

Overview

During 1993 and 1994, the former Investment Canada and the Department of Foreign Affairs and International Trade hosted four roundtable discussions with the CEOs and other senior managers of Canadian subsidiaries of multinational corporations. The roundtables had two objectives; to acquire a sense of what Canadian subsidiaries face competing for world or North American mandates, and to learn from the experiences of those CEOs who have won mandates for their Canadian subsidiaries, how best to do so.

The roundtable discussions facilitated exchanges of practical information amongst the managers of Canadian subsidiaries. Each described how they went about making the case for their subsidiary, and what particular factors or strategies were most effective in building that case. This guide is intended to capture that practical advice and to share it with the managers of other Canadian subsidiaries. Additional information is provided through a number of short case studies in the latter part of the guide.

With globalization, corporate restructuring and adjustments to NAFTA, attracting and securing world or North American mandates have become extremely important objectives for Canadian industry. The achievement of these objectives requires vision, commitment, and a well designed strategy as evidenced by the comments made by successful mandate winners. The assistance one can expect from Canadian governments is also described in this publication. In addition to government programs which may represent financial assistance or incentives, governments can provide information about Canada's business or investment climate relative to those of competing jurisdictions or subsidiaries.

The Department of Foreign Affairs and International Trade would like to thank all those who have contributed to this initiative, including the Governments of Quebec and Ontario who co-hosted the roundtables in Montreal and Toronto. Clearly, without the participation of the CEOs of Canadian subsidiaries, this project and guide would not have been possible. Titles of some individuals shown are those that existed at the time of the roundtables.

Those wishing further information or federal government support in winning additional mandates for Canada should contact Mr. Jon Church, Director General, Investment and Technology Bureau (TID), Department of Foreign Affairs and International Trade, 125 Sussex Drive, Ottawa, Ontario, K1A 0G2, telephone (613) 995-9455, fax (613) 995-9604.