

Report On
Blue Planet Knitwear Limited.
Functional Overview of Key Departments

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
November, 2025

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Declaration

It is hereby declared that

1. This internship report was exclusively written for PG D-KIM at Brac University.
2. This sums up the practical knowledge, opinions, and insights I gained during my internship at Blue Planet Knitwear Limited when I was a student at Brac University.
3. To the best of my knowledge, all information, analysis, and opinions included in this report are accurate and genuine.
4. This report has not been submitted to any other institution or organization for academic or professional purposes prior to this.
5. I have properly cited all sources used during my study and research.

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Letter of Transmittal

Md. Muslim Uddin

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Subject: Internship Report Submission on Blue Planet Knitwear Limited.

Dear Sir,

It is my pleasure to present the detailed report on Blue Planet Knitwear Limited, and I have developed the following report as directed by you. It was wonderful for me to be able to offer you this report. For the preparation of this report, I took help from both Primary & Secondary data. I've picked up a lot of knowledge and wisdom along the way. I have endeavored to keep the report as clear, short as possible and all relevant information including recommendations are provided above.

I am only hoping the report will be as you expect. Thank you for mentoring, inspiring, and helping me all the way along this academic journey as my academic supervisor.

Sincerely yours,



Md. Limon Hossain

Student ID: 24281063

Executive Development Center, BIGD Brac University

Date: November 13, 2025

Non-Disclosure Agreement

The undersigned student from the Executive Development Center at the Brac Institute of Governance and Development, Brac University, represents the Second Party in this agreement. First Party, Blue Planet Knitwear Ltd., developed and signed this agreement. The First Party has substantially met the three-month internship requirements for the Postgraduate Diploma in Knitwear Industry Management for the Second Party. During the internship, the Second Party will have access to official company information and the opportunity to interact directly with company officials. The Second Party will prepare an internship report based on the work experience and data collected throughout the internship. All information and data obtained will be used purely for educational goals, while protecting the confidentiality and interests of the First Party.

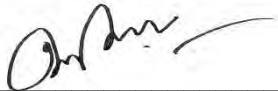
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Acknowledgement

First of all, I would like to thank Almighty Allah for the blessing that have helped me completing this report.

I would like to also express my gratitude for all those who shared their information and instructed me for producing this report. Initially I'd wish to thank BRAC graduate school for enlightening me over the amount of my PGD in knitwear industry management.

I would rather thanks Mr. **Md. Muslim Uddin**, Senior Trainer, PGD-KIM, BIGD, and BRAC University for providing me with the correct guidance to complete this Report. I need to thank Mr. **Khan Md Al Farabi**, Manager, Merchandising & Marketing. For guiding me throughout the program. I might prefer to thank the entire Merchandising team who helped in completing my assigned tasks and helped me learning the procedures of these helped me to induce a far better view about this world and to beat any challenge given to me.

Executive Summary

As part of the Post Graduate Diploma in Knitwear Industry Management, I obtained practical experience across numerous important departments. Blue Planet Knitwear Limited is a sister firm of the respected Blue Planet Group, well-known in the RMG industry. The firm specializes in exporting 100% completed items, including seamless T-shirts, joggers, and children's clothes. With a trained staff and a solid merchandising team, the plant has progressively expanded its order volume, principally supplying markets in Europe and the USA.

Throughout the internship, I concentrated on learning the daily operations and duties of seven departments: Marketing & Merchandising, HR & Administration, Industrial Engineering, Planning, Fabric Technical, Store & Inventory, and Commercial.

This report attempts to show the ways different departments operate to contribute to the company's success while revealing prospects for progress. It also reflects on my personal development and professional advancement over this fantastic internship.

Keywords: Global Apparel Market, Knitwear Industry Management, Export-Import, Seamless, Marketing & Merchandising, HR & Admin, Industrial Engineering, Planning, Fabric Technical, Store & Inventory, Commercial.

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List of Acronyms

BPG	Blue Planet Group
NPT	Non-Productive Time
BPKW	Blue Planet Knitwear Ltd.
LC	Letter of Credit
RM	Raw Materials

Chapter 1: About the Organization

1.1 Industry Overview

Bangladesh is a South Asian country with a population of roughly 164 million. Its economy has changed a lot in the last 40 years. Agriculture used to be the main sector, but now the textile and garment industry is the main driver of growth. Bangladesh exported items of USD 46.99 billion in the fiscal year 2022–2023. The ready-made garment (RMG) sector alone brought up 84.58% of all export earnings. The industry makes for around 11% of the country's GDP and directly employs about 5 million people, hence it is the backbone of the economy (“BGMEA | About Garment Industry of Bangladesh,” n.d.).

Blue Planet Group (BPG) is a Bangladeshi company that works in textiles, aviation, hotels, and banking. It was founded in 2008. Textiles are still the key part of its company, and it does everything from spinning and knitting to dyeing, finishing, garmenting, and making accessories. Blue Planet Knitwear Ltd. makes roughly \$71 million a year and 2 million pieces a month. Lingerie units make 3 million pieces a month and recorded exports of \$16.8 million in 2023. Textile and Accessories Unit bring in an extra \$16.8 million and \$4 million a year, respectively. This brings the group's total number of employees to more than 7,500 (“BPG - Blue Planet Group,” n.d.).

BPG runs Sky Capital Airlines Ltd in the aviation industry, The Palace Luxury Resort and Green Planet Resort Ltd in the hospitality industry, and has interests in financial services (“BPG - Blue Planet Group,” n.d.).

1.2 Vision & Mission

Vision: To be an excellent quality and sustainability wise value adding business partner in textile at the global level.

Mission: We aim to be known as the most reliable textile solution provider in Bangladesh emphasis on quality, sustainability and timely delivery (“BPG - Blue Planet Group,” n.d.).

1.3 Objectives & Goals

Blue Planet Group (BPG) aspires to achieve sustainable growth, operational efficiency, and social responsibility. By 2027, the company wants to source 80% of cotton ethically, integrate 50% recycled polyester, cut water use per unit by 25%, and minimize greenhouse gas emissions by 20% (“BPG - Blue Planet Group,” n.d.). BPG stresses energy efficiency and renewable energy, including a 5.5 MW rooftop solar system and deployment of steam recovery and exhaust gas boilers. Wastewater treatment systems are designed to enable up to 70% water reuse, enhancing environmental compliance and resource conservation.

1.4 Organizational Structure

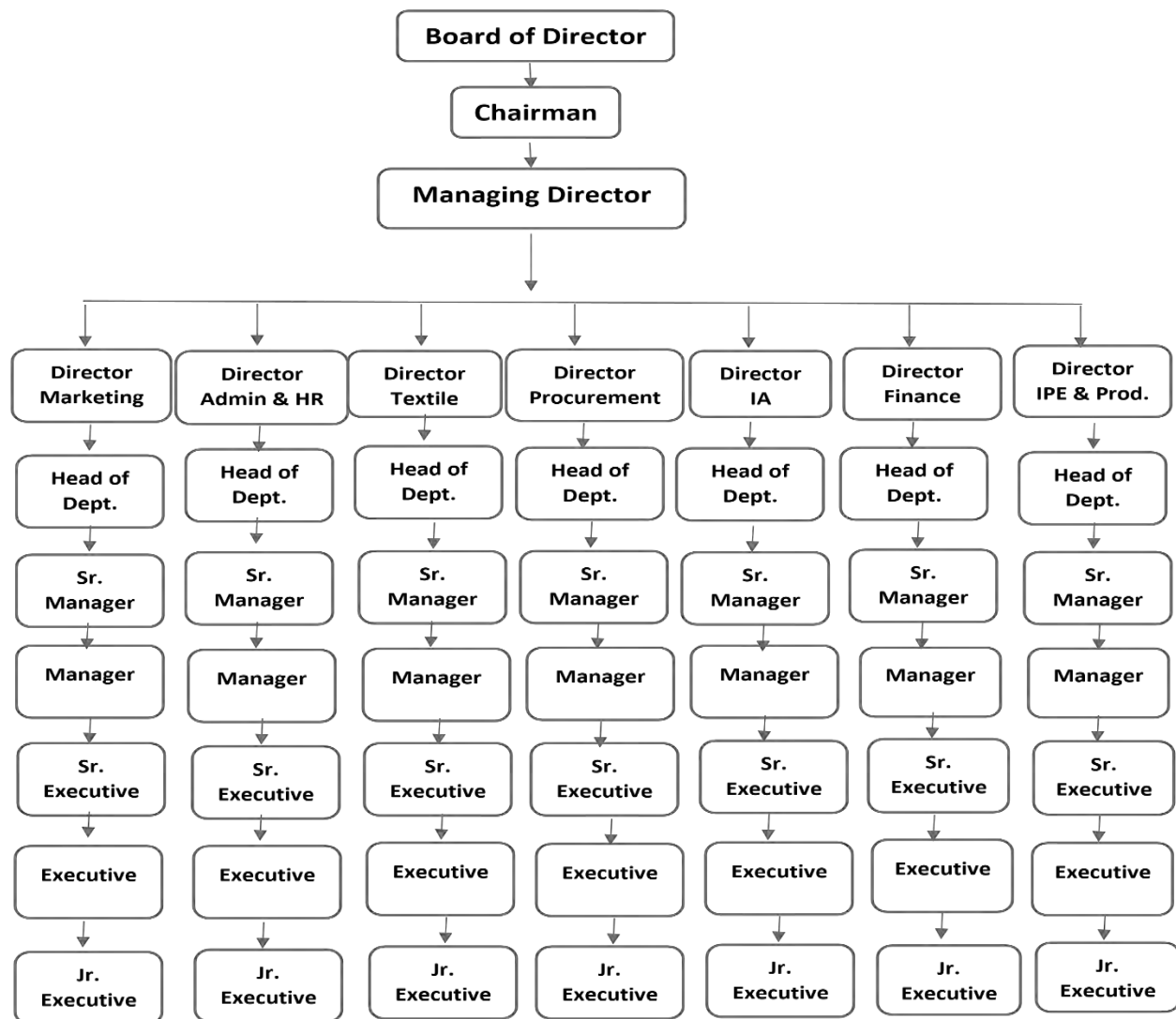


Figure 1: Organizational Structure of BPKW.

1.5 Concern of the Group

1.5.1 Textile Division

- **Blue Planet Knit Composite Ltd.:** This facility is a complete knit composite manufacturing built on a 29.10-acre land in Mawna, Gazipur. Considered as Country's first nylon fabric factory, marking an important milestone in the country's textile sector.
- **Blue Planet Knitwear Ltd.:** Established in 2009, this company specializes in making high-quality knitwear. With a management team of industry specialists, it has become a favored partner for global clients seeking world-class textile manufacturing.
- **Blue Planet Fashion Wear Ltd.:** operates in the creation of lingerie, delivering world-class items that match to worldwide standards.
- **Color & Co Ltd:** concentrates completely on sportswear production. This plant is nearing completion with a monthly manufacturing capacity of 2.7 million units.
- **Badar Spinning Mills Ltd. & M. M. Spinning Mills Ltd:** Active in yarn spinning, providing substantial raw materials for the group's textile production operations (“BPG - Blue Planet Group,” n.d.).
- **Blue Planet Accessories Ltd:** This firm focuses in manufacturing textile accessories, complimenting the group's clothing production skills (“BPG - Blue Planet Group,” n.d.).

1.5.2 Aviation, Hospitality, Financial Services

- **The Palace Luxury Resort**, located in Sreemangal, reflects the group’s strategic development into the hospitality business. By delivering premium accommodations and high-end services, this segment diversifies the conglomerate’s revenue sources beyond aircraft, catering to an upmarket audience.
- **CAPM**, the group’s investment banking affiliate, supplements its core businesses by supplying specialist financial consulting and capital market services.



Figure 2: Serving Customers Across Geographies.

1.6 Certifications and Industry Recognitions



Figure 3: Certifications and Industry Recognitions.

1.7 Customers of BPKW



Figure 4: Major Customers of BPKW.

1.8 Product Range



Figure 5: Product Range of BPKW.

1.8.1 Menswear

This section includes a variety of garments designed for men, such as:

- Basic T-shirts
- Sweaters and pullovers
- Casual and formal shirts
- Jackets and hoodies
- Bottoms like trousers and shorts
- Robes and other specialty items

1.8.2 Womenswear

The womenswear range features:

- Tops and blouses
- Sweaters and cardigans
- Dresses and skirts
- Pants and leggings
- Fashion-forward designs for different occasions.

1.8.3 Kids wear

The kidswear segment offers a wide selection of clothing for children, including:

- T-shirts and tops
- Dresses and frocks
- Shorts and pants
- Outerwear like jackets and coats
- Infant wear and rompers

1.9 Revenue Generates By BPKW

BPKW's sales have steadily risen from \$66 million in FY23 to a projected \$72 million by FY28. This steady growth shows that the company is in a strong market position, runs smoothly, and is truly dedicated to providing high-quality products to customers all over the world.

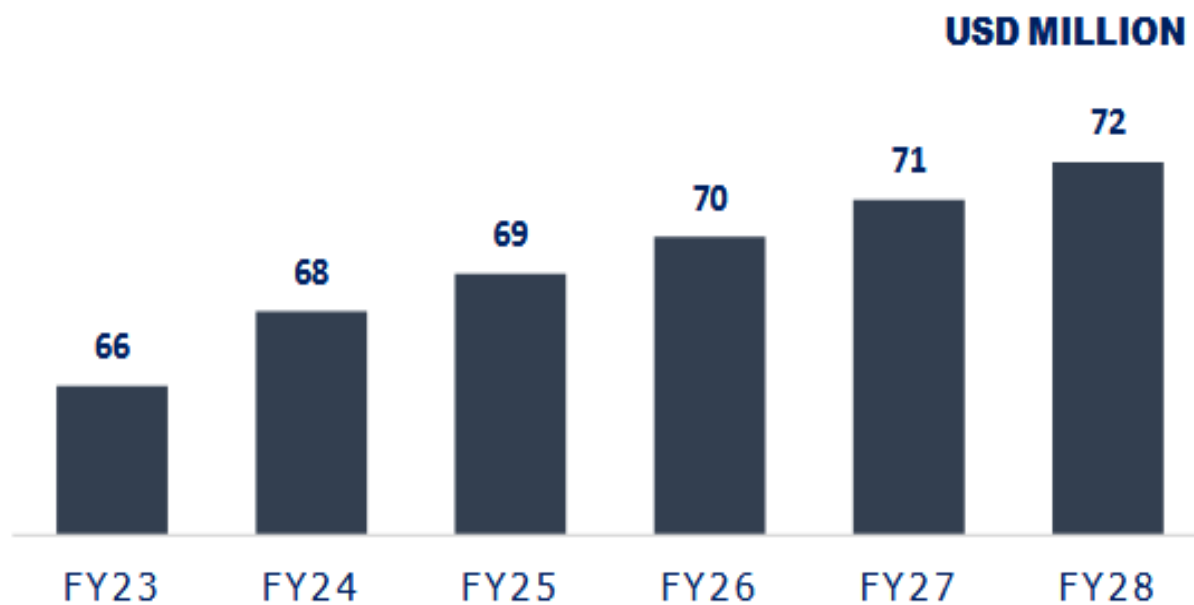


Figure 6: Revenue Generates by BPKW.

1.10 Manufacturing Capacity and Capabilities of BPKW

Based on a firm foundation of modern production facilities and a highly qualified team, provides continual quality and efficiency throughout every stage of the manufacturing process. Operational strength reflects a real attention to precision, sustainability, and quality in the global garment market. Employs 2,200 passionate experts, including seasoned operators, quality controllers, technicians, and support workers. Each individual plays a crucial function in guaranteeing timely delivery and preserving international quality standards throughout the production process.

BPKW's Production facility comprises 1,200 modern sewing machines, featuring a combination of high-speed flat, overlock, and specialized machines. These machines are deliberately spread over several lines to ensure optimum workflow and boost efficiency.

With this infrastructure, BPKW maintains a monthly manufacturing capability of around 2 million pieces of knit clothing. The factory's flexible line architecture allows effective handling of both bulk and style-diverse orders for global buyers, providing competitive lead times without compromising quality.

PRESENT NUMBER OF EMPLOYEES

2200



NUMBER OF SEWING MACHINES

1200



PRESENT CAPACITY OF THE COMPANY

2M/month



Figure 7: Capacity and Capabilities of BPKW

Chapter 2: Description About Task Accomplishment

This chapter presents the practical implementation stage of the internship, outlining the rotational schedule and the operational responsibilities carried out across six key departments within the organization. Over a period of 67 days, the program offered comprehensive exposure to the diverse functions essential for managing a contemporary knitwear manufacturing business. This included administrative activities at the Head Office (HQ) and process-oriented tasks aimed at enhancing efficiency at the factory unit (BPKW).

2.1 Task Overview of HR & Admin Department

2.1.1 Major Roles of the HR & Administration Department

- Post of Vacancy, Resume filter, Interview scheduler and hiring.
- Complements to all joining formalities, produces ID cards, maintains personnel records and company policies are introduced for new recruits.
- Maintain the company staff daily attendance records, and process staff leave application.
- Calculate pay, overtime and bonuses for payroll submissions and disbursements in a timely manner.
- Salary and benefits coordination including insurance, allowances and statutory employee benefits.
- Kicks off the coordination on training programs, engagement and work culture activities.

Time spent in the HR department showed how important it is for keeping the office running smoothly. HR staff handle a lot of day-to-day tasks, including payroll, employee relations, recruitment, security, and administrative work. Seeing their work up close revealed how proper HR practices make the workplace more positive and keep employees satisfied.

2.1.2 Recruitment Process Followed by the HR Department

- The HR post the job in Bdjobs and other sources.
- All resumes received are submitted to a database, downloaded, reviewed and screened for basic qualifications & job requirements.

- HR talks to the Department Head of shortlisted profile to ensure whether they are suitable.
- A short list from the eligible candidates is made from HOD's feedback.
- HR schedules the time for interviews based on HOD's schedule and approaches the candidates to ensure they are available.
- An interview is conducted by the panel, that is HR representative and HOD concerned.
- Following the interview, panel fills out and gives the evaluation form to HR for recordkeeping.
- HR obtains required internal endorsement to proceed with the chosen candidate.
- HR makes the job offer and confirms acceptance by the candidate of choice.

Primary task, involved verifying employee attendance records for two consecutive days, starting from the entry-level staff and progressing upward. Payroll calculation is a critical HR function at the end of each month, and I performed this task using the organization's internal system, Blue Space. After importing attendance data into the platform, the system generated salary details, including absences and deductions. I worked on preparing salary sheets for employees in the Planning Department as a test case. Once completed, I submitted the sheets to HR for final approval, and the results were accurate. This experience allowed me to contribute effectively to payroll operations and gain practical knowledge of HR processes.

2.1.3 Payroll Management Cycle

- HR serves as the responsible party to delegate to other affected individuals who are able to gather and provide all payroll related data.
- Full check from the bottom to avoid payroll error of attendance.
- Attendance, as well as associated information is imported directly into the Blue Space system to process.
- It generates all the designed elements of salary automatically: Absence, overtime, deduction etc.
- A prototype (test) salary sheet of every department is prepared for internal verification.
- The draft review sheet (if used) is reviewed, corrected if necessary, and provided to HR for final approval.
- Once you approve, payroll is processed and employees are paid.

Primary task involved verifying employee attendance records for two consecutive days, starting from the entry-level staff and progressing upward. Payroll calculation is a critical HR function at the end of each month, and I performed this task using the organization's internal system, Blue Space. After importing attendance data into the platform, the system generated salary details, including absences and deductions. I worked on preparing salary sheets for employees in the Planning Department as a test case. Once completed, I submitted the sheets to HR for final approval, and the results were accurate. This experience allowed me to contribute effectively to payroll operations and gain practical knowledge of HR processes.

2.2 Department of Industrial Engineering

After finishing my training in both the HR and Administration divisions, I moved on to work with the Industrial Engineering (IE) team—one of the core groups within any garment factory's operations. Their main job is to make sure shipments leave on time and that the quality of the products never drops. What impressed me most was how the team uses modern production techniques to get the best results with the resources they have. During my time with IE, I had the chance to see everything up close. The department's influence goes beyond just day-to-day efficiency—they're also keyed in on long-term issues like planning factory capacity, measuring workflow, examining work methods, and continuously finding ways to streamline operations. Another thing I noticed was the strong collaboration with other teams—including production, planning, and quality units—making sure everyone moves toward common goals and improvements are rolled out smoothly. This kind of teamwork helps lift overall performance and ensures customers receive top-quality products.

2.2.1 Responsibilities of Industrial Engineers (IE) in BPKW

- Has exact knowledge of all kinds sewing and have a complete view of the assembly operations applied during the garment making.
- Recognizes, and understands types of sewing machines the company needs.
- Conducts time studies to establish standards for operations cycle times.
- Analyzes movement of the operator in order to seek improvements in the operation.
- Disassembles all process steps into added value-specific tasks for process optimization and training.

- Develops standard OB's to describe work flow sequences machine requirements and man power utilization.
- Works up the SAM values on some operation, to help in planning, costing & performance measurement.
- Plans efficient machine layouts and ergonomic workstation configuration.
- Sets-up the production lines, arranges & balances WL and manpower.
- Line capacity is estimated by SAM, man and machine available.
- Observes and examines work in order to suggest new methods for their performance, and minimize unnecessary movements.
- Controls and monitors WIP levels for smooth and even production flow.
- Balances operations at workstations to provide an even and efficient line and minimizes bottleneck stations.
- Measures general capacity for planning and scheduling of orders.
- It is divided into SAM and EFF as well as cost calculation of the resources.
- Maintain a skill matrix to audit operator capabilities, and support in workforce planning.
- Design schemes of incentives for operators to motivate and reward high performance.
- Estimates correct thread consumption for production planning and costing purposes.

2.2.2 Non-Productive Time (NPT)

Got hands-on experience with something called NPT non-productive time. To be honest, when I first heard the term, it sounded pretty straightforward: it's basically the minutes an operator spends on the clock without actually producing garments. I'm talking about things like setting up a machine or waiting for material to arrive. You'd be surprised how quickly those minutes add up across a factory floor.

The factory understands that operators are expensive resources, so they monitor downtime closely through NPT reports these records show exactly when and why production stopped.

My supervisor handed me a work-study assignment that turned out to be pretty eye-opening. I was tasked with spotting NPT incidents during active production hours and figuring out where the time was disappearing.

2.2.3 Standard Minute Value (SMV)

Learned that standard time is basically how long a skilled, competent sewing operator should take to complete a task at a normal pace using the established method. The factory measures this using something called SMV (Standard Minute Value).

I got to run my own time study, timing how long it took operators to finish complete stitching sequences.

Standard Minute Value = Basic minute + Bundle allowances + Machine allowance + Personal fatigue allowances (“Standard Minute Value (SMV): Definition, Calculation and Use,” n.d.).



Figure 8: SMV Calculating watch.

2.2.4 Line Balancing

This technique ensures that work is evenly distributed so that no section has excess inventory while others are idle. The work-study office plays an important role here by providing management with information that helps keep operations smooth and efficient, and line balancing is one of the key reports they prepare. In garment manufacturing, line balancing usually means arranging sewing machines according to the design and workflow.

2.2.5 Operation Bulletin:

Operation Bulletin for a T-shirt featuring FT neck and back tape construction—establishes a detailed production plan. The garment requires 30 sewing operations with a total Standard Minute Value (SMV) of 4.59 minutes. The line is configured with 22 operators utilizing SNLS, Overlock, Flatlock, and manual workstations, showing a heavy reliance on SNLS for key construction elements like neck rib attachment and hemming. Although the theoretical output is 287 pieces per

hour (Pcs/hr), the balanced target is set at 225 Pcs/hr, corresponding to a planned efficiency of 78.40%. This OB provides a complete operational roadmap for execution, ensuring effective line balancing, capacity booking, and precise productivity control.

Blue Planet Group

Operation Bulletin

Line No: ID: 17129

Basic Information

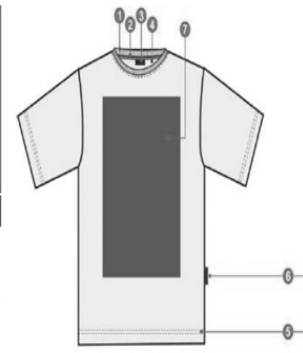
BUYER	LPP(ST)	SM	4.59
STYLE	LPP(ST)-670FN	Utilization	76.56%
STYLE DESCRIP	Neck Rib, Neck Back Tape, Sleeve Opening H	Target @100% Eff	287
CYCLE TIME	0.27	Line Target	
Order Qty	0.00	Starting Eff	0.00%
Plan Hour to Complete	0.00	Closing Eff	0.00%

Balncd Trgt	225	Balanced Eff	78.40%
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Machine Detail

MC Code	MachineName	Manpower
FL	Flatlock	4
HP	Hand Press	0
M	Manual	1
OL4	Overlock Machine [504]	7
SNLS	Single Needle Lockstitch Machine	10
Total Manpower		22

SM W/O Helper: 4.377			
Targets/Hr	1	8	10
☐ Target@40%Eff	115	920	1150
☐ Target@45%Eff	129	1032	1290
☐ Target@50%Eff	144	1152	1440
☐ Target@55%Eff	158	1264	1580
☐ Target@60%Eff	172	1376	1720



Garment Picture

Operation Detail

SN	OperationName	OperationDes	O.Cat	MC	SM	Op. Used	Idle Min	Target	Remarks
SECTION: 02. SEWING									
1	Care Label Make	Label make	S	SNLS	0.202	1.00	15	298	
2	Care label attach	2 LBL with fold-Asty	R	SNLS	0.201	1.00	15	298	
3	Back & Front Matching	Back & front number match	S	M	0.216	1.00	11	277	
4	Shoulder Join (w/o helper)	with self fabric	R	OL4	0.267	1.00	0	225	
5	Neck Rib Tack	R neck	R	SNLS	0.197	1.00	16	305	
6	Neck Rib Attach	Neck rib join	P	OL4	0.212	1.00	12	283	
7	Back Tape Attach	Nk Bk Binding	R	FL	0.209	1.00	13	287	
8	Back Tape End Tack	2 end tack & excess cut	R	SNLS	0.214	1.00	12	280	
9	Neck Top Stitch	Front neck top seam	Q	FL	0.212	1.00	12	283	
10	Back Tape Top Stitch (w/o helper)	After Binding	R	SNLS	0.204	1.00	14	294	
11	Main label attach (w/o helper)	with LBL position mark	S	SNLS	0.378	2.00	17	318	
12	Exam	In line exam	S	HP	0.000	0.00	0	0	
13	Sleeve Hem	Sleeve hem	P	FL	0.212	1.00	12	283	
14	Thread Trimming	after slv hem & pair match	S	M	0.000	0.00	0	0	
15	Sleeve and body match	match for slv att	S	M	0.000	0.00	0	0	
16	Sleeve Attach	Slv join-1- cut mark	Q	OL4	0.424	2.00	12	283	
17	Flag Label Tack	Fold & Tack	S	SNLS	0.204	1.00	14	294	
18	Side Seam	with care LBL	P	OL4	0.602	3.00	15	299	
19	Sleeve Chap Tack	with thread cut	R	SNLS	0.214	1.00	12	280	
20	Sleeve khara tack	with thread cut	S	SNLS	0.214	1.00	12	280	
21	Sticker Remove	sticker remove & body unfold-	S	M	0.000	0.00	0	0	
22	Body Hem	Body hem	P	FL	0.212	1.00	12	283	
23	Thread Trimming	Final thread cut	S	M	0.000	0.00	0	0	
24	Body Exam	M-End line body exam	S	HP	0.000	0.00	0	0	
TOTAL					4.594	22.00	227	215	

Figure 9: Operation Bulletin of a T-Shirt.

2.3 Department of Planning

After wrapping up my time in IE, I moved over to the Planning Department. I was curious to see how things worked on that side—how they actually managed to keep production on track and hit their targets while juggling so many orders at once. The Planning Department basically keeps everything organized. They work closely with the merchandising teams to figure out what needs to happen and when. It's basically about not wasting time or resources. This area handles all new sample development, buyer test fits, and design trials before bulk production starts. Responsibility was given for preparing the sample plan, especially for the size set samples. At the beginning, some time was spent going through an older sample plan to understand how the work flow was arranged in the past. After that, order related information, buyer requirements, and time limitations were collected with support from the Planning Executive. Based on this information, a new size set plan was drafted. Later, the draft plan was shown to the executive who handled that section and the final corrections were taken from him. After confirmation, the updated plan was mailed to the concerned department as instructed by the sample team. From this activity, it became very clear that sample planning is not just paperwork. Material planning tracks fabric, trims, and accessories to ensure those arrive on time. Quality planning focuses on quality standards from sample level to shipment. Good planning actually acts like the steering wheel of the factory.

2.4 Department of Store and Inventory

Methodical process of receiving incoming materials, holding them securely until necessary, and issuing them for manufacturing as needed. The store department performs a critical function in keeping proper stock levels of raw materials, components, and finished items for all divisions of the industry. It ensures accurate tracking of quantities and related information for every transaction, including material receipt (import), issuance to various departments, request for future needs, and dispatch (export) of finished products. Inventory indicates the stock of resources utilized within an organization. In the garment industry, fabric inventory comprises a wide range of materials and accessories, including sewing threads, buttons, interlinings, zippers, and labels. For large-scale apparel production, a well-structured and fully equipped inventory management system is vital to provide uninterrupted workflow and prevent delays.

- The store department takes in all incoming raw materials and accessories from suppliers.
- Proper tracking of all items received into inventory management system

- All goods received are checked for material quality and those not complying with standards are rejected.
- Products, especially textile products are graded and split according to the shade different to prevent mismatching in manufacturing.
- Equipment to support production, (equipment will be handed out on daily production requirements and approved requisitions).
- The store constantly updates the inventory flow and maintains enough stock to avoid production stops.
- When the day or shift is finished, a final daily report is prepared showing receipts, sales and whatever residual stock there may be.

2.4.1 Organogram:

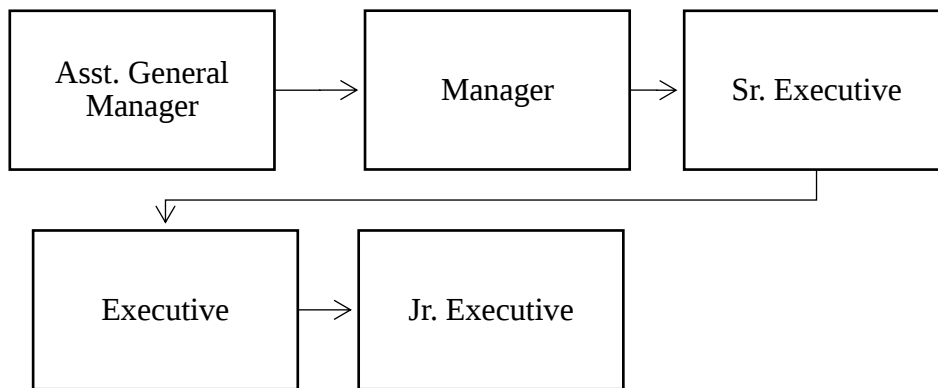


Figure 10: Organogram of Store.

2.4.2 Types of Stores:

1. General store
2. Grey Store
3. Dyes, Chemicals and Auxiliaries Store
4. Finished Store
5. Accessories Store

2.4.3 Department Fabric Tec.

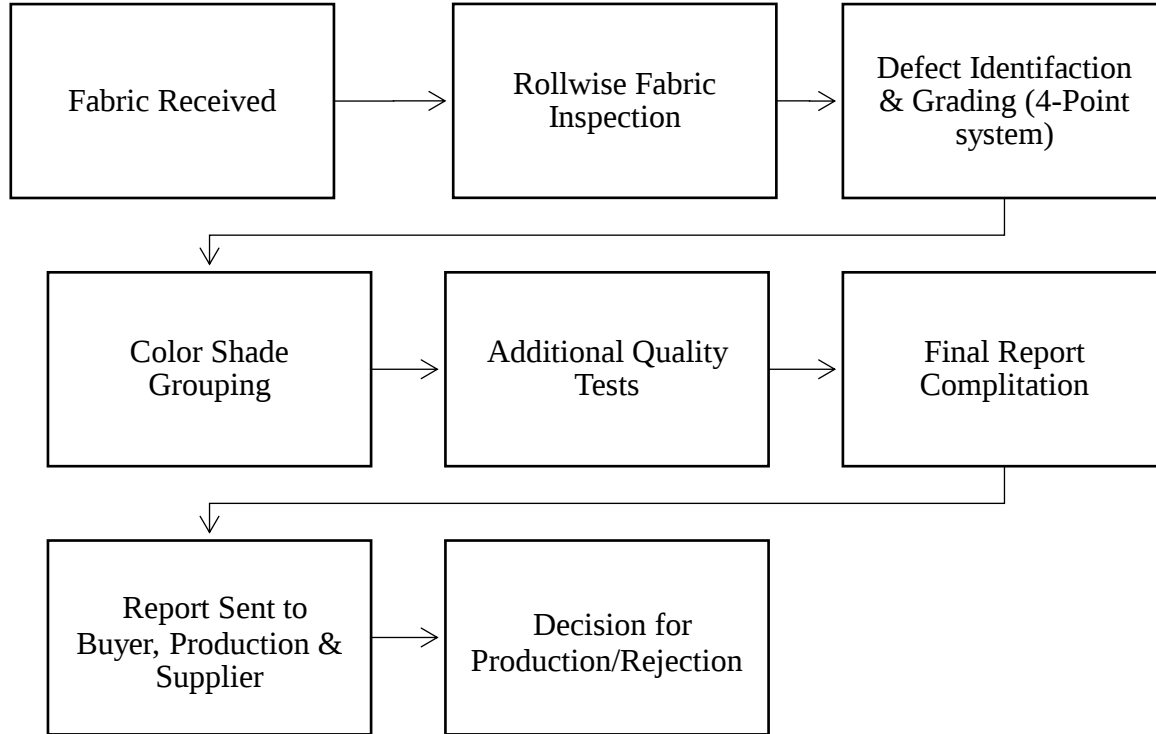


Figure 11: Fabric Tec. Department workflow.

Fabric quality makes or breaks a garment, so the Fabric Technical department carries serious responsibility. They inspect every roll, run performance tests, and document everything in reports that buyers and clients rely on. During my internship, I got hands-on experience with this work and learned how meticulous the process actually is. Roll-wise fabric inspection is where it starts. The team tests for things like tensile strength, colorfastness, shrinkage, and rip resistance—each one tells you something different about whether the fabric will hold up in production and meet customer expectations. The reports are just as important as the testing. They document what was found, what passed, what failed, and why. Buyers need these reports to verify compliance, production teams use them to plan, and suppliers use them to improve. Clear reporting means everyone understands the fabric quality situation and can make better decisions downstream.

2.5 Inspection of Fabric

Inspection duties followed a straightforward routine. Flagged rolls were systematically evaluated using the inspection equipment, with careful observation for defects—surface damage, dye inconsistencies, structural issues. Every problem found was documented and converted into numerical grades using the standardized 4-point scale. Once a batch was complete, the data compiled into a formal report showing the quality status of that shipment.

2.5.1 Shade Sorting and Quality Checks:

Shade matching is taken very seriously because even a small color shift can cause rejection. After the fabric rolls were inspected, the next responsibility was to sort them based on shade difference. There was a case where one-color lot had about 102 rolls. All of them were supposed to be the same shade, but slight tone changes were visible. A fabric piece was cut from each roll and checked under D65 light, which is used in the industry to compare color under a neutral daylight condition. After checking and comparing one by one, the rolls were divided into four separate shade groups. Another part of the checking process was to examine the starting portion of each roll for bow and skew. This is done to see if the fabric grain is shifted or distorted. After finishing all the checks, the notes were written in a report and the report was handed over to the technologist for review. Quality control in an RMG unit covers many small and critical checks. It is not limited to fabric only. Various tests are carried out to understand how the garment will behave when customers use it. Some common tests include seam strength tests, zipper movement tests, button pull tests, and shrinkage checks. Each test highlights a different risk point. When factories follow strong quality procedures, problems are normally found at an early stage. This helps the factory avoid buyer claims, avoid shipment delays, and maintain a good name in the market.

2.6 Department of Commercial

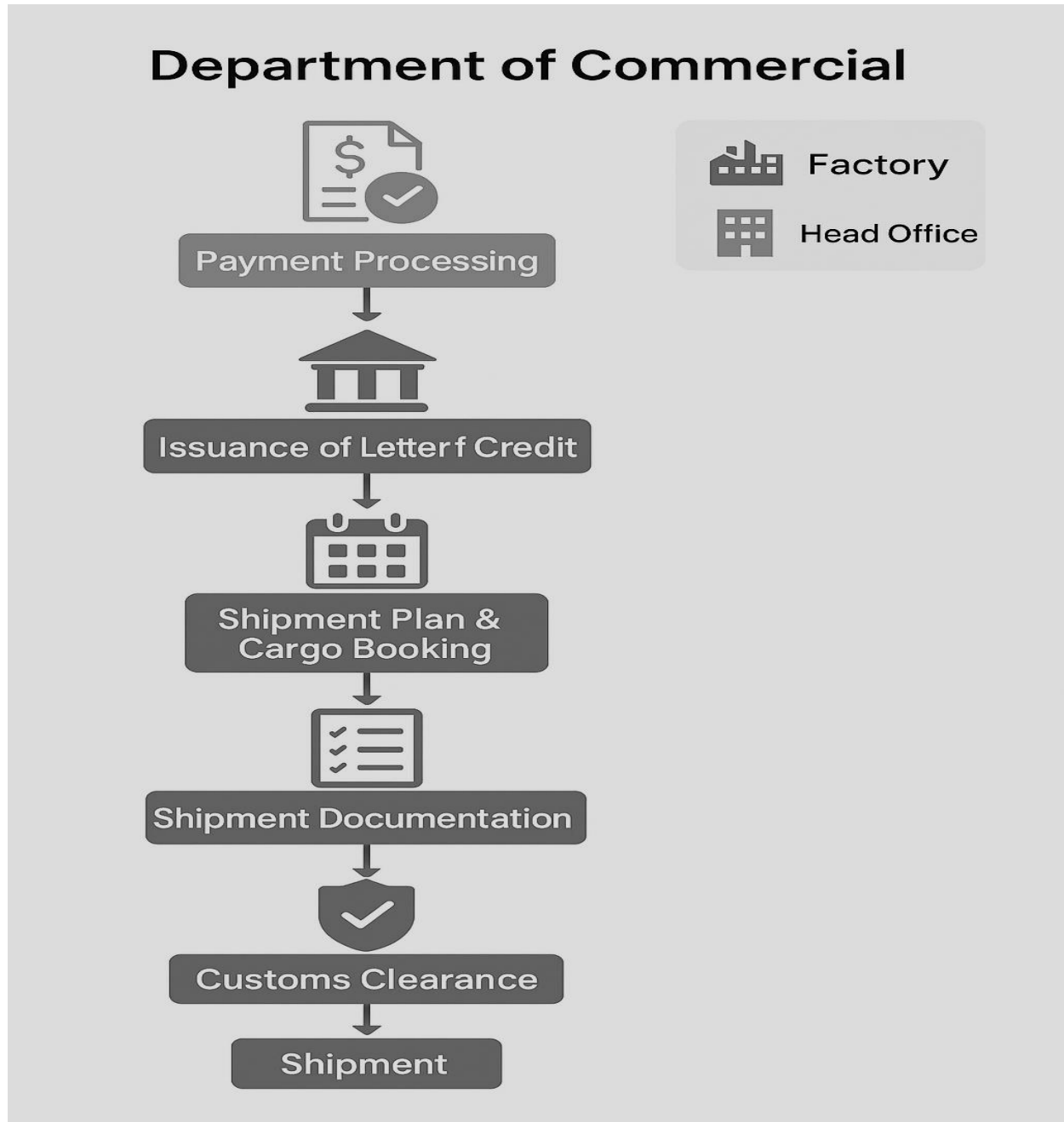


Figure 12: Commercial Department workflow.

Blue Planet Knitwear Limited splits its commercial work between two locations, each handling different pieces of the puzzle. At the factory, the team manages shipments and handles the customs paperwork that export requires. The head office takes care of raw material payments—dealing with letters of credit and bank transfers. Working in the factory commercial section meant coordinating

with production, quality, and logistics to get finished goods out the door on time while keeping everything compliant with export rules.

What became clear is that commercial work involves managing two competing pressures simultaneously. Materials need to flow in reliably, which requires managing vendors and payment schedules. Getting finished goods out on time depends on every decision working together. There's no script because variables keep changing. Companies that stay flexible while maintaining control end up with better costs and smoother operations. That's what separates effective commercial management from the rest.

2.6.1 Payment in LC

Setting up an LC requires coordinating suppliers, internal teams, and the bank. Suppliers provide invoices and bank details. Documentation goes to the bank with the agreed amount and conditions. The finance director signs off, it processes online, gets verified, then moves to the merchandiser. Each step depends on the previous one—missing paperwork halts everything. Understanding international payment mechanisms requires experiencing the coordination firsthand.

2.6.2 Shipment Plan & Cargo Booking

Cargo booking starts with merchandisers supplying relevant shipment dates and purchase orders. Different customers have different processes—for Primark, an internet portal called Suppli-view managed all reservations. Evaluating which POs were ready for shipment involved checking production status, then inputting amount and expected weight into the system for logistics planning. Then, Cargo booking sits at the crossroads of numerous functions. Production needs to finish on schedule, quality control needs to sign off, and logistics needs reliable information to plan transportation. Get the booking details wrong and shipments get delayed or misrouted. Get the time wrong and finished goods pile up in the warehouse.

2.7 Marketing & Merchandising of BPKW & Process Flow

The Merchandising Department breaks down into five teams, each owning a major buyer like ZARA or Primark. Within those teams, people specialize in different parts of the journey—getting designs right, ramping up production, shipping out finished goods. The bulk production side is where the real complexity lives. Working with a bulk production team taught lessons you can't learn from reading about it. When timelines slip, production doesn't just get delayed—everything downstream gets disaster. When quality issues pop up, you're suddenly coordinating fixes with factories while trying to keep customer commitments. Seeing how buyer requirements, production reality, and logistics constraints have to work together made it clear why one mistake cascades. It's not complicated in theory, but in practice, managing all those moving pieces at once is where merchandising actually proves its value. Companies that do it well meet deadlines; the ones that don't, don't. Process Flow of BPKW Merchandising Team Given here:

- The order is placed by buyer and forwarding request format with full product details specs in technical terms to Merchandising Team.
- A prototype sample is made to show the construction, its design accuracy and for buyer review.
- Merchandisers are responsible for material cost, labor, and capacity from production so to deal about the price with buyer in competitive way.
- After price and terms are agreed on, we receive the official order sheet.
- Required samples, (i.e. proto, fit, size set or pre-production) are created and submitted to the buyer for approval.
- A list of all necessary trims and accessories (labels & tags, sewing thread, buttons etc.), to be advised for buy. All rolls and trims arrive in plant and recorded.
- Materials are verified for quality, quantity, shade and specification before being accepted.
- P.P. sample is created by using real bulk fabric to maintain the accuracy before mass production begins.
- Meeting with production, quality planning, IE teams for the complete clarity of all requirements.
- Production lines start according to the approved samples and product requirement.
- Production and quality submit output and inspection reports per day for tracking.

- The QA teams are responsible for inbound and outbound checking as per quality parameters.
- Room Temp Shipment on samples to approved testing labs for requested certification or compliance.
- A complete final inspection is performed for buyer's verification prior to shipping.
- Finished product is packed, booked and dispatched per buyer instruction and logistic programs.
- The complete set of documents such as packing list, invoice, test report and inspection certificates required by buyer are transferred to the buyer.
- Payment is done through bank as agreed (LC / TT).

2.7.1 Organogram:

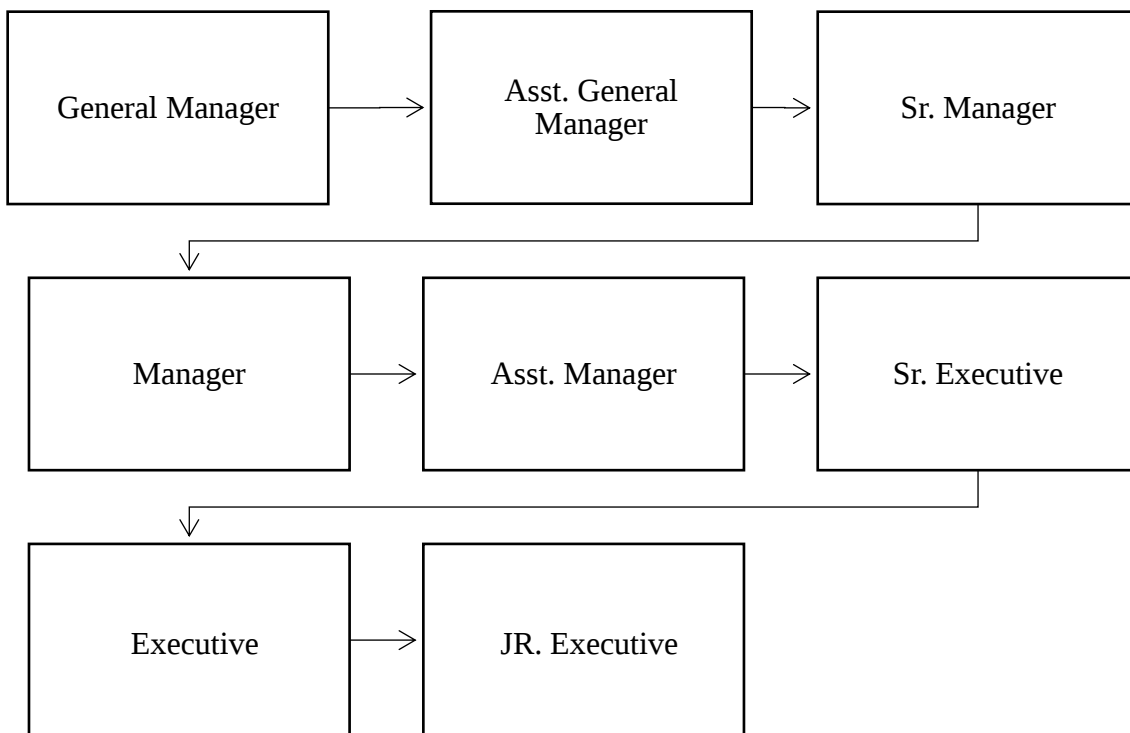


Figure 13: Organogram of Marketing & Merchandising.

2.7.2 Sourcing and Development of Fabric:

When ALDI sent over a new order, sourcing the right fabric became the first priority. That meant contacting multiple suppliers, getting their quotes, and checking what they could actually deliver quality-wise. The fabric tech team had useful data that helped evaluate each option. After pulling everything together and talking it through with the manager, a supplier stood out as the best fit for both the sample development and the bulk run.

What became clear is that sourcing isn't about finding the cheapest fabric. It's about finding a supplier who consistently delivers quality on time. Pick the wrong one and you're dealing with quality issues during production or missed shipment deadlines. Pick the right one and the whole operation runs smoothly. That's why the sourcing decision matters so much—it sets up everything that comes after.

2.7.3 Fabric and Trims Booking

The buyer's PO sheet is where everything starts—it shows what needs to be made and how much. Calculating total fabric required is multiplication: pieces per garment times the entire order amount. That calculation goes to the supplier with the fabric reference so they can issue a proforma invoice. At the same time, trim products get booked separately—thread, buttons, zippers—all in amounts aligned with manufacturing needs. Getting these quantities properly prevents material shortages that would halt production or overstock that ties up capital. Accuracy in sourcing determines downstream efficiency. Order insufficient quantities and production waits for restocks. Order excess and resources get wasted on unneeded inventory.

2.7.4 Payment of Raw Materials:

Some supplier invoices for sample materials were sitting unpaid, so coordinating payment fell to working between the supplier and the finance team. All the paperwork went to the finance person handling it, who reviewed everything and took it to the bank. Once the bank processed it, confirmation came back. Making sure the payment hit the deadline meant staying in touch with the supplier, and their finance team confirmed they got it. Payment coordination sounds simple until something goes wrong.

Chapter 3: Critical Assessment of Internship Work

The PGD-KIM program gave me months of both classroom learning and hands-on work, which really changed how I think about the industry. I've been to other schools, but this program felt different, it actually encouraged learning by doing, not just sitting through lectures.

What I got out of it was practical. I learned real skills communication, public speaking, how to actually talk to suppliers and buyers without falling apart. I used to get nervous presenting in front of people, but courses like mail communication and public speaking pushed me past that. Now I'm more confident when I have to speak up.

If someone's thinking about getting into the garment industry, I'd tell them to do this program. It works if you put the effort in. You come out with new skills and a much better sense of what you're doing in this field.

3.1 Applying Classroom Knowledge to Real Work

Finishing courses in communication, analytical skills, and HR in my first term really boosted my confidence. Then in the second term, I got to dive into different departments—industrial engineering, quality management, production, and merchandising. Some courses stood out because they actually let me apply what I learned in class to real situations. For example:

3.1.1 HR Skills and Competencies (KIM 101)

During my internship, I saw how that foundation of trust and legal practice actually matters to how everything else operates. Learning about class leadership made more sense when I saw it happening. One supervisor would set clear daily targets, explain why they mattered, and actually listen when someone on the line had a better way to do something. When people feel trusted like that, they care more about their work. A sustainability decision affects sourcing, which affects quality, which affects communication with buyers. I saw this play out in real situations, like how waste reduction programs weren't just environmental; they also saved costs. Communication came up constantly. Feedback channels, open conversations between departments, transparency about goals these things made the workplace actually function well. It improved how I understood customer needs and supplier relationships too.

Seeing all of this together, compliance, leadership, sustainability, communication. Showed me what good business practices actually look like in action. It's not theoretical; it's how a company survives and grows.

3.1.2 Communication Skills (KIM 103)

Communication matters in the apparel industry—a lot. It's how deals get made, how information flows between teams, how customers and suppliers actually understand what you need. I learned that quickly during my internship. The KIM103 Communication Skills course gave me a real education in how to talk to different people in different ways. I learned about internal communication—how to present information to colleagues and navigate the hierarchy and external communication with clients and partners. But it was one thing learning it in class; it was another actually using it. During my placement, I had to present findings to the IE team, write emails to clarify production issues, and sit in on calls with buyers. I wasn't great at all of it at first. A production manager needs different information than a buyer. A colleague on the line needs directness; a client needs professionalism. In today's industry, especially with everything being international, this skill is non-negotiable. Teams are spread across countries, dealing with cultural differences, managing expectations across time zones. I saw how a simple miscommunication could delay an order or create confusion on the line. On the flip side, when communication worked well, everything moved smoother. I'm still developing this skill, but I know it's going to be essential as I move forward in this industry.

3.1.3 Industrial Engineering (KIM 202)

The PGD-KIM program gave me a solid grounding in Industrial Engineering and showed me how to apply it in real situations. The patterns I'd studied suddenly clicked when I was analyzing actual NPT and SMV data. Walking through production areas, I noticed how small timing adjustments rippled through the entire workflow—something I might have missed without that theoretical foundation. Direct experience changed how I think about manufacturing.

As the industry adopts data analytics and automation, companies need people who understand both the principles and the practical reality. My combination of coursework and hands-on experience positions me to help implement changes that actually make a measurable difference.

3.1.4 Quality Management (KIM 204)

Quality management course that fundamentally changed how I understood fabric testing. What made it special was recognizing the exact same procedures I'd seen in our factory lab reflected in the course material—it validated that what seemed like routine testing actually had solid theoretical grounding behind it. Each one taught me something different about how to conduct reliable tests and spot potential issues that might slip past a quick inspection. Around the same time, I was assigned to research our factory's sustainability efforts, which opened my eyes to just how much work goes into reducing environmental impact-everything from selecting eco-friendly materials to cutting down waste and rethinking how products are made. What I realized is that sustainability isn't just nice to have anymore. Customers increasingly care about where their clothes come from and how they're made, which means companies that ignore this are putting themselves at a disadvantage. For someone working in garment manufacturing, staying current with sustainability practices isn't optional—it's becoming part of the job. When we align what we do with sustainable principles, we're not just helping the environment; we're building a stronger business that appeals to the market we're competing in.

3.2 Strategic Pathways for Operational Advancement in the Garment Industry

RMG business in Bangladesh has seen considerable expansion, following global trends in clothing production. While technology and innovation have advanced the field, there's still opportunity to improve. Rising demand for tech-enabled clothes presents a tremendous possibility to upgrade production operations. By implementing innovative technologies, companies may stay competitive by manufacturing quality clothing efficiently and at lower rates.

3.2.1 Key Marketing Concepts and Terminology in the Apparel Industry

During pandemic, the garment sector suffered a huge fall in orders, which immediately hindered factory production efficiency. The manufacturer under evaluation lost multiple confirmed orders that had previously been paid for but were not executed, resulting in financial difficulty. To avoid such risks, the factory could obtain a buyer's credit insurance certificate, which guarantees financial protection against order cancellations. By carefully analyzing consumers and maintaining credit insurance, Blue Planet Knitwear Ltd. may prevent potential losses from canceled orders during the production process.

3.2.2 Warehouse Stock Management

Walking through the BPKW warehouse, you notice materials everywhere—fabrics, trims, accessories—sitting for months. They're costing the company money just by taking up space, yet many could still work for repeat orders if anyone bothered to check. The real frustration is watching merchandisers calculate material needs without looking at what's already in stock, which means the company ends up buying duplicates of things we already have. I've seen this happen too many times. A familiar buyer comes back with a repeat order, the team figures out what materials are needed, and procurement orders new stock without ever checking the warehouse. The fix isn't complicated. Before ordering anything new, just check what's available first. It sounds basic, but it would make a real difference. Beyond that, a simple inventory tracking system would help—something to show everyone exactly what we have and how much. With that kind of visibility, people stop ordering blindly, and the company actually saves money instead of hemorrhaging it on duplicate purchases

3.2.3 Production Efficiency

The factory has set a production target to achieve a specified profit margin, and industrial engineering (IE) theories are being applied on the production floor to meet this goal. However, the IE department has identified a manpower shortage, which is causing a decline in production efficiency. To accomplish the production targets and company profit margins, BPKW can increase workforce in the IE department. By doing so, the manufacturer may solve the flaws of the IE theories and increase production efficiency.

3.2.4 Fabric Utilization

Fabric is one of the biggest expenses in garment manufacturing, and how well you use it during cutting directly affects the bottom line. At BPKW, our marker efficiency—how efficiently we lay out patterns on fabric— isn't as sharp as it could be. Compared to other factories nearby, we're losing more material than necessary, which is money we could easily save. Part of the waste comes from the head ends we cut off to inspect fabric quality. Right now, we trim fairly generously to make sure we catch any issues, but there's room to tighten that up. It's not about skimping on standards; it's about being smarter about where the cuts happen. These aren't big changes, but they

add up. Better marker efficiency combined with trimmer head ends means real savings on raw materials and less waste going out the door.

3.2.5 Payment Term Improvement

To optimize its own financial balance sheet, BPKW can undertake various actions which regard supplier payments. Overseas payments are usually settled by LC, and the banks usually agree on when date to settle in advance. E.g.: if the terms LC at sight, after the shipment of RM, money deducted from BPKW is transfer to Supplier's Estimate company. It can be kept in order for BPKW to earn a great deal of bank interest; increasing profit.

3.3 Strategies for Personal Growth and Skill Enhancement

Before the PGD-KIM program, I didn't know much about IE, planning, quality, samples, HR, or compliance. Now I can actually talk to people from different departments and get what they're doing. It wasn't just learning technical stuff either. I got better at communicating, both when talking to people and in writing. I learned what it means to be professional and independent in a workplace. One thing that really stuck with me was learning about sustainability in textiles and garments. I realized it's not just about production—it has to be part of everything, from getting raw materials to actually making things to disposing of waste. The industry is moving in that direction, but there's definitely more to do. Now that I understand it better, I can spot ways we could be more sustainable and actually do something about it as a merchandiser. Beyond sustainability, I've picked up on other important stuff too. Communication matters—a lot. You've got to stay on top of things with customers, suppliers, and the people working at the factory. Another big one is juggling multiple teams at the same time. That's a skill you need in this job, and I've learned to handle it. I'm grateful for what this course gave me. The industry changes constantly, and if you want to stay relevant, you have to keep learning. I feel ready to work in this field now and actually contribute something meaningful.

Chapter 4: Conclusion

I'm grateful that I got to do my industrial attachment at Blue Planet Knitwear Limited for my PGD-KIM program at BRAC University. The 67 days there gave me a real sense of how a garment factory actually operates—not just from textbooks, but from being on the ground.

Blue Planet is export-focused and serious about quality at every stage. I saw that firsthand. I worked with different teams—design, commercial, IE, and fabric—and got a better picture of how everything connects. Realize pretty quickly that it takes way more people than you'd think to make one garment: merchandisers, designers, marketers, quality checkers. Everyone has a role. That's probably the biggest takeaway for me—understanding how interconnected everything is. One department's decision ripple through the whole operation. This experience gave me practical skills I didn't have before, and I feel ready to actually contribute to this industry now.

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