



Analysis Of The Implementation Of Enterprise Risk Management (ERM) at Zeribowl Group Medan

Ayu Wulandari S. Tanjung

Program Magister Ekonomi Syariah, Fakultas Ekonomi dan Bisnis Islam, Universitas Islam Negeri Sumatera Utara, Indonesia

DOI:

<https://doi.org/10.47134/jampk.v2i3.625>

Correspondence: Ayu Wulandari S. Tanjung

Email:

wulandaris.3004233011@uinsu.ac.id

Received: 15-01-2025

Accepted: 26-02-2025

Published: 13-03-2025



Copyright: © 2025 by the authors. Submitted for open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license

(<http://creativecommons.org/licenses/by/4.0/>).

Abstract: This study aims to see how the implementation of Enterprise Risk Management (ERM) in Zeribowl Group Medan Company. This study is a field research using a descriptive qualitative approach. From the results of the study it is known that Enterprise Risk Management (ERM) in Zeribowl Group Company is implemented through eight frameworks including, internal environment, strategic and risk objectives setting, event identification, risk assessment, risk response, control activities, information and communication, monitoring. In addition, through a comprehensive ERM, Zeribowl Group is committed to ensuring that existing risks can be managed effectively, so that the company can focus more on achieving its strategic goals while maintaining the integrity and resilience of the business in the long term.

Keywords: ERM, Food and Beverages Industry, Zeribowl Group.

Introduction

In every business or organizational activity, there is always a possibility of encountering various incidents arising from internal or external conditions. Risk refers to the potential occurrence of events that may impact the achievement of a company's goals. These risks often emerge unexpectedly, reflecting the uncertainty about what the future may hold. To manage this uncertainty, companies require risk management. Risk management is a process designed to identify, analyze, and control risks so that companies can achieve their objectives (Heinz-Peter Berg, 2010).

By implementing effective risk management, companies can minimize potential obstacles and maintain operational continuity. One approach to risk management is Enterprise Risk Management (ERM), a comprehensive risk management framework that covers all aspects of an organization. ERM not only focuses on mitigating risks but also assists companies in seizing strategic opportunities by managing uncertainty holistically. Through ERM, companies can identify risks earlier, develop comprehensive mitigation strategies, and ensure the achievement of long-term objectives (Syaharani, Amelia Nuraini & Hanesti, 2023).

Enterprise Risk Management (ERM), as defined by COSO (2004), is a process carried

out by the board of directors, management, and other personnel within an organization. It is applied in the strategic setting to identify potential events that could affect the entity and manage risks within its risk appetite, providing reasonable assurance regarding the achievement of the entity's objectives. ERM is designed to identify potential events that could impact the organization and to manage those risks effectively. By implementing ERM, companies can make informed decisions regarding their policies and strategies, enhance their performance, achieve profitability targets, and prevent potential losses (Iswajuni et al., 2018).

The framework of Enterprise Risk Management (ERM) requires entities to adopt a portfolio view of risks. This involves management considering how individual risks are interrelated and developing a comprehensive portfolio perspective from two key viewpoints: 1). Business Unit Level: At this level, risks are analyzed within specific business units to ensure that each unit's risks are understood and managed effectively in alignment with the overall objectives. 2). Entity Level: This perspective focuses on the organization as a whole, integrating risks from all business units to create a consolidated view of the entity's risk profile. By combining these perspectives, management can better understand the interdependencies among risks, prioritize resource allocation, and ensure that risk management aligns with the organization's strategic goals (Lestari & Mayangsari, 2023).

Furthermore, COSO presents the following format, illustrating that ERM is a comprehensive risk management framework, as depicted in the following chart:



Figure 1. ERM COSO Cube

Source: COSO, 2004

The chart above shows that there are eight ERM components, namely:

- 1) Internal Environment
- 2) Objective Setting
- 3) Event Identification
- 4) Risk Assessment
- 5) Risk Response
- 6) Control Activities
- 7) Information & communication

8) Monitoring

As a company operating in the food and beverage industry, Zeribowl Group faces various risks that can impact its operations, reputation, and financial aspects. ERM provides a solution to identify, manage, and minimize the impact of these risks. The implementation of ERM at Zeribowl is expected to provide a comprehensive view of risks, help the company anticipate potential disruptions, and enable data-driven and risk-based decision-making (Sari, 2022).

Zeribowl Group Medan, as one of the companies operating in the culinary industry, faces various challenges in its operations, ranging from fluctuations in raw material prices, changing consumer preferences, intense competition in the food and beverage industry, to financial risks that can affect business profitability. Additionally, external factors such as government policies, economic conditions, and digitalization trends also influence the stability of Zeribowl Group's business.

In an increasingly complex and competitive business environment, Zeribowl Group faces various risks that can impact its performance and business continuity. These risks not only arise from financial aspects but also from regulatory changes, technological advancements, market dynamics, and other external factors. To address these challenges, the company needs to implement a comprehensive and strategic risk management approach. This is the basis for the implementation of Enterprise Risk Management (ERM) at Zeribowl Group.

Although risk management has been partially implemented in the form of operational and financial risk management, the comprehensive application of ERM remains a challenge. The lack of an integrated risk management system can lead to delays in risk mitigation, thereby impacting the company's operational efficiency and business sustainability.

A study conducted by Dameria Naibaho and her colleagues from Politeknik Negeri Medan and Universitas Sumatera Utara examined how the implementation of Enterprise Risk Management (ERM) affects firm value. This research is a literature review analyzing 13 articles related to ERM and firm value, published between 2014 and 2023. The findings indicate that a company's commitment to risk management through extensive and specific ERM disclosures such as the appointment of a Chief Risk Officer, the establishment of a Risk Management Committee, and the implementation of integrated risk management strategies—can serve as a positive signal to stakeholders. This information is perceived as "*good news*" by investors and is used as a basis for investment decision-making, ultimately enhancing firm value (Naibaho et al., 2024).

Additionally, a case study on Coffee Shop 90 Derajat in Medan, written by Rossy Pratiwy Sihombing et al., shows that the implementation of ERM helps in identifying and managing operational risks, such as machine and equipment malfunctions, which can affect service quality and lead to financial losses. By implementing ERM, the company can take proactive measures to mitigate these risks and ensure better operational continuity (Sihombing et al., 2024).

Therefore, research on the implementation of ERM in Zeribowl Group Medan is

essential to evaluate the extent to which the company has implemented an effective risk management system and to determine the strategies that can be applied to enhance corporate resilience in facing dynamic business challenges. In line with the implementation of ERM at the company, this research aims to examine the application of ERM at Zeribowl Group (Agmasari, 2021).

Research Method

This research is qualitative, which is a research process based on methods that investigate a phenomenon or social issues. The theoretical foundation is used as a guide to ensure that the focus of the research aligns with the facts on the ground (Ayu Wulandari S. Tanjung, 2025). This study is classified as descriptive research, a type of research method that follows a process of data collection, writing, and explanation of the data, followed by analysis. Descriptive qualitative research involves analyzing data in the form of explanations or descriptions of data and information, which are then linked to relevant theories and supporting concepts. This explanation uses qualitative methods, from which conclusions are drawn regarding the research problem.

This research focuses on the implementation of the eight components of the ERM framework at Zeribowl Group, using a descriptive qualitative method through a case study approach. The research utilizes both primary and secondary data sources. Primary data is obtained through interviews with informants from the food and beverage department at Zeribowl Group. Meanwhile, secondary data comes from information found in various journals and articles related to the topic under investigation.

Result and Discussion

Overview of Zeribowl Group Company

Zeribowl Group is a company engaged in the food and beverage industry with a Taiwan street food concept. Zeribowl has been in operation since 2014, starting as a home-based online business. The significant growth of this venture is closely tied to the enthusiasm of the public and the affordable pricing, which has created a dedicated following for Zeribowl. The rapid growth of this Taiwan street food concept is a result of the efforts of the management (entrepreneurs) and the cooperation of its employees in successfully managing the business.

Zeribowl is the leading dessert outlet in Medan, with a vision and mission to open 200 outlets across Indonesia. Zeribowl is recognized as the most comprehensive dessert, bubble drink, and snack outlet, using a Taiwanese concept for each of its products. Zeribowl is committed to selling halal food and beverages, using only ingredients approved by LPPOM MUI. Furthermore, all ingredients are produced using equipment free from prohibited and impure substances.

Implementation of the Eight COSO ERM Framework at Zeribowl Group Medan

Implementation of the Eight COSO ERM Framework at Zeribowl Group Medan
Below is the application of the eight COSO Enterprise Risk Management (ERM)

components at Zeribowl Group, a food and beverage company:

1. Internal Environment

Zeribowl Group was founded in 2014 by Anita Tanotho in Medan. Zeribowl has several other outlets, including in Pematang Siantar, Nias, Batam, Pekanbaru, Gading Serpong, Surabaya, and Bali. Zeribowl is a dessert, bubble drink, and snack outlet inspired by Taiwanese desserts, using a Taiwan-based concept with an open kitchen. Most of the raw materials used are imported directly from Taiwan. On May 14, 2024, Zeribowl received a Halal certificate from BPOM MUI with Grade A, Excellent Category.

Here is the organizational structure of Zeribowl Group, which includes the following:

a. Head Office (HO), consist of:

- 1) CEO
- 2) General Manager
- 3) Outlet Manager
- 4) HRD Department
- 5) Accounting & Finance Department
- 6) Marketing & Sales Department
- 7) Engineering Department
- 8) Research & Development Department
- 9) IT Department
- 10) Warehouse Department
- 11) Logistic Department
- 12) Central Kitchen Department
- 13) Social Media & Digital Adversiting Department.

b. Outlet, consist of:

- 1) Area Manager
- 2) Store Manager
- 3) Dessertrista Section
- 4) Kitchen Section
- 5) Cashier
- 6) Waiter
- 7) Trainee
- 8) Casual/Part Time

The Standard Operating Procedures (SOP) implemented at Zeribowl Group aim to establish clear, consistent, and efficient procedures for carrying out the company's operational activities. In an interview with Mrs. Iga Rexa Mawani, the Area Manager of Zeribowl Group, she stated that each SOP at Zeribowl Group is consistently followed and regularly evaluated to ensure its effectiveness in supporting the company's operations. In its operations, the SOP standards at Zeribowl Group are aligned with the central outlet located in Medan. Therefore, franchises in various cities adhere to the instructions and SOPs from the

headquarters.

2. Strategic and Risk Objectives Setting

Zeribowl Group has the vision: "Be the TOP Number 1 as the Best Dessert Bar all around Asia." And the mission is as follows:

- 1) We deliver "happiness" through our product.
- 2) We aim to add value to people's life everyday, to be a lifestyle!

From the vision and mission above, it is clear that Zeribowl Group aims to become the best and number one Dessert Bar across Asia. This demonstrates the company's ambition not only to be a market leader in one country but also to expand its reach and influence on a regional scale. This vision emphasizes the company's commitment to offering high-quality, unique, and attractive products for the Asian market. By striving to be the best in the dessert industry, the company aims to establish a reputation as the unparalleled go-to destination for desserts across Asia, with high standards of service and quality products.

In addition, the company's mission is to deliver "happiness" through its products. In other words, each product created is not merely a dessert or a food item but an experience that brings happiness to customers. This mission reflects the company's view of its products as tools to create positive moments and beautiful memories for every consumer who enjoys them. The focus on "happiness" highlights the company's care for customer feelings and satisfaction, making the dining experience more than just fulfilling a need.

Therefore, overall, the company's vision and mission demonstrate a clear orientation not only toward achieving business success but also toward making a positive impact and building strong relationships with consumers. The company aims to become a part of the consumer's lifestyle, not just as a dessert, but also as a daily living experience.

3. Event Identification

In any company, there are certainly many competitors from other companies; however, competition in an unsportsmanlike manner is certainly not allowed. Competition can offer a new perspective that rivalry or competition does not always have to be negative. In certain contexts, competition can drive individuals to become the best. Rivalry or competition can be understood as an effort to showcase each party's strengths. As a result, those involved in competition will strive to outperform their competitors (Ariyanto et al., 2021). This is positive because it can serve as a motivation to become the best. In this regard, Zeribowl Group also faces many competitors in the food and beverage industry, particularly in the areas of desserts, bubble drinks, and snacks.

4. Risk Assessment

When facing competition from other companies, the relevant parties conduct an analysis, both from the internal and external aspects of the company, and assess each division within the organization. After conducting a thorough analysis, it was found that the risk posed by the large number of competitors is categorized as a medium risk.

Additionally, in assessing risks, there are standards that can be used as a reference, one of which is the AS/NZS 4360 standard (Australian/New Zealand Standard AS/NZS 4360:2004), along with COSO Enterprise Risk Management, which provides a standardized approach for systematically managing risks to achieve the objectives of an organization (Hasan et al., 2021).

In the assessment of competitor risks at Zeribowl Group, it is categorized as Moderate Risk (a medium risk, requiring action to reduce the risk). This is because competition can disrupt the company's objectives, such as losing market share to other companies. Therefore, the company must understand what actions need to be taken to address and navigate this situation effectively.

5. Risk Response

Regarding the risk of competition, after obtaining a proper analysis, Zeribowl immediately took action by holding a meeting to discuss the issue. This situation demands that the company enhance its capabilities and competitiveness to ensure it can continue to withstand new competitors. All of these goals can only be achieved if the company effectively optimizes the functions of every part of its organization. A good organization is one that has clear objectives based on the vision and mission agreed upon by its founders. To realize these objectives, strategies are needed to achieve them. This leads to the development of plans, policies, and action programs for achieving the desired outcomes.

6. Control Activities

Zeribowl Group implements control over its activities by further clarifying the SOP standards within the company. The control spans all activities, from the procurement of raw materials to production. In production, strict control is essential, especially in adhering to applicable food safety standards. To manage all these activities, a manager from each division is assigned responsibility by the director to oversee and ensure the proper execution of these processes.

7. Information and Communication

Information and communication are crucial in any company. To address potential risks or minimize them, Zeribowl ensures effective communication by holding regular meetings, typically represented by leaders from different divisions or departments, which are then disseminated to other employees. If some employees are unable to attend or are in urgent or remote situations, the regular meetings are often conducted using technology, such as online meeting applications, to ensure everyone stays informed.

8. Monitoring

Monitoring involves overseeing all activities within a company, including the preparation of materials, production, marketing, customer service, and other aspects. At Zeribowl Group, monitoring is conducted by the central management on a regular basis through direct observation. For franchises or branches outside Medan, the General Manager oversees operations, who then reports back to the central management. This monitoring is crucial to identify the strengths and weaknesses

within the company, as well as to anticipate potential risks or issues that may arise. If the monitoring results indicate poor performance, new regulations or strategies may be implemented to address the situation appropriately.

Conclusion

Enterprise Risk Management (ERM) at Zeribowl Group is implemented through the eight COSO Enterprise Risk Management framework in the food and beverage company. The purpose of implementing ERM at Zeribowl is to create a risk-aware culture throughout all levels of the organization. As a result, every employee and leader at Zeribowl Group can have a better understanding of risks and their responsibilities in maintaining the stability and sustainability of the company.

In addition, Enterprise Risk Management (ERM) will strengthen the company's position in facing market uncertainties, maintain stakeholder trust, and keep Zeribowl Group competitive amid intense business competition. Through comprehensive ERM, Zeribowl Group is committed to ensuring that existing risks are effectively managed, allowing the company to focus more on achieving its strategic objectives while maintaining business integrity and long-term resilience.

From the discussion above, it can be concluded that the implementation of Enterprise Risk Management (ERM) at Zeribowl Group plays a crucial role in fostering a risk-aware culture across the organization. By applying the COSO ERM framework, the company is able to identify, manage, and mitigate risks effectively, which strengthens its position in the face of market uncertainties and fierce competition. Moreover, ERM helps Zeribowl Group maintain stakeholder trust, ensuring the stability and sustainability of the company in the long term. This approach allows the company to focus on achieving its strategic goals while preserving its business integrity and resilience.

References

- Agmasari, S. (2021, March). Bisnis Dessert ala Taiwan di Medan, Rintis dari Open PO sampai Punya 10 Outlet. Kompas.Com.
- Ariyanto, N. R., Anugerah, R., & Rasuli, M. (2021). Pengaruh Karakteristik Perusahaan dan Mekanisme Corporate Governance terhadap Penerapan Enterprise Risk Management (ERM) di Indonesia: Efek Moderasi Fungsi Manajemen Risiko (Studi pada Perusahaan yang Terdaftar di BEI Tahun 2019). *Jurnal Online Mahasiswa (JOM) Bidang Ilmu Ekonomi*, 8(1), 1–13.
- Ayu Wulandari S. Tanjung. (2025). Pengelolaan Dan Pendistribusian Dana Zakat Sebagai Upaya Meningkatkan Kesejahteraan Masyarakat : Studi Pada Baznas Kabupaten Labuhanbatu Utara. *EKOMA: Jurnal Ekonomi, Manajemen, Akuntansi*, 4(2), 3775–3781.
- Birkel, H.S. (2019). Development of a risk framework for Industry 4.0 in the context of sustainability for established manufacturers. *Sustainability (Switzerland)*, 11(2), ISSN 2071-1050, <https://doi.org/10.3390/su11020384>
- Brusset, X. (2017). Supply chain capabilities, risks, and resilience. *International Journal of*

- Production Economics*, 184, 59-68, ISSN 0925-5273, <https://doi.org/10.1016/j.ijpe.2016.09.008>
- Choi, T. (2018). Big Data Analytics in Operations Management. *Production and Operations Management*, 27(10), 1868-1883, ISSN 1059-1478, <https://doi.org/10.1111/poms.12838>
- Dwiasnati, S., & Hidayat, R. R. (2022). Penerapan Manajemen Risiko Menggunakan COSO: Enterprise Risk Management Framework Integrated Pada PT ALPHANET. *Jurnal Tata Kelola Dan Kerangka Kerja Teknologi Informasi*, 8(2), 66–72. <https://doi.org/10.34010/jtk3ti.v8i2.7845>
- Hasan, N. N., Rahmadini, F., & Dariyah, D. (2021). Application of Enterprise Risk Management to Banking Risk. *MIZANIA: Jurnal Ekonomi Dan Akuntansi*, 1(2), 67–84. <https://doi.org/10.47776/mizania.v1i2.245>
- Heinz-Peter Berg. (2010). RISK MANAGEMENT: PROCEDURES, METHODS AND EXPERIENCES. *Liquid Crystals XX*, 1(17), 79–95. <https://doi.org/10.1117/12.2235677>
- Hock-Doepgen, M. (2021). Knowledge management capabilities and organizational risk-taking for business model innovation in SMEs. *Journal of Business Research*, 130, 683-697, ISSN 0148-2963, <https://doi.org/10.1016/j.jbusres.2019.12.001>
- Iswajuni, Soetedjo, S., & Manasikana, A. (2018). Pengaruh Enterprise Risk Management (ERM) Terhadap. *Journal of Applied Managerial Accounting*, 2(2), 147–153.
- Jiang, W. (2018). Green entrepreneurial orientation for enhancing firm performance: A dynamic capability perspective. *Journal of Cleaner Production*, 198, 1311-1323, ISSN 0959-6526, <https://doi.org/10.1016/j.jclepro.2018.07.104>
- Kamalahmadi, M. (2016). A review of the literature on the principles of enterprise and supply chain resilience: Major findings and directions for future research. *International Journal of Production Economics*, 171, 116-133, ISSN 0925-5273, <https://doi.org/10.1016/j.ijpe.2015.10.023>
- Kumar, A. (2020). Is Blockchain a Silver Bullet for Supply Chain Management? Technical Challenges and Research Opportunities. *Decision Sciences*, 51(1), 8-37, ISSN 0011-7315, <https://doi.org/10.1111/deci.12396>
- Lestari, F., & Mayangsari, S. (2023). Enterprise Risk Management Dalam Mencegah Dan Mendeteksi Kecurangan Di Parlemen Indonesia. *Apssai Accounting Review*, 3(2), 176–197. <https://doi.org/10.26418/apssai.v3i2.89>
- Naibaho, D., Sipayung, F., Simbolon, B. A. J., Ratna, R., & Simanjuntak, D. (2024). Analisis Implementasi Enterprise Risk Management dan Nilai Perusahaan. *Journal of Economics and Business UBS*, 13(2), 689–700. <https://doi.org/10.52644/joeb.v13i2.1582>
- Panetto, H. (2019). Challenges for the cyber-physical manufacturing enterprises of the future. *Annual Reviews in Control*, 47, 200-213, ISSN 1367-5788, <https://doi.org/10.1016/j.arcontrol.2019.02.002>
- Sari, N. I. (2022). Penerapan Metode Multi Factor Evaluation Process Pada Sistem Pendukung Keputusan Penilaian Kinerja Karyawan Berbasis Key Performance Indicator. *KOMIK (Konferensi Nasional Teknologi Informasi Dan Komputer)*, 6(November), 357–364. <https://doi.org/10.30865/komik.v6i1.5746>

- Sihombing, R. P., Tambun, A. S., Nababan, E. Z. R., Sibuea, J. M. K., & Shafa, R. A. (2024). Analisis Risiko Operasional Berbasis Pendekatan Enterprise Risk Management pada Coffee Shop 90 Derajat Medan. *Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi (JEBMA)*, 4(1), 485–493. <https://doi.org/10.47709/jebma.v4i1.3729>
- Sun, J. (2018). Imbalanced enterprise credit evaluation with DTE-SBD: Decision tree ensemble based on SMOTE and bagging with differentiated sampling rates. *Information Sciences*, 425, 76-91, ISSN 0020-0255, <https://doi.org/10.1016/j.ins.2017.10.017>
- Syahrani, Amelia Nuraini, W., & Hanesti, E. M. (2023). Penerapan Enterprise Risk Management Pada PT. Sushi Tei Indonesia. *JEB: Jurnal Ekonomi & Bisnis*, Volume 8,(September), 119–121.
- Yang, P. (2020). Data Security and Privacy Protection for Cloud Storage: A Survey. *IEEE Access*, 8, 131723-131740, ISSN 2169-3536, <https://doi.org/10.1109/ACCESS.2020.3009876>
- Zhou, C. (2020). COVID-19: Challenges to GIS with Big Data. *Geography and Sustainability*, 1(1), 77-87, ISSN 2096-7438, <https://doi.org/10.1016/j.geosus.2020.03.005>