

## The impact of strategic management accounting on strategic decision-making in companies: challenges in application

### Uticaj strategijskog upravljačkog računovodstva na donošenje strateških odluka u preduzećima: izazovi u primeni

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#### Abstract

*The process of strategic decision-making in businesses relies heavily on strategic accounting, as it enables managers to better understand financial aspects of the company and allocate resources to the most promising areas. Accounting information plays a crucial role in decision-making by providing accurate quantitative data that supports strategic planning, identifies areas for improvement, and helps companies adapt to complex and rapidly changing business environments. Organizations that effectively integrate accounting data into strategic processes are more likely to achieve sustainable growth and maintain a competitive advantage. This research examines the impact of strategic accounting on business decisions with long-term implications for company development. The findings indicate that, although most respondents are familiar with the basic principles of strategic management accounting, its practical application remains limited and uneven across sectors. In particular, organizations in the financial and service sectors make less use of accounting information in strategic processes, while manufacturing organizations demonstrate a higher level of implementation. The results highlight the need for additional investment in employee training and the development of tools that support the strategic role of management accounting.*

**Keywords:** decision-making, strategic management accounting, financial sustainability, competitiveness

#### Sažetak

*Proces strateškog odlučivanja u preduzećima u velikoj meri se oslanja na strateško računovodstvo, jer ono omogućava menadžerima da bolje razumeju finansijske aspekte poslovanja i usmere resurse ka najperspektivnijim oblastima. Računovodstvene informacije imaju ključnu ulogu u donošenju odluka, jer obezbeđuju tačne kvantitativne podatke koji podržavaju strateško planiranje, identifikuju oblasti za unapređenje i pomažu kompanijama da se prilagode složenom i dinamičnom poslovnom okruženju. Organizacije koje uspešno integrišu računovodstvene podatke u strateške procese imaju veće mogućnosti za ostvarivanje održivog rasta i očuvanje konkurentne prednosti. Ovo istraživanje ispituje uticaj strateškog računovodstva na poslovne odluke koje imaju dugoročne implikacije na razvoj preduzeća. Rezultati pokazuju da, iako je većina ispitanika upoznata sa osnovnim principima strateškog upravljačkog računovodstva, njegova praktična primena i dalje ostaje ograničena i nejednaka među različitim sektorima. Posebno je uočeno da organizacije iz finansijskog i uslužnog sektora u manjoj meri koriste računovodstvene informacije u strateškim procesima, dok proizvodne organizacije pokazuju viši nivo primene. Rezultati ukazuju na potrebu za dodatnim ulaganjima u obuku zaposlenih i razvoj alata koji podržavaju stratešku ulogu upravljačkog računovodstva.*

**Ključne reči:** strategijsko odlučivanje, strategijsko upravljačko računovodstvo, finansijska održivost, konkurentnost


## 1. Introduction

Making timely and sound strategic decisions has become crucial to a company's survival and growth in today's

rapidly changing and competitive business environment. Moreover, corporate objectives (e.g., cost reduction, quality improvement) cannot be achieved without direct alignment with accounting systems. In this context,

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strategic management accounting emerges as a crucial tool for managers, enabling them to make informed decisions that not only enhance financial efficiency but also inform long-term business growth and competitiveness strategies (Cinquini et al., 2010).

It is an indisputable fact that in recent years there has been greater contact between managers and accountants. Changes such as a new "methodology" of cost allocation, new cost reports, competitive studies and greater participation in the budgeting process initiated this process of change. The company needs to monitor its market share because this allows it to monitor the existing competitive position to achieve profit. In today's turbulent environment, information about the position of competitors becomes an important tool for participating in market competition. Today's accountants have a soft-spoken approach to developing new report formats and analytics. Therefore, the concept of management information systems has moved from the office to operational areas within strategic business units. Recently, there has been a change in the attitude of managers towards accountants. The change was especially pronounced among strategic managers who accepted that accounting could provide them with useful information, especially when it comes to those related to the market and competitiveness. The communication between management accountants and strategic managers has improved, which is essential to long-term business sustainability and efficient management of the business's revenue.

The question that remains relevant today is whether the management accounting model is realistic. Three categories of factors must be considered to observe trends in the subject matter of management accounting: motivators, facilitators and catalysts. Namely, environmental factors can be viewed in the context of motivators, catalysts and facilitators of the change model. Accounting information, such as balance sheets, profitability reports, cash flow statements, and cost analyses, allows managers to gain an accurate picture of a company's financial position. This information provides a clear overview of current liquidity, capital structure, operational efficiency, and profitability, making it indispensable for formulating and evaluating business strategies. Without reliable accounting data, strategic decision-making may rely on subjective assumptions and risky misjudgments (Rogošić et al., 2012). Strategic decision-making represents a core component of organizational management and refers to decisions that shape the long-term future of a company. These decisions encompass a wide range of issues, including growth strategies, resource allocation, market positioning, and investments, all of which have lasting effects on business performance (AlMaryani et al., 2012). Accounting information, on the other hand, provides quantitative data on an organization's financial condition, which is critical for making such decisions (Nixon et al., 2012).

A strategic decision must be defined in such a way as to eliminate all possible dilemmas and disagreements about its content. As a result, strategic decisions made by top

management require the most information support from all areas of business operations, and more information support is required for that level of decision-making than for others. The company's strategic goals are of crucial importance because they should enable it to survive in the market and then achieve long-term growth and development. Closely related to this are the efficiency and effectiveness of the company, as well as profitability and productivity, as target functions.

The level of development of the company's information system directly affects the quality of management and decision-making. The strategic position of the company on the market has an important influence on shaping the scope, structure and content of its information system. Making strategic decisions in the field of business and company development, due to the high degree of risk and uncertainty that it carries with it, has an emphasized subjective dimension. In order to effectively monitor the implementation of decisions made considering all relevant market conditions, one of the most significant strategic elements of management accounting is the effort to establish links between management accounting as an activity of creating management information and the activities conducted in the market and competition research department. For this reason, the concept of strategically oriented management accounting can be found in the relevant professional literature under the name "market-oriented accounting". Among other things, a strategically oriented management accounting department is expected to create an open system for measuring the bank's performance, with special emphasis on monitoring critical variables. strategic success. There are a large number of activities that need to be carried out in order to establish interdependent relations with the environment. In this regard, activities related to the management of market development are of the greatest importance.

Strategic management accounting deals with the analysis and interpretation of financial data to support strategic decision-making, with a particular focus on improving business performance through better cost, resource, and investment management (Cadez et al., 2012). By applying various methods, such as Activity-Based Costing (ABC), cost-benefit analysis, and the Balanced Scorecard (BSC), companies can more accurately identify key areas that require strategic change and adaptation, thereby enabling more effective decision-making aligned with long-term objectives (AlMaryani et al., 2012; Manyeva et al., 2016).

Considering the significance of strategic management accounting, the purpose of the paper is to investigate how it influences strategic decisions made by businesses, especially those that have long-term effects on the growth of the company. Furthermore, the paper explores how accounting information is used in shaping strategies that enhance competitiveness and support sustainable operations. Particular attention is paid to how strategic management accounting functions in uncertain markets and when the economy is changing, as well as to its application across different industries. Understanding the

link between strategic management accounting and strategic decisions can help managers make better use of available information for developing long-term, profitable strategies. Considering the growing importance of this field, research on this topic has the potential to contribute to improving both business practice and theory in the areas of management and accounting.

In line with the stated objective and literature review, the following research questions have been defined:

- RQ1. How does strategic management accounting influence the identification and evaluation of key business areas that require strategic change?
- RQ2. Which accounting methods are most commonly used by companies in the process of strategic decision-making, and how do these methods contribute to long-term business decisions?
- RQ3. How do managers use data from strategic management accounting to adapt business strategies under conditions of market uncertainty and changing economic circumstances?

The first part presents introductory considerations and a literature review. This is followed by a presentation of the methodology and sample definition, the research results and discussion, and finally, the conclusions.

## 2. Literature review

The process of strategic management encompasses several key segments: analyzing the current situation, projecting the future, establishing a framework of strategic alternatives, and making a strategic decision. This process's main objective is comprehensive study, especially an evaluation of the advantages and disadvantages of competing offerings. Strategic actions have long-term consequences that shape the company's position and its position in relation to customers, competitors, creditors, investors and other stakeholders. The position of a company determines its performance, i.e. business success, for which well-chosen strategies are necessary. Managerial accounting now encompasses not only generating valuable results but also monitoring competitors' performance and providing accurate information to improve communication with customers and improve product and service quality.

The relationship between accounting information and the process of strategic decision-making is frequently analyzed in contemporary publications to identify the role of accounting data in supporting management in making long-term and complex business decisions. Chief accountants and financial managers are essential to the organizational structure because they not only help with day-to-day operations and problem-solving, but they also secure funding and suggest strategic solutions that improve the organization's overall effectiveness. It should also be noted that accounting information systems and reporting formats are undergoing significant transformation in the digital environment, which increases efficiency in accounting practices and creates room for the development of new skills and capabilities (Adamović et al., 2023; Matejić et al., 2025; Spasić et al., 2024; Beke-

Trivunac et al., 2025). New technology is regarded as a catalyst for innovation, with implications for changes in the paradigm of accounting education (Knežević et al., 2023) and performance measurement systems. In the digital era, technology plays a key role in improving the efficiency of performance monitoring (Mtau & Rahul, 2024). Financial indicators and strategic systems for decision support have a specific relationship because of their dual function: on the one hand, they enhance the current tools for measuring and analyzing the environment and strategy, and on the other hand, they enable accurate analysis of strategic decisions and the business environment. Identifying the right performance indicators, particularly those that inform strategy, is of critical importance for measuring the success of a company's strategy (Crabtree & DeBusk, 2008).

The paper of Chiarini & Vagnoni (2015) is a noteworthy example in the literature, since they emphasize that accounting systems are not viewed solely as operational, but also as tools of strategic management. The concept of cost deployment, which links strategic objectives with accounting measurements and cost control, is how these authors illustrate the connection between strategic management and strategic management accounting. This emphasizes the necessity of incorporating accounting into business planning and strategic processes. Pu et al. (2025) point out that, in addition to external market and competitive information, internal corporate data, particularly financial statements and profitability indicators, play a significant role in the strategic decision-making process. In this way, accounting data becomes an integral part of the input information that allows for more precise analysis and optimization of strategic decisions, confirming its function as a bridge between accounting practice and strategic management. According to research done in developing countries, strategic management is a valuable tool for supporting strategic management (Oboh et al., 2017). Oboh and Ajibolade (2017) demonstrate that in Nigerian banks, strategic management accounting is used as an operational principle that contributes to making strategic decisions in the areas of competitive advantage and market share expansion. Similarly, Almaryani and Sadik (2012) emphasize that strategic management accounting plays a significant role in Romanian companies, where it supports the achievement of strategic goals through performance measurement techniques, planning, budgeting, and competitor analysis. In Vietnam and Malaysia, although traditional financial management accounting still predominates, there is increasing reliance on the informational component of strategic management accounting, particularly data on competition, consumers, and supply chains, which are crucial for enhancing competitiveness and innovation (Ma et al., 2022). The authors emphasize that standard methods of accounting alone are insufficient and that strategic management accounting techniques can be developed and supplemented to address their weaknesses (Ma et al., 2022). In this way, strategic management accounting in developing countries becomes a key instrument for supporting strategic decision-making and sustainable business growth. Organizational structure, deliberate strategy formulation, and perceived environmental

uncertainty are significant moderators of the relationship between the use of strategic management accounting and an organization's competitive position (Oyewo, 2022). In his work, Oyewo argues that strategic management accounting does not operate as an isolated system; rather, its effectiveness depends on integration into strategic management processes and on specific contextual determinants that shape the organizational environment. Tytenko (2018) emphasizes that the effectiveness of strategic management is inseparably linked to the quality of an organization's accounting and analytical system. According to the author, creating an integrated system that combines accounting and analytical support is identified as a fundamental prerequisite for ensuring the financial stability and economic security of the company. Such a system not only provides accurate and timely information for management but also directly affects successful long-term planning and the implementation of strategic decisions. From this perspective, strategic management is a process that depends on the effective functioning of the entire information system—from data collection and processing to its analysis and transfer to key decision-makers (Tytenko, 2018).

As a result of the increasingly intensive use of strategic management accounting methodologies, management accountants are more frequently assuming the role of "strategic partners" within boards of directors. Their contribution becomes particularly visible in planning, budgeting, performance measurement, and strategic decision-making functions (Alsharari, 2024). In this context, strategic management accounting techniques encompass the integration of various organizational functions, including customer relations, human resource management, business processes, and financial management, thereby enabling the transformation of accounting practices from an operational focus toward a strategic dimension of management (Chenhall, 2008; Hadid & Al-Sayed, 2021). According to Chenhall (2008), this integration further strengthens the role of accounting as a tool for achieving long-term goals and competitive advantage. In this way, strategic management accounting transcends its traditional role and becomes a means for long-term planning and decision-making aligned with overall organizational objectives. Numerous publications that provide theoretical and empirical insights in the field of strategic management accounting methods might further enhance the examination of relevant research in this area, as confirmed by the studies of the following authors. Putri et al. (2023, p. 160) highlights that the adoption of Activity-Based Costing (ABC) represents a strategic tool that enables organizations to allocate resources more efficiently, thereby enhancing their ability to sustain and improve competitive advantage. In another study, Lueg (2019) concludes that the application of ABC facilitates efficiency analysis, supports strategic decision-making, and encourages continuous improvement of business processes in organizations. In addition to ABC, the Balanced Scorecard (BSC) also plays a significant role within strategic management accounting. This method represents a structured framework of performance indicators, based on a system-oriented managerial approach, integrating relevant information about how

these indicators are connected with planned innovations aimed at improving business quality (Dabor et al., 2023). Zazueta-Salido, Lagarda-Leyva, and Lozoya-Díaz (2019) emphasize that the Balanced Scorecard (BSC) is a strategic management tool that aligns the activities of individual organizational units with overall corporate goals and business strategy. Companies use the BSC as an instrument of strategic planning to determine project, product, and service priorities, align day-to-day operations with strategic goals, and effectively communicate long-term objectives to employees, thereby ensuring the achievement of overall organizational performance (Vuong, 2025).

Strategic management accounting is a key instrument for making informed and effective strategic decisions in companies. The contribution of theoretical and empirical literature further confirms the practical relevance of strategic management accounting. Chiarini & Vagnoni (2015) highlight the importance of integrating accounting systems into the broader strategic framework of an organization, emphasizing the role of the cost deployment concept as a bridge between strategic objectives and accounting measurements within the World Class Manufacturing model. On the other hand, Petera et al. (2020) empirically confirm that more intensive use of strategic management accounting methods, such as ABC, benchmarking, and strategic planning, positively influences their implementation in strategic management, with performance evaluation and managerial reward systems playing a key role. By applying methods such as Activity-Based Costing (ABC) and the Balanced Scorecard (BSC), managers can more precisely monitor financial performance, analyze costs and profitability, and make decisions that contribute to long-term growth and competitive advantage. Research has shown that companies that integrate strategic management accounting into their decision-making processes often achieve greater efficiency in resource utilization, adapt more effectively to market changes, and significantly improve their ability to respond to economic uncertainties. Ultimately, strategic management accounting enables managers to optimize business strategies, thereby enhancing financial performance and the long-term sustainability of the organization.

Economic development is closely linked to improvements in corporate governance (Mirković et al., 2020). High-quality strategic financial information is an essential prerequisite for sound governance. The key challenge in contemporary practice of strategic management accounting is its effective incorporation into strategic management processes. The use of strategic management accounting methods represents only an initial step, while their real value is realized through their implementation in systems of strategic control and decision-making (Petera et al., 2020). The empirical findings of these authors confirm that more intensive use of individual strategic management accounting methods positively affects their integration into strategic management, with performance evaluation and managerial reward mechanisms playing a mediating role in the successful implementation of these methods.

Strategic management accounting facilitates strategic differentiation through informed decision-making, planning, and resource integration. Companies seek to achieve competitive advantage through differentiation, which involves developing resources and capabilities that are unique, valuable, rare, and difficult to imitate (Barney, 1991). In a study conducted by Zhao et al. (2017), it was concluded that companies, through defining specific market positions and aligning strategy with organizational structure, develop complex systems of activities. Along with making it harder for competitors to imitate them, these systems also make it possible to take advantage of opportunities presented by the external environment. The authors emphasize that such an approach to strategic differentiation allows companies to establish clear and sustainable market positions, which is essential for achieving competitive advantage and positive business outcomes.

### 3. Materials and methods

In the empirical research conducted using a questionnaire, a total of 71 respondents participated, all employed in medium-sized enterprises in the Republic of Serbia in managerial positions (operational manager, financial manager, strategic manager, head of accounting, etc.). Within the sample, 43,7% (31) of respondents were female and 56,3% (40) were male. The age structure analysis showed that 22,5% (16) were under 30 years of age, while 23,9% (17) belonged to the 30–39 age group. The 40–49 age group accounted for 19,7% (14) of the sample, while 33,8% (24) of respondents were 50 years or older. Regarding organizational positions, 31,0% (22) of respondents held the position of operational manager, 11,3% (8) were financial managers, and 8,5% (6) were strategic managers. Heads of accounting made up 2,8% (2) of the sample, while 46,5% (33) of respondents reported holding other positions. In terms of work experience, 19,7% (14) of respondents had less than 5 years, 22,5% (16) had between 5 and 10 years, and 9,9% (7) had between 10 and 15 years of experience, while the majority, 47,9% (34), had more than 15 years of work experience. Regarding the sector in which their organizations operate, 5,6% (4) of respondents worked in manufacturing, 18,3% (13) in the services sector, while the largest share, 43,7% (31), was employed in the financial sector. The “Other” category included 32,4% (23) of respondents. The demographic characteristics of respondents are presented in Table 1.

The applied research methods included analysis and synthesis, content analysis, and statistical methods, aimed at summarizing the presented theoretical knowledge and practical research results. Statistical data processing was carried out using SPSS Statistics software, version 21.0. Both descriptive and inferential methods were applied, and results were presented graphically and in tabular form. Within descriptive statistics, measures of central tendency and variability were calculated, along with absolute and relative frequencies. To compare average values between two groups of respondents, an independent samples t-test was used, while one-way analysis of variance (ANOVA) was applied for comparisons involving more than two

groups. The Chi-Square test was used to examine relationships between categorical variables. Pearson’s correlation analysis was applied to examine the relationships between the observed variables. All statistical analyses were conducted with a predefined significance level of  $p < 0.05$ .

Table 1. Demographic characteristics of respondents

Demographic characteristics	N (%)
<i>Gender</i>	
Male	40 (56.3%)
Female	31 (43.7%)
<i>Age</i>	
Under 30 years	16 (22.5%)
30–39 years	17 (23.9%)
40–49 years	14 (19.7%)
50 years and above	24 (33.8%)
<i>Organizational position</i>	
Operational manager	22 (31.0%)
Financial manager	8 (11.3%)
Strategic manager	6 (8.5%)
Head of accounting	2 (2.8%)
Other	33 (46.5%)
<i>Work experience</i>	
Less than 5 years	14 (19.7%)
5–10 years	16 (22.5%)
10–15 years	7 (9.9%)
More than 15 years	34 (47.9%)
<i>Sector of organization</i>	
Manufacturing	4 (5.6%)
Services	13 (18.3%)
Finance	31 (43.7%)
Other	23 (32.4%)

Source: Author's calculation

### 4. Research results and discussion

In this study, the level of knowledge of the basic concepts of strategic management accounting was examined. The distribution of respondents’ answers, presented in Table 2, shows that the majority of respondents are well acquainted with the concepts of strategic management accounting. The statement with which respondents were most familiar refers to the assessment of product advantages, where 66,2% indicated that they were highly familiar with this function of strategic management accounting. This was also the case with statements relating to the key roles of this concept, such as closer cooperation with management and corporate strategists (60,6%) and the function of social responsibility in approving funds for projects with environmental risks (56,3%). On the other hand, significantly fewer respondents (36,6%) indicated that they were highly familiar with the concept of the relationship between business strategy and management accounting.

The study also examined the level of respondents’ agreement with statements concerning the relationship between accounting systems and strategic management in organizations. The distribution of responses is presented in Table 3. The mean values for all statements are above 3, indicating that respondents largely agreed with the given statements. The highest agreement was recorded for the statements emphasizing that the accounting system supports the organization’s existing strategy (3.69) and

that strategic management accounting enables adequate quantification of costs and benefits from joint optimization and coordination between organizational units and partners (3.59). In contrast, the lowest mean value (3.46) was observed for the statement that the existing accounting system contains elements of strategically oriented management accounting. These

results suggest that, although current accounting practice provides significant support for strategic objectives, there is room for further progress in integrating management accounting and strategic management, particularly through the broader application of specific tools and methodologies that enable more precise analysis and optimization.

**Table 2.** Level of knowledge of strategic management accounting concepts among respondents

Concepts	Completely unfamiliar	Somewhat familiar	Highly familiar
The relationship between business strategy and strategic management accounting is similar to the relationship between military strategy and military intelligence.	21 (29.6%)	24 (33.8%)	26 (36.6%)
Strategic management accounting is positioned between management accounting and marketing management.	10 (14.1%)	27 (38.0%)	34 (47.9%)
Strategic management accounting also has a social responsibility function when approving funds for projects that pose a risk of environmental pollution.	9 (12.7%)	22 (31.0%)	40 (56.3%)
The application of strategic management accounting requires accountants in the organization to work more closely with management, corporate strategists, and the marketing and product development departments.	6 (8.5%)	22 (31.0%)	43 (60.6%)
Strategic management accounting is outward-oriented – toward the market – and seeks to integrate elements from management accounting and marketing management within the framework of strategic management.	4 (5.6%)	29 (40.8%)	38 (53.5%)
Strategic management accounting represents a continuous systemic process that constantly adapts and changes according to shifts in the organization and its environment to meet the evolving informational needs of business and financial decision-making.	6 (8.5%)	23 (32.4%)	42 (59.2%)
Strategic management accounting implies, among other things, that in addition to competitor analysis, it is also important to evaluate product advantages.	24 (33.8%)	0 (0.0%)	47 (66.2%)
From the perspective of customers and the organization, strategic management accounting provides information necessary for the evaluation and measurement of strategic issues.	31 (43.7%)	0 (0.0%)	40 (56.3%)

Source: Author's calculation

**Table 3.** Level of agreement with statements on the application of strategic management accounting in organizations

	1 – Strongly disagree	2 – Mostly disagree	3 – Neutral	4 – Mostly agree	5 – Strongly agree	Mean ± SD
The accounting system supports the existing strategy of your organization.	5 (7.0%)	4 (5.6%)	22 (31.0%)	17 (23.8%)	23 (32.4%)	3.69 ± 1.190
The existing accounting system contains elements of strategically oriented management accounting.	6 (8.5%)	5 (7.0%)	30 (42.3%)	10 (14.1%)	20 (28.2%)	3.46 ± 1.217
Your organization uses a product differentiation strategy to achieve a competitive advantage and considers analyzing product marketing costs, as they are critical for success.	8 (11.3%)	4 (5.6%)	27 (38.0%)	10 (14.1%)	22 (31.0%)	3.48 ± 1.297
Strategic management accounting enables adequate quantification of costs and benefits from joint optimization and coordination between organizational units, as well as between the organization and its partners (customers and suppliers).	5 (7.0%)	3 (4.2%)	29 (40.8%)	13 (18.3%)	21 (29.6%)	3.59 ± 1.166
Strategic management accounting requires that organizations be structured into strategic business units according to critical activities, with accumulation of accounting data for each activity.	0.0 (0.0%)	10 (14.1%)	27 (38.0%)	16 (22.5%)	18 (25.4%)	3.59 ± 1.022

Source: Author's calculation

Respondents indicated whether their organizations use strategic management accounting methods, with the following results: the largest number of respondents, 35 (49.3%), stated that their organizations use strategic management accounting methods, 23 respondents (32.4%) said the methods are used partially, 9 respondents (12.7%) reported that their organizations do not use these methods, while 4 respondents (5.6%) were unsure. The largest share of respondents, 33 (46.5%), reported that they occasionally use strategic management accounting for making strategic decisions. They were followed by 20 respondents (28.2%) who rarely use these methods, while

9 respondents (12.7%) use them regularly. A small number of respondents reported that they never use these methods (1.4%), while 8 respondents (11.3%) were unsure. Most respondents, 44 (62.0%), occasionally use data from these systems for long-term strategy planning, while 12 respondents (16.9%) use this information regularly. Data is rarely used by 12 respondents (16.9%), while only 1 respondent (1.4%) never uses them for this purpose. Two respondents (2.8%) were unsure. Respondents most frequently cited Activity-Based Costing (ABC method), mentioned by 34 respondents (47.9%), and benchmarking, mentioned by 11

respondents (15.5%), as the most helpful aspects in monitoring competition. A total of 46 respondents (64.8%) stated that their organizations continuously use strategic management accounting for the development of sustainable business models, while 22 respondents (31.0%) were unsure. Only 3 respondents (4.2%) believed that these methods are never used for this purpose. When analyzing responses by sector, a statistically significant difference was observed across all questions ( $p < 0.05$ ). In terms of sectoral use of strategic management accounting, most respondents in manufacturing (75%), finance (54.8%), and “other” sectors (62.5%) stated that their organizations use these methods, while in the services sector, 46.2% of respondents said that the methods are used partially. The use of these methods for making strategic decisions was reported as occasional in the

services (53.8%) and finance (64.5%) sectors, while in other sectors, the methods were most often used rarely (60.9%). Occasional use of information system data for long-term strategic planning was most prevalent in the “other” sector (82.6%), while somewhat lower values were observed in services (46.2%) and finance (58.1%). Regarding aspects most useful for monitoring competition, benchmarking dominated in the services sector (30.8%), while Activity-Based Costing (ABC) was most frequently reported in the finance (54.8%) and “other” (69.6%) sectors. For the development of sustainable business models, most respondents in the services sector (84.6%) were unsure, while respondents in manufacturing, finance, and “other” sectors most often indicated that these methods are used continuously.

**Table 4.** Application of strategic management accounting by sector

Question	Total	Manufacturing	Services	Finance	Other
<i>Does your organization use strategic management accounting methods?</i>					
Yes	35 (49.3%)	3 (75.0%)	0 (0.0%)	17 (54.8%)	15 (62.5%)
No	9 (12.7%)	0 (0.0%)	4 (30.8%)	5 (16.1%)	0 (0.0%)
Partially	23 (32.4%)	1 (25.0%)	6 (46.2%)	9 (29.0%)	0 (0.0%)
Don't know	4 (5.6%)	0 (0.0%)	3 (23.1%)	0 (0.0%)	7 (30.4%)
<i>How often is strategic management accounting used for making strategic decisions?</i>					
Never	1 (1.4%)	0 (0.0%)	0 (0.0%)	1 (3.2%)	0 (0.0%)
Rarely	20 (28.2%)	2 (50.0%)	3 (23.1%)	1 (3.2%)	14 (60.9%)
Occasionally	33 (46.5%)	0 (0.0%)	7 (53.8%)	20 (64.5%)	6 (26.1%)
Regularly	9 (12.7%)	1 (25.0%)	1 (7.7%)	5 (16.1%)	2 (8.7%)
Don't know	8 (11.3%)	1 (25.0%)	2 (15.4%)	4 (12.9%)	1 (4.3%)
<i>How often do you use information from strategic management accounting systems for long-term strategy planning?</i>					
Never	1 (1.4%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (4.3%)
Rarely	12 (16.9%)	1 (25.0%)	5 (38.5%)	5 (16.1%)	1 (4.3%)
Occasionally	44 (62.0%)	1 (25.0%)	6 (46.2%)	18 (58.1%)	19 (82.6%)
Regularly	12 (16.9%)	2 (50.0%)	1 (7.7%)	8 (25.8%)	1 (4.3%)
Don't know	2 (2.8%)	0 (0.0%)	1 (7.7%)	0 (0.0%)	1 (4.3%)
<i>Which aspects of strategic management accounting are most helpful in monitoring competition?</i>					
Benchmarking	11 (15.5%)	0 (0.0%)	4 (30.8%)	2 (6.5%)	5 (21.7%)
Value chain analysis	4 (5.6%)	2 (50.0%)	2 (15.4%)	0 (0.0%)	0 (0.0%)
Activity-Based Costing (ABC method)	34 (47.9%)	0 (0.0%)	1 (7.7%)	17 (54.8%)	16 (69.6%)
Balanced Scorecard (BSC)	7 (9.9%)	1 (25.0%)	3 (23.1%)	3 (9.7%)	0 (0.0%)
Other	9 (12.7%)	0 (0.0%)	1 (7.7%)	7 (22.6%)	1 (4.3%)
Don't know	6 (8.6%)	1 (25.0%)	2 (15.4%)	2 (6.5%)	1 (4.3%)
<i>To what extent do organizations use strategic management accounting for the development of sustainable business models?</i>					
Never	3 (4.2%)	1 (25.0%)	1 (7.7%)	1 (3.2%)	0 (0.0%)
Continuously	46 (64.8%)	2 (50.0%)	1 (7.7%)	25 (77.4%)	19 (82.6%)
Don't know	22 (31.0%)	1 (25.0%)	11 (84.6%)	6 (19.4%)	4 (17.4%)

Source: Author's calculation

As the most important topics of strategic management accounting, respondents most frequently mentioned strategic planning, control, and performance management (57.7%) and strategic decision-making (54.9%). As the most commonly used tools, respondents identified Activity-Based Costing (ABC method) (69.0%) and benchmarking (22.5%). Table 5 presents the most important topics and the most frequently used tools of strategic management accounting.

According to the data presented in Table 6, the mean values of respondents' agreement with statements on strategic decision-making in organizations are above 3, which indicates that respondents largely agreed with the

given statements. The highest level of agreement was recorded for the statement that strategic decision-makers in organizations usually think before acting (3.70), which may indicate that organizations tend to carefully plan their actions. With a mean value of 3.56, the next statement suggests that respondents believe that organizations' strategic intentions rarely deviate from their plans. The lowest level of agreement was recorded for the statement that strategic actions in organizations are usually developed in the absence of strategic intent (3.45), indicating a lower level of agreement with this view compared to others. These results suggest that although organizations think strategically, there is room for better alignment between intentions and actual actions.

**Table 5.** Most important topics and most frequently used tools of strategic management accounting

Significant topics	No	Yes
Strategic cost accounting	53 (74.6%)	18 (25.4%)
Strategic planning, control, and performance management	30 (42.3%)	41 (57.7%)
Strategic decision-making	32 (45.1%)	39 (54.9%)
Competitor accounting	60 (84.5%)	11 (15.5%)
Customer accounting	60 (84.5%)	11 (15.5%)
Most frequently used tools	No	Yes
Benchmarking	55 (77.5%)	16 (22.5%)
Value chain analysis	68 (95.8%)	3 (4.2%)
Activity-Based Costing (ABC method)	22 (31.0%)	49 (69.0%)
Balanced Scorecard (BSC)	56 (78.9%)	15 (21.1%)
Other	65 (91.5%)	6 (8.5%)
Don't know	62 (87.3%)	9 (12.7%)

Source: Author's calculation

**Table 6.** Level of agreement with statements on strategic decision-making in the organization

	1 – Strongly disagree	2 – Mostly disagree	3 – Neutral	4 – Mostly agree	5 – Strongly agree	Mean ± SD
In your organization, strategic decision-makers usually think carefully before acting.	1 (1.4%)	3 (4.2%)	30 (42.3%)	19 (26.8%)	18 (25.4%)	3.70 ± 0.947
In your organization, strategic intentions are rarely achieved with deviations or without them.	2 (2.8%)	1 (1.4%)	38 (53.5%)	15 (21.1%)	15 (21.1%)	3.56 ± 0.937
In your organization, strategic action is usually developed in the absence of strategic intent.	1 (1.4%)	6 (8.5%)	38 (53.5%)	12 (16.9%)	14 (19.7%)	3.45 ± 0.953

Source: Author's calculation

Respondents were asked to evaluate the impact of strategic management accounting on the operations of their organizations (Table 7). The largest share of respondents assessed that strategic management accounting contributes to strategic goals to a lesser extent (39.4%) or moderately (26.8%), while 23.9% stated that it contributes fully. Most respondents (52.1%) considered it very effective in cost optimization, while 36.6% reported partial effectiveness. Regarding the improvement of competitive advantage, 52.1% of respondents believed that strategic management accounting makes a significant contribution, while 32.4% thought otherwise. These results indicate that most respondents recognize strategic management accounting as an important tool for business improvement and enhancing competitive advantage. When analyzed by organizational sector, a statistically significant difference was found in the impact of strategic

management accounting on achieving goals ( $p = 0.000$ ). In manufacturing, the highest percentage of respondents (50.0%) reported moderate contribution, as was the case in the services sector (46.2%). In the financial sector, the majority of respondents (71.0%) stated that it contributes only to a lesser extent. In other sectors, 60.9% of respondents viewed strategic management accounting as contributing fully. Regarding cost optimization, no statistically significant difference was observed across sectors ( $p = 0.071$ ), with most respondents in all sectors rating this area as very effective. Considering contribution to competitive advantage, the majority of respondents in manufacturing (75.0%), services (69.2%), and other sectors (78.3%) stated that strategic management accounting enhances competitive advantage, while in the financial sector, 71.0% expressed the opposite view ( $p = 0.000$ ).

**Table 7.** Impact of strategic management accounting on achieving goals, cost optimization, and competitive advantage by sector

	Total	Manufacturing	Services	Finance	Other
<i>To what extent does strategic management accounting contribute to achieving your organization's strategic goals?</i>					
Not at all	4 (5.6%)	1 (25.0%)	0 (0.0%)	0 (0.0%)	3 (13.0%)
To a lesser extent	28 (39.4%)	0 (0.0%)	5 (38.5%)	22 (71.0%)	1 (4.3%)
Moderately	19 (26.8%)	2 (50.0%)	6 (46.2%)	6 (19.4%)	5 (21.7%)
Fully	17 (23.9%)	0 (0.0%)	1 (7.7%)	2 (6.5%)	14 (60.9%)
Don't know	3 (4.2%)	1 (25.0%)	1 (7.7%)	1 (3.2%)	0 (0.0%)
<i>How effective is strategic management accounting in cost optimization?</i>					
Ineffective	5 (7.0%)	1 (25.0%)	0 (0.0%)	4 (12.9%)	0 (0.0%)
Partially effective	26 (36.6%)	1 (25.0%)	7 (53.8%)	11 (35.5%)	7 (30.4%)
Very effective	37 (52.1%)	1 (25.0%)	5 (38.5%)	16 (51.6%)	15 (65.2%)
Don't know	3 (4.2%)	1 (25.0%)	1 (7.7%)	0 (0.0%)	1 (4.3%)
<i>Do you believe that strategic management accounting improves your organization's competitive advantage?</i>					
Yes	37 (52.1%)	3 (75.0%)	9 (69.2%)	7 (22.6%)	18 (78.3%)
No	23 (32.4%)	0 (0.0%)	0 (0.0%)	22 (71.0%)	1 (4.3%)
Don't know	11 (15.5%)	1 (25.0%)	4 (30.8%)	2 (6.5%)	4 (17.4%)

Source: Author's calculation

Respondents identified the main challenges in implementing strategic management accounting (Table 8). The majority (52.1%) stated that the lack of resources is the key challenge, 18.3% indicated that insufficient employee training is the biggest obstacle, while 15.5% cited resistance to change as the main challenge. A smaller number of respondents (8.5%) mentioned another challenge, while 5.6% had no opinion on the matter. The results suggest that organizations mainly perceive a lack of resources and training as the biggest barriers to the application of strategic management accounting. When observed by sector, significant differences were found in the challenges organizations face depending on the sector

( $p = 0.000$ ). In manufacturing, the most common challenge was resistance to change (50.0%), while in the services sector, the lack of resources stood out (61.5%). In the financial sector, the main challenge was insufficient employee training (61.3%), and a similar trend was observed in other sectors, where 65.2% also cited training as the key problem. Regarding the changes that would most improve the application of strategic management accounting in organizations, no statistically significant difference was observed depending on the sector ( $p = 0.266$ ). The most important change identified was the need for education and training, supported by the majority of respondents across all sectors.

**Table 8.** Main challenges and proposed changes for improving the implementation of strategic management accounting by sector

	Total	Manufacturing	Services	Finance	Other
<i>Main challenges</i>					
Lack of resources	13 (18.3%)	1 (25.0%)	8 (61.5%)	2 (6.5%)	2 (8.7%)
Insufficient employee training	37 (52.1%)	0 (0.0%)	3 (23.1%)	19 (61.3%)	15 (65.2%)
Resistance to change	11 (15.5%)	2 (50.0%)	1 (7.7%)	3 (9.7%)	5 (21.7%)
Other	6 (8.5%)	1 (25.0%)	0 (0.0%)	6 (19.4%)	0 (0.0%)
Don't know	4 (5.6%)	1 (25.0%)	1 (7.7%)	1 (3.2%)	1 (4.3%)
<i>Proposed changes for improvement</i>					
Better software tools	8 (11.3%)	1 (25.0%)	3 (23.1%)	2 (6.5%)	2 (8.7%)
More education and training	50 (70.4%)	1 (25.0%)	7 (53.8%)	24 (77.4%)	18 (78.3%)
Stronger management support	8 (11.3%)	1 (25.0%)	2 (15.4%)	3 (9.7%)	2 (8.7%)
Other	1 (1.4%)	0 (0.0%)	0 (0.0%)	1 (3.2%)	0 (0.0%)
Don't know	4 (5.6%)	1 (25.0%)	1 (3.2%)	1 (3.2%)	1 (4.3%)

Source: Author's calculation

The research results show that most respondents' organizations (80.3%) have partially digitalized strategic management accounting processes, while only 8.5% are fully digitalized. The same percentage of respondents (8.5%) reported that their organizations are not digitalized at all, and 2.8% of respondents did not know the level of digitalization in their organizations. Regarding the use of software tools, the largest percentage of respondents (39.4%) reported partial use of various tools, while specialized tools such as Tableau and Power BI were used

in 21.1% of cases, and Excel or similar applications in 19.7%. ERP systems (SAP, Oracle) were the least represented (7.0%), while 4.2% reported using other tools, and 8.5% of respondents were not familiar with the software used. Concerning the potential to improve strategic management processes through investment in technology, 60.6% of respondents believed such investment would improve processes, while 36.6% disagreed, and 2.8% had no opinion on this matter.

**Table 9.** Digitalization and technology in strategic management accounting

	N (%)
<i>To what extent is your organization digitalized in terms of strategic management accounting?</i>	
Not at all	6 (8.5%)
Partially	57 (80.3%)
Fully	6 (8.5%)
Don't know	2 (2.8%)
<i>Which software tools do you use to support strategic management accounting?</i>	
ERP systems (SAP, Oracle)	5 (7.0%)
Partial use of different tools	28 (39.4%)
Specialized tools (e.g., Tableau, Power BI)	15 (21.1%)
Excel or similar applications	14 (19.7%)
Other	3 (4.2%)
Don't know	6 (8.5%)
<i>Do you believe that investment in technology would improve the strategic management process?</i>	
Yes	43 (60.6%)
No	26 (36.6%)
Don't know	2 (2.8%)

Source: Author's calculation

Based on the results presented in Table 10, several key aspects can be observed regarding the role of strategic

management accounting in organizations. With respect to investment in employee training and competence

development for strategic management accounting, most organizations invest to a moderate (38.0%) or significant extent (25.4%), while a smaller portion invests to a lesser extent (23.9%) or not at all (7.0%). Regarding the existence of a dedicated function or department for strategic management accounting, most organizations (59.2%) do not have such a function, while 36.6% do. As for the alignment of organizational strategic goals with the results of strategic management accounting, 76.1% of respondents considered them partially aligned, while 8.5% believed they were fully aligned. None of the

respondents reported that goals were not aligned, suggesting that organizations recognize the importance of alignment, although there is significant room for improvement. When asked which strategic functions require information supported by the strategic management accounting system, the highest percentage of respondents (36.6%) cited the selection of strategic alternatives. A smaller share reported using these systems for environmental analysis (8.5%) or implementation of the strategic plan (11.3%).

**Table 10.** Investment in strategic management accounting and support for strategic functions in organizations

	N (%)
<i>To what extent does your organization invest in training and competence development for strategic management accounting?</i>	
Not at all	5 (7.0%)
To a lesser extent	17 (23.9%)
Moderately	27 (38.0%)
Significantly	18 (25.4%)
Don't know	4 (5.6%)
<i>Does your organization have a dedicated function or department for strategic management accounting?</i>	
Yes	26 (36.6%)
No	42 (59.2%)
Don't know	3 (4.2%)
<i>To what extent are your strategic goals aligned with the results of strategic management accounting?</i>	
Not at all	0 (0.0%)
Partially	54 (76.1%)
Fully	6 (8.5%)
Don't know	11 (15.5%)
<i>Which "strategic functions" require information that the strategic management accounting system should support?</i>	
Environmental analysis	6 (8.5%)
Generation of strategic alternatives	14 (19.7%)
Selection of strategic alternatives	26 (36.6%)
Strategic implementation planning	9 (12.7%)
Implementation of the strategic plan	8 (11.3%)
Control of the strategic management process	8 (11.3%)

Source: Author's calculation

**Table 11.** Application of strategic management accounting in organizations

	N (%)
<i>Which key performance indicators (KPIs) do you use to measure strategic goals?</i>	
Financial (e.g., ROI, EBITDA)	18 (25.4%)
Non-financial (e.g., customer satisfaction, innovation)	9 (12.7%)
Both financial and non-financial indicators	40 (56.3%)
Don't know	4 (5.6%)
<i>How has strategic management accounting contributed to improving your business performance in the last 5 years through adequate use of KPIs?</i>	
Not at all	10 (14.1%)
To a lesser extent	32 (45.1%)
Moderately	23 (32.4%)
Significantly	6 (8.5%)
<i>To what extent does your organization use strategic management accounting to forecast future market trends?</i>	
Not at all	3 (4.2%)
Rarely	13 (18.3%)
Occasionally	45 (63.4%)
Regularly	5 (7.0%)
Don't know	5 (7.0%)
<i>How does strategic management accounting contribute to cost control in your organization?</i>	
Minimally	8 (11.3%)
Moderately	44 (62.0%)
Significantly	13 (18.3%)
Don't know	6 (8.5%)
<i>How successful is your organization in linking strategy with operational goals?</i>	
Not at all	2 (2.8%)
Partially	42 (48.2%)
Fully	22 (31.0%)
Don't know	5 (7.0%)

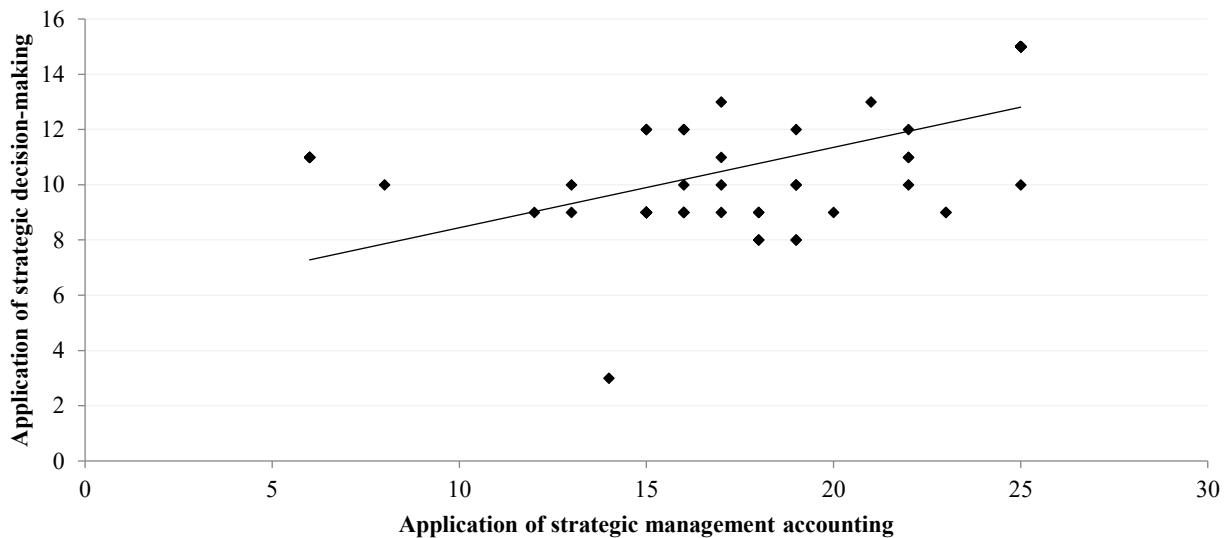
Source: Author's calculation

The results show that most respondents (56.3%) use a combination of financial and non-financial key performance indicators (KPIs) to measure strategic goals, while only financial indicators are used in 25.4% of cases, and only non-financial indicators in 12.7%. Regarding the contribution of strategic management accounting to business performance over the past five years through the adequate use of KPIs, most respondents rated the contribution as minor (45.1%) or moderate (32.4%), while 8.5% reported a significant contribution, and 14.1% said there was no contribution. The use of strategic management accounting for predicting market trends was most often occasional (63.4%), while only 7.0% of organizations used it regularly, 18.3% rarely, and 4.2% not at all. In terms of cost control, strategic management accounting contributed moderately to most cases (62.0%), while 18.3% of organizations reported significant contribution and 11.3% minimal. Regarding the connection between strategy and operational goals, 48.2% of respondents indicated partial alignment, while 31.0% reported full alignment, and only 2.8% stated there was no connection. The research results on the use of strategic management accounting in organizations, including KPIs, cost control, and alignment of strategy with operational goals, are presented in Table 11. This study indicates that

most organizations use a combination of financial and non-financial KPIs for monitoring strategic goals, with the contribution of strategic management accounting to business performance being moderate. Strategic management accounting is mainly used occasionally for predicting market trends and has significant potential in cost control.

Responses to the items measuring agreement with statements on the application of strategic management accounting in organizations were summed to obtain a total score, with a mean value of  $17.82 \pm 5.142$  (out of a maximum of 25). Likewise, responses to the items on agreement with statements about strategic decision-making in the organization were summed to obtain a total score, with a mean value of  $10.72 \pm 2.553$  (out of a maximum of 15). A statistically significant positive correlation was found between the application of strategic management accounting and strategic decision-making in organizations ( $r = 0.586$ ). This result indicates that organizations that apply the principles of strategic management accounting more frequently also tend to apply the principles of strategic decision-making more often (Figure 1).

**Figure 1.** Correlation between the application of strategic management accounting and strategic decision-making in organizations



Source: Author's

Scores related to the application of strategic management accounting and strategic decision-making were examined across organizational sectors - manufacturing, services, finance, and other (Table 12). ANOVA results showed a statistically significant difference in the application of strategic management accounting between sectors ( $F = 9.552, p = 0,000$ ). A statistically significant difference was also found for strategic decision-making ( $F = 13.139, p = 0,000$ ). The finance sector had the lowest average score ( $15.35 \pm 4.521$ ), suggesting that organizations in this sector apply these practices the least. The lowest strategic decision-making scores were recorded in the finance ( $9,55 \pm 1.178$ ) and services ( $9.62 \pm 2.468$ ) sectors, indicating

weaker application of strategic decision-making in these sectors.

**Table 12.** Mean scores for the application of strategic management accounting and strategic decision-making by organizational sector

Sector	Application of strategic management accounting	Application of strategic decision-making
Manufacturing	$16.50 \pm 6.028$	$10.75 \pm 0.957$
Services	$17.15 \pm 2.672$	$9.62 \pm 2.468$
Finance	$15.35 \pm 4.521$	$9.55 \pm 1.178$
Other	$21.74 \pm 4.711$	$12.91 \pm 2.778$

Source: Author's calculation

No statistically significant difference by gender was found for the application of strategic management accounting ( $p = 0.067$ ), although higher mean values were recorded for male respondents ( $18.80 \pm 6.276$ ) compared to female respondents ( $16.55 \pm 2.743$ ). By contrast, a statistically significant difference by gender was observed for strategic decision-making ( $p = 0.000$ ): male respondents had significantly higher mean values ( $12.05 \pm 2.459$ ) than female respondents ( $9.00 \pm 1.390$ ).

A statistically significant difference among age groups was found for both the application of strategic management accounting ( $p = 0.000$ ) and strategic decision-making ( $p = 0.000$ ). For the application of strategic management accounting, the highest mean values were observed among respondents aged 50 and above ( $22.29 \pm 4.059$ ), while the lowest were among those under 30 ( $14.06 \pm 6.104$ ). Similarly, in strategic decision-making, the highest mean values were also recorded in the 50+ group ( $12.67 \pm 2.93$ ), and the lowest among respondents aged 30–39 ( $8.94 \pm 1.638$ ).

With respect to organizational position, no statistically significant difference was found in the application of strategic management accounting ( $p = 0.114$ ). Conversely, a statistically significant difference was observed for strategic decision-making by position ( $p = 0.003$ ): the highest mean values were recorded in the “Other” group ( $11.82 \pm 3.15$ ), while the lowest were among operational managers ( $9.09 \pm 0.811$ ).

Statistically significant differences were found in both the application of strategic management accounting and strategic decision-making with respect to work experience ( $p = 0.000$ ). For the application of strategic management accounting, the highest mean values were among respondents with more than 15 years of experience ( $20.76 \pm 4.328$ ), and the lowest among those with less than 5 years ( $12.64 \pm 5.401$ ). Similarly, for strategic decision-making, the highest mean values were observed among respondents with more than 15 years of experience ( $11.97 \pm 2.812$ ), and the lowest among those with less than 5 years ( $9.71 \pm 0.914$ ).

**Table 13.** Mean scores for the application of strategic management accounting and strategic decision-making by respondents’ demographic characteristics

Demographic characteristics	Application of strategic management accounting	Application of strategic decision-making
<i>Gender</i>		
Male	18.80 ± 6.276	12.05 ± 2.459
Female	16.55 ± 2.743	9.000 ± 1.390
<i>Age<sup>a,b</sup></i>		
Under 30 years	14.06 ± 6.104	9.81 ± 1.276
30–39 years	16.059 ± 2.13	8.94 ± 1.638
40–49 years	16.57 ± 2.138	10.57 ± 1.60
50 years and above	22.29 ± 4.059	12.67 ± 2.93
<i>Organizational position<sup>b</sup></i>		
Operational manager	15.36 ± 2.150	9.09 ± 0.811
Financial manager	18.62 ± 4.173	10.62 ± 1.408
Strategic manager	18.50 ± 3.146	10.83 ± 1.329
Head of accounting	18.50 ± 0.707	10.50 ± 2.12
Other	19.09 ± 6.580	11.82 ± 3.15
<i>Work experience</i>		
Less than 5 years	12.64 ± 5.401	9.71 ± 0.914
5–10 years	16.37 ± 2.53	9.25 ± 1.064
10–15 years	17.14 ± 2.911	10.00 ± 3.214
More than 15 years	20.76 ± 4.328	11.97 ± 2.812

Source: Author’s calculation

Overall, the study's findings indicate that most respondents understand the fundamental ideas of strategic management accounting, especially when it comes to useful tasks like evaluating the benefits of products, collaborating with management, and upholding social responsibility. Although most respondents believe that accounting systems substantially support existing strategies and enable quantitative analysis of costs and benefits, integration of strategic management accounting into broader strategic processes remains partial. Methods such as ABC and benchmarking are present in most organizations, but mostly on an occasional basis, while regular use for strategic decision-making and long-term planning remains limited. There is notable variability across sectors; for example, manufacturing and finance more often report continuous use of these methods, whereas services show greater caution and partial application. These findings suggest that while strategic

management accounting can help with competitive monitoring and the creation of sustainable business models, its incorporation into organizational practice is contingent upon industry-specific factors and prevailing business priorities.

Further results reveal that organizations are generally perceived as deliberate in their strategic actions, yet there is room for better alignment between intent and concrete actions. Although this effect is typically rated as moderate or partial, most respondents acknowledge the role that strategic management accounting plays in cost optimization and enhancing competitive advantage. Key implementation challenges include a lack of resources, insufficient training, and resistance to change, with sector-specific patterns: resistance dominates in manufacturing, lack of resources in services, and insufficient training in finance and other sectors. The data also indicate that

digitalization of management accounting processes is partial in most organizations, and the use of software tools is often limited to basic solutions. The significant correlation between using strategic management accounting and making strategic decisions confirms that more frequent use of these methods contributes to a stronger strategic orientation. However, demographic differences, especially age and work experience, show that older and more experienced managers apply these concepts more, indicating the need for greater investment in training younger staff and for more systematic integration of management accounting tools at all levels of organizational decision-making.

Additionally, analysis revealed considerable disparities in strategic management accounting and decision-making practices across sectors. The lowest average values were recorded in the financial and services sectors, indicating that organizations in these areas still underutilize the potential of linking accounting information with strategic processes, while the manufacturing and other sectors achieved higher scores, confirming greater integration of these methods into decision-making. These findings suggest that sectors with weaker results require additional investments in training and the development of specialized tools to ensure a stronger linkage between strategic goals and decision-making processes, thereby increasing organizations' long-term competitiveness.

## 5. Conclusion

This study explores how strategic management accounting affects long-term business decisions and company growth. Although strategic management accounting offers substantial benefits to the strategic decision-making process, certain limitations may affect its application. The high cost of manager training and the deployment of accounting software is one of the main challenges, which can be prohibitive for small and medium-sized businesses. In addition, many accounting methods require access to accurate and up-to-date data, which may be challenging where information is lacking or business processes are complex. Another challenge is that strategic management accounting can be time-consuming, especially in companies with complex operations and a broad range of products and services.

The strategic decision-making process is directly conditioned by the quantity and quality of information available to the company's top management. The process of strategic decision-making of the object is visualized with an adequate information base, especially a computational one. The rule is that the more the computer management information base is used for quality decision-making, the lower the business risk and other types of risk. Future studies could assess how strategic management accounting and sustainable business are related. Examining how strategic management accounting can help firms integrate sustainable business practices into their plans, particularly when taking social and environmental concerns into account and promoting the advancement of its methods for faster and more reliable

strategic decision-making, could further elucidate its role in modern business.

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