



**Sherwat M. Elwan Ibrahim, Ph.D.**  
Associate Professor of Operations Management,  
Director,  
MBA and EMBA Programs,  
School of Business,  
The American University in Cairo



Office: AUC Avenue, P.O. Box 74, New Cairo 11835  
Phone: 20.2.2615.2184  
Email: [sherwat@aucegypt.edu](mailto:sherwat@aucegypt.edu)

## **EDUCATION**

**Ph. D. in Technology Management** (May 2005).  
School of Business, Stevens Institute of Technology- NJ, USA  
Dissertation Title: *Technological Clusters and Sources of Knowledge for Innovation*  
(Awarded Wesley. J. Howe Award, Best Dissertation, 2005)

**Masters of Science (M.Sc.) in Engineering Management** (May 1997)  
Stevens Institute of Technology – NJ, USA  
Thesis Title: *Applying TQM Principals to Technology Transfer in Developing Countries*  
(4.00 GPA)

**Bachelor of Science (B. Sc.) in Accounting** (June 1992)  
Faculty of Commerce and Business Administration, Helwan University – Cairo, Egypt  
(with Honors)

## **ACADEMIC WORK EXPERIENCE**

July 2016 - Present, **Associate Professor of Operations Management**, Department of Management, School of Business, The American University in Cairo (AUC), Egypt

Mar 2013 – July 2016, **Associate Professor of Operations and Technology Management**, Faculty of Management of Technology, Business Informatics and Operations Management Department, German University in Cairo (GUC), Egypt

Feb 2010 – Mar 2013, **Assistant Professor of Operations Management**, Faculty of Management of Technology, Business Informatics and Operations Management Department, German University in Cairo (GUC), Egypt

Sep 2009 – Present, **Adjunct Faculty Member**, Web Campus, School of Business, Stevens Institute of Technology (SIT), New Jersey, USA

Jan 2007 – Aug 2009, **Assistant Professor of Operations Management**, School of Business, Operations Management Unit (Head), The American University in Cairo (AUC), Egypt

## **PROFESSIONAL WORK EXPERIENCE**

### **School of Business, American University in Cairo, AUC - Egypt.**

July 2018 - Present, **Director of MBA and EMBA programs**

- The Director role provides strategic direction for the MBA and EMBA Programs in alignment with the School's mission and values. This includes working together with multiple stakeholders and setting priorities for allocation of resources within the programs. Some activities include; development and implementation of programs' budgets, staffing, policies, and procedures; managing faculty resources, administrative staffs and other school resources; partnership relationship management and agreements.

### **Innovety, LLC - Egypt**

July 2010 – Present, **Partner and Senior Consultant**

- Consulted on several Governmental, NGOs, and public organizations accounts with focus on value chain mapping and analysis, innovation clusters, innovation policy and competitive analysis

Projects included:

#### **Enabling Egyptian Exports - Engineering Export Council in Egypt (EEC)**

Lead consultant for a project aiming to derive exports to EU through Technology-Transfer Driven Product Innovation. This includes developing the technology transfer framework and methodology for specific technologies and their applications that can be scaled to other industries and carrying out the Value Chain Analysis for the selected products and developing the commercialization roadmaps to evaluate the potential of marketing the innovative product concepts to EU markets.

#### **Sustainability antecedents in Textile Industry Sub-suppliers – Ready Made Garment Egyptian Council (RMGEC)**

Advised and conducted market research on the antecedents of sustainability management across the multiple tiers of the Textile supply chain with focus on Ready Made Garments supporting industries. Compliance with global buyer sustainability standards is a main competitive advantage for textile exporting firms.

#### **El Sharkeya Papyrus Cluster Supply Chain and Strategy - Social Fund for Development (SFD)**

Contributed to developing a marketing strategy to promote papyrus products and increase market demand. The project objective was to find innovative ways to revive this industry with a set of innovative products and marketing tools and strategies

**EgyptInnovate: Innovation platform – Technology Innovation and Entrepreneurship Center (TIEC)**

Advised on the concept, content strategy, and digital strategy for the establishment of Egypt's first Innovation Platform; an online portal that catalyzes innovators and start-ups to gain knowledge and apply tools, helps them to grow and facilitates the way they can network with other innovators. Program design and content development for business training certificate

- **Delivered numerous training and workshops on** Technology, Innovation and Operations Management to both private and public sectors.

Some examples include:

- TOTAL – Innovation strategy and partnerships
- GIZ - Capacity development packages for local Authorities in greater Cairo region
- SEED – Operations strategies for Strengthening Entrepreneurship and Enterprise Development
- TIEC - Business Planning & Entrepreneurship Training
- ITIDA - Business Planning & Entrepreneurship Training

**Goldman Sachs Women Entrepreneurship and Leadership Program (WEL), 2008 – 2015, Trainer and SME Consultant, Cairo**

- Consulted over 70 SMEs in Egypt and the Middle East about their growth plans, marketing strategy, and operational efficiency. The SMEs represented a variety of industries and varied in terms of providing products and services. The consulting began with needs assessments through site visits and identification of market position in the SMEs respective industries. Individual business plans were developed in light of the potential business capabilities of the firms. Gaps were filled by extensive targeted training programs based on the capacities and industries of each of the SMEs.
- Delivered multiple technical sessions in operations and innovation management
- Led the Business Plan development process for more than 300 businesses

**Procter and Gamble (P&G) - Egypt**

1993-1994, **Senior Cost Analyst**, 6th October City Plant, Giza

- Led and prepared the overall Manufacturing & Operations Firm budget for P&G Egypt (1995)
- Project manager for phasing-out dormant packaging stock
- Benchmarked and analyzed financial and operational performance for Paper products (Egypt vs. Turkey and India)

1992-1993, **Cost Analyst**, Head Office, Cairo, Egypt

- Analyzed cost structures for Ariel and Tide
- Prepared quarterly manufacturing and inventory analysis for Camay and Zest

- Led cost saving projects on Crest

## **COURSES TAUGHT**

Undergraduate

Operations Management  
Supply Chain Management  
Product and Process Innovation  
Research Methods

MBA and Masters

Global Supply Chain Management  
Operations Management  
Service Operations Strategy  
Supply Networks and Distribution  
Technology and Innovation Strategy  
Product and Process Innovation

## **INTELLECTUAL CONTRIBUTIONS**

### Refereed Journals

Ibrahim, Sherwat E., Alan Fowler, Moses Kiggundu (2021), "Business Management Education in the African Context of (Post-)Covid-19: Applying a Proximity Framework," *Africa Journal of Management*, 1-26

Hofstetter, J. S., De Marchi, V., Sarkis, J., Govindan, K., Klassen, R., Ometto, A. R., ... & Vazquez-Brust, D. (2021), "From Sustainable Global Value Chains to Circular Economy—Different Silos, Different Perspectives, but Many Opportunities to Build Bridges," *Circular Economy and Sustainability*, 1-27.

Ibrahim, Sherwat E. and Joe Sarkis (2020), "Technological Innovations and Degrowth Opportunities from Urban Egypt: Initiating the Discourse," *Frontiers in Sustainable Cities*, 2, 46

Saleh, Youmna and Ibrahim, Sherwat E. (2018), "Is the sharing economy a valid option for scientific research technologies in emerging economies?" *IEEE Engineering Management Review*, Volume 46, Issue 3

Ibrahim, Sherwat E., Khaled El Tahawy (2018), "Opportunism and the dynamics of strategic outsourcing relationships," *Journal of Global Operations and Strategic Sourcing*, Volume 11, Issue 2, pp.224-249

Ibrahim, Sherwat E., Raghda El Ebrashy (2017), "How Social Entrepreneurship can be useful in Long-Term Recovery following Disasters," *Journal of Humanitarian Logistics and Supply Chain Management*, Volume 7, Issue 3, pp 324-349.

Ibrahim, Sherwat E., Ahmed Hanafi (2013), "Call Center Off-shoring Performance Management; Investigating Opportunistic Behavior in BPO," *Strategic Outsourcing: An International Journal*, Volume 6, Issue 3, pp 292 - 312

Ibrahim, Sherwat E., Yinka Ogunyemi (2012), "The Effect of Linkages and Information Sharing on Supply Chain and Export Performance," *Journal of Manufacturing Technology Management*, Volume 23, Issue 4, pp 441 - 463

Ibrahim, Sherwat E., (2010), "An Alternative Methodology for Formulating a Service Operations Strategy: The Case of BTC-Egypt," *Management Decision*, Volume 48, Issue 6, pp 868 - 893

Ibrahim, Sherwat E., Hosein Fallah and Richard Reilly (2009), "Localized Sources of Knowledge and the Effect of Knowledge Spillovers on Innovation," *Journal of Economic Geography*, Volume 9, Issue 3, pp 1 - 27

Ibrahim, Sherwat E., Hosein Fallah and Richard Reilly (2006), "Do Localized Clusters Influence Creativity," *Creativity and Innovation Management Journal*, Volume 15, Issue 4, pp 410 - 419

Ibrahim, Sherwat E., Hosein Fallah (2005), "Drivers of Innovation and Influence of Technological Clusters," *Engineering Management Journal*, Volume 17, Issue 3, pp 33-41, (Awarded Best Paper in the Issue)

M. Hosein Fallah, Sherwat E. Ibrahim (2004), "Innovation and Dynamics of Knowledge Creation," *International Journal of Knowledge, Culture, and Organizational Change*, Volume 4, pp 479 - 488

#### Refereed Book Chapter

Ibrahim, Sherwat E. (2019). "Sustainability in the Globalization Era" In *The Handbook on Sustainable Supply Chain*, Edward Elgar Publishers, ISBN 178643427X; pgs. 11-27

Ibrahim, Sherwat and Joe Sarkis (2017). "SMEs in Multi-tier Sustainable Supply Chains: Development Issues and Concerns," In edited book *Sustainable Supply Chain Capabilities of Micro, Small, and Medium Enterprises: Influences, Practices and Opportunities*, Emerald Group Publishing, in press

#### Refereed Conference Papers

Ibrahim, Sherwat E., Sarkis, Joe, (2020). "Addressing Sustainability Issues for Africa SMEs in Global Value Chains," Proceedings of the 3<sup>rd</sup> *Africa Academy of Management (AFAM) Bi-Annual Meeting*, Lagos, Nigeria, Jan 8-11

Ibrahim, Sherwat E., Kandil, Farid (2019). "Product Service Systems and Renewable Energy Adoption in Emerging Economies," *30th Annual Conference of the Production and Operations Management Society (POMS)*, Washington, USA, May 2-6

Ibrahim, Sherwat E., Miguel Centeno (2019). "Addressing sustainability issues in Global Value Chains and Global Supply Chains; A tale of two chains," *Proceedings of the 31<sup>st</sup> Annual Meeting of the Society for the Advancement of Socio-Economics (SASE)*, New York, June 27-29

Ibrahim, Sherwat E., Miguel Centeno, Thayer Patterson, Peter Callahan (2019). "Resilience in Global Value Chains: A Systemic Risk Approach," *Proceedings of the 31<sup>st</sup> Annual Meeting of the Society for the Advancement of Socio-Economics (SASE)*, New York, June 27-29

Ibrahim, Sherwat E., Sarkis, Joe, Bai, C. April (2018). "Investigating Multi-tier Sustainable Supply Chains Using Cluster Rough Set Relational Analysis," *Academy of Management (AOM) Annual Meeting*, Chicago, USA, August 10-14

El Henawy, Yasmine, Sherwat E. Ibrahim (2018). "Governance Mechanisms in Multi-tier Sustainable Supply Chains," *27th Annual Conference of the International Purchasing & Supply Education and Research Association (IPSERA)*, Athens, Greece, March 25-28

Ibrahim, Sherwat E., Paul El Katsha (2017). "Technological Over Lap between Integrated Resources in Mergers & Acquisitions (M&A)," *Proceedings of the 48th Annual Meeting of Decision Science Institute (DSI)*, Washington D.C., USA, November 18-21

El Henawy, Yasmine, Sherwat E. Ibrahim (2017). "Power Use Influence on Lower-Tier Sustainability Compliance," *Proceedings of the 28th Annual Conference of the Production and Operations Management Society (POMS)*, Seattle, USA, May 5-8

Ibrahim, Sherwat E., Sarkis, Joe, Bai, C. April (2016). "Investigating Multi-tier Sustainable Supply Chains in an Emergent Economy," *47th Annual Meeting of Decision Science Institute (DSI)*, Austin, USA, November 18-22

Ghanem, Ahmed, Sherwat E. Ibrahim (2016). "Exploring the Effects of Governance Structure, Relationship and Upgrading in the Solar Energy Value Chain," *Proceedings of the 27th Annual Conference of the Production and Operations Management Society (POMS)*, Orlando, USA, May 6-9

Eltahawy, Khaled, Sherwat E. Ibrahim (2015). "Factors Affecting Pre-contractual and Post-contractual Outsourcing Relationships," *Academy of Management (AOM) Annual Meeting*, Vancouver, Canada, August 7-11

Eltahawy, Khaled, Sherwat E. Ibrahim (2015). "Avoiding lock-in and hold-up in Outsourcing Relationships," *Proceedings of the 26th Annual Conference of the Production and Operations Management Society (POMS)*, Washington D.C., USA, May 7-11

Mansour, Karim, Sherwat. E. Ibrahim (2015). "Introducing Disruptive Technologies in Emerging Markets, The Case of Solar PV in Egypt," *Proceedings of the 23rd Annual*

*Portland International Conference on Management of Engineering and Technology (PICMET)*, Portland, USA, August 2-6

Morsy, Hebatallah, Sherwat E. Ibrahim (2014). “Buyer-Supplier Relationships and the effect of Power Balance on Innovative Knowledge Exchange,” *Proceedings of the 25th Annual Conference of the Production and Operations Management Society (POMS)*, Atlanta, USA, May 9-12

Hanafi, Ahmed, Sherwat E. Ibrahim (2013). “Business Process Outsourcing; Performance Measurement for Call Center Services” *Proceedings of the 24th Annual Conference of the Production and Operations Management Society (POMS)*, Denver, USA, May 3 -6

Abdelhalim, Salma, Sherwat E. Ibrahim (2012). “Direct Store Delivery (DSD) in Front-end Outsourcing; Insights from the Fast Moving Consumer Goods Manufacturers (FMCGs) of Egypt.” *Proceedings of the 17th Annual International Symposium on Logistics (ISL)*, Cape town, South Africa, July 8-11

Ahmed, Karim, Sherwat E. Ibrahim (2011). “Key Drivers for Sustainable Operations in Developing Countries: A Textile Case Study from Egypt”, *Proceedings of 19th Annual Portland International Conference on Management of Engineering and Technology (PICMET)*, Portland, USA, July 31- Aug 4

Ibrahim, Sherwat E. (2009). “A Structured Methodology for Developing an Operations Strategy; The Case of BTC Egypt”, *Proceedings of the 20th Annual Conference of the Production and Operations Management Society (POMS)*, Orlando, USA, May 1-4

Ibrahim, Sherwat E., Hosein Fallah (2005). “Where Do Inventors Get Their Ideas,” *Proceedings of the 13th Annual Portland International Conference on Management of Engineering and Technology (PICMET)*, Portland, USA, July 31- Aug 4

Ibrahim, Sherwat E., Hosein Fallah (2004). “Technological Clusters and Drivers of Innovation,” *Proceedings of the 25th American Society for Engineering Management (ASEM) National Conference*, Alexandria, Virginia, October 20 - 23

Ibrahim, Sherwat E., Hosein Fallah (2004). “Knowledge Spillover and Innovation in Technological Clusters,” *Proceedings of the 13th International Association of Technology and Innovation Management (IAMOT) Conference*, Washington, D.C., April 14 - 18.

Ibrahim, Sherwat E., Hosein Fallah (2004). “Innovation and the dynamics of knowledge creation,” *Proceedings of the 4th International Conference on Knowledge, Culture and Organizational Change*, Greenwich, UK; Jan 28-31

Teaching Cases:

“Recycling City; A Case on Sustainable Entrepreneurship,” mini teaching case (with Maha El Shinnawy) in El-Khazindar Case Center, KCC, *Forthcoming*

“Distribution Networks optimization: The case of Kazafekra,” In Chopra and Meindl; Supply Chain Management (Global Edition), 2009

### Presentations

"Sustainability Challenges for African Firms in Global Supply Chains," invited panelist Emerging Markets Showcase track – 51<sup>st</sup> Decision Science Institute (DSI) Annual Meeting, Virtual, November 2020

“Rethinking Management Education in Africa: Ethics, Quality of Scholarship, and Knowledge Production,” PDW Co-Chair and presenter – 80<sup>th</sup> Academy of Management (AOM) Annual Meeting, Virtual, August 2020

“From Sustainable Global Value Chains to Circular Economy – Broadening our Sight for North/South Inclusion,” PDW Co-Chair and presenter – 80<sup>th</sup> Academy of Management (AOM) Annual Meeting, Virtual, August 2020

“Africa in Global Value Chains; The Diffusion of Multinational Buyer Firms' Sustainability Strategies,” PDW Co-Chair and presenter – 79<sup>th</sup> Academy of Management (AOM) Annual Meeting, Boston, USA, August 2019

“Business and Management Education in Africa: Quality, Ethics and Knowledge Creation,” PDW Co-Chair and presenter – 79<sup>th</sup> Academy of Management (AOM) Annual Meeting, Boston, USA, August 2019

“How higher education institutions and preparing for the youth for the job market,” Panel member and presenter at EU – Egypt Higher Education, Research and Innovation Day, Greek Campus - Downtown Cairo, October 2017

“Antecedents for Multi-tier Supply Chain Sustainability in an Emergent Economy,” Faculty Pitch Competition, AUC Campus, April 2017

“Identifying the Sustainable impact of relevant Sub-suppliers,” Annual meeting of the International Forum of Sustainable Value Chains (ISVC), Frankfurt, Germany, October 2015

“Value Chain growth opportunities for ICT industry,” German-Arab Startup Competition (GASC), Darmstadt, Germany, June 2015

“Technology Management Studies in Renewable Energy,” Mini-Symposium on Research collaboration with African Development Bank, GUC, Cairo, March 2015

“Innovation Curricula for Business schools”, Innovation and Technology Management Essentials, Technology Innovation and Entrepreneurship Center (TIEC), April 2014

“Evolution of Supply Chain Management in Aviation,” The 1st International Civil Aviation Symposium (ICAS), on Investigating Regional Opportunity, Global Sustainability and Innovation in the Civil Aviation Sector, GUC, Cairo, Nov 2013.

“Technology Management Solutions for Green Business Services,” Path of Change - on solutions to Egypt’s environmental industry challenges, GIZ, Cairo, Jan 2013.

“Business Growth and Innovation for ICT entrepreneurs,” German-Arab Startup Competition (GASC), Marburg, Germany, Oct 2012



“Promoting a Start-up Culture in Universities” DAAD Transformation Partnership Event with the purpose of fostering entrepreneurship in universities in Egypt, Tunisia, Morocco, and Germany. For ICT entrepreneurs, Hamamet, Tunisia, May 2011

“Technology Management in Egypt’s Higher Education,” Bi-Annual Conference of Association for Egyptian American Scholars, NRC Cairo, Nov 2009

## **TRAININGS ATTENDED**

### **Business and Society Module**

#### **International Management Teachers Academy (IMTA), Bled, Slovenia**

June 2018

A one-week workshop on integrating societal and sustainable issues in business education. Activities included curricula development, course design, teaching materials and teaching skills and methods. The program is heavily based on the case method, including teaching with cases, case writing, and performance evaluation and feedback to students.

### **Case Teaching and Writing Workshop**

#### **African Association of Business Schools (AABS), AUC, Egypt**

March 2018

A three-day workshop on writing and teach business management cases. Activities included practice case writing, case teaching, case enactment and the related pedagogical skills.

### **Introducing Sustainability into African Universities and Colleges**

#### **Collaborating Centre on Sustainable Consumption and Production (CSCP), UNEP/Wuppertal Institute, Germany**

April 2010

A one-week train-the-trainer workshop on introducing the issues and concepts of sustainable lifestyle and sustainable entrepreneurship into African universities by integrating informal educational activities with formal education.

### **Executive Development Training**

#### **Kellogg School of Management, Northwestern University, IL, USA**

July 2009

Two-and-a-half-week train-the-trainer on strategic thinking for middle-management executives with focus on goal setting, effective leadership, change management and the value of networking. Major learnings were on watching the different teaching styles and delivery methods, and interacting directly with the Kellogg faculty and staff.

### **Executive Education Training**

#### **Wharton School of Business, University of Pennsylvania, PA, USA**

November 2008

A one-week at Wharton School of Business sampling classes, discussing curriculum, meeting with program directors, and teaming up with faculty on executive and entrepreneurship training. Major learnings were on observing different delivery

techniques, discussing content with faculty, and experiencing firsthand the setup for executive education training.

## **AWARDS**

- W. J. Howe Award for Best Dissertation, Stevens Institute of Technology, May 2005
- Ted Eschenbach prize for Best paper in Engineering Management Journal, Fall 2007
- “Bright idea” award, for paper in New Jersey Publications, 2007, “Do Localized Clusters Influence Creativity”

## **GRANTS**

### **Innovation Marathon**

Design, operate and ultimately instill a number of useful or exemplary practices in linking up higher education institutions and universities to their respective industries.

- Secured a EU 100,000 Innovation Fund RDI-2 grant over 2 years (2012-2014)

## **MEMBERSHIPS AND PROFESSIONAL COMMUNITIES**

- International Forum on Sustainable Value Chains (ISVC) – Council Member
- Academy of Management (AOM); OM & TIM Division
- Africa Academy of Management (AFAM)
- International Purchasing & Supply Education and Research Association (IPSERA)
- Decision Science Institute (DSI)
- Production and Operation Management Society (POMS)
- International Association of Management of Technology (IAMOT)
- American Society for Engineering Management (ASEM)
- Portland International Center for Management of Engineering and Technology (PICMET)
- Engineering and Technology Management Education and Research Council (ETMERC)