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Professor. Sara Hassan Kamal El Gazzar

Date of birth: 1/ 8/ 1983

Nationality: Egyptian

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Professional Experience:

Organization: Arab Academy for Science, Technology & Maritime Transport (AASTMT)

Years within the organization: 17

Academic Status: Professor in Supply Chain Finance

Current Position:

- Dean of College of International Transport and Logistics

Previous position:

- Project Manager of AASTMT new campus at Al Alamein new city
- President's assistant for Institutional Development
- Director of the Strategic Marketing Center
- Chair of Logistics of International Trade department, College of International Transport & Logistics

Education:

2013: PhD degree in Supply Chain Finance

Business School, The University of Huddersfield, Huddersfield - UK.

Thesis title: "Enhancing the company's financial performance through managing the performance of supply chain operations: A case study of an Egyptian manufacturing company"

2010: MPhil degree in Supply Chain Management

School of applied science, The University of Huddersfield, Huddersfield - UK.

Thesis title: "Incorporating fuzzy AHP in SCOR model for measuring supply chain operations' performance: a case study of an Egyptian natural bottled water company"

2008: Diploma in International Transport and Logistics.

Institute of International Transport and Logistics, Arab Academy for Science, Technology and Maritime Transport, Alexandria- Egypt in cooperation with Molde University, Norway.

2006: Master of Business Administration (MBA). (Major: Finance)

Graduate school of business, Arab Academy for Science, Technology and Maritime Transport, Alexandria- Egypt.

Thesis title: "investigating factors cause absence of financial leasing in Egyptian shipping sector"

2004: Bachelor of Business Administration. (Major: Finance)

College of management & technology, Arab Academy for Science, Technology and Maritime Transport, Alexandria-Egypt.

Professional Certificates:

2013: Certified Trainer and Instructor

The International Federation of Freight Forwarders Associations (FIATA), Genève.

2012: Certified Trainer and Instructor

International road union (IRU), Switzerland.

2003: A professional certificate in Modern Accounting.

The American University in Cairo

Consultancy & Practical Experience:

- **Economic advisory for the Union of Arab Chamber (February 2018 - to date).**
- **Economic advisory for Alexandria Chamber of Commerce (2017 - to date).**
- **Expert at General Union of Arab Experts (August 2021 – to date).**
- **Member at the Arab Federation of Chambers of Shipping (October 2021 – to date).**
- **Economic advisory for the Egyptian Federation of Chamber of Commerce (2014 - 2019).**
- **Committee member: The master plan of the Egyptian logistics centers project (2018-2020).**
- **Committee member: The study of the master plan of the commercial Egyptian ports 2030.**
- **Board Member (July 2014 – June 2017):** Holding Company for food Industries under the Egyptian ministry of Supply and Internal Trade. The Holding Company for food Industries plays a strategic role in the Egyptian internal trade system, as it is responsible for supplying the needs of the Egyptian food subsidies system that serves 70 million Egyptians.
- **Participation in number of European Union (EU) projects:**
 - Development of leather chain in Egypt and Jordan INNOLEA, which aims to fill an apparent gap in the area of specialized services for the leather sector in Jordan and Egypt and to utilize the experience and expertise of EU partners to establish four-leather-research centers within the universities of both countries.
 - The MAIA-TAQA cooperation project (Mobilizing new Areas of Investments and together aiming to increase quality of life for all) ENICBC MED. The project involves 6 countries (Italy, Spain, Greece, Lebanon, Egypt and Jordan) and 8 partners (research centers, chambers of commerce, SME).

MAIA-TAQA addresses the issue of the demand for efficiency services of renewable energy resources in the Southern Mediterranean area countries in order to hold the pressure on the environment and strengthen the energy supply.

- **Steering committee member and coordinator (2015 – September 2016):**
"Gameeti project", a franchise project offering commodity loans for more than 14000 young people ranging between EGP 50,000 to 100,000 each for the establishment of retail outlets supervised through a franchise right by the Holding Company for food Industries to increase the accessibility and the availability of commodities and food outlets to citizens and provide job opportunities for young people. 2000 outlets have been opened so far (creating 8000 direct jobs), presenting by this the largest chain in the Middle East in terms of the number of outlets.
- **Steering committee member and coordinator (2015 – September 2016):**
" Egypt's Food Industries, consumer complexes e-linking project", in cooperation with Microsoft- this project connects Egyptian Food Industries Holding Company, groceries, wholesale companies and consumer complex companies in a unified electronic network as the biggest e-linking project in the Middle East. The project connects 500 wholesale ports with 40,000 retail outlets and groceries that serve all the suppliers to decrease the cost of goods traded in stores and consumer complexes by 30%, provide time-saving mechanisms in transportation and handling processes, as well as provide electronic reports on works in progress can be sent instantaneously in addition to information about consumer feedback and their requests or suggestions for the available commodities which allow creating an expert system to support strategic decisions.
- Participated in designing the logistics and the financial systems of the **Egyptian food subsidy system** (2014- September 2016).

The New Food Subsidy System includes (bread system, ration food system, new incentive points system). The new bread system improved the subsidized bread supply chain through shifting towards the output-based financing. On the Ration food system, the system has also moved from subsidized commodities to subsidized beneficiaries. The new system of food subsidy adopts an incentive points-based mechanism with a better consolidation of the two food subsidy programs. The unused monthly allowance of subsidized Bread converts into points, which could be used to buy other food commodities within the same Smart Card System. It worth mentioning that millions of Egyptians have suffered through long decades since 1970s from bread crisis and difficulty of obtaining it in addition to very bad quality.

- **The Coordinator and The Manager of Financial Affairs (2012-2015):**
LACTIMED Project launched and financed by EU under Euro-Mediterranean Cooperation Agreement. The project aims to foster the production and distribution of typical and innovative dairy products in the Mediterranean by organizing local value chains, supporting producers in their development projects and creating new markets for their products. In the end, it will lead to the creation of the Mediterranean network of dairy clusters.
- **Designed the reward systems** for five main companies in the Egyptian food retail sector (2014 -2015).

- **Exchange of Experience Program (2015, Sicily, Italy):** Training in collaboration with CORFILAC (centre of applied research focused on the traditional dairy productions) covered consumer behaviour, marketing activities, Mediterranean products, PDO certificate and field visits.
- **Developed a supply chain performance system (2011):** the system measures and improves supply chain operations performance. The system was successfully implemented in one of the Egyptian bottled water companies.
- Participated in a number of **consultancy projects and studies** for the Arab league and region.
- Participated in preparing **several economic, logistics and financial reports** for the Egyptian government.
- Prepared several **Feasibility Studies** for both public and private sectors.
- Participated in **organizing several national and international industrial and academic events** in different fields of business and logistics.

Academic Qualifications:

- **Editorial Board at the International Journal of Public Policies in Egypt.**
- **Chief Editor of the International Business Logistics Journal (IBL).**
- **Lecturing and training** (In English language and Arabic language) in several areas of Business, Finance and Supply Chain both for undergraduate and postgraduate, for Egyptian and foreign students.
- **Publishing** many papers in international journals and conferences in several areas of Business, Finance and Supply Chain.
- **Supervising** and refereeing number of masters and PhD researches.
- **Reviewing** number of papers in international journals.
- **Conferences and agreements:** Organizing and participating in great number of national and international events in different fields of Business, Economics, Finance, Supply chain, Transport and Logistics.

Publications:

Academic publications

1. Hanafi, I.; Hassan, M.; Elgazzar, S. & Elmesmary, H. (2022)" Analysis of the most important issues preventing companies from achieving Supply chain Strategic fit. Faculty of politics and Economics Journal, Beni Suef University.
2. Hammad, M.A.; Elgazzar, S & Sternad, M. (2021), "A Conceptual Framework to Establish and Operate a Global Logistics Energy Hub", Sustainability International Journal, Vol. 13, No.19, 10976, <https://doi.org/10.3390/su131910976>
3. El-Bendary, S., El- Gazzar, S., & El-Gamal, S. (2021), 'The relationship between knowledge management and TQM to enhance the quality customer service: A systematic - review', The 19th International Conference of Faculty of Commerce, Alexandria University: Innovation, Knowledge and Digitization in

Supporting Business Organizations in the Light of Challenges, 9-10 September 2021, Alexandria, Egypt.

4. Hammad, M.A., Elgazzar, S., Obrecht, M. & Sternad, M. (2021), "Compatibility about the concept of energy hub: a strict and visual review", *International Journal of Energy Sector Management*, <https://doi.org/10.1108/IJESM-06-2020-0022>.
5. Hanafi, I.; Hassan, M.; Elgazzar, S. & Elmesmary, H. "Impact of Supply Chain Fit on Firms Profitability": Suggested Model. 1st Business and Entrepreneurship International Conference, Online, 31st March – 1st April 2021.
6. Mahrous, M.; Elgazzar, S. & Refaat, R. "The effect of the Global Entrepreneurship Index on the economic growth in the Arab countries" In: proceeding of 1st Business and Entrepreneurship international conference, Online, 31st March – 1st April 2021.
7. Amhalhal, A; Anchor, J & Tipi, N.S. (2021)" The impact of contingency fit on organisational performance: an empirical study' *International Journal of Productivity and Performance Management*, Vol.53, No. 10.
8. Elgazzar, S. & Tipi, N.S. (2021)"Consideration Towards a Sustainable and Resilient Supply Chain: A Modelling Perspective", *International Business Logistics Journal (IBL)*, *Arab Academy for Science, Technology and Maritime Transport*, Vol.1 No.1.
9. Elgazzar, S. & Ismail, A. (2021) Enhancing Egyptian container terminals performance through managing efficiency and competitiveness' *Journal of Marine Economics and Management*, Vol.3, No.1.
10. Mostafa, M. & Elgazzar, S., (2021) Investigating The impact of Integrated Supply Chain Forecasting on the Supply Chain Performance: Empirical study from the FMCGs Sector in Egypt' *Journal of Alexandria University for Administrative Sciences*, *Alexandria University*, Vol.58, No.2.
11. A Bayoumi, E.; El Gazzar, S. & Obrechit, M. "Investigating the impact of internet of things on Egyptian ports sustainability" In: proceeding of 8th International Conference on Advanced Materials and Systems (ICAMS 2020), online, October 1-3, 2020.
12. Sakaty, K & Elgazzar, S., (2020) 'A Supply Chain Diagnostic Study for Carpet Industry: A Case Study of a Leading Carpet Company' *The Scientific Journal for Financial and Administrative Studies and Research*, *Faculty of Commerce, University of Sadat City*, Vol.7, No.2., pp 1-33.
13. Madkour, T. , Elgazzar, S., & Salah El Dein, M. (2019) The impact of Logistics Performance Index on trade openness in countries of the European and African continents' *Journal of the Faculty of Commerce for Scientific Research*, *Alexandria University*, Vol.56, No.4., pp 111-128.
14. SAAD, N. & El Gazzar, S. (2019) the impact of organizational culture on employees' job satisfaction in education sector: an empirical study: In Proceeding of Ninth International Conference on Industrial Engineering and Operations Management, Bangkok, Thailand, 5-7 March 2019.
15. Saweris, S.; Sapuric, S. & El Gazzar, S "The impact of behavioural inconsistencies on Stock return: A Theoretical Framework." In: proceeding of 12th Annual Conference of the EuroMed Academy of Business, Greece, September 18-20, 2019.
16. Elgazzar, S. (2019) Locating the regional logistics centre: an empirical study: in proceeding of the 24th International Symposium on Logistics Conference (ISL 2019), Wurzburg, Germany, 14-17 July 2019.

17. Elgazzar, S., Tipi, N. & Jones, G. (2019), "Key characteristics for designing a supply chain performance measurement system", *International Journal of Productivity and Performance Management*, Vol. 68, No. 2, pp. 296-318. <https://doi.org/10.1108/IJPPM-04-2018-0147>
18. El-Gazzar, S.; Saleh, G & Ibrahim, AN (2018) " An Examination of Order Effects on Investors' Judgments in an Emerging Market: An Experimental Market Setting " *Alexandria Journal of Accounting Research*, Vol. 2, No. 2.pp. 79-94.
19. Ismail, A. & Elgazzar, S. (2018) Measuring the Egyptian container ports' efficiency: A Fuzzy AHP framework. In: proceeding of the 23rd Annual Logistics Research Network Conference (LRN 2018), Plymouth University, UK, 5- 7 September 2018.
20. Haddad, S., Elgazzar, S. & Elmilligy, B. (2017) Impact of clusters in dairy supply chains: the case of the Egyptian dairy chain. In: proceeding of the 22nd Annual Logistics Research Network Conference (LRN 2017), Southampton Solent University, UK, 6- 8 September 2017.
21. Elgazzar, S. (2017) 'An analysis of 2016 oil crisis: winners and losers in the oil supply chains' *Journal of the Faculty of Commerce for Scientific Research, Alexandria University*, Vol.54, No.2.
22. Kamal, S., Elgazzar, S. & Abd elsallam, I. (2017) The misappropriation of the sugar supply chain in Egypt: Causes and obstacles. In: ABRM - AASTMT 2nd International Conference (Entrepreneurship, Supply Chain Management & Information Systems), pp.114 – 120.
23. Elgazzar, S. & Elzarka, S. (2017) Supply chain management in the service sector: an applied framework. In: ABRM - AASTMT 2nd International Conference (Entrepreneurship, Supply Chain Management & Information Systems), pp.121 – 134.
24. Sultan, A., Elgazzar, S. & Elmiligy, B. (2017) ' The Revenue Management Implementation and Its Complexity in the Airline Industry: An Empirical Study on the Egyptian Airline Industry' *International Journal of Industrial and Manufacturing Engineering*, Vol.4, No.2.
25. Elgazzar, S., Tipi, N.S. & Hubbard, N.J. (2016) The impact of supply chain strategy on the financial performance: a case study of a manufacturing company. In: *Proceedings of the 21st International Symposium on Logistics (ISL 2016)*, Taiwan, 3-6 July 2016.
26. Ahmed, N., Elgazzar, S., & , G. (2016) The impact of implementing European quality labeling system on the supply chain performance of food industry: an empirical study of the Egyptian traditional food sector. In: *Proceedings of 11th European Research Seminar (ERS) on Logistics and SCM*, WU-Vienna University of Economics and Business, Austria, 12-13 May 2016.
27. the Othman, A., Elgazzar, S. & El-Miligy, B. (2016) The SCOR model adaptation in the developing countries: an empirical study on the Egyptian automotive sector. In: *Proceedings of 18th International Conference on Supply Chain and Logistics Engineering*, Boston, USA, 25-26 April 2016.
28. Ramadan, M., Elgazzar, S. & Hanafy, M. (2015) ' Impact of Macroeconomic Variables on Stock Markets: Evidence from Emerging Markets' *International Journal of Economics and Finance*, Vol.8, No.1, pp.195-207.
29. Elgazzar, S. & Tipi, N.S. (2014) Clusters and supply chain management: challenges and obstacles. In: *Proceedings of the 18th Annual Logistics Research Network Conference*, University of Huddersfield, Huddersfield, UK, 3- 5 September 2014.

30. Elzarka, S. & Elgazzar, S. (2014) Green Port Performance Index for Sustainable Ports in Egypt: a Fuzzy AHP approach. *In: Proceedings of the 2th International Forum on Shipping, Ports and Airports (IFSPA, 2014)*, Hong Kong, China, 19-21 May 2014.
31. Elgazzar, S., (2013), 'Enhancing the company's financial performance through managing the performance of supply chain operations: a case study of an Egyptian manufacturing company', University of Huddersfield, 2013.
32. Elgazzar, S., Tipi, N.S., Hubbard, N.J. & Leach, D.Z. (2012) 'Linking supply chain processes' performance to a company's financial strategic objectives' *European Journal of Operational Research*, Vol.223, No.1, pp.276-289.
33. Elgazzar, S., Tipi, N.S., Hubbard, N.J. & Leach, D.Z. (2012) Linking SCM strategy to financial performance: a scenario analysis approach. *In: Proceedings of the 17th Annual Logistics Research Network Conference (LRN 2012)*, Cranfield, UK, 5-7 September 2012.
34. Elgazzar, S., Tipi, N.S., Hubbard, N.J. & Leach, D.Z. (2011) A SW application system for measuring supply chain operations' performance using SCOR FAHP technique. *In: International Proceedings of Economics Development and Research, The 2011 International Conference on Business and Economics Research*, Cairo, Egypt, 21-22 October 2011, Vol.16, pp.37- 41.
35. Elgazzar, S., Tipi, N.S., Hubbard, N.J. & Leach, D.Z. (2011) Linking supply chain operations' performance to the company's financial strategy: a case study of an Egyptian natural bottled water company. *In: Proceedings of the 16th International Symposium on Logistics (ISL 2011)*, Berlin, Germany, 10-13 July 2011, pp.173-181.
36. Elgazzar, S., Tipi, N.S., Hubbard, N.J. & Leach, D.Z. (2010) Incorporating fuzzy AHP in SCOR model for measuring supply chain operations performance: a case study of an Egyptian natural bottled water company. *In: Proceedings of the 15th Annual Logistics Research Network Conference (LRN 2010)*, Harrogate, UK, 8-10 September 2010, pp.180-187.

Other publications

- The investment opportunities in the Suez Canal economic zone.
- Climate change and environmental impacts in light of COVID-19 pandemic: Prospects for sustainable development.
- The repercussions of the Corona crisis on the logistics and supply chains sector.
- Small and medium enterprises in the Arab world and ways of supporting them within COVID-19 Pandemic.
- The economic and social impacts of Corona virus on the Arab world.
- Fields and opportunities for sharing and cycle economies implementation in the Arab world to achieve sustainable development.
- The Belt and Road Initiative and its global impact on Arab countries (opportunities and challenges).
- Policies and tools of solving standards diversification of products within the framework of the Greater Arab Free Trade Area (GAFTA).
- Entrepreneurship as a gateway for the Arab world to boost the economic growth and achieve sustainable development (how to turn ideas to successful projects).
- Fields and requirements to improve Pan Arab trade through E-commerce.
- Incentives and factors for better Investment Environment in the Arab World based on best practices.
- Crypto currencies "Bitcoin" and other digital currencies.

Languages and Computer skills:

- Arabic, Native Language.
- Excellent communication skills in English, written and spoken.
- Managing most common software and applications related to management, finance and supply chain.