Bert Zethof

Business Strategy and Marketing (cont'd)	For the Canadian subsidiary of a major international engineering and construction company, undertook the following strategic planning and marketing activities:

- Coordinated and managed the company's strategic planning cycle which called for annual revisions to the company's ten-year plan. The planning process included an assessment of the external environment and the company's resources, identification of opportunities and threats, establishment of goals and objectives, development of strategies for achieving the objectives, a forecast of sales volume and financial performance, and determination of the resources required to implement the strategies.

- Assisted senior officers in reorganizing the Canadian subsidiary from functional departments to five market-oriented divisions that resulted in more effective marketing and customer service, entrepreneurship, employee motivation, and efficiency.

- Computerized important strategic planning functions, including market and financial forecasting and the assessment of alternate scenarios for strategic plans. Computerization involved hardware and software selection and the development of financial models.

- Prepared an inventory of technology which could be transferred from the international parent company to the Canadian subsidiary. The purpose of the inventory was to determine capabilities, knowledge, patents, and skills which could be transferred to the Canadian subsidiary and then enhanced to generate new market opportunities for the company and industrial benefits for Canada.

- Developed the corporation's Canadian procurement policies after consulting with major clients in the energy sector, including Petro-Canada, Shell Canada Resources, Imperial Oil Esso, NOVA, Gulf Canada Resources, Suncor Inc., Dome Petroleum Ltd., and various federal and provincial government agencies like CIDA, the Export Development Corporation, and the Department of Regional Industrial Expansion.

- Identified target market segments for the company's services and developed marketing programs for penetrating these segments. Important elements of the