

ABSTRAK

Masyarakat Indonesia kini semakin cepat dalam mengadopsi teknologi digital sehari-hari dimana *startup* menciptakan dinamika baru yakni disrupsi dan inovasi dalam ekonomi Indonesia. Bank BNI sebagai salah satu bank besar yang ada di Indonesia tidak luput dari paparan disrupsi tersebut. Atas dasar hal tersebut, maka fokus pada penelitian ini adalah merancang model bisnis *venture builders* menggunakan Kanvas Model Bisnis untuk mendukung BNI Ventures sebagai inisiator inovasi dan transformasi digital di lingkungan grup usaha BNI.

Landasan teori penelitian mencakup aspek inovasi, dengan penekanan pada *Corporate Venturing* sebagai pendekatan perusahaan dalam menanggapi dinamika lingkungan. Kanvas Model Bisnis, *Diamond-and-Square Framework*, dan *Innovation Accounting* menjadi landasan analisis data, membentuk kerangka untuk memahami dan mendukung perancangan model bisnis *venture builders*.

Metode penelitian melibatkan pengumpulan data primer melalui observasi, survei, dan *focus group discussion* (FGD), bersama dengan pelatihan untuk meningkatkan pengetahuan penulis. Data sekunder diperoleh dari literatur, *website*, dan jurnal terkait. Metode analisis deskriptif digunakan dengan menggunakan alat analisis seperti Kanvas Model Bisnis, *Diamond-and-Square Framework*, dan *Innovation Accounting*. Hasil penelitian adalah model bisnis *venture builders* serta aplikasi penggunaan *Diamond-and-Square Framework* dan *innovation accounting*, dimana hasil ini diharapkan memberikan kontribusi dalam pengembangan bisnis *venture builders* BNI Ventures sebagai salah satu strategi untuk mendukung inovasi dan transformasi digital di lingkungan grup usaha BNI.

Kata kunci: *corporate innovation, corporate venture, venture capital, venture builders, business model canvas, diamond-and-square framework, innovation accounting*

ABSTRACT

Indonesian society is now increasingly fast in adopting digital technology daily where startups are creating new dynamics, namely disruption and innovation in the Indonesian economy. Bank BNI, a significant player in Indonesian banking, is not immune to disruption. Based on this, this research focuses on designing a venture builder business model using the Business Model Canvas to support BNI Ventures as an initiator of innovation and digital transformation within the BNI business group.

The theoretical basis of the research includes aspects of innovation, emphasizing corporate entrepreneurship as a company's approach to responding to environmental dynamics. The Business Model Canvas, Diamond-and-Square Framework, and Innovation Accounting provide the basis for data analysis, forming a framework for understanding and supporting the design of venture builders' business models.

The research method involves collecting primary data through observation, surveys, focus group discussions (FGD), and training to increase the author's knowledge. Secondary data was obtained from literature, websites, and related journals. The descriptive analysis method uses analytical tools such as the Business Model Canvas, Diamond-and-Square Framework, and Innovation Accounting. The results of the research are the venture builders business model as well as the application of the Diamond-and-Square Framework and innovation accounting, where these results are expected to contribute to the development of the BNI Ventures venture builders business as a strategy to support innovation and digital transformation within the BNI business group.

Keywords: corporate innovation, corporate venture, venture capital, venture builders, business model canvas, diamond-and-square framework, innovation accounting