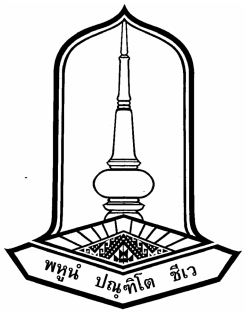

STRATEGIC COST MANAGEMENT AND GOAL ACHIEVEMENT: EVIDENCE FROM FOOD BUSINESSES IN THAILAND

CHAIRUNG CHAIKAMBANG

A dissertation submitted in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Accounting at Mahasarakham University

October 2012

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ABSTRACT

This research integrates the key dimensions of strategic cost management in a new model. The primary objective of this research is to examine the effects of strategic cost management on goal achievement. Moreover, the effects of strategic cost management on operational excellence outstanding, decision making advantage and valuable information specialization are investigated. Additionally, this research tests the effects of organizational vision for wealth, accountant competency readiness, technology learning competency, and competitive volatility on strategic cost management. Finally, this research intends to explore the moderating effects of modern knowledge integration, organizational change orientation, best accounting system, dynamic accounting knowledge, best environmental learning and continuous organizational adaptation.

The underlying transaction cost, dynamic capability and contingency theories are fundamental of this research. Food businesses in Thailand were selected as the sample. Questionnaire is used as an instrument for data collection and accounting manager/accounting director is key informant. Data were collected from a sample of 298 firms. The effective response rate was approximately 20.03%. The Ordinary Least Squares (OLS) regression analysis is a method for testing the hypotheses.

The results of this research indicate that value-added activity utilization, customer service cost implementation, competitor cost efficiency analysis and resource usage quality assessment have a significant positive effect on operational excellence outstanding, decision making advantage, and valuable information specialization. Furthermore, operational excellence outstanding, decision making advantage, and

valuable information specialization positively relates to goal achievement. Eventually, organizational vision for wealth, accountant competency readiness, technology learning competency, and competitive volatility has a positive effect on five dimensions of strategic cost management.

In addition, the findings show that best accounting system is the moderator of the relationships between value-added activity utilization and valuable information specialization. Besides, dynamic accounting knowledge moderates the relationship between value-added activity utilization and operational excellence outstanding; and it also moderates the relationship between value-added activity utilization and decision making advantage. Finally, best environmental learning moderates the relationship between operational excellence outstanding and goal achievement. Moreover, it also moderates the relationship between valuable information specialization and goal achievement.

In summary, this research concentrates on new dimensions of strategic cost management that provides significant expanding on previous knowledge and relevant strategic cost management literature. It also gives the directions and suggestions for the firms to identify and justify key components of strategic cost management that may help them to be successful in the long term. This research reveals both future research direction and limitation. According to the results of moderating effect mostly are not significant and the negative effects are not as predicted. Future research needs to re-investigate and also may apply in the future such as in-depth interviews and case studies.

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CHAPTER I

INTRODUCTION

Overview

With increased global competition, firms face ever-changing conditions in the market. This keen competition forces firms to use creative operational strategies for maintaining the desired profitability in their operation, the ways of increasing profits are productivity and cost reduction. However, costs affect business results through incoming and outgoing elements of the process of production or provision of services (Ilic, Milicevic and Cvetkovic, 2010). Then, firms need to enhance their ability to differentiate themselves from their competitors and create new value for their customers (Fu, 2007). In the context of achieving positive long-term business results, firms are required to increase revenues and decrease costs although the business environment and the conditions under which a business can be undertaken have changed (Jinga et al., 2010).

In contemporary conditions, the necessity for the firms to have meaningful information about cost and performance of their products, services and customers in order to help make management decisions in new business environments become particularly important. Cost management can be one of the means trying to improve competitive advantage for firms that have significant asset (Lapasinskaite, 2005). Cost accounting implementation is one of contemporary management accounting techniques that provide cost information usefulness to develop strategic decision making and sustainable competitive advantage crucial to operating more efficiency in violently competitive environment (Sulaiman, Ahamad, and Alwi, 2005). In addition, cost information plays a vital role in determining the most appropriate direction for the organization. Cost management guides managerial actions, motivates behaviors, and supports and creates the cultural values essential to achieve an organization's strategic objectives (Zengin and Ada, 2010).

Nowadays, cost management has moved from a traditional role to a strategic role, the role of strategic cost management is the one important key that provides cost information to support the achievement of the firm's objective and strategic goals (Ilic, Milicevic and Cvetkovic, 2010). Strategic cost management is built on both cost accounting and management accounting and assumes knowledge of both that can be helping the better management of resources, and increase competitive advantage in terms of costs, quality and firm performance (Cooper and Kapland, 1998). Moreover, strategic cost management should support the achievement of the firm's mission and strategic goals (Ilic, Milicevic and Cvetkovic, 2010). In the other words, the term strategic cost management has a board focus, that is a primary concern which will not only be cost management but also increase revenues, improve productivity and customer satisfaction, and at the same time improve the strategic position of the firm. Strategic cost management is much more than measuring and reporting costs. It is a philosophy, an attitude and a set of techniques designed to create more value at lower costs (McNair, 2000). This is a philosophy for improvement because it promotes the idea of searching for courses of action so that the firm may decide appropriately towards creating value. Then, this is a proactive attitude because costs are not simply incurred as the result of certain decisions. Strategic cost management is not enough for the costs to be calculated; there must be a direct concern for making decisions that affect costs. In addition, strategic cost management is also a set of techniques which frame the cost calculation system that functions towards aiding the decision making process, the achievement of the goal and activities of the firm. Therefore, the critical success factors for strategic cost management not only encompass financial factors, such as costs and revenues, but also nonfinancial factors that are similar to new product development, operational effectiveness, customer and stakeholder acceptance. In the successful firms of the 21st century, strategic cost management will not be the only most important factor, but also value and revenue considered critical factors in the success of firms (Kumar and Shafabi, 2011). Also, continuously garnering and acting upon the overall strategic cost management provide the means to reduce cost and improve operational effectiveness and increase profitability (Anirban, 2011).

The successful implementation of strategic cost management is a concomitant orientation toward constant cost reduction, enhancing revenue and strengthening the

firm's position. Indeed, reducing costs alone is not productivity improvement; more often, reducing cost in one activity can shift costs to another activity. As a result, a firm should sell the right product to the right customer at the right time for the right price (cost), thereby maximizing revenue from its products. In addition, leading firms increasingly view strategic cost management as more than just a source of cost reduction, but also as a source of competitive advantage, with the potential to drive performance improvement in customers, profit generation, resource utilization, and cost reduction (Fu, 2007).

Based on literature reviewed, there are a few empirical researches on strategic cost management integrating theory to describe the complete phenomena. Thus, transaction cost theory, contingency theory, and dynamic capability theory are employed to explain the phenomena in this research. Especially, transaction cost theory is used to describe the strategic cost management and consequences. Contingency theory is also applied to describe the antecedents of strategic cost management. Furthermore, dynamic capability theory explains the moderating effect of the relationships between strategic cost management and consequences. This research generates the significant study of the literature on strategic cost management. First, this research expands the theoretical contributions to previous knowledge and literature of strategic cost management. Second, this research proposes new five dimensions of strategic cost management, namely, cost allocation effectiveness evaluation, value-added activity utilization, customer service cost implementation, competitor cost efficiency analysis, and resource quality assessment. Third, the three theories, namely transaction cost theory, contingency theory, and dynamic capability theory are explained to support the relationships of conceptual models in this research. Finally, the antecedents and consequences of strategic cost management are offered by this research in different ways. Moreover, this research tests the mentioned relationships.

In this research, the analysis is based on the sample of food businesses in Thailand because food business is an important contributor to Thailand's economy and has earned the country the sobriquet " Kitchen of the World". Thailand is one of the world's top ten producers and exporters of food (Weddle, 2011). Also, the cost of food production a large proportion. Therefore, firms often look closely at the production that must maximize output for a given set of scarce inputs or minimize the cost of producing

a given output (Anirban, 2011). Moreover, free trade area with other countries and environmental uncertainty affect this business. Especially, Thailand's floods in 2011 affected several industries' supply chains, including food businesses, the automotive, and electronics industry (Tubsungnearn, 2011). Significantly, firms confront the problem that the inability to produce continuously, because of a shortage of raw materials and production, they cannot distribute to the customer. As a result, the firm is decreases revenues and increases costs. Thus, an executive seeks a suitable management approach for operations such as accounting information to support decision making in business, particularly, in the area of strategic cost management. Hence, this research focuses on food businesses in Thailand as a target group in order for a comprehensive study to achieve the goals with management by strategic cost management in food businesses.

This research provides both theoretical and managerial contributions for theoretical contribution**.** This research is a new perspective in strategic cost management dimensions which examine at the organizational level in strategic cost management and environmental factors whereas most prior research studied only value chain, and buyers-suppliers. Moreover, this research attempts to investigate the antecedents and consequences of strategic cost management in the new model and also attempts to capture and measure these constructs by using questionnaires for data collection. For managerial contribution**,** strategic cost management implication improves operational excellence outstanding, decision making advantage and valuable information specialization leading to goal achievement as a management tool.

Purpose of the Research

The main purpose of the research is to examine the relationships between strategic cost management including five dimensions (cost allocation effectiveness evaluation, value-added activity utilization, customer service cost implementation, competitor cost efficiency analysis, and resource usage quality assessment) on goal achievement. Also, the specific research purposes are as follows:

1. To examine the relationships between the dimensions of strategic cost management and its consequences (operational excellence outstanding, decision making advantage, and value information specialization).

2. To test the relationships between operational excellence outstanding and decision making advantage.

3. To examine the relationships between valuable information specialization and decision making advantage.

4. To investigate the relationships between operational excellence outstanding, decision making advantage, value information specialization and goal achievement.

5. To examine the impacts of antecedents (organizational vision for wealth, accountant competency readiness, technology learning capability and competitive volatility) on strategic cost management.

6. To test the relationships between the dimensions of strategic cost management and its dependent variables (operational excellence outstanding, decision making advantage, and value information specialization) by using best accounting system and dynamic accounting knowledge as a moderating determination.

7. To investigate the relationships between operational excellence outstanding, decision making advantage, value information specialization and goal achievement by using best environmental learning and continuous organizational adaptation as a moderating determination.

8. To test the relationships of organizational vision for wealth, accountant competency readiness, technology learning capability and competitive volatility on strategic cost management via modern knowledge integration and organizational change orientation as a moderator.

Research Questions

A key research question of this research is how does strategic cost management (cost allocation effectiveness evaluation, value-added activity utilization, customer service cost implementation, competitor cost efficiency analysis and resource usage quality assessment) has an influence on goal achievement. Also, specific research questions are presented as follows:

1. How does each dimension of strategic cost management affect operational excellence outstanding, decision making advantage, and value information specialization?

2. How does operational excellence outstanding affect decision making advantage?

3. How does valuable information advantage affect decision making advantage?

4. How do operational excellence outstanding, decision making advantage and valuable information specialization affect goal achievement?

5. How do organizational vision for wealth, accountant competency readiness, technology learning capability and competitive volatility have an influence on strategic cost management?

6. How do best accounting system and dynamic accounting knowledge moderate the relationships among strategic cost management, operational excellence outstanding, decision making advantage and valuable information specialization?

7. How do operational excellence outstanding, decision making advantage and valuable information specialization affect goal achievement through best environmental learning and continuous organizational adaptation as a moderator?

8. How do organizational vision for wealth, accountant competency readiness, technology learning competency and competitive volatility have an influence on strategic cost management via moderating effects of modern knowledge integration and organizational change orientation?

Scope of the Research

This research draws a base of transaction cost theory, contingency theory, and dynamic capability. This research proposes theory interaction to explain the relationship of each variable that concentrates on examination and to answer the research questions and objectives. Moreover, this research focuses on the effects of strategic cost management on goal achievement in the context of food businesses in Thailand. Additionally, data collection employs questionnaires as the main research instrument.

The Ordinary Least Squares (OLS) regression analyses are processed to test all postulated hypotheses.

With respect to the research objectives and research questions, there are many variables in the research. Strategic cost management is an independent variable. It is defined as a philosophy, an attitude, and a set of techniques to provide and create cost effectiveness (Kumar and Shafabi, 2011).

Furthermore, strategic cost management comprises five dimensions, namely cost allocation effectiveness evaluation, value-added activity utilization, customer service cost implementation, competitor cost efficiency analysis, and resource usage quality assessment. Firstly, cost allocation effectiveness evaluation is defined as an estimate the accuracy of product cost calculation, the allocation of indirect costs to product/service based on the activity performs and cost information used to support management (Pillai, 2008). Secondly, value-added activity utilization refers to the usefulness of each activity's cost information to operations. The activities should cover the entire value chain, research and development, design, production, marketing, distribution and service to continuously improve value-added activities and continuously decrease non value-added activities (Chen, Tjosvold, and Su, 2005). Thirdly, customer service cost implementation is defined as ability of firm to collect, analyze, and summarize customer service cost information, and usefulness of cost information to determine a suitable cost to improve customer service performance (Van Raaij, 2005). Fourthly, competitor cost efficiency analysis refers to an ability of a firm to analyze and summarize competitors' cost information as they focus on cost structures of competitors based on appraisal of economies of scale, facilities, technology, governmental relationships and analysis of product costs. In addition, benchmarking of a competitor's cost is valuable information to business planning and controlling (Lou, 1988). Lastly, resource usage quality assessment is defined as an ability of a firm to appraise resources toward minimizing the resources on economizing, including the use of shared resources efficiently (Balkin, Markman, and Gomez-Meja, 2000).

Accordingly, the consequences of strategic cost management consist of operational excellence outstanding, decision making advantage and valuable information specialization. The definition of operational excellence outstanding as an ability of firm to manage that provides goal achievement more prominent than

competitors. In addition, responding to forces for change through operational that is accepted by both internal and external organizations (Rabinovich, Dresner, and Evers, 2003). Valuable information specialization refers to the value of cost information which particular attributes are accuracy, relevance, reliability, timeliness, understanding, and useful insights into additional information collected to reduce or remove uncertainty in a specific decision making context (Love and Irani, 2003). Decision making advantage is refers to ability of firm to achieve in decision processes of firms to choose activities from various alternatives prominent than competitor based on cost information (Talaulicar et al., 2005).

This research also investigates the antecedents of strategic cost management, various antecedent factors that affect strategic cost management: organizational vision for wealth, accountant competency readiness, technology learning capability and competitive volatility. Organizational vision for wealth is defined as the goals and direction of firms that can organize and manage activities to achieve goals following policies, regulations, and principles of firms in the future with the focuses on maximizing firm value (Foster and Akdere, 2007). Accountant competency readiness is defined as an accountant's existing capacities that help predict competent performance in a certain job that it encompasses knowledge, skills, abilities, experience and personality of accountant (Fowier, 1999). Technology learning capability is defined as ability of firm to develop new technology knowledge and using the latest technological knowledge for generation and development to enhance competitive advantage (McDermott and Stock, 1999). Competitive volatility refers to unpredictability of change in external conditions that may affect the competitive environment. This include, the increasing number of competitors in a market and is difficult to predict the dramatic increase of strategic moves (Yasamorn and Ussahawanitchakit, 2011).

To complete the relationship, moderators influence the relationships of the conceptualization model based on internal and external factors consisting of: modern knowledge integration, organizational change orientation, best accounting system, dynamic accounting knowledge, best environmental learning and continuous organizational adaptation. Modern knowledge integration is hypothesized to positively moderate an effect on the relationships between antecedents of strategic cost management and strategic cost management. Modern knowledge integration refers to an

ability of firms to combines a new knowledge of organizational absorptive capacity from external information and a past organizational knowledge of transformative capability from internal information (Brockman and Morgan, 2003). Likewise, organization change orientation is a moderator of the relationships between antecedents of strategic cost management and strategic cost management.

Organizational change orientation is defined as broad and dynamic organizational capabilities that can result in continuous improvement and modification in the business process, business strategy, organizational systems and organizational structure in order to retain the competitive capability of firms (Judge and Elenkov, 2005). Moreover, best accounting system is hypothesized to positively moderate an effect on the relationships among dimensions of strategic cost management, operational excellence outstanding, decision making advantage and valuable information specialization. Best accounting system refers to a suitable accounting system that is continuous improvement and development to analyze, summarize, interpret, present accurate, timely accounting information (Zhang and Zhou, 2007). Similarly, dynamic accounting knowledge is a moderator of the relationships among dimensions of strategic cost management, operational excellence outstanding, decision making advantage and valuable information specialization. Dynamic accounting knowledge can be defined as a comprehensiveness of relevance accounting, accounting standards, accounting process and accounting techniques to continuously create the certain information quality to provide to users for organizational operations (Awayiga, Onumah and Tsamenyi, 2010).

Additionally, best environment learning is hypothesized to positively moderate an effect on the relationships among operational excellence outstanding, decision making advantage, valuable information specialization and goal achievement. Best environmental learning is defined as an ability of firms to learn about environmental change accordingly and analyze of environmental trends both in the present and future in order to continuously adapt to firm performance and goal achievement (Lou, 2000). Similarly, continuous organization adaptation is a moderator of the relationships among operational excellence outstanding, decision making advantage, valuable information specialization and goal achievement. Continuous organization adaptation refers to an ability of firm to modify and alter the organization or its components in order to adjust

to continuous changes in its environment. Its purposes are to restore equilibrium to an imbalanced condition (Korbangyang and Ussahawanitchakit, 2010).

Ultimately, strategic cost management is an independent variable and it is the optimal management approach that supports improvements in decision making and operation of firms. Therefore, strategic cost management is measured by cost allocation effectiveness evaluation, value-added activity utilization, customer service cost implementation, competitor's cost efficiency analysis and resource usage quality assessment. This research hypothesized to be positively associated with operational excellence outstanding, decision making advantage and valuable information specialization. Within the relationships, goal achievement is the dependent variable of the research which is defined as an ability of firm to operate and follow towards achieving organizational purposes by integrating accounting information into its business strategies, and it is measured by both financial and non-financial outcomes.

Organization of the Dissertation

This research is structured in five chapters. Chapter one provides an overview of the research, purpose of the research, research questions, scope of the research and organization of the research. Then, chapter two reviews the relevant literature on strategic cost management, explains the theoretical framework to describe the conceptual model and develops the related hypotheses for testing. Chapter three explains empirical examination of the research methods, including the population selection and data collection procedure, the variable measurements of each construct, the instrumental verification, the statistics and equations to test the hypotheses, and the table of summary of definitions and operational variables of constructs. Chapter four demonstrates the empirical results and discussion. Finally, chapter five details the conclusion, theoretical and practical contributions, limitations, and suggestions for future research directions.

CHAPTER II

LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

The previous chapter describes the overview situation of strategic cost management with research objectives, research questions and scope of research. Therefore, this chapter emphasizes on the constructs of a conceptual model and review of previous research and relevant literature. The core research is the strategic cost management that is identified by transaction theory, contingency theory and dynamic capability theory. The first section explains theory support, conceptual model and definition of all constructs. The second describes relevant previous literature and the last section develops hypotheses from the literature.

Theoretical Foundation

The review shows that theories help explain why some firms adopt strategic cost management concept. This research attempts to identify key components of strategic cost management, and investigate the relationships between the antecedents and consequences of strategic cost management. The theories implemented in this research include the transaction cost theory, contingency theory and dynamic capability theory. An earlier overview of the literature on the role of antecedent and consequent factors of strategic cost management is drawn. The literature review is intended to provide an understanding of the founding fields of the proposed conceptual framework.

This chapter is organized into three major sections. The first section introduces theory that backs up the conceptual model in this research. The second provides literature review of all constructs of conceptual framework, definitions and previous studies on the subject of strategic cost management in the context of food businesses in Thailand. The final presents the conceptual model and details the development of hypotheses.

Transaction cost theory

Transaction cost theory rests on the assumption that markets are mostly for efficient transactions than for vertical integration owing to the benefits of competition. Transactions within integrated firms may be insulated from competitive pressure and subject to bureaucratic phenomena. The core of transaction cost theory focuses on transactions and costs that attend accomplishment transactions by one institutional mode rather than another. Also, the unit of analysis is the transaction and firm's motive for minimizing transaction costs which is central to this approach. The transaction is a transfer of a good or service across some boundary (Williamson, 1981). Moreover, the main question of transaction cost theory is whether a transaction is more efficiently performed within a firm (vertical integration) or outside it, by autonomous contractors (market governance). In selecting a governance mode, organizations attempt to minimize transaction costs. A market governance mode is preferred when transaction costs are low. Due to the scale and scope of economics, transaction cost theory assumes that the market will always be the lowest-cost producer of a good or service.

Emphasizing the importance of transaction cost theory, Shank and Govindarajan (1992) suggested all costs internal and external to a firm must be considered. Furthermore, they developed strategic cost management framework consisting of 3 practices; 1) value chain analysis, 2) strategic positioning analysis and 3) cost driver analysis. These three practices arguably provide a source of competitive advantage over firms with effective cost systems.

Value chain analysis, suggested by Porter, as well as supply chain management as discussed in the operations and logistics literature, considers any activity required to produce and provide a service or product to the final consumer, to determine how value to the customer can be added or costs lowered by investigating each link in the chain. In supply chain management, these activities extend from providers of raw materials to the final product delivered to the consumer (Shank and Govindarajan, 1992).

The second component of strategic cost management and strategic positioning analysis examines the role of cost management in supporting the firm's value to the customer. The concentration of cost management may vary depending on a firm's positioning strategy in the market, such as cost leader, niche, innovator, or some combination thereof. Other positioning strategies that firms can pursue are often

referred to as value propositions. A clear value proposition is a key success factor for the current new economy (Hayes, 2002). While historically a cost leadership strategy places a greater emphasis on cost management, the global concentration on cost competitiveness appears to be important regardless of value proposition (Chakravarty and Kumar, 2002).

Third, cost driver analysis considers how processes, activities, and decisions actually create costs in the value chain or supply chain. Firms practicing strategic cost management can develop effective cost measures, which can be linked to tangible benefits, by investigating processes and functions (Hines et al., 2002). Moreover, some of the practices that have been related as supportive of strategic cost management include: total cost of ownership analysis (Ellram and Siferd, 1998; Dubois, 2003), target costing (Ewert and Ernst,1999) and activity-based costing (Cooper and Kaplan, 1998).

This research applies transaction cost theory in the context of strategic cost management and its consequences. Shank and Govindarajan (1992) suggested that strategic cost management supports improvements in decision making , helps set priorities, improves a firm's competitive advantage (Shank and Govindarajan, 1992; McNair, Polutnik and Silvi, 2001) and results in allocation of resources effectively. Additionally, the optimal application of strategic cost management effectively and add customer value (Shank and Govindarajan, 1992; Ellram, 2002). Moreover, Geyskens, Steenkamp and Kumar (1999) found the transaction cost theory supports for both make versus buy and ally versus buy decisions. In summary, strategic cost management practices can improve a firm's strategic position through improved cost and value competitiveness (Cooper and Slagmulder, 2003). Therefore, transaction cost theory provides a useful framework to develop hypotheses about the relationships among strategic cost management and its constructs.

Contingency Theory

The theoretical framework also adopted is that of the contingency theory of strategic cost management. Contingency theory hypothesizes that organizational structure is a function of context, a context that is simultaneously determined by both external and internal environments including organizational factors (Anderson and Lenen, 1999). Researchers have interpreted organizational structure to include

management accounting techniques such as planning and controlling, performance measurement, and cost management that can enhance organizational performance (Hayes, 1977; Ginzberge, 1980). Similarly, organizational structure consists of both a variety of internal and external contextual factors. External factors are the environmental factors such as competition and environmental uncertainty, whereas internal factors are the organizational factors such as resources, technology and culture (Anderson and Lenen, 1999).

Contingency theory declares that a firm's strategy, structure, and managerial process must fit together so that the organization is performs well (Drazin and Van de Van, 1985). Contingency theory suggests that performance improvement is a function of alignment between cost-system functionality and a firm's operating environment (Chenhall, 2003). The most common internal factors that have been examined in relation to management accounting are organizational size (Khandwalla, 1972; Bruns and Waterhouse, 1975; Merchant, 1981), technology (Khandwalla, 1977; Merchant, 1985), and companies' strategies (Gupta and Govindarajan, 1984; Chenhall and Morris, 1995). Technology is major contingency variable that is frequently examined in Contingency- based management accounting research. Changes in technologies employed by organizations often lead to changes in firms' requirements on management accounting practices. For instance, the ability of firms to learn about technology in order to employ mass production technologies in their production processes required mechanistic controls such as strategic cost management to support management in routine daily operations (Chenhall and Langfield-Smith 2007). In contrast, organizations that adopt complex unit technologies for production of non-standard products require flexible and organic controls such as strategic cost management and personnel controls to encourage rapid employees' responses to different situations. Organizational vision is also a relatively new contingency variable in management accounting research. It is important for organizations as it can exert strong influences on other contingency variables. Implementing an organizational vision requires managers to continuously assess the external environment, technologies, organizational structures and management control systems to achieve desired organizational goals (Chenhall and Langfield-Smith, 2007). The majority of contingency-based studies in this area focused on identifying the most suitable management accounting practices for a specific

organizational vision just as strategic cost management was considered a tool for implementation of organizational strategy. However, Chenhall and Langfield-Smith (1998) founded that some management techniques and practices like activity-based costing and strategic planning techniques are beneficial to organizational vision. Therefore higher performing firms that placed an emphasis on organization vision for wealth could gain high benefits by adopting strategic cost management.

The major external factor that was examined at the firm level in management accounting and control (including strategic cost management) research was external environment (Khandwalla, 1977). Market environment is an influential factor that determines the suitability of management practices for organizations. In prior contingency-based management accounting research, the following aspects of external environment are investigated: uncertainty (Lawrence and Lorsch 1967), turbulence, hostility, diversity, complexity and competitive situations (Khandwalla 1977). For example, Haldma and Laats (2002) indicate that fierce competition influences the choice of strategy, organizational structure and also the application of appropriate cost management.

Based on the contingency theory, literature indicates that factor such as technology, organizational vision and a competitive environmental affect the design and functioning of firms. Following the work of Daft and Lengel (1986), this research indicates that cost management information is a strategic action that is beneficial to enhancing firms' abilities to better coordinate their operations. However, firms should not neglect the situational conditions that affect their organizational ability derived from cost management information to make informed decisions. The situational conditions are engendered by firms' internal operating characteristics that are inherent in their business operations (Ragowsky, stern and Adams, 2000) and firms' external environmental conditions that are shaped by different external entities (e.g., suppliers, customers, and competitors) and factors (e.g., business opportunities) (Fan, Stallaert and Whinston, 2003).

In this research, contingency theory is applied to explain the phenomenon of antecedents of strategic cost management implementation. Rather, it is suggested that the effectiveness of strategic cost management depends on its ability to learn from changes in external circumstances and internal factors (Pavlators and Paggios, 2009).

Furthermore, contingency theory gives relative consideration in terms of the factors that influence the strategic cost management.

Dynamic capability theory

The dynamic capability theory focuses on how some organizations are able to create capabilities that give them a surviving advantage in the marketplace. Nelson and Winter (1982) view of the organization is a set of interdependent operational and administrative routines which slowly evolve on the basis of performance feedbacks. Long-term competitive success is based on superior capabilities in things like research and development, operation, or marketing. Moreover, Teece, Pisano and Shuen (1997) defined the concept of dynamic capabilities as the ability of a firm to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. The definition seems to require the presence of rapidly changing environments for the existence of dynamic capabilities which contrasts with the apparent observation that firms integrate, build and reconfigure their competencies even in environments subject to lower rates of change (Zollo and Winter, 2002). Dynamic resources help a firm adapt its resource mix and thereby maintain the sustainability of the firm's competitive advantage, which otherwise might be quickly eroded. While the resource-based view (RBV) emphasizes the resource choice, or the selecting of appropriate resources, dynamic capabilities emphasize resource development and renewal.

Dynamic capabilities enable firms to renew their competences to meet changing market requirements, and include the processes to integrate, learn, and reconfigure internal and external organizational skills and resources (Teece, Pisano and Shuen 1997), or (1) to sense and shape opportunities, (2) to seize opportunities, and (3) to maintain competitiveness through enhancing, combining, protecting, and reconfiguring their intangible and tangible assets (Teece, 2007). Likewise, Zollo and Winter (2002) suggested that dynamic capability is a learned and stable pattern of collective activity, through which organizations systematically generate and modify their operating routines to enhance their effectiveness. From this perspective, firms must learn to adapt, integrate, and reconfigure their resources and competencies continuously in response to changing market conditions however entrenched organizational processes

and routines may have developed from previous paths or the trajectory of resource allocation.

The contributions of dynamic capabilities can occur in several ways. First, dynamic capabilities can positively affect firm performance by allowing the firm to respond to opportunities through developing new processes, products and services which have the ability to increase revenue (Chmielewski and Paladino, 2007). Second, dynamic capabilities can improve response speed, effectiveness, and efficiency with respect to dealing with environmental changes can positively affect firm performance by allowing the firm to take advantage of revenue enhancing opportunities and adapt its operations to reduce costs. (Chmielewski and Paladino, 2007; Tallon, 2008). Third, dynamic capabilities offer previously unavailable sets of decision options for the firm, and therefore provide the potential for greater performance contributions such as increased revenues or profits (Zhu, 2004).

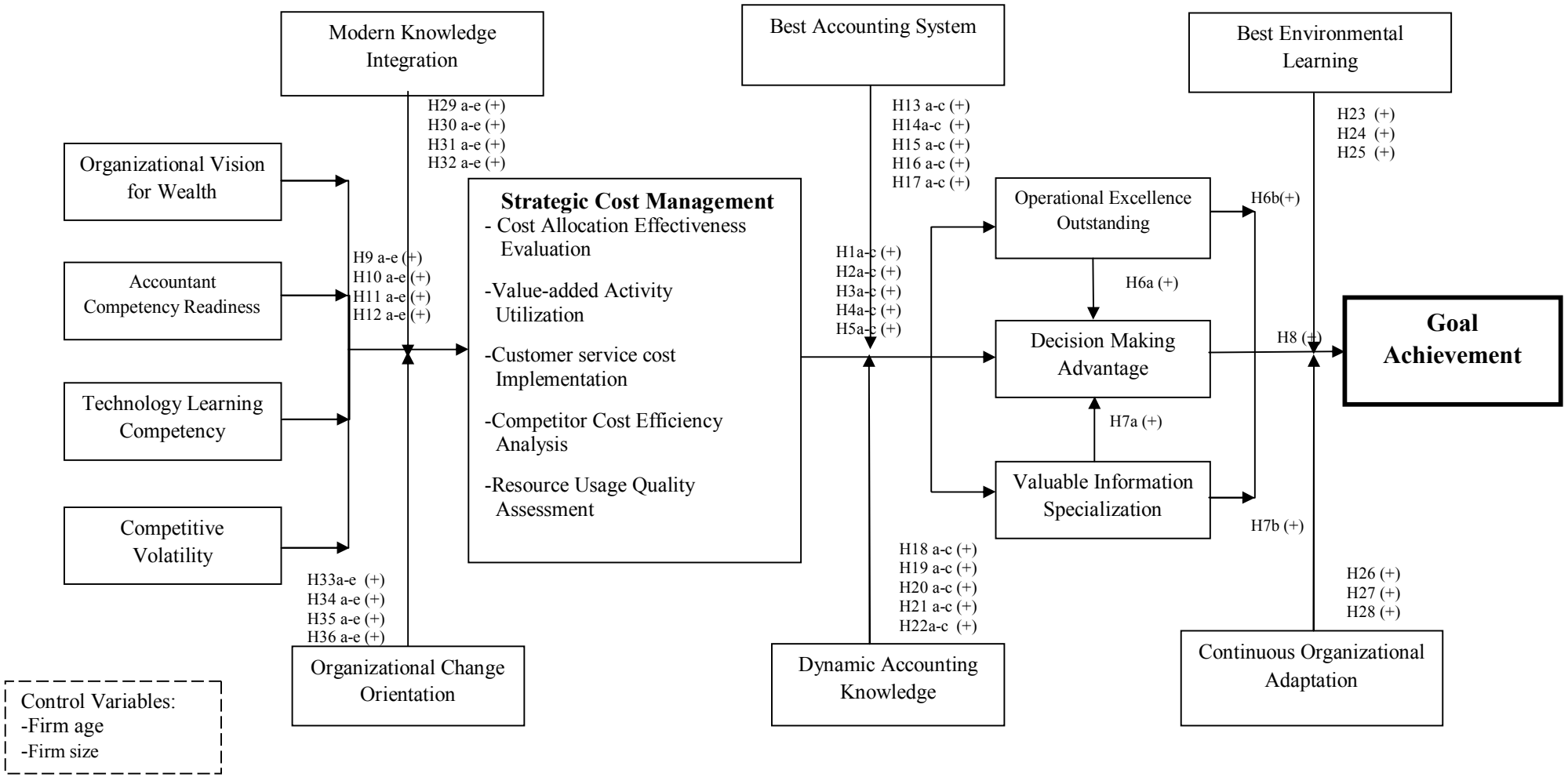
Previous empirical studies have explained a positive relationship between dynamic capabilities and organizational performance. For example, Luo (2000) suggested that with superior dynamic capability exploitation, an international business firm will have a high probability of succeeding in international expansion and firm performance. Also, Danneels (2002) studied five high-tech firms. It was concluded that product innovation capabilities improve firm competencies and renewal performance. Moreover, Zott's (2003) study explored how the dynamic capabilities of firms may affect different firm performances within an industry. It was found that even a small initial difference between firms' dynamic capabilities can generate significant disparity in firm performance. However, the heart of dynamic capabilities is the ways how dynamic capabilities influence or change operational capabilities (Cavusgil, Seggie and Talay, 2007). Dynamic capabilities provide the ability to renew or develop capabilities within the firms (Helfat, 1997). Generally, firms are using dynamic capabilities as a means for capabilities development, for instance, dynamic capabilities are a substantial part in the development of technological capability (Figueiredo, 2002). The findings of Wu (2010) indicate that dynamic capabilities are the main source of competitive advantages for firms that can rapidly integrate, learn, and reconfigure their internal and external resources can adapt to rapid environmental changes and thus enhance or maintain their competitive advantages.

In this research, dynamic capability is applied to explain "why firms must learn to adapt, integrate, change and develop their resources and competencies continuously in order to achieve the goal?" Especially, the factors that moderate the effect of antecedents-consequences of strategic cost management such as modern knowledge integration, organization change orientation, best accounting system, dynamic accounting knowledge, best environmental learning and continuous organizational adaptation. Therefore, this research discussed by presenting a general framework linking that moderate strategic cost management to the evolution of dynamic capabilities.

Relevant Literature Reviews and Research Hypotheses Development

According to the theoretical framework, the probable relations among several constructs are visible. This research proposes a conceptual model for empirical investigating in the topic "Strategic cost management and Goal achievement: Evidence from food businesses in Thailand" as shown in Figure 1. Strategic cost management is an independent variable while goal achievement is the dependent variable. In addition, there are four antecedents of strategic cost management, which are organizational vision for wealth, accountant competency readiness, technology learning competency, and competitive volatility. Then, operational excellence outstanding, decision making advantage, and valuable information specialization act as the strategic cost management's consequences; whereas modern knowledge integration, organization change orientation, best accounting system, dynamic accounting knowledge, best environmental learning and continuous organization adaptation are the moderating effects of the research model as depicted in Figure 1.

Figure 1: Conceptual Model of Strategic Cost Management and Goal Achievement: Evidence from Food Businesses in Thailand



Strategic Cost Management

In the contemporary business environment, firms have to respond to the trends and changes in business with newer and better approaches to managing their businesses (Manoochehri, 1999). These new approaches are being implemented in firms under names such as: total quality management, employee involvement and empowerment, business process reengineering, continuous improvement, and other approaches. These philosophies require firms to be responsive, agile, and flexible in profitably providing value-added products and services to customers at competitive prices. In addition, strategic cost management is one of the newer approaches in contemporary management. The contribution of strategic cost management is the successful determination of strategic goals (Ilic, Milicevic and Cvetkovic, 2010). Moreover, recent proliferation of studies on strategic cost management related topics explains the increasing interest of researchers in this area. Under the conditions of a new economy, strategic cost management focuses on easing management's decision making by providing information on costs and other information in the processes of strategic analysis. Based on literature review, there are three main research themes to define strategic cost management (Fu, 2007).

Firstly, based on the concept of Porter is Competitive advantage. Shank (1992) develops the Shank model of strategic cost management that provides a series of analysis methods which could give insight into strategic management. That is strategic value chain analysis, strategic position analysis and strategic cost driver analysis. Consistent with this perspective, business management is a continuous processing of three methods: (1) the company must analyze the sources of cost and understand the structure of product cost on strategic management view, (2) the company carries on strategic position analysis of three aspects in accordance with its products, industry and market, and determine whether company should take the lower cost strategy or should take the product differentiation strategy. Thus, the company should choose an appropriate cost management approach to match the competitive strategy, (3) after having determined the competitive strategic, company should carry on cost driver analysis to seek what factors influence cost change, and find out the strategic approach that reduces cost to match the specific competitive strategy of the specific company

(Shank and Govindarajan, 1992). However, Ilic, Milicevic and Cvetkovic (2010) emphasized that contemporary strategic management takes in to account not only the cost of a concrete product, but also the costs tied to the development of the product's concept, to design and engineering, to test, as well as to process planning. It is particularly important that quality costs and branding costs be considered during the process of product design itself, starting from the goals that should be met through the realization of the value creating. Anderson and Dekker (2009) argued that strategic cost management is the deliberate alignment of a company's resources and associated cost structure with long term strategy and short term tactics. Additionally, improvements are obtained across the value chain, through reconfiguring firm boundaries, relocating resources, reengineering processes, and reevaluating product and service offerings in relation to customer requirements. Thus, it is essential to identify the cost drivers, to utilize proper tools.

Secondly, based on the ABC (Activity-Based Costing) concept, Cooper and Kaplan (1988) defined the ABC methods as an approach to solve the problems of traditional cost management systems (Narong, 2009). Previous research of Cooper and Slagmulder (1997) emphasized that ABC should be applicable for strategic management which is claimed by a large number of researchers to be able to provide more accurately allocated costs than the traditional cost systems (Qian and Ben-Arieh, 2008). Cooper and Slagmulder (1998) argued that strategic cost management is the application of cost management techniques in order to improve the strategic position of a company and reduce costs. Previous research pointed out that the importance of strategic cost management has drastically increased in the recent years due to intense competition. In addition, Cooper and Slagmulder (1997) showed that customers in competitive markets expect that each generation of products represents improvements. These improvements may include improved quality, improved functionality or reduced prices. Those research results attempt to derive the relationships between a firm' strategy, cost structure, and the causal relation between activity levels and the resources that are required (i.e., cost drivers). Similar, research results have been achieved by Anderson (1995); Maher and Marais (1998). However, Agrawal and Mehra (1998) suggested the cost management system that would lead to the achievement of two major objectives: global competition and continuous improvement.

Finally, based on balance scorecard (BSC) concept, Kaplan and Norton (1996) emphasized how firm-level strategy and constituent business level strategies are linked to performance measures through an integrated performance management process. Kaplan and Norton (1996) extend the cost management to performance management of four perspectives of BSC (financial, customer, internal processes, learning and growth). An important feature of their models is introducing the metrics of performance as defined by multiple stakeholders (i.e., employees, suppliers, alliance partners, customers, shareholders, governments and society at large). Moreover, Kaplan and Norton (2004) build architecture of cause and effect by linking the four perspectives, where a strategy map is developed to force an organization to clarify the logic of how to create value. Similarly, Yilmazx and Gokhan (2010) suggested that strategic cost management approach and balanced scorecard aim to propose the appropriate quality products that would satisfy the customer expectations. BSC is a general approach that handles the business achievements in four perspectives and the financial achievements as an output to the success in the other three perspectives. One of the factors in financial success is the decrease of costs, and this also occurs as an aim in financial perspective.

Although, cost management has moved from a traditional role to a strategic role, strategic cost management is implied in the usefulness of cost information to develop and implement strategies to acquire or sustain competitive advantage (Shank and Govindarajan, 1993). Moreover, strategic cost management is a comprehensive cost analysis which explicitly considers the firm's competitive positioning in light of the value creation process all along the value chain (Shank, 1989; Shank and Govindarajan, 1992). Furthermore, strategic cost management is important to firms because it is more than focusing on costs; costs are not the only most important factor, but also value and revenue are considered critical factors in the success of firms (Kumar and Shafabi, 2011). At this point, this research defines strategic cost management as a philosophy, an attitude, and a set of techniques to provide and create cost effective (Kumar and Shafabi, 2011).

The summary of definitions and dimensions strategic of cost management is as shown in Table 1. It indicates that although in recent years research themes about strategic cost management have been expanded, most of those scholars concentrated specifically on empirical and conceptual papers. Generally, strategic cost management

refers to strategic cost management as a philosophy, an attitude, and a set of techniques to provide and create value cost effectiveness (Kumar and Shafabi, 2011).

Table 1: The summary of definitions and dimensions of strategic cost management

Author(s)	**Definitions and dimensions of Strategic cost management**
Shank and Govindarajan and (1992)	The use of cost information to do the following: help formulate and communicate strategies; carry out tactics that implement those strategies; and then develop and implement controls that monitor success at achieving strategic objectives. Management control systems are, ultimately, tools to implement strategies.
Shank and Govindarajan (1993)	The managerial use of cost information explicitly directed at one or more of the four stages of strategic management: (1) Formulating strategies, (2) communicating those strategies throughout the organization, (3) developing and carrying out tactics to implement the strategies, and (4) developing and implementing controls to monitor the success of objectives
Cooper and Slagmulder (1998)	Strategic cost management is the application of cost management techniques so that they simultaneously improve the strategic position of a firm and reduce costs.
Guilding (1999)	The use of cost data based on strategic and marketing information to develop and identify superior strategies that will produce a sustainable competitive advantage.

Table 1: The summary of definitions and dimensions of strategic cost management (Continued)

Author(s)	Definitions and Dimensions of Strategic cost management
Shank, Lawer, and Carr (2004)	Cost analysis and cost management must be tacked broadly with explicitly focus on the firm's strategic positioning in terms of the overall value supply chain of which it is a part.
Anderson and Dekker (2009)	Strategic cost management as deliberate decision making aimed at aligning the firm's cost structure with its strategy and with managing the enactment of the strategy
Ilic, Milicevic, and Cvetkovic (2010)	A concomitant orientation toward constant cost reduction and strengthening the company's position. The contribution of cost management to the successful determination of strategic goals, the formulation and effective realization of company strategy and increasing profitability is especially valued.
Kumar and Shafabi (2011)	Strategic cost management is a philosophy, an attitude, and a set of techniques to contribute in create value at low cost. Continuously garnering and acting upon the overall cost operation effectiveness and increase profitability.

The conclusion of key literature reviews on strategic cost management is as shown in Table 2. It indicates that although in recent year research themes about strategic cost management have been expanded; most of those scholars are empirical and conceptual papers. Generally, previous literature emphasized that most importantly strategic cost management is an effective instrument for the improvement of competence in creating wealth for shareholders, market competitive capability and the objective of cost reduction.

Table 2: Summary of Key Literature Reviews on Strategic Cost Management

Authors	Title	Conclusion
Shank and Govindarajan (1992)	Strategic cost management : Tailoring controls to strategies	Strategic cost management can help: Firstly, formulate and communicate strategies, Secondly, carry out tactics that implement those strategies, Thirdly, develop and implement controls that monitor success at achieving strategic objective. Management control systems are, Ultimately, tools to implement strategies. Since strategies differ in different types of organizations, management controls should be tailored to the requirements of specific strategies.
Wong (1996)	Strategic cost management	Strategic cost management is based on two important concepts: process and cost drivers. Whilst many businesses have applied activity-based techniques to re-engineer processes, the role of the cost driver has not been fully exploited. By viewing cost drivers at a far higher activity level, management can gain rich and more robust understanding of cost dynamics, breaking down the discord between strategic and operational goals.

Table 2: Summary of Key Literature Reviews on Strategic Cost Management (Continued)

Authors	Title	Conclusion
Cooper and Slagmulder (1998)	Strategic cost management: cost management for internal markets	Adopting a strategic cost management perspective in transfer pricing promote good understanding of the underlying causal factors that drive costs. The use of activity-based costing enables accurate and transparent transfer prices to be developed. Activity-based transfer prices allow the divisional managers at the buying unit to see the impact of any decisions within their scope of authority on the producing unit's costs.
Lockamy III (2003)	A constraint-based framework for strategic cost management	A holistic approach is needed to facilitate strategic cost management based upon organizational objective, organizational needs and capabilities, and customer requirements. The theory of constraints provides the foundation for developing cost management systems that are global, integrative, and strategic in nature. A framework is presented for using a constraint-based approach to strategic cost management.

Table 2: Summary of Key Literature Reviews on Strategic Cost Management (Continued)

Authors	Title	Conclusion
Shank, Lawler,and Carr (2004)	The profit impact of value chain reconfiguration: blending strategic cost management (SCM) and action-profit-linkage (APL) perspectives	Strategic cost management framework and action-profit-linkage model to explicitly address the profit impact of the management actions at each stage along the supply chain.
Dubois (2003)	Strategic cost management across boundaries of firms	The costs of analysis from individual transactions to buyer-supplier relationships are driven not only by internal factors on the two sides of the relationship but also by how the focal relationship relates to other relationships such as the supplier's supplier, the supplier's other customers, the customer's other suppliers and the customer's customers.
Fu (2007)	Strategic cost management in E-supply chain	New concept which integrates three fields: strategic cost management, supply chain management and internet application and develops one of the most important tools about how to apply E-supply chain to the improvement of the competence in creating wealth for shareholders and market competitive capability.

Table 2: Summary of Key Literature Reviews on Strategic Cost Management (Continued)

Authors	Title	Conclusion
Ellram and Stanley(2008)	Integrating strategic cost management with a 3DCE environment: Strategies, Practices, and benefits	The integration of strategic cost management with 3DCE should result in a higher level of operational performance in term of product performance, supply chain responsiveness, and conformance to quality, Integration should also result in lower product and process costs, faster time to market, and fewer product launch problems. The overall result is a higher level of company performance and competitiveness.
Anderson and Dekker (2009)	Strategic cost management in supply chains, Part 1: Structural cost management	Structural cost management opportunities are evident in partner selection processes, in the way that governance and control systems are designed to align partner interests, and in processes that facilitate joint design of innovative and effective products and processes.
Anderson and Dekker (2009)	Strategic cost management in supply chains, Part 2: Execution cost management	Execution opportunities are evident in the performance measurement and management processes that are used to evaluate and improve transaction-level performance, relationship-level performance, and performance of the network of suppliers and customers that compose the full value chain.

Table 2: Summary of Key Literature Reviews on Strategic Cost Management (Continued)

Authors	Title	Conclusion
Yilmax and Gokhan (2010)	Target costing as a strategic cost management tool for success of balance scorecard system	In the financial perspective of the balanced scorecard system, cost reduction is a strategic objective. It is essential that firm's cost management strategy should not only be a reaction to the market, but also a continual strategy. Target costing as a strategic cost management can be used as an effective tool in BSC's financial perspective for the objective of cost reduction.
Jinga, Dumitru, Dumitrana and vulpoi (2010)	Accounting systems for cost management used in the Romanian economic entities	Even through the managers allocate only a third of the resources of the accounting department for the management accounting, in most firms functions a cost-monitoring system and the managers are satisfied with the cost-benefit ratio of using managerial accounting.
Ilic, Milicevic, and Cvetkovic (2010)	Strategic cost management and the product life cycle concept	Contemporary strategic cost management must take into account the effects of the product and service life cycle concept on the making of management decisions. Significant from the theoretical aspect are reexaminations of the cyclical movements of economies, The life cycles of certain business activities, company life cycles and the life cycles of products and services.

Table 2: Summary of Key Literature Reviews on Strategic Cost Management (Continued)

Authors	Title	Conclusion
Tse (2011)	Antecedents and consequences of cost information usage in decision making	Using different types of cost information in decision making has a significant impact on individuals' behaviors and uses of cost information are likely to be moderated by various human, system, and market factors.
Kumar and Shafabi (2011)	Strategic cost management-suggested framework for 21th Century	Providing framework for strategic cost management that is much more than measuring and reporting costs. Researcher advocates that strategic cost management in a philosophy, an attitude, and a set of techniques to contribute in shaping the future of the company.

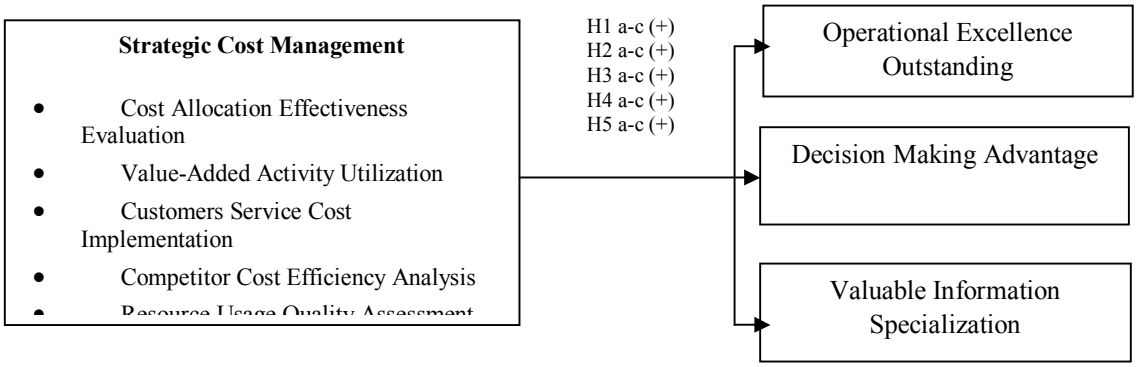
In order to be successful, strategic cost management must focus on creating value for its customers in services and other relevant stakeholders in a distinctive manner, through competitive positioning and a critical service that it offers. Strategic cost management is an accepted strategy that is a value creating skill, which provides a business operation the basis from which managers can identify chances for providing value to customers, while the firm takes the profits (Llic, Milicevic, and Cvetkovic, 2010). In that sense, strategic cost management in this research is the way in which a firm defines its business operations with cost allocation effectiveness evaluation, value-added activity utilization, customer service cost implementation, competitive cost efficiency analysis and resource usage quality assessment. In addition, this research focuses on the antecedents of strategic cost management which are organizational vision for wealth, accountant competency readiness, technology learning capability, competitive volatility and consequence which is operational excellence outstanding, decision making advantage and valuable information specialization.

According to relevant theories and literature reviews, there are five elements of strategic cost management in this research, including cost allocation effectiveness evaluation, value- added activity utilization, customer service cost implementation, competitor cost efficiency analysis and resources usage quality assessment. The details of each component are provided in the following.

Consequences of Strategic Cost Management

This section investigates the effects of five key dimensions of strategic cost management, that consisting of cost allocation effectiveness, value- added activity utilization, customers service cost implementation, competitor cost efficiency analysis, and resources usage quality assessment, on its consequences which consisting of operational excellence outstanding, decision making advantage, and valuable information specialization as shown in Figure 2.

Figure 2: Effects of Strategic Cost Management on Its Consequences



Cost allocation effectiveness evaluation

The intensity of business competition has motivated organizations to improve their products and customer services. These conditions have increasingly influenced managers who must seek new strategies, new techniques or innovations and more complex cost management systems in order to create continuous improvement, and profit growth (Beheshti, 2004; Drury and Tayles, 2005). The development of superior information systems allows managers to track customers, increase production efficiency and manage costs. One such information system relates to the calculation of product costs. Firms must to have accurate product costs because it is critical in deciding whether the product can compete against other firms' products and also in the pricing of the item (Fennema, Rich and Krumwiede, 2005). However, some costs are easily traced to specific products, while many costs are expended to produce a wide range of products. Assigning these indirect costs to individual products has always been difficult but has become increasingly more so as more automation is introduced into the production process. This automation has led to a higher percentage of indirect costs and therefore less accurate product costs. Indeed, the goal of a cost system is to assign indirect costs to products in the proportion that they are consumed by the product. Since traditional systems often fail to achieve this goal, cost allocation is a method of assigning indirect cost to cost objects (Cooper and Kaplan, 1991). The proportion of total costs that are indirect has increase in most firms due to increased business complexity. As a result, the necessity for accurate and timely cost allocation has also

increased (Ittner, 1999). Nowadays, many firms have attempted to implement the ABC system (Kennedy and Affleck-Graves, 2001). Since ABC systems usually allocate costs in different proportions than traditional systems, some products may appear to be more profitable while others may appear less profitable.

The usefulness of cost allocation effectiveness is that it is a device for controlling and planning (Zimmerman, 1979). The effectiveness of cost allocation is valuable information if it provides additional information for contracting purposes and cost allocation effectiveness which can serve a coordination purpose when multiple agents have correlated private information (Rajan, 1992). Moreover, the proponents of allocating costs generally emphasize the advantages of doing so for decision-making. In the other hand, cost allocation effectiveness is also difficult method. Although, cost allocation effectiveness is useful for supporting decision making, it may not impact on performance. Consist of Hussain, Gunaskearn and Laitiner (1998) suggest that cost allocation effectiveness evaluation has difficulties in the behavioral aspects of cost allocation. However, Kee (2004) stressed that the superiority of cost allocation effectiveness, relative to alternative cost systems, is useful for supporting operational and strategic decisions.

As mentioned above, in this research, cost allocation effectiveness evaluation is defined as an estimate of the accuracy of product cost calculation, the allocation of indirect costs to products/services based on the activities performed and cost information usefulness to support management (Pillai, 2008). Cost allocation effectiveness divides activities into several levels via unit level, batch level, product level and facility level. One or more drivers are used to allocate the cost of these activities to various cost objects in an appropriate manner based upon a causal relationship. However, there is little research so far who have focused on cost allocation effectiveness evaluation and its influences on operational excellence outstanding, decision making advantage and valuable information specialization that are very interesting and useful to business practices. At this point, cost allocation effectiveness evaluation has possible potential to affect operational excellence outstanding, decision making advantage and valuable information specialization positively. To summarize, the hypotheses are proposed as follows:

Hypothesis 1a: Cost allocation effectiveness evaluation will positively relate to operational excellence outstanding.

Hypothesis 1b: Cost allocation effectiveness evaluation will positively relate to decision making advantage.

Hypothesis 1c: Cost allocation effectiveness evaluation will positively relate to valuable information specialization.

Value-added activity utilization

Strategic cost management requires a commitment from the top management of the company, involvement of its workers at all levels, and the establishment of a self-perpetuating system of improvement that will help improve value-added activities and decrease non-value added activities (Agrawal and Mehra, 1998). Value-added activities are those that are judged to contribute to customer value or to satisfy an organizational need. The attribute of value-added reflects a belief that the activity cannot be eliminated without reducing the quantity, responsiveness, or quality of output required by a customer or organization. In general, such activities add features to the products that are valued by the external customer or who will pay for them. All other activities are non-value added. However, many of the non-value added activities are also essential. For example, the company has to train its workers. The training activity is of no concern to the customers who expect a product of consistent quality all the time. The training activity is non value-added, but an essential activity (Agrawal and Mehra, 1998). Moreover, value-adding activity can help additional value-creating tasks at a specific stage of production in the eyes of the end users or consumers (Narong, 2009).

The concept of value-added activity utilization is associated with managing cost to activities to help evaluate which activity should be focused as essential and creating value in the value chain (Combo, 2004). Therefore, the continuous process improvement initiatives can be carried out by analyzing the activities that should cover the entire value chain. Then, analyzes and summarizes the cost of activities and classified value-adding and essential activities. Moreover, value-added activity utilization adds major value information to decision making. Furthermore, the analysis

of activities can reduce operational costs by optimizing value-added activities. Especially, the activity is to explore customer expectations and define value from the customer's aspect identifying which steps add value for the process and utilize activity analysis to assign costs used for activity costing to improve processes management (Kumar and Shafabi, 2011).

At this point, value-added activity utilization refers to an ability of firms to relate the usefulness of each activity's cost information to operations. Additionally, the analysis of the cost of activities should cover the entire value chain, research and development, design, production, marketing, distribution and service to continuously improve value-added activities and continuously decrease non-value added activities. In addition, value-added activity is the possibility of developing strategic advantage in operational excellence and lowest cost (Chen, Tjosvold, and Su, 2005). Further, value-added activity analysis enables one to recognize the relationship between costs, activities and products and through this relationship can assign the costs to products effectively. Significantly, a firm uses cost information for decision making operation. That includes the suggestion of ways to improve a process by eliminating non value-added activity (or wastes) and minimizing non-essential activity (Narong, 2009).

Thus, value-added activity utilization is more valuable information and an effective tool for operational and decision making. Based on the literature reviewed above, value-added activity utilization has potential possibility to positively affect operational excellence, decision making advantage and valuable information specialization. To summarize, the hypotheses are proposed as follows:

Hypothesis 2a: Value-added activity utilization will positively relate to operational excellence outstanding.

Hypothesis 2b: Value-added activity utilization will positively relate to decision making advantage.

Hypothesis 2c: Value-added activity utilization will positively relate to valuable information specialization.

Customer service cost implementation

Customer retention is one of the most important strategic issues firms have faced in recent years. In today's competitive market, firms are pressured to achieve high customer service levels with fewer resources. Additional pressures of increased product variety, shorter product life cycles, and shorter desired delivery times have made it increasingly difficult to achieve high service levels with limited resources. (Jeffery, Butler and Malone, 2008). The customer service level, what an organization provides to its customers is one of the most considered factors of an organization's success. However, management is typically unclear as to the ideal customer service level to strive for and the amount of inventory required in order to achievement. In practice, service level is often set based on experience, without using a scientific approach. However, Dalci, Tanis and Kosan (2009) indicate that customer cost information is essential for managerial decision making. Therefore, customer service cost information is helpful in allocating the financing and operating responsibilities needed to manage a firm.

A firm's capability to manage customer information has become crucial in sustaining a competitive advantage in any industry (Hogan, Lemon and Rust, 2002; Lambert, 2010). When a firm needs to gain the customers on their side, firms realized that strategic cost management provided accurate cost information, cost information used in the decision making process (Stefan and Reka, 2011). Significantly, customer service cost implementation focuses on the activities associated with the costs and assigns optimal costs to improve customer service performance. As a result, customer service cost information becomes a tool for determining true costs of both sales and marketing activities. In order to encourage value activity for enhancing high quality service and firms must attempt to reduce costs in some activities that are not essential. Furthermore, customer service cost information will help firms make better decisions based on accurate costing information (Stapleton, Beach and Julmanichoti, 2004; Van Raaij, 2005; Dalci, Tanis and Kosan, 2010).

On the basis of the previous literature presented above, as the demand increases for firms to become customer-centric, an understanding of the relationship between customer satisfaction and service costs becomes critical in order to achieve operating performance improvements at the customer level (Gurau and Ranchhod,

2002). Besides, customer service cost implementation is the determined view on strategic cost management relating to improve decision making processes. On the other hand, customer service cost is an accounting practice that generates valuable information specialization which a corporation uses to provide availability of relevant, reliable and timely information to management. Likewise, the customer service cost information can be used to enhance the strategic position of the firm and reduced cost (Archie, 2003). From value chain analysis, the manufacturing firm has the information of customer needs, qualities and descriptions, maintaining relations with customers, the costs of sales calls and the costs of entertaining customers and control which includes delivery to customers. Thus, this process can create value to customers (Riccardo and Suresh, 2006).

Accordingly, customer service cost implementation is defined as a process to collect, analyze, and summarize customer service cost information, and usefulness of cost information to determine a suitable cost to improve customer service performance. Also, the costs of sales calls and the costs of entertaining customers and delivery time costs to achieve high service levels with limited resources (Van Raaij, 2005;Dalci, Tanis and Kosan, 2010). Thus, understanding the true costs of serving specific customers is important for every organization. Firms which understand what the customer service costs are require valuable information needed to make successful managerial decisions to improve overall organizational profitability. Moreover, Rollins, Bellenger and Johnson (2012) suggest that customer service cost information usage has a positive impact on company operational.

Based on the literature presented above, customer service cost implementation has the potential possibility to positively affect operational excellence outstanding, decision making advantage and valuable information specialization. To summarize, the hypotheses are proposed as follows:

Hypothesis 3a: customer service cost implementation will positively relate to operational excellence outstanding.

Hypothesis 3b: customer service cost implementation will positively relate to decision making advantage.

Hypothesis 3c: customer service cost implementation will positively relate to valuable information specialization.

Competitor cost efficiency analysis

With the rapid changes and pressures of global competition, the business environment has become much more complicated. To survive, companies must maintain and utilize internal and external information. Especially, a competitor's information (related to cost, prices, market share and so on) has an important part to play in achieving a competitive advantage (Simmonds, 1981). Further, Porter (1985) indicated that competitor information analysis is fundamental to the pursuit of competitiveness. Also, competitor cost analysis is one of the market information competencies required in order to achieve success in the marketplace, which is expected to have a significant positive impact on company performance (Kohli and Jaworski, 1990). Indeed, firms often benefit from competitors as sources for benchmarking and transfer of best practices (Drew, 1997). Likewise, Colin and Magda (2002) pointed that building company value originated from information such as competitor cost information. Hence, competitor cost analysis is composed of the key capabilities of rival firms. Moreover, the effectiveness of competitor cost analysis is the one ability of firms to respond to the competitive and movement in a global market. Similar to customer service cost implementation, competitor cost analysis means an ability to acquire, interpret and integrate information about the global competitive environment.

Based on literature reviewed, the relevance of competitor related cost information is stressed in the literature (Simmons, 1981; Jones, 1988 and Bromwich, 1990). The previous research is done to obtain and process the cost information of competitors that allows a firm to evaluate its own strengths and weakness in terms of costs. If one firm performs its activities more efficiently than others, competitive advantages arise and can be used strategically (Poter, 1999). Hence, competitor cost analysis should be part of an integrated attempt to understand the competitor's capabilities and intentions. On the other hand, competitor cost analysis related strengths and weaknesses is most relevant to potential cost leaders. Their entire strategic orientation is based on achieving a better cost position than the competition. In this research, cost advantages and disadvantages represent an increase in planning and

secure decisions. Thus, an analysis of cost position of cost leaders should also be associated with more profitable performance (Heinen and Hoffjan, 2005).

In this research, competitor cost efficiency analysis refers to an ability of a firm to analyze and summarize competitors' cost information as focuses on cost structures of competitors based on appraisal of economies of scale, facilities, technology, governmental relationships and analysis of product costs. In addition, benchmarking of competitor's cost is valuable information to planning and controlling in business. Especially, managerial accountants must be able to provide their firms with information about the cost and strategies of competing firms. Thus, managers should have thorough understanding about their competitor cost efficiency, as well as staying vigilant to identify both threats and opportunities in the marketplace. The competitor cost efficiency analysis should develop accurate product cost estimates based on the competitor's production costs, cost structure and product line (Lou, 1988). That is, comparing with competitor's cost information with cost benchmarking helps a firm improve its future cost situation by providing key ratios of the competitors' cost structures and thus methods of process optimization (Fifer, 1989). This comparison is used for understanding, e.g. one's own weaknesses, benchmarking, authorization and decision making (Ghoshal and Westney, 1991). Likewise, the evaluation of relative cost compared to that of competitors is particularly important for decision making (Ward, Hewson, and Srikanthan, 1992). Significantly, Guilding (1999) stressed that competitor cost efficiency analysis includes a regularly updated forecast of competitors' unit costs which have become valuable specialized information crucial in a competitive market.

In summary, competitor cost efficiency analysis is a powerful tool for maintaining or increasing competitive advantage. Hence, analysis of the cost advantages and disadvantages of competitors allows an anticipation of their future behavior. The competitors' cost situation may justify particular suggestions and convince the organization of the practicality of cost reduction and the analysis of external cost information which can have implications for management within a firm. Competitor cost efficiency analysis can influence operations such as investment behavior, production quantity, product cost and pricing policy (Heinen and Hoffjan, 2005).

Competitor cost efficiency analysis should provide the specialized valuable information for managers to conduct work and use in decision making.

Based on the literature reviewed above, competitor cost efficiency analysis has potential possibility to affect operational excellence outstanding, decision making advantage and valuable information specialization positively the hypotheses thus, are proposed as follows:

Hypothesis 4a: Competitor cost analysis effectiveness will positively relate to operational excellence outstanding.

Hypothesis 4b: Competitor cost analysis effectiveness will positively relate to decision making advantage.

Hypothesis 4c: Competitor cost analysis effective will positively relate to valuable information specialization.

Resource usage quality assessment

Resource usage quality is a fundamental activity of management and therefore it has long been of interest to management scholars. In contemporary management, strategic management scholars have expressed enormous interest in the resource advantage of the firm. This perspective regards the firm as a heterogeneous bundle of resources usage, some superior and others perhaps increase organizational capabilities that may enable the firm to deploy better quality resources than competitors. Therefore, resources usage quality is an ability of firm to analyze resource requirement, and process the allocation of resource for each department in order to utilize resources efficiently (Balkin, Markman and Gomez-Meja, 2000).

In the past decade, Penrose's pioneering idea presented the theory of the firm growth of. A firm is describes as a pool of resources that should be organized into their optimal uses in order to create grounds for the firm's success (Penrose, 1952). When the firm faces intense competition over time, resource utilization and efficiency improve performance directly within the organization and this becomes the crucial factor to enforce the superior position in the marketplace over the rivals, and then given the

financial performance. Hence, firms with superior resources are able to produce more cost effectiveness and enhance customer satisfaction, and therefore goal achievement. Thus, resource usage quality is the crucial factor that managers closely attention in regards to operations. For example, Miller and Ross (2003) identified variations in the composition of efficiency as corporate managers may be able to apply resource usage information to operations and programmatic best practices from one region throughout the supply chain in order to improve resource utilization of the entire firm. In addition, managers need to consider the implications of closures in order to improve resource utilization. Therefore, the most important thing for firms is to make efficient use of those different advantages such as resource usage quality of the firm that will enhance the value of the firm (Fu, 2007).

As aforementioned, resource usage quality assessment is defined as an ability of firm to appraise resources usage toward minimizing the resources on economizing, including the use of shared resources efficiently (Balkin , Markman, and Gomez-Meja, 2000). Additionally, Solberg and Durrieu (2006) found that access to networks and internal commitment to international markets affects the strategy development of firms. Consequently, it reflects that resources usage quality is key success factor for competitive advantage and then becomes increasingly important for the firm's performance (O' Donnell and Jeong, 2000).

Based on the above discussion, in order to analyze the influences of resource usage analysis assessment actions on operational excellence outstanding, decision making advantage and valuable information specialization, the hypotheses are proposed as follows:

Hypothesis 5a: Resource usage quality assessment will positively relate to operational excellence outstanding.

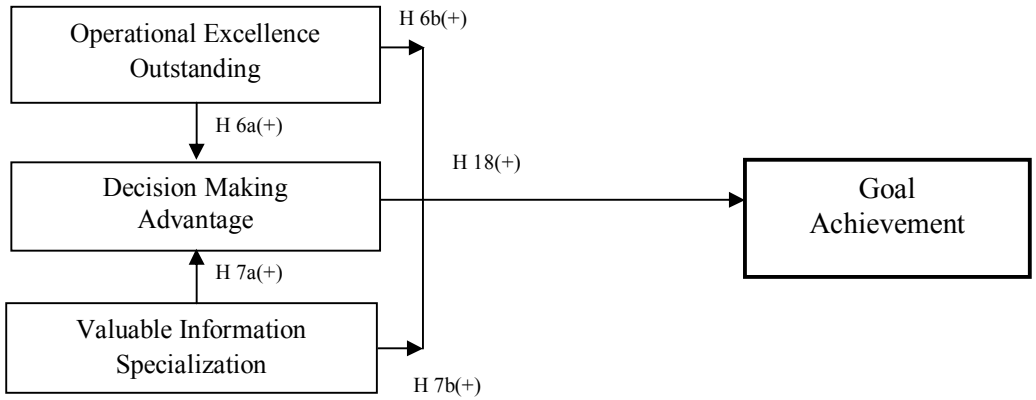
Hypothesis 5b: Resource usage quality assessment will positively relate to decision making advantage.

Hypothesis 5c: Resource usage quality assessment will positively relate to valuable information specialization.

The Effects of Operational Excellence Outstanding, Decision Making Advantage, and Valuable Information Specialization on Goal Achievement

This section examines the influence of operational excellence outstanding, decision making advantage and valuable information specialization on goal achievement. It is assumed that there are positive relationships among all of them as depicted in Figure 3.

Figure 3: Effects of Operational Excellence Outstanding, Decision Making Advantage and Valuable Information Specialization on Goal Achievement



Operational excellence outstanding

Operational excellence can be the key to global business competitiveness. However, firms must best operate and commit to improving faster than the competition (Bigelow, 2002). Therefore, the capacity is set as processes, based on core capabilities inside an organization that is looking for performance excellence on a continuous basis as operational excellence. As a consequence, organizations are able to better use their resources through the elimination of unnecessary activities, and appropriate implementation of strategic management to achieve the goals.

Operational excellence is derived from strategic cost management which can improve ability in planning, cost estimation, and inventory control, also reduction in informal systems for material management, inventory, and production control (Fiona Fui- Hoon, Islam and Tan, 2007). Many firms are aggressively seeking better ways to operate because of the increase of competition in the marketplace. Certainly, operational excellence helps firms achieve their business goals, and increases the firms' performance (Badri and Davis, 2000; Rabinovich, Dresner, and Evers, 2003; Gordon, Loeb, and Tseng, 2009). Moreover, organizational operation effectiveness is helping to minimize the resources of economy, and quality to complete a process to achieve objectives and goals including the value-adding in use, maintenance, and safeguarding. The ideal outcome is that business can be done to minimize operational cost through profitability and firm success (Boonmunewai and Ussahawanitchakit, 2010).

As aforementioned, operational excellence outstanding refers to an ability of firm to manage that provides goal achievement more prominent than competitors. In addition, responding to forces for change through operational that is accepted by both internal and external organizations (Rabinovich, Dresner, and Evers, 2003). Thus, firms attempting to meet objectives need to pay attentions to their operational excellence outstanding as this is a driver of business performance excellence (Slack, Chambers and Johnston, 2009; Evans and Lindsay, 2011). Furthermore, the ability of a firm to adjust procedures to effectively increase environmental change is instrumental to solve problems, improve quality, develop operational design, generate ideas influence the aggressive practices, and to gain increase benefit. In addition, it makes the firm achieve the original organizational objective and plan.

Thus, firms with higher operational excellence outstanding lead to decision making advantage. Hence, the hypotheses are proposed as follows:

Hypothesis 6a: Operational excellence outstanding will positively relate to decision making advantage.

Operational excellence outstanding has been described as the ability to develop and maintain of competitive advantage. Also, operational excellence outstanding affects decision making. Therefore, the result in more effectiveness and efficiency in operation

is an important factor for improving the decision-making process via the provision of appropriate and timely information (Ditkaew and Ussahawanitchakit, 2010). Thus, firms with higher operational excellence outstanding lead to decision making advantage. Hence, the hypotheses are proposed as follows:

Hypothesis 6b: Operational excellence outstanding will positively relate to goal achievement.

Valuable Information Specialization

The role of strategic cost management is very important as which management rests on its ability in producing new or more accurate cost information creates value by enabling individuals to use the information to improve their decision performance. Cost information can be used to enhance the strategic position of the firm and reduce costs (Jun and Yu, 2002). In fact, cost information has long been recognized as being of value to managers involved in decision making and managers need insights on antecedents and consequences of using different types of cost information in decision making that are important in evaluating cost management (Tse, 2011). Thus, cost information is critical factor for success. Managers must make cost-based decisions, such as setting fees, evaluating the desirability of contracting out services, determining the cost of expanding the delivery of a service, etc (Nagurney and Nagurney, 2010). Therefore, cost information is considered as valuable information. Valuable information is information that effective and responsive for informational users (Waroonkun and Ussahawanitchakit, 2011).

Valuable information enables firms to compete more effectively in the marketplace because they can utilize valuable information resources to help minimize various forms of waste such as inventory excesses or inadequacy underutilized business processes and rapidly respond to changing market needs (Cowling and Waterson, 1976). Valuable information is employed in a highly munificent environment by effectively utilizing organizational resources and capabilities to maintain flexibility and provide timely response to changing market demand at a low cost. With valuable information, firms are able to operate by reducing cost and improving service in order to enhance revenue (Brynjolfsson and Hitt, 2000).

Based on the earlier mentioned above, valuable information specialization refers to the value of cost information which particular attributes are accuracy, relevance, reliability, timeliness, understanding, and useful insights additional information collected to reduce or remove uncertainty in a specific decision-making context (Love and Irani, 2003). Also, identifies the best information collection strategy, which leads to the greatest net benefit to the decision maker and satisfaction of perceived users to support the organization and managerial functions achieving organizational goals (Love and Irani, 2003). In addition, valuable cost specialization information provides satisfaction to managers to support organizational activities in order to increase effectiveness (Jun and Yu, 2002). This, implies that the more valuable information specialization, the more likely to achieve organizational goals. Therefore, the hypothesis is proposed as follows:

Hypothesis 7a: Valuable information specialization will positively relate to decision making advantage.

Also, specialization of information may be a very significant decision making factor for one partner in business. King and Griffiths (1986) suggested that estimating the cost saving or other advantages are resulted from having the information. Cost management must provide appropriate types of information for decision making (Brain, 2006). Moreover, Heidhues and Patel (2008) provide the role and utilization of cost accounting information in decision-making strategies and processes. The utilization of accounting information is influenced by multiple endogenous and exogenous contextual factors. In Heidhues and Patel's views, cost accounting information is valued with a high importance assigned to financial calculations and thorough analysis. Likewise, Nilniyom and Ratchatawetchakul (2011) show that valuable cost information is a positive association with decision making advantage. Thus, the relevance of valuable information specialization contains of reports or documents that serve the purposes that can support decision making of users at all levels of the organization. Hence, the hypothesis is proposed as follows:

Hypothesis 7b: Valuable information specialization will positively relate to goal achievement.

Decision Making Advantage

Decision making is also one of the key important activities of executives and differences in the decision process can lead to variations in strategic choices and firm performance (Dean and Sharfman, 1996). However, firms need to seek activities to generate alternative problem solving techniques to provide relevant information. Managers should be cautious applying their own firm decision making practices to enhance firm value. Furthermore, Chenhall (2003) suggested that decision making could enhance the potential of corporate competency. A successful corporation adopts a different perspective on strategic decision making (Eisenhardt, 2000). As for the nature of practice, decision making is a very challenging managerial skill, that is to say, organizations must focus on goal achievement setting. The realization of strategic decision making is important for executives who are required to conform to rapidly changing environments (O' Donnell and David, 2000). The decision maker is justifying the decision choices from information quality such as being timely, accurate and reliable. The best choice is selected to optimize firm performance.

The majority of extant empirical evidence has indicated a positive relationship between strategic decision making and firm performance in dynamic environments (Eisenhardt, 1989; Judge and Miller, 1991; Baum and Wally, 2003). In addition, the effectiveness of decision making is assessed to the extent that the decision maker achieves the purpose for making a decision. Hence, a manager's ability to manage depends on good decision making made through the most efficient course of action to achieve a specified objective. To make appropriate choices, managers need information related to alternative solutions such as cost information. Moreover, prior researche always indicates that strategic decision making is related to firm performance (Ponikvar Tajnikar and Pusnik, 2009; http://www.highbeam.com/doc/Common/Controls/Dimitratos and others, 2010).

In this research, decision making advantage refers to achieve in decision processes of firm to choose activities from various alternatives prominent than competitor based on cost information (Talaulicar and others, 2005). One of the alternatives is selected for decision making advantage leading to improve a competitive advantage and achieved goal (Dean and Sharfman, 1996; Talaulicar, Grundei and Werder, 2005). Therefore, these ideas lead one to posit the following hypothesis:

Hypothesis 8: Decision making advantage will positively relate to goal achievement.

Antecedents of Strategic Cost Management

This section explains the influences of four antecedents, namely organizational vision for wealth, accountant competency readiness, technology learning capability and competitive volatility on five dimensions of strategic cost management which contain cost allocation effective evaluation, value-added activity utilization, customer service cost implementation, competitor cost efficiency analysis, and resource usage quality assessment as shown in Figure 4.

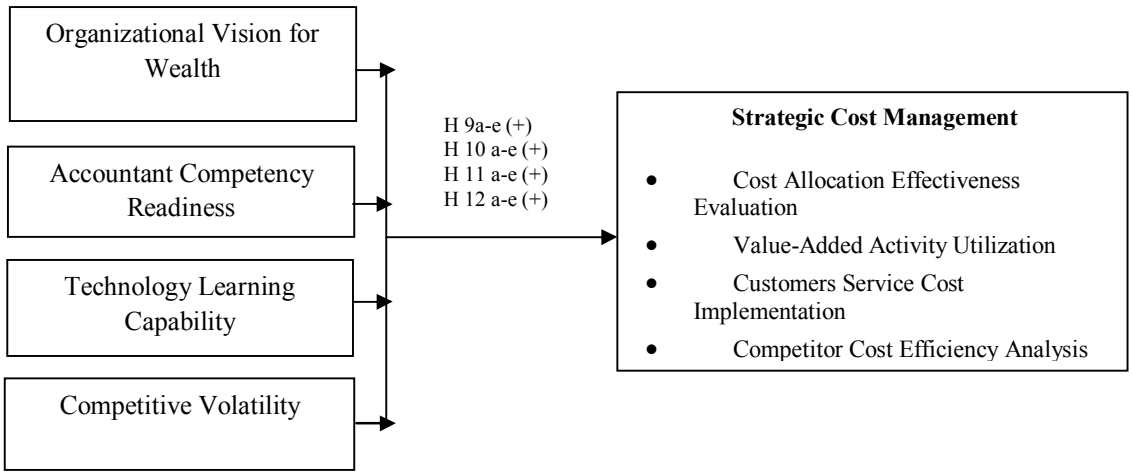
Organizational Vision for Wealth

Organizational vision is conceptualized as something that offers direction to an organization and that helps increase organizational success (Foster and Akdere, 2007). Organizational vision is the plan of firms that can organize and manage activities to the goals of the organization following policies, regulations, and principles of the firm for the future. Prior research discussed that organizational vision is important to leadership, strategy implementation, and change (Kotter, 1997). Prior research indicates that vision for wealth effects on organizational performance (Campbell, 1993; Klemm, Sanderson and Luffman, 1991).

Organizational vision is unique to each organization based on certain things such as leadership, culture, and purpose (Westley and Mintzberg, 2005). This view of organizational vision is one which complements today's rapidly evolving organizational climate because it doesn't require that an organization be tied to a restrictive, static vision. However, effective vision must possess both the external and internal dimensions. The external dimension is a shared view within the organization of what are the market, customers, competitors, industries and likely macroeconomic factors that impact the market. The internal dimensions are the shared organizational beliefs and values. That meaning is created throughout the organization about what it is that the organization does, and from here other strategic actions are taken such as the

development of the missions, plans and objectives that lead to strategic management implementation (Oghojafor, Olayemi and Okonji, 2011).

Figure 4: Effects of Organizational Vision for Wealth, Accountant Competency Readiness, Technology Learning Capability, and Competitive Volatility on Strategic Cost Management



For this research, organizational vision for wealth is defined as the goals and direction of firms are concerning the fundamental objectives and strategic direction which organize activities that can follow policies, regulations, and principles of firms in the future focusing on maximizing firm value (Foster and Akdere, 2007). However, maximized firm values depend on many factors such as investment in profitability projects and reduced conflicts and pressure among stakeholders. Poeth (2003) proposed that by helping to define the organization, vision plays a significant role in strategic management and strategic planning. Moreover, Foster and Akdere (2007) indicated that organizational vision for wealth relates to strategic management such as strategic cost management. Following the purpose of this research, organizational vision for wealth can imply that the desired or intended future state of an organization can be defined in terms of its fundamental objectives and strategic directions. Therefore, based on the literature, the influence of organizational vision for wealth has the potential possibility of affecting strategic cost management. Thus, the hypotheses are proposed as follows:

Hypothesis 9a: Organizational vision for wealth will positively relate to cost allocation effectiveness evaluation.

Hypothesis 9b: Organizational vision for wealth will positively relate to value-added activity utilization.

Hypothesis 9c: Organizational vision for wealth will positively relate to customer service cost implementation.

Hypothesis 9d: Organizational vision for wealth will positively relate to competitor cost efficiency analysis.

Hypothesis 9e: Organizational vision for wealth will positively relate to resource usage quality assessment.

Accountant Competency Readiness

Accountant's competency is an ability of accountants with professional knowledge and skills, including experience. Kennedy and Dresser (2005) described accountant competency as an accountant's existing capacities which help predict competent performance in a certain job that encompasses knowledge, skill, abilities, experience and continuous learning. Gregory (2008) advocated that knowledge and skill mean what accountants need to know in order to undertake their role competently.

Accountant competency becomes a key factor affecting acceptance, and involving strategic cost management. As for the nature of practice, accountant competency readiness is very necessary in an organization to ensure that accountants can do their task in their responsibility completely so as to achieve goals (Ley and Albert, 2003). Prior research indicated that accountant competency has a significant impact on successful cost accounting implementation. For instance, Chenhall (2003) showed that training for accountant competency has a significant positive influence on cost accounting success. Tontiset and Ussahawanitchakit (2010) found that accountant competency is associated with successful cost accounting implementation. Consistently,

Rattanaphaptham and Ussahawanitchakit (2010) indicated that higher cost accountant competency is related cost reporting usefulness.

According to previous literature, Accountant competency readiness is defined as an accountant's existing capacities that help predict competent performance in a certain job that it encompasses knowledge, skills, abilities, experience and personality of accountant (Fowier, 1999). Hence, the work of accountants with high competency readiness brings about the performance of strategic cost management in an organization and can create value for accounting work. Then, high accountant competency readiness can successfully drive new accounting concepts set in organization. At this point, accounting competency readiness has potential possibility to affect strategic cost management. Thus, the hypotheses are proposed as follows:

Hypothesis 10a: Accountant competency readiness will positively relate to cost allocation effectiveness evaluation.

Hypothesis 10b: Accountant competency readiness will positively relate to value-added activity utilization.

Hypothesis 10c: Accountant competency readiness will positively relate to customer service cost implementation.

Hypothesis 10d: Accountant competency readiness will positively relate to competitor cost efficiency analysis.

Hypothesis 10e: Accountant competency readiness will positively relate to resource usage quality assessment.

Technology Learning Capability

In a rapidly changing environment, firms must develop and use new technologies in order to adapt to new environmental opportunities (Karim and Mitchell, 2000). To survive and achieve the goals of firm, new ways of operation are becoming more interesting (Hosely et al., 1994). Especially, technological learning has an

important role in enabling organizations to generate new knowledge, improvement of capabilities and skills that can lead to accomplishment (Day, 1994). Accordingly, technology learning enhances the capacity of effective action in the market and is a major force for technology dynamics and change (Wene, 2007).

Technology learning process as a process that is directed towards helping a firm learn, accumulate, and leverage management know-how and best practices to use technology for operations. Grant, (1996) suggested that such a process involves deliberate efforts to articulate, codify, share, and internalize management knowhow in firms. Capabilities of technology learning can create business growth, and new applications can develop new lines of business. Moreover, McDermott and Stock (1999) advocated that technological capability is an organization's ability to mobilize and deploy computer-based technologies (i.e. hardware, software, network-to-data communication, soft technologies or advance management practice) for operational activities such as strategic cost management in a wide variety of industries.

As a mentioned above, technology learning capability is defined as an ability of firms to develop new technology knowledge and use the latest technologies to generate information to support management for enhancement competitive advantage (McDermott and Stock, 1999). In addition, technology learning capabilities in the organization lead to a great opportunity for firms to obtain lower costs and to update information that can be shared immediately among departments in organizations and among partners (Prasad, Ramamurthy and Naidu, 2001). Hence, firms with more technological learning capability tend to acquire greater effectiveness in the five dimensions of strategic cost management. Thus, the hypotheses are proposed as follows:

Hypothesis 11a: Technology learning capability will positively relate to cost allocation effectiveness evaluation.

Hypothesis 11b: Technology learning capability will positively relate to value-added activity utilization.

Hypothesis 11c: Technology learning capability will positively relate to customer service cost implementation.

Hypothesis 11d: Technology learning capability will positively relate to competitor cost efficiency analysis.

Hypothesis 11e: Technology learning capability will positively relate to resource usage quality assessment.

Competitive Volatility

The economic situation has been characterized not only by periods of considerable growth but also by increasing competitive force. Firms need to agility in highly competitive conditions and have the ability to cope with rapid, relentless, and uncertain changes thriving in a competitive environment of continually and unpredictably changing opportunities. Ramey and Ramey (1995) present evidence to suggest that output growth rates are adversely affected by their volatility. Thus, competitive volatility is a situation where competition is fierce due to the number of competitors in the market and the lack of potential opportunities for further growth (Yasamorn and Ussahawanitchakit, 2011).

The issue of the impact of competitive volatility on performance has gained importance in recent years. Because highly volatile competition brings swift and unpredictable external situations; it is not possible for a firm to obtain the essential information and resources to usefully serve its customers on their own (Gulati and Garino, 2000). Moreover, Monden and Hamada (1991) contend that in highly competitive markets characterized by a shortening of product life cycles, diversification of demand and keen competition, cost management is indispensable to introduce new products that meet customers' demands at the lowest cost, and to reduce costs of existing products by eliminating wastes. Accordingly, the strategic importance of cost management has drastically increased in recent years due to intense competition (Cooper and Slagmulder, 1997). Therefore, firms must be agile and be able to handle extreme changes, survive unprecedented threats and capitalize on emerging business opportunities.

For this research, competitive volatility refers to unpredictability change in of external conditions that may affect the competitive environment, the increase in the number of competitors in a market and is difficulty of predicting strategic moves which

aromatically increase (Yasamorn and Ussahawanitchakit, 2011). Furthermore, as competitive volatility increases, diverse types of operational expertise, diverse skills and knowledge are needed to develop solutions and competitiveness (Fredricks, 2005). At this point, competitive volatility has potential possibility to effect on five dimensions of strategic cost management. Thus, the hypotheses are proposed as follows:

Hypothesis 12a: Competitive volatility will positively relate to cost allocation effectiveness evaluation.

Hypothesis 12b: Competitive volatility will positively relate to value-added activity utilization.

Hypothesis 12c: Competitive volatility will positively relate to customer service cost implementation.

Hypothesis 12d: Competitive volatility will positively relate to competitor cost efficiency analysis.

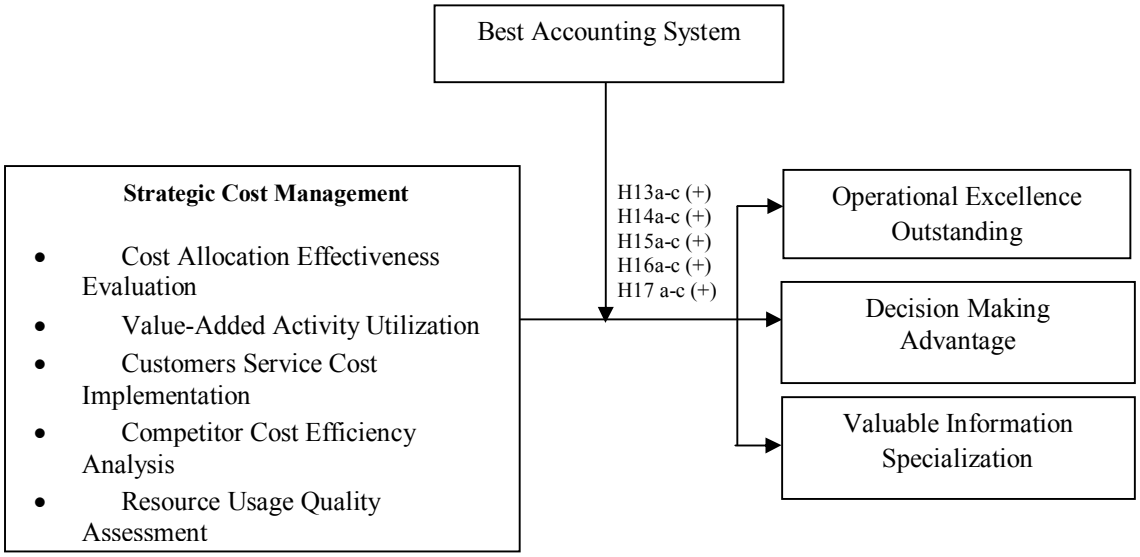
Hypothesis 12e: Competitive volatility will positively relate to resource usage quality assessment.

Moderating effects of Best Accounting System

Best Accounting System

This research assigns the roles of moderating effects which is the best accounting system. Best accounting system is hypothesized by assuming that it moderates an influence on the relationships between strategic cost management and operational excellence outstanding, decision making advantage and valuable information specialization (see Figure 5).

Figure 5: Roles of Best Accounting System as a Moderator



Accounting systems are to present financial information to society accurately and reliably. This is important in organizational mechanisms to provide information on decision making and control in the organization (Zimmerman, 1997). Also, accounting system competency is an ability of a system to link to subsystems of accounting, stability, ease of use, speed, easy maintenance and effective communication for user satisfaction (Harzallah and Vernadat 2002). An accounting system is based on the firm's accounting procedures and recorded accounting information, and is intended for managers within organizations, to provide them with the economic basis to make informed business decisions that would allow them to be better equipped in their operation and control functions. Thus, a firm has the best accounting system it can helps evaluate a firm's past performance, present conditions, and future prospects. Consistently, the information produced by the accounting system provides an explanation for the usage of resources and operations (Kara and Kilic, 2011).

Successful implementation of an accounting system can be described as a series of complex, interconnected activities requiring participants to have technical and managerial skills for resolving potential problems. Accounting system will monitor the long-term performance of the organization in the marketplace and report on the achievements of strategic plans and goals (Sriram, 1995). Most firms must realize that

cost, product characteristics, and market strategies are interdependent. Hence, an accounting system must develop to focus on not only financial reporting but also on cost analysis such as cost allocation, value-added activity, customer service cost and resource usage analysis. In addition, the accounting system is to collect and report internally generated information such as value-added activity, resource usage, customer service cost and report on important external information such as competitor cost analysis, demand and price changes owing to changes in product characteristics and monitors the strategy of each rival competitor. Moreover, an accounting system has been regarded as a critical tool to help management in organizations which are facing competitive challenges and to carry out the needed customer orientations and performance improvement because of the intensive competition to reduce production cost, increasing productivity (Hussain, Gunasekaran and Laitinen, 1998). Besides, Williams and Seaman (2002) describe that best management accounting system can provide value-added information for managerial decision making and control activity to achieve an operating departments' objectives. However, best accounting system enhance cost information implementation but it may did not have significant effect on business performance if firm is inability to assess the complete each cost information (Rollins, Bellenger and Johnston,2011).

As earlier mentioned, best accounting system can be defined as a suitable accounting system process, technology and an organized set of manual and computerized accounting methods, procedures, and controls established to gather, record, classify, analyze, summarize, interpret, and present accurate and timely accounting information for management decisions (Zhang and Zhou, 2007). Prior research demonstrated that firms with higher degree of accounting system implementation effectiveness lead to the higher degrees of information value (Dechow and Mouritsen, 2005; Ismail and King, 2005). Hence, the result of best accounting system activity provides guidance, recommendations and value-added supports in order to help decision making, firm success and improve the stability of the firm (Feng and Li, 2009). Thus, best accounting system will positively moderate the relationships among strategic cost management (i.e. cost allocation effectiveness evaluation, value-add activity utilization, customer service cost implementation, competitor cost efficiency analysis and resource usage quality assessment), operational excellence

outstanding, decision making advantage, and valuable information specialization. Hence, the hypotheses are proposed as follows:

Hypothesis 13a: Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and operational excellence outstanding.

Hypothesis 13b: Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and decision making advantage.

Hypothesis 13c: Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and valuable information specialization.

Hypothesis 14a: Best accounting system positively moderates the relationships between value-added activity utilization and operational excellence outstanding.

Hypothesis 14b: Best accounting system positively moderates the relationships between value-added activity utilization and decision making advantage.

Hypothesis 14c: Best accounting system positively moderates the relationships between value-added activity utilization and valuable information specialization.

Hypothesis 15a: Best accounting system positively moderates the relationships between customer service cost implementation and operational excellence outstanding.

Hypothesis 15b: Best accounting system positively moderates the relationships between customer service cost implementation and decision making advantage.

Hypothesis 15c: Best accounting system positively moderates the relationships between customer service cost implementation and valuable information specialization.

Hypothesis 16a: Best accounting system positively moderates the relationships between competitor cost efficiency analysis and operational excellence outstanding.

Hypothesis 16b: Best accounting system positively moderates the relationships between competitor cost efficiency analysis and decision making advantage.

Hypothesis 16c: Best accounting system positively moderates the relationships between competitor cost efficiency analysis and valuable information specialization.

Hypothesis 17a: Best accounting system positively moderates the relationships between resource usage quality assessment and operational excellence outstanding.

Hypothesis 17b: Best accounting system positively moderates the relationships between resource usage quality assessment and decision making advantage.

Hypothesis 17c: Best accounting system positively moderates the relationships between resource usage quality assessment and valuable information specialization.

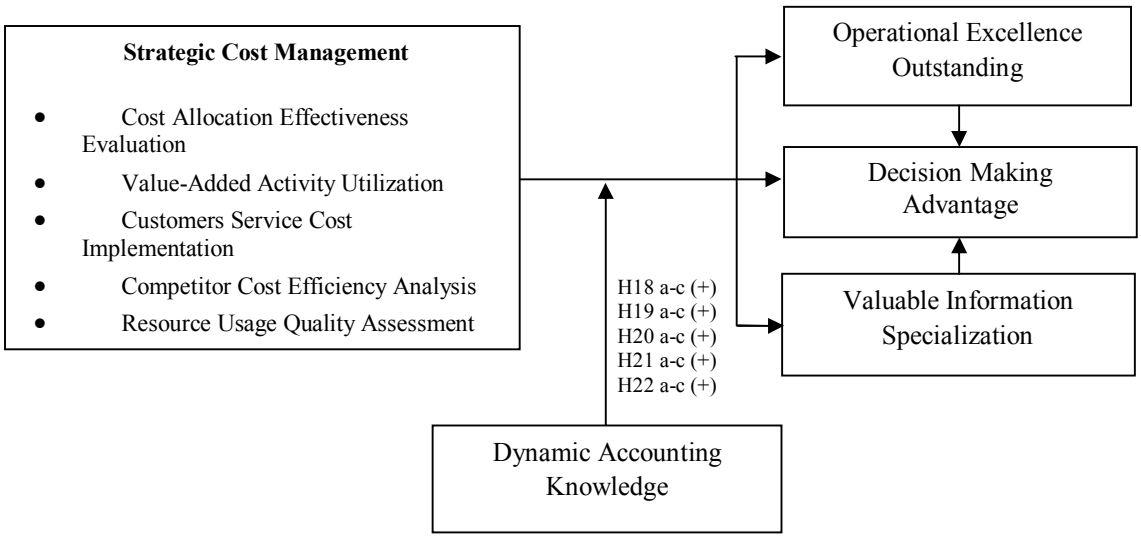
Moderating effects of Dynamic Accounting Knowledge

Dynamic Accounting Knowledge

Dynamic accounting knowledge is hypothesized by assuming that it moderates an influence on the relationships between strategic cost management and operational excellence outstanding, decision making advantage, and valuable information specialization (see Figure 6).

Accounting knowledge is a strategic resource for management (Richardson, 1988). Thus, accounting knowledge should provide a strong fundamental understanding of accounting, auditing and tax, including the history of the accounting profession and accounting thought, as well as the content, concepts, structure and meaning of reporting for organizational operations both for internal and external use. It also includes the methods for identifying, gathering, summarizing, verifying, analyzing and interpreting financial data (Awayiga, Onumah and Tsamenyi, 2010).

Figure 6: Roles of Dynamic Accounting Knowledge as a Moderator



In today's rapidly changing and dynamic business environment depends on meeting the expectations of the business world. This is true for the accounting discipline as well as others. The traditional role of accountants is no longer sufficient in modern global business models (Lange, Jackling and Gut, 2006). This reality forces managers to

equip dynamic accounting knowledge and managers with more cost accounting knowledge to perform better in a judgment task that requires complex evaluations of the level of cost distortions introduced in cost accounting system (Dearman and Shields, 2001). Without such competitor cost information, a firm may underestimate the threat posed by a competitor or inadvertently allow a rival to go unnoticed (Zajac and Bazerman, 1991). On the other hand, firms need to have diverse knowledge to analyze the competitor cost such as market knowledge, product design and customer behavior. However, the value of relevant new accounting knowledge leads to managers using information more accurately in decision making (Stone, Hunton and Wier, 2000). Hence, dynamic accounting knowledge can help managers make decision about economic efficiency.

Based on the literature reviewed, dynamic accounting knowledge can be defined as a comprehensiveness of relevance accounting, accounting standards, accounting process and accounting technique to continuously create the certain information quality to users in organizational operations. Therefore, dynamic accounting knowledge concerns accounting standards, regulations and accounting information technology that are developed under uncertain environmental conditions. Moreover, dynamic accounting knowledge has always been a key attribute used to distinguish accounting professional from non-professional occupations (Richardson, 1998). Consistently, Hunton,Wier and Stone (2000) suggested that dynamic accounting knowledge affects the level of ability of decision maker to use cost accounting information for managerial success and determinants of judgment performance. Thus, dynamic accounting knowledge will positively moderate the relationships among strategic cost management (i.e. cost allocation effectiveness evaluation, value-add activity utilization, customer service cost implementation, competitor cost efficiency analysis and resource usage quality assessment), operational excellence outstanding, decision making advantage and valuable information specialization. Hence, the hypotheses are proposed as follows:

Hypothesis 18a: Dynamic accounting knowledge positively moderates the relationships between cost allocation effectiveness evaluation and operational excellence outstanding.

Hypothesis 18b: Dynamic accounting knowledge positively moderates the relationships between cost allocation effectiveness evaluation and decision making advantage.

Hypothesis 18c: Dynamic accounting knowledge positively moderates the relationships between cost allocation effectiveness evaluation and valuable information specialization.

Hypothesis 19a: Dynamic accounting knowledge positively moderates the relationships between value-added activity utilization and operational excellence outstanding.

Hypothesis 19b: Dynamic accounting knowledge positively moderates the relationships between value-added activity utilization and decision making advantage.

Hypothesis 19c: Dynamic accounting knowledge positively moderates the relationships between value-added activity utilization and valuable information specialization.

Hypothesis 20a: Dynamic accounting knowledge positively moderates the relationships between customer service cost implementation and operational excellence outstanding.

Hypothesis 20b: Dynamic accounting knowledge positively moderates the relationships between customer service cost implementation and decision making advantage.

Hypothesis 20c: Dynamic accounting knowledge positively moderates the relationships between customer service cost implementation and valuable information specialization.

Hypothesis 21a: Dynamic accounting knowledge positively moderates the relationships between competitor cost efficiency analysis and operational excellence outstanding.

Hypothesis 21b: Dynamic accounting knowledge positively moderates the relationships between competitor cost efficiency analysis and decision making advantage.

Hypothesis 21c: Dynamic accounting knowledge positively moderates the relationships between competitor cost efficiency analysis and valuable information specialization.

Hypothesis 22a: Dynamic accounting knowledge positively moderates the relationships between resource usage quality assessment and operational excellence outstanding.

Hypothesis 22b: Dynamic accounting knowledge positively moderates the relationships between resource usage quality assessment and decision making advantage.

Hypothesis 22c: Dynamic accounting knowledge positively moderates the relationships between resource usage quality assessment and valuable information specialization.

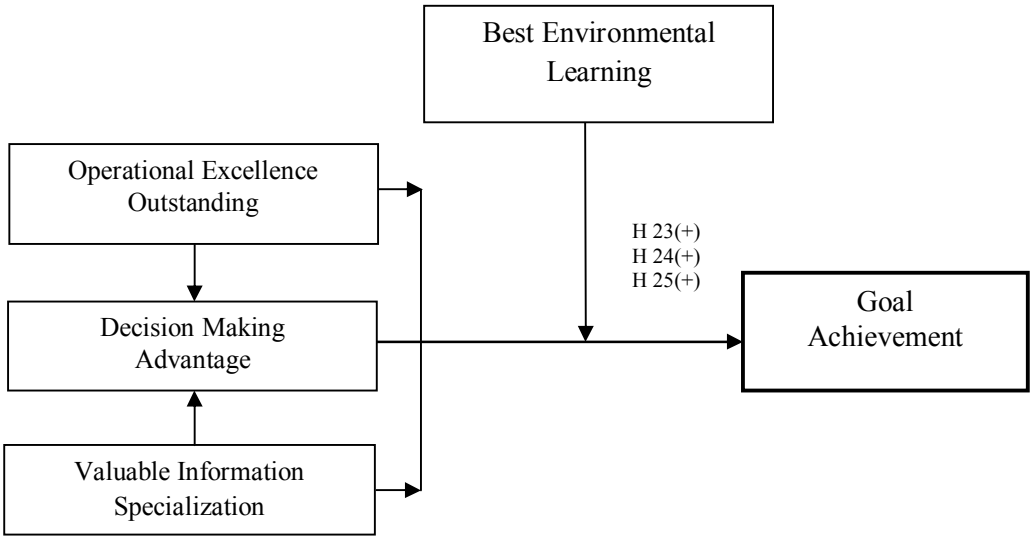
Moderating Effects of Best Environmental Learning

Best Environmental Learning

This research investigates the roles of the moderating effects of best environmental learning. Best environmental learning is assumed to moderate the operational excellence outstanding, decision making advantage and valuable information specialization – goal achievement relationships (see Figure 7).

The environment around a firm changes continuously and dynamic environmental change influences are difficult to comprehend for organizations because there are a variety of features of the environment that affect them. The environment of an organization as the pattern of all the external situations that influences its life and development is identified in five environmental dimensions: technological, economic, physical, social, and political. In addition, Scott and Gough (2003) noted that environmental learning has been defined as engagement with the environment or environmental thinking and environmental learning capability which must be appropriate in both environmental characteristics and organizational needs if a firm is to achieve the greatest payoff and long term growth (Lou, 2000).

Figure 7: Roles of Best Environmental Learning as a Moderator



Challenges to the growth and viability of a company arise from globalization, increased customer expectations, technological advances, increased competition business improvement models, operational processes and management techniques (Banham, 2010). In order to survive and grow, a firm needs to be able to learn and change as external challenges arise. Improved understanding of their operating environment can assist a company to meet the performance expectations of their owners. In today's business environment, most researchers agree that the organization's ability to learn faster than competitors is a significant source of competitive advantage (Ulrich, Von Glinow and Jick, 1993); Slocum, McGil and Lie, 1994; Nevis, DiBella and Gould, 1995)

Hence, best environmental learning is defined as an ability of firms to learn about environmental change accordingly, and analyze the trend of environment both in the present and future in order to continuously adapt to firm performance and to achieve greatest success (Lou, 2000). Consequently, organizations are operating in increasingly dynamic environments characterized by rapid change and uncertainty, such that they are making decisions in uncertainty. Moreover, decision-making processes based on information, knowledge and learning are designed to reduce uncertainty in decision making leading to goal achievement (Rowley and Gibbs, 2008). Therefore, firms have implemented learning about environmental trends to improve executive competency and practices, increase firm operations, activities, organizational success and sustainability. Likewise, organizational capability to learn about the environment provides a process of change for knowledge that involves changes in cognition and behaviors to performance improvement (Prieto and Revilla, 2006). In the other words, managers are aware that their organizations compete to survive in a global environment; they must learn the environment situations. The environment has an impact on organizational decisions. Besides, in an uncertain environment, customers may reduce their purchases, inventories may rapidly increase, and vendors may demand more prompt payments. Therefore, managers must learn about environment uncertainty to provide resources to organizations for competitive advantage and to achieve business goals.

Therefore, best environmental learning is more likely to support firm performance in order to achieve goals in competitive environments. At this point, this research implies that best environmental learning tends to improve the relationships

among operational excellence outstanding, decision making advantage, valuable information specialization and goal achievement. Thus, the hypotheses are proposed as follows:

Hypothesis 23: Best environmental learning positively moderates the relationships between operational excellence outstanding and goal achievement.

Hypothesis 24: Best environmental learning positively moderates the relationships between decision making advantage and goal achievement.

Hypothesis 25: Best environmental learning positively moderates the relationships between valuable information specialization and goal achievement.

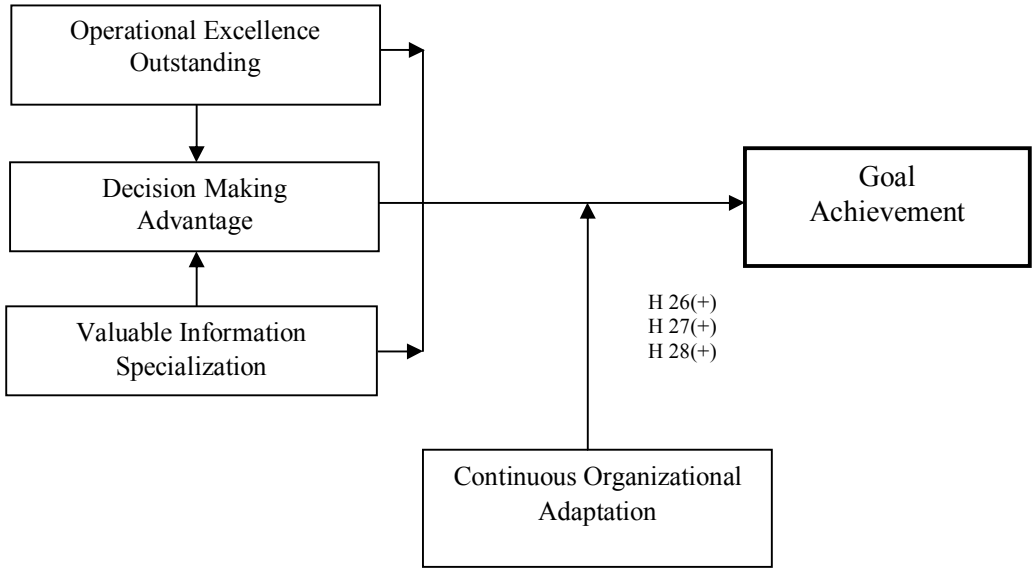
Moderating Effects of Continuous Organizational Adaptation

Continuous Organizational Adaptation

This research also assesses on the roles of three moderating effects which are part of continuous organization adaptation. It is assumed that continuous organization adaptation moderates the operational excellence outstanding, decision making advantage, and valuable information specialization – goal achievement relationships (see Figure 8).

Organizational adaptation to environmental change has long been an important research concern for management scholars. In the absence of an appropriate response, changes in the contextual forces surrounding organizations can cause a firm to lose an important customer segment and a cost advantage in its operating process. At issue is a view of adaptation as a process reflecting choice and selection versus one in which it is a necessary reaction to peremptory environmental forces. The term adaptation in the current literature is employed in a number of ways, ranging simply from change including both proactive and reactive behavior to a more specific denotation of reaction to environmental forces or demands (Astley and Van de Ven, 1983).

Figure 8: Roles of Continuous Organizational Adaptation as a Moderator



Viewing adaptation as a gradual process by which a firm converges toward a reasonable fit with the environment (Siggelkow, 2002) actors in an organizational field make sense of new phenomena (Leblebici and Salancik, 1991; Holm, 1995). Moreover, Nelson and Winter (1973) described that organizations use routines that are developed through time and change constantly, but gradually, adapt to changing conditions that appear to produce results tend to become incorporated as new routines. However, adaptability performs purposes are to restore equilibrium to an imbalanced condition (Cameron, 1984). Also, organizational adaptation is the specific capability of the firm to adjust and respond successfully to environmental change (Lee, 2001). Both environmental conditions and organizational capabilities shape the firm's response to take competitive advantage in order for organizational success. Thus, the importance of aspect of adaptability is a precondition for successful business so organizational adaptation is one important factor for a firm to achieve competitive advantage (Tuomonen, Rajala and Moller, 2004).

In this research, continuous organizational adaptation refers to an ability of a firm to modify and alter the organization or its components in order to continuously adjust to changes in its environmental. Therefore, adaptation happens when lack of suitable circumstances in the organizations. Its purposes are to restore equilibrium to an imbalanced condition (Korbangyang and Ussahawanitchakit, 2010). At this point, this

research implies that continuous organizational adaptation tends to improve the relationships among operational excellence outstanding, decision making advantage, valuable information specialization and goal achievement. Thus, the hypotheses are proposed as follows:

Hypothesis 26: Continuous organizational adaptation positively moderates the relationships between operational excellence outstanding and goal achievement.

Hypothesis 27: Continuous organizational adaptation positively moderates the relationships between decision making advantage and goal achievement.

Hypothesis 28: Continuous organizational adaptation positively moderates the relationships between valuable information specialization and goal achievement.

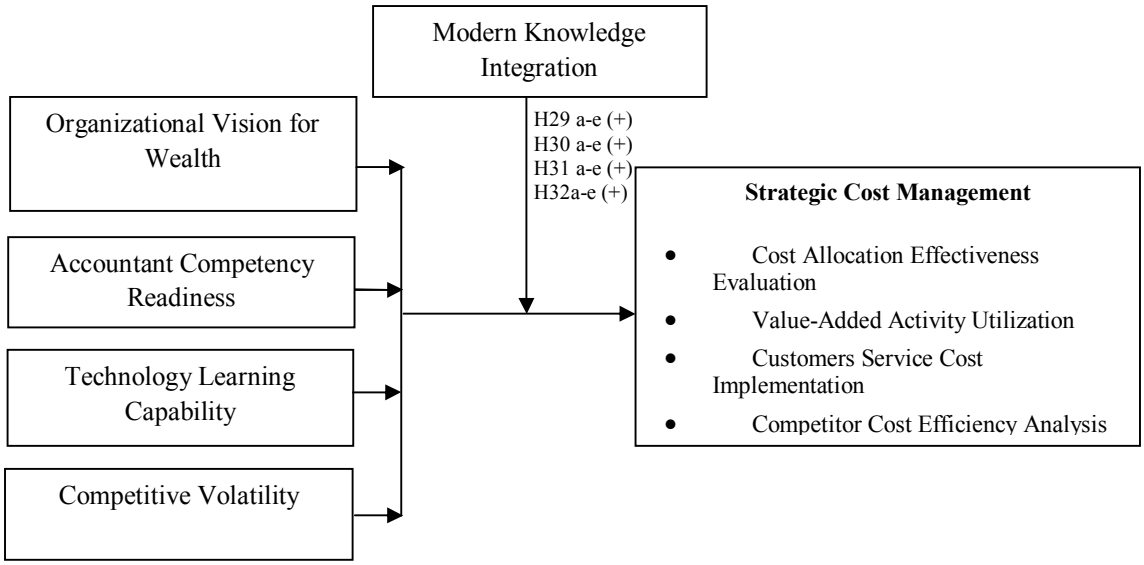
Moderating effects of Modern Knowledge Integration

Modern Knowledge Integration

This research examines the roles of the moderating effects which modern knowledge integration. Modern knowledge integration is assumed to have a moderating effect on the organizational vision for wealth, accountant competency readiness, technology learning capability, and competitive volatility – strategic cost management relationships (see Figure 9).

Knowledge integration focuses on synthesizing the understanding of a given subject from different aspects. Also, knowledge integration has been studied as the process of incorporating new information into a body of existing knowledge (Brockman and Mogan, 2003). Knowledge integration is created through interaction both internally between the organization's members and externally in relation to the environment. In this interaction process, all participants also get to develop themselves (Nonaka and Takeuhhi, 1995). This process relates to determining how the new information and the existing knowledge interact, how existing knowledge should be modified to accommodate the new information, and how the new information should be modified in light of the existing knowledge (Nonaka and Toyama, 2000).

Figure 9: Roles of Modern knowledge Integration as a moderator



Modern knowledge integration is one of the organizational capabilities in surviving dynamic and competitive environments (Grant, 1996). In addition, organizations are able to build practices that draw on diverse bases of expertise and has been identified as a key organizational capability in various fields such as cost accounting (Anderson 1995) strategic management (Eisenhardt and Martin 2000) and information systems development (Mitchell, 2006; Levina and Vaast, 2005; Patnayakuni, Rai and Tiwana, 2007). However, the necessity of modern knowledge integration must be adequate to create and deploy appropriately in a firm. Additionally, Andreu and Sieber (2005) suggested that the importance of modern knowledge integration must balance between external and internal knowledge.

As earlier mentioned, Modern knowledge integration refers to an ability of firms to combines a new knowledge of organizational absorptive capacity from external information and a past organizational knowledge of transformative capability from internal information (Brockman and Morgan, 2003; Jang, 2008). Moreover, modern knowledge integration relating to accountants and non-accountants is particularly challenging (Anderson, 1995; Chenhall and Langfield-Smith, 1998; Emsley, 2005). For instance, accountants are often hardly involved in the organization's engineering activities. Engineers view products and operational processes in similar technical ways (i.e., physical inputs and outputs, functionality, performance, and time dependency

between activities). Therefore, accountants need to integrate the knowledge of new production techniques. This is accountants' representations of products and processes are related to notions such as cost allocations, inventory valuation, revenue recognition, and matching of expenses. Moreover, Oliveira, Roth and Ponte (2003) indicate that recent advances in technologies have changed the features of knowledge and global customer markets and, that modern knowledge integration strategy play a significant role in efficient strategic management. At this point, organization vision for wealth, accountant competency readiness, technology learning capability and competitive volatility are emphasized more on the strategic cost management in organizations when an organization acts on a modern knowledge integration which leads to the hypotheses proposed as follows:

Hypothesis 29a: Modern knowledge integration positively moderates the relationships between organizational vision for wealth and cost allocation effectiveness evaluation.

Hypothesis 29b: Modern knowledge integration positively moderates the relationships between organizational vision for wealth and value-added activity utilization.

Hypothesis 29c: Modern knowledge integration positively moderates the relationships between organizational vision for wealth and customer service cost implementation.

Hypothesis 29d: Modern knowledge integration positively moderates the relationships between organizational vision for wealth and competitor cost efficiency analysis.

Hypothesis 29e: Modern knowledge integration positively moderates the relationships between organizational vision for wealth and resource usage quality assessment.

Hypothesis 30a: Modern knowledge integration positively moderates the relationships between accountant competency readiness and cost allocation effectiveness evaluation.

Hypothesis 30b: Modern knowledge integration positively moderates the relationships between accountant competency readiness and value-added activity utilization.

Hypothesis 30c: Modern knowledge integration positively moderates the relationships between accountant competency readiness and customer service cost implementation.

Hypothesis 30d: Modern knowledge integration positively moderates the relationships between accountant competency readiness and competitor cost efficiency analysis.

Hypothesis 30e: Modern knowledge integration positively moderates the relationships between accountant competency readiness and resource usage quality assessment.

Hypothesis 31a: Modern knowledge integration positively moderates the relationships between technology learning capability and cost allocation effectiveness evaluation.

Hypothesis 31b: Modern knowledge integration positively moderates the relationships between technology learning capability and value-added activity utilization.

Hypothesis 31c: Modern knowledge integration positively moderates the relationships between technology learning capability and customer service cost implementation.

Hypothesis 31d: Modern knowledge integration positively moderates the relationships between technology learning capability and competitor cost efficiency analysis.

Hypothesis 31e: Modern knowledge integration positively moderates the relationships between technology learning capability and resource usage quality assessment.

Hypothesis 32a: Modern knowledge integration positively moderates the relationships between competitive volatility and cost allocation effectiveness evaluation.

Hypothesis 32b: Modern knowledge integration positively moderates the relationships between competitive volatility and value-added activity utilization.

Hypothesis 32c: Modern knowledge integration positively moderates the relationships between competitive volatility and customer service cost implementation.

Hypothesis 32d: Modern knowledge integration positively moderates the relationships between competitive volatility and competitor cost efficiency analysis.

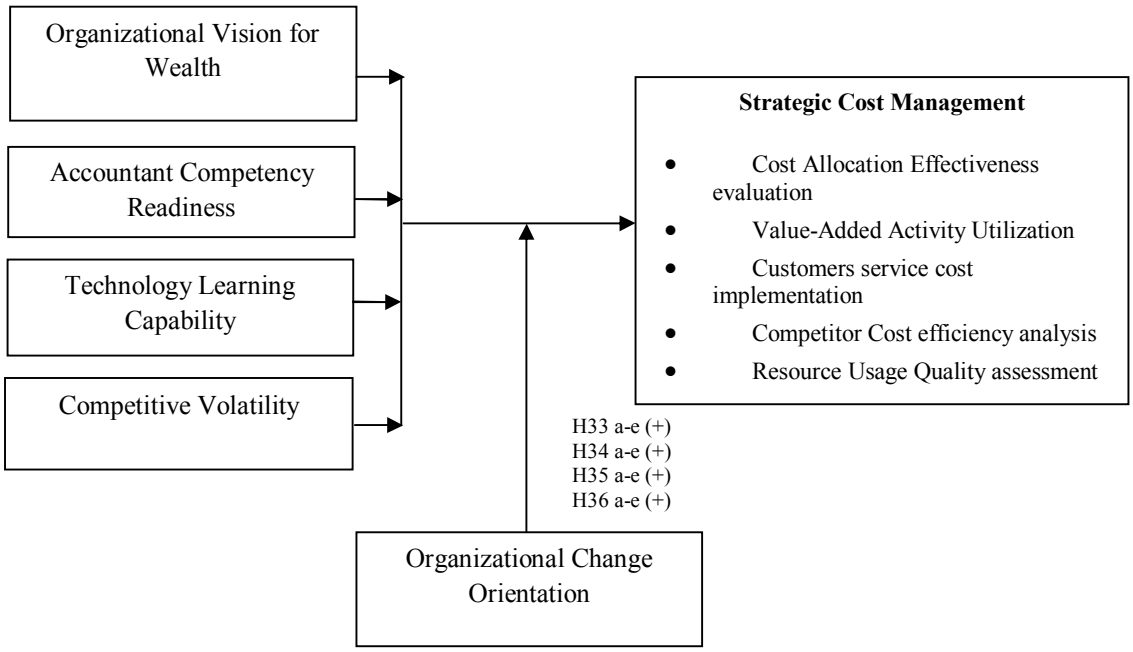
Hypothesis 32e: Modern knowledge integration positively moderates the relationships between competitive volatility and resource usage quality assessment.

Moderating effects of Organization Change Orientation

Organization Change Orientation

This research is also evaluates the roles of three moderating effects which are part of organization change orientation. Organization change orientation is assumed to be the moderating effect on the organization vision for wealth, accountant competency readiness, technology learning capability, and competitive volatility – strategic cost management relationships (see Figure 10).

Figure 10: Roles of Organizational Change Orientation as a moderator



Extensive and relentless change in technologies, competition and the demand-side of markets have made business organizations well aware of the practical need to make continuous and sometimes transformational changes to their strategies, structures, systems and the ways to improve the competitive capability of firms in order to gain higher profits and benefits in the global markets (Oxtoby, Mcguiness and Mogan, 2002). However, Lawrence (1969) stressed that the organization must adapt its internal operations appropriately to environmental conditions. Moreover, Judge and Elenkov (2005) noted that organizational capacity for change is defined as a broad and dynamic

organizational capability that allows the company to adapt old capability to new threats and opportunities as well as create new capabilities. Thus, organizational change orientation refers to wide, deep and continuous adjustment and modification in the business process, business strategy, organizational system, and organizational structure in order to increase or retain the competitive capability of firms (Ussahawanitchakit and Sumritsakun, 2008).

The basic focus of organization change literature has been the organization's responsiveness to rapidly changing environments in order to survive and prosper (Porras and Silvers, 1991). Organizational changes are necessary because organizations depend on the environment for resources including the complexity of the organizational change implementation process involving different activities. Organizational plan change implementation involves different activities such as strategic management. However, Tushman and Romanelli (1985) argued that the lack of consistency among activities in strategy, power structure, and controls may lead to low organizational performance. Therefore, it is to the benefit of the organization for management to communicate information about changes in motives and plans with employees in a timely fashion (Liu and Pierrewe, 2005).

Organizational change orientation is defined as a broad and dynamic organizational capability that continuously improves and modifies the process of business, business strategy, organizational system, and organizational structure in order retain the competitive capability of firms (Judge and Elenkov, 2005). At this point, a higher level of organization change orientation will positively moderate the relationship between antecedents of strategic cost management (i.e. organization vision for wealth, accountant competency readiness, technology learning capability, and competitive volatility) and strategic cost management. (i.e. cost allocation effectiveness, value-added activity utilization, customer service cost implementation, competitor cost analysis effectiveness, and resource usage quality). Hence, the hypotheses are proposed as follows:

Hypothesis 33a: Organizational change orientation positively moderates the relationships between organizational vision for wealth and cost allocation effectiveness evaluation.

Hypothesis 33b: Organizational change orientation positively moderates the relationships between organizational vision for wealth and value-added activity utilization.

Hypothesis 33c: Organizational change orientation positively moderates the relationships between organization vision for wealth and customer service cost implementation.

Hypothesis 33d: Organizational change orientation positively moderates the relationships between organization vision for wealth and competitor cost efficiency analysis.

Hypothesis 33e: Organizational change orientation positively moderates the relationships between organization vision for wealth and resource usage quality.

Hypothesis 34a: Organizational change orientation positively moderates the relationships between accountant competency readiness and cost allocation effectiveness evaluation.

Hypothesis 34b: Organizational change orientation positively moderates the relationships between accountant competency readiness and value-added activity utilization.

Hypothesis 34c: Organizational change orientation positively moderates the relationships between accountant competency readiness and customer service cost implementation.

Hypothesis 36d: Organizational change orientation positively moderates the relationships between accountant competency readiness and competitor cost efficiency analysis.

Hypothesis 34e: Organizational change orientation positively moderates the relationships between accountant competency readiness and resource usage quality assessment.

Hypothesis 35a: Organizational change orientation positively moderates the relationships between technology learning capability and cost allocation effectiveness evaluation.

Hypothesis 35b: Organizational change orientation positively moderates the relationships between technology learning capability and value-added activity utilization.

Hypothesis 35c: Organizational change orientation positively moderates the relationships between technology learning capability and customer service cost implementation.

Hypothesis 35d: Organizational change orientation positively moderates the relationships between technology learning capability and competitor cost efficiency analysis.

Hypothesis 35e: Organizational change orientation positively moderates the relationships between technology learning capability and resource usage quality assessment.

Hypothesis 36a: Organizational change orientation positively moderates the relationships between competitive volatility and cost allocation effectiveness evaluation.

Hypothesis 36b: Organizational change orientation positively moderates the relationships between competitive volatility and value-added activity utilization.

Hypothesis 36c: Organizational change orientation positively moderates the relationships between competitive volatility and customer service cost implementation.

Hypothesis 36d: Organizational change orientation positively moderates the relationships between competitive volatility and competitor cost efficiency analysis.

Hypothesis 36e: Organizational change orientation positively moderates the relationships between competitive volatility and resource usage quality assessment.

Summary

This chapter presents the conceptual model of strategic cost management drawn from the transaction cost theory, contingency theory and dynamic capability theory and 36 hypotheses are developed to test the relationships between four antecedents (organizational vision for wealth, accountant competency readiness, technology learning capability and competitive volatility) and consequences (operational excellence outstanding, decision making advantage and valuable information specialization) of strategic cost management. Furthermore, this research also examines the moderating effects of modern knowledge integration, organizational change orientation, best accounting system, dynamic accounting knowledge, best environment learning and continuous organizational adaptation as summarized in Table 3.

The next chapter shows how the research methods are conducted. It provides an insight into the sampling method used, data collection techniques, and various techniques that were used to analyze the data.

Table 3: Summary of Hypothesized Relationships

Hypothesis	Description of Hypothesized Relationships
H1a	Cost allocation effectiveness evaluation will positively relate to operational excellence outstanding.
H1b	Cost allocation effectiveness evaluation will positively relate to decision making advantage.
H1c	Cost allocation effectiveness evaluation will positively relate to valuable information specialization.
H2a	Value-added activity utilization will positively relate to operational excellence outstanding.
H2b	Value-added activity utilization will positively relate to decision making advantage.
H2c	Value-added activity utilization will positively relate to valuable information specialization.
H3a	Customer service cost implementation will positively relate to operational excellence outstanding.
H3b	Customer service cost implementation will positively relate to decision making advantage.
H3c	Customer service cost implementation will positively relate to valuable information specialization.
H4a	Competitor cost efficiency analysis will positively relate to operational excellence outstanding.
H4b	Competitor cost efficiency analysis will positively relate to decision making advantage.
H4c	Competitor cost efficiency analysis will positively relate to valuable information specialization.
H5a	Resource usage quality assessment will positively relate to operational excellence outstanding.
H5b	Resource usage quality assessment will positively relate to decision making advantage.

Table 3: Summary of Hypothesized Relationships

Hypothesis	Description of Hypothesized Relationships
H5c	Resource usage quality assessment will positively relate to valuable information specialization.
H6a	Operational excellence outstanding will positively relate to decision making advantage.
H6b	Operational excellence outstanding will positively relate to goal achievement.
H7a	Valuable information specialization will positively relate to decision making advantage.
H7b	Valuable information specialization will positively relate to goal achievement.
H8	Decision making advantage will positively relate to goal achievement.
H9a	Organizational vision for wealth will positively relate to cost allocation effectiveness evaluation.
H9b	Organizational vision for wealth will positively relate to value-added activity utilization.
H9c	Organizational vision for wealth will positively relate to customer service cost implementation.
H9d	Organizational vision for wealth will positively relate to competitor cost efficiency analysis.
H9e	Organizational vision for wealth will positively relate to resource usage quality assessment.
H10a	Accountant competency readiness will positively relate to cost allocation effectiveness evaluation.
H10b	Accountant competency readiness will positively relate to value-added activity utilization.

Table 3: Summary of Hypothesized Relationships (Continued)

Hypothesis	Description of Hypothesized Relationships
H10c	Accountant competency readiness will positively relate to customer service cost implementation.
H10d	Accountant competency readiness will positively relate to competitor cost efficiency analysis.
H10e	Accountant competency readiness will positively relate to resource usage quality assessment.
H11a	Technology learning competency will positively relate to cost allocation effectiveness evaluation.
H11b	Technology learning competency will positively relate to value-added activity utilization.
H11c	Technology learning competency will positively relate to customer service cost implementation.
H11d	Technology learning competency will positively relate to competitor cost efficiency analysis.
H11e	Technology learning competency will positively relate to resource usage quality assessment.
H12a	Competitive volatility will positively relate to cost allocation effectiveness evaluation.
H12b	Competitive volatility will positively relate to value-added activity utilization.
H12c	Competitive volatility will positively relate to customer service cost implementation.
H12d	Competitive volatility will positively relate to competitor cost efficiency analysis.
H12e	Competitive volatility will positively relate to resource usage quality assessment.

Table 3: Summary of Hypothesized Relationships (Continued)

Hypothesis	Description of Hypothesized Relationships
H13a	Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and operational excellence outstanding.
H13b	Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and decision making advantage.
H13c	Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and valuable information specialization.
H14a	Best accounting system positively moderates the relationships between value-added activity utilization and operational excellence outstanding.
H14b	Best accounting system positively moderates the relationships between value-added activity utilization and decision making advantage.
H14c	Best accounting system positively moderates the relationships between value-added activity utilization and valuable information specialization.
H15a	Best accounting system positively moderates the relationships between customer service cost implementation and operational excellence outstanding.
H15b	Best accounting system positively moderates the relationships between customer service cost implementation and decision making advantage.
H15c	Best accounting system positively moderates the relationships between competitor cost efficiency analysis and valuable information specialization.

Table 3: Summary of Hypothesized Relationships (Continued)

Hypothesis	Description of Hypothesized Relationships
H16a	Best accounting system positively moderates the relationships between resource usage quality assessment and operational excellence outstanding.
H16b	Best accounting system positively moderates the relationships between resource usage quality assessment and decision making advantage.
H16c	Best accounting system positively moderates the relationships between resource usage quality assessment and valuable information specialization.
H17a	Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and operational excellence outstanding.
H17b	Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and decision making advantage.
H17c	Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and valuable information specialization.
H18a	Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and operational excellence outstanding.
H18b	Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and decision making advantage.
H18c	Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and valuable information specialization.

Table 3: Summary of Hypothesized Relationships (Continued)

Hypothesis	Description of Hypothesized Relationships
H19a	Dynamic accounting knowledge positively moderates the relationships between value-added activity utilization and operational excellence outstanding.
H19b	Dynamic accounting knowledge positively moderates the relationships between value-added activity utilization and decision making advantage.
H19c	Dynamic accounting knowledge positively moderates the relationships between value-added activity utilization and valuable information specialization.
H20a	Dynamic accounting knowledge positively moderates the relationships between customer service cost implementation and operational excellence outstanding.
H20b	Dynamic accounting knowledge positively moderates the relationships between customer service cost implementation and decision making advantage.
H20c	Dynamic accounting knowledge positively moderates the relationships between customer service cost implementation and valuable information specialization.
H21a	Dynamic accounting knowledge positively moderates the relationships between competitor cost efficiency analysis and operational excellence outstanding.
H21b	Dynamic accounting knowledge positively moderates the relationships between competitor cost efficiency analysis and decision making advantage.
H21c	Dynamic accounting knowledge positively moderates the relationships between competitor cost efficiency analysis and valuable information specialization.

Table 3: Summary of Hypothesized Relationships (Continued)

Hypothesis	Description of Hypothesized Relationships
H22a	Dynamic accounting knowledge positively moderates the relationships between resource usage quality assessment and operational excellence outstanding.
H22b	Dynamic accounting knowledge positively moderates the relationships between resource usage quality assessment and decision making advantage.
H22c	Dynamic accounting knowledge positively moderates the relationships between resource usage quality assessment and valuable information specialization.
H23	Best environmental learning positively moderates the relationships between operational excellence outstanding and goal achievement.
H24	Best environmental learning positively moderates the relationships between decision making advantage and goal achievement.
H25	Best environmental learning positively moderates the relationships between valuable information specialization and goal achievement.
H26	Continuous organizational adaptation positively moderates the relationships between operational excellence outstanding and goal achievement.
H27	Continuous organizational adaptation positively moderates the relationships between decision making advantage and goal achievement.
H28	Continuous organizational adaptation positively moderates the relationships between valuable information specialization and goal achievement.

Table 3: Summary of Hypothesized Relationships (Continued)

Hypothesis	Description of Hypothesized Relationships
H29a	Modern knowledge integration positively moderates the relationships between organizational vision for wealth and cost allocation effectiveness evaluation.
H29b	Modern knowledge integration positively moderates the relationships between organizational vision for wealth and value-added activity utilization.
H29c	Modern knowledge integration positively moderates the relationships between organizational vision for wealth and customer service cost implementation.
H29d	Modern knowledge integration positively moderates the relationships between organizational vision for wealth and competitor cost efficiency analysis.
H29e	Modern knowledge integration positively moderates the relationships between organizational vision for wealth and resource usage quality assessment.
H30a	Modern knowledge integration positively moderates the relationships between accountant competency readiness and cost allocation effectiveness evaluation.
H30b	Modern knowledge integration positively moderates the relationships between accountant competency readiness and value-added activity utilization.
H30c	Modern knowledge integration positively moderates the relationships between accountant competency readiness and customer service cost implementation.
H30d	Modern knowledge integration positively moderates the relationships between accountant competency readiness and competitor cost efficiency analysis.

Table 3: Summary of Hypothesized Relationships (Continued)

Hypothesis	Description of Hypothesized Relationships
H30e	Modern knowledge integration positively moderates the relationships between accountant competency readiness and resource usage quality assessment.
H31a	Modern knowledge integration positively moderates the relationships between technology learning competency and cost allocation effectiveness evaluation.
H31b	Modern knowledge integration positively moderates the relationships between technology learning competency and value-added activity utilization.
H31c	Modern knowledge integration positively moderates the relationships between technology learning competency and customer service cost implementation.
H31d	Modern knowledge integration positively moderates the relationships between technology learning competency and competitor cost efficiency analysis.
H31e	Modern knowledge integration positively moderates the relationships between technology learning competency and resource usage quality assessment.
H32a	Modern knowledge integration positively moderates the relationships between competitive volatility and cost allocation effectiveness evaluation.
H32b	Modern knowledge integration positively moderates the relationships between competitive volatility and value-added activity utilization.
H32c	Modern knowledge integration positively moderates the relationships between competitive volatility and customer service cost implementation.

Table 3: Summary of Hypothesized Relationships (Continued)

Hypothesis	Description of Hypothesized Relationships
H32d	Modern knowledge integration positively moderates the relationships between competitive volatility and competitor cost efficiency analysis.
H32e	Modern knowledge integration positively moderates the relationships between competitive volatility and resource usage quality assessment.
H33a	Organizational change orientation positively moderates the relationships between organizational vision for wealth and cost allocation effectiveness evaluation.
H33b	Organizational change orientation positively moderates the relationships between organizational vision for wealth and value-added activity utilization.
H33c	Organizational change orientation positively moderates the relationships between organization vision for wealth and customer service cost implementation.
H33d	Organizational change orientation positively moderates the relationships between organization vision for wealth and competitor cost efficiency analysis.
H33e	Organizational change orientation positively moderates the relationships between organization vision for wealth and resource usage quality assessment.
H34a	Organizational change orientation positively moderates the relationships between accountant competency readiness and cost allocation effectiveness evaluation.
H34b	Organizational change orientation positively moderates the relationships between accountant competency readiness and value-added activity utilization.

Table 3: Summary of Hypothesized Relationships (Continued)

Hypothesis	Description of Hypothesized Relationships
H34c	Organizational change orientation positively moderates the relationships between accountant competency readiness and customer service cost implementation.
H34d	Organizational change orientation positively moderates the relationships between accountant competency readiness and competitor cost efficiency analysis.
H34e	Organizational change orientation positively moderates the relationships between accountant competency readiness and resource usage quality assessment.
H35a	Organizational change orientation positively moderates the relationships between technology learning capability and cost allocation effectiveness evaluation.
H35b	Organizational change orientation positively moderates the relationships between technology learning competency and value-added activity utilization.
H35c	Organizational change orientation positively moderates the relationships between technology learning competency and customer service cost implementation.
H35d	Organizational change orientation positively moderates the relationships between technology learning competency and competitor cost efficiency analysis.
H35e	Organizational change orientation positively moderates the relationships between technology learning competency and resource usage quality assessment.
H36a	Organizational change orientation positively moderates the relationships between competitive volatility and cost allocation effectiveness evaluation.

Table 3: Summary of Hypothesized Relationships (Continued)

Hypothesis	Description of Hypothesized Relationships
H36b	Organizational change orientation positively moderates the relationships between competitive volatility and value-added activity utilization.
H36c	Organizational change orientation positively moderates the relationships between competitive volatility and customer service cost implementation.
H36d	Organizational change orientation positively moderates the relationships between competitive volatility and competitor cost efficiency analysis.
H36e	Organizational change orientation positively moderates the relationships between competitive volatility and resource usage quality assessment.

CHAPTER III

RESEARCH METHODS

The previous chapter explains how to intensely understand strategic cost management with theoretical foundation, literature reviews, conceptual framework, and hypotheses development. Therefore, this chapter describes the research methods consisting of four sections. Firstly, the sample selection and data collection procedures, including population and sample, data collection, and a test of non-response bias are detailed. Secondly, the variable measurements are developed. Thirdly, this chapter also elaborates the statistical methods for verifying the research instrument, including a test of validity and reliability, the statistical analysis, and regression equations are detailed. Finally, the table of summary of definitions and operational variables of constructs is also presented.

Sample Selection and Data Collection Procedure

Population and Sample

This research selected food businesses in Thailand as the population and sample. The food business is interesting for investigation for four reasons. Firstly, food business is an important contributor to Thailand's economy and has earned the country the sobriquet " Kitchen of the World". Thailand is one of the world's top ten producers and exporters of food (Weddle, 2011). In operations, accounting information is the one key important to operate in these businesses. Specially, cost information is used in decision making. Secondly, the cost of food production is a large proportion and raw materials used in the production are influenced by uncertainty environmental. Especially, Thailand's floods in 2011 affected several industries' supply chains, including the automotive, electronics and food business (Tubsungnearn, 2011). Significantly, firms confront the problem that inability to produce continuously, because a shortage of raw materials and production results in the inability to distribute to the customer. As a result, firm has decreased revenues and increased costs. Therefore, strategic cost management is a one strategy to improve performance and the one

important way that firms often look closely at production to maximize output for a given set of scarce inputs or minimize the cost of producing a given output (Anirban, 2011). Thirdly, the current economic environment and free trade area with other countries affect this business. To survive, the food businesses seek a suitable management approach to operations such as accounting information to support decision making in business, particularly, in the area of strategic cost management. Accordingly to transaction cost theory, is applied to explain the role of strategic cost management, the specific capabilities and their interaction which creates advantages over competitors and enhances goal achievement. Finally, Thailand has become one of the world's largest and most advanced producers and exporters of processed food products. Its rich agricultural roots and resources, combined with its investments in international quality standards, technology, and research and development for food safety have helped make Thailand the sole food exporter in Asia, and one of the top five food exporters in the world. Under these situations, food processing corporations develop newer approaches to strategy from the aspect of costs to achieve business success. That is, it represents a unique and sustainable way in which the firm creates value. Therefore, the food business sector in Thailand is considered suitable to be selected as the population for this research.

Moreover, it is considered to be the first time for empirical research to investigate the influences of strategic cost management on goal achievement in the context of food businesses in Thailand. The sample of this research is chosen from the database online at the Department of Businesses Development, Ministry of Commerce Thailand. The food businesses are the population and key informant is accounting manager or accounting director in this research. The source of our data utilized in this research is collected through a select list of 1,691 businesses and recorded in 2012 (accessed on March 18, 2012).The sample was selected from all 1,691 firms of the population.

The questionnaires are directly distributed to 1,691firms, the valid mail is 1,488 surveys are mailed from which 301 responses are returned but only 298 are usable. The effective response rate was 20.03 percent. According to Aaker, Kumer and Day (2001), the response rate for mail survey, without an approximately appropriate follow-

up procedure, if greater than 20 percent, is considered acceptable. The details of usable questionnaires returned are presented in Table 4.

Table 4: Details of Questionnaire Mailing

Details	Numbers
Number of questionnaires mailing	1,691
Number of returned questionnaires	203
Number of successful questionnaire mailing	1,488
Received questionnaires	301
Usable questionnaires	298
Response rate (298/1488*100)	20.03%

Data Collection

In this research, data collection employs questionnaires as the main research instrument. The questionnaire design was developed from a wide review of the literature and reviewed by academics to improve and choose the best possible scale of measures. Key informants are selected from accounting director or accounting manager because they have the major responsibility in the strategic cost management of the organization. Hence, they are knowledgeable in accounting information, business outcomes, overall internal activities, and external environments. As this is a key informant approach, the results will clearly preclude firm level prescriptions because key informants as accounting manager's self-reports are more valid and are, therefore, a very valuable source for evaluating the different variables of the firm.

In this research, the questionnaire consists of seven parts. Part one asks personal information such as gender, age, marital status, education level, working experience, income and position. Part two is about general information of food businesses in Thailand such as type of business, registered business capital, total assets of the firm, number of employees, and the age of the firm. Part three is related to evaluating strategic cost management including cost allocation effectiveness evaluation, value-added activity utilization, customer service cost implementation, competitor cost efficiency analysis and resource usage quality assessment. Part four deals with the consequences of strategic cost management including operational excellence outstanding,

decision making advantage, valuable information specialization, and goal achievement. Part five is about the antecedents of strategic cost management including organizational vision for wealth, accountant competency readiness, technology learning competency, and also the measurement of modern knowledge integration, organizational change orientation, best accounting system, dynamic accounting knowledge, best environmental learning, and continuous organizational adaptation. Part six is about the business environment of the firm which is competitive volatility. Finally, an open-ended question for accounting manager's suggestions and opinions is included in part seven. This questionnaire in English is found in Appendix F, while the Thai version is in Appendix G.

Test of Non-Response Bias

To detect possible response bias problems between respondents and non-respondents, a t-test comparison of the demographics between early and late respondents is conducted corresponding with the test for non-response bias by Armstrong and Overton (1977). A non-response bias was undertaken which involved assessing whether responses received validly represent the entire population based on certain selected characteristics (Wallace and Mellor, 1988).

The results of non-response biased testing are shown in Appendix B. In this research, all 298 received questionnaires are split into two equal groups. The early respondents are the first and the late respondents are the second. Then, the first 149 responses are used to compare with the last 149 received from the second group mailing in terms of their demographic information of the firm such as the amount of business capital registered ($t = -1.484$, $p > 0.05$), total assets of the firm at present ($t = 0.236$, $p > 0.05$), ($t=1.623$, $p > 0.05$), the period of time in operating the business ($t = 0.929$, $p > 0.05$), and average sales revenue per year ($t = 0.685$, $p > 0.05$). The results shown in Appendix B provided the evidence that there were no significant differences between the two groups at a 95 percent confidence level. Thus, the results indicated that there are no significant differences between early and late responses and that there is no response bias between respondents and non-respondents in terms of demographics. It implies that the non-response bias is not significant. As a result, non-response bias is not a key problem in this research (Armstrong and Overton, 1977).

Measurements

In this research, the definitions of variables are used in the variable measurements development procedures because unobservable constructs must be measured by using multiple indicators concerning the validity (Bagozzi, Yi and Phillips , 1991). The measure involves the multiple-items development for measuring each construct in the conceptual model. All constructs are the abstractions that cannot be directly measured or observed and should be measured by multiple items (Churchill, 1979). These constructs are transformed to the operational variables for a true measurement. To measure each construct in the conceptual model, all of variables are gained from the survey and are measured by a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Table 4 presents the definition of each construct, operational variables, scale source, and sample questions and items. Thus, the variable measurements of dependent variables, independent variables and control variables of this research are described in the following.

Dependent Variable

Goal achievement is measured using an item scale. Goal achievement consists of both financial outcomes measured by increasing accomplishment in terms of revenue, profitability, market share and non-financial outcomes such as customer and stakeholder acceptant (Durmusoglu et al., 2012).

Independent Variables

This research consists of five independent variables: strategic cost management, organizational vision for wealth, accountant competency readiness, technology learning capability and competitive volatility. The first is the core construct of this research. This variable is measured by five attributes: cost allocation effectiveness evaluation, value-added activity utilization, customer service cost implementation, competitor cost efficiency analysis and resource usage quality assessment. These attributes reflect the characteristics of strategic cost management. The measure of each attribute depends on its definition as detailed below.

Cost allocation effectiveness evaluation is measured by the estimation in the accuracy of product cost calculation, the allocation of indirect costs to product/service based on the activity performs and cost information used to support management.

Value-added activity utilization is evaluated the usefulness of each activity's cost information to operations and continuously improve value-added activities and continuously decrease non value-added activities.

Customer service cost implementation is measured by the ability to collect, analyze, and summarize customer service cost information and usefulness of cost information to determine a suitable cost to improve customer service performance.

Competitor cost efficiency analysis is assessed by the ability of the firm to analyze, and summarize competitors' cost information focusing on cost structures of competitors based on appraisal of economies of scale, facilities, technology and governmental relationships with product costs and benchmarking of competitor's cost is related to planning and controlling in business.

Resource usage quality assessment is measured by the ability of firm to appraise resources toward minimizing the resources on economizing, including the use of shared resources efficiently.

Operational vision for wealth is measured by the goals and directions of firms that can organize and manage activities to achieve goals follow policies, regulations, and principles of firms in the future with the focuses on maximizing firm value.

Accountant competency readiness is measured by the degree of knowledge, skill, attitudes, experience and personality of accountant.

Technology learning competency is evaluated by the degree of firms' ability to develop new technology knowledge and use the latest technologies to generate information to support management for enhancing competitive advantage.

Competitive volatility is measured through competitive environment: turbulence, dynamic, complexity, unpredictability and difficult to predict of strategic competitiveness.

Mediating Variables

The mediating variables are the result of strategic cost management. This research proposes strategic cost management outcomes which consist of three variables to be detailed below.

Operational excellence outstanding is assessed by ability to manage that provides goal achievement more prominent than competitors and responding to forces for change through operational that is accepted by both internal and external organizations.

Decision making advantage is measured by decision processes of firms to choose activities from various alternatives prominent than competitor based on cost information.

Valuable information specialization is evaluated by perception the value of cost information which attributes are accuracy, relevance, reliability, timeliness, understanding, and useful insights into additional information collected to reduce or remove uncertainty in a specific decision making context.

Moderating Variables

Modern knowledge integration is evaluated by ability of firms to combines a new knowledge of organizational absorptive capacity from external information and a past organizational knowledge of transformative capability from internal information

Organizational change orientation is measured by the perception of concentration to change of organizational that continuous improvement and modification in business process, business strategy, organizational system, and organizational structure.

Best accounting system is measured by to a suitable accounting system that is continuous improvement and development to analyze, summarize, interpret, present accurate, timely accounting information.

Dynamic accounting knowledge is measured by a comprehensive of relevance accounting, accounting standards, accounting process and accounting technique to create the certain information quality to users continuously for organizational operations.

Best environmental learning is measured by an ability of firms to learn about environmental change accordingly, and analyze trends of environment both in the present and future in order to continuously adapt to firm performance and achieve greatest success.

Continuous organizational adaptation is measured by an ability of firm to continuously modify and alter the organization or its components in order to adjust to changes in its environmental.

Control Variables

The control variables include firm age and firm size which may affect the relationships between strategic cost management and goal achievement, and antecedent variables – strategic cost management relationships as enumerated below.

Firm age is a proxy of the firm's experience measured by the number of years in prior business. Previous research indicated that firms with long time in operations that more experienced to operation with strategic cost management. For example, the study of Kenyon and Meixell (2008) shows that firm age is significant relative to the cost management. In this research, firm age is represented by a dummy variable of which 0 means that the firm has been in business less than or equal to15 years and 1 means firm has been in business more than 15 years.

Firm size was measured by the total assets of the firm. Prior studies indicate that firm size affects cost accounting practice and success (Fullerton and Mcwatters,

2004). Also, firm size can impact firm performance. Therefore, the total assets are included as a control variable (Arthurs and Busenitz, 2006). Thus, this research believes a large firm may be able to achieve superior goal achievement. In this research firm size is represented by a dummy variable of which 0 means a firm has total assets less than or equal to 200,000,000 Baht and 1 means a firm has total assets more than 200,000,000 Baht.

Methods

This section describes the method prepared for data analysis in the next step. Since all constructs in this conceptual model are developed as new scales, a pre-test method is deemed appropriate to be conducted to check the validity and reliability of questionnaire. The rational of the pre-test is to check clearly and accurately the understanding of a questionnaire before using real data collection. The statistical techniques include factor analysis, variance inflation factor, correlation analysis, and hierarchical regression analysis. After the pre-test, the questionnaire is modified and adjusted to the most complete status to ensure its effectiveness before mailing to the respondents.

Validity and Reliability

Validity refers to the degree to which instruments measure the constructs as it is intended to measure (Peter, 1979). Factor analysis is used to determine the number of continuous latent variables that are needed to explain the correlations among a set of observed variables. The continuous latent variables are referred to as factors. Then, it is an item-reducing strategy intended to create factor scores. This research uses factor analysis to test the validity of instrument for investigating the underlying relationships of a large number of items and determining whether they can be reduced to a smaller set of factors. For this research, content and construct validity of the questionnaire are examined.

Content validity is the degree to which items in an instrument reflect the content universe to which the instrument will be generalized (Boudreau, Gefen and

Straub, 2001). Moreover, Nunnally and Bernstein (1994) argue that content validity is the scales containing items which are adequate to measure what is intended. The content validity relies on subjective interpretation of the appropriateness of the items to the construct under study, the former from the point of the researcher gleaning knowledge from the literature, and the latter from professional academics. In this research, two professionals in academic research are requested to review and suggest necessary recommendations to review the instrument in order to ensure that all constructs are sufficient to cover the contents of the variables. Based on their feedback, some questions were deleted or adjusted accordingly to attain the best measurement.

Construct validity. Construct validity refers to whether an item to measure the construct is appropriate or valid as a measurement research tool. To test whether items chosen for a particular construct are valid, construct validity is evaluated by testing the convergent validity and discriminant validity. Convergent validity refers to the degree to which two measures are designed to measure the same constructs that are related. Convergence is found if the two measures have a high correlation (Kwok and Sharp, 1998). Discriminant validity assesses the degree to which an operation is not similar to (or divergent from) other operations. Thus, this validity also means that individual measured items should represent only one construct. The presence of cross-loadings indicates a discriminant validity problem. Convergent validity demonstrates the items that are indicators of a specific construct converge or share a high proportion of variance in common. In this case, the size of the factor loading is considered. In the case of high convergent validity, high loadings on a factor indicate that they converge on some common point. As the rule-of-thumb, the acceptable cut-off score is 0.40, as minimum (Nunnally and Berstein, 1994).

Table 5: Results of Measure Validation

Variables	Items	Factor Loadings	Cronbach's Alpha
Goal Achievement (GAC)	4	0.732 - 0.937	0.882
Cost Allocation Effectiveness Evaluation (CAE)	4	0.794 - 0.934	0.887
Value-added Activity Utilization (VAU)	4	0.763 - 0.935	0.884
Customer Service Cost Implementation (CSC)	4	0.658 - 0.841	0.768
Competitor Cost Efficiency Analysis (CCE)	4	0.755 - 0.881	0.839
Resource Usage Quality Assessment (RUQ)	4	0.622 - 0.917	0.823
Operational Excellence Outstanding (OEO)	4	0.802 - 0.906	0.820
Valuable Information Specialization (VIS)	4	0.874 - 0.941	0.912
Decision Making Advantage (DMA)	4	0.879 -0.952	0.925
Organizational Vision for Wealth (OVW)	4	0.876 - 0.931	0.915
Accountant Competency Readiness (ACR)	4	0.799 – 0.834	0.833
Technology Learning Competency (TLC)	4	0.759 - 0.918	0.892
Competitive Volatility (CVO)	4	0.875 - 0.939	0.928
Best Accounting System (BAS)	4	0.707 - 0.871	0.879
Dynamic Accounting Knowledge (DAK)	4	0.868 - 0.957	0.926
Best Environmental Learning (BEL)	4	0.808 - 0.914	0.905
Continuous Organizational Adaptation (COA)	4	0.886 - 0.964	0.941
Modern Knowledge Integration (MKI)	4	0.653 -0.924	0.828
Organizational Change Orientation (OCO)	4	0.794 -0.848	0.841

Reliability . This research assesses the reliability of each construct to ensure the degree of consistency between multiple measurements of a variable. The item-to-total correlation and the inter-item correlation are used to test the internal consistency. The rational for internal consistency is that the individual items should all be measuring the same construct and thus be highly intercorrelated. Accordingly, Cronbach's alpha coefficient (Cronbach, 1951; Hair et al., 2006) is commonly used as a measure of the internal consistency or reliability of constructs. This method is a widely used measure and appropriate with interval scale in research (Aaker, Kumar and Day, 2001; Malhotra and Peterson, 2006). This research uses Cronbach's alpha to measure the internal

consistency which should be greater than 0.70 (Hair and others, 2006). All in all, this reliability method in this case is tested by Cronbach's alpha to confirm definition concept of items in questionnaire.

In this research, testing validity and reliability of a questionnaire as qualities of a good instrument were conducted from thirty surveys in the pre-test of accounting manager/accounting director. This was tested by factor analysis and Cronbach's Alpha, respectively to revise the questionnaire and to assure of its validity and reliability.

Table 5 shows the results for both factor loadings and Cronbach's Alpha for multiple-item scales used in this research. The results reveal that each item of all variables is loaded on only one factor. Also, the factor loadings of each item expressed between 0.622-0.964 is greater than the 0.40 cut-off and statistically significant indicating that there is construct validity (Nunnally and Bernstein, 1994). Additionally, Cronbach's alpha coefficients for all variables are presented between 0.768 – 0.941 are greater than 0.70 as recommended by Hair et al. (2006). As a result, all constructs of this research have internal consistency and reliability. The reliability of all variables is adopted.

Statistics Techniques

Correlation Analysis. Pearson correlation analysis is used to test correlations among all variables. This problem occurs when any single independent variable is highly correlated with other independent variables. In other words, a variable can be explained by the other variables in the analysis multicollinearity which will show when the intercorrelation between explanatory variables exceeds 0.80 (Berry and Feldmann, 1985). However, factor analysis is used to group highly correlated variables together, and the factor score of all variables is prepared to avoid the multicollinearity problem. Then, they are evaluated by the regression analysis.

Variance inflation factors (VIFs) is an indicator to indicate a high degree of multicollinearity among the independent variables. The VIF is an index which measures the impact of collinearity among the predictors in a regression model on the precision of estimation. Typically, when VIF value is typically greater than 10, it should be concerned about the multicollinearity problem while the value of VIF is less than 10

indicate that there is no severe multicollinearity problem between the predictor variables (Hair et al., 2006). The results of regression analysis provide evidence that the VIF of each regression is ranging from 2.343 to 5.459, indicating that this research has no multicollinearity problems.

Factor Analysis. Factor analysis was then applied to identify the configuration of all constructs. The factor analysis provides the tools for analyzing the structure of the interrelationship among variables by defining factors of variables that interrelated. Also, the procedure of factor analysis is applied to the principle component analysis which is in turn, applied to extract the minimum number of factors that explain the maximum percentage of variation and varimax of orthogonal factor rotation methods focusing on simplifying the columns in factor matrix. In this case, the factor scores are selected for analyzing the multiple regression analysis. The-rule-of-thumb of factor loading is 0.40 if the number of sample size in the research is 200 (Hair et al., 2006). In addition, all factor loadings are greater than 0.40 cut-offs and are statistically significant according to the study of Nunnally and Bernstein (1994).

Multiple Regression Analysis. Regression analysis is a statistical technique that utilizes for prediction of the unknown value of a variable from the known value of two or more variables. Regression analysis is a statistical methodology that uses the relation of at least two quantitative variables and an outcome variable can be predicted from the other (Kutner and others, 2005). This research employs the Ordinary Least Squares (OLS) regression analysis to test all hypotheses following the conceptual model. Because both dependent and independent variables in this research are categorical and have interval data, the OLS is an appropriate method for examining the relationships between dependent variables and independent variables which all variables are categorical and have interval data (Hair et al., 2006).

As aforementioned, this research analyzes the data which is calculated the form of factor scores for all variables. These are prepared to avoid the mullticollinearity problems and evaluate by the ordinary least squares (OLS) regression analysis. Therefore, all hypotheses in this research are transformed into twenty-eight equations as follows:

Equation 1: OEO = $\alpha_{01} + \beta_1 CAE + \beta_2 VAU + \beta_3 CSC + \beta_4 CCE + \beta_5 RUQ + \beta_6 FA + \beta_7 FS + \varepsilon_1$

Equation 2: OEO = $\alpha_{02} + \beta_8 CAE + \beta_9 VAU + \beta_{10} CSC + \beta_{11} CCE + \beta_{12} RUQ + \beta_{13} BAS + \beta_{14}(CAE*BAS) + \beta_{15}(VAU*BAS) + \beta_{16}(CSC*BAS) + \beta_{17}(CCE*BAS) + \beta_{18}(RUQ*BAS) + \beta_{19} FA + \beta_{20} FS + \varepsilon_2$

Equation 3: OEO = $\alpha_{03} + \beta_{21} CAE + \beta_{22} VAU + \beta_{23} CSC + \beta_{24} CCE + \beta_{25} RUQ + \beta_{26} DAK + \beta_{27}(CAE*DAK) + \beta_{28}(VAU*DAK) + \beta_{29}(CSC*DAK) + \beta_{30}(CCE*DAK) + \beta_{31}(RUQ*DAK) + \beta_{32} FA + \beta_{33} FS + \varepsilon_3$

Equation 4: DMA = $\alpha_{04} + \beta_{34} CAE + \beta_{35} VAU + \beta_{36} CSC + \beta_{37} CCE + \beta_{38} RUQ + \beta_{39} FA + \beta_{40} FS + \varepsilon_4$

Equation 5: DMA = $\alpha_{05} + \beta_{41} CAE + \beta_{42} VAU + \beta_{43} CSC + \beta_{44} CCE + \beta_{45} RUQ + \beta_{46} BAS + \beta_{47}(CAE*BAS) + \beta_{48}(VAU*BAS) + \beta_{49}(CSC*BAS) + \beta_{50}(CCE*BAS) + \beta_{51}(RUQ*BAS) + \beta_{52} FA + \beta_{53} FS + \varepsilon_5$

Equation 6: DMA = $\alpha_{06} + \beta_{54} CAE + \beta_{55} VAU + \beta_{56} CSC + \beta_{57} CCE + \beta_{58} RUQ + \beta_{59} DAK + \beta_{60}(CAE*DAK) + \beta_{61}(VAU*DAK) + \beta_{62}(CSC*DAK) + \beta_{63}(CCE*DAK) + \beta_{64}(RUQ*DAK) + \beta_{65} FA + \beta_{66} FS + \varepsilon_6$

Equation 7: DMA = $\alpha_{07} + \beta_{67} OEO + \beta_{68} VIS + \beta_{69} FA + \beta_{70} FS + \varepsilon_7$

Equation 8: VIS = $\alpha_{08} + \beta_{71} CAE + \beta_{72} VAU + \beta_{73} CSC + \beta_{74} CCE + \beta_{75} RUQ + \beta_{76} FA + \beta_{77} FS + \varepsilon_8$

Equation 9: VIS = $\alpha_{09} + \beta_{78} CAE + \beta_{79} VAU + \beta_{80} CSC + \beta_{81} CCE + \beta_{82} RUQ + \beta_{83} BAS + \beta_{84}(CAE*BAS) + \beta_{85}(VAU*BAS) + \beta_{86}(CSC*BAS) + \beta_{87}(CCE*BAS) + \beta_{88}(RUQ*BAS) + \beta_{89} FA + \beta_{90} FS + \varepsilon_9$

Equation10: VIS = $\alpha_{10} + \beta_{91} CAE + \beta_{92} VAU + \beta_{93} CSC + \beta_{94} CCE + \beta_{95} RUQ + \beta_{96} DAK + \beta_{97}(CAE*DAK) + \beta_{98}(VAU*DAK) + \beta_{99}(CSC*DAK) + \beta_{100}(CCE*DAK) + \beta_{101}(RUQ*DAK) + \beta_{102} FA + \beta_{103} FS + \varepsilon_{10}$

Equation11: GAC = $\alpha_{11} + \beta_{104}OEO + \beta_{105}DMA + \beta_{106}VIS + \beta_{107}FA + \beta_{108}FS + \varepsilon_{11}$

Equation12: GAC = $\alpha_{12} + \beta_{109}OEO + \beta_{110}DMA + \beta_{111}VIS + \beta_{112}BEL + \beta_{113}(OEO*BEL) + \beta_{114}(DMA*BEL) + \beta_{115}(VIS*BEL) + \beta_{116}FA + \beta_{117}FS + \varepsilon_{12}$

Equation13: GAC = $\alpha_{13} + \beta_{118}OEO + \beta_{119}DMA + \beta_{120}VIS + \beta_{121}COA + \beta_{122}(OEO*COA) + \beta_{123}(DMA*COA) + \beta_{124}(VIS*COA) + \beta_{125}FA + \beta_{126}FS + \varepsilon_{13}$

Equation14: CAE = $\alpha_{14} + \beta_{127}OVW + \beta_{128}ACR + \beta_{129}TLC + \beta_{130}CVO + \beta_{131}FA + \beta_{132}FS + \varepsilon_{14}$

Equation15: CAE = $\alpha_{15} + \beta_{133}OVW + \beta_{134}ACR + \beta_{135}TLC + \beta_{136}CVO + \beta_{137}MKI + \beta_{138}(OVW*MKI) + \beta_{139}(ACR*MKI) + \beta_{140}(TLC*MKI) + \beta_{141}(CVO*MKI) + \beta_{142}FA + \beta_{143}FS + \varepsilon_{15}$

Equation16: CAE = $\alpha_{16} + \beta_{144}OVW + \beta_{145}ACR + \beta_{146}TLC + \beta_{147}CVO + \beta_{148}OCO + \beta_{149}(OVW*OCO) + \beta_{150}(ACR*OCO) + \beta_{151}(TLC*OCO) + \beta_{152}(CVO*OCO) + \beta_{153}FA + \beta_{154}FS + \varepsilon_{16}$

Equation17: VAU = $\alpha_{17} + \beta_{155}OVW + \beta_{156}ACR + \beta_{157}TLC + \beta_{158}CVO + \beta_{159}FA + \beta_{160}FS + \varepsilon_{17}$

Equation18: VAU = $\alpha_{18} + \beta_{161}OVW + \beta_{162}ACR + \beta_{163}TLC + \beta_{164}CVO + \beta_{165}MKI + \beta_{166}(OVW*MKI) + \beta_{167}(ACR*MKI) + \beta_{168}(TLC*MKI) + \beta_{169}(CVO*MKI) + \beta_{170}FA + \beta_{171}FS + \varepsilon_{18}$

Equation19: VAU = $\alpha_{19} + \beta_{172}OVW + \beta_{173}ACR + \beta_{174}TLC + \beta_{175}CVO + \beta_{176}OCO + \beta_{177}(OVW*OCO) + \beta_{178}(ACR*OCO) + \beta_{179}(TLC*OCO) + \beta_{180}(CVO*OCO) + \beta_{181}FA + \beta_{182}FS + \varepsilon_{19}$

Equation20: CSC = $\alpha_{20} + \beta_{183}OVW + \beta_{184}ACR + \beta_{185}TLC + \beta_{186}CVO + \beta_{187}FA + \beta_{188}FS + \varepsilon_{20}$

Equation21: CSC = $\alpha_{21} + \beta_{189}OVW + \beta_{190}ACR + \beta_{191}TLC + \beta_{192}CVO + \beta_{193}MKI + \beta_{194}(OVW*MKI) + \beta_{195}(ACR*MKI) + \beta_{196}(TLC*MKI) + \beta_{197}(CVO*MKI) + \beta_{198}FA + \beta_{199}FS + \varepsilon_{21}$

Equation22: CSC = $\alpha_{22} + \beta_{200}OVW + \beta_{201}ACR + \beta_{202}TLC + \beta_{203}CVO + \beta_{204}OCO + \beta_{205}(OVW*OCO) + \beta_{206}(ACR*OCO) + \beta_{207}(TLC*OCO) + \beta_{208}(CVO*OCO) + \beta_{209}FA + \beta_{210}FS + \varepsilon_{22}$

Equation23: CCE = $\alpha_{23} + \beta_{211}OVW + \beta_{212}ACR + \beta_{213}TLC + \beta_{214}CVO + \beta_{215}FA + \beta_{216}FS + \varepsilon_{23}$

Equation24: CCE = $\alpha_{24} + \beta_{217}OVW + \beta_{218}ACR + \beta_{219}TLC + \beta_{220}CVO + \beta_{221}MKI + \beta_{222}(OVW*MKI) + \beta_{223}(ACR*MKI) + \beta_{224}(TLC*MKI) + \beta_{225}(CVO*MKI) + \beta_{226}FA + \beta_{227}FS + \varepsilon_{24}$

Equation25: CCE = $\alpha_{25} + \beta_{228}OVW + \beta_{229}ACR + \beta_{230}TLC + \beta_{231}CVO + \beta_{232}OCO + \beta_{233}(OVW*OCO) + \beta_{234}(ACR*OCO) + \beta_{235}(TLC*OCO) + \beta_{236}(CVO*OCO) + \beta_{237}FA + \beta_{238}FS + \varepsilon_{25}$

Equation26: RUQ = $\alpha_{26} + \beta_{239}OVW + \beta_{240}ACR + \beta_{241}TLC + \beta_{242}CVO + \beta_{243}FA + \beta_{244}FS + \varepsilon_{26}$

Equation27: RUQ = $\alpha_{27} + \beta_{245}OVW + \beta_{246}ACR + \beta_{247}TLC + \beta_{248}CVO + \beta_{249}MKI + \beta_{250}(OVW*MKI) + \beta_{251}(ACR*MKI) + \beta_{252}(TLC*MKI) + \beta_{253}(CVO*MKI) + \beta_{254}FA + \beta_{255}FS + \varepsilon_{27}$

Equation28: RUQ = $\alpha_{28} + \beta_{256}OVW + \beta_{257}ACR + \beta_{258}TLC + \beta_{259}CVO + \beta_{2260}OCO + \beta_{261}(OVW*OCO) + \beta_{262}(ACR*OCO) + \beta_{263}(TLC*OCO) + \beta_{264}(CVO*OCO) + \beta_{265}FA + \beta_{266}FS + \varepsilon_{28}$

Where,

CAE	=	Cost Allocation Effectiveness Evaluation
VAU	=	Value-added Activity Utilization
CSC	=	Customer Service Cost Implementation
CCE	=	Competitive Cost Efficiency Analysis
RUQ	=	Resource Usage Quality Assessment
OEO	=	Operational Excellence Outstanding
DMA	=	Decision Making Advantage
VIS	=	Valuable Information Specialization
GAC	=	Goal Achievement

OVW	=	Organizational Vision for Wealth
ACR	=	Accountant Competency Readiness
TLC	=	Technology Learning Capability
CVO	=	Competitive Volatility
MKI	=	Modern Knowledge Integration
OCO	=	Organizational Change Orientation
BAS	=	Best Accounting System
DAK	=	Dynamic Accounting Knowledge
BEL	=	Best Environmental Learning
COA	=	Continuous Organizational Adaptation
FA	=	Firm Age
FS	=	Firm Size
β	=	Regression Coefficient
α	=	Constant
ε	=	Error

Summary

This chapter details the 1,691 food businesses which are the population and sample accessed on March 18, 2012, the key informant in this research. Next, it explains the procedures of data collection. The research methods for testing all constructs in the conceptual model to answer the research questions are also included. In addition, the variable measurements are described for each of all variables in the conceptual model. Finally, the statistical techniques for testing validity and reliability and the statistical analysis are presented. Table 6 shows the summary of the construct definitions and operational variables.

Following this further, the next chapter presents results from data analysis and hypothesis testing. Also, all information gathered from the research questionnaires is presented

Table 6 : Definitions and Operational Variables of Constructs

Construct	Definition	Operational Variable	Scale Source	Sample of Questions and Items
Dependent variable				
Goal Achievement	Ability of firm to operate and follow towards achieving organizational purposes by integrating accounting information into its business strategies	Increase revenue, profitability, customer and stakeholder acceptant	New scale	Firm can achieve the operational goals and objectives of the organization as well.
Main Variables				
Strategic cost management	A philosophy, an attitude, and a set of techniques to provide and create cost effective	Cost allocation effectiveness evaluation, value-added activity utilization, customer service cost implementation, competitor cost efficiency analysis and resource usage analysis assessment		

Table 6 : Definitions and Operational Variables of Constructs (Continued)

Construct	Definition	Operational Variable	Scale Source	Sample of Questions and Items
		Main Variables		
Cost allocation effectiveness evaluation	An estimate the accuracy of product cost calculation, the allocation of indirect costs to product/service based on the activity performs and cost information used to support management	Accuracy of cost calculation, usefulness of cost information to support management	New scale	Firm often commits that cost allocation reflects the appropriation of usage and cost resources.
Value-added activity utilization	The usefulness of each activity's cost information to operations and activities should cover the entire value chain, research and development, design, production, marketing, distribution and service to continuously improve value-added activities and continuously decrease non value-added activities	Analyze the activities , research and development, design, production marketing, distribution ,service improvement, and usefulness of activities cost to operate	New scale	Firm often commits that cost allocation reflects the appropriation of usage and cost resources.

Table 6 : Definitions and Operational Variables of Constructs (Continued)

Construct	Definition	Operational Variable	Scale Source	Sample of Questions and Items
		Main Variables		
Customer service cost implementation	Ability of firm to collect, analyze, and summarize customer service cost information, and usefulness of cost information to determine a suitable cost to improve customer service performance	Collect, analyze, and summarize customer service' cost information, usefulness of customer service cost	New scale	Firm believes that cost and expense information to service each customer can helps firms plan operations more effectively.
Competitor cost efficiency analysis	Ability of a firm to analyze and summarize competitors' cost information and benchmarking of a competitor's cost is valuable information to business planning and controlling	Analyze competitors' cost information, comparison of competitor's cost to business planning and controlling	New scale	Firm emphasizes resource usage analysis, cost management including revenue management of competitor all dimension to effectively provide information for more operations.
Resource usage quality assessment	Ability of a firm to appraise resources toward minimizing the resources on economizing, including the use of shared resources efficiently	Minimizing the resources on economize, shared resources efficiently	New scale	Firm concentrates on integration of all resource management systems that lead to link information for decision making with increasing efficiency.

Table 6 : Definitions and Operational Variables of Constructs (Continued)

Construct	Definition	Operational Variable	Scale Source	Sample of Questions and Items
		Mediator variables		
Operational excellence outstanding	Ability of firm to manage that provides goal achievement more prominent than competitors and responding to forces for change through operational that is accepted by both internal and external organizations	Achieve the goal more prominent than competitors , responding to forces for change through operational that is accepted by both internal and external organizations	New scale	Firm has potential and ability to operate in organizations with excellence and is different from competitors.
Decision making advantage	Ability of firm to achieve in decision processes of firms to choose activities from various alternatives prominent than competitor based on cost information	Decision process and rational to choose the best decision, use of cost management information to support decision making	New scale	Firm has information for decisions in all activities better than competitors and continuous success.

Table 6 : Definitions and Operational Variables of Constructs (Continued)

Construct	Definition	Operational Variable	Scale Source	Sample of Questions and Items
		Mediator variables		
Valuable Information specialization	The value of cost information which particular attributes are accuracy, relevance, reliability, timeliness, understanding, and useful insights into additional information	Accuracy, relevance, reliability, frequency, accessible, timeliness, understanding and useful of information for decsions.	New scale	Firm can integrate both financial information and non financial information in order for efficient operations.
		Independent variables		
Organizational vision for wealth	the goals and direction of firms that can organize and manage activities to achieve goals following policies, regulations, and principles of firms in the future with the focuses on maximizing firm value	The goals and direction is concerning objective and /or strategic direction to organize by activities perform that can maximize firm value	New scale	Firm believes the vision is clear that helps the firm always achieve success and wealth in operation**s.**
Accountant competency readiness	accountant's existing capability consist of knowledge, skills, abilities, experience and personality of accountant	Knowledge, skill, attitudes, abilities, experience and personality of accountant	New scale	Firm attempts to continuously train and develop accounting and other competencies of accountants leading to readiness to work in a various situations as well.

Table 6 : Definitions and Operational Variables of Constructs (Continued)

Construct	Definition	Operational Variable	Scale Source	Sample of Questions and Items
Independent variables				
Technology learning capability	Ability of firm to develop new technology knowledge and using the latest technological knowledge for generation and development to enhance competitive advantage	Learning and using the latest technologies knowledge to generation and development for enhance competitive advantage	New scale	Firm continuously emphasizes investment in technology and innovation relates to ongoing business leading to increase ability of operations.
Competitive volatility	Unpredictability of external conditions change that may affect the competitive environment, the number of competitors in a market increases and is difficult to predict of strategic moves that increase dramatically	Competitive environment, number of competitors in a market increases and is difficult to predict of strategic moves that increase dramatically	Adapted from Yasamorn and Ussahawanit chakit (2011)	At present, the business environment fluctuates significantly; firm aims to understand competition strategy to gain competitive advantage.

Table 6 : Definitions and Operational Variables of Constructs (Continued)

Construct	Definition	Operational Variable	Scale Source	Sample of Questions and Items
		Moderator variables		
Modern knowledge integration	Ability of firms to combines a new knowledge of organizational absorptive capacity from external information and a past organizational knowledge of transformative capability from internal information	Knowledge of organizational absorptive capacity from external information and a past organizational knowledge of transformative capability from internal information	New scale	Firm emphasizes continuously looking for new knowledge leads to increase operational efficiency.
Organizational change orientation	Continuous improvement and modification in the business process, business strategy, organizational systems and organizational structure in order to retain the competitive capability of firms	Concentration to change of firm , modification in business process, business strategy, organizational system, and organizational structure to enhance the competitive	New scale	Firm focuses on learning and understanding the uncertain situations in order to determine the way to operate procedures more efficiently.

Table 6 : Definitions and Operational Variables of Constructs (Continued)

Construct	Definition	Operational Variable	Scale Source	Sample of Questions and Items
Moderator variables				
Best accounting system	a suitable accounting system that is continuous improvement and development to analyze, summarize, interpret, present accurate, timely accounting information	Accounting system process, technology and Organized set of manual and computerized accounting methods, procedures, and present accurate and timely accounting data for management decisions	New scale	Firm believes that the best accounting system help increase the efficiency of financial reports and accounting practices.
Dynamic accounting knowledge	A comprehensiveness of relevance accounting, accounting standards, accounting process and accounting techniques to continuously create the certain information quality	Comprehensive of relevance accounting, accounting standards, process and technique to create the certain information quality to users	New scale	Firm believes best accounting knowledge can help as the basis for more efficient accounting practices.

Table 6 : Definitions and Operational Variables of Constructs (Continued)

Construct	Definition	Operational Variable	Scale Source	Sample of Questions and Items
Moderator variables				
Best Environmental learning	Ability of firms to learn about environmental change accordingly and analyze of environmental trends both in the present and future	Learning of external condition that consists of technological, economic, physical, social, and political that, lead to operate conformably to environmental characteristics	New scale	Firm believes understanding and learning about the environment as well to enhance the firm to achieve success easily.
Continuous organizational adaptation	Ability of firm to modify and alter the organization or its components in order to adjust to continuous changes in its environment	Modifications and alter the organization or its components in order to adjust to continuous changes in its environment	New scale	Firm focuses on understanding about the importance of organizational adaptation to enhance success.

Table 6 : Definitions and Operational Variables of Constructs (Continued)

Construct	Definition	Operational Variable	Scale Source	Sample of Questions and Items
Control variables				
Firm age	Number of years firm in operation in food business	Dummy variables 0 = < 15years, 1 = ≥15years	Chitmun and Ussahawanichakit (2010)	The period of time in business
Firm size	Total asset	Dummy variables 0 = Total assets ≤ 2,000,000,000 Baht, 1 = Total assets > 2,000,000,000 Baht	Tontiset and Ussahawanichakit (2010)	Total assets of the firm

CHAPTER IV

RESULTS AND DISCUSSION

This chapter demonstrates the results of hypotheses testing which are organized as follows. The first section presents the respondent characteristics and main characteristics of food businesses in Thailand which are the unit of analysis in this research. Secondly, the hypotheses testing by using multiple regression analysis and results are reported. Furthermore, descriptive statistics and correlation analysis are also included in this section. Finally, critical points of the results are discussed to truly understand how strategic cost management affects its consequences (operational excellence outstanding, decision making advantage and valuable information specialization) and how antecedents of strategic cost management (organization vision of wealth, accountant competency readiness, technology learning competency and competitive volatility) affect strategic cost management. The summary of all hypotheses testing is included in Table 14.

Respondent Characteristics and Descriptive Statistics

The key informant in this research is the accounting director or accounting manager of each food businesses in Thailand. The respondent characteristics and the main characteristics of food businesses in Thailand are explained by the demographic characteristics as follows.

Respondent Characteristics

In this research, the respondents are the accounting manager or accounting director who have an important direct effect on accounting practices and policies in the firm. The respondent characteristics are described by the demographic characteristics of the accounting director including gender, age, marital status, education level, working experience, average revenues per month, and position. Additionally, the main characteristics of food businesses in Thailand are presented by business owner types,

type of product, registered business capital, total assets of the firm, number of employees and the period time operating in business and average revenues per year.

The results present demographic characteristics of 298 key participant show that 67.11% of respondent participants are female and 32.89% are male. The age spans of respondent participants are between 30-40 years old (44.30%) and between 41-50 years old (33.22%). Most of respondent participants are both married (60.40%) and single (36.9%). The education levels of respondent participants are mostly Bachelor's degree or lower of (54.36%). Most respondent participants have working experience in company during 10-15 years (32.55%). Furthermore, most of accounting director respondents has the average incomes of less than 50,000 Baht per month (43.28%). Finally, the working positions at present of respondents are mainly accounting directors (56.71%), accounting managers (15.78%), and other positions such as accountant (25.71%). For more details see also Appendix C.

Firm Characteristics

The findings of 298 food business's demographic characteristics present that in terms of business form, most firms are company limited (91.27%). Moreover, they are plant producers (28.52%). The most of business capitals registered less than 25,000,000 Bath (33.56%). The total assets of firm respondents are mostly less than 50,000,000 Baht (31.21%). The most number of employees in the organization are more than 150 persons (36.25%). In addition, the period of time operating in business is more than 15 years (54.70%). Finally, most average revenue per year is more than 100,000,000 Baht (53.35%). For more details see also Appendix D.

Descriptive Statistics

The analysis of descriptive statistics describes the basic characteristics of variables including mean and standard deviation. In other words, the descriptive statistics are used to analyze the basic features of the data in this research. The descriptive statistics of all variables of 298 usable respondents is demonstrates in Tables 7, 8, 10 and 12. For this research, all of variables are obtained from the survey and are measured by a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) according to Chapter 3.

The descriptive statistics of strategic cost management and its consequences are show in Tables 7. The results show that the mean scores for the measure of strategic cost management namely, cost allocation effectiveness evaluation (4.133), value-added activity utilization (4.028), customer service cost implementation (3.919), competitor cost efficiency analysis (4.063), and resource usage quality assessment (4.143), are rather high. These results indicate that food businesses in Thailand recognize the importance of implementation of strategic cost management in five dimensions. In addition, strategic cost management has standard deviation value is 0.531-0.581. Moreover, the results also present that the mean score of strategic cost management consequences consist of operational excellence outstanding (3.744), decision making advantage (3.752), valuable information specialization (3.719), and goal achievement (3.846) are rather high. The standard deviation value of consequences of strategic cost management is 0.562-0.675. Additionally, the mean of moderating effects of modern knowledge integration (3.947), organization change orientation (3.906), best accounting system (4.034), dynamic accounting knowledge (3.948), best environmental learning (3.838), and continuous organization adaptation (4.014). The standard deviation value is 0.583-0.634. Finally, the results show that the mean score for the measure of firm size and firm age are rather high (2.94 and 2.49), and standard deviation value of firm size and firm age are 1.205 and 1.186, respectively.

The descriptive statistics of strategic cost management antecedents are show in Table 10. The result indicated that the mean score for organizational vision for wealth (3.995), accountant competency readiness (3.863), technology learning competency (3.398) and competitive volatility (4.163) respectively. Furthermore, the standard deviation value of antecedents of strategic cost management is 0.562-0.640. Therefore, the results indicate that food businesses in Thailand have a high degree of organizational vision for wealth, accountant competency readiness, technology learning competency and competitive volatility.

Table 7: Descriptive Statistics and Correlation Matrix of Variables

Variables	CAE	VAU	CSC	CCE	RUQ	OEO	DMA	VIS	GAC	OVW	ACR	TLC	CVO	MKI	OCO	BAS	DAK	BEL	COA	FA	FS
Mean	4.133	4.028	3.919	4.063	4.143	3.744	3.752	3.719	3.846	3.995	3.863	3.938	4.163	3.947	3.906	4.034	3.948	3.838	4.014	N/A	N/A
Std.	0.558	0.576	0.613	0.531	0.586	0.617	0.631	0.675	0.610	0.562	0.640	0.618	0.585	0.583	0.584	0.601	0.616	0.634	0.567	N/A	N/A
CAE																					
VAU	.706***																				
CSC	.560***	.637***																			
CCE	.311***	.481***	.572***																		
RUQ	.510***	.633***	.586***	.582***																	
OEO	.330***	.416***	.459***	.586***	.513***																
DMA	.334***	.467***	.459***	.582***	.516***	.784***															
VIS	.281***	.404***	.476***	.587***	.520***	.753***	.835***														
GAC	.354***	.422***	.414***	.428***	.436***	.748***	.718***	.690***													
OVW	.505***	.532***	.413***	.404***	.549***	.480***	.546***	.506***	.533***												
ACR	.481***	.502***	.520***	.390***	.525***	.537***	.475***	.509***	.594***	.553***											
TLC	.481***	.494***	.467***	.424***	.525***	.527***	.500***	.519***	.519***	.570***	.742***										
CVO	.439***	.474***	.445***	.327***	.435***	.379***	.402***	.332***	.433***	.443***	.451***	.441***									
MKI	.497***	.500***	.484***	.463***	.506***	.517***	.525***	.518***	.511***	.582***	.713***	.815***	.472***								
OCO	.480***	.498***	.474***	.401***	.523***	.524***	.492***	.474***	.546***	.580***	.702***	.681***	.534***	.759***							
BAS	.481***	.447***	.419***	.283***	.473***	.435***	.383***	.361***	.492***	.543***	.668***	.618***	.492***	.698***	.753***						
DAK	.435***	.429***	.406***	.324***	.482***	.457***	.420***	.397***	.527***	.512***	.694***	.607***	.546***	.729***	.751***	.811***					
BEL	.383***	.498***	.533***	.531***	.525***	.545***	.542***	.528***	.486***	.535***	.563***	.540***	.495***	.645***	.709***	.607***	.694***				
COA	.420***	.446***	.485***	.393***	.518***	.440***	.477***	.474***	.454***	.572***	.570***	.561***	.561***	.681***	.726***	.637***	.695***	.792***			
FA	.086	.035	-.008	-.030	-.046	.045	-.003	.005	.081	.039	.034	.008	.010	.023	.003	.072	-.019	-.072	.008		
FS	.220***	.113	.025	-.022	.087	.106	.076	.064	.112	.089	.111	.100	.086	.072	.063	.114**	.032	-.068	.005	.383***	

***p<.01, **p<.05, *p<.10, Beta coefficients with standard error in parenthesis

Correlation analysis

A bivariate correlation analysis of Pearson correlation is conducted on all variables in this research. The correlation analysis results show explore the relationships among variables and multicollinearity problem. The results of correlation analysis of all constructs are shown in Table 7. A correlation matrix can prove the correlation between two variables and verify multicollinearity problems by intercorrelations among independent variables. Table 7 present the results of the correlation analysis of all variables in this research reveal that all variables in this research have a correlation between 0.281 - 0.835. However, overall of these correlations are less than 0.80 as recommended by Hair et al. (2006). Nevertheless, there are some variables higher than 0.80. Next, this research test variance inflation factors (VIF) are used to test the correlations variables. The results indicate the maximum value of VIF is below the cut-off value of 10 (Hair et al., 2006). Hence, overall of the results indicate no muliticollinearity problems in this research.

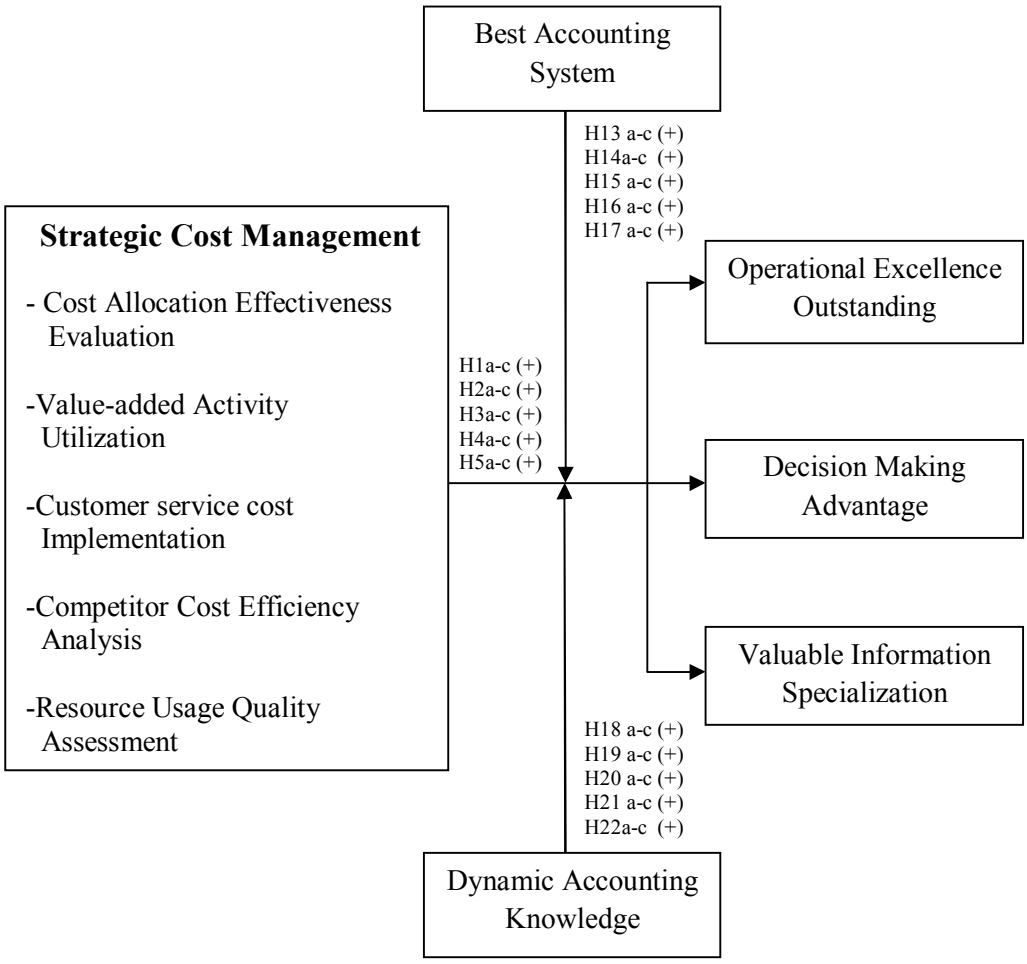
Hypotheses Testing and Results

The Effects of Strategic Cost Management on Its consequences and moderating role of Best Accounting System and Dynamic Accounting Knowledge

Investigating the relationships between five dimensions of strategic cost management, consists of cost allocation effectiveness evaluation, value-added activity utilization, customer service cost implementation, competitor cost efficiency analysis, and resource usage quality assessment and its consequences which are operational excellence outstanding, decision making advantage and valuable information specialization. This research proposes that the five dimensions of strategic cost management are positively associated with operational excellence outstanding, decision making advantage and valuable information specialization based on Hypotheses 1 - 5. Furthermore, this research also examines the moderating effects of best accounting system and dynamic accounting knowledge which moderate the relationships between dimensions of strategic cost management and operational excellence outstanding, decision making advantage and valuable information specialization based on Hypotheses 13-17 and Hypotheses 18-22. All of them are show in Figure 11. These

hypotheses are analyzed from the regression equations 1, 2, 3, 4, 5, 6, 8, 9 and 10 according to Chapter 3.

Figure 11 : Effects of Strategic Cost Management on Its Consequence Constructs and Moderating effects of Best Accounting System and Dynamic Accounting Knowledge



The correlations between strategic cost management and operational excellence outstanding, decision making advantage, valuable information specialization are illustrated in Table 8. The results present the correlation score of strategic cost management and its three consequences which are cost allocation effectiveness evaluation ($r = 0.330$, $r = 0.334$, $r = 0.281$; $p<0.01$), value-added activity utilization ($r = 0.416$, $r = 0.467$, $r = 0.404$; $P<0.01$), customer service cost implementation ($r =$

0.459, r = 0.459, r = 0.476; p<0.01), competitive cost efficiency analysis (r = 0.586, r = 0.582, r = 0.587; p<0.01), and resource usage quality assessment (r = 0.513, r = 0.516, r = 0.520; p<0.01). However, most of these correlations are less than 0.80 as recommended by Hair et al. (2006).

Table 8: Correlation Matrix of Effects of Strategic Cost Management on Its Consequence Constructs and Moderating Effect Constructs

Variables	CAE	VAU	CSC	CCE	RUQ	OEO	DMA	VIS	BAS	DAK	FA	FS
Mean	4.133	4.028	3.919	4.063	4.143	3.744	3.752	3.719	4.034	3.948	N/A	N/A
Std.	0.558	0.576	0.613	0.531	0.586	0.617	0.631	0.675	0.601	0.616	N/A	N/A
CAE												
VAU	.706***											
CSC	.560***	.537***										
CCE	.311***	.481***	.572***									
RUQ	.520***	.633***	.586***	.582***								
OEO	.330***	.416***	.459***	.586***	.513***							
DMA	.334***	.467***	.459***	.582***	.516***	.784***						
VIS	.281***	.404***	.476***	.587***	.520***	.753***	.835**					
BAS	.481***	.447***	.419***	.283***	.473***	.435***	.383***	.361***				
DAK	.435***	.429***	.406***	.324**	.482***	.457**	.420***	.397***	.811***			
FA	.086	.035	.-.008	-.030	-.010	-.046	.045	.005	.072	-.019		
FS	.220***	.113	.025	-.022	.064	.087	.106	.064	.114**	-.032	.383***	

***p<.01, **p<.05, *p<.10, Beta coefficients with standard error in parenthesis

With regard to potential problems relating to multicolliearity, this research test variance inflation factors (VIF) are used to test the correlations among five dimensions of strategic cost management and its three consequences. In this case, the maximum value of VIF is 3.950 well below the cut-off value of 10 (Hair et al., 2006), meaning all dimensions of strategic cost management are not correlated with each other. Therefore, there are no significant multicollinearity problems confronted.

With respect to the relationship, the first five hypotheses focus on the relationships between the strategic cost management (cost allocation effectiveness evaluation, value-added activity utilization, customer service cost implementation, competitor cost efficiency analysis, and resource usage quality assessment) and its consequences (operational excellence outstanding, decision making advantage, valuable information specialization)

Table 9 presents the results of OLS regression analysis that affects five dimensions of strategic cost management, consisting of cost allocation effectiveness evaluation, value-added activity utilization, customer service cost implementation, competitor cost efficiency analysis, and resource usage quality assessment on operational excellence outstanding, decision making advantage, and valuable information specialization. The hypotheses predicted positive relationships. The results are as following.

The first dimension of strategic cost management and its consequent factors indicate that cost allocation effectiveness evaluation have no relationship to operational excellence outstanding ($\beta_1 = 0.023$, $\rho>0.10$), decision making advantage, ($\beta_{34} = -0.117$, $\rho>0.10$) and valuable information specialization ($\beta_{71} = -0.063$, $\rho>0.10$). Although, prior research suggests that the effectiveness of cost allocation leads to valuable information specialization. Especially, Rajan (1992) indicated that cost allocation effectiveness can serve a coordination purpose when multiple agents have correlated private information. Additionally, Kee (2004) indicates that superiority of cost allocation effectiveness tends to support operational and strategic decisions. However, many of these studies do not indicate whether accurate cost allocation data achieved higher levels of operational or financial performance (Shields, 1995; McGowan and Klammer, 1997; Foster and Swenson, 1997). Consistently, Banker, Bardhan and Chen (2008) advocate that using cost allocation information has no significant direct impact on plant performance because cost allocation information may not be a sufficient statistic for manufacturing. For the possible reason from the result, cost allocation effectiveness evaluation may not contain sufficient financial information for supporting operating, decision making and valuable information specialization. Moreover, cost allocation effectiveness evaluation has difficulties in the behavioral aspects of cost allocation (Hussain, Gunaskearn and Laitiner, 1998). Therefore, cost allocation effectiveness evaluation may not play significant roles in explaining operational excellence outstanding, decision making advantage and valuable information specialization. ***Thus, Hypotheses 1a, 1b and 1c are not supported.***

Secondly, the results in Table 9 show that the finding of value-added activity utilization has no significant effect on operational excellence outstanding ($\beta_2 = 0.008$, $p > 0.10$) and valuable information specialization ($\beta_{72} = 0.020$, $p > 0.10$) Thus, value-added activity utilization has no positive impact on operational excellence outstanding and valuable information specialization. Inconsistent with the study of Chen, Tjosvold, and Su (2005) indicate that value-added activity utilization has the possibility of developing strategic advantage in operational excellence. Additionally, Brad (2010) stressed that a good strategy is to quantify value-added activities utilization within the firm for revealing this valuable information specialization. For the results in this research, possible each division of firm inability to comprehensive the value-added activities utilization due to firm reveal insufficient cost information for all division (Brad, 2010). ***Therefore, Hypotheses 2a and 2c are not supported.***

However, the finding shows that value-added activity utilization has significant positive effects on decision making advantage ($\beta_{35} = 0.140$, $p < 0.10$). Thus, the result indicates that value-added activity utilization has importance for decision making advantage. Consistently, the study of Narong (2009) suggests that a firm uses cost information for decision making operational. That includes the suggestion of ways to improve a process by eliminating non value-added activity (or wastes) and minimizing non-essential activity. ***Hence, Hypothesis 2b is supported.***

Table 9: Results of Effects of Strategic Cost Management on Its Consequences and moderating effects role of Best Accounting System and Dynamic Accounting Knowledge

Independent Variables	Dependent Variables								
	OEO Eq.1	OEO Eq.2	OEO Eq.3	DMA Eq.4	DMA Eq.5	DMA Eq.6	VIS Eq.8	VIS Eq.9	VIS Eq.10
CAE	.023 (.067)	-.043 (.066)	-.066 (.066)	-.117 (.067)	-.065 (.068)	-.080 (.068)	-.063 (.067)	-110 (.068)	-.112 (.068)
VAU	.008 (.075)	.060 (.074)	.047 (.073)	.140* (.075)	.171** (.076)	.160** (.075)	.020 (.075)	.048 (.076)	.009 (.076)
CSC	.089 (.067)	.041 (.065)	.047 (.064)	.055 (.067)	.026 (.067)	.022 (.066)	.145** (.067)	.114* (.067)	.129* (.066)
CCA	.409*** (.060)	.420*** (.059)	.401*** (.058)	.388*** (.060)	.379*** (.061)	.366*** (.060)	.380*** (.060)	.384*** (.061)	.360*** (.061)
RUQ	.201*** (.065)	.128** (.064)	.131** (.064)	.174** (.066)	.125* (.067)	.120* (.066)	.231*** (.066)	.189** (.066)	.190** (.066)
BAS		.219*** (.053)			159** (.055)			.147** (.055)	
DAK			248*** (.053)			.211*** (.055)			.182** (.055)
CAE*BAS		.021 (.064)			-.061 (.066)			-.045 (.066)	
VAU*BAS		.190** (.075)			.170** (.078)			.115 (.078)	
CSC*BAS		-.051 (.057)			-.013 (.059)			.007 (.059)	
CCA*BAS		-.110* (.063)			-.028 (.066)			-.099 (.065)	
RUQ*BAS		.002 (.062)			-.020 (.064)			.103 (.064)	
CAE*DAK			-.043 (.068)			-.136* (.052)			-.060 (.070)
VAU*DAK			.180** (.078)			.168** (.037)			.030 (.080)
CSC*DAK			-.048 (.063)			.017 (.065)			.028 (.065)
CCA*DAK			-.151** (064)			-.049 (.067)			.005 (.067)
RUQ*DAK			.097 (066)			.005 (.069)			.097 (.069)
Firm Age	.137 (.094)	.093 (.133)	.150* (.091)	.048 (.094)	.033 (.095)	.061 (.094)	.094 (.094)	.085 (.094)	.137 (.094)
Firm Size	.163* (.095)	.166** (.144)	.201** (.090)	.111 (.095)	.118 (094)	.132 (.093)	.087 (.095)	.107 (.094)	.116 (.093)
Adjusted R^2	.395	.449	.455	.392	.409	.419	.393	.414	.415
Maximum VIF	2.739	3.950	3.289	2.739	3.950	3.289	2.739	3.950	3.289

***p<.01, **p<.05, *p<.10, Beta coefficients with standard error in parenthesis

Thirdly, the results present that customer service cost implementation has no significant effect on operational excellence outstanding ($\beta_3 = 0.089$, $p > 0.10$), and decision making advantage ($\beta_{36} = 0.055$, $p > 0.10$). This finding shows that customer service cost implementation has no effect on operational excellence outstanding and decision making advantage inconsistent with prior research which emphasizes that customer service cost information is helpful in allocating the financial and operational responsibilities needed to manage a firm (Wing and O'Learly, 2002). Furthermore, customer service cost implementation will help firms make better decisions based on accurate costing information (Stapleton, Beach and Julmanichoti, 2004; Van Raaij, 2005; Dalci, Tanis and Kosan, 2009). However, Rollins, Bellenger and Johnston (2012) suggested that sharing customer service cost information within a firm contributes positively to customer information usages. For a possible reason, customer service cost information sharing may be insufficient. ***Thus, Hypotheses 3a and 3b are not supported.***

Conversely, customer service cost implementation has significant positive effects on valuable information specialization ($\beta_{73} = 0.145$, $p < 0.05$). The result point out that customer service cost implementation is crucial information. Similarly, prior research suggests that customer service cost is one of the characteristics of valuable information specialization (Zhao et al., 2008). ***Therefore, Hypothesis 3c is supported.***

Fourthly, table 9 presents the results of the competitor cost efficiency analysis effect on operational excellence outstanding ($\beta_4 = 0.409$, $p < 0.01$), decision making advantage ($\beta_{37} = 0.388$, $p < 0.01$), and valuable information advantage ($\beta_{74} = 0.380$, $p < 0.01$). The result indicate that managers should have thorough understanding about their competitor cost efficiency in order to benchmark cost situations by providing key ratios of the competitors' cost structures and thus methods of process optimization and transfer of best practices (Fifer, 1989; Drew, 1997). Consistently prior research of Heinen and Hoffjan (2005) stressed that competitor cost efficiency analysis can influence the operational aspect. Next, firms need competitor cost efficiency analysis in order to make comparison that are used for understanding, e.g. to one's own weaknesses, benchmarking, authorization and decision making (Ghoshal and Westney, 1991). Likewise, the evaluation of relative cost compared to that of competitors is

particularly important for decision making (Ward, Hewson and Srikanthan, 1992). The results show that competitor information has an important part to plays in achieving a competitive advantage (Simmonds, 1981). Specially, competitor cost efficiency analysis has become valuable information specialization crucial in competitive markets (Guilding, 1999). Managers need competitor cost efficiency analysis that effect on valuable information specialization to reduce the uncertainty and risk involved in strategic planning decision (Fletcher and Donaghy, 1993). Therefore, competitor cost efficiency analysis has an important positive impact on operational excellence outstanding, decision making advantage and valuable information specialization. ***Therefore, Hypotheses 4a, 4b and 4c are supported.***

Finally, the results in table 9 show that resource usage quality assessment has a significant positive impact on operational excellence outstanding ($\beta_5 = 0.201$, $p < 0.01$), decision making advantage ($\beta_{38} = 0.174$, $p < 0.05$) and valuable information specialization ($\beta_{75} = 0.231$, $p < 0.05$). The findings indicate that resource usage quality assessment is generally the key factor for implementation in a management system. Moreover, the most important thing is for firms to make efficient use of those different advantages which are resource usage quality of a firm that enhances the value of a firm (Fu, 2007). Resources usage quality assessment is a key success factor for competitive advantage and then becomes increasingly important for the firm's performance (O' Donnell and Jeong, 2000). Therefore, resource usage quality assessment has an important positive impact on operational excellence outstanding, decision making advantage and valuable information specialization. ***Hence, Hypotheses 5a, 5b and 5c are supported.***

Following this further, Table 9 presents the role of best accounting system as a moderating effect on the relationship between strategic cost management dimensions and its consequences. This research assumes that best accounting system positively strengthens the relationship between strategic cost management dimensions and its consequences.

In Table 9, when best accounting system is treated as a moderator, it has no positive significant effect on the relationship among cost allocation effectiveness evaluation and operational excellence outstanding ($\beta_{14} = 0.021$ $p > 0.10$), decision

making advantage (β_{47} = -0.061 p > 0.10), and valuable information specialization (β_{86} = - 0.045 p > 0.10). Inconsistent prior research suggest that the result of best accounting system activity provides guidance, recommendations and value-added supports in order to help the firm success and improve its stability (Feng and Li, 2009). The possible explanation of cost allocation effectiveness evaluation would be helpful to understand real product costs, operations, decision making, and value-added information, but these are also difficult method. Although, best accounting system can generate accounting information, it may not impact on the relationships between strategic cost management and operational excellence outstanding, decision making advantage and valuable information specialization. Consistent with Hussain, Gunaskearn and Laitiner (1998) suggest that best accounting systems are not very successful to achieve the goals of decision making, planning and improving information system within an organization. This is because cost allocation effectiveness evaluation has difficulties in the behavioral aspects of cost allocation. ***Thus, Hypotheses 13a, 13b and 13c are not supported.***

The evidence in Table 9 also reveals that best accounting system has a positive significant effect on the relationship between value-added activity utilization and operational excellence outstanding (β_{15} = 0.190 p < 0.05) and decision making advantage (β_{48} = 0.170 p < 0.05). These findings point out that best accounting system has an important factor in an organization to enhance operational excellence outstanding and decision making advantage. Consistent prior research suggests that the result of best accounting system activity provides guidance, recommendations and value-added support in order to help decision making, firm success and improved stability of the firm (Feng and Li, 2009). Besides, Wall and Geriling (2011) emphasize that accounting information system can provide accounting information to perform the roles within decision-making. Then, decision-facilitating information is intended to reduce the pre-decision uncertainty of the decision-maker, and thereby, enhance the probability to make better decisions with respect to the desired goal. ***Therefore, Hypotheses 14a and 14b are supported***.

However, the results present that best accounting system has no effect on the relationship between value-added activity utilization and valuable information

specialization (β_{87} = 0.115 p > 0.10). This evidence shows it is possible that the influencing of information is intended to decision affect the behavior of persons and in the management context, particularly, to influence managerial decision making. In addition, value-added information utilization is information that enfolds its effects via monitoring of behavior, measurement and evaluation of performance and rewarding or penalizing performance (Wall and Geriling, 2011). Also, best accounting system provide value-added activity utilization information for all management levels for monitoring, measurement and evaluation that could be possible the value-added activity utilization is not specific information. Therefore, best accounting system does not have an effect on the relationship between value-added activity utilization and valuable information specialization. ***Thus, Hypothesis 14c is not supported.***

Furthermore, Table 9 also indicates that best accounting system has no effect on the relationship among customer service cost implementation, operational excellence outstanding (β_{16} = - 0.051, p > 0.10), decision making advantage (β_{49} = -0.013, p > 0.10), and valuable information specialization (β_{88} = 0.007, p > 0.10). These results may have possibly occurred even if best accounting system could have provided customer service cost implementation but it is not enough for operational excellence outstanding, decision making advantage and valuable information specialization. Likewise, best accounting system enhance customer cost information implementation but it may did not have significant effect on business performance if firm is inability to assess the complete each customer cost information (Rollins, Bellenger and Johnston, 2011). Thus, best accounting system does not have an effect on the relationship between customer cost information implementation and its consequences. ***Hence, Hypotheses 15a, 15b and 15c are not supported***.

In addition, the moderating role of best accounting system has negative significant effects on the relationship between competitor cost efficiency analysis and operational excellence outstanding (β_{17} = - 0.110, p <0.10), and has no significant effect on the relationships between competitor cost efficiency analysis and decision making advantage (β_{50} = -0.028, p > 0.10), valuable information specialization (β_{89} = - 0.099, p > 0.10). A possible explanation is that, best accounting system may be cannot completely integrate of the external information. From the results, the competitor cost information

is external information that may difficult to assessing on a timely. Accordingly, Sriram (1995) stressed that the usefulness of competitor cost efficiency analysis for decision making accounting must report the information on a timely. Therefore, best accounting system has no significant effect on the relationships among competitor cost efficiency analysis, decision making advantage and valuable information specialization. ***Thus, Hypotheses 16a, 16b and 16c are not supported***.

Likewise, the moderating role of best accounting system has no effect on the relationship among resource usage quality assessment, operational excellence outstanding ($\beta_{18} = 0.022$, $p > 0.10$), decision making advantage ($\beta_{31} = 0.-020$, $p > 0.10$), and valuable information specialization ($\beta_{90} = 0.103$, $p > 0.10$). A possible explanation is that, the accounting information system faces new measurement issues and also because of changes in the layout of manufacturing plants. It divides a manufacturing plant into multiple cells, each concentrating on making a family of products. Hence, the best accounting techniques appear to change the role of the accounting information system to manage flexible automation and increase the overall prosperity of the organization (Bolwign and Kumpe, 1990). In other words, best accounting system in a complex organization may not be taking responsibility for collecting and sharing strategic information relating to resource usage quality assessment with other functional units within the organization (Sriram, 1995). ***Therefore, Hypotheses 17a, 17b and 17c are not supported.***

Next, this research also investigates the role of dynamic accounting knowledge as moderating effect on the relationship between strategic cost management dimensions and its consequences. This research assumes that dynamic accounting knowledge positively strengthen the relationship between strategic cost management dimensions and its consequences.

In Table 9, present dynamic accounting knowledge is treated as a moderator, and it has no positive effect on the relationship between cost allocation effectiveness evaluation and operational excellence outstanding ($\beta_{27} = -0.043$, $p > 0.10$), decision making advantage ($\beta_{60} = -0.136$, $p < 0.10$) and valuable information specialization ($\beta_{97} = -0.060$, $p > 0.10$). A possible reason from earlier results is that the modern business models need diverse knowledge. Then, dynamic accounting knowledge may

not be widely sufficient in the modern market. However, prior research of Hunton, Benson and Stone (2000) indicated that only managerial accounting knowledge has no effect on job performance. Surprisingly, the result of this hypothesis 18b is negative significant effect on the relationship between cost allocation effectiveness evaluation and decision making advantage. Nevertheless, empirical research does not note any overwhelming use of cost allocation information by decision makers. The belief is that decision makers tend to ignore or underestimation of cost allocation effectiveness evaluation (Picur, 2007). For a possible reason, although firms have the dynamic accounting knowledge but cost allocation effectiveness evaluation is difficult method that may rejection or underestimate provide cost allocation effectiveness evaluation for decision making. ***Thus, Hypotheses 18a, 18b and 18c are not supported***.

In addition, table 9 also show that dynamic accounting knowledge has a positive significant effect on the relationship among value-added activity utilization and operational excellence outstanding ($\beta_{28} = 0.180, p > 0.05$), and decision making advantage ($\beta_{61} = 168, p < 0.05$). The results indicate that dynamic accounting knowledge has crucial factor to value-added activity utilization in order to increase operational excellence outstanding and decision making advantage. According to previous research, Hunton, Wier and Stone (2000) suggested that dynamic accounting knowledge affects the level of ability of decision maker to use cost accounting information for managerial success and determinants of judgment performance. Therefore dynamic accounting knowledge has importance to value-added activity utilization for operational excellence outstanding and decision making advantage. ***Therefore, Hypotheses 19a and 19b are supported***.

In contrary, dynamic accounting knowledge has no positive effect on the relationship between value-added activity utilization and valuable information specialization ($\beta_{98} = 0.30, p > 0.10$). This evidence is possible that value-added activity utilization is used for all management levels for monitoring, measurement and evaluation. Even if firms have the dynamic accounting knowledge but value-added activity utilization may not be valuable information specialization (Wall and Geriling, 2011). ***Hence, Hypothesis 19c is not supported.***

Furthermore, the results in Table 9 present that dynamic accounting knowledge has no positive significant effect on the relationship among customer service cost implementation and operational excellence outstanding (β_{29} =- 0.048, p > 0.10), decision making advantage (β_{62} = 017, p > 0.10), and valuable information specialization (β_{99} = 0.028, p > 0.10). This evidence is possible that the dynamic accounting knowledge may be insufficient. Firms need to have others knowledge such as customer behavior and competitive situations. As a result, dynamic accounting knowledge has no effect on the relationship among customer service cost implementation and its consequences. ***Therefore, Hypotheses 20a, 20b and 20c are not supported.***

Table 9 shows that dynamic accounting knowledge has a negative significant effect on the relationship among competitor cost efficiency analysis and operational excellence outstanding (β_{30} = - 0.151, p < 0.05). The results also present that dynamic accounting knowledge has no positive effect on the relationship among competitor cost efficiency analysis and decision making advantage (β_{63} = -0.049, p > 0.10) and valuable information specialization (β_{100} = 0.005, p > 0.10). This evidence possibly to explains why competitors' cost is an important but complicated task that involves careful evaluation of the tension between a focal firm and each of its competitors (Chen, Su, and Tsai, 2007). Without such competitor cost efficiency analysis, a firm may underestimate the threat posed by a competitor or inadvertently allow a rival to go unnoticed (Zajac and Bazerman, 1991). On the other hand, firms need to have diverse knowledge to analyze the competitor cost such as market knowledge, product design and customer behavior. Therefore, dynamic accounting knowledge may be insufficient to analyze the competitor cost in order to enhance decision making advantage and valuable information specialization. ***Thus, Hypotheses 21a, 21b and 21c are not supported.***

Additionally, the results in Table 9 present that dynamic accounting knowledge has a positive significant effect on the relationship among resource usage quality assessment, operational excellence outstanding (β_{31} = 0.097, p > 0.10), decision making advantage (β_{64} = .005, p > 0.10), and valuable information specialization (β_{101} = 0.097, p > 0.10). This evidence possibly explains that the lack of fit between dynamic accounting knowledge recalled from memory and consideration of information

which contributes to decision quality (Picur, 2007). On the other hand, although dynamic accounting knowledge is important in an organization, a decision maker may apply inappropriate knowledge in each function that may not enhance operational excellence outstanding, decision making advantage and valuable information specialization. ***Hence, Hypotheses 22a, 22b and 22c are not supported.***

In summary, these results provide that the food businesses in Thailand with each dimension of strategic cost management have an effect on their consequence constructs. ***Therefore, Hypotheses 2 and 3 are partially supported while Hypotheses 4 and 5 are strongly supported, Surprisingly, Hypotheses 1 is not supported.*** Meanwhile, the moderating effect of best accounting system has a positive influence on theoretical linkage between value-added activity utilization and operational excellence outstanding and decision making advantage. Further, the moderating effect of dynamic accounting knowledge has a positive influence on theoretical linkage between value-added activity utilization and operational excellence outstanding and decision making advantage However, the results show that best accounting system and dynamic accounting knowledge should be suitable as the independent variable rather than the moderator variable. **Consequently**, ***Hypotheses 14 and 19 are partially supported while Hypotheses 13, 15, 16, 17, 18, 20, 21 and 22 are not supported.***

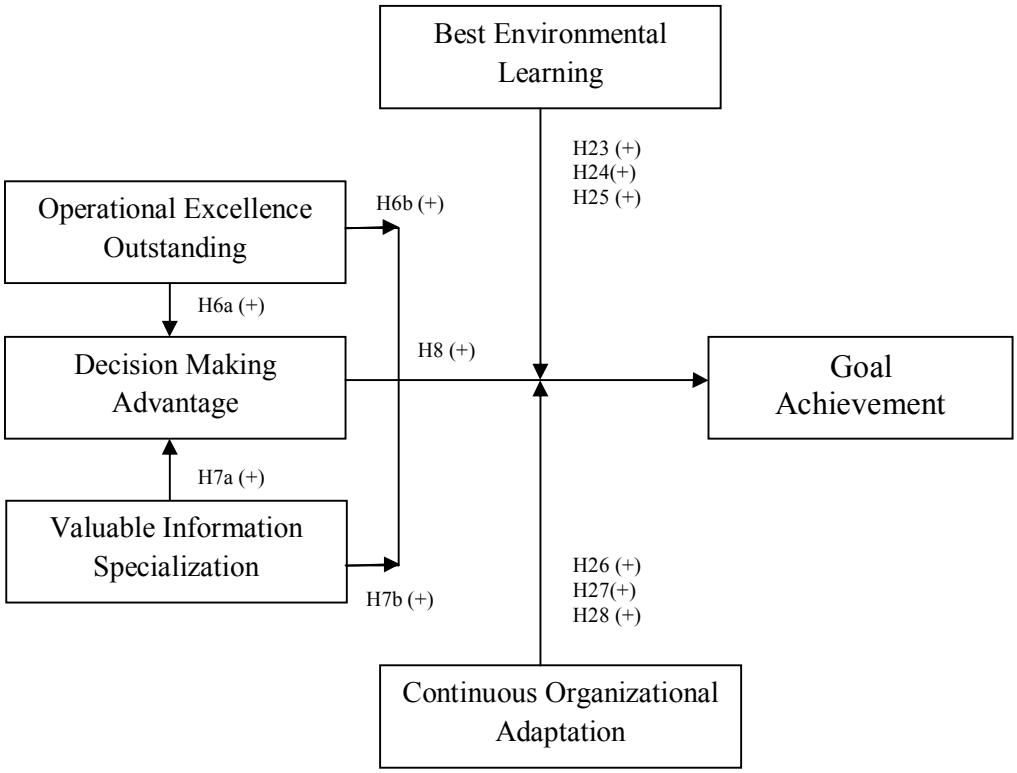
For the control variables, firm age has a positive significant influence on operational excellence outstanding ($\beta_{32} = 0.150,\ p < 0.10$). It implies that operational excellence outstanding is affected by the influence of firm age. However, decision making advantage and valuable information specialization are not affected by the influence of firm age. While, firm size has a positive significant influence on operational excellence outstanding ($\beta_7 = 0.163,\ p < 0.10$; $\beta_{20} = 0.166,\ p < 0.05$; $\beta_{33} = 0.201,\ p < 0.05$), it implies that operational excellence outstanding is affected by the influence of firm size. In conclusion, both firm age and firm size have a significant effect on operational excellence outstanding. Conversely, firm age and firm size have no significant effect on decision making advantage and valuable information specialization.

The Effects of Strategic Cost Management's Consequences on Goal Achievement and moderating effects of Best Environmental Learning and Continuous Organizational Adaptation

To investigate the effect of operational excellence outstanding, decision making advantage and valuable information specialization on goal achievement, this research proposes that operational excellence outstanding, decision making advantage and valuable information specialization are positively associated with goal achievement as shown in Hypotheses 6-8. Moreover, this research also examines moderating effects of best environmental learning and continuous organizational adaptation moderate on operational excellence outstanding, decision making advantage, valuable information specialization and goal achievement as shown in Hypotheses 23-28. All of them are depicted in Figure 12. These hypotheses are analyzed from the regression equations 7, 11, 12 and 13 according to Chapter 3.

The correlations among operational excellence outstanding, decision making advantage, valuable information specialization, and goal achievement are presented in Table 10. The results show that there is a correlation between operational excellence outstanding and goal achievement ($r = 0.748$, $P<0.01$), correlations between decision making advantage and goal achievement ($r=0.718$, $P<0.01$), and between valuable information specialization and goal achievement ($r = 0.690$, $P<0.01$). However, these correlations are less than 0.80 as recommended by Hair and others (2006). Overall, almost of variables are smaller than 0.80, but there are some large variables greater than 0.80. Thus, this research test variance inflation factors (VIF) are used to test the correlations among variables. In this part, the minimum value of VIF is 2.343 and the maximum is 5.759, well below the cut-off value of 10 (Neter, Wasserman and Kutner, 1985; Hair et al., 2006). As a result, the multicollinearity problems should not be a concern.

Figure 12 : Effects of Strategic Cost Management's Consequences on Goal Achievement and Moderating Role of Best Environmental Learning and Continuous Organizational Adaptation



With regard to potential problems relating to multicollinearity, variance inflation factors (VIFs) are used to test intercorrelations among excellence market value, motivation employee commitment, and outstanding stakeholder acceptance. In this case, the maximum value of VIF is 5.759, well below the cut-off value of 10 (Hair et al., 2006), meaning operational excellence outstand, decision making advantage, and valuable information specialization are not correlated with each other. Consequently, there are no significant multicollinearity problems confronted.

Table 10: Descriptive Statistics and Correlation Matrix of Consequences of Strategic Cost Management and Goal Achievement

Variables	OEO	DMA	VIS	GAC	BEL	COA	FA	FS
Mean	3.865	3.862	3.976	3.781	4.125	2.94	N/A	N/A
Standard Deviation	.734	.740	.740	.809	.642	1.186	N/A	N/A
OEO								
DMA	.784***							
VIS	.753***	.835***						
GAC	.748***	.718***	.690**					
BEL	.545***	.542***	.528***	.486***				
COA	.440***	.477***	.474***	.454***	.792***			
FA	.082	.035	.040	.081	-.017	.036		
FS	.113	.080	.060	.112	-.072	-.041	.244***	

***p<.01, **p<.05, *p<.10, Beta coefficients with standard error in parenthesis

The results of OLS regression analysis show the relationships between operational excellence outstanding, decision making advantage, valuable information specialization and goal achievement. Also, moderating effects of best environment learning and continuous organizational adaptation moderate on the relationship between operational excellence outstanding, decision making advantage, valuable information specialization and goal achievement are as aforementioned in Hypotheses 6-8 and Hypotheses 23- 28 as provided in Table 11.

Regarding goal achievement, the results in Table 11 demonstrate that the operational excellence outstanding has a significant positive effect on decision making advantage (β_{67}=0.359, P<0.01), and goal achievement (β_{104}=.432, P<0.01). The finding support that firms attempting to meet objectives need to pay attention to their operational excellence outstanding as this is a driver of business performance excellence (Slack, Chambers and Johnston, 2009; Evans and Lindsay, 2011). In addition, operational excellence outstanding helps firms achieve their business goals, and increases the firms performance (Badri and Davis, 2000; Rabinovich, Dresner and Evers, 2003; Gordon, Loeb and Tseng, 2009). Likewise, the result in higher

effectiveness and efficiency in operation is an important factor for improving the decision-making process via the provision of appropriate and timely information. (Ditkaew and Ussahawanitchakit, 2010). The results suggest that operational excellence outstanding has a potential effect on decision making advantage and goal achievement. ***Thus, Hypotheses 6a and 6b are supported.***

Table 11: Results of Effects of Strategic Cost Management's Consequences on Goal Achievement

Independent Variables	Dependent Variable			
	DMA Eq.7	GAC Eq. 11	GAC Eq. 12	GAC Eq. 13
OEO	.359*** (.044)	.432*** (.062)	.375*** (.064)	.392*** (.061)
DMA		.244** (.073)	.246** (.074)	.240** (.073)
VIS	.565*** (.044)	.158** (.069)	.190** (.070)	.152** (.068)
BEL			.042 (.045)	
COA				.088** (.041)
OEO*BEL			-.117** (.059)	
DMA*BEL			.035 (.071)	
VIS*BEL			.167** (.063)	
OEO*COA				-.079 (.050)
DAM*COA				-.073 (.074)
VIS*COA				.229** (.070)
Firm Age	-.038 (.060)	.047 (.076)	.073 (.075)	.044 (.074)
Firm Size	.020 (.060)	.057 (.076)	.053 (076)	.059 (.074)
Adjusted R^2	.750	.606	.618	.628
Maximum VIF	2.343	4.055	4.805	5.759
***p<.01, **p<.05, *p<.10, Beta coefficients with standard error in parenthesis				

Furthermore, valuable information specialization has significant effect on decision making advantage (β_{68}= 0.565, P<0.01), and goal achievement (β_{106} = 0.158, P<0.05). The result indicates that cost information is a critical factor for success, managers must make cost-based decisions, such as setting a fees, evaluating the desirability of contracting out a service out or determining the cost of expanding the delivery of a service (Nagurney and Nagurney, 2010). Consistently, Heidhues and Patel (2008) provide the role and utilization of cost accounting information in decision-making strategies and processes. Besides, the best information collection strategy leads to the greatest net benefits for the decision maker and perception of users to support organizational and managerial functions achieving organizational goals (Love and Irani, 2003). Additionally, valuable cost specialization information provides satisfaction to manager in supporting organizational activities in order to increase effectiveness (Jun and Yu, 2002). This finding implies that the more valuable information specialization, the more likely the achievement of organization goals. ***Hence, Hypotheses 7a and 7b are supported.***

Likewise, decision making advantage has significant effect on goal achievement (β_{105}=0.244, P<0.05). The result confirms that the realization of strategic decision making is important for executives required to conform to rapidly changing environments (O' Donnell and David, 2000). Additionally, managers need information related to alternative solutions such as cost information quality. Besides, one of the alternatives may be selected for decision making advantage leading to improved competitive advantage and achieved goals (Dean and Sharfman, 1996; Talaulicar, Grundei and Werder, 2005). Consistently, prior research always indicates that strategic decision making is related to firm performance (Ponikvar, Tajnikar and Pusnik, 2009; http://www.highbeam.com/doc/Common/Controls/Dimitratos et al., 2010). The findings indicate that decision making advantage leads to achieving the firm's objective. ***Therefore, Hypothesis 8 is supported.***

For the moderating effects of best environmental learning, Table 11 provides the results that the role of best environmental learning as moderator. The results show that best environmental learning has a negative significant effect on relationships between operational excellence outstanding, decision making advantage, valuable information specialization and goal achievement (β_{113} = -0.117, P<0.05). Surprisingly,

the finding is inconsistent with prior research and suggests that organization capability to learning about the environment provides a process of change in knowledge and a process of change in knowing that involves changes in cognition and changes in behaviors to performance improvement (Prieto and Revilla, 2006). This evidence has a possibly explains that organizations that do not attempt to learn will suffer from failures in organizational strategy. Also, the organization may avoid dealing with a problem because the problem is perceived as too complex or difficult. Besides, the organization may not devote adequate resources to solving the problem, or the organization may make little attempt to implement the solution. These different modes of failing to learn may suggest that, at least from management's point of view, the problem is not being viewed as a serious threat to the organization's existence or success (Carely and Harrand, 1997). For the finding indicate that best environmental learning has a negative significant effect on relationships between operational excellence outstanding and goal achievement. ***Thus, Hypothesis 23 is not supported.***

In addition, the results show that best environmental learning has no significant relate on relationship between decision making advantage and goal achievement (β_{114}=0.035, P>0.10). For this possible reason, in today's business environment, most researchers agree that the organization's ability to learn faster than competitors is a significant source of competitive advantage (Ulrich,Von Glinow, and Jick, 1993; Slocum, McGil and Lie, 1994; Nevis, DiBella and Gould, 1995). Also, most new organizations today must be responsive, flexible, adaptable, and able value add for all stakeholders (Dervitsiotis, 1998). However, good administrations of the integrative learning mechanism construct have the competitive advantage and are successful. In this case, best environmental learning may be on insufficient factor to moderate the relationships. ***Hence, Hypothesis 24 is not supported.***

On the other hand, best environmental learning is a moderator. The results show that best environmental learning has a positive significant effect on relationships between valuable information specialization and goal achievement (β_{115}=0.035, P<0.05). The finding supports that organizations are operating in increasingly dynamic environments characterized by rapid change and uncertainty, such that they are making quality decisions with valuable information in uncertainty. Moreover, decision-making processes based on valuable information, knowledge and learning are designed to

reduce uncertainty in decision making leading to goal achievement (Rowley and Gibbs, 2008). ***Therefore, Hypothesis 25 is supported.***

Additionally, Table 11 also presents the role of continuous organizational adaption as a moderator. The result shows that continuous organizational adaptation has no significant effect on operational excellence and goal achievement (β_{122} = -0.079, p > 0.10), and no significant effect on the relationship between decision making advantage and goal achievement (β_{123} = -0.073, p > 0.10). In the existing literature, Lee (2001) suggested that organizational adaptation is the specific capability of the firm to adjust and respond successfully to environmental change. Both environmental conditions and organizational capabilities shape the firm's response to take competitive advantage in order for organizational success. However, adaptability performs purposes are to restore equilibrium to an imbalanced condition (Cameron, 1984). Currently, the concept of adaptability is used in various terms such as flexibility, resilience, agility and versatility. In this case, continuous organizational adaptation may not fit with environment change. ***Hence, Hypotheses 26 and 27 are not supported.***

In contrary, the result shows that continuous organizational adaptation has a positive significant effect on valuable information specialization and goal achievement (β_{124} = 0.229, p < 0.05). The result supports the important aspect of adaptability as a precondition for successful business so organizational adaptation is one important factor for a firm in order to successful (Tuomonen, Rajala and Moller, 2004). The finding implies that continuous organizational adaptation as a gradual process by which a firm converges forward with valuable information specialization that reasonably fit with the environment (Siggelkow, 2002). ***Therefore, Hypothesis 28 is supported.***

In summary, the findings support that good relationship between operational excellence outstanding, decision making advantage, valuable information specialization and goal achievement. ***Thus, Hypotheses 6, 7 and 8 are strongly supported.*** Moreover, best environmental learning has moderate the relationship between operational excellence outstanding and goal achievement. Also, it enhances the relationship between valuable information specialization and goal achievement. In addition, continuous organizational adaptation has moderate the relationship between valuable information specialization and goal achievement. Besides, it enhances the relationship between valuable information specialization and goal achievement. However,

continuous organizational adaptation has a positive direct effect on goal achievement. In the future, research should re-investigate continuous organizational adaptation as an independent variable. ***Therefore, Hypotheses 25 and 28 are supported while Hypotheses 23, 24, 26 and 27 are not supported***.

Additionally, firm size and firm age have no statistically significant influence on operational excellence outstanding, decision making advantage, and valuable information specialization. It implies that operational excellence outstanding, decision making advantage, and valuable information specialization are not affected by the influence of firm size and firm age. Hence, any firm size and firm age have no significant different effect on operational excellence outstanding, decision making advantage, and valuable information specialization.

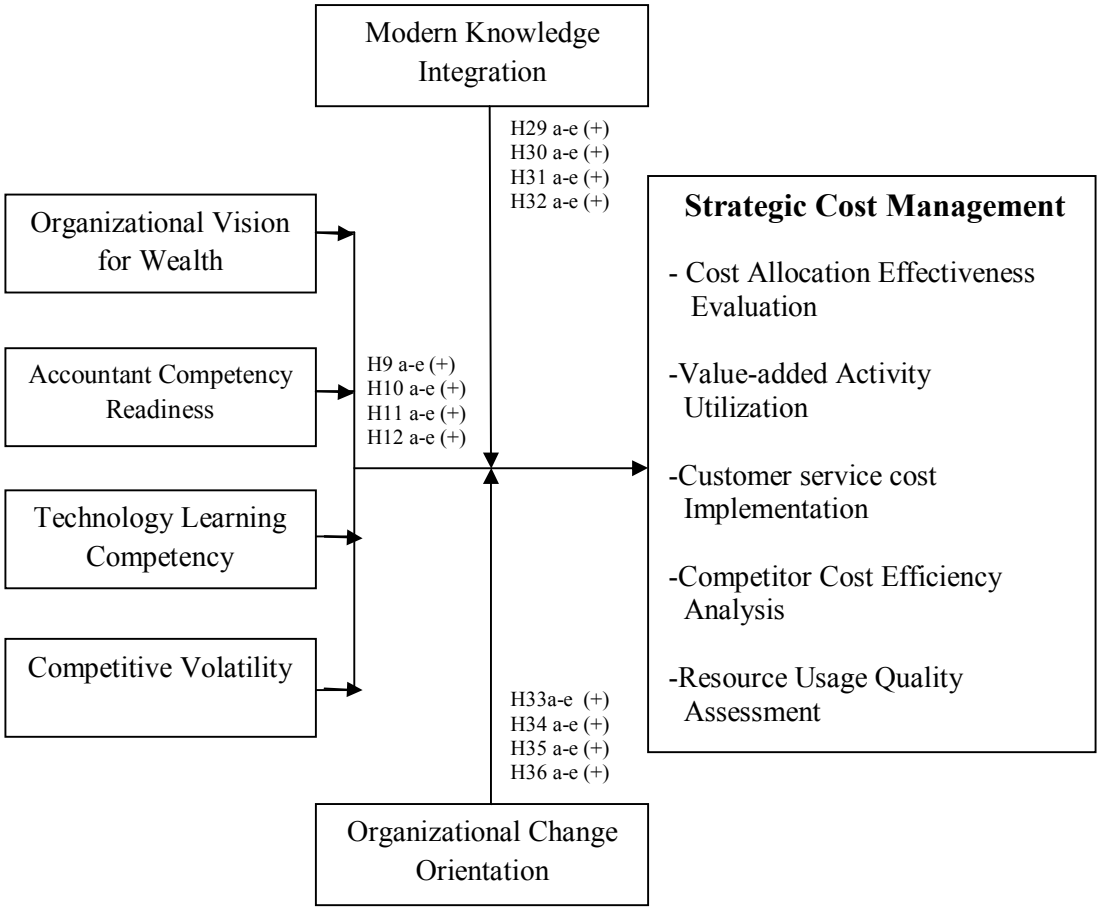
The Effects of Antecedents on Each Dimension of Strategic Cost Management and Moderating effects of Modern Knowing Integration and Organizational Change Orientation

It is important to analyze the antecedents of strategic cost management. Figure 13 draws the theoretical linkage among organizational vision for wealth, accountant competency readiness, technology learning competency and competitive volatility which are positively associated with strategic cost management as shown in Hypotheses 9 - 12 and Hypotheses 29 - 36 as provided in Table 13.Those hypotheses are analyzed from the regression equations 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27 and 28 according to Chapter 3**.**

The correlations between organizational vision for wealth, accountant competency readiness, technology learning competency, competitive volatility and strategic cost management are presented in Table 12. The results show that the correlation between technology learning competency and modern knowledge integration ($r = 0.815$) is the highest while the correlation between cost allocation effectiveness evaluation and competitor cost efficiency analysis ($r = 0.311$) is the lowest. The results also present that among organizational vision for wealth, accountant competency, technology learning competency, and competitive volatility are significant positively related to strategic cost management. However, the evidence suggests that there are intercorrelations between antecedents of strategic cost management and a moderator

because the correlation between technology learning competency and modern knowledge integration is 0.815. That is these correlations are more than 0.80 as recommended by Hair et al. (2006).

Figure 13: Effects of Antecedents on Dimensions of Strategic Cost Management and Moderating Role of Modern Knowledge Integration and Organizational Change Orientation



With regard to potential problems relating to multicollinearity, variance inflation factors (VIF) are used to test intercorrelations among organizational vision for wealth, accountant competency readiness, technology learning competency and competitive volatility. In this case, the maximum value of VIF is 4.017, well below the cut-off value of 10 (Hair et al., 2006), meaning organizational vision for wealth,

accountant competency readiness, technology learning competency and competitive volatility are not correlated with each other. Then, there are no significant multicollinearity problems confronted.

The results of OLS regression analysis of the relationships between organizational vision for wealth, accountant competency readiness, technology learning competency, competitive volatility and dimensions of strategic cost management are as aforementioned in Hypotheses 9 - 12 and Hypotheses 29 - 36 as provided in Table 13.

For the hypotheses testing, Table 13 shows the results of OLS regression analysis indicate that organizational vision for wealth has a positive significant effect on cost allocation effectiveness evaluation ($\beta_{127} = 0.253$, $p<0.01$), value-added activity utilization ($\beta_{155} = 0.274$, $p<0.01$), competitor cost efficiency analysis ($\beta_{211} = 0.194$, $p<0.05$), and resource usage quality assessment ($\beta_{239} = 0.296$, $p<0.01$). These findings confirm that the view of organizational vision is one which complements today's rapidly evolving organization and is important to leadership, strategy implementation, and change (Kotter, 1990). Prior research indicated that organizational vision for wealth effect on organizational performance (Campbell, 1993; Klemm, Sanderson and Luffman, 1991). Consistently, Foster and Akdere (2007) indicated that organizational vision for wealth relates to strategic management such as strategic cost management. ***Hence, Hypotheses 9a, 9b, 9d, and 9e are supported.***

However, the findings show that organizational vision for wealth has no significant effect on customer service cost implementation ($\beta_{183} = 0.097$, $p0>0.10$). The possible reason to explain that customer service cost implementation is essential to assess. Indeed, the larger firm is the more difficult for managers to deal directly with customers. Consequently, managers have less information about customer service cost. However, in smaller companies, managers can receive more direct information concerning their customers (Rollins, Bellenger and Johnston, 2012). The results found that it is more difficult to obtain customers service cost implementation. ***Thus, Hypothesis 9c is not supported.***

Table 12: Descriptive Statistics and Correlation Matrix of Strategic Cost Management and Its Antecedences

Variables	CAE	VAU	CSC	CCE	RUQ	OVW	ACO	TLC	CVO	MKI	OCO	FA	FS
Mean	4.369	4.112	4.305	3.836	3.925	3.938	4.068	4.180	4.125	4.005	2.94	N/A	N/A
Standard Deviation	.623	.678	.623	.837	.796	.738	.628	.669	.598	.742	1.186	N/A	N/A
CAE													
VAU	.706***												
CSC	.560***	.637***											
CCE	.311***	.481***	.572***										
RUQ	.510***	.633***	.586***	.582***									
OVW	.505***	.532***	.413***	.404***	.549***								
ACR	.481***	.502***	.520***	.390***	.525***	.553***							
TLC	.481***	.494***	.467***	.424***	.525***	.570***	.742***						
CVO	.439***	.474***	.445***	.327***	.435***	.443***	.451***	.441***					
MKI	.497***	.500***	.484***	.463***	.506***	.582***	.713***	.815***	.472***				
OCO	.480***	.498***	.474***	.401****	.523***	.580***	.702***	.681***	.534***	.759***			
FA	.220**	.113	.025	-.022	.087	.089	.111*	.100*	.086	.072	.063		
FS	.086	.035	-.008	-.030	-.046	.053	.034	.008	.010	.023	.003	.383***	

***p<.01, **p<.05, *p<.10, Beta coefficients with standard error in parenthesis

Table 13: Results of Effects of Strategic Cost Management's Antecedences and moderating effect constructs

Independent	Dependent Variables														
	CAE	CAE	CAE	VAU	VAU	VAU	CSC	CSC	CSC	CCE	CCE	CCE	RUQ	RUQ	RUQ
	Eq.14	Eq.15	Eq.16	Eq.17	Eq.18	Eq.19	Eq.20	Eq.21	Eq.22	Eq.23	Eq.24	Eq.25	Eq.26	Eq.27	Eq.28
OVW	.253*** (.060)	.230*** (.062)	.210** (.061)	.274*** (.059)	.268*** (.061)	.254*** (.061)	.097 (.061)	.097 (.063)	.098 (.063)	.194** (.066)	.169** (.067)	.187** (.068)	.296*** (.058)	.293*** (.060)	.289*** (.060)
ACR	.137** (.072)	.125* (.075)	.120 (.076)	.156** (.071)	.137* (.074)	.141* (.075)	.301*** (.074)	.275*** (.077)	.272** (.079)	.086 (.080)	.028 (.082)	.050 (.084)	.174** (.070)	.155** (.073)	.143** (.075)
TLC	.142** (.073)	.061 (.089)	.137* (.075)	.119* (.071)	.075 (.088)	.113 (.074)	.089 (.075)	.019 (.091)	.068 (.077)	.201** (.080)	.065 (.097)	.178** (.083)	.158** (.071)	.151* (.087)	.136** (.073)
CVO	.193*** (.054)	.189** (.056)	.147** (.058)	.226*** (.053)	.221*** (.055)	.187** (.058)	.231*** (.056)	.235*** (.057)	.246*** (.060)	.118* (.060)	.107* (.061)	.123* (.064)	.155** (.053)	.145** (.054)	.126** (.057)
MKI		.132 (.087)			.078 (.086)	.		.106 (.089)			.241** (.095)			.040 (.084)	
OCO			.098 (.074)			.067 (.074)			.047 (.077)						.092 (.073)
OVW * MKI		-.057 (.067)			.027 (.066)			.020 (.089)			.006 (.073)			.043 (.065)	
ACR*MKI		.083 (.076)			-.017 (.075)			-.056 (.078)			-.059 (.083)			-.087 (.074)	
TLC*MKI		-.039 (.060)			.012 (.059)			-.023 (.062)			.038 (.066)			.077 (.059)	
CVO*MKI		.009 (.061)			-.002 (.060)			.071 (.062)			.066 (.067)			-.056 (.059)	
OVW*OCO			-.128** (.058)			.006 (.057)			.034 (.059)			.033 (.064)			.069 (.056)
ACR*OCO			.096 (.071)			.011 (.070)			-.133* (.073)			-.145* (.078)			-.094 (.069)
TLC*OCO			.099 (.073)			.085 (.073)			.053 (.076)			.115 (.081)			.056 (.072)
CVO*OCO			-.051 (.057)			-.087 (.057)			.079 (.059)			.062 (.062)			-.058 (.056)
FA	.146 (.096)	.132 (.098)	.130 (.097)	.044 (.095)	.049 (.096)	.055 (.096)	-.048 (.099)	-.054 (.100)	-.026 (.100)	-.079 (.106)	-.073 (.107)	-.044 (.107)	-.115 (.094)	-.108 (.095)	-.098 (.095)
FS	.189* (.092)	.201** (.097)	.191** (.096)	.061 (.095)	.067 (.096)	.065 (.095)	-.084 (.099)	-.073. (.099)	-.067 (.099)	-.066 (.106)	-.048 (.106)	-.046 (.106)	.058 (.094)	.055 (.094)	.073 (.094)
Adjusted R^2	.358	.356	.371	.382	.374	.382	.328	.326	.329	.220	.231	.226	.395	.389	.396
Maximum VIF	2.446	4.017	3.843	2.456	4.017	3.843	2.456	4.017	3.843	2.456	4.017	3.843	2.456	4.017	3.843

***p<.01, **p<.05, *p<.10 [a] Beta coefficients with standard errors in parenthesis

Moreover, Table 13 also shows that the findings indicate that the relationship between accounting competency readiness and dimensions of strategic cost management. The findings show that accounting competency readiness has a positive significant effect on cost allocation effectiveness evaluation ($\beta_{128} = 0.137$, $p<0.05$), value-added activity utilization ($\beta_{156} = 0.156$, $p<0.01$), customer service cost implementation ($\beta_{184} = 0.301$, $p<0.05$), and resource usage quality assessment ($\beta_{240} = 0.174$, $p<0.05$). This findings support that accountant competency readiness is very necessary in organization to ensure that accountant can do their task according to their responsibility completely so as to achieve goals (Ley and Albert, 2003). Consistent with prior research indicated that accountant competency has a significant impact on successful cost accounting implementation. For instance, Chenhall (2003) showed that training for accountant competency has a significant positive influence on cost accounting success. ***Therefore, Hypotheses10a, 10b, 10c and 10e are supported.***

However, the findings show that accountant competency readiness has no significant effect on competitor cost efficiency analysis ($\beta_{212} = 0.086$, $p>0.10$). One possible reason is that, the task for the professional accountant is to effectively apply personal and technical competencies to operations and management; and that is a dynamic process. As one's career progresses, as relationships change, and as business environments become more complex, the demands on personal and technical competencies will increase. The crucial importance of the management accountant is continuous learning (Kennedy and Dresser, 2005). From the result, accountant may be not to assess competitor cost information. Hence, accountants need to learn competitive cost efficiency analysis continuously in marketing turbulence. Therefore, accountant competency readiness may not relate to competitor cost efficiency analysis. ***Hence, Hypothesis 10d is not supported.***

The findings show that technology learning competency has a positive significant effect on cost allocation effectiveness evaluation ($\beta_{129} = 0.142$, $p<0.05$), value-added activity utilization ($\beta_{157} = 0.119$, $p<0.10$), competitor cost efficiency analysis ($\beta_{213} = 0.201$, $p<0.05$), and resource usage quality assessment ($\beta_{241} = 0.158$, $p<0.05$). These findings support that technological learning competency has an important role in enabling organizations to generate new knowledge as well as improve capabilities and skills that can lead to accomplishment (Day, 1994). Moreover,

McDermott and Stock (1999) advocated that technology capability is an organization's ability to mobilize and deploy computer-based technologies (i.e. hardware, software, network-to-data communication, soft technologies or advance management practice) for operational activities such as strategic cost management in a wide variety of industries. ***Thus, Hypotheses 11a, 11b, 11d, and 11 e are supported.***

In addition, the findings show that technology learning competency has no significant effect on customer service cost implementation ($\beta_{185} = 0.089$, $p>0.10$). One possible reason is that, Technology learning competency may be need for sharing information within functional structures such as the marketing function. In addition, Mercader, Cerdan and Sanchez (2006) demonstrated that technology learning competency cannot be achieved without process, rule and habits where sharing and collaboration play key roles. Therefore, the lack of process, sharing and collaboration among the membership in an organization lead to technology learning competency has no effect on customer service cost implementation. ***Hence, Hypothesis 11c is not supported.***

The finding also show that competitive volatility has a positive significant effect on cost allocation effectiveness evaluation ($\beta_{130} = 0.193$, $p<0.01$), value-added activity utilization ($\beta_{226} = 0.119$, $p<0.01$), customer service cost implementation ($\beta_{186}= 0.231$, $p>0.01$), competitor cost efficiency analysis ($\beta_{214} = 0.118$, $p<0.10$), and resource usage quality assessment ($\beta_{242} = 0.155$, $p<0.05$). This finding support that in highly competitive markets characterized by a shortening of product life cycles, diversification of demand and keen competition, cost management is indispensable to introduce new products that meet customers' demands at the lowest cost, and to reduce costs of existing products by eliminating wastes (Monden and Hamada, 1991). ***Therefore, Hypotheses 12a, 12b, 12c, 12d, and 12e are supported.***

In testing, the moderating effects of modern knowledge integration on the relationships between antecedences of strategic cost management (organizational vision for wealth, accountant competency readiness, technology learning competency and competitive volatility) and five dimensions of strategic cost management.

The results are presented in Table 13 indicate that the moderating effects of modern knowledge integration has no a significant effect on the relationship between organizational vision for wealth and cost allocation effectiveness evaluation

(β_{138} = -0.057, p>0.10), value-added activity utilization (β_{166} = 0.027, p>0.10), customer service cost implementation (β_{194} = 0.020, p>0.10), competitor cost efficiency analysis (β_{222}=0.006, p>0.10), and resource usage quality assessment (β_{250} = 0.043, p>0.10). The clear reason is that modern knowledge integration efforts often require the involvement of many organizational members within a particular context. Moreover, the necessity of modern knowledge integration must be adequate to create and deploy appropriately in a firm. Of particular importance is the adequate balance between external and internal knowledge (Andreu and Sieber, 2005). The results in this research may adequately indicate the creation and deployment of modern knowledge integration in the organization. ***Thus, Hypotheses 29a, 29b, 29c, 29d, and 29e are not supported.***

Accordingly, for the moderating effects of modern knowledge integration, the results are presented in Table 13 show that the moderating effects of modern knowledge integration has no a significant effect on the relationship between accountant competency readiness and cost allocation effectiveness evaluation (β_{139} = 0.083, p>0.10) and value-added activity utilization (β_{167} = -0.017, p>0.10), customer service cost implementation (β_{195}= -0.056, p>0.10), competitor cost efficiency analysis (β_{223}=-0 .059, p>0.10), and resource usage quality assessment (β_{251} = -0.087, p>0.10). The clear reason is, even if modern knowledge integration is one of the key factors to success of strategic management, the learning processes is essential and adequate to create and deploy enhance strategic performance. Furthermore, modern knowledge integration as a sharing or transferring knowledge, use of related knowledge and knowledge integration is the combination of specialized, differenced, but complementary knowledge (Vie, 2012). However, modern knowledge integration may insufficient of them that lead to have no effect on the relationships among accountant competency readiness and dimensions of strategic cost management. ***Thus, Hypotheses 30a, 30b, 30c, 30d, and 30e are not supported.***

The evidence also reveals that the moderating effects of modern knowledge integration has no a significant effect on the relationship between technology learning competency and cost allocation effectiveness evaluation (β_{140} = -0.039, p>0.10), value-added activity utilization (β_{168} = 0.012, p>0.10), customer service cost implementation (β_{196}= -0.023, p>0.10), competitor cost efficiency analysis (β_{224}=0 .038, p>0.10), and resource usage quality assessment (β_{252} = 0.077, p>0.10). For one possible

reason, Nissen (2005) suggests that capitalizing on this modern knowledge integration for firm performance depends upon its rapid and reliable flows across people, organizations, locations, and times of application. The problem is the design of information systems to enhance knowledge flows requires new understanding. From the results that may be there are some problems of the information systems. Therefore, modern knowledge integration has no effect on the relationships among technology learning competency and dimensions of strategic cost management. ***Thus, Hypotheses 31a, 31b, 31c, 31d and 31e are not supported.***

The results presented in Table 13 indicate that the moderating effects of modern knowledge integration has no a significant effect on the relationship between competitive volatility and cost allocation effectiveness evaluation ($\beta_{141} = 0.009$, $p>0.10$), value-added activity utilization ($\beta_{169} = -0.002$, $p>0.10$), customer service cost implementation ($\beta_{197} = 0.071$, $p>0.10$), competitor cost efficiency analysis ($\beta_{225}=0$ .066, $p>0.10$), and resource usage quality assessment ($\beta_{253} = -0.056$, $p>0.10$). For one reason is that, although firms emphasize on modern knowledge integration but there are some differences in modern knowledge-sharing mechanisms that may be modern knowledge integration has no effect on the relationship among competitive volatility and dimensions of strategic cost management (Jeon, Kim and Koh, 2011). ***Thus, Hypotheses 32a, 32b, 32c, 32c, 32d, and 32e are not supported.***

The results in Table 13 also present the moderating effects of organizational change orientation on the relationship between antecedents of strategic cost management and five dimensions of strategic cost management. The finding of organizational change orientation has a negative significant between organizational vision for wealth and cost allocation effectiveness evaluation ($\beta_{149} = -0.128$, $p<0.05$). In addition, organizational change orientation has no significance between organizational vision for wealth and value-added activity utilization ($\beta_{177} = 0.006$, $p>0.10$), customer service cost implementation ($\beta_{205} = 0.034$, $p>0.10$), competitor cost efficiency analysis ($\beta_{233} = .033$, $p>0.10$), and resource usage quality assessment ($\beta_{261} = 0.069$, $p>0.10$). For one possible reason, organizational change orientation may not be consistent with personal strategic view that leads to a low level of action readiness. Tushman and Romanelli (1985) argued that the lack of consistency among activities in strategy, power structure, and controls may lead to a low organizational performance. Organizations

have to change in order to adapt to environmental demands and to maintain competitive advantage. Despite the desirable features of change to organizations, organizational change orientation frequently finds that employees' anxiety and resist change (Liu and Pierrewe, 2005). ***Therefore, Hypotheses 33a, 33b, 33c, 33d and 33e are not supported.***

Additionally, the finding of organizational change orientation has no significant between accountant competency readiness and cost allocation effectiveness evaluation ($\beta_{150} = 0.096$, $p>0.05$), value-added activity utilization ($\beta_{178} = 0.011$, $p>0.10$). On the other hand, the finding of organizational change orientation has a negative significant between accountant competency readiness and customer service cost implementation ($\beta_{206} = -0.133$, $p<0.10$), competitor cost efficiency analysis ($\beta_{234} = -0.145$, $p<0.10$). Moreover, organizational change orientation has no significant between accountant competency readiness and resource usage quality assessment ($\beta_{262} = -0.094$, $p>0.10$). For one possible reason, organizational change orientation may not inconsistent with members of organizations that provide negative impact of organizational change. Frequently, the reason why people leave the organization during or after a planned change is not because the organization changed for the worse, but because people cannot handle the emotional turmoil that they have to experience during the process. With the increasing importance of human capital to an organization's success, individual employees' cooperation in change is becoming increasingly critical. Employees' willingness to accept change depends heavily on whether adequate information is communicated in a timely fashion. Thus, it is to the benefit of the organization for management to communicate information about changes in motives and plans with employees in a timely fashion (Liu and Pierrewe, 2005). ***Hence, Hypotheses 34a, 34b, 34c, 34d and 34e are not supported.***

The findings also present that organizational change orientation has no significant between technology learning competency and cost allocation effectiveness evaluation ($\beta_{151} = 0.099$, $p>0.10$), value-added activity utilization ($\beta_{179} = 0.085$, $p>0.10$), customer service cost implementation ($\beta_{207} = 0.053$, $p>0.10$), competitor cost efficiency analysis ($\beta_{235} = 0.115$, $p>0.10$), and resource usage quality assessment ($\beta_{263} = 0.056$, $p>0.10$). For a possible reason, both organizational and individual differences affect the usefulness of information technology. Similarly, the successful use of information technologies rests on contributing to the needs of the organization structure and

complementing the change process. Among the individual difference variables, ease of use and usefulness beliefs, length of tenure in the workforce, level of education, and the extent of prior experience (Yazici, 2002). Hence, organizations will communicate to employee understand about the changing. ***Thus, Hypotheses 35a, 35b, 35c, 35d and 35e are not supported.***

The evidence also shows that the finding of organizational change orientation has no significant between competitive volatility and cost allocation effectiveness evaluation (β_{152} = -0.051, p>0.10), value-added activity utilization (β_{180} = -0.087, p>0.10), customer service cost implementation (β_{208} = 0.079, p>0.10), competitor cost efficiency analysis (β_{236} = 0.062, p>0.10), and resource usage quality assessment (β_{264} = 0.-058, p>0.10). One a possible reason is that, the organizational changes come in response to environmental change. Particularly, organizational change orientation is response and reaction to competitive volatility (Choi, 1995). The results of this research indicate that organizational change orientation may not respond to competitive volatility. ***Thus, Hypotheses 36a, 36b, 36c, 36d and 36e are not supported.***

In summary, the findings support that firms strategic cost management, organizational vision for wealth, accountant competency readiness, technology learning competency, and competitive volatility will emphasize more on dimensions of strategic cost management. ***Therefore, Hypothesis 12 is supported while Hypotheses 9, 10, and 11 are partially supported***. Nevertheless, modern knowledge Integration and organizational change orientation has not moderated the relationships between antecedents of strategic cost management and dimensions of strategic cost management. ***Therefore, Hypotheses 29, 30, 31, 32, 33, 34, 35, and 36 are not supported***.

Additionally, firm age has no statistically significant influence on strategic cost management however, firm size has a significant effect on cost allocation effectiveness evaluation (β_{132} = 0.189, p< 0.10; β_{143} = 0.201, p< 0.05; β_{154} = 0.191, p< 0.05). Therefore, most of the relationships among public citizenship practice, sustainable accounting and its antecedent are not affected by the influence of firm age and firm size. However, the results indicate that the firms which have total assets higher or equal to 3,000,000,000 Baht, the larger firm size, will influence cost allocation effectiveness evaluation adoption more than smaller firms.

Summary

This chapter presents the results of this research. The first part shows key participant characteristics, and demographic information of the firm that is explained by using descriptive statistics such as a mean, standard deviation and percentage. Subsequently, it presents the hypotheses testing and discussion which show the result of descriptive statistics, correlation analysis, and multiple regression analysis including discussion of critical points.

The results reveal that organizational vision for wealth, accountant competency readiness, technology learning competency and competitive volatility positively relate to strategic cost management. However, four dimensions of strategic cost management that are value-added activity utilization, customer service cost implementation, competitor cost efficiency analysis and resource usage quality assessment have a significant positive effect on operational excellence outstanding, decision making advantage and valuable information specialization. Furthermore, operational excellence outstanding, decision making advantage and valuable information specialization has a strongly positive effect on goal achievement.

Besides, best accounting system moderate the relationships among value-added activity utilization, operational excellence outstanding, and decision making advantage. Additionally, dynamic accounting knowledge moderates relationships among value-added activity utilization, operational excellence outstanding, and decision making advantage. Moreover, best environmental learning moderates relationships between valuable information specialization and goal achievement. Finally, continuous organizational adaption moderates relationships between valuable information specialization and goal achievement. In conclusion, Hypotheses 4, 5, 6, 7, 8, 12, 25 and 28 are supported, Hypotheses 2, 3, 9, 10, 11, 14, 19, and 20 are partially supported, and Hypotheses 1, 13, 15, 16, 17, 18, 20, 21, 22, 23, 24, 26, 27, 29, 30, 31, 32, 33, 34, 35, and 36 are not supported. Finally, the summary of the results of hypotheses testing is presented in Table 14.

The next chapter shows the conclusions of the research. It provides an overall view of research and summarizes the main point of this research. Additionally, it provides the limitation of this research and future research suggestions.

Table 14: Summary of the Results of Hypotheses Testing

Hypothesis	Description of Hypothesized Relationships	Results
H1a	Cost allocation effectiveness evaluation will positively relate to operational excellence outstanding.	Not Supported
H1b	Cost allocation effectiveness evaluation will positively relate to decision making advantage.	Not Supported
H1c	Cost allocation effectiveness evaluation will positively relate to valuable information specialization.	Not Supported
H2a	Value-added activity utilization will positively relate to operational excellence outstanding.	Not Supported
H2b	Value-added activity utilization will positively relate to decision making advantage.	Supported
H2c	Value-added activity utilization will positively relate to valuable information specialization.	Not Supported
H3a	Customer service cost implementation will positively relate to operational excellence outstanding.	Not Supported
H3b	Customer service cost implementation will positively relate to decision making advantage.	Not Supported
H3c	Customer service cost implementation will positively relate to valuable information specialization.	Supported
H4a	Competitor cost efficiency analysis will positively relate to operational excellence outstanding.	Supported
H4b	Competitor cost efficiency analysis will positively relate to decision making advantage.	Supported
H4c	Competitor cost efficiency analysis will positively relate to valuable information specialization.	Supported

Table 14: Summary of the Results of Hypotheses Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H5a	Resource usage quality assessment will positively relate to operational excellence outstanding.	Supported
H5b	Resource usage quality assessment will positively relate to decision making advantage.	Supported
H5c	Resource usage quality assessment will positively relate to valuable information specialization.	Supported
H6a	Operational excellence outstanding will positively relate to decision making advantage.	Supported
H6b	Operational excellence outstanding will positively relate to goal achievement.	Supported
H7a	Valuable information specialization will positively relate to decision making advantage.	Supported
H7b	Valuable information specialization will positively relate to goal achievement.	Supported
H8	Decision making advantage will positively relate to goal achievement.	Supported
H9a	Organizational vision for wealth will positively relate to cost allocation effectiveness evaluation.	Supported
H9b	Organizational vision for wealth will positively relate to value-added activity utilization.	Supported
H9c	Organizational vision for wealth will positively relate to customer service cost implementation.	Not Supported
H9d	Organizational vision for wealth will positively relate to competitor cost efficiency analysis.	Supported
H9e	Organizational vision for wealth will positively relate to resource usage quality assessment.	Supported

Table 14: Summary of the Results of Hypotheses Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H10a	Accountant competency readiness will positively relate to cost allocation effectiveness evaluation.	Supported
H10b	Accountant competency readiness will positively relate to value-added activity utilization.	Supported
H10c	Accountant competency readiness will positively relate to customer service cost implementation.	Supported
H10d	Accountant competency readiness will positively relate to competitor cost efficiency analysis.	Not Supported
H10e	Accountant competency readiness will positively relate to resource usage quality assessment.	Supported
H11a	Technology learning competency will positively relate to cost allocation effectiveness evaluation.	Supported
H11b	Technology learning competency will positively relate to value-added activity utilization.	Supported
H11c	Technology learning competency will positively relate to customer service cost implementation.	Not Supported
H11d	Technology learning competency will positively relate to competitor cost efficiency analysis.	Supported
H11e	Technology learning competency will positively relate to resource usage quality assessment.	Supported
H12a	Competitive volatility will positively relate to cost allocation effectiveness evaluation.	Supported
H12b	Competitive volatility will positively relate to value-added activity utilization.	Supported
H12c	Competitive volatility will positively relate to customer service cost implementation.	Supported

Table 14: Summary of the Results of Hypotheses Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H12d	Competitive volatility will positively relate to competitor cost efficiency analysis.	Supported
H12e	Competitive volatility will positively relate to resource usage quality assessment.	Supported
H13a	Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and operational excellence outstanding.	Not Supported
H13b	Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and decision making advantage.	Not Supported
H13c	Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and valuable information specialization.	Not Supported
H14a	Best accounting system positively moderates the relationships between value-added activity utilization and operational excellence outstanding.	Supported
H14b	Best accounting system positively moderates the relationships between value-added activity utilization and decision making advantage.	Supported
H14c	Best accounting system positively moderates the relationships between value-added activity utilization and valuable information specialization.	Not Supported
H15a	Best accounting system positively moderates the relationships between customer service cost implementation and operational excellence outstanding.	Not Supported

Table 14: Summary of the Results of Hypotheses Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H15b	Best accounting system positively moderates the relationships between customer service cost implementation and decision making advantage.	Not Supported
H15c	Best accounting system positively moderates the relationships between competitor cost efficiency analysis and valuable information specialization.	Not Supported
H16a	Best accounting system positively moderates the relationships between resource usage quality assessment and operational excellence outstanding.	Not Supported
H16b	Best accounting system positively moderates the relationships between resource usage quality assessment and decision making advantage.	Not Supported
H16c	Best accounting system positively moderates the relationships between resource usage quality assessment and valuable information specialization.	Not Supported
H17a	Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and operational excellence outstanding.	Not Supported
H17b	Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and decision making advantage.	Not Supported
H17c	Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and valuable information specialization.	Not Supported

Table 14: Summary of the Results of Hypotheses Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H18a	Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and operational excellence outstanding.	Not Supported
H18b	Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and decision making advantage.	Not Supported
H18c	Best accounting system positively moderates the relationships between cost allocation effectiveness evaluation and valuable information specialization.	Not Supported
H19a	Dynamic accounting knowledge positively moderates the relationships between value-added activity utilization and operational excellence outstanding.	Supported
H19b	Dynamic accounting knowledge positively moderates the relationships between value-added activity utilization and decision making advantage.	Supported
H19c	Dynamic accounting knowledge positively moderates the relationships between value-added activity utilization and valuable information specialization.	Not Supported
H20a	Dynamic accounting knowledge positively moderates the relationships between customer service cost implementation and operational excellence outstanding.	Not Supported

Table 14: Summary of the Results of Hypotheses Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H20b	Dynamic accounting knowledge positively moderates the relationships between customer service cost implementation and decision making advantage.	Not Supported
H20c	Dynamic accounting knowledge positively moderates the relationships between customer service cost implementation and valuable information specialization.	Not Supported
H21a	Dynamic accounting knowledge positively moderates the relationships between competitor cost efficiency analysis and operational excellence outstanding.	Not Supported
H21b	Dynamic accounting knowledge positively moderates the relationships between competitor cost efficiency analysis and decision making advantage.	Not Supported
H21c	Dynamic accounting knowledge positively moderates the relationships between competitor cost analysis effectiveness and valuable information specialization.	Not Supported
H22a	Dynamic accounting knowledge positively moderates the relationships between resource usage quality assessment and operational excellence outstanding.	Not Supported
H22b	Dynamic accounting knowledge positively moderates the relationships between resource usage quality assessment and decision making advantage.	Not Supported

Table 14: Summary of the Results of Hypotheses Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H22c	Dynamic accounting knowledge positively moderates the relationships between resource usage quality assessment and valuable information specialization.	Not Supported
H23	Best environmental learning positively moderates the relationships between operational excellence outstanding and goal achievement.	Not Supported
H24	Best environmental learning positively moderates the relationships between decision making advantage and goal achievement.	Not Supported
H25	Best environmental learning positively moderates the relationships between valuable information specialization and goal achievement.	Supported
H26	Continuous organizational adaptation positively moderates the relationships between operational excellence outstanding and goal achievement.	Not Supported
H27	Continuous organizational adaptation positively moderates the relationships between decision making advantage and goal achievement.	Not Supported
H28	Continuous organizational adaptation positively moderates the relationships between valuable information specialization and goal achievement.	Supported
H29a	Modern knowledge integration positively moderates the relationships between organizational vision for wealth and cost allocation effectiveness evaluation.	Not Supported

Table 14: Summary of the Results of Hypotheses Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H29b	Modern knowledge integration positively moderates the relationships between organizational vision for wealth and value-added activity utilization.	Not Supported
H29c	Modern knowledge integration positively moderates the relationships between organizational vision for wealth and customer service cost implementation.	Not Supported
H29d	Modern knowledge integration positively moderates the relationships between organizational vision for wealth and competitor cost efficiency analysis.	Not Supported
H29e	Modern knowledge integration positively moderates the relationships between organizational vision for wealth and resource usage quality assessment.	Not Supported
H30a	Modern knowledge integration positively moderates the relationships between accountant competency readiness and cost allocation effectiveness evaluation.	Not Supported
H30b	Modern knowledge integration positively moderates the relationships between accountant competency readiness and value-added activity utilization.	Not Supported
H30c	Modern knowledge integration positively moderates the relationships between accountant competency readiness and customer service cost implementation.	Not Supported
H30d	Modern knowledge integration positively moderates the relationships between accountant competency readiness and competitor cost efficiency analysis.	Not Supported
H30e	Modern knowledge integration positively moderates the relationships between accountant competency readiness and resource usage quality assessment.	Not Supported

Table 14: Summary of the Results of Hypotheses Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H31a	Modern knowledge integration positively moderates the relationships between technology learning competency and cost allocation effectiveness evaluation.	Not Supported
H31b	Modern knowledge integration positively moderates the relationships between technology learning competency and value-added activity utilization.	Not Supported
H31c	Modern knowledge integration positively moderates the relationships between technology learning competency and customer service cost implementation.	Not Supported
H31d	Modern knowledge integration positively moderates the relationships between technology learning capability and competitor cost efficiency analysis.	Not Supported
H31e	Modern knowledge integration positively moderates the relationships between technology learning competency and resource usage quality assessment.	Not Supported
H32a	Modern knowledge integration positively moderates the relationships between competitive volatility and cost allocation effectiveness evaluation.	Not Supported
H32b	Modern knowledge integration positively moderates the relationships between competitive volatility and value-added activity utilization.	Not Supported
H32c	Modern knowledge integration positively moderates the relationships between competitive volatility and customer service cost implementation.	Not Supported

Table 14: Summary of the Results of Hypotheses Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H32d	Modern knowledge integration positively moderates the relationships between competitive volatility and competitor cost efficiency analysis.	Not Supported
H32e	Modern knowledge integration positively moderates the relationships between competitive volatility and resource usage quality assessment.	Not Supported
H33a	Organizational change orientation positively moderates the relationships between organizational vision for wealth and cost allocation effectiveness evaluation.	Not Supported
H33b	Organizational change orientation positively moderates the relationships between organizational vision for wealth and value-added activity utilization.	Not Supported
H33c	Organizational change orientation positively moderates the relationships between organization vision for wealth and customer service cost implementation.	Not Supported
H33d	Organizational change orientation positively moderates the relationships between organization vision for wealth and competitor cost efficiency analysis.	Not Supported
H33e	Organizational change orientation positively moderates the relationships between organization vision for wealth and resource usage quality assessment.	Not Supported

Table 14: Summary of the Results of Hypotheses Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H34a	Organizational change orientation positively moderates the relationships between accountant competency readiness and cost allocation effectiveness evaluation.	Not Supported
H34b	Organizational change orientation positively moderates the relationships between accountant competency readiness and value-added activity utilization.	Not Supported
H34c	Organizational change orientation positively moderates the relationships between accountant competency readiness and customer service cost implementation.	Not Supported
H34d	Organizational change orientation positively moderates the relationships between accountant competency readiness and competitor cost efficiency analysis.	Not Supported
H34e	Organizational change orientation positively moderates the relationships between accountant competency readiness and resource usage quality assessment.	Not Supported
H35a	Organizational change orientation positively moderates the relationships between technology learning capability and cost allocation effectiveness evaluation.	Not Supported

Table 14: Summary of the Results of Hypotheses Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H35b	Organizational change orientation positively moderates the relationships between technology learning competency and value-added activity utilization.	Not Supported
H35c	Organizational change orientation positively moderates the relationships between technology learning competency and customer service cost implementation.	Not Supported
H35d	Organizational change orientation positively moderates the relationships between technology learning competency and competitor cost efficiency analysis.	Not Supported
H35e	Organizational change orientation positively moderates the relationships between technology learning capability and resource usage quality assessment.	Not Supported
H36a	Organizational change orientation positively moderates the relationships between competitive volatility and cost allocation effectiveness evaluation.	Not Supported
H36b	Organizational change orientation positively moderates the relationships between competitive volatility and value-added activity utilization.	Not Supported
H36c	Organizational change orientation positively moderates the relationships between competitive volatility and customer service cost implementation.	Not Supported

Table 14: Summary of the Results of Hypotheses Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H36d	Organizational change orientation positively moderates the relationships between competitive volatility and competitor cost efficiency analysis.	Not Supported
H36e	Organizational change orientation positively moderates the relationships between competitive volatility and resource usage quality assessment.	Not Supported

Additional Test of Five Dimensions of Strategic Cost Management

Based on literatures reviewed, strategic cost management consists of five dimensions which some dimensions have no effects on operational excellence outstanding, decision making advantage and valuable information specialization. This research attempt to confirm all five dimensions of strategic cost management should be integrated altogether at the same time, then impact to operational excellence outstanding, decision making advantage and valuable information specialization. Thus, the additional test is also included for investigation in this research presented in Tables 15 and 16.

To assure that the five dimensions of strategic cost management do not separately affect the operational excellence outstanding, decision making advantage and valuable information specialization. Also, the moderating effects of best accounting system and dynamic accounting knowledge on the relationships between strategic cost management and the consequences are employed in testing. There are six equations are formulated for the confirmed testing (equation 29-37). Moreover, this research also additional tests the antecedents (organizational vision for wealth, accountant competency readiness, technology learning competency and competitive volatility) effect on strategic cost management. In addition, the moderating effects of modern knowledge integration and organizational change orientation on the relationships between antecedents of strategic cost management and strategic cost management.

Hence, the next three equations are also created for testing in this research (equation 38-40). All equations for additional testing are presented in the following.

Equation 29: OEO = $\alpha_{29} + \beta_{267}SCM + \beta_{268}FA + \beta_{269}FS + \varepsilon_{29}$

Equation 30: OEO = $\alpha_{30} + \beta_{270}SCM + \beta_{271}BAS + \beta_{272}(SCM*BAS) + \beta_{273}FA + \beta_{274}FS + \varepsilon_{30}$

Equation 31: OEO = $\alpha_{31} + \beta_{275}SCM + \beta_{276}DAK + \beta_{277}(SCM*DAK) + \beta_{278}FA + \beta_{279}FS + \varepsilon_{31}$

Equation 32: DMA = $\alpha_{32} + \beta_{280}SCM + \beta_{281}FA + \beta_{282}FS + \varepsilon_{32}$

Equation 33: DMA = $\alpha_{33} + \beta_{283}SCM + \beta_{284}BAS + \beta_{285}(SCM*BAS) + \beta_{286}FA + \beta_{287}FS + \varepsilon_{33}$

Equation 34: DMA = $\alpha_{34} + \beta_{288}SCM + \beta_{289}DAK + \beta_{290}(SCM*DAK) + \beta_{291}FA + \beta_{292}FS + \varepsilon_{34}$

Equation 35: VIS = $\alpha_{35} + \beta_{293}SCM + \beta_{294}FA + \beta_{295}FS + \varepsilon_{35}$

Equation 36: VIS = $\alpha_{36} + \beta_{296}SCM + \beta_{297}BAS\ \beta_{298}(SCM*BAS) + \beta_{299}FA + \beta_{300}FS + \varepsilon_{36}$

Equation37: VIS = $\alpha_{37} + \beta_{301}SCM + \beta_{302}DAK + \beta_{303}(SCM*DAK) + \beta_{304}FA + \beta_{305}FS + \varepsilon_{37}$

Equation38: SCM = $\alpha_{38} + \beta_{306}OVW + \beta_{307}ACR + \beta_{308}TLC + \beta_{309}CVO + \beta_{310}FA + \beta_{311}FS + \varepsilon_{38}$

Equation39: SCM = $\alpha_{39} + \beta_{312}OVW + \beta_{313}ACR + \beta_{314}TLC + \beta_{315}CVO + \beta_{316}MKI + \beta_{317}(OVW*MKI) + \beta_{318}(ACR*MKI) + \beta_{319}(TLC*MKI) + \beta_{320}(CVO*MKI) + \beta_{321}FA + \beta_{322}FS + \varepsilon_{39}$

Equation40: SCM = $\alpha_{40} + \beta_{323}OVW + \beta_{324}ACR + \beta_{325}TLC + \beta_{326}CVO + \beta_{327}OCO + \beta_{328}(OVW*OCO) + \beta_{329}(ACR*OCO) + \beta_{330}(TLC*OCO) + \beta_{331}(CVO*OCO) + \beta_{332}FA + \beta_{333}FS + \varepsilon_{40}$

Where,

SCM	=	Strategic Cost Management
OEO	=	Operational Excellence Outstanding
DMA	=	Decision Making Advantage
VIS	=	Valuable Information Specialization
OVW	=	Organizational Vision for Wealth
ACR	=	Accountant Competency Readiness
TLC	=	Technology Learning Capability
CVO	=	Competitive Volatility
MKI	=	Modern Knowledge Integration
OCO	=	Organizational Change Orientation
BAS	=	Best Accounting System
DAK	=	Dynamic Accounting Knowledge
FA	=	Firm Age
FS	=	Firm Size
β	=	Regression Coefficient
α	=	Constant
ε	=	Error

Table 15 shows the results of strategic cost management effects on operational excellence outstanding, decision making advantage and valuable information specialization. Accordingly, the results also presents the moderating effect of best accounting system and dynamic accounting knowledge on the relationship between strategic cost management and its consequences.

The results of strategic cost management and its consequences indicate that strategic cost management has significant effect on operational excellence outstanding ($\beta_{267} = 0.540$, $\rho<0.01$), decision making advantage, ($\beta_{280} = 0.587$, $\rho<0.01$) and valuable information specialization ($\beta_{293} = 0.567$, $\rho<0.01$). The findings indicate that strategic cost management is the one key factor for implementation in a management system. Certainly, it implies that the strategic cost management has more influence on operational excellence outstanding, decision making advantage and valuable

information specialization. These results confirm that strategic cost management may have more effect on the consequences. Thus, all five dimensions should be integrated altogether at the same.

Table 15: Additional Test of Effects of Strategic Cost Management on Operational Excellence Outstanding, Decision Making Advantage and Valuable Information Specialization

Independent Variables	Dependent Variables								
	OEO Eq.29	OEO Eq.30	OEO Eq.31	DMA Eq.32	DMA Eq.33	DMA Eq.34	VIS Eq.35	VIS Eq.36	VIS Eq.37
SCM	.540*** (.048)	.474*** (.055)	.466*** (.054)	.587*** (.047)	.531*** (.055)	.500*** (.055)	.567*** (.048)	.518*** (.056)	.480*** (.056)
BAS		.180** (.055)			103* (.055)			.088 (.056)	
DAK			219*** (.054)			.158** (.055)			.135** (.055)
SCM*BAS		.095** (.039)			.084* (.039)			.121 (.056)	
SCM*DAK			.064 (.044)			.033 (.044)			.102** (.045)
Firm Age	.045 (.098)	.043 (.097)	.057 (.096)	.004 (.097)	.007 (.098)	.011 (.097)	.015 (.099)	.023 (.099)	.031 (.099)
Firm Size	.059 (.098)	.067 (096)	.071 (.096)	.034 (.097)	.041 (097)	.042 (.096)	.013 (.099)	.022 (.098)	.023 (.098)
Adjusted R^2	.332	.360	.369	.342	.353	.358	.317	.332	.337
Maximum VIF	1.069	1.386	1.393	1.069	1.386	1.393	1.069	1.386	1.393

***p<.01, **p<.05, *p<.10, Beta coefficients with standard error in parenthesis

However, in Table 15 also reveals that best accounting system has a positive significant effect on the relationship between strategic cost management and operational excellence outstanding (β_{272} = 0.095, ρ<0.05), decision making advantage, (β_{285} = 0.084, ρ<0.10) and has no a positive significant effect on the relationship between strategic cost management and valuable information specialization (β_{298} = 0.121, ρ>0.10). In addition, the results of dynamic accounting knowledge has no a positive significant effect on the relationships between strategic cost management and operational excellence outstanding (β_{277} = 0.064, ρ>0.10), decision making advantage, (β_{290} = 0.033, ρ>0.10) and has a positive significant effect on the relationship between strategic cost management and valuable information specialization (β_{303} = 0.102,

ρ<0.05). The findings support that best accounting system and dynamic accounting knowledge as partially moderate effects on the relationships between strategic cost management and its consequences.

Table 16: Additional Test of Effects of Antecedents of Strategic Cost Management on Strategic Cost Management

Independent Variables	Dependent Variable		
	SCM Eq. 38	SCM Eq. 39	SCM Eq. 40
OVW	.279*** (.052)	.265*** (.054)	.261*** (.054)
ACR	.210** (.063)	.176** (.065)	.177** (.067)
TLC	.180** (.064)	.096 (.078)	.161** (.066)
CVO	.228*** (.047)	.219*** (.049)	.206*** (.051)
MKI		.148* (.076)	
OCO			.091 (.065)
OVW*MKI		.014 (.059)	
ACR*MKI		-.049 (.066)	
TLC*MKI		.029 (.053)	
CVO*MKI		.022 (.053)	
OVW*OCO			.008 (.051)
ACR*OCO			-.084 (.062)
TLC*OCO			.125 (.065)
CVO*OCO			-.014 (.051)
Firm Age	-.010 (.084)	-.010 (.085)	.007 (.084)
Firm Size	.021 (.084)	.026 (084)	.028 (.084)
Adjusted R^2	.512	.511	.513
Maximum VIF	2.456	4.017	3.843

***p<.01, **p<.05, *p<.10, Beta coefficients with standard error in parenthesis

Table 16 shows the last additional tests that the antecedents of strategic cost management effect on strategic cost management. Furthermore, in Table 16 also presents the results of modern knowledge integration and organizational change orientation as moderating effects on the relationship between antecedents of strategic cost management and strategic cost management.

The findings in Table 16 shows that organizational vision for wealth has a positive significant effect on strategic cost management (β_{306} = 0.279, p<0.01), accountant competency readiness has a positive significant effect on strategic cost management (β_{307} = 0.210, p<0.05), technology learning competency has a positive significant effect on strategic cost management (β_{308} = 0.180, p<0.05), and competitive volatility has a positive significant effect on strategic cost management (β_{309} = 0.228, p<0.01). These findings confirm that the view of organizational vision for wealth, accountant competency readiness, technology learning competency and competitive volatility will emphasize on strategic cost management.

In testing, the moderating effects of indicate that modern knowledge integration has no a positive significant effect on the relationship between organizational vision for wealth and strategic cost management (β_{317} = 0.014, p>0.10), accountant competency readiness and strategic cost management (β_{318} = -0.049, p>0.10), technology learning competency and strategic cost management (β_{319} = 0.029, p>0.10), and competitive volatility and strategic cost management (β_{320}=0.022, p>0.10), Moreover, the findings show that organizational change orientation has no a positive significant effect on the relationships between organizational vision for wealth and strategic cost management (β_{328} = 0.008, p>0.10), accountant competency readiness and strategic cost management (β_{329} = -0.084, p>0.10), technology learning competency and strategic cost management (β_{330} = 0.125, p>0.10), competitive volatility and strategic cost management (β_{331}=-0.014, p>0.10). These results support that modern knowledge integration and organizational change orientation have no effect on the relationships between antecedents of strategic cost management and strategic cost management.

CHAPTER V

CONCLUSION

This research concentrates on investigating the influences of strategic cost management on goal achievement of food businesses in Thailand. Moreover, the effects of strategic cost management on operational excellence outstanding, decision making advantage and valuable information specialization are investigated. Additionally, best accounting system and dynamic accounting knowledge are assumed as moderators of strategic cost management and operational excellence outstanding, decision making advantage, and valuable information specialization. Also, best environmental learning and continuous organizational adaptation are proposed to be a moderator of operational excellence outstanding, decision making advantage, and valuable information specialization and goal achievement. Finally, an organizational vision for wealth, accounting competency readiness, technology learning competency and competitive volatility are assumed to become the antecedents of strategic cost management. Besides, modern knowledge integration and organizational change orientation are a moderator of the relationship between organizational vision for wealth, accounting competency readiness, technology learning competency, competitive volatility and strategic cost management.

The key research question of this research is how strategic cost management has an impact on goal achievement. Furthermore, the specific research questions are as follows: (1) How does each dimension of strategic cost management affect operational excellence outstanding, decision making advantage, and value information specialization? (2) How do operational excellence outstanding, decision making advantage and valuable information specialization affect goal achievement? (3) How do organizational vision for wealth, accountant competency readiness, technology learning capability and competitive volatility have an influence on strategic cost management? (4) How do best accounting system and dynamic accounting knowledge moderate the relationships among strategic cost management, operational excellence outstanding, decision making advantage and valuable information specialization? (5) How do operational excellence outstanding, decision making advantage and valuable

information specialization affect goal achievement through best environmental learning and continuous organizational adaptation as a moderator?, and (6) How do organizational vision for wealth, accountant competency readiness, technology learning competency and competitive volatility have an influence on strategic cost management via moderating effects of modern knowledge integration and organizational change orientation?

In this research, transaction cost theory, contingency theory and dynamic capability theory are applied to establish hypotheses linking each construct in this research. Transaction cost theory is implemented to explain why food businesses in Thailand should recognize the importance of strategic cost management. Contingency theory gives relative consideration in terms of the factors that influence the strategic cost management accounting. Finally, dynamic capability theory focuses on the moderating effect on the relationships between corporate social and community concerns which lead corporations to adjust their business activities to meet public expectations.

This research selects food businesses in Thailand as the population which are characterized to look closely at production to maximize output for a given set of scarce inputs or minimize the cost of producing a given output (Anirban, 2011). Accounting directors or accounting managers of each firm are chosen to be key informants because they have an important direct effect on accounting practices moreover, they are well suited to provide the details of strategic cost management in each firm. The sample of this research is chosen from the database online at the Department of Businesses Development, Ministry of Commerce Thailand. The appropriated sample of 1,691 firms is selected for data collection. Finally the valid mail is 1,488 surveys, from which 301 responses are returned but only 298 are usable. The effective response rate was approximately 20.03 percent.

The results show that value-added activity utilization, customer service cost implementation, competitor cost efficiency analysis, and resource usage quality assessment has a significant positive effect on operational excellence, decision making advantage, and valuable information specialization. Moreover, operational excellence outstanding, decision making advantage, and valuable information specialization have a strongly positive effect on goal achievement. Ultimately, organizational vision for

wealth, accountant competency readiness, technology learning competency and competitive volatility positively relate to five dimensions of strategic cost management.

Regarding the moderating effect examination, the findings indicate that best accounting system positively moderates the relationships between value-added activity utilization and valuable information specialization. Additionally, dynamic accounting knowledge positively moderates the relationships between value-added activity utilization and operational excellence outstanding and it also improves the relationships between value-added activity utilization and decision making advantage. Besides, best environmental learning moderates the operational excellence outstanding and will have more positive effect on goal achievement. Furthermore, the interaction between best environment learning and continuous organizational adaptation has a positive effect on goal achievement. As earlier described, the summary of all research questions and results is included in Table 17 and also in Figure 14.

Table 17: Summary of Results in All Hypotheses Testing

Research Questions	Hypothesis	Results	Conclusion
(1) How does each dimension of strategic cost management affect operational excellence outstanding, decision making advantage, and value information specialization?	Hypotheses 1a-c, Hypotheses 2a-c, Hypotheses 3a-c, Hypotheses 4a-c, and Hypotheses 5a-c	Value-added activity utilization, customer service cost utilization, competitor cost efficiency analysis and resource usage quality assessment have a significant positive effect on operational excellence outstanding decision making advantage, valuable information specialization.	Partially supported

Table 17: Summary of Results in All Hypotheses Testing (Continued)

Research Questions	Hypothesis	Results	Conclusion
(2) How do operational excellence outstanding, decision making advantage and valuable information specialization affect goal achievement?	Hypotheses 6a-b, Hypotheses 7a-b, and Hypotheses 8	Operational excellence outstanding, decision making advantage and valuable information specialization have a strongly positive on goal achievement.	supported
(3) How do organizational vision for wealth, accountant competency readiness, technology learning capability and competitive volatility have an influence on strategic cost management?	Hypothesis 9a-e, Hypothesis 10a-e, Hypothesis 11a-e, and Hypothesis 12a-e	Organizational vision for wealth, accountant competency readiness, technology learning competency and competitive volatility has a positive relate to five dimensions of strategic cost management.	Partially supported
(4) How do best accounting system and dynamic accounting knowledge moderate the relationships among strategic cost management, operational excellence outstanding, decision making advantage and valuable information specialization?	Hypothesis 13a-c, Hypothesis 14a-c, Hypothesis 15a-c, Hypothesis 16a-c, Hypothesis 17a-c, Hypothesis 18a-c, Hypothesis 19a-c, Hypothesis 20a-c, Hypothesis 21a-c, and Hypothesis 22a-c	Best accounting system and dynamic accounting knowledge moderate effect on the relationships between value-added activity utilization and operational excellence and decision making advantage.	Partially Supported

Table 17: Summary of Results in All Hypotheses Testing (Continued)

Research Questions	Hypothesis	Results	Conclusion
(5) How do operational excellence outstanding, decision making advantage and valuable information specialization affect goal achievement through best environmental learning and continuous organizational adaptation as a moderator?	Hypotheses23, Hypotheses24, Hypotheses25, Hypotheses26, Hypotheses27, and Hypotheses 28	Best environmental learning and continuous organizational adaptation have a positively moderates on the relationship between valuable information specialization and goal achievement.	Partially Supported
(6) How do organizational vision for wealth, accountant competency readiness, technology learning capability and competitive volatility have an influence on strategic cost management via moderating effects of modern knowledge integration and organizational change orientation?	Hypotheses29a-e, Hypotheses30a-e, Hypotheses31a-e, Hypotheses32a-e, Hypotheses33a-e, Hypotheses34a-e, Hypotheses35a-e, and Hypotheses36 a-e	There is no moderating effect of modern knowledge integration and organizational change orientation on the relationships between organizational vision for wealth, accountant competency readiness, technology learning competency and competitive volatility and dimensions of strategic cost management.	Not supported

Contributions

This research contributes significantly toward understanding how strategic cost management for food businesses in Thailand enhance operational excellence outstanding, decision making advantage and valuable information specialization that lead firm to goal achievement in the environment change of global business. Regarded as the conceptual model, this research provides the theoretical and managerial contributions.

Theoretical Contribution

This research insight provides a clearer understanding of the relationships between strategic cost management and goal achievement of food businesses in Thailand that have a crucial expanding on previous knowledge and relevant strategic cost management literature. There are three principle theoretical frameworks in this research, including transaction cost theory, contingency theory, and dynamic capability theory

Transaction cost theory, which is used to explain in the context of strategic cost management and its consequences. The findings from this research suggest that strategic cost management related to operational excellence outstanding, decision making advantage, and valuable information specialization that lead to goal achievement. Specially, competitor cost efficiency and resource usage quality assessment that are internal and external cost to consider in decision making. This research also provides the evidence that strategic cost management takes into account not only confine its concerns and objectives only to cost, but also improve operational excellence outstanding, decision making advantage and valuable information specialization and lead to achieve the objective of firm. Therefore, the results support for the transaction cost theory describes the importance of successful strategic cost management relative to the goal achievement in food businesses in Thailand. Besides, contingency theory applied to explain the antecedents of strategic cost management. According to the research, the antecedents (organizational vision for wealth, accountant competency readiness, technology learning competency and competitive volatility) have affect on each dimensions of strategic cost management. Therefore, the results from this research supports contingency theory that declares strategic cost management were considered as

tools for implementation of organizational strategy that performance improvement is a function of alignment between cost-system functionality and firm's operating environment. Also, best accounting system, dynamic accounting knowledge, best environmental learning and continuous organizational adaptation that can improve response speed, effectiveness, and efficiency with respect to dealing with environmental changes can moderate the relationship among strategic cost management, operational excellence outstanding, decision making advantage, valuable information specialization and goal achievement are conformed to dynamic capability is a learned and stable pattern of collective activity, through which organizations systematically generate and modify their operating routines to enhance their effectiveness.

Managerial Contribution

Results of this research reveal that strategic cost management to provide for goal achievement. This research helps managers identify and justify key components of strategic cost management that may support the achievement of the firm's goal. Accounting managers should effectively manage and exploit the components of strategic cost management within an organization by concentrating on cost allocation effectiveness evaluation, value-added activity utilization, customer service cost implementation, competitor cost efficiency analysis and resource usage quality assessment, to achieve positive long-term business results. Strategic cost management implication improves operational excellence outstanding, decision making advantage and valuable information specialization leading to goal achievement as it is an operations management tool. Thus, firms should adopt strategic cost management to gain competitive advantage in order to achieve goals. These firms may apply more emphasis to strategic cost management adoption as a function of the fit between the changing business environment and its corresponding accounting concept followed by the contingency concept.

Moreover, with regard to the results of antecedents of strategic cost management, these indicate that strategic cost management can be established from organizational vision for wealth, accountant competency readiness, technology learning competency and competitive volatility. Therefore, the finding suggests that organizational vision should focus on strategic management techniques that lead to

goals achievement. Besides, firms should concentrate on supporting accountants to learn, train and develop accounting and other competencies in order to improve skills, abilities, and accounting experience. Additionally, firms should be devoted to technology and innovation investment including integration of skill and technology usage that continuously increases the ability of operations. Finally, firms should consider competitive situations that lead to the application of the optimal strategies within organizations in order to survival in the future.

Limitations and Future Research Directions

Although, this research attempts to provide a meaningful conceptualization and measure of strategic cost management, the research still has some limitations. However, the limitation leads to opportunities for future research.

Limitations

This research has some limitations about which one should be concerned. The population of this research is scoped as only food businesses firms. Thus, the generalizability of the findings is limited to only explain a private sector. These findings may have been varied if a broader range of companies had been selected. Hence, the results of this research may be narrow as lacking generalization concept of both other industries and countries. Moreover, limitation of the period time, the data collection procedure is relatively short which the process and follow-up method only took approximately a month. Further, the time for collecting data affects the response rate in this research. If this research has waited for more responses, there are limitation concerns response rate may affect analysis in particularly the power of statistically test.

Future Research Directions

In this research, a major contribution is identifying the antecedent and consequences of strategic cost management. Accordingly, the results of this research is concerned about some of the research hypotheses that are not statistically significant and also the directions of negative effects such as the six moderating effects which are mostly not significant. Hence, future research should attempt to study other potential

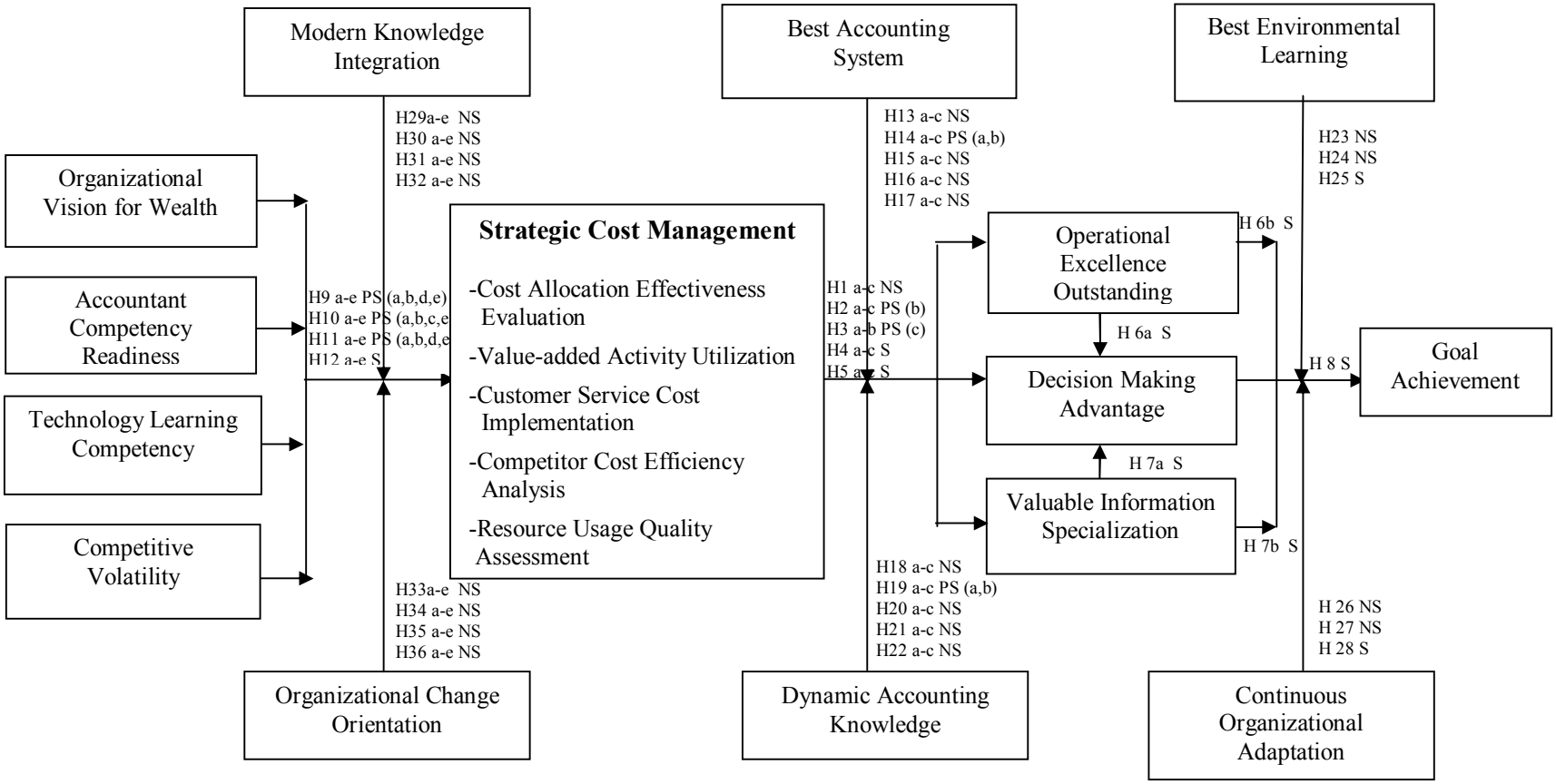
moderating variables. As a result, future research may consider seeking organizational factors as the mediating effect to study the relationship between strategic cost management and goal achievement and needs to re-investigate the research hypotheses that are not statistically significant.

In addition, the results show that best accounting system and dynamic accounting knowledge have a positive effect on operational excellence outstanding, decision making advantage and valuable information advantage. Also, continuous organizational adaptation has a direct effect on goal achievement. Clearly, future research needs to investigate best accounting system, dynamic accounting knowledge and continuous organizational adaptation as independent variables. It is very interesting for future research.

Furthermore, this research uses only questionnaires for collecting data. Thus, future research may develop other methods which may be applied in the future such as in-depth interviews, case studies in order to fully understanding of this construct measurement and confirm all relationships of this model. Finally, the result of this research is derived from one sample industry in Thailand. Thus, future research may be collecting data from different groups of the sample and /or comparative population in order to verify the ability to generalize of the research and increase reliability.

The summary of results in all hypotheses testing is depicted in Figure 14 as following.

Figure 14: Model Summary of the Results in All Hypotheses Testing



Note: S = Hypothesis is supported, PS = Hypothesis is partially supported and supported hypotheses are shown in parentheses, and NS = Hypothesis is not supported

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APPENDICES

APPENDIX A

The Original Items

Original Items in Scales

Constructs	Items
Cost Allocation Effectiveness Evaluation (CAE)	
CAE1	Firm believes in the accuracy of cost allocation that allows businesses to calculate products and service cost more effectively.
CAE2	Firm emphasizes to find the ways and methods of cost allocation that is accuracy, clear and appropriate to operation of the business.
CAE3	Firm often commits that cost allocation reflects the appropriation of usage and cost resources.
CAE4	Firm engrosses to develop cost allocation systems and criterion clearly that can implement practice more effectively.
Value-added Activity Utilization (VAU)	
VAU1	Firm believes that the analysis of value-added activity and non value-added activity helps firm gain better results on purpose.
VAU2	Firm emphasizes that the application of value-added activity with full potential and capacity exists in order to effectively increase performance.
VAU3	Firm concentrates on reducing and eliminating non value-added activity in operation of business that continuously provides a reduction in expenses and cost of operation.
VAU4	Firm commit in financial activity integration in order for worthy use of resources and equipment.
Customer Service Cost Implementation (CSC)	
CSC1	Firm believes that cost and expense information to service each customer can helps firms plan operations more effectively.
CSC2	Firm emphasizes that establishing of cost and expense information system relates each customer in order to determine the way, policies and procedures for customer with increasing effectiveness.
CSC3	Firm concentrates on making financial reporting for main customers, major customers and individual customer in order to demonstrate the value and benefits as received.
CSC4	Firm commits to application of information system to continuous analysis of the return on customer with a systematic and concrete.
Competitor Cost Efficiency Analysis (CCE)	
CCE1	Firm believes that the education and understanding about potential and ability in operations includes expenses of competitor that can help firms to increase achievement.
CCE2	Firm emphasizes resource usage analysis and research, cost management including revenue management of competitor all dimension to effectively provide information for more operations.
CCE3	Firm emphasizes on benchmarking of management cost between business and competitor for stimulating personnel to create procedures in management in order to competitive advantage and outstanding.
CCE4	Firm concentrates on learning and understanding about competitor's management both in the present and future in order to establish the ways and procedures with more effectiveness.

Constructs	Items
Resource Usage Quality Assessment (RUQ)	
RUQ1	Firm believes that good resource usage planning can effect and maximize benefit on operations.
RUQ2	Firm emphasizes resource management with systematic and concrete ways to make good effects in the short term and long term.
RUQ3	Firm concentrates on integration of all resource management systems that lead to link information for decision making with increasing efficiency.
RUQ4	Firm commits to analysis of potential and ability for resource management in arrangement, usage and maintenance in order to maximize usefulness of operations.
Operational excellence Outstanding (OEO)	
OEO1	Firm has management in accordance with goals achievement and prominent than competitors in the same industry.
OEO2	Firm has been recognized by all related personnel as a firm with concentration and emphasis to continuous development.
OEO3	Firm has potential and ability to operate in organizations with excellence and is different from competitors.
OEO4	Firm has information systems to operate with a concrete systematic that lead to enhance accuracy, trustworthiness of information, and it will bring increase success to operation.
Decision Making Advantage (DMA)	
DMA1	Firm decides all issues with effectively and efficiently.
DMA2	Firm has information for decisions in all activities better than competitors and continuous success.
DMA3	Firm has judgment and considers systems in all issues that are important for business operations effectively and efficiently to success in operations.
DMA4	Firm chose to operate in all activities with effectiveness and consistency with the organization' goals and procedures for operations as well.
Valuable Information Specialization (VIS)	
VIS1	Firm has information for decision making through systematic and concrete, valuable and continuous quality.
VIS2	Firm has a database for efficient decision making in every function.
VIS3	Firm can immediately use information for decision making and timeliness.
VIS4	Firm can integrate both financial information and non financial information in order for efficient operations.
Goal Achievement (GAC)	
GAC1	Firm can achieve the operational goals and objectives of the organization as well.
GAC2	Firm's continuously increasing performance continuously with a systematic and concrete.
GAC3	Firm receives acceptance from customer, market and stakeholders as a firm sustainable in the present and future.
GAC4	Firm has a reputation for continuously professional operation and always receive credibility and trust from the stakeholder as well.

Constructs	Items
Organizational Vision for Wealth (OVW)	
OVW1	Firm believes the vision is clear that helps the firm always achieve success and wealth in operation**s.**
OVW2	Firm emphasizes clearly the direction that can manage strategies and activities that lead to goals achievement as well.
OVW3	Firm concentrates on the ways and procedures of operations under situations by maximizing effectiveness and efficiency.
OVW4	Firm always recognizes the potential and ability of the firm to manage with correct, quality and effectiveness of strategies and ways that can bring wealth to the firm.
Accountant Competency Readiness (ACR)	
ACR1	Firm believes that high potential and competence of accountants lead to fully accounting practice.
ACR2	Firm attempts to continuously train and develop accounting and other competencies of accountants leading to readiness to work in a various situations as well.
ACR3	Firm continuously emphasizes allocate resource and equipment budgets that provide increase effectiveness and efficiency in work
ACR4	Firm continuously supports accountant to learn and apply experience to work in the present under the encouragement of the firm with a systematic and concrete.
Technology Learning Competency (TLC)	
TLC1	Firm believes knowledge and understanding of technologies can allow firm to achieve goals with increase performance.
TLC2	Firm focuses on study and understanding about technology change in order to apply it more effectively.
TSC3	Firm continuously emphasizes investment in technology and innovation relates to ongoing business leading to increase ability of operations.
TSC4	Firm commits integration of skill and technology usage as the basis and guideline for operations in both the present and future.
Competitive Volatility (CVO)	
CVO1	At present, the business environment fluctuates significantly; firm aims to understand competition strategy to gain competitive advantage.
CVO2	The business environment in the present day is continually changing; firm must have proper strategies consistent with the change to maintain market share.
CVO3	The competitive situation is more complicated; firms always need to instantly modify the procedures and strategies in response to the needs of customers.
CVO4	Firms cannot analyze or predict the business environment; firms need to have variety operational strategies for survival in the future.

Constructs	Items
Modern Knowledge Integration (MKI)	
MKI1	Firm believes that modern knowledge tends to increase performance.
MKI2	Firm emphasizes continuously looking for new knowledge leads to increase operational efficiency.
MKI3	Firm concentrates on study and understanding about principles, methods and processes of modern operations in order to have systems and procedures for the best operations under present situations.
MKI4	Firm encourages all modern knowledge integration in order to increase the potential of management systems.
Organizational Change Orientation(OCO)	
OCO1	Firm believes that knowledge and understanding of change can help to achieve the goals.
OCO2	Firm emphasizes continuous adaptation and development to meet changes more effectively.
OCO3	Firm focuses on learning and understanding the uncertain situations in order to determine the way to operate procedures more efficiently.
OCO4	Firm commits to seek strategies and the way to change management that causes the organization to greater efficiency and effectiveness.
Best Accounting System (BAS)	
BAS1	Firm believes that the best accounting system help increase the efficiency of financial reports and accounting practices.
BAS2	Firm emphasizes the development of accounting systems in order to present the actual situations and performance.
BAS3	Firm concentrates on linking of accounting systems and other management systems in order to maximize systematic, concrete and efficient information integration.
BAS4	Firm continuously supports to improvement and development of accounting system in order to generate modern information with consists of concrete actual situations.
Dynamic Accounting Knowledge (DAK)	
DAK1	Firm believes best accounting knowledge can help as the basis for more efficient accounting practices.
DAK2	Firm emphasizes to learning and understanding of modern accounting standards so that it can apply them more efficiently.
DAK3	Firm continuously focuses on learning and understanding of employees about accounting issues in order to attain more efficient accounting practices.
DAK4	Firm commits allocation of resource for training and understanding of modern accounting so that the applications are efficient.

Constructs	Items
Best Environment Learning (BEL)	
BEL1	Firm believes understanding and learning about the environment as well to enhance the firm to achieve success easily.
BEL2	Firm emphasizes study and understanding about environment and operation in order to establish more efficient procedures.
BEL3	Firm focuses on analysis about environments that affect operations of a firm to set the way for quality management.
BEL4	Firm commits to classify factors and environments that occur in operations leading to maximize efficiency.
Continuous Organizational Adaptation (COA)	
COA1	Firm believes that organizational adaption can survive currently and in the future.
COA2	Firm emphasizes development of skills and adaptation for survival and sustainability in both the short and long-term.
COA3	Firm focuses on understanding about the importance of organizational adaptation to enhance success.
COA4	Firm commits to force employees to have competency and ability for continuous adaptation that can help to increase performance.

APPENDIX B

Non-Response Bias Tests

Table : 1B Non-Response Bias Tests

Comparison	n	t-value	P-value
Business capital registered:			
• Fist Group	149	-1.484	0.187
• Second Group	149		
Total assets of the firm at present:			
• Fist Group	149	0.236	0.120
• Second Group	149		
The period of time in operating business:			
• Fist Group	149	0.929	0.113
• Second Group	149		
Average sales revenue per year:			
• Fist Group	149	0.685	0.938
• Second Group	149		

APPENDIX C

Respondent Characteristics

Table 1C: Demographic Characteristics of Respondents

Descriptions	Categories	Frequencies	Percent (%)
Gender	Male	98	32.89
	Female	200	67.11
Total		**298**	**100.00**
Age	Less than 30 years old	21	7.05
	30-40 years old	132	44.30
	41-50 years old	99	33.22
	More than 50 years old	46	15.43
Total		**298**	**100.00**
Marital Status	Single	110	36.91
	Married	180	60.40
	Divorced	8	2.69
Total		**298**	**100.00**
Education Level	Bachelor's degree or less than	162	54.36
	Higher than Bachelor's degree	136	45.64
Total		**298**	**100.00**
Working Experiences	Less than 10 years	60	20.13
	10-15 years	97	32.55
	15-20 years	57	19.13
	More than 20 years	84	28.19
Total		**298**	**100.00**

Table 1C: Demographic Characteristics of Respondents (Continued)

Descriptions	Categories	Frequencies	Percent (%)
Average Incomes Per Month	Less than 50,000 Baht	129	43.28
	50,000-70,000 Baht	80	26.85
	70,001-90,000 Baht	27	9.06
	More than 90,000 Baht	62	20.81
Total		**298**	**100.00**
Current Position	Accounting Director	169	56.71
	Accounting manager	47	15.78
	Others	82	27.51
Total		**298**	**100.00**

APPENDIX D

Food Businesses Characteristics

Table 1D: Demographic Characteristics of Food Businesses in Thailand

Descriptions	Categories	Frequencies	Percent (%)
Business Owner Types	Company limited	272	91.27
	Partnership	26	8.73
	Total	**298**	**100.00**
Type of products	Meat products	36	12.08
	Plant Products	85	28.52
	Milk and dairy products	24	8.05
	Food Flavor	21	7.04
	Fish and seafood products	46	15.43
	Drink and beverages	32	10.74
	Others (Specify)	54	18.12
	Total	**298**	**100.00**
Registered business capital	Less than 25,000,000 Bath	100	33.56
	25,000,000-50,000,000 Bath	63	21.14
	50,000,001-100,000,000 Bath	63	21.14
	More than 100,000,000 Bath	72	24.16
	Total	**298**	**100.00**
Total assets	Less than 50,000,000 Bath	93	31.21
	50,000,000-100,000,000 Bath	68	22.82
	100,000,001-200,000,000 Bath	44	14.76
	More than 200,000,000 Bath	93	31.21
	Total	**298**	**100.00**
Number of employees	Less than 50 persons	94	31.54
	50-100 persons	44	14.76
	101-150 persons	52	17.45
	More than 150 persons	108	36.25
	Total	**298**	**100.00**

Table 1D: Demographic Characteristics of Food Businesses in Thailand (Continued)

Descriptions	Categories	Frequencies	Percent (%)
The period of time operating in business	Less than 5 years	32	10.74
	5-10 years	54	18.12
	11-15 years	49	16.44
	More than 15 years	163	54.70
	Total	**298**	**100.00**
Firm's average revenues per year	Less than 25,000,000 Bath	52	17.45
	25,000,000-50,000,000 Bath	51	17.12
	50,000,001-100,000,000 Bath	36	12.08
	More than 100,000,000 Bath	159	53.35
	Total	**298**	**100.00**

APPENDIX E

Item Factor Loadings and Reliability Analyses in Pre-Test

Table 1E: Item Factor Loadings and Reliability Analyses in Sample

Constructs	Items	Factor Loadings	Reliability (Alpha)
Cost Allocation Effectiveness Evaluation (CAE)	CAE1	.794	.887
	CAE2	.860	
	CAE3	.884	
	CAE4	.934	
Value-added Activity Utilization (VAU)	VAU1	.810	.884
	VAU2	.935	
	VAU3	.933	
	VAU4	.763	
Customer Service Cost Implementation (CSC)	CSC1	.658	.768
	CSC2	.841	
	CSC3	.803	
	CSC4	.833	
Competitor Cost Efficiency Analysis (CCE)	CCE1	.755	.809
	CCE2	.881	
	CCE3	.830	
	CCE4	.821	
Resource Usage Quality Assessment (RUQ)	RUQ1	.622	.839
	RUQ2	.838	
	RUQ3	.917	
	RUQ4	.873	
Operational Excellence Outstanding (OEO)	OEO1	.822	.820
	OEO2	.806	
	OEO3	.843	
	OEO4	.763	
Decision Making Advantage (DMA)	DMA1	.899	.925
	DMA2	.879	
	DMA3	.952	
	DMA4	.885	
Valuable Information Specialization (VIS)	VIS1	.897	.912
	VIS2	.941	
	VIS3	.874	
	VIS4	.848	
Goal Achievement (GAC)	GAC1	.858	.882
	GAC2	.917	
	GAC3	.732	
	GAC4	.937	
Organizational Vision for Wealth (OVW)	OVW1	.876	.915
	OVW2	.931	
	OVW3	.878	
	OVW4	.900	

Table 1E: Item Factor Loadings and Reliability Analyses in Sample (Continued)

Constructs	Items	Factor Loadings	Reliability (Alpha)
Accountant Competency Readiness (ACR)	ACR1	.799	.833
	ACR2	.827	
	ACR3	.834	
	ACR4	.814	
Technology Learning Competency (TLC)	TLC1	.759	.892
	TLC2	.890	
	TLC3	.908	
	TLC4	.918	
Competitive Volatility (CVO)	CVO1	.902	.928
	CVO2	.939	
	CVO3	.931	
	CVO4	.875	
Modern Knowledge Integration (MKI)	MKI1	.653	.828
	MKI2	.886	
	MKI3	.924	
	MKI4	.753	
Organizational Change Orientation (OCO)	OCO1	.794	.841
	OCO2	.843	
	OCO3	.811	
	OCO4	.848	
Best Accounting System (BAS)	BAS1	.705	.879
	BAS2	.945	
	BAS3	.896	
	BAS4	.871	
Dynamic Accounting Knowledge (DAK)	DAK1	.868	.926
	DAK2	.957	
	DAK3	.929	
	DAK4	.870	
Best Environmental Learning (BEL)	BEL1	.808	.905
	BEL2	.903	
	BEL3	.914	
	BEL4	.900	
Continuous Organizational Adaptation (COA)	COA1	.886	.941
	COA2	.942	
	COA3	.964	
	COA4	.914	

APPENDIX F

Cover Letter and Questionnaire (English Version)

Questionnaire to the Ph. D. Dissertation Research
"Strategic Cost Management and Goal Achievement: Evidence from food Businesses in Thailand"

Dear Sir,

This research is a part of doctoral dissertation of Ms.Chairung Chaikambang at the Mahasarakham Business School, Mahasarakham University, Thailand. The objective of this research is to examine the operation of food businesses in Thailand. The questionnaire is divided into 7 parts

Part 1: Personal information about accounting director or accounting manager of food businesses in Thailand,
Part 2: General information about food businesses in Thailand,
Part 3: Opinion on strategic cost management of food businesses in Thailand,
Part 4: Opinion on business outcomes of food businesses in Thailand,
Part 5: Opinion on internal environmental operation of food businesses in Thailand,
Part 6: Opinion on external environmental operation of food businesses in Thailand and
Part 7: Recommendations and suggestions in the operation of food businesses in Thailand.

Your answer will be kept as confidentiality and your information will not be shared with any outsider party without your permission.

If you want a summary of this research, please indicate your E-mail address or attach your business card with this questionnaire. The summary will be mailed to you as soon as the analysis is completed.

Thank you for your time answering all the questions. I have no doubt that your answer will provide valuable information for academic advancement. If you have any questions with respect to this research, please contact me directly.

Sincerely yours,

(Chairung Chaikambang)
Ph. D. Student
Mahasarakham Business School
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Part 1 Personal information of chief executive officer of food businesses in Thailand

1. Gender
   - ❑ Male
   - ❑ Female

2. Age
   - ❑ Less than 30 years old
   - ❑ 30 – 40 years old
   - ❑ 41-50 years old
   - ❑ More than 50 years old

3. Marital status
   - ❑ Single
   - ❑ Married
   - ❑ Divorced

4. Level of education
   - ❑ Bachelor's degree or lower
   - ❑ Higher than undergraduate

5. Working experiences
   - ❑ Less than 10 years
   - ❑ 10- 15 years
   - ❑ 16 – 20 years
   - ❑ More than 20 years

6. Average incomes per month
   - ❑ Less than 50,000 Baht
   - ❑ 50,000 – 70,000 Baht
   - ❑ 70,001-90,000 Baht
   - ❑ More than 90,000 Baht

7. Current position
   - ❑ Accounting director
   - ❑ Accounting manager
   - ❑ Other (Please Specify)……

Part 2 General information of food businesses in Thailand

1. Business owner type

❑ Company limited ❑ Partnership

2. Type of products

❑ Meat products ❑ Plant products

❑ Milk and dairy products ❑ Food flavoring

❑ Fish and seafood products ❑ Drink and beverages

❑ Others (specify)……..

3. Registered business capital

❑ Less than 25,000,000 Baht ❑ 25,000,000 – 50,000,000 Baht

❑ 50,000,001 – 100,000,000 Baht ❑ More than 100,000,000 Baht

4. Total assets of the firm at present

❑ Less than 50,000,000 Baht ❑ 50,000,000 - 100,000,000 Baht

❑ 100,000,001 - 200,000,000 Baht ❑ More than 200,000,000 Baht

5. Number of employees

❑ Less than 50 persons ❑ 50 -100 persons

❑ 101 – 150 persons ❑ More than 150 persons

6. The period of time operating in business

❑ Less than 5 years ❑ 5 - 10 years

❑ 11 – 15 years ❑ More than 15 years

7. Average sales revenues per year

❑ Less than 10,000,000 Baht ❑ 10,000,001 – 30,000,000 Baht

❑ 30,000,001 – 50,000,000 Baht ❑ More than 50,000,000 Baht

Part 3 Opinion in operation of food businesses in Thailand

Strategic cost management	Opinion Levels				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Cost Allocation Effectiveness Evaluation 1. Firm believes in the accuracy of cost allocation that allows businesses to calculate products and service cost more effectively.	5	4	3	2	1
2. Firm emphasizes to find the ways and methods of cost allocation for accuracy, clear and appropriate to operation of the business	5	4	3	2	1
3. Firm often commits that cost allocation reflects the appropriation of usage and cost resources.	5	4	3	2	1
4. Firm engrosses to develop cost allocation systems and criterion clearly that can implement practice more effectively.	5	4	3	2	1
Value-added Activity Utilization 5. Firm believes that the analysis of value-added activity and non value-added activity helps firm gain better results on purpose.	5	4	3	2	1
6. Firm emphasizes that the application of value-added activity with full potential and capacity exists in order to effectively increase performance.	5	4	3	2	1
7. Firm concentrates on reducing and eliminating non value-added activity in operation of business that continuously provides a reduction in expenses and cost of operation.	5	4	3	2	1

Part 3 Opinion in operation of food businesses in Thailand (Continued)

Operation	Opinion Levels				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
8. Firm commit in financial activity integration in order for worthy use of resources and equipment.	5	4	3	2	1
Customer Service Cost Implementation 9. Firm believes that cost and expense information to service each customer can helps firms plan operations more effectively.	5	4	3	2	1
10. Firm emphasizes that establishing of cost and expense information system relates each customer in order to determine the way, policies and procedures for customer with increasing effectiveness.	5	4	3	2	1
11. Firm concentrates on making financial reporting for main customers, major customers and individual customer in order to demonstrate the value and benefits as received.	5	4	3	2	1
12. Firm commits to application of information system to simplify continuous analysis of the return on customer with a concrete system.	5	4	3	2	1
Competitor cost analysis effective 13. Firm believes that the education and understanding about potential and ability in operations includes expenses of competitor that can help firms to increase achievement.	5	4	3	2	1

Part 3 Opinion in operation of food businesses in Thailand (Continued)

Operation	Opinion Levels				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
14. Firm emphasizes resource usage analysis, cost management including revenue management of competitor all dimension to effectively provide information for more operations.	5	4	3	2	1
15. Firm emphasizes on benchmarking of management cost between business and competitor for stimulating personnel to create procedures in management in order to competitive advantage and outstanding.	5	4	3	2	1
16. Firm concentrates on learning and understanding about competitor's management both in the present and future in order to establish the ways and procedures with more effectiveness.	5	4	3	2	1
Resource usage quality assessment 17. Firm believes that good resource usage planning can effect and maximize benefit on operations.	5	4	3	2	1
18. Firm emphasizes resource management with systematic and concrete ways to make good effects in the short term and long term.	5	4	3	2	1
19. Firm concentrates on integration of all resource management systems that lead to link information for decision making with increasing efficiency.	5	4	3	2	1
20. Firm commits to analysis of potential and ability for resource management in arrangement, usage and maintenance in order to maximize usefulness of operations.	5	4	3	2	1

Part 4 Opinion in business outcomes of food businesses in Thailand

Business Outcomes	Opinion Levels				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	5	4	3	2	1
Operational excellence outstanding 1. Firm has management in accordance with goals achievement and prominent than competitors in the same industry.	5	4	3	2	1
2. Firm has been recognize by all related personnel as a firm with concentration and emphasis to continuous development.	5	4	3	2	1
3. Firm has potential and ability to operate in organizations with excellence and is different from competitors.	5	4	3	2	1
4. Firm has information systems to operate with a concrete systematic that lead to enhance accuracy, trustworthiness of information, and it will bring increase success to operation. .	5	4	3	2	1
Decision making advantage 5. Firm decides all issues with effectively and efficiently.	5	4	3	2	1
6. Firm has information for decisions in all activities better than competitors and continuous success.	5	4	3	2	1
7. Firm has judgment and considers systems in all issues that are important for business operations effectively and efficiently to success in operations.	5	4	3	2	1

Part 4 Opinion in business outcomes of food businesses in Thailand (Continued)

Business Outcomes	Opinion Levels				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
8. Firm chose to operate in all activities with effectiveness and consistency with the organization' goals and procedures for operations as well.	5	4	3	2	1
Valuable information specialization 9. Firm has information for decision making through systematic and concrete, valuable and continuous quality.	5	4	3	2	1
10. Firm has a database for efficient decision making in every function.	5	4	3	2	1
11. Firm can immediately use information for decision making and timeliness.	5	4	3	2	1
12. Firm can integrate both financial information and non financial information in order for efficient operations.	5	4	3	2	1
Goal achievement 13. Firm can achieve the operational goals and objectives of the organization as well.	5	4	3	2	1
14. Firm's continuously increasing performance continuously with a systematic and concrete.	5	4	3	2	1
15. Firm receives acceptance from customer, market and stakeholders as a firm sustainable in the present and future.	5	4	3	2	1
16. Firm has a reputation for continuously professional operation and always receive credibility and trust from the stakeholder as well.	5	4	3	2	1

Part 4 Opinion in business outcomes of food businesses in Thailand (Continued)

Business Outcomes	Opinion Levels				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Organizational vision for wealth 1. Firm believes the vision is clear that helps the firm always achieve success and wealth in operation**s.**	5	4	3	2	1
2. Firm emphasizes clearly the direction that can manage strategies and activities that lead to goals achievement as well.	5	4	3	2	1
3. Firm concentrates on the ways and procedures of operations under situations by maximizing effectiveness and efficiency.	5	4	3	2	1
4. Firm always recognizes the potential and ability of the firm to manage with correct, quality and effectiveness of strategies and ways that can bring wealth to the firm.	5	4	3	2	1
Accountant competency readiness 5. Firm believes that high potential and competence of accountants lead to fully accounting practice.	5	4	3	2	1
6. Firm attempts to continuously train and develop accounting and other competencies of accountants leading to readiness to work in a various situations as well.	5	4	3	2	1
7. Firm continuously emphasizes allocate resource and equipment budgets that provide increase effectiveness and efficiency in work.	5	4	3	2	1
8. Firm continuously supports accountant to learn and apply experience to work in the present under the encouragement of the firm with a systematic and concrete.	5	4	3	2	1

Part 4 Opinion in business outcomes of food businesses in Thailand (Continued)

Business Outcomes	Opinion Levels				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Technology learning competency 9. Firm believes knowledge and understanding of technologies can allow firm to achieve goals with increase performance.	5	4	3	2	1
10. Firm focuses on study and understanding about technology change in order to apply it more effectively.	5	4	3	2	1
11. Firm continuously emphasizes investment in technology and innovation relates to ongoing business leading to increase ability of operations.	5	4	3	2	1
12. Firm commits integration of skill and technology usage as the basis and guideline for operations in both the present and future.	5	4	3	2	1

Part 5 Opinion on internal environmental operation of food businesses in Thailand

Internal Environmental Operation	Opinion Levels				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Modern knowledge integration 13. Firm believes that modern knowledge tends to increase performance.	5	4	3	2	1
14. Firm emphasizes continuously looking for new knowledge leads to increase operational efficiency.	5	4	3	2	1

Part 5 Opinion in internal environmental operation of food businesses in Thailand (Continued)

Internal Environmental Operation	Opinion Levels				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	5	4	3	2	1
15. Firm concentrates on study and understanding about principles, methods and processes of modern operations in order to have systems and procedures for the best operations under present situations.	5	4	3	2	1
16. Firm encourages all modern knowledge integration in order to increase the potential of management systems.	5	4	3	2	1
Organization change orientation 17. Firm believes that knowledge and understanding of change can help to achieve the goals.	5	4	3	2	1
18. Firm emphasizes continuous adaptation and development to meet changes more effectively.	5	4	3	2	1
19. Firm focuses on learning and understanding the uncertain situations in order to determine the way to operate procedures more efficiently.	5	4	3	2	1
20. Firm commits to seek strategies and the way to change management that causes the organization to greater efficiency and effectiveness.	5	4	3	2	1
Best accounting system 21. Firm believes that the best accounting system help increase the efficiency of financial reports and accounting practices.	5	4	3	2	1
22. Firm emphasizes the development of accounting systems in order to present the actual situations and performance.	5	4	3	2	1

Part 5 Opinion in internal environmental operation of food businesses in Thailand (Continued)

External Environmental Operation	Opinion Levels				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
23. Firm concentrates on linking of accounting systems and other management systems in order to maximize systematic, concrete and efficient information integration.	5	4	3	2	1
24. Firm continuously supports to improvement and development of accounting system in order to generate modern information with consists of concrete actual situations.	5	4	3	2	1
Dynamic accounting knowledge 25. Firm believes best accounting knowledge can help as the basis for more efficient accounting practices.	5	4	3	2	1
26. Firm emphasizes to learning and understanding of modern accounting standards so that it can apply them more efficiently.	5	4	3	2	1
27. Firm continuously focuses on learning and understanding of employees about accounting issues in order to attain more efficient accounting practices.	5	4	3	2	1
28. Firm commits allocation of resource for training and understanding of modern accounting so that the applications are efficient.	5	4	3	2	1
Best environmental learning 29. Firm believes understanding and learning about the environment as well to enhance the firm to achieve success easily.	5	4	3	2	1

Part 5 Opinion in internal environmental operation of food businesses in Thailand (Continued)

External Environmental Operation	Opinion Levels				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
30. Firm emphasizes study and understanding about environment and operation in order to establish more efficient procedures.	5	4	3	2	1
31. Firm focuses on analysis about environments that affect operations of a firm to set the way for quality management.	5	4	3	2	1
32. Firm commits to classify factors and environments that occur in operations leading to maximize efficiency.	5	4	3	2	1
Continuous organizational adaptation 33. Firm believes that organizational adaption can survive currently and in the future.	5	4	3	2	1
34. Firm emphasizes development of skills and adaptation for survival and sustainability in both the short and long-term.	5	4	3	2	1
35. Firm focuses on understanding about the importance of organizational adaptation to enhance success.	5	4	3	2	1
36. Firm commits to force employees to have competency and ability for continuous adaptation that can help to increase performance.	5	4	3	2	1

Part 6 Opinion on external environmental operation of food businesses in Thailand (Continued)

External Environmental Operation	Opinion Levels				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Competitive Volatility					
1. At present, the business environment fluctuates significantly; firm aims to understand competition strategy to gain competitive advantage.	5	4	3	2	1
2. The business environment in the present day is continually changing; firm must have proper strategies consistent with the change to maintain market share.	5	4	3	2	1
3. The competitive situation is more complicated; firms always need to instantly modify the procedures and strategies in response to the needs of customers.	5	4	3	2	1
4. Firms cannot analyze or predict the business environment; firms need to have a variety operational strategy for survival in the future.	5	4	3	2	1

Part 7 Recommendations and suggestions in the operation of food businesses in Thailand.

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Thank you for your time and attention to this matter.

APPENDIX G

Cover Letters and Questionnaire: Thai Version

ที่ ศธ 0530.10/ 413

คณะการบัญชีและการจัดการ
มหาวิทยาลัยมหาสารคาม
อำเภอกันทรวิชัย จังหวัดมหาสารคาม
44150

3 เมษายน 2555

เรื่อง ขอความอนุเคราะห์กรอกแบบสอบถาม

เรียน ผู้อำนวยการฝ่ายบัญชี / ผู้จัดการฝ่ายบัญชี

ด้วย นางสาวฉายรุ่ง ไชยกำบัง นิสิตระดับปริญญาเอก คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง "การบริหารต้นทุนเชิงกลยุทธ์และการบรรลุเป้าหมาย : หลักฐานจากธุรกิจอาหารในประเทศไทย" ซึ่งเป็นส่วนหนึ่งของการทำวิทยานิพนธ์ หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) และการศึกษาในครั้งนี้ได้เน้นให้นิสิตศึกษาข้อมูลด้วยตนเอง ดังนั้น เพื่อให้การจัดทำวิทยานิพนธ์ เป็นไปด้วยความเรียบร้อยและบรรลุวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขออนุญาตให้ นางสาวฉายรุ่ง ไชยกำบัง ศึกษาและเก็บรวบรวมในรายละเอียดตามแบบสอบถามที่แนบมาพร้อมนี้

คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม หวังเป็นอย่างยิ่งว่าคงได้รับความอนุเคราะห์จากท่านในการให้ข้อมูลในครั้งนี้เป็นอย่างยิ่ง และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.ปพนกษ์ อุตสาหะวาณิชกิจ)
คณบดีคณะการบัญชีและการจัดการ
มหาวิทยาลัยมหาสารคาม

คณะการบัญชีและการจัดการ
งานบัณฑิตศึกษา โทรศัพท์ (043) 754333 ต่อ 3431

แบบสอบถามเพื่อการวิจัย
เรื่อง การบริหารต้นทุนเชิงกลยุทธ์และการบรรลุเป้าหมาย : หลักฐานจากธุรกิจอาหารในประเทศไทย

คำชี้แจง

โครงการวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาวิจัยเรื่อง “การบริหารต้นทุนเชิงกลยุทธ์และการบรรลุเป้าหมาย : หลักฐานจากธุรกิจอาหารในประเทศไทย” เพื่อใช้เป็นข้อมูลในการจัดทำวิทยานิพนธ์ในระดับปริญญาเอกของผู้วิจัย ในหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการบัญชี คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333

ข้าพเจ้าใคร่ขอความอนุเคราะห์จากท่านผู้ตอบแบบสอบถาม ได้โปรดตอบแบบสอบถามชุดนี้ โดยรายละเอียดของแบบสอบถามประกอบด้วยส่วนคำถาม 7 ตอน ดังนี้

ตอนที่ 1 ข้อมูลทั่วไปเกี่ยวกับผู้บริหารธุรกิจอาหารในประเทศไทย
ตอนที่ 2 ข้อมูลทั่วไปเกี่ยวกับธุรกิจอาหารในประเทศไทย
ตอนที่ 3 ความคิดเห็นเกี่ยวกับการบริหารต้นทุนเชิงกลยุทธ์ของธุรกิจอาหารในประเทศไทย
ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานของธุรกิจอาหารในประเทศไทย
ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่มีผลต่อการดำเนินงานของธุรกิจอาหารในประเทศไทย
ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่มีผลต่อการดำเนินงานของธุรกิจอาหารในประเทศไทย
ตอนที่ 7 ข้อคิดเห็นและข้อเสนอแนะเกี่ยวกับการบริหารจัดการของธุรกิจอาหารในประเทศไทย

คำตอบของท่านจะถูกเก็บรักษาเป็นความลับ และจะไม่มีการใช้ข้อมูลใด ๆ ที่เปิดเผยเกี่ยวกับตัวท่านในการรายงานข้อมูล รวมทั้งจะไม่มีการร่วมใช้ข้อมูลดังกล่าวกับบุคคลภายนอกอื่นใดโดยไม่ได้รับอนุญาตจากท่าน

ท่านต้องการรายงานสรุปผลการวิจัยหรือไม่

❑ ต้องการ E - mail _____ ❑ ไม่ต้องการ

หากท่านต้องการรายงานสรุปผลการวิจัย โปรดระบุ E-mail Address ของท่าน หรือแนบนามบัตรของท่านมากับแบบสอบถามชุดนี้

ผู้วิจัยขอขอบพระคุณที่ท่านได้กรุณาเสียสละเวลาในการตอบแบบสอบถามชุดนี้อย่างถูกต้องครบถ้วน และหวังเป็นอย่างยิ่งว่าข้อมูลที่ได้รับจากท่านจะเป็นประโยชน์อย่างยิ่งต่อการวิจัยในครั้งนี้ และขอขอบพระคุณอย่างสูงมา ณ โอกาสนี้ หากท่านมีข้อสงสัยประการใดเกี่ยวกับแบบสอบถาม โปรดติดต่อผู้วิจัย นางสาวฉายรุ่ง ไชยกำบัง โทรศัพท์เคลื่อนที่ 081-5455471 หรือ E – mail :chayrung@hotmail.com

(นางสาวฉายรุ่ง ไชยกำบัง)
นิสิตระดับปริญญาเอก สาขาวิชาการบัญชี
คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม

<u>ตอนที่ 1</u> ข้อมูลทั่วไปเกี่ยวกับผู้บริหารธุรกิจอาหารในประเทศไทย

1. เพศ

❑ ชาย ❑ หญิง

2. อายุ

❑ น้อยกว่า 30 ปี ❑ 30 – 40 ปี
❑ 41-50 ปี ❑ มากกว่า 50 ปี

3. สถานภาพสมรส

❑ โสด ❑ สมรส

❑ หม้าย/หย่าร้าง

4. ระดับการศึกษา

❑ ปริญญาตรีหรือต่ำกว่า ❑ สูงกว่าปริญญาตรี

5. ประสบการณ์การทำงานในกิจการ

❑ น้อยกว่า 10 ปี ❑ 10- 15 ปี
❑ 16 – 20 ปี ❑ มากกว่า 20 ปี

6. รายได้เฉลี่ยต่อเดือน

❑ ต่ำกว่า 50,000 บาท ❑ 50,000 – 70,000 บาท
❑ 70,001-90,000 บาท ❑ มากกว่า 90,000 บาท

7. ตำแหน่งงานในปัจจุบัน

❑ ผู้จัดการฝ่ายบัญชี ❑ ผู้อำนวยการฝ่ายบัญชี
❑ อื่น ๆ (โปรดระบุ).....

<u>ตอนที่ 2</u> ข้อมูลทั่วไปเกี่ยวกับธุรกิจอาหารในประเทศไทย

1. รูปแบบการประกอบธุรกิจ

❑ บริษัทจำกัด ❑ ห้างหุ้นส่วน

2. ประเภทอาหารที่จำหน่าย

❑ ผลิตภัณฑ์จากเนื้อสัตว์ ❑ ผลิตภัณฑ์จากพืช
❑ นมและผลิตภัณฑ์จากนม ❑ ผลิตภัณฑ์ปรุงแต่งรส
❑ ผลิตภัณฑ์จากปลาและอาหารทะเล ❑ เครื่องดื่ม
❑ อื่น ๆ (โปรดระบุ).....

3. จำนวนทุนในการดำเนินงาน

❑ ต่ำกว่า 25,000,000 บาท ❑ 25,000,000 – 50,000,000 บาท
❑ 50,000,001 – 100,000,000 บาท ❑ มากกว่า 100,000,000 บาท

4. มูลค่าสินทรัพย์รวมของกิจการในปัจจุบัน

❑ ต่ำกว่า 50,000,000 บาท ❑ 50,000,000 - 100,000,000 บาท
❑ 100,000,001 - 200,000,000 บาท ❑ มากกว่า 200,000,000 บาท

5. จำนวนพนักงานประจำ

❑ น้อยว่า 50 คน ❑ 51 -100 คน
❑ 101-150 คน ❑ มากกว่า 150 คน

6. ระยะเวลาในการดำเนินธุรกิจ

❑ น้อยกว่า 5 ปี ❑ 5 - 10 ปี
❑ 11 - 15 ปี ❑ มากกว่า 15 ปี

7. รายได้ของกิจการต่อปี

❑ ต่ำกว่า 10,000,000 บาท ❑ 10,000,000 – 30,000,000 บาท
❑ 30,000,001 – 50,000,000 บาท ❑ มากกว่า 50,000,000 บาท

<u>ตอนที่ 3</u> ความคิดเห็นเกี่ยวกับการบริหารต้นทุนเชิงกลยุทธ์ของธุรกิจอาหารในประเทศไทย

การบริหารต้นทุนเชิงกลยุทธ์	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
1. กิจการเชื่อมั่นว่าการปันส่วนต้นทุนที่ถูกต้อง สามารถช่วยให้กิจการมีการคำนวณต้นทุนผลิตภัณฑ์และบริการที่มีประสิทธิภาพมากยิ่งขึ้น					
2. กิจการให้ความสำคัญกับการแสวงหาแนวทางและวิธีการในการปันส่วนเพื่อให้มีความถูกต้องชัดเจน และเหมาะสมต่อการดำเนินงานของกิจการ					
3. กิจการยึดมั่นเสมอว่าการปันส่วนต้นทุนสะท้อนให้เห็นถึงการใช้ทรัพยากรและต้นทุนที่เกิดขึ้นที่มีความเหมาะสมกัน					
4. กิจการมุ่งมั่นในการพัฒนาระบบและหลักเกณฑ์วิธีการในการปันส่วนต้นทุนได้ชัดเจนเพื่อให้สามารถนำมาใช้ในการปฏิบัติจริงได้อย่างมีประสิทธิภาพมากยิ่งขึ้น					
5. กิจการเชื่อมั่นว่าการวิเคราะห์กิจกรรมที่เพิ่มมูลค่าและไม่เพิ่มมูลค่าสามารถช่วยให้กิจการได้รับผลตอบแทนเป็นไปตามเป้าหมายได้ดียิ่งขึ้น					
6. กิจการให้ความสำคัญกับการประยุกต์ใช้กิจกรรมที่เพิ่มมูลค่าให้กับกิจการอย่างเต็มศักยภาพและความสามารถที่มีอยู่เพื่อให้ผลการดำเนินงานมีประสิทธิภาพมากยิ่งขึ้น					
7. กิจการมุ่งเน้นให้มีการลดและกำจัดกิจกรรมที่ไม่เพิ่มมูลค่าแก่การดำเนินงานของกิจการ ซึ่งทำให้ค่าใช้จ่ายและต้นทุนในการดำเนินงานลดลงอย่างต่อเนื่อง					
8. กิจการมุ่งมั่นในการบูรณาการกิจกรรมทางการเงินต่างๆ เข้าด้วยกัน เพื่อให้สามารถใช้ทรัพยากรและอุปกรณ์ที่มีอยู่อย่างคุ้มค่ามากที่สุด					
9. กิจการเชื่อมั่นว่าการมีข้อมูลต้นทุนและค่าใช้จ่ายในการให้บริการของลูกค้าแต่ละราย สามารถช่วยให้กิจการวางแผนการดำเนินงานได้มีประสิทธิภาพมากยิ่งขึ้น					
10. กิจการให้ความสำคัญกับการจัดทำระบบข้อมูลค่าใช้จ่ายและต้นทุนที่เกี่ยวข้องกับลูกค้าแต่ละราย เพื่อให้สามารถกำหนดแนวทาง นโยบายและวิธีการดำเนินงานต่อลูกค้าได้อย่างมีประสิทธิภาพมากยิ่งขึ้น					
11. กิจการมุ่งเน้นให้มีการจัดทำรายงานทางการเงินสำหรับลูกค้าหลัก ลูกค้ารายใหญ่ และลูกค้าเฉพาะราย เพื่อให้เห็นถึงความคุ้มค่าและผลตอบแทนที่ได้รับ					

<u>ตอนที่ 3</u> ความคิดเห็นเกี่ยวกับการบริหารต้นทุนเชิงกลยุทธ์ของธุรกิจอาหารในประเทศไทย (ต่อ)

การบริหารต้นทุนเชิงกลยุทธ์	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
12. กิจการมุ่งมั่นให้มีการประยุกต์ใช้ระบบสารสนเทศในการเอื้ออำนวยให้สามารถทำการวิเคราะห์ถึงผลตอบแทนที่ได้รับจากลูกค้าอย่างต่อเนื่องอย่างเป็นระบบและรูปธรรม					
13. กิจการเชื่อมั่นว่าการศึกษาและทำความเข้าใจเกี่ยวกับศักยภาพและความสามารถในการดำเนินงานรวมถึงค่าใช้จ่ายที่เกิดขึ้นของคู่แข่งขัน สามารถช่วยทำให้กิจการบรรลุเป้าหมายได้ดียิ่งขึ้น					
14. กิจการมุ่งเน้นให้มีการวิเคราะห์และศึกษาวิจัยเกี่ยวกับการใช้ทรัพยากรการบริหารต้นทุน รวมถึงการบริหารรายได้ของคู่แข่งขันในทุกมิติ เพื่อนำมาใช้เป็นข้อมูลในการบริหารจัดการเพื่อให้เกิดประสิทธิภาพมากยิ่งขึ้น					
15. กิจการให้ความสำคัญกับการเปรียบเทียบต้นทุนในการดำเนินงานของกิจการและคู่แข่งขันเพื่อกระตุ้นให้บุคลากรเกิดการสร้างสรรค์แนวทางในการบริหารงาน เพื่อสร้างความได้เปรียบและโดดเด่นกว่าคู่แข่งขัน					
16. กิจการมุ่งมั่นให้มีการเรียนรู้ และทำความเข้าใจเกี่ยวกับการบริหารงานของคู่แข่งขันทั้งในปัจจุบันและอนาคตเพื่อให้สามารถจัดทำแนวทางและวิธีการดำเนินงานได้อย่างมีประสิทธิภาพมากยิ่งขึ้น					
17. กิจการเชื่อมั่นว่าการวางแผนการใช้ทรัพยากรที่ดีสามารถก่อให้เกิดประสิทธิภาพและประโยชน์สูงสุดต่อการดำเนินงานของกิจการ					
18. กิจการให้ความสำคัญกับการบริหารทรัพยากรอย่างเป็นระบบและรูปธรรม เพื่อให้เกิดผลดีแก่กิจการทั้งในระยะสั้นและระยะยาว					
19. กิจการมุ่งเน้นให้มีการบูรณาการระบบการบริหารทรัพยากรทุกระบบ เข้าด้วยกันเพื่อให้สามารถเชื่อมโยงข้อมูลต่อการตัดสินใจอย่างมีประสิทธิภาพมากยิ่งขึ้น					
20. กิจการมุ่งมั่นให้มีการวิเคราะห์ถึงศักยภาพและความสามารถในการจัดการทรัพยากรในด้านการจัดหา การใช้และบำรุงรักษา เพื่อให้การใช้งานเกิดประโยชน์มากที่สุดต่อกิจการ					

<u>ตอนที่ 4</u> ความคิดเห็นเกี่ยวกับผลการดำเนินงานของธุรกิจอาหารในประเทศไทย

ผลการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
1. กิจการมีการบริหารงานที่เป็นไปตามเป้าหมายและบรรลุผลสำเร็จขององค์กรอย่างโดดเด่นกว่าคู่แข่งขันในอุตสาหกรรมเดียวกัน					
2. กิจการได้รับการยอมรับจากบุคคลต่างๆที่เกี่ยวข้องว่าเป็นกิจการที่มุ่งเน้นและให้ความสำคัญกับการพัฒนาตนเองอย่างต่อเนื่อง					
3. กิจการมีศักยภาพและความสามารถในการดำเนินงานทุกด้านที่ดีเยี่ยมและแตกต่างจากคู่แข่งขัน					
4. กิจการมีระบบข้อมูลในการดำเนินงานด้านต่างๆ อย่างเป็นระบบและรูปธรรม มีความถูกต้องชัดเจนและเชื่อถือได้ ซึ่งผลักดันให้การดำเนินงานขององค์กรประสบผลสำเร็จมากยิ่งขึ้น					
5. กิจการมีการตัดสินใจในประเด็นต่างๆ อย่างมีประสิทธิภาพและมีประสิทธิผลเสมอมา					
6. กิจการมีข้อมูลที่ใช้ในการตัดสินใจในกิจกรรมทางเลือกต่างๆได้ดีกว่าคู่แข่งขันและประสบความสำเร็จอย่างต่อเนื่อง					
7. กิจการมีระบบการวินิจฉัยและพิจารณาในประเด็นต่างๆ ที่มีความสำคัญต่อการดำเนินงานของกิจการอย่างมีประสิทธิภาพและประสิทธิผลต่อความสำเร็จในการดำเนินงานของกิจการ					
8. กิจการสามารถเลือกในการดำเนินกิจกรรมต่างๆ ได้อย่างมีประสิทธิภาพสอดคล้องกับเป้าหมายและแนวทางในการดำเนินงานของกิจการได้เป็นอย่างดี					
9. กิจการมีข้อมูลในการตัดสินใจด้านต่างๆ อย่างเป็นระบบและรูปธรรม มีคุณค่าและมีคุณภาพอย่างต่อเนื่อง					
10. กิจการมีระบบฐานข้อมูลต่อการตัดสินใจทุกด้านที่มีประสิทธิภาพ					
11. กิจการสามารถเรียกใช้ข้อมูลในการตัดสินใจต่างๆได้อย่างรวดเร็วและทันเวลา					
12. กิจการสามารถบูรณาการข้อมูลที่มีอยู่ในกิจกรรมต่างๆทั้งในด้านข้อมูลการเงินและข้อมูลที่ไม่ใช่ทางการเงินต่อการดำเนินงานของกิจการได้อย่างมีประสิทธิภาพสูงสุด					

<u>ตอนที่ 4</u> ความคิดเห็นเกี่ยวกับผลการดำเนินงานของธุรกิจอาหารในประเทศไทย (ต่อ)

ผลการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
13. กิจการสามารถบรรลุเป้าหมายในการดำเนินงานและวัตถุประสงค์ขององค์กรได้เป็นอย่างดี					
14. กิจการมีผลการดำเนินงานที่ดีขึ้นอย่างต่อเนื่องทั้งในรูปของตัวเงินและไม่เป็นตัวเงิน					
15. กิจการได้รับการยอมรับจากลูกค้า ตลาด และผู้มีส่วนได้เสียว่าเป็นกิจการที่สามารถดำเนินงานได้อย่างยั่งยืนทั้งในปัจจุบันและอนาคต					
16. กิจการมีชื่อเสียงทางด้านการบริหารงานแบบมืออาชีพอย่างต่อเนื่องและได้รับความเชื่อถือและศรัทธาจากผู้ที่มีส่วนเกี่ยวข้องด้วยดีเสมอมา					

<u>ตอนที่ 5</u> ความคิดเห็นเกี่ยวกับปัจจัยภายในที่มีผลต่อการดำเนินงานของธุรกิจอาหารในประเทศไทย

ปัจจัยภายในที่มีผลต่อการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
1. กิจการเชื่อมั่นว่าการกำหนดวิสัยทัศน์ที่มีความชัดเจนสามารถช่วยให้กิจการประสบความสำเร็จและเกิดความมั่งคั่งในการดำเนินงานด้วยดีเสมอมา					
2. กิจการให้ความสำคัญกับการกำหนดทิศทางอย่างชัดเจน เพื่อให้กิจการสามารถบริหารงานด้วยกลยุทธ์และกิจกรรมที่ทำให้บรรลุผลสำเร็จตามเป้าหมายขององค์กรได้เป็นอย่างดี					
3. กิจการมุ่งเน้นให้มีการกำหนดแนวทางและวิธีการในการบริหารงานภายใต้สถานการณ์ต่างๆอย่างมีประสิทธิภาพและมีประสิทธิผลมากที่สุด					
4. กิจการตระหนักเสมอว่าความมั่งคั่งของกิจการต้องเกิดขึ้นจากศักยภาพและความสามารถที่มีอยู่ของกิจการภายใต้กลยุทธ์ วิถีทาง และแนวทางการบริหารงานที่ถูกต้องมีคุณภาพและมีประสิทธิผล					

<u>ตอนที่ 5</u> ความคิดเห็นเกี่ยวกับปัจจัยภายในที่มีผลต่อการดำเนินงานของธุรกิจอาหารในประเทศไทย (ต่อ)

ปัจจัยภายในที่มีผลต่อการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
5. กิจการเชื่อมั่นว่านักบัญชีของกิจการมีศักยภาพและมีความรู้ความสามารถที่อยู่ในระดับสูงและสามารถปฏิบัติงานด้านบัญชีได้อย่างเต็มที่					
6. กิจการผลักดันให้นักบัญชีเข้าร่วมฝึกอบรมและพัฒนาความรู้ความสามารถทางด้านบัญชีและด้านอื่นๆที่เกี่ยวข้องได้อย่างต่อเนื่องทำให้นักบัญชีมีความพร้อมในการปฏิบัติงานในสถานการณ์ต่างๆ ได้เป็นอย่างดี					
7. กิจการให้ความสำคัญกับการจัดสรรงบประมาณในการลงทุนด้านทรัพยากรและอุปกรณ์ต่างๆที่เอื้ออำนวยให้นักบัญชีสามารถปฏิบัติงานได้อย่างมีประสิทธิภาพมากยิ่งขึ้นอย่างต่อเนื่อง					
8. กิจการสนับสนุนให้นักบัญชีได้มีการเรียนรู้และนำประสบการณ์จากการดำเนินงานที่ผ่านมา มาใช้ในปฏิบัติงานในปัจจุบันอย่างต่อเนื่องภายใต้การเอื้ออำนวยและการส่งเสริมของกิจการที่เป็นระบบและเป็นรูปธรรม					
9. กิจการเชื่อมั่นว่าความรู้ความเข้าใจทางด้านเทคโนโลยีต่างๆที่เกี่ยวข้องเป็นอย่างดีสามารถช่วยให้กิจการบรรลุความสำเร็จในการดำเนินงานได้ดียิ่งขึ้น					
10. กิจการมุ่งเน้นให้ศึกษาและทำความเข้าใจกับการเปลี่ยนแปลงต่างๆที่เกิดขึ้นเกี่ยวกับเทคโนโลยี เพื่อให้สามารถนำมาประยุกต์ใช้ได้อย่างมีประสิทธิภาพมากยิ่งขึ้น					
11. กิจการให้ความสำคัญกับการลงทุนทางด้านเทคโนโลยีและนวัตกรรมที่เกี่ยวข้องกับการดำเนินงานอย่างต่อเนื่องทำให้กิจการเกิดศักยภาพและความสามารถในการบริหารงานที่ดีอย่างต่อเนื่อง					
12. กิจการมุ่งมั่นในการบูรณาการทักษะและความสามารถในการใช้เทคโนโลยีที่ดีมาใช้ให้เป็นพื้นฐานและแนวทางในการบริหารหารงานของกิจการทั้งในปัจจุบันและอนาคต					

<u>ตอนที่ 5</u> ความคิดเห็นเกี่ยวกับปัจจัยภายในที่มีผลต่อการดำเนินงานของธุรกิจอาหารในประเทศไทย (ต่อ)

ปัจจัยภายในที่มีผลต่อการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
13. กิจการเชื่อมั่นว่าความรู้สมัยใหม่สามารถช่วยให้กิจการประสบความสำเร็จได้ดียิ่งขึ้น					
14. กิจการให้ความสำคัญกับการแสวงหาความรู้ใหม่ๆอย่างต่อเนื่องทำให้การบริหารงานเกิดประสิทธิภาพมากยิ่งขึ้น					
15. กิจการมุ่งเน้นให้มีการศึกษาและทำความเข้าใจหลักการ วิธีการและกระบวนการบริหารสมัยใหม่ เพื่อให้สามารถมีระบบและแนวทางในการบริหารดีที่สุดภายใต้สถานการณ์ปัจจุบัน					
16. กิจการส่งเสริมให้มีการบูรณาการความรู้สมัยใหม่ทุกอย่างเข้าด้วยกัน เพื่อให้ระบบการบริหารงานมีศักยภาพในการดำเนินงานมากยิ่งขึ้น					
17. กิจการเชื่อมั่นว่าความรู้ความเข้าใจที่มีต่อการเปลี่ยนแปลงได้เป็นอย่างดีสามารถช่วยให้การดำเนินงานประสบความสำเร็จตามเป้าหมาย					
18. กิจการให้ความสำคัญกับการปรับปรุงและพัฒนาตนอย่างต่อเนื่องเพื่อตอบสนองต่อการเปลี่ยนแปลงได้อย่างมีประสิทธิภาพมากยิ่งขึ้น					
19. กิจการมุ่งเน้นให้มีการเรียนรู้และทำความเข้าใจความไม่แน่นอนต่างๆที่อาจจะเกิดขึ้น เพื่อให้สามารถกำหนดแนวทางวิธีการดำเนินงานได้อย่างมีประสิทธิภาพมากยิ่งขึ้น					
20. กิจการมุ่งมั่นในการแสวงหากลยุทธ์และแนวทางในการบริหารการเปลี่ยนแปลงเพื่อให้เกิดประสิทธิภาพและประสิทธิผลต่อองค์กร					
21. กิจการเชื่อมั่นว่าระบบบัญชีที่ดีช่วยทำให้การจัดทำรายงานทางการเงินและการปฏิบัติทางบัญชีมีประสิทธิภาพมากยิ่งขึ้น					
22. กิจการให้ความสำคัญกับการพัฒนาระบบบัญชีเพื่อให้สะท้อนถึงการดำเนินงานและสภาพการณ์ที่แท้จริงของกิจการ					
23. กิจการมุ่งเน้นให้มีการเชื่อมโยงระบบบัญชีและระบบการบริหารจัดการอย่างอื่นเข้าด้วยกันเพื่อให้เกิดการบูรณาการข้อมูลอย่างเป็นระบบและเป็นรูปธรรมและมีประสิทธิภาพสูงสุด					

<u>ตอนที่ 5</u> ความคิดเห็นเกี่ยวกับปัจจัยภายในที่มีผลต่อการดำเนินงานของธุรกิจอาหารในประเทศไทย (ต่อ)

ปัจจัยภายในที่มีผลต่อการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
24. กิจการสนับสนุนให้มีการปรับปรุงและพัฒนาระบบบัญชีอย่างต่อเนื่องเพื่อให้ได้ข้อมูลที่ทันสมัยและสอดคล้องกับสภาพจริงได้อย่างเป็นรูปธรรม					
25. กิจการเชื่อมั่นว่าการมีความรู้ทางการบัญชีที่ดีสามารถช่วยเป็นพื้นฐานให้การปฏิบัติงานทางบัญชีมีประสิทธิภาพมากยิ่งขึ้น					
26. กิจการให้ความสำคัญกับการเรียนรู้และทำความเข้าใจมาตรฐานทางการบัญชีสมัยใหม่เพื่อให้สามารถประยุกต์ใช้ได้อย่างมีประสิทธิภาพยิ่งขึ้น					
27. กิจการมุ่งเน้นให้บุคลากรเรียนรู้และทำความเข้าใจกับประเด็นสำคัญที่เกี่ยวข้องกับการบัญชีอย่างต่อเนื่องเพื่อให้การปฏิบัติทางการบัญชีมีประสิทธิภาพมากยิ่งขึ้น					
28. กิจการมุ่งมั่นในการจัดสรรทรัพยากรในการฝึกอบรม และทำความเข้าใจเกี่ยวกับการบัญชีสมัยใหม่เพื่อให้เกิดการประยุกต์ใช้ได้อย่างมีประสิทธิภาพ					
29. กิจการเชื่อมั่นว่าความเข้าใจและการเรียนรู้สภาพแวดล้อมที่ดีสามารถผลักดันให้กิจการประสบผลสำเร็จได้ง่ายยิ่งขึ้น					
30. กิจการให้ความสำคัญกับการศึกษาและทำความเข้าใจกับสภาพแวดล้อมและการดำเนินงานเพื่อให้สามารถกำหนดวิธีการในดำเนินงานได้อย่างมีประสิทธิภาพมากยิ่งขึ้น					
31. กิจการมุ่งเน้นให้มีการวิเคราะห์ถึงสภาพแวดล้อมที่อาจมีผลกระทบต่อการดำเนินงานของกิจการเพื่อให้สามารถกำหนดแนวทางในการดำเนินงานได้อย่างมีคุณภาพ					
32. กิจการมุ่งมั่นในการจำแนกปัจจัยและสภาพแวดล้อมที่เกิดขึ้นในการดำเนินงาน เพื่อให้สามารถบริหารงานได้อย่างมีประสิทธิภาพสูงสุด					
33. กิจการเชื่อมั่นว่าการปรับตัวขององค์กรที่ดีช่วยทำให้กิจการสามารถอยู่รอดในการดำเนินงานทั้งในปัจจุบันและอนาคต					

<u>ตอนที่ 5</u> ความคิดเห็นเกี่ยวกับปัจจัยภายในที่มีผลต่อการดำเนินงานของธุรกิจอาหารในประเทศไทย (ต่อ)

ปัจจัยภายในที่มีผลต่อการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
34. กิจการให้ความสำคัญกับการพัฒนาทักษะและหลักการในการปรับตัวเพื่อให้การดำเนินงานของกิจการประสบผลสำเร็จอยู่รอดและยั่งยืนทั้งในระยะสั้นและระยะยาว					
35. กิจการมุ่งเน้นให้มีการทำความเข้าใจถึงความสำคัญของการปรับตัวเพื่อให้การดำเนินงานประสบความสำเร็จได้ดียิ่งขึ้น					
36. กิจการมุ่งมั่นในการผลักดันให้บุคลากรมีศักยภาพและความรู้ความสามารถในการปรับตัวอย่างต่อเนื่องซึ่งสามารถช่วยให้กิจการดำเนินงานได้ดียิ่งขึ้น					

<u>ตอนที่ 6</u> ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่มีผลต่อการดำเนินงานของธุรกิจอาหารในประเทศไทย

ปัจจัยภายนอกที่มีผลต่อการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
1. ในปัจจุบันสภาพแวดล้อมทางธุรกิจมีความผันผวนอย่างมากทำให้กิจการต่างๆมุ่งแสวงหากลยุทธ์ในการแข่งขันเพื่อสร้างความได้เปรียบทางการแข่งขัน					
2. สภาพแวดล้อมทางธุรกิจในปัจจุบันมีการเปลี่ยนแปลงอย่างต่อเนื่องทำให้กิจการต่างๆต้องมีกลยุทธ์ที่เหมาะสมกับความเปลี่ยนแปลงนั้นเพื่อรักษาส่วนแบ่งการตลาดของกิจการ					
3. สถานการณ์การแข่งขันที่มีความซับซ้อนมากยิ่งขึ้นทำให้กิจการต่าง ๆ ต้องปรับเปลี่ยนวิธีการดำเนินงานและกลยุทธ์อยู่เสมอ เพื่อที่สามารถตอบสนองความต้องการของลูกค้าได้อย่างทันท่วงที					
4. การที่กิจการไม่สามารถวิเคราะห์หรือคาดการณ์สภาพแวดล้อมทางธุรกิจได้ทำให้กิจการต้องมีกลยุทธ์ในการดำเนินงานเพื่อการบรรลุเป้าหมายขององค์กร					

ตอนที่ 7 ข้อเสนอแนะ

หากท่านมีข้อเสนอแนะเพิ่มเติมเกี่ยวกับการบริหารงานของธุรกิจอาหารในประเทศไทย เพื่อให้สามารถตอบสนองการเปลี่ยนแปลงของสภาพแวดล้อมทั้งภายในและภายนอกกิจการ หรือมีข้อเสนอแนะเกี่ยวกับแบบสอบถาม **ได้โปรดเสนอแนะในช่องว่างข้างล่างนี้**

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ขอขอบพระคุณท่านที่ได้สละเวลาตอบแบบสอบถาม

APPENDIX H

Letters to the Experts

บันทึกข้อความ

หน่วยงาน คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333-3431 Fax 043- 754422
ที่ ศธ.0530.10/ **วันที่** 3 เมษายน 2555
เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน อาจารย์ ดร.พรลภัส สุวรรณรัตน์

ด้วย นางสาวฉายรุ่ง ไชยกำบัง นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการบัญชี คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง "การบริหารต้นทุนเชิงกลยุทธ์และการบรรลุเป้าหมาย : หลักฐานจากธุรกิจอาหารในประเทศไทย" ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์จากท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไป ตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

(รองศาสตราจารย์ ดร.ปพฤกษ์ อุตสาหะวาณิชกิจ)
คณบดีคณะการบัญชีและการจัดการ

บันทึกข้อความ

หน่วยงาน คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333-3431 Fax 043- 754422
ที่ ศธ.0530.10/ **วันที่** 3 เมษายน 2555
เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน อาจารย์ ดร.เกสินี หมื่นไธสง

ด้วย นางสาวฉายรุ่ง ไชยกำบัง นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการบัญชี คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง "การบริหารต้นทุนเชิงกลยุทธ์และการบรรลุเป้าหมาย : หลักฐานจากธุรกิจอาหารในประเทศไทย" ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์จากท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไป ตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

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RESEARCHS

2011	Chairung Chaikambang, Phapruke Ussahawanitchakit, 2011, "Audit Professional Commitment and Audit Success: An Empirical Examination of Certified Public Accountants in Thailand", European Journal of Management.
2012	Chairung Chaikambang, Phapruke Ussahawanitchakit, 2012, "Strategic Cost Management and Goal Achievement: Evidence from Food Businesses in Thailand", International Journal of Business Strategy.