

Critical Factors For Winning Mandates

As the roundtable discussions and supplementary interviews progressed, various areas of consensus evolved among the CEOs. Ultimately, there was broad agreement that the following factors can be critical to success in the quest for winning mandates for Canadian subsidiaries.

Demonstrate Competence and Success

All CEOs agreed that having an established track record was essential in winning world mandate responsibility. Establishing a subsidiary's competence and capability and relating them to the parent's interests are critical. Many of the Canadian subsidiaries involved in the discussions started with a very small group of skilled professionals around which they built their operations.

Our parent company continues to invest in this country because my Canadian subsidiary is the most effective manufacturing operation in North America, with the potential to become the best in the world.

*Jim Webster
General Manager
Komdresco Canada Inc.*

We had to help our sister companies overcome a "not made here" syndrome. We were helped by our reputation for quality in Canada.

*Frank Cella
Chairman & CEO
Nestlé Canada Inc.*

We had a good track record with which to make the case for new R&D mandates.

*Barry Eccleston
President & CEO
Rolls-Royce Industries Canada Inc.*

We partner with the two local universities to keep us in the forefront of technologies and we point to those two universities as a source of engineering talent.

*Howard Schafer
Controller
AT&T Global Information Solutions
Imaging Systems - Waterloo*