

Report On
Fakir Fashion Ltd.
RMG Operations

By

Abdus Sobahan
ID: 1000055576

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
March 2026

© 2026. Brac University
All rights reserved.

Declaration

It is hereby declared that

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

Student' s Full Name&Signature:

Abdus Sobahan

ID: 1000055576

Academic Supervisor' s Full Name&Signature:

Md. Hasib Al Mamun Sumon

Sr. Program Associate,

BIGD, BRAC University

Letter of Transmittal

Md. Hasib Al Mamun Sumon

Sr. Program Associate,

BIGD, BRAC University

66 Mohakhali, Dhaka-1212

Subject: Industrial Attachment Report on Garment Industry Operations.

Dear Sir / Madam,

It is my pleasure to present my mid-level position provide details regarding' Marketing&Merchandising, Industrial&Production Engineering (IPE), RMG Operation (Production), RMG Finishing and Quality Assurance Department (QAD), Industrial Practices in Fakir Fashion Ltd. for the Fulfillment of Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) which I was appointed by own choice.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant, compact and comprehensive manner as possible.

I trust that the report will meet the requirements.

Sincerely yours,

Abdus Sobahan

ID: 1000055576

Executive Development Center, BIGD

BRAC University

March 11, 2026

Non-Disclosure Agreement

This agreement is made between Fakir Fashion Ltd. and the undersigned student of EDC, BIGD, BRAC University. I, Abdus Sobahan (ID: 1000055576), hereby declare that I will not disclose any information regarding the parties who are directly or indirectly involved with this project.

I further acknowledge that I will not share any details about this program with Fakir Fashion Ltd. that may violate the rules and regulations of BIGD.

In addition, my industry supervisor, Prabhakar Gupta Rauniyar, also affirms the same declaration, and by signing below, he fully agrees to the terms of this confidentiality agreement.

Student' s Full Name&Signature:

Abdus Sobahan

ID: 1000055576

Industry Supervisor' s Full Name & Signature:

Prabhakar Gupta Rauniyar

DGM, Industrial Production Engineering Dept.

Fakir Fashion Ltd.

Acknowledgement

My sincere thankfulness is first and foremost to Almighty Allah. I am very grateful to Him for giving us the fortitude and tenacity to finish our industrial training and the accompanying report. First, I sincerely thank the SICIP authorities for their efforts in enhancing the skills of employees in the RMG sector.

I am especially grateful to my industry supervisor, Prabhakar Gupta Rauniyar, for allowing me to explore different departments and for his constant encouragement to take on new challenges and learn every day. I want to give my deepest thanks to my academic supervisor, Md. Hasib Al Mamun. His continuous guidance and real-time help allowed me to reach a high standard for my internship report. Finally, I want to thank BIGD, BRAC University, and all related members for arranging this wonderful internship program, which helped me increase my learning and experience.

Executive Summary

This report is my internship summary; it contains the experience and skills I gained from the PGD-KIM Program.

During my full-time training, I worked closely with the Merchandising, Marketing, Industrial Engineering, RMG Production, Quality, and Finishing departments. I observed their production systems and supporting procedures firsthand. In my practical work, I focused on upgrading KPI measurement systems, MIS formats, and quality reporting systems, as well as eliminating redundant processes. These experiences have significantly enhanced my skills in data analysis, operational mismatch identification, and data correction.

Through my internship, I have gained valuable insights and refined my analytical, communication, and leadership skills, which has deepened my understanding of results-driven organizational cooperation. Overall, this internship bridged the gap between my academic learning and real-work practice, preparing me for future responsibilities within the garments industry.

Keywords: Garment Manufacturing; Production and Production Planning. Industrial Engineering (IE); Productivity Improvement; Quality Assurance; Cost Optimization.

Table of Contents

DECLARATION	II
LETTER OF TRANSMITTAL	III
Non-DISCLOSURE AGREEMENT	IV
ACKNOWLEDGEMENT	V
EXECUTIVE SUMMARY	VI
TABLE OF CONTENTS	VII
LIST OF TABLES	VIII
LIST OF FIGURES	IX
LIST OF ACRONYMS	X
GLOSSARY	XI
CHAPTER 1: ABOUT ORGANIZATION	1
1.1 OVERVIEW OF THE INDUSTRY	1
1.2 VISION AND MISSION	3
1.3 GOALS AND OBJECTIVES	3
1.4 ORGANIZATIONAL STRUCTURE, ORGANOGRAM, BRANCHES AND DEPARTMENTS	3
1.5 PRODUCTS/SERVICES PRODUCED BY THE INDUSTRY	4
CHAPTER 2: DESCRIPTION ABOUT TASK ACCOMPLISHMENT	5
TABLE.1: DURATION LIST OF WORK DURING THE INTERNSHIP	5
2.1 MARKETING&MERCHANDIZING	5
2.2 INDUSTRIAL AND PRODUCTION ENGINEERING (IPE)	6
2.3 RMG PRODUCTION	8
2.4 RMG FINISHING	10
2.5 RMG QUALITY ASSURANCE DEPARTMENT (QAD)	11
TABLE 2: AQL STANDARDS CHART	11
CHAPTER 3: CRITICAL ASSESSMENT OF INTERNSHIP WORK	12
3.1 APPLICATION OF GENERIC AND INDUSTRY SPECIFIC COURSES DURING INTERNSHIP	12

3.2 SUGGESTION FOR INDUSTRY IMPROVEMENT	21
3.3 LEARNING FOR SELF-IMPROVEMENT	23
REFERENCES	25
APPENDIX A.	26

List of Tables

TABLE.1: DURATION LIST OF WORK DURING THE INTERNSHIP	5
TABLE 2: AQL STANDARDS CHART	11

List of Figures

FIGURE 1: TOP 10 BUYERS BY SHIPMENT PERCENTAGE	6
FIGURE 2: STYLE WISE LINE LAYOUT SHEET (TOP)	7
FIGURE 3: THREAD CONSUMPTION SHEET	8
FIGURE 4: RUNNING HOURLY PRODUCTION REPORT LINE WISE	8
FIGURE 5: OPERATOR HOURLY PRODUCTION MONITORING REPORT	9
FIGURE 6: CAPACITY STUDY SHEET IN FINISHING SECTION	10
FIGURE 7: KEY PERFORMANCE INDICATORS MEASURING FRAMEWORK	12
FIGURE 8: PRODUCTION PERFORMANCE DASHBOARD	14
FIGURE 9: FINISHING ACCESSORIES ANALYSIS HIT RATE% RESULT	15
FIGURE 10: MONTHLY LINE WISE PRODUCTION PLANNING BOARD	16
FIGURE 11: TOP 5 DEFECTS NAME WITH %	19
FIGURE 12: CM COSTING ANALYSIS FOR PLACEMENT FORMAT	20
FIGURE 13: TOP PERFORMING BUYERS BASED ON AVERAGE FOB	26
FIGURE 14: FFL OVERALL CAPACITY PERFORMANCE (RMG)	26
FIGURE 15: FFL MONTH WISE EFFICIENCY%	27
FIGURE 16: MONTH WISE FACTORY HOURLY PRODUCTION	28
FIGURE 17: TOP 5 BUYERS BY ORDER QUANTITY	28
FIGURE 18: ORGANOGRAM OF FAKIR FASHION LTD. (FFL)	29
FIGURE 19: PRODUCT TYPE-WISE PRODUCTION QUANTITY %	29
FIGURE 20: FFL DAILY NPT (NON-PRODUCTIVE TIME) DASHBOARD	30
FIGURE 21: FFL FINISHING WIP QUANTITY FOR ACCESSORIES DELAY ANALYSIS CHART	30

List of Acronyms

FFL	Fakir Fashion Limited
EDC	Executive Development Center
BIGD	BRAC Institute of Governance and Development
PGD	Post Graduate Diploma
KIM	Knitwear Industry Management
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
INTERNSHIP	Industry Attachment/Research Paper
IPE	Industrial&Production Engineering
CEO	Chief Executive Officer
CDA	Chemicals Dyes and Auxiliaries
KRAs	Key Responsible Areas
KPI	Key Performance Indicators
SMV	Standard Minute Value
QAD	Quality Assurance Department
TNA	Time and Action Plan
FOB	Free on Board
SOP	Standard Operational Procedure
RMG	Ready Mead Garments

Glossary

Term	Definition
SMV (Standard Minute Value)	The standard time required for an operator to complete a specific task under normal working conditions. SMV is used to calculate production efficiency, manpower requirements, and labor cost in garment manufacturing.
CM (Cost of Making)	The total manufacturing cost required to produce a garment, including labor cost, machine cost, and operational expenses, excluding fabric and trims.
TNA (Time and Action Calendar)	A planning and monitoring tool used in the garment industry to track and manage the schedule of each activity in an order from development to final shipment.
AQL (Acceptable Quality Level)	An international quality standard used to inspect production lots. It defines the maximum number of defective items that can be considered acceptable in a production batch.

Chapter 1: About Organization

The global knit garment industry has undergone a massive transformation, shifting toward high-performance textiles and sustainable "fast-to-market" supply chains. As a primary pillar of Bangladesh's economy, the knitwear sector stands out for its deep vertical integration— from spinning and knitting to final processing— which allows for significant value addition and competitive lead times. Fakir Fashion Limited is a high-growth organization and a benchmark for excellence. Fakir Fashion Limited is a fully integrated knitwear manufacturer that builds a bridge between traditional craftsmanship and modern textile technology. The company's mission is innovation and environmental leadership, ensuring that every stage of production, from raw materials to the final stitch, meets international quality standards. By prioritizing eco-friendly operations and adopting advanced technology, Fakir Fashion Limited does more than just manufacture apparel. It also strengthens the "Made in Bangladesh" brand on the global stage and contributes to economic growth.

1.1 Overview of the Industry

"Fakir Fashion Limited is one of the largest and top-rated apparel manufacturing garments factories in Bangladesh, which produces knit garments with new innovation. The company operates in both Bangladesh and the United Kingdom, where we have design studios. The company's fashion sense is very good, and they frequently analyze new fashion, latest technology, and sustainable materials. That is why it is a high-quality fashion knit garments manufacturer.

Mr. Fakir Badruzzaman established this factory in year 2009. Now his sons are running Fakir Fashion Limited. He is a pioneer leader of the Bangladesh garment industry. In 2009, he had 40 years of experience in Fakir Group. He has great experience with modern technology with huge capacity in knitting, dyeing, and sewing. Fakir Fashion Limited is committed to sustainability and innovation and contributing the Made in

Bangladesh brand through high quality knit product export and significant economic growth.

Now Fakir Fashion Ltd. has 121 lines of production. Every month we are producing 6.5 million garments. We have 2,840 machines in every shift with 3,266 working force. This production area has many departments like Production, Quality, Cutting, Finishing, Industrial Production Engineering (IPE) etc. Every month this company has a 23 million dollar sells-target, and right now we have 15 active buyers.

Fakir Fashion. (FFL) is a 100% export-oriented composite knit garment factory and a efficient member of the Fakir Group. This company is led by Fakir Badruzzaman, Chairman, and Mr. Fakir Kamruzzaman Nahid, Managing Director. FFL is registered with BGMEA (Registration No. 6587) and maintains a banking partnership with Standard Chartered Bank & Dutch-Bangla Bank Ltd.

FFL’ s production capacities are as follows:

Section	Maximum Output Capacity
Knitting & Dyeing	130 Tons
Cutting	320000 Units/Day
Washing	35000 Units/Day
Printing	1.2 Million
Embroidary	8 Crore Stitches
Sewing	260000 Units/Day
Finishing	260000 Units/Day

Our employee approximately 18,745 workers, with all departments such as Knitting, Dyeing, Dyeing Finishing, and RMG (Ready-Made Garments) sections.

FFL already achieved LEED (Platinum) certification from the U.S. Green Building Council and has been honored with the Green Factory Award by the Government of Bangladesh Year-2025. This company fully committed to sustainable and eco-friendly production practices, determining to minimize the environmental impact of textile manufacturing industry. FFL continuously works to reduce and reuse heat loss within its facilities, impactful lowering carbon emissions. With, the Effluent Treatment Plant

(ETP) ensures us that wastewater is treated and safely discharged into the environment completely.

For sustainability practices, FFL also utilizes solar power as an alternative source of renewable energy.

1.2 Vision and Mission

Vision: Fakir Fashion Ltd. (FFL) vision is to become a Customer-Centric, Sustainable & unique leader in the global apparel manufacturing industry.

Mission: Create a Positive Impact on People&Community. Ensure Sustainable Products with a Total Solution Through Renewable Resources. Establish Technology and Information-Driven Value Chain.

1.3 Goals and Objectives

Goals: The primary goal of Fakir Fashion Ltd. (FFL) is to secure its position as a globally recognized and as a sustainable garment manufacturer while ensuring consistent growth and customer satisfaction.

Objectives: The Company committed to achieve excellence in product quality with continuous improvement, advanced technology adoption, and maintain international standards. FFL is also focused on expanding its global market share by diversifying its product range and building long-term partnerships with reputed international buyers such as C&A, Inditex, Zara, H&M, 4F etc. Sustainability remains a core objective of the organization; likely, it continuously works to reduce carbon emissions, ensure optimize resource utilization, and maintain eco-friendly operations across all departments for achieving goals.

1.4 FFL's Organizational structure, Organogram, Branches and Departments

Fakir Fashion Ltd. (FFL) is a well-established textile manufacturing Industry in Bangladesh with several sister concerns operating under its ownership. The company's sister concerns include Fakir Elegant Fashion, Fakir Technologies Ltd, Car Haat, Fakir Green Agro. All these enterprises operate under the visionary leadership of Fakir Badruzzaman Sir, who serves as the Chairman of the entire Fakir Fashion Ltd. (see the organogram in the Annex).

1.5 FFL's Products produced by the industry

Fakir Fashion Ltd. (FFL) manufactures has a wide range of knitwear products like, T-shirts, Leggings, Hoodies, Joggers, Polo Shirts, Sweat Tees, Tops, Bottoms, Henley Tees, Tank Tops, Jackets, Palazzo Pants, Dresses, Seamless, Cargo Pants, Shorts, Swimsuits, Skirts, Lingerie, Blazer and Outerwear.

The company previously focuses on basic knit items, while gradually expanding its capabilities & capacity to produce high value-added garments in response to market demands. Now FFL categorizes its monthly product mix as follows:

- Basic Category: 45%
- Semi-Critical Category: 35%
- Critical Category: 20%

On average, 6.5 million garments are exported from FFL each month, reflecting the company's strong production capacity and consistent performance in the global

apparel market. Figure 2 and Figure 3 in the Annex show the type-wise production quantity and top five buyers by order quantity at a glance.

Chapter 2: Description about task accomplishment

The this internship report covers key functional areas of the knitwear industry of FFL, including Marketing and Merchandising, Industrial and Production Engineering (IPE), RMG Production, RMG Finishing and RMG Quality Assurance Department (QAD). Each of these areas plays a vital role in ensuring the overall efficiency, quality, and fulfill the organization goals. This report focuses on my understanding, work experience, and learning about how these departments run, coordinate, and contribute to achieving the company' s production and business objectives as well as generate surplus. The scope of the list of departments and the corresponding time duration of work during the internship period at Fakir Fashion Ltd are given below chart

Sl.	Department	Duration / Period	Days
2.1	Marketing&Merchandizing	2-Dec-25 to 23-Dec-25	16
2.2	Industrial&Production Engineering (IPE)	23-Dec-25 to 14-Jan-26	17
2.3	RMG Production	17-Jan-26 to 28-Jan-26	10
2.4	RMG Finishing	31-Jan-26 to 7-Feb-26	6
2.5	RMG Quality Assurance Department (QAD)	8-Feb-26 to 2-Mar-26	17

Total	66 days
-------	---------

Table.1: Duration list of work during the internship

2.1 Marketing&Merchandizing

In my internship in the Marketing and Merchandising Department of Fakir Fashion Ltd. (FFL), I actively participated in various stages of the order management process & arrangement. I assisted the merchandising team in collecting essential sample, data such as fabric consumption, SMV, CM cost and trims details from relevant departments to support sample costing preparation. I also helped prepare costing sheets and observed how to price negotiations with buyers based on target pricing system.

Additionally, I supported the product development team (DPD) in sample tracking and documentation, ensure that buyer comments (VOC) were accurately communicated to the technical and production teams. I also participated the Pre-Production (PP) meeting, where cross-functional (CFT) departments including Production, Industrial Engineering (IE), Planning, Supply Chain, and Quality Assurance discussed detailed order execution plans with awareness of previous low falls.

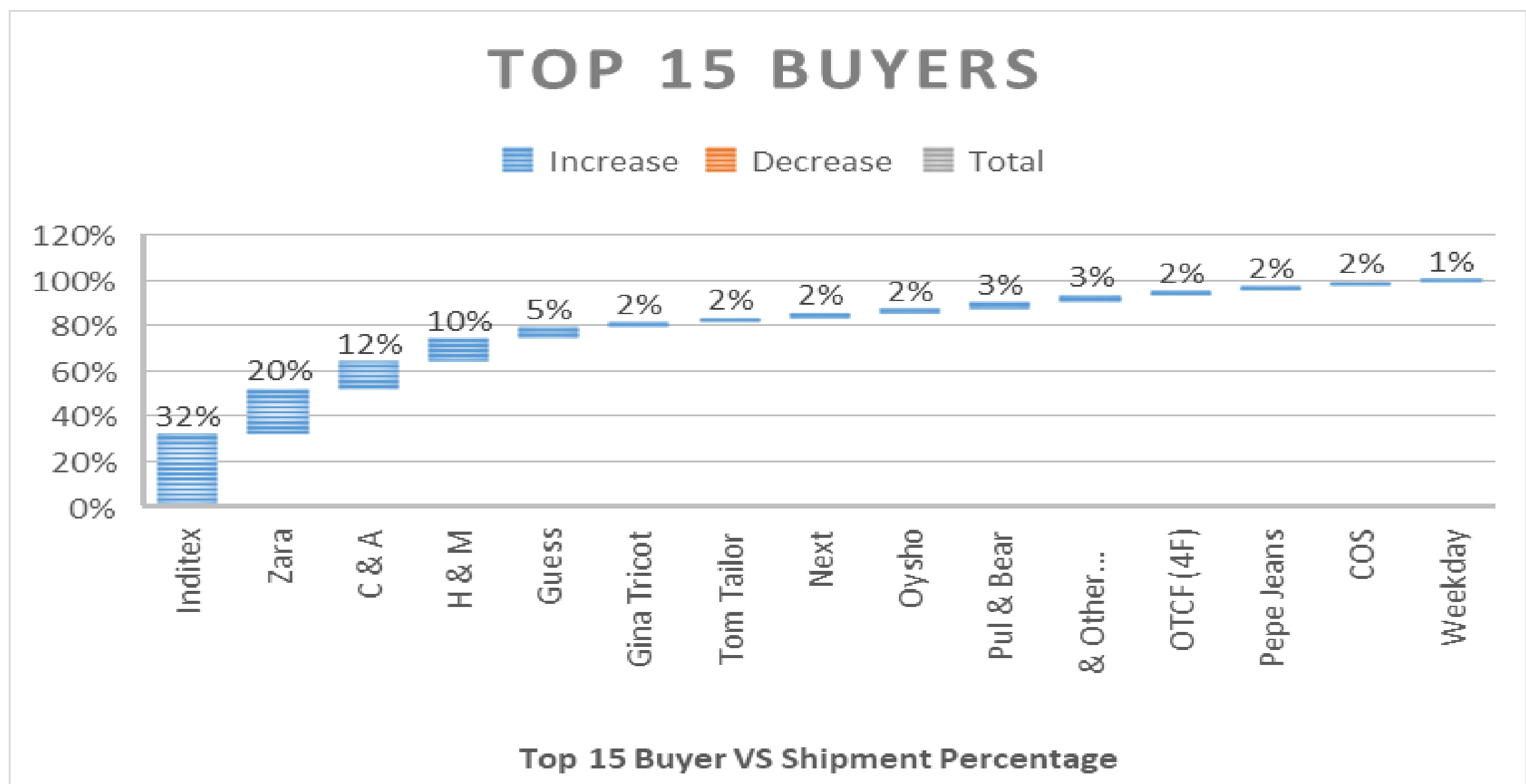


Figure 1: Top 15 Buyers by Shipment Percentage

Through this journey, I gained a clear understanding of how the merchandising team coordinates with multiple departments to ensure on-time order processing—from sample development up to final shipment. I also developed practical knowledge of buyer communication, costing methodology, Internal Time and Action (TNA) follow-up, and execution work with the importance of accuracy, coordination, and professionalism in every stage of merchandising.

2.2 Industrial and Production Engineering (IPE)

In my training in the Industrial and Production Engineering (IPE) Department of Fakir Fashion Ltd. (FFL), I gained practical experience in both the Costing IE and Sewing IE sections to understand their actual roles and operational processes as well as objectives.

During the Costing IE section, I assisted in collecting data for CM (Cost of Making) calculations, including SMV, machine requirements, and efficiency based on

factory-approved learning curves, ERP Upgrading. I helped prepare basic CM sheets (T-shirt, Laggings) under supervision and observed how SMVs are calculated using the GSD software system with practical Coding method. I also learned how efficiency expectations and CPM-based costing support merchandisers in final price negotiations as well as order conformation.

In the Sewing IE section, I participated in daily line balancing, recording hourly production sheets, preparing MIS reports, and observing how manpower balancing and bottleneck analysis & solved. I also learned how industrial engineers rearrange machines, Quick Change over (QCO) Method, motivate operators, and set accurate SMV-based daily production targets.

Additionally, I also observed Cutting IE for how to make marker efficiency and fabric utilization method, Finishing IE for on-time output and process monitoring, and Embellishment IE for print and embroidery productivity and chemical waste control & Embellishment Costing procedure.

This training I get clear understanding of data-driven decision-making, continuous improvement with KAIZAN system, and cross functional departmental (CFT) coordination to maintain productivity, efficiency, and effective manpower utilization on the production floor. Overall, it enhanced my practical knowledge of industrial engineering practices in a real knitwear manufacturing Industry.

Style wise Line Layout											
REMARKS	Add Armhole & Neck Tst.				TARGET/ HR		EFFI		Machine	Req. M/c	Photo
BUYER :	C&A	ITEM :	SS TEE		240	AT	75.6%		S/N	8	
STYLE :	2259178 FIELD STRIPE	OPERATORS :	31		190	AT	60.0%		O/L	12	
JOB NO :	FFL-25-0	HELPER :	3		159	AT	50.0%		F/L	0	
ORDER NO :		TOTAL WORKER :	34		317	AT	100.0%		F/L-F.BED	1	
SMV(MC) :	5.899								F/L-C.BED	4	
SMV(HEL) :	0.529		Sample : Development Sample						F/L-SC.BED	2	
TT SMV :	6.428		Size : M						F/L-COM	2	
DATE :	01-Dec-25								B/TACK	0	
No.	Operation	M/C	SMV	Standard Tgt	MAN		Actual Tgt	Length		Eff%	
					OP	He					
01	Attach Shoulder (Both) - Chain Trim	O/L	0.418	144	2.0		287	15		84%	
02	Attach Sleeve - Open, Pair, No Gathering	O/L	0.540	111	3.0		333	62		72%	
03	Topstitch Armhole - Pair	F/L-C.BED	0.410	146	2.0		293	62		82%	
04	Make Neck Rib - Tube - Double Cut	S/N	0.340	176	2.0		353	6		68%	
05	Servicing Neck Rib (Fl) - Tube, Single	F/L-C.BED	0.225	266	1.0		266	66		90%	
06	Attach Neck Rib - Tube	O/L	0.294	204	2.0		408	66		59%	
07	Attach Binding At Back Neck - Auto Trim	F/L-F.BED	0.190	316	1.0		316	34		76%	

Figure 2: Style Wise Line Layout Sheet (Top)



FAKIR FASHION LIMITED

RUPGANJ-NARAYANGANJ.

INDUSTRIAL ENGINEERING DEPT.

THREAD CONSUMPTION

BUYER : Tomtailor

STYLE REF : 1050920

ORDER NO :

ORDER QTY : 11188

SAMPLE TYPE : Fit Sample

SAMPLE SIZE : S

SAMPLE MAKING DATE : 21/10/2025

RECEIVED DATE : 26/10/2025

RELEASE DATE : 26/10/2025

Style Remarks Table

No Filament Thread

Style Color	Color Qty	Thread Color	Thread Count	Required Thread/Body(Mtr)	Need Minimum Cone For Layout	Required Thread Cone Color Wise				Process Remarks Table
						5000 Mtr (Cone)	4000 Mtr (Cone)	2500 Mtr (Cone)	2000 Mtr (Cone)	
20000 White	3167	DTM-1	50/2	240 Mtr	64 Cone	152 Cone	190 Cone	304 Cone	379 Cone	
30026 cloud grey	773	DTM-1	50/2	240 Mtr	64 Cone	37 Cone	46 Cone	74 Cone	93 Cone	
40150 soft bright pink	4162	DTM-1	50/2	230 Mtr	64 Cone	191 Cone	239 Cone	382 Cone	478 Cone	
40514 cool dark brown	2602	DTM-1	50/2	240 Mtr	64 Cone	125 Cone	156 Cone	249 Cone	312 Cone	
22235 mountain sky blue	484	DTM-1	50/2	240 Mtr	64 Cone	23 Cone	29 Cone	46 Cone	58 Cone	
Total Thread				240 Mtr	64 Cone	528 Cone	660 Cone	1056 Cone	1320 Cone	

THIS IS NET CONSUMPTION CONSIDERING COLOR WISE ORDER QUANTITY ONLY.

Figure 3: Thread Consumption sheet

2.3 RMG Production

In my training in the Sewing Section of Fakir fashion Ltd. (FFL), I actively participated in daily production and monitoring activities. I assisted the Industrial Engineering (IE) and Production teams in collecting hourly production data from different lines and observed how production targets are set based on the monthly plan received from the Planning Department. I also attended style review and pre-production meetings to see how targets are allocated to each Line.

22/01/2026				Fakir Fashion Limited- Group 3								
Unit	Line	Process	Target	6:00-7:00	7:00-8:00	8:00-9:00	9:00-10:30	10:30-11:30	11:30-12:30	12:30-1:30	1:30-2:30	A- shift
8	61	1st Machine	250	230	230	200	200	220	-	-		1,080
		Line Pass	220	71	117	210	210	150	160	209		1,127
		QC Pass	220	42	87	118	59	298	206	197		1,007
	62	1st Machine	260	180	220	200	250	240	210	180		1,480
		Line Pass	230	72	150	120	180	150	210	240		1,122
		QC Pass	230	-	118	89	180	147	172	180		886
	63	1st Machine	250	180	200	170	220	200	200	160		1,330
		Line Pass	220	68	148	138	227	210	179	160		1,130
		QC Pass	220	45	28	67	285	150	208	96		879
	65	1st Machine	200	160	210	220	220	200	200	180		1,390
		Line Pass	170	80	125	94	179	146	60	206		890
		QC Pass	170	56	35	109	192	138	94	178		802
	66	1st Machine	230	120	150	150	190	190	220	200		1,220
		Line Pass	200	40	120	102	200	212	200	179		1,053
		QC Pass	200	87	59	40	182	213	275	119		975
	67	1st Machine	170	-	-	-	-	-	-	-		
		Line Pass	140	15	62	120	47	230	150	120		744
		QC Pass	140	20	15	-	62	77	120	136		430
	68	1st Machine	270	220	250	220	250	250	200	180		1,570
		Line Pass	240	78	167	176	205	256	294	268		1,444
		QC Pass	240	90	30	152	291	14	-	-		577
	69	1st Machine	270	250	270	180	200	200	200	180		1,480
		Line Pass	240	106	210	240	239	239	252	255		1,541
		QC Pass	240	70	56	182	373	209	177	270		1,337
	70	1st Machine	210	180	180	200	200	180	160	140		1,240
		Line Pass	175	60	150	120	137	150	150	150		917
		QC Pass	175	18	89	150	210	92	150	138		847
	8 Total	1st Machine	2,110	1,520	1,710	1,540	1,730	1,680	1,390	1,220		10,790
		Line Pass	1,835	590	1,249	1,320	1,624	1,743	1,655	1,787		9,968
		QC Pass	1,835	428	517	907	1,834	1,338	1,402	1,314		7,740

Figure 4: Running Hourly Production Report Line Wise

I supported manpower allocation activities, helping the IE and Production teams to make perfection balancing operators across lines according to machine operations and adjustments for new styles or process changes. I attended floor discussions led by the Production Head, where topics such as daily production achievement, preproduction activities, WIP status, overtime, and shipment priorities were reviewed. From these meetings, I learned skill through importance of effective coordination between Planning, IE, Quality, Supply Chain, and Accessories Stores for smooth production flow as well as shipment on time.

On the production floor, I learned to identify bottlenecks & solving method, monitor every hourly line production with quality, and observe how supervisors and in-charges

take action when lines fall short of targets. I also assisted & make ensure accessories and cutting input availability before production start-up time. Likely, I observed the implementation of compliance practices in floor, including PPE usage, broken needle control, and label verification during production & maintain procedure.

In my training, I gained real time experience in production monitoring, manpower balancing, efficiency calculation, and quality assurance procedure. I also learned how teamwork and real-time data tracking contribute to achieving production targets while maintaining buyer quality standards & meet on time delivery.

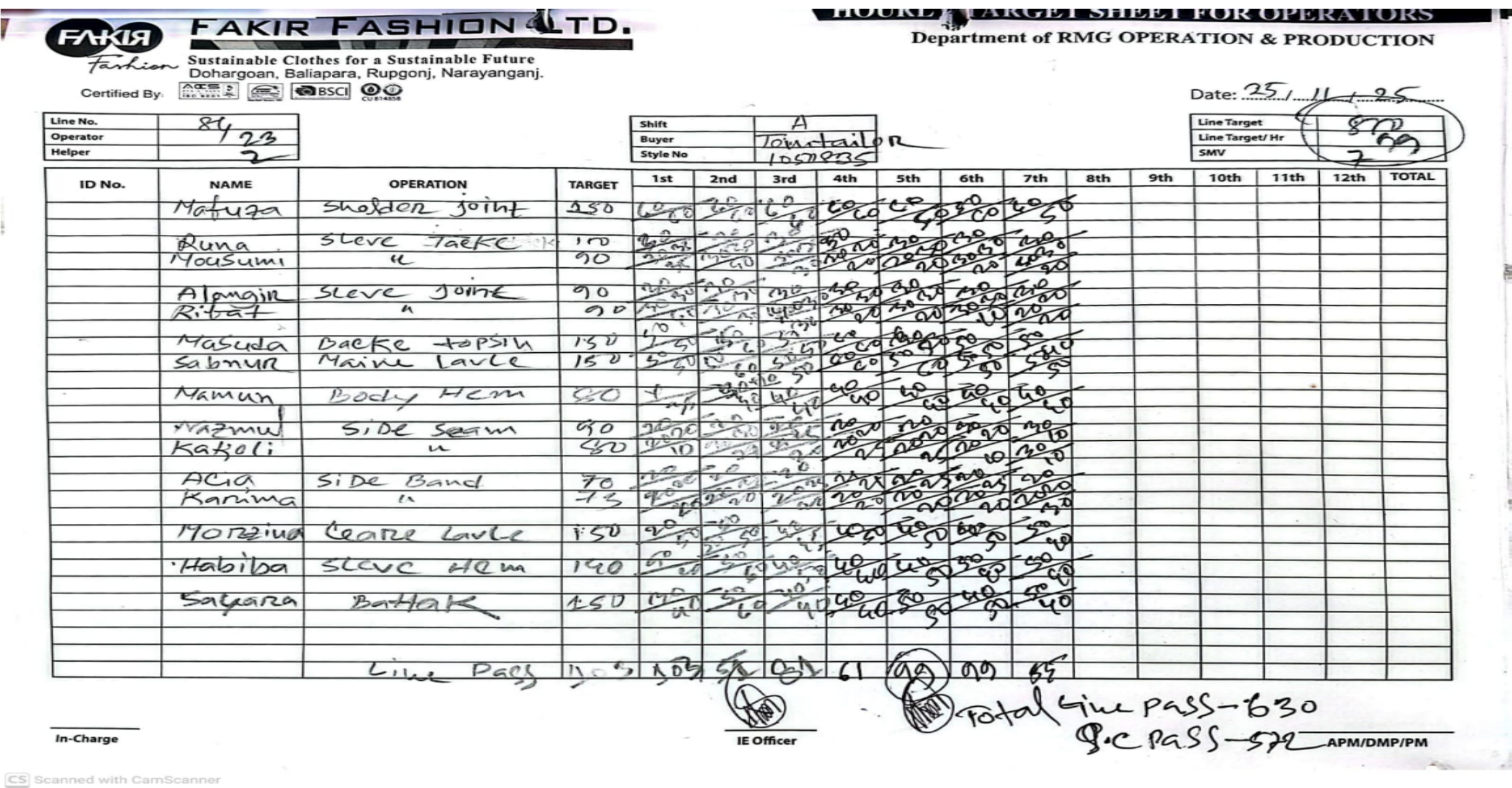


Figure 5: Operator Hourly Production Monitoring Report

2.4 RMG Finishing

During my training in the Finishing Section of Fakir Fashion Ltd. (FFL), I actively participated in daily production and monitoring activities. I assisted Production teams

with Iron, Packing, and Measurement data from different floors. and observed how production targets are set based on the sewing output capacity.

11 Dept											
BUYER :		Shiham									
PO/STYLE # :		SHU Brand									
ITEM :											
QTY :											
ORDER QTY :											
ID	NAME	OPERATION	MAN	PCS	CYCLE TIME					AVG.	Ca
					1	2	3	4	5	cycle	
6808	Alcedon	Iron	IM	1	58	57	56	58	60		
21399	Alamin	Final Check	AI	1	48	47	48	49	46		
4190	Robiul	Iron	IM		56	59	58	59	57		
55859	mentu	- Iron	IM	1	64	60	61	63	62		
9231	Midul	Final Check	AI	1	61	60	58	57	60		
0557	Leton	Iron	IM	1	52	59	50	54	59		
7506	Mahabub	Final Check	AI		40	42	44	44	45		

Figure 6: Capacity Study Sheet in Finishing Section

Then I oversee this target too much low from the actual. I observe huge WIP (Work in Progress) in the finishing section here and there, covering all products.

Same as day by day working with him and helped, find out the actual capacity below points in finishing sections

- Measurement Check
- Getup Check
- Folding
- Poly
- Cartoon

Also, check the manpower balance early in the morning, especially on the ironing side. Ironing is the fastest input process in the finishing section. The supervisor should balance the manpower and set the ironing target accordingly. However, this target often changes several times throughout the day because it depends on the product category, such as bottoms, dresses, T-shirts, jackets, etc.

2.5 RMG Quality Assurance Department (QAD)

During my internship in the Quality Department of Fakir Fashion Ltd. (FFL), I gained practical knowledge of various quality control systems at different production stages, including in-line, end-line, finishing, and final inspection with practical job closing. I assisted quality inspectors during daily in-line checks by recording defect types and quantities and calculating DHU (Defects per Hundred Units) in the sewing floor. I helped prepare In-Line 7 pcs Inspection Reports and learned how inspectors identify common issues such as open seams, skip stitches, label misplacement, and shade variation to make sure finest products. I also observed how the Quality Assurance (QA) team conducts root cause analysis for held up defects and collaborates with line supervisors, operators, and maintenance staff to resolve issues. I learned the importance of communication between IE, Production, and Maintenance teams to maintain consistent quality standards and prevent rework through preproduction activities.

In end-line inspection, I assisted in separating defective garments and tracking their rechecking and repair by hourly. I observed how to correct measurement accuracy and workmanship are verified before garments proceed to finishing (Packing). In the finishing stage, I monitored packing quality, labeling, and carton markings, ensuring they matched buyer-approved samples. I also learned about the AQL (Acceptable Quality Level) inspection system before shipment, random carton sampling, and how AQL standards for critical, major, and minor defects determine lot acceptance or rejection.

Defects Type	AQL Limit (%)	Action
Critical Defect	0%	Lot rejected immediately; corrective action required
Major Defect	2– 4%	Lot conditionally accepted or rework required/Re-check
Minor Defect	4– 6%	Lot generally accepted; monitor for trends

Table 2: AQL Standards Chart

In my internship, I learned the importance of a zero-tolerance approach toward critical defects and ensuing sewing product quality at every stage. I gained a complete understanding of quality assurance systems, inspection techniques, and data analysis, which are essential for minimizing rework and achieving buyer satisfaction.

Chapter 3: Critical assessment of Internship work

3.1 Application of Generic and Industry specific courses during internship in FFL

This chapter Advised how I applied the knowledge and skills gained from the PGD-KIM program during my internship at Fakir Fashion Ltd. (FFL). It covers the practical use of various courses such as HR, Communication, Industrial Engineering, Supply Chain, Quality, and Costing. The chapter also includes for industry improvement and highlights my key learnings, personal growth, and professional development through this internship experience.

3.1 Application of Generic and Industry specific courses during internship period:

KIM-101: HR Skills Competencies:

In the HR Skills and Competencies course, I learned how to lead a team effectively and efficiently, smartly— an essential capability for middle- and senior-level management professionals. During my training, I applied this knowledge in the Human Resources Department (HRD) of Fakir Fashion Ltd. (FFL) by analyzing and improving their existing

staff evaluation system in the yearly report. I realized that the current evaluation process was not fully structured or performance-based, so I shared my work to help establish a more systematic KPI (Key Performance Indicator) framework.

EVALUATION PERFORMANCE-APM/DPM (Sewing)											
Period :		To		Type :		Annual / Special		Gross Salary :		36000 BDT	
Name :				Job ID :				Designation :			
Joining Date :				Assessment Date :				Job Area/Dept. :			
PART-A : TOTAL POINT- 80											
SI	KRA	KPI	UoM	Weight age	Date Source	Target	Achieve	Total Point	Achieve Point	Aeched %	Remarks
1	Productivity	Efficiency	%	30%	IE	65.00%	60.00%	24	22.2	92.31%	
2	Quality	DHU	%	10%	QAD	5.00%	5.00%	8	8.0	100.00%	
3	Delivery	Plan vs Actual	%	30%	IE	100.00%	4.00%	24	1.0	4.00%	
4	Cost	Extra Overtime	%	5%	IE	100.00%	100.00%	4	4.0	100.00%	Self Responsible
5	Cost	Machine Utilization	%	5%	IE	101.00%	100.00%	4	4.0	99.01%	
6	Cost	Order Closing	%	10%	AUDIT	100.00%	100.00%	8	8.0	100.00%	
7	Pepple Manageme	Migration	%	5%	HR	5.00%	6.00%	4	3.3	83.33%	
8	Safety & Compliance	5S Audit Rating	%	5%	ADMIN & COMPLIAN	100.00%	80.00%	4	3.2	80.00%	
				100%	Sub Total (Part-A)			80	53.6	67.01%	

Figure 7: Key Performance Indicators Measuring Framework

The collaboration with the HR team, I worked to ensure data accuracy and alignment with organizational objectives. I started by defining KRAs (Key Responsible Areas) and developing designation-wise KPIs. Next, I assigned weightages based on the importance of each KPI and defined measurable areas of performance. Then I set specific targets with verifiable data sources and determined total KPI points in consultation with the IE, Production, HR, and Administration departments last month. By applying the knowledge and tools learned from the PGD-KIM program, I successfully developed a standard KPI evaluation system for FFL. The company accepted this project, and it is scheduled for implementation starting January 2026.

In addition to technical overview, I also practiced key leadership and interpersonal skills development, learning how to inspire and motivate employees by showing respect, empathy, appreciation, and encouragement to ensure result. I realized that building a culture of mutual respect and recognition is equally important for maintaining employee satisfaction and achieving organizational excellence with sustainability.

KIM-103: Communication Skills:

During this course, I developed strong communication skills, particularly in writing effective and professional emails for official purpose. I also learned how to communicate with both juniors and seniors during office hours & others work areas, applying these strategies throughout my internship period. In today' s RMG (Ready-Made Garments) sector, effective communication plays a vital role— especially in marketing to swing floor— since most customers and business partners are foreigners. Poor communication skills can lead to misunderstandings and even potential business losses as well.

Though I was not directly responsible for email responsible during my internship, but I actively followed and reviewed communication between the merchandising team and buyers as well. I noticed that some of the email content lacked clarity and professionalism so badly. Therefore, I shared my findings with my colleague, Mr. Masum, explaining me how different situations require different tones and formats in email communication. After about a month, he implemented some of my suggestions when corresponding with buyers and later shared that he noticed a significant improvement in communication outcomes with success.

This experience reflected my understanding that effective, situation-based communication increase professionalism, build strong relationships, and contributes directly to organizational success.

KIM-202: Industrial Engineering:

My learning from this course included key chapters such as Motion Economy, Ergonomics, Lean Manufacturing, Cellular Manufacturing, and 5S principles etc. I successfully implement these concepts during my internship at Fakir Fashion Ltd. (FFL), particularly in the Production Department & Finishing Department, where I applied my knowledge to proper line balancing and optimize production flow

(Increase). I also applied some consumption calculation techniques learned from the PGD-KIM program as well, which helped me to ensure accurate and efficient resource utilization & outcome.

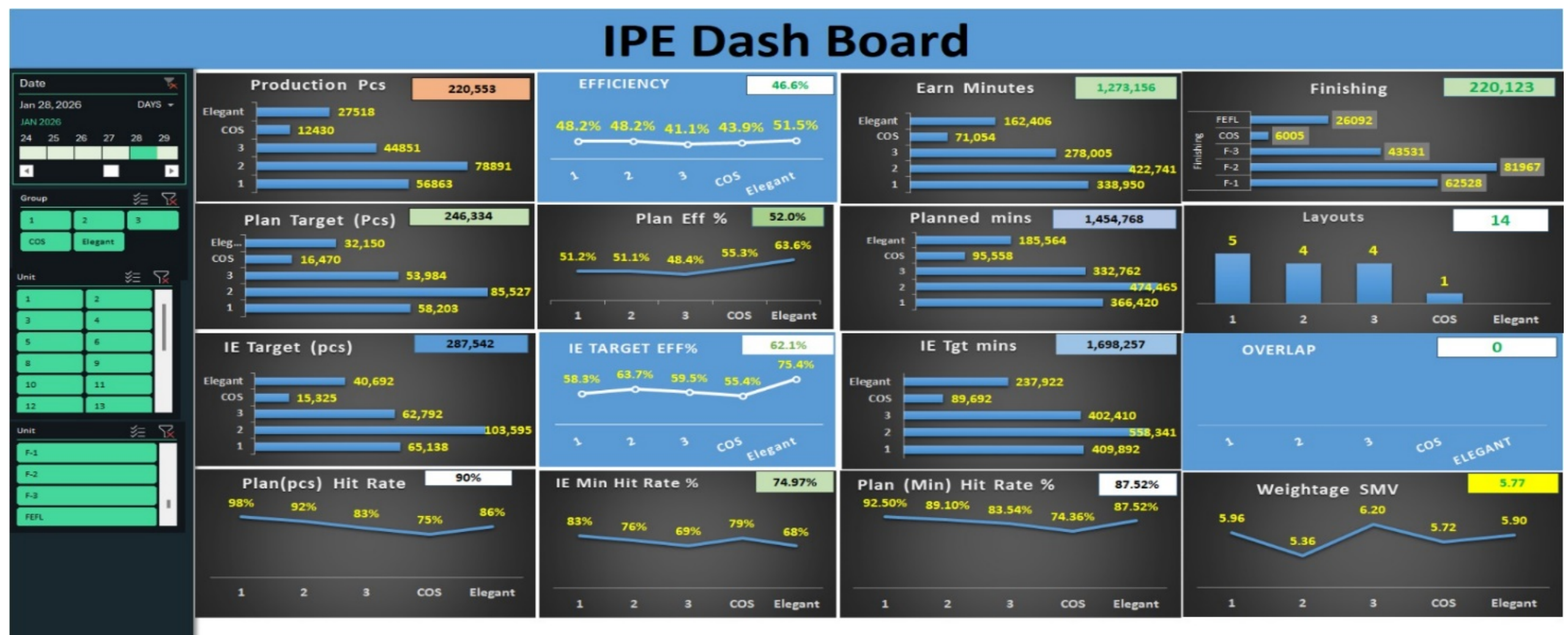


Figure 8: Production Performance Dashboard

In my Internship, I found a significant case — the lack of proper data for analysis. To recover this, I applied some analytical knowledge & method gained from the PGD-KIM course. After discussing the issue with the Head of the Industrial Engineering (IE) Department, I successfully brief the importance of maintaining a structured and consistent database for future. Together, we developed a Management Information System (MIS) format for daily data recording.

The MIS included key parameters such as Buyer, Style, Plan Quantity, IE Target, WIP, Daily Input, Layout Manpower, Practical Manpower, Hourly Production, Total Production, working Hours, Efficiency (%), CM, FOB Cost, especially highlight NPT Dashboard to management (Non-Productive Minute).

After implementing this MIS system, the IE Department of FFL appreciated my contribution to making data analysis more systematic and reliable. I was very pleased

to see such positive results and improvement achieved through the practical application of my PGD-KIM knowledge.

As per Plan	Total Style	Ontime Style Accessories Status	Balance Style accessories	Hit Rate %
16/12/2025 to 19/12/2025	28	15	13	54%
21/12/2025 to 23/12/2025	25	11	14	44%
26/12/2025 to 28/12/2025	21	14	7	67%
16/01/2026	34	17	17	50%

Figure 9: Finishing accessories analysis hit rate% Result

There has been a lot of improvement in the finishing section through proper analysis, I use my PGD-KIM knowledge for WIP Balance technique. I work in finishing capacity study with Iron table, Measurement, Getup check, Poly and cartoons. There is currently a significant gap between my studied capacity and the actual output. Therefore, I plan to share my document and target-setting policy with the Finishing Head. Implemented some policy and circulated with their managers with working procedure.

I apply the knowledge and techniques I have gained from my PGD-KIM program to identify the root causes analysis and suggest effective solutions for improving coordination and reducing WIP finishing section.

I also work on aligning the finishing process with the sewing plan to ensure that the required accessories are available on time. However, I have observed significant deviations between the sewing plan and the actual accessory availability, which leads to a gradual increase in finishing WIP. To address this issue, I conduct detailed analyses of accessory-related problems and share my findings with the team. I apply the knowledge and techniques I have gained from my PGD-KIM program to identify the root causes and suggest effective solutions for improving coordination and reducing WIP.

I am actively involved in analyzing how to reduce Work in Progress (WIP) within the finishing section. I also share my knowledge and skills to support continuous improvement in finishing. I regularly checked the shift wise WIP status for accessories and prepare detailed analytical reports for priority basis work flow ensure. My reports have proven to be highly effective and valuable to the senior management of FFL as they provide a clear understanding of the actual situation on the production floor. My analysis has been greatly appreciated & worked for helping identify root cause analysis and supporting data-driven decision-making to improve efficiency & secure on time shipment.

KIM-104: Business Operation Skills:

In the PGD-KIM course, I gained valuable knowledge about business operation skills through the classes, which involve to efficiently manage and develop the entire process from order confirmation to shipment accomplished. During my internship at Fakir Fashion Ltd. (FFL), I had the opportunity to work closely with a Senior General Manager (Sr.GM) Asadun-Nabi Sir, from whom I learned directly and indirectly about effective production planning and operation coordination. With his permission, I applied my knowledge to assist in developing an improved production planning system to ensure timely delivery for some job closing. We focused on proper balancing and utilization of workers, machines, and other resources to minimize downtime and avoid operational failures as well.

Overall Input Plan				Date: 18/02/2026				64,084,841					
								251,257 243,891 253,724					
Group	Line	Buyer	Job No	Type	Style	MP	SMV	Ex TOD	Sewing Start	Planned Qty	18-Feb-26	19-Feb-26	20-Feb-26
Group 1	Line 1/U-1	Pull and Bear	FFL-25-03579	T-Shirt-Short Slee	PROJECTION P?B 2026	34	3.8	31-Aug-26	25-Apr-26	-	-	-	-
Group 1	Line 1/U-1	Zara Kids	FFL-26-00286	Romper	4174/436[MINI] S-26 OR	34	4.84	28-Feb-26	25-Feb-26	4,261	-	-	-
Group 1	Line 1/U-1	Zara Kids	FFL-26-00372	Romper	4174/438 S-26 ORG	34	8.54	28-Feb-26	1-Mar-26	3,106	-	-	-
Group 1	Line 1/U-1	Pull and Bear	FFL-25-03580	T-Shirt-Short Slee	PROJECTION P?B 2026	34	3.8	30-Sep-26	17-May-26	-	-	-	-
Group 1	Line 1/U-1	Pull and Bear	FFL-25-03581	T-Shirt-Short Slee	PROJECTION P?B 2026	34	3.8	30-Oct-26	6-Jun-26	-	-	-	-
Group 1	Line 1/U-1	Zara Kids	FFL-24-02873	LEGGING	PROJECTION-NOVEMBER	34	7.8	29-Nov-25	5-Feb-26	-	-	-	-
Group 1	Line 1/U-1	Zara Kids	FFL-26-00390	Romper	4174/441 [MINI] ORG S-	34	9.76	28-Feb-26	4-Mar-26	3,074	-	-	-
Group 1	Line 1/U-1	Pull and Bear	FFL-25-03582	T-Shirt-Short Slee	PROJECTION P?B 2026	34	3.8	30-Nov-26	28-Jun-26	-	-	-	-
Group 1	Line 1/U-1	Zara Ladies-W	FFL-26-00183	SHORT PANT	4174/226	34	8.84	25-Feb-26	18-Feb-26	11,350	1,058	1,462	1,920
Group 1	Line 1/U-1	Zara Ladies-W	FFL-26-00267	Ladies Long Dress	4174/218	34	12.16	12-Mar-26	7-Mar-26	11,125	-	-	-
Group 1	Line 1/U-1	Zara Kids	FFL-25-02988	LEGGING	PROJECTION-JULY-2026	34	7.8	18-Jul-26	16-Mar-26	14,445	-	-	-
Group 1	Line 1/U-1	Pepe Jeans	FFL-25-03069	T-Shirt-Long Sleeve	PEPEJEANS PROJECTION-	34	4.2	31-Jul-26	30-Mar-26	-	-	-	-
Group 1	Line 1/U-1	Pull and Bear	FFL-25-03583	T-Shirt-Short Slee	PROJECTION P?B 2026	34	3.8	31-Dec-26	20-Jul-26	-	-	-	-
Group 1	Line 1/U-1	Pull and Bear	FFL-25-03578	T-Shirt-Short Slee	PROJECTION P?B 2026	34	3.8	31-Jul-26	1-Apr-26	-	-	-	-
Group 1	Line 1/U-1	Zara Kids	FFL-26-00373	Romper	4174/439 S-26 ORG	34	4.84	28-Feb-26	26-Feb-26	4,770	-	-	-
Group 1	Line 2/U-1	H n M Ladies	FFL-24-03102	T-Shirt-Long Sleeve	Top Munich qlty B	34	4.2	9-Oct-25	17-May-26	-	-	-	-
Group 1	Line 2/U-1	H n M Ladies	FFL-24-03088	T-Shirt-Long Sleeve	Top Munich qlty B	34	4.2	27-Sep-25	17-May-26	-	-	-	-
Group 1	Line 2/U-1	OYSHO	FFL-25-03122	R Neck Short Slee	OYSHO PROJECTION- OCT	34	3.5	28-Oct-26	3-May-26	-	-	-	-
Group 1	Line 2/U-1	H n M Ladies	FFL-24-03086	T-Shirt-Long Sleeve	Top Munich qlty B	34	4.2	4-Sep-25	17-May-26	-	-	-	-

Figure 10: Monthly Line wise Production Planning Board

I also participated in daily coordination meetings involving Merchandising, Cutting, Sewing, Finishing, Quality, and Shipment departments. I helped the Sr.GM Sir to track and update the order status through a simplified reporting format, which reduced planning and follow-up time by 2– 3 hours compared to the previous method with some urgent job closing.

Throughout this process, I found how to identify the root causes of various types of problems and implement corrective actions effectively with proper planning. This practical knowledge enhanced my understanding level of how strategic planning, cross-departmental coordination, and data-driven decision-making contribute to overall business efficiency and operational success as well.

KIM-102: Analytical Skill and Competencies:

In my internship, I learned and applied various analytical techniques that were taught in the PGD-KIM course while working with department heads. This course proved to be highly valuable for us, mostly in the garments sector, where analytical thinking is essential for efficiency and accuracy. Many reports and decisions can be completed with advance analytical methods. I learned to calculate key operational parameters such as the required production hours for an order, the daily production target, and

how these factors influence overall line performance, efficiency&Root cause Analysis for improvement.

While working with the Operation Head, I found that continuous short shipments were occurring across different buyers every week. I identified this as a result technical and analytical skill gaps to solve this. I shared my proposal with the Operation Head on how analytical forecasting could help prevent these issues. Applying my analytical knowledge, I developed a method to reduce short shipments. When approximately 80% of the total sewing quantity of an order was completed, I calculated the rejection percentage and identified the specific sizes where most rejections occurred. Using this data, I adjusted the shipment quantity ratio by size and coordinated with the cutting department to recut the required panels. This proactive approach helped the factory avoid short shipments in almost 90% of the orders.

Previously, when rejection analysis was conducted only after sewing completion, the fabric was no longer available in the cutting section to replace defective pieces. As a result, short shipments were unavoidable. Through my analytical intervention, I demonstrated how early-stage data analysis and proactive planning can significantly improve shipment accuracy and operational efficiency.

KIM-204: Supply Chain Management:

I learned valuable lessons on various things related to purchasing and materials during my internship. I applied & share my knowledge while working with the department head at Fakir Fashion Ltd. such as how to order accessories or materials for an order, how long it takes to get them based on date or emergencies, and how much better quality can be obtained for less money. I can share what I have learned from them. I learned from here what costs are included behind an inventory and applied my learning here. I shared with them how keeping inventory reduces costs and worked on it.

Practically I can observe huge inventory in finishing area and most of buyer qty. stack in different areas in FFL premises. Then I collect information about all Finishing areas' goods day by day. As a result, I was very much shocked because almost 5.35 lacks goods had no finishing accessories not in house which is 58% of total stack finishing goods.

Then I discussed with Sr. GM operations sir when sewing line plan wise, accessories should be confirmed, and accessories should be planned before the goods enter the line. Then finishing goods are not back locked and excess inventory will be reduced, that will save money, time and floor space utilization as well.

KIM-204: Quality Management:

From this course, I gained detailed knowledge about quality systems and various operational activities in the garment industry. In my internship at Fakir Fashion Ltd. (FFL), I found different quality inspection stages and reviewed certifications to understand their purposes and compliance requirements for different buyers. I noticed that although the In-Line and End-Line Quality Inspectors (QIs) were performing their tasks correctly but their reporting system was old and lacked of proper visualization as well.

Using the knowledge from the PGD-KIM course, I introduced a more efficient garment measurement and reporting process with some practical sample of work. I introduce a faster and more accurate method of inspection, which increased manpower efficiency by more than three times and improved overall productivity as well. I also proposed a graphical reporting format to the Head of the Quality Assurance Department (QAD) that visually represented DHU% (Defects per Hundred Units) and the top three recurring defects clearly with chart. The management accepted my proposal for sure, and the updated reporting format was implemented successfully.

I learned about pre-final and final inspections, the shipment approval process, and the practical application of the Four-Point System for fabric inspection in Fabric store. I applied my theoretical knowledge to calculate and analyze DHU%, comparing it with actual production data record. This experience increase my analytical and quality control skills, allowing me to link up the gap between theory and real garment quality management.

KIM-202: Industrial Engineering (Costing):

The PGD-KIM course taught us, in a simple and effective way, how to calculate product costs and prepare costing sheets—an essential skill for the textile and garment industry for negotiation with buyers. During my internship at Fakir Fashion Ltd. (FFL), I applied this knowledge to calculate FOB costs in the Merchandising Department and CM (Cost of Making) in the Industrial Engineering Department as well.

My HOD, Prabhakar Gupta Rauniyar Sir DGM-IPE, FFL, identified that the existing costing formula used at FFL was outdated. I discussed this issue with my Head of Department (HOD) and demonstrated the internationally accepted formula, highlighting the difference in results are given below.

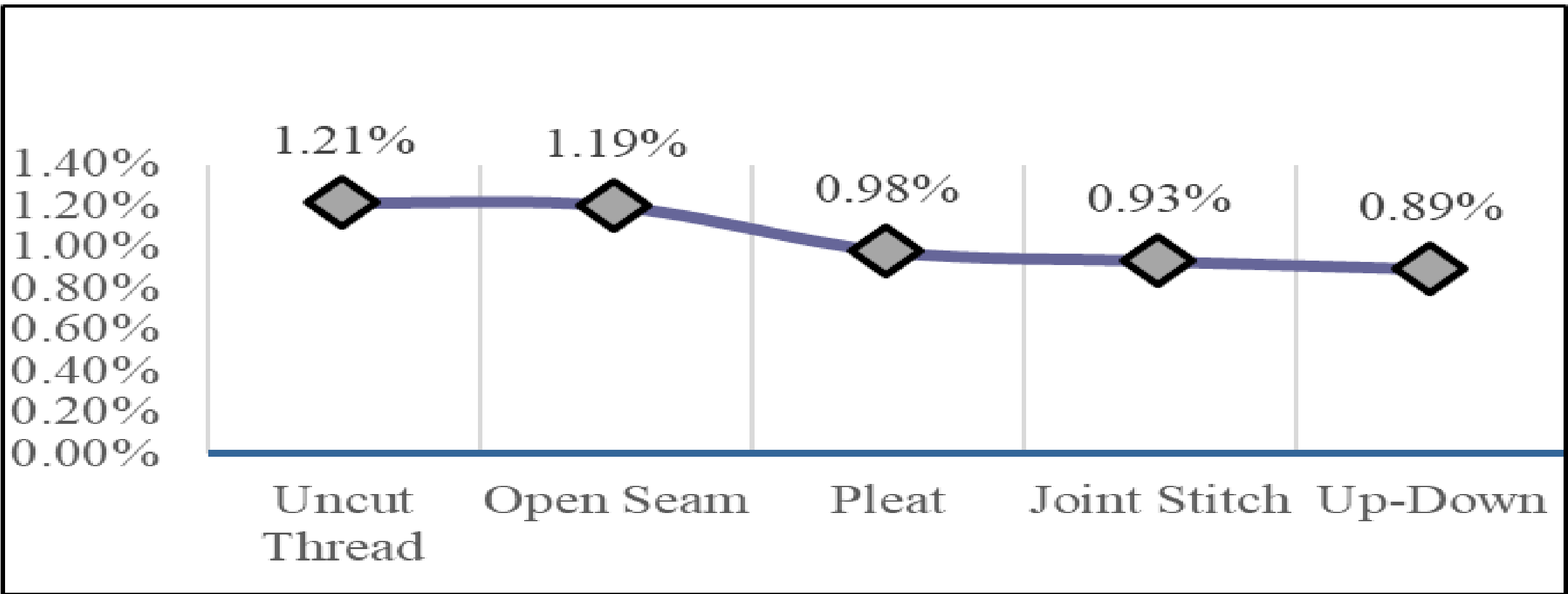


Figure 11: Top 5 Defects Name with %

For example,
T-shirt with SMV = 5.00,

CPM = 0.0650,
and Efficiency = 80%,

Existing formula = CPM X SMV X 12 X Efficiency %
= 0.065 X 5.00 X 12 X 80% = 3.12 dollar/dozen

International Standard formula = (CPM X SMV) / Expected Efficiency % X 12
= (0.065 X 5.00) / .8 X 12 = 4.875 dollars/ Dozen

FFL’ s existing formula of a CM of USD 3.12 per dozen, where as the standard formula resulted in USD 4.87 per dozen— showing a genuine loss of USD 1.76 per dozen.

After this analysis, a joint meeting was held with the Audit, Operations, and Merchandising departments to review the costing process & the team approved and implemented the revised CM costing format based on the international standard formula. This new system now allows for a more accurate and transparent costing system, supporting better pricing decisions and order confirmations as well.

COSTING ANALYSIS FOR ORDER PLACEMENT									
					PHOTO:-				
SAMPLE DATE : 24.06.2025									
BUYER : Nautica Jeans									
JOB NUMBER : 10216									
STYLE/ARTICLE NO : K49995									
OPTION :									
ITEM : SS Polo with back moon, double but lower rib placket, twill tape at back neck & side slit									
FABRICATION : PIQUE STRIPER									
COMPOSITION : 60% CTN, 40% POLY									
GSM : 228									
SIZE : M									
*****	16.415	ESTIMATED NO.OF MAN :		51	NON-WASH				
ORDER QTY	500	1500	2500	3500	5000	10000	15000	20000	30000
EXPECTED EFFICIENCY	18.18%	27.27%	34.05%	38.21%	42.06%	47.67%	48.13%	48.13%	48.13%
ESTIMATED AVG PRODUCTION/HR	34	51	63	71	78	89	90	90	90
ESTIMATED CM/DZN	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
BASED ON	CPM								
NOTE:	THIS STYLE ANALYZED BY SKETCH/ SAMPLE (REFERENCE/STYLING/APPROVED/COUNTER). AFTER GETTING APPROVED SAMPLE THIS INFORMATION MAY BE CHANGED WHICH DEPENDS ON THE CHANGES IN THE DESIGN.								

Figure 12: CM Costing Analysis for placement format

In Leadership for Managing Challenges of the Fourth Industrial Revolution chapter taught by Md. Muslim Uddin Sir, helped me to understand modern industrial challenges related to automation, supply-demand management, and business operations. I applied these learnings while working with the Production team and Merchandising leaders to improve decision-making and increase coordination between departments to departments. Overall, these experiences increase my analytical, costing, and leadership skills for the evolving garment industry.

3.2 Suggestion for industry improvement

The readymade garment (RMG) industry in Bangladesh has achieved significant progress in recent years, in terms of compliance with buyer and regulatory requirements. However, there remain certain areas that need more improvement, such as fire safety, overtime practices, worker health and welfare, transportation, timely salary payment, and sustainable energy use. The following suggestions are practical steps to address these issues:

Fire Safety Improvement

Fire safety measures should be increased by installing advanced fire hydrant systems to ensure protection for at least 25% of the total workforce. All stairways and emergency exits must always be kept free of obstacles. Regular maintenance of fire equipment should be carried out, and weekly fire safety drills must be conducted for sure. A dedicated fire safety team should wear identifiable uniforms so they can be easily located in times of needs. Additionally, all factory workers should receive regular training until they are fully prepared to respond effectively in critical situations.

Overtime Management

Improvements are needed in managing overtime work as well. Overtime hours should be accurately recorded, allowances must be paid instantly, and workers should not exceed 60 hours of work per week as per labor law. Floor managers must ensure that all workers receive equal rights and opportunities for overtime work. Overtime calculations should be based on realistic production needs and fair practices.

Health and Welfare Facilities

To ensure workers' health and well-being, canteen meals should be offered at subsidized prices so that all employees can eat properly nutritious food with low money. Establishing super shops can help workers purchase daily necessities easily, with the option of deducting payments directly from their salaries. Additionally, offering beef or fish dishes at least once a week would help workers maintain a balanced diet and focus better on their work.

Transportation Facilities

Many workers currently come to factories on their own, which often leads to late arrivals and production delays as well. Factory owners should arrange regular transportation facilities to ensure workers can arrive and departure safely and punctually, improving both productivity and overall safety ensure.

Timely Salary Payment

To avoid delays in salary payment, factory owners should maintain a separate salary provision account. Timely payment, preferably by the 7th of each month, increase worker morale, ensures financial security, and enhances the company's reputation. Regular and prompt payment reflects good management practices and builds trust among employees and external stakeholders.

Sustainable Energy and Resource Management

For sustainable industrial development, factories should utilize renewable energy sources such as solar power and rainwater harvesting system. With Bangladesh experiencing rainfall for nearly six months each year, collected rainwater can be stored and used in dyeing and washing processes regular basis.

Installing solar panels on factory rooftops can reduce dependency on gas, CNG, and diesel, thereby lowering energy costs as well. Additionally, energy-saving practices—

such as turning off lights and fans during lunch breaks, switching off air conditioners when leaving rooms, and fixing all AC units at 25° C— can significantly reduce electricity consumption and monthly bills.

3.3 Learning for self-improvement

After completing the PGD-KIM course, I gained fine theoretical and practical knowledge, which I am now able to apply effectively in my daily work life. Before taking this course, I struggled with office communications, including writing professional emails and delivering presentations as well. After this, I have significantly improved my analytical calculation skills, verbal and written communication, and overall increase my capability.

The course also helped to me develop my inner confidence, especially in decision-making, operational thinking, and understanding high-level management and business economics as well. This confidence helped me to carry out operations independently and efficiently. The internship increased my self-confidence, allowing me to contribute both to my personal growth and the progress of the knitwear sector in Bangladesh.

During my internship, I gained practical skills, including advanced analytical techniques, team management, and strategies to increase production efficiency. I learned how to identify key areas for improvement and implement effective solutions. I also gained practical experience with modern machinery, automation&methods, understanding how to improve productivity and quality using 4IR technologies.

I gained hands-on experience in costing procedures through the merchandising and Industrial Engineering (IE) departments. Collecting practical information and performing cost calculations myself has strengthened my ability to conduct logical, accurate costing and participate confidently in buyer negotiation processes.

I also gained specialized knowledge from the quality department, including the purpose and use of various quality certificates, shipment procedures, and sustainability practices.

Chapter 4: Conclusion

The PGD-KIM program provided the essential toolkit required to move beyond simple observation and contribute great value to the organization. By applying theoretical frameworks to real-work bottlenecks, I was able to deliver several key technical interventions: I utilized Industrial Engineering (IE) principles to introduce new MIS formats for data recording and proposed strategies to significantly reduce Work-in-Progress (WIP) in the finishing section. I worked to refine the CM (Cut-Make) costing formulas and enhanced quality data visualization through improved DHU (Defects per Hundred Units) reporting, turning raw data into an actionable format. I recommended a KPI-based evaluation system within the HR department to align employee performance with FFL' s high-speed production environment.

None of these contributions would have been possible without the modern, sincere, and highly effective teaching environment at BRAC University. The faculty' s dedication and the comprehensive materials provided ensured that I could navigate a multi-buyer industrial landscape with technical confidence. This experience has not only enriched my daily professional work but has also solidified my commitment to excellence in the global textile industry.

References

Matsuura, A., & Teng, C. (2020). *Understanding the gender composition and experience of ready-made garment (RMG) workers in Bangladesh* (Issue Brief). Geneva, Switzerland: International Labour Organization & UN Women.

Ahad, M. T. (2022). *Mobile phone enabled supply chain management in the RMG sector: A conceptual framework* [Pre-print]. arXiv.

Al Mamun, M. A., & Hoque, M. M. (2022). The impact of paid employment on women's empowerment: A case study of female garment workers in Bangladesh. *World Development Sustainability*, 1(1), Article-100026. <https://doi.org/10.1016/j.wds.2022.100026>

Tasneem, S. (2024). Is the garment industry a route to economic development in Bangladesh? *International Journal of Economics & Business Management*, 10(7), 313-329. <https://doi.org/10.56201/ijebm.v10.no7.2024.pg313.329>

Footnotes

Report, T., & Today, T. (2025, June 25). *Fakir Fashion Ltd. honored with Green Factory Award 2025 for sustainable excellence. Textile News, Apparel News, RMG News, Fashion Trends.*

<https://www.textiletoday.com.bd/fakir-fashion-ltd-honored-with-green-factory-award-2025-for-sustainable-excellence>

Fakir Fashion Ltd., official website: <https://www.fakirfashion.com/>

Bangladesh Garment Manufacturers and Exporters Association (BGMEA), Member No. 6587: <https://www.bgmea.com.bd/member/6587>

Global Organic Textile Standard (GOTS) Certified Supplier Database, Fakir Fashion Ltd.:

https://global-standard.org/find-suppliers-shops-and-inputs/certified-suppliers/database/search_result/16582

Home | Fakir Fashion. (n.d.). Fakir Fashion. <https://www.fakirfashion.com/>

Appendix A.

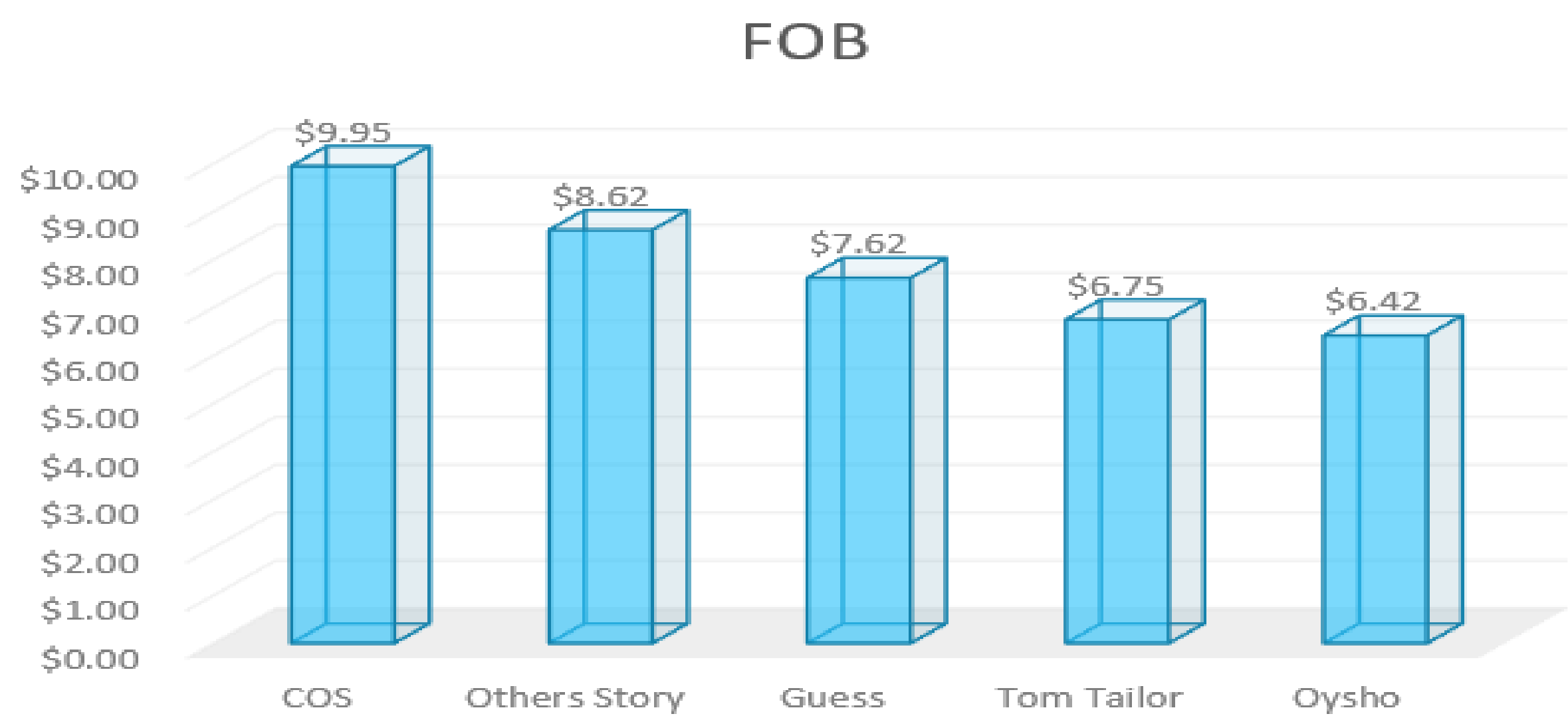


Figure 13: Top Performing Buyers Based on Average FOB

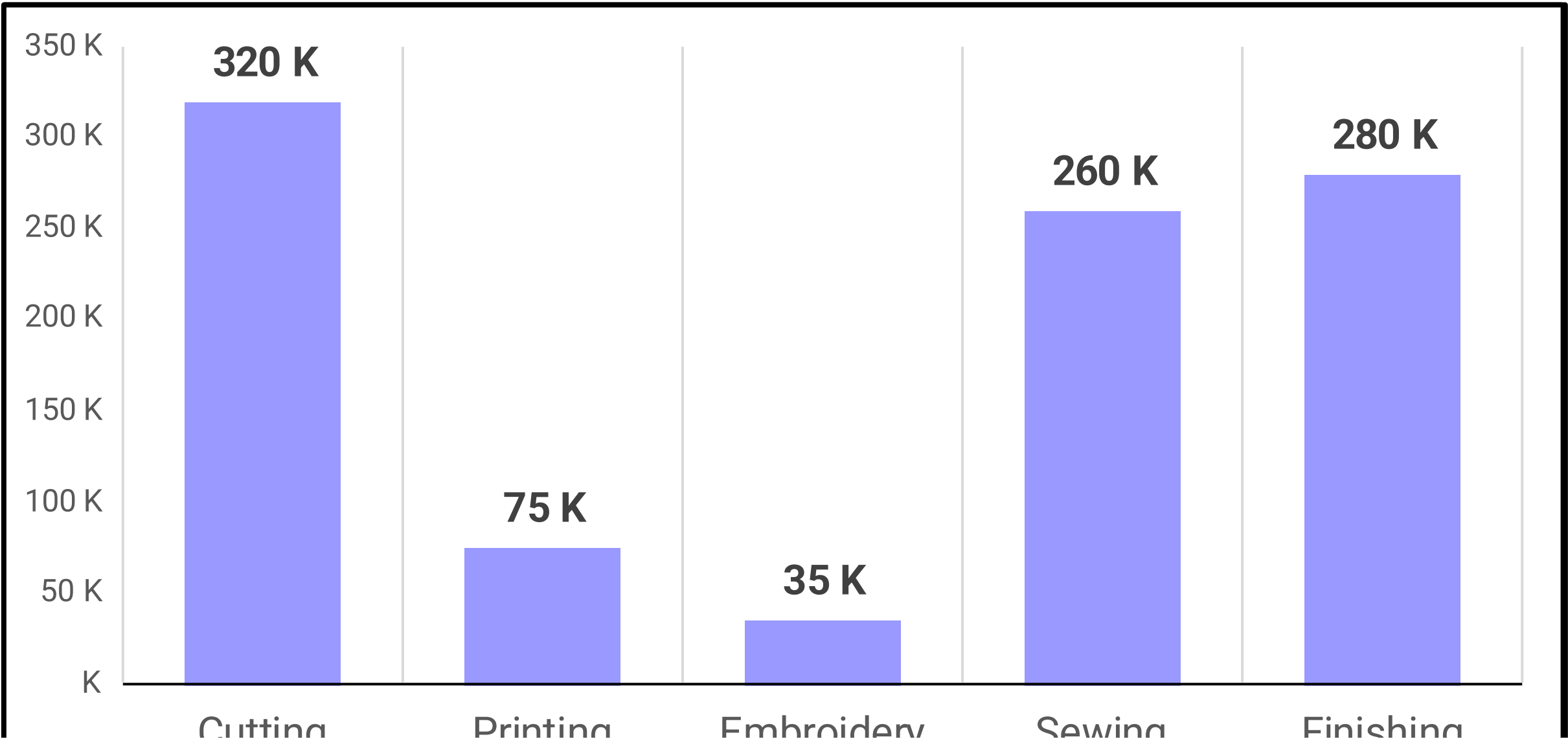


Figure 14: FFL Overall Capacity Performance (RMG)

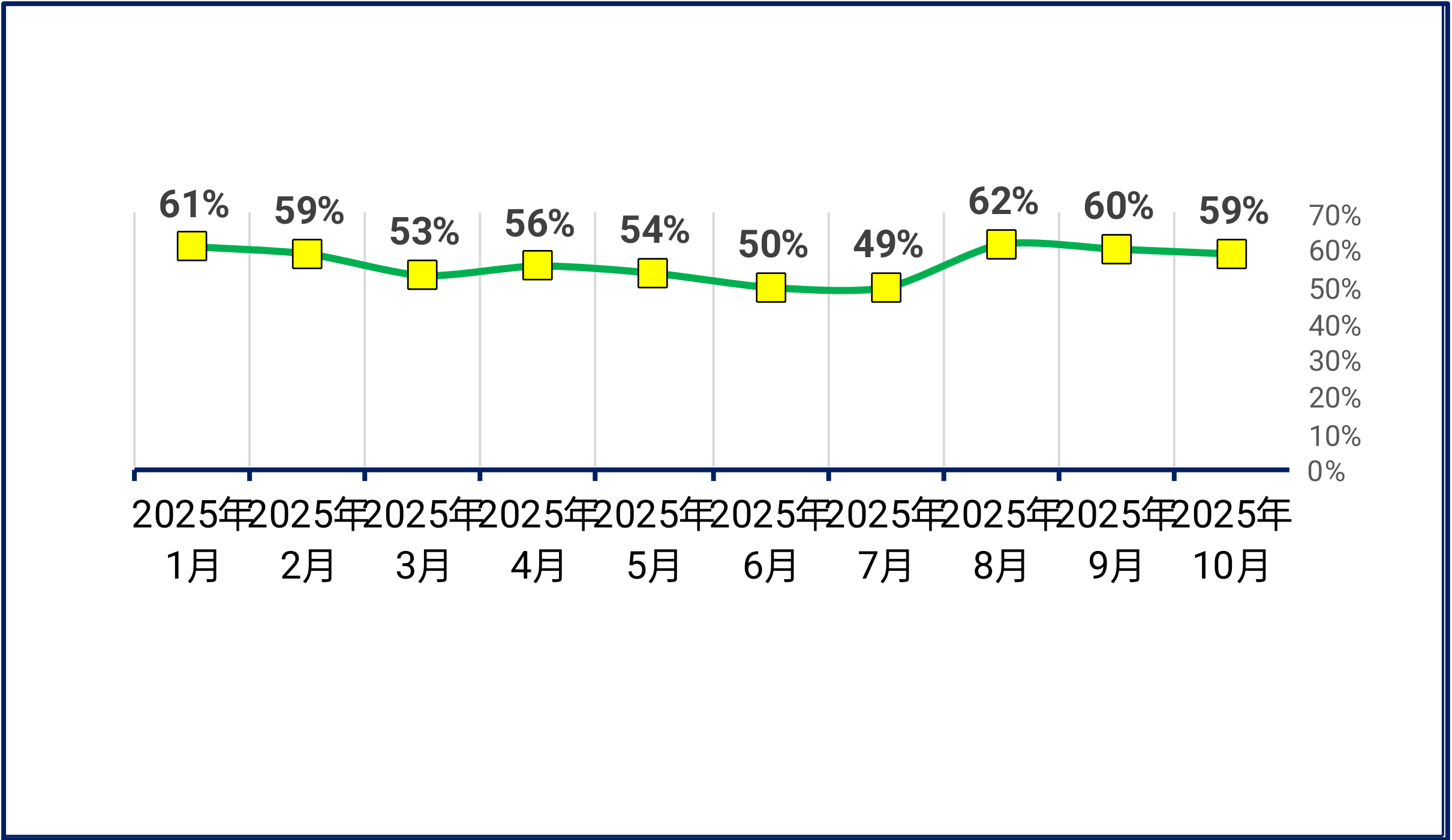


Figure 16: FFL Month Wise efficiency%

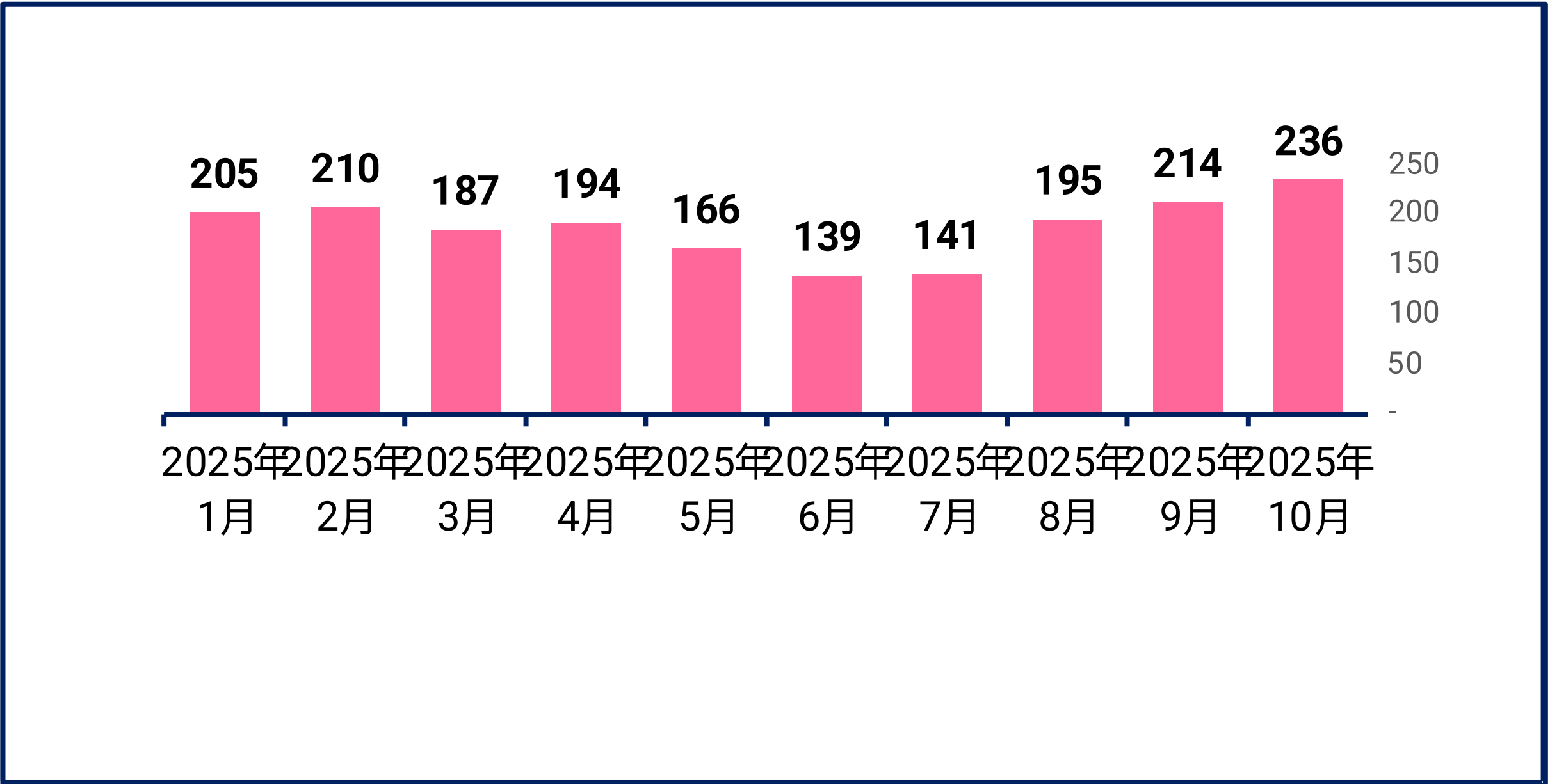


Figure 17: Month Wise Factory Hourly Production

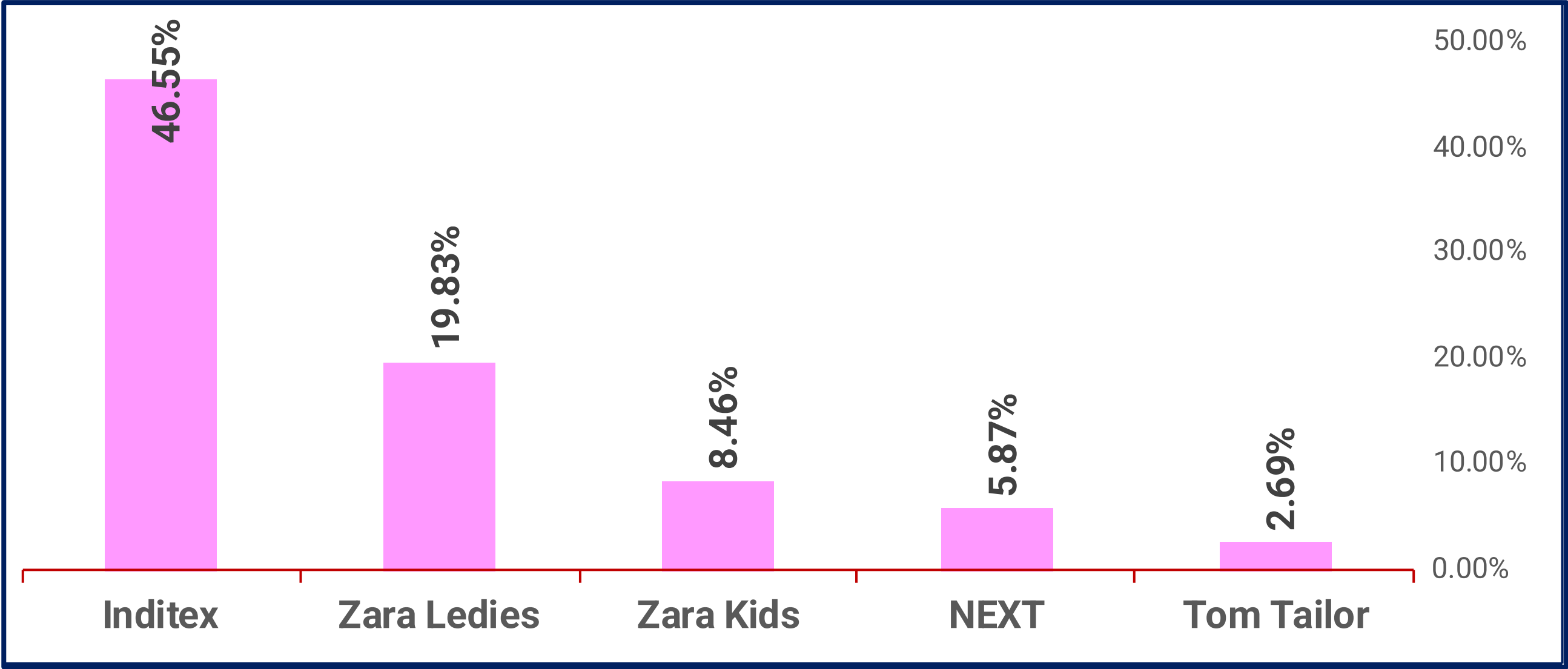


Figure 18: Top 5 Buyers by Order Quantity

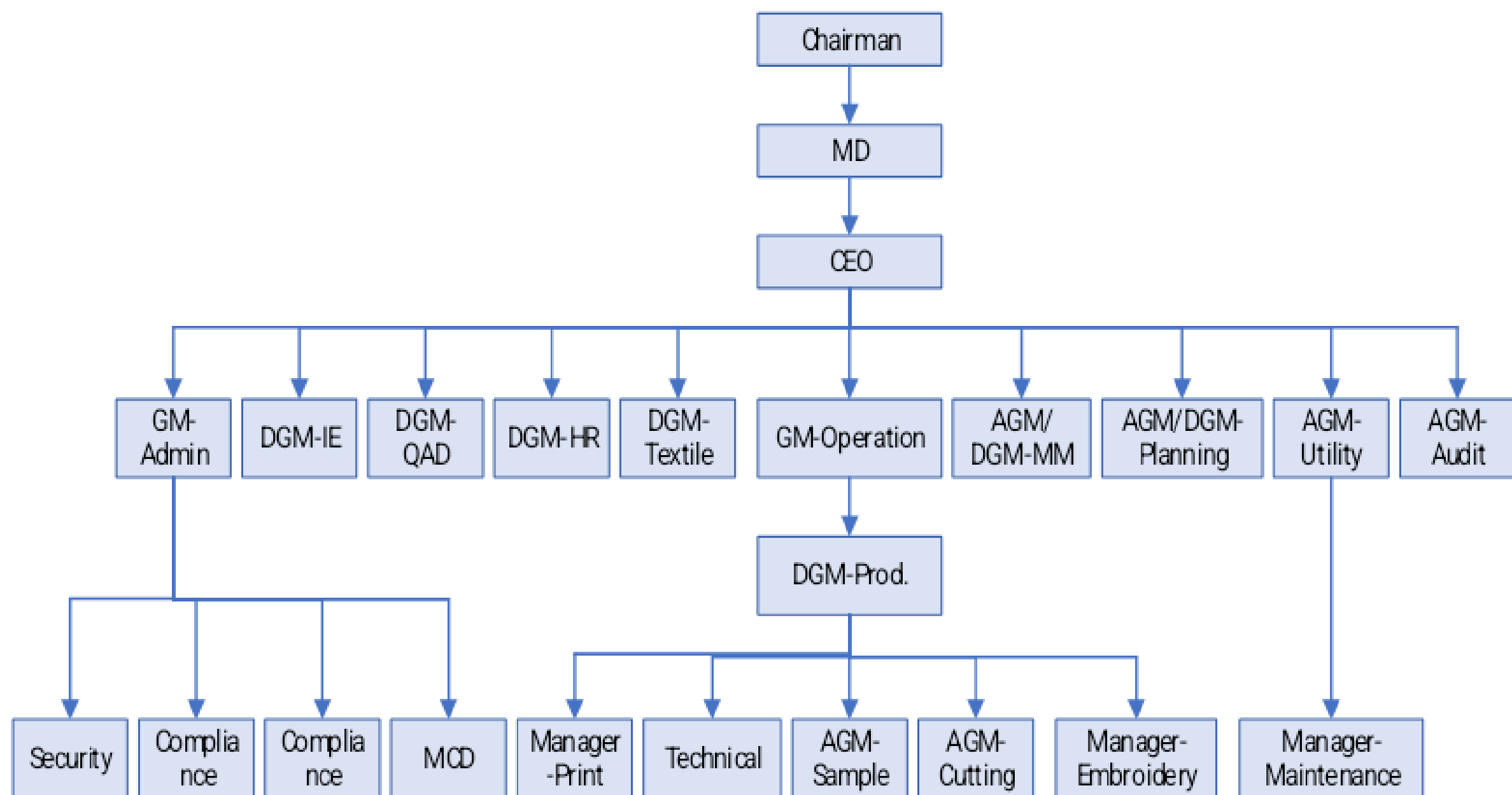


Figure 19: Organogram of Fakir Fashion Ltd. (FFL)

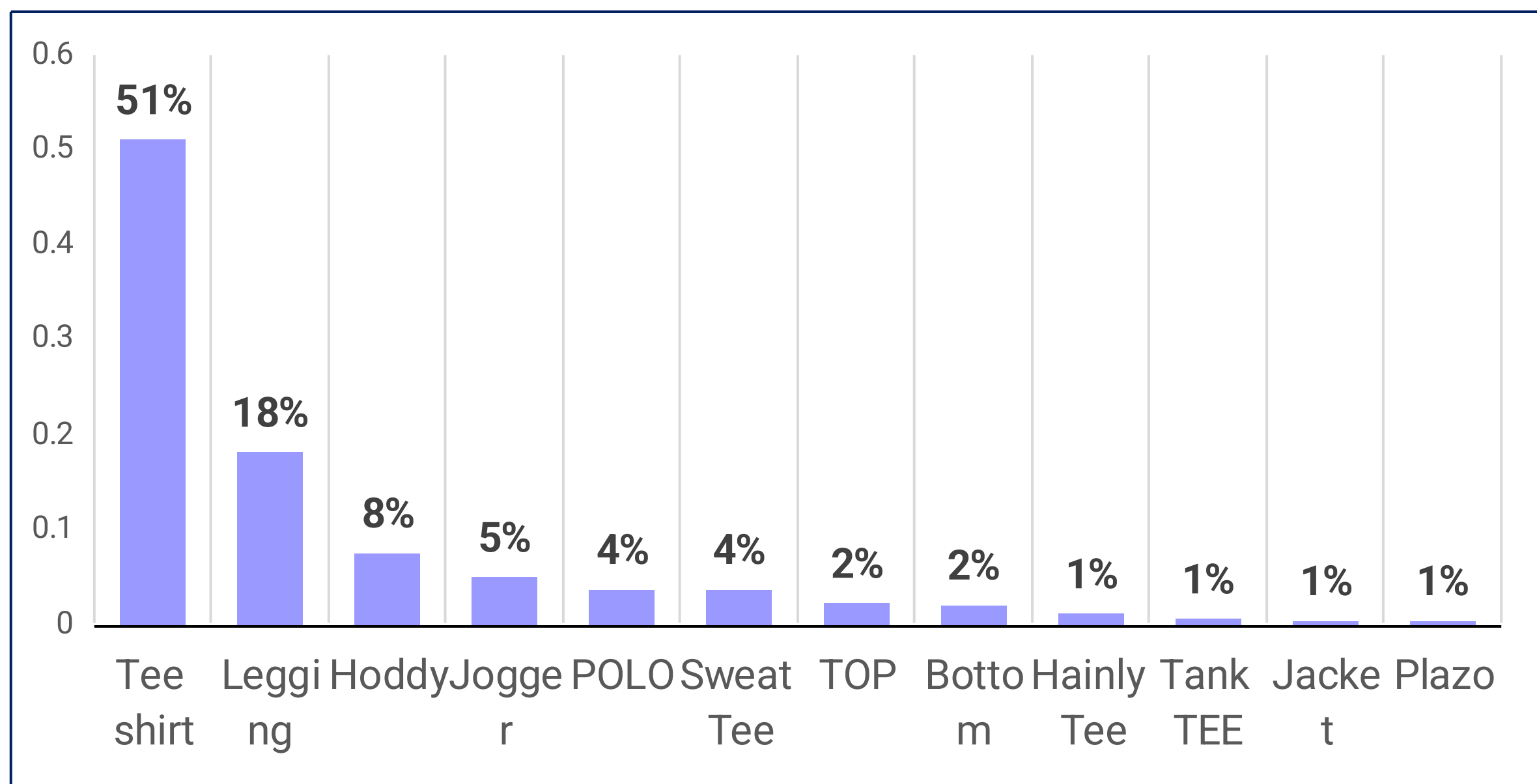


Figure 20: (FFL) Product Type-wise Production Quantity %

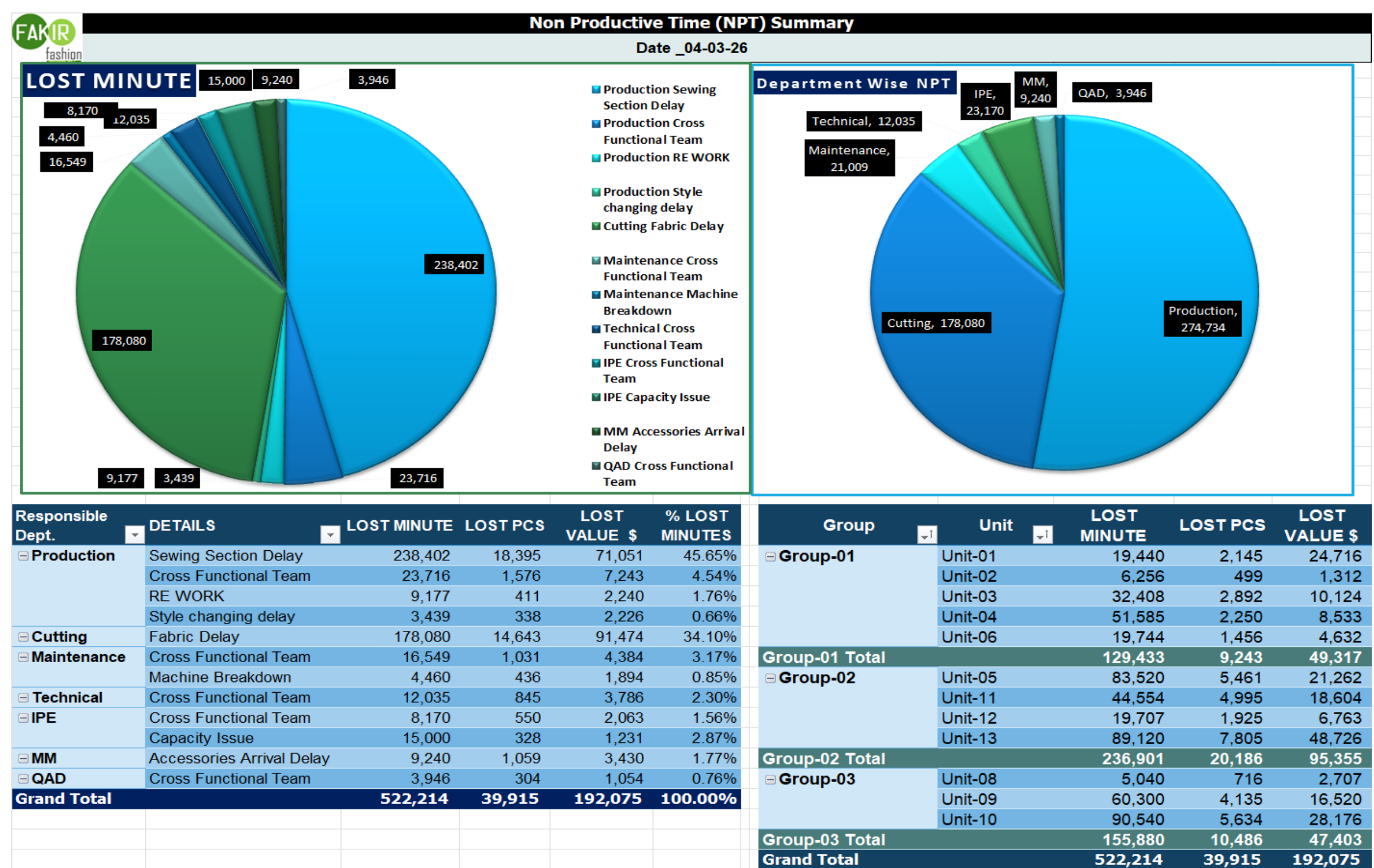


Figure 21: FFL Daily NPT (Non-Productive Time) Dashboard

Buyer	Finishing WIP QTY
Inditex	493670
Zara	56058
C&A	12932
Tom tailor	7920
Gina Tricot	7813
Oysho	5363
Next	4778
OTCF	4180
Guess	3003
Pepe Jeans	2858
New yorker	1716
TTL	600291

Figure 22: FFL Finishing WIP Quantity for accessories delay analysis chart