

# 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 Validation	CIRF Score Analysis
Syrian Refugee Cultural Enterprises (Jordan/Lebanon)	Sidło, K. & Al-Jafari, M. (2019). Social Entrepreneurs' Responses to Refugee Crisis. FEMISE Report FEM44-12.	Syrian refugees developing cultural businesses (food, crafts, services) with 87.4% 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> Revenue generation despite extreme challenges <b>Cultural Integrity:</b> Preservation of Syrian cultural practices in business <b>Social Empowerment:</b> Female refugee leadership and community support <b>Adaptive Capacity:</b> Successful adaptation to displacement context	<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></ul> <b>Community Control Filters (3/5):</b> <ul style="list-style-type: none"><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></ul> <b>Resilience Capacities (3/4):</b> <ul style="list-style-type: none"><li>• Protective: 1</li><li>• Adaptive: 1</li><li>• Transformative: 1</li></ul>

Case Study	Source & Empirical Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
					• Generative: 0 <b>Total Score: 9/13</b>
<b>Venezuelan Refugee Entrepreneurship (Colombia)</b>	Bahar, D., Cowgill, B. & Guzman, J. (2023). Refugee Entrepreneurship: Venezuelans in Colombia. AEA Papers & Proceedings.	Venezuelan refugees creating businesses with 10-20% higher capitalization than local firms, generating \$529.1M 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>	<b>Economic Value Creation:</b> \$529.1M economic impact and higher business survival rates <b>Social Empowerment:</b> 50% of refugees running own businesses <b>Adaptive Capacity:</b> Successful integration into Colombian business environment <b>Community Control:</b> Venezuelan diaspora-led support networks	<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></ul> <b>Community Control Filters (4/5):</b> <ul style="list-style-type: none"><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> <b>Resilience Capacities (4/4):</b> <ul style="list-style-type: none"><li>• Protective: 1</li><li>• Adaptive: 1</li><li>• Transformative: 1</li><li>• Generative: 1</li></ul> <b>Total Score: 12/13</b>

ROMA/ROMANI COMMUNITIES

Case Study	Source & Empirical Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Lithuanian Roma Women Entrepreneurship	Council of Europe (2023). Roma Integration House 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> Traditional Roma costume-making and embroidery preserved <b>Social Empowerment:</b> Roma women's leadership challenging stereotypes <b>Dignity &amp; Empowerment:</b> Non-stereotypical community role development <b>Community Relevance:</b> Roma culture as inspirational business resource	<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></ul> <b>Community Control Filters (4/5):</b> <ul style="list-style-type: none"><li>• Community Benefit: 1</li><li>• Cultural Protection: 1</li><li>• Community Relevance: 1</li><li>• Sustainable Development: 0</li></ul> <ul style="list-style-type: none"><li>• Dignity &amp; Empowerment: 1</li></ul> <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>Total Score: 10/13</b>

Case Study	Source & Empirical Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
European Roma Entrepreneurship Development Initiative	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 integration</li><li>• Economic empowerment approach</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>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></ul>
					<b>Community Control Filters (4/5):</b> <ul style="list-style-type: none"><li>• Community Benefit: 1</li><li>• Cultural Protection: 1</li><li>• Community Relevance: 1</li><li>• Sustainable Development: 1</li></ul>
					<ul style="list-style-type: none"><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
					<ul style="list-style-type: none"><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 Framework Validation	CIRF Score Analysis
Afghan Women Entrepreneurs in Conflict	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 business ethics</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> Integration of Islamic cultural values in business operations <b>Social Empowerment:</b> Women's entrepreneurship despite patriarchal constraints <b>Protective Capacity:</b> Protection of business operations during conflict <b>Dignity &amp; Empowerment:</b> Religious identity as source of entrepreneurial empowerment	<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></ul> <b>Community Control Filters (3/5):</b> <ul style="list-style-type: none"><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></ul> <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>Total Score: 9/13</b>

Case Study	Source & Empirical Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Iraqi Cultural Heritage Reconstruction	Isakhan, B. & González Zarandona, J.A. (2019). Heritage and Cultural Healing: Iraq in Post-Daesh Era. International Journal of Heritage Studies.	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> Attempts at cultural heritage preservation and reconstruction <b>Transformative Capacity:</b> Post-conflict cultural healing approaches <b>Community Relevance:</b> Cultural identity central to community reconstruction <b>Protective Capacity:</b> Protection of remaining cultural assets	<b>Operational Pillars (2/4):</b> <ul style="list-style-type: none"><li>• Economic Value Creation: 0</li><li>• Cultural Integrity: 1</li><li>• Adaptability: 1</li><li>• Social Empowerment: 0</li></ul> <b>Community Control Filters (2/5):</b> <ul style="list-style-type: none"><li>• Community Benefit: 0</li><li>• Cultural Protection: 1</li><li>• Community Relevance: 1</li><li>• Sustainable Development: 0</li><li>• Dignity &amp; Empowerment: 0</li></ul> <b>Resilience Capacities (2/4):</b> <ul style="list-style-type: none"><li>• Protective: 1</li><li>• Adaptive: 0</li><li>• Transformative: 1</li><li>• Generative: 0</li></ul> <b>Total Score: 6/13</b>
Syrian Entrepreneurship	Bayram, A.S. (2025). Rebuilding	Syrian entrepreneurs showing 80%	<ul style="list-style-type: none"><li>• Entrepreneurship attitude</li></ul>	<b>Economic Value Creation:</b> Growing	<b>Operational Pillars (4/4):</b> <ul style="list-style-type: none"><li>• Economic</li></ul>

Case Study	Source & Empirical Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score 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	Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 1 • 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 (4/4):</b> • Protective: 1 • Adaptive: 1 • Transformative: 1 • Generative: 1 <b>Total Score: 11/13</b>

URBAN MARGINALIZED COMMUNITIES

Case Study	Source & Empirical Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Mangueira Favela Creative Economy (Brazil)	Schiray, D.M., Carvalho, C.C. & Afonso, R. (2017). Creative Economy as Social Technology: Favela da Mangueira Case Study. Emerald Insight.	17 creative economy initiatives in Mangueira favela developing cultural activities, strengthening social ties, and contributing to local entrepreneurship through family history awareness.	<ul style="list-style-type: none"><li>• Cultural and artistic activity integration</li><li>• Youth community awareness building</li><li>• Social tie strengthening</li><li>• Individual empowerment focus</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> Cultural activities as social transformation tool	<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></ul> <b>Community Control Filters (4/5):</b> <ul style="list-style-type: none"><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> <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>Total Score: 11/13</b>



Case Study	Source & Empirical Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Brazilian Favela Entrepreneurship Ecosystem	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> R\$38.6 billion annual commercial activity <b>Social Empowerment:</b> Community leader development and youth programs <b>Transformative Capacity:</b> Digital transformation of favela economies <b>Community Control:</b> Community-led development initiatives	<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> </ul> <b>Community Control Filters (5/5):</b> <ul style="list-style-type: none"> <li>• Community Benefit: 1</li> <li>• Cultural Protection: 1</li> <li>• Community Relevance: 1</li> <li>• Sustainable Development: 1</li> <li>• Dignity &amp; Empowerment: 1</li> </ul> <b>Resilience Capacities (4/4):</b> <ul style="list-style-type: none"> <li>• Protective: 1</li> <li>• Adaptive: 1</li> <li>• Transformative: 1</li> <li>• Generative: 1</li> </ul> <b>Total Score: 13/13</b>

LONGITUDINAL DATA AND QUANTITATIVE ANALYSIS

Case Study	Source & Empirical Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
Venezuelan Entrepreneurship Colombia (2015-2022)	Bahar, D., Cowgill, B. & Guzman, J. (2023). 8-year business registry analysis covering 2M Venezuelan immigrants.	Comprehensive 8-year longitudinal study showing Venezuelan-owned firms with 10-20% higher capitalization and equal survival rates to local firms over 2-3 years.	<ul style="list-style-type: none"><li>• Long-term business sustainability</li><li>• Higher initial capitalization strategies</li><li>• Equal survival rate achievement</li><li>• Economic integration measurement</li><li>• Quantitative performance tracking</li></ul>	<b>Economic Value Creation:</b> Quantified higher capitalization and equal survival rates <b>Adaptive Capacity:</b> Successful 2-3 year business survival rates <b>Sustainable Development:</b> Long-term economic integration demonstrated <b>Community Benefit:</b> Measurable economic contribution over 8 years	<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></ul> <b>Community Control Filters (4/5):</b> <ul style="list-style-type: none"><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> <b>Resilience Capacities (4/4):</b> <ul style="list-style-type: none"><li>• Protective: 1</li><li>• Adaptive: 1</li><li>• Transformative: 1</li><li>• Generative: 1</li></ul> <b>Total Score: 12/13</b>
Syrian Refugee Business Impact	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 & Empirical Data	Description	Critical Success Factors	CIRF Framework Validation	CIRF Score Analysis
<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 (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: 9/13</b>

## KEY FINDINGS AND PATTERNS

### Success Factors for Marginalized Communities:

1. **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.