

Report On
DADA Dhaka Ltd.: A pioneer Headwear manufacturer in
Bangladesh

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
November 2025

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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/We have acknowledged all main sources of help.

Student's Full Name & Signature:

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ID: 24281062

Academic Supervisor's Full Name & Signature:

Syeda Salina Aziz

Head of the Governance and Politics cluster

BIGD, Brac University.

Letter of Transmittal

Full name of Supervisor

Designation,

Department

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir / Madam,

I am pleased to submit my internship report, which I have prepared based on the practical experience gained at DADA Dhaka Ltd. during my internship. This report reflects the knowledge, skills and insight that I have acquired by working under your tutelage and through the support of the organization.

This internship has enriched me a lot with industrial practices and has given me the opportunity to apply theoretical concepts to real-world situations. I extend my heartfelt thanks for availing me of this opportunity and for the continued support during this period.

Kindly find attached the report for your consideration. I hope the report meets your expectations and provides a comprehensive overview of my learning outcomes.

Thank you for your guidance and cooperation.

Sincerely yours,

Md. Mustakim Billah Vhuyan

ID: 24281062

PGD KIM BRAC University

Date: 18th November, 2025.

Non-Disclosure Agreement

This agreement is made and entered into by and between DADA Dhaka Ltd. and the undersigned student at EDC, BIGD, Brac University Md. Mustakim Billah Vhuyan (ID-24281062), hereby declare that it will be confidential and I will not disclose any information regarding the parties who are directly or indirectly involved with this project. I further acknowledge that I will not share any details about this program with DADA Dhaka Ltd. that may violate the rules and regulations of BIGD. In addition, my industry supervisor, Shakil Mohammad Refat also affirms the same declaration and by signing below.

Student's Full Name & Signature:

Md. Mustakim Billah Vhuyan

ID: 24281062

Supervisor's Full Name & Signature:

Sakil Mohammad Refat

Sr. Manager, IE

DADA Dhaka Ltd.

Acknowledgement

My sincere gratitude goes to **Mr. Shakil Mohammad Reaft, Sr. Manager of DADA Dhaka Ltd.** for his continuous guidance, creative suggestions, and continuous support in completing my project on **Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)** program. His cooperation with required resources made my task very easy, and I remain grateful for his encouragement. Also my deepest appreciation goes to my academic supervisor, **Ms. Syeda Salina Aziz, Head of the Governance and Politics cluster at BIGD, BRAC University**, for his unwavering guidance, invaluable feedback, and continuous support from the very beginning from planning stage to the completion of my internship. His perspectives and critiques were immensely beneficial in refining my research. This internship has been a significant achievement in my professional development. I am committed to apply the knowledge and skills what I have learned from this projects to achieve my future career goals. The university staffs were so helpful during the classes and exams period.

Executive Summary

I have done my internship program from August 2025 to November 2025, covering 66 working days, which is around 578 hours. In this period, I learned more technical knowledge in different areas such as human resources, production, supply chain, merchandising & quality. I closely monitored the production process from raw material to finished products. During my internship I had the opportunity to work with different types of personnel. Because of their support and guidance, I was able to complete and submit the report. As we all know, DADA Dhaka Ltd. is the pioneer of headwear manufacturing & their goal is to keep the global quality standard so that customer could rely on them without any doubt. As a result, we will have control all over the manufacturing processes. We are committed to providing the best quality goods on time. As I am a planning person, my task is very important for production operation. So my learning from this course will be very helpful for my upcoming days, where I can implement my learning and apply it to take decisions that help me to develop my professional growth as well.

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Chapter 1: DADA Dhaka Ltd.

1.1 Overview of the Industry

Bangladesh's garment industry is the second largest in the world, driven by competitive labor costs and significant government support and it's the nation's largest export sector. Its labor-intensive production of ready-made garments (RMG), the industry employs over 4 million people [Source: Economic Oveservatory], mostly women and contributes significantly to the nation's GDP and export earnings. Bangladesh Garment Industry depends mostly on imported fabric and workers are cheap but not efficient enough compared to competitors like China, Vietnam. We need to make workers more productive & transform our industry into sustainable material & production. We also need to focus on producing valuable products like medical textile and source raw materials locally to stay competitive.

As I work in DADA Dhaka Ltd., I'll continue my internship here.

DADA Dhaka Ltd. is a Seoul (South Korea) based company started in 1974. DADA Dhaka Ltd.'s mother company is DK&D. It started Bangladesh operation on 1991. It's a pioneer Headwear manufacturer in Bangladesh. Choi Min-seok is the chairman of both DK&D and DADA Dhaka Ltd.

- **HEADQUARTER:** 4, Dogok-ro 18-gil, Gangnam-gu Seoul, Republic of Korea
- **Factory Location:** Bscic Tongi, Gazipur.
- **Sewing Line:** 40
- **Capacity:** 1.5 million pieces monthly

Equipment

Sewing	1,289 pcs	Laser Cutting	5 pcs
Embroidery	55 pcs	Needle Detector	5 pcs
Fusing/Pressing	34 sets	Blocking Mold	160 sets

- **Yearly Turnover:** \$30 Million [No public information available; took from accounts]

1.2 Vision & Mission

DADA's main mission is to help build a strong and independent Bangladesh. By making quality products, the company helps grow the country's economy.

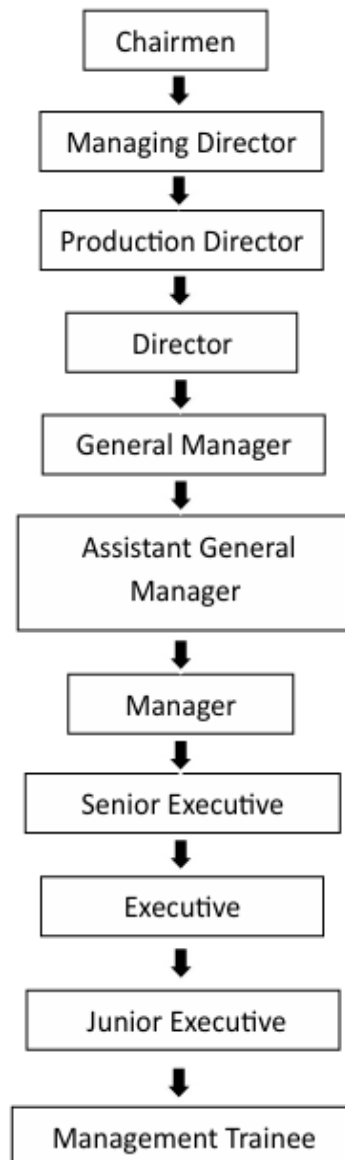
DADA wants to become a top company by making high-quality products and creating new designs faster. They invest in research and development to make better products. The company aims to keep buyers fully satisfied with good quality and excellent service. They also want to use the latest and most advanced technology available in Bangladesh.

1.3 Goals & Objectives

Core Goal of DADA is Customer Satisfaction by delivering high-quality products and provide dedicated customer service, ensuring customer satisfaction. Economic Contribution to Bangladesh's national development by creating employment opportunities and generating significant tax revenue.

Key objectives are to use the best available technology and advanced machinery in its manufacturing processes to ensure high-quality production. It aims to continuously create new and unique products that balance innovation with the needs and well-being of people. DADA also commits to maintaining honest and fair practices both inside and outside the organization, meeting or exceeding the ethical standards set by major global retailers and organizations.

1.4 Organizational Structure



1.5 Products

Headwear: Woven caps, cotton caps, visors, beanie and hats.

1.6 Buying partners

Currently DADA Dhaka Ltd.'s 30% of monthly capacity is booked with Columbia Sportswear Company, 20% with Augusta Sportswear, 15% with Sanmar, 10% with Carhartt, 10% with PVH & balance capacity open for all other Customer.



Chapter 2: Departmental Overviews & Internship Activities

2.1 Merchandising Department

The Merchandising Department acts as the main communication bridge between the buyer and the factory. They are responsible for managing the entire order process — from the time a buyer places an inquiry until the finished caps are shipped.

When a new order comes in, merchandisers get the buyer's design files, product details, and sample needs. They review everything and figure out how much the product will cost. Once the buyer agrees on the price and order amount, they confirm the order. The team then makes different sample versions of the product and sends them to the buyer for approval before starting full production. They also create a list of all the materials needed for purchase team & purchase team orders those materials. During the whole process, merchandisers keep track of when materials arrive, how production is going and when items will ship.

During my 1 week internship period with merchandising department I've completed a sampling process with help of a merchandiser. It started with the tech pack received, after then we've moved to material sourcing based on tech pack information. Luckily all fabric material we found in our store in different color. We proposed to customer for sending sample in available color, they agreed as it was development sample. Meanwhile we shared measurement chart from tech pack with Sample department, they prepared pattern. Only then we make sample & send it to customer. Customer liked the sample & gave us SMS order.

2.2 Production Department

The Production Department is responsible for manufacturing the caps according to the buyer's approved specifications and quality standards.

After receiving the approved sample, BOM, and production plan from the Merchandising Department, the production team prepares the line layout and machine setup based on the style of cap — such as baseball, trucker, or bucket caps. A pre-production meeting is then held to make sure those supervisors, quality inspectors, and machine operators fully understand the style details, quality requirements, and daily production targets.

Production begins with the cutting section, where fabric and components are cut according to patterns. The pieces are then sent to the sewing section, where operators assemble them into finished caps. The caps are then passed to the finishing and packing section, where threads are trimmed; caps are ironed or shaped, and packed as per buyer requirements. The production team monitors daily output, efficiency, and any production issues. They prepare daily production reports and share them with management and the merchandising team to keep everyone informed about progress and potential delays.

During my 2 weeks internship period with production department I've followed up a particular style cutting to packing process. In DADA they've same production SOP for all customer, they have created a PS (Production Sheet) which contains every details from buyer BOM & tech pack. After PP approval cutting started cutting sent it to panel. After panel completion they send it to Embroidery. Meanwhile visor department completed their part. Then only all parts come to sewing & it assembles. In Finishing 1st they complete ironing, adding hangtag & other finishing trims, poly and cartooning.

2.3 Quality Department (Q.A & Q.C)

The Quality Department makes sure every cap meets the buyer's standards and looks perfect. Their goal is to send products with no defects.

Quality checks start before production. The team inspects all fabrics and materials when they arrive to make sure they're good quality. During production, inspectors check the work at different steps, especially during sewing and finishing. They find and fix problems right away.

Before shipping, the team does a Final Random Inspection to make sure the caps match the approved samples. They also write reports about their findings. If they find any problems, they work with the production team to fix them.

The Quality Department also trains workers and supervisors to improve quality and prevent the same mistakes from happening again.

During my 1-week internship with the quality department, I learned their work process. It starts with checking materials and ends with packing boxes. They have standards for every step. If anything goes wrong, they stop immediately. They report at every step and follow each buyer's specific rules.

2.4 Supply Chain Department

The Supply Chain Department handles the movement of materials and products from start to finish. Their goal is to get materials on time and ship products on schedule, while keeping costs low.

After receiving the order details from the Merchandising Department, the supply chain team orders all needed materials. They contact local and international suppliers to make sure fabrics and accessories arrive on time. When materials arrive at the factory, the team receives them, checks them, stores them, and gives them to production when needed.

They also arrange shipping by working with freight companies to send finished products by sea or air. The team keeps detailed records of everything and tracks all shipments. Their focus is to reduce delays and keep the process organized and affordable.

During my 1-week internship with the supply chain department, I learned their process. They start ordering after getting the Production Sheet from the merchandiser, which lists all materials the buyer needs. Then the supplier sends an invoice, and after payment, the goods arrive at the warehouse. After counting, materials are stored properly and sent to production lines.

2.5 Human Resources (HR) Department

The Human Resources Department manages all employees, from hiring and training to welfare and following labor laws. Their goal is to create a safe, fair, and productive workplace.

The HR Department hires workers, supervisors, and staff through interviews. After hiring, new employees learn about company rules, safety guidelines, and their job duties. HR tracks daily attendance and leave, and prepares monthly salaries on time.

They make sure the company follows all labor laws and passes buyer audits, which check things like fair wages, working hours, and safe conditions. HR regularly conducts training programs to help workers improve their skills.

They also handle employee complaints, maintain discipline, and encourage teamwork. The HR team works with management to keep employees happy, reduce turnover, and maintain a positive work environment.

During my 1-week internship with human resources, I focused on their hiring process and worker training. I learned their priorities and what they focus on. I also saw how they check automatic attendance data from software and share it with IE for daily productivity calculations.

Chapter 3: Critical assessment of Internship work

Throughout my internship, I worked on several topics from which I gained valuable knowledge and experience. Some of these topics were directly related to my professional field, making them easier to analyze and implement. However, a few areas were entirely new to me, and understanding as well as analyzing them required extra effort and learning. I have tried to make the best use of the knowledge and insights I gained from the PGD-KIM course. In the following sections, I will assess and describe the tasks I performed during my internship at my workstation.

3.1 Application of Generic and Industry specific courses during internship

During the academic period, we completed two semesters that included both generic and technical courses directly related to our field. These courses were thoughtfully designed, covering a wide range of topics that proved valuable for both my personal and professional development. They helped me make informed decisions, take initiatives, and adapt to new advancements in the industry.

All the subjects of both semester were helped in different ways. In particular, KIM 103

(Communication Skills) played a great role in developing my capacity to communicate effectively with the stakeholders and factory personnel. This projects also enlighten my self-confidence, trust on myself, enabling me to interact comfortably with individuals at all levels of the organization. I also learned how to collect specific production data and apply corrective action plans for future improvement.

The KIM204 (Quality Management & Supply chain) course helped me to learn a deep understanding of various aspects of quality management and supply chain which are essential for the stability and sustainability of any factory. I learned the importance of maintaining quality standards and implementing effective quality systems in the production process.

In addition, I gained knowledge about Business operation skill, merchandising operations, fashion design, production study, human resource skills, and many other related areas. I am currently applying the techniques and methods learned from these courses in my professional role.

For instance, I have introduced a new approach to implementing Quality SOPs in my workstation, provided production planning suggestions to factories, and, most importantly, applied HR policies to manage my team more effectively.

3.2 Suggestion for industry improvement

Throughout the course I gathered information and knowledge about garments industry, analyze and summarize the key points to develop the industry. As DADA Dhaka Ltd. is a top headwear manufacturing & aim to keep it that way. Below points need to be developed:

1. Introduce easy and employee friendly ERP software and encourage to use it in all segments.
2. Process wise wastage need to reduce. .
3. No link between FTP and ERP/PTP, need to work on it.
4. Need to reduce lead time to purchase material from the market.
5. Application of proper HR policies to make the employees feel secure and make them interested in company's welfare.
6. Need to make a linkage between costing and purchasing items. System control is needed if purchasing any materials which exceed the cost in terms of quantity and value.

8. Requisition sheet, costing sheet, and, order sheet may provide through system or apps.
9. Avoid non-productive meetings and arrange fruitful meetings.
10. Continue compliance audit and follow up on regular basis.
11. Facilitate the QMS training to all concern.
12. All the processes need to introduce inline QC system for global success.
13. Supplier evolution and monitoring needs to on time.
14. Lab facilities should be increase.
15. Steps should be taken for ISO certification.

3.3 Learning for self-improvement

In this course I have learn huge valuable lessons and skills which might facilitate my experience and profession in the long run. Below I share some important points which might help my self-improvement process.

1. Communication skills might help me to improve my communication standards.
2. Understanding the works of different department might enrich my knowledge.
3. Gaining extensive knowledge in the Quality department has strengthened my self confidence level in my profession and provided me with a clearer understanding of my activities and responsibilities.
4. Build a good team with my subordinates and train them according to company's requirement.
5. Enriched the role of Industrial Engineering department activities.
6. Able to analyze critical point & take corrective measure effectively.
7. Learn how to communicate with official persons via meeting or emails.
8. Most importantly learn pros and cons about garments industry and how to apply knowledge directly on industrial issues.

Conclusion

The internship in DADA Dhaka Ltd has been a great learning experience where I gathered a clear concept of how a leading headwear manufacturing company in Bangladesh operates. Through my close interaction with the merchandising, production, quality, supply chain, and human resources departments, I gathered practical experience regarding how the factory runs smoothly through teamwork, coordination, and efficiency. I observed how DADA maintains good relations with its buyers, follows an organized way of production, and ensures stringent quality standards-all factors that have helped it stay strong in the global market. At the same time, I realized that to maintain leadership in the long term, DADA may consider digitization in its operations, improvement of data-based decision-making processes, and more investment in human skill development. Personally, the internship helped me identify certain areas where I still need further grooming-particularly in technical understanding, data analysis, and professional communication. Overall, this turned out to be a great stepping stone in my career, which provided me with an enriching experience regarding the working mechanism of the apparel industry, both in terms of production and management.