Use of ERP in Global Product Development: A Study on Avery Dennison Bangladesh Ltd.

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Letter of Submission

Date: 14 December 2025

To

Mr. Mahbub Parvez

Associate Professor

Faculty of Business & Entrepreneurship

Daffodil International University Dhaka, Bangladesh

Subject: Submission of Internship Report

Dear Sir,

With due respect, I am pleased to submit my internship report titled *"Use of ERP in Global Product Development: A Study on Avery Dennison Bangladesh Ltd."* This report has been prepared as a partial requirement for the completion of my **Bachelor of Business Administration (BBA)** degree, majoring in **Management Information Systems (MIS)** at **Daffodil International University**.

The report is based on my six-month internship experience at **Avery Dennison Bangladesh Ltd.**, where I worked in the **Global Product Development (GPD)** department as a **GPD Officer**. During this period, I gained practical insights into ERP-driven processes that enhance efficiency, data accuracy, and interdepartmental collaboration.

I sincerely thank you for your kind supervision, continuous guidance, and support. I am also grateful to my organizational supervisor and colleagues at Avery Dennison Bangladesh Ltd. for their cooperation throughout my internship journey.

I hope this report meets your expectations and reflects my learning outcomes effectively.

Thank you.

Yours sincerely,

Abdullah Al Riad

ID: 221-11-1674

Major in Management Information Systems (MIS)

Department of Business Administration

Daffodil International University

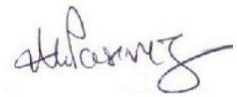
Letter of Approval

This is to certify that the internship report titled

"Use of ERP in Global Product Development: A Study on Avery Dennison Bangladesh Ltd." has been prepared and submitted by **Abdullah Al Riad**, ID: 221-11-1674, a student of **Bachelor of Business Administration (BBA)** majoring in **Management Information Systems (MIS)** under the **Department of Business Administration**, **Faculty of Business & Entrepreneurship**, **Daffodil International University**.

The report has been prepared under my supervision and guidance as a partial requirement for the completion of the BBA program. I have reviewed the report and found it to be a sincere effort reflecting the student's understanding and practical learning from his internship experience at **Avery Dennison Bangladesh Ltd.**

I hereby approve the report for submission and evaluation.



Mahbub Parvez
Associate Professor
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Acknowledgment

At the very beginning, I would like to express my heartfelt gratitude to **Almighty Allah** for granting me the strength, patience, and opportunity to successfully complete my internship and prepare this report titled **"Use of ERP in Global Product Development: A Study on Avery Dennison Bangladesh Ltd."**

I would like to express my deepest gratitude to my academic supervisor, **Mr. Mahbub Parvez**, Associate Professor,Faculty of Business & Entrepreneurship, **Daffodil International University**, for his continuous guidance, insightful advice, and valuable suggestions throughout the preparation of this report. His kind supervision and encouragement have been a constant source of motivation.

I am also sincerely grateful to the management of **Avery Dennison Bangladesh Ltd.** for allowing me the opportunity to complete my internship in their **Global Product Development (GPD)** department. My heartfelt thanks go to my organizational supervisor Aumi Mannan Antor,Manager,Global product development, Avery Dennison and all colleagues who supported me, shared their expertise, and provided practical exposure to the ERP-driven product development process.

Finally, I would like to thank my family, friends, and classmates for their continuous inspiration, encouragement, and moral support during the entire journey of my internship and report preparation.

Without the cooperation and guidance of all these individuals, the completion of this report would not have been possible.

Summary

This internship report is prepared as a partial requirement for the completion of the Bachelor of Business Administration (BBA) program, majoring in **Management Information Systems (MIS)**, at **Daffodil International University**. The report is based on my six-month internship experience at **Avery Dennison Bangladesh Ltd.**, where I worked in the **Global Product Development (GPD)** department as a **GPD Officer**.

The main purpose of this report is to analyze how **Enterprise Resource Planning (ERP)** systems are utilized in the Global Product Development process at Avery Dennison. The report highlights how ERP supports data integration, production estimation, supplier communication, cost management, and operational coordination across multiple departments.

During my internship, I was actively involved in various stages of product development, including assisting in new program launches, preparing cost analyses, maintaining data integrity, tracking samples, and ensuring document version control. I also supported the GPD team in identifying feasible and cost-effective product development methods that align with global quality and sustainability standards.

Through this internship, I gained valuable insights into how ERP acts as a central tool for streamlining product development operations, improving communication, and enhancing decision-making efficiency. Additionally, I learned how technology and information systems bridge the gap between global strategy and local execution within a multinational organization.

Overall, this experience strengthened my understanding of the integration between information systems and operational management in a manufacturing context, providing me with practical knowledge that will significantly contribute to my future career in the field of management and information systems.

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Chapter 1: Introduction

1.1 Background

The internship program is an essential component of the **Bachelor of Business Administration (BBA)** curriculum at **Daffodil International University**, designed to bridge academic learning with real-world business practices. It enables students to gain hands-on experience in organizational operations and develop a deeper understanding of how theoretical concepts are applied in professional environments.

As a student majoring in **Management Information Systems (MIS)**, I had the privilege of completing my six-month internship at **Avery Dennison Bangladesh Ltd.**, a global leader in materials science, labeling, and packaging solutions. I worked in the **Global Product Development (GPD)** department, where I experienced how **Enterprise Resource Planning (ERP)** systems are used to manage data, synchronize production workflows, and improve overall efficiency in product development.

ERP systems play a vital role in coordinating activities such as cost estimation, material sourcing, sample tracking, and supplier communication across departments. Through this internship, I gained practical exposure to how ERP integrates various functions to support decision-making and maintain alignment with global quality and sustainability standards.

1.2 Statement of the Problem

In a multinational organization like Avery Dennison, operations span multiple departments, product categories, and global markets. Despite having a robust ERP framework, several challenges arise in ensuring seamless integration between local and global data systems.

- **Cross-functional collaboration challenges:** Coordination among departments such as Production, Quality Assurance, and Product Development often required multiple approvals, causing delays in data updates and decision-making.
- **Material shortages and procurement delays:** At times, unavailability of raw materials affected the product development schedule and required urgent ERP data adjustments to reflect revised timelines.
- **Data synchronization delays:** Occasional lags between ERP modules and supplier portals led to inconsistencies in project tracking and documentation.

- **Manual data dependency:** Certain updates, like cost revisions and product configuration changes, required manual entries,Artwork update increasing the risk of human error.
- **Global standard alignment:** Adapting local practices to meet global quality and compliance benchmarks was challenging, particularly when global parameters changed mid-cycle.

1.3 Objectives of the Internship

Broad Objective

To analyze the practical application of **ERP systems in the Global Product Development (GPD)** process at **Avery Dennison Bangladesh Ltd.**, and understand how it develops products ,supports efficiency, coordination, and decision-making.

Specific Objectives

- To gain practical experience in how ERP is used for developing product , cost analysis, and supplier coordination.
- To develop a product using an Enterprise Resource Planning (ERP) system, ensuring efficient coordination, accurate data management, and streamlined communication across all functions involved in the product development process.
- To identify operational challenges and propose recommendations for improving ERP utilization.

Chapter 2: Organization Overview

2.1 Overview of Avery Dennison Bangladesh Ltd.

Avery Dennison Corporation is a globally recognized materials science and manufacturing company that specializes in designing and producing a wide range of labeling and functional materials. Founded in **1935** by **R. Stanton Avery** in California, USA, the company has grown into a multinational organization operating in **more than 50 countries** with over **36,000 employees** worldwide.

Avery Dennison Bangladesh Ltd. is one of the company's major operational hubs in South Asia. It primarily serves the **apparel and textile sector**, providing innovative solutions for **brand identification, packaging, labeling, RFID tagging, and sustainable product development**. The Bangladesh operation plays a critical role in supporting the global apparel supply chain by offering cost-effective and technology-driven solutions for leading international brands such as **H&M, Nike, Decathlon,UNIQLO,PVH, Levi's, Walmart and Adidas**.

The company emphasizes innovation, sustainability, and efficiency in every aspect of its operations. ERP systems and digital platforms are used extensively to ensure smooth data management, product traceability, and cross-departmental collaboration across local and global offices.

2.2 Mission, Vision, and Core Values

Mission: To deliver innovative, sustainable, and high-quality labeling and packaging solutions that enhance brand performance and contribute to a more intelligent and connected world.

Vision: To be the **global leader** in materials science, labeling, and intelligent identification technologies through continuous innovation, operational excellence, and environmental sustainability.

Core Values:

1. **Integrity:** Always doing the right thing by acting ethically, transparently, and responsibly in every aspect of the business.
2. **Courage:** Demonstrating bravery when facing challenges, uncertainty, or new opportunities, and taking bold actions to drive progress.
3. **External Focus:** Continuously engaging with customers, markets, and industry trends to improve capabilities and deliver better solutions.
4. **Diversity:** Embracing inclusive teams and diverse perspectives to strengthen decision-making and foster creativity.
5. **Sustainability:** Prioritizing the long-term well-being of the business, environment, and communities through responsible practices and resource stewardship.
6. **Innovation:** Using creativity, imagination, and intellectual rigor to develop new ideas, technologies, and solutions.
7. **Teamwork:** Encouraging collaboration, mutual respect, and putting collective goals above individual interests to achieve shared success.
8. **Excellence:** Setting and upholding high standards in performance, quality, and execution across all operations.

2.3 History and Global Presence

Avery Dennison started its journey in **1935** as the world's first self-adhesive label manufacturing company. Over the decades, it expanded its product portfolio to include industrial materials, digital ID technologies, RFID solutions, and branding products for apparel, logistics, and healthcare industries.

The company is currently headquartered in **Glendale, California (USA)** and operates through three main business segments:

- **Label and Graphic Materials (LGM)**
- **Retail Branding and Information Solutions (RBIS)**
- **Industrial Materials (IM)**

Avery Dennison's presence in Bangladesh began as part of its **RBIS (Retail Branding and Information Solutions)** division. The Bangladesh office and factory, located in **DEPZ**,

function as a regional manufacturing and development center that supports global product development, sample management, and supply chain operations.

The company is known for its **LEAN manufacturing culture**, **5S workplace practices**, and **ERP-based management systems**, which ensure data accuracy, production traceability, and timely delivery to clients around the world.

Chapter 3: Internship Role and Responsibilities

3.1 Roles and Responsibilities

Figure 3.1: **Role and Responsibilities**

During my six-month internship at **Avery Dennison Bangladesh Ltd.**, I worked as a **Global Product Development (GPD) Officer** on a contractual basis. My role centered around supporting the development, tracking, and implementation of new product programs using ERP tools and cross-functional collaboration.

The key responsibilities I performed include:

- **New Product Development using Oracle ERP** Developed and managed new product programs across categories such as **woven labels, printed labels, heat transfers, paper items and packaging materials.**I coordinated between design, production, and commercial teams through the ERP system, ensuring that each project was accurately configured, cost, and approved for production following global standard.
- **ERP Data Management and Product Configuration** I actively developed product specifications for **woven labels, printed labels, heat transfers, paper items, and packaging materials** using **Oracle ERP**. This involved setting up new items, defining material structures, and configuring the **Bill of Materials (BOM)** for each project.

I calculated **costing and contribution margins (CM)** for respective products and shared the finalized **prices with the Sales team via email** for sample dispatch and order confirmation.

Using my **MIS background**, I ensured that all data entries maintained **accuracy, version control, and system consistency**, which enhanced traceability and reduced manual discrepancies. My understanding of ERP logic and data flow contributed to more informed pricing decisions and faster product approval cycles.

- **Sample and Proof Management:** Coordinating with suppliers and internal teams to ensure timely availability of product samples, proofs, and format approvals in compliance with brand requirements.
- **Product Re-engineering and Efficiency Improvement:** Participating in product re-engineering projects aimed at improving cost efficiency, performance, and material sustainability.
- **Cross-Functional Collaboration and Stakeholder Communication**

I worked closely with the **Supply Chain, Quality, Pricing, Finance, and Sales teams**, ensuring synchronization between development timelines and production capabilities. I also collaborated with the **global GPD and sourcing teams** for technical clarifications and data validation within the ERP system.

3.2 Rationale of the Roles and Responsibilities

The tasks assigned to me were aligned with both the academic learning outcomes of my **Management Information Systems (MIS)** major and the operational objectives of Avery Dennison.

- From an **organizational perspective**, my duties supported the GPD team by improving product data accuracy, reducing communication delays, and supporting on-time delivery through efficient ERP usage.
- From an **academic perspective**, the role provided me with practical exposure to **information systems, process automation, and data analytics**, which are key areas within the MIS discipline.

- The hands-on ERP experience bridged the gap between theoretical concepts learned in courses such as *Enterprise Resource Planning*, *Database Management Systems*, and *Supply Chain Management.*

By assisting in cross-functional collaboration and system-based reporting, I contributed to smoother product launches and better coordination among local and global teams.

3.3 Examples of Tasks Completed

Below are some practical examples of tasks I performed during my internship:

Example 1: ERP Data Entry for Product Configuration

- Created and updated product configurations, including item codes, label types, artwork references, and material specifications within the ERP database.
- Ensured that all entries matched the global product codes used by headquarters to maintain system integrity.
- Updated the status of ongoing projects and generated ERP-based progress reports for supervisors.

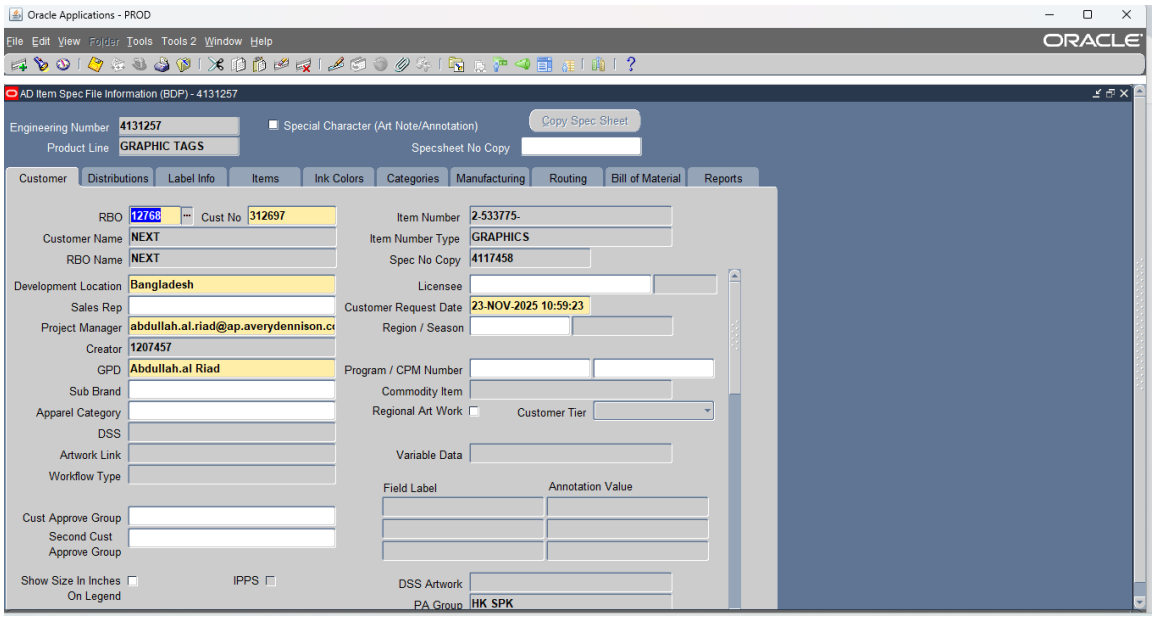

Figure 3.2: Oracle ERP

Example 2: Coordination of Cross-Functional Projects

- Collaborated with the warehouse team to verify pre-production samples and proofing results.
- Communicated with operations to confirm delivery timelines and cost changes, ensuring ERP data reflected real-time updates.
- Coordinated with the Supply Chain department to manage **material shortages** caused by delayed shipments and adjusted schedules accordingly.

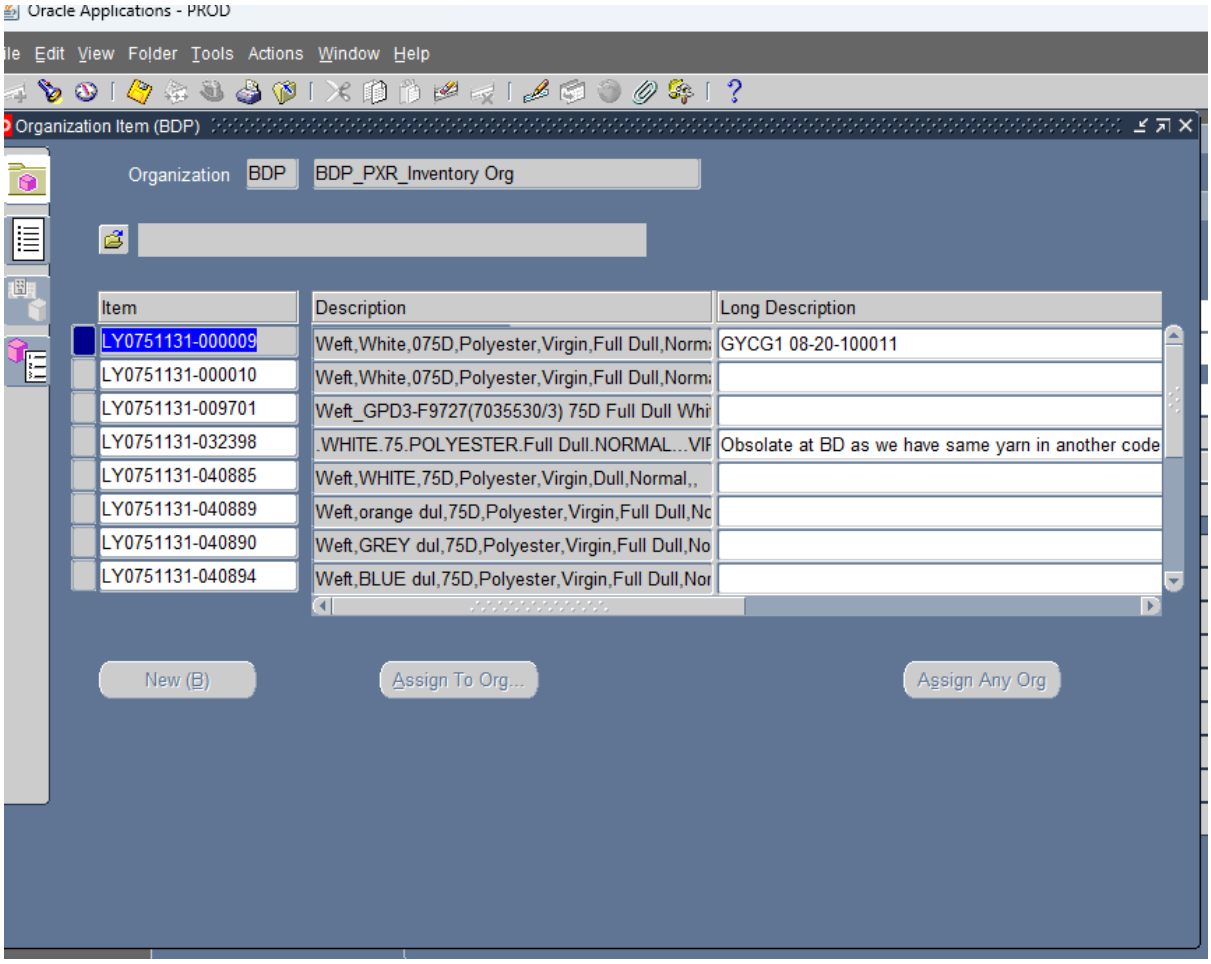

Figure 3.2: Oracle ERP Material information

Example 3: Product Re-engineering and Cost Efficiency

- Assisted the GPD team in identifying cost-saving opportunities through material substitution and process improvements.
- Collected data for re-engineered items and compared their cost implications in ERP reports.

- Helped prepare analytical summaries showing cost reduction percentages and lead-time improvements.

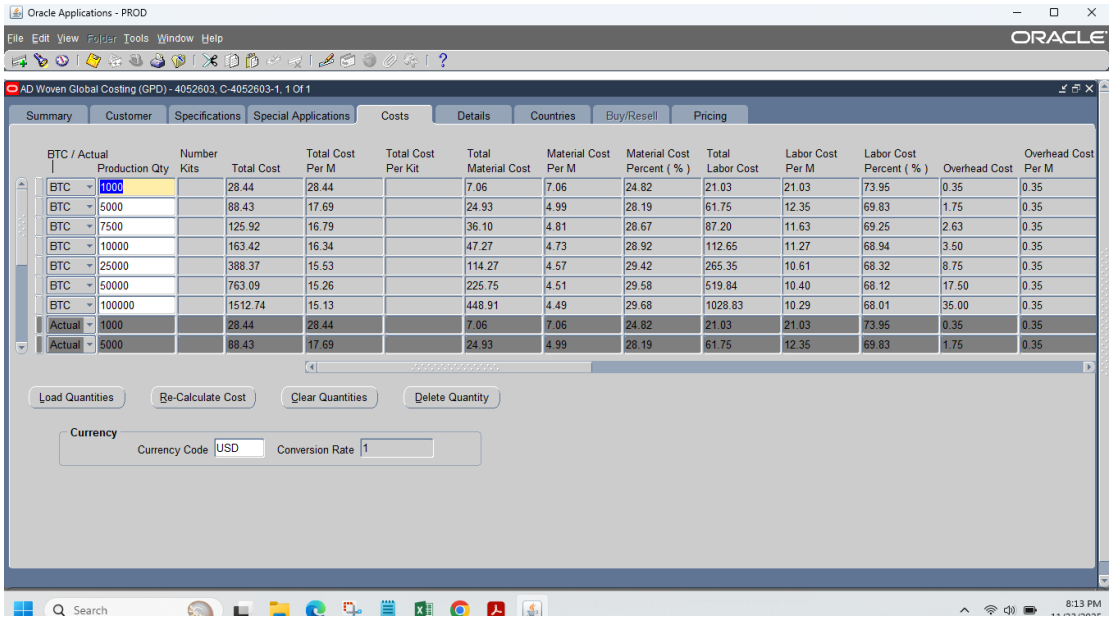

Figure 3.2: Oracle ERP Costing

Example 4: Document and Sample Management

- Prepared and distributed sample sets, retailer manuals, and catalogs.
- Tracked sample status using ERP modules, ensuring approvals were obtained from clients before production.
- Maintained 5S standards by organizing sample storage areas and digital documentation folders.

Chapter 4: Key Learning and Experience

4.1 Important Learnings

During my six-month internship at **Avery Dennison Bangladesh Ltd.**, I gained significant exposure to both the technical and managerial aspects of product development operations. The experience helped me develop a strong understanding of how **Enterprise Resource Planning (ERP)** systems support collaboration, data accuracy, and decision-making across a global manufacturing network.

Some of the most valuable learnings from this internship include:

- **Practical ERP Knowledge:** I learned how ERP integrates multiple departments including Product Development, Supply Chain, and Quality under a single data-driven platform. My exposure to modules such as cost estimation, sample tracking, and project updates improved my understanding of enterprise systems.
- **Product Lifecycle Management (PLM):** I understood how new product programs move through different stages of Artwork, development, sampling, approval, and production and how ERP helps manage these transitions efficiently.
- **Cross-functional Coordination:** Working with different departments made me realize the importance of teamwork, communication, and clear documentation to prevent delays. I often coordinated with Quality Assurance, Procurement, and Operations to ensure consistent data flow in the ERP system.
- **Supply Chain Awareness:** I gained insight into how material shortages or shipment delays impact overall timelines and how ERP assists in adjusting production schedules and updating cost forecasts accordingly.
- **Analytical and Reporting Skills:** I used ERP-generated reports and Excel tools to prepare cost summaries, sample progress trackers, and status updates for my supervisor. This improved my ability to interpret data and present actionable insights.
- **Adherence to 5S and Lean Principles:** I practiced organization and efficiency in documentation, digital file management, and workspace discipline under Avery Dennison's 5S culture.
- **Understanding Global Compliance:** I learned how Avery Dennison aligns with global brand standards and sustainability goals, especially in packaging material selection, labeling practices, and data transparency.

4.2 Connection with Academic Knowledge

The internship allowed me to apply the theories and knowledge I learned throughout my **BBA (MIS)** courses at **Daffodil International University**. It helped bridge the gap between classroom learning and professional practice in the following ways:

Academic Course	Practical Application in Internship
Enterprise Resource Planning (ERP)	Applied ERP tools for managing product data, cost estimation, and supplier coordination.
Database Management Systems (DBMS)	Understood how structured data in ERP ensures consistency, security, and traceability.
Supply Chain Management	Observed real-world supply coordination, especially during material shortages and vendor delays.
Management Information Systems (MIS)	Witnessed how integrated systems support strategic decision-making and operational transparency.
Operations Management	Participated in product re-engineering projects to improve lead times and cost efficiency.

4.3 Examples of Experiences that Supported My Growth

Example 1: 1. Developing Real Product Specifications Using Oracle ERP

One of the most impactful experiences was independently developing new product specifications for **woven labels, printed labels, heat transfers, paper items, and packaging materials**.

I created material codes, Bill of Materials (BOM), construction details, cost models, and configuration rules in **Oracle ERP**, which taught me how real manufacturing data flows across departments.

Example 2:Hands-On Costing & Contribution Margin (CM) Calculation

Another experience that strengthened my analytical skills was calculating **costing and contribution margins** for product samples and bulk items.

I gathered material costs, production efficiency, labour rates, and sourcing information to generate accurate cost sheets.

Example 3: Cross-Functional Collaboration with Multiple Departments

Working closely with **Sales,Design,Operations,Quality Assurance,Supply Chain, Pricing, and Finance teams** was one of the most valuable learning experiences.

I regularly communicated ERP updates, cost summaries, sample status, BOOM corrections, and dispatch details to these teams.

Example 4: Managing Samples, Proofs & Customer Requirements

Ensuring timely availability of samples and proof approvals taught me the importance of operational discipline.

I worked with suppliers, QA, and sales teams while tracking approvals in ERP and ensuring customers received accurate samples.

Chapter 5: Critique and Reflections

5.1 Critical Evaluation

My internship as a Global Product Development Officer (FTC) at Avery Dennison Bangladesh Ltd. was a highly enriching and practical experience that allowed me to apply MIS principles particularly ERP integration, data accuracy, system flow, and process alignment within a global manufacturing environment.

Working in the GPD department, I handled and coordinated **150+ product samples** across categories such as woven labels, printed labels, heat transfers, graphic tags, and PFL. This exposure enabled me to understand how product development, costing, supply chain, design, and quality work together through an ERP-driven workflow.

Avery Dennison's strong focus on **global standards, lean practices, documentation discipline, and sustainability** gave me insight into how multinational companies maintain consistency across markets. While the experience was rewarding, it also highlighted several operational challenges in coordination, system access, and dependency across departments offering a realistic understanding of corporate processes.

5.2 Key Challenges Faced During the Internship

Cross-Functional Coordination Issues: Misalignment in updates between GPD, Quality, Sales, Supply Chain, and Production often led to ERP inaccuracies, repeated follow-ups, and delays in sample cycles.

Material Shortage & Procurement Delays: Fluctuations in raw materials, especially textiles and imported components, frequently impacted feasibility and sample readiness, requiring rapid data corrections and timeline adjustments.

Adapting to Global Standards: Understanding and applying Avery Dennison's global requirements for quality, traceability, sustainability, and brand compliance required continuous learning and close collaboration with senior teams.

ERP Complexity & Access Limitations: Oracle ERP is highly integrated and technical; limited module access and process complexity required extra time to learn system flow, documentation rules, and data dependencies.

Time Management Under Tight Deadlines: Handling multiple NPD projects simultaneously costing, ERP updates, material confirmation, and communication—required strong multitasking, prioritization, and stress management.

5.3 Learning from Challenges

Each challenge contributed meaningfully to my professional development:

- **Adaptability:** Frequent changes in client requirements, global updates, and material constraints taught me to stay flexible and proactive.
- **Analytical Thinking:** Cross-checking ERP entries, validating BOM structures, and ensuring data integrity strengthened my logical problem-solving ability.
- **Team Communication:** I learned the importance of proactive communication to avoid misalignment and streamline decision-making.
- **Initiative & Ownership:** When facing incomplete information or system discrepancies, I took independent steps—consulting seniors, reviewing audit trails, or correcting configurations.
- **Problem-Solving Skills:** Handling supply chain delays, urgent customer requests, and ERP errors improved my resilience and structured decision-making approach.

5.4 Overall Reflection

My internship at Avery Dennison Bangladesh Ltd. has been one of the most impactful stages of my academic and professional development. Working as a GPD Officer (FTC) allowed me to engage directly with ERP-driven product development, costing, and cross-functional coordination while handling 150+ global product samples. This experience strengthened my technical skills in Oracle ERP, improved my analytical decision-making, and enhanced my communication with multiple departments.

Although I faced challenges such as material shortages, coordination gaps, and complex system processes, these obstacles helped me grow more adaptable, responsible, and solution-oriented. Overall, the internship gave me a deep understanding of how global manufacturing operations run and prepared me to become an industry-ready MIS professional with strong technical and operational capabilities.

Chapter 6: Conclusion

My internship experience at **Avery Dennison Bangladesh Ltd.** has been a vital milestone in bridging the gap between academic knowledge and real industry practice. Working as a **Global Product Development (GPD) Officer (FTC)** allowed me to gain hands-on experience in managing the development cycle of **150+ global product samples**, including woven labels, printed labels, heat transfers, graphic tags, paper products, and packaging materials.

This opportunity enabled me to practically apply key concepts from my **Management Information Systems (MIS)** major, particularly in **ERP operations, product data management, workflow integration, and analytical decision-making**. Through daily use of **Oracle ERP**, I learned how technical accuracy, system logic, and data flow play a crucial role in product lifecycle management for multinational companies.

The internship strengthened my understanding of how **design, production, quality, supply chain, pricing, and sales** synchronize in a global environment. Cross-functional interactions improved my professional communication, teamwork, and coordination skills, while challenges related to material shortages, system limitations, and global compliance standards enhanced my adaptability, analytical thinking, and problem-solving ability.

Avery Dennison's structured work culture emphasizing **lean practices, sustainability, documentation discipline, and continuous improvement** shaped my mindset toward efficiency and responsibility. I also gained confidence in taking ownership of tasks such as developing product specifications, preparing costing and CM calculations, validating ERP data, and coordinating sample readiness within strict timelines.

Overall, this internship was transformative in developing both my technical capabilities and professional maturity. It provided me with a deep understanding of ERP-driven operations and gave me the practical exposure needed to grow as an industry-ready MIS graduate. The skills, insights, and experience I gained from Avery Dennison will significantly contribute to my future career in product development, operations, data systems, or any role that integrates technology with business execution.

Chapter 7: Implications

7.1 Academic Implications

The internship strengthened my MIS academic foundation by allowing me to apply classroom theories directly in a real ERP-driven environment.

1. **Applied MIS & ERP concepts** such as DBMS, workflow design, BOM configuration, and system integration while working with Oracle ERP.
2. **Enhanced data-driven decision-making** through costing, CM analysis, and ERP-based reporting for project tracking.
3. **Strengthened system thinking**, using MIS process-mapping principles to analyze and resolve data mismatches, workflow delays, and documentation gaps.

7.2 Organizational Implications

My contributions supported Avery Dennison's GPD workflow, data accuracy, and operational efficiency.

1. **Improved ERP data accuracy** by developing product specifications, BOMs, and version control for 150+ new products.
2. **Enhanced coordination and workflow speed** through timely costing updates, sample tracking, and cross-team communication.
3. **Supported lean and compliance practices** by maintaining 5S, digital documentation discipline, and adherence to global quality standards.

7.3 Personal and Professional Development Implications

The internship significantly contributed to my technical growth, soft skills, and career clarity.

1. **Gained strong technical skills** in Oracle ERP, costing analysis, Excel reporting, and digital documentation.
2. **Improved communication and leadership**, managing cross-functional interactions, resolving issues, and taking ownership of tasks.
3. **Developed clearer career direction**, becoming more industry-ready for roles in ERP consulting, product development, and data-driven operations.

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