

## Effects of Competitive Strategies and Strategic Management Accounting Techniques on Perceived Performance of Businesses

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### ABSTRACT

*The present study was conducted to investigate the effects of competitive strategies and strategic management accounting techniques (SMAT) on the perceived qualitative and quantitative performance of medium and large size businesses in Kayseri, Turkey. In the research model, competitive strategies were considered in three-dimensions as cost leadership, differentiation and focusing strategies and SMAT-use was considered in five dimensions as cost, competitor, customer, strategic decision and control-oriented techniques. Data gathered from 229 accounting managers were used to test the hypotheses. Regression analyses revealed low level positive relationships between differentiation strategies and the perceived qualitative-quantitative performance of businesses and similarly low level relationships between the competitor-customer-oriented techniques and qualitative performance of the businesses.*

**Keywords:** *Competitive Strategies, Strategic Management Accounting Techniques, Differentiation, Focusing, Cost Leadership, Perceived Performance*

### 1. INTRODUCTION

There are various strategic alternatives for businesses to follow to reach their primary goals. Considering the sustainability of business in a competitive environment and to have an efficient role in markets, proper strategies should be selected for a successful business operation. The basic targets of competitive strategies are to comply with the market rules of competition and convert these rules into an advantage for the business. While developing their competitive strategies, businesses create a general formula about how to compete, what the targets should be and which policies should be implemented to reach these targets (Akbolat, Işık 2012). Similarly, businesses should also provide developments and innovations in process and management issues to gain a sustainable competitive advantage. In this sense, business managers should tend towards strategic management accounting including the use of management accounting systems to provide information support in strategic decision making and control activities (Cinquini, Tenucci 2010). A business tendency towards strategic management activities and the use of competitive strategies and methods indicate a kind of investment in the long-term performance of the business. Therefore, the objective of the present study was to determine the effects of competitive strategies and SMATs on the perceived performance of businesses. Initially the terms competitive strategies, SMAT, and perceived performance are defined and relevant studies are provided. Then hypotheses are formed, tested and analysis results are provided.

### 2. Literature Review

#### 2.1. Business Competitive Strategies

In 1985 Porter defined strategy as a means “to create a position to increase the value of attributes of a business differentiating it from the competitors”. According to Porter (1985), differentiating attributes can only be reached through cost leadership and by following differentiating and focus strategies (Abdullah et al. 2009).

Cost leadership strategy is implemented by keeping the costs of products and services lower than the costs of competitors. High productivity, capacity use and quality improvement are required for a cost leadership strategy. Differentiating strategy covers efforts towards quality-based development. Businesses try to make their products and services unique and privileged. Focus strategy mainly focuses on supplying products and services to special markets. The business focuses only on a certain section of the market. Then, it supplies products and services to a certain market section by taking the demands and needs of relevant section into consideration (Cinquini, Tenucci 2006).

## 2.2. Strategic Management Accounting Techniques

The term “Strategic Management Accounting” was first proposed by Simmonds in 1981. Strategic management accounting expresses the use of management accounting systems to provide information support to business managers in strategic decisions and control activities (Cinquini, Tenucci 2010). Strategic management accounting has various functions like gathering competitor information, gathering information from the accounting service in strategic decisions, and reducing costs based on strategic decisions (Shah et al. 2011). While performing such functions, the strategic management accounting process is implemented in four phases: definition of strategic operational units; strategic cost analysis; strategic market analysis; strategic assessment (Langfield-Smith 2008). Long-term outward-looking techniques have to be used while performing the above specified phases of strategic management accounting. SMAT is evaluated in the literature in five categories (Cadez, Guilding 2008); strategic costing; strategic planning, control and performance management; strategic decision making; competitor accounting; customer accounting. SMATs are presented in Table 1 in accordance with these categories.

**Table 1. SMAT**

SMAT Categories	SMAT
Strategic Costing	<ol style="list-style-type: none"> <li>1. Attribute costing</li> <li>2. Life-cycle costing</li> <li>3. Quality costing</li> <li>4. Target costing</li> <li>5. Value chain costing</li> </ol>
Strategic planning, control and performance management	<ol style="list-style-type: none"> <li>1. Benchmarking</li> <li>2. Integrated performance measurement</li> </ol>
Strategic decision making	<ol style="list-style-type: none"> <li>1. Strategic cost management</li> <li>2. Strategic pricing</li> <li>3. Brand valuation</li> </ol>
Competitor accounting	<ol style="list-style-type: none"> <li>1. Competitor cost assessment</li> <li>2. Competitor position monitoring</li> <li>3. Competitor performance appraisal</li> </ol>
Customer accounting	<ol style="list-style-type: none"> <li>1. Customer profitability analysis</li> <li>2. Lifetime customer profitability analysis</li> <li>3. Valuation of customers as assets</li> </ol>

Among the SMAT categories, strategic costing includes the techniques that ensure the products served to the market meet, in general, the expectations of customers and that quality and low-cost are considered as much as possible. In strategic planning, control and performance management, businesses adapt the implementations of other businesses operating in the same sector for their own benefit and, in this way, try to save time and money. Financial and non-financial performance assessment can be performed with these techniques. Strategic decision making focuses on strategic costing, pricing and brand power based on market information being able to provide a competitive advantage to businesses. Competitor accounting includes the activities of assessment and monitoring of competitor sales, market shares, trading volumes, and gathering information about the performance of competitors through financial analysis of their statements. Customer accounting covers the calculation of profit from a certain customer, determination of future revenue streams and value-added to the business by customers.

## 2.3. Perceived Performance

It is clearly seen in the literature that businesses employ various performance measurement methods. Although separate objective-subjective and quantitative-qualitative methods are commonly used, there are also some studies which used both of them together (Singh 1986; Dess, Robinson 1984; Alpkan et al. 2005).

The performance measured by a questionnaire survey applied to business managers to measure qualitative and quantitative performance and to inquire how they perceive the success of their business compared to other businesses in the sector with regard to various performance indicators is expressed as “perceived performance” (Alpkan et al. 2005). Despite some validity and reliability problems (Çelik, Karadal 2007), the difficulties in reaching objective data to assess the performance of businesses enforce the use of perceived data from the participators of such surveys.

#### 2.4. Competitive Strategies and Performance Relations

There are several studies in the literature about the relationships between the competitive strategies and performances of businesses. In these studies, while performance is considered in different dimensions such as financial performance (quantitative), non-financial performance (qualitative), organizational performance and perceived performance, competitive strategies are evaluated as differentiation, focus and cost leadership. The studies performed on competitive strategies and business performances are summarized in Table 2.

**Table 2.** Studies on competitive strategies – business performance

Competitive Strategies	Performance	
	Studies with positive relationships	Studies without any relationships
Cost Leadership	Dess and Davis, 1984; Yamin, Günasekaran and Mavondo, 1999; Allen and Helms, 2006; Xie, Cheng, Siengthai and Shan, 2009; Parnell and Köseoğlu, 2009; Teeratansirikool and Siengthai, 2011; Parnell, 2010, 2011; Teeratansirikool, Siengthai and Yuosre, 2013.	Yaşar, 2010; Akbolat and Işık, 2012
Differentiation	Dess and Davis, 1984; Xie, Cheng, Siengthai and Shan, 2009; Parnell and Köseoğlu, 2009; Teeratansirikool and Siengthai, 2011; Parnell and Köseoğlu, 2010; Parnell, 2011; Teeratansirikool, Siengthai and Yuosre, 2013.	Yamin, Günasekaran and Mavondo, 1999; Allen and Helms, 2006; Solberg and Durriel, 2008; Yaşar, 2010; Parnell 2010; Akbolat and Işık, 2012
Focusing	Dess and Davis, 1984; Parnell and Köseoğlu, 2009; Parnell, 2011.	Yamin, Günasekaran and Mavondo, 1999; Allen and Helms, 2006; Solberg and Durriel, 2008; Xie, Cheng, Siengthai and Shan, 2009; Yaşar, 2010; Teeratansirikool and Siengthai, 2011; Akbolat and Işık, 2012; Teeratansirikool, Siengthai and Yuosre, 2013.

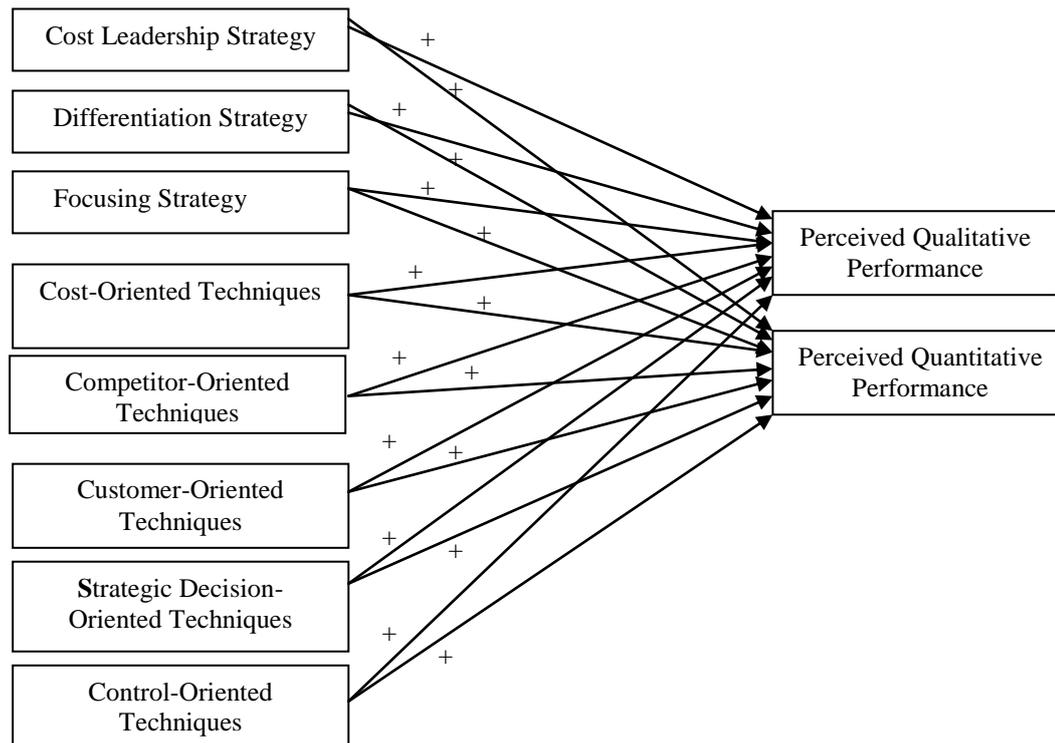
#### 2.5. SMAT and Performance Relations

There are limited studies in the literature investigating the relationships between SMAT usage and performance. Chenhall and Langfield-Smith (1998) carried out a study with the largest businesses in Australia and observed significant relationships between strategic management accounting tools and business performances. Cadez and Guilding (2008) indicated a weak relationship between the usage of strategic management accounting tools and 7-dimensional performance including the perceived performance of the top 500 Slovenian businesses. In Turkey, Şener and Dirlik (2012) investigated the relationships between SMAT usage and the perceived performance of the top 1000 businesses in Turkey and observed a medium level relationship between them. Since the researchers performed the study over 37 of these 1000 businesses, the sample size was not able to represent the entire population.

### 3. RESEARCH METHODOLOGY

#### 3.1. Research Objective, Model and Hypotheses

The aim of the present study is to determine the effects of competitive strategies (cost leadership, differentiation and focusing) and use of strategic management accounting techniques (cost, competitor, customer, strategic decision and control-oriented) on the perceived (qualitative and quantitative) performance of businesses. The model created to investigate such effects is presented in Figure 1.



**Figure 1.** Research Model

Research Hypotheses;

**H1a:** Cost leadership strategies have positive effects on perceived qualitative performance and there is a significant positive relationship between them.

**H1b:** Cost leadership strategies have positive effects on perceived quantitative performance and there is a significant positive relationship between them.

**H2a:** Differentiation strategies have positive effects on perceived qualitative performance and there is a significant positive relationship between them.

**H2b:** Differentiation strategies have positive effects on perceived quantitative performance and there is a significant positive relationship between them.

**H3a:** Focusing strategies have positive effects on perceived qualitative performance and there is a significant positive relationship between them.

**H3b:** Focusing strategies have positive effects on perceived quantitative performance and there is a significant positive relationship between them.

**H4a:** Cost-oriented techniques have positive effects on perceived qualitative performance and there is a significant positive relationship between them.

**H4b:** Cost-oriented techniques have positive effects on perceived quantitative performance and there is a significant positive relationship between them.

**H5a:** Competitor-oriented techniques have positive effects on perceived qualitative performance and there is a significant positive relationship between them.

**H5b:** Competitor-oriented techniques have positive effects on perceived quantitative performance and there is a significant positive relationship between them.

**H6a:** Customer-oriented techniques have positive effects on perceived qualitative performance and there is a significant positive relationship between them.

**H6b:** Customer-oriented techniques have positive effects on perceived quantitative performance and there is a significant positive relationship between them.

**H7a:** Strategic decision-oriented techniques have positive effects on perceived qualitative performance and there is a significant positive relationship between them.

**H7b:** Strategic decision-oriented techniques have positive effects on perceived quantitative performance and there is a significant positive relationship between them.

**H8a:** Control-oriented techniques have positive effects on perceived qualitative performance and there is a significant positive relationship between them.

**H8b:** Control-oriented techniques have positive effects on perceived quantitative performance and there is a significant positive relationship between them.

### 3.2. Universe and Sample

Businesses operating in the Kayseri Organized Industrial Region constituted the universe of the study. The universe was composed of 486 medium and large-size businesses (employing more than 50 personnel) out of the 822 businesses listed in the records of the Directorate of the Kayseri Organized Industrial Region. The data were gathered through a questionnaire survey applied to the accounting managers of businesses. A total of 238 responds were received from participants, 9 of them were left out of assessment for various reasons. Therefore, 229 surveys were assessed. The respond rate for surveys was realized as 47.11%. Among the participants, 86.9% (N=199) were male and 13.1% (N=30) were female. With regard to the age of participants, 29.7% (N=68) were aged between 21-30, 37.1% (N=85) were aged between 31-40, 23.1% (N=53) were aged between 41-50, 7% (N=16) were aged between 51-60 and 3.1% (N=7) were over 61 years of age. With regard to the educational level of participants, 8.7% (N= 20) were primary school graduates, 28.8% (N=66) were high school graduates, 9.2% (N=21) were vocational college graduates, 49.3% (N= 113) were university graduates and 3.9% (N=9) were graduate level. With regard to kind of corporation, 24% (N=55) were incorporated, 64.6% (N=148) were limited and 11.4% (N=26) were private companies.

### 3.3. Data Collection and Analysis Methods

The questionnaire forms prepared to gather data are composed of four sections. There are 7 questions in the first section about the responding manager and business; 11 questions in the second section to measure the business performance, 13 questions in the third section to determine competitive strategies and 17 questions in the last section to determine the usage rates of SMAT. The scales used in present study are provided below:

*Strategic management accounting techniques:* The independent variable SMAT was formed by using the scales developed by Shah, Malik and Malik (2011), Cadez and Guilding (2008) and Cinguini and Tennucci (2006). The scale, which is composed of 17 statements, was used to investigate SMAT usage intensity. A five-point Likert scale representing (1) never, (2) rarely, (3) sometimes, (4) most of the time and (5) always was used in SMAT usage statements. The Cronbach Alpha value indicating scale reliability was determined as 0.91.

*Competitive Strategies:* The scale developed by Porter (1980) and consisting of 13 statements and three dimensions (total cost strategy, differentiation strategy and focusing strategy) was used to determine the competitive strategies of businesses. Again, a five-point Likert scale representing (1) never, (2) rarely, (3) sometimes, (4) most of the time and (5) always was used in the competitive strategy statements. The Cronbach Alpha value indicating scale reliability was determined as 0.78.

*Perceived Performance:* The subjective scale, developed by Alpan et al. (2005) and able to measure quantitative and qualitative performance together, was used to measure perceived performance. The scale is composed of 11 statements. The statements for perceived performance are expressed as (1) significantly lower than competitors, (2) slightly lower than competitors, (3) same as competitors, (4) slightly higher than competitors and (5) significantly higher than competitors. The Cronbach Alpha value of the scale was determined as 0.91.

The results of confirmatory factor analysis for competitive strategies are provided in Table 3. The results comply with the data for the original scale.

**Table 3.** Results of Confirmatory Factor Analysis for Competitive Strategies

Scale	$\Delta X^2$	df	$\Delta X^2/df$	RMSEA	CFI	IFI	GFI	AGFI
Competitive Strategies (with 3 factors)	208.26	78	2.67	0.86	0.90	0.89	0.90	0.85
<b>NOTE:</b> $\Delta X^2$ = Chi square statistics, df= Degree of freedom, RMSEA= Root mean square error approach, CFI= Comparative fit index, IFI= Incremental fit index, GFI= Goodness of fit index, AGFI= Adjusted goodness of fit index								

Exploratory factor analysis was performed to determine the sub-dimensions of the factors specifying the use of strategic management accounting techniques. Varimax rotation was used to determine the basic factors and the factors were able to explain 75.54% of total variation. The Kaiser- Meyer-Olkin ratio was determined as 0.82. Results of factor analysis are presented in Table 4.

**Table 4.** Results of Factor Analysis

SMAT Category	Factor Load	Eigen value	Explained Variation	Cronbach Alpha
<b>Factor 1:</b> Strategic costing-oriented techniques		5.98	42.77	0.82
Attribute costing	0.806			
Life-cycle costing	0.735			
Quality costing	0.692			
Target costing	0.567			
Value chain costing	0.564			
<b>Factor 2:</b> Competitor-oriented techniques		1.57	11.21	0.84
Competitor position monitoring	0.844			
Competitor cost assessment	0.798			
Competitor performance appraisal	0.793			
<b>Factor 3:</b> Customer-oriented techniques		1.22	8.74	0.83
Valuation of customers as assets	0.855			
Lifetime customer profitability analysis	0.852			
Customer profitability analysis	0.673			
<b>Factor 4:</b> Strategic decision-making-oriented techniques		0.96	6.92	0.78
Strategic pricing	0.793			
Strategic costing	0.671			
<b>Factor 5:</b> Control-oriented techniques		0.82	5.89	0.55
Integrated performance measurement	0.809			
Benchmarking	0.497			
	<b>Total Explained Variance</b>		<b>75.54</b>	

Factor analysis revealed 5 factor groups. In the literature, strategic management accounting techniques are generally classified as cost, planning, control and performance measurement, strategic decision making, competitor accounting and customer accounting-oriented techniques (Cadez & Guilding 2008; Cravens & Guilding 2001). The results of the present study were supported by such literature. With regard to factor loads, the 1<sup>st</sup> factor group indicated as strategic costing-oriented techniques, had the highest variance explanation rate (42.77%) and Eigen value (5.98). The high values of this factor group may be explained with the recognition of these future-oriented techniques by the businesses for a sustainable competitive advantage. The first group was then respectively followed by competitor-oriented techniques (11.21%), customer-oriented techniques (8.74%), strategic decision-making-oriented techniques (6.92%) and performance measurement-oriented techniques (5.89%).

## 4. RESULTS

### 4.1. Mean Values of Research Variables

The mean values and standard deviations for dependent and independent variables in the present study are provided in Table 5.

**Table 5.** Means and Standard Deviations of Variables

Variables	N	Mean	Standard Deviation
Total cost strategy	229	2.72	1.21
Differentiation strategy	229	3.56	.79
Focusing strategy	229	2.56	1.05
Strategic costing-oriented techniques	229	3.50	.75
Competitor-oriented techniques	229	3.43	.95
Customer-oriented techniques	229	3.46	.94
Strategic decision making-oriented techniques	229	3.60	.86
Control-oriented techniques	229	3.48	.85
Perceived qualitative performance	229	3.92	.79
Perceived quantitative performance	229	3.45	.68

Among the competitive strategies, differentiation strategy (3.56) had a higher mean value than total cost (2.72) and focus (2.56) strategies. Although strategic management accounting techniques had mean values close to each other, strategic decision making-oriented techniques had the highest (3.60) mean and competitor-oriented techniques had the lowest (3.46) mean. While perceived quantitative performance had a mean value of 3.45; perceived qualitative performance had a higher mean value with 3.92.

4.2. Correlation Table

The relationships between competitive strategies-strategic management accounting techniques and perceived performance of businesses are summarized in the correlation matrix provided in Table 6.

**Table 6.** Correlation Matrix

	1	2	3	4	5	6	7	8	9	10
1. Cost leadership strategy	1									
2. Differentiation strategy	.043	1								
3. Focus strategy	.207*	.063	1							
4. Cost-oriented techniques	-.084	.304*	.119	1						
5. Competitor-oriented techniques	.052	.395*	.126	.452*	1					
6. Customer-oriented techniques	-.109	.438*	.082	.451*	.494*	1				
7. Strategic decision making-oriented techniques	-.062	.339*	.062	.550*	.460*	.469*	1			
8. Control-oriented techniques	-.056	.278*	.201*	.598*	.537	.437*	.611*	1		
9. Perceived quantitative performance	.007	<b>.180*</b>	-.051	.086	.065	.127	.094	.073	1	
10. Perceived qualitative performance	-.063	<b>.241*</b>	-.036	.088	<b>.166*</b>	<b>.195*</b>	.073	.095	.609	1

\*P<0.01

The results revealed significant positive but weak relationships between perceived qualitative performance and the use of competitor-customer-oriented techniques. Despite such a weak relationship, perceived qualitative performance increased with increasing use of competitor and customer-oriented techniques. Among the competitive strategies, a low level positive relationship was observed between differentiation strategy and perceived quantitative-qualitative performance (p<0.01).

4.3. Hypotheses Testing

Regression analysis was performed to test the hypotheses. However, such analysis was not possible for those without a significant relationship (Table 6). Therefore, hypotheses H1a and H1b were rejected since there were no significant relationships between cost leadership strategy and quantitative-qualitative performance. Similarly, hypotheses H3a and H3b were also rejected since there were no significant relationships between focusing strategy and perceived performance dimensions. Also there were no significant relationships between the sub-dimensions of strategic management accounting techniques and perceived quantitative performance. For this reason, hypotheses H4b, H5b, H7b and H8b were again rejected. Finally insignificant relationships between perceived qualitative performance and cost, strategic decision and control-oriented techniques led to the rejection hypotheses of H4a, H7a and H8a. Thus, regression analysis was performed to test the remaining hypotheses.

**H2a:** Differentiation strategies have positive effects on perceived qualitative performance and there is a significant positive relationship between them.

**Table 7:** Results of regression analysis performed to determine the effect of differentiation strategies on perceived qualitative performance

	<b>R</b>	<b>R<sup>2</sup></b>	<b>Adjusted R<sup>2</sup></b>	<b>Standard Error of Estimation</b>	<b>F</b>
Perceived Qualitative Performance	0.241	0.058	0.054	0.66	13.94

P<0.05, Dependent Variable: Perceived Qualitative Performance, Independent Variable: Differentiation Strategy

**Table 8.** Coefficients of regression analysis performed to determine the effect of differentiation strategy on perceived qualitative performance

	Non-standardized		Standardized	t	Sig.
	Beta	Standard Error	Beta		
Constant	3.184	.202	0.241	15.72	0.00
Differentiation Strategies	.207	.055		3.73	0.00

The results presented in Tables 7 and 8 indicate that differentiation strategies had a 5.4% effect on perceived qualitative performance at 0.00 significance level. The Beta value (0.241) indicates a low level linear relationship. Therefore, hypothesis H2a was accepted.

**H2b:** Differentiation strategies have positive effects on perceived quantitative performance and there is a significant positive relationship between them.

**Table 9:** Results of regression analysis performed to determine the effect of differentiation strategies on perceived quantitative performance

	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard Error of Estimation	F
Perceived Quantitative Performance	0.180	0.032	0.028	0.78	11.93

P<0.05, Dependent Variable: Perceived Quantitative Performance, Independent Variable: Differentiation Strategy

**Table 10.** Coefficients of regression analysis performed to determine the effect of differentiation strategy on perceived quantitative performance

	Non-standardized		Standardized	t	Sig.
	Beta	Standard Error	Beta		
Constant	2.819	.236	0.180	12.86	0.00
Differentiation Strategies	.178	.065		2.752	0.00

The results presented in Tables 9 and 10 indicate that differentiation strategy was able to explain 2.8% of perceived quantitative performance. The Beta factor (0.18) was positive and proves the significant positive relationship between the variables. Therefore, hypothesis H2b was accepted.

**H5a:** Competitor-oriented techniques have positive effects on perceived qualitative performance and there is a significant positive relationship between them.

**Table 11:** Results of regression analysis performed to determine the effect of competitor-oriented strategic management accounting techniques on perceived qualitative performance

	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard Error of Estimation	F
Perceived Qualitative Performance	0.166	0.028	0.023	0.67	6.45

P<0.01, Dependent Variable: Perceived Qualitative Performance, Independent Variable: Competitor-oriented SMAT use

**Table 12.** Coefficients of regression analysis performed to determine the effect of competitor-oriented strategic management accounting techniques on perceived qualitative performance

	Non-standardized		Standardized	t	Sig.
	Beta	Standard Error	Beta		
Constant	3.510	0.168	0.166	20.90	0.00
Competitor-oriented SMAT use	0.122	0.047		2.530	0.01

Tables 11 and 12 present the results of regression analysis performed to test hypothesis H5a and the resultant Beta factor. It is clear that competitor-oriented SMAT use had a weak impact on perceived qualitative performance. A positive Beta value indicates linear relationship. Therefore, hypothesis H5a was accepted.

**H6a:** Customer-oriented techniques have positive effects on perceived qualitative performance and there is a significant positive relationship between them.

**Table 13:** Results of regression analysis performed to determine the effect of customer-oriented strategic management accounting techniques on perceived qualitative performance

	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard Error of Estimation	F
Perceived Qualitative Performance	0.195	0.038	0.034	0.67	8.98

P<0.05, Dependent Variable: Perceived Qualitative Performance, Independent Variable: Customer-oriented SMAT use

**Table 14.** Coefficients of regression analysis performed to determine the effect of customer-oriented strategic management accounting techniques on perceived qualitative performance

	Non-standardized		Standardized	t	Sig.
	Beta	Standard Error	Beta		
Constant	3.080	0.199		15.519	0.00
Customer-oriented SMAT use	0.107	0.055	0.195	1.930	0.05

The results presented in Tables 13 and 14 indicate that customer-oriented techniques were able to explain 3.4% of perceived qualitative performance. The Beta factor (0.195) was positive and proves the significant positive relationship between the variables. Therefore, hypothesis H6a was accepted.

## 5. CONCLUSION AND DISCUSSION

With this study, we basically examined whether or not competitive strategies (cost leadership, differentiation and focusing) and the use of strategic management accounting techniques (cost, competitor, customer and strategic decision making-oriented) have any significant effects on the perceived performance (qualitative and quantitative) of businesses. A model was created and hypotheses were formed to investigate the relationships between relevant parameters.

The results revealed significant positive relationships only between the differentiation strategy of competitive strategies and perceived qualitative-quantitative performances. This finding supports the results of Dess and Davis (1984), Xie et al. (2009), Teeratansirikool and Siengthai, (2011), Parnell and Köseoğlu, (2009), Parnell and Köseoğlu, (2010), Parnell, (2011), and Teeratansirikool et al. (2013). Similarly, with regard to SMAT use, competitor and customer-oriented techniques had significant positive effects on the perceived qualitative performances of businesses. Such findings comply with the results of Chenhall and Langfield-Smith, (1998), Cadez and Guilding (2008), and Şener and Dirlık (2012). There were no significant relationships between SMAT and perceived quantitative performance. Regression analyses to test the hypotheses revealed that the differentiation strategy of participating businesses slightly affected the perceived performances and similarly competitor and customer-oriented techniques also slightly affected the perceived qualitative performances of the businesses.

It was concluded that differentiation strategies and competitor-customer-oriented strategic management accounting techniques affected the perceived qualitative performance of the businesses. Further studies may be carried out by developing the research model with new dimensions and additional factors to measure the non-financial and financial performances of businesses. Also, the number of businesses can be increased to generalize the outcomes and regional comparisons can be performed in future studies.

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