

- 19- Tongzon J. Determinants of competitiveness in logistics: Implications for the ASEAN region. *Maritime Economics & Logistics*. 2007 Mar 1;9(1):67-83.
- 20- Panayides, Photis M., and Dong-Wook Song. "Port integration in global supply chains: measures and implications for maritime logistics." *International Journal of Logistics: Research and Applications* 12.2 (2009): 133-145.
- 21- Low, Joyce MW, Shao Wei Lam, and Loon Ching Tang. "Assessment of hub status among Asian ports from a network perspective." *Transportation Research Part A: Policy and Practice* 43.6 (2009): 593-606.
- 22- Zarei S. The key factors in shipping Company's port selection for providing their supplies. *International journal of social, behavioral, educational, economic, business and. Ind Eng.* 2015 May 3;9(4):1317-21.
- 23- Gohomene DA, Yang ZL, Bonsal S, Maistralis E, Wang J, Li KX. The Attractiveness of Ports in West Africa: Some Lessons from Shipping Lines' Port Selection. *Growth and Change*. 2016 Sep;47(3):416-26.
- 24- van Dyck GK. The Drive for a Regional Hub Port for West Africa: General Requirements and Capacity Forecast. *International Journal of Business and Economics Research*. 2015;4:36-44.
- 25- Foster V, Briceño-Garmendia CM, editors. *Africa's infrastructure: a time for transformation*. The World Bank; 2009 Dec 1.
- 26- Nora MAREÍ, « Terminalisation, spécialisation et enjeux logistiques des ports africains » ISEMAR 2016
- 27- « REVIEW OF MARITIME TRANSPORT », UNCTAD 2017
- 28- Nze, Ibeawuchi C., and Chinedum Onyemechi. "Port congestion determinants and impacts on logistics and supply chain network of five African ports." *Journal of Sustainable Development of Transport and Logistics* 3.1 (2018): 70-82.
- 29- Hesse, Markus, and Jean-Paul Rodrigue. "The transport geography of logistics and freight distribution." *Journal of transport geography* 12.3 (2004): 171-184.
- 30- Yang, Yi-Chih, and Shu-Ling Chen. "Determinants of global logistics hub ports: Comparison of the port development policies of Taiwan, Korea, and Japan." *Transport Policy* 45 (2016) : 179-189.
- 31- Malchow, Matthew B., and Adib Kanafani. "A disaggregate analysis of port selection." *Transportation Research Part E: Logistics and Transportation Review* 40.4 (2004): 317-337.
- 32- De Langen, Peter W. "Port competition and selection in contestable hinterlands; the case of Austria." *European Journal of Transport and Infrastructure Research* 7.1 (2007): 1-14.
- 33- Comtois, Claude. "The integration of China's port system into global container shipping." *GeoJournal* 48.1 (1999): 35-42.
- 34- Peng, Peng, et al. "Hub-and-spoke structure: Characterizing the global crude oil transport network with mass vessel trajectories." *Energy* 168 (2019): 966-974.
- 35- Ducruet, C., Itoh, H. and Merk, O., 2014. Time efficiency at world container ports.
- 36- Raballand, G., Refas, S., Beuran, M. and Isik, G., 2012. Why cargo dwell time matters in trade.
- 37- Nyema, S., 2014. Factors influencing container terminals efficiency: A case study of Mombasa entry port. *European Journal of Logistics Purchasing and Supply Chain Management*, 2(3), pp.39-78.
- 38- Diugwu, I.A., Omoke, V., Nwaogbe, O.R., Mohammed, M. and Wokili, H., Competitiveness Analysis of Selected Seaports in West African Coast Region Using Analytical Hierarchical Process.
- 39- Aminatou, M., Jaqi, Y. and Okyere, S., 2018. Evaluating the impact of long cargo dwell time on port performance: an evaluation model of Douala International Terminal in Cameroon. *Archives of Transport*, 46.
- 40- Rodrigue, J.P., Comtois, C. and Slack, B., 2009. *The geography of transport systems*. Routledge.
- 41- Nze, Ibeawuchi C., and Chinedum Onyemechi. "Port congestion determinants and impacts on logistics and supply chain network of five African ports." *Journal of Sustainable Development of Transport and Logistics* 3.1 (2018): 70-82.
- 42- "Port Development in Africa", African Bank
- 43- Marteau, J.F., Raballand, G. and Arvis, J.F., 2007. The cost of being landlocked: logistics costs and supply chain reliability. The World Bank.
- 44- Shepherd B. Infrastructure, trade facilitation, and network connectivity in sub-Saharan Africa. *Journal of African Trade*. 2016 Dec 1;3(1-2):1-22.
- 45- Herrera Dappe, Matías, and Ancor Suárez-Alemán. *Competitiveness of South Asia's Container Ports: A Comprehensive Assessment of Performance, Drivers, and Costs*. The World Bank, 2016.

Samia BOUAZZA, is logistics graduated from ESITH School of engineers, she worked since 2009 in logistics and supply chain industry in different sector. She hold actually the head of logistics market studies at the Agency for Logistics Development

Zoubida BENMAMOUN is a professor of supply chain management, purchasing, inventory management in Hassan II University and Esith engineer school, with over 10 years of experience as supply chain manager and consultant with a lot Moroccan company. She is supply chain management engineer graduated from Esith School of engineers, certified six sigma green belt and PHD graduated from Ibn Tofail University in Morocco. Her researches are about operation excellence, performance improvement and sustainability.

Hanaa HACHIMI, is Ph.D in Applied Mathematics & Computer Science and a Ph.D in Mechanics & Systems Reliability, I'm a professor and researcher at the Ibn Tofail University, in the National School of Applied Sciences ENSA in Kenitra. I'm affiliated to the Systems Engineering Laboratory since October 2013, precisely at the BOSS team Big Data, Optimization, Service and Security. I'm the responsible and coordinator of the courses: Operational Research, Graph Theory, Statistics and Probability.