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Dynamic Capability Theory as a Foundation for Organizational Resilience: Key Factors Influencing Gastronomic Firms in the COVID-19 Context

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Abstract:

The COVID-19 pandemic profoundly disrupted the global economy, causing significant structural dysfunctions in the tourism sector, particularly in the Moroccan gastronomic industry. In response to these upheavals, organizations were compelled to reassess and adapt their strategies to ensure their sustainability and maintain competitiveness in an unstable environment. This crisis underscored the imperative of strengthening organizational resilience, understood as the fundamental capacity of an entity to adjust and reinvent itself in the face of exogenous shocks.

Recognized in academic literature as a central determinant in uncertainty management, organizational resilience relies on the ability of firms to mobilize resources and competencies effectively to address disruptions. In this context, the present article draws on the dynamic capabilities theory, a conceptual framework developed by Teece, which identifies three interdependent processes: sensing opportunities and threats, seizing those opportunities, and reconfiguring internal resources and competencies to address emerging challenges.

This theoretical study explores how organizational innovation, competitive intelligence, and entrepreneurial creativity, conceptualized as micro-foundations of dynamic capabilities according to Teece (2018), contribute to building organizational resilience in the Moroccan gastronomic sector. By proposing an integrated conceptual framework, this article highlights strategic levers that can be mobilized to strengthen organizational agility and robustness in the face of future crises.

Keywords: Organizational resilience, Dynamic Capability, Restaurant, COVID-19.
JEL Classification: L83, O44, R11
Paper type: Theoretical Research

Résumé :

La pandémie de COVID-19 a profondément perturbé l'économie mondiale, engendrant des dysfonctionnements structurels majeurs au sein du secteur touristique, et plus particulièrement dans l'industrie gastronomique marocaine. Face à ces bouleversements, les organisations ont été contraintes de réévaluer et d'adapter leurs stratégies afin d'assurer leur pérennité et préserver leur compétitivité dans un environnement instable. Cette crise a mis en exergue l'impératif de renforcer la résilience organisationnelle, entendue comme la capacité fondamentale d'une entité à s'ajuster et à se réinventer face à des chocs exogènes.

Reconnue dans la littérature académique comme un déterminant central de la gestion des incertitudes, la résilience organisationnelle repose sur la faculté des entreprises à mobiliser des ressources et compétences pour répondre efficacement aux perturbations. Dans ce cadre, cet article s'appuie sur la théorie des capacités dynamiques, un cadre conceptuel développé par Teece, qui identifie trois processus interdépendants, a savoir la détection, la saisie et la reconfiguration pour répondre aux défis émergents.

Cette étude théorique examine la manière dont l'innovation organisationnelle, l'intelligence économique et la créativité entrepreneuriale, conceptualisées comme des micro-fondations des capacités dynamiques selon Teece (2018), contribuent à la construction de la résilience organisationnelle dans le secteur gastronomique marocain. En proposant un cadre conceptuel intégré, cet article éclaire les leviers stratégiques mobilisables pour renforcer l'agilité et la robustesse des organisations face aux crises futures.

Mots-clés : Résilience organisationnelle, Capacité dynamique, Restaurant, COVID-19.
Classification JEL : L83, O44, R11
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1. Introduction

The COVID-19 pandemic has profoundly disrupted global economic systems, causing widespread disturbances across multiple sectors, with tourism among the most severely affected industries (Hallak et al., 2018). This sector, particularly vulnerable to external shocks, has faced significant challenges in both developed and developing economies. In Morocco, where tourism is a fundamental pillar of national economic stability, the pandemic highlighted structural weaknesses and the need for adaptive strategies to ensure the sustainability of businesses. Gastronomic enterprises, including starred restaurants and local culinary hubs, play a critical role within the tourism sector, contributing to both cultural preservation and economic development (Fabry & Zeghni, 2016). However, their vulnerability during crises underscores the necessity of developing robust mechanisms for organizational resilience.

Organizational resilience is defined as the capacity of a firm to adapt, recover, and thrive in the face of adverse conditions. This ability involves reconfiguring resources, processes, and strategies to maintain operational continuity (Barney, 1991; Teece, 2018). More specifically, organizational resilience encompasses the ability to sense emerging threats, seize opportunities, and transform existing capabilities to align with a changing environment (Teece, 2018). Despite the growing importance of resilience, the mechanisms through which it can be developed and maintained remain a subject of ongoing investigation.

The core research question arising from this context is: how can gastronomic organizations build resilience, and what are the critical determinants facilitating this process?. The literature reveals a wide array of theoretical perspectives to address this question, yet existing research lacks a comprehensive focus on the Moroccan context, particularly within the gastronomic sector.

This article addresses the gap by adopting the dynamic capabilities theory as a conceptual lens to explore resilience. The dynamic capabilities framework identifies three essential processes for organizational resilience: (1) Sensing: the ability to detect emerging threats and opportunities, (2) Seizing: the capacity to capitalize on identified opportunities through resource mobilization, (3) Transforming: the ability to reconfigure internal assets to maintain long-term competitiveness (Teece, D. J., 2018).

Building on these theoretical foundations, this study investigates the following questions:

- *What factors enable Moroccan gastronomic firms to detect emerging opportunities and threats?*
- *How can competitive intelligence and strategic foresight support the capacity to seize these opportunities?*
- *Which organizational innovations and creative strategies enhance the transformational capacity of gastronomic businesses during crises?*

While the literature has extensively explored resilience strategies in global contexts, limited attention has been paid to developing countries such as Morocco. This study aims to contribute to closing this gap by proposing a conceptual framework grounded in dynamic capabilities theory to better understand the strategic levers of resilience in Moroccan gastronomic firms.

In this context, the present research investigates the critical dimensions of resilience within gastronomic organizations, with a particular emphasis on the developing countries. The study explores how organizational innovation, competitive intelligence, and entrepreneurial creativity serve as key drivers of resilience in a sector characterized by volatility and uncertainty (Wixom, B., & Watson, H. 2010; Limnios, E. M., et al., 2014; Madeira, A., et al., 2020). By leveraging the dynamic capabilities framework, the article offers theoretical insights and practical recommendations aimed at equipping managers and policymakers with strategic tools to enhance crisis preparedness and organizational adaptability. This research contributes valuable perspectives on the strategies and academic frameworks that empower gastronomic organizations to sustain operations, effectively navigate crises, and maintain a competitive edge, particularly in the aftermath of significant disruptions such as the COVID-19 pandemic.

2. Literature Review and Hypothesis Development

To shape our research model, a refinement of key theoretical concepts relating to organisational resilience, entrepreneurial creativity, organisational innovation and competitive intelligence will be the focus of this first part.

2.1. Organisational Resilience: concept definition

The concept of resilience has undergone significant evolution over time, extending its relevance to a wide range of disciplines, including management science. Resilience is recognized as a multidimensional socio-technical phenomenon, encompassing the ways in which individuals, groups, and organizations respond to and manage uncertainty. In the context of organizations, resilience manifests through various mechanisms such as centralized internal control (Pfeffer, 1978), organizational learning (Carroll, 1998; Weick et al., 2005), creativity (Kendra & Wachtendorf, 2003), and adaptability (Vogus & Sutcliffe, 2008).
The discussion of resilience in the literature is enriched by a variety of conceptual dimensions. Hale and Heijer (2006) emphasize *rebound*, referring to an organization's ability to recover from disruption. Tierney (2003) focuses on *robustness*, which describes the strength of an organization to withstand challenges. Berkes (2007) highlights *absorption*, the capacity to endure shocks without significant degradation in function, while Seville (2009) addresses resilience as a process encompassing both *survival* and *flourishing*. Hollnagel et al. (2008) broadens this perspective by identifying four key competencies integral to resilience:

- The ability to respond to regular and irregular disturbances.
- The capacity for flexible monitoring of ongoing events.
- The anticipation of potential disruptions.
- The ability to learn and adapt based on past experiences.

These competencies underline the dynamic and proactive nature of resilience, positioning it as a critical factor in organizational success.
The study of organizational resilience aligns closely with contemporary sustainability challenges. Resilience research addresses several critical needs, such as demonstrating progress in improving sustainability, proactively leading on sustainability indicators, linking organizational sustainability improvements to competitive advantage, and building the business case for sustainability investments. However, as Stephenson et al. (2010) note, organizations often struggle to allocate resources for resilience-building due to the difficulty of measuring and demonstrating progress in this area. This challenge underscores the importance of integrating sustainability as both a lever for resilience and a competitive differentiator that enhances business value.
there are many definitions in the literature of organisational resilience. The table 1 below sets out some of the definitions. This variety of definitions highlights the complex and integrative nature of resilience, suggesting that no single approach can fully capture its essence. Instead, organizational resilience is best understood as a composite of adaptive, absorptive, and transformative capacities that enable organizations to sustain performance and thrive under uncertain conditions.
In summary, organizational resilience is a multidimensional concept that combines technical, social, and managerial aspects. It offers organizations the tools to address uncertainty, improve sustainability, and secure a competitive advantage, making it a critical area of focus in management science (Vukolic, D. et al., 2022).

Table 1 : Organisational resilience definitions

Authors	Definitions
(Weick K.E., 1987, 1988)	*"Ability to cope with and react to disruptive events, leading to crisis situations»*
(Weick K.E., Sutcliffe KM.., et Obstefeld D., 1999); (Edmonson., 1999)	*"Resilience refers to maintaining: (a) positive adjustment under challenging conditions (b) the ability to bounce back from untoward events (c) the ability to maintain desired functions and outcomes under pressure."*
(Dalziell & McManus., 2004)	*"The dynamic capacity of complex organisations to address their vulnerabilities and the self-organising capacity of firms to change their infrastructure and management practices when change is needed"*
(Lengnick– hall & beck., 2005)	*"The ability of a company to absorb, react to and take advantage of events that occur as a result of changes in the environment"*
(Hollnagel., 2006)	*"The ability of an organisation to withstand a threat or to return to a state of stability after experiencing it. »*
(McManus et al., 2008)	*«Vulnerability management and should also include the organisation's ability to be fully aware of its environment»*
(Chabaud D. ?& Begin L., 2010)	*"Resilience combines 3 capacities: (1) the ability to absorb stresses and preserve functioning despite the presence of adversity; (2) the ability to bounce back from an unfortunate event with a system that progresses in absorbing surprises and grows rather than collapses; (3) the ability to learn and grow from previous episodes of resilience. Rebound means returning to one's original position, or a position adapted from one's original position, or moving away from that position and becoming another structure. "*
(Limnios, Mazzarol, Ghadouani & Schilizzi., 2014)	*"A strategic manoeuvre (attack vs. defence) as well as an adaptive system that maintains a balance between exploitation (internal resources) and exploration (acquisition of resources outside the organisation) to cope with environmental uncertainty"*

Source: Authors

2.2. Understanding Gastronomic Organizations

A gastronomic organization, commonly referred to as a gastronomic restaurant, represents a specialized business within the food and beverage sector that emphasizes high-quality culinary practices and an exceptional dining experience. These establishments go beyond the basic function of serving meals by integrating creativity, innovation, and cultural expression into their offerings. Gastronomic organizations often serve as hubs of culinary artistry, providing patrons with not just food but a holistic experience that encompasses ambiance, service, and unique culinary narratives (Madeira, A., et al., 2020).

Academic definitions highlight several dimensions of gastronomic organizations (Vukolic, D. et al., 2022). Lane (2010) describes them as entities that combine exceptional culinary techniques with high-quality ingredients and an ambiance reflective of cultural or regional identity. Similarly, Andersson and Mossberg (2004) emphasize their role in delivering memorable dining experiences characterized by premium ingredients, innovative cooking methods, and outstanding service. Richards (2002) further underscores their cultural and economic significance, noting that these establishments often showcase local heritage and contribute to tourism. Finally, Hjalager (2010) points to their capacity for innovation and adaptability, which enables them to set trends while promoting sustainable practices.

In essence, a gastronomic organization is not merely a dining venue; it is an institution that integrates culinary art, cultural storytelling, and economic impact, offering a refined and immersive experience for its clientele.

- **Definitions of Restaurants Based on Criteria**

Restaurants, including gastronomic organizations, can be classified according to various criteria, such as the number of employees, the level of service quality, or internationally recognized rating systems like Michelin stars. These criteria offer insights into the scale, operations, and prestige of restaurants across different contexts.

- **Number of Employees**

The size of a restaurant is commonly categorized based on the number of employees, a standard criterion in economic and policy frameworks. Small restaurants typically employ fewer than 10 individuals and are often family-run or independently owned, focusing primarily on localized dining experiences. Medium-sized restaurants employ between 10 and 50 staff members, featuring more structured operations that include diverse menus and enhanced service offerings. In contrast, large restaurants employ over 50 individuals and may include fine dining establishments or chain operations with extensive organizational frameworks (OECD, 2010; In Berisha, J. & Pula, J. S. 2015).

These thresholds for categorization can vary across countries. For example, in the European Union, the definition of small and medium enterprises (SMEs) aligns with employee count, designating businesses with fewer than 50 employees as small and those with fewer than 250 as medium-sized. This classification highlights the diversity in restaurant operations and their varying organizational needs depending on size (Boumlik, Z., et al, 2021).

- **Star Ratings (e.g., Michelin)**

The Michelin Guide is an internationally renowned rating system that evaluates restaurants based on their quality and excellence in gastronomy. A one-star rating indicates a restaurant with high-quality cooking that is worth a stop. Two stars recognize establishments with excellent cooking that is worth a detour, emphasizing superior skill and flavor (Snyder, W., & Cotter, M., 1998). The prestigious three-star rating is reserved for restaurants offering exceptional cuisine that is worth a special journey, marked by unmatched technique, creativity, and consistency (Aubke, F., 2014).

Michelin-starred restaurants are often synonymous with gastronomic organizations, as they embody a commitment to culinary innovation and exceptional service, making them benchmarks of excellence in the culinary world.

- **Service Quality and Dining Experience**

In addition to Michelin stars, other rating systems, such as Forbes Travel Guide and Gault & Millau, evaluate restaurants based on their service, ambiance, and dining experience. These systems often categorize restaurants as fine dining, casual dining, or fast casual, depending on the sophistication of the offerings and the target audience (Johnson, C., 2005).

2.3. The Impact of COVID-19 on Gastronomic Organizations

The COVID-19 pandemic profoundly disrupted gastronomic organizations, highlighting their vulnerability to external shocks. Lockdowns, social distancing measures, and reduced consumer confidence drastically impacted operations, forcing many establishments to adapt or close.

A primary challenge was the decline in consumer demand, as physical restrictions and economic uncertainty reduced spending on dining out, particularly in premium segments (Madeira, A., et al., 2020). Like past pandemics like SARS (2002–2004), consumption patterns shifted towards cost-saving alternatives, such as takeaways and home-cooked meals, undermining the business models of fine-dining establishments (Biggs et al., 2020).

The supply chain disruptions further compounded these issues. Social restrictions and transportation challenges delayed deliveries, creating raw material shortages (Duan et al., 2009). Many restaurants faced increased costs due to these delays, affecting profitability and service quality.

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Moreover, prolonged closures caused significant revenue losses. Smaller gastronomic organizations, with limited financial reserves, struggled to pay fixed costs such as rent and wages. For establishments lacking cash flow, survival depended on government aid through loans, grants, or tax incentives (Biggs et al., 2020; Marquez-Tejon et al., 2022).

Despite these challenges, some restaurants adapted by implementing digital solutions, such as online ordering and contactless payments. However, recovery remains uneven, with smaller establishments still grappling with prolonged disruptions (Ferris et al., 2016).

The pandemic revealed the importance of resilience and innovation in gastronomic organizations. Establishments that leveraged savings, diversified revenue streams, and embraced digital transformation proved more adaptable, underscoring the need for strategic preparedness for future crises.

2.4. Theoretical Foundations of Organizational Resilience Factors in Gastronomic Organizations: Insights from Dynamic Capabilities Theory

2.4.1. The Resource-Based View (RBV) and Organizational Resilience

The Resource-Based View (RBV), as introduced by Barney (1991), emphasizes that a firm's competitive advantage is grounded in its internal resources. These resources are deemed valuable, rare, inimitable, and non-substitutable (VRIN). In the context of resilience, the RBV posits that organizations with robust resources can better withstand and recover from disruptions. Tangible resources, such as financial reserves, provide stability during crises, while intangible resources, such as organizational culture and knowledge management systems, foster adaptability and innovation. For instance, firms with well-developed knowledge-sharing systems can make timely and effective decisions during a crisis, enabling operational continuity (Limnios, E. M., et al., 2014).

By highlighting the importance of resource possession, the RBV provides a foundation for understanding resilience as a static attribute of organizations. However, it does not fully address how firms modify and adapt their resources in dynamic and unpredictable environments.

2.4.2. Dynamic Capability Theory and Organizational Adaptation

The Dynamic Capability Theory, developed by Teece, Pisano, and Shuen (1997), extends the RBV by focusing on how organizations adapt to changing conditions. Dynamic capabilities are defined as the ability to sense opportunities and threats, seize opportunities through resource mobilization, and transform resources to meet evolving challenges. These capabilities are critical in fostering resilience, as they enable firms to reconfigure their resources and processes to respond to crises effectively (McManus, S., 2008).

For example, during a disruption such as the COVID-19 pandemic, organizations that demonstrated strong dynamic capabilities were able to pivot their operations, adopt new business models, and innovate rapidly to meet emerging demands (Biggs, R., et al. 2020). Dynamic capabilities highlight resilience as an ongoing process, where firms continuously adapt to external pressures to maintain stability and competitiveness (Dalziell, E. P., & McManus, S. T. 2004).

2.5. RBV and Dynamic Capabilities: Foundations for Resilience factors in Gastronomic Organizations

While the RBV focuses on the possession of VRIN resources, Dynamic Capability Theory emphasizes the processes and routines that allow firms to adapt those resources to dynamic environments. Together, these theories provide a comprehensive understanding of organizational resilience. Firms with strong internal resources (as suggested by RBV) are better equipped to absorb shocks, while those with robust dynamic capabilities can reconfigure and redeploy their resources to address new challenges (Teece, D. J., 2018).

In practical terms, resilient organizations integrate both perspectives. They leverage their existing resources effectively during crises while demonstrating agility in adapting to changing conditions. For example, a firm with financial stability (RBV) that also could innovate, and pivot quickly (Dynamic Capabilities) is more likely to recover and thrive during periods of uncertainty (McManus, S., 2008).

2.5.1. Relationship between organizational innovation and organizational resilience

Organisational innovation has emerged as a critical factor for ensuring the sustainability and adaptability of organizations, particularly in volatile and competitive environments. According to the Oslo Manual (2005), innovation can be classified into four categories: organisational innovation, product innovation, process innovation, and marketing innovation (Ayoub & Taoufik, 2019). This study focuses specifically on organisational innovation, a non-technical form of innovation (Dangeureux, 2017) that differs from industrial process innovation. It involves the implementation of novel practices, structures, and processes within an organization to enhance its overall performance and adaptability (Teece, D. J., 2018).

Scholars have defined organisational innovation in various ways, but a shared understanding revolves around the introduction and implementation of new organizational structures (Christensen, 2006; OECD, 2005), processes (Christensen, 2006; OECD, 2005), and capabilities (O'Regan & Ghobadian, 2004; Drejer, 2000). The table 2 below sets out some of the definitions of organisational innovation.

Table 2 : Organisational innovation definitions

Authors	Definitions
(Organisation for Economic Co-operation and Development., 2005)	*"The implementation of a new organisational method in the firm's business practices, workplace organisation or external relationships that has not been used before in the firm and is the result of strategic decisions taken by management"*
(Armbruster et al., 2006)	*"Organisational innovation refers to changes in the structures and processes of an organisation that result from developing and implementing new structural, managerial and working concepts and practices to offer the consumer more efficient, effective and flexible solutions"*
(Gallego, J., et al., 2013)	*"To be a sort of non-technological process innovation, which" does not aim to find and implement new process technologies (e.g. new equipment, software, and specific techniques or procedures), but, instead, organisational innovation deals primarily with people and the organisation of work"*
(Armbruster et al., 2006)	*"Inter-organisational innovations involve the implementation of new ways of organising relationships with other firms or public institutions such a:* - *The establishment of new types of collaborations with research organisations or customers.* - *New methods of integration with suppliers.* - *The outsourcing or subcontracting, for the first time, of business activities in production, procuring, distribution, recruiting, and ancillary services."*

Source: Gallego, J., et al., (2013)

In the tourism sector, the role of innovation is particularly pronounced due to the industry's dependence on adapting to evolving customer preferences and external conditions. Alexandre-Leclair and Liu (2014) identify three theoretical approaches to innovation in this context: the Schumpeterian approach, which highlights the entrepreneurial role in driving innovation; the technology push/demand pull paradigm, which attributes innovation to external factors; and the cluster or innovation system approach, which examines the dynamics of innovation within networks of tourism enterprises (Schumpeter, J.,1974). These perspectives underscore the multifaceted nature of innovation in tourism, where organizations must continuously evolve to maintain relevance and competitiveness (Wixom, B., & Watson, H. 2010).

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The impact of organisational innovation extends beyond operational improvements to include resilience-building capabilities. Dubé (2012) highlights that organisational innovation enhances work quality, knowledge sharing, and learning capacity, facilitating the effective use of new knowledge and technologies. Similarly, Birkinshaw et al. (2008) characterizes organisational innovation as a non-technical process aimed at improving the efficiency and effectiveness of organizational operations. These perspectives align with the view that innovation serves as a dynamic capability, enabling organizations to respond to disruptions, absorb shocks, and adapt to new challenges (Limnios, E. M., et al., 2014).
Organisational innovation thus plays a crucial role in fostering resilience by equipping organizations with the tools to navigate uncertain and rapidly changing environments (see table 3). It enhances their ability to withstand external pressures, maintain stability, and sustain competitive advantages. By embedding innovation into their strategic framework, organizations can create robust and adaptable systems that ensure long-term success in an increasingly complex global landscape.

Table 3 : Key Studies on the Relationship Between Organisational Innovation and Organizational Resilience

Author	Research object	Methodology	Findings
(O'Regan & Ghobadian, 2011)	This paper aims to articulate the strategic dilemmas faced by the CEO of a very successful company and how these dilemmas were resolved.	– Semi-structured interview – Desk study.	Innovation allows the implementation of strategies that enable both high organic growth rates
(García-Morales et al., 2006)	demonstrate that Knowledge management and innovation are positively related to organizational performance.	– Intern-factor correlations matrix - Multiple regressions analyses – 408 firms.	A resilient organization acquires knowledge from the environment to carry out innovations relevant for building resilience
(*Mafabi et al. - 2012 - Knowledge management and organisational resilience.pdf*, s. d.)	The purpose of this paper is to report the findings of the mediation effect of innovation in the relationship between knowledge management and organisational resilience	Quantitative methodology	Innovation influenced organisational resilience. Knowledge management did not have a direct effect on organisational resilience, except through the full mediation of innovation.
(Borda-Rodriguez & Vicari, 2015)	This article shows how interconnected forms of innovation contribute to co-operative resilience.	15 semi-structured interviews and 3 focus groups	Organisational innovation contributed to reduce exposure to certain risks by improving anticipation capacity

Source: Authors

These empirical studies suggest a positive relationship between organisational innovation and organisational resilience, and lead us to formulate our first hypothesis:

H1.a: There is a significant relationship between organizational innovation and organizational resilience

2.5.2. Relationship between competitive intelligence and organizational resilience

In an increasingly uncertain and complex global environment, organizations have come to rely heavily on external resources to build resilience. Harnessing externally developed knowledge and managing information effectively are essential for organizations to navigate crises and recover from unexpected situations. In this context, competitive intelligence emerges as a vital tool for managing information, enabling organizations to anticipate challenges, adapt, and make informed strategic decisions (Sybord, C., 2015).

Competitive intelligence, as defined by El Hajri et al. (2020), is a comprehensive strategy that empowers organizations to acquire, protect, and leverage information while influencing their environment to act with foresight and make optimal decisions. This definition emphasizes three core dimensions of business intelligence: information, security, and influence. Through these dimensions, organizations can effectively control the flow of information, ensuring that strategic decisions are both proactive and robust (Wixom, B., & Watson, H. 2010).
The table 4 below presents key definitions of competitive intelligence.

Table 4 : Competitive intelligence definitions

Authors	Definitions
(Fleisher., 2003)	*"The action of gathering, analysing and applying information about products, domain constituents' customers, and competitors for the short-term and long- term planning needs of an organisation"*
(Bose., 2008)	*"A process of monitoring the competitive environment by pulling together data and information from a very large and strategic perspective, to predict or forecast what is going to happen in the competitive environment of an enterprise"*
(Brody., 2008)	*"The process by which organisations gather actionable information about competitors and the competitive environment and, ideally, apply it to their planning processes and decision-making in order to improve their enterprise's performance"*
(Nasri & Charfeddine 2012)	*"A set of procedures and data sources used by marketing managers to sift information from the environment that they can use in their decision making"*
Pellissier, R., & Nenzhelele, T. E. (2013)	*"A process or practice that produces and disseminates actionable intelligence by planning, ethically and legally collecting, processing and analysing information from and about the internal and external or competitive environment in order to help decision-makers in decision-making and to provide a competitive advantage to the enterprise"*

Source : Pellissier, R., & Nenzhelele, T. E. (2013)

The benefits of competitive intelligence extend to enhancing critical organizational capabilities. For instance, Slama and Ammar (2018) highlight how competitive intelligence positively impacts the absorptive capacity of French SMEs. Absorptive capacity, he ability to acquire, assimilate, and apply external knowledge, is crucial for agile management, enabling organizations to adapt to rapidly changing conditions and sustain operations in the face of challenges. Maltais (2022) further underscores the role of adaptive learning in fostering resilience, emphasizing how organizations equipped with strong absorptive capacity can continuously evolve and respond to disruptions (Limnios, E. M., et al., 2014).
Another essential aspect of Competitive intelligence is its role in ensuring security, a cornerstone of organizational resilience. According to Marquez-Tejon et al. (2022), enterprise security risk management (ESRM) plays a critical role in crisis management by safeguarding the organization against external threats and enabling effective monitoring and response mechanisms. Their bibliometric analysis of ESRM underscores the potential of security measures to enhance organizational resilience, demonstrating how proactive risk management can mitigate vulnerabilities and fortify an organization's ability to endure and recover from crises.
Business intelligence, therefore, serves as both a strategic lever and a resilience enabler. By integrating information management, security, and influence into their operations, organizations can improve their capacity to anticipate disruptions, adapt to changing environments, and sustain their competitive advantage. This multidimensional approach positions Competitive intelligence as critical tool for fostering resilience in an era defined by uncertainty and complexity (Madeira, A., et al., 2020; Sybord, C., 2015).
The table 5 below summarizes key research findings on the relationship between Competitive intelligence and organizational resilience:

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Table 5 : Key Studies on the Relationship Between competitive intelligence and Organizational Resilience

Author	Research object	Methodology	Findings
(Nte., 2021)	This study therefore examined the effect of competitive intelligence on the survival of SMEs in Benin City, Edo State, Nigeria	Pearson's product-moment coefficient of correlation	There is a relationship existing between the two intervening variable i.e. competitive intelligence and the survival of SMEs, and influence on market expansion of SMEs in Benin City
(Zha & Chen, 2009)	To analyse the demand for competitive intelligence in the risk prevention of SMEs.	_	Competitive Intelligence plays an increasingly important role in the risk prevention of SMEs
(Mafabi et al., s. d.)	presents the case of the implementation of a new information technology in an organisation belonging to the defence sector	qualitative and documentary methodology	Resilience can be increased through resistance to change and knowledge sharing
(Ayoub & Messaoudi Abdelaziz, 2022)	to examine the direct effect of absorptive capacity on organizational resilience through the mediating role of strategic flexibility	PLS-SEM approach 62 family SMEs	The existence of a relationship between absorptive capacity and organizational resilience
(Núñez-Ríos et al., 2021)	this study evaluated the relationships among specific factors toward fostering organizational resilience (OR) in tourism SMEs	A multi-methodological approach Structural equations	Management style and people development and organizational learning as critical factors can foster OR in tourism SMEs.

Source: Authors

These empirical studies suggest a positive relationship between Competitive intelligence and organisational resilience and lead us to formulate our first hypothesis.

H2.a: There is a significant relationship between Competitive intelligence and organizational resilience in gastronomic organisation.

2.5.3. The relationship between entrepreneurial creativity and Organisational Resilience

Creativity is central to modern business strategies, with Amabile (1996) defining it as the generation of novel and valuable ideas capable of driving innovation. It involves divergent thinking, making unique connections, and solving complex problems (Amabile & Khaire, 2008). Creativity is closely linked to innovation, as creative processes often lead to the development of new products and solutions (Amabile, 1997). Prior studies (Woodman et al., 1993; Liu et al., 2017) emphasize the importance of human resource systems, leadership, and team dynamics in fostering creativity, which can provide a competitive advantage by enhancing problem-solving capabilities (Sawang et al., 2014).
Amabile's (1996) Componential Model of Creativity identifies three essential elements for creative output: (1) Domain-relevant skills, foundational knowledge and expertise needed for innovative thinking, (2) Creativity-relevant skills, cognitive abilities and strategies for generating novel ideas, and (3) Task motivation, intrinsic drive and passion for creative tasks. These components interact to shape creativity, with task motivation being critical for sustained creative performance (Amabile, 2011). This model underlines the importance of fostering creativity for entrepreneurial success, particularly in dynamic and uncertain environments.
In the organizational context, creativity transcends individual capabilities, contributing to broader entrepreneurial initiatives and innovation that enhance resilience. Entrepreneurial creativity is often associated with characteristics such as initiative, innovativeness, risk-taking,

and the ability to organize resources efficiently (Lordkipanidze, 2002). These elements are crucial for navigating uncertainties and adapting to changing environments, making entrepreneurial creativity a key driver of organizational resilience. By fostering the capacity to innovate and respond dynamically, organizations can better absorb shocks, adapt to crises, and sustain their competitive advantage.
The table below summarizes selected definitions of entrepreneurial creativity that highlight its role in resilience-building:

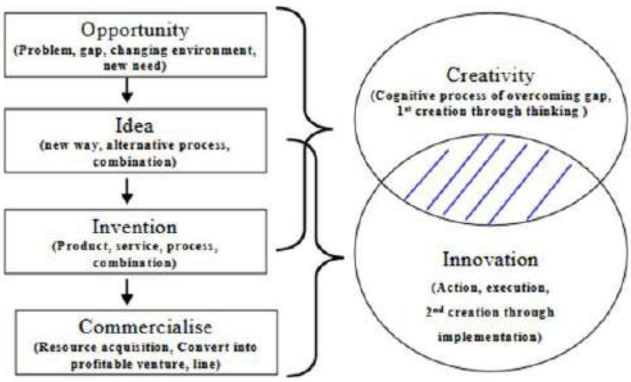
Table 6: Entrepreneurial Creativity definitions

Authors	Definitions
(Amabile., 1988)	*"Creativity is the production of novel and useful ideas by an individual or small group of individuals working together"*
(Pretorius et al., 2005)	*"The successful entrepreneurial venture is usually based on a significant innovation. Innovation can be defined as the successful implementation of creative ideas"*
(Mnisri & Nagati, 2012)	*"Creativity is seen as a quality to be used for innovation"*
(Puhakka., 2012).	*"Entrepreneurial creativity is both a resource and a dynamic capacity insofar as it allows for the modification or resolution of a situation deemed unsatisfactory"*

Source: Authors

Through the definitions, we could conclude that organisational innovation and entrepreneurial creativity are the same, Pretorius, M., Millard, S., & Kruger, M. (2005) show the difference and relationship between creativity and innovation by indicating the inclusive and distinctive areas between the constructs in entrepreneurship in the figure below:

Figure 1: Creativity and innovation in entrepreneurship



Source: Pretorius, M., Millard, S., & Kruger, M. (2005)

Entrepreneurial creativity plays a pivotal role in fostering organizational resilience by equipping organizations with the ability to innovate, adapt, and overcome challenges. Creativity, in this context, is more than the generation of ideas, it is a dynamic process that enables organizations to navigate uncertainties, address disruptions, and seize emerging opportunities (Puhakka, V.,2012).
One of the primary contributions of entrepreneurial creativity to resilience is its ability to drive innovation. Creative entrepreneurs introduce novel solutions and approaches that allow organizations to tackle complex challenges and capitalize on new market opportunities. This innovative capacity not only enhances the organization's competitive advantage but also ensures its adaptability in rapidly changing environments.
Creativity also promotes adaptability, a key component of resilience. By fostering creative thinking, organizations can reconfigure their resources, strategies, and processes to respond effectively to unforeseen crises. This adaptability is crucial for maintaining stability and continuity during periods of disruption.

Additionally, entrepreneurial creativity enhances problem-solving capabilities within organizations. A creative mindset encourages proactive approaches to identifying and mitigating potential risks. This anticipatory problem-solving reduces the impact of crises and ensures a quicker recovery, strengthening the organization's overall resilience (Puhakka, V.,2012).
Another significant aspect of entrepreneurial creativity is its contribution to sustainability. Creative initiatives often lead to the development of sustainable practices and products that not only address immediate challenges but also ensure long-term organizational success. This focus on sustainability aligns with broader resilience objectives, as it enables organizations to remain viable and competitive in the face of evolving market demands and environmental pressures (Limnios, E. M., et al., 2014).
In dynamic and uncertain environments, where traditional approaches may prove inadequate, entrepreneurial creativity becomes an indispensable asset. By embedding creativity into their culture and strategic framework, organizations can build robust systems that enhance resilience. This ensures not only their survival during crises but also their ability to thrive in an ever-changing global landscape. Entrepreneurial creativity, therefore, is not merely a supplementary skill but a fundamental driver of resilience, positioning organizations to navigate uncertainty with confidence and agility (Madeira, A., et al., 2020).
Entrepreneurial creativity refers to how this creativity is applied and how opportunities are appropriated (DiLiello & Houghton, 2008). In this respect, we believe from our case study that the manager plays a central role in organising the conditions for entrepreneurial creativity. The latter remains insufficient to guarantee resilience adapted to the sector of activity.

H3.a: There is a significant relationship between Entrepreneurial creativity and organizational resilience

2.6. The contingency theory as a foundation for examining the impact of covid-19 on resilience factors in gastronomic organizations

The contingency theory, developed by researchers such as Burns and Stalker (1961), Lawrence and Lorsch (1967), and Joan Woodward (1958), posits that there is no universally optimal organizational structure or management style. An organization's effectiveness depends on its alignment with specific contextual factors called contingency factors, including the external environment, technology, organizational size, and the adopted strategy (Woodward, 1958; Chandler, 1962). For instance, Burns and Stalker (1961) distinguish between mechanistic structures, suitable for stable environments, and organic structures, which are more flexible and responsive in dynamic contexts. The theory thus emphasizes the importance of constant adaptation between organizational structure and its environment to ensure performance and resilience (Chau, K. Y., et al., 2023).
However, while contingency theory is widely acknowledged for its ability to incorporate contextual complexity into organizational analysis, it has certain limitations. It tends to oversimplify the relationships between contingency factors and organizational outcomes, sometimes overlooking human and cultural dimensions (Lawrence & Lorsch, 1967). Nevertheless, in contexts such as the Moroccan gastronomy sector, characterized by fluctuating environments and increased flexibility demands, this theory remains relevant for understanding how organizations can adjust their structures and strategies in response to crises. It can be complemented by other frameworks such as the dynamic capabilities theory (Teece, 2018) and complex systems theory for a more comprehensive understanding of organizational resilience.
Contingency theory provides a relevant framework for explaining the impact of crises, particularly the COVID-19 pandemic, on the dynamic capabilities of businesses, especially in the gastronomy sector of developing countries. By emphasizing the alignment between an

organization and its environment, this theory argues that major crises, characterized by sudden and unpredictable disruptions, profoundly alter contingency factors (Lawrence & Lorsch, 1967). Demand volatility, health restrictions, and supply chain disruptions have imposed unstable environments on gastronomy businesses, requiring rapid structural and strategic adjustments (Burns & Stalker, 1961). In developing countries, where financial and technological resources are often limited, the pandemic has particularly weakened businesses' adaptive capacities, highlighting the need for strengthened dynamic capabilities (Teece, 2018; Messner, W., 2023).

2.6.1. Moderation impact of covid 19 pandemic

Organizational innovation is a critical driver of resilience in gastronomic organizations, enabling them to adapt and respond effectively to disruptions. Through the adoption of innovative practices, such as digital tools, new business models, and creative culinary approaches, these organizations can maintain operational continuity and competitiveness. This adaptability is especially crucial in uncertain environments, where resilience depends on the ability to innovate and transform in response to external challenges. Studies have shown that innovation enhances flexibility and problem-solving, making it a key component of organizational resilience (Chen et al., 2015; Teece et al., 1997; Limnios, E. M., et al., 2014).
The COVID-19 pandemic, however, has highlighted the moderating effect of external crises on this relationship. The pandemic disrupted supply chains, reduced consumer demand, and forced gastronomic organizations to rethink their operations, making innovation essential for survival. While innovative organizations were better equipped to adapt, the severity of the pandemic's challenges influenced how effectively innovation translated into resilience. For instance, establishments that had previously embraced digitalization and delivery services were able to pivot quickly, while less adaptive organizations struggled. This suggests that the relationship between innovation and resilience is contingent on the nature and intensity of external disruptions, such as those posed by COVID-19.

H1.b: Organizational innovation has a significant effect on organizational resilience, moderated by the impact of the COVID-19 pandemic

Competitive intelligence (CI) is a critical tool for enhancing organizational resilience, providing decision-makers with actionable insights through the collection, analysis, and interpretation of data. In gastronomic organizations, BI enables operators to anticipate market trends, optimize operations, and make informed strategic decisions. For example, data on consumer preferences, supply chain efficiency, and financial performance can guide restaurants in navigating disruptions effectively. BI contributes to resilience by fostering adaptability, improving resource allocation, and supporting long-term strategic planning (Wixom & Watson, 2010).
The COVID-19 pandemic has magnified the importance of BI in resilience-building by increasing the need for real-time data to respond to unprecedented challenges. The pandemic disrupted supply chains, altered consumer behaviour, and introduced operational restrictions, making data-driven decision-making essential for survival. Restaurants that leveraged BI to analyse changing customer demands and optimize delivery models were better positioned to adapt quickly. Conversely, organizations lacking BI capabilities struggled to respond to these rapid shifts, exposing vulnerabilities in their operations. This highlights the moderating role of the pandemic, as the effectiveness of BI in enhancing resilience became even more apparent in the face of such external shocks (Sybord, C., 2015).

H2.b: Competitive intelligence has a significant effect on organizational resilience, moderated by the impact of the COVID-19 pandemic

Entrepreneurial creativity is a key driver of organizational resilience, enabling gastronomic organizations to innovate, adapt, and thrive in challenging environments. It involves the generation and implementation of novel ideas and solutions that address organizational

challenges, particularly during crises. In gastronomic organizations, entrepreneurial creativity manifests in the ability to create unique dining experiences, pivot business models, or develop innovative offerings such as virtual cooking classes or exclusive delivery services (Amabile, 1997; Frank, L., & Jaillot, M., 2015). This creativity fosters resilience by helping organizations differentiate themselves, retain customer loyalty, and quickly adapt to market changes (Burger-Helmchen, 2013).
The COVID-19 pandemic has underscored the significance of entrepreneurial creativity in resilience-building by introducing unprecedented challenges that demanded rapid and innovative responses. The pandemic disrupted traditional dining practices, necessitating creative solutions to sustain operations and customer engagement. Restaurants that embraced entrepreneurial creativity, such as transforming dining spaces into markets, offering meal kits, or hosting online events, demonstrated greater resilience compared to those relying on traditional business models. The pandemic thus served as a moderating factor, amplifying the importance of creativity in navigating external shocks and ensuring survival in a volatile environment (Madeira, A., et al., 2020).

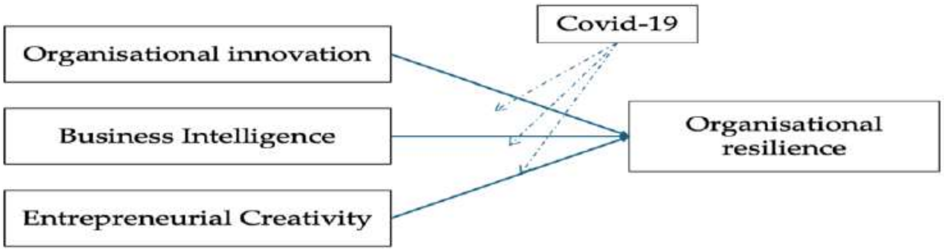
H3.b: Entrepreneurial creativity has a significant effect on organizational resilience, moderated by the impact of the COVID-19 pandemic

3. Results and Discussions

Gastronomic organizations play a critical role in the tourism sector, particularly in developing countries, where they contribute significantly to local economies and cultural heritage. However, these establishments face unique challenges, especially during crises like the COVID-19 pandemic, which have underscored their vulnerabilities. To address these challenges, this study focuses on three critical dimensions of organizational resilience: organizational innovation, competitive intelligence, and entrepreneurial creativity (Limnios, E. M., et al., 2014; Sybord, C., 2015).
Organizational innovation, as a cornerstone of adaptability, enables gastronomic organizations to restructure processes and integrate new approaches that enhance their ability to navigate disruptions (Chen et al., 2015). Competitive intelligence facilitates informed decision-making by equipping organizations with strategic insights and foresight, essential for identifying opportunities and mitigating risks (El Hajri et al., 2020). Entrepreneurial creativity, on the other hand, fosters the generation of novel solutions and drives organizations to reshape their services and operations, even under adverse conditions (Burger-Helmchen, 2013; Madeira, A., et al., 2020).
The theoretical analysis suggests that these dimensions collectively enhance resilience by addressing the critical needs of gastronomic organizations during crises. For instance, the implementation of innovative practices supports operational continuity, while competitive intelligence and creativity bolster an organization's capacity to adapt to rapidly changing environments. This is consistent with previous findings in the literature, which highlight the significant role of innovation, intelligence, and creativity in fostering resilience (Teece et al., 1997; Barney, 1991; Sybord, C., 2015).
The results of this study confirm that each of these dimensions positively influences organizational resilience. Specifically, organizations that integrate innovative processes, utilize competitive intelligence effectively, and leverage entrepreneurial creativity are better equipped to withstand crises like COVID-19. These findings align with studies by Frank and Jaillot (2015), Chen et al. (2015), and Kröll, M., & Burova-Keßler, K., 2(023), which emphasize the interplay of these factors in sustaining organizational competitiveness and adaptability during turbulent times.

The conceptual model below (Figure 2) illustrates the hypothesized relationships between organizational innovation, competitive intelligence, entrepreneurial creativity, and organizational resilience. This model provides a structured framework for understanding how these dimensions contribute to the resilience of gastronomic organizations in the face of global crises.

Figure 2: Research model



Source: Authors

The tables below (5:6) present the definitions retained of the variables of our conceptual model and a summary of the model's hypotheses:

Table 7 : Variables definitions

Variable	Definition	Source
Organisational resilience	*"A firm's ability to effectively absorb, develop situation-specific responses to, and ultimately engage in transformative activities to capitalize on disruptive surprises that potentially threaten organization survival."*	Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, M. L. (2011).
Organisational innovation	*"The adoption of an internally generated or purchased device, system, policy, program, process, product, or service that is new to the adopting organization."*	Damanpour, F. (1991).
Competitive Intelligence	*"a set of methodologies, processes, architectures, and technologies that transform raw data into meaningful and useful information."*	Wixom, B. H., & Watson, H. J. (2010).
Entrepreneurial Creativity	*"The generation and implementation of novel, appropriate ideas to establish a new venture."*	Amabile, T. M. (1997).

Source: Authors

Table 8 : Research hypotheses

Hypothesis	Explanatory variable	Variable to be explained
H1.a: Organisational innovation is positively associated to organizational resilience in gastronomic organizations.	Organisational innovation	Organizational resilience
H2.a: Competitive intelligence positively influences organizational resilience in gastronomic organizations.	Competitive intelligence	
H3.a: Entrepreneurial Creativity impact positively the organizational resilience in gastronomic organizations.	Entrepreneurial creativity	
Moderation impact of Covid-19 pandemic		
H1.b: Organizational innovation has a significant effect on organizational resilience, moderated by the impact of the COVID-19 pandemic in gastronomic organizations.	Organisational innovation	
H2.b: Competitive intelligence has a significant effect on organizational resilience, moderated by the impact of the COVID-19 pandemic in gastronomic organizations.	Business intelligence	
H3.b: Entrepreneurial Creativity has a significant effect on organizational resilience, moderated by the impact of the COVID-19 pandemic in gastronomic organizations.	Entrepreneurial creativity	

Source: Authors

4. Conclusion

The objective of this theoretical research was to explore the contribution of organizational innovation, competitive intelligence, and entrepreneurial creativity to the resilience of gastronomic organizations. The literature highlights that these three dimensions are pivotal in enabling organizations to navigate the challenges posed by crises, such as the COVID-19 pandemic. Specifically, innovation fosters adaptability by encouraging the adoption of new processes and practices, competitive intelligence provides organizations with the insights needed for strategic decision-making, and entrepreneurial creativity drives the development of novel solutions to emerging challenges (Limnios, E. M., et al., 2014).
This research was grounded in the Resource-Based View (RBV) and Dynamic Capability Theory, which together provide a robust framework for understanding organizational resilience. RBV emphasizes the importance of leveraging valuable internal resources, while Dynamic Capability Theory underscores the need to continuously adapt and reconfigure these resources in response to environmental changes. By integrating these theoretical perspectives, we proposed a conceptual model that illustrates how organizational innovation, competitive intelligence, and entrepreneurial creativity collectively enhance resilience in gastronomic organizations.
The contributions of this research are twofold. First, it enriches the literature on organizational resilience by demonstrating the relevance of innovation, intelligence, and creativity in the context of gastronomic organizations. Second, it provides a theoretical basis for future empirical studies to validate the proposed model. Furthermore, this research underscores the strategic importance of fostering these dimensions as key levers for resilience, particularly in volatile sectors such as gastronomy (Hallak, R., et al, 2018; Li, B., et al, 2021).
However, this research is not without its limitations. The primary limitation is its reliance on theoretical exploration without empirical validation. Additionally, while the conceptual model is grounded in established theories, its applicability to other contexts or sectors may require further investigation. Future research should aim to empirically test this model across different gastronomic organizations, considering variables such as organizational size, location, and market conditions (Madeira, A., et al., 2020).
Moving forward, this study initiates a pathway for empirical research that will test the proposed conceptual model in various contexts. We intend to build on this foundation by conducting field studies in developing countries gastronomic organizations, where the sector has been significantly impacted by the COVID-19 crisis. These efforts will provide actionable insights into how innovation, intelligence, and creativity can be strategically deployed to enhance resilience and ensure sustainable growth.

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