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# Education and Innovation in Technology Services

## Industry concerns and focus

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# Service – Art or Science?

- Today, service is a trade craft learned from masters
- Service value is on the outcome, not in the creation
- Products sell once, Services sell for a lifetime
- Service has no industry SIC code, it is a part of all other recognized industries
- Services were once all local and have more global influence today
- Domain expertise trumps Technical expertise
  - Holistic processes require breadth vs. depth of knowledge
- Outcomes tied to process adherence vs. experimentation

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# Educational Chasm



- Current leaders are a part of baby boomers
- Current services growth in B2B is further expanding void created by retirees
- No one enters workforce with relevant education to lead service organizations
  - Education creates base knowledge via core disciplines- Business Mgmt, Computational Sciences, Social Sciences
  - OJT no longer an option to remain competitive
- Curriculum for services professional is taught outside of academia
- New skills and disciplines are needed
  - Global relationships – social, communication networks
  - Chief Customer Officers, Chief Services Officers – new focus?

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# Innovation vs. Best Practice

- Best practice by definition is following other's innovation
- Innovation largely driven by operational characteristics rather strategic initiatives
- True innovation is blocked by other operational saving opportunities (path of least resistance )
  - Off shoring
  - Disintermediation
- Key areas needing innovation:
  - Knowledge Management and re-usability
  - Optimization models for resources
  - Business models –
  - IP protection



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# Think Global, Act Local



- Need recognized industry status – SIC
- Service economies are not isolated
- Services must be “borderless”
- Capital markets need incentives to invest
- Universities need demand to invest
- Nature of relationships changing – virtual handshake
- The world is always on...

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