

key success factor, Labatt's advertising campaign was very important. It reckoned that to be successful in the U.K. market, advertisements would have to be humorous, and would have to stress the Canadian factor to position its products as international lagers.

U.K. personnel were introduced to corporate culture in Canada. A cross-fertilization program has just begun with the objective of introducing U.K. nationals into the Canadian company. After a period of time, they can return to the United Kingdom to assume some of the senior roles currently filled by Canadian managers.

Needs of families must be considered. Much importance was given to integrating the three managers' families. According to the interviewee, when moving abroad, Canadian managers should be conscious of the heavy demands that will be made of them, and of the need to reconcile them with pressures from their family, who must get used to a new life in a foreign country.

Each European country must be treated as a separate proposition. Though the United Kingdom was Labatt's first European target, it has not served as the prototype for other continental countries. The company sees each country as very different, at least as far as the beer industry is concerned, and requiring a distinct strategic entry. In Italy, for example, Labatt bought two breweries.