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How Narrative Analysis is Useful in Questioning How The Strategicity of a Strategy Comes From? A Strategy-As-Practice Perspective

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Abstract

Strategy-as-practices offers a novel understanding for micro strategy research, providing a novel look at how the everyday, mundane human activities in wider society matter for the strategizing of firm activities. By using the case of Starbucks' failure in Australia, this study suggests a novel method for understanding how the analytic tool of narrative might help us comprehend the structuring of strategy-as-practice. For this, first, we introduce the concept of "outcome-driven narratives of practice" as a relevant and reliable unit of analysis for the strategy-as-practice approach. The findings exemplify that using narratives as an analysis technique rather than just a tool for strategizing within organizations may offer more insights for the field. Narrative as a research technique give us a chance to analyze how strategy-as-practice works in real-life at the intersection of organization-industry-community practices at the micro-meso-macro outcome levels. We propose that, using the introduced technique, organizational practitiners may fictionalize their activities as to become strategies for their competitiveness.

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INTRODUCTION

There is a shift in current strategy research toward strategy-as-practice (s-as-p), which emphasizes the social structuring of strategy within everyday mundane human actions (Powell, 2017; Jarzabkowski, 2005; Whittington, 2006; Brown & Thompson, 2013). S-as-p suggests that firm activities become strategy as long as they gain meaning and are absorbed into the community's habitus (Whittington, 2018). That is, strategicness of a strategy reaches its maturity at the micro, meso, and macro levels in a multi-layered social system (Jarzabkowksi & Spee, 2009). Accordingly, s-as-p reflects dynamism in the dynamic capability perspective and sociality in the resource-based view (Jarzabkowski 2005; Johnson et al. 2003, 2007; Regnér 2008). It organizes empirical strategy research around a lexical semantic framework (Jarzabkowski & Spee, 2009). The framework consists of a triad of practitioners (those who do the work of strategy); practices (the social, semiotic and material through which strategizing is devised); and praxis (the flow of activity in which strategy is implemented) (Jarzabkokwski & Spee, 2009; Fenton & Langley, 2012). Despite its increasing importance, there isn't yet a completely developed approach to a holistic understanding of the triangle created by these three (Brown & Thompson, 2013). Narrative research, according to several studies, may overcome this because of its theoretical and methodical architecture (Barry & Elmes, 1997; Czarniawska, 1997; Brown & Thompson, 2013; Fenton & Langley, 2011; De la Ville & Mounoud, 2010). However, researchers features narrative as a strategizing tool rather than as a comprehensive understanding of s-as-p (Winklker & Etter, 2018), focusing on its discursivity (e.g., Brown & Thompson, 2013; Fenton & Langley, 2011; De la Ville & Mounoud, 2010; Rouleau, 2010).

In this context, we highlight three considerations that are crucial for making the most of narratives in s-as-p studies. First, in reality, s-as-p can only be understood holistically if narratives are treated not only as a tool used "inside" the organization, but also as a tool used to build the organization itself (Gabriel, 2015: p.275). That is, the core of s-as-p is a firm activity gains a strategy identity within 'larger' social phenomena (Siedl & Whittington, 2014). In other words, the firm activities are given a strategy label based on the notional connection they achieve in the wider social context (Kouame & Langley, 2018). Thus, we need to witness such strategy-labeled firm activities if they contribute to the organizational outputs (e.g., directions, survival, and competitive advantage of the business), based on the meaning they gain in the social environment (Kouame & Langley, 2018; Jarzabkowski, Balogun & Siedl, 2007; Jarzabkowski & Spee, 2009; Johnson et al., 2003).

Second, while firm activities have an impact on organizational outputs, we need to consider that they obtain meaning in a random and dynamic manner inside operational routines (Hendry & Siedl, 2003). This necessitates taking into account an organization's external interpretation in narrative research as it provides how the organization is perceived on a broader social level, thus assisting us in capturing the practical knowledge that the company's activities reflect (explicitly) and contain (tacitly) (Josselson, 2011; Gabriel, 2015). More clearly, we can access knowledge that is situated in practice and infiltrated through community members' collaboration (Lindkvist, 2005, p. 1196). The role of narratives in strategy research become apparent in that they reflect tacit knowledge that practitioners cannot communicate (Shön, 1983: p.243). In this manner, studies considering narratives as a tool for strategizing inside the organization are unable to illuminate how practitioners leverage both explicit and tacit information (Rouleau, 2010: p.258). Similarly, it is claimed that because of the deep social structure of s-as-p, case study observations for revealing such a role of narratives in strategizing cannot be directly accessible (Giddens, 1984;

Whittington, 2010). Also, since practically all organizational activities are effective in strategizing, there is ambiguity in those studies' sample definition (Johnson, Langley, Melin & Whittington, 2007: p.58). Furthermore, biases may be caused by factors such as the relationship between the administration and the researcher, as well as sponsorship (Johnson et al., 2007: p.65).

Third, "narrative is something that is narrated in retrospective sensemaking (backward-looking)" (Boje, 2011: p.13). Firms that are aware of this attempt to achieve strategic formation of their activities in a social way by participating in the narratives that are formed through communication tools such as branding, culture, dialogic, or co-creational campaigns, as well as the discourses they produce (Winkler & Etter, 2018; Chronis, 2012). After all, these discourse-based instruments will either be found worthy of storification by actors outside the organization or will go unnoticed in the social context (Mura & Shairf, 2016: p.3). Overall, narrative analysis can only provide a comprehensive understanding of s-as-p if it is approached in terms of providing a deep understanding of how realities are produced, organized, interpreted, comprehended, or shared by individuals and societies in larger social structures (Mura & Shairf, 2016; Czarniawska, 2004). On this basis, such a narrative perspective will also provide the decision makers with an opportunity to rethink firm activities in terms of the possible narration of them. More specifically, they will be confident in embedding formative structures in their activities so that they can be interpreted or narrated by the larger society in accordance with the intended strategy.

Under these points, by analyzing a sample case, this study focuses on the basic question of how we can employ narrative as an analysis technique in the holistic evaluation of s-as-p with the following sub-questions:

(RQ1) Why are outcome-driven practice narratives a legitimate and useful unit of analysis for analyzing and revealing firm strategy-as-practice?, (RQ2) How may the overlap between narrative form and strategy as practice serve as a foundation for such an analysis? (Table 1) and (RQ3) What role may reflexive thematic analysis play in the development of narrative as a method for analyzing s-as-p?

Our study is divided into three sections. First, it will provide an overview of the structuration of strategy within the s-as-p framework. Second, it will explain the relevance and foundations of outcome-driven narratives of practice that are introduced for s-as-p research field. Third, based on an exemplary case study of Starbucks' failure in Australia, it will propose a methodological design for "narrative as a research technique" for empirical analysis of s-as-p.

Strategy-as-Practice

From the practice lens, strategy draws primarily from Gidden's perspective on structuring (Jarzabkowksi et al., 2007). S-as-p focuses on the micro-level, mundane social activities that lie behind the practices that characterize strategizing. According to s-as-p, the strategicity of a strategy occurs at the intersections of practitioners, praxis, and practices (Jarzabkowski et al., 2007).

Practices emerge from cognitive, behavioral, motivational, and physical practices embedded in a particular firm and industry. Therefore, practices are more a part of acting in the environment than something an actor does. Praxis comprises "the interconnection between the actions of different, dispersed individuals and groups and those socially, politically, and economically embedded institutions within which individuals act and to which they contribute" (Jarzabkowksi et al., 2007: p.9). Similarly, praxis mirrors the interplay (i.e., the flows of activity) between

communities of practice at various scales, from the macro to the micro. At its most fundamental level, praxis is created by practitioners, who carry out activities that are grounded in practices (Brennan & Kirwan, 2015).

The distinction between practices and what happens "in practice" is dependent on practitioners and their skills and initiative to convert practices into activities or "praxis" (Whittington, 2006: p.615). Practitioners perceive, interpret and adapt practices to convert them into activities (i.e., praxis) (Brennan & Kirwan, 2015). The "who they are, how they act, and what practices they draw upon in action" of practitioners is what shapes the activities (Jarzabkokwski et al., 2007: p.10). Practices differ from praxis which is inherently certain and context-specific (Fenton & Langley, 2011: p.1179). Practices and praxis, however, are mutually constitutive (Vaara & Whittington, 2012; Brennan & Kirwan, 2015). Mutual constitution infers that "social orders (structures, institutions, routines, etc.) cannot be conceived without understanding the role of agency in producing them, and similarly, agency cannot be understood 'simply' as human action, but rather must be understood as always already configured by structural conditions" (Feldman & Orlikowski, 2011: p.1242). In another word, practitioners' specific activities cannot be detached from society, because the rules and resources it provides are essential to their action; society is, in turn, produced by this action (Whittington, 2006). On this basis, we need to look at the recursive harmonization of human action and structural conditions that turn practices into strategy from an integrative point of view (Brennan & Kirwan, 2015; Jarzabkowski et al., 2007; Whittington, 2006).

We understand that 'strategy' according to s-as-p emerges and develops in a myriad of communities of practice formed around business practice. In this situation, we could say that practices are a certain kind of boundary object. That is, as long as the boundary form sustains and practitioners give them meaning, the practice becomes the firm's strategy. Boundary objects are thought of as representational forms—things or beliefs that can be shared among different communities, each with their own interpretation (Milwood & Maxwell, 2020). The orientation(s) of practices determine the boundaries (Fox, 2011). For example, Nusret's artistic praxis of using salt, butter, and meat slicing as boundary objects, adopted by many communities of practices at both the individual (chefs and celebrities) and institutional (stakehouse) levels, demonstrates how boundary objects mediate the relationship between praxis and practices. In this manner, s-as-p is adaptable, fluid, and prone to learning and becoming within communities of practice based on how practices are represented (Jarzabkowksi, 2004).

Therefore, to understand how a practice becomes a strategy, it is necessary to examine a final representative collection of diverse microcommunities' local practices (Jarzabkowksi 2004). Because, strategy continues to structure itself along a line between mobility and stability in everyday practices (Orlikowksi, 2000; Feldman, 2004). We can see numerous micro-activities that are effective in the formation of strategic outputs (Jarzabkowksi et al., 2007: p.6). Here, the strategic significance of an activity can be determined by the degree of common implementation throughout key communities of practice and its impact on the strategic outcome (Johnson et al., 2003). As a result, strategic outcomes, which are the entire reflections of practices that make sense within broad social structures, can be used to get the structural depths of business strategies retrospectively in a socio-contextual scope (Whittington, 2006; Jarzabkokwi et al., 2007; Fenton & Langley, 2011; Brennan & Kirwan, 2015; Jarzabkokwski 2015).

In this light of information, as it can be seen in the Figure 1, we assume that the formation of s-as-p can be understood holistically by going backwards from the outcome-driven narratives of practice, aggregated from different micro communities of practices.
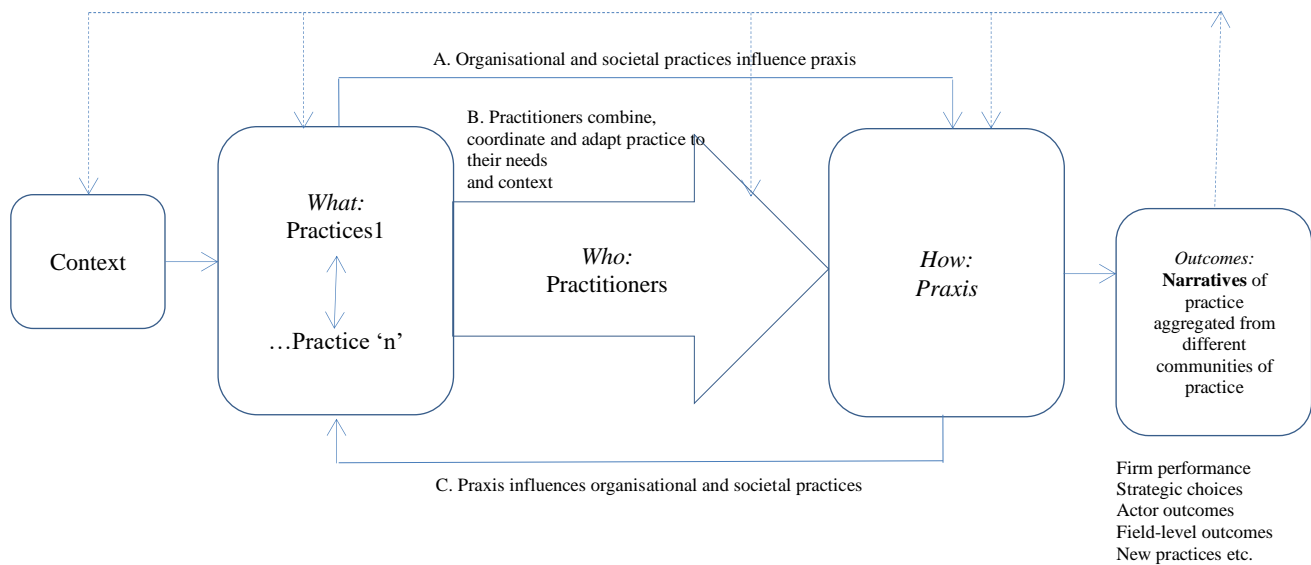
Figure 1. Adapted from Jarzabkowksi, 2015; Brennan & Kirwan, 2015.

Outcome-driven Narratives of Practice

For the first study question, we introduce "outcome-driven narratives of practice" linked to the firm's strategic outcome, as told by the firm's communities of practice. At the heart of this type of narrative are discourses that represent the meanings attributed to firm activities that take place within a complex network of socio-environmental interaction. We propose that the narratives should have three characteristics in the empirical analysis of the s-as-p within the scope of narrative research:

i) Outcome-driven Outcome-driven narratives attempt to explain how a particular outcome occurred by examining evidence and sources of explanation at the micro level (e.g., the activities, cognitions, visions, and errors of organizational leaders and groups) through retrospective analysis of historical data and interviews (Kouame and Langley, 2018: p.569) or narratives. This genre is more akin to a mosaic of stories made up of the collective awareness and common practices of actors involved in business practices (Fenton & Langley, 2011; Blumer, 1969). Since the attribution of strategy labels to firm practices depends on ongoing discussions and agreements between society and the organization, the "outcome-driven" feature enables us to understand strategy as practice in its final form (Winkler & Etter, 2018: p.388). Also, strategic outcomes emerge from the thriving practices found in the diversity and depth of communities of practice (Jarzabkowksi, 2004: p.539). As a result, the outcome-driven feature of narratives provides more reflections on how strategy-as-practice is constructed; examining what practices, practitioners, and praxis are and how their intersection creates the strategy (Jarzabkowksi & Spee, 2009; Jarzabkowksi et al., 2007; Whittington, 2010).

ii) Aggregated to construct the narrative that serves the functions of s-a-s-p analysis, it is necessary to piece together a collection of individual narratives for three reasons. First, businesses are "a strategic community of practice that displays localized and heterogeneous social interactions" (Oliver, 1991). The narratives that emerge from this framework represent a mix of narratives derived from organizational representatives (primary actors) and non-business competitors (secondary players), which include competitors, consumers, and journalists (O'Connor, 2002: p. 38). Second, many strategies' origins, as well as their outcomes, are open to various interpretations and narratives (Brown & Thompson, 2013: p.1150). As a result, it would be useful to aggregate the local narratives associated with

each society's practices, which builds around organizational practices and transforms the firm into a strategic practitioner society. For example, Fenton and Langley (2011) emphasize that local narratives related to diverse practices are important sources, especially for understanding strategy praxis. If some local narratives here are interpreted the same way by different people who use them, these narratives can be called "grand narratives" (Fenton & Langley, 2011). As a result, third, "big and dominating narratives" derived from local stories will help us to evaluate strategy outcomes in a more holistic, detailed, complete, and varied way (Brown & Thompson, 2013: p.1149). Such narratives, also called 'interrelating storylines," are produced in a wide social environment and place organizations in industrial, social, economic, political, and other contexts (O'Connor, 2002: p.38). For example, Yıldırım (2020) used a narrative written in 2005 about a jeweler in Antalya to show how Turkish tourism is made up of people, businesses, and organizations. He did this by looking at the collective practices of the characters in the story.

iii) Narratives of practice Communities of practice, as one of the primary drivers of strategy, more easily reflect practices than formally constructed structures (Wenger & Snyder, 2000). As immediate and most essential witnesses, practitioners share anecdotes about the realities of their own practical experiences (Ginev, 2018). Their narratives can be understood as important instruments in gaining entry to organizational regimes to reflect what is considered normal, true, and logical as discursive activities that compose realities (Gabriel, 2015: p.280). Similarly, practice theorists believe that strategizing can only be found in its real-world counterparts (Whittington, 2018). Embodying these realities, narratives of practice help us to comprehend the social construction or structuring of practice (Sztompka, 1991), which expresses the dialectical synthesis of social events on macro and micro levels. Narratives of practices, like any biographical approach, allow the researcher to delve into the 'life-world' of specific actors, such as managers and others, in order to capture the routines, events, and interactions that make up their social practices. (Denis et al., 2004). Hence narratives of practices are important unit of analysis in the narrative research which, based on hermeneutics and ethnography, provides a methodological approach to capturing the realities of life that people make sense of based on their experiences rather than examining the historical record of what actually happened (Josselson, 2011: p.225).

Based on these points and the information above, we can call the narratives to be employed in the empirical analysis of s-as-p as "outcome-driven narratives of practice." As a response to Brown and Thompson's (2013) call, we hope to contribute to the creation of a more nuanced and reflexive strategy-as-practice scholarship by attending to narratological issues.

Methodology

The autobiographical outcome-driven narratives of practices is used within the ethnographic research framework. Biographic narratives of practice, which reflect the experiences of individuals with firms, are one of the most valid methods in the analysis of the strategizing of firms (Rouleau, 2010: p.259). The contextual and reflective nature of the method enables us to reveal the social formation or design of the strategy retrospectively (Rouleau, 2010: p.259). Autobiographical narratives are written or spoken discourses that show the narrators' whole lives around traumatic and important events (Josselson, 2011; Bertaux 1997).

Narratives of practices, like any biographical method, allow the researcher to capture the unnoticed streams of routines, events, and encounters that make up social practices (Denis et al., 2004). As independent witnesses of social life, the narrators might reflect the events in a fictitious and literary style (Yıldırım, 2020). Thus, we can access real-life practices through these narratives that are neglected due to the complex surfaces of events and under intense experimental conditions (Whittington, 2018: p.345; Mills, 2000). These narratives also enable us to consider the actors within and/or surrounding firms who are often overlooked in traditional strategy research (Whittington, 2003; Denis et al., 2004). This is referred to as the 'trajectory of the firm' encoded in a literal or figurative 'authoritative text,' which 'allows actors to bind personal identities and biographical narratives to the organization and its operations,' according to Kuhn (2008).

To discover subtle and latent meanings in these kinds of narratives, we adopted a hermeneutic approach during the analysis (Rouleau, 2010; Brown & Thompson, 2013; Riessman, 1993). This approach helps us to find out what the text means and get an idea of the social reality that gives rise to strategy as practice (Bauman, 2010). Thus, this study employs a hermeneutic method to examine the combined biographical narratives of practices' multi-layered social construction of Starbucks' failure in the Australian market in 2008 as a strategic outcome. For this reason, the current study was built on the ideas of using a reflexive approach to narratives when analyzing strategy processes and the importance of "sociology of sociology" (Brown & Thompson, 2013; Bourdieu, 1990).

Case Study and Validity

As part of its strategy to grow, Starbucks opened its first Australian store in Sydney in 2000. By 2008, there were almost 90 stores in the country. By 2008, 90% of people in Australia knew about Starbucks. Starbucks had to close about 70% of its underperforming stores in the same year. Before the store closures, Starbucks had a 6 percent share of stores in Australia. However, Australia only made up 1 percent of company sales. The reason for selecting this case for current research is that a) it reflects a strategic outcome, b) it allows s-as-p to be presented both within its story (data) and theoretically, and c) because Starbucks is globally identical, it can be used as an example in terms of being recommended as a model for many businesses. In this way, the validity of the study is based on the choice of a sample that is appropriate for the research purpose and conditions (Maxwell, 2012).

We have proposed and considered two criteria to develop a valid basis for the use of narrative analysis in s-as-p. The first one is to benefit from the similarities between the components that make up the narrative and the components of the s-as-p. Table 1 shows this logic because the parts of the s-as-p (Jarzabkowski et al., 2007) and the narrative (Burke, 1969) have a lot of things in common, like how they look and how they work.

Table 1. The conceptual similarities of strategy in narrative and practice

Component parts of a narrative	Component parts of strategy-as-practice
Character or actors. Actors are those who have agency and are depicted as important to the narrative.	*Practitioners*. Employees (from the lowest to the highest position), consumers, experts, industry representatives, politicians, and various decision-makers are all the actors associated with the development of today's business strategies. We define them as practitioners of communities of practice as they emplot their experiences (narratives of practice).

Table 1. The conceptual similarities of strategy in narrative and practice (cont.)

Setting/environment/space. What constitutes the stage? Where is action taking place?	*Practices*. What constitutes the practice(s)? In Which/Where is practice(s) taking place? How do the practitioners define setting?
Conflict or action. Who does what to who or what, and what reactions and interactions derive from that?	*Praxis*. The flow of activity in which strategy is devised.
Resolution or suggested resolution. It expresses the result we obtain from the struggle between the actors in the story.	*Outcome*. It corresponds to the output that s-as-p brings to the business.

Source: Adapted from Burke, 1969; Jarzabkowksi et al., 2007.

The second one is the aggregation (i.e., bringing narratives of practices together), which Bertaux (1997) referred to "as clusters of narratives of practice." The aim is to determine whether the meanings that different communities of practice assign to activities are valid in a broad social context and/or whether semantic distinctions, if any, are taken into consideration. Thus, we base the explanation of strategic outcomes at different levels of practitioners and praxis on the call of Jarzabkowksi and Spee (2009) by studying individual and aggregate and extra-organizational practitioners. Doing this allows us to ensure that we capture a harmonious coexistence through the semantic depths of the investigated topics, as suggested by Josselson (2011, p.28).

Data

The narratives were gathered from secondary sources (such as videos, blogs, vlogs, opinion columns, and news agency pieces) that are commonly used in thematic analysis (Braun & Clarke, 2019). We used action and change as the minimum criteria for qualifying the texts and interviews as narratives (Prince, 1999). These criteria also meet to reflect episodic memory which consists of memory for "temporally dated episodes or events, and the temporal-spatial relations" among them (Tulving, 1972: p.385). Because sample size in qualitative research is difficult to calculate, the included narratives during analysis were chosen using the saturation criterion, which is often used in qualitative and thematic research (Braun & Clarke, 2019; Guest, Namey & Chen, 2020). Following Guest, Namey and Chen (2020), we have reached saturation with 34 narratives since the themes acquired from the theory and data are recursive. What we mean with saturation is that gathering data until no new information is generated (Braun & Clarke, 2019).

Data Analysis (Narrative Inquiry)

There are two layers to the research analysis. The first layer is analyzing each narrative separately using Reflexive Thematic Analysis (RTA) and Josselson's (2011) 'narrative inquiry' within the framework outlined below, followed by the plotting of narratives depending on the findings. The second layer is to apply the same analysis approach to the aggregated final narrative. For the introduction of narrative as an analysis technique suitable for s-as-p research, we proposed the Polkinghorne's (1995) narrative cognition (i.e., narrative analysis) and paradigmatic cognition (i.e., analysis of narratives).

For this, following Josselson's (2011: s.228) four-step narrative inquiry, we made iterative readings within a hermeneutic circle until we developed a "good Gestalt" within the theoretical and in-data meanings through the lenses of two complementary narrative inquiry from Polkinghorne's (1995) narrative cognition and paradigmatic cognition. Narrative cognition explains the current results by connecting them to past events in a way that makes sense in

retrospect (Polkinghorne 1995: p.16). What we mean by "retrospect" is depicting a harmonious pattern of events and experiences rather than presenting what happened when in historical chronology (Freeman, 2015). In this way, this method is effective in transforming disparate data into a unified, explanatory voice (Polkinghorne 1995: p.20). With paradigmatic cognition, the themes or concepts are identified inductively from within the stories (data), and their theoretical counterparts are discovered with the deductive approach (Berg 2007; Polkinghorne, 1995).

In the present study, while practitioners' practices and praxis are described with paradigmatic cognition, the practitioner-practices-praxis interaction is described with narrative cognition. For the complementary use of the paradigmatic approach and narrative cognition, we proposed and utilized RTA. Because, through RTA, we can identify patterns across an entire data set while also allowing for a theoretically-informed interpretation of meaning (Braun & Clarke, 2006). Using this strategy, researchers can learn more about how people's experiences, interpretations, and assumptions are shaped by the social context in which they occur. In this manner, RTA resonates with our constructivist epistemology. This epistemological viewpoint influenced the themes we used and how we handled the data. Because, in RTA, the researcher is a storyteller, actively engaged in interpreting data via the glass of their own cultural membership and social positionings, as well as their theoretical assumptions and ideological commitments, and scholarly expertise. Because, theoretical knowingness - a grasp of the intellectual underpinnings of inquiry - is critical to the quality of RTA (Braun & Clarke, 2019: 847-857).

The narrative cognition inquiry was used during the RTA to assist us develop participants' narratives within a recursive and hermeneutic cycle of movement between the participant's data and the emerging story (Polkinghorne, 1995). To demonstrate key points utilizing the participant's voice, numerous quotes and summaries from the participant's narratives are presented. This ensures the narrative is grounded in data and authentic in tone (Sharp, Bye & Cusick, 2019: p.871). The paradigmatic cognitive inquiry, on the other hand, aided us in adopting the deductive inquiry of narratives, which refers to data exploration for examples of theoretical concepts or pre-existing information related to the research goals (Sharp et al., 2019). Therefore, the relevant theory is employed as a conceptual framework to analyse the data, therefore extending, refuting, or supporting notions and theories in relation to the participants' experiences being researched (Sharp et al., 2019: p.874).

In light of Polkinghorne's (1995) narrative cognition and paradigmatic cognition, the data analysis process detailed in this article follows Braun and Clarke's (2006) six-step reflective thematic analysis (addressing RQ3). Familiarization, coding, theme development, modifying themes, defining themes, and producing the report are the steps of RTA. In generating themes, we used two broad orientations of coding: an inductive orientation (equal to paradigmatic condition), where the researcher starts the analytic process from the data, working "bottom-up" to identify meaning without importing ideas; and a deductive orientation (equal to narrative cognition), where the researcher approaches the data with various ideas, concepts, and theories, or even potential codes based on such, which are then explored and tagged within the dataset (Braun & Clarke, 2019; Polkinghorne, 1995). Hence, during the narrative inquiry using RTA, we adopt the hermeneutic approach of Gadamer's view that "not just occasionally but always, the meaning of a text goes beyond its author's aim" (Gadamer, 1989).

It's important to remember that the six-phase analysis process was not linear, but rather reflexive and recursive in nature (Braun, Clarke, Hayfield & Terry, 2018). Accordingly, it is hoped that this hermeneutic circle of themes and

interactions will explain the strategizing process behind the strategic outcome. In other words, the hermeneutic circle-understanding the whole from the part and the part from the whole (Keat & Hurry, 2011) was broken by correlating themes of the practitioners-practices-praxis triad to determine the contextual meaning (Palmer, 1969). A social constructivist analysis undertaken from a structure-agency viewpoint conformed to this hermeneutic circle method, which adhered to the narrative's content (Giddens, 1976). Following the familiarisation and coding phases, numerous sub-themes were created at the intersection of data, theoretical knowledge, and research questions to enable room for interpretation under the primary themes of practitioners, practices, and praxis (Braun and Clarke, 2019). The major goal of theme interpretation is to provide critical insights into how s-as-p works and contributes to strategizing, so strengthening the s-as-p agenda's relevance in the strategy research fie.
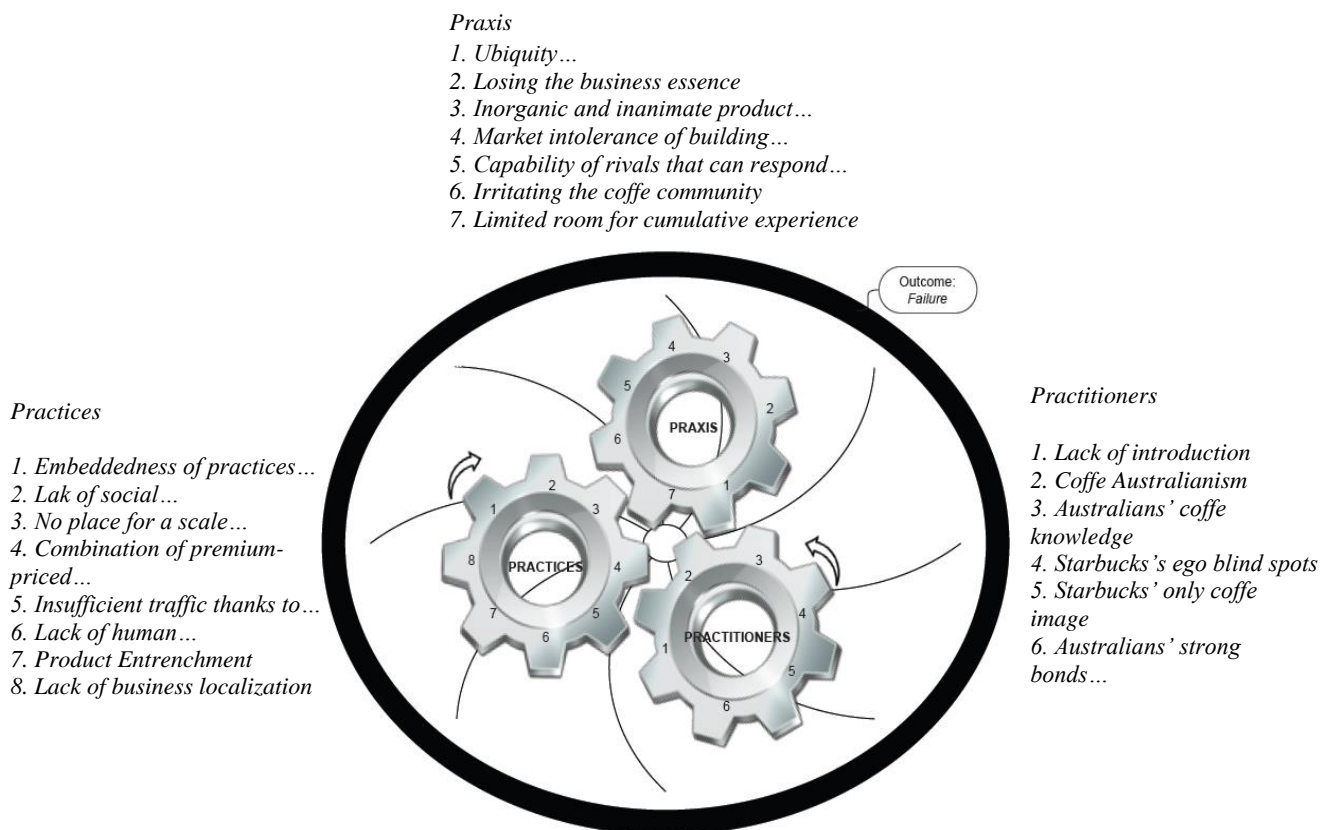
Praxis
1. Ubiquity…
2. Losing the business essence
3. Inorganic and inanimate product…
4. Market intolerance of building…
5. Capability of rivals that can respond…
6. Irritating the coffe community
7. Limited room for cumulative experience

Practices

1. Embeddedness of practices…
2. Lak of social…
3. No place for a scale…
4. Combination of premium-priced…
5. Insufficient traffic thanks to…
6. Lack of human…
7. Product Entrenchment
8. Lack of business localization

Practitioners

1. Lack of introduction
2. Coffe Australianism
3. Australians' coffe knowledge
4. Starbucks's ego blind spots
5. Starbucks' only coffe image
6. Australians' strong bonds…

Figure 2. Strategy-as-practice Machinery for The Case Study

Findings and Discussion

In the following results, we show how the s-as-p triad is structured and interpreted within the Australian community using various themes (s-as-p dimensions) and subthemes (addressing RQ1 and RQ2). As likened to cogs of a system as presented in Figure 2., the machinery of the lexical semantics of strategy-as-practice in the case of Starbucks' failure in Australia is portrayed. According to Figure 2, the strategic outcome for the case study is likened to the semantic aggregation of the varying encounters (i.e., the happening of strategizing) of the spinner cogs emerging within the community.

Practitioners: "A Failure of Cognitive Entrenchment"

Starbucks demonstrated cognitive entrenchment by heavily depending on firm practices in the Australian market. The term "cognitive entrenchment" refers to overdose level of consistency in one's domain schemas (i.e., expertise)

(Dane, 2010). It can, however, be difficult to see domain-related issues from the perspective of others, and adjust to changes in their domain (Dane, 2010). There are a lot of reasons why a person might choose to stay where they are. They might want to lessen their cognitive load, make their work easier, and/or keep their learning experience as stress-free as possible (Phan & Ngu, 2021). Starbucks's cognitive entrenchment made it impossible for Australians to become "Starbucks practitioners," which would be required to convert its practices to community praxis or practices. The following subthemes illustrate the areas and barriers in which Starbucks was particularly entrenched and failed to create its practitioners in the Australian market.

Lack of introduction Sturbucks failed to communicate its brand by underestimating the mature and heterogeneous Australian café market, relying instead on its reputation and ignoring local outreach initiatives (Narratives #3, 27, 32). Coffee Australianism In terms of the coffee market, Australia was the second most patriotic country in the world (Narrative # 10). Australians are raised on strong, pure espresso and refuse to have it flavored (Narrative # 15). Australians' coffee knowledge Those years have seen an increase in Australians' awareness of "excellent coffee," with many independent roasters offering cupping events (similar to wine tasting but with coffee and more slurping) and coffee appreciation classes. In Australia, the average Joe could tell you a lot more about their cup of coffee than you expect (Narrative # 24). Starbucks's ego blind spots You could see from many points that Starbucks considered itself very arrogant. These points can be summarized as: charging high, being everywhere, disdaining traditional marketing avenues like billboards, pamphlets, etc., hammering Aussies into learning how to drink coffee, and giving no time to create or measure store performance (Narratives # 23, 27). Starbucks' only coffee image Australians socialise around food and coffee, but Starbucks only serves coffee in the mind of the consumer and the brand does not suit their relaxed lifestyle (Narratives # 24, 4). Australians' strong bonds with Baristas There are world-class baristas, passionate and knowledgeable about coffee, from grinding the beans to operating the machine (Narrative # 32). "Australians love their traditional queues and to have a friendly relationship with the staff of a particular store." (Narrative # 14). Local baristas's capacity to generate rich productional and relational formulas for the heterogeneous Australian market for a better price. "I'm meeting a friend and knowing your local barista and it being kind of like a local meeting place where everyone knew each other and that coffee was just a part of that." (Narrative # 32).

We could see in the themes that Starbucks and Australians were at odds with their general understanding of coffee. This prevented the development of practical understanding among the Australians and Starbucks. The lack of practical understanding caused Australians to stick to their practice of coffee in a more nationalistic way, thus becoming more entrenched as a response to Starbucks' coffee practices.

Practices "Embeddedness of Communities of Practice and Lack of Organizational Ambidexterity"

The strong embeddednes of Australia's coffee communities of practice (CoP) was a matter of life or death that Starbucks ignored. That is, Starbucks should have grasped the dynamics of this embeddedness in order to facilitate local learning and customisation, as well as to ensure sufficient integration and dispersion of community-driven practices. We know that cultural resources influence the degree to which a CoP is embedded (Schulte, 2021). The repertory of a community of practice is comprised of the routines, phrases, tools, methods of doing things, tales, gestures, symbols, genres, acts, and concepts that the community has created or embraced over the course of its life

(Wenger, 1998: p.83). Organizations must understand how the materials they utilize in social practice contribute to the orchestration of their cultural repertoires (Schulte, 2021).

To penetrate CoPs, managers must allow members to engage autonomously in practice, despite the fact that formal processes suppress informality and self-organization (Schulte, Andresen & Koller, 2020). Specifically, organizations must test the limits of de-hierarchical structure and empower self-managing teams within firms (Lee and Edmondson, 2017) while retaining consistency in their routines and practices in order to consistently and repetitively achieve results (Brown & Eisenhardt, 1997). Thus, it is vital for organizations to manage the tension between stability brought about by pre-organized practice and change brought about by self-organized practice, which promotes emergence and leverages CoPs (Schulte, 2021). Organizational ambidexterity is a critical capability for managing the balance between stability and change for CoPs in this regard. Organizational ambidexterity is about the creation of a harmony between exploitation and exploration that empowers organizations to be originative and flexible while continuing to rely on more routine, proven ways of doing business (Tushman & O'Reilly, 1996). While exploration is concerned with investigation, discovery, and creativity, exploitation is concerned with productivity, control, conclusiveness, and the reduction of inequality (March, 1991). For the current research, we refer to organizational ambidexterity as a capability that provides an incubation for the emergence of CoPs by exploring or exploiting the cultural resources of both firms and market practices. In this light of information, the following themes illustrate how relying only on exploiting practices for an embedded coffee communites of practice (Autralians) nullified the strategizing of Starbucks.

Embeddedness of practices by independent boutique cafes "For Australians, coffee is as much about relationships as it is about the product, suggesting that an impersonal, global chain experience would have trouble replicating the intimacy, personalisation and familiarity of a suburban boutique café." (Narrative # 6). " We prefer to support independently-owned coffee shops. Every café has its own distinct, unique feel and look. It's exciting to discover a new café and experience a new atmosphere." (Narrative # 15). Starbucks's lack of social tie "I think that for Australians, cafes act as community hubs, an independent cafe is more likely to match the needs and culture of the community than a chain store like Starbucks which imposes itself onto the community." (Narrative # 24). "Starbucks has been trying to implant itself into Australia rather than grow alongside Australia's coffee culture…" (Narrative # 12). Soon it became clear that the US coffee juggernaut, with its frothy, milky brew, was unable to meet the challenge of the local stores' homespun hospitality and boutique qualities (Narrative # 26). No place for a scale of differentation "It's much easier for the local store to differentiate itself as being local whereas Starbucks had this slightly schizophrenic positioning where it wanted to be the global, local store," (Narrative # 26). Starbucks's combination of premium-priced product with omnipresence "Coffee drinkers in Australia are discerning, and they will go out of their way to purchase a good cup of coffee." (Narrative # 34). Insufficient traffic thanks to low population density One of the issues was Australia's low population density, which was 2.8 people per square kilometer in 2008, compared to 161 in Western Europe and 132 in East Asia (Narrative # 10). Lack of human touch Starbucks baristas were not responsive enough for Aussies due to low payments, lack of education and key sales target performance orientation. Product Entrenchment During the Australia operation, tacit (practical) knowledge was overlooked in favor of an ivory tower of internal information. Starbucks even entered the Australian market without conducting any market research through a wholly-owned subsidiary. "Starbucks failed to understand that Australian coffee

market was based on espresso coffee on 100 per cent. While USA and other markets consumed filtered or brewed coffees, Australians could not leave their unique taste of espresso base." (Narrative # 18). Lack of business localization Starbucks' business model and operational structure were not tailored for Australia (Narrative # 6, 10).

Praxis "A latent error"

Praxis and its subthemes were interpreted from the interactions between practitioners and practices, which worked against the strategizing of Starbucks in the Australia market. We know that organizations are open to adverse consequences of their practices, which reminds us of the concept of latent errors (Ramanujan and Goodman, 2003, p. 816). Latent error is the observable deviation from expectations (Ramanujan & Goodman, 2003: p.819). The hard-liner embedded practices of Starbucks and the Australian community represented the infrastructural type of latent error implied by Ramanjujan and Goodman (2003) as the deviations from praxis expected from practices. Because such an error is hidden in the sociotechnical system rather than in individual human imperfections or errors (Saward & Stanton, 2017). The reason for the emergence of such a type of error for Starbucks was related to the cognitive occupation of the Australians with their embedded coffee practices, which bounced back the expectations of Starbucks from its practices. We know that the cognitive distance within and between communities of practices and firms influences the exploitation and exploration of firm practices (Noteboom, 2008). Furthermore, Starbucks' practices failed to refer to the cultural resources forming the cognitive shemata of the target practitioners, causing the emergent praxis to work against the firm. As a result, the following themes represent the unintended consequences of Starbucks' anticipated practice-practitioner interaction (i.e., praxis) devouring Starbucks in the Australian market.

Ubiquity (A hollow omnipresence) Growing faster than its popularity, customers had no chance to build apetite or needs for Starbucks (Narrative # 2). Meteoric market penetration wore off the sense of scarcity, thus failing to develop an organic demand (Narratives # 3, 4, 7, 24, 25). Losing the business essence Starbucks lost its business essence by disregarding the embeddedness of practices by independent boutique cafes and Australians' coffee knowledge and dehumanizing its operations for the convenience of faster service, such as targeting to service "x" number of customers per hour (Narrative # 4). Inorganic and inanimate product reputation "For the sake of standardization and profit, the use of vacuum-sealed coffee and automated machines destroyed the augmented sensory benefits of watching the grinding and ritualistic preparations of the drink, as well as the hedonic aroma…" (Narrative # 4). Market intolerance of building large scale customer base The Australian market failed Starbucks in building a regular customer base, which is critical for a chain-store business model, due to a lack of a place for a scale of differentiating. "The coffee culture is so sophisticated that there is no major player, also zero switching" (Narrative # 23). Furthermore, Australians quickly discovered that it failed to provide a particularly unique experience that other chains or cafés did (Narrative # 34). Capability of rivals that can respond to the foundations on which Starbucks is positioned Gloria Jean's dominates the high-street part of the coffee retail market, McCafé dominates the convenience end, and other significant competitors, such as Club and Wild Bean Café, and Hudson's Coffee, all offer a similar in-store experience to Starbucks. Moreover, McDonald's stores imitated Starbucks' experience, albeit at the economy end of the market (Narrative # 34). "The in-store furnishings, magazines, music and wi-fi were imitable and being copied from stores all over the place, including Gloria Jeans, McCafe, Wild Bean and Coffee Club." (Narrative # 4). Moreover, the competitors were local merchants that understood the local market very well and consequently held ground through the implementation phase of Starbucks (Narrative # 33). Irritating

the coffee community The ego blind spots disinclined the Australians from Starbucks, and this led to a lack of social ties with the coffee community. "Soon it became clear that the US coffee juggernaut, with its frothy, milky brew, was unable to meet the challenge of the local stores' homespun hospitality and boutique qualities" (Narrative # 26). As a result, "As many of the cafes Starbucks competes which are independently owned, many Australians also took a moral stance against the American mega-chain's invasion." (Narrative # 24). "Fast paced and aggressive opening of stores in every important metropolitan area overwhelmed the consumer with the Starbucks presence, giving a feel of 'corporate giant' not if a local hang out spot between home and work" (Narrative # 33). Limited room for cumulative experience Thinking global but not acting local, Starbucks did not give room for market knowledge feedback. By preferring to lease and fit-out its own outlets over franchising, numerous advantages of local investors with a good sense of the local market and take an active role in running it and shaping its direction were missed (Narrative # 34). "Management, design and implementation teams should have more Aussies present, helping to bridge the gap between the American and Australian style of coffee consumption" (Narrative # 33).

Conclusion

By tracing Starbucks' failure in Australia, this study investigated and presented evidence for the structuration of strategy-as-practice in the real world. A general finding of the study indicates that firms must well-read practices in the focal community to maneuver the interactions between practices, praxis, and practitioners so as to contribute consciously to the strategizing of the firm's activities. The study identified the semantic interactions and interpretations of the s-as-p triology that spread a strategic outcome around the case firm. This draws firms' attention to the fact that they may fictionalize firm activities so as to become strategies using the proposed narrative technique.

Theoretical Contributions

This paper has contributed to the s-as-p field in two ways. First, unlike previous studies, this paper proposed a methodological basement for narrative as a research technique in analyzing holistically how strategy-as-practice works in real-life at the intersection of organization-industry-community practices at the micro-meso-macro outcome levels (Figure 2) as proposed by Jarzabkowksi and Spee (2009). To do this, first, it has proposed narrative as a more powerful tool in the holistic understanding of s-as-p, relying on the harmonic conceptual structures of narratives and s-as-p triology (Table 1). Second, the four-step narrative inquiry developed by Josselson (2011) has been proposed for the s-as-p analysis based on the complementary use of Polkinhorne's (1995) narrative cognition and paradigmatic cognition through Braun and Clarke's (2019) reflexive thematic analysis. Third, for the development of a relevant unit of analysis in revealing s-as-p, we introduced the concept of "outcome-driven narratives of practices" based on the arguments by Gabriel (2015), Ginev (2018), Fenton and Langley (2011), Kouame and Langley (2018), Josselson (2011) and Sztompka (1991). Overall, the case study empirically provided reflexive and semantic evidence for the structuration of s-as-p in the service industry context.

Overall, our analysis helps to bring in 'visibility' into SAP research. Namely, the themes in the findings make reference to the six clusters of s-as-p research; praxis, sensemaking, discourse, sociomateriality, institutional and process revealed in a bibliometric analysis of 340 s-as-p related articles reviewed by Kohtamäki, Whittington, Vaara and Rabetino (2022). The coffee Australianism theme, for example, exemplifies the cognitive basis of sensemaking—how activity becomes strategy is dependent on actors' subjective interpretation (Glyn & Watkiss, 2020). The postural

discourse of Starbucks (i.e., irritating the coffee community) illustrates the discourse, which is about sayings. The inorganic and inanimate product reputation theme explains the socio-materiality which is the interplay between the material and social worlds. The theme of no place for a scale of differentiation refers to practice-driven institutionalism, which recognizes that strategizing practices institutionalized at the field level are ultimately the product of local praxis (Kohtamäki et al., 2022). The main s-as-p themes interpreted under the failure of cognitive entrenchment, embeddedness of communities of practice, and latent error refer to the complex organizational processes which form the immediate contexts in which strategizing occurs (Kohtamäki et al., 2022). The themes generated within a hermeneutic circle within theoretical and in-data meanings (Josselson, 2011) invite research forward by engaging deeply with specific theoretical and methodological traditions. Therefore, our findings present reflections in confirming the role of formative structures in the formation of practices, such as the role of material artefacts (Jarzabkowksi, Spee & Smets, 2013), practitioners' engagement with practices (Kleinaltenkamp, Conduit, Plewa, Karpen & Jaakkola, 2021), procedural logics (Quattorne, 2015), epistemic objects (Werle & Seidl, 2015), cultural encounters (Wang & Lounsbury, 2021) and teleoaffective formations (Welch, 2020) in the recent stream of practice research.

Practical Contributions

The current paper has two practical implications: First, it provides insight into why firms need to put more emphasis on strategizing their activities within the realm of s-as-p interaction, relying on the course of semantics of the practices in the community to achieve an expected outcome. We have highlighted that the practices of firms are yet praxis in a new market. Firms need to make sure to feed their praxis to be able to address the embedded practices of the target market's practitioners. In a word, the praxis of firms needs to be incubated around the roots of targeted community practices to make sense and become practices for the target community. Sensemaking is crucial to understanding how strategies are constructed both retrospectively and prospectively within organizations through processes of managerial interpretation (Kaplan & Orlikowski, 2013). Namely, firms need to have a perspective on to what degree their praxis produces communities of practice (i.e., practitioners) as an indication of whether their strategizing is on track. Second, firms must empower their social capital by embracing the basis of reality and the concept of practices, allowing them to see how socio-cultural predispositions inevitably shape their strategic tendencies and how everyday organizational coping actions taken at operational levels can feed into and influence strategic emergence and outcomes, as MacKay, Chia, and Nair (2021) imply. For example, yogurt has become Americans' dieting practice since a company called Chobani added cornflakes to their yogurt products. Today, the company is worth over $10 billion.

Even though the embedded case study method (Scholz and Tietje, 2002) gives our study a lot of context, it is also limited by the fact that it only looks at a single case study from a service industry. But we think that our study can be used as a starting point for more research into the structuration of strategy in practice in other institutional settings. Moreover, future studies can illustrate the formative structures such as sociomaterials, semiotics, discourses, figures, etc., behind the formation of inherent narratives of the communities of practices of firms in order to illustrate how s-as-p triology can be designed in a new market. Moreover, quantitative methods, such as social network analysis, can also help us figure out how practices, practitioners, and praxis are connected and how they work together. This will

comprehensively clarify how strategies emerge inadvertently as a result of the pervasive existence of sociocultural modus operandi that serve as the generative mechanism for strategizing.

Declaration

The contribution of all the authors of the article to the article process is equal. The authors have no conflict of interest to declare. Also, since qualitative or quantitative approaches that require data collection from participants using questionnaires, interviews, focus group studies, observation, experiment, interview techniques are not used in the study, there is no "Ethics Committee Permission".

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