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Risk Management in Cultural Heritage Brand Disputes: A Case Study of Kutus Kutus Oil

Aloysius Harry Mukti[1], Oda I.B Hariyanto[2]
[1]Universitas Bhayangkara Jakarta Raya, Faculty of Economic and Business, Bekasi, Indonesia,
[2]Universitas Internasional Batam, Faculty of Business, Batam, Indonesia
Corresponding Author Email: aloysius.harry@dsn.ubharajaya.ac.id

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Abstract

This study investigates the application of risk management strategies in addressing internal disputes within cultural heritage enterprises, using the Kutus Kutus Oil trademark conflict as a case study. As a family-run brand deeply rooted in Indonesian tradition, Kutus Kutus represents both a commercial venture and a symbol of cultural identity. However, internal conflict between the founder and his stepson over brand ownership escalated into a public legal dispute, threatening the brand's sustainability and cultural legacy.Employing a qualitative research design, this study utilizes document analysis and a qualitative analysis framework to identify key risk indicators and thematic patterns related to governance breakdown, legal compliance, reputational impact, and strategic risk response. The findings reveal that internal relational risks particularly in founderled, family-owned businesses can significantly undermine both operational and cultural continuity if not proactively managed. The study highlights the necessity of implementing integrated Enterprise Risk Management (ERM) systems tailored to the dual demands of cultural preservation and commercial sustainability. This research contributes to the limited literature on internal risk governance in cultural heritage enterprises and offers practical insights for future conflict prevention and brand stewardship.

Keywords: Risk Management, Cultural Heritage Brand, Trademark Dispute, Internal Conflict, Governance Failure, Family Business.

Introduction

Indonesia's economy has experienced significant growth over the past few decades, emerging as one of Southeast Asia's largest economies. A key contributor to this expansion is the proliferation of local brands across various sectors, which have substantially bolstered national economic development. These enterprises not only generate employment opportunities but also enhance Indonesia's competitiveness in the global market (Purnamasari, 2024). This trend aligns with demographic shifts, including a growing middle class and a youthful population that increasingly values domestic products (UNUSA, 2023).

Despite their contributions, local businesses in Indonesia face numerous challenges that can impede their growth and sustainability. These challenges encompass intense competition from international brands, limited marketing budgets, difficulties in building consumer trust, and a lack of innovation (Bisnis Rakyat, 2023). Additionally, limited access to capital, technological constraints, and the need for effective supply chain management present significant hurdles (Neliti, 2023). Navigating complex regulatory environments and adapting to rapidly changing market dynamics further necessitate strategic agility (MitraComm, 2023). Collectively, these obstacles underscore the importance of robust risk management strategies to ensure the longevity and success of local enterprises.

A notable example illustrating these complexities is the trademark dispute involving Kutus Kutus Oil, a renowned Indonesian herbal product. This conflict arose between the founder, Bambang Pranoto, and his stepson, Fazli Hasniel Sugiharto, concerning the ownership of the Kutus Kutus trademark (Kompas, 2025). Internal disputes of this nature can profoundly impact a company's sustainability, potentially disrupting operations, damaging brand reputation, and eroding consumer trust. Given that Kutus Kutus Oil represents not only a commercial entity but also a facet of Indonesia's rich cultural heritage, the implications extend beyond the business itself, highlighting the intricate interplay between cultural legacy and commercial interests.

This scenario underscores the critical need for implementing early warning systems within risk management frameworks to anticipate and mitigate internal conflicts before they escalate. Proactive identification and management of potential risks can safeguard a company's assets, reputation, and operational continuity (Wise Steps Consulting, 2024). In the context of family-owned businesses or those deeply rooted in cultural traditions, establishing clear governance structures and communication channels becomes even more imperative to prevent disputes that could jeopardize both the business and its cultural significance.

Despite the evident importance of risk management in preserving both business interests and cultural heritage, there remains a paucity of research focusing on this intersection within the Indonesian context. While studies have explored various challenges faced by local enterprises, including competition, resource limitations, and marketing hurdles (Kumparan, 2024) (Kompasiana, 2023), there is a noticeable gap in the literature addressing the specific risks associated with internal conflicts over cultural heritage brands. For instance, research on the Indonesian batik industry has identified institutional barriers to sustainability, such as limited customer knowledge and socio-cultural and regulatory challenges, but does not delve into internal conflict management (Prayudi, 2022). Similarly, studies on culture-based entrepreneurship highlight challenges like market adaptation and competition with mass-produced alternatives, yet overlook the aspect of internal disputes (Amer, 2024). Furthermore, analyses of cultural heritage risk assessments often focus on external threats like environmental factors, neglecting internal business conflicts (DeSilvey et al., 2022). This gap highlights the need for comprehensive research examining how risk management practices can be tailored to address the unique challenges faced by culturally significant local enterprises.

In light of this research gap, this study aims to analyze the application of risk management strategies in resolving brand disputes within cultural heritage enterprises, with a particular focus on the Kutus Kutus Oil case. By employing a qualitative analysis framework, this research seeks to provide insights into effective risk mitigation techniques applicable to similar conflicts. Qualitative research is particularly suitable for exploring complex, context-dependent phenomena such as internal disputes within culturally embedded organizations (Creswell & Poth, 2018). The study will utilize case study analysis as the primary analytical tool, which is widely recognized for its strength in providing an in-depth, multi-faceted understanding of real-world issues in business and organizational research. This approach allows for the identification of best practices in managing risks associated with cultural heritage brands and contributes to the limited body of knowledge in this field.

Literature Review

Risk Management in Business Organizations

Risk management has emerged as an essential function within modern organizations, serving as a mechanism for identifying, evaluating, and mitigating threats that may hinder business objectives. Frameworks such as ISO 31000 and COSO ERM guide enterprises in managing various types of risks including operational, financial, legal, and reputational. According to (Fadun, 2013), risk is an unavoidable part of business life, and managing it effectively can enhance decision-making and operational performance. The holistic nature of ERM enables firms to see beyond siloed threats and adopt a portfolio view of risks that emphasizes both threats and opportunities.

Recent studies stress that ERM is especially critical in dynamic environments where external volatility and internal complexity intersect. (Aziz et al., 2018) emphasize that SMEs, particularly in developing countries like Malaysia, are increasingly recognizing the importance of ERM as a proactive approach to sustainability. However, the implementation varies greatly due to differences in organizational size, resources, and awareness. Unlike large corporations that employ Chief Risk Officers and adopt COSO fully, SMEs need simplified, adaptable frameworks. As such, embedding ERM into organizational culture remains a strategic imperative for long-term survival and growth.

Internal Conflict as Business Risk

Internal conflict—especially within family-owned or founder-led businesses—represents a significant but often underestimated business risk. Conflicts may arise from power struggles, generational transitions, or differing visions for the company. (Sharma et al., 2001) suggest that unresolved internal conflict leads to reduced performance, loss of key personnel, and in worst cases, the collapse of the enterprise. This is particularly relevant in businesses that intertwine personal relationships with governance structures, such as those rooted in cultural heritage.

(Fadun, 2013) further points out that operators' failure, a term encompassing human misjudgments and interpersonal conflicts, is a major contributor to risk management breakdowns. A weak internal governance system amplifies these risks, especially when there is no clear separation between ownership and management. Without a robust internal control environment and communication structure, internal disputes can escalate into legal and reputational crises, undermining the very identity and continuity of the business.

Cultural Heritage-Based Enterprises

Cultural heritage enterprises hold unique value propositions through their embedded traditions and localized authenticity. These businesses are often driven by identity preservation and cultural continuity, making them susceptible to tensions between commercialization and cultural integrity. (Kisi, 2019) emphasizes that maintaining the authenticity of cultural products while pursuing business expansion demands sensitive governance and market strategies. The dual identity of these enterprises—as commercial and cultural custodians—adds complexity to how risk is conceptualized and managed.

In this context, risk management goes beyond financial concerns to include the risk of cultural erosion and loss of community trust. (Aziz et al., 2018) argue that organizational factors such as leadership tone, employee training, and reward structures can significantly influence how risks are perceived and addressed in such enterprises. Inadequate understanding of cultural values by new stakeholders or successors may lead to decisions that compromise the heritage aspect of the brand, leading to internal tensions and market disaffection.

Legal and Intellectual Property Risks in Cultural Brands

Legal risks related to intellectual property are particularly salient for cultural heritage brands, which often rely on distinctive names, symbols, and narratives passed down through generations. Inadequate legal protection makes these enterprises vulnerable to brand hijacking, misuse, and internal disputes over ownership. The World Intellectual Property Organization (WIPO, 2020) recommends proactive trademark registration and licensing practices, particularly for community-based or founder-driven cultural enterprises.

Moreover, (Aziz et al., 2018) highlight that legal literacy and regulatory engagement are typically low among SMEs, including cultural brands. This leaves them unprepared to face formal disputes or to protect their brand identity in legal forums. In the absence of formal legal mechanisms, internal stakeholders may resort to litigation or informal retaliation, further destabilizing the business. Hence, integrating legal risk assessment into ERM frameworks becomes essential, especially for brands operating in overlapping spaces of commerce and cultural legacy.

Risk Management in Indonesian MSMEs and Cultural Sectors

Studies focusing on Indonesian MSMEs show that while awareness of risk management is growing, implementation remains inconsistent. According to Yazid et al. (2018), organizational factors such as top management support, staff training, and internal communication significantly influence ERM effectiveness. These findings are echoed in (Fadun, 2013) analysis, which shows that failure in communication and leadership commitment often results in poor risk governance and increased business vulnerability.

Despite growing interest, most studies on ERM in Indonesia focus on financial institutions or large corporates, with limited attention to cultural or family-owned businesses. This creates a gap in understanding how unique risk dynamics—such as internal conflict, cultural sensitivities, and informal governance—affect ERM effectiveness in these sectors. Additionally, there is limited empirical research on the adaptability of global ERM frameworks like COSO within the localized context of Indonesian MSMEs, especially those grounded in tradition and community identity.

Business Sustainability in Cultural Heritage Enterprises

Sustainability in cultural heritage enterprises involves balancing economic viability with the preservation of cultural values and traditions. These enterprises face unique challenges in maintaining authenticity while adapting to modern market demands. According to a study by (Wang & Li, 2019), revitalizing heritage brands is not only a commercial endeavor but also a cultural sustainability issue, as these brands embody significant cultural and historical values. The study emphasizes the necessity for heritage enterprises to innovate and adapt in the digital era to ensure both business success and the preservation of cultural identity.

Family-owned businesses often play a pivotal role in sustaining cultural heritage enterprises. Their long-term orientation and commitment to legacy enable them to prioritize sustainable practices over immediate financial gains. As noted by the (World Economic Forum, 2024), family businesses are uniquely positioned to lead in ethical and sustainable practices due to their intrinsic motivation to preserve wealth and legacy across generations. This stewardship approach fosters resilience and continuity in cultural heritage enterprises.

Furthermore, integrating sustainability into the core strategy of family businesses can enhance their competitive advantage. (KPMG, 2023) highlights that some family business leaders have embedded sustainability into their company culture, making it a key factor in their long-term success. By aligning business operations with environmental and social responsibility, these enterprises not only contribute to cultural preservation but also appeal to the growing market of conscious consumers.

Community engagement also plays a critical role in the sustainability of cultural heritage enterprises. According to an article in the (California Management Review, 2025), preserving and revitalizing cultural heritage requires active involvement from local communities to maintain relevance and vibrancy. Engaging stakeholders ensures that cultural practices are transmitted to younger generations, fostering a sense of ownership and continuity within the community.

Conceptual Framework

This study proposes a conceptual framework that links risk management practices to the sustainability of cultural heritage brands, specifically in contexts where internal conflict is a salient risk. Drawing from (Aziz et al., 2018), the framework identifies three dimensions of ERM adoption: organizational readiness, process integration, and legal-cultural alignment. Yazid et al. (2018) reinforce the role of organizational factors—leadership, communication, training—as enablers of effective ERM, while (Fadun, 2013) warns that risk management failure often stems from neglecting both operational and operator-level risks.

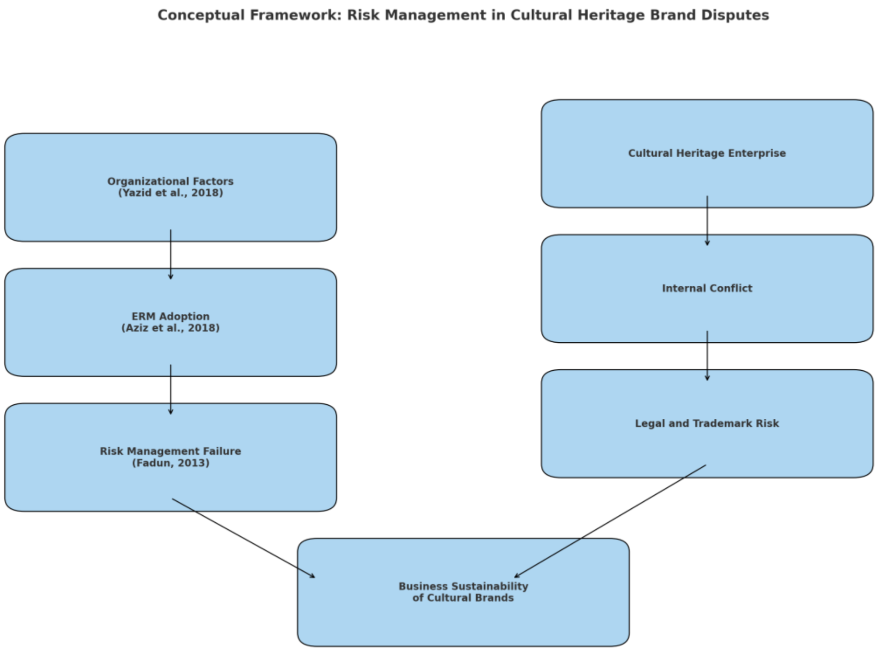

Image 2.1.Conceptual Framework

The framework also positions cultural authenticity as both an asset and a risk factor, requiring a balanced approach that aligns heritage preservation with business agility. The Kutus Kutus case offers a real-world application for this model, demonstrating how internal disputes in cultural brands can serve as early indicators of systemic risk. Using this framework, the study aims to extract insights and develop strategies for risk prevention, early detection, and conflict resolution in similar enterprises.

Research Method

Research Design

This study employs a **qualitative research design**, which is appropriate for exploring complex, context-specific phenomena such as internal conflicts in cultural heritage enterprises. Qualitative methods enable the researcher to examine how individuals interpret their experiences and construct meaning around organizational risk and conflict (Creswell & Poth, 2018). The emphasis in this approach is on understanding the "why" and "how" of phenomena, rather than quantifying variables.

Given the dynamic and human-centered nature of internal business disputes—particularly within founder-led, family-run, and culturally embedded enterprises—a qualitative design provides the necessary depth and flexibility to capture rich, descriptive data. This design aligns with the study's objective to explore risk governance and sustainability issues from multiple contextual sources.

Case Study Approach

This research utilizes a **single case study approach** centered on *Kutus Kutus Oil*, a traditional Indonesian herbal brand currently involved in a legal and familial dispute over trademark ownership. The case study method allows for an in-depth, multifaceted exploration of the subject matter in its real-life context (Yin, 2014). It is particularly well-suited to investigate "how" and "why" questions and to generate insights that may be transferable to similar contexts.

This approach enables the researcher to analyze the interplay between risk governance, legal structures, internal dynamics, and cultural sustainability. The uniqueness of the Kutus Kutus case lies in its position as both a commercial and cultural enterprise, making it ideal for examining the interconnection between organizational risk and cultural identity.

Data Collection Techniques

The study relies exclusively on **document analysis** as the primary data collection method. Relevant sources include news articles, legal case documents, public statements, corporate records, and impact reports related to the Kutus Kutus brand dispute. This method is appropriate for retrospective and context-focused research where direct access to participants is not required. Document analysis is especially valuable for studying legal and governance phenomena embedded in public discourse (Bowen, 2009).

Through this technique, the researcher systematically examines and interprets text-based data to uncover patterns and themes associated with risk management failure, brand control, internal disputes, and cultural business continuity. Document analysis supports the triangulation of diverse data sources, which enhances the credibility and depth of the study.

Analytical Tool: Qualitative Analysis Framework

To process and interpret the collected data, this study adopts a **qualitative analysis framework**. This framework allows the researcher to move systematically from raw data to conceptual understanding through a structured yet flexible process (Miles et al., 2014). The steps are as follows:

a. **Data Familiarization**: Comprehensive reading of documents and textual materials to gain an overview of the case and its complexity.
b. **Coding**: Identifying keywords, phrases, and ideas relevant to risk, governance, conflict, legal ownership, and cultural values.
c. **Theme Categorization**: Grouping related codes into higher-order themes such as “governance breakdown,” “heritage legitimacy,” “brand ownership conflict,” and “risk oversight.”
d. **Interpretation**: Linking emerging themes to theoretical concepts and empirical literature to derive conclusions regarding risk governance in cultural enterprises

This tool is particularly useful in examining multi-dimensional issues involving legal, organizational, and cultural layers. The thematic analysis approach enhances transparency and analytical rigor, especially when applied to single-case qualitative studies with rich contextual data.

Result

Data Familiarization

The initial phase of the analysis involved an extensive review of publicly available documents and articles related to the Kutus Kutus brand dispute. Five credible sources were selected based on their relevance, depth, and coverage of the conflict. These documents included interviews with the founder, Bambang Pranoto, legal claims regarding the trademark, and business transformation narratives. By systematically reading and summarizing these texts, a comprehensive understanding of the socio-cultural, legal, and organizational dimensions of the case was developed.

The data highlighted the multifaceted nature of the conflict—intertwining issues of family legacy, brand ownership, governance structure, and legal compliance. This familiarization stage was crucial in situating the Kutus Kutus dispute within broader discourses on risk governance and cultural brand sustainability.

Coding

The next step was coding—identifying recurring phrases, actions, and issues across the dataset that signal potential risk exposures and breakdowns in brand governance. This process was informed by literature on enterprise risk management (ERM) and qualitative coding practices (Miles et al., 2014). The key codes that emerged are described below, along with their risk implications:

a. “Trademark registered without consent” – Compliance and Legal Risk

This statement refers to unauthorized actions in relation to intellectual property registration. In the context of business law, unauthorized trademark registration constitutes a breach of compliance and exposes the organization to legal disputes and ownership ambiguity (WIPO, 2020). According to Yazid et al. (2018), compliance risk arises when business practices deviate from regulatory expectations or internal policies—here, the failure to coordinate trademark actions with co-founders or stakeholders.

b. “Decisions made without commissioner approval” – Governance Risk

This code indicates a failure in corporate governance mechanisms, particularly in a family-owned firm where roles and authority boundaries are often informal. Governance risk occurs when decision-making bypasses established authority structures, leading to misalignment of organizational goals (Simkins & Fraser, 2016). In family firms, such actions may be rooted in power asymmetry and lack of formalized board procedures (Sharma et al., 2001) .

c. “Long-standing family conflict kept private” – Reputational Risk

This phrase signals an internal interpersonal issue that remained undisclosed but ultimately became public. Reputation risk refers to the potential damage to stakeholder trust caused by publicized conflicts, particularly when involving family dynamics in culturally sensitive businesses (Fadun, 2013). The concealment of family disputes and their later exposure reflects a lack of transparency that can erode public perception and consumer loyalty.

d. “Brand transformed to Sanga Sanga” – Strategic Risk Response

This refers to a reactive decision to rebrand following a trademark conflict. Strategic risk is commonly linked to responses that alter business direction under uncertainty (ISO, 2018). While rebranding can be an adaptive tactic, in this context it indicates vulnerability due to internal conflict, and raises the risk of losing brand equity and loyal customers (Wang & Li, 2019).

Each code is grounded in risk literature, ensuring that interpretations are theoretically justified and methodologically sound. These codes will serve as the foundation for thematic analysis in the following section. Each code was extracted directly from primary documents and linked to a risk management domain. The process allowed the identification of underlying patterns related to failures in organizational control, interpersonal trust, and strategic brand management.

Code	Category	Excerpt	Source
Trademark Ownership Conflict	Legal Risk	"Bambang Pranoto filed a lawsuit to nullify the ownership of the Kutus Kutus herbal oil trademark, which has been held by Fazlie Hasniel Sugiharto since 2014."	Antara News, 2025
Unilateral Decision-Making	Governance Risk	"My stepson often made decisions while serving as Director of PT Kutus Kutus Herbal without my approval as Commissioner. I finally dismissed him."	MetroTV, 2025a
Unauthorized Trademark Filing	Compliance Risk	"At the time of trademark renewal, my stepson registered it under his own name without my consent."	MetroTV, 2025b
Family Conflict	Reputational Risk	"This conflict had been ongoing since my wife passed away, but I kept it private to protect our family's reputation."	Suara.com, 2025
Brand Transition to Sanga Sanga	Strategic Risk	"I gave away IDR 18 billion for land assets, but for the Kutus Kutus brand, I decided to transform it into Sanga Sanga."	SWA Online, 2025

The use of a qualitative analysis framework has enabled the structured breakdown of a complex, real-world dispute. The findings indicate that for cultural heritage brands to remain sustainable, risk governance must address not only external threats but also internal relational dynamics—especially in family-founded businesses where informal trust often replaces formal structure. Without proactive ERM implementation, cultural identity alone is insufficient to secure long-term business sustainability.

Theme Categorization

From the initial codes, four major themes were synthesized:

a. **Governance Breakdown** – Organizational hierarchy and decision-making protocols were not clearly enforced, leading to power imbalances and unilateral actions.
b. **Brand Ownership Conflict** – The lack of formal agreements and unclear trademark governance resulted in internal legal disputes.
c. **Reputational Risk via Family Exposure** – The public nature of the family conflict damaged the brand's credibility and emotional connection with loyal consumers.
d. **Strategic Response through Rebranding** – The founder's decision to create "Sanga Sanga" as a new brand illustrated a reactive risk response rather than a proactive mitigation plan.

These themes represent not just categories of risk, but also illustrate how those risks interacted and compounded each other, leading to systemic vulnerability.

Interpretation

This case illustrates the consequences of inadequate risk governance in cultural heritage enterprises. When founder-led businesses fail to implement structured legal ownership frameworks or internal controls, they become susceptible to internal conflict and operational instability. The dispute over the Kutus Kutus brand reveals how internal family dynamics, if unmitigated by governance structures, can lead to legal, reputational, and strategic crises.

From a risk management perspective, the case underscores the need for integrated **Enterprise Risk Management (ERM)** adapted to the context of cultural brands. As suggested by (Miles et al., 2014), qualitative analysis allows us to connect narrative data to abstract risk domains, revealing not just what risks occurred, but **why** they occurred and **how** they escalated.

Moreover, this case supports the argument by (Aziz et al., 2018) that organizational culture, leadership behavior, and stakeholder communication are essential in making ERM effective. Without these, even a well-known cultural brand rooted in tradition can rapidly lose coherence, legal protection, and consumer loyalty.

Implications of the Qualitative Analysis

The findings of this framework reveal several critical implications for **risk governance and business sustainability** in cultural heritage enterprises:

a. **Weak Governance Structures Amplify Internal Conflict**
The lack of formalized oversight within the company allowed unilateral decisions that led to brand ownership disputes. This suggests the need for **clear internal protocols**, especially in family-owned cultural businesses.

b. **Legal Vulnerabilities Threaten Brand Legacy**
Unauthorized trademark registration exposes the enterprise to **intellectual property risk**, highlighting the need to embed legal compliance into the risk management function.

c. **Reputational Fallout from Family Disputes**
Public exposure of internal family issues can **erode consumer trust**, particularly in brands rooted in cultural and ethical values.

d. **Reactive Strategies Jeopardize Sustainability**
Transforming the brand to “Sanga Sanga” as a reaction to internal conflict is a high-stakes move that could **alienate loyal consumers** and disrupt business continuity.

e. **Importance of Integrated ERM in Cultural Enterprises**
These risks demonstrate the need for **integrated Enterprise Risk Management (ERM)** that includes family dynamics, IP protection, governance systems, and brand legacy management.

Conclusion

Summary

This study aimed to analyze the application of risk management strategies in a cultural heritage brand dispute, using the case of Kutus Kutus Oil as a focal point. Applying a qualitative analysis framework, the research uncovered a chain of interrelated risks—including governance breakdown, trademark conflict, reputational threats, and reactive strategic responses—that significantly undermined the brand’s sustainability. By utilizing document analysis, the study highlighted how internal familial tensions, combined with a lack of formal governance mechanisms, contributed to operational instability and brand transformation.

The findings suggest that while cultural heritage can be a valuable business asset, it must be supported by robust risk governance systems. Organizational, legal, and interpersonal risks must be anticipated and managed through proactive Enterprise Risk Management (ERM), particularly in founder-led or family-owned enterprises where informal practices often dominate.

Limitation

Despite the depth of insight gained, this study has several limitations. First, the research was based solely on secondary data sources such as media reports and public statements. While these sources provided rich contextual narratives, they lack the depth of internal organizational perspectives that could have been accessed through interviews or ethnographic engagement.

Second, the single-case design limits generalizability. The Kutus Kutus case provides a unique lens into cultural brand disputes in Indonesia, but it may not fully represent broader trends or outcomes in other sectors or regions. Lastly, the study did not include a comparative analysis with other heritage brand conflicts, which could have provided stronger validation or contrasting perspectives.

Recommendation

To strengthen future research and organizational practices, the following recommendations are proposed:

a. **Incorporate Primary Data Through Interviews**
   Future studies should include semi-structured interviews with key stakeholders such as founders, board members, legal advisors, and cultural heritage experts. This would enrich the understanding of risk perception, decision-making rationale, and governance dilemmas from multiple viewpoints.
b. **Develop a Risk Assessment Tool Tailored to Cultural Brands**
   Practitioners and policymakers should consider developing a risk identification and monitoring tool specifically adapted to the unique characteristics of cultural enterprises—where emotional ownership, informal structures, and legacy values intersect.
c. **Institutionalize Governance Frameworks in Family-Owned Businesses**
   Founders and families should implement written agreements regarding brand ownership, decision-making rights, and dispute resolution mechanisms early in the business lifecycle. Doing so helps prevent internal risks from escalating into legal or reputational crises.
d. **Encourage Comparative Case Studies in Southeast Asia**
   Future researchers are encouraged to conduct comparative studies on cultural heritage brand disputes in different countries (e.g., Thailand, Malaysia, Vietnam) to draw regional insights and propose culturally nuanced risk management frameworks
e. **Policy Advocacy for IP Protection in Cultural Enterprises**
   Governments and cultural agencies should play a stronger role in educating traditional

business owners on intellectual property rights, especially concerning family-run enterprises that commercialize indigenous knowledge or traditional medicine

This research contributes theoretically by expanding the discourse on risk governance in cultural heritage enterprises, particularly within the underexplored intersection of internal conflict and brand sustainability. While existing literature on Enterprise Risk Management (ERM) often focuses on financial institutions or large corporates, this study demonstrates how risk manifests uniquely in founder-led, culturally embedded, and family-owned businesses. By applying a qualitative framework to a real-world trademark dispute, the study introduces internal familial conflict as a legitimate and critical domain within ERM, emphasizing the need to incorporate relational governance and legacy protection into risk models. Contextually, the study offers valuable insights specific to the Indonesian MSME landscape, where informal governance practices and cultural sensitivities often go unaddressed in formal risk frameworks. The Kutus Kutus case illustrates how brand identity and cultural authenticity can both amplify risk and offer resilience, thereby serving as a model for other enterprises operating at the nexus of tradition and commerce in Southeast Asia.

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