

Report On
Operational Procedure of
Avery Dennison

By
MD Tareq Rabbani
ID: 24281047

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

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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:

MD Tareq Rabbani
ID: 24281047

Academic Supervisor's Full Name & Signature:

Nazmul Islam Shishir
Senior Trainer, BIGD
BRAC U

Letter of Transmittal

Nazmul Islam Shishir
Senior Trainer
BIGD, BRAC University
66 Mohakhali, Dhaka-1212

Subject: Operational Procedure of Avery Dennison

Dear Sir,

With due respect, I would like to submit my internship report as a partial requirement of successful completion of PGD-KIM at the BIGD, BRAC University on the topic of “Operational Procedure of Avery Dennison”.

It was really an overwhelming experience for me to work on the selected topic in the organization where I am working now. The main goal is to highlight the operational procedure of a label making industry and its different stages. Also focusing on the key learnings and focus point of each product line.

I therefore with humble submission, request that you would accept the report for assessment and help to proceed further.

Sincerely yours,

MD Tareq Rabbani
ID: 24281047
Executive Development Center, BIGD
BRAC University
Date: November 7, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between Avery Dennison and Md. Tareq Rabbani, student of PGD-KIM, BIGD, BRAC University for the purpose of receiving certain confidential information of Company to enable the intern to undertake the project.

Company and Intern hereby agree as follows:

- Intern are required to do their job effectively, impartially and to the best of their competency.
- Intern shall maintain accurate records and keep files associated with their work up to date.
- Intern shall carry out any agreed plans for improving work performance within timeframe.
- Intern shall comply with any Departmental policies in the workplace.
- "Confidential Information" means proprietary and confidential information of Company.
- To be treated as Confidential Information, any information provided by Company to Intern in tangible form shall be marked "Proprietary and Confidential" or similar markings.

Student's Full Name & Signature:

MD Tareq Rabbani

ID: 24281047

Industry Supervisor's Full Name & Signature:

Aumi Monnan Antar

Manager, Global Product Development

Avery Dennison Bangladesh

Acknowledgement

With the utmost respect, I would like to thank and acknowledge my esteemed academic supervisor, Nazmul Islam, Senior Trainer, BIGD for providing the necessary guidance throughout the internship. I was able to finish the internship report while juggling my hectic work schedule thanks to his encouragement and assistance.

I want to thank the BIGD authority and the course organizer for starting the course and for providing the helpful support we required over the full duration of the program. I am also appreciative of my office coworkers, department heads, and instructors at Avery Dennison Bangladesh for making time out of their extremely hectic schedules to help me comprehend and finish my internship.

Also, I would want to express my gratitude to Aumi Monnan Antar, Manager (Global Product Development), Avery Dennison Bangladesh my industrial supervisor at Avery Dennison Bangladesh, for serving as my mentor and mentor throughout my internship.

Finally, I would like to express my sincere gratitude to my parents whose continued inspiration, sacrifice and support encouraged me to complete the project successfully. I would like to express my gratitude and sincere thanks to all the esteemed teachers and staff of BRAC Institute of Governance and Development (BIGD), BRAC University. Above all, I see this opportunity as a major milestone in my future career development. BIGD for its sincere cooperation and valuable advice to complete this Postgraduate Diploma in Knitwear Industries Management. I will try to use my skills and knowledge in the best way possible.

Executive Summary

Avery Dennison is a multinational corporation that specializes in producing useful packaging materials and textile accessories. Nearly every significant business uses Avery Dennison products. For instance, tapes and other solutions for the medical, industrial, and retail sectors; tags and labels for the clothing industry; adhesive materials for labels and graphic applications; IPPS and RFID solutions for the retail clothing business and other markets.

Avery Dennison Apparel Solutions is your trusted global partner in transforming the apparel industry. With decades of experience, we lead the way in delivering innovative apparel solutions that drive sustainability, enhance operational efficiency and supply chain visibility, and create unforgettable brand experiences. From permanent branding that elevates your products to cutting-edge technologies that ensure supply chain transparency, our customizable solutions are built to meet your unique needs. Together, we pave the path toward a more sustainable and connected future in apparel.

During this internship period I have focused mostly on Operations of (Offset, Digital, Heat Transfer, IPPS, RFID, Thermal, and Printed Fabric Label), Product Development, HR Department, Procurement and Demand Planning departments gathered and polished my knowledge on these department through this internship. All the employee of these departments helped me to understand the core process in details. I am very grateful for their support and guidance through this journey.

In addition to improving customer satisfaction and lowering costs, Avery Dennison's apparel solutions boost sales and profitability. Customers get what they want with Avery Dennison product: a straightforward, easy, and convenient buying experience.

Keywords: Multinational Corporation, RFID, IPPS, Supply Chain Transparency, Operation Efficiency, Customer Satisfaction

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List of Acronyms

IPPS	In-Plant Printing Solutions
RFID	Radio Frequency Identification
HR	Human Resources
ADBD	Avery Dennison Bangladesh
PFL	Printed Fabric Label
GPD	Global Product Development
EPZ	Export Processing Zone
HTL	Heat Transfer Label
RB	Retail Brand
USA	United States Of America

QA	Quality Assurance
UV	Ultra Violet
RM	Raw Matertial
QC	Quality Control
PET	Polyethylene Terephthalate
ERP	Enterprise Resource Planning
ISO	International Organization for Standardization
PLM	Product Lifecycle Management
PSS	Product Specification Sheet
EHS	Environmental, Health, and Safety
GPS	Grow Perform Succeed
CSR	Corporate Social Responsibility
AD	Avery Dennison
PR	Purchase Request
PO	Purchase Order
LT	Lead Time
IQC	Incoming Quality Control
GRN	Goods Received Note
CRD	Customer Request Date
FG	Finsihed Goods
HRM	Human Resources Management
MRP	Material Requirement Planning

Chapter 1

About Organization

1.1 Overview of Avery Dennison Bangladesh

The story of the Avery Dennison starts in 1935 with a loan of \$100, some spare components, and a clever idea. Ray Stanton Avery created the first self-adhesive label in history, known as Sticker, to market as a product. In 1935, he established Avery Adhesives in downtown Los Angeles. In 1990, this business amalgamated with Dennison Manufacturing to become Avery Dennison.

Over the course of more than 80 years, Avery Dennison has expanded from a single concept to a Fortune 500® company (ranked 421 by the end of 2023) with sales of total \$8.4 billion, all the while promoting quality and innovation in the field of materials science. Avery Dennison currently has approximately thirty-six thousand (36,000) employees in over 52 countries all around the world.

1.2 Company Mission and Values

Integrity	Courage	Excellence	Diversity
Sustainability	Innovation	Teamwork	External Focus

1.3 Bangladesh Operation:

- Factory and Registered Office: Paxar Bangladesh Ltd. Dhaka EPZ (Export Processing Zone), Savar, Dhaka
- Fast Support/ Response Unit: Uttara
- Headquarter: Uday Tower, Gulshan 1, Dhaka.
- Employees numbers: Over 2,000
- Size of the factory: Approximately 240,000 Square Feet
- Number of UNIT- 3
- Total Annual Sales (In USD): 100 million (Appx.)

1.4 Products/services produced by the Industry

- Integrated RFID Solutions
- PFL (Printed fabric labels)
- Woven labels
- HTL (Heat transfer labels)
- Digital items
- Offset items
- Flexography
- IPPS

1.5 Avery Advantages as a competitors

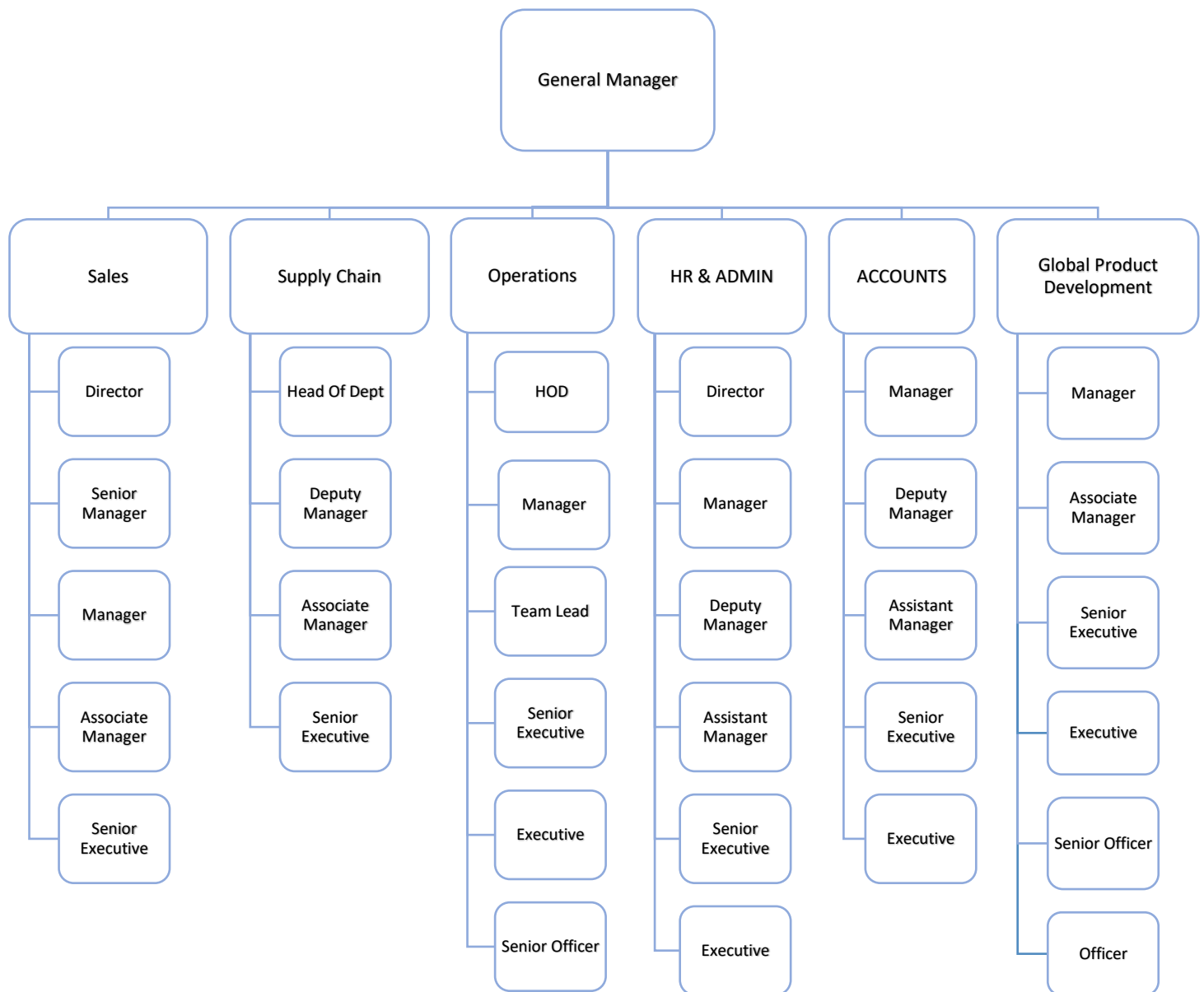
- Global; 185+ locations for operations..
- Well established and recognized retail industry leader with a global scale operation
- A strong presence in upcoming and running markets
- Variable products manufacturing capabilities.
- Innovative and meet customer demands anyhow.
- Strong and new process technology
- Operational and commercial excellence

1.6 My role and responsibilities in ADBD:

As a Officer of Global Product Development department, my role is to handle a product from development to deployment stage. Working directly with the buyer and brand, I oversee core items and make them printable or accessible for additional procedures based on client needs. Before determining the product's components and cost, as GPD I first verify if a label or tag is feasible for production as per our facility and capability. Then proceed for set up and to the complete the process to ensure that a product is delivered and printed without a hitch.

1.7 Key Brands we work with and Organogram

RB Name	Origin
H&M (Hennes & Mauritz)	Sweden
Inditex S.A. (owner of Zara, etc)	Spain
C&A	Netherlands
Marks & Spencer (M&S)	United Kingdom
J.C. Penney	USA
American Eagle	USA



Chapter 2

Description about task accomplishment

2.1 Areas I Worked On

Department I Worked On	Timeline
• Operation Department	25 days
– Offset	5 days
– Digital	4 days
– HTL (Heat Transfer Label)	4 days
– RFID (Radio Frequency Identification)	4 days
– Thermal	4 days
– PFL (Printed Fabric Label)	4 days
• Global Product Development	19 days
• HR Department	7 days
• Procurement Department	7 days
• Demand Planning Department	8 days

2.2 Operations Department

The Operations Department at Avery Dennison Bangladesh is structured around multiple specialized production units. Each sub-department plays a critical role in fulfilling diverse customer requirements, ensuring product quality, and supporting innovation.

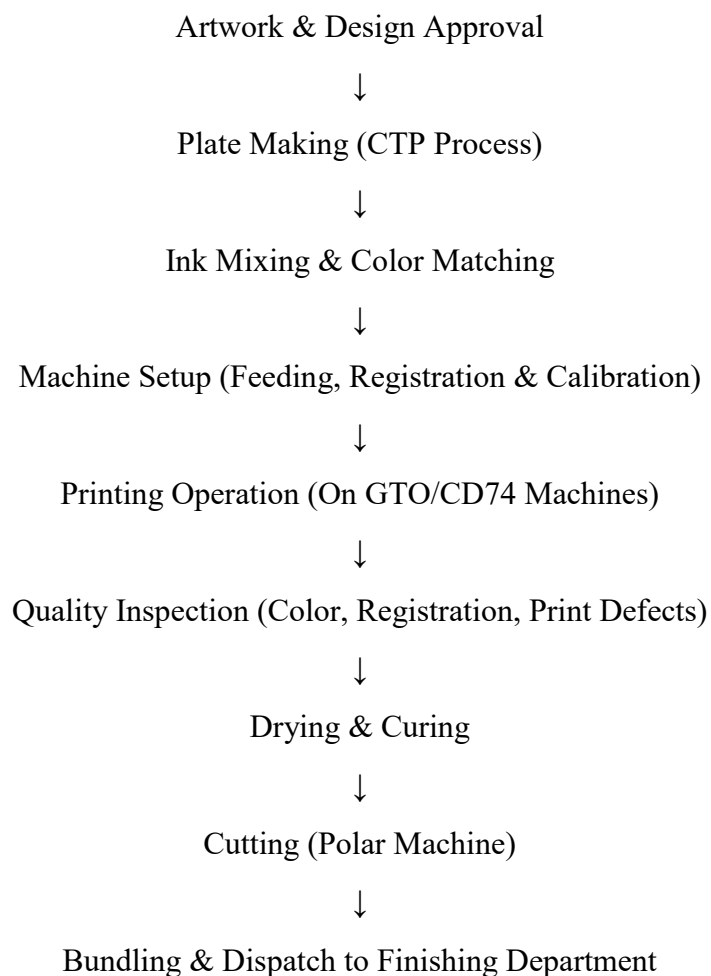
2.3 Offset Printing Department

In my internship at Avery Dennison Bangladesh, I had the opportunity to visit and observe the Offset Printing Department, where high-quality printed labels and packaging materials were produced for global brands. The department operates under a highly structured workflow, integrating both manual precision and automated systems to ensure consistency, color accuracy, and efficiency in bulk production.

The department is equipped advanced printing machines for bulk production of high quality printing, for example:

Machine Name	Uses
GTO machines (Heidelberg GTO 52)	Mainly used for short to medium-run label printing.
CD74 machines (Heidelberg Speedmaster CD 74)	Advanced multicolor offset printing for high-volume production.
Polar Cutting Machine (Polar 115)	Used for precision cutting of printed sheets into final label sizes.
Muz Machines	Primarily for color proofing and minor post-press adjustments.

2.3.1 Process Flow Chart



2.3.2 Operational Description

1. Artwork & Design Approval

- Designs are received from the Product Development (GPD) or Customer Service teams.
- A digital proof is printed and approved before proceeding to plate making.

2. Plate Making (CTP – Computer to Plate)

- The approved artwork is transferred to aluminum printing plates through CTP
- Each color (Cyan, Magenta, Yellow, Black) requires a separate plate.

3. Ink Preparation & Color Matching

- Special inks are prepared according to the Pantone Color System.
- Ink technicians use viscosity and density meters to maintain color consistency.

4. Printing Process

- In offset printing, ink is transferred from plate → to rubber blanket → to the substrate.
- Continuous monitoring is done by the press operator to check:

5. Quality Inspection

- Random samples are collected during the run and QA check: Color, defects & quality.

6. Drying & Cutting

- Printed sheets are air-dried or UV-cured (for certain substrates).
- Sheets are sent to the Polar 115 Cutting Machine for trimming

2.3.3 Key Observations

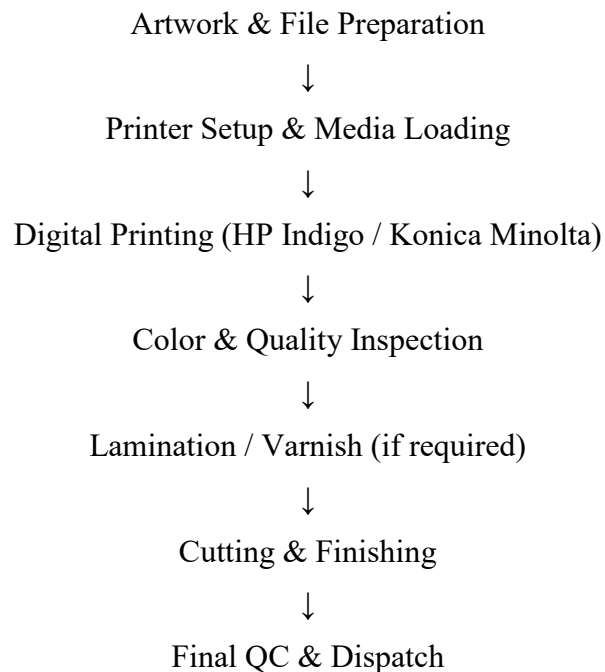
- The offset department maintains a clean and temperature-controlled environment to prevent ink variation.
- Operators perform a color calibration at the start of every shift.
- Each job card carries information such as job number, ink, RM, and QC checkpoints.
- The team follows Lean 5S principles to maintain machine organization and cleanliness.
- I observed strong coordination between press operators, color technicians, and QA personnel, ensuring a smooth production workflow.

2.4 Digital Printing

During my internship, I also visited the Digital Printing Department, which mainly handles short-run, variable data, and high-speed color label printing. This department is ideal for customers requiring frequent artwork changes, personalized designs, or barcoded items. Digital printing eliminates the need for plates and offers fast turnaround with consistent quality.

Machine Name	Type	Function
HP Indigo WS6800	Digital Press	High-resolution color label printing
Konica Minolta AccurioLabel 230	Digital Press	Short-run production & barcode printing
Roland VersaCMM	Inkjet Printer	For sample or test printing
Graphtec Cutter	Finishing	Label sheet cutting
Laminator (Hot/Cold)	Post-press	Adds protective film or gloss finish

2.4.1 Process Flow Chart



2.4.2 Operational Description

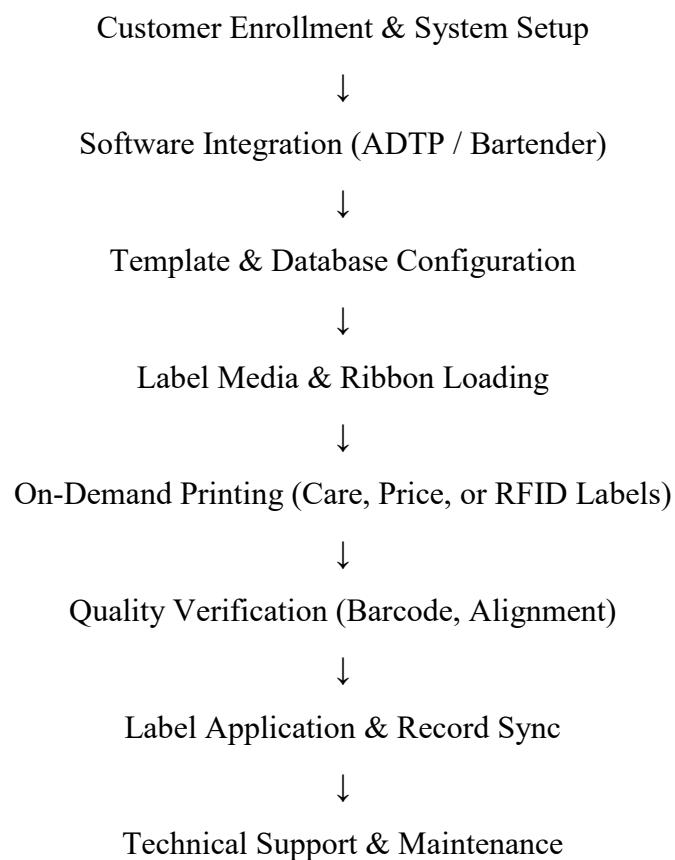
- Artwork files are processed through AI software to optimize color and resolution.
- Operators load appropriate substrate rolls (paper, film, PET).
- HP Indigo uses electro-ink technology, achieving offset-like quality.
- The color calibration process ensures print consistency with the Pantone reference.
- After printing, labels are laminated or varnished for durability.
- Sheets are then cut using Graphtec or Polar cutting machines.

2.5 In-Plant Printing Solutions (IPPS)

The In-Plant Printing Solution (IPPS) is one of Avery Dennison's most innovative service models. Instead of producing all labels in the factory, Avery provides customers (factories, vendors, or brands) with on-site printing systems, allowing them to print variable data labels directly within their own facilities. This includes care labels, price tickets, barcode labels, and RFID-enabled labels. During my internship, I observed how the Avery IPPS team installs, calibrates, and supports these systems for efficiency and compliance.

Machine Name	Function	Remark
ADTP-1 / ADTP-2 Printer	Printing & RFID encoding	Avery Dennison industrial printers
Zebra ZT600 / SATO CL4NX	Thermal printing	Used at customer sites
NiceLabel / Bartender	Label design software	Integrates with ERP data
RFID Encoder Module	Data writing	Encodes EPCs into RFID labels
Barcode Scanner	Quality verification	Ensures data accuracy

2.5.1 Process Flow Chart



2.5.2 Operational Description

1. System Setup & Training

- Installs IPPS workstations at customer sites with printers management software.
- Operators are trained on template selection, printing parameters, and troubleshooting.

2. Software Integration

- The system connects with ORACLE to import product data.
- Templates are designed and locked to ensure brand consistency across vendors.

3. Label Material & Ribbon Loading

- Avery supplies thermal ribbons and label rolls with the printer (Zebra / ADTP series)

4. Quality Verification

- Each batch is checked using barcode scanners and sample visual inspection.
- RFID-enabled printers verify tag encoding automatically.

5. Technical Support & Maintenance

- Avery provides remote troubleshooting and periodic calibration.
- The IPPS team ensures consistent output quality across all global vendor sites.

2.5.3 Key Observations

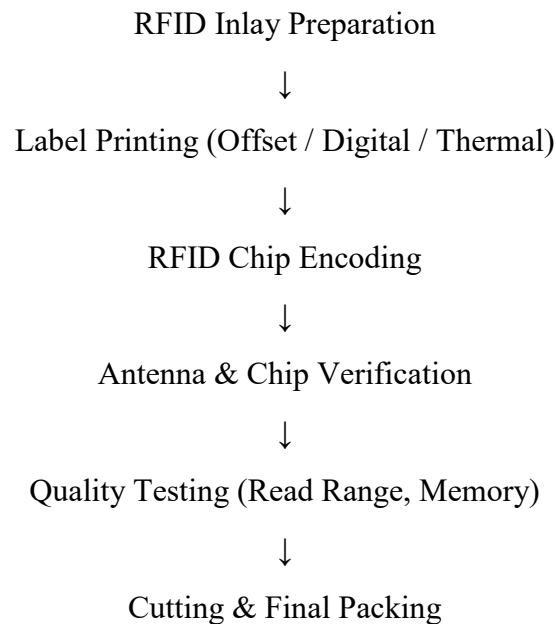
- IPPS offers cost and time efficiency by enabling customers to print directly in factories.
- The system ensures global brand consistency as templates are centrally controlled.
- I observed how they support team remotely monitors print performance and error logs.
- The solution reduces shipping costs, waste, and lead time significantly.
- I learned about data integrity and how barcode quality grades (ANSI/ISO) are used in verification.

2.6 RFID (Radio Frequency Identification) Department

RFID (Radio Frequency Identification) is one of Avery Dennison's smart labeling technologies. This department combines printing, encoding, and verification processes to produce RFID-integrated labels used in retail, 1

Machine Name	Function	Remark
Avery Dennison RFID Converter	Inlay integration	Combines printed face with RFID inlay
Imprint Encoding Line	Chip writing	Programs EPC data into tags
RFID Tester	Verification	Checks read range & frequency response
Label Re-winder	Finishing	Rolls output labels for shipment

2.6.1 Process Flow Chart



2.6.2 Departmental Operations

- RFID inlays (antenna + chip) are laminated between printed layers.
- Encoding units write unique EPC codes into each tag.
- A Voyantic system tests the read range and memory of each RFID tag.
- The final roll undergoes 100% inspection for defective inlays.

2.6.3 Key Observations

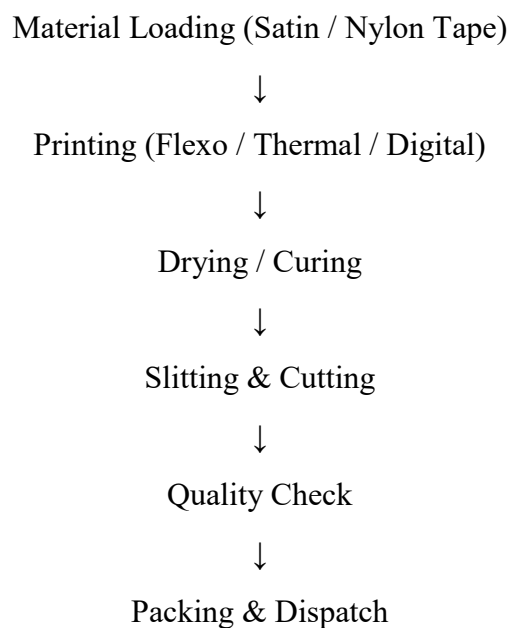
- The department is operated under controlled humidity to protect chips.
- RFID provides traceability, anti-counterfeit protection, and inventory accuracy. 2.7 Printed Fabric Label (PFL)

2.7 Printed Fabric Label

During my internship in PFL department I observed, that Printed Fabric Label Department produces soft, durable care labels printed on satin, nylon, or polyester tapes. These labels are sewn into garments, providing wash care, size, and brand information. This is the label that attached also with the garments and kept with the finished product.

Machine Name	Function	Remark
Flexo Printing Machine	Fabric label printing	Multi-color capability
Thermal Transfer Printer	Care label data printing	Ribbon-based
Slitting Machine	Cut-to-size	Precision control
Dryer / Curing Unit	Ink fixation	Ensures wash durability

2.7.1 Process Flow Chart



2.7.2 Operational Details

- Fabric tapes are loaded onto the printing machine and guided through rollers.
- Water-based or resin inks are used depending on customer requirements.
- The printed tapes are dried through IR or hot-air dryers.
- Labels are slit and stacked as per order quantity.

2.7.3 Key Observations

- The department focuses on soft-touch labels for apparel comfort.
- Color fastness and wash durability are tested before shipment.
- I observed quality inspectors checking print legibility under magnifiers.
- Sustainability is ensured through low-VOC inks and recyclable packaging.

2.7 Global Product Development

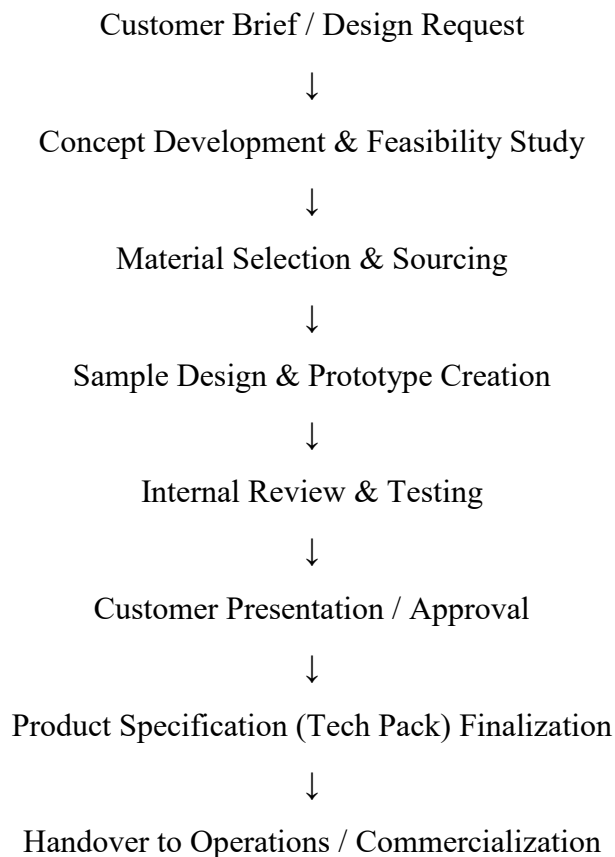
The Global Product Development (GPD) Department at Avery Dennison Bangladesh is the central hub for innovation, product engineering, and technical development. The team works closely with global and regional Avery Dennison units to design, test, and commercialize new labeling, packaging, and branding solutions for the apparel industry.

In my role involves collaboration with cross-functions such as Sales, Operations, Supply Chain, and Quality, ensuring the product meets customer expectations, sustainability goals, and global compliance standards. GPD bridges the gap between concept and production, converting customer ideas into manufactured, cost-effective, and sustainable solutions.

2.7.1 Core Functions

Function	Description
Product Design & Development	Creating new concepts, materials, and finishes based on needs.
Material Innovation	Developing sustainable substrates, inks, adhesives, and finishes aligned with Avery Dennison's ESG goals.
Sample Creation & Prototyping	Producing mockups for customer approval.
Technical Validation	Conducting performance, wash, and durability.
Process Optimization	Collaborate with production to ensure efficiently.
Customer Support & Technical Consultation	Assisting brands and factories in choosing the right label solution for fabric and application type.
Global Standardization	Ensuring every regions follow consistent quality guidelines.

2.7.2 Department Flow Chart



2.7.3 Detailed Operational Description

1. Customer Brief & Requirement Gathering

- The process begins when a brand or sales team submits a product brief.
- GPD engineers review customer expectations: material type, durability, print method, sustainability, and pricing.
- Samples or reference artworks are analyzed to identify suitable technologies.

2. Concept Development

- Designers and engineers brainstorm to create visual and functional prototypes.
- Sustainability, cost, and scalability are considered early in development.
- Collaboration tools such as PLM (Product Lifecycle Management) and Adobe Creative Suite are commonly used.

3. Material Selection

- GPD maintains a library of base materials like paper, film, fabric, and adhesives.
- Compatibility between substrate and printing method is tested.

4. Testing & Validation

- Samples undergo internal lab tests: Color fastness, Wash test, Peel & adhesion test, Barcode readability, Heat and chemical resistance.
- Only after validation does the design move to approval stage.

5. Customer Approval & Feedback

- GPD coordinates directly with the brand's technical team or regional hub for approval.
- Feedback is documented in the GPD project tracking system ORACLE.

6. Specification & Commercialization

- A Product Specification Sheet (PSS) or Tech Pack is created detailing:
 - Material code, Ink type, Substrate, Dimensions
- Machine & process parameters
- Once approved, the file is released to Operations and Supply Chain for mass production.

2.7.4 Key Observations

- I observed how creative design and engineering merge to turn customer ideas.
- They encourages cross-functional learning, allowing the aesthetic and technical sides.
- I participated in prototype testing and learned how color variance affects production.
- The workflow is highly structured - every project follows a timeline, ID, and tracking.
- Team culture emphasizes innovation, sustainability, and continuous improvement.

2.8 Human Resources (HR) Department

During my internship at Avery Dennison Bangladesh, I had the opportunity to learn about the Human Resources (HR) Department, which plays a vital role in managing the organization's most valuable asset — its people. This department ensures a safe, engaging, and inclusive workplace by aligning employee capabilities with the company's global business goals.

This department focuses on Talent Acquisition, Training & Development, Performance Management, Compensation & Benefits, and Compliance. It serves as a strategic partner to every other department, ensuring that people, processes, and policies work together efficiently.

2.8.1 Key HR Roles and Responsibilities

HR Sub-Function	Responsibility
Talent Acquisition	Recruiting and onboarding skilled candidates
Employee Relations	Maintaining workplace harmony and communication
Compensation & Benefits	Payroll, benefits, and performance-based increments
Learning & Development	Conducting skill enhancement and leadership training
Compliance & Audit	Ensuring legal and ethical compliance in operations

2.8.2 Operational Description

1. Workforce Planning & Recruitment

- HR collaborates with department heads to identify manpower requirements.
- Recruitment is conducted through internal job postings, online platforms (LinkedIn, Bdjobs), and employee referrals.

2. Training & Development

- The HR department, along with GPD and Operations, identifies training needs through the annual performance review system.
- Training programs include: Technical skill workshops, Leadership development, EHS

3. Performance Management

- They use Grow Perform Succeed (GPS) system to measure goals for employees.
- Mid-year and year-end reviews evaluate achievements and identify growth areas.

4. Compensation & Benefits Administration

- HR manages employee payroll, allowances, and attendance using digital HR systems.
- Avery Dennison ensures competitive pay based on market benchmarking.
 - Medical insurance, Festival bonuses, Annual leave, sick leave, and parental leave

5. Employee Engagement & Relations

- HR regularly arranges programs like: Town hall meetings, Team-building activities, Annual day celebrations, CSR events and sports tournaments
- A strong feedback culture is encouraged through engagement surveys.
- The HR team also mediates employee grievances and ensures a healthy workplace.

6. Compliance & HR Reporting

- AD strictly follows BLO, ISO standards, and corporate compliance policies.
- HR maintains employee records digitally and submits periodic reports to management.

2.8.3 Key Observations

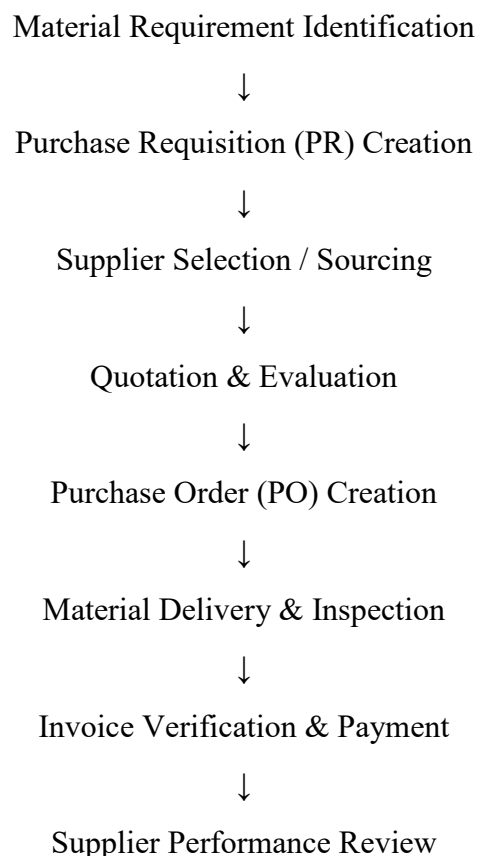
- I learned how data-driven HR systems are used to make.
- The department ensures transparency, inclusion, and respect across all levels.
- HR acts as a bridge between management and employees.
- I also gained exposure to how succession planning and performance metrics support employee career growth.

2.9 Procurement Department

During my internship at Avery Dennison Bangladesh, I explored the workings of the Procurement Department, a vital function that ensures a continuous and cost-effective supply of raw materials, consumables, and services necessary for the company's production and operations. The procurement team acts as a strategic bridge between suppliers and internal departments, maintaining Avery Dennison's global standards in sourcing, quality, and sustainability. It aligns with corporate policies to ensure ethical, compliant, and environmentally responsible purchasing.

Procurement's mission is to obtain the right material, in the right quantity, at the right time, from the right source, and at the right cost — while supporting innovation and sustainability initiatives.

2.9.1 Department Flow Chart



2.9.2 Detailed Operational Description

1. Material Requirement Identification

- Procurement starts with a Material Requirement Plan (MRP) shared by the Planning.
- Requirements include raw materials and indirect materials.

2. Purchase Requisition (PR) Creation

- The requesting department raises a PR mentioning item code, quantity, and urgency.
- Once approved, the PR is converted into a Purchase Order (PO) for supplier processing.

3. Quotation and Evaluation

- The procurement team requests Request for Quotation from at least three vendors.
- Quotations are evaluated based on: Price competitiveness, Quality standards, LT, Sustainability credentials, Payment terms

5. Purchase Order (PO) Creation

- PO is issued by ORACLE with detailed terms, delivery dates, and payment schedule.
- POs are tracked using the ERP dashboard for delivery status and pending items.

6. Material Delivery and Inspection

- Materials are delivered to the Warehouse or Incoming Quality Control (IQC) section.
- The IQC team inspects physical condition, dimensions and quality specifications.

7. Invoice Verification and Payment

- The Finance Department matches the supplier invoice with the PO and GRN
- Once verified, payment is processed according to the agreed payment cycle.

2.9 Demand Planning Department

I learned about the Demand Planning Department, which serves as a vital connection between Sales, Production, and Supply Chain. The department aims to guarantee timely material delivery and production scheduling based on customer forecasts and business needs. Demand Planning analyzes customer demand, tracks inventory levels, and works with procurement and production to keep a steady and efficient supply chain. This helps Avery Dennison meet customer needs effectively while reducing excess inventory and operational delays.

2.9.1 Key Roles and Responsibilities

Role	Responsibility
Demand Planner	Analyze forecasts and demand trends, by coordinating with production
Material Planner	Manage material in-housing, MRP execution, and stock maintenance
Production Scheduler	Create daily and weekly production plans aligned with CRD
Planning Manager	Oversee planning strategy, forecast, and departmental coordination

2.9.2 Detailed Operational Description

1. Demand Analysis and Consolidation

- The department reviews all forecasts to identify: Material overlaps, Seasonal spikes, Long-lead-time items, New product introductions
- Adjustments are made to avoid overproduction or shortages.

2. Material Requirement Planning (MRP)

- Based on consolidated forecasts, Material Requirement Planning (MRP) is generated to determine the quantity and timing of material needed for production.
- MRP automatically calculates requirements using parameters like: Current stock levels, Lead times, Safety stock, Minimum order quantities

3. Production and Inventory Planning

- Once materials are available, the department prepares a weekly and daily production plan based on: Machine availability, Priority customer orders, Labor capacity & CRD
- The department monitors both RM and FG inventory to prevent stock-outs or overstock.

2.9.3 Key Observations

- I observed how forecast data drives the entire supply chain.
- The department uses data analytics and ERP integration to make real-time decisions.
- Effective communication is crucial to avoid material shortages.
- I learned how forecast errors can directly impact inventory cost and delivery timelines.
- Demand planners maintain a balanced view between cost efficiency and service reliability.

Chapter 3

Critical Assessment of Internship

My internship at Avery Dennison Bangladesh was a great chance to see how a manufacturing organization works, especially in terms of quality, creation, and sustainability. It helped me link what I learned in school to real-life practices and see how different departments work together to meet business goals. I rotated through various departments, including GPD, Offset, Digital, and RFID Printing, Procurement, Demand Planning, and Human Resources (HR). This experience let me watch the whole process from development to delivery.

The internship also helped me build professional skills like time management, adaptability, analytical abilities, and teamwork. Each department needed different focuses, whether it was reviewing technical print data or understanding capacity forecasts or HR documentation. These experiences boosted my flexibility and professional confidence.

There were challenges too. At first, grasping ERP systems, MRP reports, and technical production terms took extra effort. However, this pushed me to be more proactive and self-motivated in my learning.

Overall, this internship provided me with a solid understanding of product development and supply chain operations in a multinational setting. It also strengthened my interest in a career in supply chain and sustainable manufacturing, which aligns with Avery Dennison's mission of responsible and innovative business practices.

3.1 Application of Generic and Industry-Specific Courses in Internship

My internship at Avery Dennison Bangladesh allowed me to apply generic business knowledge and industry-specific technical concepts learned during my academic studies. It provided a practical platform to connect theoretical learning with real-world applications across multiple departments such as GPD, Procurement, Demand Planning, HR, and Printing Operations.

Application of Generic Courses

- Principles of Management enhanced my understanding of organizational structure.
- Business Communication helped me maintain professionalism.
- Team improved my understanding of motivation, teamwork, and leadership.
- HRM supported my understanding of recruitment, and performance evaluation.

Industry-Specific Courses:

- Supply Chain Management deepened my understanding of demand forecasting, vendor management, and lead time control.
- Production Planning helped me relate planning strategies to real operations.
- Quality Control and Printing Technology provided technical insights.
- Corporate Social Responsibility (CSR) and Sustainability aligned closely with Avery Dennison's commitment to ethical and eco-friendly practices.

3.2 Suggestions for Industry Improvement

During my internship, I observed several areas where operational efficiency and learning processes could be further enhanced to align with emerging global standards:

- Enhanced Digital Integration: Introduce more integrated dashboards for real-time data sharing between production, procurement, and demand planning.
- Structured Internship Learning Plan: A more defined rotation plan with specific objectives could help interns better understand departmental linkages.
- Advanced Training on ERP Systems: Providing detail workshops on Oracle
- Cross-Department Collaboration: Regular review meetings among GPD, Procurement, and Planning could improve alignment on material flow and customer requirements.

3.3 Learning for Self-Improvement

During this internship, I experienced significant personal and professional growth. Working in a global corporate environment helped me learn how to adapt, communicate effectively. The main areas were:

- Communication and Professional Interaction: Helped me gain more confidence.
- Time Management and Task Prioritization: Developed multitasking skill.
- Analytical and Technical Skills: Improved my ability to interpret data, understand technical drawings, and assess workflow reports.
- Adaptability and Problem-Solving: Learned to adjust to different departments and identify process challenges on my own.

Chapter 4

Conclusion and Closing Remarks

My internship at Avery Dennison Bangladesh turned out to be far more than merely a learning opportunity; it became a significant period of both personal and professional development. Being part of the Global Product Development (GPD) division and rotating through departments such as Offset and Digital Printing, Thermal and RFID Label Production, Procurement, Demand Planning, and Human Resources provided me with valuable insights into the workings of a major global manufacturing and supply chain.

I witnessed firsthand how the operations of each department, from forecasting and procurement to sample printing and final dispatch, depend on well-organized workflows, accountability, advanced technology like SAP, ERP, and Power BI, as well as strong communication among teams. These experiences highlighted for me that while having technical skills is vital, they must be complemented by collaboration, analytical thinking, and adaptability.

I also developed a deeper appreciation for workplace culture and ethics. Observing Avery's dedication to sustainability, innovation, diversity, and employee well-being illustrated how a responsible global organization can operate effectively.

On a personal level, this internship equipped me with skills in time management, effective communication across various teams, and the ability to think and act proactively in response to challenges such as material delays or forecasting inaccuracies.

Looking forward, I feel prepared not only with the necessary technical expertise but also with a mindset that is ready to embrace roles focused on product development, supply chain optimization, and process improvement. Overall, this internship represented an essential chapter in my journey, allowing me to transform theory into practice, enhance my professional maturity, and outline a clear direction for my future.

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