

Report On
Apex Lingerie Limited
Process Overview of Garment Production at Apex Lingerie
Limited

By

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An internship report submitted to the Executive Development Center, BRAC Institute of Governance and Development (BIGD), BRAC University in partial fulfillment of the requirements for the degree of
Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)

Executive Development Center, BIGD
BRAC University
November 2025

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Declaration

It is hereby declared that

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

Student's Full Name & Signature:

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Academic Supervisor's Full Name & Signature:

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Letter of Transmittal

Raisa Adiba
Senior Program Coordinator,
BIGD, Brac University
65 Mohakhali, Dhaka-1212

Subject: Process Overview of Garment Production at Apex Lingerie Limited

Dear Madam,

I am honored to submit my internship report, prepared as part of the academic requirements at BRAC university, based on my experience at Apex Lingerie Limited. I have thoroughly tried to follow your instructions regarding the key aspects of this report and gathered the relevant information to make the report as clear and accurate as possible.

I gratefully acknowledge the guidance and support extended to me during the preparation of this document. It is my hope that this report will meet the expectations of the academic committee and contribute meaningfully to the understanding of the subject matter.

Thank you for your consideration.

Sincerely yours,

Nahid Sultana Nigar

Student ID: 24281071

Executive Development Center, BIGD

Brac University

November, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between Apex Linger Limited and the undersigned student at EDC, BIGD, Brac University.

Student's Full Name & Signature:

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Industry Supervisor's Full Name & Signature:

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Acknowledgement

At the outset, I would like to express my gratitude to Allah, the Almighty, whose blessings and guidance have made it possible for me to complete this internship report successfully. Without His mercy and support, the completion of this work would not have been possible.

I am also grateful to BRAC University for providing me with the opportunity to gain the experience through this internship at Apex Lingerie Limited. My heartfelt thanks go to my both supervisors and mentors for their valuable guidance, continuous encouragement and constructive feedback throughout the preparation of this report.

I would also like to express my sincere thanks to the factory concern who help me by devoted their time to solve my query and give their valuable feedback. Their supports were important for the successful completion of this report.

Finally, I want to thank you to my family and friends for their unwavering support and motivation.

Executive Summary

Bangladesh's knitwear industry is an essential component of the nation's economy. It became one of the world's top knit wear producers in the fiscal year 2024-2025, with knitwear exports reaching over \$21 billion. Competitive pricing, skilled personnel and a vertically integrated production system that enables effective manufacturing from yarn to finished garments are all strengths for the industry. Millions of individuals including women depend on this sector for their livelihoods and work.

The garment manufacturing sector, especially the knitwear and lingerie portion, plays a important role in Bangladesh export economy. This report forms a critical part of the Post Graduate Diploma program in Knitwear Industry Management and is based on hands-on experience gained working in many departments at ALL over a recent internship period. Practical experience can connect the gap between theoretical knowledge and industry realities.

AHL, a leading vertically integrated textile and garment group in Bangladesh, ALL is one of the key manufacturing units of it. ALL focuses in lingerie production, including raw materials like fabric, elastic. It also developed mold cup, bonding, H&E and supply international markets with stylish and high-quality products.

This report covers the workflow of marketing and merchandising, SCM, Quality management, Textile production management, HRM, IE. It highlights each department's roles, strengths, and challenges which is done in the internship. The report connects what was learned in the courses with real work tasks. It gives helpful information about planning production, getting materials, checking quality and making things efficiently.

During this internship, I saw different problems and helped to find solutions. This experience taught a lot about garment factories that exports product run. It also showed me the important of improving all the time to do well in the global market.

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List of Acronyms

ALL	Apex Lingerie Limited
SCM	Supply Chain Management
PGD	Post Graduate Diploma
R&D	Research & Development
TPM	Textile Production Management
AQL	Acceptable Quality Level
QMS	Quality Management System
QC	Quality Control
HRM	Human Source Management
NPT	Non-Productive Time
SMV	Standard Minute Value
CNC	Computer Numerical Control
IE	Industrial Engineering

Chapter 1: About Organization

1.1 Overview of the Industry

ALL is established in 199 which is a fully vertical intimate apparel manufacturer based in Bangladesh. The company focuses in producing brassieres, sports bras, and swimwear, serving major brands and retailers in Europe and North America for over 20 years. ALL manufactures most raw materials by own, such as fabrics, elastics, foams, and printed labels, but some accessories are sourced from outside sources. It's monthly bra-panty sets production capacity is 1.8 to 2 million. Along with that ALL integrates advanced design research to meet current fashion trends. The company has about almost 4100 workers. It prioritizes social welfare, protecting the environment and fair working conditions. The Factory is in Gazipur and the Head office is in Dhaka, Bangladesh (Apex Lingerie Limited, 2025).

1.2 Vision & Mission

Mission: To provide economic profit to customers through quality, health, safety, environment and social responsibility management of assets, projects, products and systems to decrease risks and improve performance.

Vision: To grow into an industry leader and play a vital role among local companies and in the geographical markets enforced (Apex Lingerie Limited, 2025).

1.3 Goals & Objectives

ALL aims to focuses in producing high-quality intimate apparel, emphasizing consistency, quality, timely delivery and competitive pricing to establish long-term relationships and a strong reputation. It is done to maintaining a clean, safe working environment with fair labor practices and compliance with national and international labor standards. Environmental sustainability is very important, focusing on pollution prevention while preserving the environment. The fully vertical setup allows in-house production of most raw materials and advanced design and R&D centers, serving mainly European and North American customers (Apex Lingerie Limited, 2025).

1.4 Organizational structure, Organogram, Branches and Departments

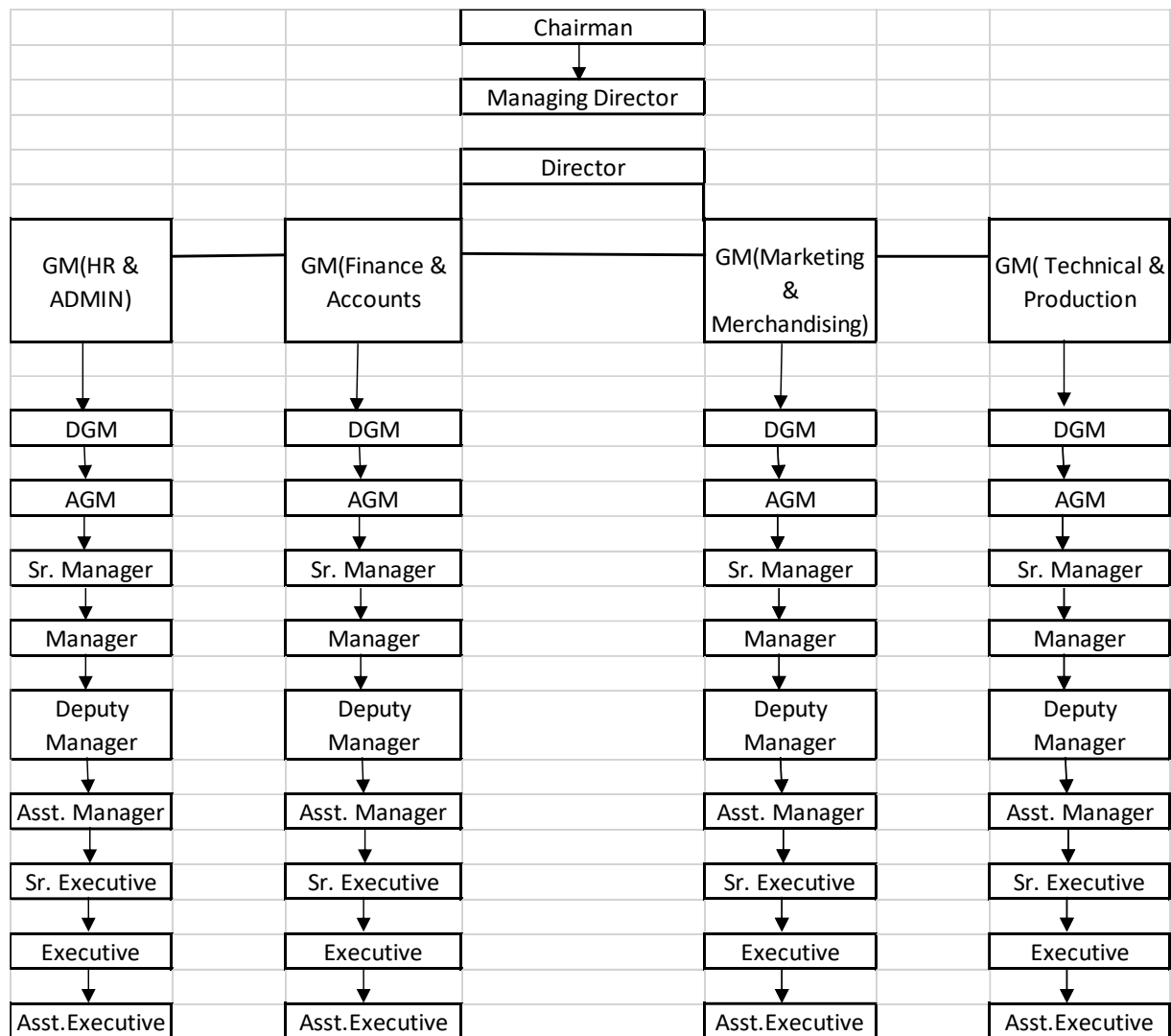


Figure 1: Company Organogram

This report is based on the knowledge and skills which I gained from my three months internship across various departments of Apex Lingerie Limited. It might not be possible if I would work only in my department.

Apex Lingerie Limited is consisting of many departments but the internship focuses on –

1. Marketing & Merchandising,
2. Supply Chain Management,
3. Quality Management,
4. Textile Production Management,
5. Human Resource Management,
6. Industrial Engineering.

1. Marketing and Merchandising

The Marketing and merchandising department of ALL are the crucial link between the factory production and the global market. The main responsibilities are conducting market research, communicate with buyer, supplier and most important thing is taking follow up. Also, have to develop promotional campaigns that align with seasonal and product trends and planning merchandise assortments based on sales data and market demand.

2. Supply Chain Management

The SCM departments at ALL is responsible for the complete process of handling raw materials and finished goods. It maintains procurement, inventory management, production scheduling and logistics to reduce costs while ensuring product quality and timely delivery.

3. Quality Management

At ALL, its QA department has a comprehensive qc system that ensures quality throughout the entire production process. A dedicated group of quality inspectors, educated in qc, work under experienced leadership to ensure that product quality meets not only our internal AQL standards but also those expected in the global market.

4.Textile Production Management

The TPM department handles the lingerie manufacturing process. They start from acquisition the fabric, then knit, cut, sew, finish and pack the products. The production uses textile technology and IE to create a smooth process. They also use software to keep everything running well.

5. Human Resource Management

The HRM departments manages all recruitment, training, payroll, employee relations, compliance and welfare issues. It emphasizes creating a clean, safe and healthy work environment. The factory supports collective bargaining through an independent trade union and has a policy against discrimination or harassment and child labor.

6. Industrial Engineering

ALL has established an Industrial Engineering (IE) department aimed at maximizing productivity, quality, and cost efficiency. The IE team works across cutting, sewing, and finishing to optimize operations and maintain competitiveness in the global market.

The IE department focuses on process improvement, workflow optimization, and waste minimization. It applies industrial engineering principles and tools such as Kaizen, Kanban, time-motion studies, line balancing, and bottleneck analysis to improve production efficiency and reduce non-productive time (NPT).

1.5 Products/services produced by ALL

Products:

ALL mainly produces under garments. Its product line includes below--

1. Women's Top (52% of total sales and generate 43% of total profit of the company)
2. Women's Bottom (26% of total sales and generate 30% of total profit of the company)
3. Men's Underwear (22% of total sales and generate 27% of total profit of the company)

	2024-2025 Profit Margin		
Item	Shipped Quantity	Total Value \$	Profit \$
Bra	10486800 pcs	34974000	2437524
Panty	9084000 pcs	15368400	1639560
Underwear	6960000 pcs	15888000	1453200

Table 1: Profit Margin

Clients:

Apex is proud to work with below famous buyer.

<u>Buyer Name</u>	<u>Country</u>
Carrefour	France
Delta	Europe
Debenhams	Europe
Enamor	India
Etam	Europe
Hunke Moller	Europe
H&M	Europe
Lindex	Europe
Lisca	Europe
Varner	Europe
Walmart	USA

Table 2: Clients

Certifications of ALL:

ALL has obtained several certifications to meet international standards. These include certifications from reputable organizations such as OEKO-TEX, SEDEX, BSCI, WRAP, CTPAT and Fair-Trade ensuring compliance with high quality and ethical manufacturing practices.

These certifications reflect ALL's commitment to product quality, safety, social responsibility and environment sustainability (Apex Lingerie Limited, 2025).

Chapter 2: Description about task accomplishment

I have completed my internship in the following departments at ALL. HR assigned the allocated time in each department where I have worked following my industrial supervisor. Here is my timeline of the internship.

DEPARTMENT	ALLOCATED DAYS (WORKING DAYS)
Marketing & Merchandising	15 days
Supply Chain Management	12 days
Quality Management	10 days
Textile Production Management	7 days
Human Resource Management	8 days
Industrial Engineering	14 Days
Total Days	66 Days

Table 3: Timeline of the internship

Major Tasks Undertaken in the Marketing and Merchandising Department

In my internship at ALL in the marketing and merchandising department, I conducted market research and trend analysis in collaboration with the advanced design center to develop seasonally relevant lingerie collections. I actively assisted in product development by selecting fabrics, trims and tracking samples. Also, I contributed to developing in-house materials such as all-over print (AOP), H&E, elastic and foam cup and worked towards obtain buyer approval for these materials. I participated in the costing process, although not in depth. My order management tasks included coordinating with supply chain and production teams to ensure timely availability of raw materials and accessories and monitoring progress through follow-ups. I also helped customer communication by liaising with international buyers on product details and shipping schedules. This experience increased my skills in end-to-end product development, sample evaluation, cost management, production follow up and cross team communication.

Major Tasks Undertaken in the SCM Department

I have done finding raw materials including fabrics, elastics, foam cups and packaging while evaluating both local and international vendors to ensure quality, affordability and timely delivery. I helped inventory management by tracking stock levels, help to organize audits and improving documentations to avoid shortages or more stock. I gained hands on experience with production planning software to align materials availability with manufacturing schedules, helping to reduce delay. I have worked with quality assurance to ensure compliance with product standard. Also, I have makes sure by coordinating packages and shipment preparations following international regulations. This internship enhanced my knowledge in procurement, inventory control, production coronation and cross department communication within a demanding apparel supply chain.

Major Tasks Undertaken in the Quality Management Department

During my internship at QM department, I worked on checking the quality of samples and bulk products. I have worked with both merchandising and production team for ensuring the quality standard. I also done quality check and lap-dip approvals. These tasks helped me to meet the AQL standard of 2.5 and matches global rules. This experience makes me realized how important the quality control is for making high quality lingerie.

Major Tasks undertaken in the TPM Department

As an intern at ALL, I worked with knitting, dyeing, printing and embroidery. I have helped for planning production schedule based on the time and action plan. Also, I have making sure everything ran smoothly and orders finished on time. One of my main tasks was checking batches for keeping the colors consistent. I have made sure the fabric quality will be good. I also worked with textile suppliers to coordinate material delivery and solve any production problems. This practical experience gave me a good understanding of how textile production and quality control work together for completing garment manufacturing setup like ALL.

Major Tasks undertaken in HRM Department

I worked in the HRM departments in my internship at ALL. I have worked for organizing employee activities, recruitment, keeping employee records up to date, job ads, screened resumes, scheduled interviews and helped new employees get started. I also helped training sessions and employee growth programs. It helped me learn more about HR work. It has enhanced my communication and organizational skills in a large manufacturing company.

Major Tasks Undertaken in IE Department

I helped for improving production workflows in my internship. Also, checked how the manpower was used and worked for the efficiency of the process. I also done time studies to find out where delays were happening and tried to improve productivity. Also, worked for reducing the wastages. I have worked with production planning team to keep manufacturing on schedule and prevent delays. This practical experience taught me a lot about making operations smoother and more efficient in busy lingerie setting.

Chapter 3: Critical assessment of Internship work

3.1.1 Application of Generic & industry specific courses during internship

During my internship at ALL, I have applied academic knowledge to practical factory environments that I have achieved from these courses. This experience helped me understand it's used for improving the performance and operations in an industrial setting. Now I will describe briefly how these courses helped me.

KIM 101: HR Skills and Competencies

This course helped us learn about HR. We learned their jobs and how to manage workers. Many factories are still used old methods. This makes salaries different in each factory. To fix this, we need clear rules so everyone gets fair pay. The company should take care of workers following the rules. I think the HR team should do their work well. It helps to increase the company reputations (BRAC University, 2025).

KIM 103: Communication Skills

This course has helped me enhance my speaking, intra and inter personal skills. It also helps in using communication skills for effective coordination between buyers, suppliers and internal team. This included professional email drafting, buyer correspondence for sample approvals and technical discussions on order specifications (BRAC University, 2025).

KIM 201: Introduction to the Garments Industry

This course helps to navigate the sectors business models, market trends and compliance requirements. Here, I gained experience in evaluating new vendor partnerships, understanding global supply chain and participating in strategic meetings focused on expanding product lines or improving operational efficiency (BRAC University, 2025).

KIM 203: Production Management and Merchandising

The course covers all merchandising activities within the garments sector; however, visual merchandising is not practiced in Bangladesh. It is necessary to adopt this approach in order to conform with the global market standards (BRAC University, 2025).

3.2 Suggestion for industry improvement

In my internship, I have noticed many areas need improvement in different departments.

Human Resources: In this department, they don't have a good method to follow employee performance. Their work is not regulated and doesn't follow clear rules. They need to stop using old ways and start using 5S method to get better result. Also, they need to follow KPI and make sop that everyone can follow.

Marketing & Merchandising: It has many problems with their plan, working methods, and communication. They should observe their strengths and weaknesses. Also, they need to do market research more. That's why they need to clear SOPs to fix these issues.

Industrial Engineering: The IE team is not working in a steady way. They should use kaizen method for steady improvement. Also, need to follow 5S method to keep their workspace tidy.

In General: I have got some vital areas which can be improved in ALL. These are strengthening backward linkages, increasing capabilities, lowering costs, improving product development, managing the supply chain better, and using modern technology for advertising. All method should be upgraded, and the quality of materials from suppliers must be checked carefully. Backup plans are important at every level of the company. It should make another team for budgeting and pricing. Training and skill development should be provided to all new employees. All departments have to work together like R&D, marketing, product development and others for ensuring good quality and on-time delivery.

3.3 Learning for self-improvement

I have gained real life proficiency and it really helped me to grow professionally in my internship. I have learned the use of knowledge which I have gained from my theoretical experience in a real factory environment which enhanced my problem solving and decision-making skills. It also increased my teamwork capabilities, communication and the method of working in different departments. Also, I have understood the importance of improving myself. It inspires me to keep learning which is more important for my future career.

Chapter 4: Conclusion

I completed a three-month internship at ALL as part of the SICIP program during my PGD in knitwear industry at BRAC. This internship was a great chance to learn a lot. The program is supported by funding from Asian Development Bank (ADB) through the Skills for Employment Investment Program (SEIP). It combines international standards with hands-on experience in real workplace management.

ALL is established in 1999 which stands out as one of the top organizations in Bangladesh. In my internship, I have witnessed firsthand the company's dedication to quality and continuous improvement. Quality management at Apex does not happen by chance and it is the result of consistent efforts to develop and improve processes across all departments.

I have worked different departments closely. It enhances my understanding on how industries work and how they are managed.

This experience has increased my confidence and professional abilities. It showed me how theoretical knowledge can turn into real solutions at work (Asian Development Bank, 2025; Apex Lingerie Limited, 2025).

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