

RINGKASAN

MUHAMMAD FAHDIN HAFIDUDDIN. Strategi Pengembangan Usaha Kepiting *Soft shell crab* pada Budidaya Pembesaran Kepiting Bakau Rastian Kabupaten Lingga. Dibimbing oleh FITRIA ULFAH dan TETTY.

Kabupaten Lingga merupakan wilayah kepulauan yang memiliki potensi sumber daya perikanan cukup besar, salah satunya adalah kepiting *soft shell crab* yang dikelola oleh usaha Budidaya Pembesaran Kepiting Bakau Rastian di Desa Kote, Kabupaten Lingga. Meskipun telah beroperasi selama 5 tahun, usaha ini masih menghadapi berbagai kendala yang berasal dari faktor internal dan eksternal, sehingga usaha belum menghasilkan keuntungan secara maksimal. Penelitian bertujuan untuk mengidentifikasi kondisi internal dan eksternal usaha menggunakan analisis matriks IFAS dan EFAS yang dipetakan ke dalam Matriks *Internal-Exsternal* (IE), serta merumuskan strategi pengembangan usaha melalui analisis SWOT (*Strengths, Weaknesses, Opportunities, and Threats*). Penelitian dilaksanakan pada bulan Agustus-Desember di Desa Kote, Kabupaten Lingga, Provinsi Kepulauan Riau. Teknik pengambilan data dilakukan dengan observasi, wawancara, dan dokumentasi. Hasil penelitian menunjukkan faktor internal yang memiliki nilai tertinggi terdiri atas kekuatan berupa produk memenuhi permintaan pembeli dan fasilitas usaha yang memadai, serta kelemahan yang memiliki nilai terendah berupa usaha belum memiliki pemasaran digital dan ketidakmampuan usaha menyediakan benih kepiting secara mandiri. Sementara itu, faktor eksternal yang memiliki nilai tertinggi meliputi peluang berupa kepemilikan IUMK sebagai keunggulan usaha dan belum adanya kompetitor budidaya kepiting dengan sistem RAS, serta ancaman yang memiliki nilai terendah berupa konsumen yang mudah beralih ke barang substitusi dan ketidakpastian ketersediaan bahan baku dari pemasok. Berdasarkan hasil analisis matriks SWOT, strategi yang paling layak diterapkan dalam pengembangan usaha adalah strategi penetrasi pasar dan strategi pengembangan produk. Penetrasi pasar dilakukan dengan keberterimaan pelanggan melalui peningkatan kualitas dan legalitas usaha, serta peningkatan pangsa pasar melalui perluasan jaringan usaha. Sementara itu, strategi pengembangan produk dilakukan melalui peningkatan kualitas produk dengan mempertahankan kelangsungan produksi, penguatan karakteristik dan gaya produk melalui desain identitas, dan peningkatan kualitas produk dengan meningkatkan keahlian SDM dalam pembenihan (*Hatchery*).

Kata kunci: Analisis SWOT, Kabupaten Lingga, Kepiting *Soft shell crab*, Strategi Pengembangan Usaha.

SUMMARY

MUHAMMAD FAHDIN HAFIDUDDIN. Business Development Strategy for Soft Shell Crab Farming at Rastian Mud Crab Grow-Out Farm in Lingga Regency. Supervised by FITRIA ULFAH and TETTY.

Lingga Regency is an archipelagic region with considerable fisheries resource potential, one of which is soft shell crab farming managed by the Rastian Mud Crab Grow-Out Farm in Kote Village, Lingga Regency. Although the business has been operating for five years, it still faces various constraints arising from internal and external factors, resulting in suboptimal profitability. This study aimed to identify the internal and external conditions of the business using the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices, which were subsequently mapped into the Internal–External (IE) Matrix, and to formulate business development strategies through SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. The study was conducted from August to December in Kote Village, Lingga Regency, Riau Islands Province. Data were collected through observation, interviews, and documentation. The results showed that the internal factors with the highest scores consisted of strengths in the form of products that met consumer demand standards and adequate business facilities. Meanwhile, the weaknesses with the lowest scores were the absence of digital marketing and the inability of the business to independently provide crab seed stock. Furthermore, the external factors with the highest scores included opportunities in the form of ownership of a Micro and Small Business License (IUMK) as a business advantage and the absence of competitors utilizing the Recirculating Aquaculture System (RAS) in crab farming. The threats with the lowest scores were consumers' tendency to switch to substitute products and uncertainty in the availability of raw materials from suppliers. Based on the results of the SWOT matrix analysis, the most feasible strategies for business development were market penetration and product development strategies. Market penetration can be implemented by maintaining customer loyalty through improvements in product quality and business legality, as well as increasing market share through the expansion of business networks. Meanwhile, product development can be carried out by improving product quality through maintaining production continuity, strengthening product characteristics and style through identity design, and enhancing product quality by improving human resource competencies in crab hatchery operations.

Keywords: Business Development Strategy, Lingga Regency, Soft Shell Crab, SWOT Analysis.