NETIZEN: JOURNAL OF SOCIETY AND BUSSINESS e-ISSN: 3032-4319
Vol. 1 No. 8 Juli 2025, hal., 85-100

STRATEGY OF SEAWEED UMKM DEVEOPMENT IN UJUNG BAJI VILLAGE, SANROBONE DISTRICT,TAKALAR REGENCY (CASE STUDY OF MAKKIO DALLE COOPERATIVE)

Sri Narti Baharuddin
Entrepreneurship Study Program, Makassar State University
Corespondensi author email: baharuddinsrinarti@gmail.com

Marhawati Najib
Entrepreneurship Study Program, Makassar State University
marhawati@unm.ac.id

Agus Syam
Entrepreneurship Study Program, Makassar State University
agus.syam@unm.ac.id

Muhammad Rakib
Entrepreneurship Study Program, Makassar State University
m.rakib@unm.ac.id

Andika Isma
Entrepreneurship Study Program, Makassar State University
andika.isma@unm.ac.id

Abstract

This type of research is conducted using a qualitative field method (field research). The research approach used in this study is a qualitative observation approach, The research design used is a qualitative approach, Data collection methods used in this study include: Interviews, Observations, Documentation. This study analyzes the development strategy of seaweed MSMEs in Ujung Baji Village based on a SWOT analysis. The results show that strengthening competitive advantages such as clean waters, fast harvest cycles, and high carrageenan content can be the foundation for competing in the cosmetic, pharmaceutical, and export markets. However, challenges such as limited capital, traditional technology, dependence on raw materials, and threats of market competition and environmental damage hinder optimal potential. Strategic solutions include modernization of cultivation, diversification of processed products, HR training, organic certification, and digital marketing. Multi-party collaboration (government, private sector, MSMEs) and ongoing assistance are needed to increase added value, reduce dependence on middlemen, and create a sustainable value chain. Although the existing strategy is right, more concrete implementation and long-term commitment are still needed to achieve inclusive and competitive economic transformation.
Keywords: *strengths, opportunities, weaknesses, threats.*

INTRODUCTION

Takalar Regency as an Onder afdeling that is part of the Swatantra Makassar area together with the Onder afdeling of Makassar, Gowa, Maros, Pangkajene, and Jeneponto. The geographical condition of the Takalar Regency area consists of beaches,

plains, and hills. Part of the Takalar Regency area is coastal, covering a distance of 74 km, including the districts of Mangarabombang, Mappakasunggu, Sanrobone, Galesong Selatan, Galesong Kota, and Galesong Utara. The Takalar Regency is traversed by four rivers, namely the Jeneberang River, Jenetallasa River, Pamakkulu River, and Jenemarrung River. Dams have been built on these four rivers for irrigating rice fields covering an area of 13,183 hectares. One of the livelihoods of the people in Takalar Regency is seaweed farming. According to Chopin (2012), seaweed remains a relatively untapped resource with great potential as a nutrient-rich food source, animal feed, cosmetics, agrichemicals, biomaterials, and bioenergy molecules. According to Seetharaman (2016), alkaloids, saponins, phenols, terpenoids, coumarins, proteins, carbohydrates, flavonoids, and tannins were found in K. Alvarezii seaweed, which actively inhibits the bacteria Staphylococcus aureus, Bacillus cereus, Pseudomonas aeruginosa, Escherichia coli, Proteus vulgaris, and Bacillus subtilis. Many pharmacological studies report that the utilization of K. alvarezii algae is due to its carrageenan content as a source of dietary fiber, cholesterol reducer, and antioxidant, as well as its antiviral and anticancer compounds, and its antihemagglutination effect (Hayashi, L. and Reis, 2012). The extract of K. Alvarezii can suppress tumor development and modulate immune response, and it is non-toxic in experimental rats (Bakar, N.A.A., 2017). In Indonesia, specifically in the province of South Sulawesi, seaweed is cultivated in various production centers and significantly contributes to the increase in export value (Hendrawati, 2016). One of the regencies in South Sulawesi that cultivates seaweed is Takalar, whose geographical area consists of beaches, land, and hills. Part of the Takalar Regency area is coastal, stretching 74 km and covering several sub-districts, one of which is Sanrobone Sub-district. With the increasing global demand for seaweed products, this will impact efforts to enhance productivity.

According to Rauf (2021), increasing productivity is important, but quality also needs to be improved. In principle, there are three main factors that influence the quality of the produced seaweed, including cultivation, harvesting, and post-harvest handling (Surata et al., 2012). To improve the quality and market value of seaweed that meets export standards, the application of cultivation techniques and harvesting handling alone is not sufficient. The determination of the main quality of seaweed lies in post-harvest handling, both concerning raw products and processed products. Baharuddin et al. (2022) explain in their article that currently, the activity of lysis producing final products is increasingly developing and has a high demand. This will affect the demand for exports, especially for processed seaweed products, because their selling price is higher compared to raw seaweed. The impact of post-harvest handling processes not only affects the quality and added value of the products but also extends to the distribution system and supply chain management.

The problems faced by seaweed farmers in Takalar have not yet optimally utilized seaweed, resulting in lower economic value compared to processing it into high-value economic products. The conditions faced by seaweed farmers are:

1) Seaweed farmers have difficulty finding suitable land for seaweed cultivation.
2) Poor water quality can cause problems in seaweed growth.
3) Seaweed farmers may have difficulty finding appropriate markets to sell the produced seaweed products.
4) Seaweed farmers may experience market uncertainty in terms of selling prices and demand for seaweed products.

The lack of seaweed industrialization on a small and medium scale is due to the limited human resources with skills in seaweed cultivation, traditional seaweed processing machines or equipment, and an unpromising marketing factor. One of the problems often faced by seaweed farmers is the strategy for developing seaweed businesses in Takalar Regency itself.

RESEARCH METHOD

This research was conducted using qualitative field research methods, which involve providing a systematic description of situations and events, observing and revealing a condition or an object to find deep meaning or understanding of a problem faced, as seen in the form of qualitative data, whether in the form of images, words, or events. The purpose of qualitative field research is to uncover social phenomena or various problems that arise in the field. In addition, it also uses descriptive research, which aims to systematically, factually, and accurately describe the object of the problem. The purpose of this research is to gain knowledge about the "Development Strategy of Seaweed SMEs in Ujung Baji Village, Sanrobone District, Takalar Regency, South Sulawesi." The purpose of this research is to gain knowledge about the "Development Strategy for Seaweed SMEs in Ujung Baji Village, Sanrobone District, Takalar Regency, South Sulawesi."

The research approach used in this study is a qualitative observation approach, where this research method requires the researcher to go directly to the field to observe the behavior and activities of individuals at the research location.

The process of systematically identifying several elements to develop an optimal business plan is called SWOT analysis. This strategy is based on logic and aims to minimize vulnerabilities and overcome threats while fully leveraging opportunities and strengths. The formulation of the organization's vision, goals, objectives, strategies, and policies is always linked to the process of making strategic business decisions. Therefore, a thorough examination of all SWOT factors, strengths, weaknesses,

opportunities, and threats in the current corporate environment context are necessary for strategic planning.

RESULTS AND DISCUSSION

The discussion in this research uses several indicators from the SWOT analysis, including the following:

1. Internal Factors

a. Strength

Ujung Baji Village has a competitive advantage in seaweed cultivation based on natural resources. Research results show that the quality of seaweed in this area is higher due to its clean waters free from industrial waste. The weather conditions and ocean currents that support the growth of Eucheuma cottonii—a high-value seaweed species—enable the development of premium products with quality differentiation. However, this advantage needs to be maintained through environmental preservation efforts and pollution prevention to ensure the sustainability of production. In addition, the higher selling value compared to other regions opens up opportunities for strengthening branding and expanding markets, both domestically and for export. The development of derivative products, such as food processing or cosmetics based on seaweed, can be a strategic step to increase added value. The challenge ahead is to maintain quality consistency and anticipate disruptions such as climate change or market competition, so collaboration between MSME actors, the government, and related parties is essential.

Ujung Baji Village also has a comparative advantage in production efficiency, with a faster harvest cycle (45-60 days) compared to other areas. This is due to the sandy and non- muddy, so that seaweed grows optimally without easily rotting. Harvest time efficiency can be a competitive advantage in meeting market demand and reducing production costs. However, the implementation of sustainable farming techniques is necessary to maintain water quality. The development of marketing strategies that highlight production speed and product quality can enhance competitiveness, supported by collaboration between farmers, the government, and other stakeholders.

The ecological advantages of Ujung Baji Village are also evident from the minimal incidence of ice-ice pests, which are the main threat in seaweed cultivation. The climatic conditions with stable sunlight intensity also contribute to better product quality, resulting in seaweed with a dense texture and longer shelf life after drying. This advantage opens strategic opportunities for local SMEs to position their products as high-quality commodities. However,

sustainable environmental management and the application of optimal post-harvest techniques are necessary to maintain that advantage.

The high content of carrageenan in the seaweed of Ujung Baji Village has become an important selling point, considering that this compound is in high demand in the food processing industry. This quality is supported by the clear waters due to the minimal mining activities in the surrounding area. To take advantage of this opportunity, the marketing strategy must highlight the superior quality of the product while maintaining environmental sustainability. Collaboration with the government and the processing industry can enhance added value and expand the market. With the right strategy, the seaweed from Ujung Baji Village has great potential to compete in both local and national markets.

The development of seaweed SMEs in Ujung Baji Village has shown some progress, particularly in improving production quality through the adoption of semi-modern drying technology and institutional support such as capital assistance from cooperatives and cultivation training from relevant agencies. However, the main challenge still lies in the limitations of advanced processing equipment, which hinders the diversification of high-value-added products such as agar, chips, or seaweed-based cosmetics. Investment in more advanced processing machinery has become an urgent necessity to optimize the economic potential of this commodity. In addition, collaboration between business actors, the government, and the private sector is necessary to strengthen the value chain and open up broader market access.

On the other hand, although they have received superior seed assistance, most of the production process still relies on traditional methods with manual labor, thus limiting efficiency and production capacity. The demand for training in processing derivative products, such as dodol or cosmetics, indicates the farmers' awareness of the importance of diversification to increase added value and reduce dependence on middlemen. The modernization of production tools and the enhancement of human resource capacity through technical training have become strategic steps to overcome these obstacles. Thus, farmers can shift from merely selling raw materials to more profitable processed products. Another challenge faced is the weakness in marketing and literacy. digital among farmers. Access to capital through soft loans is indeed available, but the limitations of processing technology and dependence on traditional marketing networks hinder market expansion. The demand for digital marketing training indicates an opportunity to increase sales through online platforms, which can expand market reach to regional and national levels. A holistic approach that combines the provision of technology, entrepreneurship training, and strengthening of digital marketing is needed to address this gap.

Additionally, technical issues such as frequently malfunctioning drying machines and dependence on weather conditions reveal vulnerabilities in the production system. Improvements in production infrastructure and strengthening farmers' capacity in business management are needed to become more independent and sustainable. The hope for the presence of investors who can provide better equipment and marketing assistance also emphasizes the need for synergy between farmers, the government, and the private sector. With multidimensional interventions that include human resource development, technological improvements, and strengthened market access, seaweed SMEs in Ujung Baji Village can transform from traditional enterprises into highly competitive value-added businesses. Ujung Baji Village has great potential in seaweed cultivation due to its competitive and comparative advantages, such as clean waters, quick harvest cycles, minimal pests, and high carrageenan content that produces premium quality products. However, challenges such as limited processing technology, reliance on traditional methods, and weak digital marketing, and the vulnerability of production to weather hinders the development of added value. To optimize this potential, collaboration between MSME actors, the government, and the private sector is needed in modernizing production tools, training human resources, diversifying products, and strengthening digital marketing to create a sustainable and highly competitive value chain.

b. Weaknesses

The development of seaweed SMEs in Ujung Baji Village faces interrelated multidimensional challenges that require a comprehensive approach. Structurally, extreme price fluctuations during the harvest season and limited access to modern processing technology create a paradox where abundant production potential is not matched by the ability to create added value. The inability of local processing industries to absorb production results in price crashes, while technological limitations restrict products to only dried seaweed without the development of high-value derivative products. This condition requires policy intervention that not only focuses on increasing production but also on developing the downstream industry to stabilize the value chain.

From an ecological aspect, seaweed farming faces serious threats such as the narrowing of cultivation areas due to land conversion, water pollution, and seasonal fluctuations that affect water salinity. These anthropogenic pressures and environmental changes threaten long-term productivity, necessitating an integrated approach that includes sustainable marine spatial planning, pollution control, and the adaptation of more resilient aquaculture technologies.to variations in water conditions.

The still weak marketing system and reliance on traditional drying methods exacerbate the existing conditions. The dominance of middlemen in the supply chain creates price disparities, while reliance on sun drying makes the products vulnerable to weather conditions. Strengthening marketing capacity through training in digital market access and the procurement of modern drying technology has become an important solution to enhance the economic value of the products.

Another challenge arises from the side of production inputs and technical assistance. The difficulty in accessing superior seeds at affordable prices and the lack of regular extension programs hinder the improvement of productivity and the quality of harvests. Strengthening the local seed supply system and implementing continuous mentoring programs are necessary to enhance farmers' capacity to manage their businesses professionally.

Overall, the development of seaweed SMEs in Ujung Baji Village requires an integrated strategy that includes:

1. Development of downstream processing industries to create added value
2. Sustainable management of the cultivation ecosystem
3. Modernization of processing and marketing technology
4. Strengthening the supply chain of production inputs
5. Improving farmers' capacity through continuous technical assistance

Without a holistic approach that touches on all these aspects, the economic potential of seaweed in Ujung Baji Village will be difficult to optimize sustainably. Collaboration between farmers, the government, academics, and the private sector is key to overcoming various existing challenges and creating a more profitable seaweed value chain for all stakeholders.

The development of seaweed SMEs in Ujung Baji Village faces complex challenges in the transformation from raw material producers to high-value-added product manufacturers. The study reveals a significant competency gap where the majority of farmers only master basic cultivation techniques without advanced processing skills. The existing market potential, including export opportunities, is hindered by the need for significant investment in human resource training and modern equipment, as well as the unsustainability of government training programs. This condition reflects a classic dilemma where farmers are trapped as suppliers of low-margin raw materials, while the transformation into processed products is hindered by limitations in capital, technology, and human resource capacity.

Analysis shows that seaweed farming is still focused on basic production with limited skills in harvesting and selling raw products. The existing training programs have not been effective because they are partial, lack the provision of

supporting tools, and are not sustainable. This creates a value chain gap where farmers remain as suppliers of raw materials with low margins and without the ability to increase economic value. A more inclusive and sustainable training approach is needed, along with the provision of affordable processing tools, to encourage product diversification.

Three interrelated structural challenges have been identified: (1) the gap in advanced processing skills, (2) limited capital for technology investment, and (3) market uncertainty for processed products. This situation creates a vicious cycle where low production capacity is directly proportional to the inability to reach a wider market. Business transformation requires multidimensional intervention that not only provides production tools but also builds a guaranteed marketing network.

The majority of farmers still use traditional methods without mastering high-value processing technology. Theoretical training programs without direct practice fail to equip applicative skills, creating a knowledge gap that hinders product diversification. The training approach needs to be directed towards hands-on practice in processing derivative products with continuous mentoring. To address this challenge, an integrated strategy is needed, including:

1. Continuous training program based on processing competence
2. Inclusive financing access for modern processing technology
3. Development of a guaranteed marketing network
4. Intensive and sustainable technical assistance
5. Provision of supporting infrastructure at the village level

The transformation of seaweed SMEs from traditional patterns to modern processing requires long-term commitment from all stakeholders. The synergy between the government, academics, private sector, and farmers is crucial to creating a business ecosystem that supports value-added enhancement. Without this holistic approach, the economic potential of seaweed in Ujung Baji Village will remain limited as a producer of raw materials with minimal economic value. The development of seaweed SMEs in Ujung Baji Village faces multidimensional challenges, ranging from price fluctuations, limitations in processing technology, ecological threats, to the skill gaps among farmers that result in dependence on the sale of raw materials. To optimize its potential, an integrated strategy is needed, including the development of downstream industries, modernization of technology, environmental preservation, strengthening of digital marketing, and continuous training to enhance product value. Collaboration between the government, private sector, academics, and farmers is key to creating a sustainable and competitive value chain. Without this holistic approach, seaweed enterprises will remain trapped as raw material suppliers with low margins.

2. External Factors in Seaweed MSME Development Strategy

b. Opportunities

Seaweed from Ujung Baji Village has strategic potential for the development of high-value industries, but it faces various challenges that require an integrated approach. Local seaweed products have a competitive advantage in the cosmetics, pharmaceutical, and export markets due to their high carrageenan content, as evidenced by industrial interest and open market opportunities. However, this potential is hindered by limited capital and mass production capacity, creating a gap between the quality of raw materials and processing capabilities. To address this, intervention is needed through special financing schemes and strategic partnerships that can help MSME actors scale up their businesses.

On the product development side, there are significant opportunities for product diversification, such as healthy snacks that have proven to be popular in urban markets. However, the realization of this potential is hindered by limitations in technical processing knowledge, packaging design, and distribution strategies. Intensive training and ongoing mentoring are needed to transform raw materials into value-added products that can increase farmers' income.

Collaboration with processing industries such as agar factories also shows promising prospects, although it faces challenges in terms of supply stability. Dependence on traditional cultivation methods that are vulnerable to natural disturbances and weak supply chain coordination becomes the main obstacle. The application of more modern cultivation technologies and the establishment of effective linking institutions can be solutions to create a more stable supply chain.

Three other strategic opportunities worth considering are: (1) the potential for organic certification that can increase market value, (2) collaboration with food processing SMEs, and (3) leveraging the trend of healthy products. However, the realization of these opportunities requires special assistance in the certification process, strengthening business networks, and ensuring quality and supply continuity.

Overall, the development of seaweed SMEs in Ujung Baji Village requires a comprehensive strategy that includes:

1. Strengthening production and processing capacity through access to capital and technology
2. Ongoing training and technical assistance programs
3. Development of marketing networks and strategic partnerships
4. Improvement of quality standards towards organic certification
5. The application of more modern and stable cultivation technology

Multilateral collaboration between farmers, the government, academics, and the private sector is key to optimizing the economic potential of seaweed in Ujung

Baji Village. With this integrated approach, seaweed products can transform from primary commodities into various high-value-added products capable of competing in both domestic and global markets.

The development of seaweed SMEs in Ujung Baji Village faces multidimensional challenges that require a systematic and sustainable approach. The research findings reveal three main challenges in the aspects of capital, technology, and marketing. Although the KUR program from BRI is available, the complexity of administrative procedures hinders farmers' access to financing. The assistance with drying machines from the Fisheries Office is also not optimal because it is not accompanied by maintenance training, while the need for cross-regional marketing support remains a crucial obstacle. This condition reflects several fundamental issues in the MSME mentoring program, namely the mismatch between assistance and real needs, a partial approach, and the lack of integration between production technical aspects and marketing strategies.

A similar problem is seen in the implementation of training and mentoring programs. Initiatives such as seaweed flour production training and NGO visits do not provide optimal impact because they are incidental without sustainable follow-up. This indicates weak coordination among stakeholders and a gap between program planning and implementation. The resources that have been expended have become ineffective, while the farmers' needs for capacity development and access to equipment remain unmet.

Interventions from various parties such as universities and corporate CSR programs have also not yielded optimal results. Technical training that is only conducted once without follow-up assistance and the uneven distribution of machinery aid creates new disparities among farmer groups. This approach, which is still partial and non-inclusive, can actually widen the existing gap.

Based on these findings, a reorientation of the seaweed MSME development strategy is needed to be more holistic and sustainable, including:

1. Simplification of capital access mechanisms with administrative assistance
2. Comprehensive technical assistance programs including equipment maintenance
3. Strengthening of integrated marketing networks
4. Effective coordination among stakeholders
5. A clear program monitoring and evaluation system
6. Equitable and inclusive distribution of aid
7. Sustainable approach post-initial intervention

The synergistic collaboration between the government, banking sector, academics, private sector, and farmer groups is the key to the successful transformation of seaweed SMEs. With a more structured and sustainable approach,

the economic potential of seaweed in Ujung Baji Village can be optimized more evenly and fairly.

Seaweed from Ujung Baji Village has strategic potential as a raw material for high-value industries, but its development is hindered by limitations in capital, technology, and processing capacity. To optimize opportunities in the cosmetics, pharmaceutical, and export markets, an integrated strategy is needed, including access to financing, continuous training, cultivation modernization, organic certification, and strengthening marketing and partnerships. Government support and multi-stakeholder collaboration should be focused on a holistic approach that bridges the gap between raw material potential and processing capabilities, so that local SMEs can transform from raw producers into high-value-added product manufacturers with global competitiveness.

b. Threats

Based on interviews with seaweed business operators in Ujung Baji Village, it was found that local SMEs face complex, multidimensional challenges, including aspects of market competition, regulations, technology, environment, and social factors. In terms of competition, local farmers have to compete with cheaper imported products and large factories that have processing capacity and export certification. This causes farmers to only play the role of raw material suppliers with low profit margins, while the significant added value is enjoyed by more advanced business operators. In addition, the instability of government regulations and unethical business practices, such as mixing products with dirt, further deteriorate the reputation and market trust in local seaweed.

On the other hand, external challenges such as illegal mining activities have degraded water quality, negatively impacting cultivation productivity. Meanwhile, technological lag, such as the continued use of traditional methods, causes the seaweed products from Ujung Baji Village to be outcompeted in terms of quality and quantity. The issue of farmer regeneration also emerged, where the younger generation prefers to work in urban areas, threatening the sustainability of the business. Moreover, gender inequality in access to training and government assistance exacerbates injustice, where female farmers are often marginalized despite their significant contributions to seaweed farming.

To address these challenges, an integrated strategy is needed that includes:

(1) improving production efficiency and strengthening processing capacity to create value-added products, (2) modernizing cultivation and packaging technology to be more competitive, (3) harmonizing stable policies and strict oversight of dishonest business practices, (4) enforcing laws against illegal mining activities to preserve environmental sustainability, and (5) an inclusive empowerment approach, including equitable distribution of aid and gender-responsive programs. Without these comprehensive interventions, the seaweed SMEs in Ujung Baji Village risk falling further behind and losing competitiveness amid increasingly fierce market competition. Government support, both in terms of policy, technology, and market access, is key to ensuring business sustainability and improving the welfare of local farmers.

Extreme price fluctuations pose a major challenge for seaweed farmers in Ujung Baji Village, creating economic instability that broadly impacts business sustainability and community welfare. Farmers' dependence on selling raw materials causes prices to plummet drastically during the harvest season, even by up to 50%, due to an abundant supply without a corresponding increase in demand. This situation is exacerbated by limited storage capacity, forcing farmers to sell their harvests at low prices or bear the risk of stock damage. In addition, the uncertainty of demand from processing factories, which sometimes order in large quantities and then suddenly stop purchasing—adds to the vulnerability of the business, pushing some farmers to switch professions to become migrant laborers.

Structural factors such as the dominance of middlemen and the weakness of farmer institutions also exacerbate the problem. Middlemen exploit information asymmetry to manipulate prices, while farmer groups have yet to function as collective entities to strengthen farmers' bargaining positions. As a result, farmers are trapped in a cycle of dependence on large buyers without long-term contracts, hindering investment in modern technology and the development of value-added processed products. The impact is not only economic but also social, as seen in the gender disparity in bearing business risks. When prices plummet, women, who are generally responsible for drying seaweed, bear a greater burden of loss, while men can look for side jobs. This crisis has even spilled over into the education sector, where income that should have been allocated for school fees has had to be used to pay off debts.

To address this multidimensional issue, an integrated intervention is needed that includes: (1) diversifying processed products to reduce dependence on raw material sales, (2) strengthening post-harvest infrastructure such as warehouses and drying technology, (3) developing alternative marketing systems through digital platforms or cooperatives to reduce dependence on middlemen and large factories, (4) strengthening farmer institutions as collective bodies to enhance bargaining power, and (5) inclusive approaches such as income diversification training for

women and emergency financing schemes. Without these strategic measures, seaweed farmers in Ujung Baji Village will continue to be trapped in a cycle of economic vulnerability, social injustice, and business sustainability threats that jeopardize the future of this sector.

CONCLUSION

The conclusions of this research will be presented by the researcher based on the data obtained in the field as follows:

1. Based on the results of the data analysis, the strategy of utilizing opportunities and empowering strengths in Ujung Baji Village shows very promising potential, especially in the development of seaweed as a raw material for high-value industries. With competitive advantages such as clean waters, a quick harvest cycle, and high carrageenan content, this village has a strong foundation to compete in the cosmetics, pharmaceutical, and export markets. However, this strategy still needs to be improved, especially in the aspects of processing technology, digital marketing, and multi-party collaboration to reduce dependence on traditional methods. Although it falls into the good category, further efforts such as modernization of cultivation, human resource training, and organic certification are needed for local SMEs to truly transform from raw material producers into high-value, sustainable, and competitive processed product producers in the global market. Thus, this strategy has a strong foundation but still requires refinement to achieve optimal results.
2. Based on the data analysis results, the strategy of utilizing opportunities to address weaknesses in Ujung Baji Village shows good potential but still requires significant improvement. Although the seaweed market opportunities in the cosmetics, pharmaceutical, and export industries are wide open, major weaknesses such as limited capital, traditional technology, and dependence on raw material sales still pose significant obstacles. Price fluctuations and ecological threats further complicate the situation, necessitating strategic measures such as better access to financing, modernization of cultivation, and organic certification to enhance competitiveness. Multi-stakeholder collaboration in human resource training, strengthening the downstream industry, and digital marketing is key to transforming this potential into added value. Categorically, this strategy still needs improvement because without a comprehensive holistic approach, structural weaknesses will continue to limit opportunities for margin enhancement and economic sustainability. Thus, although the strategic direction is correct, more concrete implementation and systematic support are still needed to achieve the expected transformation.
3. Based on data analysis, the strategy of strengthening local strengths to address threats in Ujung Baji Village falls into the good category but still needs

improvement, especially in more concrete implementation aspects. Advantages such as clean waters, quick harvest cycles, and high carrageenan content serve as a strong foundation to face challenges like market competition, unstable regulations, and outdated technology. However, efforts to modernize processing technology, diversify products, and strengthen farmer institutions must be accelerated to minimize dependence on middlemen and price fluctuations. Collaboration between the government, private sector, and SMEs in digital marketing, human resource training, and environmental law enforcement is also key to creating a stable and equitable value chain. Although the strategy is already correct, there is a need for acceleration and continuous support so that threats no longer hinder the village's potential, while also realizing a more inclusive and sustainable economy.

4. Based on data analysis, the strategy to avoid threats while protecting the weaknesses of seaweed SMEs in Ujung Baji Village still needs to be improved, even though it has the right direction. Threats such as market competition, unstable regulations, outdated technology, and environmental damage, exacerbated by internal weaknesses like limited processing capabilities and dependence on middlemen, indicate serious vulnerabilities. Efforts to modernize technology, diversify processed products, strengthen farmer institutions, and enforce environmental regulations are crucial steps that must be implemented consistently and promptly. Skills training and digital marketing also need to be strengthened to create competitiveness. This category of strategy is not yet optimal because it requires long-term commitment, adequate funding, and real synergy between the government, private sector, and society to transform weaknesses into economic resilience. Thus, although the strategic framework is already good, more structured and sustainable execution is still very much needed to achieve significant results.

BIBLIOGRAPHY

A. Pearce II, J. d. (2008). Manajemen Strategis. In Y. B. Christine, Manajemen Strategis (p. Edisi 10 Buku 1). Jakarta: Salemba Empat.

A.Nurfitrianti. (2023). Peningkatan Ekonomi Petani Rumput Laut Kabupaten Takalar Melalui Program Diversifikasi Olahan Rumput Laut. Masyarakat Mandiri, 3701-3710.

Aslan, L.M. 2011. Strategi Pengembangan Budidaya Rumput Laut Di Indonesia. Pidato Pengukuhan Guru Besar Dalam Bidang Budidaya. Fakultas Perikanan Dan Ilmu Kelautan. UNHALU. Kendari.

Baharuddin, S. Salam, A.T. Fitryah, A. Ahmad. 2022. Peranan Teknologi Pasca Panen terhadap Tingkat Pendapatan Petani Rumput Laut di Desa Sapolohe Kecamatan

Bonto Bahari Kabupaten Bulukumba. Agrikan – Jurnal Agribisnis Perikanan, 15(2): 662-667.
Burhan Ashshofa, Metode Penelitian Hukum (Jakarta:Rineka Cipta, 2007), h. 16. David C, k. (2013). Pembangunan Berbaris Pemberdayaan Masyarakat. Jakarta
Jurnal.
David, F. R. (2011). Strategi Managemen Buku 1. Jakarta. Tjipto, F. (2007).
Strategi Pemasaran. Yogyakarta: Andi Offset.
Djusdil A., G.D. Dirawan, B.A. Rauf. 2019. Perkembangan Budidaya Rumput Laut dalam Meningkatkan Perekonomian Masyarakat Pesisir di Indonesia. UNM Environmental Journals, 2(2): 52 – 56.
Ibrahim, Metodelogi penelitian Kualitatif, (Bandung: Alfabeta, 2015), h. 67.
Joko P. Subagyo, Metode penelitian dalam Teori dan Praktek, (Jakarta: Rineka Cipta, 1997), h. 88
Meching. (2022). Strategi Pengembangan Usaha Keripik Rumput Laut Di Desa Poreang, Kabupateng Luwu Utara, . Fakultas Ekonomi Dan Bisnis Islam Institut Agama Islam Negeri Palopo.
Pengembangan Budidaya Rumput Laut Di Pulau Sebatik, Kabupaten Nunukan, Kalimantan Utara. Jurnal Kebijakan Perikanan Indonesia.
Radiarta, I.N, Erlania, Haryadi, J dan Rosdiana, A. 2016. Analisis
Rangkuti, F. 2014. Analisis SWOT Teknik Membedah Kasus Bisnis. PT. Graedia.Jakarta.
Rangkuti, F. 2014. Analisis SWOT Teknik Membedah Kasus Bisnis. PT. Graedia.Jakarta
Reski Febyanti Rauf dkk. (2023). Manajemen Pascapanen Runput laut sebagai upaya peningkatan ekonomi petani di Desa Sanrobone Kabupaten Takalar. Jurnal pengabdian kepada masyarakat, vol.2.No.1.
Samsi, F. 2014. Strategi Pengembangan Agribisnis Rumput Laut (Eucheuma cottonii) di Lokasi Kabupaten Luwu. Skripsi. Fak. Pertanian Univ. Hasanuddin, Makassar.
Wheelen, T. L., & Hunger, J. D. (2003). Manajemen Strategis. Andi, Yogjakarta, p4. Rangkuti, Freddy. 2001. Analisis SWOT Teknik Membedah Kasus Bisnis. Jakarta: PT. Gramedia Pustaka Utama.
Santoso, O. A., & Wahjono, S. I. (2024). Manajemen kewirausahaan di perusahaan keluarga. Researchgate.Net, April. https://www.researchgate.net/profile/Dwy-Evanda/publication/379248424_MANAJEMEN_KEWIRAUSAHAAN_DI_PERUSAHAAN_KELUARGA/links/66013edba4857c79627bea13/MANAJ EMEN-KEWIRAUSAHAAN-DI-PERUSAHAAN-KELUARGA.pdf
Sidiq, A., & Rohman, A. (2024). Analisis Strategi Pemasaran Dalam Meningkatkan Penjualan Di Toko Bangunan Bapak Fairus Modung Bangkalan Dalam Perspektif Skb. Jurnal Media Akademik (JMA), 2(6).
Syam, A., Rakib, M., Jufri, M., Utami, N. F., & Sudarmi. (2021). Entrepreneurship Education, Information Literacy, and Entrepreneurial Interests: an Empirical Study. Academy of Entrepreneurship Journal, 27(1), 1–11.
Utami, C. M., & Hastuti, M. A. S. W. (2024). Analisis Strategi Pemasaran Batik Ecoprint dalam Meningkatkan Penjualan di Toko Syamsinar Tulungagung. Jurnal Economina, 3(7), 728–734. https://doi.org/10.55681/economina.v3i7.1405

Waliya, I. (2023). Analisis Penerapan Bauran Pemasaran 7P (Marketing Mix) Pada Penjualan Produk Dalam Meningkatkan Pendapatan Di Khadijah Galery Palembang. 1 No 2(Marketing Mix), 131–142.

Yahya, F., Sultoni, H., & Santi, M. (2024). Strategi Bauran Pemasaran Produk Pembiayaan Akad Taqsith Dalam Meningkatkan Jumlah Anggota (Studi Kasus Di Koperasi Syirkah Muslim Indonesia Tulungagung). JSE: Jurnal Sharia Economica, 3(1), 77–93.