

Success Stories

BOMBARDIER'S WINGSPREAD TO BELFAST INCREASES DIVERSIFICATION

Acquiring Short Brothers PLC (Shorts), the oldest established aircraft manufacturer in the world some six years ago, was all part of Montreal-based Bombardier Inc.'s strategy for product and market diversification.

The acquisition of Shorts came on the heels of another one — the integration of Canadair — allowing the multi-billion-dollar Bombardier to reinforce its aerospace capabilities beyond Canada and establish a European presence in the industry.

Takeover evaluation

"The Shorts takeover was not without risks," admits Bombardier Vice-President, Communications and Public Relations, Michel Lord, "as we had to evaluate both the strengths and weaknesses of Shorts."

But despite a much needed investment program to modernize the plant in Belfast, Shorts possessed advanced technology, a highly qualified work force as well as a well-filled order book.

"And most important," says Lord, "Shorts had a vast experience in the regional aircraft market that could be put to good use in the Canadair Regional Jet program."

Winning strategy

The takeover strategy has paid off handsomely as

Shorts, under its new Bombardier management, has recorded significant profits in each of the last five years.

Shorts has developed major partnerships with Canadian and U.S. companies — part of Bombardier Aerospace Group-North America — supplying major aerostructure components for the Canadair Regional Jet and Challenger Business Jet, and is a partner with Learjet and de Havilland in the all-new Learjet 45 Business Jet.

In addition, Shorts is involved in the supply of nacelle systems and components to leading European engine makers, as well as the design and manufacture of close air-defence systems.

"This is quite an accomplishment," says Lord, "for one of the pioneers of aviation which received the first aircraft production contract from the Wright brothers in 1909."

For more information on Bombardier, contact Vice-President, Communications and Public Relations, Michel Lord, Tel.: (514) 861-9481; Fax: (514) 861-7053.

NORTEL IRISH OPERATIONS BOOST COMPANY EXPORTS

With subsidiaries in both Ireland and Northern Ireland, the telecommunications giant Northern Telecom Limited (Nortel) is boosting its access to the huge European market, and beyond, thereby complementing its Canadian operations.

Nortel's strong reliance on research and development (R&D) led the multi-billion-dollar Mississauga, Ontario-based company to open — in addition to its manufacturing facilities there — an advanced R&D centre in Northern Ireland, some five years ago.

Known as the Northern Ireland Telecommunications Engineering Centre (NITEC), the facility is now contributing to expanding Nortel's role in manufacturing equipment for fibre optics transmission.

In fact, what prompted Nortel — most of its R&D is undertaken in Canada — to set up shop in Northern Ireland was the excellent high technology skills and the ability

to successfully export from there to Europe, and beyond.

Importance of local presence

"A local presence is important to local customers," says Nortel's Director of Government Relations-International Bill Neil.

In addition to supplying the rest of the U.K. and Europe, Nortel's advanced transmissions systems manufactured in the Northern Ireland facilities at Monkstown are shipped to countries throughout the world, including New Zealand, China and Argentina.

Even before establishing its presence in Northern Ireland, Nortel had set up facilities for producing

business phones in neighbouring Galway, Ireland, in the early 1980s.

Better access to the EC

"At that time, we wanted to get closer to the European Community (EC)," says Bill Neil, "and decided to use this as a marketing strategy in order to better serve our expanding customer base in Europe."

The move has paid off as Nortel's business phone exports to Europe have expanded since.

For more information on Nortel or its presence in Ireland and Northern Ireland, contact Bill Neil, Director, Government Relations-International, in Ottawa, Tel.: (613) 783-8904; Fax: (613) 783-8910.