

Our parent corporation had primarily focused on American locations. However, a solid technical competence built from performances on smaller projects, the availability of cost effective R&D and the country's export financing, provided the Canadian subsidiary with the leverage necessary to sell itself to its parent.

*Richard Peabody
President, Director General
Harris Farinon Canada*

The key to procuring world mandates is to establish credibility. We have won world mandates strictly based upon the performance of our people. We have also restructured so as to compete, not as a Canadian subsidiary, but as a North American competitor.

*James Allen
President & C.O.O.
Twinpak*

Stay Abreast of Changes in Corporate Missions and Philosophies

CEOs strongly advocate staying abreast of changes in parent corporate missions, personnel and competing subsidiaries. Such knowledge enables the Canadian subsidiaries both to make the case for Canada in the context of parent global objectives and to better compete for mandates with other subsidiaries. For example, one CEO whose headquarters had decided to adopt a decentralized approach to the marketplace saw this as an opportunity for his Canadian subsidiary. His subsidiary competed with other subsidiaries in North America and won a new mandate.

Other CEOs added:

In order to succeed, you have to understand the goals of your parent corporation and stay abreast of any changes in their philosophy. If your parent company shifts towards globalization, you have to help your subsidiary understand the need to invest, develop and share with foreign countries.

*L. David Caplan
President
Pratt & Whitney Canada Inc.*