From Crisis to Attractiveness: Digital Strategies for Sustainable Resilience in the Tourism Sector

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Abstract

The objective of this paper is to analyze the contribution of digital strategies to the resilience of the tourism sector in Agadir in the face of the COVID-19 crisis. Using a qualitative approach combining a literature review and interviews with local stakeholders, the study highlights the role of digital technology in maintaining the attractiveness of the region, crisis communication, and post-pandemic recovery. The results reveal a growing adoption of digital tools (social media, storytelling, booking platforms) as levers for adaptation. The experience of Agadir demonstrates that digitalization can support sustainable resilience provided it is accompanied by strategic coordination and skills development among operators.

Keywords: *Digital strategy, resilience of the tourism sector, COVID-19 crisis, Agadir.*

Introduction

Global tourism has been one of the sectors hardest hit by the COVID-19 pandemic, experiencing unprecedented economic losses, paralysis of travel flows, and prolonged closures of reception facilities. This health crisis has served as a revealer of the sector's systemic vulnerabilities, notably its heavy reliance on international mobility, seasonal attendance, and geopolitical stability. In this disruptive context, tourism stakeholders have been forced to fundamentally rethink their business models and communication methods. Digital transformation, often perceived as a simple support tool, has emerged as a strategic lever for survival and innovation. It has made it possible not only to maintain an online presence and preserve connections with customers, but also to prepare for a recovery based on agility, sustainability, and resilience.

The city of Agadir, Morocco's leading seaside resort and a pillar of tourism in the Souss-Massa region, experienced an abrupt interruption in its tourism activity starting in 2020. Renowned for its beaches, temperate climate, and modern hotel infrastructure, the destination saw its occupancy rates collapse, its revenues plummet, and its jobs directly threatened. However, this crisis has also been a catalyst for innovation, forcing local institutions (notably the Souss-Massa Regional Tourism Council) and private operators (hotel chains, travel agencies, activity providers) to accelerate their digital transition. These stakeholders have implemented various digital strategies: online promotional campaigns, webinars with influencers, targeted communication on social networks, specific offers for domestic tourists, etc. This dynamic has made it possible not only

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to maintain a certain visibility during the closure period, but also to rethink the attractiveness of the destination by focusing on values of safety, authenticity, and personalized experience.

The methodology adopted is based on an exploratory qualitative approach, deemed the most appropriate for gaining an in-depth understanding of local digital resilience dynamics. The research is based on a documentary review covering recent scientific publications, institutional reports (UNWTO, ONMT, CRT Souss-Massa), and public statistical data. Semi-structured interviews were also conducted with a panel of key stakeholders in Agadir's tourism ecosystem: marketing managers of hotel establishments, institutional representatives, travel agencies, and digital tourism experts. These interviews provided concrete testimonies on the actions undertaken, the tools used, the results observed, and the difficulties encountered. The thematic analysis of this data was structured around three axes: strategies in times of crisis, recovery actions, and perspectives for digital sustainability.

Located on the Atlantic coast, Agadir is a major tourist hub in Morocco, with a capacity of more than 25,000 beds, an international airport, a marina, and a diverse range of tourism products (seaside, ecotourism, sports, wellness). The city benefits from a strong geostrategic position, close to European source markets, and is an integral part of Vision 2020 and the Morocco 2030 strategy for tourism development. The Souss-Massa Regional Tourism Development Plan includes specific measures for digitalization, diversification of the offer, and support for tourism SMEs. In addition, several digital initiatives have been launched in recent years, such as the #AgadirForYou campaign and the redesign of digital tourist information platforms, with the aim of strengthening the destination's brand image and attracting a more connected, young, and local clientele.

The empirical data collected highlights an increased adoption of digital tools within the local tourism sector. The stakeholders interviewed emphasize the central role of social media (Facebook, Instagram, TikTok) in maintaining connections with customers and disseminating reassuring information during the pandemic. Smart booking platforms have also made it possible to adapt offers to new expectations (flexibility, free cancellation, enhanced hygiene). Digital storytelling, based on immersive videos, personal experiences, and highlighting natural landscapes, has helped to enhance Agadir's image as a "safe" and authentic destination. However, the challenges cited include the lack of digital skills among some operators, the lack of coordination between public and private initiatives, and the absence of rigorous evaluation tools to measure the real impact of digital campaigns.

In light of the results obtained, the article makes several recommendations to strengthen the digital resilience of the tourism sector in Agadir. It is imperative to implement continuing education programs for tourism professionals, focused on digital skills, content marketing, customer data analysis, and online community management. The creation of integrated regional digital platforms, pooling offers, data, feedback, and visitor services, would optimize collective performance. Furthermore, strengthened territorial governance is necessary to ensure better coordination between public actions (CRT, ONMT, communities) and private initiatives. Finally, digitalization must be seen as a tool for sustainable tourism, respectful of local resources, inclusive, and aligned with long-term regional development objectives.

The COVID-19 pandemic has profoundly disrupted the global tourism sector, weakening destinations dependent on international flows. The city of Agadir, as a major tourist hub in Morocco, has been particularly hard hit by this crisis, leading to a drastic drop in visitor numbers, significant economic losses, and a challenge to traditional tourism promotion models. In this context, digitalization has emerged as a strategic response to strengthen the visibility of destinations, maintain connections with customers, and initiate a sustainable recovery.

From then on, a central question arises:

To what extent have the digital strategies implemented by tourism stakeholders in Agadir contributed to strengthening the resilience of the sector and restoring its post-crisis attractiveness?

To answer this question, we will base ourselves on the following hypotheses:

•   H1:The intensive use of digital communication tools (social networks, websites, booking platforms) has made it possible to maintain relationships with customers and preserve the destination's image during the crisis.

•   H2:Territorial storytelling and digital influence strategies had a significant effect on the perceived attractiveness of the Agadir destination.

•   H3:The integration of digital technology into tourism management has helped improve the resilience of local operators in the face of the crisis.

•   H4:The limitations observed in the impact of digital strategies are linked to structural factors such as the lack of digital skills, the absence of coordination between actors and the weak evaluation of the actions carried out.

Theoretical overview

Digital strategy refers to all the actions planned by an organization to leverage digital technologies to achieve marketing, commercial, or communication objectives (Chaffey, 2019). In the tourism sector, it includes the use of social media, online booking platforms, influencer marketing, virtual reality, and traveler behavioral analysis tools.

According to (Buhalis, 2008), digitalization transforms the entire tourism value chain, from the design of offers to their consumption, by strengthening personalization, immediacy and connectivity. In times of crisis, digital strategy becomes a vector of resilience allowing to maintain customer relations, disseminate reassuring messages and reposition the territorial brand.

The concept of resilience, borrowed from ecological sciences, has been adapted to the field of tourism to designate the capacity of destinations to anticipate, resist, adapt and reorganize themselves in the face of major shocks (Crépin, 2012).

In a crisis context, tourism resilience rests on several pillars: market diversification, flexible offerings, the mobilization of local stakeholders, and above all, the ability to integrate innovation.

Digitalization is then seen as a central lever enabling a rapid reinvention of customer relations, the experience offering, and distribution channels (Prayag, 2020).

The COVID-19 pandemic was an exogenous event of unprecedented magnitude, affecting the entire global tourism value chain. The World Tourism Organization (UNWTO) estimated that the sector lost more than 60% of its international flows in 2020, leading to massive bankruptcies, rising unemployment, and a rethinking of strategic priorities.

However, this crisis has also been an accelerator of transformation, forcing stakeholders to experiment with new digital tools (virtual tours, online bookings, automated CRM), to redefine their target markets (particularly national ones), and to strengthen the health, responsible and sustainable dimensions of the tourist experience (Sigala, 2020).

Agadir, located in the Souss-Massa region, is historically Morocco's leading seaside destination. Its tourism relies on a "sun and sea" offering, complemented by a developed hotel network, modern infrastructure, and an orientation toward European markets. The COVID-19 crisis caused a sudden collapse in tourist numbers, undermining Agadir's dependence on international flights and tour operators. In response, regional institutions (notably the Souss-Massa Regional Tourism Committee) launched digital recovery campaigns (#AgadirForYou, immersive videos, partnerships with Moroccan influencers), highlighting the territory's safety, hospitality, and diversity. Agadir thus becomes a relevant case study for observing how a changing destination can use digital technology as a lever for resilience and attractiveness.

According to (Chaffey D. &., 2022), an effective digital strategy must be integrated, targeted, and focused on customer engagement. In crisis contexts, it also becomes a lever for continuity and adaptation.

Digital strategies refer to the set of coordinated actions aimed at mobilizing digital tools to achieve organizational objectives, particularly in the areas of marketing, communication, and customer experience management. In tourism, this includes:

•   Social networks (Facebook, Instagram, TikTok) to interact in real time with travelers;

•   Booking platforms and CRM tools to facilitate the purchasing process;

•   Influencer marketing and territorial storytelling to enhance the destination's image

Tourist attractiveness is defined as the ability of a destination to attract, seduce and retain visitors, based on its natural, cultural, infrastructural and symbolic resources. It is based on:

•   A positive brand image;

•   The perceived quality of services and reception;

•   Physical and digital accessibility;

•   The lived tourist experience.

Attractiveness is influenced by territorial communication, innovation in the offer, and the ability to convey a differentiating value proposition (Morgan, 2011). In a post-crisis context, it also depends on trust, perceived security, and digital reputation.

Limiting factors are structural, organizational, or contextual elements that hinder the effectiveness of implemented strategies or the achievement of desired objectives. In the case of digital strategies for tourism, the main obstacles identified are:

• Lack of digital skills among operators;

• Lack of inter-institutional coordination;

• Low accessibility to financing for small structures;

• The lack of impact assessment systems for digital campaigns;

• A territorial or social digital divide.

As (Sigala, 2020) and (Gretzel, 2006) point out, these factors can reduce the effectiveness of digital strategies and limit their real scope if supporting policies are not put in place.

In light of this theoretical overview, it is clear that digital strategies, tourism resilience, destination attractiveness and limiting factors constitute key variables for analyzing the response and recovery mechanisms of the tourism sector in the face of crises.

Each of these variables plays a specific role in the process of transformation and revitalization of tourism in Agadir, while interacting dynamically in an uncertain environment.

In order to better structure the empirical analysis of this study, the table below summarizes the main variables used in the conceptual model, specifying their nature, their role in the study, as well as the indicators or dimensions associated with them.

Table 1 - Main variables of the model

Variable	Kind	Description
Digital strategies	Independent	All digital actions implemented (social networks, campaigns, platforms, etc.)
Tourism resilience	Intermediate	Sector's ability to absorb shock and reorganize

Attractiveness of the destination	Dependent	Visibility level, visit intention, perceived image post- crisis
Limiting factors	Moderator	Coordination, skills, financing, etc.

Research methodology

In order to address the central problem of this study, an exploratory qualitative approach was adopted, in line with the complex, contextual, and evolving nature of post-crisis tourism dynamics. This approach is part of a constructivist epistemological position, which considers that social reality is constructed by actors through their perceptions, practices, and interactions. Thus, understanding how digital strategies are perceived, designed, and mobilized to strengthen the resilience of the tourism sector in Agadir requires collecting and analyzing the discourses and representations of the professionals concerned.

The research was structured around two complementary components. On the one hand, an in-depth documentary analysis was conducted on relevant secondary sources: reports from the World Tourism Organization (UNWTO), ONMT publications, data from the Souss-Massa Regional Tourism Committee (CRT), recent scientific articles on digital tourism and post-COVID resilience. On the other hand, semi- structured interviews were conducted with a purposive sample of local stakeholders, including hotel marketing managers, institutional representatives, tourism communication experts, and digital operators.

These interviews aimed to explore three fundamental axes: the digital actions implemented, the perceived results in terms of attractiveness and resilience, and the difficulties encountered in implementation. The data collected were subject to a thematic analysis structured around the four key variables of the conceptual model: digital strategies, tourism resilience, destination attractiveness, and limiting factors.

This methodological and epistemological triangulation aims to strengthen the validity of the results, to cross-reference sources and perspectives, and to produce a nuanced, contextualized and transferable reading of the digital transformations undertaken by the tourism sector in Agadir.

The scope of this research falls within the field of digital marketing applied to the tourism sector, with a particular interest in post-crisis resilience mechanisms in destinations heavily dependent on international tourism. The study takes as its field of investigation the city of Agadir, a major seaside resort in southern Morocco, recognized for its historical attractiveness, its developed tourist infrastructure and its strategic positioning in national tourism recovery policies.

The sample used for this research is intentional and qualitative, composed of twelve key players in the regional tourism ecosystem. It includes marketing managers of listed hotels, representatives of the Regional Tourism Council (CRT), managers of local travel agencies, as well as experts in digital tourism strategy. This choice aims to capture a diversity of professional, institutional, and operational perspectives on the digitalization of the sector and its ability to cope

with the effects of the health crisis.

For data processing, the study uses a manual thematic analysis, structured around a grid developed from the

conceptual model. This grid crosses the main variables (digital strategies, resilience, attractiveness, limiting factors) with emerging subcategories from the collected discourses. This method makes it possible to highlight recurrences, divergences and crossed dynamics, while respecting the inductive logic specific to qualitative approaches.

To ensure a rigorous and in-depth analysis of the qualitative data collected, NVIVO software was chosen as the main processing and coding tool. This computer-assisted qualitative analysis software (CAQDAS) allows the data from semi-structured interviews to be structured, organized, and visualized, thus facilitating the identification of recurring themes, conceptual relationships, and discrepancies in discourse. Using NVIVO, a coding grid was developed based on the main variables of the conceptual model, including digital strategies, tourism resilience, destination attractiveness, and limiting factors, while allowing inductive subcategories from the field to emerge.

The use of NVIVO reinforced analytical traceability, the consistency of interpretations and the visualization of connections between categories, contributing to a more detailed and nuanced reading of the dynamics studied.

Table 2 - Summary of the research methodology

Element	Content
Search type	Qualitative, exploratory, inductive
Positioning epistemological	Constructivist
Search field	Digital marketing applied to tourism; post-crisis resilience
Study area	City of Agadir, Souss-Massa region, Morocco
Main objective	Understanding the impact of digital strategies on post-COVID tourism resilience and attractiveness
Target population	Local tourism stakeholders (hoteliers, agencies, CRT, digital experts)
Sample size	12 people (non-probability intentional sample)
Data collection method	Semi-structured interviews

Secondary sources	Reports (OMT, ONMT, CRT), scientific articles, digital campaigns
Data analysis tool	Manual thematic analysis based on a grid inspired by the conceptual model
Axes of analysis	Digital strategies, tourism resilience, attractiveness, Limiting factors

In order to operationalize the concepts used in this study, a work of structuring the variables was carried out based on the conceptual model. The table below presents the main variables of the research, classifying them according to their nature (independent, dependent or moderating). For each variable, an operational definition is proposed to clarify its content, as well as a set of items to guide the collection and analysis of qualitative data. This structuring aims to ensure consistency between the theoretical framework, the problem, and the survey methodology, while facilitating the development of empirical tools such as the interview grid or thematic coding in NVIVO.

Table 3 - Table of research variables and items

Variable type	Variable	Operational definition	Indicative items
Independent variable	**Digital strategies**	Set of digital actions implemented to communicate, promote and manage the offer.	- Use of social networks (Facebook, Instagram, etc.) - Digital storytelling campaigns - Online booking platforms - Collaboration with influencers
Dependent variable	**Tourism resilience**	The sector's ability to adapt, maintain itself and transform itself in the face of the crisis.	- Responsiveness to the crisis - Market diversification - Adaptation of the offer - Continuity of customer relationship

Dependent variable	Attractiveness of the destination	Positive perception and intention to visit a destination by tourists.	- Post-crisis branding - Perceived health safety - Intention to return or recommend - Perception of the experience offered
Moderating variable	Limiting factors	Structural or contextual obstacles to the effectiveness of digital strategies.	- Lack of digital skills - Poor coordination between actors - Limited access to financing - Lack of impact assessment

We then present the profiles of the interview participants, their organizational affiliation (private sector, institutional or external expertise), as well as the main themes addressed during the discussions. This structuring allows us to highlight the diversity of the sample mobilized in the study, ensuring a balanced representation between the different actors of the tourism sector in Agadir. It also allows us to justify the richness of the qualitative data collected, by showing that each profile contributed to the emergence of specific thematic categories (digital strategies, resilience, attractiveness, structural obstacles, etc.). This table thus constitutes a tool for methodological transparency, but also a lever for cross-analysis to explore the differences in perception according to the types of actors.

Table 4 - social networks, storytelling, booking platforms

Interviewee profile	Actor Category	Codes discussed in the interview
Hotel Marketing Manager	Private	Digital strategies, Social networks, Platforms
Director CRT Souss-Massa	Institutional	Resilience, Coordination, Digital Campaigns
Travel agency manager	Private	Market reorientation, Visibility, National customers
Digital consultant	External expert	Digital strategies, Limiting factors, Digital tools
Communications Officer (tourist establishment)	Private	Crisis communication, Image post COVID

E-reputation manager	Private	E-reputation, Loyalty, Influencers
Independent hotel manager	Private	Adaptation, Responsiveness, Digital Offer
CRT Project Manager	Institutional	Regional policies, Coordination, Recovery
Tourism Marketing Trainer	External expert	Training, Digital Skills, Innovation
Booking platform manager	Private	Online booking, Security, UX
Local influencer	Private	Storytelling, Local audience, Instagram
Tourism Product Manager	Private	Tourist product, Crisis, Communication

Empirical overview

Figure 1 - Word Cloud (English)

Source: Created by us using NVIVO software

This figure presents a graphical visualization of the words most frequently mentioned by participants during the qualitative interviews conducted as part of your research on tourism in Agadir.

• Main lessons:

1. **The most salient words** —represented in larger size — are:
    o "digital", "resilience" and "attractiveness", confirming their centrality in the discourse of the professionals interviewed. This corroborates their role in the conceptual model of your study.

    o These words translate the three fundamental axes of the process studied:

        ▪ Digital strategy as a tool,

   ▪ Tourism resilience as an adaptive capacityAnd attractiveness as a post-crisis goal.

Other significant terms:
    o **"Social networks"**, "communication", "visibility", "storytelling" ^ underline the importance of digital tools and territorial storytelling methods in the strategies implemented.

    o **"Clientele"**, "experience", "image" ^ express the objective of rebuilding the customer relationship and improving the image of the destination.

    o **"Training"**and "innovation" ^ evoke the levers of sustainable transformation of the sector.

Presence of the word "crisis": even if it is less visually dominant, its presence reminds us that all of the strategies analyzed are part of a dynamic of reaction and adaptation to a major disruption, in this case the COVID-19 pandemic.

Key takeaway: This word cloud reflects a strong consistency between the stakeholders' concerns (maintaining visibility, rebuilding attractiveness, adapting through digital technology) and the theoretical concepts used in your study. It also shows that digitalization is perceived not only as a short-term response, but also as a driver of structural transformation for tourism in Agadir.

Figure 3 - Thematic Content Analysis of Verbatims
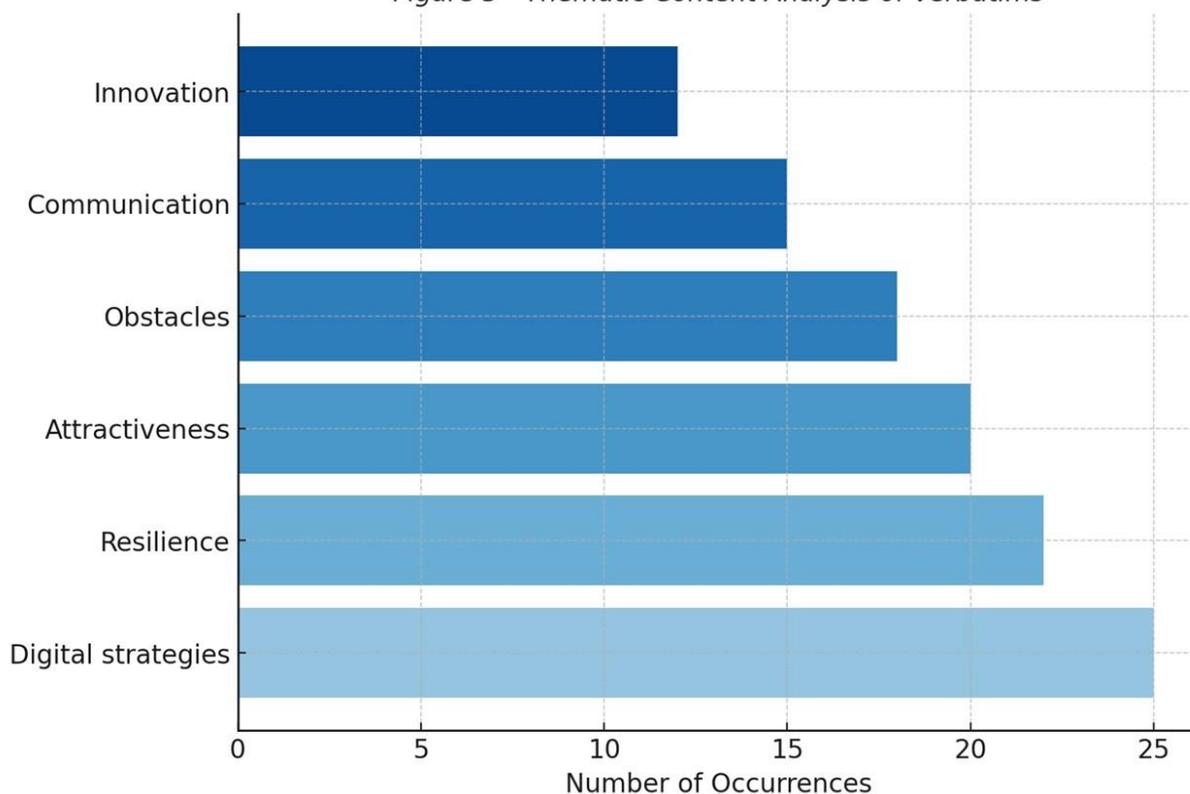
This figure illustrates the frequency of occurrence of the major themes identified during the analysis of interviews with tourism stakeholders in Agadir. It is based on the number of occurrences observed for each theme in the collected speeches.

- Analysis by theme:

1. Digital strategies (25 occurrences)

^ This is the most common theme in the verbatim interviews. It includes mentions of the digital tools used (social networks, platforms, influencers), their implementation during the crisis, and their role in the sector's recovery.

Interpretation: Professionals consider digitalization as the main lever for action during the crisis and a structuring element of the future of tourism.

2.   Resilience (22 occurrences)

^ This theme refers to the ability of structures to adapt, maintain minimal activity, and reinvent themselves despite restrictions.

Interpretation: It shows that the notion of resilience is concretely experienced and mobilizes strategic, emotional and organizational dimensions.

3.   Attractiveness (20 occurrences)

^ Reflects the importance given to the perception of the post-crisis destination, particularly in relation to health security, communication and brand image.

Interpretation: Attractiveness is seen as the ultimate goal of the transformation process, but dependent on resilience and digital strategies.

4.   Obstacles (18 occurrences)

^ Refers to the frequently mentioned limiting factors: lack of training, weak institutional coordination, lack of financial resources.

Interpretation: The obstacles are not marginal: they condition the real effectiveness of the strategies implemented, despite the intentions.

5.   Communication   (15   occurrences)   ^   This   theme includes   institutional   communication,   information management in times of crisis, and destination visibility.

Interpretation: It is seen as a cross-functional tool, serving both resilience and attractiveness.

6.   Innovation (12 occurrences)

^ Refers to the introduction of new practices: adapted offers, digitalization of the customer experience, content creation.

Interpretation: Although less discussed, innovation is present as an underlying factor in effective strategies.

This figure reinforces the consistency with your conceptual model: it confirms the importance of digital strategies as a driving force, resilience as a cross-functional capability, and attractiveness as the ultimate goal. It also highlights the conditions for success or failure, showing the critical role of structural barriers and communication.

Source: Created by us using NVIVO software

This diagram illustrates the perceived intensity of the major themes raised by the

Figure 2 - Radar Chart of Addressed Themes
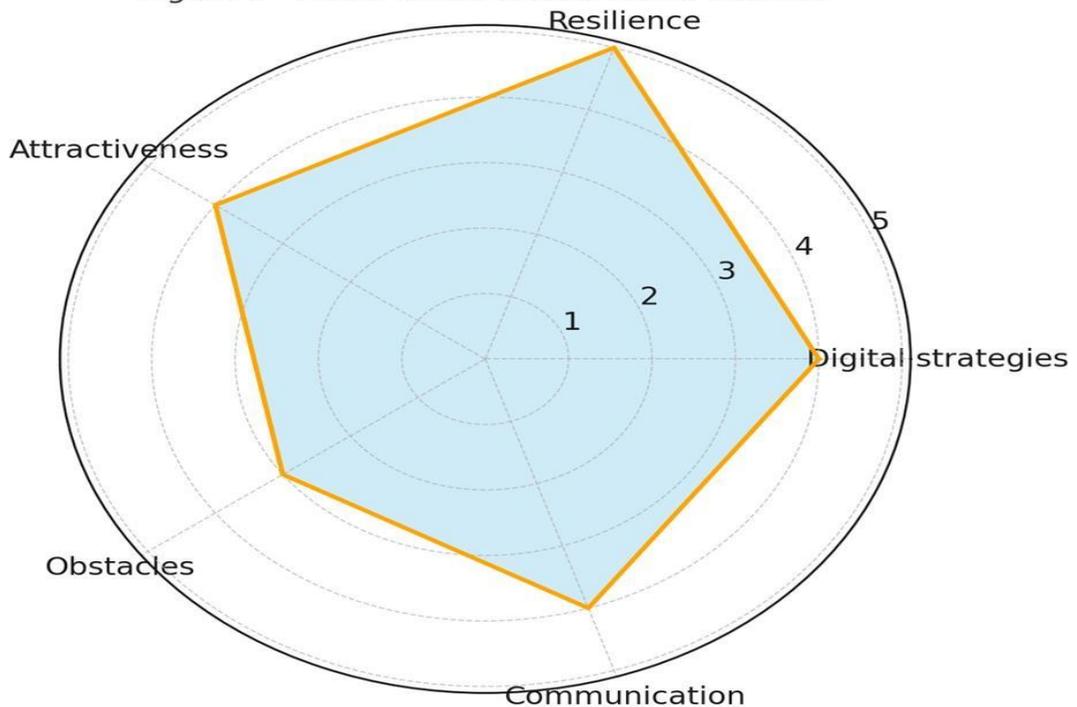
stakeholders interviewed as part of the study on digital strategies and tourism resilience in Agadir. The scale ranges from 1 (little raised) to 5 (highly mobilized).

Thematic analysis:

1.   Resilience (level 5)

^ Most striking theme. The actors expressed a strong capacity for adaptation, through rapid readjustments, reorientation towards new customers (particularly local), and innovation in the face of health constraints.

Interpretation: Resilience is not only endured, but claimed as a central value of post-crisis repositioning.

2.   Digital strategies (level 4)

^ A widely discussed dimension, notably the use of social networks, digital campaigns, and reservation platforms.

Interpretation: Digital is seen as a key operational means in crisis management, but not yet systematically structured.

3.   Attractiveness (level 4)

^ The stakeholders spoke at length about the evolution of the destination's image, post-COVID communication efforts, and levers of differentiation.

Interpretation: Attractiveness is a strategic goal, closely linked to the quality of digital efforts and organizational resilience.

4.   Communication (level 4)

^ Cross-cutting concept across several themes: crisis communication, brand image, territorial storytelling, customer relations.

Interpretation: Communication is seen as a vector of stabilization and valorization, but also as an area where skills are unequally distributed.

5.   Obstacles (level 3)

^ Less often mentioned directly, but present in the comments: lack of training, weak institutional coordination, limited resources.

Interpretation: Obstacles are not ignored, but often normalized or circumvented rather than confronted.

This diagram confirms that tourism stakeholders in Agadir are placing resilience and digital technology at the heart of their recovery strategy, while paying increasing attention to the destination's image and proactive communication. It also highlights the need to strengthen training systems and improve coordination to overcome current limitations.

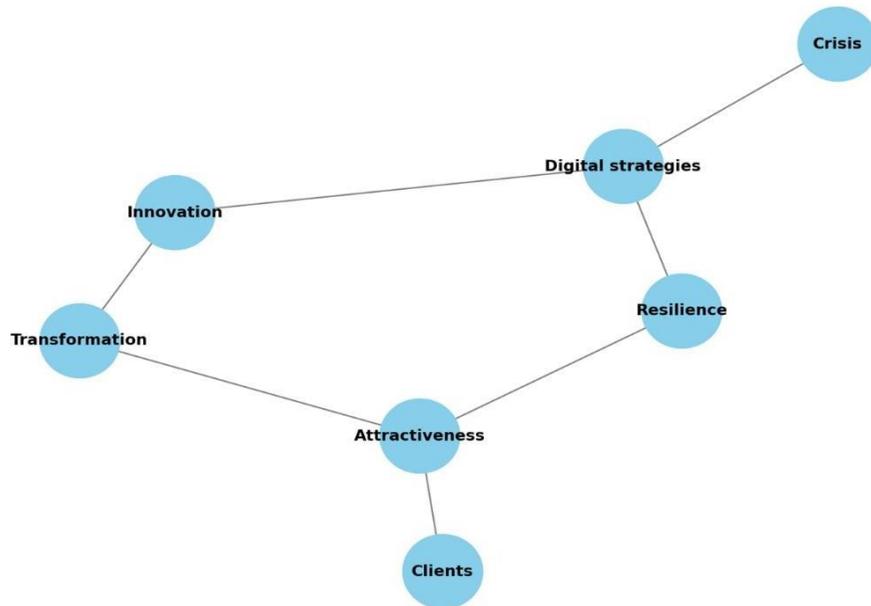Figure 1 - Conceptual Linkage: From Crisis to Attractiveness

Figure 4 - Conceptual rapprochement, from crisis to attractiveness
Source: Created by us using NVIVO software

This network graph illustrates the dynamic relationships between the main concepts from your research. Each node (circle) represents a central concept, and each link (edge) indicates a direct relationship identified in the actors' discourses or in the study's conceptual model.

Link analysis:

1.   Crisis ^ Digital strategies

^ The COVID-19 crisis has been identified as a direct trigger for digital transformation in the tourism sector. Digital tools have been mobilized as an emergency response, but also as a lever for structural adaptation.

2.   Digital strategies ^ Resilience

^ Digital strategies have enabled players to adapt quickly, maintain customer relationships, and ensure a degree of business continuity. Digital technology is becoming a vector of organizational resilience.

3.   Digital strategies ^ Innovation

^ In addition to their immediate function, digital tools have been the starting point for

innovation processes: redesign of offers, digitalization of the customer experience, targeted campaigns, etc.

4.   Innovation ^ Transformation

^ Digital-driven innovation has contributed to a more global transformation of the tourism model: new practices, market reorientation, integration of sustainability.

5.   Transformation ^ Attractiveness

^ This structural transformation aims to strengthen the image and attractiveness of the destination among post-crisis tourists, notably through values of authenticity, security, and connected experience.

6.   Resilience ^ Attractiveness ^ The capacity of a territory to bounce back and reorganize itself directly conditions itscredibility and its ability to attract new visitors.

7.   **Attractiveness ^ Customers**

^ Renewed attractiveness helps to attract, reassure and retain customers, particularly in a context of uncertainty and competition between destinations.

•   Global reading

This graph summarizes your strategic transition logic well:

- **The crisis**acts as a breaking point,
- **Digital**as a resilience tool,
- **Innovation**as an engine of transformation,
- And attractiveness as a customer-oriented goal.

It demonstrates systemic coherence between levels of analysis (reactive, adaptive, prospective), and offers a clear reading of the conceptual path of your research.

Data analysis

In this section, we cross-analyze the results from qualitative interviews conducted with tourism stakeholders in Agadir. The use of NVIVO software allowed us to structure the verbal data through several visualizations: word cloud, thematic analysis, star diagram, and conceptual network. These tools make it possible to identify dominant trends, compare the intensity of themes, and represent the conceptual relationships between key variables.

1.   Word cloud: central perception of actors

The word cloud generated by the lexicographic analysis (Figure 1) reveals the centrality of the terms "digital," "resilience," and "attractiveness," in direct alignment with the research's conceptual model. This confirms that the professionals interviewed place digital technology at the heart of their strategic response to the crisis, perceive resilience as a collective capacity for adaptation, and consider attractiveness as an ultimate goal to be regained. The words "communication," "storytelling," "image," and "customer" highlight the importance of customer relations and online visibility in the post-crisis phase.

2.   Thematic analysis: hierarchy of concerns

The analysis of the content of the verbatims (Figure 2) shows a high frequency of the themes "digital strategies" (25), "resilience" (22) and "attractiveness" (20). These results confirm that the efforts made by the actors are focused on activating the digital lever to preserve and reinvent the local tourism offer.

The significant presence of obstacles (18), such as the lack of institutional coordination and the deficit of digital skills, highlights an ambivalence between the desire to adapt and structural limits.

The theme of communication (15) appears as a cross-cutting vector, mobilized both in times of crisis (health communication, reassurance) and in times of recovery (marketing communication, storytelling).

3.   Star diagram: perceived intensity of variables

The radar chart (Figure 3) reflects the highest intensity of the "resilience" theme (5/5), confirming that it is a concept experienced and claimed by professionals in the sector. The themes "digital strategies", "attractiveness" and "communication" appear as strongly perceived

dimensions (4/5), while obstacles (3/5), although present, are often mentioned implicitly or indirectly.

This contrast suggests that actors tend to highlight levers and successes, while minimizing, or at least normalizing, constraints.

4.   Conceptual rapprochement: systemic logic of transformation

The conceptual graph (Figure 4) highlights a logical chain of transformation from crisis

to attractiveness, via digital strategies, resilience, and innovation. We observe a circular and progressive relationship:

The crisis acts as a trigger,

- Digital as an operational lever,
- Resilience as the ability to absorb and adjust,
- Innovation as a driver of transformation,
- Attractiveness as a renewed objective,
- And finally, the customer as the final target.

This diagram reflects the systemic and evolutionary approach adopted by tourism professionals, who are not simply reacting, but are seeking to reinvent themselves sustainably.

The joint analysis of the visualizations generated by NVIVO allows empirical validation of the conceptual model of this research:

- Digital strategies are well perceived as the main lever for action in a context of disruption.

- Resilience is a central organizational quality, based on adaptability, responsiveness and the capacity for innovation.

- The attractiveness of the destination becomes a structuring strategic issue, conditioned by the collective effort of modernization and narration of the territory.

- Finally, the identified obstacles must be addressed politically and organizationally to support the real impact of digital strategies.

General conclusion

The health crisis linked to the COVID-19 pandemic has brutally revealed the structural fragility of the tourism sector, both globally and locally. In Agadir, an iconic Moroccan seaside destination, this situation has caused a sharp drop in attendance, a questioning of existing economic models, and increased pressure on sector professionals. However, this crisis has also acted as an accelerator of transformation, stimulating the use of digital tools and redirecting strategies towards a logic of sustainable resilience.

Using a qualitative approach, this study demonstrated that digital strategies—particularly through social media, storytelling campaigns, booking platforms, and the digitalization of customer relations—played a central role in the survival, adaptation, and recovery of the local tourism sector. These strategies contributed not only to maintaining the visibility of the destination during the closure period, but also to laying the foundations for an

innovative reconstruction focused on sustainability and proximity.

The results highlighted the essential role of organizational resilience, perceived both as a rapid response capacity and an ability to transform constraints into opportunities. Furthermore, the attractiveness of Agadir as a destination emerged as a strategic objective, rebuilt on the basis of a renewed image that is more secure, more connected, and better anchored in the post-crisis expectations of customers.

However, this momentum remains conditioned by several limiting factors, such as the lack of coordination between public and private actors, the digital skills deficit among certain operators, and the inadequacy of tools for evaluating the real impact of digital campaigns. To go further, it is becoming imperative to establish strengthened territorial governance, targeted skills development, and an integrated digital strategy at the regional level.

Ultimately, Agadir's experience illustrates that digitalization should not be seen as a one-off response to the crisis, but as a strategic vector of resilience and long-term competitiveness, serving more agile, more inclusive and more sustainable tourism.

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