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Proposed Draft of Key Risk Indicators in the Implementation of ERM in Press Companies in Indonesia (Case Study on PT PPI)

Dewi Mardiani, Ancella Anitawati Hermawan
Universitas Indonesia, Indonesia
Email: dewimardiani89@gmail.com

ABSTRACT

This research aims to develop a framework and matrix for Key Risk Indicators (KRI) to address significant risks, thereby supporting the implementation of Enterprise Risk Management (ERM) within press organizations. Employing a qualitative methodology, the study adopts a case study approach focusing on the primary business process of PT PPI, specifically its news production activities. The investigation is motivated by challenges confronting the press industry amid rapid digital technological advancements, which have reshaped public consumption patterns of mass media. PT PPI, a newly established press company leveraging cutting-edge technology, currently lacks adequate tools for risk monitoring. To address this gap, the study applies a Risk Control Self-Assessment (RCSA) framework to identify and analyze the risks faced by the organization. Among the 82 risks identified, 26 were deemed critical, with 10 exhibiting substantial impact on the company. These risks were categorized into four main groups: operational, legal, reputational, and technological risks. The study culminated in the design of 24 Key Risk Indicators, providing a structured and systematic approach to enhancing risk management practices.

KEYWORDS *Enterprise Risk Management; Key Risk Indicators; Mass Media; New Media; Press Industry; Risk Management*

INTRODUCTION

The mass media industry in Indonesia, especially the press, is experiencing turbulence (Indrati et al., 2018). This is marked by the rampant phenomenon of Termination of Employment (*PHK*) affecting thousands of Indonesian journalists and press employees. The Press Council noted that throughout 2023, there were more than 800 journalists who experienced layoffs. This figure has not yet accounted for the number of layoffs that occurred over two years or during the Covid-19 pandemic from 2021 to 2022 (Press Council, 2024). In addition, Tempo recently reported that *Harian Republika* has also recently carried out mass layoffs of its employees, most of whom are journalists (Wienanto & Prima, 2024).

This phenomenon has become an anomaly because the trend of advertising spending, which is a source of press income, is known to have increased in recent times. Nielsen Ad Intel (Intel, 2023) data in Table 1 shows a 12% increase in ad spend, reaching

nearly US$55 billion in 2022. Digital advertising was recorded as the sector that experienced the highest growth at 64% compared to the previous year.

Table 1. Total Ad Spend in Indonesia, Thailand, Singapore, Malaysia, Philippines, South Korea and Taiwan for the Period 2021 – 2022

Media	In Billion USD		Growth
	2021	2022	
TV	34,2	36,3	6%
Digital	5,7	9,2	64%
Radio	4,5	4,1	-8%
Print	3,2	3,2	-0,11%
Outdoor	0,8	0,9	19%
Cinema	0,1	0,3	131%
Total	**48,4**	**54,1**	**12%**

Source: Reworked by the Author (Intel, 2023)

Ironically, five press companies in Indonesia show a tendency to decline in revenue, as shown in the data of the Indonesia Stock Exchange (IDX) in Table 2. The data shows that advertisers tend to shift their ad placement targets from the press to digital platforms, such as social media or well-known figures in the digital realm. Digital platforms are now considered more effective in achieving the company's advertising goals (Kompas.com, 2024).

Table 2. Issuer Revenue in the Mass Media Sector for the 2019 – 2023 Period (in Thousands of Rupiah)

Nama Perusahaan	2019	2020	2021	2022	2023
PT Elang Mahkota Teknologi Tbk	11.030.044.792	11.936.381.982	12.840.734.345	9.856.136.055	9.241.419.373
PT Mahaka Media Tbk	251.087.853	158.607.888	168.792.972	170.217.449	200.775.735
PT Media Nusantara Citra Tbk	8.353.365.000	7.956.238.000	10.012.880.000	9.065.210.000	7.783.253.000
PT Tempo Inti Media Tbk	305.171.707	191.646.866	189.126.313	211.097.821	216.764.616
PT Visi Media Asia Tbk	2.117.781.960	1.830.516.513	1.812.198.622	1.698.619.532	N/A

Source: Reworked by the Author (Indonesia Stock Exchange, 2024)

The development of information technology has created a new pattern in the way humans access information and interact. In this context, the emergence of social media and artificial intelligence (AI) plays a key catalyst that accelerates these changes. According to the We Are Social report (Kemp, 2024), by the beginning of 2024, there will be more than five billion active social media users worldwide, equivalent to 60% of the global population (Figure 1.2). This data reflects the high penetration of social media in

daily life as well as the significant role of digital platforms in shaping social interaction and information consumption globally.

Information technology, while potentially a catalyst for growth and efficiency, can also be a significant source of risk if not managed adequately. The evolution of digital technology, especially through the expansion of communication networks in the form of social media, brings new challenges for press companies, particularly in the application of journalistic ethics (Friend & Singer, 2007). Moreover, social media has a negative impact in the form of decreased information quality. These challenges arise due to the high speed and volume of information on social media, coupled with the characteristics of information that is easily spread to various community groups. Digital technology, especially social media, has created the expectation that information should be available instantly. The increase in the volume and speed of information flow affects consumer behavior patterns that tend to prioritize speed in obtaining information (Harcup, 2023). This behavior encourages the audience to continue wanting information to be conveyed quickly and concisely, as is commonly found on social media platforms such as Twitter, Instagram, and TikTok. Media that try to meet these demands are often tempted to prioritize the speed of information delivery, thus overriding the accuracy aspect (Hauser, 2014). The media compete to publish news quickly, which is then immediately uploaded on social media platforms in order to be the first, the fastest, and hopefully increase more traffic to website visits. Later, the traffic data is needed for advertising. Unfortunately, this expectation makes content produced without going through a thorough verification process due to rushing. As a result, fake or half-finished news on social media is more often circulated than verified news (Sonni, Hafied, Irwanto, & Latuheru, 2024).

Creating news with speed over accuracy has the potential to pose a variety of major risks for press companies. Media that focus too much on speed may miss important steps in the journalistic workflow, from careful planning and observation of information sources in the field to interviewing sources, confirming various information collected, and verifying all data and facts collected before processing it into news. This long workflow should be carried out to counteract the potential for inaccurate news, unbalanced news, and even fake news (Kovach and Rosenstiel, 2001). Media that do not carry out a workflow that is in accordance with journalistic rules and often produce inaccurate news and even fake news are likely to encounter various risks that can be fatal (Roza, 2022).

Trust is the main asset of press companies, so the publication of uncredible news, such as hoaxes or misinformation, can potentially damage the company's reputation in the long run (Alliance of Independent Journalists, 2024). Inaccurate news has the potential to face legal problems such as defamation lawsuits or other legal claims, especially if the news published has a negative impact on other individuals, groups, or companies. An unmaintained reputation due to legal problems experienced by press companies can reduce the level of audience trust in the media, so that audiences have the potential to switch to other media. This reputational risk can ultimately give rise to

financial risks with a reduction in the company's revenue in the long term (Ordway, 2017; Patterson, 2020).

The rapid dissemination of information through digital technology increases the challenges for journalists in verifying facts. Errors in reporting, even if unintentional, can trigger lawsuits (Media Defence, 2021). The legal risks faced by press companies, especially press complaints and lawsuits in court, are a sign that the workflow carried out in producing news is not in accordance with journalistic rules that emphasize the discipline of verification and checks and balances (Jamil, 2019). Legal risks can be fatal, giving rise to reputational risks that make audiences or customers no longer trust the media that is declared to have made mistakes in news production. The decline in the level of trust can be seen in the number of views or the decrease in the number of customers in the traffic of online press companies. Decreased traffic can result in a decrease in the number of advertisements from clients due to reduced dissemination in the media found guilty in a legal case. The legal risks experienced by companies are closely related to the lack of expertise in human resources (HR), in this case journalists, in implementing journalistic principles in the workflow of producing news (Tenove, Al-Rawi, Merchan, Sharma & Villela, 2023).

In the press industry, production management is the main activity that is at the core of operations. After going through the planning and research stages, the press company is responsible for producing and managing the various publication channels. In recent years, technological advancements have significantly changed the preferences and patterns of audience interaction. This change forced press companies to adapt to new business models that were more interactive and technology-based (McLuhan, 1964). Adaptation to advanced information technology is increasingly needed by press companies, but the distribution of valid and verified news is also increasingly needed amid the rapid flow of information that cannot be accounted for on social media (Gottfried, 2016). This shows that press products with strict journalistic methods, attractive presentations, and cutting-edge technology support are needed so that press companies can survive and thrive amid industry challenges (Saragih & Harahap, 2020). In addition, press companies need to understand and manage the risks that arise in every business process.

This research is motivated by the challenges faced by the press industry and the urgency for press companies to adopt corporate risk management. If risk management is not integrated into every business process of a press company, there is a high chance that the company will fail in achieving its strategic objectives. In the context of an increasingly dynamic business environment, failure to identify and manage risks can have a serious impact on a company's reputation and business sustainability. Therefore, the implementation of comprehensive risk management is an urgent need to ensure the smooth running of business processes and the achievement of the company's vision. However, there are still limitations to research that specifically addresses risk management in the context of news production. This thesis aims to fill these gaps by

identifying the main risks in news production activities, formulating relevant mitigation strategies, and providing proposed draft Key Risk Indicators.

This research was conducted with an approach that focuses on risk analysis from the perspective of press companies, by taking case studies at *PT PPI*. The main motivation for choosing *PT PPI* as the subject of the research is based on its status as a new press company that has adopted the latest technology in the press industry. *PT PPI* is considered to provide more added value compared to other press companies. Based on initial interviews with *PT PPI's* management, it is known that the company currently does not have adequate tools to effectively monitor risks. This condition has the potential to result in delays in the identification and response process to possible risks.

Based on initial observations, one of the aspects that is severely affected by the lack of an integrated risk management system is the news production process. In the process of news production, companies are often faced with various operational risks such as data verification errors, dissemination of inaccurate information, copyright infringement, and products that do not comply with media regulations. These risks are still managed reactively, where actions taken are only responsive after problems arise. This approach not only has the potential to damage the company's credibility and audience trust, leading to reputational and legal risks, but it can also potentially cause financial losses.

Therefore, this research aims to apply the concept of integrated risk management, especially in the aspect of news production. With an integrated system, companies are expected to proactively manage risks, create measurable preventive measures, and improve the efficiency and quality of the news production process. This research is expected to contribute not only to companies in improving business competitiveness and sustainability but also as a reference for risk management in the media industry more broadly.

The purpose of this research is to formulate a proposal for the KRI design in order to support the implementation of ERM at *PT PPI*. KRI can be used by companies as a matrix in measuring specific risks and providing early signals about potential risks (Beasley, Branson, & Hancock, 2010). The development of appropriate KRI effectively communicated to the entire company will help identify the company's risk appetite, thereby making the company more responsive and proactive to risk events (Beasley, Branson, & Hancock, 2010).

METHOD

This study adopts a qualitative method using a case study research approach. The qualitative approach provides flexibility in the data collection process and allows researchers to gain a deeper understanding of the context and process of risk management and KRI design. This research also allows for a more in-depth exploration of the perspectives and experiences of the research subjects.

The data used in this study came from two main categories, namely primary data and secondary data. Primary data consists of: Notary Deed of *PT PPI*, Company *Ad Art*,

and Company Profile of *PT PPI*. Secondary data consists of Financial Statements of Press Issuers in Indonesia and Association Data. This information is critical to identifying significant risks and designing effective KRI.

Qualitative research with this model begins with data collection, which is then analyzed using triangulation techniques with the aim of testing the validity of the data that has been obtained from the source. This allows researchers to compare and confirm findings from various data sources to provide a more comprehensive understanding of risk conditions at *PT PPI*. Secondary data are used to complement the primary data and provide a broader context about the research subject. Secondary data sources include company profiles, relevant previous studies, and related literature reviews.

Data collection was carried out for five months from July to November 2024. This research was carried out through the following stages:

1. Understand the literature review in the form of conceptual frameworks, research, and relevant related theories
2. Conduct document reviews, which consist of internal and external documents of the company to understand the organization, understanding of the industry, business, and the condition of the company
3. Develop theoretical concepts into interview questions
4. Conduct socialization about the concept of risk and risk assessment using the RCSA method to risk owners
5. Deploy tables for filling in risk identification and analysis
6. Conduct interviews to obtain information about the company's internal environment, company objectives, views related to risks, key risks, control activities that have been carried out, and risk mitigation plans
7. Determine key risks as significant risks that have an effect on the company's strategic goals
8. Identify and design KRI
9. Make conclusions and recommendations on the proposed KRI draft for companies

RESULTS AND DISCUSSION

This research focuses on the news production workflow at PT PPI. This workflow was chosen because it is a core activity of PT PPI which carries out its role as a press entity. This flow describes how the company runs its day-to-day operations. Although technology is an important element in innovation, in this context, it serves as a support to improve the production process with its role in strengthening the production workflow.

The risk assessment method used in the risk assessment process in this study uses Risk Control Self-Assessment (RCSA). The risk identification stage is the first step taken by risk owners to recognize various potential risks that may arise in the business processes that are carried out. The focus in this process is on risks that come from internal and external factors of the company. This risk identification is carried out by the head of each division who has knowledge and experience of risks and related processes. Risk

identification focuses not only on the main risks but also on the identification of the sources of risk and the internal controls that already exist. An analysis was carried out on the possible and impact of the identified risks, with the aim of compiling a list of ten priority risks that have a significant impact on the achievement of the company's vision.

After completing the risk assessment stage using the RCSA method, the next step is to document the results of the assessment into the risk register. This stage aims to ensure that all risks that have been identified are recorded systematically and structured, including the results of the assessment of the level of likelihood and impact of risk occurrence. A total of seventeen news production business processes have been identified for risk. Based on the results of the identification, eighty-two risks were detected. From all the risks identified, the risk owner makes a selection to determine the main risks in each business process.

After the risks are documented in the risk register, the process continues by prioritizing the main risks into the top ten priority risks that are considered to have the most significant impact on the company's sustainability and performance. These risks are then further analyzed and mapped into a risk map. Table 4 presents a list of the ten most significant risks.

Table 4. Table 10 Top Risks at PT PPI

Risk Code	Risk Event	Risk Measurement	Inherent Risk Score	Inherent Risk
		P	D	
C2	The source provides inaccurate information.	3	3	9
E3	Verified information turns out not to come from a credible source.	3	3	9
E4	Obfuscation of facts from information sources.	3	3	9
F2	One-sided, doesn't cover both sides (unbalanced).	3	3	9
F4	Subjectivity (opinion) of the editor and journalist regarding the reporting.	3	3	9
F5	No quality control before the news is published.	3	3	9
G4	News doesn't comply with the Journalistic Code of Ethics, Cyber Media Guidelines, and Press Law.	3	3	9
Q4	Legal demand because of the perceived spreading of false news or defamation.	3	3	9
Q9	Cyber-attack on the platform, changing or deleting news content.	3	3	9
Q10	Content is reported by a certain party for copyright infringement.	3	3	9

Source: Risk Assessment Results at PT PPI (2024)
Remarks: *) P = Probability, D = Impact

These risks are then mapped in an inherent risk map based on their impact and probability. This map serves as a reference to determine risk management priorities. With this inherent risk map, PT PPI's management can better understand the company's inherent risk landscape.

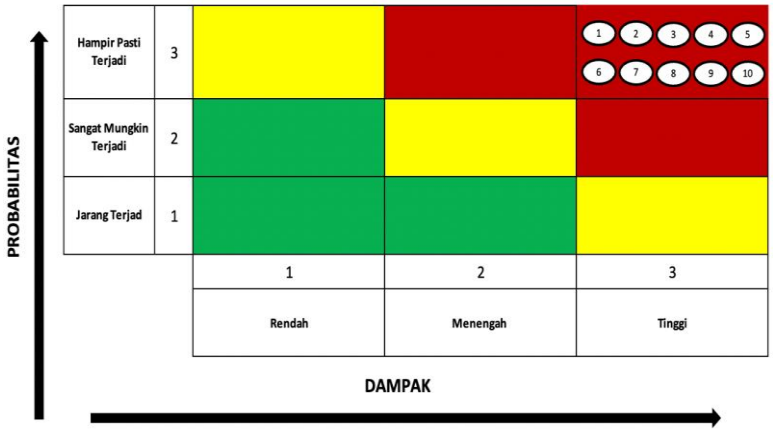

Figure 1. PT PPI's Inherent Risk Map

Figure 1 illustrates PT PPI's inherent risk map. This map serves as a reference to determine risk management priorities. Through the illustration in Figure 1, PT PPI's management can better understand the company's inherent risk landscape. The inherent risk map is the basis for constructing a residual risk map, which will show the influence of the mitigation measures implemented by PT PPI. Based on the information of the risk owners, in the inherent risk map above, all significant risks are almost certain to occur in probability and have a high impact on the continuity of business processes.

In the risk assessment map that is considered the most significant, PT PPI views that almost all workflows are carried out as having a high risk to business continuity. This is in line with PT PPI's view that the current situation in the press world is indeed faced with high risks when the press is faced with resistance from social media and increasingly sophisticated technological challenges.

The high probability and impact of risks on the press business process prompted PT PPI to formulate and implement a strict control scheme with internal controls that focused on the most significant risks of the company's main business processes.

From the determination and elaboration of the top 10 risks, the next step taken by PT PPI is to carry out various internal controls intended to reduce the scale of the risks faced in both the probability and the impact on the company. In this internal control, PT PPI has an assessment rating of the internal control carried out so that it can calculate its effectiveness. The assessment ranking consists of five points with a rating of 5 (five) as the lowest, which means that internal control needs significant improvement to rank 1 (one), which means that internal control is considered very effective.

Internal control is applied to address the root cause of risk, so as to prevent risk events from occurring. This assessment is important to see the extent to which the effectiveness of control can reduce the level of risk faced.

Table 5. Table of Internal Control Assessment Results at PT PPI

Risk Code	Risk Event	Root Cause	Current Internal Control	Assessment of Control
C2	Source provides inaccurate information.	- The journalist/editor does not know who should be the source. - The journalist/editor does not approach the source. - The journalist/editor does not follow ethical guidelines when interviewing a source. - The journalist/editor does not understand what the source is talking about. - The journalist/editor does not perform a back-up of the interview results.	Journalists are required to conduct reporting by gathering information from multiple sources, including experts and other reliable sources.	3
E3	Verified information turns out not to come from a credible source.	- Collision with the deadline. - Unwillingness to be left behind by other media outlets for updates. - Data source is from a single source only. - There is an attempt to obscure facts from the information source.	Journalists are required to conduct reporting by gathering information from multiple sources, including experts and other reliable sources.	3
E4	Obfuscation of facts from information sources.		Journalists are required to conduct reporting by gathering information from multiple sources, including experts and other reliable sources.	3
F2	One-sided, does not cover both sides (unbalanced).	- The editor/editor does not understand the theme or topic of the news. - The editor/editor lacks vocabulary and does not understand language processing.		3
F4	Subjectivity (opinion) of the editor and journalist regarding the reporting.	- Inability to translate foreign languages correctly. - The editor/editor does not re-check the journalist's report.	Re-checking activity by the Managing Editor on the news to be published.	2
F5	There is no quality control before the news is published.	- Collision with the deadline.	Re-checking activity by the Managing Editor on the news to be published.	2
G4	News does not comply with the Journalistic Code of Ethics, Cyber Media Guidelines, and Press Law.	- There is no control system before publication. - The managing editor never re-checks the work of the editor and journalist.	Re-checking activity by the Managing Editor on the news to be published. - The Editorial Team follows the work procedure guidelines according to the Journalistic Code of Ethics, Press Law, Cyber Media Guidelines, etc.	3

Q4	Legal claim for spreading false news or defamation.	- Weak platform (website/app) system. - Banner ads, pop-ups, or other forms cover the news page.	The Editorial and IT team have a review process before uploading news/content. - The IT team has a digital security mechanism on the platform.	3
Q9	Cyber-attack on the platform that changes or deletes news content.	- The web/platform security system is weak.	The Editorial and IT team have a review process before uploading news/content. - The IT team has a digital security mechanism on the platform.	4
Q10	Content is reported by a certain party for copyright infringement.	- Graphic assets or video footage are taken from other parties with guaranteed copyright.	The video must be from an original internal source, from a third party with a subscription, and from a public source.	3

Source: Results of Risk Assessment and Internal Control at PT PPI (2024)

From Table 5, it can be seen that PT PPI already has an internal control mechanism that is expected to be able to reduce the possibility of the most significant risks obtained in the business processes carried out. PT PPI not only implements control, but also evaluates the control by providing a rating of the effectiveness of the control.

Table 6. PT PPI Residual Risk Table

Risk Code	Risk Event	Risk Measurement	Residual Risk Score	Residual Risk
		P	**D**	
C2	Source provides inaccurate information.	2	3	6
E3	Verified information turns out not to come from a credible source.	2	3	6
E4	Obfuscation of facts from information sources.	2	3	6
F2	One-sided, doesn't cover both sides (unbalanced).	2	3	6
F4	Subjectivity (opinion) of the editor and journalist regarding the reporting.	2	3	6
F5	No quality control before the news is published.	2	3	6
G4	News doesn't comply with the Journalistic Code of Ethics, Cyber Media Guidelines, Press Law.	2	3	6

Q4	Legal demand because of perceived spreading of false news or defamation.	2	3	6
Q9	Cyber-attack on the platform, changing or deleting news content.	2	3	6
Q10	Content is reported by a certain party for copyright infringement.	2	3	6

Source: Risk Assessment Results at PT PPI (2024)
Remarks: *) P = Probability, D = Impact

From various internal controls on the risks faced, PT PPI claims to be able to reduce the residual risk score from the previous risk measurement. The top 10 risk residual risk score also dropped to medium from the previous high level. The decline only occurred in the parameter of the probability of risk occurrence, while the impact parameter of the risk remained high. Based on the information of the risk owners, internal control is actually not enough to drastically reduce the probability and impact of risk, because several things are still PT PPI's homework, especially from external factors. Therefore, in the risk map made by PT PPI, all the top 10 risks that have a high value can go down after internal control is carried out.

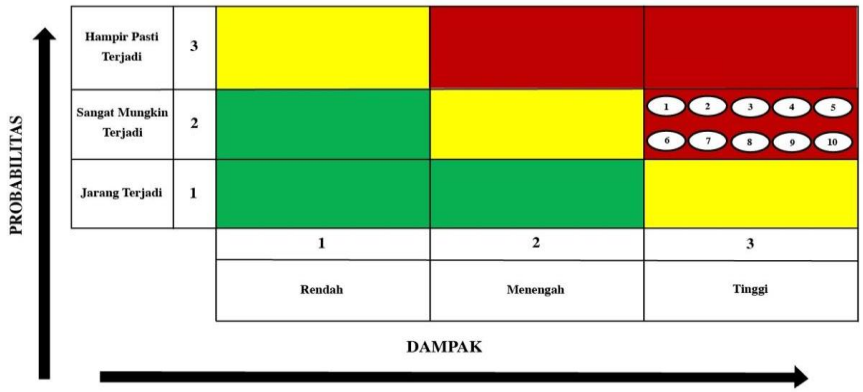

Figure 2. PT PPI Residual Risk Map
Source: Risk Assessment Results at PT PPI (2024)

From Figure 2, it can be seen that the top 10 risks faced by PT PPI have decreased, especially in the risk probability parameter after conducting internal control from the previous almost certain to very likely to occur. Therefore, the next step from PT PPI is to form various mitigation efforts to reduce the level of probability and risk impact of the business processes carried out by the editorial team. PT PPI has formed various mitigation efforts to reduce the level of probability and risk impact of the business process carried out by the editorial team. This mitigation effort is carried out after recognizing potential risks such as technical glitches, editorial errors, or violations of journalistic ethics, which have not been maximized with internal prevention.

Table 11. Table of Mitigation Plans in News Production at PT PPI

Risk Code	Risk Event	Risk Category	Risk Criteria	Mitigation Plan	PIC

C2	Source provides inaccurate information.	Operational Risk	Medium	Have several alternative plans in gathering information/data. - Information management.	RED
E3	Verified information turns out not to come from a credible source.	Operational Risk, Legal Risk, Reputation Risk	Medium	1. Optimize the workflow. 2. Efficient and effective information system. 3. Have a work plan. 4. Information management. 5. Build an editorial database. 6. Create a data bank with the help of technology.	RED
E4	Obfuscation of facts from information sources.	Operational Risk, Legal Risk, Reputation Risk	Medium	1. Optimize the workflow. 2. Efficient and effective information system. 3. Have a work plan. 4. Information management. 5. Build an editorial database. 6. Create a data bank with the help of technology.	RED
F2	One-sided, does not cover both sides (unbalanced).	Legal Risk, Reputation Risk	Medium	1. Have a specific control team for news quality. 2. Formalize editorial guidelines. 3. Formalize news production guidelines. 4. Internal FGDs (Focus Group Discussion) with various professional journalists. 5. Build a reviewer team with the help of technology.	RED, LGL
F4	Subjectivity (opinion) of the editor and journalist regarding the reporting.	Legal Risk, Reputation Risk	Medium	1. Have a specific control team for news quality. 2. Formalize editorial guidelines. 3. Formalize news production guidelines. 4. Internal FGDs with various professional journalists. 5. Build a reviewer team with the help of technology.	RED, LGL
F5	There is no quality control before the news is published.	Legal Risk, Reputation Risk	Medium	1. Have a specific control team for news quality. 2. Formalize editorial guidelines. 3. Formalize news production guidelines. 4. Internal FGDs with various professional journalists. 5. Build a reviewer team with the help of technology.	RED, LGL
G4	News does not comply with the Journalistic Code of Ethics, Cyber Media Guidelines, and Press Law.	Legal Risk, Reputation Risk	Medium	- SOP for content publication. - Continuous control system.	RED, LGL
Q4	Legal claim for spreading false news or defamation.	Legal Risk, Reputation Risk	Medium	- SOPs and systems that refer to the work procedures of the Journalistic Code of Ethics, Press Law, Cyber Media Guidelines, etc.	RED, LGL
Q9	Cyber-attack on the platform that changes or deletes news content.	Technology Risk	Medium	1. Implement a firewall, antivirus, and detection systems. 2. Conduct regular security audits. 3. Regular cyber security training for the editorial IT division. 4. Automatic Backup. 5. Improve the Monitoring System. 6. Simulate cyber-attacks. 7. Coding and UI/UX quality control. 8. Separate some computer parts from the storage of user data. 9. Digital security on the platform is enhanced.	RED, TEK
Q10	Content is reported by a certain party for copyright infringement.	Legal Risk, Reputation Risk	Medium	1. Use Copyright Monitoring Software. 2. Employee training and education. 3. The Legal team has the authority to mitigate potential copyright risks. 4. Media insurance, protected from quick legal demands. 5. Fast	RED, KRE, LGL

	escalation process. 6. SOP for content publication. 7. Continuous control system. 8. SOPs and systems that refer to the work procedures of the Journalistic Code of Ethics, Press Law, Cyber Media Guidelines.

However, before PT PPI determines mitigation efforts, management should first create a Key Risk Indicator (KRI) as a guide to monitor risks on an ongoing basis and provide initial information on the risks faced. However, PT PPI does not yet have a KRI, so researchers have made a KRI for PT PPI. The KRI identification process is very important as a basis for the development of effective KRI. The steps of designing KRI refer to an approach adapted from (Beasley, Branson, & Hancock, 2010), in the following order:

1. Understand organizational goals
2. Identify risks that may interfere with the achievement of organizational objectives
3. Identify 5-10 significant risks
4. Determining relevant information as KRI

In the early stages of KRI design, the steps taken are to relate organizational goals, initiative strategies and potential risks that can hinder its achievement. This step serves as a foundation for developing relevant and effective KRI, so that it can support proactive risk management. Furthermore, a risk identification and analysis process is carried out to explore relevant information as a reference from KRI.

From the top ten risks determined as significant risks at PT PPI, the researcher grouped the KRI indicators into five categories. These five groups of KRI indicators consist of a number of risk events that are considered to have similar root causes. Therefore, the design of KRI indicators is carried out on a group-based basis to avoid redundancy in the preparation of indicators. Of the various risk events faced, risks are classified into four main categories, namely operational risk, legal risk, reputational risk, and technology risk.

Table 12. KRI Table on News Production at PT PPI

Risk Code	Risk Event	Risk Category	KRI
C2	Source provides inaccurate information.	Operational Risk	1. Number of untaped sources. 2. Percentage of sources who provide information or data that does not match the interview (SOP). 3. Percentage of news that is rejected for not being verified against credible sources. 4. Percentage of news that does not comply with the guidelines of PT PPI. 5. Percentage of editors and journalists who follow continuous training.
E3	Verified information turns out not to come from a credible source.	Operational Risk	
E4	Obfuscation of facts from information sources.	Legal Risk, Reputation Risk	
F2	One-sided, does not cover both sides (unbalanced).	Legal Risk, Reputation Risk	1. Percentage of news that does not comply with the guidelines of PT PPI.

F4	Subjectivity (opinion) of the editor and journalist regarding the reporting.	Legal Risk, Reputation Risk	2. Percentage of journalist/editor's opinion found in the source's narration. 3. Number of positive/negative comments or threads found in the news. 4. Number of negative comments and audiences on the news presented. 5. Frequency of legal socialization for journalists/editors. 6. Percentage of editors and journalists who follow continuous training.
F5	There is no quality control before the news is published.	Legal Risk	
G4	News does not comply with the Journalistic Code of Ethics, Cyber Media Guidelines, and Press Law.	Legal Risk, Reputation Risk	1. Total number of violations of the code of ethics that are identified in the internal evaluation. 2. Percentage of news that contains a potential conflict of interest based on the results of the internal evaluation. 3. Percentage of viral news and negative comments about the given news. 4. Percentage of correction from an information source. 5. Percentage of news 'revisions' because of incorrect data.
Q4	Legal claim for spreading false news or defamation.	Legal Risk, Reputation Risk	
Q9	Cyber-attack on the platform that changes or deletes news content.	Technology Risk	1. Frequency of sudden website traffic from one source in one month. 2. Frequency of repeatedly failed login attempts or accounts that cannot be identified. 3. Number of notifications or security system alarms that indicate a potential threat. 4. Percentage of news that does not comply with the guidelines of PT PPI. 5. Total internal investigation and loss of sensitive data.
Q10	Content is reported by a certain party for copyright infringement.	Legal Risk, Reputation Risk	1. Percentage of viral and negative comments on social media. 2. Percentage of content that cannot be displayed/blocked on social media because it uses other party's material. 3. Percentage of content that violates copyright. 4. Frequency of socialization of editorial/compliance policies.

Operational risks include inaccuracies in information provided by sources and the blurring of facts in the news. This is measured through indicators such as the percentage of data that does not comply with SOPs, violations of editorial guidelines, and the need for advanced training for journalists. This risk demonstrates the importance of managing credible sources of information and adherence to editorial standards to maintain news quality.

Meanwhile, legal and reputational risks highlight issues of production, which in this case is news, such as news that is not in accordance with the Journalistic Code of Ethics, then the emergence of subjectivity in the news, and the threat of lawsuits related to defamation or copyright infringement. The indicators include the frequency of ethical

violations, the number of legal complaints, and an evaluation of the quality of the content before it is published.

On the other hand, technology risks include the threat of cyberattacks that could lead to platform disruption or loss of content. To manage these risks, indicators such as suspicious traffic spikes and technical incident reports are a major focus. Overall, this table is a strategic tool for monitoring, measuring, and mitigating risks in order to maintain integrity and professionalism in news production.

Based on the analysis of the news production business process at PT PPI, the researcher and the company's management have designed a Key Risk Indicators (KRI) system consisting of a framework, determination of key risks and monitoring indicators. This KRI system is designed to provide early warning information that can be used by companies in identifying and mitigating significant risks. With the existence of KRI, PT PPI can monitor changes in risk exposure more proactively and responsively. This monitoring should be carried out periodically and supervised by the relevant division, such as the risk management division or the individual specifically appointed as the risk controller. The results of KRI information need to be reported to the company's leadership, including the board of directors, to evaluate mitigation strategies or make the necessary decisions to protect the company from the impact of risks that may occur.

CONCLUSION

Based on the analysis of news production business processes at *PT PPI*, the company has designed a Key Risk Indicators (KRI) system consisting of a framework, key risk determination, and monitoring indicators. The research successfully identified 82 risks in the business process of news production, which were subsequently narrowed down to 26 main risks through an evaluation process based on their probability and impact on the success of the company's strategic objectives. Furthermore, 10 top risks were selected as the focus of the KRI design. Of the 10 priority risks, there are four risk categories: operational risk, legal risk, reputational risk, and technology risk. The draft KRI prepared can support *PT PPI* in monitoring risks on an ongoing basis and providing accurate initial information regarding changes in risk exposure. The implementation of KRI that is integrated with the company's strategy will help companies reduce potential losses, increase operational efficiency, and maintain public trust in the news products produced.

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