

# WELCOME ADDRESS

Good evening Ladies and Gentlemen!

It's an honor to be here with you in one of the most beautiful places on this planet of ours the earth, enjoying its beauty and the magnificence of the Mayan culture.

Since last year when Jose' Luis asked me the possibility of being your host in Cancun, I looked forward for this occasion not only for having the opportunity of meeting interesting people from all over the world, but also, for having the opportunity of bringing together one of the most dearest of all possessions: Knowledge

You are the source of the basic economic resource of the post-capitalist society, one that supersedes the capitalist's factors of production, capital, resources and labor: Knowledge. Value is now created by improving productivity and innovating, two jobs that require applying knowledge to work.

Improving productivity and innovation: The mission of anyone in this association, improving productivity and innovating is more easily done through applying operations research to our industry. An industry that includes high technology and the intensive human interaction required to provide any service.

An industry that for many years has lived constrained by its own rules and up till very recently didn't have the capability to recognize the need to learn from other industries.

That's precisely where professionals as you are playing a very important role as change agents.

The survival of our airline industry is very much in your hands.

But not only productivity and innovation will be gained by applying of optimization techniques and sophisticated technology; it requires another essential component and that is: cultural change.

Change in behaviors, change in capabilities, change in processes and organization.

These are not easy tasks.

This is our challenge! Today as I was flying in from Mexico City, I was reading a magazine with articles about the jobs of the next decade: and of course, biotech computer science and other disciplines were mentioned. But the common denominator was interdisciplinary.

Interdisciplinary knowledge in our job requires capabilities not only in or and applied math's, it requires also, social capabilities to understand the needs of the people we affect with our models and technology.

It requires our understanding of the motives, intentions and behaviors of pilots, and flight attendants just to mention a couple that generates one of the most significant operating costs.

It requires designing solutions with these variables in our minds and being capable to fully integrate these solutions with the required cultural changes needed to implement successful solutions.

I would like to see in the future, talks on these matters included in AGIFORS conventions for the innovations that we might design will only be possible if we implement them in a holistic manner.

And that brings me back to the beginning of this short message. We are this evening in Yucatan, place where holistic knowledge was developed many years ago. A place where the concept of the numeral zero was first used. A place where vigesimal arithmetic was used. A place where stars were observed and discovered and a place where the beauty of it's environment originated. A culture with it's own philosophy, poetry, architecture and art.

A holistic approach that promoted innovation and human transcendence. Culture that today is recognized and still has an impact on human kind.

I hope that your stay in this land will be most enjoyable.