

ABSTRACT

This study aims to deeply explore the role of production management in enhancing operational efficiency at Adhigana Seaweed Nusantara, a startup company engaged in the cultivation and distribution of seaweed. Using a qualitative approach, data were collected through semi-structured interviews with seven internal informants who hold strategic roles in the company's operations, such as the CEO, CFO, division heads, and partner farmers. The findings indicate that operational efficiency is influenced not only by the choice of production methods but also by the management's ability to develop adaptive strategies in response to environmental challenges, weather conditions, and resource limitations. Flexible yet measurable production planning, consistent quality control, and human resource management based on competence and routine training were found to significantly contribute to cost reduction, minimizing waste, and increasing production output. The transformation of the cultivation method from long-line systems to floating cage nets proved to be a strategic move that not only reduced investment and maintenance costs but also simplified supervision and improved harvest stability. Overall, this study highlights that production management integrated with business vision and field realities can create a more efficient, sustainable, and competitive operational system in the modern marine agribusiness sector.

Keywords: *Production Management, Operational Efficiency, Seaweed*