

Sustainable Tourism and Destination Resilience: A Symbiotic Relationship Based on Dynamic Capabilities?

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Abstract :

Although tourism undeniably provides benefits, it also presents potential drawbacks to the socio-cultural and ecological systems and, at times, creates economic vulnerabilities. The current scholarly conversation around sustainable tourism mostly revolves on the consequences of tourist activities and the strategies for extending their viability. The susceptibility of the sector to interruptions and crises over long periods of time highlights the need of resilience in the field of sustainable tourism. In accordance with this viewpoint, the current text aims to define "the durability of sustainable tourism."

The purpose of this study is to explore the interconnections among tourism, sustainability, and resilience. It aims to identify the necessary conditions for sustainable tourism to stimulate economic growth, aligning with the environmental and socio-cultural values of the countries hosting the tourism industry. Additionally, it seeks to develop strategies to address potential crises and disruptions that may pose risks to the sustainability of tourism. This paper provides a critical evaluation of the alignment between these two paradigms and emphasizes the need of implementing a sustainable tourism strategy in tourist destinations. Our inquiry aims to expand the existing body of knowledge and provide new ideas on tourist resilience. We propose a conceptual framework that combines several models based on dynamic capacities.

Keywords: sustainable tourism, Destination Resilience, Dynamic Capabilities

JEL Classification: R11, L83, Q56, O44

Paper type: Theoretical Research

Résumé :

Bien que le tourisme apporte indéniablement des avantages, il présente également des inconvénients potentiels pour les systèmes socioculturels et écologiques et, parfois, crée des vulnérabilités économiques. Le débat scientifique actuel sur le tourisme durable porte essentiellement sur les conséquences des activités touristiques et sur les stratégies permettant d'accroître leur viabilité. La vulnérabilité du secteur aux interruptions et aux crises sur de longues périodes met en évidence le besoin de résilience dans le domaine du tourisme durable. Conformément à ce point de vue, le présent texte vise à définir "la durabilité du tourisme durable".

L'objectif de cette étude est d'explorer les interconnexions entre le tourisme, la durabilité et la résilience. Elle vise à identifier les conditions nécessaires pour que le tourisme durable stimule la croissance économique, en accord avec les valeurs environnementales et socioculturelles des pays qui accueillent l'industrie du tourisme. En outre, il cherche à développer des stratégies pour faire face aux crises et perturbations potentielles qui peuvent poser des risques pour la durabilité du tourisme. Cet article propose une évaluation critique de l'alignement entre ces deux paradigmes et souligne la nécessité de mettre en œuvre une stratégie de tourisme durable dans les destinations touristiques. Notre enquête vise à élargir le corpus de connaissances existant et à fournir de nouvelles idées sur la résilience des touristes. Nous proposons un cadre conceptuel qui combine plusieurs modèles basés sur les capacités dynamiques.

Mots clés: tourisme durable, résilience des destinations, capacités dynamiques

JEL Classification: R11, L83, Q56, O44

Type du papier: Recherche Théorique

1. Introductions

In the current context, characterized by worldwide crises, it is crucial for tourist locations to embrace a new framework. The adaptability of this model is crucial across different sizes, and it should be aware of the many hazards that may affect the tourist sector. There is an increasing focus on the notion of resilience within the industry. Developing a robust model for tourism locations that can handle various sizes and recognizes the many risk variables that are likely to impact the industry is of utmost importance. In order to meet this stipulation, scholars have put forward the Extended Destination Resilience Model, which is a contextually sensitive methodology that incorporates a thorough consideration of several hazards.

According to Vlès (2005), destinations are characterized by their distinct resources and traits, which they use to develop their tourist offers. The foremost obstacle faced by the tourism industry in its action to achieve dynamic and sustainable expansion pertains to providing a tourism offering that is conscientious of environmental preservation, the sustainability of natural resources, and, of utmost significance, the safeguarding of the cultural heritage of indigenous communities. Although tourism brings economic vitality, its negative consequences become evident when the number of visitors exceeds the capacity of the ecosystem, resulting in exploitation that goes beyond sustainable limits. The unregulated implementation of traditional tourist methods presents substantial concerns to many natural environments on a worldwide scale, as it exerts excessive strain that may result in soil erosion, habitat loss, heightened risks to endangered species, and greater susceptibility to forest fires. Moreover, the burden on water resources sometimes leads to rivalry among nearby settlements for essential provisions (Lui & Pratt 2017).

Sustainable tourism has arisen due to growing apprehensions over the excessive exploitation of sites and the susceptibility of tourists. The concerns were first sparked by the deliberations around the publication of the report titled "Our Common Future" by the World Commission on Environment and Development (Lew 2014). This influential statement emphasized the need of reconsidering development models to guarantee their sustainability, fairness, and avoidance of jeopardizing the capacity of future generations to fulfill their own requirements. Within the domain of tourism, the need for sustainability is especially relevant. The industry is susceptible to several risks that have the potential to jeopardize its image and sustainability, such as terrorism, climate change, economic downturns, and other disruptive occurrences (Lew 2014). Countries such as Morocco, with its rich cultural legacy, varied terrains, and advantageous geographical positions, are at the forefront of these problems and possibilities. The Moroccan tourism business, renowned for its ancient towns, vibrant marketplaces, and picturesque landscapes, showcases the delicate equilibrium that must be achieved between accommodating visitors and safeguarding the physical and cultural surroundings that are essential for the industry's existence (Souad 2013). Therefore, Morocco is an excellent example to analyse sustainable tourism practices and their impact on improving resilience in the tourism industry. The vulnerability of the tourist sector to many hazards, such as terrorism (Lui & Pratt 2017), climate change, economic recessions (Souad 2013), and other disruptive factors, requires a re-evaluation of the sustainable tourism model. The purpose of this review is to guarantee that tourist destinations can successfully confront and manage the problems and dangers they encounter. For this goal, it is crucial to have a well-defined sustainable tourism strategy that is based on the principles outlined in important publications and tailored to the specific circumstances of destinations such as Morocco.

The main purpose of this essay is to carefully analyse the current collection of literature in the tourism business, with a specific emphasis on research related to resilience. The purpose of this inquiry is to undertake a thorough review of the research carried out in this field, emphasizing the significance of sustainable and resilient tourism practices. Subsequently, the paper

introduces the most well recognized resilience models, followed by a tailored operational model particularly created for the tourism industry. This study's primary emphasis on Morocco not only adds to the academic discourse on sustainable and resilient tourism practices but also provides practical insights and methods for locations aiming to negotiate the intricacies of contemporary tourism. To summarize, the study thoroughly examines its shortcomings and suggests areas for further research. This approach emphasizes the importance of continuous research and adjustment in response to changing challenges. It ensures that tourism continues to contribute to economic growth, cultural exchange, and sustainable development, especially in regions like Morocco that have valuable resources and potential risks.

2. Literature review

2.1. Sustainable tourism

The conversation around sustainable development is marked by changing viewpoints, as seen by the fluidity of its fundamental concepts. The Brundtland Report, titled after Commission chair Gro Harlem Brundtland, established the fundamental principles for the formal understanding of sustainable development in 1987. It introduced a definition that highlighted the importance of a developmental approach that can meet current needs while ensuring that future generations can meet their own needs without being hindered. The definition emphasizes three essential aspects of sustainable development: the economic, environmental, and social components, thereby establishing a comprehensive framework for comprehending and executing sustainable activities.

The concept of sustainable development is understood from an economic perspective, emphasizing the need of addressing the basic needs of persons over different generations. The concept posits that for sustainable tourism to stimulate long-lasting economic development, it must possess economic feasibility for a diverse range of stakeholders, including firms operating within the tourist industry, governmental bodies, and local communities. The environmental component promotes the responsible management of our natural inheritance, proposing an ethical obligation like the golden rule expressed by Dominique Bourg in 2003: we should not impose onto future generations circumstances that we would consider unsatisfactory for ourselves. In the present environment, sustainable tourism action to reduce its ecological impact by advocating for responsible waste and resource management, safeguarding vulnerable habitats, and conserving biodiversity.

In addition to corporate social responsibility and the interactions between people, society, and the environment, the social dimension encompasses both intragenerational and intergenerational factors, including access to healthcare, education, gender equality, fairness, and justice. Sustainable development aims to achieve a harmonious integration of the economic, environmental, and social dimensions, with the goal of establishing a harmonious equilibrium that promotes the overall welfare of the planet and its people.

Sustainable development extends beyond the confines of the natural sphere to include the social and economic dimensions, promoting strategies that enhance local cultures, foster cultural interchange, and uphold the rights and aspirations of indigenous communities. Ignacy Sachs (1978) expanded the conversation by defining sustainable development as a plan that combines social and economic goals with environmental responsibility. He argued for a re-evaluated connection between humans and the natural world, based on self-governance, meeting fundamental needs, and considering the well-being of future generations.

The concepts of sustainable development, which were introduced with the publication of the Brundtland Report more than thirty-five years ago, maintain a substantial impact on the formulation of policies. The rise of sustainable tourism is a result of a worldwide change in perspective towards sustainable development. It also functions as a response to the negative

effects of mass tourist, as emphasized by Jeremy in 1996 using Malta as an example. Sustainable tourism is defined by many frameworks that prioritize the economic sustainability of the business while considering its environmental and social effects.

"Sustainable tourism" satisfies the demands of travellers, businesses, the environment, and host communities while fully accounting for its present and potential negative economic, social, and environmental effects".

- United Nations World Tourism Organization

"Sustainable tourism is defined as tourism that satisfies the requirements of current visitors and host communities while preserving and increasing chances for the future. It is designed as a strategy to manage all resources so that social, aesthetic, and ecological requirements may be satisfied while maintaining cultural integrity, vital ecological processes, biological variety, and life support systems".

- UN Environment Programme (UNEP)

Although there are many different definitions of sustainable tourism, there is still a key challenge: finding an agreement on a definition of "sustainable tourism" that is widely accepted by most stakeholders in the tourist industry. The absence of clear definition presents a significant quandary, often leading to the uncritical categorization of different types of tourism as sustainable, so diminishing the impact of the word and weakening actions towards authentic sustainability (Soualah, A., & Ariane, H. 2022; Gmira, F., & Laajini, T. 2017). This lack of clarity not only obstructs advancement but also creates opportunities for the continuation of the existing situation under the pretence of sustainability.

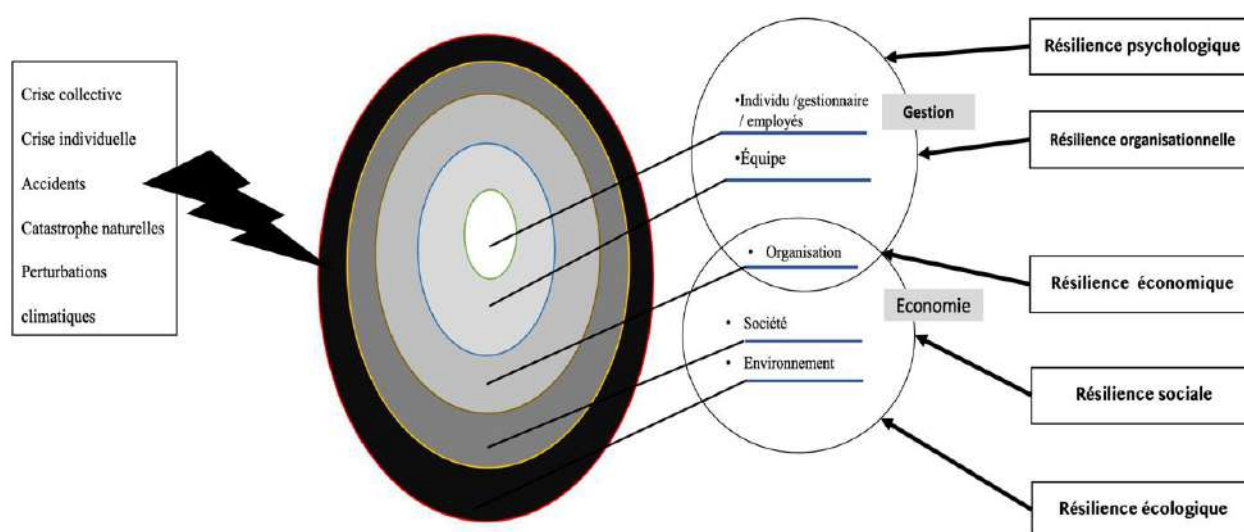
Liu (2003) highlights the need of incorporating the notion of sustainability in a well-rounded way, warning against an excessive focus on environmentalism that may neglect other aspects of sustainability. The emphasis on environmental concerns has prompted some academics to embrace a phenomenon referred to as a "nature cult," demonstrating a reluctance to accept and adapt to change (Tendeng, J. S., & Diombera, M. 2022). Furthermore, Butcher (2005) offers a critical analysis of the concept of sustainable tourism in poor nations, contending that it signifies a rejection of recognizing and promoting substantial change (Prigent 1, L. 2016; SAOULI, A. 2017). This critical viewpoint posits that the existing conversation around sustainable tourism often neglects to acknowledge the intricate realities and requirements of these areas, which might impede progress and creativity under the guise of sustainability.

2.2. Tourism and Destination Resilience.

2.2.1. What is Resilience?

The notion of resilience, which has existed since the beginning of human civilization, just began to be systematically examined in the 1970s (THEIS, 2006). The term "RESILIO" has its etymological origins in the Latin language, where it may be translated as "bounce back" or "recover." In 1952, André Maurois provided a clear definition of resilience as "Moral fortitude; the characteristic of an individual who resists defeat and does not yield to discouragement." He exemplified this with the case of a woman who astounded her acquaintances with her extraordinary ability to endure and recover from sorrow (André, 1952, "Lélia," in *Lélia or the Life of George Sand*, p. 469). Resilience is an intricate and multifaceted concept that encompasses several meanings. According to Jacques LECOMTE (2004), there is no one theoretical framework that entirely encompasses the notion. He recognizes the need to examine its many aspects and consequences to properly understand its essence (MOUSSAS, K., BENABDELLAH, B., & ACHABA, A. 2022).

Figure 1: Crisis and resilience



Source: Authors

Table 1: Resilience definitions

Discipline and authors	Definitions
Ecology Christina Aschan-Leygonle (1999)	"The degree of resilience of a system in relation to a disruptive event in no way prejudices the return to its previous state after a disruption. It implies that the system manages to integrate the disturbance, or even to take advantage of it, and thus improve its functioning".
Biology (Altintas G., 2007)	"...the ability to maintain itself in an environment despite the changes that occur there. Biology has even introduced the notion of resilience time, which refers to the time required for an ecosystem to return to its original state after a disturbance."
Psychology (Cyrułnik B., 2009) (Bernard and Barbosa, 2016)	"The ability of an individual to overcome ordeals, to develop and to rebuild after a trauma" and "Resilience is expressed by 3 elements: risk and protection factors and the dynamics of these factors, personality traits and individual skills, in fine a dynamic process that evolves over time in response to interactions with the environment.
Economic Zoungrana, J. B. (2017)	"For small businesses, fluctuations in the economic cycle are often the most revealing test of resilience. For small businesses, fluctuations in the business cycle are most often the most telling test of resilience".

Source: Authors

2.2.2. Resilience in Tourism field

The scholarly examination of resilience in the tourism sector has markedly escalated, embracing both theoretical frameworks and empirical investigations through case studies. Distinguished academics such as Cochrane (2010), Lew (2014), McKercher (1999), and Bosak (2016) have engaged in profound conceptual analyses, whereas others, including Becken (2013) and Biggs (2011), have employed these theoretical underpinnings in analyzing real-world tourism scenarios. This increased scholarly attention draws attention to the sector's multifaceted nature and its vulnerability to diverse external challenges, such as natural calamities and socio-political instabilities, thereby underscoring the imperative for resilience-oriented approaches. Such methodologies are critical for manoeuvring through the unpredictable landscape of risks, encompassing both known and hypothetical threats. Although the sustainable tourism research paradigm has encountered criticism for its limited interaction with complex socio-ecological systems (SES) research, resilience theory has been acclaimed for its proactive examination of these deficiencies. The progression of sustainable tourism from a restrictive to a more progressive and inventive paradigm, as articulated by Bramwell and Lane (2011), highlights

the potential of resilience as a strategic framework for planning and operational flexibility in the face of uncertainty.

Further scrutinizing the significance of resilience in tourism, Lew (2014) advocates for resilience planning as a superior approach to community planning and development relative to sustainability. He outlines three distinct methodologies to resilience planning: engineering, socio-ecological, and synoptic, each providing unique insights into adaptation and transformation. This expansive, systems-oriented perspective is vital for nurturing resilience in tourism enterprises and destinations. Additionally, the discourse identifies emerging elements influencing resilience, such as planning, culture, collaboration, and innovation. Research, for instance, those conducted by Biggs (2011) on operators in the Great Barrier Reef tourism sector, emphasizes the importance of lifestyle identities and human capital in the resilience of enterprises. Furthermore, factors such as the age, size, and experience of a business significantly contribute to its capacity for innovation and adaptation in crisis situations, suggesting a linkage between the availability of resources and a predisposition towards preparedness and crisis management planning.

2.2.3. Sustainable Tourism and Destination Resilience:

The scholarly engagement with resilience in the tourism industry has witnessed a significant escalation, merging conceptual analyses with empirical examinations via a multitude of case studies. Academicians like Cochrane (2010), Lew (2014), and McKercher (1999) have ventured into deep theoretical discourses, whereas others have anchored their inquiries in practical deployments across varied tourism contexts (Becken, 2013; Biggs, 2011). Faulkner (1999) underscored the inherent vulnerability of tourism activities to disruption, attributed to their intricate systems and exposure to external perturbations, including environmental catastrophes and socio-economic upheavals. Resilience is posited as an indispensable lens for circumnavigating such unpredictability, advocating for an exhaustive comprehension of both present and prospective risks. Nonetheless, the translation of this comprehension into actionable strategies for both scholarly and professional communities pose a formidable challenge. The adoption of complex systems research within sustainable tourism frameworks remains tepid, elucidating a void that resilience theory aspires to fill by endorsing a forward-looking stance in both academic and practical realms. This paradigmatic shift denotes a progression from perceiving sustainable tourism as a constraint towards valuing its capacity to drive innovation and resilience amid adversities.

While sustainability and resilience serve as cornerstone principles in tourism destination management, their definitions are distinct yet frequently intertwined. Lew et al. (2016) and Gwiazdzinski et al. (2019) delineate sustainability as the capability to perpetuate a system or resource over time, typically emphasizing the equilibrium among economic, social, and environmental facets. Conversely, resilience is characterized as a dynamic, non-linear system, principally focused on adaptation to catastrophes and climate alterations through malleability and fortified resilience to shocks. The academic discourse unveils a nuanced and occasionally ambiguous comprehension of these notions within the tourism sector, spotlighting the imperative for a synthesized management strategy that harmonizes both resilience and sustainability. Such a bifocal approach is vital for endorsing sustainable tourism growth and ensuring destinations' capacity to surmount and acclimate to tribulations such as economic recessions, thereby preserving their operationality and allure. Proactive and sustainable tourism governance, engaging local actors and accounting for social, cultural, and environmental ramifications, is crucial for augmenting tourism resilience, thus contributing to the enduring viability of the tourism economy.

3. Destination Resilience Theories and Models

3.1. Dynamic Capability Theory

Dynamic capabilities theory broadens the analytical lens from the microeconomic underpinnings, as delineated by Teece, towards a more encompassing macroeconomic vista, scrutinizing the interactions within this broader scope. Although resource-based view (RBV) theories and dynamic capabilities (DC) theories prioritize different aspects, they can be construed as mutually enriching, with the latter augmenting and refining the premises of the former (Teece, D. J., 2018). The RBV framework, pioneered by Barney (1991), concentrates on the way enterprises exploit their resources—distinguished by attributes of value, rarity, inimitability, and non-substitutability to establish and maintain a competitive advantage. Conversely, the DC framework accentuates the pivotal importance of resources while examining how individuals deploy their cognitive resources towards the fulfilment of tasks, underscoring the strategic congruence of organizational capabilities with fluctuating environments (Piening, E. P., & Salge, T. O., 2015). This articulation engenders a sophisticated comprehension of how corporations not merely harness their intrinsic resources but also dynamically adjust and reallocate their competencies to adeptly manoeuvre through the intricate and mutable macroeconomic terrains.

However, there are certain similarities between the two theories, below are some definitions of dynamic capabilities:

Table 2: dynamics capabilities definitions

Authors	Definitions
Barreto, I. (2010)	<i>A dynamic capability is the firm's potential to systematically solve problems, formed by its propensity to sense opportunities and threats, to make timely and market-oriented decisions, and to change its resource base</i>
Koskinen & Sahebi 2013 p. 63.	“Dynamic capabilities defined as DCs’ “ability to integrate, build and reconfigure internal and external resources and competences in a rapidly changing business environment,”
Wilhelm, Schlömer & Mourer 2015 p. 328.	“Dynamic capabilities defined as “a meta-routine designed to improve a company’s operating routines,”
Simon et al. 2015 p. 916.	“Dynamic capabilities defined as “the ability and processes of the firm to configure its resources and thus allow the organization to adapt and evolve,”
Teece, D. J. (2022) p118	<i>“A capability is a set of learned processes and activities that enable an organization to produce a particular outcome... dynamic capabilities are forward-looking. Instead of governing what the firm is currently doing, they involve deciding what the firm should be doing in the future, ensuring access to the resources the firm will need, and implementing the organizational design that will be best suited”</i>

Source: Authors

In their scholarly work, Wang and Ho (2020) advocated for the augmentation of dynamic capabilities theory through the integration of an ecosystemic perspective, as previously conceptualized by Piening and Salge (2015). They underscored the critical importance of collaborating with partners within the ecosystem to cultivate dynamic capabilities that enable organizations to adapt to the ever-evolving business landscape, reinforcing the views posited by Leonidou et al. (2015). Central to this framework, as elucidated by Helfat and Martin (2014) and Teece (2012), is the "Sensing" phase, which encompasses the organization's competencies in identifying market opportunities, impending environmental shifts necessitating response—such as technological innovation, regulatory changes, and emerging trends—and the dynamics of stakeholders like customers and suppliers, a notion further expanded by Salvato and Vassolo (2018).

The "Seizing" phase, as discussed by Karimi and Walter (2015), revolves around the organization's capability to convert identified opportunities into competitive advantages. This process entails strategic decision-making, resource allocation, and the implementation of organizational changes to capitalize on these opportunities. It also encompasses the establishment of organizational norms and procedures that ensure strategic decisions and corresponding investments are directed towards these new opportunities (Teece, D. J., 2018; Teece, D. J., 2016). Elements such as organizational culture, leadership commitment, and employee engagement play pivotal roles in this dimension, highlighting the necessity for both management and staff to align with the chosen strategic direction for sustainable organizational success (Hong, J., Zhang, Y., & Ding, M. 2018). Furnival, Boaden, and Walshe (2019) further delineate the "Seizing" dimension to include aspects like cultural leadership, communication, and the development of business models.

The "Reconfiguration" phase entails the organizational routines and capabilities that facilitate the execution of strategic choices through the alteration of existing processes or the introduction of new practices, enabling incremental change (Wang, Z., & Kim, H. G. 2017; Hong, J., Zhang, Y., & Ding, M. 2018). This foundational aspect relates to the organization's agility in adjusting its resources and competencies to leverage the opportunities seized (Teece, D. J., 2018; Salvato, C., & Vassolo, R., 2018). Ensuring continuous adaptation to fluctuating market and competitive environments necessitates the implementation of new procedures, policies, and systems, alongside the enhancement of workforce capabilities and organizational structures (Leonidou, L. C., et al., 2015; Bogers, M., et al., 2019). These processes are intrinsically linked to the tripartite pillars of data and performance management, strategic governance, and the promotion of process improvement and learning.

In the context of tourism, destinations are considered resilient if they possess the ability to adapt to both internal and external challenges, constraints, or events, while also capturing opportunities to maintain their attractiveness under new conditions. Drawing upon Teece's (2016) framework, tourism resilience in the aftermath of armed conflicts, such as those experienced in Bosnia-Herzegovina, involves the revitalization of tourism offerings post-conflict, the integration of innovative technologies like virtual reality, and the formulation of promotional and marketing strategies aimed at developing a tourism product that resonates with the heritage and memory of the conflict (Teece, D. J., 2018; Bogers, M., et al., 2019). Viewed as a dynamic and intricate process, tourism resilience encompasses a multitude of stakeholders and phases of development, emphasizing the importance of addressing environmental, social, and economic dimensions through development, stability, creative destruction, and reorganization (Wang, Z., & Kim, H. G., 2017).

3.2. The Holling cycle

Harvey Lemmelin and colleagues have distilled the essence of C.S. Holling's adaptive cycle into four pivotal developmental phases: growth, stability, release (or creative destruction), and reorganization. This model, articulated in the seminal works of the 1970s by the Canadian ecologist, seeks to dissect and understand the intricate dynamics between social and ecological systems, particularly their capacities for regeneration and adaptation in the face of disturbances. Holling's framework has become a cornerstone in resilience studies, offering profound insights into the resilience mechanisms within the tourism sector, a domain that frequently grapples with both internal and external perturbations.

The key phases of Holling's adaptive cycle are described as follows:

1. The first phase of development is characterized by this period is marked by an expansion of resources. This can be compared to a stage in the development of the tourism business as it expands, attracts new customers, and generates revenue.

2. Phase of Stability, the system achieves a certain degree of development and enters a period of relative stability. As a result, circumstances remain quite predictable and stable, facilitating the development of tourism without any significant disruption.

3. Release Phase or Creative Destruction, at some point, the system may experience a significant disturbance, either from an internal or an external source. This phase of release, known as creative destruction, is characterized by swift and sometimes devastating changes to the system. Such disturbances may result from various factors, such as political turmoil, natural disasters, economic recessions and so forth, in the realm of tourism (Sundstrom, S. M., & Allen, C. R., 2019).

4. After the phase of creative destruction or emancipation, the system will reorganize itself to adapt to the new reality. Structural changes, modifications, or innovations may be required to address this issue.

Holling's adaptive cycle model, by delineating these phases, not only highlights the tourism sector's complex adaptability but also its robustness, a characteristic echoed in the descriptions by Cholat et al. and further elaborated by Holling and Gunderson. It underscores the sector's resilience, its ability to navigate through cycles of expansion, disturbance, and renewal, thereby providing a theoretical lens through which stakeholders can better understand and enhance the sector's resilience.

In summary, the adaptive cycle initiates with a phase of growth, paralleling the tourism sector's phase of business and market expansion. This leads to a state of stability, where the system matures, becoming predictable and achieving equilibrium, thus fostering an environment in which tourism can prosper. However, the cycle faces significant disruptions from political, economic, and environmental crises during its release or creative destruction phase. Following such upheavals, there is a necessity for the system to reorganize and innovate, adjusting new realities. Therefore, this conceptual framework proves to be an essential tool for assessing and enhancing the resilience of tourism systems, enabling them to withstand and adapt to the various challenges they confront (Garcia-Ayllon, S., 2016; Atabaigi, A., & Barati, A., 2017; Dai, Y., Zhao, Y., & Sang, B., 2019).

3.3. The Tourism Area Life Cycle Model (Talc)

The Tourism Area Life Cycle (TALC) model, formulated by geographer Richard Butler in 1980 and further refined in 2006, posits a theory that tourism destinations undergo a series of evolutionary stages like the lifecycle of products and services in the realm of marketing. This framework provides insight into the dynamic progression of growth and change that tourism areas experience, suggesting that these destinations predictably navigate through six phases: exploration, involvement, development, consolidation, stagnation, and, finally, either decline or rejuvenation.

1. The exploration, the first phase often involves initial discoveries made by pioneering travellers or adventurers. Currently, the destination is not well-developed in terms of tourism but possesses exceptional cultural or natural features that draw in adventurous travellers (garcia-ayllon, s. 2016).
2. Involvement, as tourists hear about the destination and advertisements prove effective, the destination moves into the implementation phase. Infrastructure for tourism development starts to emerge, and fundamental tourism services are established to cater to the increasing demand.
3. Development, the destination is currently undergoing substantial growth, attracting an increasing number of tourists. New services and attractions are emerging, leading to diversification of the tourism industry. Additionally, the government and private sector are increasing investment in infrastructure expansion (garcia-ayllon, s. 2016).

4. Consolidation, when the destination is well established, it enters the consolidation phase. The peak of tourists and the stabilization of the tourism industry enable a full range of services and facilities.
5. Stagnation, at this point, the destination's popularity may start to decrease due to reasons like overcrowding, outdated facilities, or changes in traveller preferences. A persistent lack of growth can result in decreasing tourism figures, and a need to introduce new innovative ideas.
6. Decrease, when a destination fails to rejuvenate and adjust to market changes, it enters the decline phase. As a result, the infrastructure may deteriorate, tourism services could close, and the destination may lose its appeal to travellers (Garcia-Ayllon, S. 2016).

Destinations are unique and attract a small number of visitors, mostly adventurers, during exploration. Local engagement rises in the involvement stage, laying the groundwork for a formal tourist business. Significant infrastructural and promotional expenditures boost tourist numbers during development, extending the destination's appeal. Destinations stabilize expansion but confront over tourism and resource pressure in the consolidation phase. As locations reach their maximum capacity for tourists, environmental damage, social discontent, and tourist satisfaction level off, the stagnation stage is crucial. This phase dictates the destination's future, spanning decline with diminishing tourist interest and appeal to renewal with innovation and reinvention to attract new visitors or improve the tourism experience.

This bifurcated outcome of the TALC model's last phase is particularly compelling, underscoring the inherent volatility and uncertainty in the tourism industry. It highlights the need for strategic planning and sustainable management practices to navigate the challenges presented at each stage of the cycle, ensuring the long-term viability and allure of tourism destinations (Anjana, A., & Mathews, S., 2017; Kubickova, M., & Li, H., 2017; Gore, S., et al., 2021; Wong, I. A., Lin, Z., & McKercher, B., 2023).

3.4. The Extended Destination Resilience Model

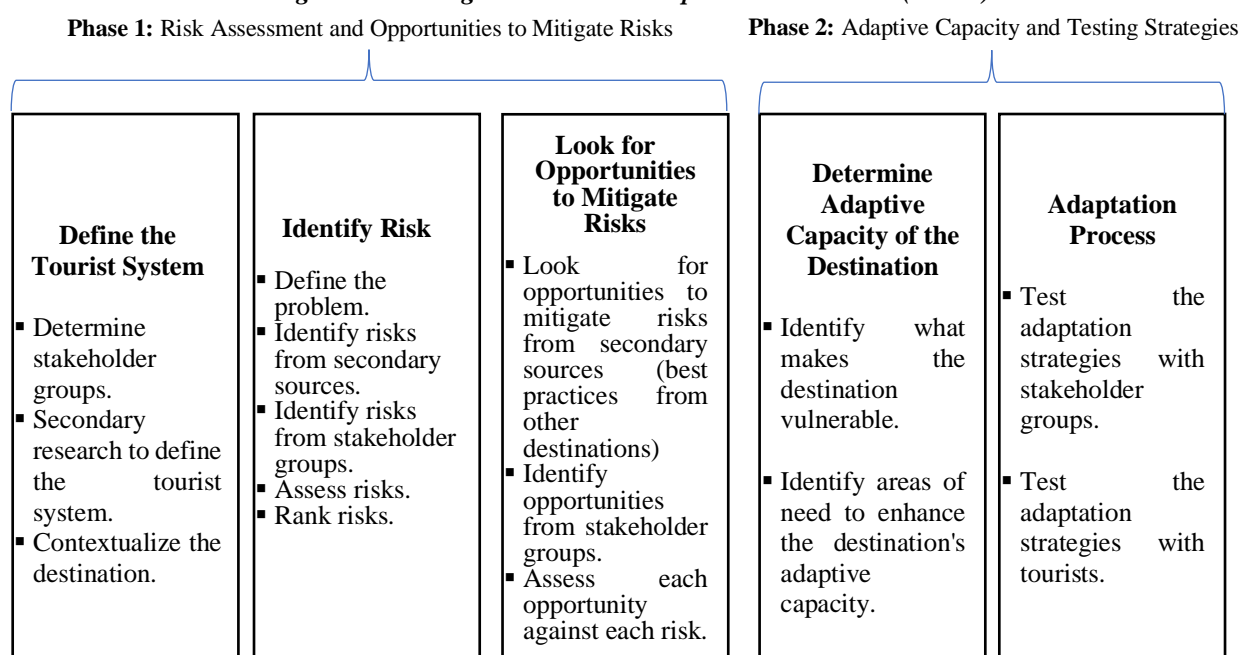
The framework proposed by Basurto and Pennington Gray introduces an intricate five-stage methodology designed to augment risk management within tourism destinations. This methodology initiates with an in-depth analysis of the destination, aimed at comprehending its distinctive attributes and dynamics. This is followed by an exhaustive exploration of potential risks that may adversely affect the tourism ecosystem, thereby establishing a foundation for a strategic appraisal of opportunities. Such an appraisal is directed towards pinpointing adaptive measures that are specifically crafted to address the predominant risks facing the tourism industry.

Further, the model advocates for the identification of the destination's adaptability capacity, a pivotal element in the preparation for, and mitigation of, the repercussions of recognized risks. The culmination of the model is characterized by an empirical testing of the formulated adaptation strategies, involving key stakeholders and tourists to evaluate effectiveness and solicit feedback. Distinguished by its focus on stakeholder engagement in discussions regarding both current and forthcoming risks, this comprehensive framework promotes a participative atmosphere conducive to bolstering the resilience of tourism destinations against prospective challenges.

The resilience of tourism destinations represents a dynamically evolving domain of academic exploration, mirroring the shifting adversities and prospects inherent in the sector. The expanded Risk and Tourism Adaptation Framework (RTAF), as delineated by Basurto and Pennington, embodies a progressive strategy for enhancing the sector's resilience. It highlights the criticality of a judicious assessment of risks and opportunities, in conjunction with the concerted participation of a broad spectrum of stakeholders. Nevertheless, a thorough validation of this model's effectiveness necessitates its deployment across diverse locales. Such empirical

validation will yield profound insights into the pragmatic application of the model in bolstering the resilience of tourism destinations, thereby advancing the overarching aim of sustainable tourism management (Basurto & Pennington, 2018).

Figure 3: The Regional Tourism Adaptation Framework (RTAF)



Source: (Basurto & Pennington, 2018).

The advanced destination resilience framework articulated by Basurto and Pennington Gray (2018), while primarily concentrated on enhancing destination resilience, concurrently provides a strategic avenue for amalgamation with sustainable tourism principles. By embedding sustainability considerations within the core of the model, especially throughout the risk and opportunity assessment stages (steps 2 and 3), it establishes a foundational basis for achieving lasting sustainability in conjunction with improved resilience. This integration necessitates a thoughtful selection of adaptive measures that address immediate risks while concurrently adhering to the comprehensive objectives of sustainable tourism, with a keen consideration of their environmental, social, and economic ramifications.

Broadening the framework to encompass sustainability aspects in the evaluation of adaptive capacities (step 4) and during the strategy experimentation phase (step 5) acts as a conduit linking the immediate imperative for resilience with the broader ambition for long-term sustainability. This methodology ensures that sustainable tourism principles are integral, rather than ancillary, to the strategies developed for augmenting destination resilience. Through the simultaneous consideration of both resilience and sustainability imperatives in the decision-making paradigms, destinations are more adept at holistically tackling challenges, thereby forging a path toward a future that is both resilient against adversities and sustainable in its progression and evolution.

Accordingly, the incorporation of sustainability principles into Basurto and Pennington Gray's framework not only extends its applicability but profoundly amplifies its capacity to direct destinations towards achieving a synergistic equilibrium between resilience and sustainability. This augmented paradigm promotes a comprehensive approach for destinations to manoeuvre through challenges, advocating for a scenario in which sustainable practices are integral to the resilience discourse, thereby ensuring destinations not only survive immediate trials but also flourish sustainably in the long term.

4. Destination Resilience Model and Dynamic Capabilities

The dynamic capabilities framework articulated by Teece underscores an organization's capacity for swift and efficacious adaptation to environmental shifts. This concept holds substantial promise for the regional tourism sector, where stakeholders can refine internal processes and knowledge bases to foster innovation, agility, and adaptability. As delineated by Teece (2018), the framework identifies three core processes: sensing market opportunities and threats, seizing these opportunities, and reconfiguring resources and competencies to optimally leverage these openings. Originally conceptualized for business enterprises, the principles of this model are equally applicable to destination development and the broader tourism industry. The extended model of destination resilience by Basurto and Pennington Gray highlights the significance of strategic resource management, stakeholder engagement, and sustaining system flexibility. This model is aimed at endowing destinations with the resilience required to withstand and rebound from disruptions effectively. The dynamic capabilities framework proposed by Teece can enable synergies among local authorities, businesses, and communities, thereby bolstering community resilience against external perturbations such as health emergencies and natural disasters.

Furthermore, the Risk and Tourism Adaptation Framework (RTAF) scrutinizes the impact of social and environmental changes on the tourism sector, focusing particularly on the regional and local dynamics that influence the industry's ability to sustain competitiveness and manage sustainability. Integrating Teece's framework with the RTAF permits the recognition of both local and global trends, thereby aiding in the crafting of strategies that cater to evolving market demands while emphasizing adaptability.

The Tourism Area Life Cycle (TALC) model offers a strategic lens for the governance of regional tourism, charting the developmental trajectory of tourism destinations from inception to maturity. Leveraging the TALC model for anticipatory planning and management as destinations progress through various lifecycle stages enables regional tourism to harness maximum economic and societal benefits by applying stage-appropriate strategies, thus achieving a balanced confluence of growth and sustainability (Wong, I. A., Lin, Z., & McKercher, B., 2023). Together, these frameworks furnish a holistic strategy for destination development, underlining the imperative of both resilience and sustainability in navigating the flux of market dynamics and environmental challenges.

The study delineates a meticulously constructed model designed to maximize potential benefits while mitigating adverse impacts that various shocks and crises may inflict on tourism destinations. This goal is pursued through a systematic and structured methodology that encompasses in-depth destination analysis, exhaustive risk assessment, thorough opportunity evaluation, appraisal of adaptive capacity, and collaborative testing of adaptive strategies with pertinent stakeholders.

The philosophical foundation of this model is rooted in the synthesis of insights from Teece's Dynamic Capabilities Framework and the Extended Destination Resilience Model proposed by Basurto and Pennington Gray. The confluence of these theoretical frameworks enhances the model's capability to adeptly manage resilience in the realm of tourism development. The Dynamic Capabilities Framework contributes a valuable perspective on the formulation of adaptive strategies, emphasizing an organization's adeptness at swiftly recognizing market opportunities and threats, leveraging these opportunities, and reconfiguring resources and capabilities to optimize their utility. This focus on innovation, adaptability, and flexibility is crucial for tourism destinations aiming to thrive amidst the continuously shifting global landscape.

Conversely, the Extended Destination Resilience Model furnishes a comprehensive schema for resilience management, underscoring the importance of strategic resource stewardship,

stakeholder collaboration, and systemic flexibility. This model accentuates the necessity for destinations to effectively navigate and recuperate from disruptions, highlighting the imperative for concerted efforts among local governments, businesses, and communities to fortify community resilience in the face of external adversities, such as health emergencies or natural calamities.

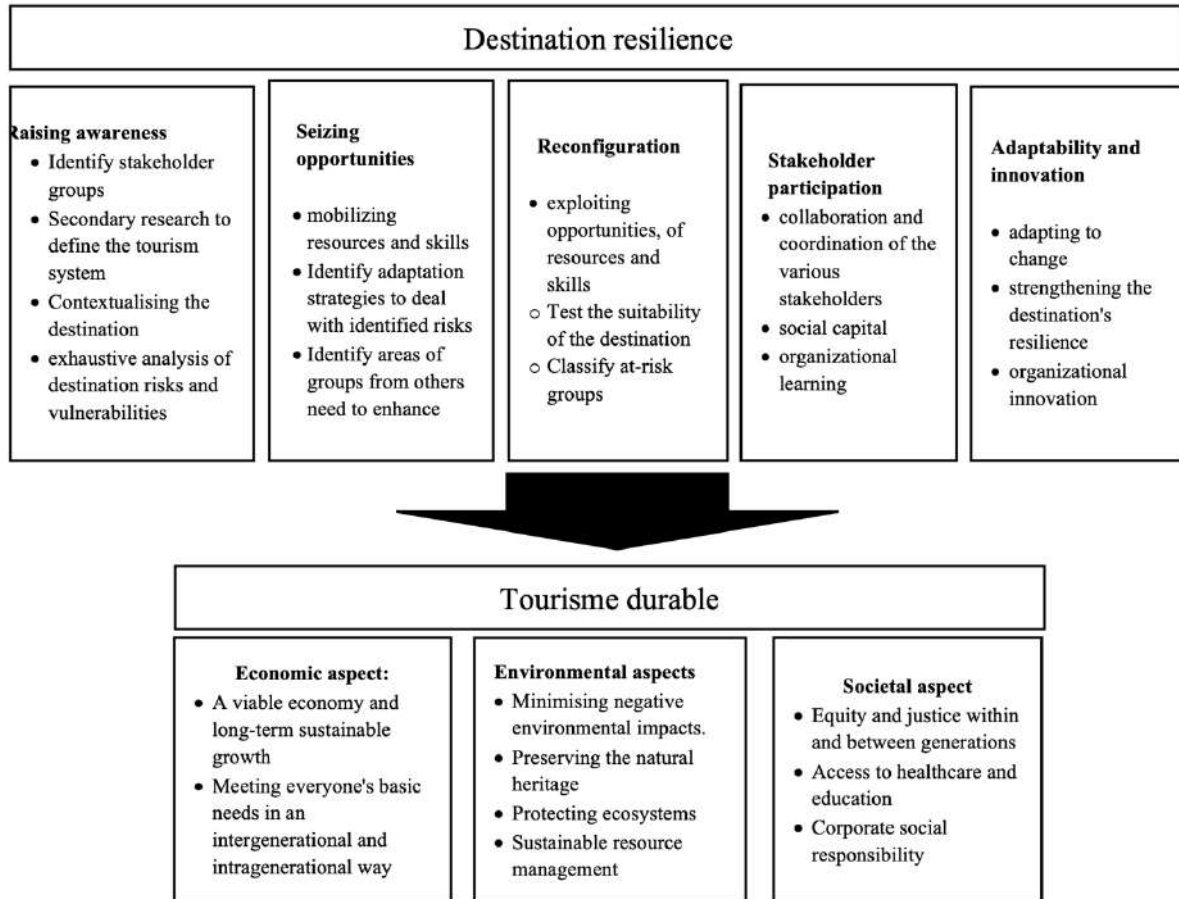
By amalgamating Teece's principles of dynamic adaptation with Basurto and Pennington Gray's structured resilience methodology, the proposed model serves as a robust mechanism for enhancing the resilience of tourist destinations. The deployment of this integrated strategy not only facilitates strategic planning and management of tourism locales but also ensures that these destinations are equipped to adeptly confront and recover from perturbations, thus achieving a sustainable balance between resilience and sustainable development.

- **Awareness of Opportunities and Threats:** The Dynamic Capabilities Model, as proposed by Teece, underscores the imperative of discerning market opportunities and risks. Within the ambit of the Extended Destination Resilience Model, this entails rigorous destination research and a comprehensive risk analysis to unearth both opportunities and potential threats that could impinge on the destination's resilience.
- **Seizing Opportunities:** According to Teece's Dynamic Capabilities framework, the capacity to capitalize on identified opportunities through the judicious deployment of resources and capabilities is paramount. This model posits the identification of adaptive strategies to counter recognized risks as a pivotal phase in the opportunity assessment process. The mobilization of resources and capabilities at the destination is key to the successful implementation of these strategies.
- **Reconfiguration:** The Dynamic Capabilities Model articulates that the effective seizing of opportunities necessitates the reconfiguration of resources and capabilities. Mirroring Teece's model, the Extended Destination Resilience Model advocates for an understanding of how destinations might reallocate their resources and capabilities to navigate threats and opportunities, thereby assessing the destination's adaptive capacity.
- **Stakeholder Participation:** The Dynamic Capabilities Model emphasizes that awareness-raising, opportunity seizing, and the potential reconfiguration often hinge on the collaboration and coordination among diverse stakeholders. The model accentuates the significance of engaging stakeholder groups in evaluating risks, opportunities, and adaptive measures through collective deliberation.
- **Flexibility and Innovation:** Central to both frameworks are the prioritization of flexibility and innovation. The Dynamic Capabilities Model suggests that organizations must persistently adjust to market shifts to prosper. Similarly, the model underlines the necessity of adapting to disturbances and opportunities to bolster the resilience of tourism destinations. In the context of these insights, the destination resilience model grounded in dynamic capabilities, alongside the extended destination resilience model, the Tourism Area Life Cycle (TALC) model, and the Holling model, offer a synergistic suite of perspectives for the effective management of resilience within tourism development. These models collectively furnish an Integrative Framework for Destination Resilience, and a multifaceted framework that assists destinations in navigating the complexities of resilience and sustainability in a dynamic market environment.

The quest for a balanced harmony between economic development, societal welfare, and environmental sustainability underscores the pivotal role of sustainable tourism. To attain this balance, a nuanced exploration of the opportunities and challenges unique to this domain is imperative. Destinations can elevate their capacity to integrate sustainable practices in line with evolving consumer preferences and market dynamics through a thorough understanding of market opportunities and threats. A prime example is the growing consumer demand for environmentally sustainable travel options, which drive the growth of green infrastructure and

services, as highlighted by Karimi and Walter (2015). Embracing a strategic approach that leverages resources and competencies to generate value while minimizing environmental impact is essential to harness the prospects of sustainable tourism. This approach can engender innovative business models that foster regional economic prosperity and environmental conservation, as articulated by Teece (2018, 2022).

Figure 4: Destination resilience Framework model based on dynamics capabilities.



Source: **Authors**

The Dynamic Capabilities Model accentuates the significance of resource and competency reconfiguration in the realm of sustainable tourism. This model advocates for redirecting resources toward initiatives that minimize waste and enhance the utilization of renewable energy sources. As Piening and Salge (2015) note, the adaptive realignment process bolsters a destination's competitive edge while aligning economic objectives with environmental conservation.

Moreover, the successful evolution and expansion of sustainable tourism necessitate the active engagement of diverse stakeholders. This includes local communities, businesses, governmental bodies, and NGOs, encompassing the sociological aspects of sustainability. Such collaborative efforts yield a tourism development strategy that is both eco-conscious and culturally considerate, playing a critical role in cultural heritage preservation, community welfare enhancement, and environmental preservation, thus underlining the importance of innovation and adaptability in navigating market shifts and disruptions (ANOUNE, H., & HABBACHE, F., 2019; Karimi, J., & Walter, Z., 2015).

Adhering to sustainable tourism principles, destinations are poised to formulate policies that maximize benefits and mitigate adverse impacts, fostering a more equitable and socially

responsible tourism sector. Economically, sustainable tourism initiatives enable destinations to diversify income sources and stimulate economic growth. Collaboration, especially with small enterprises and local communities, can yield substantial economic benefits. Environmentally, strategically reallocating resources to innovative practices can mitigate tourism's negative environmental impact, through the promotion of energy-efficient infrastructure, ecosystem preservation, and responsible wildlife tourism. Stakeholder engagement and community interaction are instrumental in amplifying the social benefits of tourism, enhancing employment opportunities, community well-being, and cultural heritage preservation (Piening & Salge, 2015; SAIR, A., & RAHOUA, F., 2018).

5. Conclusion

Overall, this article has thoroughly examined the complex relationship between tourism, sustainability, and resilience, providing insight into the many effects of tourism on social, cultural, environmental, and economic aspects. By conducting a thorough analysis, it has presented a strong case for the essential integration of resilience into the core of sustainable tourism practices. The suggested framework combines the ideas of sustainability and resilience to create a forward-looking paradigm that is flexible and can easily adjust to changing circumstances. This approach is not just theoretical but also has practical consequences, especially for strengthening the resilience of the tourist industry against various possible interruptions.

The report emphasizes the crucial need for tourist destinations, like Morocco, to create and execute sustainable tourism initiatives. The research findings may be effectively used in Morocco, which offers a unique combination of cultural abundance, natural variety, and economic opportunities. The methodology given in this document is especially relevant for managers and stakeholders in the Moroccan tourist sector and other related industries. The document offers a well-planned guide for effectively negotiating the challenges of the current tourist industry, fostering economic development, and safeguarding the preservation of significant natural and socio-cultural resources.

Moreover, this model promotes a comprehensive strategy that provides tourism industry experts with the required resources to make well-informed choices that are in line with the concepts of sustainability and resilience. By taking this action, it creates a path for a more environmentally adaptable future for tourism in Morocco and other comparable places throughout the globe. Managers and stakeholders have the authority to promote a tourist industry that not only prospers financially but also enhances the welfare of local people and safeguards natural and cultural assets.

Essentially, the adoption of this model demonstrates the progressing comprehension of sustainable and resilient tourism. This highlights the crucial importance of academic research in establishing the basis for the creation of practical and influential initiatives. The insights provided in this article will be very important in guiding the tourist sector towards sustainable development and resilience, given the ongoing changes in the global environment. By doing this, it guarantees the long-lasting success of the tourist industry, protecting its role in promoting economic growth, environmental conservation, and cultural enhancement.

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