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## **Innovating Campus Business Models for Financial Sustainability in Islamic Higher Education Institutions**

**Lina Saparlina<sup>1</sup>, Khoirum Millatin<sup>2</sup>, Salsabila Mawardah<sup>3</sup>**

<sup>1,2,3</sup>Universitas Islam Negeri Syarif Hidayatullah, Jakarta, Indonesia

### **\* Corresponding Author**

[linasapalina1976@gmail.com](mailto:linasapalina1976@gmail.com)

**Abstract:** This study examines business growth innovations at UIN Syarif Hidayatullah Jakarta, a Public Service Agency (BLU) university with significant potential for developing alternative revenue streams. This potential encompasses physical assets, academic services, professional services, scientific publications, digitalization, research commercialization, and institutional networks. The study aimed to identify relevant business innovations to support campus business growth and to formulate strategies for integrating innovation into university processes. The approach used was a qualitative descriptive case study, with data collected through interviews with 10 unit heads, document analysis, and a comparative study of business practices at other universities. The results indicate that UIN's business opportunities are based on three main assets: physical assets, academic assets, and institutional networks. The novelty of this research lies in its proposed model, which positions the Business Development Center (P2B) as an integrated manager of academic and non-academic services through a single integrated P2B portal. This portal connects psychology services, scientific publications, halal certification, legal services, training, consulting, research commercialization, asset reservations, accommodation, catering, merchandise, ticket sales, and campus support services, supported by a digital catalog, centralized reservations, quality control, partner management, and a revenue monitoring dashboard. The study recommends strengthening P2B governance, digital services, business roadmaps, asset optimization, and strategic partnerships to support financial independence and institutional competitiveness.

**Keywords:** business innovation, campus business, Public Service Agency, research commercialization, P2B, UIN Syarif Hidayatullah Jakarta.

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## **INTRODUCTION**

Modern universities are no longer viewed solely as institutions fulfilling the traditional mandate of education, research, and community service. Recent developments have transformed universities into dynamic knowledge organizations, capable of managing knowledge, assets, networks, innovation, and institutional resources to generate academic, social, and economic value. This transformation demonstrates that universities are no longer content with producing graduates and publishing academic papers; they are also required to strategically manage their internal potential to support institutional sustainability. In the Indonesian context, this shift in role is further reinforced by the policy of higher education management autonomy and the Public Service Agency (BLU) scheme, which provides opportunities for universities to develop alternative revenue sources through asset management, academic services, professional services, and institutional innovation. Therefore, campus business cannot be understood solely as a commercial activity, but rather as a strategic instrument to support financial independence, strengthen academic services, and ensure the long-term sustainability of higher education institutions (Pradhana, 2021; Alifa, 2023).

Within this framework, UIN Syarif Hidayatullah Jakarta holds a strategic position to develop innovations in campus business growth. As a university with BLU status, UIN Syarif Hidayatullah Jakarta has the opportunity to optimize various resources, including physical assets, intellectual property, academic capacity, technology, professional services, and institutional networks. This potential is significant because universities with BLU status are required not only to rely on state funding but also to be able to optimize Non-Tax State Revenue (PNBP) through the productive and accountable management of resources. According to a research report, UIN Syarif Hidayatullah Jakarta owns approximately 622,918 m<sup>2</sup> of land extending as far as Cikuya, Banten, and has been operating various business units and services, such as accommodation, healthcare, food and beverage, asset leasing, office supply procurement, vehicle and air conditioning services, daycare, halal certification support, and the Journal House. This potential indicates that UIN possesses a substantial resource base that can be developed into an integrated campus business model.

The use of the Resource-Based View (RBV) perspective is relevant in analyzing the business potential of UIN Syarif Hidayatullah Jakarta because this approach places internal resources as the main basis for organizational excellence. From the RBV perspective, physical assets, academic competencies, lecturer expertise, research results, institutional reputation, alumni networks, and professional service capacity can become sources of competitive advantage if managed in such a way that they are valuable, rare, difficult to imitate, and well-organized. Thus, campus assets are not merely positioned as passive resources, but as strategic capital that can be developed into academic and non-

academic services that have economic value while supporting institutional reputation. In the context of UIN, RBV helps explain why campus business development must begin with asset mapping, identification of internal capacity, and determination of the type of service that best suits the academic and institutional character of the university (Rahadian, 2017).

In addition to the RBV, the concept of Open Innovation also serves as an important foundation for campus business development. Open Innovation emphasizes that innovation does not only originate from the organization's internal capabilities, but also emerges through collaboration, knowledge exchange, and partnerships with external parties. This perspective is relevant because campus business development cannot be carried out in isolation by a single unit; instead, it requires the involvement of various stakeholders, such as university leaders, faculties, service centers, lecturers, students, alumni, industry partners, government, professional organizations, and the community. In the context of UIN Syarif Hidayatullah Jakarta, Open Innovation can be utilized to encourage collaboration in asset optimization, development of psychology services, scientific publications, halal certification, legal services, training, consultancy, and commercialization of research results. Thus, campus business innovation needs to be directed towards a collaborative model that is able to connect internal resources with market needs and external opportunities (Chesbrough, 2003).

Business growth in higher education cannot be understood solely as an effort to increase institutional revenue. Rather, campus businesses need to be positioned as a strategy to create academic, social, and institutional value. This aligns with the view that university business units need to be developed to support the optimization of Non-Tax State Revenue (PNBP), reduce dependence on the state budget, and maintain the university's image, educational function, and social benefits (Alifa, 2023; Pradhana, 2021). Ideally, campus businesses not only support university operations but also provide benefits to the academic community and the wider community through innovation, research downstreaming, strengthening professional services, and developing education-based entrepreneurship (edupreneurship). In the context of UIN Syarif Hidayatullah Jakarta, these business potentials can be divided into two main categories: academic businesses and non-academic businesses. Academic businesses include services based on scientific publications, research results, certification, training, consulting, and professional expertise. Meanwhile, non-academic businesses include supporting commercial services such as accommodation, catering, asset rentals, merchandise, ticket sales, and other campus operational services.

However, significant business potential does not automatically guarantee the success of campus business development. This potential needs to be accompanied by targeted innovation, clear governance, a professional service system, and an integration strategy capable of connecting various business

units into a single institutional ecosystem. Innovation is needed to increase efficiency, expand revenue diversification, strengthen competitiveness, and build a campus business model that is adaptive to user needs. In the theory of diffusion of innovation, Rogers (1983) explains that innovation is an idea, practice, or object that is perceived as new and can be adopted by individuals and organizations. In the context of campus business, innovation not only means creating new products or services, but also includes updating governance systems, service models, partnership mechanisms, digitalization of business processes, and strengthening integration between units.

The experiences of several other universities demonstrate that campus businesses can thrive when designed based on each institution's unique assets, location, academic competencies, and target market. For example, Udayana University leverages its geographic advantage in a tourism area to develop accommodation and culinary businesses. Meanwhile, Gadjah Mada University demonstrates that campus business units can be directed not only toward economic missions but also toward social missions, human resource development, capacity building, and a knowledge-based economy. These practices demonstrate that campus business development must be tailored to the unique resources and characteristics of the institution. From a Resource-Based View (RBV) perspective, unique internal assets form the basis for determining potential business areas. Meanwhile, from an Open Innovation perspective, successful business development requires openness to external collaboration, industry partnerships, and leveraging institutional networks to expand the value and impact of innovation (Ansoff, 1957; Chesbrough, 2003; Tuzzuhro et al., 2023).

Several previous studies have also emphasized the importance of innovation in the development of higher education. Noveri et al. (2021) highlighted the importance of commercializing and incubating university research results through collaboration between the government, universities, and industry. Judijanto et al. (2024) demonstrated a strong correlation between technological innovation and business development, particularly in addressing market changes and the need for digital integration. Andrianto (2016) emphasized that commercializing university inventions requires needs assessment, market research, invention incubation, partnerships, and intellectual property rights management. Meanwhile, Tuzzuhro et al. (2023) emphasized that edupreneurship in higher education requires the integration of creativity, entrepreneurship, campus policies, adaptive curricula, and collaboration with industry. These studies demonstrate that business innovation in higher education must be positioned within the interconnectedness of governance, technology, research commercialization, entrepreneurship, and external collaboration.

However, research on business growth innovation at State Islamic Religious Universities (Perguruan Tinggi Keagamaan Islam Negeri, PTKIN),

particularly UIN Syarif Hidayatullah Jakarta, remains limited. Previous research has largely discussed BLU financial management, the autonomy of State Universities as Legal Entities (PTN-BH), research commercialization, invention commercialization, technological innovation, and edupreneurship in general, without specifically positioning BLU-status PTKIN as the primary subject in campus business development (Pradhana, 2021; Alifa, 2023; Noveri et al., 2021; Andrianto, 2016; Judijanto et al., 2024; Tuzzuhro et al., 2023). In fact, UIN Syarif Hidayatullah Jakarta possesses distinctive institutional characteristics, namely its status as a BLU, the integration of Islamic studies and general sciences, significant ownership of physical and intellectual assets, and the development of various business units under the coordination of the Business Development Center (P2B). These unique characteristics make UIN relevant not only for analysis as a higher education institution but also as a knowledge organization with the potential to transform academic and non-academic resources into a sustainable campus business model.

P2B plays a crucial role in coordinating business activities and driving campus business growth toward the university's financial self-reliance. Therefore, this study not only identifies the most relevant types of innovation for campus business development but also formulates an innovation integration strategy through an integrated management model under a single P2B business portal. This model is designed to connect academic and non-academic services, strengthen external collaboration based on Open Innovation, and optimize university assets through strategic partnerships and the digitization of business services. In the context of higher education, Open Innovation can be realized through knowledge exchange between academia and industry, research collaboration, training, human resource mobility, and strategic partnerships to expand the impact of university innovation (Weerasinghe & Dedunu, 2021). With this approach, P2B functions not only as an administrative unit but also as a campus business orchestrator that integrates assets, services, partners, quality standards, and revenue monitoring into a single system that is more effective and accountable.

This article aims to identify the most relevant innovations in supporting business growth at UIN Syarif Hidayatullah Jakarta and to formulate a strategy for integrating innovation into the university's business processes. The main focus of this research is not only stopping at identifying business potential, but also directed at developing an integration framework capable of addressing institutional challenges through the utilization of internal assets, strengthening governance, digitizing services, commercializing research, and developing external collaborations. Thus, this research is expected to provide academic contributions to the study of higher education business innovation, particularly in PTKIN with BLU status, while also providing practical insights for UIN Syarif Hidayatullah Jakarta in developing a more focused, collaborative, sustainable campus business, and aligned with the university's institutional character.

This context is important because UIN Syarif Hidayatullah Jakarta has a unique institutional character: it has Public Service Agency (BLU) status, is based on Islamic and general knowledge, has substantial physical and intellectual assets, and is currently developing various business units under the coordination of the Business Development Center (P2B). P2B plays a crucial role in facilitating business activities, connecting service units, and supporting campus business growth. However, for campus businesses to truly support the university's financial independence, an analysis of the most relevant types of innovation and a strategy for integrating innovation into UIN Syarif Hidayatullah Jakarta's business processes is required. This strategy must be directed not only at optimizing assets and increasing revenue, but also at strengthening ethical, transparent, collaborative business governance that aligns with the character of PTKIN. This strengthening strategy aligns with the concept of **Open Innovation**, which emphasizes the importance of external collaboration in the innovation process, as well as a business growth approach that prioritizes the utilization of internal resources and strategic partnerships as the foundation for institutional development (Chesbrough, 2003; Kor et al., 2016).

In the context of Islamic higher education institutions with Public Service Agency (BLU) status, mapping business opportunities requires consideration of sustainability, ethical governance, adherence to Islamic values, and the institution's ability to productively optimize internal resources (Mulyana, 2025). Business development at PTKIN also faces specific challenges related to the integration of digital innovation, sharia-compliant business governance, optimization of university resources, and the application of ethical and sustainable principles in campus business development (Wibowo, 2024; Taryono & Putri, 2024; Yakin et al., 2024; Arinta & Khilmiyah, 2025; Harahap & Aziz, 2024).

P2B plays a strategic role in coordinating business activities while driving campus business growth toward university financial independence. Therefore, this study not only analyzes the types of innovation most relevant to campus business development but also formulates an innovation integration strategy through an integrated management model under a single P2B business portal that connects academic and non-academic services, strengthens external collaboration based on open innovation, and optimizes university assets through strategic partnerships and the digitalization of business services. This strategy is in line with the concept of open innovation which emphasizes the importance of external collaboration in the innovation process, as well as a business growth approach that utilizes internal resources and strategic partnerships as the foundation for organizational development (Chesbrough, 2003; Kor et al., 2016).

This article was written to identify the most relevant innovations to be implemented to support business growth at UIN Syarif Hidayatullah Jakarta. The main focus of the discussion is not limited to innovation discovery but also on formulating effective strategies to systematically integrate these innovations into existing business processes at UIN Syarif Hidayatullah Jakarta. This approach is expected to build a robust framework for addressing institutional challenges through the appropriate use of innovation.

This research is limited to a study of business growth innovation at UIN Syarif Hidayatullah Jakarta for the 2024 academic year. The focus of the research is directed at identifying business potential, relevant innovations, and strategies for integrating innovation into the university's business processes. This limitation is important because higher education business development, particularly in institutions with Public Service Agency (BLU) status, is closely related to efforts to optimize revenue, strengthen institutional performance, and utilize internal and external resources more effectively (Pradhana, 2021; Alifa, 2023). Therefore, this study does not discuss all aspects of university governance, but only those aspects directly related to campus business development, asset optimization, academic and non-academic services, and commercialization opportunities that can support the institution's financial independence. This research focus is also in line with studies on research downstreaming, invention commercialization, and open innovation, which emphasize the importance of potential mapping, collaboration, and commercialization strategies in university-based business development (Chesbrough, 2003; Andrianto, 2016; Noveri et al., 2021).

This research is expected to provide a more comprehensive understanding of business growth innovation at UIN Syarif Hidayatullah Jakarta, particularly in identifying business potential, relevant innovation types, and business integration strategies that align with the university's institutional character. The results of this research are also expected to serve as considerations for university administrators, particularly the Business Development Center, in formulating a more effective, efficient, collaborative, and sustainable direction for campus business development. Furthermore, this research is expected to contribute academically to the study of higher education business innovation, particularly at State Islamic Religious Universities with Public Service Agency status, as well as serve as a practical reference for similar institutions in optimizing assets, strengthening governance, encouraging research downstreaming, and increasing campus financial independence.

## **METHOD**

This study uses a qualitative-descriptive approach aimed at gaining an in-depth understanding of business growth innovation at UIN Syarif Hidayatullah Jakarta. This approach was chosen because the study seeks to explore narrative data regarding business potential, innovation opportunities, development

strategies, and the possibility of campus business integration through interviews and documentation reviews. The research method is understood as a systematic step to rationally understand the research object and reduce subjective bias of the researcher (Sukiati, 2016).

This research design uses a case study with a focus on business development at UIN Syarif Hidayatullah Jakarta. This case study was chosen because this research not only explains the phenomenon in general but also explores the institutional context of UIN Syarif Hidayatullah Jakarta as a university with various business units, potential assets, academic services, and innovation opportunities. Furthermore, this study also compares several business practices at other universities that already have sustainable business units or business models to see the possibility of adapting them to the UIN Syarif Hidayatullah Jakarta environment.

The data sources in this study consist of primary and secondary data. Primary data were obtained through interviews with ten unit leaders at UIN Syarif Hidayatullah Jakarta, namely the Vice Rector for General Administration, Head of the Business Development Center, Head of the Psychology Service Center, Head of the Research and Development Center (Puslitpen), Head of the Center for Gender and Child Studies (PSGA), Head of the Journal House, Head of Pustipanda (the Information Technology and Database Center), Head of Puskum (the Legal Aid Center), Head of LP2M (the Institute for Research and Community Service), and Head of the General Affairs Division. These informants were selected because they are related to business administration management, institutional services, or opportunities for opening new businesses within the university environment. Meanwhile, secondary data were obtained through a review of internal documents, books, journals, websites, and various relevant sources that support the analysis of higher education business innovation.

Data collection was conducted using two techniques: interviews and documentation. Interviews were conducted to elicit the views, experiences, recommendations, and strategies of unit leaders regarding business opportunities and innovations that could be developed at UIN Syarif Hidayatullah Jakarta. Documentation techniques were used to examine institutional documents, campus business data, and information from the websites of other universities with existing business practices that could be adapted. Through these two techniques, the data obtained is expected to provide a more comprehensive picture of the actual conditions, development opportunities, and direction of campus business innovation.

Data analysis followed the interactive model of Miles, Huberman, and Saldaña (2014), which comprises three stages: data condensation, data display, and conclusion drawing and verification. This model was selected because it allows qualitative data to be systematically condensed, displayed, and verified. During data condensation, material obtained from interviews, internal

documents, literature, and other university websites was selected, simplified, and grouped according to its relevance to the research focus. The data were then classified into several main themes, namely business potential, product and service innovation, development strategies, opportunities for adapting business models from other universities, and innovation integration for campus business commercialization.

At the data presentation stage, the classification results are arranged in the form of thematic descriptions to systematically highlight the relationships between themes. This presentation helps the researcher understand patterns, trends, opportunities, and challenges in the business development of UIN Syarif Hidayatullah Jakarta. Furthermore, in the conclusion-drawing and verification stage, the researcher interprets the findings by comparing data from interviews, documents, literature, and comparative studies to arrive at stronger and more accountable conclusions. Descriptive analysis was used because this study aims to describe the research object through a process of grouping, explanation, and interpretation based on the issues under study (Junaiyah & Arifin, 2010).

This research was conducted through several systematic steps to ensure the data obtained was relevant to the research objectives. The first step was to conduct a literature review related to business innovation, business growth, higher education business management, and business practices at several other universities. Next, data was collected through interviews with predetermined unit heads within UIN Syarif Hidayatullah Jakarta. After that, opportunities, innovations, and strategies recommended by the informants were identified by considering the potential of UIN Syarif Hidayatullah Jakarta. The researcher then analyzed the university's existing business products and services. The next step was to examine the possibility of implementing product or service innovations that could improve the quality and competitiveness of campus businesses. In addition, the researcher also analyzed products or business models from other universities that could be adapted at UIN Syarif Hidayatullah Jakarta through a review of the relevant university websites. The results of the interviews, documentation, and comparative studies were then integrated to formulate an appropriate business innovation and commercialization strategy for UIN Syarif Hidayatullah Jakarta. Finally, this study drew conclusions and developed recommendations for the development of relevant, adaptive, and sustainable campus business innovations.

## **RESULTS AND DISCUSSION**

This section is organized according to the methodological stages of the research, namely data collection through interviews, identification of opportunities and innovations, analysis of the products and services of UIN Syarif Hidayatullah Jakarta, a study of service innovation implementation, an examination of business models at other universities, integration of

commercialization strategies, and the formulation of recommendations for campus business development. This discussion is not aimed solely at reporting field findings, but also at interpreting them within the theoretical framework set out in the introduction, particularly the Resource-Based View (RBV) and Open Innovation. Through the RBV approach, physical assets, academic assets, lecturer competencies, professional services, research output, and institutional networks are understood as strategic resources that can form the basis of institutional excellence if managed productively. Meanwhile, the Open Innovation perspective is used to explain the importance of external collaboration in accelerating innovation, overcoming internal limitations, expanding service markets, and addressing regulatory barriers in campus business development.

### **Data Collection Through Interviews with Unit Heads.**

Interview results indicate that business development at UIN Syarif Hidayatullah Jakarta is closely linked to the university's institutional character as a Public Service Agency (BLU). Unit leaders view campus businesses not solely as a means of increasing revenue, but also as part of a strategy to strengthen academic services, enhance the institution's reputation, and optimize university assets. These findings reflect a broader shift in the role of universities, from conventional educational institutions to knowledge organizations with economic, social, and innovation potential. In the context of BLU, this shift becomes increasingly important as universities are required to develop alternative revenue sources through asset management and institutional innovation without neglecting their academic functions and public service obligations.

Geographically, UIN Syarif Hidayatullah Jakarta has a strategic position because it is located in the Ciputat area, South Tangerang, close to Jakarta and Banten, and supported by transportation access such as Trans Jabodetabek, MRT Lebak Bulus, and Commuter Line through Jurang Mangu and Pondok Ranji Stations. In addition, UIN has four campus zones spread across South Tangerang and Depok. This finding shows that location is not merely descriptive data, but is a strategic resource that can be developed into economic value and public services. From the perspective of Resource-Based View (RBV), location, land, facilities, and accessibility can be a source of competitive advantage if managed in a valuable, organized, and aligned with market needs (Rahadian, 2017).

Based on interviews and documentation, UIN's business opportunities rest on three main assets: physical assets, academic assets, and institutional networks. Physical assets include land, buildings, space, facilities, and campus infrastructure. Some of these physical assets have not been optimally utilized, including approximately 265,000 m<sup>2</sup> of land that still faces issues related to access, legality, certification, and utilization status. From a Resource-Based View (RBV) perspective, the existence of large assets does not necessarily result

in a competitive advantage if not accompanied by adequate governance. Therefore, the main problem is not simply asset ownership, but how these assets are mapped, classified, legalized, and developed according to market potential and institutional needs.

UIN's business innovation must therefore begin with a more detailed asset mapping. Unproductive assets cannot simply be recorded as university assets; they must be classified based on their level of readiness, legal status, accessibility, economic value, market potential, and development risk. Through this mapping, the university can identify assets worthy of development into training centers, sports facilities, business spaces, accommodations, academic activity centers, business incubators, or commercial partnerships with strategic partners. At this point, the theory of Open Innovation becomes relevant because asset optimization cannot always be achieved solely through the university's internal capacity but also requires collaboration with alumni, the private sector, local governments, industry, and professional communities.

In addition to physical assets, interview results also indicate that UIN's academic resources represent a highly potential business opportunity. Laboratories, service centers, lecturer expertise, research output, scientific publications, certification services, and academic networks can be developed into professional services with economic value. These findings confirm that the campus business model that best aligns with the university's character is not one that is entirely separate from its academic mission, but rather one based on knowledge, expertise, and scientific reputation. Therefore, UIN's business development needs to be directed toward a knowledge-based business model to remain aligned with its identity as a state Islamic university.

### **Analysis of Products and Business Services Owned by UIN Syarif Hidayatullah Jakarta**

Research findings indicate that since 2023, the Business Development Center (P2B) has begun integrating various business activities within UIN into a more centralized system. Managed services include merchandise sales, catering, ticketing, vehicle services, and various other supporting services. In 2024, P2B also began expanding its business development through the opening of Café Agam and the construction of ADIA Suites. These findings indicate that P2B has served as an initial hub for campus business integration, although this integrative function still needs to be systematically strengthened.

In the context of higher education institutions with Public Service Agency (BLU) status, the role of the Business Development Center (P2B) cannot be understood solely as a business implementation unit, but rather must be positioned as a governance instrument to optimize Non-Tax State Revenue (PNBP), improve service efficiency, and strengthen the university's financial independence (Pradhana, 2021; Alifa, 2023). Thus, P2B needs to transform from an administrative function to a strategic role as a policy director, quality

control, partnership manager, inter-unit liaison, and monitor of campus business revenue performance. This is crucial because campus business activities spread across various units have the potential to lead to duplication of services, weak standardization, data inconsistency, and low management accountability.

Services such as merchandise sales, catering, ticketing, and vehicle services have significant potential because they leverage the university community as a captive market. However, for these services to develop into competitive businesses, they require professional standards in service quality, marketing mechanisms, evaluation systems, financial management, and performance measurement. From a Resource-Based View (RBV) perspective, the campus captive market is a valuable resource, but this value can only become a competitive advantage if managed through a well-organized service system. Therefore, service standardization and performance evaluation are essential components in the campus business transformation process.

In addition to non-academic businesses, UIN also has the potential for academic businesses that are more aligned with the university's identity. The Psychology Service Center (PLP), for example, has provided psychological testing services to schools, ministries, and government agencies. PLP also developed competency assessment services and successfully obtained A-level accreditation after undergoing a certification process by the National Civil Service Agency (BKN). Furthermore, PLP utilizes certified psychologists from outside the institution to maintain service standards. This practice demonstrates that developing academic services relies not only on internal resources but also requires external collaboration. From an Open Innovation perspective, the involvement of external professionals, certification bodies, and professional standards is an important mechanism for expanding service capacity, increasing credibility, and strengthening the legitimacy of the university's academic business (Chesbrough, 2003).

Another academic potential lies in Rumah Jurnal (the Journal House). UIN has LP2M, Puslitpen, and Rumah Jurnal, which are part of the university's scientific research and publication ecosystem. Since 2024, journals within UIN have begun to be consolidated under the management of Rumah Jurnal, which includes 99 journals, with 47 journals indexed by SINTA. These findings indicate that scientific publications can be developed as an academic service with both institutional value and economic potential. However, the development of the publication business must be carried out carefully to avoid shifting towards commercialization that ignores academic ethics. Therefore, services such as journal accreditation assistance, journal management training, article writing clinics, academic editing, and publication guidance must be based on the principles of editorial quality, cost transparency, and compliance with accreditation standards.

Thus, an analysis of UIN's business products and services shows that the

university's primary strength lies in its combination of non-academic services supported by the internal market and knowledge-based academic services. From a Resource-Based View (RBV) perspective, this combination can be a source of competitive advantage if managed in an integrated manner. Meanwhile, from an Open Innovation perspective, strengthening these services requires external networking support to enable the university's internal capacity to develop into more professional, credible, and competitive services.

### **Implementation of Product and Service Innovation to Enhance Competitiveness**

The implementation of product and service innovation at UIN can be directed at improving quality, expanding access, and digitalizing business processes. At the Psychology Service Center (PLP), innovation is evident through the development of services from conventional psychological tests to competency assessments and plans to digitize psychology services. This digitalization is important because it can expand market reach, improve service efficiency, accelerate administrative processes, and facilitate user access to psychology services. In general, this aligns with studies on digital business model innovation, which emphasize that technology can improve operational efficiency, expand markets, and make services more responsive to user needs (Putri et al., 2024).

However, the digitalization of psychology services cannot be understood simply as the creation of applications or the transfer of services to online platforms. Psychological services have strong regulatory, ethical, and professional dimensions, such as client data confidentiality, the validity of assessment tools, professional qualifications, assessment implementation standards, digital data security, and compliance with regulations and professional codes of ethics. Digital transformation in higher education requires readiness in systems, leadership, infrastructure, human resources, and changes to institutional processes. Accordingly, the digitalization of psychology services must be understood as a transformation of service governance, not simply a transfer of services to online platforms (Alenezi, 2021; Rof et al., 2020). The main challenge, then, is not only technological, but also how technology can meet the legal, ethical, and professional requirements of psychology services.

In this context, Open Innovation can be an approach to addressing these regulatory and ethical barriers. UIN can build collaborations with psychology professional associations, certification bodies, legal experts, data security specialists, technology developers, regulators, and service user partners. This collaboration will enable PLP to design a digital psychology service system that is not only business-efficient, but also secure in data management, compliant with regulations, and professionally accountable. Thus, Open Innovation serves not only as a strategy for market expansion but also as a governance mechanism to ensure that service innovations remain aligned with professional standards

and applicable regulatory provisions.

In the publication sector, innovation can be achieved by strengthening the Journal House (Rumah Jurnal) ecosystem. The potential of the 99 consolidated journals can be developed into accreditation assistance services, journal management training, scientific article clinics, academic editing services, and journal quality improvement consultations. However, innovation in publication services must remain grounded in academic ethics. These services should not be aimed solely at increasing revenue but should also strengthen publication quality, editorial integrity, process transparency, and the university's scientific reputation. The Journal House can thus become a form of academic business that not only generates economic value but also strengthens UIN's knowledge ecosystem.

Innovation is also needed in the commercialization of research results. LP2M encourages the management of lecturers' scientific assets, such as expertise, consulting services, research products, and patents. Several faculties, such as the Faculty of Science and Technology, the Faculty of Medicine, and the Faculty of Health Sciences, have research findings that have the potential to be developed into products, such as honey, beauty soap, and certain applications. However, the commercialization process has not been optimal because there is no integrated system connecting research, patents, funding, incubation, industry, and the market. From an Open Innovation perspective, this situation demonstrates the need for a collaborative ecosystem connecting researchers, universities, industry partners, government, investors, business incubators, and end users.

Thus, the competitiveness of campus-based businesses is determined not only by the number of business units owned, but also by the university's ability to transform academic competencies into services and products that have economic, academic, and social value. The most relevant business types for UIN are those based on science, professional services, research, publications, technology, and social benefits. This orientation aligns with the concept of Open Innovation, which emphasizes the importance of external collaboration in accelerating innovation, and the concept of edupreneurship, which integrates creativity, entrepreneurship, and education-based innovation into university development (Chesbrough, 2003; Tuzzuhro et al., 2023).

### **Adapting Business Models from Other Universities**

An analysis of business practices at various universities shows that campus businesses can thrive if tailored to the institution's location, assets, academic excellence, and target market. Udayana University, for example, leverages its location in a tourist area to develop culinary and accommodation businesses. Meanwhile, the experience of Gadjah Mada University demonstrates that campus businesses need not be solely profit-oriented but can also be directed toward strengthening human resources, institutional

capacity, technological innovation, and developing a knowledge-based economy.

These comparative findings are important because they demonstrate that other universities' business models cannot be directly adopted without a process of adaptation. From a Resource-Based View perspective, each university has distinct assets, reputations, networks, locations, and academic competencies. Therefore, UIN's business strategy must be developed based on its institutional character as a State Islamic Religious University (PTKIN), rather than simply imitating the business model of a general university. A relevant business model for UIN is one built on its academic strengths and institutional identity, such as halal certification services, psychology services, legal services, scientific publications, socio-religious consultations, language training, information technology training, and the commercialization of research results in the fields of health, science, and socio-religious affairs.

As a State Islamic Religious University (PTKIN), UIN faces different challenges from those of public universities. Campus business development must prioritize academic ethics, adherence to Islamic values, the principle of public welfare, service transparency, and social responsibility. From an Islamic perspective, business development is not solely oriented towards economic profit, but also emphasizes ethical aspects, social responsibility, community welfare, and a balance between material goals and spiritual values (Gümüşay, 2015). Therefore, the success of campus businesses at UIN is measured not only by increasing revenue, but also by their alignment with the mission of Islamic education, academic reputation, and social benefits to the community. In this context, Open Innovation also needs to be implemented selectively, namely through the development of partnerships that are not only economically profitable but also aligned with the values and institutional character of PTKIN.

Therefore, adapting business models from other universities must be done through a process of selection and contextualization. UIN can learn from other universities' asset management practices, professional service development, and business unit formation, but the final form must be tailored to UIN's internal strengths and external needs. This ensures that the adaptation process is not mere imitation but rather context-based institutional innovation.

### **Integration of Interview Results, Documentation, and Comparative Studies for Commercialization Strategy**

The integration of interview results, documentation, and comparative studies indicates that UIN's business commercialization strategy needs to be placed within an integrated governance framework. The Business Development Center (P2B) can serve as the campus's business coordination center, while academic and service units continue to perform their respective service functions according to their respective areas of expertise. This model is important because it allows for a clearer division of roles between P2B as a

business integrator and campus units as competency-based service providers.

Within the framework of the Public Service Agency (BLU), this integrated governance model aligns with the university's need to optimize Non-Tax State Revenue (PNBP), improve institutional performance, and reduce dependence on the state budget (Pradhana, 2021; Alifa, 2023). However, from a Resource-Based View (RBV) perspective, this integration also serves to manage internal resources to generate added value. Physical assets, academic services, research output, faculty networks, service centers, and the university's reputation must be managed within an interconnected system to prevent them from operating in isolation or within institutional silos.

An integration strategy could focus on developing a single P2B business portal that connects academic and non-academic services. This portal could include a service catalog, asset reservation system, service booking, cost information, online consulting services, partner management, service quality standards, and a campus business revenue monitoring dashboard. Digitalization in higher education is not only related to the use of technology, but also changes in service processes, organizational structures, business models, relationships with users, and the institution's ability to create new value (Rof et al., 2020; Alenezi, 2021). With this system, UIN's business services will no longer be scattered across various units but can be managed in a more transparent, accessible, measurable, and accountable manner. This strategy can also strengthen P2B's position as a strategic director, partner liaison, quality controller, business data manager, and university revenue monitor.

This integration strategy can be formulated into five main agendas. First, optimizing physical assets through mapping, legalization, readiness classification, and collaborative asset utilization. Second, strengthening academic business based on specialized services, such as psychology, law, scientific publications, halal certification, language services, training, and consulting. Third, developing research commercialization through product mapping, patents, incubation, market validation, and industry partnerships. Fourth, the digitalization of services through the development of campus business service applications and platforms. Fifth, the strengthening of P2B as a business integration unit with professional systems for reporting, evaluation, marketing, quality control, and revenue monitoring.

Theoretically, this strategy integrates the Resource-Based View (RBV) and Open Innovation approaches. The RBV approach is used to identify and manage UIN's internal resources, while Open Innovation is used to connect these resources with external partners, markets, industry, professional associations, government, and the community. Thus, the campus business commercialization strategy relies not only on the development of new products or services, but also on the university's ability to build a collaborative ecosystem capable of transforming internal assets into economic, academic, and social value.

However, this strategy still faces various challenges, such as limited facilities and infrastructure, regulatory barriers, suboptimal governance, limited professional human resources, limited funding, uneven digitalization, and weak external collaboration. Job rotation within the bureaucracy can also reduce the long-term sustainability of business programs. These challenges demonstrate that campus business innovation cannot rely solely on product or service ideas but also requires support from policies, organizational structures, work cultures, digital systems, professional human resources, and sustainable collaboration mechanisms.

Thus, UIN Syarif Hidayatullah Jakarta's business development must be understood as part of the university's transformation into a productive, collaborative, and sustainable knowledge-based organization. By utilizing Resource-Based View (RBV)-based assets, strengthening collaboration through an Open Innovation approach, and integrating services under the coordination of the Business Development Center (P2B), UIN can build a campus business model that not only supports financial independence but also strengthens its academic reputation, public service quality, and social contribution as a State Islamic Religious University (PTKIN) with Public Service Agency (BLU) status.

## **RECOMMENDATION**

This research provides several recommendations to enhance business growth innovation at UIN Syarif Hidayatullah Jakarta. One key step is to develop a campus business roadmap that includes asset mapping, potential service types, target markets, collaboration schemes, marketing strategies, and business performance indicators. This roadmap will provide a clear direction for more structured and sustainable campus business development. Furthermore, strengthening the role of the Business Development Center (P2B) as a center for coordination, integration, supervision, and evaluation of all business activities within UIN is a priority to create efficiency and sustainability in all business activities. Optimizing the university's physical assets through compliance with legal requirements, certification, and productive asset mapping is a crucial step to ensure optimal resource utilization, whether through collaboration with strategic partners or other development initiatives.

Furthermore, another recommendation is to prioritize the development of knowledge-based academic businesses, such as psychology services, legal services, halal certification, scientific publications, language training, information technology training, and research consulting, which can positively impact academic capacity building and community empowerment. To support this, the digitalization of business services needs to be developed through the provision of a business service catalog, an asset reservation system, online consulting services, a publication platform, and a revenue dashboard that can facilitate the management and monitoring of campus business performance. Furthermore, a downstream research ecosystem needs to be built through

research product mapping, intellectual property protection, business incubation, market feasibility studies, and collaboration with industry so that research results can make a real contribution to society and the industrial world. By increasing the capacity of professional human resources and strengthening external collaboration with various parties, UIN is expected to expand the market, accelerate the adoption of innovation, and realize transparent, accountable, and sustainable business management.

## CONCLUSION

This research shows that UIN Syarif Hidayatullah Jakarta has significant potential for developing campus business innovations spanning various sectors, such as physical assets, academic services, professional services, scientific publications, digitalization, and research downstreaming. This potential is supported by the university's strategic position, the presence of various service units, and UIN's status as a Public Service Agency (BLU), which enables the development of alternative revenue sources. UIN's business development can be directed not only at non-academic sectors, such as accommodation, culinary, asset rentals, merchandise, catering, and other support services, but also at science-based academic businesses, such as psychology services, legal services, halal certification, scientific publications, training, consulting, and the commercialization of research results. These types of academic businesses are more suited to the university's character because they not only strengthen revenue but also enhance the university's academic reputation and social contribution.

However, campus business development still faces various challenges, such as suboptimal asset utilization, regulatory limitations, weak governance, limited professional human resources, suboptimal digitalization, and the need for strengthened external collaboration. Therefore, UIN Syarif Hidayatullah Jakarta's business growth innovation needs to be directed at strengthening governance, optimizing assets, developing academic businesses, digitizing services, streamlining research, and building strategic collaborations. With integrated and sustainable management, campus businesses can be a crucial instrument in supporting financial independence while enhancing the university's institutional competitiveness.

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