

# Critical factors that affect logistics performance in UAE ADNOC Oil and Gas Industry performance

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## Abstract

A literature search has shown that a lack of categorization studies still exists in UAE ADNOC Oil and Gas Industry Critical factors that influence logistics efficiency. This thesis aims therefore at defining the crucial factors in the success of the logistics industry in UAE, ADNOC Oil and Gas. An analysis of literature is the tool used to compile relevant evidence. The study showed that in previous research there are different ways to categorise organisational efficiency. This research, after examining existing literature, established core innovation factor variables including vision and policy, organisation's intelligence, ingenuity and concept management, technology management and organisational structure and framework. In conclusion, this analysis delivers invaluable organisational success knowledge to ensure successful business productivity.

## Keywords

Critical factors, logistics performance, UAE, ADNOC, Industry performance

## 1. Introduction

In the digital age, competitive businesses forecast consumer dynamics correctly and adapt rapidly to evolving customer requirements (Schönsleben, 2016). The end user in the industry dictates success or collapse in supply chains according to Grant et al. (2017). They conclude that 'the best commodity at the right price for the customer at the right time is not just the pillar of competitive success but also the secret to life.' Chase and others (2000) suggest that businesses have to find flexible ways to address consumer desires in the current global epoch. These days, the businesses concentrate on refining their key operations so that the response to consumer demand can be maximised. The supply chains must respond to a steadily evolving market and enterprise with an increasingly sophisticated demand from consumers and recent incidents of supply disturbances (Wang et al, 2016). Managers and scholars are also responsible for finding a deeper explanation of reactivity. Today's increasingly dynamic market climate is marked by rising global competition and growing consumer demand. The dynamics of the (Bozarth et al, 2019) are particularly evident in the fashion and textile industry. Moreover, with shifts to a modern business landscape that are influenced by the global, technical and consumer environment, diminishing product life cycles and the swift launch of new goods, as consumers consistently require higher quality, quicker responses, and more product and service efficiency (Bozarth et al, 2019), new world market demands. Swink et al. (2017) suggest that such friction has fostered a phase of constant shift within organisations, affecting all market fields from quick technical transition to a much shorter product life cycle. They also note that improvements have arisen since the late 1990's and volatility has risen in the factory and supply chains. Companies also replied to the development of goods with creative products and better methods. Bozarth et al, (2019) suggests that supply chains must be controlled to respond rapidly to volatile demand. The underlying factor is that time, versatility and speed of response must be focused. The

pressures of global competitiveness have driven companies gradually to rely more on consumer demands and preferences and cut expense by enhancing the quality of service and performance (Bozarth et al, 2019). Logistics can affect consumer loyalty greatly, it is understood (Swink et al, 2017). In essence, this affects their purchasing decisions and desires and eventually affects business income (Bing et al, 2016). Given the role the logistics plays in the place and viability of the business, the attempted defining main factors in logistics success by academics and professionals is no surprise. Management of logistics is SCI's part. Logistical integration is used in SCM integration. The convergence of logistic supply chain operation through a market running units, including the inclusion of a company's logistic operations into logistic activities carried out by other supply chain members. A high level of penetration in extended supply chains can greatly improve market productivity both internally and externally. Integration of the supply chain that unites and optimizes logistic processes in the supply chain. Improving Although all elements contribute to logistics growth, logistical integration is still unfortunate, mainly rhetorical, with no practical implementation. The theories behind the manager say that the management must consider the challenge of balancing inherent teamwork uncertainty and the competitive potential of the supply chain management. In fact, however, logistic integration is still extremely hard to achieve, as different conceptions will deliver different results on how to apply the most effective multi-dimensional supply chain integration system.

The logistics success of the raw materials/products transport in a supply chain depends greatly upon the consistency, reliability and efficiency of managerial intervention (Coyle et al, 2016). As a result, it affects production speed, customer order fulfilment capability, supply flexibility and the development of a reliable customer distribution system (Coyle et al, 2016). In basic terms, logistics efficiency metrics can be summed up as the capacity to handle orders at lowest cost in the shortest possible period, without compromising product quality and operation (Yu et al, 2016). Logistics' ultimate goal is to satisfy consumer demands and reduce logging.

However, most of the manufacturing companies in the UAE have been faced with logistics services problems and they have an immense effect on their efficiency and are the product of insufficient technical resources, an ineffective transport infrastructure, a shortage of skilled logistics employees. Most experiments have so far focussed on versatility or resilience in the production field. Competition between individual entities is commonly argued not between the supply chains but among supply chains (Christopher, 2017). Many scholars, [4,3,7] have outlined the crucial positions of the management team. However, several studies have not concentrated on the possible effects of successful variables on worldwide and in developing countries. Furthermore, the literature review revealed that priorities had been provided in previous research to classify essential factors that influence organization efficiency based on views of different parties during organizations. However, there was no broad coverage of the quantification of the dependency of one element on another. Steps to manage a significant fa, for example. It is also clear that work on defining the relationship between the various factors that affect logistical efficiency and also a potential estimation of the impacts of these factors is weak [6,3,5]. While general understanding of logistic performance factors, industry practices need additional analysis, especially in the areas of improved logistics performance in UAE.

## **2. literature review**

### **Theoretical Framework**

Theory is an organised understanding that extends to a comparatively broad range of situations, in particular a system of theories, agreed concepts and methodological rules for an analysis, foresees or otherwise describes the type or actions of a given phenomenon (Christopher,2017). In this theoretical sense, researchers established the framework for the conceptual connection between logistical management, logistics efficiency and organisations performance, such that the approaches to be used are identified. These are empirical instruments that allow them to understand, to clarify and to make forecasts for a given topic.

#### **Organizations Performance**

In order to appreciate the performance of organisations, it is prudent to first understand what performance measurement is all about, as "organisation performance can be implemented by performance measurement. The success evaluation is, according to Prathap and Mittal, a primary criterion for the appraisal of organisational abilities and achievement. Wang et al. (2016) described performance measurement as a measurement process, where measurement is a quantification process and performance is obtained. They highlighted the value of more effectively and efficiently meeting consumer needs than rivals. This is the impact.

A consistent description of organisational success was essential to explain the multidimensional relationship between logistics management and organisation performance. The performance of companies includes three particular sectors: financial results (renewal, benefit, asset return and investment return); business performs (sale,

market share) and value-added customer satisfaction/added value, according to Bing et al. (2016). There were at least three fundamental reasons that a company desired to assess logistics efficiency, reduced operational costs, used these measures to raise sales growth and thus increase shareholder value (Coyle et al, 2016). Operating cost will decide when, when and when structural adjustments are made in control costs, places for better asset management can be found and desirable clients can be gained and maintained by improving the price value of the goods provided by cost reductions and quality enhancements (Christopher, 2017).

Based on the findings that enterprises compete successfully in time, they strive to increase productivity, consider the changing demands of their clients, exploit developing markets, join new companies and produce new ideas and integrate them into inventions in the 1980s, and see time as a source of strategic gain. Organizations then began focused on waste management in the form of time, tension, faulty units and inventory in production processes. Logistics skills are crucial in fierce times and quality-based competition. Indeed, the particles of several entities. A manufacturing performance studies by Leachman, Pegels and Shin showed that most of the manufacturing performance evaluators shared a shared perception that involved multiple performance assessment. Based on the calculation of performance metrics before the 1980s, the performance assessment process centred primarily on expense accounting, comprising of financial primary indices of performance such as investment gains, benefit plus profits per share. However, the critics that other non-financial metrics that led to operational success alone were subjected to relying on financial indicators. Coyle et al. (2016) emphasised the critical process evaluation and mission versatility as a solution to market uncertainty and to satisfies the different consumer demands by using problem-specific approaches in their study. Manufacturing methods were successful, based on performance, costing, delivery, versatility, creativity and responsiveness. Competitive priorities were also commonly used in development strategic output assessment (Christopher, 2017). Many companies use new technology and industrial techniques to meet these goals. Khan et al, (2014) have emphasised the importance of efficiency, availability, and versatility in calculating output performance by determining the key strategic priorities. Their success assessment, however, focussed only on three factors and ignored other strategic goals, such as expense, creativity and adaptability. Cost of building synergies within manufacturing expansion, as this could ultimately dictate the sales of product produced, which was directly linked to creativity and customization responsiveness (Behera et al, 2015).

Most businesses aspire to capture a share of the world economy and to benefit from greater production and supply productivity in a highly competitive setting nowadays. The role of logistics management in ensuring the seamless delivery of goods, goods and knowledge through the entire supply chain is currently a critical determinant in business success. In recent decades, the importance of logistics management has increased in numerous regions, leading to the pattern of nationalization and globalization. The logistics management of companies helps to refine current manufacturing and delivery systems based on the same tools. The administration of logistics plays an important role in growing a company's competitiveness in customer service and market excellence. Efficient logistics management delivers the best commodity at the right time, and so professionals and government have taken a lot of interest over the last decade. It is important to understand the value of sustainability in management of logistics, as it has a beneficial influence on the financial results of the business.

However, logistic efficiency had to be evaluated in order for logistics management to add to the performance of a company. In their study (Malik et al, 2016), measures of logistics efficiency have become a high priority due to the increasing awareness of the impacts of logistics management on companies and a growing awareness of the advantages of using logistics to improve customer value. There are at least 3 specific reasons for an organisation to want to calculate the productivity of the logistics, according to (Malik et al,2016) which are: The value-for-money partnership with goods delivered by cost savings and service enhancements will also draw and maintain valued consumers. Finally, stock market returns and organizations' market worth could be greatly affected by changes in logistic efficiency across the mechanisms leading to price shares and policy on dividends (Hussain et al, 2015). This research therefore considers logistics efficiency as a vector that interferes with logistics management on the performance of organizations.

The research centred on the assessment of the impact of the core logistics management practices on ADNOC success in UAE organizations (Ho et al, 2015). The logistics warehousing, inventory management and packaging support functionality is also an important part of a working logistics solution. But these functions do not differ from those discussed earlier and differ from business to company. The research offered a model in which companies were able to determine the logistics practices were most important to them, and then how much benefit the organisations had in terms of their costs, development and customer loyalty. This study was structured to classify the key aspects of logistics activities because not all aspects of the research were covered because of the massive amount of logistics operations, but only the aspects that were identified as most significant and related to the performance of organization. This thesis focuses on forward logistics rather than back-logo (referring to customer

feedback operations) and analyses physical and non-physical activities related to shipping, inventory control, order handling and the flow of information as independent variables because the efficiency of logistical activities has become a variable of intervention.

## **2.1 Relevant Theories**

A theory is a series of statements or principles designed to explain a series of facts or phenomena, especially "one repeatedly tested or generally agreed, which can be used to forecast natural phenomena. Theories are theoretical devices to understand, describe and forecast a certain topic. An official hypothesis is syntactic in nature and only makes sense if it is used to certain contents (i.e. the reality and relationships of the historical universe as it unfolds) when given a semantic aspect. This research was based on four performance-related hypotheses. The game principle, theory included.

### **2.1.1 Game Theory**

Game theory is a systematic decision-making study in which many players are expected to make decisions which could have an effect on the preferences of 'other players;'. When the behaviour of many agents is interdependent, game theory principles apply. These agents can be people, individuals, associations, or both of these combinations. Game theory principles provide a language for structuring, evaluating and interpreting strategic situations.

The game theory is split into two major approaches, which are non-cooperative and cooperative. The cooperative game theory can be applied if players benefit from teamwork rather than alone. The topic of benefit share was intensively studied in cooperative game theory, so that in building the hypothesis on transportation management and organisation efficiency, we followed co-operative and game- theoretical approaches. Cooperation today is becoming increasingly critical for improving global logistics efficiency. Horizontal logistics collaboration has proven effective in game theory to cut global costs and increase efficiency. However, horizontal collaboration is not commonly used in logistics, considering these advantages. The lack of a proper model for collaboration decision-making is a key challenge in the introduction of horizontal cooperation. This research uses a cooperative game-theoretical approach to help assess transport logistics productivity and to impact organizational results.

### **2.2.2 Theory of Constraints**

The Boundary Theory (TOC) is widely known as a management philosophy embraced by the Gold Council, which aims to focus on the limitations of initiating and implementing revolutionary reforms that this prevents the system of receiving. The high-performance TOC parameter assumes that all organizations must have at least one interruption. As Sematopang, A.B. To create a competitive advantage when all supply chain partners (SCS) merge, act as a reasonable, profitable and efficient unit (SC), "through a combination of demand and performance" [15] publishes that with increasing market demand, supply process becomes more complicated and demand levels become more specific. The competition was not between the companies, but between the SCs in which they are members (Santos, et al. Therefore, the main goal of SCM is to achieve the most useful solution of all SC partners. However, this can only happen with it: support management, because there is often a big difference between benefits and possible processes, because there are many logistical problems with efficient logistics management. Some of these problems include long delivery times, Large scale reminders, and / or over-processing. (Overtime) High levels of unnecessary inventory and / or related inventory shortages, inaccurate contents. Order - High emergency orders and large level of return delivery / or match control related to priority order. To resource tables and much more. The system needs to set its goals. The ultimate goal of most businesses is to generate future and future revenue. Develop the conditions that must work to keep the system working, encourage TOC managers to keep it up. The main problem that is observed is that logistics activities are profitable and efficient, to prevent them from achieving their goals, and to find solutions to overcome the conditions and overcome the limitations. Context may not offer good results, because every activity is considering local restrictions. (Problem itself) Although they should fully consider all logistics-related capacity constraints overall, it is important to develop effective logistics management. This study, theory of disguise (TOC) was used to help organizations inventory, logistics management and logistics. In the TOC method, the logistics analysis is performed with a simplified sense of meaning, that is, it is defined as a dependent set of elements, so the performance of the transfer depends on the efforts of this intermediate element. (Transportation, Inventory, Order Processing) and Data Flow) Each system will have at least one limitation and it is stated by the fact that without performance, the performance of the system will be unlimited. On. (2009 also recognizes that TOC guidelines can be used to guide an organization to focus on the use of resources at the expense of logistics that varies across the supply chain. Sematopang, et al., (2004) described the TOC thinking process to work together to identify

issues in clothing logistics management and to improve the overall profitability of the organization in order to define meetings with managers of different organizations., 2004; Cyplik, Et al., 2009) offers a conceptual model to avoid the uncertainty of placing time buffers in different positions of the members.

### **3. Methodology**

The methodology adopted for this research was to use a review of existing literature, this paper explores the theories of innovation capabilities and their implications in the organizational performance to provide useful information to ensure effective management of organizations through organizational culture in order to perceive constructive and/or reactive approaches to help the policy makers to predict the organizational performance indicators.

#### **3.1 Conceptual model development**

The conceptual framework explained the relationship between the independent and the dependent variables in the study (N.F et al, 2019a, N.F et al, 2019b, N.F et al, 2018) With a growing awareness of the strategic implications of logistics and a growing awareness of the benefits of exploiting logistics to increase customer value, measuring logistics performance has been a top priority. In this study, the dependent variable was the performance of organizations, and it was called dependent because the success of organizational organizations depended on a number of different factors, which we call independent variables. In this case, the independent variables are the key factors that led to the success of logistics management and included: transport management, inventory management, order processing and information flow. The intermediate variable was the logistics information system. Empirical research has shown that a key element in the logistics chain was transport management, which joined separate activities and influenced the functioning of the logistics system. Transportation is defined as the activity of sending goods or finished goods from suppliers to a facility or to warehouses and points of sale. Transport is required throughout the entire production process, from manufacture to delivery to the final consumer and return. Only good coordination between individual components can bring the most of these benefits. Transport or movement of goods from one place to another was used and success was evaluated in this model. As the movement of goods was part of the definition, transport was a natural part of logistics and therefore a key factor influencing the performance of organizations. Based on this review, the following null hypothesis is formed:

H1: In UAE organizations, there is a link between shipment management and ADNOC performance.

No company that sells goods probably has on hand the material needed to sell its products and finished products. The materials and finished products available are the company's stock described inventories as an essential part of a business because they were necessary for the business and also contributed to customer satisfaction stated that inventories need to be well managed in order to increase profits and that many small businesses cannot take on such losses due to poor inventory management. Previous research has shown empirical support that inventory management is important for business and critical to logistical success. Inventory management was directly related to warehousing and was crucial to the operation of these organizations because the industry wanted to constantly provide its customers with the optimal amount of raw materials for processing and finished products. Based on this review, the following null hypothesis is established:

H2: There is a relationship between Inventory management and ADNOC performance in UAE Organizations.

Empirical research had shown that transmission of the customer 's order triggered the logistics processes within the company and it was through order processing that handling and monitoring of an order - from the time it was placed by the customer to the delivery of the shipment documents and invoice to the customer was addressed. While many aspects of information were critical to logistics operations, the processing of orders was of primary importance. Failure to fully comprehend this importance resulted from not fully understanding how distortion and operational failures in order processing impact logistical operations. In most supply chains, customer requirements were transmitted in the form of orders. According to Bowersox, at el., 2012, the processing of these orders involved all aspects of managing customer requirements, including initial order receipt, delivery, invoicing, and collection. The logistics capabilities of an Organizations could only be as good as its order processing competency hence creation of Organizations performance. Based on this review the researcher came up with the following null hypothesis:

H3: There is a relationship between Order process management and ADNOC performance in UAE Organizations.

Today 's competitive global business environment requires effective use of Organizations resources which may be achieved through use of information technology resources for logistics activities. The flow of accurate and real time information in logistics is considered very important to the flow of materials. IT helps in sharing information on transfer or exchange of information indicating the level and position of inventory, sales data, and information on the forecasting information, information about the status of orders, production schedules and delivery capacity, and Organizations performance measures.

Prior "research has proved that better information usage can improve the performance of many logistics tasks including distribution of network design, demand forecasting, transport management, inventory management and the processing of orders which is of primary importance to Organizations performance. Effective and efficient information sharing improves the visibility of logistics activities. However, the importance of accurate information to achieving superior logistical performance has historically been underappreciated. Based on this review, the research proposes the following null hypothesis:

H4: There is a relationship between Information flow management and ADNOC performance in UAE Organizations Performance measurement can be defined as the process of quantifying the efficiency and effectiveness of an action and is a set of metrics used to quantify the efficiency and/or effectiveness of an action. Gunasekaran also claims performance measures and metrics are essential for effectively managing logistics operations. Performance measurement is effectiveness and efficiency in performing logistics activities; it is also defined through differentiation because the value customer receives from logistics serves as an indicator of logistics performance. The logistics information systems influence performance on suppliers, delivery performance, customer service, and inventory/logistics costs and then performance metrics are aligned 'with customer satisfaction, basically making customer satisfaction the definition of success hence positively influencing Organizations performance. LIS enables the combination of operational and information flow, which provides transparent, networks for suppliers and customer 's thus creating effective logistics management. The overall goal is to create a model that will rate logistics management on the influence of Organizations performance based on multiple factors. Based on this review, the following null hypothesis can be formulated."

H5: Logistics information systems has mediating effect on the relationship between logistics management and Organizations ADNOC performance in UAE.

In summary, logistics performance creates value through customer service elements such as product availability, timeliness and consistency of delivery, and ease of placing orders and this can be achieved through logistics information systems. They refer measuring logistics performance as a high priority. The success can be defined in many ways including low cost, profit maximization, optimal efficiency or customer satisfaction in which if achieved, then Organizations performance is realized. The above brief review of literature has resulted into the formulation of presumed relationships between the variables under investigation and is illustrated in the following hypothetical model in figure 1 shown in the next page.

Hypothesis 7 (H7). The agility of a logistics service significantly and positively impacts the performance of the Gas Industry performance.

Hypothesis 8 (H8). The integration capabilities of a logistics service significantly and positively impact the performance of the Gas Industry performance

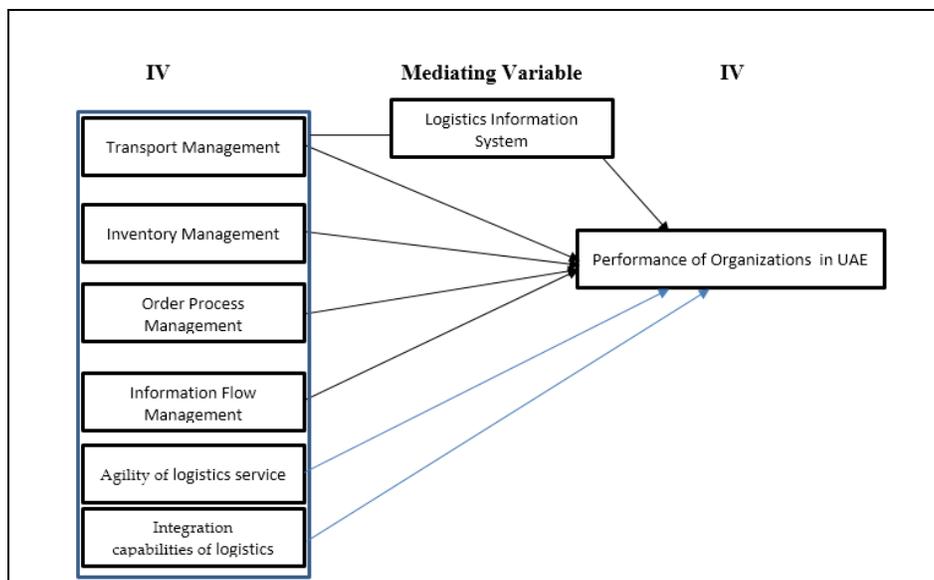


Figure 1: conceptual model of the research

## 6. Conclusion

This paper has reviewed relevant literature on influence of logistics management on performance of organizations in UAE. This included brief historical background and succinct definition of logistics management and Organizations performance. The paper went on to develop conceptual framework, theoretical framework, and empirical review that was to be used in the study in regard to each variable in the study. Lastly it drew a critique of the existing literature relevant to the study and identified research gaps as indicated in the literature review

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