

Report On
Amigo Bangladesh Ltd.
Acquiring Operational Expertise in the Operations Department

By

Rasheduzzaman
ID: 24281020

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

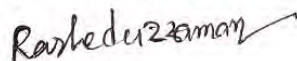
© 2025. BRAC University
All rights reserved.

Declaration

It is hereby declared that

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

Student's Full Name & Signature:



Rasheduzzaman

24281020

Academic Supervisor's Full Name & Signature:



Anindita Bhattacharjee

Senior Researcher & Initiative Lead, UPGI-BIGD Research Partnership
BRAC Institute of Governance and Development (BIGD),
Brac University

Letter of Transmittal

Anindita Bhattacharjee

Senior Researcher & Initiative Lead, UPGI-BIGD Research Partnership

BIGD, Brac University

66 Mohakhali, Dhaka-1212

Subject: Submission of industry attachment report on Amigo Bangladesh Ltd.

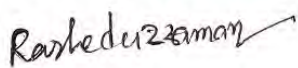
Dear Madam,

This is my pleasure to submit my industry attachment/internship report regarding ‘Amigo Bangladesh 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 the most compact and comprehensive manner possible.

I trust that the report will meet the expectations.

Sincerely yours,



Rasheduzzaman

Student ID: 2428020

Executive Development Center, BIGD

Brac University

Date: November 16, 2025

Non-Disclosure Agreement

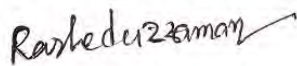
This agreement is prepared and entered into by and between Amigo Bangladesh Ltd. and Rasheduzzaman, a student at EDC, BIGD, Brac University, pursuing a degree in Knitwear Industry Management, Batch 30. The purpose of the agreement is to access confidential data and information from the company to support the internship project. The company and the intern agree to the following.

The Intern shall be expected to carry out the best of their abilities and responsibilities with effectiveness and impartiality. The Intern shall strictly follow all the policies outlined in the workplace by the particular departments.

The words "Confidential Information" shall refer to sensitive data and encompass proprietary information of the Company, duly marked as such.

Data and information shall be considered Confidential Information only when the Company provides it to the Intern in tangible form. And it is appropriately branded as "Copyrighted and confidential" or using equivalent titles.

Student's Full Name & Signature:



Rashedzzaman
Student ID: 24281020

Industry Supervisor's Full Name & Signature:



Md. Asraful Hasan Apu
Assistant Manager, Industrial Engineering Department,
Amigo Bangladesh Ltd.

Acknowledgement

I am deeply grateful to Almighty Allah for granting me the opportunity to pursue the Postgraduate Diploma in Knitwear Industry Management at Brac University.

My sincere appreciation goes to **Anindita Bhattacharjee**, my academic supervisor at BIGD, Brac University, whose invaluable guidance and unwavering support during my internship at Amigo Bangladesh Ltd. played a crucial role in shaping this report.

I would also like to extend my heartfelt thanks to **Md. Asraful Hasan Apu**, Assistant Manager of IED at Amigo Bangladesh Ltd., my industry supervisor. He warmly welcomed me into the organization, and his continuous support and direction were instrumental throughout my internship.

I am thankful to the management of Amigo Bangladesh Ltd. for providing me the opportunity to work across various departments and for their full support, which greatly facilitated the collection of essential data and information during my internship.

This experience has significantly enhanced my knowledge and understanding of the knitwear industry. I am grateful to everyone who contributed to this journey.

Executive Summary

Amigo Bangladesh Ltd. (ABL) is a subsidiary of Crystal International Group Limited. It is one of Bangladesh's largest apparel manufacturing units and specializes in lifestyle, sportswear, and sweater production with a monthly capacity of 1.5 million pieces. ABL has approximately 4,000 employees, and the factory is located on around 55 acres. ABL takes part in advanced sustainability, CSR, and environmental initiatives. Key insights were obtained into cross-functional operations, process optimization, and quality management during an internship spanning five core departments, i.e., Merchandising, Industrial Engineering, Quality Assurance, Production Planning, and Production of ABL. The experience obtained highlighted the importance of interdepartmental collaboration, lean manufacturing, and continuous improvement, while identifying opportunities for enhanced communication, cost control, and workforce development. The internship connected academic theory with industry practice, fostering professional growth and a commitment to operational excellence and sustainable development within Bangladesh's dynamic apparel manufacturing sector.

Keywords: Crystal International Group Limited; Amigo Bangladesh LTD.; Knitwear Industry; Organization Operation; Production Process.

Table of Contents

Declaration.....	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement	v
Executive Summary	vi
Table of Contents	vii
List of Acronyms	viii
Chapter 1 About Organization	1
1.1 Overview of the Industry	1
1.2 Vision & Mission.....	1
1.3 Goals & Objectives	2
1.4 Organizational structure, Organogram, Branches and Departments	2
1.5 Products/services produced by the Industry	2
Chapter 2 Description about Task Accomplishment.....	3
2.1 Merchandising Department.....	3
2.2 Industrial Engineering.....	5
2.3 Quality Assurance	6
2.4 Production Planning & Controlling	7
2.5 Production (Cutting, Printing, Sewing & Finishing)	8
Chapter 3 Critical Assessment of Internship Work	10
3.1 Application of Generic and Industry-specific courses during internship	10
3.2 Suggestion for industry improvement.....	13
3.3 Learning for self-improvement	14
Chapter 4 Conclusion	17
References	18

List of Acronyms

ABL	Amigo Bangladesh Ltd.
AGV	Auto-guided vehicle
CIGL	Crystal International Group Limited
CMD	Computerized Market Department
CSC	Corporate Sales and Commercial
ETP	Effluent Treatment Plant
GSM	Grams per square meter
HRD	Human Resources Department
IED	Industrial Engineering Department
LC	Letter of credit
MCD	Material Control Department
MER	Merchandising
PDD	Product Development Department
PP	Pre-production
PPC	Production Planning and Control
QAD	Quality Assurance Department
SAM	Standard Allocated Minute
SAP	Systems, Applications, and Products
SMV	Standard Minute Value
SO	Style Order
TC	Transaction certificate
TECO	Technical Completion
WHS	Warehouse
WTP	Water Treatment Plant
YEE	Year-end estimate

Chapter 1

About Organization

1.1 Overview of the Industry

Amigo Bangladesh Ltd. (ABL) is a subsidiary of Crystal International Group Limited (CIGL). It is located in R.S. No. 1408-1416, Kholapara, Kaliganj, Gazipur - 1720, Bangladesh. CIGL is one of the global leaders in the apparel manufacturing industry, founded by Mr. & Mrs. Kenneth Lo in Hong Kong in 1970. It has a diversified product category in six segments: Lifestyle wear, Denim, Intimate, Sweater, Sportswear & outdoor apparel, and Knitted Fabrics. It has around 20 self-operating manufacturing facilities spanning five countries: Vietnam, China, Bangladesh, Cambodia, and Sri Lanka. It delivers over 470 million garments annually to the world's top apparel brands, providing them with the right product at the right price, produced by our approximately 80,000 robust workforce.

Amigo Bangladesh Ltd. is the largest apparel manufacturing unit in Bangladesh, employing approximately 4,000 employees. The facility has a capacity of 1.5 million pcs of lifestyle, sportswear & sweater manufacturing. It has two multi-storied production buildings and a total of 13 ancillaries as supporting units, including a facility maintenance unit, canteen, office, washing facilities, boiler room, generator, ETP, WTP, and others. The total area of the facility is around 55 acres.

Amigo Bangladesh Ltd. (ABL) strives to achieve consistent, sustainable growth in Bangladesh. As part of CIGL, the company has been focused on Sustainability, CSR, & Environmental betterment from early on, with an extensive range of activities. With the enthusiastic participation of all employees and management, ABL is successfully implementing CSR, environmental, and health and safety-related programs to maintain a positive footprint & endeavours in the realm of corporate social responsibility.

1.2 Vision & Mission

ABL's vision is to be the most profitable company in the industry with customer choice & employee choice.

ABL's mission is to build Crystal Group into the most productive enterprise in the industry in terms of sales and profits, offering quality products & services that its customers favourably regard as value for money.

1.3 Goals & Objectives

Amigo Bangladesh Ltd.'s goal is to deliver high-quality products on time to achieve a long-lasting partnership with customers and stakeholders. Sustainable growth, innovation, and enhanced market competitiveness are aligned with the goal.

Crystal Sustainability Vision 2030 is a key component of the company's long-term strategy, focusing on three primary areas: regenerating nature, resourcing people, and revitalizing the community. Crystal Group's target is to achieve net-zero GHG emissions by 2050.

1.4 Organizational structure, Organogram, Branches and Departments

Amigo Bangladesh Ltd.'s organizational structure is divided into three parts, i.e., back office, production & sweater. It includes 23 departments in total. The production department consists of sewing, cutting, printing, finishing, quality, sustainability, industrial engineering, and merchandising departments.

1.5 Products/services produced by the Industry

The main products are basic T-shirts, tank tops, hoodies, leggings, jerseys, and sweaters. The monthly production capacity is approximately 12 lakh pieces. Currently, the production line number is forty-eight.

Chapter 2

Description about Task Accomplishment

ABL comprises various departments with distinct functionalities. During my internship at Amigo Bangladesh Ltd., I had the opportunity to work with five departments. As part of my internship journey, my goal was to gain in-depth knowledge of the core departments. I have selected the following departments: Merchandising, Industrial Engineering, Quality Assurance, Production Planning, and Production (Sewing, Cutting & Finishing).

2.1 Merchandising Department

The ABL merchandising department consists of two parts: sample production and bulk production. The sample production team works directly with the Corporate Sales and Commercial (CSC) team. The CSC team directly works with customers regarding price negotiation, product development, and product placement in respected line factories.

During the internship, I had the opportunity to work with the factory merchandising team and gain an understanding of the work process at ABL. The ABL merchandising team consists of forty-six members. The team collaborates with CSC and the operational team to execute high-level planning, supporting the migration of work tasks from CSC, and assessing, evaluating, and streamlining process flows. They assess the resources needed, including headcount capacity and calibre requirements, making strategic decisions to meet goals and manage seasonal workload demands.

The merchandising team is also working on sourcing and developing suppliers in accordance with business needs, welcoming a new scope of business growth for all planned customers, through continuous assessment and improvement. The team maintains close monitoring of the newly onboarded development department, coordinates with internal departments to achieve bulk operation needs, ensures the optimal delivery of customers' KPIs, and develops and coordinates the bulk team. Additionally, it addresses controlled quality concerns, controls supply chain management and risk analysis, and manages suppliers' capacity.

The Material Control (MCD) team from Merchandising ensures that materials are available for both fabrics and accessories, as outlined in the line plan. Their primary role is to ensure that all materials are in place before production starts. The team represents and coordinates operational highlights with CSC counterparts for day-to-day unplanned or unexpected situations. They also prepare pre-cut plans according to cutting specifications, arrange and approve accessory allocations for each order, and procure materials as needed for both fabric and accessories. The

team conducts all incoming accessory inspections and communicates with CSC for imported items and with the BD team for local items regarding any rejections and replacements. After the style order (SO) is closed, they must ensure material reconciliation & accordingly, require a utilization plan from sales.

The merchandising team follows up with Warehouse (WHS) for a proper inventory management system. They also approve all kinds of materials based on the demand for sewing. The merchandising team follows up on the status of material supply with CSC for imported items and with the BD Merchant team for local items, aligning with the line plan demand. They are also following up with the Logistics team to confirm the actual clearance status of fabric or accessory materials, ensuring the estimated time of arrival aligns with the line plan demand.

The merchandising team is working to prepare and follow up on all trim cards for production for every SO/Style. They are also following up on style order closing with every production department to complete the technical completion (TECO) process. They are working with the Production Planning and Control (PPC) team to review the production plan & follow up accordingly to ensure the material status. They need to attend the pre-production (PP) meeting & confirm the material status. In addition, the team needs to visit the production floor to identify any material issues and attend a joint inspection with the supplier.

During my internship, I have found that the merchandising team works to foresee potential risks and requirements, along with loading fluctuations and dynamic changes, and collaborates with related Management teams to prepare and implement solutions. They are driving required changes in MCD and supporting operational projects for company expansion and growth.

Another wing of the merchandising team is working on the fabrics operation activities. They are working on developing the fabrics and maintaining the approval process. In this purpose, they coordinate the bulk year-end estimate (YEE) calculation with the Computerized Market Department (CMD) and maintain a record file. The team is working on bulk fabric bookings and following up on shipments with the mill. They are also ensuring the on-time delivery of fabrics from both local and imported sources, as well as resolving fabric-related issues. They are communicating with the CSC team for any fabric issues. They are working on the first bulk dye lot approval before cutting starts, as per the BD customer representatives. Also, ensuring the lab receives and approves the dips. The team is working on preparing all mill fabric shade band and colour continue cards, and arranging approval from the customer. They collect fabric test reports and calibration reports in grams per square meter (GSM). The team is working on the fabric transaction certificate (TC) follow-up and maintaining the master file. The team is in daily correspondence with CSC for following up on parcels. Customer product and material

traceability update in the customer's system. The team is also working on the fabric-related claim settlement along with the merchandising team. The fabrics merchandising team is communicating with CSC merchandising to make decisions with proper clarification.

The factory merchandising operation team is involved in activities such as overseeing salesmen's samples, pre-production samples, and artwork for print & embroidery. They are working on the development for customers. They are managing the sample program, sealing, and washing the sample. The team is also involved in booking accessories and trims. They are setting targets and actions for production follow-up with the factory every week. They approve sealed samples and handovers to CFA. They are taking raw materials and sub-materials from the CMD and product development team. They are booking and following up on local and overseas materials in-house as per the PPC line plan. The factory merchandising team is opening a letter of credit (LC) with all relevant documents. They are providing special follow-up for additional special items. They are working regularly in the customer PAC system.

The merchandising department is working to achieve on-time sample shipment, sample quality pass, and enhance systems applications and products in data processing (SAP) task accuracy to achieve precision, on-time delivery performance, order completion performance, and on-time materials management.

2.2 Industrial Engineering

The ABL Industrial Engineering Department (IED) is one of the key departments, directly working to enhance productivity and efficiency. The IED department is working cooperatively with the Production Planning and Controlling Department (PPC), the Production department, and Product Development (PDD) to ensure smooth production execution and efficient working output.

During my internship at ABL, I had the opportunity to work directly with the IED team to gain a deeper understanding of its in-depth functionality. THE ABL IED team consists of forty-seven members. The IED team is working in four separate teams for sweater production, bulk knitting production, and training.

The IED department is working on the floor layout. They are analyzing the value stream mapping. Additionally, the team is implementing various lean tools in the plant. To increase efficiency and reduce overtime, the team is working to analyze and improve the factory layout. The IED team is coaching and leading the Kaizen event in the factory from the front line. The

IED team is balancing procedures to ensure equal work distribution, workforce allocation, and production improvement.

The IED team is also maintaining the Operator's skill inventory grading system. During sample development, the IED team analyzes each style to identify the critical path. In addition, they are helping the MER team to determine the costing during sample development. The IED team is monitoring the SMV for costing using the historical GSD & ACE 2000 databases.

One of the key roles played by IED is to conduct Standard Allocated Minute (SAM) analysis and reduce it. IED is working to improve motion analysis and continuously enhance process savings through innovation.

The ABL IED team utilizes automation in the production process to reduce manual work and enhance efficiency. For goods transportation, an auto-guided vehicle (AGV) has been implemented in the cutting section by IED. AGV is working for transporting goods from the fabric relaxation area to the cutting table, from the cutting table to the supermarket, and from the supermarket to the sewing line.

During my internship, I had the opportunity to gain insight into the processes involved in quick changeovers and the production of bulk quantities. I have joined the meeting regarding the monthly style review meeting and risk assessment for the new style. The IED team is conducting a meeting with all the production departments to finalize the best methods and work aids to improve productivity. IED is intensely monitoring the Quick Changeover (QCO) process with related teams and proceeding for future improvements.

2.3 Quality Assurance

The Quality Assurance department is one of the core departments at ABL. The QAD department at ABL consists of 364 people, divided into the following teams: raw material inspection, cutting quality, sweater quality, sewing quality, and customer factory auditor. During my internship at ABL, I had the privilege to understand the work of the QAD department.

The quality department is working to control defects at all points and throughout all inline activities to maintain customer-recommended inline quality systems. They are also working on implementing and ensuring that the proper methods are being followed in quality and inspection systems. The quality department is investigating customer complaints and non-conformance issues.

To ensure customer satisfaction and achieve the lowest possible defect rate, the ABL QAD team is working with the “10 must program.” The program's goals and objectives are to identify the nine most frequent defects during the production process and reduce the defect rate by implementing ten effective methods.

During my internship, the QAD team resolved one complaint raised by customer. The complaint was about housekeeping and dust on the garments. Through collaborative coordination among production, maintenance, and administration, QAD resolved the issue of excessive dust.

The QAD department is identifying the training needs of employees from various departments, as well as their own, to meet quality standards. To ensure the quality requirement of each style, QAD is jointly working with IED, PPC & Production team. Also, the requirements are shared with the quality checkers and inspectors of each production area.

The QAD team coordinates with production supervisors and managers to show the new guidelines or existing guidelines of the QAD process. They are working on improving the checking system and minimizing defects. Through proper communication with the relevant team, QAD is working relentlessly to enhance the quality of its product, achieve customer satisfaction, and ensure on-time delivery of goods.

The QAD team reports on various metrics on a daily, weekly, and monthly basis to ensure quality standards and reduce the percentage of defects. Among the report, some of the reports i have the opportunity to hands on area as follows accessories inspection report, fabric inspection schedule, final fabric inspection report- (4 point system), spreading audit report, marker, spreading & cut accuracy inspection report, cut panel inspection report, hourly print report, pad print report, embroidery inspection report, line wise 07 pcs check report etc.

2.4 Production Planning & Controlling

The Production Planning and Controlling (PPC) department is the coordinating department of ABL. The PPC department is working in conjunction with MER, IED, Production, and the Human Resources Department (HRD) to ensure that production meets the requirements. I had the opportunity to work with the PPC team during my internship and gain insight into the PPC department.

PPC manages the production operation of the factory by coordinating with all relevant departments. The PPC team establishes monitoring and control tools for production planning

and the material control department, and follows up on progress, material, and daily production to ensure the achievement of projected productivity and output for on-time delivery.

The PPC department regularly reviews factory performance and business strategy with top management. They are also working with new customers and production lines, arranging materials to ensure smooth operations and following up on progress. PPC is optimizing the workflow and developing an automatic system. The PPC department's core responsibility is cross-functional collaboration with Quality, Production, Merchandising, Shipping, and other relevant departments.

PPC monitors, analyzes, and plans the production process for each order and shares the requirements during the PP meeting with the relevant person in charge. PPC analyzes the available line schedule to reduce the quick changeover time and maximize efficiency by evaluating data such as available headcount ratio, process requirements, material availability, and other key factors. PPC also coordinates with QAD to reduce the defect rate in the production process.

2.5 Production (Cutting, Printing, Sewing & Finishing)

Production is one of the key departments of any apparel manufacturing factory. All production units collaborate to produce output according to the shipment timeline, following confirmation of production requirements by the Production Planning Department. During my internship with the production department, I had the opportunity to work closely with various sections of ABL production, including cutting, printing, sewing, and finishing.

The cutting department starts the production process by communicating with the raw material warehouse. The raw material warehouse releases the fabrics as per the requirements. Then they relax them in the fabric relaxation machine as per the production requirements. After that, they issue the fabrics to the designated cutting table. The cutting table also coordinates with the computerized marker department (CMD). CMD helps to determine the marker placement. They consider the fabric's width and other requirements to minimize the fabric wastage. The cutting spreader spreads the fabrics, lays the marker accordingly, and cuts the fabrics as required.

After cutting the goods, they are handed over to the supermarket team. The supermarket team provides the required items to printing or embroidery based on production requirements. The printing panel is printed on the oval or carousel machine based on the printing quality and type.

The printing process involves using various chemicals as per the customer's specific requirements. For printing, several processes are involved in ABL production. Screen printing, heat press, and pad printing are available in ABL. The screen is prepared according to the customer's requirements and has been approved by the R&D team at CSC. There are designers involved in developing the design, and then it is printed on the screen. The color room prepares the necessary colors according to the requirements, using various types of chemicals suitable for the order.

After the printing of the cut panel, the goods are returned to the supermarket and prepared for shipment to the designated sewing line. Supervisor and line leaders supervise the sewing processes. Based on the style, the accessories are collected from the sub-material store. During the production process, quality, as well as 6S (Sort, Systematize, Sanitize, Standardize, Self-discipline, and Safety) compliance, is maintained according to the requirements. The sewing output is inspected during and after the production process. The IED and QAD teams monitor the entire production process to ensure quality and efficiency.

After passing the goods from the quality table, the finishing operator folds and packs them. As per the required style and order, accessories and hang tags are attached to the goods. The finished goods are packed in cartons and sent to the finished goods warehouse.

Each production department ensures that customer requirements are met and maintains the required documents in accordance with ISO 9001:2015 Quality Management System, aiming for 'right first time, every time' customer satisfaction and on-time delivery.

During my internship, I have tried to accumulate as much production information as possible. The internship helped me understand the different requirements of customers and gain an overview of the various standard operating procedures and departmental functionalities.

Chapter 3

Critical Assessment of Internship Work

I had the opportunity to conduct my internship at a reputed facility unit of Crystal International Group Limited. That helped me understand the functionality and interactivity of different departments involved in producing the garments in depth. Due to the time limitation and wide-ranging functionality of the departments, it was challenging to understand the detailed actions and functions of all the departments. However, with the help of the department heads of Amigo Bangladesh Ltd. and my industrial supervisor, I was able to gain a decent understanding of some of the departments, which allowed me to compare the practical knowledge with the theoretical knowledge I had acquired in my Post-Graduation Diploma in Knitwear Industry Management courses taken earlier.

3.1 Application of Generic and Industry-specific courses during internship

The core courses in my Post-Graduate Diploma in Knitwear Industry Management significantly transformed my approach and enhanced my communication skills for business operations within the manufacturing sector. Through these structured courses, I acquired practical knowledge that I strive to apply effectively in my professional career.

In addition to technical expertise, the PGD program helped me develop essential soft skills, including leadership, interpersonal communication, and negotiation skills, that are crucial for becoming a future leader in the knitwear industry. These skills have helped me to manage teams, resolve conflicts, and motivate colleagues. All of these skills are essential for effective management in the textile and apparel manufacturing industry.

I was able to directly apply the tools, methods, and knowledge gained from my coursework in an efficient and impactful manner during my internship. This practical experience enabled me to apply theoretical concepts to real-world challenges and implement solutions effectively. Overall, my learning from the PGD course is summarized below:

HR Skill & Competencies (KIM-101): From the beginning, I had the opportunity to learn how an organization develops and implements policies based on top management decisions. I also have the viewpoint to get the insight regarding the enforcement of labor laws and international regulations required by buyers. I gained practical knowledge on creating and maintaining a safe working environment for employees, ensuring staff benefits and welfare, and providing skill development opportunities through various activities. The course was

helpful in learning the basics of human resources and the competencies required for an organization.

Additionally, I learned about ethical and social values and the implementation of these standards in a factory environment. I also developed skills in coordinating and motivating people from different levels of the organization in an effective manner. The course helped me to learn about communication and information flow in an organization. Different level of human resources management strategy for any organization was helpful for the future understanding and implementation.

Analytical Skill & Competencies (KIM-102): The Analytical skill course was helpful for understanding the different methods of analysis in an organization. I have learned the basic to advanced level mathematical analysis from this course. Different types of statistical formulas and analysis methods for a deep understanding of a problem were shared during this course. Through this course, I learned how to apply logical decision-making in various complex situations to overcome obstacles by evaluating all available information.

Throughout this course, I have learned about qualitative and quantitative analysis methods. I have also learned about data analysis in Microsoft Excel for faster and easier data analysis.

Communication Skill (KIM-103): This course helped me improve my communication skills in my day-to-day tasks. The communication skill course included email writing and letter writing, and also helped me learn verbal communication. The course was helpful in learning about both formal and informal communication. Communication in professional life and in the workplace was shared during the course. The course elaborated on the methods for positive communication skills. The course included delivering negative messages in a strategic and positive way. It helped me to learn about crisis management.

The communication skills course helped me to learn and implement different approaches to communication. The course helped me to enhance my written communication and master organizational communication skills. Overall, it is helping me reduce communication errors in my professional and daily tasks.

Business Operation Skill (KIM-104): As a sustainability professional, I aim to understand the detailed aspects of shipment and payment terms, as well as purchasing and logistics processes. Through this course, I have gained knowledge about letters of credit (LC), business procedures, and commercial regulations, which has broadened my perspective beyond my previous understanding of the garments industry.

In the second semester, I took business courses focused on costing, where I learned extensively through practical examples and case studies provided by the instructors. In addition, I expanded my expertise in developing and sustaining business strategies, data analysis, brand promotion, accounting, and conducting SWOT analyses, skills essential for future career advancement in the textile and garment industry. The business operation skill helped understand the business more effectively.

Industrial Engineering (KIM-202): The industrial engineering course helped me learn about various methods of industrial engineering to enhance efficiency and productivity. I have the opportunity to learn and implement various techniques to reduce waste on the production floor. With the help of the learning from my industrial engineering course, I was able to identify the cause for low productivity and ways of overcoming these issues.

The course was helpful for line balancing, bottleneck identification and taking necessary measures to eliminate the issues. I was able to calculate SAM after completing the course. The course was very helpful in teaching me about various techniques and tools, such as SWOT analysis. It also helped me get ideas about modern industrial engineering tools and techniques, like work study, motion economy, and line balancing.

The course helped me get an insight into the lean principle and its various applications in the apparel manufacturing industry. It also helped me to understand Lean Six Sigma. I had the opportunity to learn about various types of waste and methods to minimize waste in the apparel manufacturing industry.

In the industrial engineering course, I learned about the 5S and its different applications to reduce waste and enhance productivity by reducing time. I have also learned about Kaizen and its different steps. I have learned about the 10 golden rules of kaizen and the 5 steps for autonomous maintenance. The course was helpful for implementing the knowledge during the internship period.

The course also helped me to get an insight into the different processes of various apparel manufacturing industries. It provided idea about the different types of apparel products and their production processes. This course also helped me identify different types of machines in apparel manufacturing industry, and learn about sustainable manufacturing and green practices. It introduced me to digital transformation, digital twins, IoT, circular economy and waste reduction, transparent supply chain and traceability. The course also helped me to get insight into artificial intelligence, robotics and AI driven automation and industry 4.0. Overall, the

course was very helpful for blending the theoretical and practical knowledge throughout the learning process.

Quality Management (KIM-204): The course helped me to learn about the quality management system. It was informative and very helpful for understanding the local and global standards related to quality. The learning process also helped me gain insight into quality control and quality assurance. It helped me understand the advantages of a quality management system for an organization, and gain ideas for continuous improvement.

The quality management course helped me to understand the process of accreditation and certification. It also enabled me to get insight into different types of certifications like GOTS, GRS, RCS, OCS, BCI, Oeko-Tex. The course discussed Higg Index, ZDHC, and their history and implementation process in the apparel industry, and the supply chain management in broad details.

The learning was very helpful for understanding decision phases in a supply chain, supply chain macro processes in a firm, evolution of supply chain management, demand and supply planning, inventory management, and global supply chain management.

3.2 Suggestion for industry improvement

Amigo Bangladesh Ltd. has significant areas of improvement. There are a lot of improvement areas for inter-departmental coordination. ABL can also improve the communication skills of mid-level management for more cooperation and productivity. An in-depth waste study is required to reduce the wastage in the production process at ABL. The merchandising team needs to enhance its follow-up skills to ensure on-time shipment as per customer requirements. The allocation of goods and accessories needs to be based on production quantity, and excess allocation for goods needs to be restricted to reduce waste.

The production planning team needs to collaborate with the production team to identify areas for improvement, enabling more effective planning of the production lines. To ensure that no line is idle and all processes are conducted in a standard manner, the loopholes need to be identified and minimized accordingly.

The industrial engineering team should work on the bottleneck processes more effectively and optimize the production time with Lean and Six Sigma. Besides automation, IED should also focus on more effective employee training to achieve the best results.

From a sustainability perspective, greater attention should be given to employee engagement and welfare. It should include specialized training and counseling sessions as required. Building a supportive and caring environment, along with proper guidance, can motivate employees and boost productivity. The HR department should also prioritize effective grievance handling and ensure compliance with local labor laws to maintain strong industrial relations.

ABL can significantly improve its productivity by emphasizing and enhancing cross-departmental communication for all day-to-day activities. By forecasting upcoming challenges and engaging the right people for the right tasks, ABL can significantly reduce the time it takes to solve any problem and improve the quality of the product. By ensuring ownership among ABL employees, any challenging task can be easily resolved.

To improve product quality, emphasizing a right-first-time culture could be a key milestone of improvement. Top identified defects should be resolved collaboratively, using the root cause analysis method, as a preventive action for future improvement.

3.3 Learning for self-improvement

I had the valuable opportunity to pursue a Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) at BIGD, Brac University, which provided me with a comprehensive understanding of the knitwear sector. Over the six-month academic session, I developed key skills in communication, business operations, HR competencies, and data-driven analytical abilities. The PGD-KIM curriculum also covered essential aspects of production operations, as well as topics such as industrial engineering, merchandising, costing and budgeting, basic fashion design concepts, and, in particular, quality assurance for products and services.

After completing the academic portion, I started a factory-level internship. During my internship, I have learned so many new things from different departments I was involved in. The merchandising department helped me to understand the order and the production breakdown. In this department, I gained an understanding of costing and the roles of CSC, from customer communication to shipment. The development process of a garment and the bulk production process were new learning experiences for me. The continuous support from the merchandising team greatly helped me gain insight into the challenges and various customer requirements throughout the production process.

During my internship at the production planning department, I learned a lot about different factors involved with the planning of a smooth production process. It helped me understand that a successful output depends on multiple variables and throughout follow-up. Proper problem-solving skills are necessary for executing the production process more smoothly.

The Industrial Engineering Department has helped me to understand the modern production process and various methodologies for enhancing productivity and efficiency. Line balancing, 5S implementation, lean, Kaizen, six sigma, TPM, and automation in the production process were my learning from the IED department.

Through the production process, I have learned about the day-to-day challenges and the effective ways to overcome them. The way of dealing with the new difficulties, such as absenteeism, line balancing, material management, and various other challenges, is very common in the apparel manufacturing industry. Production management is both challenging and interesting due to its diversity. Bangladesh's apparel industry progress depends on managing the issues of the production process in more effective ways.

As the Bangladesh RMG sector has entered the fourth industrial revolution era, we have the opportunity to implement emerging technologies in our production process to enhance productivity and efficiency. Data analysis, informed decision-making, and efficient waste management will lead us to the pinnacle of success in the apparel manufacturing industry.

To stay competitive with our competitors, we need to upskill our workforce, as well as our mid-management, to mitigate the upcoming challenges. The effective management of our resources in a positive way will help us to overcome the upcoming challenges. Focusing on the new and upcoming challenges and overcoming them with a positive mindset will lead us towards success.

As the apparel industry is the backbone of the Bangladesh economy, we need to focus on the problems of this sector in a more positive and holistic way. By ensuring transparency and customer satisfaction, Bangladesh apparel industry has a bright future. To stay in the market with high profitability, we need to focus on the critical production process besides our regular products. We need to focus on technological advancement to keep pace with the market. At this time, upskilling in data-driven insights enables better decision-making and supports greater achievements throughout one's career.

This learning journey has been enriching, equipping me with a wealth of new knowledge and skills. I think I am now ready to apply these skills and knowledge in my career. I am confident and motivated to take action accordingly to succeed, as I move forward.

Chapter 4

Conclusion

The internship program at Amigo Bangladesh Ltd. has helped me broaden my outlook. I have gained extensive experience throughout the entire internship program. The practical knowledge will help me in the future. The departmental expertise and the broad outlook of the function, combined with operational details, will enable us to work efficiently. The internship program's journey was diverse and interesting, offering opportunities to learn new things from various departments. It helped me to observe, analyze, and participate in the process of transforming raw materials into complete shippable garments. The entire journey was a profoundly professional experience, enabling me to understand the industry's operational mechanics, its challenges, and the methods for overcoming them.

Foremost, the internship highlighted the cross-functional integration of various departments within the apparel manufacturing industry. The systematic approach of collaborative learning from an academic setting was deconstructive in the face of ABL's real scenario, where the performance of each unit is inseparably linked to that of the others.

In conclusion, the internship at Amigo Bangladesh Ltd. was a definite success, fulfilling and far exceeding its planned objectives. It provided a comprehensive and ground-level view of the apparel manufacturing ecosystem. The experience has helped me gain practical knowledge, as well as a sense of confidence and purpose. As I move forward, I carry with me a commitment to continuous improvement, a passion for operational excellence, and a clear vision to contribute to the innovative and sustainable future of this vital industry in Bangladesh.

References

- [1] <https://www.crystalnetzero2050.com/>
- [2] <https://www.crystalgroup.com/post/117>