

## ERP Governance Transformation in Holding–Subsidiary Structures: A Babok-Based Approach

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**Abstract.** This study examines ERP-based governance transformation in holding–subsidiary organizational structures using the Business Analysis Body of Knowledge (BABOK) framework. The research focuses on Hastari Corp., an Indonesian diversified holding company operating across construction, property, mining, agriculture, farming, investment, and information technology sectors. The study addresses governance challenges commonly found in multi-subsidiary environments, including fragmented reporting systems, coordination inefficiencies, inconsistent data management, and limited integration across business units. A qualitative-dominant mixed-methods case study design was employed, combining interviews, organizational observations, and descriptive quantitative assessment involving organizational stakeholders and ERP experts. The analysis was guided by six BABOK domains to evaluate governance readiness, stakeholder coordination, business requirements, and ERP implementation challenges. The findings indicate that successful ERP governance transformation depends not only on technological integration but also on strategic alignment, stakeholder collaboration, governance planning, and adaptive change management. Strategy Analysis emerged as the strongest BABOK domain, highlighting the importance of alignment between holding companies and subsidiaries, while Solution Evaluation remained the weakest due to limited post-implementation monitoring and organizational learning mechanisms. The study also identifies organizational resistance, uneven subsidiary capabilities, and governance fragmentation as major barriers to ERP integration. This study contributes practically by providing a BABOK-based ERP governance framework that supports integrated coordination, reporting standardization, and digital governance transformation within diversified holding–subsidiary structures.

**Keywords:** ERP governance; BABOK; digital transformation; holding–subsidiary governance; case study

## **1. Introduction**

The digitalization era has transformed corporate governance, particularly in holding–subsidiary organizations characterized by complex coordination and multi-unit integration. Digital transformation is now viewed as a strategic necessity for competitiveness, operational efficiency, sustainability, and integrated governance (Brennan et al., 2019). Studies in logistics informatics and service systems emphasize the importance of digital integration, adaptive governance, and enterprise-wide coordination for improving organizational responsiveness and effectiveness (Kim & Bang, 2025; Simanjuntak et al., 2025; Lu et al., 2025). Without integrated governance systems, organizations risk fragmented processes and weak coordination (Menz et al., 2021; Ovadia, 2018; Weilbach et al., 2023). Consequently, many corporations have adopted Enterprise Resource Planning (ERP) systems as integrated governance information systems capable of synchronizing operational, financial, procurement, human resource, and strategic management functions while supporting real-time reporting and enterprise-wide decision support.

Despite its strategic importance, digital transformation initiatives frequently face major implementation barriers. Recent reports indicate that although many organizations in Southeast Asia have accelerated digital and AI adoption initiatives, only a relatively small proportion can be categorized as transformative in achieving enterprise-wide integration and strategic impact (SAS, 2024). These implementation difficulties are commonly associated with business process misalignment, inadequate change management, weak stakeholder communication, organizational resistance, and uneven levels of digital maturity across organizations.

In Indonesia, coordination difficulties between holding companies and subsidiaries commonly occur in finance, procurement, accounting, legal affairs, and human resource management functions. Research on digital service systems also shows that fragmented communication and weak integration mechanisms reduce governance responsiveness and coordination effectiveness in complex organizations (Aljazzaf et al., 2025). Although ERP systems can improve reporting accuracy, governance integration, transparency, and logistics coordination, implementation remains difficult because subsidiaries often have different operational processes, governance structures, organizational cultures, and stakeholder interests. Existing governance frameworks such as COBIT and ITIL mainly emphasize technical governance and system standardization but provide limited support for stakeholder elicitation, adaptive governance analysis, and inter-subsidiary coordination complexity. Consequently, organizations require adaptive governance frameworks integrating stakeholder coordination, organizational collaboration, and digital transformation strategies (Raharjo & Purwandari, 2020; Kose, 2021; Tvardauskas & Skierus, 2025; Alarshy et al., 2025; Abdulwili et al., 2025).

In this context, the Business Analysis Body of Knowledge (BABOK), developed by the International Institute of Business Analysis (IIBA), provides a structured framework for ERP-based governance transformation through business analysis processes such as planning, stakeholder engagement, requirements elicitation, strategy analysis, solution evaluation, and change management (Gobov & Yanchuk, 2021; Jonasson, 2016). BABOK emphasizes alignment between organizational goals, stakeholder expectations, governance requirements, and technological solutions through standardized analytical approaches. Its adaptability to both traditional and agile project management makes it suitable for complex digital transformation environments characterized by governance fragmentation and coordination complexity (Raharjo & Purwandari, 2020; Evans & Fernando, 2025). Previous studies show that BABOK strengthens agile governance capabilities, stakeholder collaboration, ecosystem thinking, and data-driven decision-making while improving governance integration and digital business process understanding (Evans & Fernando, 2025; Milani, 2019). Organizations implementing BABOK principles also report higher digital transformation success rates due to improved requirement analysis, adaptive governance planning, and stakeholder communication. In addition, digital transformation studies highlight that enterprise responsiveness and organizational innovation depend heavily on digital capability integration and network coordination effectiveness (Lu

et al., 2025; Cuong et al., 2025). However, prior research mainly focuses on single organizations or sector-specific ERP contexts such as logistics, healthcare, agriculture, and software development (Wulandari & Maulana, 2023; Bychkova & Zabaznova, 2021; Gobov & Huchenko, 2021), leaving limited research on BABOK application in complex holding–subsidiary governance environments. Moreover, ERP is still frequently discussed from operational and managerial perspectives rather than as an integrated governance informatics system supporting enterprise-wide coordination, reporting integration, workflow automation, and strategic decision-making across subsidiaries.

Recent studies also emphasize that successful digital transformation depends not only on technological integration but also on organizational communication quality, stakeholder engagement, and adaptive governance capability. Previous research highlights that business analysis practices contribute significantly to improving requirements elicitation, stakeholder collaboration, and governance responsiveness in complex digital projects (Babar et al., 2018; Gregorio, 2012; Sword, 2013). In addition, project governance effectiveness is strongly influenced by communication structures, management approaches, and organizational learning mechanisms, particularly in environments characterized by multi-unit coordination and strategic uncertainty (Mpazanje et al., 2008; Kordova et al., 2021; Bastos et al., 2025). Studies on business analysis education and professional capability further suggest that analytical competency, collaborative thinking, and governance-oriented communication have become increasingly important in supporting enterprise-wide digital transformation and integrated decision-making (Meredith et al., 2019; Zych, 2020; Kanabar, 2022).

Accordingly, this study addresses both theoretical and practical gaps by developing a governance transformation model for holding–subsidiary companies through ERP implementation using the BABOK framework. This research extends the contextual application of BABOK into diversified holding–subsidiary governance environments, integrates BABOK analysis with SWOT-based strategic evaluation, and proposes an integrated ERP governance transformation model emphasizing strategic alignment, stakeholder coordination, governance integration, and organizational adaptability.

This study focuses on Hastari Corp., an Indonesian holding company operating across construction, property, mining, agriculture, farming, investment, and information technology sectors. At the time of this study, ERP implementation at Hastari Corp. was in a partial implementation and governance integration stage, where several support functions had adopted ERP systems while enterprise-wide integration and standardization across subsidiaries were still under development. Specifically, this research aims to: (1) analyze existing governance conditions between holding and subsidiary units; (2) identify strategic factors influencing coordination effectiveness; (3) formulate ERP governance requirements based on the BABOK framework; and (4) develop an integrated ERP-based governance transformation model. Through these objectives, the study is expected to contribute practically to the development of integrated governance informatics systems capable of supporting real-time reporting, workflow integration, enterprise-wide coordination, and adaptive decision-making in diversified holding companies within emerging economies.

## **2. Literature Review**

### **2.1. Business Analysis Body of Knowledge (BABOK) in Digital Governance Transformation**

The Business Analysis Body of Knowledge (BABOK), developed by the International Institute of Business Analysis (IIBA), is a globally recognized framework for standardizing business analysis practices across organizations and industries (Guevara et al., 2022; Harris & Clark, 2024). BABOK provides a structured approach for identifying organizational problems, eliciting stakeholder requirements, analyzing business needs, and evaluating organizational solutions. The framework consists of six knowledge areas: Business Analysis Planning and Monitoring, Elicitation and Collaboration, Requirements Life Cycle Management, Strategy Analysis, Requirements Analysis and Design Definition, and Solution Evaluation (Jonasson, 2007; Jonasson, 2016). These domains

collectively support governance alignment, strategic coordination, and organizational transformation in complex digital environments (Milani, 2019).

Compared with other governance and enterprise frameworks such as COBIT, ITIL, TOGAF, PMBOK, and Enterprise Architecture approaches, BABOK places stronger emphasis on stakeholder elicitation, adaptive requirements analysis, business process integration, and governance-oriented collaboration. COBIT and ITIL primarily focus on IT governance control, service management, and process standardization, while TOGAF emphasizes enterprise architecture design and PMBOK concentrates on project execution and control. Although these frameworks are effective for technical governance and operational standardization, they provide relatively limited guidance for addressing inter-subsidiary coordination complexity, stakeholder conflicts, adaptive governance requirements, and organizational communication challenges within diversified holding ecosystems. In contrast, BABOK integrates strategic analysis, stakeholder engagement, requirements management, and solution evaluation, making it more suitable for ERP governance transformation involving coordination fragmentation and multi-unit organizational complexity (Gobov & Huchenko, 2021; Rao et al., 2025; Tătaru & Fleacă, 2019).

BABOK is also adaptable across Agile, Waterfall, and hybrid governance environments, enabling organizations to customize governance and business analysis processes according to project characteristics and stakeholder requirements (Gobov & Huchenko, 2021; Rao et al., 2025; Bastos et al., 2025). This adaptability is particularly relevant for holding–subsidiary organizations where subsidiaries possess different operational structures, governance mechanisms, and reporting systems. Previous studies further indicate that BABOK strengthens ecosystem thinking, stakeholder collaboration, adaptive governance capabilities, and data-driven decision-making while reducing ambiguity in organizational communication through standardized documentation and requirements analysis procedures (Evans & Fernando, 2025; Sidorova, 2009; Mathiesen et al., 2011).

Several scholars also argue that BABOK implementation supports not only technical requirements analysis but also organizational collaboration, communication management, and adaptive governance development. Business analysts play important roles in facilitating stakeholder interaction, reducing ambiguity in project communication, and improving coordination among organizational units (Gregorio, 2012; Babar et al., 2018). Research further indicates that organizations increasingly expect business analysts to possess competencies related to strategic communication, governance integration, and collaborative problem-solving in digitally transformed enterprises (Meredith et al., 2019; Zych, 2020). Moreover, the integration of Agile and hybrid project environments into business analysis practices demonstrates that BABOK is adaptable to dynamic organizational ecosystems requiring continuous learning, stakeholder responsiveness, and iterative governance adjustment (Kanabar, 2022; Bastos et al., 2025).

Nevertheless, BABOK also has limitations. The framework does not provide detailed technical governance controls, enterprise architecture standards, or IT service management mechanisms comparable to COBIT, TOGAF, or ITIL. BABOK implementation may also require high stakeholder involvement, extensive organizational communication, and substantial analytical capabilities, which can increase implementation complexity in large organizations. Therefore, BABOK should not be viewed as a complete substitute for technical governance frameworks, but rather as a complementary governance-analysis framework capable of bridging strategic alignment, stakeholder coordination, and ERP governance transformation in complex organizational ecosystems.

Despite its increasing relevance in digital transformation, prior studies mainly apply BABOK within single organizations or sector-specific ERP contexts such as logistics, healthcare, agriculture, and software development (Wulandari & Maulana, 2023; Bychkova & Zabaznova, 2021; Gobov & Huchenko, 2021). Limited research has examined how BABOK supports ERP governance transformation in holding–subsidiary ecosystems characterized by governance fragmentation, coordination complexity, reporting inconsistency, and multi-stakeholder integration challenges.

Therefore, this study extends BABOK into ERP-based governance transformation contexts involving diversified holding structures and enterprise-wide governance coordination.

## **2.2. ERP Implementation and Governance Challenges in Holding–Subsidiary Structures**

Enterprise Resource Planning (ERP) systems have become essential instruments for organizational integration, operational efficiency, and digital governance transformation. ERP enables organizations to integrate finance, procurement, human resources, inventory, and reporting systems into centralized governance information platforms that support real-time reporting, workflow automation, enterprise-wide coordination, and strategic decision-making (Al-Assaf et al., 2025). In holding–subsidiary organizations, ERP implementation is particularly important because it facilitates governance standardization and integrated information flows across subsidiaries with different operational characteristics.

However, ERP governance transformation within holding–subsidiary environments remains highly complex. Subsidiaries often operate using different procedures, reporting systems, governance structures, and organizational cultures, creating fragmented coordination and inconsistent information management. These conditions frequently lead to duplicated processes, delayed decision-making, communication inefficiencies, and governance fragmentation. Raharjo and Purwandari (2020) further emphasize that stakeholder coordination represents one of the most critical challenges in digital transformation projects, particularly within Agile and hybrid governance environments requiring continuous inter-unit collaboration.

Another challenge involves balancing centralized governance integration with subsidiary-level operational flexibility. ERP implementation frequently requires subsidiaries to redesign workflows, reporting structures, and operational procedures. Subsidiaries with strong operational autonomy may perceive centralized ERP governance as reducing local flexibility and decision-making authority. Evans and Fernando (2025) explain that digital transformation initiatives often fail because organizations underestimate stakeholder readiness, organizational culture adaptation, and collaborative governance mechanisms. Similar findings are reported by Kose (2021), who identify resistance to change, business process misalignment, and inadequate governance adaptation as major causes of ERP implementation failure.

Stakeholder management therefore becomes central to ERP governance success. BABOK emphasizes elicitation, stakeholder collaboration, communication, and solution evaluation as mechanisms for aligning organizational requirements with technological solutions (Kravchenko & Bruskin, 2017). Structured stakeholder engagement improves organizational collaboration, minimizes governance conflicts, and increases ERP acceptance among subsidiaries (Espinosa-Orias & Sharratt, 2006). This is particularly important in holding–subsidiary ecosystems because ERP transformation affects governance structures, reporting integration, workflow coordination, and enterprise-wide decision support rather than merely technological infrastructure.

The complexity of ERP governance transformation also requires organizations to adopt adaptive managerial and process-improvement approaches capable of balancing governance standardization with organizational flexibility. Prior studies indicate that project success is highly dependent on communication effectiveness, stakeholder satisfaction, and collaborative governance mechanisms, particularly in large-scale and multi-unit environments (Abolghasemi et al., 2018; Mpazanje et al., 2008). Other studies emphasize that design thinking, Lean Six Sigma principles, and integrated risk management frameworks can strengthen organizational adaptability, continuous improvement capability, and governance responsiveness during digital transformation processes (Pande & Bharathi, 2020; Patel & Patel, 2021; Silva & Hammad, 2025). Furthermore, emerging research highlights that future ERP governance environments will increasingly require adaptive coordination models supported by digital capability integration and collaborative operational intelligence.

Accordingly, ERP governance transformation in diversified holding companies requires adaptive

governance frameworks capable of integrating centralized coordination, stakeholder collaboration, governance standardization, and subsidiary-specific operational adaptation. In this context, BABOK provides a relevant analytical framework because it supports governance-oriented business analysis, strategic alignment, stakeholder coordination, and adaptive solution evaluation within complex multi-subsidiary environments.

### **3. Methods**

This study employed a qualitative-dominant case study design supported by descriptive quantitative assessment to analyze ERP-based governance transformation within a holding–subsidiary organizational structure using the Business Analysis Body of Knowledge (BABOK) framework. The methodological positioning was selected because the study primarily explores governance complexity, stakeholder coordination, organizational adaptation, and ERP transformation processes that require in-depth qualitative interpretation, while the quantitative component was used to support feasibility assessment and stakeholder perception analysis. Therefore, the research should be understood as a qualitative case study supported by descriptive survey analysis rather than a fully balanced mixed-methods design.

#### **3.1. Research Design and Case Study Context**

The research adopted an embedded single-case study approach focusing on Hastari Corp., an Indonesian diversified holding company operating across construction, property, mining, agriculture, farming, investment, and information technology sectors. Hastari Corp. was selected because it represents a theoretically and practically relevant case of ERP governance transformation characterized by:

1. diversified subsidiary operations,
2. heterogeneous organizational cultures,
3. fragmented governance and reporting systems,
4. cross-functional coordination complexity,
5. varying subsidiary operational autonomy, and
6. ongoing ERP-based digital governance transformation initiatives.

The organization was considered significant because governance coordination across subsidiaries had previously relied on partially integrated and semi-manual reporting mechanisms, creating inconsistencies in financial reporting, procurement coordination, operational monitoring, and inter-subsidiary communication. At the time of the study, ERP implementation at Hastari Corp. was in a partially implemented and ongoing transformation stage. Several subsidiaries had already adopted ERP modules for finance, procurement, and reporting functions, while other subsidiaries were still operating with separate legacy systems and manual coordination mechanisms. Consequently, the study focuses primarily on governance readiness, ERP integration challenges, stakeholder coordination, and transformation planning rather than evaluating fully mature ERP implementation outcomes.

This case-study context is important because it reflects the practical governance fragmentation commonly experienced in diversified holding companies within emerging economies. The study therefore provides a relevant environment for examining how BABOK supports ERP governance transformation in multi-subsidiary ecosystems characterized by coordination complexity and governance integration challenges.

#### **3.2. Research Participants and Sampling**

Before conducting the organizational analysis, the study first contextualized and validated BABOK-based indicators for ERP governance transformation within holding–subsidiary environments. Since BABOK was originally developed for broader business analysis contexts, preliminary expert validation was conducted to ensure contextual relevance and analytical suitability.

The expert-validation stage involved 12 experts selected using purposive expert sampling based on the following criteria:

- doctoral degree or equivalent professional expertise,
- minimum five years of experience,
- expertise in ERP systems, governance, business analysis, or digital transformation,
- and direct involvement in ERP implementation or governance consulting projects.

The expert panel consisted of:

- 4 academics specializing in information systems and business analysis,
- 3 ERP and digital transformation consultants,
- 2 corporate governance experts,
- and 3 senior practitioners from holding or multinational companies.

The experts evaluated six BABOK domains:

1. Business Analysis Planning & Monitoring,
2. Elicitation & Collaboration,
3. Requirements Life Cycle Management,
4. Strategy Analysis,
5. Requirements Analysis & Design Definition,
6. Solution Evaluation.

The assessment used a five-point Likert scale ranging from 1 (“not relevant”) to 5 (“highly relevant”). Content validity was evaluated using Item-Level Content Validity Index (I-CVI) analysis and expert agreement assessment. Indicators achieving I-CVI values above 0.78 were categorized as acceptable. Mean scores and standard deviations were also calculated to assess indicator consistency and agreement levels across experts. All domains achieved acceptable feasibility and agreement levels, confirming the suitability of the instrument for organizational analysis.

The organizational analysis stage involved 32 participants selected purposively because of their direct involvement in governance coordination, ERP initiatives, and digital transformation activities. Participants consisted of:

- 5 holding-company executives,
- 7 subsidiary directors and operational managers,
- 6 finance and accounting managers,
- 4 procurement and legal officers,
- 5 human resource managers,
- 3 IT specialists,
- and 2 external ERP consultants.

The inclusion of multiple stakeholder groups enabled the study to capture diverse perspectives regarding governance fragmentation, ERP readiness, stakeholder coordination, and inter-subsidary integration challenges.

### **3.3. Data Collection Techniques**

Data collection was conducted between July and October 2025 using three techniques:

#### *a. In-Depth Interviews*

Semi-structured interviews explored:

- governance conditions,
- ERP transformation challenges,
- inter-subsidary coordination problems,
- stakeholder expectations,
- organizational resistance,
- and governance integration priorities.

Interviews followed BABOK domains as analytical guidance and lasted approximately 45–90 minutes.

#### *b. Organizational Observation*

Non-participant observations examined:

- reporting mechanisms,
- workflow coordination,
- approval procedures,
- operational integration,
- and governance practices across subsidiaries.

Observation focused primarily on finance, procurement, legal affairs, accounting, and human resource coordination.

#### *c. Questionnaire Survey*

A structured questionnaire containing 30 items across six BABOK domains was distributed to participants using a five-point Likert scale. The survey aimed to support descriptive assessment of governance readiness, stakeholder collaboration, strategic alignment, and ERP governance feasibility.

### **3.4. Instrument Validation and Reliability**

Prior to organizational deployment, the instrument underwent expert validation involving specialists in ERP governance, business analysis, and organizational transformation. Validation examined:

- content relevance,
- conceptual clarity,
- domain alignment,
- and contextual applicability.

Content validity was assessed using I-CVI and expert agreement analysis, while standard deviations were calculated to evaluate consistency among expert evaluations. The results indicated acceptable validity and agreement levels across all BABOK domains. Since the quantitative component served only as descriptive support for qualitative interpretation, the study prioritized content validity and triangulation rather than advanced statistical reliability testing.

### **3.5. Data Analysis Techniques**

The study employed multiple analytical techniques to strengthen triangulation and analytical rigor.

#### *a. Descriptive Statistical Analysis*

Questionnaire data were analyzed descriptively using mean scores and standard deviations to evaluate governance readiness and BABOK feasibility dimensions.

#### *b. Thematic Analysis*

Interview and observation data were analyzed through coding, categorization, and theme development based on BABOK analytical domains.

#### *c. SWOT Analysis*

SWOT analysis identified organizational strengths, weaknesses, opportunities, and threats influencing ERP governance transformation.

#### *d. TOWS Strategic Matrix*

SWOT findings were synthesized using the TOWS matrix to formulate adaptive governance strategies based on SO, WO, ST, and WT strategic combinations.

#### *e. Conceptual Model Synthesis*

Finally, thematic findings, BABOK assessment results, SWOT–TOWS analysis, and ERP governance requirements were integrated to develop an ERP-based governance transformation model for holding–subsidiary structures.

Methodologically, this study contributes by integrating qualitative case-study analysis, descriptive governance assessment, BABOK-based business analysis, and SWOT–TOWS strategic synthesis within ERP governance transformation research. Unlike prior ERP studies focusing primarily on operational efficiency or single-entity implementation, this research specifically addresses governance transformation in diversified holding–subsidiary ecosystems characterized by multi-unit complexity, governance fragmentation, and cross-functional coordination challenges.

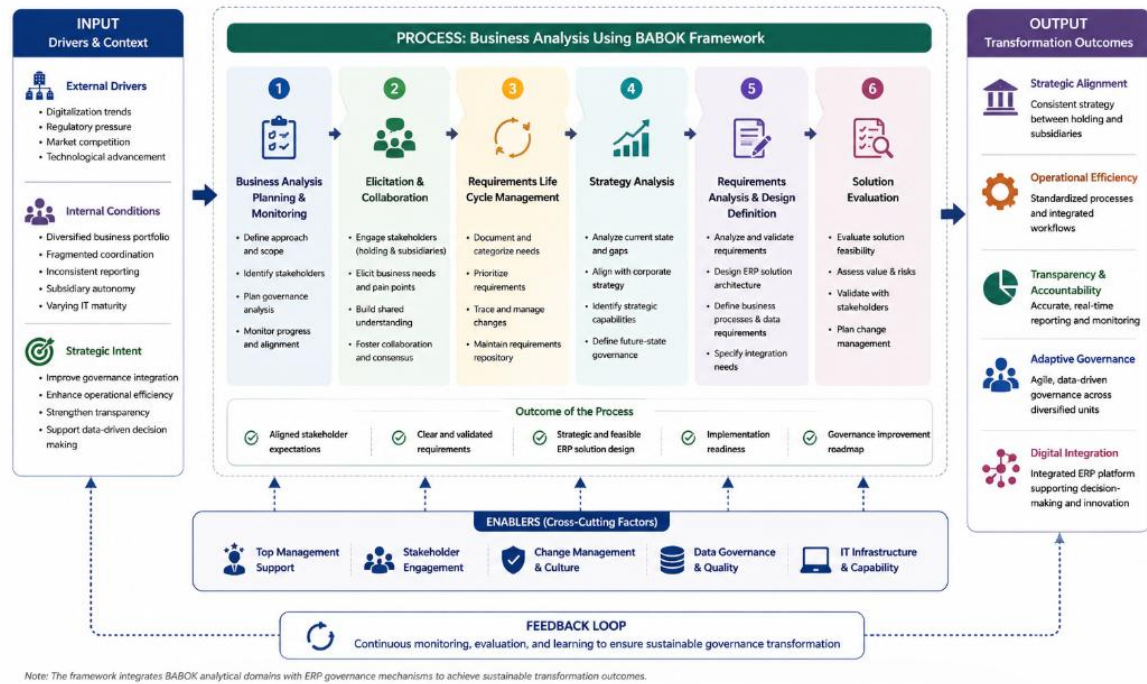


Fig. 1: Research Framework of ERP-based Governance Transformation in Holding-Subsidiary Structures

## 4. Results

### 4.1. Existing Governance Conditions in Holding-Subsidiary ERP Implementation

The findings indicate that Enterprise Resource Planning (ERP) implementation within holding-subsubsidiary structures involves multidimensional governance challenges related to coordination, standardization, stakeholder alignment, and organizational adaptability. Using the Business Analysis Body of Knowledge (BABOK) framework, this study mapped governance conditions across six analytical domains: Business Analysis Planning & Monitoring, Elicitation & Collaboration, Requirements Life Cycle Management, Strategy Analysis, Requirements Analysis & Design Definition, and Solution Evaluation. Table 1 presents the assessment results of the BABOK-based instrument.

Table 1: Results of BABOK-Based Instrument Assessment.

| BABOK Domain                              | Mean | SD   | Rank | Interpretation      |
|-------------------------------------------|------|------|------|---------------------|
| Strategy Analysis                         | 3.90 | 0.42 | 1    | Highly Relevant     |
| Business Analysis Planning & Monitoring   | 3.80 | 0.47 | 2    | Relevant            |
| Requirements Life Cycle Management        | 3.70 | 0.51 | 3    | Relevant            |
| Elicitation & Collaboration               | 3.60 | 0.58 | 4    | Moderately Relevant |
| Requirements Analysis & Design Definition | 3.50 | 0.61 | 5    | Moderately Relevant |
| Solution Evaluation                       | 3.40 | 0.69 | 6    | Acceptable but Weak |

The results demonstrate that all BABOK domains achieved mean scores above the acceptance threshold ( $\geq 3.00$ ), indicating that the framework is considered relevant and appropriate for ERP governance transformation analysis within holding-subsubsidiary environments. Nevertheless, the relatively higher standard deviations in Elicitation & Collaboration ( $SD = 0.58$ ), Requirements Analysis & Design Definition ( $SD = 0.61$ ), and Solution Evaluation ( $SD = 0.69$ ) indicate differing stakeholder perceptions regarding governance readiness, communication effectiveness, and evaluation capability across subsidiaries. This finding reflects the heterogeneous operational characteristics and governance maturity levels among business units.

Among the six domains, Strategy Analysis obtained the highest mean score (3.90), indicating that

strategic alignment between the holding company and subsidiaries is perceived as the most critical factor in ERP governance transformation. Interview findings revealed that subsidiaries frequently operate with different reporting priorities, operational targets, and coordination procedures, resulting in fragmented governance mechanisms and delayed decision-making processes. One holding-company executive stated:

“Each subsidiary still uses different reporting structures and approval mechanisms. As a result, consolidation at the holding level often becomes slow and inconsistent.” (HM-03)

Similarly, a finance manager from a subsidiary explained:

“Financial reporting is still partially manual and separated between units. Sometimes data reconciliation takes several days because formats are different.” (FM-02)

These findings indicate that ERP governance transformation is strongly driven by the need for integrated information flows, standardized reporting systems, and enterprise-wide strategic coordination.

The Business Analysis Planning & Monitoring domain also achieved a relatively high score (Mean = 3.80; SD = 0.47), suggesting that structured governance planning and implementation monitoring are perceived as essential for coordinating ERP transformation across subsidiaries. Respondents emphasized that the absence of integrated planning mechanisms frequently creates project overlaps, inconsistent implementation schedules, and communication breakdowns between subsidiaries and the holding company. An operational manager noted:

“Several subsidiaries initiated digital systems independently without coordination with the holding company, causing duplication and integration difficulties.” (OM-05)

The Elicitation & Collaboration domain received a moderate score (Mean = 3.60), indicating that stakeholder engagement and inter-unit collaboration remain major governance challenges. Comparative analysis further showed that holding-company executives reported higher perceptions of ERP readiness (Mean = 3.87) than subsidiary operational managers (Mean = 3.42). This difference reflects tensions between centralized governance integration objectives and subsidiary-level concerns regarding operational flexibility, reporting adaptation, and implementation burden. Subsidiary managers particularly emphasized concerns regarding standardized workflows that may not fully accommodate sector-specific operational processes. One subsidiary director explained:

“Mining, agriculture, and property operations cannot always follow identical workflows. Excessive standardization may reduce operational flexibility.” (SD-01)

The Requirements Analysis & Design Definition domain (Mean = 3.50; SD = 0.61) also revealed governance complexity associated with translating organizational requirements into integrated ERP system architecture. Several participants highlighted difficulties in harmonizing procurement procedures, inventory systems, legal documentation, and approval workflows across subsidiaries operating in different sectors.

The lowest score was identified in the Solution Evaluation domain (Mean = 3.40; SD = 0.69), indicating weaknesses in post-implementation evaluation, governance monitoring, and organizational learning mechanisms. Interview findings showed that several subsidiaries lacked formal Key Performance Indicators (KPIs), ERP benefit-realization procedures, integrated monitoring dashboards, and structured user-feedback systems. Evaluation activities were often conducted informally and inconsistently across units. An IT specialist stated:

“There is still no integrated dashboard to monitor ERP performance across subsidiaries. Evaluation usually depends on complaints rather than systematic indicators.” (IT-02)

Similarly, another participant emphasized:

“Post-implementation review is still weak. Training is conducted initially, but continuous evaluation and user adaptation monitoring remain limited.” (HR-03)

These findings suggest that governance maturity in ERP evaluation remains underdeveloped, particularly regarding adaptive learning, performance measurement, and continuous improvement

mechanisms. This result supports Evans and Fernando (2025), who argue that digital transformation success depends not only on technological implementation but also on continuous evaluation, governance adaptability, and organizational learning capability.

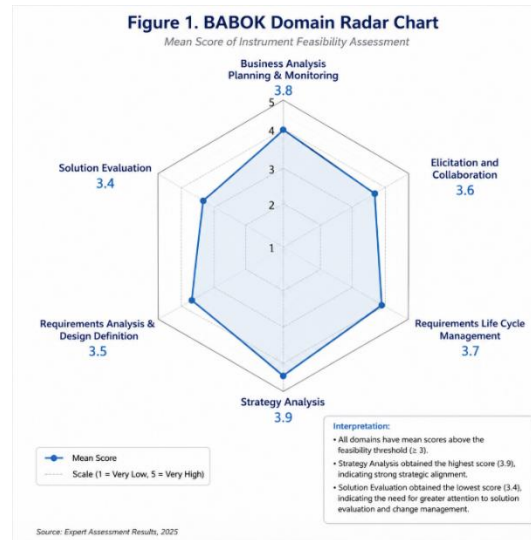


Fig. 2: BABOK Domain Radar Chart.

Moreover, comparative analysis showed that holding-company executives generally reported higher perceptions of ERP readiness (mean = 3.87) than subsidiary operational managers (mean = 3.42). This difference reflects tensions between centralized governance integration objectives and subsidiary-level concerns regarding operational flexibility and implementation burden. Subsidiary managers particularly emphasized concerns regarding reporting standardization, workflow adaptation, and resource limitations. These findings indicate that governance transformation in holding–subsidiary companies requires more than technological integration. Effective transformation depends on the synchronization of strategic objectives, stakeholder coordination, business process redesign, and adaptive governance mechanisms.

#### 4.2. Strategic Factors Affecting ERP-Based Governance Transformation

To identify the internal and external factors influencing ERP governance transformation, this study employed SWOT analysis supported by interview findings and organizational observations. The analysis demonstrates that ERP transformation at Hastari Corp. is shaped not only by technological considerations but also by governance readiness, stakeholder coordination, organizational culture, and inter-subsidiary operational complexity.

Table 2: SWOT Analysis of ERP Governance Transformation at Hastari Corp

| Internal Factors                                                                                                                                                                                                                                 | External Factors                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strengths:</b> Strong top-management commitment toward centralized governance integration; structured BABOK analytical framework; existing digital readiness in finance and procurement units; growing IT capability in several subsidiaries. | <b>Opportunities:</b> Rapid ERP technological advancement; increasing regional digitalization initiatives; government support for industrial digital transformation; growing demand for integrated real-time reporting and governance transparency. |
| <b>Weaknesses:</b> Organizational resistance to standardized workflows; fragmented reporting systems between subsidiaries; uneven digital competency and infrastructure readiness; limited cross-subsidiary coordination mechanisms.             | <b>Threats:</b> High ERP implementation failure risk; rapid changes in industry regulations and market conditions; high transformation and training costs; cybersecurity and data integration risks.                                                |

The SWOT findings indicate that top-management commitment represents the primary organizational strength supporting ERP governance transformation. Senior executives at the holding-

company level strongly supported the establishment of centralized governance dashboards, integrated reporting systems, and standardized operational procedures across subsidiaries. One executive explained:

“The holding company needs integrated visibility across all subsidiaries. Currently, reporting remains fragmented and slows strategic decision-making.” (HM-01)

This shows that top-management commitment is likely to increase digital transformation success through governance alignment and strategic coordination. Another major strength lies in the structured analytical orientation of the BABOK framework. Interview findings revealed that BABOK facilitated clearer stakeholder mapping, governance diagnosis, and requirements identification across business units. Respondents stated that the framework reduced ambiguity during coordination discussions and improved communication between managerial and technical teams. An ERP consultant noted:

“BABOK helps translate operational problems into structured governance and system requirements. Without a common analytical framework, each subsidiary tends to define problems differently.” (EC-02)

Nevertheless, the SWOT analysis also identified significant organizational weaknesses. Resistance to standardized governance mechanisms emerged as one of the most dominant barriers to ERP transformation. Several subsidiaries perceived centralized ERP governance as potentially reducing operational flexibility and local decision-making authority. Resistance was especially visible in subsidiaries still relying on semi-manual reporting systems and independent operational procedures. A subsidiary operational manager stated:

“Some units are concerned that centralized ERP policies may not fully reflect operational realities in the field.” (OM-03)

Fragmented coordination mechanisms also remain problematic. Organizational observations showed that subsidiaries across mining, construction, agriculture, and property sectors continue to use different reporting formats, procurement procedures, and approval systems. These inconsistencies frequently create duplication of work, delayed reconciliation, and communication inefficiencies. A finance manager explained:

“Each subsidiary currently has its own reporting template and approval chain. Consolidation at the holding level therefore becomes time-consuming.” (FM-04)

In addition, uneven digital capability and infrastructure readiness among subsidiaries further complicate governance integration. Several subsidiaries possess adequate IT resources and digital competency, while others continue to experience limited technical expertise and insufficient system infrastructure.

To strengthen strategic interpretation, the SWOT findings were further synthesized using the TOWS matrix approach.

Table 3: TOWS Strategic Matrix for ERP Governance Transformation

| Strategy Type                    | Organization-Specific Strategic Recommendation                                                                                                                                                  |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>SO (Strength–Opportunity)</b> | Utilize top-management support and BABOK governance analysis to establish integrated ERP dashboards, standardized reporting systems, and centralized governance monitoring across subsidiaries. |
| <b>WO (Weakness–Opportunity)</b> | Develop cross-subsidiary ERP competency centers, structured training programs, and phased governance standardization to reduce organizational resistance and digital capability gaps.           |
| <b>ST (Strength–Threat)</b>      | Apply BABOK-based governance monitoring and adaptive project management mechanisms to minimize ERP failure risks, reporting inconsistencies, and coordination breakdowns.                       |
| <b>WT (Weakness–Threat)</b>      | Implement phased ERP adoption based on subsidiary readiness, supported by adaptive governance mechanisms, integrated KPI systems, and continuous evaluation procedures.                         |

The TOWS analysis demonstrates that ERP governance transformation at Hastari Corp. requires organization-specific strategies rather than generic digital transformation initiatives. For example, phased ERP implementation was considered necessary because subsidiaries differ significantly in operational complexity, digital readiness, and governance maturity. Respondents also emphasized the need for centralized governance dashboards capable of integrating financial, procurement, legal, and operational reporting into enterprise-wide decision-support systems.

#### 4.3. ERP Business Requirements Based on the BABOK Framework

Beyond identifying strategic conditions, this study formulated ERP business requirements based on BABOK principles to address governance fragmentation and coordination complexity within Hastari Corp.'s holding–subsidiary structure. The findings demonstrate that ERP implementation requires governance-oriented system integration rather than merely operational automation. ERP is expected to function as an integrated governance information system supporting real-time reporting, workflow synchronization, stakeholder coordination, and enterprise-wide decision support across subsidiaries.

Table 4: ERP Requirement Mapping Based on BABOK Domains

| Governance Problem                                                 | ERP Requirement                                                   | BABOK Domain                              | Process-Level Implication                                                                                                                                              | Expected Governance Outcome                                           |
|--------------------------------------------------------------------|-------------------------------------------------------------------|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| Fragmented financial and operational reporting across subsidiaries | Integrated governance dashboard and consolidated reporting system | Requirements Analysis & Design Definition | Integration of finance, procurement, HR, and operational reports from mining, construction, agriculture, and property subsidiaries into centralized holding dashboards | Real-time reporting and faster strategic decision-making              |
| Delayed approval and weak inter-unit coordination                  | Workflow automation and cross-functional approval system          | Elicitation & Collaboration               | Standardized digital approval workflows for procurement, legal affairs, budgeting, and HR requests across subsidiaries                                                 | Improved coordination efficiency and reduced process duplication      |
| Inconsistent data structures and reporting formats                 | Centralized database and standardized master-data management      | Requirements Life Cycle Management        | Harmonization of reporting formats, inventory coding, vendor databases, and financial classifications                                                                  | Improved data accuracy and governance transparency                    |
| Organizational resistance and low ERP readiness                    | Training, monitoring, and adaptive evaluation module              | Solution Evaluation                       | Continuous user training, ERP competency development, KPI monitoring dashboards, and post-implementation review mechanisms                                             | Increased organizational readiness and adaptive governance capability |

The first requirement concerns integrated financial and operational reporting systems. Interview findings revealed that subsidiaries continue to use different reporting templates, approval chains, and data structures, causing delays in data consolidation and strategic reporting at the holding-company level. A finance manager explained:

“Financial reports from subsidiaries are still submitted in different formats. Sometimes reconciliation takes several days before management can use the information.” (FM-03)

Consequently, respondents emphasized the need for centralized ERP dashboards capable of integrating real-time financial, procurement, inventory, and operational data across subsidiaries. These dashboards are expected to support holding-level executives in monitoring subsidiary performance, identifying operational risks, and improving strategic responsiveness.

The second requirement involves workflow automation and cross-functional coordination systems.

Current governance mechanisms rely heavily on semi-manual approval procedures across procurement, legal affairs, budgeting, accounting, and human-resource functions. Organizational observations showed that approval processes frequently move through separate systems and communication channels, creating duplication, delays, and coordination inefficiencies. An operational manager stated:

“Procurement approval still involves manual coordination between subsidiaries and the holding company, which often slows operational activities.” (OM-04)

Through BABOK’s Elicitation & Collaboration domain, respondents identified the importance of standardized digital workflows capable of integrating holding-company oversight with subsidiary operational flexibility. However, subsidiaries also emphasized that workflow standardization should remain adaptive to sector-specific operational realities.

The third requirement concerns centralized data management and governance standardization. Several subsidiaries currently maintain independent databases, vendor records, inventory classifications, and reporting systems, resulting in inconsistent information and limited governance transparency. One IT specialist explained:

“Different subsidiaries still use separate coding systems and reporting structures, making integration and comparative analysis difficult.” (IT-01)

Accordingly, respondents highlighted the need for centralized master-data governance mechanisms capable of harmonizing reporting structures, inventory classifications, and operational databases across business units.

The fourth requirement involves organizational readiness, change management, and continuous evaluation systems. Findings from the Solution Evaluation domain showed that several subsidiaries lacked structured training mechanisms, integrated monitoring dashboards, KPI-based evaluation systems, and post-implementation review procedures. As a result, ERP implementation risks becoming a short-term technological project rather than a sustainable governance transformation initiative. A human-resource manager stated:

“Training is usually conducted only at the beginning of implementation. Continuous mentoring and evaluation mechanisms are still limited.” (HR-02)

Another respondent added:

“There is still no integrated governance dashboard to monitor ERP performance, user adaptation, and operational effectiveness across subsidiaries.” (IT-03)

These findings indicate that ERP governance transformation requires continuous organizational learning and adaptive governance evaluation mechanisms rather than one-time implementation activities. The ERP requirement mapping demonstrates that governance transformation within diversified holding companies involves balancing centralized integration with subsidiary operational flexibility. BABOK contributes significantly by supporting stakeholder elicitation, governance-oriented requirements analysis, workflow integration, and adaptive evaluation processes within complex multi-subsidiary ecosystems.

#### **4.4. Governance Transformation Model Based on ERP and BABOK**

Based on the synthesis of BABOK analysis, SWOT findings, interview evidence, and ERP requirement mapping, this study proposes an integrated governance transformation model for holding–subsidiary companies. The model conceptualizes ERP not merely as an operational information system, but as a governance informatics platform supporting enterprise-wide coordination, reporting integration, workflow automation, and adaptive decision-making.

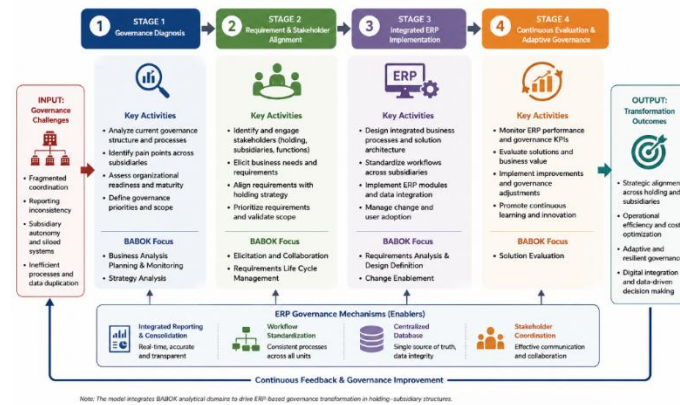


Fig. 3: ERP-Based Governance Transformation Model.

Table 5: BABOK Governance Mechanisms Across ERP Transformation Stages

| Transition Process                                                          | Dominant BABOK Domains                                          | Governance Mechanism                                                                                                | Transformation Output                                             |
|-----------------------------------------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| Governance Diagnosis → Requirement & Stakeholder Alignment                  | Business Analysis Planning & Monitoring; Strategy Analysis      | Identification of governance fragmentation, reporting inconsistency, coordination gaps, and strategic priorities    | Shared governance priorities and ERP transformation objectives    |
| Requirement & Stakeholder Alignment → Integrated ERP Implementation         | Elicitation & Collaboration; Requirements Life Cycle Management | Stakeholder engagement, requirement elicitation, workflow negotiation, and inter-subsidary coordination             | Agreed ERP requirements and governance integration standards      |
| Integrated ERP Implementation → Continuous Evaluation & Adaptive Governance | Requirements Analysis & Design Definition; Solution Evaluation  | Workflow standardization, centralized database integration, governance dashboard implementation, and KPI monitoring | Integrated ERP governance mechanisms and operational coordination |
| Continuous Evaluation & Adaptive Governance → Governance Re-diagnosis       | Solution Evaluation                                             | Performance evaluation, feedback analysis, adaptive learning, and governance improvement                            | Continuous governance refinement and adaptive ERP transformation  |

Figure 3 and Table 5 illustrates an integrated ERP-based governance transformation model developed using BABOK analytical domains to address governance fragmentation, coordination complexity, and strategic integration challenges within holding-subsidary structures. Unlike conventional ERP implementation models that primarily focus on technological deployment, this model emphasizes causal relationships between governance diagnosis, stakeholder alignment, ERP integration, and adaptive governance mechanisms.

The transformation process begins with Stage 1: Governance Diagnosis, where organizations identify fragmented coordination, inconsistent reporting systems, duplicated processes, and subsidiary-level governance inefficiencies. This stage is governed primarily by the BABOK domains of *Business Analysis Planning & Monitoring* and *Strategy Analysis*, which function as diagnostic mechanisms for mapping organizational problems, governance priorities, and transformation readiness. The findings generated during this stage directly influence Stage 2 because governance problems identified in the diagnosis phase become the basis for defining ERP requirements and stakeholder priorities. For example, fragmented reporting structures identified during diagnosis lead to the formulation of integrated dashboard requirements and standardized reporting mechanisms in subsequent stages. In Stage 2: Requirement and Stakeholder Alignment, the model emphasizes stakeholder elicitation, collaborative governance, and requirements prioritization. BABOK domains such as *Elicitation &*

*Collaboration and Requirements Life Cycle Management* govern this transition by ensuring that operational requirements from subsidiaries are systematically aligned with holding-company strategic objectives. This stage is particularly important because ERP transformation within diversified holding companies involves tensions between centralized governance integration and subsidiary operational autonomy. The model therefore positions stakeholder collaboration as a governance mechanism for reducing resistance, reconciling conflicting interests, and strengthening inter-unit coordination. Consequently, Stage 2 acts as the causal bridge between governance diagnosis and ERP implementation.

The transition to Stage 3: Integrated ERP Implementation occurs after governance requirements and stakeholder expectations have been consolidated. At this stage, BABOK domains related to *Requirements Analysis & Design Definition* guide the translation of governance requirements into ERP architecture, workflow integration, centralized databases, and cross-subsidiary reporting systems. The model demonstrates that ERP implementation is not merely a technical activity but a governance standardization process integrating procurement, finance, legal affairs, human resources, and operational coordination across subsidiaries. Simultaneously, adaptive governance mechanisms allow subsidiaries to maintain sector-specific operational flexibility while operating within centralized governance standards.

A major theoretical contribution of the model lies in Stage 4: Continuous Evaluation and Adaptive Governance, which introduces a feedback-driven governance cycle. Unlike linear ERP implementation models, Figure 3 positions transformation as a continuous adaptive process. BABOK's *Solution Evaluation* domain governs this stage through performance monitoring, KPI evaluation, governance dashboards, user feedback mechanisms, and continuous improvement processes. The feedback arrows shown in the model indicate that evaluation outcomes continuously inform earlier stages, particularly governance diagnosis and stakeholder alignment. For instance, monitoring results identifying reporting delays or workflow inefficiencies may trigger revisions to governance policies, stakeholder coordination mechanisms, or ERP configurations.

The model also demonstrates several embedded governance enablers operating across all stages, including integrated reporting systems, workflow standardization, centralized databases, and stakeholder coordination mechanisms. These enablers function as organizational integration mechanisms supporting real-time reporting, enterprise-wide visibility, and adaptive decision-making. The continuous feedback loop further reflects adaptive governance capability, where ERP systems evolve alongside organizational learning and changing operational conditions. Overall, the model therefore positions BABOK not merely as a business-analysis framework, but as a governance-oriented analytical mechanism supporting adaptive ERP transformation in complex multi-subsidiary environments.

Table 6: Summary of Existing vs Proposed ERP Governance Transformation

| Existing Governance Condition                | Proposed ERP Governance Transformation                  |
|----------------------------------------------|---------------------------------------------------------|
| Silo-based coordination between subsidiaries | Integrated enterprise-wide coordination system          |
| Manual and fragmented reporting              | Real-time centralized ERP governance dashboard          |
| Separate operational databases               | Centralized and standardized master-data platform       |
| Delayed decision-making                      | Data-driven enterprise decision-support system          |
| Independent approval mechanisms              | Automated cross-functional workflow integration         |
| Informal evaluation procedures               | KPI-based monitoring and adaptive governance evaluation |

Furthermore, the SWOT and TOWS findings reinforce the strategic direction of the proposed model. The SO strategy emphasizes leveraging top-management support and BABOK capabilities to strengthen governance integration and centralized reporting. The WO strategy focuses on ERP competency centers, structured training, and adaptive change-management programs to reduce organizational resistance. The ST strategy highlights governance monitoring systems and phased

implementation approaches to minimize ERP failure risks. Meanwhile, the WT strategy recommends adaptive governance mechanisms, integrated KPI systems, and continuous evaluation procedures to reduce operational and financial risks during transformation.

Overall, this study contributes theoretically by extending BABOK application into ERP-based governance transformation within diversified holding–subsidiary ecosystems characterized by governance fragmentation, stakeholder complexity, and coordination challenges. Practically, the study provides an integrated governance transformation framework combining strategic alignment, stakeholder collaboration, governance standardization, workflow integration, and adaptive evaluation mechanisms to support sustainable digital transformation in emerging-market holding companies.

## **5. Discussion**

The findings confirm that ERP-based governance transformation within holding–subsidiary organizations is not merely a technological initiative but a multidimensional governance transformation involving strategic alignment, stakeholder coordination, adaptive governance, and enterprise-wide information integration. All six BABOK domains were considered relevant for analyzing ERP governance transformation in diversified holding companies, supporting Gobov and Yanchuk (2021), who emphasized that BABOK integrates planning, requirements analysis, stakeholder collaboration, and solution evaluation into a systematic governance-analysis cycle. These findings also reinforce Jonasson (2016) and Sidorova (2009), who argued that BABOK standardizes organizational transformation processes through structured analytical mechanisms.

Among the six BABOK domains, Strategy Analysis achieved the highest score (mean = 3.9), indicating that strategic alignment between holding companies and subsidiaries represents the most critical factor in ERP governance transformation. The findings reveal persistent tensions between centralized governance integration and subsidiary-level operational autonomy. Holding-company executives emphasized the importance of integrated dashboards and standardized reporting to strengthen strategic control, while subsidiary managers expressed concerns regarding workflow rigidity, reporting burden, and reduced operational flexibility. These findings indicate that ERP transformation requires balancing governance centralization with organizational adaptability rather than implementing technological standardization alone. Similar conclusions were highlighted by Evans and Fernando (2025), who argued that successful digital transformation depends on alignment between governance integration and adaptive organizational coordination. Kim and Bang (2025) further emphasized that cross-functional collaboration and boundary-spanning coordination significantly strengthen service-system effectiveness in digitally integrated organizations.

The relatively high score in Business Analysis Planning & Monitoring (mean = 3.8) demonstrates the importance of structured governance planning in complex holding ecosystems. Interview findings revealed that Hastari Corp. previously relied on fragmented communication and manual reporting systems, resulting in duplicated approval procedures, delayed financial consolidation, and inconsistent procurement monitoring. ERP implementation was therefore perceived not only as an operational upgrade but also as a governance instrument supporting enterprise-wide coordination and decision-making. These findings align with Simanjuntak et al. (2025) and Lu et al. (2025), who emphasized that digital informatics integration and network coordination improve organizational responsiveness and reporting effectiveness.

The Elicitation and Collaboration domain (mean = 3.6) revealed ongoing stakeholder-management challenges, particularly among subsidiaries concerned about losing operational autonomy. BABOK's stakeholder elicitation and collaborative analysis therefore become essential for reconciling governance expectations and minimizing coordination fragmentation (Kravchenko & Bruskin, 2017). This finding is consistent with Aljazzaf et al. (2025), who demonstrated that fragmented communication weakens coordination effectiveness in digital service systems.

Meanwhile, the Solution Evaluation domain obtained the lowest score (mean = 3.4), indicating

weak governance maturity in post-implementation monitoring. Several subsidiaries lacked KPI systems, integrated dashboards, and structured evaluation procedures. This suggests that ERP transformation risks are strongly associated with limited evaluation capability and organizational learning rather than technological inadequacy alone, supporting Tvardauskas and Skierus (2025).

The SWOT and TOWS analyses further demonstrate that ERP governance transformation is simultaneously shaped by internal governance capabilities and external digital pressures. Top management support emerged as a major strength because senior executives consistently promoted integrated governance reporting and centralized coordination mechanisms. However, organizational resistance remained significant, particularly among subsidiaries accustomed to independent operational systems. The findings indicate that phased ERP implementation, centralized governance dashboards, ERP competency centers, and subsidiary-specific adaptation strategies are necessary to balance governance standardization with operational flexibility. These findings support Alarshy et al. (2025), who emphasized that digital transformation requires adaptive organizational capability development and continuous stakeholder readiness management.

These findings also reinforce broader perspectives suggesting that ERP governance transformation success depends heavily on communication quality, adaptive coordination, and stakeholder-oriented governance mechanisms. Previous studies demonstrate that project communication structures, collaborative analysis processes, and stakeholder satisfaction significantly influence organizational transformation outcomes in complex project environments (Abolghasemi et al., 2018; Bastos et al., 2025). The findings further support arguments that business analysts increasingly function as strategic coordinators capable of integrating governance requirements, organizational communication, and adaptive decision-making across digitally integrated enterprises (Babar et al., 2018; Meredith et al., 2019). In addition, the importance of iterative governance adaptation identified in this study aligns with research emphasizing Agile collaboration, design thinking approaches, and continuous process-improvement mechanisms as critical enablers of sustainable digital transformation in complex organizational ecosystems (Gregorio, 2012; Pande & Bharathi, 2020; Patel & Patel, 2021).

Overall, this study contributes theoretically by extending BABOK application into holding–subsidiary governance transformation contexts characterized by governance fragmentation, coordination complexity, and adaptive organizational tensions. Practically, the study positions ERP as an integrated governance informatics system supporting real-time reporting, workflow automation, enterprise-wide coordination, and strategic decision-making within diversified holding ecosystems.

## **6. Conclusion**

This study demonstrates that ERP implementation within holding–subsidiary organizations involves not only technological integration but also governance transformation requiring strategic alignment, stakeholder coordination, organizational adaptability, and continuous evaluation. Using the Business Analysis Body of Knowledge (BABOK) framework, the study identified governance conditions, strategic influencing factors, ERP business requirements, and governance-transformation priorities within Hastari Corp., a diversified Indonesian holding company. The findings indicate that Strategy Analysis represents the most critical BABOK domain because ERP governance transformation depends heavily on alignment between holding-company objectives and subsidiary operational realities. In contrast, Solution Evaluation emerged as the weakest domain, indicating limited post-implementation monitoring, KPI integration, organizational learning, and adaptive governance capability.

The findings further show that ERP governance transformation is strongly influenced by top management commitment, structured governance planning, stakeholder collaboration, and change-management readiness. However, implementation challenges remain significant due to fragmented coordination mechanisms, uneven subsidiary capabilities, organizational resistance, and differences in operational culture across subsidiaries. Interview findings also revealed practical governance problems, including delayed financial consolidation, duplicated approval procedures, inconsistent reporting

standards, and limited inter-unit information integration. Consequently, ERP was perceived not merely as an operational automation system but as an integrated governance information system capable of supporting real-time reporting, workflow coordination, centralized dashboards, and enterprise-wide decision support.

Rather than fundamentally extending BABOK theory, this study contributes primarily through a contextual application of BABOK within holding–subsidiary governance transformation environments that remain relatively underexplored in ERP and digital-governance literature. The proposed governance-transformation model also provides a practical analytical framework for organizations seeking to balance governance standardization with subsidiary-level operational flexibility during ERP implementation.

This study has several limitations. The research focused on a single case-study organization and relied primarily on qualitative findings and descriptive feasibility assessments rather than longitudinal ERP-performance measurement. Future studies are therefore encouraged to examine multiple holding companies, incorporate longitudinal governance-performance indicators such as reporting speed and coordination efficiency, and further explore the long-term relationship between ERP governance transformation, organizational agility, and digital resilience.

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