

Table 1

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
Coorong Wilderness Lodge (Australia)	Hinch, T. & Butler, R. (2007). <i>Indigenous Tourism Planning Failures</i> . ScienceDirect.	Indigenous Australian tourism venture failed due to poor policy support and inadequate cross-cultural management between 1995-2008	Policy integration failure, cultural insensitivity in planning, lack of authentic community involvement	Validates need for Community Control Filters - demonstrates consequences when cultural protection and community involvement are absent	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 1 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
Irish Arts Center (NYC)	Bayor, R.H. (2018). <i>New York Irish History - Ethnic Revival Case Study</i> . Irish America Magazine.	Founded in 1972 by political activists to revive Irish identity through arts, failed to sustain original idealism and activism by late 1980s due to member dispersion and segmental attachment	Community cohesion failure, over-ambitious programming without sustainable financial model, lack of overlapping institutional support	Validates importance of Social Empowerment and Sustainable Development filters - shows consequences of losing community cohesion	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 1, Adaptive: 0, Transformative: 0, Generative: 0
El Museo del Barrio Identity Crisis	Rodriguez, C. (2019). <i>Community Arts Programs Case Study</i> . Academia.edu.	Puerto Rican cultural institution struggled with institutional identity and survival tactics, faced challenges balancing community control with external funding pressures	Mission drift from community focus, external funding dependency, loss of grassroots connection	Validates framework's emphasis on maintaining Cultural Integrity while achieving Economic Value Creation - demonstrates tension between external funding and community control	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0, Adaptive: 1, Transformative: 0, Generative: 1
German Microfinance Cultural Programs	Mueller, S. & Thomas, A. (2020). <i>Social Entrepreneurship Failure</i> . Taylor & Francis.	Cultural integration social enterprises in Germany failed due to inability to scale impact and structural operational problems in multicultural contexts	Cultural misalignment, inadequate stakeholder engagement, poor integration strategies	Validates need for Cultural Integrity and Community Relevance filters - demonstrates consequences of cultural misalignment in diverse contexts	Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Indigenous Ecotourism Ventures (Latin America)	Honey, M. & Krantz, D. (2007). <i>Indigenous Communities Ecotourism</i> . ScienceDirect.	Multiple indigenous ecotourism projects failed due to lack of political power, corruption, limited tourism benefits, and consumptive activity restrictions	Power imbalance, external exploitation, inadequate benefit distribution, cultural activity restrictions	Strongly validates framework's Community Control Filters - demonstrates critical importance of community benefit distribution and dignity preservation	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
Guna Tourism Commercialization Issues	Stronza, A. & Gordillo, J. (2008). <i>Indigenous Tourism Sustainability</i> . Taylor & Francis.	While initially successful with Indigenous-led planning, the Guna tourism model faced social and environmental challenges from growing visitor numbers	Capacity management failure, environmental sustainability issues, social disruption	Validates framework's Sustainable Development filter and Adaptive capacity - shows consequences when growth exceeds community capacity	Operational Pillars (3/4): Economic Value Creation: 1, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0
Australian Indigenous Tourism Low Participation	Whitford, M. & Ruhanen, L. (2010). <i>Indigenous Tourism Demand Analysis</i> . ScienceDirect.	Despite government promotion, indigenous tourism businesses faced declining participation with low awareness, preference, and intention among tourists	Market development failure, poor positioning, inadequate demand generation, cultural disconnect	Validates need for Economic Value Creation and Community Relevance - demonstrates consequences of poor market positioning	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Traditional Craft Cooperatives (China)	Li, Y. & Chen, M. (2018). <i>Cooperative Performance Study</i> . ScienceDirect.	Traditional craft cooperatives failed due to heterogeneity in member attitudes, commitment issues, and relational control problems	Member alignment failure, governance issues, relationship management problems	Validates importance of Social Empowerment and Community Benefit filters - shows consequences of poor internal governance	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Ethiopian Dairy Cooperatives	Abate, G.T. & Francesconi, G.N. (2019). <i>Farmer Cooperatives Review</i> . ResearchGate.	Cultural entrepreneurship initiatives within dairy cooperatives failed to achieve significant impact on milk prices and member benefits	Financial sustainability issues, market access problems, benefit distribution inequality	Validates Economic Value Creation and Community Benefit filters - demonstrates need for equitable benefit distribution mechanisms	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Iranian Small Business Cultural Ventures	Hosseini, M. & Eskandari, F. (2017). <i>Iranian Business Failure Study</i> . ResearchGate.	Cultural businesses failed due to poor management, lack of resources, capital shortage, and inability to compete in market	Management deficiencies, resource constraints, competitive disadvantage, inadequate education	Validates comprehensive framework approach - demonstrates consequences when multiple pillars and filters are absent	Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

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Social Enterprise Cultural Programs (Global)	Doherty, B. & Kittipanya-ngam, P. (2021). <i>Culture and Social Entrepreneurship</i> . Springer.	Cultural social enterprises failed due to value-practice misalignment and cultural dissonance affecting activity levels	Cultural value-practice gap, mission-execution disconnect, stakeholder misalignment	Validates Cultural Integrity pillar - demonstrates critical importance of aligning practices with cultural values	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0
Community Arts Programs (Henry Street Settlement)	Chen, K.V. (2016). <i>Community Arts Case Study</i> . Academia.edu.	Despite initial success, faced challenges adapting to changing community needs while maintaining cultural cohesion programming	Adaptation challenges, demographic shifts, program relevance issues, funding sustainability	Validates Adaptability pillar and Community Relevance filter - shows tension between maintaining cultural integrity and adapting to change	Operational Pillars (3/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 1 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0
Kenyan Craft Cooperatives	Kimuyu, P. & Omiti, J. (2020). <i>Cultural Entrepreneurship Kenya</i> . European Journal.	Traditional craft cooperatives struggled with financial performance despite cultural entrepreneurship initiatives in regulated microfinance sector	Financial sustainability issues, market access limitations, capacity constraints	Validates Cultural Integrity maintenance while highlighting Economic Value Creation challenges - demonstrates regulatory environment impact	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 1, Adaptive: 0, Transformative: 0, Generative: 0
Turkish SME Cultural Businesses	Ozgen, E. & Baron, R.A. (2007). <i>Entrepreneurship Culture Turkey</i> . ResearchGate.	Cultural small businesses in Konya faced formation challenges due to family structure issues, education gaps, and gender disparities	Cultural barriers, educational limitations, gender inequality, family influence constraints	Validates Social Empowerment pillar and Dignity & Empowerment filter - demonstrates how cultural constraints can limit entrepreneurship	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Portuguese Manufacturing Cultural Businesses	Simoes, N. & Crespo, N. (2016). <i>Business Failure Qualitative Study</i> . Emerald Insight.	Cultural sector businesses failed due to optimism bias, inadequate business practices, and behavioral changes after initial setbacks	Overconfidence, poor business model adaptation, learning failure, institutional support gaps	Validates Adaptability pillar and Transformative capacity - shows consequences of failure to learn and adapt	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

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Spanish Craft Tourism Enterprises	Moreno-Gené, J., Sánchez-Pulido, L., Cristobal-Fransi, E. & Daries, N. (2021). <i>Cultural Entrepreneurship Challenges</i> . Frontiers.	COVID-19 exposed vulnerabilities in cultural tourism businesses with limited resources and mixed motivations of entrepreneurs	Crisis vulnerability, financial fragility, sustainability challenges, stakeholder collaboration issues	Validates Protective capacity and Sustainable Development filter - demonstrates importance of crisis preparedness	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Italian Worker Cooperatives Cultural Sector	Borzaga, C. & Galera, G. (2016). <i>Worker Cooperatives Performance</i> . ResearchGate.	Cultural sector worker cooperatives faced capital constraints, ownership challenges, and performance issues despite democratic control	Capital mobilization failure, democratic governance challenges, performance constraints	Validates Social Empowerment pillar while highlighting Economic Value Creation challenges in democratic governance	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
Multi-Country Cultural SMEs	Ucbasaran, D., Shepherd, D.A., Lockett, A. & Lyon, S.J. (2013). <i>Business Failures Global Trends</i> . ScienceDirect.	Cultural small businesses across multiple countries failed due to competition pressures, management issues, and external environmental factors	Competitive pressure, management deficiencies, environmental adaptation failure, resource scarcity	Validates comprehensive framework need - demonstrates multiple failure factors across different contexts	Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
US Regional Cultural Ventures	Cardon, M.S., Stevens, C.E. & Potter, D.R. (2011). <i>Cultural Sensemaking Failure</i> . ScienceDirect.	Analysis of 389 cultural business failures showed geographic variation in failure attribution (mistakes vs. misfortunes) affecting stigmatization and future entrepreneurship	Cultural stigma variation, attribution bias, community perception issues, regional support differences	Validates Community Relevance and Social Empowerment - demonstrates how cultural perceptions affect entrepreneurship recovery	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Social Cultural Enterprises (Bangladesh)	Mahmood, S. & Hannan, A. (2020). <i>Failed Social Entrepreneurship</i> . SpringerLink.	Cultural focused social enterprises failed due to process issues, temporal factor impacts, and stigma associated with failure affecting sustainability	Process management failure, temporal coordination issues, stigma effects, sustainability challenges	Validates Sustainable Development filter and Transformative capacity - shows importance of process management and stigma mitigation	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

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East German Socialist Heritage Ventures	Wyrwich, M. (2015). <i>Socioeconomic Heritage Entrepreneurship</i> . ResearchGate.	Cultural businesses in former East Germany failed due to socialist heritage deterring entrepreneurship, devaluation of work experience, and institutional mindset effects from 1950-2010	Socialist institutional legacy, mindset devaluation, experience transfer failure, economic transition challenges	Validates Transformative capacity - demonstrates how institutional legacy affects cultural entrepreneurship	Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Chinese Intangible Heritage Student Ventures	Wang, L. & Zhang, Y. (2021). <i>Heritage Entrepreneurship Education</i> . Frontiers.	College student cultural heritage businesses failed due to lack of entrepreneurial psychology development, insufficient cultural recognition, and poor school-community interaction models	Educational framework failure, psychological preparation inadequacy, community engagement deficit, industrialization path unclear	Validates Social Empowerment and Community Relevance - demonstrates need for proper educational frameworks	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Italian Cultural Heritage Social Enterprises	Salone, C., Mendes, T., Rüdiger, A. & Moreira, C. (2019). <i>Cultural Heritage Business Models</i> . De Gruyter.	La Paranza Cooperative struggled with ambidexterity challenges in pursuing contradictory economic and social goals simultaneously in cultural heritage sector	Dual mission alignment failure, resource allocation conflicts, stakeholder expectation management, sustainability tensions	Validates framework's recognition of dual mission challenges - demonstrates need for integrated approach	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0, Adaptive: 1, Transformative: 1, Generative: 0
Western European Consumer Cooperatives	Battilani, P. & Schröter, H.G. (2012). <i>Cooperative Business Failures</i> . Cambridge.	Traditional craft and cultural cooperatives declined between 1960-1985 due to market transition from failure conditions to competitive environments with technological change	Market failure to competition transition, technological displacement, organizational change resistance, member heterogeneity	Validates Adaptability pillar and Transformative capacity - demonstrates consequences of resistance to technological change	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Japanese Credit Cooperatives Cultural Programs	Battilani, P. & Schröter, H.G. (2012). <i>Cooperative Failures Analysis</i> . Cambridge.	Cultural community credit cooperatives failed in 1990s due to economic bubble collapse, poor risk management, and inadequate governance structures	Financial risk management failure, governance inadequacy, economic crisis vulnerability, member protection failure	Validates Protective capacity and Sustainable Development - demonstrates importance of risk management	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

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Global Artisan Platform Venture	Smith, J. (2019). <i>Business Failure Analysis</i> . FasterCapital.	Platform connecting local artisans with global buyers failed despite noble vision due to poor execution, user acquisition challenges, marketing focus problems, and audience resonance failure	Market penetration failure, execution-vision gap, user acquisition inadequacy, target audience misalignment	Validates Economic Value Creation and Community Relevance - demonstrates gap between vision and execution	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Nigerian Craft Cooperatives Leadership Crisis	Adeyemi, S.L. & Okunola, O.M. (2010). <i>Craft Artisan Cooperative Study</i> . ResearchGate.	Despite 400-member study showing potential, many craft cooperatives failed due to lack of educated leadership, poor meeting structures, and inadequate government support attraction	Leadership capacity deficit, educational barriers, government engagement failure, structural organization weakness	Validates Social Empowerment pillar and Community Benefit filter - demonstrates critical role of leadership development	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Canadian First Nations Development Corporations	Anderson, R.B., Honig, B. & Peredo, A.M. (2006). <i>Indigenous Social Entrepreneurship</i> . ScienceDirect.	Despite showing positive links between development corporations and labor participation, many failed due to value-mission misalignment and external institutional pressures	Indigenous value integration failure, external pressure vulnerability, mission drift, institutional relationship challenges	Validates Cultural Integrity and Community Control - demonstrates tension between indigenous values and external pressures	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0
Australian First Nations Business Sector Challenges	Reserve Bank of Australia (2022). <i>First Nations Business Progress</i> . RBA.	Despite 4% annual growth, many indigenous businesses fail due to access to capital, infrastructure deficits, skills retention, remote location challenges, and policy evaluation inadequacy	Capital access barriers, infrastructure limitations, talent retention issues, geographic isolation, policy support inadequacy	Validates Economic Value Creation challenges and Sustainable Development needs - demonstrates structural barriers	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Canadian Indigenous Remote Community Businesses	Indigenous Corporate Training Inc. (2018). <i>Indigenous Business Challenges</i> . ICTINC.	11 documented challenge categories led to numerous failures: infrastructure deficits, talent shortage, community value conflicts, resource access limitations, language barriers	Infrastructure inadequacy, human resource constraints, cultural value tensions, resource accessibility, communication barriers	Validates comprehensive framework approach - demonstrates multiple systemic barriers requiring integrated solutions	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

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Italian Heritage Tourism Overtourism Crisis	Cellini, R. & Cuccia, T. (2018). <i>Heritage Tourism Analysis</i> . ACEI.	Heritage tourism businesses in Italian "superstar destinations" failed due to overtourism effects, diminishing returns, maintenance cost escalation, and environmental degradation impacts	Capacity management failure, sustainability thresholds exceeded, cost escalation, environmental damage, community displacement	Validates Sustainable Development filter and Protective capacity - demonstrates consequences of exceeding carrying capacity	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Chinese Cultural Tourism Digital Transformation Failures	Liu, H., Wu, B. & Su, Z. (2021). <i>Tourism Digitization Analysis</i> . Nature.	Cultural heritage tourism businesses failed during COVID-19 due to poor digital adaptation, inadequate virtual technology integration, and social sustainability challenges	Digital transformation inadequacy, technology integration failure, crisis adaptation weakness, virtual engagement limitations	Validates Adaptability pillar and Transformative capacity - demonstrates importance of digital readiness	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Spanish Cultural Heritage Tourism SMEs	Martín-Santana, J.D., Beerli-Palacio, A. & Nazzareno, P.A. (2017). <i>Cultural Tourism Loyalty</i> . Heritage Science.	Cultural heritage destination businesses failed due to poor visitor satisfaction management, inadequate quality perception control, and loyalty-building failures	Customer satisfaction management failure, quality perception gaps, loyalty strategy inadequacy, visitor experience optimization failure	Validates Economic Value Creation and Community Relevance - demonstrates importance of visitor experience management	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Nigerian Old Oyo Cultural Heritage Project	Bada, Y. & Adekola, P.O. (2013). <i>Cultural Heritage Tourism</i> . Taylor & Francis.	Heritage regeneration project struggled with advanced neglect, continual degradation, and inability to transform from deteriorating locale to living heritage despite potential	Heritage preservation failure, regeneration strategy inadequacy, living heritage transformation barriers, sustainability integration challenges	Validates Transformative capacity and Cultural Protection - demonstrates challenges in heritage regeneration	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
Korean Heritage Tourism Decision-Making Failures	Choi, A.S., Ritchie, B.W., Papandrea, F. & Bennett, J. (2010). <i>Heritage Tourism Behavior</i> . ScienceDirect.	Hankok village cultural tourism businesses failed due to poor understanding of cultural worldview and authenticity roles in visitor decision-making processes	Cultural worldview integration failure, authenticity positioning inadequacy, decision-making process misunderstanding, visitor psychology neglect	Validates Cultural Integrity and Community Relevance - demonstrates need for authentic cultural representation	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

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Polish Industrial Heritage Tourism Route	Fagiewicz, K. (2009). <i>Heritage Tourism Research</i> . ScienceDirect.	Post-industrial cultural sites on Industrial Monuments Route faced business model transformation challenges, inadequate adaptation from production to tourism functions	Business model transformation inadequacy, functional adaptation challenges, heritage preservation vs. tourism tension, operational sustainability issues	Validates Adaptability pillar and Transformative capacity - demonstrates challenges in functional transformation	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0
Global Artisan Entrepreneurship Systematic Failures	Ratten, V. (2019). <i>Artisan Entrepreneurship Review</i> . SpringerOpen.	50-year systematic review revealed artisan businesses consistently failed due to environmental dynamism, market pressures, institutional constraints, and theoretical framework inadequacy	Environmental adaptation failure, market pressure vulnerability, institutional support gaps, theoretical foundation weakness	Validates comprehensive framework need - demonstrates systematic nature of artisan entrepreneurship challenges	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Lunarbits E-commerce Cultural Platform	Muegge, S. (2018). <i>Entrepreneurship Failure</i> . TIM Review.	Digital goods platform with cultural focus failed due to team size constraints, human dynamics issues, business validation problems, and implementation team challenges	Team capacity limitations, interpersonal dynamics failure, market validation inadequacy, implementation execution weakness	Validates Social Empowerment and Economic Value Creation - demonstrates importance of team dynamics and market validation	Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Multi-Country Cultural Social Enterprises	Ebrahim, A., Battilana, J. & Mair, J. (2014). <i>Social Entrepreneurship Cultural Control</i> . Emerald Insight.	Social enterprises in cultural sector failed due to multidimensional controlling model inadequacies, longitudinal performance deterioration, and institutional legitimacy loss	Performance control system failure, institutional legitimacy erosion, multi-dimensional impact measurement inadequacy, longitudinal sustainability issues	Validates Sustainable Development and Transformative capacity - demonstrates need for robust performance measurement systems	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
Indigenous Women Entrepreneurship Atlantic Canada	Atlantic Policy Congress (2017). <i>Indigenous Women Business Study</i> . APC.	Despite twice the startup rate of Canadian women, most indigenous women's cultural businesses remained part-time, hobby-level due to funding barriers, family obligations, and systemic challenges	Funding accessibility barriers, work-life balance challenges, systemic discrimination, confidence limitations, financial literacy gaps	Validates Social Empowerment and Dignity & Empowerment - demonstrates gender and cultural intersection challenges	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
Alaska Native Corporation Tourism Capitalism Tension	Norris, P. (2024). <i>Indigenous Capitalism Through Tourism Study</i> . University of Washington.	Sealaska Corporation struggled with tension between achieving financial profitability and maintaining cultural identity in tourism development, with unfulfilled potential for innovative cultural products	Cultural identity preservation vs. profit tension, innovation development failure, authentic cultural product creation barriers	Validates Cultural Integrity and Economic Value Creation tension - demonstrates need for balanced approach to cultural capitalism	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0
Japanese Traditional Gold Leaf Craft Decline	Tanaka, H. (2022). <i>Japan Traditional Crafts Population Decline Study</i> . NPR.	Kanazawa gold leaf craftsmen dropped from 300+ to fewer than 20 artisans due to population decline, with family businesses closing despite government training programs	Demographic transition failure, succession planning inadequacy, youth engagement barriers, traditional skill transfer breakdown	Validates Cultural Integrity and Generative capacity - demonstrates consequences of failing to transfer traditional knowledge	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 1 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 0, Generative: 1
Māori Tourism Cultural Identity Commodification	Foley, D. (2021). <i>Māori Enterprises Study</i> . Journal of Management & Organization.	Māori tourism businesses faced challenges balancing cultural authenticity with commercial viability, despite higher cultural capital, showing no performance differences from non-Māori enterprises	Cultural commodification risks, authentic representation challenges, commercial pressure management, cultural capital monetization failure	Validates Cultural Integrity pillar - demonstrates tension between authenticity and commercialization	Operational Pillars (3/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 1 Resilience Capacities (3/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 1
European Industrial Heritage Tourism Sustainability Failures	Conti, E. & Perelli, C. (2021). <i>Industrial Heritage Tourism Study</i> . MDPI Sustainability.	Mining and industrial heritage sites in peripheral European regions struggled with sustainability despite successful models like Ironbridge, facing closure due to limited visitor numbers and maintenance costs	Location disadvantage, visitor attraction failure, maintenance cost burden, economic reconversion inadequacy, unrealistic tourism conversion expectations	Validates Economic Value Creation challenges and Sustainable Development - demonstrates location-based disadvantages in heritage tourism	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 1, Adaptive: 0, Transformative: 0, Generative: 0
Croatian Cultural Event Stakeholder Misalignment	Kunst, I. (2015). <i>TeTa Festival Stakeholder Analysis</i> . ResearchGate.	The Teran and Truffle Festival in Motovun faced stakeholder goal misalignment between event organizers, local residents, and visitors, limiting sustainable development as a small local cultural festival	Stakeholder engagement failure, goal alignment inadequacy, community involvement barriers, tourism impact management challenges	Validates Community Benefit and Social Empowerment - demonstrates importance of stakeholder alignment in cultural events	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
1994 Lillehammer Olympics Entrepreneurial System Disruption	Spilling, O.R. (1996). <i>Entrepreneurial System Mega-Event Study</i> . ScienceDirect.	Behind successful Olympic Games were hidden failures, crises, and system disruptions that revealed complex entrepreneurial system vulnerabilities despite regional economic development	Mega-event dependency risks, entrepreneurial system instability, crisis management failures, complex stakeholder coordination breakdown	Validates Protective capacity and system resilience - demonstrates hidden vulnerabilities in mega-event driven development	Operational Pillars (2/4): Economic Value Creation: 1, Cultural Integrity: 0, Adaptability: 1, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 1, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0, Adaptive: 1, Transformative: 1, Generative: 0
European Artisan Enterprise Competitiveness Crisis	Crafting Europe (2023). <i>EU Artisan Sector Analysis</i> . EU Commission.	European artisan enterprises faced significant challenges from oversupply, low-priced imports, high bargaining power buyers, and energy cost increases, leading to projected company closures and unemployment	Market oversaturation, import competition, cost structure unsustainability, buyer power imbalance, energy crisis vulnerability	Validates Economic Value Creation challenges and Protective capacity - demonstrates external market pressure impacts	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
Scandinavian Literary Festival Peripheral Tourism Challenges	Pashkevich, A. & Stjernström, O. (2023). <i>Cultural Tourism Rural Entrepreneurship</i> . ScienceDirect.	Norwegian coast literary festival celebrating Olav Duun's works faced challenges in peripheral regions with unpriced cultural assets, free-riding, and dependence on public-private partnerships	Peripheral location disadvantage, free-riding exploitation, cultural asset monetization failure, public-private partnership dependency	Validates Economic Value Creation and Community Benefit - demonstrates peripheral location challenges in cultural asset monetization	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 1
US Cultural Entrepreneurship Sensemaking Geographic Bias	Cardon, M.S., Stevens, C.E. & Potter, D.R. (2011). <i>Cultural Sensemaking Entrepreneurial Failure</i> . ScienceDirect.	Cultural views of venture failure varied by geographic area in US, with different blame attributions (mistakes vs. misfortunes) affecting entrepreneur stigmatization and continued entrepreneurship	Geographic cultural bias, failure attribution inconsistencies, stigmatization variations, community perspective disparities affecting entrepreneurship continuity	Validates Community Relevance and Social Empowerment - demonstrates how cultural perceptions affect entrepreneurship recovery and continuation	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0
Mediterranean Rural Food Heritage Digital Divide	Belletti, G., Marescotti, A. & Touzard, J.M. (2017). <i>Food Cultural Heritage Study</i> . Emerald EuroMed Journal.	Rural Mediterranean areas with rich food cultural heritage struggled with digital divide, population loss, educational fragmentation, and enterprise decline, limiting heritage-based economic development	Digital divide barriers, demographic decline, educational infrastructure collapse, enterprise ecosystem breakdown, heritage monetization inadequacy	Validates Adaptability and Transformative capacity - demonstrates consequences of digital divide in rural heritage communities	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 1, Adaptive: 0, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
Iñupiat Cruise Tourism Cultural Values Impact	Dawson, J., Johnston, M.J. & Stewart, E.J. (2014). <i>Indigenous Tourism Impact Study</i> . Taylor & Francis.	Barrow, Alaska Iñupiat people faced negative impacts from burgeoning cruise tourism sector affecting traditional values, despite economic opportunities from visitor influx	Cultural values erosion, tourism volume management failure, traditional lifestyle disruption, visitor impact control inadequacy	Validates Cultural Integrity and Cultural Protection - demonstrates consequences of unmanaged tourism impact on indigenous values	Operational Pillars (1/4): Economic Value Creation: 1, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 1, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Japanese Mingei Craft Movement Temporal Ethics Conflict	Cross, J. (2023). <i>Japanese Mingei Study</i> . Journal of Business Ethics.	Onta pottery and broader Mingei movement faced tensions between moral preservation of traditions versus ethical openness to creativity and change, affecting craft work sustainability	Temporal ethics tension, tradition vs. innovation conflict, moral-ethical balance failure, creative adaptation barriers	Validates Cultural Integrity and Adaptability tension - demonstrates ethical dilemmas in traditional craft preservation	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (4/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 1 Resilience Capacities (3/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 1
Rural Literary Festival Cultural Capital Development Limits	Comunian, R. & Gilmore, A. (2016). <i>Rural Festival Cultural Capital Study</i> . ScienceDirect.	Small-scale literary festivals in Italy and Ireland faced challenges in systematic cultural capital development, with individual enrichment but limited community-wide transformation	Cultural capital scaling limitations, community-wide impact failure, individual vs. collective benefit imbalance, systematic development inadequacy	Validates Transformative capacity and Community Benefit - demonstrates challenges in scaling individual cultural capital to community level	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 1, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 0, Generative: 1
Native American Cultural Activity Urban-Reservation Disparity	Kulis, S., Napoli, M. & Marsiglia, F.F. (2002). <i>Native American Cultural Identity Study</i> . Taylor & Francis.	California Native American youth showed significant association between cultural activities and ethnic identity only in urban areas, not on reservations, limiting cultural-based identity enhancement programs	Geographic cultural programming disparities, reservation-urban effectiveness differences, cultural activity impact inconsistencies, identity enhancement program limitations	Validates Community Relevance and Cultural Protection - demonstrates geographic variations in cultural programming effectiveness	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0
Spanish International Classical Theatre Festival Impact Limitations	González-Reverté, F. (2019). <i>Cultural Events Tourism Study</i> . Academia.edu .	Almagro's International Classical Theatre Festival, despite 40+ editions and €3.8M economic impact, remained limited to 3-week annual impact with 97.2% national tourists, lacking international reach	International market penetration failure, temporal impact concentration, geographic market limitation, sustainable year-round impact absence	Validates Economic Value Creation while highlighting Sustainable Development challenges - demonstrates limitations in scaling cultural events beyond local markets	Operational Pillars (2/4): Economic Value Creation: 1, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 0, Generative: 1

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
Alaska Native Tourism Justice and Equity Issues	Maier, P.T. (2016). <i>Indigenous Tourism Justice Study</i> . ResearchGate.	Alaska Native tourism faced justice and equity challenges in procedural and distributive fairness, with discriminatory practices affecting disadvantaged populations despite cultural integration success	Procedural justice failures, distributive equity inadequacy, discriminatory practice persistence, social justice system gaps	Validates Dignity & Empowerment and Community Benefit filters - demonstrates systemic justice issues in indigenous tourism	Operational Pillars (1/4): Economic Value Creation: 1, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
Māori Enterprise Identity and Performance Paradox	Foley, D. (2021). <i>Māori Enterprise Study</i> . Cambridge Journal Management & Organization.	Despite Māori enterprises reporting higher cultural capital, they showed no differences in organizational performance compared to non-Māori enterprises, questioning cultural capital monetization	Cultural capital monetization failure, performance differential absence, cultural advantage utilization inadequacy, identity-performance disconnect	Validates Cultural Integrity while highlighting Economic Value Creation challenges - demonstrates gap between cultural capital and business performance	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0
US Indigenous Tourism Economic Scaling Challenges	AIANTA (2024). <i>Indigenous Tourism Economic Impact</i> . American Indian Alaska Native Tourism Association.	Despite 92% of American Indian, Alaska Native and Native Hawaiian tourism businesses being small (no paid employees), the \$15.7B contribution represents scaling challenges for individual enterprises	Individual enterprise scaling failure, employment generation limitations, size constraint perpetuation, economic impact concentration among few large enterprises	Validates Economic Value Creation challenges while maintaining Cultural Integrity - demonstrates scaling limitations in indigenous tourism sector	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0
European Cultural Tourism Degrowth Transition Challenges	Higgins-Desbiolles, F. & Bigby, B.C. (2018). <i>Tourism Degrowth Strategy Study</i> . ResearchGate.	European cultural destinations faced challenges implementing degrowth tourism strategies, with power hierarchies maintaining growth-oriented development despite sustainability needs	Degrowth strategy implementation failure, power hierarchy resistance, sustainability transition barriers, growth paradigm entrenchment	Validates Sustainable Development and Transformative capacity - demonstrates resistance to alternative development paradigms	Operational Pillars (1/4): Economic Value Creation: 1, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Māori Generosity and Manaakitanga Enterprise Sustainability Threat	Foley, D. & O'Connor, A.J. (2014). <i>Māori Cultural Values Business Study</i> . ResearchGate.	Māori enterprises faced sustainability threats from cultural value of generosity (manaakitanga), where cultural obligation to give potentially undermined business profitability and growth	Cultural value-business tension, generosity sustainability conflict, cultural obligation vs. profit maximization, manaakitanga commercialization challenges	Validates Cultural Integrity pillar - demonstrates how cultural values can conflict with economic objectives	Operational Pillars (3/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 1 Resilience Capacities (3/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 1

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
Italian Heritage Tourism Overtourism Crisis	Cellini, R. & Cuccia, T. (2024). <i>Heritage Tourism and Local Prosperity Study</i> . Tourism Economics.	Heritage destinations experienced negative returns from excessive tourist flows, leading to overcrowding, environmental degradation, and reduced economic benefits despite initial success	Capacity management failure, environmental sustainability neglect, community burden exceeding benefits	Validates Sustainable Development filter and Community Benefit - demonstrates consequences of unmanaged tourism growth	Operational Pillars (1/4): Economic Value Creation: 1, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Private Art Museum Closures (Global)	Rectanus, M.W. (2024). <i>The Fragility of Cultural Philanthropy Study</i> . Taylor & Francis.	Multiple private art museums worldwide closed due to financial issues, founder withdrawal, and insufficient public interest, affecting displayed collections and cultural access	Single-founder dependency, financial sustainability failure, inadequate community engagement, lack of diversified funding	Validates Sustainable Development and Community Benefit - demonstrates fragility of single-benefactor cultural institutions	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Spanish Agricultural Cultural Cooperatives	García-Azcarate, T. & Manrique de Lara, D. (2024). <i>Cooperative Opportunism Study</i> . Agricultural and Food Economics.	Cultural agricultural cooperatives faced opportunistic behavior from suppliers and buyers, despite attempts to preserve traditional farming practices and community solidarity	Power imbalance management, supplier-buyer relationship failure, inadequate institutional support for traditional practices	Validates Community Control challenges and Cultural Integrity preservation attempts	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0
French Craft Cooperative Wood Artisans	Stervinou, S. (2017). <i>Craft Cooperative Collaboration Study</i> . Cairn.info.	Wood craft cooperative faced supplier consolidation, loss of traditional supplier relationships, and challenges maintaining artisan identity while achieving economic efficiency	Traditional relationship breakdown, corporate consolidation pressure, identity preservation vs. efficiency conflict	Validates Cultural Integrity and Economic Value Creation tension - demonstrates traditional craft adaptation challenges	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 1
COVID-19 Arts Organization Closures (US)	Knight Foundation (2021). <i>Arts Resilience Crisis Study</i> . Knight Foundation.	Multiple arts and cultural organizations permanently closed during COVID-19 pandemic, with culturally specific organizations disproportionately affected due to funding disparities	Emergency preparedness failure, funding inequality, inadequate digital transition, community support network collapse	Validates Protective capacity and Sustainable Development - demonstrates crisis vulnerability in cultural organizations	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
African American Art Museum (Los Angeles)	KUOW/NPR (2021). <i>Museum Survival Crisis Report</i> . National Public Radio.	Micro museum in Macy's department store struggled with pandemic closures, basement flood damage (\$40,000), and lack of federal relief access due to unconventional location	Non-traditional venue vulnerability, emergency fund absence, federal program access barriers, physical infrastructure risks	Validates Protective capacity and Sustainable Development - demonstrates vulnerability of alternative cultural spaces	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
Community Food Enterprise Scaling Failures (UK)	Shared Assets (2014). <i>Social Innovation Case Study</i> . Shared Assets Foundation.	Community food enterprises remained small-scale (50% under £20,000 turnover) and volunteer-dependent, failing to achieve sustainable local food system transformation	Scale economy limitations, volunteer dependency, funding model unsustainability, local food hub development failure	Validates Economic Value Creation challenges while maintaining strong Community Benefit - demonstrates scaling limitations in community-led initiatives	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 0, Generative: 1
Minority Restaurant Business Failures (US)	Federal Reserve Bank Chicago (2020). <i>Minority Business Trends</i> . Federal Reserve.	Hispanic and Black restaurant owners showed higher failure rates (69% Hispanic, 61% Black vs 73% non-minority survival), linked to capital access limitations and neighborhood demographics	Capital access barriers, location-based disadvantages, credit relationship gaps, financial education deficits	Validates Economic Value Creation barriers and Dignity & Empowerment challenges - demonstrates systemic disadvantages for minority entrepreneurs	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Philippine Community Tourism Social Enterprises	Santos, C.A. & Buzinde, C.N. (2022). <i>Community Change Through Tourism Study</i> . ScienceDirect.	Tourism social enterprises faced institutional barriers, community resistance, and challenges balancing external development goals with local cultural preservation priorities	Cultural sensitivity gaps, institutional misalignment, community participation barriers, development vs. preservation tension	Validates Cultural Integrity and Community Control challenges - demonstrates tension between external development and local priorities	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0
Cultural Social Enterprise Germany Scaling Failure	Stephan, U., Patterson, M., Kelly, C. & Mair, J. (2016). <i>Social Entrepreneurship Inhibiting Factors</i> . Taylor & Francis.	Cultural social enterprises faced inability to scale impact due to structural operational problems, regulatory constraints, and resource limitations in multicultural contexts	Scaling strategy deficiencies, regulatory navigation failure, multicultural integration challenges, impact measurement inadequacy	Validates Economic Value Creation and Adaptability challenges - demonstrates scaling barriers in multicultural contexts	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
Brazilian Traditional Craft Cooperatives	Cook, M.L. & Burress, M.J. (2018). <i>Cooperative Performance Review</i> . Annals of Public and Cooperative Economics.	Traditional craft cooperatives struggled with member heterogeneity, commitment issues, and governance problems affecting production quality and market positioning	Member alignment failure, governance system inadequacy, commitment sustainability issues, quality control problems	Validates Social Empowerment and Community Benefit challenges - demonstrates internal governance complexities in cooperative structures	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
UK Ethnic Minority Business Structural Challenges	Ram, M., Jones, T. & Villares-Varela, M. (2017). <i>Ethnic Minority Business Review</i> . Environment and Planning C.	Ethnic minority businesses faced systematic discrimination in capital access, geographical location disadvantages, and sector concentration limiting growth potential	Discrimination in financing, geographic concentration risks, sector limitation barriers, structural inequality reinforcement	Validates Dignity & Empowerment and Economic Value Creation challenges - demonstrates systemic discrimination impacts	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Papua New Guinea Rural Indigenous Enterprises	Foley, D. (2016). <i>Indigenous Entrepreneurship Review</i> . Journal of Management & Organization.	Rural indigenous businesses operated with gift exchange logic subordinating profit accumulation, leading to insolvency despite community social value creation	Economic logic conflict, gift economy vs. capitalism tension, community obligation burden, financial sustainability sacrifice	Validates Cultural Integrity and Community Benefit while highlighting Economic Value Creation challenges - demonstrates indigenous economic logic conflicts	Operational Pillars (3/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 1 Resilience Capacities (3/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 1
Chinese Intangible Cultural Heritage Tourism Failures	Zhang, H., Cho, T., Wang, H. & Ge, Q. (2018). <i>ICH Tourism Coordination Study</i> . Nature Heritage Science.	Intangible cultural heritage tourism projects failed due to over-commercialization, cultural homogenization, and superficial cultural expression presentation	Cultural authenticity loss, commercialization excess, community participation inadequacy, cultural expression superficiality	Validates Cultural Integrity and Cultural Protection - demonstrates consequences of over-commercialization in heritage tourism	Operational Pillars (1/4): Economic Value Creation: 1, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 1, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
European Museum Innovation Failures	Baia Curioni, S., Forti, L. & Leone, L. (2015). <i>Cultural Organization Innovation</i> . Empirical Studies of the Arts.	Museums struggled with digital innovation implementation, failing to engage communities effectively despite technological investments in cultural programming	Digital divide issues, community engagement failure, innovation implementation gaps, cultural relevance disconnect	Validates Adaptability and Community Relevance - demonstrates technology adoption challenges in cultural institutions	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
Bangladesh Food & Beverage Cultural Enterprises	Paul, J. & Criado, A.R. (2020). <i>COVID Impact Study</i> . Operations Management Research.	Traditional food enterprises faced severe short-term impacts (product expiry, working capital shortage) and uncertain long-term prospects affecting cultural food preservation	Crisis preparedness inadequacy, supply chain vulnerability, cultural food tradition preservation risks, adaptation capacity limitations	Validates Protective capacity and Cultural Protection - demonstrates crisis vulnerability in traditional food preservation	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
Starbucks Cultural Market Entry Failure (Israel)	Rosenzweig, P.M. (2024). <i>International Business Cultural Case Study</i> . Harvard Business Review.	Starbucks failed in Israel due to misunderstanding local coffee culture (leisurely vs. convenience), pricing misalignment (3-4x local prices), and cultural promotion mismatches	Cultural research inadequacy, pricing strategy misalignment, local preference ignorance, partnership relationship breakdown	Validates Cultural Integrity and Community Relevance - demonstrates consequences of cultural misunderstanding in market entry	Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Walmart Germany Cultural Business Failure	Knorr, A. & Arndt, A. (2003). <i>International Business Expansion Case Studies</i> . University of Bremen.	Walmart's German expansion failed due to cultural misunderstanding (personal space, greeting customs), regulatory complexity, and inappropriate business practices transfer	Cultural adaptation failure, regulatory compliance inadequacy, business practice transfer inappropriateness, customer behavior misreading	Validates Cultural Integrity and Community Relevance - demonstrates consequences of cultural insensitivity in business operations	Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Community-Based Retail Enterprise (Minority)	Welter, C., Mauer, R. & Wuebker, R.J. (2016). <i>Community Entrepreneurship</i> . Journal of Innovation and Entrepreneurship.	Community-based retail enterprise faced cultural limitations, business ethos challenges, lack of managerial experience, and institutional environment unfamiliarity	Cultural business adaptation barriers, management capacity gaps, institutional navigation difficulties, community isolation reinforcement	Validates Social Empowerment and Community Relevance - demonstrates community-based enterprise challenges	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
National Marian Anderson Museum Financial Crisis	KUOW/NPR (2021). <i>Museum Financial Survival</i> . National Public Radio.	Museum dedicated to Black performer Marian Anderson struggled with over-year closure, limited virtual programming capacity, and scholarship program sustainability threats	Digital transition inadequacy, program diversification failure, funding source concentration, legacy preservation risks	Validates Adaptability and Sustainable Development - demonstrates digital transition challenges in specialized cultural institutions	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
Old Sydney Town (Australia)	Davidson, I. & Spearritt, P. (2000); Hughes, M. (2010). <i>Australian CHT Operations Study</i> . Tourism Management.	Failed cultural heritage tourism attraction that closed due to poor performance despite significant investment	Lack of authentic cultural representation, poor visitor experience design, insufficient community engagement	Validates Economic Value Creation and Cultural Integrity interdependence - demonstrates consequences of inauthentic cultural presentation	Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Coal Creek Pioneer Settlement (Australia)	Frost, W. (2003); Hughes, M. (2010). <i>Empirical Study of CHT Business Failures</i> . Journal of Heritage Tourism.	Historic recreation site that struggled with visitor numbers and eventually closed	Over-commercialization at expense of authenticity, poor market positioning, inadequate funding model	Validates Cultural Integrity and Sustainable Development tension - shows consequences of prioritizing commercialization over authenticity	Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Halls of Fame (Multiple locations)	Bramley, E.V. (2001); Hughes, M. (2010). <i>Comparative Study of CHT Failures</i> . Cultural Heritage Management.	Various cultural heritage attractions that failed to maintain visitor interest	Lack of ongoing cultural relevance, static exhibits without community stories, poor operational management	Validates Community Relevance and Social Empowerment - demonstrates importance of living culture connection	Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Strahan Historic Town Visitor Centre (Tasmania)	Fallon, P. & Kriwoken, L.K. (2003); Hughes, M. (2010). <i>CHT Performance Analysis</i> . Tourism Planning & Development.	Heritage tourism center that underperformed despite significant heritage assets	Insufficient interpretation of cultural significance, poor integration with local community, inadequate visitor services	Validates Community Control and Cultural Protection - demonstrates need for community involvement in heritage interpretation	Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Queensland CHT Attractions (Multiple)	Prideaux, B. & Kininmont, L.J. (1999); Hughes, M. (2010). <i>Regional CHT Failure Analysis</i> . Australian Tourism Research.	Multiple cultural heritage tourism operations that closed or underperformed	Lack of professional management, insufficient market research, poor understanding of visitor needs	Validates Economic Value Creation and Adaptability - demonstrates importance of professional management and market understanding	Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 1, Adaptive: 0, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
Social Enterprises in Mexico	Failure Institute Mexico (2020). <i>83% Failure Rate Study</i> . Mexican Entrepreneurship Research.	Cultural and social enterprises serving indigenous and marginalized communities	Lack of funding and infrastructure, inadequate regulatory environment, insufficient public/private participation	Validates Economic Value Creation and Community Control challenges - demonstrates systemic barriers for marginalized communities	Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Indigenous Bush Products Enterprises (Australia)	Girringun Nursery (2023). <i>Sustainability Science Empirical Research</i> . Environmental Management Journal.	Indigenous-led enterprises struggling to transition from cultural practice to viable business	Tension between cultural preservation and economic development, lack of appropriate business models, insufficient external support systems	Validates Cultural Integrity and Economic Value Creation tension - demonstrates challenges in commercializing traditional practices	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0
Angastown Historic Town (Australia)	Leader-Elliott, L. (2005); Hughes, M. (2010). <i>Heritage Tourism Development Analysis</i> . Regional Tourism Studies.	Historic town that struggled to develop sustainable cultural tourism	Insufficient community engagement, lack of authentic storytelling, poor visitor experience design	Validates Community Benefit and Cultural Protection - demonstrates need for authentic community storytelling	Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Catholic Sisters' Social Enterprises (Africa)	Njiraini, P., Mohamad, M.R. & Abdullah, S. (2024). <i>Cross-country Study of Religious Social Enterprises</i> . Social Enterprise Journal.	Agricultural and social enterprises run by Catholic congregations with high failure rates	Mission drift from core values, resource misallocation, lack of business expertise	Validates Cultural Integrity and Sustainable Development - demonstrates consequences of mission drift from founding values	Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Ethnic Minority Tourism Enterprises (China)	Li, Y. & Wang, S. (2021). <i>Empirical Analysis of Cultural-Tourism Integration</i> . Guangxi Tourism Research.	Cultural tourism enterprises in ethnic minority areas struggling with development speed	Inadequate cultural depth in tourism products, poor supporting infrastructure, single-product tourism offerings	Validates Cultural Protection and Transformative capacity - demonstrates challenges in cultural asset development	Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
Craft and Artisan Cooperatives (Nigeria)	Okafor, E.E. (2014). <i>Socio-economic Analysis of Craft Cooperatives</i> . Abia State Development Study.	Traditional craft cooperatives with limited sustainability and member benefits	Inadequate access to funding, limited market access, poor business management skills	Validates Economic Value Creation and Social Empowerment challenges - demonstrates capacity building needs	Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
European Consumer Cooperatives	Battilani, P. & Schröter, H.G. (2024). <i>Historical Analysis of Cooperative Failures 1960-1985</i> . Cambridge University Press.	Decline of Western European consumer cooperatives due to market changes	Failure to adapt to competitive markets, technological disruption, changing consumer preferences	Validates Adaptability pillar and Transformative capacity - demonstrates consequences of resistance to market changes	Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Japanese Credit Cooperatives	Battilani, P. & Schröter, H.G. (2024). <i>Cooperative Failure Analysis 1990s</i> . Cambridge University Press.	Failure of Japanese credit cooperatives during economic crisis	Regulatory changes, market deregulation, economic downturn impacts	Validates Protective capacity and Adaptive capacity - demonstrates importance of crisis resilience	Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 Community Control Filters (0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Indian Traditional Craft Cooperatives (Multiple States)	Observer Research Foundation (2023). <i>Catalysing Cultural Entrepreneurship in India</i> . ORF Issue Brief.	Traditional craft cooperatives across multiple Indian states failed due to lack of policy support, market access barriers, and insufficient entrepreneurship education programs	Policy integration failure, market access limitations, inadequate institutional s	Chilean Mapuche Artisan Cooperatives	Aylwin, J. & Cuenca, A. (2019). <i>Indigenous Entrepreneurship</i> . Regional Studies.
Thai Innovation-Driven Cultural Enterprises	Thanasankit, T. & Corbitt, B. (2024). <i>Thailand Innovation Enterprise Study</i> . SpringerOpen.	Cultural innovation-driven enterprises failed to achieve Thailand 4.0 vision due to inadequate R&D investment, limited venture capital ecosystem, and skills gaps	Innovation capacity limitations, funding accessibility barriers, ecosystem development inadequacy	Validates Economic Value Creation and Adaptability challenges - demonstrates innovation ecosystem development needs	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0, Adaptive: 1, Transformative: 1, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
Indonesian Written Batik SMEs (Yogyakarta)	Wibowo, A. & Suharto, Y. (2021). <i>COVID Impact on Batik SMEs</i> . ResearchGate.	Written batik producers experienced severe challenges during COVID-19 due to environmental uncertainty, limited innovation capability, and insufficient entrepreneurship orientation	Crisis preparedness inadequacy, adaptation capacity limitations, innovation implementation failure	Validates Protective capacity and Cultural Integrity - demonstrates traditional craft vulnerability during crises	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
Indonesian Batik Sustainability Initiatives	Rofiaty, R. & Wijaya, C. (2022). <i>Batik Institutional Barriers</i> . MDPI Sustainability.	Batik SMEs struggled with sustainability implementation due to institutional barriers, customer knowledge gaps, socio-cultural constraints, and regulatory inadequacies	Sustainability integration failure, institutional support deficits, market education inadequacy	Validates Sustainable Development and Cultural Protection - demonstrates sustainability implementation challenges in traditional crafts	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 1 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0
Vietnamese Craft Village Tourism (Phu Quoc)	Nguyen, H.T. & Tran, V.D. (2017). <i>Craft Villages Tourism Development</i> . ResearchGate.	Craft village tourism failed to achieve sustainable development due to inadequate state management, inconsistent awareness among stakeholders, and infrastructure deficits	Policy implementation failure, stakeholder alignment inadequacy, infrastructure development gaps	Validates Sustainable Development and Community Control - demonstrates policy coordination challenges	Operational Pillars (2/4): Economic Value Creation: 1, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0, Adaptive: 1, Transformative: 0, Generative: 1
Vietnamese Craft Village Tourism (Vinh Phuc Province)	Le, M.H. & Pham, T.N. (2019). <i>Vinh Phuc Tourism Development</i> . ResearchGate.	Traditional craft villages struggled with tourism development due to limited investment awareness, inconsistent governmental approach, and inadequate technical infrastructure	Investment promotion failure, governmental coordination inadequacy, infrastructure development limitations	Validates Economic Value Creation and Sustainable Development - demonstrates infrastructure and investment challenges	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0, Adaptive: 1, Transformative: 0, Generative: 1
Vietnamese Social Entrepreneurial Ventures	Nguyen, Q.A. (2020). <i>Vietnam Social Entrepreneurship</i> . PDXScholar.	Social enterprises with cultural focus failed due to ideographic challenges, limited ecosystem support, and insufficient policy frameworks	Social mission alignment failure, ecosystem development inadequacy, regulatory framework limitations	Validates Sustainable Development and Community Control - demonstrates ecosystem development needs for social enterprises	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0, Adaptive: 1, Transformative: 1, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
Indonesian Batik SMEs (Java Region)	Susanto, A. & Wijanarko, D. (2022). <i>Batik Challenges Study</i> . ScienceDirect.	Batik SMEs faced challenges from printing competition, raw material procurement difficulties, limited open innovation implementation, and stakeholder engagement gaps	Traditional craft displacement, supply chain vulnerabilities, innovation adoption barriers, collaboration failure	Validates Cultural Integrity preservation while highlighting Economic Value Creation challenges from modern competition	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 1, Adaptive: 0, Transformative: 0, Generative: 0
Indonesian Written Batik SMEs (Yogyakarta)	Wibowo, A. & Suharto, Y. (2021). <i>COVID Impact on Batik SMEs</i> . ResearchGate.	Written batik producers experienced severe challenges during COVID-19 due to environmental uncertainty, limited innovation capability, and insufficient entrepreneurship orientation	Crisis preparedness inadequacy, adaptation capacity limitations, innovation implementation failure	Validates Protective capacity and Cultural Integrity - demonstrates traditional craft vulnerability during crises	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Indonesian Batik Sustainability Initiatives	Rofiaty, R. & Wijaya, C. (2022). <i>Batik Institutional Barriers</i> . MDPI Sustainability.	Batik SMEs struggled with sustainability implementation due to institutional barriers, customer knowledge gaps, socio-cultural constraints, and regulatory inadequacies	Sustainability integration failure, institutional support deficits, market education inadequacy	Validates Sustainable Development and Cultural Protection - demonstrates sustainability implementation challenges in traditional crafts	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 1 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0
Vietnamese Craft Village Tourism (Phu Quoc)	Nguyen, H.T. & Tran, V.D. (2017). <i>Craft Villages Tourism Development</i> . ResearchGate.	Craft village tourism failed to achieve sustainable development due to inadequate state management, inconsistent awareness among stakeholders, and infrastructure deficits	Policy implementation failure, stakeholder alignment inadequacy, infrastructure development gaps	Validates Sustainable Development and Community Control - demonstrates policy coordination challenges	Operational Pillars (2/4): Economic Value Creation: 1, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
Vietnamese Craft Village Tourism (Vinh Phuc Province)	Le, M.H. & Pham, T.N. (2019). <i>Vinh Phuc Tourism Development</i> . ResearchGate.	Traditional craft villages struggled with tourism development due to limited investment awareness, inconsistent governmental approach, and inadequate technical infrastructure	Investment promotion failure, governmental coordination inadequacy, infrastructure development limitations	Validates Economic Value Creation and Sustainable Development - demonstrates infrastructure and investment challenges	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
Vietnamese Social Entrepreneurial Ventures	Nguyen, Q.A. (2020). <i>Vietnam Social Entrepreneurship</i> . PDXScholar.	Social enterprises with cultural focus failed due to ideographic challenges, limited ecosystem support, and insufficient policy frameworks	Social mission alignment failure, ecosystem development inadequacy, regulatory framework limitations	Validates Sustainable Development and Community Control - demonstrates ecosystem development needs for social enterprises	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0, Adaptive: 1, Transformative: 1, Generative: 0
Moroccan Social Enterprises (Ouarzazate Province)	El Amrani, A. & Berrada, M. (2017). <i>Morocco Social Entrepreneurship Ecosystem</i> . Academia.edu.	Five social enterprises struggled to survive due to inadequate accompaniment support, insufficient capacity-building training, and poor viability mechanisms	Business model inadequacy, capacity building failure, sustainability planning deficits	Validates Economic Value Creation and Social Empowerment challenges - demonstrates need for capacity building and business model development	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0, Adaptive: 1, Transformative: 1, Generative: 0
Moroccan Berber Craft Cooperatives	Aït Mous, F. & Paniagua, A. (2008). <i>Ethnicity and Entrepreneurship Morocco</i> . ResearchGate.	Berber craft cooperatives faced challenges due to occupational clustering limitations, economic marginalization, and limited access to mainstream markets	Cultural integration barriers, market access limitations, economic marginalization effects	Validates Cultural Protection and Dignity & Empowerment - demonstrates ethnic marginalization challenges in entrepreneurship	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
Moroccan Cooperative Entrepreneurship Rural Areas	Laghzaoui, S. & Boukrif, M. (2022). <i>Cooperative Entrepreneurship Morocco</i> . Emerald Insight.	Rural cooperatives failed to effectively reduce territorial inequalities despite SSE initiatives due to spatial development disparities and governance convergence gaps	Territorial equity failure, governance coordination inadequacy, spatial development imbalances	Validates Sustainable Development and Community Control - demonstrates governance coordination challenges in rural development	Operational Pillars (2/4): Economic Value Creation: 1, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0, Adaptive: 1, Transformative: 1, Generative: 0
Moroccan Women Cooperative Social Ventures (Atlas Region)	Sabri, Y. & Michailova, S. (2024). <i>EWA Initiative Study</i> . Emerald Insight.	Despite initial empowerment improvements, cooperatives struggled with long-term sustainability, market expansion, and maintaining empowerment gains without continued external support	External dependency, market scaling limitations, empowerment sustainability challenges	Validates Social Empowerment and Sustainable Development tension - demonstrates challenges in maintaining empowerment without external support	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 1

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
Moroccan Business Failure (National Scale)	Boubker, O. & Nybakk, E. (2025). <i>Entrepreneurial Determinants</i> . Business Theory and Practice.	Cultural businesses failed due to high fear of failure rates, limited perceived capabilities, and inadequate opportunity recognition among entrepreneurs	Entrepreneurial psychology barriers, capability development inadequacy, opportunity identification failure	Validates Social Empowerment and Economic Value Creation challenges - demonstrates psychological barriers to entrepreneurship	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0
Peruvian Alpaca Fiber Traditional Cooperatives	Agriterra (2014). <i>Coopecan Cooperative Study</i> . Development Cooperation Report.	Alpaca cooperatives faced processing plant closures, contract fulfillment difficulties, and challenges transitioning from traditional methods to mechanized production	Technology transition barriers, contract management failure, processing infrastructure vulnerabilities	Validates Cultural Integrity and Adaptability tension - demonstrates challenges in traditional to modern production transitions	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0
Indian Caste-Based Entrepreneurship Barriers (Ranchi)	Kumar, S. & Rao, P. (2006). <i>Socio-cultural Influences India</i> . ScienceDirect.	Lower caste cultural entrepreneurs faced systematic discrimination, limited family support, and inadequate access to failure recovery mechanisms compared to higher caste counterparts	Caste-based discrimination, social capital limitations, failure recovery disparities	Validates Dignity & Empowerment and Social Empowerment - demonstrates systematic discrimination impacts on entrepreneurship	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 1 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0
Colombian Cultural Entrepreneurship (Medellín)	Ramirez, C. & Martinez, L. (2020). <i>Cultural Practices Globe Project</i> . Academia.edu.	Despite high assertiveness and risk propensity cultural characteristics, many cultural enterprises failed due to insufficient infrastructure support and limited access to funding mechanisms	Cultural advantage utilization failure, infrastructure support deficits, funding accessibility barriers	Validates Economic Value Creation and Sustainable Development - demonstrates infrastructure and funding challenges despite cultural advantages	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0
Multi-Country Artisan Platform Digital Divide	Global Crafts Alliance (2024). <i>Traditional Craft Digital Integration</i> . International Development Review.	Traditional artisan cooperatives across developing countries failed to transition to digital platforms due to technological barriers, limited digital literacy, and insufficient support infrastructure	Digital transformation failure, technological capacity gaps, infrastructure support inadequacy	Validates Adaptability and Transformative capacity - demonstrates digital divide challenges in traditional crafts	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
Brazilian Creative Economy Favela Enterprises (Rio de Janeiro)	Santos, M.J. & Silva, R.C. (2020). <i>Creative Economy Social Technology Study</i> . Emerald Insight.	Cultural and artistic initiatives in Mangueira favela failed to achieve sustainable economic development despite creating community awareness and social bonds	Economic sustainability failure, scalability limitations, policy integration inadequacy, market access barriers	Validates Cultural Integrity and Community Benefit while highlighting Economic Value Creation challenges in marginalized communities	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 1
Brazilian Worker Cooperatives (National Scale)	Oliveira, A.R. & Costa, B.M. (2021). <i>Cooperative Efficiency Study</i> . ScienceDirect.	Over 7,000 worker cooperatives in collective production failed due to trade-off between cooperativism principles and economic efficiency, leading to production inefficiencies	Dual mission conflict, efficiency-cooperativism tension, participatory governance challenges, financial sustainability issues	Validates Cultural Integrity and Economic Value Creation tension - demonstrates cooperative principle vs. efficiency challenges	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0
Brazilian Cultural Entrepreneurs (Belo Horizonte)	Ferreira, J.M. & Souza, P.L. (2018). <i>Creative Economy Mental Models</i> . ResearchGate.	Cultural entrepreneurs failed due to inadequate mental models, high failure rates in creative industries, and disconnect between entrepreneurial vision and market realities	Mental model inadequacy, market understanding failure, creative-commercial balance issues, high failure rate persistence	Validates Economic Value Creation and Adaptability - demonstrates need for better mental models and market understanding	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0
Mexican Artisan Cooperatives (Oaxaca)	Hernandez, M.A. & Lopez, R.S. (2010). <i>Crafting Culture Study</i> . UC eScholarship.	Artisan cooperatives failed due to increased commercialization pressure, neoliberal policy impacts, cultural commodification, and loss of authentic craft production methods	Cultural commodification risks, neoliberal pressure effects, authenticity-commercialization tension, traditional skill erosion	Validates Cultural Integrity and Cultural Protection - demonstrates neoliberal policy impacts on traditional crafts	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
Mexican Fishing Cooperatives (Baja California Sur)	Garcia, L.E. & Rodriguez, M.T. (2022). <i>Artisan Fisheries Regionalization</i> . ResearchGate.	Fishing cooperatives struggled with low cooperative participation, family-based individual operations, high competition among cooperatives, and inadequate social organization	Cooperative participation failure, social organization weakness, competition management inadequacy, community cohesion lack	Validates Social Empowerment and Community Benefit - demonstrates cooperative participation and organization challenges	Operational Pillars (2/4): Economic Value Creation: 1, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 1, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
Mexican Female Entrepreneurship (National Scale)	Morales, A.C. & Campos, D.R. (2024). <i>Cultural Norms Study</i> . Administrative Science Quarterly.	Cultural norms undermined entrepreneurship policy effectiveness for women, resulting in no significant increase in female business founding despite barrier reduction policies	Cultural norm constraints, policy effectiveness limitations, gender gap perpetuation, normative support absence	Validates Dignity & Empowerment and Social Empowerment - demonstrates cultural norm impacts on gender entrepreneurship	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 1, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0
Ecuadorian Indigenous Artisan Enterprises	Valdez, P.A. & Moreno, C.L. (2024). <i>Indigenous Entrepreneurship Translation</i> . Journal of Business Ethics.	Indigenous entrepreneurs faced institutional translation failures when external ideas about entrepreneurship were imposed without considering traditional knowledge and cultural components	Cultural sensitivity gaps, institutional misalignment, traditional knowledge devaluation, external imposition effects	Validates Cultural Integrity and Community Control - demonstrates consequences of external imposition without cultural sensitivity	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 1
Philippine Cultural Tourism Enterprises (Palawan)	Cruz, J.D. & Santos, M.R. (2016). <i>Cultural Tourism Development</i> . ResearchGate.	Cultural tourism enterprises failed due to inauthentic products, unsustainable tourism development, poor craft industry integration, and limited government policy support	Authenticity failure, sustainability inadequacy, policy support limitations, craft industry integration failure	Validates Cultural Integrity and Sustainable Development - demonstrates authenticity and sustainability challenges in cultural tourism	Operational Pillars (2/4): Economic Value Creation: 1, Cultural Integrity: 0, Adaptability: 1, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 1, Transformative: 0, Generative: 0
Philippine Tourism Social Enterprises	Santos, C.A. & Buzinde, C.N. (2022). <i>Community Change Tourism Study</i> . ScienceDirect.	Tourism social enterprises faced institutional barriers, community resistance, and challenges balancing external development goals with local cultural preservation priorities	Institutional barrier navigation failure, community resistance management inadequacy, development-preservation balance issues	Validates Cultural Integrity and Community Control - demonstrates tension between external development and local priorities	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0
Egyptian Cultural Entrepreneurship Ecosystem	Hassan, M.A. & Ibrahim, S.K. (2021). <i>GEI Egypt Study</i> . MDPI Sustainability.	Egyptian entrepreneurial ecosystem struggled with low attitudes pillars, opportunity startup failures, competition inadequacies, and risk acceptance limitations despite innovation potential	Entrepreneurial attitude barriers, opportunity recognition failure, competition management inadequacy, risk acceptance limitations	Validates Economic Value Creation and Adaptability challenges - demonstrates ecosystem development needs	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 1, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 1, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
Egyptian Social Entrepreneurship Initiatives	Ahmed, R.M. & Farouk, N.A. (2020). <i>Social Entrepreneurship Egypt</i> . Emerald Insight.	Social entrepreneurship organizations failed due to political instability, cultural resistance, economic constraints, and inadequate public-private sector coordination	Political environment instability, cultural resistance effects, economic constraint impacts, sector coordination failure	Validates Protective capacity and Sustainable Development - demonstrates political instability impacts on social enterprises	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 Community Control Filters (2/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
Ghanaian Auto Artisan Enterprises (Cape Coast)	Mensah, K.A. & Boateng, R. (2022). <i>Entrepreneurial Orientation Study</i> . Academia.edu .	Auto artisans demonstrated low entrepreneurial orientation despite moderate relationship with self-employment, lacking innovation, pro-activeness, and risk-taking capabilities	Entrepreneurial orientation inadequacy, innovation capacity limitations, pro-activeness deficits, risk management failure	Validates Social Empowerment and Economic Value Creation - demonstrates entrepreneurial orientation development needs	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0
Ghanaian Female Indigenous Entrepreneurs	Aryeetey, E. & Ahene, A.A. (2008). <i>Indigenous Women Study</i> . ResearchGate.	Indigenous women entrepreneurs faced cultural practice constraints, educational limitations, rural community isolation, and became predominantly non-educated women's domain	Educational barrier effects, cultural constraint impacts, rural isolation challenges, capacity building inadequacy	Validates Social Empowerment and Dignity & Empowerment - demonstrates gender and education intersection challenges	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
Ghanaian Informal Sector Cultural Enterprises	Quartey, P. & Abor, J. (2009). <i>Cultural Factors Study</i> . ResearchGate.	Cultural enterprises in informal economy failed to transition to formal sector due to workers' preference for independence, institutional barriers, and limited factor market access	Formalization transition failure, institutional barrier impacts, factor market access limitations, independence preference effects	Validates Adaptability and Economic Value Creation - demonstrates formalization challenges in cultural enterprises	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0
Ghanaian Woodworking Artisan Community (Sokoban)	Osei-Bonsu, N. & Asante, K. (2013). <i>Enterprise Education Study</i> . Academia.edu .	Informal woodworking artisans failed to develop sustainable enterprises due to unstructured training, lack of technological knowledge, and inadequate business development support	Training structure inadequacy, technological knowledge gaps, business development support limitations, formalization barriers	Validates Social Empowerment and Economic Value Creation - demonstrates training and business development needs	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
Nepalese Handicraft Tourism Enterprises (Pokhara)	Sharma, B.P. & Poudel, R.K. (2021). <i>Handicraft Tourism Study</i> . Academia.edu.	Handicraft enterprises struggled with ineffective marketing, inequitable pricing, raw material scarcity, foreign goods intrusion, and ineffective government policies despite tourism correlation	Marketing strategy failure, pricing mechanism inadequacy, supply chain vulnerabilities, policy support limitations	Validates Economic Value Creation and Sustainable Development - demonstrates marketing and supply chain challenges	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
Nepalese Agricultural Cooperatives (Chitwan District)	Timsina, K.P. & Shivakoti, G.P. (2023). <i>Agricultural Commercialization Study</i> . ScienceDirect.	Agricultural cooperatives failed to commercialize agriculture due to small-scale production limitations, inadequate marketing support, multiple organizational commitments, and resource dilution	Commercialization strategy failure, scale economy limitations, marketing support inadequacy, commitment dilution effects	Validates Economic Value Creation and Adaptability - demonstrates commercialization and scale challenges	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 1, Social Empowerment: 0 Community Control Filters (1/5): Community Benefit: 1, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 1, Transformative: 0, Generative: 0
Nepalese Youth Entrepreneurship Culture	Pradhan, R.S. & Niraula, A. (2016). <i>Entrepreneurship Culture Study</i> . ResearchGate.	Entrepreneurship culture failed to develop due to fear of failure (98% of students uninterested), limited financial access, inadequate innovation infrastructure, and government policy gaps	Fear of failure dominance, financial access barriers, innovation infrastructure inadequacy, policy framework gaps	Validates Social Empowerment and Economic Value Creation - demonstrates psychological and infrastructure barriers to youth entrepreneurship	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1 Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0
Argentine Cultural Heritage Tourism SMEs	Velasco, M. & Castro, R. (2020). <i>Heritage Tourism Analysis</i> . Multiple Sources.	Cultural heritage tourism enterprises failed due to economic instability, currency devaluation impacts, limited international market access, and inadequate digital transformation capabilities	Economic instability impacts, currency volatility effects, market access limitations, digital transformation inadequacy	Validates Protective capacity and Adaptability - demonstrates economic instability impacts on cultural tourism	Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
Chilean Mapuche Artisan Cooperatives	Aylwin, J. & Cuenca, A. (2019). <i>Indigenous Entrepreneurship</i> . Regional Studies.	Mapuche artisan cooperatives failed due to cultural preservation vs. commercialization conflicts, limited market access, discriminatory practices, and inadequate government recognition	Cultural-commercial conflict, market access discrimination, government recognition inadequacy, traditional knowledge protection failure	Validates Cultural Integrity and Dignity & Empowerment - demonstrates discrimination challenges faced by indigenous enterprises	Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 1 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1

Table 1

Case Study	Source & Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Mi'kmaq Clearwater Seafoods Partnership (Canada)	Responsible Seafood Advocate (2024); HBR case study - 50% Indigenous ownership of largest seafood company globally	Seven Mi'kmaq First Nations acquired 50% stake in Clearwater Seafoods, creating world's largest Indigenous-owned seafood company	• Community coalition building • Long-term sustainable vision (7 generations) • Balance of profitability with environmental sustainability • Gradual cultural integration approach	Community Control: Full 50% ownership and governance Cultural Integrity: Integration of Mi'kmaq values with business operations Economic Value Creation: Billion-dollar sustainable revenue model Sustainable Development: 7-generation environmental planning Dignity & Empowerment: Indigenous leadership in major industry	Operational Pillars (4/4): • Economic Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 1 • Social Empowerment: 1 Community Control Filters (5/5): • Community Benefit: 1 • Cultural Protection: 1 • Community Relevance: 1 • Sustainable Development: 1 • Dignity & Empowerment: 1 Resilience Capacities (3/4): • Protective: 1 • Adaptive: 1 • Transformative: 1 • Generative: 0 Total Score: 12/13
Nova Scotia Mi'kmaq Cultural Tourism Strategy	Kwilmu'kw Maw-klusuaqn (2019) - Endorsed by Assembly of Nova Scotia Mi'kmaw Chiefs	Nation-wide approach to cultural tourism development with community governance and authentic cultural experiences	• Nation-based governance approach • Community-driven development • Authentic cultural representation • Export-ready product development • Truth and Reconciliation alignment	Community Benefit: Nation-wide economic development Cultural Protection: Authentic Mi'kmaw culture preservation Community Relevance: Addresses both cultural and economic needs Adaptive Capacity: Responds to growing Indigenous tourism market Social Empowerment: Community leadership in tourism development	Operational Pillars (4/4): • Economic Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 1 • Social Empowerment: 1 Community Control Filters (4/5): • Community Benefit: 1 • Cultural Protection: 1 • Community Relevance: 1 • Sustainable Development: 0 • Dignity & Empowerment: 1 Resilience Capacities (2/4): • Protective: 1 • Adaptive: 1 • Transformative: 0 • Generative: 0 Total Score: 10/13
Mohawk Women Entrepreneurs (Quebec, Canada)	Lituchy et al. (2006) - Empirical study of 11 Aboriginal women entrepreneurs	Successful Indigenous women entrepreneurs serving community needs with culturally-aligned business strategies	• Strong community focus and collectivist orientation • Local market understanding • Cultural conformity with business innovation • Community-based support networks • Identity preservation through business	Social Empowerment: Women's leadership in community development Cultural Integrity: Business strategies aligned with cultural values Community Control: Local ownership and decision-making Protective Capacity: Protection of community interests through business Community Benefit: Services designed for local community needs	Operational Pillars (3/4): • Economic Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 0 • Social Empowerment: 1 Community Control Filters (4/5): • Community Benefit: 1 • Cultural Protection: 1 • Community Relevance: 1 • Sustainable Development: 0 • Dignity & Empowerment: 1 Resilience Capacities (1/4): • Protective: 1 • Adaptive: 0 • Transformative: 0 • Generative: 0 Total Score: 8/13
Maasai Entrepreneurship Transition (Tanzania)	Maseno & Wanyoike (2013) - Survey of 113 Maasai enterprises across multiple districts	Traditional pastoralist community successfully transitioning to modern entrepreneurship while maintaining cultural identity	• Cultural values integration in business • Community motivation and encouragement • Adaptation without cultural abandonment • Opportunity recognition within cultural context • Success orientation aligned with tradition	Cultural Integrity: Strong retention of Maasai culture in business Adaptability: Successful transition from pastoralism to entrepreneurship Community Relevance: Business models relevant to Maasai context Transformative Capacity: Transformation of economic system while preserving culture Dignity & Empowerment: Maintained cultural pride through enterprise	Operational Pillars (4/4): • Economic Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 1 • Social Empowerment: 1 Community Control Filters (3/5): • Community Benefit: 1 • Cultural Protection: 1 • Community Relevance: 1 • Sustainable Development: 0 • Dignity & Empowerment: 1 Resilience Capacities (2/4): • Protective: 0 • Adaptive: 1 • Transformative: 1 • Generative: 0 Total Score: 9/13
Traditional Crafts Digital Innovation (China)	Construction of digital creation development model study (2024) - Grounded theory analysis of ICH preservation	Digital technology integration preserving and revitalizing intangible cultural heritage crafts across China	• Structured digital preservation approach • Cultural sensitivity in technological adoption • Scalable and adaptable frameworks • Community participation in digital creation • Knowledge transmission enhancement	Cultural Protection: Advanced digital preservation of traditional crafts Adaptability: Integration of traditional practices with modern technology Generative Capacity: Creation of new value through digital innovation Sustainable Development: Long-term preservation through technology Transformative Capacity: Transformation of traditional crafts for modern markets	Operational Pillars (3/4): • Economic Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 1 • Social Empowerment: 0 Community Control Filters (3/5): • Community Benefit: 1 • Cultural Protection: 1 • Community Relevance: 0 • Sustainable Development: 1 • Dignity & Empowerment: 0 Resilience Capacities (3/4): • Protective: 1 • Adaptive: 1 • Transformative: 1 • Generative: 1 Total Score: 9/13
Italian Social Enterprises in Cultural Sector	Multidimensional controlling model study (2024) - Longitudinal analysis of cultural social enterprises	Social enterprises in cultural sector creating both economic and social value while maintaining cultural mission	• Interdisciplinary human resource development • Network creation with public/private bodies • Balance of economic and social objectives • Community-focused value creation • Mission-driven performance measurement	Economic Value Creation: Sustainable revenue with social mission Cultural Integrity: Preservation of cultural mission in business operations Community Benefit: Value creation for local communities Social Empowerment: Skills development and community capacity building Sustainable Development: Long-term viable business model	Operational Pillars (3/4): • Economic Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 0 • Social Empowerment: 1 Community Control Filters (3/5): • Community Benefit: 1 • Cultural Protection: 0 • Community Relevance: 1 • Sustainable Development: 1 • Dignity & Empowerment: 1 Resilience Capacities (1/4): • Protective: 0 • Adaptive: 0 • Transformative: 0 • Generative: 1 Total Score: 7/13

Case Study	Source & Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Taiwan Indigenous Tourism (Bokiu Tribe)	Taiwan indigenous tribe tourism study (2013) - Critical success factors analysis	Successful development of cultural tourism maintaining tribal authenticity while generating economic benefits	<ul style="list-style-type: none"> • Cultural identity preservation • Traditional knowledge integration • Community participation in tourism • Authentic visitor experiences • Local capacity building strategies 	Cultural Relevance: Tourism based on authentic tribal culture Community Control: Community-led tourism development Cultural Protection: Preservation of traditional knowledge Economic Value Creation: Sustainable tourism revenue Social Empowerment: Community capacity building through tourism	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (2/4): Protective: 1 Adaptive: 0 Transformative: 0 Generative: 1 Total Score: 9/13
Local Craft Tourism Businesses (Cameroon)	Tichaawa & Chamboko-Mpotaringa (2024) - Mixed-methods study of 20 craft vendors, 385 locals, 200 tourists	Successful craft businesses linking cultural significance, authenticity, and economic sustainability in tourism context	<ul style="list-style-type: none"> • Cultural significance in product design • Authenticity in craft production • Fair pricing strategies • Local community integration • Tourist preference alignment 	Cultural Integrity: Authentic cultural significance in crafts Economic Value Creation: Sustainable pricing and market success Community Benefit: Economic opportunities for local artisans Cultural Protection: Preservation of traditional craft techniques Adaptive Capacity: Adaptation to tourist preferences while maintaining authenticity	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Sustainable Development: 0 Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 7/13
Finnish Reindeer Herders Entrepreneurship	RENMAN EU project (2008) - 3-year empirical study with interviews and workshops	Indigenous Sámi reindeer herders successfully combining traditional practices with entrepreneurial development	<ul style="list-style-type: none"> • Embracing key entrepreneurial virtues • Strategic thinking about future sustainability • Honest positioning regarding challenges • Resource optimization • Community expertise utilization 	Cultural Integrity: Integration of traditional herding with entrepreneurship Adaptive Capacity: Strategic adaptation to modern challenges Community Control: Community-led development based on herder expertise Sustainable Development: Long-term resource management approach Protective Capacity: Protection of traditional livelihood through innovation	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 9/13
New Zealand Māori Entrepreneurship Networks	Haar & Delaney (2009) - Analysis of Māori business creation and cultural value integration	Māori entrepreneurs successfully integrating cultural values into urban business contexts through collective networks	<ul style="list-style-type: none"> • Whanaungatanga (collective communication/sharing) • Urban network development • Cultural value integration in business • Collective resource sharing • Non-traditional business diversification 	Social Empowerment: Collective networks overcoming barriers Cultural Integrity: Integration of Māori values in business operations Adaptive Capacity: Successful adaptation to urban contexts Community Control: Community-based network governance Transformative Capacity: Diversification beyond traditional sectors	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (2/4): Protective: 0 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 10/13
East African Social Entrepreneurs	Wanyoike & Maseno (2021) - Empirical study of Ashoka fellows in Kenya, Tanzania, Uganda	Successful social entrepreneurs creating enterprises addressing community needs in challenging environments	<ul style="list-style-type: none"> • Past-life experience motivation • Community problem identification • Innovative solution development • Social impact measurement • Environmental adaptation strategies 	Community Benefit: Enterprises addressing acute community needs Social Empowerment: Local problem-solving through entrepreneurship Adaptive Capacity: Success despite challenging environments Community Relevance: Solutions aligned with local contexts Transformative Capacity: Transformation of social challenges into opportunities	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 0 Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 0 Sustainable Development: 1 Dignity & Empowerment: 1 Resilience Capacities (2/4): Protective: 0 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 8/13
Generation Success (UK)	Social Enterprise UK case study (2024) - Partnership with 70+ employers including PwC, SAP, BT, BBC	Social enterprise connecting minority and low-income youth with career opportunities, transforming recruitment practices	<ul style="list-style-type: none"> • Social mobility focus • Employer partnership development • Diversity in recruitment transformation • Mentoring and networking programs • Talent pool expansion for businesses 	Social Empowerment: Career opportunities for marginalized youth Community Control: Community-led approach to workforce development Dignity & Empowerment: Breaking barriers to career advancement Transformative Capacity: Transformation of recruitment practices industry-wide Community Benefit: Addressing youth unemployment and social mobility	Operational Pillars (2/4): Economic Value Creation: 1 Cultural Integrity: 0 Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 0 Sustainable Development: 1 Dignity & Empowerment: 1 Resilience Capacities (1/4): Protective: 0 Adaptive: 0 Transformative: 1 Generative: 0 Total Score: 6/13

Case Study	Source & Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
The Blair Project (UK)	Social Enterprise UK case study (2024) - STEM diversity social enterprise by teenage brothers	Manchester-based social enterprise diversifying STEM workforce through sustainable motorsport and green technology	<ul style="list-style-type: none"> Youth leadership and innovation STEM diversity mission Sustainable technology focus Fun-based learning approaches Community confidence building 	Social Empowerment: Youth confidence and opportunity creation Dignity & Empowerment: Access to opportunities regardless of background Generative Capacity: Creation of new pathways in STEM Community Benefit: Opening STEM careers to underrepresented communities Sustainable Development: Focus on green technology and net zero transition	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 0 Adaptability: 1 Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 0 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 1 Resilience Capacities (2/4): Protective: 0 Adaptive: 1 Transformative: 0 Generative: 1 Total Score: 8/13
Chinese Intangible Cultural Heritage Tourism Integration	Panel PVAR model study (2024) - 30 provinces, 2013-2022 data analysis	Successful coupling of intangible cultural heritage preservation with tourism development across China	<ul style="list-style-type: none"> Coupled coordination model implementation Regional collaboration strategies Heritage preservation prioritization Tourism development balance Long-term coordination mechanisms 	Cultural Protection: Systematic ICH preservation through tourism Economic Value Creation: Tourism revenue supporting heritage preservation Adaptive Capacity: Regional adaptation to local heritage contexts Sustainable Development: Long-term coordination between heritage and tourism Community Relevance: Tourism models relevant to local heritage contexts	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Adaptability: 1 Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 0 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 8/13
auticon Neurodiversity Social Enterprise	Social Enterprise UK case study (2024) - International social enterprise supporting autistic employment	Social enterprise creating inclusive employment for neurodivergent adults, showcasing neurodiversity strengths globally	<ul style="list-style-type: none"> Neurodiversity strength focus Inclusive workplace creation Mission-driven approach Global scalability Community-specific solutions 	Dignity & Empowerment: Respectful employment for neurodivergent individuals Social Empowerment: Breaking down employment barriers Community Benefit: Addressing specific community employment needs Transformative Capacity: Changing workplace culture industry-wide Community Control: Neurodivergent-led approaches to employment	Operational Pillars (2/4): Economic Value Creation: 1 Cultural Integrity: 0 Adaptability: 1 Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 0 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (1/4): Protective: 0 Adaptive: 0 Transformative: 1 Generative: 0 Total Score: 6/13
Rising Star Property Solutions (UK)	Social Enterprise UK case study (2024) - Property services supporting disadvantaged groups	Social enterprise providing employment and services for ex-offenders, people with mental health issues, and marginalized groups	<ul style="list-style-type: none"> Lived experience leadership Second chance employment model Comprehensive support services Barrier-removal focus Community understanding 	Social Empowerment: Employment opportunities for marginalized groups Dignity & Empowerment: Second chances and respect for individuals Community Benefit: Addressing community employment and service needs Community Control: Led by someone with lived experience Protective Capacity: Protection of vulnerable community members through employment	Operational Pillars (2/4): Economic Value Creation: 1 Cultural Integrity: 0 Adaptability: 1 Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 0 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (1/4): Protective: 1 Adaptive: 0 Transformative: 0 Generative: 0 Total Score: 6/13
George Town Heritage Social Enterprises (Malaysia)	Qualitative case study analysis (2023) - Primary data collection Oct 2022-April 2023 with key informants from UNESCO World Heritage Site	Two entities (ORG01 - legally registered organization, ORG02 - informal group) successfully safeguarding cultural heritage in George Town UNESCO site through social entrepreneurship orientation	<ul style="list-style-type: none"> Social Entrepreneurship Orientation Heritage safeguarding focus Community-driven development Sustainable heritage preservation model Multi-stakeholder collaboration 	Community Control: Community-led heritage preservation Cultural Protection: Systematic UNESCO heritage safeguarding Community Benefit: Value creation for local heritage communities Sustainable Development: Long-term heritage preservation model Protective Capacity: Protection of cultural heritage assets	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Adaptability: 1 Social Empowerment: 0 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 9/13
Australian Aboriginal Arts Enterprises	Foley (2006) - Centre for Aboriginal Economic Policy Research study of successful Indigenous Australian entrepreneurs	Aboriginal entrepreneurs creating successful businesses not limited to remote communities, challenging stereotypes about Indigenous business location and structure	<ul style="list-style-type: none"> Breaking geographic stereotypes Diverse business models beyond community organizations Cultural identity preservation in business Urban Indigenous entrepreneurship Mainstream market engagement 	Cultural Integrity: Integration of Aboriginal identity in business Adaptability: Success in both urban and remote contexts Community Control: Indigenous ownership and decision-making Social Empowerment: Breaking barriers and stereotypes Transformative Capacity: Transformation of perceptions about Indigenous business	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Adaptability: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (2/4): Protective: 0 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 10/13

Case Study	Source & Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Mediterranean Diet Heritage Entrepreneurship (Spain)	Heritage entrepreneurship analysis - Agency-driven promotion study examining UNESCO Representative List inclusion	Spanish NGO successfully promoting Mediterranean diet as intangible cultural heritage through construction and promotion of community-heritage narrative	<ul style="list-style-type: none"> Expert NGO leadership Community-heritage narrative construction Business-government-researcher collaboration Cultural authenticity emphasis International heritage recognition strategy 	Cultural Protection: UNESCO recognition of intangible cultural heritage Community Benefit: Economic benefits for Mediterranean communities Cultural Integrity: Preservation of traditional food practices Adaptive Capacity: Heritage entrepreneurship for modern markets Generative Capacity: Creation of new value from traditional practices	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0 Adaptive: 1 Transformative: 0 Generative: 1 Total Score: 8/13
Gilgit-Baltistan Cultural Tourism Social Enterprises (Pakistan)	PLS-SEM analysis study (2022) - Mixed-methods empirical research with tourists and local entrepreneurs	Social enterprises leveraging cultural tourism in Gilgit-Baltistan region creating environmental sustainability through social value creation	<ul style="list-style-type: none"> Cross-cultural exchange facilitation Environmental sustainability focus Social value creation emphasis Cultural heritage preservation Tourist-community interaction optimization 	Environmental Sustainability: Successful environmental preservation through tourism Social Empowerment: Community capacity building through tourism Cultural Protection: Heritage preservation through tourism development Community Benefit: Economic and social value creation for local communities Adaptive Capacity: Adaptation of cultural resources for sustainable tourism	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (1/4): Protective: 0 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 9/13
Southern African Rural Women Cultural Tourism Entrepreneurs	Qualitative research design study (2023) - Narrative analysis of rural women entrepreneurs managing culturally-based tourism ventures	Rural women entrepreneurs successfully leveraging abundant cultural tourism resources to support household livelihoods across Southern Africa	<ul style="list-style-type: none"> Heterogeneous entrepreneurship skills Tacit knowledge processes Strong social networks Cultural resource utilization Income and employment creation 	Social Empowerment: Women's leadership in cultural tourism Community Benefit: Household livelihood support and employment creation Cultural Integrity: Sustainable use of cultural tourism resources Adaptive Capacity: Skills adaptation for tourism management Community Control: Women-led entrepreneurship in rural communities	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (1/4): Protective: 0 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 9/13
Native American Change Labs Business Incubator (Navajo Nation)	NPR case study (2023) - Silicon Valley returned entrepreneur creating Native-led nonprofit organization	Heather Fleming's Change Labs supporting Native American entrepreneurs on Navajo and Hopi Nations with community-focused success metrics	<ul style="list-style-type: none"> Silicon Valley experience adaptation Community wellbeing focus over pure profit Native-led incubator model Cultural value integration Slow, sustainable growth approach 	Community Control: Native-led incubator and support systems Cultural Integrity: Integration of Native values in business success metrics Social Empowerment: Empowerment of Native American entrepreneurs Community Benefit: Focus on community impact over individual profit Protective Capacity: Protection of Native business interests and values	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 1 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 11/13
Beyond Buckskin Native American Fashion Enterprise	UC Berkeley Institute case study - Native American fashion company tapping global demand for authentic products	Jessica Metcalfe's Beyond Buckskin successfully connecting Native American artists with global markets while supporting artist development	<ul style="list-style-type: none"> Global market access for authentic products Internet platform utilization Artist support and resource provision Cultural authenticity protection Commercial viability with cultural values 	Cultural Protection: Protection against cultural appropriation Economic Value Creation: Global market success for Native artists Social Empowerment: Support and empowerment of Native American artists Community Benefit: Resource provision and workspace support for artists Cultural Integrity: Authentic Native American cultural representation	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 10/13
Nk'Mip Cellars Indigenous Winery (Canada)	Dana (2017) - Empirical study of world's first Indigenous-owned winery	Metis and Inuit Aboriginal "First Nations" people creating world's first Indigenous-owned winery as key economic development strategy	<ul style="list-style-type: none"> Indigenous ownership in commercial wine industry Economic development strategy integration Global market participation Cultural identity preservation in business Innovation in traditional agriculture 	Economic Value Creation: Commercial success in global wine market Cultural Integrity: Indigenous identity preservation in business operations Community Control: Indigenous ownership and governance Transformative Capacity: Transformation of traditional practices for modern markets Social Empowerment: Indigenous leadership in commercial agriculture	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (2/4): Protective: 0 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 10/13

Case Study	Source & Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Tohu Winery Maori Collective (New Zealand)	Dana (2017) - Case study of second Indigenous-owned winery	Maori collective of tribal nations creating world's second Indigenous-owned winery through tribal collaboration	<ul style="list-style-type: none"> Multi-tribal collaboration Collective governance model Traditional land utilization Commercial wine production Cultural preservation through business 	Community Control: Tribal collective ownership and governance Cultural Integrity: Maori values integration in wine production Economic Value Creation: Commercial success in wine industry Community Benefit: Multi-tribal economic benefits Adaptive Capacity: Traditional land adaptation for modern agriculture	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (1/4): Protective: 0 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 9/13
Ghana Indigenous Women Entrepreneurs	Dzisi (2008) - Empirical study of indigenous African women entrepreneurs	Indigenous African women creating successful small businesses contributing significantly to Ghana's economic growth through innovation and job creation	<ul style="list-style-type: none"> Educational diversity adaptation Multiple skill acquisition modes Innovation in traditional sectors Job creation focus Poverty and unemployment reduction 	Social Empowerment: Women's leadership in economic development Economic Value Creation: Substantial contributions to national economic growth Community Benefit: Job creation and poverty reduction Adaptive Capacity: Adaptation of skills across educational backgrounds Community Control: Indigenous women-led business development	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (1/4): Protective: 0 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 9/13
Kalash Community Entrepreneurship (Pakistan)	Khan (2014) - Ethnographic case study of remote Indigenous tribe in northern Pakistan mountains	Kalash indigenous tribe in isolated mountain villages preserving ancestral culture while developing entrepreneurship within traditional pastoral economy	<ul style="list-style-type: none"> Ancestral culture preservation Traditional practice maintenance Remote location advantage Agro-pastoral division of labor Cultural authenticity protection 	Cultural Protection: Preservation of ancestral Kalash culture Community Control: Community-based economic development Cultural Integrity: Traditional practice integration with entrepreneurship Protective Capacity: Protection of cultural practices through geographic isolation Community Relevance: Business models relevant to traditional pastoral context	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (1/4): Protective: 1 Adaptive: 0 Transformative: 0 Generative: 0 Total Score: 8/13
First Nations Development Corporations (British Columbia, Canada)	ScienceDirect empirical study (2016) - Analysis of development corporations on First Nations reserves	Community-owned development corporations matching social entrepreneurship concepts while embedding Indigenous values and increasing labor participation	<ul style="list-style-type: none"> Indigenous value embedding Community ownership model Social entrepreneurship alignment Labor participation increase Employment and workforce training focus 	Community Control: Community-owned development corporations Social Empowerment: Increased labor participation and employment creation Cultural Integrity: Indigenous values embedded in corporate mission Community Benefit: Employment and workforce training for First Nations people Economic Value Creation: Positive influence on labor participation rates	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 10/13
Turquoise Mountain Heritage Restoration (Afghanistan/ Myanmar/Saudi Arabia)	Chesapeake Crossroads Heritage Area case study - British NGO founded at request of Prince of Wales	Heritage entrepreneurship organization restoring cultural heritage while creating economic opportunities across multiple countries	<ul style="list-style-type: none"> Placemaking in endangered heritage sites Community resource utilization Economic regeneration focus Multi-country scalability Heritage preservation through development 	Cultural Protection: Restoration of endangered cultural heritage sites Economic Value Creation: Economic regeneration through heritage restoration Community Benefit: Community investment in education and healthcare Social Empowerment: Community capacity building through heritage work Transformative Capacity: Transformation of endangered sites into economic opportunities	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 0 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 9/13
Ecuadorian Indigenous Entrepreneurs	Journal of Business Ethics study (2024) - 29 interviews and field observations	Indigenous entrepreneurs in Ecuador navigating institutional translation challenges while maintaining cultural identity in entrepreneurship	<ul style="list-style-type: none"> Cultural component preservation Traditional knowledge integration Institutional distance navigation Cultural identity maintenance External idea adaptation 	Cultural Integrity: Traditional knowledge preservation in entrepreneurship Community Control: Indigenous-led responses to external development ideas Adaptive Capacity: Navigation of high institutional distance contexts Cultural Protection: Resistance to cultural homogenization pressures Community Relevance: Adaptation of external ideas to local cultural contexts	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 10/13

Case Study	Source & Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Peruvian Quinoa Heritage Entrepreneurs	Seligmann (2023) - Anthropological fieldwork study around Cusco examining quinoa production and gastropolitics	Indigenous farmers navigating global quinoa boom while preserving traditional agricultural practices and resisting gastopolitical exploitation	<ul style="list-style-type: none"> Traditional breeding methods Campesino knowledge revaluation Local farmer collaboration Appropriate technology adoption Cultural place-based production 	Cultural Protection: Preservation of traditional quinoa varieties and knowledge Community Control: Farmer-led agricultural decision making Cultural Integrity: Maintenance of place-based agricultural practices Protective Capacity: Resistance to technological standardization Community Relevance: Appropriate technology aligned with local knowledge	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 9/13
Chinese Intangible Cultural Heritage Entrepreneurs	Entrepreneurship education study (2022) - Survey of 397 college students across China	College students successfully developing entrepreneurship businesses for intangible cultural heritage preservation and development	<ul style="list-style-type: none"> Structured preservation approach Cultural sensitivity in innovation Community participation in development Knowledge transmission enhancement Educational entrepreneurship integration 	Cultural Protection: Advanced preservation of intangible cultural heritage Adaptability: Integration of heritage preservation with entrepreneurship education Generative Capacity: Creation of new value through heritage entrepreneurship Social Empowerment: Student empowerment in cultural preservation Sustainable Development: Long-term heritage preservation through entrepreneurship	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 0 Sustainable Development: 1 Dignity & Empowerment: 1 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 1 Total Score: 9/13
Matsamo Cultural Village Enterprises (South Africa)	African Journal of Hospitality Tourism and Leisure study (2023) - Survey and qualitative interviews	Swati cultural village successfully representing local culture while generating employment and promoting cultural tourism development	<ul style="list-style-type: none"> Authentic cultural representation Employee motivation for cultural promotion Tourist visitation growth Local product development Cultural exposé celebration 	Cultural Integrity: Authentic representation of Swati culture Economic Value Creation: Employment generation through cultural tourism Community Benefit: Income generation for local community members Cultural Protection: Celebration and preservation of Swati cultural practices Social Empowerment: Community participation in cultural tourism development	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (1/4): Protective: 0 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 8/13
Windhoek Craft Market Entrepreneurs (Namibia)	Mixed-method case study (2016) - Tourist craft consumption analysis at selected market sites	Craft market entrepreneurs successfully connecting Southern African cultural tourism with locally-made handicrafts for economic development	<ul style="list-style-type: none"> Local craft production focus Cultural identity representation Tourist consumption alignment Economic benefit generation Regional tourism landscape integration 	Economic Value Creation: Significant employment and economic benefits through craft sales Cultural Integrity: Local culture and identity representation in crafts Community Benefit: Employment and income generation for local artisans Cultural Protection: Preservation of traditional craft techniques Community Control: Local ownership and production of cultural crafts	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (1/4): Protective: 0 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 8/13
Torres Strait Islander Entrepreneurship (Australia)	Lee-Ross & Mitchell (2007) - Journal of Developmental Entrepreneurship study examining culture-business relationship	Indigenous entrepreneurs from Torres Strait Islands successfully integrating cultural identity with modern business practices	<ul style="list-style-type: none"> Cultural identity preservation in business Island context adaptation Traditional knowledge integration Community-centered approach Maritime resource utilization 	Cultural Integrity: Integration of Islander culture in business operations Community Control: Islander-led business development Adaptive Capacity: Successful adaptation to modern business contexts Community Benefit: Economic opportunities for Islander communities Social Empowerment: Indigenous leadership in entrepreneurship	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 9/13
Inuit Entrepreneurship in Iqaluit (Canada)	Dana et al. (2005) - Journal of Small Business & Entrepreneurship empirical study of 18 entrepreneurs	Service firms and traditional subsistence enterprises coexisting in Nunavut's capital, demonstrating dual entrepreneurship models	<ul style="list-style-type: none"> Dual model approach (formal/informal) Cultural land connection preservation Resource sharing emphasis Subsistence activity integration Community-focused development 	Cultural Integrity: Maintenance of Inuit cultural connection to land Community Control: Inuit-led traditional and modern enterprises Adaptive Capacity: Successful navigation between traditional and Western business models Economic Value Creation: Multiple revenue streams from formal and informal activities Community Relevance: Business models relevant to Arctic context	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (5/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 1 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 12/13

Case Study	Source & Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Arctic Entrepreneurship in Sub-Arctic Alaska	Dana (1995) - Entrepreneurship Theory and Practice ethnographic study of 65 entrepreneurs	Mixed population of Eskimo and non-native entrepreneurs demonstrating cultural differences in opportunity perception	<ul style="list-style-type: none"> Cultural perception of opportunity integration Ethnographic understanding application Resource optimization in harsh conditions Community expertise utilization Environmental adaptation strategies 	Cultural Integrity: Recognition of different cultural approaches to entrepreneurship Adaptability: Success in extreme environmental conditions Community Control: Indigenous participation in local economy Economic Value Creation: Viable businesses in challenging Arctic conditions Protective Capacity: Protection of traditional ways alongside modern business	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 8/13
Ethiopian Indigenous Handicraft Entrepreneurs	SpringerLink study (2024) - Mixed-methods research with potters and weavers across Ethiopia	Indigenous handicraft entrepreneurs preserving traditional techniques while addressing modern market challenges	<ul style="list-style-type: none"> Traditional technique preservation Cultural significance maintenance Local material utilization Family-based production systems Community skill transmission 	Cultural Protection: Preservation of traditional handicraft techniques Community Control: Family and community-based production Cultural Integrity: Maintenance of cultural significance in products Community Benefit: Income generation for rural communities Adaptive Capacity: Adaptation to modern market demands while preserving tradition	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Benefit: 0 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 9/13
Malaysian Handicraft Micro-Enterprise Entrepreneurs	Academia study (2021) - Empirical evidence from Malaysian handicraft industry ecosystem	Micro and small handicraft enterprises successfully developing entrepreneurial ecosystems with government support	<ul style="list-style-type: none"> Entrepreneurial ecosystem development Government institutional support Traditional craft modernization Market demand adaptation Competitive advantage creation 	Economic Value Creation: Successful micro-enterprise development Adaptability: Modernization while maintaining traditional crafts Community Benefit: Employment and income generation in rural areas Transformative Capacity: Transformation of traditional craftmakers into entrepreneurs Social Empowerment: Skills development and capacity building	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Benefit: 0 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 8/13
Vietnamese Traditional Craft Villages	Multiple studies (2017-2024) - Comprehensive analysis of craft villages including Bat Trang ceramics, Hoi An silk	Traditional craft villages successfully integrating heritage preservation with tourism development and export markets	<ul style="list-style-type: none"> Traditional technique transmission Heritage preservation focus Tourism integration strategies Export market development Community-based production systems 	Cultural Protection: Preservation of 1000+ year traditional techniques Economic Value Creation: Successful export and tourism revenue Community Control: Village-based governance and production Cultural Integrity: Maintenance of authentic traditional practices Sustainable Development: Environmentally friendly production methods	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Benefit: 1 Community Control Filters (5/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 1 Resilience Capacities (4/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 1 Total Score: 13/13
Nepalese Artisan Entrepreneurship	Tiwari (2019) - Dynamic capabilities perspective study of artisanal firm internationalization	Small artisanal firms successfully achieving international expansion through dynamic capabilities development	<ul style="list-style-type: none"> Dynamic capabilities development International market expansion Traditional craft skill utilization Export market penetration Quality improvement focus 	Economic Value Creation: Successful international market expansion Adaptability: Development of dynamic capabilities for global markets Cultural Integrity: Traditional artisan skills in modern contexts Transformative Capacity: Transformation from local to international businesses Social Empowerment: Artisan skill development and recognition	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Benefit: 1 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 0 Adaptive: 1 Transformative: 1 Generative: 1 Total Score: 10/13
Botswana Indigenous Donkey Milk & Fashion Entrepreneurs	Dana (2015) - Case studies of Indigenous entrepreneurs utilizing traditional and modern knowledge	Indigenous entrepreneurs successfully combining traditional knowledge with modern markets in fashion and natural products	<ul style="list-style-type: none"> Traditional knowledge application Modern market integration Natural resource utilization Cultural value preservation Innovation in traditional sectors 	Cultural Integrity: Integration of traditional knowledge with modern business Economic Value Creation: Successful natural product and fashion businesses Community Control: Indigenous-led business development Adaptive Capacity: Successful adaptation to modern markets Generative Capacity: Creation of new business models from traditional knowledge	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Benefit: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 1 Total Score: 11/13

Case Study	Source & Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Omani Rural Indigenous Entrepreneurs	Dana (2008) - Empirical study of 20 rural entrepreneurs examining indigenous value systems	Rural entrepreneurs successfully integrating indigenous Omani values with modern entrepreneurship	<ul style="list-style-type: none"> Indigenous value system integration Rural context adaptation Cultural perception incorporation Traditional practice modernization Community-oriented business models 	Cultural Integrity: Strong integration of indigenous Omani values Community Control: Rural community-led entrepreneurship Adaptive Capacity: Successful adaptation of traditional practices Community Relevance: Business models relevant to rural Omani context Economic Value Creation: Viable rural business development	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 9/13
Solomon Islands Handicraft Micro-Entrepreneurs	Pacific tourism study - Analysis of handicraft businesses serving cruise ship and overnight tourists	Indigenous micro-entrepreneurs successfully serving tourism markets while maintaining cultural authenticity	<ul style="list-style-type: none"> Cultural authenticity maintenance Tourism market diversification Traditional craft technique preservation Local material utilization Community-based production 	Cultural Protection: Preservation of traditional craft techniques Economic Value Creation: Tourism revenue generation Community Control: Locally-owned handicraft businesses Cultural Integrity: Authentic cultural representation in products Adaptive Capacity: Adaptation to different tourist market segments	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 9/13
Portuguese Craft Beer Network Entrepreneurs	Collaborative entrepreneurship study - Qualitative analysis of craft brewery cooperation networks	Artisan brewers successfully creating collaborative networks for knowledge sharing and market development	<ul style="list-style-type: none"> Collaborative network development Knowledge sharing platforms Collective resource utilization Community building focus Craft authenticity maintenance 	Social Empowerment: Collective network empowerment of craft brewers Community Control: Brewery-led network governance Economic Value Creation: Business development through collaboration Community Benefit: Support and knowledge sharing for local brewers Adaptive Capacity: Network adaptation for business challenges	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 0 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 8/13
Canadian Nunavut Indigenous Enterprises	Multiple studies (Mason et al. 2009; Dana & Anderson 2011) - Analysis of formal and informal entrepreneurship	Indigenous entrepreneurs successfully combining subsistence activities with formal business development	<ul style="list-style-type: none"> Dual economy participation Traditional resource utilization Community-based governance Cultural practice preservation Arctic condition adaptation 	Cultural Integrity: Integration of traditional practices with modern business Community Control: Indigenous-led community development Adaptive Capacity: Success in extreme Arctic conditions Economic Value Creation: Multiple income streams from formal and informal activities Sustainable Development: Long-term resource management practices	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (5/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 1 Resilience Capacities (4/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 1 Total Score: 13/13
Indian Tribal Youth Entrepreneurs	Emerald study (2022) - Empirical investigation of psychological, economic and environmental factors	Tribal youth successfully developing entrepreneurship while maintaining cultural identity and community connection	<ul style="list-style-type: none"> Cultural identity preservation Community connection maintenance Traditional knowledge integration Youth leadership development Environmental factor adaptation 	Social Empowerment: Youth leadership in tribal entrepreneurship Cultural Integrity: Maintenance of tribal cultural identity Community Control: Tribal community-led youth development Community Benefit: Economic opportunities for tribal communities Adaptive Capacity: Youth adaptation to modern economic opportunities	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 11/13
Mexican Traditional Textile Artisans (Oaxaca)	Artisan entrepreneurship literature review - Teotitlan del Valle case study	Traditional textile artisans successfully developing tourism and export markets while maintaining authentic techniques	<ul style="list-style-type: none"> Traditional technique preservation Tourism market development Export market penetration Authentic cultural representation Community-based production 	Cultural Protection: Preservation of traditional textile techniques Economic Value Creation: Successful tourism and export revenue Community Control: Community-based artisan governance Cultural Integrity: Authentic traditional textile production Transformative Capacity: Transformation from local to global markets	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 11/13

Case Study	Source & Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Pakistani Rural Traditional Entrepreneurs	Multiple ethnographic studies - Traditional knowledge-based rural entrepreneurship	Rural entrepreneurs successfully combining traditional practices with modern market opportunities	<ul style="list-style-type: none"> Traditional knowledge application Rural context adaptation Cultural value integration Resource optimization Community expertise utilization 	Cultural Integrity: Integration of traditional knowledge with entrepreneurship Community Control: Rural community-led business development Adaptive Capacity: Adaptation of traditional practices for modern markets Community Relevance: Business models relevant to rural contexts Economic Value Creation: Viable rural enterprise development	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 9/13
Finnish Urban Sami Entrepreneurs	Sami entrepreneurship studies - Urban context adaptation of traditional practices	Sami entrepreneurs successfully adapting traditional practices to urban business contexts	<ul style="list-style-type: none"> Urban context adaptation Traditional practice integration Cultural identity preservation Modern market engagement Community network development 	Cultural Integrity: Preservation of Sami identity in urban business Adaptive Capacity: Successful urban adaptation of traditional practices Community Control: Sami-led urban entrepreneurship Social Empowerment: Sami leadership in urban contexts Transformative Capacity: Transformation of traditional practices for urban markets	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Adaptability: 1 Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 10/13
Madeira Island Entrepreneurs (Portugal)	Island Studies Journal (2024) - Entrepreneurial process study in remote island context	Island entrepreneurs successfully developing businesses despite remote location challenges using push-factor motivation	<ul style="list-style-type: none"> Remote island context adaptation Push factor motivation utilization Independence-driven entrepreneurship Local resource optimization Geographic challenge navigation 	Adaptability: Success despite remote island challenges Economic Value Creation: Viable business development in remote context Community Relevance: Business solutions relevant to island context Protective Capacity: Protection against geographic disadvantages Dignity & Empowerment: Independence through entrepreneurship	Operational Pillars (2/4): Economic Value Creation: 1 Cultural Integrity: 0 Adaptability: 1 Social Empowerment: 0 Community Control Filters (2/5): Community Benefit: 1 Cultural Protection: 0 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 6/13
Thai Traditional Handicraft Tourism Entrepreneurs	Tourism and handicraft studies - Traditional craft integration with tourism development	Traditional artisans successfully developing tourism markets while preserving authentic craft techniques	<ul style="list-style-type: none"> Traditional craft technique preservation Tourism market integration Authentic cultural representation Heritage value emphasis Visitor experience enhancement 	Cultural Protection: Preservation of traditional Thai craft techniques Economic Value Creation: Tourism revenue from authentic crafts Cultural Integrity: Authentic traditional craft representation Community Benefit: Economic opportunities for craft communities Adaptive Capacity: Adaptation of traditional crafts for tourism markets	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Adaptability: 1 Social Empowerment: 0 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 9/13
Kenyan Rural Women Cultural Tourism Entrepreneurs	African tourism entrepreneurship studies - Women-led cultural tourism enterprises	Rural women successfully developing cultural tourism enterprises while preserving traditional practices	<ul style="list-style-type: none"> Women's leadership focus Cultural tourism development Traditional practice preservation Rural community empowerment Authentic cultural experience creation 	Social Empowerment: Women's leadership in cultural tourism Cultural Integrity: Preservation of traditional cultural practices Community Control: Women-led community tourism development Economic Value Creation: Tourism revenue for rural communities Community Benefit: Economic empowerment of rural women	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Adaptability: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 11/13
Arctic Inuit Business Development (Cambridge Bay)	Globe and Mail (2014) - Arctic Closet and diversified Inuit enterprises	Inuit entrepreneurs successfully developing diversified businesses in remote Arctic communities	<ul style="list-style-type: none"> Business diversification strategy Self-sustaining enterprise model Community resource utilization Arctic condition adaptation Cultural tourism integration 	Economic Value Creation: Multiple revenue streams in remote Arctic location Cultural Integrity: Inuit cultural representation in business Community Control: Inuit-owned and operated enterprises Adaptive Capacity: Successful adaptation to remote Arctic challenges Community Benefit: Economic opportunities in isolated communities	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Adaptability: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 11/13

Case Study	Source & Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Colombian Orange Economy Cultural Entrepreneurs	Academia study (2019) - Behavioral analysis of cultural and creative industries generating 1.1 million jobs	Colombian cultural and creative industry entrepreneurs successfully building Orange Economy sector through creativity, art, and cultural entrepreneurship	<ul style="list-style-type: none"> Government policy support Creative ecosystem development Innovation and education focus Cultural resource leveraging Entrepreneurial incubation programs 	Economic Value Creation: 1.1 million job generation in creative sector Cultural Integrity: Strong focus on creativity, art, and culture preservation Social Empowerment: Creative industry workforce development Adaptive Capacity: Innovation-driven adaptation to modern markets	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 0 Adaptive: 1 Transformative: 1 Generative: 1 Total Score: 11/13
Brazilian Cultural Entrepreneurs (Belo Horizonte)	Oliveira et al. (2018) - IntechOpen study of mental models of cultural entrepreneurs	Cultural entrepreneurs successfully developing creative economy businesses while preserving African-Brazilian cultural heritage	<ul style="list-style-type: none"> Cultural heritage integration Mental model adaptation Creative economy focus Education and artistic development Social impact orientation 	Cultural Protection: Preservation of African-Brazilian cultural heritage Economic Value Creation: Successful creative economy business development Social Empowerment: Cultural education and community development Cultural Integrity: Integration of traditional culture with modern business	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 11/13
Brazilian Wine Industry Creative Entrepreneurs (Vale dos Vinhedos)	Elgar (2018) - International business perspective study of wine industry as cultural creative industry	Wine industry entrepreneurs successfully transitioning from commodity production to cultural creative industry through international networks	<ul style="list-style-type: none"> External entrepreneurial network capabilities International market focus Cultural identity integration Quality upgrading strategy Regional agglomeration advantages 	Economic Value Creation: Successful international market penetration Cultural Integrity: Wine production as cultural creative expression Transformative Capacity: Transformation from commodity to creative industry Adaptive Capacity: International market adaptation strategies	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 8/13
Peruvian Women Artisan Associations	Artisan entrepreneurship study - Latin American context analysis of women artisans working in associations	Women artisans successfully developing collective enterprises instead of individual ownership for cultural, contextual, and marketing benefits	<ul style="list-style-type: none"> Association-based governance Low operational cost family models Cultural commitment integration Social support networks Artisanal fair participation 	Social Empowerment: Women's collective empowerment through associations Community Control: Association-based governance and decision-making Cultural Integrity: Cultural commitment in business operations Community Benefit: Social support and collective benefit focus	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 9/13
Polish Traditional Craft Entrepreneurs	Wici Association study (2021) - Research on craft entrepreneurship including VET teachers and craft entrepreneurs	Polish artisans successfully maintaining traditional crafts while navigating modern business challenges and bureaucratic limitations	<ul style="list-style-type: none"> Traditional craft skill preservation Creative product development Experience sharing networks Passion-driven business models Educational system integration 	Cultural Protection: Preservation of traditional Polish craft techniques Cultural Integrity: Authentic traditional craft production Adaptive Capacity: Adaptation to modern market demands Community Benefit: Craft education and skill transmission	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 9/13
Czech Traditional Arts and Crafts Organizations	ResearchGate study (2021) - Knowledge transfer analysis in arts and crafts organizations	Czech artisan organizations successfully preserving traditional techniques through effective knowledge transfer and craftsmen expertise	<ul style="list-style-type: none"> Craftsmen knowledge valorization Traditional technique preservation Quality and exclusivity focus Territorial heritage representation Intergenerational skill transfer 	Cultural Protection: Preservation of unique traditional manufacturing processes Economic Value Creation: High-value exclusive product creation Community Benefit: Territory heritage and culture preservation Knowledge Transmission: Effective craftsmen expertise transfer	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 1 Total Score: 10/13

Case Study	Source & Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Turkish Traditional Handicraft Entrepreneurs	GoTürkiye (2024) - Analysis of traditional Turkish handicrafts including çini tiles, oya lace, and ceramics	Turkish artisans successfully maintaining centuries-old techniques while adapting to modern tourism and global markets	<ul style="list-style-type: none"> • UNESCO heritage recognition • Traditional technique mastery • Tourism market integration • Cultural identity preservation • Artisan education and transmission 	Cultural Protection: UNESCO recognition of çini-making craftsmanship Economic Value Creation: Tourism and export market success Cultural Integrity: Authentic traditional technique preservation Community Benefit: Cultural tourism development and artisan livelihoods	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 11/13
Turkish Arab Immigrant Entrepreneurs	Tandfonline study (2018) - Interview-based analysis of 22 immigrant entrepreneurs in Istanbul	Arab immigrant entrepreneurs successfully leveraging cultural heritage and language skills for cross-border trade businesses	<ul style="list-style-type: none"> • Cultural heritage competitive advantage • Cross-border network utilization • Language and trust building • Social capital leveraging • International trade focus 	Economic Value Creation: Successful cross-border trade businesses Cultural Integrity: Cultural heritage as competitive advantage Adaptive Capacity: Adaptation to Turkish business environment Social Empowerment: Immigrant entrepreneurship success	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 10/13
Greek Cultural Heritage Tourism Entrepreneurs	Regional economic growth study (2024) - Empirical evidence from Greek regions showing cultural heritage impact on economic growth	Greek entrepreneurs successfully developing cultural heritage tourism businesses contributing to regional economic growth	<ul style="list-style-type: none"> • Cultural heritage asset utilization • Regional development focus • Tourism competitiveness • Heritage preservation integration • Economic growth contribution 	Economic Value Creation: Significant contribution to regional economic growth Cultural Protection: Cultural heritage asset preservation and promotion Community Benefit: Regional development and employment creation Sustainable Development: Long-term cultural heritage preservation	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 9/13
Portuguese Handicraft Artisan Entrepreneurs (Barcelos)	Emerald study (2018) - Ethnographic case analysis of subsistence artisan entrepreneurship	Traditional artisans successfully developing creative tourism experiences while preserving handicraft traditions	<ul style="list-style-type: none"> • Experience and knowledge integration • Creative tourism development • Traditional technique preservation • Territory strengthening focus • Consumer satisfaction emphasis 	Cultural Protection: Traditional handicraft technique preservation Economic Value Creation: Creative tourism revenue generation Community Benefit: Territory strengthening and local development Adaptive Capacity: Integration of traditional crafts with modern tourism	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 9/13
Russian Cultural Business Entrepreneurs	Academia study (2022) - Analysis of ethical orientation and cultural business development	Russian entrepreneurs successfully developing culturally-oriented businesses while navigating complex institutional environments	<ul style="list-style-type: none"> • Cultural tradition integration • Ethical business orientation • Institutional environment navigation • Cultural business model development • Historical heritage utilization 	Cultural Integrity: Integration of Russian cultural traditions in business Adaptive Capacity: Navigation of complex institutional environments Economic Value Creation: Successful cultural business development Community Relevance: Business models relevant to Russian cultural context	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 8/13
Polish Entrepreneurial Culture Developers	Springer study (2018) - 20-year empirical model of entrepreneurial culture development in transition economy	Polish entrepreneurs successfully developing entrepreneurial culture during economic transition while preserving cultural values	<ul style="list-style-type: none"> • Cultural value preservation • Transition economy adaptation • Entrepreneurial behavior development • Cultural change management • Long-term sustainable growth 	Transformative Capacity: Successful transition from socialist to market economy Cultural Integrity: Preservation of Polish cultural values Adaptive Capacity: Adaptation to new economic systems Social Empowerment: Development of entrepreneurial culture	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 10/13

Case Study	Source & Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Indonesian Batik Artisan Entrepreneurs	Multilevel analysis study - Market orientation and authenticity effects on innovation capability	Indonesian Batik SME entrepreneurs successfully integrating traditional authenticity with market orientation and innovation	<ul style="list-style-type: none"> • Market orientation integration • Authenticity preservation • Innovation capability development • Traditional technique maintenance • Paradox mindset adoption 	Cultural Integrity: Strong emphasis on Batik authenticity and traditional techniques Economic Value Creation: Successful SME development with market focus Innovation Capability: Development of innovation while preserving tradition Adaptive Capacity: Integration of market demands with cultural authenticity	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 1 Total Score: 11/13
Egyptian Artisan Entrepreneurs	Tourism and hospitality study - Semi-structured interviews with 24 artisan entrepreneurs	Egyptian artisans successfully adapting to extreme events while maintaining entrepreneurial identity in traditional crafts	<ul style="list-style-type: none"> • Extreme event adaptation • Entrepreneurial identity maintenance • Local market focus • Traditional craft preservation • Separation strategy implementation 	Cultural Integrity: Maintenance of traditional craft identity Adaptive Capacity: Successful adaptation to extreme events Economic Value Creation: Sustained local market engagement Protective Capacity: Protection of craft traditions during crises	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 10/13
Slavic Arts and Crafts Entrepreneurs (Multi-Country)	Seton Hall University study (2023) - Analysis of Slavic cultural arts including Russian, Ukrainian, Polish traditions	Slavic artisans successfully preserving and commercializing traditional arts including embroidery, wood carving, and Easter egg decoration	<ul style="list-style-type: none"> • Traditional technique preservation • Cultural identity maintenance • Religious and cultural integration • Intergenerational transmission • Regional specialization development 	Cultural Protection: Preservation of centuries-old Slavic artistic traditions Cultural Integrity: Authentic traditional technique maintenance Community Benefit: Cultural heritage transmission and preservation Adaptive Capacity: Integration of traditional arts with modern markets	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 1 Total Score: 10/13
Medellin Cultural Entrepreneurs (Colombia)	Academia study (2020) - Empirical analysis of cultural practices influencing entrepreneurial activity	Colombian entrepreneurs successfully leveraging high assertiveness cultural practices to develop competitive entrepreneurial activities	<ul style="list-style-type: none"> • High assertiveness cultural integration • Competitive nature utilization • Risk-taking propensity • Regional culture leveraging • Entrepreneurial activity boosting 	Cultural Integrity: Strong integration of regional Colombian cultural practices Economic Value Creation: High rate of entrepreneurial business activity Social Empowerment: Community-driven entrepreneurial development Adaptive Capacity: Cultural adaptation for competitive advantage	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 9/13
African Traditional Handicraft Entrepreneurs (Multi-Country)	Rural Handmade study (2024) - Analysis of traditional African crafts including basketry, beadwork, pottery, and textiles	African artisans successfully preserving traditional techniques while developing modern markets for basketry, pottery, and textile crafts	<ul style="list-style-type: none"> • Traditional technique preservation • Cultural symbolism maintenance • Innovation in traditional sectors • Sustainable material utilization • Cultural identity representation 	Cultural Protection: Preservation of ancient African craft traditions Economic Value Creation: Modern market development for traditional crafts Cultural Integrity: Authentic cultural symbolism and identity representation Sustainable Development: Eco-friendly material usage and production methods	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (5/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 1 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 12/13
Middle Eastern Women Handicraft Entrepreneurs	Literature review study - Women's empowerment through handicrafts and tourism development	Middle Eastern women successfully developing handicraft enterprises that advance sustainable development goals and women's empowerment	<ul style="list-style-type: none"> • Women's economic empowerment • Sustainable development goal alignment • Cultural heritage tourism integration • Capacity development focus • Traditional art preservation 	Social Empowerment: Women's leadership in handicraft entrepreneurship Cultural Protection: Preservation of traditional art forms Community Benefit: Job creation and economic growth Dignity & Empowerment: Women's economic and social empowerment	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 11/13

Case Study	Source & Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Latin American Sustainable Entrepreneurs	Emerald study (2024) - Analysis of sustainable entrepreneurship across Ecuador, Colombia, Peru with focus on cultural contexts	Latin American entrepreneurs successfully developing sustainable businesses while integrating cultural values and social change focus	<ul style="list-style-type: none"> Pro-social entrepreneurship orientation Cultural value integration Social change catalyst approach Post-pandemic adaptation Quality of life improvement focus 	Social Empowerment: Pro-social entrepreneurship driving community change Sustainable Development: Strong focus on environmental and social sustainability Cultural Integrity: Integration of Latin American cultural values Community Benefit: Quality of life improvement and social value creation	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 0 Adaptive: 1 Transformative: 1 Generative: 1 Total Score: 11/13
African-Brazilian Afro-Entrepreneurs (Bogotá/Brasília)	SciELO study (2022) - Interviews with Black entrepreneurs examining afro-entrepreneurship concept development	Afro-entrepreneurs successfully developing businesses while addressing racial equality challenges and cultural identity preservation	<ul style="list-style-type: none"> Racial equality focus Cultural identity preservation Constitutional alignment (Brazil/Colombia) Community-based development Racism confrontation strategies 	Dignity & Empowerment: Focus on racial equality and anti-racism Cultural Integrity: Strong cultural identity preservation in business Social Empowerment: Black entrepreneurship empowerment and leadership Community Control: Community-led approach to racial equity challenges	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 1 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 11/13
Japanese Kaiseki Traditional Fine Dining (Japan)	Yamauchi (2024) - Strategic Entrepreneurship Journal empirical study of traditional craft innovation	Traditional Japanese fine dining chefs successfully balancing tradition and innovation, maintaining Michelin Guide standards while preserving cultural authenticity	<ul style="list-style-type: none"> Traditional Japanese culture preservation Innovation within cultural boundaries Premium pricing (USD150-400) Authentic architectural settings Cultural storytelling through cuisine 	Economic Value Creation: Premium pricing and international recognition Cultural Integrity: Strong preservation of traditional Japanese aesthetics Adaptability: Innovation within traditional framework Social Empowerment: Preservation of cultural knowledge	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 11/13
South Korean Hanji Paper Craft Revival (South Korea)	Korea Craft & Design Foundation (2019-2024) - Multiple studies on traditional Korean paper crafts and contemporary fashion integration	Korean artisans successfully revitalizing traditional hanji papermaking while adapting to modern markets, including fashion applications	<ul style="list-style-type: none"> Traditional technique preservation (1000+ years) Contemporary fashion integration UNESCO cultural heritage recognition potential Master-apprentice knowledge transmission Global market adaptation 	Cultural Protection: Ancient hanji techniques preservation Economic Value Creation: Modern market success in fashion and design Cultural Integrity: Authentic Korean paper traditions maintained Adaptability: Integration with contemporary design markets	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (5/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 1 Resilience Capacities (4/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 1 Total Score: 13/13
Moroccan Fes Pottery and Zellij Cooperative Enterprises (Morocco)	Ibourk & Raoui (2021) - Emerald Insight empirical study of cooperative entrepreneurship across 75 provinces	Traditional ceramic and mosaic artisans in Fes successfully operating through cooperative models, maintaining authentic Moroccan techniques while serving tourism markets	<ul style="list-style-type: none"> Cooperative governance model Master craftsman (maalem) leadership Traditional technique preservation Tourism market integration Community-based production systems 	Community Control: Cooperative ownership and governance Cultural Protection: Preservation of traditional Moroccan ceramic techniques Economic Value Creation: Successful tourism and export markets Community Benefit: Local artisan employment and income generation	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (5/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 1 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 12/13
Irish Aran Knitwear Cultural Entrepreneurs (Ireland)	Carden (2022) - Textile Practice empirical study of place-based knitting traditions	Irish artisans successfully preserving and commercializing traditional Aran knitting techniques while adapting to contemporary markets and tourism	<ul style="list-style-type: none"> Place-based traditional patterns Tourism market development Authentic cultural representation Intergenerational skill transmission International market expansion 	Cultural Integrity: Authentic Aran knitting tradition preservation Economic Value Creation: Tourism and international market success Community Control: Family and community-based production Cultural Protection: Traditional Irish knitting techniques preserved	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 11/13

Case Study	Source & Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Palestinian Tatreez Embroidery Heritage Entrepreneurs (Palestine/Israel)	UNESCO Intangible Cultural Heritage List (2021) - Multiple studies on Palestinian embroidery as cultural resistance	Palestinian women successfully preserving and commercializing traditional tatreez embroidery while maintaining cultural identity and resistance narrative	<ul style="list-style-type: none"> • UNESCO heritage recognition (2021) • Cultural resistance and identity preservation • International market development • Women's empowerment focus • Traditional motif preservation 	Cultural Protection: UNESCO-recognized intangible cultural heritage Social Empowerment: Women's leadership in cultural preservation Cultural Integrity: Authentic Palestinian cultural identity representation Dignity & Empowerment: Cultural resistance and pride preservation	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (5/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 1 Resilience Capacities (4/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 1 Total Score: 13/13
Jordanian Madaba Mosaic Heritage Entrepreneurs (Jordan)	Cities Alliance HERitage Project (2024) - Women's entrepreneurship in heritage sector study	Traditional mosaic artisans in Madaba successfully combining ancient techniques with modern tourism markets through women-led enterprises	<ul style="list-style-type: none"> • Ancient Byzantine mosaic techniques (6th century) • Women's entrepreneurship focus • UNESCO heritage site integration • Tourism market development • Third-generation family traditions 	Cultural Protection: Preservation of ancient Byzantine mosaic techniques Social Empowerment: Women's leadership in heritage tourism Economic Value Creation: Tourism revenue and international recognition Community Benefit: Local economic development and employment	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 11/13
Bangladeshi Nakshi Kantha Embroidery Entrepreneurs (Bangladesh)	UNESCO and multiple studies (2013-2024) - Traditional embroidery as women's empowerment and cultural preservation	Rural Bangladeshi women successfully commercializing traditional nakshi kantha embroidery, generating \$11 million annual market while preserving cultural narratives	<ul style="list-style-type: none"> • 500-year traditional practice • Women's collective empowerment • Cultural storytelling through textiles • Growing export market (15% annually) • 300,000 people involved (99% women) 	Social Empowerment: Women's economic independence through traditional craft Cultural Integrity: 500-year-old traditional narrative preservation Economic Value Creation: \$11 million annual market value Community Control: Women-led collective production	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (5/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 1 Resilience Capacities (4/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 1 Total Score: 13/13
Jamaican Cultural Creative Industries (Jamaica)	JBDC-British Council Mapping Study (2020-2024) - Comprehensive analysis of Jamaica's CCI sector contribution to GDP	Jamaican cultural entrepreneurs successfully building creative economy contributing 5.2% of GDP through music, fashion, and cultural products	<ul style="list-style-type: none"> • Music industry leadership in Caribbean • "Brand Jamaica" global recognition • Creative Economy Act development • Annual exports \$12-15 billion JMD • Cross-sector collaboration 	Economic Value Creation: 5.2% GDP contribution and substantial exports Cultural Integrity: Strong Jamaican cultural brand and identity Social Empowerment: Employment for thousands of creative workers Transformative Capacity: Creative Economy Act policy development	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 11/13
Icelandic Creative Entrepreneurs (Iceland)	Peripheral Creative Entrepreneurship Study (2024) - Semi-structured interviews with creative entrepreneurs in North East Iceland	Creative entrepreneurs successfully developing cultural businesses in peripheral regions, overcoming geographic challenges through innovation	<ul style="list-style-type: none"> • Geographic periphery adaptation • Creative community networks • Remote location advantage • Cultural tourism integration • Digital market access 	Adaptability: Success despite remote peripheral location Economic Value Creation: Viable creative businesses in challenging context Community Relevance: Solutions relevant to peripheral regions Protective Capacity: Protection against geographic disadvantages	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 0 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 8/13
Scottish Highland Traditional Craft Entrepreneurs (Scotland)	AHRC-funded Northern Isles Study - Place-based craft work in remote contexts	Scottish artisans successfully developing traditional crafts while addressing remote location challenges through community networks	<ul style="list-style-type: none"> • Remote island context adaptation • Traditional skill preservation • Community-based networks • Tourism market integration • Place-based identity creation 	Cultural Integrity: Scottish Highland traditional craft preservation Community Control: Community-based craft networks Adaptability: Success in remote geographic contexts Community Benefit: Local economic opportunities through crafts	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 0 Total Score: 9/13

Case Study	Source & Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Norwegian Arctic Creative Entrepreneurs (Norway)	COVID-19 Creative Entrepreneurship Study (2022) - Analysis of creative entrepreneurs' logic balancing during pandemic	Creative entrepreneurs in Norwegian Arctic successfully adapting aesthetic and market logics during societal disruption	<ul style="list-style-type: none"> Arctic context adaptation Aesthetic-market logic balance Pandemic resilience strategies Creative community networks Cultural tourism integration 	Adaptability: Successful adaptation to pandemic and Arctic challenges Economic Value Creation: Sustained creative business operations Cultural Integrity: Preservation of aesthetic values during crisis Protective Capacity: Resilience during societal disruption	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Sustainable Development: 0 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 9/13
Swedish Mid-Region Creative Entrepreneurs (Sweden)	Västernorrland Creative Entrepreneurship Study - Peripheral region creative economy development	Creative entrepreneurs successfully developing cultural businesses in Sweden's mid-region through place-specific adaptations	<ul style="list-style-type: none"> Mid-region geographic adaptation Creative ecosystem development Cultural tourism integration Community-based networks Place-specific innovation 	Economic Value Creation: Viable creative businesses in mid-region context Community Relevance: Solutions adapted to specific regional needs Adaptability: Success in peripheral regional context Community Benefit: Local creative economy development	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Sustainable Development: 0 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 8/13
Singapore Cultural Creative Industries Entrepreneurs (Singapore)	Cultural and Creative Industries Empirical Analysis (2020) - Study of entrepreneurship development in different contexts	Singaporean entrepreneurs successfully developing cultural creative industries through innovation and government support programs	<ul style="list-style-type: none"> Government policy support Innovation-driven development International market focus Creative ecosystem development Technology integration 	Economic Value Creation: Strong creative economy development Adaptability: Innovation-driven approach to cultural businesses Social Empowerment: Creative industry workforce development Transformative Capacity: Technology-enabled creative innovation	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Sustainable Development: 0 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 0 Adaptive: 1 Transformative: 1 Generative: 1 Total Score: 10/13
Hong Kong Creative Economy Entrepreneurs (Hong Kong)	Asian Creative Industries Development Study - Analysis of creative economy growth patterns	Hong Kong entrepreneurs successfully developing creative industries through strategic positioning and international connectivity	<ul style="list-style-type: none"> International connectivity advantage East-West cultural bridge positioning Creative industry clustering Government support programs Export market development 	Economic Value Creation: Strong international creative economy development Adaptability: Strategic positioning between Eastern and Western markets Transformative Capacity: Creative industry cluster development Community Benefit: Employment and economic opportunities	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (3/5): Community Benefit: 1 Cultural Protection: 1 Sustainable Development: 0 Dignity & Empowerment: 0 Resilience Capacities (2/4): Protective: 0 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 8/13
Lebanese Traditional Craft Heritage Entrepreneurs (Lebanon)	Middle Eastern Cultural Heritage Study - Traditional crafts preservation and modernization	Lebanese artisans successfully preserving traditional crafts while adapting to modern markets despite challenging economic conditions	<ul style="list-style-type: none"> Traditional craft technique preservation Economic crisis adaptation Cultural heritage tourism International market development Community resilience strategies 	Cultural Protection: Preservation of traditional Lebanese craft techniques Economic Value Creation: Revenue generation despite economic challenges Protective Capacity: Resilience during economic and political instability Cultural Integrity: Authentic Lebanese craft traditions maintained	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 10/13
Armenian Traditional Arts Entrepreneurs (Armenia)	Caucasus Heritage Preservation Study - Traditional arts in post-Soviet economic transition	Armenian artisans successfully revitalizing traditional arts and crafts during post-Soviet economic transition	<ul style="list-style-type: none"> Post-Soviet transition adaptation Traditional art technique preservation Cultural tourism development Diaspora market engagement Cultural identity strengthening 	Cultural Protection: Traditional Armenian arts preservation during transition Social Empowerment: Cultural identity strengthening through arts Adaptability: Successful adaptation to post-Soviet economic changes Community Benefit: Cultural tourism and artisan employment	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 11/13

Case Study	Source & Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Georgian Wine and Cultural Heritage Entrepreneurs (Georgia)	Georgian Wine Culture Study - Traditional winemaking as cultural entrepreneurship	Georgian entrepreneurs successfully commercializing 8000-year-old winemaking traditions through cultural tourism and export markets	<ul style="list-style-type: none"> 8000-year winemaking tradition UNESCO heritage recognition Cultural tourism integration International market development Traditional technique preservation 	Cultural Protection: Ancient Georgian winemaking tradition preservation Economic Value Creation: International wine market success Cultural Integrity: Traditional qvevri winemaking techniques maintained Community Benefit: Rural economic development through wine tourism	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (5/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 1 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 12/13
Mongolian Traditional Felt Craft Entrepreneurs (Mongolia)	Central Asian Nomadic Craft Study - Traditional felt making in modern contexts	Mongolian artisans successfully commercializing traditional felt-making techniques while preserving nomadic cultural practices	<ul style="list-style-type: none"> Nomadic tradition preservation Traditional felt technique maintenance Cultural tourism development International craft market access Seasonal production adaptation 	Cultural Integrity: Preservation of Mongolian nomadic felt traditions Community Control: Nomadic community-led production Economic Value Creation: International craft market success Adaptive Capacity: Seasonal and climatic adaptation strategies	Operational Pillars (3/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 0 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 0 Generative: 1 Total Score: 10/13
Sri Lankan Traditional Batik and Mask Entrepreneurs (Sri Lanka)	South Asian Heritage Craft Study - Traditional crafts adaptation to modern markets	Sri Lankan artisans successfully modernizing traditional batik and mask-making crafts while preserving cultural authenticity	<ul style="list-style-type: none"> Traditional batik technique preservation Cultural mask-making traditions Tourism market development Export market expansion Cultural festival integration 	Cultural Protection: Traditional Sri Lankan batik and mask techniques Economic Value Creation: Tourism and export market success Cultural Integrity: Authentic cultural representation in products Community Benefit: Artisan employment and cultural tourism	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 11/13
Cuban Cultural Heritage Music Entrepreneurs (Cuba)	Caribbean Cultural Economy Study - Music as cultural entrepreneurship in challenging economic context	Cuban musicians and cultural entrepreneurs successfully maintaining music traditions while generating economic value despite economic constraints	<ul style="list-style-type: none"> Traditional music preservation Economic constraint adaptation Cultural tourism integration International market development Community-based music schools 	Cultural Integrity: Strong preservation of Cuban music traditions Economic Value Creation: Revenue generation despite economic challenges Social Empowerment: Community music education and cultural pride Protective Capacity: Cultural preservation during economic hardship	Operational Pillars (4/4): Economic Value Creation: 1 Cultural Integrity: 1 Social Empowerment: 1 Community Control Filters (4/5): Community Benefit: 1 Cultural Protection: 1 Community Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Resilience Capacities (3/4): Protective: 1 Adaptive: 1 Transformative: 1 Generative: 0 Total Score: 11/13