

## ABSTRAK

Berdasarkan kebijakan Direktorat Jenderal Kekayaan Negara (DJKN) selaku *Distinguished Asset Manager* atau Pengelola Barang yang berperan penting dalam optimalisasi aset negara sebagai bentuk *cost saving* atas pemeliharaan aset. Perubahan paradigma dari *revenue center* menjadi *revenue generator*, mendorong asset- asset instansi pemerintahan untuk lebih aktif dioptimalkan, salah satu cara dengan pemanfaatan Barang Milik Negara (BMN) melalui mekanisme sewa. Yang mana pemanfaatan BMN dengan mekanisme sewa di akui paling banyak memberikan kontribusi PNBPN. Dalam menyelaraskan tujuan Direktorat Jenderal Kekayaan Negara (DJKN), maka Polman Bandung akan ikut serta dalam pemanfaatan sarana dan prasarana yang tersedia di Lingkungan Polman Bandung. Namun pengelola belum memiliki dokumen perencanaan bisnis dengan demikian penulis tertarik untuk mengkaji dengan membuat perencanaan bisnis sebagai kelengkapan bagi pengelola sarana prasarana BPU Polman Bandung. Penelitian ini bertujuan untuk membuat dokumen Perencanaan Bisnis pengelolaan Sarana Prasarana BPU guna mendukung *income generating* BLU Polman Bandung yang berisikan rencana pemasaran, rencana operasi, rencana organisasi dan SDM serta rencana keuangan. Metode penelitian yang digunakan Kualitatif Deskriptif dengan pengambilan data melalui metode wawancara dan survey. Pengujian penelitian menggunakan matriks SWOT analisis. Bagian akhir penelitian ini, akan diperoleh dokumen bisnis Plan Sarana Prasarana BPU Polman Bandung yang telah sesuai dengan indikator perencanaan usaha. Harapannya Hasil penelitian ini nantinya bisa dijadikan pedoman perencanaan bisnis dalam pengelolaan Sarana Prasarana Polman Bandung.

**Kata kunci:** Perencanaan Usaha, Sarana Prasarana, Analisa SWOT, Rasio Keuangan

## **ABSTRACT**

*Based on the policy of the Directorate General of State Assets (DJKN) as the Distinguished Asset Manager or Asset Manager, they play an important role in optimizing state assets as a form of cost saving for asset maintenance. The paradigm shift from revenue center to revenue generator encourages government institutions to actively optimize their assets, one of which is through the utilization of State-Owned Goods (BMN) through the lease mechanism. The utilization of BMN through the lease mechanism is recognized as the largest contributor to Non-Tax State Revenue (PNBP).*

*In order to align with the goals of the Directorate General of State Assets (DJKN), Polman Bandung will participate in the utilization of facilities and infrastructure available in the Polman Bandung environment. However, the management does not yet have a business planning document, so the author is interested in conducting a study by creating a business plan as a complement for the management of Polman Bandung's facilities and infrastructure BPU. This research aims to create a Business Planning document for the management of BPU facilities and infrastructure to support the income generating of BLU Polman Bandung, which includes marketing plans, operational plans, organizational and HR plans, as well as financial plans. The research method used is Qualitative Descriptive with data collection through interviews and surveys. The research will be tested using SWOT analysis matrices.*

*At the end of this research, a Business Plan document for the facilities and infrastructure of BPU Polman Bandung will be obtained, which is in accordance with the business planning indicators. The hope is that the results of this research can be used as a guideline for business planning in the management of Polman Bandung's facilities and infrastructure.*

*Keywords: Business Plan, Infrastructure, SWOT Analysis.*