

LD6-23 **Mejorar la productividad de servicios**

4 de diciembre de 2006

Estimados suscriptores:

En una entrevista publicada ayer (3 de diciembre de 2006) en el New York Times, Irving Wladawsky-Berger, Vicepresidente de Estrategia Técnica e Innovación de I.B.M., habla de la importancia de aumentar la productividad del sector servicio de las economías mundiales y exhorta a desarrollar programas de estudio que aborden el diseño y operación de sistemas en ese sector.

Wladawsky-Berger indica que "vemos una creciente necesidad de aplicar tecnología, ingeniería y pensamiento disciplinado para diseñar los aspectos de los negocios relacionados con las personas", y que no se puede mejorar realmente la productividad de las economías avanzadas (de las cuales cerca del 75% de la economía es servicios) si no se aborda el mejoramiento del sector servicios.

La capacidad para tomar mejores decisiones es un aspecto clave en la productividad de servicios que no se mejora con inversiones en equipo, sino con tecnología de toma de decisiones que entiende y aplica la gente.

IBM no solo está exhortando a seguir este camino, sino que está invirtiendo 100 millones de dólares anuales en apoyo a universidades para que se aborde este problema.

Les incluyo parte de esta entrevista (realizada por William J. Holstein, un crítico periodista de alto nivel). Espero que les sea útil.

Reciban un cordial saludo.

*Roberto Ley Borrás*

#### FRAGMENTO DE LA ENTREVISTA

New York Times. December 3, 2006

#### **And Now a Syllabus for the Service Economy**

By William J. Holstein

Corporations need to help prepare university students for the new services-based economy, says Irving Wladawsky-Berger, I.B.M.'s vice president for technical strategy and innovation and a visiting professor at the Massachusetts Institute of Technology. Here are excerpts from a conversation:

Q. Years ago, I.B.M. worked with Columbia and other universities to establish computer sciences programs. What are you doing on campus now?

A. Information technology is becoming embedded in all aspects of business, society and our personal lives. We see an increasing requirement to apply technology, engineering and disciplined thinking and design to the people aspect of businesses. That's really what we mean by services.

There are no universities that have had programs in applying technology to the people aspect of businesses. So once more we are working with universities around the world to help create this emerging discipline that we call services sciences.

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Q. In effect, are you using the universities to create more demand in the market for your products and services?

A. I think of it as shaping the market for the good of all businesses and society. The more we can bring technology and structured engineering thinking to bear on this increasingly complicated problem, the better off everyone will be. You're also creating the skills that are more and more required in the 21st century. The only way to improve the standard of living is through productivity gains. In advanced economies like those of the United States, Western Europe and Japan, perhaps 75 percent of the economy is services. You cannot really improve the productivity of the United States, for example, unless you tackle productivity in services.

Q. How much is I.B.M. spending on this?

A. We're investing \$100 million a year, including grants and free access to I.B.M. hardware and software. That's up 30 percent over the past three years.

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Q. Aren't you seeking a commercial advantage? Is this really a win for all parties?

A. You have to prepare people to innovate. Many companies, including I.B.M., find that an increasing portion of what they do is services. That's true for almost every company. If you want that company to become more productive and to improve its profitability and quality, you cannot ignore those processes that are services. Every company has to think about how do you apply tools and processes and disciplined thinking. It's not unlike what happened in manufacturing 25 years ago. Manufacturing is an example of how painful it is when a country does not take leadership in a particular area. I'm not sure that Detroit has ever recovered from that.

William J. Holstein is editor in chief of *Directorship* magazine.

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