

Entrepreneurial Resilience: Developing a Predictive Model for Startup Survival in Emerging Economies

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DOI: <https://doi.org/10.5281/zenodo.23320901>

Article History	Abstract
Original Research Article	<i>Startup survival remains a significant challenge in emerging economies due to economic uncertainty, resource constraints, institutional weaknesses, technological disruption, and intense market competition. This conceptual paper examines entrepreneurial resilience as a potential explanatory mechanism for startup survival and develops a predictive conceptual model based on the integration of Dynamic Capability Theory and the Resource-Based View. The paper conceptualises entrepreneurial resilience as a multidimensional capability comprising adaptability, resourcefulness, innovation capability, emotional regulation, proactive decision-making, and social/network support. It proposes that these dimensions enable entrepreneurs to respond to adversity through adaptation, resource mobilisation, and strategic renewal, thereby strengthening the capacity of startups to maintain operations and remain viable. The proposed model positions entrepreneurial resilience as the capability base, adaptive entrepreneurial action as the underlying mechanism, and startup survival as the outcome. The paper contributes theoretically by integrating psychological, strategic, resource-based, and relational dimensions of resilience into a unified framework for understanding startup survival in emerging economies. It also provides theoretical propositions that can guide future empirical investigation and inform entrepreneurship development programmes and policy interventions. The paper concludes that entrepreneurial resilience should be regarded not merely as an individual psychological attribute but as a strategic capability that can enhance the capacity of startups to survive and adapt under conditions of uncertainty.</i> Keywords: Entrepreneurial resilience; startup survival; emerging economies; dynamic capabilities; resource-based view; entrepreneurship.
Received: 03-08-2026	
Accepted: 15-09-2026	
Published: 12-10-2026	
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1. Introduction

Startup survival remains a major concern in entrepreneurship research and practice, particularly in emerging economies where new ventures frequently operate under conditions of economic uncertainty, institutional weaknesses, limited access to finance, infrastructural deficiencies, technological disruption, and intense market competition. Startups are widely recognised as important contributors to employment creation, innovation, poverty reduction, and economic development; however, their ability to survive beyond the early stages of operation remains uncertain. The vulnerability of startups is particularly pronounced because newly established ventures often have limited financial reserves, weak market

positions, relatively small customer bases, and inadequate organisational structures. Consequently, the capacity to survive cannot be explained exclusively by the resources possessed by a startup at its establishment but also by how effectively entrepreneurs respond to adversity and changing environmental conditions (Korber & McNaughton, 2018).

The contemporary business environment has further increased the importance of entrepreneurial capacity to withstand disruption. Economic recessions, inflation, supply-chain interruptions, technological changes, political instability, public-health crises, and changing consumer preferences can create conditions in which previously successful business strategies become ineffective. Such

circumstances require entrepreneurs to continuously reassess their assumptions, modify strategies, reorganise resources, and identify alternative ways of creating and capturing value. The entrepreneur therefore plays a central role in determining whether a startup merely reacts to adversity or develops the capacity to adapt and remain viable. This has generated increasing scholarly interest in entrepreneurial resilience as a potential explanation for differences in entrepreneurial outcomes.

Entrepreneurial resilience generally refers to the capacity of entrepreneurs to withstand adversity, adapt to challenging circumstances, recover from setbacks, and continue pursuing entrepreneurial objectives. However, resilience should not be interpreted simply as psychological toughness or the ability to endure difficult circumstances. It represents a broader and dynamic process involving how entrepreneurs interpret adversity, regulate their responses, mobilise resources, learn from experience, modify strategies, and take action under uncertainty (Williams et al., 2017). Korber and McNaughton (2018) similarly describe resilience in entrepreneurship as a multidimensional phenomenon that encompasses individual characteristics, entrepreneurial behaviour, organisational processes, responses to failure, and environmental conditions. This broader conceptualisation makes resilience particularly relevant to the question of why some startups remain operational under adverse conditions while others cease trading.

The significance of entrepreneurial resilience may be even greater in emerging economies. Unlike businesses operating in relatively stable institutional environments, startups in emerging economies may face simultaneous constraints involving finance, infrastructure, regulation, technology, market access, and institutional support. Becker and Kabongo (2020) note that entrepreneurs in developing economies frequently encounter multiple forms of adversity and must operate with comparatively limited resources. Under these conditions, entrepreneurs may depend heavily on adaptability, improvisation, resourcefulness, innovation, and social networks to maintain their businesses. Resilience can therefore serve as an important mechanism through which entrepreneurs transform limited resources and adverse circumstances into opportunities for continued business activity.

Although the literature on entrepreneurial resilience has expanded considerably, important conceptual limitations remain. Existing research has examined resilience in relation to entrepreneurial intentions, business performance, crisis management, entrepreneurial failure, recovery, and psychological characteristics (Korber & McNaughton, 2018). These contributions have established the importance of resilience in entrepreneurial contexts, but

relatively less attention has been devoted to developing an integrated theoretical explanation of how specific dimensions of entrepreneurial resilience may collectively contribute to startup survival. In particular, there remains a need to move beyond treating resilience as a broad individual characteristic and instead identify the mechanisms through which resilience can influence the continuity of newly established ventures.

This gap is important because conventional explanations of startup survival have often emphasised financial resources, firm size, market conditions, competitive positioning, and other organisational characteristics. While these factors are undoubtedly relevant, they may not fully explain survival in highly uncertain environments. Two startups operating within similar markets and facing comparable resource constraints may experience substantially different outcomes because their entrepreneurs respond differently to adversity. One entrepreneur may respond to declining demand by innovating and entering new markets, while another may maintain an ineffective business model until the venture becomes financially unsustainable. Entrepreneurial resilience may therefore provide an important behavioural and capability-based explanation for variations in startup survival.

The relationship between resilience and survival can be understood through several dimensions of entrepreneurial behaviour. Adaptability enables entrepreneurs to modify strategies when environmental conditions change. Resourcefulness allows them to identify and combine scarce resources in creative ways. Innovation capability facilitates the development of new products, processes, markets, or business models. Emotional regulation can support effective decision-making under pressure, while proactive decision-making enables entrepreneurs to anticipate threats and opportunities rather than merely react to them. Social and network support can provide access to information, knowledge, finance, expertise, and other resources that may be unavailable within the startup itself. Collectively, these capabilities provide potential mechanisms through which entrepreneurial resilience can contribute to venture continuity.

The theoretical importance of this relationship is further strengthened by the recognition that entrepreneurial resilience represents a dynamic capability. Entrepreneurs must continually sense changes in their environments, seize emerging opportunities, and reconfigure resources in response to changing circumstances. This perspective is consistent with the logic of Dynamic Capability Theory, which emphasises the ability of organisations to adapt and reconfigure resources in rapidly changing environments (Teece et al., 1997). From this perspective, entrepreneurial resilience may enable startups to maintain viability not

because they possess superior resources from the beginning, but because their entrepreneurs can continuously adjust and recombine available resources as circumstances change.

The Resource-Based View also provides a useful foundation for understanding the proposed relationship. The theory suggests that valuable and difficult-to-imitate resources and capabilities can provide a basis for sustained organisational advantage (Barney, 1991). In the context of startups, entrepreneurial resilience can be conceptualised as an intangible capability that supports the effective deployment of scarce organisational resources. This is particularly relevant in emerging economies, where resource limitations may make the entrepreneur's ability to creatively utilise available resources more important than the absolute quantity of resources possessed by the venture.

Building on these theoretical perspectives, this paper argues that entrepreneurial resilience should be conceptualised as a multidimensional capability rather than a single psychological characteristic. The paper proposes that adaptability, resourcefulness, innovation capability, emotional regulation, proactive decision-making, and social/network support represent important dimensions through which entrepreneurial resilience may influence startup survival. The proposed framework seeks to integrate these dimensions into a coherent theoretical model explaining how resilient entrepreneurial capabilities can contribute to the continued existence of startups in emerging economies.

The purpose of this theoretical paper is therefore to develop a conceptual predictive model explaining startup survival through entrepreneurial resilience in emerging economies. The paper does not seek to statistically test the proposed relationships; rather, it integrates existing theoretical and empirical literature to develop propositions concerning the mechanisms through which entrepreneurial resilience may enhance startup survival. In doing so, the paper seeks to extend the entrepreneurship literature by shifting attention from resilience as a general capacity to a more structured understanding of the specific resilience dimensions that may explain venture survival.

The paper makes three principal contributions. First, it conceptualises entrepreneurial resilience as a multidimensional capability comprising adaptive, resource, innovative, emotional, proactive, and relational dimensions. Second, it connects entrepreneurial resilience with startup survival by explaining the mechanisms through which these dimensions may enable ventures to withstand and respond to adversity. Third, it integrates Dynamic Capability Theory and the Resource-Based View to provide a theoretical foundation for a predictive model of startup survival in emerging economies. The resulting framework

provides a basis for future empirical research and may also assist policymakers, investors, incubators, accelerators, and entrepreneurship educators in developing interventions aimed at strengthening the resilience capabilities of startup entrepreneurs.

2. Conceptualising Entrepreneurial Resilience

Entrepreneurial resilience has become an important concept in entrepreneurship research because entrepreneurs routinely encounter uncertainty, failure, resource limitations, market fluctuations, and unexpected disruptions. Unlike established organisations with relatively developed structures and resource reserves, startups are often highly dependent on the decisions and capabilities of their founders. Consequently, the entrepreneur's ability to respond effectively to adverse circumstances can have significant implications for the continuity of the venture. Resilience provides a useful conceptual lens for understanding this capacity because it focuses on how individuals and organisations respond to disruption while maintaining or restoring their ability to function (Korber & McNaughton, 2018).

Resilience is generally associated with the capacity to withstand adversity, recover from setbacks, and adapt to changing circumstances. Within entrepreneurship, however, the concept extends beyond simple recovery. Entrepreneurial resilience involves the ability to interpret challenging situations, learn from experience, mobilise available resources, adjust strategies, and continue pursuing entrepreneurial objectives despite uncertainty. Williams et al. (2017) explain that entrepreneurial resilience involves processes through which entrepreneurs respond to adversity and restore or improve their capacity to function. This understanding positions resilience as an active process rather than a passive ability to endure hardship.

An important characteristic of entrepreneurial resilience is therefore its dynamic nature. Entrepreneurs operate in environments that are rarely stable, requiring them to continually assess changes and modify their behaviour accordingly. A resilient entrepreneur may respond to declining sales by entering a new market, respond to financial constraints by restructuring the business model, or respond to supply-chain disruptions by identifying alternative suppliers. Such responses demonstrate that resilience is expressed through action. It is the ability to transform adversity into an impetus for adjustment, learning, and continued entrepreneurial activity.

The literature also indicates that entrepreneurial resilience is multidimensional. Korber and McNaughton (2018) observed that research on resilience and entrepreneurship encompasses several levels, including individual characteristics, entrepreneurial behaviour, organisational

processes, responses to failure, and environmental outcomes. Resilience therefore cannot be adequately represented by a single attribute. An entrepreneur may be psychologically resilient but lack the resources or networks required to implement an appropriate response to a crisis. Conversely, an entrepreneur with strong networks and resourcefulness may be able to overcome significant challenges even when financial resources are limited. A comprehensive conceptualisation must therefore account for the different capabilities that enable entrepreneurs to respond to adversity.

For the purposes of this paper, entrepreneurial resilience is conceptualised as a dynamic, multidimensional capability through which entrepreneurs adapt to environmental change, mobilise scarce resources, develop innovative responses, regulate emotional reactions, make proactive decisions, and utilise social relationships to sustain entrepreneurial activity under conditions of adversity and uncertainty. This definition incorporates both internal and external dimensions of resilience and provides a foundation for linking resilience to startup survival.

2.1 Adaptability

Adaptability represents the entrepreneur's capacity to modify strategies, operations, products, or business models in response to changing environmental conditions. Startups often operate with limited historical information and may initially adopt assumptions about customers, competitors, technology, and markets that subsequently prove inaccurate. The ability to recognise such changes and adjust accordingly is therefore central to venture survival. Adaptability enables entrepreneurs to avoid excessive commitment to ineffective strategies and instead redirect organisational activities towards emerging opportunities.

From a resilience perspective, adaptability does not necessarily mean abandoning existing strategies whenever difficulties arise. Rather, it involves determining when persistence is appropriate and when strategic adjustment is necessary. This distinction is important because resilience combines persistence with flexibility. An entrepreneur who persists without adapting may exhaust scarce resources, whereas an entrepreneur who continuously changes direction without strategic consistency may also undermine organisational stability. Effective resilience therefore requires an appropriate balance between persistence and adaptation.

2.2 Resourcefulness

Resourcefulness refers to the entrepreneur's ability to identify, acquire, combine, and utilise available resources creatively, particularly when conventional resources are scarce. Resource constraints are a defining characteristic of many startups and can be especially severe in emerging

economies. Entrepreneurs may have limited access to external finance, skilled personnel, technology, infrastructure, and formal business-support mechanisms. Under such conditions, the ability to make effective use of existing resources becomes critical.

Resourcefulness is closely connected to entrepreneurial resilience because adversity frequently creates situations in which conventional solutions are unavailable. Entrepreneurs may therefore need to improvise, develop alternative financing arrangements, collaborate with other businesses, repurpose existing assets, or leverage personal and professional relationships. Such behaviour enables entrepreneurs to maintain operations despite resource limitations and illustrates how resilience can be translated into practical business continuity.

2.3 Innovation Capability

Innovation capability concerns the entrepreneur's capacity to develop and implement new ideas, products, processes, services, markets, or business models in response to changing conditions. Innovation can serve as an important resilience mechanism because environmental disruption can make existing products and processes less viable. Entrepreneurs who are capable of innovating may be better positioned to respond to changing customer preferences, technological developments, and competitive pressures.

Innovation should therefore not be understood only in terms of radical technological breakthroughs. For startups, relatively small changes in distribution methods, pricing, customer engagement, production processes, or digital platforms can represent meaningful innovations. The capacity to identify such possibilities and implement them can help ventures remain relevant when existing approaches become less effective. Consequently, innovation capability represents an important pathway through which entrepreneurial resilience may contribute to survival.

2.4 Emotional Regulation

Entrepreneurial activity involves considerable emotional demands. Uncertainty concerning income, employees, customers, investment, competition, and business continuity can generate anxiety, frustration, disappointment, and fear of failure. The entrepreneur's capacity to regulate emotional responses can therefore influence the quality and consistency of decision-making during periods of adversity.

Emotional regulation does not imply the absence of negative emotions. Rather, it concerns the ability to manage emotional reactions sufficiently to continue evaluating situations and making appropriate decisions. An entrepreneur who becomes overwhelmed by fear during a

financial crisis may make excessively conservative or impulsive decisions, whereas an entrepreneur capable of maintaining emotional control may be better positioned to assess alternatives objectively. Emotional regulation can therefore provide an internal mechanism supporting resilience and sustained entrepreneurial action.

2.5 Proactive Decision-Making

Proactive decision-making refers to the tendency to anticipate potential changes, identify emerging opportunities or threats, and act before circumstances become critical. Resilience is sometimes interpreted primarily as a response to adversity that has already occurred. However, a stronger conceptualisation recognises that resilient entrepreneurs can also anticipate challenges and take preventive action.

For startups, proactive behaviour may involve diversifying suppliers before disruptions occur, developing alternative revenue streams, investing in new technologies, maintaining relationships with potential partners, or monitoring changes in customer behaviour. Such actions can reduce vulnerability and increase the venture's capacity to absorb future shocks. Proactivity therefore complements adaptability by shifting resilience from a predominantly reactive process toward a combination of anticipation, preparation, and response.

2.6 Social and Network Support

Entrepreneurial resilience is also shaped by the social environment within which entrepreneurs operate. Social and professional networks can provide access to information, finance, knowledge, technical expertise, emotional support, customers, suppliers, and strategic partnerships. For entrepreneurs operating under severe resource constraints, such relationships can function as an important extension of the venture's internal resource base.

Social networks are particularly relevant in emerging economies, where formal institutions may not always provide sufficient support to new businesses. Entrepreneurs may rely on family members, professional associations, industry contacts, mentors, business partners, community organisations, and informal networks to overcome operational difficulties. These relationships can strengthen resilience by increasing access to resources and providing alternative perspectives during periods of uncertainty.

3. Startup Survival in Emerging Economies

Startup survival represents the ability of a newly established venture to maintain its operations and continue pursuing its business objectives over time despite internal and external challenges. Survival is a fundamental indicator of entrepreneurial success because a venture cannot generate sustained economic or social value if it is unable

to remain operational. However, survival should not be interpreted merely as the absence of business closure. It also reflects the capacity of a startup to maintain sufficient operational stability, respond to environmental changes, and preserve its ability to compete and develop over time. This makes startup survival a particularly relevant outcome for understanding the effectiveness of entrepreneurial capabilities.

The survival of startups is influenced by a combination of internal and external factors. Internal factors include managerial competence, financial resources, innovation, strategic decision-making, human capital, organisational capabilities, and the quality of the entrepreneur's decisions. External factors include market competition, economic conditions, institutional arrangements, government policies, technological change, infrastructure, and access to business-support systems. While these factors can influence the probability of survival, their effects may vary considerably according to the environment in which the startup operates. This is particularly important when examining emerging economies, where institutional and resource constraints can amplify the vulnerability of new ventures.

Emerging economies are often characterised by rapidly changing economic conditions, developing institutional structures, infrastructure limitations, financing constraints, and uneven access to technology and markets. These conditions create both challenges and opportunities for entrepreneurs. On one hand, resource constraints and uncertainty can increase the probability of business failure. On the other hand, institutional gaps and unmet market needs can create opportunities for entrepreneurs capable of developing innovative and adaptive solutions. The survival of startups in such environments therefore depends partly on their ability to operate effectively despite structural limitations.

Access to finance represents one of the most frequently identified challenges affecting startup survival. Newly established ventures commonly have limited operating histories, inadequate collateral, uncertain cash flows, and restricted access to formal credit. Consequently, they may find it difficult to obtain the financial resources required for expansion, technology adoption, employee retention, or periods of temporary revenue decline. Financial constraints can become particularly damaging when startups encounter unexpected shocks. However, financial resources alone do not necessarily guarantee survival. The manner in which entrepreneurs identify, combine, and deploy available resources can also influence whether a venture is able to continue operating.

Market uncertainty constitutes another important challenge. Startups must frequently make decisions despite

incomplete information concerning customer preferences, competitor behaviour, technological developments, and future demand. A business model that appears viable at the time of establishment may become less effective as market conditions change. Entrepreneurs must therefore continuously evaluate their assumptions and determine whether existing strategies remain appropriate. This reinforces the importance of adaptability and proactive decision-making as potential determinants of startup survival.

Institutional conditions can further influence startup outcomes in emerging economies. Regulatory uncertainty, bureaucratic procedures, inconsistent policy implementation, inadequate infrastructure, and weak institutional support may increase the cost and complexity of doing business. Entrepreneurs may consequently need to develop alternative mechanisms for accessing resources, information, markets, and support. In such environments, social relationships and entrepreneurial networks can become particularly valuable because they may provide access to knowledge and resources that are not readily available through formal institutional channels.

Technological change also presents a dual challenge for startups. Digital technologies can reduce transaction costs, expand market access, improve customer engagement, and facilitate innovative business models. At the same time, rapid technological change can render existing products, processes, and competitive advantages obsolete. Startups therefore need the capacity to learn and adapt continuously. Entrepreneurs who are unable or unwilling to modify their business practices may become increasingly disconnected from changing market expectations. Innovation capability consequently becomes relevant not only to growth but also to survival.

An important implication of these conditions is that startup survival should not be viewed as the outcome of a single factor. Rather, it emerges from the interaction between the characteristics of the venture, the entrepreneur, and the environment. Financial resources may provide an initial buffer against adversity, but resourcefulness determines how effectively those resources are used. Market opportunities may exist, but adaptability and innovation influence whether entrepreneurs can exploit them. Similarly, external support may be available, but proactive decision-making and effective networking determine whether entrepreneurs are able to access and utilise that support.

This perspective is consistent with the broader argument that entrepreneurial capabilities become particularly important when environmental conditions are uncertain. Dynamic Capability Theory suggests that organisations must be capable of sensing changes, seizing opportunities,

and reconfiguring resources to remain effective in changing environments (Teece et al., 1997). Applied to startups, this perspective suggests that survival depends not only on possessing resources but also on the entrepreneur's ability to continually modify how those resources are used. Entrepreneurial resilience can therefore be viewed as an important capability through which startups respond to uncertainty and preserve organisational viability.

The Resource-Based View provides an additional explanation. Barney (1991) argues that valuable and difficult-to-imitate resources and capabilities can contribute to sustained organisational advantage. In startups, entrepreneurial resilience can function as an intangible capability that supports the effective deployment of limited resources. Unlike physical assets, resilience-related capabilities can influence how entrepreneurs interpret problems, respond to threats, mobilise support, and reorganise their businesses. This makes entrepreneurial resilience particularly relevant to startups operating in environments where tangible resources are constrained.

Startup survival in emerging economies can therefore be understood as a dynamic process rather than a fixed outcome. Ventures may experience periods of growth, stagnation, crisis, adaptation, and renewal throughout their development. Survival depends partly on whether entrepreneurs can respond effectively to these transitions. A startup may survive not because it avoids adversity but because its entrepreneur possesses the capabilities required to absorb adversity, adapt operations, and identify alternative pathways for continued activity.

4. Theoretical Foundations

The relationship between entrepreneurial resilience and startup survival can be explained through theories that emphasise the strategic value of organisational capabilities and resources under changing environmental conditions. This paper draws primarily on Dynamic Capability Theory and the Resource-Based View (RBV). The two perspectives are complementary. The RBV explains why entrepreneurial capabilities can constitute valuable resources for startups, while Dynamic Capability Theory explains how those capabilities enable entrepreneurs to adjust and reconfigure resources as environmental conditions change. Together, the theories provide a suitable foundation for developing a conceptual model of startup survival based on entrepreneurial resilience.

4.1 Dynamic Capability Theory

Dynamic Capability Theory emerged from the recognition that possessing valuable resources is not sufficient for maintaining organisational effectiveness in environments characterised by rapid change. Teece et al. (1997) define dynamic capabilities in terms of the firm's ability to

integrate, build, and reconfigure internal and external competencies in response to changing environments. The theory therefore shifts attention from what an organisation possesses to how effectively it can renew and reconfigure its resources when circumstances change.

This perspective is particularly relevant to startups because newly established ventures generally operate under conditions of uncertainty and resource scarcity. Their initial business models, market assumptions, operational processes, and resource configurations may require frequent modification. A startup that lacks the capacity to adjust its resources and strategies may struggle when its external environment changes. Conversely, a venture led by an entrepreneur capable of recognising change and reorganising available resources may be better positioned to maintain continuity.

Dynamic capabilities are commonly associated with three broad processes: sensing, seizing, and reconfiguring (Teece, 2007). Sensing involves identifying changes, threats, and opportunities in the environment. Seizing involves mobilising resources and taking action in response to identified opportunities or challenges. Reconfiguring involves modifying and recombining resources and organisational processes to maintain alignment with changing conditions. These processes have direct relevance to entrepreneurial resilience.

For example, adaptability can enable entrepreneurs to sense changes and modify business strategies; resourcefulness can facilitate the seizing of opportunities when conventional resources are unavailable; and innovation capability can support the reconfiguration of products, processes, and business models. Proactive decision-making can strengthen the sensing process by encouraging entrepreneurs to anticipate environmental changes before they become disruptive. Social and network support can expand the information and resources available for sensing and seizing opportunities. Emotional regulation, meanwhile, can support the entrepreneur's capacity to make decisions effectively when environmental uncertainty creates significant psychological pressure.

From this theoretical perspective, entrepreneurial resilience can therefore be interpreted as a dynamic capability that enables startups to respond constructively to adversity. Resilience does not simply allow entrepreneurs to endure difficult circumstances; it provides the capacity to transform responses to adversity into changes in strategy, resource configuration, and entrepreneurial action. This suggests that resilient startups may possess greater capacity to maintain alignment with changing environments and, consequently, greater potential for survival.

4.2 Resource-Based View

The Resource-Based View provides a complementary explanation of why entrepreneurial resilience can contribute to startup survival. Barney (1991) argues that firms can achieve sustained competitive advantage when they possess resources and capabilities that are valuable, rare, difficult to imitate, and difficult to substitute. The theory places emphasis on internal resources as sources of organisational performance and competitive advantage.

For startups, however, the application of the RBV requires some adaptation because newly established ventures typically possess fewer tangible resources than established firms. Limited financial capital, human resources, technology, market reputation, and physical assets can place startups at a disadvantage. Under these circumstances, intangible resources and capabilities may become particularly important. Entrepreneurial knowledge, experience, creativity, relationships, reputation, and resilience can enable entrepreneurs to generate value from limited tangible resources.

Entrepreneurial resilience can therefore be conceptualised as an intangible strategic capability. Its value lies not merely in its existence but in the way it influences the entrepreneur's ability to use other resources effectively. For instance, two entrepreneurs may have similar financial resources, but the entrepreneur who is more resourceful may be able to generate greater value from those resources. Similarly, two startups may face the same market disruption, but the venture led by an entrepreneur with stronger innovation and adaptability capabilities may be better able to respond.

The RBV also provides a basis for understanding the potential uniqueness of entrepreneurial resilience. Resilience is influenced by individual experiences, knowledge, relationships, organisational context, and accumulated learning. These factors may combine in ways that are difficult for competitors to reproduce precisely. Consequently, resilience-related capabilities can potentially constitute a source of competitive differentiation, particularly where startups face similar resource constraints and environmental pressures.

4.3 Integrating Dynamic Capability Theory and the Resource-Based View

Although the RBV and Dynamic Capability Theory emphasise different aspects of organisational advantage, they can be integrated effectively within the context of entrepreneurial resilience. The RBV explains why resilience-related capabilities may be valuable resources, while Dynamic Capability Theory explains how those capabilities are activated and transformed into adaptive action.

The distinction is important for the proposed model. Entrepreneurial resilience may represent an internal capability possessed or developed by the entrepreneur, but its contribution to survival occurs through its application. Adaptability enables strategic adjustment; resourcefulness allows scarce resources to be recombined; innovation creates alternative pathways for value creation; emotional regulation supports effective responses under pressure; proactive decision-making encourages anticipation; and social networks provide access to external resources and information.

The integrated theoretical logic can therefore be expressed as follows:

Entrepreneurial resilience capabilities → adaptive and strategic action → continued venture viability → startup survival.

Under relatively stable conditions, existing resources and strategies may be sufficient for maintaining operations. Under conditions of significant uncertainty, however, survival increasingly depends on the capacity to modify and reconfigure those resources. Entrepreneurial resilience provides the human and behavioural mechanism through which such reconfiguration can occur.

This integrated perspective also supports the argument that entrepreneurial resilience should not be treated as an isolated psychological construct. Instead, it represents a capability situated at the intersection of the entrepreneur, the venture, and the external environment. Its effectiveness depends on how entrepreneurs interpret environmental conditions and how successfully they transform available internal and external resources into adaptive responses.

4.4 Theoretical Logic of the Proposed Model

Drawing on both theories, this paper proposes that startup survival is partly determined by the entrepreneur's capacity to deploy resilience-related capabilities when confronted with adversity. Dynamic Capability Theory explains the processes of sensing, seizing, and reconfiguring that allow startups to adapt to changing environments, while the Resource-Based View explains the strategic value of entrepreneurial resilience as an intangible capability that can enhance the utilisation of scarce resources.

5. Entrepreneurial Resilience Dimensions and Startup Survival

The preceding sections established entrepreneurial resilience as a multidimensional capability and identified Dynamic Capability Theory and the Resource-Based View as the principal theoretical foundations for explaining its potential contribution to startup survival. Building on these foundations, this section develops the theoretical relationship between the individual dimensions of

entrepreneurial resilience and the continued survival of startups. The central argument is that startups are more likely to remain viable when entrepreneurs can effectively adapt to environmental changes, utilise scarce resources, innovate, regulate their responses to pressure, anticipate emerging challenges, and mobilise supportive relationships.

5.1 Adaptability and Startup Survival

Adaptability refers to the entrepreneur's ability to modify strategies, processes, products, and business models in response to changes in the business environment. Startups frequently operate under conditions in which assumptions about customers, competitors, technologies, and markets are uncertain. Consequently, strategies that were appropriate during the early stages of a venture may become ineffective as market conditions evolve. Entrepreneurial adaptability enables founders to recognise these changes and adjust their activities accordingly.

From the perspective of Dynamic Capability Theory, adaptability reflects the capacity to reconfigure resources and competencies in response to environmental change (Teece et al., 1997). An adaptable entrepreneur is less likely to remain excessively committed to ineffective strategies and more likely to explore alternative approaches when existing ones no longer produce satisfactory outcomes. This capacity is particularly important in emerging economies, where economic and institutional conditions can change rapidly.

Adaptability can therefore contribute to survival by enabling startups to maintain alignment with their external environment. Rather than treating adversity solely as a threat, adaptable entrepreneurs may interpret environmental changes as signals requiring strategic adjustment. This may involve entering new markets, changing distribution channels, modifying pricing strategies, adopting digital technologies, or restructuring operations. The ability to make such adjustments can help prevent temporary difficulties from becoming permanent business failure.

Proposition 1: *Entrepreneurial adaptability positively contributes to startup survival in emerging economies.*

5.2 Resourcefulness and Startup Survival

Resourcefulness concerns the ability to identify, obtain, combine, and utilise available resources creatively, particularly when conventional resources are limited. Resource constraints are common among startups because newly established ventures often have limited financial reserves, human capital, market relationships, and operational infrastructure. The ability to generate value

from scarce resources is therefore an important component of entrepreneurial resilience.

The Resource-Based View suggests that the strategic value of resources depends not only on their availability but also on how effectively they are deployed (Barney, 1991). Resourceful entrepreneurs may overcome limitations by repurposing existing assets, developing partnerships, negotiating alternative arrangements, leveraging personal networks, or identifying unconventional sources of support. Such behaviour can enable a venture to continue operating even when access to conventional resources is restricted.

Resourcefulness may be especially important during periods of crisis. A financially constrained entrepreneur who can identify alternative suppliers, reduce unnecessary expenditure, negotiate flexible payment arrangements, or develop alternative revenue streams may preserve business continuity. Consequently, resourcefulness can function as a mechanism through which entrepreneurs transform resource scarcity from an immediate survival threat into a condition that stimulates creative resource mobilisation.

Proposition 2: *Entrepreneurial resourcefulness positively contributes to startup survival in emerging economies.*

5.3 Innovation Capability and Startup Survival

Innovation capability represents the entrepreneur's ability to generate and implement new ideas, products, services, processes, technologies, and business models. Innovation is particularly relevant to startup survival because changing customer preferences, technological developments, and competitive pressures can undermine established ways of doing business. Entrepreneurs who possess innovation capability may be better positioned to identify new opportunities and develop alternative sources of value.

Innovation can contribute to resilience in at least two ways. First, it can provide a direct response to environmental disruption by enabling the startup to modify its products, services, or processes. Second, innovation can create new opportunities that compensate for declining demand or emerging competitive threats. Thus, innovation does not merely support business growth; it can also function as a mechanism for maintaining continuity.

Dynamic Capability Theory provides a useful explanation for this relationship because innovation involves the reconfiguration and renewal of organisational competencies in response to environmental changes (Teece, 2007). For startups in emerging economies, innovation may involve relatively simple but strategically significant adjustments, such as adopting digital sales channels, changing distribution methods, redesigning products, or targeting previously underserved customer segments.

Proposition 3: *Entrepreneurial innovation capability positively contributes to startup survival in emerging economies.*

5.4 Emotional Regulation and Startup Survival

Entrepreneurial resilience also contains an important psychological dimension. Emotional regulation refers to the entrepreneur's capacity to manage emotional responses to stress, uncertainty, setbacks, and failure while maintaining the ability to make appropriate decisions. Entrepreneurship can expose individuals to substantial psychological pressures, particularly when personal finances, reputation, employment, and future aspirations are closely connected to the success of the venture.

Emotional regulation does not imply that resilient entrepreneurs experience no fear, frustration, or disappointment. Rather, it enables them to prevent intense emotional reactions from overwhelming their capacity to assess situations and respond constructively. This is particularly relevant during periods of crisis, when entrepreneurs may be required to make difficult decisions under considerable pressure.

The ability to regulate emotions may therefore support survival indirectly by improving decision quality, persistence, and adaptive behaviour. An entrepreneur who can maintain emotional stability during a financial or operational crisis may be more capable of evaluating alternatives, communicating effectively with stakeholders, and implementing necessary changes. Conversely, unmanaged emotional responses may contribute to impulsive decisions, withdrawal, or an inability to recognise opportunities for recovery.

Proposition 4: *Entrepreneurial emotional regulation positively contributes to startup survival in emerging economies.*

5.5 Proactive Decision-Making and Startup Survival

Proactive decision-making refers to the entrepreneur's willingness and ability to anticipate changes, identify emerging threats and opportunities, and take action before circumstances become critical. Whereas adaptability primarily concerns responding to changes, proactivity emphasises anticipating and preparing for them.

The distinction is important for startup survival because entrepreneurs who wait until a crisis becomes severe may have fewer alternatives available. Proactive entrepreneurs may instead monitor market developments, assess potential risks, diversify resources, develop contingency plans, and invest in emerging opportunities before they become urgent. Such behaviour can reduce vulnerability and increase the venture's preparedness for uncertainty.

From a dynamic capability perspective, proactive decision-making strengthens the sensing and seizing processes through which organisations identify and respond to environmental developments (Teece, 2007). In emerging economies, where sudden economic and institutional changes may occur, the ability to anticipate potential disruption can provide startups with valuable time to adjust their operations.

Proposition 5: *Proactive entrepreneurial decision-making positively contributes to startup survival in emerging economies.*

5.6 Social and Network Support and Startup Survival

Entrepreneurs rarely operate in complete isolation. Relationships with customers, suppliers, employees, investors, mentors, professional associations, community organisations, and other entrepreneurs can provide resources that are unavailable within the startup itself. Social and network support therefore represents an important external dimension of entrepreneurial resilience.

Networks can provide access to information, finance, knowledge, expertise, customers, suppliers, technology, and emotional support. These resources can become particularly valuable when startups face crises or resource shortages. An entrepreneur who has developed strong relationships may be able to obtain alternative suppliers, access new markets, secure professional advice, or obtain temporary financial assistance more easily than an entrepreneur operating without a supportive network.

The importance of networks may be particularly pronounced in emerging economies, where formal institutional support systems may be limited or unevenly accessible. Social relationships can partially compensate for institutional constraints by providing alternative channels through which entrepreneurs access resources and information. From an RBV perspective, these relationships can extend the effective resource base of the startup, while from a dynamic capability perspective, they can enhance the firm's capacity to sense opportunities and mobilise resources rapidly.

Proposition 6: *Social and network support positively contributes to startup survival in emerging economies.*

5.7 Integrating the Dimensions

The six dimensions discussed above should not be interpreted as completely independent mechanisms. Rather, they are interconnected components of entrepreneurial resilience. Adaptability enables entrepreneurs to adjust strategies; resourcefulness allows them to operate effectively under resource constraints; innovation provides alternative pathways for value creation; emotional regulation supports effective behaviour under pressure;

proactive decision-making facilitates anticipation and preparation; and social networks expand access to external resources and knowledge.

Their combined operation may therefore produce a stronger effect on startup survival than any individual dimension considered in isolation. For example, identifying a market opportunity through proactive decision-making may have limited value if the entrepreneur lacks the resourcefulness required to exploit it. Similarly, innovation may generate a potentially viable business solution, but adaptability is required to integrate that solution into changing market conditions. Network support may provide resources, but emotional regulation and decision-making capabilities influence how effectively those resources are utilised.

6. Development of the Conceptual Predictive Model

The preceding discussion establishes that entrepreneurial resilience comprises a set of complementary capabilities that can enable startups to respond effectively to uncertainty and adversity. However, examining these capabilities independently provides only a partial explanation of startup survival. The central proposition of this paper is that entrepreneurial resilience should be conceptualised as an integrated capability system in which different resilience dimensions collectively influence the capacity of a startup to remain operational. This section therefore develops a conceptual predictive model linking entrepreneurial resilience to startup survival in emerging economies.

The proposed model is based on the premise that startup survival is not determined exclusively by the resources available to a venture at a particular point in time. Rather, survival is influenced by the entrepreneur's ability to continuously interpret environmental changes, respond to adversity, reconfigure resources, and maintain strategic alignment. This argument is consistent with Dynamic Capability Theory, which emphasises the capacity to sense environmental changes, seize opportunities, and reconfigure resources in changing environments (Teece et al., 1997; Teece, 2007). It is also consistent with the Resource-Based View, which recognises valuable organisational capabilities as potential sources of sustained advantage (Barney, 1991).

6.1 Entrepreneurial Resilience as a Higher-Order Capability

This paper conceptualises entrepreneurial resilience as a higher-order capability comprising six related dimensions: adaptability, resourcefulness, innovation capability, emotional regulation, proactive decision-making, and social/network support. The higher-order conceptualisation is important because resilience is unlikely to depend upon a single entrepreneurial characteristic. Instead, it emerges

from the entrepreneur's capacity to combine several capabilities when responding to adversity.

Adaptability provides the capacity to modify existing strategies when circumstances change. Resourcefulness enables the entrepreneur to make effective use of limited resources. Innovation capability facilitates the creation of alternative solutions and opportunities. Emotional regulation helps entrepreneurs maintain effective cognitive and behavioural functioning under pressure. Proactive decision-making enables them to anticipate potential threats and opportunities, while social and network support provides access to external resources, information, expertise, and relationships.

These dimensions are theoretically complementary. An entrepreneur may possess strong innovative ability but still struggle to survive if unable to manage scarce resources. Similarly, an entrepreneur may have extensive networks but fail to benefit from them without effective decision-making and adaptability. Resilience therefore emerges from the combined capacity to mobilise these capabilities according to the nature of the challenge being faced.

6.2 The Proposed Resilience-Survival Mechanism

The conceptual model proposes that entrepreneurial resilience influences startup survival through three broad mechanisms: adaptation, resource mobilisation, and strategic renewal.

First, resilience supports adaptation by enabling entrepreneurs to recognise environmental changes and modify their strategies accordingly. Adaptability, emotional regulation, and proactive decision-making are particularly relevant to this mechanism. Entrepreneurs who can interpret uncertainty without becoming overwhelmed may be better positioned to make timely strategic adjustments.

Second, resilience facilitates resource mobilisation. Resourcefulness and social/network support enable entrepreneurs to identify and access resources beyond those initially possessed by the startup. This may include financial resources, knowledge, technology, human capital, partnerships, and market information. The ability to mobilise such resources can help ventures withstand periods of constraint and maintain operational continuity.

Third, resilience facilitates strategic renewal through innovation and resource reconfiguration. When existing products, services, processes, or business models become less viable, innovative entrepreneurs can develop alternative approaches. Strategic renewal therefore enables startups not merely to survive a crisis but potentially to emerge with a more appropriate and sustainable business configuration.

These three mechanisms provide the theoretical pathway between entrepreneurial resilience and startup survival:

Entrepreneurial Resilience → Adaptation → Resource Mobilisation → Strategic Renewal → Startup Survival

The relationship should not necessarily be interpreted as a rigid sequential process. In practice, the mechanisms may operate simultaneously and reinforce one another. For example, a change in customer behaviour may trigger proactive decision-making, which encourages innovation, requires additional resources, and leads to strategic adaptation. The resulting changes may then strengthen the startup's capacity to survive.

6.3 Entrepreneurial Resilience and Survival Under Environmental Uncertainty

The proposed model further assumes that the importance of entrepreneurial resilience becomes more pronounced as environmental uncertainty increases. Startups operating in relatively predictable environments may be able to rely on established routines and available resources. However, when environmental conditions become highly uncertain, existing resources and routines may no longer be sufficient. Entrepreneurs must then rely more heavily on their ability to adapt and reconfigure the venture.

This argument is particularly relevant to emerging economies. Economic volatility, institutional uncertainty, infrastructure limitations, restricted access to finance, and technological change can create multiple simultaneous pressures on startups. Under such conditions, resilience can serve as a strategic buffer that enables entrepreneurs to absorb disruptions without immediately abandoning their ventures. Becker and Kabongo (2020) similarly emphasise the importance of resilience for entrepreneurs operating in developing-economy contexts characterised by resource constraints and adversity.

The proposed model therefore positions the emerging-economy environment not simply as the geographical setting of the study but as an important contextual condition that gives entrepreneurial resilience particular theoretical significance.

6.4 Predictive Logic of the Model

The use of the term predictive in this theoretical model does not imply that the paper has empirically established statistical prediction. Rather, the model identifies theoretically grounded relationships that can subsequently be tested empirically. The predictive claim is therefore conceptual: stronger entrepreneurial resilience should theoretically increase the likelihood of startup survival because resilient entrepreneurs possess greater capacity to adapt, mobilise resources, innovate, manage pressure, anticipate change, and leverage external support.

This distinction is important because theoretical models should provide testable expectations rather than present untested relationships as established facts. The proposed framework therefore provides a foundation for future empirical studies to determine which dimensions have the strongest predictive effects, whether the dimensions operate independently or interactively, and whether the relationship varies across different emerging economies and sectors.

The model also allows for the possibility that not all dimensions will contribute equally to survival. In some contexts, resourcefulness may be particularly important because financial resources are scarce. In technology-oriented startups, innovation capability may have greater significance. In highly volatile environments, adaptability and proactive decision-making may become particularly influential. Social and network support may become more important where formal institutional support is weak. The model therefore provides flexibility for future empirical testing while maintaining a common theoretical structure.

7. Theoretical Propositions

Based on the conceptual relationships established in the preceding sections, this study proposes that entrepreneurial resilience functions as a multidimensional capability that strengthens the capacity of startups to withstand adversity, respond to environmental changes, and maintain operational continuity. The propositions are derived from the integration of Dynamic Capability Theory and the Resource-Based View and are intended to provide a theoretical basis for explaining startup survival in emerging economies.

7.1 Entrepreneurial Resilience and Startup Survival

Entrepreneurial resilience provides entrepreneurs with the capacity to respond constructively to uncertainty, resource constraints, market disruptions, and unexpected setbacks. Rather than treating adversity solely as a threat, resilient entrepreneurs are able to interpret changing circumstances, mobilise available resources, adjust strategies, and continue pursuing entrepreneurial objectives. This capacity is particularly relevant in emerging economies where institutional weaknesses, financing constraints, infrastructure limitations, and market volatility can expose startups to persistent survival pressures (Korber & McNaughton, 2018).

From a Dynamic Capability Theory perspective, resilience enables entrepreneurs to reconfigure resources and capabilities as environmental conditions change (Teece et al., 1997; Teece, 2007). From the Resource-Based View, resilience represents an intangible capability that can enhance the effective utilisation of limited resources and contribute to sustained organisational viability (Barney,

1991). Accordingly, entrepreneurial resilience is expected to have a positive relationship with startup survival.

Proposition 1: Entrepreneurial resilience positively contributes to startup survival in emerging economies.

7.2 Adaptability and Startup Survival

Adaptability enables entrepreneurs to modify business strategies, processes, products, and business models in response to changing environmental conditions. Startups operating in emerging economies frequently encounter unpredictable changes in customer preferences, regulations, technology, competition, and economic conditions. The ability to adjust quickly may therefore reduce the likelihood that a startup becomes strategically misaligned with its environment.

Dynamic Capability Theory particularly supports this relationship because organisational survival depends partly on the capacity to reconfigure capabilities when existing approaches become less effective (Teece, 2007). Adaptability consequently represents an important pathway through which resilience can influence survival.

Proposition 2: Entrepreneurial adaptability positively contributes to startup survival in emerging economies.

7.3 Resourcefulness and Startup Survival

Resource constraints are a significant challenge for startups, particularly where access to formal finance, infrastructure, skilled personnel, and institutional support is limited. Resourcefulness allows entrepreneurs to identify alternative sources of resources, combine existing resources creatively, and obtain greater value from what is already available. This capability enables ventures to continue operating even when conventional resources are scarce.

The Resource-Based View suggests that competitive outcomes depend not only on the quantity of resources possessed but also on the effective deployment and combination of valuable capabilities (Barney, 1991). Entrepreneurial resourcefulness therefore represents an important resilience mechanism through which startups can overcome resource constraints and preserve operational continuity.

Proposition 3: Entrepreneurial resourcefulness positively contributes to startup survival in emerging economies.

7.4 Innovation Capability and Startup Survival

Innovation capability enables startups to develop new products, services, processes, technologies, and business models in response to changing market conditions. Innovation can help ventures respond to customer needs, differentiate themselves from competitors, improve efficiency, and identify alternative sources of revenue. In

uncertain environments, the inability to innovate may increase the risk of strategic obsolescence.

Innovation also reflects the reconfiguration dimension of dynamic capabilities because entrepreneurs must continually renew and transform their activities when existing approaches no longer provide sufficient value (Teece, 2007). Consequently, innovation capability is expected to strengthen the ability of startups to survive environmental disruption.

Proposition 4: Entrepreneurial innovation capability positively contributes to startup survival in emerging economies.

7.5 Emotional Regulation and Startup Survival

Entrepreneurial activity frequently involves uncertainty, financial pressure, failure, competition, and emotionally demanding decisions. Emotional regulation enables entrepreneurs to manage stress, frustration, fear, and disappointment without allowing these responses to undermine judgement or entrepreneurial action. Resilient entrepreneurs who regulate their emotions effectively may therefore remain focused and functional during periods of adversity.

Emotional regulation complements the strategic dimensions of entrepreneurial resilience because effective adaptation requires not only appropriate resources and capabilities but also the psychological capacity to act under pressure. Resilience research similarly emphasises the importance of maintaining functioning and responding constructively when organisations and individuals encounter adversity (Williams et al., 2017).

Proposition 5: Entrepreneurial emotional regulation positively contributes to startup survival in emerging economies.

7.6 Proactive Decision-Making and Startup Survival

Proactive decision-making involves anticipating potential threats and opportunities and taking action before environmental conditions become critical. Rather than responding exclusively after problems emerge, proactive entrepreneurs monitor their environment, identify emerging changes, prepare alternative strategies, and make timely decisions.

This relationship is consistent with the sensing and seizing dimensions of dynamic capabilities. Entrepreneurs who recognise emerging changes early may be better positioned to exploit opportunities and mitigate threats before they significantly affect venture operations (Teece, 2007). Proactive decision-making therefore represents an important mechanism through which entrepreneurial resilience may contribute to startup survival.

Proposition 6: Proactive entrepreneurial decision-making positively contributes to startup survival in emerging economies.

7.7 Social and Network Support and Startup Survival

Social and network support provides entrepreneurs with access to information, knowledge, customers, suppliers, finance, expertise, mentorship, and emotional assistance. These relationships may become particularly important in emerging economies where formal institutional support mechanisms may be limited or unevenly distributed. Entrepreneurial networks can therefore supplement internal resources and provide access to capabilities that a startup may not possess internally.

From a resource-based perspective, network relationships can function as valuable external resources, while from a dynamic capability perspective, networks can facilitate access to knowledge and resources necessary for adaptation and renewal. Entrepreneurial resilience is consequently strengthened when entrepreneurs are able to mobilise supportive relationships during periods of adversity (Becker & Kabongo, 2020).

Proposition 7: Social and network support positively contributes to startup survival in emerging economies.

7.8 Integrated Proposition

Although the preceding propositions consider individual dimensions, the conceptual model does not suggest that the dimensions operate independently. Adaptability, resourcefulness, innovation capability, emotional regulation, proactive decision-making, and social/network support are interconnected components of a broader entrepreneurial resilience capability. Their combined effect may be greater than the contribution of any single dimension because effective survival often requires simultaneous psychological, strategic, relational, and resource-based responses.

For example, proactive decision-making may identify an emerging market threat, adaptability may facilitate strategic adjustment, resourcefulness may provide the means to implement the adjustment, innovation capability may generate a new solution, emotional regulation may sustain effective action under pressure, and social networks may provide additional knowledge or resources. The dimensions therefore form a mutually reinforcing system through which resilience can translate into continued venture viability.

Proposition 8: The combined dimensions of entrepreneurial resilience have a positive and potentially reinforcing effect on startup survival in emerging economies.

7. Theoretical Propositions

Based on the preceding conceptual discussion, entrepreneurial resilience is expected to enhance startup survival by enabling entrepreneurs to respond effectively to uncertainty, resource constraints, market changes, and adversity. The following propositions summarise the expected relationships:

Proposition 1: Entrepreneurial resilience positively contributes to startup survival in emerging economies.

Proposition 2: Entrepreneurial adaptability positively contributes to startup survival by enabling ventures to adjust strategies and operations to changing conditions.

Proposition 3: Entrepreneurial resourcefulness positively contributes to startup survival by facilitating the creative mobilisation and utilisation of scarce resources.

Proposition 4: Entrepreneurial innovation capability positively contributes to startup survival by enabling ventures to develop new products, processes, and business models in response to changing markets.

Proposition 5: Entrepreneurial emotional regulation positively contributes to startup survival by supporting effective decision-making and continued functioning during adversity.

Proposition 6: Proactive entrepreneurial decision-making positively contributes to startup survival by enabling entrepreneurs to anticipate threats and opportunities and respond before challenges become critical.

Proposition 7: Social and network support positively contributes to startup survival by providing access to information, resources, expertise, markets, and emotional support.

Proposition 8: The combined dimensions of entrepreneurial resilience have a positive and reinforcing effect on startup survival in emerging economies.

Collectively, these propositions establish the theoretical basis of the proposed predictive model and demonstrate how entrepreneurial resilience can influence startup survival through adaptation, resource mobilisation, and strategic renewal.

8. Discussion and Theoretical Contributions

The conceptual framework contributes to the entrepreneurship literature by positioning entrepreneurial resilience as a multidimensional capability rather than a single psychological characteristic. The framework integrates adaptability, resourcefulness, innovation capability, emotional regulation, proactive decision-making, and social/network support into a unified explanation of startup survival.

The model also extends the application of Dynamic Capability Theory by showing how resilience enables entrepreneurs to sense environmental changes, seize opportunities, and reconfigure resources and strategies (Teece, 2007). At the same time, the Resource-Based View explains why resilience-related capabilities can become valuable strategic resources, particularly when startups operate under conditions of resource scarcity (Barney, 1991).

A further contribution is the emphasis on emerging economies, where institutional uncertainty, financing limitations, infrastructure challenges, and market volatility may make resilience particularly important. The model therefore suggests that startup survival depends not only on the resources a venture possesses but also on the entrepreneur's ability to adapt and creatively deploy those resources.

9. Practical and Policy Implications

The framework suggests that entrepreneurs should deliberately develop resilience capabilities alongside traditional business skills. Training programmes should therefore include adaptability, innovation, resource management, emotional regulation, proactive planning, and networking.

Entrepreneurship-support institutions and policymakers can also strengthen startup survival by providing accessible finance, mentorship, innovation support, business networks, and entrepreneurial development programmes. Such interventions can improve entrepreneurs' capacity to respond to adversity and sustain their ventures.

10. Conclusion

Entrepreneurial resilience is increasingly important for startup survival in emerging economies characterised by uncertainty, resource constraints, and institutional challenges. This conceptual paper proposes that resilience operates through six interconnected dimensions: adaptability, resourcefulness, innovation capability, emotional regulation, proactive decision-making, and social/network support.

By integrating Dynamic Capability Theory and the Resource-Based View, the paper develops a predictive conceptual model in which entrepreneurial resilience facilitates adaptation, resource mobilisation, and strategic renewal, ultimately strengthening startup survival. The model provides a theoretical foundation for future empirical studies to test the proposed relationships across different emerging-economy contexts.

In conclusion, startup survival is not determined solely by the resources available to a venture, but also by the entrepreneur's capacity to adapt, innovate, mobilise

resources, manage adversity, anticipate change, and leverage relationships.

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