

Supplier Risk Management in Supply Chain Relationships with Preferred Customer Status at Pt Japfa Comfeed Indonesia

Mochammad Arie Nugroho^{1*}, Nur Khusniyah Indrawati², Sudjatno³

Fakultas Ekonomi dan Bisnis Universitas Brawijaya, Malang

Corresponding Author: Mochammad Arie Nugroho

arienugroho650@gmail.com

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ABSTRACT

This research provides a comprehensive risk management framework for supply chain relationships where suppliers have customers who have preferred customer status. This research is a case study research using a qualitative approach on the largest and leading agri-food companies in Indonesia, with several real-life perspectives on key risks, risk impacts, and mitigation strategies for implementing a risk management framework. The research results show that several risks can affect supply chain relationships between customers and suppliers: not only operational risks but also risks associated with specific relationships, as well as risks specific to supply chain relationships with preferred customer status. Creating correct and clear contracts was found to be a core strategy to mitigate risks built to protect supply chain relationships.

INTRODUCTION

Competition between companies is not only at the sales market level but also at the sales market level between suppliers (Hoffmann, 2012). This justifies increasing competition among companies to obtain the most promising outsourcing partners (Rothaermel et al., 2006). This phenomenon creates favorite or main customers to be able to retain company partners and compete with other suppliers.

Although it may seem that suppliers should treat all customers equally, in reality, some customers are more important to a supplier's business than others (Bemelmans, Voordijk, Vos, & Dewulf, 2015, p. 179). Therefore, they treat their strategically important customers better than other customers and offer them preferential resource allocation (Steinle & Schiele, 2008, p. 11). In this regard, Bew (2007, p. 2) found in his study that 75% of suppliers regularly put preferred customers at the top of the allocation list for materials in short supply, 82% of suppliers gave these customers first access to new product ideas and technology, and 87% of them offer customers the unique cost reduction opportunities they care about most. If customers of a particular supplier are not all treated the same, being a preferred customer can result in a competitive advantage over other customers (Hoffmann, 2012). "A firm has preferred customer status with a supplier if the supplier offers preferential resource allocation to buyers" (Steinle and Schiele, 2008, p. 11).

Having favorite customers not only increases a supplier's competitiveness against other suppliers but also carries some risks when having favorite customers. Examples include the loss of other customers due to a lack of balance in priorities when serving customers due to favorite customers, and falling sales prices which make supplier companies lose money due to giving special prices to favorite customers. Uncertainty arises with risks and opportunities, this must be faced by management responsively. It is impossible to "create a business that does not bear risk" (Boulton et al. 2000). Mercer Management Consulting in its survey results showed that the majority of companies experienced a decline in share value due to failure in strategic (58 percent), operational (31 percent) and financial (6 percent) decisions. Therefore, companies need to integrate all risks in daily operations, to reduce every possible risk in a systematic way (The Actuary, 2008).

Risk management is also needed to overcome risks to the company. Risk management is a field of science that discusses how an organization applies measures to map various existing problems by implementing various management approaches comprehensively and systematically (Fahmi, 2015). Meanwhile, the definition of risk management according to Karim (2016) is a series of procedures and methodologies that can be used to identify, measure, monitor and control risks arising from activities. A good company can implement risk management in each sector of its division. This also includes the need for companies to carry out risk management in the company's supply chain. Academic literature has extensively investigated the theme of risk management in supply chains (Schlegel and Trent, 2015; Juttner et al., 2003).

However, currently, there are very few risk management studies in the supply chain sector, especially those that discuss the risks of having favorite customers.

Previous research discusses several risks that can influence buyer-supplier relationships not only ordinary supply risks but also risks associated with specific initiatives or relationships, as well as risks specific to buyer-supplier relationships with preferred customer status (Pellegrino, Costantino & Tauro, 2020). However, previous research has limitations in that it focuses on risk and risk management from the buyer's perspective only and does not discuss the risk and risk management of supplier companies. Therefore, adapting and filling the limitations of research conducted by Pellegrino, Costantino & Tauro (2020), this research was conducted to discuss and explore risks from the supplier's perspective. PT Japfa Comfeed Indonesia Tbk is one of the largest and most integrated agri-food companies in Indonesia. The main business units of this company are animal feed manufacturing, chicken breeding, poultry processing and agricultural cultivation. The advantages of this company include vertical integration and economies of scale. This means that the company establishes good relations between upstream and downstream operations. The involvement of PT Japfa Comfeed Indonesia Tbk from the upstream to downstream sectors means that the company has many customers, from large external partners to small farmers throughout Indonesia. As a company that is quite competitive in its field, Japfa continuously innovates to keep customers using its products, one of which is by using special prices for selected customers who buy in large quantities or providing additional services by taking an educational approach to its customers. The preferred customer of PT Japfa Comfeed Indonesia is a supplier company that is quite competitive in its field. However, apart from opportunity, opportunity is always accompanied by uncertainty which creates risk. Risk management, as stated by Maylor (2010), is a process for dealing with uncertainty and risk at the initial stage of a project and is carried out continuously on necessary projects. The absence of risk management implemented by PT Japfa Comfeed Indonesia in the field of favorite customers is one of the reasons researchers researched this company.

This research will also investigate the role of risk management in the supply chain in buyer-supplier relationships with a particular focus on relationships with suppliers who have favorite or preferred customers. This research will also be carried out to explore and map what risks the company has and how to mitigate them. Furthermore, this research uses qualitative research methods through case studies to explore and understand the application of risk management in supply chain relationships with favorite customer status. This research can contribute to improving supply chain performance at the company PT Japfa Comfeed Indonesia Tbk with appropriate risk management and mitigation practices.

LITERATURE REVIEW

Supply Chain Management

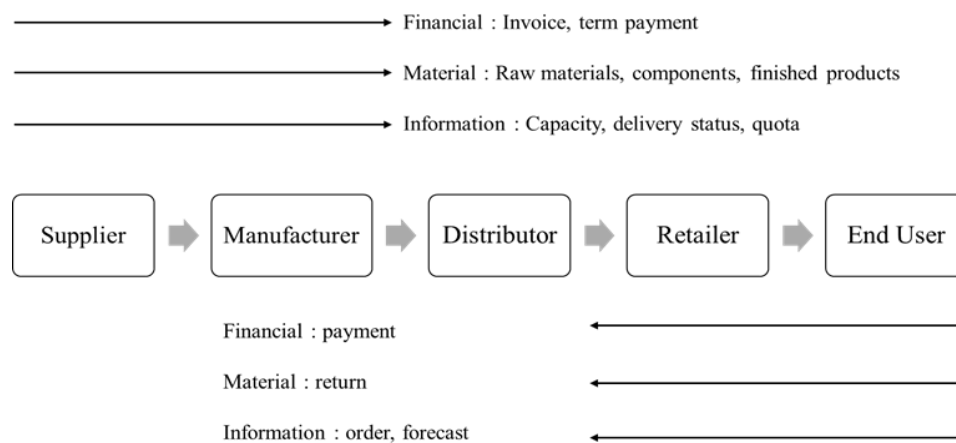
The term supply chain management first entered the public domain, when Keith Oliver, a consultant in logistics at Booz Allen Hamilton, used it in an

interview for the Financial Times in 1982 (Oliver and Webber, 1992). In the late 1990s, the term supply chain management became a management buzzword, with operations managers starting to use it in report titles and increasing regularly.

(Levi, 2000). Mentzer, et al., (2001) stated that supply chain management is the strategic and systematic coordination of traditional business functions and tactics within all business functions (both within the company and all businesses in the supply chain), to improve the long-term performance of each individual company and the supply chain as a whole.

In the supply chain, three flows must be managed, namely the flow of goods/materials, the flow of money/financials, and the flow of information shown in Figure 1.

Figure 1. Aliran Supply Chain



Preferred Customers from Suppliers

Customer segmentation helps sales firms improve their marketing performance by allocating resources to the most profitable customers and, consequently, treating some customer segments or some individual customers as preferred and others as standard customers (Yang et al., 2016).

To survive in today's volatile and competitive market suppliers are also trying to become strategic partners for their potential customers (Andersen et al., 2016). Dorsch et al. (1998) define a preferred supplier as a supplier that can constantly provide improved products at lower prices. Wagner and Boutellier (2002) say that manufacturers must work with good suppliers who competitively meet their requirements beyond the letter of the contract. Halley and Nollet (2002) state that of the types of suppliers, the preferred supplier is the one that is in the best position to respond to the buyer's strategic aspirations and that can take the pressure to improve supply chain flow. Acharyulu (2014) states that the preferred suppliers in the printing industry are suppliers who provide credit-based payment facilities to producers. Hingley et al. (2015) state that a preferred supplier is a person who is responsible for the entire supply chain under a certain product category to maximize sales and profitability with an end-consumer orientation. An important aspect to note is that the concept of

suppliers having preferred customers must follow appropriate strategies concerning the bargaining power of manufacturers and suppliers. Because of these advantages, suppliers often also ask manufacturers to expand their cooperation in implementing standards such as sustainability (Grimm et al., 2012).

Risk

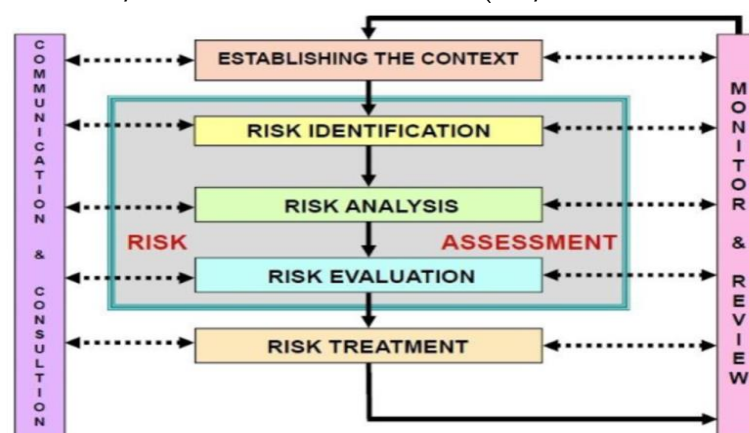
According to Alijoyo (2006), risks are factors that can influence the achievement of goals, resulting in undesirable consequences. Risk is an effect of uncertainty in achieving a goal. Risk is also often described as a change in circumstances or consequences (ISO 31000:2009 -ISO/IEC 31010 and ISO Guide 73, 2009). Hillson (2001) explains that risk has a double meaning, namely risks with positive effects which are called opportunities, and risks that have negative effects which are usually called threats. These two meanings are not fully recognized by the wider community, because currently risk is generally seen as something negative, such as loss, danger and losses suffered as a result of an event that occurs at a certain time (Hediningrum, 2015).

Risk Management

Risk management is the process of identifying, and measuring risks and forming strategies to prevent risks from occurring (Annisa, 2012). The purpose of risk management is to determine the feasibility of the project within the organizational management structure, technology level, human resource capabilities, financial conditions, production processes and marketing levels limited to the business (Park, 2010).

In Australian/New Zealand (AS/NZS) 4360:2004 there are several main elements in risk management as shown in Figure 2.

Figure 2. Australian /New Zealand Standard (AS/NZS 4360:2004) Framework



1. Communication and Consultation

Communication and consultation with external and internal stakeholders must be carried out in all stages of the risk management process. These perceptions may vary due to differences in the values, needs, assumptions, concepts and concerns of stakeholders.

2. *Establishing Context*

This stage is carried out by determining the scope of the organization, the relationship of the organization with its external and internal environment, organizational goals and strategies and determining the scope of objectives for risk management.

3. *Risk Assesment*

a) Risk Identification

The goal of this step is to generate a complete list of risks based on events that might create, increase, prevent, decrease, accelerate or delay the achievement of objectives.

b) Risk Analysis

The purpose of risk analysis is to separate major risks from minor risks, prepare data and prepare for the next stage, namely carrying out risk evaluation and handling.

c) Risk Evaluation

The purpose of risk evaluation is to use it to make risk decisions that have a significant impact on the organization and whether risks can be accepted or must be eliminated (Siahaan, 2009).

Table 1. Qualitative Risk Map

| <i>Australia Standard based on Combination of Likelihood and Consequence</i> | | | | | |
|--|----------------------|--------------|-----------------|--------------|---------------------|
| <i>Likelihood</i> | <i>Consequence</i> | | | | |
| | <i>Insignificant</i> | <i>Minor</i> | <i>Moderate</i> | <i>Major</i> | <i>Catastrophic</i> |
| <i>Almost Certain</i> | Medium(5) | High(10) | High(15) | Extreme(20) | Extreme(25) |
| <i>Likely</i> | Medium(4) | Medium(8) | High(12) | Extreme(16) | Extreme(20) |
| <i>Possible</i> | Low(3) | Medium(6) | Medium(9) | High(12) | High(15) |
| <i>Unlikely</i> | Low(2) | Low(4) | Medium(6) | Medium(8) | High(10) |
| <i>Rare</i> | Low (1) | Low(2) | Low(3) | Medium(4) | Medium(5) |

Source : The Standards Australia/New Zealand (AS/NZS) 4360:2004

4. Risk Treatment

Mitigasi risiko ini dilakukan guna menanggapi risiko-risiko yang telah teridentifikasi. Berbagai sumber memaparkan strategi mitigasi yang berbeda-beda. Beberapa diantaranya adalah pengendalian atau mitigasi risiko menurut Standard Australia New Zealand (AS/NZS) 4360:2004, yaitu Menghindari risiko (avoid risk), Mengurangi likelihood dari kemunculan risiko, Mengurangi consequence, Mentransfer risiko (transfer the risk), Mengontrol risk (retain the risk).

5. Monitoring and Review

Monitoring and review should be a planned part of the risk management process and involve regular inspections or oversight. This can be periodic or special (ad hoc).

Risk Management in a Supplier-Buyer Context

Risk is expressed as the product of the significance of the loss incurred by a particular undesirable event and its probability. Risk and uncertainty are also inherent in any supply chain (Schlegel and Trent, 2015). Since higher risks of companies are related to their external resources, directly or indirectly,

enterprise risk management plays a central role in managing the external risk sources of companies, as is deeply recognized by the recent literature on enterprise business risk management, which is increasingly emphasize the importance of supply risk management (Hallikas et al., 2005; Ivanov et al., 2017).

Literature Review Gaps and Research Questions

Risk management from a supplier perspective can help companies identify and manage risks and ensure quality performance (Zsidsin and Ellram, 2003; Ganguly, 2019). Although there are many studies on supply chain risk management and quality management, the academic literature examines these interrelated areas separately, recognizing them as converging towards improving customer service and satisfaction (Huo, 2019).

Table 2. Summary of Previous Research Results

| Name and Years | Title | Results |
|--|--|--|
| Christine Harland, Richard Brenchley, dan Helen Walker (2003) | <i>Risk in supply network</i> | Risk can be defined as "the chance of harm, damage, loss, injury or other undesirable consequences" |
| Gregory L. Schlegel dan Robert J. Trent (2015) | <i>Supply Chain Risk Management: An Emerging Discipline</i> | Risk is expressed as the product of the significance of the loss incurred by a particular undesirable event and its probability. Risk and uncertainty are also inherent in any supply chain |
| William Ho, Tian Zheng, Hakan Yildiz dan Sri Talluri (2015) | <i>Supply chain risk management: a literature review</i> | Globalization, product/service complexity, outsourcing, e-business, stricter customer requirements, and digital technology have increased the complexity of supply management and have made buyer-supplier relationships, networks and partnerships more vulnerable to a variety of risks. |
| Dmitri Ivanov, Alexandre Dolgui, Boris Sokolov & Marina Ivanova (2017) | <i>Literature review on disruption recovery in the supply chain</i> | Companies' higher risks are related to their external resources, directly or indirectly, enterprise risk management plays a central role in managing also the company's external risk sources. |
| Kunal Ganguly (2019) | <i>Establishing link between quality management and supply chain risk management</i> | Risk management from a supplier perspective can help companies identify and manage risks and ensure quality performance. |
| Roberta Pellegrino, Nicola Costantino and Danilo Tauro (2020) | <i>The Role of Risk Management in Buyer-Supplier Relationships With A Preferred Customer Status for Total Quality Management</i> | Companies not only consider generic but also specific risks as key in relationships with suppliers with preferred customer status and that they adopt various strategies to reduce these risks confirms the centrality of supply chain risk management to TQM. |

Source : Penelitian Terdahulu 2023

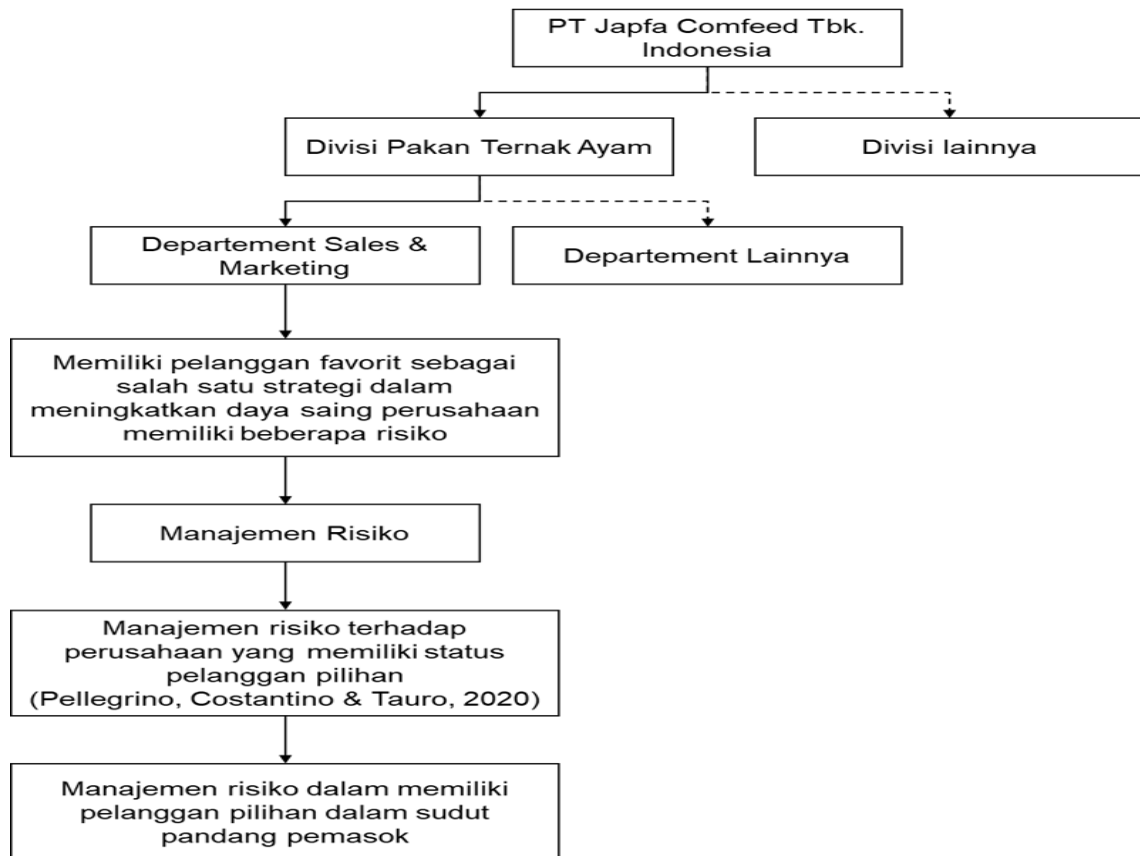


Figure 3. Research Rationale Framework

METHODOLOGY

Paradigms and Qualitative Approaches

Paradigms or what is also called world views provide a basis and reference for research so that it can answer the problems studied in a study (Creswell, 2015). This research uses the interpretivism paradigm to provide meaning and understanding of various information conveyed by informants. This research uses a qualitative approach because it is included in the interpretivism paradigm. Qualitative research is research originating from the disciplines of anthropology, sociology, humanities, and evaluation (Creswell, 2015).

Case Study as a Qualitative Research Design

A case study is a type of design in qualitative research where the research describes real life, contemporary limited systems (cases) or various limited systems (various cases) through detailed and in-depth data collection involving various sources of information, including observations, interviews, audio-visual materials and documents and various reports which are then reported in the form of case descriptions or case themes (Creswell, 2015). This research uses a holistic single case study which places the object as the focus of the research.

Research Setting

The location selection was carried out purposively with the consideration that there was a willingness of the agency institution or organization to provide

the necessary information on the research topic. This research was conducted at an Agri-food company in East Java, namely PT Japfa Comfeed Indonesia Tbk. which is located on Jl HR. Moch. Mangundiprojo KM. 3.5 Sidoarjo.

Method of collecting data

Data collection in qualitative research is a series of interrelated activities that aims to collect information to answer emerging research questions. The data collection approach in qualitative research according to Yin (1987, 2003) is observation, interviews, documentation and audio material.

Determination of Informants

The determination of key informants in this research is based on informants who have a supply chain and have direct contact with customers at the company PT Japfa Comfeed Indonesia Tbk so that the results obtained are relevant to the research topic. Sampling criteria require that informants be selected based on phenomena experienced during the research period (Creswell: 2015).

Table 3. Description of Informants

| No. | Position | Consideration | Provision |
|------------|-----------------------------------|----------------------|------------------|
| 1 | Head of Sales Marketing | Purposive Sampling | Key Informant |
| 2 | Head of Sales Technical Support | Purposive Sampling | Key Informant |
| 3 | Assistant Manager Sales Marketing | Purposive Sampling | Key Informant |
| 4 | Supervisor Sales Marketing | Purposive Sampling | Key Informant |
| 5 | Staff Sales Marketing | Purposive Sampling | Key Informant |

Data Validity

Testing the validity of the data in this research includes validity and reliability. In quantitative research, validity and reliability tests are carried out on research instruments, while in qualitative research they are carried out on research data (Creswell, 2016).

Data analysis technique

This research uses an inductive approach to analyze data to identify and mitigate risks related to the experiences of informants while working as employees at PT Japfa Comfeed Indonesia.

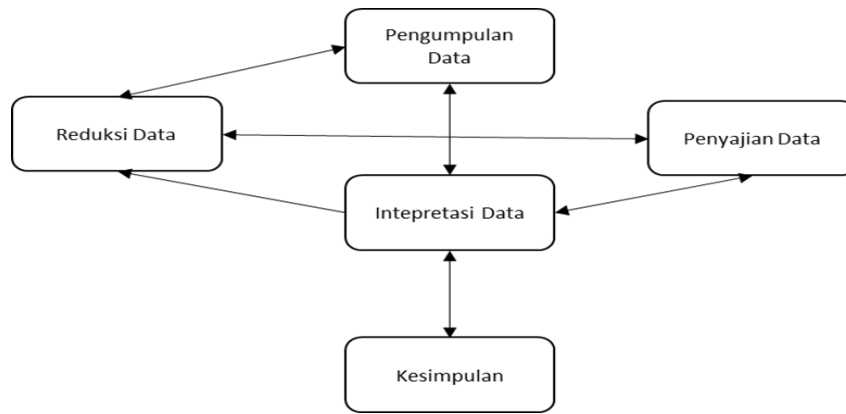


Figure 4. Data Analysis Techniques
Source: Yin K (2011)

RESULT AND DISCUSSION

Risk Assesment Memiliki Pelanggan Pilihan

1. Identify Risks

The risks identified when having preferred customers at PT Japfa Comfeed Indonesia can be seen in table 4.

Table 4. Risk Identification

| No. | Sources of Risk | Risk Identification |
|-----|--|--|
| 1 | Operational Risk | Volume |
| | | Project Stability |
| | | Technology changes |
| 2 | Supply Chain Complexity Risk | Supplier Capacity Available |
| | | Supply Network |
| | | Absence of Symmetric Dependencies |
| 3 | Contract Related Risks | Vagueness of Contract Requirements and Clauses |
| | | Contractual Training |
| | | Bad credit |
| 4 | Customer Side Risk | Customer Bankruptcy |
| | | Customer Performance |
| | | Main Strength |
| 5 | Macroeconomic, Political and Tax Risks | Currency |
| | | Commodity Price Volatility |
| | | Macroeconomic Degradation |
| | | Inflation |
| | | Social politics |
| | | Law |

Source : Peneliti, 2023

Table 6. Impacts that occur after the risk

| No. | Sources of Risk | Risk Identification | Risk Impact |
|-----|------------------|---------------------|----------------------------|
| 1 | Operational Risk | Volume | Losing preferred customers |
| | | Project Stability | Losing preferred customers |

| | | | | | |
|---|--|---------|--|-------|---|
| | | | Technology changes | | The product cannot compete with competitors |
| 2 | Supply Chain Complexity Risk | | Supplier Capacity Available | | Loss of customer trust |
| | | | Supply Network | | Incurring more costs for the supply network |
| | | | Absence of Symmetric Dependencies | | Losing preferred customers |
| 3 | Contract Risks | Related | Vagueness of Contract Requirements and Clauses | | Contract cancellation or renegotiation |
| | | | Contractual Training | | Excessive obligations that are detrimental to the company |
| | | | Bad credit | | Financial loss |
| 4 | Customer Side Risk | | Customer Bankruptcy | | Losing Customers |
| | | | Customer Performance | | Losing Customers |
| | | | Main Strength | | Losing Customers |
| 5 | Macroeconomic, Political and Tax Risks | | Currency | | A currency whose value decreases in the future |
| | | | Commodity Volatility | Price | Rising product prices make it difficult for customers |
| | | | Macroeconomic Degradation | | Preferred customers go bankrupt and lose customers |
| | | | Inflation | | Product prices increase and preferred customers switch to competitors' products |
| | | | Social politics | | There are policies that are detrimental to the company's business |
| | | | Law | | There are policies that are detrimental to the company's business |

Source : Dokumen Wawancara, 2023

2. Risk Analysis

In this research, qualitative analysis will be used by assessing and combining the possibility of a risk occurring (probability) and the impact (impact) of that risk. The following is a table compiled to describe the frequency of risks and their impacts which represent the informants' opinions.

Table 7. Impacts that occur after the risk

| Sources of Risk | Risk | Risk Probability | Risk impact | Value | Average Value |
|-----------------|------|------------------|-------------|-------|---------------|
|-----------------|------|------------------|-------------|-------|---------------|

| | | | | | |
|---|------------------------------|------------------------------|----|----|-------|
| Operational Risk | Volume | 4 | 5 | 20 | 21.25 |
| | | 4 | 5 | 20 | |
| | | 5 | 5 | 25 | |
| | | 4 | 5 | 20 | |
| | Project Stability | 4 | 3 | 12 | 12 |
| | | 4 | 3 | 12 | |
| | | 4 | 3 | 12 | |
| | Technology changes | 2 | 3 | 6 | 4.5 |
| | | 1 | 3 | 3 | |
| | | 1 | 3 | 3 | |
| | | 2 | 3 | 6 | |
| | Supply Chain Complexity Risk | Supplier / Supplier Capacity | 2 | 5 | 10 |
| 2 | | | 5 | 10 | |
| 2 | | | 5 | 10 | |
| 2 | | | 5 | 10 | |
| Supply Network | | 4 | 3 | 12 | 12 |
| Absence of Symmetric Dependencies | | 3 | 1 | 3 | 4 |
| | | 3 | 2 | 6 | |
| | | 3 | 1 | 3 | |
| Unclearness of contract terms and clauses | | 3 | 3 | 9 | 9 |
| Contractual Training | | 1 | 1 | 1 | 1 |
| | 1 | 1 | 1 | | |
| | 1 | 1 | 1 | | |
| | 1 | 1 | 1 | | |
| Bad credit | 4 | 4 | 16 | 18 | |
| | 4 | 5 | 20 | | |
| | 4 | 4 | 16 | | |
| | 4 | 5 | 20 | | |

Source : Peneliti, 2023

Table 8. Advanced

| Sources of Risk | Risk | Risk Probability | Risk Impact | Value | Average Value |
|--|----------------------------|------------------|-------------|-------|---------------|
| Customer Side Risk | Customer Bankruptcy | 3 | 3 | 9 | 9 |
| | | 3 | 3 | 9 | |
| | | 3 | 3 | 9 | |
| | | 3 | 3 | 9 | |
| | | 3 | 3 | 9 | |
| | Customer Performance | 2 | 3 | 6 | 6.75 |
| | | 2 | 3 | 6 | |
| | | 3 | 3 | 9 | |
| | | 2 | 3 | 6 | |
| | Main Strength | 1 | 5 | 5 | 5 |
| | | 1 | 5 | 5 | |
| | | 1 | 5 | 5 | |
| | | 1 | 5 | 5 | |
| Macroeconomic, Political and Tax Risks | Currency | 3 | 1 | 3 | 3 |
| | Commodity Price Volatility | 3 | 3 | 9 | 9.75 |
| | | 3 | 3 | 9 | |
| | | 4 | 3 | 12 | |

| | | | | |
|---------------------------|---|---|---|---|
| | 3 | 3 | 9 | |
| Macroeconomic Degradation | 1 | 5 | 5 | 5 |
| Inflation | 3 | 3 | 9 | 9 |
| | 3 | 3 | 9 | |
| Social politics | 2 | 3 | 6 | 6 |
| | 2 | 3 | 6 | |
| Law | 2 | 3 | 6 | 6 |

Source : Peneliti, 2023

Table 8 describes the results of the score values between risk probability and risk impact. This score was obtained based on the informant's assessment through previous interview data collection. In the probability column, each value is obtained with probability values representing 1 = very rare, 2 = rare, 3 = moderate, 4 = frequent and 5 = very frequent. Next, in the risk impact column, each value is obtained with probability values representing 1 = very low, 2 = low, 3 = medium, 4 = high and 5 = very high. This risk value will later be used to carry out risk evaluation.

3. Risk Evaluation

The results of the value between the probability multiplied by the risk impact will be explained in table 9 to be able to find out the meaning of the value of each risk which will later be divided into Low, Medium, High and Very High.

| No. | Sources of Risk | Risk Identification | Value | Information |
|-----|------------------------------|--|-------|-------------|
| 1 | Operational Risk | Volume | 21.25 | Very high |
| | | Project Stability | 12 | Tall |
| | | Technology changes | 4.5 | Medium |
| 2 | Supply Chain Complexity Risk | Supplier Capacity Available | 10 | Tall |
| | | Supply Network | 12 | Tall |
| | | Absence of Symmetric Dependencies | 4 | Medium |
| | | Vagueness of Contract Requirements and Clauses | 9 | Medium |
| 3 | Contract Related Risks | Contractual Training | 1 | Low |
| | | Bad credit | 18 | Very high |
| | | Customer Bankruptcy | 9 | Medium |
| 4 | Customer Side Risk | Customer Performance | 6.75 | Medium |
| | | Main Strength | 5 | Medium |
| | | Currency | 3 | Low |
| 5 | | Commodity Price Volatility | 9.75 | Tall |
| | | Macroeconomic | 5 | Medium |

| Degradation | | |
|-----------------|---|--------|
| Inflation | 9 | Medium |
| Social politics | 6 | Medium |
| Law | 6 | Medium |

Source : Peneliti, 2023

Based on Table 5.4, it can be seen that the risk value when having preferred customers at PT Japfa Comfeed Indonesia has the following risk results: very high risk consisting of volume and bad credit. High risk consists of project stability, available supplier capacity, supply network and commodity price volatility.

Table 10. Risk Matrix of having Preferred Customers

| Likelihood | Consequence | | | | |
|----------------|------------------------|--|---|-------|---|
| | Insignificant | Minor | Moderate | Major | Catastrophic |
| Almost Certain | | | | | • Volume |
| Likely | | | • Stabilitas Proyek • Jaringan Suplai | | • Kredit Macet |
| Possible | • Mata Uang | • Perubahan Teknologi | • Ketidakjelasan Persyaratan dan Klausul Kontrak • Kebangkrutan Pelanggan • Inflasi | | |
| Unlikely | | • Tidak Adanya Ketergantungan Simetris | • Kinerja Pelanggan • Sosial Politik • Hukum | | • Kapasitas Pemasok Tersedia • Gejolak Harga Komoditas |
| Rare | • Contractual Training | | | | • Kekuatan Utama • Degradasi Ekonomi |

Source: Peneliti, 2023

Table 10 is a risk matrix which is the result of risk evaluation at PT Japfa Comfeed Indonesia when it has selected customers in the supply chain relationship. The risk matrix is based on the Australian standard based on a combination of likelihood and consequence. Each color in the table has a meaning: Green = low risk, yellow = medium risk, orange = high risk, and red = very high risk. The risk matrix also maps various risks in having selected customers which will later be used as risk treatment.

Risk Treatment / Mitigasi Risiko

This risk mitigation is carried out to respond to the risks that have been assessed. The informant explained different mitigation strategies to overcome the risks of having preferred customers at PT Japfa Comfeed Indonesia.

Table 11. Risk Mitigation Strategies of Having Preferred Customers

| Risk Category | Risk | Risk Mitigation |
|------------------|-------------------|---|
| Operational Risk | Volume | Carry out detailed analysis to determine volume capacity and appropriate scheduling. Prepare alternative sources of product income. |
| | Project Stability | Carrying out a process of sharing risks between customers and suppliers, so that if there are any delays or cancellations, the supplier does not have to bear all the |

| | |
|--------------------|--|
| | risks. |
| | Ensure that customers and suppliers have a strong and transparent relationship in various matters. |
| Technology changes | Form a team specifically to carry out development research for technology. |
| | Prepare special funds to prepare for technology development. |

Tabel 12. Advanced

| Risk Category | Risk | Risk Mitigation |
|------------------------------|-----------------------------------|---|
| Supply Chain Complexity Risk | Supplier / Supplier Capacity | Providing product reserve stock in the warehouse. Make contracts between customers and suppliers according to the company's capacity, both in terms of quantity and manufacturing time. Coordinate between various departments so that marketing knows what the company's production capacity is. |
| | Supply Network | Create a contract between the chosen customer and supplier by including all risks that may occur so as not to create unnecessary obligations that are detrimental to the company. Carry out detailed supervision in the supply network process. |
| | Absence of Symmetric Dependencies | Do not depend on just one selected customer by considering the risks that may occur Conduct education with selected customers to ensure full use of company products. |
| | Contract Related Risks | Unclearness of contract terms and clauses |
| Contractual Training | | Carrying out good communication between selected customers and suppliers regarding contracts that have been made periodically. Hire an expert to negotiate contracts with preferred customers |
| Bad credit | | Identify potential customers who may have a possible risk of default. Limiting the credit provided according to the customer profile. Use credit insurance to avoid the risk of bad credit. |

Sumber: Peneliti, 2023

Tabel 13. Lanjutan

| Risk Category | Risk | Mitigasi Risiko Risk Categories |
|---------------|------|---------------------------------|
|---------------|------|---------------------------------|

| | | |
|--|----------------------------|--|
| Customer Side Risk | Customer Bankruptcy | <p>Make sure customers have a diversified or convincing business profile.</p> <p>Educate and guide selected customers on how to do business well.</p> |
| | Customer Performance | <p>Using KPI indicators to monitor whether customers deliver according to the quality, quantity and time specified in the contract.</p> <p>Implement reward mechanisms for successful selected customers.</p> <p>Conduct selected customer evaluations every time.</p> <p>Educate customers so that their performance improves.</p> |
| | Main Strength | <p>Don't depend on just one customer.</p> <p>Conduct profiling of selected customers</p> |
| Macroeconomic, Political and Tax Risks | Currency | <p>Agreement on the frequency of price updates due to exchange rate fluctuations such as monthly price updates or weakening currency values.</p> |
| | Commodity Price Volatility | <p>Understand the risk profile associated with specific situations that cause commodity prices to fluctuate.</p> <p>Make a contractual agreement between the selected customer and the company by including the risk of commodity price fluctuations so that the company does not bear the risk itself.</p> <p>Looking for alternative commodities that do not reduce the quality.</p> |
| | Macroeconomic Degradation | <p>Renegotiate contracts or negotiate savings sufficient to cover the impact of inflation.</p> |
| | Inflation | <p>Negotiate enough savings to cover the impact of inflation.</p> <p>Renegotiating contracts.</p> <p>Applying different rates depending on the region by adjusting to prices in the region.</p> |
| | Social politics | <p>Not using political strategies to take advantage of preferred customers.</p> <p>Remain neutral in the political realm.</p> |
| | Law | <p>Understand existing laws and prepare to adapt to new policies and how to protect against these impacts.</p> |

Source: Peneliti, 2023

The results in Table 5.5 illustrate how to carry out risk treatment for each risk that has been identified when PT Japfa Comfeed Indonesia has selected customers in the supply chain relationship. The researcher's findings reveal that in mitigating existing risks, informants agree that contracts between selected suppliers and customers have a strategic role function to mitigate existing risks.

Making correct and clear contracts between preferred customers and suppliers can be a solution to avoid risks when PT Japfa Comfeed Indonesia has preferred customers.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research that has been carried out, it is known that having preferred customers is a strategic step for the company PT Japfa Comfeed Indonesia to be able to compete with its competitors. Every opportunity has a risk that must be borne, as does having selected customers. The research results found that the source of risk in having preferred customers has several risk categories which include: (1) operational risk consisting of volume, project stability and technological changes. (2) the risk of supply chain complexity consisting of available supplier capacity, supply networks, and the absence of symmetric dependencies. (3) contract risk consisting of unclear contract requirements and clauses, contractual training, and bad credit. (4) customer side risks consisting of customer bankruptcy, customer performance and key strengths. (5) political and tax macroeconomic risks consisting of currency, commodity price volatility, macroeconomic degradation, inflation, social politics and law. Based on each risk that has been identified, risks related to volume and bad credit are the risks that have the highest value based on the frequency of occurrence and also the impact caused by these risks.

Based on the risk evaluation carried out in the research in mitigating existing risks, the informants agreed that contracts between selected suppliers and customers are a strategic role function to mitigate existing risks. Making correct and clear contracts between preferred customers and suppliers can be a solution to avoid risks when PT Japfa Comfeed Indonesia has preferred customers. Coordinating between different departments can help to identify and mitigate risks in having preferred customers in supply chain relationships at PT Japfa Comfeed Indonesia.

1. Future researchers are advised to conduct research using a larger sample because this research was conducted on a small research sample size (one company) thus limiting the findings from being generalized to other sectors. Adding some analysis to the study may also have a significant impact on the study's analysis and conclusions.
2. For companies, the results of this research can provide input on a comprehensive view of risk management in having preferred customers in supply chain relationships so that they can avoid and overcome risks that are detrimental to the company.

ADVANCED RESEARCH

This research still has limitations, so further research needs to be carried out related to the topic "Supplier Risk Management in Supply Chain Relationships with Preferred Customer Status at Pt Japfa Comfeed Indonesia". Future research can use different Customer Status objects to add insight for readers.

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