

Report On
TAPE A L'OEIL (FAST DHAKA)

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
Brac University
March 2026

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Declaration

It is hereby declared that

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

Student's Full Name & Signature:

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Letter of Transmittal

Anindita Bhattacharjee

Senior Researcher & Initiative Lead, UPGI-BIGD Research Partnership

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Subject: Submission of Industry attachment report for Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)

Dear Madam,

It is my pleasure to submit my internship report on TAPE A L'OEIL, which I was appointed to by your direction.

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

I trust that the report will meet the expectations.

Sincerely yours,

Noshin Tabassum

Student ID: 1000055594

Executive Development Center, BIGD

Brac University

Date: March 10, 2026

Non-Disclosure Agreement

This agreement is made and entered into by and between TAPE A L'OEIL and the undersigned student at EDC, BIGD, BRAC University, pursuing a degree in Knitwear Industry Management. The purpose of this Agreement is to allow the student to access certain confidential data and information as an intern from the Company for the completion of their internship project. Both parties agree to the following terms and conditions:

Responsibilities of the Intern: The Intern shall perform all assigned duties and responsibilities to the best of their ability, with professionalism, integrity, and impartiality.

Definition of Confidential Information: For the purpose of this Agreement, "Confidential Information" refers to any data, material, or proprietary information belonging to the Company that is marked, identified, or otherwise designated as confidential.

Form and Scope of Information: Data or information shall be considered Confidential Information only when it is provided to the Intern in tangible form (including electronic formats) and is clearly labeled as "Confidential", "Copyrighted and Confidential", or by any other equivalent designation.

Student's Full Name & Signature:

Noshin Tabassum
Student ID: 1000055594

Industry Supervisor's Full Name & Signature:

Farhad Mahmud
Senior Merchandiser
Tape A L'oeil

Acknowledgement

First, I would like to express my gratefulness to the Almighty ALLAH for being with me and enabling me to finish this fantastic 9-month PGD program, including a 3-month practical knowledge-gaining session.

I would like to thank my academic supervisor, Anindita Bhattacharjee, for her guidelines & suggestions, which helped me complete this training successfully.

I would like to thank my industrial supervisor, Farhad Mahmud, for his guidance and thoughts. He helped me understand the work and collect accurate information from different departments and provided solutions to difficulties quickly.

Then, I am also thankful to Sabrina Dourbias, the country manager, and my team members for their cooperation. I would like to express my gratitude to the management of Tape A L'oeil for allowing me to complete my industrial attachment here. I am also appreciative of the management of the Executive Development Centre, BIGD, Brac University, for creating such an efficient course that included an industrial attachment. I am appreciative of everyone who helped me finish this program. This fantastic internship program is essential for understanding the entire clothing industry. I am very grateful to EDC for the opportunity to participate in this informative program.

Executive Summary

RMG (Ready-made Garments) contributes the most foreign currency of all Bangladeshi sectors. Bangladesh is the nation that exports the most RMG after China. Over the past 40 years, Bangladesh's RMG sector has experienced rapid expansion and now ranks among the top global sourcing hubs for apparel. The majority of globally recognized apparel labels import their products from Bangladesh and market them under their own names.

Bangladesh's popularity as a sourcing hub in the RMG industry is largely due to its lower costs compared to other garment-producing countries. Over the 40 years of its RMG sector, Bangladesh hasn't been able to develop any well-known global garment brands despite earning a large amount of foreign currency and having the resources to do so. But given that both the nature of the global market economy and the level of competition are gradually changing, this is the ideal time for Bangladesh to introduce its own international brands.

This report is prepared based on my practical experience in different departments of TAPE A L'OEIL. This industrial training session helped me to have a practical idea about the different departments, factories of TAPE A L'OEIL, which has enriched my knowledge in different departments, except for my core responsibilities in my department. This report is prepared based on my observation and experience gathered from the company. The organization has many divisions and departments, but the internship focuses on the overall activity of myself, and I focused on the process of costing that we have to do regularly & convince customers as well as the process of negotiation.

Table of Contents

Declaration.....	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement	v
Executive Summary	vi
Table of Contents	vii
List of Acronyms	ix
Glossary	x
Chapter 1 About Organization	1
1.1 Overview of the Industry	1
1.2 Vision & Mission.....	2
1.3 Goals & Objectives	2
1.4 Organizational structure, Organogram, Branches and Departments	2
1.5 Products/services produced by the Industry	3
Chapter 2 Description about task accomplishment.....	4
Chapter 3 Critical assessment of Internship work	11
3.1 Application of Generic and Industry specific courses during internship.....	11
3.2 Suggestion for industry improvement.....	14
3.3 Learning for self-improvement	16
Chapter 4 Conclusion	18

References.....	19
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List of Acronyms

AOP	All Over Print
CAD	Computer-Aided Design
C&F	Cost & Freight
CM	Cost of Making
CPM	Cost per Minute
CSR	Corporate Social Responsibility
FOB	Free on Board
IE	Industrial Engineering
L/C	Letter of Credit
PI	Proforma Invoice
P/L	Process Loss
PO	Purchase Order
QM	Quality Management
R&D	Research & Development
SMV	Standard Minute Value
Y/D	Yarn Dyed

Glossary

Dyeing	The process of adding color to yarn or fabric.
Knitting	The process of making fabric by interlocking loops of yarn.
Gauge	The number of needles per inch in a knitting machine, which determines fabric thickness.
Quality Control	The process of checking products to ensure they meet required standards.
Supply Chain	The complete network of people, organizations, activities, and resources involved in producing and delivering a product or service to the final customer.
Yarn	A continuous strand of fibers used to make fabric.

Chapter 1

About Organization

1.1 Overview of the Industry

The textile and apparel industry is the most vital contributor to Bangladesh's economy. This sector is playing a pivotal role in employment, industrialization, and the export economy. The growth of this sector has been increasing day by day. By RMG exports valued at approximately USD 47 billion, making Bangladesh the second-largest garment exporter in the world, after China.

Tape à l'œil is a French Children's Clothing retailer. It is part of the Mulliez Family, which also owns Auchan. It is a children's fashion brand that designs and distributes clothing and accessories for ages 0 to 16. Its headquarters are in Wasquehal, in the Nord Department of the Hauts-de-France region. The company was founded in 1993 under the name "0-13 comme des grands" (0-13 like grown-ups). The Tape à l'œil (TAO) concept was born in 1996, with the aim of developing fashionable, high-quality children's clothing at low prices. The brand is part of the Acadie group, a group owned by Patric and Gerard Mulliez.

This company was initially founded and sponsored by the KIABI company. After that TAO became independent in 2001, and in 2003, Tape à l'œil went international.

After that, in 2010, **Tape à l'œil** founded another head office in Dhaka and named it **FAST DHAKA**. This company is situated at DTX Tower, Kuril Bissho Road. This office serves as a direct bridge between Bangladesh and France. Almost 15 suppliers work with this brand. **Tape à l'œil** has two other branches in China and Pakistan. This company also works for children's education support and other volunteer activities.

1.2 Vision & Mission

Vision

- To build a result-oriented, profitable organization.
- Increase the sustainability of products so that this company contributes to making a better world for the next generation.

Mission

- To be a great brand worldwide by providing total solutions for supplying clothing from Bangladesh with a sustainable relationship.
- Make a transparent communication about products with the France team.

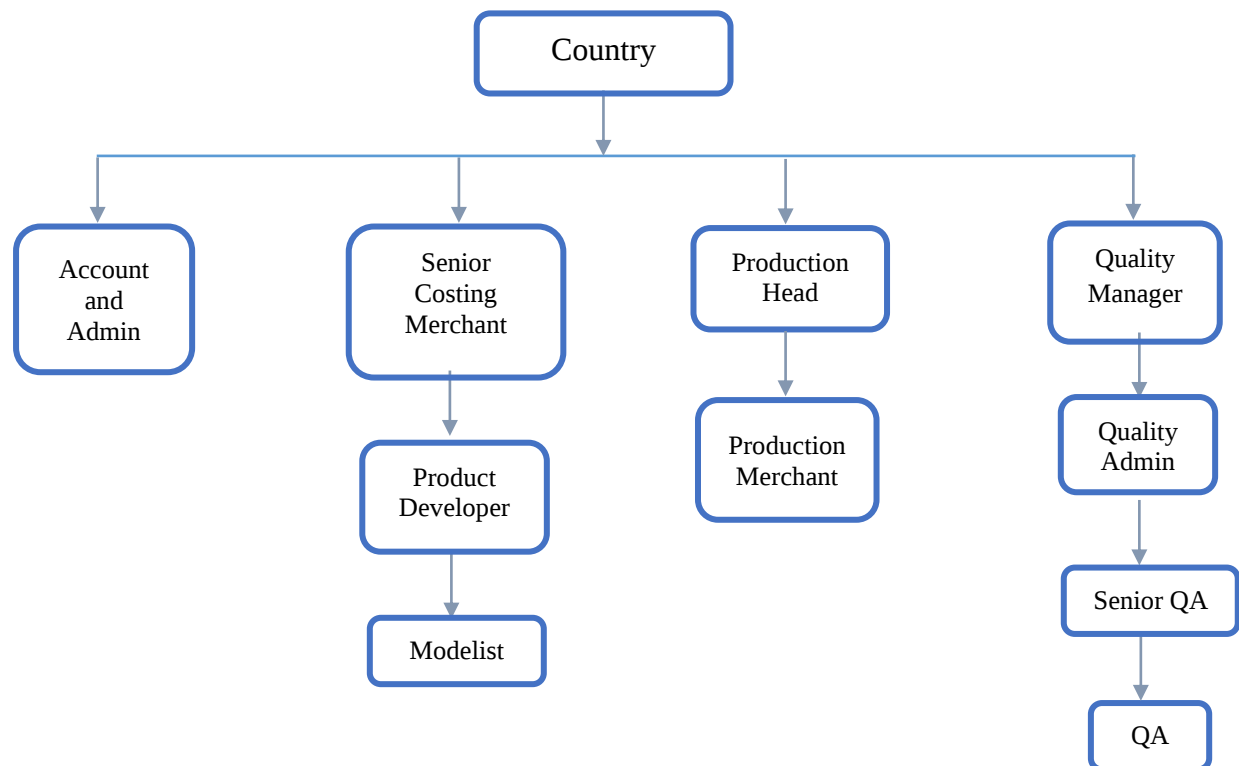
1.3 Goals & Objectives

- The brand aims to allow kids to express their unique personalities through bold, creative, and colorful outfits.
- To provide the best value for money in the childrenswear market, mixing catwalk-inspired, trendy designs with affordable prices.
- TAO emphasizes team spirit, using structured data and collaborative tools (like PLM) to improve productivity and reduce errors.
- Internally, the goal is to drive operational excellence by improving collaboration, managing workloads effectively and developing employee skills.

1.4 Organizational structure, Organogram, Branches and Departments

Tape à l'œil, has a total of 15 employees. The organization is led by one Country Manager who oversees the overall operations. Under her guidance, there are three Costing Merchandisers, one Senior Executive for HR and Administration, one Quality Head, and one Production Head. The Production Head supervises three Production Merchandisers, one Fit

Technologist, and one Product Developer. The Quality Head manages four Quality Executives who are responsible for maintaining quality standards within the organization.



1.5 Products/services produced by the Industry

Tape à l'œil produces all kinds of knit, sweater, woven and denim apparel for children aged 1-16 years. The main products include the following: Baby Romper, Bodysuit, Bib; Sweater items; Socks; T-shirt, polo shirt; sweatshirt, hoodie, Jogger; Denim Jacket and Padded Jacket; Woven dresses; Swimsuits; Nightwear and Underwear; Tank top, Crop top, and Bodies.

Chapter 2

Description about task accomplishment

At **Tape à l'œil** Dhaka Office, I am working as a **Product Developer**, where I play a key role in ensuring that all products meet buyer requirements in terms of design, quality, and functionality. My core responsibility analysis the product, design, color and quality after received the technical file from the France office. I must ensure that the supplier is following the standards and requirements as per the TAO standards. After receiving the submission from supplier, my responsibility was to check meticulously against the technical file and give clear and contrastive feedback to the supplier. I have to work with supplier and analyse the root cause if supplier is unable to get approval after so many rejections.

Proper and clear communication is a vital part of my role. I am working as a bridge between France office and Suppliers. To make my communication smooth and clear, I do a weekly meeting with the France team. Through this meeting, I try to understand properly what their requirements, priorities, and seasonal goals are, and how I can contribute my ideas and use those ideas to ensure technical solutions to make a successful product development.

Color range programs and styles

When a new season starts, one of my major responsibilities is working on the Color Range Program. We develop approximately 100 colors across different fabric bases with different suppliers. There is a deadline for every color for Tape à l'œil styles, one color approval deadline only for 2 years or 4 seasons. After 2 years color will be invalid, and supplier cannot use that color anymore for any new styles. Suppliers need to send new color ranges after every 2 years. Supplier make their first submission based on pantone code, after that they follow the buyer comments and improve the color. After finalizing the color range, I must prepare an excel chart and input all approved color name and date, also the name who give the approval. I work

closely with the France design team and buyers to analyze children's fashion trends, fabrics, prints, sustainability requirements, and ensure TAO's new products are in line with new kids' trends and fashionable wear for kids.

When I receive a new design pack, I check and if there is any risk to make the sample, communicate with the design team and buyer to find a proper solution. Additionally, I am directly working with the PLM software; after reviewing the submission, my responsibility is to upload OK style comments if OK or share the comments for improvement.

Below are my key work responsibilities:

- ✓ Work with the Color Range process and develop the new color and make a similarity or a closer match with Pantone.
- ✓ Try to analyze new fabric qualities which are suitable for kids' wear
- ✓ Build a better bond with the France team, the Dhaka team and the suppliers.
- ✓ Review tech packs and analyze design, quality, and production feasibility
- ✓ After reviewing the sample or any submission, uploads submission comments with clear understanding and give approval or asked revision.
- ✓ Review submissions and samples with cross-functional teams
- ✓ Weekly factory visits to ensure that every submission is aligned with TAO standards.

Different Supplier

To ensure product quality and design, I visit our concern factories weekly to review their samples and submissions. Sometimes, to meet the delivery time, I have to approve the submission directly after checking it. Specifically, I focused on suppliers who repeatedly perform poorly and struggle to meet TAO requirements.

Here is a list of the different suppliers the company works with and their products.

1. MASCO- For Single Jersey T-shirt, Tops, Spots Wear
2. ABONI KNIT- For fleece, Single jersey, Terry process
3. DIVINE- For fleece and Terry process
4. BIG BOSS- For Denim items
5. SM SOURCING- For Newborn, Underwear
6. BD KNIT- For Fleece and Underwear and Nightwear
7. TORQUE- For Woven, Denim and Padded Jacket
8. JSL- For Denim jacket
9. PIONEER- Sweater items
10. ZAASTEX- Sweater items

To enhance my skills and knowledge, I did not limit myself to the work of my department only, I also tried to gain in-depth knowledge about different types of fabrics, fabric making methods, designs, and quality. Also, I tried to share my knowledge and queries to my senior to clarify my understanding. By this I also developed a good relationship with my team which will help me to grow more in my professional life.

France Design Team

As a product developer my main work responsibility mainly with France design team. In this team, I directly work with a stylist for any design-related information or clarification, a graphic artist for artwork size, placement and a collection assistant with whom I can check a pre-production sample. When a new season starts, I review all design, colour, and fabrication and identify technical challenges or factory limitations, and if needed, I advise the supplier of an

alternative solution after discussion with the design team. Sometime supplier made the sample followed every detail from the technical file but after reviewing the sample I made some modifications for better look and share it with design team. For example, one hoodie style artwork placement following exactly same as buyer given design, but when I reviewed the sample, I realize artwork position should be placed more down from design position. So, I made an image with my comments and share with France, and they modified the artwork placement according to my comments and image. Before giving any approval commercially or under conditional approval, I need to check with the design team and need to share the comments in the PLM.



Merchandiser Team

As a Product Developer, I am working very closely with the Merchandising team to make sure well structured, quality full product within the deadline. From the sample development initial stage, we work together to find product risk, limitations and solutions to make a smooth bulk production. My main responsibility to maintain the design feasibility, fabric selection, construction methods, and quality standards, while the Merchandiser teams work on how they can place this design and fabric quality within TAO target price. By working together, both teams, it is easy to balance design creativity with technical and targeted price.

During the sampling stage, reviewing the samples or any submission with merchandiser teams. I can also give my best support to the Merchandiser while they are selecting the supplier based on product.

Throughout the full working process, I and merchandiser both teams maintain a clear communication with buyers, design teams, suppliers. This strong communication ensures smooth product development, sample rejection rate, and successful bulk production.

Fit Technician

I have only worked with a fit technician if I face any styling difficulties which are related to measurement. For example, the sample sketch mentioned the sleeve should be in a balloon shape, but for using less measurement, the sleeve looks like a regular sleeve shape. To understand this problem, I need to check the measurement with the fit technologist. After checking with the fit tech, I confirmed that the balloon shape measurement should be 20.5 cm, but the supplier made the sample with 18.5 cm. Due to wrong measurement when the style looks incorrect, I must sit with the fit technologist to find the solutions and need to advise accurately to the suppliers.



Quality Team

As a Product Developer, my main work with the quality team starts in the pre-production meeting. During this time, I, the quality team, and factory personnel sit together to ensure that products meet the required quality standards from the development stage through bulk production. This collaboration starts during the early sample stage and continues through production to minimize quality risks.

There are a lot of comments in the developing sample. In the pre-production meeting, I and quality ensure that the factory does the production following our comments. For example, in the sample stage, the factory mistakenly does the bar tuck in the middle of the waist. As per our company standard, the drawstring tuck must be placed at both eyelet holes. In the developing stage, I gave approval under certain conditions and advised the quality team to ensure these comments are included in the bulk.



After developing the sample approved by me, I need to update the “OK SAMPLE” comment in PLM and share the OK Sample Technical File with the supplier and quality team. After receiving this they can release the production samples to the platform for shipping. I am also working closely with the Quality team to identify potential risks in fabric, trims, or construction before bulk production. During the PP meeting, I visited the factories with the quality team to make the bulk production effective. We analysis the fabric quality, design, styling and if there is any limitation to proceed with the production. As a product developer, my responsibilities are to analyze the root cause of any styling-related problem and give them an immediate solution after discussing with the quality team and the France team. After doing the PP meeting

proactively, I have to upload the sample comments on PLM and limitations and create the OK PPS technical file to proceed further. After that I need to share this file with the supplier and the quality team because without this file supplier cannot release the goods to the platform for shipment. To ensure the quality full product I must make a clear communication and coordinate with them.

Chapter 3

Critical assessment of Internship work

I successfully completed a few challenging portions throughout my internship. It is impossible to learn specifics about a department procedure without the participation of all parties involved. It is challenging for everyone in the textile and apparel sector to manage extra time during their working hours and manage time to learn from others because everyone is busy with their own task. It has been the biggest challenge for me during my internship.

However, while the intern term is short & fortunately that time, I've joined in my current organization so for the beginning all are helpful to me about the SOP of each department. They were cooperative to give information about their work procedure, difficulties as well as their thinking of improvement. But my main binder was the overall time limit. In a nutshell, my internship experience was excellent.

3.1 Application of Generic and Industry specific courses during internship

During my PGD course, I learned a lot, but I didn't have enough scope to apply it well. Nevertheless, I believe that in the future I will apply a lot more information to my organization and contribute to increase profit, reduce waste, and improve profit. After finishing this course, I will try to apply what I had learned to our company.

I highlighted below my experience and my implementation in the below.

KIM 101: HR Skills and Competencies

I just want to talk about some specific subjects that made my course very knowledgeable & help me grow as a leader. In 1st term, the session of KIM 101: HR Skills and Competencies by Mr. Mohammad Sirajul Islam. In this course I've learned a lot about HR policies, Utilizing and managing people, Recruiting & hiring policies, Labor law & compliance, etc. It was great for

me to gain knowledge about HR & CSR sphere. I was able to gather knowledge about management and leadership, how to be a good leader, leadership style, how to minimize the gender gap in the workplace and how to manage the organization culture. During this, I mostly enjoyed how our faculty delivers information and lessons with real-life examples and arranges the one-by-one presentation so that everyone has the chance to speak about the topic. In my workplace, I always try to follow the good leader behavior to become a great leader for future generations.

KIM 102: Analytical Skills

Learning analytical skills has helped me think more clearly and deeply about different situations. Instead of just accepting information as it is, I now try to understand the reasons behind it. After doing this course, I have learnt how to find out questions and answers quickly, able to understand different points of view, and work with my ideas before judging any situations.

Through this course my problem-solving ability has improved. When I face any unwanted situation challenge, I try to think with 360 angles and break the problems into smaller parts, able to analysis each part carefully, and then find the best solution. It has made me more confident in making decisions because I rely on logic and evidence rather than assumptions.

KIM 103: Communication Skills

I've learned how to write a mail in a very professional manner from this course, and it's helping me in my regular communication. I also learned how to speak in public places properly and what behavior I should follow during public speaking. Through this course, I also learned different countries' cultures and cross-cultural activities.

KIM 104: Business Operation Skills

With this course, I learned how to develop a business mindset, how to start a business, and what criteria to follow to make the business successful. It also taught us how to conduct a SWOT analysis of the Bangladesh apparel industry. By doing so, we can identify the strengths, weaknesses, threats, and opportunities of garments and understand how our strengths and opportunities can overcome weaknesses and how to address threats. The lessons helped us understand how to manage our finances for both work and personal life.

KIM 201: Introduction to Garments Industry-Knitwear

This course is mainly more helpful for those who are doing PGD from a non-technical background. This course is related to basic knowledge of textiles. From this, I learned different types of knit fabrics and their characteristics, such as stretchability, comfort, and durability; basic knitting techniques and the machines used in the industry, which helped me connect theoretical knowledge with practical applications. Also, I was able to enrich my knowledge with broad details of costing of yarn, fabric and overall full garments. It has provided me with both theoretical knowledge and basic industry-related skills that are useful for future career development.

KIM 202: Industrial Engineering

From the course, I've learned a lot about Lean, Kaizen, Six Sigma, 5S, the Kanban process, as well as a lot of processes that I will try to implement for the garment industry. I was also able to learn how to calculate SMV, minimize waste, reduce cost, improve productivity, the principle of motion economy, what organogram should follow to do work at the desk and on the floor, how to analyze the operation bulletin chart and work with that. Also, I have learned how to manage bottlenecks in any operation and save production time.

KIM 203: Production Management & Merchandising

This course is specifically related to my work responsibilities. I've learned a lot about new fashion trends, how to choose colors as per fashion trends, how fashion changes season to season, how to make a mood board, how well-known brands work, different types of fashion and how to analyze and select products based on buyer choices.

KIM 204: Quality Management

This course helped me to gain a clear understanding of supply chain management in the fashion and RMG industry. Through this course, I learned how forecasting is conducted, the forecasting methods used in industry, and how to implement these methods to plan production and manage demand effectively.

In addition, I was able to learn the system of managing sales economics within a company and how cost, efficiency and profit can be directly impacted through the supply chain decisions.

3.2 Suggestion for industry improvement

While doing my internship and my work, I visited many factories in Bangladesh. After visiting the factories, I realized there are some points where we should improve. I highlighted some points in the following:

Focus on Skill Development and Training

Regular training for workers, supervisors, and mid-level management can improve productivity, quality, and efficiency. It is possible to reduce the rejection rate and production loss with skilled manpower.

Improve Product Quality from Development Stage

Strong coordination between product development, quality, and merchandising teams can identify risks early and reduce sampling and bulk rejections. Quality should be built into the

process, not only checked at the end. We need to train our minds that high profit should align with high quality.

Adopt More Sustainable Practices

The global world now leans more towards sustainable products. Global Buyers are now focusing on quality full products while maintaining sustainability. So, our RMG sector needs to do more work on sustainable fabrics, on maintaining water and chemical usage, and on energy efficiency. Sustainability not only protects the environment but also increases buyer confidence and long-term business opportunities.

Stronger Supplier and Buyer Collaboration

Need to make a better relationship with the buyers and suppliers. This international bonding helps the supplier to increase the order quantity. Suppliers should maintain transparency about the product to the buyer, which will help to gain their trust.

Enhance Technology and Digitalization

Day by day, the global world depends on modern systems. The RMG sector can improve its production tracking. PLM, ERP, AI, and AutoCAD can help the RMG sector enhance product quality, reduce lead times, develop unique designs, and make quick decisions across departments and with buyers.

Encourage Innovation in Design and Fabrication

Need to develop our own design capabilities, new fabrications, reduce the basic items, and produce more fancy products. By doing this, it is possible to increase profit margins.

Strengthen Supply Chain Planning

To reduce last-minute production pressure and delay, better forecasting, demand planning, and lead-time management play a vital role. Using data-driven planning tools will help factories respond faster to buyer demand.

3.3 Learning for self-improvement

I have been working as a product developer for the Tape à l'œil for the past five months, and that time my internship program is started so it is a best time for me to know the details from months, and during that time, my internship program started, so it is the best time for me to know the details of several products from the beginning. Since completing my internship, I have gained the ability to sustain a mediocre apparel business.

I am happy with the progress I've made in my own development throughout this course. I've realized that between the start of the course and the end, my thinking and learning processes have changed, and I can now distinguish myself from the person I was before. Specially this course gives me more self-assurance and strengthens my leadership and communication skills.

Below are some lessons I've learned for self-improvement:

- I got to learn how to write a mail in a very professional manner from this course, and it's helping me in my regular communication.
- I have been able to learn how to manage personal financial situations.
- I have gained knowledge from this course about how to make a strategic plan for our organization.
- I have gained knowledge of Lean & Six Sigma as well, which would be great to improve my organization to reduce waste & improve sustainable productivity.
- I have gained a vast knowledge of fashion & current trends, fashion website, and aspects

of the clothing industry that I can implement in my career growth.

- I have gained knowledge about details of supply chain management including all procedures that turn raw materials into finished items that also helpful for my career ahead.
- I have learned how to be a great leader for the organization and how to manage the management situation.

Chapter 4

Conclusion

Finally, I must say the internship was a worthwhile experience. During this period, I gained new knowledge, learned the full workflow of my organization, and worked closely with personnel from different departments, while also enriching my communication skills. During this time, I wondered about a lot of things, a lot of procedures, a lot of accomplishments that I didn't know, so this internship has helped me a lot to gain knowledge & help me to take one step ahead in my career. During my internship, I have visited & closely worked with five different departments. Knowing how these departments operate was my main goal during my internship. On the first day at every department, I tried to know SOP of particular department. This program has been enjoyable to me the entire time. I boost my self-confidence by working as a learner. I would like to thank my Almighty for giving me such patience & opportunity to fulfil this wonderful internship program.

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