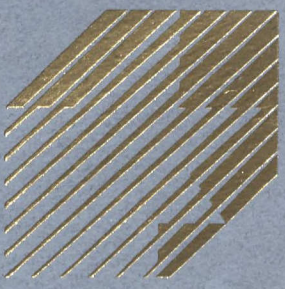


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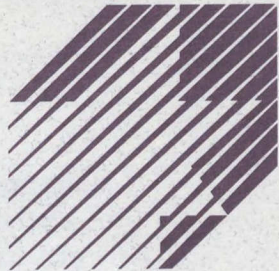
AWARDS 1992

CANADA
AWARDS FOR
BUSINESS
EXCELLENCE



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EXCELLENCE



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As Minister of Industry, Science and Technology and Minister for International Trade, it gives me great pleasure to participate in the 9th Annual Canada Awards for Business Excellence (CABE). These awards honour outstanding business achievers who represent Canadian business at its best.

These individuals and companies have risen to meet the challenges of the dynamic, new global marketplace. They have built their success through a commitment to excellence based upon the fundamentals of competitiveness: technology, quality, innovation, knowledge and skills training.

CABE winners are not only building the competitiveness of their own firms; they are strengthening Canada's ability to compete; strengthening the economy; and helping to promote quality in the Canadian marketplace. CABE winners are setting a standard for others to follow and demonstrating that the pursuit of excellence and total quality helps make business and Canada, more competitive and prosperous.

As in the marketplace, contestants in the Canada Awards for Business Excellence face intense competition and demanding standards. Forty of Canada's most distinguished business leaders participated in a rigorous adjudication process to determine this year's winners.

The rewards of winning a CABE are indeed substantial. CABE winners gain national and international recognition through media exposure, a national advertising campaign and promotion through federal government offices across Canada and around the world. Greater prestige in the business community and increased employee morale are additional benefits frequently cited by CABE winners. In the highly competitive global marketplace, the CABE is a badge of honour that is recognized as a singular distinction around the world.

I congratulate all of the participants in the 1992 Canada Awards for Business Excellence. Your success is testament to the fact that individual Canadians and Canadian businesses can compete against the best in the world and win. Keep up the great work.

A handwritten signature in black ink that reads "Michael H. Wilson".

Michael H. Wilson

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CANADA AWARDS FOR BUSINESS EXCELLENCE

The CANADA AWARDS FOR BUSINESS EXCELLENCE (CABE) were created in 1984 by the Government of Canada to honour businesses in all industry sectors for their outstanding achievements. These coveted awards have since become synonymous with the best in Canadian business.

The 1992 CANADA AWARDS FOR BUSINESS EXCELLENCE honour the achievements of 18 winners in eight categories.

THE PROGRAM

The 1992 program recognizes achievement in eight categories: Entrepreneurship, Environment, Industrial Design, Innovation, Invention, Marketing, Small Business and Total Quality. Up to three trophy winners are selected in each category by independent panels of private sector experts and senior business executives, a separate panel of five or six members being assigned to each award category. The Total Quality and Environment category panels are assisted by site examiners who visit short-listed companies. The trophies will be presented by the Minister of Industry, Science and Technology, the Honourable Michael Wilson, on 28 October 1992.

The annual awards competition is launched in January with an entry closing date at the end of March. Entries consist of the responses to category questionnaires contained in the program Entry Guide.

These guides are widely distributed and have been designed to help prospective entrants demonstrate to the jurors how they have achieved outstanding business success.

The jury panels meet in early summer to select winners, with the first public announcement of winners being made in the first week of September. Traditionally, a gala awards presentation event is held in the fall and is broadcast on cable TV live by satellite.

The CANADA AWARDS FOR BUSINESS EXCELLENCE and The Conference Board of Canada have jointly sponsored several studies of the successful practices exhibited by award winners. This work has resulted in the following publications: *Improving Competitiveness*, *Winning Strategies*, *Globalization: Canadian Companies Compete*, *Excellence in the Management of Innovation*, *Total Quality Management: The Competitive Imperative* and *Customer Satisfaction through Quality: An International Perspective*.

In addition to the studies, the awards program sponsors a Conference Board conference on the day of the gala event to discuss the lessons of the board's most recent work. The theme of the 1992 conference is "Empowering to Achieve Total Quality: The Competitive Edge is People."

Use of the distinctive and prestigious CABE logo is only one of the privileges and benefits that accrue to winners. In 1991-92, there was also an initiative jointly funded by The Conference Board of Canada and CABE in which a second international tour was organized for a group of CABE winners to visit national business award winners in the United States, Europe and Japan.

The profiles of CABE winners in this booklet focus on excellence and competitiveness. They are intended to encourage other Canadian companies to emulate achievements of winners and to instil pride and confidence in the capabilities of businesses and industries located in Canada.

CANADA AWARDS FOR BUSINESS EXCELLENCE

THE TROPHY

The CANADA AWARDS FOR BUSINESS EXCELLENCE trophy is our nation's symbol of business excellence. Created by the late Madeleine Dansereau, who was one of Canada's foremost art-metal designers, the design highlights the hexagonal emblem of the CANADA AWARDS FOR BUSINESS EXCELLENCE. The emblem, consisting of a stylized maple leaf, was created by GSM Design Montreal in 1984.

This emblem rests on a sculptured hexagonal bronze column, which has been rotated on its base to create an angled surface with gem-like facets and a sense of upward movement. The emblem is struck as a medal in bronze and is gold plated. The pedestal is of black Canadian granite.



CANADA AWARDS FOR BUSINESS EXCELLENCE

PRIVILEGES AND BENEFITS

The CANADA AWARDS FOR BUSINESS EXCELLENCE provide a focus on the key business components of national prosperity. They are the only national business awards recognizing organizations in all fields of economic activity. They are therefore unique and prestigious.

Winners are given the exclusive right to incorporate the CABA logo in their advertising, letterhead, packaging or in any other way that will highlight their success to customers and suppliers. The logo is a symbol of excellence.

The award brings well-deserved recognition among business colleagues. As the focus of the national awards ceremony, winners receive media coverage at the national, regional and local levels.

Past winners have noted a marked increase in employee motivation and productivity. Improved sales performance has also been attributed directly to the prestige gained from winning the award.

Trade offices, located in major commercial centres throughout the world, extend this recognition to international markets and promote the achievements to businesses and institutions requesting information on potential suppliers, importers and distributors in Canada.

Winners have been used as examples in case studies developed by The Conference Board of Canada and are also candidates for special promotions of the private or public sector that are designed to recognize excellence.

1993 PROGRAM

The 1993 CANADA AWARDS FOR BUSINESS EXCELLENCE will be launched in January 1993. Entry Guides will be available at that time.

Entry Closing: End of March 1993

Enquiries: Canada Awards for Business Excellence
235 Queen Street
OTTAWA, Ont.
K1A 0H5
Telephone: (613) 954-4079
Facsimile: (613) 954-4074

1992 SELECTION PANELS

ENTREPRENEURSHIP

This award is given to an entrepreneur in recognition of an outstanding achievement in starting, taking over or substantially changing an independent business venture, while exhibiting an extra measure of leadership, daring and creativity in successfully confronting new and untried situations.

SELECTION PANEL

Chairperson

Claude Savoie
President
Acadian Construction Ltd.
Dieppe, New Brunswick

Members

Mark Blumes
President and CEO
Mark's Work Wearhouse Limited
Calgary, Alberta

Frances Horibe
Vice-President
Quality and Customer Care
Achieve International
Ottawa, Ontario

Linda Lundström
President
Linda Lundström Ltd.
Toronto, Ontario

James W. Yuel
President and CEO
PIC Investment Group Inc.
Saskatoon, Saskatchewan

ENVIRONMENT

This award is given in recognition of outstanding achievement in the development of a commercially viable product, process or service that contributes to environmental protection, conservation or enhancement.

SELECTION PANEL

Chairperson

B.L. (Brian) Barge
President
Alberta Research Council
Edmonton, Alberta

Members

Nicole Beaudoin
Director General
East Division
Scott Paper Limited
Crabtree, Quebec

John K. Bell
Chairman
Shred-Tech Limited
Cambridge, Ontario

John E. Edmonds
President
Edmonds Landscape and Construction
Services Limited
Halifax, Nova Scotia

Bevin R. LeDrew
President
LeDrew, Fudge and Associates Ltd.
St. John's, Newfoundland

1992 SELECTION PANELS

INDUSTRIAL DESIGN

This award is given for the use of outstanding design by the manufacturer of a Canadian product. The category stresses a cooperative approach to product design, combining market research, product definition, aesthetics, material selection, manufacturing and marketing.

The award is given to the manufacturer of the product or, where the product design was created by a separate design firm, the award is given jointly to both the manufacturer and the design firm.

SELECTION PANEL

Chairperson

Debby Lexier
Interior Design Consultant
Winnipeg, Manitoba

Members

Neville Green
President, BCID
Green Design
Burnaby, British Columbia

Vello Hubel
National President, ACID
Chairman, Industrial Design
Ontario College of Art
Toronto, Ontario

Moss Kadey
President
Brita Canada Inc.
Brampton, Ontario

Marie-Josée Lacroix
Commissioner of design
CIDEM, City of Montreal
Montreal, Quebec

Marcel Riendeau
President
Oracle Audio Corporation
Edmundston, New Brunswick

INNOVATION

This award recognizes outstanding achievement in the innovative application of technology to processes, products or services in Canadian industry. The originality of the application of technology and its effect on performance and market success are most significant in this category.

SELECTION PANEL

Chairperson

Michel Dufresne
President
Les Entreprises Vidéoway ltée
Montreal, Quebec

Members

Alan I. Pelman
President and CEO
Powertech Labs Inc.
Surrey, British Columbia

Lee Shinkle
President
INSTRUMAR Limited
St. John's, Newfoundland

Herman Tiedke
President
Thomas Equipment Limited
Centreville, New Brunswick

Pauline Walsh
President
Metarq Consulting Inc.
Toronto, Ontario

1992 SELECTION PANELS

INVENTION

This award recognizes an institution or business for its outstanding breakthrough of scientific or technical significance contributing to the development of a process, product or technology. The invention must be an original creation or discovery of a unique nature.

SELECTION PANEL

Chairperson

Terry Bergan
President
International Road Dynamics Inc.
Saskatoon, Saskatchewan

Members

William Breen
President
Simware Inc.
Ottawa, Ontario

Suezone Chow
Director, Research and Development
Canadian Forest Products Ltd.
Vancouver, British Columbia

J. Regis Duffy
President
Diagnostic Chemicals Limited
Charlottetown, Prince Edward Island

Andrée Roberge
Scientific Advisor
Office of the President
Université du Québec
Quebec, Quebec

MARKETING

This award is given in recognition of outstanding innovation and creativity in all aspects of marketing. Particular emphasis is placed on market research, planning and market success sustained over time.

SELECTION PANEL

Chairperson

Robert H. Wright
President
Oak Bay Marine Group
Victoria, British Columbia

Members

Linda Hughes
Publisher
Edmonton Journal
Edmonton, Alberta

Raymond Ouellette
President
Novatech Glass Inc.
Sainte-Julie, Quebec

John F. Wood
President and CEO
W.C. Wood Company Limited
Guelph, Ontario

1992 SELECTION PANELS

SMALL BUSINESS

This award recognizes the achievements in management, marketing, innovation and other management skills demonstrated by small Canadian businesses.

SELECTION PANEL

Chairperson

Thomas J. Hayes
President
Atlantic Fish Specialties Ltd.
Charlottetown, Prince Edward Island

Members

Andrew Collins
President
Flex Consulting Group Inc.
St. John's, Newfoundland

Jocelyne Côté-O'Hara
President and CEO
Stentor Telecom Policy Inc.
Ottawa, Ontario

Revett Eldred
Chairman
Minerva Technology, Inc.
Calgary, Alberta

Manon Vennat
Chairman and Managing Director
Spencer, Stuart and Associates
Montreal, Quebec

TOTAL QUALITY

This award is given in recognition of outstanding achievement in quality of a product or service and overall business operations through a commitment to continuous quality improvement. Emphasis is placed upon the total involvement of the company, on success in the marketplace and on a high level of customer satisfaction.

SELECTION PANEL

Chairperson

G. Yves Landry
President and CEO
Chrysler Canada Ltd.
Windsor, Ontario

Members

John E. Cleghorn
President and COO
Royal Bank of Canada
Montreal, Quebec

Nick Coyle
President
Micronav International Inc.
Sydney, Nova Scotia

Ken F. McCready
President and CEO
Transalta Utilities Corporation
Calgary, Alberta

Don S. Reimer
Chairman, President and CEO
Reimer Express Enterprises Ltd.
Winnipeg, Manitoba

**FRANCIS CARRIER, PRESIDENT
PINTENDRE AUTO INC.**

ENTREPRENEURSHIP

**Francis Carrier
President
Pintendre Auto Inc.
Pintendre, Quebec**

**Number of
Employees: 146**

Sales: \$14.4 million

Telephone: (418) 833-8650

Facsimile: (418) 833-6705

**Contact: Jean Marcoux
Engineer**

When Francis Carrier founded Pintendre Auto Inc. in 1972, his dream was to establish the recycling of used auto parts as a full-fledged industry. Traditionally, auto parts recycling had suffered from a poor reputation, with parts never removed from vehicles in advance, or cleaned or guaranteed. By developing a unique, flexible, progressive organization, Francis Carrier totally transformed this image, establishing his company as the leader in the parts recycling field. Acting on his dream involved a total personal commitment. He gave up a secure job, sold his home and borrowed from relatives to help raise the start-up capital, with the financial commitment of his two shareholder partners as guarantee. For the first year of operation, he did not draw a salary. Today, his company's excellent reputation is recognized by organizations such as the Canadian Automobile Association, and is also renowned internationally. For these achievements, Francis Carrier has been awarded winner status in the 1992 Canada Awards for Business Excellence Entrepreneurship category.

Pintendre Auto Inc. offers tested or reconditioned parts of outstanding quality with solid guarantees. It also has a broad range of customer services, including parts delivery, installation of parts and reconditioning of used or accident-damaged vehicles. As well as customers throughout Quebec, the company has a growing clientele in the Maritimes.

While working as an adjuster with an insurance company, Francis Carrier became aware of the deficiencies in the used parts industry. Parts available one day were not available the next, and there were long delays before customers got replies to their enquiries. Based on his observations, the business plan of Pintendre Auto Inc. took shape. Its main goal was to approximate a new parts store as closely as possible, but with prices 50 percent lower. Helping Francis Carrier advance his idea were his two shareholder-partners: his brother, Bruno Carrier, and Émile Couture, a childhood friend.

From the beginning, they put in a lot of hard work and long hours, usually seven days a week until midnight. Innovation also played a big part in the company's success. Francis Carrier was one of the first Quebec entrepreneurs to introduce computerization. Today, with 1 400 programs and 75 terminals on line, it takes the company only 15 seconds to provide a definite answer to a customer's enquiry. Francis Carrier was also one of the first recyclers to approach insurers to purchase accident-damaged vehicles through negotiated contracts, rather than to use a bidding system. Currently, Pintendre Auto Inc. has 27 such agreements with insurance companies, which have helped it establish a very comprehensive parts inventory. All parts are stored in warehouses to protect them from the environment and preserve their quality.

His company's organization, the professionalism of its team members and its commitment to environmental protection all have helped Francis Carrier to overcome the "scrap yard" image associated with the industry in the past.

Francis Carrier's success in creating a "new-generation" recycling centre was recognized with a highest-distinction award by the Automotive Dismantlers and Recyclers Association, which has some 1 400 member recycling companies in more than 15 countries. Having achieved an international reputation, Francis Carrier intends to maintain his company's lead in the industry by reinvesting profits in computerization, buildings, equipment and personnel training. Future plans include developing new markets in Mexico and the Netherlands.

YVES POTVIN, PRESIDENT
YVES VEGGIE CUISINE (FORMERLY YVES FINE FOODS INC.)

ENTREPRENEURSHIP

Yves Potvin
President
Yves Veggie Cuisine
(formerly Yves Fine
Foods Inc.)
Vancouver, British Columbia

Number of
Employees: 30

Sales: \$3.4 million

Telephone: (604) 251-1345

Facsimile: (604) 251-1355

Contact: Yves Potvin
President

Yves Potvin came up with the idea of producing a healthy, nutritious, convenient alternative to conventional fast foods while working as a chef in a French restaurant in downtown Vancouver. His plan was to use familiar forms that would appeal to the North American consumer — wieners, burgers and deli slices — substituting an all-vegetable protein for the meat protein. In 1985, he started Yves Fine Food Inc., with \$10 000 of his own savings and \$30 000 raised from family and friends. During the first few months, he ran a one-man operation, working seven days a week to manufacture, package, market and distribute his own product. Today, his products are distributed to health food stores, specialty shops and supermarkets across Canada and the United States. For these achievements, Yves Potvin has been awarded winner status in the 1992 Canada Awards for Business Excellence Entrepreneurship category.

All Yves Potvin's products are cholesterol-free, low in saturated fat, and made without preservatives or artificial ingredients. As a leader in developing this new category of nutritious fast food, Yves Fine Foods Inc. (subsequently renamed Yves Veggie Cuisine) has successfully established its own market niche. It is the first Canadian company to produce this kind of healthy convenience food in Canada.

In the United States, it is establishing itself as the company with the most flavourful and nutritious product among five competing firms. Yves Veggie Cuisines's original tofu wiener continues to be extremely popular across North America. Ranked as the best of meatless wieners, it is sold in San Francisco's Candlestick Park, where it is billed as the "healthy hot dog."

Yves Veggie Cuisine grew substantially during its first 18 months of operation, with sales rising dramatically from \$2 000 in the first month to a high of \$71 000 in the summer of 1986. By the end of that year, Yves Potvin had to hire additional staff, with seven people employed full-time. He personally continued to handle all sales, marketing, equipment maintenance, production, product development and overall management of the company.

By 1987, the company was faced with the decision of having to expand its facilities and purchase more equipment in order to meet demand for its products. As conventional lending sources were reluctant to invest in the new venture, Yves Potvin approached two private investors, selling them 40 percent interest in the company. Two years later, he was able to regain full control by buying out the investors. He successfully overcame many other obstacles, including developing a cost-effective alternative to egg white, whose price had more than doubled in the world market. He also refined his production process to increase his product's shelf life from 21 to 75 days.

Yves Veggie Cuisine has experienced an average sales growth rate of more than 50 percent annually. This outstanding success owes much to Yves Potvin's extensive professional experience in the food industry, and to his personal dedication and commitment. He draws a modest salary, with the balance of all profits going back into the business. Working with his full-time food technologist, he constantly refines the quality of his products and develops an average of two new products a year.

CHEMFREE ENVIRONMENT INC.

ENVIRONMENT

Chemfree Environment Inc.
Kirkland, Quebec

**Number of
Employees:** 17

Sales: \$838 000

Telephone: (514) 630-4400

Facsimile: (514) 630-9898

Contact: Gary M. Sheppard
President

Chemfree Environment Inc. is a manufacturing company that has developed Insectigone, a complete line of 100-percent natural, safe and effective insect-control products for use in the home as well as in commercial and industrial sites. The products are safe to use around children, pets, birds, fish and wildlife, and are also odourless, non-staining, non-corrosive and non-flammable. Insectigone is the first pesticide ever registered in Canada under the *Pest Control Products Act* that does not require the warning "Keep out of the reach of children." In the past two years, Chemfree has won three major national and international awards for its products, and the company's market share has jumped from 0.3 percent in 1988 to 5 percent in 1991. For these achievements, Chemfree Environment Inc. has been awarded winner status in the 1992 Canada Awards for Business Excellence Environment category.

In 1987, Chemfree acquired the global rights to its patented insect-control formula. All its products are made from natural diatomaceous earth (D-E), a non-toxic substance made up of fossilized remains of marine plants and algae that lived 20 million years ago. When crushed, D-E particles can absorb many times their weight in moisture, thus having an excellent drying effect on any object they touch. When an insect comes in contact with D-E, the powder adheres to its waxy outer cuticle and strips it off through absorption and the abrasion of the sharp-edged D-E particles. Insects literally dry up and die.

Scientists had been aware of D-E's effect on insects for decades. The only problem, however, was that the powder repelled many species. This obstacle was resolved in 1985 when scientists discovered a protein that would attract crawling insects. The Insectigone formula combines this attractant with D-E.

Because the D-E in Insectigone works physically, not chemically, insects cannot build up a resistance to it, as happens with many chemical insecticides. The product remains effective for as long as it is present and, in most cases, only one application is required.

Chemfree began marketing its products in 1988. Today, Insectigone is the leading brand of natural insect-control powders in Canada and, since 1990, it has been sold nationally in major stores such as Canadian Tire, Home Hardware and Zellers. Chemfree exports to Hong Kong, Malaysia and Tahiti, and markets for Insectigone are opening up in the United States, New Zealand, Australia, Japan and Thailand.

With the help of a grant in 1989 from the National Research Council Canada (NRC), Chemfree discovered a method for cutting the curing and drying process for its products from a maximum of eight days to a mere 20 minutes. As a result of this work, Chemfree won the NRC Gold Award in 1991 for outstanding achievement in research. Other major honours for the company include the Best New Canadian Product Award in 1990 from the Canadian Hardware and Housewares Manufacturers Association, and the Retailers' Choice Award at the 1991 National Hardware Show in Chicago. Chemfree was the first Canadian company ever to win this particular award.

In 1991, Chemfree's unit production increased by 73 percent, and its commercial bulk sales went up 500 percent. The company recently opened two full-time regional sales offices in Moncton and St. Catharines. Looking to the future, Chemfree has agreements in place with several companies to test various new formulas.

GOODFELLOW CONSULTANTS INC.

ENVIRONMENT

Goodfellow Consultants Inc.
Mississauga, Ontario

Number of
Employees: 21

Sales: \$1.6 million

Telephone: (416) 858-4424

Facsimile: (416) 858-4426

Contact:
Joseph M. Katrusiak
Senior Consultant

Goodfellow Consultants Inc. (GCI) is a consulting engineering company that specializes in environmental control and occupational health and safety. In 1987, the company began developing a computer simulation model that would ensure cost-effective control of the environmentally harmful fumes produced by the electric arc furnaces used in steel making. The result of this research and development is GCI's electric arc furnace direct evacuation control simulation model (EAF-DECSIM). In essence, the EAF-DECSIM is a tool that can help steel makers increase productivity and at the same time ensure compliance with increasingly stringent environmental requirements. For these achievements, Goodfellow Consultants Inc. has been awarded winner status in the 1992 Canada Awards for Business Excellence Environment category.

GCI personnel have been involved in the design of fume control systems for EAF steel making for more than 20 years. Members of the jury making the award praised GCI's "technical understanding of the industry it serves." Market prospects for EAF-DECSIM are very promising, with GCI currently pursuing opportunities in South America and the Far East. Exports of the tool to the United States account for more than half of the company's sales.

In North America today, approximately 40 percent of the total steel produced comes from EAF steel making. The main environmental problem is that this process generates dust or fume, consisting primarily of iron oxide as well as other pollutants such as carbon monoxide and carbon dioxide. GCI's EAF-DECSIM enables steel makers to optimize furnace operating practices for maximum production, without uncontrolled harmful emissions. The EAF-DECSIM also allows steel makers to upgrade the fume control system to meet any increased future requirements.

GCI's tool is unique in the market in that it allows predictions to be made on a minute-by-minute basis. The simulation also enables a steel company's fume control designer to see the peak heat loads and the times at which they occur, and to size the furnace fume system properly.

The EAF-DECSIM has helped GCI secure a market niche in air pollution control systems. This success is due in part to the focused marketing and technical program that the company embarked on in early 1989 when the steel industry was in a downturn. Its aim was to make GCI a global leader in its field. The company first contracted a Pittsburgh-based firm specializing in market research and development in the United States steel industry to help it expand its market opportunities in the United States. With the help of a grant from the Ontario government, GCI also used the downturn period to pursue research and development on the EAF-DECSIM computer program. In addition, the company promoted its products and services at various expositions and trade shows in the United States and Mexico. Recently, a multi-national corporation selected GCI as the firm with the best technology available for steel makers committed to environmental improvements.

The success of this program is evidenced by the fact that the GCI's total revenues have increased by about 500 percent since 1987. Currently, 70 percent of these revenues come from export sales.

**DIGITAL EQUIPMENT OF CANADA LTD. —
ENTERPRISE INTEGRATION CENTRE
AND GIBSON PRODUCT DESIGN INC.**

INDUSTRIAL DESIGN

**Digital Equipment of
Canada Ltd.
Enterprise Integration Centre
Kanata, Ontario**

**Number of
Employees: 44**

Sales: Not disclosed

Telephone: (613) 591-4469

Facsimile: (613) 591-4021

**Contact: Trevor Wright
Product Manager**

and

**Gibson Product Design Inc.
Ottawa, Ontario**

**Number of
Employees: 3**

Sales: Not disclosed

Telephone: (613) 230-8668

Facsimile: (613) 230-1703

**Contact: Scott Gibson
President**

Digital Equipment of Canada Ltd. — Enterprise Integration Centre (EIC) designed the VRL01 Medical Terminal to be an easy-to-use, fast and secure computer communications device specifically for use at hospital patients' bedsides. This laptop style terminal incorporates three input/output technologies (keyboard, touchscreen, bar code reader) in a fully integrated portable, compact package whose shape, colour and texture are non-threatening to patients. The terminal's large, back-lit screen eliminates glare and can be easily viewed at a distance and by a group, such as doctors and nurses in a conference. For these achievements, the Enterprise Integration Centre of Digital Equipment of Canada Ltd. and Gibson Product Design Inc. have both been awarded winner status in the 1992 Canada Awards for Business Excellence Industrial Design category.

The VRL01 development project arose when EIC was contracted to supply computer hardware to SIDOCI, a consortium of Quebec hospitals and a software developer. Their preliminary research indicated that no computer terminal existed that could meet the user requirements of a health care information system. In collaboration with SIDOCI, Digital's EIC in Kanata, Ontario, began developing functional specifications for the product. Because hospitals have little room for new equipment at patients' bedsides, the terminal had to be as small as possible. Bar code cards and wand readers had to be integrated to handle identification of staff, patients, medication containers and other items requiring absolute security in the hospital setting.

Once the functional specifications were complete, EIC engaged Gibson Product Design Inc. to design the terminal's package. Through the shared use of computer-aided design (CAD), EIC engineers and the industrial design at Gibson Product were able to implement changes quickly and on schedule. The result of this close cooperation is a product whose form perfectly reflects its function. Members of the jury praised in particular the hinged touchscreen, which leaves the reader slot accessible whether the terminal is open or closed.

In its closed position, the VRL01 has a small, gently curved profile, which appears non-threatening to patients. In addition, by subdividing surfaces and softening curves and edges, the designers managed to make the product look smaller than it really is. The terminal was also designed so that no special tools or procedures are required for cleaning.

Another of the VRL01's advantages is its easy assembly from snap-fit parts. The unit's cost-efficient materials are strong, resistant to cleaning chemicals and colour-fast under ultraviolet light conditions. The terminal is designed around replaceable modules that can be serviced on site without disrupting network operations.

In 1991, Digital shipped 131 units, and received orders for an additional 400 in March 1992. EIC is working with Gibson Product Design Inc. to explore market opportunities for the VRL01 design besides the health care environment.

GEORGE KELK LIMITED

INNOVATION

George Kelk Limited
Don Mills, Ontario

*Number of
Employees:* 105
Sales: \$10.5 million
Telephone: (416) 445-5850
Facsimile: (416) 445-5972
Contact: Peter G. Kelk
President

George Kelk Limited (KELK) specializes in the design, manufacture and sales of high-technology electronic sensors and instrumentation to metal rolling mills. In 1988, KELK introduced Accuband V, a sophisticated, stereoscopic optical gauge for measuring the width of hot strip in a steel mill. The gauge is extremely fast and measures accurately, even in poor conditions, such as the presence of metal scale, steam, spray, high temperature, shock and vibration, all of which would blind an ordinary width gauge instrument. In addition, Accuband V can be calibrated on-line within minutes, eliminating the need to remove the gauge to a laboratory, a process that is both costly and time-consuming. Accuband V's innovative design has earned KELK the position of world leader in stereoscopic width measurement systems. The company's new gauge has been the principal contributor to the growth of its sales from \$6.5 million in 1987 to over \$10 million for 1991. For these achievements, George Kelk Limited has been awarded winner status in the 1992 Canada Awards for Business Excellence Innovation category.

The Accuband V consists of an optical scanner containing two video KELK-designed cameras mounted over the steel strip to be measured and an electronics unit that calculates and outputs the width to the mill's control computer system. There is also an operator's panel for setting up the gauge and for graphical display of strip width versus strip length.

The gauge is the result of KELK's persistence in solving a difficult problem. The company had begun focusing development on an optical gauge in the early 1980s. However, by the time KELK's gauge was fully developed, many of its competitors were already selling products that performed similarly. KELK then decided to take a risk and finance a "crash" program using additional staff, new hardware and software. The end result was Accuband V. The direct costs of this development program — over \$1.25 million — paid off, with 30 Accuband Vs now installed in 20 countries. At an average price of \$270 000, Accuband V accounts for 18 percent of KELK's annual corporate sales.

Members of the Canada Awards for Business Excellence jury described Accuband V as "one of Canada's success stories." KELK's position in relation to its competitors has never been stronger, with orders for the Accuband V received from Japan, Belgium, Brazil, Mexico, South Africa and Thailand.

The gauge is in demand because it can meet customers' needs for increased quality, yield and productivity. Among its many innovative features, it can produce a new measurement every four milliseconds and has a high degree of accuracy to 0.5 millimetre. The gauge has no moving parts and is easy for mill personnel to operate. In addition, Accuband V can diagnose any faults that may occur in its own operation. The gauge has also been designed to ensure that it will keep pace with the very best mill control systems well into the 1990s.

KELK has been able to invest in new technologies and increase staff by 22 percent as a direct result of the Accuband V's success. The company's 1992 fiscal year ending 31 March was a record for total sales, and KELK expects 1993 to be even better. Current projections forecast corporate sales of more than \$11 million, with Accuband V sales exceeding \$2 million.

ISG TECHNOLOGIES, INC.

INNOVATION

ISG Technologies, Inc.
Mississauga, Ontario

Number of
Employees: 110

Sales: \$16.1 million

Telephone: (416) 672-2100

Facsimile: (416) 672-2307

Contact: Gerry McDonald
Vice-President
Finance and
Administration

ISG Technologies, Inc. designs, manufactures, markets and services visual data processing technology. This technology enables medical professionals to visualize interactively and analyze two-dimensional and three-dimensional full-colour images of a patient's anatomy. ISG's Allegro medical imaging station produces lifelike images at outstanding speed and is universally recognized as having the best image quality available today. This allows radiologists and surgeons to give a substantially improved diagnosis, while the Allegro's three-dimensional images also help patients more readily understand physicians' explanations. In 1990, the Allegro received an award from *Popular Science* magazine as one of the year's best 100 inventions. For these achievements, ISG Technologies, Inc. has been awarded winner status in the 1992 Canada Awards for Business Excellence Innovation category.

Competing with some of the world's largest companies, ISG was the last independent firm to enter this particular market. In less than two years, it has achieved a United States market share of more than 60 percent. ISG's fiscal year ending 30 June 1991 marked the first time that an independent workstation company in the industry had been profitable.

Among its many competitive advantages, the Allegro is designed to integrate with customers' existing imaging equipment, while extending their overall imaging capabilities. In addition, it performs many of the routine image processing functions that had previously been performed by the scanner itself. This in turn allows medical professionals to increase the throughput of the scanner and make the maximum possible use of equipment.

ISG sold its first commercial Allegro workstation in June 1989. The company now has more than 100 installations of the Allegro, most of which are in the United States, in sites such as Harvard University, Yale University and the University of California at Los Angeles. Members of the Canada Awards for Business Excellence jury praised ISG's success in selling its product outside Canada as well as its careful attention to users' needs.

For example, ISG's parallel-processing system for the Allegro produces three-dimensional images within seconds, compared with the 20 minutes required for earlier workstations. The Allegro's other innovative functions include real-time rotation, enabling medical professionals to explore the three-dimensional images from any angle, and cutting planes and wedges that expose interior details and hidden surfaces. ISG's workstation can also measure distances and angles to improve surgical planning and provide measurements of volume for monitoring the response of tumors to therapy.

ISG has also developed application packages for the Allegro for specific types of surgery, including dental, knee, cardiac and spine surgery.

The success of the Allegro has ensured ISG's future and has allowed the company to develop two new products with wide-ranging market potential: the Viewing Wand System, which extends ISG's imaging technology into the operating room, and an imaging operating system for a line of General Electric scanners.

ISG is now looking into sales opportunities outside North America, and expects to establish distributorships in Japan and Europe shortly.

BETA RESEARCH LABORATORIES LTD.

INVENTION

Beta Research
Laboratories Ltd.
Calgary, Alberta

Number of
Employees: 7

Sales: \$600 000

Telephone: (403) 291-0362

Facsimile: (403) 250-9212

Contact: H. Bruce Freeman
President

Beta Research Laboratories Ltd. is an internal corrosion, water quality and microbiological consulting company. In 1989, it developed the prototype for a simple, accurate method of monitoring corrosion from the outside of structures or vessels. The device — the Vacuum Hydrogen Corrosion Foil — solved many of the technical problems previously experienced with this kind of corrosion monitoring. It is also inexpensive and simple to operate, can monitor a potentially huge area and is easily attached to almost any surface, with no internal access required. For these achievements, Beta Research Laboratories Ltd. has been awarded winner status in the 1992 Canada Awards for Business Excellence Invention category.

The question of how to determine whether internal corrosion is occurring has been a perplexing problem since the Industrial Revolution. No matter what kind of device is mounted inside the structure, it will not consistently reflect what is actually happening even a few centimetres away. Most conventional corrosion monitoring is done by inserting a device through the wall of the structure and then monitoring the fluids on the inside. Although there are dozens of such different devices available, all of them measure the corrosiveness of the fluid or gas moving past them, not the actual surface of the steel carrying the fluid or gas.

Beta's accurate monitoring device effectively solves this long-standing problem. One of its components is a very thin stainless steel foil, which is glued to the structure's external surface. The foil measures the migration of atomic hydrogen through the steel wall. This atomic hydrogen is generated from corrosion processes inside the structure, and these atoms are captured within the vacuum space beneath the stainless steel foil. As the atomic hydrogen atoms recombine to form molecular hydrogen on the outside wall, they are unable to escape the vacuum space, and there is a resulting deterioration in the vacuum.

The rate of deterioration reflects the severity of the corrosion occurring inside. With the help of the device, operations personnel can chart clearly both the progress of corrosion and its mitigation as control programs are put in place.

Following the prototype development, the device was extensively bench tested in the company's laboratory for about four months. Five devices were tested in South America during the course of 1990-91. More recent testing in Alberta has involved applications to critical pressure vessels and heat exchangers as well as oil and gas production. Patents for the device are now pending in Canada and the United States.

In the past year, Beta has increased its sales by 35 percent and its staff by 25 percent, largely because of this invention. The company sees a huge potential market for the technology, with thousands of possible applications, including pipelines, municipal water and sewage treatment plants, refineries and petrochemical plants.

CANADIAN FINE COLOR COMPANY, LIMITED

INVENTION

**Canadian Fine Color
Company, Limited**
Toronto, Ontario

**Number of
Employees:** 303

Sales: \$73.18 million

Telephone: (416) 247-6681

Facsimile: (416) 247-7432

Contact:
James G. Wegemer
Vice-President

Canadian Fine Color Company, Limited (CFC) is a privately owned Canadian firm established in 1924. It is involved primarily in the manufacture and sales of printing inks, and the distribution of graphic arts supplies. The firm has invented a product that is unique in the printing ink industry because it is formulated with the maximum possible amount of renewable resources. Traditionally, printing inks worldwide have been made with non-renewable petroleum distillates. CFC's invention, Bio-Tech Gloss, is a quick-setting offset sheetfed printing ink that is made with a vegetable oil derivative. The product eliminates the industry's dependency on petroleum, while achieving the same or improved level of performance and quality as conventional inks. It also significantly reduces the levels of volatile organic compounds (VOCs), which are emitted by the ink during the printing process and which have been shown to contribute to ground-level air pollution (smog). For these achievements, Canadian Fine Color Company, Limited has been awarded winner status in the 1992 Canada Awards for Business Excellence Invention category.

CFC developed Bio-Tech Gloss out of concern for the environment. In addition to its other advantages, the ink eliminates the use of "heavy metal" (toxic element) pigments, such as lead chromate or moly orange. It also avoids any other pigments or driers based on lead, chromium, selenium, mercury, antimony, cadmium or arsenic.

Bio-Tech Gloss can be manufactured using conventional equipment, without harmful effects on either people or machines. Compared with existing oil-based products, the ink exhibits good gloss, setting speed, rub resistance and lithographic press performance. Another plus is the product's very low level of water pick-up. Water balance is quickly achieved and maintained, and the resulting print is sharp and clean.

Bio-Tech Gloss also reduces the amount of waste generated during an average press run because a salable copy is usually achieved within three to five copies off the press, compared with the eight to 25 copies required with an average conventional ink. Since Bio-Tech Gloss performs better on press than most conventional products, far fewer press stoppages are required to clean the plates.

The product's inventor, Michael Miller, CFC's Technical Manager—Oil Inks, had to overcome several formidable obstacles in developing Bio-Tech Gloss. He needed to create a chemically enhanced vegetable oil derivative that was a good "solvent" of print ink resins, and yet still allowed the resin to separate from the solution rapidly after printing to achieve a quick setting time. Moreover, the selection of pigments became critical because conventional pigments did not give the product the desired flow properties that printers require.

After much experimentation, the firm completed development of the prototype ink in January 1990, and CFC launched the product in September 1991. The firm now has Canadian and American patents pending on the technology.

Bio-Tech Gloss has had a very high rate of success wherever it has been used to date. CFC estimates the market potential for the product to be approximately \$50 million in Canada and \$500 million in the United States.

CONNAUGHT LABORATORIES LIMITED

MARKETING

**Connaught Laboratories
Limited**
North York, Ontario

**Number of
Employees:** 770
Sales: \$220 million
Telephone: (416) 667-2694
Facsimile: (416) 667-2900
Contact: Don McKibbin
Corporate
Communications

Connaught Laboratories Limited is Canada's largest producer of biological health care products and a major supplier of vaccines throughout the world. Member of the Pasteur Mérieux Connaught organization, the world's largest manufacturers of vaccines, Connaught in 1989 won the Canada Awards for Business Excellence gold trophy in the Innovation category for the development of ProHIBiT[®], the first vaccine to protect infants against *Haemophilus influenzae* type b (Hib) disease, a form of bacterial meningitis. To help expand its global marketing, the company identified several priority European markets, with the objective of making ProHIBiT[®] the leading Hib vaccine in Europe. Connaught faced two formidable challenges in meeting this goal. First, Europeans (except for the Nordic nations) were largely unaware of the disease and of the value of the vaccine. Secondly, in markets such as Germany, where vaccination is voluntary, the Hib vaccine would be sold at a price four to five times higher than other paediatric vaccines. By means of a creative marketing strategy, Connaught managed not only to meet but also to exceed its goal. ProHIBiT[®] proved to be the most successful vaccine ever launched in Germany and, in 1991, accounted for 52 percent of every Deutsche Mark spent on pediatric vaccines. ProHIBiT[®] has also been launched in Switzerland, Austria and Iceland. For these achievements, Connaught Laboratories Limited has been awarded winner status in the 1992 Canada Awards for Business Excellence Marketing category.

Connaught had an extremely valuable product to market. ProHIBiT[®] vaccine protects infants from a disease that has been identified as the leading cause of acquired mental retardation in children. The company identified Germany as its primary target market because it is Europe's most populous nation, and its pharmaceutical market has a very high per capita value. Germany also has a strong influence on the development of health-related policies throughout Europe.

Connaught first conducted considerable research on the incidence of Hib disease in Germany. It found that with universal vaccination, ProHIBiT[®] offered the German health care community an opportunity to prevent an estimated 1 000 cases of Hib meningitis annually.

Connaught's marketing plan focused on educating the health community about the disease and creating a market for the vaccine at prices consistent with those in the United States. In August 1989, Connaught held an international workshop in the United Kingdom, bringing together a group of international opinion leaders from 20 countries. The German participants were greatly impressed by the other delegates' enthusiasm and commitment to the Hib vaccine. Connaught then recruited the German delegates as spokespersons on the disease, helping to develop a nation-wide education program among pediatricians, health care policy makers and parents. In cooperation with its German pharmaceutical partners, Röhm Pharma, a series of promotional materials on the vaccine were produced, including physicians' education pieces, children's colouring books, posters for doctors' offices and brochures for parents. By July 1990, the government was recommending that every German child be immunized against Hib disease and, by August, universal health insurance reimbursement for the vaccine put it within the reach of nearly every German parent.

This unprecedented success in European vaccine marketing was primarily responsible for more than trebling Connaught's international sales revenues from \$15 million in 1989 to \$50 million in 1991. Sales of ProHIBiT[®] have helped the company maintain research and development expenditures at approximately \$34 million in 1992, supporting further advances in the quality of pediatric health care in Canada and abroad.

FOUNTAIN TIRE LTD.

MARKETING

**Fountain Tire Ltd.
Edmonton, Alberta**

**Number of
Employees:** 444
Sales: \$56.4 million
Telephone: (403) 464-3700
Facsimile: (403) 467-0657
Contact: Brian Hesje
President

In the mid-1980s, the Alberta-based company, Fountain Tire Ltd., found itself facing a dramatic change in the automotive tire sales industry. Historically, independent tire dealers had focused on selling high volumes to retail outlets. But this practice was resulting in far too much obsolete inventory and a severe drop in profits. Market research studies indicated that tire dealers should concentrate much more on the actual needs of the end user or individual customer in order to remain competitive. In 1987 Fountain Tire therefore implemented a customer-oriented marketing strategy, building on the loyalty of the clientele that its small rural outlets throughout Alberta had established over the years. In particular, Fountain Tire saw a clear opportunity for expansion in the mechanical services area. As a result of its comprehensive marketing strategy, the company's sales have grown from \$35.8 million in 1987 to \$56.4 million in 1991, and it has opened 19 new sales outlets. For these achievements, Fountain Tire Ltd. has been awarded winner status in the 1992 Canada Awards for Business Excellence Marketing category.

Together with its local managers, Fountain Tire determined "to become the largest and most successful independent tire dealer in Alberta." In addition to enhancing its mechanical services, the company aimed to provide a diversified mix of quality products in each of its retail locations, and to invest heavily in staff development and managers' marketing skills.

Fountain Tire helped realize these objectives by forming a strategic alliance with a sole supplier — Goodyear Canada. As well as a full line of products, Goodyear brought to the alliance corporate marketing skills and experience on which Fountain Tire could draw to help its local retailers. Seminars were set up to teach staff about Goodyear products, and Goodyear retained an agency to train all Fountain Tire staff and managers in customer marketing.

At the same time, to strengthen relationships with its individual managers, Fountain Tire implemented a program to become partners, on an ownership basis, with each of its retail outlets. The company also instituted a corporate price support program that allows individual managers to price tires competitively at their particular outlets, in response to promotions from local competitors.

Another major feature of the company's marketing strategy is the "Fountain Tire Program," a comprehensive marketing, training, accounting and administrative services package. This program is available to all the company's retail outlets. Fountain Tire's greatly expanded advertising program similarly benefits its individual retailers through radio and television promotion, newspaper advertising approximately 40 weeks a year, point-of-sales materials and sponsorship of local community events.

Over the past five years, the company has put substantial investments into upgrading and modernizing its locations for an up-to-date, corporate image. This upgrading program has injected over \$3 million into local economies and has created over 30 jobs.

As a direct result of its marketing strategy, Fountain Tire is today positioned as a dominant force in the Alberta rural marketplace, with 60 excellent retail outlets. Over the period 1986-91, the company averaged more than 14 percent growth in total sales annually.

GRENICO INC.

MARKETING

Grenico inc.
Quebec, Quebec

Number of
Employees: 200

Sales: \$13.5 million

Telephone: (418) 648-1056

Facsimile: (418) 648-1492

Contact: Pierre Gadoury
Director General

Like all other Canadian footwear manufacturers, Grenico inc. was severely affected by the removal of import quotas in 1985. Foreign imports were seriously eroding sales of Canadian products. Most Canadian manufacturers tried to cope with this situation by manufacturing many diverse styles at different prices. However, Grenico tackled the challenge by creating a completely original product and exploiting a niche market through a unique marketing strategy. This centred on the manufacture of fashionable leather winter boots, in the medium price range, for men in the 18 to 40 age bracket. The company then achieved excellent distribution by securing major clients, such as Sears Canada Inc. and The Bay, which buy the entire Grenico product line. With this market strategy, Grenico has increased sales of its winter boots by more than 125 percent since 1987 and has doubled its profitability to 10 percent of sales. For these achievements, Grenico inc. has been awarded winner status in the 1992 Canada Awards for Business Excellence Marketing category.

Grenico is now the leader in the Canadian market for men's winter boots, with a market share of 33 percent. Grenico boots are recognized as providing the best quality/price ratio on the market. The company's specialty product combines creativity with the latest technological developments. Boots are dynamically styled in supple, high-grade leathers, and have foam insulation, computerized stitching and a water-repellant finish. Boot sizes are graded by computer. Another plus for the consumer is that all Grenico boots come with an unconditional guarantee.

As well as its major department store clients, Grenico has attracted many independent retailers by offering volume discounts. The company has also succeeded in penetrating the northern United States market, with its exports to the United States increased by \$365 000 a year.

To improve delivery on repeat orders, Grenico revamped its plant layout and computerized its management, thus shortening its manufacturing cycle. This has enabled the company to deliver repeat orders in three weeks, a turnaround time unmatched by any of its competitors. For the past four years, Grenico has received the "Best Supplier" award from Sears Canada Inc.

The gold medals that Grenico won at the International Boot and Foot Wear Fair for 1987 through 1990 have also played a crucial role in the company's creative marketing of the winter boot line. Images of the medals appear on the tags attached to the boots, on advertising brochures and on the box, with a handle, that all customers get when they purchase a pair of Grenico boots. Other promotional materials include billboards for the outside of buses, coordinating posters for shoe stores and a radio advertising campaign concentrated on Toronto, Montreal and Quebec City.

Grenico's focused marketing strategy has had many positive results, including 82 new jobs within the company. The success in the men's winter boot market inspired the shareholders to start up a spin-off company, Henri-Pierre Footwear Inc., to apply the same strategy to women's boots. In addition, Grenico has expanded the market for Canadian tanners by more than \$4 million annually.

DIAGNOSTIC CHEMICALS LIMITED

SMALL BUSINESS

**Diagnostic Chemicals
Limited**
Charlottetown, Prince
Edward Island

**Number of
Employees:** 55

Sales: \$4.4 million

Telephone: (902) 566-1396

Facsimile: (902) 566-2498

Contact: J. Regis Duffy
President

J. Regis Duffy started Diagnostic Chemicals Limited (DCL) in 1970 as a small pilot laboratory operating from a garage in downtown Charlottetown. His objective was to manufacture chemicals for use in clinical diagnostic testing and to export his products internationally. To pursue this goal, he left a secure position as a professor of chemistry at the University of Prince Edward Island, borrowing \$25 000 from his parents and \$100 000 from the bank. Today, DCL exports 65 percent of its products to customers worldwide, from the United States to Hong Kong. Over the past five years, company sales have increased at a rate of 12 percent annually. For both 1990 and 1991, DCL was among *The Financial Post's* "100 Best Companies to Work for in Canada." For these achievements, Diagnostic Chemicals Limited has been awarded winner status in the 1992 Canada Awards for Business Excellence Small Business category.

When DCL first began in 1970, J. Regis Duffy and his colleagues were manufacturing two products for use in hospital laboratories and clinics. Over the past 20 years, the company has developed 150 innovative products, dedicating 14 percent of all its sales to research and development. The diagnostic chemical industry is highly competitive, with products generally having only a five-year span before they are improved or made more user friendly. To compete internationally, DCL concentrates on developing superior processes for manufacturing high-value products that can be shipped by air freight around the world.

The company's steady growth is in large part due to J. Regis Duffy's concentration on his clients' needs. In 1976, for example, the company began manufacturing prepackaged analytical systems that reduced the preparation work in hospital labs. By 1981, DCL had two divisions — diagnostic and fine chemical — and in 1983 it added a biotechnology division, which succeeded in extracting key enzymes from sources such as pork pancreas, beef liver and corn leaves.

DCL's success owes as much to creative marketing as it does to its research and development. In late 1976, it set up a marketing company in Toronto to sell diagnostic reagents in Ontario, particularly to Toronto's large private laboratory industry. This marketplace has been very fruitful for DCL over the past 12 years. Another innovation is DCL's use of telemarketing. The company has found this a highly effective means of competing with industry giants such as Bayer and Kodak, which have numerous technical and sales representatives to visit clients. Telemarketing enables DCL to provide similar services at greatly reduced costs to all its 1 200 customers.

DCL's American marketing company, DCL(USA), was established in 1984 as an independent United States company. In 1992, its sales were approximately US\$3.2 million, and the annual sales growth over the past eight years has been 33 percent. To take full advantage of United States market opportunities, DCL has begun diversifying its product line to meet specialty needs.

All DCL employees share in the profits after two years with the company. Other incentives for employees include an excellent fringe benefits package and paid training and professional courses. DCL managers are eligible for bonuses equal to 18–20 percent of their salaries.

In 1991, DCL's healthy sales made possible the opening of its new \$3.2 million biotechnical centre, which is designed to satisfy the most stringent environmental controls.

NIDAK ASSOCIATES INC.

SMALL BUSINESS

Nidak Associates Inc.
Toronto, Ontario

**Number of
Employees:** 50

Sales: \$4.4 million

Telephone: (416) 861-9133

Facsimile: (416) 861-9698

Contact: Nigel Stokes
President

Nidak Associates Inc. is an information systems consulting practice, established in 1986. Since then, it has built up a solid reputation with clients for delivering quality service and software, on time and on budget. Clients include Northern Telecom, Ontario Hydro and RBC-Dominion Securities. In less than six years, Nidak's staff has grown from four to more than 50 full-time employees, and its market penetration has increased from negligible to nearly 2 percent of the Toronto market. This year, Nidak was ranked eleventh in *Profit Magazine's* fastest-growing Canadian firms over the past five years. For these achievements, Nidak Associates Inc. has been awarded winner status in the 1992 Canada Awards for Business Excellence Small Business category.

Nidak specializes in building custom business data bases that enhance their clients' services. Its software for mortgage processing, for example, has helped the Bank of Montreal lead the way in mortgage rate competitiveness in the Canadian mortgage marketplace. Because of Nidak's commitment to quality, it has never lost a client. More than 70 percent of its annual revenues come from repeat work with existing clients on new projects. One of Nidak's major projects to date was the development of the first computer-to-computer interface to the Toronto Stock Exchange Automatic Trading Systems, allowing automatic execution in situations where time is money. Recently, the firm designed and developed an integrated property and construction management system for Olympia & York's Canary Wharf project in London, England. This was one of the largest data base development projects ever undertaken in Canada.

Innovation, as in projects of this type, is a crucial part of Nidak's success. To support continuous learning, the company has created a lab environment in its office, continually investing in the latest hardware, software and communications technology. In addition, Nidak assists employees wishing to purchase technology for personal use and development at home. Staff train and retrain continuously, and the company pays for all university and college courses that employees complete successfully.

Management at Nidak sees development and motivation of staff as a critical responsibility. All employees receive five personal performance reviews each year, and get annual bonuses in the range of 10-25 percent of their base salary. Nidak's organizational structure has only two levels, so that every employee is given the responsibility to do whatever is required to make a project a success.

Another of Nidak's strengths is its excellent market research, including a listing of every major information system installation in Ontario. Twice a year, the company invites all its customers to a corporate-sponsored event, and it regularly asks clients for feedback and a review of its services. It draws on the collective knowledge of all its staff to find new potential customers and competitive information.

At present, Nidak's Toronto business is approximately half the size of the top three firms in its market, with the company showing every indication of continued growth.

YVES VEGGIE CUISINE (FORMERLY YVES FINE FOODS INC.)

SMALL BUSINESS

**Yves Veggie Cuisine (formerly
Yves Fine Foods Inc.)
Vancouver, British Columbia**

**Number of
Employees:** 30

Sales: \$3.4 million

Telephone: (604) 251-1345

Facsimile: (604) 251-1355

Contact: Yves Potvin
President

Yves Veggie Cuisine manufactures, markets and distributes a select line of healthy, flavourful fast foods across Canada and the United States. The company distributes its all-vegetable protein wieners, deli slices and burgers to health food stores, specialty shops and major supermarkets such as Provigo and Safeway. Company President Yves Potvin, who trained professionally as a French gourmet chef, came up with the idea for his nutritious fast foods shortly after cycling from Quebec to Vancouver in 1983. He founded his company in 1985, with \$40 000 raised from personal savings and loans from relatives and friends. His was the first Canadian company to produce these types of products in Canada. Today, the company has sales of \$3.4 million in Canadian and United States markets, and employs 30 people. For these achievements, Yves Veggie Cuisine has been awarded winner status in the 1992 Canada Awards for Business Excellence Small Business category.

Yves Potvin recognized that today's consumer is part of an ever-growing generation that wants to combine fitness and good health with tasty, yet convenient foods. His products are easy to prepare, cholesterol-free, low in saturated fat and without preservatives.

Through perseverance and hard work, he has overcome one obstacle after another, solving a whole series of challenges through ongoing research and development. In 1989, Yves Potvin hired a professional food technologist, and together they came up with a revolutionary process to increase product shelf life from 21 to 75 days, without the use of preservatives or other artificial ingredients. Another research and development breakthrough was the development of a juicier product, which retained the maximum moisture content without the use of extra fat. Two years ago, after months of research and development, Yves Veggie Cuisine introduced a line of garden vegetable patties. Products now being developed include a breakfast sausage, pepperoni and paté.

In 1991, the company changed its product brand name from the original Yves Fine Foods to Yves Veggie Cuisine. The new brand name emphasizes the vegetable-based ingredients and reflects the company's continued commitment to top-quality, gourmet-style food. At the same time, the company streamlined and updated its product packaging, reinforcing the brand name with eye-catching graphics and improved nutritional awareness. Yves Veggie Cuisine also recently installed a toll-free line in Canada to encourage feedback and suggestions from customers.

Yves Potvin has an open-door policy with staff and knows every employee by name. Employees are also motivated by a profit-sharing plan, through which they receive approximately 15 percent of annual net profits.

Although still a young company, Yves Veggie Cuisine has already accumulated several awards for its owner. In 1991, Yves Potvin received a New Year Achievement "40 Under 40" award from *Business in Vancouver* magazine. This award recognizes the outstanding accomplishments of Vancouver business people under the age of 40. His company, Yves Veggie Cuisine, was also recently nominated for a B.C. Trade Export Award. In addition, Yves Potvin has been awarded winner status in the Entrepreneurship category of this year's Canada Awards for Business Excellence.

GENERAL MOTORS OF CANADA LIMITED WINDSOR TRIM PLANT

TOTAL QUALITY

General Motors of
Canada Limited
Windsor Trim Plant
Windsor, Ontario

*Number of
Employees:* 1 896
Sales: \$390.3 million
Telephone: (519) 251-1211
Facsimile: (519) 251-1278
Contact: Wayne Strong
Plant Manager

Despite extremely stiff competition, the Windsor Trim Plant of General Motors (GM) of Canada has remained profitable. The plant's products include assembled vehicle seats, sewn seat trim covers and moulded interior door covers — components that are found in automobiles such as the 1992 Cadillac Seville and the Chevrolet Lumina. Windsor Trim is the only Canadian manufacturer of interior soft trim automotive components of General Motors Corporation. To compete effectively with companies in the United States and Mexico, the plant began focusing on total customer satisfaction by integrating its quality policy into every aspect of its business plan. It also organized itself into independent, product-centred "Focused Factories." As a result, the plant has achieved many outstanding improvements, including a 74 percent reduction in discrepancies in parts per million since 1987, a 41 percent reduction in the number of problems reported by customers since 1989, and a 40 percent reduction in returned parts per million since 1989. Over the past five years, the plant's number of inventory turns more than doubled. For these achievements, GM's Windsor Trim Plant has been awarded winner status in the 1992 Canada Awards for Business Excellence Total Quality category.

All plant employees are familiar with Windsor Trim's Business Plan, which specifies various continuous improvement goals, complete with action plans. Progress is reviewed at weekly meetings. Daily 8:00 a.m. quality visits to production and service groups as well as 12:45 p.m. sample audits give senior management and staff an opportunity to review quality goals, note "Focused Factory" achievements and exchange ideas. This two-way communication on quality has led to a dramatic improvement in employees' efficiency, with 1990 and 1991 results surpassing the standards set. Moreover, there has been a 31 percent reduction in defects found in internal audits.

Windsor Trim has come up with many innovative ideas under its "Costbusters" program, including a new process for seat assembly called "Windsor Bond." This procedure is expected to open new market opportunities and result in considerable cost savings.

The plant ensures that customers' quality requirements are met through direct contact and visits, customer surveys and customers' direct involvement in Product Development Teams. All customers have a dedicated contact person on the shop floor, who is in touch with them daily. Customers can communicate any problems instantaneously through the plant's on-line Problem Reporting and Resolution System, and Manufacturing responds immediately.

Windsor Trim measures its suppliers' performance with the same problem reporting system used by its own customers. Each supplier receives an annual Quality Performance Review, and must submit a continuous improvement plan. Windsor Trim sees its suppliers as partners, involving them in its quality meetings and in product development.

Windsor Trim believes that one of its strongest continuous improvement processes is the ongoing education of employees in statistical methods. In addition to in-house training in procedures such as Statistical Process Control, the plant has other training and university tuition programs available as well as on-site computer training labs. These kinds of programs, together with employees' increasing involvement in developing the Business Plan, led to a 47 percent reduction in the rate of controllable absenteeism between 1989 and 1991. Moreover, over the past three years, Windsor Trim employees have generated cost-saving ideas worth over \$51 million.

TEXAS INSTRUMENTS CANADA LIMITED MATERIALS AND CONTROLS GROUP

TOTAL QUALITY

**Texas Instruments
Canada Limited
Materials and
Controls Group
Richmond Hill, Ontario**

**Number of
Employees:** 146

Sales: Not disclosed

Telephone: (416) 770-2256

Facsimile: (416) 884-7739

Contact: G. W. Kingma
Chief Technical
Officer

The Materials and Controls (M&C) Group of Texas Instruments (TI) Canada manufactures electrical and electronic components such as electric motor protectors and fixed temperature thermostat switches. The group is a key supplier to companies such as General Motors and General Electric. By pursuing continuous quality improvements in all aspects of production and service, it is succeeding in an extremely competitive marketplace, and has obtained worldwide approvals from such agencies as the Canadian Standards Association and the British Electrotechnical Approvals Board for its products. Between 1988 and 1991, the group substantially reduced the number of defective units in its production process, and improved its on-time customer delivery from 60 to nearly 100 percent. Materials returned decreased as a share of net revenues from 1.5 percent in 1988 to almost zero in 1991. For these achievements, the Materials and Controls Group of Texas Instruments Canada has been awarded winner status in the 1992 Canada Awards for Business Excellence Total Quality category.

The M&C group has achieved close to sole-source status with many of its largest customers by offering top-quality products that meet their unique requirements. The corporate quality policy and TI Canada's vision statement focusing on meeting customers' needs are displayed throughout the M&C plant as a constant motivation for employees. Employee involvement in the drive for quality is ensured by the group's highly developed teamwork approach. Employees' annual performance reviews specifically stress quality. Month-end quality results, including progress made with reducing scrap, improved yield and reduction in product returns from customers, are posted outside the employee cafeteria.

To formalize its long-range quality planning, the M&C group created a comprehensive Business and Quality Plan for 1992 and beyond. All functional areas participated in the plan by defining the short-term goals needed to meet the long-term objectives. Progress is measured against key indices, with the results sent to all areas, including manufacturing teams, engineers, customer service staff and management. Measurements include Statistical Process Control (SPC) data, monitored hourly for each of 20 crucial operations. This systematic use of data, combined with the management-employee partnership in continuous improvement, are major factors in the group's success.

Employee development is an integral part of the Business and Quality Plan. The M&C group has emphasized cross-training over the past few years to facilitate the growth of self-managed teams. Employee absenteeism is far below industry norms, and there is virtually no staff turnover.

The group monitors customer concerns through its "Customers Are Really Everything" (CARE) system. Any problems identified are tackled by Corrective Action Teams. At present, 75 percent of the plant's employees are actively engaged in this kind of detailed problem solving, and the goal is 100 percent involvement this year. The M&C group recently introduced customer surveys to enhance awareness of customer needs. As a result of its efforts, an ever-increasing number of companies are recognizing the M&C group as a world-class supplier by giving it certified supplier status.

To strengthen relationships with its suppliers, the group has established a 13-step supplier certification process, together with a supplier kit of helpful information.

1992 CERTIFICATES OF MERIT

ENTREPRENEURSHIP

Luigi Mion
President
Central Precast Products (1979) Limited
Nepean, Ontario

Yvon P. Ouellette
President
Ouellette Seed Farms Ltd.
Drummond, New Brunswick

Lawrence O. Pollard
President
Pollard Banknote Limited
Winnipeg, Manitoba

Nigel Stokes
President
Nidak Associates Inc.
Toronto, Ontario

ENVIRONMENT

Bonar Inc.
Burlington, Ontario

INDUSTRIAL DESIGN

Statpower Technologies Corp.
Burnaby, British Columbia
and
Angle Design Ltd.
Vancouver, British Columbia

INNOVATION

EJE Trans-Lite Inc.
St. John's, Newfoundland
Niagara Machine Products
(Division of Court Valve Company Inc.)
St. Catharines, Ontario

INVENTION

Université de Montréal
Montreal, Quebec

MARKETING

Garaga Doors (2000) Inc.
Saint-Georges, Beauce, Quebec

Larcac Communications Equipment Inc.
Mississauga, Ontario

N. Yanke Transfer Ltd.
Saskatoon, Saskatchewan

Weatherhaven Resources Ltd.
Vancouver, British Columbia

SMALL BUSINESS

ACR Systems, Inc.
Surrey, British Columbia

BRITANNIA CORP. — Whisperwood Villa
Sherwood, Prince Edward Island

CANDEA Inc.
Brampton, Ontario

IPC Resistors Inc.
Mississauga, Ontario

TOTAL QUALITY

Allied-Signal Aerospace Canada
Garrett Canada
Division of Allied-Signal Canada Inc.
Rexdale, Ontario

Cadet Uniform Services
Toronto, Ontario

Ford Electronics Manufacturing
Corporation
Markham, Ontario

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These centres have been established at headquarters and in every regional office to provide clients with a gateway into the complete range of ISTC services, information products, programs and expertise.

REGIONAL OFFICES

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ISTC
Suite 504
Atlantic Place
215 Water Street
P.O. Box 8950
ST. JOHN'S, Nfld.
A1B 3R9
Tel.: (709) 772-ISTC
Fax: (709) 772-5093

Prince Edward Island

ISTC
Suite 400
National Bank Tower
Confederation Court Mall
134 Kent Street
P.O. Box 1115
CHARLOTTETOWN, P.E.I.
CIA 7M8
Tel.: (902) 566-7400
Fax: (902) 566-7450

Nova Scotia

ISTC
5th Floor
Central Guaranty Trust Tower
1801 Hollis Street
P.O. Box 940, Station M
HALIFAX, N.S.
B3J 2V9
Tel.: (902) 426-ISTC
Fax: (902) 426-2624

New Brunswick

ISTC
12th Floor
Assumption Place
770 Main Street
P.O. Box 1210
MONCTON, N.B.
E1C 8P9
Tel.: (506) 857-ISTC
Fax: (506) 851-2384

Quebec

ISTC
Suite 3800
800 Tour de la Place Victoria
P.O. Box 247
MONTREAL, Que.
H4Z 1E8
Tel.: (514) 283-8185
or 1-800-361-5367
Fax: (514) 283-3302

Ontario

ISTC
4th Floor
Dominion Public Building
1 Front Street West
TORONTO, Ont.
M5J 1A4
Tel.: (416) 973-ISTC
Fax: (416) 954-1385

Manitoba

ISTC
8th Floor
330 Portage Avenue
P.O. Box 981
WINNIPEG, Man.
R3C 2V2
Tel.: (204) 983-ISTC
Fax: (204) 983-2187

Saskatchewan

ISTC
Suite 401
119 - 4th Avenue South
SASKATOON, Sask.
S7K 5X2
Tel.: (306) 975-4400
Fax: (306) 975-5334

ISTC BUSINESS SERVICE CENTRES

Alberta

ISTC
Suite 540
Canada Place
9700 Jasper Avenue
EDMONTON, Alta.
T5J 4C3
Tel.: (403) 495-ISTC
Fax: (403) 495-4507

ISTC

Suite 1100
510 - 5th Street Southwest
CALGARY, Alta.
T2P 3S2
Tel.: (403) 292-4575
Fax: (403) 292-4578

British Columbia

ISTC
Suite 900
Scotia Tower
650 West Georgia Street
P.O. Box 11610
VANCOUVER, B.C.
V6B 5H8
Tel.: (604) 666-0266
Fax: (604) 666-0277

Yukon

ISTC
Suite 210
300 Main Street
WHITEHORSE, Y.T.
Y1A 2B5
Tel.: (403) 667-3921
Fax: (403) 668-5003

Northwest Territories

ISTC
10th Floor
Precambrian Building
P.O. Bag 6100
YELLOWKNIFE, N.W.T.
X1A 2R3
Tel.: (403) 920-8568
Fax: (403) 873-6228

HEADQUARTERS

ISTC
1st Floor, East Tower
235 Queen Street
OTTAWA, Ont.
K1A 0H5
Tel.: (613) 952-ISTC
Fax: (613) 957-7942

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