

Calculite H.I.D. was an area where we saw potential for significant growth. The product line is very technically complex and, at the time of the pitch, did not represent significant production for the larger U.S. facilities. We saw in it a tremendous opportunity to win the mandate and service the entire North American market.

*Michael Farrell
President
Keene-Widelite*

We demonstrated flexibility and an ability to adapt products to consumer needs.

*Steven Gannon
Director of Finance and Administration
Mallinckrodt Medical Inc.*

We can focus on small, flexible, niche opportunities.

*Arthur Sawchuk
President and CEO
DuPont Canada Inc.*

Specialize

Several CEOs pointed to the advantages of specializing:

When in pursuit of world mandates, a Canadian subsidiary must avoid trying to be a 'jack of all trades' and must instead aim to become an expert in a focused area. Doing so will enable these subsidiaries to develop the skills necessary to procure and fulfill world mandates.

Flexibility, attention to detail and small niches help to develop credibility before seeking expansion.

*Pierre Poulin
Vice-President Operations
Wyeth-Ayerst Canada Inc.*

You have to define your centres of competence and your core business.

*William Waite
President & CEO
Siemens Electric Ltd.*

You have to get out in front -- develop unique technology that your parent doesn't have, but could clearly benefit from.

*William McClean
Vice President, Manufacturing and Development
IBM Canada Ltd.*