Contents

Chapter 1 **Introduction** 11
- What Comes Next 14
- What Is Ethnography? 15
- Ethnography's Value to the Private Sector 17
- Etic Versus Emic: The Example of Starbucks 18

Chapter 2 **Using Theory in Ethnography** 21
- Finding Meaning Versus Finding Facts 22
- A Dynamic Theory of Identity 26
- Fitting Identities Together 28
- Theories of Social Context: Understanding Culture 33
- Back to the Truth 37

Chapter 3 **Managing a Private-Sector Ethnography Project** 39
- The Temporal Landscape of Today's Corporation 40
- Principles for Being an Interpretivist Project Manager 43
- Estimating the Cost of a Private-Sector Ethnography Project 44
- Assembling the Team 47
- Managing the Project 48
- When Things Go Wrong 50
- Delivering the Project 51
- Reviewing the Project 53

Chapter 4 **Ethnographic Tools** 55
- Types of Tools 56
- Research Design Tools: Reviewing Past Knowledge 57
- Recruitment Tools: Reaching Out and Keeping Track 59
- Fieldwork Tools: Collecting and Archiving 62
- Analysis Tools: Sifting Through 65
- Reporting Tools: Telling Stories 66

Chapter 5 **Managing Clients** 69
What Is "Private-Sector Ethnography"? 73
Ethnography as Pandora's Box 75
Key Client Management Tasks 76

Chapter 6 **Ethical Ethnography** 87
How Ethics Differ in Private-Sector Ethnography 93
An Ethical Hypothetical: The Issue of Deceit 96
A Special Note about Children 98
Ethical Practice Audits 98

Chapter 7 **Sampling** 101
The Logic of Sampling 103
What Kinds of Samples Do Ethnographers Take? 105
Selecting the Ethnographic Sample: The Sampling Frame 107
Selecting the Ethnographic Sample 109
Ethnographic Samples Can Never Offer Prediction 112

Chapter 8 **Fieldwork** 115
What Is "Fieldwork"? 116
Gaining (and Keeping) Access 118
What Ethnography Is Not 120
Getting Ready 122
Being There 125
The Beginning (Kind Of) 128
The Ethnographic Interview 130
The Tour 131
The Observation 133
Leaving 135
An Example 137

Chapter 9 **Analysis** 139
Questions Ethnographers Do Not Answer 141
To Transcribe or Not to Transcribe? 142
The Process of Analyzing Ethnographic Data 143
Reduction Techniques 144
Visualization Techniques 149
Drawing Conclusions 157

Chapter 10 **Reporting** 159
Elements of Good Ethnographic Reports 161
Written Reports 165
Visual Reports 168
Audio Reports 173
Reports That Aren't Reports 175

Chapter 11 **Beyond Ethnography** 179
Ethnographic Literature Reviews 181
Online Ethnography 183
Adapting Ethnography for Focus Groups 185
Why Usability Labs Can Never Be Ethnographic 187
A Dedication to Ethnography 189

Notes 191

References 195

Index 205

About the Author 211