DOI. https://doi.org/10.3126/ljbe.v13i2.84125
Vol. 13, No. 2 Journal homepage: www.nepjol.info/index.php/ljbe **December, 2025**

ISSN: 2091-1467 (Print) **The Lumbini Journal of Business and Economics** EISSN: 3102-0240
Peer Reviewed

The Role of Strategic Management Accounting in Decision Making: A Mapping Review

Surendra Karki[1], Mohan Bhandari[2*]

Article Info

Received:
05 Sepetember 2025

Revised:
08 October 2025

Accepted:
24 November 2025

Abstract

Purpose: *This study aims to critically examine current SMA scholarship by identifying key themes, methodologies, and theoretical perspectives; to assess the impact of SMA practices on performance outcomes such as profitability, efficiency, and competitive advantage; and to identify gaps in the research while suggesting directions for future inquiry.*

Methods: *The study employed a systematic literature review of recent empirical and conceptual works published between 2016 and 2025 utilizing JSTOR, Research for life, Dimensions and Google Scholar database. A mapping review with thematic synthesis approach was used to analyze similarities and differences across studies, focusing on strategic orientation, organizational outcomes, sustainability integration, and methodological approaches.*

Results: *SMA adoption is strongly shaped by organizational strategies, managerial attitudes, and external competition. SMA contributes positively to financial outcomes, resource optimization, and long-term competitiveness, while also expanding its scope to include sustainability and stakeholder considerations.*

Conclusions: *SMA is a multidimensional tool linking financial and non-financial performance measures with strategic decision-making. Its effective use depends not only on technical adoption but also on leadership, organizational culture, and alignment with business processes.*

Keywords: Mapping review, Organizational performance, Strategic decision making, Strategic management accounting.

JEL Classification: M41, M10, L21

I. Introduction

The rapidly changing environment characterized by globalization, technology development, and intense competition and uncertainty has redefined the way businesses are conducted, planned, and organized. The fundamental shifts in business nature and strategy resulting from

[1]Mr. Karki is Faculty Member at Gupteshwor Mahadev Multiple Campus, Faculty of Management, Tribhuvan University, Pokhara, Nepal. He can be reached at https://orcid.org/0009-0004-1096-5903

[2]Mr. Bhandari is a PhD Scholar at Faculty of Management Studies, Pokhara University, Pokhara, Nepal. He can be reached at mohanbhandari@pusob.edu.np, https://orcid.org/0009-0004-6429-448X*

these factors have had a significant impact on management accounting, or more specifically, strategic management accounting (Nixon & Burns, 2012). Traditional management accounting focused on cost control and internal reporting based on past financial information, thus presenting limitations in providing relevant information for decision-making (Saukkonen et al., 2018)management accounting (MA. In the early 1980s, the emergence of Strategic Management Accounting (SMA), as a strategic and managerial concept that incorporates non-financial information, and builds on the existing accounting functions by also emphasizing internal and external non-financial data as inputs to strategic decision-making. Over the last four decades, SMA has received substantial scholarly attention. In practice, the applications and scope of SMA have seen steady growth in terms of both concepts and techniques.

The term Strategic Management Accounting first came into use by (Simmonds, 1982) as 'the provision and analysis of management accounting data about the organization and its competitors, for use in planning and control of business strategy'. This reflected a move away from the inward-looking traditional management accounting, towards a more externally focused and future-orientated process. It also highlighted the need for management accountants to assume a more strategic role within organizations, particularly in the strategic planning process. This would include the use of competitor information and market trends. Roslender and Hart (2003) emphasized the interdisciplinary nature of SMA by incorporating viewpoints from strategic management and marketing. Although definitions of SMA vary across the literature, three key features that distinguish it from traditional management accounting are generally agreed upon: a long-term strategic orientation, the integration of both financial and non-financial information, and a strong external focus (Langfield-Smith, 2008; Nguyen & Nguyen, 2021). This article analyzes factors affecting the application of strategic management accounting in different enterprises in Vietnam's consumer goods industry, providing more empirical evidence on factors affecting the application of strategic management accounting. The research method used a questionnaire survey of managers at all levels, chief accountants, and accountants from 72 consumer goods enterprises in Vietnam. The survey results collected 290 questionnaires, however, due to invalid questionnaires with many blank cells, 284 questionnaires were finally selected. Quantitative research was carried out with SPSS 25 software. Research results show that 6 factors have a positive influence on the application of strategic management accounting including awareness of the business market, business strategy, technology, corporate culture, qualification of management accountants, decentralization of management, in which technology has the strongest influence on the application of strategic management accounting in consumer goods enterprises in Vietnam. The standardized Beta coefficient extracted from the multiple linear regression equation reveals that the technology factor has a high standardized Beta coefficient (0.176. These qualities allow SMA to support better strategic decisions by giving decision-makers a comprehensive picture of the organization's competitive environment. Bromwich (1990) emphasized the use of SMA in the analysis of competitor behavior, market structures, and customer needs all of which are critical for developing long-term competitive strategies.

Many SMA techniques covering both internal and external organizational perspectives have been developed over the past forty years. Guilding et al. (2000) listed twelve preliminary methods, such as strategic pricing, competitor cost analysis, brand valuation, and attribute costing. This list was later expanded to 16 techniques by Cadez and Guilding (2008) who categorized them into five main areas: competitor accounting, customer accounting, strategic decision-making, planning and control, and costing. Together, these studies illustrate the multifaceted nature of Strategic Management Accounting (SMA), which draws on insights from information systems, marketing, strategic management, and accounting. Several factors motivate the adoption of SMA, the most significant being the need for organizations to better understand their competitive environment. SMA tools enable firms to analyze competitors' cost structures, pricing strategies, and market positioning capabilities that are especially critical in industries characterized by intense competition and rapid innovation (Abdullah et al., 2024). By integrating financial and non-financial performance metrics, SMA also strengthens

strategic decision-making. This becomes particularly relevant in the era of the Fourth Industrial Revolution (Industry 4.0), where technologies such as artificial intelligence (AI) and big data analytics are transforming business models and managerial decision processes.

Empirical evidence shows that SMA has been applied across a wide variety of industries and organizational contexts, including manufacturing, services, public sector organizations, and higher education institutions (Cinquini & Tenucci, 2010; Turner et al., 2017). For instance, a study of Thailand's information and communication technology sector revealed that SMA techniques significantly enhance profitability and support firms in achieving strategic objectives (Phornlaphatrachakorn, 2019). Similarly, Abdullah et al. (2020) reported that Malaysian government-linked companies (GLCs) adopting SMA became more competitive and achieved stronger long-term performance. Despite these benefits, the literature indicates that SMA is still not widely implemented. Common barriers include limited awareness, inadequate training, organizational resistance, and underdeveloped information systems (Langfield-Smith, 2008; Nguyen et al., 2022). Although techniques such as strategic pricing and competitor accounting are frequently used, more complex tools particularly those requiring advanced data integration or cross-departmental coordination remain far less widely adopted. This inconsistency shows that more research is needed into the organizational and contextual factors that make it easier or harder for SMA to be used.

One of the biggest problems with SMA research is that there isn't a single theoretical framework that everyone agrees on. SMA is still conceptually fragmented, unlike more established fields in accounting. This is because scholars come from different disciplines and have different points of view (Coad, 1996). This fragmentation makes it harder to create standard, set benchmarks for best practices, or create all-encompassing training programs. However, it also opens up new areas of research that could combine existing models and make the basic ideas behind SMA clearer. Methodologically, SMA studies have utilized a range of methods, such as surveys, case studies, and content analysis. The current systematic review of literature according to Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) and the (Borges et al., 2021) framework, seeks to synthesize insights from 10 years of scholarship, spanning research published between 2016 and 2025. The intention is to map out major trends, main themes, and areas of existing literature to be explored further. Particular focus is given to the interaction between SMA practices and organizational performance, the role of SMA in strategic decision-making.

The theoretical underpinning of the study arises from several theories as: The resource base view; contingency theory; Institutional theory; agency theory and strategic view theory. By utilizing these theories this study seeks to answer the following research questions as what are the predominant themes and trends in the existing literature on Strategic Management Accounting? how do SMA practices influence organizational performance metrics, such as profitability, efficiency, and competitive advantage? what are the methodological strengths and limitations of current SMA research, and how can future studies address these issues? The primary objectives of this systematic literature review are to critically examine the existing literature on Strategic Management Accounting, identifying key themes, methodologies, and theoretical frameworks, to assess the impact of SMA practices on organizational performance through meta-analytic techniques, to identify gaps in the current research and propose directions for future studies in the field of SMA.

II. Reviews

The origin of Strategic Management Accounting can be traced back to the early 1980s when scholars began discussing the link between management accounting and strategic management. SMA, as conceived by Simmonds (1982b) involves the provision of information that would be useful in making strategic choices, with a specific emphasis on aligning accounting practice and organizational strategy. This early conceptualization provided the groundwork for subsequent research in the field. In the following years, several researchers strove to consolidate SMA as a theoretical research area. Langfield-smith (1997) focused on

the application of management accounting in facilitating strategic decision-making processes, arguing that traditional management accounting practices were insufficient to address the complexities of modern business environments. This perspective is echoed by other scholars who advocate for a broader view of accounting one that incorporates both financial and non-financial dimensions (Kaplan & Norton, 2017).

The theoretical foundations of this study draw on several established frameworks, including the resource-based view (RBV), contingency theory, institutional theory, agency theory, and strategic fit theory. Among these, the RBV remains one of the most influential in SMA research. As Barney (1991) argues, firms achieve competitive advantage by deploying their unique resources and capabilities. SMA aligns with this perspective by providing decision-makers with the information necessary to identify, evaluate, and leverage strategic resources effectively. Contingency theory offers a complementary lens, suggesting that the effectiveness of management practices, including accounting systems, depends on the specific conditions under which an organization operates (Donaldson, 2001). From this standpoint, there is no universal model of SMA; instead, its design and implementation must be adapted to organizational characteristics such as size, industry, and competitive environment. This view is reinforced by empirical studies that highlight the role of contextual variables in shaping SMA practices (Chenhall, 2003). Institutional theory provides yet another important perspective by emphasizing the influence of external norms, regulations, and societal expectations on organizational behavior. DiMaggio and Powell (1983) illustrate how institutional pressures shape accounting practices, including SMA, as firms seek legitimacy alongside efficiency.

Organizations adopt SMA practices not only due to their strategic importance but also due to the necessity of conforming to industry expectations and norms. Agency Theory deals with the principal-agent relationship (e.g., between shareholders and managers) and solves conflicts arising from goal divergence and information asymmetry (Jensen & Meckling, 1976). SMA approaches like EVA and Value-Based Management have their roots in agency theory, in that, they attempt to align managerial incentives with shareholder interests and hold them accountable through performance metrics emphasizing value creation. Strategic Fit Theory suggests that organizational performance is improved when strategy, structure, and systems including management accounting are aligned (Miles & Snow, 1978). SMA techniques must therefore be shaped to suit the chosen business strategy. These different theoretical perspectives provide a multifaceted understanding of Strategic Management Accounting.

III. Methodology

This study utilized mapping analysis and systematic literature review to answer the research question. The research question is formulated based on PICo method which is population (P), the interest of the study (I), and context (Co) (Mustaffa et al., 2021). Management accounting is considered as population, strategic decision making is the interest of researcher. The study is contextualized from a global perspective. This study employed a SLR, guided by the PRISMA procedure created by (Liberati et al., 2009). The review process followed three-step of PRISMA including the “identification”, “screening” and “included” phases, as illustrated in fig.1.

Identification

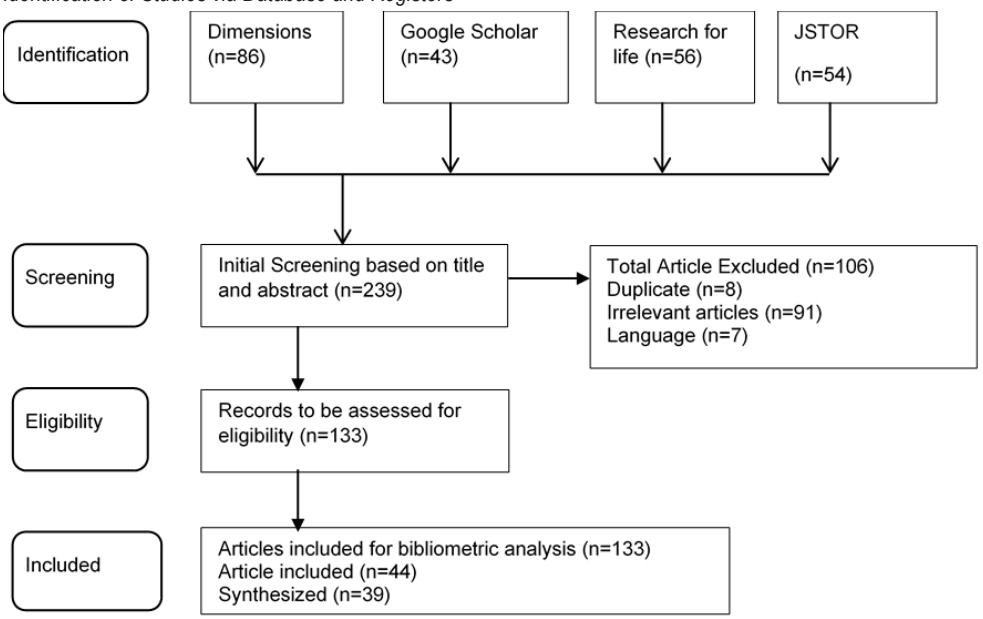
In the first stage of the review protocol, data extraction was carried out on June 7, 2025, using four major databases: JSTOR, Research4Life, Dimensions, and Google Scholar. A carefully defined set of search parameters guided this process. Specifically, the study employed the search strings “Strategic Management Accounting” and “Strategic Decision Making” within article titles to compile a comprehensive dataset. The scope of the review was limited to scholarly articles published between 2016 and 2025, with a particular focus on Open Access publications to ensure accessibility and transparency. The database search produced the following initial results: Dimensions (N = 86), Google Scholar (N = 43), Research4Life (N = 56), and JSTOR (N = 54), yielding a total of 239 articles identified at the preliminary stage.

Screening

The initial screening process applied predefined inclusion criteria, limiting the selection to journal articles published in English between 2016 and 2025. Automated screening features in JSTOR, Research4Life, Dimensions, and Google Scholar were used to filter articles by study type, language, report category, and publication date. Only peer-reviewed journal articles that met these criteria were retained for further review. Publications such as conference papers, book chapters, research notes, editorial comments, and unpublished materials including institutional reports and dissertations were excluded. Following this screening, a total of 106 articles were removed due to issues related to document type, lack of relevance, or language.

Figure 1

Identification of Studies via Database and Registers



Eligibility and Inclusion for Data Extraction

Following the screening process guided by the research questions, a total of 133 articles were identified as eligible for bibliometric analysis. Of these, 44 articles were selected for the review process based on their relevance to the study's objectives, research questions, and citation impact. After a thorough examination of these articles, 39 were ultimately included in the synthesis phase of the study.

Table 1

Inclusion and Exclusion Criteria of the Works Used for the Analysis

Inclusion criteria	Exclusion criteria
Literature on strategic management accounting and decision making	Strategic management accounting and decision making in different models
Published from 2016 to 2025	Out from the sekected time frame
Peer-reviewed articles	Reports, master's or doctoral theses, book chapters, notes
Published in the JSTOR, Research for life, Dimensions and Google Scholar database	Other than English language

IV. Results and Discussion

This section is classified broadly as a bibliometric analysis and systematic literature review.

Bibliometric analysis

In this study, the bibliometric analysis focused on several key dimensions, including annual scientific production, the most relevant sources, the most influential authors, overall scientific output, the most highly cited documents, and keyword analysis. These components were considered essential for mapping the structure, trends, and impact of research in the field.

Table 2

Annual Scientific Production

Year	Articles
2016	5
2017	12
2018	9
2019	18
2020	17
2021	14
2022	12
2023	20
2024	21
2025	5

Table 2 depicts the annual scientific output on strategic management accounting from 2016 to June 7 – 2025. A marked rising trend is evident, with publications increasing from 5 in 2016 to 22 in 2024. In 2025, only 5 articles were produced till June 7th. This exponential growth, particularly post-2019, indicates increasing academic interest in management accounting for strategic decision making and performance measurement.

Table 3

Most Relevant Sources

Sources	Articles
Cogent Business & Management	5
Jurnal Akuntansi	5
International Journal of Academic Research in Accounting Finance and Management Sciences	3
Uncertain Supply Chain Management	3
Accounting	2
Accounting Analysis Auditing	2
Economic Research-Ekonomska Istraživanja	2
Economies	2
Financial And Credit Activity Problems of Theory and Practice	2
Food Industry Economics	2
Future Business Journal	2
Humanitarian Balkan Research	2
Intellect Innovations Investments	2
Journal of Asian Finance Economics and Business	2
Management Accounting Research	2
Problems of Theory and Methodology of Accounting Control and Analysis	2
Scientific Horizons	2

Table 3 presents the most prolific sources >1 publications on strategic management accounting and decision making. The data shows that “Cogent Business & Management” and “Jurnal Akuntansi” are the most relevant sources, each with five articles. The remaining journals have fewer articles, with most having only two. This analysis helps identify key publication venues in the research area, suggesting where the most significant work is being published. The varied range of journals highlights the topic’s multidisciplinary nature, accounting, business, management and finance research.

Table 4

Most Relevant Authors

Authors	Articles	Articles Fractionalized
Oyewo B.	3	1.83
Phornlaphatrachakorn K.	3	2
Setiawan A.S.	3	2
Ali M.	2	0.67
Bondar M.	2	0.67
Fedorova N.D.	2	0.67
Hossain D.M.	2	0.67
Iershova N.	2	0.67
Kaliappen N.	2	1
Kamordzhanova N.A.	2	0.67
Khushvakhtzoda K.	2	2
Marlina E.	2	0.53
Mavlutova I.	2	0.83
Medeckytė K.	2	1
Moshkovska O.	2	1.2
Petera P.	2	0.83
Pylypiv N.	2	1
Piatnychuk I.	2	1
Rahmawati R.	2	0.75
Rashid M.	2	0.67
Satalkina E.V.	2	0.67
Suarez J.	2	1.33
Tamulevičienė D.	2	1
Vysochan O.	2	0.5
Šoljaková L.	2	0.83

Table 4 presents authors with ≥ 2 publications on strategic management accounting and decision making, exhibiting total articles and fractionalized counts. Leading contributors include Oyewo B; Phornlaphatrachakorn K. and Setiawan A.S. (3 articles, each with 1.83, 2 and 2 fractionalized), and all other authors were 2 articles each with different fractionalized. The fractionalized counts indicate varying levels of authorship contribution.

Table 5

Country Scientific Production

Region	Frequency
Indonesia	13
Ukraine	10
UK	9
Thailand	5
Vietnam	4
China	3
Italy	3
Australia	2
Bangladesh	2
Latvia	2
Nigeria	2
Poland	2
Russia	2
South Africa	2
Sweden	2
Turkey	2

Table 5 illustrate countries with >=2 publications on strategic management accounting and decision making. This table, from a bibliometric analysis on strategic management accounting and decision-making, shows the geographical distribution of publications. It indicates that research on this topic is not evenly distributed worldwide. Indonesia and Ukraine are the most prolific regions, with 13 and 10 publications, respectively, followed by the UK with 9. This suggests these countries have a strong academic focus on this specific area. The data then shows a significant drop-off, with countries like Thailand and Vietnam having fewer publications. The table also highlights a long tail of countries with a very low number of publications, indicating that while research exists in these regions, it's far less frequent. This kind of regional analysis helps researchers understand where key knowledge and collaborations are likely to be found.

Table 6

Most Global Cited Document

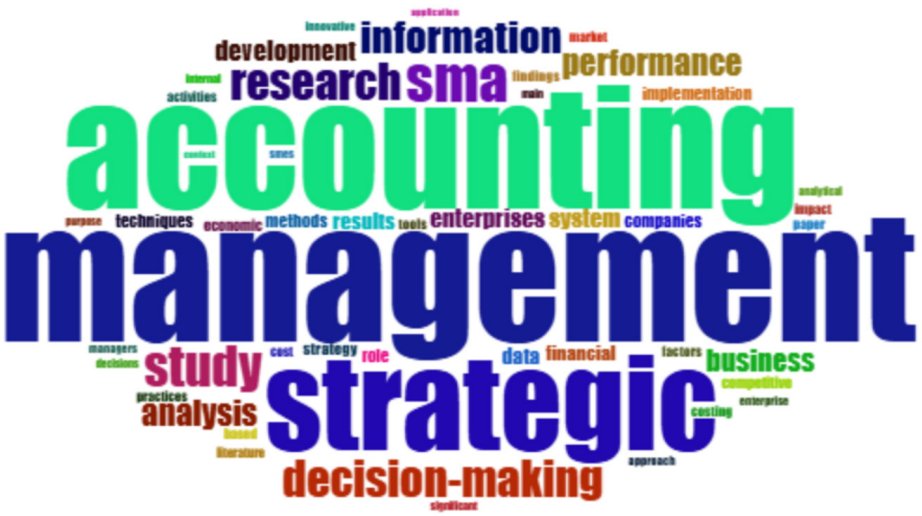
Paper	Total Citations	TC per Year	Normalized TC
Hadid W, 2021, Management Accounting Research	97	19.40	6.89
Oboh CS, 2017, Future Business Journal	47	5.22	4.27
Camilleri Ma, 2022, European Journal of Innovation Management	38	9.50	3.56

Petera P, 2019, Economic Research-Ekonomska Istraživanja	32	4.57	4.03
Ojra J, 2021, Future Business Journal	30	6.00	2.13
Doktoralina CM, 2019, Uncertain Supply Chain Management	30	4.29	3.78
Ma La, 2022, Economies	29	7.25	2.72
Alabdullah TTY, 2019, Australasian Accounting Business and Finance Journal	29	4.14	3.65
Lapsley I, 2017, Management Accounting Research	27	3.00	2.45
Rashid M, 2020, Asian Journal of Accounting Research	27	4.50	3.92
Oyewo B, 2022, Journal of Applied Accounting Research	27	6.75	2.53
Arunruangsirilert T, 2017, Asian Review of Accounting	25	2.78	2.27
Lukić R, 2020, Ekonomika Poljoprivrede	24	4.00	3.49
Shi W, 2021, Plos One	22	4.40	1.56
Abdullah NHN, 2022, Cogent Business & Management	22	5.50	2.06

Table 6 presents the most cited papers (> 20 citations) on strategic management accounting and decision making. Hadid W. (2021, management accounting research), leads with 97 citations (19.40 annually, normalized TC 6.89), followed by Oboh Cs (2017, future business journal) with 47 citations. Camilleri Ma (2022, European journal of innovation management) with 38 citations (9.5 annually, normalized TC 3.56). Petera P. (2019, Economic Research-Ekonomska Istraživanja) with 32 citations (4.57 annually, normalized TC 4.03). Orja J (2021) and Doktoralina CM (2019) with 30 citation each. Other significant contributions include Ma L (2022), Alabdullah TTY, (2019), Lapsley I, (2017) et al. The normalized TC scores adjust for publication year, providing insight into each paper's relative influence over time.

Figure 2

Keyword Analysis



This keyword analysis highlights the focus on strategic management accounting in strategic

decision making and performance measurement.

Result of Systematic Review

This section intends to analyze the key trends, challenges and opportunities in strategic management accounting adoption for sustainable business based on application and implementations with recommendations for policy makers, practitioners, and researchers. To synthesize key findings and implications displays the table 7 based on information regarding authors, objectives, method used, result and conclusions in the meta table.

Table 7

Meta Table including Author, Method Used and Results

Authors (Year)	Methods Used	Results
Vo et al. (2023)	Quantitative	Lower past success increases the chance of using a prospector strategy; internal locus of control (ILOC) changes how SMA is used
Petera and Šoljaková (2020)	Quantitative	A differentiation strategy makes SMA methods more likely to be used; life-cycle costing was sixth most used.
Galautdinova (2019)	Mixed method	Input data was set for workplace computerization and how things move.
Alawattage and Wickramasinghe (2024)	Qualitative	Fresh structural logic for changing management accounting areas.
Pumiviset and Suttipun (2024)	Quantitative	SMA has good effects on money matters, the Earth, and people.
Ditkaew (2023)	Quantitative	Business plans have a big effect on SMA; SMA adds to a strong edge.
Maelah et als (2022)	Quantitative	SMA data has a big effect on results; knowledge management (KM) is in the middle.
Dmitrović-Šaponja and Suljović (2017)	Quantitative	SMA methods make things better; 73.75% of firms use at least one SMA method.
Ojra et al. (2021)	Systematic literature review	It's key to match SMA actions with how a business works for the best results.
Rawdhan an Kaliappe (2023)	Systematic literature review	SMA has good effects on how a business works; some problems exist in service areas.
Thien and Hung (2023)	Quantitative	What a business is made of has a direct effect on spending well; SMA is in the middle.
Nguyen et al. (2023)	Quantitative	The level of competition has a strong impact on SMA use.
Kenisah a Carolina (2024)	Quantitative	Not sure what lies ahead has a bad effect on results, but not on SMA use.
Abbasi and Mohammzadi (2016)	Quantitative	SMA methods have a big effect on changes in how much of the market someone has.
Alabdullah (2019)	Quantitative	SMA has good effects on money and other things.
Setiawan and Iskak (2023)	Quantitative	Past results have good effects on SMA use in MSMEs.
Ma et al. (2022)	Qualitative	Top bosses don't get what part SMA has; CFOs struggle with big choices.

Visedsun and Terdpaopong (2021)	Quantitative	SMA systems that plan for the future have good effects on money and other things.
Thandazi Zulu and Wiseman Nzuza (2024)	Quantitative	SMA adoption makes competition and money reporting better.
Honggowati et al. (2019)	Quantitative	The average SMA saying rate was 39.4%; being able to make money affects saying.
Marlina et al. (2023)	Quantitative	Knowing the market and top boss marks have good effects on SMA.
Oyewo and Ajibolade (2019)	Mixed methods.	SMA is being taken up okay among factory firms.
Sumkaew and Intanon (2020)	Quantitative.	Thai CEOs use SMA less than CEOs from other countries.
Suseno (2023)	Qualitative	Turns out, managers sometimes don't get the numbers side, which makes big decisions tricky. Things like checking out what others do (benchmarking) and smart pricing can help make the company more creative.
Kuprina (2017)	Literature Review	Says SMA puts together money and other info to help with big plans. Stuff like ABC, BSC, and benchmarking are important.
Alsharari and Lasyoud (2019)	Literature Review	Old ways are still around, not many use the new SMA stuff. Things like tech, competition, and change make a difference.
Dung and Lien (2024)	Quantitative	Turns out, how you make things, who you're fighting with for customers, and your plan matter a lot. What your product is or your computers don't seem to matter as much.
Akuma et al. 2024)	Quantitative	Doing well with customers helps make more money. Good decisions help the environment and society. Checking how you're doing helps too. - Some things didn't seem to matter much.
Chotia et al. (2025)	Quantitative	Security and computers really help SMA give a leg up on rivals.
Suarez (2022)	Qualitative	SMA uses new info to help with plans. It's still getting better to deal with the world and tech.
Pylypiv ands Piatnychuk (2018)	Mixed method	Five main groups: costs, plans, rivals/customers, and checking up. Says we should add supplier accounting to make better choices.
Rashid et al. (2020b)	Qualitative	Rich countries use SMA more (like checking out rivals). Things that matter (like company size) change by location.
Rashid et al. (2020a)	Qualitative	SMA research is now about plans and stories. Focus on what makes people use it and what happens after.
Dang et al. (2021)	Quantitative	SMA stuff (like watching rivals) helps the business a lot.
Costantini and Zanin (2017)	Quantitative	When things are less certain, people use SMA more (like smart pricing). Feeling unsure makes SMA seem more useful.
Pires et al. (2024)	Systematic literature review	Four main topics: beating rivals, measuring progress, using SMA, and making plans. New stuff: being green.
Shis (2021)	Quantitative	Having a lot of things (like SF Express) means more money. New computers are better than big data for local stuff.
Bondar et al. (2019)	Theoretical review	SMA puts together money and other data to measure new ideas. Says we should add up the numbers to see how things are going.
Marlina et al. (2020)	Qualitative	Looking at activities, the lifetime of things, and setting prices right helps beat rivals. Smart costing helps use resources better.

Table 8

Results of Meta-table

Article type	Number of articles
Quantitative research	23
Qualitative research	7
Mixed research	3
Review articles	6
Total	39

Discussion

Strategic Management Accounting (SMA) has emerged as a critical domain that integrates financial and non-financial information to support long-term decision-making, strategic positioning, and competitive advantage. The reviewed literature reflects diverse perspectives on the role of SMA, with evidence spread across manufacturing, service, and multinational contexts utilizing the publications from 2016 to 2025. This study excludes the articles other than strategic management accounting and decision making. This thematic discussion identifies predominant themes and trends, compares similar and dissimilar findings, evaluates the impact of SMA on organizational performance, and reflects on methodological strengths and weaknesses in the field.

Strategic Orientation and SMA Adoption

One of the most consistent themes emerging from the literature on Strategic Management Accounting (SMA) is the role of strategic orientation in determining the extent and manner of SMA adoption. Numerous studies show that business strategy whether differentiation, prospector, or cost leadership directly shapes the choice and implementation of SMA techniques. Petera et al. (2020) demonstrated that organizations pursuing differentiation strategies are more likely to adopt SMA methods, with life-cycle costing identified as the sixth most widely applied tool. This finding aligns with Ditkaew (2023), who showed that business strategies strongly shape SMA adoption and that firms leveraging SMA secure a sustainable competitive advantage. Similarly, Vo et al. (2023) emphasized the role of managerial internal locus of control (ILOC), noting that managers with stronger control orientations, as well as firms with weaker past performance, are more inclined to pursue prospector strategies supported by SMA tools. Together, these studies highlight that SMA is not simply a technical accounting mechanism but a strategic enabler closely connected to organizational vision and market orientation.

At the same time, research presents some contrasting perspectives on the relative importance of strategic orientation compared to other contextual factors. Dung and Lien (2024) argued that structural and environmental elements such as industry competitiveness and production methods exert a stronger influence on SMA adoption than product characteristics or technology. In contrast, Ojra et al. (2021) found that aligning SMA activities with internal business processes produces the most effective outcomes. Taken together, these insights suggest that SMA adoption is a multi-layered process shaped by both external strategic positioning and internal organizational design. An additional stream of research further enriches this discussion by examining the role of leadership and strategic cognition in shaping SMA implementation and effectiveness. Marlina et al. (2023) reported that CEO characteristics and market knowledge significantly predict SMA adoption, while Suseno (2023) warned that managers lacking financial literacy may limit SMA's effectiveness, even when strategies are well formulated. Taken together, the literature points to a strong but complex relationship between strategy and SMA, in which both external competitive pressures and

internal managerial attributes jointly determine the depth of adoption. Thus, the prevailing theme is that SMA adoption is not uniform but contingent upon the strategic intent, leadership orientation, and contextual fit of organizations.

SMA and Organizational Performance

The second major theme concerns the relationship between SMA and organizational performance, particularly in terms of profitability, efficiency, and competitive advantage. A large body of research supports the argument that SMA adoption enhances firm performance. Maelah et al. (2022) found that SMA information significantly improves organizational results, with knowledge management serving as an important mediating factor that channels accounting information into effective decision-making. Similarly, Visedsun and Terdpaopong (2021)little has been done in regard to the association of business strategies, goals, and firms' performance while having management accounting tools as mediators. Management accounting systems are classified as traditional and strategic management accounting themes. Each theme, of course, implements different accounting tools. This article explores the degree to which, as mediated by management accounting systems, the business strategies and business goals of large Thai manufacturing companies influence their financial and non-financial performance. To gather the data, a survey questionnaire was developed. Of the 1500 companies selected for inclusion in the survey, 205 provided completed and usable responses for a response rate of 13.67%. Structural equation modeling (SEM argued that future-oriented SMA systems positively impact both financial and non-financial outcomes, suggesting that SMA fosters forward-looking strategic planning. Abbasi and Mohammadi (2016a) also confirmed that SMA methods have a strong effect on market share changes, emphasizing SMA's contribution to profitability and strategic positioning. The efficiency aspect of SMA is equally prominent. Marlina et al. (2020) demonstrated that tools such as activity-based costing and life-cycle costing not only reduce resource waste but also strengthen competitive positioning by ensuring more accurate pricing and better allocation of resources. Bondar et al. (2019) similarly argued that SMA enables firms to evaluate innovative projects more effectively, ensuring that capital is allocated efficiently to maximize returns. These findings illustrate the capacity of SMA to improve internal efficiency while also generating external market advantages.

Nonetheless, the evidence is not entirely uniform. Kenisah and Carolina (2024)SMEs must formulate the right strategies and innovative techniques to be able to hurdle the challenges. In this study, the numerous factors influencing SMEs' performance are evaluated to determine their impact on internal business procedures. Performance, environmental uncertainty, the use of strategic management accounting, and competitive advantage with a focus on product differentiation are the variables examined. This study employs a quantitative methodology and questionnaire-based data collection approaches. Furthermore, structural equation modelling is used to process the gathered data. According to the data collected from 167 respondents across 67 firms, environmental uncertainty has a negative impact on business performance, but has no effect on the usage of strategic management accounting. While having a positive impact on the competitive advantage that focuses on product differentiation, the use of strategic management accounting has no impact on performance. Furthermore, performance is positively impacted by a competitive advantage that emphasizes product differentiation. The results of this research contribute to the development of accounting science, especially management accounting. Meanwhile, the practical contribution for SMEs is in terms of increasing their competitive advantages. Exploring the impact of environmental uncertainty and strategic management accounting on competitive advantage and performance: Empirical insights from SMEs in Indonesia. Kenisah and Carolina (2024) observed that while uncertainty had a negative effect on firm performance, it did not influence SMA usage, suggesting that SMA adoption alone is insufficient without effective interpretation and strategic application. Ma et al. (2022) also pointed out that despite CFOs' engagement with SMA, many top executives lacked awareness of its strategic role, which limited its impact on profitability and decision-making. Moreover, Rawdhan and Kaliappen (2023) identified significant challenges in service

industries, where the intangible nature of outputs makes SMA less effective compared to manufacturing settings, echoing the findings of Oyewo and Ajibolade (2019)with a focus on the manufacturing sector in Nigeria. Data obtained from the annual reports of fifty-six (56. Despite these differences, the predominant trend in the literature is that SMA contributes positively to performance, albeit in contingent ways. SMA improves profitability and efficiency and helps secure competitive advantage, but its effectiveness depends on organizational context, managerial capability, and the ability to integrate SMA insights into broader decision-making processes.

Non-Financial and Sustainability Dimensions

A remarkable shift in the SMA literature is the growing attention to non-financial and sustainability dimensions. Traditional studies of Strategic Management Accounting (SMA) concentrated largely on financial outcomes, but recent scholarship has increasingly emphasized the integration of environmental, social, and governance (ESG) considerations. Pumiviset and Suttipun (2024) provide compelling evidence that SMA enhances not only financial performance but also environmental and social outcomes, positioning it as a driver of sustainable value creation. Similarly, Akuma et al. (2024) argue that SMA practices strengthen customer satisfaction, environmental stewardship, and socially responsible decision-making, thereby broadening the performance dimensions associated with SMA. This trend is mirrored in calls to expand the scope of SMA to include new dimensions. For example, Pylypiv and Piatnychuk (2018) recommend the integration of supplier accounting, highlighting the role of supply chain sustainability in informed decision-making. Likewise, Pires et al. (2024b) identify sustainability as an emerging theme in SMA research, emphasizing the importance of green practices in shaping strategy and evaluating performance. Collectively, these findings signal an evolution of SMA from a purely financial tool to a holistic framework that balances profitability with social and environmental responsibility.

Earlier studies, such as those by Alsharari and Lasyoud (2019); and Kuprina (2017), emphasized traditional SMA tools like activity-based costing, benchmarking, and the balanced scorecard, with limited attention to sustainability. Suarez (2022) also acknowledged SMA's adaptation to globalization and technological change but noted its incomplete integration of ESG dimensions. This contrast underscores that although sustainability is gaining prominence, it remains a relatively new and unevenly distributed focus across contexts and research traditions. The overall trajectory, however, suggests a paradigm shift: while earlier literature focused narrowly on financial performance, contemporary studies highlight SMA's potential to integrate multiple dimensions of value, including societal and environmental concerns. This thematic evolution positions SMA as a vital instrument for sustainable strategic management in the twenty-first century.

Contextual and Institutional Factors

The fourth theme concerns the influence of contextual and institutional factors on SMA adoption and effectiveness. Research consistently demonstrates that industry type and national context play significant roles in shaping how SMA is practiced. Rashid et al. (2020b), for instance, found higher adoption rates in developed economies particularly in practices such as competitor analysis while developing economies have exhibited slower uptake. Sumkaew and Intanon (2020) reported that Thai CEOs adopt SMA less extensively than their international counterparts, reflecting cultural and institutional differences. Similarly, Oyewo and Ajibolade (2019) documented moderate SMA adoption among Nigerian manufacturing firms, suggesting that institutional capacity and resource availability shape implementation. Organizational structure also influences adoption. Thien and Hung (2023) found that firm structures directly affect spending efficiency, with SMA mediating this relationship. Honggowati et al. (2019) reported that SMA disclosure rates averaged only 39.4% and were strongly correlated with profitability, indicating that institutional pressures and organizational norms drive transparency. Overall, SMA adoption is not universal but contingent upon contextual realities such as geography, industry norms, and institutional maturity.

Leadership and organizational culture further shape SMA effectiveness. Marlina et al. (2023) highlighted the influence of CEO characteristics, including leadership style and market knowledge, on adoption decisions. Vo et al. (2023) similarly found that managerial locus of control affects how SMA is utilized, while Suseno (2023) argued that deficits in numerical and financial literacy among managers can undermine the value of SMA in decision-making. Together, these findings highlight the human dimension of SMA, where leadership attributes and cultural context either enable or constrain its effective implementation. Thus, while strategic intent provides direction, SMA's actual uptake depends on institutional maturity, industry practices, and managerial capacity. This underscores the importance of contextualizing SMA research and practice to ensure both relevance and effectiveness across diverse environments.

Methodological Reflections in SMA Research

Much of the existing research on SMA relies on quantitative surveys, which provide strong statistical evidence of adoption patterns and performance effects. For instance, Dmitrović-Šaponja and Suljović (2017) found that nearly three-quarters of firms employ at least one SMA method, while Ojra et al. (2021) demonstrated the mediating role of business alignment through regression models. Rashid et al. (2020a) further highlighted a growing reliance on narrative and strategy-focused approaches, reflecting some methodological diversity within quantitative traditions. Such studies provide breadth and enable generalizable conclusions about SMA's impact on organizational outcomes.

Nevertheless, several limitations remain. A recurring concern is the reliance on self-reported survey data, which may be subject to social desirability and response biases. Honggowati et al. (2019) found relatively low disclosure rates, suggesting that reported adoption may not always reflect actual practices. Another limitation is the scarcity of longitudinal research, which makes it difficult to establish causality between SMA practices and performance. Alsharari and Lasyoud (2019) note that while traditional tools remain widely used, the absence of longitudinal evidence prevents researchers from fully capturing organizational transitions toward advanced SMA practices over time. Furthermore, research has disproportionately focused on manufacturing, leaving service industries, digital organizations, and sustainability-focused sectors underexplored (Rawdhan & Kaliappen, 2023).

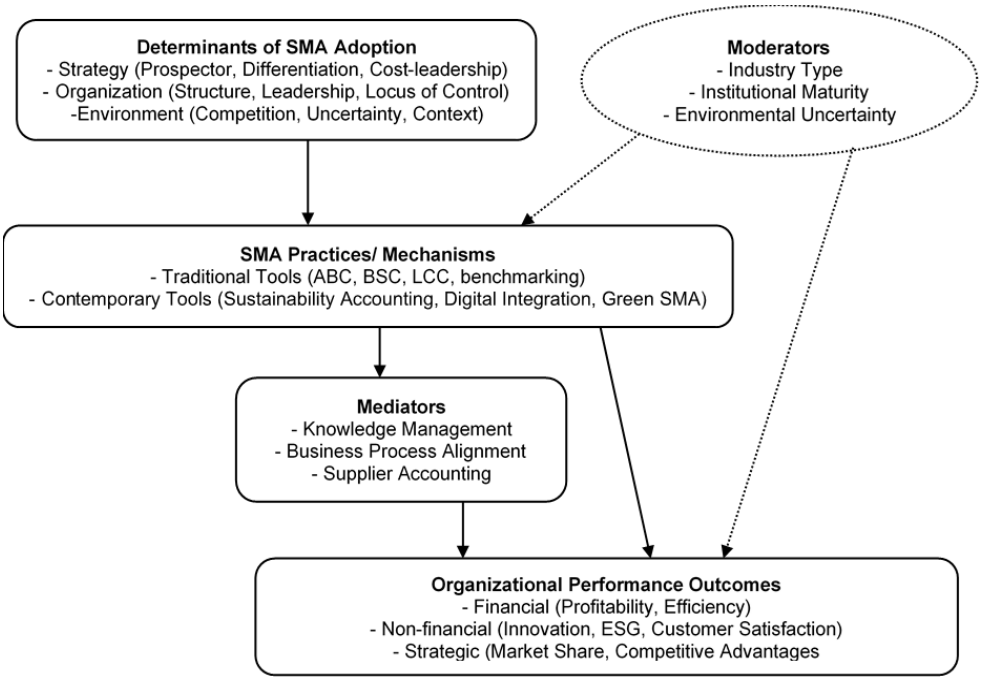
Future research can address these gaps by employing more diverse methodologies. Longitudinal and experimental designs would provide stronger causal evidence, while qualitative studies could capture the nuanced influence of culture, leadership, and organizational processes (Suseno, 2023). In addition, emerging issues such as digital technologies, big data analytics, and sustainability integration deserve greater scholarly attention (Chotia et al., 2025; Shi, 2021). Adopting methodological pluralism would not only deepen theoretical insights but also enhance the practical relevance of SMA research across diverse contexts.

Proposed Conceptual Framework

Drawing on the reviewed literature, this study develops a conceptual framework that identifies and organizes independent, dependent, mediating, and moderating variables, thereby providing a structured basis for future empirical investigation.

Figure 4

Proposed Conceptual Framework



V. Conclusion and Implications

This study set out to explore the role of SMA in shaping organizational outcomes through a review and synthesis of recent literature. The findings show that SMA has evolved beyond its traditional accounting function to become a vital strategic tool that links financial insights with long-term organizational objectives. Its adoption is closely tied to the strategic orientation of firms. For instance, organizations pursuing prospector or differentiation strategies are more inclined to adopt advanced SMA practices, as these tools support innovation, market positioning, and effective resource allocation. At the same time, adoption is shaped by both internal factors such as leadership capacity, organizational structures, and managerial attitudes and external forces, including market competition, environmental uncertainty, and institutional pressures. This demonstrates that SMA is simultaneously the outcome of internal decision-making and a response to external dynamics.

The study further confirms that SMA has significant positive effects on organizational performance. From a financial perspective, it enhances profitability and efficiency by enabling more precise costing, stronger pricing strategies, and better resource utilization. Strategically, it strengthens competitiveness by providing timely insights into competitors, customers, and market trends. Importantly, SMA has expanded beyond financial measures to encompass non-financial dimensions, including innovation, customer satisfaction, and sustainability. In recent years, firms have increasingly relied on SMA to address environmental and social responsibilities, reflecting a broader shift toward multidimensional approaches to performance evaluation.

SMA has clearly evolved into a strategic tool that supports financial, competitive, and sustainability objectives. Its effectiveness depends less on systems and more on leadership, culture, and managerial capacity. From a research standpoint, while existing studies offer

valuable evidence, they also disclose remarkable gaps. Much of the literature relies on cross-sectional survey data, limiting the ability to capture longitudinal changes or establish causal relationships. Furthermore, research has disproportionately focused on manufacturing sectors, leaving service-oriented and digitally driven organizations underexplored. Addressing these limitations provides important opportunities for future research to broaden the scope and deepen the theoretical foundations of SMA.

The findings focus on the importance of encouraging broader adoption of strategic management accounting practices across different industries. Policymakers can play a central role by promoting capacity-building initiatives, establishing disclosure standards, and offering incentives that foster the integration of sustainability-oriented accounting into organizational processes. Such measures not only strengthen accountability but also enhance firms' competitiveness. In addition, public policy interventions can ensure that small and medium enterprises (SMEs) gain access to SMA tools, which are often limited to larger corporations. From a societal standpoint, SMA serves as a valuable mechanism for promoting responsible decision-making by integrating financial, environmental, and social considerations. Organizations that adopt SMA are better equipped to pursue sustainable practices such as improving resource efficiency and embracing environmental stewardship while simultaneously increasing transparency for stakeholders. These practices help cultivate social trust and contribute to the broader pursuit of sustainable development. For academia, this study enriches the understanding of SMA as both a financial management and strategic decision-making tool. It points to the need for more diverse research approaches, including longitudinal and qualitative studies, to capture the evolving and dynamic nature of SMA practices. Furthermore, the findings open new avenues for scholarly inquiry, particularly regarding the intersection of SMA with digital transformation and environmental, social, and governance (ESG) frameworks. Such directions not only deepen theoretical insights but also enhance the practical relevance of SMA research.

References

Abbasi, B., & Mohammadi, M. H. K. (2016). Effect of strategic management accounting techniques on market share changes in firms in Tehran Stock exchange market. *Problems and Perspectives in Management*, *14*(3), 325–331. https://doi.org/10.21511/ppm.14(3-si).2016.04

Abdullah, N. H. N., Said, J., Rahman, I. K. A., & Tuan Mat, T. Z. (2020). Strategic management accounting practice as a mediating role between strategy formation capability and value creation. *International Journal of Innovation, Creativity and Change*, *10*(11), 405–429.

Abdullah, N. J., Othman, I. W., & Tajul Urus, S. (2024). Modeling mobile payment acceptance among working-age users in the emerging market. *Corporate and Business Strategy Review*, *5*(1), 137–147. https://doi.org/10.22495/cbsrv5i1art14

Akuma, J. K., Tackie, G., Idun, A. A.-A., & Kwaning, E. A. (2024). Management accounting practices and sustainability performance of manufacturing firms in Ghana. *American Journal of Industrial and Business Management*, *14*(02), 214–241. https://doi.org/10.4236/ajibm.2024.142011

Alabdullah, T. T. Y. (2019). Management accounting and service companies' performance: research in emerging economies. *Australasian Accounting, Business and Finance Journal*, *13*(4), 100–118. https://doi.org/10.14453/aabfj.v13i4.8

Alawattage, C., & Wickramasinghe, D. (2024). Teaching strategic management accounting with sustainability. *Accounting Education*, *9284*, 1–33. https://doi.org/10.1080/09639284.2024.2404923

Alsharari, N. M., & Lasyoud, A. A. (2019). Is traditional management accounting still in use? Contemporary issues. *Jurnal Dinamika Akuntansi Dan Bisnis*, *6*(2), 229–240. https://doi.org/10.24815/jdab.v6i2.14153

Antonius Singgih Setiawan, & Jamaludin Iskak. (2023). Strategic management accounting: Historical business performance, owner-management characteristics, innovation culture. *Jurnal Akuntansi*, *27*(2), 197–217. https://doi.org/10.24912/ja.v27i2.1243

Barney, J. (1991). Firm reources and sustained competitive advantege. *Journal of Management*, *17*(1) 99–120. https://doi.org/10.1177/014920639101700108

Bondar, M., Iershova, N., & Chaika, T. (2019). Strategic management accounting as an information platform for measuring innovation of the enterprise. *SHS Web of Conferences*, *67*, 06006. https://doi.org/10.1051/shsconf/20196706006

Borges, A. F. S., Laurindo, F. J. B., Spínola, M. M., Gonçalves, R. F., & Mattos, C. A. (2021). The strategic use of artificial intelligence in the digital era: Systematic literature review and future research directions. *International Journal of Information Management*, *57*, 102225. https://doi.org/10.1016/j.ijinfomgt.2020.102225

Bromwich, M. (1990). The case for strategic management accounting: The role of accounting information for strategy in competitive markets. *Accounting, Organizations and Society*, *15*(1–2), 27–46. https://doi.org/10.1016/0361-3682(90)90011-I

Cadez, S., & Guilding, C. (2008). An exploratory investigation of an integrated contingency model of strategic management accounting. *Accounting, Organizations and Society*, *33*(7–8), 836–863. https://doi.org/10.1016/j.aos.2008.01.003

Chenhall, H. R. (2003). Management control systems design within its organizational context: findings from contingency-based research and directions for the future. *Accounting, Organizations and Society*, *28*, 127–168. https://doi.org/10.1016/S0361-3682(01)00027-7

Chotia, V., Khoualdi, K., Broccardo, L., & Yaqub, M. Z. (2025). The role of cyber security and digital transformation in gaining competitive advantage through strategic management accounting. *Technology in Society*, *81*. https://doi.org/10.1016/j.techsoc.2025.102851

Cinquini, L., & Tenucci, A. (2010). Strategic management accounting and business strategy: A loose coupling? *Journal of Accounting & Organizational Change*, *6*(2), 228–259. https://doi.org/10.1108/18325911011048772

Coad, A. (1996). Smart work and hard work: Explicating a learning orientation in strategic management accounting. *Management Accounting Research*, *7*(4), 387–408. https://doi.org/10.1006/mare.1996.0022

Costantini, A., & Zanin, F. (2017). Usefulness of strategic management accounting : Some empirical evidence. *Managing Global Transitions*, *15*(4), 379–398.

Dang, L. A., Le, T. M. H., Le, T. H., & Pham, T. B. T. (2021). The effect of strategic management accounting on business performance of sugar enterprises in vietnam. *Accounting*, *7*(5), 1085–1094. https://doi.org/10.5267/j.ac.2021.2.031

DiMaggio, P. J., & Powell, W. W. (1983). The iron cage revisited: Institutional Isomorphism in organizational fields. *American Sociological Review*, *48*(2), 147–160.

Ditkaew, K. (2023). Strategic management accounting on competitive advantage. *International Journal of Asian Business and Information Management*, *14*(1). https://doi.org/10.4018/IJABIM.321193

Dmitrović-Šaponja, L., & Suljović, E. (2017). Strategic management accounting in the republic of Serbia. *Economic Research-Ekonomska Istrazivanja* , *30*(1), 1829–1839. https://doi.org/10.1080/1331677X.2017.1392884

Donaldson, L. (2001). *The Contingency Theory of Organizations*. Sage.

Dung, N. T. P., & Lien, N. T. H. (2024). Factors affecting the stages of management accounting evolution: The developing market research. *Journal of Governance and Regulation*, *13*(2), 452–464. https://doi.org/10.22495/jgrv13i2siart20

Galautdinova, V. V. (2019). Automated strategic management batch accounting in a processing industry. *TEM Journal*, *8*(3), 1025–1030. https://doi.org/10.18421/TEM83-47

Guilding, C., Cravens, K. S., & Tayles, M. (2000). An international comparison of strategic management accounting practices. *Management Accounting Research*, *11*(1), 113–135. https://doi.org/10.1006/mare.1999.0120

Honggowati, S., Rahmawati, R., Aryani, Y. A., & Probohudono, A. N. (2019). Strategic management accounting disclosure, ownership structure, and firm characteristics in Indonesia manufacturing companies. *Jurnal Keuangan Dan Perbankan*, *23*(3), 335–350. https://doi.org/10.26905/jkdp.v23i3.3228

Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs, and ownership structure. In *Economics Social Institutions*, 3, 305–360. https://doi.org/10.1007/978-94-009-9257-3_8

Kaplan, R. S., & Norton, D. P. (2017). Assessing your organization ' s digital transformation maturity. *MIS Quarterly*, *37*(2), 1–5.

Kenisah, M. L., & Carolina, Y. (2024). Exploring the impact of environmental uncertainty and strategic management accounting on competitive advantage and performance: Empirical insights from SMEs in Indonesia. *International Journal of Academe and Industry Research*, *5*(2), 48–69. https://doi.org/10.53378/353059

Kuprina, N. (2017). Strategic management accounting as a tool to promote competitiveness and efficiency of the activity of the enterprise. *Food Industry Economics*, *9*(3), 45–51. https://doi.org/10.15673/fie.v9i3.623

Langfield-Smith, K. (2008). Strategic management accounting: How far have we come in 25 years? *Accounting, Auditing and Accountability Journal*, *21*(2), 204–228. https://doi.org/10.1108/09513570810854400

Langfield-smith, K. I. M. (1997). Rainfall, commerce and politics. *Science*, *15*(368), 110–111.

Liberati, A., Altman, D. G., Tetzlaff, J., Mulrow, C., Gøtzsche, P. C., Ioannidis, J. P. A., Clarke, M., Devereaux, P. J., Kleijnen, J., & Moher, D. (2009). The PRISMA statement for reporting systematic reviews and meta-analyses of studies that evaluate healthcare interventions: explanation and elaboration. *BMJ*, *339*. https://doi.org/10.1136/bmj.b2700

Ma, L., Chen, X., Zhou, J., & Aldieri, L. (2022). Strategic management accounting in small and medium-sized enterprises in emerging countries and markets: A case study from China. *Economies*, *10*(4). https://doi.org/10.3390/economies10040074

Maelah, R., Mohamed, B. A. H., & Amir, A. M. (2022). strategic management accounting information and performance: Mediating effect of knowledge management. *The South East Asian Journal of Management*, *16*(1), 1–25. https://doi.org/10.21002/seam.v16i1.1085

Manh, Nguyen, T., & Thi Nguyen, T. (2021). The application of strategic management accounting: Evidence from the consumer goods industry in Vietnam. *Journal of Asian Finance*, *8*(10), 139–0146. https://doi.org/10.13106/jafeb.2021.vol8.no10.0139

Marlina, E., Ardi, H. A., Samsiah, S., Ritonga, K., & Tanjung, A. R. (2020). Strategic costing models as strategic management accountin techniques at private universities in Riau, Indonesia. *International Journal of Financial Research*, *11*(1), 274–283. https://doi.org/10.5430/ijfr.v11n1p274

Marlina, E., Putri, A. A., & Suriyanti, L. H. (2023). Determinants of strategic management accounting implementation in higher education institutions (HEIs) in Indonesia. *Journal of Accounting and Investment*, *24*(2), 306–322. https://doi.org/10.18196/jai.v24i2.16562

Miles, R. E., & Snow, C. C. (1978). *Organizational strategy, structure and process*. McGraw Hill.

Mustaffa, A. H., Ahmad, N., & Bahrudin, N. Z. (2021). A systematic literature review on barriers to green financing participation worldwide. *Global Business and Management Research: An International Journal*, *13*(4), 66–79.

Nguyen, T. A., Dick, M., Nguyen, B. T. T., Le Quynh Vu, G., Nguyen, L. T. B., & Le, H. D. (2022). The effect of culture on performance expectancy, intention, and trust in mobile payment adoption. *International Journal of E-Services and Mobile Applications*, *14*(1). https://doi.org/10.4018/IJESMA.285546

Nguyen, T. H., Nguyen, D. T., Nguyen, T. A., & Nguyen, C. D. (2023). Impacts of contingency factors on the application of strategic management accounting in Vietnamese manufacturing enterprises. *Cogent Business and Management*, *10*(2). https://doi.org/10.1080/23311975.2023.2218173

Nixon, B., & Burns, J. (2012). The paradox of strategic management accounting. *Management Accounting Research*, *23*(4), 229–244. https://doi.org/10.1016/j.mar.2012.09.004

Ojra, J., Opute, A. P., & Alsolmi, M. M. (2021). Strategic management accounting and performance implications: a literature review and research agenda. *Future Business Journal*, *7*(1), 1–17. https://doi.org/10.1186/s43093-021-00109-1

Oyewo, B., & Ajibolade, S. (2019). Does the use of strategic management accounting techniques creates and sustains competitive advantage? Some empirical evidence. *Annals of Spiru Haret University. Economic Series*, *19*(2), 61–92. https://doi.org/10.26458/1923

Petera, P., & Šoljaková, L. (2020). Use of strategic management accounting techniques by companies in the Czech Republic. *Economic Research-Ekonomska Istrazivanja* , *33*(1), 46–67. https://doi.org/10.1080/1331677X.2019.1697719

Phornlaphatrachakorn, K. (2019). Influences of strategic management accounting on firm profitability of information and communication technology businesses in Thailand. *International Journal of Business Excellence*, *17*(2), 131. https://doi.org/10.1504/ijbex.2019.10018692

Pires, R. A. R., Alves, M. D. C., & Rodrigues, L. L. (2024). Forty years of publications on strategic management accounting: Exploring the conceptual structure through co-word analysis. *Revista de Contabilidad-Spanish Accounting Review*, *27*(2), 288–306. https://doi.org/10.6018/rcsar.491521

Pumiviset, W., & Suttipun, M. (2024). Sustainability and strategic management accounting: evidence of green manufacturing in Thailand. *Cogent Business and Management*, *11*(1). https://doi.org/10.1080/23311975.2024.2302794

Pylypiv, N., & Piatnychuk, I. (2018). Essential strategic management accounting tools used for making investment decisions at enterprises in EU. *Journal of Vasyl Stefanyk Precarpathian National University*, *5*(3–4), 50–56. https://doi.org/10.15330/jpnu.5.3-4.50-56

Rashid, M. M., Ali, M. M., & Hossain, D. M. (2020a). Revisiting the relevance of strategic management accounting research. *PSU Research Review*, *4*(2), 129–148. https://doi.org/10.1108/PRR-11-2019-0034

Rashid, M. M., Ali, M. M., & Hossain, D. M. (2020b). Strategic management accounting practices: a literature review and opportunity for future research. *Asian Journal of Accounting Research*, *6*(1), 109–132. https://doi.org/10.1108/AJAR-06-2019-0051

Rawdhan, A. A. R., & Kaliappen, N. (2023). The impact of strategic management accounting on improving the efficiency of manufacturing firms. *Proceedings on Engineering Sciences*, *5*(2), 355–366. https://doi.org/10.24874/PES05.02.018

Roslender, R., & Hart, S. J. (2003). In search of strategic management accounting: Theoretical and field study perspectives. *Management Accounting Research*, *14*(3), 255–279. https://doi.org/10.1016/S1044-5005(03)00048-9

Saukkonen, N., Laine, T., & Suomala, P. (2018). Utilizing management accounting information for decision-making: Limitations stemming from the process structure and the actors involved. *Qualitative Research in Accounting and Management*, *15*(2), 181–205. https://doi.org/10.1108/QRAM-01-2017-0007

Shi, W. (2021). Analyzing enterprise asset structure and profitability using cloud computing and strategic management accounting. *PLoS ONE*, *16*(9). https://doi.org/10.1371/journal.pone.0257826

Simmonds, K. (1982). Strategic management accounting for pricing: A case example. *Accounting and Business Research*, *12*(47), 206–214. https://doi.org/10.1080/00014788.1982.9728809

Suarez, J. (2022). The hallmarks of strategic management accounting: Seeking to support decision making processes. *Journal of Business Management*, *20*, 79–99. https://doi.org/10.32025/jbm22007

Sumkaew, N., & Intanon, R. (2020). The relationship between strategic management accounting information usage, environmental uncertainty and nationality of director of manufacturing enterprises in Thailand. *Open Journal of Social Sciences*, *8*(9), 39–52. https://doi.org/10.4236/jss.2020.89003

Suseno, N. S. (2023). Challenges of implementing strategic management accounting and innovative culture. *Khazanah Sosial*, *5*(4), 583–594. https://doi.org/10.15575/ks.v5i4.30853

Thandazi Zulu, L., & Wiseman Nzuza, Z. (2024). Adoption of strategic management accounting by small enterprises in South Africa. *Accounting and Financial Control*, *5*(1), 29–45. https://doi.org/10.21511/afc.05(1).2024.03

Thien, T. H., & Hung, N. X. (2023). Intellectual capital and investment efficiency: The mediating role of strategic management accounting practices. *Cogent Business and Management*, *10*(2). https://doi.org/10.1080/23311975.2023.2207879

Turner, M. J., Way, S. A., Hodari, D., & Witteman, W. (2017). Hotel property performance: The role of strategic management accounting. *International Journal of Hospitality Management*, *63*, 33–43. https://doi.org/10.1016/j.ijhm.2017.02.001

Visedsun, N., & Terdpaopong, K. (2021). The effects of the strategy and goal on business performance as mediated by management accounting systems. *Economies*, *9*(4). https://doi.org/10.3390/economies9040149

Vo, L. T., Vo, N. V, Ngoc Pham, T., & Hien, N. N. (2023). The impact of historical performance and managerial risk-taking propensity on the behavior of choosing prospector strategy and using strategic management accounting information in Viet Nam manufacturer. *SAGE Open*, *13*(4). https://doi.org/10.1177/21582440231219360.