

Strategic Plan

Analysis, Formulation, Implementation &
Controlling

Faculty of International Business and Humanities (FIBH)

2026-2030

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Introduction

FIBH is the Faculty of International Business and Humanities (FIBH) at Egypt-Japan University of Science and Technology (E-JUST). It is located in Borg Elarab city, Alexandria, Egypt. E-JUST is a research university with the ambition to cultivate an academic environment and become a benchmark for education in Egyptian and African countries. It was established as a bilateral agreement project between the Egyptian and Japanese governments in May 2009. FIBH consists of two schools, which are the School of International Business (SIB) and the School of Social and Human Sciences (SHS). At SIB, there are 5 tracks at the undergraduate level and also 5 tracks at the postgraduate level in addition to different tracks of the Master of Business Administration (MBA) program and professional diplomas in multiple areas. Their undergraduate and postgraduate programs are based on the Japanese zemi style of teaching which makes them unique and uncompetitive. FIBH has a vision” At FIBH our vision is to create a distinct world-class center of excellence for business and humanities education and research. Our faculty’s idea supports this vision by offering better higher education and research for students, academic staff, and researchers in the region and beyond. By providing pioneering new interdisciplinary fields, we aim to deepen the understanding of business and humanities issues while catering to up-to-date technologies which is required to create a sustainable society in The Middle East and Africa” and a mission “To provide a superior educational system for business and humanities students at higher education and research level in Egypt and the region, by fostering the Japanese educational standards and offering pragmatic and innovative solutions. We strive to create the leaders of tomorrow who can bring creative, innovative, and entrepreneurial solutions to many of the local, national, and regional problems. FIBH will have a global outlook, ethical understanding, and the capacity to work in an international business environment and support the establishment of strong business, technical, and commercial ties between Japanese industries and organizations, and their counterparts in countries and regions that are served by E-JUST.”

Figure 1: FIBH Portfolio of Services



Figure 2: FIBH Competitors



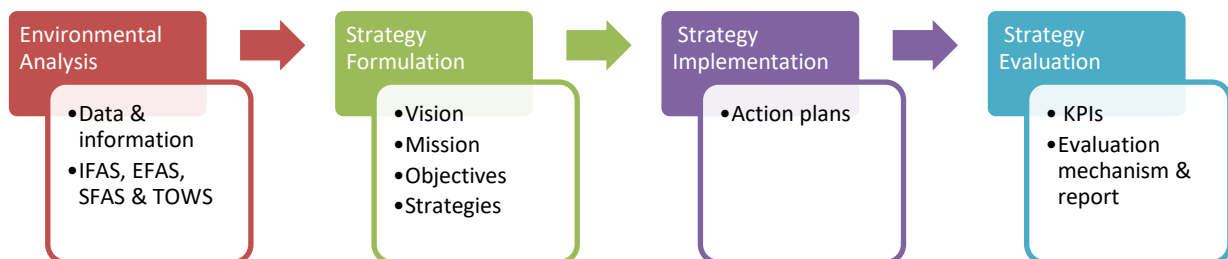
Figure 3: FIBH Stakeholders



Methodology of FIBH Strategic Plan

The development of this strategic planning portfolio is based on using a scientific approach following the strategic management body of knowledge and best practices in higher education. Several orientation sessions & workshops using analytical thinking techniques, brainstorming, and focused groups shall be conducted. The participants are representatives of the FIBH stakeholders as needed in each phase: academic staff, support staff, administration, management, industry, undergraduate students, graduate students, professional programs students & experts.

Figure 4: Methodology of FIBH Strategic Plan



This strategic plan portfolio aims to:

1. Analyze FIBH's external & internal environment to identify FIBH's current situation in the market qualitatively & quantitatively (IFAS, EFAS, SFAS, Industry & TWOS analyses)
2. Assess FIBH's current mission, vision & objectives according to relevant standards
3. Develop SMART objectives with relevant measures & accountabilities
4. Design strategies that match the findings of SWOT analysis to achieve excellence & sustainability for FIBH: Institutional & business strategies.
5. Develop implementation plans
6. Develop an integrated evaluation and reporting mechanism to ensure effective evaluation & control process

Part One: Environmental Analysis

1. FIBH External Analysis Summary (EFAS)

FIBH has followed a structured list of factors for its external environmental analysis. This list of factors has been developed based on the forces of PESTEL and industry analyses. These factors have been adjusted to match the nature of the higher education industry. Data was collected on these factors through extensive search, interviews, and brainstorming. The collected data have been analyzed, resulting in opportunities (+ve) and threats (-ve) based on their effects on FIBH. The developed list of threats and opportunities has been reviewed by a focus group. This focus group consisted of strategic management professors and experts. The same focus group allocated the weight for each factor based on the required resources to manage the factor. The total weight of all factors is 1.00. Then a workshop was conducted on the 27th of August 2024 to share insights about strategic management in higher education and FIBH with its stakeholders. Three focus groups of stakeholders were formulated to review the factors and assign impact scores (1-5) individually, group-based, and intergroup. The endorsed score by the stakeholder has been added to the EFAS Excel sheet. The impact score multiplied by the weight score has resulted in a weighted impact score.

Table 1: FIBH EFAS

External Factors	Weight (W)	Impact (I=1-5)	WI
(1) Opportunities			
O1: Increasing demand for education services with international standards	0.010	4	0.04
O2: Long-term potential agreement with business entities in the region (including syndicates)	0.005	4	0.02
O3: Increasing demand for specialized graduate programs	0.015	4	0.06
O4: Increasing demand for qualified and competent graduates	0.015	4	0.06
O5: Effective maintenance agencies for the buildings	0.001	3	0.00
O6: Availability of highly qualified suppliers of spare parts.	0.001	3	0.00
O7: Availability of teaching participation from Japanese professors	0.010	4	0.04
O8: Availability of adjunct & visiting professors (Egyptians and foreigners)	0.010	4	0.04
O09: Availability of international accreditation bodies	0.010	4	0.04
O10: Availability of professional training scholarships e.g.: SAP, CMA...etc	0.005	4	0.02
O11: High competitor tuition fees (private universities)	0.010	4	0.04
O12: Low instructor payment rate in the governmental universities	0.010	3	0.03
O13: Low instructor payment rate in some private universities such as Pharos	0.010	3	0.03
O14: Lack of Japanese education providers in the MENA region	0.001	5	0.01

O15: Increasing demand for supply chain professionals	0.005	3	0.02
O16: High entry barrier to the higher education industry	0.001	3	0.00
O17: Governmental development strategies in Borg Alarab	0.001	4	0.00
O18: Scholarships provided by MOHE and EJEP	0.001	4	0.00
O19: Effective cooperation opportunities with Borg El-Arab Development Authority: training, infrastructure..etc	0.005	4	0.02
O20: Financial support by the Ministry of Finance	0.050	4	0.20
O21: Need for qualifying Borg El-Arab citizens for the job market	0.010	3	0.03
O22: Need for community services: libraries	0.010	3	0.03
O23: Need for special developmental and professional training for citizens	0.015	3	0.05
O24: High Political Stability in Egypt	0.001	3	0.00
O25: Available agreements options with foreign and local universities	0.005	4	0.02
O26: Potential agreements with governmental entities	0.005	4	0.02
O27: Low currency exchange rate for foreigners	0.001	3	0.00
O28: Low cost of living in Egypt for foreign students	0.001	4	0.00
O29: Tax exemption availability	0.010	3	0.03
O30: Availability of education scholarships (fundraising) for both Egyptians & foreigners by JICA	0.005	4	0.02
O31: Increasing awareness of distinctive education	0.050	4	0.20
O32: Positive attitude toward universities with international standards	0.050	4	0.20
O33: Increasing birth rate	0.010	3	0.03
O34: Increase demand for private universities (<i>because public universities will no longer be able to accommodate the number</i>)	0.010	4	0.04
O35: Increasing demand for international education in Africa	0.010	4	0.04
O36: Increasing value for education among Egyptians	0.010	4	0.04
O37: Developed infrastructure and utilities of Borg Alarab (New roads and bridges)	0.001	4	0.00
O38: Availability of advanced research technology tools in the market	0.010	3	0.03
O39: Dry Climate of Borg Alarab	0.001	2	0.00
O40: No traffic jam in Borg Alarab	0.001	3	0.00
O41: Growing industrial zone of Borg Alarab	0.010	3	0.03
O42: Increasing R&D opportunities in the renewable energy field	0.001	3	0.00
O43: JICA agreement renewal with EJUST	0.100	5	0.50
(2) Threats			0.00
T1: High bargaining power of graduate & professional students	0.005	4	0.02
T2: Poor behavioral profile of high school graduates (newcomers)	0.050	4	0.20
T3: Underestimated value of research by some business entities	0.010	3	0.03
T4: Low switching cost of customers (students)	0.010	3	0.03
T5: Lack of paper supplies	0.010	2	0.02
T6: Lack of international PhD holders in Egypt	0.030	4	0.12
T7: High capabilities of customized programs by competitors (AAST and AUC)	0.030	4	0.12

T8: Strong international competition through dual degrees in some universities	0.030	4	0.12
T09: Increasing competition in North of Egypt	0.100	4	0.40
T10: Severe current competition in the MENA region	0.005	3	0.02
T11: Increased number of online competitors	0.001	3	0.00
T12: Increasing recognition for international accreditation	0.010	3	0.03
T13: Negative impact of potentially changing MOHE regulations and legislation	0.001	3	0.00
T14: In case of limiting the financial fund of the Ministry of Finance (EJUST self-fund).	0.100	4	0.40
T15: Increasing housing rents after EJUST	0.005	4	0.02
T16: Availability of licensed software providers	0.010	3	0.03
T17: Changing policies and regulations of HE	0.001	4	0.00
T18: Low flexibility in the organizing law of universities in Egypt (requirements, thesis supervision, time..etc.)	0.001	3	0.00
T19: High unemployment rate	0.010	4	0.04
T20: Low education fundraising in Egypt	0.010	4	0.04
T21: Decreased sponsorship by companies	0.005	3	0.02
T22: Low-income level in Egypt	0.005	4	0.02
T23: Decreasing value of Egyptian savings	0.010	4	0.04
T24: Increasing inflation rate	0.010	4	0.04
T25: Increasing hacking activities	0.010	3	0.03
T26: Cheating applications (ChatGPT...)	0.010	4	0.04
T27: Difficult mobility of students from outside of Alexandria	0.010	3	0.03
T28: High temperature in summer in Borg Alarab	0.001	3	0.00
T29: Difficult winter climate in Borg Alarab	0.001	3	0.00
T30: High potentiality of water scarcity issues in the region	0.001	3	0.00
T31: Secured MIS and Thinqi platforms subscribed by public universities	0.005	4	0.02
	1.000		3.90

The weighted impact score has been used to prioritize the external factors and to focus on the most important ones. The factors with the highest weighted impact score are highlighted in green. They will be transferred to the situational factors analysis summary table (SFAS).

FIBH's external environment (3.9) exceeds the benchmark (3.5). It highlights lots of opportunities for FIBH to capture and some threats to plan carefully to avoid.

2. FIBH Internal Factors Analysis Summary (IFAS)

FIBH has followed a structured list of factors for its internal environment analysis. This list of factors has been developed based on resources-based theory. These factors have been adjusted to match the nature of the higher education industry. It is an analysis of FIBH identified resources, culture, and structure. Data was collected on these factors through extensive search, interviews, and brainstorming. The collected data has been analyzed resulting in strengths (+ve) and weaknesses (-ve) based on their effects on FIBH. A focus group has been formulated to review the developed list of strengths and weaknesses. This focus group consisted of strategic management professors and experts. The same focus group allocated the weight for each factor based on the required resources to manage the factor. The total weight of all factors is 1.00. Then a workshop was conducted on the 27th of August 2024 to share insights about strategic management in higher education and FIBH with its stakeholders. Three focus groups of stakeholders were formulated to review the factors and assign impact scores (1-5) individually, group-based, and intergroup. The endorsed score has been added to the IFAS Excel sheet. The impact score multiplied by the weight score has resulted in a weighted impact score

Table 2: FIBH IFAS

Internal Factors	Weight (W)	Rate (I=1-5)	WI
(1) Strengths			
S1: Well-recognized brand name of EJUST	0.001	4	0.00
S2: Updated webpage of FIBH	0.005	3	0.02
S3: Well-designed facilities and infrastructure of EJUST	0.01	4	0.04
S4: Environmentally Friendly campus of EJUST	0.01	4	0.04
S5: Qualified academic staff	0.01	5	0.05
S6: International PhD academic members	0.01	4	0.04
S7: International experienced academic members	0.01	4	0.04
S8: Availability of professional academic members	0.01	4	0.04
S9: Competitive salary packages of EJUST staff (academic, support, and administrative)	0.04	4	0.16
S10: Academic and support staff development fellowships by the Japanese partner	0.001	4	0.00
S11: Sufficient budget for supplies at the university level	0.003	2	0.01
S12: Internet-based campus	0.005	3	0.02
S14: Updated staff database	0.001	3	0.00
S15: Updated centralized administrative policies and procedures: e.g. payroll procedure, recruitment, PR..etc	0.001	3	0.00
S16: Developed FIBH quality assurance unit & committees	0.01	3	0.03

S17: Approved and communicated admission policy and procedure for both UG & PG (centralized)	0.001	3	0.00
S18: Integrated scholarship procedure: education, accommodation, transportation...etc	0.001	4	0.00
S19: High-quality undergraduate programs	0.005	4	0.02
S20: Updated design of curriculums	0.02	4	0.08
S21: ICT-based programs and courses: accounting and information technology, HRIS, digital marketing, Fintech.etc.	0.005	4	0.02
S22: Competitive undergraduate tuition fees	0.01	4	0.04
S23: Available undergraduate scholarships; education, accommodation, transportation...etc.	0.01	4	0.04
S24: Interactive and experiential learning process	0.005	4	0.02
S25: High-quality graduate programs	0.005	4	0.02
S26: ICT-based graduate programs and courses: accounting and information systems, EHRM, HRIS, technology management...etc.	0.004	4	0.02
S27: Available graduate scholarships	0.01	4	0.04
S28: Outstanding MBA program with 5 tracks: finance, accounting, HR, marketing, and general.	0.01	4	0.04
S29: Availability of some professional diplomas: fintech and general management diploma	0.01	4	0.04
S30: Competitive tuition fees of the professional programs	0.005	3	0.02
S31: Average number of local publications	0.005	3	0.02
S32: Average number of international publications for graduates	0.01	4	0.04
S33: Increasing number of students in the accounting and information technology major	0.01	3	0.03
S34: Availability of synchronized learning (live, online, and recorded)	0.005	3	0.02
S35: High support of the EJUST board of trustees & Mgt.	0.005	3	0.02
(2) Weakness			0.00
W1: Lack of FIBH public recognition	0.05	5	0.25
W2: Lack of promotion plan for FIBH and its programs (currently centralized as part of the university marketing plan).	0.01	4	0.04
W3: Lack of dedicated computer labs for FIBH (matching business study's needs).	0.05	4	0.20
W4: Continuous failure of printers and data show ...etc	0.005	3	0.02
W5: Need to update PCs and supporting equipment	0.01	3	0.03
W6: Lack of full professors in some specialization	0.05	3	0.15
W7: Lack of entrepreneurship PhD holders	0.05	4	0.20
W8: Limited number of teaching assistants (TAs)	0.05	3	0.15
W9: Lack of professional TAs (with business experience)	0.01	3	0.03
W10: Limited number of faculty administrative staff	0.004	3	0.01
W11: Centralized administrative staff (University-based)	0.001	4	0.00

W12: Lack of updated skills (research skills, research software, teaching methodology ...etc.)	0.04	4	0.16
W13: Lack of staff development plan	0.04	4	0.16
W14: Centralized budget (university-based)	0.001	4	0.00
W15: Lack of subscribed research software	0.01	4	0.04
W16: Limited number of subscriptions of some licensed software (copies).	0.04	4	0.16
W17: Lack of business digital library of FIBH with subscriptions in international databases	0.05	4	0.20
W18: Inconsistent educational system (SIS)	0.01	4	0.04
W19: Lack of integrated Moodle: registration, learning, examination, materials, meetings...etc. (currently SIS in addition to Microsoft Teams and Google Classroom)	0.04	4	0.16
W20: Lack of faculty-based staff recruitment database	0.004	3	0.01
W21: Slow procedure execution due to centralization	0.001	3	0.00
W22: Lack of some professional specialization for undergraduate programs: supply chain, entrepreneurship	0.001	4	0.00
W23: Lack of faculty accreditation locally and internationally for undergraduate & graduate programs	0.07	4	0.28
W24: Lack of some professional specialization for graduate programs: supply chain, entrepreneurship	0.01	4	0.04
W25: Lack of some MBA tracks: supply chain, strategic management...etc.	0.01	3	0.03
W26: Lack of some professional diplomas	0.01	3	0.03
W27: Lack of DBA program	0.01	3	0.03
W28: Lack of accredited professional programs locally and internationally	0.01	4	0.04
W29: Limited number of international publications of postdoctoral	0.04	4	0.16
W30: Lack of industry-oriented research	0.01	3	0.03
W31: Lack of community-oriented research	0.01	3	0.03
W32: Lack of multidisciplinary research	0.01	3	0.03
W33: Limited number of foreign students	0.01	3	0.03
W34: Limited number of students in some majors UG & PG.	0.01	3	0.03
W35: Not updated student database	0.01	3	0.03
	1		3.82

The weighted impact score has been used to prioritize the internal factors and to focus on the most important ones (highlighted in green). The internal environment of FIBH (3.82) exceeds the benchmark (3.5), which emphasizes to FIBH management the importance of focusing on best utilizing the available strengths in an efficient & effective manner. In addition to plan effectively to overcome the weaknesses through continuous development.

3. FIBH Situational Factors Analysis Summary (SFAS)

The factors with the highest weighted impact score have been transferred from EFAS and IFAS into SFAS with the same assigned impact score and adjusted weight score to have a total of 1.00.

Table 3: FIBH SFAS

Environmental Factors	Weight (W)	Impact (I:1-5)	WI
(1) External Factors			
O1: Increasing demand for education services with international standards	0.010	4	0.04
O3: Increasing demand for specialized graduate programs	0.015	4	0.06
O4: Increasing demand for qualified and competent graduates	0.015	4	0.06
O7: Availability of teaching participation from Japanese professors	0.010	4	0.04
O8: Availability of adjunct & visiting professors (Egyptians and foreigners)	0.005	4	0.02
O09: Availability of international accreditation bodies	0.010	4	0.04
O11: High competitor tuition fees (private universities)	0.010	4	0.04
O21: Need for qualifying Borg El-Arab citizens for the job market	0.010	3	0.03
O22: Need for community services: libraries	0.010	3	0.03
O23: Need for special developmental and professional training for citizens	0.015	3	0.05
O29: Tax exemption availability	0.010	3	0.03
O33: Increasing birth rate	0.020	3	0.06
O34: Increase demand for private universities (<i>because public universities will no longer be able to accommodate the number</i>)	0.005	4	0.02
O35: Increasing demand for international education in Africa	0.010	4	0.04
O36: Increasing value for education among Egyptians	0.010	4	0.04
O38: Availability of advanced research technology tools in the market	0.015	3	0.05
O41: Growing industrial zone of Borg Alarab	0.015	3	0.05
O43: JICA agreement renewal with EJUST	0.100	5	0.50
T3: Underestimated value of research by some business entities	0.010	3	0.03
T4: Low switching cost of customers (students)	0.010	3	0.03
T6: Lack of international PhD holders in Egypt	0.020	4	0.08
T7: High capabilities of customized programs by competitors (AAST and AUC)	0.030	4	0.12
T8: Strong international competition through dual degrees in some universities	0.030	4	0.12
T09: Increasing competition in North of Egypt	0.100	4	0.40
T12: Increasing recognition for international accreditation	0.010	3	0.03

T14: Threat of limiting the financial fund of the Ministry of Finance (EJUST self-fund).	0.050	4	0.20
T16: Availability of licensed software providers	0.010	3	0.03
T19: High unemployment rate	0.010	4	0.04
T20: Low education fundraising in Egypt	0.010	4	0.04
T22: Low-income level in Egypt	0.005	4	0.02
T23: Decreasing value of Egyptian savings	0.010	4	0.04
T24: Increasing inflation rate	0.010	4	0.04
T26: Cheating applications (ChatGPT...)	0.010	4	0.04
T27: Difficult mobility of students from outside of Alexandria	0.005	3	0.02
			2.48
(2) Internal Factors			0.00
S3: Well-designed facilities and infrastructure of EJUST	0.01	4	0.04
S4: Friendly-environment campus of EJUST	0.01	4	0.04
S5: Qualified academic staff	0.01	5	0.05
S6: International PhD academic members	0.01	4	0.04
S7: International experienced academic members	0.01	4	0.04
S8: Availability of professional academic members	0.01	4	0.04
S9: Competitive salary packages of EJUST staff (academic, support, and administrative)	0.03	4	0.12
S20: Updated design of curriculums	0.01	4	0.04
S22: Competitive undergraduate tuition fees	0.01	4	0.04
S23: Available undergraduate scholarships; education, accommodation, transportation...etc.	0.01	4	0.04
S27: Available graduate scholarships	0.005	4	0.02
S28: Outstanding MBA program with 5 tracks: finance, accounting, HR, marketing, and general.	0.01	4	0.04
S29: Availability of some professional diplomas: fintech and general management diploma	0.005	4	0.02
S32: Average number of international publications for graduates	0.01	4	0.04
W2: Lack of promotion plan for FIBH and its programs (currently centralized as part of the university marketing plan).	0.01	4	0.04
W12: Lack of updated skills (research skills, research software, teaching methodology ...etc.)	0.02	4	0.08
W13: Lack of staff development plan	0.02	4	0.08
W15: Lack of subscribed research software	0.01	4	0.04
W16: Limited number of subscriptions of some licensed software (copies).	0.03	4	0.12
W18: Inconsistent educational system (SIS)	0.01	4	0.04
W19: Lack of integrated Moodle: registration, learning, examination, materials, meetings...etc. (currently SIS in addition to Microsoft Teams and Google Classroom)	0.03	4	0.12
W23: Lack of faculty accreditation locally and internationally for undergraduate & graduate programs	0.04	4	0.16
W24: Lack of some professional specialization for graduate programs: supply chain, entrepreneurship	0.015	4	0.06

W28: Lack of accredited professional programs locally and internationally	0.01	4	0.04
W29: Limited number of international publications of postdoctoral	0.03	4	0.12
			1.51
	1.000		3.97

FIBH is currently performing well (3.97) in its overall situation environment internally and externally together which exceeds the benchmark (3.5). There is more work to do to improve its efficiency and effectiveness, and to optimize its internal capabilities and strengths to capture more of the external environment opportunities. It is recommended that FIBH work on growth strategies to improve its market existence and market share. The situational factors with the highest weighted impact factor are highlighted in green. They will be the basis for the TOWS analysis.

4. FIBH Distinctive Competencies and Competitive Advantages

The above situational analysis has identified the distinctive competencies in the portfolio of FIBH. These distinctive competencies are the main reasons for their competitive advantages:

(1) Differentiated portfolio of services: learning and research (2) Cost leadership (Undergraduate tuition fees). FIBH's distinctive resources are:

1. Experienced and professional academic staff
2. Japanese partnership
3. Japanese learning style
4. Experiential learning style
5. Update curriculums with contemporary trends and practices
6. Well-designed campus (environment friendly)
7. Being part of a governmental research-based university

It is highly recommended to develop more of its competencies to be distinctive competencies:

1. Integrated IT and AI into curriculums
2. International research
3. Industry focused research

5. FIBH TOWS

Table 4: FIBH TOWS

<p>Internal</p>	<p>External</p> <p>Opportunities: O1: Increasing demand for education services with international standards O3: Increasing demand for specialized graduate programs O4: Increasing demand for qualified and competent graduates O7: Availability of teaching participation from Japanese professors O09: Availability of international accreditation bodies O11: High competitor tuition fees in private universities) O23: Need for special developmental and professional training for citizens O33: Increasing birth rate O35: Increasing demand for international education in Africa O36: Increasing value for education among Egyptians O38: Availability of advanced research technology tools in the market O41: Growing industrial zone of Borg Alarab O43: JICA agreement renewal with EJUST</p>	<p>Threats T6: Lack of international PhD holders in Egypt T7: High capabilities of customized programs by competitors (AAST and AUC) T8: Strong international competition through dual degrees in some universities T09: Increasing competition in North of Egypt T14: Threat of limiting the financial fund of the Ministry of Finance (EJUST self-fund). T19: High unemployment rate T20: Low education fundraising in Egypt T23: The decreasing value of Egyptian savings T26: Cheating applications (ChatGPT...)</p>
<p>Strengths: S3: Well-designed facilities and infrastructure of EJUST (Friendly-environment campus) S5: Qualified academic staff S6: International PhD academic members S7: International experienced academic members S8: Availability of professional academic members S9: Competitive salary packages for EJUST staff S20: Updated design of curriculums S22: Competitive undergraduate tuition fees S23: Available undergraduate scholarships S32: Average number of international publications for graduates</p>	<p>OS Strategies: O23, S5, S6, S7, O23, O41: (1) Community development Strategy. (2) Sustainability development strategy S3, S5, S7, S8, O41, O4: (1) Industry collaboration strategy. (2) Industry-based research strategy S3, S5, S7, S8, O41, O4: Student Practical and Personal Competencies Development Strategy S3, S5, S8, S7, S22, O1, O3, O4, O34: Market Development Strategy (expansion)</p>	<p>TS Strategies: T7, T09, T19, T20, T23, S22, S23: Maintain Cost Leadership Strategy T7, T09, T19, T20, T23, S3, S5, S6, S8, S20: Differentiation Strategy in FIBH Portfolio of Services: Learning and Research S32, T09, T08, T13: (1) International Research Development Strategy. (2) Research Incentives & Financing strategy development. T26, S3, S5, S6, S7, S08: (1) Student Ethics Development. (2) AI & Technology-Curriculum Integration Strategy.</p>
<p>Weakness:</p>	<p>OW Strategies:</p>	<p>TW Strategies:</p>

<p>W2: Lack of dedicated promotion plan for FIBH</p> <p>W13: Lack of staff development plan to update their skills</p> <p>W15: Lack of subscribed research software</p> <p>W16: Limited number of subscriptions of some licensed software (copies).</p> <p>W18: Inconsistent educational system (SIS)</p> <p>W19: Lack of integrated Moodle: registration, learning, examination, materials, meetings...etc.</p> <p>W23: Lack of faculty accreditation locally and internationally for undergraduate & graduate programs</p> <p>W24: Lack of some professional specialization for graduate programs: supply chain, entrepreneurship</p> <p>W28: Lack of accredited professional programs locally and internationally</p> <p>W29: Limited number of international publications of postdoctoral</p>	<p>W2, O1, O4, O33, O35, O36, O41: FIBH Integrated Communication Strategy (Promotion)</p> <p>W13, O4, O35, O37: FIBH Staff Development Strategy</p> <p>W29, O38, O7, O37, O41: Research Development Strategy</p> <p>W23, W28, O09: (1) FIBH Accreditation strategy. (2) Quality Assurance Development Strategy</p> <p>W24, O1, O3, O35, O41: Product Development Strategy (developing new programs & upgrading the current programs)</p>	<p>W2, T07, T08, T09: Integrated Communication Strategy (Promotion)</p> <p>T26, W16: (1) Business Research Software Acquisition. (2) Subscription on search platforms.</p>
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Part Two:

Strategy Formulation

1. Current FIBH Mission and Vision

FIBH has a unique vision and mission statement since its start and they are part of its bylaws.

2. FIBH Vision Statement

“At FIBH our vision is to create a distinct world-class center of excellence for business and humanities education and research. Our faculty's idea supports this vision by offering better higher education and research for students, academic staff, and researchers in the region and beyond. By providing pioneering new interdisciplinary fields, we aim to deepen the understanding of business and humanities issues while catering to up-to-date technologies that are required to create a sustainable society in the Middle East and Africa. Source: FIBH UG Bylaws 2009

3. FIBH Mission Statement

“To provide a superior educational system for business and humanities students at higher education and research level in Egypt and the region, by fostering the Japanese educational standards and offering pragmatic and innovative solutions. We strive to create the leaders of tomorrow who can bring creative, innovative, and entrepreneurial solutions for many of the local, national, and regional problems. FIBH will have a global outlook, ethical understanding, and the capacity to work effectively in an international business environment and support the establishment of strong business, technical and commercial ties between Japanese industries and organizations, and their counterparts in countries and regions that are served by E-JUST. Source: FIBH UG Bylaws 2009

4. FIBH Strategic Alignment with E-JUST: Vision & Mission

The new vision and mission statements of FIBH are effectively aligned with EJUST's vision and mission statements as illustrated in the following table.

Table 5: FIBH Vision and Mission Strategic Alignment with E-JUST

EJUST Vision	FIBH Vision	Strategic Alignment
To be a world-class university in science and technology based on best	To create a distinct world-class center of excellence for business	<ul style="list-style-type: none">• Being world-class

Japanese higher education practices.	and humanities education and research.	<ul style="list-style-type: none"> • The scope is research and education
EJUST Mission	FIBH Mission	Strategic Alignment
<p>1. To become a role model university for higher education, research, and innovation in Egypt by adapting the Japanese educational standards, policies, and systems.</p> <p>2. To achieve international recognition of E-JUST academic degrees.</p> <p>3. To enhance and improve the human resources in Egypt and the region through Japanese-style active experimental learning.</p> <p>4. To foster an innovation-based economy in Egypt, the Arab World, Africa, and the Middle East.</p>	<p>To provide a superior educational system for business and humanities students at higher education and research level in Egypt and the region, by fostering the Japanese educational standards and offering pragmatic and innovative solutions. We strive to create the leaders of tomorrow who can bring creative, innovative, and entrepreneurial solutions for many of the local, national, and regional problems. FIBH will have a global outlook, ethical understanding, and the capacity to work effectively in an international business environment and support the establishment of strong business, technical and commercial ties between Japanese industries and organizations, and their counterparts in countries and regions that are served by E-JUST</p>	<ul style="list-style-type: none"> • Scope: research & education. • Image: role model & a superior system • Region: Africa and MENA Region. • Japanese impact: style and partnership • Recognition: international • Values: innovation (<i>these are the base for FIBH values</i>)

5. FIBH Strategic Themes and Goals

FIBH has initiated four themes to shape its strategic approaches to realize its mission and vision. The four strategic themes include: (1) Education Excellence (2) Research Sustainability (3) Partnership & Networking (4) Capabilities Development.

Each strategic theme shall be addressed through some strategic goals. The strategic themes and related goals are illustrated in the following table.

Table 6: FIBH Strategic Themes and Goals

Strategic Themes	Strategic Goals
(1) Education Excellence	1.1 Improve the curriculum design of the courses 1.2 Develop the FIBH accreditation file 1.3 Enhance the competencies profile of the students 1.4 Enhance students' satisfaction
(2) Research Sustainability	2.1 Produce high-quality research (Improve FIBH publication volume internationally and locally) 2.2 Improve Business and Humanities Libraries 2.3 Develop one business experimental lab
(3) Partnership & Networking	3.1 Enhance FIBH's reputation & brand image 3.2 Cultivate collaboration and partnership with the educational entities. 3.3 Cultivate collaboration and partnership with the industry. 3.4 Optimize the Japanese partnership 3.5 Enhance stakeholders' satisfaction (including surrounding community)
(4) Capabilities Development	4.1 Build an inclusive culture 4.2 Enhance staff satisfaction

6. FIBH Goals Alignment with E-JUST Goals

The FIBH strategic goals are effectively aligned with EJUST's strategic goals. This alignment is tabulated in the following matrix.

Table 7: FIBH Goals Alignment Matrix with E-JUST Goals

EJUST Strategic Goals		G1. Taking future demographic expectations into account	G2. Support boosting the value-added in national industrial sectors and maximization of the GDP/capita			G3. Contribute to the supply of decent and productive jobs			G4. Support to UN SDGs	G5. E-JUST specific goals		
FIBH Strategic Themes	FIBH Strategic Goals	G1. Taking future demographic expectations into account	2.a. Support increasing the value-added in national industries	2.b. Support boosting ICT-based service industries	2.c. Contributing to the increase of “ Education Tourism”	3.a. Targeting internationally available job openings	3.b. Targeting nationally available job openings	3.c. Augmenting HE programs with self-employability skills	G4. Support to UN SDGs	5.a. Stressing the alignment of E-JUST Mission and Vision with aspirations	5.b. Achieving an efficient and lean E-JUST management system	5.c. Working on the future financial sustainability of E-JUST
(1) Education Excellence	1.1 Improve the curriculum design of the programs (tracks)	X	X	X	X	X	X	X	X	x	X	
	1.2 Adopt the quality assurance process (Develop the FIBH accreditation file)		X			X	X	X	X	x	X	

	1.3 Enhance the competencies profile of the students	X		X	X	X	X	X	X		x		
	1.4 Enhance students' satisfaction	X							X		x	X	X
(2) Research Sustainability	2.1 Produce high-quality research	X		X	X	X				X	x	X	X
	2.2 Improve Business and Humanities Libraries					X				X	x		
	2.3 Develop experimental lab			X	X	X	X	X	X	X	x	X	
(3) Partnership & Networking	3.1 Enhance FIBH's reputation & brand image	X			X		X	X	X		x		X
	3.2 Cultivate collaboration/partnership with educational entities	X			X	X	X	X	X	X	x	X	X
	3.3 Cultivate collaboration/partnership with the industry												
	3.4 Optimize the Japanese partnership				X	X	X		X	X	x		X
	3.5 Enhance stakeholder satisfaction (including community)	X		X	X	X				X	x		X
(4) Capabilities Development	4.1 Build an inclusive culture				X		X	X	X	X	x	X	
	4.2 Enhance staff satisfaction				X				X	X	x	X	

7. FIBH Portfolio Analysis & Strategies:

7.1. FIBH Portfolio Description

The business (institutional) profile of FIBH consists of research and learning services as the main service lines. The learning line consists of undergraduate, graduate, and professional programs. The professional diploma will not be assessed in this portfolio analysis as it is not yet functioning. The undergraduate program has four tracks. The graduate program has PhD and master's students. The scientific research (covers only journal publications in this analysis) and each learning track are recognized as a strategic business unit (SBU) in the portfolio analysis. There are eight SBUs in the business portfolio of FIBH; seven SBUs are educational with a weight of .80 of the FIBH business portfolio and one SBU is for research with a weight of .20 of the FIBH business portfolio. The 80:20 ratio is adopted based on questioning some FIBH academic staff about their workload (35 hours per week); around one-fifth of their working time (20%) is for research. The weight of each learning SBU has been calculated using the weight of the learning service line (80%) X the number of students in the UG track or PG program /total number of FIBH students. The weight of each SBU will be used to calculate the size of the SBU circle on the BCG growth-share matrix.

The eight SBUs of FIBH and their weight in the faculty portfolio are as follows:

- SBU1: Marketing and International Business Track- Undergraduate Learning (11%)
- SBU2: Finance and Investment Track-Undergraduate Learning (11%)
- SBU3: Human Resources Management (HRM) Track-Undergraduate Learning (4%)
- SBU4: Accounting and Information System (AIS) Track-Undergraduate Learning (26%)
- SBU5: Master of Social Science–Postgraduate Learning (2%)
- SBU6: PhD-Postgraduate Learning (2%)
- SBU7: Professional MBA-Professional Learning (24%)
- SBU8: Research (20%)

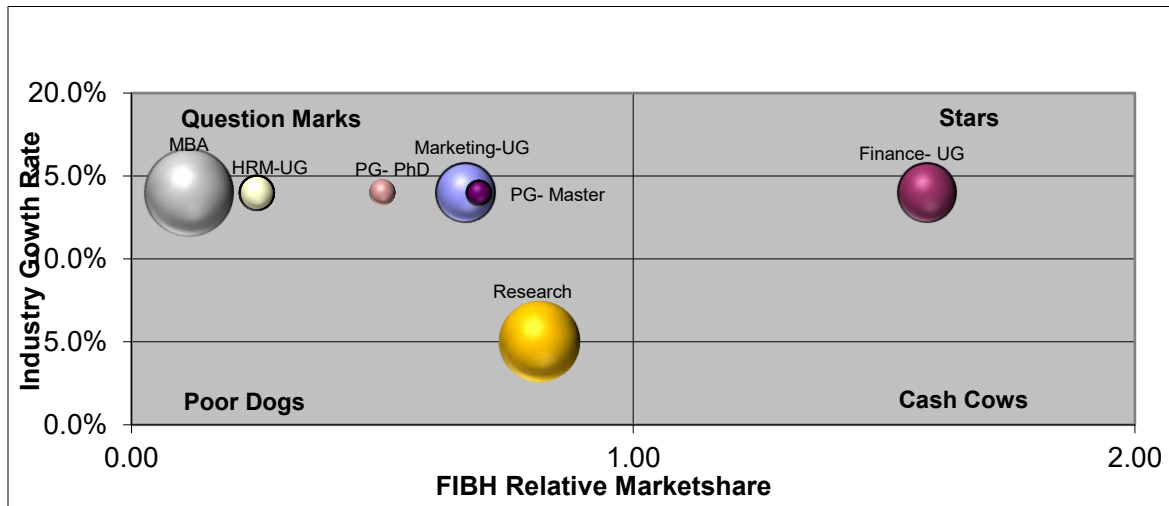
7.2. FIBH BCG Portfolio Analysis

The portfolio analysis will be using the BCG growth-share matrix. Secondary data will be used to construct the BCG growth-share matrix. The secondary data includes data from the case study, its competitors, and its industry. The secondary data of the case study are the number of enrolled students and published journals from its annual quality assurance report for the academic year 2023/2024. The secondary data on the growth of the private higher education industry will be calculated based on the number of students in private higher education institutions from 2020/2021 to 2023/2024 published by the Egyptian Central and Statistics Commission (Bureau). The secondary data of the business scientific research market will be calculated using the registered business journals by the Supreme Education Council in Egypt; conferences are not covered in this analysis. The secondary data of the competitors will be collected by interviewing students and employees working for the competitors.

Table 8: FIBH BCG Table

SBU		Industry Growth	FIBH Market Share	Competitor Market Share	Relative Market share	SBU Weight	Competitor
1.	Marketing-UG	14.0%	0.3%	0.4%	0.67	11.0%	AAST
2	Finance- UG	14.0%	0.3%	0.2%	1.59	11.0%	Pharos
3	HRM-UG	14.0%	0.1%	0.4%	0.25	4.0%	Alexandria
4	Accounting -UG	14.0%	0.7%	0.1%	4.82	26.0%	Pharos
5	PG- Master	14.0%	0.1%	0.1%	0.69	2.0%	Alexandria
6	PG- PhD	14.0%	0.0%	0.1%	0.50	2.0%	Alexandria
7	MBA	14.0%	0.7%	5.7%	0.12	24.0%	AAST
8	Research	5.0%	1.2%	1.5%	0.81	20.0%	Average No. Publications/ University

Figure 5: FIBH BCG Growth-Share Matrix



The benchmarks for the BCG matrix are 1.00 for the relative market share; if higher than one because the FIBH market share is higher than the identified competitor and vice versa, and 10% for the industry growth rate. SBU4: the accounting track-undergraduate program is a star with a high market growth rate (14%) and a high relative market share (4.82). Because it has a very high market share exceeding 2.00, it is not reflected in the above matrix.

SBU1: Marketing-UG and SBU3: HRM-UG are question marks as they have a high industry growth rate (14%) but low relative market shares (0.67, 0.25 respectively), which raises the need for their development to capture the market opportunity. SBU2: Finance- UG and SBU4: Accounting -UG are stars as they have a high industry growth rate (14%) and high relative market shares (1.59, 4.82 respectively), which raises the need for their maintenance to keep their positions. SBU5: PG- Master and SBU6: PG- PhD are question marks as they have a high industry growth rate (14%) but low relative market shares (0.69, 0.5 respectively), which raises the need for their market development to expand to capture the market opportunity. MBA is a question mark as it has a high industry growth rate (14%) but a low relative market share (0.12), which raises the need for market development and product development to secure a recognized market position. Research is a poor dog as it has a low industry growth rate (5%), and a relatively below-average

market share (0.81) raises the need for development with proper planning to move it easily to the cash cow quadrant and secure a recognized market position.

According to the BCG growth-share matrix, most of the SBUs are question marks, therefore, the recommended grand strategy for FIBH will be mainly growth strategy at the strategic level with a differentiation focus on the business level. This growth strategy will be reflected in various operational strategies; market expansion (current) and development (new), and product development (upgrading and new) depending on the position of each SBU on the BCG matrix. The recommended strategies for each SBU are illustrated in the following table.

Table 9: Assigning Strategies to the FIBH SBUs

SBU s	Operational Strategies
<p>SBU1: Marketing-UG SBU3: HRM-UG Position: Question mark Directional Strategies: Horizontal Growth Business Strategy: Differentiation</p>	<p>Market Development Strategy and Product Development (Upgrading) Strategy</p> <ol style="list-style-type: none"> 1. Integrated Communication Strategy (internally and externally) 2. AI & Technology-Curriculum Integration Strategy. 3. Curriculum Upgrading with Contemporary Practices & Applications 4. Student Competencies Development
<p>SBU2: Finance- UG SBU4: Accounting -UG Position: SBU2: Star Directional Strategies: Stability with Internal Growth (Development) Business Strategy: Differentiation</p>	<p>Product Development (Upgrading) Strategy</p> <ol style="list-style-type: none"> 1. AI & Technology-Curriculum Integration Strategy. 2. Curriculum Upgrading with Contemporary Practices & Applications. 3. Student Competencies Development
<p>SBU5: PG- Master SBU6: PG- PhD Position: Question mark Directional Strategies: Horizontal Growth Business Strategy: Differentiation</p>	<p>Market Development Strategy</p> <ol style="list-style-type: none"> 1. Integrated Communication Strategy (externally) 2. Market Development Strategy (especially in the main national and private universities) 3. Graduate Scholarship Strategy Updating 4. Conducive Research Culture Strategy (terms updating)
<p>SBU7: MBA Position: Question mark Directional Strategies: Horizontal Growth Business Strategy: Differentiation</p>	<p>Market and Product development (new programs) Strategies</p> <ol style="list-style-type: none"> 1. Integrated Communication Strategy 2. Market Development Strategy 3. Industry & Syndicates Collaboration Strategy
<p>SBU8: Research Position: Poor dog Directional Strategies: Horizontal Growth Business Strategy: Differentiation</p>	<ol style="list-style-type: none"> 1. Research Development Strategy 2. FIBH Staff Development Strategy 3. Industry-based Research strategy 4. International Research Development Strategy 5. Conducive Research Culture Strategy (80:20 ratio upgrading; devote more time for research)

8. FIBH SMART Objectives

Each strategic goal has been transferred to one or more SMART objectives to enable its transformation into an execution action plan (s), assign clear responsibilities, and set clear target dates for evaluation and control purposes. The following table categorizes the SMART objectives as per the strategic themes.

Table 10: FIBH Strategic Themes and SMART Objectives

Strategic Themes	SMART Objectives
(1) Education Excellence	1.1 Integrate information technology (artificial intelligence) in 50% of FIBH curriculum development 1.2 Develop 100 % of the FIBH accreditation file by 2026 1.3 Develop 4 students' competencies annually 1.4 Enhance 20% of students' satisfaction annually
(2) Research Sustainability	2.1 Improve FIBH publication volume by 20% internationally and 30 % locally annually 2.2 Improve business and humanities libraries with 3 new subscriptions annually 2.3 Develop one business experimental lab by 2026
(3) Partnership & Networking	3.1 Enhance FIBH's reputation & brand image through 3 FIBH promotional-based interventions and university-based interventions 3.2 Improve the educational partnership with 4 new collaborations. 3.3 Improve business partnerships with 4 new collaborations. 3.4 Optimize the Japanese partnership with 2 new initiatives. 3.5 Enhance FIBH stakeholder satisfaction by 20%
(4) Capabilities Development	4.1 Build an inclusive culture through 1 interactive initiative annually. 4.2 Enhance FIBH staff satisfaction by 10% annually.

Part Three: Strategy Implementation

1. Introduction

This section shall present the action plans developed to execute the strategic objectives of FIBH. Each objective has a specific target date; otherwise, it is repeated annually. The objectives are organized by strategic themes. There are four strategic themes.

2. Objectives of Strategic Theme No.1: Education Excellence

There are five objectives under the educational excellence strategic theme:

- 1.1 Integrate information technology (artificial intelligence) in 50% of FIBH curriculum development
- 1.2 Develop 100 % of the FIBH accreditation file by June 2026
- 1.3 Develop 4 students' competencies annually
- 1.4 Enhance 20% of students' satisfaction annually

Table 11: Action plan-1.1 Integrate information technology (artificial intelligence) in FIBH curriculum

Action Plan					
Strategic Theme: Education Excellence					
Objective: 1.1 Integrate information technology (artificial intelligence) in 50% of FIBH curriculum development					
Supporting Strategies					
<ul style="list-style-type: none">• Directional Strategy: Growth• Business Strategy: Differentiation• Operational Strategy: Product/Service Development (Upgrading) Strategy					
Actions	KPIs	Value	Date	Responsibility	Initiatives (if any)
(1) Update programs with AI/IT	# of updated programs	1 per semester	Q2, Q4 2025 -2026	Academic Staff/Organized by programs coordinators	
(2) Report the progress of the program updates	Report	1 per semester	Q2, Q4 2025 -2026	Dr. Yara	

Table 12: Action Plan 1.2- Develop FIBH accreditation file

Action Plan					
Strategic Theme: Education Excellence					
Objective: 1.2 Develop 100% of the FIBH accreditation file by 2026					
Supporting Strategies					
<ul style="list-style-type: none"> • Directional Strategy: Growth • Business Strategy: Differentiation • Operational Strategy: FIBH Accreditation strategy. <p style="text-align: center;">Quality Assurance Development Strategy.</p>					
Actions	KPIs	Value	Date	Responsibility	Initiatives (if any)
(1) Coordinate the writing of the self-study report	% of report completion	100%	May 2025	Prof. Heba and Dr. Ahmed Rady	
(2) Complete the supporting documents	% of support documents	100%	May 2025	Prof. Heba and Dr. Ahmed Rady	
(3) Conduct trail audit internally	# of finings	0	July 2025	Prof. Heba and Dr. Ahmed Rady	
(4) Close the audit findings	% of closing	100%	July 2025	Prof. Heba and Dr. Ahmed Rady	
(5) Conduct trail audit externally	# of finings	0	March 2026	Prof. Heba and Dr. Ahmed Rady	
(6) Close the audit findings	% of closing	100%	March 2026	Prof. Heba and Dr. Ahmed Rady	
(7) Submit FIBH accreditation file	Submitted file on time	1	Sep 2025	Prof. Heba and Dr. Ahmed Rady	
(8) Organize the accreditation visit	# of visits	1	Feb 2026	Prof. Heba and Dr. Ahmed Rady	
(9) Be accredited	Accreditation certificate	1	June 2026	Prof. Heba and Dr. Ahmed Rady	
(10) Submit a closing report about the accreditation	report	1	July 2026	Prof. Heba and Dr. Ahmed Rady	

Table 13: Action Plan 1.3- Develop students' competencies

Action Plan					
Strategic Theme: Education Excellence					
Objective: 1.4 Develop 4 students' competencies					
Supporting Strategies					
<ul style="list-style-type: none"> • Directional Strategy: Internal Growth • Business Strategy: Differentiation • Operational Strategy: Student Competencies Development 					
Actions	KPIs	Value	Date	Responsibility	Initiatives (if any)
(1) Review the top competencies of the business school students: academic and business	Report	1	March 2026	Dr. Ola Elgeuoshy	
(2) Develop a plan to improve 4 student competencies	Plan	1	April 2026	Dr. Ola Elgeuoshy	
(3) Conduct a development plan	% of execution	1	Apr-Dec 2026	Dr. Ola Elgeuoshy	
(4) Report on student development	report	1	Dec 2026	Dr. Ola Elgeuoshy	

Table 14: 1.4 Action Plan-Enhance Students' Satisfaction

Action Plan					
Strategic Theme: Education Excellence					
Objective: 1.5 Enhance 20% student satisfaction					
Supporting Strategies					
<ul style="list-style-type: none"> • Directional Strategy: Growth • Business Strategy: Differentiation • Operational Strategy: Student satisfaction development Product/service development 					
Actions	KPIs	Value	Date	Responsibility	Initiatives (if any)
(1) Determine the parameters of Students' satisfaction by considering international standards and similar national practices	Study	1	February 2026	Dr. Dalia Kaies	
(2) Design the Survey for measuring the students' satisfaction	Develop a students' satisfaction survey	1	March 2026	Dr. Dalia Kaies	

(3) Conduct a pilot test for the survey	Collected survey	10	March 2026	Dr. Dalia Kaies	
(4) Disseminate the survey among the targeted groups and collect the data	Collected surveys	150	April 2026	Dr. Dalia Kaies	
(5) Analyze the gathered data & develop a report (strengths and weaknesses)	Report	1	April 2026	Dr. Dalia Kaies	
(6) Develop an action plan	Developed action plan	1	April 2026	Dr. Dalia Kaies	
(7) Execute the action plan	Execution %	100%	May 2026	Dr. Dalia Kaies	
(8) Re-assess the students' satisfaction	Collected surveys	150	May 2026	Dr. Dalia Kaies	
(9) Develop the Progress Report	Progress Report	1	June 2026	Dr. Dalia Kaies	

3. Objectives of Strategic Theme No.2: Research Sustainability

There are three objectives under the research sustainability strategic theme:

- 2.1 Improve FIBH publication volume by 20% internationally and 30 % locally in 2025
- 2.2 Improve business and humanities libraries with 3 new subscriptions in 2025
- 2.3 Develop one business experimental lab by 2026

Table 15: Action plan 2.1- Improve FIBH publication volume

Action Plan					
Strategic Theme: Research Sustainability					
Objective: Improve FIBH publication volume by 20% internationally and 30 % locally.					
Supporting Strategies					
<ul style="list-style-type: none"> • Directional Strategy: Horizontal Growth • Business Strategy: Differentiation • Operational Strategy: Research Development Strategy Industry-based Research strategy International Research Development Strategy 					
	KPIs	Value	Date	Responsibility	Initiatives (if any)
(1) Analyze 2024/2025 FIBH publication volume	Report	1	15/01/2026	Dr. Hanan Amin	PG & PD Local & International Journals & Conferences Ranking of Journals

(2) Develop a survey to assess the research orientation and needs of the staff	Developed survey	1	15/01/2026	Dr. Hanan Amin	
(3) Conduct the survey	% of collected staff surveys	100%	1/02/2026	Dr. Hanan Amin	
(4) Develop industry-based research survey	Developed survey	1	15/01/2026	Dr. Hanan Amin	
(5) Conduct industry-based research survey	# of responses	50	1/02/2026	Dr. Hanan Amin	
(6) Develop research plan	Developed research plan	1	1/03/2026	Dr. Hanan Amin	Themes Local versus international Industry based
(7) Develop a research skills development plan	Development plan # of development initiatives	1 2 per person		Dr. Hanan Amin	To be integrated into the staff development plan
(8) Execute the research plan	% of execution	100%	Quarterly	Dr. Hanan Amin	
(9) Develop a progress report	report % of publication	4 20% I 30% L	Annually	Dr. Hanan Amin	

Table 16: Action Plan 2.2 -Improve business and humanities libraries

Action Plan					
Strategic Theme: Research Sustainability					
Objective: 2.2 Improve business and humanities libraries with 2 new sources					
Supporting Strategies					
<ul style="list-style-type: none"> ● Directional Strategy: Horizontal Growth ● Business Strategy: Differentiation ● Operational Strategy: Research and development strategy 					
Actions	KPIs	Value	Date	Responsibility	Initiatives (if any)
(1) Analyze business schools' common subscriptions internationally and locally	Report	1	15/1/2026	Dr. Ola El derdery	
(2) Analyze FIBH academics and students' needs	Survey	1	15/1/2026	Dr. Ola El derdery	

(3) Develop a plan for subscribing	Plan # of targeted sources	1 2	30/1/2026	Dr. Ola El derdery	
(4) Implement the plan (4.1) Communicating the subscription platform (4.2) Organize orientation session (4.3) Organize subscriptions per platform (4.4) Organize training sessions per source	# of applied sources # of comm. # of sessions # of subscriptions # of training sessions	1 Qrtly. 4/ source 2/source 12 academic 10 TAs 100 student 1-2/source	Semi-annually Quarterly Quarterly Quarterly	Dr. Ola El derdery	One academic and one for students
(5) Report on progress in business and humanities libraries	Report	1	Quarterly	Dr. Ola El derdery	

Table 17: Action Plan 2.3- Develop the Business Experimental Lab

Action Plan					
Strategic Theme: Research Sustainability					
Objective: 2.3 Develop one business experimental lab					
Supporting Strategies					
<ul style="list-style-type: none"> • Directional Strategy: Growth • Business Strategy: Differentiation • Operational Strategy: Research Development Strategy 					
Actions	KPIs	Value	Date	Responsibility	Initiatives (if any)
(1) Analyze similar experimental Labs in Egypt	Report	1	Feb. 2026	Dr. Mostafa	
(2) Develop a plan for new aspects in FIBH experimental labs.	Report	1	March 2026	Dr. Mostafa	
(3) Propose the plan for top management for approval	Proposal	1	April 2026	Dr. Mostafa	
(4) Follow up with IT, Procurement, and building affairs to establish a network in the lab.	% of execution	100%	June 2026	Dr. Mostafa	

(5) Develop a progress report	Report	1	August 2026	Dr. Mostafa	
(6) Conduct a pilot test	Experiment report	1	Sep. 2026	Dr. Mostafa	
(7) Measure the outcome of the experiment.	Report	1	Dec. 2026	Dr. Mostafa	

4. Objectives of Strategic Theme No.3: Partnership & Networking

There are five objectives under the partnership and networking strategic theme:

3.1 Enhance FIBH's reputation & brand image through 3 FIBH promotional-based interventions and university-based interventions in 2025

3.2 Improve the educational partnership with 4 new collaborations.

3.3 Improve business partnerships with 4 new collaborations.

3.4 Optimize the Japanese partnership with 1 new initiative.

3.5 Enhance FIBH stakeholder satisfaction by 20% by 2025

Table 18: Action Plan 3.1- Enhance FIBH's Reputation & Brand Image

Action Plan					
Strategic Theme: Partnership and Networking					
Objective: 3.1 Enhance FIBH's reputation & brand image through 3 FIBH promotional-based interventions and university-based interventions in 2025					
Supporting Strategies					
<ul style="list-style-type: none"> ● Directional Strategy: Growth ● Business Strategy: Differentiation ● Operational Strategy: FIBH Integrated Communication Strategy 					
Actions	KPIs	Value	Date	Responsibility	Initiatives (if any)
(1) Develop awareness development interventions:					
1.1 University-based social media campaign	Report	-	Quarterly	Dean Office Secretary	
1.2 University-based local educational interventions	# of interventions	1	Annually		
1.3 University-based international	# of interventions	1			

educational interventions 1.4 FIBH promotional-based interventions	# of interventions	3	1/quarter		
(2) Execute	% of execution	100%	Quarterly	Dean Office Secretary	
(3) Report progress Enhance FIBH's reputation & brand image	Report	-	Quarterly	Dean Office Secretary	

Table 19: Action Plan 3.2- Improve Educational Partnership

Action Plan					
Strategic Theme: Partnership and networking					
Objective: 3.2 Improve the educational partnership with 4 new collaborations					
Supporting Strategies					
<ul style="list-style-type: none"> • Directional Strategy: Growth • Business Strategy: Differentiation • Operational Strategy: Sustainability Development Strategy Partnership Development Strategy 					
Actions	KPIs	Value	Date	Responsibility	Initiatives (if any)
(1) Analyze the current situation for international partnership (HEIS)	Report	1	Jan. 2026	Dr. Hanan	- Communicate CRIA
(2) Conduct an international survey with HEIS for other Egyptian universities.	Survey	1	Feb. 2026	Dr. Hanan	
(3) Identify potential partners based on common disciplines.	Report	1	April 2025	Dr. Hanan	
(4) Communicate and attract strategic international partners of HEIS.	No. of responsibilities	4	May 2026	Dr. Hanan	
(5) Develop a mutual plan for the implementation of activities.	No. of agreements (MOU)	4	June 2026	Dr. Hanan	

(6) Apply for internal and external approvals.	No. of agreement	4	Oct. 2026	Dr. Hanan	
(7) Execute the collaboration activities with the approved strategic partners of HEIS.	% of execution	100%	Dec. 2026	Dr. Hanan	
(8) Develop a progress report and compare it with the initial current situation	Report	1	Dec. 2026	Dr. Hanan	

Table 20: Action Plan 3.3- Improve Business Partnerships

Action Plan					
Strategic Theme: Partnership and networking					
Objective: 3.3 Improve business partnerships with 4 new collaborations					
Supporting Strategies					
<ul style="list-style-type: none"> • Directional Strategy: Growth • Business Strategy: Differentiation • Operational Strategy: Sustainability Development Strategy Partnership Development Strategy 					
Actions	KPIs	Value	Date	Responsibility	Initiatives (if any)
(1) Segment the business market in North of Egypt	Report	1	30/2/2026	Dr. Mostafa Shahen	-
(2) Target new companies	# of targeted companies # of communications	10 3 per company	15/3/2026 30/3/2026	Dr. Mostafa Shahen	
(3) Analyze collaboration opportunities with the targeted companies	Report	1	15/4/2026	Dr. Mostafa Shahen	
(4) Prepare a plan collaboration (ideas and timing)	Plan	1	15/5/2026	Dr. Mostafa Shahen	Brainstorming session with FIBH and Co. rep.

(5) Endorse the proposal	Endorsed proposal	1	30/6/2026	FIBH council Companies	
(6) Implementation of the plan	% of execution	100	Quarterly	Dr. Mostafa Shahen	
(7) Report on the progress	Report	1	Quarterly	Dr. Mostafa Shahen	

Table 21: Action Plan 3.4- Optimize the Japanese partnership

Action Plan					
Strategic Theme: Partnership and Networking					
Objective: 3.4 Optimize the Japanese Partnership with 2 new initiative programs.					
Supporting Strategies					
<ul style="list-style-type: none"> • Directional Strategy: Horizontal Growth Business Strategy: Differentiation • Operational Strategy: Japanese Partnership Optimization 					
Actions	KPIs	Value	Date	Responsibility	Initiatives (if any)
(1) Survey or brainstorm ideas for optimizing the Japanese Partnership	Report # of suggested initiatives	1 2/academic or TA	30/1/2026	Dr. Safaa	Examples: -visits of a certain professor - training virtual or physical - sharing library or resources
(2) Develop a proposal for 4 new initiatives	Proposal	1	30/2/2026	Dr. Safaa	
(3) Review of the proposal	Reviewed proposal	1	15/3/2026	FIBH council	
(4) Contact a Japanese partner to negotiate the applicability of the proposed initiatives	# of communications	4-6	30/4/2026	Dr. Safaa	
(5) Endorse final plan	Endorsed plan	1 plan 2 initiatives	30/5/2026	FIBH council Japanese partners	
(6) Organize the implementation of the plan	# of achieved initiatives	1 Q2 & 1 Q3	Q2 & Q3	Dr. Safaa	
(7) Report on the progress	Report	1	Quarterly	Dr. Safaa	

Table 22: Action Plan 3.5-Enhance FIBH Stakeholder Satisfaction

Action Plan					
Strategic Theme: Partnership & Networking					
Objective: 3.5 Enhance FIBH stakeholder satisfaction by 20					
Supporting Strategies					
<ul style="list-style-type: none"> • Directional Strategy: Growth • Business Strategy: Differentiation • Operational Strategy: FIBH Community Development Strategy FIBH brand recognition development strategy 					
Actions	KPIs	Value	Date	Responsibility	Initiatives (if any)
(1) Search for stakeholders' satisfaction parameters & surveys in the higher education industry	List of parameters # of surveys	1 4	15/1/2026	Dr. Mahmoud otaify	
(2) Develop FIBH stakeholder satisfaction survey (SSS)	Developed SSS	1	15/1-15/3/2026	Dr. Mahmoud otaify	
(3) Conduct the survey	Collected surveys	100	30/3/2026	Dr. Mahmoud otaify	
(4) Analyze the gathered data	Structured report	1	30/04/2026	Dr. Mahmoud otaify	
(5) Develop an action plan to enhance the identified areas of improvement	Developed action plan # of initiatives	1 4	30/10/2026	As per the action plan	
(6) Execution of the action plan	Execution %	100%	30/06/2026 30/11/2026	Dr. Mahmoud otaify	
(7) Reassess the FIBH stakeholders' satisfaction	Collected surveys	100		Dr. Mahmoud otaify	
(8) Develop progress report	Progress report % of progress	1 20%	Quarterly and annually	Dr. Mahmoud otaify	

5. Objectives of Strategic Theme No.4: Capabilities Development

There are two objectives under the capabilities development strategic theme:

4.1 Build an inclusive culture through 1 interactive initiative in 2025.

4.2 Enhance FIBH staff satisfaction by 10% in 2025

Table 23: Action Plan 4.1 -Build an Inclusive Culture

Action Plan					
Strategic Theme: Excellence and Creativity					
Objective: 4.1 Build an inclusive culture					
Supporting Strategies					
<ul style="list-style-type: none"> • Directional Strategy: Growth strategy • Business Strategy: Differentiation strategy • Operational Strategy: Internal market development strategy Inclusive culture development strategy 					
Actions	KPIs	Value	Date	Responsibility	Initiatives (if any)
(1) Search for the best practices in developing internal culture with a focus on excellence and creativity values	Report	1	Feb 2026	Dr. Dalia Kaies	
(2) Design of cultural development activities	Report	1	March 2026	Dr. Dalia Kaies	
(3) Execution of the internal cultural development activity	Activity execution	100%	April/ May2026	Dr. Dalia Kaies	
(4) Evaluation and assessment	Report	1	May/June 2026	Dr. Dalia Kaies	
(5) Develop a plan for recommended activities based on the received feedback for future implementation	Plan # of initiatives	1	August 2026	Dr. Dalia Kaies	

Table 24: Action Plan 4.2- Enhance FIBH Staff Satisfaction

Action Plan					
Strategic Theme: Capabilities Development					
Objective: 4.2 Enhance FIBH staff satisfaction by 10%					
Supporting Strategies					
<ul style="list-style-type: none"> • Directional Strategy: Growth • Business Strategy: Differentiation • Operational Strategy: FIBH Staff Development Strategy FIBH Sustainability Development Strategy 					
Actions	KPIs	Value	Date	Responsibility	Initiatives (if any)
(1) Develop FIBH staff satisfaction survey.	Survey	1	Jan. 2026	Dr. Ola El derdery	
(2) Conduct the satisfaction survey.	# of responses	30	Feb. 2026	Dr. Ola El derdery	
(3) Analyze the satisfaction survey results.	Report	1	March 2026	Dr. Ola El derdery	
(4) Develop a satisfaction improvement plan.	Report	1	June 2026	Dr. Ola El derdery	
(5) Get the needed approvals.	Approved Plan	1	Oct. 2026	Dr. Ola El derdery	
(6) Execute the improvement plan.	% of execution	100%	Nov. 2026	Dr. Ola El derdery	
(7) Reassess FIBH staff satisfaction through a survey	# of responses	30	Dec 2026	Dr. Ola El derdery	
(8) Develop a progress report.	Report % of Satisfaction increase	1 10%	Dec. 2026	Dr. Ola El derdery	

Part Four: Strategy Evaluation and Control Mechanism

The strategic plan evaluation and control mechanism:

The mechanism for assuring prompt evaluation and control of the strategic plan and the execution of the action plans will be based on

- Formulating SMART objectives with targeted values and detailed action in the strategy implementation phase (development of the execution plans).
- Annual assessment and control of the 2026-2030 strategic objectives execution.
- Annual based progress report
- Dedicated section for improvements and next actions.

The Strategic Plan Progress Report Structure:

It will be the tool for evaluating strategic plan execution. The structure of this report will consist of:

1. Introduction
2. Strategic Objectives Overall Progress: illustrated by a progress percentage.

Table 25: Overall Objectives Progress

Objectives	KPIs	Targeted value	Actual Value	Progress %

3. Detailed Progress per Strategic Objective: illustrated (1) by actual versus planned performance per activity in each objective action plan. (2) progress % per activity. (3) overall progress percentage per strategic objective.

Table 26 Detailed Progress per Strategic Objective

Objective (1): Objective Execution Progress %:				
Actions	KPIs	Targeted value	Actual Value	Progress %

4. Improvements and next actions: to ensure continuous improvement.