

Additional Cultural Innovation Resilience Framework (CIRF) Case Studies Analysis

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

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		techniques while adapting to contemporary markets and tourism	cultural representation <ul style="list-style-type: none">• Intergenerational skill transmission• International market expansion	Creation:	Integrity: 1
				Tourism and international market success	• Adaptability: 1
				Community	• Social Empowerment: 1
				Control: Family and community-based production	Community Control Filters (4/5):
				Cultural	• Community Benefit: 1
				Protection: Traditional Irish knitting techniques preserved	• 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 Tatreez Embroidery Heritage Entrepreneurs (Palestine/Israel)	UNESCO Intangible Cultural Heritage List (2021) - Multiple studies on Palestinian embroidery as cultural resistance	Palestinian women successfully preserving and commercializing traditional tatreez embroidery while maintaining cultural identity	<ul style="list-style-type: none">• UNESCO heritage recognition (2021)• Cultural resistance and identity preservation• International	Cultural	Operational Pillars (4/4):
				Protection:	• Economic Value Creation: 1
				UNESCO-recognized intangible cultural heritage	• Cultural Integrity: 1
				Social	• Adaptability: 1
				Empowerment:	
				Women's	

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		and resistance narrative	market development	leadership in cultural preservation	• Social Empowerment: 1
			• Women's empowerment focus	Cultural Integrity:	Community Control Filters (5/5):
			• Traditional motif preservation	Authentic Palestinian cultural identity representation	• Community Benefit: 1
				Dignity & Empowerment: Cultural resistance and pride preservation	• Cultural Protection: 1
					• Community Relevance: 1
					• Sustainable Development: 1
					• Dignity & Empowerment: 1
					Resilience Capacities (4/4):
					• Protective: 1
					• Adaptive: 1
					• Transformative: 1
					• Generative: 1
					Total Score: 13/13
Jordanian Madaba Mosaic Heritage Entrepreneurs (Jordan)	Cities Alliance HERitage Project (2024) - Women's entrepreneurship in heritage sector study	Traditional mosaic artisans in Madaba successfully combining ancient techniques with modern tourism markets through women-led enterprises	• Ancient Byzantine mosaic techniques (6th century)	Cultural Protection: Preservation of ancient Byzantine mosaic techniques	Operational Pillars (4/4):
			• Women's entrepreneurship focus	ancient Byzantine mosaic techniques	• Economic Value Creation: 1
			• UNESCO heritage site integration	Social Empowerment: Women's leadership in heritage tourism	• Cultural Integrity: 1
			• Tourism market development		• 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 Benefit: Local economic development and employment	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 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 businesses Cultural Integrity: Cultural heritage as competitive advantage Adaptive Capacity: Adaptation to Turkish business environment	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 (3/5):

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				Social Empowerment: Immigrant entrepreneurship success	<div>• Community Benefit: 1</div> <div>• Cultural Protection: 1</div> <div>• Community Relevance: 1</div> <div>• Sustainable Development: 0</div> <div>• Dignity & Empowerment: 0</div> <div>Resilience Capacities (2/4):</div> <div>• Protective: 0</div> <div>• Adaptive: 1</div> <div>• Transformative: 1</div> <div>• Generative: 0</div> <div>Total Score: 10/13</div>
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	<div>• Cultural heritage asset utilization</div> <div>• Regional development focus</div> <div>• Tourism competitiveness</div> <div>• Heritage preservation integration</div> <div>• Economic growth contribution</div>	Economic Value Creation: Significant contribution to regional economic growth Cultural Protection: Cultural heritage asset preservation and promotion Community Benefit: Regional development and employment	<div>Operational Pillars (3/4):</div> <div>• Economic Value Creation: 1</div> <div>• Cultural Integrity: 1</div> <div>• Adaptability: 1</div> <div>• Social Empowerment: 0</div> <div>Community Control Filters (4/5):</div> <div>• Community Benefit: 1</div> <div>• Cultural</div>

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				creation	Protection: 1
				Sustainable Development: Long-term cultural heritage preservation	• 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 maintenance• Innovation in traditional sectors• Sustainable material utilization• Cultural identity representation	Cultural Protection: Preservation of ancient African craft traditions Economic Value Creation: Modern market development for traditional crafts Cultural Integrity: Authentic cultural symbolism and identity representation Sustainable Development: Eco-friendly material usage	Operational Pillars (4/4): • Economic Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 1 • Social Empowerment: 1 Community Control Filters (5/5): • Community Benefit: 1 • Cultural Protection: 1 • Community Relevance: 1

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				and production methods	<ul style="list-style-type: none">• Sustainable Development: 1• Dignity & Empowerment: 1 Resilience Capacities (3/4): <ul style="list-style-type: none">• Protective: 1• Adaptive: 1• Transformative: 1• Generative: 0 Total Score: 12/13
Middle Eastern Women Handicraft Entrepreneurs	Literature review study - Women's empowerment through handicrafts and tourism development	Middle Eastern women successfully developing handicraft enterprises that advance sustainable development goals and women's empowerment	<ul style="list-style-type: none">• Women's economic empowerment• Sustainable development goal alignment• Cultural heritage tourism integration• Capacity development focus• Traditional art preservation	Social Empowerment: Women's leadership in handicraft entrepreneurship Cultural Protection: Preservation of traditional art forms Community Benefit: Job creation and economic growth Dignity & Empowerment: Women's economic and social empowerment	Operational Pillars (4/4): <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 &

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					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 across Ecuador, Colombia, Peru with focus on cultural contexts	Latin American entrepreneurs successfully developing sustainable businesses while integrating cultural values and social change focus	<ul style="list-style-type: none">• Pro-social entrepreneurship orientation• Cultural value integration• Social change catalyst approach• Post-pandemic adaptation• Quality of life improvement focus	Social Empowerment: Pro-social entrepreneurship driving community change Sustainable Development: Strong focus on environmental and social sustainability Cultural Integrity: Integration of Latin American cultural values Community Benefit: Quality of life improvement and social value creation	Operational Pillars (4/4): • Economic Value Creation: 1 • Cultural Integrity: 1 • 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

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					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 examining afro-entrepreneurship concept development	Afro-entrepreneurs successfully developing businesses while addressing racial equality challenges and cultural identity preservation	<ul style="list-style-type: none">• Racial equality focus• Cultural identity preservation• Constitutional alignment (Brazil/Colombia)• Community-based development• Racism confrontation strategies	Dignity & Empowerment: Focus on racial equality and anti-racism Cultural Integrity: Strong cultural identity preservation in business Social Empowerment: Black entrepreneurship empowerment and leadership Community Control: Community-led approach to racial equity challenges	Operational Pillars (4/4): <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: 0• Dignity & Empowerment: 1 Resilience Capacities (3/4): <ul style="list-style-type: none">• Protective: 1

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

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					1 • Generative: 0 Total Score: 11/13
Vietnamese Traditional Craft Villages	Multiple studies (2017-2024) - Comprehensive analysis of craft villages including Bat Trang ceramics, Hoi An silk	Traditional craft villages successfully integrating heritage preservation with tourism development and export markets	• Traditional technique transmission • Heritage preservation focus • Tourism integration strategies • Export market development • Community-based production systems	Cultural Protection: Preservation of 1000+ year traditional techniques Economic Value Creation: Successful export and tourism revenue Community Control: Village-based governance and production Cultural Integrity: Maintenance of authentic traditional practices Sustainable Development: Environmentally friendly production methods	Operational Pillars (4/4): • Economic Value Creation: 1 • Cultural Integrity: 1 • 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 (4/4): • Protective: 1 • Adaptive: 1 • Transformative: 1 • Generative: 1

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Canadian Nunavut Indigenous Enterprises	Multiple studies (Mason et al. 2009; Dana & Anderson 2011) - Analysis of formal and informal entrepreneurship	Indigenous entrepreneurs successfully combining subsistence activities with formal business development	<ul style="list-style-type: none"> • Dual economy participation • Traditional resource utilization • Community-based governance • Cultural practice preservation • Arctic condition adaptation 	Cultural Integrity: Integration of traditional practices with modern business Community Control: Indigenous-led community development Adaptive Capacity: Success in extreme Arctic conditions Economic Value Creation: Multiple income streams from formal and informal activities Sustainable Development: Long-term resource management practices	Operational Pillars (4/4): <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 Relevance: 1 • Sustainable Development: 1 • Dignity & Empowerment: 1 Resilience Capacities (4/4): <ul style="list-style-type: none"> • 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 empirical study of 18 entrepreneurs	Service firms and traditional subsistence enterprises coexisting in Nunavut's capital, demonstrating dual entrepreneurship models	<ul style="list-style-type: none"> • Dual model approach (formal/informal) • Cultural land connection preservation • Resource sharing emphasis • Subsistence activity integration • Community-focused development 	Cultural Integrity: Maintenance of Inuit cultural connection to land Community Control: Inuit-led traditional and modern enterprises Adaptive Capacity: Successful navigation between traditional and Western business models Economic Value Creation: Multiple revenue streams from formal and informal activities Community Relevance: Business models relevant to Arctic context	Operational Pillars (4/4): <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 Relevance: 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 Total Score: 12/13

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