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Customer Relationship Management in Procurement Department

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ABSTRACT

This study examines internal and external customer relationships in Titan Company's procurement, using mixed methods to assess communication, collaboration, and the impact of procurement on efficiency and supplier engagement. It aims to provide strategies for improved practices and stronger stakeholder relationships.

INTRODUCTION

RESEARCH BACKGROUND OF TITAN COMPANY

TITAN Company Ltd, a prominent player in the precision grinding and super abrasives industry, has built a strong foundation in managing both internal and external customer relationships, which is integral to its long-term success and sustainability. Externally, TITAN Company prioritizes customer satisfaction by focusing on personalization marketing and providing value-driven solutions. Recognizing the growing consumer desire for individualized experiences, the company emphasizes building lasting connections through tailored services, seamless product purchasing, and efficient after-sales support. This customer-centric approach not only fosters brand loyalty but also differentiates TITAN Company in a competitive marketplace. Additionally, the company is adapting to the digital age by enhancing its e-commerce presence, optimizing content for direct customer engagement, and implementing effective channel management strategies. These initiatives aim to reduce inventory costs, streamline supply chains, and maximize return on investment, all while maintaining a high level of consumer satisfaction.

Internally, TITAN Company demonstrates a strong commitment to employee engagement and professional development. It has instituted robust training and development programs that have contributed to high retention rates and a motivated workforce. By investing in its employees, the company promotes a culture of loyalty, collaboration, and innovation. This internal alignment ensures that the organizational goals are met effectively while also enhancing the customer experience through consistent service quality. Furthermore, TITAN Company integrates customer journey mapping into its internal strategies, aligning product features, service models, and go-to-market practices with evolving customer expectations. The synergy between its internal and external customer relationship strategies allows TITAN Company to continuously innovate, deliver superior value, and reinforce its leadership in the industry. Through these integrated efforts, the company not only sustains its competitive advantage but also paves the way for future growth in the capital goods sector.

IDENTIFIED PROBLEM

1. **Delayed Internal Communication:** The procurement department may face challenges in providing timely and clear communication to internal customers such as production and R&D regarding material specifications, sourcing decisions, and delivery timelines.
2. **Impact on Production Efficiency:** Lack of proactive communication and potential delays in material procurement can disrupt production schedules, leading to inefficiencies and potentially affecting the timely delivery of finished goods to external customers.
3. **Hindrance to R&D Activities:** Delayed or unclear information from procurement can impede the progress of the Research and Development department, potentially slowing down innovation and the introduction of new products to meet evolving customer needs.
4. **Supplier Relationship Strain due to Cost Focus:** An excessive focus on cost reduction within the procurement department might lead to strained relationships with external suppliers, potentially overlooking the value of long-term partnerships and collaborative problem-solving.
5. **Compromised Material Quality Risk:** The pressure to minimize procurement costs could inadvertently increase the risk of sourcing lower-quality materials, which can directly impact the quality and performance of TITAN Company's final products, affecting external customer satisfaction.

6. not be fully aligned with the broader organizational goals of fostering strong relationships with both internal stakeholders (production, R&D) and external partners (suppliers), potentially leading to operational friction.¹

NEED FOR STUDY

The identified problems within TITAN Company's procurement department highlight a potential misalignment that necessitates a focused study. Internal communication delays from procurement can disrupt production and R&D, hindering the company's ability to meet external customer demands efficiently. An overemphasis on cost reduction might strain relationships with suppliers, risking material quality and supply chain stability. These issues can undermine TITAN Company's "Customer Intensive" mission and potentially impact its reputation and market position. A study is needed to quantify the impact of these procurement-related challenges on both internal stakeholder satisfaction and external supplier relationships. Understanding the specific pain points and identifying areas for improvement will enable TITAN Company to develop targeted strategies. This will help optimize procurement processes, enhance communication, foster stronger supplier partnerships, and ultimately ensure a more seamless and customer-focused value chain, contributing to the company's long-term success.

OBJECTIVES FOR STUDY

- To analyse the effectiveness of communication and collaboration between the procurement department and internal stakeholders (e.g., production, R&D, and finance).
- To evaluate the quality of relationships with external suppliers and identify factors that influence supplier performance, reliability, and long-term engagement.
- To identify gaps or bottlenecks in the procurement process that impact internal customer satisfaction and operational efficiency.

LIMITATIONS OF THE STUDY

- ❖ Limited access to confidential procurement data and supplier contracts may restrict the depth of analysis related to supplier performance and negotiations.
- ❖ Time constraints may not allow for long-term observation of relationship dynamics or seasonal procurement trends.
- ❖ Employee bias in responses during interviews or surveys may affect the accuracy of insights into internal communication and satisfaction levels.

SCOPE OF THE STUDY

The scope of this study will focus on analyzing the dynamics of both internal (production, R&D) and external (suppliers) customer relationships within TITAN Company's procurement department. It will investigate communication effectiveness, the impact of procurement processes on internal operations, and the nature of supplier relationships, including cost management and collaboration. The study will aim to identify areas of strength and potential strain in these relationships. Furthermore, it will explore the perceived impact of procurement practices on material quality and supply chain stability. The ultimate goal is to provide data-backed insights that can inform the development of targeted recommendations for enhancing both internal and external customer relationships to improve overall procurement efficiency and contribute to TITAN Company's strategic objectives.

DELIVERABLES

The deliverables of the study on internal and external customer relationships in the procurement department at TITAN Company will include several key outputs aimed at improving procurement practices. A comprehensive research report will provide a detailed analysis of both internal and external relationships within the procurement process, offering valuable findings and actionable recommendations. Process mapping will visually represent the procurement workflow and highlight interactions with internal departments, such as production and R&D, as well as external suppliers, helping to identify key touchpoints and areas for improvement. A gap analysis will uncover any communication breakdowns, inefficiencies, or misalignments between procurement and its stakeholders. Additionally, a stakeholder feedback summary will consolidate insights gathered from surveys and interviews, offering a clearer picture of relationship quality. Finally, the study will provide recommendations for enhancing procurement processes, digital tools, and relationship management, alongside a set of presentation slides to communicate findings effectively to management.

LITERATURE SURVEY

INTRODUCTION

The procurement department of any organization serves as a critical function that bridges internal departments with external suppliers. In companies like TITAN Company, where precision engineering and high-performance products are central to the business, the role of procurement extends far beyond merely acquiring materials. The procurement department must not only secure quality materials at competitive prices but also manage relationships both internally with various departments (such as production, research & development, finance) and externally with suppliers and vendors.

In the context of internal relationships, procurement must coordinate with departments such as production, R&D, marketing, and finance to ensure that material requirements are met on time and within budget. Effective collaboration with these departments is essential for smooth operations, product innovation, and meeting customer expectations.

Externally, procurement manages supplier relationships, which are vital for ensuring consistent product quality, cost control, timely delivery, and innovation. The quality of these relationships directly affects the company's ability to maintain competitive advantage, meet customer demands, and reduce operational risks.

While Customer Relationship Management (CRM) is widely studied in the context of sales and marketing, its application within procurement functions, particularly in managing both internal and external relationships, has been less explored. This study seeks to fill that gap by examining how procurement departments, particularly at TITAN Company, can optimize their relationships with both internal stakeholders and external suppliers to enhance overall performance, reduce costs, and improve customer satisfaction.

REVIEW OF LITERATURE

Internal relationships in procurement

Internal relationships in procurement primarily involve collaboration between the procurement department and various other functions within the organization. These relationships are vital to ensure that procurement is aligned with organizational goals and that the materials procured meet the technical, financial, and operational needs of other departments.

According to Monczka et al. (2009), procurement is often the link that ties various internal departments together. Effective communication and collaboration between procurement and departments like production, engineering, and finance ensure that materials meet production specifications, are delivered on time, and are within budget. The procurement department must have a deep understanding of the production schedule, project timelines, and cost constraints, which requires ongoing communication with internal stakeholders.

The importance of alignment with R&D cannot be overstated, especially for a precision-engineering company like TITAN Company. The procurement department plays a key role in sourcing the raw materials and components that are essential for product innovation and development. According to Carr and Smeltzer (1999), when procurement works closely with R&D, it helps ensure that material specifications are met, costs are controlled, and project timelines are adhered to. Lack of internal collaboration can lead to delays, quality issues, and cost overruns.

Moreover, finance teams also influence procurement decisions. Procurement must work with the finance department to ensure that purchasing decisions are aligned with the company's financial goals, credit policies, and budget constraints. Effective procurement practices can help reduce costs and improve working capital management. Chopra and Meindl (2016) suggest that poor internal coordination between procurement and finance can lead to suboptimal purchasing decisions, inefficient working capital usage, and negative impacts on profitability.

External Relationships in Procurement

On the external side, supplier relationship management (SRM) is crucial for ensuring that the procurement department can secure high-quality materials at competitive prices. According to Gadde and Snehota (2000), successful SRM involves not only negotiating favorable terms but also building long-term, collaborative relationships with suppliers. This approach leads to improved product quality, innovation, cost control, and the ability to quickly adapt to changes in demand.

In the context of procurement, Kraljic (1983) introduces the Kraljic Matrix, which segments suppliers based on their importance to the organization and the complexity of supply. This strategic approach helps procurement departments manage supplier relationships more effectively by categorizing suppliers as either strategic, leverage, bottleneck, or non-critical. A tailored approach is then applied depending on the category of each supplier, ensuring the organization manages risk and cost efficiently.

Digitalization in Procurement

As digital tools and technologies continue to shape business operations, the procurement function is no exception. Harland et al. (2007) highlight the increasing role of digital procurement systems in managing supplier relationships and internal communication. Platforms that integrate procurement functions with supply chain management, inventory systems, and enterprise resource planning (ERP) solutions enable smoother collaboration both within the organization and with external suppliers.

Challenges in Procurement Relationships

Despite the significant benefits of effective internal and external relationship management, procurement departments continue to face numerous challenges. Kraljic (1983) identifies that supplier relationships are often fraught with risks, including price volatility, supply disruptions, and poor-quality control. These challenges can significantly impact procurement efficiency and, ultimately, the company's competitiveness.

Internally, the lack of effective communication and collaboration between procurement and other departments is a common problem. Monczka et al. (2009) argue that procurement often struggles to meet the demands of production, engineering, and finance due to poor information flow, misaligned priorities, and lack of shared goals.

Externally, Gadde and Snehota (2000) point out that procurement departments often face difficulties in developing strong, long-term relationships with suppliers due to factors like competitive pressures, limited trust, and a lack of transparency. These barriers hinder collaboration and lead to suboptimal supplier performance.

RESEARCH GAP

While existing literature provides a wealth of information on procurement, supplier relationship management, and internal collaboration, several gaps remain that warrant further exploration. Firstly, most studies focus either on internal procurement processes or external supplier relationships, but few studies integrate both dimensions to understand how they collectively impact procurement efficiency and organizational success. Research that simultaneously addresses internal and external customer relationships within procurement, particularly in the context of mid-sized manufacturing firms like TITAN Company, is sparse.

Secondly, while technology's role in improving procurement relationships is increasingly recognized, there is limited research that explores how digital tools can bridge internal and external communication gaps in procurement, especially in the precision engineering industry. Further studies are needed to understand how digital platforms can facilitate smoother coordination within procurement teams and with suppliers.

Lastly, much of the existing literature is based on large corporations in developed economies, with limited focus on mid-sized firms in emerging markets like India. This research aims to fill this gap by examining how procurement departments in Indian manufacturing companies like TITAN Company can optimize both internal and external relationships to drive efficiency, reduce costs, and improve performance.

METHODOLOGY

The study will adopt a mixed-methods approach to comprehensively investigate the interplay between internal and external customer relationships within TITAN Company's procurement department. Quantitative data will be collected through structured surveys administered to key internal stakeholders (production, R&D, finance) to assess their satisfaction with procurement processes, communication effectiveness, and the impact on their operational efficiency. Simultaneously, surveys will be distributed to TITAN Company's key suppliers to evaluate the quality of their relationships, identify potential strain points, and gauge their perception of collaborative efforts. This quantitative data will provide statistical insights into the strength and nature of these relationships.

TYPE OF PROJECT

This study is classified as a descriptive and exploratory research project. The primary aim is to explore and describe the dynamics of both internal and external customer relationships within the procurement department at TITAN Company. By focusing on understanding how the procurement department interacts with various internal stakeholders (such as production, R&D, finance, etc.) and external suppliers, the project aims to uncover current practices, challenges, and opportunities for improvement.

Descriptive Research

The study seeks to describe the existing relationship management practices, communication flows, and operational processes in the procurement department. Descriptive research will be conducted through surveys and interviews with key stakeholders within the organization, as well as external suppliers. The collected data will provide a snapshot of the current state of internal and external relationships and procurement efficiency.

Exploratory Research

In addition to describing existing practices, the project will also explore potential solutions or improvements. This exploratory aspect involves seeking out new insights, opportunities for digital integration, and more effective relationship management strategies. The goal is to uncover underlying issues that may not be immediately visible and propose actionable strategies to enhance procurement operations. Through a combination of qualitative and quantitative methods, the project aims to provide a holistic view of procurement relationship management, contributing both descriptive data and new solutions for the company.

TARGET RESPONDENTS

The target respondents for this study will include individuals from both internal and external stakeholders who interact with TITAN Company's procurement department.

Internal Respondents: This group will primarily consist of employees from departments that directly interface with procurement. This includes:

- Production Department: Personnel involved in the manufacturing processes who rely on procurement for raw materials, components, and equipment.
- Research and Development (R&D) Department: Staff responsible for innovation and new product development who require specific materials and supplies sourced by procurement.

- **Finance Department:** Individuals involved in budget management, payment processes, and financial reporting related to procurement activities.

External Respondents: This group will primarily consist of:

- **Key Suppliers:** Representatives from TITAN Company's main suppliers of raw materials, components, goods, and services. This will allow for an understanding of the relationship from the supplier's perspective, including their experiences with TITAN Company's procurement practices, communication, and collaboration efforts.

ASSUMPTIONS, CONSTRAINTS AND LIMITATIONS OF THE STUDY

Assumptions:

- Availability of Respondents:** It is assumed that the relevant employees from the procurement, production, R&D, finance, and quality control departments, as well as suppliers, will be willing and available to participate in the study, providing insightful and accurate responses.
- Honesty and Accuracy of Responses:** The study assumes that respondents will provide truthful and reliable information, both in qualitative interviews and quantitative surveys. Honest feedback is crucial for understanding the dynamics of relationships and the procurement process.
- Understanding of the Procurement Process:** It is assumed that respondents have a reasonable understanding of the procurement processes and relationship management practices at TITAN Company, which will allow for meaningful insights to be gathered.
- Relevance of Findings:** The study assumes that the findings from TITAN Company can be generalized to similar manufacturing firms, especially in the context of the Indian manufacturing sector, though the focus will be primarily on TITAN Company.

Constraints:

- Time Limitations:** The study is constrained by a limited time frame, which may impact the depth of data collection and analysis. As such, the research will focus on a snapshot of the current state of relationships within the procurement department, rather than long-term trends.
- Access to Data:** Due to confidentiality concerns and proprietary information, access to some procurement data, supplier contracts, and internal financial details may be restricted. This could limit the comprehensiveness of the analysis, especially for sensitive or high-level procurement processes.
- Scope of Respondents:** The study will focus on a specific set of internal and external stakeholders within TITAN Company and may not capture the views of all possible stakeholders (e.g., customers, other departments, or secondary suppliers), which could limit the generalizability of the findings.

Limitations:

- Sample Size:** The number of respondents may be limited by the availability of participants, especially within internal departments and suppliers, which may lead to a smaller sample size. This could potentially reduce the statistical power of quantitative data and the diversity of perspectives.
- Subjectivity of Qualitative Data:** The qualitative methods (such as interviews and focus groups) rely on the perspectives and interpretations of individuals. Respondents may have biases or subjective views, which could affect the consistency and objectivity of the data.

RESEARCH DESIGN

The research design for this study follows a mixed-methods approach, combining qualitative and quantitative methods to collect and analyze data from various sources. This approach allows for a more comprehensive understanding of the dynamics of internal and external customer relationships in the procurement process at TITAN Company. The goal of the research design is to capture the complexities of procurement relationships, both within the company and with its external suppliers.

➤ Descriptive Research

The study is primarily **descriptive** in nature. It aims to describe the current state of internal and external relationships in the procurement department, including how these relationships impact procurement efficiency, communication, and overall organizational performance. Descriptive research will help identify existing practices, challenges, and opportunities for improvement in procurement relationships. Data collected from various respondents, such as procurement professionals, internal stakeholders (e.g., finance, production, R&D), and external suppliers, will provide a clear picture of how these relationships function and where improvements can be made.

➤ Exploratory Research

In addition to describing current practices, the research is **exploratory** in nature. It seeks to uncover new insights into the factors influencing procurement relationships and suggest strategies for improvement. The exploratory aspect of the research will involve investigating potential barriers to effective

collaboration, the role of digital tools in relationship management, and the influence of organizational culture on procurement outcomes. By exploring these aspects, the research will contribute to a deeper understanding of the dynamics between internal and external stakeholders.

➤ **Research Objectives**

- To understand the dynamics of internal relationships between the procurement department and other functions within the organization.
- To explore how the procurement department manages its relationships with external suppliers.
- To identify challenges in internal and external relationship management within procurement.

SAMPLING METHODS

Sampling is a critical component of the methodology, ensuring that the study gathers data from a representative set of respondents who are knowledgeable about the procurement processes at TITAN Company. The study employs both purposive sampling and stratified random sampling to select the appropriate respondents.

Internal Stakeholders

Purposive Sampling will be employed to select key personnel within TITAN Company's internal departments. This includes:

- **Procurement Department:** The primary stakeholders, including procurement managers, purchasing officers, and sourcing specialists.
- **Production Department:** Personnel involved in managing production schedules, materials inventory, and ensuring that the necessary materials are procured.
- **Research & Development (R&D) Department:** Employees responsible for new product design and innovation, which often require close collaboration with procurement for sourcing specific materials and components.

The purposive sampling method ensures that individuals who are directly involved in procurement-related activities or who have a significant impact on procurement decisions are selected for the study.

External Suppliers

For external suppliers, stratified random sampling will be used to ensure diversity in the supplier group. Suppliers will be categorized into different strata based on the nature of their relationship with TITAN Company, such as:

- **Strategic Suppliers:** Suppliers that provide critical materials and components essential to the company's core products. These suppliers often have long-term, high-value contracts with TITAN Company.
- **Leverage Suppliers:** Suppliers that provide products or services that are important but not critical to the company's core offerings. These suppliers may have multiple potential alternatives.
- **Transactional Suppliers:** Suppliers that offer less critical materials or services, often with a focus on price competitiveness.

By using stratified random sampling, the study ensures that insights are gathered from a range of suppliers, allowing for a more comprehensive understanding of the external relationships in the procurement process.

Sample Size

The sample size for both internal stakeholders and external suppliers will be determined based on practical considerations such as the number of employees in each department, the availability of suppliers, and the time and resources available for data collection. A typical sample size might include:

- **20-30 internal respondents** (across procurement, production, R&D, finance, and quality control departments).
- **15-25 external supplier respondents** (from different supplier tiers).

These sample sizes are designed to balance the need for in-depth insights with the available resources for data collection and analysis.

DATA PROCESSING

Once the data is collected, it will undergo a systematic processing phase to ensure that it is accurate, consistent, and ready for analysis. The steps involved in data processing include:

Data Cleaning

The first step in data processing is to clean the collected data. This involves checking for and correcting any errors or inconsistencies, such as missing responses, duplicate entries, or incorrect data formats. The cleaning process ensures that only valid and relevant data is included in the analysis.

Data Coding (Qualitative Data)

For the qualitative data gathered through interviews and focus groups, responses will be transcribed and coded. This coding process will involve grouping similar responses into themes or categories based on the research questions. The aim is to identify patterns, key issues, and insights that will inform the analysis of internal and external relationship dynamics. Coding will be done manually or with the help of qualitative analysis software such as **NVivo**.

Statistical Analysis (Quantitative Data)

The quantitative data collected through surveys will be processed using **statistical analysis software** such as **SPSS** or **Excel**. The data will undergo the following steps:

- **Descriptive Statistics:** To summarize and describe the main features of the data, such as means, medians, standard deviations, and frequencies. This will provide an overview of the respondents' views on the effectiveness of procurement relationships.
- **Inferential Statistics:** Techniques such as correlation analysis or regression analysis will be used to explore relationships between variables. For example, the study may examine whether better internal collaboration correlates with higher procurement efficiency or satisfaction.

Triangulation

To ensure the validity and reliability of the findings, **triangulation** will be employed. This involves comparing and cross-checking the results from both qualitative and quantitative data sources. For instance, if qualitative interviews suggest that communication between procurement and production is poor, but the survey results indicate high satisfaction with internal communication, further analysis will be required to reconcile these findings.

SCALE DEVELOPMENT

For the quantitative data collection, **scales** will be developed to measure key factors related to internal and external relationships in procurement. These scales will be derived from existing literature and adapted to the context of TITAN Company's procurement processes. The scales will assess the following areas:

Internal Relationships Scale

This scale will measure the effectiveness of collaboration between the procurement department and other internal departments. It

will assess the communication, coordination, and alignment of goals between procurement and departments like production, R&D, and finance.

Sample items might include:

- "The procurement department communicates effectively with the production team."
- "Procurement decisions are aligned with the needs of R&D."

External Relationships Scale

This scale will measure the quality of supplier relationships. It will assess factors such as trust, communication, satisfaction, and the level of collaboration between TITAN Company's procurement department and external suppliers.

Sample items might include:

- "We have a strong, trusting relationship with our primary suppliers."
- "The procurement department is responsive to our supplier inquiries and concerns."

Satisfaction and Performance Scale

This scale will measure the overall satisfaction with procurement practices from both internal and external perspectives, as well as the impact of these relationships on procurement performance.

Sample items might include:

- "I am satisfied with the current procurement process."
- "Strong supplier relationships positively impact procurement performance."

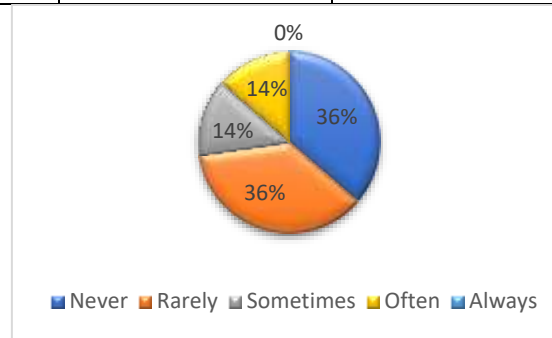
The scale will use a **Likert-type** response format ranging from **1 (Strongly Disagree)** to **5 (Strongly Agree)**.

DATA COLLECTION TOOLS FOR ANALYSIS

The study will utilize two primary data collection tools: surveys (for quantitative data) and semi-structured interviews (for qualitative data).

DATA ANALYSIS AND INTERPRETATION

Responses	No. of Respondents	% of Respondents
Never	8	36%
Rarely	8	36%
Sometime	3	14%
Often	3	14%
Always	0	0%
Total	22	100%



Inference

The responses are evenly split between "Never" and "Rarely" at 36% each, with a smaller portion responding "Sometimes" (14%) and "Often" (14%). **No one** selected "Always".

Inference

The majority of respondents (46%) rated the procurement department's performance as **well**. A significant portion also rated it as **very well** (37%). A smaller portion rated it as **neutral** (10%) or **poorly** (7%).

CONCLUSION

SUMMARY OF FINDINGS

- While overall satisfaction with the procurement team is high, there are notable inefficiencies in the actual procurement process, especially regarding delivery timelines and order tracking.
- The team excels in communication and providing clear guidelines, indicating good internal relationships and understanding.
- The procurement team's overall performance is rated neutrally, indicating a need for targeted improvements in quality, reliability, and responsiveness.
- The team is seen as effective in managing relationships and contributing to company goals. This positive perception can be leveraged to drive improvements and gain buy-in for necessary changes.
- The identified improvement areas emphasize the need for faster delivery, accurate order tracking, and stronger supplier relationships.
- Direct sales to its customers, supported by application-oriented sales engineers. The procurement department would need to be responsive to the demands and forecasts generated through this direct customer interaction.

SUGGESTIONS & RECOMMENDATIONS

- **Establish Regular Communication Channels:** Implement regular meetings (e.g., monthly or quarterly) with key internal stakeholders from different departments to understand their upcoming needs, challenges, and feedback on procurement services. This proactive communication can prevent misunderstandings and improve alignment.
- **Develop Service Level Agreements (SLAs):** Define clear expectations for procurement services, such as lead times for purchase order processing, response times for inquiries, and quality standards for procured goods. Formalizing these in SLAs can improve accountability and manage expectations.

- **Implement a Feedback Mechanism:** Create a formal system for internal customers to provide feedback on their experience with the procurement department. This could include surveys, feedback forms after project completion, or regular check-ins.

CONCLUSIONS

The procurement department at TITAN Company Ltd. plays a pivotal role in managing both internal and external customer relationships, contributing significantly to operational efficiency and overall business success. Externally, the company has strengthened supplier relationships through strategic sourcing, long-term partnerships, and the integration of digital tools such as CRM systems with SAP ERP. This has allowed for better responsiveness to customer needs, improved product quality, and increased transparency in the supply chain. Additionally, fostering supplier collaboration and sustainability practices has helped TITAN Company align with global standards and build trust among clients. Internally, the procurement function has adopted process improvements like QRM and cross-functional collaboration with engineering, finance, and operations teams to streamline decision-making and reduce cycle times. These efforts not only meet internal customer expectations but also support continuous improvement and innovation. Communication, feedback mechanisms, and employee training have further enhanced procurement's ability to serve internal stakeholders efficiently. The implementation of strong internal control systems ensures compliance, accountability, and clarity in procurement transactions, reinforcing internal stakeholder confidence.

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