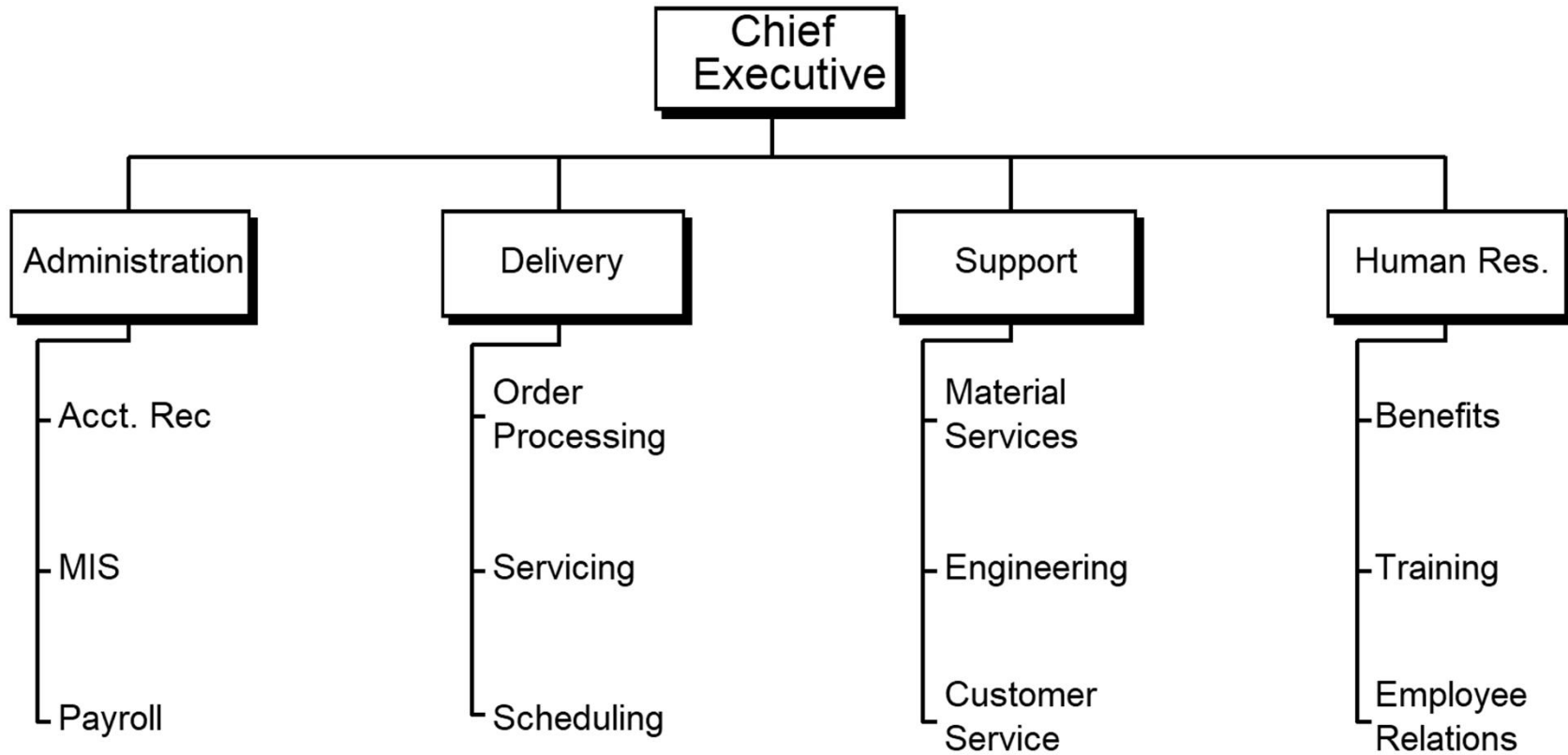
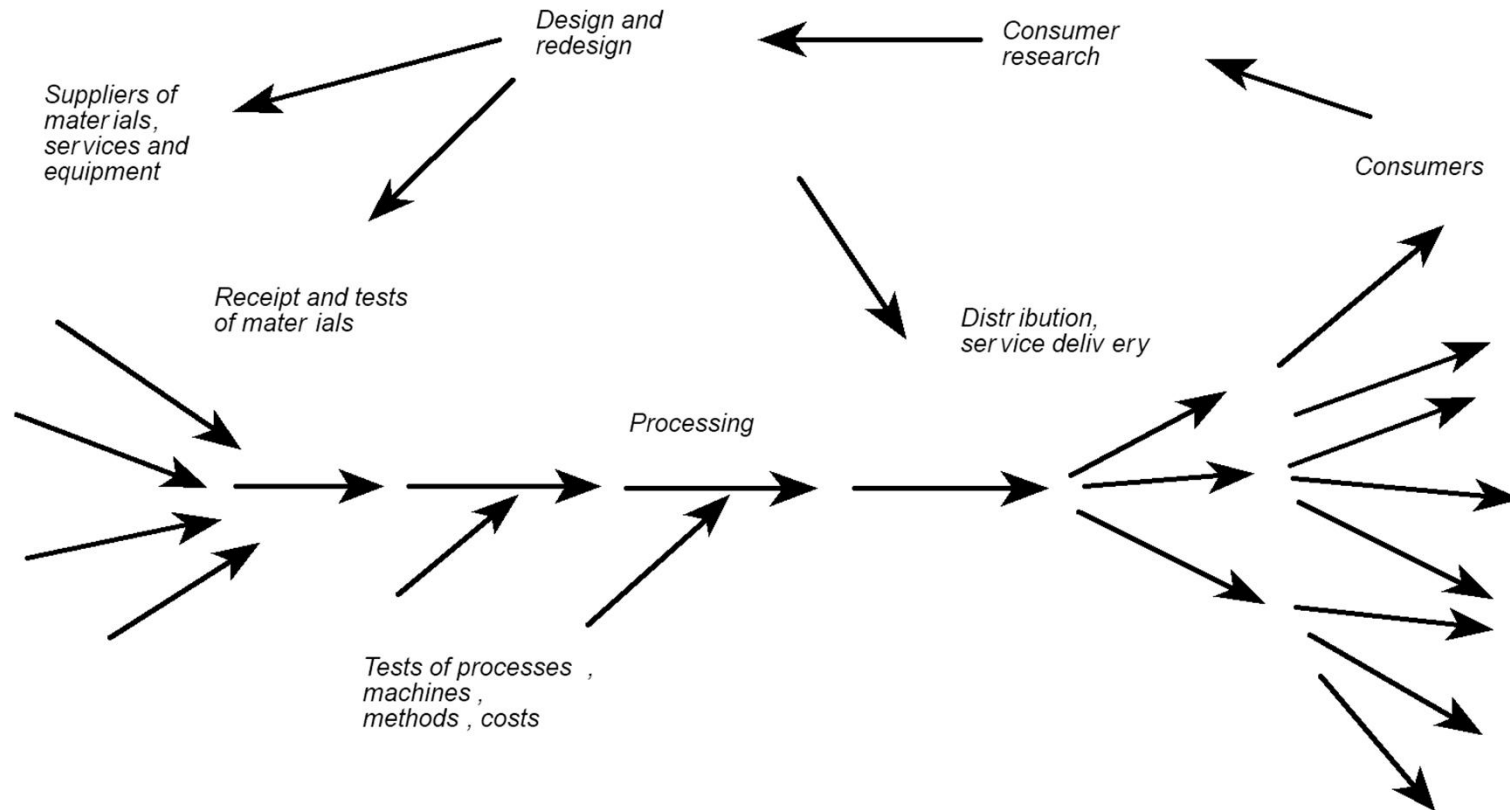


# Systems Thinking

# Conventional View of Business



# What We Mean by "System"



W E Deming 1950

**A network of interdependent components  
which work together to achieve the main aim**

W E Deming 1993

# CB Vision and Mission

## **Our vision**

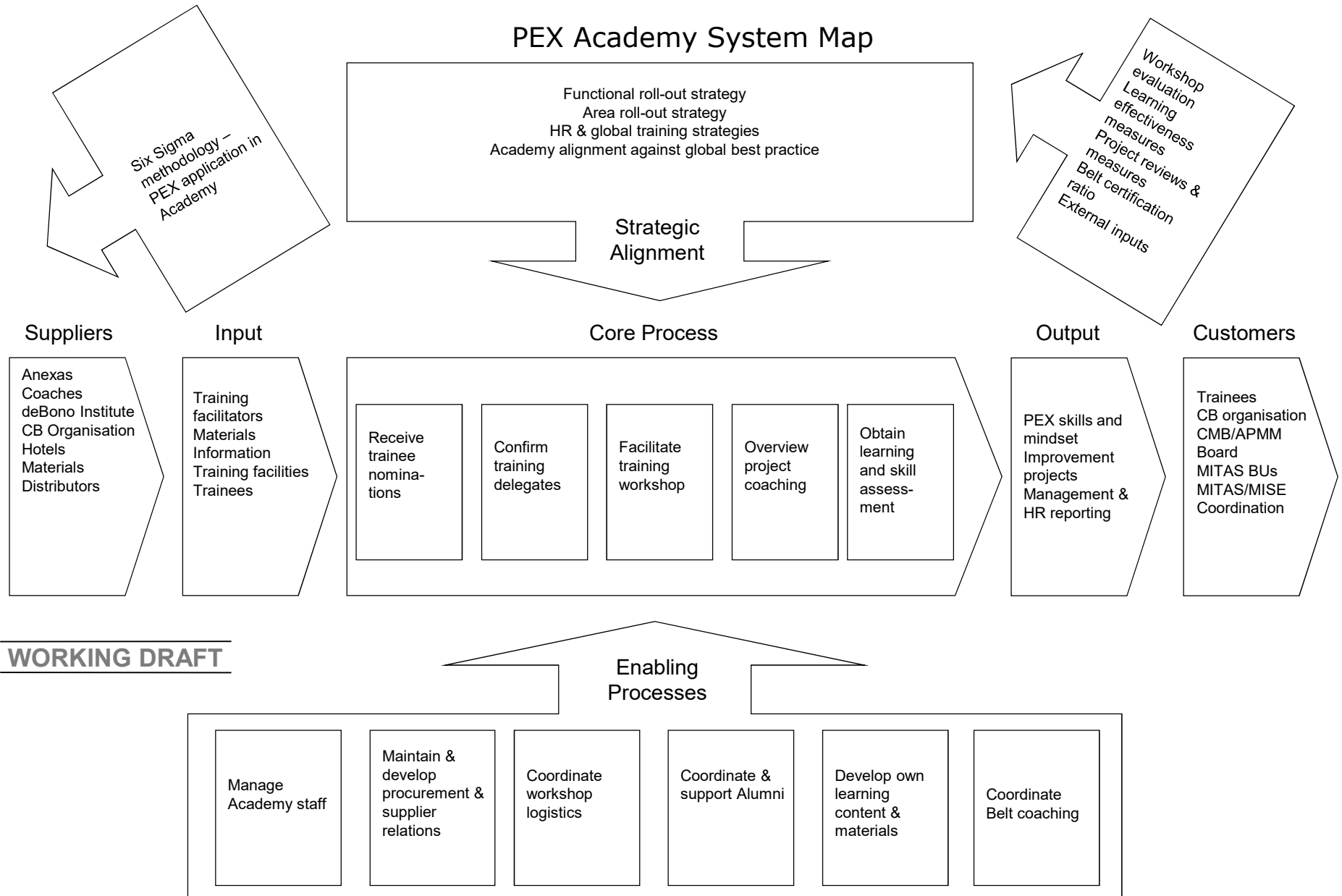
***We create opportunities in global commerce***

## **Our mission**

***We will fulfill our vision by:***

- > Truly understanding our clients and their business
- > Offering second-to-none transportation solutions
- > Being profitable - and delivering sustainable, profitable growth
- > Continuously reducing costs and increasing efficiency
- > Offering our colleagues personal growth and a motivating place to work
- > Being innovative
- > Being good corporate citizens

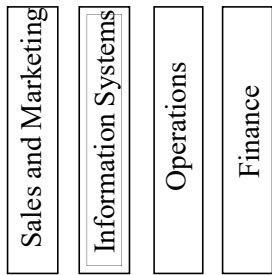
# PEX Academy System Map



**WORKING DRAFT**

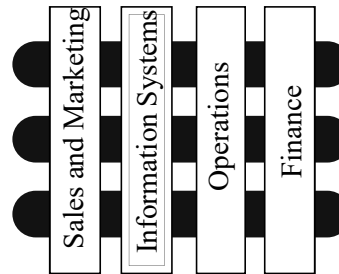
# Going Horizontal

*Functions Drive Organisation*



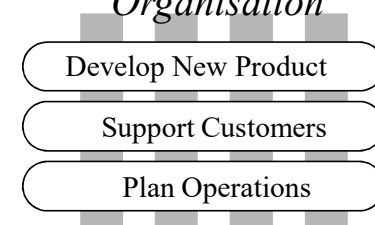
→ Customer

*Processes Identified But Functions Still Prevail*



→ Customer

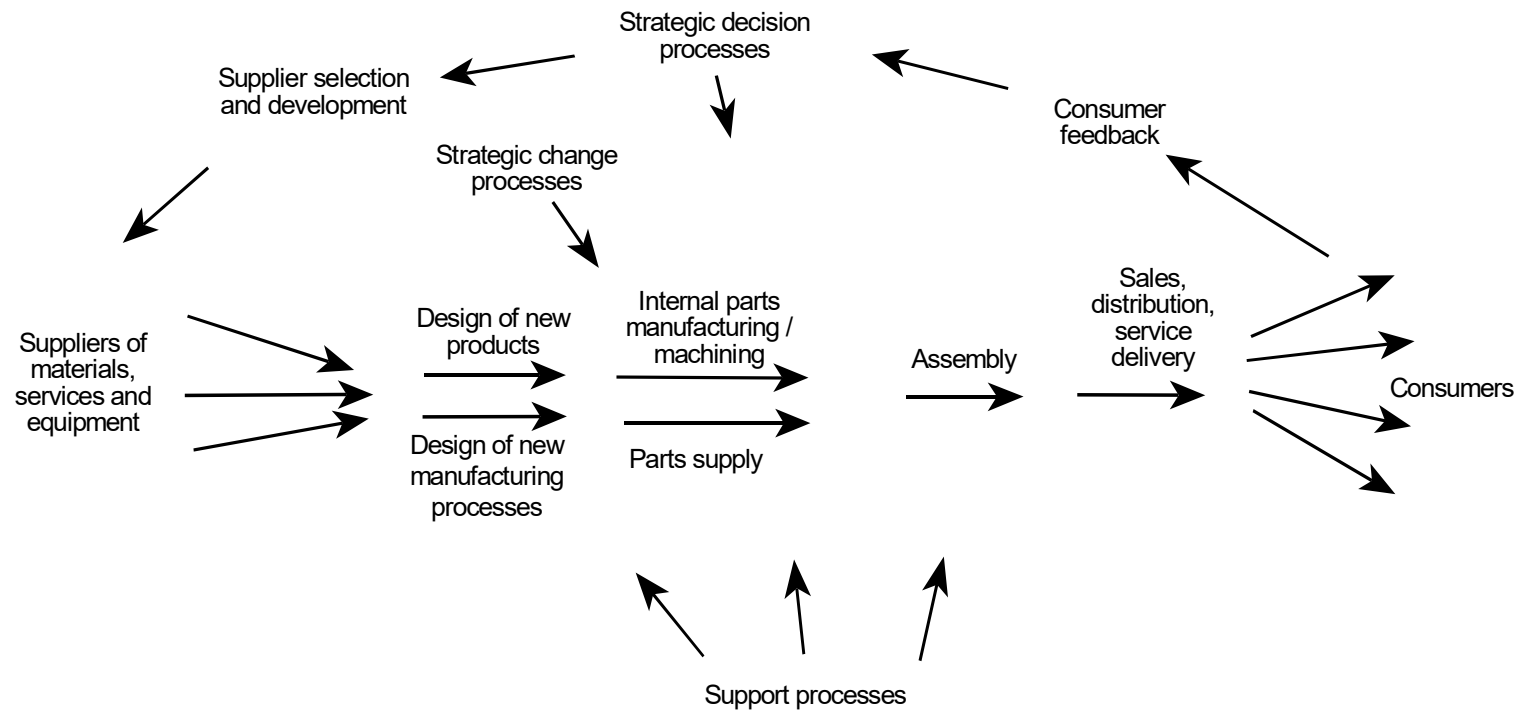
*Processes Drive Organisation*



→ Customer



# A Manufacturing System



# A Service System

