

Report On
SQ Group
Marketing and production process

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

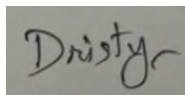
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Declaration

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 reference.
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:



Samsun Nahar Dristy
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Academic Supervisor's Full Name & Signature:



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Letter of Transmittal

Ali Navir Khan
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Subject: Submission of internship report on SQ Group (Q Collection)

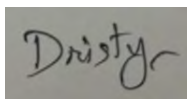
Dear Sir,

This is my pleasure share my observation and learning details regarding 'My industrial attachment', which I was appointed by your direction.

I have tried my best to finish the report with the crucial data and recommend proposition in a significantly compact and comprehensive manner as possible.

I trust that the report will meet the requirements.

Sincerely yours,

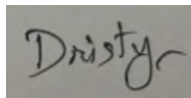


Samsun Nahar Dristy
Student ID- 24281026
Executive Development Center, BIGD
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Non-Disclosure Agreement

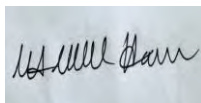
This agreement is made and entered into by and between SQ Group. as the First Party and the undersigned student. at EDC, BIGD, BRAC University as the Second Party. The First Party has allowed the Second Party to complete a three months' long internship in partial fulfillment of the requirements for the degree of Post Graduate Diploma in Knitwear Industry Management. The Second Party will have the opportunity to work closely with the officials of the company and have access to official data and information. Based on work experience and data and information collected during the internship the Second Party will prepare an internship report. The Second Party will use all sorts of data and information for academic purposes and will not disclose information to any party against the interests of the First Party

Student's Full Name & Signature:



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Industry Supervisor's Full Name & Signature:



Mahmudul Hasan
Senior Account Lead, Marketing & Merchandising
SQ Group (Q Collection)

Acknowledgement

In completing my complete journey of PGD-KIM, I would like to convey my gratitude towards my work organization, wonderful supervisors and my co-workers who have supported me in being able to take up the classes and also maintain my work performance. My colleagues have helped me in completing my day-to-day tasks while being able to attend and learn from my classes. My supervisor has been inspired to attend the classes and make the best out of it which will help me in the long run to enhance my leadership and people's skills. I would also like to thank my wonderful batchmates and faculty who have taught and supported me a lot through this journey. I would also like to emphasize that I have been able to understand the importance of networking and the urge to use modern technologies to stay up to date to the word view. I have learned more and more regarding our RMG sector and its potential from our batchmates and faculty. During my internship period at my own organization, I have been able to work very closely with the colleagues of other departments as well which let me grow a much closer both and understanding of their work, difficulties and the towards the process we can work together to make everyone's life easy and bring improvement into the business. I have also been updating my technical knowledge about the whole RMG Manufacturing. I am grateful to the department heads and members who have co-operated and supported in gathering the required information for my industrial attachment to take some time from their busy schedule.

I must convey a huge gratitude to my academic supervisor who has helped me to understand the whole report writing very smoothly and how to use our time efficiently to write and finish it in a timely manner. I very much appreciate his helpful suggestions for completing this report.

Executive Summary

My internship was primarily based on Marketing and Merchandising, Industrial Engineering, HR and Admin, Planning, Fabric technical and Quality. I have already completed some of my intern days at the marketing and merchandising dept. As of now, most of the detailed outline for the merchandising dept has already been gone through. In the marketing perspective, the most important aspect is to be very proactive in case of mail communication and on- time sample and price submission. These are the crucial areas where merchandisers need to work and submit competitive and cost-effective prices with customers regarding being in the race of order confirmation. Apart from this, merchandiser will also need to ensure that projected business is aligned with our budgeted business. They also need to review on running business development that they are expecting in near future business. Supply chain plays very important role in price negotiation as well as fulfilling the balance on future supply and demand. Based on supply chain planning, order flow and raw material availability aligns with our demand. After ensuring the RM on time, IE team shares the production SMV at the style level to ensure that the planning team is able to plan each order execution and ensure delivery is aligned with customer demand. After completing the PP meeting on time for each order, production starts their bulk cutting with proper fabric inspection and quality check for other trims items as well.

Production sets up their lines to ensure that as per planned efficiency, products are being finished in good quality for final inspection and handover of the goods. In between these productions process, Warehouse and other related departments of the business need to be running smoothly. After completing the whole course, I could understand how much is has made me understand better our line of work. I could relate more and the depth of my work with this new learnt knowledge of the industry. It has also helped me to improve my communication skills and how to be more efficient on my day-to-day life. PGD-KIM has helped me to be more involved with market position and future opportunities and threat of the industry and make an informed decision to proceed with the plan. Depending on the recent course of the work market competition and our social and political situation, I can now say that Bangladesh RMG industry has many potentials to grow however, we need to address the threats that we must overcome near future. We need to incorporate more technological advancement in industry to increase the efficiency of production and beat our competitors. All in all, it has improved my overall skill set and given me the direction to move ahead for future success.

Keywords: Knitwear & Lingerie manufacturing; Merchandising, Planning, Warehouse.

Table of Contents

Declaration.....	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement	v
Executive Summary	vi
Table of Contents	vii
List of Figures.....	ix
List of Acronyms	x
Chapter 1 About Organization	1
1.1 Overview of the Industry	1
1.2 Vision & Mission.....	1
1.3 Goals & Objectives	2
1.4 Organizational structure, Organogram, Branches and Departments	3
1.5 Products/services produced by the Industry	3
Chapter 2 Description about task accomplishment.....	4
2.1 Marketing and merchandising.....	4
2.2 Quality.....	6
2.3 Warehouse or Store.....	7
2.4 Production.....	8
2.5 Planning.....	10

Chapter 3 Critical assessment of Internship work	12
3.1 Application of Generic and Industry specific courses during internship.....	13
3.2 Suggestion for industry improvement (based on internship).....	14
3.3 Learning for self improvement	15
Chapter 4 Conclusion	16

List of Figures

Figure 1: Oraganogram of industry (SQ Group).....	3
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List of Acronyms

PP	Pre-Production
GDN	Goods Dispatching Note
GRN	Goods Receiving Note
RM	Raw Material
IQC	Incoming Quality Control
RFT	Right First Time
GSM	Grams per Square meter
QC	Quality Control
SMV	Standard Minutes Value
OSR	Order Signoff Report
SMED	Single-Minute Exchange of Die
AM	Assistant Manager
WFX	World Fashion Exchange
DCM	Daily Co-ordination Meeting
FR	Fast React
PDC	Product Development Co-Ordinator
IE	Industrial Engineering

Chapter 1

About Organization

1.1 Overview of the Industry

Q Collection (SQ Group) is originally based in Singapore which is the parent company of the manufacturing subsectors collectively known as SQ Group in Bangladesh. As a leading global apparel manufacturing company, SQ is driven by a passion for innovation, sustainability, and excellence. With a rich heritage spanning 30 years, we operate through three business clusters: SQ Celsius (Knitwear), SQ Birichina (Lingerie & Activewear), and SQ Hues (Vertical Integration). Our commitment to sustainability is reflected in our LEED-certified facilities and ESG-focused operations. Our team of over 18,000 dedicated employees deliver high-quality products and services, guided by Q Collection's strategic vision of excellence and commitment to shaping the future of manufacturing apparel. Founded in 1993, Q operates key manufacturing facilities in Bangladesh and Sri Lanka and is establishing nearshore operations in Morocco. The Company's promoters and investors hold their share through a holding company in Singapore.

Q is a big leaguer in the global apparel industry, renowned for its high-quality products, innovative designs, advanced manufacturing capabilities, and strong commitment to sustainability.

1.2 Vision & Mission

The main intention was to take charge of promoters' ongoing manufacturing business in Bangladesh's main focus is on apparel manufacturing and exporting to retailers. The planned key activities include steered by Q are banking, commerce, marketing, design development, sourcing and business unfolding initiatives within the region.

Today, as we evolve from SQ to Q we are proud to unveil our new tagline that captures the essence of Q Collection's philosophy. Quality Seeks Quality isn't just a tagline. It is the articulation of a profound truth we have discovered throughout our journey - excellence attracts excellence in an endless, reinforcing cycle.

Our new tagline embodies our deepest understanding that a true quality is holistic and interconnected. It reflects our belief that:

Quality Begins with People: Our team brings excellence into everything we touch.

Quality Permeates Lifestyle: Our approach to life shapes our approach to work.

Quality Manifests in Presentation: How we present ourselves reflects our commitment to excellence.

Quality Lives in Communication: The way we speak and write demonstrates our dedication to precision.

1.3 Goals & Objectives

We have learned that to achieve truly exceptional results, we must embody quality in every aspect of our operation. Excellence cannot exist in isolation - it must be cultivated throughout our entire ecosystem.

Looking Forward

This rebranding not only reaffirms our steadfast commitment to quality but also helps us to assume a leadership role in industry excelling through cutting-edge manufacturing processes and sustainable practices; providing meaningful opportunities for our employees to realize their full potential; and collaborating with the world's leading brands to deliver future-ready solutions for the apparel products.

We would also like to emphasize the importance of your familiarity with and understanding of the rebranding guidelines. To support this, we have prepared an Employee Brand Handbook for those who need to use branding elements in their daily work. A copy of this handbook will be made available to you shortly.

1.4 Organizational structure, Organogram, Branches and Departments

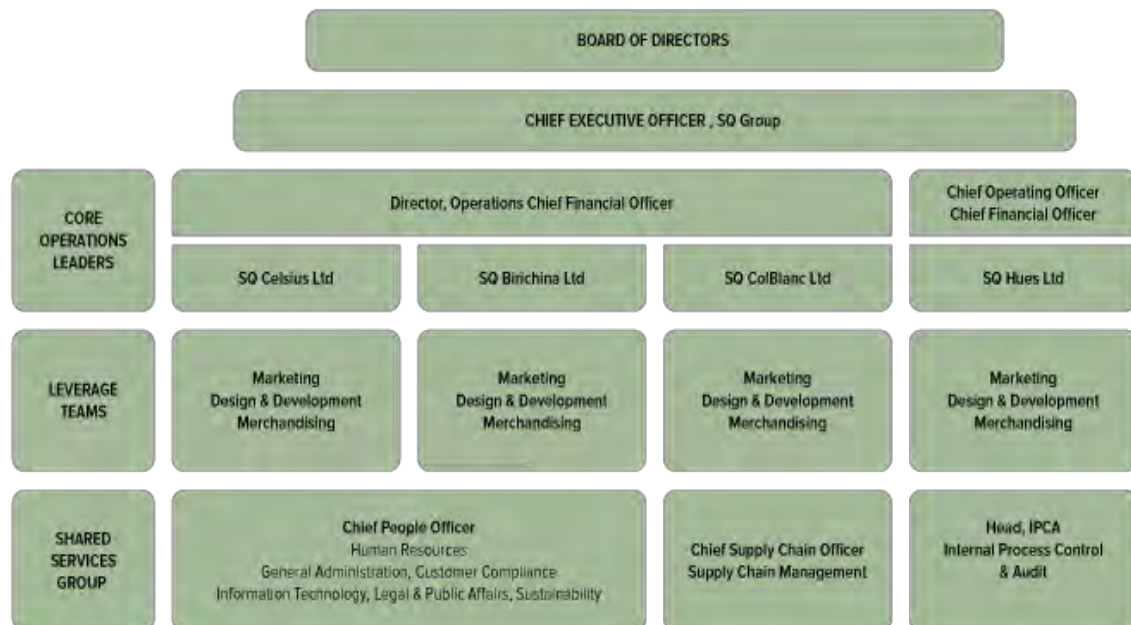


Figure-1

1.5 Products/services produced by Q Collection.

Q Collection started its journey from 1993 with Sweater and knitwear products and then extended its business from there. It now has 3 clusters known as SQ Celsius producing Knitwear, SQ Birichina producing Lingerie and Activewear and lastly SQ Hues which supports core businesses by yarn dyeing and fabric manufacturing. The management team consist of wide range Expats and national recruits. Here at Q collection (SQ Group) we have a variety range of items that we can develop & manufacture from both Knitwear and intimate wear clusters. For example, we have all range of Bras starting from minimal and basic T-shirt bra to nursing bra as functionality. We also produce sport bra, all kinds of basic and fashionable knickers and panties. We also have activewear and loungewear in our capabilities. We do many men's underwear and one of 2nd bestselling items is men's Boxer. In the knitwear cluster we have different types of Hoodies, sweaters, Women's body con and so on. Q collection has a home-grown section that is known as RAW BOUGHT which is an intimate nightwear or loungewear brand based in Singapore and it is an online based company for nightwear.

Chapter 2

Description about task accomplishment

The factory's operations are effectively divided across various departments. Since SQ Group (Q collection) core business is exporting high-quality garments, each department is fully dedicated to garment production. During my internship, I chose to work across five different departments, opting for hands-on experience directly at the factory to make my learning process more engaging. I began in the Merchandising Department, as it plays a crucial role in garment production by handling the marketing and order bringing into the business, which are the foundation of the company's existence and progress. Additionally, I coordinated my schedule with each department, allocating my 60-day internship across the five areas. I spent the necessary time in each department to gain a comprehensive understanding, with further details about my experiences outlined below

2.1 Marketing and Merchandising

Being the part of the marketing merchandising department, I had a wider overview of the work we do at SQ Birichina. I would say the key ingredient to excel in this department would be proactive communication, buyer season calendar follows up and ensure sample submission is on time. Some other focal point to be competitive and innovative in prices and product range in these massive competitive markets. SQ Birichina marketing merchandising department consists of 2 different sub sections - Development and Execution merchandising. I would like to give details on each sub section. Firstly, as a development merchandiser I properly track the seasonal development T&A to ensure no lost opportunities at the development stage only. We usually receive Teck pack or reference sample or inspiration pictures of mood board from customer end. At the development stage, we need to clarify all the information regarding each styling to ensure correct sample submission with correct fit. After submitting the samples on time, i need to ensure that the pricing needs to be competitive in comparison to the market rate. I give out all the required information needed to source the prices properly to supply chain department. After receiving price from supply chain, I do the internal costing and review with our top management so that we are aligned at any point. To execute a correct costing, i need to take consumption, SMV, efficiency for the product type. for accurate consumption and SMV, if we are doing the costing without sample development, I make mockup samples. After the

negotiation period is done for each selection, I need to make sure that the order confirmation is coming on time as well as order handover is done accurately to the execution team to ensure production and bulk delivery on time. Except for these responsibilities, we need to give 6 months' material projection to supply chain department based on our historical order qty data to ensure that we have enough materials available at supplier level to meet the future demand. There is another side of product development where we need to align with our UK design team for any new development in innovation or as per our customer needs. Usually the UK team does international innovation-based product marketing to which centers around co-ordinate with customer vision for the new season perspective and give it a vision over the CADs and review with customer if there needs to be any revisions or they will select designs, and our UK team will submit a quick physical sample to ensure order confirmation. After getting the order confirmation, starting from getting the fit of the garment, shade and lab dips approval to order execution is business development and execution team job. At the development stage, we must take the quality approval from customer end based on each buyer's approval SOP which varies from customer to customer. It is a standard procedure that we need to follow at development stage. All other trims development must also have approval procedures which can be followed to ensure that no quality claim comes upon us. We also need to initiate and conduct if there is any new customer on boarding process and need to do different social, technical and compliance audits. In a sentence, product development merchandisers need to be on top of everything that is going on into the business. As a development merchandiser, these are the key job responsibilities however, there are many more related tasks to cover such as Raw material demand projection with supply chain to get uninterrupted supply of materials, risk assessment, capacity projection and real time capacity loading etc. For execution Merchandising, main KPI to follow OTT Hit rate which will not be aligned without the on time bulk material booking, Capacity planning aligning with planning team, follow up suppliers to ensure bulk goods are dispatched on time to ensure ETA. They also need to ensure that suppliers dispatch and bulk shipments in correct shade and quality otherwise production will impact. Managing size set, PP sample approval, trim cards, label layout and many other approvals from customer end. When production of goods is completed, finally initiate and be present at the final inspection to make sure smooth processing. shipment booking as well as following up handover of the goods. Execution team will also ensure logistic team are booking the vessel on time so that the finished goods are handed over as per customer requirement.

2.2 Quality

During my internship in the Quality Control (QC) department, I gained valuable insights into how production quality is monitored and maintained. The department collects essential documents such as production orders, operating procedures, measurement specs, approved trims and samples, label layouts, and feedback from pre-production (PP) meetings. Using these resources, the team evaluates initial production outputs and conducts daily inspections following the AQL 1.0 standard.

I initially worked with the Incoming Quality Control (IQC) team. Once goods were received from suppliers, the warehouse handed them over to IQC for inspection. I actively participated in fabric inspection using the 4-point system, where I recorded defects and compiled them into a report that was later shared with the cutting and merchandising teams. Additionally, I performed fabric shade checks using particular customer primary light sources and created shade groupings. Based on feedback from the IQC officer, I determined the suitable type of marker for each shade and submitted a report to assist the marker-making process. I also measured the GSM of fabrics and prepared consumption reports to help optimize marker sizes and reduce excessive material use.

Beyond documentation, I developed a system to organize inspection data based on fabric type, ensuring easy reference when needed. After IQC, I joined the online QC team to observe real-time inspections on the production floor and back desk. One key observation was a high rate of oil stains on garments. With approval from the QC manager, I placed brown paper under the press machines to detect leaks. The next day, I identified three machines leaking oil. Mechanics were called to fix the issue, and as a result, oil-stain incidents dropped from 7% to 1%. We later conducted a Kaizen meeting to review this improvement and reinforce the value of continuous enhancement.

Working closely with both the QC manager and officer, I helped to implement the "Line Buddy" system, a Lean manufacturing concept introduced by the AGM of SQ Group. We divided each production line into input, assembly, and output zones, assigning one skilled operator per zone to oversee product quality. This trial run aimed to reduce inline defects, develop operator skills, and increase RFT (Right First Time) percentages across the factory.

I also investigated continuous quality issues, with a specific focus on the factory's most common defect: uncut threads. I analyzed their root causes and recommended actionable

solutions to reduce their frequency. My contribution in this area was well received and appreciated by the QC manager. Just in my internship days, one of the local suppliers delivered 2 qualities of fabric that was supposed to be delivered with proper identification details to ensure that the fabrics are separated from each other and GRN (Goods Receiving note) is done properly. However, supplier failed to do. So I advised the quality team to do a GSM (Grams per Square meter) testing as both fabrics had different weight, we would be able to identify them without any issue whatsoever. I also got to learn that if any fabric is being relaxed and kept in a place for a while the physical parameters might change from its initial stage.

2.3 Warehouse

I spent 1 week with the store department here at SQ Birichina. SQ has fabric, yarn and trims store separately maintained for the easy-going process of the workflow. Store teams' main responsibility is to receive materials from local and international suppliers via challan or packing invoice. They need to make sure that merchandisers ensure that confirmed POs are circulated to ensure the on-time inventory and GRN (Goods Receiving note) is done. Based on the daily demand of the production floor store needs to allocate and issue raw materials accordingly. After each PO is shipped, goods stock report is made and circulated to see if there are any leftovers. Left over utilization plan also needs to be in place in proper workflow of the store. At SQ Birichina, we also have separate Sample stores to keep track of the sample raw material and proper utilization of them. This also ensures on time sample submission. During my internship days in warehouse dept, I watched how to create a GRN (Goods receiving note) via WFX (World Fashion Exchange)- ERP system. I also learned how to do GDN (Goods Dispatching note) and issue the Raw materials to production floors. All this information kept would give warehouse team the space utilization and track of the goods. It also helps us to understand the availability of RM (Raw material) against demand. I also analyzed how to use a KANBAN board to identify physical position of the specific model. This enabled us to understand the core reason for any inefficiency or problem and implement solution. Sample store to keep track of the sample raw material and proper utilization of them. This also ensures on time sample submission. During my internship days in warehouse department. I watched how to create a Goods receiving note via WFX (World Fashion Exchange)- ERP system. I also learned how to do GDN (Goods Dispatching Note) and issue the Raw materials to production floors. All the information kept would give warehouse team the space utilization and track of the goods. It also helps us to understand the availability of RM (Raw material) against demand. I also analyzed how to use a KANBAN board to identify physical position of the specific

model. This enabled us to understand the core reason for any inefficiency or problem and implement solution. Warehouse team checks the fabrics under 4 points system of quality check which enables them to find holes, stains, and weaving faults of the received fabric. During internship at the warehouse, I learned how they ensure this quality checking as well as they use primary light source of each buyer to ensure that the received fabrics are of the same shade as the 1st bulk approval. They make shade cards record under each lot or roll of the fabric so that in bulk we can track the deviation of the shades received at lot level. For the Trims store, items like Bra foam cups, Wire and Hook & Eye required grading and blueprint details to check the received size wise qty is received correctly.

2.4 Production

The production team starts by reviewing their plan and setting clear targets for the day. They work closely with the Industrial Engineering (IE) team to make sure those targets are met. To track progress, they monitor hourly and daily output to stay on course. Once sewing is complete, the style is finished and sent to the packing and finishing areas.

On my internship, I worked alongside Assistant Manager (AM) and other team members. I quickly learned that the timing of raw materials is crucial for smooth sewing operations. However, there were often delays because the sewing lines didn't receive the necessary materials on time from the cutting department. To help manage this, we used a shared KANBAN board, also used by the Warehouse Department. This allowed the cutting team to provide updates on which sewing lines were ready and which had potential issues based on the availability of materials. By doing this, both the cutting and sewing teams could prepare ahead of time, which helped streamline the workflow.

When I was working on the production floor, I worked with a variety of Bra and Panties along with some shapewear styles, following the Standard Minute Value (SMV) system. I observed the entire production process and noticed some steps that could be eliminated or shortened to improve efficiency. After discussing these ideas with the production supervisor and a garment technician, we were able to adjust the process and reduce unnecessary steps. For example, in one critical shapewear style, I realized that both a single-needle and overlock machine were being used consecutively, but both tasks could be done using a flat lock machine instead. I shared this suggestion, and after trying it out, we achieved the same quality with fewer steps. I made similar improvements to another process with the help of the production officer and garment technician.

One of the major tasks my mentor gave me was to conduct a **skill gap analysis**. For this project, I reviewed 20 different panties and Shapewear styles along with men's boxer, counted how many steps were involved in making each, and calculated the average time spent on each step. I found that the desired efficiency was 95%. I also calculated the number of operators needed for each step based on these targets and noticed there was a gap between what was required and what was in place. I put together my findings into a report and shared them with the production manager. After reviewing it, the manager spoke with the IE team and suggested that they begin a project focused on improving the skill matrix and operator training which will help them to select highly efficient operators and engage them in critical operations to reduce bottleneck and increase overall efficiency of any line or style.

For any production department, main goal is to complete production of each style on time and hand over delivery smoothly. I worked closely with a production officer to ensure that each style was completed according to the planned deadline. My job involved tracking details like product sizes and colors, figuring out which sizes needed to be recut, and identifying any missing trims. Once I understood the requirements, I contacted the necessary departments to make sure we received the items we needed on time, so we could meet the scheduled delivery date. This experience taught me a lot about how the closing process works and how crucial it is for overall production efficiency. I discovered new and effective ways to reach production goals within just 15 minutes of observation and adjustment. One of the methods I used involved tracking the number of pieces produced by each operator every 15 minutes, repeating this four times per hour. Each interval, I aimed to adjust the number of the number of pieces produced, which ultimately raised total output to meet the required targets.

Under my mentor's guidance, I was also asked to improve the visual organization of the input area. To complete this task, I applied the 5S methodology to the material input section of the sewing line. Using industrial engineering techniques, I removed unnecessary items such as excess boxes and materials. The input areas originally contained small boxes and large bags with essential accessories, so I reorganized the materials efficiently. After clearing the clutter, I provided the team with a large 30-inch box to store accessories neatly, while cut fabric pieces were placed in designated boxes by line. This reduced material handling issues, kept the input area cleaner, and made the process more organized.

I also gained hands-on experience with **SMED (Single-Minute Exchange of Die)**, a lean manufacturing tool I had previously studied. During my internship, I joined an ongoing SMED

project with my industry supervisor and the team. My responsibilities included collecting layout data, configuring machine settings, and assigning fixed workstations for employees on the line. By reducing external setup activities and optimizing internal ones, we managed to shorten setup time significantly. On the final day of implementation, we successfully arranged everything, enabling quick machine setup and task completion in just a few minutes—down from the original two-hour setup time.

2.5 Planning

Q collection (SQ Birichina) has a planning department to ensure proper planning and executions of garments orders that we receive from different buyers as per their FOB delivery needs. SQ's different production related departments plan their production of their own such as Knitting, sewing and finishing aligning with the Ex-factory of the shipment and reports to Central planning. During my tenure of internship in planning department, I learnt how they

Distribute orders and manage total capacity. Planning team will circulate the projection and capacity report which also contains the sales for each month, and this helps merchandisers to ensure their forecast updates and sales status report. Planning teams core responsibility is Order confirmation and FOB dates updates acceptance to merchandising team, line allocation to each bulk orders, daily production reports circulation, Size set, PP samples follow up , lab dips approval check and all raw materials inhouse status check for smooth production. They also take projection for coming 6 months from merchandisers to have proper visibility of the capacity utilization. We have a special ERP system under which they can track each order. This ER system is known as Fast react (**FR**). Fast React is a sort of check point where merchandisers need to check each event of order such as order confirmation, Order purchase order receipt status, internal system costing, lab dips approval and so on. Each Wednesday merchandisers need to circulate an OSR (Order Signoff Report) Report that helps planners to understand which orders are on track as per their initial production starting dates and they can flag for any risk point. At the factory stage we have a team planning for each of the item line level so that every order is aligned and planned on a micro level to avoid any production misalignment. Each day planning team executes a DCM (Daily Co-ordination Meeting) to ensure that all checking points at micro level planning is checked such as every orders that is planned to be produced on certain month has done with PP (Pre production) meeting and have approved PP (Pre production) Sample is approved, 1st bulk is approved, all the quality reports are in hand

with approval to proceed for the production. Planning team also needs to project and set each line as per the order flow also ensure which order or type of product needs to be planned on which line to achieve the highest efficiency and ensure production as per plan. At SQ Birichina (Q collection), there are 4 units where category wise lines are set up such as for Bra production, whole Birichina unit 3 is set according to the needs of the Bra capacity. Same way Boxer and Bottom items are planned at Birichina unit 2. There are small number of bonding capacity too where the lines are only set up to support the bonded programs with around 67-70% Efficiency.

At Q Collection Fast React at a sample planning level which helps us to ensure proper utilization of the planning room capacity as well as ensure on-time sample submission to customers. Merchandisers need to circulate a 4-week advanced projection of samples of each category that might need to be done. As per this projection, planner plans each week's sample capacity and on time Raw material with all other relevant details need to give to PDC (Product development Co-Ordinator) technical team for them to proceed with the sampling.

Chapter 3

Critical assessment of Internship work

After completing my full internship, I understood that even though each of the department's work is co-related, each department is very important and needs to be aligned with the ultimate goal of the company. From the whole internship experience, I can now understand how each of the departments work and I tried to implement my own understanding and experience to better the process of the departments. It also came in very handy that the learnings I have gathered from my classes of PGD-KIM. I worked with each department's core employees starting from officers to mid-level managements which gave me an overview of thought processes of variety range of personnel. At SQ everyone works following the SOP that helps them to work towards the goal of each department. People work together in co-ordination. Everyone is very friendly in a sense to spread knowledge and get to share their experiences with one another to avoid any unexpected inconvenience. Introducing new ideas and new applications to increase the efficiency of work processes is always welcome from management. Everyone works with a sense of responsibility to ensure that all work processes run smoothly. I do understand at some points, any new massive technological introduction might sometimes not be taken positively by some people however it is crucial to survive in this 21st century and tough competition era. I also understood from internship experience on which points I can point out to remove any inefficiencies and implement a cost-effective option in production. For example, during my intern period on the production and IE department, I revalidated some of my production lines as well as took cycle times of my orders styles which in terms led me to the check the real time SMV and initiate a new project to reduce and recheck the SMVs of all categories that were running for over a year at our factory. It is one of the benefits that is the outcome of the internship days of my time. I could also see the new automation has been introduced at cutting and production line level to increase the overall quality of our produced product and efficiency of each production line. We could easily challenge our competitors that we have new innovations installed at our company and can be up to date with any new requirement of this era. My main realization is that without working closely with each department we may never understand the amount of hard work and dedication that goes into their work and how much they might make our life easier down the line. Now that I know about the limitations that our current process has, I can finally make some changes that will make their life easier as well.

3.1 Application of Generic and Industry specific courses during internship

If I start with the utilization of this whole course into my practical life and as well as the professional life, I will say that it made me more approachable and more adaptable towards both lives. From my 1st semester courses, I got to know more about the criteria's I need to work on to be a successful future leader as well as the learnings that is required to adapt to excel. For example, I got to know a lot about some cool new applications to make modern presentations. I also got to know about the certifications and their applications with importance. How to communicate effectively with fellow colleagues and work in a co-operation to achieve the goal we are working towards. The courses outlined were very much well thought out and Brac ensured that they are aligned with the new age demands. From the classes of 2nd semester, I could understand and get to know more about how other textiles in the country are doing their business and their way of work. Starting from the communication perspective to learnings of department level, I could relate it with my work now. After doing the fashion merchandising course, I could understand the importance of having more interest in the fashion industry and trends which help me to be up to date. I got learn how to make the mood board and the inspiration that need to incorporate to make it. For the production and IE department, I can now easily understand the new application or process implementation to make better outcomes such as GSD way of SMV findings. From demand forecasting to starting with the material demand for production, its accuracy is needed to complete and keep the fulfillment of demand. I think through this course I could make many new contact points so that I can improve my overall work performance. From the business operation skills course, I can now understand the control of finance in personal and professional life. We had to do many assignments and presentations as a team which improved my skills on how to co-ordinate in harmony to achieve better results. Implementation of new applications, I could be more efficient in my day-to-day life. New details on a wide range of information about costs from different organizations have helped me to be more competitive and up to date. I have reworked on my negotiating skills with customers on the pricing season which is crucial in garments sector and its profitability. I have also implemented 5's on my workplace to have a more organized workspace and easily locate any information anytime needed.

3.2 Suggestion for industry improvement

First, I think SQ Birichina Ltd (Q Collection) can have more involvement in a wide range of their employees from all the departments related to business and how their role influences the business. Giving them this visibility will inspire everyone to be more involved into the business and drive their dedication. For example, if there is any sort of incentive programs on the number of order targets met for the supply chain and merchandising department then it will make them more dedicated towards gaining most of the orders target. This will push them to communicate more proactively with buyers and help bring in more orders. Similarly, if execution merchandisers are given specific sales targets, they'll naturally be more engaged with the operations team to make sure shipments go out on time. In short, involving mid-level executives more in business analysis will help speed up overall growth.

Next, accountability across departments should be taken more seriously. If a shipment is delayed, the department responsible should explain what went wrong and how it will be prevented next time. This kind of accountability makes everyone more careful, reliable, and focused on results. Mid-Level Managers should also sit down with each team member at least once a month to talk about performance. If someone's struggling, the manager can point it out early, so the person has time to improve before the yearly review. On the other hand, if someone's doing well, they should be recognized — that kind of appreciation really boosts motivation and performance. These meetings should also give employees the chance to share their thoughts or raise any concerns they have about the company. There should be a weekly review for the development tracker customer & department wise to ensure how much of the targeted business is under development to ensure opportunities much earlier. If there is any gap between the targeted business and the actual development that is going on, management can raise this issue much earlier with customers to have proper visibility. Proper accountability from each department will need to be improved as most of the risk is mostly identified by the merchandisers and it is not always it is on merchants' hands to make everything correct.

Lastly, it would really help to simplify the internal approval process. Too many approval layers slow things down and waste time. Cutting out a few unnecessary steps would make it easier for teams to get started on their work quickly and stay efficient.

3.3 Learning for self-improvement

Looking back into this journey, I can sincerely say that the course and internship have deeply influenced my personal and professional growth. They've enhanced my adaptability, open-mindedness, and confidence in approaching work and collaborating with others. From the first semester, I began to recognize the skills and mindset essential for becoming a strong future leader. The courses clarified my areas for improvement and helped me establish effective habits for success. I was introduced to various modern tools and apps that simplify and enrich presentation creation. I also learned the importance of professional certifications in building a successful career. Lessons on communication and teamwork transformed my interactions with colleagues—now I collaborate more effectively toward shared objectives. I appreciated how relevant and well-structured the BRAC program was, aligning perfectly with today's job market demands. By the second semester, I gained insight into how textile companies in Bangladesh operate—from communication systems to departmental coordination. The Fashion Merchandising course particularly captured my interest, boosting my passion for fashion trends and teaching me to create mood boards that showcase creativity and brand identity. I also acquired knowledge about production processes, such as GSD and SMV analysis, which improve efficiency. Understanding demand forecasting underscored the importance of accuracy in meeting production targets. The Business Operations course broadened my financial management skills, both personally and professionally. Group projects improved my coordination, teamwork, and leadership skills, and I refined my negotiation techniques, especially in pricing an invaluable skill in the garments industry. Additionally, applying for the 5S system at work enhanced my organization and efficiency daily.

When I started my internship, everything I had learned in class started making sense in real life. I got to see how each department plays a crucial role in the bigger picture and how teamwork really drives success. I worked closely with people at different levels from officers to mid-level managers and it gave me a better understanding of how different people think and solve problems.

At SQ Celsius Ltd, I noticed that everyone follows clear standard operating procedures, which keep things organized and consistent. What really stood out to me was how cooperative and friendly everyone was and people were always willing to share their knowledge and experiences. Management was also very open to new ideas and technologies that could make work more efficient.

Of course, not everyone is immediately comfortable with big technological changes, but I realized that adapting to innovation is essential in today's competitive world. During my time in the Production and IE departments, I got hands on experience rechecking production lines, measuring cycle times, and updating SMV data. That small project helped improve efficiency across several categories. I also saw how new automation tools were introduced in cutting and production lines, which boosted both productivity and quality. It was exciting to see how technology can make such a big difference.

The biggest lesson I took away from my internship is how important every department is each one to contribute something vital to the company's success. Working closely with them gave me a whole new level of respect for the hard work and dedication that goes into each role. Now that I understand both the strengths and the limitations of our current processes, I feel more confident about suggesting changes that can make everyone's job easier and the company more efficient.

Chapter 4

Conclusion

To conclude my whole experience on PGD-KIM, I would say that it was a roller coaster ride which helped me to reach my full potential and, I got to learn a lot about today's necessities to be able to be a successful leader. We got to learn more about our own company and our line of work which helped to increase our overall knowledge of the processes related to manufacturing. Our communication skills as well as business skills has improved after doing this course. Most importantly, we could understand and improve our way of working by implementing more applications and ways that will be more productive and ensure success. We could be more understanding towards the new avenues of business and total market status of the Ready-made Garments sector. Global RMG sector is getting more competitive day by day and it is important to understand what needs to be done to stay relevant in these competitive markets. Even we got to know different local companies too. PGD-KIM has helped us to stay on top of everything.