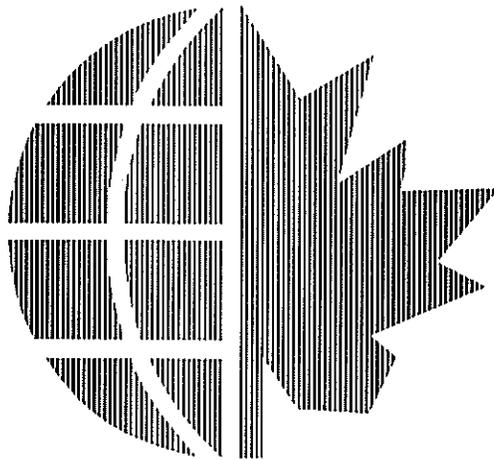

NATIONAL AND GLOBAL
PERSPECTIVES

NATIONALES ET MONDIALES



Canadian Business Leaders Speak
Les chefs d'entreprise du Canada s'expriment

April • avril
1994

BUSINESS COUNCIL ON NATIONAL ISSUES
CONSEIL CANADIEN DES CHEFS D'ENTREPRISE



In *Perspectives*, we offer to our readers extracts of members' speeches on numerous issues.

In this issue, which covers the period January to March 1994, the scope is quite wide -- from newer initiatives such as the Information Highway, to important recurring themes such as deficit reduction, global trade and international competitiveness.

While the quotes are brief, they carry distinct messages and reflect, in different ways, the Business Council on National Issues' commitment to intellectual entrepreneurship.

We are pleased to share these thoughts with you.

Dans *Perspectives*, nous offrons à nos lecteurs des extraits de discours prononcés par nos membres sur de nombreux sujets.

Dans ce numéro, qui couvre la période de janvier à mars 1994, l'éventail de sujets est très large -- allant de l'autoroute de l'information à la réduction du déficit, en passant par le commerce mondial et la compétitivité internationale.

Bien que les extraits soient brefs, ils communiquent des messages précis et reflètent, de manières différentes, l'engagement du Conseil canadien des chefs d'entreprise à diffuser la contribution intellectuelle du secteur privé.

Il nous fait plaisir de partager ces idées avec vous.



MATTHEW W. BARRETT , BANK OF MONTREAL	4
ANDRÉ BÉRARD , BANQUE NATIONALE DU CANADA	6
T.C. (TERRY) BIRD , BRUNCOR INC.	3
DANIEL J. BRANDA , HEWLETT-PACKARD (CANADA) LTD.	3
BRIAN A. CANFIELD , BC TELECOM INC.	4
W.R.P. DALTON , HONGKONG BANK OF CANADA	8
THOMAS P. d'AQUINO , BUSINESS COUNCIL ON NATIONAL ISSUES	5
PIERRE DESJARDINS , DOMTAR INC.	7
SUSUMU ETO , MITSUBISHI CANADA LIMITED	5
J. TREVOR EYTON , BRASCAN LIMITED	5
ROWLAND W. FLEMING , NATIONAL TRUST COMPANY	6
A.L. FLOOD , CIBC	5
CLAUDE A. GARCIA , COMPAGNIE D'ASSURANCE STANDARD LIFE DU CANADA	6
DIANE McGARRY , XEROX CANADA LTD.	3
J. EDWARD NEWALL , NOVA CORPORATION OF ALBERTA	8
PHILIP O'BRIEN , CANADIAN CHAMBER OF COMMERCE	7
GEORGE A. PEAPPLES , GENERAL MOTORS OF CANADA	7
EDWARD (TED) S. ROGERS , ROGERS COMMUNICATIONS INC.	4
GUY SAINT-PIERRE , GROUPE SNC-LAVALIN INC.	8
WILLIAM W. STINSON , CANADIAN PACIFIC LIMITED	6
GRAHAM D. SWEENEY , DOW CHEMICAL CANADA INC.	4
ALLAN R. TAYLOR , ROYAL BANK OF CANADA	3
FREDERICK TELMER , STELCO INC.	7
RICHARD M. THOMSON , TORONTO DOMINION BANK	5
L.R. WILSON , BCE INC.	8



The Next Frontier

January 27, 1994

This is the next frontier: a multimedia universe of converging services ultimately coming into the home through a single carrier: smart phones, smart TVs, smart computers, smart VCRs, smart faxes and smart cards that let us pay bills, transfer money, make investments, play games, show pictures, select products and services, take college courses, talk back, and maybe even vote. And smart, highly trained, highly motivated people will be needed to operate them, which is why we will invest more on training per employee than we do today.

What an exciting frontier! What an exciting challenge!

ALLAN R. TAYLOR
ROYAL BANK OF CANADA

Survival to Success "Getting the Strategy Right First"

March 2, 1994

The world of manager has changed to become one of a facilitator and a coach. Having empowered employees that are confident to unleash their creative and entrepreneurial spirit is a critical strategic foundation for us in our pursuit of business excellence in everything we do -- small, simple, focused and flexible teams are at work throughout the Xerox world.

DIANE McGARRY
XEROX CANADA LTD.

Bridge to an Unlimited Future

March 3, 1994

It's interesting that today's competitive challenge is not so much from radically new or different products. Rather, we are being tested on the execution of the very basics of business. The ability to organize, the ability to draw out the full contribution of every member of the company and our understanding of designing and building in quality that provides lasting values for our customers. It is on the execution of these business fundamentals that our nation's competitive posture rests.

DANIEL J. BRANDA
HEWLETT-PACKARD (CANADA) LTD.

Public Investment in Transportation and Communication Infrastructure

February 17, 1994

The future lies...not in who can move guns and butter, but who can move information. It will be those countries whose governments have rallied private and public resources together to capitalize on this great electronic opportunity, which will be the ones with employed work forces, and prosperous economies.

T.C. (TERRY) BIRD
BRUNCOR INC.



The Cable Vision

March 10, 1994

The cable industry can provide all of the Information Highway services using incremental additions to our existing broadband networks.

[...] In Canada we are blessed with a cable television broadband network which already passes 95% of the homes in this country. This extraordinary broadband penetration rate is unsurpassed anywhere in the world.

EDWARD (TED) S. ROGERS
ROGERS COMMUNICATIONS INC.

Unleashing the Power of Competition in Canada's Telecommunications Industry

February 22, 1994

All the elements of the information highway are in place in Canada. [Telephone companies] across Canada are anxious to open our networks up, to link them, interconnect them to other networks that already exist, such as the cable networks. We want to create a network of networks which is the true definition of the "information highway."

Our message to the cable companies is simple. Let's compete for customers, let's not compete for infrastructure. The future that I see is one in which BC TEL sends information over the networks of the cable companies and they run information on ours, at a fair market price naturally.

BRIAN A. CANFIELD
BC TELECOM INC.

First Into The Future

January 17, 1994

Almost every one agrees that Canada's future prosperity depends on our being able to export competitively. In other words to earn our living in the marketplaces of the world. And that means exporting the *services*, which are the most rapidly growing sector of world trade, and which will create the Canadian jobs of the future.

MATTHEW W. BARRETT
BANK OF MONTREAL

Letter to the Finance Minister re the Budgetary Predicament

January 31, 1994

I am confident in the ability of this country to succeed in the global economy. I also know, from personal experience as the CEO of a major company, that country competitiveness is a critical success factor to corporate Canada's ability to compete in world markets. Canada's competitiveness is very much at stake in the budgetary choices you will make. I am confident the citizenry of Canada expect their Federal Government to make the hard decisions that will promote an economic climate conducive to the creation of jobs by the private sector.

GRAHAM D. SWEENEY
DOW CHEMICAL CANADA INC.



Creating Opportunities for Growth

February 17, 1994

Increased competitiveness -- doing more with less -- has indeed contributed to Canada's high unemployment. But higher productivity will ultimately create opportunities for more jobs. Can there be anyone left who still believes it would be better to "create" jobs by inflating our government and business payrolls without regard to the quantity and quality of output?

J. TREVOR EYTON
BRASCAN LIMITED

The Electrical Power Revolution

February 8, 1994

In reality, I think it is a mistake to concentrate on the question of publicly-owned power versus privately-owned power. The real issues to focus on are efficiency and competitiveness.

A.L. FLOOD
CIBC

Beyond Traditional Banking

January 26, 1994

Banks and economists have been giving warnings about the deficit for years...even though debt and deficits have not crushed our economy yet, we are running out of room to manoeuvre.

RICHARD M. THOMSON
TORONTO DOMINION BANK

Ten Principles of Sustainable Government

March 24, 1994

Government today has a bad name, and that is sad [...] It is in all our interests to see excellence restored in our government institutions.... Ten principles should guide us.... Governments should:

1. recognize their limitations;
2. put the customer first;
3. be more results-oriented;
4. spend more wisely;
5. be made to compete;
6. embrace market principles;
7. promote decentralization;
8. be a technological leader;
9. be a triple A employer;
10. anticipate and lead.

Let's not forget, effective government institutions can be a powerful source of competitive advantage.

THOMAS P. d'AQUINO
BUSINESS COUNCIL ON NATIONAL ISSUES

A Reaction to Change in Japan

February 17, 1994

Government control [in Japan and, to a lesser extent, in Canada] is a staggering hindrance to freer business and entrepreneurship.... Less governmental involvement in business and elimination of restrictions and regulations are necessary to promote competition.... For a country to be competitive, government should also be competitive.

SUSUMU ETO
MITSUBISHI CANADA LIMITED



Pas un autre discours sur le déficit!

le 17 janvier 1994

L'une des façons de réduire les coûts est de rendre le gouvernement beaucoup plus efficace. Cependant, pour réaliser des épargnes substantielles, il nous faudrait révolutionner et réinventer l'administration gouvernementale de ce pays, tant fédérale que provinciale. Cela impliquerait des actions précises, comme:

- rendre les services publics plus efficaces
- recourir à l'impartition de services présentement rendus par le gouvernement
- ré-examiner l'utilité de certains programmes gouvernementaux et de certaines sociétés d'État
- mettre fin au chevauchement des juridictions.

CLAUDE A. GARCIA
COMPAGNIE D'ASSURANCE STANDARD LIFE DU CANADA

Big Is Not Always Better

February 2, 1994

There are strengths and virtues which do not get attributed to sheer bulk. Bulk can easily turn to flab and a kind of dull malaise can readily afflict larger, more bureaucratic and cumbersome institutions. Size does not necessarily indicate strength -- and I personally believe we are once again witnessing the age of the little guy. The age when smaller, more efficient and agile organizations will succeed against much larger competitors.

ROWLAND W. FLEMING
NATIONAL TRUST COMPANY

Tomorrow Has Arrived

January 31, 1994

Too often Canadians have sought to avoid facing up to the future, even to the extent of borrowing against it -- in some cases heavily -- and have succeeded only in putting off today's problems until tomorrow. Our federal debt and our provincial debts are tributes to this tendency. In the case of the debts run up by governments, tomorrow has arrived with a vengeance.

WILLIAM W. STINSON
CANADIAN PACIFIC LIMITED

Le contrat social

le 3 février 1994

Les plus ardents défenseurs du contrat social tel qu'on le connaît ont une conception assez particulière des droits et obligations que l'on retrouve dans tous les contrats. Les entreprises et les particuliers qui réussissent se retrouvent avec l'obligation de payer, tandis qu'on a l'impression que ceux qui reçoivent l'aide de l'État n'ont que des droits. Je ne conteste pas que tout citoyen possède un certain nombre de droits fondamentaux. Mais dès que cette aide devient inconditionnelle, elle fait naître la dépendance et la déresponsabilisation des particuliers qui y perdent toujours au change.

ANDRÉ BÉRARD
BANQUE NATIONALE DU CANADA



Building Consumer Confidence

January 19, 1994

Why is the Canadian consumer so cautious? -- Fear about jobs, about maintenance of income streams and lifestyle? I would like to say that the Canadian consumer has "Nothing to fear but fear itself" to quote FDR. But unfortunately, there are some lingering justifications for those fears.

[...] This means tough choices and difficult decisions, but when Canadians truly recognize that fundamental corrective steps are being taken, their fears will be replaced by confidence -- consumer confidence that will drive and foster domestic economic growth resulting in real and sustainable prosperity for Canadians.

GEORGE A. PEAPPLES
GENERAL MOTORS OF CANADA

The Citizen or the State: The Choice is Yours to Make

January 19, 1994

Because of the NAFTA deal and the current discussions on Asian-Pacific trade opportunities, the timing is perfect for well-informed, responsible citizens -- and communities -- to draw up their own master plans for economic recovery. Citizens and communities should demand from governments a role in re-designing the structures and regulations...they need to improve local economies.

PHILIP O'BRIEN
CANADIAN CHAMBER OF COMMERCE

L'avenir de l'industrie forestière canadienne

le 10 février 1994

De plus, dans l'inconfortable position de la souris qui se retrouve à côté d'un éléphant, le Canada ne pourra pas mener efficacement des guerres [commerciales] internationales si tous les intervenants concernés ne prennent pas rapidement conscience de la nécessité de développer une approche beaucoup plus globale, notamment en convenant d'un agenda national qui soit davantage que la somme des préoccupations et des intérêts des provinces.

PIERRE DESJARDINS
DOMTAR INC.

Change and Governance in the Nineties

March 12, 1994

You can talk all you like about the desirability of Canada diversifying its trade. While this is an option we obviously should not discount, in a world in which economic protectionism, in one form or another, is still running rampant, the recent GATT agreement notwithstanding, you keep coming back to the inescapable fact that the United States is Canada's logical trading partner.

FREDERICK TELMER
STELCO INC.



Building on a New Partnership

February 16, 1994

A genuine revolution is under way in Mexico.... We in Canada have been impressed by the moves towards a stronger fiscal posture, deregulation, the increased competitiveness of Mexican industries, and the willingness to become an active partner in the international economic community.

Mexico has many riches.... Among the country's greatest assets is its people and in particular its youth under the age of 25. Mexico offers Canada a very attractive market and the opportunity for partnerships in other parts of the hemisphere.

J. EDWARD NEWALL
NOVA CORPORATION OF ALBERTA

Bridging the Pacific: Opportunities in the Pacific Rim

January 14, 1994

Most observers are predicting that, within 30 years, China will be the largest economy in the world. [...] in five years, the number of people living in China whose income will be equivalent to or better than that of the average Canadian will be close to 100 million. One hundred million new customers with the spending power of average Canadians.

W.R.P. DALTON
HONGKONG BANK OF CANADA

Canada 2000: A New Partnership in North America

February 17, 1994

The Canadian economy is adjusting to the fact that the future is in adding value, in selling services, in applying technology. We are moving from cultivation of the land to the cultivation of ideas. And after years of being buttressed by barriers, and softened by sure and easy success, a new Canadian entrepreneurial class is developing -- less bureaucratic, more aggressive, ready to leave our backyard and compete in the world.

L.R. WILSON
BCE INC.

The International Imperative

le 3 mars 1994

Aujourd'hui, l'Amérique du Nord et l'Europe représentent à elles seules 66% du marché mondial -- pour 17% de la population du globe. Ce sont pour nous des marchés prometteurs que nous devons cultiver. Mais nous ne pouvons pas négliger les autres pour autant. [...] Nous avons un rôle à jouer sur ces autres marchés et ce rôle n'est pas, et ne peut pas se limiter à vendre.

We must invest and establish operating bases. We must create wealth and share technology in the markets where we operate. We must adapt our production and marketing to those regions. And, by so doing, we shall gain great competitive advantages abroad....

GUY SAINT-PIERRE
GROUPE SNC-LAVALIN INC.