

## 12 **Employee Health Plans Powered by Analytics** Wallace Hopp, Jun Li, Soroush Saghafian, and Guihua Wang

A promising new model for the employee health plans of large firms bypasses insurers, instead using direct contracts with hospitals which have been designated as centers of excellence. The authors describe how combining this model with cutting edge analytics could revolutionize the delivery of high quality, cost-efficient health care.

## 21 **Mandatory Corporate Carbon Disclosures and the Path to Net Zero** Patrick Bolton, Stefan J. Reichelstein, Marcin T. Kacperczyk, Christian Leuz, Gaizka Ormazabal, and Dirk Schoenmaker

To advance the world's progress toward a net zero carbon economy, the authors recommend that governments impose a mandate on corporations requiring them to report their annual direct carbon emissions.

## 31 **Designing Omni-Channel Retailing to Align Financial Performance with Strategy** Sunil Chopra

The author describes how viewing combinations of product and channel through the lens of return on invested capital (ROIC) allows retailers to design omni-channel portfolios that align their products, service offerings, and pricing. By making each channel improve invested capital turns or broaden profit margin, these portfolios increase their company's value.

## 42 **Service Industrialization, Convergence, and Digital Transformation – II** Uday Karmarkar

Through industrialization, digital technologies are changing the structure of information intensive services. The effects of this evolution are specific to each service category including transactional, functional, content-based, and knowledge-based. Consumer consumption behavior and physical services are also affected. The author argues that managers must therefore analyze the changes to their particular industry and revamp their strategies, core processes, and supporting systems accordingly.

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### 54 **Using Business Analytics to Upgrade Sales Promotions** Lennart Beardman, Maxime C. Cohen, Kiran Panchangam, and Georgia Perakis

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The authors present a detailed case study of how business analytics, prediction models, and optimization methods can be used to improve promotion planning. In it, they describe the entire process, from collecting data to computing promotion recommendations for retailers.

### 66 **How to Choose the Right Strategy for Digital Transformation** Sunil Mithas and Roland T. Rust

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Many executives believe that, in digital transformation, they must pursue either revenue growth or cost reduction, but not both. The authors explain how companies can pursue both goals by investing in information technology.

### 73 **The Complete Turnaround of a Boutique Bank: A Practical Guide to Leading a Complex Transformation** Karen Ayas

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In a remarkable five-year journey, Bank Leumi USA completed a major transformation with a range of dramatic effects. Through a close examination of the Leumi case, the author illustrates an approach designed to increase the odds of success in transformation and offers practical guidance to those embarking on similar journeys.

### 83 **Can Blockchain Manage Trust in Organizations?** David De Cremer and James Pang

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The authors illuminate the potential and the limitations of blockchain technology as the new currency of trust in organizational life. They have found that building trust *within* organizations requires leaving room for vulnerability, which makes blockchain unsuitable. However, it shows more promise for building trust *between* organizations because it acts as a regulatory middleman.

### 90 **Nobel Laureate Herbert A. Simon: Pioneer of Artificial Intelligence and Trailblazer in Decision-Making** Suresh P. Sethi

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Artificial intelligence is rapidly transforming our world. The author describes the fascinating career of Herbert A. Simon, a father of artificial intelligence, renaissance man, and true polymath who made pioneering contributions to fields ranging from economics to psychology and from management to the philosophy of science.

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