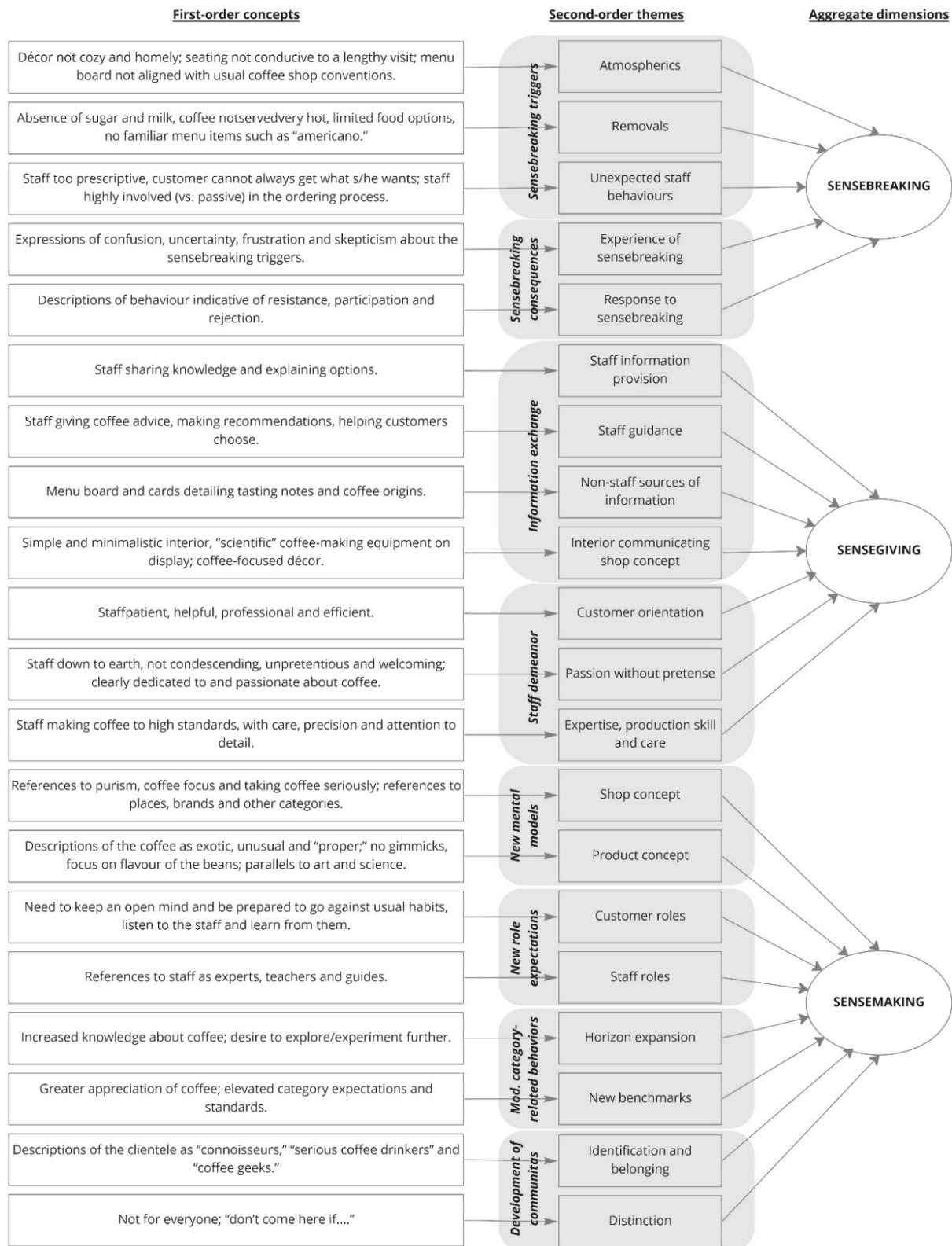


Web Appendix A. Informant Details

| Pseudonym | Role | Time at Specialty Co. | Age | Gender |
|------------------|-------------|------------------------------|------------|---------------|
| David | Owner | 5.5 years | 32 | M |
| Paige | Owner | 5.5 years | 32 | F |
| Brandt | Staff | 1 year | 25 | M |
| Donny | Staff | 6 months | 25 | M |
| Geoffrey | Staff | 3.5 years | 28 | M |
| Jackie | Staff | 8 months | 25 | M |
| Maude | Staff | 1.5 years | 25 | F |
| Paul | Staff | 6 months | 26 | M |
| Vladimir | Staff | 8 months | 27 | M |
| Walter | Staff | 6 months | 25 | M |
| Amelia | Customer | 5.5 years | 45 | F |
| Andrew | Customer | 2.5 years | 35 | M |
| Anna | Customer | 2 years | 27 | F |
| Caroline | Customer | 3 years | 26 | F |
| Charles | Customer | 5.5 years | 45 | M |
| Elke | Customer | 4 years | 30 | F |
| Emma | Customer | 6 months | 35 | F |
| Fatima | Customer | 3 years | 33 | F |
| Francis | Customer | 3.5 years | 30 | M |
| Glen | Customer | 5.5 years | 30 | M |
| Hannah | Customer | 3.5 years | 30 | F |
| Ian | Customer | 3 years | 50 | M |
| Jim | Customer | 4 years | 30 | M |
| Jo | Customer | 3 years | 50 | M |
| Mel | Customer | 3 years | 35 | F |
| Mike | Customer | 3 years | 35 | M |
| Mikhailia | Customer | 4 years | 44 | F |
| Pete | Customer | 5.5 years | 46 | M |
| Phil | Customer | 4 years | 55 | M |
| Richard | Customer | 5.5 years | 50 | M |
| William | Customer | 5.5 years | 36 | M |

Web Appendix B. Coding Scheme for Tripadvisor Reviews



Web Appendix C. Customer Tripadvisor Reviews for Specialty Co. (November 2011–December 2020)

| 1st order concept | Count | 2nd order theme | Supportive passage |
|--------------------------------|--------------|--|--|
| SENSEBREAKING 112 | | | |
| Triggers 103 | | | |
| 1. Atmospherics | 29 | Décor not cozy and homely; seating not conducive to a lengthy visit; menu board not aligned with usual coffee shop conventions. | “Upon trying to find this place, you could be mistaken for thinking it’s a boutique homeware store with the paraphernalia and equipment in the window. Go in, and it’s usually busy and can be hard to get a seat, especially if there’s a group of you. It’s narrow and there doesn’t seem to be any large spacious table room.” (Review nr. 649) |
| 2. Removals | 68 | Absence of sugar and milk, coffee not served very hot, limited food options, no familiar menu items such as “americano”. | “It is undoubtedly unusual in its approach - you can't have milk with the filter coffee, there is no sugar because they feel it ruins the flavor, the milk is heated to a certain temperature and no more, etc.” (Review nr. 15) |
| 3. Unexpected staff behavior | 27 | Staff too prescriptive, customer cannot always get what s/he wants; staff highly involved (vs. passive) in the ordering process. | “Must say that the serving staff excelled themselves, their condescending, patronizing attitude is second to none. A self-important 'barista' began by lecturing me on the merits of different beans and their nutty, sweet aromas...I lost interest. I wanted a coffee. I told him I wanted a double espresso with a bit of hot water, to which he replied, ‘adding water will detract from the pleasure of your coffee experience’.” (Review nr. 14) |
| Consequences 58 | | | |
| 1. Experience of sensebreaking | 40 | Expressions of confusion, uncertainty and frustration about the sensebreaking triggers. | “I've never ordered a coffee the way I had to here, usually just ask for a flat white or latte and someone will bring it over. But here there is a selection of beans, you choose the bean depending on the flavor you are looking for and they'll make it into a latte. Almost felt a bit embarrassed as I was completely lost for a minute with what he was saying and got my order completely wrong, ...” (Review nr. 347) |

| | | | |
|--|------------|--|---|
| 2. Response to sensebreaking | 39 | Descriptions of behavior indicative of resistance, participation and rejection. | “Rude service from the barista who thought he was god’s gift to coffee almost making fun of us for daring to put half a teaspoon of sugar in his masterpiece.” (Review nr. 522). |
| SENSEGIVING | 421 | | |
| Information exchange | 238 | | |
| 1. Staff information provision | 103 | Staff sharing knowledge and explaining options. | “Because I have only recently gotten into specialty/artisan coffee, some places, their menu and their processes can be intimidating or confusing, but the staff here were more than happy to help, explained the three types they were serving at the time, their origin, flavors, and the various processes used to brew them.” (Review nr. 337) |
| 2. Staff guidance | 124 | Staff giving coffee advice, making recommendations, helping customers choose. | “Very knowledgeable and dedicated staff who really know their coffee. If you indecisive they will help you to choose right drink based on your preferences.” (Review nr. 583) |
| 3. Non-staff sources of information | 33 | Menu board and cards detailing tasting notes and coffee origins. | “The chalkboard menu explains the different beans, where they are from (roaster and country) and most importantly what flavors to expect.” (Review nr. 568) |
| 4. Interior communicating shop concept | 38 | Simple and minimalistic interior, “scientific” coffee-making equipment on display; coffee-focused decor. | “From outside you could easily walk past without realizing that coffee was for sale in the interior. It looks like some sort of upmarket chemists, or perhaps an interior design consultancy—very minimalist. Lots of Pestle and Mortar awards for making coffee in the window add to the pharmacy look. Stripped pine interior, bar on the left with a couple of lads making coffee behind it.” (Review nr. 635) |
| Staff demeanor | 317 | | |

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|---|------------|--|---|
| 1. Customer orientation | 89 | Staff patient, helpful, professional and efficient. | “Always a pleasure to get a special cup of coffee from the charming and professional gang here.” (Review nr. 183) |
| 2. Passion without pretense | 229 | Staff down to earth, not condescending, unpretentious and welcoming; clearly dedicated to and passionate about coffee. | “Unlike some specialty coffee shops the staff were NOT condescending or patronizing when discussing brewing methods/tasting notes, instead they were passionate and informative!” (Review nr. 562) |
| 3. Expertise, production skill and care | 77 | Staff making coffee to high standards, with care, precision and attention to detail. | “As we were leaving, one of the staff was weighing out precise portions of beans into individual containers ready for grinding, since with three coffees available they couldn't simply fill the hopper with just one.” (Review nr. 356) |
| SENSEMAKING | 310 | | |
| New mental models | 206 | | |
| 1. Shop concept | 130 | References to purism, coffee focus and taking coffee seriously; a different coffee shop experience; references to places and brands with cult-like connotations and other categories with similar scripts. | “... the coffee offering at [Specialty Co.] in on a different planet. [Specialty Co.] is rather like the coffee version of eating food by Ferran Adria or Heston. This is the most groundbreaking coffee shop in the UK based on the owners dedication taking coffee further. Sometimes we visit and I do not like the particular coffee we have been served but it is not a reflection on the product, service or execution. [Specialty Co.] have made me think about the variables in coffee. What most large chain coffee shops provide is a broad brush stoke of coffee flavors to the masses. If that is your thing then it is like going to a Harvester for a pub lunch. We go to [Specialty Co.] to be teased by the possibilities of coffee and at under £3 per cup this is a no brainer!” (Review nr. 240) |
| 2. Product concept | 107 | Descriptions of the coffee as exotic, unusual and “proper”; “no gimmicks”, focus on the flavor of the beans; parallels between production processes and art/science. | “Often coffee-shop coffee is relatively similar, with dark-roasted beans made using an espresso machine. Here, you can experience something different - with aeropress, drip and syphon methods in use, seemingly matched to particular blends.” (Review nr. 281) |

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| New role expectations | 73 | | |
| 1. Customer roles | 37 | Need to keep an open mind and be prepared to go against usual habits, listen to the staff and learn from them. | “The important thing to remember when visiting an establishment such as this is that you need to leave your Costa mentality at the door and allow yourself to be led by the barista.” (Review nr. 268) |
| 2. Staff roles | 52 | References to staff as experts, teachers and guides. | “As a newbie you get an introduction to "how it works here" and a run through of the day's coffees (they change the flavors fairly regularly). You can have espresso, milky coffee (of some description) or filter coffee. Within these categories there are 3–4 different variations, with odd infusions such as 'puff pastry' or 'sandalwood' but all of them taste delicious, always. They are not tacky flavorings in the slightest, but beans roasted in a certain way to bring out certain tones in the coffee. (I think I've got most of this right, but ask them in there, they're the experts).” (Review nr. 23) |
| Modified category-related behaviors | 52 | | |
| 1. Horizon expansion | 19 | Increased knowledge about coffee; desire to explore/experiment further. | “I had no idea what I was doing with coffee on my first trip but I have learnt a lot and I love selecting a new coffee each time I visit!” (Review nr. 631) |
| 2. New benchmarks | 39 | Greater appreciation of coffee; elevated category expectations and standards. | “After going here, you will never admit that you've ever set foot in a global non tax paying Seattle based establishment or anywhere that refers to roman emperors or Spanish beaches again! Believe all the reviews— [Specialty Co.] redefines the coffee shop genre!” (Review nr. 22) |
| Development of communitas | 120 | | |
| 1. Identification and belonging | 86 | Descriptions of the clientele as “connoisseurs”, “serious coffee drinkers” and “coffee geeks.” | “pleasantly devoid of mums and kids, the clientele is more populated by Mac-toting serious coffee drinkers, and deservedly so as the coffee is the best there is in [town name].” (Review nr. 399) |

| | | | |
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| 2. Distinction | 46 | Not for everyone, “don’t come here if...” | “If you’re after a cup of tea, a dark Italian espresso, or some Illy with milk and sugar, you probably won’t enjoy yourself—unless you’re curious enough to listen a little bit, learn a little something, and then reconsider some of your opinions on what you drink. [Specialty Co.] isn’t aimed at everyone, but the shop itself, and the excellent staff, all aim to make that as clear as possible up-front.” (Review nr. 475) |
|----------------|----|---|--|

Web Appendix D. Exemplar Passages from Field Notes and Specialty Co. Staff and Customer Interviews

| Construct | Exemplar passage |
|-----------------------------|---|
| SENSEBREAKING | |
| Triggers | <p>“When I first came here I was very intrigued by the whole proposition and the fact that Max in particular said well you shouldn't take sugar with that because [unclear]. This guy's going out on a limb, like you were saying. Also the other thing that intrigued me about it was the fact that they're not going to do food; we're going to focus on this. They're really differentiating themselves; big difference.” (Elke, customer)</p> <p>“We've had people come in and say I'd just like a coffee and we explain we're very different to your average coffee shop. Our coffees will be different but they still persist to say I want a normal coffee. In the end that situation just sort of ended and they'd walk out. I guess it's standing your ground. David is always saying as soon as you realize it's going that way, your whole posture needs to change, your eye contact needs to change and your voice needs to be raised and the tone in the way you speak needs to change quickly so they know you know what you're talking about and you're not just making it up.” (Donny, staff)</p> <p>“The common error is to fall back on traditional service. It's really hard to check yourself. If someone says ‘can I have an Americano?’ you don't start with ‘Yes, you can, but...’, because at that point they switch off, they go: ‘I've got an Americano now.’ That's not a drink that works very well with the coffee we have. You start with something to get someone's interest, which is completely non-traditional service, because rather than saying, ‘you can have that’, you're saying, ‘I'm going to tell you something.’” (Paul, staff)</p> |
| Consequences | <p>“I'm used to walking into a café and the boards always have the same thing on them, all the drinks and the prices listed. So, you intuitively already know what it's going to say. I came here thinking I knew something about coffee. But what happened was I was greeted with this idea that they're going to present me this product and I had to relearn, truthfully. I realized I didn't know anything about coffee. I think most people know nothing about coffee, they just know that it's a drink. They know nothing more than I know about the inner workings of a car's engine.” (Glen, customer)</p> <p><i>[I: what would you say are the difficult customers that you personally experience?]</i> “I guess someone coming in with a strong opinion of what they want. They're not too fussed. They'll come in and say they've been drinking coffee for years and say I just want a normal coffee and we explain to them that we don't have normal coffee.”(Maude, staff)</p> |
| SENSEGIVING | |
| Information exchange | <p>“I think it was interesting for me to see them talking in a way in which was similar to me talking to people. Like oh wow this person knows so much about this but they're not reading a script. They're actually, like they're breathing it. They're</p> |

living and breathing it and that's really interesting to me because that's the world they know which is really, really interesting to them and there's lots of nuances into it. That was what was intriguing to me to begin with. Less so the environment, more so the people who were comfortable and wanting to spend so much time talking to you about the course of a transaction, you know, two or three minutes. But it was a sincere transaction of knowledge.” (William, customer)

“I was a chef. I spent most of my time in a Michelin star - one Michelin star restaurant. I started coming here in my lunchbreaks. That's how I got drawn into it, if you like. Obviously I'm into food so I'm still into the whole tasting thing. So when I come here it was a completely different experience - something I hadn't experienced before and I really enjoyed it. It sort of linked in with what I'd done in the past.” (Phil, customer)

Frame experimentation and iteration

“Just seeing where a conversation is going before it goes there. David is always like ‘I could see that was going there in the first couple of words.’ [...] basically taking hints with someone, even if they're in the queue and you're keeping an ear out and listening to ‘oh, I'll just get an Americano’. Hearing things like that before it gets to the till and before they jump and say it, you have to answer. So basically just getting to the end of the situation before it even starts.” (Donny, staff)

“There's a certain amount of script. Obviously, running them through the board, there's a certain amount that needs to be said each time. But, apart from that, I mean, we find that the best way to get through to people is with little stories about the coffee. So, for instance, things like processing, there's a nice story to go along with, okay, this is the processing method and this is how it impacts on the flavor of your coffee and this is what we find. Drawing it back to the customer, back to what they're having - back to the coffee they're having. [*I: Do you treat customers the same way?*] Yes and no. We have to stereotype [laughs] people when they come in. Some people come in and they have no idea and they're almost panicked by the board and you have to be calm or you have to be slower with your words and things. Other people come in, are almost, aggressive because they ‘oh, I know my coffee, this is what I want.’ With those people you do have to be more educating, a little bit stronger. So it does depend, yeah, on people's background, on how they interact with you. You've got to read people, definitely. That's very important.” (Jackie, staff)

SENSEMAKING

New mental models

Ethnographic note (15/3/2015): Today David is pushing a Brazilian coffee to the more experimental regulars. This is unusual, in so far as Brazilian coffees are typically the go to for servers when dealing with new customers. Brazilian coffees have a nutty, caramel and chocolate flavor profile and are a good analog for new customers as they are closest in profile to the market standard. However, for more experimental regulars, Brazil is usually skipped over, in favor of the next two coffees on the board, which are usually more acidic and unusual in profile. David's recommendation is greeted with skepticism by these regulars, including myself, but urges us to try the coffee, regaling us with how some Brazilian growers have embraced new varieties and processes, and new regions are opening up. It makes me reflect back on when

I was learning about wine and how as a nascent expert the ABC or ‘anything but chardonnay or cabernet’ became a tool to indicate status, but also a process one moved through before realizing that there was still much to discover in these varieties.

New role expectations

“I was in a place called [name] and they had an unusual looking machine, so I wanted to talk to them about it and they had four different types of filter coffee they were making and I stood up and the waiter said, it's table service and I was like, well I'm going to go talk to your barista, I don't give a shit if it's table service. Because I know if I speak to this guy, he's an idiot, he knows nothing about coffee, so I'm not going to speak to him, I want to go speak to the barista and I walked over there and they were all really hesitant to speak about their product and it's like they didn't know. I don't understand how you don't know what you're working with” (Emma, customer)

“When I'm commuting to London every day, and kind of not quite being awake when you arrive, the whole process of being on a first train, grab coffee, sit on underground, don't look anyone in the eye. That's kind of part of being processed in the sausage machine of getting into work. Whereas now I know that I have an App on my phone that I can get a coffee free every day at Patisserie Valerie but I'd still come here and pay for one. So I quite like the variety and unpredictability. I don't mind not knowing - I don't get hung up if I come in here and I'm not expecting the same coffee.” (Mike, customer)

“I knew that I would love to have a flat white and I read the tasting notes on the board and I think it was the tasting notes which I saw that one of the coffee had for example chocolate or caramel, so I just chose the coffee which maybe I love more than the others. Yeah and afterwards I started to ask their recommendation because as they taste coffee every day they know which one would be really the best.” (William, customer)

Modified category-related behaviors

“So this is something and also the baristas, the way they're serving you, you feel they care about you - it's not like - they're not detached from you. You feel like they're hosting you rather than they're an employee and they don't care. [...] so previously I thought that coffee is for exam nights or whenever I want to be awake. Now I feel you can explore more about this coffee, so it has some varieties, it's not just like an energy drink it's got more attached to it.” (Fatima, customer)

“What surprised me about here was how different it was in terms of that [previously preferred chain]. It sort of opened my eyes to the fact well you know this really is like totally different and therefore if I go to a High Street brand now I'm always disappointed by it. Now if I come here [Specialty Co] and they're closed for a reason, I'm thinking well where the hell am I going to go. Now that type of thing I feel like there's no real clear substitute now.” (Andrew, customer)

“Well me and my girlfriend, we're much more sort of analytical about the flavors and things like. It's taken up five more

minutes of the shopping discussion per week in the supermarket which sometimes, you know [laughs], I could do without because I just want to, you know, well that one will do.” (Jim, customer)

“In the market there are quite a lot now small cafés which are trying to produce specialty coffee but when I go there, I’m so happy that finally I would have a place to go and to enjoy a coffee at home [Moscow] but every time I am so upset because of the service, the staff won’t even know that they have a flat white on the list, so they’re “what? What do you want?” Or, you know, “we don’t have these coffee beans at the moment”.” (Anna, customer)

**Development of
*communitas***

“There’s a lot of people watching, watching the staff, how they cope with it. You know for a fact that some of these people think this is completely mad and they’ll never come back again or they don’t even stay. So, it’s almost like: ‘well, are you going to join this club, are you going to actually associate with what’s going on here?’” (Ian, customer)

“The slight thing I do find myself now is, if I’m sat upstairs and someone comes in for the first time and they say, “I just want a strong coffee,” I make a face, like, “oh, wrong thing to say.” You just think that person has no idea. They’ve either come into the coffee shop because someone says there’s great coffee, thinking it means coffee as in coming out of Starbucks or Costa or something like that. I think that’s how I see it.” (Mikhalia, customer)

Web Appendix E. Specialty Co. Menu Board

| | | | | | | | |
|---|--|---------------------------|---|--|--|--|---|
| FILTER ↑ | <p>SURE QUITO - ETHIOPIA - [WASHED]</p> <p>WHITE GRAPE, KIWI FRUIT, LEMONGRASS, MALT</p> | ↓ ESPRESSO | <p>LA CASONA - COSTA RICA - [HONEY/PEBBLES]</p> <table border="1"> <tr> <td>TASTING NOTES ESPRESSO</td> <td>TASTING NOTES STEAMED MILK</td> </tr> <tr> <td>RASPBERRY, FRESH HERBS, CHOCOLATE.</td> <td>SOFT COCOA, RAISIN, CREAMY, WAFER,</td> </tr> </table> | TASTING NOTES ESPRESSO | TASTING NOTES STEAMED MILK | RASPBERRY, FRESH HERBS, CHOCOLATE. | SOFT COCOA, RAISIN, CREAMY, WAFER, |
| | TASTING NOTES ESPRESSO | | TASTING NOTES STEAMED MILK | | | | |
| | RASPBERRY, FRESH HERBS, CHOCOLATE. | | SOFT COCOA, RAISIN, CREAMY, WAFER, | | | | |
| <p>ORTIZ 1900 - COSTA RICA - [WHITE HONEY]</p> <p>FLORAL, GREEN TEA, HONEYDEW MELON, NOUGAT, COCOA.</p> | <p>FINCA LIMONCILLO - NICARAGUA - [NATURAL]</p> <table border="1"> <tr> <td>TASTING NOTES ESPRESSO</td> <td>TASTING NOTES, STEAMED MILK</td> </tr> <tr> <td>GLAZED CHERRY, PINEAPPLE, WHITE SUGAR, COCOA.</td> <td>BRIOCHE, DRIED APRICOT, BRAZIL NUT, MILK CHOCOLATE.</td> </tr> </table> | TASTING NOTES ESPRESSO | TASTING NOTES, STEAMED MILK | GLAZED CHERRY, PINEAPPLE, WHITE SUGAR, COCOA. | BRIOCHE, DRIED APRICOT, BRAZIL NUT, MILK CHOCOLATE. | | |
| TASTING NOTES ESPRESSO | TASTING NOTES, STEAMED MILK | | | | | | |
| GLAZED CHERRY, PINEAPPLE, WHITE SUGAR, COCOA. | BRIOCHE, DRIED APRICOT, BRAZIL NUT, MILK CHOCOLATE. | | | | | | |
| <p>DERI KOCHA - ETHIOPIA - [WASHED]</p> <p>BLACK TEA, ROSE, JUNIPER, COCOA.</p> | <p>LA PARROQUIA - GUATEMALA - [WASHED]</p> <table border="1"> <tr> <td>TASTING NOTES ESPRESSO</td> <td>TASTING NOTES STEAMED MILK</td> </tr> <tr> <td>GREEN APPLE, CARAMEL, BISCUIT</td> <td>PISTACHIO, WHITE CHOC, CRÈME FRAÎCHE</td> </tr> </table> | TASTING NOTES ESPRESSO | TASTING NOTES STEAMED MILK | GREEN APPLE, CARAMEL, BISCUIT | PISTACHIO, WHITE CHOC, CRÈME FRAÎCHE | | |
| TASTING NOTES ESPRESSO | TASTING NOTES STEAMED MILK | | | | | | |
| GREEN APPLE, CARAMEL, BISCUIT | PISTACHIO, WHITE CHOC, CRÈME FRAÎCHE | | | | | | |

Web Appendix F. Display Work at Specialty Co., Showing a Selection of “Guest Coffees” Provided by Regulars

