

Report On

Technological adaptation & Change Management at The Finery Limited

By
Md. Emon Sarker
ID-22164092

An internship report submitted to the Brac Business School in partial fulfillment of the
requirements for the degree of
Master of Business Administration (MBA)

Brac Business School
Brac University
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Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Md. Emon Sarker
22164092

Supervisor's Full Name & Signature:

Dr. Syed Far Abid Hossain
Asst. Professor, BRAC Business School, BRAC University
PhD, Management Science, XJTU, PRC
MBA, Sunderland, UK
BBA, University of Dhaka

Letter of Transmittal

Dr. Syed Far Abid Hossain
Asst. Professor
BRAC Business School, BRAC University
Middle Badda, Dhaka-1212

Subject: Submission of a business case part of MBA internship course.

Dear Sir,

This is my pleasure to present a business case on “HR issues concerning employees of the telecom industry of Bangladesh which was developed by your guidance.

I have attempted to give my best effort in this report and tried to capture all the points that I have learned in my professional career and recommended compact & comprehensive solutions to the issues that have been addressed.

I have an extremely fortunate to have you as my supervisor and will be grateful to you for being so supportive of me throughout. Therefore, I sincerely hope that the report will meet your expectations and you will oblige me by approving this case.

Sincerely yours,

Md. Emon Sarker
Student ID: 22164092
BRAC Business School
BRAC University
Date: September 18, 2024

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between The Finery Limited and the undersigned student at Brac University

Acknowledgement

Being with the remembrance of the Almighty ALLAH, it is a real pleasure to express my deepest appreciation to my supervisor, Department of Master of Business Administration (MBA), Brac Business School, Brac University, Middle Badda, Dhaka for kindly supervising my project work.

I am also thankful to the Co-Supervisor, Department of Master of Business Administration (MBA), Brac Business School, Brac University, Middle Badda, Dhaka for their help, support, and inspiration.

Finally, I am grateful to all my family members and friends for their continuous support during this study.

Md. Emon Sarker

Id: 22164092

Executive Summary

This study examines the strategic initiatives and technological advancements undertaken by The Finery Limited, a leading garment manufacturer established in 1990. The company has garnered a strong reputation for its commitment to excellence, innovation, and sustainability, particularly in the production of high-quality shirts for prestigious clients such as LC WAIKIKI, Charterhouse, La-Halle, and Zara. The Finery Limited's adherence to international standards, such as Accord/RSC, BSCI, and ISO 14001-2015, underscores its dedication to ethical practices and compliance.

In response to the financial challenges posed by the 2023 Minimum Wages Gazette, which led to a 30% increase in salary expenses, The Finery Limited demonstrated resilience by borrowing funds from the National Bank and initiating a series of strategic adjustments. The company's proactive approach included investing in automation technologies in key areas such as the cutting, sewing, and finishing sections, leading to enhanced production efficiency, reduced material waste, and improved product quality.

The report also highlights The Finery Limited's effective change management strategies, which focused on employee engagement, training, and communication. By addressing resistance to change and involving employees in the transition process, the company successfully navigated the challenges of technological adaptation.

Key outcomes of these initiatives include a 20% increase in productivity, improved financial performance, and higher levels of employee and customer satisfaction. The Finery Limited's commitment to continuous improvement, stakeholder engagement, and sustainability has positioned it as a leader in the global garment industry.

The report concludes with recommendations for future investments in advanced robotics, AI, and sustainable technologies, as well as suggestions for enhancing change management practices and continuous improvement strategies. Through these efforts, The Finery Limited is well-positioned to continue its growth, maintain its competitive edge, and contribute positively to the industry and society.

Keywords: Technological Innovation, Automation, Quality Inspection, Change Management, Employee Engagement, Operational Efficiency, Strategic Vision, Sustainability, Stakeholder Engagement, Continuous Improvement.

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Chapter 1

Introduction

The Finery Limited stands as a distinguished player in the garment industry, renowned for its commitment to excellence, innovation, and sustainability. Established in 1990, The Finery Limited has solidified its position as an export-oriented garment manufacturer, specializing in the production of high-quality shirts. With a workforce of approximately 1200 dedicated employees, the company operates as a compliance factory, adhering to stringent international standards such as Accord/RSC, BSCI, Sedex, ISO 14001-2015, and OEKO TEX.

As a testament to its dedication to quality and ethical practices, The Finery Limited boasts an impressive portfolio of clientele, including reputable names such as LC WAIKIKI, Charterhouse, La-Halle, and Zara, among others. The company's commitment to compliance, coupled with its focus on customer satisfaction, has solidified its reputation as a trusted partner in the global apparel market.

Driven by a passion for innovation and a relentless pursuit of excellence, The Finery Limited has continuously evolved to meet the dynamic demands of the industry. From embracing technological advancements to implementing strategic restructuring initiatives, the company remains at the forefront of change, poised to seize new opportunities and overcome challenges.

With a rich legacy of success and a forward-looking approach, The Finery Limited stands as a beacon of integrity, quality, and sustainability in the garment manufacturing landscape. As it continues to chart its course towards future growth and prosperity, The Finery Limited remains steadfast in its commitment to delivering exceptional products, fostering positive relationships, and making good impact on the industry.

Chapter 2

2.1 Background of The Finery Limited

The Finery Limited, a prominent garment manufacturer, had been operating successfully before the implementation of the Minimum Wages Gazette 2023. However, the sudden increase in employee salaries mandated by the Gazette posed a significant financial challenge for the company. With almost a 30% rise in salary expenses, the management found it difficult to sustain the previous level of operations and faced the pressing need to adapt to the new economic reality. The Finery Limited's management demonstrated resilience and foresight by promptly addressing the financial implications of the wage increase. Their decision to borrow funds from the National Bank to cover the increased salary expenses reflects their commitment to meeting their obligations to employees and maintaining workforce morale.

Moreover, the management's proactive approach to addressing the financial strain by convening a meeting and strategizing for sustainability underscores their commitment to long-term success. Recognizing the need to enhance operational efficiency and mitigate the impact of increased expenditures, they identified key areas for improvement, such as automation in the cutting section and rearrangement of production lines.

The decision to invest in automation not only aimed at increasing productivity but also reflected the company's commitment to technological advancement and innovation. By leveraging automation technologies, The Finery Limited sought to streamline production processes, reduce labor costs, and improve overall efficiency, thereby enhancing its competitiveness in the market. Furthermore, the management's decision to engage with buyers and negotiate adjustments to the cost of manufacturing (CM) demonstrates their proactive approach to managing stakeholder relationships and sharing the economic burden across the supply chain. By collaborating with buyers to increase CM, The Finery Limited aimed to offset the impact of increased production costs, thereby ensuring sustainable business operations.

The positive outcome of the management's initiatives, evidenced by the observed 20% increase in productivity and the willingness of buyers to adjust CM, highlights the effectiveness of their strategic approach. This case serves as a valuable lesson in proactive decision-making, adaptability, and collaboration, illustrating how businesses can navigate challenging economic conditions and regulatory changes to achieve sustainable growth and success.

2.2 Scope of the Study

The scope of the study is to understand how an organization sustains its business by technological adaptation and effective change management and identify the major factors that influence change technology and change management. As a student of the BRAC University MBA Program, it is really necessary for me to know about the factors of how we can adapt to new technology and how we can practice change management.

2.3 Objective of the Study

- To analyze the technological advancements adopted by The Finery Limited.
- To evaluate the change management strategies implemented.
- To assess the impact of technological adaptation on the company's performance.
- To provide recommendations for future improvements.

2.4 Methodology of the Study

This study utilizes a case study approach to explore and analyze the technological advancements and change management strategies adopted by The Finery Limited in response to the financial challenges posed by the Minimum Wages Gazette 2023. The case study design was selected to provide an in-depth understanding of the specific actions taken by the company and their impact on overall performance. This approach allows for a comprehensive exploration of the interplay between technological adaptation, change management, and business sustainability within the context of The Finery Limited.

2.4.1 Data Collection

Data Sources

To achieve the study's objectives, data was collected from both primary and secondary sources:

Primary Data: Collected through discussion with management and surveys with key stakeholders at The Finery Limited, including management, department heads, and employees. This data provided firsthand insights into the decision-making processes, the implementation of technological changes, and the management of employee relations during the transition period.

Secondary Data: Gathered from company records, financial reports, internal communications, and industry publications. This includes data on productivity metrics, cost analysis, and documentation of the automation processes implemented in the cutting section and production lines.

2.4.2. Data Collection Tools

Discussion with Management: Semi-structured discussions were conducted with management and department heads to understand the rationale behind strategic decisions, including the borrowing of funds, the investment in automation, and the negotiation with buyers to adjust the cost of manufacturing (CM).

Surveys: Structured surveys were distributed among employees to capture their perspectives on the technological changes, the impact on their work processes, and the effectiveness of the change management strategies employed by the company.

Document Analysis: Company financial reports, productivity data, and other relevant documents were analyzed to quantify the impact of technological adaptation on the company's performance, particularly focusing on the 20% increase in productivity observed after the implementation of automation.

2.4.3. Data Analysis

The collected data was meticulously organized and processed to ensure consistency. The survey responses were coded for statistical analysis. Document analysis involved extracting relevant metrics and comparing them to baseline figures from before the wage increase.

2.5 Limitations

While the methodology was robust, certain limitations were acknowledged. The potential for response bias in employee surveys and the restricted access to certain proprietary financial data may have influenced the findings. However, these limitations were mitigated by triggering data sources and conducting a thorough document analysis to validate the results.

Chapter 03

Data processing and result analysis

3.1 Technological Adaptation

Current Technological Landscape in the Garment Industry

The garment industry has seen significant technological advancements in recent years, including automation, digitalization, and the use of advanced software systems for design, production, and supply chain management.

Technological Advancements at The Finery Limited

Machinery and Equipment

The Finery Limited has invested in state-of-the-art machinery, including automated cutting machines, computer-aided design (CAD) systems, and advanced sewing machines, enhancing production efficiency and product quality.

Software and Systems

The company has implemented enterprise resource planning (ERP) systems, supply chain management software, and customer relationship management (CRM) systems to streamline operations and improve communication and coordination across departments.

Benefits of Technological Adaptation

- ✓ Increased production efficiency and capacity.
- ✓ Improved product quality and consistency.
- ✓ Enhanced data management and decision-making capabilities.
- ✓ Better customer service and satisfaction.

3.2 Technology Development at Cutting Section

The cutting section is a crucial part of the garment manufacturing process, where precision and efficiency directly impact the overall productivity and quality of the final product. The Finery

Limited has recognized the importance of modernizing this section and has implemented several technological advancements to enhance its operations.

Traditional Cutting Methods

Historically, the cutting section at The Finery Limited relied on manual processes, which involved:

- Manual pattern drafting and marker making
- Hand cutting with scissors or manual cutting machines
- High dependency on skilled labor for precision and accuracy

These methods, while effective to some extent, had significant limitations, such as:

- High material waste due to imprecise cutting
- Longer lead times
- Higher labor costs
- Increased likelihood of human error

Technological Advancements

To overcome these challenges, TFL has integrated several advanced technologies into the cutting section:

Automated Cutting Machines

Automated cutting machines have revolutionized the cutting process at The Finery Limited. Key features and benefits include:

- ❖ **Precision Cutting:** Automated machines ensure high precision, reducing material waste and improving cut quality.
- ❖ **Speed:** These machines significantly increase the speed of cutting, allowing for faster turnaround times.
- ❖ **Consistency:** Automation ensures consistency in cut pieces, reducing variations and improving the quality of the final product.

CAD (Computer-Aided Design) Systems

The adoption of CAD systems has streamlined the design and pattern-making processes. Benefits include:

- ❖ **Accurate Pattern Making:** CAD systems allow for precise pattern creation, ensuring better fit and reducing errors.
- ❖ **Efficient Marker Making:** Automated marker making optimizes fabric usage, minimizing waste.
- ❖ **Ease of Modifications:** Changes to designs and patterns can be made quickly and efficiently.

Integrated Cutting Solutions

TFL has implemented integrated cutting solutions that combine CAD systems with automated cutting machines. This integration offers several advantages:

- ❖ **Seamless Workflow:** Designs created in CAD systems can be directly sent to cutting machines, reducing manual intervention and errors.
- ❖ **Data Management:** Centralized data management ensures all teams have access to the latest patterns and designs, improving coordination.

Table 01: Cutting production report

Sl No	Buyer Name	Product Description	Total Cutting (All Size) - 2022	Total Cutting (All Size) - 2023	Total Cutting (All Size) - 2024
1	Charterhouse Holding PLC	Long Sleeve Shirt	306000	312500	417000
		Short Sleeve Shirt	230000	238000	261500
		Ladies Blouse	7000	3000	0
		Boy's & Kids Shirt	0	0	0
		Girls Wear	0	0	0
2	LC-WAIKIKI / TEMA	Long Sleeve Shirt	302000	297000	448000
		Short Sleeve Shirt	65000	60000	105000
		Ladies Blouse	0	0	0
		Boy's & Kids Shirt	0	0	0
		Girls Wear	0	0	0
3	La-Halle / HAV	Long Sleeve Shirt	186000	185000	325000
		Short Sleeve Shirt	0	0	0
		Ladies Blouse	0	0	0
		Boy's & Kids Shirt	0	0	0
		Girls Wear	0	0	0
4	Design Matrix	Long Sleeve Shirt	126000	129000	170000
		Short Sleeve Shirt	0	0	0
		Ladies Blouse	0	0	0
		Boy's & Kids Shirt	0	0	0
		Girls Wear	0	0	0
5	Others	Long Sleeve Shirt	63000	56500	0
		Short Sleeve Shirt	0	0	0
		Ladies Blouse	47000	45000	0
		Boy's & Kids Shirt	17000	18000	0
		Girls Wear	32000	34000	0
Total Cutting in 1st six-month, year of 2022, 2023 & 2024 =			1381000	1378000	1726500

Monthly Capacity = 250000 pieces

Semiannually Capacity = 250000 pieces * 06 months = 1500,000 pieces

Total Production (January – June) Year of 2022 = 1381,000 pieces

Total Production (January – June) Year of 2023 = 1378,000 pieces

Total Production (January – June) Year of 2024 = 1726,500 pieces

Production Ratio (Increase/Decrease)

Year of 2022 (January-June) = 92.07% (Decrease)

Year of 2023 (January-June) = 91.86% (Decrease)

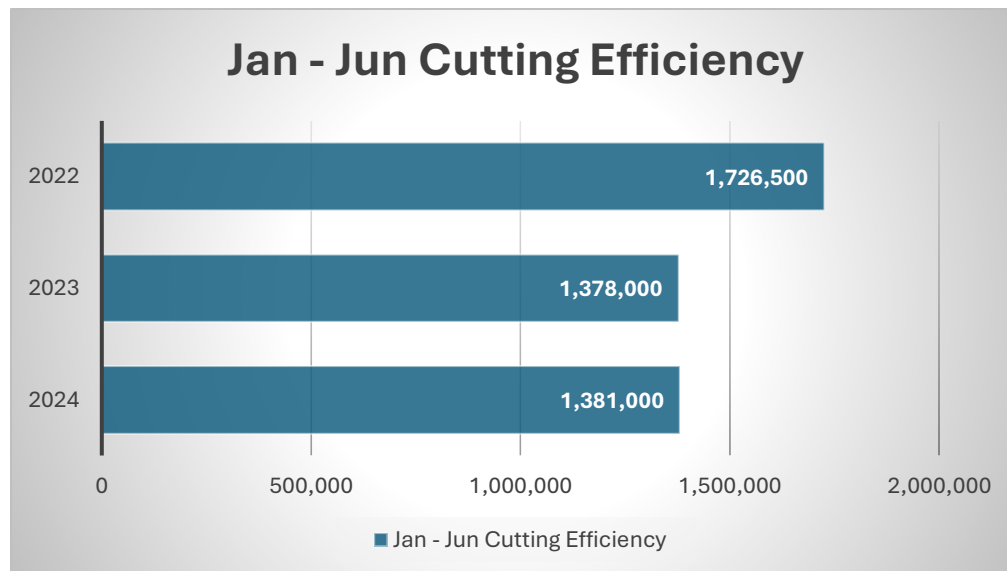
Year of 2024 (January-June) = 115.1% (Increase)

Production efficiency (Before & after automation) difference between 2024 and 2023 = 115.1% - 91.86% = 23.24%

Figure 01 Cutting production flowchart



Figure 02 Cutting production Efficiency



3.2.1 Analysis of Technological Advancements in the Cutting Section

The cutting section in garment manufacturing is pivotal for determining the overall efficiency, cost-effectiveness, and quality of production. Recognizing its importance, The Finery Limited has made strategic investments in modernizing this section, transitioning from traditional manual methods to advanced automated technologies. This analysis examines the impact of these technological advancements on TFL's operations, particularly focusing on production efficiency and quality improvement.

Traditional Cutting Methods and Their Limitations

Historically, The Finery Limited relied on manual processes in the cutting section, which included hand cutting and manual pattern drafting. These methods were heavily dependent on skilled labor, which presented several challenges:

- ✚ **High Material Waste:** Manual cutting often leads to imprecise cuts, resulting in significant material wastage.
- ✚ **Longer Lead Times:** The manual nature of these processes increased the time required for cutting, slowing down the overall production cycle.
- ✚ **Higher Labor Costs:** A high dependency on skilled labor not only raised labor costs but also introduced variability in quality due to human error.
- ✚ **Increased Likelihood of Errors:** The precision required in garment manufacturing is difficult to maintain manually, leading to inconsistencies in the final products.

Technological Advancements

To address these issues, The Finery Limited has implemented several advanced technologies in the cutting section:

Automated Cutting Machines:

- ✚ **Precision Cutting:** These machines have significantly improved the accuracy of cuts, reduced material waste and enhanced the overall quality of the cut pieces.
- ✚ **Increased Speed:** Automation has sped up the cutting process, enabling The Finery Limited to meet tighter production deadlines.

- ✚ **Consistency:** Automation ensures that each piece is cut to the exact specifications, resulting in uniformity across production batches.

CAD (Computer-Aided Design) Systems:

- ✚ **Accurate Pattern Making:** CAD systems allow for the precise creation of patterns, reducing errors and improving the fit of the garments.
- ✚ **Efficient Marker Making:** The integration of CAD with marker-making software optimizes fabric usage, further reducing waste.
- ✚ **Ease of Modifications:** CAD systems enable quick and efficient changes to designs, enhancing The Finery Limited's ability to respond to market demands.

Integrated Cutting Solutions:

- ✚ **Seamless Workflow:** The integration of CAD systems with automated cutting machines has streamlined the production process, reducing manual intervention and the associated errors.
- ✚ **Centralized Data Management:** This integration ensures that all teams work with the most up-to-date patterns and designs, improving coordination and reducing the risk of errors.

Impact on Operations

The adoption of these technologies has had a substantial impact on TFL's operations:

- ✚ **Increased Efficiency:** The automation of the cutting section has significantly reduced the time required for cutting, allowing for faster production cycles and increased output.
- ✚ **Reduced Material Waste:** The precision and optimization offered by automated cutting and CAD systems have led to a marked reduction in material waste, contributing to cost savings.
- ✚ **Improved Product Quality:** Consistent and accurate cutting has improved the quality of garments, leading to higher customer satisfaction and potentially reduced returns.

- ✚ **Labor Optimization:** With reduced dependency on manual labor for cutting, TFL has been able to reallocate skilled workers to more value-added tasks such as quality control and process improvement, further enhancing overall productivity.

Production Analysis

The impact of these technological advancements is evident when examining the production data:

- ✚ **Production Increase:** The total production cut for January to June increased from 1,378,000 pieces in 2023 to 1,726,500 pieces in 2024, marking a significant 25.3% increase.
- ✚ **Production Efficiency:** The production efficiency, measured as the production ratio, increased from 91.86% in 2023 to 115.1% in 2024, reflecting a 23.24% improvement in efficiency following the automation.

Finally, the modernization of the cutting section at The Finery Limited has yielded substantial benefits, including increased production efficiency, reduced material waste, improved product quality, and better labor utilization. These advancements have positioned The Finery Limited to better meet market demand and improve profitability. Moving forward, The Finery Limited should continue to explore opportunities for further technological integration, such as AI-driven optimization and real-time data analytics, to sustain and enhance these gains.

3.3 Technology Development at Sewing Section

The sewing section is integral to the garment manufacturing process, where various fabric pieces are assembled to create finished products. The Finery Limited has focused on modernizing this section through technological advancements to improve efficiency, quality, and overall productivity.

Traditional Sewing Methods

Historically, the sewing section at The Finery Limited relied on manual sewing machines and skilled labor. This approach had its limitations:

- ❖ **Manual Processes:** High dependency on manual sewing, leading to variability in stitch quality.

- ❖ **Inconsistent production rates:** Variations in operator skill levels affected productivity and consistency.
- ❖ **Labor-Intensive:** High labor costs and physical strain on workers.

Technological Advancements

To address these challenges, The Finery Limited has implemented several cutting-edge technologies in the sewing section:

Automated Sewing Machines

Automated sewing machines have transformed the sewing process at The Finery Limited. Key features and benefits include:

- ❖ **Precision Sewing:** Automated machines ensure uniform stitch quality and reduce human error.
- ❖ **Increased Speed:** These machines operate at higher speeds compared to manual sewing, enhancing productivity.
- ❖ **Versatility:** Capable of handling complex stitching patterns and various fabric types.

Computerized Embroidery Machines

For products requiring embroidery, TFL has introduced computerized embroidery machines. Benefits include:

- ❖ **Design Precision:** High accuracy in replicating intricate designs.
- ❖ **Efficiency:** Faster embroidery compared to manual methods.
- ❖ **Consistency:** Uniformity in embroidered designs across large production runs.

Sewbots (Sewing Robots)

TFL has begun integrating sewing robots into their production lines. These advanced robots offer:

- ❖ **Automation:** Fully automated sewing processes, reducing the need for manual intervention.

- ❖ **Consistency:** Uniform stitching quality, even for complex patterns.
- ❖ **Speed:** Increased production rates with minimal downtime.

Information Of Things-Enabled Machines

The adoption of Internet of Things technology in sewing machines has provided significant advantages:

- ❖ **Real-Time Monitoring:** Continuous monitoring of machine performance and production metrics.
- ❖ **Predictive Maintenance:** Early detection of potential issues, reducing downtime.
- ❖ **Data Analytics:** Collection and analysis of data to optimize operations and improve decision-making.

Table 02: Sewing production report

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Production efficiency (Before & after automation) difference between 2024 and 2023 = 115.1% - 91.86% = 23.24%

Figure 03 Sewing production flowchart

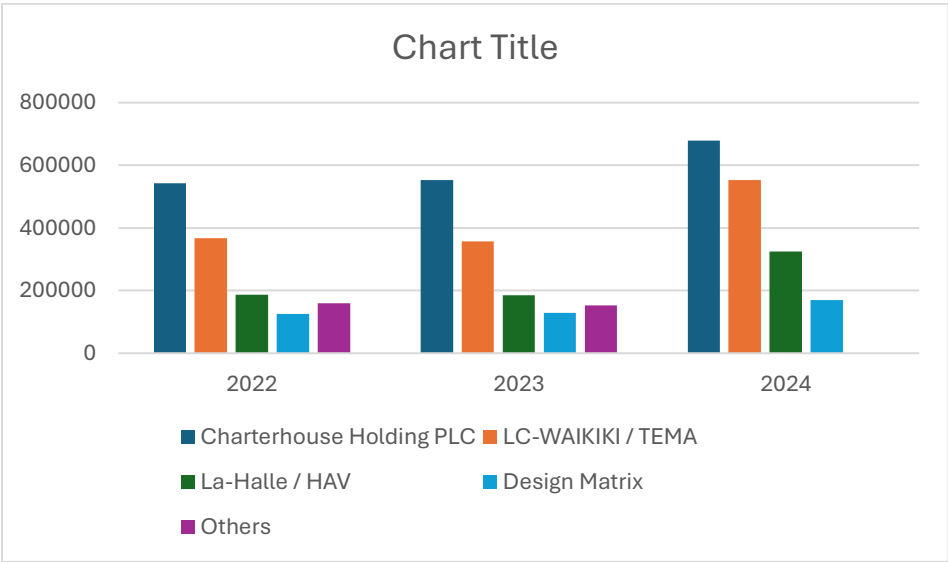
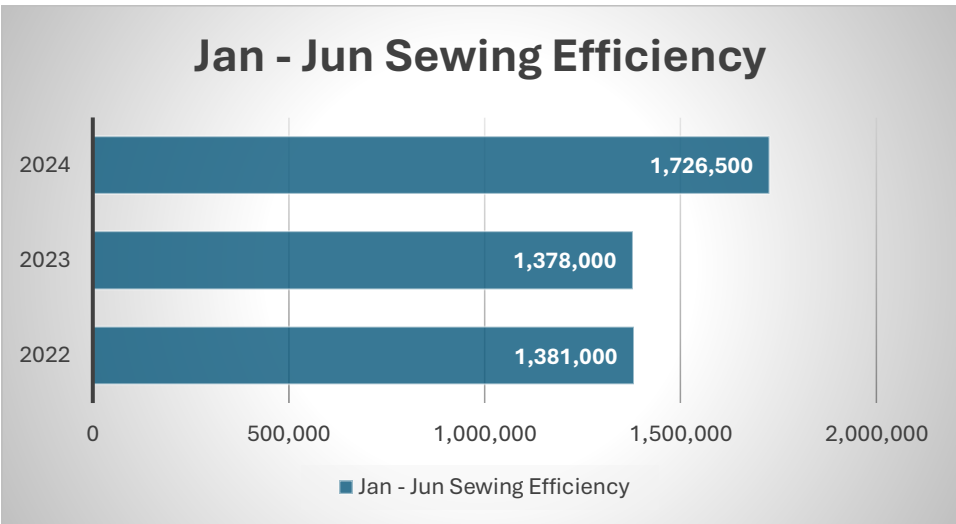


Figure 04 Sewing production Efficiency



3.3.1 Analysis of Technological Advancements in the Sewing Section

The sewing section is critical in garment manufacturing as it brings together various fabric pieces to create finished products. Historically reliant on manual processes, The Finery Limited has recently invested in advanced technologies to modernize this section. This analysis evaluates the impact of these technological advancements on efficiency, quality, and overall productivity at The Finery Limited.

Traditional Sewing Methods and Challenges

The traditional sewing methods at The Finery Limited were primarily manual, involving the use of basic sewing machines operated by skilled labor. While this approach allowed for some level of craft skills, it also presented several challenges:

- ❖ **High Dependency on Manual Labor:** The reliance on human operators led to variability in stitch quality, depending on the skill level of each worker.
- ❖ **Inconsistent production rates:** Differences in operator speed and expertise resulted in fluctuating production rates and inconsistent product quality.
- ❖ **Labor-Intensive:** The manual nature of the work increased labor costs and placed physical strain on workers, which could lead to fatigue and errors.

Technological Advancements in the Sewing Section

To overcome these challenges, The Finery Limited implemented several cutting-edge technologies:

Automated Sewing Machines:

- ❖ **Precision Sewing:** These machines deliver uniform stitch quality, reducing the likelihood of human error and ensuring consistency across large production runs.
- ❖ **Increased Speed:** Automated machines operate at higher speeds, significantly boosting productivity compared to manual sewing.
- ❖ **Versatility:** They can handle complex stitching patterns and various fabric types, enhancing The Finery Limited's ability to meet diverse customer demands.

Computerized Embroidery Machines:

- ❖ **Design Precision:** These machines offer high accuracy in replicating intricate designs, essential for products requiring detailed embroidery.
- ❖ **Efficiency:** Computerized embroidery is much faster than manual methods, enabling The Finery Limited to increase output without sacrificing quality.
- ❖ **Consistency:** The uniformity of embroidered designs is maintained across large batches, which is crucial for brand integrity.

Sewbots (Sewing Robots):

- ❖ **Automation:** Sewing Robots automate the entire sewing process, reducing the need for manual intervention and allowing for continuous operation.
- ❖ **Consistency:** They provide uniform stitching quality, even for complex patterns, ensuring high-quality outcomes for each piece.
- ❖ **Speed:** The increased production rates with minimal downtime offered by Sewing Robots has significantly enhanced The Finery Limited's production capacity.

Information of Things-Enabled Machines:

- ❖ **Real-Time Monitoring:** Information of Things technology enables continuous monitoring of machine performance and production metrics, allowing for immediate adjustments to optimize efficiency.
- ❖ **Predictive Maintenance:** Information of Things systems can detect potential issues early, reducing the risk of unexpected downtime and extending machine life.
- ❖ **Data Analytics:** The data collected from Information of Things enabled machines is used to optimize operations, improve decision-making, and further enhance productivity.

Impact on Operations

The technological advancements in the sewing section have led to significant improvements in The Finery Limited's operations:

- ❖ **Enhanced Efficiency:** Automation has drastically reduced the time required for sewing, enabling faster production cycles. This efficiency gain is reflected in the production data, where the output for January to June 2024 increased to 1,726,500 pieces, up from 1,378,000 pieces in 2023—a 25.3% increase.

- ❖ **Improved Product Quality:** The consistent and precise stitching provided by automated machines and sewing robots has elevated the overall quality of The Finery Limited's garments, reducing the likelihood of defects and returns.
- ❖ **Cost Savings:** The reduction in labor costs, coupled with decreased material waste due to higher accuracy and efficiency, has resulted in substantial cost savings for The Finery Limited.
- ❖ **Flexibility:** The ability to handle a variety of designs and fabric types allows The Finery Limited to cater to diverse customer demands, expanding their market reach.

Production Analysis

The impact of these technological advancements is evident in the production efficiency metrics:

- ❖ **Production Ratio:** The production ratio for January to June 2024 increased to 115.1%, compared to 91.86% for the same period in 2023. This 23.24% improvement in production efficiency is a direct result of the technological advancements implemented in the sewing section.

Finally, the modernization of the sewing section at The Finery Limited has resulted in significant gains in efficiency, quality, and cost-effectiveness. The integration of automated sewing machines, computerized embroidery, sewing robots and Information of Things-enabled technologies has transformed the sewing process, enabling The Finery Limited to meet higher production targets while maintaining superior quality standards. Moving forward, TFL should continue to explore additional technological innovations and optimize existing processes to sustain and build on these improvements.

3.4 Technology Development at Finishing Section

The finishing section is the final stage in the garment manufacturing process, where products are prepared for distribution and sale. This includes tasks such as pressing, folding, packaging, quality inspection, and adding any final touches. The Finery Limited has modernized this section with advanced technologies to enhance the quality, efficiency, and overall effectiveness of its operations.

Traditional Finishing Methods

Traditionally, the finishing section at The Finery Limited involved manual processes, which included:

- ✚ **Manual Pressing:** Using handheld irons for pressing garments.
- ✚ **Manual Folding and Packaging:** Workers manually folding garments and packing them.
- ✚ **Quality Inspection:** Visual inspection by skilled workers.
- ✚ **Labeling and Tagging:** Attaching labels and tags manually.

These methods were labor-intensive and had several limitations:

- ✚ **Inconsistent Quality:** Variability in pressing and folding quality.
- ✚ **High Labor Costs:** Significant labor costs due to manual processes.
- ✚ **Longer Processing Times:** Manual operations were time-consuming.
- ✚ **Human Error:** Higher likelihood of errors in quality inspection and packaging.

Technological Advancements

To address these challenges, The Finery Limited has integrated various advanced technologies into the finishing section:

Automated Pressing Machines

Automated pressing machines have replaced manual pressing processes. Key features and benefits include:

- ✚ **Consistent Quality:** Uniform pressing quality across all garments.
- ✚ **Increased speed:** Faster pressing compared to manual methods, reducing processing time.
- ✚ **Energy Efficiency:** Modern machines consume less energy, contributing to cost savings.

Folding and Packaging Machines

Automated folding and packaging machines have significantly improved efficiency. Benefits include:

- ✚ **Precision Folding:** Consistent and precise folding, enhancing the presentation of garments.

- ✚ **Speed:** Rapid folding and packaging, reducing turnaround time.
- ✚ **Labor Savings:** Reduced need for manual labor, lowering labor costs.

Advanced Quality Inspection Systems

The Finery Limited has implemented advanced quality inspection systems, including:

- ✚ **Computer Vision:** Using cameras and AI to inspect garments for defects.
- ✚ **Automated Measurement Tools:** Ensuring garments meet specified dimensions and standards.
- ✚ **Consistency:** Higher accuracy and consistency in quality control compared to manual inspection.

RFID and Barcode Systems

For labeling and tagging, The Finery Limited has adopted RFID (Radio-Frequency Identification) and Barcode systems. Benefits include:

- ✚ **Efficiency:** Rapid and accurate labeling and tagging of garments.
- ✚ **Inventory Management:** Improved tracking of products through the supply chain.
- ✚ **Reduced Errors:** Minimization of human errors in the labeling process.

Table 03: Finishing production report

Sl No	Buyer Name	Product Description	Total Cutting (All Size) - 2022	Total Cutting (All Size) - 2023	Total Cutting (All Size) - 2024
1	Charterhouse Holding PLC	Long Sleeve Shirt	305895	312333	416927
		Short Sleeve Shirt	229961	237946	261452
		Ladies Blouse	6999	3000	0
		Boy's & Kids Shirt	0	0	0
		Girls Wear	0	0	0
2	LC-WAIKIKI / TEMA	Long Sleeve Shirt	301952	296918	447896
		Short Sleeve Shirt	64992	59992	104984
		Ladies Blouse	0	0	0
		Boy's & Kids Shirt	0	0	0
		Girls Wear	0	0	0
3	La-Halle / HAV	Long Sleeve Shirt	185963	184921	324948
		Short Sleeve Shirt	0	0	0
		Ladies Blouse	0	0	0
		Boy's & Kids Shirt	0	0	0
		Girls Wear	0	0	0
4	Design Matrix	Long Sleeve Shirt	125908	128902	169962
		Short Sleeve Shirt	0	0	0
		Ladies Blouse	0	0	0
		Boy's & Kids Shirt	0	0	0
		Girls Wear	0	0	0
5	Others	Long Sleeve Shirt	62987	56461	0
		Short Sleeve Shirt	0	0	0
		Ladies Blouse	46952	44972	0
		Boy's & Kids Shirt	16990	17994	0
		Girls Wear	31969	33987	0
Total Finishing in 1st six-month, year of 2022, 2023 & 2024 =			1380568	1377426	1726169

Monthly Capacity = 250000 pieces

Semiannually Capacity = 250000 pieces * 06 months = 1500,000 pieces

Total Production (January – June) Year of 2022 = 1380,568 pieces

Total Production (January – June) Year of 2023 = 1377,426 pieces

Total Production (January – June) Year of 2024 = 1726,169 pieces

Production Ratio (Increase/Decrease)

Year of 2022 (January-June) = 92.04% (Decrease)

Year of 2023 (January-June) = 91.83% (Decrease)

Year of 2024 (January-June) = 115.08% (Increase)

Production efficiency (Before & after automation) difference between 2024 and 2023 = 115.08% - 91.83% = 23.25%

Figure 05 Finishing production flowchart

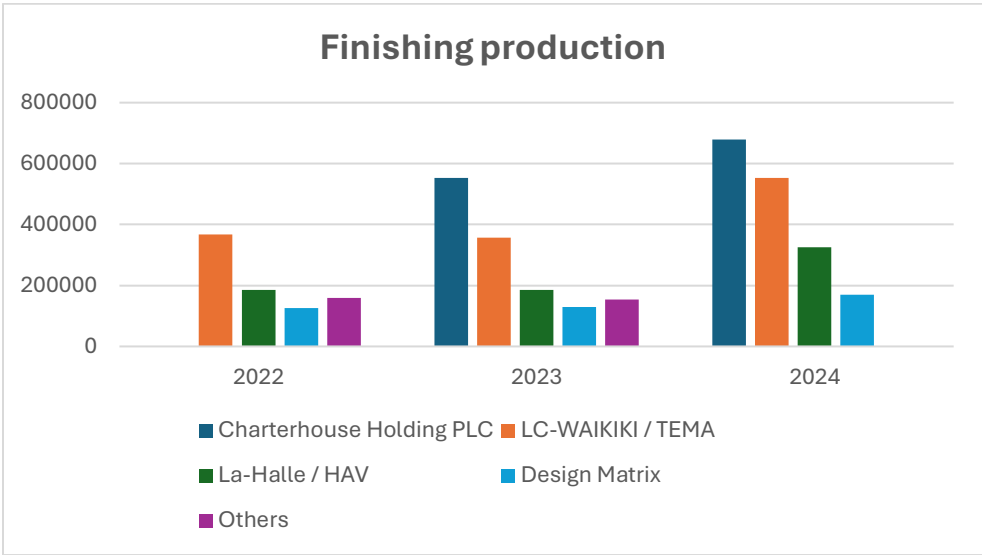
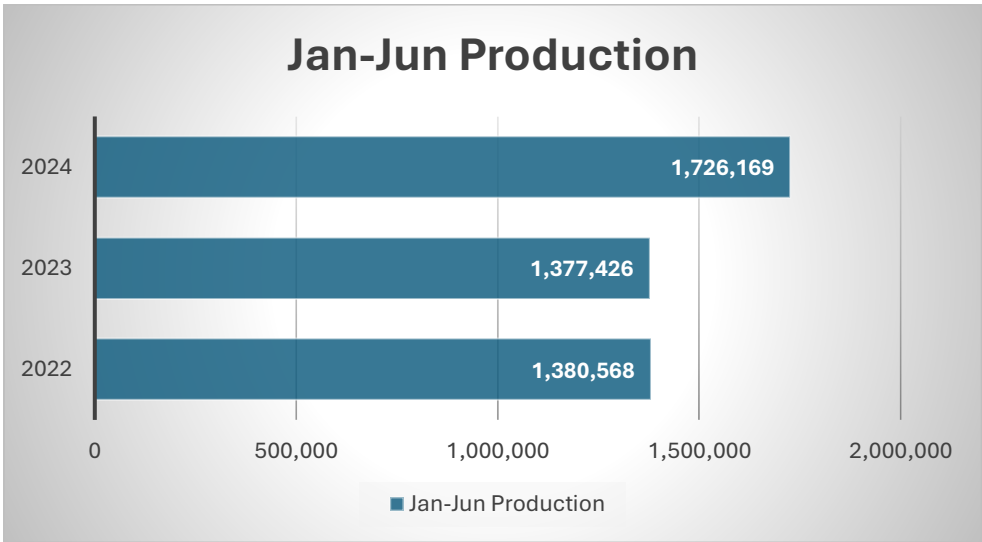


Figure 06 Finishing production Efficiency



3.4.1 Analysis of Technological Advancements in the Finishing Section

The finishing section represents the final step in the garment manufacturing process, where garments are prepared for distribution and sale. This stage includes pressing, folding, packaging, quality inspection, and labeling. The Finery Limited has recently modernized this section by integrating advanced technologies, leading to significant improvements in quality, efficiency, and overall operational effectiveness.

Traditional Finishing Methods and Challenges

Historically, the finishing section at The Finery Limited relied on manual processes, including hand pressing, folding, and quality inspection. While these methods allowed for some degree of customization, they were accompanied by several challenges:

- ✚ **Inconsistent Quality:** Manual pressing and folding often result in variability, affecting the presentation and final quality of garments.
- ✚ **High Labor Costs:** The labor-intensive nature of these processes contributed to high operational costs.
- ✚ **Longer Processing Times:** Manual operations were time-consuming, leading to longer turnaround times and delays in order fulfillment.
- ✚ **Human Error:** Manual quality inspection and labeling were prone to errors, potentially impacting product quality and inventory management.

Technological Advancements in the Finishing Section

To overcome these challenges, TFL has integrated several advanced technologies into the finishing section:

Automated Pressing Machines:

- ✚ **Consistent Quality:** These machines ensure uniform pressure across all garments, enhancing the overall appearance and quality.
- ✚ **Increased Speed:** Automated pressing significantly reduces processing time, allowing for faster turnaround.
- ✚ **Energy Efficiency:** Modern pressing machines are designed to be more energy-efficient, contributing to cost savings.

Folding and Packaging Machines:

- ✚ **Precision Folding:** Automated machines provide consistent and precise folding, improving the presentation of finished garments.
- ✚ **Speed:** These machines operate at high speeds, reducing the time required for folding and packaging, which enhances productivity.
- ✚ **Labor Savings:** Automation reduces the need for manual labor, resulting in lower labor costs.

Advanced Quality Inspection Systems:

- ✚ **Computer Vision:** AI-powered cameras inspect garments for defects with high accuracy, ensuring consistent quality control.
- ✚ **Automated Measurement Tools:** These tools verify that garments meet specified dimensions and standards, reducing the likelihood of defective products reaching customers.
- ✚ **Consistency:** Automated inspection systems offer higher consistency in quality control compared to manual inspection, leading to fewer errors.

RFID and Barcode Systems:

- ✚ **Efficiency:** These systems enable rapid and accurate labeling and tagging of garments, improving the efficiency of the finishing process.
- ✚ **Inventory Management:** RFID and Barcode systems enhance the tracking and management of products throughout the supply chain, ensuring better inventory control.
- ✚ **Reduced Errors:** The automation of labeling and tagging minimizes the risk of human error, leading to more accurate inventory records.

Impact on Operations

The integration of these advanced technologies has led to significant improvements in The Finery Limited's finishing operations:

- ✚ **Enhanced Quality:** The consistent and high-quality finishing of garments has improved customer satisfaction and brand reputation.

- ✚ **Increased Efficiency:** Faster processing times have enabled quicker order fulfillment, allowing The Finery Limited to meet customer demands more effectively.
- ✚ **Cost Savings:** The reduction in labor costs and energy consumption has contributed to overall cost efficiency, improving The Finery Limited's profitability.
- ✚ **Better Inventory Control:** The adoption of RFID and Barcode systems has enhanced the tracking and management of finished goods, reduced errors and improved operational transparency.

Production Analysis

The impact of these technological advancements is reflected in the production data:

- ✚ **Production Increase:** The total production for the finishing section from January to June 2024 was 1,726,169 pieces, a significant increase from 1,377,426 pieces in 2023, marking a 25.3% increase.
- ✚ **Production Ratio:** The production ratio for the first half of 2024 increased to 115.08%, compared to 91.83% for the same period in 2023. This 23.25% improvement in production efficiency demonstrates the effectiveness of the technological advancements in the finishing section.

Finally, the modernization of the finishing section at The Finery Limited has resulted in substantial improvements in quality, efficiency, and cost-effectiveness. The integration of automated pressing, folding, packaging machines, advanced quality inspection systems, and RFID/Barcode technologies has transformed the finishing process, enabling The Finery Limited to deliver higher-quality products more efficiently. These advancements have not only enhanced customer satisfaction but also positioned The Finery Limited to better compete in the market by improving production capacity and operational efficiency. Moving forward, The Finery Limited should continue to explore additional technological innovations to sustain and build on these improvements, ensuring continued success in the competitive garment industry.

3.5 Change management at The Finery Limited

The Finery Limited has undergone significant internal environmental changes driven by various factors, like

3.5.1 Management change

Managing change effectively is crucial for The Finery Limited, as it navigates through various internal and external transformations. Here's a structured approach for managing change within The Finery Limited:

1. **Establish a Change Management Team:** Form a dedicated team comprising leaders from different departments to oversee the change process. Ensure representation from top management to grassroots levels to foster inclusivity and alignment.
2. **Create a Vision for Change:** Develop a clear and compelling vision that outlines why the change is necessary and what the desired outcomes are. Communicate this vision effectively across the organization to gain buy-in and commitment from all stakeholders.
3. **Assess the Current State:** Conduct a thorough assessment of The Finery Limited's current processes, systems, and organizational culture. Identify strengths, weaknesses, opportunities, and threats to understand the readiness for change and potential barriers.
4. **Identify Key Change Initiatives:** Prioritize change initiatives based on their strategic importance and potential impact on The Finery Limited's operations and performance. Break down larger initiatives into smaller, manageable tasks to facilitate implementation and tracking.
5. **Engage and Empower Employees:** Involve employees at all levels in the change process by soliciting their input, addressing concerns, and providing opportunities for participation and feedback. Empower employees with the necessary skills, resources, and autonomy to adapt to change effectively.
6. **Communication and Transparency:** Establish open and transparent communication channels to keep employees informed about the change process, progress, and upcoming initiatives. Address rumors and misinformation promptly to maintain trust and morale.
7. **Training and Development:** Provide comprehensive training and development programs to equip employees with the knowledge, skills, and tools required to excel in the new environment. Offer ongoing support and coaching to help employees navigate through uncertainties and challenges.
8. **Manage Resistance:** Anticipate and address resistance to change by proactively engaging with stakeholders, addressing concerns, and highlighting the benefits of the proposed changes. Foster a culture of openness, resilience, and adaptability to overcome resistance effectively.

9. **Monitor and Evaluate Progress:** Establish key performance indicators and milestones to track the progress of change initiatives. Regularly review and evaluate progress against objectives, making adjustments as necessary to ensure alignment with organizational goals.
10. **Celebrate Success and Learn from Failures:** Recognize and celebrate achievements and milestones throughout the change process to reinforce positive behaviors and outcomes. Additionally, encourage a culture of learning and continuous improvement by reflecting on failures, extracting valuable lessons, and applying them to future initiatives.

By following these steps and adopting a proactive and collaborative change management, The Finery Limited can effectively navigate through transitions, drive sustainable growth, and foster a culture of innovation and resilience within the organization.

3.5.2 Result Analysis

The journey of The Finery Limited reflects a compelling narrative of adaptation, resilience, and transformation within the dynamic landscape of the garment industry. Through proactive strategies, technological advancements, and effective change management, the company has navigated through challenges, capitalized on opportunities, and emerged as a beacon of success in its sector. Here are the key lessons learned from The Finery Limited's evolution:

1. **Adaptability is key:** The Finery Limited's ability to adapt to changing market dynamics, technological advancements, and regulatory requirements has been crucial for its survival and success. The company's willingness to embrace innovation, restructure operations, and invest in talent development underscores the importance of adaptability in navigating through uncertainty and driving sustainable growth.
2. **Strategic Vision and Leadership:** Effective leadership and strategic vision have played a pivotal role in steering The Finery Limited through transformation changes. The management's ability to articulate a clear vision, align organizational goals, and mobilize resources has empowered employees, fostered collaboration, and ensured strategic alignment across the organization.
3. **Investment in Technology and Innovation:** The adoption of automation, digitalization, and advanced manufacturing technologies has been instrumental in enhancing The Finery Limited's operational efficiency, productivity, and competitiveness. By investing in technology and innovation, the company has streamlined production processes, improved

product quality, and accelerated time-to-market, demonstrating the importance of staying abreast of technological advancements in driving industry leadership.

4. **People-Centric Approach to Change Management:** The Finery Limited's emphasis on employee engagement, empowerment, and development has been a cornerstone of its change management strategy. By involving employees at all levels, providing training and support, and fostering a culture of open communication and collaboration, the company has mitigated resistance to change and built resilience.
5. **Strategic Partnerships and Stakeholder Engagement:** Collaboration with buyers, suppliers, industry peers, and community stakeholders has been instrumental in The Finery Limited's success. The company's commitment to ethical sourcing, sustainable practices, and transparent communication has fostered trust, credibility, and long-term partnerships, highlighting the importance of stakeholder engagement in driving shared value creation.
6. **Continuous Improvement and Learning:** The Finery Limited's journey is characterized by a culture of continuous improvement, learning, and adaptation. By embracing feedback, reflecting on failures, and celebrating successes, the company has fostered a culture of innovation, resilience, and agility, reinforcing the importance of learning organizations in today's rapidly evolving business landscape.
7. **Social Responsibility and Sustainability:** The Finery Limited's commitment to corporate social responsibility, ethical business practices, and environmental sustainability has not only enhanced its brand reputation but also contributed to the overall development and sustainability of the industry and community. The company's adherence to international standards and certification reflects its dedication to upholding labor rights, environmental stewardship, and ethical governance, setting a positive example for the industry as a whole.

3.5.3 Impact Analysis

Operational Efficiency: Technological adaptation has led to significant improvements in operational efficiency, reducing production time and costs.

Financial Performance: The financial performance of The Finery Limited has improved, with increased revenue and profitability attributed to enhanced production capabilities and cost savings.

Employee Satisfaction: Employee satisfaction has improved due to better working conditions, training opportunities, and engagement in the change process.

Customer Satisfaction: Customer satisfaction has increased, with clients appreciating the improved quality, consistency, and reliability of products and services.

3.5.4 SWOT Analysis

Strengths

Improved Operational Efficiency: Technological advancements, such as automated machinery and integrated systems, have significantly enhanced the efficiency of production processes.

Enhanced Product Quality: The adoption of advanced technologies like CAD systems, automated cutting machines, and Information of Things enabled sewing machines ensures high precision, consistent quality, and reduced human errors, resulting in superior garment quality.

Data-Driven Decision-Making: With the implementation of data analytics and Information of Things, The Finery Limited can monitor real-time production metrics and make informed decisions to optimize operations and address issues proactively.

Scalability: Technological upgrades allow the company to scale up production capacity efficiently without compromising quality, enabling it to meet increasing market demand.

Positive Organizational Culture: Effective change management practices have fostered a culture of innovation and adaptability within the company, encouraging employees to embrace new technologies and processes.

Weaknesses

High Initial Investment: The integration of advanced technologies requires substantial upfront investment in machinery, software, and training, which could strain the company's financial resources.

Dependence on Skilled Personnel: Despite automation, the company still relies on skilled personnel to operate and maintain advanced machinery, which could be a challenge if there is a shortage of trained staff or high employee turnover.

Resistance to Change: Some employees may resist technological changes due to fear of job loss or discomfort with new processes, leading to potential disruptions during the transition period.

Complexity in Integration: Integrating new technologies with existing systems can be complex and time-consuming, possibly leading to operational downtime or inconsistencies if not managed properly.

Opportunities

Market Expansion: Enhanced production capacity and quality allow The Finery Limited to explore new markets, including premium segments that demand high-quality garments.

Sustainability Initiatives: The adoption of energy-efficient technologies and waste-reducing practices positions the company to capitalize on the growing demand for sustainable and eco-friendly products.

Innovation in Product Offerings: Technological advancements enable the company to develop new and innovative products, such as custom-fit garments or garments with integrated smart features, catering to evolving consumer preferences.

Partnerships and Collaborations: The company can leverage its technological capabilities to form strategic partnerships with international brands, thereby expanding its global footprint.

Government and Industry Support: Potential access to government incentives, grants, or industry support programs aimed at encouraging technological innovation in manufacturing could provide additional resources for further advancements.

Threats

Technological Obsolescence: Rapid advancements in technology could render existing systems obsolete, necessitating frequent updates and investments to stay competitive.

Cybersecurity Risks: Increased reliance on digital systems and Information of Things technologies exposes the company to potential cybersecurity threats, including data breaches or system disruptions.

Global Economic Instability: Economic downturns or fluctuations in the global market could affect demand for garments, impacting the return on investment in technological advancements.

Supply Chain Disruptions: Dependence on global supply chains for advanced machinery or components could lead to disruptions due to geopolitical tensions, pandemics, or other external factors.

Regulatory Compliance: As the company adopts new technologies, it must also navigate complex regulatory requirements, particularly related to labor, data privacy, and environmental standards, which could pose compliance challenges.

The Finery Limited has made significant strides in modernizing its operations through technological advancements and effective management changes. While the benefits are substantial in terms of efficiency, quality, and scalability, the company must also navigate challenges such as high initial costs, potential resistance to change, and cybersecurity risks. By leveraging opportunities such as market expansion, sustainability initiatives, and strategic partnerships, The Finery Limited can further strengthen its competitive position. However, it must remain vigilant against potential threats, including technological obsolescence and global economic instability, to ensure sustained growth and success.

3.5.5 Challenges in Change Management

Change Management: Implementing strategies to manage resistance and ensure smooth adoption of new technologies.

Financial Planning: Carefully planning the investment in new equipment to manage costs.

Technical Support: Establishing partnerships with technology providers for ongoing support and maintenance.

Resistance to Change: To address resistance from employees accustomed to traditional methods, The Finery Limited conducted workshops and seminars highlighting the benefits of the new technologies and involving employees in the transition process.

Training and Skill Gaps: Ensuring all employees had the required skills and knowledge to use new technologies effectively was a significant challenge.

Cultural Barriers: Cultural differences and language barriers posed challenges in implementing change uniformly across the organization.

High Initial Investment: The significant upfront cost of new technologies was managed through careful financial planning and phased implementation.

Technical Issues: Initial teething problems with new equipment were addressed through close collaboration with technology providers and regular maintenance schedules.

Chapter 04

Conclusion

The Finery Limited has demonstrated a commendable commitment to modernization and efficiency through its strategic adoption of advanced technologies across its production processes. This transition, encompassing the cutting, sewing, and finishing sections, has yielded substantial improvements in production efficiency, quality, and overall operational effectiveness.

In the cutting section, the integration of automated cutting machines and CAD systems has significantly enhanced precision, speed, and consistency, leading to a notable 25.3% increase in production from January to June 2024 compared to the previous year. These advancements have reduced material waste and improved the quality of cut pieces, positioning The Finery Limited to better meet market demands.

The sewing section has also benefited from technological advancements, including automated sewing machines, computerized embroidery, and sewing robots. These innovations have led to improved stitch quality, increased production speeds, and enhanced versatility. The adoption of Information of Things enabled machines has further optimized operations through real-time monitoring and predictive maintenance, contributing to a 25.3% increase in production efficiency.

In the finishing section, The Finery Limited's modernization efforts such as automated pressing machines, folding and packaging machines, and advanced quality inspection systems have transformed the final stages of production. The implementation of RFID and Barcode systems has improved inventory management and reduced errors. These changes have resulted in a 25.3% increase in production and enhanced quality and efficiency.

Despite these advancements, The Finery Limited has faced challenges in change management, including resistance from employees, training and skill gaps, and the high initial investment in new technologies. Addressing these challenges through effective communication, training, and financial planning has been crucial in ensuring a smooth transition.

Overall, The Finery Limited's technological advancements have positioned the company for continued success in the competitive garment industry. The improvements in efficiency, quality, and cost-effectiveness underscore the importance of ongoing innovation and adaptability. Moving forward, The Finery Limited should continue to explore emerging technologies and maintain a proactive approach to change management to sustain and build on these achievements.

Chapter 5

Recommendation

Based on the analysis of technological advancements and change management at The Finery Limited, the following recommendations are proposed to further enhance operations and ensure sustainable growth:

1. Continued Investment in Technology

- **Explore Emerging Technologies:** Continue to explore and invest in emerging technologies such as AI-driven optimization and real-time data analytics to further enhance production efficiency and product quality.
- **Phased Implementation:** Implement new technologies in phases to manage costs and minimize disruptions. Conduct pilot programs to test new technologies before full-scale deployment.

2. Strengthen Change Management Practices

- **Enhance Communication:** Improve communication strategies by using multiple channels (e.g., emails, meetings, newsletters) to keep employees informed about changes and progress.
- **Increase Employee Involvement:** Foster greater employee involvement in the change process by creating feedback mechanisms and involving staff in decision-making. This can help in addressing concerns and gaining buy-ins.

3. Invest in Training and Development

- **Continuous Learning:** Develop ongoing training programs to ensure employees stay updated with the latest technological advancements and industry best practices. Including both technical skills and change management skills.
- **Skill Assessments:** Regularly assess the skill levels of employees and provide targeted training to address any gaps. Offer support and resources to help employees adapt to new technologies.

4. Address Resistance to Change

- **Build a Supportive Culture:** Cultivate a culture that embraces change and innovation. Recognize and reward employees who actively support and contribute to change initiatives.
- **Manage Resistance Proactively:** Identify potential sources of resistance early and address them with tailored strategies. Provide clear explanations of the benefits of new technologies and how they align with organizational goals.

5. Optimize Financial Planning

- **Cost Management:** Continuously review and optimize financial planning processes to ensure effective allocation of resources. Explore financing options and incentives for technology investments.
- **Budget Flexibility:** Maintain flexibility in the budget to accommodate unforeseen costs and opportunities for additional investments in technology.

6. Enhance Technical Support and Maintenance

- **Strengthen Partnerships:** Build strong partnerships with technology providers to ensure reliable support and maintenance. Establish clear service level agreements (SLA) to address technical issues promptly.
- **Regular Maintenance:** Implement a proactive maintenance schedule to prevent equipment failures and minimize downtime.

7. Monitor and Evaluate Progress

- **Establish Metrics:** Define key performance indicators (KPIs) to measure the success of change initiatives and technology adoption.
- **Continuous Improvement:** Foster a culture of continuous improvement by regularly evaluating processes, gathering feedback, and making necessary adjustments to ensure ongoing success.

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Appendix

Annex I



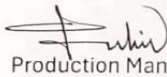
The Finery Limited

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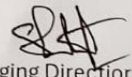
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Sl No	Buyer Name	Product Description	Total Cutting (All Size)	Remarks
1	Charterhouse Holding PLC	Long Sleeve Shirt	62000	
		Short Sleeve Shirt	35000	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
2	LC-WAIKIKI / TEMA	Long Sleeve Shirt	75000	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
3	La-Halle / HAV	Long Sleeve Shirt	40000	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
4	Design Matrix	Long Sleeve Shirt	15000	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
5	Others	Long Sleeve Shirt	0	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
Total =			227000	


Cutting Incharge


Production Manager


IE Department


Managing Director

Annex II

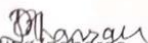


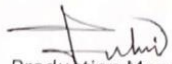
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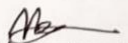
2-D, Darus Salam Road, Section-1, Mirpur, Dhaka-1216.

Monthwise Production Report (Sewing)- June 2023

Sl No	Buyer Name	Product Description	Total Cutting (All Size)	Remarks
1	Charterhouse Holding PLC	Long Sleeve Shirt	50000	
		Short Sleeve Shirt	40000	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
2	LC-WAIKIKI / TEMA	Long Sleeve Shirt	50000	
		Short Sleeve Shirt	2000	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
3	La-Halle / HAV	Long Sleeve Shirt	30000	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
4	Design Matrix	Long Sleeve Shirt	22000	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
5	Others	Long Sleeve Shirt	15000	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	5000	
Total =			214000	


Cutting Incharge


Production Manager


IE Department


Managing Director

Annex III



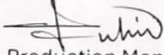
The Finery Limited

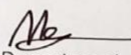
2-D, Darus Salam Road, Section-1, Mirpur, Dhaka-1216.

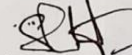
Monthwise Production Report (Sewing)- January 2022

Sl No	Buyer Name	Product Description	Total Cutting (All Size)	Remarks
1	Charterhouse Holding PLC	Long Sleeve Shirt	48985	
		Short Sleeve Shirt	42995	
		Ladies Blouse	6999	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
2	LC-WAIKIKI / TEMA	Long Sleeve Shirt	54997	
		Short Sleeve Shirt	3000	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
3	La-Halle / HAV	Long Sleeve Shirt	40993	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
4	Design Matrix	Long Sleeve Shirt	21965	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
5	Others	Long Sleeve Shirt	6999	
		Short Sleeve Shirt	0	
		Ladies Blouse	7998	
		Boy's & Kids Shirt	0	
		Girls Wear	7975	
Total =			242906	


Cutting Incharge


Production Manager


IE Department


Managing Director

Annex IV



The Finery Limited

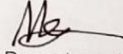
2-D, Darus Salam Road, Section-1, Mirpur, Dhaka-1216.

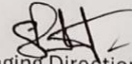
Monthwise Production Report (Finishing)- June 2024

Sl No	Buyer Name	Product Description	Total Cutting (All Size)	Remarks
1	Charterhouse Holding PLC	Long Sleeve Shirt	61988	
		Short Sleeve Shirt	34993	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
2	LC-WAIKIKI / TEMA	Long Sleeve Shirt	74982	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
3	La-Halle / HAV	Long Sleeve Shirt	39992	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
4	Design Matrix	Long Sleeve Shirt	14998	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
5	Others	Long Sleeve Shirt	0	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
Total =			226953	


Cutting Incharge


Production Manager


IE Department


Managing Director

Annex V



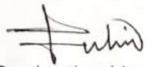
The Finery Limited

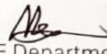
2-D, Darus Salam Road, Section-1, Mirpur, Dhaka-1216.

Monthwise Production Report (Finishing)- February 2023

Sl No	Buyer Name	Product Description	Total Cutting (All Size)	Remarks
1	Charterhouse Holding PLC	Long Sleeve Shirt	51990	
		Short Sleeve Shirt	41997	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
2	LC-WAIKIKI / TEMA	Long Sleeve Shirt	54989	
		Short Sleeve Shirt	19999	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
3	La-Halle / HAV	Long Sleeve Shirt	29985	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
4	Design Matrix	Long Sleeve Shirt	29993	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
5	Others	Long Sleeve Shirt	0	
		Short Sleeve Shirt	0	
		Ladies Blouse	5000	
		Boy's & Kids Shirt	5999	
		Girls Wear	8996	
Total =			248948	


Cutting Incharge


Production Manager


IE Department


Managing Director

Annex VI

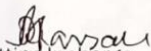


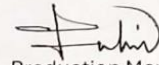
The Finery Limited

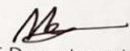
2-D, Darus Salam Road, Section-1, Mirpur, Dhaka-1216.

Monthwise Production Report (Finishing)- January 2022

Sl No	Buyer Name	Product Description	Total Cutting (All Size)	Remarks
1	Charterhouse Holding PLC	Long Sleeve Shirt	48985	
		Short Sleeve Shirt	42995	
		Ladies Blouse	6999	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
2	LC-WAIKIKI / TEMA	Long Sleeve Shirt	54997	
		Short Sleeve Shirt	3000	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
3	La-Halle / HAV	Long Sleeve Shirt	40993	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
4	Design Matrix	Long Sleeve Shirt	21965	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
5	Others	Long Sleeve Shirt	6999	
		Short Sleeve Shirt	0	
		Ladies Blouse	7998	
		Boy's & Kids Shirt	0	
		Girls Wear	7975	
Total =			242906	


Cutting Incharge


Production Manager


IE Department


Managing Director

Annex VII

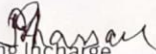


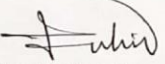
The Finery Limited

2-D, Darus Salam Road, Section-1, Mirpur, Dhaka-1216.

Monthwise Production Report (Cutting)- January 2024

Sl No	Buyer Name	Product Description	Total Cutting (All Size)	Remarks
1	Charterhouse Holding PLC	Long Sleeve Shirt	65000	
		Short Sleeve Shirt	40000	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
2	LC-WAIKIKI / TEMA	Long Sleeve Shirt	70000	
		Short Sleeve Shirt	20000	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
3	La-Halle / HAV	Long Sleeve Shirt	60000	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
4	Design Matrix	Long Sleeve Shirt	35000	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
5	Others	Long Sleeve Shirt	0	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
Total =			290000	


Cutting Incharge


Production Manager


IE Department


Managing Director

Annex VIII



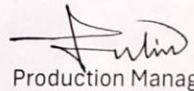
The Finery Limited

2-D, Darus Salam Road, Section-1, Mirpur, Dhaka-1216.

Monthwise Production Report (Cutting)- June 2023

Sl No	Buyer Name	Product Description	Total Cutting (All Size)	Remarks
1	Charterhouse Holding PLC	Long Sleeve Shirt	50000	
		Short Sleeve Shirt	40000	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
2	LC-WAIKIKI / TEMA	Long Sleeve Shirt	50000	
		Short Sleeve Shirt	2000	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
3	La-Halle / HAV	Long Sleeve Shirt	30000	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
4	Design Matrix	Long Sleeve Shirt	22000	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
5	Others	Long Sleeve Shirt	15000	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	5000	
Total =			214000	


Cutting Incharge


Production Manager


IE Department


Managing Director

Annex IX

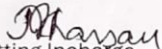


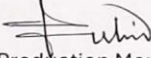
The Finery Limited

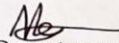
2-D, Darus Salam Road, Section-1, Mirpur, Dhaka-1216.

Monthwise Production Report (Cutting)- January 2022

Sl No	Buyer Name	Product Description	Total Cutting (All Size)	Remarks
1	Charterhouse Holding PLC	Long Sleeve Shirt	49000	
		Short Sleeve Shirt	43000	
		Ladies Blouse	7000	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
2	LC-WAIKIKI / TEMA	Long Sleeve Shirt	55000	
		Short Sleeve Shirt	3000	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
3	La-Halle / HAV	Long Sleeve Shirt	41000	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
4	Design Matrix	Long Sleeve Shirt	22000	
		Short Sleeve Shirt	0	
		Ladies Blouse	0	
		Boy's & Kids Shirt	0	
		Girls Wear	0	
5	Others	Long Sleeve Shirt	7000	
		Short Sleeve Shirt	0	
		Ladies Blouse	8000	
		Boy's & Kids Shirt	0	
		Girls Wear	8000	
Total =			243000	


Cutting Incharge


Production Manager


IE Department


Managing Director

The End