

The Restaurant Performance Integration Framework (RPIF): A Dynamic Capability-Based Theory of Restaurant Performance.

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Abstract: The success of restaurants has been measured by several metrics in the past, including financial, operational, customer, human resource, digital and sustainability indices. However, these measurements have been studied mostly in isolation, leading to a piecemeal knowledge of the factors that underlie restaurant performance. To address this gap, this study introduces the Restaurant Performance Integration Framework (RPIF), a dynamic capability-based theoretical framework to describe how organisational capabilities are integrated to provide customer value and sustainable organisational performance. The framework was built via a comprehensive literature review using the PRISMA 2020 principles. Peer-reviewed publications from the major hospitality and management databases were rigorously located, filtered and synthesised using thematic analysis. The assessment combined the fragmented measures of restaurant performance with four complementary theoretical perspectives: the Balanced Scorecard (BSC), the Service-Profit Chain (SPC), the Resource-Based View (RBV) and the Dynamic Capability Theory (DCT).

The synthesis revealed six interrelated dimensions of restaurant performance that together underlie the proposed RPIF. The framework conceives of restaurant performance as a dynamic capability-based process, in which organisational capabilities are continually integrated, orchestrated and refreshed to produce customer value, enhance financial performance and maintain long-term competitiveness. This study enhances the previous literature on restaurant performance by going beyond the discovery of specific key performance indicators (KPIs) to offer a conceptually integrated rationale for the way organisational capabilities lead to higher performance. RPIF advances research on hospitality management by defining the integration of capabilities as the primary mechanism linking strategic resources to customer value and financial performance. The framework also provides a basis for future empirical validation and provides restaurant managers with a strategic perspective to assess and develop organisational capabilities to attain sustained competitive advantage.

Keywords: Restaurant Performance, Dynamic Capability Theory, Capability Integration, Organisational Capabilities, Customer Value, Systematic Literature Review

1. Introduction

Modern restaurants face technological disruption, changing customer expectations, sustainability pressures, manpower shortages, and increased competition, making restaurant performance more complicated. Thus, single financial or operational indicators cannot adequately represent an organization's performance. A major theoretical challenge for hotel management study is to understand how different organizational skills lead to sustainable success.

Restaurant success has traditionally been measured by financial, operational, customer, human resource, digital, and sustainability factors. These factors provide essential insights into organizational performance, but they have been researched in isolation, fragmenting the mechanisms that contribute to long-term restaurant success. Most research identifies and measures individual key performance indicators (KPIs) rather than how they combine to produce



persistent competitive advantage. The absence of an integrated theoretical framework highlights a major gap in restaurant performance research.

This study introduces the Restaurant Performance Integration Framework (RPIF), a dynamic capability-based theoretical framework that shows how restaurants integrate strategic organizational capabilities to create customer value, improve financial performance, and maintain long-term competitiveness. RPIF views restaurant performance as a dynamic organizational process where skills are integrated, coordinated, and refreshed to adapt to changing business settings.

A comprehensive literature study using PRISMA 2020 standards integrated findings from top hospitality and management literature to create RPIF. The Balanced Scorecard (BSC), Service-Profit Chain (SPC), Resource-Based View (RBV), and Dynamic Capability Theory were used to evaluate restaurant performance indicators. This theoretical integration underpins RPIF and explains restaurant performance better than KPI-based methods.

The literature synthesis found six connected restaurant performance variables that compose the RPIF. Unlike typical performance measurement frameworks, RPIF views organizational capabilities as strategic resources that must be integrated and coordinated to generate customer value and improved results. Thus, financial performance is a result of organizational integration and renewal, not only operational efficiency. Figure 1 shows the research gap that inspired RPIF. Restaurant performance studies have largely focused on financial, operational, customer, human resource, digital, and sustainability indicators in multiple domains, resulting in disconnected theoretical interpretations. RPIF solves this problem by integrating these factors into a capability-based framework that shows how organizational capabilities produce customer value, financial success, and flexibility. Capability Integration and Orchestration, the organizational process by which strategic capabilities create customer value and financial success, is RPIF's main theoretical breakthrough. This concept extends Dynamic Capability Theory by illustrating how restaurants leverage internal capabilities into customer value, sustained financial success, and organizational innovation.

Five key hotel management literature contributions are presented. First, it shifts the focus from KPIs to theory-driven descriptions of organizational features that lead to outstanding restaurant performance. Second, it links strategic capabilities to customer value through capability integration and orchestration. Third, it reframes customer value as a result of organizational capabilities rather than performance. Fourth, it views Financial Performance as a result of capabilities integration and customer value production, not another performance construct. Finally, it uses continuous capability renewal as a feedback mechanism to promote organizational learning, innovation, and long-term adaptability in restaurants.

Rest of paper is arranged as follows. RPIF theory is covered in Section 2. Literature systematic review is covered in Section 3. Section 4 synthesizes the research and describes the framework's six strategic capabilities. Section 5 introduces the Restaurant Performance Integration Framework (RPIF). Section 6 presents theory-based research hypotheses and discusses theoretical and management implications. The paper concludes with suggestions for empirical research and paradigm validation. Figure 1 shows the conceptual gap between fragmented KPI-based research and the requirement for an integrated capability-based explanation of restaurant success.

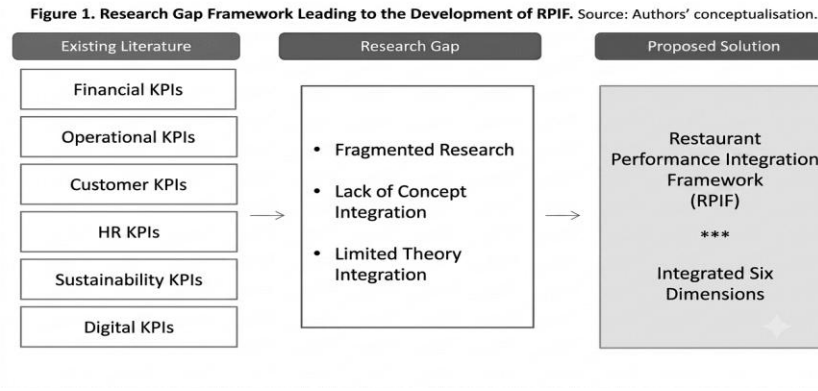


Figure 1 :Research gap motivating the development of the Restaurant Performance Integration Framework (RPIF). Source: Authors' conceptualisation.

2. Research Method

2.1 Research Design:

In this study, a Systematic Literature Review (SLR) was conducted to design the Restaurant Performance Integration Framework (RPIF). Systematic literature reviews differ from typical narrative literature reviews in that they are carried out by following transparent, organized and reproducible processes to discover, evaluate and synthesise existing evidence (Tranfield et al., 2003; Snyder, 2019; Paul & Criado, 2020). Therefore, the SLR approach offers a solid methodological foundation for theory creation by reducing selection bias and assuring a full coverage of the relevant literature. This study employed a thorough literature review to discover previous research on restaurant performance and to synthesise the organisational capabilities underlying the suggested capability-based theoretical framework.

2.2 Literature Search Strategy

A thorough literature search was performed using seven major academic databases: Scopus, Web of Science, ScienceDirect, Emerald Insight, SpringerLink, Taylor & Francis Online, and Google Scholar. The databases were selected to provide a wide coverage of hospitality, tourism, management, and multidisciplinary studies.

The search technique involved using combinations of keywords such as restaurant performance, restaurant KPIs, service quality, customer satisfaction, operational excellence, digital transformation, sustainability, Balanced Scorecard, Resource-Based View and Dynamic Capability Theory. Boolean operators (AND and OR) were used to logically combine search phrases and to increase retrieval precision.

To guarantee theoretical relevance and current application, the review largely focused on peer-reviewed journal publications published within the time span of 2015 to 2025, and when appropriate, important theoretical works were included to provide the conceptual underpinning of the framework.

2.3 Selection of studies and data synthesis

Studies were included if they assessed one or more restaurant performance characteristics or key performance indicators (KPIs); focused on restaurant or foodservice organisations; were published in peer-reviewed academic publications; and were in the English language. The study omitted conference proceedings, dissertations, editorials, book reviews, and research not directly relevant to restaurant performance. Following study selection, thematic synthesis was used to uncover common themes throughout the literature. Instead of studying individual performance indicators separately, comparable KPIs were consistently aggregated into wider organisational competence areas (Snyder, 2019). This analytical method led to the discovery of

six interconnected characteristics of restaurant success i.e. Operational Excellence, Human Resource Capability, Digital Capability, Sustainability, Customer Perspective and Financial Performance.

These dimensions then provided the conceptual framework of the proposed Restaurant Performance Integration Framework (RPIF).

Figure 3. PRISMA 2020 flow diagram illustrating the systematic literature selection and framework development process.

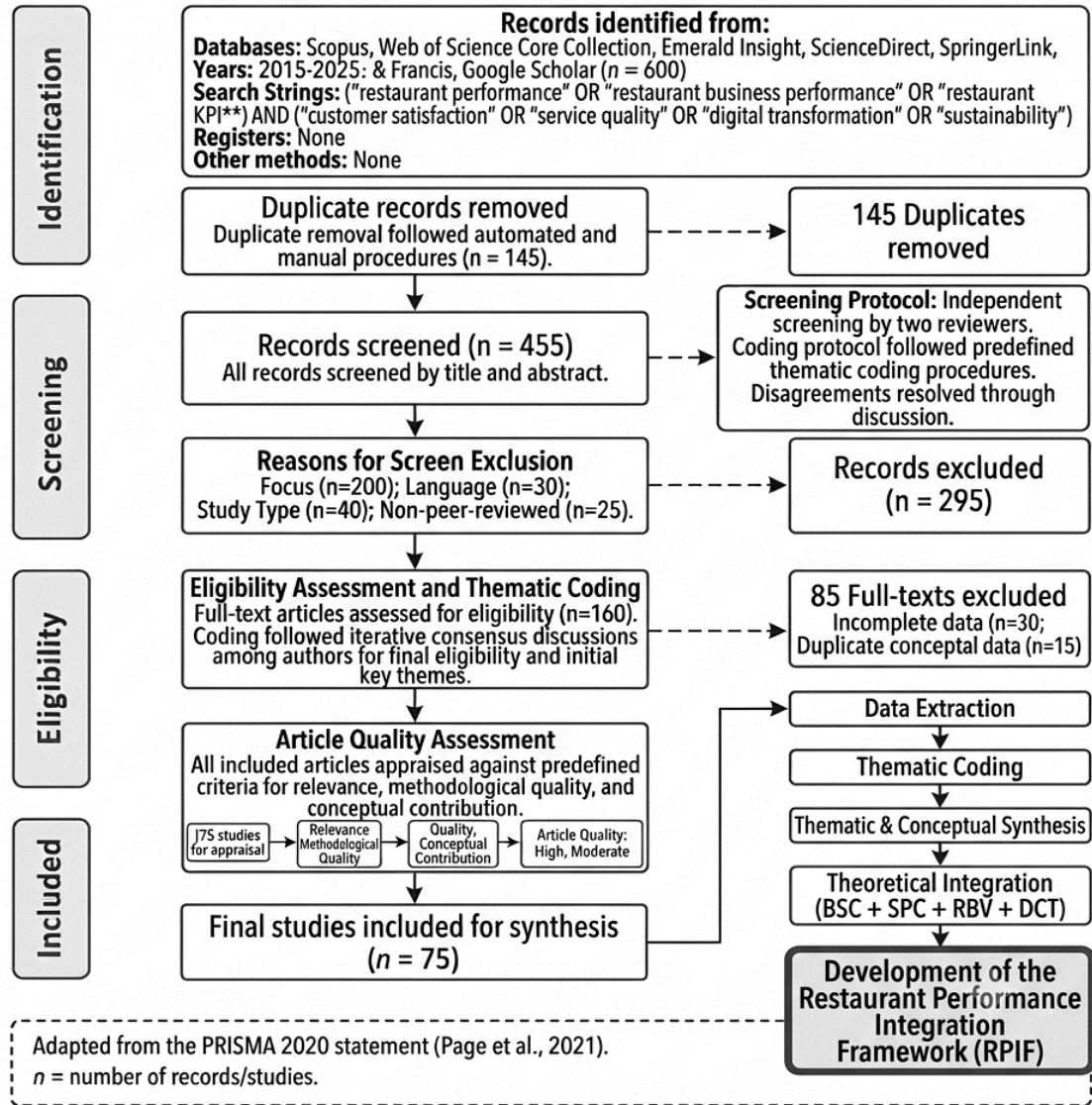


Figure 2: PRISMA 2020 flow diagram of the literature review process. Adapted from Page et al. (2021).

3. Theory Development

This work uses a systematic literature review to generate theory and go beyond a descriptive synthesis of previous studies. The review synthesises results of the literature to construct the Restaurant Performance Integration Framework (RPIF), rather than just reproducing previous findings. Six interrelated dimensions of restaurant performance were discovered and synthesised via the complementing theoretical viewpoints of the

Balanced Scorecard (BSC), Service-Profit Chain (SPC), Resource-Based View (RBV) and Dynamic Capability Theory (DCT).

3.1 Strategic Organisational Capabilities

The comprehensive literature analysis revealed four strategic organisational capabilities that have a consistent impact on restaurant performance. These are: Operational Excellence, Human Resource Capability, Digital Capability, and Sustainability (Lee et al., 2016; Elkhwesky et al., 2023). Although these capabilities are often researched as distinct performance aspects, the literature reveals that these capabilities are intrinsically interrelated and jointly influence an organisation's capability to produce customer value and retain competitive advantage.

Operational Excellence is the effective management of organisational processes, the use of resources, service delivery, and operational consistency (Kaplan & Norton, 1992, 1996; Fernandes et al., 2021). Human Resource Capability refers to employee competence, organisational learning, service orientation and workforce development, which directly impact service quality and organisational success (Heskett et al., 1994; Jogaratnam, 2017; Abu Hussein et al., 2023).

3.2 Creation of Customer Value

Customer value is a key mechanism via which strategic organisational capabilities are transformed into organisational performance. In RPIF, customer value is not considered as an autonomous organisational competence but as a product of the successful integration of operational excellence, human resource capability, digital capability and sustainability.

Customer satisfaction relates to the customers' appraisal of the meal quality, service quality, perceived value and overall eating experience (Oliver, 1999; Chun & Nyam-Ochir, 2020). Similarly, operational efficiency, personnel competency, and efficient service delivery affect the service quality (Parasuraman et al., 1988; Cronin & Taylor, 1992; Foroudi et al., 2021; Abu Hussein et al., 2023). Moreover, digital engagement, such as online reviews, social media interactions, and digital reputation, has rapidly become a factor of consumer perceptions and restaurant competitiveness (Chen et al., 2021; Fernandes et al., 2021; Li et al., 2023).

3.3 Financial Results

Financial performance is the ultimate organisational consequence of the effective integration of strategic capabilities and the creation of customer value. The traditional metrics of a restaurant's performance include revenue growth, profitability, return on investment and cost efficiency (Kaplan & Norton, 1992, 1996). RPIF nevertheless contends that financial performance should not be seen as a stand-alone performance measure but rather as the aggregate impact of organisational capabilities development and continuous customer value generation.

Operational excellence, skilled employees, digital innovation, and sustainability initiatives together improve customer satisfaction, customer loyalty, organisational reputation, and long-term competitiveness, and thus contribute to improved financial performance (Lee et al., 2016; Fernandes et al., 2021; Elkhwesky et al., 2023; Foroudi et al., 2021; Wahyudin et al., 2024).

3.4 Development of the Restaurant Performance Integration Framework (RPIF)

Literature constantly reveals that restaurant success cannot be properly described by standalone performance metrics or independent organisational elements. While prior research has identified numerous factors influencing restaurant performance, limited research has explored the mechanisms by which these organisational capabilities combine to form sustainable competitive advantage (Elkhwesky et al., 2023; Lee et al., 2016).

RPIF overcomes this theoretical restriction by conceptualising restaurant performance as a dynamic, interconnected organisational system. The basic resources of the framework are Strategic organisational capabilities: Operational Excellence, Human Resource Capability, Digital Capability and Sustainability. These capabilities are coordinated to produce higher customer value through Capability Integration and Orchestration. This, in turn, results in increased customer value and improved financial performance, while Financial Performance enables Continuous Capability Renewal through reinvestment in organisational learning, technological advancement, operational improvement, employee capability development and sustainability initiatives.

Thus, RPIF blends the complementary qualities of the Balanced Scorecard, Service-Profit Chain, Resource-Based View, and Dynamic Capability Theory into a single capability-based explanation of restaurant performance. The framework does not attempt to replace current theories, but to extend them by elaborating on how organisational capabilities interact, adapt and reinforce each other in an effort to preserve long-term organisational performance and competitive advantage.

4. Development of the Restaurant Performance Integration Framework (RPIF)

4.1 Conceptual Basis of RPIF

The thorough literature review and theoretical synthesis show that restaurant performance cannot be adequately explained by standalone performance metrics or independent organisational capabilities. Rather, restaurant success is the outcome of the dynamic interplay of several strategic organisational resources that together produce customer value and sustain competitive advantage. The conceptual basis for the Restaurant Performance Integration Framework (RPIF) is this knowledge.

RPIF considers restaurant performance as an organisational system of capabilities, consisting of four interrelated components: Strategic Organisational Capabilities, Capability Integration and Orchestration, Customer Value Creation, and Financial Performance, supported by a continuous process of Capability Renewal. These components work as an integrated system in which organisational capabilities are constantly aligned, coordinated and regenerated to adapt effectively to changing market conditions.

Unlike the traditional performance measurement frameworks which primarily evaluate organisational performance via individual KPIs, RPIF takes into consideration the processes through which organisational capabilities interact to produce superior organisational results. Thus, restaurant performance is seen as a dynamic organisational process where strategic capabilities produce customer value, customer value leads to financial performance, and financial success allows for constant renewal and upgrading of organisational capabilities. Figure 4 shows the proposed Restaurant Performance Integration Framework and the links between the main constructs.

Figure 4. Restaurant Performance Integration Framework (RPIF): A Dynamic Capability-Based Theory of Restaurant Performance. Source: Authors' conceptualisation.

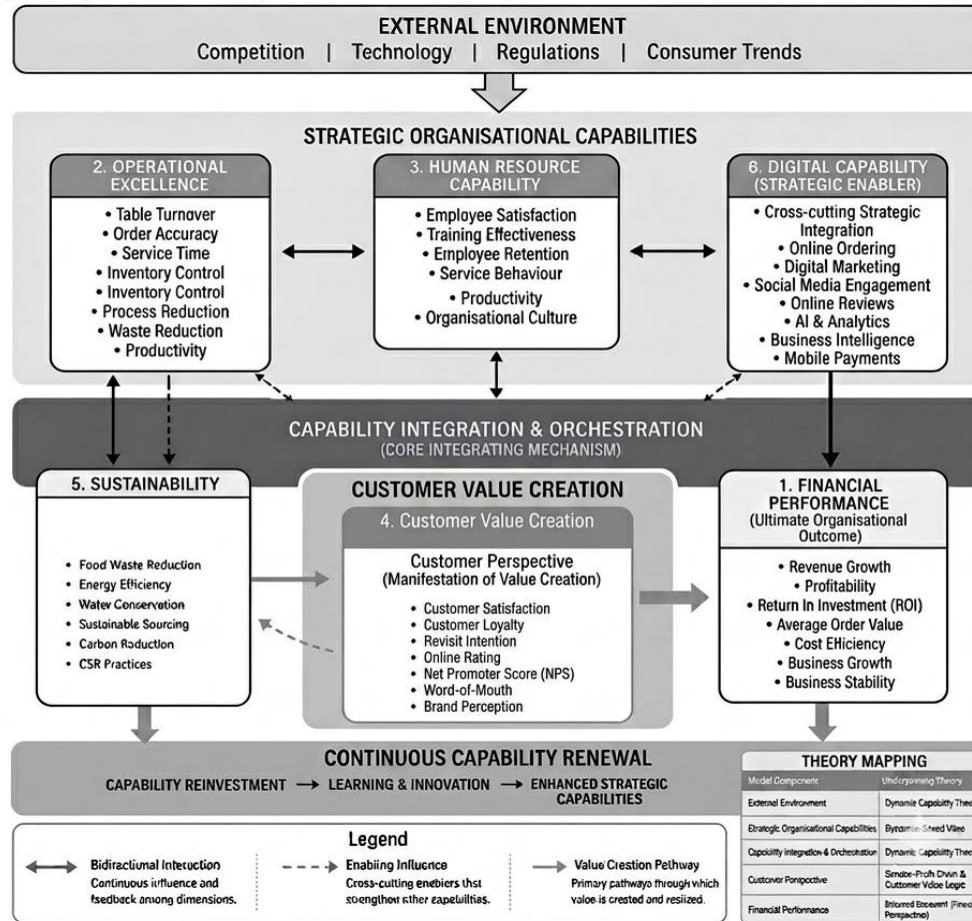


Figure 3. Restaurant Performance Integration Framework (RPIF): A dynamic capability-based theory of restaurant performance. Source: Authors' Conceptualisation

4.2 Restaurant Performance Integration Framework Architecture

RPIF consists of four interrelated components which together frame restaurant performance as a dynamic capability process.

The first component is Strategic Organisational Capabilities which includes Operational Excellence, Human Resource Capability, Digital Capability and Sustainability; These resources are the organisation's key strategic resources and the basis for long-term competitiveness. Each capability individually adds to organisational performance but its strategic worth is only realized via effective integration. The second component, capability integration and orchestration, is the core theoretical process of RPIF. This concept is based on the Dynamic Capability Theory which describes how businesses integrate, build and reconfigure their strategic capabilities to the rapidly changing environment, customer needs and technology innovations. Capability integration is the process of bringing together the different organisational capabilities to establish a cohesive strategic system that is able to provide sustainable competitive advantage.

The third component is Customer Value Creation, the key external result of effective integration of capabilities. Customer value is shown by increased customer satisfaction, service quality, customer loyalty,

perceived value and good digital reputation. In RPIF, customer value is defined as the result of effective integration of organisational capabilities, rather than as an organisational capability itself. The fourth component is Financial Performance, which is the end organisational result of successful capability integration and customer value generation. We show financial performance by ongoing increase in sales, profitability, productivity, operational efficiency and competitive position. Financial Performance is an outcome variable as well as providing the organisational capabilities to facilitate future capability development.

RPIF therefore conceptualises restaurant performance as an integrated organisational system in which strategic capabilities, customer value and financial performance are in continuous relationship, not as isolated performance aspects.

4.3 Capability Integration and Ongoing Capability Renewal

The main theoretical contribution of RPIF is the introduction of Capability Integration and Orchestration as the key organisational mechanism linking strategic capabilities to organisational results. Having valuable organisational capabilities is not enough to establish lasting competitive advantage. Competitive advantage, instead, is derived from the organisation's ability to organize, integrate and use these capabilities efficiently so as to provide greater customer value.

RPIF Capability Integration is a dynamic organisational approach that strategically aligns operational excellence, human resource capability, digital capability, and sustainability to maximize organisational performance. This approach builds on prior uses of Dynamic Capability Theory by clearly describing the processes through which organisational capabilities interact to provide customer value and financial performance in the restaurant business.

The approach also provides Continuous Capability Renewal as a key feedback mechanism. Financial performance generates the resources to continually invest in personnel development, digital transformation, operational improvement, sustainability initiatives, organisational learning and innovation. Hence, organisational capacities are continuously reinforced and modified to the technology change, changing consumer expectations, competitive pressures and larger environmental changes.

What makes RPIF different from other restaurant performance frameworks is its continuous cycle of capability integration, customer value generation, financial performance and organisational rejuvenation. Rather than view performance as a static conclusion, RPIF views restaurant performance as a continuous process of organisational learning, competence formation and strategy adaptation to enable long-term competitiveness and sustainable organisational success.

5. Implications for Theory and Practice

5.1 Theoretical Implications

The Restaurant Performance Integration Framework (RPIF) contributes three major contributions to the hospitality management and organisational performance literature.

First, the study contributes to restaurant performance research by moving beyond the discovery and classification of individual key performance indicators (KPIs) to a capability-based explanation of organisational success. RPIF does not see success as a function of individual financial, operational, customer or human resource metrics but rather conceptualises restaurant performance as the result of the dynamic integration of strategic organisational capabilities.

Second, RPIF provides an integrated theoretical lens with the combined complementary strengths of the Balanced Scorecard (BSC), Service-Profit Chain (SPC), Resource-Based View (RBV) and Dynamic Capability Theory (DCT). While each of these theories has contributed individually to understanding

organisational performance, none provides an in-depth description of the way strategic capabilities combine to produce customer value and foster long-term success for an organisation. RPIF fills this theoretical vacuum by synthesising these ideas into a cohesive capability-based framework tailored for the restaurant business.

Third, the framework proposes Capability Integration and Orchestration as the main organisational mechanism which connects strategic organisational capabilities with customer value generation and Financial Performance. This concept adds to the current uses of Dynamic Capability Theory by detailing the orchestration and leverage of organisational capabilities within restaurant businesses to generate sustained competitive advantage.

Finally, RPIF advances the theoretical application of Dynamic Capability Theory by introducing Continuous Capability Renewal as an organisational feedback mechanism. The concept suggests that financial performance is both a marker of organisational success and a means of reinvesting in organisational learning, digital transformation, employee development, operational improvement and sustainability projects. Consequently, RPIF conceptualises restaurant success as an ongoing process of organisational adaptation, learning and competence development rather than as a fixed organisational outcome.

Taken together, these theoretical contributions establish the RPIF as a capability-based theory of restaurant performance and serve as a strong conceptual platform for future empirical studies in the domain of hospitality and tourist management.

6. Conclusion

The five interrelated contributions of the Restaurant Performance Integration Framework (RPIF) addressed a theoretical gap in restaurant performance research. 1. It transforms restaurant performance research from identifying KPIs to Capability Integration and Orchestration. Second, it combines four complimentary theoretical concepts into an explanation. Third, it emphasizes Capability Integration and Orchestration as the essential mechanism of restaurant performance. Fourth, it sees customer value and financial performance as downstream consequences of organizational integration. Finally, it adds Continuous Capability Renewal to Dynamic Capability Theory in an effort to increase organizational flexibility and long-term competitiveness.

The framework is developed based on a complete literature research following PRISMA 2020 principles with the incorporation of the theories of Balanced Scorecard (BSC), Service-Profit Chain (SPC), Resource-Based View (RBV) and Dynamic Capability Theory (DCT). The theoretical integration found six interrelated indicators of restaurant performance and integrated them into a capability-based framework. Unlike the KPI-based methodologies, RPIF considers organizational capacities as dynamic and linked rather than as isolated pieces of restaurant performance.

The main contribution of the RPIF is Capability Integration and Orchestration, which relates strategic organizational capabilities to customer value creation and financial success. Continuous Capability Renewal is a feedback loop of organizational learning, innovation, digital transformation, sustainability, and employee development that helps organizations to achieve long-term flexibility and competitive advantage. RPIF helps apply the Dynamic Capability Theory to restaurants by describing how organizational capabilities are integrated, coordinated and modified over time.

RPIF is theoretical and practical for restaurant management. It provides a strategic perspective of company resources, not just individual performance. Sustained long-term performance is based on smooth integration of operational excellence, human resource competence, digital capacity and sustainability, which necessitates an integrated strategy for successful capability development. An organizational capacity approach enables sound decision-making and fosters long-term resilience.

Also, the paradigm allows for empirical investigation. Quantitative methods such as EFA, CFA and SEM might be used to experimentally test the theoretical assumptions of this work. Future study may analyze RPIF in various restaurants, cultural places and hospitality scenarios to improve and broaden the presented theory.

To summarize, the RPIF advances restaurant performance research by changing from key performance indicators to dynamic capability-based explanations of organizational achievement. This study extends hospitality management theory by synthesizing several theoretical viewpoints in a holistic conceptual framework and lays a solid theoretical platform for restaurant industry research and strategic practice.

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