



**Responsible Editor:** Rafael Barreiros Porto  
**Associate Editor:** Ilirio José Rech  
**Evaluation Process:** Double Blind Review pelo SEER/OJS

## Elements of strategic cost management: exploring relationship with strategic options

### ABSTRACT

**Objective:** This study analyzes the relationship between Elements of Strategic Costs Management (SCM) and Strategic Options in companies listed in the Brazilian Stock Market. A total of 40 companies from different sectors were surveyed using Management Reports.

**Method:** To categorize the data, we used a checklist composed of predefined categories and subcategories based on characteristics of the Elements and Strategic Options. For the analysis of the relationship between the variables, multiple linear regression by the Stepwise method was used.

**Originality/Relevance:** The study starts from a gap in the theoretical cut-offs about the relation between strategic options and types of control adopted by the company, mainly related to the Elements of SCM. In Brazilian studies on SCM elements, it is the first to employ a framework that considers the three main strategic variables used in the SCM literature.

**Results:** The relationship between strategic options and the use of certain elements was found. Elements related to cost analysis and structural determinants are most cited by prospective companies and companies that seek differentiation. Companies using hold strategy cite more elements linked to the actions of customers, suppliers, and strategic pricing. Activity-based costing / activity-based management, total cost of ownership, open accounting, quality cost management, and utilization of production capacity didn't show any relation to strategic options.

**Theoretical/Methodological contributions:** It's unheard of the significant relationship found between analytical typology and certain elements since there was no such evidence in any other study addressed in this research. The study provides empirical evidence that Strategic Options relate to elements of SCM used by companies.

**Keywords:** Elements of Strategic Cost Management; Strategic Cost Management; Strategic Options.

#### How to Cite (APA)

Santana, T. A. M., Diehl, C. A., & Martins, V. Q. (2020). Elements of strategic cost management: exploring relationship with strategic options. *Journal of Accounting, Management and Governance*, 23 (2), 179-199. [http://dx.doi.org/10.21714/1984-3925\\_2020v23n2a3](http://dx.doi.org/10.21714/1984-3925_2020v23n2a3)

---

Tatiany Afonso das Mercês Santana   
Universidade do Vale do Rio dos Sinos, RS, Brasil  
E-mail: [tatianyafonso@hotmail.com](mailto:tatianyafonso@hotmail.com)

Carlos Alberto Diehl   
Universidade do Vale do Rio dos Sinos, RS, Brasil  
E-mail: [cd@unisinors.br](mailto:cd@unisinors.br)

Vanessa de Quadros Martins   
Universidade do Vale do Rio dos Sinos, RS, Brasil  
E-mail: [qm.vanessa@gmail.com](mailto:qm.vanessa@gmail.com)

---

Received: April 9, 2019  
Revised: February 13, 2020  
Accepted: March 25, 2020  
Published: July 15, 2020



## 1 INTRODUCTION

Studies based on contingency theory represent an essential field of research on management strategy and control (Baines & Langfield-Smith, 2003; Cadez & Guilding, 2008). However, the results are ambiguous, given the different ways in which strategic management strategies and practices were carried out (Cinquini & Tenucci, 2010; Guilding, 1999; Kald Nilsson & Rapp, 2000; Langfield-Smith, 2007; Marques, 2012). The pillars of strategic cost management comprise a set of elements (Shank and Govindarajan, 1997), practices (Cinquini & Tenucci, 2010; Wrubel Diehl, Toigo & Ott, 2011) and artifacts (Costa, 2015; Slavov, 2013) that can be used by managers who seek broader cost management, without neglecting the organization's strategic objectives.

Although studies about the influence of strategy on the use of elements of strategic cost management are increasing, little has been done in the sense of seeking to align the strategic dimensions and associate them with the types of control adopted by the company, especially about the use of elements of strategic cost management (Marques, 2012).

For Kald et al. (2000) and Langfield-Smith (1997), the results of studies realized from the perspective of strategic typologies (Cadez & Guilding, 2008) are limited, given the focus of analysis. They are focused on internal processes, specifically the domain interrelationship, technology, and organization, considering that in strategic cost management, the scope of investigation extends to the external environment of the company. Similar limitations occur when considering only the form chosen to compete, given that the scope of analysis has a more external focus, focused on how the organization can act to obtain an advantage.

Another strategic option that generates discussions, when analyzed in isolation, refers to the strategic mission (Govindarajan & Gupta, 1985), focused on the development of the companies' business environment and the life cycle of products. Therefore, as the product goes through its different stages and adjusts to the environment, the mission will be determined, and changes in the company's strategic position will occur (Gupta & Govindarajan, 1984; Kald et al., 2000).

Strategic options can both influence and are influenced in the process of formulating business strategies and in the way that business units manage and offer their products. That said, it is necessary to align its dimensions, then classifying the business strategy becomes necessary (Kald et al., 2000; Langfield-Smith, 2007).

In this sense, the following question arose: What is the relationship between strategic options and elements of strategic cost management in companies listed in the Brazilian Stock Market? The objective of this investigation was to analyze the relationship between the elements of strategic cost management and the strategic options in companies listed in the Brazilian Stock Market.

Kald et al. (2000) and Langfield-Smith (1997) provide a theoretical model that integrates strategic approaches and their possible influence on the development and use of management controls. Throughout this research, four empirical studies were identified (Andrade, Teixeira, Fortunato, & Nossa, 2013; Cinquini & Tenucci, 2010; Fowzia, 2011; Marques, 2012), which sought to operationalize the model proposed by Kald et al. (2000) and Langfield-Smith (1997). Only Marques (2012) analyzed with a focus on elements of strategic cost management. However, the research was dedicated to the specific analysis of the target costing element.

The contribution of the study assumes two dimensions. First, providing greater academic and business visibility of SCM given its relevance and potential contribution of the body of information that its elements can generate for organizations. In the second place, to identify the association of a set of elements of strategic cost management with three strategic

dimensions (typology, mission, and strategic positioning) proposed by Kald et al. (2000) and Langfield-Smith (1997).

In addition to this introduction, the article continues with a literature review on the topics: strategic options, strategic cost management, and hypotheses. Next, the applied methodology is presented. Then, there is the presentation of the results and discussions resulting from the analysis of the data, ending with the primary considerations about the findings and list of references used.

## 2 LITERATURE REVIEW

The strategy is one of the variables to be studied in strategic cost management, under the contingency theory approach (Chenhall, 2003). Three approaches to strategic dimensions are considered in this study. The typologies of Miles, Snow, Meyer, and Coleman (1978), related to the characteristics of the product and the market about the stable and dynamic domains. In addition, the way chosen to compete by Porter (1989) focused on the positioning of the company in relation to the external environment. Moreover, the mission of Gupta and Govindarajan (1984) focused on the life cycle and the choices between the increasing market share or short-term profit.

### 2.1 Strategic Options

#### 2.1.1 Strategic typologies of Miles, Snow, Meyer, and Coleman

Strategic Approach	Strategic Standard	Main features
Strategic Typologies	Defender	Stable domain, limited product set, technological efficiency, rigid and centralized organizational control, labor division, cost efficiency, high-quality products, efficiency in production and distribution activities, unable to respond to significant changes in its market environment. Cost management is more related to processes, that is, greater use of elements with a focus on an internal analysis (Capalonga, Diehl & Zanini, 2014; Diehl, 2004; Marques, 2012; Miles et al., 1978; Slavov, 2013).
	Prospector	Dynamic environment, ability to explore new product-market opportunities, broad domain and in continuous development, seek potential market opportunities, technological structure, and flexible and decentralized administrative systems. Less emphasis on elements aimed at controlling costs and greater use of elements of strategic cost management that include external analysis of the environment, product, and market development (Capalonga <i>et al.</i> , 2014; Diehl, 2004; Marques, 2012; Miles et al., 1978; Slavov, 2013).
	Analyzer	Hybrid. Seeks to minimize risks and maximize results. It has a difficult implementation in areas marked by rapid changes and constant technological developments, traditional products, and customers. It seeks product-market innovation after verifying feasibility, matrix structure. Cost management involves decisions related to both the external and internal environment. Demands equivalent use of elements of Strategic Cost Management (Capalonga <i>et al.</i> , 2014; Cooper & Slagmulder, 1998; Diehl, 2004; Marques, 2012; Miles et al., 1978; Slavov, 2013).
	Reactor	It does not have a coherent strategy, and the structure does not fit the purpose (Diehl, 2004; Miles et al., 1978; Slavov, 2013).

**Figure 1.** Characteristics of strategic typologies

Miles et al. (1978) developed a strategic framework formed by three strategic types that differ from each other according to the occurrence of changes in the product-market: 1) defender, which has a narrow domain of product-market; 2) prospector, looking for market opportunities, with product innovations; 3) analyzer, which operates in two product-markets, one moderately stable and the other in change, combining the strongest characteristics of the defender and prospector strategy. A fourth strategic pattern is presented, called reactor typology, and it consists of strategic failure. Figure 1 shows the main characteristics of strategic typologies.

Each of these typologies refers to distinct strategies that relate to the business environment and have characteristics in terms of technology, structure, and process, which, when aligned, develop a strategic pattern for solving the business, technological, and administrative problems (Miles et al., 1978). In this sense, the authors explain that the reactor typology consists of strategic failure, since the inconsistencies generated by it, do not allow the development of a successful strategic pattern in the long run. Therefore, for carrying out this study, the reactor strategic typology will not be considered.

**2.1.2 Porter's generic strategies**

Porter (1989) described three basic ways for a company to position itself and obtain a competitive advantage: 1) cost leadership strategy, which seeks efficiency in managing its costs; 2) Differentiation strategy, which aims to take advantage of offering products that are perceived as different, superior or exclusive by customers; and 3) Focus strategy, which operates in a specific niche, being able to take advantage of differentiation or lower costs. Due to the focus of analysis, the focus strategy is not used in most studies on Strategic Cost Management, as is the case with this research. Figure 2 presents the main characteristics of Porter's competitive strategies (1989).

Strategic Approach	Strategic Standard	Characteristics
Competitive Strategies	Differentiation	Products with unique characteristics lead to higher prices, emphasis on marketing and research; customer loyalty to the brand; product innovation; positive brand and product image within the sector; greater brand attractiveness; delivery systems adapted to the customer's needs; coordination between R&D functions; product development and marketing (Capalonga <i>et al.</i> ,2014; Diehl, 2004; Govindarajan & Shank, 1992; Langfield-Smith, 1997; Porter, 1989; Slavov, 2013).
	Cost leadership	Low price, focus on high market share, standardized products, economy of scale, operational efficiency; patented technology; higher sales volume; leader in cost, control of distribution channels; higher production volume; serves several industrial segments (Capalonga <i>et al.</i> ,2014; Diehl, 2004; Govindarajan & Shank, 1992; Langfield-Smith, 1997; Porter, 1989; Slavov, 2013).
	Focus	Focus on a defined group of customers, product line, or geographic market (Capalonga <i>et al.</i> ,2014; Diehl, 2004; Porter, 1989; Slavov, 2013).

**Figure 2.** Characteristics of competitive strategies

Diehl (2004) explains that the difference between the strategies is in understanding the discussion between competitive strategy (costs, differentiation, and focus) and competitive advantage (cost or differentiation) that can have either a broad target (covering several segments) or a narrow target (a specific segment, which leads to the focus). Thus, what determines the non-use of the focus strategy in most studies on SCM is the focus of analysis,

which consists of understanding how management systems should be designed so that they can support and sustain the way chosen by the company.

### 2.1.3 Gupta's and Govindarajan's strategic mission

The strategic mission or portfolio strategy expresses the intended strategic nature of the business units, in which the different missions of the business units require different priorities. However, the strategies differ not only in terms of mission but also in terms of their competitive position about others in the sector in which they operate. It involves the choice between increasing market share and maximizing profits in the short term, and adopts a lifecycle approach (Gupta & Govindarajan, 1984).

From the perspective of the life cycle, the product goes through several different stages, such as development, growth, maturity, and decline. As the product goes through its various stages, demand and market share also change, consequently, they change over time, the company's strategic mission (Cinquini & Tenucci, 2010).

When evidencing trade-offs between the choice to increase market share and the maximization of cash flow in the short term, Gupta and Govindarajan (1984) describe four types of mission that a business unit can adopt, given the market development and the product life cycle: build, hold, harvest, and divest. Build aims at more significant market share, with low gains and low cash flows in the short term; hold seeks to defend the market position with cash inflows and outflows in balance; harvest aims to increase earnings and cash flow in the short term; divest aims at more significant gains in the short term, while it is in the process of liquidation or sale. Due to this characteristic, the divest mission was not used.

Considered the main variable that affects the use of elements of strategic cost management, the strategy acts mainly in response to the organizational environment and due to changes, that occur over time (Diehl, 2004). The next topic discusses the concepts of strategic management, characteristics, and functionality of its main elements.

## 2.2 SCM and strategic cost management elements

Strategic Cost Management (SCM) involves the analysis of data from the internal and external environment of the company. It is used in the decision process to assist managers in formulating, implementing, and monitoring the strategy (Shank & Govindarajan, 1997). It comprises a set of practices implemented by management (Slavov, 2013), whose analysis, in addition to helping to reduce costs, should simultaneously strengthen the company's competitiveness and strategic positioning (Cooper & Slagmulder, 2003). Figure 3 presents the 21 elements that compose the SCM and their main characteristics, according to Wrubel et al. (2011).

Understanding the relationship between cost controls and strategies is necessary to analyze which characteristics are essential for the alignment between these factors to occur (Diehl, 2004). However, no relationship was found. In the following topic, the hypotheses developed from the literature review are presented.

SCM Elements	Main features
Value chain	It identifies opportunities in the existing links between suppliers and customers, in addition to understanding the costs and sources of differentiation in a set of strategic activities (Shank & Govindarajan, 1997).
ABC/ABM	Activity-Based Costing (ABC) analyzes costs arising from the consumption of resources for the execution of activities. In contrast, ABM (activity-based management) seeks to promote improvements in the result, through the management of activities and the use of ABC (Costa, 2015).
Environmental costs	Analyzes costs arising from the existence or the possibility of the existence of poor environmental quality, in activities of control, preservation, recovery, monitoring, and disposal of products and waste (Souza, Rasia & Almeida, 2015).
Intangible costs	It analyzes expenses caused by the acquisition or development of an intangible asset and the existence of intangible factors (Abreu, Diehl & Macagnan, 2011).
Total cost of ownership (TCO)	It analyzes the costs of the product acquisition, use, or supply in all links of the value chain (Costa, 2015).
Cost of competitors	They focus on collecting data to analyze the cost structure of competitors whose information is used to formulate and monitor the strategy (Costa & Rocha, 2014).
Profit per customers	It is an analysis of the net financial contribution generated by a client or group of clients, in all links of the chain, based on their transactions (Costa, 2015).
Logistics costs	It analyzes the costs resulting from expenses with planning, production control, storage, inventory, order processing, information technology, transportation, inventory turnover, and investment profitability, in the search for balance between costs and levels of services provided (Vargas, Coser & Souza, 2016).
Strategic alliances	It analyzes opportunities and benefits that can be generated by the integration between companies in different links in the chain (Wrubel et al., 2011).
Interorganizational Costs	Monitoring and control of costs between companies in the same chain through the exchange of information that provides cost efficiency, improves processes, production technologies and offers of products with different characteristics that add value to the customer (Costa, 2015).
Open accounting	Effective cost management between companies in the same chain aiming at the efficiency of the production process cost reduction and purchase price, evaluation, and selection of suppliers (Sadeghi & Jokar, 2014).
Target costing	Strategic profit planning and cost reduction process determined from the sale price to arrive at a cost. Market-oriented, engineering, and strategy-oriented (Costa, 2015).
Economy of scale	It represents the volume of production that can be achieved (Costa & Rocha, 2014).
Economics of scope	It results from the shared use of the same resource, process, and productive activity in the manufacture of different products, by-products, or components (Costa & Rocha, 2014).
Degree of complexity and product diversity	It reflects the diversity of the line of products offered. The broader the degree, the greater the complexity of the structure, production process facilities and purchasing activities (Costa & Rocha, 2014).
Technology used	How the company uses its knowledge to combine resources and transform them into products (Costa & Rocha, 2014).
Product configuration	It reflects the costs of meeting the product's design to the customers' needs regarding the characteristic such as quality and price (Costa & Rocha, 2014).
Quality management	Analysis and monitoring of product quality costs resulting from preventive control, costs with poor quality, and internal and external failures (Cinquini & Tenucci, 2010).
Installation layout	How resources are positioned to facilitate movement in the workplace and ensure a safe environment for workers (Costa & Rocha, 2014).
Production Capacity utilization	It represents the effective volume of production, the higher the level of use, the higher the efficiency of the cost structure (Porter, 1989).
Value chain relationships	Results from the sharing of everyday activities within the same company or from Know-how between independent activities (interrelations) (Porter, 1989).

**Figure 3.** SCM elements and their main characteristics

## 2.3 Hypotheses

The eight strategic variables: defender - analyzer - prospector (typologies); build - hold - harvest (mission); differentiation - cost leadership (competitive advantage) were identified from the review of theoretical studies. The 21 elements of SCM (Figure 3) were identified in empirical research carried out by Wrubel et al. (2011).

Miles et al. (1978) identified that the defender typology has a narrow target and a stable domain and seeks to protect this domain from its competitors by offering products with superior quality at low prices. They are mainly focused on the efficiency of production activities and on improving the quality of products to reduce costs and are highly specialized in the area of operation of the organization (Guilding, 1999). Thus, it is expected that:

H1: existence of SCM elements used by companies are related to the defender strategic typology.

The analyzer has the main characteristics of prospectors and defenders. As in a defender, the analyzer is more stable and focuses on the efficiency of production and engineering activities. However, as in a prospector, this typology operates in a more dynamic environment and focuses on product innovation through imitation (Marques, 2012; Miles et al., 1978). Therefore, it is expected that:

H2: existence of SCM elements used by companies are related to the analyzer's strategic typology.

Prospectors are in continuous development and looking for new opportunities; they are creators of change and uncertainty to which your competitors must respond (Miles et al., 1978). Given the dynamic environment, they may face increased competition at the product's maturity stage, which will increase price competition, so it will be necessary to improve the cost-effectiveness of production activities (Kald et al., 2000; Miles et al., 1978). Thus, it is expected that:

H3: existence of SCM elements used by companies are related to the prospector's strategic typology.

Companies that adopt an advantage in costs seek to have the lowest cost in their product-market domain. Such an advantage can be achieved by maintaining strict controls on cost determining factors, and by eliminating activities that are not necessary and that do not add value. They tend to operate in more stable environments, with the offer of standardized products (Govindarajan & Shank, 1992; Porter, 1989; Slavov, 2013). Therefore, it is expected that:

H4: existence of SCM elements used by companies are related to the advantage in costs.

Companies that take advantage of differentiation seek to offer innovative products, characterized by the exclusivity of their attributes, such as quality, superior customer service, and technological innovation. They operate in dynamic and innovative environments (Govindarajan & Shank, 1992; Porter, 1989; Slavov, 2013). Thus, it is expected that:

H5: existence of SCM elements used by companies are related to the advantage of differentiation.

Companies adopt the harvest mission when products are in the maturity phase. In this way, your actions will be in the direction of reducing costs to increase cash flow. However, when they operate in relatively unattractive sectors, they may take actions that result in attributing new characteristics to their products or actions that occur in the introduction of totally new products, extending their useful life (Govindarajan & Shank, 1992; Kald et al., 2000). Therefore, it is expected that:

H6: existence of SCM elements used by companies are related to the harvest strategic mission.

Companies that follow the hold mission have their products in the maturity phase. Thus, strategic actions will be aimed at ensuring market share, product quality, and competitive position through greater cost-effectiveness. However, they will be able to identify sources of differentiation, extending the useful life of these products (Gupta & Govindarajan, 1984; Langfield-Smith, 1997). Therefore, it is expected that:

H7: existence of SCM elements used by companies are related to the hold strategic mission.

Companies that follow a build mission seek to increase market share and strategic positioning, even if there is a reduction in earnings or cash flow in the short term (Govindarajan & Shank, 1992). This is only possible if the company achieves a competitive differential higher than that of its competitors (Langfield-Smith, 1997). Thus, it is expected that:

H8: existence of SCM elements used by companies are related to the build strategic mission.

### **3 METHODOLOGICAL PROCEDURES**

It is a survey based on documentary research, in which Management Reports (MR) of companies listed on Brazilian Stock Market (Brazil, Bolsa, Balcão – [B]<sup>3</sup>) were analyzed. This research is applied, as it aims to produce knowledge about the possible relationship between elements of SCM and strategic options. As for the objectives, it describes evidence about elements of SCM and strategic options observed in the reports and their relations. About the problem approach is quantitative.

#### **3.1 Research population and sample**

The research universe was constituted by the 500 companies listed on [B]<sup>3</sup> in April 2016. However, those constituted in the form of pure holding companies (143) and those that did not have reports published in the analyzed year (5) were excluded. The population was limited to 357 companies.

For the initial sample, the MR of 40 companies from different sectors were analyzed, selected used the simple random probability sampling technique, which allows an equal



probability, for all subjects in the research universe, to be chosen as sample subjects (Fowzia, 2011). For the final sample, Pearson's Coefficient of Variation (PCV) for each analyzed category was calculated, according to Equation 1.

$$\text{On what } n = \left( \frac{Z_{\alpha/2} \cdot \sigma}{E} \right)^2 \tag{Equation 1}$$

Where,

n: number of companies in the sample (14);

Z  $\alpha$  / 2: the degree of significance used (1.96, that is, 5%);

$\sigma$ : standard deviation of the category with the highest PCV (Open Accounting = 0.579657);

E: Margin of error, 10% of the highest data found on the category scale with the highest PCV = (0.3).

The sample calculation for a reliable estimate was carried out using data from the Open Accounting category, resulting in 14 companies that should be analyzed. However, it was decided to investigate 40 companies, selected by lot, as it is considered more comprehensive since a more significant number of companies comprised the sample.

### 3.2 Data collect

The data were collected from the analysis of the 2015 MR of the companies listed on [B]<sup>3</sup>. A single period was chosen, as the study does not aim to identify changes in strategy over time, but rather the alignment with the elements of SCM.

Initially, a list of 16 categories and 84 subcategories on SCM practices and strategic options was used. But to make it possible to operationalize the model by Kald et al. (2000) and Langfield-Smith (1997), it was necessary to include the strategic typologies addressed by Miles et al. (1978), since Wrubel et al. (2011) addressed only the mission of Gupta and Govindarajan (1984) and the way chose to compete by Porter (1989). After including the strategic typology variable, a list of subcategories was developed for each of the strategic variables, based on the literature.

The subcategories were validated using the Delphi round technique, based on the consensus of opinions of three specialists (experts in strategy and SCM). In the cost determinants category, the checklist developed by Costa (2011) was partially used, due to the checklist used by Wrubel et al. (2011) which did not have subcategories that could assist in data identification. In the end, a checklist with 29 categories and 245 subcategories related to Strategic Options and SCM Elements was used.

To confirm the information on strategic options, identified from the analysis of the management reports, a questionnaire was sent by e-mail to the directors of two companies in the sample. One is from the car rental sector and the other from telecommunications. Ten companies were contacted. Three accepted to participate in the survey, but only two returned the questionnaire with answers. The questionnaire developed by Marques (2012) was partially used, as it was sought here, only to confirm the information on strategic option obtained through analysis of the MR.

### 3.3 Data processing

Content analysis technique was used since the management reports are published in text and message format (Bardin, 2014). For the organization and counting of data, NVivo 11.4 software was used. After reading the reports, the categories and subcategories about SCM elements were inserted into the software. The identified data were transcribed to

Microsoft Excel. After tabulation, Multiple Linear Regression analysis was performed using the Stepwise Method, in SPSS software.

The study was carried out considering the strategic options as independent variables due to their possible influence on the management and control process of the companies. The SCM elements were considered as dependent variables because the management process and the control elements must be able to meet the need for information that each strategic option requires. The models used, based on the variables presented, are shown in Figure 4. Each dependent variable generated an equation to be analyzed.

Models	Equation
1 a 21	$SCM_i = \beta_0 + \beta_1 (\text{defender})_i + \beta_2 (\text{analyzer})_i + \beta_3 (\text{prospector})_i + \beta_4 (\text{costs})_i + \beta_5 (\text{differentiation})_i + \beta_6 (\text{build})_i + \beta_7 (\text{hold})_i + \beta_8 (\text{harvest})_i + \epsilon_i$

**Figure 4.** Models for investigating the hypotheses

Note  $i$  - companies;  $\beta_0$  - the term of the intercept;  $\epsilon_i$  - represents the residual error term of the regression model.

The dependent and independent variables are of the continuous numeric type. They represent values resulting from the number of times that elements that characterized them could be identified in the management reports.

#### 4 PRESENTATION AND ANALYSIS OF RESULTS

In this section, we begin by describing the characteristics of the organizations in the sample. In the following subsections, the descriptive measures of the strategic options and the elements of strategic cost management are presented. The study involved the analysis of three strategic schools: strategic typologies, strategic mission and strategic positioning, from the perspective of competitive advantage, and 21 elements related to strategic cost management. In the sequence, the results obtained by means of multiple regression are presented. Finally, the discussion of the results.

##### 4.1 General sample analysis

Table 1 shows the sectorial classifications of the companies.

Table 1

##### **Sectorial classification of the sample companies**

Sector	Number of Companies	Sample percentage
Cyclic Consumption	14	35
Public utility	6	15
Industrial Goods	5	12,5
Basic Materials	5	12,5
Financial and Others	3	7,5
Health	3	7,5
Information Technology	2	5
Non-Cyclical Consumption	1	2,5
Telecommunications	1	2,5
<b>TOTAL</b>	<b>40</b>	<b>100</b>

The companies are classified according to [B]<sup>3</sup> (2015) in nine significant sectors. The sector with the largest number of companies analyzed is cyclical consumption (35%),

followed by a public utility (15%), industrial goods, and basic materials (12.5% each). The composition of the sample can influence strategic options, since in each sector, the way to compete may be different. In the following sections, descriptive measures of strategic options and SCM elements are presented.

**4.2 Descriptive statistics of strategic options**

Descriptive statistics (Table 2) reveal that the prospector strategy has the highest average among the typologies. The mode for typologies (prospector, defender, and analyzer), competitive advantage (costs) and for mission (hold and harvest) is zero, because, in most companies, information related to these options has not been identified. In relation to the way chosen to compete, the results show a greater emphasis on the advantage of differentiation. In the mission, the highest average observed is in the build strategy.

It was observed that prospector companies cite more elements of SCM and that these are directly linked to the analysis of costs and structural determinants. About the way chosen to compete, the elements of SCM are most cited by companies using differentiation, being directly linked to the analysis of costs and structural determinants.

In relation to the mission, it was observed that the option hold mentions more elements of SCM, whose primary information refers to the strategic pricing of products, actions of customers and suppliers and emphasizes less information related to economies of scale. As for the structural determinants, it was identified that they have a greater relationship with the strategic options followed by the company than the execution determinants.

**Table 2**  
**Descriptive statistics of strategic options**

Strategic Options	Average	Median	Mode	Std. Dev.	Min	Max
<b>Strategic Typologies</b>						
Prospector	5,78	3,00	0,00	1,35	0	37
Defender	2,03	1,00	0,00	1,35	0	12
Analyzer	1,98	0,00	0,00	1,69	0	14
<b>Way Chosen to Compete</b>						
Advantage of Differentiation	10,08	7,00	2,00	1,12	0	48
Advantage in Costs	8,60	5,00	0,00	1,01	0	32
<b>Strategic Mission</b>						
Build	7,40	3,50	2,00	1,25	0	44
Hold	1,75	0,00	0,00	2,71	0	29
Harvest	0,28	0,00	0,00	2,68	0	4

The data on strategic options obtained with the analysis of the MR of two companies in the sample (telecommunications sector and car rental) were compared with the answers obtained with the questionnaire applied to the directors. At the car rental company, it was not possible to confirm whether the prospector option - pointed out by the director - matches the MR information, probably given the diffuse way in which the data was disclosed.

The hold mission is an intermediate strategic option in which, characteristics of both the build and harvest mission are present. Thus, the manager's view of what the company's strategic focus maybe, influenced by the area to which he is linked, as is the case of the manager of the telecommunication company that is related to equity, therefore, more focused on equity issues and economic and financial. In the case of the car rental company, which is a franchisee, there are two situations. First, the director interviewed was that of the franchisee, and the report analyzed was that of the franchisor, therefore different companies in the chain. Second, because it is a franchisee and franchisor, they may have different strategic options.

The advantage option of differentiation pointed out by the director of the telecommunications company does not match the information from the management report that pointed to the advantage in costs. This shows that although the company seeks to defend its market position via differentiation, as informed by the director, a greater number of actions are implemented to make the production process more efficient.

**4.3 Descriptive statistics of SCM elements**

The data observed in Table 3 show that the elements intangible costs, degree of complexity, value chain, and environmental costs have the highest citation averages. Most elements have zero-mode because, in most companies, information related to these elements has not been identified.

**Table 3**  
**Descriptive statistics - SCM elements**

SCM elements	N	Average	Median	Mode	Std. Dev.	Min	Max
Intangible Costs	40	27,25	13,00	0,00	1,35	0	196
Degree of Complexity	40	16,03	11,00	5,00	0,95	0	60
Value Chain	40	13,20	9,00	0,00	1,12	0	66
Environmental Costs	40	10,05	1,50	0,00	1,55	0	63
Quality management	40	7,65	3,00	0,00	1,85	0	82
Economics of Scope	40	7,38	5,00	0,00	1,02	0	35
Economy of Scale	40	5,50	3,00	2,00	1,10	0	28
ABC/ABM	40	5,13	4,00	0,00	0,99	0	21
TCO	40	5,03	3,50	0,00	1,00	0	19
Target Costing	40	4,63	2,00	0,00	1,85	0	44
Value Chain Relationships	40	4,63	1,50	0,00	1,34	0	24
Logistics Costs	40	2,80	0,00	0,00	2,49	0	39
Interorganizational Costs	40	2,50	1,00	0,00	1,99	0	29
Technology Used	40	2,38	2,00	0,00	1,04	0	9
Strategic Alliances	40	1,98	0,00	0,00	1,77	0	17
Profit per Customer	40	1,75	0,00	0,00	2,38	0	22
Production Capacity Utilization	40	1,30	0,00	0,00	2,07	0	12
Installation Layout	40	1,05	0,00	0,00	1,76	0	8
Cost of Competitors	40	0,60	0,00	0,00	2,38	0	6
Product Configuration	40	0,43	0,00	0,00	2,84	0	7
Open Accounting	40	0,15	0,00	0,00	3,87	0	3

The data show that the average levels of citation vary from 27.25 (intangible costs) to 0.15 (open accounting) with a maximum of 196 and a minimum of 0, respectively. Most elements of strategic cost management have zero mode. The reason is that, in most companies, information related to the elements of cost of competitors, profit per customer, logistics costs, strategic alliances, inter-organizational costs, and open accounting has not been identified.

In a similar study, Wrubel *et al.* (2011) found that the three types of information most evidenced by companies listed on the Brazilian Stock Market (at levels I, II and New Market) between the years 2005 and 2007, regarding SCM practices, were the determinants of costs, value chain costs, and intangible costs. Management of quality costs, environmental costs, and logistical costs presented an average level of disclosure. The elements target costing, strategic alliances, costs of competitors, total cost of ownership, inter-organizational costs, and profit per client were the least evident. ABC / ABM and open accounting were not mentioned by any of the companies analyzed.

In a sample of large companies in New Zealand, the United Kingdom, and the United

State, Guilding, Cravens, and Tayles (2000) investigated the level of use of 12 strategic management accounting practices. They identified that the most widely used is “competitor accounting,” which involves assessing competitors' costs and strategic price, which involves quality costs, target costing, and value chain costs. In Italy, Cinquini and Tenucci (2010) identified higher scores for the use of strategic management accounting practices aimed at managing quality costs, assessing competitors' costs, and target costing. Among those least used were those aimed at analyzing chain costs and ABC / ABM.

Cadez and Guilding (2007) found five strategic cost elements most used by companies in Slovenia. Of these, the first three are quality cost management, value chain costs, and target costing. Among those related to competitors accounting, the evaluation of the costs of competitors was identified as the fourth most used element. For the elements related to customer accounting, the most used technique is the analysis of the profit per customer. They also presented among the strategic cost elements most used by Australian companies, the analysis of the value chain and target costing, the least of which is the management of quality costs. As for the elements related to competitors' accounting, these companies also showed the evaluation costs of competitors as the fourth most used element and, with regard to the elements of customer accounting, the analysis of customer profitability appears as most employed.

It is possible to observe from the results of these studies that the emphasis given to strategic management accounting elements, even those more focused on SCM elements, differs from one country to another. While the element of quality cost management is the most used in Slovenian companies and, in Brazil, is among the five most emphasized elements, while it is the least used in Australian companies. Information related to target costing is less emphasized by Brazilian, Slovenian and Australian companies, however, by American, British, New Zealand and Italian companies, are more emphasized. Profit per customer is among the information most used by Slovenian and Australian companies, whereas in Brazil this information has been less emphasized.

In the following section, the relationship between the Strategic Options and the 21 elements linked to the SCM was identified through multiple linear regression analysis.

#### 4.4 Model Result

The independent variables that contribute significantly to explain the relationship with the dependent variables were identified from the regression analysis using the Stepwise method (Hair, Black, Babin, Anderson & Tatham, 2005). The model was not applied to the variables: ABC / ABM, TCO, open accounting, quality cost management, and production capacity utilization. A viable conclusion is that the strategic options do not explain the variations that occurred in these elements.

When running the model with the 16 dependent variables, it was found that there was no multicollinearity (variance inflation factor - VIF) between them. The results indicate the relationship between the strategic options and 16 elements of the SCM and support the eight hypotheses raised. Table 4 shows, which independent variables were significantly, associated with the SCM elements.

**Table 4**  
**Summary of Models and Coefficients - Multiple Regression - Stepwise Method**

Models	Dependent Variables	Independent Variables	Coef.	t	R <sup>2</sup>
1	Value Chain	Differentiation	0,793*	4,659	0,603
3	Environmental Costs	Prospector	0,713**	2,343	0,355
4	Intangible Costs	Prospector	2,954*	4,941	0,625
6	Cost of Competitors	Defender	0,362*	4,786	0,631
		Harvest	- 0,938*	-3,386	
7	Profit per Customer	Analyzer	0,620*	3,797	0,627
		Hold	0,254**	2,200	
8	Logistics Costs	Differentiation	0,341*	3,675	0,530
		Analyzer	-0,706**	-2,267	
9	Strategic Alliances	Hold	0,281**	2,532	0,380
10	Inter-organizational Costs	Hold	0,358**	2,239	0,341
		Build	0,328**	2,683	
		Hold	0,793**	3,621	
12	Target Costing	Differentiation	0,173**	2,208	0,835
		Build	0,535*	7,908	
		Prospector	0,266*	3,885	
13	Economy of Scale	Hold	-0,383*	-3,604	0,926
		Cost leadership	0,511*	4,517	
14	Economics of Scope	Cost leadership	0,511*	4,517	0,591
15	Degree of complexity	Build	0,817*	3,786	0,706
		Differentiation	0,437**	2,468	
16	Technology Used	Prospector	0,122*	2,357	0,706
		Build	0,102*	2,347	
17	Product Configuration	Differentiation	0,078*	5,627	0,684
		Analyzer	-0,140*	-2,995	
19	Installation Layout	Prospector	0,080**	2,193	0,335
21	Value Chain Relationships	Differentiation	0,251*	4,041	0,808
		Hold	0,414*	3,013	
		Cost leadership	0,204*	2,464	

Note. The table shows the results of the regression. The coefficients are presented in the column; the t-statistic and the significance of the variables are at \* 1% and \*\* 5%.

Regarding hypotheses 1 (defender typology) and 6 (harvest mission), it was found that they presented statistical significance to only one element of SCM, not rejecting the hypotheses. The advantage of differentiation (hypothesis 5) and hold mission (hypothesis 7) were the ones that most presented significance to the SCM elements, six of them.

**4.5 Discussion of Results**

The elements of SCM that have statistically significant relationships to strategic options are analyzed in this section. Among the results, only the association found between installation layout and prospector typology is considered conflicting because prospector companies operate in a dynamic environment, which requires greater flexibility in administrative, productive, and technological systems. However, the emphasis of the determining installation layout is on continuous improvement, aiming at the efficiency of the production process and the reduction of costs, where the desire is that there are no constant changes.

Three results are practically consistent. Relationships in the value chain had their use associated with the advantage of differentiation, advantage in costs, and hold mission. Such an association seems coherent, as companies that follow a cost advantage seek the efficiency

of internal processes and the offer of products with low costs. Therefore, information about shared processes that aim at potential cost reductions is relevant for decision making.

Logistic costs showed a significant and positive relationship to the advantage of differentiation and negative to the analyzer strategy. These relationships seem coherent, as companies that seek differentiation tend to use this type of information to develop and offer products that meet the standards required by customers and that are not served by their competitors. Companies that follow the analyzer strategy place less emphasis on this information, since the decision to offer new products occurs through imitation of their competitors.

The economy of scale was positively associated with the build mission and the prospector typology and negatively with the hold mission. Such an association seems coherent, as companies that follow the build mission and prospector typology continuously seek to expand the offer of their products, which requires information to help these companies assess the viability of additional capital investment. On the other hand, companies that follow the hold mission, because they operate with high market share, tend to emphasize this information less because they do not intend to expand the product offer or because they already have economies of scale.

The other relationships present a consistent justification to what the literature on strategy and SCM establishes. The costs of competitors element showed a significant and positive relationship with the defender typology and a negative one with the harvest mission. Such relationships are coherent, as defender companies seek to perform better than their competitors in their market domain. Companies that follow the harvest mission are less concerned with changes in the external environment, and their actions are geared to the efficiency of internal operations.

The consistency found in the relationship between profit per client, analyzer typology, and hold mission is because companies that follow these strategic standards seek to maintain the company's market share and competitive position. At the same time, they are expanding the product offering to new markets, therefore being users of information that impact the company's profitability.

Product configuration was positively associated with the advantage of differentiation and negatively associated with the analyzer typology. Such association is pointed out as coherent, as companies that seek advantage of differentiation operate in the development of products that meet customer expectations, which requires greater use of information related to aspects such as functionality and ease of use. Companies that follow the analyzer typology tend to make less use of this information because when necessary, they do it through imitation.

The results found in this research are consistent with Baines and Langfield-Smith (2003), Cadez and Guilding (2008), and Simons (1987). However, they are contrary to Cinquini and Tenucci (2010). Figure 5 shows the main points of agreement/divergence between the surveys.

Reference	Results	Results of this research	Comparative
Baines and Langfield-Smith (2003)	Companies looking for differentiation use more SCM elements.	Differentiation has a greater relationship with the elements of SCM.	Coherent
Cadez and Guilding (2008); Simons (1987)	Prospectors use more SCM information than defenders.	Prospectors cite greater use of SCM information than defenders.	Coherent
Cinquini and Tenucci (2010)	- Focus on costs is greater in defenders companies than prospectors; - Profit per customer is more used by companies that follow build mission.	- Prospects use more cost information; - Profit per customer is more related to the analyzer typology and the hold mission.	Divergent
Guilding (1999)	- Use of costs of competitors is higher in Prospectors than defenders; - The use of costs of competitors is greater in companies that follow build missions than harvest mission.	- Use of costs of competitors is greater in defenders; - Costs of competitors are less quoted in companies that support the Harvest mission.	Partially differs
Marques (2012)	The use of target costing is associated with defender typology, hold mission, and differentiation advantage.	The use of target costing is associated with the advantage of differentiation, the Hold mission, and the build mission.	Partially differs

**Figure 5.** Comparison between our results and other studies.

Baines and Langfield-Smith (2003) identified that companies that seek competitive advantage of differentiation make greater use of the elements of SCM. Accordingly, the research result identified competitive advantage of differentiation as one of the strategic options that were most related to the use of these elements.

Cadez and Guilding (2008) and Simons (1987) observed that companies that follow a prospector strategic typology need a broader set of information, different from the defender strategic typology, given that companies that adopt the prospector strategy cite greater use of data than companies that follow defender typology. These results extend to the analyzer typology, for citing more information than the defender, but not superior to the prospector.

Cinquini and Tenucci (2006) identified that ABC / ABM is more used by leaders in costs about differentiation. However, the results of this research did not show a significant relationship between the Strategic Options and the ABC / ABM elements.

Guilding (1999) argues that the use of the cost of competitors' practices is greater in companies that follow the build strategic mission than companies that support the harvest mission, as well as by companies that follow a prospector typology about companies that follow a defender typology. The result of this research partially differs from Guilding (1999) since the cost of competitors' element was recognized as being more cited by companies that follow defender typology and less cited by companies that follow harvest mission.

Marques (2012) identified that the adoption of target costing is associated with defender typology, hold mission, and advantage of differentiation. The results of this study partially support the results found by Marques (2012), given that the element of target costing presented a significant relationship with the strategic options, the advantage of differentiation, hold, and build mission.



It is observed from the comparative analysis of the results that there is no consensus on which element or set of elements are used by companies that follow specific strategic options. This reinforces Langfield-Smith's (1997) claim that the results of studies on Strategic Cost Management Strategies and Practices are fragmented, and their results are conflicting. Therefore, studies that consider the multidimensional nature of the strategy, when looking to analyze its relationship with strategic cost management controls, as is the case of this investigation, should be expanded, so that its results become comparable.

## 5 FINAL CONSIDERATIONS

This research investigated whether the choice of a given strategic option is related to elements of strategic cost management in companies listed on the Brazilian Stock Market. Strategic options were considered from the perspective of strategic typology, competitive advantage, and strategic mission, based on the arguments of Kald et al. (2000) and Langfield-Smith (1997). Twenty-one SCM elements were considered, according to Wrubel et al. (2011). A sample of 40 companies was used, in which a survey was carried out in the management reports to identify the strategic options and elements of the SCM.

The analyzed results demonstrated a relationship between the strategic options and the SCM elements used by the companies. The data with the highest average citation by the companies analyzed are: among the typologies, the prospector, among the ways chosen to compete, the advantage of differentiation, and among the missions, the build mission. It was also possible to identify that only four of the 21 elements examined have a high average (intangible costs, degree of complexity, value chain, and environmental costs). Seven have an average quote (quality cost management, scope economics, economics of scale, ABC / ABM, TCO, target costing, and value chain relations). Among the lowest averages are logistics costs, inter-organizational costs, technology used, strategic alliances, profit per customer, utilization of production capacity, installation layout, costs of competitors, product configuration, and open accounting.

The results validate all the hypotheses of the research. Through the application of multiple linear regression, evidence was found that the strategic typologies (defender, analyzer and prospector), the form was chosen to compete (advantage in costs and differentiation) and strategic mission (build, hold and harvest) are related significantly using 16 of the 21 SCM elements analyzed. Each relationship found was analyzed based on the theoretical aspects of the variables, to verify their convergence or not with the literature.

This research did not find support for the relationship between the strategic options and the elements ABC / ABM, TCO, open accounting, quality cost management, and production capacity utilization. The hypothesis results partially confirm the theoretical assumption of Kald et al. (2000) and Langfield-Smith (1997) that companies that follow prospector typology tend to use the same information as companies that follow the advantage of differentiation and build mission. The hypotheses further confirm, partially, the assumption of these authors that due to their characteristics, companies that follow defender, advantage in costs, and harvest mission share the same set of information.

The results partially support the relationships extended by Kald et al. (2000) that companies that follow the strategic options: defender - hold - differentiation make use of the same information standard. The hypotheses partially confirm the assumption of these authors that prospector - hold - advantage in costs uses the same set of information. Another conclusion about the confirmed hypotheses concerns the significant relationship between the

analyzer typology and specific elements of SCM, not evidenced by any other study addressed in this research; therefore, a novelty concerning previous investigations.

It was possible to notice that prospectors' companies cite more elements of SCM and that these are directly linked to the analysis of costs and their structural determinants. Regarding the way chosen to compete (competitive advantage), the elements of SCM are most cited by companies that seek advantage of differentiation, which are also directly linked to the analysis of costs and structural determinants.

Regarding the strategic mission, it was observed that the hold strategy mentions more SCM elements, whose main information refers to the strategic pricing of products, actions by customers and suppliers, but emphasizes less the information related to economies of scale. Another conclusion about the relationship between the strategic options and the SCM elements concerns the structural determinants. In essence, it was identified that they have a greater relationship with the strategic options followed by the company than the execution determinants.

As a theoretical contribution, the study provides empirical evidence that strategic options are related to the SCM elements used by companies. As social and practical contributions, the proof of this research, in addition to producing a set of information that may assist managers in the process of formulating strategies and using SCM elements, allowed to identify strategic options that will propel their competitors to consider elements or set of elements specific SCM. The results also reveal that both information on strategic options and elements of strategic cost management are available for public access and can be evaluated by other competitors, to analyze their potential contributions, if adopted.

The conclusions about the study should be restricted to the relationships found, as the data were analyzed from a cross-sectional perspective. Unlike longitudinal studies that could allow conclusions about the causal relationships between the variables studied. However, this research is the first in Brazil to try to find a correlation between strategic options and SCM elements, since the studies proposed under this approach mostly deal with the unidirectional relationship of SCM strategy and practices.

As a proposal for future research, it is suggested to continue this study, verifying the possibility of analyzing the influence on the performance of companies by the relationship between elements of SCM and strategic options chosen to compete. Longitudinal case studies can also be performed to examine the dynamics of the relationship between elements of SCM and strategic options.

## REFERENCES

- Abreu, A. L.; Diehl, C. A., & Macagnan, C. B. (2011). Mensuração de custos intangíveis: uma análise prática. *Contabilidade Vista & Revista*, 22(3), 41-71. <https://revistas.face.ufmg.br/index.php/contabilidadevistaerevista/article/view/968>
- Andrade, L. C. M., Teixeira, A. J. C., Fortunato, G., & Nossa, V. (2013). Determinantes para a utilização de práticas de contabilidade gerencial estratégica: um estudo empírico. *Revista de Administração Mackenzie*, 14(1), 98-125. <https://doi.org/10.1590/S1678-69712013000100005>
- Baines, A., & Langfield-Smith, K. (2003). Antecedents to management accounting change: a structural equation approach. *Accounting, Organizations and Society*, 28(7-8), 675-698. [https://doi.org/10.1016/S0361-3682\(02\)00102-2](https://doi.org/10.1016/S0361-3682(02)00102-2)
- Bardin, L. (2014). *Análise de conteúdo*. Lisboa: Edições 70.
- [B]<sup>3</sup>. Brasil, Bolsa, Balcão. (2015). Ações: empresas listadas. Retrieved from <https://goo.gl/bnxCPq>

- Cadez, S., & Guilding, C. (2008). An exploratory investigation of an integrated contingency model of strategic management accounting. *Accounting, Organizations and Society*, 33(7-8), 836-863. <https://doi.org/10.1016/j.aos.2008.01.003>
- Capalonga, G., Diehl, C. A., & Zanini, F. A. M. (2014). Estratégias percebidas sob o foco da teoria de posicionamento estratégico, da visão baseada em recursos, da missão estratégica e da tipologia organizacional: Um estudo com empresas do Sul do Brasil. *BBR-Brazilian Business Review*, 11(3), 29-55. <https://doi.org/10.15728/bbr.2014.11.3.2>
- Chenhall, R. H. (2003). Management control systems design within its organizational context: findings from contingency-based research and directions for the future. *Accounting, Organizations and Society*, 28(2-3), 127-168. [https://doi.org/10.1016/S0361-3682\(01\)00027-7](https://doi.org/10.1016/S0361-3682(01)00027-7)
- Cinquini, L., & Tenucci, A. (2010). Strategic management accounting and business strategy: a loose coupling? *Journal of Accounting & Organizational Change*, 6(2), 228-259. <https://doi.org/10.1108/18325911011048772>
- Cooper, R., & Slagmulder, R. (2003). Strategic cost management: expanding scope and boundaries. *Journal of Cost Management*, 17(1), 23-30. Retrieved from <https://bit.ly/3e0rpwC>
- Costa, S. A. (2011). *Análise de custos de concorrentes: um estudo dos determinantes de custos no setor de eletroeletrônicos*. Dissertação de Mestrado. Faculdade de Economia, Administração e Contabilidade, Universidade de São Paulo, São Paulo, SP, Brasil. Retrieved from <https://bit.ly/3ec78EB>
- Costa, S. A. (2015). *Gestão estratégica de custos: panorama do ensino e pesquisa sob a ótica da teoria ator-rede*. Tese de doutorado. Faculdade de Economia, Administração e Contabilidade, Universidade de São Paulo, São Paulo, SP, Brasil. Retrieved from <https://bit.ly/2Yzd5oe>
- Costa, S. A., & Rocha, W. (2014). Determinantes de custos de concorrentes: identificação a partir de informações públicas. *GECONT Revista de Gestão e Contabilidade da UFPI*, 1(1), 4-24. Retrieved from <https://bit.ly/3hpTz6f>
- Diehl, C. A. (2004). *Controle estratégico de custos: um modelo referencial avançado*. Tese de doutorado. Universidade Federal de Santa Catarina, Florianópolis, SC, Brasil. Retrieved from <https://bit.ly/2XVQ7Zk>
- Fowzia, R. (2011). Strategic management accounting techniques: relationship with business strategy and strategic effectiveness of manufacturing organizations in Bangladesh. *World Journal of Management*, 3(2), 54-69. Retrieved from <https://bit.ly/3hje44u>
- Govindarajan, V., & Gupta, A. K. (1985). Linking control systems to business unit strategy: impact on performance. *Accounting, Organizations and Society*, 10(1), 51-66. [https://doi.org/10.1016/0361-3682\(85\)90031-5](https://doi.org/10.1016/0361-3682(85)90031-5)
- Govindarajan, V., & Shank, J. K. (1992). Strategic cost management: tailoring controls to strategies. *Journal of Cost Management*, 6 (3), 14-25. Retrieved from <https://bit.ly/3e4lvdS>
- Guilding, C. (1999). Competitor-focused accounting: an exploratory note. *Accounting, Organizations and Society*, 24(7), 583-595. [http://dx.doi.org/10.1016/S0361-3682\(99\)00007-0](http://dx.doi.org/10.1016/S0361-3682(99)00007-0)
- Guilding, C., Cravens, K. S., & Tayles, M. (2000). An international comparison of strategic management accounting practices. *Management Accounting Research*, 11(1), 113-135. <https://doi.org/10.1006/mare.1999.0120>
- Gupta, A. K., & Govindarajan, V. (1984). Business unit strategy, managerial characteristics, and business unit effectiveness at strategy implementation. *Academy of Management Journal*, 27(1), 25-41. <https://doi.org/10.5465/255955>

- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2005). *Análise multivariada de dados*. Porto Alegre: Bookman.
- Kald, M., Nilsson, F., & Rapp, B. (2000). On strategy and management control: the important of classifying the strategy of the business. *British Journal of Management*, 11(3), 197-212. <https://doi.org/10.1111/1467-8551.00161>
- Langfield-Smith, K. (1997). Management control systems and strategy: a critical review. *Accounting, Organizations and Society*, 22(2), 207-232. [https://doi.org/10.1016/S0361-3682\(95\)00040-2](https://doi.org/10.1016/S0361-3682(95)00040-2)
- Langfield-Smith, K. (2007). A review of quantitative research in management control systems and strategy. *Handbook of Management Accounting Research*, 2, 753-783. Retrieved from <https://bit.ly/2ztkzk7>
- Marques, K. C. M. (2012). *Custeio alvo à luz da teoria da contingência e da nova sociologia institucional: estudo de caso sobre sua adoção, implementação e uso*. Tese de doutorado. Faculdade de Economia, Administração e Contabilidade, Universidade de São Paulo, São Paulo, SP, Brasil. Retrieved from <https://bit.ly/2MW7Nhb>
- Miles, R. E., Snow, C. C., Meyer, A. D., & Coleman, H. J. (1978). Organizational strategy, structure, and process. *Academy of Management Review*, 3, 546-562. <https://doi.org/10.2307/257544>
- Porter, M. E. (1989). *Vantagem competitiva: criando e sustentando um desempenho superior*. Rio de Janeiro: Campus.
- Sadeghi, L., & Jokar, I. (2014). Identification and classification of open-book accounting dimensions. *Management Science Letters*, 4, 931-936. <https://doi.org/10.5267/j.msl.2014.3.021>
- Shank, J. K., & Govindarajan, V. (1997). *A revolução dos custos: como reinventar e redefinir sua estratégia de custos para vencer em mercados crescentemente competitivos*. Rio de Janeiro: Campus.
- Simons, R. (1987). Accounting control systems and business strategy: an empirical analysis. *Accounting, Organizations and Society*, 12(4), 357-374. [https://doi.org/10.1016/0361-3682\(87\)90024-9](https://doi.org/10.1016/0361-3682(87)90024-9)
- Slavov, T. N. B. (2013). *Gestão estratégica de custos: uma contribuição para a construção de sua estrutura conceitual*. Tese de doutorado, Faculdade de Economia, Administração e Contabilidade, Universidade de São Paulo, São Paulo, SP, Brasil. Retrieved from <https://bit.ly/2zy6iCU>
- Souza, M. A., Rasia, K. A., & Almeida, L. B. (2015). Práticas de gestão estratégica de custos adotadas por empresas brasileiras de segmentos do agronegócio. *Custos e @gronegócio*, 11(3), 116-143. Retrieved from: <https://bit.ly/3fqy7Mv>
- Vargas, S. B., Coser, T., & Souza, M. A. (2016). Mensuração dos custos logísticos: estudo de caso em uma indústria gráfica. *Contabilidade Vista e Revista*, 27(1), 63-87. Retrieved from <https://bit.ly/3fsfOqB>
- Wrubel, F., Diehl, C. A., Toigo, L. A., & Ott, E. (2011). Uma proposta para a validação de categorias sobre gestão estratégica de custos. *Revista Brasileira de Gestão de Negócios*, 13(40), 332-348. Retrieved from <https://bit.ly/2AougkA>

*Elementos de gestão estratégica de custos: explorando relações com as opções estratégicas***RESUMO**

**Objetivo:** este estudo analisa a relação entre elementos de gestão estratégica de custos (GEC) e opções estratégicas em empresas listadas na [B]<sup>3</sup> (Brasil, Bolsa, Balcão). Realizou-se levantamento em relatórios de administração de 40 empresas de setores diversos.

**Método:** para classificar os dados, utilizou-se checklist composta por categorias e subcategorias predefinidas com base em características dos elementos de GEC e das opções estratégicas. Para a análise da relação entre as variáveis, utilizou-se regressão linear múltipla pelo método Stepwise.

**Originalidade/Relevância:** este estudo parte de um gap nos recortes teóricos acerca da relação entre opções estratégicas e tipos de controle adotados pela empresa, sobretudo no que se relaciona aos elementos de GEC. Entre os estudos brasileiros sobre esse tema, é o primeiro a empregar um framework, que considera as três principais variáveis estratégicas utilizadas na literatura de GEC.

**Resultados:** constatou-se relação entre opções estratégicas e uso de determinados elementos de GEC. Elementos atinentes à análise de custos e determinantes estruturais são mais citados por empresas prospectoras e por aquelas que buscam diferenciação. Empresas com a estratégia manter citam mais elementos ligados às ações de clientes, fornecedores e precificação estratégica. O custeio embasado em atividade/gestão baseada em atividade, custo total de propriedade, contabilidade aberta, gestão de custos da qualidade e uso da capacidade de produção não evidenciou vínculo com as opções estratégicas.


**Contribuições teóricas/metodológicas:** é inédita a relação significativa encontrada entre tipologia analítica e determinados elementos, pois não houve tal evidência em outro estudo abordado nesta pesquisa. Este estudo fornece evidências empíricas de que opções estratégicas mantêm relação com elementos de GEC utilizados pelas empresas.


**Palavras-chave:** Elementos de Gestão Estratégica de Custos; Gestão Estratégica de Custos; Opções Estratégicas.

---

Tatiany Afonso das Mercês Santana

Universidade do Vale do Rio dos Sinos, RS,  
Brasil  
E-mail: tatianyafonso@hotmail.com

Carlos Alberto Diehl   
Universidade do Vale do Rio dos Sinos, RS,  
Brasil  
E-mail: cd@unisinors.br

Vanessa de Quadros Martins   
Universidade do Vale do Rio dos Sinos, RS,  
Brasil  
E-mail: qm.vanessa@gmail.com

---

**Recebido:** Abril 9, 2019  
**Revisado:** Fevereiro 13, 2020  
**Aceito:** Março 25, 2020  
**Publicado:** Julho 15, 2020

