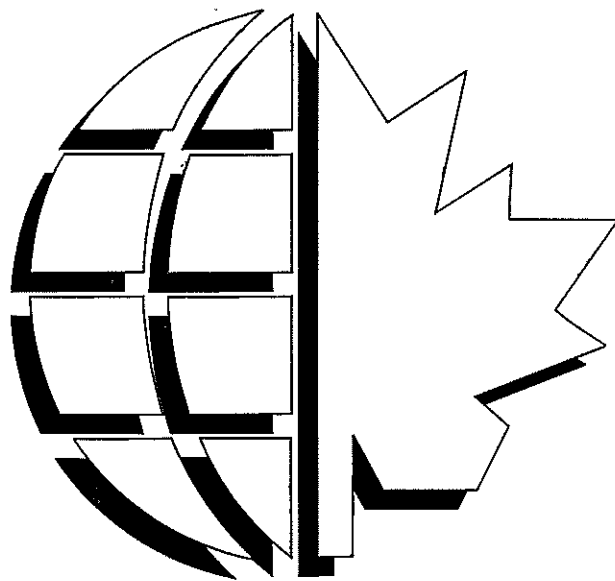

NATIONAL AND GLOBAL
PERSPECTIVES
NATIONALES ET MONDIALES



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

summer / été
1995

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



Perspectives is a quarterly publication of the Business Council on National Issues (BCNI) featuring the statements and opinions of individual Council members.

From late March through to late June, 1995, members of the BCNI spoke out on many of the challenges and opportunities facing Canada today, including national unity, international trade and competitiveness, technology and the changing business environment.

We are pleased to share these thoughts with you.

Perspectives est une publication trimestrielle du Conseil canadien des chefs d'entreprise (CCCE) qui présente les déclarations et les opinions des chefs d'entreprise membres du Conseil.

Entre fin mars et fin juin 1995, les membres du CCCE se sont prononcés sur plusieurs des défis et des occasions qui se présentent au Canada aujourd'hui, tels que l'unité nationale, la compétitivité et le commerce internationaux, la technologie et le nouvel environnement des affaires.

Il nous fait plaisir de partager ces idées avec vous.

ALISON SINCLAIR
EDITOR/RÉDACTRICE





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Advantage Canada

April 25, 1995

The threat from the sovereignty movement in Quebec may have receded for the time being, but under no circumstances should it be underestimated. And even if the "NO" forces were to win in an eventual referendum, nationalism in Quebec will not disappear.

The response to nationalism in Quebec and to the forces in many parts of the country that would seek to balkanize Canada, is to ensure that our federalist system evolves with the times. This has been our great strength as a country in the past. It will be our salvation in the future.

GUY SAINT-PIERRE
SNC-LAVALIN GROUP INC.



La vraie question

le 27 avril 1995

Nos ancêtres nous ont légué un pays vigoureux qui jouit d'une excellente renommée; nous devons pouvoir compter sur cet héritage pour prospérer dans l'économie en réseau du XXI^e siècle.

En tant que nation commerçante, nous devons également pouvoir compter sur notre appartenance au G-7, à l'ALENA, à l'APEC, au Commonwealth et au groupe de pays qui ont toujours promu la paix et l'expansion économique. Or, seule l'unité canadienne confère aux Québécois les avantages d'une telle appartenance.

Je parle ici en qualité de Montréalais, de Québécois et de Canadien, trois appellations qui sont pour moi autant de titres de fierté. Je ne vois pas pourquoi je devrais choisir entre

le Québec et le Canada, alors que les deux contribuent à mon épanouissement. [...]

Nous avons reçu notre pays en héritage et nous devons le léguer intact à nos héritiers. Le temps est venu pour les Canadiens d'unir leurs voix afin de clamer leur désir de voir le Canada demeurer :

- une nation solide;
- un havre de prospérité dont la population jouit d'un niveau de vie élevé;
- un bastion de tolérance sociale et de liberté politique dont peut s'inspirer le reste du monde;
- un chef de file dans la mise en place de l'infrastructure qui améliore la télécompétitivité du pays et la qualité de vie de ses habitants.

De plus en plus de Québécois demandent que le référendum ait lieu dans les plus brefs délais, et ce, d'une manière nette et déterminante. C'est pourquoi il est absolument essentiel que lorsqu'il y aura vote, plus tard cette année, la question posée aux votants de la province soit claire et qu'elle amène une prise de position décisive.

Personne n'a intérêt à ce que le débat sur la souveraineté se prolonge au-delà de cette année, alors qu'en fait la vraie question qui se pose aux Canadiens est d'ordre économique : «Serons-nous en mesure de participer à l'économie mondiale?» Voici la pressante question que les Québécois, que les Canadiens doivent se poser à l'aube de l'an 2000.

JEAN C. MONTY
NORTHERN TELECOM LIMITÉE





A Vote for Unity

April 24, 1995

This year, our national unity is threatened once again by the Quebec referendum, [which] I hope will be defeated.

Notwithstanding that a lot of nonsensical rhetoric is going on about using Canadian currency, Canadian passports, Canadian trade agreements, etc., I believe that, if the referendum in fact does take place, the people of Quebec will defeat it and the matter will be put to rest for years to come.

PETER J.G. BENTLEY
CANFOR CORPORATION



La place qui lui revient

May 8, 1995

Le Québec de 1995 n'est pas le Québec de mon enfance. C'est une place beaucoup plus vivante et dynamique qu'à cette époque. Le Québec a pris la place qui lui revient au sein de la Confédération canadienne ... Les entreprises et gens d'affaires francophones comptent parmi les plus influents et les plus importants du pays, tout comme les politiciens francophones.

DOMINIC D'ALESSANDRO
MANULIFE FINANCIAL



Canada 2000

May 15, 1995

It is a mystery to me that, in a country so successful, there should be any ambivalence about its future.

L.R. (RED) WILSON
BCE INC.



Canada -- Reflections and Predictions

May 17, 1995

While Canada has gone through several difficult years as we struggled with the realities of the new economy and a socialistic mindset, led by active members of the Flat Earth Society, namely most politicians and the left-leaning media, prospects for avoiding a financial crisis and achieving our economic potential are improving substantially.

With our disposition to trade, the immense goodwill towards Canada, our natural resources, our geographic advantages, we begin with intangibles that favour us over our competitors.

In addition, we now have a very competitive private sector, a favourably shifting mindset, sound monetary policy giving us price stability and fiscal sanity beginning to prevail at the federal level and in most provinces.

Consequently, I think Canada is almost halfway there. I look forward to the rest of this exciting journey.

R. JOHN LAWRENCE
BANK OF MONTREAL INVESTMENT COUNSEL LTD.





Facing the Future

April 24, 1995

In business – and in life – if you are not moving forward, you are losing ground and the rest of the world marches on past you. Failing to act on critical issues is often worse than the wrong action because inaction breeds complacency.

Possibly the one most important characteristic that separates winners from losers, that separates successful countries and successful organizations from the also-rans, is the ability to anticipate the future, to recognize the major trends and to act today to shape ourselves to succeed in that new environment. Canada has become one of the most successful democracies in the world and has built one of the most successful economies of the 20th century. In a very important way we've achieved success because of the capacity of both our constitution and our institutions – both public and private – to evolve steadily to meet new conditions.

J. EDWARD NEWALL
NOVA CORPORATION



Catalyst for Change

April 27, 1995

What the impact of globalization and the recession at the beginning of the decade did – was not just make us do things differently, it made us look at things differently. In that sense it was a catalyst for change ... a catalyst for improvement.

JOHN T. MAYBERRY
DOFASCO INC.



Today's Consumer

May 25, 1995

We no longer have the ego-intensive, free-spending customer of the '80's; we now have the well-informed, value-intensive, functionally-inclined, price-sensitive customer of the '90's. The value-seeking customer is not only at the lower levels of income, but at all levels of income.

GEORGE J. KOSICH
HUDSON'S BAY COMPANY



Interactivity

May 3, 1995

We look for customer needs and we try to fill them.

Right now, we do not see a huge customer demand for interactive television on TV sets. We think the customers will continue to watch television in much the same manner as they have in the past.

The TV set will be largely a passive device. Most people will not program in 14 different endings to their favourite drama. Most will not want to call up biographical notes about the actors and actresses in the middle of a sitcom. Certainly there is no evidence that very many will pay much for such services.

However, we do see a very sizable demand for interactive services delivered to personal computers.

EDWARD S. ROGERS
ROGERS COMMUNICATIONS INC.





The Evolution of an Industry

April 24, 1995

Technology has opened the door to services that were unimaginable or unaffordable to most only a few years ago. It is bringing about profound changes in the way we all do business.

But technology is not the only factor at play. The structure of the industry itself is undergoing drastic change.

The ground rules are no longer the same. Telephone services, cable TV services and computer networks used to be clearly defined, and operated in mutually exclusive territories. Today, they are all part of the same industry.

ANDRÉ LEBEL
TELEGLOBE CANADA INC.



Riding the Info Wave

June 15, 1995

Today, more than ever, our economy runs on information. It's all about information and the exchange of information. No matter what business you are in. And no matter what kind of information drives your business, you need to move it quickly, easily and cost effectively. As well, you need to access other information quickly, easily and cost effectively. In other words, you simply must ride the info wave.

BRIAN A. CANFIELD
BC TELECOM INC.



Leadership in a High Performance Business Culture

May 2, 1995

Frankly, venturing opinions about the nature of leadership can be dangerous. There are more theories about the ingredients of effective leadership than there are about what makes a successful marriage.

Maybe it would be more accurate to describe my role at Xerox Canada as a coach. Any coach's job is to assemble the best talent available, provide and communicate a winning vision and strategy and, on a daily basis, encourage team members to ensure everyone lives up to his or her potential. The goal is to blend all the strengths to produce a winning team – a winning season. [...] it's challenging being a head coach – but very exciting. I doubt if it's ever been more challenging or more exciting in the business context than it is right now – in the 1990's. After all, in what other game do they change the rules every six months or so?

DIANE E. MCGARRY
XEROX CANADA LTD.



The Name of the Game

April 28, 1995

For our own sake, and as a part of a global corporation, we've learned to compete more aggressively, not just here in Canada, but in North America and around the world ... It has not happened overnight. Nor has it been easy. Change rarely is. But if the '90's have taught us anything, it's that in a relentlessly competitive, increasingly globalized world, staying the same is simply not an option.

ARTHUR R. SAWCHUK
DUPONT CANADA INC.





The Future of NAFTA

May 18, 1995

On the question of future expansion of the NAFTA, I suggest that Mexico's current financial situation will probably slow the momentum but not derail it. We should all seize the opportunity provided by this temporary slowdown to consolidate and enhance the current expansion.

Looking beyond the potential admittance of Chile, I would suggest that further progression of the NAFTA in the direction of an eventual Common Market of the Americas will probably come from an evolving association with the Mercosur and Andean Trade Groupings rather than through the sequential admission of individual nations.

FREDERICK H. TELMER
STELCO INC.



Open Skies

May 4, 1995

The recent announcement of a new international air policy for Canada and open skies with the United States creates a number of exciting new market opportunities.

[...] Initially, I expect there will be over-expansion under open skies. There are only so many passengers in any given market – and a lot of capacity to fill ... We are picking our routes carefully, with an eye to long-term development.

KEVIN J. JENKINS
CANADIAN AIRLINES INTERNATIONAL LTD.



Trans Atlantic Free Trade Agreement

June 23, 1995

The idea of a Trans Atlantic Free Trade Agreement is not new – but in recent months it has gained a certain degree of respectability. It is driven in part by a desire to re-define the extensive linkages between Western Europe and North America in the light of changing security and economic imperatives. [...]

But its real virtue lies in the belief that the nations of the European Union, together with Canada and the United States (and perhaps other like-minded members of the OECD), can and indeed should establish a new order of trade and investment rules governing international economic co-operation. Standards, intellectual property, competition policy, government procurement, subsidies, property rights, and regulatory harmonization are some areas where Europe and North America might give leadership to the world.

THOMAS P. d'AQUINO
BUSINESS COUNCIL ON NATIONAL ISSUES



Team Canada

Summer 1995

Asia is a key to Canada's future prosperity, and we need to seize the moment. We have the products, the knowledge, the market intelligence and a government anxious to provide assistance. Most importantly, our newest Canadians, who are enriching our nation culturally, socially and economically, are now part of *our* team. We have much to learn from them as we explore opportunities in Asia.

WILLIAM R.P. DALTON
HONGKONG BANK OF CANADA





Competitiveness and Regulatory Efficiency

May 17, 1995

Canada is competing with the United States and Mexico for North American investment.

With the complex U.S. regulatory system and their approach to regulation, Canada could and should have a clear regulatory advantage. Our "consensus-based" approach and trend towards self-regulation should provide us with a real competitive advantage. Unfortunately, this is not the case. We still face a mountain of regulation, much of which is flawed or unnecessary.

GRAHAM SWEENEY
DOW CHEMICAL CANADA INC.



Changing Relationships

June 8, 1995

The tools to maximize the value of our human resources include closer ties between business and educational institutions; and a change in management/labour relations. These days, we're seeing much less order given by management and much more collaboration between management and labour. In fact, we need to get rid of these labels and move toward looking at all employees as associates ... a collaboration that can achieve mutual goals.

ERIC P. NEWELL
SYNCRUDE CANADA LTD.



Faisons confiance au monde

le 18 avril 1995

La décentralisation a fait ses preuves dans l'entreprise. Elle commence aussi à donner des résultats dans le secteur public qui est enfin soumis lui aussi à des contraintes. Partout où l'on regarde au Canada, autant vers l'Ouest, l'Est ou le Centre, l'idée d'une plus grande décentralisation fait son chemin, et cela au-delà des idéologies politiques.

Et cela n'a rien de surprenant puisqu'il s'agit de la seule voie à suivre. Susciter la concurrence partout. Implanter des solutions originales essayées ailleurs. Rendre les citoyens et les politiciens responsables de leurs actes. Et surtout, faire confiance au monde.

ANDRÉ BÉRARD
BANQUE NATIONALE DU CANADA



How IT Companies Compete

Spring 1995

The current trend towards less government or less intrusive government must not come at the price of neglecting the care and maintenance of infrastructure. For Canada's industries to compete globally, the country's educational systems must meet and exceed global standards.

Perhaps it is in this area that partnering will pay its greatest dividends – partnering between the public and private sectors focused on developing a world-class supplier chain and delivering a well-educated labour force capable of providing expertise and responding to rapid change.

DAN BRANDA
HEWLETT-PACKARD (CANADA) LTD.





BCNI Program for Collective Action

April 25, 1995

Following his election as Chairman of the Business Council on National Issues, Mr. Guy Saint-Pierre outlined a seven-point program for collective action on the part of the country's business leadership. These include:

1. advancing an economic vision that will promote economic growth and employment creation;
2. pressing for social reforms that will give Canadians more effective programs at lower cost;
3. continuing to make the case for deficit reduction with special emphasis on reversing the deterioration in the public indebtedness of the federal government and Ontario and Quebec;
4. intensifying the commitment of Canadian business leaders to building stronger and more effective global business networks;
5. promoting trade and investment liberalization on a multilateral basis while aggressively pursuing new economic opportunities in established and emerging markets;
6. ensuring that Canadian business leaders continue to play an active role in promoting responsible environmental policies both within Canada and globally; and
7. defending Canada's political integrity and economic union against balkanizing and separatist pressures while promoting a dynamic federalism.