# ABSTRACT

*PT Artek Seiko Indonesia is a company engaged in the production of cardboard. In the production process, the company faces various quality problems, such as dimensional mismatches, non-strong adhesives, and machine breakdowns that cause downtime and production delays. The percentage of customer complaints that reached 2.8% exceeded the company's tolerance limit of 1%, indicating a significant risk in the production process that had not been addressed systematically.*

*This research uses a risk management approach based on the ISO 31000:2018 standard, specifically clause 6.4 regarding risk assessment and clause 6.5 regarding risk treatment. The stages in this research include risk identification, analysis and evaluation using a risk matrix, and design of risk treatment proposals (mitigation) based on the results of the highest risk evaluation. Verification was carried out based on compliance with clause 6.1 of ISO 9001:2015 and the principles of ISO 31000:2018, and validation was carried out to stakeholders.*

*The results showed that there were 14 risks in the production process, with 3 risks categorised as high risk and prioritised for mitigation. The proposed risk treatment is in the form of a draft work instruction for the risks of decreased knife sharpness, uneven adhesive, and untidy cardboard a*rrangement in the warehouse. *This work instruction is designed to be a standard reference for operators to reduce work variations and potential errors in the production process.*

*The proposal is expected to improve the effectiveness of the production process, reduce the number of customer complaints, and become the basis for building a sustainable quality management system. In addition, this approach helps the company to be more prepared to face risks systematically and proactively in order to achieve the set quality objectives.*



***Keywords*** **: ISO 31000:2018, ISO 9001:2015, *risk assessment, risk treatment***