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A Case Study of a Financial Institution

Norio Sawabe, Kohji Yoshikawa, Kosuma Shinohara

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Graduate School of Economics
Kyoto University
Yoshida-Hommachi, Sakyo-ku
Kyoto City, 606-8501, Japan

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Accounting and emotion: A case study of a financial institution

Norio Sawabe[a], Kohji Yoshikawa*[a], Kosuma Shinohara[a]

[a] Graduate School of Economics, Kyoto University, Kyoto, Japan

*corresponding author: E-mail address **yoshikawa@pacioli.econ.kyoto-u.ac.jp**

Abstract

This paper examines how accounting is implicated in strategizing practices at a financial institution. We investigate micro processes of strategizing in which proclaimed abstract concepts in the formally disclosed middle range plan are given concreted shape through everyday practices at local divisions, and examine the way in which accounting plays in the strategizing processes. In order to understand the relationships between strategy and accounting, we draw on a practice theory perspective (Ahrens & Chapman, 2007; Jørgensen & Messner, 2009 cf. Schatzki, 2005), which is helpful in picturing roles of accounting in micro processes of strategizing. In particular, this paper examines emotional aspects of accounting in everyday practices that give shape to the proclaimed strategic concepts in its middle range plan. This paper contributes to the existing literature on accounting and strategy by shedding lights on the way in which emotional aspects drive micro-processes of strategising and accounting.

Keywords:

management accounting, strategizing, emotion, practice theory, middle range plan, micro-process

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1. Introduction

This paper examines how accounting is implicated in strategizing practices by a financial institution. We investigate micro processes of strategizing in which proclaimed abstract concepts in the formally disclosed middle range plan are given concreted shape through everyday practices at local divisions. The focal point of our investigation is the way in which accounting plays and evokes feelings of actors and audiences in the strategizing processes. In order to examine the relationships between strategy and accounting, we draw on practice theory developed both in strategy and in accounting literature.

In strategy literature, “strategy as practice” perspective is proposed by Whittington (2006) and Jazbokowski (2002). In the strategy as practice perspective, strategy is conceptualized as something people do, rather than something people design. In a similar manner in accounting literature, there is growing concern to articulate accounting as practice (Ahrens & Chapman, 2007). The accounting as practice perspective is concerned with the relationship between what accounting promised to do and what accounting actually does (Mouritsen, 1999; Vaivio, 1999).

It has recently been suggested a more detailed examination of dynamic relationship between accounting and strategy is needed (Chapman, 2005; Chua, 2007). Combining the concern for strategizing with that for everyday practices of accounting seems promising (Jorgensen & Messner, 2009, see also Tomkins & Groves, 1983). This combined concern resonates with the call for study on the relationship between rationally developed intended strategy, strategy as contents, and actual strategic patterns that have emerged in practice (Chenhall, 2005).

We apply a practice theory perspective (Schatzki, 2002, 2005; Ahrens & Chapman, 2007; Jørgensen & Messner, 2009) in order to picture roles of accounting in micro processes of strategizing. A version of practice theory developed by Schatzki (2005) is particularly helpful in reflecting emotional aspects of micro processes

We are conducting an in-depth case study of a regional financial institution, “Tie Bank” hereafter, in Japan. In particular, this paper examines roles of accounting in everyday practices of the Tie Bank to give shape to the proclaimed strategic mission in its middle range plan. In their middle range plan, the aim of the Tie Bank is manifested as “building ties” in the region. A purpose of the paper is to trace the processes in which an abstract strategic concept “building ties” is given concrete shape in everyday practices and to understand roles of accounting in the processes.

More specifically, we focused on a division which deals with troubled clients to assist turnaround their businesses. Engaging in turnaround assistance activities means to the financial institution that it continues lending money to the troubled company. Economically, it is about to lend or not to lend. More often than not, those lending take a form of long-term loans combined with other financial measures. The decision to provide finance to troubled company is another side of capital budgeting decisions. In terms of organizational relationships, it is about to continue or to abandon the relationships. Thus the focus of our investigation leads us to investigate roles of accounting both in a kind of capital budgeting decision making and in the inter-organizational relationship. As it will be demonstrated, at the intersections where a financial institution and its clients meet at this focal point, accounting often not only decides fate of the troubled clients as a measurement tool, but also creates conditions of possibilities for the company's existence as a communication medium. As a communication medium, accounting becomes "spaces of intelligibility" against which other practices such as lending money become meaningful.

An important aspect of accounting at this intersection is emotion. It seems surprisingly rational if strategizing practices do not involve any human emotions, although the extant literature has not dealt with the emotional aspect of accounting in strategizing. We will demonstrate that in micro processes of strategizing at the case site, accounting contributes to constructing future visions to which actors are expected to dedicate themselves. The processes are not only rational but also emotional as they are literally deciding the fated of troubled companies. While the relationship between accounting and strategy has been investigated by many case studies (see, e.g., Dent, 1991; Roberts, 1990), this paper contributes to the existing literature on accounting and strategy by shedding lights on emotional aspects in micro-processes of strategizing and accounting.

The rest of the paper is organized as follows. In the next section, we outline the research design and method employed in this case study. The next section outlines our theoretical perspective. Following Ahrens & Chapman (2007) and Jorgenssen & Messener (2009), we built on Schatzki's practice theory to analyse micro processes of strategizing and accounting. After explaining our research design in the section 3, the case description obtained from field study is provided in the section 4 and 5. Finally, it concludes.

2. Theoretical perspective

Ahrens & Chapman (2007) contends that their practice theory approach is helpful in considering the role of management accounting in the constitutions of organizations. They build on Schatzki (2002, 2005) for their particular version of practice approach. Ahrens & Chapman demonstrates that their practice theory approach enabled them to describe that management control systems as structures of intentionality both shape and are shaped by shared norms and understandings in the interrelationships between technical and interpretive accounting processes. Their approach contributes to the existing accounting literature by providing “intentionality” with appropriate theoretical location in interpretive management accounting research.

Jorgensen & Messener (2009) also deployed a practice perspective built upon Schatzki (2005) to trace micro processes of strategizing at new product development cite. They contribute to the existing literature on management accounting in new product development by showing how accounting is actually practiced in the context. More specifically, they demonstrate that the role of accounting becomes intelligible against the background of its interaction with other types of accounts such as strategy, and also that strategy matters not only because of its contents alone but also by the way in which strategic ideas are mobilized. Processual understanding of practice theory offers a useful vocabulary to illuminate these points (Jorgensen & Messener, 2009, pp.19-20).

Both Ahrens & Chapman (2007) and Jorgensen & Messener (2009) build on the work of Schatzki (2002, 2005). Let us now briefly outline a version of practice theory developed by Schatzki (2002, 2005) and see how it guide out case study.

Schatzki (2005) contends that the site is the central focus of his social ontology, where the site of the social is composed of nexuses of practcices and material arrangements. Material arrangements mean set-ups of material objects/entities such as human beings, artefacts, other organisms, and things (Schatzki, 2005, p.472).

According to Schatzki (2002, 2005), social practices are organized by human activities. Practices are organized by three phenomena: understanding of how to do things, rules, and teleoaffective structures (Schatzaki, 2005, pp.471-472; Ahrens & Chapman, 2007, 8). Rules are explicit formulations that prescribe, require, or instruct that such and such be done. A teleoaffective structure is an array of ends, projects, uses (of things), and emotions that are acceptable or prescribed or participants in the practice.

Let us see how the three phenomena, understandings, rules, and teleoaffective structures, are used to describe North American educational practices by Schatzki.

> Educational practices are organized by (1) instructions, requirements, guidelines, and rules of thumb about these matters such as regulations that govern syllabuses, the timing of exams, or department affairs, rules of thumb about teaching introductory courses or about gender relations, and chair edicts ; and (2) understandings of how to grade, teach, mentor, supervise, conduct research, use electronic equipment, perform administration, impress instructors, obtain desirable grades, and; and (3) a teleoaffective structure that embraces such ends as educating students, learning, receiving good student evaluations, obtaining good grades, gaining academic employment, and enjoying a successful academic career; a wide variety of tasks that can be pursued for these ends; and acceptable uses of such equipment as computers, blackboards, pointers, manila folders, coffee mugs,

and telephones. (Schatzki, 2005, p472)

A particular feature of this practice theory that echoes with our research focus is the status of emotion in the teleoaffective structure. Teleoaffective structure contains various ends, projects, uses, and emotions. The contents of teleoaffective structure provides meanings, signifying, for actions to be taken at the site. Teleoaffective structure, structure of signifying at the site, has two dimensions; the teleological dimension and the affective dimension. The teleological dimension consist of signifying chain, which stretch from possibilities of existence for the sake of which someone lives to particular actions that are signified as what to do at particular moments in particular situations for the sake of those possibilities (Schatzki, 1996, p.122)[1]. In more familiar language, it can be rendered as chain of end and project/task.

Another dimension of signifying is attunement: things mattering to people. Schatzki explains affective dimension of teleoaffective structure that:

> Things mattering is people's being in particular moods and emotions or having particular feelings, affects, and passions. How things matter omnipresently structures the stream of behaviour. It usually accomplishes this by affecting what is teleologically signified as the thing to do. . . However, Mattering can structure activity independently of an actor's ends and thereby overturn the teleological charcter of action (Schatzki, 1996, p.123)

The teleological dimension and the affective dimension of teleoaffective structure together governs action by shaping what is signified to and actor to do

Schatzki (2005) espouses a societal social ontology which he calls "site ontology". Schatzki explains that ""sites" are arenas or broader sets of phenomena as part of which something exists or occurs. . . Practices are the site, . . , of activities" (Schatzki, 2005, pp467-468).

His site ontology assumes the organization of a practice is a normatised array of understandings, rules, ends and emotions. He explains his site ontology that:

> They (understandings, rules, ends and emotions) are features of the practice, expressed in the open-ended

[1] The notion of teleological dimension of teleoaffective structure strongly resemble the definition of "institution" deployed in new institutional perspectives in organizational research where institutions are defined as a taken for granted set of "ends, means, situations" at a site (Brunsson et.al, 2000, Sawabe & Ushio, 2008).

> totality of actions that compose the practice. They thus constitute a sort of *objective mind.* A practice's objective mind is distinct from the mind of any participant and also from the sum thereof. As described, in learning to participate in a practice, individuals acquire versions of many, though not all, of the objective mental states that organize it. To the extent that different participants acquire versions of the same objective states, they share mentality. (Schatzki 2005, p.479)

The shared mentality is empirically traceable in Schatzki's practice theory. Let us see how the three phenomena, understandings, rules, and teleoaffective structures, are traced in Schatzki's account.

> To say that educational actions are organized by these matters (shared mentality) is to say that they express the same understandings, observe, contravene, or ignore the same rules, and pursue ends and projects included in the same structure of acceptable and enjoined teleologies (Schatzki, 2005, p472, parenthesis and italic added by authors of this paper).

Empirically, this version of practice theory guide us to trace objective mind of a site by following arrays of actions where the same understandings/ rules/ teleoaffective structures are expressed, observed/ contravened/ ignored, and pursued. Schatzki (1996, pp.118-121) cautions us that cognitive conditions and orders there of is rarely possible to read off directly from behaviour which cognitive conditions it expresses. However, cognitive conditions and orders thereof can be revealed through the answers someone gives to a series of why questions concerning its behaviour. We need to add hastily that series of why questions primarily reveal the teleological dimension of action. It implies that whenever teleology is absent, why questions fail to reveal the conditions that are expressed in the behaviour and determinative of action intelligibility. Instead of asking why questions in such situation, we need to look at affective dimension behind arrays of actions.

Drawing upon the same version of practice theory developed by Schatzki (2002, 2005), Ahrens and Chapman(2007) have brought higher level manager's intention back in the analysis of the role of accounting in strategizing process, while Jørgensen & Messner(2009) have emphasized the importance of local knowledge when they analysed the role of accounting in NPD processes. In this case study, we contribute to the exiting literature on accounting and strategizing by demonstrating how emotional aspects of accounting constitute teleoaffective structure of the site.

3. Research Method

The analysis in this paper is based upon a field study conducted in a single organisation. We adopt an understanding of field study research according to which the main task of the researcher is to inquire into a field of practices and to make sense of his or her observations by abductive reasoning, i.e. by moving back and forth between data and theory (Ahrens & Chapman, 2006).

The field study is being conducted since December 2008. The description of the case is based upon the ongoing field research. Our field study started from a series of semi-structured interviews. After a nine round of interviews, one of authors conducted a participant observation at a division of the case financial institution full time, i.e., from 8 o'clock in the morning till 7 or 8 o'clock in the evening five days a week for one month. Through the participant observation, we obtained detailed processual data. During this one month period, the participant observer kept taking field notes and report them to other authors on the daily basis. Total length of the field notes and associated documents obtained during this period is about 400 pages long.

The description and analysis of this paper is based on a combination of three types of data obtained from: interviews, archives and participant observation. One formal round of interviews was conducted at the initial stage of the field study. The details of the field study is provided in Appendix. The formal round of interviews was rather wide in its scope both in terms of the people interviewed and the topics covered to obtain an overview as was suggested by Ahrens & Dent (1998), whereas the participant observation was more focused and thus may be described as theoretical sampling (Strauss & Corbin, 1998) to probe deeper into themes identified in the formal round of interviews (cf. Jorgensen & Messener, 2009, pp. 6-7). At each interview session, a detailed interview memo is taken one of interviewers. The interview memo is circulated among interviewers for correction and addition immediately after the interview session. All the interviews are recorded and some of them were transcribed.

The archival data studies were primarily concerned with the strategic planning documents and documents in the turnaround division. Data from observation were retrieved in an unstructured and informal manner. Various types of meeting, both formal and informal, within and outside the financial institution are being observed. In particular, the participant observer had a number of opportunities to attend at meetings with clients. Participant observation provided rich data from talks during lunch breaks, coffee machine conversations, chats over the desk, and by overhearing and observing communications and actions of daily operations.

4. Field study

4.1. Case organization

Our case site is a regional financial institution in Japan (hereafter Tie Bank). Tie Bank was established in 1923. The number of employees was about 1,700 at the end of March 2009, total asset was 2.3 trillion yen, lending volume was 1.5 trillion yen, and operational income was 8,448 million yen (in fiscal 2009). It has 85 branch offices.

Tie Bank is a cooperative corporation. The managerial creed of Tie Bank is contribution to its members, regional residents, then region as a whole. By regulation of financial cooperatives, potential corporate customers are limited to small and medium sized enterprises (SMEs) in their region whose employees are under 300 or capital is under 900million yen by regulation. The business area of Tie Bank is also limited regionally.

The organizational structure of Tie Bank is illustrated in Figure 1. The board of directors has 17 board members, and the board of corporate auditors has 3 auditors. Organization has various committees including lending screening committee and credit risk committee, head quarter including credit risk management, human relations, lending screening, administration and management planning, and 85 branches including head shop and branches.

[Insert Figure 1 Organizational Structure of Tie Bank]

As the figure 1 shows, board members are in charge of administering two lines: functionally differentiated divisions and geographically divided areas. Functionally differentiated divisions are located at the headquarter. Geographically divided area consists of branches. 85 branch offices and its operations are administered by board members in the “area director system”. Under this “area director system”, 85 branches are grouped into 15 areas and each area is taken care of by a board member.

The area director system is aimed at facilitating communication between branches and directors. In fiscal year 2009, the area director system has been modified: 85 branches were regrouped into into 15 areas, from 11 areas. The regrouping was done in order for board members as area leaders to take more active role in interactions between local branches and divisions at the head office (20090413). The directors are expected to play a leading role in coordinating activities of branches both within and outside its own area. At the same time, board members as area directors should establish networks of customers and supporting professionals such as professional accountants and consultants. Board members are not directly responsible for the performance of each branch, but are responsible for improving communication among various parties and establishing the above mentioned networks. More often than not, board members administer areas in which branches that they used to run is located. With experiences as branch managers, board members have intimate knowledge about histories in the area, such as customers' historical profile. Although the area director system was introduced about 10 years ago, it has only been started effectively influencing to improve communications and building networks within and outside of the area.

4.2. A new strategic plan

In fiscal 2008 Tie Bank marked its 85 year anniversary, a new chairperson of the board was inaugurated, then new 5 years strategic plan named 5 years plan for "building ties" was made. Tie Bank determined as basic policy to build ties with regional people by dealing with customers delicately from the same view point of them and establishing the highly value-added system to support local SMEs, then demonstrate social mission as a community bank

Tie Bank has experienced the community bank practices as management concept for 30 years, but top managements have felt the gap between the management concept and their actual practices. In fiscal 2009, the building process of middle range planning changed dramatically. Before then, middle range plan was based on 3 years, but this time the range of time was extended to 5 years because they thought 'building ties' needed longer time and they planned investment for operational systems which needed more time to evaluate this effects. In this plan, financial target for 5 years was set. In this section, to depict the practices for implementing 5 years plan based on practice theory, we explain how 5 years plan for "building ties" was made and what it was.

4.2.1 Designing 5 years plan for "building ties"

Here, we explain how 5 years plan "building ties" was being build and what it was. As mentioned before, top management had felt practices for community bank had not functioned very well, so they changed the designing process of middle range plan. Before then, the way of building middle range plan was concentrated on fabricating financial target mainly led by management planning division.

"When we made 3 years plan, we planned numbers with roughly vision, but this time the process of building plan was more rigorous than ever before. The middle range plan used to be something like that financial target was set in advance. Setting deposit increase, then set percentage of lending for example…."(Staff in management planning division, 20090902)

Three of top management (former chairperson of the board, former chairperson of the board, and senior managing director), designed the basic framework to build ties, because they had anxiety that they could not realize building ties with the financial plan set in advance. This time management planning division embodied its plan based on the basic framework, coordinating with each division.

Here, building ties meant management concept for re-realizing and brushing up as the community bank concept, so that Tie Bank could build close and long term relationship of trust with people in areas, and offer valuable financial services by taking advantage of strong ties and network, and also contribute to regions in the field such as culture, environment, and education. They designed various practical activities: for example, carrier-design system for building ties between top management and staffs, formal meetings and dispatching trainings to customers for enhancing to understand customers' businesses as building ties between branches and customers and each shop's unique building ties practices.

4.2.2 Basic framework for building up ties

The Basic framework for 5 years plan for building ties was as follow.

Basic framework comprises of next 11 items

(1) clarifying basic management concept as community bank

(2) The enforcement of the 85th anniversary foundation memorial business（in 2008）

(3) The maintenance of the customer service system（New business shop workflow introduction – 2010）

(4) The offer of a high value-added financial service for all of enterprises.

(5) The reinforcement of the service for improvement of customer satisfaction and convenience

(6) Introduction of the personnel system to bring up "a financial professional"

(7) The introduction of the new business shop profit evaluation system that considered a risk

(8) Reinforcement of the risk control based on integrated risk management

(9) Maintenance of internal controls

(10) Practice of the local contribution activity in character of community bank

(11) Activation of the representative society for the governance reinforcement

Practice of community bank becomes a fundamental way of thinking for this basic framework. In other words, it is to aim relational banking to "lend an umbrella in a rainy day," and the practice of this thought has not changed for 30 years. However, in a severe economic environment, top managers made this basic plan from their recognition of necessity to carry out this thought concretely and definitely. To achieve this community bank theory, they frequently use the word “building ties.” (management planning division: 20090202)

4.3. Embodying strategic plan

Top management made the basic framework about five years plan for building ties, but this framework of the above was too abstract to really carry out. So, they have to develop this framework to a concrete plan. For this, management planning division became a coordinator to make concrete plan with each division. Tie Bank focused on how to make each division tackle “building ties”. They changed the focus from calculation plan to take volume to process oriented plan. For instance, in the lending business, the number was the most important measure, and it is important till now, but the process to listen to customer’s voice became vital. After each division devised the each plan of “building ties”, management planning division gathered each divisional plan, and organized the five years plan.

4.4. Modification of strategic plan

In 2008, the first year of the five years plan for “building ties”, Tie bank faced the rapid change of the management environment that the world economy fell into global financial crisis led by the subprime mortgage crisis. Tie bank had to revise the five years plan, the main point of which did not change for five years, but there was the downward revision of the calculation plan.

In the average year, if anything, objectives allocate to each division, but in this revision objectives were piled up at a monthly level according to each division. “By revision of calculation plan, consciousness not to be volume reliance came out more” (management planning division: 200902). “Because of the relations with other banks, we consider the volume, but should not stick. We should seek quality. Even if we take long time to one customer, how we make customer’s business stable is important” (Head branch manager: 20090413). The means of quality is to examine customers in depth over calculation plan. “It is whether you catch the contents of the customer as matters that require attention when you watch a process.” (Head branch manager: 20090413) They need to understand customer’s actual situation particular in a depression. The staffs must study customers, and need to have relations with customers, which customers talk about themselves honestly.

4.5. Reconfirmation of the importance of strategy as "building ties"

Usually, branch manager meeting was held once a month. On September 1st, 2009 a meeting which board members, area manager and managers of headquarter was held. This meeting was the new attempt in the bank. Top management had an intention to spread the viewpoint of "building ties" into each workplace. If there was a factor to obstruct it, it is the aim of the meeting to investigate the factor. Another aim was to confirm what to do for achievement of the objectives for the half-year of ending on September.

Firstly senior managing director explained the aim of the strategic plan which was main theme of the meeting.

"This is the first meeting. We divide board members in charge (of each area) into 15 groups to shorten distance to branches. We will build ties by shortening distance. We appointed 15 leader branch managers. The background is to want them to work in close cooperation with each board member by utilizing originalities and characteristics of each group. During this period, we didn't implement but we want each group to work freely and generously as a unit of the branch group, to stimulate each other….

For our viewpoint, results (calculations) are important, but we will regard the process as important, to communicate with customers closely. I want to know whether branch management goes well or not. I ask everyone's opinion. The transfer of the philosophy to the new chairman of the board went well. In the strategic plan, the philosophy called "building ties" is clarified. Whether the philosophy, the hot intention penetrate into workplace. We need leaders to connect them. There is no meaning without team power of the organization. …I want you to have a belief to realize that management philosophy is right through practice...

This month, board members will participate meetings and morning gatherings. I want them a message even if it is short. For the actions of the individual staffs, I want them to attend with the viewpoint of a family. Establish muscular branches by building good internal control systems." (Senior managing director: 20090901)

In this speech, he performed concrete instructions to achieve calculation plan. In the meeting, for the opinion that there is a distance between head office and branches, managing director emphasized that they would shorten the distance by utilizing "area director system."

"Area director system involves it (a function of cooperation between head office and branches). As organizational system it has been already built. If you are in trouble, ask the board member in charge. When I was a loss, I asked division or directors… Now we say "ties" or communications. When you can't achieve calculation plan, how many staffs ask directors in advance? Everyone is same in a tough situation. I know economy is in depression. …but I ask you to consider as a branch manager, and talk (to board members). They don't understand each other. They have to make effort to understand each other."

Through this meeting, the purpose of the "building ties" planning was confirmed again, the practice of "building ties" would be promoted by spreading it to each area.

On the morning gathering next day of the meeting, a manager of administration division reported the yesterday's meeting, and notified the aiming direction of tie bank:

"Yesterday's branch managers meeting was different from a past area directors meeting… I will kindly cope with a person who honestly talks about dilemma situation. We don't have resource to help people who says false story, impossible plans or groundless plans." (administration division manager: 20090902)

In the sectional meeting after this morning gathering, same things are confirmed and the direction of the section was reconfirmed.

5. Micro-process of strategizing in turnaround assistance division

In this section, we take the case of turnaround practices of the Tie Bank as an example of giving shape to the abstract strategic mission of "building ties". The site of the case of turnaround practices is centered around "the turnaround assistance section" which is one of sections at "administration division".

Administration division has two sections: "administration section (of non-performing loans)" and "turnaround assistance section". Administration section is in charge of collecting funds from non-performing loans. The task of administration section is a traditional task of the division. The task is finalizing the non-performing loans to close its account. Turnaround assistance section is relatively new section as is explained in the following subsections.

In this field research, one of our researchers observed activities at the turnaround assistance section as a participant observer (Strauss & Corbin, 1998). Prior to the participant observation, we conducted nine interviews, total time is about 27 hours, at the Tie Bank. Through the interview series, we obtained some insights about the strategizing practices at Tie Bank and suggested that the turnaround assistance section is the heart of "building tie" mission for the Bank. The turnaround assistance activities are regarded as epitome of building/maintaining long term relationship with customers. The following description of changing turnaround practices.

5.1. Change of the rule: 5 years plan to build up ties

At Tie bank, turnaround assistance practice has become a key word when they started to hold a regular workshop on turnaround assistance from the autumn 2002. A divisional manger initiated the workshop. He then has become a managing director in charge of the administration division. The managing director comments on the changing status of administration division that "the administration division used to be a necessary but dismal function for the bank. The task is backward looking, like scavengers and janitors. You need them in order to maintain the (eco)system." (Managing director: 20090302)

Turnaround assistance could become main part of relationship banking, so turnaround section was established within administration division in 2003, while many banks turnaround sections are set within lending judgement division. They started to talk with executives in case companies were faltering.

In the strategic plan, turnaround was emphasized with the objective for establishing supportive system: for example, turnaround section was supposed to assist to improve or revitalize business depending on the changes of business or lifecycle of companies. In case of turnaround, the business plan was supposed to be made in corporation with professional accountants such as certified public accountants, tax accountants, and consultants. Tie Bank would assist SMEs by using various public assistance system and turnaround committee for SMEs. For building long term relationship with regions, strategic plan required the section to assist rebuilding and reviewing business, then to lend money, if necessary. With respect to economic rationality, allowance for bad loans would decrease by assisting turnaround and ranking up class of debtor.

5.2. Change of the organizations: new division manager and new section manager

When Tie bank started 5 years strategic plan, the managing director recognized that "we should entrust younger people who work with enthusiasm and good performance, and also educate younger people" (managing director: 20090925). So a new divisional manager and a new sectional manager who both were branch managers were appointed in June 2008.

In November 2008 two members at branches have been appointed to work at administration division. One of the purposes of personnel transfer is that new members obtain vital understandings of what turnaround management about is, so that they are able to diffuse turnaround management knowhow when they return to the shop. Turn around team members used to be experienced staffs, after personnel transfer, it become mixture of experienced and younger staffs. Now turnaround assistance section comprises of 11 members including the divisional manager. Each staff is assigned to some areas, therefore branches.

5.3. Turnaround process

[insert Figure2: Turnaround process]

The assisting turnaround process is illustrated in Figure 2. First of all, branches apply for clients which have possibilities to turnaround, and the division and sales branch discuss these necessities and possibilities for turnaround in advance. If so, they meet clients' top executives and confirm why they fail their business, how they try to recover from it, and especially their motivation for turnaround. Once Tie Bank believes clients should be cases for turnaround, they require financial and business due diligence (financial DD and business DD, hereafter). After due diligence, turnaround plans are devised by clients, usually with assistance with professional accountants, consultants or financial institution. Then, turnaround plan is checked by the turnaround assistance section elaborately. Usually, it requires evidence behind sales development and cost improvement. These processes are done by dialogue between clients' top executives and Tie Bank. Tie Bank checks whether lending money is paid back within required duration or not. The first turnaround plan is not necessarily approved. If necessary, the divisional manager motivates SME's executives, and they are required to revise its plan. Revised plan may be monitored monthly and if necessary, SME's executive is also motivated. Finally the revival plan seems to be reasonable, revival division manager confirm SME's executive motivation for survival. Then turnaround case is going to be finished, and the level of clients as debtor ranks up. After finishing projects, clients should be monitored on a regular basis. When they do not attain their plan, then if necessary, clients will be encouraged.

5.4. Practical understandings: individual turnaround practice in administrative division

Tie bank has finished 200 turnaround assistances, and at first these were mainly done by the type of surgery for companies in which Balance Sheets were wounded. In this type of turnaround, companies mainly reduce debt by selling their asset. Longitudinal economic downturn in the Japan has continued because of many traditional industries, and after Leaman Brothers shock worldwide depression has occurred. Under this situation, more companies have made losses, so that turnaround assistance activity has been changing recently into the type of medical therapeutics. In this type of turnaround for companies in which profitability is getting worse, it is becoming more important to strengthen sales and management. Hereafter, we see the individual activities among the new divisional manager, the new sectional manager and the staffs from branches.

5.4.1. Activities of divisional manager

First step to understand the current status: implementing due diligences

Because of the longitudinal economic downturn in Japan and depression after Leaman shock, the number of turnaround prospects has been increasing, and even after turnaround, companies had difficulty in accomplishing the initial plan and returned to re-turnaround prospects.

"I recognized the significance of turnaround in 2003, 2004. After the lending institution has established, we have done turnaround assistances allied with tax accountants without consultants during 2005 to 2007. Other financial institutions utilized consultants. Because the levels of consultants were various, and discouragement from tax accountants existed, we hadn't used consultants. But, more plans made with tax accountants were not achieved. So that's why we started using consultants. With consultants, it costs more but I want companies to think to recover within 20 years. ・・・When we finish turnaround cases, companies have sufficient money, so they are supposed not to need more money in the assuming environment. But more and more companies have been scant of money caused by unrealized plan."(experienced staff: 20090827)

Thus, in turnaround process, they have got to do financial DD, with using consultants, if necessary. Divisional manager explained about this as below.

"Why it deteriorated, we do not really know the factors caused the loss. I am afraid to say to you accounting professionals, Assets without substance are on the balance sheet which is on balanced more than window dressing. It may be unintentional. But whether it is intentional or not, please carefully do financial due diligence process, we sincerely want accounting professionals, to carry out financial DD carefully, at present, un expectation think about the importance of financial DD."(Divisional Manager, 20090

Great transformation in the planning practices From pay back based planning to revenue based planning

As is mentioned earlier, against the backdrop of increasing number of unrealized plans that cause re-turnaround project, the divisional manager started to ponder upon the necessity of altering the planning process itself.

"At present, we make decisions based upon the recognition of current situation as well as expectation of future of the company in concern. It used to be, say financial institutions 10 years ago, that financial soundness of company, are checked by regular financial reporting from them. Capital adequacy ratio is the measurement we used. Now we are not rating the company alone by capital adequacy ratio, but with more detailed understandings of current company situation as well as future expectation. What we see important now is different from that ten years ago." (Divisional manager, 20090826)

The divisional manager explained further about necessity of altering changing process for as follows. Firstly, the divisional managers explained the turnaround management of ordinary turnaround management.

"For instance, failure concerned company with negative net worth of 350million yen. Ordinary financial institution does not additionally support such a company (but we pursue possibilities to turnaround such company if we see it economically rational). Even such a company may improve its Balance sheet for instance 5 million yen by business improvement. This should be done by themselves, then we examine measures to drastically reduce interest payment by cutting liability. Sometimes personal wealth such as shares and deposit are used to reducing to pay back liability but more often than not, owners of such a failure concerned company do not have that kind of wealth. Alternatively, company may sell its fixed asset. In this kind of situation, it is not easy for us to provide adequate advices to the clients. For instance dead-dead swap DDS (here after), DDS makes ordinary liability subordinate liability which forms part of own capital. It is important to examine whether real net capital deficiency(absolute in solvency) situation would be turnaround or not, and if it is expect to turn around, then how many years it needs to pay liability back. The norm for ordinary financial institutions for the pay-back period is less than 10 years, and for making positive net wealth within 5 years. The maximum length of period that mega banks and other ordinary financial institutions can wait are only these period. In reality, such cases are rare. We often find our clients need 20 years to turn around their businesses financially. Our distinctiveness lies in the perspective that we see things in 20 years term. Ordinary profit of 5 million yen, cash flow of 10 million yen gives the company of 350 million yen deficit, turnaround possibility (given that liability is compressed by DDS and other measures.)

By thinking in 20 years perspective, we have much wider possibilities. We do not have to abandon our clients, instead we can support them with this kind of loan range perspective as is materialized in our financial instrument." (Divisional manager, 20090826)

Secondly, the divisional manager explained the consequences of having long time horizons in decision making processes as follows.

"With longer time horizons, we can support deeply troubled companies. Such companies fail if the result of one year does not meet the initial plan (because 20 years pay-back period is by far the maximum lending period available). We initially failed to acknowledge the fact that improving the business in substance matters more than the financially drawn pay-back plan. We should look at the effect of individual business improvement initiatives on its cash flows whether the financial plan has rational substance or not depend upon you as accounting professionals. I'd like to emphasize this." (Divisional manager, 20090826)

Instead of devising 20 years pay-back plan perspective, the new approach to build turnaround plan look at individual micro initiatives to improve businesses and their effects in future cash flow stream.

Another member of division understood the new approach in the following manner:

(over the telephone conversation with branch managers) "First cash flow streams (from real business improvement initiatives), then financial scheme. Please do not misunderstand this sequence." (Middle-aged Staff: 20090914)

The deputy sectional manager, when he had a business meeting with his client, explained that:

"The previous plan was made from the bottom line. Like you have 20 years to pay back, so that you need 30 million yen annually. The current planning is closer to the reality. Because the current plan is the sum of individual realities (real business improvement initiatives), I think this plan reflects reality closer." (Deputy sectional manager, 20091002)

Meeting with top management of the client companies – fighting spirits needed-

The divisional manager have regular meeting with top management of the troubled client companies. The typical milestones are the time when the Tie Bank decides to engage in the turnaround lending to the client for the first time, and the time when the clients company's improves its credit rating at the Tie Bank. In those milestones, the commitment of the Tie Bank to the clients becomes larger. The divisional manager intends to confirm psychological commitment of the top management to turnaround their businesses.

"We regard the fighting spirits of top management very important. We see them from this perspective. The top management of troubled company is likely to go to lawyers when their cash position becomes difficult to maintain.

We tell them not to go to the lawyers because we can help them. Without fighting spirits, top management tends to find excuses. The macro economy is not good, our industry is failing, and so on. This kind of attitude has to be fundamentally altered by changing the mindset of top management. We are creditors and we take hard attitude towards them to make them change." (Divisional manager, 20090826)

The milestone meeting of this kind is initiated by the current divisional manager. The current divisional manager has developed his career as sales person at branch offices. He likes to "go out and meet people rather than sitting at desk." (Divisional manager, 20090925) Before becoming the manager of the turnaround division, he acted as a manager of two different branches. During his period as branch manger, he tries to meet clients at their own places as much as possible. He became one of youngest branch mangers in recent years, and his predecessor branch manger advised him to go out to meet his clients as if he was just an ordinary sales person because of his age.

5.4.2. Practices of a sectional manager

The new sectional manager also regards face-to-face meetings with clients very important. He comments:

"We do not really understand about our clients unless we meet them in face. The chairperson of the board shares this intuition. We understand some part of our clients by scrutinizing their financial statements, but we see something different when we meet in person. We visit client's factories, and listen to president's thoughts. Anyone can intuitively evaluate the validity of the presidents thoughts. It is essential to meet by your own eyes. Of course, sometimes we see "no possibilities" with the president. In such a situation, we try to find someone in the next generation of the company to bear the business succession processes. (Sectional manager: 20090827)

Although the sectional manager shares the idea that face-to-face meeting is vital to understand business counterpart, most of his time is spent in house in order to support the divisional manager who spends most of his time outside the headquarter. He explains about his daily routines:

"We scrutinize the financial plans chronologically. We then get bird's eye view of the past and present situation of the client." (Sectional manager: 20090827)

The sectional manger makes sure that his subordinates draw financial plans for each turnaround projects as detailed as possible. At the same time, the financial plan should reflect business improvement initiatives and other action plans both comprehensively and consistently as a whole. The sectional manager prepares the financial plan for each turnaround projects, and reports them to the divisional manager. The divisional manager checks the financial plan and gives feedback to the sectional manager if the plan has to be revised.

At a talk with his subordinate, the sectional manager started commenting on the financial plan of a client companies:

"The presidents get too much compensation. They say that sales, general and administrative cost is reduced. But it is only a talk with this compensation plan." (Sectional manager: 20090914)

"Too optimistic. We can not buy this plan. Suppose that the current trend (of the sales turnover) continues like now, we need a plan that is conservative enough to stand against such a modest forecast." (Sectional manager: 20090914)

A new member of the division commented that: "We need to draw clean numbers before our divisional manger sees them. He spends so much time out side energetically, we cannot put him in an embarrassed situation when he meets with his superiors." (Middle-aged staff: 20090925)

5.4.3. Practices of new members from a branch office

The case of a new deputy sectional manager

The new deputy sectional manager, Mr. Cederman, has been transferred to the division from a branch office in November 2008. His task is to make a turnaround plan that is acceptable both to the client and the Tie Bank. The golden rule for him is to meet with his clients as many times as needed. In September 2009 alone, Mr. Cederman visited the clients at their factory five times. Altogether, Mr. Cederman spends 9 hours with the clients to device appropriate turnaround plan for the company. One of the authors went with all the six meeting of Mr. Cederman with the clients.

His approach to devising plan is let the clients draw adequate numbers by themselves by providing stepwise advices. He listens to the clients and comments back. When he is not happy with what the client says, he poses questions and waits. For instance, at a meeting Mr. Cederman questioned about concrete evidences behind the sales forecast, the clients could not provide convincing evidences, so Mr. Cederman suggested to breakdown the current backorder by a certain segment and forecast by each segment. At the next meeting, the clients prepared the systematic evidences to support the sales forecast in a manner similar to Mr. Cederman has suggested. His attitude, again, reflects his career background as sales personnel at branch offices (Mr. Cederman: 20090909). On the contrary, the stepwise approach to device turnaround plan with his clients actually reflects his limited knowledge in this field. He told one of the authors that "I am learning how to device a good turnaround plan on the job because turnaround plan is sometimes extremely complicated: for example, in case of reorganization, reorganization scheme is really tricky to understand considering aspects of accounting, tax, and cash flow. I have not experienced at branch" (Mr. Cederman: 20090909)

The case of a new middle-aged staff

A new middle-aged member, Mr. Fieldman, is also transferred from a branch office in November 2008. He has 15 years of experence at branch offices as sales personnel. Mr. Fieldman makes use of his experience at branch sales person in providing advices to his clients.

At one of his client company, Mr. Fieldman found that the sales target was regularly not met by the sales results. Faced with this finding, he asked the top management of the client to do something about this problem. Mr. Fieldman suggested that sales target in its financial plan might be allocated to individual sales staff.

Mr. Fieldman got phone call from his clients that they established a new planning procedure to act upon this problem. When he visited the client's office, he found that the client company established a new planning routine where each sales staff draw its own weekly sales plan so that the target sales figure is met in total. However, at the time Mr. Fieldman visited to see the new planning procedure, he found that the sum of each individual sales target is lower than the total sales target set in the annual financial plan. When scrutinized the total sales target as well as individual sales target of sales staff, Mr. Fieldman found that most of sales staffs set modest target figures that are easily achievable with their existing routines. In other words, Mr. Fieldman could not find any additional efforts nor creative measures at individual sales staff level. The worse is that mangers of the client company did not know how to make their sales staff to realize their potential.

"At the Tie Bank, the superiors and subordinates discuss the ways to improve subordinates performance on a regular basis. One of the prerequisite is to break down collective performance target to individual level so that we can talk about concrete measures more easily. At the Tie Bank, each sales person sets own monthly plans and reports their results to their superiors on a daily basis. Unless the target is met daily, the superiors insist that the subordinates to do something to overcome the situation. Some branch mangers told their sales person that they should not come back to the office until they get the results. The idea is sales person should do their best individually.” (Mr. Fieldman: 20090826)

Mr. Fieldman finds that what he thinks is ordinary management practice is sometimes missing in troubled company. He thinks that a part of his daily practices is to disseminate management practices to their client companies.

5.5. Expression of emotion

As explained above, in the turnaround assistance section target clients for turnaround changed. Divisional manager explained:

“The balance sheet of surgery type of company is deteriorating, but it still makes profits. Now the company who needs turnaround caused by business depression does make loss. It continues gain capital deficit. We would like to assist turnaround for the client who makes loss but has something worthwhile other than financial statements.” (Divisional manager: 20090826)

The role of accounting mainly functioned as a criteria for judging whether the lending money was paid back within needed term before 5 years plan of “building ties”, especially Leaman Brothers shock. After starting new strategic plan and Leaman Brothers shock, the perspective to see the process, substance clarified as mentioned earlier, so that the communication role of accounting were becoming more essential. When people in turnaround section meet the client to check whether it makes the clear and consistent financial plan and how reasonable this plan should be or not, they tend to talk with emotional vocabularies as follow.

They use these words like “Mukemuke” and ”Buccyake” in Japanese which means “honestly and without disguise”. For example, they use:

(after the internal meeting) “It would be more exciting to discuss with Mukemuke” (Divisional manager: murmuring)

(meeting with clients) “We will be embarrassed unless you talk with Mukemuke” (Divisional manager)

(meeting with clients) ”Let’s go advance with Mukemuke” (Sectional manager)

(meeting with clients) ”Tell me the truth with Bucchake” (Sectional manager)

(meeting with clients) “It will make sense if you talk Bucchakete” (Deputy sectional manager)

The divisional manager often uses “Mukemuke” when he confirms whether the client has fighting spirit or not, and talks honestly and sincerely. It is said that he started using the word “Mukemuke”, then his subordinate also started using it.(Staffs, 20090925) When he would like to somehow turnaround the client whose president has the fighting spirit and talks honestly and without disguise, he said forward-looking words.

After meeting with a client:

“The heart of turnaround is the owner. The failure in the past doesn’t matter. We have to assist to turnaround this kind of company (in which the younger management has the fighting spirit and can contribute to the region such as employment).” (Divisional manager：20090901)

Another case is that before meeting with a client’s executive about whom the divisional manager didn’t know much, he called ex-branch manager of customer but got no answer. Then after meeting, there was a call back

“You were absent and I would love to ask about the company because I had no idea about it. After meeting the president, I find he is brilliant. He is reliable. He has no problem with his personality.” （Divisional manager：20090917）

Then he talked to his subordinate:

“The client regards Tie Bank as a main bank, and we have had long term relationship. It has excellent technology. It has already started cost improvement. His talk was very persuasive. The point is that we lend money. It can improve in any way. We have to assist it somehow. That is exactly building ties.” Divisional manager：20090917）

On the other hand however, when the divisional manager feels that the top executive has poor intention about management, or hide something, he made remarks with anger and resentment. For example, the division manager met a one of top executives of a failure concerned company with his lawyer, and he couldn’t answer the question appropriately, so that the division manager required being honest of him. He suspected that the client might still have money in fact.

“If you rebuild your business by yourself, then it is a different story. But you ask the financial institution, we have some idea about assisting you by extending the pay-back period to 20 years. To do so, please tell us how to manage your cash. Even if I hear (that you have money), we would not collect from you. Whatever we hear, we will never be surprised as long as you talk the truth.” (Divisional manager：20090831)

After that, he became hyperventilation syndrome and finally had difficulty in speaking. The divisional manager met the client for the first time, so he did not express his anger directly. But later he reported to the managing director.

“It is very difficult to talk with a person like this. I do not understand what purpose he has.”

Then, the managing director talked to the branch manager.

“You are very kind and generous, so it has gone wrong (We have had difficulty in understanding the client’s substance). Go to the client and do the accounting work. In any case, it’s just matter of time. He is very week. He might tell a lie. So he becomes sick if he is asked.”

Another situation is the case that the divisional manager met the second generated owner of failure concerned company which could not pay account payable in few days without any efforts. The divisional manager had already met the client several times before and encouraged him. This time, it seemed that he felt at the end of his rope, but he talked that he needed one more chance. Therefore the divisional manager said with a suspicious look:

“I asked you to go around your customers even who used to be or would become, to get orders. Then, I got a piece of paper from you. I was really disappointed. I did not see your motivation. After I talk with now, I feel you are lack of crisis in such a bad situation. Please tell me your real feelings.”

After the meeting, the divisional manager said:

“He does not have fighting spirit any more. Second generated owner is very difficult to manage his business. “(Divisional manager：20090901)

5.6. Changing teleoaffective structure

Under the rule about turnaround assistance, these practices were done by the members who have experienced and new transferred members including the new divisional manager. Their activities were differentiated by their positions and their careers. For example, the divisional manager meets clients according to their milestones, and he confirms their fighting spirits by interviewing their financial plans and business plans, so that he can judge whether clients are worthwhile to assist their turnaround or not. The sectional manager spends more time at office in order to support the divisional manager who is usually outside. He makes sure that his subordinates draw financial plans for each turnaround projects as detailed as possible. At the same time, he checks that the financial plan should reflect business improvement initiatives and other action plans both comprehensively and consistently as a whole. The staffs from branches visit their clients as often as needed, and make financial plans and business plans by using their skills. These practices are understood way by themselves, that is practical understandings.

Through these practices, accounting numbers function as not only a supporting plan for judging turnaround, but also a communication tool in which they are utilized to share understandings between Tie Bank and clients. These practices such as meeting clients and sharing plenty of time with clients are caused by their objectives. The divisional manager explained:

“Our team is much different from ones of mega banks. Mega banks have already decided the turnaround way as a package, for example, which consulting firm should be outsourced in this case. Basically, they do not assist clients who are not satisfied with their criteria. We try to apply any cases to turnaround projects somehow. Instead we ask top executives more things. But I know how many top executives do not have senses of accounting. They manage with rough estimate. Such people are disqualified with top executives. I push them to their limit until they recognize and admit that they are responsible for failures of business. Then I will encourage them to have intension of doing business. Those are our main roles.” (Divisional manager：20090831).

Other staff told:

“I understand our turnaround practices differ from ones by mega banks. We do homespun initiatives. We take advantage of our strengths that we know about areas more than mega banks. We have good causes for protecting regional economy. It is easy to drive companies into the ground. We refuse not to open umbrellas when it rains. We would like to assist clients if they have possibilities to turnaround.” (Staff: 20090826)

We may say they have common recognition of differentiation from mega banks. In fact, when one of researchers started field research, the chairperson of the board said “We do homespun initiatives. I expect you to learn about the part of homespun things.”(Chairperson of the board: 20090825). The divisional objectives are corresponding to top’s one.

To differentiate from mega banks, turnaround assistance activities in Tie Bank were developed. It is vital for understanding clients’ substances that they often say “Mukemuke” and judge top executives’ fighting spirit through meetings such as milestone meeting by the divisional manager. When they confirm clients' honest and earnest intention, their expressions become relieved and empathic. Conversely, when they are not satisfied with clients' financial or business plan, attitude, or statements, they express angry, disappointed or encouraging remarks. Emotions such as delight, anger, sorrow, and pleasure occur through sincerely turnaround assistance practices because divisional people think "We have to assist them somehow". These emotions that their feelings move into clients should be "affection for regional clients".

In summary, teleoaffective structure: the objectives as "differentiation from mega banks" and the emotional aspects as "affection for regional clients" were formulated in the turnaround assistance division. The action plan such as business plan lies behind the financial plan. Doing action plan is affected by the ways of thinking, abilities, and passions. In order to check these personal things, it is very essential to meet people.

6. Conclusion

This paper tries to draw how accounting is implicated in strategizing practices by a financial institution. We investigate micro processes of strategizing in one local section. We apply a practice theory perspective (Schatzki, 2002, 2005) in order to picture roles of accounting in micro processes of strategizing.

Our findings have important empirical implication for the existing literature on accounting and strategy by demonstrating how emotional aspects of accounting constitute teleoaffective structure of the site in micro-processes of strategizing and accounting. We demonstrate that in micro processes of strategizing at the case site, accounting contributes to constructing future visions to which actors are expected to dedicate themselves. The processes are not only rational but also emotional as they are literally deciding the fated of troubled companies. In order to implement the financial plan, the action plan such as business plan is. Doing action plan is affected by the ways of thinking, abilities, and passions. In order to check these personal things, it is very essential to meet people. Meeting with the clients, accounting often not only decides fate of the troubled clients as a measurement tool, but also creates conditions of possibilities for the company's existence as a communication medium. As a communication medium, accounting becomes "spaces of intelligibility" against which other practices such as lending money become meaningful. The extant literature has not dealt with the emotional aspect of accounting in strategizing, so further research has to be required.

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Appendix. 1

Research summary

No	date	time	place	interviewee	interviewer
1	2008/12/3	1:30	Head office	chairperson of the board, senior managing director, managing director	Sawabe, Ushio, Suthida
2	2009/1/15	2:00	Head office	senior managing director, director of public relations division, director of credit risk division, managing inspector, chief manager of cooperate assistance division, chief manager of management planning division, human relations manager, screening secction manager	Sawabe, Ushio, Yoshikawa, Suthida
3	2009/2/2	2:30	Head office	cooporate auditor, chief manager of management planning division, chief manager of integrated risk management division, section manager of management planning , assistant manager of management plannning, section manager of financial planning division, chief clark of management planning division, acting chief of management planning division	Sawabe, Ushio, Yoshikawa, Suthida
4	2009/2/9	3:00	Head office	director of credit risk division	Sawabe, Ushio, Yoshikawa, Suthida
5	2009/3/2	3:00	Head office	managing director of screening division and administration division, manager of screening planning section, chief manager of cooperate assistance division, chief manager of administration division	Sawabe, Ushio, Yoshikawa, Suthida
6	2009/4/6	3:00	Head office	chief manager of human relation division, vice manager of huma relations division, chief manager of cooperate assistance division, acting chief manager of cooperate assistance division, chief clark of cooperate assistance division	Sawabe, Yoshikawa, Shinohara
7	2009/4/13	3:00	Head office	director and main branch manager, chief manager of cooperate assistance division	Sawabe, Yoshikawa, Shinohara, Suthida
8	2009/4/20	3:00	Head office	chief manager of administration division, 2 top executivesof customer companies	Sawabe, Yoshikawa, Shinohara, Suthida
9	2009/6/1	2:00	Head office	managing director, chief manager of cooperate assistance division	Sawabe, Yoshikawa, Shinohara, Suthida

Our Tie bank research team consists of following five people
Norio Sawabe, Kyoto university
Sumitaka Ushio, Chukyo university
Kohji Yoshikawa, Kyoto university
Kosuma Shinohara, Kyoto university
Suthida Sayavongkhamdy, Kyoto university

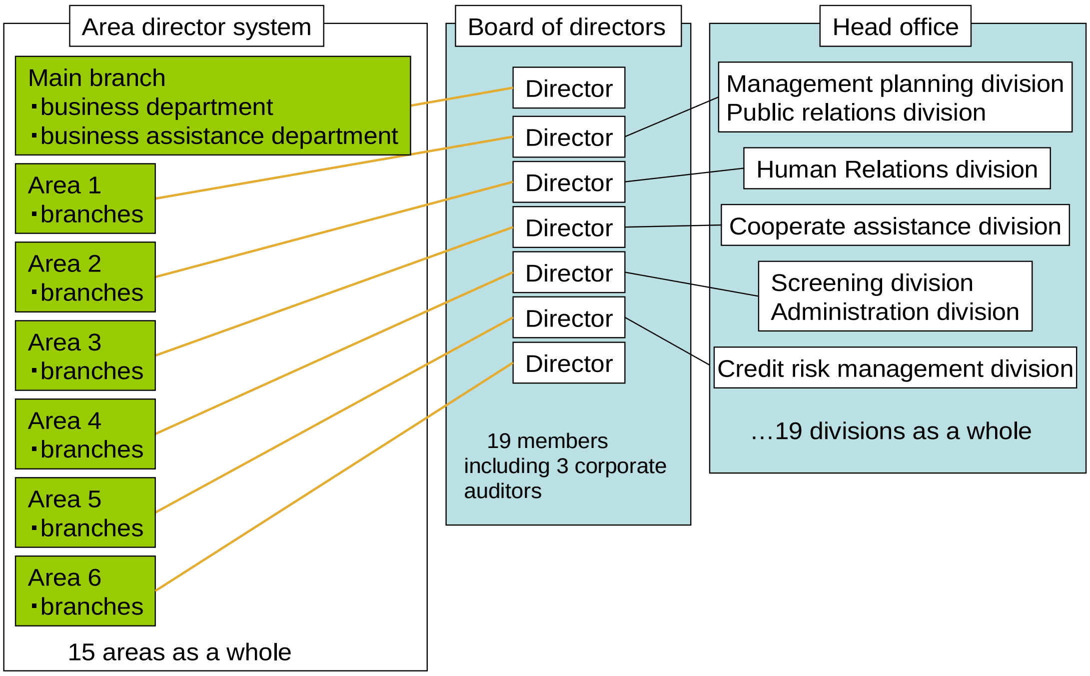

Figure. 1 : Tie Bank organization chart

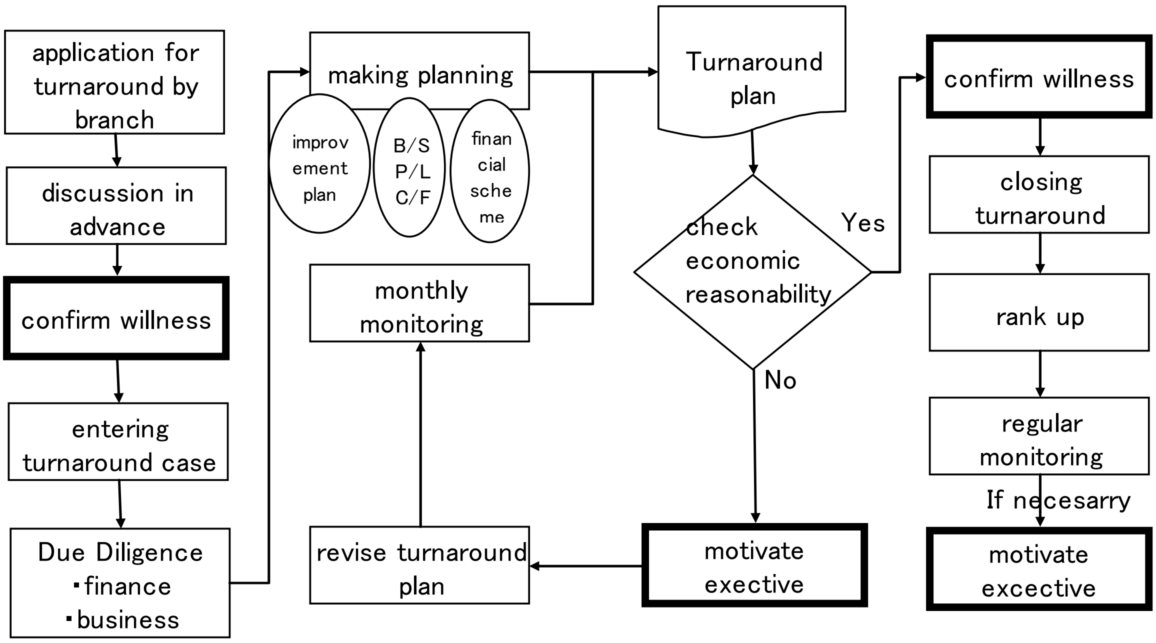

Figure. 2 : Turnaround assistance process