ABSTRACT
This study explores the implementation process of Good Corporate Governance (GCG) and ownership structure on the performance of Adhigana Seaweed Nusantara, a startup in the marine agribusiness sector. Using a qualitative descriptive approach, data were collected through structured interviews with key internal figures, including the CEO, CFO, and division heads. The results show that GCG principles such as transparency, accountability, responsibility, independence, and fairness positively influence efficiency, product quality, and stakeholder trust. Meanwhile, ownership structures that involve active managerial participation tend to result in more accountable and responsive decision-making. This research highlights that governance and ownership are strategic pillars that can improve company performance in dynamic and resource-sensitive industries.

Keywords: *Good Corporate Governance, Ownership Structure, Company Performance, Marine Agribusiness*