Report On

Enhancing Customer Satisfaction and Quality Standards in Aarong — A Lifestyle Brand Expanding from Local to Global BRAC, Aarong

By

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ID: 24281082

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

Declaration

It is hereby declared that

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

Student's Full Name & Signature:

A.K.M.Foyazul Alam
ID: 24281082

Academic Supervisor's Full Name & Signature:

____

Supervisor Full Name
Designation, Department
Institution

Letter of Transmittal

Mr.Wahid Anwar

Senior trainer,

BIGD, Brac University

66 Mohakhali, Dhaka-1212

Subject: Submission of the internship report on Enhancing Customer Satisfaction and Quality Standards in Aarong — A Lifestyle Brand Expanding from Local to Global

Dear Sir

With due respect, I am pleased to submit my **Internship Report**, which fulfills a key requirement of the **Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)** program. It has been great privileged to work under your guidance during this internship session.

The knowledge and hands on experience I have gathered in my internship session will play a vital role in my career development. Now **Aarong** has now embarked on his journey to becoming a global brand, a path that has proven to be both challenging and rewarding.I sincerely thank you for your supervision, guidance, and valuable feedback throughout the internship period.

I also express my gratitude to my industry supervisor, Sunadararaj Karumeni, for his continuous support and practical insights. I would be grateful if you kindly allow my submission of **Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)** report.

Sincerely yours,

A. K.M.Foyazul Alam
ID 24281082
Executive Development Center, BIGD
Brac University
Date: November 7, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between BRAC,Aarong and the undersigned student at EDC, BIGD, Brac University A.K.M.Foyazul Alam (ID-24281082), hereby declare that it will be confidential and I will not disclose any information regarding the parties who are directly or indirectly involved with this project.

I further acknowledhe that I will not share any details about this program with BRAC,Aarong that may violate the rules and regulations of BIGD.

In addition,my industry supervisor, Sundararaj Karumeni,also affirms the same declaration and by signing below,he fully agrees to the terms of this confidential agreement.

Student's Full Name & Signature:

A.K.M.Foyazul Alam
Student ID: 24281082

Industry Supervisor's Full Name & Signature:

Sundararaj Karumeni
GM, Quality control department
BRAC-Aarong

Acknowledgement

My sincere gratitude goes to **Mr. Sundararaj Karumini**, **General Manager of Aarong**, for his continuous guidance, creative suggestions, and continuous support in completing my project on **Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)** program . His cooperation with required resources made my task very easy, and I remain grateful for his encouragement.

Also my deepest appreciation goes to my academic supervisor, **Mr. Wahid Anwar**, **Senior Trainer at BIGD, BRAC University**, for his unwavering guidance, invaluable feedback, and continuous support from the very beginning from planning stage to the completion of my internship. His perspectives and critiques were immensely beneficial in refining my research.

This internship has been a significant achievement in my professional development. I am committed to apply the knowledge and skills what I have learned from this projects to achieve my future career goals.

The university staffs were so helpful during the classes and exams period.

Executive Summary

I have done my internship program from August 2025 to November 2025, covering 66 working days, which is around 578 hours. In this period, I learned more technical knowledge in different areas such as design, production, procurement, merchandising, quality, and pattern/CAD. I closely monitored the production process from raw material to finished products. During my internship I had the opportunity to work with different types of personnel. Because of their support and guidance, I was able to complete and submit the report.

As we all know, Aarong is a renowned lifestyle brand in Bangladesh. The organization's goal is to develop rural skilled artisans. For that, the brand has been working since 1978. At present, Aarong is moving towards global to introduce our heritage to the world. To meet this challenge, we are converting our quality control system to quality assurance. As a result, we will have control all over the manufacturing processes. We are committed to providing excellent after-sales customer service.

As I am a fabric production person, my task is very important for process development and setting the standards from backward linkages like yarn selection, weaving, dyeing, and finishing to the customer. So my learning from this course will be very helpful for my upcoming days, where I can implement my learning and apply it to take decisions that help me to develop my professional growth as well.

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List of Acronyms

AAF	Ayesha abed foundation
CBO	Chief business officer
SCPD	Social compliance and producer development
PO	Purchase order
ERP	Enterprise resource planning
PDC	Product development center
CAD	Computer aided design
PPM	Pre production meeting
SRC	Sericulture center
APC	Aarong production center
G/C	Green card
Y/C	Yellow card
SOP	Standard operating procedure
QC	Quality controller
QA	Quality assurance
FI	Final inspection
AQL	Acceptable quality level

Chapter 1

About Organization

1.1 Overview of the Industry

Aarong, is a enterprise of BRAC which was established in 1978. Their goal was to empower the rural edge skilled artisans to come out of poverty. They introduced small projects where they sold those products which were made by those skilled artisans. From that position, now Aarong has become the number one lifestyle brand in Bangladesh. Now Aarong has 31 outlets throughout the country with over 100 products line. Around 87,000 artisans engaged with this brand with fare trade practices.

There are around 700 entrepreneurs and 16 Ayesha Abed Foundations (Aarong's production hub) corroborate more than 320000 lives. The maximum strength is women. The foundation provides artisans with employment and welfare benefits, including healthcare, micro credit, childcare, and retirement support.
With products ranging from clay, brass, and leather to textiles and jewellery, Aarong has created a strong local and global presence through its fair-trade networks and online platform through e-commerce. The brand continues to blend heritage by researching modern design, preserving Bangladesh's craftsmanship while creating new opportunities for rural artisans.

1.2 Vision & Mission

Mission:

Our mission is to developed those people or communities who are effected by poverty, living below standards, illiteracy, disease, social injustice etc. Through diverse economic and social programs, we strive to bring about sustainable, large-scale positive change, enabling both women and men to reach their full potential.

Vision:

Aarong envisions a world free from exploitation and discrimination, where every individual has the opportunity to reach their fullest potential

1.3 Goals & Objectives

Aarong is doing work to prevent poverty from the society of rural areas using their skill and innovation. So that they can empower themselves and enhancing their skill.

The objective of the organization is

1. Creating opportunities
2. Our customer satisfaction sets the slandered of our product quality.
3. Our operation maintains a healthy environment for our employees to create a congenial atmosphere
2. Utilization skill and knowledge
3. Help artisans to developed their financial stability

Aarong is working with those people who have knowledge and innovation but due to lack of process and financial support they cannot move forward.

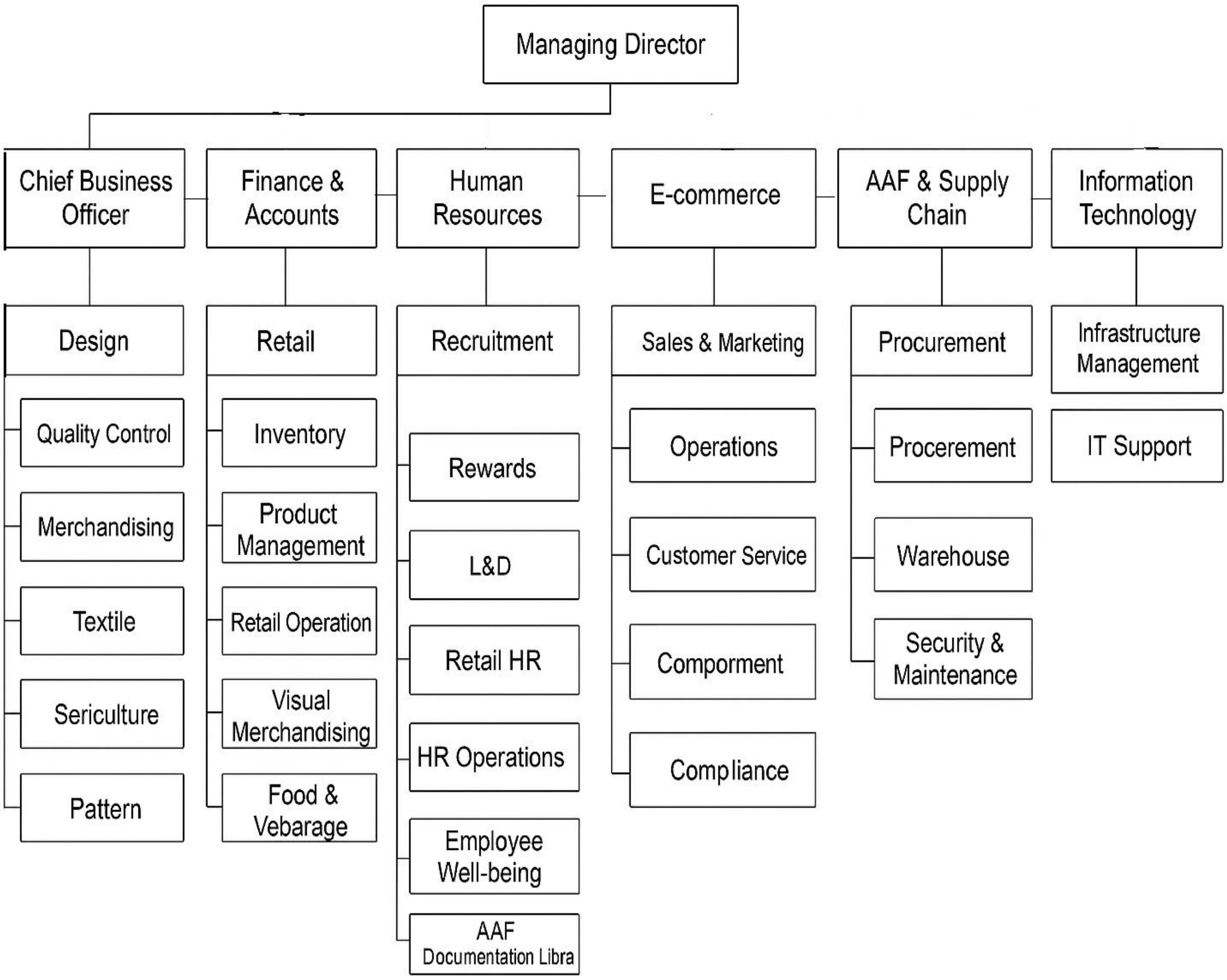
Customer focus:

The Management of the company strongly believes in total customer satisfaction. Systems are in place to ensure that customer requirements are met and the extent to which the customer is satisfied is monitored and measured with the aim of continuously enhancing customer satisfaction.

Regular Customer feedback form is taken to establish and evaluate the response of our customer regarding the company services & products. Our Customer do regular Audit in our Industry, we take their Audit Report and Non Conformity Report as Feed Back.

1.4 Organizational structure, Organogram, Branches and Departments

<u>Organizational structure & Branches</u>



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DEPARTMENT DIAGRAM

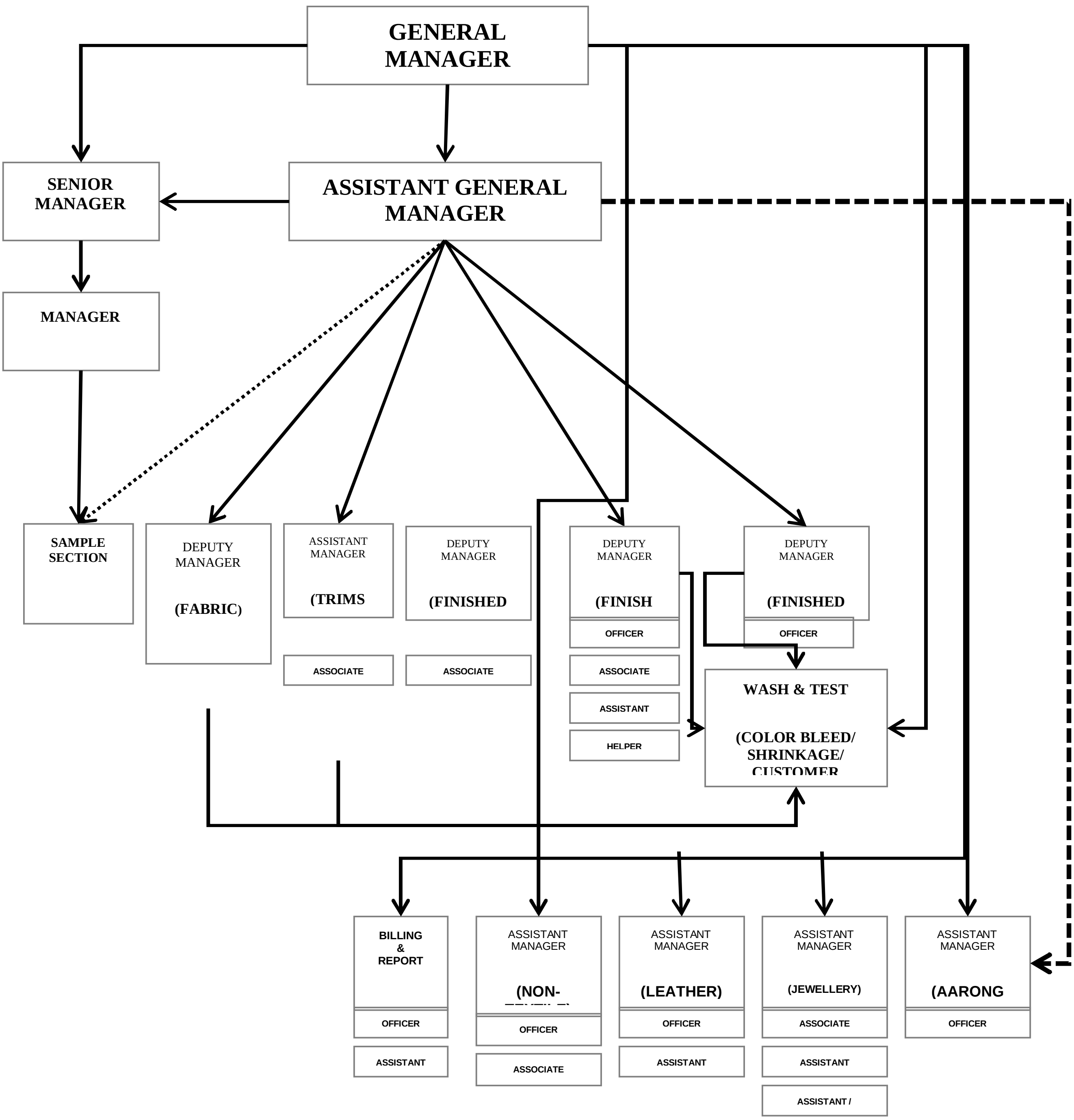


Fig: 02

1.5 PRODUCTS/SERVICES PRODUCED BY THE AARONG:

Aarong is the leading retail fashion brand in Bangladesh. It began its journey as a small local shop and has now grown into the country's largest retail chain. At present, Aarong offers around **100 diverse product lines** through its **31 outlets nationwide**.

The main product categories of Aarong include:

- Men's Products
- Traditional
- Executive Shirts
- Maanja
- Fotua
- Short Kurta
- T-shirts
- Stoles/Shawls
- Sandals

Women's Products

- Traditional
- Western
- Nightwear
- Shawls/Scarves
- Shoes
- Bags
- Fabrics

Children Products

- Clothes
- Toys
- Books
- Shoes

Home Textile Products

- Bed
- Table
- Living
- Kitchen
- Kids
- rugs
- Fabrics

Home Accessories

- Bed
- Table
- Living
- Kitchen
- Lamps

Jewelry Products

- Gold
- Silver
- Pearl
- Other

Leather Products

- Shoes
- Bags/wallets
- Belts
- Boxes
- Photo Frames
- Office

Terracotta Products

- Decorative
- Dining
- Lamps
- Plant Accessories

Bamboo/Leaf Products

- Living
- Dining

Metal Products

- Decorative
- Living
- Lamps

Candles

- Pillar
- Floating
- Decorative
- Seasonal

Jute Products

- Decorative
- Personal Accessories

Wood Products

- Decorative
- Living
- Table

Glass Products

- Table

NakshiKantha Products

- Decorative
- Fashion
- Table
- Personal Accessories
- Decorative
- Fashion
- Bed

Skin Products

- Aarong Earth

Chapter 2

Description about task accomplishment

This section of the report presents a summary of the activities I carried out during my internship period. I began my internship on **August 10, 2025**, under the **Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)** program, while continuing my regular responsibilities at **Aarong**.

During the internship, I had the opportunity to work across various stages both in the office and at the factory. With this experience, now I’ve started my journey to involve myself and my team in material sourcing. As yarn is the main element of fabric production, we are doing research and development with new types of yarn from various sources. To go the next level of Aarong fabric, we engaged a team from fabric construction development to the quality construction of finished products. As a result, we visited dyeing factories, weaving and finishing.

2.1 Design Section

The **Design Department** is the first team who actually thought about the product line. Based on their idea all other team works. According to the textile design team the fabric has been made. And fashion designer gives the actual products looks to those fabrics.

There is another department who is working with the alignment with design called textile department. As per design construction the textile team works. They follow up the production center in different areas in Bangladesh. Dobby, jacquard, stripe, check etc types of fabric made by textile team.

2.1.1 Activities in Design Section:

I have started my internship process through design department and I have given the task what I’ve done in th**at Department.**

- Was part of the product development meeting with other stakeholders.

- While a new product launch as a quality fabric person, I ensure the risk assessment of the products.
- Guidance the design team about fabric shrinkage, pattern and necessary challenges.
- Worked at a measuring point with garment fitting technicians about fitting as design team.
- Record meeting minutes of relevant sessions.

2.1.2 Product Development Center:

This PDC department works based on design department's requirement. This department is the key department before bulk production. They make the sample and correction as per fitting requirement. They are very aware about fabric,trims and accessories, cutting, testing, workmanship etc.

After receiving the design, the **PDC team** prepares a demo marker and develops samples according to the design specifications. Once the design is approved by the designer, the team prepares the bulk pattern and submits the production sample to the **IP Department**. In addition, the **PDC** works on making the sewing process easier and more efficient to achieve higher productivity and minimize defects.

Activities in PDC Center

During the Pre-production (PP) meeting, if any discrepancies or critical issues related to patterns or production were identified, I consulted with the Pattern Department Manager to analyze the problems. Based on the discussion, I provided suggestions and corrections to ensure smoother and more efficient production.

Sub Section of PDC:

Under PDC there are three departments is working. And all departments are most important to ensure the high accuracy to use of raw materials and improve the product quality.

- CAD section
- Pattern section
- Sample making section

2.1.3 Activity of CAD Section:

CAD section is mostly important to minimize the fabrics wastage and made easy to smooth operation. Where involve the minimum rejection. Another part of CAD section is:

- Develop the Sample marker
- Correction and re marker
- Complete the Group/ Bulk marker
- Increase Efficiency of fabrics use

Activity of Pattern Section:

Pattern section is providing the pattern to factory people for smooth cutting. Before provide the pattern that section is mainly focus on consumption as per requirement. During my intern I have to cross check pattern as per consumption and if found actual consumption is going to out of required consumption then quality dept. sit with pattern dept. and find out the suitable solution.

- Provide the size set pattern
- Provide bulk pattern
- Cross check pattern by Quality Team
- Correction Pattern (if need)

Activity of Sample Making Section:

This department is worked on sample development. After getting pattern they are start sample cutting and stitching. After that fulfill all requirement they are submit the sample to Quality department for cross check. After approve the sample from quality and design section that is ready to send to factory to make Pre production sample.

- Develop the initial sample
- Correction and complete the production sample

Type's Of Sample Which is Produce By PDC:

- Development sample
- Size set sample (For new factory)
- PP sample for factory

Factory Level Working Method:

During my internship, I had the opportunity to work closely with factory personnel and observe their daily activities. After receiving samples from the sample section, the factory teams are responsible for delivering products of high quality and in full quantity. They are also accountable for ensuring the use of the best quality fabrics and accessories throughout the production process.

The factory owners strictly follow the required procedures to maintain product quality, while the quality assurance team continuously supports them by providing guidance and identifying areas for improvement.

During my work in the factory I found the different methods are using based on their capacity. Sometimes it works well and sometimes needs suggestions. If we can implement the correct SOP in each working procedure, that outcome will be very good. As a result, factory efficiency will be increased. I’ve chased those suggestions to the factory management.

The following procedures were implemented in five selected factories, where positive results were observed.

2.2 Procurement Operations Flow

There are two team in Aarong procurement department.

1. Fabric, Chemical & Yarn
2. Trims & Accessories

Both the team are working with systematic process flow chart designed to ensure timely availability, quality assurance, and cost-effectiveness:

Steps in the Procurement Flow:

- Requisition creation: Based on stakeholder requirement requisition are created.
- Products construction: The both procurement team has a technical person to ensure the quality of products before purchasing.
- Supplier Selection: The supplier are selected based on their products knowledge, history on business, availability of materials etc.

- Purchase order release: An official POs are generated and shared with the supplier/producer

- Materials Receiving: Central store are the department who is responsible to receive the materials.

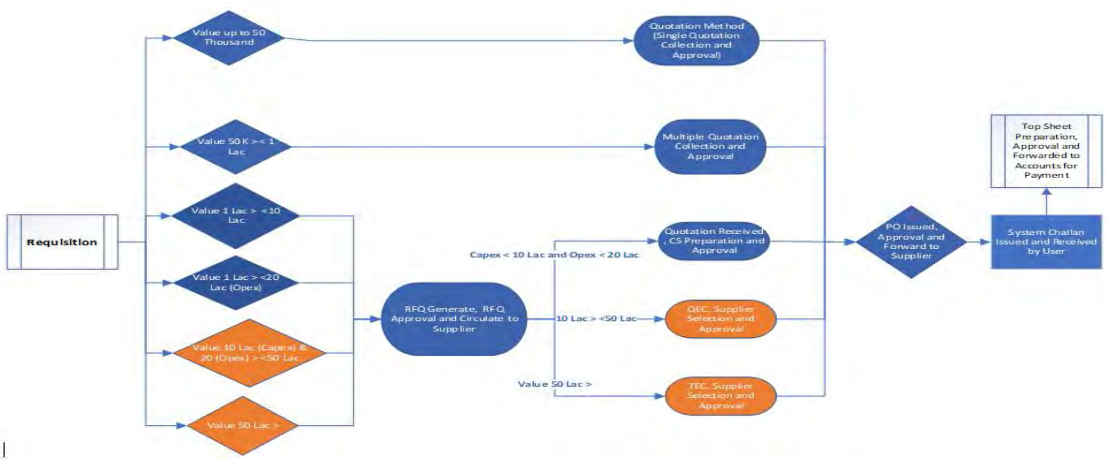
- Quality Inspection: As per Aarong guideline the quality team is inspect the products

- Accept/Rejection: QC Passed material move to stores; defective items are returned or negotiated.

- Storage & Distribution: QC Passed materials are distributed to respective production centers or AAFs.

2.2.1 Procurement Highlights

Over the years, Aarong's procurement team has taken several initiatives to strengthen operations:



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SL		
1.	Annual spend:	150Cr
2.	Number of Requisition Handle:	50k
3.	Number of PO conversion:	30k
4.	Number of People:	29
5.	Number of Projects Managed:	10
6.	Number of Internal stakeholders:	108

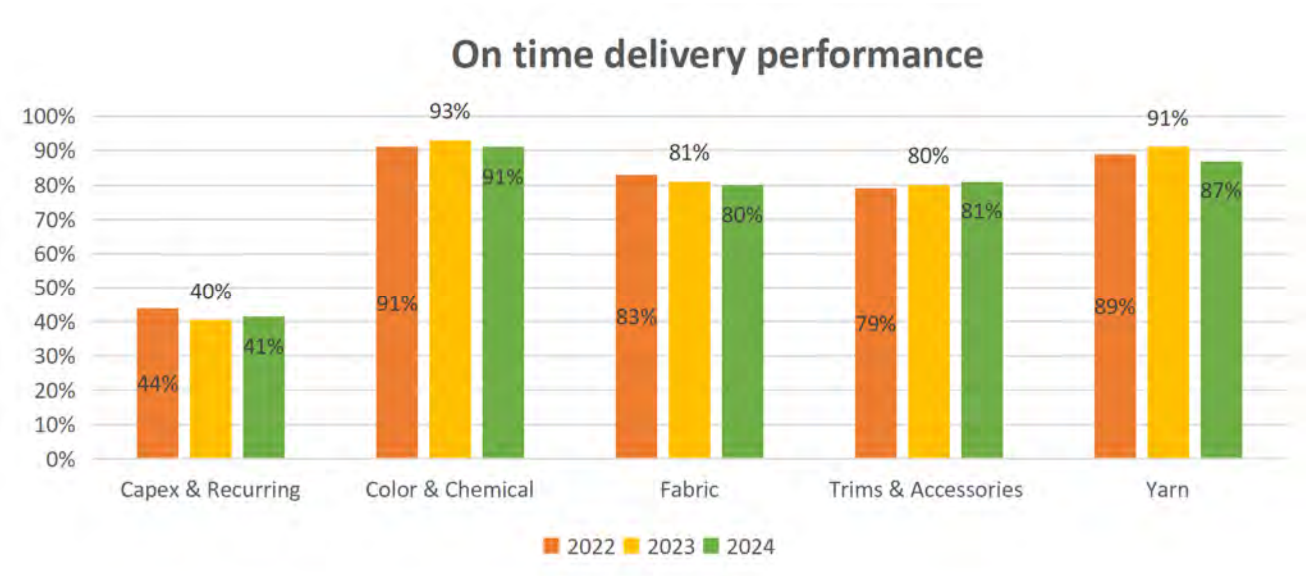


Fig:4

2.2.2 Aarong's supply chain covers:

- 31 Outlets (across Dhaka and other districts)
- 15 AAFs (Aarong Associate Factories) spread throughout rural Bangladesh
- 11 APC & Sericultural Centers for raw material sourcing and traditional crafts
- 6 Grassroots Cafés promoting community engagement
- 30+ Central Support Departments, including QA, Retail, E-commerce, Procurement, etc.

This vast stakeholder network is integral to Aarong's sustainable business model.

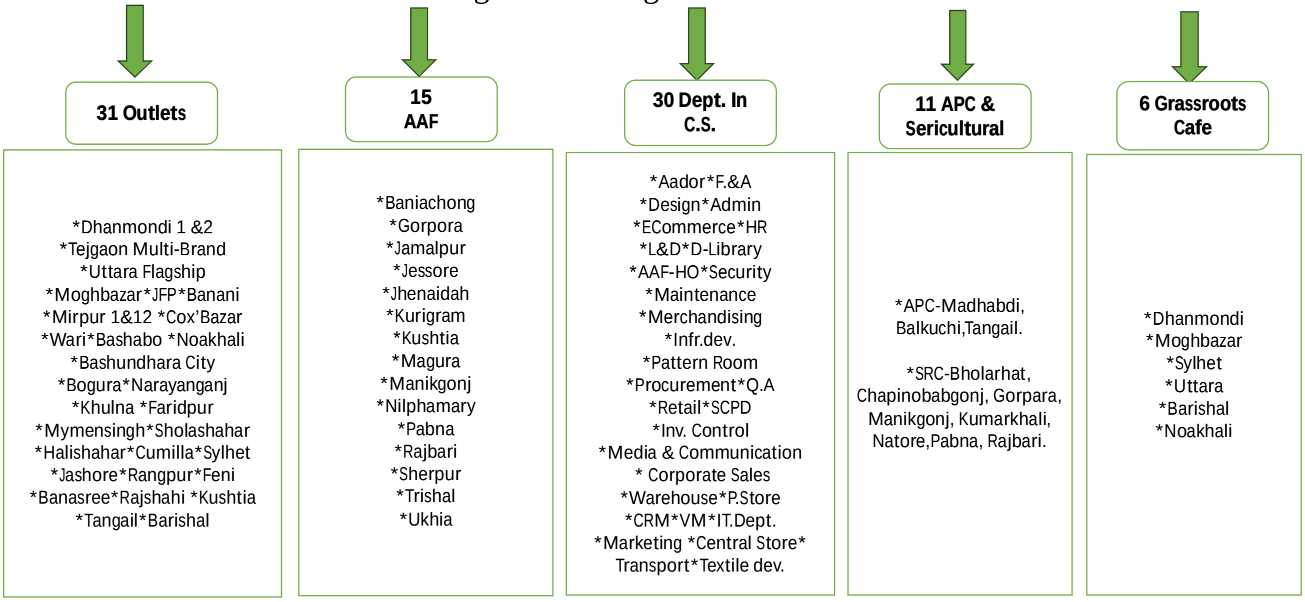


Fig:5

2.2.3 Initiative

- Developed ERP for data analysis
- OTIF Improvement
- Procurement procedule enhanced
- Reduced cash purchase by ~97%
- Sourcing are streamlined properly
- Long term contact for ~ 550 key materials
- Usages of sustainable materials
- Build centralized stocks for critical and regular items for process simplification

Key Challenges

Despite strong procedures, Aarong faces several operational challenges:

- Materials specification are not come properly
- Immediate purchase requirement
- No alternative of regular items
- Supplier are not follow the procedure sometimes
- Approval delay from management

Future Plans

To overcome these challenges and improve efficiency, Aarong plans to:

- Establish a Strategic Procurement Hub
- Develop automation methods to evaluate the supplier and PO conversion
- Implement zero paper in workplace
- Develop local supplier for immediate requirement
- Adopt more sustainable procurement practices supporting net-zero goals
- Sign off rate cards for frequently used items to speed up procurement

2.3 Quality Department

Factory people are offering inspection for two ways. One is for small quantity another is big quantity.

Small Quantity Follow Up-

During small quantity (less than 01-50 pcs) factory must offer one sewing inline and one finishing Per-Final inspection before final inspection. QC will monitor closely to ensure quality full product. If any unexpected issue arises on sewing or finishing inline inspection, then factory will responsible to recheck and ensure quality full goods as per standard.

Big Quantity Follow Up-

During big quantity (more than 51-above) factory must offer two sewing inline and two finish inline (if necessary need more inline). Also offer pre-final inspection from supplier/producer end before final inspection. If any unexpected issue arises on sewing or finishing inline inspection, then factory will responsible to recheck and ensure quality full goods as per standard.

2.3.1 Common Instruction For Quality Control

(Pattern / Cutting / Sewing / Finishing)

During my interne I make the working plan and worked on this. From my side always providing the correct solution and Quality Controller need be confirming quality full product from supplier/ producer with proper follow up & guideline. Every QC must need to follow up below instruction for quality Control for to smooth follow up & guideline. As a quality responsible I worked in the factory and establish the working procedure as below:

Pattern

Before cutting factory people must collect pattern set form pattern section with responsible pattern master sign & date. From my side I cross check and after approved they are proceed to next operation.

General QC Inspection Area:

In my intern period I found maximum factory are not taking sign from responsible pattern master and all kind of small pattern are made by fty people. And also found none of ftyfollows the shrinkage method. After observing below procedure is applied by me:

1. Pattern set (with sign & date)
2. Measurements sheet
3. Shrinkage report. (if wash)

2.3.2 Fabrics:

Before cutting factory quality team and my subordinate must full fill the fabrics inspection and passed fabrics are delivery to factory**.** And what kind of problem is raised in fabrics inspection time I make a chart and provide to Quality Dept and each factory. Now fabrics inspection is going to smoothly with high accuracy.

Receiving of Fabric:

- Fabrics are sourcing from SRC, APC's, Market by textile & procurement department
- The fabric quantity ordered as per designer requirement
- Textile & procurement department prepare the order sheet for quality inspection
- The fabric quantity should be checked against the order sheet.
- The order sheet should always indicate the design number / description / specification / order quantity / color etc.

Types of Fabric:

- Aarong fabric has more versatility as per designer requirement. Such as Cotton / cotton viscose / viscose / silk / endi silk / muslin / muslin silk / dupion / georgette / Poplin / Addi / AOP etc.

TARGET	**Location**	**YDS / TIMELINE**	**PCS / DAY**
	Aarong C / S	35000-40000 / DAY	2000-3000 / DAY
	Field (Narsingdi)	60000-70000 / DAY	5000-6000 / WEEK
	Market	25000-30000 / WEEK	N / A
CAPACITY / QC	**Location**	**YDS / DAY**	**PCS / DAY**
	Aarong C / S	4000-4500	2000-3000
	Field (Narsingdi)	6000-7000	2500-3000
	Market	4500-5000	N / A

Selection of quantity for Inspection:

- The QC officer/ associate officer should be responsible for the inspection of the fabric.
- The lot for inspection should be selected 100 % qty (yd or meter or kg) for lot acceptance.

- If the 4-point system is unavailable, a 100% visual inspection will be maintained to ensure fabric quality.
- Fabric quantity should not less than 60 % for textile and 70 % for procurement of total order quantity to complete first bill.

Inspection of Fabric:

- The fabric should be inspected using Aarong standards to ensure compliance with quality requirements.
- The total number of quantity should be inspected.
- The QC Officer / Associate should pass the fabric longitudinally through the inspection table at a visual inspection speed of 10-12 yards/minutes and grade from a viewing distance of one meter or yard while the fabric is in motion.
- Ensure proper lighting conditions (800-1200 lux) during inspection to identify minor defects that may impact product quality.
- If shade variations, holes, spots, and weaving faults are detected during inspection, both sides of the fabric need to be inspected.
- Mark defects on the fabric for easy identification during production.
- Record the defects found on the inspection report for further analysis.
- To avoid injuries during inspection tasks, a sharp tools policy should be followed, and necessary protective equipment must be used.
- Before starting the visual inspection, the fabric inspector will collect half-yard samples of fabric from each order sheet by applying the square root formula to determine the number of rolls to test and handover to lab. For example, if an order sheet contains fifty (50) rolls, the lab will received samples from $\sqrt{50}$ (approximately 7) rolls to perform tests such as color bleeding, crocking, shrinkage, and tensile/seam strength and seam slippage.
- Once lab test is passed, QC officer / Associate officer are allowed to run the visual inspection.

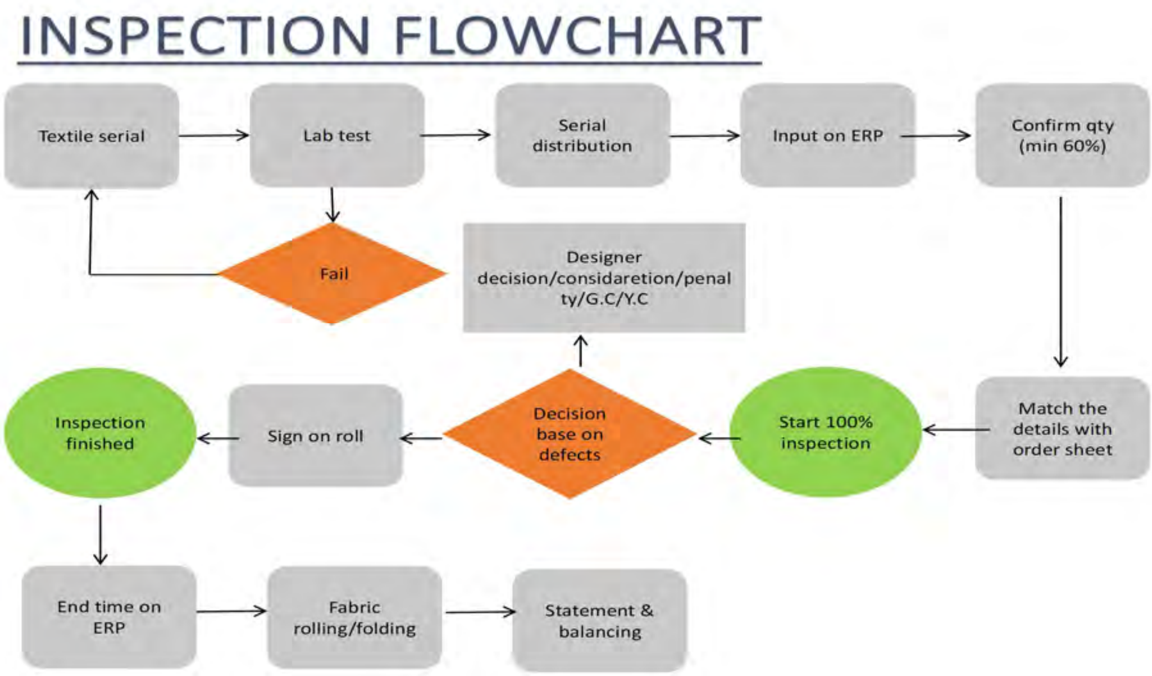


Fig:6

Fabric defects:

Fabric faults are unexpected and unfamiliar problems which occur during different Stage of fabric processing or finishing.

Yarn defects	Weaving defects	Dyeing defects	Finishing defects
Thick yarn	Miss yarn	Shade variation	Rust spot
Yarn lot mixing	Knot	Crease mark	Oil spot
Neps	Yarn contamination	Uneven dyeing	Softener mark
Slub	Broken yarn	Line mark	Dirty spot
Immature/Dead fiber	Loose weaving	Dyeing spot	
	Hole		
	Loose yarn		

<u>Penalty for Minor Defects:</u>

When defects are minor and do not significantly impact the finished product, they are categorized under minor defects. These include issues that are noticeable but do not compromise the overall functionality or appearance of the finished goods. In such cases, we impose a penalty based on the defect category. This penalty serves as a warning to producers, ensuring they remain aware of their quality standards and make necessary improvements in subsequent shipments.

Supply types	**Defects category**	**Amount of penalty**
Textile, SRC & Sourcing fabrics	If there are problem in fabric in like measurement, weight, short, GSM, shrinkage, weaving, dyeing, fritction, merserise, line mark, bias, selvedge tight/loose,spot,thick/thin yarn, crease mark, yarn breakage, seam slippage, starting mark etc and seems that the production can be done	2-5% of total amount (Based of defect)
Value added fabrics	If there are problem like bp/sp gap,prit over lapping, miss print, bias, print light/deep, uneven print, poor finishing, dust on print, thick/thin print, color mismatch, repeat mark/gap etc and seems that the production can be done	3-8% of total amount (Based of defects)

While these defects do not fall under critical consideration, penalizing them fosters a culture of quality consciousness among producers.

Penalty for Major Defects Requiring Value Addition:

For defects that go beyond minor issues and could potentially impact the usage or appearance of the finished products, additional corrective actions are required. These defects necessitate **value addition** to restore the fabric’s life and ensure it passes final inspection. Value addition involves processes such as block/screen print, tye-dye, Re-dye, patching, or other corrective measures to hide the defects and maintain product quality.

In such cases, penalties are imposed to account for the additional costs incurred for value addition. This system ensures that fabric producers take responsibility for the defects while enabling us to maintain the required quality standards in our production line.

Value addition type	Defects category	Print Overspreading	Penalty percentage
Light cover up	Minor dyeing spot, line mark, knots, slubs,foreign yarn and relevant types of the same issues which may effect production and need value addition	20-30%	3-5 %
Medium cover up	Dyeing line marks, friction mark, yarn/fiber contamination, running shade, minor weaving, yarn missing, foreign yarn and relevant types of the same issues which effect production and must need value addition	30-60%	5-10%
Heavy cover up	Uneven dyeing, Center to selvedge variation (CSV),Running shade variation (RSV),weaving, dyeing stain, hairiness, crease mark, starting mark and relevant types of the same issues which effect production and must need huge value addition	60-80%	10-15% or more if required

2.3.3 Cutting:

Cutting section is starting their activity cut after correction pattern which receive from pattern section. And my Quality team is fully responsible to check below procedure which is guided from me.

General QC Inspection Area:

1. Fabrics (as per swatch)
2. Marker length
3. Consumption
4. Ratio
5. Lay Height
6. Fabrics relaxation.
7. Sharpe Knife

8. Proper shape

Cutting Defects: During cutting period found below problem but it was not identified at cutting stage. From my side I realized if I apply a format then it will be best way to catch defect and replace. As a result possible to reduce defect garments in production. I also apply cut panel check format which is not available earlier.

Cutting defects are:

- Running shade
- Bowing /Skew / Spirality
- Contamination
- Thick & thin places
- Hole
- Slub / Knot
- Crease mark
- Oil spot/Dirty spot
- Needle Line/Drop stitch
- Dia mark

2.3.4 Sewing:

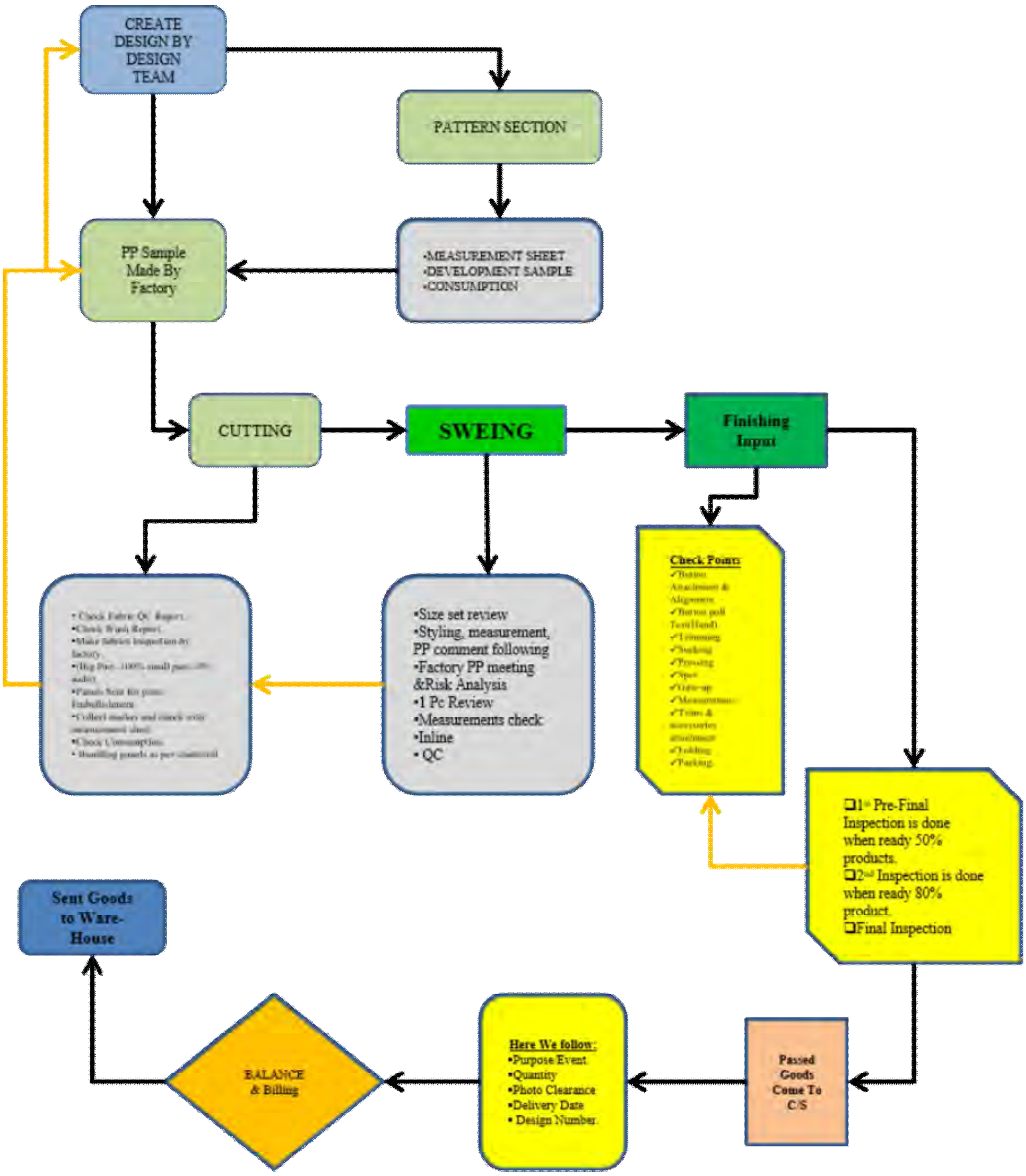
During my intern I found at sewing section there is no standard procedure to maintain for quality standard. Below procedure are fully apply and maintaining by quality dept which is fully develop by me;

Activity in sewing section:

Size set Review: Before starting bulk sewing, a **size set** is required for all sizes. After making the necessary corrections to the **patterns and measurements**, the **producer or supplier** proceeds to conduct a **trial** before beginning bulk production.

Pre-production (PP) Meeting:

Once the size set is completed, a PP meeting is arranged, which is held at the Aarong Head Office. The meeting is attended by representatives from the Supplier, Design, Merchandising, and Quality teams. During this session, the Quality team identifies critical processes and discusses possible improvements, while other departments share their specific requirements. After the supplier agrees to all the discussed points and commitments, the order proceeds to the cutting stage.



Inline process

Sewing: after input to sewing line must all process check with standard (sample). QC must have done daily basis inline report on each style. (According to AQL 1.5 level ii) and keep report with factory people sign.

Measurements: Aarong QC must have done measurement report on style basis at sewing and finishing. If wash garments, then need before wash measurements & shrinkage report.

General Inspection Area

Top

1. Front part
2. Back part
3. Side seam & sleeve join
4. Collar top stitch & hem
5. End table random check

Bottom

1. Front part
2. Back part
3. Side/ inseam
4. Belt join
5. End table random check

For all style required first pcs review report and ensuring all comments is follow in bulk.

Sewing Defects:

- Needle damage
- Skip stitches
- Thread Breakages,
- Broken Stitches
- Seam Puckering
- Pleated Seam
- Wrong stitch density
- Uneven stitch density
- Staggered stitch

- ➢ Improperly formed stitches
- ➢ Minimizing slack times

2.3.5 Finishing:

During my intern I have to found factories level finishing procedure is not fully apply. Quality dept is working on pcs to pcs qc. where need more time to complete a task. After that I made a procedure for Qc and factory for both. now factory people is same responsible as like aarong qc.

Activity at finishing section:

Inline process (finishing): after attach all accessories (button/rivet/hole etc.) qc must done inline report daily basis for each style. According to AQL 1.5 level ii and keep report with factory people sign.

Pre-final inspection: As per Aarong procedure before final inspection we need to do pre final inspection According to AQL 2.5 level ii. Base on quantity Aarong QC need to be 01 or more pre final inspection before offer Final Inspection.

Pre-final-1: will be done when pack 25% goods.

Pre-final-2: will be done when pack 50% goods.

Pre-final-3: will done when pack 75% goods.

After 100% goods pack responsible qc is report to dept head or supervisor and factory people is offering final inspection through merchandising department.

(Due to short quantity QC is checking all pcs before pack)

If passed all pre final, then goods are ready for final inspection. And if fail then recheck all quantity and sort out all defect goods and send to rectify, OK goods pack & keep separately. After rectify all defect goods and recheck by Aarong Quality Team.

General Inspection Area:

1. After hole & button attach
2. After press
3. 100% qc check and measurement

4. Measurements before pack (Randomly)
5. Pre final inspection (as per Aarong SOP)

Major Faults of Finishing:

- Loop out
- Crease mark
- Harsh handle feel
- Wrong slitting
- Brush problem
- Yellow spot
- Shining mark
- Compaction mark
- Fabric burn
- Grease spot
- Color spot
- Wrinkle mark
- Softener sot
- Dirty spot
- Water spot

General report for QC: In the period of intern I realized if below format is possible to apply at sewing and finishing stage then ultimate product will come with best quality. And all below formats is right now followingat factory:

1. Styling check list
2. Inline (sewing & finishing)
3. Measurements (sewing & finishing) before wash & after wash.
4. Pre-final
5. Final

2.3.6 Final Inspection

Sampling Plan for shipment inspection and acceptance level at AQL 2.5, AQL 4 and AQL 6.5

Lot or Batch size	Sample size Code Letter	Sample Size (Level-I)	Acceptable Quality level (AQL)					
			2.5		4		6.5	
			Ac	Re	Ac	Re	Ac	Re
2 – 8	A	2	0	1	0	1	0	1
9 – 15	B	3	0	1	0	1	0	1
15 – 25	C	5	0	1	0	1	0	1
26 – 50	D	8	0	1	1	2	1	2
51-90	E	13	1	2	1	2	2	3
91-150	F	20	1	2	2	3	3	4
151-280	G	32	2	3	3	4	5	6
251-500	H	50	3	4	5	6	7	8
501-1200	J	80	5	6	7	8	10	11
1201-3200	K	125	7	8	10	11	14	15
3201-10000	L	200	10	11	14	15	21	22
10001-35000	M	315	14	15	21	22	21	22

Source : ANSI/ASQ Z 1.4 The Sampling procedures and table for inspection by attributes

After pack 100% goods supplier/Producer must offer final inspection from his own side. Then Aarong quality will do random final inspection (RFI) (according to AQL 2.5 level ii.) If passed its ready for hand over to Aarong cs. And if fail then recheck 100% quantity and sort out all defect. After that ok goods pack & keep separately. Also defect goods will rectify and pack after QC check.

Re-Final Inspection:

If fail 1st inspection, then factory people will recheck all (if portion) quantity and offer re-final inspection. (According to AQL 2.5 level ii. Double sampling plan)

Requirement for Final Inspection:

1. PP sample
2. Packing list
3. Pre-final passed report
4. Approve Trims card
5. Wash approval (if wash)
6. Measurements
7. Order Sheet

After Inspection Procedure:

1. QC will confirm goods quantity ok in a carton as per packing list.
2. QC will confirm all cartons secure by Aarong tape.
3. QC will sign on carton top side.
4. Keep necessary documents.

2.4 Merchandising department

Order Distribution

Aarong's Design, Merchandising and Warehouse departments are all involved with order distribution to Producers. This section provides guidelines as to how orders should be issued to Producers in a fair and transparent manner to ensure growth of Producers with limited capacity and manage expectations of Producers with high capacity. Departments will work towards meeting production targets in a timely manner while utilizing Producer capacity.

2.4.1 General procedure

- Merchandising & Warehouse department will use the following policy statements in determining order distribution to Producers.
- All producers will have to announce adjustments in their capacity through prescribed form provided by the Merchandising Dept.
- All Producers will receive an official document stating their monthly working hours order target with terms and conditions by January of each fiscal year.
- A Producer revenue target will also be set for internal use and monitoring.
- Aarong departments will work towards meeting minimum targets, and will not issue orders 25% below or above target on any given month without justification at PMC meeting.
- SCPD will track Producers with orders 25% below or above of their minimum target and seek resolution at com.hly PMC meeting.
- Marchandising and Warehouse will intue a weekly monitoring repere of Producer order distribution with to theirmun, torget to Chief business Officer,

In instances of Aarong Production Target revisions based on demand or requirement, Producer minimum target may also be revised.

2.4.2 Non-repeat Order

- New orders should be issued on a need basis to fulfill Producer minimum target.
- Designers should develop orders catered to level of skill and quality of Producer so they are able to fulfill minimum target.

2.4.2(I) Repeat Order &Trial Order

- Inventory Control should place orders with Merchandising or Warehouse departments based on outlet requisition and forecasting based on demand.
- For products that are discontinued, Design should seek product replacement for Producer monitored by Merchandising and Warehouse.
- The prospect of issuing additional trials (outside of planned allocation) should remain open to Producers whose minimum order target is not being met based on Producer's level of skill.

Adjustment of Target for Producers

- Order Distribution target will be reissued once annually and can be revised based on outlet demand.
- Target will be based on Producer's track record of their ability to meet Aarong's order demand in a timely manner (receiving).
- Producer target will be reduced if receiving is below 85% for apparel Producers, and 90% for non-textile Producers.
- Producer target can qualify for an increase if receiving is on time and above 95% and their overall social compliance rating is a yellow (67%).
- Producers that qualify and are considered for an increase of orders in excess of 25% from previous target should be reviewed at PMC Meeting.
- Producers will be able to appeal target issued by Merchandising Department by filing a grievance with SCPD, and requests will be reviewed accordingly.

Sample Development & Trial Orders

- Design Department will develop samples based on their annual themes with consideration of Producer capacity. They will then be issued, approved and orders will be placed with respective Producers.
- Producers will be assigned by designers who will provide samples to fill their monthly minimum targets.

- Designers will issue sample cards placing deadlines for Producer sample development (See sample development policy).
- Sample Development will be processed in three stages for apparel: 1) Producer's value addition deadline, 2) Producer's tailoring deadline, 3) Aarong's final authorized signature approval.
- A maximum sample development and approval time period will be fixed. Producer and Designer will agree upon a date within the respective time period.
- If any correction is needed, Designer will set maximum timeline of 3 business days for each correction.

2.4.3 Order Development and Delivery

Aarong's Design, Pattern Room, Processing Store, Merchandising, and Quality Control Departments will work in a coordinated manner from the sample development stage to delivery from Producer. A time frame will be maintained for the entire order development process.

- The order development process will be completed within specified time frame after an order requisition is posted.
- Producer will receive all order development related documents during one scheduled Merchandising session.
- Producer will have to reschedule in advance if they are unable to make the specified date and time.
- Aarong departments will be required to process order within specified lead time following attached flow chart.

Any deviation from lead time will be recorded and reason should be specified within the ERP. A quarterly report will be provided by IT and sent to the Chief Operating Officer for analysis and corrective action

Internal Order Process

- Order process will vary based on three types of orders: Value Addition; Tailoring: Non-textile (See Annex2).

- Design will post 'Production Sheet' to Merchandising or Warehouse for non-textile orders.
- Merchandising will review 'Production Sheet' and post to cad-consumption room and post "Trims and Accessories' requisition to Procurement.
- Procurement team will coordinate with Design team to procure the right items or alter if items are not available in the market.
- Cad-Consumption room will perform consumption work upon receiving requisition and post to Processing Store.
- Processing Store will post Ratio Analysis Sheet and Worksheet to Merchandising for Independent producers and AAF for AAF orders.
- Merchandising will contact Producer to schedule, complete costing and ordering work.
- If Producer disagrees with consumption calculation, they will be able to apply for re-consumption on a walk in basis of Cad-Consumption Room.
- Producer will be responsible for obtaining pre-production sample approval through Design team, Cad Consumption team & Merchandising team. (See Annex 2).

Order Cancellation and Re-purposing

Producer must call within one month of order sheet issuance if delivery date cannot be met for a new date.

- Canceled orders will be reprocessed by merchandising department and can be reallocated to another Producer or repurposed for same Producer after the discussion with design team and inventory control
- Requisition will be canceled and returned to Design department if Producer fails to arrive for scheduled Merchandising session or disagrees with approved costing.
- Merchandising team will issue monthly report of cancellation and re purposing and report to PMC
- Meeting. When an order is canceled, tracing paper must be handed over to the Merchandising department.

2.4.4 Production Lead Time, Delivery & Billing Policy

Design, Processing Store, AAF & Merchandising departments will allow the following lead times for each production category from date of order sheet issuance:

Apparel:

Category	**Lead Time**
Value add/Value Add with Tailoring	90 days
Printing	45 days
Tailoring	45 days
S. Open tailoring	20 days
Kids Tailoring Regular Value Add	75 days
Kids Tailoring Extra Value Add	90 days

Leather & Jewelry

Category	Lead Time
Leather Repeat	60 days
Leather Trial	75 days
Jewelry Repeat	60 days
Jewelry Trial	75 days

Non-Textiles (Warehouse)

Category	Lead Time
Wrought Iron	60 days
Lamp Shade	60 days
Wooleen Rugs	60 days
Coconut Product	90 days
Ceramics	60 days
Bamboo	90 days
Clay	60 days
Jute	60 days
Candle	60 days
Cloth Toys	60 days
Brass	60 days

Cane	90 days
Dry Flower	90 days
Date Leaf, Palm Fiber	90 days
Wooden Product	105 days

Delivery and Billing

- Products must be delivered on the QC delivery date mentioned on the order sheet.
- Producer must obtain QC serial 24 hours in advance from merchandising department upon which delivery date may be readjusted.
- Producer must bring 100% of mentioned quantity on QC serial date.
- 50% of finished goods, 70% of semi-finished goods must pass quality audit in order to be billed.
- One additional alteration pre-QC date will be granted for rejected items for second and final billing of order.
- Alteration date will be suggested by Quality Control department and provided by Merchandising.
- Producer will receive a maximum of 2 weeks for alteration.
- Producer must enter billed products into Warehouse on same business day or following day if billing is completed after 4:30PM.
- Merchandising department will mark an order completed within ERP once the process is complete.

Late Delivery Penalty

Penalty fee can be waived for Producer once per annum. Alteration billing will also be subject to penalty fees imposed on original order plus additional penalties if late from later QC serial date.

Penalty Fee (Only for Merchandising Orders)

Delay Duration (Working Days)	Penalty Fee
1-10	No Penalty
11-20	2% of bill
21-30	4% of bill
31-40	8% of bill
41-45	10% of bill
More than 45	Order canceled (Authorities may take product)

Penalty Fee (Only for Warehouse Orders)

Delay Duration (Working Days)	Penalty Fee
1-20	No Penalty
21-30	2% of bill
31-40	4% of bill
41-45	8% of bill
More than 45	Order canceled (Authorities may take product)

Chapter 3

Critical assessment of Internship work

Throughout my internship, I worked on several topics from which I gained valuable knowledge and experience. Some of these topics were directly related to my professional field, making them easier to analyze and implement. However, a few areas were entirely new to me, and understanding as well as analyzing them required extra effort and learning.

I have tried to make the best use of the knowledge and insights I gained from the **PGD-KIM** course.
In the following sections, I will assess and describe the tasks I performed during my internship at my workstation.

3.1 Application of Generic and Industry specific courses during internship

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

All the subjects of both semester were helped in different ways. In particular, **KIM 103 (Communication Skills)** played a great role in developing my capacity to communicate effectively with the stakeholders and factory personnel. This projects also enlighten my self-confidence, trust on myself, enabling me to interact comfortably with individuals at all levels of the organization. I also learned how to collect specific production data and apply corrective action plans for future improvement.

The **KIM 204 (Quality Management & Supply chain)** course helped me to learn a deep understanding of various aspects of quality management and supply chain which are essential for the stability and sustainability of any factory. I learned the importance of maintaining quality standards and implementing effective quality systems in the production process.

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

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

As Aarong prepares to expand globally, I have also learned about various teams, regulations, policies, and certification standards that will help me take future initiatives aligned with international requirements and global practices.

3.2 Suggestion for industry improvement

Throughout the course I gathered information and knowledge about garments industry,

analyze and summarize the key points to develop the industry. As Aarong will go for global so that the process what currently following those needs to be developed. Those points are stated

below.

- Introduce easy and employee friendly ERP software and encourage to use it in all segments.
- Process wise wastage need to reduced. .
- No link between FTP and ERP/PTP, need to work on it.
- Need to reduce lead time to purchase material from the market.
- R& D facility should be developed for yarn quality
- Application of proper HR policies to make the employees feel secure and make them interested in company’s welfare.
- Need to make a linkage between costing and purchasing items. System control is needed if purchasing any materials which exceed the cost in terms of quantity and value.

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

3.3 Learning for self-improvement

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

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

- ## Chapter 4

  ### Conclusion

Aarong is one of the most reputed retail brands in Bangladesh, widely recognized for its exceptional handicrafts and ready-made garments. The brand began with a small outlet and gradually expanded its business through consistent product quality, innovation, and a strong commitment to social responsibility. Now, Aarong is going forward to expand their self globally.

As a Fabric quality manager, my task begin at the very first of production — the fabric. The final product quality is depend on fabric quality. As a result my role is vital in monitoring the entire process, from raw material procuring to 3rd party dyeing mill for finishing. By this course, I have learned data driven approaches that will help me to continue improvement and enhance quality standards within this retail lifestyle brand.

Although I have gone through several challenges in completing my tasks, these difficulties have gradually lessened with practical experience and learning. After completing the **PGD-KIM** program, I believe I am better equipped to overcome future challenges with confidence. This academic experience has significantly strengthened my technical knowledge and leadership capabilities.

Overall, this internship has been instrumental in enhancing my creativity, analytical thinking, and innovative approach. I am confident that the knowledge and skills gained through this experience will enable me to make meaningful contributions to the advancement of the garment industry.

References

www.arong.com

http://www.brac.net/brac-enterprises/item/878-aarong

Appendix A.