

## 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.*