"Stockholm has been very pleased with what we have accomplished here in Montreal. Once we had proven ourselves, proven the availability of people and the willingness of our government to help, all the pieces fell together into what became a very powerful sales pitch to Sweden. I should emphasize that there are other Ericsson subsidiaries who would have loved to have these mandates. We had tough competition from the U.S., from Mexico and from Ireland. If Ericsson in Montreal is able to compete effectively with the other Ericsson divisions around the world then I'm sure that other Canadian companies can accomplish the same in their own environments."

Mr. Hurtubise finds Quebec very supportive of Canadian subsidiaries pursuing world mandates. "The government of Quebec understands the business environment and as a result is proactive and aggressive in its approach."

"We are most definitely stronger than we were a couple of years ago," says Mr. Hurtubise, "but we can't sit back on our laurels. To stay at the level we have managed to get ourselves to we have to keep running like crazy."