

Analysis of the implementation of operational risk management in vegetarian culinary business

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ABSTRACT

This study aims to analyze, evaluate and overcome the risk management faced by "Amicable Cafe" in developing its culinary business to achieve sales or profit targets. The method used in this research analysis is a qualitative method, namely by observing, analyzing, and interviewing related to operational activities and to find out how operational risk management is implemented by Amicable Cafe, so that it can carry out operational activities more effectively and can manage risks that are exist properly, precisely and in accordance with the level of risk faced. Based on the results of observations and interviews, operational risk can be caused by human resources or technical errors. Actions taken by Amicable Cafe to anticipate this risk by conducting direct supervision to avoid errors in the production process that cause losses. Employee control and operational systems are also in accordance with the capabilities of each employee, so that the level of effectiveness in production is always under control. Anticipation implemented by Amicable Café in avoiding risks, one example is by providing training in advance to new employees to avoid the risk of human error in café operations. This research is useful for MSME business actors, especially the culinary business, in anticipating risks that can occur in their business.

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1. Introduction

The food and beverage industry is projected to still be a mainstay industry as a driver of manufacturing growth and Indonesia's national economy (Nasional, 2019). The important role of this industry can be seen from its consistent contribution to the non-oil and gas industry's gross domestic product (GDP) as well as increased realization of the food and beverage industry. Based on data from the Ministry of Trade, it shows that in the first quarter of this year there were 1.68 million small and medium industries (IKM) for drinks and food, or 38.27 percent of the total number of IKM. The food and beverage industry contributes 37.77 percent of the non-oil and gas industry's Gross Domestic Product (GDP) or 6.55 percent of national GDP (Perindustrian, 2022).

In recent years, the price of raw materials for food and beverages in the country has increased dramatically (Kementerian Koperasi dan Usaha Kecil dan Menengah Republik Indonesia, 2019; Sihotang, 2019). The impact is that competitors from other countries with cheaper products continue to produce and expand their market share in Indonesia, which can put pressure on the Indonesian food and beverage industry (Nasution, 2021). The Ministry of Industry also stated that many cheap products with competitive quality would enter the domestic market (Dewi & Mulyaningtyas, 2021; Rusdianto et al., 2022). Imported products from abroad did not experience an increase in production costs (Violin, 2019), while domestic products did the opposite. This condition must be immediately handled by domestic companies so that the Indonesian food and beverage industry can survive operations. The pattern of a company's response to achieve its goals in industrial competition is called market behavior (Kuncoro, 2017).

In several previous studies related to risk management in MSMEs conducted by (Haryani et al., 2022) support the implementation of risk management for MSMEs in order to minimize losses which have an impact on reducing the company's perception of risks such as operational risk, financial risk, market risk, credit risk and so on. Research (Siswanti et al., 2020) states that effective risk management implementation can help managers or owners of MSMEs in achieving business goals, by realizing the importance of ERM implementation, risk management strategies are the main agenda for MSME entrepreneurs in controlling business and helping to minimize risk. According to research (Hardana & Syafruddin, 2019; Violin et al., 2022) one way for MSMEs to assess business success or sustainability is to assess the financial performance of the business. Financial performance reflects the company's success in allocating its financial resources in a way that is used as a basis for making investment decisions. According to research (Benzaghta et al., 2021; Sipayung & Ardiani, 2022) states that the implementation of enterprise risk management (ERM) in MSMEs can increase risk awareness among entrepreneurs and employees, thereby facilitating decision making and optimizing company performance. The difference between previous research and our research lies in the method (Sipayung & Cristian, 2022). The difference between previous studies and our research lies in the method. We analyze the operational risk management of MSMEs using qualitative methods, namely in the form of interviews and direct observations to the place. Thus, it can clearly know what risks are faced in the operations of MSMEs and the data obtained are real and in accordance with the current conditions.

In running a business in the food and beverage industry, one must be clever in terms of determining market segmentation, business targets, and targets for the products produced (RANI, 2020). One of the MSMEs in Batam City that implements risk management is "Amicable Café". This cafe is a food restaurant that serves vegetarian food with a variety of very interesting menu choices. The background behind the establishment of this business is that in addition to healthier vegetarian food, the owner also wants more people to get to know this healthy food made from non-meat. Not only by opening an outlet located at Lotus Garden block Aa No. 05-06, but Amicable Cafe also works with several well-known food delivery service platforms such as Go-Jek, Grab, and Shopee Food.

Based on the explanation above, we chose "Amicable Cafe" as our partner because "Amicable Café" is a medium MSME crowded among the public and has become one of today's favorite vegetarian restaurants and is an MSME that can identify, avoid and overcome risks that will or have occurred in the businesses they run, for example, there is intense competition between cafes in this modern era where there is many entrepreneurs will try to provide innovations to the cafes they run so as not to be left behind in the competition.

2. Research Method

2.1 Risk management

The definition of risk management according to a book entitled "Risky Business" (Whitehead, 2022), is the application of various policies and procedures to minimize events that reduce the capacity and quality of a company's work (Whitehead, 2021). Meanwhile, according to (Rustam, 2017) risk is the possibility of unwanted results occurring which can result in losses if not properly anticipated or prevented. The definition of risk is an adverse event or the results obtained may deviate from the expected results. According to the Decree of the Minister of Finance (KMK) Number 577/KMK.01/2019, the risk is the possibility of an event occurring that will have an impact on achieving organizational goals. If an organization is affected by risk, in bad circumstances the organization can experience destruction. Risks are grouped into several categories such as pure risk, which is the risk that there is a possibility of loss and no profit at all, speculative risk (Mukhlisin, 2021; Pratama, 2019), which is the risk that when a loss occurs, it is still hoped that there will be a profit from that risk.

According to Dr. Suryanto in his 2020 module, apart from these two risks can also be differentiated based on their conditions, including:

- a. Dynamic Risk
Risks that arise as a result of changing conditions in society and technology may give rise to new risks
- b. Static Risk
Risks that arise from certain balance conditions and practically do not change from time to time.

Risk can also be divided into subjective risk groups, risks related to a person's perception of the risk itself, and objective risks based on objective parameter observations (Otoritas Jasa Keuangan, 2020) The purpose of risk management is to manage risk so that organizations can obtain the most optimal results in

running their organization (Chotimah et al., 2019). In 2021, the Ministry of Finance also revealed that if an organization does not have good management in managing all possible risks, then the organization will of course experience losses. It is for this reason that risk in an organization must be managed properly so that the organization can last a long time, generate profits, and can achieve its goals in the shortest possible time (Siswanti et al., 2020).

2.2 Operational Management

After the risks that are likely to occur have been analyzed and identified, a company will begin to design a handling strategy that will be implemented. This strategy is based on the nature and impact of the risk itself (Siswanti et al., 2020). There are four strategies for dealing with risk, namely:

- a. Risk Avoidance
Means withdrawing from risk scenarios or deciding not to do something that carries risks.
- b. Risk Reduction
Risk reduction techniques are applied to maintain risk to a level that is more than acceptable and reduce the amount of risk that will be accepted.
- c. Risk Transfers
Risks can be reduced or made more acceptable when compared with the results obtained.
- d. Risk Retention
When these risks are accepted, approved, and calculated into the budget, these risks can still be maintained.

2.3 Risk Assessment Stage

The risk assessment stage must be carried out systematically by utilizing the knowledge and views of stakeholders. A risk assessment must be based on factual observations based on available information to obtain further observations as needed (Pusparini & Ryandono, 2019; Zagoto & Sitokdana, 2021). The risk assessment process is divided into 3 elements, namely (Sastrodiharjo et al., 2019):

- a. Risk Identification
The purpose of this identification is to explore events in the implementation of actions or activities that hinder the achievement of an organization.
- b. Risk Analysis
Is a systematic process that aims to determine how often or how big the impact of risk will occur along with the consequences that will be received. The purpose of risk analysis is to find out what actions or countermeasures will be applied to risks that are likely to occur.
- c. Risk Evaluation
Risk Evaluation is the final stage in risk assessment where this stage helps to make decisions based on the analysis that has been carried out and compares the level of risk that has been found during the analysis process with predetermined risk criteria.

2.4 Research methodology

The research method that we use in analyzing the culinary business "Amicable Cafe" is qualitative. According to (Moelong, 2017), qualitative research is research whose goal is to understand phenomena from the experiences studied, such as behavior, observations, motivations, actions, and others, carried out holistically and with the help of descriptions in the form of words and language. The qualitative method in this research is used to analyze the operational management risks of our partner, amicable cafe, so that from this method we find the risks or problems faced by amicable cafe and conclude it in the results and discussion section.

3. Results And Discussions

3.1 Bow-Tie Representation of Risk

Reporting from the Indonesia Risk Management Professional Association, Bow-Tie representation is an analytical technique in the form of a diagram in the form of a bow tie that describes the risk events faced (Handayani, 2021).

Table 1. Operational risk

No.	Risk	Levels	Affected	Impact
1	Operational risks	high	Products & Processes	Reputational And Marketplace
2	Uncertainty of income or monthly income that has an impact on the company's finances	Medium	Process	Financial
3	Risk of business competition because there are many cafes nowadays that also provide vegetarian food with various characteristics that are owned by each cafe	high	Processes and Products	Marketplace and Finance
4	Failure during the production process due to errors, incompleteness and inaccuracy	high	Process and People	Marketplace and Reputational
5	The risk of fire and work accidents in the production process	high	People and Processes	Infrastructure
6	The risk of rising raw material prices	high	Product	Marketplace and Finance
7	human error	Medium	People and Processes	Infrastructure and Finance
8	Market demand conditions change over time	Medium	Product	Financial and Marketplace

If an operation is not running as desired, everything will be even more erratic, it will affect reputation and market. Amicable Café must always pay attention to its workers so as not to cause chaos to the cafe and can always follow the rules that have been made by the cafe. Therefore, this risk is included in operational risk and has a high level of risk.

At this time, it is indeed more and more cafes are engaged in vegetarian culinary which will make business competition in this field even stronger this makes Amicable Cafe have to try even harder to maintain its business so it must immediately innovate and create unique things that don't exist in café other. This makes this risk at a medium level and has an impact on the market and finances if Amicable Café is unable to compete with other competitors and from time to time the trend level in the culinary business changes.

Uncertainty income or income is the most important thing in doing business because it is financially based on where the profit comes from. This risk can have an impact such as revenue, profits, losses, increases in raw materials, and various other costs. This risk can have a crucial impact on Amicable Cafe's business if the revenue earned does not have ongoing uncertainty or uncertainty. This risk is still categorized at the middle level because it can be resolved quickly. However, there is no possibility of it becoming a high level if Amicable Café hasn't repaired and protractedly delayed it.

The next risk is a failure during the production process. If the occurrence continues to experience incompleteness and inaccuracy during production, this is something that can be said to be quite fatal because of carelessness between workers and Café managers. This risk can affect the market and reputation and has a high level, therefore Amicable Café must check stock at least once a month to avoid product shortages during the production process.

The risk of fire and accidents doesn't always happen. However, the level of risk is categorized as high because it has an impact on Amicable Cafe's infrastructure. Most fires and accidents that occur are likely in the kitchen. To avoid this incident, Amicable café is required to provide a first aid kit as a first aid tool.

The increase in raw material prices was quite a burden for Amicable Cafe because most of Amicable Café's kitchen ingredients were imported from China so they have to rearrange product prices so that they can adjust to consumers and get the benefits of the capital they have spent.

Operational risk human error is caused by the poor layout of work facilities, low level of competence of workers, poor work system, workers experience fatigue and stress, unsupportive work environment, not the optimal application of K3 culture, and work management not optimal. Risk level human error is a medium-sized infrastructure and financial impact Amicable Café. The solution that can be taken by Amicable Café is to provide motivation to be enthusiastic at work and provide time to rest.

In running a business it is also necessary to achieve market developments that are popular among consumers or are in great demand. To have a good business, you need to have your strategy as a business person, you have to keep up with market changes even though they often change. Where it is better to take advantage of existing business opportunities to win the competition in the market. Risk level market demand conditions that change over time are medium and have an impact on Amicable Café's finances and marketplace. The solution that can be applied is to create and change a more interesting innovation concept.

3.1.1 Strategic Risks

Table 2. Strategic risk

No.	Risk	Levels	Affected	Impact
1	A strategic location so that customers can easily find it and the convenience of interior design	Medium	Premises & Processes	Reputational and Marketplace

The location of Amicable Cafe is strategic. One of the places that consumers value now is the parking lot, so Amicable Café chose a location under the road to make it easier for consumers to get a spacious and safe parking lot and this vegetarian food business is their own. Amicable Café also has an inside design café that makes people interested in the contents inside café and Amicable Café makes for a gathering place for friends or family at the rooftop which has a very beautiful view. However, Amicable Café must increase innovation so that it can advance its business step by step from the increasing number of competitors

3.1.2 Tactical Risks

Table 3. Tactical risk

No.	Risk	Levels	Affected	Impact
1	Risk due to product trends that often change and do not last long	Medium	Product	Reputational and Marketplace

As market trends change and product demand, as an entrepreneur, you must follow the market, even though it changes frequently. Where to take advantage of business opportunities on the current scale to beat the competition in the market. Therefore, action is required to respond to changing market trends to keep the business running smoothly. Entrepreneurs must have their own characteristics and creativity. Creativity in service and marketing is supported not only by the media used, but also by the way merchants present their services and business marketing. Every consumer wants a product that is of high quality and affordable. Therefore, as an entrepreneur, you must be able to determine long-term market segments. As we know, market trends tend to change for now. This is of course a separate consideration for business people to analyze changes in market trends, regardless of whether they are long-term or temporary changes. One solution that can be implemented by Amicable Cafe is to design a shopping/packaging area and then create a unique product table to attract customer attention.

3.1.3 Compliance Risks

Table 4. Compliance risk

No.	Risk	Levels	Affected	Impact
1	Irresponsibility for mistakes and unprofessional employees who act not according to Standard Operating Procedures (SOP)	high	Processes and People	Infrastructure and Reputational
2	Risks in trust (Acts of theft, lying, etc.)	high	People and Processes	Infrastructure and Finance
3	Risk of damage to business goods by employees	high	Processes and People	Infrastructure and Finance

The first Compliance Risk namely irresponsibility for mistakes and unprofessional employees who act not according to Standard Operating Procedures (SOP). Employees are the company's most important resource, because employee performance indirectly affects the entire business process. Negligence and unprofessionalism of employees can cause many impacts and risks from various perspectives, both operationally, financially and satisfactorily. This level of risk is considered high because it can weaken the company's financial position and organization. If the employees are unprofessional or do not meet the criteria, Amicable Cafe's infrastructure will suffer and Amicable Cafe's reputation will also deteriorate, and the employee's bad image. The solution that can be applied is to give a warning or sanction, such as an unacceptable mistake that can damage the reputation of Amicable Café.

The second Compliance Risk is risks in trust (acts of theft, lying, etc.), which are unavoidable because they are related to the nature of each individual Trust risk can arise from employee fraud. This risk belongs high kabe cause fraud committed by that person can harm Amicable Cafe in accordance with the intensity of his actions. SThe solution that can be implemented is to implement more thorough monitoring such as installing CCTV, creating standards and integration that allows cross-checking to be minimized and creating harsh penalties and regulations.

The third Compliance Risk is the risk of damage to business goods by employees. This is due to intentional or unintentional negligence of an employee in the use of the business assets provided. This risk is classified as high because damage to goods by this person can harm Amicable Café. This risk has an impact on infrastructure and financial aspects because the actions taken by someone will affect the development of Amicable Café's infrastructure and cause material losses to Amicable Café. The solution that can be applied is that Amicable Café can consider imposing sanctions in the form of fines or compensating for business assets that have been damaged by someone.

3.2 Application of Risk Matrix Operational Risk

Based on the results of the analysis of the risks of Amicable Café previously described, the graph that will be displayed in the discussion later is a graph that illustrates and connects the correlation between the impact and likelihood of each risk. The graph presented is made by utilizing Canva software. If a risk has a significant impact and a high likelihood, the risk is classified as risk 1. If a risk has a significant impact and a low likelihood, the risk is classified as risk 2. If a risk has a low impact and a high likelihood, the risk is classified as risk 3. If a risk has a moderate impact and likelihood, the risk is classified as risk 4. If a risk has an equally small impact and likelihood, the risk is classified as risk 5.

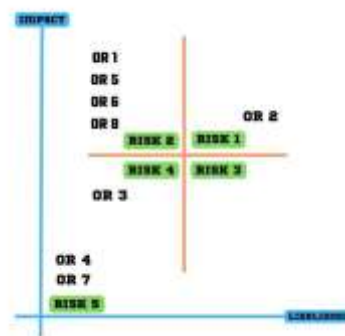


Figure 1. Graph of operational risk
Source: Author Processed Data, 2022

- a. The first level of risk in operations has a high impact because it can hinder business operations during operations. However, before this risk occurs, Amicable Café has established rules that are already available at the Café so that this risk when it is operational is still rare.
- b. This is the risk where Amicable Café has to try hard to give a sense of curiosity to its products. Because in general vegetarian food is often the same and makes consumers bored. It can be said that incidents like this are common, so Amicable Café must create its own taste, and the public can know that Amicable Café has its own unique product.
- c. Income uncertainty can affect the finance department of the café. However, this risk is unlikely to occur because Amicable Café always pays close attention to its financial condition.
- d. The risk that this time can be said is not too significant. Amicable Café checks every day how things are going at the café so that there are no empty or unavailable items during production. So it can be judged that this risk can be said to be very rare in Amicable Café.
- e. Fires and accidents rarely occur in the production process. However, if this happens it will have an impact on Amicable Café's business activities. To avoid this risk, Amicable Café always provides a light fire extinguisher and first aid kit.
- f. An increase in raw materials can affect the café's income and increase prices on products. Amicable Café must redesign the price of the products they produce in order to adjust the target market, capital and profits that can be generated. This risk rarely occurs because raw price increases usually occur over a long period of time.
- g. Human Resource Risk is categorized in risk 5 which involves human error that affects the person's personality. However, this is rarely the case at Amicable Cafes and matched cafes always offer moments when employees need a break too.
- h. This risk is categorized into risk 2 and has a high impact because if you don't keep up with market trends it can cause the café to be quiet because consumers are not interested in old-fashioned concepts. This risk

rarely occurs at Amicable Café because it always follows market trends and designs interesting innovative concepts.

3.3 Application of Risk Matrix Tactical Risk

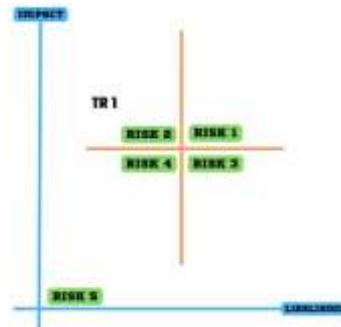


Figure 2.Graph of tactical risk
Source: Author Processed Data, 2022

Location is one of the most important when running a business and also requires convenience for consumers. This risk has a high impact because it involves consumer convenience and also often occurs if Amicable Café does not succeed in providing good service and cafe comfort which makes consumers feel dissatisfied that they get at Amicable Café.

3.4 Application of Risk Matrix Strategic Risk

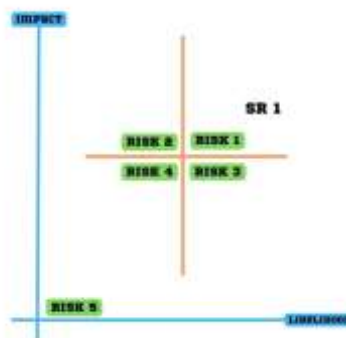


Figure 3.Graph of Strategic Risk
Source: Author Processed Data, 2022

Amicable Café always has a way to make their customers enjoy their products deliciously. Even though there are frequent changes in product trends that can have a high impact, Amicable Café always innovates better and can adjust to what their customers are currently wanting. Therefore, this risk rarely occurs with the creativity of the workers and people who contribute to Amicable Café.

3.5 Application of Risk Matrix Compliance Risk

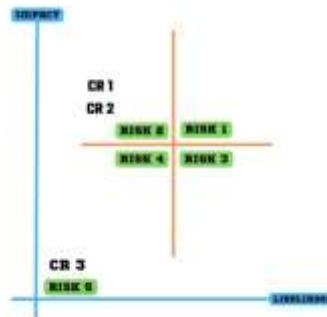


Figure 4. Graph of compliance risk
Source: Author Processed Data, 2022

- Risks that have an irresponsible and unprofessional attitude are included in risk 2, namely, high impact, low likelihood. These risks have a high impact that can lead to consumer dissatisfaction with the café. However, this rarely happens at Amicable Café because the employees are compact and can work together in a team.
- A belief in risk is high impact because it is not easy when someone builds a trust. This time the risk rarely occurs in Amicable Café because they are ready to give sanctions and punishments if the café employees make mistakes. then, every Amicable Café employee has also undergone a training period before becoming a permanent employee at Amicable Café.

The risk of damage to business goods by employees is a low-impact thing because it can still be tolerated and only covers the café. Such a risk rarely occurs in Amicable Café, where employees are always given directions by Amicable Café's superiors.

4. Conclusion

In Analyzing the Application of Operational Risk Management at Amicable Café with Qualitative Methods which include the following steps: Identifying risks that are the subject matter, compiling and collecting business data as complete as possible, analyzing and examining data by directly visiting and observing business operational management and conducting a brief interview with one of the "Amicable Cafe" business employees to find out more about the things we will analyze and collect the information needed to identify and overcome the risks that will or have occurred in the business they run. From the analysis above, it can be concluded that Amicable Café has a good strategy and is also quite mature in running its business so that every risk that will or is likely to risk that they will face has been estimated the impact, consequences, and also how to overcome and prevent these risks, so that the business being run can run well with concerns that are not so high because it already has a good strategy.

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