

Report On
Parkway Packaging & Printing PLC
Overview of Sales & Marketing, Supply chain, Planning,
Production and Quality Assurance department

By

Md. Sabbir Hosen
24281074

An internship report submitted to Executive Development Centre, 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 Centre
BRAC Institute of Governance and Development
BRAC University
November, 2025

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Declaration

It is hereby declared that

1. This internship is made based on 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:



Md. Sabbir Hosen
24281074

Academic Supervisor's Full Name & Signature:



Bushra Nuzhat Ika
Trainer PGD-KIM
BIGD, Brac University

Letter of Transmittal

Bushra Nuzhat Ika

Trainer, PGD-KIM

BIGD, Brac University

66 Mohakhali, Dhaka-1212

Subject: Submission of internship report on Parkway Packaging & Printing PLC.

Dear Madam,

It is a matter of pleasure to complete my internship report under your dynamic supervision. The internship report is based on three months period at Parkway Packaging & Printing PLC. I did my very best to complete this internship report with the necessary data and recommendations in the most concise and comprehensive manner. I hope that the contributions during this internship have been valuable to the company and its goals.

Therefore, I hope my whole internship report will meet your desire.

Sincerely yours,



Md. Sabbir Hosen

Student ID: 24281074

Executive Development Center, BIGD

Brac University

November 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between Parkway Packaging & printing PLC and the undersigned student at EDC, BIGD, Brac University.

Student's Full Name & Signature:



Md. Sabbir Hosen
24281074

Industry Supervisor's Full Name & Signature:



Nuhul Alam
Area Manager, Sales & Marketing
Parkway Packaging & Printing PLC, Sister concern of DBL Group

Acknowledgement

First of all, I would like to thank Almighty Allah for giving me the strength and patience for completing my rigorous internship period. I would like to express my gratitude to People's Republic of Bangladesh Government for arranging and financing such an industry-based program for apparel professionals. I would also like to thank BRAC Institute of Governance and Development–BIGD for planning and conduction such a resourceful Post Graduate Diploma program, Brac University authority and EDC stuffs for being a part of this and their continuous support.

Hereby I want to express gratitude to my academic supervisor Bushra Nuzhat Ika, Trainer, BIGD, Brac University for her tremendous support and guideline throughout my internship tenure. It wouldn't be possible without her continuous nurturing and attention to my work.

My internship journey at factory wouldn't be so much practical and knowledgeable without my Industry Supervisor Mr. Nuhul Alam, Area Manager (Sales & Mkt). He has supported me to solve all the problems and hurdles I faced during my industry experience.

Finally, I would prefer to recognize everyone at Parkway Packaging & Printing PLC for their excellent cooperation, friendly attitude, and wholehearted support throughout my internship experience.

Executive Summary

As part of the PGD-KIM program at BIGD and Brac University, I completed an internship at Parkway Packaging & Printing PLC, a diverse and integrated garment accessories manufacturing company. Company's main goal is to develop operations, employ qualified manpower, establish strong relationships with customer, and find the best methods for manufacturing operations. Throughout the internship, I had the opportunity to explore five major departments: Sales & Marketing, Supply chain, Planning, Production & Quality assurance. Those 5 departments are very crucial for any accessories manufacturing company. During the internship, I spent around 13-14 days in each department to participate in their daily activities and contribute to specific tasks. I collected data through both primary and secondary sources to provide a comprehensive evaluation of the company's performance in each department. These departments directly contribute to generating company revenue through their day-to-day operations. In conclusion, the internship report found that Parkway Packaging & Printing PLC is a well-managed and successful company committed to quality and customer satisfaction. As a garment accessories manufacturing company, their backward linkage enables them to produce high-quality auto carton to ship apparel to top retailers and fashion industry brands worldwide.

The company's focus areas, such as developing operations, employing qualified manpower and establishing strong relationships with customers & buyers, contribute to their success. Overall, my internship experience at Parkway Packaging & Printing PLC provided me with valuable insights into the operations of a successful accessories manufacturing company.

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List of Acronyms

PPPL	Parkway Packaging & printing Ltd
PPPP	Parkway Packaging & Printing PLC
DBL	Dulal & Brothers Ltd
RMG	Readymade Garment
QAD	Quality Assurance Department
QCD	Quality Checking Department
SQM	Square Miter
T&A	Trims & Accessories
CS	Customer Service
IT	Information Technology
ERP	Enterprise Resource Planning
HRM	Human Resource Management
S&M	Sales & Marketing
SCD	Supply Chain Department

Chapter 1

About Organization

1.1 Overview of the Industry

Parkway Packaging & Printing PLC is a sister concern of DBL Group. PPPL is a fully automated state of the art corrugated carton manufacturing plant. The factory started its commercial production back in 2008. It is one of the largest auto carton factories of Bangladesh. With imported papers from Australia, USA, Taiwan, Finland etc. We have the capabilities to produce 75,000 pcs of cartons per day.

The factory has a total floor area of more than 82,300 square feet with a floor extension plan of 16,650 square feet. The extension will increase the production capacity by almost 50%. We have 24 hours power supply from in-house diesel generators as well as dedicated gas supply line. We produce auto master carton, inner carton, box carton, hanger carton with 5 ply & 3 ply board. We can also produce various types of top-bottoms like X-divider, H-divider, U-divider, Plain divider, Cross divider etc. We have the capability to make any customized carton with all other supporting items.

1.2 Vision & Mission:

Parkway Packaging & Printing PLC is an ISO 9001-2015 certified factory. It always focuses on manufacturing excellence & sustainability. It also ensures free, fair & healthy working environment for both management & non-management staff. It has a mission to be a sustainable, eco-friendly manufacturing & reduce wastage to zero percent & vision is to be the number one trims & accessories company in Bangladesh.

1.3 Goals & Objectives

Parkway Packaging & Printing PLC is a renowned garment accessories company in Bangladesh. PPPL is always prefers to conduct ethical & sustainable business in this RMG industry. Their objective is to make sure operational excellence in production & others department. Also focusing on wastage minimization, employee friendly working environment, process development & smart planning & execution. The ultimate company goal is to be a number one accessories manufacturing brand for local RMG market.

1.4 Organizational structure, Organogram, Branches and Departments

Parkway Packaging & Printing PLC is a sister concern of Dulal & Brothers (DBL Group). It is a member of threads & accessories division of DBL group. The company was established in 2008. The factory location is in Sharda Jong, Kashempur, Gazipur. In factory, few departments seating position available like Production, Planning, Quality Assurance & Logistics. On the other hand, few departments available in head office (BGMEA complex, Uttara-17) such as Sales & Marketing, Customer Service, HRM & Admin, Accounts, Commercial & ERP. Also, there is a team in factory who are indirectly involved in production & delivery process. Such as labor, technician, sample man etc. Being a manufacturing company, PPPL has a horizontal team set-up. Sometimes it works cross-functional or vertical also. But in case of decision making, maximum is coming from the superior. Also, management appreciate those who works with ownership & influence the superior decision by thankful input. Anyway, let me describe the whole company structure in below.

Parkway Packaging & Printing PLC, Company Organogram

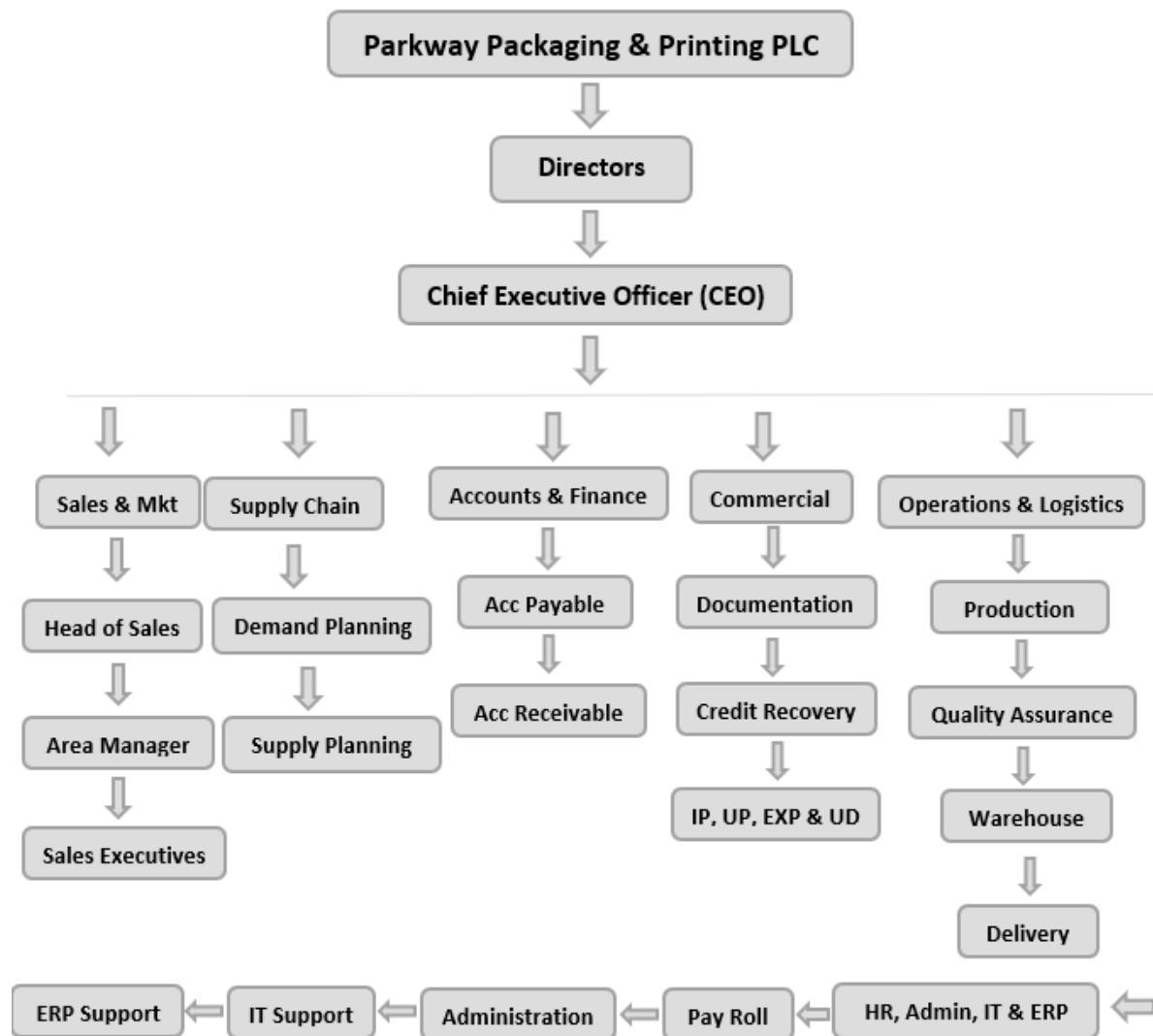


Fig 1: Factory Organogram of Parkway Packaging & Printing PLC.

1.5 Products produced by the industry

Parkway Packaging & Printing PLC has capacity of producing versatile accessories item for garment shipment use. All the accessories are made from paper, glue & other chemical items. These types of accessories are badly needed to pack garments item & ship to the destination. Normally carton color is brown but we can produce versatile color carton like white, green & yellow etc. Let me explain the products we are producing in our company on below_

Master Carton: Garments item is being packed with the carton for shipment purpose. There is different quality master carton available like 3 ply, 5 ply & 7 ply. For example, 3 individual papers combined by corrugated machine is called 3 ply cartons. Similarly, 5 ply & 7 ply are being made with same process. Also, there is various typed of master carton available in our factory like box carton, inner carton, hanger carton, refurb carton etc. Actually, we can produce any customized master carton as per buyers & customer demand. Making carton is very easy to be honest. There is no hand touch involved to produce a carton. That is why this is called auto carton. First of all, paper is being given to a corrugated machine to attached ply as per required like 3 ply/5 ply/7 ply. Here glue & other chemical are used to attached all ply together. After completed the board cutting, slotting, flexo printing & finishing are being made as per requirements. Flexo print is being done by automated machine. Then those board move to the printing area if there is manual screen print. Here glue & other chemical are used to make the board stronger so that carton can carry more weight & last for long time. We can also ensure addition requirements like dye cut, perforation, elastic, potti etc as per customer demand. Normally 10-35 kg weight given to a master carton.

Top bottom/Divider: We have the capability to produce all the supporting items of a master carton like top bottom & divider. Actually, top bottom or divider is being used to make the packing easier in master carton. Normally top bottom/divider is made of 3 ply board. But as per buyers' requirements we can provide 5 ply top bottom as well. Top bottom/divider production process is also as same as master carton. But we can make top bottom/divider from wastage cutting board also. Normally top bottom paper quality is less strong than master carton. We use recycle paper here to make those top bottom/dividers. As there are no such durability requirements, we produce top bottom as week quality. Here costing is also less & productivity remain high. There are different types of top bottom we are producing like U-divider, X-divider, Z-divider, H-divider etc.

Chapter 2

Description about task accomplishment

1.1 Department Visiting Schedule

I have made a visit plan for 5 individual departments to work on. Though it is not easy to execute all the work as per plan being an employee but hope it will help me to get the best practical experiences. Let me mention the probable schedule on below:

Participating Department	No of days	Location	Date
Sales & Marketing	14 Days	Corporate office	02-Aug-25 to 17-Aug-25
Supply chain	13 Days	Corporate office	18-Aug-25 to 01-Sep-25
Planning	13 Days	Factory	02-Sep-25 to 18-Sep-25
Production	13 Days	Factory	19-Sep-25 to 05-Oct-25
Quality Assurance	13 Days	Factory	06-Oct-25 to 22-Oct-25
Total	66 Days		

Table 1: Internship department visiting schedule

1.2 Task Overview of Departments

1.2.1 Sales & Marketing

I started my internship task with sales & marketing department. This is actually my own working area where I perform my daily work. To be very honest this is one of the most challenging departments in the entire company. I have tried to work as much as possible to get the best knowledge. In our company, there is two team called Sales team and Marketing team. During my internship I have worked in both teams. Let me explain some of my working experience in brief.

Marketing team: The team is little bit small. it consists of 3 members only. Among them two executives & one manager. The main role is to communicate with the garment buyers, buying office & sourcing office to get nomination or approval. To secure the business, marketing team take nomination from the buyer first. Currently we have 5 nominations like C&A, H&M, Next, Best Seller & Puma. Marketing team is working to get more nomination in upcoming days. The pipeline buyers are George, Gap, Walmart, G-top etc. In those days, I have worked with two buyers such as G-Top & Walmart. My role was to communicate with the representative of buyers for nomination. I had contact & set a meeting with Walmart team. After completing the meeting. The buyer GAAP was pleased to visit our Parkway factory to watch all the facilities. I had also communicated with G-Top buyers to approach for our products. Here my task was to set a meeting with the country manager of g-top with our honorable CEO. Communication is going on by mail. Hopefully we will get a schedule for meeting by end of November 2025. During my internship, I realized that the main KPI of marketing team is branding of the company in front of buyers & customers to ensure nomination or approval. It includes various task to get nomination like buyer visit to factory, assessment of total factory, checking product quality & service facilities, price negotiation, after sales service etc. After nomination or approval received from buyer, marketing team hand over the customer lists to sales team to continue the business.

Sales team: Our sales team cover with 9 members. Here total 6 executive, 2-line managers & lead by a head of sales. The main role of sales team is to grab carton order from customers. Sales team grab order from both nominated and non-nominated buyers. Our main target is the export-oriented garment factories. Normally sales team take back-to-back LC as payment. Also, we have to take Import permission (IP), Utilization declaration (UD) from customer to show custom bond. We can't take cash money as we have bonded warehouse. Also, we can't take orders from non-export-oriented company. During my internship hour, I was working with few

customers directly as a sales person. Among them Osman group & Square group, I love to mention here. I said earlier, we have nomination for puma buyer. I made all the analysis of this first. I came to know that square fashion ltd is performing Puma buyer's garment order at good volume. So, I targeted this customer for Carton business. I had set a meeting with sourcing concern of square fashion ltd at his office. After meeting him, he was asking a carton sample to check the quality first. As per his requirement, I make a carton sample & sent to him. After checking the sample, he had given us approval after a week. Also, we had negotiated regarding price & settled it down on mutual benefits. Now it's time to wait for orders from square fashion. Hopefully we will get orders from November 2025. I had similar experience to Osman group but while negotiated the price, we couldn't settle it down yet. The reason is customer target price is very low. Hopefully we will reach in one point soon & start business together.

1.2.2 Supply chain department:

After completing task at sales & marketing, I moved to supply chain dept. To be honest, I didn't know the depth of supply chain dept before. I thought, sourcing is the only task of supply chain concern. But when I went into the work, I could realize the working areas are much bigger than that. Anyway, I would love to share my experience here that I faced while working there. First of all, Parkway packaging & printing PLC has a strong supply chain dept. It consists of 5 members heading by the CEO. Supply chain dept sitting in our corporate office just like sales team. Normally the main role of supply chain is to ensure raw materials on time to meet production demand. SCD always make analysis how to source materials effectively & efficiently. They consider lots of things like competitive price, lead time, quality, materials supplier movement, seasonal availability, transportation cost etc. PPPL supply chain source paper, ink, fluid, chemical, machinery equipment etc. as per production & sales team demand. The main material is paper though. Normal lead time is 90 days to 150 days. SCD source paper from various country & brands. Such as West Rock (USA), Visy (Australia), IP (Qatar),

Krishna (India) etc. There is a variation in paper also like virgin paper, recycle paper, liner paper, medium paper etc. Paper GSM starts from 120 & available up to 270 GSM. The payment methods are mostly Letter of credit (LC), sometimes telegraphic transfer (TT) as per material supplier demand. Our supply chain prefers 90 days LC while importing raw materials. At first, sales team share upcoming order forecast to supply chain team. As per forecast or assumption supply chain source materials accordingly. Normally sales team follow calendar year as financial year in PPPL. For example, Sales team provide forecast from January 1, 2026 to December 31, 2026 to supply chain dept minimum 3 months earlier. After receiving the forecast supply chain started to communicate with their supplier. Normally SCD source material for 6 months consumption. After reviewing the real material uses for 3 consecutive months, they move for next assignment to inhouse raw material for rest 6 months. Sales team also share rolling forecast to supply chain after every 3 months. Supply chain considers yearly forecast, rolling forecast, actual consumption & market order flow to make the final decision to inhouse material. As per management advice, supply chain can't source material more than demand & less than demand. Both are involved in direct cost to company. As per last 3 years data sales team's forecast accuracy is around 92%. Anyway, I had an opportunity to work there in 3 major assignments. I would love to share my experience here.

Price negotiation: I had given an assignment to negotiate paper price with a new developed brand named Storenso (Finland). I started mail communication with them regarding price. My demand was 400-ton 150 GSM virgin liner paper. I had asked for the best price there. The Storenso concern shared price \$550/ton as best price. Then I analyzed the other supplier price like West rock, Visy & IP. Then I came to know price looks similar than other brands such as West rock-\$530, Visy \$580 & IP-\$560 per ton. Being a new brand Storenso asking higher price. Then I had given a reply with other supplier price & data. I also asked to make the price \$500/ton considering 400-ton paper. After that supplier agreed to make the price \$520/ton but

requested to make the qty 500 ton. After that I had a group discussion with our supply chain concern & make the deal done. Here I saved \$30/ton at least considering other brands.

LC follow up: After placing an order, I supposed to give LC within 3 working days to paper supplier. There I faced difficulties due to unavailability of our CEO. He was out of country for a business tour. Without his sign, no payment is done from our commercial. On the other hand, our paper supplier pushing me for LC over mail. Then after discussion with other member of SCD team, I decided to send a mail to our CEO sir regarding approval. After sending the mail I also knocked him on mobile through what's app. Within few hours, I have got approval on mail. Then I made a print of mail & handed over to commercial dept to go ahead for LC. Considering the situation & supplier urgency, our commercial team approved the case & make the LC by next working day. Thus, I had made the payment to supplier on time.

1.2.3 Planning department:

My next destination was in planning dept after completed the supply chain task. Here am sharing different types of experiences. Before going to there, let me discuss about our planning department in short. PPPL has a small planning team consist of 2 members. Both of them are reporting to the head of supply chain. The main role of our planning concern is to make the production plan effectively & efficiently. Our production unit normally run 12 hours/day. It can produce up to 60,000 pcs master carton & 1,20,000 pcs top bottom/divider each day. Our planner makes sure all the machine & finishing section uses its best capacity. Normally planning concern make the plan one day earlier. For example, today is the high time to plan for next day production. Sometimes, plan can be revised/modified due to special requirement or any other circumstances. Now let me mention my real experience in planning department in short.

Production follow-up: One of the core jobs I have performed was production follow up. When planner make tomorrow production plan & forward the plan to production concern, it required

time to time follow up. When I started to follow up with production team, then realized execution is not easy at all. Lots of factors come into play here. For example, planning concern shared a plan of 40,000 pcs master carton & 80,000 pcs top bottom production plan within a 12-hour shift. Now the whole plan execution depends on reel size, total carton size breaks down, ratio of 3 ply & 5 ply, print variation, additional work like potti, dye cut, perforation etc. I used to visit the floor after every 2 hours & notice the plan vs execution ratio. If execution is less comparing the plan, try to find out the issue & solved it out. After end of the day, production team shared the whole day plan vs achievement data to me. I found 80% achievement in average which is not good enough. Then I sit with production team along with planning team to improve the ratio. As per our analysis, major finding was few urgencies from sales team & too many screen print requirements. After that we had sit with sales team & production team again to make a solution. Here I requested our sales team to give urgency less than 15% every day to increase the productivity. Also requested production head to increase labor in screen print section & make a night shift if required. Thus, we shifted achievement ratio to 85% which is better than earlier.

Follow up with sales team: Another vital role was to connect with sales team regarding their priority. Actually, we received plenty of urgency from sales team member randomly. It required lots of phone call & what's app messages. Sometimes through mail from individual sales person. When we pass those urgency to production team randomly, they try to execute but reel size mismatched sometimes. In the process, paper wastage percentages were high. As per the data, our production wastage percentages were around 20% which is too high. But due to meet the sales team urgency, production bound to produce without plan or modified plan. As a process, productivity decrease & wastage increase a lot. Then to solve this problem, I took initiative & discussed with sales concern & production concern separately. After that, arranged a formal meeting with all the stake holders. After all the discussion, we set a process where all

the stakeholders mutually agreed. As per the meeting remarks, sales team will share the urgent order list once in a day with formal mail. One person will communicate from sales team & from production side, one concern with contact & co-ordinate accordingly. After implementing this process, we found positive outcome to be honest. Now wastage turn into 13% & urgent order executed more than double from previous. Few initiatives still to be taken to make the process fluent. I trust, both departments can mutually sit once in a month & discuss for further improvement.

1.2.4 Production department: When I started to work in production team, then I realized working in production is not easy. What we see from the outside is not 100% right at all. Production team facing much challenges what we don't understand from the outside. Anyway, our PPPL production team reporting to Assistant General Manager (AGM) who is head of production now. He has 2 Managers & 4 executives and 10 officers working there. The total labor is around 300. Generally, our production team works in one shift but when order flow is high, then another shift may introduce. When planning team plan for production considering one shift (8 hours/shift), production process starts. First of all, place requisition to store for material like paper, glue & chemicals. Then store provide those material as per required quantity & quality. Now the time is to start production from corrugation machine. Paper roll placed to machine to start production process. Automated machine just combined all the part (3/5/7 ply) together with glue & other chemical. Here reel size is placed as per carton size. After completing card board, automatically send to cutting section. After completed the cutting, send to printing section & other additional work like perforation, potti, dye cut etc. Here 2 types of print available like flexo print & screen print. After completing the print, card board send to finishing & binding section. After competing those, carton is being sent to store for delivery. Those are the total production process. Now I am sharing my experience in production unit.

Productivity increases: First of all, I observe full production process there. First few days, I had worked directly in production floor to understand what they are doing. There I had taken production data like productivity, efficiency, wastages etc. I found there is no hour basis production report from the floor. Then I requested head of production to provide me hourly basis production report. After getting the report, I found productivity is better in first half but opposite in 2nd half. Then had meeting with all the officers & supervisor to discuss how to improve this. As per majority opinion, we had introduced a snack exactly 2 hours after lunch. Honestly speaking, we had a good result on that. Productivity shifted from 78% to 81% there.

Wastage reduction: I also worked as a production concern on wastage reduction with supply chain & sales team. As I noticed, due to sales team request, production plan needed to change a lot. In this way, reel size not matched properly. As a result, paper wastages increased. In those days, production wastages were around 20%. Being a production concern, I had fixed a meeting among sales, supply chain & full production team to find out a sustainable solution. After long discussion there, decision has been made that supply chain will source multiple reel size paper as per sales team requirements & sales team will provide urgency any 5 orders/day. In this way, I think wastage percentage will decrease a bit.

1.2.5 Quality Assurance dept: After completed 4 dept, I had started my last destination to quality assurance team. PPPL has an organized quality assurance team. Total employees are 5 in QAD team heading by a manager. We had a testing lab which is ISO 9001 certified. The core responsibilities are testing sample in lab to make sure quality parameters are okay as per buyer demand. In PPPL lab all types of physical & chemical test available like edge crush test (ECT), Busting strength test (BST), Moisture test (MT), Restricted substance test (RST) etc. Apart from lab, quality team is working on in production floor directly to make sure all the product is being produced as per actual standard. If there is any deviation, they take corrective action accordingly. Also, there is a strong checking in store before delivery. Our warehouse is well

maintained to keep the carton & other supporting item safely. Specially room temperature needs to control to keep the carton moisture free. Now let me mention my real experience there in short.

Carton & top bottom issue: In my internship days, I found quality concern is really focus on master carton only. Thus, top bottom/Other supporting items are checked less or sometimes ignored. As a sales concern, I know top bottom carries importance as much as master carton. So, we took an initiative to make a rule to check each and every top bottom quality as like master carton. Also advised production team to ready top bottom with master carton as a set. Because no master carton is usable without top bottom.

Quality issue after delivery: I also worked in customer complain handling for few days. There I found that each week we have received approx. 5-7 complain. As per our quality concern, not a single defective goods are released for delivery. Then I search in deep to know more. I found our store & logistic concern sometimes deliver the goods with rent car. Problem percentage is more in those cars. The reason is that, they are not handling the goods carefully & vehicle condition also not up to the mark. Goods loading & unloading also done with less care. For example, we found a complaint from one of our big customers Green textile ltd (GTL) that they received wet carton & moisture level is high. Then we started our investigation from QAD side. After final report, we came to know that our rented vehicle was leaked & water entered due to heavy rain fall. After that we had a meeting with group admin & logistic team regarding vehicle management. We requested them to reduce rent vehicle & increase our own. If rent vehicle needs to take at any uncertain situation, then need to ensure vehicle condition is good enough.

Chapter 3

Critical assessment of Internship work

I am really grateful to BIGD and Brac for such a fruitful diploma course PGD-KIM. Being a professional working person in RMG industry is never easy to complete a course along with job responsibility. I found every course instructor friendly & resourceful in the 8 months theoretical course. PGD-KIM program has provided lots of RMG knowledge which is really helping me as I am not from textile background. I will highly recommend this course to each & every department people in RMG industry. After completed the course, I feel much more confident in my day-to-day activities. Previously I was bit nervous while talking to my superior and customers but now it has become totally opposite. It also helps my communication skills & increase networking in this industry. Now I can think out of the box and try to make something different then earlier. Also, I know the working area of each and every major department in a company which add values to my profession. It is never easy to work multiple departments in a company together. But thanks to PGD-KIM to give me such an opportunity to work 5 major department along with my job by internship program.

3.1 Application of Generic and Industry specific courses during internship

To be honest, each & every course had added knowledge & value to my career. In my BBA & MBA life, learn lots of subject related to business but could not relate much. In PGD-KIM course, each & every subject I could match with my job responsibility which is amazing. During the course, I realized that I am learning something new which is actually required for my career. Here I want to mention briefly some of the valuable courses that actually make me so grateful to PDG-KIM authority.

3.1.1 HR Skills and Competencies (KIM 101)

When I had seen the course title, I thought it will be a boring HR related course, which is highly needed for HR department's people only. But in the very first class I astonished to see the lecture sheet & speech delivery from course instructor Sirajul Islam Sir. I believe, he is one of the best teachers in PGD-KIM program. In this course, there was a brief discussion about leadership skills. I had a different philosophy regarding leadership but after this course, total mind-set was changed. Now I own leadership concept in a different dimension & trying to build the quality within my character. There is a proverb that boss is always right. But this is not working at all. Yes, there is difference between boss & leader. Boss is a person who always try to push his subordinate to make work done. On the other hand, leader is a person who make a path & learn his subordinate how to perform the job. To be honest, in our RMG industry, we need real leader rather than traditional boss. Here I can share an example. During the internship we had a meeting with a buying office named Next sourcing BD. In the meeting, my head of sales & chief marketing office (CMO) supposed to be present. On the meeting day, my CMO sir was feeling sick & could not attend the meeting. But meeting could not be postponed. So, I was asked to present the PPT there as my head of sales is not a good public speaker. Within a second, I felt confident & take the lead. Without any hesitation, I was started to lead the meeting as a speaker. I was happy to share that the presentation was outstanding & made the deal final on the same day. Then I realized, leadership skills building slowly within me. I believe that PGD-KIM course specially HR skills & competencies subject help me to understand leadership concept better & implement where required. Anyway, I also learn various leadership style in both organizational and employee's aspect. Employee motivation, team building, gender & leadership, organizational cultures was some of the important area where I can closely relate within my organization.

3.1.2 Communication Skills (KIM 103)

We all know that communication skills are highly required to survive in RMG industry where we need to communicate with foreign people specially buyers, customers & suppliers. As a professional person, I need to communicate within my organizational departments like marketing, supply chain, Finance & accounts, production, quality, delivery & logistics etc. Being a sales person, I need to communicate with foreign buyers, customers & sometimes foreign suppliers. Also, being a professional person, I need to communicate with my co-worker, reporting boss, & subordinate person. First of all, I need to check that whether my receiver understand my points or not. If there is mis-communication/incomplete communication, the work can't be done effectively & efficiently. Here I want to share a little example which is happened last month with me. I was assigning to communicate with a China buyer regarding button development. After receiving the sample query, proceeded for sample. After sample ready, I sent it to China for approval purpose. Surprisingly sample was rejected with couple of comments. As comments was not clear to me, I sent a reply mail to make it clear. After one day, I got a mail with detail explanation. But still a point was not 100% clear. I realized that it might be a mis-communication between us. Then I decided to make a zoom meeting to make it clear. After that we had a 7 mins meeting virtually & we discussed briefly regarding the comment. Honestly speaking, problem identified & probable solution was made on the spot. Then I thought perfect communication need to made to get the best result. Anyway, diffident types of communication are there like oral, written, online, offline etc. We can't impose a single to all item or all types in a single item. We need to differentiate each & every area as per requirements. For example, when we make a professional deal, we need to make written one. In the same way, when we make a casual deal, can perform orally. Similarly, important meeting needs to perform face to face offline. When there are difficulties to meet physically, we may approach for online

meeting. Now I am confident enough, to communicate with all the stakeholders after completed the communication skills course.

3.1.3 Industrial Engineering (KIM 202)

Nowadays, buyers' approach to reduce garment price to various garment factories in Bangladesh. If FOB price needs to reduce, then it will directly hit the profit margin. As a garment exporting country, we need to compete with other country like India, China, Vietnam, Indonesia etc. We need to take garments order with competitive price. So, sustaining in the global market, we need to focus on operational excellence. Currently our productivity is lower than China & Vietnam. So, remaining in global market, we need to improve our efficiency as well as productivity. Industrial Engineering can help us to work on that. Similarly trims & accessories company like PPPL need to reduce overhead cost for carton & top bottom. After completed this IE course, I got opportunity to work with our production & technical team regarding standard minutes value (SMV). I advised to check the current SMV for carton as well as top bottom items. How to reduce carton & top bottom manufacturing time, this is the prime question. After several meeting our IE concern, identified few ways of working to improve production time. Also, I advised to improve productivity & efficiency together to reduce overhead cost. Here I want to share a case study to you all. In our PPPL production plant there is a predetermined schedule for 5 ply & 3 ply carton production. Such as morning shift always produce 3 ply & evening shifts will be 5 ply. Our overall order ratio 5 ply 65% & 3 ply 35% on an average. As we need to improve productivity & efficiency, I advised our IE concern to plan as per our in-hand order volume. For example, if we have more 5 ply orders, production will be run proportionally longer than 3 ply so that all the in-hand orders being produced accordingly. After that implementation our productivity increase around 6% which is great. I belief in continues improvement of process development & operational excellence. Hopefully I can contribute much in upcoming days for the company.

3.1.4 Quality Management (KIM 204)

Quality is a vital concern for the buyers & customer in today's world. We are heading our world towards global warming by every single step. Currently our global temperature will be around 1.2 degree Celsius. If it is continuing like that, our world temperature will become 1.5 degree within 2035. If it happens, as a human being, we can't sustain in the world with peace & happiness. That is why, it is a big concern for all the stake holders now. As we know, producing a garment required lots of dyes & chemicals. Also, it includes lots of water consumption. Not only that garment & accessories wastage randomly being thrown into the environment. In this way, we not only destroy natural environment but also all the animals including human being. Directly or indirectly, we make ourselves as victims. That is why global brands especially American & European county concern about the whole manufacturing process. They also nominated 3rd party to make sure various social & environmental audit to fulfil all the process. As a carton manufacturer, PPPL also concern about those certifications. We have SEDEX, AUKO TEX, EMFORI, FSC, GRS, RCS, ISO 9001 etc. social & compliance certification. We also prefer to maintain all the guideline given by the authority. PPPL always make sure all the wastage is being recycle or destroy without environmental impact. Also, we continuously work on quality improvement & wastage reduction. We never appreciate to harm environment directly or indirectly by any production & distribution activities. As per buyers' requirements, we normally use around 50% recycle materials on carton & FSC claim certification. Here I would love to share a finding in my factory. During my internship, I found PPPL has 21% wastage which is huge. We need to pass ISO 9001 audit every year but as per auditor recommendation, our wastage % need to be maximum 13%. Another recommendation was to use recycle paper around 50% in every carton. Then we sit together with our QAD & warehouse team to make a sustainable solution. After several discussion we had developed few strategies

to reduce wastage & increase recycle paper use. Hopefully we will get a good result on that within next few months.

3.2 Suggestion for industry improvement

As we all know, our RMG industry facing lots of problems in the recent times specially USA Tarif issue, raw material crisis, labor unrest, low productivity & efficiency, competitive global price, government instability etc. In spite of all the limitations, we are going ahead with “Made in Bangladesh” slogan. Being a accessories or backward linkage company, PPPL also face those issues directly or indirectly. This is a matter of concern that more than 50% of total trims & accessories are coming from abroad. Specially trims & accessories imported from China, Vietnam, UK, India which is alarming for local industry. We have the capability to support 100% from local industry. If it is happened, just imagine where will be our local growth. Anyway, being a PGD-KIM course holder & running employee of this industry, I have some suggestions to share.

Dynamic HR: In each & every company, HR dept play a vital role. In RMG backward linkage industry, we need to recruit right employee for correct position. I think our HR representative still concern about salary & other employees benefit. They always try to hire employees or labor with lower cost. It has a great negative impact on not only performance but also employee turnover. We can't compromise employee quality for salary & other benefits. As we know, we are completing with global market. So, without skilled manpower, how we will beat our competitors. I believe, if our company evaluate employee performance with correct benefit, our industry overall performance will increase & we can turn our manpower as asset rather than liabilities. So, my recommendation is to recruit professional & skilled people for correct place.

Marketing & Sales leader development: As we all know, the intention of PGD-KIM is to make local leader who will lead the industry. Similarly, in trims & accessories industry, we

need proper marketing strategy towards foreign buyers & customer. We need to highlight that Bangladeshi local backward linkage industry is well capable to delivery all types of trims & accessories. We need to make them aware that it will not only reduce the cost but also save the lead time. We need to invest more on research & development (R&D) to attract buyers. Government can contribute here also with financial & technical support. Our local trims & accessories manufacturer need to take nomination or approval from global renown brands like PVH, Primark, LPP, Walmart, GAAP, G-Star, Next, M&S etc. We need to develop fashionable & trendy items to grab buyers' attention. Also need to focus on sustainability & eco-friendly materials. Our local industry need arrange fair & event inviting foreign buyer & related stakeholders. Total working & production process should be transparent enough to make the trust. Similarly, Sales person need to take orders from the renown buyers. It will help to secure the good volume business as well as ensure the payment guarantee. So, my suggestion is to give the opportunity to local employees so that they can make leadership within their personality & lead the industry to global market.

Product development (PD): After working in several local trims & accessories company, I could realize that we are still poor in research & development (R&D) & costing. We need to focus on that. Still more than 50% of trims & accessories item are coming from foreign country. But we have the capabilities to make it within our country. We have available manpower, technical expert & other required resources. Our Govt need to take an initiative on this aspect. Due to lack of confidence we can't make innovative product as per buyer requirements. We need to ensure our employee well trained & technically sound to make research & development on sample stage. For example: jacquard elastic & woven label are widely used in ready made garments. Sorry to say our local company like Epyllion, Babylon, Mon trims, Union, Dekko can't meet buyer's quality & test parameters. As a result, buyers, buyers recommend to source from India, China & Vietnam or few multinational brands like Paxar, R-Pac, SML, Manohar

etc. So, my suggestion is to source PD expert for R&D department in order to promote our local industry development.

Supply chain excellence: We need to develop a smart supply chain which is capable to source all materials effectively & efficiently. As we know, all trims & accessories materials are coming from USA, Vietnam, India, China, Poland, Sweden etc. Supply chain dept need to make sure that whatever we are importing is the best in quality as well as price is competitive. Also lead time is a concern here. We need to develop alternative supplier brands to import materials in short time. For example: We can source paper from USA & India both. So as a supply chain concern, we need to consider India when there is short lead time. Also, our supply chain concern needs to identify actual demand & supply of materials. If supply is greater than demand, then material will be un-used end of the year. On the other hand, if materials are lower than demand, production will be hampered. So, supply chain concern needs to find an equilibrium point where both the demand & supply will be similar. Though it is very difficult to make the 100% forecast for the future. But my recommendation is materials should be 10% surplus at the end of a year.

Smart customer service: We need to support our customers with trims & accessories items on time to meet customer shipment specially carton. Our customer service dept play a fruitful role here. But what I have seen in our company (PPPL), they are doing verbal communication rather than mail & other written one. Customer service need to communicate with customers & inhouse factory by mail. Also, we need to highlight customer complain & requirements by mail to our factory. Yes, verbal communication is faster but end of the day written prove is a must. So, my recommendation is to make customer service smarter so that they can communicate with customers both verbally & mail to make sure on time delivery to meet customer shipment.

Productivity & Efficiency Management: In the global context, productivity & efficiency management is so crucial. In the recent past, buyers & customers has been pushing to reduce carton & top bottom prices. On the other hand, raw material like paper price is increasing day

by day. In this situation, the only way is to reduce the cost of manufacturing (CM). If productivity & efficiency are high, then actual cost of manufacturing (CM) will be less. PPPL need to set a daily, weekly & month target for operation team to increase productivity & efficiency. Currently it is around 70% in 2025 for PPPL. Management need to make a short term & long-term plan for production team. If hourly basis target vs achievement set by the authority then end of the day, target can be achieved. Similarly, weekly, monthly & yearly target also can be met. My recommendation is to declare an incentives or performance bonus for the labor & employees so that they can motivated to achieve the target.

Quality Assurance team: As we know buyer is concern about the quality. In a garment item, the important is being played by trims & accessories. Being a carton manufacturer, PPPL always try to ensure the best quality. As carton is being used to pack the garment & ship to the buyer destination, durability concern is there. PPPL has an own testing lab inside the factory & dedicated quality assurance team. They are currently making sure the product is produced as per buyer standard. My observation is the team members need to increase to check each & every product especially top bottom & divider items. PPPL quality assurance team need to be more proactive so that any low-quality carton & top bottom not produced. If after production checking is being done, then defective product will be identified. As a result, those defective items will be considered as wastage. My suggestion is to make sure quality before production & set a standard to produce. In this way, defective product will not be produced anymore & reduce wastage percentage.

Store & delivery management: Store is really important to store the materials as well as ready to deliver goods. As per my findings, PPPL has a smaller store to keep materials & finished goods. Currently we can store 70,000 pcs carton at a time where every day production capacity around 45,000 pcs. PPPL need at least a store that can hold 1,50,000 pcs carton at a time. If store is big, we can produce few advanced orders when production has less order. Also, we can

import paper & store when material price is comparatively less. On the other hand, PPPL delivery & logistic team need to be updated to perform better. Currently, our delivery section facing difficulties to communicate & make a good relationship with customer's store. Also, they are not fully utilizing our delivery vehicle. We found during my internship that our vehicles are being sent for delivery loading 50% goods sometimes. In this way, we are not using full capacity. As a result, delivery cost is increasing & profit margin is decreasing. My recommendation is improving those areas for sustainable development.

3.3 Learning for self-improvement

After completing the PGD-KIM course & internship, I found lots of improvement on my performance. As I am from general marketing background, this course is highly beneficial for a person like me. Now I can understand, how a garment factory taking orders from buyer & how the shipment is being done. I can also realize how trims & accessories playing a role in the RMG industry. Let me mention my self-improvement after the course on below_

Leadership Skills development: Before the course, I had no leadership skills to be honest. In fact, whatever I had learn from my previous organization was totally wrong. Now I can take initiative & drive without others influences. I think leading a team or company is an art of excellence. I am now confident enough to take any challenges. I think HR skills & competencies course helped me to develop the leadership skills within me. I am trying to learn new things everyday & trying to understand the people physiology to make me a successful leader in the upcoming days.

Costing & analytical skills: I never learn garments & accessories costing in much details. Garment costing was a course in PGD-KIM that help me to learn. Now I can calculate yarn costing, fabric costing, CM costing, overhead costing, trims & accessories costing etc. Specially carton costing was really helpful for my career. Also, analytical skills are being develop within

me. Now I can calculate materials & other direct & indirect cost to find out profit margin. I believe, I can contribute a lot in this industry with costing & analytical knowledge.

Problem solving skills: Problem is everywhere, isn't it? Previously I was skipped from the problem or sometimes solve the problem temporarily. Now I have the confidence to jump in the root & analyze the problem first. After analyzing from the deep, I try to solve the problem permanently. I think, solving the problem is not a great solution. I am trying to reset up the process so that problem not arise. As per my understanding process development is the best solution for problem decreasing. There is a proverb, prevention is better than cure.

Communication skills: I think, communication skills are so important in this industry. As a sales & mkt concern, I need to communicate with both buyers, customers frequently. Also, I need to update with my factory on the same time. To be honest, I had poor communication skills before the course PGD-KIM. After completed the course, I am feeling confident in all internal & external communication. Now I am well aware about written, verbal, informal & formal communication. I think this one area where we are still lag behind comparing with foreign people specially from Srilanka & India. If we want to replace them from our RMG industry, we need to develop our communication skills.

Career development knowledge: I had no career goal before the course but now I have a vision & mission regarding my career. PGD-KIM help to teach me how to be a successful professional in this RMG industry. Now I am planning my vision & mission myself. I want to be a head of sales in a reputed local or multinational company within next 5 years & CEO within next 10 years. I am improving myself with all the qualities & skills that is required to be a successful leader. Now I have the capacity to think out of the box & try to implement as per company goal & objective.

Chapter 4

Conclusion

As I have got the opportunity to complete the PGD-KIM course, I have tried to best use of my time. Also, I have completed my internship at 5 major department of PPPL successfully. I had versatile knowledge & experiences when I work various dept like Sales & Marketing, Planning, Supply Chain, Production & Quality Assurance. After entering professional life, I never got these types of opportunity to be honest. During internship, I was able to implement my academic knowledge in the work. All the working area I have covered brings versatile learning & knowledge to me. Now I can judge any working situation critically & make the best possible solution. I belief those knowledge & learning will help me to ahead in my career. After all the learning & practical work experience, I have decided to work in Sales & Marketing area as like before. With the Blessed of Almighty Allah and support from my colleagues & well-wishers, I would love to continue my proactive work for a successful career. I am really thankful to Parkway packaging & printing PLC to allow me such an amazing course. I will try to implement those learning & knowledge to my current & future organization accordingly. Therefore, I would love to express my gratitude towards BIGD & Brac University for arranging such an amazing & practical PGD-KIM program for us.

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