

Reinventing the Resilience of Moroccan Artisan Supply Chains: An Inductive and Contextual Approach to Social Resilience

Résilience dans les supply chains artisanales marocaines : Une approche inductive et contextuelle pour la repenser par le prisme social

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Abstract:

Traditional views of supply chain resilience often focus on how systems absorb shocks and return to stability. However, these models rarely reflect the lived experiences of actors in informal and resource-constrained settings. This study explores how Moroccan artisans practice resilience, not merely as adaptation, but as a form of active resistance to economic exclusion and marginalization.

Drawing on 25 in-depth interviews and an inductive, qualitative approach, the research uncovers strategies rooted in intuitive knowledge, community ties, and cultural identity. Artisans rely on mutual aid, informal learning, and moral commitments rather than formal risk management tools. These practices form a unique mode of “resilience-as-resistance,” where survival is linked to preserving heritage, asserting dignity, and challenging dominant market structures.

The study offers a contextual rethinking of resilience by highlighting the importance of social networks, tacit knowledge, and local agency. Rather than viewing resilience as a return to equilibrium, it emerges here as an ongoing negotiation shaped by everyday practices. This research invites a broader conversation on how resilience can be understood and supported in informal economies, particularly where tradition and solidarity form the backbone of survival.

Keywords : Artisanal supply chains, Informal networks, Moroccan artisans, Resistance, Resilience

Classification JEL : O17, M11, Z10

Paper type : Empirical Research

1. Introduction

In the field of strategic management, resilience has gained prominence as a key organizational capability in the face of crises. Whether in response to global pandemics, geopolitical disruptions, or supply chain breakdowns, firms are expected to develop strategies that enhance their robustness, agility, and adaptability (Christopher & Peck, 2004a; Kamalahmadi & Parast, 2016a). These models, however, are predominantly derived from formal, institutional supply chains, and as such, they offer limited insight into how resilience unfolds in informal economies, where resources are scarce, uncertainty is constant, and organizational structures are decentralized.

This article seeks to broaden the strategic conversation by examining the lived strategies of Moroccan artisans embedded in artisanal networks. Based on an inductive, grounded theory study, our research explores how these networks endure repeated socio-economic disruptions, from market instability to marginalization by state and global institutions. Rather than relying on conventional risk management strategies, these actors navigate uncertainty through interpersonal trust, shared know-how, and informal solidarity systems.

Through this empirical perspective we demonstrate that resilience in Moroccan artisanal supply chains is not only about adaptation, it is also a form of strategic resistance. We named this emergent dynamic “resistance-resilience”, a concept that captures how artisans actively confront exclusionary structures while preserving their cultural and economic autonomy. This form of resilience challenges the dominant equilibrium-based paradigms and offers new strategic insights into organizing under constraint.

The contribution of this study is twofold: first, it extends the supply chain resilience literature by offering an alternative, bottom-up view of resilience rooted in informal economies; second, it introduces an empirically grounded concept “resistance-resilience” as a pathway for rethinking strategy in marginalized yet enduring supply systems. Building upon this initial exploration of resilience dynamics in marginalized, informal contexts, the remainder of this article unfolds to provide a comprehensive account of our research process and findings. The subsequent section provides a more detailed exposition of our inductive, grounded theory methodology, elaborating on the specific data collection techniques (such as in-depth interviews and observation) and the rigorous analysis procedures that allowed for the emergence of the ‘resistance-resilience’ concept directly from the lived experiences of Moroccan artisans. Following the methodology, we dedicate a significant section to presenting our detailed empirical findings, richly illustrating the specific strategies, interactions, and collective practices that embody resistance-resilience in these networks and sustain their operations amidst chronic adversity. The final sections delve into a comprehensive discussion of our findings, interpreting their significance in relation to existing theories of resilience, strategy, and informal economies, outlining the key theoretical and practical implications of the ‘resistance-resilience’ concept for understanding and supporting informal economies globally, and identifying fruitful avenues for future research. Ultimately, this study underscores the critical need to recognize and learn from the complex, often invisible, forms of resilience and strategic action practiced in informal economies, offering a vital pathway towards more inclusive and effective approaches to development, crisis management, and strategic thought in contexts marked by constraint and marginalization.

Our goal here is not to replace the old models entirely. Instead, we believe the only way to build a useful theory for these informal settings is to start from the ground up. This paper offers a key first step by introducing the concept of ‘resistance-resilience’. We see this as a foundation that other researchers can use to build broader ideas in the future.

2. Literature Review

2.1 Classical Models of Supply Chain Resilience

Resilience in supply chains has traditionally been conceptualized as the ability of a system to return to a stable state after a disruption (Christopher & Peck, 2004b). Rooted in systems theory and risk management, this stream of research highlights mechanisms such as redundancy, flexibility and agility as central to withstanding shocks (Ponomarev & Holcomb, 2009; Sheffi & Rice, 2005). Key strategic tools in this domain include dual sourcing, buffer stocks, and real-time monitoring technologies (Kamalahmadi & Parast, 2016b ; Tang & Tomlin, 2008).

Scholars have emphasized two dominant capacities in resilient supply chains: robustness, the ability to resist disruption without changing structure, and agility, the speed and flexibility to respond to change (Scholten & Schilder, 2015). These models are aligned with the needs of globalized, technologically intensive supply chains, often operating under formal legal and institutional frameworks.

However, these approaches rely on access to resources, formal planning, and structured risk assessment systems, conditions that often don't exist in informal economies or traditional artisanal supply chains (Ivanov & Dolgui, 2019).

2.2. Emerging Critiques and Contextual Limitations

Although traditional models of supply chain resilience have brought forward essential tools for managing risk, their relevance in more complex and less institutionalized contexts is increasingly being questioned. Critics argue that these models often place too much emphasis on technological fixes and operational efficiency, while overlooking the deeply human and relational dimensions that actually enable resilience on the ground (Sodhi et al., 2012). In environments marked by volatility and limited resources, resilience is not a matter of automated systems or formal planning, but often takes shape through improvisation, learning in action, and community ties (MacCarthy et al., 2016).

As disruptions become more unpredictable and global systems more fragile, scholars are advocating for models of resilience that are more attuned to context. This means recognizing how cultural values, informal coordination, and local know-how play a central role in how supply chains respond to shocks (Choi & Krause, 2006; Wieland & Durach, 2021). Fattahi et al. (2020a), for instance, highlight that in informal or semi-formal networks, resilience doesn't just mean bouncing back from a disruption, it may also take the form of social resistance to systemic marginalization or economic exclusion.

At the heart of this evolving view is a renewed appreciation for relational capabilities. Elements like interpersonal trust, shared norms, and long-standing social ties are increasingly seen not just as cultural features, but as strategic assets, especially in contexts where formal contracts and legal protections are absent or unreliable (Brandon-Jones et al., 2014; Scholten & Schilder, 2015). These soft infrastructures are often what allow supply chains to absorb shocks and reconfigure under pressure.

Although our focus is on informal artisanal networks, these systems are not isolated. Artisans often interact with semi-formal cooperatives, industrial buyers, and public procurement schemes, which can offer market access or resources, but may also introduce new dependencies and constraints.

2.3. Informal Networks and Alternative Resilience Logics

A newer stream of research is turning the spotlight onto informal networks, particularly artisanal or craft-based supply chains, and uncovering different, often overlooked, ways that resilience is enacted. In these spaces, resilience is not about returning to a stable "normal," but rather about ongoing adaptation and a daily negotiation of survival. It's not driven by

dashboards or data flows, but by instinct, experience, and often, collective memory (Sutcliffe et al., 2021).

(Joshi & Luong, 2022) describe this kind of resilience as “adaptive informality”, a flexible, grounded response to uncertainty that leans on informal governance structures, the transmission of skills across generations, and deeply rooted moral economies. In other words, rather than relying on formal systems or institutional safeguards, these supply chains build resilience through shared values, mutual aid, and lived knowledge. Their findings challenge the assumption that resilience must be anchored in institutional strength or digital preparedness.

Another important contribution of this literature is the growing recognition of cultural embeddedness as a strategic driver. In many traditional supply chains, resilience is tied to something larger than economic recovery. It may involve preserving artisanal know-how, resisting exploitative market logics, or keeping social bonds intact in the face of change (Fattahi et al., 2020a). These goals may not align with conventional performance metrics, but they reflect what truly matters to the actors on the ground.

In this light, resilience in informal networks is not just a reaction to crisis, it becomes a form of strategic resistance, shaped by history, culture, and community.

While our study adopts a qualitative approach, it is important to acknowledge that quantitative and hybrid analyses have also provided valuable insights into supply chain resilience. For instance, stochastic optimization models (Fattahi et al., 2020b) and resilience measurement frameworks (Pettit et al., 2010) offer performance-based perspectives that complement qualitative findings. Integrating such metrics in future studies could enhance the empirical robustness of resilience research in artisanal and informal economies.

3. Methodology

This study is grounded in an inductive, qualitative methodology designed to surface context-specific understandings of resilience within Moroccan artisanal supply chains. Drawing on the Gioia Methodology (Gioia. et al., 2013), the research process to retain the language, logics, and categories used by participants themselves, rather than imposing preconceived frameworks.

3.1 Research Context and Rationale

The study focuses on artisanal networks in Morocco. These networks operate largely outside formal supply chain infrastructures and are deeply embedded in local cultural, familial, and social systems. Given their marginal position in global and national economic systems, they offer fertile ground for exploring how resilience is enacted from below, not through institutional policies, but through embodied practices, social ties, and inherited knowledge.

3.2 Data Collection

The empirical data was collected through 25 semi-structured interviews conducted between June 2024 and February 2025. The sample was intentionally diverse, comprising:

- **12 artisans** across various traditional crafts: ceramics, weaving, leatherwork, woodworking, jewelry-making, blacksmithing, and zellige (mosaic art). These interviews captured how artisans interpret and practice resilience in their day-to-day activities.
- **6 intermediaries and merchants**, offering insight into market flows, bargaining power, and informal logistics that shape supply chain dynamics.
- **5 consumers**, shedding light on changing consumption habits, perceptions of value, and cultural attachment to artisanal goods.
- **2 researchers and experts** in Moroccan artisanal sectors, contributing interpretive depth and broader sectoral analysis.

All interviews were conducted in Moroccan dialect , then transcribed and translated into English. Anonymity was preserved throughout.

3.3 Data Analysis

The data analysis followed a three-step coding process consistent with Gioia’s method:

1. **First-order coding** captured participants’ exact expressions, staying close to the language used.
2. **Second-order coding** identified conceptual patterns emerging across responses.
3. **Aggregate dimensions** synthesized these insights into broader constructs.

Qualcoder software supported the coding process, enabling thematic saturation and cross-actor comparison without imposing pre-existing categories. The use of memos and iterative re-coding enhanced the reflexivity and rigor of the analysis.

3.4 Data structure

Table 1: Data Structure of Artisans: From Initial Coding to Aggregate Dimensions of Resilience and Resistance

First-Order Concepts	Second-Order Themes	Aggregate Dimensions
“No one comes to help us, so we rely on each other.”“I usually fix machines with old parts, it’s not perfect, but it works.”“I used a door hinge to fix my hammer. You learn to make do.”	Informal Workarounds	Navigating Structural Constraints (<i>Adaptive Resilience</i>)
“The middlemen take the biggest cut. We do the work, they make the money.”“By the time I get to speak, the client already believes what the reseller told them. We’re invisible behind the scenes.”	Negotiating Power Relations	Resisting Marginalization (<i>Resistance-Resilience</i>)
“My father never taught with words. You learn by doing, by watching.”“When I mess up a piece, I don’t throw it away, I study it, fix it, and try again. That’s how the craft teaches you.”	Tacit Learning	Embodied Knowledge and Intuitive Adaptation (<i>Adaptive Resilience</i>)
“You feel when something is going to change.”“When the souk gets too quiet, something is coming. You can feel it before it happens.”“You see the colors people stop buying, the questions they ask — it tells you the mood is changing.”	Sensing the Market	
“We help each other even if it’s not profitable.”“I don’t raise prices during Ramadan. It’s not right.”“Sometimes I give credit even if I don’t know when they’ll pay. That’s just how it works here.”	Moral and Symbolic Economy	Community-Based Resilience (<i>Resistance-Resilience</i>)
“He helped me restart my shop after the fire.”“We take turns helping those who fall behind.”	Solidarity and Reciprocity	
“I make traditional designs to protect our heritage.”“I stick to old patterns even if the tourists want modern stuff, this is how we honor our roots.”“Even if I earn less, I refuse to modernize too much.”“Changing too much for the market feels like losing a part of who we are.”	Craft as Resistance	Cultural and Identity Anchoring (<i>Resistance-Resilience</i>)
“They want to turn us into factories. That’s not who we are.”“They want fast production, cheap copies — that’s not why I became an artisan.”“I keep working because it’s who I am, not just for the money.”“Even when it’s hard, I stay because my work means something. It’s not just a job, it’s a legacy.”	Resisting Market Norms and Commodification	

Source: developed by the authors

As the coding process continued, the initial categories evolved into more distinct patterns and contradictions through various approaches to axial codes (Kendall, 1999). This allowed us to refine the wide range of raw ideas into increasingly clearer categories using informants’

language. Then, we worked to derive second-order themes and aggregate dimensions that emerged from our intentionality process as a means of capturing deeper theoretical meaning (Dufour & Richard, 2019). Consistent with the Gioia methodology, creating a data structure was an important stepping stone between the empirical data and the conceptual development—reflecting the notion that "without a data structure, there is no understanding" (Gioia. et al., 2013). Table 1 presents a selection of the most representative and analytically significant codes, highlighting those that best illustrate the emerging patterns of meaning within the data.

4. Findings: Resilience as resistance in Moroccan artisanal networks

The data analysis reveals that resilience in Moroccan artisanal supply chains is not just a matter of surviving crises, but involves a broader social and cultural resistance to economic exclusion and power imbalances of modern production systems. Artisans employ a variety of strategies that combine both adaptive and resistant actions. Below, we summarize key findings structured around the main aggregate dimensions that emerged from the analysis. The detailed codes and participant profiles are provided in the Appendix.

4.1 Navigating Structural Constraints: Informal Workarounds and Power Negotiations

Artisans frequently find themselves operating in environments where formal support systems are either insufficient or inaccessible. As a result, they develop informal workarounds to navigate economic and technological challenges. These adaptive practices involve the use of limited resources and often represent creative resilience strategies in the face of structural constraints. One artisan noted:

"We don't have access to state support, so we rely on each other." (A02)

This form of resilience is shaped by resourcefulness and community solidarity, with artisans relying on networks of peers to share knowledge, tools, and support.

An intermediary added: *"We often fill the gaps where the system fails, connecting artisans with clients through informal networks."* (I04)

Additionally, artisans face power imbalances, particularly with middlemen and larger commercial forces. In these relationships, artisans try to negotiate better terms but often face limitations, as illustrated by this quote:

"The middlemen decide the price. We try to push back, but they hold the cards." (A03)

These dynamic highlights a tension between economic dependency and resilience as resistance, where artisans attempt to assert control over their practices, even if limited by external forces.

A consumer reflected on this: *"Sometimes prices don't reflect the artisans' effort, but we keep buying because we value the culture."* (C05)

4.2 Embodied Knowledge and Intuitive Adaptation

Artisanal resilience is also deeply tied to embodied knowledge and intuitive adaptation. Many artisans described how they learned their craft not through formal education but through apprenticeship and personal experience. This tacit knowledge allows artisans to adapt to changes in their environment:

"I learned by watching my father, not from school." (A06)

This adaptive knowledge is especially relevant when artisans face unpredictable market conditions. Sensing the market, anticipating changes in consumer demand or the effects of global events, emerges as another key aspect of resilience. One artisan described this ability as follows:

"You feel when something is going to change." (A07)

A researcher emphasized the importance of this local knowledge:

“Artisans’ embodied skills offer a flexible response that no algorithm or data forecast can replace.” (R01)

These forms of instinctive adaptation challenge conventional models of resilience that rely on data or technological forecasting, showing instead how local knowledge enables anticipation of crisis and allows artisans to stay one step ahead.

4.3 Community-Based Resilience

In the face of economic pressures, artisans often turn to their community networks for support, creating a robust system of solidarity and reciprocity. This community-based resilience is built on a moral and symbolic economy, where artisans help one another even when it is not profitable. For instance, an artisan shared:

“We help each other even if it’s not profitable.” (A09)

In these communities, solidarity is not a passive response but an active, ongoing practice that sustains artisans through difficult times. Artisans also highlighted the importance of reciprocity, where support is offered with the expectation that it will be returned:

“He helped me restart my shop after the fire. We take turns helping those who fall behind.” (A05)

This interdependence and shared responsibility within artisan networks form a core element of their resilience, ensuring survival even in the absence of formal institutional support.

An intermediary explained:

“Our role is to keep this network alive, facilitating trust and exchange beyond just money.” (I02)

4.4 Cultural and Identity Anchoring

A significant finding in this study is the resilience-resistance dynamic centered around cultural identity and the preservation of craft heritage. For many artisans, the act of resistance involves the deliberate choice to maintain traditional production techniques and products, despite the pressures to modernize or adopt more efficient, industrial methods. One artisan stated:

“I make traditional designs to protect our heritage.” (A01)

This sentiment reflects the broader theme that resilience in the artisanal context is not just about survival but about preserving cultural integrity and resisting the forces of globalization and market exploitation. Artisans resist being reduced to mere producers of commodified goods. Instead, they see themselves as custodians of cultural knowledge—a form of resistance to economic and cultural homogenization:

“They want to turn us into factories. That’s not who we are.” (A11)

For these artisans, resilience is also a social resistance, where they reject the idea of working simply for economic gain and instead remain true to their cultural values and craftsmanship.

A consumer shared:

“Buying these crafts is more than a transaction; it’s supporting identity and history.” (C03)

4.5 Resilience as Identity-Driven Resistance

Finally, artisans emphasized that their resilience is deeply intertwined with their sense of identity. Crafting is not just about producing goods, but about asserting personal and collective identity in the face of larger, often exploitative systems. One artisan powerfully articulated this sense of self:

“I keep working because it’s who I am, not just for the money.” (A10)

This illustrates how resilience in Moroccan artisanal supply chains can also be understood as a form of cultural resistance, where artisans maintain their dignity and resist the forces that would reduce their work to mere economic transactions.

A researcher concluded:

“This identity-driven resilience challenges dominant economic logics and reframes artisanal work as cultural preservation.” (R02)

5. Discussion: Reconceiving Resilience in Moroccan Artisanal Supply Chains

The findings of this study highlight the multifaceted nature of resilience in Moroccan artisanal supply chains, revealing a complex interplay between adaptive strategies and resistance. While classical resilience frameworks emphasize the ability to recover from disruptions, this research points to the need for a broader conceptualization that recognizes the social, cultural, and economic dimensions of resilience. In this discussion, we explore how the study’s findings challenge traditional models of resilience, particularly within the context of informal, culturally embedded networks like those found in Moroccan artisanal sectors.

5.1 Rethinking Resilience: Beyond Recovery to Resistance

The classical models of resilience, particularly those discussed by (Christopher & Peck, 2004a; Ponomarov & Holcomb, 2009), conceptualize resilience primarily as the ability to recover and adapt to disruptions, often in the form of flexibility and redundancy. However, these models are largely institutionalized and technologically oriented, with little attention paid to the human and relational factors that shape resilience in informal sectors. As pointed out by Fattahi et al. (2020a), resilience in informal networks is often more than adaptation; it is also about resisting exclusionary structures and asserting control over one’s practices.

In Moroccan artisanal networks, resilience cannot be reduced to a simple return to equilibrium after a crisis. Rather, it is a continuous process of negotiation and adaptation that often involves resisting marginalization and preserving cultural heritage. Artisans’ strategies are not solely focused on survival but also on preserving identity, asserting autonomy, and resisting the forces that seek to reduce their work to mere economic production. This aligns with resilience as resistance, where artisans challenge the homogenizing forces of market globalization and the pressures to standardize craft practices.

The artisans’ desire to resist commodification, illustrated by their reluctance to modernize or shift away from traditional practices, emphasizes a key shift in resilience theory. As one artisan noted:

“I make traditional designs to protect our heritage.” (A01)

This statement encapsulates the broader notion that resilience in artisanal networks is intrinsically linked to the preservation of cultural knowledge and craftsmanship. It is a form of active resistance against the industrialization of artisanal work and the erasure of cultural diversity.

5.2 The Role of Informal Networks in Resilience

One of the central findings of this study is the prominence of informal networks in the resilience strategies employed by Moroccan artisans. These networks are grounded in interpersonal trust, social solidarity, and community-based support. Rather than relying on formal contracts or institutional backing, artisans navigate their challenges through reciprocity and informal exchanges. This is particularly evident in the artisans’ workarounds and collective responses to market disruptions and financial crises.

The concept of community-based resilience, where artisans support each other not just as a strategic choice, but as a moral obligation, offers a compelling counter-narrative to the individualistic and efficiency-driven models of resilience often found in formal business sectors. As one artisan explained:

“We help each other even if it’s not profitable.” (A09)

In these networks, resilience is about reaffirming social ties and maintaining community cohesion even in the face of financial loss or crisis. This collective resilience underscores the interdependence inherent in artisanal supply chains, which is often overlooked in formal resilience models that prioritize independence and individual competitiveness (Scholten & Schilder, 2015).

Furthermore, this study supports the idea that informal networks, shaped by cultural logics and local knowledge, constitute a critical mechanism for resilience. Artisans often rely on intuitive adaptation and tacit knowledge passed down through generations. This knowledge is not only technical but is also embedded in cultural practices and moral economies, which challenge the notion that resilience can be quantified or measured solely through economic or technological metrics.

5.3 The Intersection of Resilience and Power Relations

Another key insight from this study is the complex relationship between resilience and power. In Moroccan artisanal networks, artisans do not merely face economic challenges but also contend with power imbalances that undermine their bargaining power. The middlemen, for example, exert significant control over prices and market access, leaving artisans in a precarious position. As one artisan stated:

“The middlemen decide the price. We try to push back, but they hold the cards.” (A03)

This struggle highlights the resilience-resistance dynamic at play: artisans’ attempts to negotiate better terms and assert control over their economic practices are acts of resistance to exploitative power structures. In this way, resilience is not just about managing disruptions but about challenging the institutional dynamics that perpetuate inequality and dependence.

The negotiation of power, whether with middlemen, tourists, or institutional actors, becomes a core component of the resilience-resistance process. It involves both strategic adaptations and cultural resistances, as artisans continually assert their autonomy in the face of overwhelming external pressures.

5.4 Implications for Resilience Theory and Practice

The findings from this study have several implications for both resilience theory and practical applications in the management of supply chains, particularly in the context of informal economies. First, the study emphasizes the need to develop context-specific resilience models that take into account the unique social, cultural, and economic dynamics of informal sectors. Traditional resilience frameworks are ill-equipped to capture the social dimensions of resilience in artisanal networks, where human factors such as trust, solidarity, and identity play a critical role.

Second, the study challenges the dominant technocentric and efficiency-driven approaches to resilience, advocating for a more holistic view that includes the cultural and relational aspects of resilience. For practitioners in artisanal and informal economies, resilience-building efforts must focus on enhancing community networks, fostering cultural identity, and empowering artisans to negotiate their position in the market.

5.5 Limitations of Solidarity: Tensions within Artisanal Networks

While this study highlights the importance of solidarity and mutual support in Moroccan artisanal networks, it is important to acknowledge that these social dynamics are not without tensions. Rivalries, conflicts, and occasional failures of cooperation can emerge, particularly around resource allocation, decision-making, and individual versus collective interests. Such tensions may challenge the cohesion and effectiveness of collaborative efforts, indicating that resilience in these contexts is a complex and sometimes fragile process. Future research should explore how these conflicts are managed and resolved to sustain long-term resilience within artisanal networks.

6. Limitations and Future Research Directions

While this research provides initial, context rich insights into resilience within Moroccan artisanal supply chains, it is important to acknowledge its limitations. Firstly, and specific to our methodological approach, this paper represents an *initial stage* in an ongoing inductive study using the Gioia methodology. As such, while we present the emergent data structure derived from participants' experiences and identify key aggregate dimensions, the development of a *comprehensive conceptual framework* illustrating the complex interrelationships between these dimensions, a later stage of the Gioia method focused on theoretical contribution, is beyond the scope of this current article. This framework will be addressed in subsequent work as data collection continues to strengthen the theoretical scaffolding.

Secondly, the findings are deeply rooted in the specific Moroccan artisanal context. While the identified concepts like "resistance-resilience" may resonate with similar informal or culturally embedded supply chains in other regions, their specific manifestation is shaped by unique Moroccan cultural, historical, and socio-economic specificities. Direct generalizability of the findings without careful consideration of contextual differences remains limited.

Thirdly, this study predominantly captures the lived experiences and perspectives of artisans themselves within the Moroccan setting. Consequently, it offers a limited view of the dynamics between artisans and key external actors within the broader Moroccan ecosystem, such as the influence of specific governmental policies related to traditional crafts, interactions with large-scale buyers or exporters operating in Morocco, or the role and impact of local development initiatives or cooperatives. Understanding these external influences would provide a more complete picture of the operating environment and resilience potential of these networks.

While highlighting the importance of community solidarity and informal networks prevalent in the Moroccan artisanal sector, this study provides a relatively broad perspective on these internal dynamics. It does not delve deeply into potential variations or internal complexities within these communities specific to Morocco, such as differing resilience capacities based on specific craft types (e.g., urban versus rural crafts), generational shifts in knowledge transmission, or how gender roles might affect access to shared resilience resources and networks within Moroccan artisanal settings. Exploring these intra-community nuances is crucial for a more granular understanding of localized resilience.

Additionally, the study primarily reflects artisans most willing to share positive stories of resilience, which may introduce a selection bias. This could lead to an overly optimistic portrayal, as artisans who have failed or left the trade are underrepresented.

Finally, the research relies solely on qualitative interviews without triangulation using quantitative surveys or measurable economic data. This methodological limitation restricts the breadth and generalizability of the findings.

Future research building on this foundation could extend the data collection to further refine the theoretical framework for the Moroccan context, incorporate perspectives from diverse stakeholders within the Moroccan artisanal ecosystem, examine internal variations within Moroccan artisan communities, and potentially conduct comparative studies in other cultural or informal settings to explore the transferability of the resistance-resilience concept.

7. Conclusion

This study sheds new light on the everyday strategies Moroccan artisans use to remain resilient amid chronic uncertainty, economic marginalization, and institutional neglect. By foregrounding the lived experiences of artisans, who operate at the intersection of informality, tradition, and market volatility, it reveals that resilience is not simply about bouncing back from disruptions but is deeply embedded in social ties, cultural identity, and intuitive knowledge

systems. Artisans do not merely adapt to change; they actively resist structural constraints through mutual aid, moral economies, and a profound commitment to craft as cultural preservation.

In contrast to dominant paradigms that portray resilience as a technical or managerial capability, this research positions it as a socio-political and cultural act of resistance, revealing a more complex and human face of resilience within small-scale supply chains. The findings challenge conventional models of supply chain resilience that prioritize efficiency, digitalization, or agility, and call for more inclusive frameworks that recognize resilience as relational, intuitive, and embedded in moral and cultural contexts.

Ultimately, this study underscores the need for scholars, policymakers, and development actors to move beyond one-size-fits-all models and to consider the plural forms of resilience that emerge from below particularly in artisanal and informal economies. Supporting such networks requires not only technical assistance but also structural recognition of their historical knowledge, social embeddedness, and collective capacity for resistance and regeneration.

Policy recommendations should focus on reducing bureaucratic barriers for artisans, offering tailored microcredit that fits their informal and seasonal realities, and supporting peer-learning platforms rooted in community networks. Additionally, recognizing and protecting artisans' cultural heritage and involving them in decision-making can strengthen their resilience as both survival and resistance.

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Appendix : Participant Profile Table

Code	Role	Craft Type	Years of Experience	Education Level	Age Group	Gender
A01	Artisan	Ceramics	25	Primary	50-55	M
A02	Artisan	Weaving	12	Secondary	35-40	F
A03	Artisan	Leatherwork	20	Primary	45-50	M
A04	Artisan	Woodworking	15	Secondary	40-45	M
A05	Artisan	Jewelry-making	18	Higher	30-35	F
A06	Artisan	Blacksmithing	28	Primary	50-60	M
A07	Artisan	Zellige	22	Secondary	40-45	M
A08	Artisan	Ceramics	10	Primary	30-35	M
A09	Artisan	Weaving	8	Secondary	25-30	F
A10	Artisan	Leatherwork	14	Higher	35-40	M
A11	Artisan	Woodworking	30	Primary	55-60	M
A12	Artisan	Jewelry-making	7	Secondary	25-30	M
I01	Intermediary	—	10	Secondary	35-40	M
I02	Intermediary	—	25	Secondary	30-35	F
I03	Intermediary	—	4	Higher	40-45	M
I04	Intermediary	—	24	Secondary	35-40	M
I05	Intermediary	—	45	Higher	30-35	F
I06	Intermediary	—	5	Secondary	40-45	M
C01	Consumer	—	—	Higher	25-30	F
C02	Consumer	—	—	Higher	35-40	M
C03	Consumer	—	—	Secondary	25-30	F
C04	Consumer	—	—	Secondary	35-40	M
C05	Consumer	—	—	Higher	45-50	F
R01	Researcher	—	—	Doctorate	25-30	F
R02	Researcher	—	—	Doctorate	30-35	F