



FACTORS AFFECTING THE APPLICATION OF STRATEGIC MANAGEMENT ACCOUNTING TECHNIQUES AND PERFORMANCE IN VIETNAMESE ENTERPRISES

Tran Thi Phuong Lan¹, Duong Hoang Ngoc Khue^{1*}, Tran Hong Van¹, Ha Xuan Thach²

¹University of Finance - Marketing, Vietnam

²University of Economics Ho Chi Minh City, Vietnam

ARTICLE INFO	ABSTRACT
DOI: 10.52932/jfm.v3i1e.573	Purpose – The objectives of the study are to determine factors affecting the applications of strategic management accounting (SMA) techniques and the operational performance of Vietnamese enterprises.
Received: July 23, 2024	Design/methodology/approach – Using a mixed research method (qualitative research combined with quantitative research), with survey data from 262 medium and large non-financial enterprises in Vietnam. Data analysis and processing were performed using Smart-PLS software.
Accepted: March 13, 2025	
Published: March 25, 2025	Findings – Research results show that the factors including the competitive level of the environment, unstable level of the environment, ownership structure, business strategy, market orientation, organizational structure, and information technology have a positive on the application of SMA techniques, to the performance of Vietnamese enterprises.
Keywords: Performance of Viet Nam enterprises, Medium and large non-financial enterprises, Strategic management accounting, Strategic management accounting techniques.	Originality/value – The application of SMA techniques has a positive impact on performance in Vietnamese enterprises. From the findings, the management policies are proposed to promote the application of strategic management accounting to increase sustainable performance in Vietnamese enterprises in the current period.
JEL codes: M10, M40, M41, M49	

*Corresponding author:

Email: ngockhue@ufm.edu.vn

1. Introduction

Strategic management accounting techniques are considered an effective tool to implement the strategic management process in enterprises (Roslender, 1995). With the role of providing financial and non-financial long-term information, as well as an external focus, it helps administrators control production costs, maintain competitive advantages, and improve operational efficiency for businesses (Dmitrović-Šaponja & Suljović, 2017; AlMaryani & Sadik, 2012; Cadez & Guilding, 2008). Recognizing the role of strategic management accounting techniques in the strategic management process, numerous domestic and international studies have been conducted to examine the factors influencing the application of strategic management accounting techniques and performance to promote the implementation of these techniques in businesses. The results of empirical studies show that there are many factors inside and outside businesses that affect the application of strategic management accounting techniques and business performance, but there are still conflicting opinions.

In Vietnam, in the trend of globalization and increasingly deep international economic integration, Vietnamese businesses, besides opportunities, also face many difficult challenges, especially competitive pressures from the domestic and foreign business environment. Vietnamese businesses have limitations in capital, labor resources, lack of skilled workers, and advanced production technology, making competition even more difficult. In order to reduce the competitive pressures of the business

environment and increase advantages, many Vietnamese businesses have begun to change the way they manage and apply more management accounting, including the techniques of quality management accounting. According to some previous research results, the application of strategic management accounting techniques has a positive impact on reducing costs for businesses (Le Hieu Hoc, 2016), which has a positive impact on business performance (Bui Thi Truc Quy, 2020; Le Thi My Nuong, 2020; Doan Ngoc Phi Anh, 2012). However, strategic management accounting techniques are still quite new, so they have not been widely interested and applied by Vietnamese businesses. Furthermore, existing studies only explore the direct impact of factors on the application of strategic management accounting techniques, and how the application of strategic management accounting techniques affects operational performance, without considering the indirect effects from the factors. The factor that affects enterprise performance through customs clearance is the application of strategic management accounting techniques. This is the gap that the authors want to research.

2. Literature review

2.1. Foreign studies

The topic of research on factors affecting the application of strategic management accounting techniques and performance is attracting significant researchers both theoretically and experimentally, especially in developed countries such as Italy, Canada, New Zealand, Australia, Slovenia, Greece... (Table 1).

Table 1. Summary of previous studies in the world

No	Author	Scope/ Background theory/ Research Methods	Factor	Direct impact on the application of strategic management accounting techniques	Direct/indirect impact on performance
1.	Cadez and Guilding (2008)	Slovenia (193 largest companies) Uncertainty theory Composite method/ SEM analysis	Business strategy (Pioneer strategy/ follower strategy); Build business quality intentionally; Enterprise size. Level of participation of accountants in strategic decision making	Impact in the same direction Same direction;	No research. There is not enough evidence to confirm that this factor has an impact on performance
			Market orientation	No impact	Positive impact
			Applying strategic management accounting techniques		Positive impact
2.	McManus (2013)	Australia (165 hotel managers) Uncertainty theory Quantitative /SEM analysis	Level of competition; Decentralization Competitive strategy; Perceived environmental uncertainty (PEU)	Same direction There is no evidence to confirm a positive effect	No research. No research.
			Market orientation	No research;	Positive impact
			Applying strategic management accounting techniques		Positive impact
3.	Teeratansirikool et al. (2013)	Thailand (101 listed companies) Background theory: Not mentioned Quantitative /PLS SEM path analysis model	Competitive strategy Strategic position (differentiation/cost leadership)	Same direction (especially performance measures -financial and non-financial). Same direction	Positive impact Differentiation strategy has a significant direct relationship with business performance.
			Applying Strategic management accounting techniques		In the positive impact and mediates the impact between strategy and performance.

No	Author	Scope/ Background theory/ Research Methods	Factor	Direct impact on the application of strategic management accounting techniques	Direct/indirect impact on performance
4.	Ojra (2014)	Palestine (175 largest enterprises) Uncertainty theory Quantitative /SEM analysis	Level of competition; Business strategy.	Same direction;	Positive impact
			Company size; Information technology (IT)	Same direction;	No research
			Environmental uncertainty (PEU)	No impact	There is insufficient evidence to confirm that PEU has an impact on non-financial performance.
			Organizational structure	There is no evidence to confirm this factor's impact.	No impact
			Applying strategic management accounting techniques		Direct and indirect impacts
5.	Pavlatos and Kostakis (2018)	Greece (108 largest manufacturing enterprises) Senior management theory Quantitative /PLS_ SEM analysis	Characteristics of the senior leadership team (age, tenure, training background, creativity)	Same direction;	No research.
6.	Cescon et al. (2019)	Italy (55 large manufacturing enterprises) Uncertainty theory Mixed methods (qualitative and quantitative)	Level of competition; Environmental uncertainty	Same direction;	No research.
7.	Quon (2020)	Canada (101 companies from small to very large) Uncertainty theory Quantitative	Company size	Same direction;	No research.
			Level of competition; PEU	It cannot be concluded that these factors affect the application of strategic management accounting techniques	No research.

2.2. Domestic studies

A number of factors inside and outside the enterprise were found to have an impact on the application of strategic management accounting techniques, and the application of strategic

management accounting techniques has a direct and/or indirect impact on performance in a number of studies like Doan Ngoc Phi Anh (2012), Thai Anh Tuan (2019), Bui Thi Truc Quy (2020), etc. (Table 2).

Table 2. Summary of previous studies in Vietnam

No	Author	Scope/ Background theory/ Research Methods	Factor	Direct impact on the application of strategic management accounting techniques	Direct/indirect impact on performance
1	Pham Ngoc Toan and Le Thi My Nuong (2018)	Vietnam (125 manufacturing enterprises) Theory not mentioned Mixed method (quantitative is main/ EFA exploratory analysis and multiple regression model testing	PEU; business strategy; production technology; enterprise size	Influence in the same direction	No research.
2	Thai Anh Tuan (2019)	Vietnam (437 enterprises in Northern Vietnam) Theory: uncertain; Institutions Mixed method/EFA Exploratory Factor Analysis	Level of competition; management decentralization; IT; Qualifications of management accounting staff and level of attention of administrators to management accounting	Have a positive influence	No research
3	Nguyen Thi Ngoc Bich and Thai Thi Hoai Thuong (2022)	213 small and medium enterprises in Dong Nai	Advanced production technology; accounting staff qualifications; managers' awareness of management accounting and enterprise scale	Influence in the same direction	
4	Bui Thi Truc Quy (2020)	Vietnam (321 production company) Theory: uncertainty, representation theory, information processing Mixed methods (qualitative and quantitative/ SEM analysis	Level of competition; Size; Building business strategies; Accountants participate in strategic decision making; Technology level	Same direction	No research.
			Management decentralization	There is no evidence to confirm a positive relationship	No research.
			Applying strategic management accounting techniques		Positive impact

3. Research Methodology

3.1. Research Hypotheses

Based on the original model of Ojra (2014) and the research of Le Thi My Nuong (2020) combined with the expert interview method, the authors propose a research model. Specifically, Ojra (2014) studied the relationship with the direct impact of independent variables including perceived environmental uncertainty (competitive intensity and market turbulence); business strategy (prospector /defender); organizational structure (formalization and decentralization) organizational size and organizational technology on strategic management accounting techniques and the impact of Strategic management accounting techniques on performance. In addition,

Ojra (2014) considered the direct impact of a number of independent variables perceived environmental uncertainty and organizational strategy on performance. Next, inheriting the research model of author Le Thi My Nuong (2020) to better suit the research context in Vietnam, from there the research model on this topic is researching the direct impact of independent variables on the application of Strategic management accounting techniques, the direct impact of applying strategic management accounting techniques on performance, the authors also consider and test the direct and indirect impact of independent factors on performance, and expands the scope of the survey to Vietnamese enterprises. Research hypotheses are listed in Table 3 below:

Table 3. Research hypotheses

Numerical order	Hypotheses	Description
1.	H1a ₁	The competitive level of the environment (LOC) has a positive impact on the application of strategic management accounting techniques (SMA) in Vietnamese enterprises.
2.	H1a ₂	The degree of environmental instability (DOE) has the positive impact on the application of strategic management accounting techniques (SMA) in Vietnamese enterprises.
3.	H1b ₁	The level of competition (LOC) has a positive impact on performance in Vietnamese enterprises.
4	H1b ₂	The degree of environmental instability has a positive impact on performance (OR) in Vietnamese enterprises.
5.	H2a ₁	Ownership structure (OW) has a positive impact on the application of strategic management accounting techniques (SMA) in Vietnamese enterprises.
6.	H2a ₂	Business strategy (BS) has the same impact as applying strategic management accounting techniques (SMA) in Vietnamese enterprises.
7.	H2a ₃	Market orientation (MO) has the same impact as applying strategic management accounting techniques (SMA) in Vietnamese enterprises.
8.	H2a ₄	Organizational structure (OS) has a positive impact on the application of strategic management accounting techniques (SMA) in Vietnamese enterprises.

Numerical order	Hypotheses	Description
9.	H2a ₅	Information technology (IT) has the same impact as applying strategic management accounting techniques (SMA) in Vietnamese enterprises
10.	H2b ₁	Ownership structure (OW) has a positive impact on performance (OR) in Vietnamese enterprises.
11.	H2b ₂	Business strategy (BS) has a positive impact on performance (OR) in Vietnamese enterprises.
12.	H2b ₃	Market orientation (MO) has a positive impact on performance (OR) in Vietnamese enterprises.
13.	H2b ₄	Organizational structure (OS) has a positive impact on performance (OR) in Vietnamese enterprises.
14.	H2b ₅	Information technology (IT) has a positive impact on performance (OR) in Vietnamese businesses.
15.	H3a	The application of strategic management accounting techniques (SMA) has a positive impact on performance (OR) in Vietnamese enterprises
16.	H3b ₁	The competitive level of the environment (LOC) impacts through intermediaries applying strategic management accounting techniques (SMA) to increase performance in Vietnamese enterprises.
17.	H3b ₂	The degree of environmental instability (DOE) impacts through intermediaries the application of strategic management accounting techniques to increase performance (OR) in Vietnamese enterprises.
18.	H3b ₃	The ownership structure (OW) has an impact through intermediaries that apply strategic management accounting techniques (SMA) to increase performance (OR) in Vietnamese enterprises.
19.	H3b ₄	Business strategies (BS) impact through intermediaries applying strategic management accounting techniques (SMA) to increase performance (OR) in Vietnamese enterprises.
20.	H3b ₅	Market orientation (MO) impacts through intermediaries applying strategic management accounting techniques (SMA) to increase performance (OR) in Vietnamese enterprises.
21.	H3b ₆	The impact of organizational structure (OS) through intermediary application of strategic management accounting techniques (SMA) increases performance (OR) in Vietnamese enterprises.
22.	H3b ₇	Information technology (IT) impacts through intermediaries applying strategic management accounting techniques (SMA) to increase performance (OR) in Vietnamese enterprises.

3.2. Research Model

Based on literature review and research hypotheses, research model to test the factors affecting the application of strategic management accounting techniques and performance in Vietnamese enterprises is proposed as follows:

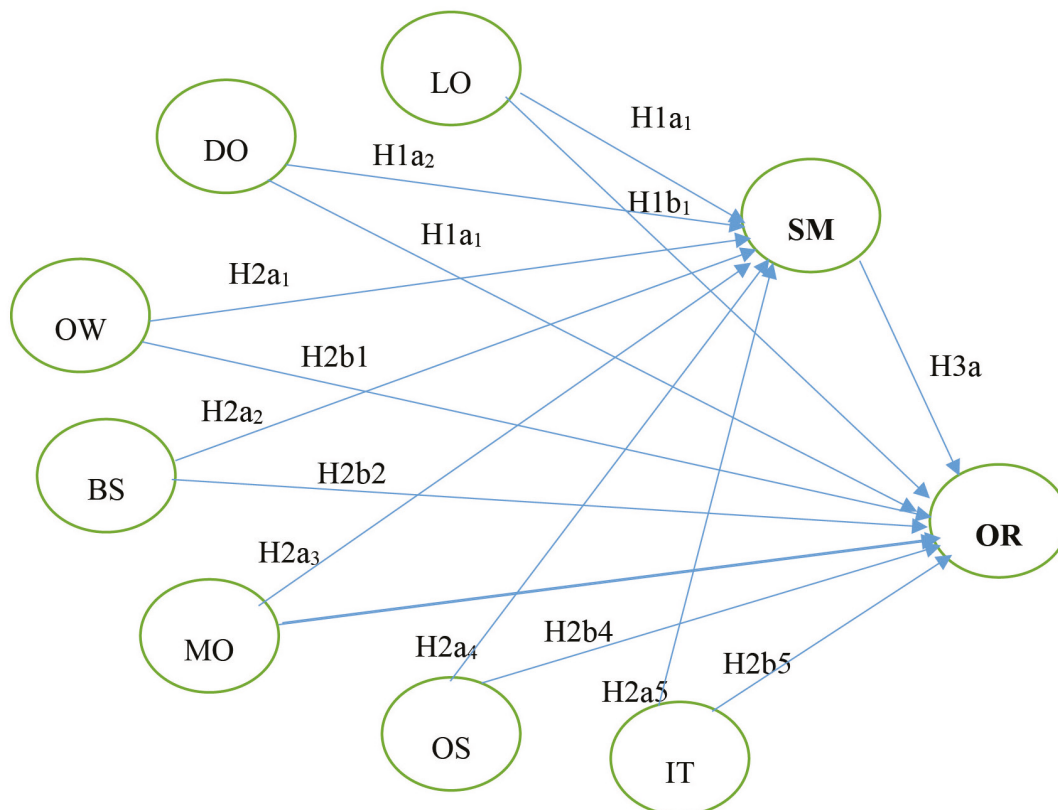


Figure 1. Proposed research model

3.3. Data Collection

The authors use mixed research methods including qualitative research and quantitative research. Data collected from survey questionnaires were processed using the Smart PLS software with partial least squares model (PLS-SEM) to officially test the scale, test hypotheses and research models.

The author commenced the survey by distributing questionnaires in two formats, via mail and Google Forms, totaling 700 questionnaires (300 sent by mail and 400 distributed through the Google Forms link) for the official quantitative phase starting on May 20, 2021. The survey period concluded on July 20, 2021, when the author noted that the number of responses surpassed the minimum requirement of 123 votes. The combined results from both sources yielded 425 votes

(constituting 60.71%, with 116 received via mail and 309 through the online form). During the verification process, the author excluded 163 survey forms due to missing information, duplicate survey submissions, selecting only one choice, or reporting revenue under 100 billion VND (comprising 93 online survey forms and 70 forms sent by mail). The total number of valid survey questionnaires used for analysis in the subsequent official phase amounted to 262 questionnaires, exceeding the minimum requirement of 123.

4. Research Results and Discussion

4.1. Research results

The results of processing with Smart_PLS3 show that the variables DOE (Degree of environmental instability), LOC (Level of competition), OS (Organizational structure), BS

(Business strategy), MO (Market Orientation), IT (Information Technology), OR (Operational results) have the following values: (i) internal consistency reliability; (ii) Convergent validity; (iii) Discriminant validity all met the requirements (Table 4).

Table 4. Results of evaluating the outcome measurement model

No	Constructs/ Dimensions	Observed variables	Convergent value		Consistent reliability intrinsic		Discriminate values
			Loading (> 0.7)	AVE (>0.5)	α (0.6-0.95)	CR (0.6-0.95)	
1	LOC (Level of competition)	LOC1	0.734	0.552	0.796	0.860	Accepted
		LOC2	0.738				
		LOC3	0.736				
		LOC4	0.791				
		LOC5	0.713				
2	DOE (Degree of environmental instability)	DOE1	0.702	0.518	0.845	0.883	Accepted
		DOE2	0.737				
		DOE3	0.716				
		DOE4	0.700				
		DOE5	0.723				
		DOE6	0.715				
		DOE7	0.745				
3	OS (Organizational structure)	OS1	0.826	0.696	0.855	0.902	Accepted
		OS2	0.806				
		OS3	0.873				
		OS4	0.832				
4	BS (Business strategy)	BS1	0.843	0.687	0.848	0.898	Accepted
		BS2	0.842				
		BS3	0.801				
		BS4	0.829				
5	IT (Information technology)	IT1	0.842	0.681	0.844	0.895	Accepted
		IT2	0.799				
		IT3	0.815				
		IT4	0.846				
6	MO (Market orientation)	MO1	0.787	0.643	0.814	0.878	Accepted
		MO2	0.787				
		MO3	0.829				
		MO4	0.803				
7	OR (Operational results)	OR1	0.842	0.700	0.939	0.949	Accepted
		OR2	0.811				
		OR3	0.780				
		OR4	0.847				
		OR5	0.829				
		OR6	0.893				
		OR7	0.848				
		OR8	0.840				

Evaluate the model to measure the causal variables: OW (Ownership structure), SMA (The application of strategic management accounting techniques) (Table 5).

Table 5. Results of testing the significance of the external weight of the causal variable

Research variables	Observed variables	External weight (Load factor)	t value	p-value	BCa reliability 95%	Meaning (p < 0.05)
OW (Ownership structure)	OW1	0.685 (0.686)	8.740	0.000	[0.525; 0.831]	Yes
	OW3	0.727 (0.728)	10.086	0.000	[0.569; 0.851]	Yes
SMA (The application of strategic management accounting techniques)	SMA1	0.221 (0.209)	5.400	0.000	[0.144; 0.304]	Yes
	SMA2	0.263 (0.435)	5.708	0.000	[0.175 0.355]	Yes
	SMA3	0.247 (0.267)	5.939	0.000	[0.172 0.335]	Yes
	SMA4	0.307 (0.407)	6.786	0.000	[0.219 0.395]	Yes
	SMA5	0.243 (0.331)	5.734	0.000	[0.160 0.326]	Yes
	SMA6	0.215 (0.297)	5.119	0.000	[0.137 0.302]	Yes
	SMA7	0.262 (0.311)	5.873	0.000	[0.175 0.352]	Yes
	SMA8	0.323 (0.342)	7.429	0.000	[0.244 0.414]	Yes
	SMA9	0.219 (0.347)	4.885	0.000	[0.135 0.310]	Yes
	SMA10	0.252 (0.428)	5.841	0.000	[0.166 0.335]	Yes
	SMA11	0.277 (0.465)	6.816	0.000	[0.198 0.357]	Yes

To evaluate the impact of the relationships in the model, the authors use the results of Bootstrap analysis. Through the path coefficient, the relationship between research concepts is expressed and the statistically significant

coefficient depends on its standard error obtained through Bootstrapping. The results of testing the impact in the model are summarized in Table 6 below.

Table 6. Direct and indirect effects of relationships

No	Hypothesis	Relationship	Path coefficient	t value	p-value (<0.05)	Conclude
1	H1a ₁	LOC -> SMA	0.158	3.147	0.002	Accepted
2	H1a ₂	DOE -> SMA	0.187	3.601	0.000	Accepted
3	H1b ₁	LOC -> OR	0.155	3.231	0.001	Accepted
4	H1b ₂	DOE -> OR	0.090	2.097	0.036	Accepted
5	H2a ₁	OW -> SMA	0.123	2.480	0.013	Accepted
6	H2a ₂	BS -> SMA	0.162	2.728	0.006	Accepted
7	H2a ₃	MO -> SMA	0.117	2.308	0.021	Accepted
8	H2a ₄	OS -> SMA	0.126	2.574	0.010	Accepted
9	H2a ₅	IT -> SMA	0.185	2.509	0.012	Accepted
10	H2b ₁	OW -> OR	0.087	2.716	0.007	Accepted
11	H2b ₂	BS -> OR	0.142	2.223	0.026	Accepted
12	H2b ₃	MO -> OR	0.152	3.425	0.001	Accepted
13	H2b ₄	OS -> OR	0.109	2.503	0.012	Accepted
14	H2b ₅	IT -> OR	0.135	2.120	0.034	Accepted
15	H3a	SMA -> OR	0.251	5.036	0.000	Accepted

No	Hypothesis	Relationship	Path coefficient	t value	p-value (<0.05)	Conclude
Total impact of the relationships in the model (Toltal effect)						
1	H3b ₁	LOC -> TQ	0.194	3.805	0.000	Accepted
2	H3b ₂	DOE -> TQ	0.137	3.067	0.002	Accepted
3	H3b ₃	OW -> TQ	0.118	3.420	0.001	Accepted
4	H3b ₄	BS -> TQ	0.183	2.805	0.005	Accepted
5	H3b ₅	MO -> TQ	0.181	3.968	0.000	Accepted
6	H3b ₆	OS -> TQ	0.141	3.100	0.002	Accepted
7	H3b ₇	IT -> TQ	0.181	2.803	0.005	Accepted

Ranked in order of level of impact on the application of strategic management accounting techniques from high to low are: (i) DOE (0.187); (ii) IT (0.185), (iii) BS (0.162); (iv) LOC (0.158); (v) OS (0.126); (vi) OW (0.123); (vii) MO (0.117).

Ranked in order of impact on performance from high to low are: (i) SMA (0.251); (ii) LOC (0.155), (iii) MO (0.152); (iv) BS (0.142); (v) IT (0.135); (vi) OS (0.109); (vii) DOE (0.09); (viii) OW (0.087)

The results of the R^2 adj value of the factor SMA (R^2 adj = 0.668) and of OR (R^2 adj = 0.793), show that the factors LOC, DOE, OW, BS, MO, OS, and IT have the ability to explain at an average level the application of strategic management accounting techniques; The factors LOC, DOE, OW, BS, MO, OS, IT and SMA have the ability to explain to a significant extent the performance of enterprises. The rest comes from systematic errors and other factors outside the model.

4.4. Discussion

Research results show that external factors including the competitive level of the environment and the unstable level of the environment have an impact on the level of application of strategic management accounting techniques as well as the performance of enterprises. This result is similar to the research results of Doan Ngoc Phi Anh (2016), Ojra

(2014), Pham Ngoc Toan and Le Thi My Nuong (2018), Le Thi My Nuong (2020).

Factors within an enterprise including ownership structure, business strategy, market orientation, organizational structure, and information technology have a positive impact on the application of strategic management accounting techniques and performance. The study also found direct and indirect impacts of applying strategic management accounting techniques on business performance. This finding aligns closely with the findings of previous studies by Ojra (2014), Pham Ngoc Toan and Le Thi My Nuong (2018), Le Thi My Nuong (2020), Cadez and Guilding (2008), Bui Huy Hai Bich and Vo Thi Thanh Nhan (2007), Turner et al. (2017), and Le Mong Huyen et al. (2022).

5. Conclusion and Policy Implications

5.1. Conclusion

The research findings identified the following key points: (i) Seven factors, including two external factors (competitive level of the environment, unstable level of the environment) and five internal factors (ownership structure, business strategy, market orientation, organizational structure, and information technology), have a direct and positive impact on the application of strategic management accounting techniques and performance in Vietnamese enterprises; ii) The applying strategic management

accounting techniques has a positive impact on performance in Vietnamese enterprises; iii) External and internal factors of enterprises impact through intermediate variables applying strategic management accounting techniques to increase performance in Vietnamese enterprises. ii) applying strategic management accounting techniques has a positive impact on performance in Vietnamese enterprises; iii) External factors and internal factors of enterprises impact through intermediate variables applying strategic management accounting techniques to increase performance in Vietnamese enterprises.

5.2. Policy Implications

From the research results, some recommendations are proposed as follows:

Adapt to external factors (competitive level of the environment; unstable level of the environment): Enterprises need to choose and build the shortest and most suitable distribution channels, and at the same time make the right decisions. Timely resources for advertising, sales staff... to reach many customers and grasp customer psychology will bring advantages and create great profits for businesses; Applying digital technology in business activities to grasp market trends, customers, suppliers, and competitors, thereby being able to better meet and satisfy regular needs and changes. Very fast changes in customers and markets; Businesses need to build channels to receive information from customers to predict customer needs and tastes. Have a care policy to maintain old customers and advertise and promote to increase new customers, collect customer opinions on product quality, service, and post-sales process, and have feedback and adjustments. timely correction...

Proactively adjust factors within the enterprise (ownership structure; business

strategy; market orientation; organizational structure; information technology): When Vietnamese businesses choose to implement this type of strategy, it is necessary to pay attention to production technology, apply appropriate management tools, combined with an increased application of strategic management accounting techniques to help businesses gain a higher competitive advantage and achieve better performance in the future; Build and develop market-oriented strategies, and focus on customer orientation. Operating enterprise operations is based on close coordination between functional departments to create better operating efficiency for the enterprise; Applying modern technology techniques in collecting, analyzing, processing, and storing accounting data and other data, meeting the information needs quickly, promptly, and effectively for administrators, ...

5.3. Limitations and future research directions

The scope of the research of the article is Vietnamese enterprises, however, due to the limited survey in medium and large-sized enterprises in Vietnam, and the model has proposed a new factor of capital ownership structure, the scope of the survey is narrowed to satisfy the above two conditions, so the sample size in the article is still small compared to the overall research. In addition, regarding the content of strategic management accounting, the article only applies the content of strategic management accounting techniques in enterprises but has not applied it to strategic management accounting in general. From the above limitations, the next research directions proposed are to continue studying the direct and indirect impacts of external and internal factors of enterprises on the application of SMA techniques and performance but in a larger sample size.

References

- Afonso, P., Nunes, M., Paisana, A., & Braga, A. (2008). The influence of time-to-market and target costing in the new. *International Journal of Production Economics*, 115(2008), 559-568. doi:10.1016/j.ijpe.2008.07.003
- Alamri, A. (2018). Association between strategic management accounting facets and organizational performance. *Baltic Journal of Management*, 14(2), 212-234. doi:10.1108/BJM-12-2017-0411
- AlMaryani, M. A. H., & Sadik, H. H. (2012). Strategic management accounting techniques in Romanian companies: Some survey evidence. *Procedia Economics and Finance*, 3, 387-396. [https://doi.org/10.1016/S2212-5671\(12\)00169-4](https://doi.org/10.1016/S2212-5671(12)00169-4)
- Alnawayseh, M. (2013). The extent of applying strategic management accounting tools in Jordanian banks. *International Journal of Business and Management*, 8(19), 32-44. doi:10.5539/ijbm.v8n19p32
- Botten, N., & Sims, A. (2005). *Management Accounting - Business Strategy* (2006 ed.). CIMA Publishing.
- Bui Thi Truc Quy (2020). *Các nhân tố ảnh hưởng đến việc áp dụng kế toán quản trị chiến lược và sự tác động đến thành quả hoạt động tại các doanh nghiệp sản xuất – nghiên cứu ở khu vực Đông Nam Bộ -Việt Nam* [Factors affecting the application of strategic management accounting and the impact on performance at manufacturing and research enterprises in the Southeast region – Vietnam]. [Doctoral dissertation, University of Economics Ho Chi Minh City]. Ho Chi Minh City.
- Cadez, S., & Guilding, C. (2008). An exploratory investigation of an integrated contingency model of strategic management accounting. *Accounting, Organizations and Society*, 33(7-8), 806-863. <https://doi.org/10.1016/j.aos.2008.01.003>
- Cescon, F., Costantini, A., & Grassetti, L. (2019). Strategic choices and strategic management accounting in large manufacturing firms. *Journal of Management and Governance*, 23, 605-636. doi:10.1007/s10997-018-9431-y
- Cinquini, L., & Tenucci, A. (2010). Strategic management accounting and business strategy: a loose coupleing? *Journal of Accounting & Organizational Change*, 6(2), 228-259. doi:10.1108/18325911011048772
- Cravens, K., & Guilding, C. (1999). Strategic brand valuation: a cross-functional perspective. *Business Horizons*, 42(4), 53-54. doi:10.1016/S0007-6813(99)80064
- Dmitrović-Šaponja, L., & Suljović, E. (2017). Strategic management accounting in the Republic of Serbia. *Economic research-Ekonomska istraživanja*. 30(1), 1829-1839. <http://doi.org/10.1080/1331677X.2017.1392884>
- Doan Ngoc Phi Anh (2012). Nghiên cứu nhân tố ảnh hưởng đến việc vận dụng kế toán quản trị chiến lược [Researching factors affecting the application of strategic management accounting]. *Journal of Asian Business and Economic Studies*, 264, pp 9-15.
- Gordon, L., & Narayanan, V. (1984). Management accounting systems, perceived environmental uncertainty and organization structure: An empirical investigation. *Accounting, Organizations and Society*, 9(1), 33-47. doi:10.1016/0361-3682(84)90028-x
- Guilding, C., & McManus, L. (2002). The incidence, perceived merit and antecedents of customer accounting: an exploratory note. *Accounting, Organizations and Society*, 27(1-2), 45-59. doi:10.1016/S0361-3682(01)00030-7
- Guilding, C., Cravens, K., & Tayles, M. (2000). An international comparison of strategic management accounting practices. *Management Accounting Research*, 11(1), 113-135. doi:10.1006/mare.1999.0120
- Huang, H.-C., Lai, M.-C., Kao, M.-C., & Chen, Y.-C. (2012). Target Costing, Business Model Innovation, and Firm Performance: An Empirical Analysis of Chinese Firms. *Canadian Journal of Administrative Sciences*, 29(4), 322-335. doi:10.1002/CJAS.1229
- Le Hieu Hoc (2016). Chi phí chất lượng - Công cụ nâng cao chất lượng và giảm chi phí hữu ích cho doanh nghiệp [Quality costs - Useful tool for improving quality and reducing costs for businesses]. *Review of Finance*, 636, 66-69. <http://www.vjol.info/index.php/TC/article/view/25471>
- Le Thi My Nuong (2020). *Các nhân tố ảnh hưởng đến thực hiện kế toán quản trị chiến lược và sự tác động đến thành quả hoạt động của doanh nghiệp sản xuất Việt Nam* [Factors affecting the implementation of strategic management accounting and the impact on performance of Vietnamese manufacturing enterprises]. [Doctoral dissertation, University of Economics Ho Chi Minh City]. Ho Chi Minh City.
- Ma, Y. (2007). *Investigation and theorization of the adoption of strategic management accounting (SMA) practices in large U.K organizations*. [Doctoral Thesis. University of Hull]. England. <https://hull-repository.worktribe.com/output/4215169>

- McManus, L. (2013). Customer accounting and marketing performance measures in the hotel industry: Evidence from Australia. *International Journal of Hospitality Management*, 33, 140-152. <https://doi.org/10.1016/j.ijhm.2012.07.007>
- National Assembly (2020). *Law on Securities No. 54/2019/QH14*. dated November 26th, 2019.
- Nguyen Thi Ngoc Bich, Thai Thi Hoai Thuong (2022). Nhân tố ảnh hưởng đến vận dụng kế toán quản trị trong doanh nghiệp nhỏ và vừa tại Đồng Nai [Factors affecting the application of management accounting in small and medium enterprises in Dong Nai]. *Review of Finance*, 1, 86-89.
- Ojra, J. (2014). *Strategic management accounting practices in Palestinian companies: application of contingency theory perspective*. [Doctoral dissertation, University of East Anglia]. United Kingdom. <https://ueaeprints.uea.ac.uk/id/eprint/49725>
- Pavlatos, O. (2015). An empirical investigation of strategic management accounting in hotels. *International Journal of Contemporary Hospitality Management*, 27(5), 756-767. doi:10.1108/IJCHM-12-2013-0582
- Pavlatos, O., & Kostakis, X. (2018). The impact of top management team characteristics and historical financial performance on strategic management accounting. *Journal of Accounting & Organizational Change*, 14(4), 455-472. <https://doi.org/10.1108/JAOC-11-2017-0112>
- Pham Ngoc Toan, Le Thi My Nuong (2018). Các nhân tố ảnh hưởng đến thực hiện kế toán quản trị chiến lược tại doanh nghiệp sản xuất Việt nam [Factors affecting the implementation of strategic management accounting in Vietnamese manufacturing enterprises]. *Vietnam Trade and Industry Review*, 11, 473-479.
- Quon, P. (2020). *Strategic management accounting use in Canada: An exploratory study of key techniques and factors*. [Doctoral dissertation, Athabasca University]. Canada. <http://hdl.handle.net/10791/332>
- Roslender, R. (1995). Accounting for strategic positioning: Responding to the crisis in management accounting. *British Journal of Management*, 6(1), 45-57. <https://doi.org/10.1111/j.1467-8551.1995.tb00085.x>
- Sherif, Y., & Kolarik, W. (1981). Life cycle costing: concept and practice. *Omega*, 9(3), 287-296. doi:10.1016/0305-0483(81)90035-9
- Sumkaew, N. (2016). *Management Accounting Changes and the Interaction Effect of Management Accounting Practices and Integrated Information Systems on Organisational Performance: Evidence from Thailand*. PhD Thesis, Newcastle University Business School. Retrieved from <https://theses.ncl.ac.uk/jspui/handle/10443/3269>
- Teeratansirikool, L., Siengthai, S., Badir, Y; Charoenngam, C. (2013). Competitive strategies and firm performance: The mediating role of performance measurement. *International Journal of Productivity and Performance Management*, 62(2), 168-184. <https://doi.org/10.1108/17410401311295722>
- Thai Anh Tuan (2019). *Ảnh hưởng của các nhân tố đến việc áp dụng kỹ thuật kế toán quản trị trong các doanh nghiệp miền bắc Việt Nam* [The influence of factors on the application of management accounting techniques in businesses in northern Vietnam] [Doctoral dissertation, National Economics University]. Ha Noi.
- The Ministry of Finance (2003). *VAS 08: Decision No. 234/2003/QD-BTC on the insurance and publication of six Vietnamese Accounting Standards*. Dated December 30th, 2003.