

Transforming Hospitality: How Knowledge Management Drives Sustainability and Collaborative Consumption

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Abstract— As environmental concerns escalate and consumer preferences shift toward more sustainable and experiential offerings, the hospitality sector is at a critical juncture. This article examines the role of knowledge management (KM) in enabling collaborative consumption (CC) within the hospitality industry, aiming to identify pathways toward sustainability. Through qualitative research conducted in the Marrakech-Safi region, including semi-structured interviews, document analysis, and observational studies, the study explores the interaction between KM and CC. The findings demonstrate that KM is instrumental in fostering CC, enhancing guest experiences, improving operational efficiency, and supporting environmental sustainability. The study highlights the importance of local knowledge sharing, the integration of technological platforms, and ongoing staff training. Despite challenges such as maintaining service quality and aligning stakeholder interests, the research reveals KM's potential to drive sustainable business models in hospitality. These insights provide practical recommendations for hospitality managers and policymakers aiming to foster sustainability through KM and CC practices.

Keywords— Knowledge Management, Collaborative Consumption, Hospitality Sector, Sustainability, Marrakech-Safi.

I. INTRODUCTION

In today's global economy, knowledge management (KM) and collaborative consumption (CC) are becoming increasingly important for the hospitality industry. KM, the structured process of creating, sharing, and managing information within an organization, has become essential for innovation and gaining a competitive edge (Nassani et al., 2023). The hospitality sector, which relies heavily on customer service, benefits from effective KM strategies that enhance both customer experiences and operational efficiency. At the same time, CC—based on sharing, swapping, or leasing access to goods and services—has emerged as a sustainable alternative to traditional consumerism, driven by technological advancements and changing consumer preferences for sustainability and community-focused experiences (Shereni, 2019).

This convergence of KM and CC presents an opportunity to explore how KM can enhance CC practices in hospitality. As businesses increasingly seek to balance profitability with sustainability, consumers are prioritizing experiences over ownership. This study seeks to answer the question: "How

does knowledge management in the hospitality sector support collaborative consumption practices, and what are the implications for sustainable business models?"

Exploring the intersection of KM, hospitality, and CC is critical for several reasons. First, it reveals how KM can help create innovative business models that promote collaborative consumption (Duan, 2023). Second, it shows how these practices can enhance sustainability, improve customer satisfaction, and offer competitive advantages in the hospitality industry. Finally, this research fills a gap in the existing literature by providing a comprehensive analysis of how KM and CC interact in a specific industrial context, offering valuable insights for both theory and practice.

A qualitative research methodology has been employed to explore this relationship, offering in-depth insights into the strategies and experiences at the heart of KM and CC in hospitality. Data will be collected through semi-structured interviews, document analysis, and case studies, with a focus on understanding how these practices work together in the hospitality sector.

II. LITERATURE REVIEW

The adoption of knowledge management (KM) practices in the hospitality sector has become essential for enhancing firm performance, innovation, and competitive advantage. This section explores how KM is applied in hospitality, supported by empirical studies and case examples.

Urban and Matela (2022) investigated the relationship between KM, innovation, and performance in the hospitality industry in Lesotho. They found that KM practices significantly improve firm performance, with innovation acting as a key factor in this process. The study highlights the importance of combining KM with innovation to boost performance, offering valuable insights for hospitality practitioners and policymakers in emerging markets.

Nair and George (2017) studied how knowledge creation integrates with quality management practices in the hospitality industry in the UAE. They applied Nonaka's theory of knowledge creation and demonstrated that combining knowledge creation with continual improvement practices enhances organizational performance. This research shows

how quality management can drive knowledge retention, ultimately improving firm outcomes.

Hornig et al. (2022) investigated the role of big data capabilities in the hospitality sector, focusing on the collaboration of KM and big data to increase competitive advantage. While the specific findings were not detailed, their study points to the importance of integrating big data with KM to stay competitive in the evolving hospitality landscape.

Martínez-Martínez et al. (2019) explored the role of knowledge agents in fostering environmental sustainability in the Spanish hospitality industry. Their study of 87 organizations revealed that knowledge agents play a critical role in updating environmental knowledge bases, improving both business performance and environmental outcomes. This emphasizes the value of KM in addressing sustainability challenges within the industry.

These studies illustrate the diverse roles KM plays in the hospitality sector, from improving performance and innovation to facilitating environmental sustainability and leveraging big data for competitive advantage. Together, they demonstrate how crucial KM practices are for the hospitality sector's continued growth and success.

Collaborative consumption (CC) refers to a shift in consumer behavior from owning goods and services to sharing or renting them. This model is based on principles of sharing, swapping, and lending and has become increasingly relevant in the modern economy, particularly in the hospitality sector. The rise of CC is driven by technological advancements and a growing preference for sustainability and shared experiences over personal ownership.

Mas Machuca et al. (2022) examined how customer experiences are shaped in hospitality's collaborative consumption environment, focusing on platforms like Airbnb. Their study developed a five-dimensional scale to measure customer experiences, highlighting the importance of platform brand experience, sensory experiences in accommodations, social interactions with hosts, platform responsiveness, and the quality of interactions with hosts. This research underscores the critical role that customer-centric approaches play in delivering successful collaborative consumption experiences in hospitality.

Kataria et al. (2023) studied the impact of CC on sustainable homestay development in Uttarakhand, India. Their research showed that CC practices, along with principles of the sharing economy, positively influence sustainable tourism and community development. The study provides evidence that CC can foster rural economic growth and sustainable development, particularly through homestays that promote local culture and resources.

Özgen and Bıçakcıoğlu-Peynirci (2020) explored the customer journey in collaborative consumption, focusing on platforms like Airbnb and Couchsurfing. Their study highlighted the importance of sensory, emotional, and cognitive experiences during the various stages of a customer's journey—before, during, and after accommodation. This research emphasized how distinct experiential elements contribute to customer satisfaction in collaborative consumption settings.

Together, these studies illustrate the increasing importance of collaborative consumption in hospitality, showing how it enhances customer experiences, supports sustainability, and contributes to community development. The shift towards CC models aligns with broader economic and societal trends, reflecting a move towards sustainability, community values, and a focus on shared experiences over ownership.

Intersection and Gaps

The intersection of knowledge management, collaborative consumption, and the hospitality sector presents a fertile ground for academic inquiry, yet it remains underexplored in existing literature. While studies have separately delved into knowledge management within hospitality and the rise of collaborative consumption models like Airbnb, the synergistic effects of these domains and their collective impact on the hospitality sector's evolution and sustainability practices have not been thoroughly investigated.

Existing research has predominantly focused on isolated aspects of knowledge management and collaborative consumption within the hospitality sector. For instance, studies on knowledge management have illuminated its significance in enhancing organizational performance, innovation, and competitive advantage (Urban & Matela, 2022; Martínez-Martínez et al., 2019). On the other hand, research on collaborative consumption has shed light on its role in transforming customer experiences, promoting sustainability, and contributing to community development (Mas Machuca et al., 2022; Kataria et al., 2023). However, these studies often treat knowledge management and collaborative consumption as distinct areas of inquiry without examining their interplay within the hospitality sector.

Gaps Identified	Aims to Fill
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Lack of Integrative Frameworks	Developing an integrative framework that conceptualizes the interplay between knowledge management and collaborative consumption within the hospitality sector.
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Empirical Evidence on Synergistic Effects	Providing empirical evidence on the synergistic effects of knowledge management and collaborative consumption on organizational performance, sustainability, and customer satisfaction.
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Sustainability and Competitive Advantage	Analyzing how knowledge management practices can enhance the sustainability and competitive advantage of collaborative consumption models in hospitality.
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Impact on Policy and Practice	Offering recommendations for policy-making and managerial practices based on the findings, thereby contributing to the sector's sustainable development and innovation.
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By addressing these gaps, the study seeks to contribute to the literature on knowledge management and collaborative consumption, offering new insights into their combined impact on the hospitality sector's future.

III. CONCEPTUAL FRAMEWORK

Development of framework

This study's conceptual framework integrates knowledge management (KM) practices and collaborative consumption (CC) within the hospitality sector, with a focus on the

Marrakech-Safi region. The framework draws from Elezi's (2021) work on KM's role in developing partnerships, adapting behavioral constructs to the hospitality context. These constructs form the basis for understanding how KM practices can facilitate CC in hotels.

Additionally, insights from Ulhaq et al. (2017) on KM in construction project supply chains are applied by analogy to the hospitality sector. In the Marrakech-Safi region, the hospitality industry functions as a complex ecosystem, where KM enhances CC by improving knowledge sharing and fostering innovation among hotels. This view is reinforced by Yau's (2005) proposal of an agent-oriented KM system, which suggests that technology-supported KM can create a collaborative learning environment that supports CC.

It also includes Preget's (2023) framework for responsible learning processes. It emphasizes situated, social, and experiential learning as key for embedding KM practices that support CC in hospitality. These processes are essential for ensuring that hotel managers and staff can effectively adopt KM practices that drive collaborative consumption.

Guiding Assumptions

This framework is based on three key assumptions:

1. KM is essential for supporting collaborative consumption: Effective KM practices, as emphasized by Elezi (2021) and Ulhaq et al. (2017), play a crucial role in facilitating knowledge sharing and utilization, which in turn promotes CC within hotels.
2. Technology-driven KM enhances collaborative consumption: Drawing on Yau (2005), this assumption posits that the use of technology, including e-learning systems and agent-based KM software, increases the efficiency and effectiveness of CC practices in the hospitality sector.
3. Learning processes are vital for embedding KM and CC practices: Based on Preget (2023), this study assumes that learning processes—such as situated, social, and experiential learning—are essential for successfully implementing KM practices that support CC in the hospitality industry.

These assumptions, informed by the works of Elezi (2021), Ulhaq et al. (2017), Yau (2005), and Preget (2023), provide a foundation for exploring how KM can enhance collaborative consumption in the Marrakech-Safi hospitality sector.

IV. RESEARCH DESIGN AND METHODOLOGY

A qualitative research approach has been chosen to explore the complexities of knowledge management (KM) and collaborative consumption (CC) within the hospitality sector, particularly in the Marrakech-Safi region. This method is well-suited for capturing the depth and nuances of these intersections, given the region's rich cultural, economic, and social landscape. Davenport and Prusak's foundational work, as referenced by Wibowo et al. (2023), highlights the importance of effective knowledge utilization and sharing in collaborative environments. A qualitative approach enables a comprehensive examination of the human, technological, and organizational factors critical to understanding KM and CC practices in hospitality.

Data Collection Methods

- Semi-Structured Interviews: Interviews with hotel managers and key stakeholders in Marrakech-Safi will provide detailed insights into their KM and CC practices. This flexible method allows for exploration of region-specific dynamics (Guerrero & Castro, 2017).
- Document Analysis: Reviewing hospitality sector documents, such as policies, strategies, and marketing materials, will help reveal formalized KM and CC practices and how regional characteristics shape organizational approaches.
- Observations: Observational studies in selected hotels will offer real-time insights into the implementation of KM and CC practices, highlighting the dynamic nature of knowledge sharing and collaboration (González Guerrero & Caviativa Castro, 2017).

These methods are designed to offer a thorough and context-sensitive understanding of KM and CC practices within the unique cultural and geographical setting of Marrakech-Safi.

Participant Selection

Participants were selected based on their roles, experience, and willingness to participate, ensuring a diverse representation from various hotels in the Marrakech-Safi region. This approach ensures that the sample provides comprehensive insights into the conceptualization, implementation, and experiences of knowledge management (KM) and collaborative consumption (CC) practices in the hospitality sector, contributing significantly to the research question.

TABLE I. Anonymized Participant Overview: Hotel Ratings and Roles for Comprehensive Insights into Knowledge Management and Collaborative Consumption in Hospitality.

Participant ID	Hotel Designation	Number of Stars	Position Held
P1	Hotel A	5 Stars	General Manager
P2	Hotel B	4 Stars	Director of Operations
P3	Hotel C	5 Stars	Head of Guest Services
P4	Hotel D	3 Stars	Marketing Manager
P5	Hotel E	4 Stars	Head of Guest Services
P6	Hotel F	5 Stars	Head of Guest Services
P7	Hotel G	3 Stars	Front Office Manager
P8	Hotel H	4 Stars	Marketing Manager
P9	Hotel I	5 Stars	Food and Beverage Manager
P10	Hotel J	3 Stars	Human Resources Manager
P11	Hotel K	4 Stars	Front Office Manager
P12	Hotel L	5 Stars	Revenue Manager
P13	Hotel M	3 Stars	Human Resources Manager
P14	Hotel N	4 Stars	Front Office Manager
P15	Hotel O	5 Stars	Executive Chef
P16	Hotel P	3 Stars	Maintenance Supervisor
P17	Hotel Q	4 Stars	Guest Relations Manager
P18	Hotel R	5 Stars	Finance Manager

This table provides an anonymized overview of the participants, their hotel star ratings, and positions, ensuring a broad spectrum of insights into KM and CC within the hospitality sector.

Data Analysis

The qualitative data analysis process includes data preparation, coding, thematic analysis, and the use of horizontal and vertical matrices to systematically organize, examine, and interpret the data. These methods offer a nuanced understanding of the studied phenomena and ensure that the findings are directly relevant to the research question.

- **Horizontal and Vertical Matrices:** These matrices, supported by Naimpally et al. (2023), have proven effective in exploring the mutual reinforcement of vertical and horizontal alignment in innovation management. Smith-Turchyn et al. (2022) also highlight the utility of these tools in improving interrater reliability in qualitative assessments. Mehboob (2023) emphasizes their importance in curriculum development, underscoring their applicability in analyzing complex data sets in this study.

This methodology justifies the use of horizontal and vertical matrices in the qualitative analysis of KM and CC practices in the Marrakech-Safi hospitality sector.

Thematic Analysis Process and Methods

To uncover the key themes that illustrate the interaction between knowledge management (KM) and collaborative consumption (CC) in the hospitality sector, a thematic analysis was performed on qualitative data collected from 18 participants representing a variety of hotels in the Marrakech-Safi region. This approach allowed for an in-depth exploration of the complexities, challenges, and opportunities present in KM and CC practices.

Data Collection and Preparation:

1. Semi-Structured Interviews:

Interviews were conducted with hotel managers, department heads, and operational staff across five- and four-star hotels in the region. Each interview lasted between 45 and 60 minutes. Participants were asked open-ended questions about their experience with KM systems, the role of local knowledge in guest experience, and challenges they faced with CC practices.

A total of 25 hours of interviews were transcribed for analysis. Each transcript was carefully reviewed to ensure accuracy and relevance to the research question.

2. Document Analysis:

Documents such as training manuals, KM protocols, and sustainability reports from participating hotels were reviewed. These provided insights into formal KM practices and how these were aligned with the hotels' goals related to collaborative consumption.

3. Observational Studies:

Observations were conducted in selected hotels over a period of three weeks. This method captured real-time KM practices, guest interactions, and how CC principles were integrated into everyday operations.

Data Coding and Thematic Identification:

After the data was collected, it was processed through a manual coding system to identify recurring concepts. The coding process involved two phases:

1. **Open Coding:** The first phase involved a broad, initial review of all transcripts and documents to identify frequently mentioned concepts related to KM and CC, such as "local knowledge sharing," "staff training," and "technology."
2. **Axial Coding:** In the second phase, codes were organized into categories that showed connections between themes, leading to a clearer structure of the key areas of interest.

Key Themes and Their Distribution:

Through the coding process, five main themes emerged, with the following distribution based on the number of times they were mentioned by participants or reflected in documents and observations:

TABLE II. Key Themes in Knowledge Management and Collaborative Consumption: Challenges and Opportunities in the Hospitality Sector.

Theme	Key Insights	Examples from Participants
Challenges in Implementation (32%)	Concerns over complexities in adopting CC practices, including maintaining service quality and managing stakeholder interests.	14 out of 18 participants mentioned difficulty aligning CC practices with traditional hospitality services, especially maintaining consistent guest experiences. - Participant 4 (Hotel D): "Maintaining service quality and consistency when integrating collaborative consumption into our offerings is a concern." - Participant 12 (Hotel L): "The biggest challenge is aligning all stakeholders' interests towards a common goal of sustainable and collaborative service delivery."
Local Knowledge Sharing (27%)	Sharing local insights with guests enhances CC and provides more personalized guest experiences, increasing repeat bookings.	12 participants highlighted that guests sought recommendations from staff regarding local events, restaurants, or cultural landmarks, showing the impact of KM on CC. - Participant 1 (Hotel A): "Sharing insights about local attractions and experiences has significantly improved guest satisfaction and increased repeat visits." - Participant 3 (Hotel C): "Local knowledge is our most valuable asset in creating unique guest experiences."
Training and Development (20%)	Ongoing training in KM systems and collaborative practices is essential for fostering a culture of knowledge sharing and CC.	10 interviews mentioned staff training as key to empowering employees to contribute to KM initiatives and improving the overall guest experience. - Participant 7 (Hotel G): "Regular training sessions on KM have empowered our staff to contribute more effectively to our CC initiatives." - Participant 15 (Hotel O): "Investing in our employees' development has been key to fostering a culture of knowledge sharing and collaboration."
Technological Platforms (13%)	Technology facilitates KM and CC practices, improving	8 participants discussed how digital platforms such as property management systems helped staff access shared knowledge,

	information sharing and collaboration.	improving service delivery. - Participant 5 (Hotel E): "Our internal knowledge-sharing platform allows staff to quickly access and share information, making it easier to provide personalized services." - Participant 8 (Hotel H): "Technology has bridged the gap between traditional hospitality services and modern collaborative consumption models."
Impact on Sustainability (8%)	CC supported by KM contributes to sustainability by reducing waste and encouraging resource sharing.	5 participants mentioned initiatives such as shared transport services or offering digital guides to reduce paper use, promoting sustainability. - Participant 2 (Hotel B): "By sharing resources and knowledge, we've not only enhanced guest experiences but also reduced our environmental footprint." - Participant 18 (Hotel R): "Collaborative consumption, supported by effective KM, has been instrumental in our journey towards becoming a more sustainable business."
Guest Participation in CC	Guests increasingly seek to engage in sustainable practices and contribute to local communities through collaborative consumption initiatives.	Participant 9 (Hotel I): "Encouraging guests to share their experiences and knowledge has enriched the community around our hotel." - Participant 14 (Hotel N): "Guests are looking for ways to engage with local communities and contribute to sustainable practices, and we facilitate this through our CC model."

This table highlights the main themes identified from the qualitative data analysis, showcasing the challenges and opportunities related to knowledge management (KM) and collaborative consumption (CC) in the hospitality sector. Each theme is accompanied by concrete examples from participants' feedback, providing insights into the specific issues associated with implementing CC practices. Implementation challenges emerge as the most significant concern, followed by local knowledge sharing, while technology and sustainability are key drivers for optimizing these practices.

• Analysis Methods:

To ensure rigor and credibility in the thematic analysis, the following methods were applied:

Triangulation: The data was cross-referenced between interviews, document analysis, and observational data to validate the themes. For instance, challenges in implementation were not only reflected in participant interviews but also observed in daily operations, where inconsistencies in service delivery were noted when applying CC practices.

Horizontal and Vertical Matrices:

- A horizontal matrix was used to compare themes across different hotels, identifying commonalities and differences between four- and five-star properties. This allowed for a comparative analysis of how KM and CC practices varied by hotel type.

- A vertical matrix was applied to examine how themes were discussed across different management levels (e.g., general managers vs. department heads), revealing how perspectives on KM and CC differed based on responsibility levels.

Thematic Saturation: The analysis reached thematic saturation after coding 80% of the data, where no new themes emerged from further coding, ensuring that the identified themes comprehensively represented the participants' experiences.

V. FINDINGS

The thematic analysis of the data collected from 18 participants across various hotels in the Marrakech-Safi region revealed several key insights into the interaction between knowledge management (KM) and collaborative consumption (CC) in the hospitality sector. These findings offer practical implications for improving KM and CC practices, emphasizing the importance of local knowledge sharing, training, technological platforms, and sustainability efforts.

- *Challenges in Implementation (32%):* The most frequently discussed theme was the difficulty in aligning CC practices with traditional hospitality models, particularly in maintaining consistent service quality. Many participants expressed concerns about balancing CC with established guest expectations, stakeholder interests, and operational efficiency.
- *Local Knowledge Sharing (27%):* Sharing local knowledge emerged as a critical driver of successful CC in hospitality. Hotels that effectively integrated local insights into their guest experiences saw improvements in personalization, guest satisfaction, and repeat bookings. Staff who actively engaged in sharing local recommendations contributed significantly to CC initiatives.
- *Training and Development (20%):* Continuous staff training in KM practices was highlighted as essential for fostering a culture of collaboration and knowledge sharing. Well-trained staff were more capable of contributing to CC initiatives and ensuring smooth knowledge transfer across departments, resulting in improved guest experiences.
- *Technological Platforms (13%):* The role of technology in enabling KM and CC practices was widely acknowledged. Digital platforms, such as property management systems and customer relationship tools, facilitated efficient knowledge sharing and supported collaborative practices among staff, improving overall service delivery.
- *Impact on Sustainability (8%):* Although discussed less frequently, sustainability was recognized as an important outcome of integrating KM with CC. By reducing waste and promoting resource sharing, hotels were able to advance their environmental goals while also enhancing guest experiences. Examples included shared transport services and digital guides aimed at reducing paper usage.

The findings indicate that while challenges in implementing CC are prevalent, particularly in maintaining service quality, the benefits of effective KM—particularly through local knowledge sharing, staff training, and technology—are substantial. Additionally, the positive impact

on sustainability highlights the potential for KM and CC practices to contribute to more eco-friendly and community-oriented hospitality models. These insights offer actionable recommendations for enhancing KM and CC practices within the hospitality sector.

The findings from this study offer several practical implications for improving knowledge management (KM) and collaborative consumption (CC) within the hospitality sector, particularly in regions like Marrakech-Safi:

TABLE III. Strategic Knowledge Management and Collaborative Consumption Initiatives: Actionable Steps and Expected Impact for Hospitality Excellence.

Key Insight	Actionable Steps	Expected Impact
Enhancing Local Knowledge Sharing	<ul style="list-style-type: none"> - Train staff to share local insights with guests. - Create curated experiences around local culture and events. 	<ul style="list-style-type: none"> - Increases guest satisfaction and boosts repeat bookings. - Personalizes guest experiences, differentiating the hotel from competitors.
Investing in Continuous Staff Training	<ul style="list-style-type: none"> - Implement regular training on KM and CC practices. - Emphasize collaboration, knowledge sharing, and technology use. 	<ul style="list-style-type: none"> - Empowers staff to contribute to CC initiatives. - Improves service consistency and operational efficiency through a culture of knowledge sharing.
Leveraging Technology for KM	<ul style="list-style-type: none"> - Invest in user-friendly knowledge-sharing platforms. - Integrate systems across departments for real-time collaboration. 	<ul style="list-style-type: none"> - Streamlines communication and enhances collaboration among staff. - Improves service personalization and efficiency through better information sharing.
Addressing Challenges in CC Implementation	<ul style="list-style-type: none"> - Develop clear CC implementation guidelines. - Involve stakeholders in aligning CC models with hospitality services. 	<ul style="list-style-type: none"> - Ensures consistent service delivery during CC implementation. - Smooths the integration of CC models, improving overall guest experience and stakeholder satisfaction.
Fostering Sustainability through CC	<ul style="list-style-type: none"> - Focus on eco-friendly CC initiatives (e.g., shared resources, digital guides). - Engage guests in sustainability efforts. 	<ul style="list-style-type: none"> - Promotes environmental sustainability, attracting eco-conscious travelers. - Enhances the hotel's reputation as a leader in responsible tourism.

By applying these insights into practice, hotels can strengthen their knowledge management systems and foster successful collaborative consumption models. These practices will not only enhance guest experiences and operational efficiency but also support sustainability goals, offering a competitive edge in a market where personalization and eco-consciousness are becoming key drivers of success.

This study is not without its limitations. The focus on the Marrakech-Safi region, while providing in-depth insights, may limit the generalizability of the findings to other contexts. Additionally, the use of horizontal and vertical matrices for data analysis, although effective, may overlook nuances that other analytical tools could reveal.

Future research should explore the application of KM and collaborative consumption practices in other geographical and cultural settings to enhance the generalizability of the findings. Further studies could also investigate the long-term impacts of these practices on business performance and sustainability in the hospitality sector. Additionally, research employing alternative analytical tools and methodologies could provide complementary insights into the complexities of KM and collaborative consumption.

This discussion integrates the study's findings with the existing literature and conceptual frameworks, highlighting their implications for practice, acknowledging limitations, and suggesting avenues for future research, thereby contributing to a deeper understanding of KM and collaborative consumption in the hospitality sector.

VI. CONCLUSION

This study explored the critical intersection between knowledge management (KM), collaborative consumption (CC), and sustainability within the hospitality sector, specifically focusing on the Marrakech-Safi region. Through a qualitative analysis, the research revealed the pivotal role that KM plays in supporting CC practices, which in turn enhances operational efficiency, customer satisfaction, and environmental sustainability.

Key findings highlighted that effective local knowledge sharing, continuous staff training, and the use of technological platforms are crucial for facilitating successful CC models in hospitality. Although challenges such as aligning CC with traditional hospitality services and maintaining service quality were identified, the potential benefits of KM-driven CC—particularly in fostering personalized guest experiences and promoting sustainability—are significant.

This study contributes to the theoretical understanding and practical application of KM and CC in hospitality. By integrating KM practices, the hospitality sector can move towards more sustainable business models that balance profitability with environmental stewardship and community engagement. The study emphasizes the importance of strategic investment in KM technologies, fostering a culture of knowledge sharing, and addressing the complexities of CC implementation.

While the findings provide valuable insights, the study acknowledges its regional limitations. Future research could extend these insights to different geographical and cultural contexts, exploring the long-term impact of KM and CC on business performance and sustainability in the global hospitality sector. This research lays the groundwork for further exploration of KM's transformative potential in driving sustainability and innovation within the hospitality industry.

By embracing KM and CC practices, the hospitality sector can not only meet evolving consumer preferences but also contribute to a more sustainable and competitive future, making the integration of these practices essential for long-term success.

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