

INTISARI

Optimalisasi Barang Milik Negara penting dalam upaya peningkatan Penerimaan Negara Bukan Pajak/PNBP sebagai kontribusi aset negara dalam pelaksanaan Anggaran Pendapatan dan Belanja Negara/APBN yang efektif dan efisien. Sehingga memunculkan paradigma baru di lingkungan organisasi nirlaba dan organisasi publik khususnya pemerintahan, bahwa aset seharusnya bukan hanya sebagai *cost center* namun sebenarnya berpotensi sebagai *revenue center*. Penelitian ini bertujuan, 1) untuk menganalisa apakah Wisma Kominfo potensial untuk dioptimalisasi sehingga berkontribusi menghasilkan PNBP, 2) untuk memformulasikan strategi yang tepat agar Wisma Kominfo dapat dioptimalisasi dan berkontribusi menghasilkan PNBP. Metode yang digunakan pada penelitian ini, 1) desain penelitian deskriptif kualitatif, 2) metode pengumpulan data primer dan sekunder, 3) metode analisis data dengan Analisis Data Model Interaktif. Dalam formulasi strategi optimalisasi Wisma Kominfo agar memperoleh gambaran portrait yang utuh, maka dilakukan juga proses *benchmarking* pada Wisma Industri. Hasil penelitian menunjukkan bahwa Wisma Kominfo telah memenuhi kriteria penggunaan tertinggi dan terbaik (*Highest and Best Use*) karena, 1) secara hukum diijinkan, dimana Wisma Kominfo peruntukannya adalah Wisma Besar (Wbs), serta penetapan Puncak sebagai Kawasan Strategis Nasional, 2) secara fisik dimungkinkan, lokasi Wisma Kominfo berada di pinggir jalan utama Puncak serta berada di sekitar objek wisata Puncak, 3) layak secara finansial, yang terproyeksi dari perhitungan kemampuan Wisma Kominfo untuk *self financing* dirinya sendiri di tingkat okupansi 50%, dan 4) dapat memberikan hasil yang maksimal, yang terproyeksi dari *net operating income* sebesar Rp.2.900.285.900,-. Setelah analisis potensi Wisma Kominfo untuk dioptimalisasi, kemudian dirumuskan strateginya. Terdapat tiga strategi dalam optimalisasi Wisma Kominfo yaitu 1) proses ijin sewa Wisma Kominfo, dengan langkah menyusun kajian kelayakan sewa Wisma Kominfo, menyiapkan persyaratan administrasi, melaksanakan verifikasi dan validasi kesesuaiannya, serta terakhir menyampaikan usulan ijin sewa Wisma Kominfo kepada Kementerian Keuangan 2) peningkatan kualitas dan kuantitas SDM pengelola Wisma Kominfo, dengan langkah menyusun usulan kebutuhan pengadaan pelatihan *hospitality* kepada pengelola Wisma Kominfo dari *vendor* profesional, serta menambah jumlah SDM pengelola Wisma kominfo yang memiliki kompetensi di bidang usaha akomodasi penginapan, 3) peningkatan daya tarik Wisma Kominfo dalam hal *building structure* dan *site improvement* maupun interior eksteriornya, dengan langkah menyusun rencana konsep *upgrade* Wisma Kominfo serta menyusun rencana kebutuhan anggarannya.

Kata Kunci: Wisma, Kominfo, Puncak, Bogor, Optimalisasi, Pemanfaatan, Barang Milik Negara, Sewa, PNBP, *The Highest and Best Use Analysis*, *The Strategy Change Cycle*, Kekuatan, Kelemahan, *Key Stakeholders*, Mandat, Isu Strategis, Peluang, Tantangan, Tes Litmus, Perencanaan Strategis, Rencana Strategi.

ABSTRACT

Optimization of State Property is important in efforts to increase Non-Tax State Revenue / PNBP as a contribution to state assets in the effective and efficient implementation of the State Revenue and Expenditure Budget / APBN. So that it raises a new paradigm in the environment of non-profit organizations and public organizations, especially government, that assets should not only be a cost center but actually have the potential as a revenue center. This study aims, 1) to analyze whether Wisma Kominfo has the potential to be optimized so that it contributes to generating PNBP, 2) to formulate the right strategy so that Wisma Kominfo can be optimized and contribute to generating PNBP. The method used in this study, 1) qualitative descriptive research design, 2) primary and secondary data collection methods, 3) data analysis methods with Interactive Model Data Analysis. In the formulation of the optimization strategy of Wisma Kominfo in order to obtain a complete portrait, a benchmarking process is also carried out at Wisma Industri. The results showed that Wisma Kominfo has met the criteria for the highest and best use because, 1) it is legally permitted, where the designation of Wisma Kominfo is Wisma Besar (Wbs), as well as the determination of Puncak as a National Strategic Area, 2) physically it is possible, the location of Wisma Kominfo is on the main road of Puncak and is in the vicinity of the Puncak tourist attraction, 3) financially feasible, which is projected from the calculation of the ability of Wisma Kominfo to self-finance itself at the occupancy level of 50%, and 4) can results maximum productivity, which is projected from the net operating income of Rp.2,900,285,900,-. After analyzing the potential of Wisma Kominfo to be optimized, then the strategy is formulated. There are three strategies in optimizing Wisma Kominfo, namely 1) the Wisma Kominfo rental permit process, with steps to prepare a feasibility study for the Wisma Kominfo rental, prepare administrative requirements, carry out verification and validation of its suitability, and finally submit a proposal for a Wisma Kominfo rental permit to the Ministry of Finance 2) improve quality and quantity of human resources managing Wisma Kominfo, by preparing proposals for the need for hospitality training to the human resources of Wisma Kominfo from professional vendors, as well as increasing the number of human resources managing Wisma Kominfo who have competence in the business of accommodation, 3) increasing the attractiveness of Wisma Kominfo in terms of building structure and site improvement as well as its exterior interior, by drawing up a concept plan for upgrading Wisma Kominfo and compiling a plan for its budget requirements.

Keywords: Wisma, Kominfo, Puncak, Bogor, Optimization, Utilization, State Property, Rent, PNBP, The Highest and Best Use Analysis, The Strategy Change Cycle, Strengths, Weaknesses, Key Stakeholders, Mandates, Strategic Issues, Opportunities, Challenges, Litmus Test, Strategic Planning, Strategic Plan.