

## **Dr. Mario A. Ferrer V.**

Dr. Mario Ferrer is the Chair of the Operations and Project Management Department and an Assistant Professor in Operations Management in the College of Business. He teaches courses in logistics and supply chain management, operations management, innovation management and quality management. His PhD in Supply chain management is from CQ University in Queensland Australia. Dr Ferrer graduated with a BSc in Industrial Engineering UN, and MBA in e-business (with Distinction) from Central Queensland University Australia. His current research focuses on product and service supply chain practices in emerging economies. He has been involved in several funded research projects including Extending Venture Capital Pipeline in Regional Queensland, LOGPORT funded by the Colombian Administrative Department of Science, Technology and Innovation (Colciencias) and in recent years, he has worked with the SMART City project funded by Alfaisal University). Dr. Ferrer has been an invited reviewer for conferences such as the Australian and New Zealand Academy of Management (ANZAM), Intellectbase, Clnet and Latin American and Caribbean Engineering institutions (LACCEI) as well as for Journals such as the International Journal of Technology Management.

# Dr. Mario A. Ferrer V.

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Ph D, MBA, BSc (Industrial Eng.)

Email: mferrer@alfaisal.edu

## Education

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- 2004- 2010**      **Central Queensland University, Australia**  
Faculty of Business and Informatics  
**Ph. D Supply Chain Management (Awarded UPRA scholarship 2004)**
- 2001- 2003**      **Central Queensland University, Australia**  
Faculty of Business and Law  
**Master in Business Administration (Awarded School of Business and Law Scholarship 2002)**  
Achieved distinction
- 1989 – 1994**      **Universidad del Norte**  
Barranquilla, Colombia  
**Bachelor of Science Industrial Engineering (Business Engineering).**

## Employment History

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### Academic Positions

July 2011-Current

**Assistant professor**  
**College of Business**  
**AlFaisal University**

- Chair- Operations & Project Management Department** (Aug 2015 – Current)  
**Chair-** BAE systems Project management competition committee (Mar 2017 – Current).  
**Chair-** Grades Appeal Committee (Jan-Aug 2013 / Aug 2015 – Aug 2018)  
**Chair-** College of Business Scholarship Committee (Aug 2013 – June-2014)  
**Chair-** Supply Chain Executive Education Accreditation Program (CIPS) July –Dec 2013  
**Member-** College of Business Council (Sept 2016 – Current)  
**Member-** National Accreditation Committee (July 2012 – Current)  
**Member-** Strategic planning Committee (July 2014 - Current)  
**Member-** COB Recruitment Committee (July 2014 – current)  
**Member-** COB awards committee (March 2015- March 2017)  
**Member-** Grades Appeal Committee (July 2014 – July -2015)  
**Member-** Academic promotion Committee (Sept - Dec 2012)  
**Supervisor** – Career advisor of 35 undergraduate students.  
**Member** – College of Business research Committee (July 2012/ Aug 2013)  
**Assistant Dean-** Jan – Aug 2013

July 2006- August  
2011

**Lecturer**  
**Faculty of Business and Informatics**  
**School of Management and Information Systems**  
**Central Queensland University**

**Responsibilities/ Achievements**

- Developed the syllabi for courses such as: Logistics Management, Procurement management, Inventory Management, Ecommerce, Production and Operations Management and Contract and Negotiation Management (average of 120 students per course)
- **Chair** – International students mentoring committee
- **Member**– CQ University Safety and Health Committee
- **Supervisor** – One Honour student to completion, One DBA student to completion & One part-time Ph D student (ongoing)

Jun 2004- June 2006

**Part Time Lecturer**  
**Faculty of Business and Law**  
**School of Management**  
**Central Queensland University**

**Responsibilities/ Achievements**

- Reviewed the Logistics Management and Strategic Management course and developed the course profile for Terms 2 and 3 / 2004, 2005 and 2006.
- Moderated the marking of the assignments of 300 students on the Australian International Campuses.
- Prepared and delivered lectures and tutorials for Logistics Management (average 150 students)
- Managed the marking of examination scripts.
- Assisted distance education students in the preparation of their assignments

**Industry Positions**

Nov 2001–Apr 2002

**Grape Division Logistics Coordinator**  
**Pacific Century Production Pty Ltd**  
**Emerald – Queensland, Australia**

**Responsibilities/ Achievements**

- Coordinated the maintenance of grape boxes carriers. Resulted in a 25% improvement in down times throughout the picking season.
- Assisted the GDM roster scheduling.
- Support the manager in the creation of the 2001 season production report.
- Kept record of daily production.
- Redesigned the layout of packing material warehouse. Increased the total capacity by 30 %.

Nov 1994–Apr 2001

**Logistics Manager**  
**Cerveceria Aguila S.A (SAB Miller).**  
**Barranquilla - Colombia**

**Cerveceria Aguila S.A.** is the largest brewery in Colombia and the second largest in South America which belongs to the SAB Miller holding group. It produces and sells both beers and soft drinks.

**Responsibilities/ Achievements**

- Oversaw and monitored main warehouse activities related to receiving, storing, picking, shipping, dispatching and delivery of products and supplies to ensure effective and efficient warehouse operations and products transportation
- Managed and assessed the performance of 156 workers.
- Developed the program for ISO 9001/2000 Certification (warehouse). Certification achieved in 2002.
- Created and delivered a comprehensive training program to better the material handling practices. Resulted in a 25% improvement in inventory rotation and reduced shrinkage by \$ 150,000 annually.
- Customised and administered the Inventory Management module in SAP R/3 for Cerveceria Aguila S.A. warehouses.
- Restructured and implemented the purchase budget of products and supplies from affiliated companies like Cervunion Brewery, Leona Brewery, Bavaria Brewery.
- Developed and implemented the delivery program of soft drinks to the company's distribution centres. Resulted in a 20% increase in service level in the months following implementation.
- Prepared and reviewed the export program of soft drinks and beer to the United States of America and Europe.
- Researched, designed and proposed integrated warehousing and distribution process of juices bottled in tetra-brick. Implemented a cost effective storage method (drive in - drive thru racks) and a dedicated vehicle fleet for wholesalers and retailers. Resulted in 30% process efficiency in the first year of implementation.

**Recent Publications**

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· **Refereed Journal Articles**

JOURNAL ARTICLES

1. Santa, R., MacDonald, J., and Ferrer, M. 2019, The role of trust in e-Government effectiveness, operational effectiveness and user satisfaction: Lessons from Saudi Arabia in e-G2B. *Government Information Quarterly*, Vol. 36, No. 1, pp. 39-50. DOI:<https://doi.org/10.1016/j.giq.2018.10.007>
2. Santa, R. Borrero, S., Ferrer, M. and Gherisi, D. 2018, Fostering a healthcare sector quality and safety culture, *International Journal of Healthcare Quality Assurance*. Vol. 31 Issue: 7, pp.796-809, <https://doi.org/10.1108/IJHCQA-06-2017-0108>
3. Calvo, E. and Ferrer, M. 2018, Evaluating the quality of the service offered by a bus rapid transit system: the case of Transmetro BRT system in Barranquilla, Colombia, *International Journal of Urban Sciences*, 2018, Published online: 13 Feb 2018. <https://doi.org/10.1080/12265934.2018.1433056>
4. Ferrer, M. and Santa, R. 2017. The mediating role of outsourcing in the relationship between speed, flexibility and performance: A Saudi Arabian study, *Int. J. of Productivity and Quality Management*. Vol. 22, No. 3, pp. 395-412.
5. Ferrer, M., Santa, R., Medhekar, A., Calvo, E., & Molina, L. 2017, Drivers of Hospital Safety Culture Quality in emerging economies: the case of Saudi Arabia. *Int. J. of Productivity and Quality Management*. Vol. 23, No. 3, pp. 369-384.
6. Santa, R., Ferrer, M., Jørsfeldt, L., and Scavarda, A. 2016. The impact of the quality of the service from IS/IT departments on the improvement of operational performance: The point of view of users of technological

innovations, *Int. J. of Business Information Systems*. Vol.28, No.2 <https://doi.org/10.1504/IJBIS.2018.091860>

7. Ferrer, M. and Medhekar, A. 2015. Service Supply Chain Coordination Factors: The Case of Saudi Arabian Hospitals, *International Journal of Logistics Systems and Management*. Vol 23, No. 3, DOI: 10.1504/IJLSM.2016.074712.
8. Catia M.L. Machado, Annibal Scavarda, Liane M. Kipper, Ricardo Santa, Mario A. Ferrer. 2015. Sustainability at the Healthcare Organizations: an Analysis of the Impact on the Environment, Society, and Economy. *Chemical Engineering Transactions*, Vol. 45, p. 691-696. DOI: 10.3303/CET1545122
9. Storer, M., Hyland, P., Ferrer, M., and Santa, R. 2014. Strategic factors influencing the utilization of industry-led innovation in traditional agribusiness supply chains, *International Journal of Logistics Management*. Vol 25, No 3, pp. 487 -521.
10. Santa, R, Hyland, P, Ferrer, M. 2013. Technological innovation and operational effectiveness: Their role in achieving performance improvements, *Production Planning & Control*. Vol. 25, No 12, pp. 969-979.
11. Ferrer, M., Santa, R., & Almadani, S. A. (2013). The Interplay between Competitive Drivers, Outsourcing and Supply Chain Performance: The Case of Middle East Supply Chains. *IJAISL*, Vol. 6, No. 17, pp. 107-117.
12. Ferrer, M. 2012. The Role of Trust, Longevity and Interdependency in Supply Chain Relationships, *Journal of International Business Management & Research – JIBMR*, Vol. 3, No.7, pp. 1-39.
13. Ferrer, M. and Medhekar, A. 2012, The Factors Impacting on the Management of Global Medical Tourism Service Supply Chain, *GSTF Journal on Business Review*, Vol. 2, No. 2, 206-212.
14. Ferrer, M. and Santa, R., 2012. "The Interrelatedness of Innovation Competences, Operational Effectiveness and Organizational Processes. *Review of Management Innovation & Creativity – RMIC*, 5, (14), 35-49.
15. Ferrer, M. and Medhekar, A 2012, "Key operational drivers in the medical tourism industry". *International Journal of Accounting Information Science & Leadership*, Vol. 5, No. 2, pp. 62-76.
16. Ferrer, M., Santa, R, Storer, M and Hyland P, 2011, Competences and capabilities for innovation in supply chain relationships. *International Journal of Technology Management*. Vol 56 No 2/3/4, pp. 272-289. ISSN 1741-5276.
17. Santa, R., Ferrer, M., Soosay, C., Hyland P. and Bretherton, P., 2011, "The role of cross-functional teams on the alignment between technology innovation effectiveness and operational effectiveness." *International Journal of Technology Management*. Vol. 55, No. 1/2, pp. 122-137.
18. Ferrer, M, Santa, R, Hyland, P, and Bretherton, P, 2010, Relational factors that explain supply chain relationship', *Asia Pacific Journal of Marketing and Logistics*. Vol. 22, No. 3, pp. 419-440. ISSN 1940-9524.
19. Ferrer, M, Medhekar, A and Bretherton, P 2010, Information asymmetry and inter-firm relationships: are there any linkages?, *IJAISL: International Journal of Accounting Information Science, and Leadership*. Vol. 3, No. 5, pp. 1-14.
20. Ferrer, M. & Medhekar, A. 2010, The relationships between information asymmetry, asset specificity and supply chain relationships. *Journal of Business and Technology*, vol. 2, no. 2. ISSN 1712-1116.
21. Santa, R, Ferrer, M, Bretherton, P, Hyland, P, 2010, Contributions of cross-functional teams to the improvement in operational performance, *Team Performance Management*, Vol 16 No. 3-4, pp 146-168. ISSN 1352-7592.
22. Santa, R, Ferrer, M, Bretherton, P, and Hyland, P, 2009, The necessary alignment between technology innovation effectiveness and operational effectiveness' *Journal of Management & Organisation*. Vol.15, No. 2, pp

23. Soosay, C, Hyland, P, and Ferrer, M, 2008, Supply chain collaboration : capabilities for continuous innovation. Supply Chain Management: An International Journal, Vol 13 No. 2, p. 160. ISSN 1359-8546

### Refereed Conference Articles/Presentations

Ferrer, M, Santa, R. 2019. Does size matter? Impact of key competitive drivers on supply chain performance in the Valle del Cauca region in Colombia'Accepted to be presented at 26th EUROMA –European Operations Management Association – Annual conference. June 9-12, Helsinki, Finland.

Calvo, E, Ferrer, M, & Herrera, A, 2017, EVALUATING THE QUALITY OF THE SERVICE OFFERED BY A BUS RAPID TRANSIT SYSTEM: THE CASE OF TRANSMETRO BRT SYSTEM IN BARRANQUILLA, COLOMBIA, Innovation Arabia 10 Annual Conference, Dubai, UAE, March 6-8.

Ferrer M, Santa R, & Calvo E, 2015. DRIVERS OF HOSPITAL'S SAFETY CULTURE IN THE MIDDLE EAST, Published in the proceedings of QUIS 2015 Conference hosted in Shanghai, China, June 19-21, 2015.

Ferrer, M, Daza J, Santa R & Romero, D. 2015, Oil Supply Chain Risk Identification in Saudi Arabia Published in the proceedings of INFORMS 2015 Conference hosted in Pennsylvania, Nov 1-4, 2015

Storer, M, Ferrer, M, Santa, R. 2013. Strategic Factors Influencing the Utilization of Industry-Led Innovation in Supply Chains. 1st Management Theory Conference, Eberhardt School of Business, University of the Pacific, Dugoni Campus, San Francisco, 27-28 September 2013, p. 487-521.

Ferrer, M, Santa, R. 2013. The interplaying role of competitive priorities and outsourcing on supply chain performance: An empirical study in the Kingdom of Saudi Arabia. Proceedings of the 20th EUROMA –European Operations Management Association – Annual conference. June 9-12, Dublin, Ireland.

Storer, M, Ferrer, M, Santa, R. 2013. Strategic Factors Influencing the Utilization of Industry-Led Innovation in Supply Chains. 1st Management Theory Conference, Eberhardt School of Business, University of the Pacific, Dugoni Campus, San Francisco, 27-28 September 2013, p. 487-521.

Ferrer, M., & Medhekar, M. 2012, 'The Critical Factors Impacting on the Global Medical Tourism Supply Chain'. In proceedings of the Annual International Conference on Tourism and Health Research in Singapore, NSW, July 9th-10th, pp 23-29.

Al-Kahtani, A., Halah Al-Shathry, Dalal Al-Abdulwahed, Nouf Al-Towairgi, Mario Ferrer and Ricardo Santa, 2012. Innovation in the production of dates: a classroom experiential learning project. Edulearn12 – International conference in education and new learning technologies, 2th – 4th of July, Barcelona, Spain: 7584-7594. <http://library.iated.org/publications/EDULEARN12>. (B)

AlRabiah, S.M., Al-Aabdurrahman, A.A., Al-Meharsh, A., Al-Hazani, M., Ferrer, M. Santa, R. 2012. ACTION LEARNING PROJECT FOR THE DESIGN AND SIMULATION OF A SAUDI FOOTBALL E-COMMERCE WEBSITE. Edulearn12: 4th International Conf on Education and New Learning Techn. 2-4 July, 2012. Barcelona, Spain. Pages: 7657-7665. (B) <http://library.iated.org/publications/EDULEARN12> (B)

Al-Sugair, F., Mohammed Al-Suwailem, Waleed AlShedukhi, Abdulaziz BinSulaiman, Mario Ferrer and Ricardo Santa, 2012. Using simulation software in the classroom for the implementation of lean principles in a waterproof manufacturing company. Edulearn12 – International conference in education and new learning technologies, 2th – 4th of July, Barcelona, Spain: 7565-7572.

Daza, J. and Ferrer, M. 2012, Programación de la producción en maquinas proporcionales con tiempos de

preparación dependientes de la secuencia y fechas de entrega de trabajos, In the proceedings of the 10th LACCEI Latin American and Caribbean Conference for Engineering, Education and Technology, Panama, 2012. 6pp.

Muchiri, M.K., Ferrer, M., Santa, R & Meiliani 2011. 'An exploration of relationships among enhancing adaptability leadership, innovation competences and operational effectiveness: the role of trust and power'. In proceedings of the 12th Malaysia-Indonesia International Economics, Management and Accounting Conference (Borderless Economy: Opportunities and Challenges for Businesses in Southeast Asia), Bengkulu, Indonesia, 13-14 October 2011, pp. 1073-1088, published by Unib Press, ISBN 9789799431684.

Ferrer, M., & Medhekar, M. 2011, 'The Predictive Power of Costs and Quality Factors on Medical Tourism'. In proceedings of the Intellectbase Academic Conference in Sydney, NSW, November 24-26, pp 2-15.

Ferrer, M, Medhekar, A & Bretherton, P 2009, 'Information asymmetry and inter-firm relationships: are there any linkages?' in King, D & Dyer, K (eds.) International handbook of Academic Research and Teaching: proceedings of Intellectbase International Consortium, Academic Conference, Intellectual Perspective & Multi- Disciplinary Foundations, Las Vegas, Intellectbase International Consortium, pp. 2-12.

Ferrer, M, Scavarda, A, Medhekar, A, Santa, R, 2010 'Supply Chain Relationship Competences and their Influence on Operational Performance' proceedings of the Intellectbase academic Conference, Nashville, Tn, USA.

Ferrer, M, Santa, R, Soosay, C, Hyland, P, 2009 'The critical competences needed for innovative organisational inter-firm and intra-firm integration', proceedings of the 9th CINet Continuous Innovation Network conference, Queensland University of Technology, Brisbane, Australia , 7-9 of September 2009.

Ferrer, M., Hyland, P. & Bretherton P, 2009, 'The role of relational capabilities in developing the capacity for supply chain innovation, in the proceedings of the 7th ANZAM Operations, Supply Chain and Services Management Symposium, Adelaide AU

Ferrer, M. & Bretherton P, 2009, 'Relational Capabilities that determine supply chain relationships, in the proceedings of the AM2009 Academy of Marketing Conference, Leeds, UK, 7-9 July, 2009

Ferrer, M., Storer, M., Santa, R, and Hyland, P, 2008. Developing capabilities for innovation in supply chain relationships', Proceedings of the 9th CINet Continuous Innovation Network conference, Universidad Politecnica Valencia, Sep 5-8, Valencia, Spain,

Santa, R., Ferrer, M., Bangay, J. and Hyland, P. 2007 "Balancing Technology and Operational Effectiveness: An Exploratory Study in Two Large Service Organisations." in the proceedings of The 8th International CINet Conference. Gothenburg, Sweden, 7-11 September.

Storer, M, Ferrer, M. and Hyland, P. 2007 "Innovation in the beef supply chain: the importance of customers and suppliers to innovation." in the proceedings of The 8th International CINet Conference. Gothenburg, Sweden, 7-11 September.

Ferrer, M., Santa, R., Hyland, P. and Soosay, C. 2007 "Flexibility in the supply chain: Inter-firm relationship competencies and their impact on cost performance." in the proceedings of The 8th International CINet Conference. Gothenburg, Sweden, 7-11 September.

Santa, R, Pun, D & Ferrer, M, P. 2007 "Why do Enterprise Information Systems fail to match reality?", in the proceedings of the 2007 International Conference on Enterprise Information Systems and Web Technologies, Orlando, Florida, USA, 11-14 July 2007

Santa, R, Ferrer, M & Hyland, P, 2007, 'An Exploratory study examining the balance between system effectiveness and operational effectiveness in the implementation of Enterprise Information Systems', in the

proceedings of the 5th ANZAM Operations Management Symposium, Melbourne, AU

Ferrer, M, Hyland, P & Bretherton, P, 2007, 'Exploring the influences of Inter-firm relationships on performance objectives', in the proceedings of the 5th ANZAM Operations Management Symposium, Melbourne, AU

Soosay, C., Ferrer, M., Santa, R. and Hyland, P 2007. Internal and external integration: strategies for logistics competitiveness. The 21st Australian and New Zealand Academy of Management conference: Managing our intellectual and social capital. 4-7 December, Sydney, Australia.(Accepted)

Ferrer, M., Soosay, C. and Hyland, P. 2007 "Developing the capability to manage relationships: does maturity matter?", in the proceedings of the 8th International Research Conference on Quality, Innovation and Knowledge Management, New Delhi, India, 11-14 February 2007.

Ferrer, M, Hyland, P, Bretherton, P & Soosay, C, 2006, 'Innovative approaches to formation of supply chain relationships', in the proceedings of the 7th CINet Conference , Lucca, Italy

Ferrer, M, Santa, R & Hyland, P, 2006, 'System effectiveness and Operational effectiveness: can an optimal balance be obtained', in the proceedings of the 20th ANZAM conference, 7-10, December 2006, Australian and New Zealand Academy of Management, Yeppoon, Australia

Ferrer, M, Hyland, P, Bretherton, P & Soosay, C, 2006, 'An Exploratory approach to managing a portfolio of relationships in supply chains in Australia', in the proceedings of the 4th ANZAM Operations Management Symposium, Wellington, NZ

Ferrer, M & Hyland, P 2006 'Strategic Inter-organisational relationships in the Australian road freight transport industry' in the proceedings of the 4th ANZAM Operations Management Symposium, Wellington, NZ

Hyland, P, Ferrer, M & Bretherton, P, 2005, 'The importance of understanding the management of a portfolio of relationships in the supply chain', Proceedings of the 19th ANZAM Conference, 7-10 December 2005, Australian and New Zealand Academy of Management, Canberra

### **Other Publications (Book)**

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- **Ferrer, M**, 2011, Building Supply Chain Relationships, Lambert, Germany, ISBN 978-3-8465-2972-0.

### **Research Grants Awards**

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#### **Grants**

Ferrer, M & Santa R, 2012, Supply chain relationships and practices in the Kingdom of Saudi Arabia. Grant worth SAR 23,000

Santa R & Ferrer M, 2013, The enabling role of e-government in attaining performance excellence. Grant worth SAR 23,000

Ferrer M, Service Supply Chain in Saudi Arabia, 2014 Grant worth SAR 48,000

Ferrer, M, & Santa R Smart city development, 2016, Grant worth SAR 500,000

#### **Awards**

2016-Outstanding Undergraduate Teaching, College of Business (Awarded by KPMG)

2014-Best Researcher, College of Business (Awarded by Shell Co.)

2009-Emerald Literati Outstanding paper Award. Highly commended paper. Supply chain collaboration: capabilities for continuous innovation

2009- School of Management and Information systems Emerging Researcher of the year

2004- Australian Government Ph D UPRA scholarship 2004



