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IMPLEMENTATION OF THE IMPROVED METHODOLOGY AND EVALUATION OF ITS ECONOMIC EFFICIENCY

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Abstract

The thesis examines the implementation of an improved management accounting and reporting methodology and the evaluation of its economic efficiency. A system of fourteen interrelated management registers is proposed, together with a framework for assessing efficiency through direct, indirect and risk-related effects.

Keywords: implementation, management registers, economic efficiency, reporting cycle time, information risk, management action.

A methodology has value only to the extent that it is applied. Experience with management accounting projects reveals a recurring pattern: a set of report forms is designed, approved and distributed, but within a few reporting cycles the forms are completed manually, partially or late, and are eventually abandoned. The usual explanation — insufficient staff discipline — obscures the actual cause, which is structural: the forms were introduced without defining where the data that populates them is collected, by whom and under what control.

The register layer is the missing element. A register in this context is not merely a table but a controlled collection point recording the transaction identifier, the analytical attributes, the measurement basis and the person who confirmed the entry. Without such a layer, every reporting cycle requires the data to be reassembled manually, which makes both timeliness and verifiability



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unattainable. This is consistent with the finding of Kaplan and Anderson that the data collection burden, rather than methodological weakness, was the principal cause of activity-based costing implementations being abandoned.

The proposed system comprises fourteen registers organised into five functional groups: source and identification (transaction register, identifier register, analytical attribute register); measurement and adjustment (IFRS adjustment register, allocation base register, internal transfer register); cost and process (cost pool register, cost driver register, process performance register); segment and responsibility (segment register, responsibility centre register, deviation register); and control and action (report quality register, management action register). The system is closed in the sense that the output of the final register returns to the planning inputs of the next cycle, so that reporting is connected to action rather than terminating in a document.

Implementation is proposed in four stages: diagnostic assessment of existing data flows and identification of parallel entry points; design and approval of the register system and the management accounting policy; pilot implementation in one or two responsibility centres with parallel operation of the old and new procedures; and full-scale rollout with automation of controls. The pilot stage is essential, since it allows allocation bases and attribute sets to be calibrated before they are embedded in the information system.

Economic efficiency is assessed through three groups of effects (Table 1).

Table 1. Groups of effects and measurement indicators

Group of effects	Content	Measurement indicator
Direct	Reduction of manual data assembly and reconciliation work	Labour hours per cycle; reporting cycle time in days
Indirect	Improvement of decision quality and speed	Share of decisions supported by reports; time from deviation to action
Risk-related	Reduction of information risk and error correction costs	Report quality index; number and value of identified errors

Source: developed by the author.



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The overall assessment is expressed as the ratio of the value of effects to implementation and maintenance costs, which include software configuration, staff training, additional labour during parallel operation and ongoing register maintenance. Because indirect effects are difficult to monetise reliably, it is recommended that they be presented as measured natural indicators alongside the monetary calculation rather than converted into money by arbitrary coefficients.

The framework carries a methodological caution. Direct effects are the easiest to measure and therefore tend to dominate the justification, yet they represent the smallest component of value. Reporting that arrives three days earlier is valuable primarily because decisions are taken three days earlier; if the decision process itself is not adjusted, the accounting improvement produces documentation rather than results. For this reason the management action register is treated as an integral part of the system rather than an optional addition.

Implementation should also be understood as an organisational rather than a technical project. The register system redistributes responsibility for data, making explicit who owns each data element and who confirms it, which typically encounters resistance in units accustomed to informal data handling. Assigning register ownership at the approval stage substantially increases the probability of successful implementation.

Conclusion

The implementation of an improved management accounting and reporting methodology requires a defined register layer, and its efficiency should be measured by the quality and timeliness of the decisions it supports rather than by labour savings alone. Practical recommendations: approve the register system as part of the management accounting policy and assign an owner to each register; implement in stages with a pilot phase; automate input, integrity and



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reconciliation controls; measure reporting cycle time and the time from deviation to action as key implementation indicators; and review the follow-up status of the management action register at management meetings.

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