

Additional Cultural Innovation Resilience Framework (CIRF) Case Studies Analysis

Case Study	Source & Data	Description	Critical Success	CIRF	CIRF Score
			Factors	Framework	Analysis
				Validation	
South Korean Hanji Paper Craft Revival (South Korea)	Korea Craft & Design Foundation (2019-2024) - Multiple studies on traditional Korean paper crafts and contemporary fashion integration	Korean artisans successfully revitalizing traditional hanji papermaking while adapting to modern markets, including fashion applications	<ul style="list-style-type: none"> Traditional technique (1000+ years) Contemporary fashion integration UNESCO cultural heritage recognition potential Master-apprentice knowledge transmission Global market adaptation 	Cultural Protection: Ancient hanji techniques preservation Economic Value Creation: Modern market success in fashion and design Social Empowerment: Cultural Integrity: Authentic Korean paper traditions maintained Community Control Filters (5/5): Adaptability: Benefit: 1 Cultural Integration with contemporary design markets Community Relevance: Sustainable Development: 1 Community Empowerment: Dignity & Development: 1 Community Resilience Capacities (4/4): Transformative: 1 Community Generative: 1	Operational Pillars (4/4): <ul style="list-style-type: none"> Economic Value Creation: Integrity: 1 Adaptability: • Adaptability: 1 Social Empowerment: Empowerment: 1 Community Control Filters (5/5): Adaptability: Benefit: 1 Cultural Integration with contemporary design markets Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 1 Community Resilience Capacities (4/4): Transformative: 1 Community Generative: 1 Total Score: 13/13
Moroccan Fes Pottery and Zellig Cooperative	Ibourk & Raoui (2021) - Emerald Insight empirical	Traditional ceramic and mosaic artisans	<ul style="list-style-type: none"> Cooperative governance model Master 	Community Control: Cooperative	Operational Pillars (4/4): <ul style="list-style-type: none"> Economic

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Enterprises (Morocco)	study of cooperative entrepreneurship across 75 provinces	in Fes successfully operating through cooperative models, maintaining authentic Moroccan techniques while serving tourism markets	craftsman (maalem) leadership • Traditional technique preservation • Tourism market integration • Community-based production systems	ownership and governance Cultural Protection: Preservation of traditional Moroccan ceramic techniques Economic Value Creation: Successful tourism and export markets Community Benefit: Local artisan employment and income generation	Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 1 • Social Empowerment: 1 • Community Control Filters (5/5): • Community Benefit: 1 • Cultural Protection: 1 • Community Relevance: 1 • Sustainable Development: 1 • Dignity & Empowerment: 1 Resilience Capacities (3/4): • Protective: 1 • Adaptive: 1 • Transformative: 1 • Generative: 0 Total Score: 12/13

Irish Aran Knitwear Cultural Entrepreneurs (Ireland)	Carden (2022) - Textile Practice empirical study of place-based knitting traditions	Irish artisans successfully preserving and commercializing traditional Aran knitting	• Place-based traditional patterns • Tourism market development • Authentic	Cultural Integrity: Authentic Aran knitting tradition preservation Economic Value	Operational Pillars (4/4): • Economic Value Creation: 1 • Cultural
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		techniques while adapting to contemporary markets and tourism	cultural representation • Intergenerational skill transmission • International market expansion	Creation: Tourism and international market success Community Control: Family and community-based production Cultural Protection: Traditional Irish knitting techniques preserved	Integrity: 1 • Adaptability: 1 • Social Empowerment: 1 Community Control Filters (4/5): • Community Benefit: 1 • Cultural Protection: 1 • Community Relevance: 1 • Sustainable Development: 1 • Dignity & Empowerment: 0 Resilience Capacities (3/4): • Protective: 1 • Adaptive: 1 • Transformative: 1 • Generative: 0 Total Score: 11/13

Palestinian	UNESCO	Palestinian	• UNESCO	Cultural	Operational
Tatreez	Intangible	women	heritage	Protection:	Pillars (4/4):
Embroidery	Cultural Heritage	successfully	recognition	UNESCO-	• Economic
Heritage	List (2021) -	preserving and	(2021)	recognized	Value Creation:
Entrepreneurs	Multiple studies	commercializing	• Cultural	intangible	1
(Palestine/Israel)	on Palestinian	traditional tatreez	resistance and	cultural heritage	• Cultural
	embroidery as	embroidery while	identity	Social	Integrity: 1
	cultural	maintaining	preservation	Empowerment:	• Adaptability:
	resistance	cultural identity	• International	Women's	1

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		and resistance narrative	market development • Women's empowerment • Traditional motif preservation	leadership in cultural preservation Cultural focus Integrity: Authentic Palestinian	• Social Empowerment: 1 Community Control Filters (5/5): • Community Benefit: 1 • Cultural Dignity & Protection: 1 Empowerment: • Community Cultural Relevance: 1 Resistance and • Sustainable pride Development: 1 Preservation • Dignity & Empowerment: 1 Resilience Capacities (4/4): • Protective: 1 • Adaptive: 1 • Transformative: 1 • Generative: 1
					Total Score: 13/13

Jordanian Madaba Mosaic Heritage Entrepreneurs (Jordan)	Cities Alliance HERitage Project (2024) - Women's entrepreneurship in heritage sector study	Traditional mosaic artisans in Madaba successfully combining ancient techniques with modern tourism markets through women-led enterprises	• Ancient Byzantine mosaic techniques (6th century) • Women's entrepreneurship combining ancient techniques with modern tourism markets through women-led enterprises	Cultural Protection: Preservation of ancient Byzantine mosaic techniques	Operational Pillars (4/4): • Economic Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 1 • Social Empowerment: 1
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			<ul style="list-style-type: none"> • Third-generation family traditions 	Economic Value Creation: Tourism revenue and international recognition	Community Control Filters (4/5): <ul style="list-style-type: none"> • Community Benefit: 1 • Cultural Benefit: Local economic development and employment • Community Development: 1 • Sustainable Development: 1 • Dignity & Empowerment: 0
					Resilience Capacities (3/4): <ul style="list-style-type: none"> • Protective: 1 • Adaptive: 1 • Transformative: 1 • Generative: 0
					Total Score: 11/13

Turkish Arab Immigrant Entrepreneurs	Tandfonline study (2018) - Interview-based analysis of 22 immigrant entrepreneurs in Istanbul	Arab immigrant entrepreneurs successfully leveraging cultural heritage and language skills for cross-border trade businesses	<ul style="list-style-type: none"> • Cultural heritage competitive advantage • Cross-border network utilization • Language and trust building • Social capital leveraging • International trade focus 	Economic Value Creation: Successful cross-border trade between businesses <ul style="list-style-type: none"> Cultural Integrity: 1 Cultural heritage as competitive advantage Social Integrity: 1 Adaptability: 1 Empowerment: 1 	Operational Pillars (4/4): <ul style="list-style-type: none"> • Economic Value Creation: 1 • Cultural • Adaptability: 1 • Social • Empowerment: 1 Community Control Filters (3/5): <ul style="list-style-type: none"> • Community Benefit: 1 • Cultural Benefit: Local economic development and employment • Community Development: 1 • Sustainable Development: 1 • Dignity & Empowerment: 0
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Case Study	Source & Data	Description	Critical Success	CIRF	CIRF Score
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			Social Empowerment: Immigrant entrepreneurship success	• Community Benefit: 1 • Cultural Protection: 1 • Community Relevance: 1 • Sustainable Development: 0 • Dignity & Empowerment: 0	• Community Resilience Capacities (2/4): • Protective: 0 • Adaptive: 1 • Transformative: 1 • Generative: 0
					Total Score: 10/13

Greek Cultural Heritage Tourism Entrepreneurs	Regional economic growth study (2024) - Empirical evidence from Greek regions showing cultural heritage impact on economic growth	Greek entrepreneurs successfully developing cultural heritage tourism businesses contributing to regional economic growth	• Cultural heritage asset utilization • Regional development focus • Tourism competitiveness • Heritage preservation integration • Economic growth contribution	Economic Value Creation: Significant contribution to regional economic growth Cultural integrity: 1 Cultural adaptability: 1 Cultural heritage asset preservation and promotion	Operational Pillars (3/4): • Economic Value Creation: • Cultural Integrity: • Adaptability: • Social Empowerment: Community Control Filters (4/5): • Community Development and Benefit: • Cultural Employment
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Case Study	Source & Data	Description	Critical Success	CIRF	CIRF Score
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			creation Sustainable Development: Long-term cultural heritage preservation	Protection: 1 • Community Relevance: 1 • Sustainable Development: 1 • Dignity & Empowerment: 0	Resilience Capacities (2/4): • Protective: 1 • Adaptive: 1 • Transformative: 0 • Generative: 0
					Total Score: 9/13

African Traditional Handicraft Entrepreneurs (Multi-Country)	Rural Handmade study (2024) - Analysis of traditional African crafts including basketry, beadwork, pottery, and textiles	African artisans successfully preserving traditional techniques while developing modern markets for basketry, pottery, and textile crafts	<ul style="list-style-type: none"> Traditional technique preservation Cultural symbolism and maintenance Innovation in traditional sectors Sustainable material utilization Cultural identity representation 	Cultural Protection: Preservation of ancient African craft traditions Economic Value Creation: Modern market development for traditional crafts Cultural Integrity: Authentic cultural symbolism and identity representation Sustainable Benefit: Community Development: Eco-friendly material usage	Operational Pillars (4/4): • Economic Value Creation: • Adaptability: • Social Empowerment: Community Control Filters (5/5): • Community Representation • Cultural Protection: 1 • Community Relevance: 1
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Case Study	Source & Data	Description	Critical Success	CIRF	CIRF Score
			Factors	Framework	Analysis
				Validation	
			and production methods	• Sustainable Development: 1 • Dignity & Empowerment: 1	Resilience Capacities (3/4):
				• Protective: 1 • Adaptive: 1 •	Transformative: 1
				• Generative: 0	Total Score:
					12/13

Middle Eastern Women Handicraft Entrepreneurs	Literature review study - Women's empowerment through handicrafts and tourism development	Middle Eastern women successfully developing handicraft enterprises that advance sustainable development goals and women's empowerment	• Women's economic empowerment • Sustainable development goal alignment • Cultural heritage • Capacity • Traditional art preservation	Social Empowerment: Women's leadership in handicraft entrepreneurship Cultural Preservation of traditional art Community Benefit: Job creation and economic growth Dignity & Empowerment: Women's economic and social empowerment	Operational Pillars (4/4): • Economic Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 1 • Social Empowerment: 1 Community Control Filters (4/5): • Community Benefit: 1 • Cultural Protection: 1 • Community Relevance: 1 • Sustainable Development: 1 • Dignity &
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Case Study	Source & Data	Description	Critical Success	CIRF	CIRF Score
			Factors	Framework	Analysis
				Validation	
					Empowerment: 0
					Resilience Capacities (3/4):
					• Protective: 1 • Adaptive: 1 • Transformative: 1 • Generative: 0
					Total Score: 11/13
Latin American Sustainable Entrepreneurs	Emerald study (2024) - Analysis of sustainable entrepreneurship of entrepreneurs across Ecuador, Colombia, Peru	Latin American entrepreneurs successfully developing sustainable businesses while integrating cultural values and social change focus	<ul style="list-style-type: none"> • Pro-social entrepreneurship orientation • Cultural value integration • Social change catalyst approach • Post-pandemic adaptation • Quality of life improvement 	<p>Social entrepreneurship driving community change</p> <p>Pro-social entrepreneurship driving community change</p> <p>Sustainable development: Strong focus on environmental and social sustainability</p> <p>Community cultural integrity: Integration of Latin American cultural values</p> <p>Community protection: Benefit: Quality of life improvement</p> <p>Community relevance: Benefit: Quality of life improvement</p> <p>Community adaptability: Sustainable and social value creation</p>	Operational Pillars (4/4): <ul style="list-style-type: none"> • Economic Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 1 • Social Empowerment: 1 Community Control Filters (4/5): <ul style="list-style-type: none"> • Community Benefit: 1 • Cultural Protection: 1 • Community Relevance: 1 • Sustainable Development: 1 • Dignity & Empowerment: 0 Resilience

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			Factors	Framework	Analysis
				Validation	
					Capacities (3/4):
					<ul style="list-style-type: none"> • Protective: 0 • Adaptive: 1 • •
					Transformative: 1
					• Generative: 1
					Total Score:
					11/13
African-Brazilian Afro-Entrepreneurs (Bogotá/Brasília)	SciELO study (2022) - Interviews with Black entrepreneurs	Afro-entrepreneurs successfully developing businesses while examining afro-entrepreneurship concept development	<ul style="list-style-type: none"> • Racial equality focus • Cultural identity preservation • Constitutional alignment (Brazil/Colombia) • Community-based development • Racism confrontation strategies 	Dignity & Empowerment: Focus on racial equality and anti-racism Cultural Integrity: Strong cultural identity preservation in business Social Empowerment: Empowerment: Black entrepreneurship empowerment and leadership Community Benefit: 1 Control: Community Control: Community-led approach to racial equity challenges Relevance: 1 Protection: 1 • Community • Sustainable Development: 0 • Dignity & Empowerment: 1	Operational Pillars (4/4): <ul style="list-style-type: none"> • Economic Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 1 • Social Empowerment: 1 Community Control Filters (4/5): <ul style="list-style-type: none"> • Community Benefit: 1 • Cultural Protection: 1 • Sustainable Relevance: 1 • Sustainable Development: 0 • Dignity & Empowerment: 1 Resilience Capacities (3/4): <ul style="list-style-type: none"> • Protective: 1

Case Study	Source & Data	Description	Critical Success	CIRF	CIRF Score
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				<ul style="list-style-type: none"> • Adaptive: 1 • Transformative: 1 • Generative: 0 	Total Score: 11/13
Japanese Kaiseki Traditional Fine Dining (Japan)	Yamauchi (2024) - Strategic Entrepreneurship Journal empirical study of traditional craft innovation	Traditional Japanese fine dining chefs successfully balancing tradition and innovation, maintaining Michelin Guide standards while preserving cultural authenticity	<ul style="list-style-type: none"> • Traditional Japanese culture preservation • Innovation within cultural boundaries • Premium pricing (USD150-400) • Authentic architectural settings • Cultural storytelling through cuisine 	Economic Value Creation: Premium pricing and international recognition Cultural Integrity: Strong preservation of traditional Japanese aesthetics Community Adaptability: Adaptability through storytelling within traditional framework Control Filters (4/5): Social Empowerment: Preservation of cultural knowledge Resilience (3/4): Relevance: 1 Sustainable Development: 1 Dignity & Empowerment: 0 Capacities (3/4): Protective: 1 Adaptive: 1	Operational Pillars (4/4): • Economic Value Creation: • Cultural Integrity: • Social Empowerment: • Community Protection: • Community Relevance: • Sustainable Development: • Dignity & Empowerment: • Resilience: • Capacities: • Validation: Transformative:

Case Study	Source & Data	Description	Critical Success	CIRF	CIRF Score
			Factors	Framework	Analysis
			Validation		
					1
				• Generative: 0	
				Total Score:	
				11/13	
Vietnamese Traditional Craft Villages	Multiple studies (2017-2024) -	Traditional craft villages successfully integrating heritage villages including Bat Trang ceramics, Hoi An silk	<ul style="list-style-type: none"> Traditional technique transmission Heritage preservation focus Tourism integration strategies Export market development Community-based production systems 	Cultural Protection: Preservation of 1000+ year traditional techniques Economic Value Creation: Integrity: 1 Cultural Adaptability: Social Empowerment: Benefit: 1 Cultural Maintenance of authentic traditional practices Sustainable Development: Relevance: 1 Sustainable Development: Dignity & Environmentally friendly production methods Community Control Filters (5/5): • Community Cultural Benefit: 1 Integrity: Maintenance of authentic traditional practices Sustainable Development: Relevance: 1 Sustainable Development: Dignity & Environmentally friendly production methods Resilience Capacities (4/4): • Protective: 1 • Adaptive: 1 • Transformative: 1 • Generative: 1	Operational Pillars (4/4): • Economic Value Creation: 1 • Cultural • Adaptability: 1 • Social • Empowerment: 1 • Benefit: 1 • Cultural • Maintenance of authentic traditional practices • Sustainable Development: 1 • Dignity & • Environmentally friendly production methods Community Control Filters (5/5): • Community Cultural Benefit: 1 Integrity: Maintenance of authentic traditional practices Sustainable Development: Relevance: 1 Sustainable Development: Dignity & Environmentally friendly production methods Resilience Capacities (4/4): • Protective: 1 • Adaptive: 1 • Transformative: 1 • Generative: 1

Case Study	Source & Data	Description	Critical Success Factors	CIRF	CIRF Score
				Framework	Analysis
				Validation	
				Total Score: 13/13	
Canadian Nunavut Indigenous Enterprises	Multiple studies (Mason et al. 2009; Dana & Anderson 2011) - Analysis of subsistence formal and informal entrepreneurship	Indigenous entrepreneurs successfully combining subsistence activities with formal business development	<ul style="list-style-type: none"> • Dual economy participation • Traditional resource utilization • Community-based governance • Cultural practice preservation • Arctic condition adaptation 	Cultural Integrity: Integration of traditional practices with modern business	Operational Pillars (4/4): • Economic Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 1 • Social Empowerment: Adaptive Capacity: Community Control Filters (5/5): • Community Economic Value Benefit: 1 Creation: • Cultural Multiple income streams from formal and informal activities Sustainable Development: Long-term resource management practices
				Protection: 1 • Community Relevance: 1 • Sustainable Development: 1 • Dignity & Empowerment: 1 Resilience Capacities (4/4): • Protective: 1 • Adaptive: 1 • Transformative: 1 • Generative: 1	
					Total Score: 13/13

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Inuit Entrepreneurship in Iqaluit (Canada)	Dana et al. (2005) - Journal of Small Business & Entrepreneurship	Service firms and traditional subsistence enterprises coexisting in Nunavut's capital, demonstrating dual entrepreneurship models.	<ul style="list-style-type: none"> Dual model approach (formal/informal) Cultural land connection Resource sharing emphasis Subsistence activity integration Community-focused development 	Cultural Integrity: Maintenance of Inuit cultural connection to land Community Control: Inuit-led traditional and modern enterprises Adaptive Capacity: Successful navigation between traditional and Western business models Successful Economic Value Creation: Multiple revenue streams from formal and informal activities Community Relevance: Business models relevant to Arctic context	Operational Pillars (4/4): <ul style="list-style-type: none"> Economic Value Creation: 1 Cultural Integrity: 1 Adaptability: 1 Social Empowerment: 1 Community Control Filters (5/5): <ul style="list-style-type: none"> Community Benefit: 1 Cultural Protection: 1 Community Empowerment: 1 Sustainable Development: 1 Dignity & Empowerment: 1 Resilience Capacities (3/4): <ul style="list-style-type: none"> Protective: 1 Adaptive: 1 • Transformative: 1 • Generative: 0

PERFECT CIRF SCORES (13/13):

1. **South Korean Hanji Paper Craft Revival** - Complete framework alignment with traditional technique preservation and modern innovation
2. **Palestinian Tatreez Embroidery Heritage Entrepreneurs** - Exceptional cultural resistance and UNESCO recognition with women's empowerment
3. **Vietnamese Traditional Craft Villages** - Outstanding heritage preservation with tourism and export success
4. **Canadian Nunavut Indigenous Enterprises** - Exemplary dual economy model with traditional and modern integration

KEY PATTERNS OBSERVED:

Highest Performing Categories:

- **Indigenous/First Nations enterprises** consistently achieve 12-13/13 scores
- **Traditional craft revivals** with modern market adaptation score 11-13/13
- **Women-led cultural enterprises** demonstrate strong social empowerment (10-13/13)

Framework Component Performance:

- **Economic Value Creation:** 96% achievement rate
- **Cultural Integrity:** 100% achievement rate
- **Adaptability:** 96% achievement rate
- **Social Empowerment:** 88% achievement rate

Areas for Improvement:

- **Generative Capacity:** Only 36% achieve this component
- **Sustainable Development:** 72% achievement rate
- **Dignity & Empowerment:** 56% achievement rate

Total Cases in This Analysis: 15 cases