IIMA

विद्याविनियोगाद्विकास:

Centre For Digital Transformation (CDT)

Q2 2023-24

QUARTERLY NEWSLETTER

September 30, 2023

Message from the Chairperson

Greetings from The Centre for Digital Transformation (CDT) at IIM Ahmedabad!

Through this quarterly newsletter, I intend to apprise you of the activities at the CDT during July-September of 2023. During this last quarter, the Centre received support from many leading academicians, faculty members, administrative team members, and industry leaders. I would like to especially thank the founding donor—the Bank of America—for their continued support.

The Centre continued the work on various research projects targeted at creating cutting-edge knowledge and publishing research papers. We also organized digital immersive events in the form of research seminars and published a course (in Hindi) on Digital Transformation on the SWAYAM portal—an endeavor by the Ministry of Education, Government of India. The course is available free of cost. In addition, we contributed op-ed articles in the media as well.

I would like to thank all stakeholders for their continued support and look forward to more engagement in the future.

Prof. Pankaj Setia
Chairperson, Centre for Digital Transformation

Research Paper Published

Aljafari, R., Soh, F., Setia, P., and Agarwal, R., The local environment matters: Evidence from digital healthcare services for patient engagement. J. of the Acad. Mark. Sci. (2023). https://doi.org/10.1007/s11747-023-00972-0

Prof. Pankaj Setia with co-authors published his research on digital services in healthcare, in the Journal of the Academy of Marketing Science (JAMS, a leading - FT 50 - marketing journal).

The paper discusses how the healthcare model is being transformed through the advent of digital services that are able to engage patients. Notably, the hospitals planning to leverage these have to calibrate the expectations based on the demographical profile of the region they serve.

ORIGINAL EMPIRICAL RESEARCH

The local environment matters: Evidence from digital healthcare services for patient engagement

Ruba Aljafari[1] · Franck Soh[2] · Pankaj Setia[3] · Ritu Agarwal[4]

Abstract
The creation and delivery of healthcare services are being transformed through patient-engaging digital services. However, their effects on hospital performance are unclear. We build on the theoretical foundations of resource dependency and environmental munificence to identify two characteristics of the hospital's regional environment, the population's access to digital computing resources (computing access) and health insurance coverage (service access), that condition the effects of hospitals' patient-engaging digital services on patient satisfaction and readmissions. We argue that these omitted environmental contingencies may help explain the inconclusive findings reported in prior empirical studies on digital services. Analysis of data collated from a national sample of 941 hospitals nested within 157 regions shows that computing access in the environment strengthens the effect of a hospital's digital services on readmissions and patient satisfaction. By contrast, service access dampens the moderated effect of digital services and computing access on readmissions, but the effect is not the same for patient satisfaction. Our study offers theoretical and practical implications underscoring the role of environmental heterogeneity in the value hospitals realize from patient-engaging digital services.

Keywords Digital services · Consumer engagement · Patient satisfaction · Readmissions · Munificence · Computing access · Service access · Healthcare insurance

Introduction

Propelled by both cost pressures and a pressing need for higher quality, hospitals are increasingly seeking to transform

✉ Ruba Aljafari
   aruba@vt.edu

   Franck Soh
   f_sohnoume@uncg.edu

   Pankaj Setia
   pankajsetia@iima.ac.in

   Ritu Agarwal
   ritu.agarwal@jhu.edu

[1] Pamplin College of Business, Virginia Tech, Blacksburg, VA 24061, USA

[2] Bryan School of Business and Economics, The University of North Carolina at Greensboro, Greensboro, NC 27412, USA

[3] Center for Digital Transformation, Indian Institute of Management (IIM), Ahmedabad, Vastrapur, Ahmedabad, Gujarat 380015, India

[4] Carey Business School, Johns Hopkins University, Baltimore, MD 21202, USA

themselves through greater use of digital technologies (Agarwal et al., 2020). To illustrate, the average cost of unplanned hospital readmission is $15,200 (Weiss & Jiang, 2021). Further, operating margins for hospitals in 2022 continued their negative trend, falling by 44% (Kaufman Hall & Associates, 2022). Digital technologies offer one potential solution to these challenges; industry projections indicate an expected growth in the U.S. health information technology market from $163 billion in 2019 to over $441 billion in 2025 (Ugalmugle & Swain, 2021). Health information technology is being utilized across a range of different activities, including digital capture of health data in electronic health records systems, computerized physician order entry, and medication management (Agarwal et al., 2010). An emerging area of growing investment is patient-engaging digital services, i.e., electronic initiatives that involve patients in the process of healthcare service creation and delivery (Agarwal et al., 2020). Indeed, investments in these services are increasing, in anticipation of their potentially transformative influence on healthcare (Volpp & Mohta, 2017). However, empirical evidence related to the effects of such services on hospital performance is scant and limited to a handful of studies (see, for example, Bao et al., 2020; Essén et al., 2016; Gardner et al., 2015; Zainuddin et al.,

🙂 Springer

Research Seminars

Prof. Rajeev Sharma, Professor and Head, Department of Information Systems and Business Analytics at Deakin University in Melbourne, Australia delivered a research seminar on Wednesday, September 27th, 2023 from 2:15 - 3:30 PM IST on "Realizing value from business analytics platforms: The effects of managerial search and agility of resource allocation processes" at Auditorium # 2, KLMDC, IIMA Heritage campus

Centre for Digital Transformation
IIMA INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
विद्याविनियोगाद्विकास:

Presents RESEARCH SEMINAR

Realizing value from business analytics platforms: The effects of managerial search and agility of resource allocation processes

September 27, 2023   2:15 PM - 3:30 PM IST

KLMDC Auditorium # 2, IIMA Heritage Campus

Speaker:
Professor Rajeev Sharma
Deakin Business School,
Deakin University, Australia

Analytics

in IIMA Centre for Digital Transformation   🌐 www.iima.ac.in/faculty-research/centers/Centre-for-Digital-Transformation

Abstract

Few organizations have been able to realize value from their investments in business analytics. This could be due to an inadequate understanding of the pattern of investments required to realize value from business analytics. Specifically, we propose that business analytics requires an upfront investment of infrastructure capital to build a mature platform, followed by multiple investments of innovation capital to create value through competitive actions informed by analytics-enabled insights. Drawing on dynamic capabilities and digital options literatures, we develop a model in which the effect of investments in maturity of the business analytics platform on organizational value is moderated by the agility of the process allocating resources for innovation, and by the efforts expended by line managers to search and select the insights. The model is tested on data collected from a survey of line managers. The findings support the proposed model. Implications for research and practice are discussed.

Q2 2023-24

About the Speaker

Rajeev currently serves as Professor and Head, Department of Information Systems and Business Analytics at Deakin University in Melbourne, Australia. Previously, he has served as an Associate Dean at the Waikato Management School and Head of School of Information Systems and Technology at the University of Wollongong. Rajeev's expertise is in the areas of business analytics, strategic management of IT, organizational performance, successful implementation of IT projects, method bias, and research methods. Rajeev has published extensively in top research journals, including MIS Quarterly, Information Systems Research, Journal of Strategic Information Systems, European Journal of Information Systems and Journal of Information Technology. He has served as a Senior Editor of Journal of Strategic Information Systems and as an Associate Editor of MIS Quarterly. Rajeev is the recipient of multiple Best paper awards. Rajeev supervised the PhD dissertation of Dr. Abhijith Anand, who was the recipient of the ICIS 2018 ACM SIGMIS Best Dissertation Award. Rajeev has attracted over $2 million in research funding. Rajeev has held faculty positions at the University of New South Wales, University of Oklahoma, University of Melbourne, University of Wollongong and University of Technology Sydney. Rajeev is an alumnus of University of Delhi, Indian Institute of Management Bangalore and earned his PhD from the University of New South Wales.

• • • •

Centre for Digital Transformation

INDIAN INSTITUTE of MANAGEMENT AHMEDABAD

विद्याविनियोगाद्विकास:

[Prof. Uttara M. Ananthakrishnan,](#) Assistant Professor of Information Systems, Heinz College, Carnegie Mellon University, USA, delivered a research seminar on 2nd August 2023 from 4:30 - 6:00 PM IST on "How Do Online Reviews Enable Political Consumerism" at Auditorium # 1, KLMDC, IIMA Heritage campus

Centre for Digital Transformation

INDIAN INSTITUTE of MANAGEMENT AHMEDABAD

विद्याविनियोगाद्विकास:

presents

RESEARCH SEMINAR

📅 August 2, 2023   🕐 4:30 PM - 6:00 PM IST

📍 Auditorium # 1, KLMDC, IIMA Heritage Campus

Speaker:
Prof. Uttara M. Ananthakrishnan
*Assistant Professor of Information Systems,
Heinz College, Carnegie Mellon University, USA*

How Do Online Reviews Enable Political Consumerism?

in   IIMA Centre for Digital Transformation   🌐 www.iima.ac.in/faculty-research/centers/Centre-for-Digital-Transformation

Abstract

Consumers are increasingly supporting businesses and brands that align closely with their values in an act of political consumerism. Despite the increasing demand to support minority-owned businesses, discovering these businesses through traditional channels remains challenging. We examine whether and how online reviews enable the discovery of Black-owned businesses, particularly during increased demand to support these businesses. We leverage GPS-enabled foot traffic data, hand-collected data from a directory of Black-owned restaurants, business details from Yelp.com, and zip code-level social capital data to understand the potential mechanisms driving this change. Our results suggest that Black-owned restaurants that receive reviews indicating Black ownership experience a 10.8% increase in foot traffic compared to Black-owned restaurants that do not receive these reviews. Further, reviews that mention black ownership provide a 4.6% increase in foot traffic to these restaurants during times of increased interest in supporting Black causes. We find that restaurants located in White neighborhoods and neighborhoods with stronger ties across socioeconomic status drive these effects. Further, our results demonstrate that the increase in foot traffic to restaurants that mention Black ownership stems from areas with high White and affluent customers. Together, our results demonstrate the power of user-generated content in enabling political consumerism even without targeted interventions from digital platforms or voluntary disclosure of race by business owners.

• • • •

Q2 2023-24

QUARTERLY NEWSLETTER   **September 30, 2023**

About the Speaker

Prof. Uttara M. Ananthakrishnan is an Assistant Professor of Information Systems at Heinz College, Carnegie Mellon University. Prior to this, she has been an Assistant Professor at the Foster School of Business at the University of Washington. At a broad level, her research objective is to analyze consumer and firm behavior online and to understand how these interactions influence the design and operation of online marketplaces. Her research sits at the intersection of Technology, Economics, and Policy. In her research, she uses techniques from social science to understand the drivers of online market behavior and to develop managerially relevant responses for firms and market designers. Before joining the Ph.D. program, she worked at Google for three years. During this period, she was a part of the Google+ team, where she analyzed the sharing patterns of users and developed signals to automate spam and abuse detection on social products of Google. During her time at Google, she worked with engineering, policy, and legal teams to design policies that aimed to identify, report and mitigate abuse on social media, including harassment of minors.
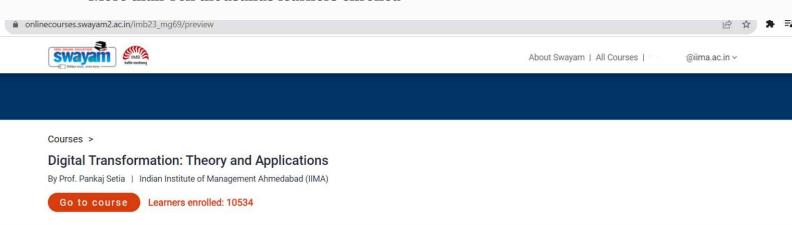

• • • •

Q2 2023-24

QUARTERLY NEWSLETTER   **September 30, 2023**

Centre for Digital Transformation

IIMA INDIAN INSTITUTE *of* MANAGEMENT AHMEDABAD

विद्याविनियोगाद्विकास:

Course Launched on SWAYAM portal on Digital Transformation: Theory and Applications

More than Ten thousands learners enrolled

onlinecourses.swayam2.ac.in/imb23_mg69/preview

swayam

About Swayam | All Courses | @iima.ac.in ⌄

Courses >

Digital Transformation: Theory and Applications

By Prof. Pankaj Setia | Indian Institute of Management Ahmedabad (IIMA)

Go to course   Learners enrolled: 10534

O Course Introduction   Watch later   Share

IIMA

विद्याविनियोगाद्विकास:

Summary

Course Status :	Ongoing
Course Type :	Core
Duration :	6 weeks
Category :	○ Management Studies
Credit Points :	2
Level :	Postgraduate
Start Date :	31 Jul 2023

Centre for Digital Transformation

IIMA
विद्याविनियोगाद्विकास:
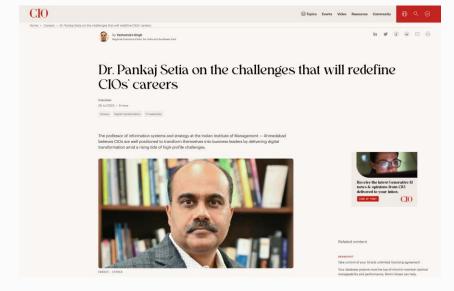INDIAN INSTITUTE *of* MANAGEMENT AHMEDABAD

Op-eds and Media Articles

An article titled "[A managerial mantra in the age of artificial intelligence](#)", by Prof. Pankaj Setia published in the Leadership section of PeopleMatters Online

[Interview of Prof. Pankaj Setia by CIO.com,](#) "Dr. Pankaj Setia on the challenges that will redefine CIOs' careers", 26th July 2023

Q2 2023-24

QUARTERLY NEWSLETTER   **September 30, 2023**

Centre for Digital Transformation
Indian Institute of Management Ahmedabad
Vastrapur, Ahmedabad - 380015, Gujarat, India
Email: digitaltransformation@iima.ac.in

Prof. Pankaj Setia | Chairperson | **Email:** chr-cdt@iima.ac.in | **Phone:** +91-79 7152 4884