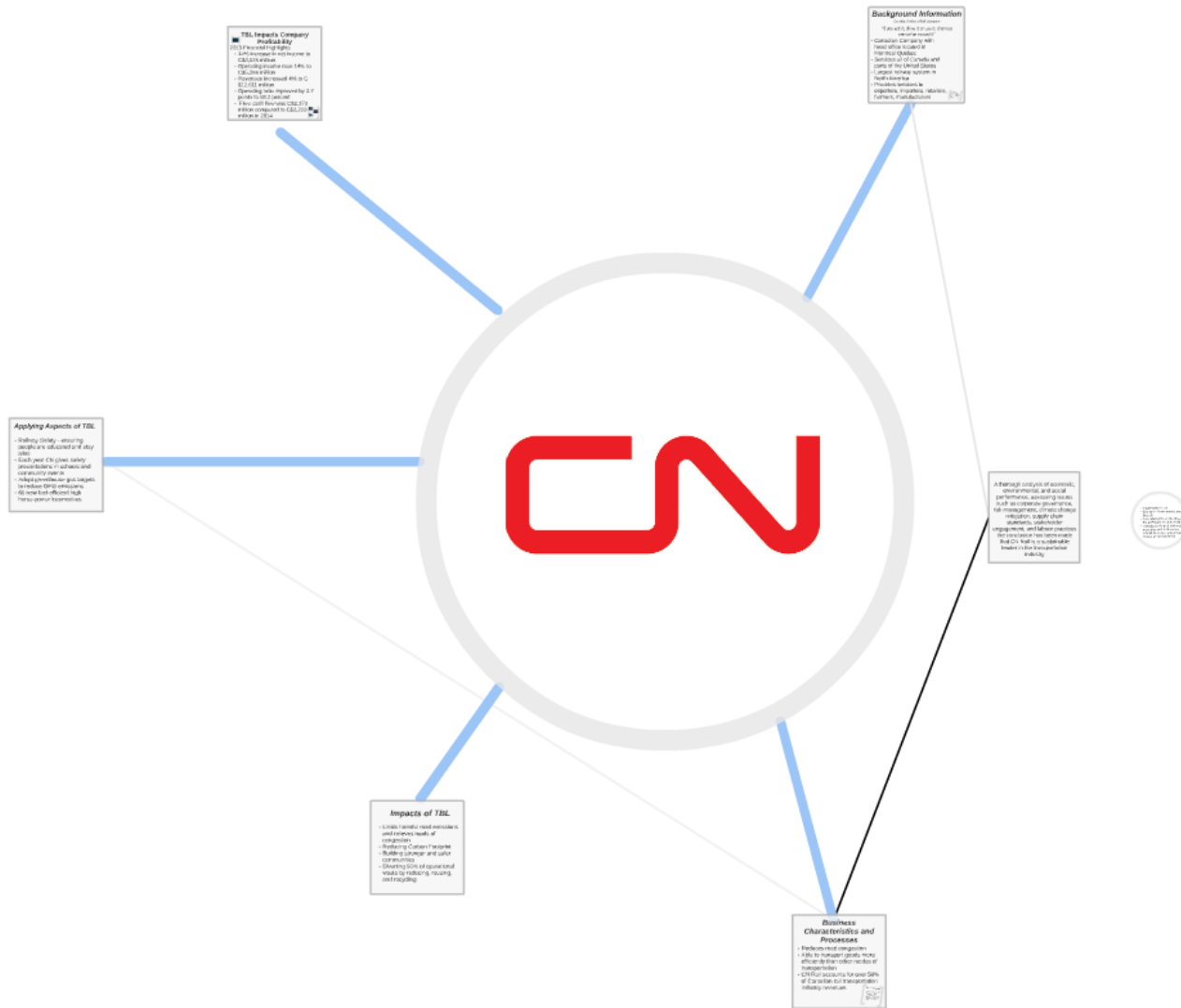


Canadian national railway company cultural change Harvard Case Solution & Analysis



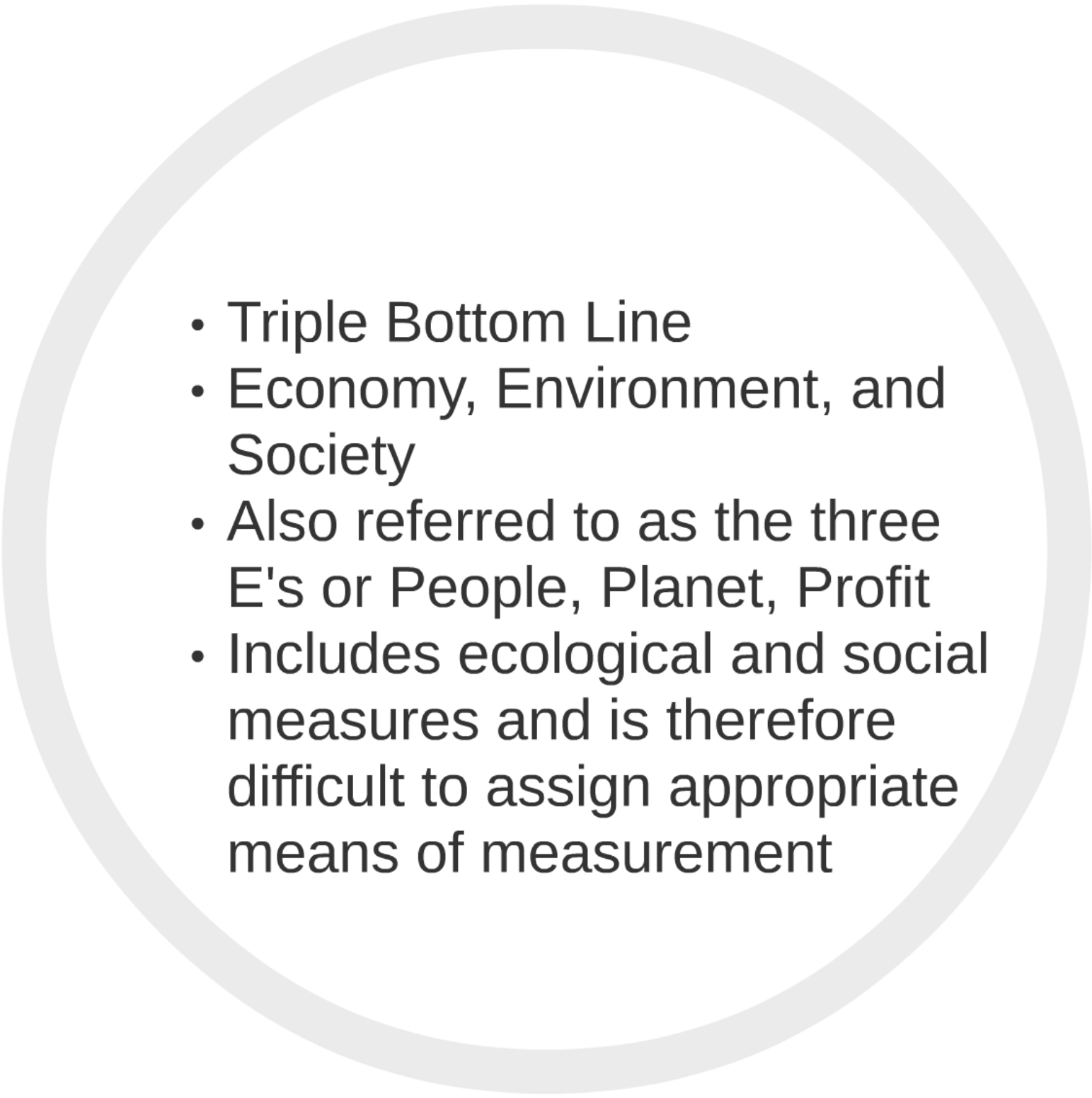


Canadian national railway company cultural change Harvard Case Solution & Analysis



Presentation Objectives

- Discuss the rail industry
- Use aspects of the industry to compare to TBL
- Determine at what level this company incorporates TBL business practices

- 
- Triple Bottom Line
 - Economy, Environment, and Society
 - Also referred to as the three E's or People, Planet, Profit
 - Includes ecological and social measures and is therefore difficult to assign appropriate means of measurement

Background Information

Canadian National Rail Company

"If you eat it, drive it or use it, chances
are we've moved it"

- Canadian Company with head office located in Montreal Quebec
- Services all of Canada and parts of the United States
- Largest railway system in North America
- Provides services to exporters, importers, retailers, farmers, manufacturers

• Over 24,000 employees
• CN Campus to train and educate employees - provides scholarships, rewards, recognition and benefits
• Ensure they produce employees with high standards and build a solid safety culture
• Specialized officers for each area of business
• CNL is better to revenue in 2015
• Transports \$200 billion worth of goods annually

- Over 24,000 employees
- CN Campus to train and educate employees - provides scholarships, rewards, recognition and benefits
- Ensure they produce employees with high standards and build a solid safety culture
- Specialized officers for each area of business
- C\$12.6 billion in revenue in 2015
- Transports C\$250 billion worth of goods annually

Business Characteristics and Processes

- Reduces road congestion
- Able to transport goods more efficiently than other modes of transportation
- CN Rail accounts for over 50% of Canadian rail transportation industry revenues

Environmental Sustainability

- Lowers emissions by 75%
- Four times more fuel efficient than trucks
- One train can move 479 miles with a ton of freight and replaces 280 large trucks

Environmental Sustainability

- Lowers emissions by 75%
- Four times more fuel efficient than trucks
- One train can move 479 miles with a ton of freight and replaces 280 large trucks