

# The Research Philosophies, Values, and Principles of Ontology, Epistemology, and Axiology in A State-Owned Holding Company

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## Abstract

*A paradigm represents specific fundamental or metaphysical beliefs that formulate an entire system of ideas and refers to the paradigm as a set of systematic beliefs and research methods that accompany it. The paradigm is a worldview of state-owned enterprise business Holding and a way of thinking about and understanding the complexity of business facts related to the formation of strategies, business synergies, and business integration. Therefore, the paradigm is deeply rooted in sustainable business control based on orchestrating strategic activities in the business ecosystem to win sustainable business competition.*

**Keywords:** *Business, Improvement Value, Philosophies, Strategic.*

## Introduction

The ontology of the nature of business reality in a Holding company based on a research paradigm encompasses beliefs about the nature of reality that occurs in business activities at PT Aviassi Pariwisata Indonesia (persero), assumptions about knowledge, and values related to knowledge formation (Moko-Painting (Ngāti Manu, Te Popoto, Ngāpuhi) et al., 2023; Zhao et al., 2023). A paradigm represents specific fundamental or metaphysical beliefs that formulate an entire system of ideas and refers to the paradigm as a set of systematic beliefs and research methods that accompany it. The paradigm is a worldview of the state-owned enterprise Holding business and a way of thinking about and understanding the complexity of business facts related to the formation of strategies, business synergy, and business integration (Grinerud et al., 2021; Jeurig, 2016). Thus, the paradigm is deeply rooted in sustainable business control based on orchestrating strategic activities in the business ecosystem to win sustainable business competition. The paradigm provides important, valid, and reasonable information based on both primary and secondary data. Furthermore, it describes the term paradigm for four philosophical assumptions about beliefs regarding ontology (nature of reality), epistemology (what is considered knowledge and the cornerstone of the main theories applied and developed in relation to strategic management and how knowledge claims are justified based on empirical research), axiology (the role of values in research), and methodology (research process) (Moko-Painting (Ngāti Manu, Te Popoto, Ngāpuhi) et al., 2023; Scott Thomas, 2022).

State-owned Enterprises (SOEs) in Indonesia, which control their businesses based on the company's vision and mission, still experience inefficiencies in the resources of the SOE business ecosystem in the aviation and tourism sectors, leading to an imbalance in business performance among subsidiaries and business units. Government policies related to priority levels and lack of support for business efficiency in SOEs contribute to the phenomenon of uneconomical costs, ineffective business control, weak business intelligence, and lack of business innovation (Researcher's observation, 2023) (Björkdahl et al., 2024).

The challenges faced by Indonesian SOEs in formulating strategies include determining program priorities, resource limitations (especially due to COVID-19), aligning team members, balancing return and risk, as well as balancing ultimate shareholders' goals and company goals (Researcher's observation, 2023) (Rana, 2019). Challenges in implementing strategies through business synergy include difficulties in communication among members due to differences in objectives, issues, company culture, competencies, and resources, lack of trust and alignment stemming from the same issues, as well as poor governance and

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accountability. In the complexity of business integration, differences in lines of business and value chains, variations in system and technology usage, and disparities in operational, commercial policy, and organizational formation policies are observed (Researcher's observation, 2023). BANI, which stands for Brittle, Anxious, Nonlinear, and Incomprehensible, serves as a framework to articulate situations where simple loyalty or complexity is not sufficient to understand what is happening. It is a way to better frame and respond to the current chaotic and unpredictable world conditions (Cascio, 2024)(Skandalis et al., 2019). Regarding BANI, there have been several changes in how SOEs are managed at the Holding PT Aviassi Pariwisata Indonesia (Persero) due to the ongoing turmoil. Many aspects do not align with the strategic planning, leading to surprising and truly confusing manifestations in business strategy formation that are not well-integrated (<https://medium.com/@cascio/facing-the-age-of-chaos,2024>)(Donkor et al., 2021).

The researcher's epistemology, ontology, axiology, and positionalities in research inform the empirical and scientific perspective in the context of theory development and contribution to the body of knowledge in the field of strategic management. The approach is based on the ontological framework of strategy formation, business synergy, and business integration, which limits the ways of conducting scientific research. Epistemology explores what is defined as knowledge, which knowledge is valid, reliable, and valuable, the basic assumptions for what can be known, what constitutes knowledge, and who applies knowledge. Strategic management epistemology encompasses the entire knowledge system of strategic management formation, business synergy, and business integration generated from the roles of holding and subsidiary companies. Therefore, epistemology goes beyond just knowing from this epistemic foundation, and the research context for strategy formation, business synergy, and business integration can be further explored. However, it should not be analysed with deconstructive, generalizing, or universalizing intentions, as this goes against epistemological assumptions (Bendickson et al., 2016; Simons, 2017).

The authenticity of this research is demonstrated based on detailed observations that will be generated based on real phenomena in a holding (as a case study) through theoretical approaches; Organizational theory, RBV Theory, Network theory, Agency Theory, and Stakeholder theory, as well as based on a case study on achieving competitive advantage levels in PT Aviassi Pariwisata Indonesia (persero) Holding (Bendickson et al., 2016; Carbonara, 2018a, 2018b; Corsaro et al., 2011; Kvasz, 2014; Zhao et al., 2023). The novelty of this research in terms of business strategy planning, creating business ecosystem synergy, and integration in the business ecosystem applied to achieve competitive advantage has not been widely researched based on incorporating theory grounded in this research related to the grand theory of Strategic Management with the mid-range theory of RBV. Studying an orchestration model with a new pattern of strengthening the holding through detailed observations and literature review that has never been done by researchers and has fundamental differences in the development of a more comprehensive research model. The development of a new Orchestration Model in the form of an Orchestration Model with a new pattern of holding strengthening based on the business ecosystem with a system of aligning one-direction development strategies and supported by leadership roles (Blackburn et al., 2022; Novani et al., 2015; Zhang et al., 2022).

A new model of holding company-based orchestration strategy with synergy and integration of the aviation and tourism business ecosystem in Indonesian state-owned enterprises (BUMN) is explored in this study (Blackburn et al., 2022; Rojo Gallego Burin et al., 2020). The aspects explored include: 1) Determining the business strategy planning of the holding members to achieve competitive advantage in Holding PT Aviassi Pariwisata Indonesia (persero). 2) The actions taken by the holding company to create synergy in the managed business ecosystem of Holding PT Aviassi Pariwisata Indonesia (persero). 3) Controlling the integration of the business ecosystem implemented to achieve competitive advantage in Holding PT Aviassi Pariwisata Indonesia (persero) for long-term purposes (Jaklič et al., 2021; Zhou et al., 2017). These three comprehensive aspects have not been previously studied through exploratory research based on a case study approach using descriptive phenomenology by previous scholars. The novelty of this research lies in the comprehensive exploration of business strategy planning, creation of business ecosystem synergy, and integration in the business ecosystem to achieve competitive advantage, which has not been extensively researched. This research incorporates the grand theory of Strategic Management and the middle-range

theory of Resource-Based View (RBV), providing a fresh perspective in the findings (Goyal, 2017; Hart et al., 2016; Toms & Filatotchev, 2004).

According to Sudharmono (2017), research findings support the proposition that the creation of a holding strategy can achieve maximum results if supported by strategies, structures, values, competencies, mechanisms, and policies within the state-owned enterprise (SOE) holding companies of Pupuk and Semen. These findings are related to the synergistic management that includes (1) synergy, (2) strategic support, (3) structural support, (4) value support, (5) competency support, (6) mechanism support, (7) shareholder policy support, and (8) regulatory policy support. These keywords are explored in an inductive manner in the research on the formation of synergy in PT Aviassi Pariwisata Indonesia (persero) within the context of horizontal mergers, market power, and cost efficiency. Furthermore, the research findings on the holding company InJourney (PT Aviassi Pariwisata Indonesia (persero)) by Aji et al., (2023) using a qualitative method and literature study explain the corporate strategy of InJourney. InJourney focuses on developing unique and high-quality tourism products and services while strengthening its branding. By understanding the market, the company can tailor its offerings to meet consumer expectations and enhance brand positioning. InJourney also builds and expands its business network with partners and suppliers worldwide, utilizing this network to offer unique and competitive travel packages. The company strives to build a strong brand image, establish good relationships with consumers, and invest in technology and innovation in tourism products and services in Indonesia. PT Aviassi also implements financial strategies to align with its vision and mission, including effective financial governance, sustainable business synergy, and optimal risk management processes (Díaz-Fernández et al., 2014; Eikelenboom & de Jong, 2022; López-Cabarcos et al., 2015; Wang et al., 2020).

Research related to deductive empirical based on issue-challenge and findings from previous research on state-owned enterprises (BUMN) in foreign countries can be examined in the context of increasing globalization and liberalization and proven public sector reforms, mainly for three reasons: 1) Greater economic efficiency through increased private sector initiatives in economic activities, 2) Achieving higher levels of economic growth and employment, and 3) Reducing budget deficits. The Central Government in India has proposed to review public sector investments by limiting its scope to strategic infrastructure, high technology, and essential sectors (Bose, 2011). Government-owned equity is aimed at: 1) Advancing market discipline, 2) Enhancing resources, and 3) Encouraging broader public participation. Pilot studies for the restructuring of 14 State-Owned Enterprises (BUMN) in India with findings on the reorganization of companies have proven to be difficult, as it involves workforce reduction, which not only creates social-political problems (which can be addressed through appropriate social safety net planning), but also makes it difficult to achieve targeted production increases and can only be resolved through contract workers with lower costs (Bose, 2011). The impact of state-owned enterprises on economic growth in China has a pro-growth role, namely: 1) Stabilizing growth during economic downturns through massive investments, 2) Promoting technological progress by investing in riskier technologies, and 3) Providing decent wages that benefit China in moving towards a more sustainable growth model in the future. The research approach used a quantitative method with a fixed-effect model to estimate the equation (Bose, 2011).

The research findings on a higher market share of state-owned enterprises are beneficial for long-term growth and tend to counterbalance the negative impacts of economic downturns at the regional level (Qi & Kotz, 2020). A study's results on the relationship between various uncertainties and corporate investment further investigate the relationship between state-owned enterprises (SOEs) and non-state-owned enterprises in China, analyzing the indirect effects of uncertainty on corporate investment through cash flow, utilizing a quantitative panel data approach. The empirical findings indicate that market-based and firm-specific uncertainties have positive effects, while economic policy uncertainty has a negative impact on corporate investment (Khan, 2020). According to Khan et al. (2020), research findings show that market uncertainty regarding SOE investment and cash flow is caused by economic policies, thus, the connection with the study on the state-owned enterprise PT Aviassi Pariwisata Indonesia (persero) is that government economic policies play a crucial role that needs to be deeply explored when making investments. Resource scarcity is prominent, and efficient allocation of credit resources is also crucial for China's increasingly comprehensive reforms. The government-enterprise relationship is a key issue in economic reform and

development, and policy burdens are one of the most significant manifestations of government intervention in enterprises. Companies are burdened with excessive staff and employee benefits, created by government policy burdens. The autonomy of state-owned enterprise (SOE) managers has increased with state-owned enterprise reforms, but actual control of the companies remains in the hands of the government (K. Ye et al., 2021; S. Ye et al., 2021).

Corporate Governance refers to the system in which a company is directed and controlled, with the governance structure determining the distribution of rights and responsibilities among different participants in the corporation and establishing rules and procedures for making decisions within the company. Governance provides a framework in which companies set and pursue objectives, reflecting the social, regulatory, and market environment. Governance is a mechanism for monitoring the actions, policies, and decisions of the company as well as aligning interests among stakeholders. The issue at hand is creating a relationship between company performance and governance practices in Indian-listed SOEs (Kiranmai & Mishra, 2019).

The use of quantitative and qualitative studies based on primary and secondary sources is employed to gather relevant data on various parameters of corporate governance and performance. Scheduled interviews and questions are also utilized to uncover various aspects of CG practices. Management possesses the appropriate knowledge, experience, and age to understand the mechanisms of CG and impact the performance of commercially listed SOEs in India. Effective senior management perceptions of CG and board size play a crucial role in enhancing performance in publicly listed SOEs and promoter holding companies in India (Kiranmai & Mishra, 2019). 2. Reforms in public service provision with new institutional arrangements have made state-owned enterprises (SOEs) increasingly relevant in twelve (12) countries. Studies across various countries indicate the significant role of SOEs in terms of their economic relevance and provision of public services. For public management research and major social issues such as sustainability, debt crises, cutback management, and citizen engagement, governance and integrated core administration management of SOEs are crucial matters. Changes in institutional arrangements for public service provision have led to new requirements in terms of accountability and transparency (Papenfuß et al., 2019).

### *Increasing The Value*

The study's axiology is informed by the intrinsic and extrinsic values of exposure to all fifteen participants in the state-owned enterprise PT Aviassi Pariwisata Indonesia (persero), a value system that guides qualitative case study research practices with a descriptive phenomenological approach, ethics, and morals that support how research acquires knowledge and for what purpose knowledge is used (Ashiq et al., 2021; Sandberg & Tsoukas, 2020). An axiology emerges from the relational accountability implied in epistemology and ontology. The responsibility to ensure reciprocal relationships become axiology makes connections to the formation of strategic strategies, business synergy, and integration supported by strategic management theory. This describes and achieves the axiology of the qualitative case study methodology where efforts are made to translate into qualitative research methodology, methods and processes, and structured research protocols. The framing of this axiological descriptive phenomenological methodology ensures that responsive strategic management methods and pursuing meaningful outcomes for strategic formation, business synergy, and business integration in the holding company are tools of thought and understanding. Findings of new model ideas that help organize the formation of strategic strategies, business synergy, and business integration that can be harmoniously orchestrated and one-directional can provide some predictability in how specific business activities are carried out in terms of strategic formation activities. By providing a template and framework in the form of strengthening the holding to guide strategic management orchestration actions in a strongly integrated holding business ecosystem. As a tool of thought and providing a template and framework, qualitative case studies can guide all aspects of research and a very important foundation.

Relational accountability in the formation of strategies, business synergy, and business axiology integration extends from research and even expands to the qualitative data generated. The interpretation of data generated from influential in-depth interviews has significantly contributed to the aspects of strategy

formation, business synergy, and business axiology integration in this qualitative research. In the axiology process, intrinsic and extrinsic values, the value system guiding qualitative case study research practices with a descriptive phenomenological approach, ethics, and morals that support how research acquires knowledge and for what purpose knowledge is used, are crucial. The development of management science and the capability to solve the problems of the Indonesian nation and state are essential. State-owned enterprises in the tourism industry play a significant role but have not collaborated well (as a business gap), and as a benchmark, Singapore has collaborated in the integrated development of tourism within an ecosystem with four elements, including; 1). Rule liberalization, 2). Infrastructure improvement, 3). Building connections, and 4). Branding and promotion. 3) Inductively, the research gap in state-owned enterprises related to three main aspects as follows; Strategy Formation Aspect: 1). Determining program priorities, 2). Resource limitations (especially due to covid), 3). Aligning team members, 4). Balancing return and risk, and 5). Balancing ultimate shareholders' goals and company's goals. Constraints in implementing strategies through business synergy: 1). Communication difficulties among members due to differing goals, issues, company culture, company competencies, and resources, 2). Lack of trust and alignment, due to the same issues as above, and 3). Poor governance and accountability.

Complexity aspects of business integration: 1) Differences in line of business and value chain, 2) Differences in the use of systems and technology, and 3) Differences in operational policy, commercial policy, and organizational formation. The importance of addressing the gaps in the recovery of the tourism sector, which is facing uncertainty and collaborative challenges, requires the establishment of a holding strategy built on an inclusive, holistic, and collaborative approach, including the private sector and SMEs. The gap in the paradigm shift from a compartmentalized approach (SILO approach) to a collaborative approach with all stakeholders in the Business Approach Holding Ecosystem, considering the following strategies: 1) Holistic: a comprehensive business feasibility perspective, not per component/SILO, 2) Inclusive: involving all components of the value chain in tourism solution development, and 3) Collaborative: able to engage a wide range of stakeholder components, not limited to companies or holdings. By explicitly adopting M&A strategies based on theories such as strategic management, RBV, agency theory, stakeholder theory, network theory, as well as case study and phenomenology approaches, important issues can be uncovered in the related and highly synergistic business ecosystem, thus enabling sustainable business integration in Indonesia.

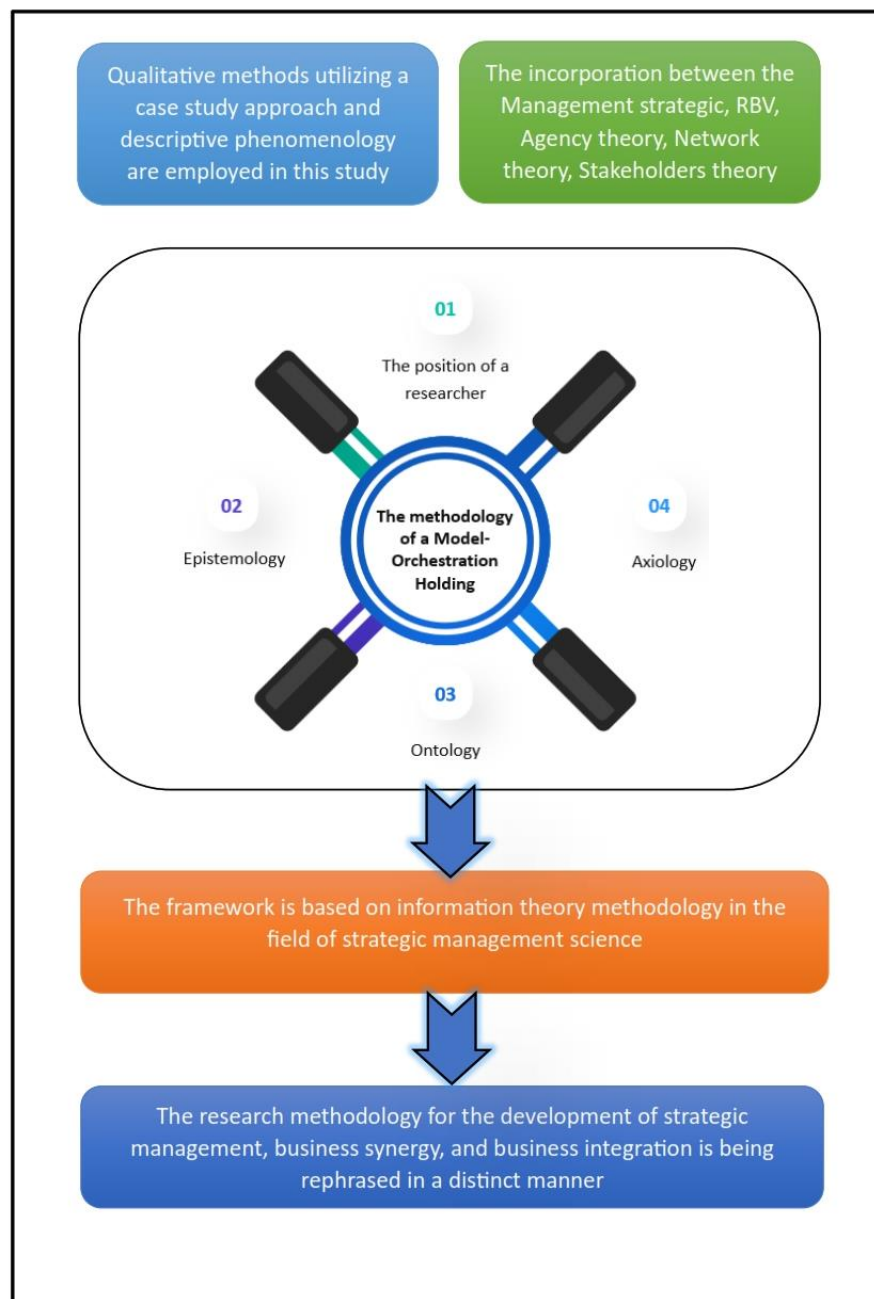
A detailed research approach with mechanisms and procedures based on the Case Study approach includes: 1) Formulating research (finding a new model - Orchestration Model with a new pattern of strengthening holding companies based on the business ecosystem with the alignment system of one-direction development strategies and supported by leadership roles), 2) Determining the research problem formulation, 3) Identifying research problems based on the researcher's experience in managing Holdings, 4) Selecting the Case to be studied (a Holding that has a significant role and contribution to the country), 5) Conducting literature review (based on related previous research and main theories including strategic management and RBV), 6) Collecting primary and secondary data, 7) Analyzing the collected data based on in-depth interviews with experts in the Holding company as a case study by exploring experiences (Phenomenology approach), 8) Data interpretation, and 9) Formulating research findings on the selected case focusing on research findings based on strategic planning for Holding Companies with the formation of synergy and integration of the aviation and tourism business ecosystem in SOEs in Indonesia.

#### *Conceptualizations Of a Strategic Management Evolved Research Methodology*

The empirical description involves the formation of concepts of a research method related to strategic management based on strong information in the form of detailed data (both primary and secondary data) that will be obtained from this exploratory or descriptive research with a Case Study design and a descriptive Phenomenology approach to explore and investigate the empirical experiences of experts in a State-Owned Holding Company - PT Aviastan dan Pariwisata Indonesia (PERSERO). In this new model, there is a strategy to strengthen the Holding Company through synergy and business ecosystem integration in State-Owned Enterprises in Indonesia. The applied Platform includes; the Holding strategy is built with an inclusive, holistic, and collaborative approach, including with the private sector and SMEs. Meanwhile, the business paradigm shifts from a compartmentalized approach (SILO approach) to a collaborative approach with all

stakeholders in the Business Approach - Ecosystem Holding by considering strategies: 1). Holistic: a comprehensive business feasibility perspective, not per component/ SILO, 2). Inclusive: involving all value chain components in developing tourism solutions, and 3). Collaborative: able to engage stakeholders widely, not limited to companies or holdings.

The qualitative research method has three determining factors that make up the best research methodology, namely: 1) The type of questions that need to be answered, 2) The level of control over behavioral events, and 3) The level of focus on contemporary situations. Research based on qualitative research methods with a case study research design approach is supported by procedures such as research objectives, problem formulation, determining and identifying cases, in-depth and detailed investigation, formulation of implemented cases, data presentation, Colaizzi's analysis method, and finding new formulations based on the experiences of experts in the selected Holding company, namely BUMN-PT Aviassi and Pariwisata Indonesia (persero) (Yin, 2018). The case study research design can identify four objectives for case study research, namely: 1) Exploration, 2) Theory development, 3) Theory testing, and 4) Theory extension/refinement. Case study research serves as a useful research strategy when the topic is broad and highly complex, when there are not many available theories, and when the context becomes a crucial aspect of the study, as is the case with the holding company BUMN in PT Aviassi Pariwisata Indonesia (persero) which has a comprehensive business situation in terms of strategic planning, creating business synergy, and integrating business ecosystems to achieve competitive advantage (Yin, 2018). Indeed, the conceptualizations of a Strategic management evolved research methodology can be seen in Figure 1 below:



The integration of strategic management theory and the resource-based view (RBV), agency theory, network theory, and stakeholder's theory are a valuable approach. By combining these different perspectives, organizations can gain a comprehensive understanding of their strategic management processes and enhance their decision-making capabilities. The RBV provides insights into how firms can leverage their unique resources and capabilities to gain a competitive advantage. Agency theory focuses on the relationship between principals and agents within an organization, highlighting the importance of aligning interests and minimizing conflicts. Network theory emphasizes the significance of relationships and collaborations with external partners in achieving strategic objectives. Lastly, stakeholder's theory emphasizes the importance of considering the interests and expectations of various stakeholders in strategic decision-making. By incorporating these theories, organizations can develop a holistic approach to strategic management that takes into account internal resources, external relationships, and stakeholder perspectives. The position of a researcher can vary depending on the field of study and the specific research project being conducted. Researchers are responsible for designing and implementing studies, collecting and analysing data, and drawing conclusions based on their findings. The role of a researcher is crucial in advancing knowledge and contributing to the academic community.

The study of being, existence, and reality is known as ontology. It delves into the nature of existence and the relationships between different entities. Ontology seeks to understand what it means for something to exist and how different entities interact with each other in the world. The branch of philosophy known as epistemology deals with the study of knowledge, including its nature, scope, and limitations. Epistemology seeks to answer questions about what knowledge is, how it is acquired, and how we can distinguish between knowledge and belief. Through examining the nature of knowledge and the methods by which we come to know things, epistemology plays a crucial role in shaping our understanding of the world around us. Furthermore, Axiology, a branch of philosophy, is concerned with the study of values and their significance. It explores the nature of values, their origins, and their role in human life and society. Axiology encompasses two main subfields: ethics, which examines moral values and principles, and aesthetics, which focuses on the study of beauty and artistic values. By delving into the realm of values, axiology seeks to understand the subjective and objective aspects of what is considered valuable, and how these values shape our perceptions, actions, and judgments. Through its comprehensive examination of values, axiology provides a framework for evaluating and understanding the complex tapestry of human experiences and the principles that guide our choices and behaviour's.

## Conclusion

The development of an Orchestration Model with a new pattern of strengthening the holding company based on the business ecosystem with the alignment system of one-direction development strategies and supported by leadership roles. The main theme of this strategy formation consists of twelve sub-themes including: policy direction, balancing return, sustainable business, business culture, corporate governance, business ecosystem, business competition, business orchestration, holding strengthening, policy roles, risk, and company objectives. The research results revealed nine sub-sub themes including: priorities, hospitality, changes, shocks, tourism, winning, functions, and management. The presentation above was stated by the participants as follows:

Initially, we must recognize that the vision behind the establishment of this holding company is, in my opinion, a very good and extraordinary vision. This vision will eventually trickle down. I am simply translating the vision, and the essence of this vision consists of two aspects that are intended to be achieved through the formation of this Holding. The first aspect pertains to controlling and monitoring the implementation of strategies in each subsidiary company. The establishment of the Holding, in my view, is based on a vision and mission aimed at returning each company to its core business, the first aspect, and integrating them into a single ecosystem to provide maximum added value. The authority to invest is centralized within the Holding with specific limits, and we establish an investment committee, authority for loss elimination, and clearing of accounts, which are also centralized within the Holding. Centralization is also carried out in terms of risk management and marketing communication. The greatest benefit I perceive from the formation of this holding company is the exceptional efficiency in running the companies. Before

addressing Mr. Edwin's question about their vision, the main advantage lies in the remarkable efficiency achieved through the centralization of authority in various aspects such as investment, risk management, and marketing communication within the Holding (P1).

From the perspective of the operating company, it is understood that our strength lies in the fact that we are the only ones who own this holding. Therefore, when we consider the competitive value from the perspective of the operating company, it is truly competitive. We truly have an ecosystem where each sub-holding within InJourney is unique, and I believe this is a strength in itself, separate from the challenges that exist. If we start from the initial goal of accelerating the development of Indonesian tourism through this, I see great potential, particularly in accelerating economic development and inclusive human resources, as well as expanding business and markets. Here, we can create a competitive advantage in terms of service and operations, and optimize portfolio management. This is a significant aspect of our vision, especially after the recent impact of COVID-19, for our state-owned enterprise to be present in the tourism industry and play an important role in collaborating between ecosystems. Balancing the environment is also important, as seen in our InJourney Green program. It is crucial for Indonesian tourism, and we need to truly have a program that aligns with the goals of business sustainability and environmental balance (P2).

The global business issue according to Berndt and Boeckler (2022) suggests that the long-standing tendency, whether explicit or implicit, poses dangers in market coordination, prompting economic institutions to be cautious and ultimately giving rise to monolithic autonomous entities that are sought to be addressed by heterodox approaches. Other economic entities and existing markets emerge in a constant process of articulation and negotiation involving diverse logics, rationalities, and scripts, including an ideal understanding of markets (Berndt and Boeckler, 2022). In connection to this research, state-owned enterprises (BUMN) need to be more sensitive to the various economic entities and global markets that emerge in the process of international negotiation. The results of strategic formation are supported by a study on a platform ecosystem strategy as per Schrieck et al., (2021) which found that companies across industries are shifting towards a platform ecosystem strategy. By leveraging cloud computing technology, companies aim to benefit from collaborating with various third-party developers within emergent platform ecosystems. Companies need to develop new organizational capabilities to collectively create and capture value within the platform ecosystem. Companies understand the crucial capabilities needed to build platform ecosystems and contribute to the creation of shared value and value capture that takes place over several years, as evidenced by an in-depth case study of a platform project (Schrieck et al., 2021).

The business ecosystem related to Cross-Industry Ecosystems from the perspective of Tolstykh et al., (2021) involves a self-organization approach that considers the dynamic and complex nature of systems and is based on promoting productive self-organization. Kourula et al., (2019) discuss the role of government and focus on the government as an institution in the broader context of governing business behavior, reviewing the sustainability and heterogeneity of government actors, and in relation to the evolving roles and positions of business actors and civil society under challenges in privatization and globalization. The evolution of the main governance roles of government indicates that part of the organization and management is built on problematic assumptions when it comes to the government's role in governing business conduct.

The BANI framework provides a lens through which to view and organize what is happening in the world. At least on the surface level, where the acronym components may suggest opportunities for response: while brittleness can be addressed with resilience and flexibility; anxiety can be reduced with empathy and attention; nonlinearities will require context and adaptability; incomprehensibility calls for transparency and intuition. BANI makes the statement that what we see is not just a temporary deviation, it is a new phase. Parallel to BANI - Brittle, Anxious, Nonlinear, and Incomprehensible - this is a framework for articulating situations that are increasingly common where loyalty or simple complexity is not enough to understand what is happening. Situations where conditions are not just unstable, but chaotic, where outcomes are not only difficult to predict and unpredictable, situations where what is happening is not just ambiguous and incomprehensible, then BANI is a way to frame and respond better to the current state of the world (Cascio, 2024).



Local SOEs should be given more autonomy to respond to market demands quickly and address market challenges more effectively. Furthermore, the government should take steps to promote market-oriented reforms and enhance the level of marketization (Ye et al., 2021). Corporate Governance (CG) refers to a system in which companies are directed and controlled, and the governance structure determines the distribution of rights and responsibilities among different participants in the corporation and establishes rules and procedures for making decisions within the company. Governance provides a framework in which companies set and pursue business objectives, to reflect the social, regulatory, and market environment. Governance is a mechanism to monitor the actions, policies, and decisions of the company. Governance involves aligning interests among stakeholders and in a narrower sense, it depicts the formal system of accountability of company directors to company owners. In a broader sense, this concept encompasses the entire network of formal and informal relationships involving the corporate sector and the consequences of these relationships on society at large. The main objective of this study is to establish a relationship between company performance and governance practices in SOEs (Kiranmai and Mishra, 2019).

The research findings by Khan et al. (2020) indicate that market uncertainty towards state-owned enterprise (BUMN) investments and cash flows are caused by economic policies, highlighting the importance of exploring the role of government economic policies in-depth when making investments. The research findings on the BUMN PT Aviassi Pariwisata Indonesia (persero) by Aji et al. (2023) based on qualitative methods with literature studies, describe the corporate strategies of the company. InJourney focuses on developing unique and high-quality tourism products and services while strengthening its branding. By understanding the market, companies can tailor their products and services to meet consumer expectations and enhance brand positioning. 2. Building and expanding business networks with partners and suppliers worldwide is crucial. Business networks are utilized by InJourney to offer unique and top-notch travel packages at competitive prices.

Research results by Sudharmono (2017) support the proposition that the creation of a holding strategy can achieve maximum results when supported by strategies, structures, values, competencies, mechanisms, and policies within the BUMN Pupuk and BUMN Semen holding companies through synergistic management. This includes synergy, strategic support, structural support, value support, competency support, mechanism support, shareholder policy support, and regulatory policy support, all of which are interconnected with the keywords of this study for an inductive exploration of synergy formation at PT Aviassi Pariwisata Indonesia (persero) within the context of horizontal mergers, market power, and cost efficiency. Bogers et al. (2019) have demonstrated that strategic management, dynamic capabilities, business models, and open innovation play a crucial role in shaping innovation strategies to win competitions. As the use of these concepts increases in industries, understanding the full benefits and potential limitations of open innovation remains a challenge. The research findings by Sjödin et al. (2022) highlight that in order to succeed with digital business model innovation, manufacturers need to take the lead in revitalizing and realizing ecosystems and frameworks for the best way to achieve this. They emphasize the main barriers and how to overcome them, as well as underline the necessity of ecosystem collaboration and provide recommendations on the best way to proceed.

### **Limitation Dan Declaration of Interest**

The constraints of the research underscore the importance of further exploring various state-owned holding companies to facilitate a wider implementation on a national scale. This involves taking into account the unique features of each holding and utilizing quantitative research methods. The researchers clearly state that they do not have any personal or professional prejudices that may impact the results of the study.

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