

Transcription of Interview with Dr. Bernard J. La Londe, The Ohio State University

STOCK: Good morning. My name is James Stock, a professor of Marketing and Logistics at the University of South Florida. We are here today to conduct an interview with one of the luminaries in the academic disciplines of Logistics and Supply Chain Management. The purposes of this interview are several. First and perhaps foremost is to get to know the personal side of one of the leading Logistics and Supply Chain academicians; a person who has had significant influence on their profession. We often read the person's books and journal articles; we listen to their presentations at academic and/or professional meetings, and sometimes even have individual discussions with them at various events and venues. However, we rarely get to "know" the person beyond the professional aspects of their careers.

In the field of literature and art for example, researchers often consider the "what, why, how, who, and when" of a particular book or painting, short story, poem, or whatever. They speculate on what might have motivated the writer or artist to write the book or to paint the painting, to determine the message or story of the text or the art, and the writer's or artist's perception of the contributions of their work. In the same way, through this and other interviews that will be conducted of leading business scholars, as Paul Harvey so often has expressed, we will attempt to get "the rest of the story!"

These videotaped interviews will hopefully serve as supporting material for various university courses where the various works of these academicians may be discussed. They will be of significant impact in courses where history and theory are being examined, since these individuals contributed extensively to that history and theory.

Each interview is based on a set of structured questions using an interview guide. Of course, the interviewee's responses are spontaneous and they may lead into other questions related to those responses. However, the general format for this and other interviews that will be conducted in the future will be similar.

It is hoped that audiences who view these interviews will get a broader and richer view of the people and events that have shaped their disciplines. We hope that you'll learn from what will be said and discussed during these interviews and be able to more fully appreciate and understand the significant contributions made by these luminaries in the field.

Let's begin by introducing our distinguished guest.

Dr. Bernard J. La Londe, or Bud as those who know him, is presently Professor Emeritus at The Ohio State University in Columbus, Ohio. He graduated from the University of Notre Dame with a Bachelor of Arts in Economics; he obtained an MBA from the University of Detroit, and received his Ph.D. in Business Administration from Michigan State University. He assumed his first academic position as Assistant Professor at the University of Colorado in 1961 and was promoted to Associate Professor during his tenure there. From 1965 to 1969, Bud was on the faculty of Michigan State University where he was promoted to Full Professor and Coordinator of the Food Marketing Program. In 1969, he was hired by The Ohio State University as the James R. Riley Professor of Marketing and Logistics. He remained at OSU for the remainder of his career until 1995 when he retired and was awarded the title of Professor Emeritus.

While at OSU, Bud held various positions academically and administratively. From 1980 to 1983, he was Associate Dean of Graduate Programs and Continuing Education. From 1985 to 1995 Bud was appointed the Raymond E. Mason Professor of Transportation and Logistics.

During his career, Bud has received numerous awards for achievement, including the Council of Supply Chain Management Professionals Distinguished Service Award for outstanding achievement in logistics and supply chain management. He has received the Harry E. Salzberg Medallion from Syracuse University, the Eccles Medal from SOLE—The International Society of Logistics, and numerous others awards and recognitions. He was the founding Editor of the *Journal of Business Logistics*, which today is the premier academic journal in logistics and supply chain management. He has served as a member of the Editorial Boards of the *International Journal of Physical Distribution and Logistics Management*, *The International Journal of Logistics Management*, *Journal of Marketing Education*, *Marketing Management*, *Transport Logistics*, and many others. He has published more than 120 articles, monographs, books and book chapters that have appeared in almost every major marketing, logistics and supply chain academic and professional publication. He was co-author of one of the earliest college textbooks on physical distribution, which influenced literally thousands of logistics students in the US and throughout the world.

Especially significant is that Bud has served as dissertation chairperson for more than 60 doctoral students, many of whom have become leading educators and researchers in the disciplines of marketing and logistics. Examples include Shelby Hunt, Michael Levy, Douglas Lambert, and this interviewer.

Over the years, Bud has had a keen interest in marketing and logistics history. For many years, after the passing of Dr. Robert Bartels, he taught the doctoral seminar in the History of Marketing Thought. He is an avid collector of first editions of early marketing and logistics books. It is our distinct pleasure to get to know the personal side of this man so that we can more fully appreciate his significant professional contributions and achievements.

STOCK: Welcome, we are going to go through a series of questions that will explore the background of Bob La Londe and as we go through I think we've get a very fascinating picture of this individual.

Early Childhood

STOCK: Bud Back to your early childhood, sort of a standard question when and where were you born?

LA LONDE: I was born in the depths of absolute depression in 1933 in Detroit, Michigan. I'd lived in Dearborn however my parents lived in Dearborn and I grew up in Dearborn which is kind of a company town for the Ford Motor Company.

STOCK: Was there something or anything in your childhood that shaped your present personality?

LA LONDE: Well, it's harder to say, I think that if someone would describe me as a child, they would probably first describe me as somebody with their face in a book all the time. And I suppose in some sense since that's a thing academics do, I think it did shaped my longer term career options.

STOCK: Where any personality traits that you have as a child that drove you to succeed or maybe alternatively, impeded your progress?

LA LONDE: Well, I think I grew up in a family that valued education and I speculated about that because my father finished high school, my mother finished until to the eighth grade and she lived in the family of twelve and it was the role of the girls in that family, eight years of education was enough and then they helped out with the care and feeding of eight brothers. However, the kind of I guess, conundrum in a way is that I had three sisters and all four of us are teachers in one form or another and here we where, we grew up in family were neither of our parents graduated full college and somehow they were able to instill let that thrust ok knowledge and teach in all of their children. I don't know how they did it I would like to know.

STOCK: Bud you mentioned your parents, how would your parent have described you as a child?

LA LONDE: Like I said a kid with his face always in a book. I was bookish and I did other things, I played softball, football and so on, you know, I had other interests but most of them centering around learning and knowledge and it was a privilege to be able to do that at that age and at that time because as I said we were in the depths of the depression.

STOCK: Do you have any specific memories as a child that you have never forgotten, things that were significant in same way that you still remember even now?

LA LONDE: I remember the beginning of World War II for two reasons: one reason is we were listening to the radio at that time, and no living color but we were listening to the children at England being shipped off to the countryside because they were afraid of bombing in London and so on and at about that time I was seven or eight years and I remember speculating on what it would be to be taken away from your family and moved to some strange hinterland and I've never forgotten that for some reason. The second thing that I recall is we had a person, a young fellow that rented part of our home, the upper level of our home, and he was a military officer and I remember the attack in Pearl Harbor and all the commotion and he was gone the next day. And those are kind of childhood memories that I've never forgotten.

Grade School/High School

STOCK: Now thinking back to your secondary education years, where did you attend school, primary in Dearborn area or elsewhere?

LA LONDE: I went to St. Alphonsus in Dearborn for the first eight years. Then for High School, I went to Catholic Central High School which is a college prep school and it was probably a major event in my life because I would say I would classify myself as an average to a slightly above average student for my first eight years and when I got to my college prep environment there was a lot more pressure to succeed and the competition was tougher and I thrived in that environment. My first year I had trouble, a little bit of trouble anyway, with Latin and a few other things and the quantity worked. But the last 3 years I had a straight 'A' average and it convinced me that I could perform at the academical level, it gave me the self confidence and it was kind of a turning point in my life.

STOCK: While you were in High School, what was your favorite subject or subjects to study? And why was that?

LA LONDE: Surprisingly, they were Chemistry, Physics and I think part of the reason was the nature of inquiry in those sciences and the amount of closure you get. You know, like the periodic table, you know there is a box there and you can describe it what's in that box but it hasn't been discovered yet. And what it does is it creates a sense of excitement on participating in science it also gives you closure. You know there aren't answers to a lot of the things. I enjoyed most of my courses and did well in most of my courses but particularly those were my first introductions to the sciences. I thought they were particularly important.

STOCK: You mention some interests' when you were growing up in High School; did you play on any sports teams? And what was your favorite sport?

LA LONDE: I played football and baseball and my favorite sport was always baseball. I played football because I was big and was the right thing to do, given my size and so on. But I never really had my heart in it. And baseball I really liked.

STOCK: In what position were you playing in baseball?

LA LONDE: Catcher and I also pitched later on in softball.

STOCK: Were you involved in any school activities such as clubs and societies and so on?

LA LONDE: In my major activity in High School was the year book and in my senior year I was editor of the year book and that was almost a full time job besides going to school. And it was a completely voluntary organization and was also my first experience with kind of managing people because you had a staff, a volunteer staff that you somehow had to get things done through and that was a new experience for me.

STOCK: Any other clubs or activities or student government?

LA LONDE: No, most of my activity was wrapped around the year book and it was fairly intense activity, I didn't have time for much else and the school was about maybe 14 miles away and two changes of buses to get there and so it took about an hour both directions and so there wasn't much, it was not convenient like at the local High School where you could hang out and could get home in a few minutes and come back and so on. Most of my efforts, I had some long days, but most of them were centered on the year book.

STOCK: Is there any particular teacher that you remember as having been influential during that time?

LA LONDE: Well, Father French was the director of the year book. Was a very unusual person but there were a lot of unusual, unusually good teachers in that school, I think that was part of my blossoming as a white bloomer in terms of academics at least.

STOCK: How would you think you'd be described or would describe yourself as a student, socially and academically?

LA LONDE: I would be described more academically than socially I think at that particular time. I was very involved at what I did, I did do things socially, I dated, I had girlfriends' and so on, but it was not like it is today. I mean it was kind of an old boy's high

school and there wasn't quite the sociability as you find in another high school environment.

STOCK: What did you like most about school?

LA LONDE: Learning.

STOCK: So it tides back into your book reading as a younger person.

LA LONDE: Right, it was a time when I really learned a lot that I used and still use today. And it was a time when I build confidence of my capabilities of learning so it was an important water shed for me.

STOCK: Did you receive any high school honors or recognitions while you were there?

LA LONDE: Yes, they had the Gabriel Richard Club, the order of priest that taught there were Canadian and that was a Canadian priest that was outstanding and that was kind of like an Oscar that you've got for grades and as I said in my last 3 years I earn it in every semester so I had all these Oscars.

STOCK: Now an interesting question Bud, did you have any teen idols? When you were that age, there was somebody in media or television or writing, someone who you sort of looked at and said wow that's the kind of person that I might want to be?

LA LONDE: Well, I grew up in Detroit as I said, and at that time everybody was interested in baseball and that was a time before free agency. So what happened is your baseball team stayed together they didn't go in free agency and drift off so you've got to know the players and rosters and the batting averages and you listen to the ball games on the radio and I would think that during that time most of my then heroes were baseball players like Joe DiMaggio and some of the Detroit Tigers and other outstanding baseball players of that era.

STOCK: Is there anything that people would find very surprising about you when you were a teenager knowing it now?

LA LONDE: I think most people would be surprised how I ended up as a professor; they would think probably that I would be a business person because I worked from about age 12. I had paper routes, I worked as retail clerks, I worked at the post office at Christmas, and I was continually working. And so I think most people would have thought, viewing that history that I would continue on that path as opposed going into academics.

College (undergraduate and graduate)

STOCK: Lets shift now to college, how were you able to attend college? And why did you choose the college that you did to go to?

LA LONDE: Well, that's another water shed point I guess, and that is. My father worked at the Ford Motor Company and this community where I lived everybody's father worked at the Ford Motor Company, but they served a program called The Ford Fund and they awarded scholarships to the sons and daughters of Ford employees not executives but kind of middle management, there was a wage bracket in which children your qualified and you took a standardized test much like the SAT or the ACT today and they had a board of educators that picked the students and I was lucky enough to win one of those scholarships and it was a super scholarship because it paid all your tuition and 80% of your room and board and all your fee and any college in the country that you can get in and if you get into a private school they tasted 500 extra dollars a year. And I had already applied to Notre Dame and that, you know, growing up in a catholic family and in a catholic community that was considered the epitome of educations so I had already applied in and I've been accepted and my answer is I don't know how I would have paid for it if I actually went because at that time it cost 700.50 dollars the semester for you're a room and board and tuition which was a lot of money in 1947. So anyhow along comes this great scholarship and we met at the Ford Motor Company all the students, there were about I think 150 of them from all over the country. And they all went to different schools. I had the pleasure of coming back and addressing those students after I was in the doctoral program at Michigan State University that the incoming class was kind of a keynote speaker for their meeting and that was fun. But it removed a big burden; my parents were willing to accept that I was working but it solved a big problem, what would have been a big problem.

STOCK: Now did you have to work while you were a student at Notre Dame?

LA LONDE: I did work while I was a student at Notre Dame. I also get involved in the year book there and I served as editor in my senior year and kind of associate editor in my junior year and I was active from my freshmen year in the year book.

STOCK: Now as I understand most students in Notre Dame lived in the dormitories?

LA LONDE: Oh, yes.

STOCK: Did you belong to a fraternity while you were there?

LA LONDE: They don't have fraternities or now sororities since their co-ed and never had that. They have residence Hall's and there was a good deal of history and cohesion around some of the residence Hall's. And some of them were very old and very windy in winter and I lived off campus 1 year but I did work while I was both on the year book and for wages.

STOCK: What subject did you study and why did you study them?

LA LONDE: Well I started out as a chemical engineer because as I said in High School I said well I'm a hot shot at chemistry and physics and so on, so I started out as a chemical engineer and I ran into a thing called organic chemistry and it dissuaded me from been an engineer and I decided I would become an economist and kind of a big leave away from engineering to economics but it was a good move because I was much more suitable as an economist as I was as an engineer I would have been a bad engineer, I think, and I think I am a fair economist.

STOCK: So you were the first in your family to get a college degree?

LA LONDE: Well, actually my sister, my eldest sister was the first in the family to get a college degree. But I was the second and subsequently both of my younger sisters had degrees and two of them had Masters Degrees.

STOCK: Was your family supportive of your children and you going to college?

LA LONDE: Oh, absolutely. We were probably a middle class family at a difficult time through the depression, you know, and World War II. But in terms of allocating resources had been generally supportive and my parents were, I could not ask for anything more.

STOCK: Now, how do you think your college experience at Notre Dame, prepared you for later years as an academic?

LA LONDE: Well, I think first was a sound education. I think second it did is it gives you sense of independence, being away from home. And far enough away so you have to figure it out how to get your own laundry done. And allocate your funds on a weekly basis, kind of manager in your own life as it were. And that's an important experience for a person I think, so I think I got a good basic education. I ended up with a Bachelor of Arts and Education and it provided me a sound foundation for, actually for the rest of my life and my teaching.

STOCK: Why did you choose to go on beyond the undergraduate degree to get a Masters and then finally a PhD?

LA LONDE: Well, funny story. I wanted to be a lawyer after I finished my undergraduate education, but I went to work for the Ford Motor Company. There was no reason why I had to go to work for the Ford Motor Company, I mean it wasn't connected to the scholarship or anything but as I said Dearborn was a Ford town and they were a big employer and we arranged to get a job in actually was in the automatic transmission division in Lavonia. And I was a methods analyst of all plants and a manufacturer operation my first job. But then I wanted to start law school part time at the University of Detroit, but they only started in September and I was getting actually a bit bored by my job so I wanted to do something and so the business school at University of Detroit offered courses every quarter and so I started into the business school waiting until the next year when I was able to go to law school while it came kind of hooked on the business courses and at the same time, at that time I had moved to one of the automotive division sales offices and I was doing well I was making more money and I was progressing but at one point I had an epiphany I decided that I really didn't want my boss's job, I didn't like my boss's job and I it was a close enough kind of organization that I could see what his boss

did to and I didn't want what his boss did, I didn't see myself as a career in that kind of business. So I said, you know, I was young single and I had some money in the bank and I said I have to do something different. At the same time I'm going to U.D. and it was kind of an intimate environment where you really got to know the professors, and did projects and so on and I thought to myself, you know, that sounds like a challenging way to kind to continue your learning and I didn't know about the teaching but I did know about the learning. So I said well is a little risk option, I'm single I got money in the bank if I don't like it I'll do something else. Well as it turned out I liked it and I stayed with it and it's kind of a circuitous routing to where I ended up but it was all centered on that epiphany that I didn't really like what I was doing and I had time and resources to explore some other things. And the people I met at the University of Detroit I got to know them understand what they were doing, understand the lifestyle; understand the opportunities and I thought this is what I'm going to explore. And so I enrolled at Michigan State University in the Doctoral program and they were just starting the doctoral program and I guess in retrospect I would say don't go to a new doctoral program because they are never sure what a doctoral program is and they keep changing things. But it was a good experience at Michigan State. First time through it was difficult to figure out all the things that were changing at the same time you were. But I started the program and I teach '57 and graduated in 1961 with the PhD.

STOCK: Now where in that graduate education either the University of Detroit or the Michigan State did you move from economics to general business to ultimately then was physical distribution now logistics and supply chain management. How did that transition take place?

LA LONDE: Well, faith works in strange ways, sometimes I guess. When I started my doctoral program, at Michigan State University, I had to take a major field in economics that was required for all doctoral students so I continued my interests in economics. I had a field in economics in my MBA degree, this was kind of a minor in your MBA degree in business economics; then when I got to Michigan State I had to take a full blown series of courses in economics and so it usually continuous thread through my education. I've taken more economic courses that I have taken any other courses starting with my undergraduate degree. I arrived at Michigan State and again as faith would had it done

Bowersox and I were roommates and we had an office in the back of the old business building and it was old at Michigan State and Don is a lifelong friend and good competitor over the years and we struggle on some of those courses life welfare economics together so I had the continuing interest in economics all the way through my degree. At the same time all this was happening, there was this new thing called Physical Distribution Management and there were a group of people at Michigan State that where, well the first course outside the AMA, American Management Association courses the first executive education course in Physical Distribution Management was held at Michigan State University while I was there. And Frank Mossman and Ed Smykay and John Hazard and a number of people that were very contributors to this field. The first book came out on Physical Distribution came out of that group and so I was very much influenced by that group and even more so because I was heading off on a dissertation in leasing as a marketing tool and I get most of this paperwork done on this dissertation when general elector came along and they had a fellowship in Physical Distribution and so I switch sources and took their money and did a dissertation in store location what was kind of remotely connected to this. I moved out to University of Colorado for 4 years and I taught some Physical Distribution there and I did executive programs and so on and then I came back in 1964, back to Ohio State and Don was there of course and a number of people were still there that I had met Stan Hollander and John Hazard and I took over as you said in your introduction I took over the food marketing program about a year after I got there because at that time the big problem in food marketing or one of the big problems at food marketing was distributing products. Now it's easy to distribute chips or diamantes or something with an air fragment in a box this big but when you start distributing food products that are worth a dollar / a pound or something they grow in the imperial Valley and shipped to New York City, and so on, it's a much more complex kind of thinking. That's what led me to this food marketing program for 4 years while I was at Michigan State University.

Career

STOCK: Now talking about that academic career, how did you go about getting that first position at Colorado?

LA LONDE: I went to the American Marketing Association meetings, they had separate academic meetings and practitioner meetings and the academic meetings were lead markets for people looking for jobs and so what you did is you looked all the posting and you arranged your interviews and I was impressed with Colorado and I paid them a visit they made me an offer and I accepted that and I stayed there for 4 years and it was a good choice for me and no so much for my wife, she was pregnant most of the time we were there and that's a difficult place because of the altitude for pregnancies. Very often what happens is the babies are born early because of the altitude and our middle daughter was born prematurely so it was a lot different her than it was on me.

STOCK: Now what precipitated your move away from Colorado after 4 years?

LA LONDE: Well, all our family were in Detroit my side of the family and my wife's side of the family were in Detroit we were married in 1968, Barbara and I were married in 1968. All of her family, and that was a long haul was like 1200 miles to get back to see family. I started at Colorado with 1 child at 7500 dollars a year which was kind of a principle sum but there wasn't enough discretionary income to be fighting back and forth at Detroit to see the family and it is always a strong pull. And the other strong pull was being ask back to Michigan State University where I got my degree which was an exception because most people don't teach at the place where they get their degree and I thought that was an exception and it was a good thing and I liked the people and again the attraction of getting more directly into physical distribution at that time was important in that decision as well.

STOCK: Then after your time at Michigan State the Ohio State opportunity came along, tell us how that came about?

LA LONDE: Well, that's again faith works in strange ways. When I was a Doctoral student at Michigan State, there was a fellow Doctoral student by the name of Jim Robertson and Jim Robertson got called up in the Berlin airlift he was in the military police and so he had to quit the Doctoral program in the middle and he decided that he wanted to come back to Michigan State but he couldn't quite get the deal he wanted so he decided to go to another university and he ended up teaching at Ohio State and they had a

chair professorship come up and he and John Grabner at that time kind of promoted me as a candidate for that and it seemed an opportunity to go to the next level. That is to build a strong distribution that was beginning to call logistics at that time program kind of on my own and out of the shadow of some of the people at Michigan State. So it was as John used to say, he used to sit when he introduced me into a meeting that I needed some time and a farm school so they send me out for conditioning to Ohio State but it did give me a chance to kind of run my own show I suppose and that was important at that time in my career.

STOCK: Now we've summarized a lot of your career in the introduction at least briefly what do you think as you look back as your most significant accomplishment as an academic?

LA LONDE: In my whole career, 60 doctoral students. I think of all of the things I've done, that's been the most important thing I've done. Because this is a rare business this academic business you can clone yourself, you know, long before the biologist can figure out how to do that and we have people all over the world that hopefully I've influenced in a positive way and has started their own programs so it's kind of cloning yourself and being able to impact the future generations in the discipline and that's kind of a rare thing that academics have a corner on. So all the things I've done I would rank that number one.

STOCK: Now as people view Bud La Londe one day, other than your doctoral student what would you think they would say Bud's "legacy" would be?

LA LONDE: Well, I think that we've done a lot of innovation in the discipline here at Ohio State we have started a Journal when there was no Journal, there was no funding we did it when people told us we were crazy we needed 50,000 dollars to start a Journal and we had about 7,000 from a fund that the Transportation Association of America turned over and they I guess optimistic viewing the world through from the most color glasses. We started the journal and that was back before the days of electronic digital ages, you had to type every page and proofread it, I should say Cindy and I, Cindy Coykendale and I started the journal I got most of the credit, she did most of the work. But that certainly given where the journal has gone from my first 10 years as editor of the journal as a number one journal in the field, that I certainly look on as a legacy. We started the educator's conference and what we were doing is we are trying to find a way to get the academics and

the practitioners close together and so we decided that we would have an academic meeting on a day before at that time NCPDM started; there was like 35 years ago or 40 years ago, when we turned that over to a rotating chair of that program we had 300 people at that meeting from 30 different countries and we globalizes a head of the wave in a sense. We started the Doctoral consortium, which brought together doctoral students from all over the country. We've done career patterns study that were just working a couple of days ago in the 35th edition of the career patterns study, which was trying to outline what's happening in the field and what the directions of the field are going in and the forecasted for the benefit of the practitioners and probably, you know, we've written a lot and we have doctoral dissertations that got published and so on. So there is a pile of stuff that I hope would be a legacy in a lot of different ways.

STOCK: Now in doing all of that what do you think is the most important single personality trait that you have that allowed you to do that?

LA LONDE: Probably entrepreneurship. I think that you have to be strategic in contributing or deciding how to contribute to field. I mean you can't sit back and wait for stuff to flowing over the transom I mean you can but you have to decide how to deploy your assets. You know when I've got here we had 4 people in the logistics area and there was no prospects then of getting any more, everybody had to teach marketing as well as logistics. So we were resource bound, we didn't have a large number of people so what we had to do is, we had to engage in high leverage kinds of activity that's where we started the journal, that and we felt that we needed a Journal for people to publishing at this discipline or isn't going to go anywhere and at that time there were transportation Journals but there were no logistics Journals so we took a risk and caused that to happen. We started the annual educators' conference and that's in its 36th iteration this year. We have started these activities and spun them off so that other schools could have an opportunity at managing that but we were the initiators, the entrepreneurs in that particular area. We had only 4 people so we couldn't get heavily into executive education it just takes too much time. You have to think about the size of the lever you need to change things in the discipline and educating 30 people at a time just didn't do it you know it took too long, we didn't have the recourses, we didn't have the structure we have today in terms of physical facilities and so

on and so we said we are not going to spend a lot of time doing that but we are going to spend our time doing the educators conference, doing the proceedings in the educators conference, to do the journal, to do the doctoral consortium, thinking about who your constituencies are and then strategically plan how you impact each constituency and if you do that you can make an impact with 4 people as we proved and there were schools far bigger than ours that weren't as highly regarded as we were. I mean it was kind of a smoke and mirrors kind of exercise but I think that if there is one talent, is that strategic management entrepreneurship that allowed us to do what we did.

STOCK: Now with that personally trait of entrepreneurship and doing all of the things you did, do you have any regrets of things that you didn't do?

LA LONDE: There are always regrets because you know you have limited capacity and you have to make a stream of decisions. And so with limited capacity sometimes you are going to be wrong and sometimes you are going to miss allocate resources because with 4 people all teaching and marketing as well you don't have a lot of slack to take big chances. And so, yes, I mean looking back we would have or at least I would have done things differently, some things differently than I did. One thing I wouldn't do differently is our alliance with CLM or NCPDM or LCSMP was a very important part of what we were able to accomplish. And they had vision and foresight to work with us and making that happen and if they didn't a lot of the things we talked about a moment ago wouldn't never have happened. That's part of the leverage you know, figuring how, what kind of alliances you ought to have and how $2+2=5$ and that kind of things. You have to do that when you have resource constrain and you should do it even when you are not resource constrain but I think that there are some things that I would have done differently. I probably would have lobbied for more people here, I probably would have been more aggressive about having a logistics course in the MBA curricula which we don't, we have operation courses we have electives but we don't have a required course in the MBA program. I probably would have spent more time developing a business advisor committee and we talked about that and rustle with that but it takes a lot of time to do that right and again we were resource constrain but maybe we miss allocated resources maybe we should have done that.

STOCK: Did you have in your early days as an academic, any mentor that you looked towards as a model perhaps or as an influencer?

LA LONDE: Well, I've been forced to have a number I think of mentors. Early on Ed Smykay and Frank Mossman at Michigan State. Later on in my first job at the University of Colorado, Bill Staten how was Chairman of the department and kind like a godfather to me while I was there for 4 years and we have kept in touch and I think that even earlier as I said in High School probably Father French and Father Sheedy were names that I remember that were people who influenced the course in which my life flowed through I guess. That's probably what I recall as we sit here today.

STOCK: To what extent do you think you may have conducted your professional life by some personal code of conduct or belief system or emphasis?

LA LONDE: Oh, absolutely, I think that you start saying, when you choose to become a professor, then you choose a challenge that says I should produce knowledge and I should disseminate knowledge and that's the role of a professor and I think both parts are important producing knowledge and disseminating knowledge and that's producing new knowledge and it can be research, it can be concepts, it can be all, it can be textbooks, there are all kinds of ways of producing knowledge but you buy into that scheme when you become a professor that those are your 2 jobs. And I think that one of the great privileges of being a professor I think is that you are able to do just like being a small business person in a bigger group, you know, you kind of do what you want to do you don't have to be there 8 to 5 but as you know and true for yourself I worked probably 60 or 70 hours a week when I was able to do that I can't quite cannot take those 18 hour trips to New York any more, you work very hard at what you do producing and disseminating knowledge you have the freedom to shape the kind of knowledge you want to work on and how you want to disseminate it and that's a challenge and a curse. It's a challenge in the sense that you have to decide for yourself what your stream of research is going to be, and if you have a second stream of research and how are you going to attack it, if you are going to be an empiricists or if you are going to be a modeler and so on and what the tools you are going to use to most effectively develop the knowledge and how do you develop yourself and making that happen and then what are the channels, who are the people you align with and

so on you have all these choices that's a challenge and it's also a curse you can make bad choices and I can admit I frequently do and so I think what you do is to say I know what my job is and I have the integrity to pull that off that is the job that I view myself in, I don't take advantage of the freedom, I use it to shape what I do and to shape the others I work with. I hope that one of the legacies I would leave would be the sense of integrity that I think I can say honestly I have not done anything simply for money since I've been a professor, I do consulting and I believe in consulting. I think it's a good idea to get close to your elaborator and I do get speeches, I did, at conventions and executive education and so on. And I think that's good it plants the flag of the University, it is good publicity, people come and hire our students and had there, all kinds of benefits to getting that kind of exposure but therein lies the curse, you know, you can also abuse those kind of privileges and I hope a legacy I would leave would be that this is a business of integrity and it's not a business of opportunism.

Military Experience

STOCK: Shifting gears for a minute, but back of some of the personal things separate from the professional, do you have any military background or experience?

LA LONDE: No, I said I was born between Wars. My only military experience was ROTC and if I were still in the ROTC I'll probably still be cleaning rifles because I had so many demerits. I was not quite cut out, I'm not sure anybody is, but I didn't feel I was cut out for military service. I did try to join the navy air force one time but I discovered I was too big to fit in the plane so they cancelled me out very early in the process. I had no military experience I have a lot of military experience with military people, I meet about probably 10 or 12 of those 60 PhD's, our air force offices and I had been on the board of visitors at AFIT, I had been on the board of visitors at LMAC the army, logistics material command and that was like a 4 year term and I've done a consulting to DLD and a wide range of government US post offices and so on. So I had a lot of experience with military and government but it's not then as a participant it's been as a consultant.

Family

STOCK: You mentioned that when you went to Colorado you were married you had already become a family, how did you and Barbara your wife meet? And then tell us about your family.

LA LONDE: Barbara and I met on a blind date. Her best friend and my best friend fixed us up and the rest is history we have 3 children. The eldest past away unfortunately prematurely and that's something that it's certainly a big bump in our road. The middle child, our daughter, works in health care and my son was in the horse business, breeding quarter horses but he is now he has now returned to school and people convey a little bit and say: none of your children following your path. And my daughter that passed away was a social worker, she worked for the Central Ohio Aids Task Force and my middle son, the son is actually the youngest as I said was in the horse business just about his whole working career; recently he returned to school and he is going on for a PhD in epidemiology, so they didn't pick business but they did pick my profession so it took a while he is 43 years old. And also recently this year my daughter returned to school, she has a Masters degree and she is going to get a PhD. It took them a while to figure out that the profession is what they wanted but they are both very excited and doing very well in the PhD program.

STOCK: Now as you look back to you children, what would you have considered your main goal as a parent?

LA LONDE: I think to raise a child, to have a balance, a sense of proportion, and a good moral compass and you know Saint Thomas said: "Give me a child until he's, what, 6 years old? And then you could do whatever you want" I don't buy any of that but certainly giving you a child over 18 you should be able to instill in your children and so that was our goal and like I think most parents if you can do it over you will do some things different because you are amateurs at that job and you worry like amateurs on what's going on.

STOCK: Now in what way or ways do you think you have you influenced your children the most?

LA LONDE: Well, I think all of them have undergraduate degrees and 2 of them have advance degrees and 2 of them are working on PhD's. And so I will hope that some of the things that we've been talking about had been obvious to them and probably by indirections not by saying you've ought to be a professor but they come to understand what professors do and I think they respect knowledge and to enjoy seeking knowledge and I think they are good people and that's important raising your children.

STOCK: If we had them here today, how would they describe you as a parent?

LA LONDE: Oh, that's a tough one. It's hard to see yourself through your children eyes. Well, probably what we have gone through with the children, particularly with the son. You know when the sons in the teen, 16-17, they don't even want you around and then when they get into school a year into college they would tolerate you because you are a lifeline, you know, you are underwriting their education or at least in some part you are underwriting their education; and then suddenly when they are about I don't know 28-29-30 different times for different, they become your buddy and my son is really my best friend or one of my best friends now but that didn't happen until he was 30. We hunt together, we fish together, we go to lunch together and it's a change in dynamic as the child gets older and we are very close family we probably get together as a family and all the children live within an hour from where we are today and we get together for birthdays and holidays and cookouts and so on probably a couple times a month and I had some medical difficulties and they've been very important with the recovery and support and so on, as I said they are good people.

STOCK: Now going back even further, we've discussed earlier in your childhood and parents and so forth, what do you think was the most significant contribution your parents made to you as you were growing up?

LA LONDE: As I said earlier that's a tough question because it certainly came by indirection I mean it was not preaching and I never remember my parents saying you should go to college, you know, you should get a good job, they were more concerned with us as people than they were as longer term career in my memory so I wish I knew how they did it because I modeled what they seemed to make it worked for all of us. And I never

recall my father or mother pushing in any direction be it school or personal life or jobs situations of anything else, they just were supportive but not pushy and they were there when you had a question and if you didn't raise the question they didn't get pushy.

STOCK: What do you think you are more like your mother or father?

LA LONDE: My father, I'm goal directed and my mother was the compassionate one in the pair and so if I needed a shoulder to cry that was my mother and if I needed a kick in the butt that was my dad.

STOCK: Now, you mentioned you were from a very large family.

LA LONDE: Well, my father's family and my mother's family were very large, I had 3 sisters our family was poor.

General Historical Questions

STOCK: So this is interesting, we mentioned in the introduction that you had an interest in history and so forth, sort of a speculative question, other than the present time if you could choose any historical era to have lived in, which era would you have chosen?

LA LONDE: Probably, the Renaissance, I mean there are so many interesting things going on at that particular period in science, in the arts, and so on. I don't think we have ever had a period like that in the rest of history, before or after. And it would have, I would not want to wear the funny clothes but it would be a fun time to be alive, I think, although your life expectancy would be a lot shorter at that point than it is right now but that's kind of a top of the head reaction but there are a lot of periods that are interesting, post-World War II period one that was such pent-up demand and you had to stand in line to buy an automobile and washing machines and so on, would be an interesting time to see how that whole mass consumption, mass production balance out 1945 to mid 1952 or 1953. The Great Depression might have been an interesting time to be alive and you know that's kind of a, certainly was the most difficult period, I mean being alive and being older so you can understand what was going on at that time.

STOCK: Now in terms of sort of related to that if you could meet any historical person and chat with them and so on, who would you think it might be if you could pick any one person?

LA LONDE: **Can I pick 2?**

STOCK: Sure.

LA LONDE: **Ok. I would pick Machiavelli and Einstein if I could have dinner with them. Each of those people, not together but separately.**

STOCK: Why would you pick those 2?

LA LONDE: **Well, Machiavelli had insight that has been durable for 500 years from what he wrote it and a lot of people still read Machiavelli to understand the machinations of business or organization and he must have been a very clever attendant to his friends and if you look at his work, he must have been a bright fellow and an interesting fellow to talk to living during that period. Einstein was absolutely brilliant and changed the course of the world right away. I think he would be. I didn't read his book first, I'm in the middle of it but I would like to meet him.**

STOCK: Now if you could personally be anyone in history, who would that, be?

LA LONDE: **Well, that is a tough question. Maybe Einstein because again he changed the world and some for better and some for worse but he changed the world and had the vision to make that happen. I mean there are other people like that, a lot of other people like that but he is probably one of the most renowned brains.**

General Information and Perspectives

STOCK: Now some general information questions and perhaps we may have touched down this briefly but, is there perhaps a single or a little known fact or something really intriguing about you that most people probably wouldn't know about you?

LA LONDE: **I'm trying to think. You live a relatively public life as a professor. I'm trying to think if there is anything, I guess I'm a coin collector most of the people don't know that, a numismatist, right. And I've been doing this for about 20 years and it's a hobby. I'm a**

photographer I've several great cameras, I take a lot of pictures and there is a way of relaxing both of those hobbies. And I don't think most people know that, that those are my hobbies most people probably don't think I have any hobbies.

STOCK: Now as you look back at your life, is there anything you would do differently? We talked about specific things perhaps but more macro general things that you might have done differently?

LA LONDE: I probably would have done more high risk empirical research. We were talking about choices earlier and one of the choices you have at least you have when you become a professor is to do high risk research, to do a project that lasts a year or two and comes to not and you say to bad I'll find another one and I think I would have, if I could do it all over again I would have done more high risk empirical research and I think that's a responsibility in producing knowledge and I hadn't done as much as I probably should in my career. So I would do that differently in my career and you know we talked about leverage its downside of leverage you have to go after high potential with low input, you know, what you are trying to do with the limited resources is to get a big bag and ways of reducing leverage. Well, the downside of that is that you don't take risks and here at Ohio State we had a couple of project from department of transportation early on after I arrived here, we found them so burdensome trying to manage a project with limited number of people and all the demands and compliances at the department of transportation and so on that we said as a policy we said we are not going to do this anymore because we don't have the resources to spend in bureaucratic interchanges. At the time that seemed like a good decision. I might want to review that decision and you know we could have perhaps acquired the resources somehow, we could have structured them so we could have sponsored more resources itself and we tried a couple of times but in that kind of a business you strike out every once in a while and so we decided that we wouldn't spend all of the resources putting together proposals that we had low probability of getting it. We would do things like we did and I think I would review that decision if I had a chance to reviewed it again.

STOCK: Well, combining both the personal and professional aspects of your life, how do you or would you want people to remember Bud La Londe?

LA LONDE: Entrepreneur, contributor. I guess interested in building the discipline and investing in the discipline as opposed to exploiting the discipline, a person of integrity, some mix of those kinds of things.

STOCK: Is there anything that you are really bad at that you've loved to be good at?

LA LONDE: I'm bad at a lot of things. I can't word the Sunday New York Times puzzle, I've come close but I've never finished the Sunday New York Times crossword puzzle so I guess I'm bad at that. I understand Clinton can finish one of those in 8 minutes, it takes me considerably longer and I don't finish one. I sometimes have too high expectations on people and it gets me into trouble sometimes so I guess I'm not as smooth as I would like to be in interpersonal communications, maybe I should go to charm school or something but I sometimes let my objectives override the personal relationships and I'm getting better at that I think as I get older but that's been a character trait that's caused me trouble in my academic career.

STOCK: You mention growing up going to a catholic school then to Notre Dame which is a catholic university, what role has religion played in your life?

LA LONDE: Well, pretty important one. I think that you can't go to 20 years of religion education in one form or another from, you know, metaphysics to Baltimore catechism without having some impact on the way you live your life. I think religion has had again an indirect impact on my life it has made me want to be a person that respects and honors the people around you, has made me want you to instill that in my children, at one point I taught catechism. Teaching catechism to a group of 13 year olds was the hardest jobs I've ever had in my life, you said what did I fail at? That's one of the things I think I've failed at if you ask the students. It's very tough to motivate a group of 13 year olds to 14 year olds at least I found it very difficult. So yeah, it has played an important role in my life in shaping my behavior and educating my children and I expect it will continue even into retirement and so.

STOCK: Now as you look back at your both growing up and professional years were there any that you might consider significant “turning points” that occurred in either the professional or personal side that you look at today as being the most significant events in your life?

LA LONDE: Well one of the most significant events in my life was in 1958, I think I said 1968 and my wife would kill me but that’s we were married in 1958 and we had been married mostly happily for 49 years, we are celebrating our 50th next September and that’s an achievement I think to have 2 people living close together for 50 years and have not kill one another, no seriously we have had a very happy marriage and that’s, you know, with 50 % of the people getting divorced that’s a very unusual thing so I guess I’m proud of that and that certainly was a water shed event in my life, I think the other was getting accepted in going to Catholic Central High School because they taught me what I could do and I got prodded in the direction of performance that I hadn’t been prodded in before and I was around a very selective group of students and made a difference in my life. I think getting my scholarship to college was a turning point I think being at Michigan State when basically physical distribution was being born and knowing all the people there that were the originator and starters had a very important influence on my career. I think the decision to come to Ohio State was the decision at the right time for me and so I’ve been fortunate to make either lucky or good decisions as I moved through my career and I think the good lord has been looking over me on this decision I’ve made so I think those had been the kind of water shed points when I shifted at academically career wise and so on that has let me to where I am today.

STOCK: Now at 60 plus dissertations that you chaired over the years, if you were still active in the profession now, what advice would you give to a newly minted PhD’s?

LA LONDE: Well, the mistake that most newly minted PhD’s make is they don’t use their dissertations effectively and my view of a dissertation is it ought to be, you know, from the point of view of the person writing the dissertation the advisor has to walk a narrow line between being a judge of what’s going on and a motivator for what’s going on but not a controller of what’s going on. And you don’t want to say I wrote 60 dissertations for all these people out there, they wrote the dissertation my job was to kind of push, prod, judge and make sure they did the best they could on their dissertation. Now having said that what

a dissertation in my view does for a doctoral candidate is that it launches their professional career, that is whatever things you've done it's a sole research effort, it should be done properly a good sole research effort if it's done properly in a timely topic it should allow you to get started in terms of articles, research directions, research streams, and so on, I mean, it's a year's work. After all the course work and stuff it ought to be able to be a foundation for your career and that's isn't to say you can't change direction later on or add research streams or whatever I mean like you say you are free to choose that's a blessing and a curse so, but it gives you the start and I think the mistake that most people do, that most people make if they are going into the academic field is that they don't use their dissertation effectively.

STOCK: In ways over the life span of all those doctoral students that you had what do you think are the most significant changes you've seen take place in the profession during that time period?

LA LONDE: Well, the absolute most important change has been technology; I mean computers and high speed computers and storage, immense storage your ability to manipulate and recreate and manipulate global distribution system. And we couldn't do that back when I started in this business. I mean they used to do a gravity model, the phone company when they were locating switches they would take like a board with a bunch of holes in it, know the story, corns through and then where the nut ended that's where they put their exchange device. And now they do a larboard dynamic model to find out where to put a big buck store. Wal-Mart uses economic geographers to try to figure out where to position their stores. Crover xxx uses economic geographers to figure out where to locate the stores. And they all have models and so what's happened is our ability to manipulate large databases and now to encode various stains flowing through the system. I saw a presentation recently on our national ID card, is in congress and they are trying to promulgate and there is a lot of people that they don't cut into that idea but the idea is that you would have an ID card that would have all your data on it and it would be on a national databank that 50 states, it would be done through the deputy registers where you get your license and all 50 states would be connected so if you went anywhere on a plane or anything else all you do is wave your ID card and they be able to find out you know where

you live, age, sex, digital picture, and so on and so forth. And there are some people that think that's an invasion of privacy and I think they are right but anyhow, that wasn't possible until recently. What Wal-Mart is looking at the chip that they are putting in products and asking vendors to put into products on a pallet or on an individual box that could read automatically read that, well you can out a ship in here (points at his wrist) under your skin and they could read you walking into an airplane, and this is continuing and this is what makes it so exiting for better or for worse in some cases but there is the absolute difference between when I started and when I retired today is the amount of technology on your command of the environment you are working at and that has come from technology, high speed computer, computer sharing, global computer sharing, satellite, all kind of stuff and has made a world that's more controllable, I mean you can track your dog now put an RFID chip in your dog and if he runs away some breeder will find who the owner is somebody with a reader. I just saw a couple of days ago that they now have scanners that are portable that you can use to scan your body that are, you know, this big (10 cm) take a look at your range, your blood flow, and so on and so forth. In some ways is a scary time but it has certainly condition what we research and how we research and for the most part that's good, not always.

STOCK: Now you mentioned with this technology the good and the bad are there changes you've seen that you are not particularly pleased about; that you wish might not have happened or might have happened differently?

LA LONDE: Well, the whole notion of ID theft for instance, is a downside or dark side of information sharing. It's possible to hack into database, here in Ohio we had somebody leave a computer internally a computer in the back of the car and so far is now going to cost 18 million dollars to hire people to look at what was compromised and pay for people who were compromised who for a year of credit checks and so on and so the danger of having all this concentration of information is that it could fall in the wrong hands and if is not control there are a lot of people you know like the kid that, 17 year old kid that took the iPod that was designed to work on the AT&T network and hacked it, 17 year old kid and here are all these brains, not the iPod, the Phone all these brains developing this new

technology and a 17 year old kid hacks into it and disables the device. And that's a problem that we have now that we didn't have 50 years ago.

STOCK: Now Bud some very specific questions some which we've touched upon down briefly, you mentioned the Journal of Business Logistics said to begin in 1978. Now that was a time when the National Council of Physical Distribution Management (NCPDM) was active and yet you chose the title of logistics as opposed to the Journal of Physical Distribution Management why was that?

LA LONDE: Well, the reason logistics, logistics was a better description of what we were talking about and flow. But we were just coming off at that time off an unpopular war and logistics was associated with the military. Now this is Bud La Londe's philosophy of why logistics didn't come along until a little bit later on but Vietnam was certainly among the most unpopular Wars maybe up to the current one that we've had in recent years and logistics was a word that was associated with the supply of and operations in the war zone they were called logistics officers and so I don't think anybody wanted to remind the population or be singled out as a company that was bothering for the military coming off an unpopular war. So the word wasn't used except in the military but it was a very descriptive word of what we were talking about and movements of goods and people. And so we decided that when we started the journal that that memory would fade and that eventually people would get around to thinking about the process the way it ought to be thought about and so we chose logistics instead of distribution our physical distribution and I don't know what cause and effects were working at that particular time but shortly, not shortly but after a few years NCPDM became the Council of Logistics Management and today as far as we are finishing our research at career patterns its harder to find a vice-president at distribution and 130 responses to key executives we had twelve. So that was the reason, we thought it would change and rather than to be hanged with the title. You know right now the people that run the journal are probably thinking about whether it should be the Journal of Supply Chain Management, but we'll see if it happens.

STOCK: Now you mentioned you are at Colorado for 4 years, then you went to Michigan State and then the Ohio State opportunity came and you where at Ohio State the rest of your career,

why did you stay at Ohio State so long? I'm sure there were opportunities were available elsewhere, business, consulting, academia, but you stayed here, why was that?

LA LONDE: Well, it goes back what you want to do. You know I thought at myself as a professor and I wanted to be a professor, I didn't want to be a business executive, I didn't want to be a consultant and I've made those decisions. I wanted to be a professor, so what it happened is when I got here this was a very for me a very conducive environment to do the kinds of things I wanted to do and so yeah other jobs offers came along but you know I said I never did anything for money, I don't think in my career, I suppose all of us do things for money from time to time. So if another 10 thousands or 20 thousand dollars or something a year is not important enough is not enough to move you, I mean we had good graduate assistants, we had good PhD students if you want to be a professor that's what you want, you had good classes, receptive classes, we had strong undergraduate program we had recruiters coming. You know we were the 5th major out of 13 in terms of size and we were the only major in the first 10 that was completely voluntary. I mean you could get through the Ohio State University College of Business without ever taking a logistics class. Everybody that was there was there because they chose to be there and yet we were the 5th most popular major in undergraduate school. We were the first or second highest salary going out into the industry at most of that time and you say it's working you know and we've built this into a viable kind of program and it's doing the kind of things that we want why I would want to go anywhere instead of OSU again?

STOCK: Now often in our discussions you mentioned the professional organizations NCPDM then CLM, Council of Logistics Management and now CSCMP, Council of Supply Management Professionals had did your relationship with them initiate or start and how it developed over the years?

LA LONDE: Well, back in the early days George Gecowets was the executive director as you know and George was originally from Columbus, I didn't know him when he was here but he started here and then he worked with the Freight rating kind of organization and then he went as executive director and so we were fellow work guys for a while or anyway and we went to that meeting every year and we thought again entrepreneurship, leadership we said, we ought to get more educators involved on what's going on here because this is

their lab they ought to see what's going on and in the early days of CLM, it might have lost some of it now I'm not sure but there was almost a fraternal feeling among the people and you could sit down and talk with George or the board or whatever and if you proposed a good idea they'd say go with it and that relationship, that was a growing organization we were growing program the feel was a growing feel and it was a mirage made in heaven. And George was very receptive to many of the things we did, not receptive to other but most of the things we did, we didn't have trouble with George or the board and they saw as positive things, the Journal we were in the Journal for almost 4 years and then CLM took it over as a house Journal instantly we had 8 thousands more subscribers wonderful deal we didn't have to worry about fulfillment or anything else we still maintain academic control of the Journal again a mirage made in heaven.

STOCK: Now you think on the organization with 3 names over the years with perhaps membership drain peak years 15,000/16,000 and then 9/11 occurring a lot of organizations having difficulties but now with 10,000 plus members very few as a percentages in numbers are academics in yet the organization is very academically oriented, what role do you thing you had in shaping the organization to be so academic friendly and oriented?

LA LONDE: Well, that was a fight at the start because for instance in a Journal the academics know they need a Journal in the field that is peer review and respectable in order to publish and in order to get promoted and all the other things that go on with it and so when we started the Journal that was our motivation or at least we have to have, there are ducks on every pond in this particular area we have to some way of bringing a focus and so that's when we started the Journal of Business Logistics but there was a constant, what should I say, reeducation of the board they didn't understand why academics needed a Journal and the board kept turning over and said you have to keep it swinging to them why there was a Journal and why we when though all this reviewing follow on and so on and business people don't understand that and so you had to keep reminding them of that and so there was a lot of tension early in the process and it was a part of kind of them educating us and us educating them and we didn't always see eye to eye, you know for a while there we had if you came to the educators conference you could sit in on any of the sessions and then that stopped and now you have to pay for the sessions

you know the banquets and that kind of stuff. Before we didn't have to do that, we just didn't go to the banquets, cocktail parties and so on. But we wanted to mix the academics and the professionals together and that wasn't always an easy thing to do, when they had 16,000 members it was a question of capacity in the rooms do you want academics taking up seats, non paying academics taking up seats, but it wasn't all roses, that relation at the start but we wanted to do it and I think that both parties gained from the relationship certainly we did.

STOCK: Are there any other professional organizations that you've say they've been important in your career?

LA LONDE: Well, they were early in my career **SOLE** the Society of Logistics Engineers had kind of drifted away from that organization but it's a good organization and so does the same kind of thing that **CLM** does in the public sector, defense electronics and defense industry and there are, you know, like 2 separate worlds there is **SOLE** over here and **CLM** and they really don't have much interchange but that organization. Earlier in my career the American Marketing Association was an important part of my life and still is in a way. I'm not as active there, I stopped being active there, and I'm still relatively active in **CSCMP**.

STOCK: As you overview the profession, what would you believe to be the most significant academic and practitioner developers prior to 2000?

LA LONDE: Well, prior to 2000 the computer technology is certainly one of the most important parts of it. I think the second thing is and in computer technology is in the neighbor is information sharing between buyers and sellers and third parties. I think a third thing is that's Globalization and of course that's continued beyond 2000 but it started in the early 1900s, the early 1990s sorry; in the form that we see it today and what that suggests is a different way literally of viewing the world for people both on the inbound side importing products and on the outbound side of exporting products and also sourcing offshore and the whole off shoring piece of that starting late 1990s and so that would be the third one.

STOCK: Now as you are in the profession, looking back historically and then viewing the future what do you think are going to be the most significant developments in the future of this profession both academically and from a practitioner perspective in the coming years?

LA LONDE: Well, I think that energy has to be one of them because about 50% of the energy we use at the United States and probably pretty close to that in the world are used to transport goods in one way or another ships, airplanes, trains, trucks and so on and the price of energy of course is going through the roof and it could be that the price of energy a while back I think it was Morgan Stanley who said that the price of a barrel of oil could go to a 105 and everybody said no, and that was back when it was 40, everybody said no that will never happen now is 80 you know it might happen. And every time that happens the price of energy goes up, the relative energy efficiency of various modes of transportation changes. You know it costs 7 times as much to fly a product in an airplane as it does to up it on the ocean and it costs per pound it costs about 40 times as much to put it in a truck rather than to put it on a rail and so as energy becomes more expensive or stays as expensive as it is, I think we are going to be see some modal kind of shift which cascade down into customer service and customer service expectation and information systems and so on, but I think energy is going to drive a lot of that change and even if we've got ethanol which I have some doubts about or enough of it to do any change in efficiency between modes I still think we are going to see some major shifts and we've seen one, I mean we've seen products normally moved from east to west with all the imports coming in from China the traffic has shifted from west to east, I mean the containers xxx coming across the US into the most densely populated eastern part of the United States. So the full traffic has moved from one direction to another and that's all happened in 7 or 8 years with China imports. So I think energy is going to drive a lot of those kinds of changes. You know, the economists say that we've shown that we have a sustainable economy at 80 dollar oil but longer term I don't think that's true and it's because some of the fields in Mexico, in Venezuela, in Iran and so on, are topping out and they are actually, their production is going down of the current oil and we are not making great new discoveries of oil I mean some in the offshore deep water platforms but it doesn't look like is going to be a resource. I think a second resource that's going to be troublesome as we look into the future is water, it's even a problem with ethanol, you know all the ethanol that's being created, how many

gallons of water do you need to process ethanol and so if you tend to view the dark side you could say in another 20 years or 25 years it's going to be more difficult our water is going to be more expensive than oil fresh water and just recently the association of states around the Great Lakes decided they are not going to share oil with companies internal with geography internal they are just going to share it around the borders of the states because they don't want the draining of the Great Lakes and so when everybody starts deciding we are not going to irrigate crops what's going to happen to the price of oranges and onions and so on. So I think water is a second issue. I think third issue is human resource, you know, we are not really very good, we did a study back this was first CLM at that time we did a study of management skills that were going to be required to run this complex systems and the one thing that we concluded is nobody knows that we are not really thinking creatively about how we are going to get and manage this complex logistical or supply chain systems that we have. And this is a responsibility you know both for the academics because we claim to know those things and we ought to be able to provide executive education and real time learning and all the other wonderful things that we can do today, but we have to figure out how this people are going to manage and where are they coming from and how are going to be educated and we share that problem with the practitioners because the practitioners are going to need this people to work the systems of 20/20 and 20/30 and 20/40, what resource constrain and where they saw spots in the systems are constantly changing and how do we educate these people, how do we move them in these decisions, I don't think that we've really looked at that and either the academics or the practitioners they don't do it in-house and we do the same old thing in our executive education programs we have to rethink that I think.

STOCK: Now Bud we've carried a lot of things in terms of past, present your perspective about future things is there anything we've not touched upon that you think is relevant to mention in a closing comment?

LA LONDE: I guess I would reinforce that notion of human resource planning. I think that most companies really do a lousy job of that. They look on us as a vast market and you can go out and get people to do what you need them to do if you pay them enough and at some point we are going to wake up as China has and said we don't have any middle

managers and we are trying to be, you know, a global glare and where do we get the middle managers? I mean we have these entrepreneurs that are building this giant factories and stuff and we have all these people that are willing to work in this giant factories but we'll have to think in between and as systems change and if I'm right about water and oil and technology and so on they are going to change, are we training the managers to cope with this? I don't see any evidence of that or even recognition that we should.

Closing Comments

STOCK: Well thank you Bud and also to our audience that has viewed this tape and hopefully other tapes that are series as well. As we stayed at the beginning our focus was to get a richer and broader view of those people involved in the disciplines of marketing and management and logistics and supply chain management, to better understand the professional contributions which they have made. As we read their articles and books and so forth to really getting an appreciation for why those were written and what motivate those individuals so we hope you have learned from this experience and will discuss some of the issues we've raised briefly here in this limited amount of time that we have. Thank you for your attention and look forward to seeing you on other interviews.