

It's like guerrilla warfare, trying to win mandates in competition with sister subsidiaries.

Jim Webster
General Manager
Komdresco Canada Inc.

We have an attitude to win -- not to tie -- not to get to a level playing field -- but to win.

R. Ian Lennox
President
Monsanto Canada Ltd.

Being awarded a mandate suggests that you are given something -- you have to fight for it and continue fighting everyday to retain it.

It is better to develop a new product than to try to attract something away from someone else. R&D mandates are particularly difficult to attract and you have to fight constantly to retain what you've got.

Richard Peabody
President, Director General
Harris Farinon Canada

Get Comparable Data

It is not always easy but it is important to present your case for a mandate using data which is comparable with that of other subsidiaries.

It was important to find the sources of data at the parent so as to be able to prepare cost comparisons with competing subsidiaries.

Lionel Hurtubise
Chairman
Ericsson Communications Inc.

One of the biggest problems is to get comparable, consistent, transparent numbers for comparisons with other parts of the group.

Frank Cella
Chairman & CEO
Nestlé Canada Inc.

You need to have access to the same information your parent and competing subsidiaries have available to them.

R. Ian Lennox
President
Monsanto Canada Ltd.