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Sustainable Risk Management at Bukit Selatan Coffee Shop Based on ISO 31000:2018

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ABSTRACT

This study aims to analyze sustainable risk management at Bukit Selatan Coffee Shop in Tebet, South Jakarta, based on ISO 31000:2018. A qualitative case-study approach was employed. Data were collected through interviews with the owner and employees, observation of operational activities, and supporting documentation. The analysis followed the ISO 31000:2018 process: establishing context, risk identification, risk analysis (likelihood and impact), risk evaluation to set priorities, and the formulation of risk treatments. The findings reveal key risks across financial, operational, human resource, and market aspects. High-priority risks include service delays during peak hours, breakdowns of critical equipment, and fluctuations in raw material prices. Recommended treatments focus on risk reduction through standard operating procedures, improved shift scheduling, barista training, preventive maintenance, inventory control, and supplier diversification, supported by continuous monitoring and periodic review. Implementing the ISO 31000:2018 framework strengthens the shop's preparedness for uncertainty, supports operational stability, and enhances business sustainability amid intense competition.

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INTRODUCTION

The coffee shop business in urban areas has experienced rapid growth in recent years. An independent study by Toffin (Indonesia, 2019) reported that by August 2019 the number of coffee shops in Indonesia had reached more than 2,950 outlets—nearly triple the number recorded in 2016, which was around 1,000 (Aryani et al., 2022; Asys et al., 2022; Habibi & Siregar, 2025). This growth indicates that coffee is no longer merely a beverage; it has become part of a modern lifestyle, especially among young people and urban workers who use coffee shops as places to socialize, work, and relax.

These changing consumption patterns have also raised expectations in the coffee shop industry. Customers now demand not only product quality, but also a satisfying experience and atmosphere (Pranadewi et al., 2025; Siregar et al., 2022). Skilled baristas, high-quality coffee beans, and aesthetically pleasing, comfortable interiors are increasingly seen as standard requirements (Hurdawaty & Juwarno, 2023; Wachdijono & Yahya, 2021). As a result, competition among coffee shops has intensified, forcing business owners to manage their operations more systematically, consistently, and adaptively in response to market trends.

In South Jakarta particularly in Tebet—the rapid expansion of coffee shops has further intensified competition. Competition is no longer limited to price and menu variety; it also involves service speed, product consistency, customer comfort, and the ability to attract and retain loyal customers (Nurulhidayah & Jannah, 2025; Zainarti et al., 2025). This situation requires every coffee shop, including independently owned MSMEs, to manage their business effectively in order to survive and grow sustainably.

As an independent coffee shop in Tebet, Bukit Selatan Coffee Shop faces various risks arising from daily operations. From a financial perspective, major risks include fluctuations in the prices of raw materials such as coffee beans, milk, sugar, and other supporting ingredients and packaging (Nurulhidayah & Jannah, 2025; Suryanti et al., 2025). Coffee prices are influenced by weather conditions in producing countries, exchange rates, and global demand dynamics. When prices rise, production costs increase and profit margins can decline. For MSMEs with limited capital, this can disrupt cash flow stability and threaten business sustainability if not managed properly.

From an operational perspective, risks include service delays during peak hours due to limited barista availability, suboptimal shift scheduling, increased order volume, and equipment issues involving key tools such as espresso machines and grinders. Poor workforce allocation for example, assigning experienced baristas during slow hours and new baristas during busy periods can reduce service speed and increase order errors (Hayati, 2025). In addition, weak coordination between shifts can cause communication gaps related to preparation of ingredients and stock information, ultimately affecting customer satisfaction and the shop's reputation.

Risks also arise from human resources and market factors. Barista performance consistency and workforce stability directly influence service quality (Bayu & Semara, 2024; Wulandari et al., 2026). Meanwhile, changing customer preferences and the growing number of competitors in the Tebet area may reduce customer visits. If these risks are not identified and managed systematically, the consequences may include increased complaints, declining satisfaction, reduced revenue, and potential threats to the long-term sustainability of Bukit Selatan Coffee Shop.

In the context of sustainability, risk management becomes essential because business sustainability is not determined solely by marketing strategies and product quality, but also by the ability to anticipate uncertainty and maintain long-term operational stability (Harahap et al., 2024; P et al., n.d.). Culinary MSMEs are generally more vulnerable due to limited resources and the lack of structured risk management practices. Previous studies indicate that MSMEs face high exposure to business risks, and coffee businesses without risk management plans are more likely to experience recurring losses due to weak operational control.

Therefore, a systematic, measurable, and sustainable risk management approach is needed. ISO 31000:2018 provides a risk management framework that can be applied to help organizations/MSMEs establish context, identify, analyze, evaluate, and treat risks appropriately. Implementing ISO 31000:2018 is expected to strengthen Bukit Selatan Coffee

Shop's business resilience through more structured risk controls, supporting business continuity amid competition and a dynamic business environment.

Accordingly, this study focuses on Sustainable Risk Management at Bukit Selatan Coffee Shop Based on ISO 31000:2018, emphasizing the importance of risk management in maintaining operational stability, minimizing losses, improving service quality, and strengthening the sustainability of Bukit Selatan Coffee Shop in Tebet, South Jakarta.

METHODS

This study employed a qualitative case study approach at Bukit Selatan Coffee Shop, Tebet, South Jakarta, using ISO 31000:2018 as the reference framework. Data were collected through interviews (with the owner and employees), direct observation of operational processes, and supporting documentation (such as SOPs and operational/complaint records, if available). The analysis followed the ISO 31000:2018 stages: establishing context, identifying risks, analyzing risks (likelihood and impact), evaluating risks (prioritization), and developing risk treatments (avoid, reduce, share/transfer, accept). Data validity was strengthened through triangulation of sources and methods.

RESULTS AND DISCUSSION

A. Results

1. Overview and Risk Context

Based on observations and interviews, Bukit Selatan Coffee Shop operates in Tebet, an area with intense competition. Key operational activities include procurement of raw materials, beverage production, customer service, and human resource management. These conditions highlight the need for structured risk management to ensure business stability and sustainability.

2. Risk Identification

Identified risks were categorized into four main aspects:

a. Financial Risks

Fluctuating prices of coffee beans and supporting materials (milk, sugar, syrups, packaging). Increasing operational costs that reduce profit margins.

b. Operational Risks

Service delays during peak hours. Breakdowns of key equipment (espresso machine, grinder) that disrupt production. Stock unavailability and ineffective communication between shifts.

c. Human Resource Risks Ineffective shift scheduling (experienced baristas not assigned during peak hours). Inconsistent skills/accuracy leading to order errors.

d. Market/External Risks

Growing competition in the Tebet area. Shifts in customer preferences (menu trends, beverage trends, café experience).

3. Risk Analysis and Evaluation

Risk assessment was conducted by considering likelihood and impact. Overall, the evaluation indicated:

- High-Priority Risks

Service delays during peak hours.

Breakdowns or disruptions of key production equipment.

Raw material price fluctuations affecting costs and margins.

- Medium-Priority Risks

Suboptimal shift scheduling and weak coordination between shifts.

Order errors due to insufficient training or inconsistent staff performance.

Changes in customer preferences.

- Low-Priority Risks

Minor risks with limited impact or low occurrence frequency that can be controlled through routine monitoring.

4. Risk Treatment

Risk treatment strategies were developed based on ISO 31000:2018 (avoid–reduce–share/transfer–accept):

- Service delays (High) — Risk Reduction
Restructure shifts to place experienced baristas during peak hours.
Establish service SOPs and role allocation during peak periods (order–brew–serve).
Review overly complex menu items during peak hours (process simplification).
- Equipment breakdowns (High) — Risk Reduction/Share
Implement preventive maintenance schedules.
Use daily equipment checklists before operations.
Apply “share/transfer” options through service subscriptions, technician partnerships, or equipment warranties.
- Raw material price fluctuations (High) — Risk Reduction/Controlled Acceptance
Use multiple suppliers to reduce dependency.
Apply inventory control (reorder points) and purchasing planning.
Adjust pricing or bundling strategies gradually when necessary.
- HR issues and order errors (Medium) — Risk Reduction
Provide regular barista training and standardized recipes/measurements (recipe cards).
Conduct pre-shift briefings and maintain shift-to-shift operational notes.
- Competition and shifting preferences (Medium) — Risk Reduction/Acceptance
Monitor menu trends and evaluate customer feedback.
Differentiate customer experience through service quality, ambience, and product consistency.
Accept certain risks at a controlled level while maintaining continuous monitoring and adaptation.

B. Discussion

The findings show that Bukit Selatan Coffee Shop faces risks originating from internal uncertainty (operations and human resources) and external uncertainty (market conditions and raw material prices). This aligns with ISO 31000:2018, which defines risk as the “effect of uncertainty on objectives.” Implementing risk assessment (identification–analysis–evaluation) enables the coffee shop to prioritize risks so that treatments can be more focused and efficient.

Operational risks particularly service delays and equipment breakdowns are critical because they directly affect customer satisfaction, reputation, and daily revenue. Repeated operational disruptions may reduce customer loyalty and weaken cash-flow stability. Therefore, strengthening SOPs, optimizing workforce scheduling, and maintaining equipment are key actions to ensure service continuity.

Financial risks related to raw material price volatility are difficult to avoid due to external drivers. However, ISO 31000:2018 encourages realistic and proportional controls. Strategies such as supplier diversification, inventory management, and gradual price/menu adjustments can reduce the impact and support long-term margin sustainability.

Sustainable risk management does not end with listing risks and mitigation plans; it requires monitoring and review. Routine evaluations (weekly/monthly) of customer complaints, service time during peak hours, equipment condition, and market trends enable continuous adaptation and help maintain consistent service quality.

Practically, applying ISO 31000:2018 to MSMEs such as coffee shops can improve preparedness for uncertainty, reduce operational losses, enhance customer satisfaction, maintain revenue stability, and ultimately support business sustainability amid intense competition in Tebet.

CONCLUSION

Sustainable risk management at Bukit Selatan Coffee Shop based on ISO 31000:2018 indicates major risks in financial, operational, human resource, and market aspects. The highest-priority risks are service delays, critical equipment breakdowns, and raw material price volatility because they directly affect customer satisfaction and revenue. Recommended treatments focus on risk reduction through SOP development, improved shift scheduling, barista training, preventive equipment maintenance, inventory control, and supplier diversification, supported by ongoing monitoring and periodic evaluation to ensure business stability and sustainability.

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