

Report On
Aarong
[Fashion Brand's Operations]

By
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An internship report submitted to the Brac Institute of Governance and Development (BIGD)
in partial fulfillment of the requirements for the degree of Post Graduate Diploma (PGD)

BRAC Institute of Governance and Development
(BIGD) BRAC University
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Declaration

It is hereby declared that

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

Student's Full Name & Signature:



MD. EMDADULLAH
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Supervisor's Full Name & Signature:



MR. NURUL ALAM, ACA
Head of Finance and Accounts, BIGD
BRAC University

Letter of Transmittal

Mr. Nurul Alam, ACA
Head
Finance and Accounts
BIGD, BRAC University

Subject: Submission of the report on Aarong (Fashion Brand's Operations)

Dear Sir,

This is my pleasure to submit a details operation report on Aarong (Fashion Brand's Operations) where I am working at mid-level position.

I have tried my best to finish the report with the essential data and recommended proposition in a positive and inclusive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,



MD.EMDADULLAH

Student ID: 19281171

BRAC Institute of Governance and Development
(BIGD), BRAC University

25th May 2021

Non-Disclosure Agreement

I am declaring that MD. EMDADULLAH, ID: 19281171, student of Post Graduate Diploma in Knitwear Industry Management (PGD-KIM), BRAC Institute of Governance and Development, BRAC University has completed the internship report on “Aarong (Fashion Brand’s Operations)”.

I accept as true that he has completed this report by himself. No part of this report has been submitted by him for any degree, Diploma, Title or Recognition before.

He is permitted to submit the internship report.



Signature of the Supervisor MD.

ABDUL MANNAN

AGM, Sericulture Enterprise, BRAC

Acknowledgement

First of all, my gratefulness goes to Almighty ALLAH to give me strength and ability to complete the internship and this report.

I am taking the opportunity to express my deepest gratitude and sincere thanks to my Industrial Supervisor- Mr. Md. Abdul Mannan, AGM, Sericulture Enterprises, BRAC and Academic Supervisor- Mr. Nurul Alam, ACA- Head of Finance and Account, BIGD, BRAC University to whom I am extremely indebted for their tremendous support and guideline throughout my Internship period, without whose help it would not have been possible to complete the internship successfully. They inspired me greatly to work, commit in this internship session.

I am very much thankful to Mohammad Ashraful Alam, COO, Aarong, and staffs of Aarong for their cordial support and cooperation by providing me the respective information, valuable time and great support during the project work. I am also thankful to my colleagues ASM Tariqul Islam, Md. Abdur Razzak, Md. Imran Hosen, Md. Monirujjaman, Md. Ashikur Rahman & Ms. Minu Akter who has given their support and cooperation all time.

In addition, thanks are due to those who helped me directly and indirectly during the different stages of the project work.

Finally, I would like to convey my sincere gratitude to my parents whose continuous inspiration, sacrifice and support encouraged me to complete the project successfully.

I would also like to express my gratitude and sincere thanks to all of my respected faculty members and employees of BIGD, BRAC University for their sincere co-operation and valuable advice to complete this PGD-KIM.

Above all, I perceive as this opportunity as a big milestone in my future career development. I will strive to use gained skills and knowledge in the best possible way.

Executive Summary

These 3 (three) months industrial training program is a part of Post graduate diploma in knitwear industry management conducted by BIGD, BRAC university. I have completed my industrial training from Aarong, one of the most popular retail chain organizations.

There my focus of learning was to relate my generic knowledge with the industry specific works. The first part of this internship report describes Introduction part such as about the organization, their history, mission and vision statement, Goals & Objectives.

The second part explains Organizational structure, Organogram, Branches and departments Product line and Organizational Chart. It also provides brief description of Aarong Production Centre, Ayesha Abed Foundation. This part of the report gives the reader background knowledge about Aarong's identity, their journey and enormous endeavor to establish themselves as Bangladesh's number one lifestyle retail chain.

The third part explains my regular activities in different department of Aarong. It includes Textile Division (All types of fabrics including Household fabrics), Merchandising Department, Social Compliance and Producer Development (SCPD), Quality Management& Marketing Department.

The fourth part includes Analysis and Evaluation and discusses about some critical observations, which is gathered during the internship period. Then some recommendations are given based upon the critical observations and Five-year improvement plan of the organization.

The fifth part describes the conclusion that is summarized overall experience in the internship period. The sixth part is the last part where includes the references of all the information and appendix are also provided.

There I have learned a lot of positive things and at the same time, I have faced some problems too. But I overcame the situation and found my weak points for developing myself. According to my generic knowledge, I have noted some suggestion for the improvement of the factory for theirbetterment.

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Chapter 1: About Organization

1.1 Overview of the Industry

1.1.1 History

Aarong is an iconic brand in Bangladesh, started their journey in 1978. They are a social enterprise of **BRAC** which is the Largest NGO of the world. They started their journey with a great vision to empower rural artisans specially women and to help them rise on top of financial condition. Today they have twenty-one retail stores across the country and a renowned ecommerce website named www.aarong.com supporting more than 65,000 artisans and they have more than one hundred fashion product lines. The word **Aarong** stands for “**Village Fair**” which symbolizes fairness in the global village. The brand has developed the retail industry in a unique way than any other retail brand in Bangladesh.

The iconic brand is a symbol of high-quality product for customers and fair trade for their artisans. Quality, uniqueness, and originality are three basic characteristics of Aarong. Nearly 65000 rural artisans and handicraft producers work for Aarong, where 85% of them are women. At present Aarong has 13 production centers and 653 sub-centers across the country for producing finished products named Ayesha Abed Foundation and 9 production centers across the country for producing raw fabric named Aarong Production Center.

Aarong is appreciated by Bangladeshi people due to their unique design taste of products. Their product design is a mix of Bangladeshi tradition and contemporary style which highly appeals to Bangladeshi people. Aarong focuses on textures and patterns that have been practiced by the rural artisans from generation to generation.

1.1.2 Journey of Aarong:

In 1976, Ayesha Abed, the wife of Sir Fazle Hasan Abed, KCMG founder of BRAC, initiated many of the major activities of Aarong by identifying and experimenting with various crafts that women could produce at home such as nakshi kantha, embroidered goods, baskets, mats and items made of cane, bamboo and jute. However, the two main obstacles to turning craft production into a worthwhile enterprise were maintaining good quality and proper marketing.

In 1978, BRAC entered into a joint venture with the Mennonite Central Committee, the international development arm of the Mennonite Church, to open a shop in Dhaka called Aarong meaning 'village fair.' The Mennonites had a long experience of producing handicraft to generate income and had

established a programme called Ten Thousand Villages, which worked with artisan groups around the world and sold their products through catalogues and retail shops in the US and Canada. In the first year the Mennonites assisted with the business side of the operation while BRAC worked to develop the skills of village women and their products. During the late 1970s and early 1980s, BRAC focused on developing Aarong's product lines and production capabilities. They began to study and catalogue the designs and motifs of traditional art forms by visiting museums, elderly craft masters and private collectors. They experimented with indigenous forms and materials, adapting them to possible new lines. They hired master craftspeople to help train village women and created a textile design and service workshop in Manikgonj to experiment with materials and technologies in stitching, weaving and dyeing. BRAC also started producing historically imported items such as, men's Panjabi.

1.1.3 Relationship between BRAC and Aarong

Aarong is a social enterprise of BRAC and it works as the marketing arm of BRAC. As BRAC has a vision of alleviating the poverty and empowering the poor people so Aarong created a platform for those people to rise above the poverty by selling their handmade products. All the underprivileged women working for Aarong is also beneficiary of BRAC's comprehensive development program. As Aarong is a concern of BRAC, a significant portion of Aarong goes directly for the NGO's programs to support healthcare, economic and social development.

1.1.4 Ayesha Abed Foundation

In 1982, the Ayesha Abed Foundation (AAF) was established by family and friends to commemorate the memory and work of the late Ayesha Abed who died leaving behind her newborn son, Shameran, and young daughter, Tamara. The foundation was created to develop women's skills in various crafts through an appropriate working environment, financial and technical assistance and training. Initially it was registered with the government to receive foreign charitable donations and raise funds, but now operates exclusively as a part of Aarong. The AAF board comprises the eight family and friends of the late Ayesha Abed. Its budget is part of the Aarong initiative under BRAC. The AAF workers are all members of BRAC's village organization groups or the family of the members.

AAF's first project, the Manikganj center, was opened on 3 September 1983. The foundation buys handicrafts made by the village women, other NGOs and handicraft producers. In addition to starting the AAF, Aarong opened four retail outlets and began exporting a small percentage of goods to fair-trade organizations during the 1980s. By the mid to late 1980s Aarong began to emerge as a fashion brand despite the fact that Bangladesh was still new to the fashion industry. Aarong was the first brand to start organizing photo shoots along with fashion shows, exhibitions and other forms of

media-focused events. Through these groundbreaking marketing initiatives, Aarong was able to expand its popularity and brand identity within the country. By the early 1990s, Aarong became the leading fashion house in Bangladesh and had created a one-stop destination for middle to upper class urban shoppers. At the same time, Aarong's product designs brought consumer attention back to the products and styles that are indigenous to Bangladesh. Its designers blended the traditional with the contemporary in a way that catered to consumers and started a revolution in trends, adopted by countless other boutiques and stores. During the 1990s, Aarong continued to build brand equity through fashion shows and media publicity events. The emerging prominence of fashion in Bangladeshi society played a catalyzing role in doing this. Aarong also continued to expand its production capacity with the addition of three new AAF centers.

However, by the late 1990s and early 2000s, Aarong faced a financial setback as a result of mediocre management and a lack of innovation. Between 2001 and 2004, the company was restructured to improve everything from costing, pricing, design and marketing to new product introductions and brand innovations. In 2004, its sales totaled almost USD 14 million. Aarong earned a profit of USD 1.96 million for BRAC which was distributed among its agriculture, education, and health programmes, with the majority going to a special programme for the ultra-poor. In 2013, Aarong had crossed USD 50 million in sales.

1.1.5 Aarong Production Centre

Aarong has 09 more Production Centre (Fabric) in all over Bangladesh. Cotton productions Centre are APC-Madhabdi, APC-Tangail, APC-Belkuchi. And Silk productions Centre are SRC-Manikgonj, SRC-Rajbari, SRC-Pabna, SRC-Chapai Nawabgonj, SRC-Natore, SRC-Gorpara.

1.2 Vision & Mission

The mission statement of Aarong is-

“To make Aarong the best in the world in providing a unique Bangladeshi lifestyle experience which promotes Bangladeshi pride while empowering people and protecting the environment.”

The vision of Aarong is-

Aarong's vision is a just, enlightened, healthy and democratic Bangladesh free from hunger, poverty, environment degradation and all forms of exploitation based on age, sex, religion and ethnicity.

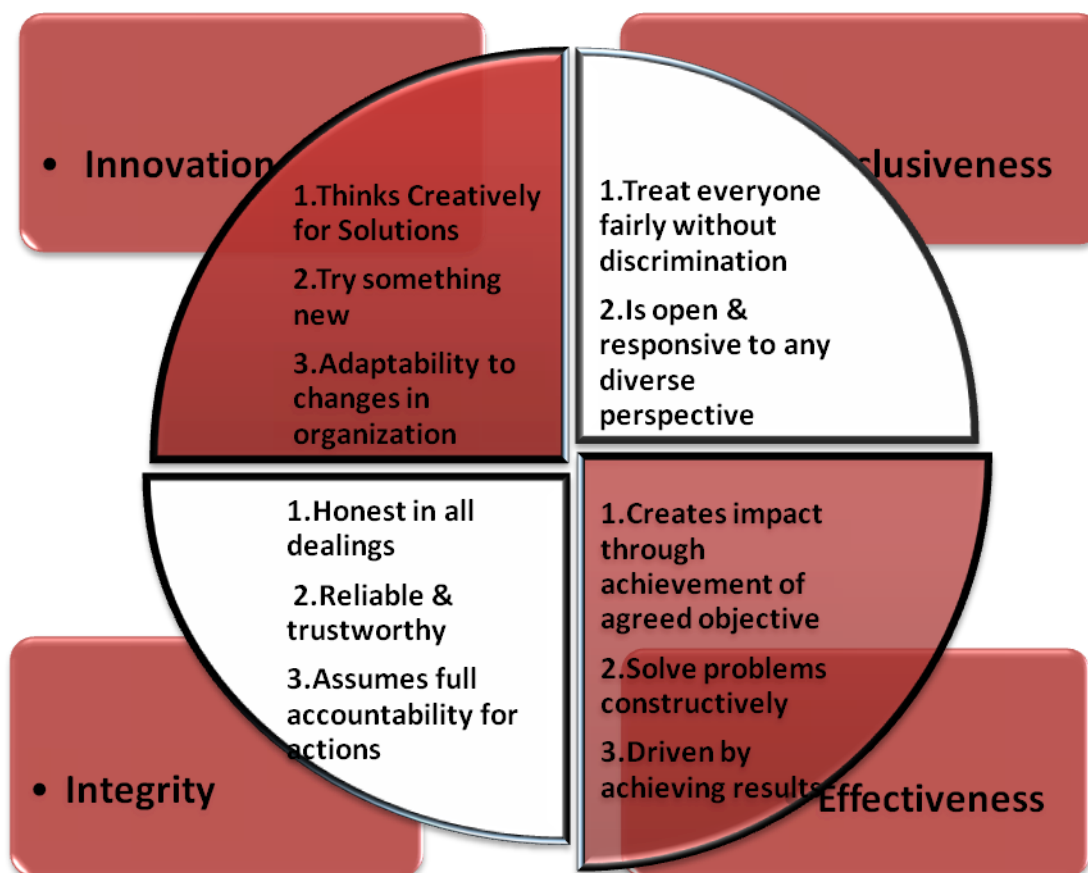
It also has a vision to establish itself as world's one of the famous fair trade fashion house and to remain market leader throughout its business.

1.3 Goals & Objectives

Aarong has always been striving for creating better opportunities for poor and underprivileged people particularly for the rural women of Bangladesh just like BRAC. It is the main goal and objective of the organization. Aarong is a value-based organization. Aarong believe that, if anyone achieve their values in the belief and practice organization will achieve their goal. So, its values are made in such a way that it meets Aarong's mission, vision and goals perfectly. The values of Aarong are as follows –

- **Integrity**
- **Inclusive**
- **Innovative**
- **Effectiveness**

The four key values are shown in the diagram-



1.4 Organizational structure, Organogram, Branches and Departments

1.4.1 Organogram of the Aarong:

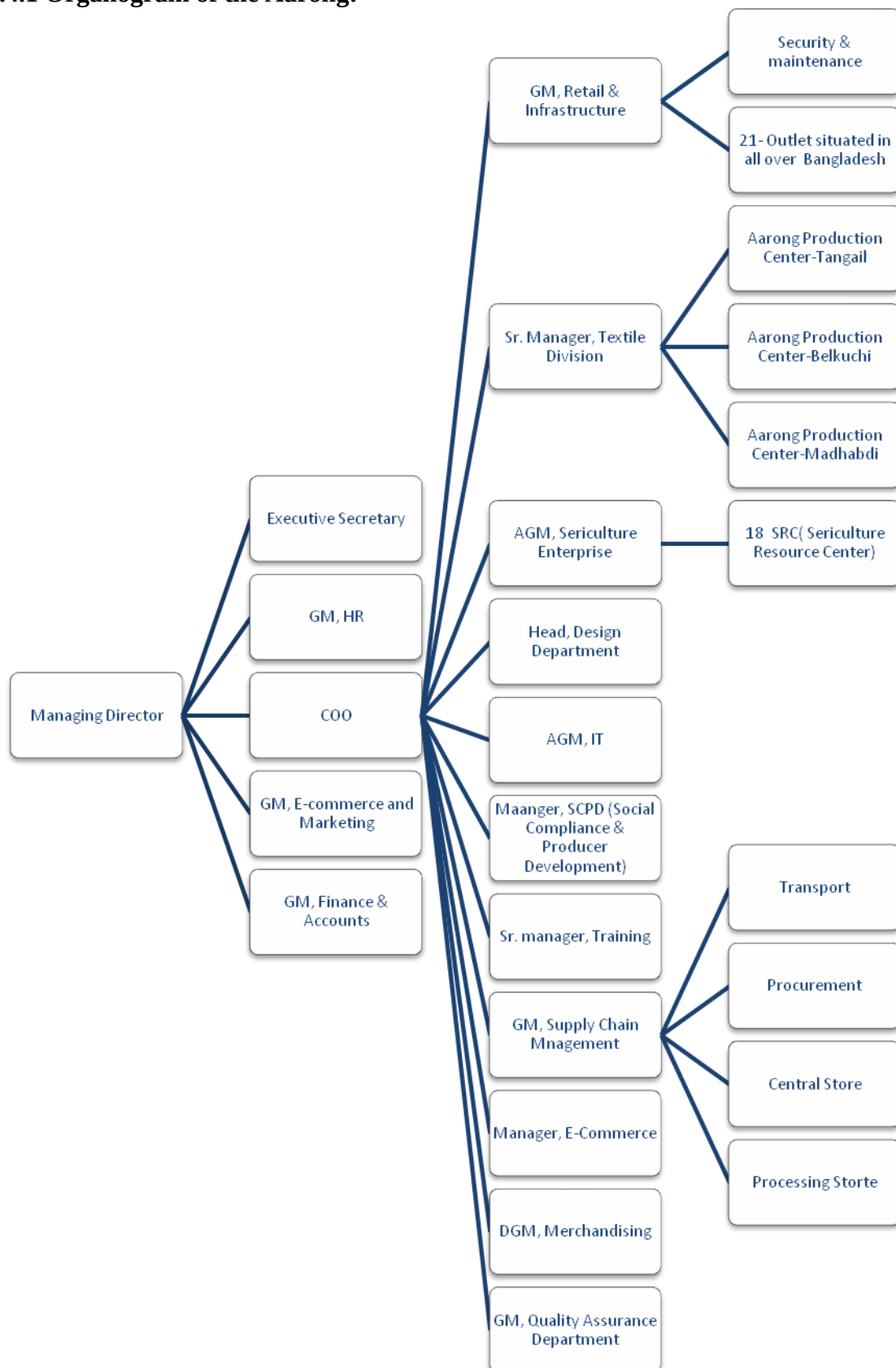


Fig: Organogram of Aarong

1.4.2 Branches and Departments:

Outlets: There are 21 physical outlets across the country for selling the products.

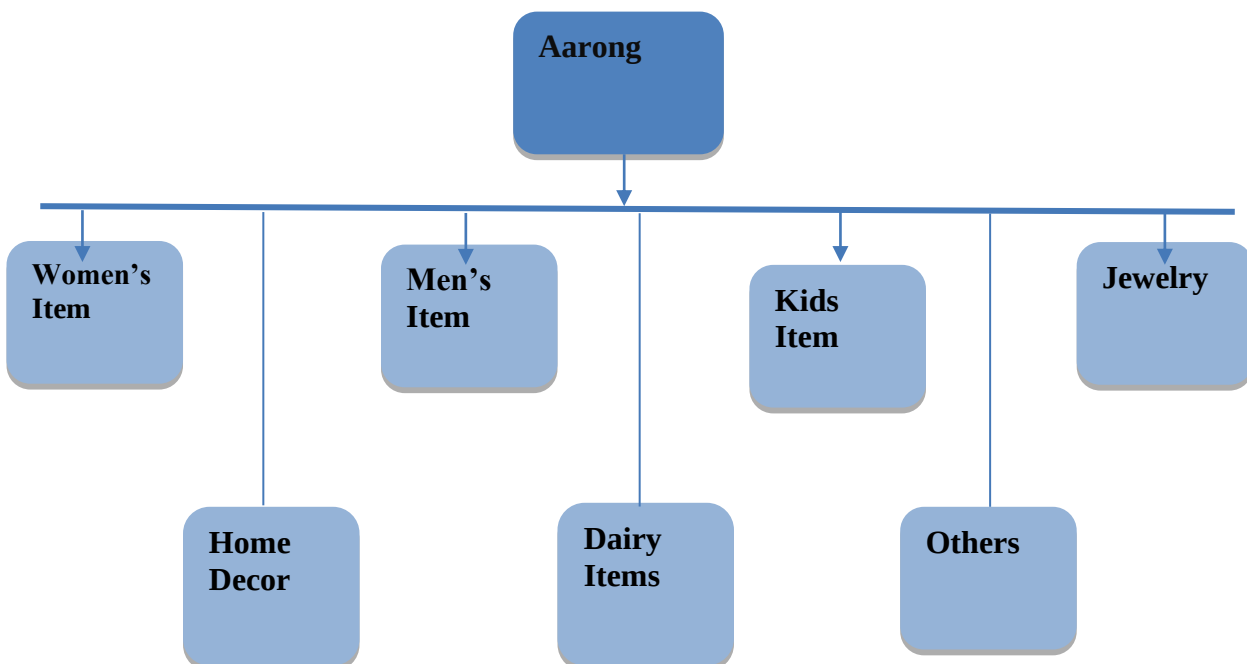
E-commerce: There is a strong e-commerce website named www.aarong.com , by this website Aarong is selling their products across the country and USA, UK, Australia and Canada also.

Production Centers: At present Aarong has 13 production centers and 653 sub-centers across the country for producing finished products named Ayesha Abed Foundation and 9 production centers across the country for producing raw fabric named Aarong Production Center.

Departments: There are 20 individual departments, such as- HR, Marketing and CRM, Retail and Infrastructure, Design, Sample and Product Development, Training and Documentation Library, Social Compliance and CSR, Finance and Accounts, IT, Merchandising, Central Store, Warehouse, Processing Store, Quality Assurance, E-commerce, Textile Division, Maintenance and Security, Transport, Procurement, Monitoring and Planning, etc

1.5 Products/services produced by the Industry

Aarong is the largest retail brand in Bangladesh with more than 100 product line. People like Aarong's product due to their exclusive collection and unique mix of traditional and contemporary design. Aarong has product for all age and all gender. Here the product line is divided into some categories and shown in the figure below-



Men's Item: Men's Panjabee, Men's Pajama, Men's Panjabee-Pajama set, Men's half sleeve Shirt, Men's full sleeve Shirt, Men's executive Shirt, Men's Fatua, Men's Lungi, Men's Coaty, Men's T-Shirt, Gent's Shawl etc.

Boy's Item: Boy's Panjabee, Boy's Panjabee-Pajama set, Boy's Shirt, Boy's Fatua, Boy's Coaty, Boy's T-shirt etc.

Children Item: Children Panjabee, Children Panjabee-Pajama set, Children Shirt, Children Fatua, Children Coaty, Children Frock, New born baby dress etc.

Women's Item: Ladies SKD, Ladies Taaga, Ladies long Panjabee, Ladies short Kurta, Ladies Shawl, Ladies Dopatta, Ladies Coaty, Ladies T-shirt, Saree etc.

Jewelry Item: Gold item, Brass item, Pearl item, Stone item, Silver item etc.

Home Décor: Nokshi Katha, Bed cover, Cushion cover, Pillow cover, Table cloth, Placemat, Runner etc.

Chapter 2: Description about task accomplishment

During my internship program, I have worked with seven departments of Aarong. I've tried to collect details information from these departments. They are described below:

2.1 Textile Division

2.1.1 Organogram of the department:

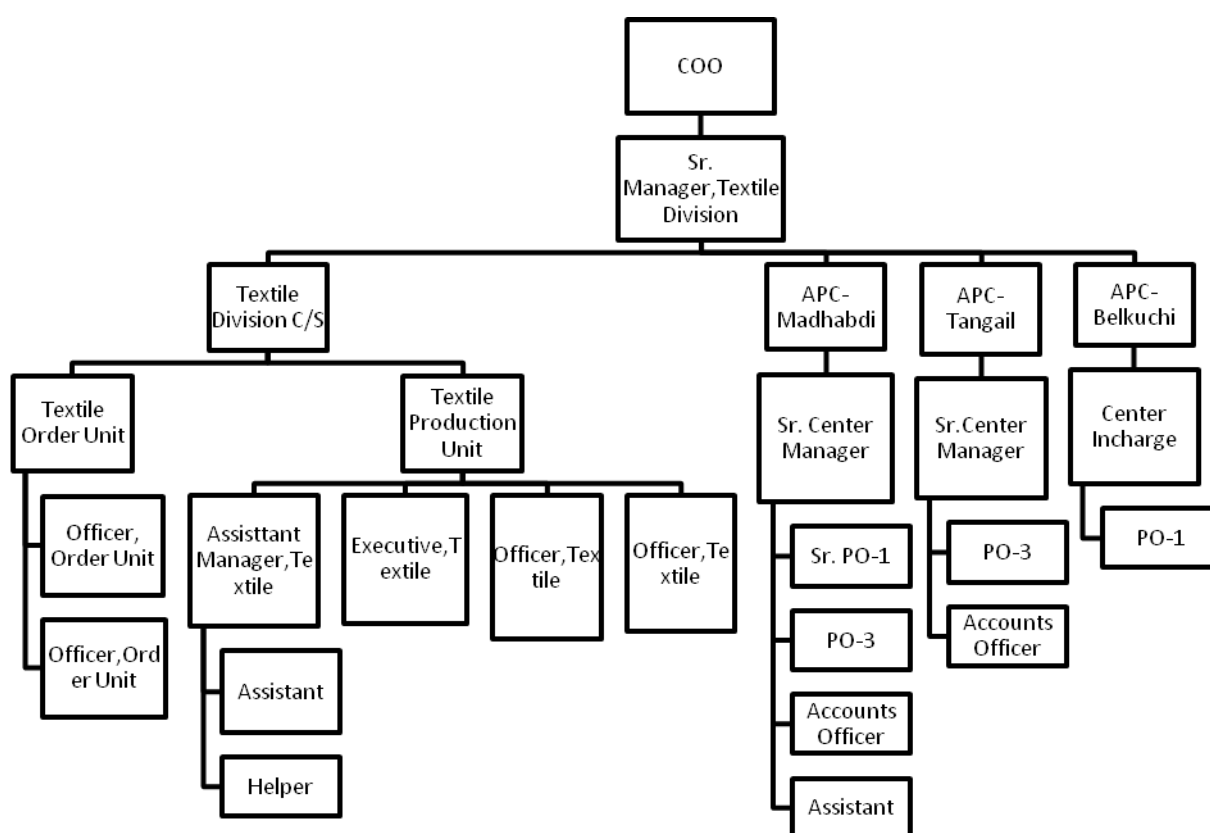


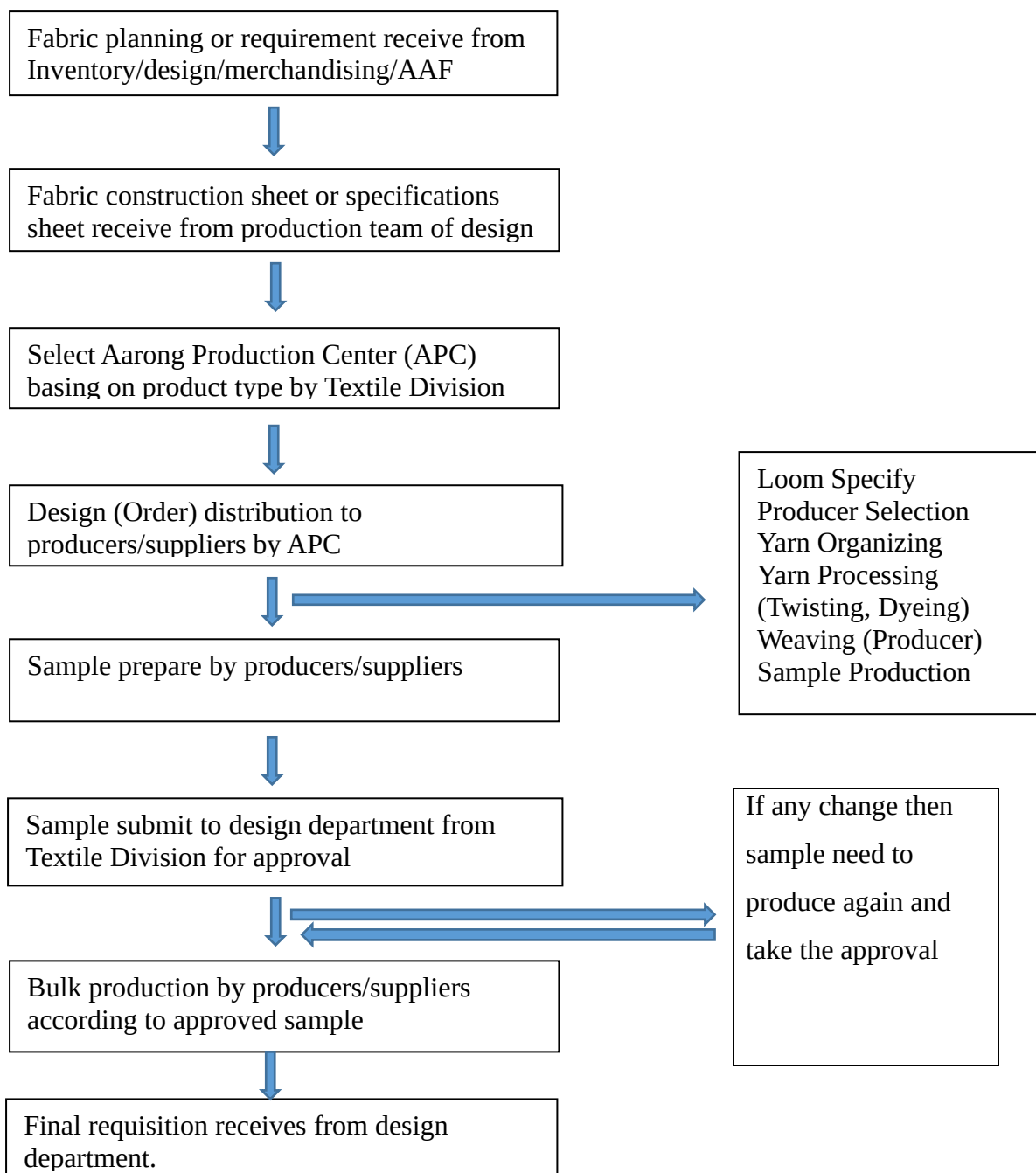
Fig: Organogram of Textile division

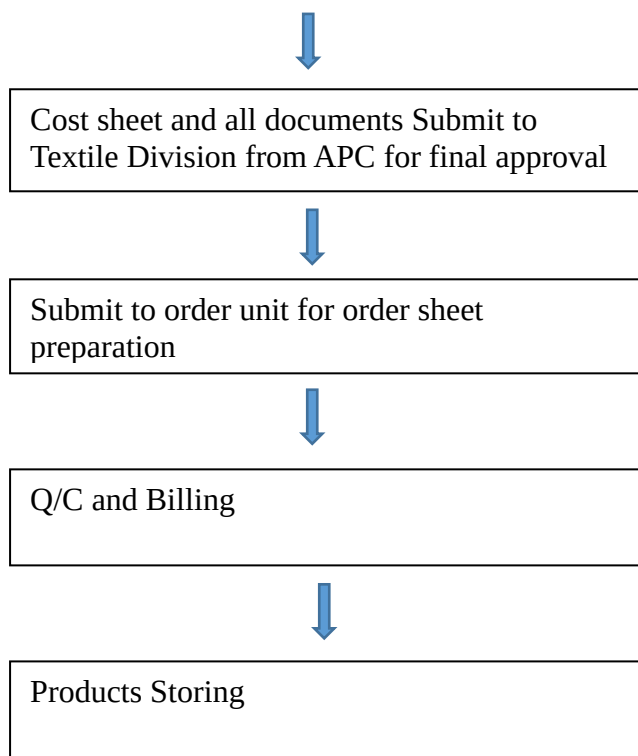
2.1.2 Objective:

Textile Division is one of the core departments of Aarong. They source the raw fabric, saree, lungi and many items from the various suppliers and producers. The main objective is on-time Product (Fabric in than form and Piece item) delivery with the best quality and competitive price to Aarong as well as empowers the rural weavers in order to grow up their socio-economic status.

2.1.3 Working Process Flow

Textile Division has a SOP by which they produced their product which is given below:





2.1.4 Raw Material Collection:

1. For Power Loom Fabric dye fabric:
 - Producer collect all type of yarn
2. For Power Loom Yarn dye and Hand loom Fabric:
 - Aarong Production Centre supply all type of cotton yarn.

Raw material processing for yarn dye fabric by Aarong Production Centre (APC) is given below:

- Producer give yarn demand in APC against ordered design sheet
- APC give yarn requisition to Procurement department
- Gray yarn Twisting or Doubling
- Dyeing program prepared by APC and sent to Yarn dyeing mill with gray yarn
- Dyeing yarn storing and sell to producer

2.1.5 Types of fabric we produced:

Fabric Type:

1. Cotton
2. Viscose
3. Cotton
blended
4. Silk

Fabric Design:

1. Plain
2. Check
3. Stripe
4. Dobby Design

2.1.6 Overview of Textile Operations for Cotton:

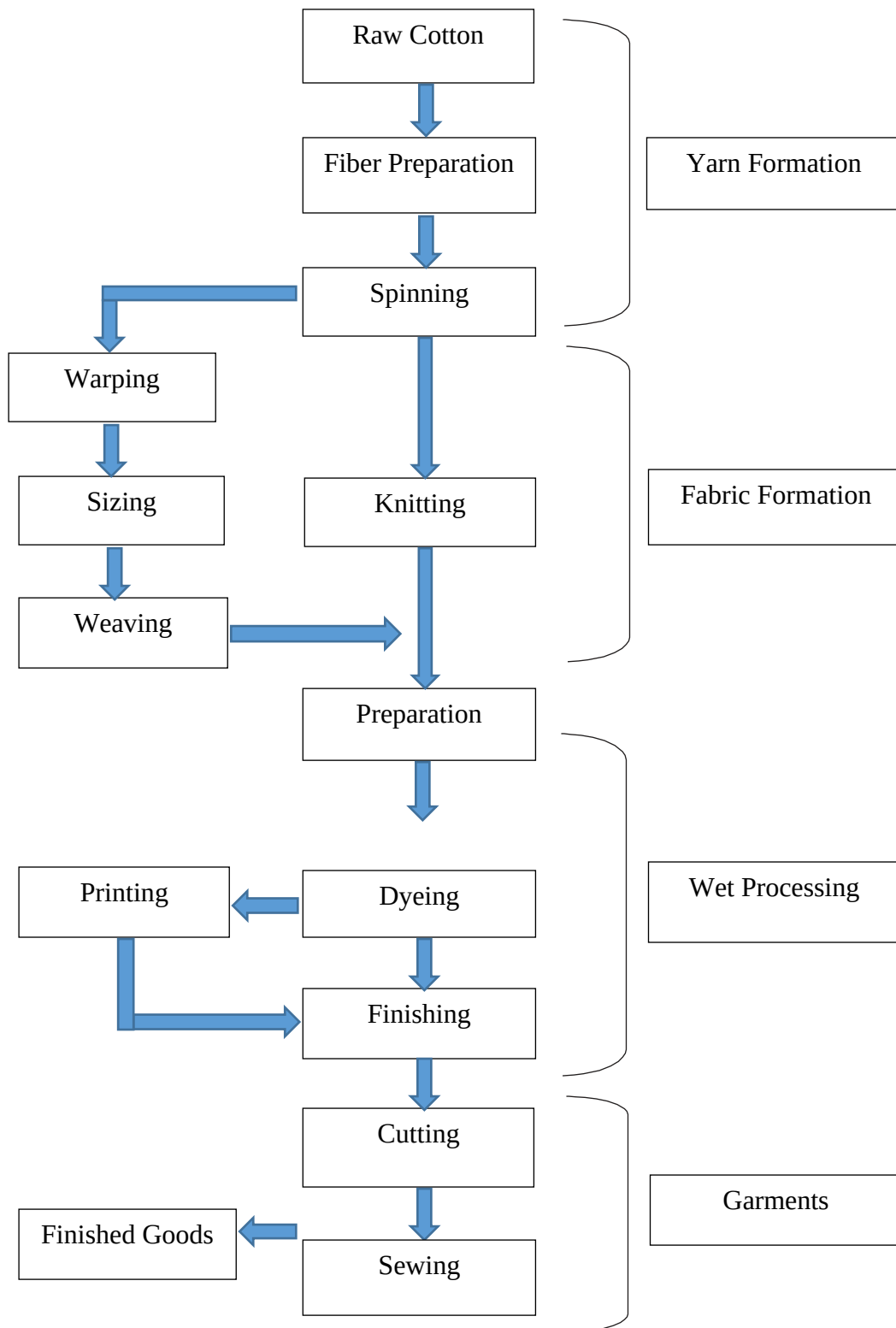


Fig.General steps in manufacturing cotton textile goods.

2.1.7 SWOT Analysis

1. Strength:

- Skill Manpower
- Lower production cost
- Safety work environment
- Production networking all over the country
- Efficient Management

2. Weakness:

- Proper material sourcing
- Product not delivered timely
- Factory Incapability

3. Opportunities:

- Increasing fabric properties and quality
- Developing fabric design
- Local events
- Seasonal fashion

4. Threats:

- Artisans are shifting for more income in some cases
- Material in availability
- Small order quantity
- Increasing cotton price

2.2 Quality Management

2.2.1 Organogram of the department:

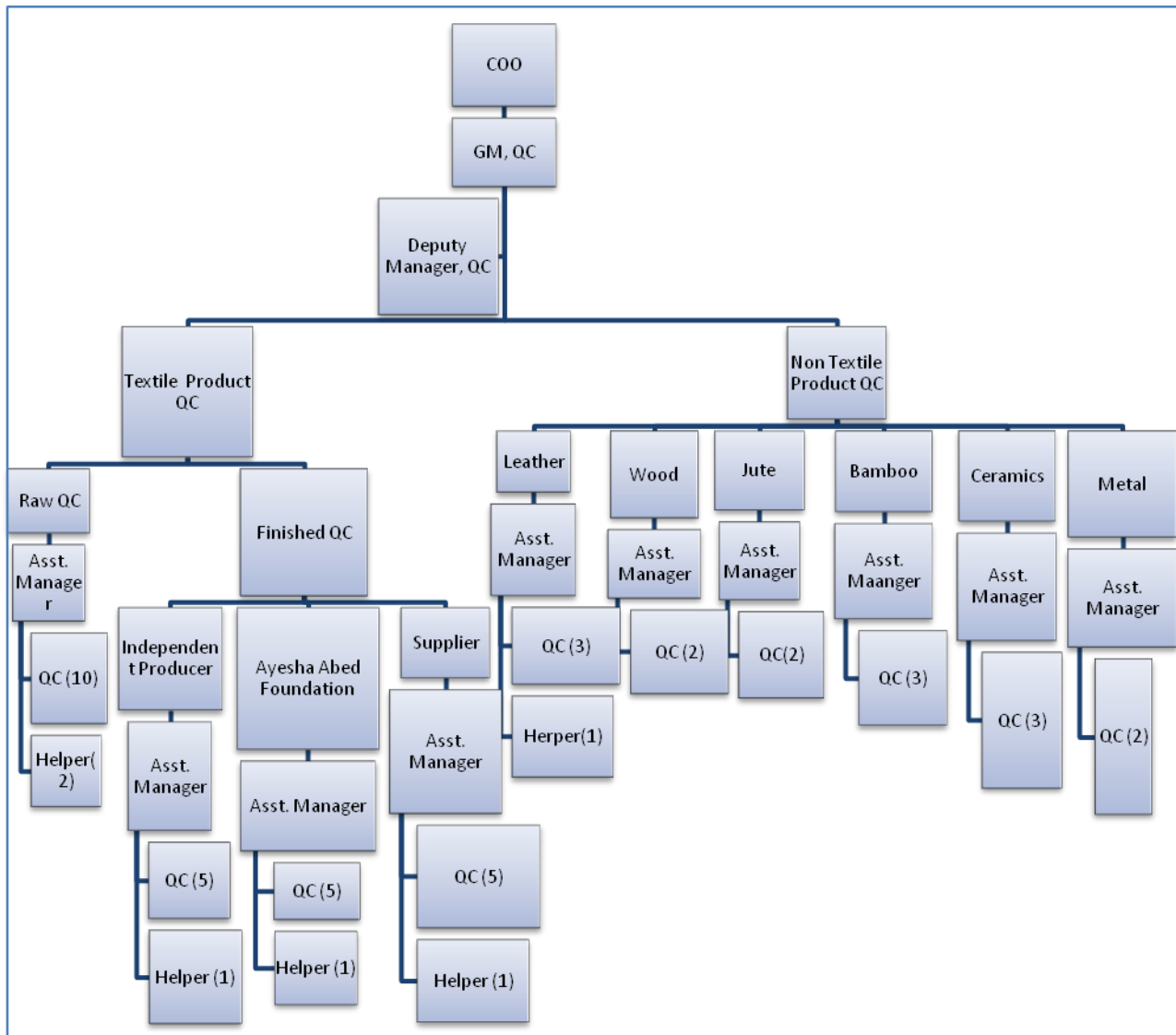


Fig: Organogram of Quality Assurance Department

Aarong has strong quality management system with good quality assurance team. The team always find best quality fabric. They always try to fulfill the customer demand by ensuring quality of product. They try to increase production process to produce best quality product. A number of systems, measures & techniques are used so that only quality goods are produced in the first place and defects do not originate at all.

2.2.2 Aarong Quality Acceptance Criteria Actual finding range:

S.L No	Criteria	Acceptance Level	Actual Found Range	Remarks
1	4 Point System	1. Without Deduction: Less than 30 points / Yards. 2. With deduction: 30 to 40 points / Yards.	15 to 50 points / Yards	Green Card: Not major problem but it should be avoided in cutting. Yellow Card:
2	Shrinkage	3. Without Deduction: Less than 5%. 4. With deduction: (5 to 6) %	(3 to 7) %	If fabric have to be done Block Print or Screen Print due to fabric problem.
3	Color fastness to wash	(4 to 5) But we recommended No color bleeding in Hand wash.	(2 to 5)	

2.2.3 Objective of Quality Control:

- To manufacture the required quality product.
- To fulfill customer's demand.
- To reduce the cost of production.
- To reduce wastage.
- To make more profit at minimum cost.

Aarong used generally two methods for quality control. This are-

Online Quality Control:

- Loom data system
- Absorbency test
- Shade matching

Offline Quality Control:

- Grey fabric inspection
- Finished fabric inspection

2.2.4 Fabric Inspection Process Flow chart:

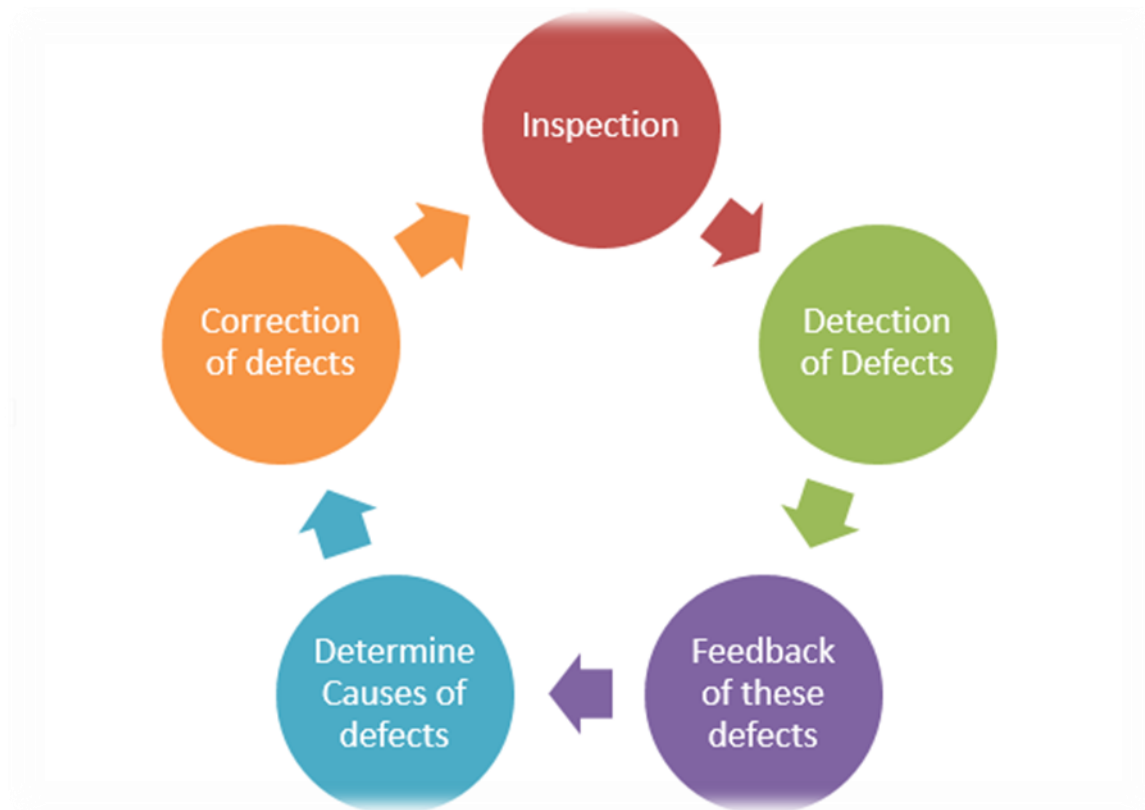


Fig: Fabric Inspection Process -Quality Control

2.2.5 Fabric Inspection System of Aarong

Generally, fabric inspection is done on fabric inspection machines. These machines are designed so that rolls of fabric can be mounted on the inspection table; the fabric is viewed under sufficient light. In Aarong we inspected fabrics in Visual Inspection System.

Visual Inspection System

In visual inspection system, an inspector will detect the defects by the naked eye, so skilled worker is required for having a good view of the fabric. In this system, inspector pulls the fabric over the inspection table. The defects are located, marked and recorded on an inspection form. We inspected all fabrics to decide acceptance of fabrics quantity. If more than 40% fabric of total order is rejected, then we decided to reject all fabrics of this order.

2.2.6 Finished Woven Fabric Defects we found in my Internship period:

Defects those are found when checking fabric quality are given below:

Weaving Defects:

1. Bad selvedge
2. Broken ends or warp
3. Broken picks or weft
4. Double end
5. Float of warp
6. Miss pick
7. Double pick
8. Hole
9. Oil spot
10. Temple mark
11. Reed mark
12. Thick and thin place.

Dyeing Defects:

1. Uneven Dyeing
2. Batch to Batch Shade variation
3. Listing
4. Tailing
5. Roll to roll variation or Meter to Meter variation
6. Pin hole
7. Sewing threat mark
8. Crease mark
9. Dye spot
10. Softener Mark

2.2.7 Recommendation to reduce fabric faults:

To decrease fabric faults or to increase quality of fabric we arrange several meeting with producer (Weaver) and Dyeing authority in my internship period. We take some decision or recommendation to reduce faults. This are-

- Weaver must be used good quality yarn to produce gray fabric.
- Our procurement must be purchased best quality yarn for yarn dye
- Twisting factory and yarn dyeing factory must be check ring in gray cone before they used.
- Weaver must be used three fingers for dyed yarn in loom to supply weft yarn.
- Weaving loom must be maintenance weekly.
- Dyeing authority should be used good quality chemical and dyes.
- Softener must be mixed properly and use mesh fabric for filtering.
- Roller Pressure must be maintaining properly in pad batch dyeing machine.
- Maintenance dyeing machine weekly.

2.2.9 SWOT Analysis

1 Strength:

- Skill Manpower
- Strong Management

2 Weakness:

- Decisions are always dependent on the respective mood of the person.
- Low productivity
- Understanding the reason

3 Opportunities:

- Increasing Product free defect.
- More problem identifying.
- Understanding the defect reason.

4 Threats:

- Complain comes from customer and decrease reputation.
- Defects go undetected

2.3 Sample / Product Development

2.3.1 Organogram of the department:

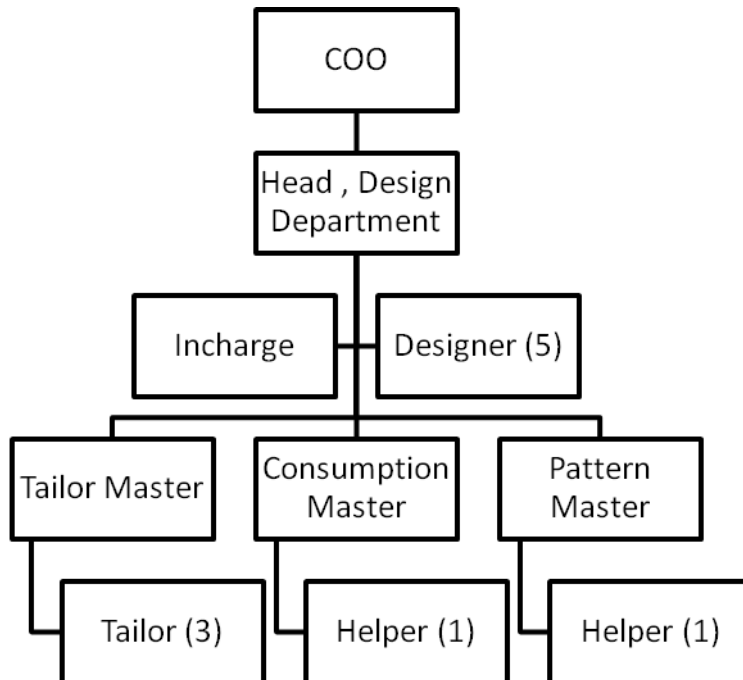


Fig: Organogram of product development department

2.3.2 Product Development:

Aarong always want to create a new fashion or product and always produce a type of product which fulfill the customer demand and their satisfaction. Recently Aarong launched HERSTORY product. When Aarong introduces any new product or brand they follow 3 importance steps. Steps are mentioned below:

Step 1

- Evaluate opportunities
- Focus group discussion

Step 2

- Product design
- Sampling and manufacturing process
- Distribution

- Quality Assurance
- Re-distribution the final product

Step 3

- Marketing and promotion

2.3.3 New Textile product developing line:

1. Design Studio:

Idea comes from design studio that which product is to be developed. According to that textile designer create fabric design and design sent to textile division. And fashion designer creates the fashion and product design.

2. Textile Division:

Textile division produces those fabric samples in Aarong production centre or sourced the fabric. Textile division also produced new fabric sample by collecting different types of yarn and produced different types of Dobby, Jacquard, Plain, strip, Check fabric. And Textile division always tries to improve fabric properties.

3. Quality Control Department:

Quality control department check all type of quality issue.

4. Merchandising Department:

Merchandising department sent those fabric and fashion design to AAF (Aysha Abed Foundation) or Individual Producer to produce the required sample or product.

5. AAF or IP:

(Aysha Abed Foundation) or Individual Producer (IP) produced the sample or product according to fashion design.

2.3.5 SWOT Analysis

1. Strength:

- Has Expert Designer
- Existing Innovation and creative team
- Has Expert Artisan to produced quality product.
- Leading Brand Reputation

- Specialist Marketing Expert

2. Weakness:

- Material sourcing.
- Limited number of Specialist expert artisan
- Factory Incapability

3. Opportunities:

- Customer Loyalty
- New Distribution Chanel
- Local events
- Seasonal fashion

4. Threats:

- Higher Developing cost
- Material in availability
- Quality ensuring.

2.4 Merchandising Department

2.4.1 Organogram of the Merchandising department:

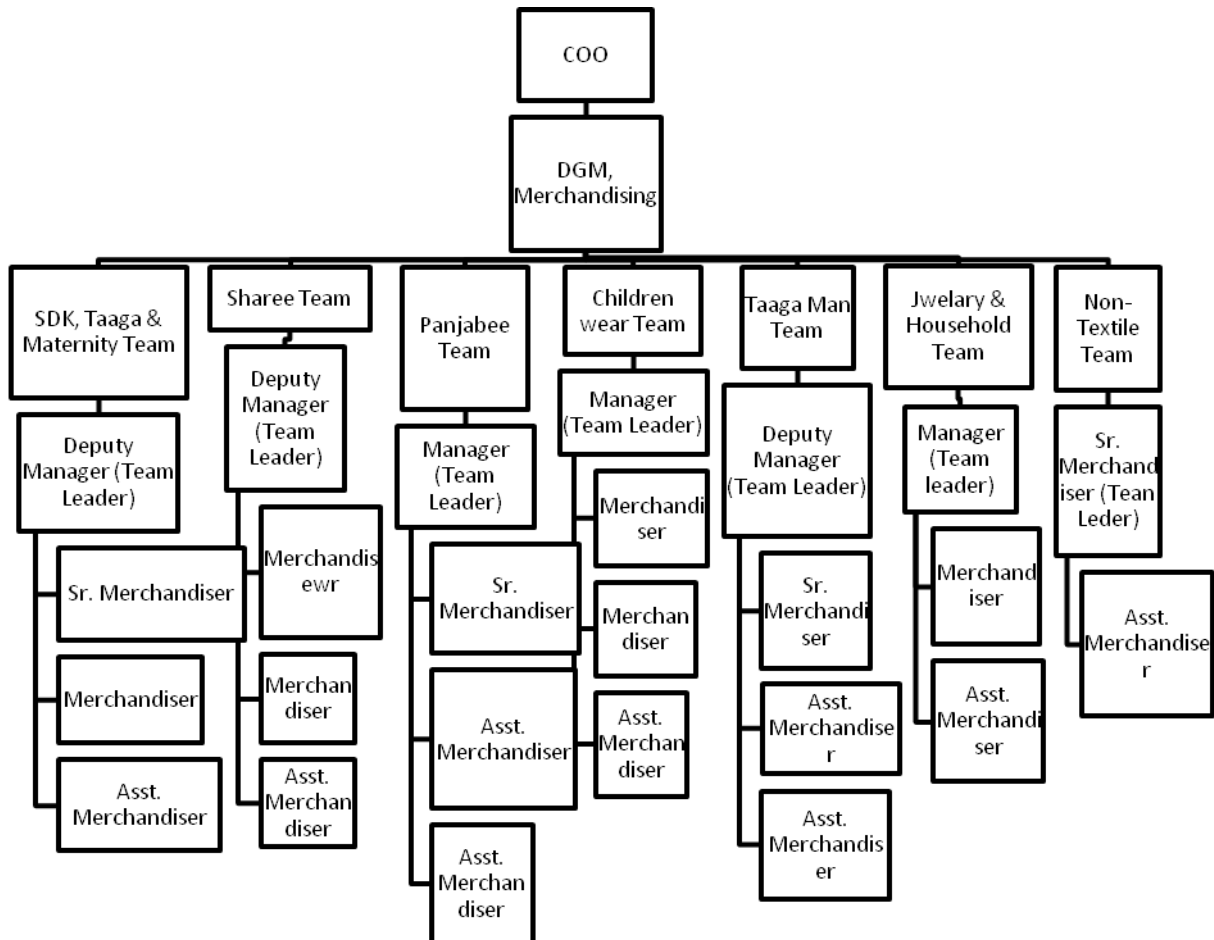


Fig: Organogram of Merchandising Department

2.4.2 About Merchandising Dept.

The activity of making people aware of your products and increasing sales through advertising. Merchandising is any practice which contributes to the sale of products to a retail consumer by storing and displaying product at right time, right price, right place and at the right quantities.

2.4.3 Objective of Aarong Merchandising Department:

- Design collects from Design section
- Prepare work sheet
- Fabric consuming
- Sourcing
- Material preparation
- Costing
- Negotiating
- Market survey
- Order placement
- Production follow up
- Product store in right time
- Distribution of product in different outlet
- Selling monitor, re-fill store if selling is good

2.4.4 Flow Chart of Aarong Merchandising department:

Target Production Plan get from **Planning Department**

Product Tech Pack (PTP) get from **Design Section**.

(Designer create Design and Product Tech Pack)

Make Work Sheet (Requisition)

Work Sheet (Requisition) Sent to **Pattern Section**

(Fabric Consumption, Marker Plan)

Work Sheet (Requisition) Sent to **Processing Store**

(For Fabrics and Trims)

Costing

Make Order Sheet

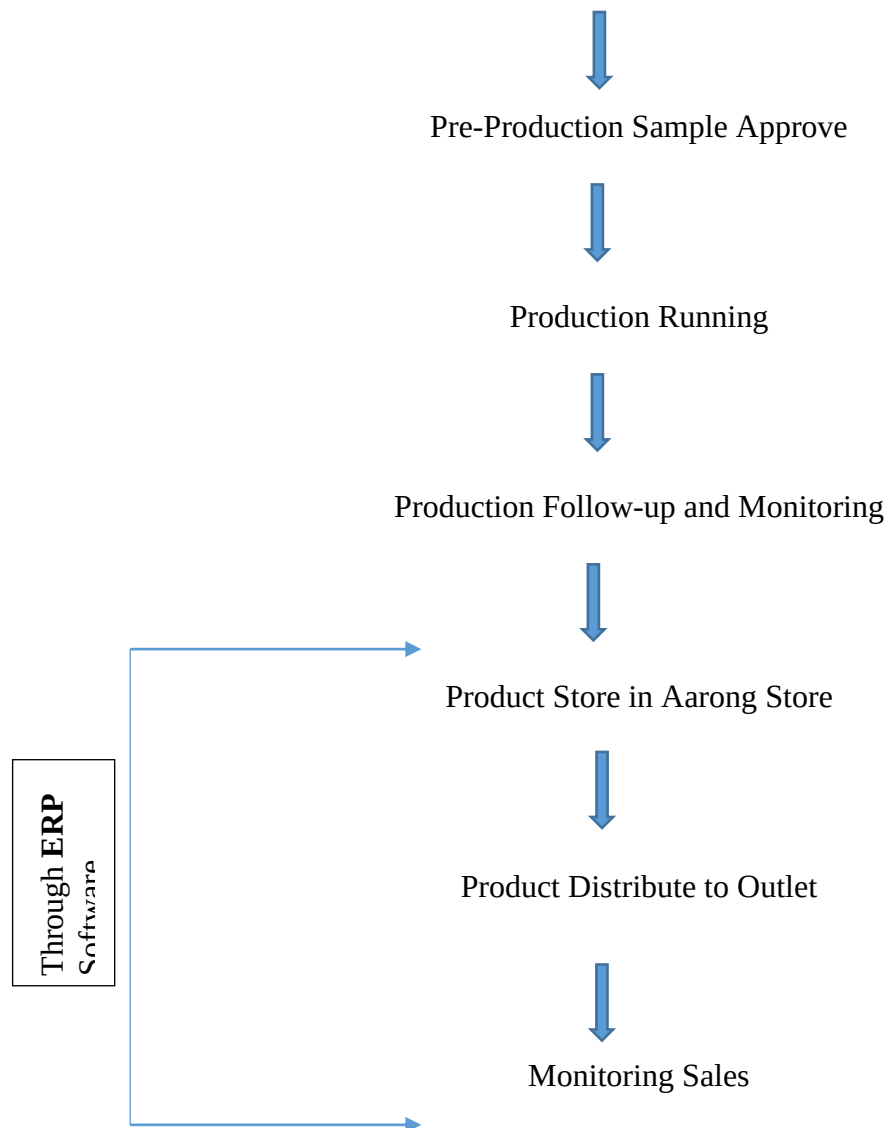
Order Sheet sent to AAF or IP

(AAF (Ayesha Abed Foundation) and IP (Individual Producer))

Through **ADMS** (Aarong Design Management System) Software.

Through **ERP** Software.

If Fabrics and Trims are not given by Processing Store.



2.4.5 Details of the task:

Target Setup: Planning department set a target plan for a year by previous sells data analyzing. They give plan event wise like Regular (monthly), Eid-ul-Fitter, Eid-ul-Aza, Pohelaboishak, Winter etc.

Product Tack Pack (PTP): Designer creates design and makes a Product Tack Pack (PTP) and sent it to merchandising department through Aarong Design Management System (ADMS).

Preparation of Work sheet: According to Product Tack Pack merchandiser makes a work sheet through Aarong Design Management System (ADMS) by checking Size, Collar, Cuff, Printing type, Embroidery type, Dyeing type etc.

Pattern Section: Making Marker plan and Fabric consumption.

Processing Store: In processing store all finished fabrics and Trims are stored here those fabrics are

produced by Aarong Production Centre (APC) and Purchasing by logistics. Processing store gives data (quantity) that how much fabric is stored for every specific design or PTP.

Costing: Costing is done by merchandiser through ERP Software. Costing variable are-

A = Raw materials:

- Fabrics
- Trims
- Dyes
- Chemicals
- Printing gum, paste etc.

B = Accessories

C = Wages (Wages are given according to required time to complete a specific task.)

D = Overhead

Order Placement: Making Order sheet and sent to AAF (Aysha Abed Foundation) or select Individual Producer (IP) and order placement to IP.

Product Storing: Production follow up and monitoring regularly to storing product timely before the session or event start to increase over all sell.

Product Distributing: Product distributing according to forecasting plan and based on sales or according to requisition given by outlet manager.

2.5 Marketing Department

2.5.1 Organogram of Marketing Department:

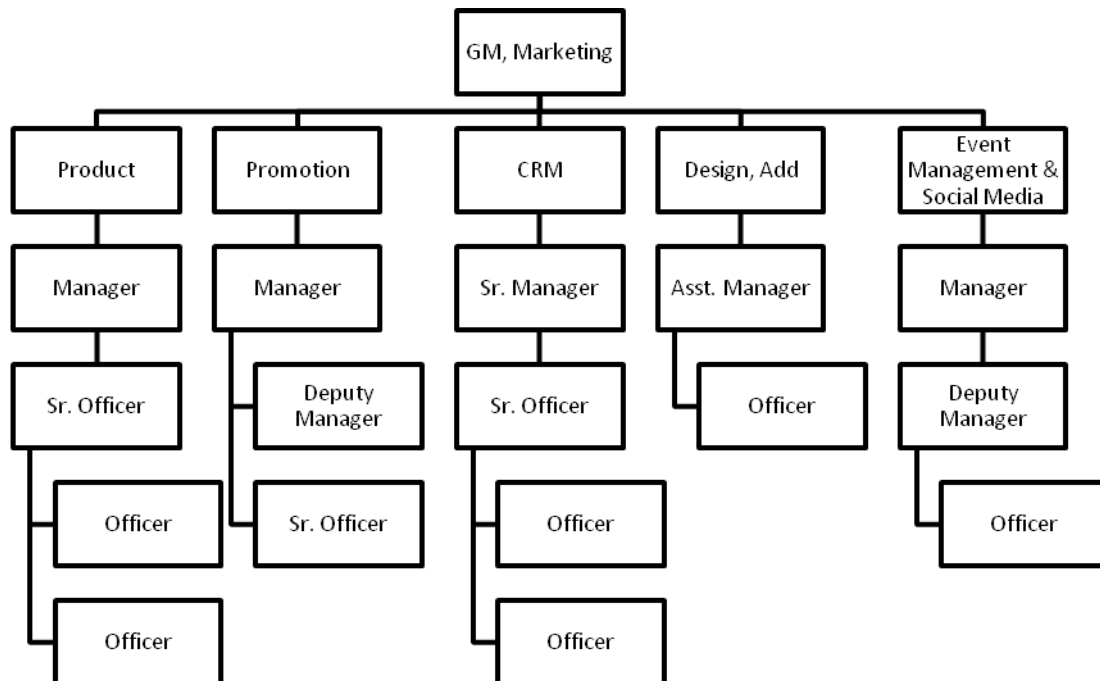


Fig: Organogram of Marketing Department

2.5.2 About Marketing Department:

The management process through which goods and services move from concept to the customer. It includes the coordination of four elements called the 4 P's of marketing:

- (1) Identification, selection and development of a product,
- (2) Determination of its price,
- (3) Selection of a distribution channel to reach the customer's place, and
- (4) Development and implementation of a promotional strategy.

Marketing Strategy of Aarong is to base on customer needs and their satisfaction.

Marketing begins with a creator and ends with a consumer. It's the process by which consumers learn about and obtain products and services. Marketing is more than just advertising, though it does include that aspect of the process. It also includes the media through which a product or services offered and the research that goes into the final decisions of how to package and sell it.

2.5.3 Marketing Strategy of Aarong

Aarong is one of the first brands that identified itself as "Made in Bangladesh". It introduces the

branding culture to the Bangladeshi customers and in a very successful way. Aarong has been chosen, from the name of 'Village Fair' and it is successfully representing the feelings of a village fair in its each and every retail outlet. Aarong covers a very large segments of its market segment. It has proven records of reaching the targeted customer. Aarong created values for its targeted customer s that made huge numbers of satisfied, delighted and royal customer all over Bangladesh.

2.5.4 Aarong's Market Segmentations:

Aarong studied its market place very well and by the help of proper knowledge it introduced a variety of segmentation for reaching its targeted customer.

1. Geographical segmentation:

Aarong focused on urban area that helped its brand image. It also segmented the rich parts of the world. All of Aarong outlets are situated in the important cities of the country and in the most important point of each city. It helped Aarong to reach for targeted customer.

2. Demographic segmentation:

Aarong divided its targeted customer into smaller segments according to Age and Gender. Aarong made a large variety of products to satisfy different age groups and genders under demographic segmentation.

3. Psychographic segmentation:

Aarong mainly focusing on middle class, upper middles, lower upers and upper uppers. It also promotes the life style of achivers and focus on ambitious and extrovert personality. By these psychographic segments it produces exact product that fulfill the need of this type of group.

4. Behavioral segmentation:

Aarong also made some clear segmentation over Occasions, User Status, Loyalty Status, Readiness Stage and Attitude toward product. Aarong identified regular occasions, seasional and special occasions to promote its product.

2.5.5 Aarong Market Differentiation:

Aarong differentiate the market offering to create superior customer value. Aarong offers different and specific offerings for its targeted customer.

- 1. For Men:** Aarong offers Panjabi, Pajama, Shirt, Fatua, Short Kurta, T-Shirt, lungi,, Tupi, Uttorio, Coaty and Shawl.

2. **For Women:** Aarong created huge variety of women ware as like as SKD (Saloar, Kamiz, Dopatta), Taaga, Sharee, Unstitched Fabric, Long dress, Ladies Panjabi, Shawl, Scraf.
3. **For Kids:** Aarong offers Nima, Frock, Shirt, Panjabi, Fatua, Nappy, Panty, Diaper, Feeder Cover, Kit Set, Carrier set.
4. **For Boys:** (2- 15) years old, Aarong offers Aarong offers Panjabi, Pajama, Shirt, Fatua, Short Kurta, T-Shirt, lungi,, Tupi, Uttorio, Coaty.
5. **For Girls:** (2- 15) years old, SKD (Saloar, Kamiz, Dopatta), Taaga, Sharee, Unstitched Fabric, Shirt-Tops and Pant-Tops.
6. **For house hold:** Aarong made a different types of product like Bed Cover (Single, Semi-Double, Queen and King Sizes), Cushion cover, Table cloth, Curtain, Placemat, Runner, Napkin and Nakshi Kantha
7. **Other Product Offerings:** Aarong also offer various range and types of products made from different materials. These products are called non-textile items. Like Jewelry, leather items, metal product, clay products, ceramic product, jute product, bamboo and wooden product, candles and dry flower, food items and personal care products.

2.5.6 Role of Marketing Department:

1. Customer Relationship Management:

- Updating customer's contact and address.
- Communicate with customer and sending SMS of different offers.
- Align with different brands like Calcutta Dry Cleaners, Hotel cox Studio, Hotel seagull etc.

2. Creative:

- Generate ideas for upcoming events like Eid-ul-Fitr, Puja Photo-shoot and Wedding Photo-shoot.
- Packaging.
- Designing boxes, shopping bags, counter table talker, logos etc.
- Editing photos and videos of billboards and digital board.

3. Branding and buzz:

- Organizing events like photo-shoot and video-shoot.
- Handing different sale campaigns like the year-end sale or furniture sale etc.
- Communicate with different vendors.
- Creating photo-shoot layout and communicate with different departments for ensuring that

every campaign run smoothly.

4. Public Relation:

- Engaging with different media.
- Maintaining promotional tools.

5. Market Research and product development:

- Doing research after every campaign ends.
- Research for new product's logo development.

6. Customer Satisfaction survey:

With the purpose of measure, the satisfaction of the customers a sequence of questions was asked to the customers with the help of a questionnaire, the data from these questions are tabulated below.

2.5.7 Implicit Marketing

Implicit marketing implies the basic offer of the store as well as the value additive component of the products and services. All of them have been discussed earlier and are summarized below to provide a greater picture:

- Value created by the brand name, logo and slogan
- Product assortment, source and packaging
- Service differentiation
- Store location, architecture and design
- Store Personnel
- Pricing strategy

All the above components of implicit marketing will communicate the brand image of the outlet. Before assuring all these elements to the customers, Aarong cannot take on any stand-alone explicit marketing program.

2.5.8 Explicit Marketing

Communication in every form with the consumers will play a decisive role in ensuring the success of this project. Aarong has to go through a large scale of marketing before launching the new concept of outlet. Aarong has lined up a set of pre-launch; launch and post launch activities for each of the outlets that it intends to establish. The marketing activities of Aarong involve with the following:

- ✧ Awareness Programs
- ✧ Advertisements

- ✧ Consumer Offers
- ✧ Relationship Marketing
- ✧ Publicity programs
- ✧ Happy Hour Promotion
- ✧ Co-Branding
- ✧ Gift-Voucher
- ✧ Credit Note
- ✧ Loyalty Program
- ✧ And many more

2.5.9 Product Line Strategy

A product line is a group of products that are closely related because they function in a similar manner and sold to the same customer groups. Aarong manage its product lines carefully. Aarong systematically increase the length of its product line in two ways: by stretching its line and by filling its line. Aarong stretch its line downward, upward or both ways. Since Aarong use the point-of-sale software it is easy for maintaining the profitability of each product line. It is easy to find out fast sale and slow sale items.

2.5.10 Return Policy of Aarong:

1. All products (Except Jewellery) returned within 30 day will be given 100% refund of the price of the form of a Credit Note or goods in exchange. This is providing that there is a receipt and that the item (s) is in an undamaged saleable condition.
2. Jewellery (excluding pearl items) can be returned within 7 days of purchase and will be given 90% of the price of the item in the form of a Credit Note or goods in exchange. This is providing that there is a receipt and that the item(s) is in an undamaged and saleable condition.
3. Exchange will be given once only against the products. This is providing that there is a receipt or gift slip and that the item(s) is in an undamaged and saleable condition.
4. All products purchased during reduction sales or at reduced price cannot be returned or exchanged.
5. Books and stationary products cannot be returned or exchanged.
6. Exchange or refund can only be done from the shop of purchase.
7. Item is changeable any branch of Aarong if it is saleable condition.
8. Minor alterations are possible in Dhanmondi and Gulshan Shop.

Exceptions:

1. Jewelry must be exchanged within 7 days but only 90% of the value shall be given in exchange or in Credit Note value.
2. Pearl items and Gold/Diamond Nose pins cannot be returned or exchanged.
3. Books and stationary products cannot be returned or exchanged.
4. Herbal & milk products cannot be exchanged.
5. Goods sold at discount/reduced prices cannot be returned or exchanged.

2.5.11 SWOT Analysis**1 Strength:**

- Has Expert Artisan to produced quality product.
- All production done locally.
- Cotton fabric production cost is comparatively lower than others
- Bill payment system
- Leading Brand Reputation
- Variety of product
- Specialist Marketing Expert

2 Weakness:

- Product not stored timely.
- All value-added work is not done in a factory for a particular product
- Higher price

3 Opportunities:

- New Distribution Chanel
- Local events
- Cost advantage
- Seasonal fashion

4 Threats:

- Increasing production cost
- Raise of competitors
- Price war with competitors

2.6 Compliance & CSR

2.6.1 Organogram of the department:

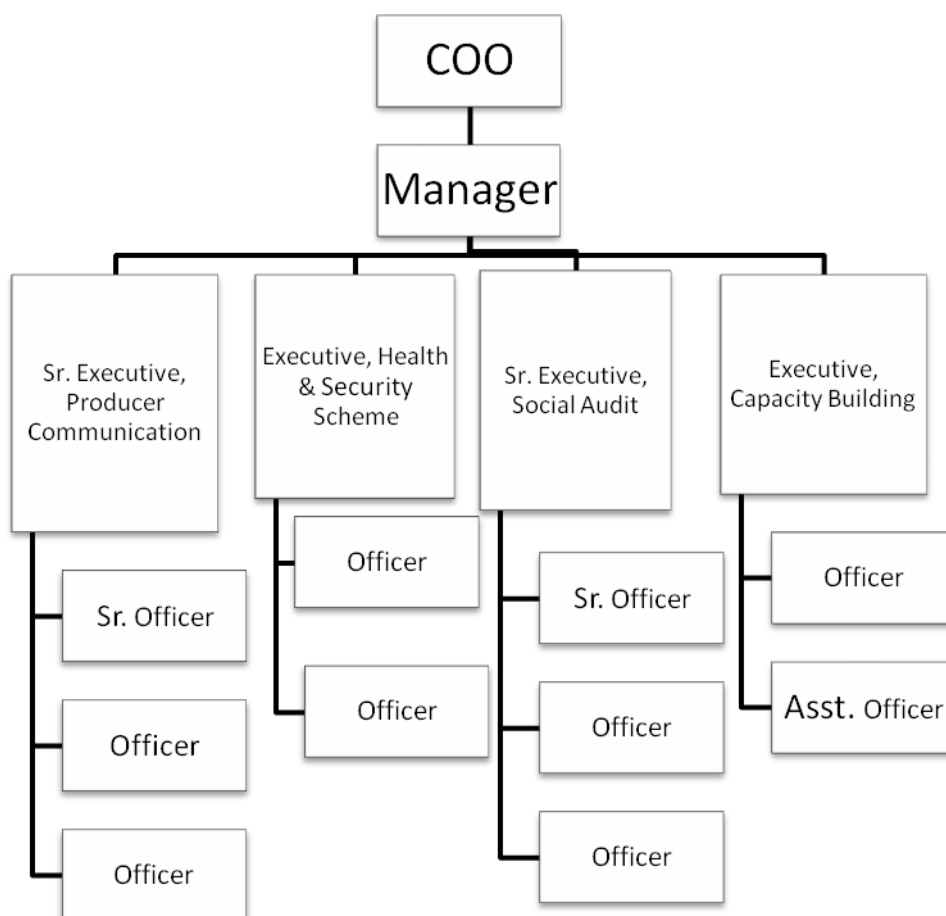
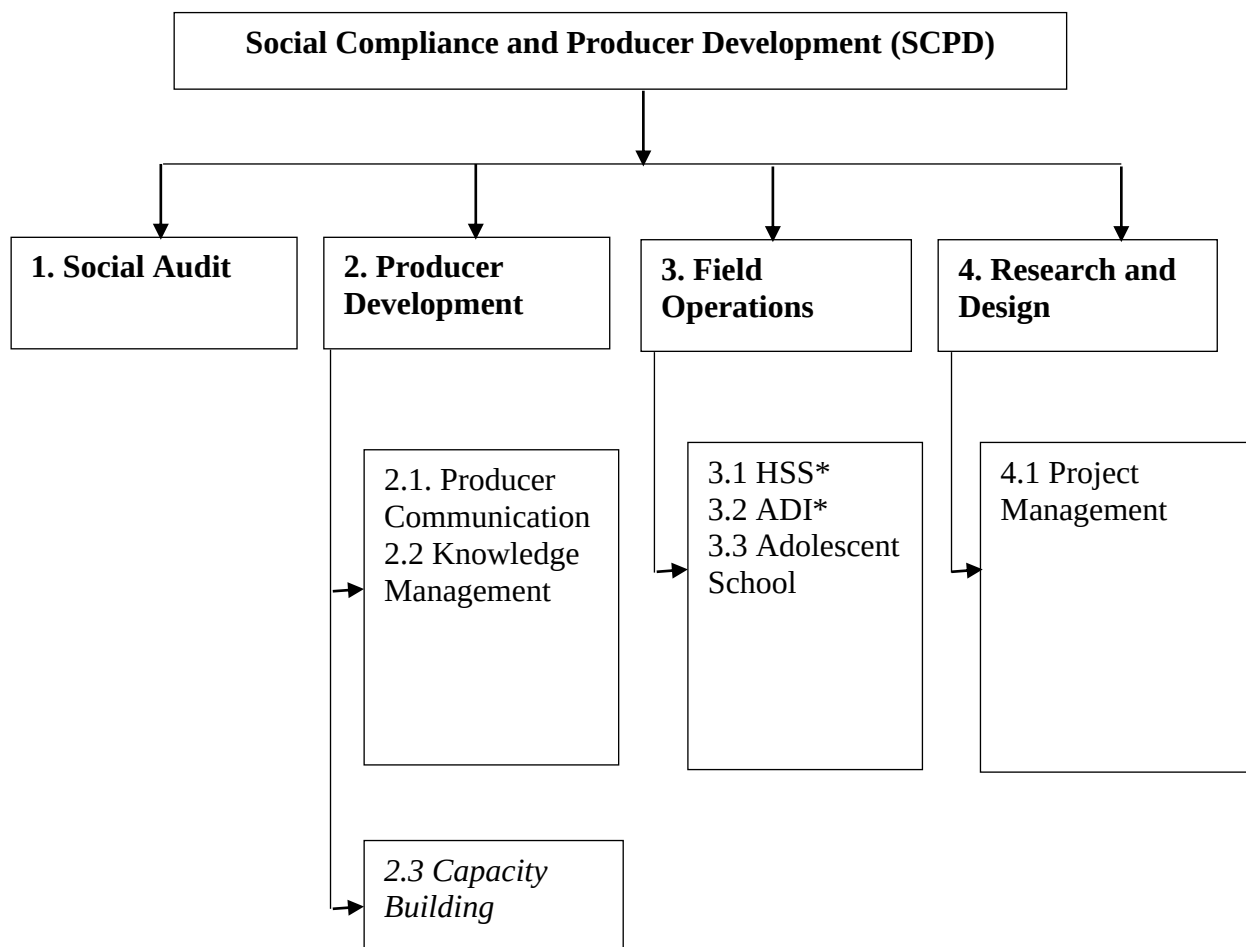


Fig: Organogram of Compliance Department

2.6.2 Working Flowchart of SCPD:



*HSS = **Health Security Scheme**,

*ADI = **Artisan Development initiative**

1. Social Audit

Objectives:

- ☐ Ensure Local law and international standards and Aarong code of conduct at Aarong production units
- ☐ Ensure good working condition, right of the artisans, health and safety issues in the production units

Aarong's Social Audit Criteria:

1. Working Environment
2. Environmental Management

3. Structural Facilities
4. Product and Personnel Security
5. Fire Safety and System
6. Ensuring No Child and Forced Labor
7. Employee Management

Aarong's Social Audit Criteria and Grading is prepared by taking reference from –

- Bangladesh labor act 2006 (w/amendment 2013)
- Bangladesh labor rules 2015
- WFTO principles
- ILO convention (labor standards)
- SA8000 (social accountability)
- ISO14001:2015 (environmental management system)
- Others (BNBC, NFPA, National Fire Safety Policy, Children Act 2013)

2.6.3 Documentation Developed by Social Audit:

- Policy (child labor, waste management)
- Wage register (monthly, piece rate)
- First aid checklist
- Cleaning checklist
- Appointment letter format
- Safety signage

2.6.4 Application Management

Type:

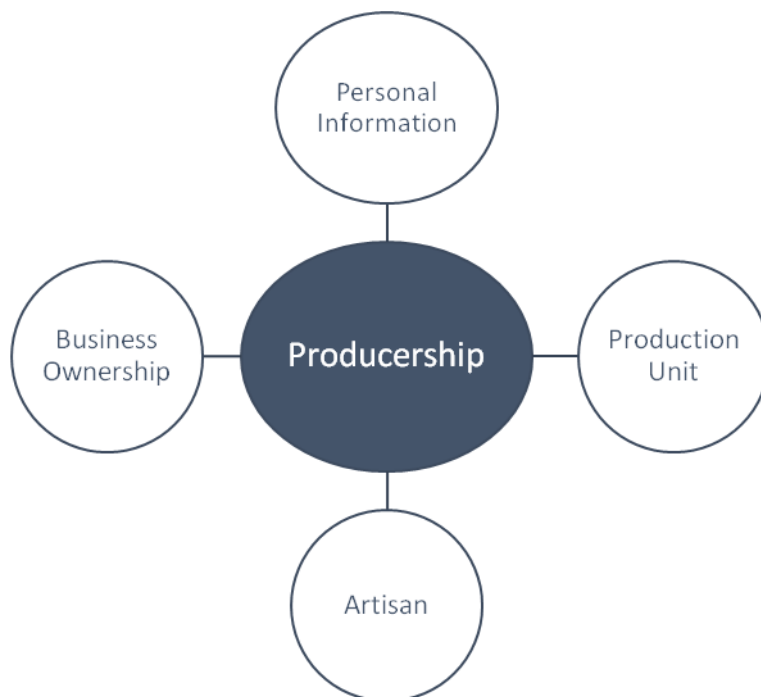
Producer ship Related

- Enrollment
- Discontinuation
- Reactivation
- Transfer ship

Disciplinary Action Related:

- Suspension
- Termination
- Reinstatement

2.6.5 Information Type:



2.6.6 Producer Development - Capacity Building

Objectives:

- Conducting various training programs with a view to developing the producers in terms of technical skills and managerial skills

- Conducting various researches to identify the pitfalls of the current operational process and to recommend viable solutions to tie the loose ends up
- Developing various materials that facilitate the operational process of Aarong and its producers and ensure business transparency

Health Security Scheme (HSS):

It is a joint initiative of Aarong, AAF and HNPP.

Background

- Difficult to access for AAF doctor to cover sub-centre artisans and lack of incentive
- Artisan welfare fund insufficient to cover all artisans
- AAF gratuity provision can be better allocated

Vision

- Strengthen economic empowerment of all artisans by improving their financial security for catastrophic health shocks.

Original Concept

- Eligible beneficiaries who seek emergency care or who are hospitalized are provided with a fixed amount of money.

HSS beneficiary:

- Active AAF artisan and his/her family
- Maximum 5 members including artisan
- if married Artisan, spouse and children
- if unmarried/separated Artisan, parents, children (if any)

2.6.7 Field Operation

Artisan Development initiative (ADI):

- Beneficiaries: Artisans from Ayesha Abed Foundation (AAF)
- 6 Programs: MF, HNPP, CEP, BEP, HRLS, WASH

- Specific components of the programs have been selected
- The programs take place at the workplace from the artisans
- The integration of the different programs is necessary for livelihood development

Objectives:

- To integrate BRAC programs at Aarong artisan production sites
- To provide artisans with basic services and awareness
- To foster an environment of empowerment and development

2.6.8 Adolescent School:

Objective:

- To ensure basic education for the young artisans working with Aarong Jamdani producers.

Location: Rupshi, Rupganj, Narayanganj.

Target Group: Artisan of Jamdani Producer.

Present Status: 40 active students

Funding: Additional costing on jamdani product.

Collaboration: Aarong and BRAC Education Program (BEP)

Monitoring: Social Compliance and Producer Development (SCPD)

2.6.9 Corporate Social Responsibility (CSR) : Aarong is a sister concern organization of BRAC. Aarong spent her 50% profit in different development program of BRAC. Different development program of BRAC are BEP, HNPP, HRLS, CEP and others. Aarong keeps Corporate Social Responsibility by giving Health Security Scheme (HSS) and Adolescent School for artisan.

2.6.10 SWOT Analysis

1. Strength:

- Skill Manpower
- Strong Management

2. Weakness:

- Regular follow-up is not possible because of more than 700 producer or factory located all over the country.

3. Opportunities:

- Developing factory environment
- Increasing Consciousness about compliance issue
- Giving Health Security Scheme to Artisan.

4. Threats:

- Implementing compliance law because of illiterate artisan.
- Unconsciousness of producer and artisan

2.7 Supply Chain Management

2.7.1 Organogram of the department:

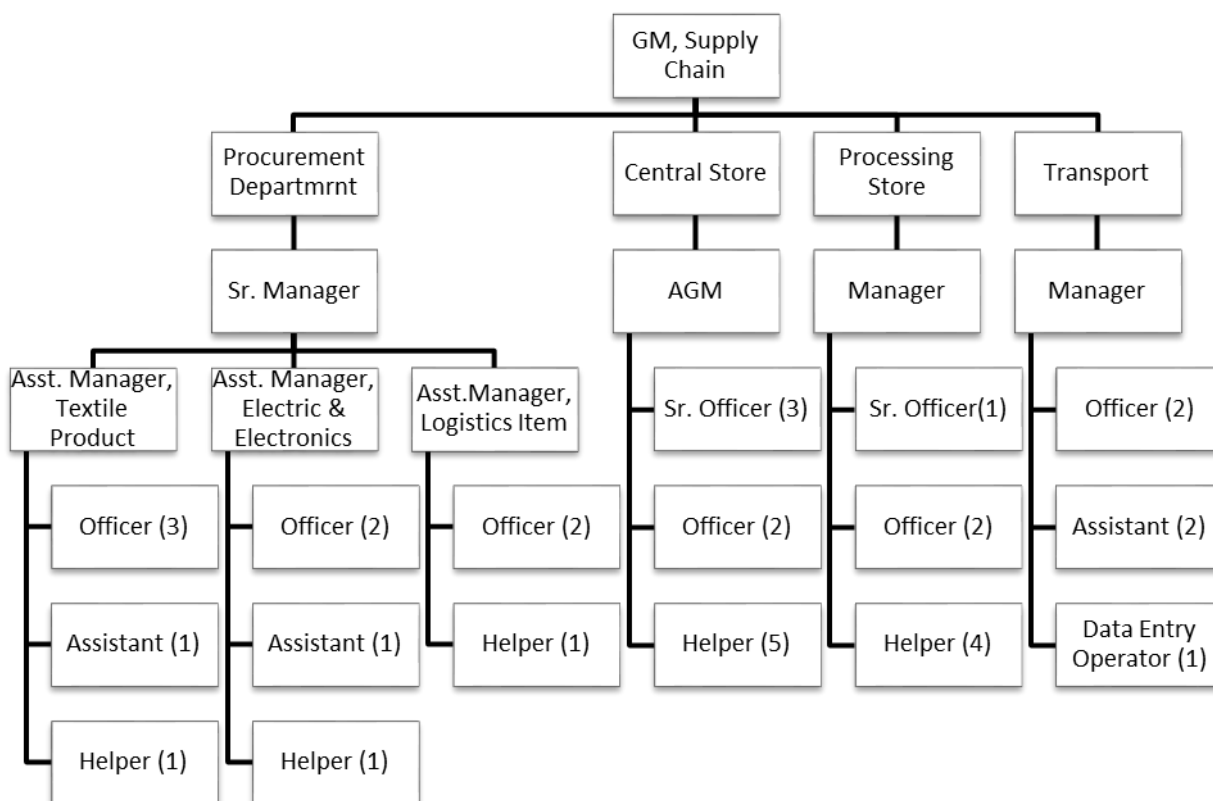


Fig: Organogram of Supply Chain Management Department

2.7.2 Supply Chain of Aarong:

Supply Chain Management is the integration of business processes from end user through original suppliers that provides products, services, and information that add value for

customers. Aarong built a strong supply chain management. Aarong has reduced supply chain length to reduce the cost of products. Other's competitors collect product from wholesalers who collect products from distributors from the local market, as a result price product going high. Aarong connects producers directly to the customers.

2.7.3 Major internal functions provide by various departments that added value:

AAF is the main supplier of Aarong, which is also owned by BRAC. They produce product only for Aarong and do not sell product outside. AAF is closely interrelated with other BRAC programs, especially BRAC Development Program (BDP) and Aarong. The women workers of the AAF comes from the BRAC Development Program organized Village Organization (VO). Working at the AAF thus gives the women as access into other BRAC programs. Some production inputs (such as silk fabrics, endi yarn and fabrics) are purchased from BDP. AAF's finished products are sold through BRAC marketing outlet, Aarong. Aarong also provides designs, materials and financial supports to AAF. The whole production process of non-embroidery items (i.e. Block Print, Screen Print, Dye, Tie-Dye, Weaving and Leather etc.) is completed in the main centers or in the production centers.

Before work order is given, Aarong gives designs, necessary raw materials with required instructions (sample) of a particular product, the same way these things go the field and come back to Aarong with costing, if every thing is all right, Aarong gives work order for production. Foundations are specialized in different types of embroidery. ManikgonjBaniachong stitches are mostly densed; Jamalpur and Sherpur are renowned for Nakshi Kantha embroidery. Jessore and Kushtial do the Nakshi Kantha embroidery; through they have separate style of stitch called "Jessore Stitch".

Most of the NK export works are done in Jamalpur. Sherpur, Jessore &Kushtial also do some NK works for export. Manikgonj mainly does the printed export works.

2.7.4 Sources of Major Products:

Production Process:

The centers have several sections likes, weaving, chemical dyeing, vegetable dyeing, block printing, screen printing, tracing, tailoring, washing & steaming, drying, ironing and quality controlling. Apart from these, there are stores for raw materials, color & chemicals (Manikgonj& Jamalpur only) and finished stock in the foundation.

Work orders with design and raw materials from Aarong are received by the AAF head office teams and then sent to respective AAF main center, the main center does the production plan to complete the job within the specified time, the main center prepares the items (cutting,

tailoring, tracing, etc) and sends to sub-centers for embroidery work. Under the close supervision of sub center in charges, production supervisors and program organizers, the embroidery work is done. After the embroidery work is done, sub-centers send back the products to main center. If any product does not meet the standard embroidery quality, this product goes back to sub center for rectification. After checking the embroidery work, the main center then wash, dry & iron the products. After this, the product is delivered to the quality section and then centers to the finished store to supply Aarong. The AAF head office team of respective foundation hands over the products to Aarong Central Store after final quality checking by Aarong and collect the payment.

Aarong's effective supply chain provides following benefits:

1. Reduce cost of the products.
2. Reduce unnecessary steps involve in supply chain.
3. Secured & trusted supply chain.
4. Fewer stock outs and
5. Assortments of merchandise that customers want.

These benefits translate into greater sales and lower markdowns for retailers.

2.7.5 SWOT Analysis:

Strength:

- Good Brand Value
- Strong backup of financial support
- Efficient manpower
- Enough manpower
- It has a long history

Weakness:

- Traditional method
- Lack in automation
- Manual documentation

Opportunities:

- Contract Management
- New supply chain practice
- Adopting best practice

Threat:

- Competition
- Risk of handling
- Price fluctuation

Chapter 3: Critical assessment of internship work

3.1 Application of generic and industry specific courses during internship

Aarong is an iconic fashion brand. It produces Men's wear, Ladies wear, Kid's wear, Non textile item, Jewelry, Home decor, Leather, Dairy products etc. I was very enthusiastic to learn so many things which were introduced to us earlier in PGD-KIM classes. My internship started from Textile Division and ended to Social compliance and CSR departments. It's a 70 days internship and my industry supervisor helped me a lot to relate my learning's with the practical situation and always guided me to make decision. In Textile Production Management, i prepared production flow process, sent mails, check & reply the mails, and sometimes i have to forward some business letters to the various departments. In the communication skills (KIM-103) course we learned various business writings such as email, memo, business letter etc. So I used these skills to my total internship period. Then i shifted to Quality Management departments to know the total quality management of the industry. In our Quality Management (KIM 204) course we learned the Total Quality Management (TQM) process, Standard Operating Procedure (SOP) of TQM and health related issue which is necessary for the recent world. So, in my internship period I checked the practical TQM with my learning. After that, i shifted to Sample / Product Management department. This department works for new innovation, bulk production and research and development. I could relate from my KIM 203 learning with this department. After that, i shifted to merchandising department to know the overall process of order distribution to delivery. Here i could relate my academic learning's from KIM 203. In merchandising department, I learned how an order is placed & how it is executed. Here i have learned critical analysis of an order, costing & consumption and accepting challenges. My KIM 203 course helped me to understand the costing and consumption. A merchandiser has to deal everyone of a factory from top

management to worker, even with the helper too. Then I shifted to Marketing department which is one of the core departments of Aarong. In our KIM 104 we learned market segmentation, market differentiation, marketing strategies and others. In my internship period I could relate the practical work with my course learning. According to my theoretical knowledge from KIM-204, Aarong maintain this supply chain very well. There is a decent working environment in Aarong. Everyone is busy with his own works. Time management is maintaining with an effective manner. I can relate my KIM 101 learning with the total management policies. Aarong is maintaining world class Performance Management System (PMS) for evaluating the employee's performance. Not only PMS system but also Aarong is maintain a standard HR practices in all aspects such as leave policy, PF and Gratuity policy, Gender policy etc. There are a little bit department to department communication gaps. Aarong is a fast-growing local fashion brand which is moving to global within very short time. They are improving day by day. I have learned so many positive things during my industrial training there. Everyone is very cooperative and the management is very helpful to my internship period. Inventory is maintained there in a very smooth way and their supply chain management is so conscious that no extra space is required for excess inventory and surprisingly there is no shortage of inventory too. Safety and medical service is very satisfactory there. From Aarong, I learned about production processes, order distribution and execution, total quality management, good HR practices, marketing policies and increasing productivity etc.

3.2 Suggestion for industry improvement

Now a day's Aarong has lots of competitors in the Bangladeshi market such as Sailor, Cats Eye, Deshi Dosh, and Yellow etc. So Aarong should be lot of improvement within next Five years. Next five years it should be improved / increased in Product quality, Production capacity and also increased more than five outlets.

Serial No.	Year	Improvement Area
01.	1 st Year	➤ To arrange massive training for staff development. ➤ To improve fabric dyeing standards. ➤ Dyeing and finishing quality should be increased by developing method or chemical. ➤ Innovating new product or market. ➤ To establish a research and development team. ➤ To improve the e-commerce business.
02.	2 nd Year	➤ Sourcing new yarn dyeing factory instead of existing factory to increased quality. ➤ Setup modern power loom machine (Air jet, Rapier, Digital Jacquard) to increase weaving production and quality. ➤ Household product produced by finer count yarn. ➤ Modernize the production methods and equipment. ➤ International standard chemical & Physical testing Lab set up. ➤ To take initiative for increasing online sells locally and globally.

03.	3 rd Year	➤ For increasing fabric production sourcing new fabric and yarn dyeing factory. ➤ Increased storing capacity for processing store and finished store. ➤ To increased garments and value-added production capacity set up new branch of AAF and sourcing new producer. ➤ Online requisition system in procurement. ➤ To develop quality process and supply chain technologically.
04.	4 th Year	➤ Location finding for new five outlets. ➤ Construction completes of new five outlets. ➤ Open at least five new decorative outlets locally. ➤ To recruit efficient staffs for total operation process. ➤ Online software development for production monitoring. ➤ Reduce the one vendor dependent method.
05.	5 th Year	➤ Main focus on customer satisfaction. ➤ To develop suppliers / vendors / producers efficiently. ➤ To improve physical outlet service and e-commerce service ➤ To diversify to product line. ➤ To establish a global brand

3.3 Learning for self-improvement

During the industrial training, I have learned a lot of things which was practically unknown to me. There I came to know about my strength and weak point. I got chat to do SWOT analysis upon me. There are a lot of scopes where I can improve myself.

- 1) There an executive has to deal everyone from the top management to the helpers too. So I have a capacity to maintain parallel relationship from top to bottom.
- 2) Being responsible is a great learning from my industrial training. When I do a work with full responsibility, the final output must besatisfactory.
- 3) I need to be more capable to work under pressure. Hard work is the way of success.
- 4) Increasing analytical skills and critical path analysis will help me to give the best outcome from my works.
- 5) Here everyone is rushing and there is no much time to take a small decision. So I must have the ability to take decision quickly in day to day problems during production and soon.
- 6) Improving communication skills will help me to reach everyone in my job sector and outcome will be quicker than others.

Chapter 4: Conclusion

Aarong's vision is to establish a chain shop throughout all the major cities of Bangladesh eventually. Realization of this goal, Aarong has to reduce price of its some products because per capita income of our people not so high to pay for these products. Aarong should employ economics-of-scale in all activities. If the envisaged target market is achieved, purchases of essential commodities will be so substantial that an influence over the entire market is inevitable. With consistent quality products being marketed at standardized prices, consumer rights will be established throughout the commodities, in the retail industry. Such development will have spillover effects onto other segments of the industry eventually fostering and redefining the entire retailing industry in Bangladesh, as has been the phenomenon in all countries following similar avenues of socio-economic development initiated by the private sector.

Aarong being a lifestyle retail chain of 44 years with its vast network of suppliers and operations has provided an excellent ground to carry out my internship. Working with "Aarong" was a wonderful experience for me. The internship gives me an extra benefit to know more about Aarong. I learn about the Merchandising and Marketing process, Social compliance and producer development, and also increased my experience in Textile production, Sample development and Quality control. In my internship I meet with some amazing leader and gather knowledge and experience from them which will be helpful for me to be a good leader in future.

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- 8) <https://www.assignmentpoint.com/>

Appendix:

During my internship period I've visited these employees of Aarong. They give their extreme support. All respected employees are following:

- 1) Mr. A.S.M. Tariqul Islam, Sr. Manager, Textile Division, Aarong
- 2) Mr. Md.Abdur Razzak, Asst. Manager, Textile Division, Aarong
- 3) Mr. Md.Imran Hosen, Officer, Textile Division, Aarong
- 4) Mr. Md.Manirujjaman , Officer, Textile Division, Aarong
- 5) Mr. Sundararaj Karumeni, GM, Quality Management, Aarong,
- 6) Ms. Jakia Sultana, Deputy Manager, Quality Management, Aarong
- 7) Ms. Humaira Huq Chowdhury, Asst. Manager, Quality Management, Aarong
- 8) Mr. Bhaskar Mazumdar, DGM, Merchandising, Aarong
- 9) Ms. Sabina Akter, Deputy Manager, Aarong
- 10) Mr. Nasef Al hasan, Sr. Merchandiser, Merchandising, Aarong
- 11) Mr. Fazlul Karim Jony, Manager, Production Coordination, Design, Aarong
- 12) Mr. Musabbir Rahim, Manager, Social Compliance and CSR, Aarong
- 13) Ms. Shawncita Binte Saboor, Sr. Officer, Social Compliance and CSR, Aarong
- 14) Ms. Mohoshena Akter, Sr. Manager, Procurement, Aarong
- 15) Mr. Mozaffar Hossain, Officer, Procurement, Aarong