

InterViews Online

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A Point of View Industry Review

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Mandrake, one of Canada's foremost executive search firms, is pleased to provide you with our monthly online newsletter.

Each issue focuses on strategies for the emerging to experienced professional. Also included is an activity summary for both Talent (executives on the move) and Corporations (stock quotes).

- InterViews Online is part of a coordinated, multi-tiered initiative that delivers on Mandrake's mission statement: *Causing Organizations and People to Fulfill their Purpose.*



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Issue 2

If you have difficulty viewing this newsletter, we encourage you to check it out on our website at www.interviews-online.net.

A Point Of View

Welcome to our fourth edition of InterViews Online bi-weekly.

InterViews Online is a service provided by Mandrake to assist you in augmenting and developing your own strategies for success in today's modern workplace.

"A Point of View" will alternate between delivering an opinion on effective career management, and featuring a selection of articles we have chosen with relevant information.

We hope you enjoy the reading material. For comments, e-mail us a pointofview@mandrake.ca.

Sincerely,

Stéfan Danis
President & CEO
Mandrake Management Consultants

HOW TO THRIVE IN MERGER MANIA

By Terrence M. Donnelly, Mandrake Management Consultants

The announcement is out. Your company is merging with a big rival. What should you do? How will the company change? Will you get the job you've always wanted, or will you get a pink slip? Can you take a leading role in redesigning your company to generate the positive return envisioned by the board when they agreed to the merger? Can you see where your business will be headed as a result?

In today's economy this is an increasingly common scenario many employees must face. But there are steps you can take to not only navigate the turbulence of a merger, but also potentially help steer the direction it is taking to influence the outcome.

Of course, one of the first things companies do once they merge is eliminate any duplication or unnecessary areas between them. You should be ready to develop a business case for why your position/department can offer more than the other company's, and how it will make and save money for the combined company. This means taking initiative, understanding the business issues at stake, and recognizing where value can be created by recommending and implementing processes or structural changes that demonstrate your business maturity, insight, and overall comprehension of what needs to be done.

Even though organizations must eliminate certain positions and departments during a merger, others may be strengthened. To know which areas are likely to thrive and grow due to their overall strategic importance, keep yourself informed about the status of the merger, and make as many contacts as possible within both companies. If your position or department will be reduced or eliminated, talk to managers in the remaining areas that interest you about transfers, or take the initiative to seek out employment elsewhere proactively. The waiting game for a severance package can be not only detrimental to your morale, it can also negatively impact a prospective employer's view of your potential value to their firm. After all, if you were such a star, why wouldn't they want to keep you at any cost?

No matter if you stay in your present department, transfer to a new one, or leave the company altogether, this is a good time to rethink your skills, experience and what you value in a corporate culture. Being open to new

challenges and experiences can many times lead to a better position, or an altered or expanded accountability in your current role. A merger is always about two corporate cultures coming together, one usually more dominant than the other. As an employee it's natural to have feelings of apprehension and resentment and focus on the negatives of the situation. However, try to understand the new culture and focus on the positive aspects of the merger. By displaying this supportive attitude, and being proactive about where you and the business are headed, you demonstrate your commitment to building your employer's business - a valuable skill in any organization.

If you're reading this and you believe your company isn't in the process of a merger, don't think you're off the hook! The best way to be prepared in the event of a hostile takeover or sudden merger announcement is to keep yourself informed about your organization, and what position it holds in the marketplace you operate in. In this age of global consolidation and increased competition, you can never assume that your employer's position in the market is unassailable. There's always a bigger fish somewhere in the ocean! Stay current by reading financial and trade publications that may give you clues that your company may be heading down the merger path. And take the initiative to inform your employer about opportunities that may exist for you to acquire or merge. The only sure way to control your destiny is to carve the path ahead yourself!

Terence M. Donnelly is an Executive Vice President at Mandrake. He leads the Internet and Information Technology practice areas and has spearheaded the development of the firm's Merger and Acquisition practice.

We welcome any feedback on these suggested articles. Please e-mail us at pointofview@mandrake.ca.

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Industry Review

A bi-weekly wrap-up of stock activity and major appointments, organized by industry.

T (Toronto Stock Exchange), M (Montreal SE), N (New York SE), Q (NASDAQ), V (Vancouver SE), A (Alberta SE), L (London SE)

COMMUNICATIONS

courtesy of Mandrake Management Consultants

Appointments

- Andrea Southcott joins The Advertising Agency Association of British Columbia as President along with Hugh Ruthven and Can Lanyon Phillips who are both appointed to Director.
- Terry Fallis and Joseph Thornley have been appointed to President & COO and Chairman and CEO respectively.
- David Rosenberg to Bensimon*Byrne D'Arcy as Senior Vice-President, Creative Director.
- Lily Wong to The Wolf Group as Group Account Director.
- Giles to Holmes Creative Communications Ltd. as Director of New Media.
- Veronica Englbarts will be Managing Partner & Media Director of the new division Vector Media.
- Mary Percat has been promoted within 3Com Canada to Director of Marketing.
- Troy McGuinness to Agencythreepointzero as Art Director.
- Paul Kron has been appointed within TBWA Chiat/Day to Associate Planning Director. Olga Romero-Marshall and Dru Lynch who have been promoted to Group Account Directors.
- James Crossland to National Public Relations as Executive Vice-President.
- Amorell Saunders and Karen Petcoff to Thornley Fallis Communications as Account Director in the Healthcare Practice and Account Director in the Marketing Communications division, respectively.
- Jeff Beck to Grey Direct as Vice-President, Managing Director.
- Norm Melamed and Sadie Tyrell-Klutton are promoted within Young & Rubicam to Executive Vice-President & Managing Partner and Senior Financial Analyst, respectively.
- Ellen Woodger, founder of E Publicity, a media relations service agency has opened their door for business.
- Troy McGuinness to Agencythreepointzero as Art Director.

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Email Us and let us know what you think about our biweekly wrap up of stocks and appointments in the communications industry!

CONSUMER GOODS

courtesy of Mandrake Management Consultants

Appointments

- Fred Jaques to Labatt Breweries Co. as President and executive Vice-President of Interbrew North America.
- Michael Graydon to J.D. Seid Ltd. as Executive Vice-President & General Manager.

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FINANCIAL SERVICES

courtesy of Mandrake Management Consultants

Appointments

- Tara McMahon to The Citadel General Assurance Company as Vice-President, Human Resources.
- Harold P. Gordon to Dundee Bancorp as Director of the company.
- W. Edmund Clark has been appointed to TD Bank Financial Group as President, COO and Director.
- Sue Dabarno has been appointed to Merrill Lynch as President.
- Karen Maidment to Bank of Montreal as Chief Financial Officer.
- Kimberlee McKenzie has been appointed within Scotiabank to Senior Vice-President, Technology Applications Group.
- J.P. Savage appointed within Scotiabank to Senior Vice-President, Systems Operations and Technical Support.
- J.P. Savage appointed within Scotiabank to Senior Vice-President, Systems Operations and Technical Support.
- Kathy Buckworth to CIBC as Director - Co Branded Cards VISA Cards Marketing.
- Thomas E. Hopkirk to HKMB Capital Solutions Corp. as Director, Equipment Finance.
- Martyn Cooper to MasterCard as Vice-President of e-Business Customer Management for North America.
- Kevin Antram to J.D. Edwards Canada Ltd. as Vice-President and General Manager.
- Dr. Sherry Cooper to Bank of Montreal as Executive Vice-President and Global Economic Strategist.

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Email Us and let us know what you think about our biweekly wrap up of stocks and appointments in the financial services industry!

INTERNET SERVICES

courtesy of Mandrake Management Consultants

Appointments

- Jacques-Hervé Roubert to Nurun Inc. as President and CEO.
- Carole Tracey to Leading Web Advertisers as Director of the company's new Canadian division.
- Anthony Shultz and Michael Berger to AXXENT Inc. (formerly OCI Communications Inc.) as Senior Vice-President, Engineering & Chief Technology Officer and Vice-President, General Counsel respectively.
- Bobbie Halfin to Meredith Corp. as Managing Director of Interactive Media Sales.

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TECHNOLOGY

courtesy of Mandrake Management Consultants

Appointments

- George Czubak to AT Plastics Inc. as Vice-President of Finance and CFO.
- Martin Pinard appointed within SGI Canada to President.
- Richard Stursberg of Canadian Satellite Communications Inc. has resigned and Peter Classon will temporarily assume his responsibilities.
- Michael Roach, Francois Chasse and Luc Pinard have been appointed to CGI Group Inc. as Executive Vice-President and General Manager for Canada, Executive Vice-President and General Manager for the United States (Mergers & Acquisitions) and Executive Vice-President and General Manager, International respectively.
- Paul Maritz has resigned as Group Vice-President at Microsoft.
- Nicholas V. Price to Honeywell as Vice-President and General Manager for Enterprise Service Solutions.
- Don Listwin to Phone.com as CEO of the company.
- Mina Silvestre has been appointed to Apple Australia in the corporate affairs department

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Email Us and let us know what you think about our biweekly wrap up of stocks and appointments in the technology industry!

TELECOMMUNICATIONS

courtesy of Mandrake Management Consultants

Appointments

- Nadir H. Mohamed to Rogers AT&T Wireless as President and CEO.
- Murray Souter to Sprint Canada as Vice-President, Small Business and Consumer Services.
- Pierre St-Arnaud to SR Telecom Inc. as President and Chief Operating Officer.

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Email Us and let us know what you think about our biweekly wrap up of stocks and appointments in the telecommunications industry!

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