

INTISARI

Badan Koordinasi Penanaman Modal Daerah Provinsi Kalimantan Selatan (BKPMK Kalsel) sebagai Pelaksana Promosi Investasi (*Investment Promotion Agency*) di tingkat sub-nasional berperan penting dalam memasarkan Kalimantan Selatan sebagai daerah tujuan investasi spesifik. Peran penting tersebut didasari pada beberapa alasan di antaranya pentingnya pengetahuan tentang daya tarik pada lokasi spesifik (UNCTAD, 2001), dan keputusan investasi yang bergerak turun ke tingkat daerah (ECORYS, 2013). Walaupun penting, Zanatta *et al.* (2005) berpendapat bahwa Pelaksana Promosi Investasi bukan satu-satunya pelaku pembangunan penting dalam usaha pemasaran tersebut. Terlebih BKPMK Kalsel sebagai Pelaksana Promosi Investasi di tingkat provinsi yang harus berinteraksi lintas instansi secara vertikal dan horizontal.

Penelitian ini bertujuan untuk mengeksplorasi peran BKPMK Kalsel tersebut dengan mengidentifikasi proses-proses promosi investasi yang dijalankan BKPMK Kalsel, peran BKPMK Kalsel di sektor publik serta tingkat kepuasan investor terhadap peran tersebut. Data yang digunakan adalah data primer dan data sekunder. Data primer diperoleh dari kuesioner, wawancara mendalam dan observasi pada beberapa rapat. Kuesioner yang dimaksud ditujukan kepada investor, sedangkan wawancara mendalam dilakukan dengan pejabat di lingkup Pemerintah Provinsi Kalimantan Selatan dan pejabat Pelaksana Promosi Investasi di 3 Kabupaten/Kota. Data sekunder yang digunakan didapat dari dokumen rencana dan dokumen laporan, serta berbagai dokumen terkait. Kuesioner dianalisis dengan menggunakan analisis statistik komparatif dengan cara membandingkan harapan dan persepsi investor terhadap peran BKPMK Kalsel. Sementara itu data lain dianalisis dengan menggunakan analisis tematik model Miles dan Huberman untuk mengeksplorasi proses promosi investasi dan peran BKPMK Kalsel di sektor publik.

Hasil analisis menunjukkan bahwa BKPMK Kalsel melaksanakan proses promosi investasi yang terbatas jika dibandingkan dengan tugas pokok dan fungsinya serta jika dibandingkan proses promosi investasi yang diacu penelitian ini berdasarkan literatur. Hal ini disebabkan perencanaan dan penganggaran berbasis kinerja yang belum optimal dalam menyediakan panduan pelaksanaan program dan kegiatan serta belum optimal dalam menunjukkan hasil yang spesifik, relevan dan dapat diukur. Hasil analisis juga menunjukkan bahwa BKPMK Kalsel mempunyai keterbatasan strategis di sektor publik karena tidak adanya keterpaduan antara promosi investasi dengan tujuan pembangunan yang lebih luas yang kemudian menyulitkan BKPMK Kalsel dalam mempengaruhi kebijakan lintas instansi dan memobilisasi sumber daya lintas instansi. Hasil analisis juga menunjukkan bahwa terjadi ketidakpuasan investor terhadap peran BKPMK Kalsel. Ketidakpuasan terjadi salah satunya karena keterbatasan proses analisis lingkungan pemasaran termasuk keterbatasan mengenali kebutuhan dan harapan dari investor.

Kata kunci: Investasi, Pemasaran Daerah, Promosi Investasi, Pelaksana Promosi Investasi, Perencanaan dan Penganggaran berbasis kinerja

ABSTRACT

Regional Investment Coordinating Board of South Kalimantan (BKPMK Kalsel) as investment promotion agency (IPA) in sub-national level has important role in marketing South Kalimantan as specific investment destination. This important role is based on several reasons such as the importance of the knowledge about key factors in particular location (UNCTAD, 2001) and the fact that companies move their decision making for investment location down to regional level (ECORYS, 2013). Despite its importance, Zanatta *et al.* (2005) argued that IPA is not the only actor in this marketing effort. Moreover, BKPMK Kalsel as IPA in provincial level supposed to interact to other vertical dan horizontal government institutions.

The objective of this research is to explore BKPMK Kalsel role in this marketing effort by identifying investment promotion processes that was executed by BKPMK Kalsel, the role of BKPMK Kalsel in public sector and investor's satisfaction on BKPMK Kalsel role. This research was using primary and secondary data. Primary data was collected from questionnaire, in-depth interview, and observation in several meetings. Questionnaire was set for investors, while in-depth interviews was conducted with several officials from institutions in South Kalimantan Provincial Government and IPAs in regency/ municipality level. Secondary data was obtained from various of documents, including planning documents and report documents. Comparative statistical analysis was conducted to analyze data that was collected from questionnaire to measure investor satisfaction level. Miles-Huberman model thematic analysis was conducted to analyze other data to identify investment promotion processes and BKPMK Kalsel role in public sector.

The result of analysis showed that BKPMK Kalsel only executed limited investment promotion process. The limitation was defined by comparing executed investment promotion process to BKPMK main tasks and functions and by comparing executed investment promotion process to investment promotion process according to literatures. This condition is mainly caused by the inability to apply performance-based planning and budgeting which provide guidance for program implementation. This inability also made BKPMK Kalsel unable to show relevant, specific and measurable result. The result of analysis also shows that BKPMK Kalsel possessed strategical limitation in public sector due to the absence of integration of investment promotion to broader development goals which then might make BKPMK Kalsel can not easily advocate policy and mobilize resource on other institution. Finally, the result of analysis shows that investor's dissatisfaction is presence over BKPMK Kalsel roles. This might be happened due to BKPMK Kalsel's limited analysis on its marketing environment including its inability to recognize investor's need and expectations.

Keywords: Investment, Place Marketing, Investment Promotion, Investment Promotion Agency, Performace-Based Planning And Budgeting