

Pay Special Attention to Headquarters

The CEOs generally agreed that developing credibility and direct lines of communication with decision makers at headquarters are key. Many of the CEOs reported that they devote considerable time to cultivating relations with corporate headquarters and responsibility centres. You want your subsidiary to have earned a place among the "elite" within any global organization. As the following quotations illustrate, being well plugged into headquarters is essential:

Relationships are absolutely critical with headquarters. We make sure they are well aware of their Canadian operations' excellent track record and profits. My being on the board of the U.K. parent company has been extremely beneficial from this strategic point of view.

Barry Eccleston
President & CEO
Rolls-Royce Industries Canada Inc.

Your Canadian CEO needs to have the confidence of the parent CEO and needs to know the "politics" at headquarters.

Jeremy Beaty
Vice-President, External Relations
Hewlett-Packard (Canada) Ltd.

Familiarity with headquarters' people and participation on headquarters' committees are important.

Steven Gannon
Director of Finance and Administration
Mallinckrodt Medical Inc.

I have spent a lot of time in the U.S., have close relationships with headquarters in Switzerland and personal relationships with both parent and sister companies. When attempting to obtain a world mandate, these liaisons become crucial and advantageous in helping us to gather factual analysis.

Frank Cella
Chairman & CEO
Nestlé Canada Inc.

"Head office" is becoming 20 different people in 20 different responsibility centres.

Arthur Sawchuk
President and CEO
DuPont Canada Inc.