

# Aarong Enhancing Efficiency Level in Central Service: Producer's Perspective

Internship Report on Aarong



## Submitted To:

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## Letter of Transmittal

September 15<sup>th</sup>, 2013

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### **Subject: Submission of Internship Report.**

Dear Madam,

I am hereby submitting the Internship Report titled “Aarong Enhancing Efficiency Level in Central Service: Producer’s Perspective” as you authorized me to prepare as a part of my BBA internship program.

This is the report is on study of Aarong’s social compliance policies activities and its impact for enhancing the efficiency their service for producers which I have been assigned to work on. I found my work experience quite interesting, beneficial & insightful. I have tried my level best to prepare an effective & creditable report. Working for this report during my internship program has definitely helped me to enrich my knowledge and experience. I respectfully acknowledge your counsel, effective guidance and assistance for preparing this report.

I would like to request you to accept my internship report for further assessment.

Sincerely yours,

-----

Bernadette Campu

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## **Acknowledgement**

I would like to take this opportunity to convey my heartfelt appreciation to them whose blessing and cooperation was important to bring this report in light. First I would like to pay my gratitude to the Almighty Allah who made each attempt fruitful.

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I also want to acknowledge Mr. Tanvir Hossain, Manager of Social Compliance and Producers Relation department for giving me this wonderful opportunity to work on his department and he supervised me last three months of my internship period at Aarong. I am thankful to Ms. Attia Parvin (Manager of E-Commerce), for helping me in every step of understanding the system central service of Aarong and providing information to prepare this report.

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## **EXECUTIVE SUMMARY:**

“Aarong”, formed in 1978, had established themselves one of the biggest cooperative groupings in the fair trade sector in Bangladesh. It’s vision to help the artisans to help themselves by restoring their pride and self-esteem, reviving Bangladesh’s traditional Art and Craft. Another aim was to confirm the women right and to establish them as a valuable asset in the society.

The primary objective of this report is to discuss the compliance activities of Aarong and analyze the service of various departments of Aarong for its producers. Aarong considers the Independent Producer (IPs) as their one of the important stakeholders who plays a vital role for producing and delivering the valuable goods for precious customers. It is basically the study of producer’s feedback on different department and analyzes the services which are received by them. At the same time, it is also examined on the basis of this feedback that how Aarong can improve the efficiency level in the process of giving order to the producers and receiving these orders from them as well as giving their payment.

This report is prepared on the basis of study on different departments such as design, tailoring, costing, merchandise order, quality control, finishing store and accounts department. Beside that I also give recommendation of different problems which are found on the basis of producer’s feedback and observation of the activities.

I think that this report will help both the reader to understand the production management process and also helps Aarong to enhance their efficiency in the Central Service in terms of delivery service to producer during collecting goods from them.



## 1. INTRODUCTION:

Aarong is a pioneer name of Bangladeshi heritage and tradition of craft industry. Aarong is an organization that is dedicated to change the lives of disadvantages, promoting traditional products from Bangladesh and opening the doors so their products can be exported. Aarong is one of the social enterprises of BRAC, which has started its journey in 1978 with the purpose of creating economic opportunity for disadvantaged artisans and rural women through the revival and promotion of their traditional handicrafts.

**“To provide a stable and gainful source of employment for the under privileged rural artisans, lift up the traditional identity and the commitment of quality service”**

By keeping this principal ahead on their journey, currently Aarong supports over 66, 000 Bangladeshi artisans of whom 97 percent are women. Through a network of 647 production sub-centers and 13 production centers, Aarong has developed a platform for the underprivileged artisans across more than 2000 villages of Bangladesh, where they can utilize their indigenous skills to earn a living.

Throughout Bangladesh and in international destinations, the name of Aarong is the synonym of quality originality and uniqueness. The designer and the creators of the product range offered by Aarong, have not only established the organization as leaders in deshi handicraft, but have also reignited interest and popularity for styles and traditional crafts that are native to the country. It is the gracious blend of contemporary and customary that ensures that each product is original and saleable in modern society. Aarong’s product designs has brought consumer attention back to the products and styles that are indigenous to Bangladesh, its designers blending the traditional with the contemporary in a manner that has won instant consumer appeal, starting a revolution in trends that has now been taken up by countless other boutiques and stores

The name of the organization Aarong is a Bangla word. It means “a village fair or market”. The village fair provides craftsmen of all trades a marketplace to display and sell their traditional handicrafts. The naming of Aarong as such upholds the organizations commitment to promote the indigenous goods of our country, which are a part of our rich cultural and artistic heritage.

### **Section 1.01 Relationship between BRAC & Aarong:**

It is the handicraft marketing arm of BRAC (Bangladesh Rural Advancement committee), the largest NGO in Bangladesh. Aarong has created a village fair for the craftsmen of all trades

come together to exhibit and sale their traditional handicrafts. It helps vitalize the traditional craftsmanship and find a wider market for their products nationally and internationally.

Today, Aarong has become the foundation upon which independent cooperative groups and family-based artisans market their craft, in an effort to position the nation's handicraft industry on a world platform of appreciation and acknowledgement. Over the years, Aarong has earned a name as one of the finest rural craft producers and marketer in home and abroad.

### **Section 1.02 History:**

At the outset Aarong started with one outlet at Shukrabad of Kalabagan in 1989. Aarong's unique design and quality of product created a buzz among the urban shoppers quite immediately. Also the expatriates and visitors from abroad found Aarong very distinctive compared to the contemporary market. As a result, Aarong started to expand very rapidly. In the following years of its inauguration Aarong started its export operation and setup another outlet in Moghbazar. The expansion of Aarong continued with the openings of Sylhet outlet in 1985, Bannani outlet in 1988, Khulna outlet in 1995, Rankin outlet in 1998, Uttara outlet in 2001 and Halihsahar outlet in 2008 and recent at Mirpur in 7th August 2010.

Several notable factors contributed to the growth of Aarong in its early stage. Its presentation of Bangladeshi traditional handicraft was highly appreciated in home and abroad. Local people living in urban areas found Aarong as a means to reconnect to their roots, while the outsiders found it as a window to know Bangladesh.

Besides the business expansion, Aarong also continuously participates in large scale fashion events up till now. Aarong also has been getting national and international awards for its products and operation throughout its past. Major among them are, International Award given to BRAC in 1988 for Aarong's management, Fair-trade Awards for craftsmanship, Banquba, Canada Exhibition Awards, Life Time Achievement Awards'2010 by Annodin and Baximcom.etc.

### Section 1.03 Logo:

The logo of Aarong is an image of peacock which is spectacularly beautiful because of the brilliant, iridescent, diversified colorful pattern in its tail. The color of the peacock in the logo is orange because it represents energy. By this logo Aarong communicates that



Figure 1 Logo of Aarong

its products are as stunning and as unique as a peacock. Moreover it wants to emphasize its natural, eco-friendly products through the emblem.

### Section 1.04 Mission statement of Aarong:

*“To make Aarong the best in the world in providing a unique Bangladeshi lifestyle experience to empower people and promote Bangladesh while protecting our environment.”*

### Section 1.05 Vision of the organization:

*“A just, enlightened, healthy and democratic societies free from hunger, poverty, environmental degradation and all forms of exploitation based on age, sex, religion and ethnicity”.*

### Section 1.06 Organizational profile

Organizational profile	
Name	Aarong
Year of Establishment	1978
Nature of business	Handicraft(Non-profit Organization)
Total Product Lines	More than 100
Number of Outlets	12
Metropolitan cities cover:	Dhaka, Chittagong, Sylhet, and Khulna
Number of Franchise:	1 in London
Numbers of Exporting country:	More than 20
Yearly Turn Over:	BDT 105042116.00 (Export)
Total Artisans:	65000 (97% women)
Total No. of Production Center	13
Total No Production Sub-Center	647

Table 1-1 Organizational profile

### Section 1.07 Ayesha Abed Foundation- AAF (Aarong production Centre):

The Ayesha Abed Foundation (AAF) is an organization that aims to provide avenues for employment and income generation for underprivileged rural women. It is an enclave for women, formed to uplift them economically, through their work as producers, and also socially, through their development into entrepreneurs. The Foundation provides an appropriate working environment, financial and technical assistance, and training to develop the women's skills in various crafts. The Foundation was established to commemorate the memory and work of late Mrs. Ayesha Abed, a co-worker and wife of the Founder and Chairperson of BRAC. The work that is done in the Foundation is a testament to her commitment to the issues of education, training and employment opportunities for disadvantaged women. It was she who in 1976 initiated all the present major activities of AAF in Manikgonj.

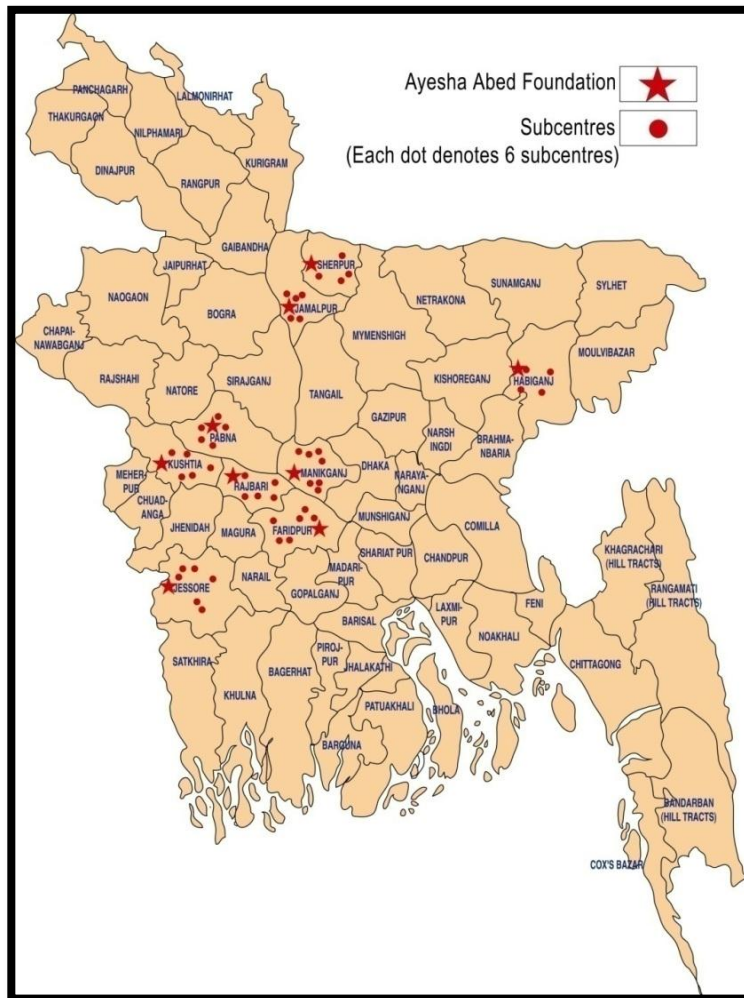


Figure 2 Location of Ayesha Abed Foundation

The AAF aims to work with the most underprivileged women in the society. These women are often the most neglected and are in need of much assistance and support. The AAF plays the role of a facilitator. To support these women Aarong has created 13 production centers in Baniachong, Gorpara, Jamalpur, Jessore, Kushtia, Manikganj, Rajbari, Sherpur, and Pabna, Pollobi, Kurigram, Nilphamary, Jhenaidah and 653 sub Centre spread across in 2000 villages of Bangladesh. Today More than 40000 women work directly for Aarong in its production centers. The women are placed in an enabling environment, with other women of similar socio-economic backgrounds. They are trained and then given the opportunity to generate income. One of the major challenges that these women have to face is that they are marginalized and they, on their own, have no way of becoming part of the economic system. This is where the AAF steps in, helping such marginalized women out of their peripheral existence in society, and giving them the opportunity to become involved in sustainable enterprise. The AAF is closely interrelated with other programs, especially BRAC Development Program (BDP) and Aarong. The women workers of the AAF come from the BDP organized Village Organizations. Working at the AAF thus gives the women access to other BRAC programs. All of the AAF's finished products are sold through Aarong, which additionally provides designs, raw materials and financial support to the AAF. Since AAF supplies exclusively to Aarong, it is treated as Aarong Production Centers.

### **Section 1.08 Products and services of Aarong:**

Holding the steadfast to its original Mission, Aarong today supports the lives and livelihoods of thousands of rural artisans and handicraft producers. These producers and artisans create wide range of products for the different types of consumers in home and abroad. The products are unique and traditional and appealing to the modern consumers, starting from clothes, accessories to home wares. Aarong designs and creates clothes for women, men and children. There are designers and more than 3000 weavers across the country are involved with the production of Aarong clothing lines. And for the fashionable accessories there is one special department called jewelry department where jeweler creates elegant jewelries that are contemporary yet traditional using gold, silver and jewels like pearl, emerald and diamonds. The other accessories like bag, sandals and produced in AAF centers using leather, jute, bamboo etc. In home ware and decorative Aarong produces pottery vases and sculpture of wood, bamboo, brass and clay etc.



For exporting the products Aarong has a separate department in head office and very skillful artisans work here to produce fine quality products and these are sent to the production centers as sample of the exporting products. Here is the list of products Aarong produces:

- **Clothes & Accessories:**

Men's Product	Women's Product	Children's Products
<ol style="list-style-type: none"> <li>1. Traditional</li> <li>2. Executive Shirts</li> <li>3. Maanja</li> <li>4. Fotua</li> <li>5. Short Kurta</li> <li>6. T-shirts</li> <li>7. Stoles/Shawls</li> <li>8. Sandals</li> </ol>	<ol style="list-style-type: none"> <li>1. Traditional</li> <li>2. Western</li> <li>3. Nightwear</li> <li>4. Shawls/Scarves</li> <li>5. Shoes</li> <li>6. Bags</li> <li>7. Fabrics</li> </ol>	<ol style="list-style-type: none"> <li>1. Clothes</li> <li>2. Toys</li> <li>3. Books</li> <li>4. Shoes</li> </ol>



Figure 3 Product line of Aarong

- Home Wares, Furniture, Others:

Home Accessories	Jewelry Product	Leather Product	Nakshi Kantha
1. Curtain	1. Gold	1. Shoes	1. Decorative
2. Bed cover & cushions	2. Silver	2. Bags/Wallets	2. Wall hangings
3. Rugs	3. Pearl	3. Belts	3. Christmas decorations
4. Table Lamps	4. Others	4. Boxes	
5. Photo Frames		5. Photo Frames	
6. Coasters			
7. Napkin Rings			
8. Mats			
9. Trays			
10. Cutlery			
11. Bowls and Platters			
12. Photo Frames			
13. Bookends			
15. Hammocks			
16. Plant Accessories			
17. Candles			



Figure 4 Product line of Aarong (Home accessories)

### Section 1.09 Aarong Retail Outlets:

Aarong sales its products through its own outlets, Aarong follow zero distribution channel. Around the country Aarong has ten outlets six outlets in Dhaka in six major parts (Dhanmondi, Gulshan, Uttara, Maghbazar, Wari and Mirpur) and outside Dhaka Aarong have two outlets in Chittagong, one in Sylhet and one in Khulna. And outside Bangladesh Aarong has one shop in London, United Kingdom.



Figure 5 Aarong's outlet

## **2. INTERNSHIP OVERVIEW**

I have joined in Aarong as intern in order to complete the internship part of my academic program. As my major concentration is Human Resource Management and minor is in marketing, I have been given an opportunity to work in Social Compliance and Producer Relations (SCPR) department of Aarong where I able to understand different aspect of Human Resource Management as well as able to learn different activities of compliance for overall betterment of organization and society. Compliance is one of the roles of Human Resource Management which now a days has become most highlighted issue in business world. So I would like to give an overview of Social Compliance and Producer Relations department.

### **Section 2.01 Social Compliance & Producer Relations (SCPR):**

Now a day's compliance is essential for any organization to be successful in present legal environment. It can be treated as a mode of defining both individual and group behaviors to ensure the organization's applicable laws and policies are followed. Keeping thought in its journey, Aarong had taken a decision to established Social Compliance and Producer Relations (SCPR) department. As a social enterprise, Aarong also follows social compliance guidelines that have been established to meet its commitment towards being a socially accountable organization for all of its respective stakeholders - producers, artisans, employees, customers, and community. This important responsibility has been carried out by the department of Social Compliance & Producer's Relations (SCPR) of Aarong. Beside that as a customer focus organization, the thought of forming SCPR department is to ensure that customers can purchase product from Aarong with a clean conscience. As a result SCPR also responsible to ensure that the production centers where manufacturing activities take place are operating in standards that are acceptable to society without exploitation taking place. The working environment, terms and conditions, wage levels, worker benefits, health and safety facilities, working hours and worker development are all standardized and implemented by its producers. SCPR department has started its journey in 2009 of August.

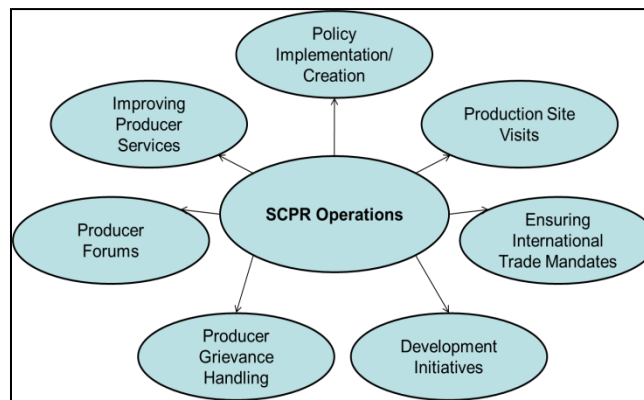
### **Section 2.02 Objective of SCPR:**

The main purpose of SCPR department is to ensure that Aarong's practices are associated with its mission by developing policies that adhere to social compliance standards. Beside compliance guideline should be followed by the Ayesha Abed Foundation (AAF) and independent

production sites. In addition, SCPR also serve as relationship manager for independent producers by providing forums for producers to express their needs, handle producer grievances and improve producer related services.

### Section 2.03 Operation of SCPR:

Aarong ensures that as a socially responsible organization, it follows and practices best compliance standards for delivering product to ultimate consumers. This important responsibility of maintaining this commitment has been carried out by the department of Social Compliance & Producer's Relations (SCPR) of Aarong through undertaking following operations:



**Figure 6 Operations of SCPR**

The total operation of SCPR is divided into two different parts; one is playing social compliance role and another is developing producer relations activities.



<b>Operations</b>	<b>Activities</b>
<b>Social Compliance</b>	Social audits at production sites of independent producers and Ayesha Abed Foundation.
	Policy making like: penalty policy, child labor policy, social compliance policy, environmental policy.
	Maintaining international standards – ISO, SA 8000.
	Implementation of the feedback from buyers and develop social awareness.
	Research and implementation on environmental initiatives.
	Social Assessments for Fair Trade Buyers.
	Monitoring manufacturing locations.
<b>Producer Relation</b>	Grievance handling of policy, process, systems, harassment etc.
	Training and Development support.
	Betterment of working conditions.
	Improve the overall working process by formulating penalty policy, new producer orientation manual.
	Monitoring of wage rates.
	Relationship management activities.

**Table 2-1 List of SCPR's activity**

## Section 2.04 Organogram for SCPR:

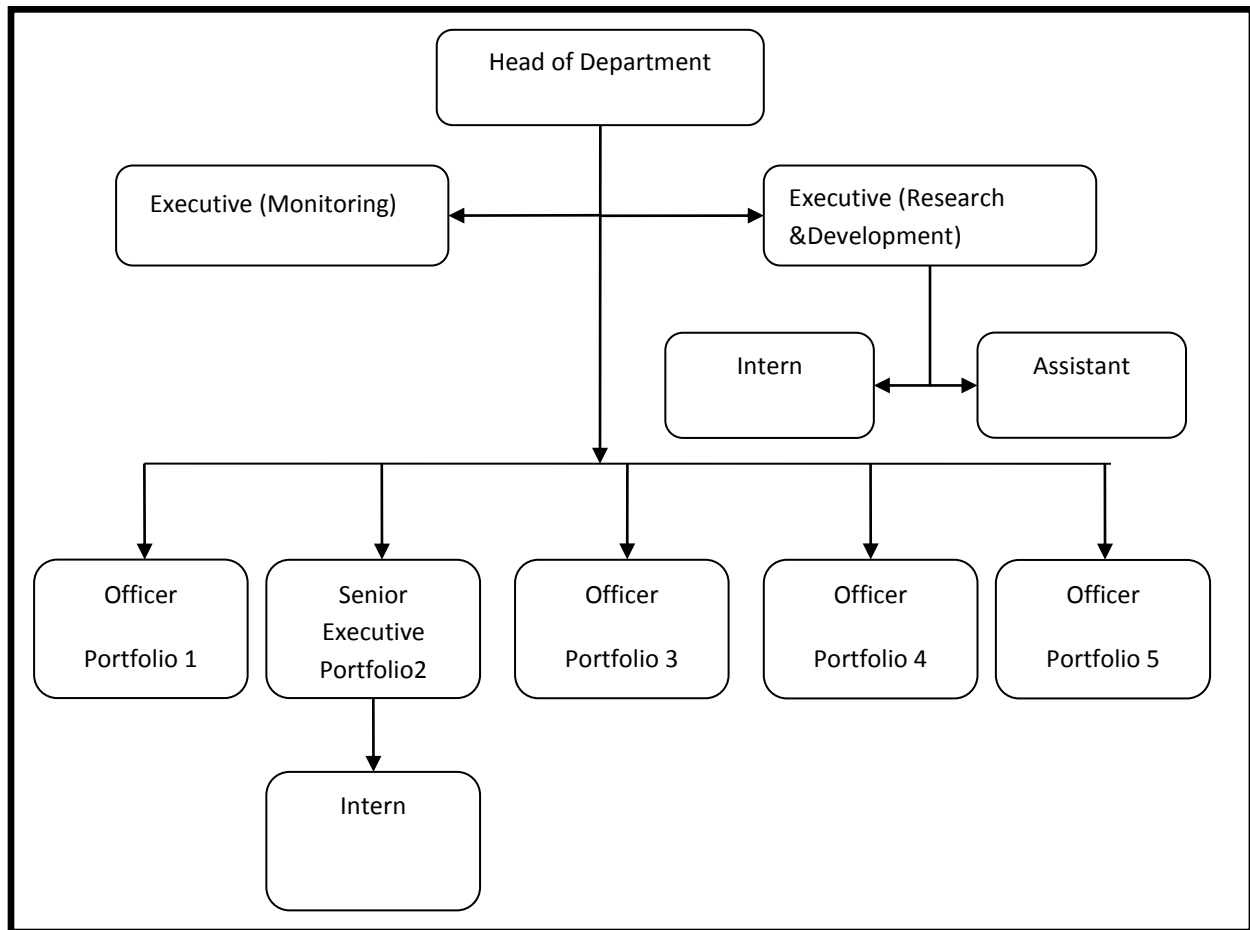


Figure 7 Organogram of SCPR

## Section 2.05 Job Description:

### Title: Executive, Monitoring

- Lead auditor of social compliance audits at Ayesha Abed Foundation and Independent Producer sites.
- Develop & implement social compliance projects at AAF and IP sites.
- Finalize and submit all social compliance audit reports.
  - ✓ Presentation of Social Audits
- Monitor CAP progress of all Aarong Producer sites.
  - ✓ Quarterly IP CAP Report
- Update and develop new compliance guidelines, registers, and policies.

- ✓ Research best practices of local and multinationals companies on social compliance operations, wage rates, benefits, environmental initiatives, etc.
- Monitor operations of Officers and review activities.

**Title: Executive, Research and Development**

- Perform research of Independent Producer & Artisan development.
  - ✓ Annual Producer Appraisal
  - ✓ Producer Development Program (Identify strengths and weaknesses of IP categories)
  - ✓ Coordinate Cross Functional Development Teams
  - ✓ Undertake Producer development projects
- Implement Producer development trainings.
- Manage the Artisan Development Initiative.
  - ✓ Monthly Report of ADI (Artisans Development Initiative)
- Coordinate Director & Producer Forums
  - ✓ Monthly Grievance Handling Report – ensure all grievances have been handled
  - ✓ Coordinate resolution of issues from Forums
  - ✓ Update Producers of results through appropriate media.
- Share Producer related news through appropriate media (newsletter, etc.) with Aarong staff and stakeholders.

**Title: Senior/Officer, SCPR**

- Portfolio Manager of 100+ Producers
- Execute social compliance audits of Independent Producers & Ayesha Abed Foundation
  - ✓ Social Audit Report
  - ✓ CAP development
  - ✓ Meeting with Producer and follow-up visits
- Handle Producer Grievances
- Regional Coordinator of Artisan Development Initiative
- Organize Independent Producer Forums

- Perform social compliance operations at Ayesha Abed Foundation & Aarong production sites
- Assist Executive in Producer Development Projects
- Assist Executive in Social Compliance Reports

**Title: Assistant**

- Assist members of SCPR in typing, scheduling, and other computer related functions
- Managing SCPR digital document archiving
- Assist Head of SCPR in all tasks
- Point of contact for Producers on site
- Answering incoming phone calls to the department
- Managing office supplies and operational needs for SCPR
- Assist other departments on a need basis

**Title: SCPR Program Intern**

Program Name: Artisan Development Program

Synopsis: The Artisan Development program is a joint initiative between seven BRAC departments and Aarong to take a holistic approach on the development of the 65,000 artisans working at Ayesha Abed Foundation (AAF) and Independent Producer (IP) facilities.

Duties and Responsibilities:

- Liaison between Aarong and BRAC departments
- Work with BRAC departments on customizing structure of existing programs
- Perform feasibility research on locations of pilot project
- Member of program development and coordination team
- Develop and conduct field surveys
- Observe and report on implementation

**Title: SCPR Intern**

Duties and Responsibilities:

- Conduct research relating to current and new SCPR initiatives

- Assist Executive in updating and developing compliance guidelines, registers, and programs
- Assist in administrative duties of SCPR operations - this includes data entry, presentations, filing
- Work on business development project with Department Manager.

### **Section 2.06 Description of my activities:**

As I have got the opportunity of three month to work as intern in SCPR department of Aarong, during this period of time I have conducted different activities. At the same time I was also assigned to a development project of SCPR which main objective is how producer can get better service from Aarong by improving the efficiency level of Aarong Central Service (CS). In this project I have to analyze different department of Aarong and also have to find out the limitation of each department as well as I have to recommend how the overall process and efficiency level can be improved for building positive relation with Aarong producers. Following activities I have carried out on regular basis:

- **Social Audit:** SCPR conducts social audit to ensure if the producers of Aarong meets standards of various environmental laws. Social audits are used to evaluate and measure how well an organization is adhering to mandatory regulations in terms of health, safety and security, social and environmental, management and financial, training in organization. During field visit to Jessore AAF center, I also participated in social audit where I examined the rules, regulations, orders and instructions for their legality, adequacy, transparency and gather information through visual observations at the site, document reviews and interviews of staff. This data is then compared to the applicable permits and regulations to evaluate how well the operation is conforming to those applicable legal requirements.
- **Production site visit:** There are almost 850 individual producers & 13 AAF centers throughout the country from where Aarong assemble products for satisfying current demand of producer. One of the important responsibilities of SCPR is to conduct production site visit of these independent producer and AAF center for monitoring their activities, implementing different policy, observing the overall working environment of factory as well as working condition of workers or artisans. I went Jessore and Jinaidha with SCPR where two of AAF production center were situated. This field visit was



arranged to implementing the development program for artisans that is called Artisan Development Initiative (ADI). As a result I got the opportunity to know about the following process of SCPR operation:

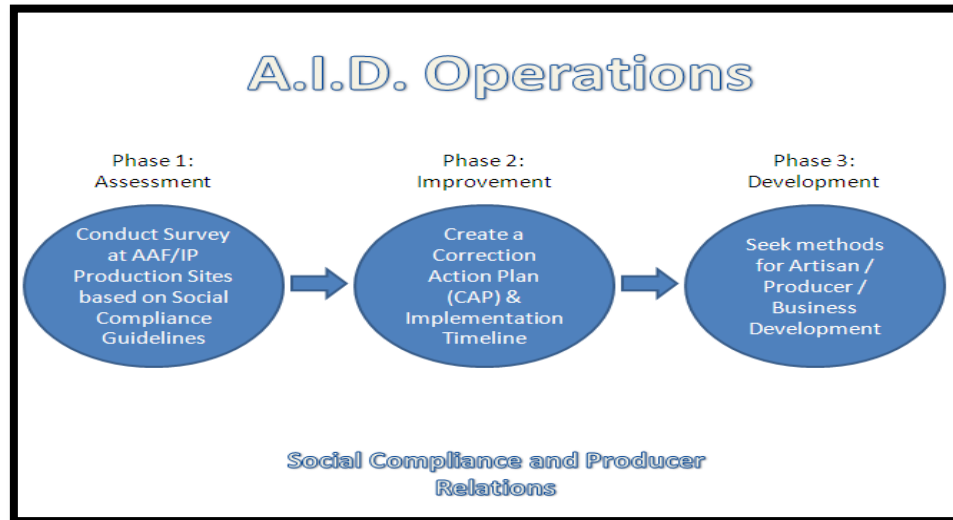


Figure 8 Process of SCPR's operation

- **Grievance Handle:** Grievance handling is another important activity of compliance management which gives producers an opportunity to voice out their problems whether it complaints concerning harassment, discrimination or any problems within the organization. SCPR has list of grievance issue on which they take complain from producers. I was also involved in grievance handling procedure where I knew the issue from producers through interview, meeting or over telephone conversation. Then I recorded it in grievance form of SCPR. Within three working days, this grievance needed to be resolve from department and let the producers inform about the result.
- **Relationship management activity:** I was responsible to carry out various activities for developing positive relationship between Aarong and producers. So I have made greeting card for producers on various occasions, prepare leaflet for them to aware them on social issue. Beside I was also responsible for making newsletter from SCPR department where targeted audience was Aarong producers. Beside these I made poster on World Environment Day for making them aware about how we can contribute in our society by doing environment friendly activities.
- **Producer forum:** Producer forum is one of initiatives of SCPR for building positive

relationship with Aarong's producers where producers come with a group to discuss their need, different issue with management. It is as a way of expressing their opinion in systematic manner. This producer forum has been organized on monthly basis. As there are more than 20 categories of different producers, in every month, from each category a group of producers come to meeting which is organized by SCPR department. In this forum or meeting concern persons from every department are present to listen from producers and give them suggestion, solution as well as explain different issue. For organizing producer forum, I need to organize meeting, making calls to producer informing them about meeting. After finishing meeting, it is also important to register the issues which are discussed in the forum as well as need to published the decision on the notice board to let know other producers

- **Director Forum:** Director's forum is an initiative of SCPR where all producers of particular category are called for meeting with different department responsible person. The purpose of the forum is to establish good relationship by discuss and resolve issues that arise from producer's end. Director forum is held quarterly in year where director of Aarong remains present and give promote decision to problem of producers. After finishing forum decision of director is circulated through a notice form for updating others. During my internship period, I also involved in post and pre phase of organizing director forum by SCPR.

Apart from all regular tasks I am attached to an analysis work regarding how Aarong central service can improve their efficiency level by taking feedback from producers of Aarong. As a result I need to analysis various department of CS (central service) and justify producers feedback as well as recommend how the overall improvement can be taken place in Aarong.

### 3. REPORT PART

#### Section 3.01 Introduction:

As a part of producer's relation activity, social compliance & producer relations department has taken an initiative to evaluate the service level of producer from various departments. At the same time, SCRIP tries to analyze the current operational flow of Aarong's Central Service (CS) as well as tries to figure out how Aarong can enhance its overall efficiency level by establishing fruitful coordination among the various departments. Beside that the precious feedback of Aarong's valuable producers is also considered for examine the service of CS. Starting from designing to ultimate product delivery; producers have to interact with various department of Aarong's CS. For this study, those departments of Aarong have considered from which producers interact directly for production purpose and product delivery. We can expect that, from this study and observation both Aarong and producers of Aarong will be benefitted for increasing their efficiency level. Here, the marked departments are considered for evaluating and observing for conducting survey on producer's service.

#### Section 3.02 Objective of Survey:

The main purpose of this survey is to find out service level of each department of Central Service

(CS) from the perspective of the producers. At the same time we are also interested to know the overall satisfaction level on the process that producers follow starting from design department to accounts department. In order to evaluate the overall process of CS system and understand the total process, it is very important to analyze the all department of CS system where producers need to interact to work with Aarong. We have found that producers need to interact with 8 different departments during the overall process the goods delivery and receiving the payment. As a technique of collecting data we follow survey method beside observation. For this reason, survey questions are prepared for each department in order to take feedback from the producers.

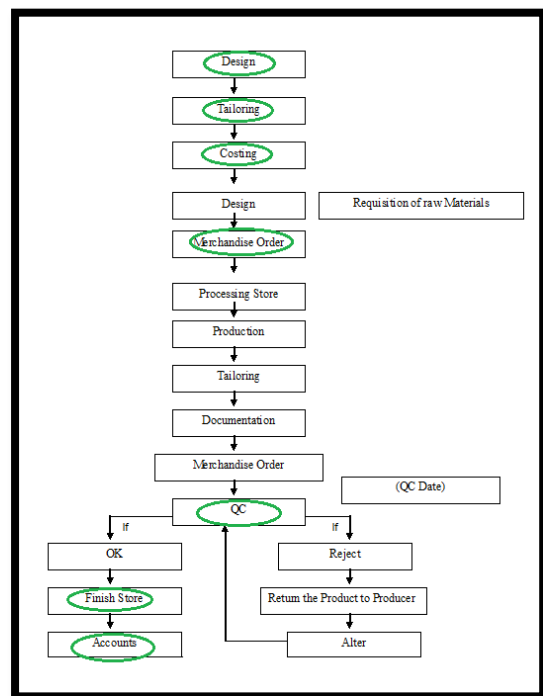


Figure 9 Operational flowchart of Central Service

There are six key areas on which survey has been emphasized, like:

- Behavior of employee with producer
- Time efficiency of the overall process
- Helpful or positive experience of producers
- Effectiveness of the process in the eyes of the producers
- Arrangement of space which would be helpful to understand the function of each department
- Feedback of producer's for the improvement of CS system

### **Section 3.03 Methodology:**

This report has been prepared based on both primary and secondary data. The primary data was collected through conducting survey in form of questioner, taking feedback from producers, observing various departments as well as collecting information from various department personnel during different tasks that I had to carry out as an intern. At the same time, I personally took notes during the tasks I came across in my internship. There are data that I collected from secondary sources such as reports, publishes documents of library of Aarong, internet and articles. Data collected from the organization and other sources were assembled and put down in different part of the report. Based on the collected information analysis and conclusion is completed. Here are the details of survey procedure.

**Sampling procedure:** Producers of Aarong are the targeted population.

- Total no. of population=716
- Total number of department considered for evaluation= 7 departments
- Respondent: From each department 25 producers will be selected for taking feedback. Among the 25 producers, producers are collected in proportioned way on the basis of producer's category.
- Sample size is  $(n) = 25*7 = 175$

Data will be collected by using simple random sampling without replacement method. So that it will provide unbiased estimators of the population mean and variance. Another reason behind is that the total population size is sample. So that sample size will provide better representation.

After deciding sampling procedure, we have prepared question paper for conducting survey.

### **Section 3.04 Limitation:**

During the preparation of this report some difficulties have been faced, which can be considered as the limitation of the project. These are the following limitations:

- There is the issue of disclosing of internal and sensitive information of the organization which is not allowed to go into the depth of the analysis.
- Lack of sufficient time which did not allow for learning about certain issues or practices of different departments which are considered to evaluate deeply.
- Unavailability of enough relevant records and information on organization system and the practice of various departments.
- Published information is not up to date.
- Employees are not allowed to provide in depth information about their practices as the information is confidential.
- Three months' time is not sufficient to learn practices and procedures of a large organization like Aarong.

Moreover, there are some inadequacies which are faced during conducting survey and taking feedback from producers, such as:

- There are more than 15 categories of producer.
- All departments are not equally important for all producers for getting service.
- Demographic data like: age, producer-ship duration, literacy rate of target population has so much discrepancy.
- All producers are located at different location of Bangladesh. So to reach them, survey need to be taken over phone.
- Time limitation is also another barrier for conducting survey.

### **Section 3.05 Survey question:**

As there are eight different departments, like: design, pattern room, costing, merchandise order, processing store, quality control, finishing store or warehouse and accounts as well as 16 different categories of producers, 8 different survey questioner has prepared for collecting their feedback. Each of the survey question form is comprised of multipoint rating question, open

ended and suggestion question. Multipoint rating questions are justified on the basis 5 scale rating system. Like: 1 is considered as positive experienced or satisfactory situation where 5 is measured as negative or non-satisfactory situation.

Following rating procedure is decided for identifying the outcome, like:

1= Outstanding	2=Above average	3= Average	4=below average	5= Poor
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**Table 3-1 Survey rating criteria**

\*\*\*Survey questioners of different departments are given in appendix.

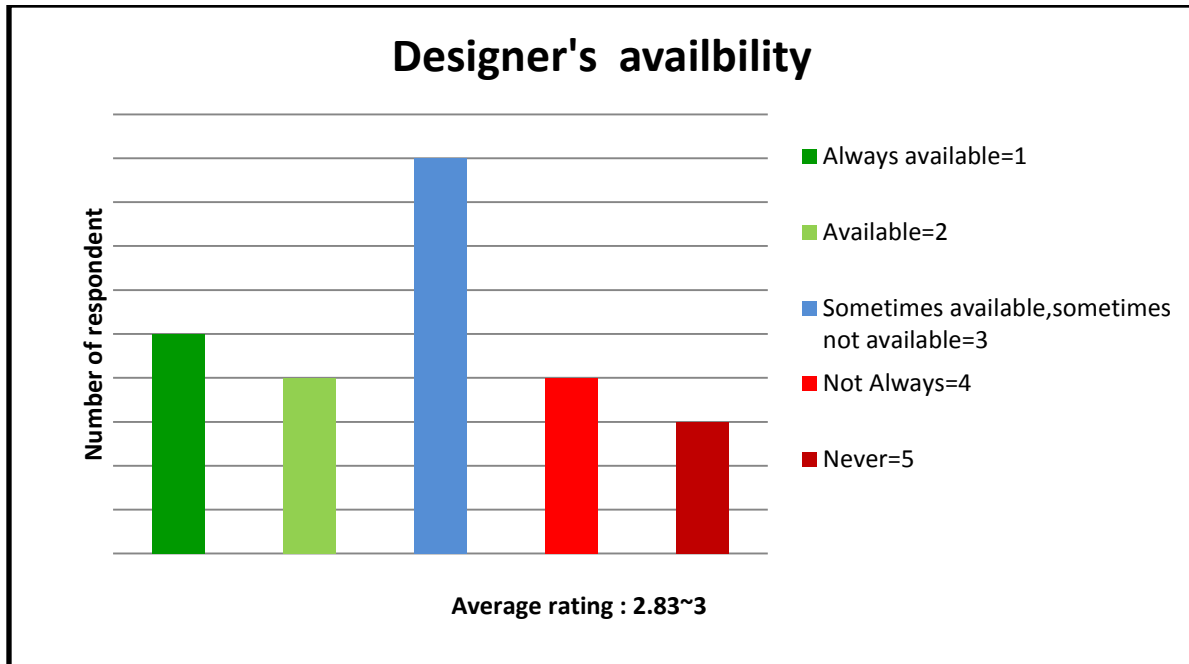
## **4. FINDINGS AND ANALYSIS:**

### **Section 4.01 Design Department:**

Design department is one of the prominent sections where producers from all categories have come starting from the purpose of design development, understanding and making sample, sample approval etc. In order to improve CS service and efficiency for producer, at first we need to analyze the current scenario of design department. For this reason, we conduct a survey on producer to take feedback from them. At the same time observation is carried out on design department and its process.

**Designer’s availability:** For the purpose of analyzing the designer availability for producer, producers have been asked a question whether designers are available in their scheduled time or not. On availability portion of survey, 2.86~3 score has been given by the respondents on an average which means producers are not satisfied enough. Recently producers of Aarong have been given a schedule which is called “Designer Schedule” for meeting with the designers in their available time for the purpose of consultation, taking instruction for making sample, sample approval, sample delivery etc.





**Figure 10 Designer's availability**

Following outcomes are found through survey:

Majority of the producer has stated that they are not able to meet designer in the scheduled time. In order to meet with designer, they have to wait for longer period of time which hampers their other activities. As a cause of this unavailability producers have mentioned that there is no equal distribution of producer among the designer for monitoring. Sometimes designer are unavailable due to their meeting which is not informed to producer by designer earlier. As a result producer has to wait for long period of time or even has to go back without meeting designer after waiting for entire day. Beside that producers are also claimed that serial for waiting is not maintained properly. Though there is “Producer Calling Time Record Register” which is used to keep proper record for producer’s entrance and meeting time, this register is not maintained properly. As evidence we can see following picture:

6/9/20 (बुधवार)

Logs are not maintained properly

S.No	Producer name	Pin	Designation name	Product	Designation	Time
2	सुरेश	1.00	सुरेश	सुरेश		
2	सुरेश	2.00	सुरेश	सुरेश		
6	U	U	सुरेश	सुरेश		
8	सुरेश	2.00	सुरेश	सुरेश		
6	सुरेश-2	2.00	सुरेश	सुरेश		
6	सुरेश	2.00	सुरेश	सुरेश		
9	सुरेश	2.00	सुरेश	सुरेश		
	सुरेश	2.00	सुरेश	सुरेश		

Figure 11 Producer's calling time register 1

20/9/20 (बुधवार)

Out time is not registered here

Producer name	Designation name	Pin	Product	Designation	Time
सुरेश	सुरेश	1.00	सुरेश		
सुरेश	सुरेश	2.00	सुरेश		
सुरेश	सुरेश	3.00	सुरेश		
सुरेश	सुरेश	4.00	सुरेश		
सुरेश	सुरेश	5.00	सुरेश		
सुरेश	सुरेश	6.00	सुरेश		
सुरेश	सुरेश	7.00	सुरेश		
सुरेश	सुरेश	8.00	सुरेश		
सुरेश	सुरेश	9.00	सुरेश		
सुरेश	सुरेश	10.00	सुरेश		
सुरेश	सुरेश	11.00	सुरेश		
सुरेश	सुरेश	12.00	सुरेश		
सुरेश	सुरेश	13.00	सुरेश		
सुरेश	सुरेश	14.00	सुरेश		
सुरेश	सुरेश	15.00	सुरेश		
सुरेश	सुरेश	16.00	सुरेश		
सुरेश	सुरेश	17.00	सुरेश		
सुरेश	सुरेश	18.00	सुरेश		
सुरेश	सुरेश	19.00	सुरेश		
सुरेश	सुरेश	20.00	सुरेश		
सुरेश	सुरेश	21.00	सुरेश		
सुरेश	सुरेश	22.00	सुरेश		
सुरेश	सुरेश	23.00	सुरेश		
सुरेश	सुरेश	24.00	सुरेश		
सुरेश	सुरेश	25.00	सुरेश		
सुरेश	सुरेश	26.00	सुरेश		
सुरेश	सुरेश	27.00	सुरेश		
सुरेश	सुरेश	28.00	सुरेश		
सुरेश	सुरेश	29.00	सुरेश		
सुरेश	सुरेश	30.00	सुरेश		

Figure 12 Producer's calling time register 2

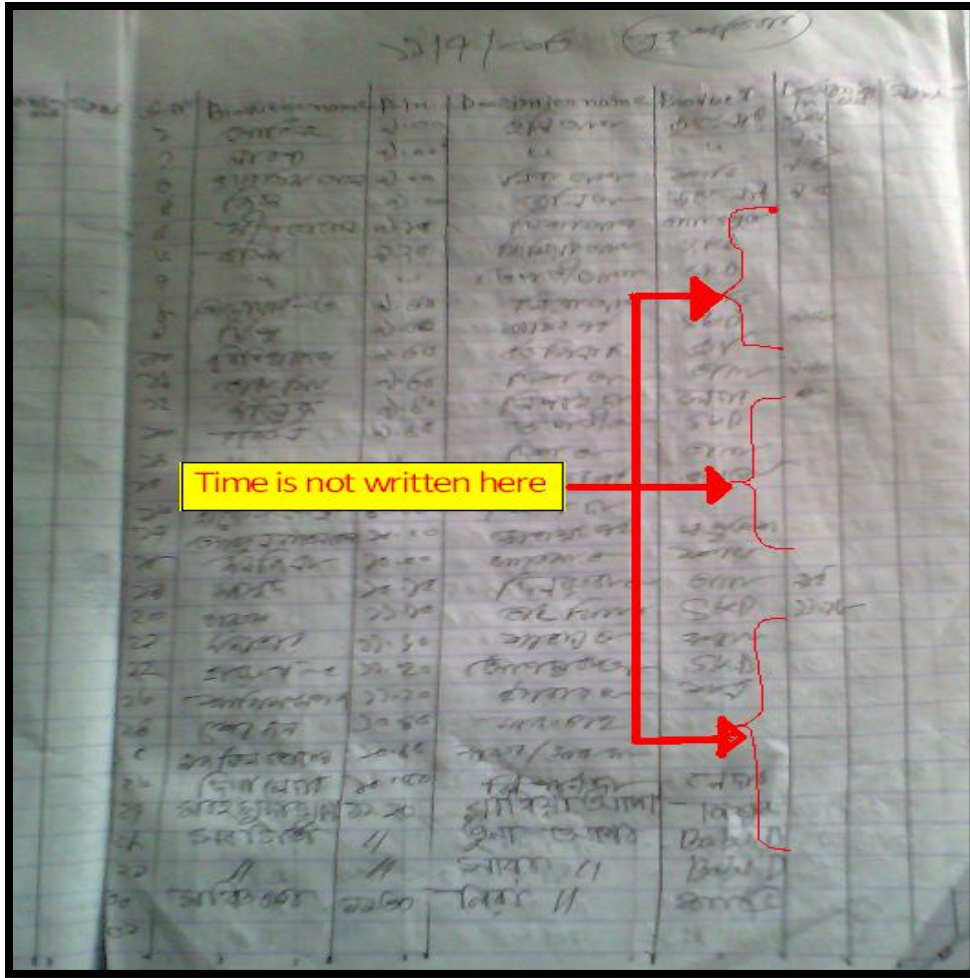


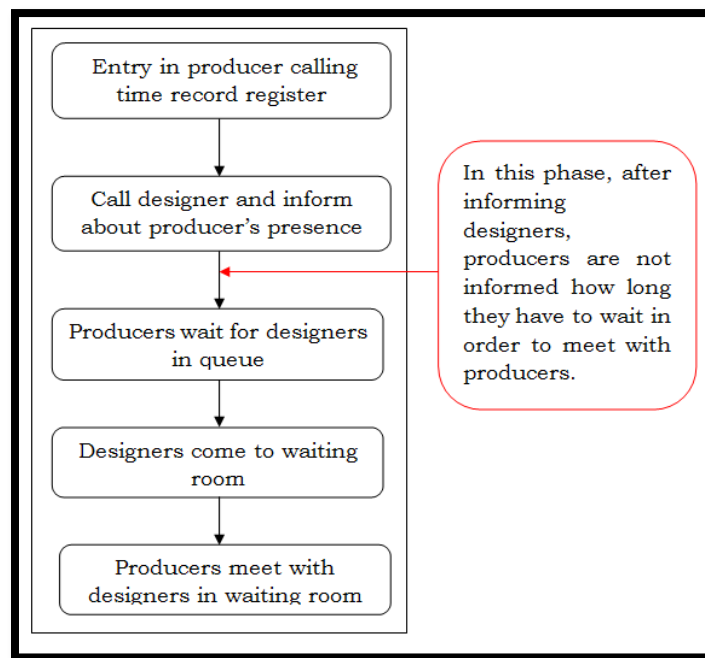
Figure 13 Producer's calling time register 3

At present, the format of producer's calling time record register is:

Serial NO.	Producer's Name	Time In	Designer's Name	Product	Designer's meeting time		Signature
					In	Out	

As a result, some of the producers have to wait for hours; some of them can complete their task with designer quickly. In addition, producer has also dependent with designer schedule, as there is fixed time for meeting with designer, if there any emergency for consulting, producers are not able meet with designers. Beside, sometimes designers also disagree to meet with producers except the schedule time. So producers think that present designer schedule does not offer

enough flexibility or does not fulfill their actual purpose. Here is the following flow chart of meeting with designers:



**Figure 14 Flow chart of meeting with designer**

In addition, during observation it has been found that producers are summarized following points which are responsible for this scenario:

- Under each of the designer, there are huge numbers of producers for supervision.
- Meeting with producers is prioritized as important task compare to other task.
- Due to fixed time for meeting with designer, producers are not able to get sufficient time for consultation.
- Designers are not available in their desk though producers are in queue.

**Behavioral and Helpfulness attitude:** In order to analyze the behavioral aspect of design department, producers have been asked question on behavioral issue and helpfulness attitude of design department. One is whether the behavior of the department is satisfactory or not and does producer get sufficient help from the designer to understand the design or sample pattern?

### “Designers are helpful to understand the sample”

In the survey, 2.20 score has been given by producers which indicates that producers get sufficient help from designers for understanding the sample instruction. It also reflects that producers are satisfied enough on the effort of designers for giving proper direction and assistance to understand the design of sample.

At the same time, majority numbers of producers are satisfied with the behavior of employee of design department. We can easily measure the outcome from the following charts:

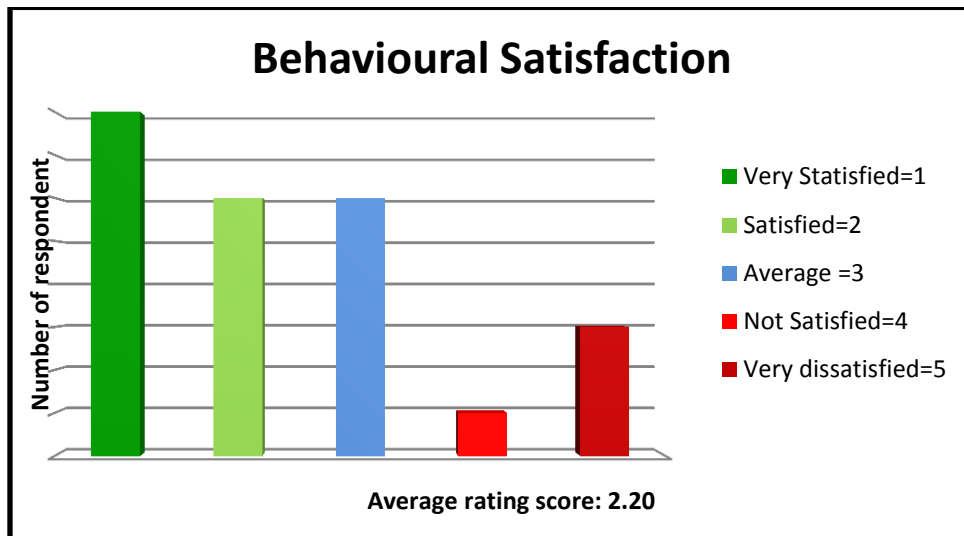


Figure 15, Behavioral satisfaction on design department

Beside that producers get sufficient support from design depart when they go for any kind of assistance. In helpfulness portion, design section has scored 2.16 point which also shows that design department has satisfactory level of helpfulness attitude to solve producer’s problem.

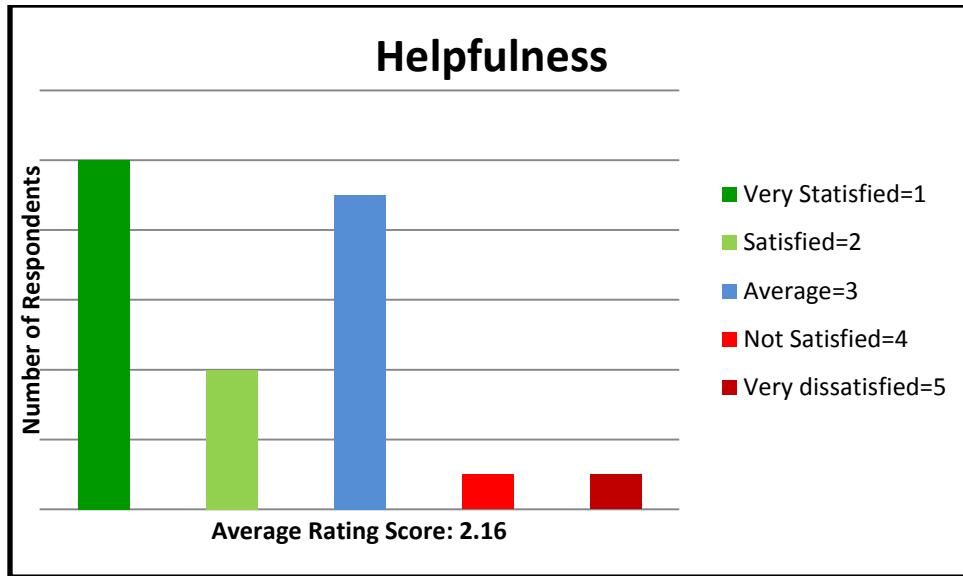
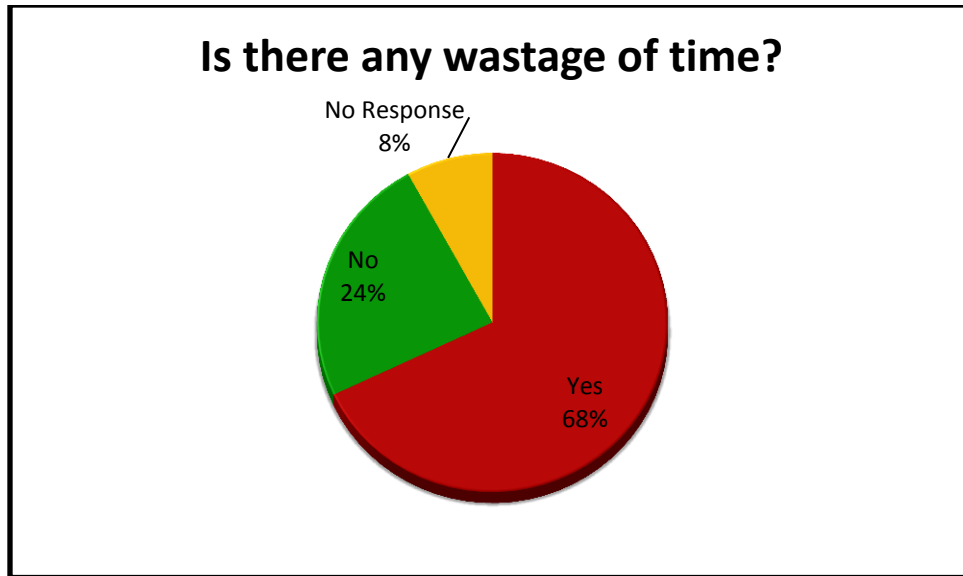


Figure 16 Helpfulness of design department

On the other hand, if we want improve the satisfaction level of producers; we need to focus on feedback of minority respondents who are not satisfied with behavioral issue. For example: sometimes producers are called not in honorable way which may also hurt them. Since Aarong has to deal with various types of producers, they should be treated in well manner. Besides that, when producers receive any kind of feedback for wrong outcome from the designer, the concern person should explain the issue to producer carefully and handle it carefully. As a result, producers will be motivated and inspired by the designer. In addition, a training session can be arranged for the employee regarding the ways of dealing with different types of producers.

**Time efficiency:** One of the purposes of our survey is to judge the time efficiency of design department, so that producers have been asked is there is any wastage of time during the interaction with design department. We have found that 68 % of respondents claimed that they wastage their maximum time during the period of interaction with design department.



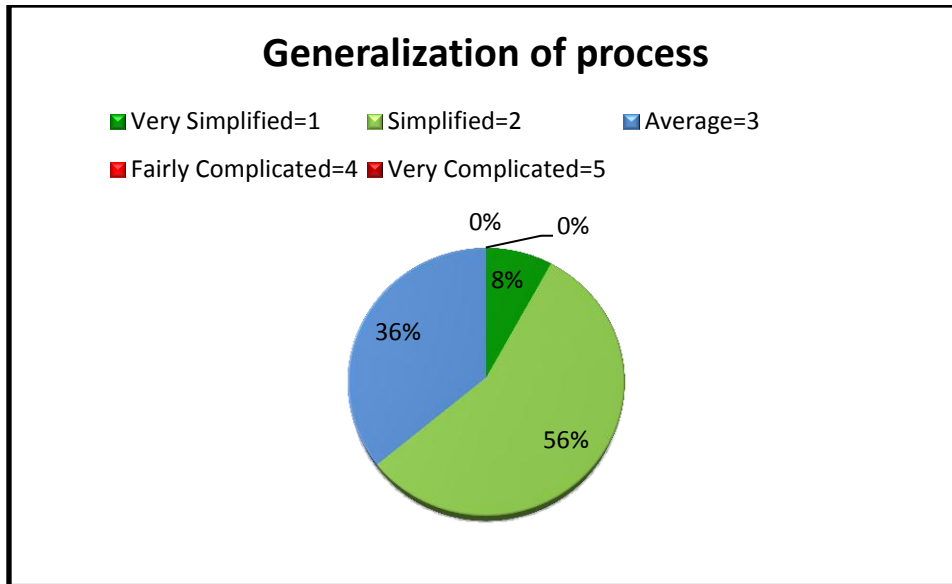


**Figure 17 Time efficiency of design department**

**“Waiting for longer period of time causes delay in their activity.”**

When one producer comes to Aarong with some specific purpose, he may have time limit as well as need to interact with other departments also. But it has been observe that in design section, producers need to wait for longer period of time when they come to meet with designers. On an average this waiting period is 2.5-3 hours for per producers. During the period of waiting in queue, producers cannot move to anywhere as they are not informed how long they need to wait.

**Generalization of process:** Another aim of the survey on design department is to know the nature of overall process of design department and to identify whether the operational process of design department is simplified enough to the producers according to their understanding level. On an average producers have given 2.28 score for the nature of process which signify that producers are satisfied with present operational process of design department.



**Figure 18 Generalization of process of design department**

**Suggestion form producers:** Besides all, we also collect feedback from produces on how the particular department can improve from the perspective of producers. They have suggested various concerns. Among all, one of the major issues is identified is that producers need to wait for longer period time for sample approval. Producers would be benefited if the sample approval time can be minimized. If the sample approval time can be minimized, producer will be able to move towards next step that is preparing costing sheet.

**Recommendation:**

Here are the following suggestions which may help to improve the service of producers from design department:

- There should be emergency meeting scope or flexibility for the producers to meet with designers in order to fulfill their emergency need. Sometime, produces have to wait for a day long to consult with designer which might be required 10 to 15 minutes to fulfill the task.
- Producers should be distributed among the designers for monitoring in such a way that all producers can get similar level of attention from the designers.
- There should be system or scope to know designer’s availability for next day. So that producers can take appointment time from the designer. As a result, producer’s time would not be wasted.

- Work of the design department should be organized in such a way that meeting with producers should be treated as one of the prioritized task.
- I think that I would be better to keep register log for each designer. For example: “X designer’s registration log” The format of registration should be:

Date	Producer’s Name	Designer’s Name	Purpose of Meeting	Product	Entry time	Meeting time with designer		Exit time	Signature
						In	Out		

As a result, it would be easier to keep track of meeting time and would be possible to know how long producers wait to meet with designers.

- It would be better to have following flow chart for meeting with designers. Like:

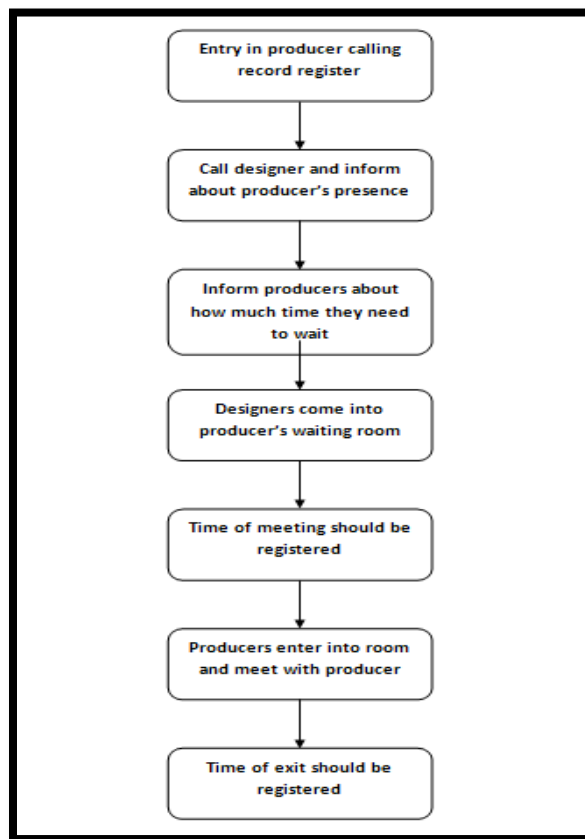


Figure 19 Recommended flowchart for meeting with designer

## Section 4.02 Pattern Room:

After finishing work with design department, producers move to pattern room. Pattern room is also known as tailoring section as the producers who only need to do tailoring work. Producers go to pattern room with the approved sample pattern to know the consumption of fabric and accessories which are required for whole production. They will also provide measurement chart to producer. Producers need to take date of serial or appointment for taking the consumption quantity from pattern room. After completing the pre-production sample producers need to take approval for bulk production. It is very important to maintain the measurement which is given by tailoring section or pattern room.

**Behavioral aspect:** From conducting survey in tailoring section, we have gathered following outcomes. First of all, we have measured the behavioral satisfaction of producers on employees of pattern section. On an average, producers have given 2.04 on the behavioral portion of this department. From the following chart, we can understand that maximum people has given their responses in satisfied sides where 32% of the responded are highly satisfied as well as 44% of them are satisfied. So from this outcome we can say that producers are satisfied with the behavior of the employees of this department.

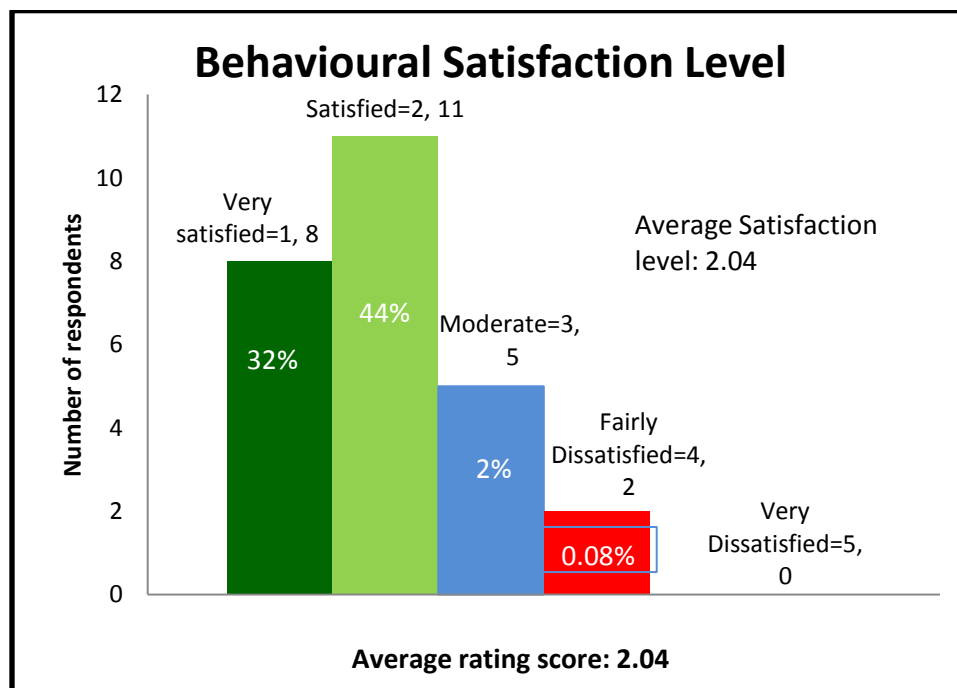


Figure 20 Behavioral satisfaction on pattern room

**Helpfulness attitude:** Producers also give their opinion on the helpfulness attitude of this department where 72% of them acknowledge that they get sufficient help from the employees of this department and 12% of them did not get help from this department of their problems.

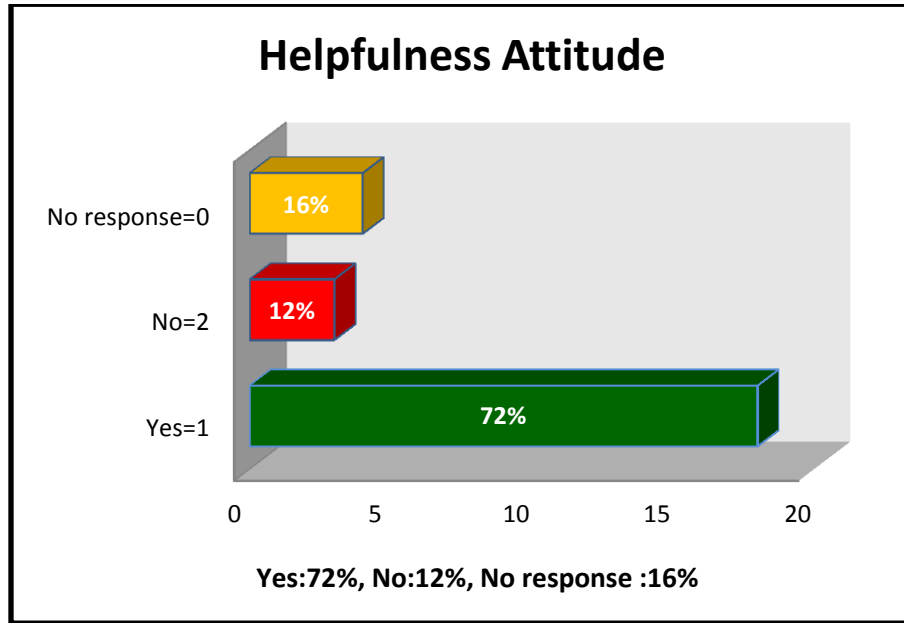


Figure 21 Helpfulness of pattern room

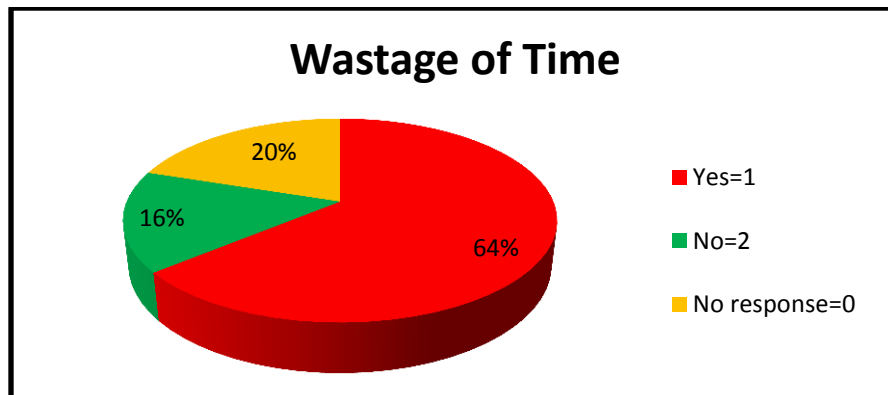
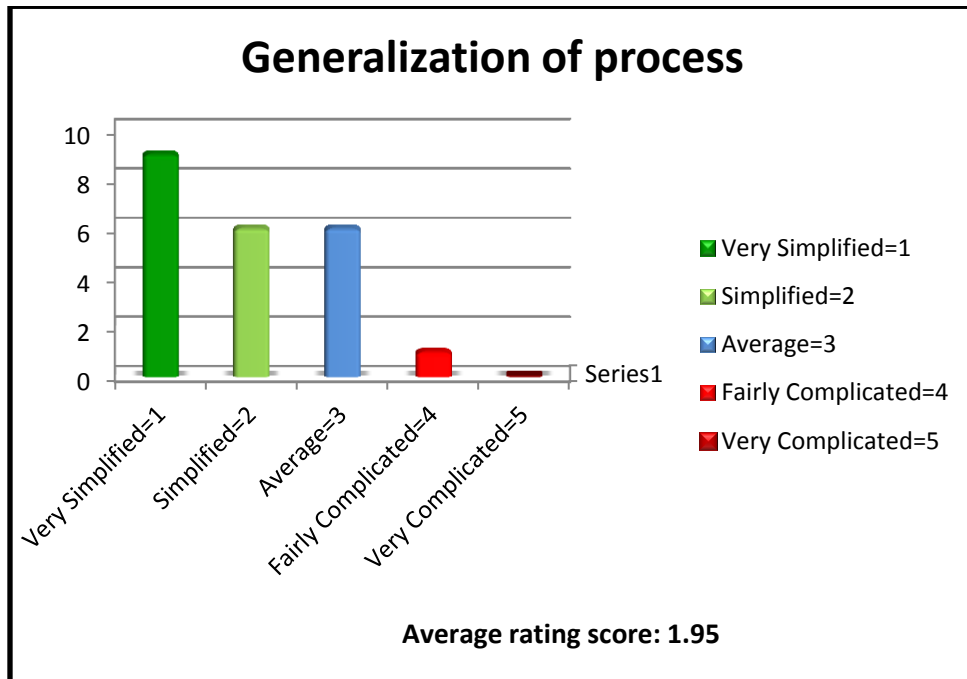


Figure 22 Time efficiency of pattern room

**Time efficiency:** One of the parts of the survey is to figure out is there is any wastage of time of producers during the dealings with pattern room. Through survey we have found that 64% of the responded thinks that their time has been wasted during the measurement process of tailoring section. As reason of this wastage of time, they have identified that that they need to wait for longer period of time to take the measurement sheet and to know the consumption quantity. At first they to need to wait for taking appointment serial and then next day they need to come the

pattern section according to the appointment time. As a result it takes on an average 2 days to deal with pattern section. Producers wish that it would be better for them if they can complete their activities with pattern section within one day. In addition it has been identified that though producers come to pattern room on time, they need to wait on an average 1- 2 hours to get service from pattern room, it is also another reason of wastage of time. In sufficient man power in pattern section also reliable for increasing that waiting time of producers in pattern room.

**Generalization of process:** In the generalization of process part of doing work of pattern department, producers have given 1.95 score out of 5 on an average which signify that the process of doing the activity of pattern room is simplified to producers. From the below chart we can also identified that for the majority of the producers, this process seems very simplified.

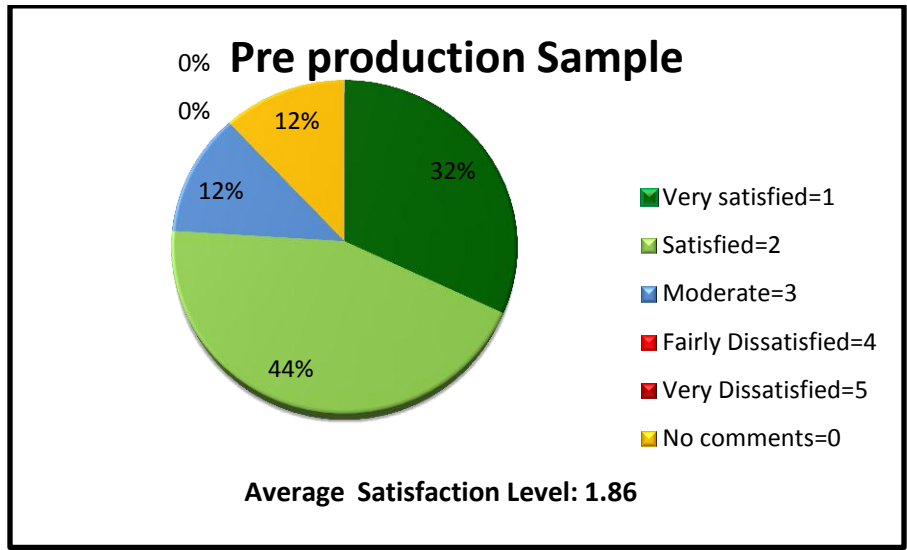


**Figure 23 Generalization of process of pattern room**

Besides that in feedback portion of survey on pattern room, producers also state that the waiting room space if front of pattern room is not sufficient. At the same time the environment of pattern room is suffocated and not suitable enough for waiting. When huge numbers of people are waiting for taking service from pattern room, the entire environment gets congested for limited space during waiting in a serial.



**Others:** Producers need to prepare pre-production sample for this department before going to the costing section. We have considered the satisfaction level of producers with pre-production sample preparations. Through the survey, we have found that 32% of the producers are very satisfied, 44% of them are satisfied as well as 12% of them have moderate satisfaction. Beside we have also got that none of them are dissatisfied with pre-production sample procedure and here is the detail picture of the outcome of pre-production sample procedure:



**Figure 24 Satisfaction with pre-production sample**

As we have seen that the average satisfaction level of producers on pre-production sample is 1.86, we can that they are satisfied enough with it.

We have also checked the understandability of producers about the measurement sheet which is provided by the pattern room during the measurement of fabric and accessories. From the below chart we have found that 88% of them have the clarity about the measurement sheet of pattern room and 12% of them have faced problem with the process of consumption.

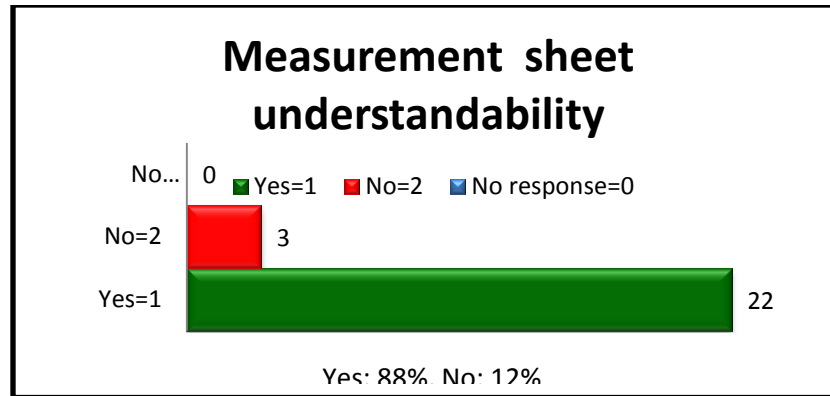


Figure 25 Measurement sheet understandability

**Recommendation:** Producers acknowledge that the present setup of pattern room has been improved and better than previous. In order to improve the present condition it is important to minimize the waiting time to get service. So the producers will be able to speed up their work and also avail to utilize their time. There are following recommendation to improve the efficiency level of pattern room:

- In order to minimize the waiting time of producers, man power or employee is needed to be increased. Otherwise for booting up the efficiency level, the employees may get training. So that, they will able to enhance their capability to serve producers.
- Since there is not sufficient space for producers in pattern room for waiting, vitalization system need to be improved as well as infrastructure is needed to be rearranged. As a result, producers get able wait to get service with positive mindset as well as environment would be better for employee.
- It would be better for the producers, if there is a standard measurement chart for doing consumption, so that producers are able to understand the consumption process and consumption activity can perform faster.

#### Section 4.03 Costing department:

The main operation of costing department is to ensure proper costing of product by negotiating with the producers regarding raw materials, accessories, worker wage, capacity and others etc. it is also a process of analyzing all manufacturing cost and fix with producer, like: direct material, direct labor, indirect labor, factory overhead. In the same way, survey has been taken place at costing department and following issues has been identified:

**Behavioral aspect:** In the behavioral part, costing department has got 2.54 point out of 5 from producer's response which refers that producers are near to moderate satisfaction level. Beside from the below graphical chart we can easily see that majority of respondent that is 44% of total has marked the moderate satisfaction level on behavioral aspects of costing department. On the other hand, 17% of producer are very satisfied, 30% are satisfied and rest of the respondent that is 9% are fairly dissatisfied.

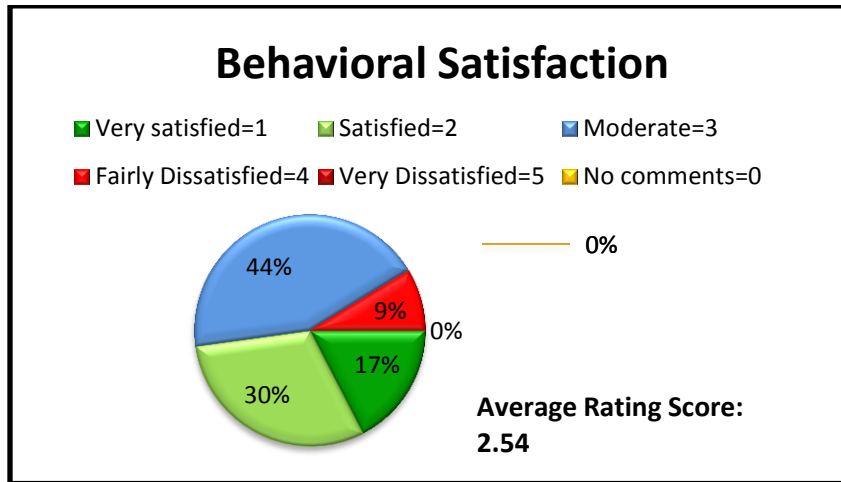


Figure 26 Behavioral satisfaction on costing department

**Generalization of process:** Next we try to figure out how much effective the costing process is on the eyes of the producers by taking their opinion in the part of generalization of process of survey.

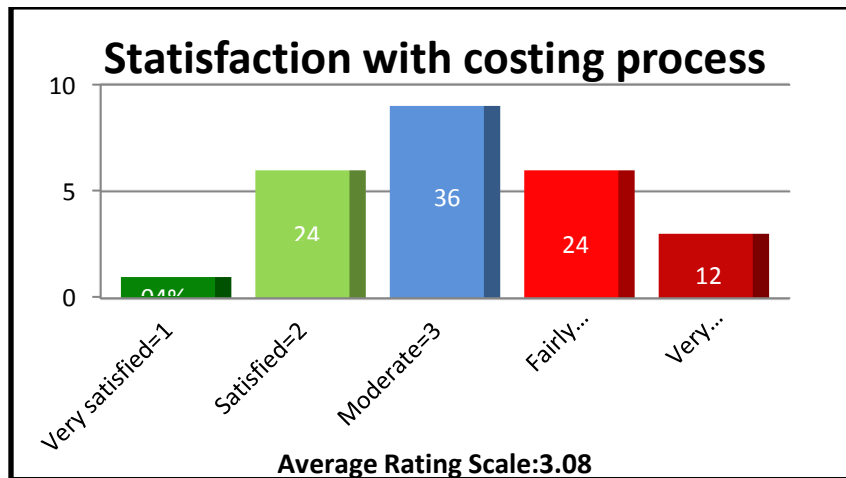


Figure 27 Satisfaction with costing process

Here, in the graph, we can identify that 04% of the producers has marked '1' as they are very satisfied, 24% of them have marked the satisfaction level as well as another 24% have marked the dissatisfaction level. In addition, moderate satisfaction level has been marked by 36% of producers and rest of the 12% of producers is not satisfied with the costing process. On an average it has been found that costing department has got 3.8~4 which denote that producers are not satisfied enough with the costing process. As the reason of this dissatisfaction, following causes are identified:

- Sometime, the employee who is dealing with producers regarding costing is not efficient enough for doing costing or even not well informed about the price of the materials.
- Market survey is one of most common problem of producers. Producers claim that it takes at least one week or more than a week to complete survey and give the feedback to producers. As a result their activities are getting delay for going into production.
- In the market survey, the prices of the material like: fabric, ribbon, lash, accessories which are provided to the producers, are not the same to the standard quality level. So producers are not able to maintain the quality level.
- Sometimes it will be difficult for the producers who are doing production with little quantity, because the price which is recommended through survey is the wholesale price, not retail price. So it would not be able to follow the wholesale price.
- Beside that producers also say that the market rate of wage for the worker is increased. Wage rate which is suggested by the costing department is not sufficient for keeping the skilled worker in the production. So they left factory and producers face difficulties.

Additionally, we also try to know whether the costing process is justified or not. So, it has been found that 32% of them think that the way of doing costing is justified and fair enough to them. On the other hand, 24% producers think that the costing process is not justified to them. But on an average producers have marked 2.83~3 which denotes that they have moderate judgment on the fairness of costing process.

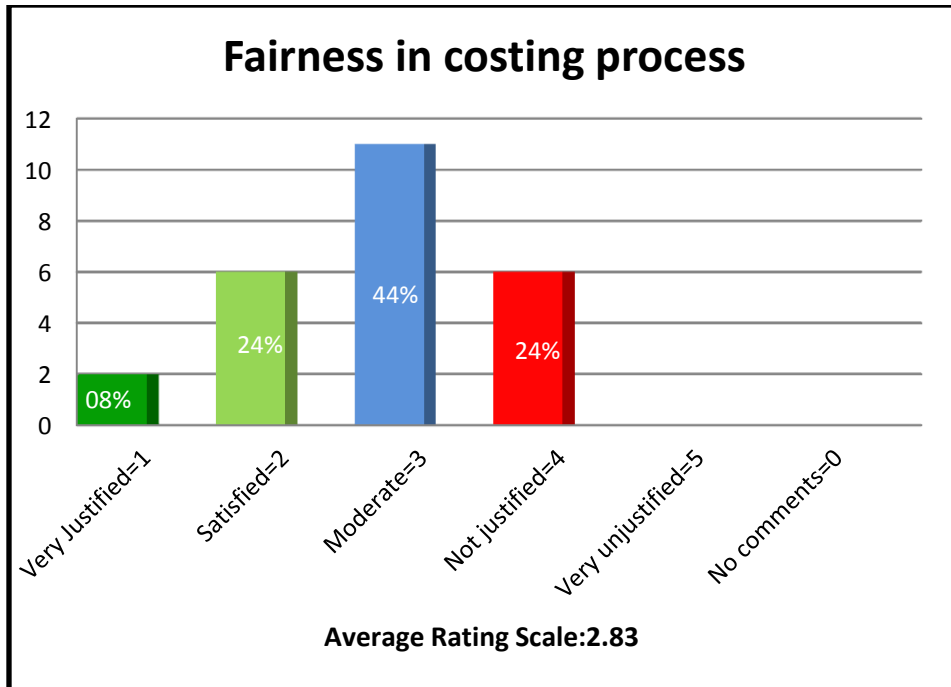


Figure 28 Fairness in costing process

**Time efficiency:** Then produces are asked to give their opinion on the time efficiency in the costing process. So they are asked whether there is any wastage of time or not. We have found that 40% producers express that they have wastage of time during the process of doing costing and 48% of them has given negative response about the wastage of time.

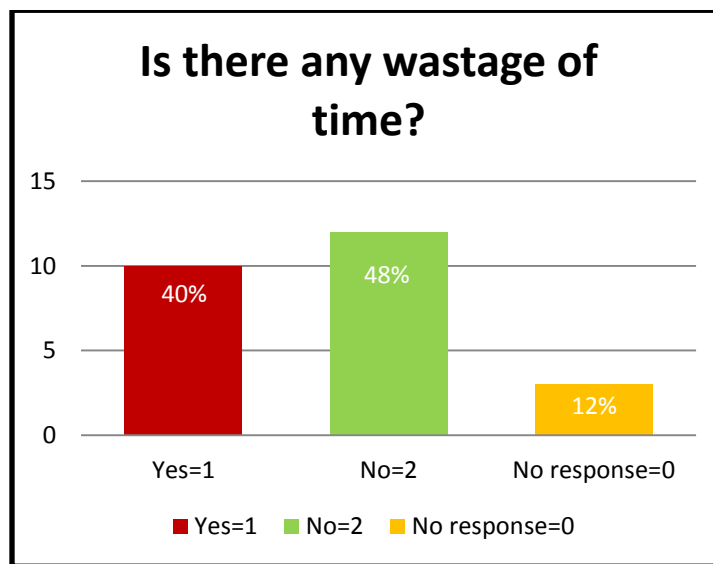


Figure 29 Time efficiency of costing department

More we have found that 56% of the producers think that there is standard format of doing costing in the costing department other than 36% of producers' state that they think that there is no standard format for doing costing.

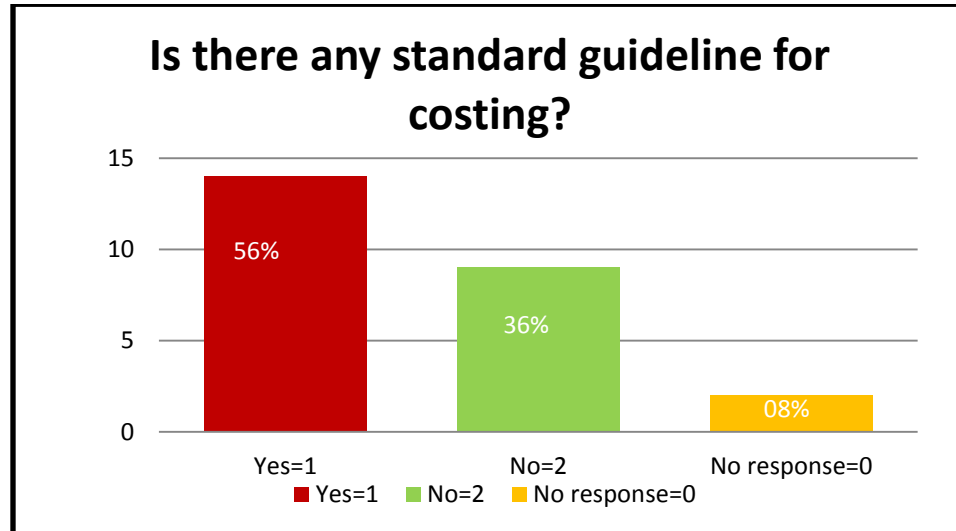


Figure 30 Standard guideline for costing

**Recommendation:** These are the following recommendation for costing department:

- First of all, the most prominent problem which has been identified by the producers is the longer process of market survey. They think that market survey for justifying the price of material is very time consuming. It takes almost 1- 2 weeks to let them know about the price of the materials. As a result, the producers legged behind to start their next procedure and others activities. It would be better, if the time limit for market survey could be reduced. So that entire process would be speeded up.
- Time limit for market survey should be reduced.
- As there are that kind of producers who are involved with production of small quantity. They claim that when costing is prepared, whole sale price of materials is considered. As a result, producers face problem to minimize overall production cost. So for the small categorized producers, retail price for costing can be considered.
- In the costing department, standard format of costing can be introduced. So that all costing personnel can follow the same price list for producers as well as problem of information gap can be reduced. At the same time, producers will get their service faster.



- Employee should be updated about current information of material price.

#### **Section 4.04 Merchandise order:**

Merchandise order is another significant department of Aarong where producers need to visit for solving their order related activities. In this department, producers need to submit their production capacity and merchandise order section fixes a capacity level corresponding with their previous performance status. Then order sheet will be issued based on the target, requisition quantity, costing sheet and work sheet which are provided to producers. By focusing the purpose for the production, producers will negotiate the delivery date of the product with appropriate lead time. After completing the production before the actual delivery date, producers need to inform merchandise order as well as need to set appointment date for quality checking which will be carried by the quality control (QC) department. But on the other hand, if there is any product which is rejected by QC department or which is needed to be altered then producers again should come to this department for taking new QC appointment time. Beside these activities, merchandise order also has other responsibilities like: creating product code, conducting loan assessment activities, executing penalty policy, monitoring producers for on time delivery, product distribution and so on.

**Behavioral aspect:** Similarly to other department, survey is also taken place among the producers regarding merchandise order. In the behavioral section of the survey, this department has scored on an average 1.8 from producers which represent that producers are satisfied on the behavioral aspect of merchandise order. From the graph we can see that, 32% producers are very satisfied, 52% of them are satisfied and rest of 16% are moderate satisfied with the behavior of merchandise order.

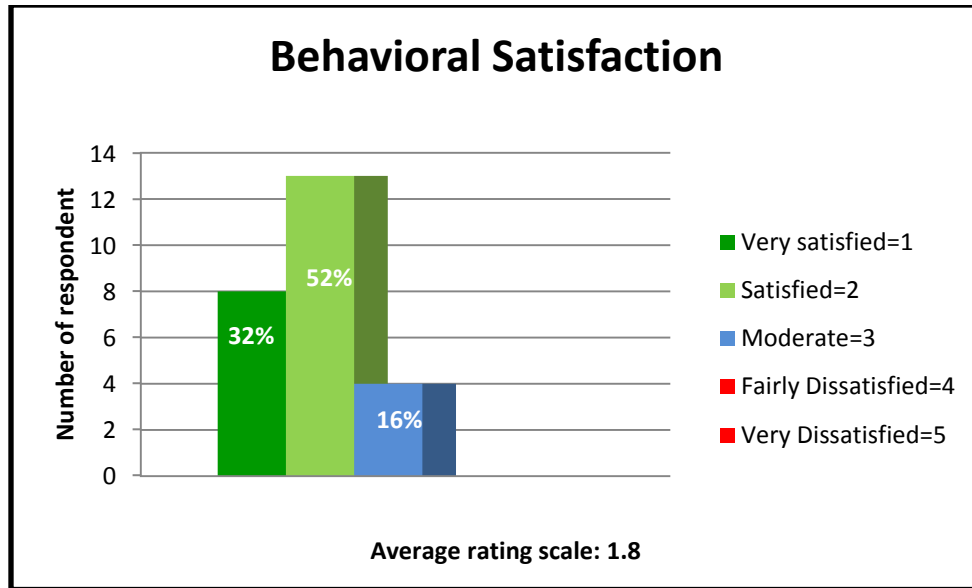


Figure 31 Behavioral satisfaction on merchandise order department

**Time efficiency:** Moreover 92% producers that they get their service effectively when they go to merchandise order department for any query. They think that there is no wastage of time or they do not need to wait for long time. Only 08% producers think there is wastage of time in terms of waiting, delay to get service. Here is the graphical presentation of below outcome:

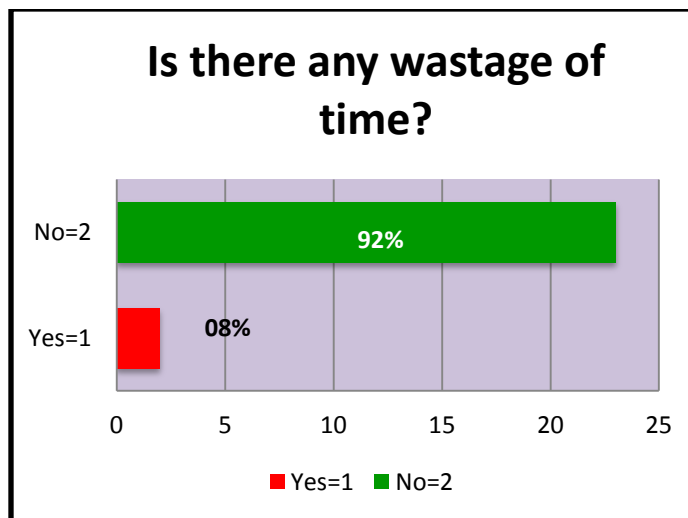


Figure 32 Time efficiency of merchandise order department

**Helpfulness attitude:** In term of helpfulness merchandise department has got 2 which denote that producers get sufficient support from them and they are pleased with it. In detail we can see that 24% producers think merchandise order is very helpful, 44% producers express that they get

satisfactory help from them and rest of the 32% producers have moderate agreement on the helpfulness of merchandise order.

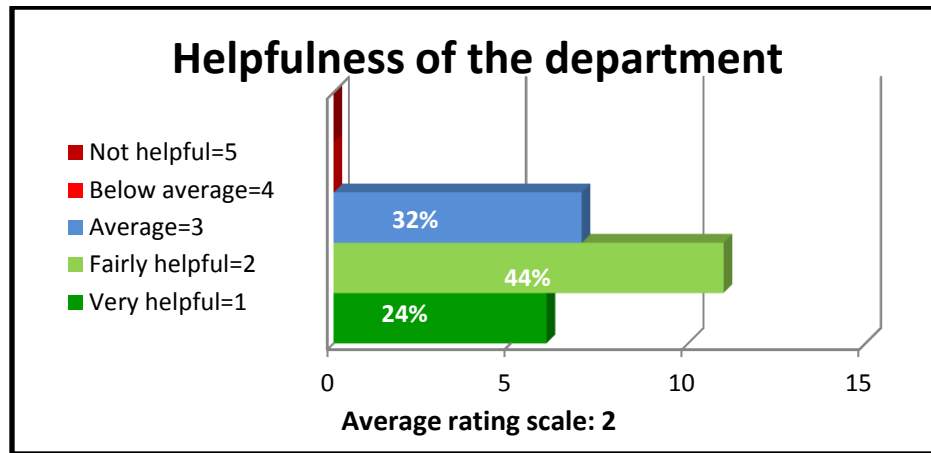


Figure 33 Helpfulness of merchandise order department

Deadline for delivering the final product is given by merchandise order and merchandise order department keep the producers on follow-up to ensure the appropriate submission of goods. If any producers miss the delivery date they are penalized through imposing fine and it is well-looked-after by this department. Through the analysis of producer's feedback, it has been seen that 27% producers are very pleased with the delivery date that is plentiful for them to complete their production, another 50% that is half of producers agree the timeline given by the merchandise department is satisfactory, 18% of them have moderate contentment with the production period and rest of 5% producers are not pleased with it.

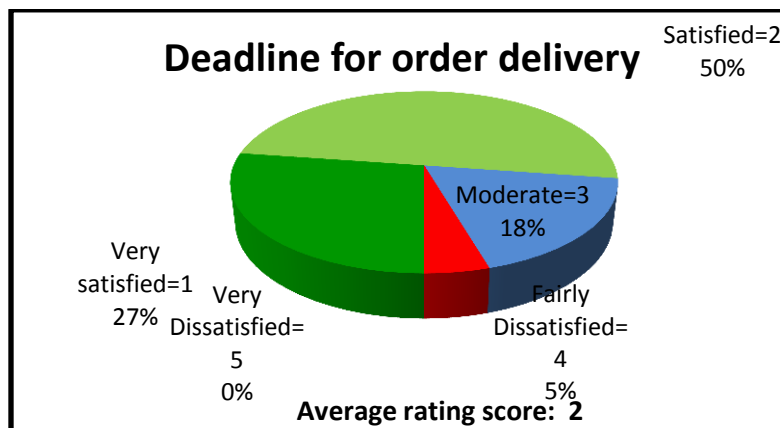


Figure 34 Deadline for order delivery

**Others:** We have to try to figure out how much producers are pleased with the process of order placement which is done by merchandise order. From assessment of producer’s feedback, it has been found that on an average, producers have expressed their view by giving 2.40 points which represents that their satisfaction level is existed in between satisfy and moderate satisfaction level. For further understanding, here we can see that 12% producers are very satisfied, 58% of them are satisfied, 32% are moderate satisfied and rest of them that is 08% are not satisfied with the way and amount of order which is given to them.

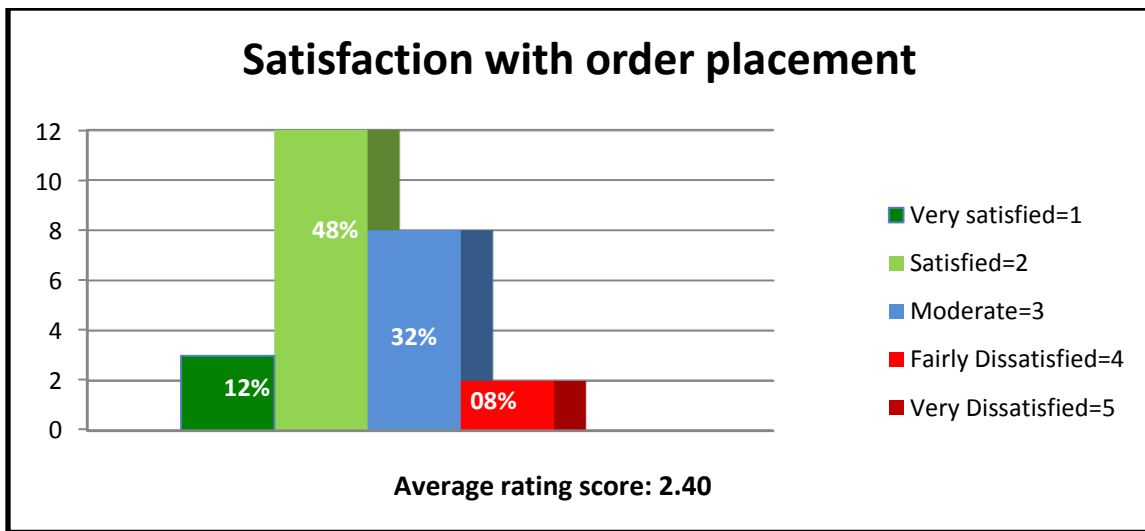


Figure 35 Order placement process

By collecting feedback from producers, we come to know that the present and overall condition of merchandise department is satisfactory and pleasing then previous time. Apart from these producers express that it would be better from them if merchandise order can work for the order distribution. During the off season or excepting the special occasion, some producers do not get sufficient order. As result, producers are not able to utilize their full capacity and manpower, at the same time they face difficulty to manage their production cost and others issue such as retain skilled worker, maintain delivery deadline etc.

**Recommendation:** Following suggestions are given for merchandise order department to minimize the present hitches:

- Producers can be divided into full time and casual or temporary basis.

- Though producers are pleased with the delivery deadline, they wish that it would be better from them if their proposition is taken before giving their delivery date.
- As producers face problem during the off season or when product has less demand, the Eid or special order can be distributed in advance among the producers.
- Producers who do not have the expected capacity or skill or efficient, they need to be identified quarterly and identified producers should be given appropriate solution to improve their condition.

It would be better not only for merchandise order but also for all departments if ERP system is introduced soon.

#### **Section 4.05 Quality Control:**

Quality control department is one of the important departments in central service. The main objective of this department is to gain higher level customer's satisfaction by assuring best quality of product from the producers. For this reason, this department follows some rules and guidelines for its quality management process. After taking appointment serial from merchandise order for doing QC, producers need to bring their goods next day to quality control department. After reaching to quality control department, producers need to take serial for quality checking. When their serial comes, the QC staff will count the number of products brought by producer. Then QC staff will verify order sheet, costing sheet, product requisition sheet, sample approved piece, production approval card. Once the QC process has been completed, the accepted products will be billed and the rejected product will be returned to producer for alteration.

**Behavioral aspect:** First of all the behavioral satisfaction of producers, where this department has got moderate rating that is 2.8~3. Here 12% producers are very satisfied, 32% is satisfied, 28% is moderate, another 20% is dissatisfied and 8% producers are very dissatisfied.

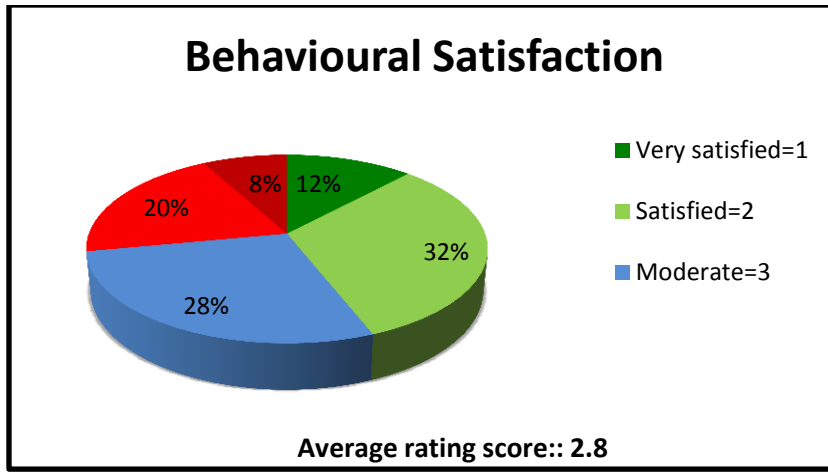


Figure 36 Behavioral satisfaction on quality control department

**Generalization of process:** We also take feedback from producers about their agreement with the overall QC process. It has been found that 29% of producers are satisfied with the present process, 33% have moderate agreement and rest of 38% of producers are fairly dissatisfied with method of quality control. As feedback they have stated that the QC process is lengthy and very time consuming. In addition, dissatisfied producers state that the criteria for quality product is not clear to them. They get different feedback from different QC personal. As a result it creates confusion among producers.

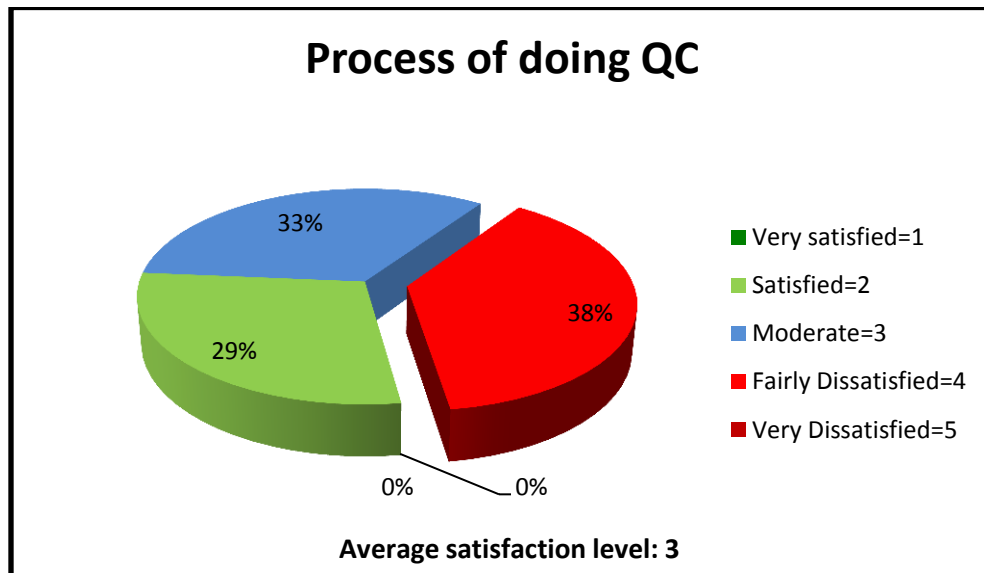


Figure 37 Quality control process

**Time efficiency:** In the time efficiency part, it has been found that only 24% producers think that the department is efficient enough for doing QC. But on the other hand rest of the 76% producers express that there is wastage of time in this department. As the reason of this kind of wastage, they explain that producers need take two time appointment time for doing QC which is very time consuming. At the same time after coming to QC department, they need to wait on an average 2 hours in this department. Beside that when producers go to counting table before QC, it also takes huge time. They also claim that there is not adequate manpower for counting goods. As a result it takes time from the producers getting serial.

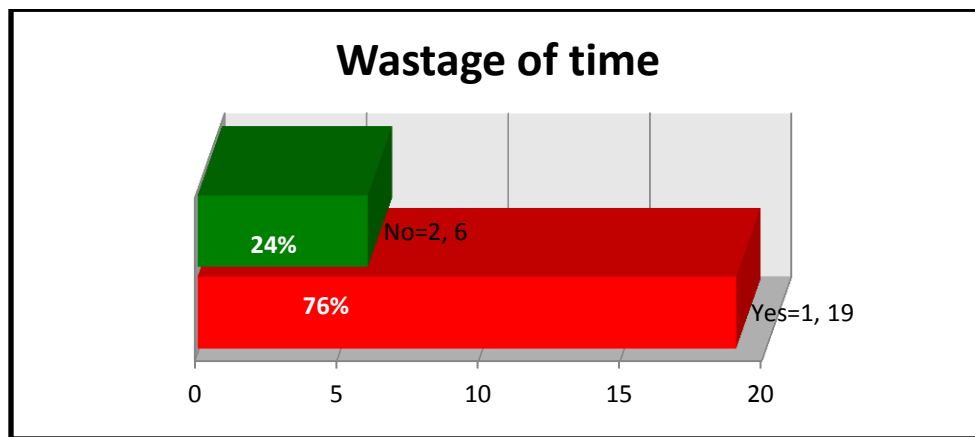


Figure 38 Time efficiency of quality control department

Here is the picture of QC department where producers to submit their goods for counting.



Figure 39 Counting table of QC



**Helpfulness attitude:** In the helpfulness part, 44% producers acknowledge that they get sufficient help from this department. On the other hand 20% producers convey that they got not sufficient help from this department. Beside another 24% producers articulate that help which they get from this department is not regular. From their feedback, it has been known that producers need to go to many people for getting solution of their particular problem which create harassment for getting service.

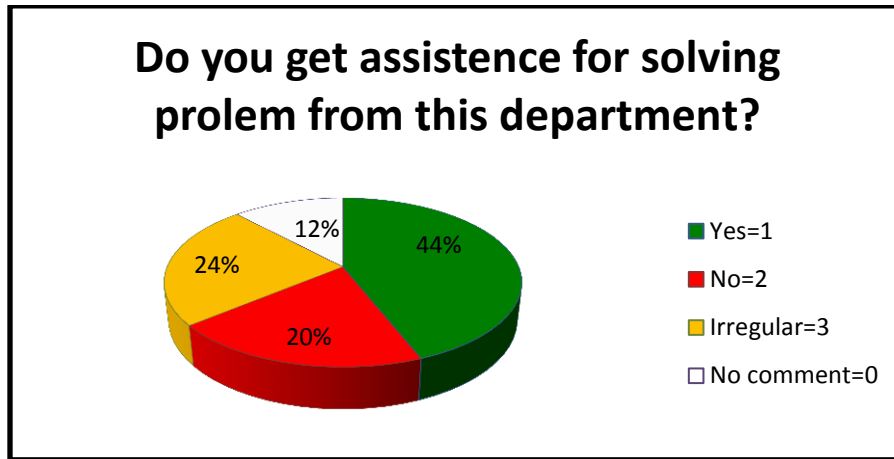


Figure 40 Helpfulness of QC department

**Others:** Moreover, when we try to figure out the satisfaction level of producers on QC process, we have found that 24% producers think that there is standardized process for doing QC. But 64% produces think that there is no standardize process for QC as the criteria for product evaluation is not clear to them. Beside they also inform that the QC process is varied from person to person.

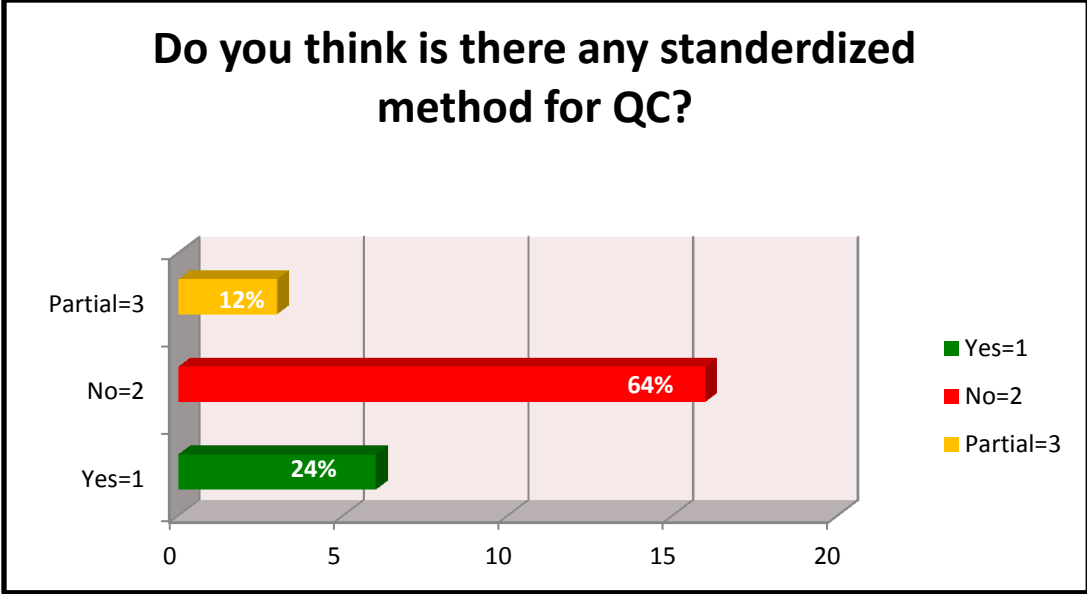


Figure 41 Standard guideline for QC

Apart from the following issue, it has been observed that produce face problem with their product because of insufficient space. As they are not allowed to keep their good after completing QC process, due to insufficient space they need to keep their goods outside of department. As a result, there is no sufficient place for moving their good and that create roadblock in staircase. Following picture of road block in front of the QC department:



Figure 42 Insufficient space for keeping goods

**Recommendation:**

In order to improve the producer’s satisfaction level, following recommendations can be taken as recommendation:

- As produces need to take two times serial for doing QC of their products, it would be better, when serial is given to producers from merchandise order, at the same time QC personnel should be assigned by the system. Since, assigning process would be done and controlled by the system, there would be less issue of biasness and it would also help to minimize graveness from producers.

- Beside to control manpower, Aarong can use system software like: TELEOPTI. So because of using this system work force management can be implemented for optimal use of timing. As a demo we can see the below picture:

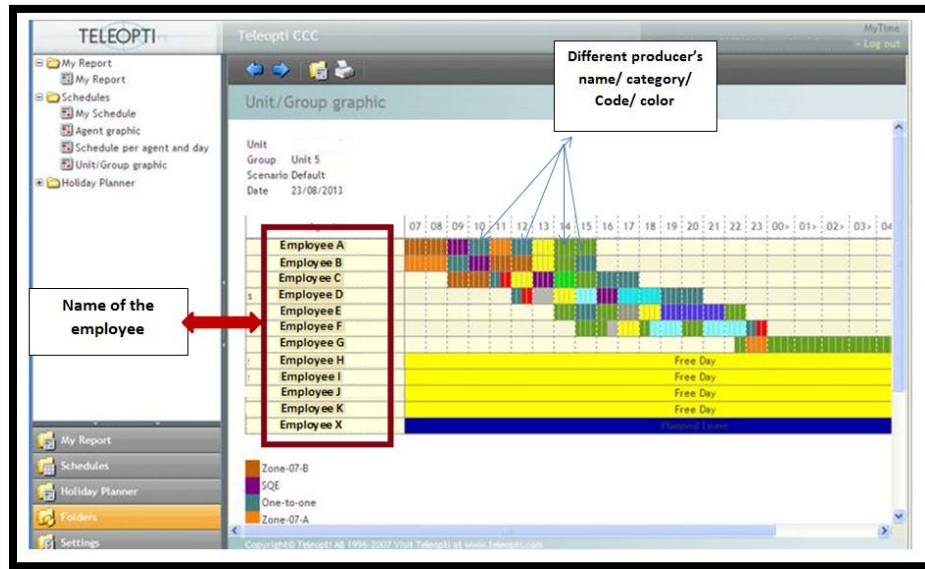


Figure 43 Demo of workforce management system 1

Through this system merchandise order can check how many QC personnel are available next day and assign producers according to their schedule. At the same time producer can know about the accurate timing of appointment. Here different color may be used to identify producer's code or category or quantity of good or name. Beside producers can be provided time with color code during taking the appointment for doing QC. Moreover, employee can see his schedule of next day. As a result, time of doing QC can be managed effectively.

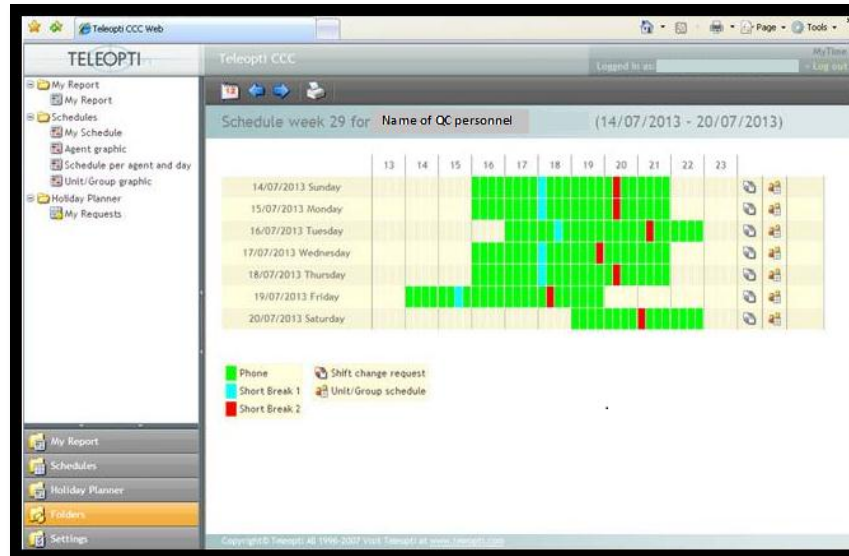


Figure 44 Demo of workforce management system 2

- It is very important to do forecast of man properly through ERP tool.
- Standard QC guideline of format is needed to establish, so that both QC personnel and producers will be aware about the standard and can cooperate each other for maintaining the quality.
- Training should be arranged to the QC personal to enhance their efficiency level.
- It would be better for manage if a quarterly session can be arranged between QC department and producers for sharing about critical error which are identified during QC process, if there is change in QC process that can be communicated. So that new producers will be informed about the QC process.

#### Section 4.06 Finishing store (Central store):

After finishing the activities in QC (quality control) department, producers come to finishing store which is also known as central store to deliver their goods with completing their billing process. At the same time producer's responsibility is to ensure that the quantity is correct through checking goods according to the size of lot. Then producers need to wait in this department for 30minutes for receiving the clearance seal from Aarong and for data entry into system software. Beside that producers need to come to this department for recosting purpose if their product is rejected by the outlet.

**Behavioral aspect:** Here we can see that majority of producers are very gratified with this department in terms of behavioral aspect. In the survey, we have found that 60% producers are very satisfied and other 40% is satisfied with the behavior. So the average rating scored we have measured is 1.4point which denotes that producers are very satisfied with the behavior of central store personnel.

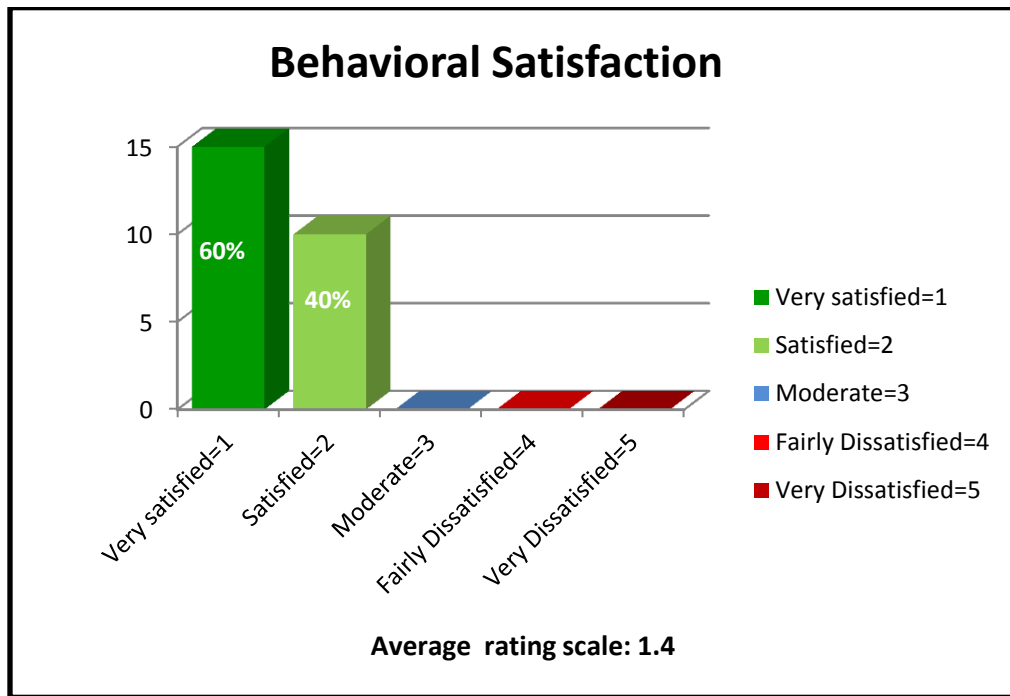


Figure 45 Behavioral satisfaction on central store department

**Helpfulness attitude:** In helpfulness part we have got similar outcome like 60% producer think that this department is very helpful in terms of solving their problem and rest of the 40% acknowledge that this department is helpful enough for solving their problem. Again we can say that producers get sufficient help from this department and they give on an average 1.40 point as rating their feedback on helpfulness part of this department. Here is the below representation of the survey outcome:

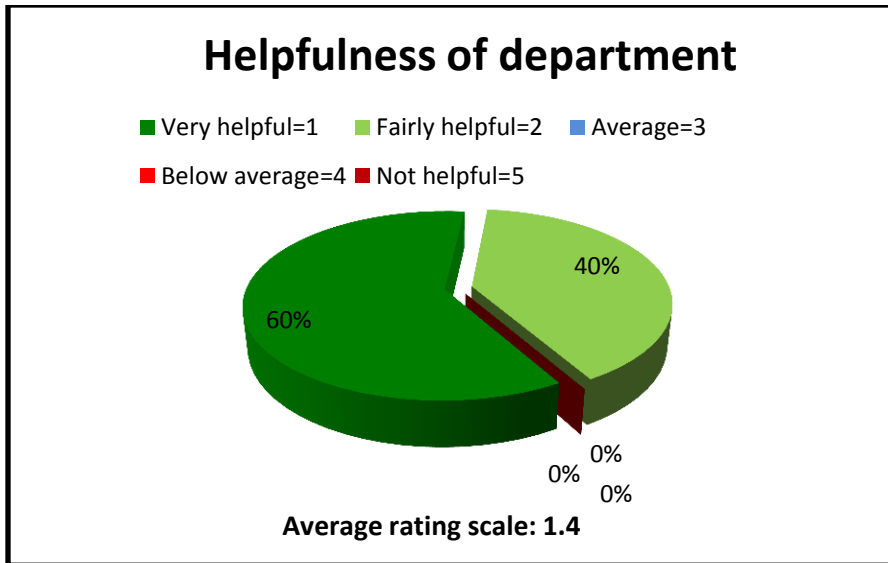


Figure 46 Helpfulness of central store department

**Time efficiency:** To measure the time efficiency of doing the activity of center store or providing service to producers we have asked producers whether there is any wastage of time. So, we can see that 96% producers have replied that this department is efficient enough in terms of providing service to producers.

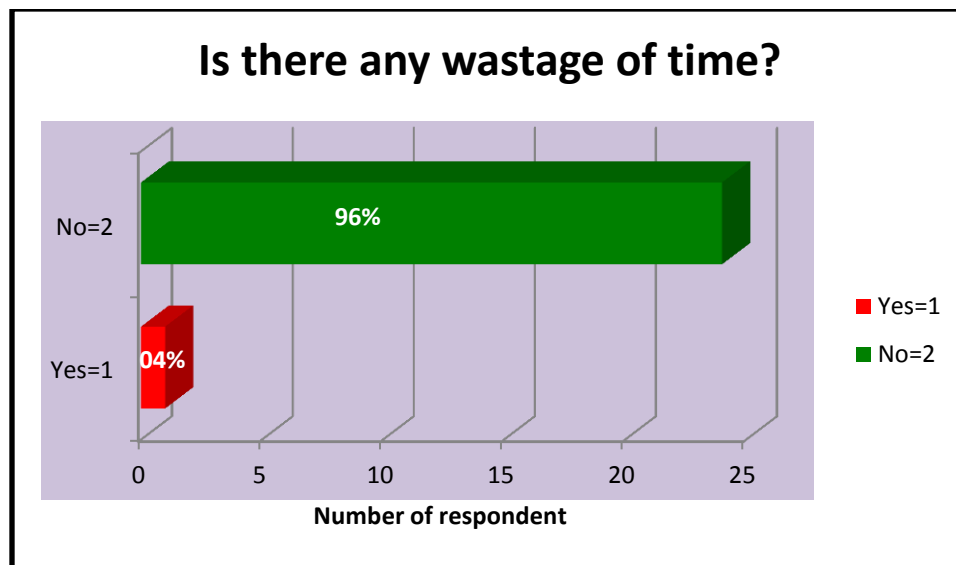


Figure 47 Time efficiency of central store department

**Generalization of process:** Apart from these we also attempt to check producer's feedback on recosting activities. So from the survey outcome we come to know that 50% producers are very



satisfied, other 32 % is satisfied and rest of the 18% has moderate satisfaction with it. From overall view, it has been measured that 1.96 point is the average marking of producers.

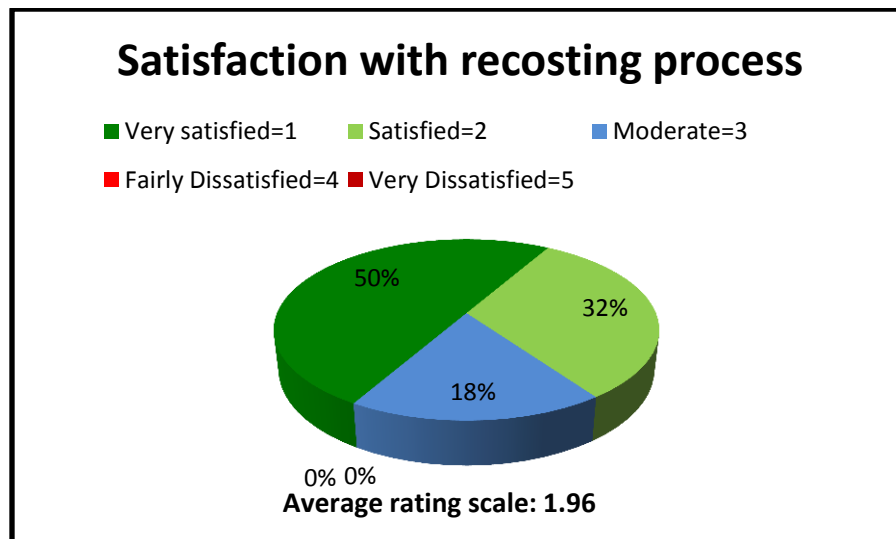


Figure 48 Generalization of process of recosting

Finally from the reflection of producers and survey finding, it has been observed that there is no notable problem which producers face when they come to this department. But management can consider with the recosting process.

#### Section 4.07 Accounts department:

Accounts department is known as finance department of Aarong which plays various kinds of role. As here our main purpose is to analyze the service level of producers, our main concern is to evaluate those activity which are related with producer's side. Producers come to accounts department for different purposes such as: getting payment of delivery, submitting registration fees of producer-ship, credit purchase, loan facility etc. At first, a new producer has to submit a photocopy of producer ship form photocopy to the finance department. In case of a credit producer, an amount of 20,000 taka needs to be deposited to this department as registration fee. When producers come to this department for receiving their payment, producers need to bring the bill copy from quality control department, their pass book, photocopy of order sheet, photocopy of costing sheet and need to submit these papers to accounts officers with voucher. Then producers need to wait for 3 hours for checking those documents and afterward producers will receive their payment through cash or check. Apart from these, a free producer has to keep a deposit of 5% from each bill and a credit producer has to keep 10% deposit from each bill as

security money. They will get 5% interest on that amount and they can withdraw from this deposit when necessary. In addition, Aarong provides short-time loan facility to the producers on the basis of their order quantity and deposit.

**Behavioral aspect:** Similar to others departments, producer’s feedbacks are collected about account department. First of all, the behavioral satisfaction level on accounts department has been collected and producers give 1.8 point that indicates that producers are satisfied with the behavioral aspect of account department. For further understanding, we can see that 48% of producers are very satisfied with the behavior of accounts personal, 24% is satisfied and rest of 28% is moderate satisfied.

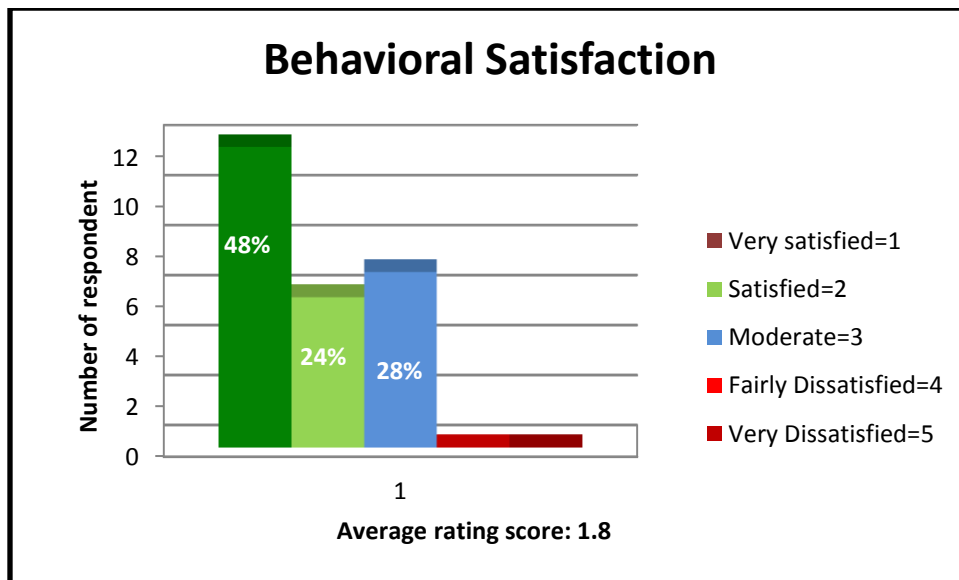


Figure 49 Behavioral satisfaction on accounts department

**Time efficiency:** To analyze the time efficiency of producers, it has been checked that whether there is any wastage of time of producers. From analysis we have been informed that 80% producers said there is no wastage of time. 20% thinks that it is important to minimize document checking period of 3 hours when producers need to wait. As a result, producers hope that time efficiency will increase and they will able to get their service quickly.

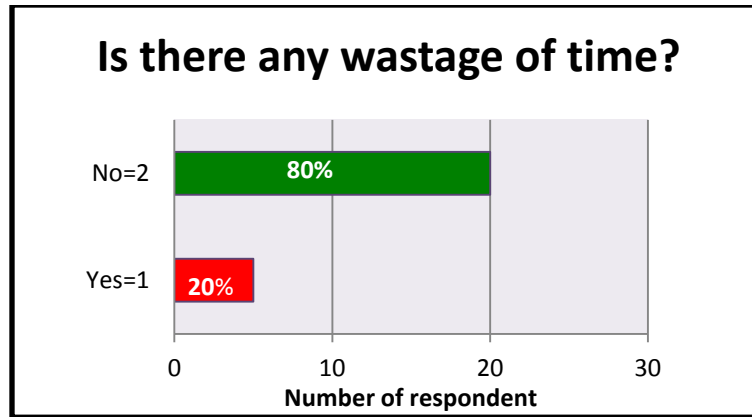


Figure 50 Time efficiency of accounts department

**Helpfulness attitude:** In term of helpfulness accounts department has got 1.76 which denote that producers get sufficient support from them and they are pleased with it. In detail we can see that 32% producers think this department is very helpful, 60% producers express that they get satisfactory help from them and rest of the 08% producers have moderate agreement on the helpfulness of merchandise order.

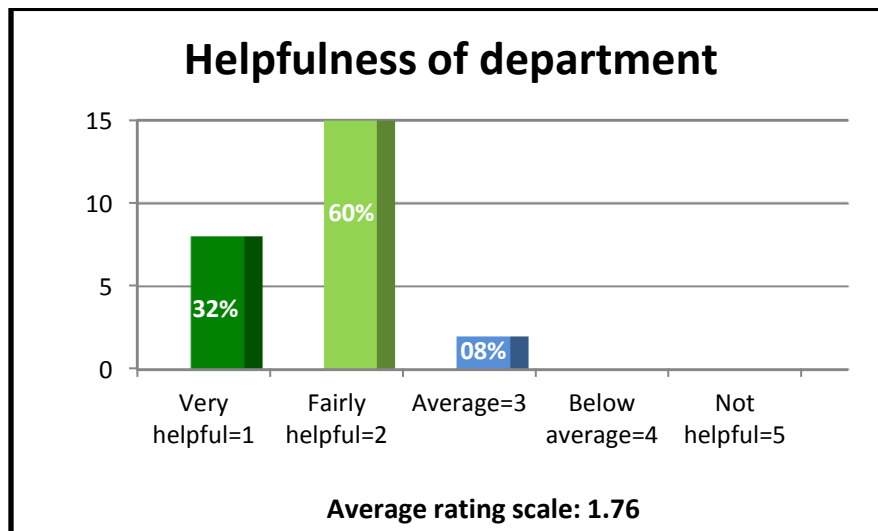


Figure 51 Helpfulness of accounts department

**Others:** Producers get the facility of short term loan on the basis of their order quantity and deposit amount. Producers are satisfied with this loan facility, as they have given 2.2 on average and acknowledge that it is fairly helpful for them. Here we can see that 32% producer thinks that it is very helpful initiative of Aarong, 60% producers stated that this loan facility is fairly helpful

and 8% of total producers are moderate satisfied. As their feedback, it has been informed that it would be helpful for them if they get long term loan facility or if the slot of the installment is increased.

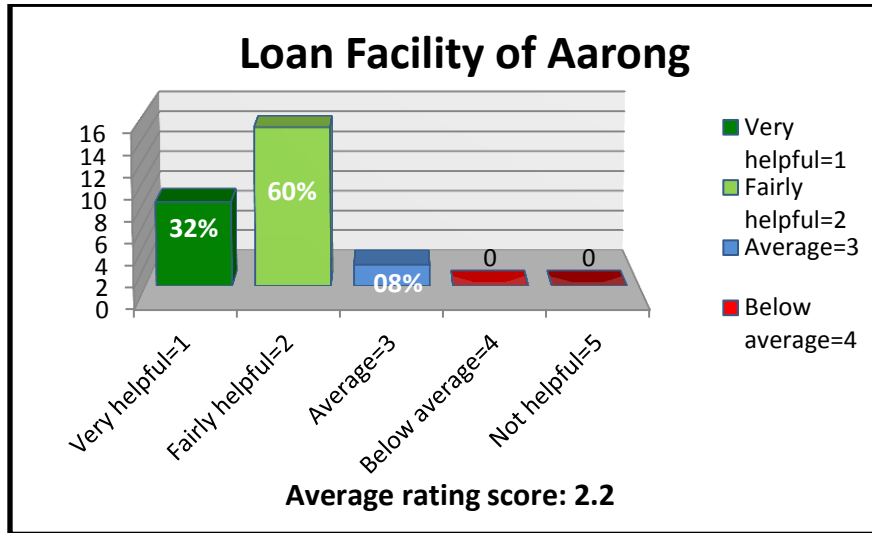


Figure 52 Satisfaction with loan facility of Aarong

As the part of producer's service it is also tried to know which way of receiving payment will be favorable by producers. From their feedback I come to know that 40% producers are pleased with current method of receiving payment, another 48% prefer balance transfer process to their current bank account and another 12% thinks that mobile banking such as Bkash will be helpful for them to receive their payment.

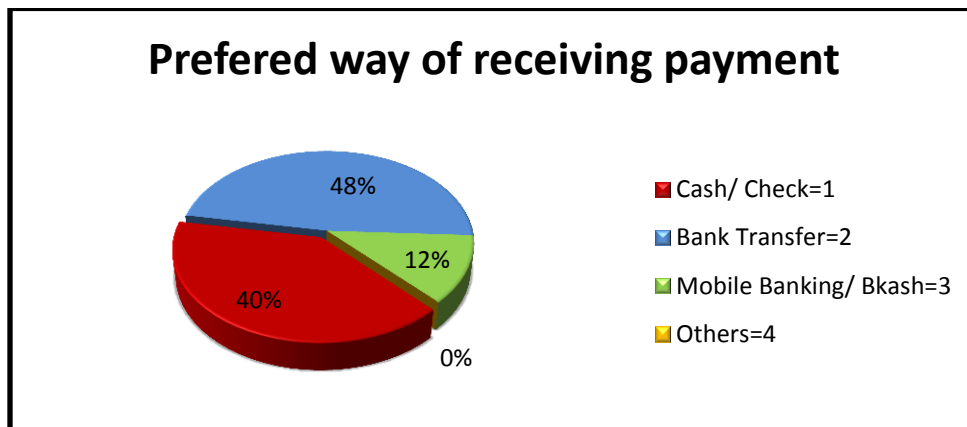


Figure 53 Payment receiving method

## **5. BROAD-SPECTRUM RECOMMENDATION:**

Apart from the above discussion and recommendation, producers also express their opinion for further betterment of the service of Aarong. As one of the objective of SCPR department is to develop better relationship with producers, following issues should be considered as recommendation for further development:

- In order to establish the freedom for express opinion of produces, Aarong should place ‘Suggestion Box’ for producers at the suitable location for collecting their feedback. So that producers will be able to let Aarong know about their thought, share their problem as well as suggestion.
- Behavioral Training session regarding soft skill development can be arranged for the employee to dealing with producers. So that producer’s satisfaction level on the service of different departments will be increased.
- Majority of the producers shares that they face problem with their goods because of insufficiency of space. Space is required for keeping producer’s goods. So it is very important to increase space for keeping goods at Aarong’s premises.

## **6. CONCLUTION:**

Working with Aarong especially in this department has been a great experience for me. I got to learn about the basic compliance related activity and that will help me built my carrier in this section. After completing my internship successfully on the social compliance and producer relations department of Aarong, while I was writing this report, I found myself very much close with this Aarong and its artisans. The above project helps me to learn the comprehensive part of human resource management and one of the functional parts of it which is compliance. I have also gathered experience on how compliance helps organization to become a successful fair trade organization like Aarong. Last but not the least designs your message in such a convenient way so that your target customers get emotionally attached with your product. So working with Aarong, in a one sentence was an exclusive scope for me to implement my studied knowledge in a practical field and gather experiences to strength my future.

## 7. APPENDIX:

### Survey Questioner No. 1

#### Sample Questioner:Design

1. Are designers available in their scheduled time?

Answer: Very satisfied   
Fairly satisfied   
Neither satisfied nor  
dissatisfied   
Fairly dissatisfied   
Very dissatisfied.

2. Is the behavior of staff of this department is satisfactory?

Answer: Very satisfied   
Fairly satisfied   
Neither satisfied nor  
dissatisfied   
Fairly dissatisfied   
Very dissatisfied.

3. Are they helpful to make you understand the design or sample patter?

Answer: Very helpful   
Fairly helpful   
Average helpful   
Below average   
not helpful

4. How much time is required to finish your activity with this department?

Answer:

5. Is there any wastage of time?

Answer: Yes  No

i. If Yes, how and what are the reason behind it?

ii. If no, move to next question?

6. Did you get any help or assistance to solve any kind of help from design

Answer: Yes  No

i. If yes, what kind of help did you get from them?

ii. If no, what is the scenario or incident?

7. The process of getting problem resolve is :

Answer: Very simplified   
Simplified   
Neither simplified nor  
complicated   
Fairly complicated   
Very complicated

8. How designers can improve their service?

Answer:

**Survey Questioner No. 2**

**Sample Questioner: Pattern Room**

1. **Are you satisfied with suggested pre production sample which is given by pattern department?**

Answer: Very satisfied   
Fairly satisfied   
Neither satisfied nor dissatisfied   
Fairly dissatisfied   
Very dissatisfied

2. **Is the behavior of staff of this department is satisfactory?**

Answer: Very satisfied   
Fairly satisfied   
Neither satisfied nor dissatisfied   
Fairly dissatisfied   
Very dissatisfied

3. **Are they helpful to make you understand the pre-production sample pattern?**

Answer: Yes  No

4. **Measurement sheet which is given by this department, is it understandable?**

Answer: Yes  No

5. **Is there any wastage of time during interection with pattern room?**

Answer: Yes  No

i. If no, how and what are the reason behind it?

ii. If yes, move to next question?

6. **Did you get any help or assistance to solve any kind of help from design department?**

Answer: Yes  No

i. If yes, what kind of help did you get from them?

ii. If no, what is the scenario or incident?

7. **The process of getting problem resolve is :**

Answer: Very simplified   
Simplified   
Neither simplified nor complicated   
Fairly complicated   
Very complicated

8. **How pattern section can improve their service?**

Answer:



**Survey Questioner No. 3**

**Sample Questioner: Costing**

Category:

**1 Is the behavior of staff of this department is satisfactory?**

Answer: Very satisfied   
Fairly satisfied   
Neither satisfied nor dissatisfied   
Fairly dissatisfied   
Very dissatisfied.

**2 Are you satisfied with the negotiation of costing related activities?**

Answer: Very satisfied   
Fairly satisfied   
Neither satisfied nor dissatisfied   
Fairly dissatisfied   
Very dissatisfied.

**3 How much time is required to finish your activity with this department?**

Answer: Time:

**4 Is there any wastage of time to work with this department?**

Answer: Yes  No

i. If yes, how and what are the reason behind it?

ii. If no, move to next question?

**5 The process of costing is :**

Answer: Very justified   
Jusitified   
Moderate   
Fairly unjustified   
Very unjustified

**6 Do you think is there any formate or guideline for costing of materials?**

Answer: Yes  No

**7 Is there any feedback on costing department?**

Answer:

**Survey Questioner No. 4**

**Sample Questioner: Merchandise Order**

Categories:

1. **Are you satisfied with the order which is given by the department according to your capacity?**

Answer:

Very satisfied	<input type="checkbox"/>
Fairly satisfied	<input type="checkbox"/>
Neither satisfied nor dissatisfied	<input type="checkbox"/>
Fairly dissatisfied	<input type="checkbox"/>
Very dissatisfied	<input type="checkbox"/>

2. **Is the behavior of staff of this department is satisfactory?**

Answer:

Very satisfied	<input type="checkbox"/>
Fairly satisfied	<input type="checkbox"/>
Neither satisfied nor dissatisfied	<input type="checkbox"/>
Fairly dissatisfied	<input type="checkbox"/>
Very dissatisfied.	<input type="checkbox"/>

3. **Are they helpful to give any solution for your problem?**

Answer:

Very helpful	<input type="checkbox"/>
Fairly helpful	<input type="checkbox"/>
Average helpful	<input type="checkbox"/>
Below average	<input type="checkbox"/>
Not helpful	<input type="checkbox"/>

4. **How much time is required to finish your activity with this**

Answer:

5. **Is there any wastage of time during the interaction with this department?**

Answer: Yes  1 No  2

i. If Yes, how and what are the reason behind it?

ii. If no, move to next question?

6. **Time that you get for submitting ultimate product is :**

Answer:

Very justified	<input type="checkbox"/>
Justified	<input type="checkbox"/>
Moderate	<input type="checkbox"/>
Fairly unjustified	<input type="checkbox"/>
Very unjustified	<input type="checkbox"/>

7. **How merchandis order can improve their service?**

Answer:

**Survey Questioner No. 5**

**Sample Questioner: Quality Control**

Categories:

1. **Are QC staffs are available in their scheduled time?**

Answer: Yes  No  Moderate

2. **Is the behavior of staff of this department is satisfactory?**

Answer: Very satisfied   
Fairly satisfied   
Neither satisfied nor dissatisfied   
Fairly dissatisfied   
Very dissatisfied.

3. **Are you satisfy with the process of quality control ?**

Answer: Very satisfied   
Fairly satisfied   
Neither satisfied nor dissatisfied   
Fairly dissatisfied   
Very dissatisfied.

4. **Is there any wastage of time to work with this department?**

Answer: Yes  No  Moderate

i. If yes, how and what are the reason behind it?

5. **Do you get any help or assistance to solve any kind of help from them?**

Answer: Yes  No

i. If yes, what kind of help did you get from them?

ii. If no, what is the scenario or incident?

6. **Do you think is there any standardized method for doing QC?**

Answer: Yes  No  Moderate  3

7. **How can quality assurance improve their service?**

Answer:

**Survey Questioner No. 6**

**Sample Questioner: Finishing store (Central Store)**

Category:

**1 Are you satisfied with the behavior of employee of this department?**

Answer:

Very satisfied	<input type="checkbox"/>
Fairly satisfied	<input type="checkbox"/>
Neither satisfied nor dissatisfied	<input type="checkbox"/>
Fairly dissatisfied	<input type="checkbox"/>
Very dissatisfied	<input type="checkbox"/>

**2 Is there any wastage of time during the delivery of goods?**

Answer: Yes  No

i. If Yes, how and what are the reason behind it?

ii. If no, move to next question.

**3. Are they helpful to give any solution for your problem?**

Answer:

Very helpful	<input type="checkbox"/>
Fairly helpful	<input type="checkbox"/>
Average helpful	<input type="checkbox"/>
Below average	<input type="checkbox"/>
Not Helpful	<input type="checkbox"/>

**4 Are you satisfied with the negotiation for recosting related activities?**

Answer:

Very satisfied	<input type="checkbox"/>
Fairly satisfied	<input type="checkbox"/>
Neither satisfied nor dissatisfied	<input type="checkbox"/>
Fairly dissatisfied	<input type="checkbox"/>
Very dissatisfied.	<input type="checkbox"/>

**5 Is there any feedback for Central Store?**

Answer:

**Survey Questioner No. 7**

**Sample Questioner: Accounts Department**

Category:

**1 Are you satisfied with the behavior of employee of this department?**

**Answer:** Very satisfied   
Fairly satisfied   
Neither satisfied nor dissatisfied   
Fairly dissatisfied   
Very dissatisfied

**2 Is there e any wastage of time during the submission of voucher and registration for receiving check?**

**Answer:** Yes  1  2

i. If Yes, how and what are the reason behind it?

ii. If no, move to next question?

**3 Are you satisfied with the process of getting loan from Aarong according to your order and capacity ? (in terms of installment, amount of granted loan, interest rate etc.)**

**Answer:** Very satisfied   
Fairly satisfied   
Neither satisfied nor dissatisfied   
Fairly dissatisfied   
Very dissatisfied

**4 Do you face any kind of problem in way of receiving payment from Aarong?**

**Answer:** Yes  No

i. If Yes, how and what are the reason behind it?

ii. If no, move to next question?

**5 Which kind of medium would you prefer for receiving your payment ?**

**Answer:** Cash\Check   
Bank Transfer   
Mobile banking/ Bkash   
Others

**6 Do you get sufficient help from accounts department?**

**Answer:** Very helpful   
Fairly helpful   
Average helpful   
Below average   
Not helpful

**7 How accounts department can improve their service?**

**Answer:**

**(Matrix of summary)**  
**Producer's feedback on Central Service**

Criteria	Name of the Department			
	Design	Pattern Room	Costing	Merchandise Order
Behavioral Satisfaction	2.20*	2.04*	2.54*	1.8*
Helpfulness of the department (Positive experience)	2.16*	Yes:72% No:12% No response :16%	N/A	2*
Generalization of process (Effectiveness of process on the eyes of producer)	2.28*	1.95*	3.08*	N/A
Time efficiency (Is there any wastage of time?)	Yes:68% No:24% No response: 8%	Yes:64% No:16% No response: 20%	Yes:40% No:48% No response: 12%	Yes:08% No:92% No response: 0%
Additional Points	<ul style="list-style-type: none"> <li>Designer's availability on an average is 2.83~3*.</li> </ul>	<ul style="list-style-type: none"> <li>Measurement sheet understandability (Yes: 88%, No: 12%)</li> <li>Average satisfaction with pre production sample is 1.86*</li> </ul>	<ul style="list-style-type: none"> <li>Average rating on fairness of costing process is 2.83*.</li> <li>Standard guideline for costing (Yes: 56%, No: 36%, No response: 08%)</li> </ul>	<ul style="list-style-type: none"> <li>Average satisfaction level on given order is 2.4*.</li> <li>Average satisfaction level on deadline for order delivery is 2*.</li> </ul>

Criteria	Name of the Department			
	Design	Pattern Room	Costing	Merchandise Order
<p><b>Problem/ Finding/ Observation</b></p>	<ul style="list-style-type: none"> <li>• Producer's entry register is not maintained properly.</li> <li>• Inflexible meeting schedule.</li> <li>• Long queue in meeting with designers.</li> <li>• Longer time is required for sample approval.</li> </ul>	<ul style="list-style-type: none"> <li>• Due to insufficient man power, producers need to wait for longer period of time for serial of consumption.</li> <li>• 2 days is needed on an average.</li> <li>• Suffocated environment. Limited space for waiting.</li> </ul>	<ul style="list-style-type: none"> <li>• Market survey takes huge time (1-2 weeks).</li> <li>• Lack of information gap among the employee related costing.</li> <li>• Wholesale pricing for diminutive quantity.</li> <li>• Minimum wage rate.</li> </ul>	<ul style="list-style-type: none"> <li>• Situation is better than previous.</li> <li>• Capacity is not utilized during off season or less demanded period.</li> <li>• Delay delivery fine.</li> </ul>
<p><b>Recommendations</b></p>	<ul style="list-style-type: none"> <li>• New format of Producer's entry register.</li> <li>• Emergency meeting time.</li> <li>• Flexibility the designer meeting schedule.</li> <li>• Equal distribution of producers among the designers.</li> <li>• Training session can be arranged how to deal the producers.</li> </ul>	<ul style="list-style-type: none"> <li>• Man power is needed to be increased or efficiency level can be enhanced by training.</li> <li>• Infrastructure is needed to be rearranged.</li> <li>• Vitalization system should be improved.</li> <li>• Standard measurement chart could be introduced.</li> </ul>	<ul style="list-style-type: none"> <li>• Time limit for market survey should be reduced.</li> <li>• Retail price for costing can be considered.</li> <li>• Standard format of costing can be introduced.</li> <li>• Employee should be updated about current information.</li> </ul>	<ul style="list-style-type: none"> <li>• Producers can be divided into full time and casual or temporary basis.</li> <li>• Suggestion should be taken for delivery time.</li> <li>• Eid or special order can be distributed in advance.</li> <li>• ERP system should be introduced.</li> </ul>



(Matrix of summary) Continued.....

Producer's feedback on Central Service

Criteria	Name of the Department		
	Quality Control	Finishing store (Central Store)	Accounts
Behavioral Satisfaction	2.8*	1.76*	1.8*
Helpfulness of the department (positive experience)	Yes:44% No:20% Irregular: 24% No response: 12%	1.4*	1.76*
Generalization of process (effectiveness of process on the eyes of producer)	3.0*	N/A	N/A
Time efficiency (Is there any wastage of time)	Yes:76% No:24% No response: 0%	Yes:04% No:96% No response: 0%	Yes:20% No:80% No response: 0%
Additional Points	<ul style="list-style-type: none"> <li>Standardized process of QC: Yes: 24%, No: 64%, No response: 12%.</li> </ul>	<ul style="list-style-type: none"> <li>Average satisfaction on recosting process is 1.96*</li> </ul>	<ul style="list-style-type: none"> <li>Average satisfaction on loan facility is 2.20*</li> <li>Preferred way of receiving payment: Cash/ Check: 40%, Bkash/mobile banking: 12%, Bank transfer: 48%, others: 0%</li> </ul>

Criteria	Name of the Department		
	Quality Control	Finishing store (Central Store)	Accounts
Problem/ Finding/ Observation	<ul style="list-style-type: none"> <li>Criteria for QC are ambiguous to producers.</li> <li>QC process is varied person to person.</li> <li>1-2 hours is needed for waiting in serial.</li> <li>Insufficient man power for counting goods.</li> <li>Serial for altered goods takes much time.</li> <li>Insufficient space in QC floor.</li> </ul>	<ul style="list-style-type: none"> <li>Producers need 0.5-1 hour to interact with this department.</li> <li>Maximum producers are satisfied with current process.</li> </ul>	<ul style="list-style-type: none"> <li>Present situation has been improved than past.</li> <li>When producers do not have sufficient order, face difficulty with loan.</li> </ul>
Recommendations	<ul style="list-style-type: none"> <li>When serial is given to producer from Merchandise order, at the same time QC personnel should be assigned.</li> <li>TELEOPTI system for work force management can be implemented for optimal use of timing.</li> <li>Forecast of man power need to be done.</li> <li>Standard QC guideline is needed to establish.</li> <li>Training should be arranged to the QC personal to enhance efficiency.</li> <li>Quarterly a session can be arranged with QC and producers for sharing the reversed QC process.</li> <li>Counting process of goods should be changed.</li> </ul>	<ul style="list-style-type: none"> <li>Re costing process might be considered.</li> </ul>	<ul style="list-style-type: none"> <li>Bank transfer for receiving payment should be introduced.</li> </ul>

**Additional Recommendation:**

- Suggestion Box for producers should be implemented to gather their feedback.
- Behavioral Training session regarding soft skill development can be arranged to dealing with producers.
- Space is required for keeping producer's goods.

**Notes:** \* Sign signifies that the average mark which is given by producers

**Rating method:** 1= Outstanding, 2= above average, 3= Average, 4=below average, 5= Poor