Developing a Value-Creating Accounting Model

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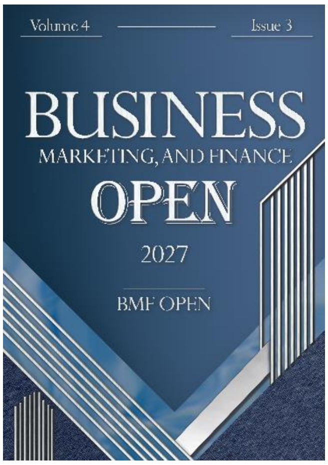

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Abstract: The present study aimed to develop a comprehensive value-creating accounting model by identifying and integrating the key organizational, informational, technological, strategic, and managerial dimensions that contribute to enhancing value creation strategies in contemporary organizations. This study employed a qualitative and exploratory research design with an applied orientation. Data were collected through structured and semi-structured interviews with accounting scholars and experts who possessed substantial academic and professional experience in management accounting, strategic accounting, and organizational performance management. Participants were selected using purposive and snowball sampling techniques. Data collection continued until theoretical saturation was achieved. Interview transcripts were analyzed using qualitative content analysis and thematic analysis procedures. Through open, axial, and selective coding, concepts were extracted, categorized, and synthesized into higher-order themes. To enhance the trustworthiness of the findings, member checking, peer review, and continuous comparison techniques were employed throughout the analytical process. The analysis resulted in the identification of eleven major themes that collectively form the proposed value-creating accounting model. These themes include information transparency and accuracy, simplicity and user-friendliness, accessibility and continuous updating, organizational collaboration and communication, training and skills development, the strategic role of management accounting, technology and systems, organizational culture, performance indicators, future-oriented analysis, and top management support. The findings indicate that value-creating accounting extends beyond traditional financial reporting and functions as an integrated strategic system. The model demonstrates that organizational value creation is influenced by the interaction of informational quality, technological infrastructure, analytical capabilities, collaborative processes, strategic alignment, and leadership commitment. Furthermore, the results suggest that effective value creation requires a transition from retrospective accounting practices toward predictive, data-driven, and strategically oriented accounting systems capable of supporting sustainable organizational performance. The proposed value-creating accounting model provides a comprehensive framework for understanding how accounting systems can contribute directly to organizational value creation. The findings emphasize that successful value creation depends on the integration of accurate information, advanced technologies, skilled human resources, supportive organizational culture, strategic management accounting practices, and active leadership involvement.

Keywords: Value-Creating Accounting, Management Accounting, Strategic Management Accounting, Value Creation, Organizational Performance

1. Introduction

In today's highly competitive, technology-driven, and information-intensive business environment, organizations are increasingly evaluated not merely on the basis of profitability but also on their ability to create sustainable value for stakeholders. The concept of value creation has consequently emerged as one of the most influential paradigms in contemporary accounting and management literature. Traditional accounting systems, which primarily focused on historical reporting and financial control, are increasingly criticized for their inability to provide the strategic, forward-looking, and integrated information required by modern organizations. As organizations confront rapid technological change, digital transformation, stakeholder expectations, and complex market dynamics, accounting systems are expected to evolve from transactional reporting mechanisms into strategic tools that actively contribute to organizational value creation [1, 2].

Management accounting occupies a central position in this transformation because it provides the information infrastructure that supports planning, control, performance evaluation, and strategic decision-making. Contemporary scholars argue that management accounting should no longer be viewed as a support function restricted to cost control and budget monitoring; rather, it should be considered a strategic capability capable of enhancing organizational competitiveness and long-term sustainability. This shift has resulted in growing interest in strategic management accounting approaches that integrate financial and non-financial information to support organizational value creation and strategic alignment [3, 4].

The growing emphasis on value creation has significantly altered the objectives of accounting systems. Traditional measures of financial success are increasingly complemented by broader indicators that capture stakeholder value, intellectual capital, sustainability outcomes, customer satisfaction, and organizational innovation. This broader perspective recognizes that value is generated through a complex interaction of financial resources, human capital, organizational processes, technological capabilities, and strategic relationships. Consequently, accounting systems must provide information capable of capturing and communicating these multidimensional value drivers [5, 6].

A critical factor in the effectiveness of value-oriented accounting systems is the quality of information they provide. Information transparency, accuracy, reliability, and timeliness have become essential requirements for strategic decision-making. Managers increasingly rely on accounting information not only to evaluate past performance but also to identify future opportunities and risks. Inaccurate, delayed, or fragmented information can significantly impair organizational decision-making and weaken value creation efforts. Therefore, enhancing information quality represents a fundamental prerequisite for the development of effective value-creating accounting systems [7, 8].

Alongside information quality, the increasing complexity of organizational environments has highlighted the need for accounting information that is understandable and accessible to a broad range of decision-makers. Financial information often loses its strategic usefulness when presented in highly technical formats that are difficult for non-accounting managers to interpret. As a result, organizations increasingly seek user-friendly reporting systems, visual dashboards, interactive analytics, and customized information delivery mechanisms that facilitate managerial understanding and decision-making. Such developments contribute to the practical application of accounting information in strategic contexts and improve the organization's capacity to generate value through informed decisions [9, 10].

The digital transformation of business environments has further accelerated changes in management accounting practices. Advanced technologies such as artificial intelligence, business intelligence platforms, automation systems, predictive analytics, and integrated enterprise information systems are transforming how accounting information is generated, analyzed, and utilized. These technologies enable organizations to process large volumes of data, identify patterns, forecast future outcomes, and support strategic decisions with unprecedented speed and accuracy. As a result, digital technologies are increasingly recognized as critical enablers of value creation within accounting systems [11-13].

Artificial intelligence, in particular, has emerged as a transformative force in accounting. AI technologies can automate routine accounting processes, enhance analytical capabilities, improve forecasting accuracy, and support more sophisticated decision-making processes. Beyond efficiency gains, AI also contributes to value co-creation by enabling deeper insights into organizational performance and stakeholder needs. Nevertheless, the adoption of AI introduces new challenges related to ethics, governance, transparency, and professional competencies, requiring organizations to carefully manage technological integration within their accounting systems [12, 13].

The strategic role of management accounting has also expanded in response to growing organizational complexity. Rather than merely reporting financial outcomes, management accountants are increasingly expected to participate actively in strategic planning, performance management, resource allocation, and organizational transformation initiatives. This expanded role requires accounting professionals to develop broader business knowledge, analytical capabilities, communication skills, and strategic perspectives. Consequently, management accounting is increasingly viewed as a strategic partner that contributes directly to value creation and competitive advantage [14, 15].

The value creation perspective is particularly relevant within value chain management frameworks. Organizations generate value through interconnected activities that span procurement, production, marketing, distribution, and customer service processes. Strategic management accounting supports value chain optimization by providing relevant information about costs, profitability, operational efficiency, and strategic performance. Through value chain analysis, organizations can identify opportunities for improvement, eliminate inefficiencies, and strengthen competitive positioning, thereby enhancing overall value creation outcomes [16, 17].

Performance measurement systems represent another critical dimension of value-creating accounting. Traditional financial indicators remain important, but they are increasingly supplemented by non-financial measures that capture customer value, innovation, sustainability, operational effectiveness, and organizational learning. Comprehensive performance measurement frameworks enable organizations to align strategic objectives with operational activities and monitor progress toward value creation goals. The integration of financial and non-financial indicators provides a more holistic understanding of organizational performance and strategic success [18, 19].

The emergence of integrated reporting and broader corporate disclosure practices further illustrates the growing emphasis on value creation. Integrated reporting seeks to communicate how organizations create value over time by linking financial performance with governance, strategy, sustainability, and stakeholder relationships. This approach reflects a shift away from narrow financial reporting toward a more comprehensive representation of organizational value generation processes. Research suggests that integrated reporting enhances transparency, improves stakeholder communication, and strengthens value relevance in organizational reporting systems [8, 20].

Environmental and sustainability considerations have also become increasingly important within value-oriented accounting frameworks. Organizations are under growing pressure to demonstrate how their activities contribute to sustainable development while maintaining economic performance. Environmental management accounting systems provide information that supports resource efficiency, environmental responsibility, and sustainable value creation. Such systems help organizations identify environmental costs, evaluate sustainability initiatives, and align operational practices with broader stakeholder expectations [6, 21].

Another important aspect of value-creating accounting concerns the management of risk and uncertainty. Modern organizations operate in volatile environments characterized by economic instability, technological disruption, geopolitical challenges, and changing stakeholder expectations. Strategic management accounting must therefore incorporate risk-oriented perspectives that support organizational resilience and adaptive decision-making. By integrating risk analysis into planning and performance management processes, organizations can better protect and enhance value over time [22, 23].

The evolution of management accounting has consistently reflected changing organizational needs and environmental conditions. Historical reviews indicate a gradual transition from cost accounting and financial control toward strategic management accounting, performance management, sustainability accounting, and digital accounting systems. This evolution underscores the increasing importance of accounting as a value-generating organizational function rather than merely a reporting mechanism. Contemporary management accounting frameworks emphasize integration, collaboration, innovation, and strategic alignment as essential elements of effective value creation [1, 2, 24].

Organizational culture and leadership support also play critical roles in the success of value-creating accounting initiatives. Data-driven cultures encourage the use of analytical information in decision-making, while supportive leadership promotes transparency, accountability, and continuous improvement. Conversely, organizational resistance, silo thinking, and inadequate managerial commitment can undermine the effectiveness of accounting systems and limit their contribution to value creation. Strong leadership support is therefore essential for fostering an environment in which accounting information can be effectively utilized for strategic purposes [4, 25].

Recent studies have further emphasized the importance of collaboration between accounting functions and other organizational units. Effective value creation requires the integration of financial expertise with operational knowledge, strategic planning, marketing insights, and technological capabilities. Collaborative accounting approaches encourage cross-functional communication and shared understanding, enabling organizations to develop more informed and coordinated responses to strategic challenges and opportunities [4, 26].

At the financial level, accounting information remains fundamentally linked to organizational value through its role in measuring performance, profitability, earnings growth, cash management, and resource allocation. Contemporary valuation research continues to demonstrate the importance of accounting information in shaping perceptions of organizational value and supporting investment decisions. However, the value relevance of accounting information increasingly depends on its ability to reflect future performance potential rather than solely historical outcomes [27-29].

Despite substantial advances in the literature, there remains a need for comprehensive frameworks that integrate informational, technological, strategic, organizational, cultural, and managerial dimensions into a coherent model of value-creating accounting. Existing studies often examine individual aspects of value creation in isolation, while relatively limited attention has been devoted to developing an integrated conceptual model that captures the complex interactions among these dimensions. Addressing this gap is particularly important given the increasing expectations placed upon accounting systems as strategic enablers of organizational value creation [3, 16, 30-34].

Therefore, the aim of this study is to develop a comprehensive Value-Creating Accounting Model by identifying and integrating the key dimensions, themes, and organizational factors that contribute to the enhancement of value creation strategies within contemporary organizations.

2. Methodology

This study was conducted using a qualitative research approach with the objective of developing a value-creating accounting model. Given the exploratory nature of the research problem and the need to identify, interpret, and conceptualize the underlying dimensions of value creation within accounting systems, a qualitative methodology was considered the most appropriate approach. Qualitative research enables researchers to gain a deep understanding of complex organizational phenomena through the exploration of participants' experiences, perceptions, and expert knowledge. The present study is classified as an applied and exploratory investigation because its findings are intended to provide practical guidance for organizations seeking to enhance value creation through accounting practices and managerial decision-making processes.

The research focused on identifying the key dimensions, components, and mechanisms that contribute to value creation within accounting systems. Since the purpose was to develop a comprehensive conceptual model grounded in expert knowledge and professional experience, data collection and analysis were conducted simultaneously throughout the research process. This iterative approach allowed emerging concepts to be continuously refined and validated as new information was obtained from participants.

The statistical population consisted of accounting scholars and experts with extensive academic and professional experience in accounting, management accounting, strategic accounting, financial reporting, performance measurement, and value-based management. To ensure the richness and credibility of the collected data, participants were selected using purposive sampling. Initially, several highly qualified experts who possessed substantial theoretical knowledge and practical experience related to the research topic were identified and invited to participate. Subsequently, snowball sampling was employed, whereby each participant was asked to introduce other knowledgeable individuals who met the inclusion criteria and could provide valuable insights regarding value-creating accounting practices.

The inclusion criteria required participants to hold a doctoral degree in accounting or a closely related discipline, possess a minimum academic rank equivalent to Assistant Professor, demonstrate significant experience in teaching or researching management accounting and strategic accounting topics, and have practical familiarity with value creation mechanisms in organizational settings. Data collection continued until theoretical saturation was achieved. Theoretical saturation was reached when additional interviews no longer generated new concepts, categories, or relationships relevant to the development of the proposed model. At this stage, the collected information was considered sufficiently comprehensive to support the formulation of a robust and theoretically grounded value-creating accounting model.

Data were collected primarily through structured and semi-structured expert interviews. The interview protocol was developed following an extensive review of the literature on accounting value creation, strategic management accounting, performance measurement systems, value-based management, stakeholder theory, intellectual capital, organizational performance, and sustainable value creation. The interview guide was designed to encourage participants to share their perspectives regarding the fundamental dimensions of value-creating accounting, the factors influencing its implementation, the organizational capabilities required for successful adoption, and the expected outcomes associated with value-oriented accounting systems.

The interviews included open-ended questions that enabled participants to express their experiences, interpretations, and recommendations in detail. Follow-up questions were used whenever clarification, elaboration, or additional examples were needed. This flexible interviewing strategy facilitated an in-depth exploration of participants' viewpoints while maintaining consistency across interviews. The interview process also allowed the researcher to investigate emerging concepts and relationships that became apparent during data collection.

To enhance the credibility and trustworthiness of the findings, several qualitative validation procedures were employed. Member checking was conducted by sharing preliminary interpretations and extracted themes with selected participants to verify the accuracy of the researcher's understanding. In addition, peer review procedures were utilized by consulting experienced qualitative researchers and accounting scholars who evaluated the coding process and thematic structure. Detailed documentation of interview transcripts, coding decisions, and analytical procedures was maintained to ensure transparency and auditability throughout the research process.

All interviews were conducted individually and recorded with participants' consent. The recordings were subsequently transcribed verbatim to facilitate detailed analysis. Additional sources of information, including relevant academic publications, professional reports, policy documents, and organizational records related to value creation and accounting practices, were also reviewed to enrich the interpretation of findings and support triangulation.

The collected data were analyzed using qualitative content analysis and thematic analysis techniques. Data analysis commenced immediately after the first interviews and continued concurrently with data collection. This iterative process enabled continuous comparison between newly obtained information and previously identified concepts, thereby enhancing the depth and rigor of the analysis.

The analytical procedure began with repeated readings of the interview transcripts to achieve immersion in the data and gain a comprehensive understanding of participants' perspectives. Subsequently, open coding was performed to identify meaningful statements, concepts, and ideas related to value creation in accounting systems. During this stage, initial codes were generated directly from the participants' narratives and documented systematically.

Following open coding, similar codes were grouped into broader conceptual categories through an axial coding process. Relationships among categories were examined to identify common patterns, underlying mechanisms, and conceptual linkages. These categories were then further refined and integrated into higher-level themes representing the principal dimensions and components of the value-creating accounting model. Throughout the analysis, constant comparative techniques were employed to compare codes, categories, and themes across different interviews, ensuring conceptual consistency and analytical rigor.

The final stage involved synthesizing the identified themes and categories into an integrated conceptual framework that explains how value can be created, measured, managed, and sustained through accounting systems. The resulting model was developed inductively from the empirical evidence provided by participants while simultaneously considering theoretical insights from the existing literature. The trustworthiness of the analysis was strengthened through prolonged engagement with the data, peer examination, member validation, and comprehensive documentation of the coding and theme-development processes. These procedures ensured that the final model accurately reflected the experiences and perspectives of the participating experts and provided a credible foundation for future research and practical application in the field of accounting.

3. Findings and Results

The qualitative analysis of the interviews resulted in the identification of eleven major themes that collectively constitute the proposed Value-Creating Accounting Model. Through open, axial, and selective coding procedures, a broad set of concepts and indicators were extracted and subsequently consolidated into higher-order themes. These themes represent the essential organizational, technological, informational, managerial, and cultural dimensions required for designing and implementing a value-creating accounting system. The findings indicate that value creation in accounting extends beyond traditional financial reporting and requires an integrated framework that combines strategic information management, organizational collaboration, technological capabilities, performance measurement, future-oriented analysis, and leadership commitment. Table 1 presents the final thematic structure of the proposed model.

Table 1. Value-Creating Accounting Model and Its Key Dimensions

Main Themes	Key Indicators
Information Transparency and Accuracy	Transparency and accuracy of reports; importance of providing timely and accurate financial information; report analyzability and operationalization; need for reliable and integrated data; financial reports as historical documentation; challenges in transferring and interpreting data across organizational levels; alignment of financial reports with operational and strategic requirements; relevance, timeliness, and accuracy of information for strategic objectives.
Simplicity and User-Friendliness	Simplification of financial language for non-financial managers; design of simple, comprehensive, and user-friendly systems; use of visual dashboards and interactive graphics; easy access and report customization; user-oriented system design; application of performance indicators and charts to facilitate decision-making.
Accessibility and Continuous Updating	Timely availability of information; rapid and understandable access to information for managers; provision of strategy-related data; use of advanced and interactive information systems; need for analytical rather than merely numerical information; provision of updated information for strategic decisions.
Organizational Collaboration and Communication	Weak interdepartmental communication and silo thinking; strengthening cross-functional collaboration; close interaction between finance and operational units; challenges in communication between accounting and operations; absence of a common organizational language; transparent information flow; effective communication channels.
Training and Skills Development	Continuous education of managers and employees; training managers in information analysis; development of analytical competencies among accounting personnel; training employees in system utilization; upgrading financial team capabilities; advisory and strategic role of accounting professionals; changing managerial attitudes toward financial information.
Strategic Role of Management Accounting	Management accounting as a strategic tool; active participation in organizational decision-making; involvement in strategic meetings; integration with strategic planning processes; strategic profitability analysis; alignment of financial data with organizational objectives; provision of decision-support information.
Technology and Systems	Adoption of advanced technologies such as Business Intelligence and automation; modernization of information systems and software; predictive and forecasting tools; scenario analysis and performance-based budgeting; development of information technology infrastructure; addressing data quality and fragmentation issues; advanced analytical tools and dashboards.
Organizational Culture	Development of a data-driven and transparent culture; overcoming resistance to information transparency; role of senior managers in shaping culture; accountability and analytical orientation; changing managerial perceptions of management accounting; institutionalization of analytical information usage; trust and learning culture.
Performance Indicators	Clear definition of performance indicators with managerial participation; development of Key Performance Indicators (KPIs); integration of strategy and reporting systems; inclusion of non-financial measures such as customer satisfaction and productivity; cause-and-effect analyses; balanced scorecard approaches; strengthening alignment between strategic objectives and indicators.
Future-Oriented Analysis	Need for predictive and analytical information; importance of future-oriented analysis in uncertain environments; integration of financial and qualitative data; overcoming short-term perspectives; scenario planning and forecasting tools; future-oriented information for intelligent decision-making; transition from retrospective to prospective accounting perspectives.
Top Management Support	Senior management attention to information utilization; executive support for system implementation; managerial influence on organizational culture; effective use of data through leadership support; changing executive perceptions toward management accounting; recognition of the value of data; managerial participation in indicator development.

The first major theme identified in the analysis was **Information Transparency and Accuracy**. Participants consistently emphasized that accounting information creates value only when it is reliable, transparent, timely, and aligned with organizational objectives. Experts highlighted that inaccurate or delayed information reduces managerial confidence and weakens strategic decision-making processes. Consequently, transparency and accuracy emerged as fundamental prerequisites for value creation.

The second theme, **Simplicity and User-Friendliness**, reflects the necessity of translating complex financial information into formats that are understandable for managers without accounting expertise. Interviewees repeatedly noted that sophisticated information loses its practical value when users cannot interpret it effectively. Therefore, visual dashboards, interactive reporting tools, and simplified financial language were considered essential features of value-creating accounting systems.

The third theme was **Accessibility and Continuous Updating of Information**. Findings indicated that information must not only be accurate but also readily available when decisions are being made. Participants stressed the importance of real-time reporting systems and continuous data updating mechanisms that allow managers to respond rapidly to environmental changes and emerging strategic opportunities.

The fourth theme, **Organizational Collaboration and Communication**, highlights the importance of breaking down organizational silos. Experts argued that accounting information generates maximum value when financial departments actively collaborate with operational, marketing, production, and strategic planning units. Effective communication channels facilitate knowledge sharing and improve organizational alignment.

The fifth theme, **Training and Skills Development**, emphasizes the human dimension of value-creating accounting. Participants explained that advanced systems and technologies cannot achieve their intended outcomes without knowledgeable users. Continuous training programs, analytical skill development, and managerial education were therefore recognized as critical success factors in the proposed model.

The sixth theme concerns the **Strategic Role of Management Accounting**. Findings demonstrate that management accounting should move beyond its traditional reporting function and become an active participant in strategic decision-making. Experts emphasized that management accountants should contribute to strategic discussions, profitability analysis, performance evaluation, and long-term planning processes.

The seventh theme, **Technology and Systems**, emerged as one of the most frequently mentioned factors. Participants highlighted the growing importance of Business Intelligence platforms, automation technologies, integrated enterprise systems, and advanced analytics. These technologies enable organizations to transform raw data into actionable strategic insights and enhance organizational value creation.

The eighth theme identified was **Organizational Culture**. Findings indicate that even technically sophisticated accounting systems may fail in organizations characterized by resistance to transparency and limited acceptance of analytical decision-making. A culture that values accountability, learning, trust, and evidence-based management was considered essential for the successful implementation of value-creating accounting practices.

The ninth theme, **Performance Indicators**, reflects the need for comprehensive measurement systems that connect accounting information with strategic objectives. Participants emphasized that organizations should not rely solely on financial indicators but should also incorporate non-financial measures related to customers, processes, innovation, and organizational learning. Such integrated performance systems provide a more complete picture of value creation.

The tenth theme, **Future-Oriented Analysis**, illustrates the transition from traditional retrospective accounting toward predictive and strategic accounting. Experts noted that value creation increasingly depends on organizations' ability to anticipate future opportunities and risks. Forecasting tools, scenario planning, predictive analytics, and qualitative environmental assessments were therefore identified as key elements of the proposed framework.

The eleventh and final theme was **Top Management Support**. Participants unanimously agreed that the success of value-creating accounting systems depends heavily on leadership commitment. Senior managers play a decisive role in allocating resources, promoting data-driven decision-making, supporting technological investments, and fostering an organizational culture that values analytical information. Without active managerial support, the effectiveness of other dimensions may be substantially reduced.

Overall, the findings reveal that the proposed Value-Creating Accounting Model represents a multidimensional framework in which informational quality, technological capabilities, organizational culture, human competencies, strategic orientation, and managerial commitment interact to support organizational value creation. The identified themes collectively demonstrate that value-creating accounting is not merely a financial reporting mechanism but rather an integrated strategic system designed to enhance organizational performance and sustainable competitive advantage.

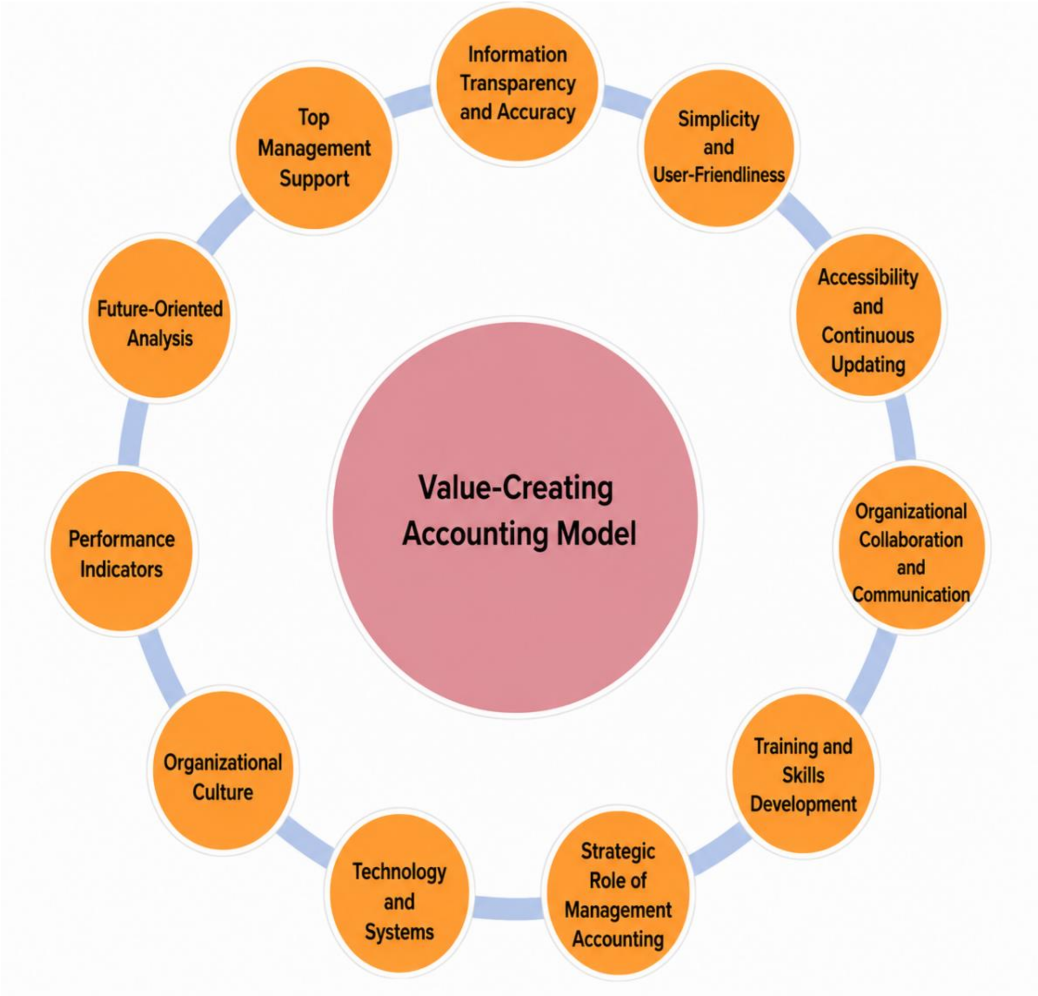

Figure 1. Conceptual Model of the Value-Creating Accounting Framework and Its Major Themes

4. Discussion and Conclusion

The purpose of this study was to develop a comprehensive value-creating accounting model by identifying the key dimensions that enable management accounting systems to contribute more effectively to organizational value creation. The findings revealed eleven interrelated themes, including information transparency and accuracy, simplicity and user-friendliness, accessibility and continuous updating, organizational collaboration and communication, training and skills development, the strategic role of management accounting, technology and systems, organizational culture, performance indicators, future-oriented analysis, and top management support. Collectively, these themes indicate that value-creating accounting is a multidimensional construct that extends beyond traditional financial reporting and requires the integration of informational, technological, human, organizational, and strategic capabilities.

One of the most significant findings of this study was the central role of information transparency and accuracy. Participants consistently emphasized that accounting information must be timely, reliable, understandable, and aligned with organizational objectives in order to support value creation. This finding aligns with contemporary accounting literature that highlights the importance of high-quality financial information in strategic decision-making and organizational performance. Transparent reporting enhances managerial confidence, reduces information asymmetry, and facilitates informed strategic choices. The findings are consistent with the arguments of Zhu regarding the influence of accounting recognition and measurement on reporting quality and decision usefulness [7]. Similarly, studies on integrated reporting and value relevance have demonstrated that transparent disclosure practices strengthen stakeholder trust and improve the value-generating capacity of accounting systems [8, 20].

The identification of simplicity and user-friendliness as a major theme reflects the growing recognition that accounting information must be accessible to diverse organizational users. Participants stressed that complex accounting reports often fail to support managerial decision-making because they are difficult for non-financial managers to interpret. This finding is consistent with recent perspectives emphasizing the need to integrate accounting and management practices in ways that facilitate organizational understanding and communication [9]. Likewise, research on management accounting practices suggests that user-oriented information systems improve managerial engagement and increase the practical value of accounting information in organizational settings [10, 26].

The findings also highlighted the importance of accessibility and continuous updating of information. Participants emphasized that strategic decisions require timely and continuously updated information rather than static historical reports. This result reflects the increasing demand for real-time information systems in modern organizations. In dynamic business environments, delayed information can reduce responsiveness and weaken strategic performance. The importance of digital intelligence systems and advanced information infrastructures in enhancing organizational responsiveness has been highlighted in previous studies, which demonstrate that timely information availability contributes directly to organizational value creation and financial control effectiveness [30, 31].

Another important finding concerns organizational collaboration and communication. The results indicate that accounting systems create greater value when financial information flows freely across organizational units and when accounting professionals collaborate closely with operational managers. Participants frequently referred to the negative consequences of silo thinking and fragmented communication structures. These findings support the strategic collaborative accounting perspective proposed by Davidson, which emphasizes the integration of accounting functions with broader organizational activities to enhance strategic performance and value creation [4]. The findings also reinforce arguments suggesting that management accounting should function as an organizational integrator rather than a purely technical reporting mechanism [3].

Training and skills development emerged as another critical component of the proposed model. Participants emphasized that sophisticated accounting systems cannot generate value unless users possess the competencies required to interpret and apply accounting information effectively. This finding reflects the broader transformation of management accounting from a technical discipline into a strategic profession requiring analytical, technological, and communication skills. Prior research has similarly emphasized the changing role of accounting professionals and the increasing importance of continuous professional development in supporting value creation initiatives [14, 15]. As organizations adopt more advanced technologies, the need for specialized competencies becomes even more pronounced.

The strategic role of management accounting constituted one of the most prominent themes identified in the study. Participants viewed management accounting as a strategic partner that should actively contribute to organizational planning, performance management, and value creation. This finding strongly supports the contemporary strategic management accounting literature, which advocates expanding the role of accounting beyond cost control and reporting functions. Roslender and colleagues argue that strategic management accounting should be integrated with business models and organizational strategy to enhance value creation and competitive advantage [3]. Similarly, Sha demonstrated that management accounting tools contribute to enterprise value creation when applied strategically across organizational value chains [16].

Technology and systems were identified as fundamental enablers of value-creating accounting. Participants emphasized the importance of business intelligence platforms, automation technologies, integrated information systems, and advanced analytical tools. These findings are highly consistent with recent research on digital transformation in accounting. Studies indicate that emerging technologies significantly enhance accounting capabilities by improving information quality, analytical depth, forecasting accuracy, and decision support effectiveness [11, 12]. Furthermore, the growing integration of artificial intelligence into accounting processes is creating new opportunities for value co-creation, organizational learning, and strategic innovation [13].

The importance of organizational culture also emerged as a major finding. Participants argued that value-creating accounting systems require a culture characterized by transparency, accountability, collaboration, learning, and data-driven decision-making. This finding highlights the social and behavioral dimensions of accounting effectiveness. Organizational culture influences how accounting information is perceived, shared, and utilized throughout the organization. The findings align with research demonstrating that organizational values and cultural orientations significantly influence performance management practices and organizational effectiveness [25]. Furthermore, studies on management accountants' perceptions of value creation suggest that cultural support is essential for maximizing the strategic contribution of accounting systems [15].

Performance indicators were identified as another essential component of the model. Participants emphasized the importance of designing comprehensive performance measurement systems that include both financial and non-financial indicators. This finding reflects the growing recognition that value creation cannot be adequately measured through financial metrics alone. Modern organizations require multidimensional performance measurement frameworks capable of capturing customer satisfaction, operational efficiency, innovation, sustainability, and stakeholder outcomes. This perspective is supported by research on economic value added, value chain performance, and integrated performance measurement systems, which emphasize the need for broader evaluation criteria in assessing organizational success [18, 19, 29].

Future-oriented analysis emerged as a particularly important theme within the proposed model. Participants emphasized the need to move beyond retrospective reporting toward predictive and strategic analysis. In highly uncertain environments, organizations require forecasting tools, scenario analyses, and predictive models that facilitate proactive decision-making. These findings align with contemporary developments in strategic accounting and risk-oriented management accounting. Previous studies have highlighted the increasing importance of predictive analytics, risk management frameworks, and future-focused accounting approaches in enhancing organizational resilience and adaptability [22, 24]. The results also support the growing emphasis on digital technologies as mechanisms for generating predictive insights and strategic intelligence [11].

Top management support was identified as the final and perhaps most influential dimension of the proposed model. Participants unanimously agreed that the effectiveness of value-creating accounting systems depends heavily on leadership commitment. Senior managers influence resource allocation, organizational priorities, cultural development, and the adoption of innovative accounting practices. Without active leadership support, even technically sophisticated accounting systems may fail to achieve their intended outcomes. This finding is consistent with previous studies emphasizing the strategic role of leadership in organizational transformation, value creation, and accounting innovation [4, 14]. Leadership commitment is particularly important in fostering a culture that values transparency, accountability, and evidence-based decision-making.

The findings also reveal strong interrelationships among the identified themes. Information transparency enhances performance measurement; technology supports information accessibility and future-oriented analysis; organizational culture influences collaboration and learning; and leadership support facilitates the successful integration of all model components. This interconnected structure suggests that value-creating accounting should be viewed as a holistic organizational system rather than a collection of isolated accounting practices. The findings support contemporary perspectives that conceptualize accounting as an organizational capability embedded within broader strategic, technological, and social processes [32, 33].

Overall, the proposed value-creating accounting model extends existing literature by integrating informational, strategic, technological, cultural, and managerial dimensions into a unified framework. The model suggests that sustainable value creation depends not only on accounting techniques but also on organizational capabilities that facilitate the generation, interpretation, communication, and strategic application of accounting information. In this regard, accounting becomes a strategic resource that supports organizational adaptation, competitiveness, and long-term value generation in increasingly complex business environments [27, 28, 34].

Despite its contributions, this study has several limitations. First, the research employed a qualitative methodology based on expert interviews, which may limit the generalizability of the findings to all organizational contexts. Second, the participants were primarily selected from academic and professional accounting communities, and therefore the perspectives of executives from other functional areas may not have been fully represented. Third, the study focused on identifying conceptual dimensions of value-creating accounting rather than empirically testing the relationships among these dimensions. Finally, environmental, industry-specific, and organizational size differences were not explicitly examined, which may influence the applicability of the proposed model across different organizational settings.

Future studies may quantitatively validate the proposed model using structural equation modeling or other multivariate analytical techniques. Researchers may also examine the causal relationships among the identified dimensions and investigate the relative importance of each component in different industries. Comparative studies across countries, organizational sizes, and sectors could provide valuable insights into contextual variations in value-creating accounting practices. Additionally, future research may explore the impact of emerging technologies such as artificial intelligence, machine learning, blockchain, and advanced analytics on the effectiveness of value-creating accounting systems and their contribution to organizational performance.

Organizations seeking to enhance value creation should invest in the development of transparent, accurate, and strategically relevant accounting information systems. Managers should prioritize cross-functional collaboration, continuous employee training, and the integration of financial and non-financial performance indicators. Investment in modern technologies, including business intelligence platforms and predictive analytics tools, can significantly strengthen decision-making capabilities. Organizations should also cultivate a data-driven culture that encourages learning, accountability, and evidence-based management. Most importantly, senior executives should actively support accounting transformation initiatives by allocating resources, promoting strategic alignment, and recognizing the critical role of accounting information in creating sustainable organizational value.

Authors' Contributions

Authors equally contributed to this article.

Ethical Considerations

All procedures performed in this study were under the ethical standards.

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Conflict of Interest

The authors report no conflict of interest.

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