

**Received Date: 21 April 2026**

**Accepted Date: 12 May 2026**

**Published Date: 1 June 2026**

## **Entrepreneurial Dynamics in Peripheral Territories: A Theoretical Analysis of Morocco's Southern Provinces**

**Mouad Manni <sup>1</sup>, Asmae Diani <sup>2</sup>, Salwa Aligod <sup>3</sup>**

1. PhD Candidate, Sidi Mohamed Ben Abdellah University of Fez, Fes, Morocco. Email: [mouad.manni@usmba.ac.ma](mailto:mouad.manni@usmba.ac.ma)
2. Professor, Sidi Mohamed Ben Abdellah University of Fez, Fes, Morocco. Email: [Asmae.diani@usmba.ac.ma](mailto:Asmae.diani@usmba.ac.ma)
3. Assistant Professor, Euro-Mediterranean University of Fes, Euro-med Business School, Fes, Morocco. Email: [s.aligod@ueuromed.org](mailto:s.aligod@ueuromed.org)

### **Abstract**

The importance of entrepreneurship to economic growth, innovation, competitiveness, and sustainability is clear. While many studies have analysed entrepreneurial processes in developed cities and regions, few have investigated entrepreneurial dynamics in economically peripheral regions that are characterized by isolation, thin markets, and structural challenges. This research seeks to build a robust and flexible analytic framework to study entrepreneurial dynamics in the Southern Provinces of Morocco, a strategically important region that is undergoing rapid public investment and infrastructure-led socioeconomic transformation and regional integration.

This research is primarily conceptual. It draws from the literature of entrepreneurship and regional development, and employs an innovative synthesis of Opportunity Theory, Resource Mobilization Theory, Human Capital Theory, and Social Capital Theory. The analysis demonstrates the significance of human and social capital, combined with regional and entrepreneurial networking as important

variables determining entrepreneurial dynamic in peripheral regions.

The dynamic framework outlined here argues that entrepreneurial development is a function of an individual's social and regional capital and networking structures. Collectively, these elements enable the individual to recognize and/or create opportunities, and/or innovate and/or generate sustained economic return. The framework also articulates that the entrepreneurial dynamic of a region is a determinant of the level of both regional resilience and sustainable development, and of the diversity and complexity of the regional economy, the level of innovation, and the growth and development of enterprises.

This research will add to the limited body of work on regional entrepreneurship and entrepreneurial ecosystems in peripheral areas, focusing specifically on the Southern Provinces of Morocco. It broadens confined concepts of entrepreneurship by embedding context and community within individual outcomes and entrepreneurial activities. In addition to that, the study formulates a theory to anchor future empirical research endeavours and to spatially-target policies that strengthen

entrepreneurial ecosystems and sustainably develop isolated peripheries.

**Keywords:** Entrepreneurship; Entrepreneurial Dynamics; Territorial Entrepreneurship; Entrepreneurial Ecosystems; Human Capital; Social Capital; Territorial Embeddedness; Entrepreneurial Networks; Peripheral Territories; Morocco's Southern Provinces; Territorial Resilience; Sustainable Regional Development.

## 1. Introduction

In both developed and developing countries, entrepreneurship is one of the major catalysts for economic growth, innovation, job creation, and social progress. In the last 20 years, research and policy frameworks have acknowledged the potential of entrepreneurial activity to stimulate rural economic diversification, strengthen rural resilience, and lessen rural inequalities. The role of entrepreneurship has extended beyond its economic function. It has become a key component of social inclusion, sustainable rural change, and the creation of local, rural economies (Ibourk & Raoui, 2022).

Entrepreneurship and its spatiality have become an important area of study in the recent literature. In order to understand the spatiality of entrepreneurial activity, it is important to understand the environment in which the activity is taking place. Factors such as social capital, the legal framework, infrastructure, the governance model, and the territory's resources shape the entrepreneurial opportunities in a given space. Therefore, the study of entrepreneurial activity must consider the context in which the activity is taking place and the territory's ecosystem where the entrepreneurs are located.

This sort of spatial context is particularly important for the study of peripheral areas. In contrast to large metropolitan areas with a dispersed population, peripheral areas are often unpenetrated by large, dense networks of advanced economic activity. Because of this, they often are supplied with poor infrastructure, limited access to financial resources and markets, and poor national and international economic relationships. However, the current literature acknowledges that peripheral areas should not be viewed purely as disadvantageous. Many of these areas that may serve as potential catalysts for entrepreneurship have distinctive endogenous resources, advantageous locations, social cohesion, and latent opportunities for economic growth.

When it comes to peripheral areas of Morocco, the Southern Provinces are an especially interesting case for the study of entrepreneurship. In the last 10 years, these regions have seen considerable change because of public investments,

infrastructure construction, regionalization, and programs to support entrepreneurship. Rapidly developing economic activities include fisheries, tourism, renewable energies, logistics, aquaculture, and maritime industries. Yet these areas remain challenged by their geographical distance from more urban areas, the concentration of economic activities, demographic dispersion, and structural challenges.

In order to understand entrepreneurial activity in this context, an integrated comprehensive theory is needed that combines the individual, social, institutional, and territorial dimensions. Theories on entrepreneurship and peripheral territories have more frequently focused on individual entrepreneurial behaviour or the performance of organizations with less emphasis on peripheral territories. Thus, there is a lack of comprehensive theory to explain the emergence of entrepreneurial activities in remote and structurally peripheral territories and their contribution to the development of the territory.

By incorporating the various components of the theories relating to Human Capital, Social Capital, Opportunities, Resource Mobilization, Institutions, and Territorial Resilience, this article aims to provide a theoretical analysis of entrepreneurship in Southern Provinces from Morocco (MANNI, 2025).

The purpose of this study is to identify the main factors that affect the growth of entrepreneurship in peripheral regions using a multidisciplinary approach. The study also aims to define a conceptual model that describes how different territorial conditions and entrepreneurship activities interact.

The article aims to make two major contributions. First, the article expands the literature on entrepreneurship in peripheral regions of Morocco by explaining how peripheral regions affect entrepreneurial activities. The second contribution is that empirical researchers and policymakers who want to improve entrepreneurship in the Southern Provinces of Morocco and other peripheral regions of the world that have similar issues will now have a conceptual model to work from.

The rest of the article is structured as follows. The first section presents the ideas that are the basis of entrepreneurship and the entrepreneurship of different regions. The second section presents the main theories of entrepreneurial development. The third section focuses on Morocco's Southern Provinces. The fourth section presents the conceptual model and the related propositions. The article ends with a description of the potential impact on the development of entrepreneurship theory and directions for future research.

## 2. Conceptual Foundations of Entrepreneurial Dynamics

### 2.1 Entrepreneurship

Entrepreneurship stands at the intersection of multiple disciplines including economics, management, and social sciences, making it an important subject of study. Its popularity has yielded a breadth of research and literature, yet a singular definition remains elusive. This absence of a definition illustrates the complexity of entrepreneurship and the phenomenon's fluidity. Entrepreneurship has historically been linked to starting a business and identifying economic opportunities amid uncertainty. Early economic thinkers assigned a role in the coordination of markets and the synthesis of the factors of production to the entrepreneur. As such, the entrepreneur has a critical role in the growth of an economy.

The importance of the entrepreneur in the economy can be seen in the work of Joseph Schumpeter. Schumpeter viewed the entrepreneur as the innovator and change agent of the economy. From the Schumpeterian viewpoint, the introduction of new goods and services and the new and improved methods of production and new ways of organizing and managing production disrupt the equilibrium of the economy and are examples of 'creative destruction' Schumpeter viewed entrepreneurship as the mechanism of an economy to adapt to the dynamically changing socio-economic and technological environment.

Modern entrepreneurship research has gone beyond the traditional economic paradigm. Modern theorists have begun to view entrepreneurship as an amalgam of multiple activities that include but are not limited to the identification of opportunities, the provision of resources, the introduction of novelties, the formulation of strategies, the making of decisions and the creation of value. The new thinking on entrepreneurship has engendered a plethora of new forms of entrepreneurship, social entrepreneurship, digital entrepreneurship and sustainable entrepreneurship to name but a few. The focus of entrepreneurship research has, of late, examined the environment in which entrepreneurship occurs.

Several factors including individual traits, social relationships, cultural norms, and other situational conditions affect entrepreneurial behaviour. The activities involved in entrepreneurship are increasingly described as embedded phenomena, highlighting the role of the surrounding environment and the context in which the activities take place. The local social networks, the governing bodies, and the local ecosystems and how they affect entrepreneurship flows and outcomes are also critically important.

Entrepreneurship in peripheral territories is very important, because of its ability to diversify the economy, create jobs, and strengthen the resilience of those territories. Entrepreneurs in peripheral or remote regions face major challenges caused by lack of access to markets, poor infrastructure, lack of financing, and other forms of support and unresponsive institutions. Entrepreneurship is an economic activity and a strategic tool to achieve both social and economic changes in a peripheral territory (MERROUN & EL GHRASLI, 2025).

Within the available framework of a given territory, entrepreneurship is the ability of an individual or group to perceive economically worthwhile innovations and resource combinations to solve problems. Entrepreneurship is a very important economic activity since it is a critical driver of sustainable development of a given region.

### 2.2 Entrepreneurial Dynamics

Although traditional thought on entrepreneurship centers on the entrepreneur and business creation, the concept of entrepreneurial dynamics centers on the systemic. Entrepreneurial dynamics concern the ongoing processes where entrepreneurial actions are created, grown, and interact, impacting economic and spatial change. Entrepreneurial dynamics, unlike traditional entrepreneurship thought, are not viewed as a singular act of creation. Rather, they concern the changes of entrepreneurial systems and the interactions of various economic actors, institutions, and the resources in a given space.

Entrepreneurial dynamics were conceived in response to static models where the sole concern was how much entrepreneurship was measured by the rate of business creation acts or the number of existing enterprises. More recent models have emphasized that entrepreneurial processes are ongoing and concern the identification of new opportunities, business creation, business expansion and innovation, and the adaptive capacity for persistence and sustainability over the long term. This has the effect of greater clarity in how entrepreneurial actions impact the growth of economies.

Entrepreneurial dynamics are complex and concern multiple dimensions. They concern the personal dimensions of the entrepreneur such as entrepreneurial competencies, skills, experiences, and innovativeness. They also concern the dimensions of the enterprise such as growth and competitiveness, and the adaptability of the enterprise's strategies. They concern the dimensions of the entrepreneurial systems and the quality of governance and regulatory frameworks, the availability of entrepreneurial support, and

the public policies. Finally, the dimensions of the entrepreneurial system's geography, social capital, the state of the local resources, and regional development also have an impact (ALLAMMARI et al., 2023).

The interconnected nature of entrepreneurial dynamics is particularly clear in entrepreneurial systems. These systems include the entrepreneurs themselves, public institutions, financial actors, educators, support agencies, civil society actors, and the community.

These actors' interactions can either constrain or stimulate entrepreneurship initiatives. Thus, the entrepreneurial dynamics of a given region cannot be understood only through the lens of individual entrepreneurship behaviour. Instead, they must be examined within the territorial and institutional systems.

In peripheral regions, entrepreneurial dynamics can be influenced by a variety of contextual factors. Remoteness, low population density, small size and a constrained market, poor or non-existent infrastructure, and a highly specialized regional economy can all be limiting factors for entrepreneurship. However, a region's self-generated resources, coupled with social and territorial cohesion, a public investment program aimed at the region, and social engagement can provide the best opportunities for the emergence and growth of entrepreneurship. These factors are imbalances of limitations and opportunities which will ultimately determine the strength and longevity of entrepreneurship within the region.

Dynamics of entrepreneurship can have a direct impact on the resilience of a region. By creating and capturing localized value, entrepreneurship activities can help regions adjust and respond to economic, environmental and social disruption. Entrepreneurship can help develop competitive new economic activities for a region which can allow a region to respond to external stresses. Thus, entrepreneurship activities can aid in achieving the sustainable development of peripheral regions and the social and economic restructuring that has been deemed successful over the long term.

The evolving relationships of entrepreneurs, institutional and social resources, and the territorial context can all interact and influence the establishment, enhancement, and the entrepreneurial activities' sustainability and impact. This aims to provide a broader understanding of how entrepreneurship inherently impacts the development of the region, especially in the economically lagging and peripheral regions.

## 2.3 Entrepreneurial Ecosystems

The entrepreneurial ecosystem concept has developed more fully in the last two decades of entrepreneurship research. It has developed as a response to the problems that derive from the exclusive focus of research on individual entrepreneurs or the organizational factors. Researchers have known that the entrepreneurial factors alone do not determine the success of entrepreneurship. There are contextual factors that influence the success of entrepreneurship. The entrepreneurial ecosystem concept is a comprehensive framework that combines the various components that engage and promote the entrepreneurship activities.

An entrepreneurial ecosystem is the combination of the network of stakeholders, organizations, institutions, and actors that help support the establishment and the sustainability of the entrepreneurial activities in a particular area/community. It consists of entrepreneurs, tertiary education institutions, research institutions, financial institutions, government/administration, incubators and accelerators, and business supportive infrastructures. The quality of the participants and the stakeholders in an of entrepreneurial ecosystem determines its success.

The ecosystem model views entrepreneurship as a phenomenon that is collective in nature. This is because of the inequalities that exist between entrepreneurial communities. Some have the required resources, like financial and human capital, with the adequate infrastructure and social networks. Others lack these resources. As a result, some communities develop and sustain entrepreneurial activities and the innovations that come with them. While others are not able to develop entrepreneurial activities for the structural challenges they encounter.

The capability for entrepreneurship primarily relies on the availability of skilled or educated human capital. Financial capital is also essential. This refers to the funding sources (e.g., credit, investments, venture capital, public financing). Institutional quality takes the front stage because of the legal frameworks, the protection of property rights, and the reduction of red-tape. Cultural factors of trust, risk, and an innovative entrepreneurial spirit can also have serious implications on the performance of ecosystems.

Collaboration is one of the main pillars in an entrepreneurial ecosystem. There are strong connections between networks, resource sharing, and partnership to which each of these contributes access to opportunity. The relational dimensions are most significant in the peripheral areas of an ecosystem

which, due to their small and isolated nature, increase their reliance on and need for community collaboration.

In the emerging and peripheral areas, the entrepreneurial ecosystem relies more on public intervention and institutional support. Local economic development is highly dependent on the government support of regional development agencies, business incubators, active entrepreneurship, and integrated government programs. These support efforts are directed toward the protection of entrepreneurship.

The entrepreneurial ecosystem framework is essential to the analysis of entrepreneurship in the Southern Provinces of Morocco. This is a prime example of a strong public investment region with rapidly developing infrastructure and abundant natural resources where the level of economic activity and the size of the market is low due to geographic constraints. Analysing the entrepreneurial dynamics from an ecosystem perspective allows for a multi-layered systematic analysis of the interplay of multiple actors and resources in driving entrepreneurial development within the regions (El Atmani & Malainine, 2023).

## **2.4 Territorial Entrepreneurship**

Interest in the relationship between entrepreneurship and local development has catalysed scholarship in territorial entrepreneurship. While traditional theories of entrepreneurship treat the locality where the entrepreneur operates as a passive element, territorial entrepreneurship theories advocate that the locality is an active element in entrepreneurial processes. Territorial entrepreneurship focuses on the interplay of entrepreneurial activity and the economic, social, cultural, institutional, and geographical characteristics of the locality.

Entrepreneurship is a mechanism for the development and transformation of a territory. Territorial entrepreneurship recognizes that local contexts exist within and influence local resources and conditions. Territorial entrepreneurship argues that local contexts do not passively exist for the entrepreneur. Instead, territorial entrepreneurs actively valorise local resources and local identities when entrepreneurial activity is initiated within a territory.

Territorial entrepreneurship is an entrepreneurial philosophy that transcends the boundaries of traditional entrepreneurship theory. Territorial entrepreneurship is built on the premise that entrepreneurial activity has the potential to foster a variety of social and economic outcomes, such as social stability, local innovation, and a greater degree of social and ecological responsibility. The philosophy of territorial entrepreneurship

is particularly relevant in areas that are economically and socially distressed, because hospitality entrepreneurship may stimulate economic activity.

The territorial and the embeddedness approaches are synonymous. Embeddedness is a measure of the extent to which an entrepreneur is linked to the local social order, and local institutional and cultural entrepreneurial activity. When entrepreneurs are embedded in the territory, they often have a greater understanding of the local issues and opportunities. Territorial anchorage aids in building support networks, reinforcing legitimacy, and increasing the ability to construct viable solutions that are unique to the specific context.

Territorial entrepreneurship is especially vital in peripheral regions. These regions usually have a disadvantage due to geographic isolation, poor infrastructure, small local markets, and a scarce external resource presence. Nevertheless, they may have unique potential due to natural resources, cultural legacies, unique geographic locations, and social networks. Entrepreneurs are fundamental to the conversion of these endogenous resources to create the productive social and economic infrastructure required to generate economic value and competitiveness in a given region.

Territorial entrepreneurship is most appropriate for the Southern Provinces of Morocco. This region has the potential to be economically active in the areas of fishing, renewable energy, tourism, logistics, and other maritime and economic activities. Entrepreneurs also have to deal with the problems of distance, social and economic demographic dispersion, and the dependence of most economic activity on a specific economic sector. Successful entrepreneurial activity largely relies on integrating the territorial context with innovation, the right institutions, and access to the market (Layla et al., 2025).

Territorial entrepreneurship has a direct impact on territorial resilience. It fosters the adaptive capacity of a territory to withstand the impact of dynamic and disruptive changes on the economy and the environment. In this sense, territorial entrepreneurship is a strategic means of integrating multiple economic activities to construct new and sustainable pathways to resilient and developmental growth for a region. This viewpoint is a useful starting point for the study of the entrepreneurial dynamics of peripheral regions in the context of processes of territorial restructuring.

## **3. Theoretical Perspectives on Entrepreneurship**

For examining the complexities and the multi-faceted dimensions of entrepreneurial phenomena, a variety of theoretical frameworks have been utilized. Alternative

theories have been advanced by researchers in their attempt to explain not only the emergence of entrepreneurial phenomena, but also the manner in which entrepreneurs recognize and exploit opportunities, mobilize resources and interact with the environment to stimulate economic growth. Considering the complexity of the economic, social, institutional and territorial context, there is no theory that can fully explain all the dimensions of entrepreneurial behaviour.

Analysing the entrepreneurial phenomena in the more remote territories mandates the use of multi-dimensional theories that integrate the individual, relational, institutional and territorial theories. In this context, four theories stand out: Opportunity Theory, Resource Mobilization Theory, Human Capital Theory, and Social Capital Theory. In combination, these four theories help to analyse the entrepreneurial phenomena in the remote Southern Provinces of Morocco.

### 3.1 Opportunity Theory

Opportunity Theory is an important concept within modern entrepreneurial research. It is based on the ideas of Israel Kirzner, who believed that the fundamental driving force of entrepreneurship is the ability of individuals to recognize and act upon the market opportunities that others have missed. Opportunities for entrepreneurship are present when there are market inefficiencies and information gaps or when there are unmet market demands that can result in the formulation of a value proposition.

The main proposition of the Opportunity Theory is that, in the economic environment, there are objective opportunities which, once identified, can be taken advantage of by those economically 'alert'. It is the 'alertness' of the individual that is the distinguishing characteristic of the successful entrepreneur and that the successful entrepreneur has the ability to identify opportunities in the market gaps and in the changing environment, where they are able to develop and implement value generating innovations.

The more recent interpretations of the theory have gone beyond simply identifying opportunities. Many agree that gaps are not solely identified, but can actively be generated through innovation, experimentation, and agency. Entrepreneurship is considered a value creating process through which the entrepreneur is able to generate demands, shape the market, and alter current economic systems.

Opportunity Theory effectively details the entrepreneurial process in many of the economically marginalized regions of the globe. Although marginal regions of the world often have limited infrastructure, market connections, and resources for

capital, they may have untapped opportunities due to their natural resources, tourism potential, renewable energy, fishing, and developing logistical connections. The challenge for entrepreneurs is recognizing potential in these regions and creating value out of these resources (Robichaud et al., 2023).

In the Southern Provinces of Morocco, Opportunity Theory explains how entrepreneurs create value from the opportunities presented by large government projects, infrastructure development, regional integration, and growing sectors of the economy such as aquaculture, renewable energies, logistics, and tourism. The theory thus offers a valuable design for comprehending the mechanisms through which entrepreneurial opportunities facilitate a shift in a territory and advance the development of a region.

### 3.2 Resource Mobilization Theory

Resource Mobilization Theory claims that organized acquisition of resources is vital to entrepreneurial success. Even when opportunities exist, their success largely hinges on the ability of the entrepreneur to gain the resources to form and grow the undertaking. The director resources along with support from institutions, finances, and social networks are also crucial in this context.

The theory further accounts for the fact that the outcome of an undertaking is not dependent on the sole provision of opportunity or motivation. Successful entrepreneurship relies on the rational organization and combination of resources. Entrepreneurs act as coordinators who transform the resources into productive assets which in turn create value and competitive advantage.

This particular theory considers scenarios where resources are scarce. In the case of entrepreneurs in the periphery, the limited access of business support services, qualified labour, finances, and an adequate level of technology is a challenge to the peripheral entrepreneur. Under such situations, entrepreneurial success is largely dependent on forming partnerships with the few available community assets and creatively mobilizing new resources (Hmaddi, 2022).

Resource Mobilization Theory allows for consideration of the geographical and socio-economic variability that makes some spaces abundant in institutional and financial resources and others in community support and knowledge. The improvement of understanding of entrepreneurial activity will come from the consideration of the resource barriers which entrepreneurs face, and how they are overcome.

Resource Mobilization Theory is valid in the context of the Southern Provinces of Morocco in its ability to analyse how

entrepreneurs overcome structural barriers through the use of public support programs and social and institutional resources. The theory emphasizes how resource availability impacts entrepreneurial activity and regional economic development.

### 3.3 Human Capital Theory

Human Capital Theory is among the most predominant models of entrepreneurial behaviour and performance. Human Capital Theory, which originates from the work of Gary Becker, describes education, skills, knowledge, and professional experience as forms of capital which impact individual productivity and positive economic returns.

From an entrepreneurial perspective, Human Capital Theory describes more educated and trained individuals with more entrepreneurial experience as individuals who will likely be more successful in identifying opportunity, managing resources, being innovative, and in turn, running a successful business. This enhanced capital also improves the flexibility of the individual and their ability to make decisions and assess the risks that are involved in a given situation and the potential changes that environment may undergo.

In the theory, general and specific human capital are differentiated. General human capital involves educational attainment and professional competencies that are broad and transversal to different sectors. On the other hand, specific human capital involves entrepreneurial experience and skills and knowledge that are technical and specialized to a given business and industry. Both of these are critical to the performance of an entrepreneur.

Human capital is particularly important in peripheral areas as economic innovation and diversification under human capital remain dependent on the skilled labour force that can transform potential resources into economically competitive activities. Areas with educational and skills deficits fail to develop dynamic entrepreneurial ecosystems even with abundant natural resources (Elkhalfi et al., 2023).

In the Southern Provinces of Morocco, human capital is seen to have a pivotal role in the entrepreneurship of emerging sectors such as renewable energy, logistics, tourism, aquaculture and digital services. The education, managerial skills, and work experience of entrepreneurs have a direct impact on their ability to take advantage of public initiatives and support programs, as well as the technological innovations and opportunities available in the market. Therefore, Human Capital Theory is imperative for analysing entrepreneurial development in such territories.

### 3.4 Social Capital Theory

Social Capital Theory deals with the benefits of social networks, relationships, and social participation. It is of value in the area of economics, as social networks, trust, and community involvement increase the efficiency of cooperative economics. This is a distinction from Human Capital Theory, which is the accumulation of skills and knowledge by individuals. Social Capital Theory centers on the benefits individuals receive from social networks. Available resources accessed via social networks may be information, financial aid, opportunities for cooperation, legitimacy, and access to more extensive social networks or economic networks.

The theory states social relationships can be considered a productive asset for economic activities and entrepreneurship. Still, these relationships are especially beneficial when they are part of a trust-based network. These networks may reduce the costs of a transaction, facilitate the exchange of information, and increase the availability of resources. Having strong, trust-based relationships is especially beneficial to entrepreneurs.

Social Capital can be separated in three different forms. The first of these, bonding social capital, describes strong relationships with family and with close friends or associates. Bridging social capital refers to social relationships spanning different communities or social networks. Linking social capital are relationships with social networks that contain large resources and may have decision making power.

In the case of Social Capital Theory application to economics, the significant informal networks of the community often fulfil the role of missing formal institutions. These provide the community with the needed resources to finance and support business operations. Family, community, and local trust, combine with the community's identity to fill in the missing financial markets and systems.

Southern Morocco is an example where social capital is the main element of entrepreneurial activity. Social networks and trust are the missing formal structures. Community networks offer the support for new ventures, while community identity provides the resources for new ventures.

Traditions that historically brought communities together and built trust among their members are visible in contemporary entrepreneurial engagement and economic conduct. Entrepreneurs are able to tap into community resources and opportunities by means of their family ties, tribal networks, and community or neighbourhood associations and

partnerships. Entrepreneurs should also recognize that while community ties are important, they are only valuable to the extent that they are supplemented with networks providing access to national and international markets.

Social Capital Theory is important to the study of social networks and their role in the development of entrepreneurial behaviours, the mobilization of resources, and the resilience of regions and their sustainable development, especially in the periphery (Mgueraman & EL Abboubi, 2024).

#### **4. Territorial Factors Influencing Entrepreneurial Dynamics**

Entrepreneurial actions are heavily influenced by their corresponding regional environments. The regional perspective of entrepreneurship suggests that the success of an entrepreneur is dependent on more factors than their personal traits. This is especially true of the local resources, the prevailing social and institutional frameworks, and the opportunities present in the region. More recently, research has shown that entrepreneurial phenomena remain embedded in socio-institutional frameworks and regions, and affect the degree to which individuals and organizations carry out economic activities.

Peripheral regions are characterized as having both opportunities and limitations for most entrepreneurs. It is especially true in these regions that the combination of human capital, social capital, regional relational and entrepreneurial networks is crucial for explaining both entrepreneurial and regional economic performance. These regional factors are especially important when explaining the beginning and growth of entrepreneurial activities in the Southern Provinces of Morocco.

##### **4.1 Human Capital**

Human capital is an important factor affecting entrepreneurship. It is the collection of knowledge, education, skills, competencies, expertise, and professional experiences. Human capital is important in determining how people engage in entrepreneurship, as it influences the ability to identify business opportunities, acquire the required resources, manage business-related uncertainty, and generate unique business ideas.

Entrepreneurs with a high level of human capital can identify available opportunities with a low level of risk, and make the right business decisions, and adjustments, in the face of uncertainty and a high level of business environment volatility. Education increases one's level of analytical skills and managerial competence. Professional experiences help

one to learn the business and the field. All these increase entrepreneurial actions and the likelihood of success in business (Mgueraman & El Abboubi, 2026).

This is even truer in the case of underdeveloped peripheral areas. Geographic distance, a small population, and little to no advanced technology means that entrepreneurial activity will rely more on the innovativeness and flexibility of the entrepreneur. Human capital provides the means for overcoming the limitations of peripheral areas by creating unique business ideas and solutions and targeting external markets.

The nexus of human capital and entrepreneurship is evident in the Southern Provinces of Morocco. Fulfilling the potential in areas such as renewable energy, tourism, and aquaculture will demand a labour market with the skills and workforce to fulfil the requirements of more sophisticated and intricate markets. Development of businesses in these areas will be dependent on the availability of technical skills and management with a high level of innovation. It is therefore essential that the workforce in these areas is educated and trained in the necessary practical skills of entrepreneurship if these areas are to experience sustained economic growth.

Entrepreneurs that have the right amount of knowledge and skills are typically more likely to get financing and take part in various assistance programs as well as apply new technologies to their business models. Thus, human capital is a direct and indirect the driver of entrepreneurial dynamics.

##### **4.2 Social Capital**

Social capital is a crucial factor in measuring entrepreneurial potential. It is made up of the embedded resources that exist in social relations and their respective connectedness. Other contributing factors to social capital are trust and collective norms. Compared to human capital (which is intrinsic and individual), social capital is extrinsic and exists in various social settings.

Social capital is very useful in entrepreneurial activity for the simple reason that access to many things is dependent on social relationship. For example, social relationships enable the entrepreneur to gain access and secure resources such as information, finances, and supplies. Economic actors build relationships of high social trust and this results in low transaction costs. Even so, social capital aids creation, growth, and sustainability of business and other economic ventures.

Often, especially in the periphery, social capital acts as a substitute for the absence of formal systems and institutions. Many businesses depend on community connections, family

support, and collaborations along with informal financing and trust to sustain business activities. In these kinds of informal systems, trust and reciprocity are very important (Elmaymouni et al., 2024).

Social capital is very useful when looking at the Southern Provinces of Morocco. These regions have a long history of relying on community efforts to carry out economic activities. These communities provide numerous resources including labour. There are limitations to using social capital exclusively. Entrepreneurs that rely on social capital too heavily may find it very limiting in their efforts to innovate or expand. Sustainable entrepreneurial development relies on a harmonious combination of robust local social capital and more extensive connections that surpass local or regional boundaries.

#### **4.3 Territorial Embeddedness**

Territorial embeddedness describes the relationships entrepreneurs are able to build when they are supported by the social, cultural, and structural aspects of their community. These relationships are shaped by context, and the characteristics of a given community shape the ways in which members identify and seize the opportunities available to them.

Embedded entrepreneurs are familiar with the local needs and how the community and potential stakeholders are likely to respond to entrepreneurial activity. Knowledge of the local context will allow them to develop business models that are both operable and effective at creating value. Because they are familiar with the local context, Territorial Embeddedness enhances the legitimacy of the business by increasing acceptance from community members.

This is especially true in peripheral or less economically active areas, where local knowledge dominates Territorial Embeddedness and are the only available resources. Those members of the community who are highly embedded within that community are able to mobilize community resources, build relationships of mutual trust, and engage in activities that have the potential to improve the economy of that community. Because these community members are familiar with the dynamics of that community, they are also likely to be familiar with unexploited opportunities that exist within their community.

In the Southern Provinces of Morocco, Embedded Territorialism is an excellent way for community members to fully engage the local community in entrepreneurial activities and fully harness the resources available in the community

including the fishery, community renewable energy initiatives, tourism, and the community's cultural and historical resources as well as its strategic location. Those community members who are able to fully engage the community will be able to harness the resources available in the community and create sustainable entrepreneurial opportunities while gaining a competitive edge.

Finally, enhancing Territorial Embeddedness is likely to increase community entrepreneurship which will further stimulate community economic activity thereby creating a positive feedback loop that impacts the community's economy. Entrepreneurial initiatives grounded in local realities often lead to more economically and socially impactful enterprises because they address local issues and promote sustainable use of regional resources.

#### **4.4 Entrepreneurial Networks**

Entrepreneurial networks represent an important part of entrepreneurial ecosystems, and they help shape entrepreneurial processes. These networks include the formal and informal relationships connecting entrepreneurs to other economic agents such as suppliers, customers, investors, public bodies, research institutions, aid agencies, other entrepreneurs, etc.

The networks help transfer information, knowledge, resources, and opportunities. Networking helps entrepreneurs secure valuable strategic information and offers an array of learning and innovative collaboration opportunities which help frame and address collective challenges (hassania Rahou et al., 2025).

A wide and varied network among entrepreneurs has been consistently correlated with greater business success. A varied network affords new and diverse opportunities which are likely to be outside the agency of the entrepreneur and will be value-adding and enhance the competitiveness of the business. Conversely, a limited and homogenous network is likely to have the opposite effect and constrain entrepreneurial growth.

In more remote areas, where location could restrict access to external markets and resources, the entrepreneurial network becomes important to mitigate that effect. Isolating networks such as professional associations, business incubators, and trading fairs enable entrepreneurs to access resources and opportunities that are otherwise impossible to access in their immediate surroundings.

For entrepreneurs in Morocco's Southern Provinces, networks facilitate integration into national and international value chains. Furthermore, the business support organizations and

the development of logistics and investment initiatives have offered new opportunities to the local entrepreneurs. These relations enable the movement of information, access to clients, and investment while fostering varied economic activity in the region.

As a result, entrepreneurial networks should be considered strategic assets beyond their role as pathways for communication. They provide the means to develop entrepreneurial resources, and bolster competitiveness and sustainable development in a region. They play an important role in isolated regions that are trying to counter structural limitations and connect to the economic systems in a greater context.

## **5. Entrepreneurship in Peripheral Territories**

Entrepreneurship in peripheral regions is becoming a topic of interest in academia due to its ability to impact regional growth, economic diversification, and territorial strength. Peripheral regions have geographical isolation, low population, and sparse but less institutional infrastructure. While these features pose challenges to entrepreneurship, they can also be used to leverage innovation and the creation of local value.

The relationship between entrepreneurship and peripheral regions is paradoxical. Structural challenges of peripheral regions limit the creation and growth of businesses; however, these regions usually have unique elements that are the basis for entrepreneurial and sustainable initiatives. This understanding is important for analysing entrepreneurial activities in regions such as the Southern Provinces of Morocco (ARBOUCH & HADDAD, 2025).

### **5.1 Challenges of Peripheral Regions**

Peripheral regions have a variety of structural challenges that limit entrepreneurship and economic activity. Perhaps one of the most impactful is their geographical isolation. Being far from the most economically active areas results in high transportation costs, low accessibility to economically active regions, and poor exchange of goods, services, and capital. These all result in low business competitiveness and deter entrepreneurship.

A further challenge is the lack of large, local markets. Low population and low purchasing power means low relative, local demand, which leads to the inability to achieve economies of scale. Many businesses that operate in the outer regions of most states struggle to find customers to bring in sufficient revenue for the business to be viable in the long term. Because of this, business owners in those areas have no

other choice but to trade in other markets, despite the difficulties associated with isolation, such as the high cost of doing business.

The lack of sufficient infrastructure in peripheral regions of most states is a major hindrance to doing business. The state of roads, especially high-quality all-weather roads, logistics platforms, digital connectivity, and business support services can limit the growth of new businesses and make the region unattractive for potential investors.

Entrepreneurs in peripheral areas have a hard time accessing external lines of credit and investment because of the high perceived risk associated with backing those companies, the lack of collateral, poor track records, and distance from the centers of investment. Because of this many entrepreneurs rely on personal savings, family support, and informal financing for the growth of their businesses (Farhat & Darmame, 2024).

Lack of skilled and educated personnel is also a hindrance to doing business. Most of the peripheral areas lack vocational training and educational centers to a sufficient level to meet the demand for skilled workers to fill roles that are critical for the expansion of a business. Lastly, the dependence on a limited number of economic activities makes peripheral areas vulnerable. Because of this, there is a pronounced lack of economic diversification in the different areas.

### **5.2 Entrepreneurial Opportunities**

Entrepreneurship in peripheral regions is especially important for regional development. Challenges in peripheral regions are often accompanied by competitive advantages that drive entrepreneurial activity. Lack of resources and infrastructure may drive innovation as a means of overcoming challenges, ultimately leading to transformation of the region.

Peripheral regions often have numerous untapped endogenous resources. Cultural richness, natural resources, and local traditions can drive entrepreneurial activity in peripheral regions. Transformation of these resources into services and products is essential to creating businesses and driving development within the region. The trends of consumers valuing products that are culturally and environmentally conscious have given peripheral regions the business advantages that allow them to compete with the larger regions that have the greater economies. Sustainable and authentic products that are locally and regionally sourced have allowed peripheral regions to thrive.

Developments in technology are an ever-growing source of entrepreneurial activity. Business models that are based on the

greater connectivity of the global community and digital technologies have allowed the physical barriers of geographic isolation to diminish. Traditional constraints have less impact, allowing greater access to markets.

Peripheral regions are also given additional opportunities through public investments and regional improvement policies. Local and national government recognition of the importance of entrepreneurship for regional development has resulted in supportive policies for the creation of businesses and innovation. A variety of improvements for the support of entrepreneurship are positive opportunities for peripheral regions (Melliani & Elhissi, 2024).

In the Southern Provinces of Morocco, much is being made of the investments in fisheries, aquaculture, renewable energy and tourism. These investments are paving the way for further growth in the logistics and maritime industries. The development of transportation infrastructure, industrial zones, and regional integration initiatives adds to the region's economic attractiveness and creates potential for more entrepreneurial initiatives. The changes in the region create a more active space and entrepreneurs can take advantage of this to play a central role in economic diversification and sustainable development.

### **5.3 Entrepreneurial Resilience**

The study of entrepreneurship has increasingly incorporated the concept of resilience. Here, we examine the adaptation of entrepreneurs and entrepreneurial frameworks in relation to different adaptive and adaptive structures. Resilience is the ability and/or the framework of social, economic, environmental, and/or political entrepreneurs to the challenges of the different entrepreneurial frameworks.

In the case of entrepreneurs of the peripheral regions, resilience is key. Entrepreneurs in these remote regions face the challenges and environmental risks of the economy and the instability of inadequate market infrastructures. They also have the ability to change and adapt the business model, mobilize business resources, and/or state adaptive responses.

Resilience in entrepreneurship is the combination of several elements. The improvement in the adaptive ability of human capital is due to the education and training of the entrepreneurs. Social capital provides networks of supportive and protective relationships, facilitating the mobility of adaptive resources. In addition, resilient entrepreneurs are mobile resources, state adaptive responses, and various financing supports (Ourrai, 2025).

The capacity of a resilient territory is to maintain a long-term trajectory of development of the economy in spite of the external disturbances. Entrepreneurship is the activity of innovation, diversification, and job creation, as well as the flexible economy. Innovative entrepreneurship in economic activity creates stability and resilience. In the case of peripheral regions, the relationship of resilience in entrepreneurship and economic diversification is evident. The territories that are limited to a few heavily dominant sectors are more exposed to external disturbances. Entrepreneurial innovation enhances business sustainability while fostering new value creation. Fostering diversification also promotes territorial resilience.

Moroccan Southern Provinces present a case study of the importance of entrepreneurial resilience. These regions struggle with an environmental and concentration of the economy; a global market threat coupled with demographic dispersion. However, active investment into renewable energies, fisheries, and tourism, paired with logistics and growing sectors, presents several opportunities for entrepreneurial adaptation and diversification. Capitalizing on the opportunities of this region is beneficial for the individual entrepreneur; however, it also fosters the long-term resilience and competitiveness of the region.

In peripheral areas, entrepreneurial resilience should be incorporated as a strategic dimension of entrepreneurial dynamism. Especially since it has the power to convert obstacles into opportunities for the entrepreneur, strengthen the adaptability of a region, and create the conditions for resilient and sustainable economic growth in regions with systemic and environmental challenges.

## **6. Conceptual Framework for Entrepreneurial Dynamics in Morocco's Southern Provinces**

The framework advanced by this study highlights the dynamism of entrepreneurship in the Southern Provinces of Morocco through the application of systems thinking. The model incorporates spatial determinants identified in the entrepreneurship literature and proposes that the development of entrepreneurship is the outcome of the interaction of social and individual resources and relations, spatial factors, and systems of networks.

As shown in Figure 1, the model places the conceptual elements of the framework in association with a latent construct. Entrepreneurial Dynamics is modelled as the dependent variable of the framework. The construct captures the processes through which entrepreneurs perceive and exploit business opportunities, mobilize resources, generate

and implement business innovations and activities, and transform the local territory.

The left part of the model comprises four main explanatory variables. The first is Human Capital, which is measured by education and training, skill and competency development, work experience, and mindset. Human capital is assumed to enhance the ability of individuals to perceive business opportunities, mobilize and manage resources, and cope with changing market environments.

The second explanatory variable is Social Capital, which refers to trust and social norms, family and community relations, and cooperation and reciprocity, as well as the flow of information. In many peripheral territories, where there are few institutional resources, social capital is beneficial for the mobilization of resources and the sustained collective effort of members.

The third proposed variable is Territorial Embeddedness. This variable is concerned with the extent of an entrepreneur's connection to the local territory.

This construct is measured by knowledge of local context, how local resources, culture, and heritage are appreciated, and the presence of local support and legitimacy. Territorial embeddedness allows entrepreneurs to recognize and take advantage of local opportunities.

The fourth explaining variable is Entrepreneurial Networks. This refers to the bonds created with entrepreneurs, establishments, and associates in the value chain. Entrepreneurial Networks ease the access to external resources, and the flow of knowledge and innovations, and the integration to larger economic frameworks.

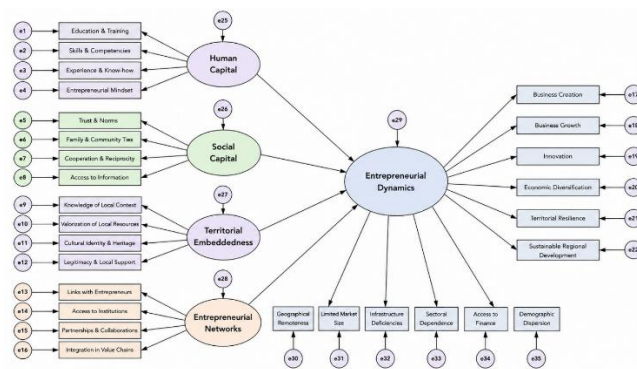
The model states that these four latent constructs have a direct positive impact on entrepreneurial dynamics. They are the main territorial drivers of entrepreneurial development in the Southern Provinces.

The framework acknowledges the peripheral context limitations. These are geographic isolation, small local markets, poor infrastructure, industrial reliance, low availability of financial resources, and sparse population. Even though these factors will not be modelled as direct causal constructs in this framework, they are imperative contextual features of the entrepreneurial environment that shape the actions of economic agents.

As shown on the right side of Figure 1, entrepreneurial dynamics will produce a number of strategic outputs. These outputs include the creation and growth of businesses,

innovation, economic diversification, and the promotion of territorial resilience and sustainable regional development. Consequently, the model postulates that entrepreneurial dynamics will have a positive effect on business performance and the improvement of regional development as a whole (ALLAMMARI et al., 2023).

The framework captures the variety of dimensions that entrepreneurship encompasses in peripheral regions. It suggests that entrepreneurial development through Morocco's Southern Provinces cannot only be understood in terms of single individuals and their characteristics. Rather, it can be found in the interplay of human and social capital, networked entrepreneurship, and of structural opportunities and constraints, as well as territorial embeddedness. As a result, the model is an ample and comprehensive theoretical framework to explain the ways in which entrepreneurship can support the diversification of economies and the building of resilient and sustainable development in the Southern Provinces of Morocco.



**Figure 1.** Proposed conceptual framework of entrepreneurial dynamics in Morocco's Southern Provinces.

## 7. Research Propositions

Drawing on the conceptual framework and theoretical foundations established in this study, a series of research propositions are advanced to account for the ways in which the engagement of territorial factors impacts entrepreneurial dynamics within Morocco's Southern Provinces. While these propositions are not meant to be empirically validated, the aim is to provide a starting point that enables future researchers to expand on them through additional qualitative and quantitative research on entrepreneurship in peripheral regions.

- **Proposition 1 (P1)**

**Human capital positively influences entrepreneurial dynamics in peripheral territories.**

Entrepreneurs possessing higher levels of education, professional experience, managerial skills, and entrepreneurial competencies are more likely to identify opportunities, mobilize resources effectively, and develop sustainable business activities.

- **Proposition 2 (P2)**

**Social capital positively influences entrepreneurial dynamics in peripheral territories.**

Strong social relationships characterized by trust, reciprocity, community support, and access to information facilitate entrepreneurial initiatives and enhance business sustainability.

- **Proposition 3 (P3)**

**Territorial embeddedness positively influences entrepreneurial dynamics.**

Entrepreneurs who possess a deep understanding of local resources, cultural characteristics, and territorial opportunities are more capable of transforming endogenous assets into entrepreneurial ventures.

- **Proposition 4 (P4)**

**Entrepreneurial networks positively influence entrepreneurial dynamics.**

Access to formal and informal networks enhances entrepreneurs' ability to acquire information, establish partnerships, access markets, and mobilize external resources.

- **Proposition 5 (P5)**

**The combined effect of human capital, social capital, territorial embeddedness, and entrepreneurial networks strengthens entrepreneurial dynamics more significantly than any individual factor operating independently.**

Entrepreneurial success results from the interaction among multiple territorial determinants rather than from isolated variables.

- **Proposition 6 (P6)**

**Entrepreneurial dynamics contribute positively to business creation and business growth in peripheral territories.**

Dynamic entrepreneurial ecosystems stimulate the emergence of new ventures and support the expansion of existing enterprises.

- **Proposition 7 (P7)**

**Entrepreneurial dynamics foster innovation and economic diversification.**

Entrepreneurial initiatives facilitate the emergence of new sectors, products, and services, reducing dependence on traditional economic activities.

- **Proposition 8 (P8)**

**Entrepreneurial dynamics enhance territorial resilience.**

Through innovation, adaptation, and diversification, entrepreneurship strengthens the capacity of territories to respond to economic, environmental, and institutional challenges.

- **Proposition 9 (P9)**

**Entrepreneurial dynamics contribute to sustainable regional development.**

The application of entrepreneurial activities creates economic value and jobs while fostering social inclusion and longer-term competitiveness of a territory.

Collectively, these propositions present a framework that connects territorial resources and entrepreneurial skills to regional development. In addition, they offer the basis for future empirical research to investigate the relationship in the Southern Provinces of Morocco and in other peripheral areas.

## **8. Discussion and Future Research Directions**

This article aims to create an extensive theoretical model to analyse entrepreneurial dynamics in peripheral regions, with particular focus on Morocco's Southern Provinces. This model is made possible by the integration of Opportunity Theory, Resource Mobilization Theory, Human Capital Theory, and Social Capital Theory. This combination creates a multi-faceted approach to the type of entrepreneurial

development of the economically peripheral and geographically distant regions of the world.

Moving away from traditional, and to an extent reductive, frameworks of methodology, this discussion presents the necessity of incorporating the regional and contextual factors surrounding an entrepreneurial phenomenon within the analysis. While personal attributes of an entrepreneur are critical within each case, as the review of the existing literature suggests, the success of an entrepreneurial phenomenon is attributable to the interrelation of human and social capital, and embeddedness within and active participation in a regional entrepreneurial network and ecosystem. The review of available literature and the research developed within this article presents a strong case for regional contextual frameworks within entrepreneurial dynamics (ARBOUCH & HADDAD, 2025).

The model developed within the article has, and adds, value to the few models of analysis of regional entrepreneurship, specifically addressing the importance of peripheral regions within the overall regional development of a country. The analysis takes a step away from looking at peripheral and underdeveloped regions and/or countries negatively through the perspective of isolation and poor infrastructure and access to markets. Presently peripheral regions of Morocco and their Southern Province in particular possess entrepreneurial and innovative resources.

The model incorporates the active entrepreneurial dynamics and innovative resources of a region. Adjustable to socio-economic, environmental, and technological disruptions, the entrepreneurship of peripheral regions can exert encouraging dynamism toward both diversification and sustainable growth. Transforming the problems of peripherality into business opportunities is perhaps one of the main ways in which these regions can enhance their long-term competitiveness.

Nevertheless, the limitations of a conceptual study should be recognized. The proposed relations lack empirical verification. Moreover, the determinants of the model may vary in importance relative to the specific regional and sector contexts. It is, therefore, highly relevant to focus on empirical studies to validate the model.

There are a number of approaches that could be taken. First, the model could be tested in relation to empirical studies and form the basis of future studies in the field of periphery entrepreneurship. For example, a number of quantitative studies could be designed to formally assess the relations of human capital, social capital, regional embeddedness, entrepreneurial networks, and entrepreneurial behaviour,

particularly those that are dynamic in nature, by using Structural Equation Modelling.

Second, in a peripheral context, the entrepreneurial decision-making process could be better understood from an empirical, qualitative perspective and would be considerably improved by case studies, extensive interviews, and ethnographic studies.

After that, new frameworks exploring the specific context of Morocco's southern provinces could comparatively studies with peripheral regions at the national and international level. It would also be valuable to investigate the influence of new technologies and innovation ecosystems on peripheral regions through the lens of digital entrepreneurship and entrepreneurial ecosystems.

The digitalisation of economic activity is creating new market opportunities for entrepreneurs operating in newly peripheral economic areas and is likely to disrupt the traditional limitations related to geographical space. Public policy evaluation should receive increased interest. The following studies should examine the effectiveness of the different support programs for entrepreneurs as well as the strategies of territorial development and the governance frameworks pertaining to the entrepreneurial ecosystems and regional resilience.

The conceptual framework presented in this article represents a new and original way to analyse the entrepreneurial processes occurring in the Southern Provinces of Morocco. The way in which the framework emphasizes the interactions of the social structures, the entrepreneurial skills and the development results, as well as the resources of the territory, makes a notable contribution to the study of entrepreneurship at the level of the territory, and suggests interesting and productive research paths in the area of academia and public policy.

## 9. Conclusion

Entrepreneurship stimulates economic growth and innovation along with developing new jobs and new areas. While developing areas may have limited opportunities for growth due to their economic structures, entrepreneurship is particularly important because of its ability to diversify the economy, allow the region to become more resilient, and support sustainable growth. As a result, the major focus of both academia and policy in these areas is understanding entrepreneurship.

Using Data Theory, Resource Mobilization Theory, Human Capital Theory, and Social Capital Theory, this article has

created a framework for analysing the entrepreneurial activities in the Southern Provinces of Morocco. An integrated approach focuses on the individual, relational, and local aspects of entrepreneurship. The literature suggests that entrepreneurship is not solely the result of the entrepreneurial individual. Accordingly, the entrepreneurial activities of a region result from a plethora of interactions between human capital, social capital, the local economic environment, entrepreneurial networks, and the wider region.

The analysis illustrates the particularities of developing areas that both constrain and provide opportunities. The isolation and concentration of a developing area may impede the growth of its economy due to the limited size of the local market and inadequate infrastructure. Despite these impediments, there may be opportunities, such as natural resources, a rich cultural legacy, social capital, an advantageous location, and an increase in government funding. The entrepreneurship of a community is vital to the success and growth of that community.

The framework of this article focuses on entrepreneurship within the context of growing a community. Among the various factors, the most important in stimulating entrepreneurship are human capital, social capital, the local economy, and the entrepreneurial networks of that community.

The resulting entrepreneurial dynamics lead to the formation and expansion of firms, innovations, and the diversification of the economy, and also promote the resilience of a territory and the sustainable development of regions. This systemic approach supports the idea of considering entrepreneurship as embedded in a territory, as opposed to considering it as a solitary economic phenomenon.

From the perspective of theory, this study develops the concept of territorial entrepreneurship and offers a framework with multiple dimensions and specific consideration to peripheral areas. It brings the analysis of entrepreneurship and its consequences closer to the study of the frameworks formed by the territory. From the perspective of practice, the framework generates original and useful knowledge for policymakers and regional development and entrepreneurship practitioners and actors in the Southern Provinces of Morocco.

The strategic resources of the regions will be the main factor for the further development of the regions. The aim of peripheral regions is to utilize entrepreneurship in order to improve competitiveness, decrease vulnerability, and promote flexible and inclusive development. The framework of this study is a basis for further empirical work to confirm the

constructs and relationships in the Southern Provinces of Morocco and other peripheral regions across the globe.

## References

- ALLAMMARI, Y., Ahmed, T., RAHOU, E. H., & BOUTAFERT, B. (2023a). Entrepreneurial dynamics of Moroccan SMEs: Analysis and direction for further research. *International Journal of Accounting Finance Auditing Management and Economics*, 4(6-1), 638-651.
- ARBOUCH, M., & HADDAD, E. A. (2025a). REGIONAL INEQUALITY IN A GROWING ECONOMY: THE CASE OF MOROCCO. POLICY.
- El Atmani, S., & Malainine, C. (2023). Contribution of Entrepreneurial Innovation to the Moroccan Economy. *European Journal of Theoretical and Applied Sciences*, 1(6), 518-522.
- Elkhalfi, O., Chaabita, R., Zahraoui, K., & El Alaoui, H. (2023). Public spending on human capital and economic growth in Morocco. *International Journal of Economics and Financial Issues*, 13(4), 102.
- Elmaymouni, M., Ennesraoui, D., & Aboussaad, M. (2024). The entrepreneur's social capital as a lever for access to resources: An exploratory qualitative study in Morocco. *Revue Management & Innovation*, 10(2), 137-162.
- Farhat, E.-H., & Darmame, K. (2024). Territorial Development and Economic Dynamics in Morocco: What Prospects for Equitable Regional Development? In *Local Governance and Development in Africa and the Middle East* (p. 47-62). Springer.
- hassania Rahou, E., El Assfour, A., Hajjaj, M., Allammari, Y., & Jaride, C. (2025). Navigating the Digital Frontier Key Challenges and Success Factors for Entrepreneurs in the Age of Technology. In *Obstacles Facing Hydrogen Green Systems and Green Energy* (p. 263-282). IGI Global Scientific Publishing.
- Hmaddi, O. (2022). Resource Mobilization for Disadvantaged Entrepreneurs: Evidence from Field Experiments in Morocco.
- Ibourk, A., & Raoui, S. (2022). Impact of cooperative entrepreneurship on territorial human development in Morocco—Spatial analysis. *International Journal of Social Economics*, 49(6), 914-929.

- Layla, B., Kawtar, M., Asmae, A., & Fatima, T. (2025). Contribution of Green Innovations and Social Entrepreneurship to Ecological Transition and Sustainable Territorial Development in Morocco: A Quantitative Analysis of Entrepreneurial Practices. 307-333.
- MANNI, M. (2025). Proposal for a Conceptual Model Explaining Entrepreneurial Dynamics in the Moroccan Southern Provinces.
- Melliani, H., & Elhissi, Y. (2024). Promoting Entrepreneurial Culture in the Moroccan Educational System: Initiatives, Challenges and Perspectives. *European Journal of Management, Economics and Business*, 1(3), 222-233.
- MERROUN, M. A., & EL GHRASLI, A. (2025). The entrepreneurial ecosystem: A strategic lever for the development and support of young entrepreneurs in Morocco. *IJTM International Journal of Trade and Management*, 2(4), 94-108.
- Mgueraman, A., & EL Abboubi, M. (2024). The impact of social capital on the intention of Moroccan university students to engage in social entrepreneurship. *Social Enterprise Journal*, 20(5), 832-856.
- Mgueraman, A., & El Abboubi, M. (2026). The effect of human capital on the formation of social entrepreneurial intentions in students. *Journal of Intellectual Capital*, 27(3), 543-563.
- Ourrai, I. (2025). Frugal Innovation and Entrepreneurial Identity in Morocco: Strategies for Resilience in Resource-Constrained Contexts.
- Robichaud, Y., Cachon, J.-C., Assaidi, A., & Ahmed, N. B. (2023). Entrepreneurship in Morocco: An empirical study of motives, barriers, and determinants of success. *Journal of Management Policy and Practice*, 24(3), 1-27.