

You need to go with a complete package -- from R&D, to design, through to service.

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

It starts with having competence in R&D that the parent doesn't have that makes us unique.

Arthur Sawchuk
President and CEO
DuPont Canada Inc.

Push Niche Strategies and Small Runs

Some CEOs explained that they began by pursuing smaller mandates not necessarily of interest to a larger subsidiary due to technical complexity or lack of volume. They saw their ability to execute small production runs and re-tool quickly as advantages for Canadian subsidiaries.

Significant success can be attained by becoming proficient at smaller production runs based on speed and flexibility. Being time and cost efficient is one way Canadian subsidiaries can be chosen over American-based subsidiaries specializing in larger production runs. A subsidiary must prepare itself slowly for large world mandates.

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

We can compete on costs when it comes to short cycles, and innovative, fast-adaptation relative to others.

Geordie Beal
Vice-President
Strategy, Development & Total Quality
Kraft Canada Inc.

The winning of smaller mandates is crucial when a subsidiary is trying to prove itself a worthy contender for world mandate responsibility. Ericsson in Canada started with a very small group of engineers and built the operation around them. Success with smaller mandates was critical in achieving the status the Canadian company currently enjoys within the Ericsson group worldwide.

Lionel Hurtubise
Chairman
Ericsson Communications Inc.