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NEW CONTRIBUTIONS INFORMATION PAGE
ACADEMIC AND THEORETICAL ASSESSMENT OF THE THESIS

Thesis title:

**Factors affecting the adoption of innovative management accounting tools to improve
firm performance of manufacturing enterprises in Vietnam**

Major: Accounting

Code: 9340301

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1. Theoretical contributions

The study is expected to bring about theoretically meaningful research results when clarifying the relationships between the adoption of innovative management accounting tools (IMAT) and firm performance.

Firstly, there have been many studies conducted to study the adoption of IMAT, however, very few studies have provided a clear concept of IMAT and related concepts. And this study has attempted to expand and unify the concept of IMAT, innovate the management accounting system and apply IMAT. IMAT emphasizes thinking about innovation in management accounting system.

Second, this study further expands on the theoretical and model foundations related to the implementation of innovation in the management accounting system by providing empirical evidence on the relationship between organizational factors, business environment and the decision to adopt management accounting tools in the context of an emerging economy. The findings from this study confirm that factors such as competitive intensity, perceived business environment uncertainty, corporate culture, information technology quality and the connection of management accountant play an important role in promoting business acceptance of IMAT.

Third, one of the academic contributions of this study is to contribute to the theoretical basis of organizational and environmental factors in the decision to apply IMAT, especially in the context of an emerging economy like Vietnam. Specifically, it contributes to the theoretical foundation of situation, diffusion of innovation theory and resource-based foundation.

Fourth, this study contributes to strengthening the contingency theory by verifying and evaluating the role of contingency factors in the adoption of IMAT. Specifically, the perception of uncertain business environment has the strongest impact on the adoption of IMAT, which strengthens the contingency theory of Otley (1980) and Fisher (1995). Next, the intensity of competition, the quality of information technology, and corporate culture have a positive

relationship with the adoption of IMAT, which is considered a deeper extension of the contingency theory, especially in the context of an emerging economy like Vietnam.

Fifth, this study contributes to the strengthening of the resource-based view theory. The study has confirmed that the adoption of IMAT has a strong influence on the performance of production and business activities, which strengthens the argument of the resource-based view (Barney, 1991).

Finally, this study supports and extends Rogers' (2003) diffusion of innovation theory by showing that individuals who play a connecting role within the organization play an important role in the diffusion of innovation and the adoption of IMAT. Specifically, employees are not simply recipients of innovation but also serve as conducive to help spread knowledge and promote change and innovation adoption within the organization.

2. Practical contributions

Practical implications provide specific and applicable recommendations for businesses, administrators, policy agencies or related industries. Based on the research results of the thesis, the author gives the following practical implications.

Firstly, the research results show that the factors have different levels of impact on the adoption of IMAT. From here, the thesis gives practical implications for manufacturing enterprises that it is necessary to prioritize raising awareness of the uncertain business environment as a strategic driver for IMAT. Next, manufacturing enterprises need to strengthen the connection of management accountant staff, corporate culture supporting the adoption of innovation, as well as invest in appropriate information technology systems, and exploit competitive pressure to implement the adoption of IMAT.

Second, the research results confirm that the adoption of IMAT has a positive and clear impact on the firm performance of the manufacturing enterprises. This shows that tools such as ABC, BSC, EVA, target costing or product life cycle costing not only help the manufacturing enterprises control costs and measure performance accurately, but also improve the quality of management decisions, increase adaptability and improve profits.

Third, manufacturing enterprises need to improve the role of management accountants in the process of management accounting innovation. The role of management accountants has been confirmed through the research findings in increasing the decision to adopt IMAT. This implies that manufacturing enterprises should have the right perspective and investment for management accountants.

Fourth, the results of the thesis contribute to the practical significance for the SMEs operating in the emerging market when the message to them is to make innovations (especially innovations related to the international economic system) when there are too many fluctuations coming from the business environment. In a turbulent economy, the emergence of new SMEs with better technology makes it easy for SMEs to be left behind. Therefore, SMEs leaders need to further enhance their awareness of the business environment and need to make necessary changes in the current new context.

Fifth, the research results show that the role of leadership plays a key role in promoting the adoption of IMAT in manufacturing enterprises. Specifically, leaders need to have a strategic vision and a clear awareness of the competitive environment and risks, thereby orienting the organization to apply IMAT.

Sixth, the research results also show that human resources and corporate culture play an essential role in realizing the effectiveness of IMAT. Manufacturing enterprises need to invest in training and capacity building for the management accountant team, helping them not only to use the tools proficiently but also to support the spread of innovation adoption among departments.

Seventh, through the findings of the thesis, to successfully adopt IMAT, enterprises need to build an ecosystem in which factors affecting the adoption of IMAT need to be focused on.

Eighth, based on the model of Al-Sayed and Dugdale (2016), the thesis proposes a roadmap for implementing IMAT to ensure efficiency and minimize risks, instead of implementing them suddenly and without preparation. The roadmap includes four main steps: (1) Assessing the current situation, (2) Selecting appropriate tools, (3) Piloting implementation and (4) Optimization and integration.

Finally, policy orientation and support from the government. In the context of the Vietnamese economy undergoing strong transformation, the adoption of IMAT is not only the responsibility of each enterprise but also requires support from national economic and financial policies. Therefore, the Government needs to have policies to encourage enterprises to invest in IMAT, such as tax incentives, financial support programs for enterprises to transform digitally, and provide preferential loan packages so that enterprises have enough budget to invest in IMAT.

PhD student