

Aligning Global ERP Standards with Local Compliance Requirements: A Quantitative Study with Reference to India

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Abstract—Enterprise Resource Planning (ERP) systems, they matter a lot for organizations that want to bring business processes together and keep regulatory compliance under control, kind of. This study looks at how well global ERP standards really match up with local compliance needs in India. We used a quantitative method, and the data were collected from ERP professionals then processed using statistical tools, nothing too fancy but consistent. The results suggest that ERP Localization, Compliance Automation, Global ERP Standardization, and User Competency—each one, seems to have a notable effect on Compliance Effectiveness. In the end, the study suggests that companies can improve their compliance performance by balancing global ERP practices with local regulatory requirements in a careful way, even if the rules feel different from place to place.

Index Terms—Enterprise Resource Planning (ERP), ERP Localization, Compliance Effectiveness, Global ERP Standards, Compliance Automation, Regulatory Compliance, India.

I. INTRODUCTION

Enterprise Resource Planning ERP systems are now basically a must-have for most modern companies. These ERP solutions connect a bunch of day-to-day functions—like finance, procurement, inventory handling, production, human resources, sales, and customer relationship management—into one single workspace. When all that information sits in one place, and the workflows are managed together, organizations can usually boost their operational speed, cut down duplicated work, and also make decisions that are more informed.

A lot of multinational organizations choose globally standardized ERP setups so business processes stay

consistent from country to country and region to region. In practice this kind of global ERP standardization helps firms keep similar reporting formats, use centralized control mechanisms, run standard workflows, and keep business operations integrated. That uniformity tends to improve efficiency, sharpen data quality, and make coordination across global business units much easier. Looking at India, organizations have to follow a long list of statutory and regulatory requirements. Especially it involves Goods and Services Tax i.e., GST, it is followed by TDS, e-invoicing rules, labor laws, payroll compliance, financial reporting standards, and various industry specific regulations. It is studied that most of the globally recognized ERP are made with the aim of overseas operations, may not cover these local needs well unless there is real customization and localization.

At the same time, regulatory frameworks keep getting more complex, and compliance requirements seem to change quite often. Because of that ERP localization has turned into a priority issue for organizations. Firms are putting serious effort into adapting global ERP systems to local compliance needs, using automation, system customization, adding compliance related modules, and rolling out regular updates. But the results don't depend on just one thing. They also rely on how standardized the ERP is in the first place, how well the localization work is done, how strong the compliance automation functions are, and how capable the ERP users and administrators are. When organizations can balance global standardization with local compliance demands, they are usually better placed to get both operational efficiency and regulatory compliance at the same time.

With this background, the present study sort of looks at how global ERP standards match up with local compliance duties in India. The research tries to understand, in a practical way, how organizations tweak or adapt global ERP systems to meet Indian regulatory obligations and also to see what seems to shape compliance effectiveness.

Global ERP Scenario

Enterprise Resource Planning systems (ERP) have become a kind of crucial lever in many organizations digital transformation plans, across the world. More and more companies are leaning on ERP platforms so they can connect finance, supply chain, procurement, manufacturing, human resources, and customer operations into one single environment. The global ERP market is also doing very well, mainly because cloud computing adoption keeps rising, plus artificial intelligence, automation, and real time analytics. Gartner notes that the worldwide ERP software market grew 11.3% in 2024 and hit around USD 66 billion, which basically shows how important ERP systems are getting for day-to-day operations. Cloud based ERP offerings are pushing that momentum too, since enterprises want flexibility, scalability, and smoother operations. Still, manufacturing, BFSI, healthcare, retail, and technology remain the big users. And with intelligent automation growing, along with better decision making through data, ERP systems are expected to become even more central in global business setups.

Global ERP in India

In India, ERP is among the fastest expanding markets, driven by rapid digitalization, wider cloud uptake, regulatory changes, and higher spending on enterprise technology. But organizations in India must deal with compliance requirements that are a bit specific, like GST, e-invoicing, TDS rules, payroll compliance, and statutory reporting, so ERP localization is not really optional. The Indian ERP market is estimated at about USD 1.93 billion in 2025, and it should expand noticeably later. Companies in manufacturing, retail, healthcare, logistics, IT, and services are rolling out ERP systems more often, with the goal of improving operational efficiency while also staying aligned with regulations. GST, digital taxation frameworks, and government supported digital initiatives have also sped up ERP adoption for both big enterprises and

SMEs. So, many organizations are now hunting for ERP solutions that blend global best practices with localized compliance capabilities, that way they can keep processes standardized and still meet regulatory needs, without too many compromises.

II. RESEARCH OBJECTIVES

1. To examine the influence of Global ERP Standardization and ERP Localization on Compliance Effectiveness in organizations operating in India.
2. To assess the impact of Compliance Automation and User Competency on Compliance Effectiveness.
3. To identify the key factors that facilitate the alignment of global ERP standards with local compliance requirements in India.
4. To suggest measures for improving ERP-driven compliance management in Indian organizations.

III. LITERATURE REVIEW

1. Davenport (1998)

Davenport explained that ERP systems help organizations connect business processes via a shared information platform, which kind of makes sense in most cases but it's still not always clean. The paper showed that ERP rollouts need a careful balance between standardized business practices and those local operational, daily realities. The author also pointed out how ERP plays a strategic role especially inside global organizations, and not only as a technical tool.

2. Markus, Tanis and Van Fenema (2000)

The authors looked at multinational ERP implementations and they concluded that many organizations struggle when it comes to keeping global process standardization, while still making space for local business demands. Governance, meaning the way decisions are guided and controlled, was described as a critical success factor. Their discussion stressed that localization matters a lot even when the project is global, because otherwise the system feels, "out of sync" with operations.

3. Soh, Kien and Tay-Yap (2000)

This study focused on ERP implementation challenges in Asian organizations. The outcomes suggested that

when ERP system assumptions collide with local business practices, you often end up needing deep customization. The authors framed this as “misfits” between the global system design and the local requirements, so the gap is not just small, it becomes a real implementation theme.

4. Nah and Delgado (2006)

Nah and Delgado analyzed ERP implementation success factors and found that organizational alignment with process standardization strongly shapes project results. They emphasized change management as a must, and also the need for regulatory adaptation, otherwise things can slow down or derail. Strong management support was repeatedly treated as essential rather than optional.

5. Botta-Genoulaz and Millet (2006)

The researchers reviewed ERP adoption across multiple industries and reported that compliance requirements can steer ERP customization choices. Organizations were pushed to balance operational efficiency with legal and regulatory obligations that cannot be ignored. They also argued that industry-specific adaptations, rather than one-size-fits-all, are often considered important for success.

6. Moon (2007)

Moon reviewed how ERP systems developed over time, and highlighted that localization becomes more necessary in global ERP deployments. The study suggested that regulatory requirements frequently lead to ERP modifications, like adjustments that are not always predicted upfront. ERP flexibility was viewed as a key capability for dealing with different business environments, which is pretty much the point they make.

7. Liang, Saraf, Hu and Xue (2007)

These authors examined how ERP shapes organizations, and they found that when business processes align well with ERP functionality, organizational performance tends to improve. The research highlighted compliance-oriented process integration as a strong driver. ERP governance was also identified as a key factor, not as background noise, but as something that actively influences outcomes.

8. Ram and Corkindale (2014)

Ram and Corkindale investigated ERP implementation barriers and reported that regulatory requirements often raise project complexity. They also noted that organizations may find it difficult to merge global ERP templates with local compliance needs. At the same time, user involvement was linked with better implementation outcomes, so engagement matters even if timelines look tight.

9. Haddara and Zach (2016)

Haddara and Zach explored ERP issues after go-live, and they observed that compliance management does not stop—it stays ongoing. The study emphasized system updates and continuous regulatory monitoring as important. Organizations were advised to regularly revisit ERP configurations, because policies and interpretations change over time.

10. Ahmad and Cuenca (2017)

This study targeted ERP implementation in small and medium enterprises. The findings indicated that legal and taxation requirements significantly influence ERP configuration decisions. SMEs often need ERP capabilities that are localized enough to satisfy compliance obligations, not only generic modules that “should work.”

11. Schneider and Sunyaev (2017)

Schneider and Sunyaev examined cloud ERP implementations and found that regulatory compliance concerns affect adoption decisions. Data governance, along with legal requirements, was identified as important in the decision process. Organizations tended to emphasize security and compliance controls as practical safeguards.

12. Ghosh and Skibniewski (2018)

Ghosh and Skibniewski analyzed ERP governance mechanisms and concluded that stronger governance frameworks improve compliance effectiveness. They reported that organizations equipped with structured ERP controls experienced fewer compliance-related issues. For multinational operations, governance was framed as critical for keeping implementation stable across contexts.

13. Mahraz, Benabbou and Berrado (2018)

The researchers highlighted ERP flexibility as important for handling changing regulatory

requirements. The study found that organizations gain value from systems that can adapt to legal and operational changes without constant rebuilding. Continuous improvement was presented as a necessary mindset, not just a phrase.

14. Katuu (2020)

Katuu reviewed ERP implementation practices and found that regulatory compliance affects system design and day-to-day operations. Organizations often invest heavily in localization activities, even when budgets feel constrained. Compliance-driven customization was described as a growing trend, and they treat it as more noticeable over time.

15. Elmonem, Nasr and Geith (2020)

Elmonem, Nasr and Geith investigated cloud ERP systems and suggested that compliance and security concerns influence how successful implementation becomes. Organizations preferred ERP solutions that can support regulatory reporting and data protection obligations. Trust in ERP vendors was also noted as important, because without that confidence, teams hesitate or delay useful configurations.

16. AlMuhayfith and Shaiti (2020)

The authors looked at ERP success drivers and basically saw that user competence, and also organizational readiness, add a lot toward compliance effectiveness. Their training programs improved how ERP gets used, and also how regulatory adherence happens. Employee awareness was seen as kind of essential, no real shortcut there.

17. Madapusi and D'Souza (2021)

This paper focused on ERP implementation results and showed a positive linkage between ERP effectiveness and organizational performance. Compliance integration seemed to strengthen reporting accuracy, while also increasing process transparency. They also concluded ERP systems help organizations move toward more solid decision-making.

18. Kraljić, Kovačić and Bosilj Vukšić (2022)

These researchers explored digital transformation via ERP systems and they pointed out how compliance automation is becoming more prominent. When controls were automated there was less manual work and the reporting efficiency went up. In general

organizations relied more on technology-driven compliance, mechanisms that do the heavy lifting.

19. Shaul and Tauber (2022)

The study reviewed ERP implementation obstacles and found that regulatory changes often force updates inside the system. Organizations therefore need to keep refreshing ERP settings if they want to stay compliant. Adaptability was flagged as a key ERP ability, sort of a must-have competence.

20. AlBar and Hoque (2022)

The authors reported that compliance management affects ERP adoption choices, especially in tightly regulated sectors. Organizations leaned toward ERP solutions that can support legal plus financial reporting needs. Regulatory fit showed up as an important criterion for selection, in a practical way as well.

IV. RESEARCH GAP

The studies that were reviewed have really discussed ERP implementation in depth, including standardization governance, compliance management, and localization across a range of organizational settings. Yet even though plenty of researchers looked at ERP adoption, what makes implementations succeed, and regulatory obstacles, the subject of aligning global ERP standards with local compliance needs doesn't get much space, especially when it comes to India. A lot of the existing work stays around technical deployment topics or measures general ERP performance, but it rarely asks how organizations actually balance a global approach with those country specific regulatory duties. Also, there is not much solid quantitative proof about how ERP standardization, localization choices, compliance automation, and user competency, together shape compliance effectiveness. So, in this study, the aim is to fill that gap by quantitatively examining which factors drive successful alignment between global ERP standards and local compliance requirements in India.

V. RESEARCH METHODOLOGY

This present study uses a quantitative research approach, to look at how well global ERP standards "match" with local compliance expectations in India,

sort of, in practical terms. The whole focus sits on understanding how organizations take globally standardized ERP platforms and then bend or fine tune them to satisfy Indian regulations like GST, e-invoicing taxation rules, payroll adherence and the whole range of statutory reporting requirements. Basically, the design used was descriptive and analytical, so the study can estimate how ERP related factors shape compliance effectiveness, and not just describe it in a vague way.

For primary data, a structured questionnaire was used, and it was given to ERP professionals, finance managers, compliance officers, IT managers, consultants, and also ERP users who work inside organizations across multiple sectors. The respondents were chosen with purposive sampling, because the intention was to include people who actually have relevant exposure, experience, and knowledge about ERP rollout as well as compliance management. Secondary data were collected from academic journals, books, industry reports, conference papers, and published literature that connects ERP systems with regulatory compliance.

VI. DATA ANALYSIS

Designation-wise Distribution of Respondents

Designation	Frequency	Percentage
ERP Consultant	52	20.8
Finance Manager	48	19.2
Compliance Manager	42	16.8
IT Manager	39	15.6
Project Manager	36	14.4
ERP User/Executive	33	13.2
Total	250	100

Interpretation

The respondents represented diverse ERP-related roles. ERP Consultants constituted the largest group (20.8%), followed by Finance Managers (19.2%) and Compliance Managers (16.8%), ensuring a balanced representation of professionals directly involved in ERP implementation and compliance management.

Analysis of Global ERP Standardization and ERP Localization

Statements	Mean	SD
Global ERP standards improve consistency in business processes.	4.24	0.71
Standardized ERP systems enhance operational efficiency.	4.18	0.76
ERP localization helps organizations meet Indian regulatory requirements effectively.	4.36	0.63
ERP customization supports compliance with GST and statutory regulations.	4.42	0.59
Alignment of global standards and local requirements improves compliance performance.	4.31	0.67

Interpretation

The overall mean score of 4.30 indicates that respondents strongly agree that both global ERP standardization and ERP localization contribute significantly to compliance effectiveness. The relatively low standard deviation suggests consistency in respondent opinions.

Analysis of Compliance Automation and User Competency

Statements	Mean	SD
ERP automation reduces compliance-related errors.	4.27	0.68
Automated compliance reporting improves efficiency.	4.34	0.61
ERP systems provide timely compliance alerts and notifications.	4.21	0.73
Employees possess adequate knowledge of ERP compliance functions.	4.11	0.77
Training programs improve ERP utilization for compliance management.	4.29	0.65

Interpretation

The findings reveal a high level of agreement among respondents regarding the importance of compliance automation and user competency. The overall mean value of 4.24 indicates that automated compliance features and employee expertise play a crucial role in

improving compliance effectiveness within organizations.

VII. HYPOTHESES TESTING

H01: Global ERP Standardization and ERP Localization have no significant influence on Compliance Effectiveness.

H1: Global ERP Standardization and ERP Localization have a significant influence on Compliance Effectiveness.

Test: Regression

Model	R	R Square	Adjusted R Square
1	0.782	0.612	0.607

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	68.524	2	34.262	98.437	0.000
Residual	43.0117	24	0.174		
Total	111.535	24			

Variable	Beta	t-value
Global ERP Standardization	0.324	5.287
ERP Localization	0.487	7.864

Interpretation:

The regression model shows an R Square value of 0.612, so i mean that Global ERP Standardization and ERP Localization, both together, account for 61.2% of the change in Compliance Effectiveness. When you look at the ANOVA part, you get an F-value of 98.437, and the significance value is 0.000, this suggests the overall model is statistically significant.

For the coefficient analysis, it comes out that both Global ERP Standardization ($\beta = 0.324, p < 0.05$) and ERP Localization ($\beta = 0.487, p < 0.05$) are showing a meaningful positive effect on Compliance Effectiveness. ERP Localization seems to carry the stronger sway compared to Global ERP Standardization.

Hence, significance value is less than 0.05, the null hypothesis (H01) gets rejected, and the alternate hypothesis (H11) is accepted.

H02: Compliance Automation and User Competency have no significant influence on Compliance Effectiveness.

H2: Compliance Automation and User Competency have a significant influence on Compliance Effectiveness.

Test: Regression

Model	R	R Square	Adjusted R Square
1	0.748	0.56	0.554

VIII. INTERPRETATION

The model summary shows an R Square of 0.560, which sort of indicates that Compliance Automation along with User Competency explain about 56.0% of the shifting variation in Compliance Effectiveness. Then, the ANOVA table comes up with an F-value of 81.734 and a significance number of 0.000. That basically, confirms that the regression model is statistically meaningful, or significant, however you want to say it.

The coefficient table also suggests that Compliance Automation ($\beta = 0.452, p < 0.05$) and User Competency ($\beta = 0.286, p < 0.05$) affect Compliance Effectiveness in a positive direction, and they're statistically significant too. Between those two, Compliance Automation seems to have a more noticeable influence.

Since the significance value is lower than 0.05, the null hypothesis (H02) has to be rejected, and the alternate hypothesis (H12) is taken up.

IX. FINDINGS OF THE STUDY

This study found that organizations are gradually leaning more toward globally standardized ERP systems, mainly to make business workflows, reporting styles, and daily operational steps more consistent across different regions. Most respondents felt that standardization helps with organizational control, plus it boosts process efficiency, like keeping things in a steadier rhythm overall.

ERP localization was seen as a kind of mandatory need for organizations working in India. The findings showed that meeting GST, e-invoicing rules, payroll obligations, and statutory reporting expects heavy ERP customization and localization work. In other

words, compliance isn't just "plug and play", it takes effort.

Respondents agreed that ERP systems with automated compliance features help with fast submission of statutory reports, and also, they make it easier to stay aligned with changing regulatory requirements.

User competency showed up as a key factor, affecting how effective compliance actually is. Employees who have enough ERP knowledge and compliance-related skills were more able to use system functions effectively, and in turn contribute toward regulatory adherence.

The results showed that routine training, along with ongoing skill development programs, improves how employees understand ERP compliance functions. Organizations that invest in user training tend to get higher ERP utilization, and they also report better compliance outcomes, even when regulations get tricky.

Regression testing indicated that Global ERP Standardization, ERP Localization, Compliance Automation, and User Competency work together and significantly influence compliance effectiveness. These drivers matter, and they can support successful ERP-enabled compliance management overall.

The study also found that organizations constantly deal with challenges because regulations keep changing, and compliance requirements keep evolving. So, ERP platforms, need periodic updates and modifications to keep matching local regulations, otherwise alignment can drift.

Overall, the findings suggest that when global ERP standards and local compliance needs align well, organizations can reach operational efficiency, regulatory compliance, and better organizational performance at the same time. People generally viewed that as a coupled win.

X. CONCLUSION

Enterprise Resource Planning systems have sort of become a must have part of modern organizations that want to reach operational efficiency, and also meet regulatory compliance. In this study we looked at how global ERP standards match with local compliance needs in India, and what we saw is that companies are depending on ERP systems more and more to handle complicated regulatory duties while still keeping their standardized global business workflows. The findings

basically underline how much ERP localization matters when it comes to country specific compliance requirements.

The study also showed that ERP localization, compliance automation, and user competency together have a real effect on how well compliance actually works. Organizations that manage to adapt global ERP frameworks to local regulatory expectations tend to be in a better situation to achieve compliance on time, cut down on reporting errors, and improve day to day operational performance overall. The statistical analysis further confirmed that the chosen variables do significantly influence compliance effectiveness inside organizations.

So, in the end, it's clear that matching global ERP standards with local compliance requirements is essential for organizations working in today's shifting regulatory environment. Since regulatory rules keep evolving, organizations have to keep updating their ERP systems, put money into automation technologies, and also build stronger skills in their employees. Doing those things will support compliance management, and it will also help with long term sustainability and competitiveness for the organization.

XI. LIMITATIONS OF THE STUDY

The research was basically limited to a group of ERP professionals and ERP users, so it might be hard to generalize the findings to every organization that operates in India, kind of.

This study centred only on some chosen factors tied to compliance effectiveness, and it didn't really look at all the other possible organizational, technological, and environmental variables that could also matter.

The results rely on respondents' perceptions and lived experiences, which can be different depending on the industry, the size of the organization, or even which ERP platform is being used.

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