
Contents

| | |
|---|----|
| Introduction | ix |
| Part 1. The Evolution of the Concept of Value Creation in Accounting and Strategy (At a Theoretical Level) | 1 |
| Chapter 1. Value Creation: A Polysemic Concept | 3 |
| 1.1. Introduction. | 3 |
| 1.2. The economic concept of value | 3 |
| 1.2.1. Back to the basics. | 3 |
| 1.2.2. The concept of value explained by IO scholars | 5 |
| 1.3. The value concept in strategic management: the evolution of strategic thought of Michael Porter. | 11 |
| 1.3.1. The first stage: the economical background of Porter | 12 |
| 1.3.2. The second phase: a shift toward strategic management (1980–2000) | 13 |
| 1.3.3. The third phase: the role of geographic location (the 2000s), clusters and nations | 17 |
| 1.3.4. The fourth phase: from the end of the 2000s to the beginning of the 2010s | 18 |
| 1.4. From value creation to cocreation of value | 19 |
| 1.5. Conclusion | 21 |
| Chapter 2. Strategy and Management Accounting: Theoretical Background | 23 |
| 2.1. Defining “strategy” | 23 |
| 2.2. The “prescriptive view” and “postscriptive view” of strategy | 25 |

| | |
|--|-----------|
| 2.2.1. The prescriptive view of strategy | 25 |
| 2.2.2. The postscriptive view of strategy | 26 |
| 2.3. The role of accounting in strategic management | 28 |
| 2.3.1. Transmitting a prescriptive strategy within an organization | 28 |
| 2.3.2. Fostering organizational learning as a postscriptive strategy | 32 |
| 2.4. Making an organization literate about strategy | 34 |
| | |
| Part 2. The Linkages between Accounting and Strategy Practices in Various Environments | 37 |
| | |
| Chapter 3. Management Accounting Practices as Organizational Learning: Continuous Value Creation in a Japanese Company | 39 |
| 3.1. Introduction. | 39 |
| 3.2. Literature review. | 41 |
| 3.3. Methodological issues | 44 |
| 3.4. Research design | 46 |
| 3.5. Case description: ubiquitous management accounting practices at Kyocera | 47 |
| 3.5.1. Organizational structure and accounting responsibility | 47 |
| 3.5.2. Penetrating the Kyocera philosophy | 49 |
| 3.5.3. Budgeting processes based on Plans. | 52 |
| 3.5.4. Fractal organizational learning through the budgeting process | 55 |
| 3.6. Discussions and conclusions: management accounting as an education system | 58 |
| | |
| Chapter 4. New Ways to Create Value Integrating Strategic and Accounting Issues in a New Context of Digital Transformation: French Perspectives | 61 |
| 4.1. Introduction. | 61 |
| 4.2. The evolution of value chain and business model | 62 |
| 4.2.1. The extended notion of value chain | 62 |
| 4.2.2. Business model and value creation | 65 |
| 4.2.3. Linking business models to other management tools (the balance scorecard) | 70 |
| 4.3. The digitization and the evolution of accounting practices: French perspectives | 71 |
| 4.3.1. From digitization to digital transformation. | 71 |
| 4.3.2. Uber, uberization and digitization | 73 |
| 4.3.3. What digital transformation of accounting activities? | 76 |

| | |
|---|-----------|
| 4.3.4. From big data to advisory services. | 78 |
| 4.4. Conclusion | 78 |
| Part 3. The Notion of Value Creation in the Context of Japanese SMEs. | 81 |
| Chapter 5. Value Creation from Voluntary Disclosure by Small-and Medium-Sized Entities | 83 |
| 5.1. Introduction. | 83 |
| 5.2. SME accounting scheme in Japan. | 85 |
| 5.2.1. Accounting Standard Board of Japan Guidelines for SMEs (ASBJ Guidelines) | 85 |
| 5.2.2. General Accounting Standards for SMEs (General standards) . . . | 85 |
| 5.2.3. Accounting Rules of Corporate Tax Act (Tax Accounting Standard). | 86 |
| 5.2.4. The International Financial Reporting Standards for SMEs (IFRS for SMEs) | 86 |
| 5.2.5. Japanese Generally Accepted Accounting Principles (J-GAAP). . | 86 |
| 5.3. Theoretical foundations. | 86 |
| 5.4. Literature review. | 88 |
| 5.5. Association between SMEs' voluntary disclosure and value creation. | 92 |
| 5.6. Summary | 93 |
| Chapter 6. SMEs' Value from Voluntary Disclosure: Deductive Quantitative Approach. | 95 |
| 6.1. Introduction. | 95 |
| 6.2. Research design | 98 |
| 6.2.1. Participants | 98 |
| 6.2.2. Questionnaire development | 98 |
| 6.2.3. Descriptive statistics | 99 |
| 6.3. Results. | 102 |
| 6.4. Interpretation and discussion | 107 |
| 6.4.1. CPTAs' perceptions of ASBJ Guidelines. | 107 |
| 6.4.2. CPTAs' perceived values of ASBJ Guidelines | 109 |
| 6.4.3. CPTAs' perceived values of General Standards | 110 |
| 6.4.4. Differences in value between ASBJ Guidelines and General Standards. | 111 |
| 6.5. Conclusion | 112 |

| | |
|---|-----|
| Chapter 7. SMEs' Value from Voluntary Disclosure: Inductive Qualitative Approach | 115 |
| 7.1. Introduction. | 115 |
| 7.2. Research design | 116 |
| 7.2.1. Participants | 116 |
| 7.2.2. Data analysis. | 119 |
| 7.2.3. Quality check | 119 |
| 7.3. Results. | 119 |
| 7.3.1. Accounting competencies | 120 |
| 7.3.2. Financing needs | 126 |
| 7.3.3. SMEs' management goals. | 130 |
| 7.4. Discussion and interpretation | 135 |
| 7.4.1. Trading off between expertise and autonomy | 136 |
| 7.4.2. Cloud accounting for value creation | 136 |
| 7.4.3. Accrual versus tax accounting | 137 |
| 7.4.4. Checklist scheme | 138 |
| 7.4.5. Growth intentions versus preserving status quo | 138 |
| 7.5. Conclusion | 140 |
| Bibliography | 143 |
| Index | 163 |