

Report On
Flaxen Group
Industrial Internship

By

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An internship report submitted to the Executive Development Center, BRAC Institute of Governance and Development (BIGD), BRAC University in partial fulfillment of the requirements for the degree of
Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)

Executive Development Center, BIGD
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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.

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Letter of Transmittal

Dr. Sheikh Touhidul Haque
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Subject: Industrial Internship Report

Dear Sir / Madam,

This is my pleasure to display my industrial attachment report on Flaxen Group, which I was prepared 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 Roman Khandakar
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Executive Development Center, BIGD
Brac University
Date: 10/30, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between “Flaxen Group” and the undersigned student at EDC, BIGD, Brac University.....

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Acknowledgement

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Academic Guidance and Expertise

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- **Sheikh Touhidul Haque Phd.:** For his expertise in supervision and his valuable suggestions regarding internship on knitwear industry.

A special thanks is also extended to **Mr Eusuf Ali my factory supervisor** for his assistance with allowing me to work with different team of the organization and collect their internal information with data to complete my internship and report.

Funding and Institutional Support

I gratefully acknowledge the financial support provided by **Government of Bangladesh**, which made the execution of the fieldwork/data collection possible. I also thank **Brac University** for providing the necessary resources and conducive environment for this research.

Colleagues and Research Community

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Executive Summary

Flaxen Group is a leading 100% export-oriented knit and woven composite textile and ready-made garment manufacturer in Bangladesh, recognized globally for its timely delivery, quality, and corporate compliance. Established in 2009, the group operates a LEED-certified, eco-friendly production facility in Gazipur, featuring vertically integrated setups for a controlled and efficient supply chain. This integration allows the group to offer competitive pricing and ensure on-time delivery to major customers in the United States, Europe, Canada, and Australia (e.g., JBC, ALDI, LIDL).

The primary manufacturing unit, Flaxen Dress Makers Ltd., has an annual production capacity of approximately 540,000 dozen garments, supported by a workforce of around 2,700, where females constitute 80%. The company demonstrates strong social and environmental commitment, maintaining an Effluent Treatment Plant (ETP), internal medical facilities, and an on-site child care center.

The operations are guided by strategic goals, including being a competitive, end-to-end apparel solution provider focused on sustainable manufacturing and customer satisfaction. The company is actively diversifying, with plans underway to expand into woven garments and linking sweaters by the end of 2025.

Internship observations across six key departments (Cutting, Sewing, Finishing, Merchandising, Quality, and Compliance) confirmed a highly structured and quality-focused operation:

- **Production:** Departments (Cutting, Sewing, Finishing) prioritize efficiency and quality, using modern machinery and systematic control points, such as the use of an AQL (Acceptable Quality Level) system for final inspection. A notable finding is the robust waste management system where fabric off-cuts are recycled into GRS/RCS certified cotton yarn, supporting sustainability claims.
- **Merchandising:** Acts as the strategic hub, managing the entire lifecycle from customer inquiry and costing (FOB, CIF, CMT) to product development, lab testing (physical and chemical), and final logistics/shipping document preparation (LC, PI, EXP).
- **Quality & Compliance:** The Quality department (QA and QC) enforces standards and SOPs throughout the process, ensuring product integrity. The Compliance department acts as the moral and regulatory shield, managing social (worker rights, safety), environmental (ETP, circularity/recycling), and customer-specific audits (BSCI, SEDEX) to ensure long-term viability and integrity.

The internship successfully allowed the application of academic knowledge from the PGD-KIM program, particularly in Industrial Engineering, Supply Chain, and Quality Management Systems, enhancing critical thinking and practical skills within a complex corporate environment.

Keywords: Knitwear Manufacturing; Vertical Integration; Export-Oriented; Garment Compliance; Supply Chain Management; Acceptable Quality Level (AQL)

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Chapter 01

1.1 Overview of the Industry

Flaxen Group is one of the leading 100% export-oriented knit and woven composite textile and ready-made garment industry in Bangladesh. The corporate office is in Uttara, Dhaka-1230 and production facility is in Meghduby, Gazipur, Dhaka-1710. In 2009 this group has started as a small family business and now they are doing multi type business and also been recognize globally for their timely delivery, quality products, corporate compliance and sustainability. Their production facility at Meghduby, Gazipur is eco-friendly and the building is LEED certified. The main business of Flaxen group is manufacturing and exporting of knit, woven garments and accessories globally like in United states, Europe, Canada and Australia. Here Mr Faizul Rahman Sarkar leading this group as Chairman and Mr Mohammad Zahid Kamal as Managing Director & founder and Mr Monjur Kamal as Director & founder.

Flaxen group has a vertically integrated setup for smoother supply chain, it's convenient for them to ensure comprehensive control and taking proper measure when required from raw material processing to finished products with expected quality. For the vertical integration, they are also offering best price levels with competitive manner globally maintaining customer's desired quality. As the supply chain is secured, they can meet customer expectation by securing on time deliveries too and which is also the reasons for repetitive business opportunities. In Meghduby, they have several business units, the primary one is Flaxen Dress Makers Ltd and another one is Flaxen Trims Ltd. During the visit of Flaxen product studio, in products portfolio I have found t-shirts, polo shirts, baby items, mother to be items, pants, trousers, jackets and sweaters. In addition, they are enriched with all kinds of modern machineries for the knitting, dyeing, printing, embroidery, sewing and all kinds of finishing operations. This factory setup is a fully compliant for all the running customers and also some major certifications are BSCI, SEDEX, RCS and OEKO-TEX. In their trims and accessories setup for the production of garments trims and accessories which are twill tape, elastic, printing, labels, tags, poly bags, gum tape and cartons.

At Flaxen dress makers ltd; yearly production capacity is around 540,000 dozen and with about approximate workforce 2700 consisting both male and female where female is about 80 percent. I have found an Effluent treatment plant, ETP to purify the waste water before to release in the environment to keep the surrounding safe. They have internal medical facility for the worker and even for their family members with free basic medications too. The most enjoyable place in this factory I have found is the child care center, very decent, well decorated and equipped with many toys to keep the child charm while their mothers are working and frequently coming to meet. They have an amazing infrastructure with a sophisticated power supply system for full time electricity supply to keep the machine running. To facilitate initial design, consumption management and product development they have a well-equipped CAD department. Currently their major customers are JBC, ALDI, LIDL, Chicco, Prenatal and so on. Gradually they are also increasing more customers by strengthening their self-sourcing capabilities as they have their own buying house at the corporate office facility.

1.2 Vision and Mission

I have analyzed Factory Profile of Flaxen Dress Makers Ltd and don't find their vision and mission statement. Also checked with their factory responsible and he is unknown about anything outside of the factory profile file provided. Below vision and mission, I have taken from google suggestion for initial and further may change as advise by my academic supervisor.

Vision:

To be recognized globally for innovative fabric solutions, contributing to the growth and prosperity of the textile industry while embracing sustainable practices and empowering employees to reach their full potential.

Mission:

To be a leading provider of premium-quality fabrics, fostering long-term partnerships with clients by consistently delivering exceptional products and services.

1.3 Goals and Objectives

Goals:

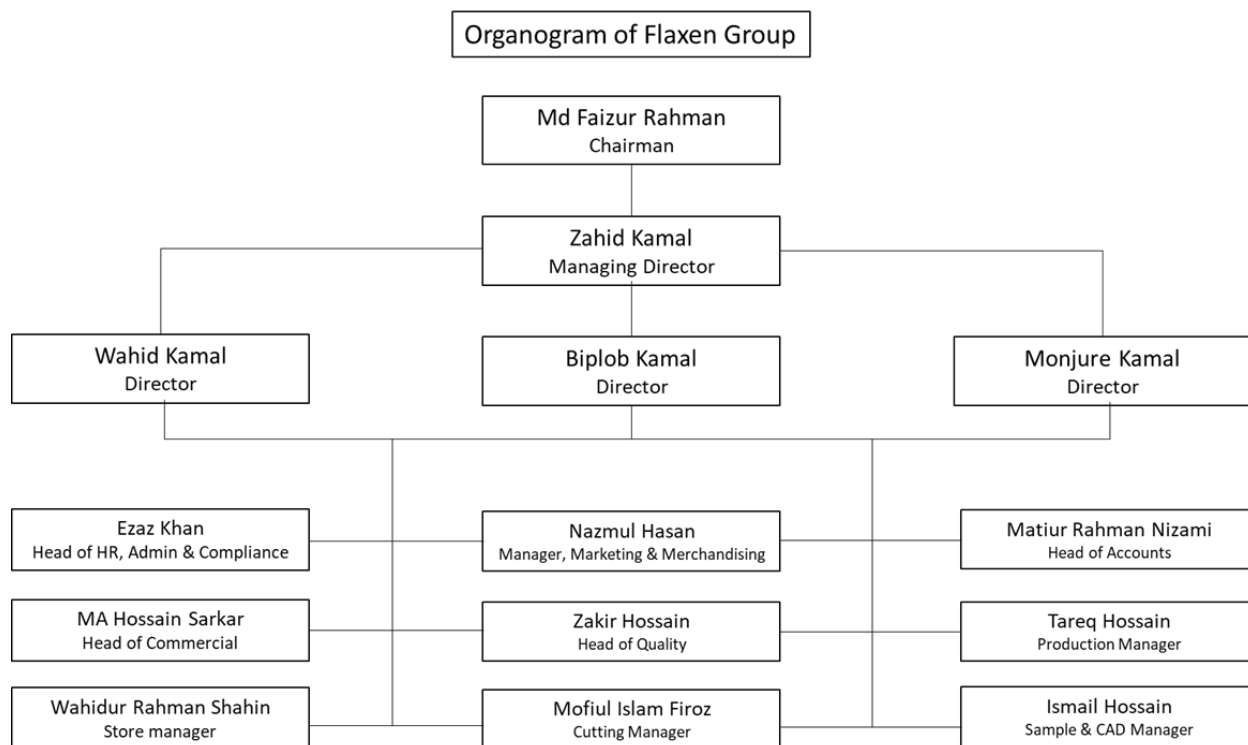
- Being competitive in global market
- End to end apparel solution provider
- Sustainable manufacturing unit
- Comprehensive services from sourcing of raw materials to logistic support
- Gain customer satisfaction

Objectives:

- Providing a composite manufacturing facilities to ensure full support from raw material to delivery of final products.
- Meet customer expectation by ensuring high quality products.
- Ensure experienced service for smooth operation and client satisfaction.
- Consistent business growth by exploring multi-dimensional capacity expansion and diversified product ranges.
- Focus on providing comprehensive services & high-quality output to build long term business relationship with customers.

1.4 Organizational structure, Organogram, Branches and departments

Flaxen group follows a functional based and traditional organogram. They are strongly managed by a well-equipped team member. Following organogram, I have found while in the internship period at their factory;



1.5 Products produced by the industry

Flaxen group is specially a knit based garments industry, they are using different types of fabrics like single jersey, double jersey, pique, waffle, interlock, terry, fleece and various construction of rib with some more fabric types. They have facilities for all over printing, screen printing, octopus machine printing, block printing, for sampling they have CAD facility too. Their another sister concern is Fariha Knitting and dyeing ltd located in Narayangonj, another industrial area of Bangladesh.

Among the diversified ranges of products, they are making t-shirt, polo shirt, jacket, rumper, all over for the kids along with some ladies and mother to be items. They are also preparing trims and accessories for their own use and also providing to some other manufacturers too. They are also extending their capacities for making woven garments and linking sweaters which infrastructures are under construction now and will be ready by end of 2025.

Flaxen group has already allocated land from their existing factory idle places, land preparation activities are completed and steel structures are also visible now. As soon the structures are handover done, they are preparing to move for production of other categories like woven garments

and linking sweaters. So, gradually they are planning to be a key player in apparel market by supplying quality apparels within reasonable price points to the different customers globally. As discussed with their management, they are happy to get recognition for their products and optimum customer satisfaction. In future they are also optimistic to launch some more new items to attract more customers and further business opportunities.

Chapter 02

I have visited six departments of Flaxen group during the internship period. These are Cutting, Sewing, Finishing, Merchandising, Quality and Compliance. Following the experience I have gathered during the internship;

01. The Cutting department of Flaxen

I have started my factory visit from the cutting department. This is the initial stage of value addition to the fabrics were in roll condition at the warehouse. I observed and found some skilled operators are working here with full dedication and seriousness to achieve the desired shape of the cut pieces followed by the marker paper. All the peoples were focused on their tasks and timelines for the completion. I have been introduced with key persons like Cutting Manager, In-Charge, Supervisors, some skilled cutting operators and Quality inspectors.

Kick off of the process officially when cutting department receives a complete file from the merchandising team, the CAD department and skilled operators are verifying the patterns, markers and fabric consumption to finalize the cutting plan. I was eagerly waiting to discover how they are working and what the machines or equipment they are using. I noted ten number of big cutting tables, different kinds of machines including automatic fabric spreader machine, round knife cutting machine, straight knife cutting machine and band knife cutting machines.

After receiving the fabric rolls from the warehouse, they opened and keep laid out for 24 hours as relaxation period. Relaxed fabrics are then fed into the automatic spreader. I get some knowledge that, based on fabric thickness or GSM, height of a lay should be considered 7.5 to 8.0cm as standard in terms of straight knife cutting machine plan. Once the lay is complete by automatic fabric spreader, marker paper spreads over the fabric lay carefully as per bulk approved pattern and secure the marker with lay by gum tape and clips perfectly. Once after cutting, sorting and bundling are done immediately where each and all parts are numbered individually and with unique code. This is a vital stage to prevent part shading and irregularity and also to avoid after wash puckering and twisting in category wise.

For neatness and cleanliness, the entire section is maintained under strict rules. There were Quality inspector, checking every stage of cutting carefully and adding QC Passed sticker. To meet customer desired quality, I have found quality control team very strict. They are always adhering to the standard to achieve right at first time quality products. Some other people's working in

Quality assurance are also playing more advanced role and preparing and establishing standard operating procedures SOPs.

I have noticed the most inspiring experience was solution for waste management. The wonderful recycling story was the leftover cut pieces called rag are sent to decompose back into fiber to produce recycled cotton yarn which are also certified by standards like GRS and RCS. These also allows retailers to claim for eco-friendly tag in their final products at shop.

My industrial attachment journey at cutting department turned into inspiring and informative through the best cooperation and professionalism of everyone I met there.

02. The Sewing department of Flaxen

Now I am in the heart of production; the sewing department. The cut panels from cutting departments are finally assembled here to give their final shape. I have been introduced with the Production Manager, several number of floors in-charges, line supervisors and massive workforce of sewing operators and helpers. Each sewing line is a separate unit and configured with different types of machines and specific production layout based on product category.

I noticed wide numbers of machines are necessary for garments sewing, the most common machines are single needle lock stitch, double needle lock stitch, over lock machine and also some other like Kansai and automatic welt pocket making machine. Some other machines are heating transfer for logo or leather or PU patch attaching and also for interlining placement. To keep the sewing line active, every process is working tirelessly.

I have watched a knit t-shirt making process, a single product starts from the last operator of the line of one process and passes to the next adjacent operator for the subsequent process to complete. Approximately ten to twelve separate process is necessary to complete a basic t-shirt.

Herein also I have found Quality inspectors who are randomly pulling some parts and checking very carefully to compare with the standard and also applying QC passed stickers. At the end of each sewing line there is output quality table. In the output quality table quality inspector is checking overall product quality including stitching, seam strength, measurement with the approved measurement sheet and the final outlook of the products with pre-production sample. The output table qc passed goods are then send to washing or packing based on the requirements and on the other hand some defectives pieces are sent of alter section for correction and fully rejected pieces are marked and stored separately which numbers are very less.

The production manager shared with us that in garments industry sewing floor is considered as the heart of all production considering its importance. At sewing production and efficiency is quantified by pieces per hour. This type of calculation is applied in every single process and also in the final output too. There was a systematic competition displayed in a digital screen where constantly updates the line wise hourly production. Top performers are being selected like operators or line supervisors and are awarded, which making the competition highly motivating and inspiring among all the peoples working in the sewing production floor.

I have spent a bit extra time in the sewing production floor and felt that all the person were very much cooperative throughout my whole visit.

03. The Finishing department of Flaxen

My next visit in the finishing department where final touches are given to the sewn products. Here sewn garments are transformed into merchandise as ready for dispatch to ship out towards the destination. After the sewing operations done, products are checked by quality department, some are sent to wash and some are directly in finishing. To make the products sellable by adding trims and accessories followed by the customer requirements during order confirmation is the prime goal of finishing department.

The first stage of finishing when garments are coming from wash or over dyeing or direct to finishing is ironing these properly to remove the crinkle marks and make straight. There were numbers of skilled and efficient iron operators are doing same task and remove almost all the crinkles mark as well as uneven areas using proper steam ironing. Next and another critical step I have found is ensure cutting of all the uncut threads. More than one inch or longer any uncut threads are considered as major defect during final inspection, so it's highly important to remove all of them properly. This is usually for ensuring a clean and neat garment presentation.

The next operation is packaging, here the operators are folding the garments very precisely following the pre-advised customer guidance which are being approved by merchandising department. After folding, I have found they are inserting various types of tags like price tag, PT/IT stickers, composition tag and eco-labels like environment friendly, handmade or recycled. The folded garments are then insert into a poly bag, there are some specific prints, perforations and poly stickers to recognize the goods in warehouse or in the shop. In case of some premium customer even need a blister poly pack with super dryer where multiple individual poly pack items are placed inside the larger size of blister poly pack.

Now the fold goods are ready for cartooning. According to the packing list provided by the merchandisers made manually or get from the customer system. Here it's clearly specified the number of pieces, poly pack, blister pack or dry desiccants in a carton. The carton is closed with some special type of brand gum tape or transparent gum tape as per customer requirements and finally there is shipping mark sometimes in two sides or in both four sides to recognize the name of customer, shipper, type of goods, net weight and gross weight, which side is up, size and volume of a carton, recyclable or not, country of origin and name of the destination port and much more information as per customer advises. During carton, there are some sort of packing advises like solid size solid color, solid size assort color, assort size solid color and assort size assort color which are means if size and colors are solid, same types of goods are to be placed in the poly or carton, on the other hand if advise is assort than mixing of advised sizes and colors will took place in the poly pack and carton.

After the cartooning, finishing department start updating to the merchandising department to finalize the packing list and then offer the packed goods for final random inspection. All the departments are alerted and concerned about the final inspection as this is the last stage to get

approval from customer to move on shipment of the goods. I was present in a final inspection where find some QCs are preparing the inspection plan based on the packing list and selected cartons randomly by his seal and sign to mark for taking in the final inspection room. I came to know after discussion with QCs that, the inspection method is acceptable quality level, AQL which certainly the most common inspection method globally. Simply I understood that, AQL is a statistical sampling method where QC inspectors select a sample quantity considering the total number of cartons or goods for checking it one by one. This system defines maximum acceptable percentage of defectives items. There are two types of defects considered, major defects and minor defects.

An issue that would significantly reduce the product's usability or sale ability is considered as major defects, for example- hole or broken zipper etc.

Whereas a slight deviation is unlikely to affect the products performance or form but affect the normal outlook or appearance of the goods are termed as minor defects, for example-tiny smudge or uncut threads below one inch.

At Flaxen finishing department I have passed a very quality time to understand how goods are presented nicely before to ship out and how procedures are followed in the last stage to ship out the goods with fulfillment of necessary all requirements.

04. The Merchandising department of Flaxen

One of the most anticipated tours for me was the merchandising department which is considered as the strategic hub of ready-made garments business operation. We needed to secure appointment for their critical nature of work to spend some times with this department and it was really worthy. At the beginning in merchandising department, I was just observing their activities and way of working. All the team members are so much passionate and busy to manage the complex type of tasks. Finally on the last two days, I was getting in touch with one team of among five to work with them closely.

Here in I have witnessed the vast process, a new query begins with a product inquiry from an existing or new customer. After receiving a comprehensive technical package which usually considered as the blueprint of products which are being asked to develop. I have seen the documents which contain design pictures, composition of fabric, required weight like GSM, type of wash, size ratios, the details measurement sheet with pictorial guidance on how to measure, the bill of material or BOM sheet and packaging instructions.

The collaboration starts with sitting the merchandiser with auto-CAD section to finalize the fabric consumption. Meanwhile, merchandisers work on sourcing fabrics, trims and accessories, requesting for price quotation from their suppliers. Then the merchandisers check with the industrial engineering, IE department to determine the cost of making, CM. Adding the cost of fabrics, CM, trims and accessories they prepare the cost sheet to share final price quotation to the customer in customer preferred terms like FOB, FCA, CIF, CMT and so on. There are often several rounds of negotiation, when the price is confirmed, they are going ahead with product development or sampling phase where first they submit fit sample or proto sample with all the available, then

sales man sample or SMS with almost all actual and finally pre-production sample or PPS with all actual.

Now it's time for bulk production kick-off, once the pre-production sample or PPS is approved, purchase order or PO sheet received and signaling the start of bulk production. I have seen merchandisers are raised proforma invoice or PI considering the agreed terms and the PO sheet information. This PI document contains every detail like description of goods, date of delivery, port of loading and discharge, payment terms, incoterms, validity of the PI, advising bank details and date of shipment to issue the letter of credit or LC. As soon the master LC is opened, merchandiser get the swift copy to check with banking and commercial department if everything is okay to finalize. Immediately I can see that, merchandisers are placing booking for fabrics, trims and accessories and asking suppliers to issue PI for opening the back-to-back LC. The projected date of inhouse materials for the booked items against an order are approach, I have seen that the merchandisers are sitting with the production and planning department to finalize the full production schedule and checking with the time and action plan if its matching or not. Once everything is in housed, production starts in full face to meet the shipment date.

Merchandisers need to handle another external core activity like lab testing in buyer approved laboratory, in some cases few tests are inhouse, few are in Bangladesh and few are in overseas like in India, China or any other destination. I gathered information that, two different types of tests are being performed, physical and chemical tests.

Physical tests are to evaluate the garments durability like tensile strength, seam strength, bursting for the knitted items as well as performance tests like pilling, colorfastness to washing and rubbing. While chemical tests are entirely focused on product safety and compliance, checking the which are hazardous like banned substances, azo dyes, formaldehyde and heavy metals as standardized globally.

Finally, after getting QC passed report, test pass report from the lab, merchandisers check with the commercial department to prepare and finalize essential shipping documents like commercial invoice, packing list, bill of loading and export permission or EXP form etc. Now it's time to ask the logistics department to arrange vehicle based on the volume in cubic meter or CBM. I came to know another information that; one twenty feet container can accommodate 28 to 30 cbm of goods where one forty feet standard container available space is 55 to 60 cbm. According to the vessel cut off plan from the forwarder and shipping line, factory dispatched the goods form factory to handover in the loading port Chittagong for sea shipment.

Even though, everyone was so busy to work, I have found the merchandisers are so much cooperative and helpful which make the most complex department tour so enjoyable.

05. The Quality department of Flaxen

I have spent another week at quality department of Flaxen group. Quality presence at Flaxen I've found very constant and in every stage of production to secure what is customers are expecting. I have found two functional team under quality department; these are quality assurance, QA and quality control, QC. Here quality control or QC involves in the hands-on inline or final random

inspection in the production floor during production or in final inspection room. On the other hand, quality assurance or QA are playing more strategic and advanced role by preparing and establishing standard operation procedures, SOP across almost all process. That is from the theme about securing product quality from the beginning rather in controlling in the inspection.

I have observed clearly that quality departments always put their best efforts across the whole factory and confirm the standard in place.

In cutting, I saw the quality team to verify the marker and consumption data with measurement and then adding QC passed stickers to move on next process. They are also ensuring the sorting, bundling and numbering properly to avoid costly defects like twisting and puckering in the last moments of production.

In sewing, I have found multi checking layer by the quality department. There were process quality inspectors who are randomly auditing the parts in mid of the sewing line. The output quality table was the most immense area of quality checking I noticed there. Here inspectors are checking with responsibility for the finished product, correct stitching with required stitch per inch, SPI, seam strength, final measurement against the measurement sheet and overall final look with the pre-production sample, PPS.

In finishing, I found in each and every area the activity of the quality department was noticeable. They were imposing and securing zero-tolerance policy for the uncut threads and all visible flaws. Most significantly, in final random inspection quality department plays a vital role. They were making AQL chart based on the offered quantities, doing inspection of the goods, determining the major and minor defects and sharing with top management and the buyer representative to finalize if the goods are acceptable or not which one seems so crucial from my side.

As I have explained earlier about major and minor defects, major defects are issues like a hole or broken stitch that make the product immediately unsaleable and I understood why they are so strict on such defects. While minor defects like tiny spot or uneven stitch which are slight deviation but products are saleable. Too many of minor defect will fail the batch. This system is less about perfection and more about statistical confidence, and I found that concept fascinating.

At the end of my visit with quality department, I have found all the concern personnel are so much transparent and cooperative with my questions despite their high work pressure. I leave this department with the confidence that the products which will be shipped out from Flaxen will truly meet the desired customer expectation in terms of quality.

06. The Compliance department of Flaxen

The compliance department I have found and realized is specifically working for managing the human and ethical side of the business operation at Flaxen group. There is too much complexity but compliance department is acting truly with moral compass and regulatory shield.

I have noticed that compliance department is working in three-fold like social compliance, environmental compliance and customer compliances. For social compliance, they are ensuring worker rights, fair wages, health and safety measures. In environmental compliance part, they are managing waste, energy and usage of water responsibly. While in case of customer compliance,

they are strictly adhering to brand specific codes of conduct and audit protocols after certain interval like BSCI, SEDEX and OEKO-TEX which they are maintaining.

Compliance department are not making garments or contributing to the production directly but they are working to manage risks and maintaining integrity to preserve business licenses and customer relationship.

As a 100% compliance factory Flaxen group has the medical center and child care center, where these are operating efficiently for conforming company's commitment to it's massive workforce. I also came to learn that, compliance department is directly responsible for securing transparent labor practices and also managing accurate payroll and grievances. The entire facility was aware of strong fire safety protection. They have well equipped fire detection system in place and advanced fire protection system to control any sudden fire incident.

The compliance department also playing roll on the circularity of production as a part of sustainability story. I have also gained deeper understanding about the critical way of waste management system. The cut pieces of the cutting department were being converted to recycled cotton yarn are not just material but also these are compliance asset. They are also arranging RCS and GRS audit yearly and allowing brands to promote their products with eco-friendly recycled labels. The compliance department have explained very nicely how the recycling procedures are being documented and audited, so discovered that, sustainability is a mandatory compliance requirement driven by the brands and consumers.

I have nicely discovered the demonstration of compliance department's highly structured, systemic force that ensures the long-term viability of the company. I leave this department with clear understanding and great level of satisfaction and every step of the garment's lifecycle from the safety of the machines to the ethical origin of the fibers. The level of cooperation and adherence to SOPs across the entire factory is clearly a reflection of the dedicated training and diligence enforced by the Compliance Department at Flaxen group.

Chapter 03

3.1 Application of Generic and Industry specific courses during internship

I have minimal ideas about the functions and operations of various department of a ready-made garments industry before starting my Post-Graduate Diploma in Knitwear Industry Management, PGD-KIM at Brac University. This industry specific program is highly effective in providing me a broad understanding of almost all the factors of a knitting industry which are been fulfilled through the industrial attachment at Flaxen group. This knowledge was incredibly beneficial, not only during my internship but also for my overall professional development. Throughout the internship at Flaxen group, I made a conscious effort to link the concepts I have learned in the classroom to actual industry practice.

I have discovered the strategic application of generic and transferable skills learned through academic modules and find big application of leadership, critical thinking and industry understanding during the recent industrial internship. The basic knowledge gained in

communication skills, Human Resources Development, HRD and Business operation skills helped me out the robust framework for navigating complex corporate environments.

While in the communication skill course, I get the essential toolkit to engage with internal and external stakeholders seamlessly and also reducing potential friction into cooperation and collaboration to overcoming the challenges. Constructive communication and bargaining with the intra and outer stakeholder let us to eliminate conflict and solve problems effectively and efficiently. The effective spoken communication was utilized in different meetings ensuring alignment and minimizing errors. I have also learned to handle conflict management by mediating the minor disagreements over allocation of different resources. I have applied extensively my written communication skills in emailing and formal reports generation which significantly improved rapid responses and overall operational efficiency.

Through the Human Resources Development, HRD specialized modules, helped to enable immediate value creation in human resources department. My enhanced leadership abilities, derived from understanding motivational theories, allowed me to effectively lead a small cohort of temporary staff.

In my analytical skill and competencies course, I have learned to analyze various factors in different ways which helped me a lot to analyze some raised issues during internship and solved in different ways which has been appreciated by the factory personnel of industrial engineering department.

Beyond these generic foundations, the internship provided direct involvement in areas tied to my specialized curriculum: Industrial Engineering, Supply Chain, Costing, Production Management & Merchandising, and Quality Management Systems. My work in the Industrial Engineering department benefited immensely from the related course, gaining practical clarity on principles like lean production, work study, micro-motion analysis, and motion economy, which I immediately sought to put into practice. The Supply Chain Management module was particularly valuable, allowing me to apply concepts such as the Economic Order Quantity (EOQ) model, along with other critical supply chain theories. Furthermore, the Quality Management System course was key for my time in the Compliance department. It deepened my grasp of ISO standards and their implementation, as well as the importance of sustainable certifications and ethical production practices. Finally, the comprehensive knowledge from the Production Management and Merchandising courses was directly applicable and highly beneficial during my entire tenure at Flaxen Group, linking product development and planning to execution.

The synergy between academic preparation in both generic and specialized disciplines and practical experience underscores the depth of my contribution. The generic skills built the collaborative and foundational structure, while the specialized skills provided the technical expertise necessary to execute complex tasks. Collectively, these skills ensured a comprehensive, productive, and successful professional internship.

3.2 Suggestion for Industry improvement (Based on Internship)

Flaxen group is a reputed group with good track record for quality, sustainability and on time delivery achievement among their all the customers. I have an opportunity to discuss with one of their big customers and the compliments about the company were really inspiring. Moreover, from my side I have found some areas where Flaxen group can bring some more improvements to perform more.

During the floor visit in sewing production, I have noticed some repetitive tasks which are also doing the operators manually. As these are always constant like making loop Flaxen group can check with the machinery suppliers if this process can be automated. Currently they are doing it manually with less efficiency but automate can increase the production, secure quality as well as impact positively in overall production of this industry.

I have a meeting with their managing director, where I have also proposed to use VLOOKUP formula of excel to reduce individual tasks. Their managing director asked their merchandising manager to sit with me and to understand how the VLOOKUP works and how can contribute to their existing works. Initially they were facing some sort of difficulties but as soon they get familiar with the VLOOKUP and its advantages, they start to become happy and thanks me later for the nice improvement in their daily way of working.

Flaxen group also using decision plus enterprise resource planning, ERP software in their whole manufacturing but I didn't find the full and proper utilization in all the areas of each department. Seems people need to train more and some small module need to add with the enterprise resource planning, ERP software to make it more workable. Inventory can be more accurate and transparent, work in progress, WIP can be identified and minimized by ERP module very easily and efficiently. Flaxen group, they already do have better sustainability practices in place. They have so many resources and capabilities to take the best practices of sustainability. The recycling process of the cutting table waste or defected garments can be more visible and prominent by taking some more sustainability challenges. They can also offer to customer from different areas of the world, if the used goods can be brought back in Bangladesh, decompose and make recycled yarn, it will be easier for them to draw global attention and will be a very good example too.

I will also suggest them to increase presence of the digitalization and management information system, MIS. Sometimes customers need to wait a long to get the inhouse status of raw materials and production scenario. They can update the system so that customer can have access from remote areas to get the information is required.

I am very happy with their overall performance, fulfillment of these can let them to explore more.

3.3 Learning for self-improvement

The transparency, integrity and seriousness were great learning for me to utilize as self-improvement while doing internship at Flaxen group. I have been introduced with almost all core operation of all the departments which all are almost new to me. So, way of working, modern machineries and reporting system of cutting department will help me for self-improvement. While in the sewing production, I have gained some points of improvements like Kaizen process improvement, this is basically a continuous improvement process where a team always seek for improvement of any process more and further. So, this way of consistent improvement mindset can bring big changes in almost all the way of work in garment manufacturing process.

I have also been able to identify my strength and weaknesses while working with different peoples and departments, so the identification and further measure of improvement by myself can lead to my career more successfully. I have also gained some digital proficiency like how to operate computer aided design CAD for pattern and marker making, verification of consumption to proceed with bulk production and so on. The garment industry is rapidly adopting digital technologies for automation and efficiency, making these skills highly valuable and will help me out in future in a large extent. I have also deepened my understanding of textiles by learning more about textile fibers, yarn, fabric construction, quality control, different types of social, compliance and structural audits. I have also explored some concepts practically like lean manufacturing, the PDCA for plan, do, check and act, and about the quality control tools used in garments manufacturing industry.

In terms of professional improvement, I have noticed drastic improvement in my communication, coordination and collaboration with my stakeholders. I have studied the business sides of a company practically including global awareness, supply chain management, financial principles, and data analysis. Understanding of these factors will help me make more strategic decisions in my workplace. The industry is constantly evolving, with new trends in technology and sustainability. Stay up-to-date with industry and embrace design thinking and innovation can lead to progress my career in upcoming days.

I am still maintaining close follow up with my supervisor and colleges that let me to grow my professional network. I am also connecting with the other intern, attending different kinds of events arranged by the factory and also joining with them over LinkedIn to keep exploring my professional network.

After the PGD-KIM and industrial internship, I am re-thinking about my career strategy. Refining my resume and portfolio highlighting the skills and accomplishments. With clear understanding of my interest, expertise and accomplishments, I am focusing on my job search on some specific roles aligning my passion.

Chapter 4: Conclusion

I was thinking to get a post-graduation program to improve my technical and professional skills from a reputed university. From my university group, I have found a circular under Brac University for PGD-KIM that draw my attention. I was trying to understand if I am suitable for this course and also if the course will fulfill my expectation of a post-graduation degree.

The Post Graduate Diploma in Knitwear Industry Management, PGD-KIM is a 12-month program offered by the Executive Development Centre, EDC at the BRAC Institute of Governance and Development, BIGD of BRAC University. The program is supported by the Skills for Industry Competitiveness and Innovation Program, SICIP, and Skills for Employment Investment Program, SEIP under the Finance Division of the Ministry of Finance. The program costs nothing as a fully funded program and focuses on providing managers and fresh graduates with the skills to lead in the knitwear industry through a curriculum that includes both generic and industry-specific subjects, followed by a 3-month industry attachment. The total duration is 12 months, with classes held on Fridays, Sundays, and Wednesdays.

I have applied in September 2024 and the written admission test held on October 2024 also the interview at BRAC University campuses. After being selected, I got admission without any costs and completed two terms as generic courses and third and last term is industrial internship for 66 days. My internship was at Flaxen group located in Meghduby, Gazipur, a nice factory with very good working condition.

After complete of my generic courses and industrial internship program, I have found myself in a new look. It's really a new call of my professional life. The faculties and the supervisors let me to grow with self-confidences. The core learning is everyone have the leadership in mind and can be discovered by perfect transformation of education system and working environment. I appreciate educational environment of BRAC University, their faculty, Flaxen group and the Government of Bangladesh to ensure my funding to complete my Post Graduate Diploma in Knitwear Industry Management, PGD-KIM.

THE END