

I believe much of the onus related to winning mandates lies within the management of the subsidiaries themselves. CEOs must be strong and use a straight line of contact directly with the president of the parent company.

R. Ian Lennox
President
Monsanto Canada Ltd.

Focus on Headquarters' Decision Makers

Knowing the decision makers at headquarters and the analysts on whom they rely can give you an advantage when the parent is comparing competing bids or proposals from different subsidiaries. Providing those decision makers and analysts with the most influential information and in its most useable format, can help you make the case for your Canadian subsidiary.

In order to bring mandates into Canada, you have to identify the decision makers at headquarters in both the technical and administrative departments. Doing so may allow a subsidiary certain advantages when selling itself to its parent in the hopes of securing a mandate.

David Colcleugh
Vice-President and General Manager
DuPont Nylon Asia Pacific
DuPont Asia Pacific Limited

All Canadian subsidiaries of foreign multinationals should endeavour to have someone originally from the Canadian organization located at head office. That way you can eventually have people within headquarters who know the Canadian operation intimately.

Peter Janson
Executive Vice-President,
Industrial and Building Systems
ABB Inc.

You need to have credibility with the corporate analysts at head office. They are the ones who will be doing the comparisons of competing bids. This is especially true in the area of R&D mandates which, in my experience, are very difficult to attract away from a parent.

Richard Peabody
President, Director General
Harris Farinon Canada