Outperform the Competition

To win mandates, Canadian subsidiaries have to demonstrate the highest performance in their parent's corporate network.

> *There are three reasons for our success -- performance, performance and performance. We have outperformed our competitors and, as a result, have a very credible reputation with our parent corporation.*
>
> *While many factors enter into the decision as to where to locate a mandate, return on capital employed is the most important single factor.*

Lionel Hurtubise
Chairman
Ericsson Communications Inc.

> *We are a Canadian success story. My company doesn't have a factory in the U.S.*

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

> *Our parent looks at North America as one unit. That is to say that there are no separate Canadian or U.S. or Mexican strategies -- only a North American strategy. The implementation and capital investment will go to the location where the returns are highest so we simply have to be better than our sister plants.*

Alban Schuele
President
Celanese Canada Inc.

Establish Credibility

Many CEOs agreed that establishing credibility with a parent company is essential to a subsidiary's gaining mandates and increased responsibility. Many set out to attain such recognition through the execution of smaller mandates. Their experiences revealed the following:

> *For a subsidiary to be awarded a mandate, it must prove itself to be the best. I know from experience in the mandate business that you have to convince your parent that you are the most effective in the country or, better yet, the world.*

Jim Webster
General Manager
Komdresco Canada Inc.