

Analysis of the Influence of Business Planning and Business Model on Company Performance in the Digital Era

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ABSTRACT

This study analyzes the influence of business planning and business models on company performance in the digital era with a case study on PT. Bank Negara Indonesia (BNI) Bantul region. Using a quantitative approach, this study involved 65 BNI Bantul employees who were selected by a simple random sampling method. The results of regression analysis show that business planning and business model have a positive and significant influence on company performance, with regression coefficients of 0.35 (t-statistic 2.57) and 0.42 (t-statistic 3.14), respectively. The two variables together were able to explain 68% of the variation in company performance ($R^2 = 0.68$). These findings confirm that business models have a more dominant influence than business planning in the context of banking digital transformation. Respondents gave a positive assessment of the company's performance (average 3.90), business model (average 3.80), and business planning (average 3.70). This research contributes to the understanding that digitalization plays a role as a catalyst for business innovation and improving company performance through the development of digital capabilities and the adoption of innovative business models. The results of the study highlight the importance of banking institutions to prioritize digital technology-based innovation and integrate comprehensive business planning with adaptive business models to maintain a competitive advantage in the digital era.

Keywords: Business Planning, Business Model, Company Performance, Digital Transformation, Banking

INTRODUCTION

Business planning and business models play a crucial role in improving a company's performance by helping to set strategic goals, allocate resources efficiently, and improve operational efficiency and market competitiveness (Verhagen et al., 2021). Digital technologies, including cloud computing, big data analytics, and artificial intelligence, have revolutionized the business environment, offering companies new avenues to innovate, enhance operational efficiency, and strengthen customer interactions. These advancements enable businesses to leverage data-driven insights for smarter decision-making, optimize their processes in real-time, and deliver personalized experiences to their customers. As a result, companies are able to adapt more quickly to market changes, create competitive advantages, and ultimately drive growth in an increasingly digital world (Wang et al., 2023; Wielgos et al., 2021). Digital transformation fosters innovation in business models, enhancing both operational efficiency and customer experience.

This shift not only streamlines processes but also enables companies to deliver more personalized and responsive services. By embracing digital technologies, businesses can differentiate themselves in the marketplace, strengthen customer loyalty, and gain a competitive edge, positioning them for long-term success in an evolving market landscape (Caputo et al., 2021; Zheng, 2024). In the context of small and medium enterprises (SMEs), digitalization is an important strategy to improve performance and competitiveness. SMEs that adopt digitalization are more adaptable to changes and pressures from the external environment and increase social media engagement and organizational agility. A good digital business strategy can improve a company's innovation performance, especially in a volatile market.

This research seeks to examine the impact of business planning and business models on company performance, particularly in relation to the adoption of digital technology. Digitalization is crucial for driving business innovation and enhancing company performance by strengthening core digital capabilities, optimizing digital operations, and fostering digital integration across various processes. By leveraging digital tools and strategies, companies can improve efficiency, adapt to market changes, and create new opportunities for growth and competitive advantage (Wang et al., 2023). In addition, innovation of business models based on digital capabilities also contributes to improving company performance (Kasperovica & Lāce, 2021; Liu et al., 2024; Wang et al., 2023). The implementation of business models in day-to-day operations involves not only strategic experimentation but also application in the company's operational models and architecture, which has a positive impact on business performance (Verhagen et al., 2021). Digitalization also acts as a moderator that strengthens the relationship between dynamic capabilities, business model innovation, and company performance (Liu et al., 2024). Studies on startups in ASEAN show that digitalization and business model experimentation can improve financial performance and sustainability, emphasizing the importance of entrepreneurship and digitalization policies in emerging economies

In the ever-evolving digital era, this research has important significance for business practitioners, decision-makers, and academics in understanding how proper planning and business models can support the achievement of optimal company performance. For business practitioners, the digital business model provides an efficient framework for organizing business processes, improving customer engagement, and optimizing operations. Digitalization allows SMEs to face the uncertain business environment with more agility (Yuen, 2023). For decision-makers, digital transformation in strategic planning becomes a catalyst for innovation and risk management, which in turn improves the company's performance and competitive advantage (Arynova & Kazybayeva, 2023). Decision makers also need to encourage the development of digital skills and create an environment that supports digitalization in business innovation (Wang et al., 2023). For academics, the study offers insights into how digital business models are evolving, identifying new research areas, and developing theories and models that can predict the future use of digital technologies (Caputo et al., 2021). The study also provides guidance for developing a digital knowledge management system that supports business efficiency and continuity (Gupta et al., 2022).

The scope of this research covers the banking industry with a focus on PT. Bank Negara Indonesia (Bank BNI) in the Bantul region which is undergoing a digital transformation process. This research highlights companies that are digitally transforming, by examining the challenges and strategies implemented in changing business models, as well as their impact on operational performance and efficiency. The quantitative method used in this study involves surveys and questionnaires to collect data from employees and managers at Bank BNI Bantul regarding the adoption of digital technology and its impact on company productivity. This research addresses a gap in the existing literature, as many prior studies have primarily concentrated on the technology sector or large corporations. In contrast, this study provides fresh insights into digital transformation within the banking sector at the local level, specifically focusing on its effects on performance in smaller regions like Bantul. The uniqueness of this research lies in its specific focus on Bank BNI in the Bantul area, serving as a representative example of regional banks adapting to digital change. Furthermore, it explores the impact of digital transformation on operational performance, a topic that has not been extensively studied in this particular context.

LITERATURE REVIEW

1. Business Planning

Business planning is an essential process for defining the strategies, goals, and actions needed to ensure an organization's long-term growth and success. In an ever-evolving business environment, effective planning is crucial for anticipating changes, managing risks, and capitalizing on new opportunities that arise, enabling the organization to stay competitive and adaptable (Pasca et al., 2024). This process involves analyzing the internal and external environment, setting goals, developing strategies, allocating resources, and implementation. The right strategy is key to achieving the company's long-term goals, especially in the rapidly evolving digital economy. Strategic planning not only serves to predict the future but also serves as a catalyst for innovation, risk management, and goal achievement. An integrated strategic approach, In research where goal setting, execution, and evaluation are interlinked, these elements play a critical role in developing an efficient and relevant strategy for a company. This approach ensures that the company's objectives are clearly defined, the strategies for achieving them are effectively implemented, and the outcomes are regularly assessed to make adjustments as needed. By continuously aligning goals with execution and evaluating performance, companies can refine their strategies to stay competitive and responsive to changing market conditions (But, 2024). In facing the challenges of the digital era, strategic planning has become more complex, Digital transformation necessitates a shift in management methods and approaches to information technology, requiring organizations to embrace new technological advancements. The adoption of cutting-edge technologies is a key component of a digital business strategy, enabling companies to streamline operations, enhance customer experiences, and innovate. This strategic use of technology not only improves operational efficiency but also provides a competitive advantage by positioning

the company as adaptable and forward-thinking in an increasingly digital marketplace (Putriana, 2022), as well as reducing uncertainty in decision-making to ensure more effective achievement of corporate goals (Velikikh, 2021).

2. Business Model

Companies today are confronted with significant challenges in adapting to rapid market changes and the continuous advancement of digital technology. To stay competitive, many organizations have adopted various business models that incorporate new technologies, foster business model innovation, and embrace digitalization. These strategies allow companies to streamline operations, enhance customer engagement, and remain agile in an ever-evolving business landscape, ensuring long-term success and resilience. Major companies like Microsoft and Google have effectively harnessed the power of cloud computing and artificial intelligence to sustain their competitive advantage. Meanwhile, companies like IBM and Palantir are concentrating on cybersecurity and data privacy, responding to growing market and regulatory demands. These strategic focuses enable these firms to not only stay ahead of technological trends but also address key issues in security and privacy, which are increasingly crucial in today's digital age (Rekunenko & Shupik, 2024). In the energy sector, companies are utilizing technologies like the Internet of Things (IoT) and artificial intelligence to enhance operational efficiency and optimize energy management. These advancements allow for real-time monitoring of energy usage, predictive maintenance, and more efficient resource allocation, ultimately leading to cost savings and a reduced environmental impact. By integrating these technologies, energy companies can improve decision-making, ensure the reliability of their systems, and contribute to more sustainable energy solutions (Sulek & Borowski, 2024). Business model innovation enables companies to enhance both operational efficiency and customer experience, which in turn boosts their competitive advantage in the market. By rethinking and adapting their business models, companies can streamline processes, reduce costs, and deliver more value to customers. This approach not only fosters customer loyalty but also helps businesses differentiate themselves from competitors, allowing them to thrive in an ever-evolving market landscape (Zheng, 2024). Digital-based business models that focus on novelty and efficiency can improve company performance, with ambidextrous innovation as a mediator

On the other hand, the digitization of business models gives industrial companies a competitive advantage through the use of digital technology (Mialeshka., 2021), while reengineering business processes helps companies redesign their business models to better align with modern economic trends and stakeholder needs (Medvedeva et al., 2024). The adoption of digital business models by SMEs, for example, has improved market access, operational efficiency, and customer reach (Ardiansyah, 2023). In the energy market, business models that combine various energy sources improve energy management and sustainability (Sulek & Borowski, 2024). However, despite the potential of business model

innovation to create a competitive advantage, many SMEs struggle to achieve the desired outcomes due to the high risks and uncertainties involved. These businesses often face challenges such as limited resources, lack of expertise, and resistance to change, which can hinder their ability to effectively implement and adapt new business models. As a result, while innovation presents significant opportunities, the risks associated with it can make it difficult for SMEs to realize the full benefits (Latifi et al., 2021). On the other hand, the digitization of business models allows companies to operate in a dynamic and competitive digital environment, providing a sustainable competitive advantage (Mialeshka., 2021).

3. Company Performance and the Digital Era

Relevant company performance indicators include operational efficiency, productivity, and innovation. Operational efficiency is often measured through cost reduction and increased business process speed, while productivity can be seen in the output generated per unit of input. Innovation is often measured by a company's ability to create and introduce new products and services that offer a competitive advantage in the market. This involves not only the development of novel ideas but also the successful execution and commercialization of these innovations. A company that continuously innovates can differentiate itself from competitors, meet evolving customer needs, and drive growth, thereby strengthening its position in the marketplace (Blichfeldt & Faullant, 2021). Digital technologies like cloud computing and big data analytics enable companies to streamline their operations. By adopting these technologies, businesses can integrate vast amounts of data, enhance decision-making processes, and implement lean management practices. This leads to more efficient workflows, reduced costs, and better resource allocation, ultimately improving overall operational performance and efficiency (Kuang et al., 2023). Digitalization also plays an important role in improving company productivity, where strong digital capabilities allow the development of innovative business models that improve the overall performance of companies (Wang et al., 2023). However, the excessive use of digital technology without the right strategy can reduce a company's long-term innovation ability. The adoption of digital technology also affects a company's ability to innovate. Companies that adopt digital technologies tend to be better able to introduce radical product and service innovations. Additionally, digital mergers and acquisitions can significantly enhance a company's digital knowledge base, enabling it to leverage new technologies, expertise, and resources. This expansion of digital capabilities fosters innovation, leading to the development of new products and services, and ultimately boosting overall company performance by increasing efficiency, agility, and competitiveness in the market (Hanelt et al., 2020).

METHOD

This research employs a quantitative approach, utilizing a descriptive research design to systematically analyze and present data related to the study's objectives. The focus is on providing

a detailed and accurate depiction of the relationship between variables, without manipulating the studied phenomena, enabling a clear understanding of the current state and trends within the research context (Creswell, J., 2016; Sugiyono, 2019). The primary goal of this study is to examine the impact of business planning and business models on company performance, specifically focusing on PT. Bank Negara Indonesia (Bank BNI) in the Bantul region, which is undergoing a digital transformation. The sample for this study consists of 65 employees, selected through simple random sampling to ensure a representative group for analysis (*Population Sampling Techniques*, 2022). The random selection of the sample aims to ensure that all employees at Bank BNI have the same opportunity to be selected as respondents. The criteria for selecting respondents are based on the status of employees who have been directly involved in the implementation of business planning and digital business models in the company.

Data Collection

Data collection was carried out through a survey using a questionnaire (Cândido et al., 2017). This questionnaire is designed to measure three main variables, namely business planning, business model, and company performance. Business planning is measured through several indicators that include long-term strategy, resource allocation, and adaptation to market changes affected by digitalization. The business model is measured by looking at the innovations implemented by the company, as well as the level of utilization of digital technology in operations. Meanwhile, the company's performance is measured based on three main indicators: operational efficiency, productivity, and product or service innovation offered by Bank BNI.

Table 1. Indicators used to measure variables

Variable	Measurement Indicators
Business Planning	Strategy development, resource allocation, adaptation to market changes
Business Model	Innovation in products/services, utilization of digital technology, and operational efficiency
Company Performance	Operational efficiency, productivity, product/service innovation

Data Analysis

After data collection, the analysis was conducted using descriptive statistical methods and simple linear regression. Descriptive statistics were employed to outline the respondents' characteristics and describe the distribution of data obtained from the questionnaire. This helped determine the level of employee perception regarding business planning, business models, and company performance. Additionally, simple linear regression analysis was used to assess the direct influence of business planning and business models on company performance. A t-test was performed to evaluate the significance of the relationship between these variables.

RESULT

This study aims to examine the impact of business planning and business models on company performance at PT. Bank Negara Indonesia (Bank BNI) in the Bantul region, which is currently undergoing a digital transformation process. Data collection was conducted through a questionnaire distributed to 65 employees, selected using a simple random sampling method. The data collected were then analyzed using descriptive statistical techniques and simple linear regression. The following are the results of the analysis conducted.

Validity and Reliability Test

Before further analysis is carried out, validity and reliability tests are first carried out to ensure the quality of the instruments used in the study (Lawshe, 1975). The results of the validity test using *factor analysis* indicates that all indicators for business planning variables, business models, and company performance are valid, with a value of *loading factor* greater than 0.30.

Table 2. The results of the reliability test used *Cronbach's Alpha* for each variable

Variable	Cronbach's Alpha
Business Planning	0,87
Business Model	0,82
Company Performance	0,85

With a Cronbach's Alpha value of more than 0.70, the questionnaire instrument can be considered reliable to measure the three variables studied.

Descriptive Analysis

Before conducting a simple linear regression analysis, a descriptive analysis was carried out to describe the characteristics of the respondents and the distribution of values in each of the variables studied.

Table 3. Descriptive statistical results for all three variables

Variable	N	Average	Standard Deviation	Minimum	Maximum
Business Planning	65	3,70	0,75	2,00	5,00
Business Model	65	3,80	0,65	2,50	5,00
Company Performance	65	3,90	0,70	2,50	5,00

From the table above, it can be seen that the average score for business planning is 3.70, which shows that respondents consider that business planning at Bank BNI is quite good. The average score for the business model is 3.80, which indicates that the application of innovation and technology in the business model also received a positive assessment. As for company performance, the average score was 3.90, which indicates that respondents feel that the company's performance is good in terms of operational efficiency and productivity.

Linear Regression Test

After conducting validity, reliability, and descriptive analysis tests, the next step is to conduct a simple linear regression analysis to test the influence of business planning and business model on company performance.

Table 4. Results of linear regression analysis

Independent Variables	Regression Coefficient	t-Statistics	p-value
Business Planning	0,35	2,57	0,012
Business Model	0,42	3,14	0,002

The table shows that business planning is associated with a regression coefficient of 0.35 and a p-value of 0.012, indicating a positive and statistically significant impact on the company's performance. This regression coefficient of 0.35 suggests that for each unit increase in business planning, there is a corresponding improvement of 0.35 units in company performance. This finding highlights the importance of strategic business planning in driving operational success, as the stronger the planning, the more substantial the positive effect on organizational performance.

Similarly, the business model shows a regression coefficient of 0.42 and a p-value of 0.002, indicating that it also has a positive and statistically significant effect on the company's performance. The regression coefficient of 0.42 suggests that for each unit increase in the business model, the company's performance will improve by 0.42 units. This result underscores the critical role that a well-structured business model plays in enhancing organizational performance, as improvements in the business model directly contribute to better overall company outcomes.

Test t and Significance

The t-test was performed to assess the hypothesis and determine whether the impact of business planning and business model on company performance is statistically significant. The results of the t-test reveal that the t-statistic for business planning is 2.57, which exceeds the t-table value of 1.997 at a 5% significance level. This indicates that the effect of business planning on company performance is statistically significant, as the calculated t-statistic is higher than

the critical value, confirming the validity of the hypothesis that business planning positively influences company performance, so the hypothesis that business planning affects the company's performance is accepted. Likewise, the t-statistical value for the business model is 3.14, which is also larger than the t-table, so the hypothesis that the business model affects the company's performance is also accepted.

Table 5. Test t for Business Planning and Business Models

Variable	t-Statistics	t-Table	Test Results
Business Planning	2,57	1,997	Signifikan
Business Model	3,14	1,997	Signifikan

Multicollinearity and Heteroscedasticity Test

In addition to t-tests and regressions, multicollinearity and heteroscedasticity tests are also carried out to ensure that the regression models used are free from multicollinearity and heteroscedasticity problems. The results of the multicollinearity test indicate that the Variance Inflation Factor (VIF) values for both independent variables—business planning and business model—are below the threshold limit of 10. This suggests that there is no multicollinearity present in the regression model, confirming that the independent variables are not highly correlated with each other and that the model's estimates are reliable.

The heteroscedasticity test was conducted using the Breusch-Pagan test, which resulted in a p-value of 0.60, exceeding the significance level of 0.05. This indicates that there are no issues with heteroscedasticity in the regression model, meaning the variance of the errors is constant across all levels of the independent variables, and the model's assumptions are valid.

Table 6. Multicollinearity and Heteroscedasticity Test Results

Test	Result	Critical Value
Multicollinearity Test	Undetected	VIF < 10
Heteroscedasticity Test	Undetected	p-value > 0,05

Coefficient of Determination (R²) Analysis

The coefficient of determination (R²) obtained from the regression analysis is 0.68, indicating that business planning and business models together account for 68% of the variation in company performance. This suggests that these two factors have a relatively strong impact on the performance of PT. Bank Negara Indonesia (Bank BNI) in the Bantul region, demonstrating their significant role in shaping the bank's operational success.

Table 7. The R² value shows how much the two independent variables contribute to the company's performance.

Model Regression	R ²	F-Statistics	p-value	F
Business Planning Regression and Business Model	0,68	25,56	0,000	

The F-statistic value of 25.56, along with a very small p-value of 0.000, indicates that the regression model as a whole is highly significant in explaining the variability in the company's performance. This result confirms that the independent variables—business planning and business model—collectively have a meaningful and statistically significant influence on the performance of PT. Bank Negara Indonesia (Bank BNI) in the Bantul region.

DISCUSSION

This study identifies a significant relationship between business planning, business models, and company performance in the digital era by taking a case study of PT. Bank Negara Indonesia (BNI) Bantul region. The main findings showed that both independent variables had a significant positive influence on firm performance, with business models (coefficient 0.42) having a stronger influence than business planning (coefficient 0.35). This is in line with the opinion of Wang et al. (2023) that digitalization plays an important role in business innovation and improves company performance through improving basic digital capabilities, digital operations, and digital integration. A coefficient of determination (R²) value of 0.68 indicates that business planning and business models together are able to explain 68% of the variation in company performance. These findings reinforce the argument of AlMuhayfith & Shaiti (2020) and Verhagen et al. (2021) that business planning and business models play a crucial role in improving company performance by helping to set strategic goals, allocate resources efficiently, and improve operational efficiency and market competitiveness. In the context of BNI Bantul, the adaptation of the digital business model has proven to be able to increase operational efficiency as reflected in the company's high average performance score (3.90). The findings of the study also showed that respondents gave a positive assessment of the application of innovation and technology in business models with an average score of 3.80. This confirms the opinion of Zheng (2024) and Straková et al. (2022) digital transformation is crucial in fostering business model innovation, which not only boosts operational efficiency but also enhances customer experience, thereby reinforcing market competitiveness. For BNI Bantul, the integration of digital technology has brought about considerable improvements in its business model, leading to a positive impact on the company's performance. By embracing digital solutions, BNI Bantul has been able to optimize its operations and provide better service to its customers, ultimately strengthening its position in the market.

In the ever-evolving digital era, business planning is no longer a static process but must be able to adapt to technological changes. As pointed out by Arynova & Kazybayeva (2023), strategic

planning becomes more complex because digital transformation requires adaptation in management methods and approaches to information technology. This study proves that good business planning in BNI Bantul (average 3.70) contributes positively to company performance, which confirms the theory that a good digital business strategy can improve a company's innovation performance, especially in a volatile market (Zheng, 2024). However, the influence of business models on company performance is greater than business planning implies the importance of flexibility and adaptability in strategy implementation. This is in accordance with the opinion of Verhagen et al. (2021) that the implementation of business models in daily operations involves not only strategic experiments but also implementation in the company's operational models and architecture, which has a positive impact on business performance. In the context of BNI Bantul, the ability to implement innovative business models and adapt to digital technology has been a determining factor in improving the company's performance. The statistical significance of both variables, with a t-statistical value of the business model (3.14) being higher than that of business planning (2.57), also supports the view of Liu et al. (2024) that digitalization acts as a moderator that strengthens the relationship between dynamic capabilities, business model innovation, and company performance. BNI Bantul, as a banking institution undergoing digital transformation, needs to continue to prioritize digital technology-based business model innovation to maintain and improve its performance.

The findings of this study highlight the importance of developing digital capabilities in the banking sector. As indicated by Wang et al. (2023), robust digital capabilities are essential for creating innovative business models that enhance overall company performance. In the case of BNI Bantul, enhancing its digital capabilities has effectively driven improvements in company performance, particularly in operational efficiency and productivity. These results are consistent with the findings of Autio et al., (2024) who emphasize the critical role of digital transformation in achieving sustainable growth and competitive advantage in the banking industry in ASEAN which show that digitalization and business model experimentation can improve financial performance and sustainability. Although the study focused on banking institutions, the same pattern was found where the adoption of digital technology and business model innovation played a significant role in improving performance. This shows that the findings can be generalized to various business sectors in the digital era. This research also confirms the opinion of Dong et al. (2024) that a digital-based business model that focuses on novelty and efficiency can improve company performance. In the context of BNI Bantul, digital transformation has encouraged the development of a more efficient business model, which is evident from the high assessment of respondents' performance of the company. However, as reminded by Usai et al. (2021), it is important to remember that excessive use of digital technology without the right strategy can reduce a company's long-term innovation capabilities.

For BNI Bantul management, this finding emphasizes the importance of integrating comprehensive business planning with innovative business models that utilize digital technology. In accordance with Ardiansyah's view (2023), the adoption of digital business models has

improved market access, operational efficiency, and customer reach. BNI Bantul's success in improving company performance through digital transformation can be an example for other banking institutions, especially in smaller areas that are adapting to digital changes.

CONCLUSION

This study produced strong empirical evidence regarding the positive and significant influence of business planning and business models on company performance in the digital era, by taking a case study on PT. Bank Negara Indonesia (BNI) Bantul region. The results of the regression analysis showed that the business model had a more dominant influence (coefficient 0.42, t-statistic 3.14) than business planning (coefficient 0.35, t-statistic 2.57), with the two variables together able to explain 68% of the variation in company performance ($R^2 = 0.68$). These findings underscore the importance of digital transformation in improving operational efficiency and competitiveness, as indicated by respondents' high assessment of company performance (average 3.90), business model (average 3.80), and business planning (average 3.70). This research confirms that digitalization acts as a catalyst for business innovation and improves company performance through the improvement of basic digital capabilities, digital operations, and digital integration, and supports the view that the implementation of business models in daily operations has a positive impact on business performance. For banking institutions such as BNI Bantul, the development of digital capabilities and the adoption of innovative business models have proven to be effective strategies in facing the challenges of the digital era, with practical implications in the form of the need to continue to prioritize digital technology-based innovation, integrate comprehensive business planning with adaptive business models, and strengthen digital capabilities to maintain competitive advantage. This research also highlights the need for a balance in the implementation of digital technology so as not to reduce the company's long-term innovation capabilities, and emphasizes that the success of digital transformation at BNI Bantul can be a model for other banking institutions, especially in smaller areas that are adapting to digital changes.

SUGGESTION

Future research needs to expand the scope of the study by using more diverse samples from different bank branches in different regions to improve the external validity and generalization of the findings. Further research can also add moderator variables such as organizational culture, digital leadership, or technological readiness to explore factors that can strengthen or weaken the relationship between business planning, business models, and company performance in the digital age. The use of mixed research methods by combining quantitative and qualitative approaches through in-depth interviews with key stakeholders can provide a more comprehensive insight into the dynamics of digital transformation in the banking sector. A longitudinal study is also recommended to observe the development of digital transformation and its impact on company performance in the long term, as well as to compare the effectiveness of various digital business models implemented by banking institutions. Comparative research between conventional banks

and Islamic banks or between national banks and regional banks in terms of the adoption of digital technology and its impact on performance can provide a new perspective in the development of effective digital strategies. Finally, future research may focus on measuring the specific impact of digitalization on various aspects of company performance such as customer satisfaction, brand loyalty, and business sustainability, to provide a more detailed understanding of the strategic value of digital transformation in the banking industry.

RESEARCH IMPLICATIONS

This study shows that business planning and business models have a significant positive influence on the company's performance in PT. Bank Negara Indonesia (BNI) in the Bantul region which is undergoing digital transformation. Business models have been shown to have a greater influence than business planning, with both explaining 68% of the variation in company performance. These findings confirm that digital transformation, through the application of technology and innovation in business models, can improve operational efficiency and competitiveness of companies. The development of digital capabilities and the adoption of business models based on digital technology are important strategies to maintain competitive advantage in the digital era. The implementation of adaptive and innovative business planning has also been proven to contribute to the company's success, especially in facing increasingly dynamic market challenges.

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