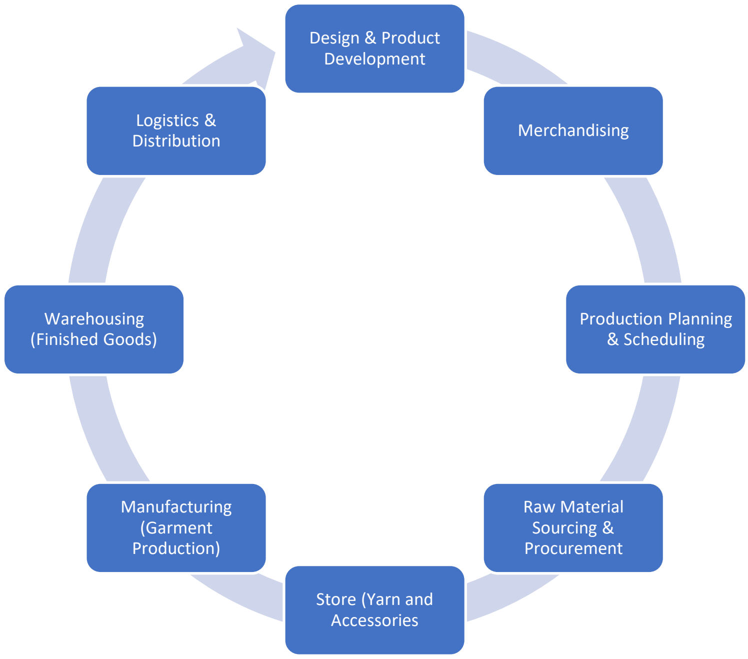


Figure: Supply chain Process of Floreal International (BD) Ltd.

2.1 Product Development Department

The first department, I have worked for is Research and Development (R&D) or Product Development (PD) department. This is one of the most required supporting team in apparel industry. They know well how to introduce company's product/garment/service to customers. Our Research and Development team perform in a wide range to cover all the aspects the company expects from them. They work with physical samples, virtual samples arrangement and presentation, and finally our new addition introduced CLO 3D samples.

Research and Development team works keeping the concept on mind "fashion for first world". They introduce new fashion/design/dress, which gives the customer a visible and good-looking outlook. To get better timing on product, re-engineering work is done by the team. Searching new yarn composition and accessories to produce trendy as well as traditional but in different outlook is one of the routine development works of PD team.

Our PD/R&D team do separate research work in accordance with Brand. For instance, Customer Zero: takes 25-35 days and its dresses are not loose nor tight and use standard carton to carry the product. Customer Betty Barclay: takes 35-60 days and its dresses are elegant.

Product development team finalize the customer and then merchandizer confirm bulk order from customer. PD department’s research wing does research on customer’s policy over:

- Design of the product
- Pricing policy
- Product
- Product line

Based on above criteria, product developer share the current market trends and colors with customer’s design team. A collaboration of sharing product/swatch and color idea, sketching the design, combining all the materials required to produce product. Product development is the department that brings dream into reality. To do this they research about yarn, fittings of the garment, measurement, operational feasibility, product line, pricing, color, trends, innovation, business competition, SWOT of brands, idea about global market of apparel products.

Product development team keep continuous support to merchandisers, sample department, and program department for creating new product in collaboration with market trend, customers test and requirements.

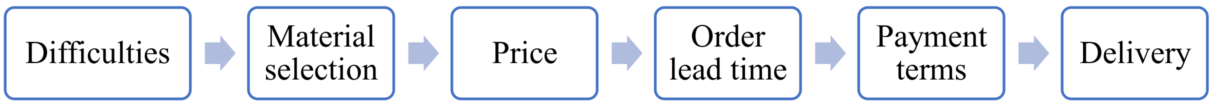
As mentioned earlier, we have design studio in Bangladesh and do improvement continuously aligned with the central studio located at London. This studio and the showroom as well as visual merchandising activities are taken care by PD team. They arrange meeting in every week specially Wednesday almost fixed to share new development and progress report to marketing team.

We have strength of producing all season's (AW & SS) product and 5-14 GG product using high price yarn like cashmere and merino. PD negotiate with customers following win-win situation strategy so that a sustainable rapport can be built.

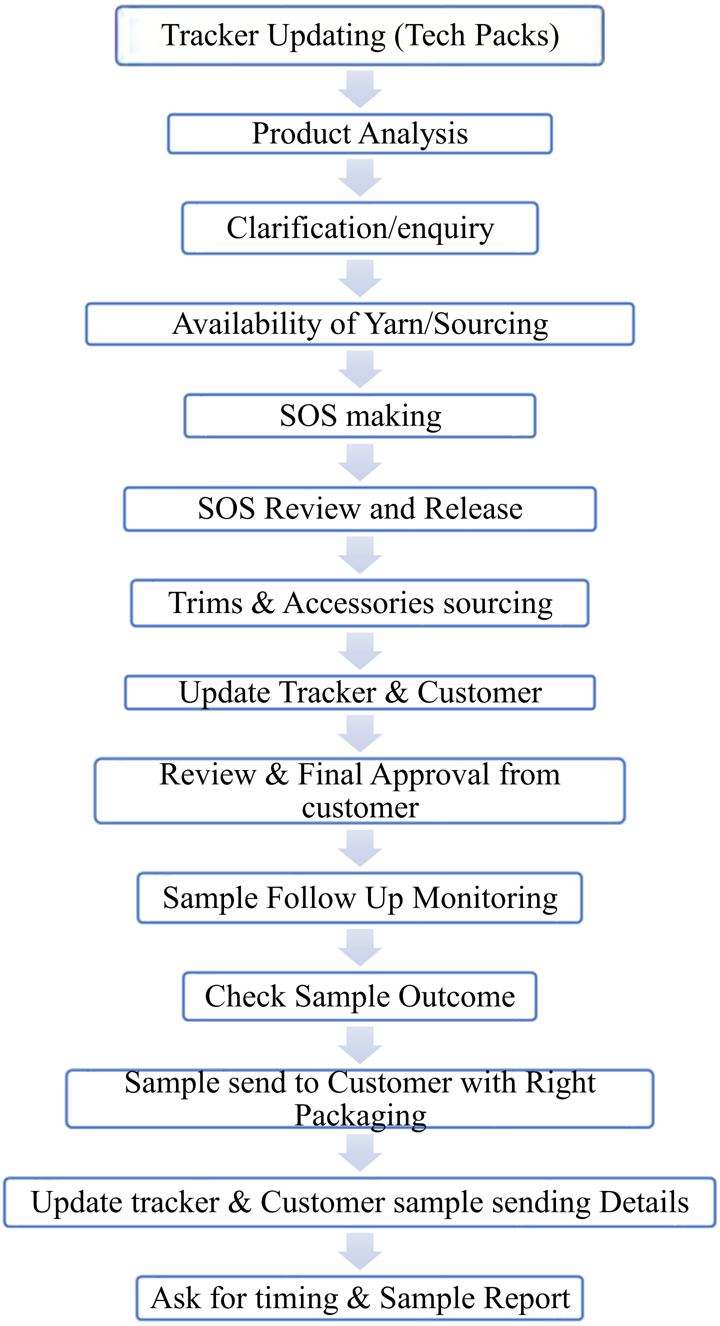
2.1.1 Key KPI's of Design & Product Development

- Market Research & Trend Analysis
- Concept Creation & Sketching
- Yarn & Trim Sourcing (Initial for sample)
- Technical Design & Specifications

Steps followed in confirming the product with pros and cons



Development SOP



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2.2 Merchandising Department (Marketing)

Merchandising is the second department; I have worked with during my internship period. Merchandisers are the closest party of the organization who work with the buyers very closely. After finalizing customers by product development department along the approval of management, they start their negotiation with the valued customers. Merchandisers negotiate with customers for best price, new orders, and lead-time of the product, payment terms, and development of running orders advised by R&D team. Merchandisers ensure one of our ultimate KPI's best customer satisfaction. They do their job as customer agent for pushing production department so that all the customer's requirements are fulfilled. We ensure one thing that is win-win situation for both party that is mentioned earlier, it keeps both party in collaboration so that no one will lose their business. Merchandisers are responsible to maintain good relationship with customer via WhatsApp, mail, online meetings etc. The key KPI's for merchandiser is to keep continuous communication with customers, on time delivery of goods with good quality, best competitive price, larger order quantity, costing and profitability T&A calendar maintenance, traffic control management. Taking customer's rating for their service to improve every aspect they want is one of the most required KPI. In Floreal International BD, merchandiser start their duty from development do it until payment. They ensure profitability by making sure that customer the right product with right quantity, right quality, right time and right place. However, merchandiser at Floreal International BD engage themselves with each of the department but do specific duties regarding:

- Product Development &
- Production Coordination

2.2.1 Key KPI's of Merchandising department

- Take order from customer
- Negotiate in pricing with customer
- OK POS on time
- On time and accurate OCS release
- Order Confirmation & Quantity Finalization (Bulk Order)

2.2.2 ERP Flow of Merchandising

1. Generate Tech Pack

From the **Catalogue** of ERP, merchandiser select the relevant **Catalogue** according to season and buyer the new tech pack will be created and merchandiser enter the required information like style number, style name, style description, yarn details, wash details, embroidery/print details, SMV, brand details, style colour and size details which is very important. All the information about new order would be visible through ERP and related département will extract the needed information from here.

2. Preparation of cost sheet

In parallel, Yarn and trim teams should prepare codes in advance, Yarn team generates Yarn Code, and Trim Team generates all Trims Codes and add into Cost Sheet (internal):

- Yarn cost.
- Trims Budget cost (remove amounts as trims are finalised).
- If trims are destination-specific, mark as OC-specific and assign countries.

Add Production Cost: Wash / Print & Embroidery cost, correct currency, Updating FOB (must match in Cost Sheet and OC) and then Send Cost Sheet for approval. Once approved and OC is created → Release MRL.

3. Generate MRL (Material Requirement List)

This part starts with Bill of Materials but before that Cost Sheet must be approved and OC created because BOM must be updated from cost sheet. From here the sourcing departments respective person order yarn and accessories based on colour and size dependency. Update correct Thread Code when updating colour dependency for threads, repeat process for both Yarn & Trims. By updating this, everyone will be aware about delivery date against each item. Through this **Indent** is created and sent to the concerned executive to release PO & purchase materials.

2.3 Planning Department

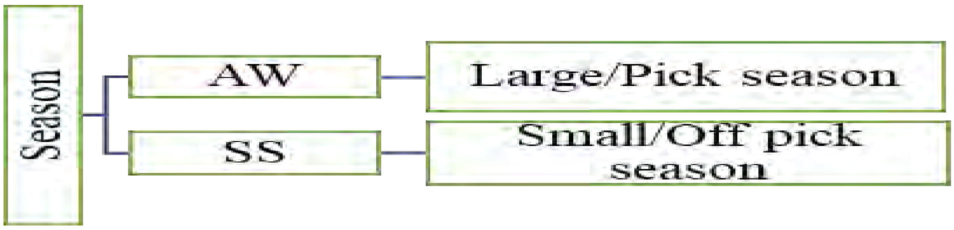
The third one was about planning department I had the privilege to do internship during my journey. Planning department is said the bridge among the departments of the organization to collaborate work for producing garments. Planning department is solely an independent department, directly report the CEO. Planning department control overall factory planning to maximize the factory capacity utilization using macro planning and micro planning. Planning department connect with multiple departments like merchandising, store, production, sourcing, sample & commercial to ensure their smooth operation. Planning men track all the orders and setup priorities according to lead-time and customers to ensure on time production to be completed. As mentioned earlier planning do, its work based on loading and it is divided into macro loading and micro loading. They organize meeting in every Sunday like, global planning meeting and local planning meeting to notify what is going on in production sector. Planning department has some key responsibilities like keeping store record, stock materials, pushing for on time in house of yarn and trims, zero idle time, maximum capacity utilization etc. Production panning is considered as one of the most important departments in apparel industry. It helps in building up a strong relationship with other departments to get/obtain maximum output of the factory and it works like a bridge between marketing and production department. When order receipt, merchandisers have to do T&A plan calculation and plan for releasing OCS file (the date on which complete bulk yarn and trims would be in-housed along with the approved PP comments). Based on the file release date, the planning department gives the bulk delivery dates. This process is to be done with collaboration of Merchandising, planning and sourcing department. Time and Action plan starts working on order receiving:

SL.	Activities	Time (Days)
1	Order Received from customer	Base
2	Yarn Booking	0+2 Days

3	Trims Booking	0+2 Days
4	Loading Plan for sampling	0+2 Days
5	Loading Plan for Bulk	0+5 days
6	Raise Yarn PO	0+5 Days
7	FMR Costing	0+5 Days
8	LNP Completion	0+5 Days
9	Raise trims PO	0+6 Days
10	Yarn/Trims in-house/PP sample approval	0+25 Days
11	Releasing OK POS	0+35 Days
12	Ex-Factory	0+55 Days

Figure 1: TNA Calculation

After getting confirmation from merchandising department, planning does loading machine i.e. macro analysis. Through macro, analysis planning do potential, capacity, subcontracting, and following up the activity. Planning dept. arrange all the activities keeping two seasons in mind



In macro analysis Planning do capacity analysis having below resources:

Figure 2: Macro analysis resources

Potential	Customers/Guage/Yarn Type
Marketing Confirmation	Order Confirm/Styling/Yarn Inhouse/Delivery date
No. of Machine	145 (AUKN), 90 (HF)
Machine Capacity (Min/Day)	1440 (AUKN), 480 (HF)
Equivalent Min/Pc	54 (AUKN), 55 (HF)
Production Capacity per month	96000 Pcs (AUKN), 21000 Pcs (HF)

Figure: Macro resource

Whenever the PPO released from merchandiser confirming the order the micro activities took place. Here micro means the actual activities or executive works that is done in production department in assistance with other support team like sourcing. Planning receives order confirmation sheet with management approval and sets its critical path to cover all the activities required to complete a garment.

So, presenting here an order confirmation sheet and critical path of micro analysis:

Date:	**15-Sep-25**
Revised Date:	
Order Confirmed Date:	
Customer	**D. Apparel**
Season	**SS26**
Department	**Ladies**
Contract	**780**
POS No.:	**2605603**
SOS No.:	**231046A5**
Style No.:	**KNT.CDG006**
Total Volume:	**1464**
Gauge:	**Auto 12gg**
Technical / Normal:	**Technical**
Embroidery:	**N/A**
Knitting Time:	**73**
Makeup Time:	**52**
Technical Time:	**5.04**
Finishing Time:	**6**
Total Time:	**136.04**
Yarn Supplier:	**LUGANG**
Yarn Composition:	**50% Merino 50% Acrylic**
color/Combo Name:	**Ladies Cardigan**
Color/Combo Name:	**NAVY/BLACK**
Quantity:	**612/815**
OK POS Released Date:	**21 September**
Ex-Factory Date:	**31 October**

Figure 3: OCS and Critical Path

2.3.1 KPI's of Planning Department

- CP follow up
- Customer satisfaction
- Lab approvals
- Issuing to production
- Yarn management
- Reporting
- Production Capacity Planning
- Material Requirement Planning (MRP)
- Production Line Allocation & Scheduling
- Ensuring right time delivery of Finished Goods

Production Calendar FY2025-26 for circulated by planning department:

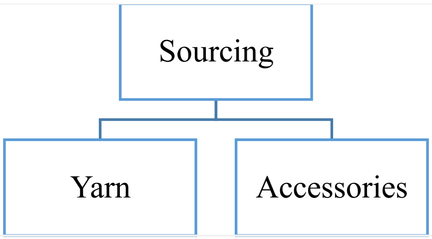
Figure 4: Production planning calendar

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Year Total
From	*01-Jul-25*	*01-Aug-25*	*01-Sep-25*	*01-Oct-25*	*01-Nov-25*	*01-Dec-25*	*01-Jan-26*	*01-Feb-26*	*01-Mar-26*	*01-Apr-26*	*01-May-26*	*01-Jun-26*	Total
To	*31-Jul-25*	*31-Aug-25*	*30-Sep-25*	*31-Oct-25*	*30-Nov-25*	*31-Dec-25*	*31-Jan-26*	*28-Feb-26*	*31-Mar-26*	*30-Apr-26*	*31-May-26*	*30-Jun-26*	
No of Days in a month	31	31	30	31	30	31	31	28	31	30	31	30	365
No of Weekly off in a month	4	5	4	5	4	4	5	4	3	4	4	4	50
No of weeks Payroll													
Hand Flat Machine													
No of days	27	26	26	26	26	27	26	24	28	26	27	26	315
Less- Public holidays/Eid holidays	0	0	0	0	0	1	0	2	8	1	7	1	20
Less- Un planned closers	1	1	1	1	1	1	2	1	1	1	0	1	12
Working days	26	25	25	25	25	25	24	21	19	24	20	24	283
Automatic Machine													
No of days	27	26	26	26	26	27	26	24	28	26	27	26	315
Less- Public holidays/Eid holidays	0	0	0	0	0	1	0	2	8	1	7	1	20
Add:- Extra half day in week for AK	2	3	2	3	2	2	3	2	2	2	2	2	25
Less- Un planned closers	1	1	1	1	1	1	2	1	1	1	0	1	12
Working days	28	28	27	28	27	27	27	23	21	26	22	26	308

2.4 Sourcing Department

Main objective of sourcing department is to make sure the zero occurrences of buying all the raw materials. Without further cost and within the shortest lead-time, ensure on time and & good quality product to be delivered. Floreal BD has its standard SOP for ordering yarn and trims. According to merchant's requirement, sourcing people have to ensure trims and yarn ordering at the shortest lead-time to in-house the raw materials. Before making an order, respective personnel need to negotiate about price, lead-time, conditions, and quality assurance. Also required to negotiate payment terms and delivery method. Floreal BD do its order for raw materials from Bangladesh and Mauritius as well as the payment is done from both sides. Following the SOP and maintaining KPIs sourcing department always try to ensure high and positive leakages.

Sourcing department has two parts:



Sourcing deals with the procurement and development of yarn and accessories from various suppliers across the world at the best competitive price and the fastest delivery. Floreal BD develops the best yarn and accessories base, attaining excellent quality, formulating price matrix among the suppliers from India/Chine/Europe/Vietnam/Australia/Turkey and Mauritius mills of running Floreal qualities. Sourcing team keeps the strongest support to design, marketing, and merchandising and production team in attaining business growth.

2.4.1 Accessories Purchasing

In most of the organization, Merchandiser source the necessary trims required to produce a garment. Nevertheless, ours have a dedicated team whose responsibility is sourcing the best quality and competitive price trims though sometimes there are buyer nominated suppliers who supply accessories. Roles of trims/accessories sourcing are as followings;

- Receive projection inquiry from marketing department.
- Send the projection inquiry to suppliers and ask for the price quotation.
- Supplier would review the price with their management and come back with their proposed price.
- Giving target price to supplier after reviewing the price with marketing manager.
- Sharing the target price with supplier and fix the price confirmed by management. Online and offline meeting can be arranged for further discussion.
- Specify the season, quality, quantity, price and conditions.

2.4.2 Yarn Purchasing

Floreal Bangladesh would be the single point to source the yarn for BD plant against all BD marketing styles and the yarn needed for other plants which orders will be control from Bangladesh. Floreal Bangladesh will cover up the entire yarn source from the development stage to the bulk stage along with all negotiations of price and lead time of the yarns. Gradually Floreal finance team will take over the full control of logistics part for physical movement of any consignment locally and globally.

Below is the general lead time of yarns;

	Development	SMS	Bulk	
			Local	Import
Lead Time	12 Days	18 Days	20-25 Days	35-45 Days
Minimum	N/A	N/A	100 Kg	250 Kg
Tolerance	N/A	N/A	Up to 1K+- 10Kg>1Kg+-5%	<1k +- 10Kg>1Kg+-5%

Table: Yarn in-house lead time

SOP of Yarn Ordering

PPO Release
↓
YOW from Sample
↓
Yarn Price approval
↓
YDC Making
↓
Creating PO
↓
Order Placement to supplier
↓
PI receive from supplier
↓
PI check and sign back to supplier
↓
PR submission by email
↓
Submit signed PI,PO,YDC hard copy to Commercial dept.
↓
LC receive and forward to supplier
↓
Proper follow up with supplier
↓
Bulk yarn in house

Figure: Yarn SOP

After receiving yarn there may be sometimes have, more steps to be followed if required are:

- Dispute and Claim Settlement
- Yarn replenishment or re-order
- Exceptions and exceptions authority

Yarn team also make sure the quality of raw materials that are in housed for production. The process followed by yarn team:

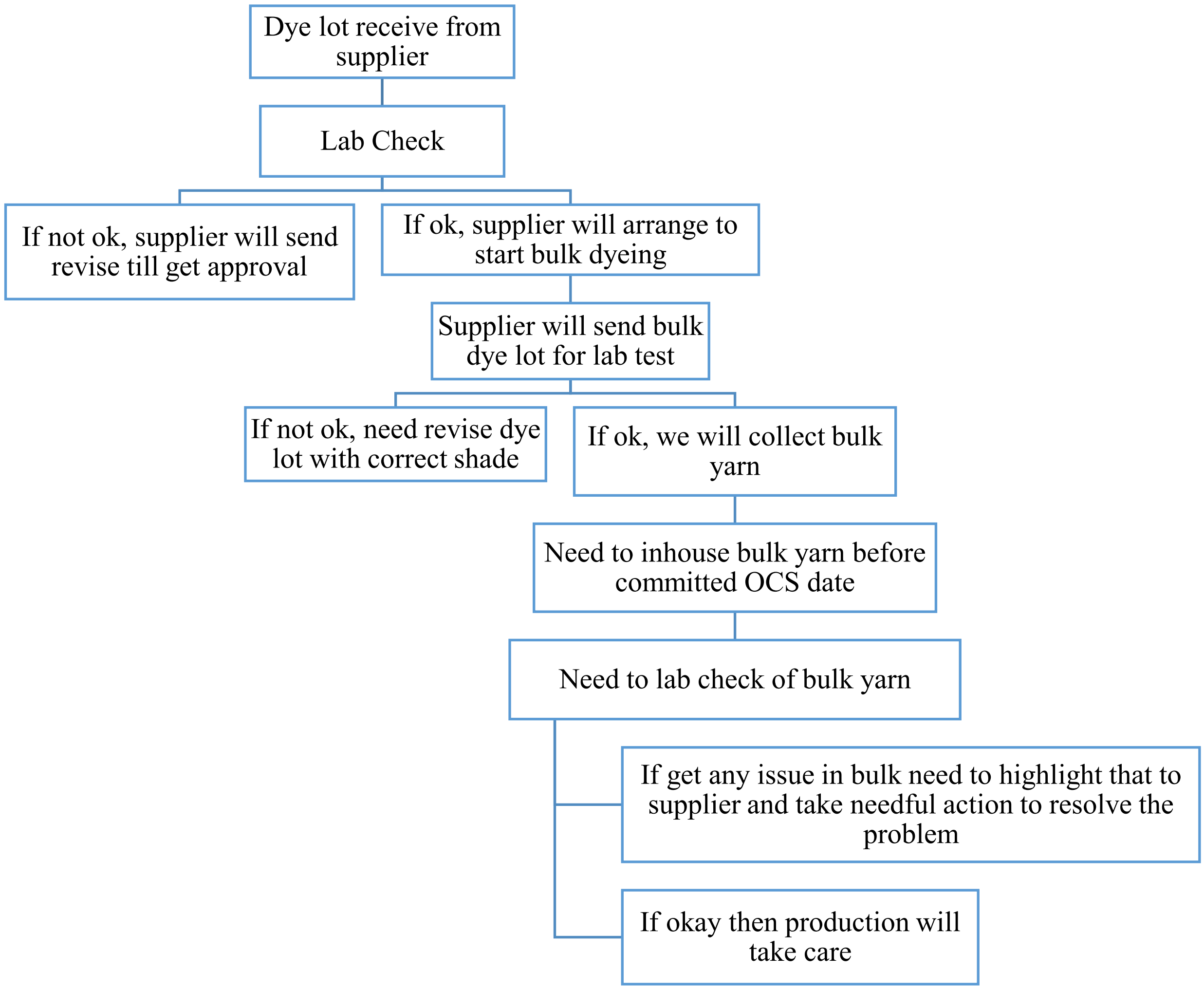


Figure: Quality flowchart for Yarn

2.5 Finance and Accounts Department

The fifth and final department I covered during my internship is Finance and accounts department. Finance is said the heart of any organization and it is compared as the blood circulation of the business. As mentioned earlier Floreal International BD Ltd. do CM business in Bangladesh. CM business is quite different than the traditional business operates in the globe. CM or Cost of Manufacturing is a business concept where the parent company located in third country as buyer of first country and ultimate buyers are the second country. For instance, Floreal International Ltd. acquired Ajax Sweaters Ltd. and run its business as Floreal International BD Ltd., so we work for Floreal International Ltd. but we export our product to ultimate customer like Betty Barclay, UK. To carry the CM business, we are required to remit all the expenses in advance basis i.e. before making shipment all the amount would be carried in Bangladesh.

In our CM business, we do contract in two ways with the parent company. These are:

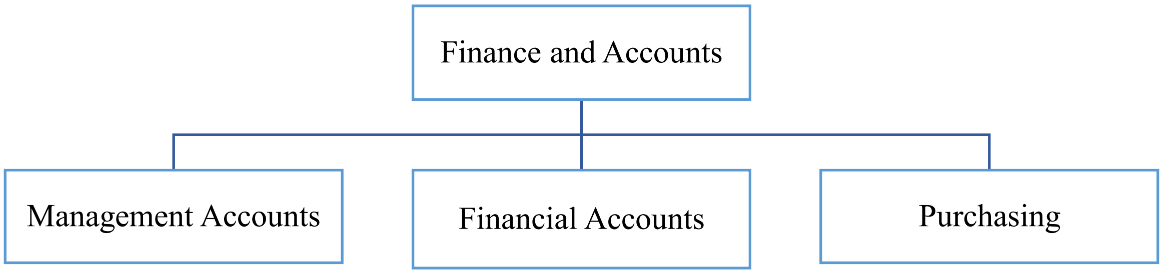
I. CMT

II. FOB

We consider two things dividing the contract whether it is CMT or FOB and these two things are yarn and accessories. In case of CMT contract, we do not pay for Yarn as it is paid by parent company Floreal International Ltd. (Mauritius) but other costs are included in the contract. On the contrary, we Floreal International BD Ltd. bear all the expenses including yarn and accessories here for FOB contract. We export all the goods to our Retails customers but receive the payment from our parent company in an advance basis i.e. before shipment we receive our CM price.

In case of CMT contract Floreal Mauritius team sources most of the Yarn and there are some issues of importing some items from different country that are sourced by them as well payment is also done by them. We, Floreal International BD Ltd., receive materials and accounted in current account in between team. Which makes the operation quite different from the other business unit around us. As most of the management decisions are taken from Mauritius based on the KPI reporting of management accounts, it is significant to carry out these reports for taking accurate decisions. Being the subsidiary, we are also required to prepare all kinds of management report so that in essence they can see the big bolts for making big decisions of the company.

Finance and Accounts is a multidimensional department having several wings to cover all the aspects the management and company wish to get from here. Being the most responsible department of achieving one of the ultimate KPI-Financial Outcomes, we continue our operation with three different wings. These are:



2.5.1 Management Accounts

The KPI’s that are maintained in management accounts wing for making decisions are:

1. Contract Computation Sheet

We do our costing on minutes basis i. e. cost per minute (CPM) is calculated to get the amount from Mauritius. Through contract computation sheet, finance enter into the operation. This KPI is most important for finance and accounts department because financial calculation begins from here. Any mistake done here can ruin the company from legal and economic aspects. After getting standard cost sheet or quotation from merchandiser as a finance man, I am responsible to calculate the contract price (per pc) that have to charge from Floreal International Ltd.

The main fact considered in this KPI is CM factor. Multiplying CM factor by total minutes get CM amount required to produce a garment. In addition, CM amount is the overall cost other than materials require producing a product.

The other fact here considered who would pay the yarn price, if yarn price would be paid by Bangladesh, and then it would be entitled as FOB contract. If the price would be paid by Mauritius, then this contract would be entitled as CMT contract. Moreover, if it is a CMT contract a legal binding is the Contract price would between at least 25% to at most 45% of Quotation price according to Bangladesh Bank's rules. If it is not followed then legal punishment could be impose to us. Therefore, this KPI helps to get costing related information required to management.

In this sheet I have to keep record of Purchase Order Sheet (POS) number, Contract number, Season (AW/SS), Garment description, Buyer Name, Yarn Composition, Yarn Supplier, Machine Type (AU/HF), Quotation FOB, Number of order Qty, Total Minutes, CM Factor, Trims, Yarn weight and Waste, YOW, Yarn Consumption Cost, Exchange rate, Contract price, Contract mode, total yarn price, Accessories price, FIL CM cost for total order etc.

POS	Contract no.	Season	Buyer	Yarn	Yarn Supplier	Machine type	Quote FOB	No of Pcs in quote	No of Pcs in Contract	Knitting Minutes	Makeup Minutes	Finishing & Tec. Minutes	Total Minutes	CM Factor	CM	Trims	Yarn Weight	Wastage	Yarn Ordering Weight	Yarn Consumption Cost in MRU	Quote Ex.Rate	Yarns	Contract Price for FIL	Contract Mode	GAP	Yarn Qty in LBS for Contracts	Yarn Price in USD for Contracts	Total Accessories Value	FIL CM Cost	FOB Value
2429001	710	AW-24	Wool Overs	90% Wool 10% Cashmere 2/26NM	ZDTEX	AU	$ 23.00	1442	1442	49.64	32.35	5.2	87.19	2.65	$ 5.13	$ 0.68	303.90	12.00%	340.37	MUR 528.66	43.59	$ 12.13	$ 5.80	CMT	$ 17.20	1,082	$ 16,940.62	$ 977.68	$ 8,363.60	$ 33,166.00
2428602	709	AW-24	Deane Apparel	50% MERINO 50% ACRYLIC 2/48	LUGANG	AU	$ 5.25	1200	1200	11.66	8.31	5.25	25.22	1.47	$ 0.82	$ 0.58	85.80	8.00%	92.66	MUR 115.04	43.25	$ 2.66	$ 1.40	CMT	$ 3.85	245	$ 3,067.73	$ 692.00	$ 1,680.00	$ 6,300.00
2431201	702	AW-24	Dunnes	100% BCI Cotton 2/32NM	Nice Cotton	AU	$ 7.30	24200	24200	55	27.21	8.62	90.83	1.25	$ 2.52	$ 0.59	385.00	8.00%	415.80	MUR 92.44	43.59	$ 2.12	$ 5.20	FOB	$ 2.10	22,182	$ 49,712.18	$14,299.51	$125,840.00	$ 176,660.00
2431202	702	AW-24	Dunnes	100% BCI Cotton 2/32NM	Nice Cotton	AU	$ 7.30	10600	10600	55	28.21	8.62	91.83	1.25	$ 2.55	$ 0.59	385.00	8.00%	415.80	MUR 92.44	43.59	$ 2.12	$ 5.20	FOB	$ 2.10	9,716	$ 21,774.76	$ 6,263.42	$ 55,120.00	$ 77,380.00

Figure 5: Contract Computation Sheet

2. FMR Database

Future Margin Report (FMR) is the updated version or bigger version of contract computation sheet. Where CCS contains only costing part but FMR contains detailed about the orders received from customer. If anyone of management wish to get production and order related data and profitability from the orders received, s/he might go to FMR report and database.

Using this KPI management can get the idea about the orders received, executed, running, in hands and shipment quantity. FMR forecast about orders to be getting near future in alliance with planning department and marketing department. Management can get information about total variable cost to produce a product as well as the contribution company get from the report. Return on Sales (ROS) is one of the most required parameters to know about any order whether it is profitable or not. The more the ROS the greater the profitability of the company.

From FMR Database and report management get:

- Cash flows

Order No	Order Status	Customer	Sales manager	Country	Selling Currency	Planning season	Delivery	Qty ordered	Balance in FMR	Gross Sales
2207420	New	Dev	MM	UK	USD	SS24	2025	160	160	1856
2218801	New	Tescho	MM	USA	USD	SS24	2025	3098	3098	47245
2218701	New	OMS	BM	USA	USD	AW24	2025	24580	24580	136419
2218706	New	D&D	VINSECT	UK	EUR	AW24	2025	5868	5868	26406

Figure 6: Cash flow Projection from FMR

We do compare with planning department's potential and the actual order quantity received from customers. Through these, we can analyze the root cause of difference between actual and potential orders.

FMR Reconciliation with Planning

	Planning Pieces	FMR Pieces	Diff
Qnty as per Micro loading – Active Orders	230,266	230,844	(578)
In Production	34,096	34,018	78
New Orders	168,080	168,362	(282)
Total	**432,442**	**433,224**	**(782)**

Figure: Potential and Actual order Comparison

Figure 7: Potential and Actual order Comparison

Below table is the cost grid i.e. cost per minute based on order size, complexity and mode of knitting which can be known from FMR database and management can change any dimension if required to increase ROS:

		100%			
	NEW COST GRID	**0.0%**			
	Hand flat	**with uplift**	**Automatic**	**with uplift**	
Very Big VolumeS	1.52	1.52	1.64	1.64	100%
Very Big VolumeM	1.59	1.59	1.72	1.72	100%
Very Big VolumeC	1.89	1.89	1.98	1.98	100%
Big volumeS	1.65	1.65	1.76	1.76	100%
Big volumeM	1.73	1.73	1.86	1.86	100%
Big volumeC	1.98	1.98	2.14	2.14	100%
Medium VolumeS	1.80	1.80	1.92	1.92	100%
Medium VolumeM	1.89	1.89	2.03	2.03	100%
Medium VolumeC	2.16	2.16	2.33	2.33	100%
Small VolumeS	2.12	2.12	2.13	2.13	100%
Small VolumeM	2.22	2.22	2.25	2.25	100%
Small VolumeC	2.54	2.54	2.58	2.58	100%
Very Small VolumeS	2.31	2.31	2.54	2.54	100%
Very Small VolumeM	2.42	2.42	2.67	2.67	100%
Very Small VolumeC	2.89	2.89	3.07	3.07	100%
Very Very Small VolumeS	2.56	2.56	2.91	2.91	100%
Very Very Small VolumeM	2.94	2.94	3.06	3.06	100%
Very Very Small VolumeC	3.20	3.20	3.52	3.52	100%

Figure: Cost grid used to calculate ROS

We do manager wise analysis of taking order in quarter basis using FMR database:

ACTUAL			
	AW25	SS 26	TOTAL
BL VS Alark	143,355 14,048 686,466	59,156 1,904 303,402	202,511 15,952 989,868
	843,869	364,462	1,208,331

BUDGET					
	AW25	SS26	TOTAL	TOTAL RECEIVED	DUE
BL VS Alark	80,000 21,000 900,000	80,000 5,000 440,000	160,000 26,000 1,340,000	202,511 15,952 989,868	(42,511) 10,048 350,132
	1,001,000	525,000	1,526,000	1,208,331	317,669

Figure: Manager wise margin analysis

Figure 8: Manager wise margin/order analysis

3. CM Payment & Invoicing

The amount, which we receive from our first line customer Floreal International Ltd., is called CM payment. As said earlier, we receive our expenses in advance basis, for that we need to prepare the invoices mentioning POS Number, Product description, Contract Qty, Value of the contract as well as invoice amount.

Particulars	Opening Balance	Transactions Debit	Transactions Credit	Closing Balance
5584 Cont. 670 (DZED)	$ -	$ -	$ 327,967.00	$ 327,967.00
5985 Cont. 571 (Sense)	$ -	$ 7,585.50	$ 7,540.00	$ (45.50)
5486 Cont. 672 (Dev)	$ -	$ 9,834.00	$ 9,933.00	$ 99.00
5987 Cont. 673 (S Fashion)	$ -	$ -	$ 92,889.00	$ 92,889.00
5488 Cont. 672 (Dev)	$ -	$ 62,111.90	$ 194,132.40	$ 132,020.50
4989 Cont. 676 (W. overs)	$ -	$ -	$ 10,430.00	$ 10,430.00
4890 Cont. 667 (B. Barclay)	$ -	$ 219,265.40	$ 502,495.88	$ 283,230.48
4991 Cont. 678 (Glenmax)	$ -	$ 3,585.00	$ 3,405.00	$ (180.00)
5992 Cont. 679 (S Fashion)	$ -	$ -	$ 23,904.00	$ 23,904.00
4994 Cont. 680 (D. Apparel)	$ -	$ -	$ 160,680.00	$ 160,680.00
4995 Cont. 681 (Tencho)	$ -	$ 11,734.20	$ 11,086.40	$ (647.80)
4996 Cont. 682 (Dev)	$ -	$ -	$ 78,930.30	$ 78,930.30
	$ -	$ -	$ -	$ -
Grand Total	**$ 1,389,523.48**	**$ 2,891,326.30**	**$ 2,801,609.00**	**$ 1,299,806.18**
		↓↓	↓↓	
		Shipment	Payment rcvd from MRU	

Figure 9: CM stock analysis

CM stock table Debit amount indicate the shipment value and credit amount indicate the amount we almost received. Closing balance indicate the amount can brought from Mauritius.

Buyer Name	Contract No.	Order Details		Invoiced Amount ($)	Invoiced No.	Comments
		Order Qty(Pcs)	Order Value			
W. Overs	556	35,440 Pcs	$ 171,677.00	$ 78,788.00	INVOICE # AJAX/INV/2024-25/035	Contract Running
BB sweaters	562	33,457 Pcs	$ 225,705.70	$ 31,468.30	INVOICE # AJAX/INV/2024-25/036	Contract Running
Zara	563	2,975 Pcs	$ 15,045.50	$ 9,570.00	INVOICE # AJAX/INV/2024-25/037	Contract Running
W.Fashion	565	92,209 Pcs	$ 555,764.90	$ 48,592.00	INVOICE # AJAX/INV/2024-25/038	Contract Running
V. Fashion	567	2,920 Pcs	$ 13,707.00	$ 12,000.00	INVOICE # AJAX/INV/2024-25/039	Contract Running
D. Apparel	568	12,356 Pcs	$ 79,584.60	$ 35,000.00	INVOICE # AJAX/INV/2024-25/040	Contract Running
NEW Fashion	570	3,140 Pcs	$ 41,465.10	$ 25,000.00	INVOICE # AJAX/INV/2024-25/041	Contract Running
V. Fashion	571	40,259 Pcs	$ 257,374.10	$ 60,032.00	INVOICE # AJAX/INV/2024-25/042	Contract Running
Total		222,756 Pcs	$ 1,360,323.90	$ 300,450.30		

Figure: Invoice send to Mauritius

Here CM stock Closing Balance indicate the value of the order we have in hand. Management takes decision how much orders are required to meet the expenditure without increasing CM factor. If orders remain slow down CM factor would be increased and profitability of the parent company would be decreased.

4. MIS Reporting

Management Information Systems is an information system through which the decision maker to get information from executives. This MIS reporting helps management to take right decision in right time. One of MIS reporting I do is BBLC file.

BBLC means Bangladesh Bank Letter of credit by which we have the idea about how much LC/TT are opened against different contract. From this report, we can have idea and control mechanism about the expenses incurred against purchasing materials used for producing goods.

The likely information we get from BBLC is:

- No. of LC opened against a contract
- How much expense incurred for purchasing Yarn through LC

- How much for Accessories
- How much for Printing and embroidery
- How much for Machinery
- Due date of LC payment etc.

5. Yarn KPI

Yarn KPI is one of the most important and significant reporting at Floreal International BD Ltd. as most of the expense, almost 60%, of producing a product is used for purchasing Yarn. Total variance analysis is the utmost goal of preparing this report. Besides this, we do Yarn consumption variance and yarn price variance. So,

Total Variance= (Standard Consumption + Standard Price) – (Actual Consumption + Actual Price)

Yarn Consumption Variance = (Standard Consumption per PC in grams – Actual Consumption per Pc in grams as per RM)/1000*Ship Quantity*Standard Price per Kg

Yarn Price Variance = (Standard Price per Kg – Actual Price per Kg) *Actual Consumption per Pc in grams as per RM/1000*Ship Quantity

We will see that our report contains order quantity, knit quantity and Ship quantity. However, while calculating variance we count only Shipment quantity. It means we focus on the end process and get the output to develop and revise the process as input.

Below stated table is a quarter basis variance analysis report of Yarn that shows Total Positive variance of RS. 2,683,807.00 for exporting 509,169 Pcs of garments. Where per unit positive variance of RS. 5.27.

Yarn Consumption variance per unit is Negative RS. (1.22), where total variance amount for exporting 509,169 pcs is (RS. 621,346.00), the reason for this negative variance is to purchase extra yarn as the wastage rate exceeded what assumed as standard. The reason for not meeting the target is installing new auto knitting machine in production department. Doing test on new machine is the reason explained by knitting department for this negative variance.

Yarn price variance per unit is positive RS. 6.49 And total amount for the export quantity of first quarter is RS. 3,305,153.00. There are two negative variances particularly customer Mr. Blue and Lily & Me. The reason for negative variance is importing yarn via Air. Some styles were confirmed with shortest lead-time that is why required to import via Air and it turned negative variance to Yarn price.

Below figure is the actual scenario presenting variance analysis from three different dimension, from where can easily understand and take decision for future.

Month	Q1							Rs. (1.22)	Rs. 6.49	Rs. 5.27
	624,741.00	638,801.00	509,169.00					(621,346)	3,305,153	2,683,807
Customer	Order Qty	Knit Qty.	Ship Qty.	STD Con Per PC in gms	Act Con Per Pc in grams (As per RM)	STD Price / KG	Act Price / KG	Yarn Con Variance.	Yarn Price Var Inlc Air Freight	Total Variance.
Dev	27,233	27,546	27,178	4,548	4,614	14,033	14,025	Rs. 44,210	Rs. 86,032	Rs. 130,242
D&D	183,014	185,669	155,343	16,995	18,653	64,406	62,568	Rs. (199,233)	Rs. 779,878	Rs. 580,645
BB Fashion	59,730	61,095	47,914	8,768	8,837	4,895	4,586	Rs. 4,318	Rs. 352,320	Rs. 356,639
M.Bros	5,800	6,185	5,499	4,441	4,718	7,101	6,856	Rs. (155,031)	Rs. 188,984	Rs. 33,953
V. Fashion	63,563	65,827	58,289	55,171	57,481	37,996	36,702	Rs. (310,044)	Rs. 375,248	Rs. 65,204
Wool	77,024	79,804	37,246	11,711	12,185	28,949	27,427	Rs. (534,877)	Rs. 798,063	Rs. 263,185
W. Fashion	82,787	84,277	61,226	7,734	7,566	6,206	5,907	Rs. 144,585	Rs. 137,181	Rs. 281,766
D. Apparel	830	864	872	609	618	1,305	1,300	Rs. (735)	Rs. 824	Rs. 89
DT Rezzed	15,441	15,821	10,971	2,444	2,471	4,465	4,390	Rs. 27,143	Rs. 16,389	Rs. 43,532
Mr. Sky	14,048	14,331	14,105	2,538	2,501	4,022	4,073	Rs. 40,709	Rs. (36,152)	Rs. 4,557
OMS	8,737	8,962	3,893	1,708	1,739	1,035	995	Rs. (10,421)	Rs. 9,851	Rs. (571)
Tescho	50,038	50,867	50,060	2,999	2,973	8,406	8,169	Rs. 356,269	Rs. 277,121	Rs. 633,390
Gebber	11,706	11,827	11,492	2,327	2,252	1,563	1,448	Rs. 34,905	Rs. 121,488	Rs. 156,393
G. Web	11,770	12,070	11,780	3,563	3,739	15,615	15,120	Rs. (146,948)	Rs. 205,323	Rs. 58,375
L & M	13,020	13,656	13,301	3,156	3,014	4,086	3,438	Rs. 83,805	Rs. (7,397)	Rs. 76,408

Figure 10: Yarn variance analysis report

Viewing Yarn variance analysis management require order status in the same report. From this one management can easily trace the order position like how much **knitted** for particular style and season, how much **shipped** and what quantity are **rejected** and no of pieces **short** or **excess** shipment to customers.

Season	Cont. No	Contract Mode	POS NO.	Buyer Name	Order Qty	Cumulative Knit Qty	Cumulative Ship Qty	Cumulative Reject Qty	No of Pcs (Excess) or Short	Shipment Status	Order Status	Order Closing month
AW 23	656	FOB	2332701	D&D	12,000	14,529	14,370	159	2,370	Excess Ship	Closed	Sep-25
AW 23	658	FOB	2338903	W. Fashion	1,250	1,389	1,355	34	105	Excess Ship	Closed	Sep-25
SS 24	667	CMT	2339008	OMS	32	35	35	0	3	Normal	Closed	Sep-25
SS 24	668	FOB	2332721	D&D	350	360	360	0	10	Normal	Closed	Sep-25

Figure: Order Status report

6. Accessories KPI

Accessories is the second most required item used in garment. Almost 5% to 25% of FOB price is utilized for purchasing accessories depending on the style and design of the product. Maximum portion of accessories are purchased from foreign country like, China, Turkey, HK, Australia and India. Most imported items are zipper, Biodegradable Poly, button, main label, metal badge, hangtag string, care label, alarm label, papiplast, cigar band, hotfix etc. These items are quite expensive. In addition, payment of accessories is made by LC/TT. Normally LC payment is done after 90 days of submitting the documents to bank. Sometimes we need to pay our supplier in advance basis and then we pay TT payment.

Below are the presentation of season wise contract & styles and its standard cost taken from quotation given by merchandiser. On the other hand, actual cost is taken from Purchase Order (PO) given by sourcing department.

Season	Cont. No	Contract Mode	POS NO.	Buyer Name	Cont. qty(PCS)	Per Pcs Access. Co	Total Accessories val	Per pcs actual price	Difference per Pcs
SS 23	658	FOB	2332701	Mark	5,520	$ 1.00	$ 5,520.00	$ 0.89	$ 0.11
SS 23	658	FOB	2332702	Mark	1,350	$ 0.90	$ 1,214.88	$ 0.89	$ 0.01
AW 23	645	CMT	2328816	BHS	3,320	$ 1.00	$ 3,312.93	$ 0.59	$ 0.41
SS 23	654	FOB	2319433	Celio	5,100	$ 0.85	$ 4,334.67	$ 0.66	$ 0.19
SS 23	754	FOB	2319451	Celio	6,250	$ 0.80	$ 4,999.47	$ 0.71	$ 0.09
AW 23	651	CMT	2330507	H&M	9,450	$ 0.70	$ 6,615.80	$ 0.75	$ (0.05)
SS 23	657	CMT	2434302	EWM	2,050	$ 0.87	$ 1,776.70	$ 0.85	$ 0.02
SS 23	657	CMT	2334102	EWM	1,300	$ 1.33	$ 1,730.91	$ 1.35	$ (0.02)
AW 23	649	FOB	2327111	Burton	1,850	$ 1.00	$ 1,850.00	$ 0.95	$ 0.05
SS 23	654	FOB	2319341	Stokpmani	9,500	$ 0.85	$ 8,075.10	$ 0.92	$ (0.07)
SS 23	654	FOB	2319454	Stokpmani	2,688	$ 1.36	$ 3,656.30	$ 1.30	$ 0.06
SS 23	654	FOB	2319445	Stokpmani	1,608	$ 0.80	$ 1,286.54	$ 0.91	$ (0.11)
SS 23	654	FOB	2319447	Stokpmani	6,220	$ 0.80	$ 4,976.54	$ 0.78	$ 0.02
SS 23	654	FOB	2319146	Stokpmani	1,648	$ 0.80	$ 1,318.54	$ 0.89	$ (0.09)
SS 23	654	FOB	2310419	Stokpmani	3,264	$ 0.80	$ 2,611.48	$ 0.77	$ 0.03

Figure: Difference between standard and actual price per pc

Leakage analysis is done to provide report to Mauritius to analyze accessories price variance of the quantity exported and per unit leakage price in MRU. By this report, higher management can easily trace the leakage per unit (MRU) as well short or excess shipment and specific quantity. After completing shipment of any particular style, we circulate this report to management to revise the standard price of accessories. Up to MRU. 20,000 is acceptable variance but above this would consider taking decision for revising standard price and taking accountability from sourcing department how and why this variance occurred.

Season	Cont. No	Contract Mode	POS NO.	Buyer	Order Qty	Cumulative Knit Qty	Cumulative Ship Qty	Cumulative Reject Qty	No of Pcs (Excess) or Short	Order Status	Accessories Price Variance	Std Price/Pc	Act Price/Pc	Leakage/Pc
AW 24	656	CMT	2431703	Dev	15,938	16,318	16,107	211	169	Closed	Rs. 230,084.80	Rs 63.00	Rs 48.71	Rs. 14.28
AW 24	658	FOB	2434601	Burton	10,771	10,933	10,762	171	(9)	Closed	Rs. 53,093.61	Rs 45.00	Rs 40.07	Rs. 4.93
AW 24	645	CMT	2436901	EWM	3,810	3,900	3,872	28	62	Closed	Rs. 41,060.71	Rs 44.94	Rs 34.34	Rs. 10.60
AW 24	667	CMT	2449001	BHS	1,153	1,174	1,149	25	(4)	Closed	Rs. 9,795.49	Rs 63.00	Rs 54.47	Rs. 8.53
AW 24	667	CMT	2449006	BHS	20	20	20	0	0	Closed	Rs. (1,781.47)	Rs 85.50	Rs 174.57	Rs. (89.07)
AW 24	649	FOB	2437220	MDSA	2,200	2,301	2,237	64	37	Closed	Rs. 24,699.41	Rs 27.00	Rs 15.95	Rs. 11.04
SS 24	651	FOB	2442720	Mark	7,240	7,401	7,372	29	132	Closed	Rs. 27,549.14	Rs 45.00	Rs 41.26	Rs. 3.74
SS 24	651	FOB	2442722	Mark	4,189	4,280	4,271	9	82	Closed	Rs. 44,189.28	Rs 40.49	Rs 30.15	Rs. 10.35
SS 24	677	FOB	2401937	Conbiple	1,350	1,392	1,384	8	34	Closed	Rs. 13,632.24	Rs 58.50	Rs 48.65	Rs. 9.85
SS 24	685	FOB	2408901	M & S	1,352	1,439	1,431	8	79	Closed	Rs. 625.61	Rs 30.48	Rs 30.05	Rs. 0.44

Figure 11: leakage analysis per unit and accessories price variance

Variance analysis of accessories for the last three month shows a positive variance exporting 509,169 pcs of garments. The positive leakage value is RS. 4,274,375.00, and per unit, positive leakage is RS. 8.39. Which indicates a controlled purchase of accessories. However, some single customer's variance shows negative variance that will be taken in count.

Month	(All)									
Season	(All)									Rs. 8.39
Month : July - Sept"2024		941,239	962,395	509,169	Rs. 29,595,919	Rs. 37,644,232		Rs. 16,266,626		Rs. 4,274,375
		Values								
Custom	POS	Order Qty	Knit Qty	Ship Qty	Act Acc. Value	Std. Acc. Value	Access/Units	Accesories P/Loss	Std Acc	Variance
Debenghams		68,145	69,783	47,914	Rs. 2,564,325	Rs. 3,135,570	Rs. 888.26	Rs. 1,849,065	Rs. 1,083.20	Rs. 443,786
Matalan		50,038	50,867	50,060	Rs. 1,337,981	Rs. 1,761,145	Rs. 192.65	Rs. 1,315,697	Rs. 258.75	Rs. 445,601
BHS		369,105	374,749	155,343	Rs. 9,871,339	Rs. 13,522,101	Rs. 2,646.05	Rs. 4,410,984	Rs. 2,772.49	Rs. 1,561,850
Celio		65,303	67,616	58,289	Rs. 1,663,025	Rs. 2,336,339	Rs. 3,110.34	Rs. 1,526,363	Rs. 4,210.61	Rs. 665,717
Burton		11,706	11,827	11,492	Rs. 760,402	Rs. 725,459	Rs. 321.33	Rs. 738,443	Rs. 303.59	Rs. (26,406)
Coin		168,851	174,904	37,246	Rs. 6,031,758	Rs. 7,758,094	Rs. 1,974.52	Rs. 1,229,701	Rs. 2,668.39	Rs. 427,632
M&S		100,987	102,669	61,226	Rs. 3,472,932	Rs. 4,671,145	Rs. 628.60	Rs. 2,088,201	Rs. 828.91	Rs. 668,960
Conbiple		21,840	22,428	10,971	Rs. 705,682	Rs. 627,453	Rs. 270.66	Rs. 342,998	Rs. 264.49	Rs. (21,312)
Stokomani		5,800	6,185	5,499	Rs. 175,913	Rs. 226,398	Rs. 240.38	Rs. 158,000	Rs. 321.29	Rs. 61,026
H & M		13,020	13,656	13,301	Rs. 576,430	Rs. 540,124	Rs. 422.00	Rs. 561,386	Rs. 407.25	Rs. (9,745)
Dev		27,233	27,546	27,178	Rs. 1,073,506	Rs. 1,138,322	Rs. 394.99	Rs. 1,057,665	Rs. 398.81	Rs. 75,395
Mark		830	864	872	Rs. 15,199	Rs. 27,904	Rs. 32.58	Rs. 15,385	Rs. 63.01	Rs. 13,977
J & J		14,048	14,331	14,105	Rs. 366,923	Rs. 342,027	Rs. 184.58	Rs. 360,951	Rs. 175.71	Rs. (18,849)
DHS		12,563	12,900	3,893	Rs. 513,474	Rs. 339,216	Rs. 237.40	Rs. 156,307	Rs. 162.01	Rs. (51,193)
G Web		11,770	12,070	11,780	Rs. 467,033	Rs. 492,934	Rs. 408.29	Rs. 455,481	Rs. 427.53	Rs. 37,935

Figure: Quarterly Variance analysis

7. Dye House KPI

Dye house KPI also known as chemical cost used in the industry for washing garment. Standard wet process is given in quotation sheet. We at Floreal International Ltd. BD use a lot of we process to wash our garments.

The wet processes we do are **Acid Wash, Cashmere Wash, Enzyme Wash, Machine Wash TEC Water Repellent, Machine Wash Std, Machine Wash TEC Supersoft, Merino Anticockle, Merino Wash, Normal Wash Soft, Normal Wash Std, Normal Wash Supersoft, School Wear Wash, Water Repellent, SQD+ etc.**

The detailed Dye house expense incurred in Floreal international Ltd. BD are:

In this KPI not only chemical cost is included but all other expenses required to run the operation are included like **steam cost, electricity cost, Diesel cost, Overhead cost, depreciation cost**. From all the cost mentioned here, DCA and Overhead cost cut highest value. Whenever production quantity is high DCA, cost would be high as well as overhead in total. Furthermore, when production will decrease the total cost would decrease but per piece, cost will increase because these are almost fixed. Below table shows three months summary of Dye house cost indicating that normal wash is about 88% on an average, machine wash is 10.33% and rest is rewashed.

Bangladesh KPI	**Currency BDT**		
Month	**Jul-25**	**Aug-25**	**Sep-25**
Prod / pcs	191,908	153,126	108,396
Prod / Kgs	75,540	57,985	42,123
DCA Cost	2,118,763	852,042	194,997
Steam Cost	604,771	563,018	305,061
Electricity	81,796	75,774	80,231
Diesel Cost	53,995	35,992	37,465
Overhead	1,048,051	825,496	798,161
Depreciation	83,664	83,664	83,664
Production Cost	**3,991,040**	**2,435,986**	**1,499,579**
Reprocess pcs	4,635	2,102	1,763
Normal Wash Kgs	60,895	49,101	41,140
Machine Wash Kgs	12,339	8,090	405
Rewash Kgs	2,306	795	577
Normal Wash %	81%	85%	98%
Machine Wash %	16%	14%	1%
ReWash %	3%	1%	1%

Below table, indicate the cost matrix of dye house showing cost center wise expense (per pc) except chemical cost. From here, we can compare two months cost matrix i.e. Aug-25 and Sept-25. Where matrix cost of September (MRU. 4.81) is higher than that of August (MRU. 4.14) because of **overhead** and the pcs of **product** produced for this time.

Aug-25	Production Pcs	153,126		
Aug-25	**Steam Cost**	225,207.20	1.47	4.14
Aug-25	**Electricity**	30,309.60	0.20	
Aug-25	**Diesel Cost**	14,396.80	0.09	
Aug-25	**Overhead**	330,198.40	2.16	
Aug-25	**Depreciation**	33,465.60	0.22	
Sep-25	Production Pcs	108,396		
Sep-25	**Steam Cost**	122,024.40	1.13	4.81
Sep-25	**Electricity**	32,092.40	0.30	
Sep-25	**Diesel Cost**	14,986.00	0.14	
Sep-25	**Overhead**	319,264.40	2.95	
Sep-25	**Depreciation**	33,465.60	0.31	
Oct-25	Production Pcs	60,991		

Figure 12: Cost matrix analysis

Following table is the critical analysis and assessment of dye house from which management take decisions how to control the cost and improve the wet process. From this report, we can see the positive leakage for three months, the cumulative leakage of first quarter is positive, and it is **RS. 2.52**

Bangladesh KPI			Currency in MUR		
Particulars	**Cumulative**	**Q1**	**Jul-25**	**Aug-25**	**Sep-25**
Prod / pcs	**514,421**	453,430	191,908	153,126	108,396
Prod / Kgs	**198,965**	175,648	75,540	57,985	42,123
Normal Wash Pcs	**448,190**	389,049	154,051	129,647	105,351
Machine Wash Pcs	**55,881**	55,881	33,222	21,377	1,282
Reprocess pcs	**10,350**	8,500	4,635	2,102	1,763
Normal Wash Kgs	**173,894**	151,137	60,895	49,101	41,140
Machine Wash Kgs	**20,833**	20,833	12,339	8,090	405
Rewash Kgs	**4,237**	3,678	2,306	795	577
Normal Wash %	87%	86%	81%	85%	98%
Machine Wash %	10%	12%	16%	14%	1%
ReWash %	2%	2%	3%	1%	1%
DYEHOUSE COST ANALYSIS					
Dye house Cost Standard	**Rs. 4,456,934**	Rs. 4,156,562	Rs. 2,154,673	Rs. 1,405,669	Rs. 596,220
Dye house Cost Actual	**Rs. 3,534,521**	Rs. 3,012,110	Rs. 1,516,595	Rs. 925,675	Rs. 569,840
Dye house Cost/Kg Standard	**Rs. 22.40**	Rs. 23.66	Rs. 28.52	Rs. 24.24	Rs. 14.15
Dye house Cost/Kg Actual	**Rs. 17.76**	Rs. 17.15	Rs. 20.08	Rs. 15.96	Rs. 13.53
Dye house Leakage/Kg +/(-)	**Rs. 4.64**	Rs. 6.52	Rs. 8.45	Rs. 8.28	Rs. 0.63
Dye house Cost/Pc Standard	**Rs. 8.66**	Rs. 9.17	Rs. 11.23	Rs. 9.18	Rs. 5.50
Dye house Cost/Pc Actual	**Rs. 6.87**	**Rs. 6.64**	**Rs. 7.90**	**Rs. 6.05**	**Rs. 5.26**
Dye house Leakage/Pc +/(-)	**Rs. 1.79**	**Rs. 2.52**	**Rs. 3.32**	**Rs. 3.13**	**Rs. 0.24**

Figure 13: Critical Assessment of Dye house KPI

2.5.2 Financial Accounts

Financial Accounts is the common part of any kind of organization whether it is manufacturing, service, or any form of businesses. This is the execution part of Finance and Accounts department. Where management accounts wing is doing analysis and forecast the near future of the organization from where management take decisions. Financial accounts do the regular operations of the business and some activities are:

- Cash Payment
- Bank Payment
- Bank Reconciliation
- Party payment and documentation
- Salary payment
- CPM calculation
- Tax and Vat calculation and deposit
- FDI and Stock report making

2.5.3 Purchasing

Purchasing department is the third wing of Finance and Accounts department, responsible to purchase the general items required to the company other than raw materials (Yarn & Accessories). General items include fixed assets, Consumable tools, maintenance items etc. Purchase wing follows a process flowchart to purchase fixed assets and other items. The chart is..

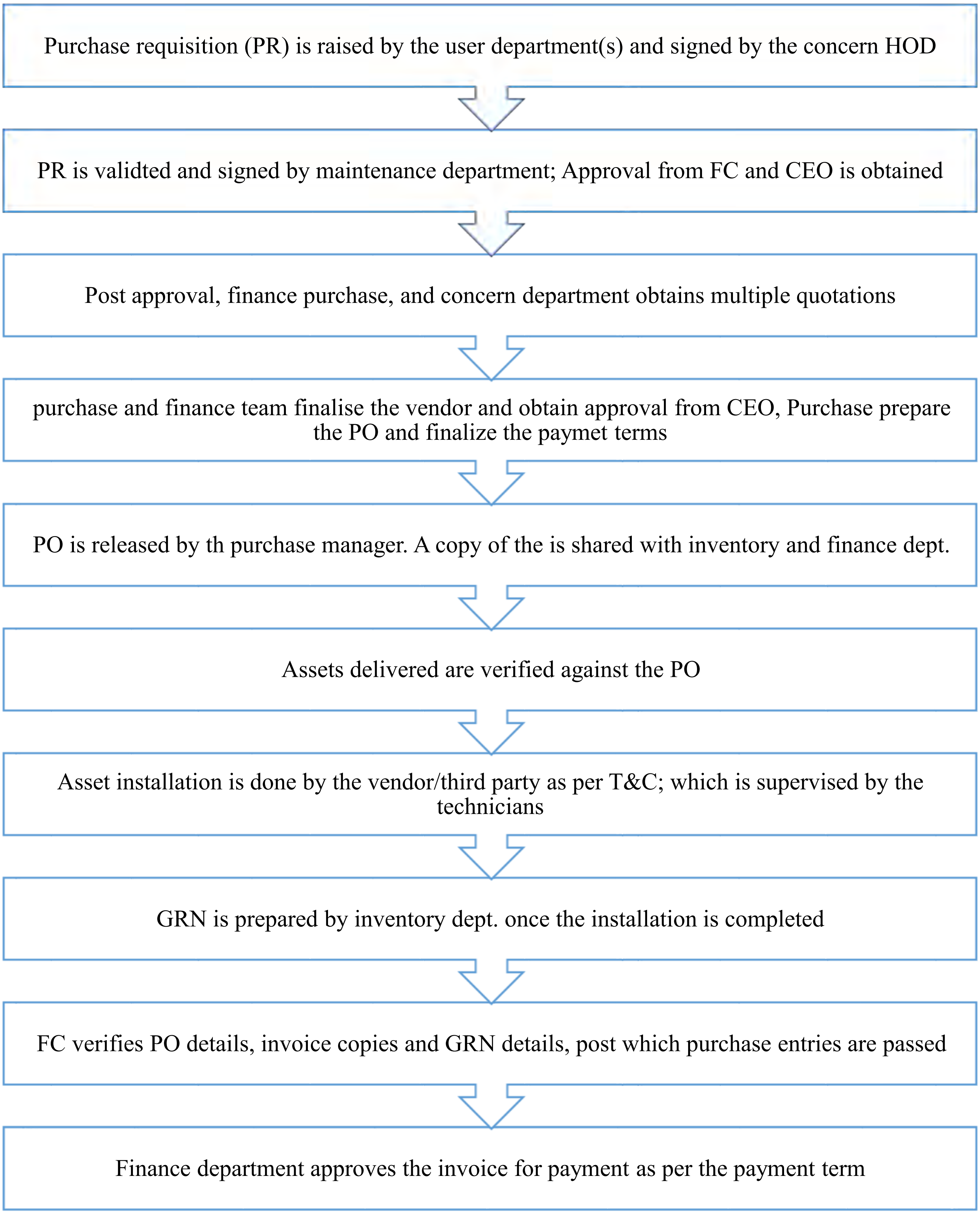


Figure: Process Flowchart of Purchasing

Chapter 3

Critical assessment of Internship work

As mentioned earlier Floreal International BD Ltd. is a Mauritius base multinational company of apparel sector, which follow standard operating process (SOP) in each and every department. Everyone's job and responsibilities are well defined and specific. So, no one is required to bother about anyone's responsibility, furthermore the organogram is well defined and chain of command is specifically maintained. The then if any issues arise people work like a team to resolve the issue as early as possible.

The company has three ultimate goals (excellence at grassroots, financial outcomes and customer satisfaction) to achieve throughout its operation. For achieving that, everyone gives his or her hundred percent effort. As goals are specific, the responsibilities are also specific to everyone from front end to support team.

Nowhere in the globe is there a 100 percent perfect operation, besides all the positive vibes there might be few challenges. Now I am going to share my critical assessment and pointing out areas to improve for each department I attached during internship.

3.1 Application of Generic and Industry specific courses during internship

3.1.1 Product development (PD) or Research and development (R&D) department

Product development team play the most important role of bringing customers at Floreal International BD Ltd. The team present its design visually and physically to our customers at the studio located here in Bangladesh and in London the central studio. Sometimes our team pay visit to customers showroom along with new designs.

The team face difficulties in recent time due to tariff imposed by USA though the situation is being turned but an impact hit the market. We are producing traditional and fast fashion products of sweaters, so the scope of developing high fashion product, introducing more technology-based quality product with due period can add more values to the company.

3.1.2 Merchandising department

Merchandising department is the most vital department in apparel industry here it is also. Merchandisers are the only front liners who communicate to buyers after being selected by product development department. They perform as the bridge between company and buyers. Merchandisers are responsible to take bulk order, follow up of production in align with customers and making shipment in time in collaboration with export and logistics department. Merchandisers require connecting with buyers to minimize miscommunication and optimize the customer satisfaction. Regular and continuous follow up is required to cover the lead-time.

3.1.3 Planning department

Planning department is the proactive team act as a bride between production planning and merchandising. They do capacity analysis of the company based on potential orders to be coming very soon. They do macro and micro loading in local and global planning meeting. Based on these orders are confirmed by merchandisers. Planning department make sure through follow up that yarn are ordered and in housed in time also make sure that all the goods are produced in due time.

Sometimes issues like ISS calculation, yarn shortage, production delay and hamper, missing export deadline occur. So, these issues should be addressed with corrective action being a proactive team.

3.1.4 Sourcing department

Sourcing department is a dynamic team, which one keep connection with the backward linkage to get raw materials to produce products. They are supposed to sitting on fire to give support to product development, merchandising, planning, and production department. After getting projection from customers, they sit with PD and merchandisers to discuss about raw materials (Yarn & Accessories), lead-time, pricing, and offer got from suppliers etc. Required best quality along with competitive price are selected as supplier.

Sometimes raw materials are in housed in delay, inferior quality of raw materials enter into the house, high price and allocation issues are seen. Conflict between store and sourcing are common which must be reduced. Occasionally wrong measurement, color, quantity are ordered. Team should be focused on these issues to get greater output.

3.1.5 Finance and Accounts department

Finance and accounts are supposed to lifeline of a business. Earning profit is the ultimate goal of a business operation and this team make sure the profitability of the business. Control mechanism is one of the most used techniques in finance and accounts department. Using management accounting process, this team ensure control over expenditure. Regular internal audit helps different department to stay in the process and cutting the coat in accordance. Management account's variance analysis helps management to trace the leakage actually happening as well the respective department to improve their process, capacity and policies. On the other side, financial accounts deal with salary, payment, and Tax & Vat issues. Purchase wing is responsible to purchase all the general items according to budget given by different departments.

However, finance and accounts are doing great financial outcomes but lacking in updated technologies and software. Only excel is the last weapon to carry the reporting procedures. Therefore, some lacking from management side is visible here.

3.2 Suggestion for industry improvement

Though we are doing great in garments business all over the globe, but there is always an opportunity to improve. From this course, we have had vast knowledge about the industry and its overall surroundings, if these can be implemented in proper ways, improvement will definitely take place. Therefore, few suggestions to improve industry are as follows:

- Focus on employee motivation
- Introducing automation in operations
- Adopting ERP system/ Cloud solutions to every department
- Establishment of incentives and rewards to inspire employees
- Arranging training and development sessions
- Offering non-financial benefits to employee welfare
- Making sure of work life balance to everyone
- Ensuring best quality product
- Focusing on customer satisfaction

3.3 Learning for self-improvement

Learning has no age and an endless process. From early age, I am fond of taking lessons from academic and non-academic sources to enrich my knowledge. After completing my graduation, I have joined in private sector more specifically in apparel industry and then heard about PGD in Knitwear Industry Management and secured myself as a student here. I have attended all the classes physically and virtually to have lectures from the respected faculties. During this long journey, we are used to bonding our team, worked together for project work and presentation or report writing. This helped me a lot to gain knowledge, improve communication, and practice leadership qualities inside and outside. From HR to SCM I have experienced a new but diversified learning facilities and opportunities to expose myself as a thirst for knowledge seeker. This course boosts me with high level of confidence as a result now I can express my views, ideas and opinions to my authority.

From PGD-KIM I could have improved my HR related skills, organizational and cultural behavior, leadership traits, communication with internal and external parties, presentations skills, email writings, costing and budgetary control, analytics and competencies, negotiation power, knowledge about export and import, motion study and time study, various aspects of supply chain, quality assurance and quality control, certification of quality process, financial derivatives and many more which assist me to develop myself in an upper scale.

Last but not the least I was shy while begin the journey with PGD-KIM but now I can speak in public which is a great achievement for me. Besides, I can perform my job comfortably and confidently with all other departments. Therefore, it was a great journey indeed to improve myself and now I can say loudly that yes, I could.

Chapter 4

Conclusion

It was about dream come true for me in joining this industry-oriented course at BIGD, Brac University, which gives me a lot of theoretical and practical knowledge about knitwear industry. I am really pleased and amused to have learned new things in an environment where each and every part was just outstanding. The learning process and faculties involved throughout the course was top notch. The interaction and unique presentation of each session would be in mind while implementing these in practical life. Therefore, this course gave me something broader and deep thoughts, which makes me more confident, and task oriented. Now I have at least the minimal knowledge to carry out any task without much support of other personnel.

To improve overall business operation and reduce the number of foreign employees in apparel industry we need to focus more on our front end as well as support team so that each and every single person can contribute proactively to achieve the common goal of the industry. Mid-level management could be the triumph card in this regard to improve and strength the pipeline. Department wise talent development like product development, merchandising marketing, technical personnel development and support teams' skill development can give us the assurance to meet the government's target and save our currencies.

The last but not the least, I pay my homage to EDC, BIGD, Brac University, SICIP, Faculties, my batch mates and all the single person involved with this PGD in Knitwear Industry Management for giving me the opportunity and supporting me throughout the way of this journey. I really believe and feel that everyone enrolled in this course will serve the industry much better than earlier.

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