The Roots of Logistics

A Reader of Classical Contributions
to the History and Conceptual Foundations
of the Science of Logistics
Table of Contents

Foreword........................................................................................................................................... v
Table of Contents.................................................................................................................................. vii

Introductory Essay

Peter Klaus/Stefanie Müller
Towards a Science of Logistics: Milestones along Converging Paths ............ 3

Part A: On the Early Terminological and Conceptual Roots of Logistics

I. The Sciences of War: Contributions to War Preparation and
the Task of Supplying Required Resources

Antoine-Henri Jomini (1838/1862)
The Art of War.................................................................................................................................... 29

Henry E. Eccles (1954)
Logistics – What is it? ..................................................................................................................... 41

Oskar Morgenstern (1955)
Note on the Formulation of the Theory of Logistics ................................................................. 55

II. Adding Utilities to Products: Contributions to the Emergence
of Logistics as a Discipline of Marketing

Alfred Marshall (1890), Louis Weld (1919), and Gösta B. Ihde (1984)
On the Utilities of Place, Time, and Possession ............................................................................ 65

Paul D. Converse (1954)
The Other Half of Marketing........................................................................................................... 73

Edward W. Smykay/Donald J. Bowersox/F.H. Mossman (1961) and
Physical Distribution and Marketing Logistics ............................................................................... 81

Peter F. Drucker (1962)
The Economy's Dark Continent ........................................................................................................ 97
Part B: The Evolution of Business Logistics as an Autonomous Field of Science

III. The Logistics of “PPP” (Placing, Pacing, Patterning): Contributions to the Crafts and Sciences of Transportation and Warehousing

Fritz Voigt (1953)
Transport and Industrialization ................................................................. 109

Peter Klaus/Yossi Sheffi (1997)
Intermediate Commentary: On the Evolution of Three Meanings of Logistics ................................................................. 117

IV. The Emergence of a Flow Systems Paradigm

François Quesnay (1764)
Tableau Économique ................................................................. 127

Fritz Nordsieck (1934)
Fundamentals of a Science of Organization ................................................................. 133

Jay W. Forrester (1958)
Industrial Dynamics: A Major Breakthrough for Decision makers ........... 141

Taiichi Ohno (1978/1988)
Toyota Production System ................................................................. 173

R. Keith Oliver/Michael D. Webber (1982)
Supply-Chain Management: Logistics Catches up with Strategy ........... 183

George Stalk jr. (1988)
Time – The Next Source of Competitive Advantage ................................................................. 195
Part C: The Instrumentation of Logistics: Terminology, Concepts and Methodological Approaches

V. Contributions from Quantitative and Engineering Sciences

Wilhelm Launhardt (1882)
The Determination of the Most Expedient Location of an Industrial Plant ..... 215

G. Clarke/J. W. Wright (1964)
Scheduling of Vehicles from a Central Depot to a Number of Delivery Points .......................................................... 229

Arnoldo C. Hax/Harlan C. Meal (1973)
Hierarchical Integration of Production Planning and Scheduling .......... 245

VI. Contributions from Management Sciences

Theodore Levitt (1972)
Production-line Approach to Service .................................................... 269

H. Igor Ansoff (1975)
Managing Surprise and Discontinuity: Strategic Response to Weak Signals ............................................................... 287

VII. Contributions from Economics and Organizational Sciences

Ronald H. Coase (1937)
The Nature of the Firm ................................................................. 317

Herbert A. Simon (1962)
The Architecture of Complexity .......................................................... 335

Robert U. Ayres/Allen V. Kneese (1969)
Production, Consumption, and Externalities ......................................... 363

Karl E. Weick (1976)
Educational Organizations as Loosely Coupled Systems ......................... 389

William G. Ouchi (1980)
Markets, Bureaucracies, and Clans ...................................................... 411