Afterword

This book develops a cognitive analytics management framework, which is relevant and rigorous to address societal challenges for a sustainable world in the 21st century. It integrates new advances in cognitive systems of Computer science; technology and tools of Engineering; mission and strategy of Management; descriptive, predictive, prescriptive intelligent capitals of Management Science; and performance evaluation of productivity efficiency of the Frontier Data Envelopment Analysis into a new “Cognitive Analytics Management” concept.

Cognitive analytics management evaluates an organization engagement in society field that encompasses corporate social responsibility, corporate citizenship, shard value, social innovation and sustainability: social innovation business models. It can measure the impact of an organization mission, which is then translated into strategic initiatives to generate shared value of impacts on society. The long-term effectiveness of the benefit and opportunity of multiple-output measures over the short-term efficiency of cost and risk of multiple-input measures that are utilized by an organization process would determine the production-process efficiency of such process and its shared value impact.

The logic of the frontier data envelopment analysis is used to determine the optimal weights to aggregate the multiple-input and multiple-output measures to produce a relative shared value single measure for each initiative. The set of efficient initiatives—the best-practices within each group—whether a group of banks, social innovative business models, organizations, people, processes, policies, systems, and states, will be identified from the best-practices to set realistic targets to improve the set of inefficient alternatives and to develop an internal learning process to provide a prioritization of alternatives to allocate scarce resources and to have a management tool to track impact of policy change over time.

The book is an excellent contribution. It is highly relevant, timely, and will aid policymakers in setting strategic policy agenda on social engagement initiatives. The cognitive analytics management framework is mission-based and engages all stakeholders in assessing and meeting societal needs through the development of new social innovative business models and technological initiatives for smarter organizations, governments, and society for more a sustainable planet in the 21st century.

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Merza Hasan, a Kuwaiti national, was elected in 2006 to represent 13 MENA countries at the World Bank (WB) Board of the Executive Directors (WB-BED). Since 2012, Mr. Hasan became the Dean of the WB-DED, consisting of 180 countries, where he considers and decides on proposals made by the President in relation to: IBRD loans and guarantees, IDA credits and grants, IFC investments, and MIGA guarantees, in addition to decisions on policies that impact the WB’s general operations. As an Executive Director, he has a dual responsibility: carry forward the interests and concerns of his group of countries to the WB’s management, as well as carry backward the interests and concerns of the WB’ management to his group of countries. Mr. Hasan holds a PhD in Management Science from the Imperial College of Science, Technology and Medicine, UK. He has a diverse and rich professional experience. He was the State Under-Secretary for the Public Authority for Industry. He held several positions at the University of Kuwait including Professor and Dean College of Business, Chairman of Accreditation Committee, Assistant Vice President, Cultural Counselor at the Kuwaiti Embassy in USA, as well as other managerial positions in private companies and on the boards of several public institutions.