

Prospects, Challenges, and Strategies of Business Development Center in Generating University Income

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ABSTRACT

This study aims to explore the prospects, challenges, and strategies of the Business Development Centre (PUSBIS) of UIN Sunan Ampel Surabaya in generating University revenue in order to become a State University with Legal Entity (PTNBH). The analysis of prospects and challenges is compiled based on four Balanced Scorecard (BSC) perspectives mapped into a SWOT analysis. Furthermore, the results of the analysis are used to formulate appropriate strategies. The research method applied is qualitative, using in-depth interview techniques, observation, and document analysis to collect data. The results of the study indicate that PUSBIS has opportunities in optimising asset utilisation, strategic partnerships, and digitalising business processes. On the other hand, PUSBIS also faces various challenges, such as financial management regulations, limited resources, and market competition. The recommended strategies include optimising asset utilisation, budget reformulation, improving service quality, as well as monitoring and evaluating customers, strengthening distinction as an Islamic-based University, digitalising business processes, developing strategic partnerships, product and service innovation, and sustainable human resource development.

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INTRODUCTION

According to Law No. 20 of 2003 concerning SISDIKNAS, the main objective of national education is to develop individual abilities, shape character, and build a dignified national civilization, with a focus on improving the quality of higher education services. The Ministry of Education, Culture, Research, and Technology has attempted to improve the quality of education by providing autonomy to Higher Education Institutions. This autonomy provides flexibility for Higher Education Institutions to manage academic and non-academic aspects more effectively and efficiently, with the aim of accelerating the achievement of excellence. The autonomy process begins with the transformation of State Universities with the Work Unit Financial Management Pattern (*Satuan Kerja – PTN*

Satker) into State Universities with the Public Service Agency Financial Management Pattern (*Badan Layanan Umum* – PTN BLU), until finally becoming State Universities with Legal Entities (PTN-BH).

The government's budget limitations for universities require universities to be able to develop their sources of income so that they have adequate funds. There are various ways to develop sources of income, namely, diversifying income or exploring opportunities for new sources of income and developing existing sources of income (Andriani, 2007). In line with this, Madladzim also divides income (profit) in universities can be obtained in two ways, namely: 1) Diversifying income or exploring new sources of income, and 2) Developing existing sources of income (Madlazim et al., 2022). The financial independence of universities is important for flexibility in education, research, community service, and cooperation, where University business is a strategic solution to diversify income and reduce the risk of dependence on a single source, such as tuition fees.

UIN Sunan Ampel Surabaya, as one of the largest state Islamic religious universities in Indonesia, has responded to this policy by developing various initiatives to achieve financial independence. Since changing its status to PTN-BLU (Public Service Agency) in 2009, UIN Sunan Ampel has attempted to optimise the management of its assets and resources through the establishment of the Business Development Centre (PUSBIS). PUSBIS aims to manage business units that can be alternative sources of income for the university. This step is expected to help the university face the financial challenges that come along with the change in status to PTN-BH.

From a sociological perspective, the presence of PTN-BH is an impact of globalisation. This occurs because changes in the education system that occur in various countries have consequences for changes in the higher education system in Indonesia. Likewise, global change really demands the ability of reliable, adaptive, creative, innovative, and collaborative human resources (Wahab, 2004).

This study focuses on the analysis of prospects and challenges faced by PUSBIS UIN Sunan Ampel Surabaya in developing University business as an effort to increase university income. In addition, this study also recommends strategies that can be implemented by PUSBIS to overcome existing challenges and maximise available opportunities. In a broader context, this study also examines how PUSBIS can play a role as a driving force in the transformation of UIN Sunan Ampel Surabaya into a PTN-BH. This study uses a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis approach to analyse internal and external factors that influence University business development, as well as the Balanced Scorecard (BSC) to align business strategies with the university's long-term goals.

The status of State Universities with Legal Entities (PTN-BH) is the highest level in the structure of state universities in Indonesia, which gives full autonomy to universities in managing their organisations. The transformation process from State Universities with Public Service Agencies (PTN-BLU) to PTN-BH is not something simple, but requires an in-depth study to ensure the readiness of the institution in implementing greater autonomy. This study aims to ensure the readiness of universities in managing resources and maximising income, so that they are able to compete at the national and international levels.

LITERATURE REVIEW

There have been many previous studies that discuss the optimisation of the University's ability to generate income. Readiness of asset management is crucial in optimising the income that can be generated to support the University to become a PTN-BH (Setyorini et al., 2022). Increasing University income can also be done by optimising assets through partnership and cooperation mechanisms, as well as evaluating and monitoring all forms of activities that are sources of income (Mahmud et al., 2022). Assets and other supporting facilities are business units that have great potential to be developed as supporters of the University's income. This can be done through rentals, service, and sales of products related to innovation, both through cooperation patterns and direct and indirect sales. Evaluation and calculation of cash flow are carried out every quarter to assess the success of the programme (Ihsan et al., 2021).

Factors that support the implementation of fixed asset utilisation in BLU include Human Resources (HR), regulations, supervision and control, the role and commitment of leaders, and rates. On the other hand, inhibiting factors involve Activity Management, HR, regulations, the role and commitment of leaders, and governance. Regulators also have a role in strengthening BLU's flexibility in the use of fixed assets through clear regulations (Wahyuningsih, 2021). In addition to non-academic businesses, increasing University income can also be done by developing academic businesses, such as organising the Indonesian Language for Foreign Speakers (BIPA) programme, which is a non-formal education programme aimed at foreign speakers who want to learn Indonesian for certain purposes. If the management of the BIPA programme is successfully optimised, this can indirectly increase the income of the University (Wati & Yusro, 2018).

From various previous studies, it is clear that there is an opportunity to develop a more comprehensive and integrative approach to increasing university revenue, especially in the context of the transformation towards PTN-BH. Further research can map the opportunities and challenges in generating university revenue, as well as explore broader strategies, including innovation, revenue diversification, and external collaboration, to support financial sustainability and institutional independence. To achieve this, the integration of SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis into the Balanced Scorecard (BSC) perspective is a relevant approach. This combination not only helps in identifying the strengths, weaknesses, opportunities, and threats faced by the institution, but also provides a framework for aligning strategy with long-term goals through financial, customer, internal business process, and learning and growth perspectives.

By combining SWOT and BSC analysis, University can formulate strategies that not only utilise strengths and opportunities, but also address weaknesses and threats effectively. This strategy ensures that all aspects of university operations—from finance, customer, internal processes, to staff competency development—can work harmoniously to achieve long-term goals. Implementation and monitoring through the BSC perspective allows for continuous evaluation and adjustment of strategies according to changing internal and external conditions, so that the University can continue to develop in a competitive environment.

Balanced Scorecard (BSC) was first introduced by Robert S. Kaplan and David P. Norton in 1996. They defined BSC as a strategic planning and management system used to align

business activities with the organisation's vision and strategy. BSC not only maintains traditional financial performance measurements but also includes long-term investments related to customer relationships, suppliers, employees, processes, technology, and innovation. According to Kaplan (1992), financial measurements alone are not enough to evaluate the success of an organisation in the information age that requires investment in long-term capabilities. Balanced Scorecard (BSC) as a performance management tool that translates organisational strategy into a comprehensive set of performance measures. BSC offers a systematic framework for measuring and monitoring performance from four main perspectives, namely financial, customer, internal business processes, and learning and growth.

BSC is not only a measurement system but also a management system that allows organisations to clarify their vision and strategy and translate them into action. BSC provides feedback related to internal business processes and external results, which are then used to continuously improve performance and strategic results (Niven, 2005).

Essentially, the Balanced Scorecard (BSC) links a company's strategic objectives with performance measurement by (Kumar et al., 2024):

1. Translating strategy (vision, mission) into a more specific and measurable form;
2. Ensuring that key information, both financial and non-financial, can be identified, monitored, and acted upon;
3. Offering a balanced view of the organisation;
4. Providing a comprehensive view of strategic progress.

SWOT analysis is a form of analysis in company or organisational management that systematically helps to prepare a mature plan to achieve goals, both short-term and long-term. This analysis is important to be implemented by companies (Fahmi, 2013). SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is one method for formulating a company strategy by considering internal and external environmental conditions. This analysis emphasises how the company's strengths and weaknesses can face existing opportunities and threats. SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats. Used in a company's strategic analysis, SWOT analysis provides in-depth information about the company's internal conditions and the external environment it faces. Thus, the company can understand and formulate the right strategic decisions.

SWOT analysis is an analysis of information obtained, sought, or received from various sources through questions: what is happening, why it is happening, where it is happening, and when it is happening. This information comes from within the company as well as external factors related to the company's business (Sabariah, 2023). SWOT analysis can also be interpreted as a descriptive analysis of situations and conditions, providing a picture that places situations and conditions as input factors, then groups them based on their respective contributions. The company's strategic decisions need to consider internal factors (strengths and weaknesses) and external factors (opportunities and threats). Therefore, important considerations are needed in the SWOT analysis (Rangkuti, 2004).

SWOT analysis is simply understood as an evaluation of a company's internal strengths and weaknesses, as well as the opportunities and threats from its external environment. According to Johnson et al. (1989), SWOT is a general tool designed to be used as an initial step in the decision-making process and strategic planning in various contexts. The SWOT framework provides a structured basis for organising in-depth information, which

can improve the quality of company decisions. This process is a crucial part of a company's journey in formulating policies and strategies.

RESEARCH METHODS

This study uses a qualitative research type because it analyses the prospects and challenges faced by the Business Development Centre in generating income for the University so that it can determine the right strategy. This qualitative research method is often also referred to as a naturalistic method because the research is conducted in natural conditions. This means that this research can experience changes in title, concept or focus of research that are conditioned by looking at the reality in the field. This research is contextual, or research that leads to social realities that occur in the management and development of business at the Business Development Centre (PUSBIS) UIN Sunan Ampel Surabaya and analyses how the prospects and challenges faced by PUSBIS in developing the business and the strategies carried out by the PUSBIS UIN Sunan Ampel Surabaya management team to generate income.

The type of social reality in this study is subjective reality, therefore, subjective social reality can only be revealed through qualitative research with an interpretive approach (Denzin & Lincoln, 1998). This study prioritises argumentative data from research subjects, so in-depth interviews are needed to understand the actual reality. This study prioritises argumentative data from research subjects, so in-depth interviews are needed to understand the reality. Therefore, data collection techniques are carried out by conducting observations, interviews, and documentation.

The technique of determining informants for selecting information as a source of data in this study is based on the principle of subjects who master the problem. Thus, in determining informants using the snowball technique, namely the process of determining informants based on previous informants, without determining the exact number by exploring information related to the required research topic. The data validity checking technique is carried out using the data triangulation method. The data analysis process begins by digesting and processing all data sources obtained from observation, interviews and documentation. The data obtained is then processed through a data analysis process using SWOT analysis and Balanced Scorecard (BSC).

Table 1. Balanced Scorecard (BSC) Indicators

No	Perspective	Indicators
1.	Financial	Effectivity ratio = $\frac{\text{Revenue Realization}}{\text{Revenue Target}}$
		Efficiency ratio = $\frac{\text{Budget Realization}}{\text{Revenue Target}}$
2.	Customer	Revenue of each business unit
		Financial management mechanisms
3.	Internal Business Process	Customer satisfaction index = $\frac{\sum n \times Si}{N}$
		Market share
4.	Learning and Growth	Use of information technology
		Completeness of SOP
		Innovation and Product Development
		Employee training
		Organisational culture development

RESULTS AND DISCUSSION

The Business Development Centre (PUSBIS) is responsible for designing and implementing business strategies that lead to increased revenue, including identifying new opportunities, analysing markets, and developing sustainable business models. With a coordinated and focused role from the Business Development Centre (PUSBIS), UIN Sunan Ampel can optimise its potential in increasing revenue and financial sustainability, making the transition to PTNBH status smoother and more successful.

Prospects and Challenges in the Balanced Scorecard (BSC) and SWOT Approach

Based on Table 2, the Business Development Centre (PUSBIS) of UIN Sunan Ampel Surabaya has several strengths, weaknesses, opportunities, and threats (SWOT analysis) identified from four main perspectives (BSC analysis). From a financial perspective, PUSBIS has succeeded in realising revenue that exceeds the target in 2023 by 125.36%. Until July 2024, revenue reached 82.71% of the target, with the potential to exceed the previous year's achievement. In terms of efficiency, PUSBIS shows a very good level of efficiency, with efficiency below 60% for 2023 and 2024. However, there are challenges in the financial management mechanism, where there are limitations in spending costs that must go through a complex budgeting and bureaucratic mechanism.

From a customer perspective, the customer satisfaction index shows that customers are very satisfied with PUSBIS services, with a value of 4.16. However, monitoring and evaluation of customer satisfaction have not been carried out optimally in all service units. On the other hand, the market share of PUSBIS is quite clear, namely the academic community of UIN Sunan Ampel, and the strategic location of the University in Surabaya provides great opportunities for asset optimisation. However, competition with other business institutions that focus on the same sector remains a threat, considering the many universities in Surabaya that also have similar business units.

From an internal business process perspective, PUSBIS has successfully utilised information technology, where all human resources are able to operate the technology. However, there are still weaknesses related to software integration in each business unit. Opportunities arise in the form of cooperation with PUSTIPD or other parties to develop more integrated business applications. However, the challenges of globalisation and digitalisation require PUSBIS to continue to innovate in developing products and services to remain competitive amidst global competition.

From a growth and learning perspective, PUSBIS has provided training programmes for its employees, and the majority of the human resources are young with a high enthusiasm for learning. The friendly and family-like working atmosphere at PUSBIS is a strength that supports organisational performance. However, there is no system that formally recognises and rewards high-achieving employees, which could be one area of improvement in developing organisational culture.

Overall, the BSC and SWOT analysis reveal that PUSBIS has many strengths and opportunities, especially in terms of revenue, efficiency, customer satisfaction, and innovation. However, bureaucratic challenges, lack of monitoring of customer satisfaction, and threats of competition and global technological changes require more attention in strategic planning to maintain PUSBIS's competitiveness and long-term growth.

Table 2. Financial Perspective BSC and SWOT Analysis Results

BSC Perspectives			SWOT Analysis				
No.	Perspective	Indicators	Strength	Weakness	Opportunity	Threat	
1.	Financial	Effectivity ratio	In 2023, PUSBIS succeeded in realising revenue exceeding the set target (125.36%).				
			Until July 2024, PUSBIS has successfully achieved 82.71% of the revenue target. Until the end of the year, there is a big opportunity to realise revenue exceeding the 2023 achievement.				
			In 2023 and 2024, the efficiency level is less than 60% (very efficient).				
		Income of each business unit	Property management is the biggest source of income. PUSBIS has 10 business units that have the potential to be developed.			Partnership with Operational Cooperation or Management Cooperation mechanisms.	
			There are many assets that are not yet utilised and have the potential to be developed.				
		Financial management mechanisms	Participatory budgeting system.		There are regulations that prohibit BLU from making expenditures directly, but must go through a budget mechanism.		
					Determining and setting tariffs must go through a fairly long and complicated bureaucracy, so it tends to be less flexible.		
					Budget constraints that are unable to accommodate all innovative activities.		
					The budget that has been prepared does not fully follow actual needs, it tends to be adjusted from the previous year's budget ceiling.		
					The asset maintenance budget is distributed through the general department, thus becoming an obstacle to the speed of handling asset-related issues.		

Table 3. Customer and Internal Business Process Perspective BSC and SWOT Analysis Results

BSC Perspectives			SWOT Analysis			
No.	Perspective	Indicators	Strength	Weakness	Opportunity	Threat
2	Customer	Customer satisfaction index (IKP)	The results of the customer satisfaction survey show that customers are very satisfied with PUSBIS services.	Monitoring and evaluation of customer satisfaction has not been carried out optimally in all PUSBIS service units.		
		$IKP = \frac{\sum n \cdot Si}{N} = 4,16$				
		IKP 4,16 = very satisfied				
			There is a clear market share, namely, the academic community.		The strategic location of the UIN Sunan Ampel campus in Surabaya City provides ample opportunities for optimising asset utilisation.	Many competitors are indeed focused on business.
		Market share	Campus autonomy allows leaders to implement certain policies to "bind" market share.		The addition of the UINSA campus building located in Gunung Anyar Surabaya, provides an opportunity for PUSBIS to add and develop business service units.	Surabaya is the home base for many universities, both state and private.
			UINSA's big name is already well known to the public.			
3	Internal Business Process	Use of information technology	All human resources are able to operate information technology.	There is no software that integrates the performance of each PUSBIS unit.	Collaboration with PUSTIPD or other parties to develop integrated business software or applications.	The challenges of globalisation, digitalisation and free trade.
			There is adequate facility support.			
		Completeness of SOP	There are complete SOPs for each business unit.			
		Innovation and Product Development	There are always additional types of services added every year.	Rigid regulations in business development.	Increasing the number of cooperation partners.	
					Variations in business fields owned by cooperation partners.	

Table 4. Learning and Growth Perspective BSC and SWOT Analysis Results

BSC Perspectives			SWOT Analysis			
No.	Perspective	Indicators	Strength	Weakness	Opportunity	Threat
4	Learning and Growth	Employee Training	There is a programme of activities to develop employee potential.			
			The majority of human resources are young and have a high willingness to learn.			
		Organisational Culture Development	A friendly and family working atmosphere.	There are no recognition or awards for employees who excel.		
			High commitment from the PUSBIS leadership team.			

Recommended Strategies to Generate University Income

Increasingly tight competition, both among universities and the industrial world, as well as the challenges of globalisation and digitalisation, require PUSBIS to continue to innovate and increase creativity in developing products and services that are in accordance with current market needs. Therefore, PUSBIS must develop the right strategy to increase the University's income-generating capacity towards a State University with Legal Entity (PTNBH). Based on the results of the SWOT analysis in the four BSC perspectives above, the following development strategies can be formulated:

1. Financial Perspective

a. Optimising the use of Assets and Properties.

To increase revenue and cost efficiency, various strategies can be used, namely:

- 1) Charging cleaning fees to tenants. Tenants who rent canteens or other properties on a long-term basis are charged cleaning fees, so that PUSBIS can increase revenue through cleaning service income.
- 2) Taking advantage of electricity and water bills from tenants. Using electricity and water meters for canteens and other properties rented to tenants. Electricity and water bills charged to tenants are marked up with a certain profit margin, which will become PUSBIS UINSA's income.
- 3) Renting land for a laundry business in the student dormitory area. The large number of students living in dormitories provides potential income through a laundry business. However, managing a laundry business independently will cause several problems related to direct expenditures (must go through a budget mechanism), which is contrary to the financial management regulations of the Public Service Agency (BLU), as well as the need for additional human resources, thereby increasing the budget. So that a more profitable option for PUSBIS UINSA is to rent land for a laundry business.
- 4) Evaluating dormitory management rates and provisions. There needs to be an evaluation related to the rates and conditions of use of student dormitories, such as the number of students per room, rental period, room booking method,

and so on. The provisions of this dormitory can be collaborated with the UPT Ma'had in the form of a student boarding school, so that it can generate higher income for UINSA.

- 5) Renting a point for the establishment of a billboard. In this case, UINSA only needs to provide a point for the establishment of a billboard to collaborate with partners (advertising companies). Furthermore, related to the establishment of the board frame, permits, and so on are borne by the cooperation partner.
 - 6) Renting land located at point 0 KM from the road. UINSA land located at point 0 KM from the road has great potential to be commercialised, supported by the location of the Ahmad Yani Campus, which is on the edge of the main road connecting Surabaya-Sidoarjo City. This land can be collaborated with the Build, Operate, and Transfer (BOT) mechanism.
- b. Diversification of Income Sources.
With 10 business units already running, PUSBIS can focus on diversifying revenue by introducing new products and services in these units, which will expand market share and increase revenue.
 - c. Needs-Based Budget Reformulation.
Developing a more flexible budget plan based on actual needs, so that it is more responsive to business dynamics. This strategy can involve more detailed and data-based budget planning to ensure that budget allocations reflect the right strategic priorities.
 - d. Diversification of Funding Sources.
Seeking alternative funding sources, such as grants, CSR funds, or public-private partnerships, to support innovative activities and investment in facilities and infrastructure. This will help reduce dependence on the limited BLU budget.
 - e. Increasing Budget Efficiency.
Digitising budget planning and management to reduce inefficiencies and ensure more effective budget use.
 - f. Developing Strategic Partnerships.
Budget constraints and BLU financial management provisions that prohibit the use of direct costs often make it difficult for PUSBIS UINSA to utilise assets optimally, so that the Management Cooperation (KSM) scheme is an attractive and profitable option, because assets can be maximised in their management with the capabilities and resources owned by the partner, while PUSBIS receives a share of the revenue. This partnership can be in the form of renting facilities on a new campus, collaboration in organising events, or joint projects that benefit both parties.
 - g. Maximising the use of unused land for new business units and property development.
2. Customer Perspective
 - a. Service Quality Improvement.
Improve service quality and customer experience by utilising existing SOPs, with a focus on providing a satisfying experience for customers and stakeholders. This can increase customer loyalty and attract more new customers, such as special discounts or subscription packages, to increase purchase frequency and expand market share.

- b. **Improve Customer Satisfaction Monitoring and Evaluation.**
Develop a more attractive, systematic, and scheduled monitoring and evaluation mechanism to measure customer satisfaction periodically. Use survey results and customer feedback to make continuous service improvements.
 - c. **Strategic Location Optimisation.**
Utilise strategic locations in Surabaya by developing businesses that are in accordance with the needs of the local market and local industry. This could include developing service centres that serve the industrial community, providing training facilities, or holding events that are attractive to local industries.
 - d. **Infrastructure and Facility Development.**
Improve existing infrastructure and facilities to support business growth, such as increasing accessibility to PUSBIS business units and ensuring that existing facilities meet industry standards.
 - e. **Service Expansion at the New Campus.**
Utilising the new campus building in Gunung Anyar by establishing business service units that are relevant to the needs of students and the surrounding community, such as shopping centres, food services, or sports facilities.
 - f. **Diversification of Revenue Sources.**
Developing new products or services that are more relevant to current market needs. PUSBIS can expand its business reach by collaborating with external parties or developing businesses that are different from competitors, such as consulting services or special services that competitors do not have.
 - g. **Strengthening Islamic Distinction.**
The characteristics of UIN Sunan Ampel Surabaya as a State Islamic Religious College provide great opportunities for UINSA to run a business that emphasises an Islamic basis, such as emphasising the halalness of products, developing sharia product services, and so on.
3. **Internal Business Process Perspective**
 - a. **Digitalisation of Business Processes.**
With the support of adequate facilities and existing SOPs in each business unit, PUSBIS can develop and implement a more comprehensive information technology system to support daily operations. This includes digitalisation of financial reports, ordering systems, and asset management to ensure more efficient and adaptive processes. PUSBIS can collaborate with PUSTIPD in developing software that integrates the performance of various business units to improve performance, including in terms of financial reporting.
 - b. **Development of Integrated IT Systems.**
Implementing integrated software that covers all service units under the auspices of PUSBIS to improve operational efficiency and asset management. This will help in asset monitoring, maintenance, and budget management more efficiently and on time.
 - c. **Inter-Unit Synergy.**
With clear Job Descriptions and SOPs, PUSBIS can increase synergy between business units to create more integrated and comprehensive services, for example, by offering service packages that cover several business units at once.

- d. **Development of Strategic Partnerships.**
Expanding the scope of cooperation through various schemes, such as Operational Cooperation (KSO), Management Cooperation (KSM), rent, commission, collaboration in organising events, or joint projects that benefit both parties.
 - e. **Product and Service Innovation.**
Developing more creative and innovative products and services to stand out in the market. For example, PUSBIS can develop a mobile application or online platform that allows customers to access services more easily and efficiently.
4. **Learning and Growth Perspective**
- a. **Sustainable Human Resource Development.** Improve employee training and development programmes to support innovation and operational efficiency. This training should cover aspects of digitalisation, asset management, and operational skills needed to support PUSBIS' growth.
 - b. **Increase Employee Motivation and Loyalty.** Create an award and recognition programme for high-performing employees to improve motivation and performance. This programme can include financial incentives, non-material awards, and better career development opportunities.
 - c. **Continuous Monitoring and Evaluation Mechanism.** Implement a continuous internal monitoring and evaluation system to ensure that all business processes run according to plan, and allow for dynamic strategy adjustments based on field conditions.

From the results of the integration of SWOT analysis and Balanced Scorecard (BSC), it can be concluded that PUSBIS UIN Sunan Ampel Surabaya has significant strengths in terms of assets, leadership commitment, and increased cooperation networks, which, if optimised, can drive increased revenue and operational effectiveness. By utilising the great potential of existing assets and facilities, and continuing to develop strategic partnerships, PUSBIS can strengthen its position in an increasingly competitive market. In addition, by focusing on digitalisation and innovation in business processes, PUSBIS can improve the efficiency and responsiveness of customer service, which will ultimately increase customer satisfaction and loyalty.

However, this integration also identifies a number of weaknesses and threats that must be addressed through a structured strategy. Weaknesses such as suboptimal digitalisation, budget constraints, and lack of HR training need to be addressed with strategies that focus on technology development, increasing budget efficiency, and strengthening HR capacity. In addition, threats from increasingly fierce competition and the need to adapt to digitalisation and globalisation must be answered with more creative and adaptive product innovations, as well as more aggressive digital marketing strategies. With this holistic and integrated approach, PUSBIS can strengthen its competitiveness and support sustainable business growth.

CONCLUSION

From the analysis of the prospects, challenges, and strategies of the UIN Sunan Ampel Surabaya Business Development Centre (PUSBIS) in increasing the University's income-generating towards the status of a State University with Legal Entity (PTNBH), it shows that PUSBIS has strong potential to support this vision. PUSBIS has good prospects in terms of: 1) optimizing asset utilization; 2) expanding market share; 3) increasing cooperation through various cooperation mechanisms, such as commissions, rent,

Operational Cooperation (KSO), Management Cooperation (KSM); 4) product innovation and development; 5) digitalization of business processes; and 6) developing employee potential to increase University income. This is supported by existing strengths, such as strategic assets, clear market share, campus autonomy, ever-growing partnerships, the big name of UIN Sunan Ampel Surabaya and its distinction as an Islamic-based University, diversification and innovation of business units, as well as a comfortable working atmosphere that supports employee development. On the other hand, PUSBIS also faces significant challenges, such as: 1) regulations on financial management of Public Service Agencies (BLU) which tend to be rigid and inflexible; 2) budget limitations; 3) increasingly tight competition with other universities and the industrial world; 4) globalization, digitalization, and free trade; and 5) retaining potential employees.

To overcome these challenges, PUSBIS needs to adopt strategies that focus on: 1) optimizing asset utilization; 2) diversifying revenue sources; 3) budget reformulation; 4) increasing budget efficiency; 5) improving service quality and customer loyalty programmes; 6) improving customer monitoring and evaluation; 7) strengthening distinction as an Islamic-based university; 8) digitalizing business processes; 9) synergy between units; 10) developing strategic partnerships; 11) product and service innovation; 12) digital marketing; and 13) sustainable human resource development.

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