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Overall, he has 25 years of strategy and operation experience acquired through various projects in the Middle East, Europe and North America. Karim has managed a number of economic and business development assignments in telecommunications and media primarily in the context of sector level development strategies, institutional and regulatory reforms, large-scale privatization programs, and strategy-

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Karim is a member of the advisory council of the School of Business Administration of the American University in Dubai. He is a member of the firm Marketing Advisory Council and also the chairman of the Ideation Center that serves as the firm's think tank in the Middle East. He holds a Ph.D. with honors in strategic management from Century University in the U.S., and both an MBA in finance and a BBA with distinction in marketing from the American University of Beirut.

Dr. Sabbagh has published a number of papers on economic development and management with an emphasis on Information and Communication Technology (ICT).

- Oasis Economies (<http://www.strategy-business.com/media/file/resilience-04-10-08.pdf>)
 - The Challenges of Balance (<http://www.strategy-business.com/article/09202>)
 - Challenges for ICT Development in the Arab World (*World Economic Forum Arab World Competitiveness Report 2002-2003* published by the Oxford University Press, New York)
 - ICT for Low-Carbon World: Activism, Innovation, Cooperation (http://www.booz.com/media/uploads/ICT_for_a_Low-carbon_World.pdf)
 - Next Generation ICT Parks: Bridging the GCC Technology Gap (http://www.booz.com/me/home/what_we_think/40007409/40007869/46983516)
 - The ICT E-volution: Bringing Information to Communications (http://www.booz.com/media/file/The_ICT_Evolution_Bringing_Information_To_Communications_FINAL.pdf)
 - Stage One Complete: What's Next for MENA Regulators? (http://www.booz.com/media/file/Stage_One_Complete_FINAL.pdf)
 - Digital Highways: The Role of Government in 21st Century Infrastructure (http://www.booz.com/media/uploads/Digital_Highways_Role_of_Government.pdf)
 - The Power of Telecom: A Catalytic Force in the Economic Downturn (http://www.booz.com/media/file/the_power_of_telecom_final.pdf)
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- **The Globalization of GCC Telecom Operators: How to Address The Next Challenge** (http://www.booz.com/media/file/The_Globalization_of_GCC_Telecom_Operators-FINAL.pdf)
- **Putting Strategy into Action: Building a Discipline for Better Performance** (http://www.booz.com/media/file/Putting_Strategy_into_Action-FINAL.pdf)
- **Telecom in the Downturn: What Will Happen and Who Will Benefit?** (http://www.booz.com/media/uploads/The_Power_of_Telecom.pdf)
- **Weathering Economic Turbulence: A Telecom Perspective** (http://www.booz.com/media/uploads/Economic_Turbulence_Telecom.pdf)
- **Towards More Effective Regulation** (http://www.booz.com/media/file/Towards_More_Effective_Regulation_Unlocking_The_Value_Of_Telecom_Markets_In_The_MENA_Region_FINAL.pdf)
- **Deregulations 2.0: How Service-Based Competition Can Drive Growth in the MENA Telecom Industry** (http://www.booz.com/media/file/Deregulation_2.0_How_Service_Based_Competition_Can_Drive_Growth_in_The_MENA_Telecom_Industry_FINAL.pdf)
- **The Rise of Economic Zones in the MENA Region: A Telecommunications Perspective** (http://www.ideaioncenter.com/media/file/The_rise_of_economic_zones_in_mena_region.pdf)
- **The Content End Game: Capturing the Benefit of Media and Telecom Convergence in the GCC** (http://www.booz.com/media/file/The_Content_End_Game_Capturing_the_Benefit_of_Media_and_Telecom_Convergence_in_the_GCC_FINAL.pdf)
- **Broadband in the MENA Region: Trends, Opportunities, and Challenges** (http://www.booz.com/media/file/Broadband_in_the_MENA_Region_Trends_Opportunities_And_Challenges_FINAL.pdf)
- **Beyond License Acquisitions: The Way Forward for Telecom Investments in the MENA Region** (http://www.boozallen.com/media/file/Beyond_License_Acquisitions.pdf)

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