

A variety of different mission statements were articulated by the 27 companies. Some saw their mission to be that of producing a certain level of profit, while others described their mission in terms of pursuing certain markets, developing particular products, or bidding on certain contracts. Still other firms see their mission to be one of innovation (Western Packaging Systems Ltd.), diversification (Bristol Aerospace Limited), or development of a stable market presence (Seaboard Lumber Sales). As part of their corporate mission, two companies referred to moral beliefs. Stanley Associates Engineering Ltd. attempts to help in Third World countries, not just for profit, but because it believes this to be "right." SNC Inc. chooses not to do business in South Africa.

While the precise mission differed from company to company, the important point is that all award winners had thought about, and clarified, their mission as a corporation. SNC Inc. illustrates this point well (see Profile 2).

Export commitment

Export award winners all saw exporting as a vehicle for achieving their objectives. As such, they were unanimous that exporting should not be viewed as a solution to short-term financial or production

problems, that is as a "one-shot-deal." Gene Kayal, export business manager, Cavendish Farms, notes that,

"(you) have to make a commitment to try and develop these markets as an integral part of corporate growth. There has to be a commitment to exports . . . First of all, there has to be that corporate decision to pursue these markets for long-term opportunities."

Larger firms operate in much the same way:

"Management commitment to being a global business is very important. You can't do without it because (1) there are costs associated with it, (2) there are strategic investments that often have to be made and (3) unless management has a commitment to these, they often won't get done."

*Ted Strain
President
Motorola Information
Systems Ltd.*

There was agreement about the critical importance of support from senior management. Bruno Friesen, member services manager of the Alberta Wheat Pool states,

"You have to commit yourself to export at the level of the chief executive officer and board of