



Risk Management at Nabila Bouqueth Micro, Small, and Medium-sized Enterprises: Survival Strategies Amid Market Uncertainty

Jannatul Firdaus^{1*}, Firda Meisaroh², Widya Rizka Afry³, Hertin Khalifatun Nisa Arifah⁴, Dewi Yanti⁵, Angky Ayudia Ardena⁶, Moh Fajri⁷

^{1,2,3,4,5,6,7} Management, Bahaudin Mudhary
Madura University, Sumenep, 69417,
Indonesia.

Correspondence:

Jannatul Firdaus, Management, Bahaudin
Mudhary Madura University, Sumenep,
69417, Indonesia.

Email:

jannatulfirdaus@unibamadura.ac.id

Abstract

This study highlights the important role of risk management for MSMEs in Indonesia, which often face serious challenges such as fierce competition, economic changes, and market uncertainty. Without effective management, MSMEs become highly vulnerable to losses and even business closure. This study takes the case of a florist business called Nabila Bouqueth to analyze the specific risks faced. The research method used qualitative methods through in-depth interviews, and the study aimed to identify and evaluate these risks. The results of the analysis show that competitive risk is the highest threat to Nabila Bouqueth. This includes pressure from new competitors, product innovation, and price competition that could erode market share. Furthermore, operational cost risks are at a moderate level, as suboptimal cost management can hinder production and marketing. Meanwhile, risks related to raw material availability and delivery are assessed as low, though they still require attention. This risk assessment serves as a crucial foundation for formulating mitigation strategies. The strategies developed are expected to help Nabila Bouqueth mitigate the negative impacts of these risks, thereby maintaining stability and ensuring the sustainability and growth of her business amid dynamic market competition.

Keywords: Risk Management, MSMEs (Micro, Small, and Medium Enterprises), Nabila Bouqueth, Business Risk Management, Survival Strategies.

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Introduction

Micro, Small, and Medium Enterprises in Indonesia play a vital role in the national economy (Jalil et al., 2025). MSMEs in Indonesia face increasingly significant challenges due to intense competition, global economic changes, and market uncertainty. These conditions make effective risk management essential to minimize losses and maintain business stability. Unfortunately, many SME operators are unaware of the importance of this, so they are unable to manage risks effectively. As a result, SMEs become more vulnerable to productivity declines and may even go out of business during crises (Feriyanty et al., 2025). Some common risks faced by MSMEs include economic uncertainty, changes in government policy, and fluctuations in raw material prices. Other challenges include limited capital, technology, and human resources, which hinder growth amid fierce competition. If not managed properly, these risks can have a negative impact on the operations and competitiveness of MSMEs (Fajrul et al., 2025). Risk management is an important approach to addressing these challenges. In the business world, risk management is not only a defensive tool, but also serves to create value and competitive advantage (Kamesrar & Kastanya, 2025). Risk management is a structured approach to managing uncertainties that can affect an organization's performance (Study et al., 2024). In this context, risk management involves the identification, evaluation, and control of risks that may arise from various activities, both internal and external (Putri et al., 2025). Thus, the main goal of risk management is to protect assets, improve operational efficiency, and ensure the organization's sustainability in the face of existing challenges (Halimi Nur Tamma et al., 2025).

Risk management in Micro, Small, and Medium Enterprises (MSMEs) is an important approach to ensuring the continuity and growth of a business amidst market uncertainties and economic challenges (Nailul, 2025). One prominent MSME is Nabila Bouqueth, which is engaged in the florist sector and provides flower arrangements for various events such as weddings, graduations, and special gifts. With creativity and innovation in arranging flowers, Nabila Bouqueth has succeeded in attracting consumer attention and becoming a top choice in the florist industry. Nabila Bouqueth does, however, also have to contend with a number of hazards and difficulties, such as rivalry from comparable enterprises, the possibility of flower delivery delays, and damage to bouquets during transit. Maintaining the viability of a business is also hampered by unmanaged operating expenses and erratic raw material supply. The operations of this MSME may also be impacted by outside variables like societal circumstances, governmental regulations, and economic conditions. To assist the Nabila Bouqueth MSME in identifying, evaluating, and managing current risks, risk management is crucial in this situation.

Literature Review

Definition of Risk Management

In general, risk management is a structured process for identifying, analyzing, evaluating, and controlling risks that can threaten an organization's objectives (Nestiti et al., 2025). **ISO 31000:2018** defines risk as "the effect of uncertainty on objectives." This risk management process includes several key stages, from risk identification, risk analysis, risk evaluation, to risk treatment and monitoring (Faiz et al., 2025).

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Objectives and Benefits of Risk Management

The main objective of risk management is to reduce potential losses and maintain business stability (Junianta et al., 2025). More than that, risk management also serves as a tool to create value and competitive advantage by helping companies identify and maximize opportunities (Vicarolo et al., 2025). By identifying and managing risks, companies can operate more effectively and efficiently, and also help decision makers make better choices in the face of uncertainty (Mas'ut et al., 2025). In addition, good risk management practices also strengthen corporate governance by increasing transparency and accountability (Misna et al., 2025).

Risk Categories in the MSME Context

MSMEs face different types of risks than large companies due to their limited resources (Maghfiroh et al., 2025). Some of the main risks relevant to MSMEs are operational risks, such as disruptions in daily business processes, supply delays, equipment damage, or production errors (Jalil et al., 2025). There are also market risks, which include changes in consumer tastes, pressure from new competitors, or unexpected fluctuations in demand. Finally, financial risks include instability in raw material prices, difficulties in obtaining capital, and cash flow issues (Halimi Nur Tamma et al., 2025).

Research Methods

This study uses a qualitative-descriptive research methodology, focusing on a risk management analysis for the Nabila Bouqueth micro, small, and medium-sized enterprise (MSME). Data was collected through an interview with the MSME owner to identify the risks they face.

The analytical framework is divided into four main stages (Bijaksana, 2025):

- Risk Identification: Risks are categorized into several key components: raw materials, distribution/logistics, operational, and market/competition.
- Risk Analysis: The researcher uses a SWOT analysis to evaluate internal and external factors. Additionally, the risk level is measured using a likelihood and impact score on a scale of 1–5.
- Risk Evaluation: The risk level is calculated by multiplying the likelihood score by the impact score. The result is then compared to pre-defined criteria.
- Risk Mitigation: Mitigation strategies are formulated to reduce the impact or likelihood of the identified risks.

Results and Discussion

Risk Identification

In risk management, risk identification is a systematic process that aims to find, evaluate, and document various risks that could affect an organization, project, or activity. This process is crucial because it helps organizations understand potential threats that could prevent them from achieving their goals.

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This study collected data through interviews with the owner of MSME Nabila Bouqueth regarding the risk factors in their florist business. These factors were divided into several key components: raw materials, distribution, operations, and market/competition. The risk identification table found in this study is as follows:

| Factor | Risk ID | Risk |
|------------------------|---------|---|
| Raw Materials | R.01 | 1. Unstable availability of raw materials |
| Distribution/Logistics | D.01 | 1. Risk of late bouquet delivery |
| Distribution/Logistics | D.02 | 2. Damage to bouquets during delivery |
| Operational | O.01 | 1. Inadequate operational costs |
| Market/Competition | M.01 | 1. Competition with similar businesses |

Figure 1 Risk Identification of Nabila Bouqueth

Source: data processed by researchers (2025)

During the interview with MSME Nabila Bouqueth, the evaluation method used was a SWOT analysis, which covered the company's Strengths, Weaknesses, Opportunities, and Threats. The SWOT analysis considers internal factors (strengths and weaknesses) and external factors (opportunities and threats).

Internal factors include strengths and weaknesses that originate from within the business. Nabila Bouqueth's Strengths lie in the high aesthetic value of its products, the use of quality raw materials, and the creativity in bouquet designs that can be customized to customer requests. This aesthetic appeal helps attract customers for various events such as graduations, weddings, and birthdays.

However, Nabila Bouqueth's Weaknesses include inadequate operational costs, which can hinder production and marketing. Furthermore, dependence on the unstable availability of raw materials is another challenge that can affect the smooth flow of production and customer service. External factors include opportunities and threats that originate from outside the business. A major Opportunity for Nabila Bouqueth is the increasing market demand for bouquets for various events and the ease of using online sales platforms to reach more customers. Additionally, collaborations with event organizers and wedding planners can be an opportunity to expand the market.

However, Threats must also be anticipated, such as the risk of late deliveries, which can lower customer satisfaction, and the potential for bouquet damage during shipping, which can affect the business's reputation. Competition with similar businesses is also a challenge that needs attention, especially with the emergence of new competitors who offer products at more competitive prices and with different innovations. Fluctuations in raw material prices are also a threat that can affect profit margins.

To face these threats, Nabila Bouqueth needs to adapt to market trends and strengthen its innovation strategy to remain relevant and competitive in the florist industry.

DOI:*Risk Analysis*

Risk measurement is a crucial step in risk management that aims to evaluate and understand the potential impact of various identified risks. In the context of a bouquet business, risk measurement not only includes assessing the likelihood of a risk occurring but also the impact that the risk could have if it does occur.

After identifying the risks in risk management, the next step is to perform a risk analysis. As shown in the tables below, the scores for likelihood and impact are used as tools to measure the level of risk that may arise in the bouquet business.

| SCORE IMPACT | POTENTIAL IMPACT | CATEGORY |
|------------------|--------------------------------|-----------|
| SCORE LIKELIHOOD | PROBABILITY OF RISK OCCURRENCE | CATEGORY |
| 1 | 0%-20% chance of occurrence | Very Low |
| 2 | 30%-40% chance of occurrence | Low |
| 3 | 50%-60% chance of occurrence | Medium |
| 4 | 70%-80% chance of occurrence | High |
| 5 | 90%-100% chance of occurrence | Very High |

Figure 2 Score Likelihood

Source: data processed by researchers (2025)

The table above shows the risk analysis process for MSME Nabila Bouqueth. The potential risks are grouped into 5 categories, each with a range from 1-5 or from very low to very high.

| SCORE IMPACT | POTENTIAL IMPACT | CATEGORY |
|--------------|-------------------------|-----------|
| 1 | < Rp 50,000 | Very Low |
| 2 | Rp 50,000 – Rp 150,000 | Low |
| 3 | Rp 150,000 – Rp 300,000 | Medium |
| 4 | Rp 300,000 – Rp 700,000 | High |
| 5 | > Rp 700,000 | Very High |

Figure 3 Score Impact

Source: data processed by researchers (2025)

Based on the table above, the risk analysis process is divided into 5 levels, each with a nominal loss value ranging from less than Rp 50,000 to more than Rp 700,000.

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| PROBABILITY | IMPACT | | | | |
|-------------|--------|----|----|----|----|
| | 1 | 2 | 3 | 4 | 5 |
| 1 | 1 | 2 | 3 | 4 | 5 |
| 2 | 2 | 4 | 6 | 8 | 10 |
| 3 | 3 | 6 | 9 | 12 | 15 |
| 4 | 4 | 8 | 12 | 16 | 20 |
| 5 | 5 | 10 | 15 | 20 | 25 |

Figure 4 Probability and Impact of Risk Management

Source: data processed by researchers (2025)

The colors in the table indicate the risk level: green indicates **low risk** that requires regular monitoring, blue indicates **medium risk** that needs attention, yellow is **high risk** that requires immediate mitigation actions, and red is **very high risk** that must be handled immediately to avoid serious impacts on business continuity.

Risk Evaluation

Risk evaluation is a process that aims to compare the level of identified and analyzed risks with pre-established criteria. This process helps determine which risks require further attention and how to prioritize their handling. Risk evaluation also serves to identify changes in risk levels that may occur due to mitigation efforts or other factors.

The method for calculating the risk level at MSME Nabila Bouqueth is by multiplying the scores of likelihood and impact. The calculation results are shown in the following table:

| RISK ID | LIKEHOOD | IMPACT | RISK SCORE (LxI) | LEVEL |
|---------|----------|--------|------------------|-------------|
| R.01 | 2 | 2 | 4 | Low Risk |
| D.01 | 1 | 1 | 1 | Low Risk |
| D.02 | 2 | 2 | 4 | Low Risk |
| O.01 | 2 | 3 | 6 | Medium Risk |
| M.01 | 4 | 3 | 12 | High Risk |

Figure 5 risk level in Nabila Bouqueth's MSMEs

Source: data processed by researchers (2025)

From the table above, it can be concluded that:

- High risk is indicated by the color yellow, which is the risk of competition with similar businesses (M.01), with a risk score of 12.

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- Medium risk is indicated by the color blue, which is inadequate operational costs (O.01), with a risk score of 6.
- Low risk is indicated by the color green, which includes the unstable availability of raw materials (R.01), late bouquet delivery (D.01), and damage to bouquets during delivery (D.02).

Risk Mitigation

Risk mitigation is a process aimed at reducing the impact or likelihood of risks that can affect the goals of a person, organization, or community. This process includes identifying, evaluating, and controlling risks, with the main goal of reducing potential losses and increasing preparedness for unexpected events. The following table shows the mitigation strategies derived from the risk evaluation process for MSME Nabila Bouqueth:

| Factor | Mitigation |
|--|---|
| Competition with similar businesses | Improve product and service quality, create better marketing strategies, and build customer loyalty. Additionally, finding and exploiting unexplored market opportunities can also be a strategy. |
| Risk of late bouquet delivery | Use faster and more accurate delivery services, improve communication with customers about delivery status, and develop a more efficient delivery system. Creating an alternative plan to handle delays is also an important part of mitigation. |
| Damage to bouquets during delivery | Use better packaging techniques, use stronger and more durable packaging materials, and improve communication with customers on how to handle the bouquets. Furthermore, a stricter quality control system can help ensure that products reach customers in good condition. |
| Uncontrolled operational costs | Develop a more effective budget, increase production efficiency, and use more advanced technology to reduce costs. Additionally, implementing a stricter cost control system will help ensure business finances remain stable. |
| Unstable availability of raw materials | Build better relationships with suppliers, increase raw material stock as a contingency, and consider using alternative raw materials. Furthermore, building a stricter raw material availability control system will help prevent disruptions in production. |

Figure 6 Risk Mitigation in Nabila Bouqueth's MSMEs

Source: data processed by researchers (2025)

As explained above, the results of implementing these risk mitigation measures are expected to help MSME Nabila Bouqueth reduce the impact of risks and increase its business success.

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Conclusions and Practical Implication

Conclusion

This study identifies five major risks for the Nabila Bouqueth MSME. These risks were analyzed using a SWOT analysis and were assessed with likelihood and impact scores. The results show that competition with similar businesses is the highest-priority risk. Meanwhile, inadequate operational costs are at a medium level, and other risks (raw materials, late delivery, and bouquet damage) are at a low level.

Practical Implication

To address these risks, it is recommended that the Nabila Bouqueth MSME should:

- Focus on innovation and marketing to deal with competition.
- Control operational costs and create a more effective budget.
- Build strong relationships with suppliers and find alternative sources for raw materials.
- Improve packaging quality and choose a reliable delivery service to reduce damage and delays.

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