



## Risk Management Strategy in Supply Chain Management

Alhidayatullah<sup>1</sup>, Muhammad Khairul Amal<sup>2</sup>,  
Muh. Abdul Aziz<sup>3</sup>, Chieka Putri Anjani<sup>4</sup>

[alhidayatullah@ummi.ac.id](mailto:alhidayatullah@ummi.ac.id)<sup>1</sup>, [khairulamal@ummi.ac.id](mailto:khairulamal@ummi.ac.id)<sup>2</sup>,  
[muhammadaziz085@ummi.ac.id](mailto:muhammadaziz085@ummi.ac.id)<sup>3</sup>, [chiekaputrianjani001@ummi.ac.id](mailto:chiekaputrianjani001@ummi.ac.id)<sup>4</sup>

Program Studi Manajemen Universitas Muhammadiyah Sukabumi

### ABSTRACT

The problem faced by office stationery MSMEs is the high price from suppliers to reduce the number of suppliers and the number of competitors in both offline and online stores. The purpose of this study is to know and explain risk management strategies in supply chain management carried out by MSMEs stationery D'UNIC. The method used in this research is qualitative, while the data collection method uses literature study, observation, and interviews. The informant in this study was the leader of the MSMEs stationery D'UNIC office. The analysis technique used in this study is the triangulation of source and time. The results of the study explain that the strategy used by D'UNIC office stationery MSMEs in risk management and supply chain management is to improve the services provided to consumers. As well as working with several suppliers who provide cheaper prices and provide waivers to increase stock at the beginning with a payment system at the end. The strategies taken by D'UNIC office stationery MSMEs to date have been quite successful.

**Keywords:** strategy, risk management, supply chain management, D'UNIC

### RESEARCH BACKGROUND

In a dynamic and increasingly competitive business environment, supply chain management has become an essential factor for the success of organizations. An efficient and effective supply chain allows companies to provide products or services at lower costs, better quality, and faster delivery times (Komal & Saad, 2024). However, on the other hand, the supply chain also faces various risks that can disrupt smooth operations and result in significant financial losses. Risks in the supply chain can come from a variety of sources, such as raw material supply disruptions, supplier failures, delivery delays, demand fluctuations, natural disasters, and even changes in government policies (Kähkönen et al., 2023). Therefore, effective risk management in supply chain management is very important to mitigate the negative impact of these risks to ensure business continuity.

In today's era of globalization, supply chain management has become a very important aspect of the success of a business organization. An efficient and integrated supply chain allows companies to provide added value to customers through the provision of quality products or services at competitive costs and fast delivery times (Pratondo et al., 2023). However, on the other hand, the complexity of modern supply chains also brings significant

challenges and risks for companies. Risks in the supply chain can come from a variety of sources, both internal and external (Baghalzadeh Shishehgarkhaneh et al., 2024).

Internal factors such as mismanagement, equipment failures, or quality issues can cause disruptions in the flow of goods and information. Meanwhile, external factors such as natural disasters, changes in government policies, economic fluctuations, or political disturbances that have an impact on the continuity of supply chain operations. The impact of supply chain risks can be huge, ranging from production disruptions, delivery delays, to loss of market share and the Company's reputation (Aljabhan, 2023). Therefore, an effective supply chain management risk management strategy is needed to ensure business continuity and maintain competitive advantage.

An effective risk management strategy involves a series of structured steps, starting from risk identification and assessment, development of mitigation plans, to periodic monitoring and evaluation (Ulfah, 2020). By adopting best practices in supply chain risk management, companies can increase operational resilience and flexibility, minimize the negative impact of disruptions, and take advantage of opportunities to improve efficiency and provide added value to customers (Prasetyo et al., 2020).

In MSMEs, D'UNIC office stationery is faced with the problem of increasing selling prices from each supplier, which causes the management to reduce the suppliers of goods in D'UNIC stationery MSMEs. So a proper strategy is needed to overcome this problem and supply is not impeded. From the description and problems above, the purpose of this study is to find out and explain risk management strategies in supply chain management carried out by D'UNIC office stationery MSMEs.

## **LITERATURE REVIEW**

### **Risk Management Strategy**

A risk management strategy is a structured approach used by organizations to identify, analyze, evaluate, handle, and monitor risks that can affect the achievement of organizational goals (Y. Yang et al., 2023). Some of the main components of a risk management strategy include identifying risks, namely recording and categorizing various types of risks that can occur, both internal and external. Risk Analysis is to assess the likelihood of risks and the impacts caused, as well as determine the priority level of risk based on its severity.

Evaluate Risk by determining the risk tolerance threshold that the organization can accept, and decide which risks need to be addressed and which are acceptable. Risk Management is choosing the most appropriate risk management strategy, such as avoiding, reducing, transferring, or accepting risks, as well as developing an action plan to implement risk management strategies. The last is Monitoring and Review, which monitors the effectiveness of risk management that has been carried out, and evaluates and updates risk management strategies periodically (Pellegrino et al., 2024). The implementation of a comprehensive risk management strategy can help organizations anticipate and minimize the impact of risks, so that they can achieve their goals more effectively (Ferreira de Araújo Lima et al., 2020; Gennaro, 2021).

### **Supply Chain Management**

Supply chain management is a series of activities and processes related to the movement of goods, from the procurement of raw materials to the distribution of final products to customers (Shin & Park, 2021). Supply chain management is the management and coordination of all activities involved in the procurement and transformation of raw

materials into semi-finished goods and finished products, as well as the process of distributing these products to end customers (Ruslim et al., 2022).

There are 3 (three) components and flows in supply chain management, including the flow of goods/products starting from the procurement of raw materials, the production process, storage/warehousing, and the distribution of the final product (Wiedmer et al., 2020). The flow of information includes the exchange of data between suppliers, manufacturers, distributors and customers, inventory management systems, and demand forecasting (B. Yang et al., 2024). Financial flows include payments to suppliers, management of operational costs, and billing to customers (Rozudin & Mahbubah, 2021).

The main goal of supply chain management is to ensure the smooth flow of goods, information, and finance efficiently and effectively, so that it can meet customer demand at optimal costs (Aprilianti & Santosa, 2022). Good supply chain management involves coordination and collaboration between various parties such as suppliers, manufacturers, distributors, retailers, and end customers. This allows companies to improve efficiency, lower costs, improve service to customers, and gain a competitive advantage in the market (Li & Chen, 2019).

## RESEARCH METHODOLOGY

This research uses a qualitative approach so that in the research procedure, it produces descriptive data, both in the form of speech, behavior, and phenomena found when going directly into the field to observe the objects and subjects to be studied (Sugiyono, 2019). According to Creswell (2023) is "the intent of qualitative research is to understand a particular social situation, event, role, group or interaction. It is largely an investigate process where the researcher gradually makes sense of a social phenomenon by contrasting, comparing, replicating, cataloguing and classifying the object of study". The type of research used is descriptive, namely research that aims to decrypt or explain something as it is (Moleong, 2017). This research aims to provide a description or overview of a situation.

### Data Sources

This study uses primary data, namely data collected directly from informants through interviews. The primary data of this study comes from information provided by the informant, in this case the leader of D'UNIC stationery MSMEs.

### Data Collection

The data collection method in this study uses literature studies, observations, and interviews. The data collected is in the form of what strategies are taken by D'UNIC stationery MSME management to manage risks in the supply chain management faced.

### Data Analysis Techniques

To test the validity of the research data, the data triangulation technique was used which aims to obtain findings or interpretations accurately and credibly. This study uses qualitative data analysis techniques, namely data analysis is carried out at the same time as data collection or during observation and interviews. The practical steps taken during data analysis are data collection, namely the data found in the field can exceed the researcher's wishes, so the



researcher must write down the data in detail, because the longer the researcher goes to the field, the more complex the data will be.

Data presentation, namely collecting information, taking actions, presenting qualitative data in the form of graphs, images, or tables, as well as data reduction, namely sharpening, classifying, directing, disposing of unnecessary information, and organizing data, and taking action. Final conclusion, re-verifying the data and drawing conclusions on the data. The final conclusion is drawn when the data is saturated and every addition of new data only means redundant.

## **RESULTS AND DISCUSSIONS**

Office stationery MSMEs have a unique store name, D'UNIC. This name certainly has its meaning and philosophy, which is a combination of the names of the owner and his children. This D'UNIC office stationery MSME was established in 2012, so until now the age of establishment is 12 years. Since the establishment of the D'UNIC office stationery MSMEs, there have been several problems faced, including unstable prices and a tendency to spike in high price increases, especially during the covid-19 pandemic. This is due to an increase in prices from suppliers. In addition, there are many competitors who sell the same products at competitive prices. In setting the right strategy to overcome the risks faced, including competing product selling prices, improving service to customers, maintaining stock of goods in the warehouse, and prioritizing goods needed by consumers to always be available.

Every business, both small and large, certainly has its own special challenges, as well as MSMEs for D'UNIC office stationery have special challenges. The main challenge is the number of competitors, both offline, and also online or shopping through e-commerce which has relatively cheaper prices. Therefore, the special challenge faced by D'UNIC is online shopping, so there is a decrease in sales. D'UNIC also cannot compete in price with competitors in e-commerce, but D'UNIC provides the maximum possible service to customers. The collaboration carried out by D'UNIC stationery MSMEs is in collaboration with suppliers or suppliers. Where suppliers provide relief to increase stock at the beginning, with payment at the end. The schedule for the arrival of suppliers to D'UNIC stationery MSMEs is every 2 weeks, especially for the new school year, the supplier will come once a week.

Based on the results of the above research, the risk management strategy carried out by D'UNIC Stationery MSMEs is to improve service to customers, maintain stock of goods in the warehouse, and prioritize goods needed by consumers to always be available. Meanwhile, in maintaining the supply of stationery MSMEs, D'UNIC collaborates with several suppliers, who can provide relief to increase stock at the beginning with a payment system at the end.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusions**

Based on the results of the research and discussion above, it can be concluded that D'UNIC office stationery MSMEs can survive for approximately 12 years, using the strategies implemented so that MSMEs survive until now. The strategy he implements is very effective for its sustainability, including from selling prices following the market and not lower than competitors, and improving service as much as possible and maintaining the stock of goods in the warehouse. In addition, D'UNIC collaborates with several suppliers who can provide more goods at the beginning, with a payment system at the end. The strategy carried out by

D'UNIC office stationery MSMEs has been effective in dealing with the risk of uncertainty and risks from its supply chain management.

### Suggestions

The change from the offline market to the online market certainly has an impact on business sustainability, where consumers prefer to buy in the online market. This condition, of course, if not accompanied by business actors, will cause the business to run not optimally, so it is recommended for D'UNIC office stationery MSMEs to open an online store in e-commerce.

The next suggestion to future researchers who will conduct dentan research on the same topic, namely risk management strategies in supply chain management, in order to be able to conduct further research using quantitative methods, and add respondents so that the results can be clearly described.

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