

Cultural Innovation Resilience Framework (CIRF) Case Studies Analysis

IDENTIFIED DUPLICATIONS:

1. **Local Craft Tourism Businesses (Cameroon)** - appears twice (#8 and #21)
 2. **Italian Social Enterprises** - "Italian Social Enterprises in Cultural Sector" and "Officine Culturali Social Enterprise (Italy)" appear to be the same or very similar studies
-

Case Study	Source & Data	Description	Critical	CIRF	CIRF Score
			Success	Framework	Analysis
			Factors	Validation	
Mi'kmaq Clearwater Seafoods Partnership (Canada)	Responsible Seafood Advocate (2024); HBR case study - 50% Indigenous	Seven Mi'kmaq First Nations acquired 50% stake in Clearwater Seafoods, creating world's largest largest seafood company globally	<ul style="list-style-type: none"> Community coalition Long-term and governance Sustainable vision (7 generations) Balance of profitability with environmental sustainability Gradual cultural integration approach Billion-dollar sustainable revenue model Sustainable Development: 7-generation environmental planning Dignity & Empowerment: Indigenous leadership in major industry 	Community Control: Full 50% ownership and governance Cultural Integrity: Integration of Mi'kmaq values with business operations Economic Value Creation: Billion-dollar sustainable revenue model Sustainable Development: 7-generation environmental planning Dignity & Empowerment: Indigenous leadership in major industry	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 (3/4): • Protective: 1 • Adaptive: 1 • Transformative: 1 • Generative: 0
Nova Scotia Mi'kmaq Cultural	Kwilmu'kw Maw- klusuaqn (2019) - Endorsed by Assembly of Nova	Nation-wide approach to cultural tourism development with	<ul style="list-style-type: none"> Nation-based governance approach Community development 	Community Benefit: Nation-wide economic development	Operational Pillars (4/4): • Economic Value Creation: 1
Total Score: 12/13					

Nova Scotia	Kwilmu'kw Maw-	Nation-wide	• Nation-based	Community	Operational
Mi'kmaq	klusuaqn (2019) -	approach to cultural	governance	Benefit: Nation-	Pillars (4/4):
Cultural	Endorsed by	tourism	approach	wide economic	• Economic
	Assembly of Nova	development with	• Community-	development	Value Creation:

Case Study	Source & Data	Description	Critical	CIRF	CIRF Score
			Success	Framework	Analysis
			Factors	Validation	
Tourism Strategy	Scotia Mi'kmaw Chiefs	community governance and authentic cultural experiences	driven development • Authentic cultural representation • Export-ready product development • Truth and Reconciliation alignment	Cultural Protection: Authentic Mi'kmaw culture Community Relevance: Addresses both cultural and economic needs Adaptive Capacity: Responds to growing Indigenous tourism market Social Empowerment: Community leadership in tourism development	1 • Cultural Integrity: 1 • Adaptability: 1 • Social Empowerment: 1 Community Control Filters (4/5): • Community Benefit: 1 • Cultural Protection: 1 • Community Relevance: 1 • Sustainable Empowerment: Development: 0 • Dignity & Empowerment: 1 Resilience Capacities (2/4): • Protective: 1 • Adaptive: 1 • Transformative: 0 • Generative: 0
					Total Score: 10/13

Turkish Traditional Handicraft Entrepreneurs	GoTürkiye (2024) - Analysis of traditional Turkish handicrafts including çini tiles, oya lace, and ceramics	Turkish artisans successfully maintaining centuries-old techniques while adapting to modern tourism and global markets	• UNESCO heritage recognition • Traditional technique mastery • Tourism market	Cultural Protection: UNESCO recognition of çini-making craftsmanship Economic Value Creation: market	Operational Pillars (4/4): • Economic Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 1
--	---	--	--	--	--

Case Study	Source & Data	Description	Critical	CIRF	CIRF Score
			Success	Framework	Analysis
			Factors	Validation	
			integration • Cultural identity preservation • Artisan education and transmission	Tourism and export market Cultural Integrity: Authentic traditional technique Community Benefit: Cultural tourism development and artisan livelihoods	• Social Empowerment: 1 Community Control Filters (4/5): • Community Benefit: 1 • Cultural Community Protection: 1 Relevance: 1 • Sustainable Development: 1 • Dignity & Empowerment: 0 Resilience Capacities (3/4): • Protective: 1 • Adaptive: 1 • Transformative: 1 • Generative: 0 Total Score: 11/13

Bangladeshi Nakshi Kantha Embroidery Entrepreneurs (Bangladesh)	UNESCO and multiple studies (2013-2024) -	Rural Bangladeshi women successfully commercializing traditional nakshi kantha embroidery, generating \$11 million annual market while preserving cultural narratives	• 500-year traditional practice • Women's collective empowerment • Cultural storytelling through textiles • Growing export market (15% annually)	Social Empowerment: Women's independence through traditional craft Women's economic empowerment Traditional craft Integrity: 500-year-old narrative Traditional narrative	Operational Pillars (4/4): • Economic Value Creation: 1 • Cultural Adaptability: 1 • Social Empowerment: 1 Community
--	---	---	---	--	--

Case Study	Source & Data	Description	Critical	CIRF	CIRF Score
			Success	Framework	Analysis
			Factors	Validation	
			<ul style="list-style-type: none"> • 300,000 people involved (99% women) 	<p>preservation Economic Value Creation: \$11 million annual market value</p> <p>Community Control: Women-led collective production</p>	Control Filters (5/5): <ul style="list-style-type: none"> • Community Protection: 1 • Cultural 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

Jamaican Cultural Creative Industries (Jamaica)	JBDC-British Council Mapping Study (2020-2024) - Comprehensive analysis of Jamaica's CCI sector contribution to GDP	Jamaican cultural entrepreneurs successfully building creative economy contributing 5.2% of GDP through music, fashion, and cultural products	<ul style="list-style-type: none"> • Music industry leadership in Caribbean • "Brand Jamaica" global recognition • Creative Economy Act development • Annual exports \$12-15 billion JMD • Cross-sector collaboration 	<p>Economic Value Creation: 5.2% GDP contribution and substantial exports</p> <p>Cultural Integrity: Strong Jamaican cultural brand and identity</p> <p>Social Empowerment: Empowerment: thousands of creative workers</p>	Operational Pillars (4/4): <ul style="list-style-type: none"> • Economic Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 1 • Social Empowerment: 1
---	---	---	--	--	---

Case Study	Source & Data	Description	Critical	CIRF	CIRF Score
			Success	Framework	Analysis
			Factors	Validation	
			Transformative	• Cultural	
			Capacity:	Protection: 1	
			Creative	• Community	
			Economy Act	Relevance: 1	
			policy	• Sustainable	
			development	Development: 1	
				• Dignity &	
				Empowerment: 0	
					Resilience Capacities (3/4):
				• Protective: 1	
				• Adaptive: 1	
				•	
				Transformative: 1	
				• Generative: 0	
					Total Score: 11/13

Georgian Wine and Cultural Heritage Entrepreneurs (Georgia)	Georgian Wine Culture Study - Traditional winemaking as cultural entrepreneurship	Georgian entrepreneurs successfully commercializing 8000-year-old winemaking traditions through cultural tourism and export markets	• 8000-year tradition • UNESCO heritage recognition • Cultural preservation • Tourism integration • International market development • Traditional technique preservation	Cultural Protection: Ancient Georgian winemaking tradition • Cultural preservation • Economic Value creation: 1 • Social adaptation: 1 • Empowerment: 1	Operational Pillars (4/4): • Economic Value Creation: 1 • Cultural Adaptability: 1 • Social Empowerment: 1 Community Control Filters (5/5): • Community Benefit: 1 • Cultural Protection: 1 • Community maintained • Community Relevance: 1
--	---	---	---	---	--

Case Study	Source & Data	Description	Critical	CIRF	CIRF Score
			Success	Framework	Analysis
			Factors	Validation	
			Benefit: Rural economic development through wine tourism	<ul style="list-style-type: none"> • Sustainable Development: 1 • Dignity & Empowerment: 1 <p>Resilience Capacities (3/4):</p> <ul style="list-style-type: none"> • Protective: 1 • Adaptive: 1 • <p>Transformative: 1</p> <ul style="list-style-type: none"> • Generative: 0 	<ul style="list-style-type: none"> • Sustainable Development: 1 • Dignity & Empowerment: 1 <p>Resilience Capacities (3/4):</p> <ul style="list-style-type: none"> • Protective: 1 • Adaptive: 1 • <p>Transformative: 1</p> <ul style="list-style-type: none"> • Generative: 0 <p>Total Score: 12/13</p>

Sri Lankan Traditional Batik and Mask Entrepreneurs (Sri Lanka)	South Asian Heritage Craft Study - Traditional crafts adaptation to modern markets	Sri Lankan artisans successfully modernizing traditional batik and mask-making crafts while preserving cultural authenticity	<ul style="list-style-type: none"> • Traditional batik technique preservation • Cultural mask-making traditions • Tourism market development • Export market expansion • Cultural festival integration 	Cultural Protection: Traditional Sri Lankan batik and mask techniques Economic Value Creation: Tourism and export market success Cultural Integrity: Tourism and export market success Cultural Representation: Cultural products Community Benefit: Artisan employment and cultural tourism	Operational Pillars (4/4): <ul style="list-style-type: none"> • Economic Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 1 • Social Empowerment: 1 <p>Community Control Filters (4/5):</p> <ul style="list-style-type: none"> • Community Representation in products Benefit: 1 • Cultural Community Protection: 1 • Artisan Employment Benefit: Artisan employment and cultural tourism Relevance: 1 • Sustainable Development: 1 • Dignity & Empowerment: 1
--	--	--	---	--	--

Case Study	Source & Data	Description	Critical	CIRF	CIRF Score
			Success	Framework	Analysis
			Factors	Validation	
				0	
				Resilience Capacities (3/4):	
				• Protective: 1	
				• Adaptive: 1	
				•	
				Transformative: 1	
				• Generative: 0	
				Total Score:	
				11/13	
Cuban Cultural Heritage Music Entrepreneurs (Cuba)	Caribbean Cultural Economy Study - Music as cultural entrepreneurship in challenging economic context	Cuban musicians and cultural entrepreneurs successfully maintaining music traditions while generating economic value despite economic constraints	• Traditional music preservation • Economic constraint adaptation • Cultural tourism integration • International market development • Community-based music schools	Cultural Integrity: Strong preservation of Cuban music traditions Economic Value Creation: 1 • Cultural Integrity: 1 • Adaptability: 1 • Social Empowerment: 1 Community Control Filters (4/5): • Community Empowerment: 1 Community music education Benefit: 1 and cultural pride Protection: 1 • Cultural Protective Capacity: 1 • Community Relevance: 1 Cultural preservation Development: 1 during economic hardship • Sustainable Dignity & Empowerment: 0	Operational Pillars (4/4): • Economic Value Creation: • Cultural Integrity: 1 • Adaptability: 1 • Social Empowerment: 1 Community Control Filters (4/5): • Community Empowerment: 1 Community music education Benefit: 1 and cultural pride Protection: 1 • Cultural Protective Capacity: 1 • Community Relevance: 1 Cultural preservation Development: 1 during economic hardship • Sustainable Dignity & Empowerment: 0
				Resilience Capacities (3/4):	

Case Study	Source & Data	Description	Critical	CIRF	CIRF Score
			Success	Framework	Analysis
			Factors	Validation	
				<ul style="list-style-type: none"> • Protective: 1 • Adaptive: 1 • Transformative: 1 • Generative: 0 <p>Total Score: 11/13</p>	

COMPREHENSIVE CIRF ANALYSIS SUMMARY

PERFECT SCORES (13/13):

1. **Vietnamese Traditional Craft Villages** - Complete framework alignment with all components
2. **Canadian Nunavut Indigenous Enterprises** - Exemplary community control and cultural integration
3. **South Korean Hanji Paper Craft Revival** - Outstanding traditional technique preservation with modern innovation
4. **Palestinian Tatreez Embroidery Heritage Entrepreneurs** - Exceptional cultural resistance and UNESCO recognition
5. **Bangladeshi Nakshi Kantha Embroidery Entrepreneurs** - Remarkable women's empowerment model

HIGHEST SCORES (12/13):

- Mi'kmaq Clearwater Seafoods Partnership (Canada)
- Inuit Entrepreneurship in Iqaluit (Canada)
- African Traditional Handicraft Entrepreneurs (Multi-Country)
- Moroccan Fes Pottery and Zellij Cooperative Enterprises (Morocco)
- Georgian Wine and Cultural Heritage Entrepreneurs (Georgia)

FRAMEWORK INSIGHTS:

Most Achieved Components:

- **Economic Value Creation** (94% of cases) - Nearly universal success
- **Cultural Integrity** (89% of cases) - Strong cultural preservation

- **Adaptability** (91% of cases) - Excellent market adaptation

Least Achieved Components:

- **Sustainable Development** (67% of cases) - Environmental focus needed
- **Dignity & Empowerment** (58% of cases) - Social justice gaps
- **Generative Capacity** (31% of cases) - Innovation creation limited

Regional Patterns:

- **Indigenous/First Nations enterprises** consistently score highest (10-13/13)
- **Asian traditional craft revivals** show strong cultural integrity scores
- **African women-led enterprises** excel in social empowerment
- **European craft entrepreneurs** balance tradition with market demands

Total Cases Analyzed: 79 unique case studies | 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 | • 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):**
 • 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
Total Score: 13/13 | | Moroccan Fes Pottery and Zellij Cooperative Enterprises (Morocco) |
 Ibourk & Raoui (2021) - Emerald Insight empirical study of cooperative entrepreneurship across 75 provinces | Traditional ceramic and mosaic artisans in Fes successfully operating through cooperative models, maintaining authentic Moroccan techniques while serving tourism markets | • Cooperative governance model
 • Master craftsman (maalem) leadership
 • Traditional technique preservation
 • Tourism market integration
 • Community-based production systems | Community Control: Cooperative 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 | **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 (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 techniques while adapting to contemporary markets and tourism | • Place-based

traditional patterns
• Tourism market development
• Authentic cultural representation
• Intergenerational skill transmission
• International market expansion | Cultural Integrity: Authentic Aran knitting tradition preservation
Economic Value Creation: Tourism and international market success
Community Control: Family and community-based production
Cultural Protection: Traditional Irish knitting techniques preserved | **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 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 and resistance narrative | • UNESCO heritage recognition (2021)
• Cultural resistance and identity preservation
• International market development
• Women's empowerment focus
• Traditional motif preservation | Cultural Protection: UNESCO-recognized intangible cultural heritage
Social Empowerment: Women's leadership in cultural preservation
Cultural Integrity: Authentic Palestinian cultural identity representation
Dignity & Empowerment: Cultural resistance and pride preservation | **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
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 focus
• UNESCO heritage site integration
• Tourism market development
• Third-generation family traditions | Cultural Protection: Preservation of ancient Byzantine mosaic techniques
Social Empowerment: Women's leadership in heritage tourism
Economic Value Creation: Tourism revenue and international recognition
Community Benefit: Local economic development and employment | **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 Capacities (3/4):
• 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 | • 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
Social Empowerment: Immigrant entrepreneurship success | **Operational Pillars (4/4):**
• Economic 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
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 Protection: Cultural heritage asset preservation and promotion
Community Benefit: Regional development and employment creation
Sustainable Development: Long-term cultural heritage preservation | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 1
• Social Empowerment: 0
Community Control Filters (4/5):
• Community Benefit: 1
• Cultural 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 | • 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 and 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 (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 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):**
• 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 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 | • 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:

• 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: 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 | • 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):**
• 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: 0
• Dignity & Empowerment: 1
Resilience Capacities (3/4):
• Protective: 1
• 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 | • 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: Innovation within traditional framework
Social Empowerment: Preservation of cultural knowledge | **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 Capacities (3/4):
• Protective: 1
• Adaptive: 1
• Transformative: 1
• Generative: 0
Total Score: 11/13 || Portuguese Handicraft Artisan Entrepreneurs (Barcelos) | Emerald study (2018) - Ethnographic case analysis of subsistence artisan entrepreneurship | Traditional artisans successfully developing creative tourism experiences while preserving handicraft traditions | • Experience and knowledge integration
Creative tourism development
• Traditional technique preservation
• Territory strengthening focus
Consumer satisfaction emphasis | Cultural Protection: Traditional handicraft technique preservation
Economic Value Creation: Creative tourism revenue generation
Community Benefit: Territory strengthening and local development
Adaptive Capacity: Integration of traditional crafts with modern tourism | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 1
• Social Empowerment: 0
Community Control Filters (4/5):
• Community Benefit: 1
• Cultural 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 || Russian Cultural Business Entrepreneurs | Academia study (2022) - Analysis of ethical orientation and cultural business development | Russian entrepreneurs successfully developing culturally-oriented businesses while navigating complex institutional environments | • Cultural tradition integration
Ethical business orientation
Institutional environment navigation
• Cultural business model development
Historical heritage utilization | Cultural Integrity: Integration of Russian

cultural traditions in business
Adaptive Capacity: Navigation of complex institutional environments
Economic Value Creation: Successful cultural business development
Community Relevance: Business models relevant to Russian cultural context | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• 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 & Empowerment: 0
Resilience Capacities (2/4):
• Protective: 1
• Adaptive: 1
• Transformative: 0
• Generative: 0
Total Score: 8/13 || **Polish Entrepreneurial Culture Developers** | Springer study (2018) - 20-year empirical model of entrepreneurial culture development in transition economy | Polish entrepreneurs successfully developing entrepreneurial culture during economic transition while preserving cultural values | • Cultural value preservation
• Transition economy adaptation
• Entrepreneurial behavior development
• Cultural change management
• Long-term sustainable growth | Transformative Capacity: Successful transition from socialist to market economy
Cultural Integrity: Preservation of Polish cultural values
Adaptive Capacity: Adaptation to new economic systems
Social Empowerment: Development of entrepreneurial culture | **Operational Pillars (4/4):**
• Economic 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
Resilience Capacities (3/4):
• Protective: 1
• Adaptive: 1
• Transformative: 1
• Generative: 0
Total Score: 10/13 || **Indonesian Batik Artisan Entrepreneurs** | Multilevel analysis study - Market orientation and authenticity effects on innovation capability | Indonesian Batik SME entrepreneurs successfully integrating traditional authenticity with market orientation and innovation | • Market orientation integration
• Authenticity preservation
• Innovation capability development
• Traditional technique maintenance
• Paradox mindset adoption | Cultural Integrity: Strong emphasis on Batik authenticity and traditional techniques
Economic Value Creation: Successful SME development with market focus
Innovation Capability: Development of innovation while preserving tradition
Adaptive Capacity: Integration of market demands with cultural authenticity | **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 Capacities (3/4):
• Protective: 1
• Adaptive: 1
• Transformative: 0
• Generative: 1
Total Score: 11/13 || **Egyptian Artisan Entrepreneurs** | Tourism and hospitality study - Semi-structured interviews with 24 artisan entrepreneurs | Egyptian artisans successfully adapting to extreme events while maintaining entrepreneurial identity in traditional crafts | • Extreme event adaptation
• Entrepreneurial identity maintenance
• Local market focus
• Traditional craft preservation
• Separation strategy implementation | Cultural Integrity: Maintenance of traditional craft identity
Adaptive Capacity: Successful adaptation to extreme events
Economic Value Creation: Sustained local market engagement
Protective Capacity: Protection of craft traditions during crises | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 1
• Social Empowerment: 0
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: 10/13 || **Slavic Arts and Crafts Entrepreneurs (Multi-Country)** | Seton Hall University study (2023) - Analysis of Slavic cultural arts including Russian, Ukrainian, Polish traditions | Slavic artisans successfully preserving and commercializing traditional arts including embroidery, wood carving, and Easter egg decoration

| • Traditional technique preservation
• Cultural identity maintenance
• Religious and cultural integration
• Intergenerational transmission
• Regional specialization development | Cultural Protection: Preservation of centuries-old Slavic artistic traditions
Cultural Integrity: Authentic traditional technique maintenance
Community Benefit: Cultural heritage transmission and preservation
Adaptive Capacity: Integration of traditional arts with modern markets | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 1
• Social Empowerment: 0
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: 0
• Generative: 1
Total Score: 10/13 || Medellin Cultural Entrepreneurs (Colombia) | Academia study (2020) - Empirical analysis of cultural practices influencing entrepreneurial activity | Colombian entrepreneurs successfully leveraging high assertiveness cultural practices to develop competitive entrepreneurial activities | • High assertiveness cultural integration
• Competitive nature utilization
• Risk-taking propensity
• Regional culture leveraging
• Entrepreneurial activity boosting | Cultural Integrity: Strong integration of regional Colombian cultural practices
Economic Value Creation: High rate of entrepreneurial business activity
Social Empowerment: Community-driven entrepreneurial development
Adaptive Capacity: Cultural adaptation for competitive advantage | **Operational Pillars (4/4):**
• Economic 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
Resilience Capacities (2/4):
• Protective: 0
• Adaptive: 1
• Transformative: 1
• Generative: 0
Total Score: 9/13 || Madeira Island Entrepreneurs (Portugal) | Island Studies Journal (2024) - Entrepreneurial process study in remote island context | Island entrepreneurs successfully developing businesses despite remote location challenges using push-factor motivation | • Remote island context adaptation
• Push factor motivation utilization
• Independence-driven entrepreneurship
• Local resource optimization
• Geographic challenge navigation | Adaptability: Success despite remote island challenges
Economic Value Creation: Viable business development in remote context
Community Relevance: Business solutions relevant to island context
Protective Capacity: Protection against geographic disadvantages
Dignity & Empowerment: Independence through entrepreneurship | **Operational Pillars (2/4):**
• Economic Value Creation: 1
• Cultural Integrity: 0
• Adaptability: 1
• Social Empowerment: 0
Community Control Filters (2/5):
• Community Benefit: 1
• Cultural Protection: 0
• Community Relevance: 1
• Sustainable Development: 0
• Dignity & Empowerment: 0
Resilience Capacities (2/4):
• Protective: 1
• Adaptive: 1
• Transformative: 0
• Generative: 0
Total Score: 6/13 || Thai Traditional Handicraft Tourism Entrepreneurs | Tourism and handicraft studies - Traditional craft integration with tourism development | Traditional artisans successfully developing tourism markets while preserving authentic craft techniques | • Traditional craft technique preservation
• Tourism market integration
• Authentic cultural representation
• Heritage value emphasis
• Visitor experience enhancement | Cultural Protection: Preservation of traditional Thai craft techniques
Economic Value Creation: Tourism revenue from authentic crafts
Cultural Integrity: Authentic traditional craft representation
Community Benefit: Economic opportunities for craft communities
Adaptive Capacity: Adaptation of traditional crafts for tourism markets | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 1
• Social Empowerment: 0
Community Control Filters (4/5):
• Community Benefit: 1
• Cultural 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 || Kenyan Rural Women Cultural Tourism Entrepreneurs |
African tourism entrepreneurship studies - Women-led cultural tourism enterprises | Rural women successfully developing cultural tourism enterprises while preserving traditional practices | • Women's leadership focus
• Cultural tourism development
• Traditional practice preservation
• Rural community empowerment
• Authentic cultural experience creation | Social Empowerment: Women's leadership in cultural tourism
Cultural Integrity: Preservation of traditional cultural practices
Community Control: Women-led community tourism development
Economic Value Creation: Tourism revenue for rural communities
Community Benefit: Economic empowerment of rural women | **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 Capacities (3/4):
• Protective: 1
• Adaptive: 1
• Transformative: 1
• Generative: 0
Total Score: 11/13 || Brazilian Cultural Entrepreneurs (Belo Horizonte) | Oliveira et al. (2018) - IntechOpen study of mental models of cultural entrepreneurs | Cultural entrepreneurs successfully developing creative economy businesses while preserving African-Brazilian cultural heritage | • Cultural heritage integration
• Mental model adaptation
• Creative economy focus
• Education and artistic development
• Social impact orientation | Cultural Protection: Preservation of African-Brazilian cultural heritage
Economic Value Creation: Successful creative economy business development
Social Empowerment: Cultural education and community development
Cultural Integrity: Integration of traditional culture with modern business | **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: 0
• Dignity & Empowerment: 1
Resilience Capacities (3/4):
• Protective: 1
• Adaptive: 1
• Transformative: 1
• Generative: 0
Total Score: 11/13 || Brazilian Wine Industry Creative Entrepreneurs (Vale dos Vinhedos) | Elgar (2018) - International business perspective study of wine industry as cultural creative industry | Wine industry entrepreneurs successfully transitioning from commodity production to cultural creative industry through international networks | • External entrepreneurial network capabilities
• International market focus
• Cultural identity integration
• Quality upgrading strategy
• Regional agglomeration advantages | Economic Value Creation: Successful international market penetration
Cultural Integrity: Wine production as cultural creative expression
Transformative Capacity: Transformation from commodity to creative industry
Adaptive Capacity: International market adaptation strategies | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• 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 & Empowerment: 0
Resilience Capacities (2/4):
• Protective: 0
• Adaptive: 1
• Transformative: 1
• Generative: 0
Total Score: 8/13 || Peruvian Women Artisan Associations | Artisan entrepreneurship study - Latin American context analysis of women artisans working in associations | Women artisans successfully developing collective enterprises instead of individual ownership for cultural, contextual, and marketing benefits | • Association-based governance
• Low operational cost family models
• Cultural commitment integration
• Social support networks
• Artisanal fair participation | Social Empowerment: Women's collective empowerment through associations
Community Control: Association-based governance and decision-making
Cultural Integrity: Cultural commitment in business operations
Community Benefit: Social support and collective benefit focus | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 1
• Social Empowerment: 0
Community Control Filters (4/5):

• Community Benefit: 1
• Cultural 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 || Polish Traditional Craft Entrepreneurs | Wici Association study (2021) - Research on craft entrepreneurship including VET teachers and craft entrepreneurs | Polish artisans successfully maintaining traditional crafts while navigating modern business challenges and bureaucratic limitations | • Traditional craft skill preservation
• Creative product development
• Experience sharing networks
• Passion-driven business models
• Educational system integration | Cultural Protection: Preservation of traditional Polish craft techniques
Cultural Integrity: Authentic traditional craft production
Adaptive Capacity: Adaptation to modern market demands
Community Benefit: Craft education and skill transmission | **Operational Pillars (3/4):**
Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 1
• Social Empowerment: 0
Community Control Filters (4/5):
• Community Benefit: 1
• Cultural 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 || Czech Traditional Arts and Crafts Organizations | ResearchGate study (2021) - Knowledge transfer analysis in arts and crafts organizations | Czech artisan organizations successfully preserving traditional techniques through effective knowledge transfer and craftsmen expertise | • Craftsmen knowledge valorization
• Traditional technique preservation
• Quality and exclusivity focus
• Territorial heritage representation
• Intergenerational skill transfer | Cultural Protection: Preservation of unique traditional manufacturing processes
Economic Value Creation: High-value exclusive product creation
Community Benefit: Territory heritage and culture preservation
Knowledge Transmission: Effective craftsmen expertise transfer | **Operational Pillars (3/4):**
Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 1
• Social Empowerment: 0
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: 0
• Generative: 1
Total Score: 10/13 || Arctic Inuit Business Development (Cambridge Bay) | Globe and Mail (2014) - Arctic Closet and diversified Inuit enterprises | Inuit entrepreneurs successfully developing diversified businesses in remote Arctic communities | • Business diversification strategy
• Self-sustaining enterprise model
• Community resource utilization
• Arctic condition adaptation
• Cultural tourism integration | Economic Value Creation: Multiple revenue streams in remote Arctic location
Cultural Integrity: Inuit cultural representation in business
Community Control: Inuit-owned and operated enterprises
Adaptive Capacity: Successful adaptation to remote Arctic challenges
Community Benefit: Economic opportunities in isolated communities | **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 Capacities (3/4):
• Protective: 1
• Adaptive: 1
• Transformative: 1
• Generative: 0
Total Score: 11/13 || Colombian Orange Economy Cultural Entrepreneurs | Academia study (2019) - Behavioral analysis of cultural and creative industries generating 1.1 million jobs | Colombian cultural and creative industry entrepreneurs successfully building Orange Economy sector through creativity, art, and cultural entrepreneurship | • Government policy support
• Creative ecosystem development
• Innovation and education focus
• Cultural resource leveraging
• Entrepreneurial incubation programs | Economic Value Creation: 1.1 million job generation in creative sector
Cultural Integrity: Strong focus on creativity, art, and culture preservation
Social Empowerment: Creative industry workforce

development
Adaptive Capacity: Innovation-driven adaptation to modern markets | **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 Capacities (3/4):
• Protective: 0
• Adaptive: 1
• Transformative: 1
• Generative: 1
Total Score: 11/13 || Mohawk Women Entrepreneurs (Quebec, Canada) | Lituchy et al. (2006) - Empirical study of 11 Aboriginal women entrepreneurs | Successful Indigenous women entrepreneurs serving community needs with culturally-aligned business strategies | • Strong community focus and collectivist orientation
• Local market understanding
• Cultural conformity with business innovation
• Community-based support networks
• Identity preservation through business | Social Empowerment: Women's leadership in community development
Cultural Integrity: Business strategies aligned with cultural values
Community Control: Local ownership and decision-making
Protective Capacity: Protection of community interests through business
Community Benefit: Services designed for local community needs | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 0
• Social Empowerment: 1
Community Control Filters (4/5):
• Community Benefit: 1
• Cultural Protection: 1
• Community Relevance: 1
• Sustainable Development: 0
• Dignity & Empowerment: 1
Resilience Capacities (1/4):
• Protective: 1
• Adaptive: 0
• Transformative: 0
• Generative: 0
Total Score: 8/13 || 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 | • 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):**
• 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
Total Score: 13/13 || Indian Tribal Youth Entrepreneurs | Emerald study (2022) - Empirical investigation of psychological, economic and environmental factors | Tribal youth successfully developing entrepreneurship while maintaining cultural identity and community connection | • Cultural identity preservation
• Community connection maintenance
• Traditional knowledge integration
• Youth leadership development
• Environmental factor adaptation | Social Empowerment: Youth leadership in tribal entrepreneurship
Cultural Integrity: Maintenance of tribal cultural identity
Community Control: Tribal community-led youth development
Community Benefit: Economic opportunities for tribal communities
Adaptive Capacity: Youth adaptation to modern economic opportunities | **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: 0
• Dignity & Empowerment: 1
Resilience Capacities (3/4):
• Protective: 1
• Adaptive: 1
• Transformative: 1
• Generative: 0
Total Score: 11/13 || Mexican Traditional Textile Artisans (Oaxaca) | Artisan entrepreneurship literature review - Teotitlan del Valle case study | Traditional textile artisans successfully developing tourism and export markets while maintaining authentic techniques | • Traditional technique

preservation
• Tourism market development
• Export market penetration
• Authentic cultural representation
• Community-based production | Cultural Protection: Preservation of traditional textile techniques
Economic Value Creation: Successful tourism and export revenue
Community Control: Community-based artisan governance
Cultural Integrity: Authentic traditional textile production
Transformative Capacity: Transformation from local to global markets | **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 Capacities (3/4):
• Protective: 1
• Adaptive: 1
• Transformative: 1
• Generative: 0
Total Score: 11/13 || Pakistani Rural Traditional Entrepreneurs | Multiple ethnographic studies - Traditional knowledge-based rural entrepreneurship | Rural entrepreneurs successfully combining traditional practices with modern market opportunities | • Traditional knowledge application
• Rural context adaptation
• Cultural value integration
• Resource optimization
• Community expertise utilization | Cultural Integrity: Integration of traditional knowledge with entrepreneurship
Community Control: Rural community-led business development
Adaptive Capacity: Adaptation of traditional practices for modern markets
Community Relevance: Business models relevant to rural contexts
Economic Value Creation: Viable rural enterprise development | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 1
• Social Empowerment: 0
Community Control Filters (4/5):
• Community Benefit: 1
• Cultural 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 || Finnish Urban Sami Entrepreneurs | Sami entrepreneurship studies - Urban context adaptation of traditional practices | Sami entrepreneurs successfully adapting traditional practices to urban business contexts | • Urban context adaptation
• Traditional practice integration
• Cultural identity preservation
• Modern market engagement
• Community network development | Cultural Integrity: Preservation of Sami identity in urban business
Adaptive Capacity: Successful urban adaptation of traditional practices
Community Control: Sami-led urban entrepreneurship
Social Empowerment: Sami leadership in urban contexts
Transformative Capacity: Transformation of traditional practices for urban markets | **Operational Pillars (4/4):**
• Economic 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
Resilience Capacities (3/4):
• Protective: 1
• Adaptive: 1
• Transformative: 1
• Generative: 0
Total Score: 10/13 || Maasai Entrepreneurship Transition (Tanzania) | Maseno & Wanyoike (2013) - Survey of 113 Maasai enterprises across multiple districts | Traditional pastoralist community successfully transitioning to modern entrepreneurship while maintaining cultural identity | • Cultural values integration in business
• Community motivation and encouragement
• Adaptation without cultural abandonment
• Opportunity recognition within cultural context
• Success orientation aligned with tradition | Cultural Integrity: Strong retention of Maasai culture in business
Adaptability: Successful transition from pastoralism to entrepreneurship
Community Relevance: Business models relevant to Maasai context
Transformative Capacity: Transformation of economic system while preserving culture
Dignity & Empowerment: Maintained cultural pride through enterprise | **Operational Pillars (4/4):**
• Economic 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: 1
Resilience

Capacities (2/4): • Protective: 0
• Adaptive: 1
• Transformative: 1
• Generative: 0
Total Score: 9/13 || Traditional Crafts Digital Innovation (China) | Construction of digital creation development model study (2024) - Grounded theory analysis of ICH preservation | Digital technology integration preserving and revitalizing intangible cultural heritage crafts across China | • Structured digital preservation approach
• Cultural sensitivity in technological adoption
• Scalable and adaptable frameworks
• Community participation in digital creation
• Knowledge transmission enhancement | Cultural Protection: Advanced digital preservation of traditional crafts
Adaptability: Integration of traditional practices with modern technology
Generative Capacity: Creation of new value through digital innovation
Sustainable Development: Long-term preservation through technology
Transformative Capacity: Transformation of traditional crafts for modern markets | **Operational Pillars (3/4):** • Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 1
• Social Empowerment: 0
Community Control Filters (3/5):
• Community Benefit: 1
• Cultural Protection: 1
• Community Relevance: 0
• Sustainable Development: 1
• Dignity & Empowerment: 0
Resilience Capacities (3/4): • Protective: 1
• Adaptive: 1
• Transformative: 1
• Generative: 1
Total Score: 9/13 || Italian Social Enterprises in Cultural Sector | Multidimensional controlling model study (2024) - Longitudinal analysis of cultural social enterprises | Social enterprises in cultural sector creating both economic and social value while maintaining cultural mission | • Interdisciplinary human resource development
• Network creation with public/private bodies
• Balance of economic and social objectives
• Community-focused value creation
• Mission-driven performance measurement | Economic Value Creation: Sustainable revenue with social mission
Cultural Integrity: Preservation of cultural mission in business operations
Community Benefit: Value creation for local communities
Social Empowerment: Skills development and community capacity building
Sustainable Development: Long-term viable business model | **Operational Pillars (3/4):** • Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 0
• Social Empowerment: 1
Community Control Filters (3/5):
• Community Benefit: 1
• Cultural Protection: 0
• Community Relevance: 1
• Sustainable Development: 1
• Dignity & Empowerment: 1
Resilience Capacities (1/4): • Protective: 0
• Adaptive: 0
• Transformative: 0
• Generative: 1
Total Score: 7/13 || Taiwan Indigenous Tourism (Bokiu Tribe) | Taiwan indigenous tribe tourism study (2013) - Critical success factors analysis | Successful development of cultural tourism maintaining tribal authenticity while generating economic benefits | • Cultural identity preservation
• Traditional knowledge integration
• Community participation in tourism
• Authentic visitor experiences
• Local capacity building strategies | Cultural Relevance: Tourism based on authentic tribal culture
Community Control: Community-led tourism development
Cultural Protection: Preservation of traditional knowledge
Economic Value Creation: Sustainable tourism revenue
Social Empowerment: Community capacity building through tourism | **Operational Pillars (3/4):** • Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 0
• Social Empowerment: 1
Community Control Filters (4/5):
• Community Benefit: 1
• Cultural Protection: 1
• Community Relevance: 1
• Sustainable Development: 0
• Dignity & Empowerment: 1
Resilience Capacities (2/4): • Protective: 1
• Adaptive: 0
• Transformative: 0
• Generative: 1
Total Score: 9/13 || Local Craft Tourism Businesses (Cameroon) | Tichaawa & Chamboko-Mpotaringa (2024) - Mixed-methods study of 20 craft vendors, 385 locals, 200 tourists | Successful craft businesses linking cultural significance, authenticity, and economic sustainability in tourism context | • Cultural significance in product design
• Authenticity in craft production
• Fair pricing strategies
• Local community integration
• Tourist preference alignment | Cultural Integrity: Authentic cultural significance in crafts
Economic Value Creation: Sustainable pricing and market success
Community Benefit: Economic opportunities for local artisans
Cultural Protection:

Preservation of traditional craft techniques
Adaptive Capacity: Adaptation to tourist preferences while maintaining authenticity | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• 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 & Empowerment: 0
Resilience Capacities (1/4):
• Protective: 0
• Adaptive: 1
• Transformative: 0
• Generative: 0
Total Score: 7/13 || **Finnish Reindeer Herders Entrepreneurship** | RENMAN EU project (2008) - 3-year empirical study with interviews and workshops | Indigenous Sámi reindeer herders successfully combining traditional practices with entrepreneurial development | • Embracing key entrepreneurial virtues
• Strategic thinking about future sustainability
• Honest positioning regarding challenges
• Resource optimization
• Community expertise utilization | Cultural Integrity: Integration of traditional herding with entrepreneurship
Adaptive Capacity: Strategic adaptation to modern challenges
Community Control: Community-led development based on herder expertise
Sustainable Development: Long-term resource management approach
Protective Capacity: Protection of traditional livelihood through innovation | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 1
• Social Empowerment: 0
Community Control Filters (4/5):
• Community Benefit: 1
• Cultural 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 || **New Zealand Māori Entrepreneurship Networks** | Haar & Delaney (2009) - Analysis of Māori business creation and cultural value integration | Māori entrepreneurs successfully integrating cultural values into urban business contexts through collective networks | • Whanaungatanga (collective communication/sharing)
• Urban network development
• Cultural value integration in business
• Collective resource sharing
• Non-traditional business diversification | Social Empowerment: Collective networks overcoming barriers
Cultural Integrity: Integration of Māori values in business operations
Adaptive Capacity: Successful adaptation to urban contexts
Community Control: Community-based network governance
Transformative Capacity: Diversification beyond traditional sectors | **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: 0
• Dignity & Empowerment: 1
Resilience Capacities (2/4):
• Protective: 0
• Adaptive: 1
• Transformative: 1
• Generative: 0
Total Score: 10/13 || **East African Social Entrepreneurs** | Wanyoike & Maseno (2021) - Empirical study of Ashoka fellows in Kenya, Tanzania, Uganda | Successful social entrepreneurs creating enterprises addressing community needs in challenging environments | • Past-life experience motivation
• Community problem identification
• Innovative solution development
• Social impact measurement
• Environmental adaptation strategies | Community Benefit: Enterprises addressing acute community needs
Social Empowerment: Local problem-solving through entrepreneurship
Adaptive Capacity: Success despite challenging environments
Community Relevance: Solutions aligned with local contexts
Transformative Capacity: Transformation of social challenges into opportunities | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 0
• Adaptability: 1
• Social Empowerment: 1
Community Control Filters (3/5):
• Community Benefit: 1
• Cultural Protection: 0
• Community Relevance: 1
• Sustainable Development: 0
• Dignity & Empowerment: 1
Resilience Capacities (2/4):
• Protective: 0
• Adaptive: 1
• Transformative: 1
• Generative: 0
Total Score: 8/13 || **Generation Success (UK)** | Social Enterprise UK case study (2024) - Partnership with 70+ employers including PwC, SAP, BT, BBC | Social enterprise connecting minority and low-income youth with career opportunities, transforming recruitment practices | •

Social mobility focus
• Employer partnership development
• Diversity in recruitment transformation
• Mentoring and networking programs
• Talent pool expansion for businesses | Social Empowerment: Career opportunities for marginalized youth
Community Control: Community-led approach to workforce development
Dignity & Empowerment: Breaking barriers to career advancement
Transformative Capacity: Transformation of recruitment practices industry-wide
Community Benefit: Addressing youth unemployment and social mobility | **Operational Pillars (2/4):**
• Economic Value Creation: 1
• Cultural Integrity: 0
• Adaptability: 1
• Social Empowerment: 1
Community Control Filters (3/5):
• Community Benefit: 1
• Cultural Protection: 0
• Community Relevance: 1
• Sustainable Development: 0
• Dignity & Empowerment: 1
Resilience Capacities (1/4):
• Protective: 0
• Adaptive: 0
• Transformative: 1
• Generative: 0
Total Score: 6/13 || **The Blair Project (UK)** | Social Enterprise UK case study (2024) - STEM diversity social enterprise by teenage brothers | Manchester-based social enterprise diversifying STEM workforce through sustainable motorsport and green technology | • Youth leadership and innovation
• STEM diversity mission
• Sustainable technology focus
• Fun-based learning approaches
• Community confidence building | Social Empowerment: Youth confidence and opportunity creation
Dignity & Empowerment: Access to opportunities regardless of background
Generative Capacity: Creation of new pathways in STEM
Community Benefit: Opening STEM careers to underrepresented communities
Sustainable Development: Focus on green technology and net zero transition | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 0
• Adaptability: 1
• Social Empowerment: 1
Community Control Filters (3/5):
• Community Benefit: 1
• Cultural Protection: 0
• Community Relevance: 1
• Sustainable Development: 1
• Dignity & Empowerment: 1
Resilience Capacities (2/4):
• Protective: 0
• Adaptive: 1
• Transformative: 0
• Generative: 1
Total Score: 8/13 || **Chinese Intangible Cultural Heritage Tourism Integration** | Panel PVAR model study (2024) - 30 provinces, 2013-2022 data analysis | Successful coupling of intangible cultural heritage preservation with tourism development across China | • Coupled coordination model implementation
• Regional collaboration strategies
• Heritage preservation prioritization
• Tourism development balance
• Long-term coordination mechanisms | Cultural Protection: Systematic ICH preservation through tourism
Economic Value Creation: Tourism revenue supporting heritage preservation
Adaptive Capacity: Regional adaptation to local heritage contexts
Sustainable Development: Long-term coordination between heritage and tourism
Community Relevance: Tourism models relevant to local heritage contexts | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 1
• Social Empowerment: 0
Community Control Filters (3/5):
• Community Benefit: 0
• Cultural 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: 8/13 || **auticon Neurodiversity Social Enterprise** | Social Enterprise UK case study (2024) - International social enterprise supporting autistic employment | Social enterprise creating inclusive employment for neurodivergent adults, showcasing neurodiversity strengths globally | • Neurodiversity strength focus
• Inclusive workplace creation
• Mission-driven approach
• Global scalability
• Community-specific solutions | Dignity & Empowerment: Respectful employment for neurodivergent individuals
Social Empowerment: Breaking down employment barriers
Community Benefit: Addressing specific community employment needs
Transformative Capacity: Changing workplace culture industry-wide
Community Control: Neurodivergent-led approaches to employment | **Operational Pillars (2/4):**
• Economic Value Creation: 1
• Cultural Integrity: 0
• Adaptability: 1
• Social Empowerment: 1
Community Control Filters (3/5):
• Community Benefit: 1
• Cultural

Protection: 0
• Community Relevance: 1
• Sustainable Development: 0
• Dignity & Empowerment: 1
Resilience Capacities (1/4):
• Protective: 0
• Adaptive: 0
• Transformative: 1
• Generative: 0
Total Score: 6/13 || Rising Star Property Solutions (UK) | Social Enterprise UK case study (2024) - Property services supporting disadvantaged groups | Social enterprise providing employment and services for ex-offenders, people with mental health issues, and marginalized groups | • Lived experience leadership
• Second chance employment model
• Comprehensive support services
• Barrier-removal focus
• Community understanding | Social Empowerment: Employment opportunities for marginalized groups
Dignity & Empowerment: Second chances and respect for individuals
Community Benefit: Addressing community employment and service needs
Community Control: Led by someone with lived experience
Protective Capacity: Protection of vulnerable community members through employment | **Operational Pillars (2/4):**
• Economic Value Creation: 1
• Cultural Integrity: 0
• Adaptability: 1
• Social Empowerment: 1
Community Control Filters (3/5):
• Community Benefit: 1
• Cultural Protection: 0
• Community Relevance: 1
• Sustainable Development: 0
• Dignity & Empowerment: 1
Resilience Capacities (1/4):
• Protective: 1
• Adaptive: 0
• Transformative: 0
• Generative: 0
Total Score: 6/13 || George Town Heritage Social Enterprises (Malaysia) | Qualitative case study analysis (2023) - Primary data collection Oct 2022-April 2023 with key informants from UNESCO World Heritage Site | Two entities (ORG01 - legally registered organization, ORG02 - informal group) successfully safeguarding cultural heritage in George Town UNESCO site through social entrepreneurship orientation | • Social Entrepreneurship Orientation
• Heritage safeguarding focus
• Community-driven development
• Sustainable heritage preservation model
• Multi-stakeholder collaboration | Community Control: Community-led heritage preservation
Cultural Protection: Systematic UNESCO heritage safeguarding
Community Benefit: Value creation for local heritage communities
Sustainable Development: Long-term heritage preservation model
Protective Capacity: Protection of cultural heritage assets | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 1
• Social Empowerment: 0
Community Control Filters (4/5):
• Community Benefit: 1
• Cultural 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 || Australian Aboriginal Arts Enterprises | Foley (2006) - Centre for Aboriginal Economic Policy Research study of successful Indigenous Australian entrepreneurs | Aboriginal entrepreneurs creating successful businesses not limited to remote communities, challenging stereotypes about Indigenous business location and structure | • Breaking geographic stereotypes
• Diverse business models beyond community organizations
• Cultural identity preservation in business
• Urban Indigenous entrepreneurship
• Mainstream market engagement | Cultural Integrity: Integration of Aboriginal identity in business
Adaptability: Success in both urban and remote contexts
Community Control: Indigenous ownership and decision-making
Social Empowerment: Breaking barriers and stereotypes
Transformative Capacity: Transformation of perceptions about Indigenous business | **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: 0
• Dignity & Empowerment: 1
Resilience Capacities (2/4):
• Protective: 0
• Adaptive: 1
• Transformative: 1
• Generative: 0
Total Score: 10/13 || Mediterranean Diet Heritage Entrepreneurship (Spain) | Heritage entrepreneurship analysis - Agency-driven promotion study examining UNESCO Representative List inclusion | Spanish NGO successfully promoting Mediterranean diet as intangible cultural heritage through construction and promotion of community-heritage narrative | • Expert NGO

leadership
• Community-heritage narrative construction
• Business-government-researcher collaboration
• Cultural authenticity emphasis
• International heritage recognition strategy | Cultural Protection: UNESCO recognition of intangible cultural heritage
Community Benefit: Economic benefits for Mediterranean communities
Cultural Integrity: Preservation of traditional food practices
Adaptive Capacity: Heritage entrepreneurship for modern markets
Generative Capacity: Creation of new value from traditional practices | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• 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 & Empowerment: 0
Resilience Capacities (2/4):
• Protective: 0
• Adaptive: 1
• Transformative: 0
• Generative: 1
Total Score: 8/13 || **Gilgit-Baltistan Cultural Tourism Social Enterprises (Pakistan)** | PLS-SEM analysis study (2022) - Mixed-methods empirical research with tourists and local entrepreneurs | Social enterprises leveraging cultural tourism in Gilgit-Baltistan region creating environmental sustainability through social value creation | • Cross-cultural exchange facilitation
• Environmental sustainability focus
• Social value creation emphasis
• Cultural heritage preservation
• Tourist-community interaction optimization | Environmental Sustainability: Successful environmental preservation through tourism
Social Empowerment: Community capacity building through tourism
Cultural Protection: Heritage preservation through tourism development
Community Benefit: Economic and social value creation for local communities
Adaptive Capacity: Adaptation of cultural resources for sustainable tourism | **Operational Pillars (3/4):**
• Economic 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: 1
• Dignity & Empowerment: 0
Resilience Capacities (1/4):
• Protective: 0
• Adaptive: 1
• Transformative: 0
• Generative: 0
Total Score: 9/13 || **Southern African Rural Women Cultural Tourism Entrepreneurs** | Qualitative research design study (2023) - Narrative analysis of rural women entrepreneurs managing culturally-based tourism ventures | Rural women entrepreneurs successfully leveraging abundant cultural tourism resources to support household livelihoods across Southern Africa | • Heterogeneous entrepreneurship skills
• Tacit knowledge processes
• Strong social networks
• Cultural resource utilization
• Income and employment creation | Social Empowerment: Women's leadership in cultural tourism
Community Benefit: Household livelihood support and employment creation
Cultural Integrity: Sustainable use of cultural tourism resources
Adaptive Capacity: Skills adaptation for tourism management
Community Control: Women-led entrepreneurship in rural communities | **Operational Pillars (4/4):**
• Economic 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: 1
Resilience Capacities (1/4):
• Protective: 0
• Adaptive: 1
• Transformative: 0
• Generative: 0
Total Score: 9/13 || **Native American Change Labs Business Incubator (Navajo Nation)** | NPR case study (2023) - Silicon Valley returned entrepreneur creating Native-led nonprofit organization | Heather Fleming's Change Labs supporting Native American entrepreneurs on Navajo and Hopi Nations with community-focused success metrics | • Silicon Valley experience adaptation
• Community wellbeing focus over pure profit
• Native-led incubator model
• Cultural value integration
• Slow, sustainable growth approach | Community Control: Native-led incubator and support systems
Cultural Integrity: Integration of Native values in business success metrics
Social Empowerment: Empowerment of Native American entrepreneurs
Community Benefit: Focus on community impact over individual profit
Protective Capacity: Protection of Native business interests and values | **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: 1
Resilience Capacities (2/4):
• Protective: 1
• Adaptive: 1
• Transformative: 0
• Generative: 0
Total Score: 11/13 || **Beyond Buckskin Native American Fashion Enterprise** | UC Berkeley Institute case study - Native American fashion company tapping global demand for authentic products | Jessica Metcalfe's Beyond Buckskin successfully connecting Native American artists with global markets while supporting artist development | • Global market access for authentic products
• Internet platform utilization
• Artist support and resource provision
• Cultural authenticity protection
• Commercial viability with cultural values | Cultural Protection: Protection against cultural appropriation
Economic Value Creation: Global market success for Native artists
Social Empowerment: Support and empowerment of Native American artists
Community Benefit: Resource provision and workspace support for artists
Cultural Integrity: Authentic Native American cultural representation | **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: 0
• Dignity & Empowerment: 1
Resilience Capacities (2/4):
• Protective: 1
• Adaptive: 1
• Transformative: 0
• Generative: 0
Total Score: 10/13 || **Nk'Mip Cellars Indigenous Winery (Canada)** | Dana (2017) - Empirical study of world's first Indigenous-owned winery | Metis and Inuit Aboriginal "First Nations" people creating world's first Indigenous-owned winery as key economic development strategy | • Indigenous ownership in commercial wine industry
• Economic development strategy integration
• Global market participation
• Cultural identity preservation in business
• Innovation in traditional agriculture | Economic Value Creation: Commercial success in global wine market
Cultural Integrity: Indigenous identity preservation in business operations
Community Control: Indigenous ownership and governance
Transformative Capacity: Transformation of traditional practices for modern markets
Social Empowerment: Indigenous leadership in commercial agriculture | **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: 0
• Dignity & Empowerment: 1
Resilience Capacities (2/4):
• Protective: 0
• Adaptive: 1
• Transformative: 1
• Generative: 0
Total Score: 10/13 || **Tohu Winery Maori Collective (New Zealand)** | Dana (2017) - Case study of second Indigenous-owned winery | Maori collective of tribal nations creating world's second Indigenous-owned winery through tribal collaboration | • Multi-tribal collaboration
• Collective governance model
• Traditional land utilization
• Commercial wine production
• Cultural preservation through business | Community Control: Tribal collective ownership and governance
Cultural Integrity: Maori values integration in wine production
Economic Value Creation: Commercial success in wine industry
Community Benefit: Multi-tribal economic benefits
Adaptive Capacity: Traditional land adaptation for modern agriculture | **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: 0
• Dignity & Empowerment: 1
Resilience Capacities (1/4):
• Protective: 0
• Adaptive: 1
• Transformative: 0
• Generative: 0
Total Score: 9/13 || **Ghana Indigenous Women Entrepreneurs** | Dzisi (2008) - Empirical study of indigenous African women entrepreneurs | Indigenous African women creating successful small businesses contributing significantly to Ghana's economic growth through innovation and job creation | • Educational diversity adaptation
• Multiple skill acquisition

modes
• Innovation in traditional sectors
• Job creation focus
• Poverty and unemployment reduction | Social Empowerment: Women's leadership in economic development
Economic Value Creation: Substantial contributions to national economic growth
Community Benefit: Job creation and poverty reduction
Adaptive Capacity: Adaptation of skills across educational backgrounds
Community Control: Indigenous women-led business development | **Operational Pillars (4/4):**
• Economic 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: 1
Resilience Capacities (1/4):
• Protective: 0
• Adaptive: 1
• Transformative: 0
• Generative: 0
Total Score: 9/13 || Kalash Community Entrepreneurship (Pakistan) | Khan (2014) - Ethnographic case study of remote Indigenous tribe in northern Pakistan mountains | Kalash indigenous tribe in isolated mountain villages preserving ancestral culture while developing entrepreneurship within traditional pastoral economy | • Ancestral culture preservation
• Traditional practice maintenance
• Remote location advantage
• Agro-pastoral division of labor
• Cultural authenticity protection | Cultural Protection: Preservation of ancestral Kalash culture
Community Control: Community-based economic development
Cultural Integrity: Traditional practice integration with entrepreneurship
Protective Capacity: Protection of cultural practices through geographic isolation
Community Relevance: Business models relevant to traditional pastoral context | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 0
• Social Empowerment: 1
Community Control Filters (4/5):
• Community Benefit: 1
• Cultural Protection: 1
• Community Relevance: 1
• Sustainable Development: 0
• Dignity & Empowerment: 1
Resilience Capacities (1/4):
• Protective: 1
• Adaptive: 0
• Transformative: 0
• Generative: 0
Total Score: 8/13 || First Nations Development Corporations (British Columbia, Canada) | ScienceDirect empirical study (2016) - Analysis of development corporations on First Nations reserves | Community-owned development corporations matching social entrepreneurship concepts while embedding Indigenous values and increasing labor participation | • Indigenous value embedding
• Community ownership model
• Social entrepreneurship alignment
• Labor participation increase
• Employment and workforce training focus | Community Control: Community-owned development corporations
Social Empowerment: Increased labor participation and employment creation
Cultural Integrity: Indigenous values embedded in corporate mission
Community Benefit: Employment and workforce training for First Nations people
Economic Value Creation: Positive influence on labor participation rates | **Operational Pillars (3/4):**
• 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: 0
• Dignity & Empowerment: 1
Resilience Capacities (2/4):
• Protective: 1
• Adaptive: 1
• Transformative: 0
• Generative: 0
Total Score: 10/13 || Turquoise Mountain Heritage Restoration (Afghanistan/Myanmar/Saudi Arabia) | Chesapeake Crossroads Heritage Area case study - British NGO founded at request of Prince of Wales | Heritage entrepreneurship organization restoring cultural heritage while creating economic opportunities across multiple countries | • Placemaking in endangered heritage sites
• Community resource utilization
• Economic regeneration focus
• Multi-country scalability
• Heritage preservation through development | Cultural Protection: Restoration of endangered cultural heritage sites
Economic Value Creation: Economic regeneration through heritage restoration
Community Benefit: Community investment in education and healthcare
Social Empowerment: Community capacity building through heritage work
Transformative Capacity: Transformation of endangered sites into economic opportunities | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 1

Adaptability: 1
• Social Empowerment: 1
Community Control Filters (3/5):
• Community Benefit: 1
• Cultural Protection: 1
• Community Relevance: 0
• Sustainable Development: 0
• Dignity & Empowerment: 1
Resilience Capacities (2/4):
• Protective: 1
• Adaptive: 1
• Transformative: 1
• Generative: 0
Total Score: 9/13 || Ecuadorian Indigenous Entrepreneurs |
Journal of Business Ethics study (2024) - 29 interviews and field observations | Indigenous entrepreneurs in Ecuador navigating institutional translation challenges while maintaining cultural identity in entrepreneurship | • Cultural component preservation
• Traditional knowledge integration
• Institutional distance navigation
• Cultural identity maintenance
• External idea adaptation | Cultural Integrity: Traditional knowledge preservation in entrepreneurship
Community Control: Indigenous-led responses to external development ideas
Adaptive Capacity: Navigation of high institutional distance contexts
Cultural Protection: Resistance to cultural homogenization pressures
Community Relevance: Adaptation of external ideas to local cultural contexts | **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: 0
• Dignity & Empowerment: 1
Resilience Capacities (2/4):
• Protective: 1
• Adaptive: 1
• Transformative: 0
• Generative: 0
Total Score: 10/13 || Peruvian Quinoa Heritage Entrepreneurs |
Seligmann (2023) - Anthropological fieldwork study around Cusco examining quinoa production and gastropolitics | Indigenous farmers navigating global quinoa boom while preserving traditional agricultural practices and resisting gastopolitical exploitation | • Traditional breeding methods
• Campesino knowledge revaluation
• Local farmer collaboration
• Appropriate technology adoption
• Cultural place-based production | Cultural Protection: Preservation of traditional quinoa varieties and knowledge
Community Control: Farmer-led agricultural decision making
Cultural Integrity: Maintenance of place-based agricultural practices
Protective Capacity: Resistance to technological standardization
Community Relevance: Appropriate technology aligned with local knowledge | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 1
• Social Empowerment: 0
Community Control Filters (4/5):
• Community Benefit: 1
• Cultural Protection: 1
• Community Relevance: 1
• Sustainable Development: 0
• Dignity & Empowerment: 1
Resilience Capacities (2/4):
• Protective: 1
• Adaptive: 1
• Transformative: 0
• Generative: 0
Total Score: 9/13 || Chinese Intangible Cultural Heritage Entrepreneurship |
Entrepreneurship education study (2022) - Survey of 397 college students across China | College students successfully developing entrepreneurship businesses for intangible cultural heritage preservation and development | • Structured preservation approach
• Cultural sensitivity in innovation
• Community participation in development
• Knowledge transmission enhancement
• Educational entrepreneurship integration | Cultural Protection: Advanced preservation of intangible cultural heritage
Adaptability: Integration of heritage preservation with entrepreneurship education
Generative Capacity: Creation of new value through heritage entrepreneurship
Social Empowerment: Student empowerment in cultural preservation
Sustainable Development: Long-term heritage preservation through entrepreneurship | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 1
• Social Empowerment: 1
Community Control Filters (3/5):
• Community Benefit: 1
• Cultural Protection: 1
• Community Relevance: 0
• Sustainable Development: 1
• Dignity & Empowerment: 1
Resilience Capacities (2/4):
• Protective: 1
• Adaptive: 1
• Transformative: 0
• Generative: 1
Total Score: 9/13 || Matsamo Cultural Village Enterprises (South Africa) |
African Journal of Hospitality Tourism and Leisure study (2023) - Survey and qualitative interviews | Swati cultural village successfully representing local culture while generating employment and promoting cultural

tourism development | • Authentic cultural representation
• Employee motivation for cultural promotion
• Tourist visitation growth
• Local product development
• Cultural exposé celebration | Cultural Integrity: Authentic representation of Swati culture
Economic Value Creation: Employment generation through cultural tourism
Community Benefit: Income generation for local community members
Cultural Protection: Celebration and preservation of Swati cultural practices
Social Empowerment: Community participation in cultural tourism development | **Operational Pillars (3/4):**
Economic 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: 1
Resilience Capacities (1/4):
• Protective: 0
• Adaptive: 1
• Transformative: 0
• Generative: 0
Total Score: 8/13 | | Windhoek Craft Market Entrepreneurs (Namibia) | Mixed-method case study (2016) - Tourist craft consumption analysis at selected market sites | Craft market entrepreneurs successfully connecting Southern African cultural tourism with locally-made handicrafts for economic development | • Local craft production focus
• Cultural identity representation
• Tourist consumption alignment
• Economic benefit generation
• Regional tourism landscape integration | Economic Value Creation: Significant employment and economic benefits through craft sales
Cultural Integrity: Local culture and identity representation in crafts
Community Benefit: Employment and income generation for local artisans
Cultural Protection: Preservation of traditional craft techniques
Community Control: Local ownership and production of cultural crafts | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 1
• Social Empowerment: 0
Community Control Filters (4/5):
• Community Benefit: 1
• Cultural Protection: 1
• Community Relevance: 1
• Sustainable Development: 0
• Dignity & Empowerment: 1
Resilience Capacities (1/4):
• Protective: 0
• Adaptive: 1
• Transformative: 0
• Generative: 0
Total Score: 8/13 | | Torres Strait Islander Entrepreneurship (Australia) | Lee-Ross & Mitchell (2007) - Journal of Developmental Entrepreneurship study examining culture-business relationship | Indigenous entrepreneurs from Torres Strait Islands successfully integrating cultural identity with modern business practices | • Cultural identity preservation in business
• Island context adaptation
• Traditional knowledge integration
• Community-centered approach
• Maritime resource utilization | Cultural Integrity: Integration of Islander culture in business operations
Community Control: Islander-led business development
Adaptive Capacity: Successful adaptation to modern business contexts
Community Benefit: Economic opportunities for Islander communities
Social Empowerment: Indigenous leadership in entrepreneurship | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 1
• Social Empowerment: 0
Community Control Filters (4/5):
• Community Benefit: 1
• Cultural Protection: 1
• Community Relevance: 1
• Sustainable Development: 0
• Dignity & Empowerment: 1
Resilience Capacities (2/4):
• Protective: 1
• Adaptive: 1
• Transformative: 0
• Generative: 0
Total Score: 9/13 | | 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 | • 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):**

• 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 (3/4):
• Protective: 1
• Adaptive: 1
• Transformative: 1
• Generative: 0
Total Score: 12/13 || Arctic Entrepreneurship in Sub-Arctic Alaska | Dana (1995) - Entrepreneurship Theory and Practice ethnographic study of 65 entrepreneurs | Mixed population of Eskimo and non-native entrepreneurs demonstrating cultural differences in opportunity perception | • Cultural perception of opportunity integration
• Ethnographic understanding application
• Resource optimization in harsh conditions
• Community expertise utilization
• Environmental adaptation strategies | Cultural Integrity: Recognition of different cultural approaches to entrepreneurship
Adaptability: Success in extreme environmental conditions
Community Control: Indigenous participation in local economy
Economic Value Creation: Viable businesses in challenging Arctic conditions
Protective Capacity: Protection of traditional ways alongside modern business | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• 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 & Empowerment: 0
Resilience Capacities (2/4):
• Protective: 1
• Adaptive: 1
• Transformative: 0
• Generative: 0
Total Score: 8/13 || Ethiopian Indigenous Handicraft Entrepreneurs | SpringerLink study (2024) - Mixed-methods research with potters and weavers across Ethiopia | Indigenous handicraft entrepreneurs preserving traditional techniques while addressing modern market challenges | • Traditional technique preservation
• Cultural significance maintenance
• Local material utilization
• Family-based production systems
• Community skill transmission | Cultural Protection: Preservation of traditional handicraft techniques
Community Control: Family and community-based production
Cultural Integrity: Maintenance of cultural significance in products
Community Benefit: Income generation for rural communities
Adaptive Capacity: Adaptation to modern market demands while preserving tradition | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 1
• Social Empowerment: 0
Community Control Filters (4/5):
• Community Benefit: 1
• Cultural 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 || Malaysian Handicraft Micro-Enterprise Entrepreneurs | Academia study (2021) - Empirical evidence from Malaysian handicraft industry ecosystem | Micro and small handicraft enterprises successfully developing entrepreneurial ecosystems with government support | • Entrepreneurial ecosystem development
• Government institutional support
• Traditional craft modernization
• Market demand adaptation
• Competitive advantage creation | Economic Value Creation: Successful micro-enterprise development
Adaptability: Modernization while maintaining traditional crafts
Community Benefit: Employment and income generation in rural areas
Transformative Capacity: Transformation of traditional craftmakers into entrepreneurs
Social Empowerment: Skills development and capacity building | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• 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 & Empowerment: 0
Resilience Capacities (2/4):
• Protective: 0
• Adaptive: 1
• Transformative: 1
• Generative: 0
Total Score: 8/13 || 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
Total Score: 13/13 || Nepalese Artisan Entrepreneurship | Tiwari (2019) - Dynamic capabilities perspective study of artisanal firm internationalization | Small artisanal firms successfully achieving international expansion through dynamic capabilities development | • Dynamic capabilities development
• International market expansion
• Traditional craft skill utilization
• Export market penetration
• Quality improvement focus | Economic Value Creation: Successful international market expansion
Adaptability: Development of dynamic capabilities for global markets
Cultural Integrity: Traditional artisan skills in modern contexts
Transformative Capacity: Transformation from local to international businesses
Social Empowerment: Artisan skill development and recognition | **Operational Pillars (4/4):**
• Economic 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
Resilience Capacities (3/4):
• Protective: 0
• Adaptive: 1
• Transformative: 1
• Generative: 1
Total Score: 10/13 || Botswana Indigenous Donkey Milk & Fashion Entrepreneurs | Dana (2015) - Case studies of Indigenous entrepreneurs utilizing traditional and modern knowledge | Indigenous entrepreneurs successfully combining traditional knowledge with modern markets in fashion and natural products | • Traditional knowledge application
• Modern market integration
• Natural resource utilization
• Cultural value preservation
• Innovation in traditional sectors | Cultural Integrity: Integration of traditional knowledge with modern business
Economic Value Creation: Successful natural product and fashion businesses
Community Control: Indigenous-led business development
Adaptive Capacity: Successful adaptation to modern markets
Generative Capacity: Creation of new business models from traditional knowledge | **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 Capacities (3/4):
• Protective: 1
• Adaptive: 1
• Transformative: 0
• Generative: 1
Total Score: 11/13 || Omani Rural Indigenous Entrepreneurs | Dana (2008) - Empirical study of 20 rural entrepreneurs examining indigenous value systems | Rural entrepreneurs successfully integrating indigenous Omani values with modern entrepreneurship | • Indigenous value system integration
• Rural context adaptation
• Cultural perception incorporation
• Traditional practice modernization
• Community-oriented business models | Cultural Integrity: Strong integration of indigenous Omani values
Community Control: Rural community-led entrepreneurship
Adaptive Capacity: Successful adaptation of traditional practices
Community Relevance: Business models relevant to rural Omani context
Economic Value Creation: Viable rural business development | **Operational Pillars (3/4):**
• Economic Value Creation: 1
• Cultural Integrity: 1
• Adaptability: 1
• Social Empowerment: 0
Community Control Filters (4/5):
• Community Benefit: 1
• Cultural Protection: 1
• Community Relevance: 1
• Sustainable Development: 0
• Dignity & Empowerment: 1
Resilience

Capacities (2/4):• Protective: 1
• Adaptive: 1
• Transformative: 0
• Generative: 0
Total Score: 9/13 || Solomon Islands Handicraft Micro-Entrepreneurs | Pacific tourism study - Analysis of handicraft businesses serving cruise ship and overnight tourists | Indigenous micro-entrepreneurs successfully serving tourism markets while maintaining cultural authenticity | • Cultural authenticity maintenance
• Tourism market diversification
• Traditional craft technique preservation
• Local material utilization
• Community-based production | Cultural Protection: Preservation of traditional craft techniques
Economic Value Creation: Tourism revenue generation
Community Control: Locally-owned handicraft businesses
Cultural Integrity: Authentic cultural representation in products
Adaptive Capacity: Adaptation to different tourist market segments | **Operational Pillars (3/4):**
Economic Value Creation: 1
Cultural Integrity: 1
Adaptability: 1
Social Empowerment: 0
Community Control Filters (4/5):
Community Benefit: 1
Cultural 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 || Portuguese Craft Beer Network Entrepreneurs | Collaborative entrepreneurship study - Qualitative analysis of craft brewery cooperation networks | Artisan brewers successfully creating collaborative networks for knowledge sharing and market development | • Collaborative network development
Knowledge sharing platforms
Collective resource utilization
Community building focus
Craft authenticity maintenance
Social Empowerment: Collective network empowerment of craft brewers
Community Control: Brewery-led network governance
Economic Value Creation: Business development through collaboration
Community Benefit: Support and knowledge sharing for local brewers
Adaptive Capacity: Network adaptation for business challenges | **Operational Pillars (3/4):**
Economic Value Creation: 1
Cultural Integrity: 1
Adaptability: 1
Social Empowerment: 0
Community Control Filters (3/5):
Community Benefit: 1
Cultural Protection: 0
Community Relevance: 1
Sustainable Development: 1
Dignity & Empowerment: 0
Resilience Capacities (2/4):
Protective: 0
Adaptive: 1
Transformative: 1
Generative: 0
Total Score: 8/13 |