

# Gap-Filling Cultural/Heritage/Indigenous Entrepreneurship Data

## Addressing Key Research Gaps with Empirical Evidence

### REFUGEE AND DISPLACED COMMUNITIES

Case Study	Source & Empirical Data	Description	Critical Success Factors	CIRF Framework	CIRF Score Analysis
			Validation		
<b>Syrian Refugee Cultural Enterprises (Jordan/Lebanon)</b>	Sidło, K. & Al-Jafari, M. (2019). Social Entrepreneurs' Responses to Refugee Crisis. FEMISE Report 87.4% FEM44-12.	Syrian refugees developing cultural businesses (food, crafts, services) with FEMISE Report 87.4% FEM44-12. experiencing COVID impact but demonstrating resilience through cultural asset monetization.	<ul style="list-style-type: none"> <li>• Cultural asset monetization</li> <li>• Community-based support networks</li> <li>• Adaptation to host country markets</li> <li>• Female refugee empowerment</li> <li>• Social enterprise model adoption</li> </ul>	<b>Economic Value Creation:</b> <b>Revenue generation despite extreme challenges</b> <b>Cultural Integrity:</b> <b>Preservation of Syrian cultural practices in business</b> <b>Social Empowerment:</b> <b>Female refugee leadership and community support</b> <b>Adaptive Capacity:</b> <b>Successful adaptation to displacement context</b> <b>Resilience Capacities (3/4):</b> <ul style="list-style-type: none"> <li>• Protective: 1</li> <li>• Adaptive: 1</li> <li>• •</li> <li>• Transformative: 1</li> </ul>	<b>Operational Pillars (3/4):</b> <ul style="list-style-type: none"> <li>• Economic Value Creation: 1</li> <li>• Cultural Integrity: 1</li> <li>• Social Empowerment: 0</li> <li>• Community Benefit: 1</li> <li>• Cultural Protection: 1</li> <li>• Community Relevance: 1</li> <li>• Sustainable Development: 0</li> <li>• Dignity &amp; Empowerment: 0</li> <li>• Resilience Capacities (3/4):</li> <li>• Protective: 1</li> <li>• Adaptive: 1</li> <li>• •</li> <li>• Transformative: 1</li> </ul>

Case Study	Source & Empirical Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
					<ul style="list-style-type: none"> <li>• Generative: 0</li> </ul> <p><b>Total Score:</b> <b>9/13</b></p>
<b>Venezuelan Refugee Entrepreneurship (Colombia)</b>	Bahar, D., Cowgill, B. & Guzman, J. (2023). Venezuelan Refugee Entrepreneurship: Venezuelanans in Colombia. AEA Papers & Proceedings.	Venezuelan refugees creating businesses with Venezuelan capitalization 10-20% higher than local firms, generating economic impact in 2022, with 50% running own businesses.	<ul style="list-style-type: none"> <li>• Higher business capitalization</li> <li>• Cultural adaptation strategies</li> <li>• Community diaspora networks</li> <li>• Government support programs</li> <li>• Entrepreneurship training initiatives</li> </ul>	<p><b>Economic Value Creation:</b> \$529.1M</p> <p><b>Social Empowerment:</b> 50% of refugees running own businesses</p> <p><b>Community Capacity:</b> Successful integration into Colombian business environment</p> <p><b>Control:</b> Venezuelan diaspora-led support networks</p>	<p><b>Operational Pillars (4/4):</b></p> <ul style="list-style-type: none"> <li>• Economic Value Creation: 1</li> <li>• Cultural Integrity: 1</li> <li>• Adaptability: 1</li> <li>• Social Empowerment: 1</li> <li>• Community Benefit: 1</li> <li>• Cultural Protection: 1</li> <li>• Community Relevance: 1</li> <li>• Sustainable Development: 1</li> <li>• Dignity &amp; Empowerment: 0</li> </ul> <p><b>Resilience Capacities (4/4):</b></p> <ul style="list-style-type: none"> <li>• Protective: 1</li> <li>• Adaptive: 1</li> <li>• • Transformative: 1</li> <li>• Generative: 1</li> </ul> <p><b>Total Score:</b> <b>12/13</b></p>

## ROMA/ROMANI COMMUNITIES

Case Study	Source & Empirical Data	Description	Critical	CIRF	CIRF Score
			Success	Framework	Analysis
			Factors	Validation	
<b>Lithuanian Roma Women Entrepreneurship</b>	Council of Europe (2023). Roma Lithuania - Entrepreneurship of Roma Women Project.	Eight Roma women developed handcrafted framed pictures and traditional costumes, combining entrepreneurship with cultural heritage preservation and challenging stereotypes.	<ul style="list-style-type: none"> <li>Cultural heritage skill integration</li> <li>Traditional costume production</li> <li>Website development and marketing</li> <li>English language training</li> <li>Exhibition and visibility creation</li> </ul>	<b>Cultural Protection:</b> <b>Social Empowerment:</b> <b>Dignity &amp; Empowerment:</b> <b>Community Relevance:</b> <b>Community Protection:</b> <b>Resilience Capacities (3/4):</b> <ul style="list-style-type: none"> <li>Protective: 1</li> <li>Adaptive: 1</li> <li>• Transformative: 1</li> <li>• Generative: 0</li> </ul>	<b>Operational Pillars (3/4):</b> <ul style="list-style-type: none"> <li>Economic Value Creation: 1</li> <li>Cultural Integrity: 1</li> <li>Social Adaptability: 1</li> <li>Community Control Filters (4/5):</li> <ul style="list-style-type: none"> <li>Community Benefit: 1</li> <li>Cultural Development: 1</li> <li>Community Protection: 1</li> <li>Community Relevance: 1</li> <li>Roma culture as inspirational business resource</li> <li>Development: 0</li> <li>Dignity &amp; Empowerment: 1</li> <li>Resilience Capacities (3/4):</li> <ul style="list-style-type: none"> <li>Protective: 1</li> <li>Adaptive: 1</li> <li>• Transformative: 1</li> <li>• Generative: 0</li> </ul> </ul> </ul>

Case Study	Source & Empirical Data	Description	Critical	CIRF	CIRF Score
			Success	Framework	Analysis
			Factors	Validation	
<b>European Roma Entrepreneurship Development Initiative</b>	Open Society Foundations (2023). Roma Foundation Europe - €100M commitment to Roma-led initiatives.	Roma-led entrepreneurship development supporting Roma- owned small businesses across Europe, with focus on economic empowerment and democratic participation.	<ul style="list-style-type: none"> <li>Roma-led governance</li> <li>Small business development focus</li> <li>Democratic participation</li> <li>Economic empowerment</li> <li>European-wide network building</li> </ul>	<b>Community Control:</b> Roma-led foundation governance and decision-making <b>Economic Value Creation:</b> Support for Roma-owned small business development <b>Social Empowerment:</b> Democratic participation and economic empowerment <b>Dignity &amp; Empowerment:</b> Roma leadership in major European foundation <b>Resilience Capacities:</b> Protection: 1 • Community Benefit: 1 • Cultural Empowerment: 0 • Protective: 1 • Adaptive: 1 • Transformative: 1 • Generative: 0	<b>Operational Pillars (4/4):</b> <ul style="list-style-type: none"> <li>• Economic Value Creation: 1</li> <li>• Cultural Integrity: 1</li> <li>• Adaptability: 1</li> <li>• Social Empowerment: 1</li> <li>• Empowerment: 1</li> <li>• Community Control Filters (4/5):</li> <li>• Community Benefit: 1</li> <li>• Cultural Empowerment: 0</li> <li>• Protective: 1</li> <li>• Adaptive: 1</li> <li>• Transformative: 1</li> <li>• Generative: 0</li> </ul> <b>Total Score:</b> <b>11/13</b>

## POST-CONFLICT SOCIETIES

Case Study	Source & Empirical Data	Description	Critical Success Factors	CIRF	CIRF Score
				Framework	Validation
<b>Afghan Women Entrepreneurs in Conflict</b>	Althalathini, D. et al. (2022). Value Creation in Conflict Zones: Afghan and Palestinian Women Entrepreneurs. ResearchGate.	Afghan women entrepreneurs operating cultural businesses during conflict, using Islamic feminism principles and cultural values as business foundation despite institutional constraints.	<ul style="list-style-type: none"> <li>• Islamic feminism</li> <li>• Cultural value integration</li> <li>• Conflict adaptation strategies</li> <li>• Religious identity as empowerment</li> <li>• Community support networks</li> </ul>	<b>Cultural Integrity:</b> <b>Social Empowerment:</b> <b>Protective Capacity:</b> <b>Dignity &amp; Empowerment:</b> <b>Resilience Capacities (3/4):</b> <ul style="list-style-type: none"> <li>• Protective: 1</li> <li>• Adaptive: 1</li> <li>• •</li> </ul>	<b>Operational Pillars (3/4):</b> <ul style="list-style-type: none"> <li>• Economic Value Creation: 1</li> <li>• Cultural Integrity: 1</li> <li>• Adaptability: 1</li> <li>• Social Empowerment: 0</li> <li>• Community Control Filters (3/5):</li> <li>• Protection of business operations during conflict: 1</li> <li>• Community Benefit: 1</li> <li>• Cultural Protection: 1</li> <li>• Community Protection: 1</li> <li>• Community Relevance: 1</li> <li>• Sustainable Development: 0</li> <li>• Dignity &amp; Empowerment: 0</li> <li>• Generative: 0</li> </ul> <p><b>Total Score:</b> <b>9/13</b></p>

Case Study	Source & Empirical Data	Description	Critical Success	CIRF Framework	CIRF Score
			Factors	Validation	Analysis
<b>Iraqi Cultural Heritage Reconstruction</b>	Isakhan, B. & González Zarandona, J.A. (2019). Heritage and Cultural Healing: Iraq in Post-Daesh Era. <i>International Journal of Heritage Studies</i> .	Iraqi communities attempting cultural heritage reconstruction and cultural healing after ISIS destruction, with limited success due to funding and institutional constraints.	<ul style="list-style-type: none"> <li>Cultural heritage reconstruction focus</li> <li>Community healing integration</li> <li>International support mechanisms</li> <li>Archaeological site protection</li> <li>Cultural identity restoration</li> </ul>	<b>Cultural Protection:</b> <b>Transformative Capacity:</b> <b>Community Relevance:</b> <b>Protective Capacity:</b> <b>Resilience Capacities (2/4):</b> <ul style="list-style-type: none"> <li>Protective: 1</li> <li>Adaptive: 0</li> <li>•</li> <li>Transformative: 1</li> <li>Generative: 0</li> </ul>	<b>Operational Pillars (2/4):</b> <ul style="list-style-type: none"> <li>Economic Value Creation: 0</li> <li>Cultural Integrity: 1</li> <li>Social Empowerment: 1</li> <li>Community Benefit: 0</li> <li>Community Reconstruction Benefit: 0</li> <li>Cultural Development: 0</li> <li>Dignity &amp; Empowerment: 0</li> <li>Resilience Capacities (2/4):</li> <li>• Protective: 1</li> <li>• Adaptive: 0</li> <li>• Transformative: 1</li> <li>• Generative: 0</li> </ul> <b>Total Score:</b> <b>6/13</b>

<b>Syrian Entrepreneurship</b>	Bayram, A.S. (2025).	Syrian entrepreneurs	• Rebuilding showing 80% attitude	Economic Value Creation: Growing	Operational Pillars (4/4): • Economic
--------------------------------	----------------------	----------------------	-----------------------------------	----------------------------------	---------------------------------------

Case Study	Source & Empirical Data	Description	Critical Success	CIRF	CIRF Score
			Factors	Framework	Analysis
<b>Ecosystem Revival</b>	Syria: Entrepreneurs Are Ready. Impact Entrepreneur.	viewing entrepreneurship as "extremely important" (up from 26% in 2015), with Hack for Syria demonstrating entrepreneurial appetite for reconstruction.	transformation • Diaspora knowledge transfer • Technology-driven solutions • Post-conflict reconstruction focus • Global ecosystem engagement	entrepreneurship ecosystem for reconstruction <b>Transformative Capacity:</b> Transformation from conflict to entrepreneurship focus <b>Social Empowerment:</b> Youth and diaspora leadership in rebuilding <b>Adaptive Capacity:</b> Technology adaptation for post-conflict challenges <b>Resilience Capacities (4/4):</b> • Protective: 1 • Adaptive: 1 • Transformative: 1 • Generative: 1	Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 1 • Social Empowerment: 1 • Community Control Filters (3/5): • Community Benefit: 1 • Cultural Protection: 1 • Community Relevance: 1 • Sustainable Development: 0 • Dignity & Empowerment: 0 <b>Total Score:</b> 11/13

## URBAN MARGINALIZED COMMUNITIES

Case Study	Source & Empirical Data	Description	Critical Success Factors	CIRF	CIRF Score
				Framework	Analysis Validation
<b>Mangueira Favela Creative Economy (Brazil)</b>	Schiray, D.M., Carvalho, C.C. & Afonso, R. (2017).	17 creative economy initiatives in Mangueira favela developing Creative Economy as Social Technology: Favela da Mangueira Case Study. Emerald Insight.	<ul style="list-style-type: none"> <li>• Cultural and artistic activity integration</li> <li>• Youth community awareness building</li> <li>• Social tie</li> <li>• Individual empowerment</li> <li>• Local entrepreneurship development</li> </ul>	<b>Cultural Integrity:</b> Strong focus on family history and cultural identity <b>Social Empowerment:</b> Youth empowerment and community awareness <b>Community Benefit:</b> 17 initiatives creating local economic opportunities <b>Transformative Capacity:</b> Protection: 1 Cultural activities as social transformation tool <b>Resilience Capacities (3/4):</b> <ul style="list-style-type: none"> <li>• Protective: 1</li> <li>• Adaptive: 1</li> <li>• •</li> </ul> Transformative: 1 • Generative: 0	<b>Operational Pillars (4/4):</b> <ul style="list-style-type: none"> <li>• Economic Value Creation: 1</li> <li>• Cultural Integrity: 1</li> <li>• Adaptability: 1</li> <li>• Social Empowerment: 1</li> <li>• Community Control Filters (4/5):</li> <li>• Community Benefit: 1</li> <li>• Cultural Capacity: Protection: 1</li> <li>• Community Activities as Social Transformation Tool</li> <li>• Sustainable Development: 1</li> <li>• Dignity &amp; Empowerment: 0</li> </ul> <b>Resilience Capacities (3/4):</b> <ul style="list-style-type: none"> <li>• Protective: 1</li> <li>• Adaptive: 1</li> <li>• •</li> </ul> Transformative: 1 • Generative: 0
					<b>Total Score:</b> 11/13

Case Study	Source & Empirical Data	Description	Critical Success	CIRF	CIRF Score
			Factors	Framework	Analysis
				Validation	
<b>Brazilian Favela Entrepreneurship Ecosystem</b>	Lyra, E. & Gerando Falcões (2022). Transforming Favelas: Digital Economy Integration. Global Citizen.	Favela residents generating R\$38.6 billion annually in commercial activity (65% middle class), with digital transformation initiatives and entrepreneurship education programs.	<ul style="list-style-type: none"> <li>Digital economy integration</li> <li>Entrepreneurship education focus</li> <li>Community leader development</li> <li>Youth empowerment programs</li> <li>Private sector bridge building</li> </ul>	<b>Economic Value Creation:</b> <b>Social Empowerment:</b> <b>Transformative Capacity:</b> <b>Community Control:</b> <b>Resilience Capacities</b> <b>(4/4):</b>	<b>Operational Pillars (4/4):</b> • Economic Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 1 • Social Empowerment: 1 <b>Control Filters (5/5):</b> • Community Benefit: 1 • Cultural Protection: 1 • Community Relevance: 1 • Sustainable Development: 1 • Dignity & Empowerment: 1 <b>Resilience Capacities (4/4):</b> • Protective: 1 • Adaptive: 1 • • Transformative: 1 • Generative: 1
					<b>Total Score:</b> <b>13/13</b>

## LONGITUDINAL DATA AND QUANTITATIVE ANALYSIS

Case Study	Source & Empirical Data	Description	Critical	CIRF	CIRF Score
			Success	Framework	Analysis
			Factors	Validation	
<b>Venezuelan Entrepreneurship in Colombia (2015-2022)</b>	Bahar, D., Cowgill, B. & Guzman, J. (2023).	Comprehensive 8-year longitudinal study showing Venezuelan-owned business registry analysis covering 2M Venezuelan immigrants.	<ul style="list-style-type: none"> <li>Long-term business sustainability</li> <li>Higher initial capitalization</li> <li>Equal survival rates to local firms over 2-3 years.</li> <li>Economic integration measurement</li> <li>Quantitative performance tracking</li> </ul>	<b>Economic Value Creation:</b> <b>Adaptive Capacity:</b> <b>Sustainable Development:</b> <b>Community Benefit:</b> <b>Community Benefit:</b> <b>Resilience Capacities:</b>	<b>Operational Pillars (4/4):</b> <b>Pillars (4/4):</b> <b>• Economic Value Creation: 1</b> <b>• Cultural Integrity: 1</b> <b>• Adaptability: 1</b> <b>• Social Empowerment: 1</b> <b>Community Control Filters (4/5):</b> <b>• Community Benefit: 1</b> <b>• Cultural Protection: 1</b> <b>• Community Benefit: 1</b> <b>Relevance: 1</b> <b>Measurable economic contribution over 8 years</b> <b>• Sustainable Development: 1</b> <b>• Dignity &amp; Empowerment: 0</b> <b>Resilience Capacities (4/4):</b> <b>• Protective: 1</b> <b>• Adaptive: 1</b> <b>• Transformative: 1</b> <b>• Generative: 1</b> <b>Total Score: 12/13</b>
<b>Syrian Refugee Business Impact</b>	SPARK (2021). COVID-19	Longitudinal study of 271 Syrian	<ul style="list-style-type: none"> <li>Comprehensive</li> </ul>	<b>Economic Value Creation:</b>	<b>Operational Pillars (3/4):</b>

Case Study	Source & Data	Description	Critical	CIRF	CIRF Score
			Success Factors	Framework	Analysis
				Validation	
<b>Study (2019-2021)</b>	Impact on Syrian Refugee Businesses: One Year Longitudinal Study.	founders showing 87.4% negative COVID impact, with detailed financial and operational data over 2-year period.	impact measurement • Financial performance tracking • Crisis resilience assessment • Multi-country comparison • Business type differentiation	Detailed revenue and employment impact data <b>Protective Capacity:</b> Crisis resilience measurement over time <b>Adaptive Capacity:</b> Business adaptation strategies during pandemic <b>Sustainable Development:</b> Long-term sustainability assessment	• Economic Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 1 • Social Empowerment: 0 <b>Community Control Filters</b> <b>(3/5):</b> • Community Benefit: 1 • Cultural Protection: 1 • Community Relevance: 1 • Sustainable Development: 0 • Dignity & Empowerment: 0 <b>Resilience Capacities (3/4):</b> • Protective: 1 • Adaptive: 1 • Transformative: 0 • Generative: 1 <b>Total Score:</b> <b>9/13</b>

## KEY FINDINGS AND PATTERNS

### Success Factors for Marginalized Communities:

- Cultural Asset Monetization:** Successful cases leverage cultural heritage, skills, and practices as business assets

2. **Community-Led Governance:** Higher success rates with community control and decision-making
3. **Adaptive Capacity:** Ability to navigate challenging contexts while maintaining cultural integrity
4. **Network Support:** Strong diaspora, community, or institutional support networks
5. **Digital Integration:** Successful adoption of technology for market expansion and efficiency

#### **Common Failure Patterns:**

1. **External Control:** Projects dominated by external actors with limited community participation
2. **Cultural Disconnection:** Loss of cultural authenticity in pursuit of commercialization
3. **Institutional Barriers:** Regulatory, financial, and bureaucratic obstacles
4. **Crisis Vulnerability:** Lack of protective mechanisms during economic or political crises

#### **Highest-Performing Cases (12-13/13 CIRF Score):**

- **Brazilian Favela Entrepreneurship Ecosystem (13/13):** Perfect integration of all CIRF components
- **Venezuelan Refugee Entrepreneurship Colombia (12/13):** Strong economic impact with cultural preservation
- **Venezuelan Entrepreneurship Longitudinal Study (12/13):** Quantified long-term success

#### **Research Methodology Improvements:**

- **Longitudinal Studies:** 8-year Venezuelan study provides model for long-term impact assessment
- **Quantitative Metrics:** Specific financial data (R\$38.6B, \$529.1M, 10-20% higher capitalization)
- **Multi-Method Approaches:** Combination of surveys, interviews, and registry data analysis
- **Crisis Impact Analysis:** COVID-19 studies provide insight into protective capacity measurement

This data significantly addresses the identified gaps in refugee entrepreneurship, Roma community representation, post-conflict contexts, urban marginalized communities, and longitudinal quantitative analysis, providing a more comprehensive understanding of cultural entrepreneurship in diverse challenging contexts.