From Entrepreneurial Cognizance to Restaurant Resilience: A Structured Integrative Review of Standalone Restaurant Inception and Management

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ABSTRACT

Purpose. This review explains how entrepreneurial cognizance is translated into the inception, management and resilience of standalone restaurants and develops a research agenda for India and comparable emerging-market settings.

Design/methodology/approach. The study is a structured integrative review reconstructed from an author-curated workbook of 198 unique records dated 1943–2026: 162 research papers and theses, 11 books, and 25 government, industry, professional, news or web sources. The workbook was audited for serial continuity, duplicate normalized titles and links, dated coverage, source-type coverage and mutually exclusive primary-theme coding. Because database queries, retrieval exports, independent screening decisions and exclusion logs were not preserved, this paper does not claim an exhaustive systematic search and does not present a PRISMA flow diagram.

Findings. The updated evidence strengthens a process explanation: opportunity-relevant cognition matters through judgment and action; inception requires resource assembly, regulatory feasibility and operating design; entrepreneurial orientation creates value through repeatable service, digital and learning capabilities; and resilience emerges from preparedness, adaptive capacity and renewal. Context—especially institutions, family embeddedness, platform governance and place—conditions every transition.

Originality/value. The Cognizance–Inception–Management–Resilience (CIMR) framework connects normally separated research streams around the restaurant venture life cycle. It is a theory-synthesis framework and proposition-building agenda, not a validated scale or causal model. Corpus counts are internally auditable but should not be interpreted as the complete Scopus or Web of Science literature universe.

Keywords entrepreneurial cognizance; restaurant entrepreneurship; standalone restaurants; opportunity recognition; effectuation; entrepreneurial orientation; resilience; India

INTRODUCTION

Standalone restaurants offer a revealing setting for entrepreneurship theory. Founders commit capital before demand is known, coordinate perishable inputs and labour in real time, satisfy food-safety and employment requirements, and deliver a service whose production and consumption occur together. Concept, location, menu, price, ambience, channel mix and owner involvement are interdependent; opportunity recognition therefore has value only when it becomes a feasible and repeatable operating system. Restaurant-specific studies consistently locate performance in a configuration of entrepreneurial posture, experience, resource choices and managerial

execution (Chell & Pittaway, 1998; Enz, 2004; Hernández-Maestro & González-Benito, 2011; Jogaratnam, 2002; Jogaratnam et al., 1999; Lee et al., 2016a; Lee et al., 2016b; Ramos-Rodríguez et al., 2012).

Entrepreneurship scholarship has moved from fixed-trait explanations toward organization creation, cognition, judgment and action. Prior knowledge, alertness and structural alignment help explain what founders notice; metacognition and uncertainty judgments help explain whether and how they act (Baron, 2004; Gartner, 1985; Gartner, 1989; Grégoire et al., 2010; Haynie & Shepherd, 2009; McMullen & Shepherd, 2006; Mitchell et al., 2002; Mitchell et al., 2007; Shane, 2000; Shaver & Scott, 1992; Tang et al., 2012). This shift matters in foodservice because a plausible restaurant idea can still fail at the transitions between belief, launch architecture, daily management and adaptation.

Reviews of hospitality and tourism entrepreneurship show an expanding but theoretically dispersed field, while bibliometric evidence remains dominated by developed-country research and broad tourism categories (Fu et al., 2019; Ochoa Jiménez et al., 2022; Shepherd et al., 2025). Indian restaurant evidence is growing, but it remains distributed across education, micro-enterprise growth, digital marketing, food waste, crisis response and local customer-experience studies rather than integrated around venture development (Arya, 2022; Bharucha, 2018; Dabas et al., 2021; Dhanabagiyam et al., 2024; Kolapkar, 2019; Mashru, 2024; Patil et al., 2014; Piramanayagam et al., 2022; Vig & Agarwal, 2021; Yadav et al., 2022).

The analytical difficulty is not simply that restaurants fail frequently. Restaurant outcomes are heterogeneous and temporally ordered: a founder may abandon an infeasible concept before launch, open but remain undercapitalized, stabilize operations without pursuing growth, sell a successful venture, or close a solvent lifestyle business. Research that collapses these paths into a binary success/failure variable obscures both mechanism and managerial meaning (Camillo et al., 2008; Chen & Elston, 2013; Getz & Petersen, 2005; Headd, 2003; Parsa et al., 2005; Parsa et al., 2011; Parsa et al., 2015; Wennberg et al., 2010). A life-cycle review must therefore distinguish entry, opening, operating performance, distress, resilience and exit rather than treating them as interchangeable dependent variables.

A second difficulty concerns levels of analysis. Opportunity judgments reside mainly with founders, resource commitments connect founders and ventures, operating routines are organizational, and platform or regulatory conditions are ecosystem-level. Relationships can change when evidence collected at one level is interpreted at another (Davidsson & Wiklund, 2001; Welter, 2011; Zahra et al., 2014). For example, an owner's confidence cannot by itself establish service quality, and an industry growth estimate cannot establish the viability of a particular menu, rent structure or location.

The review also separates field development from context transfer. General entrepreneurship theory supplies mechanisms of opportunity recognition, resource assembly and action, whereas restaurant research shows how those mechanisms operate under perishable inventory, labour intensity, experiential quality and demand volatility. Evidence derived in Western or other non-Indian settings is treated as sensitizing rather than universal because entrepreneurial cognitions, institutions and resource pathways may vary across settings (Li, 2008; Mitchell et al., 2000; Mitchell et al., 2002; Putnick & Bornstein, 2016; Shane & Venkataraman, 2000; Shepherd et al., 2025).

This review asks four questions: (RQ1) How has research moved from entrepreneurial traits and intentions toward situated cognizance and action? (RQ2) Which mechanisms convert opportunity cognizance into a feasible standalone-restaurant inception? (RQ3) Which management capabilities and conditions shape performance, resilience and exit? (RQ4) Which theory, context and method gaps are most consequential for India and comparable emerging markets?

The contribution is a four-stage CIMR synthesis. Cognizance concerns opportunity-relevant awareness, interpretation and judgment; inception concerns commitment, compliance and venture construction; management concerns repeatable value delivery; and resilience concerns anticipation, coping, adaptation, renewal or responsible exit. Family and social embeddedness, institutions, place, platforms and environmental hostility operate across these stages.

Three contribution boundaries are important. First, CIMR explains transitions; it does not assert a universal sequence or a single best strategy. Second, the review differentiates conceptual mechanisms from empirical associations and contextual description. Third, the 198-record audit establishes what is present in the supplied workbook, not what an independently reproducible database search would necessarily retrieve.

CONCEPTUAL FOUNDATIONS

2.1 From traits to situated cognizance and action

Behavioural and cognitive perspectives redirected attention from asking who entrepreneurs are to explaining how they organize knowledge, interpret uncertainty and create ventures (Baron, 2004; Gartner, 1985; Gartner, 1989; Mitchell et al., 2002; Mitchell et al., 2007; Shaver & Scott, 1992). Prior knowledge and alertness affect scanning, association and evaluation, while opportunity recognition can depend on the structural alignment of market needs and possible solutions (Grégoire et al., 2010; Shane, 2000; Tang et al., 2012). Adaptive cognition and uncertainty judgments then influence whether opportunity belief becomes commitment (Haynie & Shepherd, 2009; McMullen & Shepherd, 2006).

Cognizance is socially and contextually situated. Human capital is most consequential when knowledge and skills are task-related; social capital and family embeddedness can provide information, legitimacy, finance and labour while also imposing obligations or narrowing advice (Aldrich & Cliff, 2003; Cardella et al., 2020; Dai et al., 2015; Davidsson & Honig, 2003; Stam et al., 2014; Unger et al., 2011). Cross-national research also warns that cognitions and measures may not transfer unchanged across institutional and cultural settings (Mitchell et al., 2000; Shepherd et al., 2025; Welter, 2011; Zahra et al., 2014).

Traits and intentions remain useful only when their explanatory role is specified. Earlier work associated achievement orientation, locus of control, risk tolerance and other psychological characteristics with entrepreneurial activity, but configurations of person, resources and environment are more informative than isolated attributes (Amit et al., 1993; Begley & Boyd, 1987; Shaver & Scott, 1992). Intention can identify willingness to pursue entrepreneurship, yet it does not reveal whether opportunity evidence, capital, licences or operating competence are sufficient for restaurant inception.

Self-efficacy illustrates this distinction. It concerns perceived capability to organize action, not objective mastery of every task (Bandura, 1997). Resilience and self-efficacy may support intention under adversity (Bullough et al., 2014), while restaurant evidence connects creative self-efficacy and experience to innovation and performance (Hallak et al., 2018; Lee et al., 2016b). Nevertheless, confidence can coexist with heuristic bias. Comparative decision research suggests that entrepreneurs and managers may use biases and heuristics differently under uncertainty (Busenitz & Barney, 1997). The appropriate empirical question is therefore when confidence improves experimentation and persistence and when it delays disconfirmation of a weak concept.

Cross-context inference requires more than translating a questionnaire. Cross-cultural cognition studies test whether knowledge structures travel across settings, and measurement-invariance analysis is required before score differences are interpreted as substantive group differences (Mitchell et al., 2000; Mitchell et al., 2002; Putnick & Bornstein, 2016). This is especially relevant when Western-developed opportunity, entrepreneurial-orientation or resilience scales are applied to family-supported Indian restaurant founders whose financing, labour and institutional arrangements may differ.

2.2 Why standalone restaurants are distinctive

Restaurant entrepreneurship combines elements of manufacturing, retail, service and experience design. Critical incidents can connect founder choices, context and outcomes, while customer-experience research shows that food, service, physical setting, price, cleanliness and privacy operate as a system (Chell & Pittaway, 1998; Enz, 2004; Kolapkar, 2019; Mashru, 2024). Closure studies likewise reject single-factor explanations: affiliation, location, size, financial structure and local conditions matter, and closure must be distinguished from unsuccessful failure (Headd, 2003; Parsa et al., 2005; Parsa et al., 2011; Parsa et al., 2015; Wennberg et al., 2010).

Restaurant distinctiveness is also temporal. Demand varies by meal period and season; capacity cannot be stored; quality is co-produced through kitchen and front-of-house coordination; and review-platform feedback can affect demand before operating routines have stabilized. Owner knowledge and involvement may strengthen the conversion of objective quality into performance, but high involvement can also concentrate decisions and constrain organizational learning (Enz, 2004; Hernández-Maestro & González-Benito, 2011). A theory of inception must therefore anticipate management requirements rather than treating opening day as the end of venture creation.

Restaurant performance itself is multidimensional. Entrepreneurial posture, innovation and experience have been connected with self-reported or objective outcomes, yet financial scale, service quality, customer experience, survival and owner-defined success are not equivalent (Getz & Petersen, 2005; Hallak et al., 2018; Jogaratnam et al., 1999; Kolapkar, 2019; Lee et al., 2016a; Lee et al., 2016b; Mashru, 2024). This review retains the outcome used by each source and avoids converting perceptual satisfaction, growth aspiration or continued operation into a generic claim of superior performance.

2.3 Complementary theoretical lenses

Effectuation and bricolage explain action under uncertainty and resource scarcity (Baker & Nelson, 2005; Sarasvathy, 2001); resource-based, human-capital and social-capital perspectives explain what a venture can mobilize (Barney, 1991; Chandler & Hanks, 1998; Dai et al., 2015; Davidsson & Honig, 2003; Stam et al., 2014; Unger et al., 2011); entrepreneurial orientation explains strategic posture (Lumpkin & Dess, 1996; Rauch et al., 2009); and dynamic-capability perspectives explain sensing, seizing and reconfiguration (Eisenhardt & Martin, 2000; Teece, 2007; Teece et al., 1997). The review uses these lenses as complementary mechanisms rather than forcing the restaurant life cycle into one theory.

The opportunity-action lens explains why founders act on some possibilities and not others (Grégoire et al., 2010; McMullen & Shepherd, 2006; Shane, 2000; Shane & Venkataraman, 2000; Tang et al., 2012). The resource and capital lens explains whether those judgments can be translated into commitments (Aldrich & Cliff, 2003; Alvarez & Busenitz, 2001; Barney, 1991; Chandler & Hanks, 1998; Davidsson & Honig, 2003; Hurst & Lusardi, 2004; Kim et al., 2006; Unger et al., 2011). The capability lens explains why similar resources produce different restaurant systems (Eisenhardt & Martin, 2000; Teece, 2007; Teece et al., 1997). Finally, contextual entrepreneurship explains why the same mechanism may have different feasibility or value across places and institutions (Shepherd et al., 2025; Welter, 2011; Zahra et al., 2014).

2.4 Construct boundaries and process assumptions

Entrepreneurial cognizance is defined here as opportunity-relevant knowledge structures and interpretive capacity. It includes noticing, connecting, evaluating and revising information, but it excludes general awareness that is not tied to a decision. Inception begins when a founder commits resources to venture construction and ends only when a minimally viable legal and operating architecture exists. Management concerns routinized delivery after commitment, while resilience concerns capacities and responses that protect, adapt, transform or terminate that architecture under disruption.

The stages are analytically distinct but empirically recursive. A menu test can revise cognizance before opening; a licensing constraint can redesign the concept; customer complaints can trigger operational learning; and a shock can produce renewal, sale or closure. CIMR therefore rejects a simple linear maturity model. Its arrows identify dominant transitions, and its feedback loop recognizes that experience alters later judgments.

Boundary conditions are treated as mechanisms when possible. Family involvement can change capital availability and governance; regulation can change location and staffing feasibility; platforms can change demand access and bargaining power; and environmental hostility can change the payoff to entrepreneurial posture. Treating these only as controls would conceal how they shape action.

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REVIEW METHOD

3.1 Design, scope and provenance

A structured integrative-review design was selected because the supplied evidence base combines conceptual and empirical articles, theses, books, regulation and contextual sources with heterogeneous constructs, settings and outcomes. Integrative reviews require an explicit purpose, transparent source boundaries and a traceable synthesis logic; conceptual frameworks require clear selection and integration of theory (Jaakkola, 2020; Snyder, 2019). Theory-building claims were also checked against criteria concerning constructs, relationships, explanatory logic and boundary conditions (Bacharach, 1989; Whetten, 1989).

The evidence base was supplied as the workbook "Literature Review 2026 Final," not generated through a new database search for this manuscript. It contains 198 numbered records and records title, author or organization, publication date, source, identifier, takeaway and link. Consequently, this paper reports a structured integrative review reconstructed from an author-curated corpus. It does not claim database completeness, independent dual screening, formal risk-of-bias assessment or PRISMA-conformant study selection. The review questions and analytical boundaries are stated in Table 1.

The unit of review is the bibliographic record, not the individual effect estimate. The workbook combines journal articles, conceptual contributions, dissertations, books, regulation and contextual publications. It does not contain a standardized full-text extraction for every record. Accordingly, descriptive counts are reported at record level, whereas substantive claims are drawn only from sources cited directly and phrased at the level warranted by their design.

The review period is retrospective to the workbook's earliest dated record and closes with its 2026 entries. This date range is a property of the supplied corpus rather than a prospectively set search restriction. No source was treated as more credible because it was recent; foundational conceptual work and contemporary context serve different analytical purposes.

Table 1. Review Questions and Analytical Boundaries

Question	Analytical focus	Boundary
RQ1	Evolution from traits and intentions to situated cognizance and action	Entrepreneurship and hospitality/restaurant evidence; no assumption that traits directly predict venture outcomes
RQ2	Mechanisms converting cognizance into inception	Opportunity judgment, effectuation, bricolage, finance, compliance, networks and operating design
RQ3	Capabilities and conditions shaping management, resilience and exit	Standalone restaurants plus clearly identified transferable hospitality/SME evidence
RQ4	Priority gaps for India and comparable emerging markets	Theory–context–method gaps; no claim of exhaustive India-specific retrieval

Note. These boundaries guide synthesis; they are not post hoc eligibility counts from a database-screening flow.

3.2 Corpus audit and evidence architecture

The workbook audit confirmed serial continuity from 1 to 198, 198 unique normalized titles, 198 unique normalized links, complete year extraction from 1943 through 2026, mutually exclusive source-type allocation and mutually exclusive primary-theme allocation. No record was added, removed or silently recoded for the manuscript. These checks establish internal integrity; they do not establish completeness of the wider literature universe. The evidential roles are summarized in Table 2, and the full audit trail is reported in Appendix **Error! Reference source not found.** and Table A**Error! Reference source not found.**.

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Normalization was conservative. Titles were compared after case and punctuation normalization, and links were compared after removal of query strings, fragments and terminal slashes. A zero-duplicate result means no duplicate was detected under those rules; it does not exclude two differently titled records reporting the same study. Serial continuity and mutually exclusive allocation were also reconciled across the master, source-type and topic views.

The temporal profile was calculated from the publication year represented in each record. Where a workbook row distinguished online-first and issue dates, the issue year was used for APA citation when the journal volume belonged to the later year. This decision affects bibliographic display but not the corpus record count.

Table 2. Evidence Architecture of the 198-Record Workbook

Source category	n	Share	Permitted evidential role	Principal limitation
Research papers and theses	162	81.8%	Theories, mechanisms and empirical relationships; weight depends on traceability and design	Indexing, method and quality fields are not standardized for every record
Books	11	5.6%	Conceptual foundations and translation	Not treated as equivalent to empirical effect evidence
Government, industry, professional, news and web	25	12.6%	Regulatory, market and place context	Possible commercial/editorial bias; not used to establish causality

Note. n = 198. Source categorization describes the workbook and does not imply that all research records are peer reviewed or indexed in a particular database.

3.3 Eligibility, appraisal and synthesis

Records contributed when they addressed entrepreneurship, opportunity formation, venture creation, restaurant or hospitality management, innovation, resources, failure, resilience, regulation or a directly relevant market context and supplied a traceable bibliographic identity. General entrepreneurship research was used only when it provided a mechanism transferable to restaurant ventures. Government and industry material was restricted to regulatory or place-specific interpretation.

Appraisal was proportionate to source type. Empirical studies with identifiable samples and methods supported relationship claims; conceptual articles supported construct definition and theory integration; theses supplied locally grounded depth; and contextual sources did not carry causal claims. Because standardized study-level fields for design, sample, measures and effects were unavailable across all 198 records, no formal risk-of-bias score or meta-analysis was attempted.

Synthesis proceeded in four passes: descriptive profiling of the audited workbook; comparison within seven pre-existing primary themes; cross-theme integration into CIMR; and development of propositions and a theory–context–method agenda. The cited reference list is therefore a focused subset of the 198-record corpus: it contains every source directly invoked in the manuscript and excludes corpus records not directly cited.

3.4 Critical appraisal, comparison and claim control

Critical appraisal focused on fitness for claim rather than a single numerical quality score. Cross-sectional surveys can identify associations but not temporal causation; qualitative studies can reveal processes but do not estimate prevalence; conceptual articles clarify mechanisms but supply no restaurant effect size; theses can deepen local understanding but require attention to access and review status; and industry or government records can describe rules and markets without confirming theory. Table 3 formalizes these guardrails.

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Within each theme, the synthesis compared convergent evidence, boundary conditions and counter-evidence. For example, entrepreneurial orientation is often positively associated with performance, yet environmental hostility and organizational structure alter its expression; finance can constrain entry, but wealth is not a uniform predictor across the entire wealth distribution; digital channels expand access, but platform dependence introduces governance and margin risks. Contradictions were used to specify conditions rather than averaged into a universal conclusion.

The Indian–Western comparison is configurational rather than a count of countries. Direct Indian restaurant and hospitality evidence is contrasted with transferable international mechanisms only where constructs are reasonably aligned. The review does not infer national differences from unrelated samples, and it treats formal measurement invariance as a requirement for future score comparisons.

Table 3. Critical-Appraisal Logic and Claim Guardrails

Evidence form	Permitted use	Claim not warranted without added evidence	Synthesis treatment
Cross-sectional empirical study	Association, pattern and bounded comparison	Causal direction, temporal sequence or durable performance effect	Report design and context; seek convergent or longitudinal evidence
Longitudinal/event-history study	Change, timing, survival or exit pathways	Mechanism outside measured variables or settings	Use for transition logic and heterogeneous outcomes
Qualitative/process study	Mechanism, sequence, meaning and negative cases	Population prevalence or effect magnitude	Use for explanation; retain contextual boundaries
Conceptual/review article	Construct definition, integration and agenda setting	Empirical validation of CIMR or its propositions	Use to establish logic, not effect
Thesis/local study	Contextual depth and locally grounded constructs	Broad generalization without corroboration	Triangulate and disclose review/access status
Government/industry/web source	Regulation, classification and market context	Causal relationship or independent scholarly confirmation	Separate contextual description from theoretical evidence

Note. Appraisal is source-sensitive and claim-specific; it is not a retrospective numerical risk-of-bias score.

DESCRIPTIVE PROFILE OF THE CORPUS

All 198 records were dated. The corpus spans 1943–2026; 164 records (82.8%) were dated 2000 or later, 116 (58.6%) were dated 2010 or later and 52 (26.3%) were dated 2020 or later. These values describe the curated workbook, not publication growth in the complete field. The mutually exclusive primary-theme distribution appears in Table 4.

Table 4. Primary Thematic Distribution of the Updated Corpus

Primary theme	n	Share	Interpretive emphasis
Entrepreneurial cognizance, traits and intentions	58	29.3%	Opportunity perception, judgment, intention, self-efficacy and cognitive scripts

Primary theme	n	Share	Interpretive emphasis
Failure, resilience, sustainability and regulation	30	15.2%	Preparedness, disruption, recovery, closure, renewal, green practice and compliance
Venture creation, strategy and business models	28	14.1%	Opportunity enactment, effectuation, venture design and business-model logic
Restaurant operations, performance and customer experience	28	14.1%	Service, quality, cost, innovation and performance systems
Innovation, technology and digital channels	24	12.1%	IT, platforms, social media, data and digital transformation
Finance, resources, networks and institutional support	17	8.6%	Capital, capabilities, networks, policy and support
Industry, market and Pune context	13	6.6%	Place-specific and market context used principally for interpretation

Note. Percentages sum to 100.0% subject to rounding. Primary-theme coding improves auditability but does not imply that a record informs only one theoretical mechanism.

The profile reveals a cognition-heavy corpus: 58 records (29.3%) are primarily concerned with cognizance, traits or intentions, whereas only 17 (8.6%) are assigned primarily to finance, resources, networks and institutional support. This imbalance does not prove that cognition is more consequential. It indicates that the supplied literature has asked more frequently what entrepreneurs think or intend than how restaurant ventures finance, license and operationalize those judgments.

The combined resilience, sustainability and regulation category is the second largest, reflecting both established failure research and the post-2020 expansion of crisis and adaptation studies. Yet the category combines distinct outcomes—bankruptcy, closure, coping, renewal, green practice and compliance. The thematic synthesis disaggregates these outcomes rather than treating the category count as a coherent effect literature.

Only 13 records are primarily classified as industry, market and Pune context. Some are scholarly contextualization or review articles, whereas others are industry or media descriptions. The corpus therefore supports a stronger account of transferable mechanisms than a definitive epidemiology of Pune restaurant entrepreneurship. Direct claims about Pune are limited to what the local records actually observe.

Temporal concentration also affects interpretation. More than four-fifths of records date from 2000 onward and just over one-quarter from 2020 onward. Recent digital and crisis studies enrich platform and resilience themes, but recency does not resolve causal identification; many remain cross-sectional, short-horizon or perception-based. Foundational work is retained where it supplies constructs and logic that later restaurant evidence can test.

THEMATIC SYNTHESIS

5.1 Cognizance: from noticing to situated entrepreneurial action

The largest theme confirms that entrepreneurial cognizance is not a synonym for a stable trait. Prior knowledge affects what can be recognized, alertness connects scanning to evaluation, and structural alignment explains how founders map market problems onto possible solutions (Grégoire et al., 2010; Shane, 2000; Tang et al., 2012). Adaptive cognition and self-efficacy can support revision and persistence, but they remain inputs to action rather than proof of performance (Ayala & Manzano, 2014; Hallak et al., 2018; Haynie & Shepherd, 2009; Lee et al., 2016b).

Restaurant founders also pursue heterogeneous goals—growth, profit, autonomy, identity or family continuity—so performance cannot be reduced to sales growth alone (Chen & Elston, 2013; Getz & Petersen, 2005). Family

and social capital can accelerate information, finance and legitimacy, but relationships create value only when mobilized through entrepreneurial and governance activity (Aldrich & Cliff, 2003; Cardella et al., 2020; Dai et al., 2015; Davidsson & Honig, 2003; Stam et al., 2014). This produces a key inference: cognizance should be measured as opportunity-specific knowledge, judgment and learning, not as retrospective confidence after opening.

The literature supports a sequence of cognitive work rather than a single cognizance score. Founders scan for changes, connect information with prior knowledge, evaluate commercial plausibility, compare the opportunity with personal goals and then judge whether uncertainty is bearable (Grégoire et al., 2010; McMullen & Shepherd, 2006; Shane, 2000; Tang et al., 2012). A restaurant instrument should therefore separate market noticing, concept–resource fit, evaluation criteria and revision behaviour. Combining them would conceal whether a founder noticed the right signal but evaluated it poorly, or evaluated well but lacked willingness or resources to act.

Trait evidence is more contingent. Psychological characteristics have been associated with entrepreneurial performance, but their value depends on the task, venture stage and surrounding resource configuration (Amit et al., 1993; Begley & Boyd, 1987; Busenitz & Barney, 1997). Likewise, self-efficacy can promote persistence and experimentation (Bandura, 1997; Bullough et al., 2014), yet excessive confidence or heuristic reasoning can sustain a weak concept. The review therefore positions traits and self-beliefs as moderators of information processing and action rather than direct causes of restaurant success.

Motives complicate evaluation. Small restaurant owners may emphasize autonomy, family protection or profit, while family and owner-operated hospitality businesses may prioritize lifestyle and continuity (Chen & Elston, 2013; Getz & Carlsen, 2000; Getz & Petersen, 2005). Growth, survival, owner satisfaction and community continuity should therefore be modeled as separate outcomes. A venture that deliberately remains small is not necessarily underperforming, and growth aspiration should not be inferred from continued operation.

The strongest remaining gap is prospective evidence. Much of the corpus measures intentions among students or attributes among existing owners. Established operators reconstruct pre-opening beliefs after outcomes are known, creating recall and survivorship risks. Cross-cultural scale use introduces an additional comparability problem (Altinay et al., 2012; Mitchell et al., 2002; Patil et al., 2014; Putnick & Bornstein, 2016; Shepherd et al., 2025). A stronger design would enroll aspiring founders before commitment, repeatedly measure cognitions and uncertainty judgments, and verify milestones such as concept testing, financing, licensing, opening, abandonment and redesign.

5.2 Inception: converting belief into a feasible restaurant

Inception combines concept specification, customer evidence, location, capital, licensing, kitchen and service design, suppliers, staffing, pricing, break-even logic and launch sequencing. Effectuation can limit exposure through affordable loss, and bricolage can mobilize resources at hand (Baker & Nelson, 2005; Sarasvathy, 2001). Yet resource improvisation becomes durable only when converted into explicit food-safety, procurement, costing and service routines. Human and financial capital are partly substitutable but neither is dispensable, especially when a slow demand ramp or licensing delay absorbs liquidity (Barney, 1991; Chandler & Hanks, 1998; Lin et al., 2020; Unger et al., 2011).

Regulatory cognizance is therefore constitutive of opportunity feasibility rather than an administrative afterthought. In India, food-business licensing requirements and Maharashtra employment regulation can affect location choice, kitchen design, staffing, documentation, opening time and capital lock-up (Food Safety and Standards Authority of India, 2011; Government of Maharashtra, 2017). Pune-based hospitality-education evidence also suggests that practical exposure and entrepreneurial skill development should precede entry, although perception data cannot establish later venture success (Patil et al., 2014).

Inception is a portfolio of interdependent commitments. Location affects rent, licences, access and demand; concept affects equipment, skill and supplier requirements; menu design affects yield, preparation complexity and waste; staffing affects service capacity and compliance. Venture-creation theory consequently favors configurations of individual, organization, environment and process rather than isolated founder attributes (Chell

& Pittaway, 1998; Gartner, 1985). Restaurant strategy research similarly indicates that entrepreneurial posture must be aligned with competitive choices (Williams & Tse, 1995).

Resource mobilization is not equivalent to resource possession. Human and financial capital can substitute at some margins (Chandler & Hanks, 1998), but entry also depends on the accessibility and deployability of financial, human and cultural capital (Kim et al., 2006). Household wealth and liquidity evidence cautions against a simple linear claim that more wealth always produces entrepreneurship (Hurst & Lusardi, 2004). In restaurant settings, the relevant question is whether the financing mix matches the timing of deposits, fit-out, working capital, ramp-up losses and contingent shocks (Lin et al., 2020).

Effectuation and bricolage explain how founders move despite incomplete forecasts: they cap affordable loss, recruit stakeholders and recombine available means (Baker & Nelson, 2005; Sarasvathy, 2001). These logics are particularly plausible for pop-ups, pilot menus, family labour and supplier credit. They are not substitutes for food safety, cost accounting or legal compliance. The transition problem is institutionalization—when and how provisional arrangements become documented, reliable and scalable routines.

Business-model innovation provides the connecting architecture. A restaurant model specifies the customer proposition, activity system, channel, revenue and cost logic; innovation can be blocked by cognition, organizational inertia and partner dependence (Chesbrough, 2010; Presenza & Petruzzelli, 2019). Crisis evidence shows that business-model change can become a survival response rather than a discretionary growth initiative (Breier et al., 2021). Pre-opening research should therefore record which model assumptions were tested, how disconfirming evidence changed the design and which commitments became difficult to reverse.

The regulatory architecture in India adds multiple decision points. Food-business licensing specifies registration and operating requirements; GST status affects tax administration; Maharashtra employment legislation affects work conditions and records; and national MSME classification and Udyam registration structure access to formal recognition and some support channels (Central Board of Indirect Taxes and Customs, 2018; Food Safety and Standards Authority of India, 2011; Government of Maharashtra, 2017; Ministry of Micro, Small and Medium Enterprises, 2020). These sources establish applicable institutional context, not the magnitude of their effect. Event-history studies are needed to estimate which requirements change lead time, capital cost, design or abandonment and for which restaurant formats.

5.3 Management: translating posture into repeatable capability

Restaurant entrepreneurial orientation is associated with performance, but strategic posture is not an operating system. Innovativeness, proactiveness and risk-taking must become reliable quality, cost, service, staffing and learning routines (Hallak et al., 2018; Hernández-Maestro & González-Benito, 2011; Jogaratnam, 2002; Jogaratnam & Tse, 2006; Jogaratnam et al., 1999; Lee et al., 2016a; Lee et al., 2016b; Lee et al., 2019; Lumpkin & Dess, 1996; Rauch et al., 2009). Chef-led and haute-cuisine research further shows how concept and business-model innovation depend on the entrepreneur's role in orchestrating resources and experience (Presenza & Petruzzelli, 2019).

Digital tools extend reach and feedback but also alter channel economics and control. Restaurant studies document uneven adoption, organizational barriers and the importance of learning capability (Alt, 2021; Arya, 2022; Dabas et al., 2021; Martín-Martín et al., 2022). Indian platform relationships additionally raise information asymmetry, trust, control and bargaining concerns, which makes platform governance—not mere platform presence—a management capability (Yadav et al., 2022).

The posture–capability distinction resolves an apparent inconsistency in the evidence. Restaurant and hospitality studies frequently associate entrepreneurial orientation with performance (Jogaratnam, 2002; Jogaratnam & Tse, 2006; Jogaratnam et al., 1999; Lee et al., 2016b; Rauch et al., 2009), but the association varies with environmental hostility, organization structure, human capital and the innovation process. A proactive owner who introduces more ideas without standard work, costing or feedback may increase variability rather than value. CIMR therefore models orientation as an upstream posture whose effect is mediated by operating capabilities.

Operational capability has at least four components. Process capability converts inputs into consistent food and service; commercial capability aligns concept, price and channel economics; people capability recruits, trains and coordinates labour; and learning capability detects and corrects deviations. Owner knowledge and involvement can strengthen quality–performance relationships (Hernández-Maestro & González-Benito, 2011), while restaurant research on critical success factors and owner concerns points to management, finance, location, service and market conditions rather than a single winning practice (Camillo et al., 2008; Enz, 2004).

Innovation must also be disaggregated. Product innovation changes dishes or ingredients; process innovation changes preparation and coordination; service innovation changes the encounter; channel innovation changes ordering and delivery; and business-model innovation changes the activity and value architecture. Studies of restaurant creativity, haute cuisine and inter-firm 'cookpetition' show that ideas, collaboration and implementation barriers are analytically distinct (Lee et al., 2019; Presenza & Petruzzelli, 2019; Romero et al., 2019). Future tests should identify the innovation type, implementation fidelity, cost and outcome rather than counting any novelty as equivalent.

Digital capability develops through adoption, integration and governance. Early full-service restaurant research identified organizational and implementation barriers to information technology (Oronsky & Chathoth, 2007); later work connects digital transformation with skills, organizational readiness and external conditions (Alt, 2021; Dabas et al., 2021; Martín-Martín et al., 2022). Platformisation goes further by reorganizing access, data and dependency at an urban-economy level (Ferreira et al., 2022). Restaurant partners may gain demand while surrendering customer data, margin and rule-setting power (Yadav et al., 2022).

Digital reach also creates operational and sustainability externalities. Online food-delivery platforms affect packaging, transport, demand forecasting and waste (Li et al., 2020). Social-media visibility can change inquiries or perceptions (Arya, 2022), but visibility is not a verified sale and a sale is not contribution margin. A defensible management study should link campaign and platform records to order-level revenue, discounts, commissions, fulfilment time, cancellation, repeat purchase and incremental kitchen load.

5.4 Resilience, sustainability, failure and exit

Resilience is best treated as a process of anticipation, coping and adaptation rather than as optimism alone (Ayala & Manzano, 2014; Duchek, 2020). Crisis research shows that restaurant outcomes depend on pre-existing financial conditions, decision speed, channel flexibility, relationships and business-model innovation (Breier et al., 2021; Brizek et al., 2021; Doern et al., 2019; Li et al., 2021; Neise et al., 2021). Indian evidence similarly records fixed-cost pressure, cash-flow distress, delivery adoption, technology use and family support (Piramanayagam et al., 2022; Vig & Agarwal, 2021).

Closure, liquidation, sale and voluntary exit are not equivalent outcomes (Headd, 2003; Parsa et al., 2005; Parsa et al., 2011; Parsa et al., 2015; Wennberg et al., 2010). Failure can still revise opportunity scripts when emotional, identity and financial consequences are processed constructively (Shepherd, 2003; Ucbasaran et al., 2013). Sustainability also belongs within resilience when waste reduction, resource efficiency and stakeholder legitimacy improve operating viability; however, green practices should be evaluated with cost and outcome evidence rather than assumed to improve performance (Bharucha, 2018; Cantele & Cassia, 2020; Madanaguli et al., 2022). Frugal or jugaad adaptation may accelerate response in resource-constrained settings, but improvisation requires governance if it is to become a repeatable capability (Chatterjee et al., 2024).

Failure research uses several non-equivalent analytical traditions. Survival studies estimate closure timing and correlate it with affiliation, location, size and demographic conditions (Parsa et al., 2005; Parsa et al., 2011; Parsa et al., 2015). Bankruptcy models use financial ratios to classify distress (Gu, 2002; Kim & Gu, 2006). Qualitative critical-success research reconstructs managerial and environmental explanations (Camillo et al., 2008). Each answers a different question; none alone establishes a universal failure rate or a complete causal account.

The distinction between closure and failure is more than semantic. Firms can close while solvent, be sold, transferred or voluntarily discontinued; poorly performing owners can persist, while successful owners can exit (Headd, 2003; Wennberg et al., 2010). Restaurant studies should therefore report the event definition, financial

condition at exit, owner intent, sale or transfer status and outstanding obligations. Treating all inactive establishments as failed will bias both rates and predictors.

Resilience evidence also varies by shock and time horizon. International hospitality studies document heterogeneous immediate responses (Duarte Alonso et al., 2020); operator surveys show channel, property and pre-existing financial conditions associated with perceived resilience (Brizek et al., 2021; Neise et al., 2021); and Indian qualitative studies reveal how family support, fixed costs, debt and technology shape survival responses (Piramanayagam et al., 2022; Vig & Agarwal, 2021). These designs support mechanism and association claims, not a single cross-country effect estimate.

A capability account separates anticipation, coping and adaptation (Duchek, 2020). Anticipation includes liquidity buffers, supplier alternatives and monitoring; coping includes immediate cost, staffing and channel responses; adaptation embeds learning into a revised model. Entrepreneur-level resilience may support persistence (Ayala & Manzano, 2014; Bullough et al., 2014), but venture resilience also requires resources, routines and stakeholder continuity. The levels should not be conflated.

Sustainability can support resilience when it reduces waste, exposure and legitimacy risk, yet adoption has cost, capability and measurement barriers (Bharucha, 2018; Cantele & Cassia, 2020; Madanaguli et al., 2022). Delivery-platform sustainability further extends beyond the restaurant boundary to packaging and transport (Li et al., 2020). Future research should therefore report physical outcomes—food waste, energy, packaging and cost—rather than treating stated concern or adoption as equivalent to environmental performance.

5.5 India and place as mechanisms, not background

The updated corpus expands direct Indian and Pune-relevant material, including student entrepreneurship, customer experience, market structure, micro-hospitality growth, digital marketing, food waste, platform governance, regulation and crisis response (Arya, 2022; Bharucha, 2018; Dabas et al., 2021; Dhanabagiyam et al., 2024; Food Safety and Standards Authority of India, 2011; Government of Maharashtra, 2017; Kolapkar, 2019; Mashru, 2024; Patil et al., 2014; Piramanayagam et al., 2022; Vig & Agarwal, 2021; Yadav et al., 2022). Even so, these studies use different units, regions and designs and do not constitute a single matched evidence set. Context should therefore enter theory through institutions, place, family, industry, ownership and governance rather than as a late demographic control (Shepherd et al., 2025; Welter, 2011; Zahra et al., 2014).

The direct Indian evidence contributes different pieces of the process. Pune student evidence concerns entrepreneurial perceptions and educational support (Patil et al., 2014); local and regional studies describe social-media use, customer experience or market/service-quality concerns (Arya, 2022; Kolapkar, 2019; Mashru, 2024); micro-hospitality research identifies growth-related factors (Dhanabagiyam et al., 2024); and crisis studies describe the constraints and adaptations of small foodservice firms (Piramanayagam et al., 2022; Vig & Agarwal, 2021). Because respondents, geography and outcomes differ, these results cannot be combined as if they followed the same ventures.

India's institutional setting enters CIMR at several stages. Food-business licensing affects legal readiness (Food Safety and Standards Authority of India, 2011); GST guidance affects tax administration (Central Board of Indirect Taxes and Customs, 2018); Maharashtra establishment law shapes employment conditions (Government of Maharashtra, 2017); and MSME classification provides a formal enterprise-status architecture (Ministry of Micro, Small and Medium Enterprises, 2020). The national restaurant-industry report supplies market context (National Restaurant Association of India, 2024), but industry-scale estimates should not be translated into firm-level opportunity without location, format and unit-economic evidence.

Indian digital evidence also complicates a simple modernization narrative. Independent restaurant entrepreneurs report adoption experience (Dabas et al., 2021), while platform-governance research identifies information asymmetry, opportunism and trust deficits (Yadav et al., 2022). The mechanism is therefore dual: digital channels may expand market access and learning while reallocating data, margin and control. Research should measure both benefits and dependency.

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Local contextual evidence is valuable but uneven. Theses can supply depth unavailable in journal samples, and professional or industry records can clarify current rules and market structure. Their evidential role must remain explicit. The review uses them to formulate context-specific mechanisms and questions, not to validate CIMR or estimate national prevalence.

5.6 Comparative synthesis: transferable mechanisms and contextual contingencies

The Western–Indian comparison is not a contest between two homogeneous systems. International evidence spans the United States, Europe, Australia, China and cross-national samples; Indian evidence spans different cities, formats and respondent groups. Table 5 therefore compares mechanism domains and evidential gaps rather than country averages.

Several mechanisms appear transferable in principle: prior knowledge directs attention, resource access shapes commitment, routines mediate strategic posture, and liquidity and adaptation support resilience (Chandler & Hanks, 1998; Duchek, 2020; Lee et al., 2016a; Shane, 2000; Unger et al., 2011). What remains contingent is how resources are assembled, which obligations are salient, how customers and platforms are reached and which outcomes founders value. Contextualization should alter the proposed relationship or its boundary—not merely add an India dummy variable (Welter, 2011; Zahra et al., 2014).

Family embeddedness illustrates this logic. International research associates family traditions, role models and social capital with intention and resource access (Aldrich & Cliff, 2003; Altinay et al., 2012; Campopiano et al., 2016; Cardella et al., 2020; Getz & Carlsen, 2000). Indian foodservice crisis research shows family support as an operating resource under stress (Piramanayagam et al., 2022). A comparative study should therefore measure the form, timing and governance of family involvement rather than assume that family business has the same meaning or effect across settings.

Measurement is an additional boundary. If cognition, entrepreneurial orientation or resilience is compared across regions, configural, metric and scalar invariance should be examined before means or coefficients are compared (Mitchell et al., 2002; Putnick & Bornstein, 2016). Qualitative pretesting and locally generated items may reveal constructs that imported scales omit.

Table 5. Comparative Evidence and Contextual Research Needs

Domain	Transferable mechanism	Indian/contextual evidence in corpus	Unresolved comparative question
Opportunity cognizance	Prior knowledge, alertness and judgment shape opportunity evaluation	Student perceptions, micro-enterprise growth and local owner/customer studies	Which cognitions predict verified inception milestones, and are measures invariant?
Resource mobilization	Human, financial and social capital enable commitment	Family support, formal/informal finance context and MSME architecture	When do family resources substitute for or constrain external capital and expertise?
Regulatory feasibility	Institutions alter cost, timing and viable design	Food licensing, GST, Maharashtra employment law and Udyam classification	Which requirements cause delay, redesign or abandonment by format and city?
Digital capability	Technology expands reach and information but creates integration demands	Independent-business adoption and restaurant–platform governance	When does digital access improve contribution margin rather than gross orders only?
Resilience and exit	Liquidity, adaptation and stakeholder continuity shape response	Indian small-foodservice crisis studies and waste-management evidence	How do coping strategies affect recovery, renewal, sale and responsible closure over time?

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Note. 'Transferable' denotes a mechanism suitable for contextual testing, not an assumption of equal magnitude or measurement across settings.

CIMR SYNTHESIS FRAMEWORK

CIMR reorganizes the evidence into linked transitions rather than a list of antecedents. Its constructs, relationships, causal logic and boundaries are made explicit in accordance with established criteria for theoretical contribution (Bacharach, 1989; Whetten, 1989). The stages can overlap, and feedback from operating outcomes, failure or exit can revise later cognizance. Figure 1 displays the process and boundary conditions; Table 6 defines the stage logic.

The first transition, cognizance to inception, requires a change from interpretation to commitment. Opportunity belief becomes actionable when founders define a customer problem, compare alternatives, cap exposure and assemble resources. A founder can possess relevant knowledge without acting, and can act without sufficient validation; the transition is therefore a judgment–resource interface rather than a cognitive score alone.

The second transition, inception to management, requires temporary project choices to become an operating architecture. Equipment, menu, staffing, suppliers, licences and channels must be coordinated into repeatable routines. Effectuation may initiate the venture, but management requires standards, feedback and accountability. This transition explains why a creative concept can open yet remain operationally fragile.

The third transition, management to resilience, requires routines that are both reliable and revisable. Excessive standardization can delay adaptation, while perpetual improvisation can prevent learning. Resilience emerges when monitoring detects a threat, slack or relationships permit response, and learning is embedded in a revised system.

Feedback completes the framework. Customer evidence, regulatory encounters, operating variance, crisis response and exit experience can alter later opportunity scripts. This makes learning outcome-specific: a failed promotion may revise channel assumptions, whereas a liquidity crisis may revise financing and growth assumptions. Future work should identify what was learned, from which event and whether it changed a later decision.

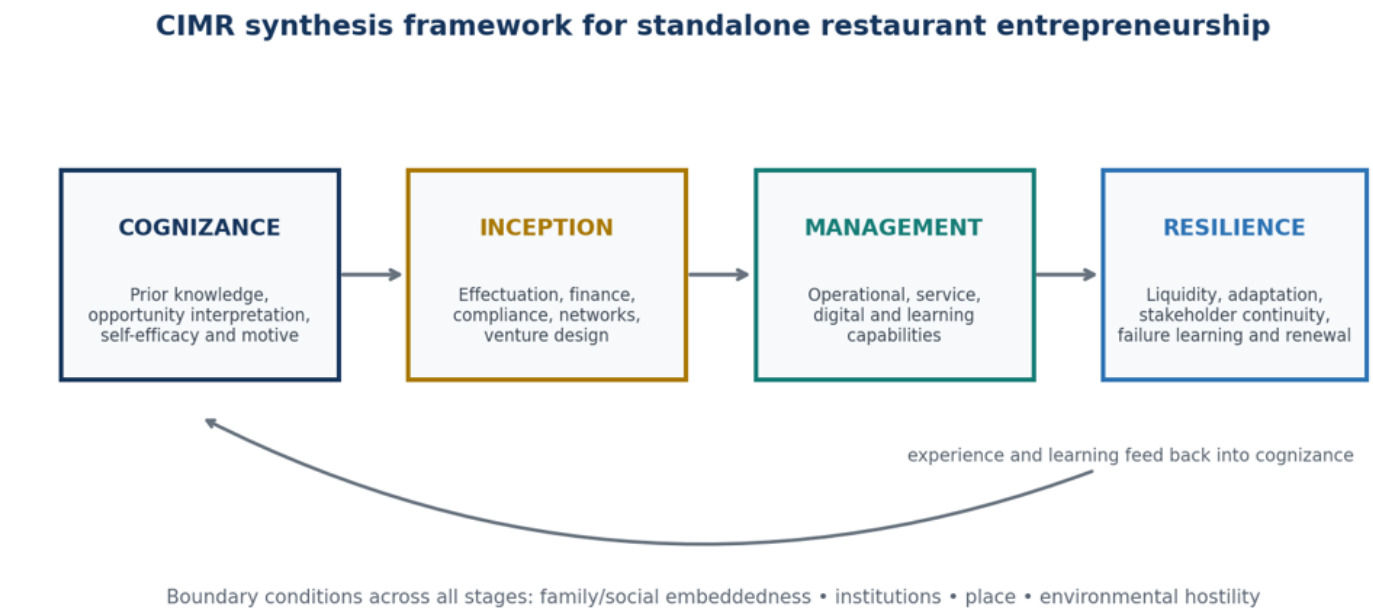

Figure 1. Cognizance–Inception–Management–Resilience Synthesis Framework

Note. Authors' synthesis of the audited 198-record corpus. CIMR is a conceptual process framework, not a validated scale.

ISSN No. 2454-6194 | DOI: 10.51584/IJRIAS |Volume XI Issue IX September 2026

Table 6. Stage Logic of the CIMR Framework

Stage	Dominant mechanisms	Illustrative evidence	Proximal outcome
Cognizance	Prior knowledge, alertness, structural alignment, adaptive cognition, motive	Opportunity and cognition research (Grégoire et al., 2010; Haynie & Shepherd, 2009; McMullen & Shepherd, 2006; Shane, 2000; Tang et al., 2012)	Evidence-based opportunity belief and willingness to act
Inception	Effectuation, bricolage, capital, compliance, venture and operating design	Resource and action logics (Baker & Nelson, 2005; Chandler & Hanks, 1998; Food Safety and Standards Authority of India, 2011; Government of Maharashtra, 2017; Sarasvathy, 2001)	Legally, operationally and financially feasible launch architecture
Management	Entrepreneurial posture, routines, quality, digital governance and learning	Restaurant capability evidence (Dabas et al., 2021; Hernández-Maestro & González-Benito, 2011; Jogaratnam et al., 1999; Lee et al., 2016b; Lee et al., 2019; Yadav et al., 2022)	Repeatable value delivery and operating fit
Resilience	Liquidity, preparedness, adaptation, stakeholder continuity, learning and exit	Resilience and exit evidence (Brizek et al., 2021; Duchek, 2020; Neise et al., 2021; Piramanayagam et al., 2022; Wennberg et al., 2010)	Continuity, renewal, sale or responsible closure

Note. Placement indicates a dominant mechanism; most sources inform more than one transition.

6.1 Propositions

P1. Opportunity-specific prior knowledge and adaptive cognition strengthen the conversion of entrepreneurial intention into a credible restaurant concept by improving opportunity evaluation and revision.

P2. Effectuation and bricolage improve inception progress under uncertainty and resource scarcity, but their longer-term value depends on conversion into formal financial, compliance and operating systems.

P3. Family and social capital accelerate resource mobilization and early legitimacy, while network diversity and governance determine whether embeddedness becomes an advantage or a constraint.

P4. Entrepreneurial orientation contributes to restaurant performance indirectly through operational, service, digital-governance and learning capabilities; environmental hostility conditions both posture and payoff.

P5. Restaurant resilience emerges from preparedness, liquidity, adaptive routines and stakeholder relationships, and it produces heterogeneous outcomes including continuity, renewal, sale and responsible closure.

P6. Institutional and place-specific conditions shape every CIMR transition; regulatory and platform cognizance are therefore especially consequential in emerging-market standalone restaurants.

6.2 Proposition logic and empirical discriminants

P1 distinguishes opportunity-specific cognition from general intention. It predicts that prior knowledge and adaptive cognition improve concept credibility through evaluation and revision, not simply that confident founders open more often (Grégoire et al., 2010; Haynie & Shepherd, 2009; McMullen & Shepherd, 2006; Shane, 2000; Tang et al., 2012). A discriminating test would model verified validation and opening milestones and compare direct, mediated and null paths from traits and intention.

P2 separates resourceful inception from durable organization. Effectuation and bricolage should predict faster or lower-exposure progress under uncertainty (Baker & Nelson, 2005; Sarasvathy, 2001), but continued

performance should depend on whether provisional practices become formal finance, compliance and operating systems. Evidence of persistent improvisation without reliable routines would challenge the second part of the proposition.

P3 treats embeddedness as ambivalent. Family and social capital can accelerate resources and legitimacy (Aldrich & Cliff, 2003; Campopiano et al., 2016; Cardella et al., 2020; Davidsson & Honig, 2003; Stam et al., 2014), but concentrated networks may reduce diversity, formal governance or willingness to challenge assumptions. Network composition, resource type, decision rights and conflict should therefore be observed separately.

P4 specifies mediation and contingency. Entrepreneurial orientation should influence performance through operational, service, digital and learning capability, while hostility changes the preferred posture and its payoff (Jogaratnam, 2002; Jogaratnam & Tse, 2006; Jogaratnam et al., 1999; Lee et al., 2016b; Lumpkin & Dess, 1996; Rauch et al., 2009). Direct-effect models that omit capabilities cannot adjudicate this explanation.

P5 distinguishes entrepreneur resilience from venture resilience and separates continuity from other outcomes. Liquidity, preparedness, stakeholder relationships and adaptive routines should predict coping and renewal (Ayala & Manzano, 2014; Duchek, 2020; Neise et al., 2021), while sale or responsible closure may still represent successful adaptation. Event histories should code the pathway rather than score all exits negatively.

P6 makes context constitutive. Regulation, place and platforms should alter transition cost, timing and feasible choices (Central Board of Indirect Taxes and Customs, 2018; Food Safety and Standards Authority of India, 2011; Government of Maharashtra, 2017; Ministry of Micro, Small and Medium Enterprises, 2020; Welter, 2011; Yadav et al., 2022; Zahra et al., 2014). The proposition is falsifiable: if these factors add no explanatory value after founder and venture characteristics, the contextual extension would require revision.

DISCUSSION AND CONTRIBUTIONS

First, CIMR makes the intention-to-execution transition the central unit of explanation. Broad hospitality reviews map themes and intellectual clusters (Fu et al., 2019; Ochoa Jiménez et al., 2022), whereas CIMR asks what must occur between opportunity belief and an adaptive operating restaurant. Second, the framework is multilevel: cognizance is principally founder-level; inception spans the founder–venture interface; management is organizational; and resilience connects venture and ecosystem.

Third, CIMR separates strategic posture from capability. Resources and entrepreneurial orientation matter through the routines that mobilize and reconfigure them (Barney, 1991; Eisenhardt & Martin, 2000; Lumpkin & Dess, 1996; Rauch et al., 2009; Teece et al., 1997). This distinction prevents innovation claims from substituting for evidence on food safety, contribution margin, service reliability, data ownership or learning. Fourth, contextualization becomes explanatory: family relationships, regulation, place, platform governance and environmental hostility can change both mechanism and outcome (Aldrich & Cliff, 2003; Welter, 2011; Yadav et al., 2022; Zahra et al., 2014).

For prospective restaurateurs, the synthesis suggests four decision gates: opportunity evidence, inception feasibility, repeatable management routines, and resilience or exit criteria. Hospitality education and incubators should therefore extend beyond business-plan presentation to customer discovery, location and licensing, menu and break-even modelling, supplier negotiation, service-system design, platform economics and failure post-mortems. Policy support should be stage-specific rather than based on passion or concept novelty alone.

The principal theoretical contribution is a transition explanation. Opportunity research often ends with recognition or intention, restaurant-performance research begins with operating firms, and resilience research begins with disruption. CIMR connects the missing middle: commitment, venture construction and routinization. This reveals different failure points—a weak opportunity judgment, an infeasible inception architecture, an execution gap or an adaptation failure—that would be indistinguishable in a single trait-to-performance model.

A second contribution is mechanism discipline. Resources matter when entrepreneurs can access and orchestrate them (Alvarez & Busenitz, 2001; Barney, 1991; Chandler & Hanks, 1998; Kim et al., 2006); orientation matters

when it becomes capability (Eisenhardt & Martin, 2000; Lee et al., 2016b; Lumpkin & Dess, 1996; Rauch et al., 2009); resilience matters when it produces observable preparation, coping or adaptation (Duchek, 2020). These distinctions prevent construct labels from substituting for the actions through which outcomes arise.

The synthesis also explains why apparently conflicting findings need not be errors. Hostility may encourage entrepreneurial responses in some firms but conservative retrenchment in others (Jogaratnam, 2002). Family embeddedness may speed resource assembly yet constrain advice or governance (Aldrich & Cliff, 2003; Campopiano et al., 2016; Cardella et al., 2020). Digital platforms may expand demand access while reducing margin, data ownership and bargaining power (Dabas et al., 2021; Ferreira et al., 2022; Yadav et al., 2022). CIMR converts these tensions into moderators and mediated paths rather than choosing one universal direction.

For Indian research, the contribution is not the claim that Western theory is inapplicable. It is the requirement that transferable mechanisms be tested within India's regulatory, family, financing, urban and platform configurations. Non-WEIRD entrepreneurship scholarship explicitly calls for locally grounded measures, replication and indigenous theorizing (Shepherd et al., 2025). Contextual entrepreneurship likewise requires place and institutions to enter the explanation (Welter, 2011; Zahra et al., 2014). The direct Indian records in this corpus provide starting constructs and settings, but not yet a unified longitudinal test.

Managerially, the framework shifts attention from enthusiasm to evidence at each gate. Cognizance requires a falsifiable customer and concept logic; inception requires location, licence, capital and operating feasibility; management requires routine reliability and unit economics; resilience requires monitored thresholds, alternatives and exit criteria. These gates are diagnostic, not a guarantee of success, and should be adapted to restaurant format and owner goals.

For educators and incubators, assessment should follow the same logic. Student intention and pitch quality are weak substitutes for observed discovery, assumption testing, regulatory mapping, unit economics and operational simulation. For policy agencies, generic start-up promotion should be complemented by stage-specific navigation of food safety, employment, taxation, formal registration, finance and platform governance.

Methodologically, the review demonstrates what can and cannot be recovered from a curated literature workbook. Internal record integrity, source-type architecture and transparent thematic counts are auditable. Retrieval completeness, screening reliability and study-level risk of bias are not. Making that boundary explicit is stronger than reconstructing a false systematic-review flow, but it also defines the work required for a future reproducible search.

7.1 Relationship to Related Conceptual and Applied Outputs

CIMR, SST–KARMA and the Cognizance-to-Action manual operate at different analytical levels. CIMR is a venture-life-cycle scaffold linking cognizance, inception, management and resilience. SST–KARMA is a proposed vulnerability-to-response lens concerned with environmental exposure, warning signals and owner-manager capability within and across those stages. The Cognizance-to-Action manual is the practical operationalisation of selected evidence and decision gates for prospective founders. The three outputs are complementary, not interchangeable, and none is presented as a validated causal model, psychometric scale or guarantee of restaurant success.

The same author-curated 198-record discovery corpus also supports a related comparative integrative review focused on India-specific evidence directness and contextual transferability. The present article has a distinct purpose: it develops a venture-life-cycle synthesis and the CIMR Framework. The related review maps geographical directness and the conditions under which selected Western-derived findings may or may not transfer to Indian standalone-restaurant research.

FUTURE RESEARCH AGENDA

The agenda in Table 7 prioritizes observed decisions and outcomes over retrospective attitudes and treats India as a setting for theory refinement rather than a replication site only.

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The highest-priority design is a prospective inception cohort. Aspiring founders should be recruited before substantial commitment and followed through concept testing, site search, financing, licensing, fit-out, opening, redesign or abandonment. Monthly event records and documentary milestones would reduce retrospective reconstruction and identify when cognizance changes action.

Operating studies should link owner and organizational constructs to objective records at the correct level. Repeated founder measures can be connected with restaurant-level sales, contribution margin, labour productivity, waste, service time, review data and verified closure or transfer. Where multiple employees or customers are nested in restaurants, multilevel designs are preferable to aggregating all responses as independent.

Cross-region studies should first establish construct meaning and measurement equivalence (Mitchell et al., 2002; Putnick & Bornstein, 2016). Qualitative work can identify locally salient cognitions and institutional mechanisms; scale development can then test reliability and invariance; longitudinal analysis can assess whether those constructs predict milestones. This sequence avoids declaring context-specificity solely because coefficients differ across unmatched samples.

Table 7. Priority Research Agenda for Standalone Restaurant Entrepreneurship

Gap	Theory	Recommended context and method	Decision-relevant outcome
Intention-to-inception transition	Cognition + effectuation	Prospective founder cohort; monthly diaries; verified milestones	Concept validation, licence completion, opening or abandonment
Regulatory cognizance	Institutional + learning perspectives	Licensing event histories and process tracing in multiple Indian cities	Lead time, cost, design change and delayed opening
Family embeddedness	Social capital + family entrepreneurship	Founder–family dyads and network analysis	Resource speed, governance, conflict and flexibility
Posture-to-capability conversion	Entrepreneurial orientation + dynamic capabilities	Multi-wave operator survey linked to operational records	Service reliability, margin, innovation and continuity
Platform dependence	Dependence + governance	Transaction data and natural experiments around commissions or algorithms	Contribution margin, customer ownership and channel resilience
Resilience and heterogeneous exit	Capability + exit theory	36-month event histories separating sale, closure, distress and renewal	Preparedness, adaptation, recovery and responsible exit
Context validity	Contextual entrepreneurship	India-developed measures plus measurement-invariance tests across regions	Comparable cognition and capability estimates without assumed universality
Sustainability and frugal innovation	Stakeholder + resource orchestration	Field experiments with cost, waste and quality safeguards	Waste, productivity, legitimacy and unintended trade-offs

Note. Future studies should distinguish restaurant-specific evidence from transferable hospitality and general-entrepreneurship mechanisms and preregister primary outcomes where feasible.

Causal questions require designs stronger than a single owner survey. Platform commission or algorithm changes may create quasi-experimental variation; licensing reforms can support interrupted time-series or difference-in-differences analysis; phased training or waste interventions may support field experiments. Where causal

identification is not feasible, researchers should state that findings are associative and prioritize effect sizes, uncertainty and robustness over significance labels alone.

Open research practices would materially improve this domain. Protocols, search exports, codebooks, de-identified instruments, analysis code and variable definitions should be archived where ethical and contractual constraints permit. Restaurant data are commercially sensitive, so sharing plans should protect identities while preserving reproducibility through synthetic examples, code and controlled-access files.

LIMITATIONS AND REVIEW-READINESS CONDITIONS

The main limitation is provenance. The 198-record workbook is internally consistent, but the original database names, exact queries, search dates, retrieval exports, deduplication decisions, exclusion reasons and independent screening records are unavailable. This paper must therefore remain a structured integrative review of an author-curated corpus, not an exhaustive systematic review. The transparent boundary follows integrative-review guidance (Snyder, 2019).

Single-theme classification supports clear counting but understates conceptual overlap. Source categories do not guarantee indexing or equivalent quality; English-language and availability bias may be present; and the corpus does not contain standardized design, country, sample, measure and effect fields for every record. A future rerun should use the archived protocol in Appendix **Error! Reference source not found.** and the study-level extraction fields in Appendix **Error! Reference source not found.**. Until then, the present counts should be interpreted as a transparent description of the supplied workbook.

The source universe is author-curated, so selection may reflect prior interests, availability and citation pathways. The absence of query and exclusion logs prevents sensitivity analysis around databases, keywords, date limits, document types and language. No claim is made that every Scopus-, Web of Science- or discipline-indexed restaurant-entrepreneurship study is represented.

Critical appraisal is necessarily uneven. The workbook provides bibliographic identity and a takeaway but not standardized design, sample, measurement, effect and quality fields for all 198 records. This manuscript therefore applies source-sensitive claim guardrails to the works used directly; it does not claim that two reviewers independently rated every study or that a validated risk-of-bias tool was applied corpus-wide.

Primary-theme coding is mutually exclusive for auditability, but the literature is conceptually overlapping. A platform-governance article can also concern resources and resilience; a family-capital article can also concern cognition and inception. Theme counts should therefore be read as dominant emphases, while the narrative synthesis identifies cross-stage mechanisms.

The Indian–Western comparison remains asymmetric. International evidence includes more mature constructs and some larger or longitudinal designs, while direct Indian restaurant evidence is smaller, varied in geography and often descriptive or qualitative. The review avoids estimating a country effect, but it cannot fully separate national context from format, period, ownership and method.

CIMR itself is a theory-synthesis output. Its propositions have not been measured or tested as a complete model, stage boundaries may vary by restaurant format, and feedback paths may be more complex than the diagram shows. Its value will depend on empirical discrimination from simpler alternatives—for example, whether stage-specific mechanisms explain milestones beyond founder traits and initial resources.

CONCLUSION

For RQ1, the corpus shows a clear conceptual movement from traits and generalized intention toward situated opportunity cognition, judgment and action. Traits, motives and self-efficacy remain relevant, but they do not explain restaurant outcomes without specifying what founders know, how they evaluate evidence and whether they revise assumptions.

For RQ2, cognizance becomes inception through interdependent mechanisms: resource commitment, effectuation or bricolage under uncertainty, financing, regulatory feasibility and business-model and operating design. Opening is not the endpoint; provisional arrangements must become a minimally viable legal, financial and operational architecture.

For RQ3, entrepreneurial posture contributes through repeatable operational, service, digital-governance and learning capabilities. Resilience arises from preparedness, liquidity, stakeholder continuity and adaptive routines. Performance, survival, sale and responsible closure are distinct outcomes, and family, institutions, place, platforms and hostility can change both mechanism and payoff.

For RQ4, the most consequential gaps concern the intention-to-inception transition, regulatory and platform cognizance, family-resource governance, objective unit economics, heterogeneous exit and context-valid measurement in India. The current Indian evidence supplies important mechanisms and settings but is not yet a matched longitudinal test against Western samples.

CIMR's contribution is to connect these answers in a recursive life-cycle explanation rather than a trait-to-success recipe. Its propositions are testable and its boundaries are explicit, but the framework is not a validated scale or causal model. The next empirical step is a prospective founder cohort linked to verified inception milestones and subsequent restaurant-level operating and exit records. The next review step is an archived database rerun with independent screening, study-level extraction and design-sensitive appraisal. Until those records exist, transparent structured integrative synthesis—not an exhaustive systematic-review claim—is the defensible conclusion.

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