ACADEMY OF INTERNATIONAL BUSINESS
MIDDLE EAST NORTH AFRICA CHAPTER

Annual Report June 2015

This report is combined with the inputs from the reports from the following committee members: Immanuel Azaad Moonesar, Tim Rogmans, Ian Michael, Jacinta D’Silva, Arif Zaman and Victor Huang.
Executive Committee Structure

Current and Incoming Officers (interim committee)

The AIB-MENA Chapter organisational structure is as follows:

President & Founder of AIB-MENA Chapter: Dr. Melodena Stephens Balakrishnan
(Affiliation: Associate Professor, Faculty of Business, University of Wollongong in Dubai,
Dubai, UAE).

VP Finance: Dr. Tim Rogmans (Affiliation: Assistant Professor, College of Business,
Zayed University, Dubai, UAE) Sub-Committee: Prof. Sanjoy Bose, Dean Abu Dhabi School of
Business.
**VP Operations:** Dr. Ian Michael (Affiliation: Associate Professor, College of Business, Zayed University, Dubai, UAE.) Subcommittee Member: Dr. Noela Michael – Responsible for Interns, Affiliation – Herriot Watt University, Dubai.

**VP Academic Program:** Dr. Victor Huang; Affiliation: Assistant Professor, College of Business Zayed University, Abu Dhabi, UAE.

**VP Marketing & Outreach:** Mr. Immanuel Azaad Moonesar (Affiliation: Mohammed bin Rashid School of Government, Dubai, UAE & Doctoral Candidate at Walden University, USA). Subcommittee Member: Newsletter and Proceedings: Jacita D’Silva, Emirates Aviation School of Business, Dubai, UAE.

**Current Outreach Chair for Pakistan:** Professor. Arif Zaman (Affiliation: Henley Business School)

**Outreach Chair for GCC:** Dr. Justin Williams, Qatar (new)

**AIBMENA UOWD Liaison:** Mr. Sreejith Subramanyan, Institutional Research Officer, UOWD, SreejithSubramanian@uowdubai.ac.ae (new)

I have relocated to Germany but am still associated as research fellow with UOWD. I will be the interim president till 2017 so that I can use the contacts and after this elections will be held.

**Advisory Committee**

We will have to replace or modify this. Frederic has been relocated to USA (though he will be handling this market as his role has expanded, he has still offered to be in the Advisory Committee). Prof. Rob Whelan will be relocating in December back to Australia.

**Abdullah Ahmed Al Saleh,** Undersecretary of the UAE Ministry of Economy  
**Frederic Sicre,** Managing Director, The Abraaj Group  
**Professor Rob Whelan,** Deputy-Provost, UAE University  
**Professor Stephen J. Mezias,** Academic Director, INSEAD, Abu Dhabi Campus.  
**Ms. Shurroq Al Banna,** Noor Foundation, Dubai, UAE.

**Future Action:** AIBMENA Executive committee plans to expand the advisory Board this year.

**Major Events for 2014-2015**

AIBMENA celebrated our 5th year, below we share some significant milestones the AIBMENA chapter has reached from 2010-2015 at the 5th annual conference in Dubai.

1. **Organized five conferences:** By June 2015, AIBMENA had organized 5 international conferences in 3 countries impacting at least 300+ international academics and promoting international business and teaching in the MENA region.
2. **Contribution to research:** One of our key objectives was to promote research. Less than 1% of the research published in business journals is from or on the MENA region. Out of some 12 academic journal special issues published on this region, three special issues were by AIBMENA. We also have organized five Journal of International Business Studies (JIBS) paper writing workshops (JIBS is a top-ranked journal in the field internationally).

3. **Documenting companies operating in the region:** We have been documenting organizations operating in the region through our AIBMENA Actions and Insights book Series. We have three volumes published, with a total of 35 cases. Cases on Etihad & the Iceland Crisis; Aramex & Fadi Ghandour; GE & awareness of breast cancer in KSA; Abraaj Group & their support of the community of entrepreneurs through CoE and Wamda; Lammtara (Freej cartoons); ATIC & UAE’s aspirations to be a silicon manufacturing centre; and Americana in KSA which are some examples of the cases written. Volume 4 will be ready in June 2015.

4. **High impact & Reach:** AIB has over 3000 international members worldwide, but our AIBMENA cases are also published online through the Emerald Emerging Market Case Studies, which attracts close to 600,000 users per year. As of 2015, our cases have had more than 12,503 downloads from leading Universities across the world. The downloads were 15% of the total Emerald case collection. We are adding Volume three cases by June to this which will increase this number.

5. **2017 AIB Annual Conference:** Since 2010 we have been trying to bring the main AIB conference to Dubai, UAE. This summer in Canada, the committee voted and accepted the proposal, which was a collaborative effort with DCB, the Government of Dubai, UOWD and Zayed University. This opportunity provides a unique occasion for us to showcase the MENA region, clear some misconceptions and introduce the 1800 international delegates who represent some of the top business school around the world to the MENA region.

6. **AIBMENA Wind-tower Award:** This is an award instituted by AIBMENA and given for Inspirational Leadership. For people who go beyond the call of duty and provide mentorship. Some of our previous winners for the AIBMENA Windtower award are:

   2012: Frederic Sicre (Managing Director, Abraaj Group); Prof. Rob Whelan (Deputy Provost, UAE University).
   2013: H.E. Sheikha Lubna bint Khalid bin Sultan Al Qasimi, UAE Minister of International Cooperation and Development.
   2014: Ratan Tata, Former Chairman of Tata Group, Chairman of two of the largest private-sector-promoted philanthropic trusts in India – the Sir Dorabji Tata Trust and the Sir Ratan Tata Trust. This was a very special visit as we collaborated with AIB- India to organize a joint conference. Further the Tatas are increasing their reach into this region so we hope there will be more collaborative opportunities for AIBMENA.
   2015: Fadi Ghandour is the Founder, Vice Chairman of Aramex’s Board of Directors and Former CEO of Aramex. Fadi is an inspiration to the Arab youth and for the field of entrepreneurship, a self-proclaimed social activist and a champion for the tech start-up. He is on the Boards of several prestigious companies like The Araaj Group, Oasis 500, Yemeksepeti, Ruwwad for Development, among other and is the Charman of Wamda, Fadi launched Corporate Entrepreneurship Responsibility, a collaborative movement which aims to lobby, mobilize and organize private sector efforts in building entrepreneurial ecosystems.
in the MENASA region. We have documented Fadi’s story in the AIBMENA case “ARAMEX PJSC: Carving a Competitive Advantage in the Global Logistics and Express Transportation Service Industry”.

7. AIBMENA Ghaf Tree Award: This is an award given to leading businesses in the MENA region that work towards the spirit of collaboration and community development. Some of our previous winners are:
   - 2012: Abraaj Group for their Abraaj Strategic Stakeholder Engagement Track (ASSET) program.
   - 2013–2014: Aramex and Americana, Egypt
   - 2015: GE MENAT: GE has been operating in the region for over 80 years and they are working through PPPs to solve unique issues facing the region. They partner also with over 25 Universities and Educational centres in the region. They have been active in the region addressing issues like breast cancer (which affects women in this region earlier than any other part of the world), nationalization (creating employment opportunities); women empowerment (they have one of the largest women’s networks); besides focusing on issues like water, power, healthcare and the aviation industry. GE has invested over USD 1 billion in this region to create infrastructure and research labs, and they provide credit through GE capital to help companies grow and people reach. AIBMENA was fortunate to document one aspect of their work in the case “GENERAL ELECTRIC: How GE worked to transform oncology healthcare in the Kingdom”.

8. Outreach:

   AIBMENA/ Emerald Teaching Cases Workshop organized for American University of Sharjah and the Mohammed Bin Rashid Business School of Government on 15 April, 2014. Had about 15 participants. This was an initiative taken by Immanuel Moonesar for outreach.

   Social Entrepreneurship Training Program: During the AIB Conference we developed a workshop for helping social entrepreneurs scale. Our committee members facilitated some of the sessions (Ian Michael, Victor Huang and Melodena), along with members (Valerie Lindsay) and industry partners (C3). The program was well attended by students (from Zayed University and UOWD); Faculty and Industry. We had some excellent feedback on the program. The agenda is given in the Appendix. We hope to continue this tradition and this gives us an opportunity for engagement beyond conference dates. It also allows to showcase the work some of our members are doing. We had 21 registered participants and another 10 faculty who attended.

   Our opening panel was attended by the Her Highness Sheikha Shamma bint Sultan bin Khalifa Al Nahyan, granddaughter of the President of UAE (HH Sheikh Khalifa) and the session was on “Social Entrepreneurs: A Brave New breed of Managers”. Our speakers were Sunil Sinha from Tata & Sons, Khalifa Suhail Al Marar, Vice President, Healthcare, at Mubadala Development Company and Mona Tavassoli, Founder and Director, Mom Souq and Mompreneurs Middle East.
We had several special sessions and activities and on the final night a special dinners was hosted by HH Sheikha Shamma at her palace in Dubai. We hope she will be actively involved in AIB 2017.

### AIB-MENA Summary of Membership: Total 47

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**Source:** [http://aib.msu.edu/statistics.asp](http://aib.msu.edu/statistics.asp)

The membership of the AIB-MENA Chapter as of 26 May 2013 stood at 65. An analysis:

- Members as of last report (on formation): 26 members
- Membership as of DATE 8 June 2010: 34 members
- Membership as of DATE 9 June 2011: 42 members
- Membership as of DATE 26 May 2013: 65 members
- Membership as of DATE 31 May 2014: 47 members
- Membership as of DATE 31 May 2015: 47 members
We had a dip in membership so the committee thinks this is a great time to hold our annual conference back in Dubai. Cairo and India did not allow us the control and focus on MENA. The 5th Annual conference call for AIBMENA has been sent out.

Summary of Financial Status

Please find the requested details below:

We began in January 2015 with a surplus of AED 95994.24. We have royalties from Actions and Insights of £352.30. We had an income of excess of AED 38,732.20 from AIBMENA.

We have two sponsorships forthcoming: UOWD AED 10,000 (for 4th Actions and Insights)
NMC Group: AED 10,000 (for 4th Actions and Insights)

For the 2015 Conference we had an expenses of AED 37,571.66
Another expense for the 4th Book will be approximately AED 13,500/-
Hence net balance approx.: AED 105,676.89

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Summary of Meetings Held This Year

21 April, 2014: Email meeting on possible dates for 2015
Committee decides January 13-15, 2014

27 Feb, 2014 Meeting Minutes sent on 04 March, 2014

1. Attendees
   Committee Members (including sub-)
   a. Melodena Balakrishnan
   b. Ian Michael
   c. Immanuel Moonesar
   d. Noela Michael
   e. Jacinta D’Silva

   Volunteers
   f. Sanjoy Bose
   g. Lionel Thibaud

2. Report for 2013
   a. It was noted that the report is due by the end on March 2014. The elements to be
      included are the press release, numbers on members, developments, report from
      each committee member including sub-members, structure.
   b. Action Point: Each Member is to submit the 2013 outcomes and plans for 2014
      for their respective roles (a few sentences).

3. Debrief of 2014 India conference
   a. There were 17 number of conference attendees
   b. There were four international participants
   c. Action Point 1: Refund two participants for not attending due to some urgent
      circumstances.
   d. Action Point 2: Get a copy of the conference proceedings to put online.

4. 2017 conference bid including task committee
   a. Topics to consider for this conference would include (but not limited to): Islamic
      finance, National Branding, logistics, trade, diplomacy, marketing, education, health
      management, investment, entrepreneurship, Dubai/UAE Model-best practices,
      tourism & hospitality, security / surveillance, immigration/migration.
   b. Sponsorships that are writing is 75,000 AED from Zayed University and 75,000
      AED from DTCM.
   c. The goal of the AIB-MENA committee is to raise the funds to cover the gala
      dinner.
d. Action Point: To meet to organize the task force committee, with defined roles and responsibilities
   2015 conference
   a. As the Topics were identified earlier, it would be a good test these topics in this conference, therefore the topics to consider for the 2015 conference would include (but not limited to): Islamic finance, National Branding, logistics, trade, Dubai/UAE Model-best practices, diplomacy, entrepreneurship, marketing, education, health management, investment, tourism & hospitality, security/surveillance, immigration/migration.
   b. The theme for the 2015 conference is entitled: “Building bridges from theory to practice”
   c. The next conference dates are 16-17-18 January 2015.
   d. The conference will be held in the Emirate of Dubai. The venue is yet to be decided upon.
   e. Action Point: The conference chair is to prepare the call for papers and track chairs listing as soon as possible.
   6. Other business

   a. The next Case Writing book will focus on Dubai

b. Next meeting: To be determined

24 March, 2014: email meeting on call and content for call
Dear Victor Tim, Ian and Immanuel,
Just a quick update before I leave for a break. I'll be away for two weeks next week but I want to get the call out.

I think we should go ahead and announce the dates - just need your inputs on a final confirmation of topics. If we are still unsure of the topics I suggest we go ahead and put the call with dates, Venue (DUBAI) and theme. Immanuel will you help with formatting so it looks like previous calls. We need to send it as a pdf version and embed the call in a hidden table to prevent it getting reformatted when it goes through the LISTSERV. We can send to AOM and AIB LISTSERV and our own internal database.

We should have case submission, posters (for industry) and student sessions.

Please look at the key themes I've outlined (very different from the past) happy for you all to debate and send your comment to Victor (please note his email address has changed!!) Victor make a call on themes and announce the call by this weekend as a lot of papers will be available after the AIB and AOM rejections. Faye has volunteered for the Tourism track but we don't have one highlighted as such. I've tried to keep it still IB focussed so we don't lose our core audience.
Secondly I met with one PCO and we can't use them as they work on the fee basis - for the other MCI I will fix plan and visit after I return on April 12. 

**Any ideas on sponsorships?**

We will put supporting Universities in the second call. We will finalise the venue later too. The following are the suggestions on the tracks for the 2015 conference:

1. International Government Policy affecting National Competitiveness
2. Building Cities of the Future: Sustainability, security, social fabric with influx of migration/tourism, e-governance, medical, transportation
3. Creating Ecosystems of Born Global: Institutional theory, MNC, Networking, Stakeholder Theory etc...
4. Creating International Brands: MNS, COO, COB,

**19 January to 20 January 2014, 2014**

Meeting with Tunga and Tomas. Committee members came for different events and time for the meetings. Members who met with AIB Executive: Melodena, Immanuel, Ian, Tim, Victor

**7 November, 2013 : With Advisor Fred Sicre**

Points of discussion. Immanuel please minute as official meetings.
1. Overview of AIBMeNA..melodena - 5 min
2. Financial - Tim to speak in challenges and plans 5 min
3. Outreach - Florian to speak on GCC outreach - opportunity and Challenges  5 min
4. State of research - victor to speak on 2 journal special issues, Cairo and India ( next conference) 5 min
5. Immanuel to speak on governance structure  5 min
6. Future...Melodena to wrap up if needed.

I think we will keep it open to discussion so if you prepare for 5 minutes we will assume a 10-15 minute discussion. Tim please ask Fred for sponsorship at the end.

Hopefully you all kept copies of the reports we read out at turkey. It will be on the AIB chapter website / Immanuel can u circulate again

**8 August, 2013**

Hello,

I hope you are all doing well and enjoying your holidays (if you managed to squeeze some in). This is just a reminder that the cases are due by August 25 with case release (this allows one review and revision before submission). The format the cases need to be written in is enclosed in the style guide attached above. The case release from the company is also enclosed above (needs to be on a company letterhead - Please scan and send to me and you can keep the original in your files). You also need to give me the Emerald release form (also enclosed). I need to submit everything to the publisher by 7 September (No extension of deadline if we are to meet the production deadline and get the books on time for February).
As Editors I will be assigning the cases to each of you back for review. We need to make sure they fit the style guide, context, teaching objectives and questions are relevant to the case. Please keep the teaching notes separately. Send it as a word document.

I have worked on the call and will be sending that out in a few days now that Eid is declared and our ME colleagues will soon be back at work.

Regards,
Melodena

(THIS BOOK WAS NOT RELEASED)

REPORTS

Finance Report
The finances of AIB MENA continue to be managed prudently. In each of its four years of operation, the organization has shown a financial surplus, which remains in the organization in order to support future activities. Expenses of running the organization are kept at a minimum and all work is done by volunteers. Committee members continue to seek sponsorship from organizations in the Middle East, either in the form of financial contributions or through the provision of support for important events, such as the annual conference. Since there has been no major revenue generating activity during the past year, it has been decided not to publish an additional volume of the Actions and Insights casebook during this period – Tim Rogmans

Operations Report
Thank you Melodena for the update. It was very comprehensive and covered all aspects and activities in 2013-2014.

I don't have much to add, happy to know that we are self-sufficient with funding, and we have around Dhs.90K in our bank balance. I was not able to attend the AIB-MENA/India Chapter Jan 2014 conference, due to a new policy implemented by the new ZU management ("No Fly Period") Week 1 of the semester, so I cannot make any comments on it. Only that I was a bit shocked to hear about such a small turn out.

As Melodena mentioned, Tomas Hult and Tunga Kiyak seemed impressed with the city of Dubai, and all arrangements that DTCM made for them. I met them at one dinner hosted by the Mariott Hotel. For the future, I think we should get very pro-active in getting more support for AIB-MENA in the region, and get more participants at our AIB-MENA 2015 conference in Dubai.

– Ian Michael

Database & Outreach
- Internship and mentorship program consisted of 3 students from the University of Wollongong in Dubai.
- Annual Conference 2014: Memberships and listings and registrations.
- Increase database email distribution to cover specific international businesses across the UAE.
• Coordinate Case study writing workshop of 15 participants.
  - Immanuel Azaad Moonesar

I have contributed in organizing the Cairo and India Conference held recently, however, it would be great if I would be physically present in the Conference. I have been dedicately working on the newsletter which will be published very soon. In my role, I have also supported the marketing team in providing information regarding the existing and new members. I have also been speaking about the Conference 2015 to the research committee of HCT, hoping to get some support from them.

My intended Objectives:
• To be a dedicated member of AIBMENA and support all the activities and Conferences held by AIBMENA 2015 and AIB 2017
• To design and regularly update the Newsletter AIBMENA
• To participate in the regular meetings conducted by AIBMENA chapter

List any other items you deem important mentioning for the next upcoming year for the AIB-MENA Chapter (e.g. an initiative, new idea).
• AIB-MENA team has been functioning very well and coordinating with different chapters. We have done a great job by collaborating with the Cairo team in organizing the Conference 2013 in Cairo, Egypt as well with India 2014. We will be working on organizing the Conference in Dubai. It will be great to focus not only on academia but also with real business developing in the country.
  - Jacinta D’Silva

Pakistan Outreach
AIB continues to grow its membership in Pakistan and members have been encouraged to attend recent AIB-MENA, AIB Annual and AIB-UK meetings. Articles have been published in leading national newspapers (for instance: http://e.thenews.com.pk/newsmag/mag/detail_article.asp?id=4488&magId=10) highlighting the importance of IB for Pakistan, resources for its development and active involvement in AIB. A concerted effort is being made to build on the numbers attending the forthcoming AIB-MENA in UAE following the record numbers for any AIB meeting from Pakistan that attended the earlier conference in Dubai in 2012.
  - Arif Zaman

AIB-MENA Publications & Press Releases for 2015
2015 coverage on AIBMENA Windtower and Ghaf Tree Award: http://www.khaleejtimes.com/kt-article-display-1.asp?xfile=data/uaebusiness/2015/February/uaebusiness_February85.xml&section=uaebusiness
Forthcoming

5th Book: Social Entrepreneurship
For this the funding was from a UAE National Research Grant. Book launch in 2016.

6th Book: Public Policy
For this we move away from UOWD to Mohammed Bin Rashid School of Government. This book will be tied in with the AIB 2017 Book and I hope to do a case on HH Sheikh Mohammed.

AIBMENA will not hold a conference in 2016 but instead will focus on 2017

Other Issues or Concerns
Detail other issues which you think will/should be of interest to the AIB executive board and/or other chapter officers.

1. We to strengthen outreach. A key focus will be finding active committee members.

2. Sensitivity of topics: There are some topics which will not be allowed to be discussed in some countries and should be avoided in conference paper submissions and discussions.
3. We need an official letter saying we are hosting the AIB Annual Conference to manage fund raising and other activities. This takes time.

Case Downloads as of April 2015

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At the end of the program, each participant will receive a certificate of participation from AIBMENA.

### Program

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<td>11.00-12.30</td>
<td><strong>Session 1: Branding the Entrepreneur for VC Funding</strong>&lt;br&gt;<strong>Facilitators:</strong> Dr. Melodena S. Balakrishnan, University of Wollongong in Dubai, Dr. Ian Michael, Zayed University and Ionica Murtaza, Emirates Aviation College. This session is sponsored by AIBMENA.</td>
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<td>12.30-1.30</td>
<td><strong>Lunch Break</strong>&lt;br&gt;(participants can go to the KV food court for lunch)</td>
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<td>1.30-2.30</td>
<td><strong>Session 2: Understanding growth &amp; scalability:</strong>&lt;br&gt;<strong>Facilitators:</strong> Dr. Melodena S Balakrishnan and Prof. Valerie Lindsay, University of Wollongong in Dubai.</td>
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<td>2.30-3.30</td>
<td><strong>Session 3: The Winning Business Models for Social Ventures:</strong>&lt;br&gt;<strong>Facilitators:</strong> Dr. Victor Huang, Zayed University. This session is sponsored by AIBMENA.</td>
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<td>3.30-4.30</td>
<td><strong>Session 4: Measuring Impact</strong>&lt;br&gt;This session is sponsored by Consult and Coach for a Cause (C3), a social entrepreneurship accelerator based in</td>
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Dubai. Their purpose is to enable Middle East emerging social entrepreneurs to become active agents of positive social change by leveraging experienced business professionals seeking meaningful ways to give back. More on them: [http://consultandcoachforacause.com/our-philosophy/](http://consultandcoachforacause.com/our-philosophy/). This session is facilitated by Tena Pick and Rebecca Hill of C3.

**Session 4: Measuring Impact**

Measuring social impact is one of the biggest challenges social enterprises face. It is crucial for social enterprises to know how much impact their activities are creating and whether or not that impact is positive. This session explains the importance of data generation and analysis and gives an overview of available methodologies, with a focus on Social Return on Investment (SROI). The participants will leave with a clear idea of how to approach social impact measurement and what they need to cover in order to execute the measurement successfully.
Panel Session:

We gave every delegate a free signed copy of Startup Rising by Christopher M Schroeder
UOWD Interns busy at work
Social Entrepreneurship Workshop
A Quick Break at Night after Dinner at Kitchen 6, JW Marquis Hotel

JIBS Workshop
Deans Panel

Best Paper Award
Dinner at the Palace
Fadi and Melodena on Getting His Windtower Award