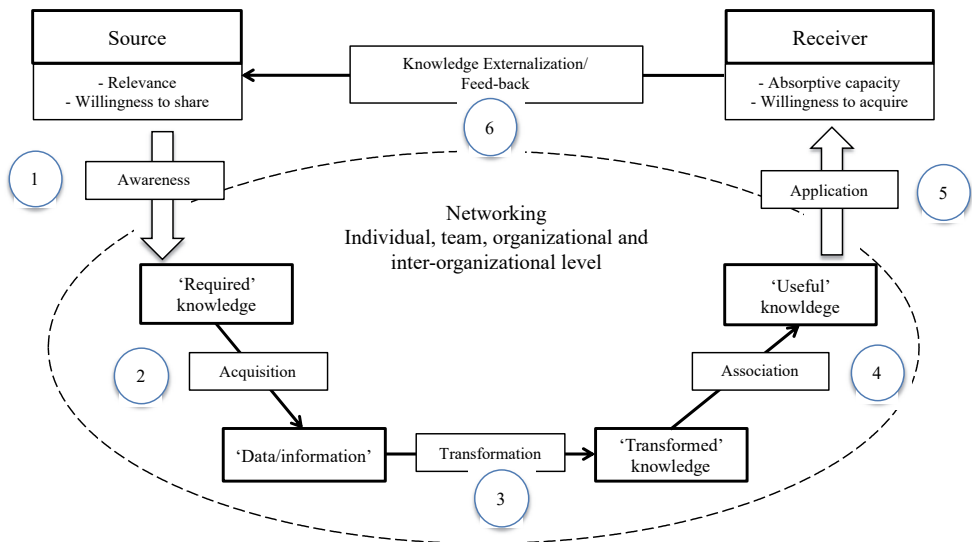


3. Transformation: it is a phase of translation of the specialized knowledge acquired to make it useful for the purposes of the application;
4. Association: the transformed knowledge is linked to the internal needs and capabilities of the entity, making it useful for the recipient;
5. Application: brings the acquired, transformed and associated knowledge together to solve concrete decision-making and operational problems. This is the most significant step during the KT process and is the only step that leads to an improvement in performance or value creation (Liyanage *et al.*, 2009);
6. Externalization: disseminate knowledge through a feedback process. A successful KT should not be a one-way process where the receiver takes a good part or all of the benefits. The KT should therefore add value to both the receiver and the source, and lead to enhanced collaborations and relationships.

Fig.1 – The KT Process (Liyanage *et al.*, 2009)



Source: our adaptation by Liyanage *et al.*, 2009

To perform our study, a pre-selection of the firm on the data availability using a non-probability sampling technique was carried out. Particularly, we considered a SME operating in Umbria, held anonymous for confidentiality (Alfa company), which requested to be supported by the Department of Economics of the University of Perugia in the implementation of some MA tools.

Umbria is a region of Italy characterized by a high density of manufacturing SMEs which present features similar to the majority of Italian smaller firms. Even the literature focused on SMEs (O'Regan *et al.*, 2005) highlights the same characteristics at international level.

Company Alfa is an industrial SME with a turnover that has grown in the last four years to reach about 10 million euros. The company has an average EBITDA margin of 20% and an ROI that stood at 5% in 2017. The evolution of net invested capital, which increased by about EUR 6 million for new structural investments, is very significant. The net financial position remained proportionate to the invested capital (approximately one third), showing a sustainable financial leverage. The number of employees also increased within the four-year period, rising from 55 to 70, enriching the level of human and infrastructural resources.

Company Alfa is a third-generation company whose top governance is individually lead by the entrepreneur. The latter, under the age of 50, holds a master degree in economics and is in charge for the general management of the Company, being supported by a middle management structure in the sales, production, engineering, quality control and administration. Thanks to his education, the entrepreneur is also able to perform an effective administrative control. The administrative structure is very streamlined, consisting of a manager and a staff, and the entire cycle of financial accounting is managed internally. The company has always been controlled based on accounting data, without elaborating reports and indicators that can support strategic analysis and financial planning. In this direction, the entrepreneur already made important innovations in information technology infrastructure, implementing an ERP system. In addition, an important investment process is under way (€8 million) for a further expansion of production capacity.

The entrepreneur aimed to evolve the individual and organizational competence in the area of planning and control. He then contacted a researcher on management control topics, a co-author of this contribution, to discuss these issues and identify the most suitable solutions. After several preliminary meetings, the project was started. The meetings lasted an average of about 3 hours and represent, together with the documentation collected, the sources of this research work. The meetings took place from July, 2017 to September, 2018, followed the problem-solving logic of the project, and were documented through notes, presentation and discussion material shared with the entrepreneur. Details of the meetings, the topics discussed, the reference dates, time of intervention, and the reference for the next use in the paper are presented in Table 1 (www.sidrea.it/implementation-management-accounting).

4. Findings

The first meetings occurred in the early stages of the project were fundamental to understand the needs of the company, to share the entrepreneur's vision on MA issues and also to gain a growing awareness of the opportunity for collaboration, as he stated in PM1:

“I believe that today having a management accounting system is an essential requirement for every company: there is no more room for improvisation or error.

Competitive pressures, the decreasing trend of margins, the need to know their costs and plan investments require adequate performance monitoring tools.”

The entrepreneur expressed some of his specific needs related to the company's development strategy and organizational change in human resources and information systems, emphasizing the importance that a university approach could ensure the effectiveness of the project. Therefore, the entrepreneur requested to evaluate a possible project of collaboration (PM1). In the next meeting the researcher presented the various components of MA's tools able to address the entrepreneur's issues (PM2), clarifying the importance of a gradual approach to start with performance and financial analysis. The third meeting (PM3) was dedicated to the operational proposal, based on the elaboration of an economic and financial report highlighting margins and indicators useful for decision-making and business monitoring.

During the meeting, preliminary training on the analytical and strategic relevance of these measures was provided, and the methodological steps were clarified. The entrepreneur shared and appreciated this further advancement in awareness, as observed in PM3:

“I now realize that my accounting-administrative control is not able to support me in performance analyses and strategic choices and that it must be strengthened according to more advanced and systematic logics.”

The project started by collecting business data and information based on the general ledger and trial balance (BD1-4), financial statements (BD5-8), and other operational details (BD9-12). The importance to select the most suitable receiver/s was also discussed. The solution agreed identified:

- the entrepreneur, as a person responsible for acquiring expert knowledge on margins and indicators analysis;

- the administrative manager, with a key role in acquiring technical knowledge to apply the logic, criteria and data processing tools for report elaboration.

Once selected the relevant knowledge to be transferred and appropriate receivers, the implementation process can be interpreted in a dynamic KT perspective as described in the following table (Table. 2 – www.sidrea.it/implementation-management-accounting). Each stage of the Liyanage framework is developed through the case and is conceptually linked to some determinants as proposed by the contingent theory (CT), institutional theory (IT) and knowledge management theory (KMT).

As noted above, the preliminary meetings (PM 1, 2 and 3) served to share the needs of the KT and raise awareness about the relevance of the knowledge to be transferred. Following the Liyanage *et al.*'s model (2009), the awareness phase has led to the focus on “required” knowledge, identified in the ability to process and use models of performance analysis and financial analysis.

The main factors affecting the awareness stage were firm's growth strategy, investment process, and implementation project based on ERP system innovation. These contingency variables fostered the entrepreneur to plan an evolution of the company's control system (Garengo and Bititci, 2007; Del Baldo *et al.*, 2019). This need was also supported by the increasing level of competition in the firm's industry, hardly exposed to international pressures, creating the premises for a competitive isomorphism as institutional variable (Hussain and Hoque, 2002). Conversely, the influence of knowledge management factors is not particularly visible at this stage.

In the acquisition phase a first transfer from the researcher to the entrepreneur was realized. The output of the phase was the shared "information" regarding the theoretical/practical settings behind the calculation of margins and indicators and their relevance to the strategic and operational management of a company. In this step, still theoretical and introductory, the process was facilitated by the entrepreneurial AC (Liao *et al.*, 2003; Zahra and George, 2002) and willingness to learn (WTL), key components in KMT. These two characteristics were supported by the education at university level on business administration. In addition, the entrepreneur was provided with a strong desire to reach the best professional standards, consistent with a normative isomorphism. In these first two stages, the administrative manager was not involved in the meetings and the transferred knowledge was not declined to the specific context of the Alfa company.

The knowledge contextualization required the transformation phase, the most operational part of the project. Based on all the information provided

by the administrative manager (BD1-4, BD5-8, BD9-12), the pre-agreed re-classification algorithms were applied to obtain business performance analysis reports for the years 2014-2016. This phase required direct involvement of the administrative manager who was able to focus the inputs of the process, for a subsequent application on its own.

Administrative manager provided accurate and complete data, and a valuable collaboration. Alfa's organizational culture has positively acted as a contingency variable, being embedded in routines, procedures, and accounting processes, that allowed a complete and prompt elaboration of the report (Baard, 2010; Filippini *et al.*, 2012). However, the strong administrative culture could also act as a potential barrier to accounting change (Kasurinen, 2002), due to the lack of expertise in MA tools of the administrative manager.

The new form of reporting company information thus represented the "transformed" knowledge on which the next transfer step was implemented. A crucial phase of the work has been achieved with the association. The company reports were shared with the entrepreneur, who read his company's performance through margins and indicators that could correlate with the events of strategic and operational management on his experiential learning (Politis, 2005). As highlighted by the entrepreneur himself in OM2:

"These reports provide me with a complete view of the business. I definitely need further training to fully understand the meaning of the indicators, but now I find a lot clearer some basic links between the economic, financial and value performance of my company that I have always perceived but have never been able to explain."

The OM2 meeting also achieved a significant enrichment of knowledge for the researcher, who was able to associate with greater depth the performance processed through the algorithms with the strategic and operational profile of the Alfa company, thus producing a "useful knowledge" for the recipient (Baard, 2010). This meeting was also very important for the administrative manager who was able to see the entrepreneur's keen interest in the evolution of the analysis model as well as to start a training session on the type of output that can be obtained from the transformation process (Dumay, 2010).

During the association phase the entrepreneur enhanced his accounting knowledge thanks to a visible commitment to the learning process. It was a very delicate phase of the project that should be carefully considered in the

KM perspective, both at an individual and organizational level (Beijerse, 2000). The contingency and institutional influences seemed to play a weaker role at this stage.

The entrepreneur's interest was manifested by the request to use the analysis model to carry out simulations of the company's development process. This took place at first in OM4 using widely estimated forward-looking data with a main training test, to demonstrate how the whole historical basis and algorithms could support decision-making. This step created a balanced combination between the contingency variables originated by the growth strategies, the institutional conditions related to the administrative culture, and the KM aspects referred to the AC and learning process. The entrepreneur showed the ability to use the new conceptual proposals for his planning needs (Politis, 2005), while the administrative manager encountered more difficulties to evolve his administrative view. Operative instructions and elaboration of the report as at July 2018 were very useful to overcome this barrier (Kasurinen, 2002).

Subsequently, the entrepreneur requested an operational meeting (OM6) to use the analysis model and develop an economic-financial plan supported by much more accurate strategic development assumptions. These meetings have in fact achieved a step of application of transferred knowledge that has found positive feedback in the receiver, as highlighted in OM6:

“This reports, plans and the simulation logic they incorporate are really useful to support my strategic vision. They allow me to have in a simple and complete way a visibility of the performance related to my current choices of investments.”

Such an application was also an important feedback of the acquired knowledge, which was useful to test the relevance of the project impact from the receiver perspective.

At the same time, the transfer process also involved the administrative manager, to whom specific training sessions in OM4 and OM5 were dedicated, to illustrate the reclassification algorithms and the logic of operation of their media. This training allowed the administrative manager to elaborate some reports examined during the OM6 meeting. Even at this stage an integrated balance between contextual and knowledge-based factors (Brem *et al.*, 2008) emerged.

5. Discussion and conclusions

In KT perspective, the case highlights a continuous interaction between contingency and institutional variables, and KM issues. More specifically, it is possible to observe how the KM conditions have become the most critical components in the KT central steps (acquisition, transformation, association, and application), being particularly supported by the absorptive capacity (AC) and willingness to learn (WTL) at entrepreneurial and organizational level. This confirms that KM dynamic is crucial for the MA implementation in SMEs (Sousa and Aspinwall, 2010).

The case shows the importance of focusing on the heterogeneity of MA knowledge, that consequently requires a careful design of the learning cycles and the appropriate selection of the relevant knowledge and related receivers (Liyanage *et al.*, 2009).

As widely pointed out, successfully introducing a management control innovation requires a "compatibility" between the adopter's organizational culture and the system of values and principles embedded in administrative innovation. In this continuous interaction, the timing of the implementation must be carefully evaluated; the complex nexus of motivations that drive innovation (Ax and Greve, 2017), and widening the perspective; the influence of cultural and macro-economic factors (Chanegrih, 2008). More attention should be paid to the life cycle of the company. Moving from birth to decline, in fact, changes the need for managerial tools, going from a greater focus on the design of such systems to a greater focus on their implementation (Zoni *et al.*, 2012).

At the first stage it was important to distinguish the two forms of knowledge involved in the implementation of MA: one, of a high level, to be integrated with the strategic management of the SME and useful to a more advanced form of performance analysis for decision-making; another, more operational, concerning the systematic and structured processing of the reports. In the preliminary meetings it emerged that the knowledge gap existed mainly on the first type of knowledge (Politis, 2005). This circumstance should be taken into account, especially in the light of the high training, the proven entrepreneurial skills and administrative control of the receiving party. The proposed and implemented reporting model, while being basic in its theoretical features, required a much more structured approach to accounting knowledge of the entrepreneur. This evidence reinforces, on one hand, the need to manage the gap with preliminary exemplification and modelling, in order to create the climate of trust between the source and receiver

(Baard, 2010). On the other hand, there is further evidence that the gap between theory and practice in the use of MA for SMEs management tends to be wide and structural (Chicucci, 2014). When the MA literature proposes advanced tools for smaller companies, the risk to furtherly increase this gap (Dumay 2010; Baard, 2010) should be considered.

Indeed, once the relevant knowledge was identified, the AC and WTL conditions were keys in the case analyzed; both at the individual and organizational level. As already highlighted, without adequate AC it may be difficult for SMEs to identify external sources of knowledge that are fundamental to their innovation, giving too much importance to the knowledge they already possess and excluding other relevant ones (Zahra and George, 2002).

Besides the benefits, however, acquisition costs should not be neglected (Wales *et al.*, 2013), which could generate a negative effect that exceeds the advantages deriving from the assimilation and transformation of knowledge. An important factor of balancing and moderation is however represented by entrepreneurial orientation (EO), and is understood as the set of attitudes and abilities of the entrepreneur to take risks, innovate processes, and identify opportunities (Wales *et al.*, 2013). In the case analysed the risk of obtaining a learning benefit below the cost was managed through an appropriate level of entrepreneur's EO. The entrepreneur understood how KT could be an extremely important process within an organization to address complexity and support development and strategic processes. In pointing out this centrality of the entrepreneur in any KT project for the SMEs, the related critical issues cannot be underestimated. On the theoretical level, it should be considered what Politis (2005) has demonstrated, which describes entrepreneurial learning as an experiential path, as difficult to structure according to the KT mechanisms typical of managerial knowledge. Even in the operational level (Bejerse, 2000), this centrality can lead to difficulties, as demonstrated by the Alfa case, where the implementation advancements were highly dependent on the availability of time and attention of the entrepreneur (Durst and Edvardsson, 2012).

Generalising, the case shows that organizational learning processes are continuously interacting with the entrepreneurial learning mechanisms. Such findings may represent a valuable opportunity when the entrepreneur is ready to embed new structured knowledge into his experiential learning model (Politis, 2005). However, it can also represent an obstacle to successful implementation when the entrepreneurial learning process is not able to evolve (Kasurinen, 2002).

As KM success factors, in the case of Alfa company, an individual and organizational AC was needed to successfully implement MA knowledge

and ready to adopt new logics and tools (Xu and Quaddus, 2005). On an individual level, the AC was facilitated by the high-level education of the entrepreneur and the simultaneous desire to carry out a process of investment and growth. On the organizational level, on the other hand, it was facilitated by comprehensive and accurate administrative processes: general ledger updated in a timely manner in all accounting cycles, fast-closing accounting procedure, responsiveness to provide relevant details for report processing. These capabilities were accompanied by a visible WTL, based on a strong sponsorship of the entrepreneur, in his commitment to learning and in the continued willingness of the administrative manager to support the implementation of the project. It is considered important to emphasize the above, as these conditions are not easily found in SMEs, for reasons related to scarcity of resources, skills or attitudes that are not inclined to change (Massaro *et al.*, 2016).

The results discussed reveal important theoretical and practical implications. On the theoretical level, the research raises a strong question concerning the determinants of AC and WTL in the knowledge of MA with respect to internal (e.g. governance, education, performance, debt) and external (e.g. sector, life cycle, recession, financial market trends, etc.) conditions. It would be important to devote special research, even quantitative research, to understand what factors can be associated to these two conditions that favour the KT. For example, given a trend of performance, there is often a need for SMEs to strengthen MA in times of declining margins or financial problems. Such a conditioning can positively affect the WTL (Zakay *et al.*, 2004) but it has virtually no effect or even a negative effect on the AC.

A further theoretical implication concerns the importance of field-based research and IR to bridge the gap between theory and practice (Chiucchi, 2014), especially by interpreting the project in a KT framework. Maintaining an observational focus on the demand side of knowledge and on the compatibility of the organization with respect to the suggested innovations allows to thoroughly investigate, on the empirical level, the required elements to an effective KT for the MA. This can avoid distant theoretical proposals in SMEs culture (Filippini *et al.*, 2012), based on innovative tools, and push the literature to focus on new ways to implement the rich, and in some ways traditional, set of existing tools (Aureli *et al.*, 2019). It is precisely in this context that greater collaboration between academia and operational contexts would be particularly valuable, both to suggest managerial solutions and to test the actual ability of smaller organizations to absorb the new form of knowledge (Dumay, 2010).

On an empirical level, the perspective of the KT allows to approach a consulting intervention with a different awareness (Del Baldo *et al.*, 2019), paying great attention to the pre-conditions necessary for the success of the implementation project. Defining in advance learning cycles, distinguishing between the two forms of knowledge implicit in the project (knowledge for reading data and processing them), assessing the entrepreneurial and organizational AC and WTL, allows to reduce the gap in expectations and emphasizes the importance of the needed commitment of the receivers for the KT success. In these respects, a proposal for university collaboration could be particularly appreciated, since the source of knowledge has educational, theoretical and problem-solving skills to be used jointly for gap reduction (Muscio, 2007).

Concerning the research limitations, this study considers only one component of KM, namely KT, overlooking other issues still characterized by an existing gap (Durst and Edvardsson, 2012). Further researches can point to investigate more components of KM within the SMEs context. Moreover, this study focuses only on the implementation stage of MA for smaller firms. Hence, future studies may analyze how the institutional, contingency and KM variables are interacting in the MA usage stage, extending the analysis to bigger companies. Finally, we do not consider the inverse relation between management control and KM, especially the role of MA in KM. In the light of the growing body of literature investigating this perspective, we believe that further study on the combined interactions between the two components have the potential to be relevant.

References

- Abrahamson E. (1996), Management fashion, *Acad Manage Rev.*, 21(1), pp. 254-85.
- Aureli S., Cardoni A., Del Baldo M., Lombardi R. (2019), Traditional management accounting tools in SMEs' network. Do they foster partner dialogue and business innovation?, *Management Control*, 1, pp. 35-50.
- Ax C., Greve J. (2017), Adoption of MA innovations: Organizational culture compatibility and perceived outcomes, *MA Research*, 34, pp. 59-74. Doi: 10.1016/j.mar.2016.07.007.
- Baard V. (2010), A critical review of interventionist research, *Qualitative Research in Accounting & Management*, 7, 13-45. Doi:10.1108/11766091011034262.
- Bahari N., Yunus A.R., Jabar J. (2017), Effective Success Factor of Malaysian SMEs Firm Performance Influence by Entrepreneur Personal Characteristics, Entrepreneurial Orientation and Government Support Program, *The Social Sciences*, 12, pp. 1157-1162.
- Battisti M., Beynon M., Pickernell D., Deakins D. (2019), Surviving or thriving: The role of learning for the resilient performance of small firms, *J. of Business Research*, 100, pp. 38-50.

- Beijerse R.P. (2000), Knowledge management in small and medium-sized companies. Knowledge management for entrepreneurs, *J of Knowledge Management*, 4(2), pp. 162-179. Doi:10.1108/13673270010372297.
- Bennett M., Bouma J.J., Ciccozzi E. (2004), An institutional perspective on the transfer of accounting knowledge: a case study, *Accounting Education*, 13, pp. 329-346. Doi: 10.1080/0963928042000273807.
- Brem A., Kreusel N., Neusser C. (2008), Performance measurement in SMEs: literature review and results from a German case study, *Int. J. Globalisation and Small Business*, 2, pp. 411-427.
- Burns J., Scapens R.W. (2000). Conceptualizing management accounting change: an institutional framework, *Management Account Res*, 11, pp. 3-25.
- Cardoni A. (2018), Le sfide evolutive del Management Control tra relazioni strategiche, innovazione e discontinuità: a knowledge transfer matter?, *Management Control*, 1, pp. 5-15. Doi: 10.3280/MACO2018-001001.
- Cardoni A., Dumay J., Palmaccio M., Celenza D. (2019), KT in a start-up craft brewery, *Business Process Mgmt Journal*, 25, pp. 219-243. Doi:10.1108/BPMJ-07-2017-0205.
- Carenzo P., Turolla A. (2010), The diffusion of MA systems in manufacturing companies: an empirical analysis of Italian firms, in: Epstein M.J., Manzoni J.-F., Davila A. (Eds.), *Studies in Managerial and Financial Accounting*, Emerald Group Publishing Limited, pp. 457-499. Doi: 10.1108/S1479-3512(2010)0000020019.
- Carlile P.R. (2004), Transferring, Translating, and Transforming: An Integrative Framework for Managing Knowledge Across Boundaries, *Organization Science*, 15, pp. 555-568. Doi: 10.1287/orsc.1040.0094.
- Cesaroni F.M., Sentuti A. (2019), Il cambiamento dei sistemi di controllo manageriale e il processo di successione nelle imprese familiari. Quali possibili relazioni?, *Management Control*, 1. 17-44. Doi: 10.3280/MACO2019-001002.
- Chanegrih T. (2008), Applying a typology of management accounting change: A research note, *Management Accounting Research*, 19, pp. 278-285. Doi: 10.1016/j.mar.2008.06.005
- Chenhall R.H. (2007), Theorizing Contingencies in Management Control Systems Research, in Chapman C. S., Hopwood A. G. and Shields M. D. (Eds.), *Handbook of MA Research*, Oxford, Elsevier, UK, pp. 163-205.
- Chiucchi M.S. (2014), Il gap tra teoria e prassi nel Management Accounting: il contributo della field-based research, *Management Control*, 3, pp. 5-9. Doi: 10.3280/MACO2014-003001.
- Cinquini L., Norreklit H. (2015), Management Control Special Issue: Research perspectives in Performance Management, *Management Control*, Special Issue 2, pp. 5-12. Doi: 10.3280/MACO2015-002001.
- Cohen W., Levinthal, D. (1990), Absorptive capacity: a new perspective on learning and innovation, *Administrative Science Quarterly*, 35, 1, pp. 128-152.
- Davila T. (2005), An exploratory study on the emergence of management control systems: formalizing human resources in small growing firms, *Accounting, Organizations and Society*, 30, 223-248. Doi: 10.1016/j.aos.2004.05.006.
- Del Baldo M., Arcari A.M., Ruisi M. (2019), Controllo di gestione nelle PMI e consulenti esterni, *Management Control*, 1, pp. 69-94. Doi:10.3280/MACO2019-SU1005.
- Demartini C. (2014), *Performance Management Systems. Design, Diagnosis and Use*, Berlin Heidelberg, Springer-Verlag.
- Ditillo A. (2004), Dealing with uncertainty in knowledge-intensive firms, *Accounting, Organization and Society*, 29, pp.401-421.

- Dumay J.C. (2010), A critical reflective discourse of an interventionist research project, *Qualitative Res Acc & Man*, 7, pp. 46-70. Doi:10.1108/11766091011034271.
- Dumay J., Baard V. (2017), An Introduction to Interventionist Research in Accounting 39, in Haynes K., Hoque Z., Parker L.D., and Covaleski M.A. (Eds), *The Routledge companion to qualitative accounting research methods*, New York, Routledge, pp. 265-283.
- Durst S., Runar Edvardsson I. (2012), Knowledge management in SMEs: a literature review, *J of Knowledge Management*, 16, pp. 879-903. Doi:10.1108/13673271211276173.
- Durst S., Wilhelm S. (2012), Knowledge management and succession planning in SMEs, *J of Knowledge Management*, 16, pp. 637-649. Doi: 10.1108/13673271211246194.
- European Commission (2015), *Annual Report on European SMEs 2015/2016*.
- Filippini R., Güttel W.H., Nosella A. (2012), Dynamic capabilities and the evolution of knowledge management projects in SMEs, *Int. J. Technology Management*, 60, pp. 202-220.
- Garengo P., Bititci U. (2007), Towards a contingency approach to performance measurement: an empirical study in Scottish SMEs, *International Journal of Operations & Production Management*, 27, 8, pp. 802-825.
- Garengo P., Biazzo S., Bititci U.S. (2005), Performance measurement systems in SMEs: A review for a research agenda, *Int J Management Reviews*, 7, pp. 25-47. Doi: 10.1111/j.1468-2370.2005.00105.x.
- Gatti M., Chiucchi M.S. (2017), Context matters – Il ruolo del contesto negli studi di controllo di gestione, *Management Control*, 3, pp. 5-10. Doi: 10.3280/MACO2017-003001.
- Heinicke A. (2018), Performance measurement systems in small and medium-sized enterprises and family firms: a systematic literature review, *J Manag Control*, 28, pp. 457-502. Doi:10.1007/s00187-017-0254-9.
- Hiebl M.R.W., Feldbauer-Durstmüller B., Duller C. (2013), The changing role of MA in the transition from a family business to a non-family business, *J of Accounting & Organizational Change*, 38.
- Hines R.D. (1989), Financial Accounting Knowledge, Conceptual Framework Projects and the Social Construction of the Accounting Profession, *Acc Auditing Accountability J*, 2. Doi:10.1108/09513578910132268.
- Hopwood A.G. (1983), On trying to study accounting in the contexts in which it operates, *Accounting, Organizations and Society*, 8, pp. 287-305. Doi: 10.1016/0361-3682(83)90035-1.
- Hudson M., Smart A., Bourne M. (2001), Theory and practice in SME performance measurement system, *International Journal of Operations & Production Management*, 21, pp. 1096-1115.
- Hussain M., Hoque Z. (2002). Understanding non-financial performance measurement practices in Japanese banks. A new institutional sociology perspective, *Accounting Auditing & Accountability Journal*, 15, 2, pp. 162-183.
- Kasurinen T. (2002), Exploring management accounting change: the case of balanced scorecard implementation, *Management, Accounting Research*, 13, pp. 323-343. Doi: 10.1006/mare.2002.0191.
- King R., Clarkson P.M., Wallace S. (2010), Budgeting practices and performance in small healthcare businesses, *MA Research*, 21, pp. 40-55. Doi: 10.1016/j.mar.2009.11.002.
- Jansen E.P. (2018), Bridging the gap between theory and practice in MA: Reviewing the literature to shape interventions, *Acc Auditing Accountability J*, 31, pp. 1486-1509. Doi: 10.1108/AAAJ-10-2015-2261.

- Jönsson S., Lukka K. (2006), There and Back Again: Doing Interventionist Research in MA, in *Handbooks of MA Research*, Elsevier, pp. 373-397. Doi: 10.1016/S1751-3243(06)01015-7.
- Langfield-Smith K. (2008), Strategic management accounting: how far have we come in 25 years? *Account Audit Account J*, 21(2), pp. 204–228.
- Lavia López O., Hiebl M. R.W. (2015), MA in Small and Medium-Sized Enterprises: Current Knowledge and Avenues for Further Research, *Journal of Management Accounting Research*, 27, 1, pp. 81-119.
- Liao J., Welsch H., Stoica M. (2003), Organizational AC and Responsiveness: An Empirical Investigation of Growth-Oriented SMEs, *Ent. Theory & Pract*, 28, pp. 63-85. Doi: 10.1111/1540-8520.00032.
- Liyana C., Elhag T., Ballal T., Li Q. (2009), Knowledge communication and translation – a KT model, *J of Knowledge Management*, 13, pp. 118-131. Doi: 10.1108/13673270910962914.
- Malmi T., Granlund M. (2009), In Search of Management Accounting Theory, *European Accounting Review*, 18, pp. 597-620. Doi:10.1080/09638180902863779.
- Massaro M., Bardy R., Pitts M. (2012), Supporting creativity through knowledge integration during the creative processes. A management control system perspective, *Electronic Journal of Knowledge Management*, 10, pp. 258-267.
- Massaro M., Handley K., Bagnoli C., Dumay J. (2016), Knowledge management in small and medium enterprises: a structured literature review, *J of Knowledge Management*, 20, pp. 258-291. Doi: 10.1108/JKM-08-2015-0320.
- Mitter C., Hiebl M.R.W. (2017), The role of MA in international entrepreneurship, *J Acc & Organizational Change*, 13, pp. 381-409. Doi: 10.1108/JAOC-02-2016-0006.
- Muscio A. (2007), The impact of absorptive capacity on SMEs' collaboration, *Economics of Innovation and New Technology*, 16, pp. 653-668. Doi: 10.1080/10438590600983994.
- Neely A., Mills J., Platts K., Richard H., Gregory M., Bourne M., Kennerly M. (2000), Performance measurement system design: developing and testing a process-based approach, *International Journal of Operations & Production Management*, 20, 10, pp. 1119-1145. Doi: 10.1108/01443570010343708.
- Nonaka I., Takeuchi H. (1995), *The Knowledge-Creating Company: How Japanese Companies Create the dynamics of Innovation*, New York, NY, Oxford University Press.
- Nonaka I., Toyama R. (2003), The knowledge-creating theory revisited: knowledge creation as a synthesizing process, *Knowledge Management Research & Practice*, 1, 1, pp. 2-10.
- OECD (2017), *Meeting of the OECD Council at Ministerial Level*, Paris.
- Otley D.T. (1980) The contingency theory of management accounting: achievement and prognosis, in Emmanuel C., Otley D., Merchant K (eds), *Readings in Accounting for Management Control*, Boston, MA, Springer.
- Otley D. (2016), The contingency theory of management accounting and control: 1980-2014, *Management Accounting Research*, 31, pp. 45-62.
- O'Regan N., Ghobadian A., Sims M. (2005), Fast tracking innovation in manufacturing SMEs, *Technovation*, pp. 1-11.
- Palazzi F., Ciambotti M., Gelsomini L. (2019), L'adozione dell'Activity-Based Costing nelle PMI: analisi di un caso, *Management Control*, 1, pp. 97-12. Doi: 10.3280/MACO2019-001005.
- Paulin D., Suneson K. (2012), Knowledge transfer, knowledge sharing and knowledge barriers – three blurry terms in KM, *The Electronic Journal of Knowledge Management*, 10(1), pp. 81-91.

- Pavan A., D'Onza G. (2013), Innovare i sistemi di controllo e di governance per gestire il cambiamento, *Management Control*, 2, pp. 5-7. Doi:10.3280/MACO2013-002001.
- Penrose E.T. (1959), *The Theory of the Growth of the Firm*, London and Oxford, Basil Blackwell.
- Perego P.M., Hartmann F.G.H. (2009), Aligning performance measurement systems with strategy: the case of environmental strategy, *Abacus*, 45(4), pp. 397-428.
- Politis D. (2005), The Process of Entrepreneurial Learning: A Conceptual Framework, *Entrepreneurship Theory and Practice*, 29(4).
- Powell W., DiMaggio P. (editors) (2001), The new institutionalism in organizational analysis. Chicago, *The University of Chicago Press*, 1991.
- Ryan B., Scapens R.W., Theobald M. (2002), *Research method and methodology in finance and accounting*, Second edition. ed. South-Western, Hampshire, United Kingdom, Andover, Cengage Learning.
- Sandalgaard N., Nielsen C. (2018), Budget emphasis in small and medium-sized enterprises: evidence from Denmark, *J Applied Accounting Research*, 19, pp. 351-364. Doi: 10.1108/JAAR-08-2016-0087.
- Scott W.R. (2001), *Institutions and organizations*. London, Sage Publications.
- Skærbæk P., Tryggestad K. (2010), The role of accounting devices in performing corporate strategy, *Accounting, Organizations and Society*, 35, pp. 108-124. Doi: 10.1016/j.aos.2009.01.003.
- Smith M., Bititci U.S. (2017), Interplay between performance measurement and management, employee engagement and performance, *International Journal of Operations and Production Management*, 37(9), pp. 1207-1228. Doi: 10.1108/ijopm-06-2015-0313.
- Songini L., Gnan L., Malmi T. (2013), The role and impact of accounting in family business, *Journal of Family Business Strategy*, 4, pp. 71-83. Doi: 10.1016/j.jfbs.2013.04.002.
- Sousa S., Aspinwall E. (2010), Development of a performance measurement framework for SMEs, *Total Quality Management*, 21, pp. 475-501.
- Tangaraja G., Mohd Rasdi R., Ismail M., Abu Samah B. (2015), Fostering knowledge sharing behaviour among public sector managers: a proposed model for the Malaysian public service, *Journal of Knowledge Management*, 19(1), pp. 121-140.
- Tucker B.P., Lowe A.D. (2014), Practitioners are from Mars; academics are from Venus? An Investigation of the research-practice gap in management accounting, *Acc Auditing Accountability J*, 27(3), pp. 394-425.
- Wales W.J., Parida V., Patel P.C. (2013), Too much of a good thing? Absorptive capacity, firm performance, and the moderating role of entrepreneurial orientation, *Strategic Management Journal*, 34, pp. 622-633.
- Wee C.N.J., Chua A.Y.K. (2013), The peculiarities of knowledge management processes in SMEs: the case of Singapore, *J of Knowledge Management*, 17, pp. 958-972. Doi: 10.1108/JKM-04-2013-0163.
- Wettstein T., Kueng P. (2002), A maturity model for performance measurement systems, Management Information Systems 2002, in Brebbia C.A., Pascolo P. (Editors).
- Wong Y.K., Aspinwall E. (2004), Characterizing knowledge management in the small business environment, *J of Knowledge Management*, 8, pp. 44-61. Doi: 10.1108/13673270410541033.
- Xu J., Quaddus M. (2005), A six-stage model for the effective diffusion of knowledge management systems, *Journal of Management Development*, 24, 4, pp. 362-373.
- Zahra S.A., George G. (2002), AC: A Review, Reconceptualization, and Extension, *AMR*, 27, pp. 185-203. Doi: 10.5465/amr.2002.6587995.

- Zakay D., Ellis S., Shevalsky M. (2004), Outcome Value and Early Warning Indications as Determinants of Willingness to Learn from Experience, *Experimental Psychology*, 51, pp. 150-157. Doi: 10.1027/1618-3169.51.2.150.
- Zoni L., Morelli M., Dossi A. (2012), Does the organizational life cycle affect the Management Accounting System (MAS) change pattern? A review of case studies, *Management Control*, 3, pp. 7-37. Doi: 10.3280/MACO2013-SU3002.