

Report On
Fakir Fashion Ltd.
Operational & Managerial Practices In a Knitwear Industry

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
February, 2026

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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate 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.

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Letter of Transmittal

Ali Navir Khan, FCA

Lead, Grants Management

BIGD, BRAC University

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Subject: Submission of internship report on Knitwear Industry Management.

Dear Sir / Madam,

With due respect , I would like to submit my internship report titled “**Internship Report on Operational & Managerial Practices In a Knitwear Industry**”, prepared as a partial fulfillment of the requirements of my postgraduate degree program.

This report is the outcome of my internship training at Fakir Fashion Ltd., where I gained practical knowledge on floor management, quality control and overall management practices in the knitwear industry.

While preparing this report, I have tried my best to include relevant information, practical experiences and analysis in accordance with the guidelines you provided.

I sincerely hope that this report will meet your expectations and serve its intended purpose.

Sincerely yours,

Rajmoni Saha Preetom

1000055595

Executive Development Center, BIGD

Brac University

Date: February Day, 2026

Non-Disclosure Agreement

This agreement is made and entered into by and between Fakir Fashion Ltd. and the undersigned student at EDC, BIGD, Brac University

Student's Full Name & Signature:

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Industry Supervisor's Full Name & Signature:

Ali Haider

Senior manager, Knitting
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Acknowledgement

At the very beginning, I would like to express my deepest gratitude to Almighty God for giving me the strength, patience, and composure to complete my internship and prepare this report within the scheduled time.

First and foremost, I am sincerely grateful to my industrial supervisor at Fakir Fashion Ltd. for his valuable guidance and support. He generously allowed me to take his precious time from the very beginning of my internship and provided practical insights that greatly enhanced my learning experience.

I would also like to express my heartfelt appreciation to my academic supervisor for his continuous guidance, encouragement, and constructive suggestions. His valuable advice helped me gain proper insight into the internship report and enabled me to complete this work effectively within a short period. Without his constant support and direction, it would have been difficult to accomplish the report in an appropriate manner.

My special thanks go to the management of Fakir Fashion Ltd., along with all departmental heads, officials, and staff members, for their sincere cooperation, support, and for providing me with the opportunity to gain practical exposure in a professional environment. Their assistance greatly contributed to the successful completion of this report.

Finally, I would like to extend my gratitude to the Ministry of Finance, Government of the People's Republic of Bangladesh, for establishing the Executive Development Center (EDC) at BRAC University, which offers the Post Graduate Diploma in Textile Industry Management under the Skill for Industry Competitiveness & Innovation Program (SICIP).

Executive Summary

This report presents the key learning outcomes and practical experiences gained during my internship at Fakir Fashion Ltd., a well-established textile composite mill with vertical integration from knitting to finished garments. The main objective of the internship was to bridge the gap between academic knowledge and real industrial practices and to gain hands-on exposure to textile and apparel manufacturing operations.

During the internship period, I was assigned to different departments on a rotational basis, including Human Resource Management, Supply Chain Management, Research and Development, Textile Production Management, and Quality Management. This rotational approach provided me with a comprehensive understanding of the overall organizational structure and interdepartmental coordination within a large-scale textile industry.

In the Human Resource Management department, I gained insight into industrial HR practices, workforce management, documentation systems, and compliance-related activities. In the Supply Chain Management department, I learned about sourcing, inventory control, production planning, supply chain drivers, and the challenges involved in ensuring timely material availability and delivery. My experience in Textile Production Management helped me understand knitting processes, fabric structures, machine settings, production efficiency, and an overview of dyeing and finishing operations, including fabric dyeing techniques, color fastness requirements, and chemical management systems. In the Quality Management department, I learned about quality parameters, inspection systems, quality matrices, and the importance of maintaining buyer standards throughout the production process. The Research and Development department provided me with exposure to fabric development from the initial stage, including yarn count selection, knitting parameters, dyeing parameters, and analysis of technical fabric data before bulk production.

Overall, this internship significantly enhanced my technical knowledge, practical understanding, and professional skills. It also helped me develop important soft skills **such as teamwork, communication, discipline, and time management. I strongly believe that this internship experience will play a vital role in shaping my future career in the textile and apparel industry.**

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List of Acronyms

FFL	Fakir Fashion Ltd.
COO	Chief Operating Officer
CEO	Chief Executive Officer
CFO	Chief Finance Officer
CTO	Chief Textile Officer
CMO	Chief Marketing Officer
MTO	Management Trainee Officer
KPI	Key Performance Indicator
R&D	Research and Development
MMD	Marketing and Merchandising department
AOP	All Over Print
FPS	Fabric Production Sheet
GSM	Gram per Square Meter

Chapter 1

About Organization

1.1 Overview of the Industry

Fakir Fashion Ltd. stands as the flagship Composite Knit Apparel and Textile manufacturing entity, commencing its journey in 2009. It is Founded in 2009 by the visionary Mr. Fakir Badruzzaman, Fakir Fashion Limited (FFL) is now proudly led by his sons, Mr. Fakir Kamruzzaman Nahid and Mr. Fakir Wahiduzzaman Riyad, who continue to uphold a prestigious legacy of over 40 years of entrepreneurial excellence. It is located in Dohargaon, Rupganj, Narayanganj.

Fakir Fashion Ltd. has a comprehensive infrastructure encompassing Knitting, Dyeing, Cutting, Sewing, Finishing, Printing, and accessories departments. With a cutting-edge vertically integrated garments manufacturing facility, Fakir Fashion Ltd. provides a seamless, one-stop service to its clients. Originally established as an independent, vertically integrated knit garment business under the Fakir Group umbrella, FFL has steadily evolved into a sector leader. By embracing the latest technological advancements, FFL operates with over 50 tons of knitting capacity, 55 tons of dyeing capacity, and more than 200 sewing lines. This strategic focus on innovation has positioned FFL at the forefront of the apparel manufacturing industry. Currently, a total of 22,000 personnel are employed here, including 20,000 workers, and 2000 employees. ¹

Fakir Fashion Ltd. is dedicated to upholding exemplary human workplace standards. Their objective is continual enhancement of human resource policies and procedures through education, training and employee engagement. To achieve this, Fakir Fashion Ltd. has targeted eight crucial areas. The identified areas of focus are as follows such as Child labor, Forced labor, Health & Safety, Freedom of assembly/Right to collectively bargain, Discrimination, Disciplinary practices, Working hours, Compensation.¹

1.2 Vision & Mission

Vision of FFL is to become a customer centric, sustainable and unique leader in the global Apparel Manufacturing Industry.

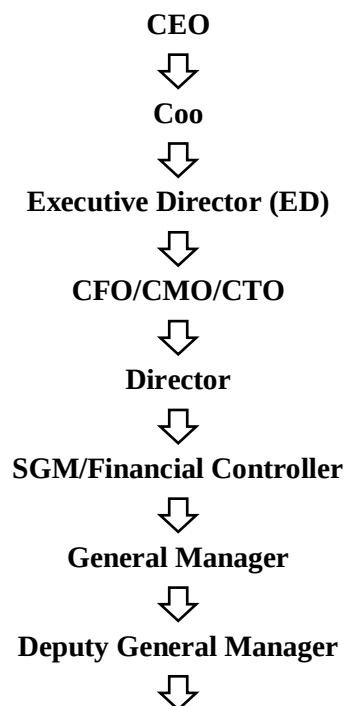
Mission of FFL are creating a positive impact on people and community, ensuring trust worthy partnership, establish technology and information driven value chain. 2

1.3 Goals & Objectives

Their commitment to innovation and excellence is woven into every garment they produce. From the fabric to the final stitch, they push the boundaries of fashion, setting new industry standards. Their dedication extends beyond production; it encompasses a deep focus on textile technology and sustainable operations, setting a benchmark for the "Made in Bangladesh" brand. 2

1.4 Organizational structure, Organogram, Branches and Departments

Leadership Team: The leadership team in FFL is a group of senior executives responsible for guiding the company's overall direction and performance. They include the CEO, CFO, COO, and other key leaders overseeing specific functions like technology, marketing, or human resources. Their role is to set strategic goals, make critical decisions, and inspire and motivate employees. The organogram of Fakir Fashion Ltd. is presented below:



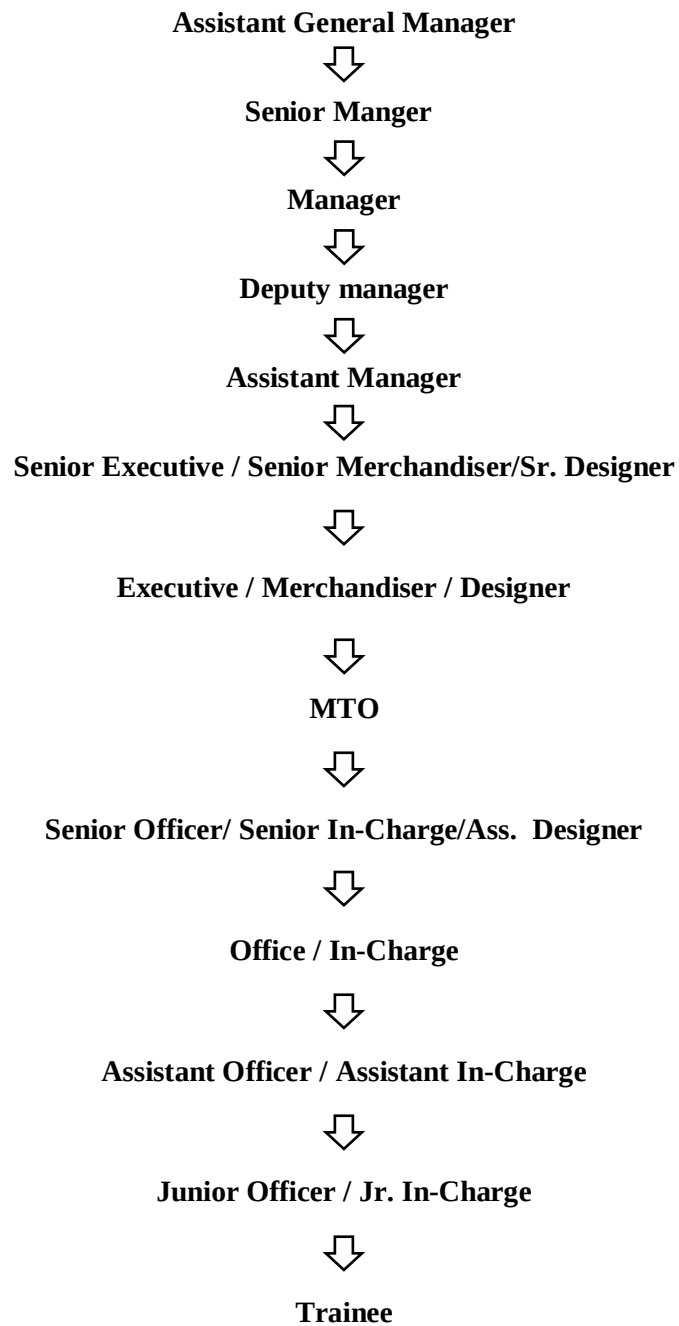


Figure 1: Organogram of Fakir Fashion Ltd.

Production-Oriented Departments: Production-oriented departments focus on efficient manufacturing processes and cost reduction, prioritizing production volume and availability over specific customer needs or preferences. These handle the entire textile production process:

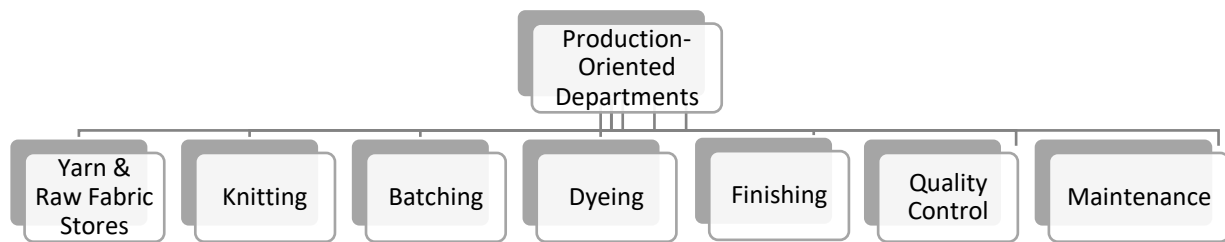


Figure 2: Various units of production department.

Supporting Departments: Supporting departments within the organization provide essential functions that enable other departments to operate effectively. These functions support operations and corporate needs:

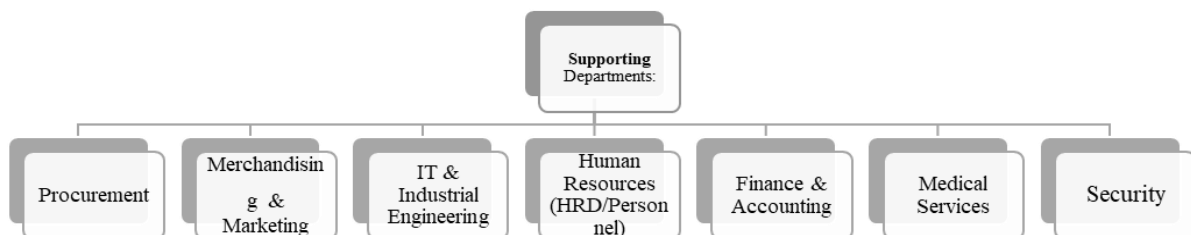


Figure 3: Various units of supporting department.

1.5 Products/services produced by the Industry

Fakir Fashion Ltd., established in 2009, aspires for complete customer satisfaction owing to the high-quality Garments at competitive prices with an on-schedule delivery. Products of FFL are knitted garments, knitted ladies wear, knitted men's wear, knitted children's wear such as polo Shirts, T-shirts, sweat Shirts, trouser sets, skirts, night dress etc.

It clearly indicates that knitted ladies' wear occupies the largest portion of the company's production range. This suggests that the organization primarily focuses on women's apparel, reflecting strong market demand and buyer preference in this segment. Knitted men's wear holds the second largest position in the production mix, showing that it is also a significant and stable segment for the company. Meanwhile, knitted children's wear represents the comparatively smaller portion of the total range. Although smaller in volume, it still plays an important role in diversifying the company's product portfolio.

Polo shirts, hoodies, trouser sets, night dresses, and skirts contribute to the remaining share of the product range. These items reflect product diversification and the company's capability to handle various styles and categories. The chart highlights that casual and comfort-based knit garments form the major strength of the production line.

The largest portion of the production belongs to basic category products, which indicates that most orders follow standard specifications and routine quality requirements. Semi-critical products form the next major segment, requiring moderate control and attention during production. The smallest portion consists of critical products, which demand strict quality monitoring, precise specifications, and careful inspection procedures. This distribution reflects a production structure where standard items dominate, while a smaller segment requires higher technical control and quality assurance.

Chapter 2

Description about task accomplishment

As a part of the internship program at Fakir Fashion Ltd., I was assigned to five major functional departments on a rotational basis. The purpose of this departmental rotation was to provide practical exposure to the overall operational framework of a large textile composite industry and to develop a clear understanding of how different departments work individually as well as collaboratively. This structured rotation helped me relate theoretical knowledge gained from academic studies with real industrial practices. The five departments are:

2.1) Human resource department

2.2) Supply chain department

2.3) Research and development (R&D)

2.4) Textile production management

2.5) Quality control department

Each department was selected to ensure balanced learning covering managerial, technical, and quality aspects of textile manufacturing. The Human Resources Management department focused on manpower planning, compliance, and employee management. The Supply Chain Management department emphasized material sourcing, inventory control, logistics, and coordination with production. The Research and Development department introduced product development activities starting from yarn selection to fabric development and sample approval. Textile Production Management provided hands-on exposure to knitting, dyeing, and finishing operations, highlighting production planning and efficiency control. Finally, the Quality Control department emphasized maintaining quality standards, inspection procedures, and corrective action systems.

This rotational training enhanced my overall understanding of organizational workflow, interdepartmental coordination, and decision-making processes. It also helped me develop professional discipline, communication skills, and problem-solving ability. The following sections describe in detail my working experience, assigned tasks, and learning outcomes from each of the five departments

2.1 Human Resources Management

During my internship in the Human Resources Management department, I gained comprehensive practical knowledge of HR operations within a large textile and apparel organization. I closely observed the recruitment and selection process, including manpower requisition, CV screening, interview coordination, and final appointment procedures. I learned how employee onboarding is conducted, how personal files are maintained, and how attendance, leave, and payroll data are systematically recorded and processed. I also became familiar with compliance requirements related to labor laws, factory regulations, and workplace safety standards. The tasks I performed at HR department:

Recruitment & Onboarding: I worked in workforce planning and filling up vacant positions through recruitment.

HR Papers documentation: HR documents are records of an employee's employment relationship with their employer. Employee personal files, HR policies, events and actions taken during the employment relationship, performance evaluations records all will be documented.

Performance management: This process refers to set KPI for individual employee and evaluate their performance based on their KPI's.

Employee training and development: Employee training and development workflows are designed to enroll employees in relevant training programs, track their progress, and collect feedback on the training process.

Attendance, Leave, and absence management: This type of work involves organizing a set of processes to handle the Working Hours, in time, out time, break time, Short Leave, absenteeism, and leave requests of employees.

Payroll processes: This process ensure the employees are paid accurately and on time. This process makes it easy to calculate salaries, deduct taxes, generate pay slips, and initiate payments.

Offboarding: This task refers to the process of managing an employee's departure from a company.

Additionally, I observed how HR ensures smooth communication between workers and management to maintain industrial harmony. I gained insight into employee grievance handling, disciplinary procedures, and performance evaluation systems. The department also exposed me to training and development programs aimed at improving workers' efficiency and

skill levels. I understood the importance of proper documentation, workforce planning, and ethical management practices in sustaining productivity. This experience strengthened my understanding of how effective human resource management supports organizational growth and ensures a stable working environment in the textile industry.

2.2 Supply Chain Management

In the Supply Chain Management department, I gained detailed knowledge about the flow of raw materials and finished goods throughout the production cycle. I observed the sourcing procedures for yarn, dyes, chemicals, and accessories, including supplier selection and purchase order processing. I learned how inventory levels are monitored and how material requirement planning is conducted to avoid shortages or overstocking. The coordination between procurement, production, and commercial teams gave me practical insight into maintaining a smooth supply chain system.

Supply chain management operations are the day-to-day activities and processes that make up the supply chain. These operations are critical to the success of the supply chain, as they determine how effectively and efficiently the supply chain can meet the demands of the market.

Some of the key task I performed during my internship in supply chain department:

Procurement: I learned the process of acquisition of the raw materials, components, and other goods and services needed to produce the final product or service.

Inventory management: I engaged in the management of the inventory levels of raw materials, components, finished goods, and other items in the supply chain. This operation typically involves monitoring inventory levels, forecasting demand, and reordering items as needed.

Production planning: I engaged in the planning and scheduling of the production of the final product or service.

Order fulfillment: This operation involves the processing of customer orders, the movement of goods and materials from the warehouse to the customer, and the delivery of the final product or service to the customer.

Transportation planning: I engaged in the planning and scheduling of the movement of goods and materials throughout the supply chain.

Returns management: This operation involves the management of customer returns, including the receipt, processing, and disposition of returned goods. This operation is critical to maintaining customer satisfaction and reducing the costs associated with returns.

Collaboration and communication: This operation involves the coordination and communication between the various stakeholders in the supply chain, including suppliers, manufacturers, distributors, customers, and other partners.

In short, I understood the importance of forecasting, lead time management, and cost control in meeting buyer deadlines. The department introduced me to logistics coordination, shipment scheduling, and documentation required for export. I learned about key supply chain drivers such as responsiveness, efficiency, reliability, and flexibility. Observing real-time challenges like delivery delays and material quality issues helped me understand risk management strategies. This experience enhanced my analytical ability and provided a clear understanding of how effective supply chain management directly influences production continuity, cost efficiency, and customer satisfaction in a competitive global market.

2.3 Research and Development (R&D)

During my involvement in the Research and Development department, I gained valuable exposure to product innovation and sample development processes. I observed how buyer requirements, technical packs, and design specifications are analyzed before sample production begins. I learned about yarn count selection, GSM calculation, stitch length adjustment, and knitting parameters required to achieve desired fabric properties. The department also allowed me to observe lab dip preparation, shade approval processes, and testing procedures for color fastness and fabric performance. The tasks I performed in R&D department is described below:

At first sample booking received from MMD. After that Team leader will check the booking details, Fabric construction, Fabric composition and previous reference and buyer's quality swatch. Then for AOP fabric need to check the AOP coverage and type of AOP. Also, for yarn dyeing need to check the stripe measurement and ART work. After swatch analysis, all result

needs to show to R & D head and Knitting head to take the count confirmation and risk factor. For any special fabric, count confirmation must be kept with the signature of Head of R & D and Knitting. In case of any risk factor a mail need to send to concern merchant and keep the mail copy with booking sheet before knitting. Then need to check the yarn stock. If yarn is available then after checking yarn quality, knitting will be proceeded. If yarn is not available, then need to raise yarn requisition. For yarn dyed combed or good quality yarn need to be selected. When Release sample program in floor must be share with floor concern about quality swatch or previous FTD report. During knitting Running must check Grey GSM, Dia and Keep 1 meter of fabric for wash. Also, after wash keep all Record. After dyeing & Finishing, collect the finish fabric result with shrink-age and call risk analysis Meeting. R&D FTD report need to keep as well for future Reference or Requirement.

Furthermore, I understood how sample costing is calculated based on material consumption, process requirements, and production feasibility. I gained knowledge about fabric structure development, performance testing, and quality verification before bulk production approval. The importance of maintaining accurate technical data and process documentation was emphasized throughout the department. I also realized how R&D plays a strategic role in innovation, product diversification, and maintaining competitiveness in the textile market. This experience enhanced my technical knowledge and improved my ability to analyze fabric characteristics and production parameters systematically.

2.4 Textile Production Management

Textile production management plays a critical role in the textile and apparel industry, ensuring that raw materials are efficiently transformed into finished goods that meet quality, time, and cost expectations. In the Textile Production Management department, I gained in-depth practical knowledge of knitting, dyeing, and finishing operations. I observed various circular knitting machines and learned how machine settings, yarn tension, and stitch length influence fabric structure and GSM. I understood the importance of monitoring machine efficiency, reducing downtime, and maintaining production targets. In the dyeing section, I learned about batch preparation, chemical dosing, temperature control, and process sequencing to ensure proper shade consistency and fabric quality. I also observed finishing processes such as drying,

compacting, and quality inspection prior to delivery. Various tasks I performed in different section of production management department:

In knitting, At first bulk booking received from marketing and merchandising team. Then all order sheet need to be checked by following check list (Dia,GSM,Yarn count ,Process loss ,color & Quantity). If the checking is ok, then yarn status needs to check. If yarn is available then need to check the yarn test result. If yarn is not available then prepare yarn requisition and sent to yarn store through mail. After yarn receiving and yarn test yarn will be allocated by SCM to the particular job and booking. Yarn is received by knitting production team. Then need to go for a trial batch as per sample setting and parameter or previous bulk parameter and setting. After that trial batch report is being prepared and discuss if any difficulties are being raised. Finally knitting production program is scheduled as per the recommendation of production head. After fabric /roll production, all fabrics are checked with proper quality parameter. Finally produced fabric is sent to grey store and in the meantime rejected fabric is sent to reject store.

In Dyeing, Dyeing GM / Senior Manager receives the dyeing program from the planning / GM and the Manpower and Machine availability accordingly. Then, Dyeing Executive has to key in the batch details in dye house control system (Machine program Controller) and sent it to Machine and distributes the dyeing sheet to the concern operator to load the fabric / issuing the dyes chemical as per the requirement of batch card. They check the recipe % for any manual error or miss print, if any clarification confirms with Lab. Executive & Floor in charge both are equally responsible to take the correct dyeing program number selection. For correct dyes & chemical weighting responsible Shift in charge / Shift Supervisor. There are certain process control parameter / Check points which has to be strictly followed by Supervisors. I observed three batches for light, medium, dark colors, dyeing recipies and parameters.

In finishing section, Finishing Manager receives the dyeing program from the planning General Manager and plan the manpower and machine availability accordingly and Finishing Executive / Officer receives the finishing program from the Finishing Manager. Floor Shift Executive / Officer has to check the unloading status of dyeing lots. Washing lots and plan accordingly the sequence of taking lots for finishing process based on priority. Then they have to collect the batch card from the dyeing department and has to check whether all the required parameters have been mentioned. After that they have to confirm with dyeing in charge whether the shade is okay and take one roll for finishing checking the shade & Dyeing quality of the fabric.

Finishing Manager provide the standard parameter for all machines and ensure that is followed strictly and desired parameters are achieved. The finished goods to be stored in designated area on trolley or Rack or Palate after checking the fabric quality.

The department introduced me to production planning, line balancing, wastage control, and efficiency improvement strategies. I learned how production reports are prepared and how daily targets are monitored. Exposure to troubleshooting minor technical issues improved my practical problem-solving skills. This experience helped me bridge theoretical textile engineering knowledge with real industrial practices and understand the importance of coordination among departments to achieve productivity and quality goals.

2.5 Quality Control Department

During my internship in the Quality Control department, I developed a strong understanding of maintaining product standards at every stage of production. I observed fabric inspection procedures, defect identification methods, and quality parameter testing such as GSM measurement, shrinkage testing, color fastness evaluation, and dimensional stability analysis. I learned how in-line inspection and final quality audits are conducted to ensure compliance with buyer specifications.

FFL uses the industry-standard **4-Point fabric inspection system**, examining around 10% of each batch visually. If a batch fails, another 10% is inspected; persistent failure may lead to rejection. Grading is as follows: A-grade: ≤ 14.9 points, B-grade: 15–20 points, C-grade: > 20 points (held for QC decision). On the knitting and production floors, FFL enforces online QC check the knit card for Machine RPM, yarn count and brand, Fabric GSM, color, stitch length, stripe repeats etc. I also learned to identify various faults in the fabric like lycra out, needle or sinker mark, hole or loop, patta, dia mark, needle drop etc.

In Dyeing & Finishing section quality controller check different things like Ensuring adherence to width ± 1 inch, GSM $\pm 5\%$ tolerance, shade matching, defect elimination (e.g. sinker or line marks, holes), Process loss control, minimal wastage and batch uniformity etc.

Additionally, I became familiar with quality documentation systems, reporting formats, and corrective action procedures. I understood how root cause analysis is performed to identify

recurring defects and implement preventive measures. The department emphasized the importance of maintaining consistent quality from raw material inspection to finished garment approval. I also observed how quality teams coordinate with production departments to reduce rejection rates and improve efficiency. This experience strengthened my attention to detail, analytical skills, and understanding of international quality standards, which are essential for sustaining customer trust and brand reputation in the textile and apparel industry.

FFL holds certifications like **ISO 9001**, **OEKO-TEX**, **GOTS**, **SA 8000**, **BSCI**, and **WRAP**, indicating an overarching commitment to quality, labor standards, environmental compliance, and responsible sourcing.

Chapter 3

3.1 Critical assessment of Internship work

3.1.1 Human Resource Department

Weakness

Limited Career Growth Plans: Lack of structured succession planning or clear promotion paths.

Communication Gaps: Insufficient communication between floor-level workers and management.

Reactive Rather Than Proactive: HR tends to solve issues as they arise instead of focusing on long-term strategies.

High Employee Turnover: Retention challenges, especially among skilled operators and mid-level staff.

Limited Employee Engagement: Lack of regular feedback systems or employee satisfaction surveys.

Strength

Structured HR Policies: Clear recruitment, onboarding, and leave policies aligned with labor laws.

Experienced HR Personnel: Skilled professionals handling employee relations, compliance, and training.

Compliance-Oriented: Strong focus on social compliance (BSCI, WRAP, SEDEX, etc.), improving brand image.

Payroll and Attendance Automation: Use of ERP or HRIS systems for managing employee data, salary, and attendance.

Training Initiatives: Regular skill development, safety training, and orientation programs.

Employee Welfare Programs: Facilities like medical care, canteen, transport, and daycare services.

3.1.2 Supply Chain Department

Weakness

Dependence on Imported Raw Materials: High dependency on imported dyes, chemicals, and specialized fabrics creates vulnerability to delays and cost fluctuations.

Limited Warehousing Capacity: Insufficient space for raw materials and finished goods may disrupt production continuity or order fulfillment.

Manual Dependency in Some Areas: Some supply chain processes (e.g., local procurement or inventory record-keeping) are still semi-manual and slow.

Transportation Delays: Internal and external logistics are sometimes affected by traffic congestion or poor road conditions.

Strength

Vertically Integrated Operations: In-house knitting, dyeing, finishing, and garments enable better control of the supply chain and shorter lead times.

Strong Supplier Relationships: Long-standing partnerships with reliable local and international raw material suppliers ensure a consistent supply flow.

Experienced SCM Team: Skilled professionals in procurement, logistics, and production planning contribute to smooth coordination.

Proximity to Major Ports: Located near Chittagong and Dhaka, allowing relatively fast export operations.

ERP and MIS Implementation: Use of enterprise systems helps with inventory management, tracking, and procurement planning.

3.1.3 Research & Development Department

Weakness

Lack of formal textile specialists in decision-making: Key decisions in production areas may be made by managers without textile-specific backgrounds, potentially limiting technical R&D excellence.

Limited scale of R&D labs: Despite having integrated facilities, there's little mention of dedicated R&D staff, innovation roadmaps, or patent-related work—suggesting limited formal R&D structure.

Modest financial investment: Resources allocated to R&D may be constrained relative to global textile peers.

Strength

Vertically integrated setup: Fakir Fashion Ltd facilities include knitting, dyeing, finishing, printing, and a dedicated lab—enabling effective R&D iteration across the entire production chain.

Sustainability-focused development: They use organic cotton, recycled yarns, and maintain waste management initiatives including effluent treatment and solar panels—showing real investments in sustainable innovation.

Modern technology and equipment: Machinery and systems sourced from USA, Europe, Japan, Taiwan, and Singapore support advanced process experimentation and quality control.

Experienced technical team: Supported by skilled technocrats and cross-functional experience, enabling process improvement and consumer-driven R&D.

3.1.4 Textile Production Management

Weakness

Heavy reliance on international buyers: Approximately 100% export orientation, making FFL vulnerable to shifts in global demand or order cancellation

Limited diversification in product range: Emphasis primarily on basic knitwear products may limit appeal in premium or specialized markets.

Energy dependency: Continues to rely on diesel and gas generators due to inconsistent public power supply, increasing operational costs and environmental footprint.

Strength

Fully vertically integrated operations: FFL encompasses knitting, dyeing, printing, cutting, sewing, finishing, and accessories from a single facility, enabling streamlined coordination and quality control

Advanced technology and machinery: Use modern equipment from the USA, Europe, Japan, Taiwan, and Singapore, enhancing production efficiency and global competitiveness.

Strong clientele and export orientation: Exports major products (knit T-shirts, jerseys, jackets, etc.) to top-tier European and US brands (e.g. H&M, CnA, Zara).

Large capacity and workforce: Monthly capacity reaching ~3 million pieces, supported by around 2000 staff and 22000 workers and around 120 production lines.

3.1.5 Quality Control Department

Weakness

Manual-Heavy Inspection: Heavy reliance on manual inspection (e.g., 4-point system) limits speed and precision compared to AI-based systems.

Limited Real-Time Data Analytics: Lack of digital dashboards and analytics tools for instant defect tracking and reporting.

Garment QC Visibility: Fewer documented garment-stage inspection results vs. fabric-stage; less transparency in final-product metrics.

Strength

Integrated Quality Control: FFL has a vertical setup—from knitting to garmenting—allowing tight quality monitoring at every stage.

Global Certifications: Holds OEKO-TEX®, GOTS, ISO 9001, WRAP, BSCI, and SA8000—ensuring globally accepted quality and compliance.

Structured SOPs & Training: Documented procedures and regular staff training improve consistency and awareness of quality standards.

Dedicated Quality Teams: Each unit has dedicated QC teams (knitting, dyeing, finishing, garments), supervised by experienced personnel.

3.2 Application of Generic and Industry specific courses during internship

3.2.1 KIM 101: HR Skills and Competencies

Supply Chain: I used motivational and teamwork theories when planning the day-to-day meetings where I worked with the team to continually revise the shift loads, manpower and machine placement depending on the unexpected changes in demand.

Research & Development (R&D): I handled complex organizational dynamics and cross-cultural communication through the coordination with the regional teams. I proactively dealt with the tension that arose when data in the system like Bill of Materials (BOM) and CS inputs did not match.

Production Management: I was able to help HR principles in practice when operating in the shift handovers and leave administration areas to maintain stability in the workforce. I was also involved in the safety committee to provide compliance to the floor in the workplace.

Quality: I made use of leadership skills when I helped in retraining floor-level employees according to trends in defects. I also directed operators so that they would follow Quality SOPs to the letter, even when urgent orders were high pressure.

3.2.2 KIM 102: Analysis and Competencies

Research & Development (R&D): I used my analytical abilities to determine the RFID readability, adhesiveness and resilience at environmental conditions. I was able to fairly compare these test results experienced empirically with the standard normal distribution requirements in mass production.

Supply Chain: I applied the approach of data-based decision making to prevent wastage of space by forecasting demand, examining past sales, determining the safety stock and the slow-moving inventory at the warehouse.

Production Management: I directly used my knowledge of analytics in following Key Performance Indicators (KPIs). I looked at the Utilized Equipment Efficiency (UEE), Units Per Labor Hour (UPLH) and scrap percentages to identify the bottlenecks in production.

Quality Control: I applied the statistical analysis to perform Root Cause Analysis (RCA). I monitored Customer Complaint Reports (CCR) and Internal Complaint Reports (ICR) in order

to determine the common trends in the defects and test hypotheses on the reasons of color differences or misregistration.

3.2.3 KIM 103: Communication Skills

Human Resource (HR): I used methods of persuasive communication (logos and ethos) when I was explaining any notice to workers. In my daily email communication and visual communication, I was always writing on the professional level.

Research & Development (R&D): I developed effective technical documentation to be shared among international stakeholders so that the discrepancies between CS notes and GPD Bill of Materials (BOM) could be communicated to avoid errors at the shop-floor.

Supply Chain: I was talking daily with Customs and Forwarding agents and preparing Proforma invoices and real-time material shortages to the production planners.

Production Management: I enabled ease of communication among the operators, QA and planners which I consider as essential to the implementation of problem-solving methodologies and process discipline.

Quality Control: I wrote comprehensive open reports to external customers on the problem using RCA so that accountability is taken but the overall professional image of Avery Dennison is not destroyed when handling complaints.

3.2.4 KIM 104: Skills in Business Operation

Research & Development (R&D): I personally applied operational problem-solving at the stage of product costing at Oracle. I estimated labor, raw materials, machine hours and overheads in order to determine the financial viability of new items to the business.

Supply Chain: I was in charge of the import/export portion, checking of Letters of Credit (L/Cs), verifying of Hs codes as bond licenses and verification of freight forwarder bills to ensure strict cost management.

Production Management: I was able to experience the cost quality nexus at work and I saw how the machine setup time, scrap percentage and unplanned down time directly affected the profitability of the factory as a whole.

Quality Control: I measured calculated business risks, including an ability to coordinate permission of conditionally passed products (90-95% compliance) at the time of large volumes to achieve a successful result of commercial deliveries.

3.2.5 KIM 201: Knitwear Garments Industry Introduction.

Research & Development (R&D): I applied my understanding of the parameters of garments to why certain labels had to pass through certain wash tests, heat, and moisture that were of importance to the end product of clothing.

Supply Chain: I have gone through the financial functions of the factory, especially the consumable inventory, raw material requests and the customs bond register of the Export Processing Zone.

Production Management: I applied my knowledge of the bigger garment production system to understand the hard urgency of Customer request dates (CRD) of my printed accessories.

Quality Control: I understood why international apparel retailers such as CnA, Zara and H&M need to demand such precise color reporting and rigid physical conformance on their trims and labels.

3.2.6 KIM 202: Industrial Engineering

Research & Development (R&D): I worked in liaison with manufacturing to make sure that our new prototypes were practically viable to mass-produce without introducing the need to change the machine to drastic levels.

Supply Chain: I equated the operational capability by aligning manpower and machine availability between shifts and avoided raw material shortage through the use of push /pull Kanban concepts.

Production Management: I applied lean manufacturing principles on the floor directly. I also noted Gemba walks, kept Lean 5S discipline, assisted Total Productive Maintenance (TPM), and also worked on Overall Equipment Effectiveness (UEE) monitoring.

Quality Control: I applied Enterprise Lean Sigma (ELS) and PDCA (Plan-Do-Check-Act) to finding and removing defects, in a systematic manner during our quality improvement sessions.

3.2.7 KIM 203: Merchandising and Production Management

Research & Development (R&D): I was employed to work on material innovation and technical embellishments (UV, foil, paper-to-paper lamination), so that the more beautiful the designs we made the more they aligned with the specification and mood boards of the external brand merchandisers.

Supply Chain: I was handling the Master Production Schedule (MPS) so that the required colored paper, inks and substrates needed to realize the brand merchandising design were always available.

Production Management: I was in charge of technical implementation of the product within the merchandising vision where I controlled Pre-Printing (plate making, ink mixing), Printing and Post-Print finishing to ensure it was of the correct vision of the brand.

Quality Control: I have performed Hue Tests and color consistency tests to make sure that the final printed accessories would be the same as the original brand design forecasting and color boards.

3.2.8 KIM 204: Quality Management (TQM and Supply Chain Management)

Research & Development (R&D): I also made sure that there was global conformity of product standards which meant that all the regional prototyping and sampling standards were maintained in terms of uniform quality standards and the compliance values.

Supply Chain: I had the strict supply chain planning where all the raw materials, supplied by the suppliers underwent the chemical test to obtain our precise technical specifications before they were released to the production floor.

Production Management: I observed the compliance of SOP, plate mounting and color registration during the high-speed printing processes to ensure the quality of our work is carefully observed.

Quality Control: I used the TQM concepts in my everyday work by organizing the approval loops, performing in-process and final checks, monitoring the brand-specific compliance, and internal audit compliance with the ISO standards.

3.3 Suggestion for industry improvement

In the industry, I found that standard deviation is rarely used for data analysis let alone hypothesis testing and regression analysis. It would be better if they use these statistical measurements for precise analysis.

I found communication barriers while dealing with international buyers. Moreover, cross cultural etiquettes are maintained in very few cases. It affects buyer attraction and hampers relation with giant buyers in a long term. The employees especially, the merchandizers should be trained enough with communication skills, language proficiency skills and cross culture communication skills for keeping the buyers by better understanding.

Fakir Fashion Ltd. is a highly rated export-oriented textile composite industry. However, there are some issues with human resource managements. There were some bitter experiences with employees although these were solved through proper supervision. They can make more improvements using modern tools to keep employee satisfaction and healthy environment for the workers.

I think FFL should be more concern about GOTS, OCS, GRS, OEKO TEX etc. in term of production. It will provide more confidence from buyers to run with FFL. For attaining sustainable goals, environmental measures have to be taken undern consideration.

3.4 Learning for self-improvement

3.4.1 Analytical and Problem-Solving Skills Development.

My structured problem-solving capability was improved as a result of active participation in KPI monitoring, complaint analysis and Root Cause Analysis (RCA). I understood that it is possible to look beyond those top-level production complexities and check the underlying reasons behind them like inaccurate data matching, material mismatch or slight bypassing the process during high order loading. This analytical approach will help me in my current position, as it will help me make evidence-based decisions based on the operational pressure at the same time protecting both productivity and quality.

3.4.2 Improvement of the Technical and Industry-Specific Knowledge.

The internship enhanced my technical knowledge in production, the ERP based order processing, the interpretation of BOM, quality control systems. My practical competence was also increased over theory through exposure to machine utilization (UEE), scrap monitoring, preventive maintenance practices as well as the production management based on SOP. This technical background in the field of Production will make me open up to operational data and be more confident in offering a contribution to the daily operations of production control and efficiency improvement programs.

3.4.3 Operational and Systems Understanding.

Among the most valuable lessons was the creation of a holistic perspective of the operations of the factory. Customer Services, GPD, Supply Chain, Production and Quality exposure showed how the effect of errors in entering orders, BOM mismatches, raw materials delays, or poor management of urgency may have a direct effect on production stability. The systems perspective has now enabled me to consider the problems in production that are not limited to the machine level and look ahead at the upstream and downstream impact before making a decision.

3.4.4 Process Discipline and Quality Awareness Under Pressure.

I learnt was the operational risk of ignoring process checkpoints when compelled to make emergency orders or when loading high production volumes. The fact that even a slight slip in inspection, color calibration or documentation can cause downstream quality concerns supported my decision to be adamant about SOP compliance. The awareness will be

fundamental in my developmental path to production management roles where meeting the delivery commitment and the process compliance is one of the leadership tasks.

3.4.5 Cross-Functional Co-ordination and Communication.

Working with CS, GPD, Supply Chain and Quality frequently, I enhanced my skill to make technical requirements clear, challenge contradictions and make realistic schedules. I have also gained the relevant skills related to practical communication that is essential to coordinate the interdependent departments which directly benefits my effectiveness in Production.

3.4.6 Flexibility, Value and Work Development.

Urgent orders, dynamic schedules, machine downtime and material constraints helped me to become more time-sensitive and flexible. Working with priorities, I got to know how to focus on tasks because of the operational risk and not urgency. In other areas, the internship also helped to achieve a balance between academic concepts like Lean manufacturing, production management and operations excellence and the actual industrial practice, guiding me on a long-term career orientation of production leadership and integrated operations management.

Chapter 4

Conclusion

My internship at Fakir Fashion Ltd. was nothing but a journey of continuous learning and professional growth. I had the opportunity to gather small details about various processes. During this time, I had to explore multiple departments. I witnessed the company's world-class operations in knitting, dyeing, packaging, and identification solutions. I had an amazing opportunity to learn the precision-driven processes of RFID, rotary, printed fabric, and fabric production. It helped me understand the strategic functions of the HR department. These very experiences contributed to expanding my industrial knowledge. I could also sharpen my technical and interpersonal skills. The internship also allowed me to recognize theoretical concepts from my academic courses such as communication skills, analytical reasoning, HR practices, business operations, industrial engineering, quality management, production planning, merchandizing and so on. I gained experience to how teamwork, sustainability and innovation drive in a apparel accessories factory. Moreover, the experience highlighted the importance of workplace safety, quality assurance, and sustainability initiatives that has taken company's reputation at a high rank on global market. Under the supervision of my industrial supervisor Ali Haider and my academic supervisor Ali Navir Khan, I could explore different dimensions of a textile industry. Under continuous observation and interaction, I have learnt professionalism, departmental collaboration and effective communication. The challenges I faced during this period helped me develop adaptability, critical thinking and confidence in a corporate environment. It has enriched necessary skills to cope up with industry culture. I have become more confident to take job responsibilities under pressure that can increase my key performance indicator (KPI). Overall, the Post Graduation Diploma in Knitwear Industry Management has boosted my capabilities and strengthen my skills. As I am a graduate in Textile Engineering under department of Fabric Engineering, PGD-KIM program is highly beneficial to my career growth. I appreciate the initiatives taken by SICIP for executing such an effective program. Since Bangladesh is a developing country mostly dependent on textile industries, such programs are blessing for the individuals working on this sector.

References

- [1] <https://www.fakirfashion.com/>.
- [2] <https://www.fakirfashion.com/about>