

| Chilean Mapuche Artisan Cooperatives | Aylwin, J. & Cuenca, A. (2019). *Indigenous Entrepreneurship*. 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 (3/4):** Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1<br>**Community Control Filters (4/5):** Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 1<br>**Resilience Capacities (2/4):** Protective: 1, Adaptive: 0, Transformative: 0, Generative: 1 | | Thai Innovation-Driven Cultural Enterprises | Thanasankit, T. & Corbitt, B. (2024). *Thailand Innovation Enterprise Study*. 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<br>**Community Control Filters (2/5):** Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0<br>**Resilience Capacities (2/4):** Protective: 0, Adaptive: 1, Transformative: 1, Generative: 0 | | Indonesian Written Batik SMEs (Yogyakarta) | Wibowo, A. & Suharto, Y. (2021). *COVID Impact on Batik SMEs*. 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<br>**Community Control Filters (3/5):** Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0<br>**Resilience Capacities (1/4):** Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1 | | Indonesian Batik Sustainability Initiatives | Rofiaty, R. & Wijaya, C. (2022). *Batik Institutional Barriers*. 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<br>**Community Control Filters (3/5):** Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 1<br>**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). *Craft Villages Tourism Development*. 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<br>**Community Control Filters (2/5):** Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0<br>**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). *Vinh Phuc Tourism Development*.

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<br>**Community Control Filters (2/5):** Community Benefit: 1, Cultural Protection: 1,

Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0<br>**Resilience Capacities (2/4):** Protective: 0, Adaptive: 1, Transformative: 0, Generative: 1 || Vietnamese Social Entrepreneurial Ventures | Nguyen, Q.A. (2020). *Vietnam Social Entrepreneurship*. 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<br>**Community Control Filters (2/5):** Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0<br>**Resilience Capacities (2/4):** Protective: 0, Adaptive: 1, Transformative: 1, Generative: 0 |

| Moroccan Social Enterprises (Ouarzazate Province) | El Amrani, A. & Berrada, M. (2017). *Morocco Social Entrepreneurship Ecosystem*. 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<br>**Community Control Filters (2/5):** Community Benefit: 1, Cultural Protection: 1,

Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0<br>**Resilience Capacities (2/4):** Protective: 0, Adaptive: 1, Transformative: 1, Generative: 0 |

## Complete Case Studies from Document 6

Case	Empirical Source	Description	Critical Success	CIRF Framework	CIRF Score Analysis
			Factors Violated		
Old Sydney Town (Australia)	Davidson, I. & Spearritt, P. (2000); Hughes, M. (2010). <i>Australian CHT Operations Study</i> .	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	<b>Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0   Community Control Filters (0/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity &amp; Empowerment: 0   Resilience Capacities (0/4): Protective: 0, Adaptive: 1, Transformative: 0, Generative: 0  </b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0
					<b>Resilience Capacities (0/4):</b>
					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	<b>Operational Pillars (0/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (0/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
					0, Dignity & Empowerment: 0
					<b>Resilience Capacities (0/4):</b>
					Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Halls of Fame (Multiple locations)	Bramley, E.V. (2001); Hughes, M. (2010).	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 Empowerment - demonstrates importance of living culture connection	<b>Operational Pillars (0/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (0/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0,

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
					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	<b>Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0</b> <b>Community Control Filters (0/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Queensland CHT Attractions (Multiple)	Prideaux, B. & Kininmont, L.J. (1999); Hughes, M. (2010). <i>Regional</i>	Multiple cultural heritage tourism operations that	Lack of professional management, insufficient market	Validates Economic Value Creation and Adaptability -	<b>Operational Pillars (0/4): Economic Value Creation: 0</b>

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
	<i>CHT Failure Analysis.</i> Australian Tourism Research.	closed or underperformed	research, poor understanding of visitor needs	demonstrates importance of professional management and market understanding	0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (0/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> Protective: 1, Adaptive: 0, Transformative: 0, Generative: 0
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 Control challenges - demonstrates systemic barriers for marginalized communities	<b>Operational Pillars (0/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					(0/5): Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0
					<b>Resilience Capacities</b> (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Indigenous Bush Products Enterprises (Australia)	Girringun Nursery (2023). <i>Sustainability Science Empirical Research.</i> <i>Environmental Management Journal.</i>	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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
					Development: 0, Dignity & Empowerment: 0  <b>Resilience Capacities</b> <b>(1/4):</b> 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	<b>Operational Pillars (0/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0  <b>Community Control Filters</b> <b>(0/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0  <b>Resilience Capacities</b> <b>(0/4):</b> Protective: 0,

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
					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	<b>Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0</b>
Ethnic Minority Tourism	Li, Y. & Wang, S. (2021). <i>Empirical Analysis of</i>	Cultural tourism enterprises in ethnic minority	Inadequate cultural depth in tourism products,	Validates Cultural Protection and Transformative	<b>Community Control Filters (0/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
Enterprises (China)	<i>Cultural-Tourism Integration.</i> Guangxi Tourism Research.	areas struggling with development speed	poor supporting infrastructure, single-product tourism offerings	capacity - demonstrates challenges in cultural asset development	Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (0/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0
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	<b>Operational Pillars (0/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 <b>Community</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					<b>Control Filters (0/5):</b>
					Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0
					<b>Resilience Capacities (0/4):</b>
					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 Demonstrates consequences of resistance to market changes	<b>Operational Pillars (0/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (0/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0,

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
				Sustainable Development: 0, Dignity & Empowerment: 0	<b>Resilience Capacities (0/4):</b>
				Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0	
Japanese Credit Cooperatives	Battilani, P. & Schröter, H.G. (2024). <i>Cooperative Failure Analysis</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	<b>Operational Pillars (0/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (0/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					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 support frameworks	Validates comprehensive framework need - demonstrates multiple systemic barriers requiring integrated policy solutions	<b>Operational Pillars (2/4): Economic Value Creation: 1, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0</b> <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0
South African Craft Producer	Rogerson, C.M. (2020). <i>Protection</i>	Craft businesses failed due to	Market penetration failure, business	Validates Economic Value	<b>Operational Pillars (1/4):</b>

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
SMEs (Western Cape)	<i>of Craft Products Study.</i> IntechOpen.	market accessibility problems, lack of customer knowledge, inadequate business practices, and poor integration with tourism sector	model inadequacy, stakeholder collaboration issues	Creation and Community Relevance - demonstrates market integration challenges	Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0
					<b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0
					<b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0
South African Agricultural Cooperatives (Eastern Cape)	Mthembu, N. & Mberengwa, I. (2021). <i>Zanokhanyo Cooperative Case Study.</i> ScienceDirect.	Agricultural cooperative failed to attract youth and create rural employment due to poor management, insufficient funds, member conflicts,	Youth engagement failure, management deficiencies, financial sustainability issues, skills development gaps	Validates Social Empowerment and Sustainable Development - demonstrates youth engagement and capacity building challenges	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
		and lack of training		<b>Community Control Filters (1/5):</b> Community Benefit: 1, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0	<b>Community Control Filters (1/5):</b> Community Benefit: 1, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0
				<b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 1, Transformative: 0, Generative: 0	<b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 1, Transformative: 0, Generative: 0
Thai Craft Beer Tourism Micro-enterprises	Pongsakornrungsilp, S. & Schroeder, J.E. (2021). <i>Craft Beer Tourism Thailand</i> . MDPI Sustainability.	Small craft beer tourism enterprises struggled with scaling sustainability. challenges, limited market reach, and difficulty balancing cultural authenticity with commercial viability	Scale economy limitations, market positioning failure, authenticity-commercialization tension	Validates Cultural Integrity and Economic Value Creation balance - demonstrates scaling challenges while maintaining authenticity	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 <b>Community Control Filters (3/5):</b> Community Benefit: 1, Cultural Protection: 1, Community

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0
					<b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities</b>

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
				(1/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0	
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 while highlighting Economic Value Creation challenges from modern competition	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (3/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> Protective: 1, Adaptive: 0, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	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 and limitations, innovation implementation failure	Validates Protective capacity and traditional craft vulnerability during crises	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0</b>
					<b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0
					<b>Resilience Capacities (0/4):</b> 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,	Sustainability integration failure, institutional support deficits, market education inadequacy	Validates Sustainable Development and Cultural protection - demonstrates sustainability implementation	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0</b>

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
		socio-cultural constraints, and regulatory inadequacies	challenges in traditional crafts	Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 1	Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 1
Vietnamese Craft Village Tourism (Phu Quoc)	Nguyen, H.T. & Tran, V.D. (2017). <i>Craft Villages Tourism</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	<b>Operational Pillars (2/4):</b> Economic Value Creation: 1, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 1, Cultural

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
			Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0	<b>Resilience Capacities (1/4):</b>  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	<b>Operational Pillars (2/4):</b>  Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 <b>Community Control Filters (2/5):</b>  Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score
					<b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, 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	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (2/4):</b> Protective: 0, Adaptive: 1, Transformative: 1, Generative: 0

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
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	<b>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 &amp; Empowerment: 0 Resilience Capacities (2/4): Protective: 0, Adaptive: 1, Transformative: 1, Generative: 0</b>
Moroccan Berber Craft Cooperatives	Aït Mous, F. & Paniagua, A. (2008). <i>Ethnicity and Entrepreneurship in Morocco.</i> ResearchGate.	Berber craft cooperatives faced challenges due to occupational clustering limitations, economic	Cultural integration barriers, market access limitations, economic marginalization	Validates Cultural Protection and Dignity & Empowerment - demonstrates ethnic marginalization	<b>Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
		marginalization, and limited access to mainstream markets		challenges in entrepreneurship	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 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

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
			Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0	<b>Resilience Capacities (2/4):</b>	
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	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (3/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score
				Resilience Capacities (2/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 1	
Moroccan Business Failure (National Scale)	Boubker, O. & Nybakk, E. (2025). <i>Entrepreneurial Determinants. Business Theory and Practice.</i>	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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
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	<b>Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1</b>
					<b>Community Control Filters (3/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0
					<b>Resilience Capacities (2/4):</b> Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0
Indian Caste-Based Entrepreneurship Barriers (Ranchi)	Kumar, S. & Rao, P. (2006). <i>Socio-cultural Influences on India.</i> ScienceDirect.	Lower caste cultural entrepreneurs faced systematic discrimination, limited family support, and inadequate access	Caste-based discrimination, social capital limitations, failure recovery disparities	Validates Dignity & Empowerment and Social Empowerment - demonstrates systematic discrimination	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
		to failure recovery mechanisms compared to higher caste counterparts		impacts on entrepreneurship	Empowerment: 1 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 1 <b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0
Colombian Cultural Entrepreneurship (Medellín)	Ramirez, C. & Martinez, L. (2020). <i>Cultural Practices</i> ( <i>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	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
				Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0	<b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0
Multi-Country Artisan Platform	Global Crafts Alliance (2024).	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 inadequacy	Validates Adaptability and Transformative capacity - demonstrates digital divide challenges in traditional crafts	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0
Digital Divide	<i>Traditional Craft Digital Integration.</i> International Development Review.				<b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					<b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0
Brazilian Creative Economy Favela Enterprises (Rio de Janeiro)	Santos, M.J. & Silva, R.C. (2020). <i>Creative Economy in Mangueira Favela</i> . Emerald Study.	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	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (3/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (2/4):</b> Protective: 0, Adaptive: 0, Transformative: 1, Generative: 1

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
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	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0</b>
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	Mental model inadequacy, market understanding failure, creative-commercial balance issues, and	Validates Economic Value Creation and Adaptability - demonstrates need for better mental models and	<b>Community Control Filters (2/5): Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity &amp; Empowerment: 0</b> <b>Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0</b>

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
		disconnect between entrepreneurial vision and market realities	high failure rate persistence	market understanding	Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> 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	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
			Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0		<b>Resilience Capacities (1/4):</b> 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	<b>Operational Pillars (2/4):</b> Value Creation: 1, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 1, Dignity & Empowerment: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
					<b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 1, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
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	<b>Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1</b> <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (2/4):</b> Protective: 0, Adaptive: 0, Transformative: 1, Generative: 1

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
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	<b>Operational Pillars (2/4): Economic Value Creation: 1, Cultural Integrity: 0, Adaptability: 1, Social Empowerment: 0</b>
					<b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0
					<b>Resilience Capacities (1/4):</b> 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	Institutional barrier navigation failure, community resistance management inadequacy, development- challenges balancing external	Validates Cultural Integrity and Community Control - demonstrates tension between external	<b>Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social</b>

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
		development goals with local cultural preservation priorities	preservation balance issues	development and local priorities	Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (2/4):</b> 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	Egyptian entrepreneurial ecosystem struggled with Sustainability.	Entrepreneurial attitude barriers, opportunity recognition failure, competition management inadequacy, risk startup failures, acceptance competition limitations	Validates Economic Value Creation and Adaptability challenges - ecosystem development needs	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 1, Social Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
			Protection: 0, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0		
				<b>Resilience Capacities (1/4):</b>	
			Protective: 0, Adaptive: 1, Transformative: 0, Generative: 0		
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	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (2/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					<b>Resilience Capacities (1/4):</b> 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, proactiveness, and risk-taking capabilities	Entrepreneurial orientation inadequacy, innovation capacity limitations, proactiveness deficits, risk management failure	Validates Social Empowerment and Economic Value Creation - demonstrates entrepreneurial orientation development needs	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
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, gender and capacity building inadequacy	Validates Social Empowerment and Dignity & Empowerment - demonstrates education intersection challenges	<b>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 &amp; Empowerment: 0 Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1</b>

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
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	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0</b>
					<b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0
					<b>Resilience Capacities (1/4):</b> 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	Training structure inadequacy, technological knowledge gaps, business development support training, business limitations,	Validates Social Empowerment and Economic Value Creation - demonstrates training and business	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social</b>

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
		technological knowledge, and inadequate business development support	formalization barriers	development needs	Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1
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	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					Validation
					Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0
					<b>Resilience Capacities (1/4):</b> 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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 1, Social Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 1, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
				<b>Resilience Capacities (1/4):</b> 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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
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	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0</b>
					<b>Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity &amp; Empowerment: 0</b>
					<b>Resilience Capacities (1/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1</b>
Chilean Mapuche Artisan Cooperatives	Aylwin, J. & Cuenca, A. (2019). <i>Indigenous Entrepreneurship. Regional Studies</i> .	Mapuche artisan cooperatives failed due to cultural preservation vs. commercialization conflicts, limited market access,	Cultural-commercial conflict, market access discrimination, government recognition inadequacy	Validates Cultural Integrity and Dignity & Empowerment - demonstrates discrimination challenges faced	<b>Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social</b>

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
		discriminatory practices, and inadequate government recognition	traditional knowledge protection failure	by indigenous enterprises	Empowerment: 1 <b>Community Control Filters (3/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 1 <b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1

## Framework Validation Summary

The case studies from Document 6 provide additional validation for the CIRF framework:

### Key Validation Insights:

- **Cultural Integrity vs. Economic Value Creation tension** appears consistently across different contexts
- **Community Control Filters** are essential but frequently absent in failed ventures
- **Protective Capacity** deficits lead to vulnerability during economic or political crises
- **Social Empowerment** challenges are particularly acute for marginalized communities

### Common Failure Patterns Identified:

- Inadequate community engagement and participation
- Poor adaptation to market changes and technological disruption

- Insufficient capacity building and training programs
- Lack of sustainable business models
- External dependency without community ownership

*Note: This comprehensive analysis demonstrates the universal applicability of the CIRF framework across diverse cultural, geographic, and sectoral contexts.*# Cultural Innovation Resilience Framework (CIRF) Case Studies Analysis

## Note on Repetitions Identified

Several case studies show overlap or duplication:

- Multiple Australian Indigenous tourism cases (Cases 1, 7, 29)
- Similar craft cooperative cases across different countries with comparable challenges
- Some cases appear to be variations of the same study with different focus areas

## Case Studies Table

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
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	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1</b> <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development:

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
				0, Dignity & Empowerment: 1 <b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1	0, Dignity & Empowerment: 1 <b>Resilience Capacities (1/4):</b> 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	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> Protective: 1, Adaptive: 0,

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					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	<b>Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0</b> <b>Community Control Filters (2/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity &amp; Empowerment: 0</b> <b>Resilience Capacities (2/4): Protective: 0, Adaptive: 1, Transformative: 0, Generative: 1</b>
German Microfinance Cultural Programs	Mueller, S. & Thomas, A. (2020). <i>Social Entrepreneurship</i>	Cultural integration social enterprises in Germany failed	Cultural misalignment, inadequate stakeholder	Validates need for Cultural Integrity and Community Relevance filters -	<b>Operational Pillars (0/4): Economic Value Creation: 0</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
	<i>Failure.</i> Taylor & Francis.	due to inability to scale impact and structural operational problems in multicultural contexts	engagement, poor integration strategies	demonstrates consequences of cultural misalignment in diverse contexts	0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (0/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> 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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					Validation
					(1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities</b>
					(0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Guna Tourism Commercialization Issues	Stronza, A. & Gordillo, J. (2008). <i>Indigenous Tourism Sustainability.</i> Taylor & Francis.	While initially successful with Indigenous-led Indigenous 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	<b>Operational Pillars (3/4):</b> Economic Value Creation: 1, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (3/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					Validation
					Development: 0, Dignity & Empowerment: 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	<b>Resilience Capacities (2/4):</b> Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0
					<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0
					<b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0
					<b>Resilience Capacities (0/4):</b> Protective: 0,

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					Validation
					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	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0</b> <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Ethiopian Dairy Cooperatives	Abate, G.T. & Francesconi, G.N. (2019).	Cultural entrepreneurship initiatives within	Financial sustainability issues, market	Validates Economic Value Creation and	<b>Operational Pillars (1/4): Economic</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
	<i>Farmer Cooperatives Review.</i> ResearchGate.	dairy cooperatives failed to achieve significant impact on milk prices and member benefits	access problems, benefit distribution inequality	Community demonstrates need for equitable benefit distribution mechanisms	Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> 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	<b>Operational Pillars (0/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 <b>Community</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					<b>Control Filters (0/5):</b>
					Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0
					<b>Resilience Capacities (0/4):</b>
					Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
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 and Social Entrepreneurship. 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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1  <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 1,

<b>Case</b>	<b>Empirical Source</b>	<b>Description</b>	<b>Critical Success Factors Violated</b>	<b>CIRF Framework</b>	<b>CIRF Score Analysis</b>
					Sustainable Development: 0, Dignity & Empowerment: 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	<b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
					Protective: 1, Adaptive: 0, Transformative: 1, 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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Social Cultural Enterprises	Mahmood, S. & Hannan, A.	Cultural focused social enterprises	Process management	Validates Sustainable	<b>Operational Pillars (1/4):</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
(Bangladesh)	(2020). <i>Failed Social Entrepreneurship.</i> SpringerLink.	failed due to process issues, temporal factor impacts, and stigma associated with failure affecting sustainability	failure, temporal coordination issues, stigma effects, sustainability challenges	Development filter and Transformative capacity - shows importance of process management and stigma mitigation	Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
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	Socialist institutional legacy, mindset devaluation, experience transfer failure, economic transition challenges	Validates transformative capacity - demonstrates how institutional legacy affects cultural entrepreneurship	<b>Operational Pillars (0/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					Validation
		mindset effects from 1950-2010		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	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0</b>
				Community Control Filters (1/5):	Community Benefit: 0, Cultural Protection: 1, Community

<b>Case</b>	<b>Empirical Source</b>	<b>Description</b>	<b>Critical Success Factors Violated</b>	<b>CIRF Framework Validation</b>	<b>CIRF Score Analysis</b>
				Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0	<b>Resilience Capacities (0/4):</b> 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	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
				(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 Demonstrates consequences of resistance to technological change	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Social Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
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 governance	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Social Empowerment: 0</b> <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
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 Creation and Community Relevance - demonstrates gap between vision and execution	<b>Operational Pillars (1/4):</b> Economic <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> 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	Leadership capacity deficit, educational barriers, government engagement failure, structural leadership, poor	Validates Social Empowerment pillar and Community Benefit filter - demonstrates critical role of	<b>Operational Pillars (1/4):</b> Economic <b>Community Control Filters (0/4):</b> Cultural <b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0 <b>Operational Pillars (1/4):</b> Economic <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
		meeting structures, and inadequate government support attraction	organization weakness	leadership development	Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> 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 and <i>Indigenous Social Entrepreneurship</i> , many failed due to value-mission misalignment and external institutional pressures	Indigenous value integration failure, external pressure vulnerability, corporations and labor participation, mission drift, institutional relationship challenges	Validates Cultural Integrity and Community Control - demonstrates tension between indigenous values and external pressures	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural

<b>Case</b>	<b>Empirical Source</b>	<b>Description</b>	<b>Critical Success Factors Violated</b>	<b>CIRF Framework Validation</b>	<b>CIRF Score Analysis</b>
				Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0	<b>Resilience Capacities (2/4):</b>  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	<b>Operational Pillars (1/4):</b>  Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (1/5):</b>  Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
					<b>Resilience Capacities (0/4):</b> 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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
Italian Heritage Tourism	Cellini, R. & Cuccia, T. (2018).	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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1
Overtourism Crisis	<i>Heritage Tourism Analysis.</i> ACEI.				<b>Community Control Filters (0/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
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	<b>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 &amp; Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0</b>
Spanish Cultural Heritage Tourism SMEs	Martín-Santana, J.D., Beerli-Palacio, A. & Nazzareno, P.A. (2017). <i>Cultural Loyalty. Tourism Loyalty. Heritage Science.</i>	Cultural heritage destination businesses failed due to poor visitor satisfaction management, inadequate quality perception control,	Customer satisfaction management failure, quality perception gaps, loyalty strategy inadequacy, visitor experience	Validates Economic Value Creation and Relevance - demonstrates importance of visitor experience	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
		and loyalty-building failures	optimization failure	visitor experience management	Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> 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 regeneration strategy demonstrates challenges in heritage regeneration	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural

<b>Case</b>	<b>Empirical Source</b>	<b>Description</b>	<b>Critical Success Factors Violated</b>	<b>CIRF Framework Validation</b>	<b>CIRF Score Analysis</b>
				Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0	<b>Resilience Capacities (1/4):</b> 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, and authenticity process misunderstanding, visitor psychology neglect	Validates Cultural Integrity and Community Relevance - demonstrates need for authentic cultural representation	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (1/5):</b> Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
					<b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
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, inadequacy, functional adaptation challenges, heritage preservation vs. tourism tension, operational sustainability issues	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	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (2/4):</b> Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
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	<b>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, Relevance: 0, Sustainable Development: 0, Dignity &amp; Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0</b>
Lunarbits E-commerce Cultural Platform	Muegge, S. (2018). <i>Entrepreneurship Failure. TIM Review.</i>	Digital goods platform with cultural focus failed due to team size constraints, human dynamics issues, business validation	Team capacity limitations, interpersonal dynamics failure, market validation inadequacy, implementation	Validates Social Empowerment and Economic Value Creation - demonstrates importance of team dynamics	<b>Operational Pillars (0/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
		problems, and implementation team challenges	execution weakness	and market validation	Empowerment: 0 <b>Community Control Filters (0/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Multi-Country Cultural Social Enterprises	Ebrahim, A., Battilana, J. & Mair, J. (2014). <i>Social Entrepreneurship</i> . Emerald Insight.	Social enterprises in cultural sector failed due to <i>Social Entrepreneurship</i> controlling model <i>Cultural Control.</i> inadequacies, longitudinal performance deterioration, and institutional legitimacy loss	Performance control system failure, multidimensional institutional legitimacy erosion, multi-dimensional impact measurement inadequacy, longitudinal sustainability issues	Validates Sustainable Development and Transformative capacity - demonstrates need for robust performance measurement systems	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural

<b>Case</b>	<b>Empirical Source</b>	<b>Description</b>	<b>Critical Success Factors Violated</b>	<b>CIRF Framework Validation</b>	<b>CIRF Score Analysis</b>
				Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0	<b>Resilience Capacities (1/4):</b> 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	<b>Operational Pillars (1/4):</b> Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					<b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
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 - demonstrates need for balanced approach to cultural capitalism	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 <b>Community Control Filters (3/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (2/4):</b> Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
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	<b>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 &amp; Empowerment: 1 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 0, Generative: 1</b>
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 management,	Cultural commodification risks, authentic representation challenges, commercial pressure management,	Validates Cultural Integrity pillar - demonstrates tension between authenticity and commercialization	<b>Operational Pillars (3/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
		capital, showing no performance differences from non-Māori enterprises	cultural capital monetization failure		Empowerment: 1 <b>Community Control Filters (4/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 1 <b>Resilience Capacities (3/4):</b> Protective: 1, Adaptive: 0, Transformative: 1, Generative: 1
European Industrial Heritage Tourism Sustainability Failures	Conti, E. & Perelli, C. (2021). <i>Industrial Heritage Tourism: Sustainability</i> . MDPI.	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 demonstrates location-based disadvantages in heritage tourism	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Development - Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural

<b>Case</b>	<b>Empirical Source</b>	<b>Description</b>	<b>Critical Success Factors Violated</b>	<b>CIRF Framework Validation</b>	<b>CIRF Score Analysis</b>
				Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0	<b>Resilience Capacities (1/4):</b> Protective: 1, Adaptive: 0, Transformative: 0, Generative: 0
Croatian Cultural Event Stakeholder Misalignment	Kunst, I. (2015). <i>Tetra 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	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
					<b>Resilience Capacities (2/4):</b> Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0
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	<b>Operational Pillars (2/4):</b> Economic Value Creation: 1, Cultural Integrity: 0, Adaptability: 1, Social Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 1, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (2/4):</b> Protective: 0, Adaptive: 1, Transformative: 1, Generative: 0

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
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 import competition, cost structure unsustainability, buyer power imbalance, energy crisis vulnerability	Validates Economic Value Creation challenges and Protective capacity - demonstrates external market pressure impacts	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0</b> <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> 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,	Peripheral location disadvantage, free-riding exploitation, cultural asset monetization failure, public-	Validates Economic Value Creation and Community Benefit - demonstrates peripheral location	<b>Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
		free-riding, and dependence on public-private partnerships	private partnership dependency	challenges in cultural asset monetization	Empowerment: 0 <b>Community Control Filters (3/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0
					<b>Resilience Capacities (2/4):</b> 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 and community perspective disparities affecting entrepreneurship	Validates Community Relevance and Social Empowerment - demonstrates how cultural perceptions affect entrepreneurship recovery and continuation	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					Validation
					Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0
					<b>Resilience Capacities (2/4):</b> 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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
					<b>Resilience Capacities (1/4):</b> Protective: 1, Adaptive: 0, Transformative: 0, Generative: 0
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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 1, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 1, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
Japanese Mingei Craft Movement	Cross, J. (2023). <i>Japanese Mingei</i>	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	<b>Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 Community Control Filters (4/5):</b>
Temporal Ethics Conflict	Study. Journal of Business Ethics.				Community Benefit: 1, Cultural Protection: 1, Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 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	Cultural capital scaling limitations, community-wide impact failure, individual vs. collective benefit imbalance,	Validates Transformative capacity and Community Benefit - demonstrates challenges in scaling individual	<b>Resilience Capacities (3/4):</b> Protective: 1, Adaptive: 0, Transformative: 1, Generative: 1
					<b>Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
		enrichment but limited community-wide transformation	systematic development inadequacy	cultural capital to community level	Empowerment: 0 <b>Community Control Filters (3/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 1, Dignity & Empowerment: 0
					<b>Resilience Capacities (2/4):</b> 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, geographic cultural activity impact inconsistencies, identity enhancement program limitations	Validates Community Relevance and Cultural effectiveness, demonstrates Protection - effectiveness	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					Validation
					Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0
					<b>Resilience Capacities (2/4):</b> 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	<b>Operational Pillars (2/4):</b> Economic Value Creation: 1, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (3/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					Resilience Capacities (2/4):
					Protective: 1, Adaptive: 0, Transformative: 0, Generative: 1
Alaska Native Tourism Justice and Equity Issues	Maher, P.T. (2016). <i>Indigenous Tourism Justice Study.</i> ResearchGate.	Alaska Native tourism faced justice and equity challenges in procedural and distributive tourism. Despite cultural integration success, disadvantaged populations experience procedural and distributive justice failures, inadequate, discriminatory, and discriminatory practices. This results in gaps in the justice system, persistence, social issues, and indigenous tourism.	Procedural justice failures, distributive equity inadequacy, discriminatory practice, and discriminatory justice system gaps.	Validates Dignity & Empowerment and Community Benefit filters - demonstrates systemic justice issues in indigenous tourism.	<b>Operational Pillars (1/4):</b> Economic Value Creation: 1, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
Māori Enterprise Identity and Performance Paradox	Foley, D. (2021). <i>Māori Enterprise Study</i> . Cambridge Journal of 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	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0 <b>Community Control Filters (3/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (2/4):</b> Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
US Indigenous Tourism Economic Scaling Challenges	AIANTA (2024). <i>Indigenous Tourism Economic Impact.</i> American Indian, Alaska Native and Native Hawaiian tourism businesses being small (no paid employees), the \$15.7B contribution represents scaling challenges for individual enterprises.	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 perpetuation, economic impact concentration among few large enterprises	Validates Economic Value Creation challenges while maintaining Cultural Integrity - demonstrates scaling limitations in indigenous tourism sector	<b>Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0</b> <b>Community Control Filters (3/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (2/4):</b> 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	Degrowth strategy implementation failure, power hierarchy resistance, sustainability transition barriers, maintaining	Validates Sustainable Development and Transformative capacity - demonstrates resistance to alternative	<b>Operational Pillars (1/4): Economic Value Creation: 1, Cultural Integrity: 0, Adaptability: 0, Social</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
		growth-oriented development despite sustainability needs	growth paradigm entrenchment	development paradigms	Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> 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 threats from conflict, cultural obligation vs. profit maximization, manaakitanga commercialization challenges	Validates Cultural Integrity pillar - demonstrates how cultural values can conflict with economic objectives	<b>Operational Pillars (3/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 1 <b>Community Control Filters (4/5):</b> Community Benefit: 1, Cultural

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					Validation
					Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 1
					<b>Resilience Capacities (3/4):</b> Protective: 1, Adaptive: 0, Transformative: 1, Generative: 1
Italian Heritage Tourism Overtourism Crisis	Cellini, R. & Cuccia, T. (2024). <i>Heritage Tourism and Local Prosperity Study.</i>	Heritage destinations experienced negative returns from excessive Tourism Economics. 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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 1, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
					<b>Resilience Capacities (0/4):</b> 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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
Spanish Agricultural Cooperatives	García-Azcarate, T. & Manrique de Lara, D. (2024). <i>Cooperative Opportunism Study.</i> Agricultural and Food Economics.	Cultural 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 preservation attempts	<b>Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0</b> <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (2/4):</b> Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
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	<b>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 &amp; Empowerment: 0 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 1</b>
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	Emergency preparedness failure, funding inequality, inadequate digital transition, community vulnerability in	Validates Protective capacity and Sustainable Development - demonstrates crisis vulnerability in	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
		organizations disproportionately affected due to funding disparities	support network collapse	cultural organizations	Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
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 emergency fund absence, federal program access barriers, physical infrastructure risks	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 1, Cultural

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
					Validation
					Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0
					<b>Resilience Capacities (1/4):</b> 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 - failure demonstrates scaling limitations in community-led initiatives	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (3/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
					<b>Resilience Capacities (2/4):</b> 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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
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	<b>Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 0</b> <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (2/4):</b> Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
Cultural Social Enterprise	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 <i>Inhibiting Factors</i> . Taylor & Francis.	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	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0</b>
Germany Scaling Failure		problems, regulatory constraints, and resource limitations in multicultural contexts			<b>Community Control Filters (1/5): Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity &amp; Empowerment: 0</b>
Brazilian Traditional Craft Cooperatives	Cook, M.L. & Burress, M.J. (2018). <i>Cooperative Performance Review</i> . Annals of Public and	Traditional craft cooperatives struggled with member heterogeneity, commitment issues, and governance	Member alignment failure, governance system inadequacy, commitment sustainability	Validates Social Empowerment and Community Benefit challenges - demonstrates internal governance complexities in	<b>Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
	Cooperative Economics.	problems affecting production quality and market positioning	issues, quality control problems	cooperative structures	Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (0/4):</b> 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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural

<b>Case</b>	<b>Empirical Source</b>	<b>Description</b>	<b>Critical Success Factors Violated</b>	<b>CIRF Framework</b>	<b>CIRF Score Analysis</b>
					Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 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	<b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
					<b>Resilience Capacities (3/4):</b> 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, 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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 1, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (1/5):</b> Community Benefit: 1, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
European Museum Innovation Failures	Baia Curioni, S., Forti, L. & Leone, L. (2015). <i>Cultural Organization Innovation. Empirical Studies of the Arts.</i>	Museums struggled with digital innovation implementation, failing to engage communities effectively despite technological investments in cultural programming	Digital divide issues, community engagement failure, innovation gaps, cultural relevance disconnect	Validates Adaptability and Relevance - demonstrates technology adoption challenges in cultural institutions	<b>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 &amp; Empowerment: 0 Resilience Capacities (0/4): Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0</b>
Bangladesh Food & Beverage Cultural Enterprises	Paul, J. & Criado, A.R. (2020). <i>COVID Impact Study. Operations Management Research.</i>	Traditional food enterprises faced severe short-term impacts (product expiry, working capital shortage) and uncertain long-term	Crisis preparedness inadequacy, supply chain vulnerability, cultural food tradition preservation risks,	Validates Protective capacity and Cultural Protection - demonstrates crisis vulnerability in	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social</b>

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
				Validation	
		prospects affecting cultural food preservation	adaptation capacity limitations	traditional food preservation	Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0
					<b>Resilience Capacities (1/4):</b> 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 misalignment (3-4x local prices), relationship breakdown	Validates Cultural Integrity and Community Relevance - demonstrates consequences of cultural relationship breakdown in market entry	<b>Operational Pillars (0/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (0/5):</b> Community Benefit: 0, Cultural

<b>Case</b>	<b>Empirical Source</b>	<b>Description</b>	<b>Critical Success Factors Violated</b>	<b>CIRF Framework Validation</b>	<b>CIRF Score Analysis</b>
				Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0	<b>Resilience Capacities (0/4):</b>  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 inadequacy, business practice transfer inappropriateness, customer behavior misreading	Validates Cultural Integrity and Community compliance demonstrates consequences of cultural insensitivity in business operations	<b>Operational Pillars (0/4):</b>  Economic Value Creation: 0, Cultural Adaptability: 0, Social Empowerment: 0  <b>Community Control Filters (0/5):</b>  Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
					<b>Resilience Capacities (0/4):</b> 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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0 <b>Community Control Filters (2/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework Validation	CIRF Score Analysis
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 challenges in specialized cultural institutions	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 0</b> <b>Community Control Filters (2/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 1

## Framework Validation Summary

The case studies provide strong validation for the CIRF framework across several key dimensions:

### Strongest Validation Areas:

- **Cultural Integrity:** Critical importance confirmed across diverse contexts
- **Community Control Filters:** Essential for sustainable cultural innovation

- **Protective Capacity:** Necessary for crisis resilience

### **Common Failure Patterns:**

- Economic Value Creation challenges (most common weakness)
- Sustainable Development inadequacies
- Adaptive capacity limitations during crises

### **Framework Refinement Insights:**

- Need for better integration of cultural values with economic objectives
- Importance of crisis preparedness mechanisms
- Critical role of community engagement in all phases

## **Additional Case Studies from Document 5**

### **Note on Repetitions Identified from Document 5:**

- **Starbucks Israel** and **Walmart Germany** cases appear again (already included in main table)
- Several Australian heritage tourism cases may overlap with previous entries
- Some cooperative cases show similar patterns to existing entries

### **New Unique Cases to Add:**

Case	Empirical Source	Description	Critical Success Factors Violated	CIRF Framework	CIRF Score Analysis
Validation					
Old Sydney Town (Australia)	Davidson, I. & Spearritt, P. (2000); Hughes, M. (2010). <i>Australian CHT Operations Study.</i>	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	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1</b>

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
				Validation	
				Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 1	<b>Resilience Capacities (0/4):</b> 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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment:

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
					1
				<b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0	
Halls of Fame (Multiple locations)	Bramley, E.V. (2001); Hughes, M. (2010).	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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 1 <b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
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	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Protection: 0, Social Empowerment: 1</b> <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 1 <b>Resilience Capacities (0/4):</b> 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	<b>Operational Pillars (1/4): Economic Value Creation: 0, Cultural Protection: 0, Social Empowerment: 1</b> <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 1 <b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
			market understanding	Community Control Filters <b>(0/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0	1
				Resilience Capacities <b>(1/4):</b> Protective: 1, Adaptive: 0, Transformative: 0, Generative: 0	
Social Enterprises in Mexico	Failure Institute Mexico (2020). 83% <i>Failure Rate Study.</i>	Cultural and social enterprises serving indigenous and Mexican Entrepreneurship Research.	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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 0, Community

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
				Validation	
					Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 1  <b>Resilience Capacities (0/4):</b>  Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Indigenous Bush Products Enterprises (Australia)	Girringun Nursery (2023). <i>Sustainability</i> <i>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 systems	<b>Operational Pillars (2/4):</b>  Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1  <b>Community Control Filters (2/5):</b>  Community Benefit: 1, Cultural Protection: 1, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 0  <b>Resilience Capacities (1/4):</b>

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
					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	Validates Community Benefit and Cultural Protection - demonstrates need for authentic community storytelling	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Social Adaptability: 0, Empowerment: 1 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 1 <b>Resilience Capacities (0/4):</b> Protective: 0, Adaptive: 0, Transformative: 0, Generative: 0
Catholic Sisters' Social	Njiraini, P., Mohamad, M.R. & Abdullah, S. (2024). <i>Cross-country Study</i>	Agricultural and social enterprises run by Catholic congregations	Mission drift from core values, resource misallocation, lack	Validates Cultural Integrity and Sustainable Development -	<b>Operational Pillars (1/4):</b> Economic Value Creation:

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
Enterprises (Africa)	<i>of Religious Social Enterprises.</i> Social Enterprise Journal.	with high failure rates	of business expertise	demonstrates consequences of mission drift from founding values	0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 1 <b>Resilience Capacities (0/4):</b> 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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (1/5):</b>

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
			Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 1	Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity & Empowerment: 1	<b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0
Craft and Artisan Cooperatives (Nigeria)	Okafor, E.E. (2014). <i>Socio-economic Analysis of Craft Cooperatives in Abia State Development Study.</i>	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	<b>Operational Pillars (1/4):</b> Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (1/5):</b> Community Benefit: 0, Cultural Protection: 0, Community Relevance: 0, Sustainable Development: 0, Dignity &

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
				Validation	
					Empowerment: 1 <b>Resilience</b> <b>Capacities</b> <b>(0/4):</b> 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 support frameworks	Validates comprehensive framework need - demonstrates multiple systemic barriers requiring integrated policy solutions	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0

Case	Empirical Source	Description	Critical Success		CIRF	CIRF Score
			Factors Violated	Framework	Validation	Analysis
South African Craft Producer (Western Cape)	Rogerson, C.M. (2020). <i>Protection of Craft Products Study</i> . IntechOpen.	Craft businesses failed due to market accessibility problems, lack of customer knowledge, inadequate business practices, and poor integration with tourism sector	Market penetration failure, business model inadequacy, stakeholder collaboration issues	Validates Economic Value Creation and Community Relevance - demonstrates market integration challenges	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Social Empowerment: 1 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Social Empowerment: 1 <b>Community Control Filters (2/5):</b> Community Benefit: 0, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 0, Transformative: 1, Generative: 0

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
South African Agricultural Cooperatives (Eastern Cape)	Mthembu, N. & Mberengwa, I. (2021). <i>Zanokhanyo Cooperative Case Study.</i> ScienceDirect.	Agricultural cooperative failed to attract youth and create rural employment due to poor management, insufficient funds, member conflicts, and lack of training	Youth engagement failure, management deficiencies, financial sustainability issues, skills development gaps	Validates Social Empowerment and Sustainable Development - demonstrates youth engagement and capacity building challenges	<b>Operational Pillars (2/4): Economic Value Creation: 0, Cultural Integrity: 0, Adaptability: 1, Social Empowerment: 1</b> <b>Community Control Filters (2/5):</b> Community Benefit: 1, Cultural Protection: 0, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (1/4):</b> Protective: 0, Adaptive: 1, Transformative: 0, Generative: 0
Thai Craft Beer Tourism Micro-enterprises	Pongsakornrungsilp, S. & Schroeder, J.E. (2021). <i>Craft Beer Tourism Thailand.</i> MDPI Sustainability.	Small craft beer tourism enterprises struggled with scaling challenges, limited market reach, and difficulty balancing cultural	Scale economy limitations, market positioning failure, authenticity-commercialization tension	Validates Cultural Integrity and Economic Value Creation balance - demonstrates scaling challenges while maintaining authenticity	<b>Operational Pillars (3/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 1</b>

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
		authenticity with commercial viability			1 <b>Community Control Filters (3/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 0 <b>Resilience Capacities (2/4):</b> Protective: 0, Adaptive: 1, Transformative: 0, Generative: 1
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	<b>Operational Pillars (2/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (3/5):</b> Community Benefit: 1, Cultural Protection: 1, Community

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
					Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 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	<b>Operational Pillars (3/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 1, Social Empowerment: 1 <b>Community Control Filters (4/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 1 <b>Resilience Capacities (2/4):</b>

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
					Protective: 0, Adaptive: 1, Transformative: 0, Generative: 1
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	<b>Operational Pillars (3/4): Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 Community Control Filters (4/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 1 Resilience Capacities (2/4): Protective: 1, Adaptive: 0, Transformative: 1, Generative: 0
Brazilian Creative Economy Favela	Santos, M.J. & Silva, R.C. (2020). <i>Creative Economy Social Technology</i>	Cultural and artistic initiatives in Mangueira favela failed to	Economic sustainability failure, scalability limitations, policy	Validates Cultural Integrity and Community Benefit while	<b>Operational Pillars (3/4): Economic Value Creation:</b>

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
Enterprises (Rio de Janeiro)	<i>Study.</i> Emerald Insight.	achieve sustainable economic development despite creating community awareness and social bonds	integration inadequacy, market access barriers	highlighting Economic Value Creation challenges in marginalized communities	0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (4/5):</b> Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 1 <b>Resilience Capacities (2/4):</b> Protective: 0, Adaptive: 0, Transformative: 1, 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	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	<b>Operational Pillars (3/4):</b> Economic Value Creation: 0, Cultural Integrity: 1, Adaptability: 0, Social Empowerment: 1 <b>Community Control Filters (4/5):</b>

Case	Empirical Source	Description	Critical Success	CIRF	CIRF Score
			Factors Violated	Framework	Analysis
				Validation	
			Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 1	<b>Resilience Capacities (2/4):</b> Protective: 1, Adaptive: 0, Transformative: 0, Generative: 1	Community Benefit: 1, Cultural Protection: 1, Community Relevance: 1, Sustainable Development: 0, Dignity & Empowerment: 1

*Note: This analysis is based on secondary data sources and represents a comprehensive review of cultural innovation failures to validate the CIRF framework components.*