

ABSTRACT

This study aims to evaluate and determine the influence on the implementation of Supplier Relationship Management and formulate development strategies for one of the world's largest dairy companies, Royal FrieslandCampina, by utilising appropriate and effective technologies. The formulated strategy is anticipated to acquire and improve operational performance, especially supplier and procurement performance, which could help the company obtain a competitive advantage through the management of external resources and bring value from the outside to the organisation. To develop an effective strategy, comprehensive and extensive information is required. Consequently, the author acquired data during her internship by conducting interviews and distributing questionnaires to relevant company stakeholders. The results of the study indicate that Supplier Relationship Management are considered mature and at the "established" level within the organisation, and the company is beginning to realise its benefits; however, the implementation of SRM is still viewed as ineffective by its stakeholders. In the recommendation section, the author also describes the strategies and actions that Royal FrieslandCampina must implement to increase the SRM's effectiveness in order to accomplish its sustainability and long-term value.

Keywords: Supply Chain Management, Supplier Relationship Management, Procurement, Supplier Risk Management, FMCG industry,