

# Supply Chain Journal

## Middle East

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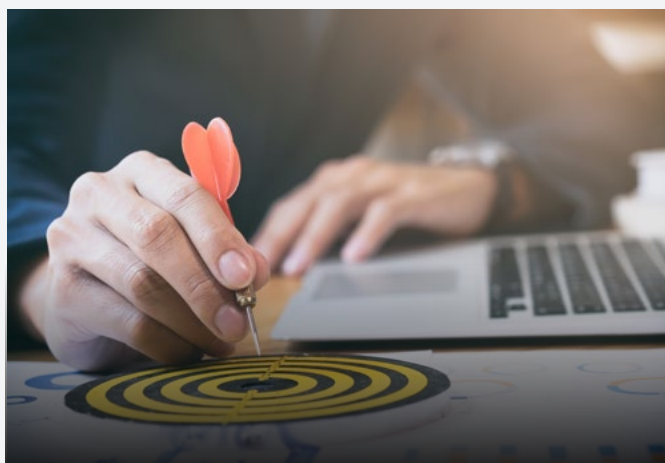
# Bringing Supply Chains into a New Era of Career & Business Sustainability



APRIL 2025

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# CHIEF EDITOR'S LETTER

Supply chain is beyond being the bond that connects different department's operations within the same organization, it connects companies, industries and countries together. The tangible impact of supply chain is beyond business revenue and customer satisfaction, it impacts the global economy, the relationships between different nations, and the future of our planet touching upon all the sustainable development goals.

The ISCEA has been playing a pivotal role in empowering supply chains across all continents assuring the competence of young and senior leaders through its exclusive variety of certification programs, its unique excellence awards and events, and finally the community the ISCEA is building and collaborating with.

The ISCEA is proud to launch a special supply chain journal for the Middle East community, and as the Editor in Chief I am humbled to embark on this journey with an intellectual community of writers, researchers, and readers.

In the ISCEA Supply Chain Journal Middle East we promise you a one-of-a-kind content, that is innovative, interactive, fruitful, and actionable. Our content will not only include best practices, but it will inspire our readers to create their own best practice.

\*For any collaboration, business, advertisements, contributions, or opinions; feel free to directly contact me on [mahmoud.mansi@supplychainjournal.org](mailto:mahmoud.mansi@supplychainjournal.org)

Enjoy the intellectual supply chain journey where every page delivers something valuable.

## **Dr. Mahmoud Mansi**

Editor in Chief, ISCEA Supply Chain Journal Middle East  
ISCEA EMEA Advisory Board Member  
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# 7 Exclusive Pieces of Strategic Wisdom to SCM Executives from ISCEA Board

Dr. Mahmoud Mansi

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## Wisdom #1: Fortifying Middle Eastern Supply Chains Amid Climate and ESG Challenges

*By Manuel Vexler | ISCEA America's Executives | AKFI Sustainability Association Executive Director and Cornell University Instructor, United States of America*

"The Middle East is at the intersection of energy transition, geopolitical tensions, and climate change, a trifecta that threatens to disrupt suppliers and the supply chains. With the region experiencing accelerated warming at nearly twice the global average, supply chains are at risk from infrastructure damage and

qualified human resource scarcity, straining fiscal resources and disrupting operations. To navigate these challenges, executives must prioritize sustainable finance and circular economy practices. The implementation of green guarantees and sustainability improvement strategies will incentivize ESG compliance and enhance operational resilience. Furthermore, the integration of renewable energy sources and optimization of transportation logistics are crucial for long-term sustainability. The question is: How will you leverage these innovations to fortify your supply chain against climate-related disruptions? By adopting these sustainable solutions and



collaborating with stakeholders, you can position your organization at the forefront of climate resilience, ensuring compliance with evolving ESG regulations, and maintaining operational integrity in an increasingly volatile landscape.”

## **Wisdom #2: Adapting Supply Chains in the Middle East to Tackle Conflict, Climate, and Uncertainty**

*By Eng. Talal Algharabi | ISCEA EMEA Advisory Board |  
Director of Applications Solutions Procurement at STC,  
Saudi Arabia*

“With active conflict and climate change increasingly influencing supply chain disruptions in the Middle East, the long-term scale of these risks could jeopardize regional economic diversification plans if left unaddressed. In order to reduce this risk, top executives in supply chains must focus on applying technologies like AI and blockchain to create panorama visibility over end-to-end supply chain operations and regional sourcing-based strategies. Positioning sustainability at the center of all organizational processes, it is imperative to commence proactive engagement across sectors and governments, tackling the challenge of creating efficient, adaptive, transparent, and sustainable supply chains that are fit for tomorrow’s unpredictability.”



### Wisdom #3: Steering the Future with Resilient Supply Chains in a Digital World

*By Vasco Amoroso | ISCEA EMEA Advisory Board | Senior Head of Fulfillment Development/Solutions at FARFETCH, Portugal*

“As we deal with increasingly volatile world, visibility is no longer an option, it’s the cornerstone of supply chain resilience. AI, RFID, and real-time data will serve as the mainspring, allowing more accurate inventory positioning, cost containment, and quicker responses to disruptions. Moreover, leaders must invest on AI literacy or risk staying behind as the industry moves towards a digital-first operating model. The future supply chain is interconnected where disruption anywhere will impact success everywhere. Efficiency will define winners in 2025: adopt technology not for its promises, but for its impact.”

### Wisdom #4: Navigating Political Uncertainty by Building Resilient Supply Chains for a Better Middle Eastern Economy

*By Dr. Mahmoud Mansi | ISCEA EMEA Advisory Board & ISCEA Magazine Chief Editor | Chairperson of HR Revolution Middle East, Influencers Today, Women of Saudi Arabia, and Travel Bloggers Awards & Community, Egypt & United Arab Emirates*

“The Middle East is divided into countries that are politically stable and countries that are not, and in the PESTLE analysis integrated with the SWOT analysis of organizations operating in both types of countries it is indeed a common “threat,” as some countries are economically connected, however in the sustainable supply chain and green

logistics industry the greater threat comes from the profound geographical connection, where such countries cannot operate in silos. If this threat continues to exist, then the outcome would be a significant loss of business opportunities and collaborations, with a fragmented regional supply chain that struggles with inefficiencies, delays, and elevated costs. Additionally, inconsistent regulations including security, and import and export across politically unstable regions would lead to increased complexity in implementing green logistics. This would ultimately undermine the long-term growth and success of the industry in the region. Supply chain executives must prioritize building flexible, adaptable, and regionally diversified supply chains. This could





involve strengthening relationships with stable countries to create reliable hubs for sustainable operations and developing contingency plans for managing disruptions in unstable regions. In addition to that, regional supply chain executives can minimize financial risks by studying the option of “evolutionizing” their business model and hence diversifying their organization’s products to include new production lines of virtual products and services. This way they can capitalize on virtual supply chain as a parallel greener and safer alternative. Furthermore, collaborating with more powerful stakeholders such as relevant governments can harmonize sustainability regulations and advocate for greater political and economic stability.”

### **Wisdom #5: Applying Circular Economy Practices for Mitigating Climate Change Threats and Building Future-Ready Supply Chains**

*By Azuka Okeke | ISCEA EMEA Advisory Board | CEO of Africa Resource Center for Excellence in Supply Chain Management, Nigeria*

“The global supply chain landscape is on the brink of unprecedented transformation, but a major threat looms—climate change. Its escalating impact threatens to disrupt operations, escalate costs, and destabilize regional trade flows in the Middle East, a region already vulnerable to extreme environmental conditions. The magnitude of this challenge demands urgent attention: without sustainable interventions, the region could face a 30% increase in supply chain costs and significant delays by 2030. The solution lies in building climate-resilient supply chains through renewable energy adoption, circular economy practices, and investment in digital technology for predictive risk management. Leaders must act now by establishing cross-sector collaborations, aligning policies with sustainability goals, and fostering innovation hubs to future-proof our industry. The time to act is not tomorrow; it is today. Let us lead with foresight and responsibility to ensure our supply chains remain robust, agile, and resilient in the face of a changing world.”



### Wisdom #6: The Role of Collaboration and Data in Supply Chain Success

*By Muslah Alanazi | ISCEA EMEA Advisory Board | GM of Quality and Efficiency of Medical Supply at the Ministry of Health, Saudi Arabia*

"The electronic system and the alignment of work with stakeholders are two of the most important reasons for the success of supply chains. Any gap in or between them may lead to a major disruption in the work system. The facility's data, tracking and maintaining it, and maintaining a permanent and clear relationship with partners will inevitably lead to improving business outcomes."

### Wisdom #7: Adapting Middle Eastern Supply Chains for a Global Competitive Future

*By Sèdjro AGOUA | ISCEA EMEA Advisory Board | CEO of Supply Chain Economy-Management, Benin*

"As the global financial architecture shifts to favor responsible business models, companies in the Middle East, in particular, risk losing their competitiveness if they do not align with these new demands. This region, historically dependent on traditional resources, must quickly adapt to an economy where sustainability has become a strategic imperative. The future magnitude of this transition could marginalize organizations that fail to integrate responsible practices into their operations. Supply chain leaders in the Middle East must seize this opportunity to transform their models by integrating sustainable strategies at every level, from sourcing to distribution. Act now to make this transition a priority, as it is the only way to ensure not only the long-term viability of your businesses but also their key role in a rapidly evolving global economy."



**Dr. Mahmoud Mansi**

*Editor in Chief of the ISCEA  
Supply Chain Journal Middle East  
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Member*

An award-winning author of 9 books, 10 times TEDx speaker, visiting lecturer, HR expert, IVLP Alumna, and serial entrepreneur recognized with the UAE Golden Visa for Special Talents in 2024. He founded seven digital platforms, including Travel Bloggers Awards ([www.bloggerawards.travel](http://www.bloggerawards.travel)), Travel Bloggers Community ([www.travelbloggers.community](http://www.travelbloggers.community)), HR Revolution Middle East ([www.hrrevolution.me](http://www.hrrevolution.me)), NGOs Today ([www.ngostoday.com](http://www.ngostoday.com)), Influencers Today ([www.influencertoday.news](http://www.influencertoday.news)), and Women of Saudi Arabia ([www.womenofsaudi.media](http://www.womenofsaudi.media)). As a prolific writer, he published Arabic articles at Harvard Business Review Arabia, MIT Technology Review and others. Named a top 5 CHROs in the Future Workplace Awards 2022 in Dubai, and judges at numerous global awards. He founded the ITLI Supply Chain Ambassadors program at AASTMT in 2023. He is also a mentor at the Abu Dhabi SME Hub for entrepreneurs.

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# 5 Career Tips to Supply Chain Professionals from ISCEA Ambassadors & Advisory Board

Dr. Mahmoud Mansi





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### **Tip #1: Upgrading your Career from Expert to Partner through the Art of Building Relationships in Supply Chains**

*By Dr. Mahmoud Seif | ISCEA EMEA Advisory Board  
| Head of Material Management, Supplier Delivery  
Performance & Customs at Alstom, Egypt*

“As the supply chain industry in the Middle East shifts towards valuing teamwork and strategic partnerships, many professionals and students might struggle to move from being seen as respected experts to becoming trusted partners who influence business success; to tackle this

challenge, I recommend focusing on building strong relationships and improving communication skills, and you can start by volunteering for cross-department projects, engaging in team activities, and asking for feedback from your peers to show how collaboration can lead to better outcomes for everyone involved.”

### **Tip #2: How Balancing between Responsiveness and Efficiency Adds Value to the Customer**

*By Bethel Okeke | ISCEA EMEA Ambassador | Founder of AfriVaxx, Nigeria & United Kingdom*

“As a supply chain expert, whether you choose to prioritize responsiveness or efficiency, the key to success lies in ensuring that you are consistently meeting your customers’ needs while also driving profitability. It’s not just about the strategy you choose, but about aligning it with your ultimate goal of delivering value and sustaining growth.”

### **Tip #3: Adapting to Technology while Preserving Human Decision-Making**

*By Dr. Hanin Haifa | ISCEA EMEA Ambassador |  
Operations & Supply Chain Consultant| Vice Dean of  
Information Technology Affairs at Modern University  
College, Palestine*

“With the rapid evolvement that is taking place in the supply chain industry nowadays, there is an increasing reliance on digital transformation and automation, which presents both opportunities and challenges for professionals in the Middle East. While technology is reforming operations, a key challenge lies in adapting to new tools while



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maintaining the human element of decision-making. To stay ahead, focus on upskilling through continuous learning in areas like AI, blockchain, and data analytics. Start by dedicating time to master new technologies, attending industry webinars, and seeking mentorship from tech-savvy leaders. This will help you bridge the digital gap and remain indispensable in an increasingly automated world.”

**Tip #4: Embracing Innovation and Lifelong Learning in Supply Chain for Sustaining your Role as a SCM Leader**

*By Elly Otieno | ISCEA EMEA Ambassador | Supply Chain Manager of Pavicon Group, Kenya*

“Embracing cutting-edge technologies like AI, blockchain, and IoT is not an option, it is a need for Supply Chain Professionals as they negotiate

the rapid digitization process. I’ve witnessed directly how mastering these technologies alters operations through my journey toward Global Supply Chain Leadership, where I successfully implemented systems that boosted fleet uptime by 10%, decreased fuel usage by 25%, and enhanced delivery timeliness to 95%. But closing the skills gap and realizing our full potential is the difficult part. My recommendation is to seek lifelong learning by gaining internationally recognized certificates such as CPLM, CSSCP and CSCA, which have been essential to my development. Create an action plan by investing time in education, using insights to streamline procedures, and interacting with global networks of business executives. Adaptability and a dedication to innovation are essential components of a successful, future-ready Supply Chain Profession for prospective executives.”





### **Tip #5: Standout by Leveraging Technology to Measure, Improve, and Optimize Supply Chain Operations**

*By Ahmad Ali | ISCEA EMEA Ambassador | Supply Chain Manager at Masrouji Group, Palestine*

“In supply chain management, what gets measured gets improved. If you don’t track key metrics like inventory levels, lead times, and customer satisfaction, you risk missing out on opportunities for efficiency, cost savings, and growth. As the industry undergoes a rapid digital transformation, the adoption of advanced technologies like IoT, AI, Robotic Process Automation (RPA), and machine learning is reshaping operations.

These technologies enable more precise performance measurement and faster decision-making. AI and machine learning help optimize routes, predict demand, and dynamically adjust inventory, leading to greater efficiency and reduced costs. However, adapting to these technologies can be challenging, especially for professionals with traditional supply chain backgrounds. For example, a supply chain manager may struggle to integrate AI tools for inventory management or route planning due to limited experience with advanced data analytics. To stay competitive, it’s essential to invest in continuous learning and training or collaborate with IT and data science teams to harness the full potential of these transformative technologies.”



# Rethinking Supply Chains: The Impact of Circular Economy on Green Logistics

**Dr. Mahmoud Seif**



In an era where sustainability is becoming a priority for consumers and businesses alike, the circular economy (CE) is emerging as a transformative approach to production and consumption. Instead of the traditional linear model—take, make, dispose—we are witnessing a shift towards a system that emphasizes resource efficiency, waste reduction, and environmental responsibility. This shift is particularly significant in supply chain management, where circular practices can revolutionize green logistics. Let's explore how this is happening and highlight some companies leading the charge.

## What is the Circular Economy?

At its essence, the circular economy aims to close the loop in production processes. It encourages businesses to design products that are durable, easily repairable, and recyclable. This not only reduces waste but also optimizes resource use. In supply chains, adopting circular practices means rethinking every step—from sourcing materials to product delivery and end-of-life considerations.

## Key Circular Economy Practices

### 1. Sustainable Sourcing

Companies are increasingly prioritizing suppliers who adhere to ethical and environmental standards. By choosing sustainable sources, businesses can significantly reduce their ecological footprints and resonate with environmentally conscious consumers.

### 2. Product Lifecycle Management

Thinking beyond the initial sale, companies are considering the entire lifecycle of their products. This includes designing for disassembly, encouraging refurbishing, and ensuring products can be easily recycled, thus minimizing waste.

### 3. Reverse Logistics

Creating effective systems for returning products that are no longer needed is crucial. Efficient reverse logistics not only helps recycle materials but also reintroduces them into the supply chain, reducing the need for new resources.

### 4. Collaboration across the Supply Chain

Engaging collaboratively with suppliers and customers fosters innovation. When companies share best practices and resources, they can find sustainable solutions that benefit everyone involved.







### Leading by Example

#### Case Study 1: Unilever

Unilever, a global leader in consumer goods, is at the forefront of integrating circular economy principles. The company has set ambitious goals to make all its plastic packaging recyclable, reusable, or compostable by 2025, and to halve its use of virgin plastic. These initiatives not only reduce waste but also enhance the sustainability of Unilever's logistics operations by minimizing reliance on new raw materials.

#### Case Study 2: IKEA

IKEA is transforming the furniture industry with its commitment to becoming a circular business by 2030. The company is designing products that can be reused, repaired, or recycled, and has implemented a take-back program that allows customers to return used furniture. This initiative not only cuts down on waste but also builds a strong connection with customers who value sustainability.



## Conclusion

The integration of circular economy principles into supply chain practices is crucial for fostering a sustainable future. As companies like Unilever & IKEA adopting these practices not only benefits the environment but also enhances operational efficiency and customer satisfaction. As more businesses embrace the circular economy, we can look forward to a new era of logistics—one that prioritizes both product movement and planetary health. The shift is not just a trend; it's a necessary evolution towards a more responsible and sustainable world.



**Dr. Mahmoud Seif**

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# Employee Satisfaction in the Era of Supply Chain Automation: 6 Key Strategies

**Dr. Nancy Draz**



The rise of automation is transforming supply chain management, introducing advanced technologies that promise enhanced efficiency and precision. While machines excel at handling routine tasks, the human element remains indispensable. A resilient supply chain depends on an engaged workforce, even during rapid technological change. By focusing on employee satisfaction, companies can build a culture of innovation, adaptability, and resilience. Here are six impactful strategies to help your workforce thrive alongside automation, fostering personal growth and organizational success.

### **1. Redefine Roles to Focus on Meaningful Contributions**

Automation takes over repetitive tasks, freeing employees to focus on creative and strategic responsibilities. By redesigning roles to prioritize problem-solving, collaboration, and decision-making, companies can create more engaging and rewarding jobs that motivate and retain talent..

### **2.. Invest in Upskilling and Continuous Learning**

In an automated environment, employees need new competencies to work effectively with emerging technologies. Organizations that prioritize training programs, certifications, and ongoing professional development empower their workforce to stay relevant, confident, and satisfied in their roles.







### 3. Build Trust with Transparent Communication

Job insecurity is one of the most significant concerns when automation is introduced. Businesses that communicate openly about their automation strategies, emphasizing how technology complements human roles rather than replaces them—can build trust and alleviate workforce anxieties.

### 4. Use Automation to Promote Work-Life Balance

Automation streamlines workflows and minimizes the need for excessive manual labor or overtime, allowing employees to enjoy a better work-life balance. By leveraging technology to reduce mundane tasks, companies can enhance employee well-being and job satisfaction.

### 5. Prioritize Safety and Improve Working Conditions

In supply chain operations, workplace hazards and physical demands are common risks. Automation can mitigate these challenges by handling dangerous or strenuous tasks. By improving workplace safety and comfort, organizations show they value their employees, strengthening loyalty and engagement.

### 6. Recognize and Reward Adaptability

Embracing automation requires employees to adopt new skills and adjust to change. Organizations that acknowledge and reward these efforts—through promotions, bonuses, or recognition programs—foster a positive attitude toward innovation and boost employee morale.

## Conclusion

In the age of automation, technology and human ingenuity must work together. Supply chain organizations that prioritize employee satisfaction during this transition will cultivate a skilled, motivated, and loyal workforce. By addressing employee concerns, offering growth opportunities, and encouraging collaboration between people and machines, companies can ensure automation not only drives efficiency but also enhances employee well-being and fulfillment.



**Dr. Nancy Draz**

*Assistant Professor at the Arab Academy for Science, Technology, and Maritime Transport (AASTMT)*

Specialized in Supply Chain Management, PhD holder from the University of Plymouth. She teaches undergraduate courses in Logistics Information Systems, e-Logistics, and Customer Relationship Management. Her research focuses on e-supply chain applications, particularly how advanced logistics systems enhance responsiveness to customer demand. Her expertise lies in leveraging technology to improve supply chain efficiency and adaptability in dynamic markets. As an industry expert and researcher, she is continuously invited to conduct workshops and speeches in supply chain events.

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# 5 Fundamental Roles for Green Port Implementation

Hani El Henawy

## International Organizations' Role

Countries and international organizations need to intensify their efforts to encourage all port parties to implement green port initiatives. The United Nations (UN) has made significant strides with its 17 Sustainable Development Goals (SDGs), particularly Goal 7, which focuses on ensuring access to clean and affordable energy. By 2030, the aim is for all ports to use clean energy instead of solar power.

It is worth mentioning the Net Zero Emissions by 2050 Scenario (NZE), which outlines a pathway for the global energy sector to achieve net zero CO<sub>2</sub> emissions by 2050. The International Maritime Organization (IMO) plays a crucial role in this transition, as it is responsible for ensuring that all vessels and ports adopt green practices and use clean energy. IMO regulations provide a tangible focus for innovators and technologists to develop game-changing solutions to achieve sustainability goals. In response to these regulations, new technologies have already brought significant

beneficial changes in the design, construction, and operation of ships, contributing to a more interconnected and efficient global supply chain. The IMO's first set of international mandatory measures to improve ships' energy efficiency was adopted on July 15, 2011.

## Governments' Role

All countries must cooperate to achieve net zero emissions worldwide. This involves participating in efforts to meet the net zero goal, working together effectively and mutually beneficially, and recognizing the different stages of economic development of countries and regions, ensuring a just transition.

Sweden and Germany have legally binding net zero targets for 2045, while France, Denmark, Spain, Hungary, and Luxembourg have set theirs for 2050. The UK has a legally binding net zero target by 2050, with interim targets to reduce emissions by 78% by 2035. These countries are compelling all port operators to use environmentally friendly





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equipment and transition to clean energy sources, including electric equipment.

### **Shipping Sector's Role**

The shipping sector has a fundamental role in implementing comprehensive zero-emission programs over the next decade. The necessary technologies are available, but they need to be deployed at a greater scale and speed, and at a lower cost. Zero-emission fuels are significantly more expensive than conventional fuels, increasing the total cost of vessel ownership by 40 to 60 percent, depending on the route.

Implementation of IMO instruments will involve technical and operational approaches, such as:

**Vessel Fuel Optimization System:** A digital technology based on real-time data collection of various external parameters affecting fuel consumption, such as engine condition, hull condition, vessel speed, trim, and draft.

**Route Optimization System:** Real-time route management can improve journey duration and

efficiency by providing ship operators with real-time data on varying ocean conditions.

**Vessel Performance Monitoring:** Implementing data analytics to monitor vessel performance using sensor data to gather and analyze information about engine conditions and properties.

**Predictive Maintenance System:** For equipment and systems involved in treating exhaust gas emissions.

### **Port Authorities' Role**

Smart ports connect port operations, allowing operators to analyze performance and use data to improve decision-making. This can be achieved by: Using high-performance information and communication technologies: The International Port Community System Association (IPCSEA) provides a National Single Window electronic platform that links individual seaports and all supply chain actors. This platform automates data and knowledge sharing in real-time, optimizing

logistics processes through a single submission of data and connecting transport and logistics chains. Big data and predictive tools can improve vessel scheduling, preventing pile-ups, enhancing productivity, saving time and money, and reducing fuel wastage and emissions.

**Building smart platforms for wharfs:** Automated mooring systems, designed to make berthing operations smarter, safer, and more efficient, include Quick Release Hooks and Mooring Load Monitoring.

**Governing port areas:** Port authorities are responsible for the growth and competitiveness of a port cluster by managing port activities, handling hinterland connections, and collecting real estate revenue. They also have extensive administrative powers to implement policies, laws, and regulations. Recently, the focus has shifted to sustainable port development, raising awareness of port sustainability issues such as air quality, land use planning, modalities, and connectivity.

### Terminals Operators' Role

Terminal operators and stevedoring companies play a fundamental role in building sustainable ports. These private operators can build and maintain their own buildings, purchase and install equipment on port land, and should:

**Use electric equipment:** Upgrade existing fossil-fuel equipment (such as straddle carriers, rubber-tired gantry cranes, rail-mounted gantry cranes, reach stackers, and ship-to-shore cranes) to machines that use cleaner fuels with lower emissions. This aligns with Goal 7 of the UN SDGs, ensuring access to clean energy, and recent IMO policies focusing on human health and high-quality fuels.

**Implement automation:** Transform all equipment to be autonomous (trucks, RTGs, STS, etc.). Automation and sustainability go hand in hand, with large-scale automation of port equipment and control systems becoming more apparent in container terminals. Objectives for port automation include productivity, efficiency, reduced labor costs, security, and safety.

**Apply sustainable development and innovation technologies:** Enabled by 5G networks and digital transformation, these technologies serve as a junction point between the UN SDGs and the port's Key Performance Indicators (KPIs). A piloted technology model has been developed to design new models of port management and operational planning, implementing sustainable port growth policies. This enhances technological advancements in port competitiveness and efficiency,

boosting sustainability performance and supporting public policies and business decisions, leading to the development of the port of the future.



**Hani El Henawy**

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17 years of experience in shipping and ports management. He attained his Master's degree in Ports & Terminals Operations Management from the Arab Academy for Science, Technology and Maritime Transport. He is also a writer who published several articles on the ITLI AAST blog, and he was one of the members of the ITLI Supply Chain Ambassadors Program 2023/2024.

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# From Farm to Future: Transformative Role of Supply Chain Management in Shaping Nutrition and Sustainability

Dr. Mohamed Khalil Ibrahim Sharaf



In recent years, the world has faced increasing challenges in the areas of nutrition and food security, that are rooted from environmental triggers such as the persistent challenges of climate change, which mainly affect the food production and supply system. However, in turn this has opened the way for supply chain management to reach new and high levels of importance. Modern supply chain strategies affect not only food availability, but also food quality, ecosystem resilience and enhanced sustainability. Systems and strategies that manage the farm-to-table food journey are now more needed to promote innovation in order to achieve new levels of equality and long-term health for both individuals and the environment. As (Zero Hunger) is the second United Nations sustainable development goal.

Food production undergoes a range of processes during which effective supply chain management ensures that nutritious food reaches consumers in perfect condition, reducing losses, maintaining quality and also keeping food safe, rich and healthy. Smart supply is a key element in this case, as the decision to determine where and how to obtain agricultural products affects everything from the food profile to the ethical treatment of workers and animals.

Today, advanced technologies such as block chain, IoT and artificial intelligence software applications improve transparency and traceability, allowing consumers to confirm the origins and quality of their food. This transparency builds confidence and promotes more responsible production practices, pushing industry towards high food and ethical standards.

Post-harvest product handling is an important component of effective supply chain management food quality depends heavily on appropriate storage, transportation and packaging methods, Modern innovations in cold chain temperature controlled transport and storage systems protect perishable materials such as fruits, vegetables, meat and dairy products food “, which helps them to keep their nutrients whole and not to be damaged or to lose nutrients, Ensure their safety for consumption after passing long distances, help packaging and packaging processes aimed at prolonging the life span and maintaining food quality by reducing oxidation and preventing damage, As we research and need more advanced conservation technologies that suit modern challenges such as smart packaging systems supply chains adapt to meet the need for healthier food and contain essential nutrients needed by individuals, Especially as most individuals and the result of global changes in the nature of business and jobs tend to consume fast food that fits the nature of their business food “, so they must be nutritious enough to meet their daily nutrient needs.

The shift to sustainable supply chains is critical to reducing the environmental impact of feeding the world's population, as the contemporary intercontinental food supply chain contributes significantly to global greenhouse gas emissions and resource depletion, and to address these impacts sustainable methods such as organic agriculture and regenerative agriculture are integrated (which promotes soil health and carbon aggregation) in supply chains. Furthermore, investments in environmentally friendly logistics, including electric vehicles, biofuels and improved

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delivery methods, contribute to reducing the carbon footprint of food distribution. Technologies such as AI-based logistics platforms further improve operations, ensuring efficient resource use and minimizing emissions and waste.

In the face of global crises and recurrent wars, food waste is a challenge that affects global supply chains and results in a significant loss of both nutrients, food resources, soil and agricultural and animal production. According to UN reports, nearly a third of all food produced worldwide is lost or wasted, and supply chain management innovations significantly address this concern by improving inventory management, leveraging predictive analysis to anticipate demand, and using smart packaging that alerts users to validity dates and vulnerability.

By reducing emissions and waste, supply chains are not just conserving resources, they also provide more nutritious food for those who need it most, whether in countries experiencing or not wars or crises. This is particularly vital in areas where food insecurity remains an ongoing challenge. Here, artificial intelligence and big data analytics in turn improve decision-making by anticipating supply chain disruptions, improve inventory management, and enhance distribution efficiency. For example, precision farming techniques use sensors, drones, AI irrigation systems, modern aims and heat sensors to increase crop productivity while reducing the use of water, fertilizer and pesticides; this ensures that food produced is not only abundant, but also rich in nutrients and sensitive to environmental sustainability.



Equity is another area where supply chain management can make a big difference. In order to achieve the global nutrition goals, supply chains must be inclusive. It supports smallholder farmers and maintains fair trade principles more than 500 million small farmers contribute to the majority of the world's food supply. However, they often face significant challenges with the use of the supply chain by integrating these farmers into the global market through technology, training and financial and intellectual assistance, supply chains can promote economic development and food security in developing regions and the neediest and supporting fair work practices and ethical treatment along the supply chain would lay the groundwork for a fairer and more sustainable diet.

Despite these developments, the challenges remain significant, climate change is affecting agricultural productivity and supply chains due to extreme weather and that geopolitical tensions could jeopardize the world's food distribution systems. Moreover, global dependence on agro-industrialization practices threatens soil health and reduces biodiversity's development", addressing





these challenges requires a comprehensive strategy that includes policy reform and technological development. Governments, companies and consumers must collaborate to create resilient and adaptable supply chains capable of sustaining future disruptions.

Looking ahead, supply chain management's ability to contribute to a healthier and more sustainable world is critical (from farm to future), every progress in the process of cultivating, processing, manufacturing, transporting and distributing food has the potential to benefit not entire societies, and by promoting sustainability and equal nutrition, future food supply chains can act as powerful drivers of positive change, ensuring healthy nutrition for the world's growing population without jeopardizing the health of our planet.



### **Dr. Mohamed Khalil Ibrahim Sharaf**

*Administrative Director of Presidential Initiatives at the Armed Forces Medical Complex in Alexandria, Egypt | Nutrition Coach | ISCEA Judge*

Senior Quality Controller and specialist in nutrition, food safety, and the healthcare projects and services management, with over five years of experience. He holds a Master's degree in Climate Change, Sustainable Agriculture, and Food Security, along with a professional diploma in Healthcare Supply Chain Management and a diploma in Food and Nutritional Chemistry. Currently he is pursuing a Master's in Public Health Sciences in Nutrition, as well as a Master's in Business Administration. He was one of the members of the ITLI Supply Chain Ambassadors Program 2023/2024, in addition to publishing several articles on the ITLI AAST blog and speaking in several supply chain events.

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# The Impact of Trade Compliance and Logistical Planning as a Tool for Sustainable Supply Chain and Green Logistics

**Sherif H. Salama**

Trade Compliance as a terminology is mainly focused towards highly legal and financial approaches. While the whole world is mostly oriented towards physical operations as the owner of the most significant impact, when it comes to considering sustainable supply chains and green logistics, the purpose of this article is to promote the importance of trade compliance regarding the same approach.

Considering trade compliance and logistical planning as the higher umbrella responsible for mapping the process that will be interpreted into physical operational activities, several significant points could be tackled. However, the idea that

physical operations are the only impacting factors is questioned.

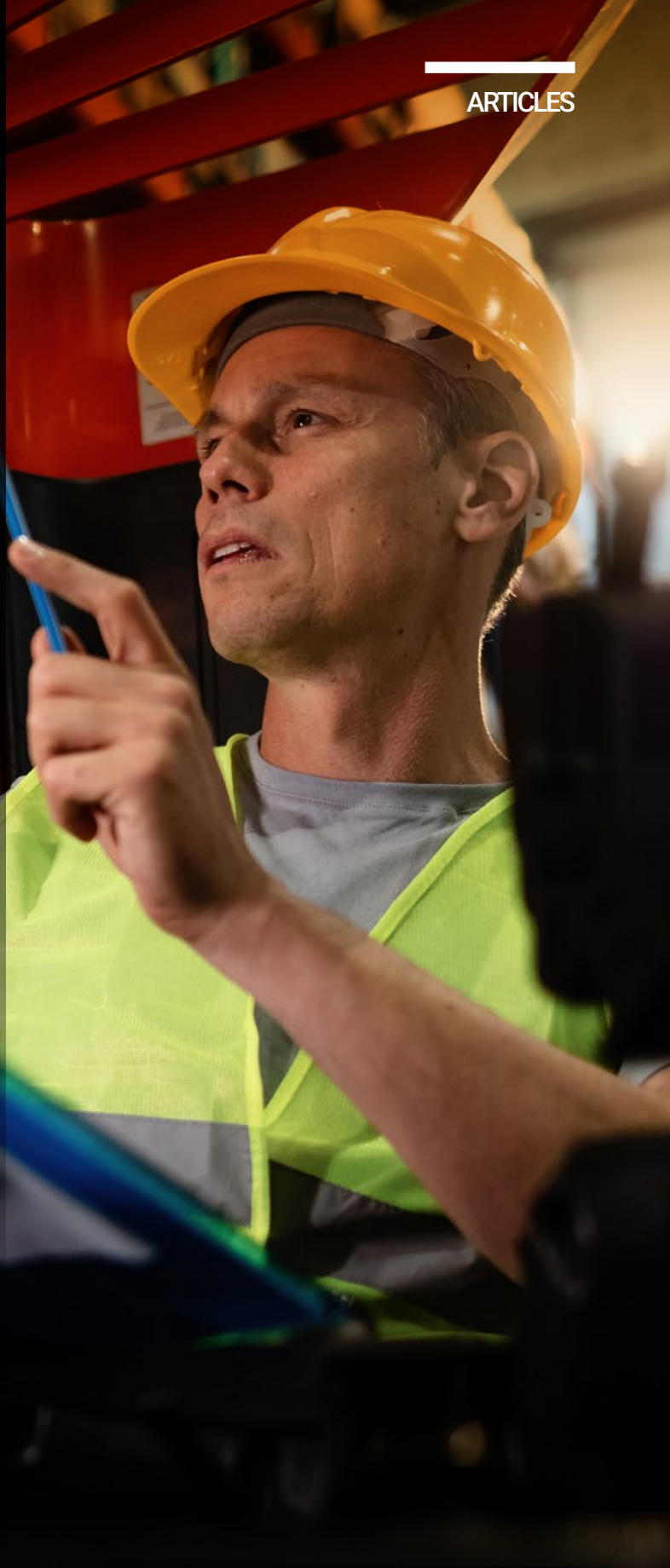
**Tariff classification** is one of the key factors considered concerning trade compliance, one of the main aspects that can be used for sustainability is environmental tariff, also known as eco-tariff.

**The Environmental tariff** is a tax imposed on goods imported from countries with fewer restrictions against excessive carbon emission. Thus, trade compliance decision-makers could direct their focus on cooperating with countries emitting less carbon. However, making such a



decision is not a smooth task, since environmental tariffs have never been widely adopted or accepted due to their impact on development in emerging economies and conflict with international trade agreements.

**Greening the harmonized system,** The Harmonized Commodity Description and Coding System ("Harmonized System" or "HS") is the multipurpose international product nomenclature developed by the World Customs Organization ("WCO"). The HS can be leveraged to further certain policy choices. For example, during the COVID-19 pandemic, the WCO and the World Health Organization released the "HS classification reference for COVID-19 medical supplies". Such an initiative can prove that the WCO has the potential of the HS to contribute towards meeting certain policy objectives. Sustainable Environment could be one of these objectives. A standardized classification of environmental products would provide an important basis for countries to regulate these products.



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There are several ways to 'GREENING' the HS classification. One of the main is, Issuing lists of environmental goods. A few examples are the ANNEX C - APEC List of Environmental Goods issued by the Asia-Pacific Economic Cooperation, and the Annex B 1.1: Environmental Goods List issued by the Department of Foreign Affairs and Trade of the Australian Government.

Another example is Changing the structure of the Harmonized System, which can be implemented by extending the HS Codes to have a specification for environmental purposes. Thus, enjoy further international trade edge based on the same.

Altering the classification itself, based on new (environmental) criteria. As any changes to the HS happen at the technical (classification) level, it provides governments with the required basis for policy measures. Thus, changing a technical specification or a material that doesn't affect the main functional purpose might lead to a commodity with a different HS Code that could have an environmental edge, while serving its purpose as a commodity with a specific function. Unfortunately, some obstacles enforce difficulties for the Green Harmonized System. Such as the Lack of specificity of the HS classification, which goes only to a six-digit level, as they are quite limited to extending the needed specification for environmental purposes. Also, HS Codes are mainly focused on functionality only, it is not common to have different HS Codes unless a fundamental technical change has occurred. Plus, some commodities have multiple uses, and only some of them are environmental, while some are not, which makes it uncertain to apply a general classification whether environmental or not.

**Preferential and non-preferential origin,**  
in import and export, preferential origin refers to

goods enjoying duty-free or discounted tariffs when the items come from certain countries, according to their Free Trade Agreements (FTA). This comes after complying with certain conditions for raw materials, semi-finished products and finished products. Merging economic, political and socio-cultural goals of FTA with environmental goals, would mean having the edge of accompanying sustainability goals under the umbrella of FTA benefits. Several examples have been raised worldwide for the same approach.

The free trade agreement between the European Free Trade Association (Iceland, Liechtenstein, Norway, and Switzerland) and Indonesia. It contains far-reaching provisions for sustainable palm oil production. Only sustainably produced palm oil will benefit from trade facilitation.

The British government aims to impose penalties on large companies that are unable to disclose that their supply chains are free of products made under forced labour. Otherwise, the Preferential Free Trade Agreement could be suspended. The law has been officially discussed in the [parliament sit of December 3rd, 2024](#).

The European Union member states reached an agreement on a new supply chain law that aims to hold countries or companies accountable for guaranteeing that social and environmental standards are adhered to across the entire production chain.



## Conclusion

In the age of automation, technology and human ingenuity must work together. Supply chain organizations that prioritize employee satisfaction during this transition will cultivate a skilled, motivated, and loyal workforce. By addressing employee concerns, offering growth opportunities, and encouraging collaboration between people and machines, companies can ensure automation not only drives efficiency but also enhances employee well-being and fulfillment.



### Sherif H. Salama

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Awarded the ERASMUS+ 2024 Student Mobility Scholarship in Spain, with a Master's degree in International Transport and Logistics from AASTMT & Valladolid University, in addition to being a Certified Strategic Planning Expert from ACICT. As an expert he is invited to speak at several conferences and events, including the ISCEA Sustainable Supply Chain Pledge Day. Mr. Sherif is also a writer who actively contributes to ITLI's blog showcasing a strong commitment to advancing supply chain innovation, and was one of the members of the ITLI Supply Chain Ambassadors Program 2023/2024.

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# ISCEA Student Chapter Egypt: A Case Study about a Pioneer in Supply Chain Education

**Omar Hagra** - *President of ISCEA Student Chapter Egypt*





The ISCEA Student Chapter Egypt stands as a remarkable milestone in the world of supply chain education, being the first certified student chapter not only in Egypt but also in the entire Middle East. Established three years ago, this prestigious chapter is headquartered at the AAST El Alamein Campus, College of International Logistics and Transportation. Over the years, the chapter has grown significantly, showcasing achievements that have positioned it as a leader in fostering supply chain knowledge among students.

## Leadership and Governance

The success of the ISCEA Student Chapter Egypt is driven by a dedicated and visionary leadership team:

-  **Omar Hagras** – President
-  **Mariam Sherif** – Vice President
-  **Rana Aboulfetouh** – General Secretary
-  **Felimon Adel, Sandy El Khayat, Ahmed Nour Eldin, and Basmalla Mohammed** – Vice President

Together, this dynamic team works tirelessly to ensure the chapter achieves its mission and vision, while delivering value to its members and the supply chain community.

## Mission and Vision of the ISCEA Student Chapter Egypt

### *Mission:*

The mission of the ISCEA Student Chapter Egypt is to educate and empower students in supply chain management. The chapter aims to:

- ▶ Provide comprehensive knowledge and understanding of supply chain management and its emerging trends.
- ▶ Equip students with essential skills, tools, and resources to excel in the industry.

### *Vision:*

The vision of the chapter is to build a dynamic community of knowledgeable students who are passionate about supply chain management. The chapter aspires to:

- ▶ Develop students who are well-versed in industry trends and practices.
- ▶ Inspire future leaders and innovators in the supply chain field.
- ▶ Create a network of professionals ready to contribute significantly to the industry in Egypt and beyond.

# Objectives of the Chapter

The ISCEA Student Chapter Egypt focuses on achieving the following key objectives:

1. **Knowledge Enhancement:** Providing access to educational content and expertise in supply chain management.
2. **International Information Hub:** Acting as a central source of global industry insights.
3. **Training and Development:** Offering workshops, certifications, and hands-on training opportunities.
4. **Mobility Program:** Encouraging student participation in international supply chain programs.
5. **Scholarships:** Providing financial support and opportunities for students to advance their education.
6. **Networking and Collaboration:** Building connections with industry professionals, experts, and peers worldwide.
7. **Advocacy and Awareness:** Promoting the importance of supply chain management in Egypt and raising awareness about its role in global economies.

# Achievements of the Chapter

The ISCEA Student Chapter Egypt has accomplished impressive milestones since its inception. Notable achievements include:

## Hosting Over 20 Industry Experts in Virtual Seminars:



The chapter has provided students with direct access to insights from seasoned professionals. One standout event in 2024 featured Dr. Derek Westfall, a retired supply chain expert with 36 years of experience, including 15 years at Boeing. Dr. Westfall, who holds advanced degrees from USC and Penn State, is now a full-time faculty member at Oregon State University. With 11 supply chain certifications and authorship of *How to Create a Winning 3PL Partnership*, he delivered a seminar titled “How to Create a Winning 3PL Partnership,” offering invaluable expertise to attendees.



### ► Producing Engaging Podcasts with Global Professionals:

The chapter has created four captivating podcast episodes featuring professionals from over 10 countries. A notable highlight from 2024 was a discussion on “X-Shoring and the Global Supply Chain” with Gregory Collins, Chief Supply Chain Officer and Industrial Sinologist at The Lakeline Group. Mr. Collins brings 25 years of experience in China and a distinguished career that includes leadership roles such as Senior Vice President & General Manager at Flextronics Inc. and Vice President of Global Operations & Supply Chain at Gerber Scientific Inc. He also serves as a teaching professor at Arizona State University’s W.P. Carey School of Business.

### ► Organizing physical supply chain gamification games that provided an interactive learning experience for students like Molto Game.



These accomplishments highlight the chapter’s commitment to creating meaningful educational opportunities and fostering a dynamic learning environment for students.







# ISCEA Student Chapter Egypt's Impact on Volunteers

Becoming a part of the ISCEA Student Chapter Egypt opens up numerous opportunities for students to grow, learn, and excel. Key benefits include:

- ▶ **Knowledge Expansion:** Gain a deeper understanding of supply chain management concepts and trends.
- ▶ **Network Building:** Connect with peers, professionals, and global leaders in the industry.
- ▶ **Professional Development:** Enhance your skills through training sessions, workshops, and certifications.
- ▶ **Industry Insights:** Stay updated with the latest developments in supply chain management.
- ▶ **Access to Resources:** Utilize educational materials, tools, and platforms offered by ISCEA.
- ▶ **Scholarship Opportunities:** Avail partial financial support to pursue advanced learning.
- ▶ **Community Engagement:** Participate in initiatives that create a positive impact on the student community and beyond.

## Conclusion:

The ISCEA Student Chapter Egypt has proven to be a transformative force in supply chain education in the region. Through its mission, vision, and impactful initiatives, the chapter is paving the way for students to become future leaders and innovators in the supply chain industry. With a strong leadership team and a clear set of objectives, the chapter continues to empower students, connect global supply chain networks, and contribute significantly to the field.

By joining any ISCEA Student Chapter, students gain not only knowledge but also access to a supportive community dedicated to their growth and success.



**Omar Hagraas**

*President of ISCEA Egypt's  
Student Chapter at AASTMT  
– Alamein Branch*

A final-year student at AASTMT, specializing in Supply Chain Management with a minor in Transport and Logistics, and pursuing a dual degree from the University of Hull.

He serves as the President of the ISCEA Student Chapter in Egypt and is the creator of Molto Game, a gamification tool designed for supply chain management. These roles have helped him develop strong leadership, event management, and innovation skills.

His participation in global challenges, such as the UNCTAD Supply Chain Innovation Challenge in 2024, has further broadened his expertise. Omar is deeply passionate about driving innovation and making a significant impact in the supply chain industry.

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# The Molto Game: Gamifying Supply Chain Management for Real-World Insights

**Omar Hagra**s - *President of ISCEA Student Chapter Egypt*

Gamification has revolutionized education, training, and performance improvement across various industries. In supply chain management, it offers a dynamic approach to tackling challenges, fostering collaboration, and enhancing decision-making. Omar Hagra, President of the ISCEA Student Chapter Egypt, has designed and managed the Molto Game, a supply chain simulation that merges gamified principles with real-world scenarios. This game has become an invaluable tool for students and professionals to gain hands-on experience and deepen their understanding of supply chain processes.

## What is Gamification?

Gamification involves applying game-design elements and principles—such as rewards, competition, challenges, and progress tracking—in non-game contexts to engage and motivate people to achieve specific goals. By incorporating elements like leaderboards, badges, progress bars, and rewards, gamification taps into both intrinsic and extrinsic motivation to influence behavior and improve performance.



# The Importance of Gamification in Supply Chain Management

Becoming a part of the ISCEA Student Chapter Egypt opens up numerous opportunities for students to grow, learn, and excel. Key benefits include:

## **Key Benefits Include:**

- ▶ **Motivating Students:** Gamification boosts morale and encourages better performance by rewarding achievements and providing recognition.
- ▶ **Enhanced Learning and Training:** Gamified training programs make complex processes like logistics optimization and inventory management easier to grasp.
- ▶ **Performance Tracking and Metrics:** Leaderboards, dashboards, and progress tracking allow managers to monitor and improve individual and team performance. Faster Decision-Making: Gamification enables employees to respond quickly to challenges, optimizing real-time decision-making.

## Introducing the Molto Game



The Molto Game is an interactive and immersive supply chain simulation designed to provide participants with a practical understanding of supply chain management. Developed and managed by Omar Hagrass, the game guides players through the entire supply chain process—from customer demand through the retailer, wholesaler, distributor, and finally to the factory. This comprehensive journey highlights the real-world challenges and complexities of managing supply chain operations.

# How the Molto Game Works



The Molto Game is structured around the flow of products and information across different supply chain stages. Participants are divided into teams representing various entities of the supply chain:



Retailer



Wholesaler



Distributor



Factory

The goal is to fulfill customer orders at the lowest possible cost while managing inventory, forecasting demand, and responding to real-time challenges.

## Game Flow:

**1. Retailer:** Receives customer demand, checks inventory, and determines if orders can be

fulfilled. If not, backorders occur, increasing costs. Retailers forecast future demand and place orders with the wholesaler, factoring in lead time (LT).

**2. Wholesaler:** Assesses the retailer's order, checks inventory, and places orders with the distributor based on forecasts and LT.

**3. Distributor:** Evaluates the wholesaler's demand, manages inventory, and orders from the factory while considering production and delivery lead times.

**4. Factory:** Fulfills distributor orders by managing production, forecasting future demand, and balancing inventory and manufacturing capacity.





The game is played over a simulated year, broken into weeks. Participants must adapt to fluctuating demand, avoid inventory shortages, and minimize costs—all while preventing the bullwhip effect, where small demand changes at one stage lead to large fluctuations downstream, causing inefficiencies.

## Why the Molto Game is Transformative

The Molto Game stands out as an impactful learning tool for supply chain students and professionals. Its hands-on approach and engaging structure offer numerous benefits

1. **Real-World Experience:** Participants experience the challenges of managing a supply chain, applying theoretical knowledge in a dynamic environment
2. **Strategic Decision-Making:** Players learn how decisions—from inventory forecasting to production planning—impact the entire supply chain.
3. **Collaboration and Teamwork:** The game emphasizes teamwork, requiring effective communication across all supply chain stages.
4. **Problem-Solving Skills:** Facing real-time challenges forces players to think critically, adapt to changes, and optimize resources.

5. **Engaging Learning:** By turning complex supply chain concepts into an interactive game, participants learn in a fun, memorable way.



At the end of the simulation, players receive detailed feedback on their performance, including order fulfillment rates and cost management. This reflection phase helps participants identify areas for improvement and refine their decision-making skills.

## Gamification and the Downstream Supply Chain

The downstream supply chain, which focuses on delivering finished goods to customers, is a critical area where gamification can drive efficiency and performance. The Molto Game effectively simulates downstream processes like:

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- 4. Collaboration and Teamwork:** The game emphasizes teamwork, requiring effective communication across all supply chain stages.
- 5. Problem-Solving Skills:** Facing real-time challenges forces players to think critically, adapt to changes, and optimize resources.

# A Game-Changing Experience for Supply Chain Professionals

Under the leadership of Omar Hagra, the ISCEA Student Chapter Egypt has successfully implemented the Molto Game, offering participants an innovative and engaging way to enhance their supply chain knowledge. Students, professionals, and supply chain enthusiasts have praised the game for its ability to bridge the gap between theory and practice.



Omar Hagra's vision to create a transformative, gamified learning experience has not only enriched participants' understanding but also fostered critical skills like strategic planning, teamwork, and problem-solving. The Molto Game proves that gamification is not just a trend—it's a powerful tool for building the next generation of supply chain leaders.

“The Molto Game provided us with an incredible learning opportunity. It made supply chain concepts come to life and challenged us to think strategically, just as we would in the real world.”





## Participant Testimonial



*The success of the Molto Game reflects the growing importance of gamification in supply chain management. By transforming learning into an engaging and competitive experience, this innovative approach prepares participants to tackle real-world challenges with confidence and skill.*

*Omar Hagraas and the ISCEA Student Chapter Egypt continue to pave the way for innovation in supply chain education. The Molto Game is not just a game—it's a step forward in redefining how we learn, collaborate, and solve supply chain challenges.*





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# Strategic Debate Club: Bridging Supply Chain and Marketing for Business Success

Dr. Mahmoud Mansi





# Setting:

The stage is set in a sleek, modern conference hall in the heart of a dynamic company. The hall has a large stage, with two podiums. On one side stands the Director of Supply Chain Management (SCM), dressed in Khaleeji business attire, her demeanor calm but assertive. On the other side, the Director of Marketing, is also in European business attire, radiating confidence with a hint of passion in his voice. A large screen behind them displays the words **“The Great Debate: Bridging Supply Chain and Marketing”**. The audience, composed of employees from various departments, fills the rows of chairs in the background.

*[The lights dim, and a spotlight shines on the stage. The two Debaters stand facing each other, as the Moderator takes the stage.]*



**HR Director – Moderator** (*smiling, with a confident tone*): Welcome everyone to our quarterly **“Strategic Debate Club”** where we celebrate our organization’s best practices and achievements through intellectual debates between our leaders. In January 2025, we celebrate the new year by bringing together two vital pillars of any organization—the Director of SCM and the Director of Marketing. Today’s debate will center around the complex yet crucial relationship between supply chain operations and marketing strategies. Thank you for attending, and please don’t forget to use our organization’s Mobile App for polls and sharing your own valuable insights to be taken into action.

*[The Moderator walks to the middle of the stage and unearths a golden shining coin entitled “Expo 2020”, flips it, and announces the result.]*

**HR Director – Moderator:** As we continuously celebrate our success stories, from **Expo 2020** in the United Arab Emirates to the upcoming **Expo 2030** in the Kingdom of Saudi Arabia, we wish our debaters and audiences all the inspiration and luck. The coin result proves that ladies come first, the debate starts with our SCM Director.

*[The Moderator walks away from the stage.]*

**SCM Director** (*Standing tall, with a composed but firm voice*): Good morning, and thank you for having me. As we all know, the supply chain is the backbone of any organization. Our role is simple



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but vital—we make sure that products are available when and where customers expect them, and that they meet the quality standards we promise. In a world where time is money, and customer expectations are ever-growing, an efficient supply chain is the difference between success and failure. When marketing makes promises, it's our job to deliver on them. But let's be clear—marketing's ideal timelines don't always match the reality of supply chain constraints.

**Marketing Director** (*Standing confidently with a slight smile, his tone passionate yet diplomatic*): Thank you, and thank you, everyone, for joining us. I'll start by saying that I respect everything supply chain does. But let's not forget—marketing's role is to create demand. Our job is to drive excitement, loyalty, and a desire for what we offer. It's not just about fulfilling current needs; it's about anticipating future ones. When we launch a new campaign, we are working hard to generate buzz, to make customers crave the next product. But when supply chain isn't able to scale quickly or keep up with demand, all of that hard work can go to waste. In a sense, marketing's biggest challenge is not just generating interest—it's making sure supply chain can meet that heightened demand.

**SCM Director** (*Raising an eyebrow, but maintaining a calm composure*): I understand your point. And yes, creating demand is important, but without the proper planning, we're left scrambling. Take the recent holiday season push, for example. Marketing rolled out a campaign with an aggressive timeline—while we were still finalizing our inventory. Our suppliers were backed up, and we had no visibility into how demand would fluctuate. That's a recipe for disaster. We need better collaboration—early planning, better forecasts. If marketing can work with us from the beginning, we can avoid these situations.

**Marketing Director** (*Chuckling slightly*): Fair point. However, marketing's role isn't just to meet existing expectations—it's to create demand, forecast trends, and prepare the market for what's next. When we ramp up a campaign or launch a product,

we need flexibility from the supply chain. Proactive communication from both sides is critical.

**SCM Director** (*Gesturing with hands*): Communication is crucial, and this is where emotional intelligence comes into play. Marketing needs to understand that when you push for too many product variations or rapid launches, it can destabilize logistics, especially in peak seasons. Conversely, supply chain needs to be more open to innovation and quick adjustments to support marketing's creative goals.







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**Marketing Director (Nodding thoughtfully):** That's a valid point. And I'll admit it's not just about pushing new launches. We must also consider your challenges—like sourcing issues, production delays, or shipping bottlenecks. Marketing's job is to frame campaigns that evolve alongside these realities while engaging customers. It's a delicate balance.

**SCM Director (Smiling slightly):** Collaboration rather than competition is the way forward. It's not about which team is right—it's about finding

solutions where we both win. Early collaboration helps us forecast trends and ensure the right stock levels, distribution, and flow of goods.

**Marketing Director (Leaning back thoughtfully):** Agreed. One great example is our launch of the eco-friendly product line. By aligning early with the supply chain team, we ensured that our sustainability message matched the actual practices—from responsible sourcing to supplier standards. That alignment made a significant impact on customer perception.



**SCM Director (Nodding with approval):** And it worked because we planned together from the outset. When marketing includes us in long-term planning, it lets us move beyond just reacting to immediate needs. This creates stronger supplier relationships, reduces waste, and optimizes costs. In the end, it's about ensuring customer satisfaction.

**Marketing Director (Smiling):** Exactly. Early collaboration also provides us with valuable insights to refine our strategies. Understanding lead times, production capacity, and risks helps manage customer expectations more effectively.

**SCM Director (Pointing toward the audience):** And let's not forget the importance of data. Collaboration thrives on data-driven insights. Marketing provides critical customer behavior insights, while supply chain delivers operational data. Together, we can optimize decisions, avoiding over-promises and under-delivery.

**Marketing Director (Raising a hand slightly):** Absolutely. A data-driven culture ensures both departments work towards shared goals. When marketing campaigns reflect real-time inventory and supply chain can anticipate demand trends, the entire organization operates seamlessly.

**HR Director – Moderator (Smiling as the audience claps lightly):** Thank you both for this insightful exchange. Before we wrap up, any final thoughts?

**SCM Director (Pausing for effect):** My final thought is simple: Always keep the customer at the center. Whether it's supply chain operations or marketing strategies, our shared goal is customer satisfaction and loyalty. Collaboration is the bridge

**Marketing Director (Nodding):** I'd add that marketing must be mindful of what we promise. Campaigns should be grounded in what the supply chain can deliver. By respecting each other's constraints, we create seamless customer experiences. Together, we're stronger.

**[The Directors exchange a firm handshake with a smile as the audience erupts into applause.]**

**HR Director – Moderator (stepping forward as the lights brighten):** Thank you both, for your invaluable insights. This has been a powerful reminder that collaboration, communication, and emotional intelligence are the cornerstones of success. Both supply chain and marketing departments need to align not just their goals, but their approach to how they work together. By the end of this week our Data Analytics Team will share the final results of all polls and ideas generated by all attendees during the debate. Let's all give our Debaters and ourselves a round of applause for contributing to spend such a thoughtful morning.

**[The stage lights dim as the audience applauds, leaving a resonant message about the power of collaboration. Curtains close.]**





# 9 Steps to Apply Green Logistics for Starters

Mohamed Nabil Badr

Change is one of the universal laws of nature and a constant in human life and the course of business. It requires institutions to continuously adapt to new developments to ensure alignment with changing circumstances. In the business context, change takes multiple forms, including internal changes driven by companies' intentions to enhance performance or align with new goals, as well as external changes imposed by environmental and economic factors. Among the most significant changes that have increasingly impacted the business world and dominated discussions and meetings in the modern era is global warming. This global challenge demands concerted efforts from all concerned parties to ensure the sustainability of our planet. Environmental challenges are no longer merely issues affecting the environment but have become a critical component of modern business strategies. The shift towards green logistics is one of the key strategies that can help mitigate the negative environmental impacts of human

activities in the current era. Green logistics refers to any business practice that minimizes the environmental impact of the logistics network activities that secure a strong bottom line without sacrificing customer satisfaction or the well-being of our planet. Green logistics also emphasizes sustainability by focusing on reducing carbon emissions, optimizing resource usage, and integrating eco-friendly practices through the supply chain. One of the primary objectives of green logistics is to enhance business sustainability. Achieving this requires rethinking traditional logistics operations and transforming them into environmentally friendly practices, such as improving energy efficiency, reducing carbon emissions, and adopting innovative solutions for transportation and storage. Adopting the concept of green logistics has become not only an environmental necessity but also a vital factor in enhancing competitiveness and driving innovation in the business world.



### Step 1: Define the Vision for Green logistics

Establish clear objectives for the transition towards green logistics, such as reducing carbon emissions, improving energy efficiency, or adopting sustainable packaging. Align the vision with organizational values and sustainability goals.

### Step 2: Conduct a Baseline Assessment

Evaluate the current logistics operations, identify inefficiencies, and determine areas with the highest environmental impact. Use this data to prioritize focus areas for improvement in green logistics vision.

**Example:** focusing on reducing carbon emission can be accomplished by summarizing the highest number of orders for each area and group as many orders to reduce transportation activates, also using electric vehicles for as many orders as possible to reduce carbon emissions.

### Step 3: Engage Stakeholders

Collaborate with internal teams, suppliers, and customers to gain buy-in and ensure alignment. Clear communication of the benefits and goals of green logistics is essential for stakeholder engagement and to adopt the current vision of business focus on green logistics.

Example: encourage clients to use eco-friendly and recycled packing materials with extra discount on sales order, also encourage clients to collect orders from central points to reduce orders

delivery, also you may encourage vendors to supply eco-friendly packaging and give suppliers flexibility on payment.

### Step 4: Develop a Strategic Plan

Outline actionable steps, timelines, and resources needed to implement changes. Include key performance indicators to measure progress, such as carbon reduction targets or fuel efficiency improvements, reduce packing material, reduce shipments number.

#### **KPIs examples:**

- ▶ Eco-Friendly packaging measurement.
- ▶ Central delivery point orders count.

### Step 5: Incorporate Technological Solutions

Invest in technologies like route optimization software, electric or hybrid fleets, energy-efficient warehousing systems, and IoT-enabled tracking tools to drive operational sustainability and to measure the progress in green logistics management of change, also these technological solutions can improve the plan by giving numbers that confirm or alter the steps towards green logistics.



### Step 6: Train Employees and Build Awareness

Provide training programs to educate employees about green logistics practices. Encourage a culture of sustainability within the organization to ensure commitment at all levels and to engage the company employees within the change needed for green logistics also this engagement will reduce the reverse force for change.

### Step 7: Pilot and Test New Initiatives

Launch pilot programs for changes like switching to sustainable materials, testing alternative fuels, or implementing new delivery models. Analyze results to refine strategies before full-scale adoption.

**Example:** Testing new packing materials (eco-friendly packing materials – recycled packing materials).



### Step 8: Monitor and Measure Performance

Use KPIs and environmental metrics to track the effectiveness of implemented changes. Regularly review data to identify successes and areas needing improvement. Use matrix and measurement tools to validate the performance and strategies plan output.

### Step 9: Adapt and Scale

Continuously adapt the strategy based on performance insights, emerging trends, and evolving technologies. Scale successful initiatives across the supply chain to maximize impact.

***It's Never  
too Late  
to Think  
and Work  
Green!***



**Mohamed Nabil Badr**

*Senior Supply Chain and  
Procurement at the Egyptian  
Ethylene and Derivatives  
Company – Ethydco | ISCEA  
Member*

With over 14 years of practical experience spanning multiple industries, including Trade, Petrochemicals, and IT, Mohamed Nabil Galal brings a wealth of expertise in global operations and strategic problem-solving.

He holds a Master's degree in International Transportation and Logistics from the Arab Academy for Science, Technology and Maritime Transport, with a specialization in Supply Chain Management, providing him with deep insights into the complexities of global logistics networks, and he was one of the members of the ITLI Supply Chain Ambassadors Program 2023/2024.

Driven by a passion for education and innovation, Mohamed is dedicated to facilitating knowledge exchange and empowering professionals in the Middle East to adopt cutting-edge supply chain practices.

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ARTICLES

# 10 ISCEA Global Case Competition Success Tips from Aswan, Egypt's Global 3rd Prize ISCEA Winners 2023



***Interviewees: Dima Salah, Ziad Ahmed, Fatma El Tayeb, Youssif Abdel Hassib***

**Dr. Mahmoud Mansi**



## 1. Dive Deep into the Subject Matter

Preparation is key. The team credits their success to reading Logistics and Supply Chain Management by Martin Christopher. *"It helped us learn more and be ready for the competition,"* they said. Building a strong foundation in the competition's focus area gives you an edge.

## 2. Focus on Practical and Feasible Solutions

*"Instead of just answering the given questions, we concentrated on addressing the key issues identified through our case analysis,"* the team explained.



They emphasized actionable recommendations with clear steps for implementation and tangible benefits.

## 3. Harness the Power of Teamwork

Distribute tasks based on each member's strengths. Whether it's research, analysis, or presentation, ensure everyone contributes meaningfully. Regular discussions kept this team's work cohesive and on track. *"We made sure everyone had a clear understanding of all the details."*

## 4. Balance Competing Priorities

Balancing academics with competition demands can be challenging. The team recalls working *"late into the night"* and using every free moment to stay on track. They embraced the challenges, knowing that stepping out of their comfort zone was part of the growth.

## 5. Stay Resilient in the Face of Doubts

*"There were moments when we doubted ourselves, especially seeing the caliber of other teams,"* the winners admitted. They stayed motivated by focusing on their effort and reminding each other of their goals. *"Whenever someone felt discouraged, the rest of the team stepped in with encouragement."*

## 6. Learn from Experts and Peers

Incorporating feedback from industry experts and conducting in-depth market analyses helped elevate their solution. Collaborating and seeking advice enriched their approach, allowing them to refine their ideas and strategies.

## 7. Embrace the Learning Journey

*“Ultimately, we focused on the learning experience rather than just the outcome,”* the team shared. Competitions are as much about growth and skill-building as they are about winning. This mindset kept them motivated through challenges.

## 8. Make Gratitude Part of the Process

The team acknowledged the critical role their professors and college resources played in their success. *“He who does not thank people does not thank Allah,”* they quoted, emphasizing the importance of showing appreciation to those who support you.

## 9. Stay Inspired by Lifelong Learning

Quoting the Prophet Muhammad (peace be upon him), the team reflected, *“Seek knowledge from the cradle to the grave.”* This philosophy kept them driven to continuously improve, even after the competition.

## 10. Dare to Dream Big and Aim Higher

The team’s journey doesn’t stop here. They plan to participate in more competitions and refine their projects for real-world applications. *“This is just the beginning of a path filled with growth, discovery, and continuous learning,”* they said.

These tips, drawn directly from the ISCEA winners’ experience, offer a roadmap for success in global competitions. By staying focused, embracing challenges, and committing to continuous learning, you too can achieve greatness.







# Building Resilient Inventory Management: A Strategic Approach for a Data-Driven Supply Chain

**Raj Mahalingam**

Supply chain disruptions have become an inevitable reality, driven by factors ranging from global pandemics and geopolitical tensions to shifts in consumer demand and technological advancements. In the wake of such disruptions, businesses must rethink their inventory management strategies to build resilience and ensure supply chain continuity. A data-driven approach can enable companies to anticipate demand fluctuations, optimize inventory levels, and improve overall operational efficiency. This article explores key strategies and methodologies for building a resilient inventory management system focusing on identifying substitutable stock keeping units (SKUs), defining start and end points for additional inventory, and quantifying the necessary additional inventory units to carry.





# 3 Key Strategies for Inventory Resilience

## 1. Identifying Substitutable SKUs

One of the most effective ways to mitigate supply chain disruptions is to identify alternative products that can serve as substitutes for primary SKUs.

This process involves:

- **SKU Correlation Analysis:** Using historical transaction data and machine learning models to determine which products customers purchase as alternatives when primary products are unavailable.
- **Dynamic Product Recommendations:** Implementing AI-driven algorithms to suggest substitute products at the point of sale or procurement.
- **Automated SKU Mapping:** Establishing real-time analytics to create a database of interchangeable products, ensuring business continuity during supply shortages.
- **Buyers Can Estimate Profitability Metrics Between Substitutable SKUs:** Providing decision-makers with insights into financial outcomes from substitutions.
- **Incremental Revenue from Increased 'Unadjusted Service Level:** Ensuring higher revenue generation by minimizing service disruptions.

## 2. Defining Start and End Points for Additional Substitutable Inventory

Maintaining an optimal level of additional substitutable inventory is crucial to avoiding stockouts while preventing excess holding costs. This requires a precise approach to determine when additional inventory should be stocked and when it should be phased out:

- **Predictive Lead-Time Modeling vs System set lead time:** Using supplier reliability data, lead-time trends, and historical purchase orders to forecast when additional inventory should be brought in. In times of supply disruption, system lead time doesn't reflect the reality.
- **Demand Surge Analysis:** Identifying demand fluctuations through predictive analytics to establish optimal inventory expansion and contraction periods.
- **Inventory Lifecycle Tracking:** Monitoring inventory turnover rates to dynamically adjust stock levels based on consumption patterns and supplier performance.
- **Driving Sourcing/Procurement Decisions Based on Supplier Segmentation:** Using actual fulfillment rates and frequency of disruption days to guide procurement strategies.
- **Better Source Contracts for Highly Correlated Substitutable SKUs:** Enhancing supplier negotiations and contract structuring for substitute products.



### 3. Quantifying Additional Inventory Units to Carry

Determining the right quantity of additional inventory is key to balancing service levels and cost efficiency. A data-driven approach ensures that organizations maintain enough stock to meet unexpected demand without overcommitting resources. Key components include:

- **Fill Rate Prediction Models:** Using AI-powered models to forecast supplier fill rates and ensure optimal stock levels based on expected supply reliability.
- **Safety Stock Optimization:** Adjusting buffer inventory dynamically based on real-time supply chain conditions rather than relying on static thresholds.
- **Automated Replenishment Systems:** Implementing automated reorder triggers to maintain ideal inventory levels while reducing excess holding costs.
- **Proxy Engine for Measuring Errors on Lead-Time in ERP System:** Enabling the new model to act as a verification tool for identifying discrepancies in ERP-driven lead-time projections.
- **Protecting Revenue Loss from Lack of Stock on Substitutable SKUs:** Reducing revenue leakage by maintaining availability of alternative products.





## Case Study: Supply Disruption in the Retail Industry

A major retail distributor faced severe inventory disruptions during the COVID-19 pandemic. Demand for critical products surged unexpectedly, while supply chains struggled with manufacturing bottlenecks and transportation delays. By implementing a data-driven inventory management system, the company achieved the following results:

- **Identified Substitutable SKUs:** Correlation analysis enabled the company to recommend alternative items to customers, ensuring continuity of supply.
- **Defined Start and End Dates for Additional Inventory:** AI-driven models forecasted supplier performance, reducing inventory stockouts by 40%.
- **Quantified Additional Inventory to Carry:** Real-time analytics allowed for dynamic safety stock adjustments, balancing risk and cost efficiency.
- **Enhanced Visibility Across Supply Chain Nodes:** IoT-enabled tracking improved order fulfillment rates and reduced lead-time errors.

In conclusion, building resilient inventory management requires a strategic shift toward data-driven decision-making. By leveraging predictive analytics, real-time monitoring, and SKU substitution strategies, companies can mitigate disruptions, optimize stock levels, and enhance customer satisfaction. As supply chain complexities continue to evolve, organizations that invest in AI-powered inventory solutions will gain a competitive edge in an unpredictable marketplace. The future of inventory management lies in agility, automation, and actionable insights—key pillars of a resilient and efficient supply chain.



### Raj Mahalingam

*Data science and Innovation -  
Supply Chain, Intel Corporation  
| ISCEA Americas Advisory  
Board Member*

ISCEA Americas Advisory Board Member – is a seasoned supply chain innovation and data science professional with over 13+ of experience, specializing in leveraging data science, design thinking and machine learning algorithms to address complex data challenges. His expertise spans multiple domains, including procurement, e-commerce, pricing, logistics, warehousing, inventory optimization and supply chain resilience. Raj worked extensively in the pharmaceutical and semiconductor industry, where he played a pivotal role in navigating supply chain disruptions during and post COVID-19 pandemic. He developed innovative solutions for inventory management, demand forecasting and supply allocation, ensuring critical product availability during unprecedented times.

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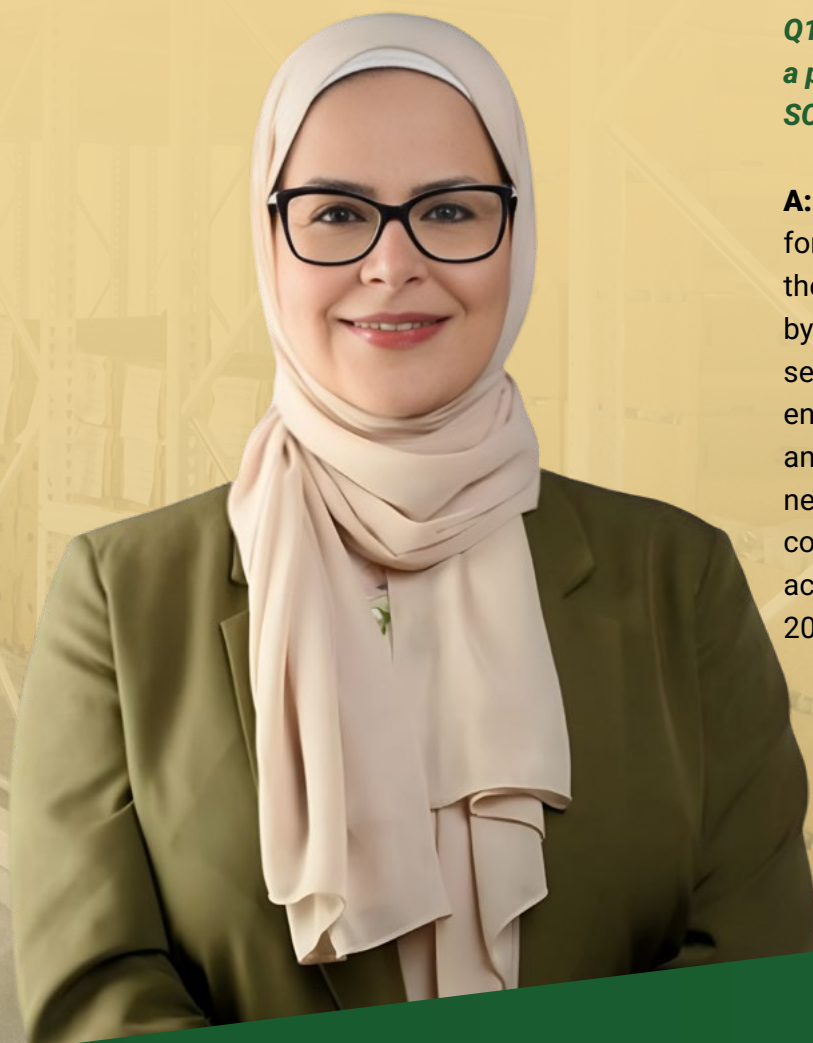
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# EMEA Advisory Board Q&A: Prof. Sara Elzarka – Dean of College of Business at Effat University, Saudi Arabia

**Journalism: Dr. Mahmoud Mansi**



***Q1: Supply chain management is now considered a pivotal role in all industries. To what extent does SCM is vital for Saudi's 2030 Vision?***

**A:** Supply Chain Management is absolutely pivotal for Saudi Arabia's Vision 2030. It underpins the nation's economic diversification efforts by ensuring efficient movement of goods and services, supporting infrastructure development, enhancing global competitiveness, creating jobs, and promoting sustainability. A robust SCM network is vital for attracting foreign investment, connecting with international markets, and achieving the ambitious goals outlined in Vision 2030.



**Q2: As the Dean of College of Business at Effat University in the Kingdom of Saudi Arabia. Can you please share with us the educational style you apply that makes your reputation and effectiveness recognized?**

**A:** At Effat University, we follow the liberal arts education system. We believe in cultivating well-rounded individuals with critical thinking, communication, problem-solving skills and technical knowledge. In our curriculum we integrate business principles with core Liberal Arts disciplines such as history, literature, philosophy, and the arts. This broadens students' perspectives, enhances their critical thinking abilities, and fosters a deeper understanding of the social, cultural, and ethical dimensions of business. In addition, we provide ample opportunities for experiential learning through internships, community engagement projects, students' clubs and research initiatives. These experiences allow students to apply their knowledge to real-world situations, develop practical skills, and gain a deeper understanding of the social and economic context of their work.

**Q3: Effat University has been very active in different directions. As Dean, how do you assure having an impact on those students, and on making them have an impact on their communities?**

**A:** At Effat University, we are guided by the core values of "IQRA" (إِقرأ), which translate to "Read" or "Seek Knowledge" in Arabic. These values, inspired by the Quran, form the foundation of our educational philosophy and shape the experiences we provide our students. Ultimately, our students make a significant impact on their communities. So "IQRA" is centralized on 4 main values:

- ▶ **(I) stands for Ibhath (Research):** We foster a culture of inquiry and encourage students to engage in research, both independently and collaboratively. Our curriculum is designed to equip students with the research skills and critical thinking abilities necessary to navigate complex business challenges and contribute to knowledge creation.
- ▶ **(Q) stands for Qiyam (Values):** We emphasize the importance of ethical conduct, social responsibility, and personal integrity. Our programs instill in students a strong sense of values and a commitment to making a positive impact on society.
- ▶ **(R) stands for Riyadah (Leadership):** We cultivate leadership qualities in our students by providing opportunities for them to take initiative, lead projects, and contribute to the community. We believe that effective leaders are those who can inspire and empower others, and we strive to develop this capacity in our students.
- ▶ **(A) stands for At-tawasul (Communication):** We recognize the importance of effective communication in today's interconnected world. Our programs emphasize strong communication skills, both written and oral, enabling our graduates to effectively convey their ideas, collaborate with others, and build meaningful relationships.

## ARTICLES

By integrating these IQRA values into our educational approach, we aim to develop well-rounded individuals who are not only successful in their careers but also responsible citizens who contribute positively to society.

***Q4: As an ISCEA EMEA Advisory Board Member, and a distinguished figure in the supply chain community, to what extent do you recommend the ISCEA Certification Programs as an investment, and what is the ROI?***

**A:** ISCEA Certification Programs offer a significant investment in professional development, enhancing knowledge, skills, and expertise across the entire spectrum of supply chain management. These globally recognized certifications demonstrate high professional competence, boosting career prospects and earning potential. By developing a comprehensive understanding of key supply chain concepts and best practices, certified professionals improve job performance, drive organizational efficiency, and gain a competitive advantage in the market. Organizations that invest in these certifications benefit from a more skilled workforce, increased productivity, and enhanced customer satisfaction. Overall, ISCEA certifications represent a valuable investment with a significant return in terms of individual and organizational growth and success.

***Q5: As an academic researcher, you have published tens of papers on interesting topics. Many of them are related to green logistics including engaging employees in adopting green logistics practices, how green supply chain can mitigate business challenges, and green supply chain efficiency in MENA countries. What are your recommendations to organizations that plan to apply green SCM?***

**A:** I recommend a multi-faceted approach for organizations planning to implement green SCM. Firstly, prioritize employee engagement through training programs, incentives, and clear communication to foster a culture of environmental responsibility. Secondly, conduct thorough assessments to identify and address potential business challenges, such as increased costs and technological limitations. Thirdly, focus on building strong relationships with suppliers to promote sustainable practices throughout the entire supply chain. Fourthly, leverage technology to enhance visibility, optimize transportation routes, and track environmental performance. Finally, continuously monitor and evaluate the effectiveness of green SCM initiatives, making adjustments as needed to optimize performance and ensure long-term sustainability. By adopting these recommendations, organizations can successfully integrate green principles into their supply chains, mitigate environmental impact, and gain a competitive advantage in the increasingly sustainable marketplace.

***Q6: From your experience as a Dean and a Mentor, what are the main career challenges SCM professionals are facing in the Middle East? And what advice do you have for them?***

**A:** I believe SCM professionals in the Middle East face several key career challenges:

**1. Rapid Technological Advancements:**

The industry is constantly evolving with new technologies like AI, blockchain, and automation. Professionals need to adapt and acquire new skills to remain competitive.



**2. Global Supply Chain Disruptions:** Geopolitical instability, natural disasters, and pandemics can disrupt global supply chains. Professionals need to develop strategies for building resilient and adaptable supply chains.

**3. Sustainability and Environmental Concerns:** Increasing pressure to adopt sustainable practices and reduce environmental impact requires a shift in thinking and new approaches to SCM.

**4. Talent Acquisition and Development:** Finding and retaining skilled talent is a major challenge. Organizations need to invest in training and development programs to build a strong pipeline of future SCM leaders.

**5. Data Analytics and Decision Making:** Leveraging data analytics to make informed decisions is crucial. Professionals need to develop strong analytical skills and the ability to interpret complex data.

My advice to SCM professionals in the Middle East is to:

- ▶ **Embrace Continuous Learning:** Stay updated on the latest industry trends, technologies, and best practices through professional development courses, certifications, and networking.
- ▶ **Develop Strong Analytical and Problem-Solving Skills:** Master data analysis techniques and develop the ability to identify and solve complex supply chain challenges.

- ▶ **Build a Strong Network:** Connect with other professionals in the field through industry events, conferences, and online platforms.
- ▶ **Focus on Sustainability:** Embrace sustainable practices and contribute to building a more resilient and environmentally friendly supply chain.

**Q7: You are a source of inspiration to many people around you, therefore we are curious “what is Prof. Sara’s motto”?**

**A:** Ever since I started my academic journey as a junior teaching assistant, I recognized the profound impact I could have as an educator. I understood that my classrooms would nurture future business leaders, entrepreneurs, and professionals who would play a pivotal role in driving economic growth. This realization instilled in me a commitment to continuous learning and the pursuit of innovative teaching methods. My goal is to deliver knowledge in a captivating and memorable way, ensuring that my students not only grasp the concepts but also retain them for lifelong application in their professional endeavors. So, to put it in a simple way, I can say my motto is to “Educate, Inspire and Empower”.





# Interview with ISCEA Strategic Partner – College of Pharmacy at King Saud University, Saudi Arabia

*Special Thanks to Dr. Mohammed Alyahya &  
Dr. Nora Abdullah Alkhudair*

**Journalism: Dr. Mahmoud Mansi**



King Saud University (KSU) established in 1957 by King Saud bin Abdulaziz, strives for global leadership and excellence in building a knowledge society. Guided by its mission to provide distinguished education and innovative research, KSU serves the community and supports the knowledge economy through a stimulating learning environment, technological advancement, and strategic partnerships. The university's strategic goals emphasize creativity in research, excellence in academic programs, community service, governance, and sustainability. With core values of quality, leadership, integrity, and continuous learning, KSU is committed to enhancing human resources, diversifying investments, and ensuring financial efficiency to achieve its vision of being a pioneer in education and societal impact.

**Program objectives:** To equip participants with comprehensive knowledge and skills in supply chain management, emphasizing innovative solutions, efficient resource utilization, and technological integration. The course aims to promote leadership, teamwork, and integrity skills while aligning with global standards.

**Q1: What are the key trends and challenges currently shaping the supply chain landscape in Saudi Arabia, and how does King Saud University stay at the forefront of these developments?**

**A:** Saudi Arabia's supply chain ecosystem is experiencing a rapid transition, spurred by substantial economic advancements under Vision 2030. These include economic diversification, investments in modern technology, and a particular emphasis on improving infrastructure in vital areas such as healthcare. The demand for sustainability and resilience, along with the need to respond to global supply chain disruptions, underlines both the potential and the problems in this changing context.

KSU plays an important role in tackling these trends and issues. As a pioneer in medical and operational education in the Kingdom, KSU is dedicated to developing a trained and capable workforce capable of meeting the needs of contemporary supply chains.

Additionally, KSU leverages its robust capabilities and human capital to contribute significantly to the development of critical areas like the healthcare supply chain. Through innovation, research, and strategic collaboration, we align our efforts with the Kingdom's vision, ensuring that Saudi Arabia remains a leader in creating efficient and sustainable supply chain systems.



**Q2: In what ways does King Saud University empower its students throughout their educational journey, particularly in preparing them for the evolving demands of the global economy?**

**A:** We, at KSU, empower our students via well-established undergraduate and graduate programs that provide them with fundamental and up-to-date information and skills. These programs meet the changing needs of the global economy, with a special emphasis on crucial sectors like healthcare and supply chain management. KSU prepares its graduates to flourish in a dynamic and competitive global context by blending academic rigor with practical knowledge.

**Q3: How does King Saud University engage and inspire young students to pursue careers in supply chain management, and how does this field align with the goals of Saudi Vision 2030?**

**A:** We actively engage and motivate young students to seek professions in supply chain management through smart engagements with regulators and partnerships with forward-thinking companies. These collaborations give students real-world experience and the opportunity to network with industry experts. KSU also promotes the topic by participating in supply chain forums and conferences, encouraging conversation and innovation among students, professionals, and academics. This aligns with Saudi Vision 2030, which aims to create a competent workforce capable of driving efficiency, innovation, and resilience in the supply chain sector. These are critical components of the Kingdom's economic diversification and growth objectives.



**Q4: Can you elaborate on King Saud University's partnership with the International Supply Chain Education Alliance (ISCEA) and the impact this collaboration has on the university and the broader Saudi community?**

**A:** Our partnership with the International Supply Chain Education Alliance (ISCEA) provides an excellent opportunity to share knowledge, skills, and materials, fostering the development of a robust supply chain management education. This collaboration is further enhanced by the involvement of critical partners such as NUPCO, the Saudi Commission for Health Specialties (SCHS) and other entities, ensuring a comprehensive and impactful approach. Together, these partnerships are benefiting both the university and the broader community.

**Q5: What is the outlook for women pursuing careers in supply chain management in Saudi Arabia, and how is the industry evolving to support their participation and leadership?**

**A:** The outlook for women in supply chain management in Saudi Arabia is bright, supported by Vision 2030's focus on gender equality and workforce inclusion. The industry is evolving through leadership programs, mentorship opportunities, and inclusive policies, empowering women to excel in key roles and contribute to the sector's growth and innovation.

**Q6: Can you share with us some of the distinctive research papers / publications in supply chain by KSU researchers and academic team?**

**A:** Alruthia, Y. S., Alwhaibi, M., Alotaibi, M. F., Asiri, S. A., Alghamdi, B. M., Almuaythir, G. S., Alsharif, W. R., Alrasheed, H. H., Alswayeh, Y. A., Alotaibi, A. J., Almeshal, M., Aldekhail, S. N., Alhusaini, A., Alrashed, S. A., Alrumaih, A. M., Dahhas, M. A., Alghamdi, M. A., Aleheidib, M. S., Alhaidari, M. H., Alharbi, J. A., ... Alshamsan, A. (2018). Drug shortages in Saudi Arabia: Root causes and recommendations. Saudi pharmaceutical journal : SPJ : the official publication of the Saudi Pharmaceutical Society, 26(7), 947–951. <https://doi.org/10.1016/j.jsps.2018.05.002>

AlRuthia, Y., Mohammed Almutiri, N., Musa Almutairi, R., Almohammed, O., Alhamdan, H., Ali El-Haddad, S., & Abdu Asiri, Y. (2023). Local causes of essential medicines shortages from the perspective of supply chain professionals in Saudi Arabia. Saudi pharmaceutical journal : SPJ : the official publication of the Saudi Pharmaceutical Society, 31(6), 948–954. <https://doi.org/10.1016/j.jsps.2023.04.019>

# Congratulations TEAM UNIVERSITY OF DHAKA



## Q&A:

# From Bangladesh to First Prize Globally in ISCEA Global Case Competition 2024

Team DUOB-0101-24 from University of Dhaka, Bangladesh

Journalism: Dr. Mahmoud Mansi



University's Website:  
<https://www.du.ac.bd/>



University's LinkedIn page:  
[Linkedin.com/school/dhakauniversity/](https://www.linkedin.com/school/dhakauniversity/)



**M. Fatin Istiaque**

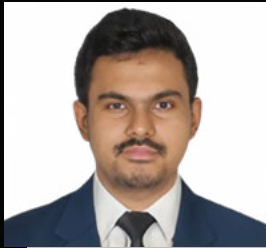
I am a marketing graduate from the University of Dhaka, currently pursuing an MBA with a major in Marketing. My professional experience includes teaching under the UoL-LSE EMFSS Program and developing content at 10 Minute School. I aim to merge my expertise in marketing and supply chain to drive efficiency and innovation. In my free time, I enjoy debating, graphic design, and exploring new learning techniques.

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**Naima Zia**

My name is Naima Zia, and I am a post-grad student pursuing an MBA in Marketing from the University of Dhaka. I aspire to excel in marketing and supply chain management, aiming to make meaningful contributions to the corporate sector. In my free time, I enjoy reading, organizing events, and exploring creative pursuits like graphic design.

**LinkedIn:** [linkedin.com/in/naima-zia-nz](https://www.linkedin.com/in/naima-zia-nz)

**Md. Ferdous  
Rahman Razon**

I am a Marketing major at the University of Dhaka and currently pursuing an MBA. I am passionate about research, data analysis, and strategic problem-solving, with a focus on digital marketing, and supply chain management. My goal is to contribute to innovative initiatives that drive growth and foster collaboration. I am dedicated to applying my academic knowledge in practical ways, aiming to create sustainable solutions that address real-world challenges.

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**Rauza Hossain**

My name is Rauza Hossain. I am a post-grad student pursuing an MBA in Finance from the University of Dhaka. My hometown is Rangpur, a northern and vibrant city in Bangladesh. I aspire to be a financial analyst and contribute to the development of Bangladesh's finance sector. My hobbies include singing, swimming, travelling, and cycling.

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## ARTICLES

**Q1: Congratulations on this outstanding achievement! What does winning first prize globally mean to you and your team, both personally and professionally?**

**A:** Thank you so much! Winning the first prize globally means everything to us. It's not just a personal victory but also a significant milestone for students from Bangladesh. For a long time, we've heard that students from developing nations don't have access to the same resources or global exposure as students from other countries. This win proves that with determination and teamwork, we can overcome those barriers. On a personal level, it's an unforgettable moment of pride and joy, knowing that our hard work has put our university and our country on the map. Professionally, this achievement has given us immense confidence

to step into the global arena of supply chain management. It's more than a trophy; it's an opportunity to showcase our skills and learn from the best minds in the industry.

The day our names were announced as winners felt surreal. We thought of all those late-night discussions, the countless rejections we faced in earlier competitions, and how far we've come. To make it even more special, the results were announced on December 16th, Victory Day of Bangladesh—a poignant coincidence that filled us with even more pride and joy. It's a victory not just for us but for every Bangladeshi student dreaming of making it big on a global stage.

**Q2: Can you give us a brief about Global ISCEA 2024 competition case study? And, what were the key components or problems you had to address?**

**A:** The Global ISCEA 2024 competition focused on the case study of GreenTech Innovations, a mid-sized consumer electronics manufacturer facing public criticism over unethical practices in its supply chain. The key challenge for us was to develop a strategy for supply chain due diligence to address social and environmental issues while maintaining operational efficiency. This case resonated deeply with us as it highlighted challenges faced by many businesses sourcing from developing countries, including Bangladesh. Our primary tasks included mapping GreenTech's supply chain to identify critical points of social and environmental risks, conducting due diligence through audits and stakeholder engagement, and proposing actionable solutions to mitigate these risks. We emphasized ensuring fair labor practices, minimizing environmental harm, and building trust with local communities. For instance, we suggested introducing a Supplier Code of Conduct,



coupled with training programs to improve compliance with ethical standards. Additionally, we highlighted the need for regular monitoring to ensure sustained improvements and risk mitigation.

The case pushed us to think critically about the balance between cost-efficiency and ethical practices—a challenge that mirrors real-world scenarios in Bangladeshi industries. We were able to draw parallels between the case and issues like garment industry labor practices, making our solutions both relevant and impactful.

**Q3: What were the most aspects you found challenging in this specific case study, and how did you overcome them?**

**A:** The most challenging part was addressing the trade-off between sustainability and cost-effectiveness in supply chain operations. GreenTech's situation demanded solutions that were ethical yet financially viable. For example, while advanced technologies like blockchain for traceability are ideal, they are often too costly for mid-sized companies. To tackle this, we proposed more accessible alternatives, such as regular supplier audits and community consultations, which are feasible within limited budgets and can still yield significant improvements.

Another major challenge was analyzing the social and environmental impacts across multiple regions with varying regulations. This required us to think globally but act locally. For instance, we suggested region-specific training modules for suppliers to address compliance gaps effectively.

Lastly, the time constraints were intense. Preparing such a detailed solution while managing academic commitments was overwhelming at times. We managed by dividing tasks strategically—some focused on research, others on presentation design. One memorable moment was finalizing our slides during a midnight Zoom call, driven by our shared commitment to deliver the best. This experience taught us resilience, teamwork, and the importance of staying grounded in practical solutions that align with real-world constraints.

**Q4: Definitely our readers of the ISCEA community and supply chain experts are keen to know your recipe of success, and get influenced with your experience. How did your team prepare for the competition? What was your own methodology and detailed steps taken to tackle the case study to become a winning entry?**

**A:** Our main strength was our hybrid approach to collaboration, combining online and offline brainstorming sessions. We held regular offline discussions to ideate, strategize, and debate various aspects of the case study. After that, we reconvened online via Zoom or Google Meet to focus on practical execution, refining our content, and designing slides. This iterative process of feedback and improvement ensured every detail was addressed thoroughly.

Another critical element was leveraging each team member's strengths. Fatin Istiaque excelled at creative design and out-of-the-box thinking. Md.

## ARTICLES

Ferdous Rahman Razon brought strong research and financial analysis skills to the table. Naima Zia had a knack for strategy formulation and slide-making, while Rauza Hossain's confident presentation skills added the final polish to our solutions. Each of us took responsibility for specific aspects, and whenever any of us faced challenges, the others stepped in to provide support. This mutual understanding and teamwork were the backbone of our success.

In Bangladesh, the competition presented unique challenges. During the country round, political turbulence in July and August created a lot of uncertainty for us. We were very worried about

deadlines, and our work sessions were interrupted by external events. Thankfully, ISCEA Bangladesh granted an extension for submissions. Despite the difficulties, we emerged as the national round winners. However, the delay shortened our preparation time for the regional and global rounds. With only three weeks to prepare, balancing our university final exams and the competition felt almost impossible at times. Fortunately, ISCEA Global provided a 15-day extension, giving us the crucial extra time to polish our work.

For the global round, efficiency became our mantra. We delegated tasks based on expertise—research, analysis, presentation design, and





storytelling. This approach allowed us to focus on our individual strengths while maintaining cohesion as a team. Our shared determination to represent Bangladesh on the global stage was what kept us going, even during sleepless nights and back-to-back study sessions. experience taught us resilience, teamwork, and the importance of staying grounded in practical solutions that align with real-world constraints

**Q5: How did your team approach collaboration and decision-making? Was there a leader, or did you all contribute equally?**


**A:** Our team's approach to collaboration was democratic yet structured. Instead of having a single leader, we functioned as a cohesive unit where everyone had an equal voice. Decisions were made collectively, often after heated but constructive debates. This inclusive environment encouraged us to express our ideas freely, ensuring we arrived at the best possible solutions. That said, leadership rotated naturally depending on the task at hand. For example, during the creative design phase, Fatin often took the lead, guiding us on how to make our slides visually appealing. When it came to financial analysis and data interpretation, Razon's expertise shone through, and we relied on his insights. Naima played a central role in aligning our strategies with the case requirements, while Rauza ensured our final presentation was impactful and persuasive. This dynamic distribution of leadership allowed us to harness the best of everyone's abilities. During crunch times, like the regional/global round preparation, we used tools like Google to assign and track tasks. Regular check-ins ensured accountability, and our WhatsApp group became the hub for spontaneous idea exchanges,

sometimes at 2 a.m. This fluid yet organized collaboration kept us on track and allowed us to adapt quickly to challenges.

**Q6: What role did creativity and innovation play in your solution? Can you share any unique aspects of your approach that you believe contributed to your success?**

**A:** Creativity and innovation were pivotal to our success, especially in tackling a complex case like GreenTech's supply chain due diligence. Instead of merely adhering to textbook solutions, we approached the problem with a fresh perspective tailored to real-world constraints. For instance, we proposed a region-specific Supplier Code of Conduct that factored in local socio-economic realities while aligning with global standards. This unique customization impressed the judges. One standout aspect of our solution was the integration of visual storytelling in our presentation. Instead of overwhelming the judges with dense data, we used clean, infographic-style visuals to convey our points effectively. For example, we illustrated the supply chain mapping process through an animated flowchart, making it easier for the panel to grasp the complexities and proposed solutions.

We also emphasized cost-effective, scalable measures that could be realistically implemented by mid-sized companies like GreenTech. For instance, instead of suggesting costly technologies like blockchain, we recommended starting with supplier audits and regular training sessions, which are both impactful and practical for resource-limited setups.



**Q7: The first winners globally are granted a prize of \$1000, in addition to a full scholarship to one of the following distinctive ISCEA certifications (CSSCP, CSCA, CPLM, CFDP, or CDDP). Based on what you are going to choose between those five certifications, which ones would each of you choose, and why?**

### **M Fatin Istiaque**

**Choice: CSSCP**

**Reason:** I would choose the Certified Sustainable Supply Chain Professional (CSSCP) certification because it provides a comprehensive framework for integrating sustainability into supply chain operations, a critical need in today's business landscape. With my background in marketing and growing expertise in supply chain management, this certification will enable me to design and implement sustainable solutions that reduce environmental impact while improving efficiency and cost-effectiveness. It aligns with my aspiration to contribute to industries transitioning toward greener practices, ensuring long-term resilience and compliance with global sustainability standards.

### **Md Ferdous Rahman Razon**

**Choice: CFDP**

**Reason:** I would choose the Certified Forecaster and Demand Planner (CFDP) certification because it aligns perfectly with my expertise as a researcher and data analyst. This certification will enhance my ability to apply advanced analytics

and forecasting techniques, which are essential for effective demand planning in supply chain management. My goal is to develop data-driven strategies that reduce uncertainty and improve decision-making within complex supply chains.

### **Naima Zia**

**Choice: CFDP**

**Reason:** Reason: The Certified Forecaster and Demand Planner (CFDP) certification is ideal for building advanced forecasting and planning skills. With my interest in strategy and operations, this certification will allow me to contribute to creating agile and adaptive supply chain systems. By learning advanced demand-driven techniques, I can help organizations optimize inventory and navigate market uncertainties effectively.

### **Rauza Hossain**

**Choice: CFDP**

**Reason:** I would choose the Certified Forecaster and Demand Planner (CFDP) certification because it focuses on practical forecasting techniques that are directly applicable to real-world supply chain challenges. As someone who values precision



and proactive planning, this certification will enhance my ability to anticipate demand shifts and maintain balance in supply chain operations. I believe these skills will make me a more versatile and effective professional in any industry.

**Q8: Today, learning in the corporate world is a dynamic and collaborative, two-way process across different generations. As Gen Z supply chain experts, we want you to generously provide professional advice to current supply chain executives and decision-makers.**

**A:** To current executives and decision-makers, our biggest advice is to stay open to collaboration and cross-generational learning. As Gen Z professionals, we bring fresh perspectives and a strong grasp of modern technologies like AI, machine learning, and blockchain. Leveraging these tools can revolutionize traditional supply chain operations. Embracing ideas from younger professionals can help foster innovation and adapt to rapidly changing market dynamics.

Another piece of advice is to prioritize sustainability. Today's consumers and stakeholders value ethical practices, so integrating sustainability into the core of supply chain strategy is not just a responsibility but a competitive advantage. Simple measures like optimizing transportation routes or sourcing responsibly can significantly enhance brand reputation and reduce costs in the long run.

Lastly, foster a culture of mentorship and learning. Engaging with younger professionals as mentors and peers can bridge the gap between experience and innovation. This dynamic exchange can help organizations become more adaptable and future-ready.

**Q9: Is there anything else you'd like to share about your experience or the competition that we haven't covered yet?**

**A:** One thing we'd love to highlight is the incredible support we received from our mentors, faculty, and peers at the University of Dhaka. Their encouragement and guidance played a huge role in our success. Another standout aspect was how the competition pushed us out of our comfort zones. Whether it was managing time amidst academic pressures or competing on a global stage, every challenge taught us valuable lessons about teamwork, resilience, and problem-solving. We also want to emphasize how inspiring it was to compete with teams from around the world. Seeing the innovative solutions presented by others was a learning experience in itself. It reminded us that while the competition was about winning, it was equally about growing and exchanging ideas.

Lastly, we hope our journey encourages more students from Bangladesh to participate in global platforms like this. With hard work and the right mindset, we truly believe there's no limit to what we can achieve.

# Q&A: How a Calgary Team Claimed First Prize in ISCEA-Americas Region Global Case Competition 2024

Logistica Team from Chiu School of Business, Bow Valley College in Calgary, Canada

Journalism: Dr. Mahmoud Mansi



University's Website:

<https://bowvalleycollege.ca>



University's LinkedIn page:

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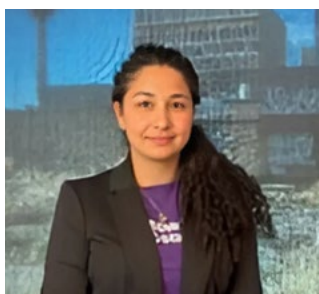




## Ingrid Margaret Portugal

An experienced professional in operations management, logistics and transportation. Expertise spans inventory management, transportation, and distribution; with a strong focus on driving continuous improvement and fostering strong stakeholder relationships. Worked in the engineering, technology, and logistics industry. Has technical skills in ERP, CRM, data analytics and instructional design. At times, motivated to write journals, commentaries and industry insights inspired by Arthur Conan Doyle. Loves going for a walk, hiking, and camping, whenever there is free time.

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## Milagros Sabeh

Supply Chain Management Professional in progress, Engineer with hands-on experience in sales, customer service, quality management, food safety and inspections. Passionate about leveraging technology and innovative solutions to build expertise in SCM operations and strategies targeting to contribute to global supply chain challenges.

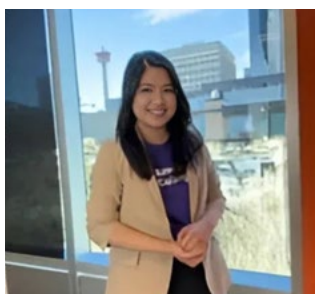
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## Domini Espiritu

Experienced professional with 15 years in Middle Eastern shipping industry, specializing in containerized petrochemical products. Managed supply chain aspects for polymers distribution at Sasol, Muntajat Qatar and QatarEnergy. Expertise in airfreight, sea freight, trucking, and tendering processes. Pursuing Business Administration diploma in Calgary, focusing on Supply Chain Management. Aims for international certifications post-graduation in 2025. Enjoys family time, camping, and watching diverse content on streaming platforms.

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## Jasmin Baula

Current student at Bow Valley College majoring in Supply Chain Management. Philippine Licensed Customs Broker with a 9-year experience in the field of customs brokerage, international shipping, and delivery. Has extensive knowledge in international trade, shipping documentation, and Philippine customs compliance. With solid experience in importation management with one of the Philippine top meat FMCG companies. On my free time, I enjoy reading books and traveling with family. I love watermelon.

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**Q1: Congratulations on this outstanding achievement! What does winning first prize in the Americas region mean to you and your team, both personally and professionally?**

**A:** We are incredibly grateful for the opportunity to participate and to be named winners. We extend our heartfelt thanks to ISCEA for creating this competition that fosters growth, learning, and innovation in supply chain management. Winning this prize is a significant milestone for our team and a great honor to have competed with such talented participants.

Personally, this experience fills us with pride. Professionally, it brings us closer to our goal of making meaningful contributions to the supply chain field. This achievement validates our ability to tackle real-world challenges and motivates us to continue growing and striving for excellence.

It feels very rewarding for all the hard work, dedication, and late nights the whole team invested for this. It enhanced our credibility in the supply chain field and possibly opened doors for future opportunities. This achievement not only reflected our individual strengths but also showcased our ability to collaborate effectively as a team.

We are proud to have represented Bow Valley College in this year (2024) ISCEA Global Supply Chain Case Competition.

**Q2: Can you give us a brief about ISCEA Americas Region 2024 competition case study? And, what were the key components or problems you had to address?**

**A:** The case study focused on GreenTech Innovations, a company facing challenges such as lack of transparency, sustainability issues, and ethical concerns in its supply chain. Our solution included using blockchain for visibility, adopting circular economy principles, ensuring ethical practices through supplier audits, and implementing risk management strategies. This approach balances innovation and practicality, addressing key issues effectively and sustainably.





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**Q3: What were the most aspects you found challenging in this specific case study, and how did you overcome them?**

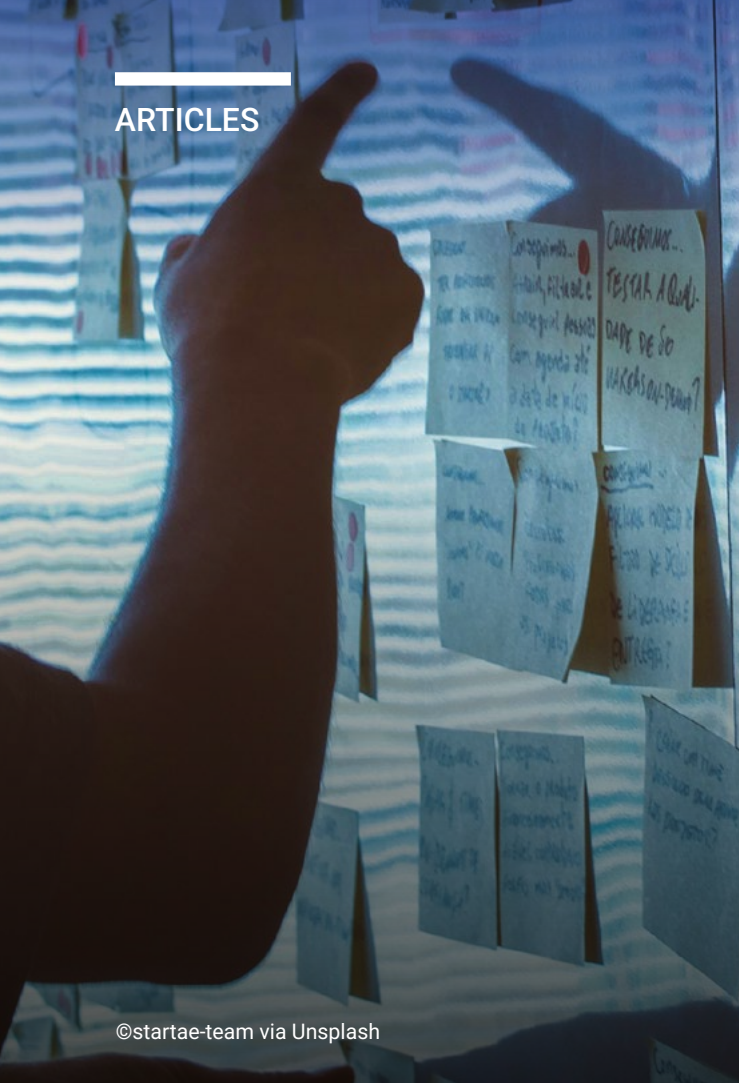
**A:** As a group, one main challenge is aligning our schedules (work, school, etc.) since we made a commitment to meet every Friday for 6 weeks. Each team member focused on a specific aspect of the case, (e.g., labor practices, due diligence). At one of the meetings of Logistica Team, we decided to approach the case by answering the main 4 discussion questions and allocated amongst us the 15 questions (understanding the case study questions). On answering, we were tasked to incorporate real-life scenarios, due diligence, sustainability (social and environmental), technology and artificial intelligence. We had to come in prepared for our weekly meetings and ensure that all areas of the case were thoroughly addressed. We wanted to make sure that we have real-world examples (e.g., Nike, Patagonia, Boohoo) to

support our claim on top of supply chain theories that we have learned in school. This benchmarking helped in proposing practical, proven strategies for GreenTech. In the case study, integrating theoretical frameworks with practical solutions and actionable effort required significant effort and research. The team broke down each theory into actionable steps tailored to GreenTech's context. For example, the UN Compact on Conflict Minerals was used as a due diligence guideline, while the closed-loop system informed recommendations for sustainable supply chain practices.

**Q4: Definitely our readers of the ISCEA community and supply chain experts are keen to know your recipe of success, and get influenced with your experience. How did your team prepare for the competition? What was your own methodology and detailed steps taken to tackle the case study to become a winning entry?**

**A:** We started by thoroughly analyzing the case study to identify key issues and brainstorming solutions collaboratively. Each team member was assigned specific roles based on their strengths, which helped us work efficiently while allowing everyone to contribute meaningfully. We maintained regular meetings to ensure alignment and to refine our approach based on collective feedback. We also benefited greatly from the guidance and feedback provided by our professor, whose insights helped us strengthen our strategies and refine our solutions. Our open communication fostered mutual respect and created an environment where everyone felt valued and motivated. Ultimately, it was our shared commitment to excellence and the synergy





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of our teamwork that allowed us to address the challenges effectively, deliver impactful solutions, and learn from the experience as a unit. Finally, the group conducted initial and final reviews from our instructor to refine ideas and ensure coherence. Initial input from professors from different programs (HR, Marketing, Supply Chain) added value by identifying gaps and strengthening arguments. Our mentor, Roy George, has given valuable insights in bridging the gap from theory (e.g., stakeholder engagement) to actionable solutions (e.g., blockchain and smart contracts). We would also like to acknowledge the support provided by the Supply Chain Program Chair, Andreas Lambrinoudis.

***Q5: How did your team approach collaboration and decision-making? Was there a leader, or did you all contribute equally?***

**A:** Our team of four approached the ISCEA Global Case Competition with a strong emphasis on collaboration, clear communication, and equitable contribution. From the outset, we identified each team member's strengths and expertise to assign roles effectively. We held weekly meetings to discuss progress, address challenges of the case, our schedule, and brainstorm solutions. The team also maintained a centralized repository of all research materials, drafts, videos, and final documents. This transparency allowed all team members to access and contribute to each section as needed. Decision-making was largely collaborative. Major decisions, such as selecting which theoretical frameworks to apply or determining the structure of our presentation, were made through group discussions and consensus. While roles were assigned based on topic and strengths, all team members contributed equally to the overall project. For example, even though Mila has presented the conclusion and recommendation, each team member has given valuable insights on it. And even though Ingrid has discussed enforcing ethical standards in supply chain, Jasmin has strengthened it further. As for a leader, we all consider Domini as the lead in our group. He has immensely monitored progress, coordinated meetings, and provided technical solutions to record the final output. His motivation every meeting was one reason for this success.



**Q6: What role did creativity and innovation play in your solution? Can you share any unique aspects of your approach that you believe contributed to your success?**

**A:** Our presentation adopted a storytelling approach, weaving a narrative around GreenTech's journey toward becoming ethical and sustainable in its supply chains. This humanized the technical aspects of our solution, making it relatable and memorable for the judges. In addition, we truly wanted to include real-world examples of companies that had succeeded or failed in similar endeavors, drawing lessons to reinforce our recommendations.

From the two-case rounds, we had the liberty to express and showcase our solutions in the most compelling and creative 15-minutes presentation. Aside from working diligently for the case content, we had to be resourceful in completing the tangibles of this case – like tapping our instructor Roy for getting us suitable recording and meeting rooms; borrowing studio lights from the college library; and Domini, has this whole set of recording equipment.

**Q7: The first winners in each region are given a full scholarship to one of the following distinctive ISCEA certifications (CSSCP, CSCA, CPLM, CFDP, or CDDP), based on what you are going to choose between those five certifications, and which ones would each one of you choose, and why?**

**Domini:** I am interested in two certifications actually. That would be CSSCP and CSCA. I am very much interested in sustainability and being part of the sustainability committee at Bow Valley College, I am willing to learn more about sustainability in supply chains. I believe there are a lot of promising careers in terms of sustainability, especially in supply chain management. The CSCA also appeals to me as well because I want to become a subject matter expert on Supply Chain. This could also be a steppingstone in proceeding to an advanced career in Supply Chain Management.

**Ingrid:** Most of my background is in transportation and logistics. Therefore, I am very much interested in pursuing CPLM and CSCA. I'd like to be better equipped in addressing solutions and improving the quality in the transport and logistics industry.

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**Mila:** I am someone who is always eager to learn and grow, especially in areas that strengthen my professional profile. Each of the certifications offered is incredibly valuable, and choosing one feels like such a privilege. Personally, I find the CSCA, CPLM, and CDDP particularly interesting. Each of these aligns with different aspects of my professional growth, and any of them would be a tremendous gain for my training and career development. I feel humbled and excited about the opportunity to enhance my skills and strengthen my profile in the supply chain field.

**Jasmin:** I'm interested in CSCA and CPLM. This scholarship will help me professionally to deepen my skills and expertise with supply chain, and especially with logistics.

**Q8: Today, learning in the corporate world is a dynamic and collaborative, two-way process across different generations. As Gen Z & Gen Y supply chain experts, we want you to generously provide professional advice to current supply chain executives and decision makers?**

**A:** As Gen Z/Millennial professionals, we bring a fresh perspective to supply chain management, shaped by our upbringing in a technology-driven, sustainability-conscious world. Embrace technology, AI, and the advantages it brings. Integrating automation and AI into your business is not just optional anymore, it's a competitive advantage. Moreover, sustainability solutions/reports/guidelines must not be for-surface initiatives alone – weaving sustainability into the supply chain adds value and ensures that the business is sustainable in the long run. Gen Z'ers and Millennials as well, should embrace collaboration across generations, combining fresh ideas with strategic insights for innovative solutions.

We have seen how technology became a transformative force in the supply chain industry (and in the other industry for that matter). Adopting data-driven decision-making can enhance efficiency and responsiveness. Additionally, in this age of diversity and inclusivity, fostering an inclusive culture that values diverse perspectives will drive innovation. Lastly, prioritizing sustainability is not just a trend but is very much needed for business long-term success; integrating ESG principles into supply chain strategies will resonate well with consumers and stakeholders alike.



**Q9: Is there anything else you'd like to share about your experience or the competition that we haven't covered yet?**

**A:** Receiving constructive feedback from instructors and our mentor was invaluable. Their insights pushed us to refine our ideas, improve our presentation skills, and consider perspectives we hadn't initially explored. This iterative process of learning and improvement helped us deliver a solution that was both innovative and grounded in practicality.

Another aspect is either we win or lose, we still won in the sense that we gained partnerships, friendships, collaborations, and growth in our careers by expanding our critical mindset in solving problems as well as expanding our network.



# Q&A with Ehab Alqawasmi: How a Jordanian Team Claimed First Prize in ISCEA-EMEA Region Global Case Competition 2024

The Jordanian Team, German Jordanian University, Jordan

Journalism: Dr. Mahmoud Mansi



University's Website:

<https://www.gju.edu.jo>



University's LinkedIn page:

[Linkedin.com/school/german-jordanian-university/](https://www.linkedin.com/school/german-jordanian-university/)



**Ehab Alqawasmi**

An industrial engineering student at German Jordanian University. He chose this field because it focuses on optimizing processes and improving efficiency. He is skilled in geographical information systems and is a member of the IEEE Industry Applications Society (IAS). He is passionate about exploring innovative technologies and creating practical solutions.

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**Abdel Fattah Alkhlaifat**

I am a logistics science dual studies student who began my journey of self-improvement at the age of 16. Upon starting university, I quickly realized that theoretical knowledge alone was insufficient for mastering supply chain and logistics. To bridge this gap, I chose the dual studies track, which integrates academics with practical experience. This decision has been instrumental in enhancing both my technical expertise and soft skills, preparing me for real-world challenges.

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**Adnan Kanan**

An industrial engineering student passionate about understanding systems and supply chains. Alongside my team, I proudly won the ISCEA Global Competition locally and regionally. With a resourceful and analytical mindset, I aim to create a more peaceful and efficient world, using my logistics knowledge and adventurous spirit to tackle challenges and drive meaningful change.

**LinkedIn:** [linkedin.com/in/adnan-kanan](https://www.linkedin.com/in/adnan-kanan)

**Zaid Ibrahim**

A Business Intelligence student passionate about using data to drive decision-making. I'm focused on developing my analytical and technical skills to solve complex business problems. Each step I take in this field motivates me to keep improving and working towards my goals. I'm excited about the opportunities ahead as I continue to grow both personally and professionally.

**LinkedIn:** [linkedin.com/in/zaid-sartawi](https://www.linkedin.com/in/zaid-sartawi)

***Q1: Congratulations on this outstanding achievement! What does winning first prize in the EMEA region mean to you and your team, both personally and professionally?***

**A:** I'd just like to say that this competition was an incredibly rewarding experience, both personally and professionally. It challenged us to think critically, work as a team, and apply our knowledge in real-world scenarios. Personally, it's a validation of our dedication and hard work, giving me immense pride and motivation to aim even higher. Professionally, it's a significant milestone that highlights our ability to excel in the competitive supply chain industry. This achievement not only enhances our credibility but also opens doors for future opportunities where we can make a meaningful impact. It's a reminder that with collaboration and perseverance, we can achieve extraordinary things. I also want to emphasize how important mentorship was throughout the process. Having guidance from experts like Dr. Luay helped us stay on track and refine our approach. Overall, it was a great opportunity to showcase our skills, learn from others, and grow as future supply chain professionals.

***Q2: Can you give us a brief about ISCEA EMEA Region 2024 competition case study? And, what were the key components or problems you had to address?***

**A:** The ISCEA EMEA Region 2024 competition case study focused on supply chain due diligence and addressing social and environmental impacts. We analyzed GreenTech Innovations, a consumer electronics company facing reputational damage due to unethical labor practices and environmental violations within its supply chain. Professionally,

it's a significant milestone that highlights our ability to excel in the competitive supply chain industry. This achievement not only enhances our credibility but also opens doors for future opportunities where we can make a meaningful impact. It's a reminder that with collaboration and perseverance, we can achieve extraordinary things. I also want to emphasize how important mentorship was throughout the process. Having guidance from experts like Dr. Luay helped us stay on track and refine our approach. Overall, it was a great opportunity to showcase our skills, learn from others, and grow as future supply chain professionals.

***Key Components:***

- 1. Supply Chain Mapping***
- 2. Due Diligence***
- 3. Impact Assessment***
- 4. Solutions: Developed a supplier code of conduct***

The project highlighted the importance of balancing cost-efficiency with ethical practices while ensuring long-term sustainability and compliance.

***Q3: What were the most aspects you found challenging in this specific case study, and how did you overcome them?***

**A:** The most challenging aspects of the case were mapping the complex supply chain and finding a balance between ethics and cost-efficiency. We overcame these challenges by examining real-life examples and analyzing them to gain a deeper understanding of the case and develop effective solutions.



**Q4: Definitely our readers of the ISCEA community and supply chain experts are keen to know your recipe of success, and get influenced with your experience. How did your team prepare for the competition? What was your own methodology and detailed steps taken to tackle the case study to become a winning entry?**

**A:** Our success in the competition came down to thorough preparation, teamwork, and a clear strategy. It was a great opportunity to showcase our skills, learn from others, and grow as future supply chain professionals.

**1. Preparation:** We studied past cases, researched supply chain frameworks like OECD guidelines, and held regular team meetings to plan and divide tasks.

**2. Our Approach was**

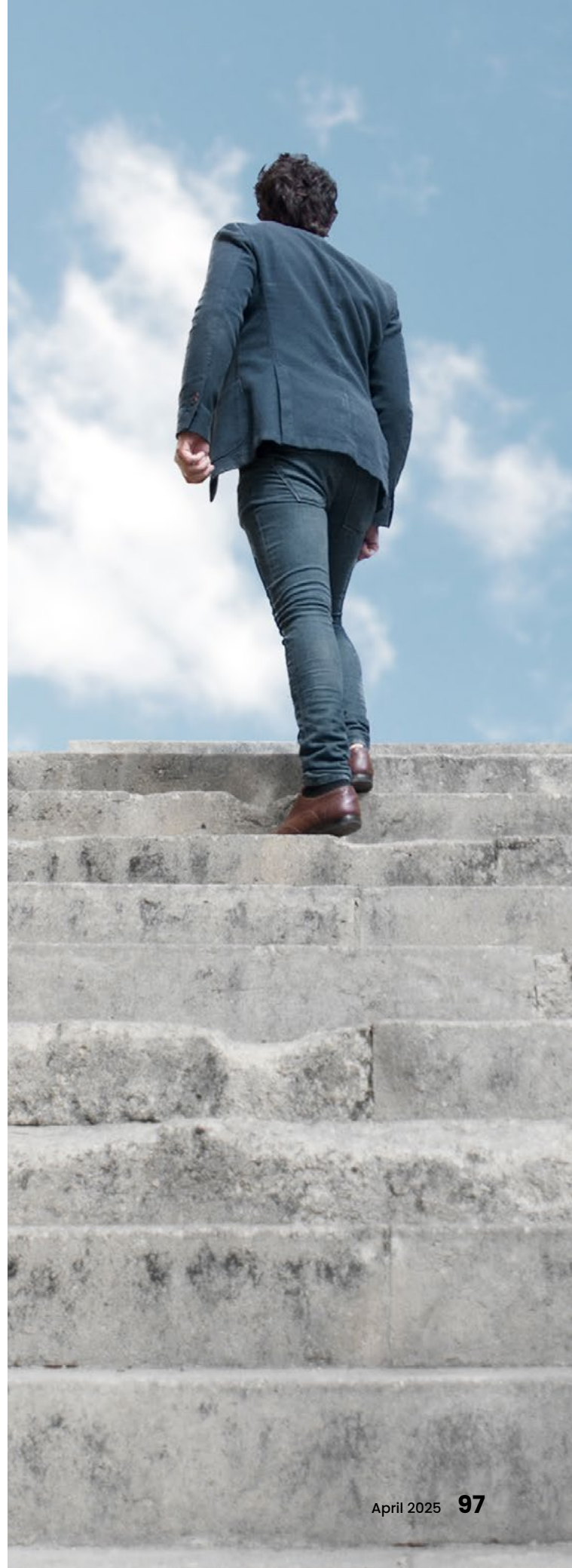
**Understanding the Problem:** We carefully analyzed the case to identify the main issues.

**Researching Real Examples:** We looked at how other companies tackled similar challenges to gain inspiration.

**Developing Solutions:** We focused on practical, cost-effective strategies like supplier codes of conduct and monitoring systems.

**Rehearsing:** We polished our presentation to make it clear and impactful.

By staying organized, learning from real-world cases, and working as a team, we created a winning solution that stood out.



***Q5: How did your team approach collaboration and decision-making? Was there a leader, or did you all contribute equally?***

**A:** As the team leader, my focus was on fostering a collaborative environment where everyone's ideas and strengths could shine. For example, Ehab brought amazing ideas for mapping the supply chain, while Adnan contributed a lot of great insights for auditing and Zaid did a great job with the stakeholder engagement. We made decisions together through open discussions, making sure everyone felt heard and valued. We also kept in close contact with our mentor, Dr. Luay, to guide us on the next steps. While I set goals, delegated tasks, and kept us on track, each team member played an essential role in their area of expertise. This mix of leadership and teamwork helped us make informed decisions and create a strong, unified solution.

***Q6: What role did creativity and innovation play in your solution? Can you share any unique aspects of your approach that you believe contributed to your success?***

**A:** Creativity and innovation were huge in our solution! We didn't just stick to the basics – we thought creatively to tackle the challenges. For instance, we proposed a dynamic supplier training program that focused on building long-term partnerships, not just compliance. We also suggested ongoing stakeholder engagement to keep things moving forward.

What really made our approach stand out was how we integrated real-life examples. We looked at how actual companies handled similar issues and adapted those ideas to fit GreenTech's needs. This mix of creativity, practical thinking, and real-world examples helped us deliver a unique, solution!



**Q7: The first winners in each region are given a full scholarship to one of the following distinctive ISCEA certifications (CSSCP, CSCA, CPLM, CFDP, or CDDP), based on what you are going to choose between those five certifications, and which ones would each one of you choose, and why?**

**A:** As a logistics science student, I haven't decided yet, as I'm still weighing between the CSSCP, CDDP, and CFDP certifications. I believe each of these would be valuable both personally and professionally, but I'll make my decision based on what skills I need to improve on and the current market trends in the supply chain field.

**Q8: Today, learning in the corporate world is a dynamic and collaborative, two-way process across different generations. As Gen Z supply chain experts, we want you to generously provide professional advice to current supply chain executives and decision makers?**

**A:** My advice would be to never stop improving. In today's fast-evolving supply chain world, growth is essential—if you stop adapting, you risk falling behind. Mistakes aren't failures; they're opportunities to learn and grow. Just like an eraser refines a pencil's mistakes, setbacks refine our skills and push us forward. Be kind to yourself during the process, embrace challenges, and remember that each step—whether forward or backward—is a chance to get better. Keep pushing your limits, stay open to new trends, and commit to learning every day.



International  
Supply Chain  
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# 5th Annual Global **Sustainable** Supply Chain **Pledge Day**

**APRIL 24, 2025**

Livestreaming for 24 hours

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