

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

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24281004

Academic Supervisor's Full Name & Signature:

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Letter of Transmittal

Anindita Bhattacharjee

Senior Researcher & Initiative Lead, UPGI-BIGD Research Partnership

BIGD, Brac University

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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 Avery Dennison Bangladesh, 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,

Abu Sifat Mahmud

Student ID: 24281004

Executive Development Center, BIGD

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Date: November 16, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between Avery Dennison 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:

Abu Sifat Mahmud
24281004

Industry Supervisor’s Full Name & Signature:

Sandra Sithi Adhikary
Associate Manager, Global Product Development
Avery Dennison

Executive Summary

The internship journey at Avery Dennison, a famous global producer of TRIMs and accessories, went through the whole product lifecycle stages in five major departments: GPD, Supply Chain, Quality, CS, and Sales. The testimony experience confirmed the strong collaboration among the departments. Important tasks I carried out included assisting GPD with new product costing and setting up items and data in Oracle ERP. Besides, I enabled the supply chain to do demand forecasting and inventory monitoring. I became acquainted with sales-side strategies by contributing to the calculation of competitive and profitable cost structures for Global Tender Participation. In the quality department, I extended my skills through performing Incoming Material Inspections and supporting structured RCA.

The internship was a valuable tool that helped me expand my academic knowledge (PGD-KIM) and gain insight into real-world industrial practice. I used concepts such as Quality Management systems for RCA and Supply Chain theory for optimizing the Master Production Schedule (MPS). The experience highlighted that the success of the organization depends on very accurate data entry (CS and GPD), good and timely communication (CS and Procurement), and the wise balancing of operational efficiency with market demands (Sales and Planning). The main points learned are the importance of internal cooperation, which, for instance, the CS team should be the central coordination hub, and the understanding that not all businesses are profitable as Sales has to decide which customers will bring the most value in the long run and have a good contribution margin rather than just focusing on volume even when making local market bids.

Looking ahead, the thorough evaluation of departmental workflows revealed aspects that could enhance the level of professionalism and organization both locally and at a broader scale. The main emphasis was on enhancing digital integration, for which technologies such as Automated Quality Alerts and a Unified Demand Planning Dashboard were suggested to reduce human error and speed up decision-making. The individual's growth will focus on acquiring more Pictorial Modeling skills and formalizing process certifications (e.g., Lean/Six Sigma) to gradually transition from defect analysis to leadership in systemic, sustained process improvements. To sum up, the internship has been the initial stage of developing the technical, analytical, and professional communication skills that are essential for me to become a future leader who will be efficient and strategically aligned with the global manufacturing supply chain industry.

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List of Acronyms

AQL	Acceptable Quality Limit
BD&SL	Bangladesh & Sri Lanka
BEL	Box End Labels
BEPZ	Bangladesh Export Processing Zone
CCRs	Customer Complaint Reports
CM	Contribution Margin
CS	Customer Service
DEPZ	Dhaka Export Processing Zone
EHS	Environment, Health & Safety
ERP	Enterprise Resource Planning
ETA	Estimated Time of Arrival
FG	Finished Goods
GPD	Global Product Development
HPL	Hanging Promotional Labels
HTL	Heat Transfer Label
ICRs	Internal Complaint Reports
ISO	International Organization for Standardization
LC	Letter of Credit
LOs	Local Offices (Brand Local Offices)
MPS	Master Production Schedule
NPIs	New Product Introductions
PO	Purchase Orders
QA	Quality Assurance

QC	Quality Control
RCA	Root Cause Analysis
RFID	Radio Frequency Identification
RM	Raw Materials
SOPs	Standard Operating Procedures
TNA	Time and Action
TRIMS	Trimming Accessories (or Labeling Components)
TRL	Transit Labels
UPC	Unit Product Cost
V&E	Values & Ethics
WIP	Work in Progress

Chapter 1

About Organization

1.1 Overview of the Industry

The ready-made garments sector is a crucial component of Bangladesh's economic development. The Made in Bangladesh label has not only given the country international visibility, but it has also changed the perception of Bangladesh from a "bottomless basket" to a "basket of wonders."

Avery Dennison is a global manufacturer of labeling and packaging materials serving industries such as consumer goods, apparel, food, logistics, healthcare, and personal care. In 1935, Ray Stanton ("Stan") Avery invented the world's first self-adhesive label. In 1990, Avery merged with Dennison Manufacturing to form Avery Dennison. Over the past 87 years, the company has grown into a Fortune 500® corporation and is now a global leader in labeling and packaging solutions.

Avery Dennison currently employs over 36,000 people in more than 50 countries, with its headquarters in Mentor, Ohio, USA. It is a 100% export-oriented US-based garments label manufacturing company approved by the Bangladesh Export Processing Zone (BEPZ). As of 2022, Avery Dennison Bangladesh serves over 190 active global brands. Garment factories across Bangladesh source tags and labels from Avery Dennison, where it is often the sole or nominated supplier.

1.2 Vision & Mission

Vision: To be a global leader in materials science and digital identification solutions that make every brand more inspiring and the world more intelligent.

Mission: To drive innovation in materials science and digital solutions, advance sustainability in products and operations, and deliver value and service to customers worldwide.

1.3 Goals & Objectives

The highest-quality Goods and Solutions: Avery Dennison offers high-quality items with the quickest turnaround times.

Additional Market Prospects: Avery Dennison continually strives to expand its operations and places a high priority on achieving its corporate objectives.

Client fulfillment: Avery Dennison consistently upholds positive interactions with clients. Our clients are incredibly devoted and always consider Avery Dennison while placing an order.

Employee Workplace Culture: Avery Dennison is dedicated to providing its employees with the greatest possible working environment.

Valuing the opinions of its stakeholders, Avery Dennison provides shareholders with the best possible profit, and its dividend size is consistently large.

Avery Dennison also follows eight core values: Integrity, Courage, External Focus, Diversity, Sustainability, Teamwork, Innovation, and Excellence.

Avery Dennison follows a strong Values & Ethics (V&E) program, providing training and tools to help employees make ethical decisions. Its eight core values are: Courage, Integrity, Innovation, Sustainability, Diversity, External Focus, Excellence, and Teamwork.

1.4 Organizational structure, Organogram, Branches and Departments

Organogram

Director: OPS & SC, BD & INDIA		General Manager, SG BD
Head, GPD (BD) & Proc. (BD&SL)	Manager, Operations (Paper, Digital)	Sales Director, Bangladesh
Manager, Manufacturing 4.0	Manager, Operations (HTL, Prepress)	Head of Corporate Affairs
Head of Supply Chain	Manager, Operations	Head of Customer Service
Project & Maintenance Manager	Manager, Operations, RFID	Head of Security Management
Manager, Quality Assurance	Associate Manager, Production	
Head of EHS& Social Compliance	Manager, Production	

Major Functional Departments

Commercial	Operations / Production	Supply Chain & Logistics
• Sales (Factory & RBO)	• Manufacturing	• Procurement
• Customer Service	• Quality Assurance	• Warehousing
• Technical Sales	• R&D / Innovation	• Import/Export & Customs
• Product Development / Innovation	• Maintenance	• Inventory Management
Human Resources & Administration	Finance	Others
• Talent Acquisition	Budgeting	IT & Systems
• Learning & Development	Reporting	Environment, Health & Safety (EHS) & Sustainability
• HR Shared Services	Audit	Compliance, Legal & Regulatory
• Facilities & Admin	Cost Control	

Bangladesh Operations: Bangladesh ranks third globally in business operations after China and Vietnam. In 2022, Avery Dennison Bangladesh achieved a record USD 116 million turnover, driven by a strong and growing customer base.

In Bangladesh, Avery Dennison's factory and registered office are located in Dhaka Export Processing Zone (DEPZ), Savar, Dhaka, while its Fast Response Unit is in Uttara, Dhaka. It also has a Sales Office in Gulshan, Dhaka. The total number of employees exceeds 1,600, comprising both staff and workers. The area size of the factory is 120,000 square feet.

1.5 Products/services produced by the Industry

Woven: The woven section uses yarns to make labels. The horizontal direction of yarn is referred to as warp, and the vertically aligned yarn is called weft. Also, the types of labels are usually satin, damask, and taffeta.

Rotary: The fabric labels made with wet ink and hot stamping belong to the rotary section. These include care labels, main labels, fabric labels, size labels, age labels, and two-up labels.

Flexo: The Flexo section makes stickers and T/T tickets in large quantities. Examples are Blank Unit Price Labels (UPC Blank), Transit Labels (TRL), Hanging Promotional Labels (HPL), Hanger Labels, and Hook Labels.

Litho & Digital: This section is used to print tickets and tags on various kinds of paper. Examples include price tickets, tags, promotional tickets, swing tickets, inside cards, hanger tags, and book labels.

Thermal: The Thermal refers to printing thermal labels by flexography and thermal printing. Products include UPC labels, Transit Labels (TRL), and Box End Labels (BEL).

RFID: One of the most common uses of radio technology is in the so-called "RFid" technology, which uses microchips to transmit information about a product wirelessly to scanners, thereby reducing the need for manual handling. Avery Dennison's Avery Dennison Bangladesh is a leading player in this technology worldwide.

HTL: HTL (Heat Transfer Label) is allocated to the printing system that utilizes over-foil heat transfer printing, which involves applying heat, pressure, and time to the printed designs.

Chapter 2

Description about Task Accomplishment

My internship provided a holistic and real-world introduction to how a massive manufacturing supply chain organization operates. I had applied experience in five core departments: Global Product Development (GPD), Supply Chain, Quality, Customer Services (CS), and Sales. Activities in all departments provided valuable insights into the product lifecycle, from original design and raw material procurement to final product manufacturing, quality control, sales, and delivery to customers.

2.1 Global Product Development (GPD)

My experience in the Global Product Development (GPD) department provided me with an overview of the innovation and technical aspects of the business. GPD is the key to innovation, new product design, and continuous process improvement, enabling us to meet the evolving needs of our customers. The team serves as an essential link between technical specifications, the manufacturer's feasibility, and commercial objectives.

2.1.1 Item and Data Setup: One of the valuable tasks was aiding in the implementation of the critical item setup process in the Oracle system. This helps ensure that a new product can be properly ordered, produced, and tracked throughout the organization. I assisted with editing, cleaning, and qualifying data for new item codes, detailed product descriptions, and appropriate categories. Spent significant time making sure the data was not duplicated and was consistent and valid for easy integration into the System. This important initial activity is crucial in ensuring that there are no cascading errors in subsequent production planning, inventory management, and financial costing.

2.1.2 Costing and GPD Collaboration: The financial viability of a new product is a fundamental GPD function. I worked with the team to ensure thorough product cost structures for prototypes and new products. This was achieved by eliminating down to the lowest level of the product structure, marking material costs at current market rates, labour costs estimated based on standard times, and machine consumption costs (overhead). My job tasks included collecting input data from multiple departments for verification and accurately entering it into standard costing templates for management purposes. This brought home to me the fundamental connection between costing and the broader issues of production viability and

initial product design decisions, demonstrating that profitability must be built into the product at the conceptual level.

2.1.3 Sampling and Trial Coordination: The process of transitioning from design to physical implementation and coordinating the samples and trials is performed through Sampling and trial coordination. I assisted in managing sample requests and prototype trials for New Product Introductions (NPIs). My work involved monitoring the sample's progress, preparing essential internal documentation for the small-scale production run, and coordinating challenges with the Production and Quality departments to ensure all trial timelines were met. I also helped gather and compile feedback from both the internal teams involved in testing and the external customers to inform necessary design refinements and improvements.

2.1.4 Product Testing and Evaluation: The hands-on performance testing of new and revised products focused on the complex RFID article performance, with a specific focus on special labels. I monitored and assisted with the performance testing. Testing included evaluation of criteria such as print quality, longevity, glue strength (adhesion), and product performance under simulated environmental stress (exposure to high heat levels or high moisture levels). I had to carefully capture the test results and make systematic comparisons against the known customer requirements and product specifications. When a test failed, I assisted with the investigation that followed and helped the team develop an adequate redesign or process modification to mitigate the risk.

2.1.5 Global Collaboration and Documentation: GPD operates as a global function, working closely with technical teams and manufacturing sites worldwide. This ensures that a product conceived in one part of the world can be fabricated the same way in another part of the world. I helped write standardized technical reports and update cross-company dashboard projects, as well as participating in internal cross-regional technical discussions. I learned about the various ways global teams ensure consistency and standardization of design across all regions, as well as how to localize needed and locally relevant customizations (for example, language or local region-specific laws and regulations). This provided valuable insight into the importance and necessity of effective global teamwork and thorough documentation in the successful management of a complex and international product lifecycle.

2.2 Supply Chain Department

My work in the Supply Chain Department primarily focused on Demand Planning and Procurement. This department is the powerhouse that keeps the proper materials ready at the

right moment to maintain the smooth operation of the production process and ensure the delivery schedules promised to customers.

2.2.1 Demand Forecasting: The first step in the supply chain is forecasting what customers will want. I assisted in this process, specifically with demand forecasting, by reviewing current orders and projecting future material needs. My job was to analyze actual orders that had already been confirmed by customers, as well as historical sales data, to generate projected material and capacity requirements. I supported the team in updating the Master Production Schedule (MPS). This high-level time-phase plan outlines what the factory will produce, based on confirmed, incoming, and forecasted orders. A key function that I assisted with was prioritizing the orders. Orders were rationally prioritized based on considerations such as customer lead time requirements, order urgency, and existing limitations in available production facilities, to maximize the timely and profitable use of the factory's resources.

2.2.2 Procurement and Sourcing: The Procurement and Sourcing function plays a crucial role in managing external suppliers and controlling input costs. I did regular and hands-on work in this critical area. A regular activity was tracking the current situation from a material cost perspective, including the amount of commodity price fluctuations and the historical performance and reliability of different suppliers. Crucially, I was responsible for tracking the Estimated Time of Arrival (ETA) of all pending Purchase Orders (POs) for required raw materials. I then took an active role in communicating the material shipment status to all related internal teams (Planning, Production, Sales) to manage expectations and preempt possible shortages. This exposed me to the fact that Procurement, in general, is a key strategic department, as it not only guarantees the cost-effectiveness of materials but also serves as a quality assurance point, ensuring the quality of materials as per the supplier's claims and industry specifications.

2.2.3 Capacity Planning: Meticulous capacity planning is the key to successful production - knowing what you can produce and ensuring you have the necessary inputs to produce it. This is a balancing act that continues indefinitely. I helped the planners check the physical and systematic availability of critical materials, ranging from different grades of paper, fabric labels, specialty chips, inlays of radio frequency identification (RFIDs), and adhesives. I actively monitored minimum stock levels (Min/Max) and assisted the team in increasing formal material requisitions (through an ERP system) when inventory fell below a safety level. I witnessed how dynamic the production schedules of planners were in their response to

unforeseen events, such as material shortages or sudden, urgent spikes in demand. This emphasized the fundamental importance of striking a balance between planned, determined capacity and operational flexibility to consistently meet dynamic and, in some cases, unplanned customer needs without incurring the costs associated with excess inventory.

2.2.4 Daily Planning and Coordination: The execution of supply chain day-to-day operations requires intensive collaboration. I was involved in preparing and revising the daily production plans with the supervisors and planners. My tasks included reviewing the status of all pending orders, ensuring the proper ongoing progress of production runs, and maintaining a smooth flow of communication between the Plan and Production teams regarding machine status and production output targets. I was regularly involved in daily or weekly planning meetings where the team collectively discussed critical issues, such as material availability risks, potential delivery bottlenecks, and strategies for addressing possible delays. This experience certainly showed that a smooth and efficient supply chain is based by the most fundamental means on teamwork, open communication, and proactive coordination across departmental silos that have to act as a single unit to perform on time.

2.2.5 Inventory Monitoring and Reporting: Transparent monitoring of inventory setup is critical for minimizing the amount of waste that occurs from the operation, averting costly delays in production, and optimizing working capital. I followed the whole flow of the inventory, so raw materials (RM), work-in-progress (WIP), and finished goods (FG). Using simple planning and inventory management tools, I helped identify stock turnover rates and contributed to the identification of slow-moving or obsolete items that unnecessarily tie up capital and warehouse space. I was in favor of preparing reconciliation reports for stocks by making a painstaking comparison of system data within the Enterprise Resource Planning (ERP) with actual, physical counts in the warehouse. This contributed to a critical attitude toward the accuracy of data in all inventory records and opened me up to the reality of physical inventory variance.

2.2.6 System Use and Documentation: In order to do these things correctly, I was given some hands-on, introductory training in the firm's basic Enterprise Resource Planning (ERP) program. I learned basic functions in the Oracle ERP system which is used for the entry, retrieval, and processing of the planning and transactional essential data. My activities involved checking order status information, preparing standard reports (for example, backlog reports), and keeping good records, such as daily plans in production and the stock. This foundational

work has enhanced my technical skill set, particularly in terms of data accuracy, systemic navigation, and professional record management —skills that are highly transferable in any corporate environment.

2.3 Quality Department

The Quality Department forms the backbone of any successful manufacturing business. Its basic mission is to safeguard the integrity of products; to ensure that every single item, particularly newly developed samples, meets the internal standards and, more importantly, the actual expectations of the customer to the letter.

2.3.1 Incoming Material Inspection: As part of my regular duties, I worked on inspecting incoming raw materials. These materials included critical parts such as many types of paper, specialized adhesives, as well as inlays for RDIs and fabric materials for labels. The inspection process was not only visual, but also involved a detailed comparison based on world specifications and company-mandated requirements. In pragmatic terms, this process was designed to serve as a screening solution, preventing the entry of low-quality materials into the complex production stream. I was responsible for ensuring that all materials found to be faulty, mismatched, or out of specification were clearly marked and reported. This detailed reporting initiated a formal review and necessitated corrective action with the supplier, under the direction of the described non-conformance. This task taught me an introductory lesson in quality management: maintaining the quality of materials is the best preventive measure against production problems, waste, and poor customer shipments at the end of the process.

2.3.2 Root Cause Analysis (RCA) and Problem Solving: An intrinsic learning experience supported the structured process of Root Cause Analysis (RCA) in every instance where significant product defects or quality failures occurred. The hope is to move beyond temporary fixes and discover lasting solutions. I worked with production teams to systematically understand the real causes of issues (versus the symptoms). We utilized tried-and-tested lean management tools, such as the Fishbone Diagram (Ishikawa), to map out potential causes in the categories of Man, Machine, Material, Method, etc., and employed the five Whys technique to identify the root cause of the failure. I became involved in the closure process for both Internal Complaint Reports (ICRs) and Customer Complaint Reports (CCRs). This included verifying that the corrective actions implemented were truly effective and ensured the permanent elimination of the root cause. Based on the robust RCA, the process concluded with

the formal documentation of Corrective Actions and Preventive Actions, significantly enhancing my understanding of effective quality system management.

2.3.3 In-Process Quality Control: In the phase I of manufacturing, I was actively involved in in-process quality control (QC). This included constant checking of the product at different important steps, specifically focusing on important parts of the manufacturing process: the printing process, the bonding of the chips (for the case of the products with the radio frequency identification) and final operations for assembling of the tag. My checks concerned identifying and taking action to counter errors that occur while manufacturing. These errors were some critical defects such as the chip misalignment on the substrate, blurred or incomplete printing details, and any color mismatches which were deviating from the approved customer swatches. For highly technical products of the type of RFIDs, I have used specialized RFI readers to test the critical parameters of readability tags and accuracy encoding. This ensures that the electronics component of the product functions perfectly when it reaches the supply chain systems of the customer. By detecting quality deviations early, we avoided developing staggering quantities of poor-quality products, which is a huge cost-saving strategy and a fundamental action for reducing the possibility of a formal Customer Complaint Report (CCR).

2.3.4 Final Product Testing and Approval: Before any order would be packaged for shipment, I would help with the detailed final inspection and final testing process. This is the final verification point, ensuring that the finished goods comply with all customer standards and are physically ready and fit for delivery. The final checks were extensive, including a complete checklist. This included verifying label accuracy, inspecting the physical condition and integrity of the packaging, assessing print quality and the accuracy of the printing, evaluating the final standard of finishing (such as precise die-cutting), testing bar code readability with calibrated scanners, and meticulously verifying that the number of final products matches the order. Crucially, I observed and assisted with specialized performance tests, such as testing the functionality of the radio frequency identification (RFID) system, as well as other tests in the lab, to ensure the product's functional performance and durability.

2.3.5 Lab Test: My work was sent to the in-house lab, where I collaborated with the lab team on performance testing for the brands. These tests are designed to simulate the real-world environments to which the product will be exposed. I became familiar with industry-mandated tests, such as the peel-off test (which checks the strength of the adhesive bond), the crock test (which evaluates colorfastness and rubbing resistance), and other tests that assess durability,

including those involving high temperatures or moisture exposure. Each test had specific, predetermined parameters or "pass requirements" dictated by individual garment brands (e.g., a specific peel-off force). This is critical, as it ensures that the performance and durability of the final product meet the customer's expectations when applied to a garment or product in a real-world scenario, i.e., when failure of the product cannot occur after delivery. Compliance with these parameters is protective for the company against performance claims and preserves the brand's trust.

2.3.6 Compliance and Internal Audits: I got some good exposure to the structured, compliance aspect of quality management work by helping with internal audits. These audits are crucial for ensuring continuous improvement and compliance with regulations. These audits were developed to ensure that all departmental operations strictly followed the established Standard Operating Procedures (SOPs) and the specific client requirements based on the accounts we serviced. The standards for the audit scope also encompassed external standards such as the requirements for certification to ISO 9001, general customer compliance standards, and/or even more specific standards mandated by their brands (e.g., environmental or ethical sourcing standards). I contributed to audit preparation by reviewing and organizing audit documentation, developing a detailed pre-audit checklist, and supporting the formulation of formal responses to any non-conformance findings.

2.4 Customer Services (CS)

I also worked with the Customer Services Department, which serves as the vital interface between the company's various internal departments and its external clients and vendors. This team is an expert in managing the order-to-delivery cycle, as well as the flow of communication and issue resolution, which is primarily focused on ensuring customer satisfaction.

2.4.1 Customer Order Processing: My first experience was with the critical processing of customer Purchase Orders (POs). This is what leaves the translation from the customer's request to a factory instruction. I assisted in verifying all the detailed specifications of the products listed on the PO and accurately entered all the necessary order data into the ERP system. I monitored the order's progress through the entire system, finalized the delivery schedule with Planning, and systematically sent status updates to the customers. This job emphasized the prime importance of accuracy/ timeliness right at the start of the customer service process, as mistakes in the order entry record are passed on to each subsequent department and result in manufacturing defects or wrong shipments.

2.4.2 Customer Communication and Issue Resolution: I was very involved in helping the team maintain the day-to-day customer communication flow. This is where relationships are put to the test and are built. I helped answer technical as well as logistical customer questions via phone calls and emails. When incidents such as delays in shipment of merchandise or errors in available products were encountered, I helped capture the details of the complaints correctly and then worked seamlessly with the Logistics, Planning, and Quality functions to initiate faster resolution. This experience taught me the extremely important value of quick responses and transparent communication in stressful situations, which is essential in developing and maintaining long-term customer trust and loyalty, especially during situations in which mistakes are made.

2.4.3 Order Follow-Up and Coordination: Another major function of CS is to serve as an internal driver with respect to the timely completion of orders. They meet customers' expectations against the reality of the factory. I consistently followed up on the status of one-time productions as well as urgent orders for which I was responsible, proactively ensuring they were completed and shipped on schedule. For high-stakes orders, I worked to escalate potential bottlenecks to the appropriate functional managers. I ensured that customers were promptly informed of any changes to the delivery date or possible risks to the delivery. This highlighted the importance of teamwork across different departments to ensure smooth operations. It also demonstrated how the CS team facilitates smooth operations by coordinating and communicating with internal departments, ensuring everything works together to meet the customer's promised needs.

2.4.4 Customer Documentation and Compliance: I assisted and supported some of the administrative work associated with international business and compliance with international logistics. I assisted with the meticulous preparation of commercial documents, including invoices, detailed packing lists, and shipping confirmations. A critical task was to ensure compliance with specific export regulations and unique documentation requirements mandated by customers (e.g., country of origin certificates). This task heightened my attention to detail and improved my working knowledge of the importance of correct documentation in global and international business transactions, where incorrect documentation can result in customs delays or financial penalties.

2.4.5 Support during Customer Audits and Visits: Finally, I gained experience in supporting the preparation for the transfer of the external customer oversight and management of relations

events. I supported preparation for major customer audits by collating crucial historical information, including production performance levels, complaint resolution history, and quality documentation. I also assisted with the logistics setup and preparation of presentation materials for review meetings with clients and factory visits. This experience helped me realize the importance of maintaining an attitude of operational transparency and detailed preparation in order to strengthen longstanding and close relationships with key clients.

2.5 Sales Department: Business Acquisition and Commercial Strategy

The Sales function, which is divided into Factory Sales and RB (Retail Brand) Sales, is the engine responsible for driving new business acquisition and managing all commercial activities that have a direct impact on the company's revenue and profitability.

2.5.1 Global Tender Participation: Played an important role in the competitive process of Global Tender Participation. These are high-stakes bids, voluminous bids. My main role was to ensure that the cost structure for high-volume items, which were being bid on in the tender, was run correctly. The objective was to determine a competitive selling price that would still guarantee a good contribution margin (CM), which is vital to winning future, long-term orders and thus profitability. I also contributed to various exercises of item costing with other international company sites. This is a rigorous process necessary for global consistency and competitive positioning against worldwide competitors.

2.5.2 Price Setting: A particular and important task was being assigned to help in setting the final selling price for specific items based upon strategic goals. I learned that pricing decisions are usually based on a desired Contribution Margin (CM) figure, typically a CM of 50-60% of the selling price, which includes fixed costs and profit. Crucially for me this time, I learned that the final acceptable CM percentage is not static, rather strategic, and is based upon the business prospect (i.e., the likelihood of future business) and the estimated Annual Estimated Quantity (AEQ) that the customer is likely to order. However, high-volume or strategic customers may be offered a lower margin price in return for a longer-term partnership or increased market share.

2.5.3 Commercial Activities: I saw that the RB Sales and factory Sales, both commercial teams, are very much involved in critical Commercial decision-making and commercial tactical activities, which will impact the bottom line.

This included obtaining the final sign-off regarding price confirmation or finalizing alternative Raw Materials (RM) in case a primary material was unavailable. In some cases, if faulty goods were made or an alternative RM was under consideration, the sales team usually made the ultimate business decision on how to proceed - to save or gain the business. These types of critical decisions are often made strategically, based on the strength of the relationship that has already been established with a client, as well as the potential future with the client. The value of the long-term relationship often outweighs short-term profit.

2.5.4 Local Business Win: The sales team is also focused on getting new business from local markets to compete and take market share from the competition directly. This very often requires aggressive and agile pricing. In these cases, I noted that the team typically settled on competitive or "package" pricing, that is, presenting a bundle of products or setting a significantly discounted price point, to successfully avail the business. I had the chance to prepare a Tesco brand business bid for their Disney product range. Although in the case of the eventual business that was not won, the reason for this was instructive: the ratio between the potential volume and the required business value was low. This introduced me to the idea that not all businesses are good business, and profitability and strategic alignment are essential.

2.5.5 Liaison with Local Offices and Vendors - With continuous, an essential task of the sales is to maintain constant liaison with both brand local offices (LOs) and the final clients/vendors. This relationship management is crucial for effective future planning. This continuous relationship management is crucial for collecting vital market intelligence on the state of the market, including current and future market opportunities, trends, and upcoming product launches. I had the chance to visit a local office for the RB Carter's brand and learned firsthand about their proactive plans for future business opportunities with mixed items. This type of information is extremely important because it enables cross-functional teams (GPD, Planning, Procurement) to be proactively prepared to manage manufacturing capacity and materials sourcing for projected growth, thus making Sales the strategic source of input for the entire organization.

Chapter 3

Critical Assessment of Internship Work

The Avery Dennison internship, which began in August 2025, provided me with firsthand experience in the core operations of a leading global TRIMs and accessories organization. The company is run through five key departments: Global Product Development (GPD), Supply Chain, Customer Services, Quality Management, and Sales. Each Department is critical to fulfilling important buyer demands for quality, cost, and on-time delivery. This chapter provides a critical analysis of the entire experience, encompassing the professional skills acquired, the challenges encountered, and the key outcomes in the chosen career. The primary objective of this chapter is to assess the effectiveness of the internship in bridging the gap between academic theory and complex industrial practice.

Academic Foundation and Real-World Application: Critically assessing the internship involves evaluating the process of successfully implementing academic theory within an industrial environment. My Postgraduate Diploma in Knitwear Industry Management (PGD-KIM) provided me with solid managerial, analytical, and technical skills through specific coursework. Avery Dennison created the perfect situation to implement these skills.

Every course turned out to be relevant to my departmental responsibilities. For example, my support in demand forecasting was immediately informed by supply chain theory, while knowledge of quality management systems was crucial during Root Cause Analysis (RCA). This internship satisfactorily tested the strength of my academic education under actual manufacturing conditions.

The internship played a crucial role in the comprehensive evaluation of departmental workflows and industry standards. Engaging with the five core departments, I determined their unique contributions to the complex production system. Direct observation and participation provided deep insight into several critical processes.

3.1 Application of Generic and Industry specific courses during internship

The comprehensive courses of the PGD-KIM program equipped me with vital managerial insights, analytical proficiency, effective communication skills, and practical operational skills, which significantly enhanced my performance and decision-making throughout the internship.

The PGD-KIM program delivered strategic intellectual capital, an excellent toolbox of managerial, analytical, communicative, and operational skills. This basic knowledge base served as a crucial guidance system in maximizing performance and accelerating learning across all departmental responsibilities throughout the internship.

Application of Generic Courses: The Foundational Skillset

The generic courses, together, formed the basis for professional performance during the internship. The principles of management, reasoning, communicating, and planning were critical in each department of Avery Dennison.

HR Skills & Competencies: This course was highly relevant to HR policy formulation and compliance with labor laws. I witnessed the concepts in the work that Avery Dennison is doing regarding payroll management, employee records, and compliance audits against national labor laws. Specifically, the theoretical elements of worker motivation and training were evident in company initiatives developed in areas such as skill development, safety drills, and welfare activities for employees, providing scope for measuring the effectiveness of the HR function. This viewpoint helped me determine the extent to which the company upholds ethical labor standards, which are essential for attracting major global buyers. It also helped me know and implement leadership qualities and motivational strategies. In addition, it greatly helped me to understand the organization as a cohesive unit, in which each person is a vital element to the success of the business.

Analytical Skills & Competencies: This provided the necessary tools for analyzing and interpreting data across various functions. I utilized Excel-based calculations and data analytics to prepare detailed cost sheets in GPD, monitor production efficiency reports in Supply Chain, and compare price quotations from suppliers in Procurement, all to support cost control decisions. This skill enabled the identification of performance gaps, contributed to quantifying operational efficiency in terms of productivity and defect percentage, and was crucial in improving forecasting accuracy in the Supply Chain department.

Communication Skills: This was an important aspect of the professional relationships, especially in Overall Customer Service and Sales. The importance of clear, professional communication was reflected in the drafting of correspondence from buyers to the company, the mastery of written communication rules (email etiquette), as well as the coordination within the company, which is necessary to maintain client trust. The ability to create succinct and courteous communication proved critical in resolving an issue, turning a potentially negative

customer complaint scenario into a positive relationship-building outcome, thanks to the transparency and clarity across international teams.

Business Operation Skills: This had direct relevance to sales, customer service, and commercial activities. Knowledge of TNA (Time and Action) planning, budgeting, and cost sheet preparation streamlined my understanding of order management and export documentation. Furthermore, the theoretical exposure to Letters of Credit (LCs) was particularly useful in understanding how Avery Dennison manages payments for its exports and coordinates with financial institutions to mitigate commercial risk and ensure a seamless financial closure of international transactions.

Application of Industry-Specific Courses: Specialized Technical Knowledge

The industry-specific modules provided me with the opportunity to apply specialized technical knowledge, which directly related to the practical operations I observed at Avery Dennison, enabling me to contribute to technical tasks immediately.

Introduction to the Garments Industry Knitwear: This provided a base knowledge about the RMG value chain. This knowledge was crucial in understanding the entire sourcing and production process within Avery Dennison, from placing orders to final shipment, and in reinforcing the interdependence between suppliers and buyers. This foundation was essential in GPD when discussing product application on final garments and during Sales discussions about a buyer's overall strategy of their supply chain.

Industrial Engineering: This had a direct use in production operations. Exposure to line balancing, efficiency calculations, and principles of lean manufacturing provided the tools for analyzing bottlenecks throughout the flow and interpreting the operator productivity charts on the production floor. This understanding enabled me to view the production reports not only as data but also as indicators of process optimization opportunities, particularly in the high-speed printing and assembly sections.

Production Management & Merchandising: This was very applicable for the Sales and GPD departments. Its focus on production planning, pricing strategy, and merchandising management helped me to understand Avery Dennison's product cost structures and the rationale for buyer negotiation during global tenders. The course's focus on coordination between the merchandising, production, and QA departments reflected the integrated order management system that operates on a daily basis at Avery Dennison.

Quality Management: The main concepts of AQL (Acceptable Quality Limit), inspection procedures, and reporting defects were actively applied in the QA department. This learning resulted in it becoming easier to understand quality documentation, classify defects (minor, major, critical), and recognize the need for prompt corrective action to ensure buyers are satisfied. This knowledge formed the basis of my work in Root Cause Analysis (RCA) and ensured compliance with strict customer quality standards.

3.2 Suggestion for industry improvement

These recommendations are based on departmental observations of interactions and processes, specifically regarding data management, collaboration, and integration.

3.2.1 Enhance Digital Integration and Automation: As mentioned earlier, the company currently uses the Oracle ERP system for planning, costing, and order processing, but efficiency can still be improved by connecting data flows more tightly. The following suggestions are designed to help with that.

Implement Automated Quality Alerts: Currently, data checks rely on manual inspection (Incoming Material, In-Process QC). The industry should look to integrate digital inspection tools directly with the ERP/MES (Manufacturing Execution System). For instance, readings from RFID readers or color spectrometers should automatically flag non-conformance in the system, reducing human error and speeding up the Root Cause Analysis (RCA) process.

Create a Unified Demand Planning Dashboard: The Supply Chain team uses historical data and current orders for forecasting. To mitigate material shortages and avoid emergency adjustments, demand planners can implement a single, real-time demand planning dashboard that instantly pulls data from Sales (POs, tenders), Procurement (supplier ETAs), and Production (current capacity). This minimizes the delay in updating the Master Production Schedule (MPS).

3.2.2 Formalize Knowledge Transfer between GPD and Sales: Strong coordination between GPD (Innovation) and Sales (Strategy) is vital for profitability. GPD prepares detailed product cost structures and technical feasibility reports. The Head of the GPD team, along with HR, can organize regular (e.g., quarterly) 'Design-to-Value' workshops where GPD presents new product capabilities and cost drivers to the Sales and Pricing teams. This will ensure that the Sales team is empowered to position high-margin, innovative products strategically (like complex RFID tags) during global tender participation, moving beyond just competitive pricing to focus on "value selling."

3.2.3 Optimize Supplier Performance Feedback Loop: The Procurement section emphasizes checking the status of material costs and supplier claims. This process can be made more strategic by formalizing the feedback loop. It can be done by creating a system where Quality checks (from Incoming Material Inspection) result in an automated, public score for each supplier. This score should impact future Purchase Order (PO) allocations, incentivizing better material quality and reducing the need for costly inspection, segregation, and corrective action in the future.

3.2.4 Value focus and Efficient Team integration: In the Garments accessories industry, Avery Dennison can focus more on high-value products and less on quantity-focused products, which will result in overall country-wise revenue and profit increase. To make this successful, there must be seamless integration among all teams, enabling them to collaborate and create synergy. Value-focused products and team integration will also have an impact in multiple ways, including shorter lead times, unity among internal stakeholders, and external stakeholders. Additionally, it will enhance efficiency throughout the value chain.

3.3 Learning for self-improvement

The internship provided hands-on experience in analytical, communication, and systematic problem-solving skills, contributing to personal growth and self-improvement. Through this experience, I identified the following areas for personal growth and improvement.

3.3.1 Deep Analytical and Data Proficiency: I have shown skill in collecting and verifying data (on inventory take-ups, costs, and audit preparations). The next element is higher data translation.

Focus on Predictive Modeling: I need to practice advanced functions of MS Excel for checking statistical analysis. By applying this in my work, I will be able to transition from describing past defects to making predictions of the supply chain and quality control.

Master Financial/Strategic Modeling: While I contribute to product costing, my focus for self-improvement should be on strategic analysis of profitability. Learn to conduct simulations with CM% linked to various market situations (for example, raw material price spikes and volumes) - to better support the Sales team's price-setting decisions.

3.3.2 Strengthen Cross-Functional Communication and Diplomacy: The need for coordination is mentioned several times throughout the report (CS coordinating with

Logistics/Planning, Quality working with Production). Effective coordination requires strong soft skills. I identified the following ways of improving myself in this regard.

Improve Stakeholder Management: It is essential to consistently communicate the needs of one's own department to others clearly and explicitly. For example, when speaking to a superior about a shortage of materials in the Supply Chain to Production, instead of making the problem a complaint, it is better to propose a schedule adjustment with minimal disruption. The idea here is to obtain buy-in and implement action as quickly as possible, supported by data (ETA, capacity impact) to underscore the urgency.

Seek Presentation Opportunities: While I helped prepare for the client visits and internal reports, I should concentrate on becoming the person who presents the insights. Gaining experience with communication to top management or client meetings on the findings of development activities (complex technical results of integration purposes, such as GPD, RCAs) will be crucial for advancing my career.

3.3.3 Commit to Continuous Process Certification: My exposure to ISO standards and lean tools (Fishbone, 5 Whys) is a reasonable basis. I need to formalize this knowledge by pursuing the Lean/Six Sigma Certification. Formal education on Six Sigma principles will enable me to become a more effective leader of process improvement projects. This will enable me not only to assist with RCA but also to design and implement Preventive Actions (PAs) that systematically remove sources of variability and ensure sustained quality improvements across departments.

3.3.4 Be a Future Leader: Through this course, I have gained numerous learning experiences and developed sufficient levels of self-confidence to become a leader in the future. These courses enabled me to develop my analytical, personal, and people skills, as well as industry knowledge. Moreover, I can apply all the learnings in my professional and individual activities. This helped me a lot in developing the master strategist and leadership within me.

Chapter 4

Conclusion

The internship at Avery Dennison Bangladesh Limited was an unparalleled experience that bridged the gap between theory and the actual corporate world. I had the opportunity to visit various departments, including Quality, Supply Chain, Global Product Development, Customer Service, and Sales, which provided me with a comprehensive understanding of how a globally integrated manufacturing and supply chain organization operates.

Each department offered distinct learning opportunities, spanning technical quality control and process optimization, customer engagement, product development, and commercial execution. This multidimensional knowledge has enhanced my analytical, communication, and problem-solving skills, while reinforcing the importance of process discipline and collaboration in achieving organizational excellence.

The internship also deepened my appreciation for Avery Dennison's commitment to sustainability, innovation, and continuous improvement. Tracking the way each team correlated their functions with the company's strategic direction helped me to gain a better insight into cross-functional coordination and the importance of data-driven decision-making in the competitive business world today.

Overall, this was an intellectually stimulating and professionally rewarding experience. Not only has it provided me with a renewed sense of career goals that I pursue in the realms of supply chain and product development, but it has also given me the applied skill set and confidence to contribute to any future role in the corporate world in an impactful way.

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