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Using Eisenhardt's Method to Study Ethnic Entrepreneurial Communities

Omar Javaid * Irfan Hyder†

Abstract: *The purpose of this paper is to explain the Eisenhardt case based method of theory development using an example of a study on ethnic entrepreneurial communities in Karachi. The paper servers' two purposes: (a) It serves as a guide, for the future researchers studying the entrepreneurial activity in Pakistani context, to establish the internal validity of the methodology which can be challenging particularly when the data is in the form of subjective responses of participants with a traditional sociocultural background. (b) To ensure the reliability of a case based study the detailed articulation of the research methodology is necessary, so that the future researchers can conveniently replicate the process. For these reasons the paper goes in detail to explain the intricacies and challenges faced during the nine stage process of data collection, processing, triangulation and analysis, while ensuring the internal validity of the analysis. Discussion on the outcome of the research is not included as it will require a separate paper.*

Keywords: Case study, theory building, constructivism, entrepreneurial ethnic communities.

Introduction

The paper explains in detail the use of Eisenhardt (1989) methodology with an example of studying entrepreneurial activity of ethnic communities in Karachi. The purpose is to facilitate future researchers interested to use the same methodology, in Pakistani context, to accomplish their research objective. Eisenhardt's methodology can facilitate a researcher in managing the complexity of a phenomenon understudy involving multiple cases and developing theory from cross-case analysis. The Eisenhardt method can be used to process qualitative and quantitative data emerging from the cases. It can also work exclusively with qualitative data. Therefore a researcher, who intends to understand a previously unexplored phenomenon and develop theory to explain it, only when the available primary data is qualitative in nature, can use Eisenhardt method to accomplish research objective.

Eisenhardt method combines steps and benefits from two known methodologies (a) case study method and (b) grounded theory. The case study method brings in the benefit of combining data from multiple sources to develop a comprehensive understanding of phenomenon understudy. These data sources include interviews, documentary evidence, participant observation, pictures and videos, surveys, even quantitative data etc. This also allows case study approach to present a comprehensive picture with all the complexity

*Dept. of Entrepreneurship, Institute of Business Management, Karachi, Pakistan.
E-mail: omar.javaid@iobm.edu.pk
†Dean, Institute of Business Management, Karachi, Pakistan.

of a real life phenomenon. Eisenhardt method also allows cross-case analysis of multiple cases which enables the researchers to identify a common pattern among multiple cases (Creswell & Inquiry, 2007; Yin, 2003). Incorporating steps from grounded theory in the process allows identification of constructs and their causal relationship inferred from the cross-case analysis. The cross-case analysis gives it a unique advantage over the exclusive usage of grounded theory method which does not facilitate comparative analysis between multiple cases. The emergent theoretical model based on common patterns from multiple cases is also better in terms of analytically generalizability in comparison with a model based on a single case (Andrade, 2009; Dooley, 2002; Eisenhardt, 1989; Schwandt, 2014). The methodology, therefore, can facilitate a researcher in understanding the complexity of a phenomenon and developing a better theory.

Applying the methodology to understand the complex of phenomenon in a traditional sociocultural context can pose many challenges. For example, challenges were faced during the process of gathering the data which involves accessing the respondents multiple times, explaining the emerging questions to the respondents in the language they understand and interpreting their responses from the language they speak, building and maintaining rapport with the respondents during the entire phase of the process etc. The discussion on these challenges and how they were tackled in the example of studying ethnic entrepreneurship would facilitate the future researchers to better apply the methodology if it suits their research objectives.

Eisenhardt methodology, for the sake of establishing reliability of the study, also requires the entire process of research to be articulated in detail for future researchers to emulate and compare their results (Yin, 2003). The detail description of the methodology is done in section 4 of this paper. Section 2 provides a brief description on the phenomenon which was studied using Eisenhardth method. Section 3 then will succinctly explain the primary assumptions about reality (ontology) and methods to understand reality (epistemology) which influences the collection, processing and analysis phase of research in case if the data is purely qualitative.

Phenomenon Studied using Eisenhardt Method

Eisenhardt method described below is explained in detail in with example of a research study which explored the entrepreneurial activity of three dominant ethnic entrepreneurial communities in Karachi Pakistan region. These are Memon, Delhi Saudagaran and Chinioti communities (Levin, 1974; Papanek, 1972). These communities selected because there is negligible work done to understand the entrepreneurial dynamics of these communities which involves the family and community resources to start, manage and grow businesses while also preserving the family and community. These communities have centuries-of-experience being transferred from generation to generation which has not been sufficiently documented in any scientific study. The negligible literature on the entrepreneurial activity in these communities in Pakistan (Levin, 1974; Papanek, 1972) suggests that they qualify the criteria of ethnic entrepreneurship set by Aldrich and Waldinger (1990) who define ethnic entrepreneurs "as owners and operators of business enterprises" who operate using the "set of connections and regular patterns of interaction among people sharing common national background or migratory experience".

The primary source of available information is the experiences and observations of entrepreneurs belonging to the three communities understudy. Another source of information is the magazines and newsletters published by the communities, such as Memon newsletter and Saudagar monthly magazine published by Delhi Saudagaran community. Newsletter and magazines often contains biographies of the prominent personalities and shed light on the community culture. Direct observations (regarding how things go inside businesses and at home) can also be made to a limited extent as the community social norms restrict strangers to be in close proximity for a long period of time. Therefore, in-depth interviews and community magazines and newsletters would be the key sources of data, which would be interpreted and analyzed to find answers to the research questions and develop a theoretical model about the entrepreneurial process of the entrepreneurial communities understudy.

Table 1
Comparison of the capabilities of popular qualitative techniques (Creswell 2007) in context of research objectives

	Narrative	Phenomenonlogy	Eisenhardth Method (Grounded + Theory)	Eisenhardth Method Case Study)	Ethnography
Compatible with social constructivist paradigm	✓	✓	✓	✓	✓
Accommodate data from multiple sources		✓		✓	✓
Encompass the complexity of the phenomenon				✓	✓
Do comparative analysis of multiple cases				✓	
Help in developing a theoretical model			✓		

Since the focus of this paper is to explain the methodology in detail, therefore, it will require a separate paper to explain the findings of the research. The purpose as mentioned above is to provide a guide for future researchers exploring a similar phenomenon using Eisenhardt method. Table 1 explains the fit of Eisenhardt methodology with the objectives of the study in comparison with other qualitative methodologies

Ontological and Epistemological Assumptions of Social Constructivist Paradigm

As mentioned above, the available information includes in-depth interviews, biographies in community magazine and direct observations. This makes the study entirely qualitative. It has been suggested that the qualitative studies are predominantly done under the paradigm of social constructivism (Mackenzie & Knipe, 2006). In view of Creswell and Inquiry (2007) social constructivism paradigm assumes that (a) "Multiple realities are constructed through our lives experiences and interaction with others", and (b) description of "reality is co-constructed between the researcher and researched, and shaped by individual experiences" (p. 21). These two assumptions refer to the ontological and epistemological view point of the researchers, respectively. Simply speaking the background and biases of the respondent and researcher are considered a legitimate and unavoidable influencer in the process of extracting and interpreting the data in social constructivist paradigm. The bias, however, can be minimized using ways described by Eisenhardt in the section 4.2 of this paper.

Amaratunga and Baldry (2001) and Andrade (2009) has used Eisenhardt's methodology under a social constructivist paradigm, they however referred the paradigm as realism and interpretivism, respectively. (Dooley, 2002) also suggests that case study method can accommodate multiple paradigm therefore can holistically contribute in all phases of building a theory. Guba and Lincoln (1982) also acknowledge the use of case study method under the same axiomatic framework. Andrade (2009) claims that incorporating Charmaz's grounded theory building steps - in the process of developing validity and reliability in Eisenhardt's original method - makes it compatible with interpretivist (social constructivist) paradigm. Social constructivist paradigm is also manifested in Charmaz (2006) contribution in the development of grounded theory (Creswell & Inquiry, 2007). Eisenhardt's original contribution in the development of mix method approach precedes Charmaz's contribution in the grounded theory methodology by 17 years.

The ontological and epistemological assumptions of social constructivist paradigm have been referred by various terms in the literature. Interpretivism (Andrade, 2009; Creswell & Inquiry, 2007) and phenomenology (Mackenzie & Knipe, 2006; Maykut, Maykut, & Morehouse, 1994; Schwandt, 2014) are two terms used in the literature to described the same paradigm. They have even been referred to as 'realism' (Amaratunga & Baldry, 2001; Crotty, 1998). Guba and Lincoln (1982) used the term naturalistic, however, later they called the paradigm "social constructivism" (Lincoln & Guba, 2013; Schwandt, 2014).

In this paper these assumptions are referred as 'social constructivism' as it has been used by popular authors of the subject (Creswell & Inquiry, 2007; Crotty, 1998; Lincoln & Guba, 2013). In contrast, rationalistic paradigm as applied in natural sciences (like physics) along with the statistical tools to model the natural phenomenon, has also been rendered a lesser favorite candidate to understand the entrepreneurial phenomenon from a paradigmatic and methodological point of view (Bygrave, 2007).

Conducting the Research: Building Theory from Cases

The method proposed by Eisenhardt (1989) starts with defining the researcher questions and a-priori constructs if any. The samples are selected on the basis of their ability to generate theoretically useful information which can be used to extend existing theoretical models or fill any existing gaps. Such form of sampling has been referred to as 'theoretical sampling' as oppose to random sampling technique. Multiple data collection methods are incorporated, and even quantitative data can be used if needed. Data gathered through interviews, direct observations, archival information, documentary evidences, videos etc. are used for that matter to cover all aspects of the phenomenon understudy. Multiple sources allow better grounding of theory through triangulation of evidence.

The data collection and data analysis steps are overlapped so that any necessary modification in the sampling criteria, discussion guide and data sources are made as and when necessary, to probe deeper and develop a thorough understanding.

Table 2
Steps in Eisenhardt's method

Steps	Description
1	Getting started (finalizing research questions and a-priori constructs if any)
2	Criteria for sampling and engagement with the respondents
3	Crafting Instruments and Protocols
4	Entering the field to collect data
5	Processing and analysis of the data; develop cases with rich description
6	Searching for cross-case patterns with case comparison
7	Authenticating relationship between constructs
8	Comparison with extant literature
9	Reaching closure

First data within the case is analyzed through constant comparative method, followed by a cross-case analysis to identify any common patterns between the cases. This allows the researcher to see the data from multiple perspectives and bypass their own biases to the extent possible. The next step is shaping of hypothesis or propositions which merge through 'iterative tabulation of evidence for each construct and using replication logic across-cases' (Eisenhardt, 1989). The rationale behind 'how' (one variable affects another) also emerge from the richness of qualitative data. Once the propositions are finalized they are compared with extant literature to evaluate see the extent of generalizability of the develop theory beyond the context of research. The research is closed when the researcher feels that adding any more data doesn't affects the findings in any meaningful way.

Getting Started

The first step in the process of Eisenhardt's method involves (a) defining the research questions; and (b) identification of constructs if necessary. These two steps help in maintaining the focus of the researcher particularly when the volume of data is overwhelming. At this stage it is also important to stay away from any preconceived hypothesis or established theories to avoid any bias in the process of data collection to the extent possible. Eisenhardt (1989) suggests that it's possible that the initial "research question may shift during" (p. 536) the process of data collection. The emerging data may lead the researcher to add more dimensions or depth in the questions.

Table 3 compares the initial and final set of the research questions. After conducting three preliminary interviews, it was realized that the information regarding managing and growing the business along with starting a new venture would be helpful for the analysis. Furthermore, a question (number 3 in the final set column in table below) regarding the impact of business outcomes on family and community at large was added. Question 5 from the initial set of questions was removed, partly because the respondents were reluctant to share much detail about how they handled the threats from the politically backed extortion mafia; and partly because the information regarding the opportunity exploitation beyond the ethnic enclave was emerging in the responses to other questions.

Preliminary literature review on immigrant and ethnic entrepreneurship, and the four research papers on the dynamics of ethnic communities in Pakistan and subcontinent provided some leads in shaping the research questions. The idea that resources of the family and community culture have an influence on the entrepreneurial approach was taken from the previous research. The extensive literature on social capital and family capital provided a prior understand on how family and community networks facilitates in the entrepreneurial process. The author of this dissertation has also been living in close proximity of these communities since the beginning, therefore prior observational knowledge, though limited, was also influential in shaping the research questions and their articulation in front of the respondents.

Eisenhardt has recommended to avoid any theoretical bias to the extent possible, but she also acknowledge that "it is impossible to achieve this ideal of a clean theoretical slate" (Eisenhardt, 1989), however, as advised, the author (myself) attempted to keep an open mind and tried to avoid predicting in advance about any possible relationship among different constructs, and their ontological status as defined in previous literature. The state of open mind, for example, facilitated in identifying key differences in the nature of networking ties within the extended family and community in comparison to what has already explained in the literature in context of other communities and cultures. However, as acknowledged in the social constructivist paradigm, the bias of the researcher and the respondent cannot be avoided, rather should be stated clearly. It is therefore stated that the pro-family and pro-religion stance of the researcher may have influence the interpretation of the data and outcome of the research.

Table 3
Initial and final set of research questions (changes are highlighted in the right column)

Initial set	Final set
1. How a venture is started within the selected ethnic community?	How a venture is started within the selected ethnic community?
2. What is the role of family and ethnic resources in the process of venture creation?	What is the role of family and community resources in the process of starting managing and growing a firm?
3. What are the key motivators or drivers which initiates and sustain the phenomenon of venture creation?	What are the key motivators behind the entrepreneurial orientation?
4. How cultural and religious values influence the process and the final outcome in the form of venture creation	In what ways the firm outcomes influence the family and the community at large?
5. How the ethic entrepreneur manages the threats and utilizes the opportunities outside the ethnic enclave?	How cultural and religious values influence the process and the final outcome of starting managing and growing a firm?

Sampling Criteria

The sampling method known as 'theoretical sampling' recommended by Eisenhardt is taken from Glaser and Strauss's grounded theory methodology. The selection of the respondents (as in our case) is done to get most relevant information which can "replicate previous cases or extend emergent theory" (Eisenhardt, 1989). The selection is preferably not random but it can be. Extreme examples can provide more valuable information. From the three communities understudy, in the beginning respondents were sought who fulfilled the following criteria:

- Have started his own business, alone or in partnership with their family member
- His father and son, both are entrepreneurs

- Should have around 20 to 30 years of entrepreneurial experience
- The business is somewhere in between small and medium range

However as the study proceeded, to obtain alternative viewpoints to further expand our understanding, following additions were made in the sampling selection criteria:

- Business owners who their family business from their father or were working in their family business,
- Entrepreneurs in the early stages of their career with less than 10 years of experience, and
- Those who had experienced business failure

However as the study proceeded, respondents who adopted their family business from their father or were working in their family business, those who were in their early stages of their career with less than 10 years of experience, and those who had experienced business failure were also interviewed to obtain alternative viewpoints to further expand our understanding. The samples were located using personal references, or references of friends, colleagues and students. The need to have a personal reference when doing research within traditional communities in Indian city of Surat has also been acknowledged by Menning (1997), as otherwise the respondents will not entertain the researcher. The personal reference, according to Menning, establishes an atmosphere of trust and allows the respondent to openly share his point of view. Similar challenges were faced by the researcher also as members of the respective communities do not feel comfortable opening up to strangers. Also there is an apprehension that the researcher might be a tax auditor from Federal Board of Revenue (FBR) disguised as a university professor or researcher, and would create problems for them in future [1]. The personal reference, therefore, enabled researcher and his associates (MPhil students) to gain trust with the respondent; university affiliation of the researcher furthered the confidence of the respondents. Gaining trust and confidence before commencement of in-depth interview was fundamental to obtain a candid response from the respondents. Some respondents invited us in their offices, factories, and even home, which was unlikely without establishment of trust. In one case interviewers (the researcher and his students) were even invited to join the family lunch in the dining hall of the head office of a family business. Two interviews were done in restaurants as well; however, one had to be discarded due to noise in the background. After identification of the respondent, they were informed by the connecting person about the purpose of the interview. They were informed about the purpose of the interview and that the interview would be audio recorded. After their permission, a mutually convenient time and location were decided to conduct the in-depth interview. In total 7 Chinioti sheikhs, 9 Delhi Saudagaran and 8 Memon were interviewed, in a span of three month time. Since each community is being treated as a separate case; therefore, the interviews were

[1] The corruption and the bribe/extortion culture in various regulatory bodies are rampant in the country which forces the business community to take protective measures from any unfair treatment by any corrupt government official.

conducted until the point of theoretical sufficiency (Andrade, 2009) for each community. Each respondent's experience is considered as a "mini-case", and their number also falls between the recommended range of 4 - 10 by Eisenhardt (1989). This number of mini-cases, within the 3 major cases, is considered sufficient to generate an empirically grounded theory with desired complexity (Eisenhardt, 1989).

Crafting Instruments and Protocols

Multiple forms of data collection methods can be accommodated in case study research. This includes interviews, observations, archival records, documentary evidence etc. Even quantitative or statistical data can also be employed if needed. The purpose is "stronger substantiation of constructs and hypotheses" (Eisenhardt, 1989) by triangulating the data from multiple sources. In the theory building process the qualitative data dominates (Eisenhardt & Graebner, 2007), however use of quantitative data can sometimes help identifying relationship between constructs which otherwise become fuzzy in the vastness of the qualitative data. Nevertheless, its only through qualitative data which help make sense of the relationships among constructs identified either ways (Eisenhardt, 1989). Furthermore to "enhance the creative potential of the study" (Eisenhardt, 1989) multiple investigators having diverse backgrounds are advised. Furthermore, site visits or interviews being done in teams are recommended as unique perspective of multiple investigators brings richness and adds confidence in the finding (Eisenhardt, 1989).

The documentary material published by the community was another source of data along with respondent's interviews. The documentary material in the form of monthly magazines, newsletters and a book on Chinioti entrepreneurs also contained biographies of prominent entrepreneurs and public figures from the community. A part from biographies topics of domestic and social significance were covered in the magazines and newsletters, which gave valuable insights related to community culture, matrimonial dynamics and socioeconomic preferences. The existence of such documentary material was not known before the data collection phase began. Upon discovery, the following was included for triangulation purpose.

- Memon Alam: Monthly community magazine published by World Memon Organization; issues from Apr 2010 to Oct 2014 (54 issues)
- Memon Newsletter: A shorter version of community magazine, mostly containing biographies of community personalities from different parts of the world; issues from Apr 2015 - Dec 2016 (20 issues)
- Saudagar: Monthly Magazine published by Delhi saudagaran community; issue from Dec 2010 - Dec 2016 (72 issues)
- Kamyab log: A recently published by Dr. Amjad Saqib , containing 30 short biographies of famous Chinioti entrepreneurs [2].

[2]Founder Akhuwat, the largest interest free microfinance organization in Pakistan.

The documentary material was useful in comparing the findings from the in-depth interviews and field notes from direct observations. The triangulation helped in "pattern recognition of the central constructs, relationships, and logic of the focal phenomenon" (Eisenhardt & Graebner, 2007).

In most part of the data collection and interpretation the researcher (referring to the author of this paper) was directly involved, however in 22 out of 24 in-depth interviews, the students who helped in connecting with the respondents also accompanied the researcher when respondents were visited to conduct interview. These were MPhil and Phd students coming from a diverse background such as engineering, psychology and business management. Researcher's colleagues accompanied him in two in-depth interviews, who also contributed in interviewing and later in interpreting the findings. During the interview students also asked questions from the respondents often leading to insightful revelations. The findings of the interviews were frequently discussed with the respective students in the class room, for example on one occasion one student, who himself belong to the Memon community, critically evaluated the community matrimonial norms which restricts establishing matrimonial ties outside the community, which he believed was against the teachings of his religion. Discussion on findings with one of the colleagues suggested inclusion of questions related to views of community elders on modern education, and on the difference in nature of relationship of the founding generation had with the employees in comparison to the relationship new new generation had with them. Various students who belonged to the three communities also shared valuable insights when the findings of the research were shared with them, which were helpful in interpretation of data. For example the discussion on community bonding with some students and acquaintances from Chinioti community suggested that the relationship between family members and relatives is not as strong as it seems.

Students from two of MBA classes were given a project to interview the entrepreneurs from the three communities, who qualify to the criteria explained above. This survey was to be done in absence of the researcher so that he could see whether his findings are different or the same from theirs. The researcher provided them the same discussion guide which he himself used to conduct interviews. The discussion guide was in English, however students were asked to conduct interviews in Urdu so that they would have to translate and explain the question to the respondent in their own language. The recording of these interviews were collected along with their transcripts, which were reviewed with due diligence. They were analyzed and 10 out of 12 validated the initial findings of the researcher. One of two respondents contradicted the findings on the nature of community bonding, and another one with the degree of overall professionalism in the community.

To summarize, in context of Eisenhardt's suggestions, and keeping in view of human resource constraints, others were involved on the analyzing data in following ways.

1. Involving post graduate students in the process of in-depth interviews and post-interview discussions to make sense of what was being said

2. Sharing findings (without disclosing the identity of the respondents) to seeking opinion of students who belonged to the respective communities under study

3. Discussion with a colleague and research supervisor (who himself belong to Delhi Saudagaran community) on the findings
4. Reviewing and comparing the data from the interviews conducted by others (students) on their own with the data directly collected by the researcher himself
5. Presenting the findings in front of a panel of researchers multiple times to seek their comments.

One additional step during the in-depth interviews, which was taken to further ensure that the respondents and the researcher were on the same page, was to get confirmations from the respondents on understanding developed by the researcher. Since the interviews were taken in Urdu language the translated summary of the discussion in bullet points were emailed to the respondents. Only five respondents asked to either remove a single point or change it slightly, the rest were approved.

Entering the Field

Data analysis and data collection goes hand in hand in theory building through cases, however extent of this overlap can vary from case to case, and some researchers might not do it at all, suggests (Eisenhardt, 1989). This analysis maybe done through field notes based on the reflection of the researcher throughout the process of conducting field work or data collection. The ongoing analysis allows the researcher to make "adjustments in data collection process" (Eisenhardt, 1989). These adjustments, referred to as "controlled opportunism" by Eisenhardt (1989), provide new insights and themes which enhances the results of the theory building process. These adjustments can be (a) addition of more cases to explore some emerging themes; (b) additional questions to probe respondents about any new insights; and (c) addition of data sources like direct observation or archival data.

This study began with in-depth interviews of respondents who were considered "highly knowledgeable" with an ability to view "phenomenon from diverse perspectives"(Eisenhardt & Graebner, 2007). During the discussion with the respondent the primary focus was to make the respondent feel comfortable in sharing necessary details. For that matter, careful attention was paid on what was being said, so that the point of view could be well understood, and the next question can be asked to further seek elaboration or to take the discussion forward in a meaningful manner. Note taking during the discussion was a distraction (Creswell & Inquiry, 2007); was avoided also due to the risk of respondent feel distant from the researcher. For that matter, notes were taken after leaving the venue. Details about the getup of the respondent, his body language, ambiance of his office, or the atmosphere inside his home, his conduct, and any activity of relevance occurring at the place where the interview was being conducted were noted down. In context of three adjustments recommended by Eisenhardt (1989) explained above, following was done during the process of data collection.

a) Addition of more cases: In the beginning a qualifying criteria for respondents was formulated and tested during preliminary interviews. However as the interviewing proceeded, a need was felt to interview respondents who were and the ones who had failed in their business. The insights from them was helpful in developing a more thorough picture of the entire phenomenon, also to what extent the new generation is thinking differently than the older ones.

b) Addition of more questions: Questions were added and were removed from the initial discussion guide as the data collection process proceeded further.

Examples of added questions

i. Nature of relationship with employees?

ii. What measures are taken to strengthen the relationships at community level?

iii. What is the role of women in the business? Is this role changing?

iv. General causes of business collapse and its impact on relationships with partners?

v. Why emphasis on higher education among young generation is increasing?

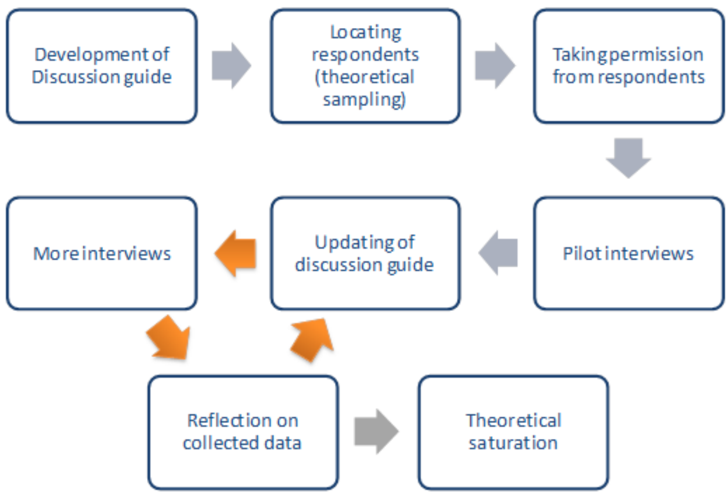
Examples of the questions were removed as they were either generating repetitive data or not leading to any worthwhile information:

i. Frequency and terms of using credit with supplier or customer

ii. Any community specific code of conduct, rituals, ethical norms?

iii. Average age of the business in your community?

Figure 1
Process flow of collection of data from the respondents



c) Addition of more data sources: At first the biographies in the community magazines and newsletters were reviewed however later the all the content in the magazines and newsletter was reviewed to gain a better understand of community culture, value system and family dynamics. The magazines and newsletters provided valuable insights related to the challenges being faced by the communities to maintain social cohesion both at the family and community level.

Ethical Considerations

The consent of respondents before commencement of their interview was considered important and no means to force or manipulate the respondent to share their views were used (Creswell & Inquiry, 2007). First when the respondents were approach they were informed about the purpose of their interview on email or phone. They were also informed that the interview will be audio recorded after their approval. Upon arrival, permission was again sought to audio record the discussion. Before the ending of audio recording, it was asked again from the respondents if their name can be used in the report, and their affirmation was also recorded. After the transcripts were ready they were sent again to the respondents for their review and their permission was taken to use it to further our study. Once the summary of their transcript was ready, that was sent again on email to receive their consent on the researcher's interpretation of their view. It's a cultural norm in all communities to prefer making commitments and expressing their approval verbally, therefore, majority of the approvals received were verbal which were audio recorded for future reference, however, upon request many respondents also responded on email, while some preferred to used SMS or WhatsApp messaging service to share their consent directly or indirectly.

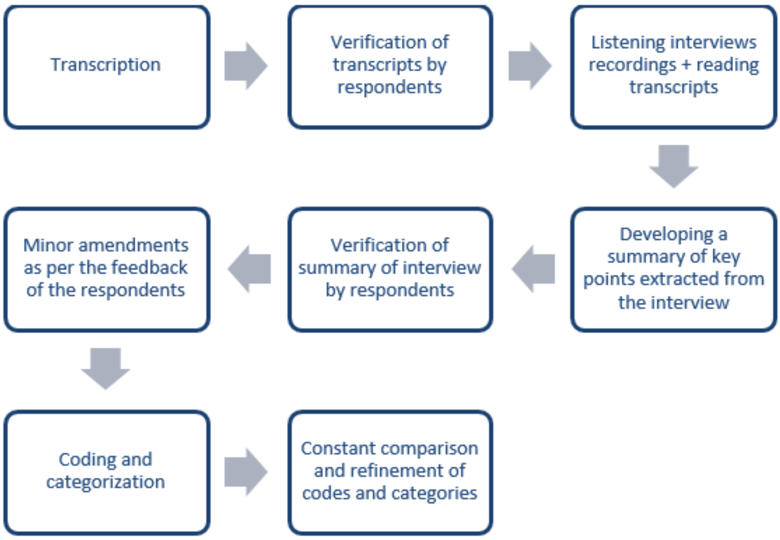
Processing and Analysis of the Data

Eisenhardt (1989) suggests that there are as many data processing and analyzing methods as there are authors. The purpose of this step is to allow "the unique patterns of each case to emerge before investigators push to generalize patterns across cases. In addition, it gives investigators a rich familiarity with each case which, in turn, accelerates cross-case comparison." (p. 540).

Data Processing

After the interviews were conducted, recorded and transcribed in the Urdu language. The transcripts were written in MS word using roman alphabets for the sake of convenient processing of the data in MS Excel. A total of 27 hrs of recording was transcribed, comprising of 310,457 spoken words. Transcript of each interview was read separately while its recording was played in the background, as otherwise reading Urdu written in roman alphabets increased the chances of missing out the essence of the point made. Listening to the tone and the accent of the respondent at each point was important to understand and interpret what was being said. Each key point was highlighted in the transcript. The key points in each interview were translated and summarized in English. A separate document for each interview was made comprising of the translated and interpreted summary of the interview written in bullet points, which were later used as codes in data analysis (Andrade, 2009). Each document, containing around 60 - 120 bullet points or codes, was sent to the respective respondent for their approval, which they provided after some follow up. Minor modification was recommended by some respondents, which were incorporated in the data.

Figure 2
Process of Data preparation and processing



The codes were now transferred to an MS Excel document so that they can be further classified into categories built around coming themes (Andrade, 2009; Charmaz, 2006). The purpose of using MS Excel instead of Nvivo was the flexibility, speed and simplicity of the overall software package which allowed distraction free processing and analysis of the data. The use of MS Excel has been advocated by others as well (Meyer & Avery, 2009; Swallow, Newton, & Van Lottum, 2003). Each interview data was processed separately. Interviews of Memon community were processed first, followed by Chinioti Sheikh and Delhi Saudagaran. Each code was assigned a focused code, and each focused code was assigned a category in the beginning (Charmaz, 2006). This bottom up approach was later replaced with the top down approach as the categories and focused codes begin to emerge. The top down approach was found to be more effective and efficient. The comparison with earlier coding was only possible after completion of coding process for the first interview of the first community. Each interview data which was followed was constantly compared with the previous one to note any differences or similarities. The comparison helped in using the same focused code and category to the emerging data. The comparison was also useful to refine the categories and themes, and remove any duplicates and redundancies. The process was repeated for all three cases. During the process of focused coding of second community, the codes and categories were compared within and in-between the data from the interviews of first and second community. The data of the third community was processed in a similar manner. As Charmaz (2006) suggested, with "focused coding, you can move across interviews and observations and compare people's experiences, actions, and interpretations".

Data Analysis

MS Excel sorting function was helpful in sorting 1689 initial codes (selected from a total of 2309 based on the relevance to the research questions), 627 focused codes and 54 categories. Color coding was done to distinguished different codes and categories (see Figure 3 below). Category wise sorting allowed identification of focused codes and categories which were common in all three communities. The comparison between the codes and categories was done even after all the interview data was categorized to combine similar codes and evaluate their appropriate categories. The purpose of this comparison was to successfully reach to "abstract concepts and theories through inductive processes of comparing data with data, data with category, category with category, and category with concept. Comparisons than constitute each stage of analytic development" (Charmaz, 2006). After processing the interview data as explained above, data from community magazines and newsletters was processed and compared accordingly. Table 4 contains the details on the number of codes from each community and data source.

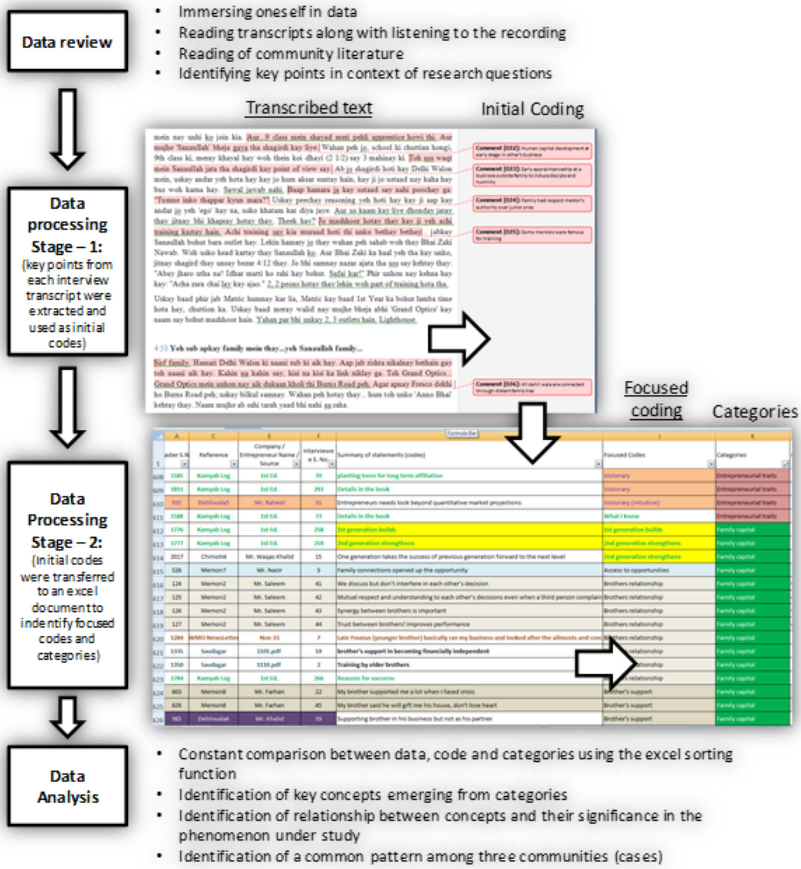
Table 4
Total number of code from the two data sources

	From interviews	From Documentary Material	Total
Memon	659	102	761
Delhi Saudagaran	584	211	795
Chinioti	446	307	753
Total	1689	620	2309

At each code, it was asked, how this statement particular statement from the data can help answer the research questions (Andrade, 2009). Furthermore each data point was evaluated multiple times to see which category it should be a part of, constantly comparing the codes and categories resulted in moving various codes from one category to another. The process was done till the point each and every code and focused code was placed into a theoretically appropriate category. As the stage of theoretical sufficiency begin to approach, a logically coherent pattern emerged among all three cases which could sufficiently explain 'how' and 'why' of the phenomenon under study (Yin, 2003).

Figure 3 explains the process in a graphical manner. There were minor community wise differences; however these differences further explained the outcomes at the level of family, business and community. Once sufficient clarity on was achieved, concepts, their relationship and their role in the overall phenomenon understudy, in the case study format.

Figure 3
Step wise flow of processing, categorization and analysis of data



Searching for Cross-case Patterns

One of the ways suggested by Eisenhardt (1989) is to "enlist the similarities and differences between each pair" (p. 540). The side by side comparison of breaks the biasness of the researcher and enables him to see differences in seemingly similar cases and similarities in seemingly different cases [3]. This step therefore is necessary to establish internal validity. For the sake of this comparison a pivot table was created in MS Excel containing all the categories as row labels, and the three communities as column labels (see Table 5). The data in each cell contain the count of codes for each category in each community. The last column contains the total number of times a category was under discussion for all three communities. The list is arranged in descending order; the category with largest number

[3] As mentioned on page 27 - 28, removing bias is not entirely possible, therefore, the bias can become a legitimate part of the research as long as it is clearly mentioned.

of codes is on the top. The green color of the cell refers to the highest number of codes in the three communities, and the red refer to the lowest.

Table 5
Category wise cross-case comparison of three communities

Categories	Total codes in each category			Grand Total
	Chinioti	Delhi wala	Memon	
Family resources	62	60	107	229
Religious orientation	67	65	71	203
Startup building strategy	42	58	49	149
Family culture	62	54	30	146
Conflict Management	20	71	42	133
Community culture	51	36	41	128
Relationship with employees	33	46	30	109
Social disintegration	11	67	24	102
Welfare orientation	38	25	38	101
Business strategies	36	35	27	98
Family Goodwill, Integrity	26	20	48	94
Entrepreneurial traits	32	29	30	91
Future of Community	17	25	33	75
Business operations	37	22	14	73
Connections and networks	18	23	29	70
Formal Education	10	25	18	53
Personality traits	16	25	3	44
Corruption in the market	4	5	28	37
Succession Planning	15	20	1	36
Market norms	1	8	26	35
Influence of global trends	2	17	14	33
Reasons to be in business	7	9	14	30
Others	20	9	-	29
Goals (Firm)	4	8	10	22
Family-Business nexus	16	2	4	22
Reasons for failure	15	2	5	22
Personal beliefs	16	-	5	21
Govt. and policies	6	8	2	16
Goals (Personal)	4	4	2	10
Community comparison	4	2	1	7
History	-	4	2	6
Negligible failure rate	1	1	4	6
Business feasibility test	-	3	3	6
Career track	-	4	-	4
Capitalist tendencies	-	1	3	4
Intercommunity relationships	3	-	-	3
Work-life balance	-	2	1	3
Business-community nexus	2	-	-	2
Political interest	-	-	2	2
Relocation	2	-	-	2
Involvement in Politics	1	-	-	1
Grand Total	761	795	761	2309

The categories, which were only present in two or less communities, were either given little or no consideration in the process of data analysis. The categories on the top of the list contain key points which were discussed the most. Therefore the top 15 categories were considered to be important than the rest. However significance of a category wasn't just based on how much it was discussed by the respondent, rather its selection creation of a theoretical model was also was influenced by researcher's institution. Categories such as 'reasons for failure', 'personal goals', and community 'comparison' were used in the analysis despite not being referred a lot in the data, but were found to be theoretically significant. Intuition and background of the researcher (Dooley, 2002) in fact played a role in the entire process of inferring and comparing cases, categories and codes to draw parallels, identify differences, co-create the relationship among the concepts, and connecting the dots to develop "an analytic story that has coherence" (Charmaz, 2006).

Shaping Propositions

From the cross-case analysis explained above along with conceptual categories, a causal relationship between different emerging constructs begin to emerge. Eisenhardt (1989) suggests that the "next step of this highly iterative process is to compare systematically the emergent frame with the evidence from each case in order to assess how well or poorly it fits with case datas" (p. 541). The idea is to data and theory is constantly compared with each other, the more the emerging theory is backed by the evidence the more valid it would be considered. This was done by sharpening the definition of constructs and contrasting it with other using supporting evidence, along with their interrelation with each other. Along with explaining what is happening, it's also important to explain why it is happening (Eisenhardt, 1989). Nevertheless the, unlike statistical testing, the process of coming to a conclusion on the emerging theory is based on the judgment of the researcher, therefore it is even more to explain the process and the evidence that lead to the development of constructs, their relationships with each other, and subsequently the emergent theory grounded in that evidence.

Comparison with Extant Literature

Comparing the emerging theory with existing literature helps in finding how similar or different it is from previous researches. If the findings are similar with extant literature then the theory has a "stronger internal validity, wider generalizability, and higher conceptual level" (Eisenhardt, 1989). Dissimilar findings can help in refining the boundaries of existing theories, force researchers to think more creatively and out of the box. Contradictory findings may also force the researcher to reevaluate his own findings and strengthen his findings with more evidence. After comparison with existing literature, the findings were found to be only contextually distinct, though pointing in the same direction. Existing research have been done in a different sociocultural and ideological atmosphere therefore the rationale behind 'how' things are being done was different then what was discovered from the data of the three communities. The context specific rationale, for example, included the spiritual reasons to maintaining and strengthening relationships between family and community members, which adds to the explanation in the existing literature on the subject. If the sociocultural and ideological context is ignored in our research, then the findings of this study are similar to what has already been discovered about similar communities across the world.

Reaching Closure

After interviewing 8 Memon respondents, 9 Delhi Saudagaran and 7 Chinoti Sheikh, followed by triangulation with the documentary material and biographies published in Memon newsletter, Memon Alam magazine, Saudagar magazine and Dr. Amjad's recently published book on Chinioti entrepreneurship, it was inferred that the research questions has been sufficiently answered and no further data would lead to significant addition in the emerging theoretical model. This point in data collection has been referred to as theoretical saturation which occurs when "gathering fresh data no longer sparks new theoretical insights, nor reveals new properties" (Charmaz, 2006) of conceptual categories already found in the data. In words of Eisenhardt (1989) "the iteration process stops when the incremental improvement to the theory is minimal" (p. 545). The story of each respondent was considered a mini-case with the larger case of the community, whose number should be in between 4 to 10, in Eisenhardt (1989)'s view.

Validity and Reliability

To build the confidence of the reader various measures were used, as already explained above. These methods to ensure validity and reliability of findings are different in positivist and interpretive or constructivist paradigm in view of Andrade (2009). The methods used in this study are summarized below in Table 6.

Conclusion

This paper explains the Eisenhardt method to study ethnic communities. The purpose is to provide a guide for future researchers studying entrepreneurship to use Eisenhardt method to build theories in a similar sociocultural context. The paper describes the challenges faced during the stages of collection, processing and analysis of the data and how these challenges were addresses to ensure the validity of the outcome. Yin (2003) has emphasized that each step of the research process should be articulated in detail for future researchers to establish the reliability of the study. However in social constructivist paradigm replication of the same methodology doesn't necessarily ensure exact replication of the outcome, however, various ways suggested by Eisenhardt (discussed in section 4.2) can increase the likelihood of repeatability of results. The outcome of the application of Eisenhardt method was a theoretical model explaining various sociocultural and religious factors shaping the entrepreneurial dynamics in a family-community friendly way. The description of the theoretical model is, however, out of the scope of this paper and will require a separate one to cover all aspects of the model.

Table 6
Methods to ensure validity and reliability used in this study

Test	**Definition (Yin, 2003)**	**Method used in this study**
Construct validity	"Establishing correct operational measures for the concepts being studied"	Using multiple sources of data: (a) transcripts and recordings of in-depth interviews (b) community literature and a book by Dr. Amjad Saqib on Chinioti entrepreneurship (c) direct observation (Andrade, 2009; Eisenhardt, 1989)
Internal Validity	"Establishing causal relationship as distinguished from spurious relationships"	(a) Identify categories through coding process (b) Identify common patterns by comparing codes, categories, their relationships across the three cases (Andrade, 2009)
External Validity	"Establishing the domain to which a study's findings can be generalized"	Contrasting the developed theory and its sociocultural and ideological context with other theories developed inside a different contextual particularity (Andrade, 2009; Eisenhardt, 1989)
Reliability	"Demonstrating that a study can be repeated with the same results"	Explaining the entire process in detail to develop confidence in the reader about the results, however it's possible in a constructivist or interpretive paradigm that a second research may come up with different set of conclusions because of his own unique background (Andrade, 2009).

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