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ORGANIZATIONAL LOGISTICS, RESPONSE TO STRUCTURAL CHANGE IN THE OPERATIONAL FUNCTIONING OF THE COMPANY

The information and communication technology applied to business (ICTC) plays a pivotal role in the operational functioning of organizations. Hence, they determine the logistical structures and modify them to suit the customer satisfaction strategy defined by the company itself. There are emerging new organizational architectures from the perspective of economic business models that develop. Logistics, which was initially a supporting function, is gradually becoming organizational logistics. It is part of the optimization of complex and scattered activities through the structuring of transactions in a systemic vision.
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Introduction

Historically, the answer to market expectations for the company is realized through a rational organization of all economic activities starting from the supplier of raw materials to the shelf display in stores. It is, thus, worthwhile to recall that the process of meeting the needs expressed by consumers involve a chain of activities: supply – transportation – production – distribution, etc.; so, apparently, there is nothing new! What is new is rather the way all these activities are connected, integrated and coordinated to effectively meet the demand in a highly moving and demanding environment, in terms of competitive dynamics. The chain, the integration, and the coordination of activities impose, as a matter of fact, a rationalization of business interfaces (internal and external); a rationalizing that requires a different approach to the structuring of the company. It is no more structured in terms of various traditional functions that it comprises, but in terms of flows passing through it, this supposes an optimal management of these flows at each stage of the value creation process. Note that any model of economic business can be understood essentially through the structuring of flows: informational and physical.

The response to the consumer is underlying two fundamental principles today: the "*time to market*"[2] and the "*time to customer*"[3]. Time, thus, becomes the essential

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element of economic competitiveness and the speed of response of firms grows more quickly. In these circumstances, new organizational forms that are best suited to alternative economic models of companies under time pressure and rapidly changing environment take place. The traditional organizational structure (rigid) gradually disappears in favor of polymorphic and flexible structures, regulated by integrated information systems.

The changes wrought by the Information and Communication Technology applied to the Company (ICTC) and changes in economic conditions (high competitiveness, market instability, etc.) force a reorganization of the consumers' needs satisfaction system (firm system). It is, thus, necessary to note that the search for the local performance based on the taylorist model is no longer sufficient to determine the effectiveness of the firm. The point is rather about seeking consistency and integration in all the chains of internal and external activities of the firm in order to reconcile productivity and flexibility while ensuring full transparency of the Company – Market system (C-M).

This article aims to highlight the process of systemic and systematic structuring of all business activities in an approach to overall optimization of the system Production – Market. The time element and the information systems control, thus impose a different restructuring of the firm, based on the flows that, moreover, force to the merging of the traditional functions of the firm. There arises a new organizational architecture of the company made up of constellated cells in dynamic interactions with one another that can be understood by what could conveniently be designated under the term: *organizational logistics*.

Through *organizational logistics*, it should be understood a logistics that organizes all activities and processes (both internal and external) of the firm in a systemic manner. It requires a synchronic approach to informational and physical flows through the ICTC and a high-performance collaborative management of the relations between economic partners in order to satisfy – at best – the customer in terms of quantity, quality, deadline, and at a low cost while providing a satisfactory framework of profitability for the company, in a dynamically competitive environment.

It can be seen as a model of firm organization through a schematic representation of the overall structure of the flows (mainly informational and physical) and the sequence of activities from the supplier to final customer, clearly showing the main sub-systems (links) with real added value. Such an approach allows an overview of the different actors involved in an offer and to be able to define areas of resilience in the chain of activities. Since the operational structure of the company changes under the effects of environmental forces, then, can we consider the organizational

[2] "Time to market": It is the time between the conception of a product and its display on the market. That time must be very short.
[3] "Time to customer": It is the time between the reception of an order and the effective delivery of the ordered good. That time must be very short.

logistics as a means of rationally shaping the flow organization in order to better meet customer satisfaction?

As a vector, rationally structuring the operational functioning of the company, logistics may be seen as the answer to the organizational complexity of productive activities (I). It can be subjected to a modeled representation of flows, revealing the focal actors involved in a supply (II).

1. Logistics and Organizational Complexity of the Company

Increasingly, the operational organization of companies is becoming complex as a result of the multiplication of variables that structure it. Thus, it becomes more difficult to understand the overall firm functions. To this end, it is necessary to find organizational structures that help capture - at least - a synoptic way, the focal points of flow network (outbound and inbound) that determine the essential components of the operational functioning of the company. The logistic chain describes the sequence of business activities from upstream to downstream; on the other hand, organizational logistics tends to go beyond, making it possible to quickly grasp the company's operational functionality in comparison with its economic model and collaboration with its partners. From that point of view, it tends to present, in a simplified way, the complex organization of the C-M system so as to better define the mechanisms of control of the sub-units (sources of added value) that constitute it.

1.1. The Company, a Complex Structured Organization

Let us recall that the complication of the C-M system, making organizational processes more complex, makes a stiffened model of production of the taylorist culture obsolete, as a matter of course, in comparison with the environment that becomes very unstable. Now, the question at stake is to single out the interconnection between the components making up the company System in order to better understand the overall structure of the process of value creation. All the activities of the company are understood and structured as a "*value chain*"[4] giving a new systemic vision of the productive structure. It is important to organize the company in such a way that all the operative functions (supply, production, distribution, finance) are interlinked in a process of maximizing the value perceived by the customer. Thus, from a static and monolithic perception of the productive organization in comparison with the talorist culture of business operations, we moved to polymorphic and polycentric forms of production. The firm and the market

[4] "To analyze the sources of competitive advantage, it is necessary to systematically examine all the operations of a firm and their interactions. The main instrument for achieving this is the value chain. The value chain breaks down the company into relevant operations in terms of strategy, in order to understand the behavior of costs and capture existing and potential sources of differentiation. A company acquires a competitive advantage by performing these strategically important operations cheaper or in a better way than its competitors." Porter, M. L'avantage concurrentiel. Inter-Editions, Paris, 1986, p. 49.

constitute a complex system, covered by flows (informational flows, physical flows and financial flows) whose components are in dynamic interactions. In these conditions, the activities cannot be understood sequentially, but rather in a comprehensive manner. For example, a reception error of an input inevitably has an unsettling effect on the overall activities of the C-M system (from the supply processing service to the final customer through all organic functions). For this, it is normal to admit that any component of the business must be defined in relation to the whole V-M system.

In this approach, it is advisable to go beyond the traditional definition of company, namely: "*... a structured autonomous organism that develops goods and services to meet the needs on the market expressed by consumers, or by other businesses*."[5] It is rather, a combinative system whereby actors (skills, knowledge, know-how, interpersonal skills, know-why, know-how), organization (the various combined functions "*organize to produce efficiently*"), means (physical), and environment (market, technology, government, competitors, suppliers, customers, consumer associations, economics, ecology...) are structured in a rational and harmonious way in order to best satisfy the customer, the only judge of the value that is created and supplied. Indeed, optimization of the business must be understood broadly, it should not be the result of the optima summation (with the global optimum always being greater than the sum of the optima.) So, company, the finite system[6] connected in a strict way to environment, an infinite system, thus offers the possibility of a global managerial thinking and ultimately permits an encompassing approach to its operational functioning.

This approach to business can be represented as shown in figure 1.

It should be noticed on this diagram, that the Company System is made up of four sub-systems each of which is in interactive relationships with the other three. It is obvious that once a sub-system is missing, there is, therefore, no question of talking of the Company System. Note that every sub-system is in itself a complex system because it is composed of many elements that interact in making the overall system more complex.

The C-M system is very complex, which results in the need to develop a global and complex thinking in order to identify its various components and to provide tools to reduce or control the complexity[7] of the system itself so as to optimize each link in the chain of activities.

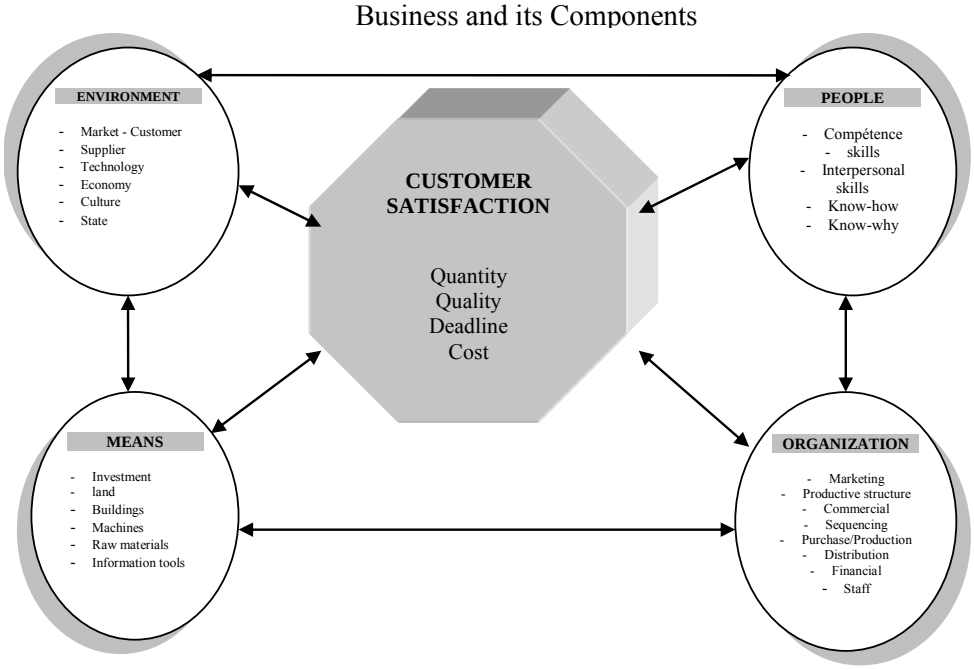
[5] Peyrelevade, J. Economie de l'entreprise. Fayard, Paris, 1989, p. 19.

[6] "A system is a dynamic whole that possesses as such defined characteristics and behaviors. It is made up of parts connected to each other in such a way that no part is independent from the others and the behavior of the whole is influenced by the overall action of all the parts;" Probst, G.J.B. and H. Ulrich. Pensée globale et management – Résoudre les problems complexes. Les Editions d'Organisation, Paris, 1989, p. 32.

[7] "What is complexity? At first glance, it is a quantitative phenomenon, the extreme quantity of interactions and interferences between a great number of units …, it comprises

Figure 1

The structure of the Business System



The imperative of productive efficiency leads many companies to reconsider their approach to meeting the needs of customers. Indeed, faced with strong competition, most companies are forced to seek new methods of optimizing production; the implementation of these methods necessarily involves the remodeling of existing organizational structures.

1.2. The Organizational Logistics as an Approach to Reducing the Complexity of the C-M System

One of the most prominent methods of controlling the complexity of C-M is logistics. The latter "*defined as the concept of optimization of the coordination between the upstream and the downstream of the business in a competitive context*» (Mathe and Tixier, 1987). Beyond this approach, it can be accepted that it is also a mechanism for organizing activities of the company based on its economic model: in this case, it is organizing logistics and not logistics that simply supports and coordinates operations.

uncertainties, vagueness, hazardous phenomena"; Morin, E. Introduction à la pensée complexe. Editions du Seuil, Paris, 2005, p. 48-49.

Remember that "*logistikos*", a Greek word meaning "*related to calculation*" or "*pertaining to reasoning*" and "*logizomai* ("*calculation*," "*to reason*," "*to think*") are etymons of "*logistics*" and "*logos"*. Etymologically, logistics can be regarded as the reasoning through calculation. Now calculation is the "*method for representing logical relations, transforming them, developing them...*" (Le Robert, 2002).

As "*by extension, the word covers all means and methods related to organizing*" (Le Robert, dictionnaire historique de la langue française) or "*physical organization of a business* "(Le dictionnaire de notre temps, 1991) yet "*the means and methods of physical organization of a business*" (Le Robert, 2002), given the reticular character of economic models of business today and the consequent complex systems, logistics takes on a new dimension: it becomes combinative logistics. It involves combining all variables structuring the organization through reasoning, calculation, and comprehensive thinking in order to control or reduce the complexity so as to be effective.

The concept of logistics (long in use in the army) appeared in ordinary language of organizations in the 90s (especially in OCDE countries), a decade marked by economic crisis and the weakening of the Taylorist model. However, the practice of logistics has always existed whatever the production system in force there was. "*The concept of logistics is ancient. There is nothing new in connection with the elements in this area ... What is new is the way we do it* " (Glaskowsky, 1970).

Of course, any process of creating goods always leads to the coordinated management of flows (physical and informational) and the ordering of a set of operations (handling, storage, control ...) from upstream to downstream. But this practice is gradually being transformed as the overall techno-economic environment grows. Thus, the strong streamlining logistic practice that we find in the past three decades results from the combined effects of:

- Changes in technology and namely the ICTC;
- Consumerist pressure; and,
- Increasingly globalized competition and the collapse of production centers.
- Added to those are:
- Control of the ICTC which allows better management of flows;
- The significance of customer satisfaction in the business culture and strategy;
- The constant market pressure that elicits a strong mobilization of staff efforts and a permanent competitive intelligence, are indicating variables of improvement in the practice of business logistics.

As logistics has become – by necessity – a center of interest around which the management of the business is structured, logistics is emerging as one of the vectors generating the overall efficiency. It is the answer to the complication of the C-M system.

In addition, since the company's strategy is first of all, its relationship with the environment, it therefore proves that the organizational logistics tends to operationalize the strategic dimension of company on the market. It appears as an approach to strengthen the capacities of controlled actions to optimize – in a continuous way - the process of rapid response to customers.

Knowing that the more variables in a system increases, the more complex the system itself becomes, so when the C-M system becomes complex, the logistic organization, too, becomes complex. Hence, adopting the organizational logistics approach, we tend to control the overall chain of activities, and to clearly identify resilience points. Therefore, some variables being under the company's control, this will lead to a reduction of the complexity of C-M system, due simply to the optimization of the management of interfaces between subsystems (better coordination and integration of links in the logistical chain)

2. The General Model of Organizational Logistics

Logistics has to be viewed as a vector of organizational strategic process of the supply structure in which the only element linking the actors involved is the customer.

Regarded as a systematic representation, logistics is a practical approach to the systemic structuring of the organization. It makes possible the identification of all important predictors of the operational processes of the business because it aggregates the various functions thereof, and highlights their interfaces where areas of organizational inertia often occur.

2.1. The Model of Logistics

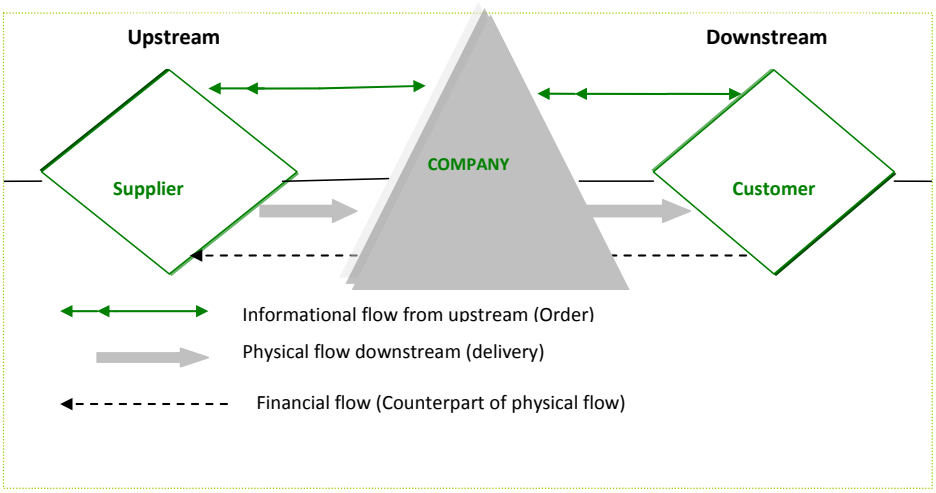
The general model of logistics is represented in figure 2.

This model is structured around three main elements (sub-systems): the customer, the supplying company and the supplier. The supply process is triggered by the expression of a demand located downstream (customer): this expression is symbolized by a flow of information (two-way arrow from downstream to upstream). The return flow of information is the physical flow (bolded arrow from upstream to downstream). On the other hand, the counterpart of the physical flow is the cash flow (dashed arrow from downstream to upstream). In conclusion, the supply process is triggered by the downstream, that is, the customer (market): so, it is then downstream that drives all the activity sequences of customer satisfaction. The rationalization of all sequences strongly requires a better coordination between

the company and its markets (upstream and downstream), which presupposes an approach to the optimization of the subsystem interfaces management.

Figure 2

The logistic model



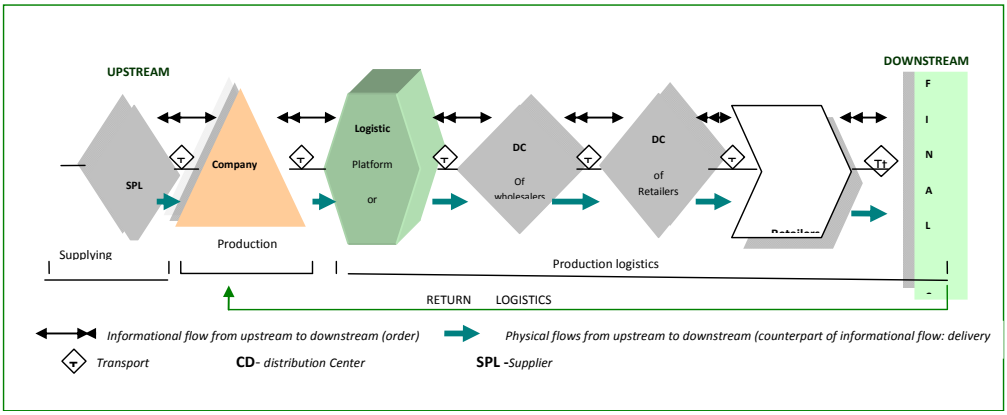
Given the importance of variables to consider, it could be argued that logistics can be taken as a *science of the combinatorial* of the company activities in an approach to looking for overall performance. It helps highlight the chain of elements structuring the competitive supply of the company. In these circumstances, *logistic science* must be admitted as the beginning of the science of organizing the operational functioning of the company with a perspective of a systemic management of its activities. This vision will make it possible to highlight the combinatorial nature which enables the development of a complex systemic managerial thinking. *Logistic science* provides a wide field for the analysis of operational processes of the company as a whole.

The production process is structured by a set of ordered and integrated operations which are themselves interdependent trades from upstream to downstream. These trades are more or less coordinated and integrated, depending on whether the company is faced with the need to optimize its production or not. This need is generally generated by the intensity of pressure of the environment: the stronger the pressure on the business environment, the higher the propensity to rationalize the production system. When external pressure remains constant, the company has to determine a permanent form of rationalization of production, that is, a process of continuous optimization of the supply of goods and services actually wanted by consumers. In short, it is the need to optimize production, which leads the company to adopt a process of rationalization of logistic practice.

The diagram below illustrates, in a general way, the organization of flows and the sequencing of the various elements (links) making up the chain of trades and activities in the process of supply from upstream to downstream, knowing that the whole system is controlled by the customer who is the structuring vector.

Figure 3

The global supply chain



It could be noted that each link in the supply chain (supplier, company, logistic platform, wholesalers' distribution center, retailers' distribution center, retailers) is itself a complex system composed of a large number of activities that require effective coordination and rationalization of their interfaces.

Note that every link has two roles in the chain: both, supplier of every link downstream customer of any link upstream. This dual role of each link explains in a fundamental way the integrating nature of the logistic chain and, moreover, gives it a systemic dimension.

The company can, thus, be regarded as an aggregate of complex trades. Indeed, as the products become increasingly complex, their development also gets complex; hence, the production system and its organization thus imply a combinatorial of means that constantly requires finding the best algorithm. In the context of a complex economic environment, it goes without saying that the logistical operations become more sophisticated activities involving more and more sophisticated technological innovations.

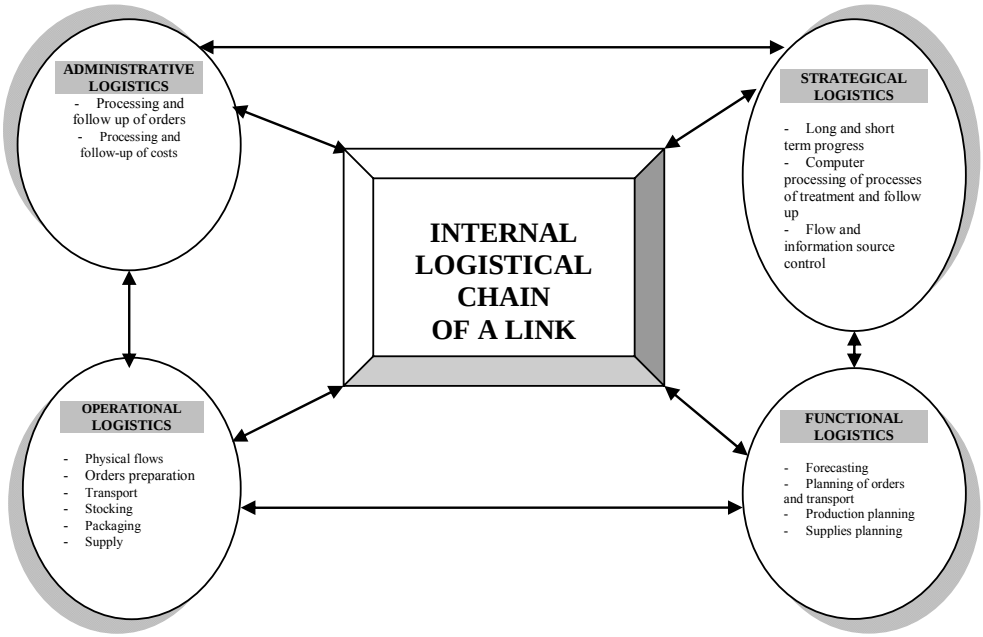
Each link structures and organizes its own logistical system in relation to other links in the overall supply chain. The following diagram illustrates the structure of a complex and complete link (subsystem).

It results from this pattern that the logistics of a link (sub-system) is the combination of administrative, functional, operational and strategic logistics forming a coherent "whole".

Unlike the conventional production method based on fordo-taylorist theses - that advocate a fragmentation of the production system by serious decomposition of tasks, the overall trend moves towards a modular organization of activities, requiring grouping poles, which are themselves very complex activities. New technologies (robotics, industrial automation, industrial computing, digital controls, computer assisted group techniques...) promote the consolidation of operations and their effective treatment. Therefore, they allow to control or even reduce the complexity of the production system by optimizing the couple business/market.

Figure 4

The structuring of the organizational logistics of each link in the chain



Being themselves aggregates of skills, trades require levels of increasingly high technology requiring the use of a multi-skilled workforce. The structural complexity and organizational system of production requires better management of the interfaces of various interlinked activities leading to an economic supply. Thus, it should be noted that a "simple" activity of handling (formerly) requires (today) complex operations which are of great importance in the supply chain. For example, errors of upstream handling can lead to serious consequences downstream of the business (rise of costs, shortage, overloading, loss of customers ...). Ultimately, it is then, these different aspects that finally give the organizational logistics its systemic nature.

2.2 The Determinants of Organizational Logistics

Since the activities are increasingly interconnected or integrated (systems of integration of supply partners: suppliers, sub-contractors, manufacturers, wholesalers, retailers ...), the supply processes are similar to a cobweb construction where any movement of a thread causes the whole system to vibrate. To characterize this phenomenon of interactive activities producing customer value, Landier (1987) considers the company as a "*poly-cellular*" structure: "*... The new business model, on the other hand, is seen along a poly-cellular structure... What is true within itself is true of the company's relationships with external partners; with the vertical upstream (suppliers) and downstream (clients) relationships gradually are being replaced by the multifaceted relationships based on the company's ability to stand in the middle of a constellation of partners ... with whom it maintains permanent relationships.*"[8] In the same vein, R.J. Schonberger (1990) describes the production as "*cellular production*". In a more stressed way, J.P. Durand (2004) describes the business as a system of "*reticular integration*."[9]

The management of complex phenomena and the coordination of trades (both internal and external) of the firm, therefore, require a strong potential of tools for collecting and processing information. This production context requires *ipso facto* a better organization and timing of flows (internal and external) of the company. Knowing that a flow is a displacement of elements in time and space, there arises the problem of delay of their journey in the C-M system. It should be noted that the time and its control becomes a fundamental variable in the process of seeking the overall economic efficiency.

It is in this context that the business logistic practice is rationalized to ensure a better customer satisfaction in terms of time saving, better quality of supplied product and at competitive cost. This can be illustrated by the perception of A. Detoeuf (1982) on analyzed economic activities in terms of flows as seen in the following passage: "*... Half of a port is occupied by ships that do nothing, half of a network by waiting cars, half of a factory by immobile goods. What benefit, if all ships worked, if all cars were rolling, if all goods were circulating! The speed of money is the basis of financial comfort, the speed of movement of things is the basis of economic prosperity. It is a sustainable industry that sells good quality ... Because the price is repaid only once; delivery took place only once, but the use is for all time. "*[10]

Overall, "*Logistics becomes an organizational culture of the complexity and effectiveness, in situation of risk of entropy and disintegration of its processes facing extreme turbulences in the environment, and seeks participation of all stakeholders, beyond their rivalries and antagonisms of short term.*" (Colin, 1996) In other words, it enables the management of the diversity of relationships and interactions in an optimal way in a highly competitive environment.

[8] Landier, H. L'Entreprise face au changement. éd. EMM (2ème édition), 1987, p. 121.
[9] Durand, P.-P. La chaîne invisible. éd. SEUIL; 2004, p. 21.
[10] Detoeuf, A. Propos de O. L. Barenton Confisseur. éd. D'Organistion; 1982, p. 30-40.

Furthermore, it should be noted that the propensity for the rationalization of logistic practices varies depending on the nature of the market. This deduction - *a priori* - is justified by numerous studies (theoretical and empirical) on the comparative performance of companies in a situation of monopoly (especially non-economically justified) and competitive ones. Indeed, firms operating in protected areas (absence of competition) feel less the need to optimize their logistic practices as competitive pressure is almost nil, "*organizational entropy*" (or "*entropy of effort*")[11] is high; which results in the birth of inefficiency-x[12] in the process of customer satisfaction (sub-optimal flows). Overall, the company makes no effort to streamline the management and coordination of trades or develop production methods to allow the minimization of costs. "*In a protected environment, no company feels the need to minimize costs. Management has no reason to pass on the pressure through the various levels of hierarchy to encourage more efficient levels of effort*." (Leibenstein, 1986) This is the case – to some extent – of monopolistic businesses. The situation is - perhaps – different in the context of "*questionable markets*."[13] Although the phenomenon of globalization of markets and privatization more and more tend to make markets of companies that have till then been in a monopolistic situation at the local level "questionable".

Yet, with regard to companies exposed to competition, "*organizational entropy*" is almost nil. This means that managers improve logistic practices in order to reduce tensions caused by the market turbulence, while eliminating pockets of inefficiency that may occur in the productive structure. There is, therefore, a permanent competitive wakefulness in these companies and the reflex of hunt of wasteful use of resources is acquired. They make constant efforts to eradicate the structural deficiencies and eliminate wasteful use of resources such as overproduction, superfluous stocks, manufacturing defects, downtime, etc. "*The external environment imposes pressure on the company executives who in turn pass it on to other members of the firm from the top to the bottom of the hierarchy. Maintained over a long period, a high degree of competition, to raise sufficient external pressure so that it results in an approximation of the minimization of costs.*" (Leibenstein)

Finally, consumer pressure has also played a role in changing the behavior of companies. Thus, the objective of "customer satisfaction" has become a priority for the company to such an extent that there is talk of the "*culture of customer satisfaction*" and the outcome is "*management through satisfaction*" (Dumoulin, 1994). In this case, the company is shaped in the process of customer satisfaction and not as a structure of mere combination of factors to produce goods and services for the market.

[11] "Entropy of the effort": a term used by H. Leibenstein to designate the degree of insufficiency of coordination between presumed objectives of the company.
[12] "Inefficiency-x" Term used by H. Leibenstein to designate types of allocative inefficiency.
[13] A questionable market is a market whereby existing companies are vulnerable to a sudden and transitory entry (Baumol, Lanzar, Willig, 1982)

Streamlining logistic practices is not a matter of choice but a necessity; it is the answer imposed by changes in the production system. The existence of the perception of the continuing threat of reduced market share, even eviction from the field of competition, in turn acts as an incentive mechanism that encourages companies to develop optimization methods, "*a constructivist approach ... which does not seek a final status "ideal," but that which is progressing* " (Fabbe-Costes, 1994): such is the organizational logistics!

The works of Chandler on "*The Visible Hand of Managers*" (or "*Administrative Coordination*") highlight the process of streamlining logistic operations. Indeed, the depression of 1920-1922 that had resulted in a significant drop in demand, has forced many U.S. firms to review their system of storage, supply, distribution, etc., and to adjust production to demand. Chandler described the phenomenon as follows: "*... Therefore, the sharp and sustained demand between summer 1920 and spring 1922 was the first earthquake that modern businesses had ever had to face. The need for rapid adaptation of production flows with regard to the demand that came to broad daylight ... General Motors, Dupont, and other big companies responded to the crisis of 1920-1921 by applying the methods that allowed to regulate the flow of products strictly in parallel to changes in the demand, etc ...* ".[14] We can, therefore, infer that logistics (under its current form) can be considered as the result of a process of development of the company under the changing environmental pressures.

In terms of the research of overall efficiency, the logistic approach tends to place the company in a permanent state of optimality, maintaining consistent technical, economic, organizational, and behavioral efficiencies. It is motivated by the endless possibilities provided, on the one hand, by new production methods ("*just-in-case, just-in-time, strained flows, douki seisan,")*[15] and on the other hand, by ICTC. These can:

- minimize costs (including indirect and direct costs of managerial coordination);
- monitor the production process from the beginning to the end (objective: 0 defect and 0 discarded);
- make the fitness product / market effective;
- promote greater production flexibility with regard to the velocity of the market (capacity for responsiveness and proactiveness);
- guarantee the maximum fluidity of flows (control period);
- generate a surplus of productivity (efficiency factor);

[14] Chandler, A. D. La main invisible des managers. éd. Française 1988; Economica; 1977, p. 506-507.
[15] Douki Seisan: the version of innovated mode of production in strained flows.

- optimally manage relationships with customers;
- effectively coordinate trade (intra-company and inter-company);
- effectively remove areas of inertia (internal, external interfaces of trades).

Logistics has many advantages from the economic perspective: "*the logistic function involves new goals, increase revenue through the creation of customer value, and accelerate flows in order to reduce capital mobilization... Logistics plays a key role insofar as it is one of the most important ways to generate revenue across the system and keep the costs down in the various activities of the company.*" (OECD, 1996)[16]

The logistic approach is, therefore, to supply new organizational structures and social relations that meet the objective of overall efficiency. It does this by ensuring the consistency of the different objectives of the traditionally fragmented functions in order to maximize the overall effectiveness. It appears as a vector of the internal dynamics of productivity, aided by a mobilization of efforts from upstream to downstream in the process of "customer satisfaction".

The logistic approach promotes the emergence companies that can be regarded as "*the truly productive organization*", an organization defined "*as one that efficiently uses its resources in the long term, one which is able to respond effectively to new and unexpected situations, and one that has all the characteristics ...: focusing on customer satisfaction, disciplined, but innovative, stable but able to experiment, simultaneously global and local, committed to quick in-service training, and simultaneously loose and strict focusing on how people work.*"[17] Organizational logistics deliberately participates in the culture of lean production.[18]

Conclusion

Organizational logistics appears both as a way of representing the architecture of the operational functioning of the company by structuring the flows (informational and physical), and a conceptual tool of operational capability of the company in connection with its economic model necessarily underpinned by ICTC. It offers possibilities to control or reduce the complexity of C-M.

So, once the company sets its business model, its organizational logistics allows it to format the operational architecture and the combinatorial representation of its activities from the different flows passing through it (incoming and outgoing). So, we should consider the organizational logistics as the practical side of the decompartmentalized analysis of the company and its operational systemic dimension.

[16] OCDE. Logistique intégrée avancée pour le transport de marchandises. OCDE, 1996, p. 47.
[17] Idem, p. 158.
[18] The lean-production: production or manufacturing without waste.

The organizational logistics falls within a strategic vision of the company in order to improve or to strengthen its competitive position in the market. The structures of organizations change according progress in the BICT and the global environment of economic models.

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