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Chambre de commerce
du Montréal métropolitain
Board of Trade
of Metropolitan Montreal



World Trade Centre *Montréal*



Institut du commerce électronique
Electronic Commerce Institute



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A TECHNO-BBQ – GETTING THE BIG PICTURE!

What's the connection? On September 19, the Corpav Presentation Group held a techno- BBQ in three adjoining rooms at the Board of Trade. The Group invited its clientele to attend a presentation of specialized new equipment that could be useful to them in the logistical and technical planning

of large-scale events such as exhibitions, lectures, or conventions.

Sophisticated A/V systems stood next to giant video screens and devices for use by smaller groups. As audiences have become more and more demanding, Corpav has provided state-of-the-

art equipment adaptable for use by gatherings of any size.

Who knows? Maybe the next generation of equipment will enable us to transmit the mouth-watering smell of the BBQ!



A technician carefully monitoring screens.

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HISTORICAL NOTES

OUR CHANGING WORLD AND TIMES

53 YEARS AGO AT THE BOARD OF TRADE

In 1948, Commerce - Montréal, the weekly newsletter of the Chambre de commerce du district de Montréal, had this to say:

IS "DEAR SIR" DESTINED TO DISAPPEAR?

An organization has just been formed in the United States for the abolishment of the long-established practice of beginning business letters with "Dear" and ending them with a complimentary close.

The Society for Abolishing Dear in Business Letters already boasts some 200 corporate members, including Lever Brothers Company, which suggests that the "Dear Sir" should be eliminated and that letters should begin something like this: "We are pleased, Mr. Smith, to enclose..."

The address of the new organization is as follows: E. Willis Jones, 111 East Delaware Place, Chicago, Ill.

April 19, 1948

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MANAGING CHANGE...

At the time of this writing, the entire planet is emerging from the state of shock induced by the attacks on New York City and Washington.

The tragedy that struck the World Trade Centre in New York will no doubt have a major impact on the global economy, as well as on our daily lives. One week after the attack, the stock exchange resumed its activities and President Bush asked Americans to go back to work. But in all our hearts, an uncertainty lingers as to what is going to happen, an uncertainty that is not about to disappear.

During this time, life goes on in Montreal as elsewhere, and the Board of Trade launches into its fall activities. The Annual General Meeting of the Board of Trade is held this year on October 2. This is the time for outgoing president Normand Legault to present a report on the past year, a report whose main thrust is discussed on page 4 of this issue. The past 12 months have been a period of consolidation for the Board of Trade, but also a time during which adjustments were made to allow our 179-year old organization to face the many challenges that await us at the dawn of the 21st century. Indeed, you will notice that the Board of Trade is in the process of adapting its practices and structures and that, with a view to better targeting its initiatives, management has merged two departments: Member Services now includes what was once known as Activities and Development and Marketing. The Board of Trade's new organizational

structure is also accompanied by changes in its board of directors, which along with the management committee, now has several new members. The arrival of these new individuals is certainly a sign of vitality for the organization.

The Annual Meeting also gives us an opportunity to get to know the new president, Guy Fréchette. A profile on page 12 shows the president to be in tune with the needs of his clientele, committed to his alma mater (HEC), concerned by the quality of education and unconditionally dedicated to the Board of Trade. In this interview, Mr. Fréchette also expresses his concerns about the set-up of the new City of Montreal and his willingness to devote all his energies to ensuring that the Board of Trade remains relevant for its members, credible with the media and influential with governments and decision-makers. Incidentally, the president's entire speech is available on the Board of Trade's Web Site in PDF format.

Change management is a concern that also affects SMEs on an almost daily basis. In his article, reporter Remi Thibault discusses business services and the strategic importance of consultants. Whether it is to implement IT solutions or to support human resources management, selecting a reliable consultant in tune with the client's needs is essential to the success of companies.

Change pervades any process of innovation, and its success hinges,

above all, on pooling our strengths to achieve a common goal. This is how Montréal Technovision describes the process, following an initiative in the biopharmaceutical sector to set up a portal for an industry that over the years has carved a major place in the Montreal economy with over 14,000 jobs in some 200 enterprises. Montreal ranks eighth among the 15 technology poles in North America and first in contract research.

From now on, the clientele of Quebec enterprises will be located around the world and therefore exporting must form an integral part of any marketing strategy. Montreal alone boasts over 5,000 exporters, i.e. 71% of all such firms in Quebec.

In a global market where borders have disappeared, the World Trade Centre Montreal offers SMEs an array of export support services. Liette Lamonde and Michel Philibert present the major issues.

Lastly, the Electronic Commerce Institute suggests we review the steps involved in planning e-commerce and, in a second article, invites us to a forum of exchanges and innovations aimed at Quebec's business leaders and entrepreneurs during E-Commerce Week, which will take place from October 29 to November 2, in Montreal.

We hope you enjoy this issue of *Leadership Montréal*. ■

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LEADERSHIP
Montréal

5 Place Ville Marie
Plaza Level, Suite 12500
Montreal (Quebec) H3B 4Y2
Tel.: (514) 871-4000
Fax: (514) 871-1255
Web site: www.btmq.qc.ca
E-mail: info@ccmm.qc.ca

President
Guy Fréchette

**Editor-in-chief
and Managing editor**
Madeleine Murdock

Collaborators
Charles Bourgeois
Chantal Desjardins
Joëlle Ganguillet
Liette Lamonde
Normand Legault
Françoise Mommens
Michel Philibert
Danielle Plamondon
Nicole Ranger
Rémi Thibault

**Production and
advertising assistant**
Sylvie Paquette

Advertising
Johanne Gagné
Réginald Godin

Design and production
Talengo Design inc.

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Mr. Guy Fréchette, president of the
Board of Trade 2001-2002

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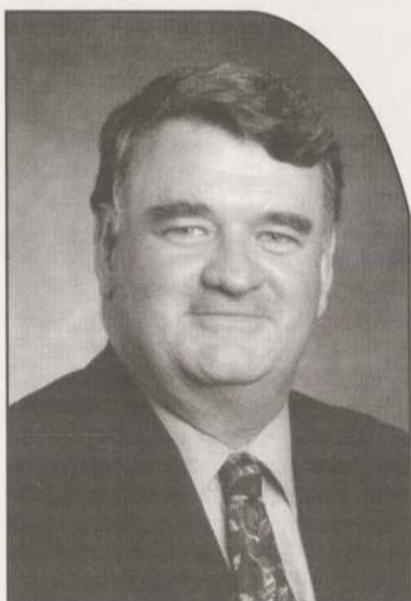
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2000-2001: TAKING STOCK

By NORMAND LEGAULT



The 2000-2001 season is drawing to a close: another year in the annals of the Board of Trade and another president taking his final bow. It is with a mixture of pleasure and nostalgia that I pen my last column as president of the Board of Trade of Metropolitan Montreal. For the next year, I will serve as Chairman of the Board, a role brilliantly performed by my predecessor, Pierre Laferrière. I would like to take this opportunity to thank him for his invaluable support during my mandate.

ORGANIZATIONAL CHANGES

Fiscal 2000-2001 was marked by some major organizational changes. Luc Lacharité, a pillar of the Board of Trade, left his position as executive vice-president to begin a new career in the private sector.

During the fifteen years Luc spent at the Board of Trade, he exercised strong leadership, helping to strengthen the role played by our organization as a major economic stakeholder in the region. He became known for his in-depth understanding of municipal

dynamics and the extraordinary energy he devoted to forwarding numerous initiatives. Luc was a tireless promoter of tools supporting the economic growth of Greater Montreal, and he helped consolidate our network, which now counts almost 7,000 members. His legacy to us is a strong, forward-looking organization prepared to take up new challenges. Thank you, Luc.

NEW TOP-QUALITY ADMINISTRATOR

Last July, the Board of Trade enthusiastically welcomed Benoit Labonté, former president and CEO of one of our affiliates, the World Trade Centre Montréal, as Luc's successor. Benoit is a top-quality administrator, already familiar with the traditions of our organization and the challenges it faces – in short, part of the family.

This management renewal is accompanied by changes to the Board of Trade's board of directors. In fact, this year, we are welcoming nine new members to our board – out of a total of 23 – and five new members to our executive committee (out of a total of 8). The arrival of these fresh troops is a sign of vitality for the Board of Trade – and extremely promising.

Last year also saw the reorganization of the Board of Trade's structures and practices. The former *Activities and Marketing and Development* departments were amalgamated into a new, more targeted, department called *Member Services*. We also reviewed the structure of our public affairs committees. These are now structured more horizontally to give them a more strategic mission and maximize the relevance of their activities, their discussions, and the resulting recommendations and positions.

POSITIVE RESULTS AND SUCCESSFUL INITIATIVES

As for the financial results of fiscal year 2000-2001, the year is ending on a

positive note, with a surplus of approximately \$199,000. As an entrepreneur myself, I can affirm that these results are very satisfying!

Of the Board of Trade's many initiatives this year, I would like to highlight the success of Operation Back to School, an annual event created by our Education Committee in 1997 to encourage high school students to complete their education. This year, over 500 Board of Trade members from more than 300 companies responded to our invitation to participate in testimonial meetings with thousands of secondary school students in the metropolitan area.

This Operation has grown steadily, year after year. It has captured the attention not only of the business community but also of schools in the French and English public and private networks. The experience it offers is as enriching to the students as it is for the speakers, who aim to provide teens with a positive vision of the future. The number of school dropouts is a serious issue for our society, particularly in Montreal, where it surpasses 30%. If we are to make our region more competitive, we must raise education levels and improve the quality of our human resources. This project is thus directly in line with the mission of the Board of Trade. A success story from every point of view!

A CHANGING LANDSCAPE

In his closing address last year, Pierre Laferrière remarked that he was pleased to turn over to his successor the complex – yet crucial – issue of the reorganization of our city. And my year as president has in fact been stamped with the seal of the municipal mergers. By fall 2000, we had already lent our support to the proposal put forward by the Quebec government. For almost forty years, the Board of Trade has promoted the concept of amalgamating municipalities to support the more harmonious social and economic develop-

ment of our metropolis. Stronger political leadership will no doubt enable our region to play a more decisive role – the role, in fact, that it must play – at both the national and international levels.

We did not hesitate, therefore, to offer our support to the Montreal Transition Committee entrusted with the task of overseeing the establishment of the new city. We have twice invited Monique Lefebvre, chair of the transition committee, to address our members about the progress of her committee. Throughout the year, we have been vigilant observers of the municipal scene, and we have spelled out what we believe to be the conditions essential to the successful creation of this new city. These conditions relate to the efficient delivery of services, the satisfaction of residents, the key role of districts, and the organization of work.

And now it is my turn to bequeath the crucial issue of the metropolitan reorganization to my successor! The Board of Trade will continue to be at the heart of the transition leading to the creation of our new city and the new Metropolitan Community of Montreal. We will do everything in our power to ensure the success of this operation.

In conclusion, I would have to qualify the last twelve months at the Board of Trade as a period of consolidation, but also as a period of adjustment, when we made the changes necessary to tackle the many challenges facing us at the start of the twenty-first century.

It is with pleasure and confidence that I pass the torch of the presidency and the pages of this newspaper to Guy Fréchette, my successor. I am certain that he will rise to the many challenges that will present themselves to him with his usual energy and insight, and pledge to support him fully in any way I can. ■

SMBs AND EXPORTING: FEWER AND FEWER BORDERS

BY LIETTE LAMONDE, CEO, AND MICHEL PHILIBERT, CONSULTANT,
WORLD TRADE CENTRE MONTRÉAL



World Trade Centre Montréal

SMBs are a major presence in our economy. They employ about 50% of the labour force and create most new employment – including many high-quality jobs requiring specialized skills. There is general agreement that SMBs are the engine driving our economy, and this explains the numerous government programs supporting their start-up and growth.

In a market the size of Canada, representing no more than half of one percent of the world's total population, economic growth relies on exports and the development of new markets – something we actually do quite well. We export almost half of the goods we produce and the services we provide. In Canada, one job in three is linked to international trade.

The examples of export success stories that first come to mind are those of major corporations, whose contracts – totalling tens of millions of dollars – receive the most publicity. In Canada, a small group of about 50 major companies account for more than one third of all exports. But the remaining two thirds are generated by SMBs, which are increasingly active in international markets. Most of Quebec's new exporters have sales of less than \$3 million and fewer than 25 employees. Over the past decade, the size of a company has become less critical in determining whether or not it will export its products or services. Exporting is nevertheless a relatively risky business, requiring some expertise.

PREPARING TO EXPORT

For many SMBs, exporting goods or services to international markets is a major step. Whether to increase sales, maximize profits, or diversify markets, the decision to export should not be taken lightly and requires serious preparation.

Before beginning the export process, it is important to understand your company's strengths and weaknesses. It is critical to begin with a corporate appraisal to establish its degree of readiness. A good diagnosis will include, in particular, an analysis of its financial, organizational, and human capabilities. Moreover, the company must position itself carefully in

its domestic market so as to support the investment required to conquer new markets and must offer an original, high-quality product that can stand up to the competition.

Export activities represent new challenges in a new environment. Transporting goods, complying with customs regulations, establishing prices, choosing a distribution network, obtaining credit insurance, and determining financing methods are all part of this new environment. Acquiring new knowledge through courses and workshops is thus a wise move and a profitable investment.

Never venture into foreign territory without knowing where you're headed. Establishing an export plan is fundamental to this process. Companies must determine exactly what steps they will take to develop new markets. Their export plan must include an in-depth analysis covering potential clientele, market penetration strategies, sales and delivery strategies, applicable standards and regulations, finances, and an implementation schedule. In addition to guiding the company and helping it measure its progress, this plan will be useful when requesting funding and establishing partnerships.

Once the strategy has been established, some on-site activity may be advisable. For example, participation in a trade fair, as either a visitor or an exhibitor, can help a company become better known and scope out the competition. Another way to explore new markets is through trade missions, which allow the firm to gather information and establish useful contacts that can facilitate later steps.

SMBs in Quebec and Canada have no cause to envy companies in other countries. They have the know-how, the technology, the innovative spirit, and the intelligence to face foreign competition. But when it comes to exporting, there is one more key to success: careful preparation.

To learn more, contact the World Trade Centre Montréal at (514) 849-1999 or visit our Web site at www.wtcmontreal.com. ■



Institut du commerce électronique
Electronic Commerce Institute



Pierre Langelier
President and general manager
Electronic Commerce Institute

THE ELECTRONIC COMMERCE INSTITUTE CELEBRATES ELECTRONIC COMMERCE WEEK

The Electronic Commerce Institute is proud to be associated with Electronic Commerce Week, a discussion and innovation forum for Quebec managers and entrepreneurs, which will run from October 29 to November 2 in Montreal.

This event will provide business people with an opportunity to investigate and benefit fully from new tools and strategies while expanding their professional network. Decision-makers will discover how e-business can help them consolidate their company's strengths while promoting the development of new perspectives.

As part of Electronic Commerce Week, the Institute will also participate in the Electronic Commerce Gala on November 2, at which the Quebec companies that have integrated e-commerce into their business model most effectively will be honoured.

Electronic Commerce Week – don't miss it!

INTRODUCING REFRESHER DAY

This fall, the Institute will introduce its innovative *Refresher Day*, designed exclusively for graduates of its professional e-business certification program. This day will highlight the best e-business practices while focusing on tried and tested tools and resources. Graduates will also explore new ways to operate their companies more efficiently and profitably while learning about new trends and future prospects.

In the company of their peers, participants will benefit from discussions, workshops, and lectures that will immerse them once again in the world of e-commerce.

The Institute has created the *Refresher Day* to meet the needs of its clients and partners wishing to keep pace with the fast-changing world of e-commerce and update their knowledge on a regular basis.

For more information about our professional e-business certification program or the *Refresher Day*, contact us by telephone at (514) 840-1297 or by e-mail at dlajeunesse@institut.qc.ca. ■



The Electronic Commerce Institute is supported by: Canada Economic Development, ministère de l'Industrie et du Commerce du Québec, ministère des Affaires municipales et de la Métropole and also the Conseil du trésor.

ELECTRONIC COMMERCE INSTITUTE – TRAINING AND CERTIFICATION PROGRAM

OCTOBER – NOVEMBER 2001

October 10 – 9 a.m. to 12 noon	E-Business Intelligence Course Electronic Commerce Institute's premises
October 12 – November 24	Professional Certification Program in E-Business Electronic Commerce Institute's premises (8 days over 6 weeks)
October 29 – November 2	E-Commerce Week Hilton Montréal Bonaventure
October 31 – 9 a.m. to 5 p.m.	Electronic Commerce Institute Workshops presented during E-Commerce Week
November 2 – 6 p.m.	E-Commerce Gala (part of E-Commerce Week) Gare Windsor, Concourse
November 14 – 9 a.m. to 12 noon	Formation en veille stratégique Electronic Commerce Institute's premises

Information: institut@institut.qc.ca
Tel.: (514) 840-1288

A CORPORATE WEBSITE WHY? FOR WHOM? BUT MORE IMPORTANTLY... HOW?

BY FRANÇOISE MOMMENS, E-BUSINESS ANALYST

Each month, the Electronic Commerce Institute of Quebec invites you to follow a different step in electronic business planning. The process we suggest is similar to that of any other structured business plan. This is the second article in the Strategic Planning series. The first article is available on the Board of Trade's Website at <http://www.cmm.qc.ca/> / Newsroom / Leadership Montréal / September 2001.

If you've decided to get a corporate Website, or if you already have one and feel it's time to revamp, you've made a good decision. But before getting started, you must think about the **strategic planning** of your project and define several key aspects, such as:

WHAT IS MY COMPANY'S ENVIRONMENT?

Who am I? This is really what you have to think about. You don't necessarily have to analyze your company from the point of view of e-business but rather look at it as a whole. Try to identify the strengths and weaknesses of each of your corporate operations and compare them with your existing and potential competitors'.

FOR WHOM, WHY AND HOW?

At this stage, you must define the who and the why (target clientele: men,

women, senior citizens, etc.), keeping in mind the reason you have targeted this niche.

Don't forget the how, i.e. defining the role of your Website: informative, trade, etc. Will this site be used to increase your visibility and productivity, or quality of your products? Is its purpose to reduce costs?

THE BUDGET: THE SINEWS OF WAR!

Before deciding on final objectives, you must draw a budget.

To this end, you must calculate the approximate costs, keeping in mind that they must include such items as analysis, design, operation, maintenance and promotion/advertising.

At this point a cost-benefit analysis is in order.

A MARKETING PLAN

A marketing plan is the cornerstone of an electronic business project, particularly if your intention is to create a transactional B2B (business-to-business) or B2C (business-to-consumer or general-public commerce) site. We cannot recommend that a company begin developing an electronic business project without first having a marketing plan. Your Web strategy is a part of this new marketing plan.

CAN YOU DO EVERYTHING YOURSELF?

If you are thinking of carrying out and managing the project yourself, you must first evaluate your internal resources. If you do not have the qualified staff in-house, you will have to reach outside the company. Remember, however, to be careful when choosing a service provider.

PARTNERSHIPS AND OUTSOURCING

If, for example, you plan to accept online payment, you must obtain a merchant account number from your bank. You will also have to reach agreements with courier companies for shipping, if applicable.

HARMONIZING DISTRIBUTION CHANNELS

Each distribution channel offers its own added value and has pros and cons. Look at each one carefully.

At the end of this planning phase, you will have a "master plan," which will enable you to select a consultant for the technological development of your e-business project.

SELECT A DOMAIN NAME, A "HOST" FOR YOUR SITE.

The domain name is the virtual address of your headquarters. It must be registered and it should help increase



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recognition of your company on the Internet.

A SINE QUA NON CONDITION

Before anything else, you must make sure senior management is on board, receptive and actively involved every step of the way. It must be prepared to offer the financial, human and physical resources required for the project. Management's support is essential to success; indeed, its level of participation is directly related to your chances of success.

A small reminder: Before undertaking any electronic business project, you must first define—if it does not already exist—a corporate strategy, which in turn will lead to an e-commerce strategy. All e-commerce projects must rely on a suitable corporate strategy.

In the November issue, we will present an article on **customer loyalty**. Don't miss it! ■

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BUSINESSWOMEN IN ACTION: THE STRENGTH OF A NETWORK – RICH, DIVERSE, AND COMPLEMENTARY

BY CHANTAL DESJARDINS, CHAIR OF THE BUSINESSWOMEN IN ACTION COMMITTEE

The *Businesswomen in Action* Committee (BIAC) aims at creating opportunities for women members of the Board of Trade of Metropolitan Montreal to grow, forge alliances, and discuss relevant issues.

Last year was an extremely hectic one for BIAC, whose various sub-committees organized a wide range of activities designed to promote the professional development of its members.

Through its "Network Dinner" sub-committee, BIAC has hosted the annual event known by that name for several years now. This is a prestigious event, where some thirty women who have distinguished themselves through either their professional work or their humanitarian efforts are honoured each year. The Network Dinner celebrates their contribution while offering other women a chance to spend an evening with them. It is also an excellent networking opportunity.

The "Reading Club" sub-committee gives women with a shared love for and interest in reading the chance to discuss works by some excellent authors. There is more to life than work and business, and because personal interests are sometimes neglected due to time constraints, it is important to make room in busy schedules for personal development and thinking. Over the past year, the members of this sub-committee read works by Milan Kundera, Neil Bissoondath, William Faulkner, Barbara Kingsolver, Amélie

Nothomb, Gao Xingjian, and Noam Chomsky. In addition to regularly scheduled meetings, the group also organized cultural events and numerous discussions through e-mail and other means.

The "Women and Careers" sub-committee developed an outstanding program, focused primarily on mentoring and coaching. Aline Lévesque, a trainer and coach specialized in potential maximization, delivered a talk on "Management Coaching: a Learned Art." In addition, mentoring and its best practices were examined at two round tables – one in October 2000 and the other in March 2001. For the new season, meetings on career-related subjects will be organized. Themes such as career paths and international careers will be discussed.

The "Budding Career Women" sub-committee organized monthly breakfast meetings where its members discussed various topics of particular interest to young women just beginning their careers.

The "Science and Technology" sub-committee was created to give decision-makers in those fields an opportunity to meet and develop professional ties. Several meetings are planned for the coming year.

The role of the "Networking Events" sub-committee is to organize events such as cocktail parties and lectures on topical themes. These activities provide

opportunities to learn about various subjects and to expand business networks. Last season, we had the pleasure of welcoming Julie Miville-Dechêne, a journalist and Radio-Canada correspondent, who spoke primarily about her experience as a journalist/reporter overseas; Lorraine Pintal, director of the Théâtre du Nouveau Monde, who spoke about her experiences as a businesswoman within a cultural undertaking; and Nicole Simard, a specialist in innovative business training consulting services, discussed the impact of images and the power of words.

This year, the "Women Entrepreneurs and Self-Employed Workers" sub-committee plans to organize talks by guest speakers addressing the realities and obstacles faced by women entrepreneurs and self-employed workers. The goal of this sub-committee is to enable women to benefit from the experiences of their peers and to discuss shared issues.

Another BIAC sub-committee to be created this year will be the "Women in Large Corporations" sub-committee. The mission of this group will be to help create and maintain partnerships by bringing together women from large companies: an excellent way to support their development.

BIAC is launching a promising new year thanks to the hard work of a team composed of several of its members and the Board of Trade coordinator, Isabelle Scaffidi. In fact, the schedule is already starting to crystallize around events



organized by the BIAC sub-committees and the committee's star activities: the Network Dinner, the Christmas cocktail party, and the BIAC forums. Distinguished speakers have already confirmed their participation and many interesting events are in the planning stages.

BIAC has developed a strategic plan for the coming year ensuring that its activities will benefit from the diverse network of women hailing from every sector, and will contribute to the advancement of its members in their economic, political, social, and cultural spheres.

We invite all women members of the Board of Trade to join a BIAC sub-committee. To learn more about BIAC, its sub-committees, or its activities, please contact Isabelle Scaffidi, coordinator, at 871-4000 ext. 4022.

I wish everyone an excellent year at the Board of Trade.

See list of activities below. ■

ACTIVITIES ALL YEAR ROUND

The committee suggests the following activities for the upcoming 2001-2002 season and hopes to see you there.

Wednesday, October 10, 2001
5:30 to 8 p.m.

Season launch networking cocktail and conference: *Female leadership: a force within companies*

Guest speaker:
Diane Leblanc, president, Harmonia Board of Trade premises*
Members: \$25 / Non-members: \$40

Wednesday, November 7, 2001
5:30 to 8 p.m.

Forum – Transforming jobs for the next decade

Guest speaker: Estelle Morin, certified professor, HEC
Board of Trade premises*
Members: \$25 / Non-members: \$40

Thursday, December 6, 2001
5:30 to 7:30 p.m.

Christmas networking cocktail
Location to be determined
Members: \$30 / Non-members: \$45

Wednesday, March 20, 2002
5:30 to 8 p.m.

Forum - Professional etiquette
Guest speaker: Louise Masson, president, Beaux Gestes
Board of Trade premises*
Members: \$25 / Non-members: \$40

Thursday, May 9, 2002
5:30 to 10 p.m.

Networking Dinner
Hilton Montréal Bonaventure
Members: \$90 / Non-members: \$130

Plus GST and QST.

*Board of Trade premises
5 Place Ville Marie, ground floor,
Canada Economic Development room

Information: (514) 871-4000
Reduced prices for our members via our secured Web site:
www.btm.qc.ca/activities

SEASON LAUNCH NETWORKING COCKTAIL AND CONFERENCE

As its first activity within the 2001-2002 program, the *Businesswomen in Action* Committee is pleased to invite you to a wine and cheese cocktail. This three-part evening will allow you to:

- meet active women in the business community with whom you can share experiences and establish worthwhile associations. The evening will be organized in a manner which will facilitate maximum interaction;
- learn more on the committee in addition to its many sub-committees.

The evening will also feature a conference on the issues facing the new millennium, which involves the support of feminine influence in business. The

title of the conference presented by Ms Diane Leblanc, president of Harmonia will be *Female leadership: a force within companies*. All aimed at building your reputation, you'll discover how to express your power, market your ideas and explore new strategies.

We can't wait to meet you! Don't forget to bring your business cards.

Please note that the conference will be held in French.

All the activities of the *Businesswomen in Action* Committee promote the professional development of its members and allow them to expand their business network. ■

Affaires

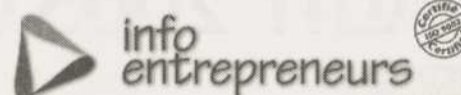
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THE NEW AND IMPROVED INFO ENTREPRENEURS WEB SITE

BY DANIELLE PLAMONDON, WEBMASTER, INFO ENTREPRENEURS



From its humble beginnings as a virtual business card, the Info entrepreneurs Web site has grown dramatically into a Web portal meeting the expanding information needs of business people. Every aspect of this site has been reviewed and updated, with streamlined graphics, more user-friendly navigation tools, greater feedback opportunities, and state-of-the-art interactive services! The unveiling of this new and improved site is planned for October 2001.

THE STRENGTH OF NETWORKS

Info entrepreneurs is the Quebec representative of the network of Canada Business Service Centres (CBSC), which counts thirteen major centres throughout the country. The CBSC network has also established an Aboriginal Business Service Network. In addition, Info entrepreneurs cooperates with Ressources Entreprises, a satellite centre in Quebec City, and other regional organizations.

The new business portal gives visitors access to information, tools, and resource people available throughout this extended network.

SERVING CLIENTS FIRST

Are you looking for start-up funding for your business? Do you need techni-

cal support for an innovative project? Or perhaps you are wondering if the government offers the programs you need? The answers to all these questions can be found by consulting Info entrepreneurs.

Our new portal has been structured to provide fast, easy access to information, which has been divided into seven major clusters: e-business, international trade, start-up/expansion, the social economy, employment/training, aboriginal businesses, and innovation/R&D. In each of these clusters, you will find the following sections:

- **Tool box:** links to Web applications such as the interactive business plan, the on-line small business workshop, the business start-up assistant, and the interactive export plan.
- **What you must know:** fact sheets on subjects of general interest such as the legal structure of a business, public markets, etc.
- **Info-guides:** directories containing a summary of technical and financial assistance programs and services offered by the federal and provincial governments. For example, in the start-up/expansion cluster, the following info-guides can be found: Support for business start-ups and expansion, Regulations concerning permits and

licences for certain businesses; and Support for the self-employed worker.

- **General links:** a list of hyperlinks to Web sites of general interest to entrepreneurs; directories of sites and companies, statistics, etc.
- **Thematic links:** a list of hyperlinks relevant to the cluster in question. For example, under start-up/expansion, you will find links to documents concerning financial angels, market studies, and business plans.
- **Portals:** numerous links to business and government portals.
- **What's New?** News about activities, regulations, and programs and services offered by various levels of government and the private sector.
- **Search - Programs/Services:** a search of data bases of government programs and services at both the provincial and federal levels.

STILL CAN'T FIND WHAT YOU'RE LOOKING FOR? TALK TO US!

Even the best-designed sites can't hope to answer every possible question. If you can't find what you're looking for, use the interactive "Talk to Us!" service to speak to an information agent while information is sent to you

over the Internet. This state-of-the-art Web service was developed specifically for CBSC clients, and Info entrepreneurs is proud to make it available to its Quebec clientele.

LISTENING TO OUR CLIENTELE

The revamping of our Web site was largely the result of comments made by our clients. To encourage this type of feedback we offer them a variety of ways to communicate with us: e-mail, a suggestion box, a portal evaluation form. Of course, for those who prefer to communicate by telephone, we also provide numbers for both our own office and those of other network members.

AND THERE'S MORE!

Two of the features most appreciated by clients are still available on the Web, in a new and improved form: "What's new?" now known as "Info entrepreneurs on-line," to which you may subscribe, and the catalogue for our Documentation Centre, now accessed by clicking on the menu bar.

And there you have it: all the latest features. We hope you will visit our new portal soon at <http://www.infoentrepreneurs.org> and let us know what you think. ■

SPECIAL ACTIVITY

PIERRE BOURQUE/GÉRALD TREMBLAY - MONTREAL MAYORAL DEBATE

BUFFET LUNCHEON

The Board of Trade is pleased to invite its members to a debate in Montreal's mayoral race. The debate will take place on Wednesday, October 10, 2001 at Le Centre Sheraton hotel. This event will allow the business community and Board of Trade members to familiarize themselves with both principal candidates and their respective plans regarding the economic development of Montreal.

You have questions for the candidates?

Send them to us at this e-mail address: info@ccmm.qc.ca

Moderator: Pierre Maisonneuve

Date: Wednesday, October 10, 2001

Location: Please note new location:
Le Centre Sheraton
1201 René-Lévesque Blvd.
West (between Stanley and
Drummond)

Time: 11:30 a.m. to 2 p.m.

Event schedule:

11:30 a.m. - buffet (foyer)
12:30 p.m. - debate (ballroom)
(Given the nature of this event, late-comers will not be permitted entry after 12:30 p.m.)

Cost: Members - \$60
Nom-members - \$90

The debate will be held in French. ■

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MEMBERS WANTED THE WELCOMING COMMITTEE

We are looking for some dynamic individual members to join the Board of Trade's Welcoming Committee.

The mandate of this committee is to welcome and direct guests and facilitate their integration into the various activities organized by the Board of Trade. This committee's contribution allows members to take full advantage of the Board of Trade's network of contacts.

Join this committee and make some interesting contacts yourself!

For more information, please call Nathalie Besner, (514) 871-4000 ext. 4002.

REPRESENTATION OF WOMEN ON CORPORATE AND INSTITUTIONAL BOARDS OF DIRECTORS:

AN ASSET • A STRENGTH • A NECESSITY EQUALITY 2005... ON YOUR MARK! GET SET...GO!

BY NICOLE RANGER, EQUALITY 2005 PROJECT MANAGER



Through its Equality 2005 project, the Board of Trade of Metropolitan Montreal is working to promote the presence of women on corporate and institutional boards of directors. In the June 2001 issue of Leadership Montreal, the Board of Trade stressed the need for companies to develop a policy and action plan to that effect. After all, women make up 52% of the population, and they wish to play an active role on corporate and institutional boards of directors. By pooling strengths, the Board of Trade can help advance this cause. Let's work together to make it happen!

BEING A BOARD MEMBER: A POSITION OF PRESTIGE AND RESPONSIBILITY

Sitting on the board of directors of a company requires a personal commitment and the willingness to fully assume certain responsibilities. "The primary role of the director is to manage the company. The director acts as an agent, on behalf of and in the interests of the company (and not in their own interest or even the interest of stockholders.)" These words appear in a document produced in 1995 by the Ordre des comptables généraux licenciés du Québec. This booklet (*L'Administrateur: ses principaux droits, pouvoirs, devoirs et responsabilités au sein de la compagnie*) summarizes the roles and responsibilities of administrators of Quebec companies and undertakings. To learn more about the criminal, civil, personal, and several liabilities of board members to company employees, I invite you to consult the CGA summary table appearing on the Board of Trade's Web site at www.btmm.qc.ca.

Adequate preparation is necessary to occupy this prestigious and highly respected position.

HONOUR ROLL OF WOMEN AND COMPANIES

The Board of Trade congratulates the following people:

Suzanne Ricard, who was appointed vice-president, technology and communication marketing, at Edelman Public



Relations Worldwide (Canada). Ms. Ricard is in charge of developing the technology sector and manages the team of professional consultants serving technology companies and that meeting the communication marketing needs of client companies and organizations.



Madeleine Paquin, president and CEO of Logistec Corporation – a stevedoring business that handles cargo at 27 ports in eastern Canada and the eastern United States, who has joined the board of directors of Sun Life Financial Services of Canada and the Sun Life of Canada life insurance company. Moreover, as of October 1, 2001, Ms. Paquin also serves on the board of directors of the Canadian Pacific Railway.



Nancy S. Southern, co-chair and CEO of the Atco Group of companies, who has joined the board of directors of Shell Canada Ltd. Ms. Southern is also executive vice-president of Spruce Meadows, one of the world's finest show jumping facilities.

We commend the leadership of these companies for their enlightened vision: Edelman Public Relations Worldwide (Canada) and the head of its Montreal office, Daniel Granger; Sun Life Financial Services of Canada and its chairman, Donald A. Stewart; and Shell Canada.

WOMEN OF DISTINCTION



Mélanie Kau was awarded first prize in the "Young Entrepreneur/Established Company" category of the 2001 Arista-Sun Life competition. She also received the jury's grand prize, known as the "Prix Coup de Coeur." Ms. Kau has been president of Mobilia Inc. since 1995. Thanks to her sound manage-

ment skills and strategic vision of client needs, this young businesswoman has managed to achieve a very strong growth rate. In fact Mobilia has increased its sales area by 200,000 square feet and its number of stores from six to thirteen.

Congratulations to the Jeune Chambre de commerce de Montréal for organizing this competition.

In April 2001, *L'Édition: Le journal des gens d'affaires* published a special issue featuring 109 businesswomen who have achieved remarkable success. Whether working within the business world or within their communities, these women all have one thing in common. They are wholly committed and willing to go the extra mile to achieve their objectives. Bravo to all these accomplished women!

COMING SOON:

- The establishment of a solidarity network based on the data bank of women who have been honoured by the Board of Trade at past Network Dinners and the data bank of the YWCA Foundation's Women of Distinction Awards.
- Individual meetings with company and institution heads re the nomination of candidates
- Individual information, sensitization, and commitment sessions with members of the Board of Trade's board of directors

We also wish to congratulate the Réseau des femmes d'affaires du Québec and its president, Nicole Beaudoin, on organizing "Reconnaissance de l'excellence des femmes d'affaires du Québec." This competition honours Quebec businesswomen in all sectors, whether they are entrepreneurs, professionals, or executives in companies or other organizations. The winners of this competition will be announced on October 17 during a gala event attended by Lise Thibault, Lieutenant Governor of Quebec, and Gilles Baril, Quebec's ministre de l'Industrie et du Commerce. To learn more about this competition, consult the Réseau's Web site at www.rfaq.ca.

If you are a woman wishing to add your name to our data bank of candidates, if you are a decision-maker interested in adding a woman to your board of directors, or if you have comments, suggestions, or questions regarding the Equality 2005 project, **please contact us**.


By e-mail:

Nicole Ranger, project manager:
nranger@cmm.qc.ca
Karine Bardier, administrative assistant:
kbardier@cmm.qc.ca

By telephone: 871-4000 ext. 4402 ■

N.B. Earlier columns by Nicole Ranger published in the June and September 2001 issues of this newspaper are available on the Board of Trade's Web site at www.btmm.qc.ca / News Room / Leadership Montréal.

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EXPERTS ARE THE CONSULTANTS OF CHOICE FOR SMES

- MOST SMES HAVE A FAVOURABLE OPINION OF OUTSIDE CONSULTANTS

BY RÉMI THIBAUT

Among the panoply of consulting services available to SMEs – excluding accounting, legal, and banking services – content experts that offer customized solutions to specific problems have the edge.

This is one of the conclusions of a study entitled *Les besoins et attentes en services-conseils de la PME au Québec* [SME Needs and Expectations of Consulting Services in Quebec]. Conducted by Michel Handfield and Jacques Richer in February 2000 on behalf of the Ordre des administrateurs agréés du Québec, the study reports on SME usage of consulting services and the opinions of SME leaders on the subject.

The study, however, is limited to SME manufacturers with between 20 and 200 employees. The authors point out that the conclusions could have been different in the case of smaller enterprises. Still, the interesting facts culled from this study shed new light on the use of consulting services by Quebec SMEs.

SMES USE OUTSIDE CONSULTANTS

This is the first conclusion of the Handfield-Richer study. "Some 75% of SMEs (150 out of 200) that answered the questionnaire stated that they had given at least one consulting mandate to an outside consultant," affirmed the authors. "They also tend to overwhelmingly entrust their mandates to consulting firms the same size as their company (fewer than 50 professionals)."

The authors see this as a positive sign and the end of a preference for consulting family and friends: "The SME leaders surveyed were quite open to seeking outside help. As such, the three major sources of information for decision-making came from the outside (...) The surprising fact is that family and friends (who we thought were the "traditional support" of an SME leader) were only consulted in 22% of cases."

In general, the authors were also surprised by the relative organizational complexity of the SMEs under study, which explains the variety of services

and sources of information. Table 1 shows the favoured sources of information. It should be noted that the first three are from an outside source.

Overall, SME leaders think well of consultants: "Seventy-two percent of respondents viewed outside consultants very favourably, favourably, or somewhat favourably. Such results are a departure from the general perception."

SOURCES OF INFORMATION FOR DECISIONS MADE BY SME LEADERS	
Sources of information	%
Customers/suppliers/sub-contractors/competitors	82.1
Outside resource people (accountants, attorneys, consultants)	80.0
Decision-making support (board of directors, consultative committee)	73.4
Executives and other employees	68.4
Corporate leaders' and other business associations	53.3
Publications (newspapers, business publications, specialized magazines)	36.6
Fairs and exhibitions	29.4
Research centres, universities, CEGEPS	25.4
Family and friends	22.0
Public and para-public organizations	14.3

Source: *Les besoins et attentes en services-conseils de la PME au Québec*, Michel Handfield, Jacques Richer, February 2000

CONTENT EXPERTS HAVE THE EDGE

The second interesting conclusion of the Handfield-Richer study is that suppliers of customized services or specialized content, namely, operations related, were rated the highest. These con-

sultants are used to resolve specific or operational problems, as is the case in engineering or computers. Human-resources management consulting services placed second.

Should we consider it surprising that SMEs are operations driven and focused on the short term? SME leaders would rather resolve a given operational program than turn their entire organizational process upside down.

However, according to the study, they will seek this advice from a consulting firm of comparable size.

The issue of human relationships is a territory filled with the unexpected. This

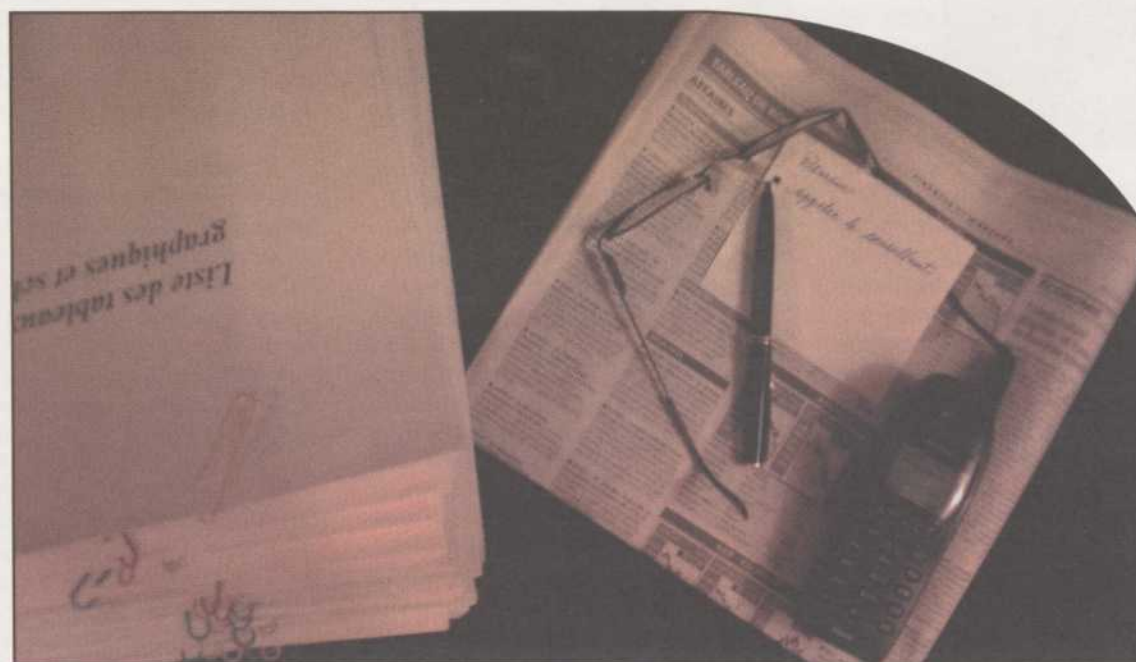
particular aspect of relations with outside consultants is underscored in the study. The three main constraints mentioned by SME leaders are as follows: bad chemistry with the consultant, the cost of the intervention and lack of time or availability (in the SME).

The big question is, why indeed resort to an outside consultant? And the answer is: to validate one's decisions or to seek a different opinion. SME leaders therefore have to evaluate the level of comfort they expect from the proposed solution. Are they ready to question certain aspects of their organization or even their behaviour? One thing is clear, SME leaders would do well to specify their expectations and needs in order to obtain a customized solution that will prove useful.

MISSED OPPORTUNITIES?

The authors conclude that "SMEs definitely need consulting services focused on their specific needs." However, SME leaders would probably benefit from devoting more time to strategic thinking, as is customary in larger organizations, because they may be missing opportunities.

Our governments support some of the more strategic aspects of SME growth. For example, Emploi-Québec can finance up to 50% of the cost of a manpower planning project through



Are the SME leaders ready to question certain aspects of their organization or behaviour and resort to an outside consultant?

FIELDS IN WHICH CONSULTING MANDATES ARE GRANTED	
Fields	%
Engineering and production	43.1
Administrative data processing	31.4
Network computing	27.5
Human resources management	27.5
Marketing/sales	25.5
Total quality	24.8
Research and development	24.2
Finance	20.0
Training and coaching	19.0
Management	17.6
Planning and strategy	17.0
Exports	5.9
Other needs	5.9

Source: Les besoins et attentes en services-conseils de la PME au Québec, Michel Handfield, Jacques Richer, February 2000

the Fonds national de formation de la main-d'oeuvre. For its part, the Minister of Industry, Trade and Commerce offers financing programs for recruitment in the areas of export and innovation. Unfortunately, not enough SMEs are taking advantage of such programs.

HUMAN RESOURCES

GOING BEYOND THE SYMPTOMS TO MAKE A DIAGNOSIS

How do you manage, mobilize, motivate, and keep employees? How do you harness their energies to help the company thrive? It's not always easy and it's often during a crisis that SMEs sound the alarm.

VERY REAL PROBLEMS

"SME leaders do not approach problems from a theoretical angle. They often simply sound the alarm," contends Roger Hébert, senior advisor at Groupe-Conseil Aon, and also very active within the Human Resources Committee. "Typically, SME leaders approach us because they have a problem with their operations. They have identified a situation that is usually a symptom rather than the cause of the problem. Very often, they have a crisis on their hands. And at such times, my suggestion to them is to make a proper diagnosis."

Are the needs expressed in the field of human-resources management consulting, proportional to the size of SMEs? "While many of the problems that emerge in SMEs are recorded in companies with 50 to 100 employees, they tend to arise primarily at critical points in their growth," states Mr. Hébert.

HOW TO CHOOSE THE RIGHT CONSULTANT

Today, the need for consulting services is high: "Because of an increasingly complex and demanding work environment, HR management consulting services are growing at a phenomenal rate.

This is because companies eventually realize that their situation is beyond their competencies and they need help," explains Mr. Hébert. But how does one go about finding the right consultant?

The basic rules reflect the Handfield-Richer study: "A human resources management consultant must first be selected on the basis of his references. An SME leader needs a consultant who has a good track record and plenty of relevant experience," continues M. Hébert. "The next thing to look for is good chemistry, right from the first meeting. Without it, even the best consultant will not do a good job."

CONSULTING IS AN ART

"The consultant does not necessarily need SME-related experience. What works for large enterprises can easily be applied to SMEs," affirms Mr. Hébert. For the experienced consultant, the challenge lies in understanding the manager and clearly defining his management style and his team's style in order to come up with a diagnosis. This is because each SME leader sees things his own way.

It is to say, the personal qualities of the consultant are critically important. Must he be a consummate diplomat? "He must be receptive to the client, and be able to influence him and help him move ahead. What is most interesting about SMEs is how swiftly they react. Results come quickly."

CLEARLY SET OUT YOUR EXPECTATIONS

Still according to Mr. Hébert, the deliverables must be clearly identified, expressed in dollars and integrated into a work plan with a very clear schedule: "The problem with managers is that they do not clearly define the mandate," he says.

In short, HR consultants can be likened to family doctors. We may consult them for a stomachache, but often this is but a symptom. To get to the

source of the problem and make a diagnosis, one has to dig a little further. And typically, a detailed examination often reveals something else.

INFORMATION TECHNOLOGY

STRONG INTEREST FOR NETWORKING

Who wouldn't like to be able to access their files from home or elsewhere without having to change location? New networking technologies now make this possible. What is the advantage of using the services of an outside consultant, and how do you go about choosing one?

VIRTUAL PRIVATE NETWORKS ARE IN VOGUE

According to the Handfield-Richer study presented earlier, information technology consulting services are in great demand among SMEs. But which way is the wind of innovation blowing? The Internet surely has a role to play. "The arrival of the Internet in 1995-1996 created a fascination with computers," affirms Sy Ho, president of Solutions Network, a young information-technology consulting firm.

Today, information technologies (IT) are the niche of the times. Accessing office email or working on your files from home or any other location are all extraordinary functionalities. But ensuring the confidentiality of the information and the integrity of the system is an entirely different challenge. One thing's for sure: technology is great... when it works! Indeed, technology can greatly increase productivity. And to this end, hiring an outside consultant can be an asset for an SME. Why?

"In terms of IT, the challenge today is technology integration," continues Mr. Ho. "Doing business with an outside consultant, a single person who must solve the problem without passing the buck to someone else... can be truly worthwhile for a company."

A NECESSARY STEP BACK

Companies with an in-house computer department face a special kind of problem. Mr. Ho explains: "Many SMEs with 50 or more employees set up a computer department. However, more often than not, its technicians are called upon to deal with such mundane problems as, 'My Word or spell check isn't working,' or 'I can't connect to the Net.'"

What the outside consultant can offer is global solutions that underpin the smooth operation of applications: "That's what we do, we study new technologies and evaluate and propose solutions. We go to seminars, we attend all the shows. This is the kind of expertise we sell our customers," he adds. So how do you go about finding this rare bird that can look at a problem from all the angles?

HOW TO CHOOSE THE RIGHT CONSULTANT

The basic criterion for hiring an outside IT consultant is, of course, his track record. "If I had to give one piece of advice to anyone looking for a consultant is that they ask for references," says Mr. Ho.

But isn't price the ultimate consideration? "I would say that today, decision-makers and SMEs are better informed," he continues. "In the beginning, they weren't terribly knowledgeable. Five or six years ago, before the popularity of the Internet, decision-makers were very price conscious. But they have learned. Today they look instead at whether a project could be carried out with this kind of equipment or this kind of solution... They look at things from a more operational perspective."



Sy Ho, president of Solutions Network

MUCH ADO ABOUT NOTHING

Everyone is familiar with situations where the solution to a problem lies miles away from the real needs. How can you avoid this pitfall? What is the best way to go about it? Do you have to give the consultant carte blanche or must you monitor his every step?

"The starting point is preparing specifications," insists Mr. Ho. "The consultant can help the company in this task, because more often than not, the customer does not have the technical expertise to do this. Once this is done, the company should let the consultant work, in other words, let him find the best solutions, the 'missing pieces.' Of course, you must set aside time for meetings to monitor the situation. However, with specifications, you can't go wrong. And if you do go wrong, you're usually not far off the mark."

A needs analysis is therefore essential for anyone in need of consulting services. If Quebec SME leaders are so readily resorting to IT consulting services, it is because they quickly realized that these services could stimulate business. A wise realization indeed. ■

THE NEW PRESIDENT OF THE BOARD OF TRADE: A MAN ACTIVELY INVOLVED IN THE MONTREAL BUSINESS COMMUNITY

- INTERVIEW WITH GUY FRÉCHETTE, VICE-PRESIDENT AND MANAGING DIRECTOR FOR QUEBEC AT ERNST & YOUNG

By JOËLLE GANGUILLET



Mr. Guy Fréchette, vice-president and managing director for Quebec at Ernst & Young, was appointed president of the Board of Trade at the Annual Meeting of its members on October 2. We met with him at his Montreal office in Place Ville-Marie, where we discussed his career, social commitment and involvement in the Board of Trade, as well as his priorities as its president. This is what he told us about...

• ...his profession as an accountant

"I was good at math and decided to study accounting sciences because they would allow me to capitalize on my talents. I completed my studies at HEC a the '60s, at a time when Montreal was Canada's beacon, flourishing with, among other things, the construction of Place Ville Marie, the metro and Expo '67.

I joined Ernst & Young in 1970. My first priority was to learn my profession as a chartered accountant and to use this training as a gateway to the world of business. I also taught part-time at HEC. I gave myself three years to understand the business world and to decide on my professional orientation, But 30 years later here I am still at Ernst & Young—a rather rare phenomenon these days! For the past two years, I have been responsible for managing the firm's growth in Quebec."

• ...the importance of human relations

"The reason I have stayed so long at Ernst & Young was because of the many

challenges and people I have had the opportunity to work with over the years, including a number of mentors who taught me the importance of the business consultant's role. I have also had the privilege of working with talented senior executives at major organizations such as Provigo, Métro and Groupe Télémedia, to name just a few. These exceptional individuals whet my appetite for learning about and getting involved in the business world.

My desire to build a team of quality professionals also kept me at Ernst & Young: CA's, MBA's, financial analysts, tax experts, bankers, actuaries, attorneys, translators and others. It is my opinion that companies are but the reflection of the talent they bring together and motivate. This is what sets them apart. You can copy products or processes but not talent and corporate culture. What is true for a company is also true for Montreal, particularly in the context of creating a new city. To prosper, Montreal must succeed in training and keeping talent at home."

• ...about the needs of a growing clientele

"We are business consultants. Our role is to guide our customers with a view to making them more productive. Our services change because our customers change. To help them penetrate new markets and face global competition, a company like ours must become increasingly multi-disciplinary and more specialized; this is a trend that shows no sign of abating. Montreal and its industries must position themselves on the world scene, and the challenges today are infinitely greater than 30 years ago. Within a few years from now, there may remain only a handful of companies to "share" the planet in some very specific fields. We must therefore be able to offer, right here at home, all the expertise businesses require to be more competitive in the international arena."

• ...about his strong commitment to his alma mater

"In the early '80s I was very active in the HEC graduate network, a network comparable to the Board of Trade's in terms of membership and of which I had the privilege of being the president. I also chaired HEC's first fundraising campaign in 1986 and will be chairing it once again this year. It is not yet a tradition among Francophones to support their alma mater, but in the context of globalization, we must offer more financial support to our major universities. This is important for

Montreal's visibility. For me it's clear, I want to give back to HEC some of what it gave me."

• ...about his membership in and loyalty to the Board of Trade

"I have participated in a variety of Board of Trade activities since 1975, mainly the business luncheons. I was always struck by the quality and relevance of the speakers. I also participated at annual conventions and recruitment campaigns. I understand the important role the organization plays among decision-makers. In 1998, I became a member of the board of directors; in 1999 I joined the executive committee and the management committee. And now, in 2001, I find myself at the helm of the Board of Trade.

• ...the Board of Trade: a network that sets itself apart

"The Board of Trade is first and foremost an excellent network that boasts thousands of members and offers services to meet the needs of enterprises of all sizes, notably, with its affiliates, the World Trade Centre Montreal and the Electronic Commerce Institute. However, what distinguishes the Board of Trade is the credibility it has acquired over the years among decision-makers thanks to its initiatives and the quality of its membership, which counts many world-class enterprises, referred to as our "Major Partners." Their contribution is essential to orienting the positions of the Board of Trade and to creating a climate conducive to business development.

• ...the creation of the new city of Montreal and conditions to be respected

"Montreal's economic weight must be reflected in its political weight. Montreal suffers the disadvantage of not being the political capital of Quebec. Greater Montreal now boasts some 3.8 million residents, or nearly 50% of the province's population; it accounts for 70% of its exports and over 70% of its GDP yet only 30% of its elected provincial officials. It is the economic lifeblood of Quebec. We cannot cut off its circulation... In an increasingly globalized world, our city will have to compete with other major urban centres, and for this it must have the right tools. The creation of a new city and the role of the Montreal Urban Community are important steps in this direction.

The Board of Trade has laid the groundwork required for the successful creation of the new city. First, we must

respect the population's desire for more efficient services. Citizens want a sense of being close to those who deliver these services. Therein lies the key role of the boroughs. It is very important that even as we create a major centre that focuses on economic and social development, we keep services close to the people. Another essential condition for Montreal's success pertains to work organization and work climate. Our new leaders must be accountable to the population. The Board of Trade will continue to exert pressure to make these elements a reality. As well, the economic development plan that the Montreal Metropolitan Community must prepare will certainly be strategically important in optimizing Montreal's economic and political weight, both in Quebec and abroad."

• ...areas of intervention favoured by the new president

"My priority is anything that enhances Montreal's competitiveness, beginning with education. Even if Montreal offers an undeniable quality of life to its citizens, it does not have all the assets required to attract talent from outside its borders. I therefore believe that we should train, motivate and educate our young people right here at home. One of the things I find most disconcerting is the dropout rate. In a society that now relies on its talent to set itself apart, a dropout rate of nearly 30% is unacceptable. Therein lies the importance of continuing with programs launched by the Board of Trade such as Operation Back to School and the Polyglobe project. I also think it just as important to invest in our education infrastructures, a problem that has been given little attention until now. Our health infrastructures are another major problem. Beyond that, there are of course more traditional issues for the Board of Trade such as taxation. A heavy tax burden is like tying a weight around a world-class runner's ankle..."

• ...the Board of Trade's initiatives to better serve its members

"The Board of Trade will have to refocus its initiatives and re-evaluate its practices. It must make sure that its interventions are well targeted and relevant. Our voice must be heard repeatedly, loud and strong, on the major issues related to Montreal's development. I think that the Board of Trade should also make sure that it is relevant for its members and therefore focus on

THE LEARN AND EARN WORKSHOPS FUN, PRIDE AND PROSPERITY

◀ page 12 - The new president...

those matters they consider important."

• ...his role as the new president

"I see myself as a mobilizer. I don't have to be at the centre of all the issues. I am perhaps the most visible spokesperson of the Board of Trade, but I don't want to be the only one to intervene. Some of the leaders of the Board of Trade, as well as the committee presidents I have met can also offer added value to our many interventions. The Board of Trade is much more than just a president!"

"I have accepted the role of president at a time in my career when I feel it is important to give back to society a bit of what it has given me. Over the years, I have acquired a sense of security and serenity. And I am a fervent defender of Montreal. I have spent my entire career here and I firmly believe in the value of being involved in one's milieu. Because when we get involved, we can make a difference!" ■

The Learn and Earn workshops, put together by the committee of the same, allow businesspeople to update their knowledge as well as to hone their professional skills. This, in effect, enables them to expand their network and better understand the ins and outs of their business community. The committee's mission is to contribute with excellence and leadership to the Montreal business community through an annual program of training workshops.

2001-2002 PROGRAM

**THURSDAY, OCTOBER 4, 2001,
5:30 P.M. TO 7:30 P.M.**

Season Launch Cocktail Party –
Introducing the Learn and Earn
Workshops 2001-2002 Program

**TUESDAY, OCTOBER 30, 2001,
FROM 8 A.M. TO 12 NOON**

Successfully Marketing Your Web Site
Guest Speaker : Bernard Dubreuil
Consultant, Caravane Formation

**TUESDAY, NOVEMBER 20, 2001,
FROM 8 A.M. TO 4 P.M.**

Public Relations : Networking and
Image
Guest Speaker : Nadia Nadège

President, AAdvenir Marketing
stratégique

**TUESDAY, DECEMBER 11, 2001,
FROM 8 A.M. TO 12 NOON**

Beyond Training : Developing
Personal and Professional Skills
Guest Speaker : Normand Richard
Director, Organizational Development
Domtar Inc.

**TUESDAY, JANUARY 22, 2002,
FROM 8 A.M. TO 4 P.M.**

Sponsorships and Financial Partners :
the Keys to Success
Guest Speaker : Marjorie Théodore
General director, La Magnéthothèque

**TUESDAY, FEBRUARY 19, 2002,
FROM 8 A.M. TO 4 P.M.**

Public Relations :
Networking and Image
Guest Speaker : Nadia Nadège
President, AAdvenir Marketing
stratégique

**TUESDAY, MARCH 19, 2002,
FROM 8 A.M. TO 12 NOON**

Change and Crisis Management
Guest Speaker: Line Savoie
Director, Personal Development
Cybercap

**TUESDAY, APRIL 16, 2002,
FROM 8 A.M. TO 12 NOON**

Introducing Teleworking to Your
Organization
Guest Speaker: Marie-France Revelin
Manager, Bell Professional Services
Teleworking Implementation
Bell Canada

**TUESDAY, MAY 28, 2002,
FROM 8 A.M. TO 12 NOON**

Take the Time to be Productive
Guest Speaker : Diane Côté
Vice president, LIAISONS – Services
d'affaires et groupe-conseil inc.

Workshops will be given in French,
with a bilingual question period.

All workshops will be held on the
Board of Trade's premises at 5 Place
Ville Marie, Plaza level, VIA Rail room.

COST*

Full-day workshop:
Members: \$90 Non-members: \$130

Half-day workshop:
Members: \$60 Non-members: \$90

*Plus GST and QST.

Information: (514) 871-4000

Reduced prices for our members via
our secured Web site:

www.btmm.qc.ca/activities ■

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- ▶ to offer flexible solutions
- ▶ to treat you as you want to be treated

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BIOPHARMA-MONTREAL.COM HAS ARRIVED



By CHARLES S. BOURGEOIS, EXECUTIVE VICE PRESIDENT

needs for specialized labour and promote the growth of this sector.

A BOOMING INDUSTRY

Our region has become a biopharma powerhouse. With more than 14,000 industry jobs in almost 200 companies, Montreal now ranks 8th among the top 15 technocities in North America for biopharmaceuticals and 1st for biopharma contract research (clinical and pre-clinical test laboratories).

To train resources and maintain their innovative capabilities, companies in the biopharma sector rely on professors and researchers at six major universities, including four in Montreal, numerous research centres, and many hospitals and specialized institutes.

If they are to continue to grow, companies in this sector will need thousands of researchers at the Ph.D. level

Since October 3, all partners in the Montreal and Quebec biopharma sector have shared a common "virtual" address at www.biopharma-montreal.com. This one-of-a-kind, bilingual Web site was officially launched following the annual meeting of BioQuébec in the presence of many leaders from universities, biopharma, venture capital, and finance companies, and Greater Montreal's economic development organizations.

Construction of the [biopharma-montreal.com](http://www.biopharma-montreal.com) Web site was part of the Biopharma 2000 Plan, launched by Montreal TechnoVision to meet the

in the next few years. This situation poses a huge challenge, because these needs exceed the capacities of our universities, which themselves will need to recruit new professors.

The [biopharma-montreal.com](http://www.biopharma-montreal.com) site was designed to serve as an interactive tool using the power of the Internet for outreach, information, and recruitment on an international scale.

A DYNAMIC, PRODUCTIVE PORTAL

More than just a Web site, [biopharma-montreal.com](http://www.biopharma-montreal.com) will serve as an information hub offering a wide range of services to players in the sector, and to visitors.

• An information service

The site will highlight the vitality of the sector by reporting the accomplishments of companies, universities, and research centres, the activities of all industry associations, and the vision of leaders in the biopharma sector.

Thanks to the work of Guy Paquin, an experienced journalist and editor of this site, the portal will include daily and weekly updates on the discoveries of university researchers, companies, and major institutes as well as reports on the signing of agreements between universities and companies, the progress of clinical studies, the launch, growth, and financing of new companies, research funding programs and funds distributed, and prizes and distinctions awarded – in short, a vibrant reflection of the intense activity in this sector.

All of the partners – whether central or peripheral to the biopharma sector – may be referenced here and submit news items for publication.

The cooperation of several research funds and economic development organizations such as Montréal International, Investissement Québec, and Economic Development Canada has enabled us to create links allowing Web surfers in other countries to explore the relevant sections of those sites and gain a fuller appreciation of all facets of life in Montreal and Quebec.

The site will thus act as a showcase for the metropolitan area, highlighting some of the cultural, fiscal, and financial elements that could attract researchers, teachers, students, and companies looking for a new centre of excellence in which to develop.

• Outreach

The site also features a databank containing detailed, up-to-the-minute

information about all companies in the sector, universities, research centres, institutes, and more than 500 researchers. A powerful search engine facilitates access to this information, which will significantly strengthen the position of many world-class pharmaceutical and biotechnology firms seeking new R&D mandates for the metropolitan area.

This bank will enable local managers and researchers to appreciate the richness and diversity of talent and work being carried out right here. It will also inform foreign researchers about the facilities and career opportunities available to them within both the business and academic sectors.

• The job market

To meet the needs of companies and universities, facilitate national and international searches for talent, and coordinate a better match between available positions and candidates, the site also incorporates a veritable job market. Thanks to a partnership with a specialized international company, the positions offered on the [biopharma-montreal.com](http://www.biopharma-montreal.com) site will be advertised in some twenty targeted countries in Europe and America.

The portal's home page will provide direct access to this job market, where candidates will be able to outline, free of charge, the specific research skills they have to offer.

A TOOL TO BE OPTIMIZED

The [biopharma-montreal.com](http://www.biopharma-montreal.com) project has benefited from the support of more than 200 partners, which agreed to play an active role in ensuring its success. The portal will continue to reflect and be fuelled by the vitality of this sector as it incorporates new services and establishes ties with new partners.

The site owes its creation to the generous financial support of industry and of the Table métropolitaine of Emploi-Québec.

The launch of [biopharma-montreal.com](http://www.biopharma-montreal.com) represents more than just the inauguration of a Web site unlike any other in the world: it reflects the leadership and determination of all partners in the biopharma sector as well as their ability to collaborate effectively on an avant-garde project.

Let us hope that this information, communication, and outreach tool will contribute to the recruitment of the best talents and stimulate the growth of all companies in this sector. ■

Imagine... Your Own Personal Board of Advisors.

We can offer you a risk free environment
to confer with other business leaders
about your most significant challenges.

TEC is a group of CEOs, Presidents and Business Owners who share their expertise monthly within their TEC groups. TEC is a forum for peer review and executive learning with the goal of producing tangible bottom-line results. In confidential sessions with up to 15 other CEOs, TEC members hear expert speakers, exchange ideas, give direct feedback, and reap the benefits of the combined knowledge and experience of their peers.

FOR MORE INFORMATION CONTACT:



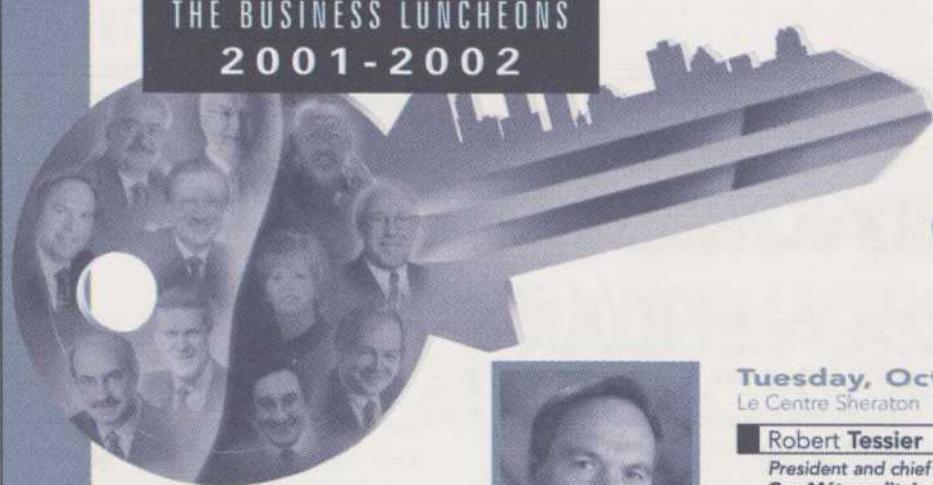
In Canada: Victoria • Vancouver • Calgary • Edmonton • Saskatoon • Winnipeg • Hamilton
Burlington • Oakville • Toronto • Ottawa • Montreal
Internationally: Argentina • Australia • Brazil • Canada • China • Germany • Ireland • Malaysia • Mexico
Russia • Singapore • South Africa • United Kingdom • United States

THE BUSINESS LUNCHEONS
2001-2002



YOUR KEY TO BUSINESS

Partake in Montreal's most prestigious forum



Information
The business luncheons are held from 12 noon to 2:00 p.m.

TICKET
\$50 / members
\$75 / non-members
\$475 / table of 10 (members only)

Reduced prices for our members via our secured Web site:
www.btmq.ca/activities
\$45 / each ticket
\$430 / table of 10

Plus GST (7%) and QST (7.5%)



Tuesday, October 16

Le Centre Sheraton

Robert Tessier

President and chief executive officer
Gaz Métropolitain

"Quebec's energy choices
in the North-American context"



Tuesday, November 13

Hilton Montréal Bonaventure

Michael J. Sabia

President, BCE Inc.
Vice-chairman corporate, Bell Canada

"The promise of convergence in the
knowledge economy"



Tuesday, December 4

Le Centre Sheraton

Serge Godin

Chairman and chief executive officer
CGI Group Inc.

"Globalization and technology:
Are they job killers?"



Tuesday, January 29

Fairmont The Queen Elizabeth

Fernand Perreault

Senior vice-president, CDP group
President, CDP Real Estate

"A global approach backed
by local action"

Confirm your attendance as soon as possible. Telephone: (514) 871-4000 / Fax: (514) 871-5971

During the business luncheons season, there will be two draws for a return ticket for two, hospitality class, compliments of **AIR CANADA** on its international network.



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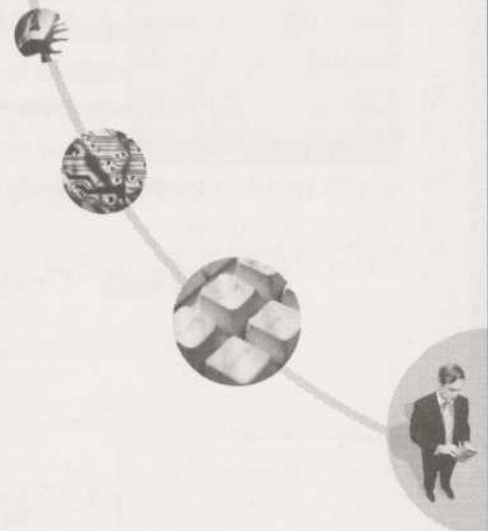
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L'ÉTI EST UN PARTENARIAT ENTRE QUATRE ÉTABLISSEMENTS DU RÉSEAU DE L'UNIVERSITÉ DU QUÉBEC.



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École de technologie supérieure
Institut national de la recherche scientifique
Télé-université
Université du Québec à Montréal



CONTACT-CLUB *PLUS* NETWORKING LUNCHEONS

2001-2002 CALENDAR

**EXCLUSIVE
TO MEMBERS**

**PARTICIPATE IN OUR CONTACT-CLUB
PLUS NETWORKING LUNCHEONS**

Targeting the people you want to know – and much more!

While enjoying an excellent meal,

each member takes turns presenting their company to the other seven participants at their table. To keep the conversation lively, one member at each table is asked to moderate the discussion. At the end of the meal, a draw is held and one person at each table is given four minutes to present their company to all the guests in the room.

In addition to increasing your visibility, this activity allows you to identify the people with whom you wish to establish and maintain contact with a view to:

- becoming their client or supplier
- recruiting them
- getting their feedback
- enlightening them
- informing them about your products and services

and *much* more!

Bring your business cards and promotional documentation.

TESTIMONIAL OF A PARTICIPANT

"The Contact-clubs Plus are exceptional forums bringing together quality business people. The formula is structured, friendly and allows highly interesting exchanges. Those who participate have the possibility of retrieving remarkable benefits."

Michelle Roy
president, Complice Graphique

Dates:

Wednesday, November 21, 2001
Wednesday, January 30, 2002
Wednesday, February 20, 2002
Wednesday, March 27, 2002
Wednesday, April 24, 2002

Time:

Registration and cocktail – 11:30 a.m.
Networking luncheon – 12 noon to 1:30 p.m.

Location:

St. James's Club of Montreal
1145 Union Avenue, Montreal

Cost: \$45*

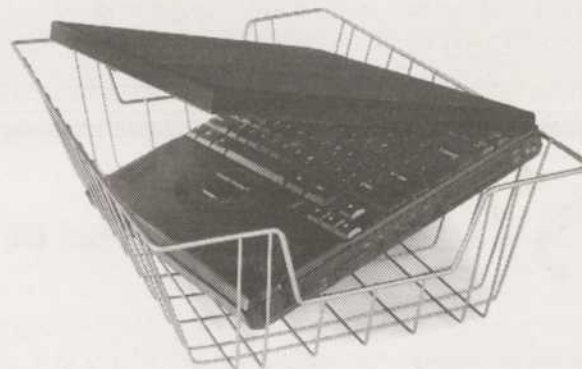
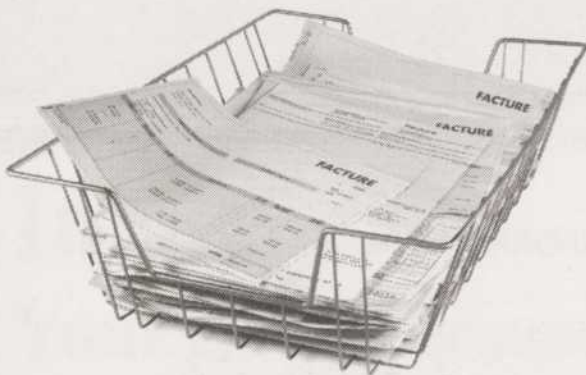
*Plus GST and QST.

Information: (514) 871-4000

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www.btmm.qc.ca/activites ■

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CGA
Ordre des CGA du Québec

SEVERAL COMPANIES POISED TO MAKE CONTACT WITH THE WORKFORCE OF TOMORROW AT THE 6TH EDUCATION TRAINING JOB FAIR

Once again this year, the Education Training Job Fair will host representatives from numerous companies eager to secure a competent and skilled workforce for the months and years ahead. The event, by far Canada's fastest connection between education and jobs, featuring over 450 exhibitors, is organized by Groupe INEO, an infomediary active in the world of education that fields a multidisciplinary team of professionals dedicated to the convergence of training-related supply and demand. Presented by Jobboom, in association with the Government of Québec, it is being held on October 11, 12, 13 and 14 at Place Bonaventure, in Montréal.

"THE JOB MARKET" RETURNS AT FULL THROTTLE

Last year, the input from the Comités sectoriels de la main-d'œuvre, taskforces mandated to define the labour needs of individual industry sectors, was a hit with many visitors, who felt the information gave them a more accurate picture of how their professional ambitions fit into the actual job market. Presented by Emploi-Québec and fittingly titled "The Job Market," this section entirely devoted to some fifteen of the aforementioned taskforces will cover more than one third of the total Fair surface area. It will be hosted by several taskforce representatives, as well as various resources from numerous organizations (Job Market Partners) and guest companies.

Among them, major corporations that are very active in their respective industry sector taskforces, such as Hydro-Québec, Intrawest, Transcontinental Group, SNC-Lavalin, Pirelli or Siemens.

"Our goal is to educate, communicate and innovate," states Cristina Romero, the group's president. "And in our field, that involves the relentless quest for the best information and knowledge sharing tools that can bridge the worlds of education, training, work and business. Sustaining and upgrading the convergence of the key players operating in each of the above sectors is an ongoing challenge. After all, although they all share much in common, they are fundamentally different. That's where the Fair comes in. Because it fosters the ideal that individual fulfillment and overall productivity can and must coexist, it attracts and assembles under one roof all of the organizations affected by this critical convergence. Academic institutions, government departments, Emploi-Québec's industry sector taskforces and, of course, several employers. In terms of tools and resources, this year, the emphasis is being placed on the future of training,

more precisely in the form of distance learning. Hence, the addition of a brand new pavilion: the eLearning Pavilion." Why the focus on eLearning? A study released by Merrill Lynch in the spring revealed that distance learning, estimated at \$3.5 billion in 2001, will grow into a \$90 billion industry by next year!

IT'S RAINING TRAINING

There is a new kid on the real time personalized information block: the real time learner-centric training model. And it's moving in with a bang! Learning is now totally free of any physical or time constraints. We learn what we want, where and when we want - a reality that visitors will be able to experience firsthand at the new eLearning Pavilion. Here, people make contact with the legions of distance learning programs being offered by institutions from all walks of academic life, including Boston's coveted Massachusetts

Institute of Technology (MIT). The new pavilion will join the family of existing theme pavilions: the Future Careers Pavilion, Science and Technology Pavilion, International Pavilion, and Culture Pavilion.

Exhibitors will include nearly thirty federal and provincial government departments spearheaded by the Québec Department of Education. All the major players from the academic community at the vocational, specialized, collegiate and university levels will also be represented, not to mention numerous learning establishments from abroad, especially France. Some 50,000 people are expected to visit the Fair over the four days.

As with the previous edition, the 6th annual Education Training Job Fair is being presented by Jobboom, a leading provider of employment and career management services comprising



www.saloneducation.com

11 • 12 • 13 • 14 octobre 2001
PLACE BONAVENTURE MONTRÉAL

jobboom.com, the online source for job market and training issues, Les éditions Jobboom and Groupe de recherche Ma Carrière. It has invariably become the marquee event of the October calendar for members of the education-training community and forward-thinking corporate management alike.

For information:
www.saloneducation.com
www.ineo.ca ■



Chambre de commerce
du Montréal métropolitain
Board of Trade
of Metropolitan Montreal

Next conferences: HIGH TECHNOLOGY SERIES Discovering new leaders!

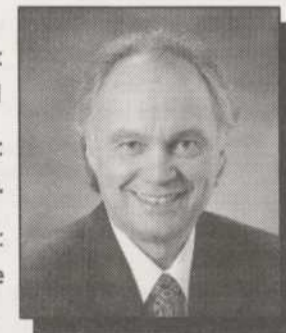
Her presentation is titled:
The evolving role of information technologies within finance and insurance companies



Ms. Carole Briard
Vice-president, Business Engineering
CGI Group Inc.

Date:
Thursday, November 8, 2001
Time:
from 7:30 to 9 a.m.
Place:
Omni Mont-Royal Hotel

His presentation is titled:
Quebec policy on science and innovation: Highlighting its impact on regional economic development



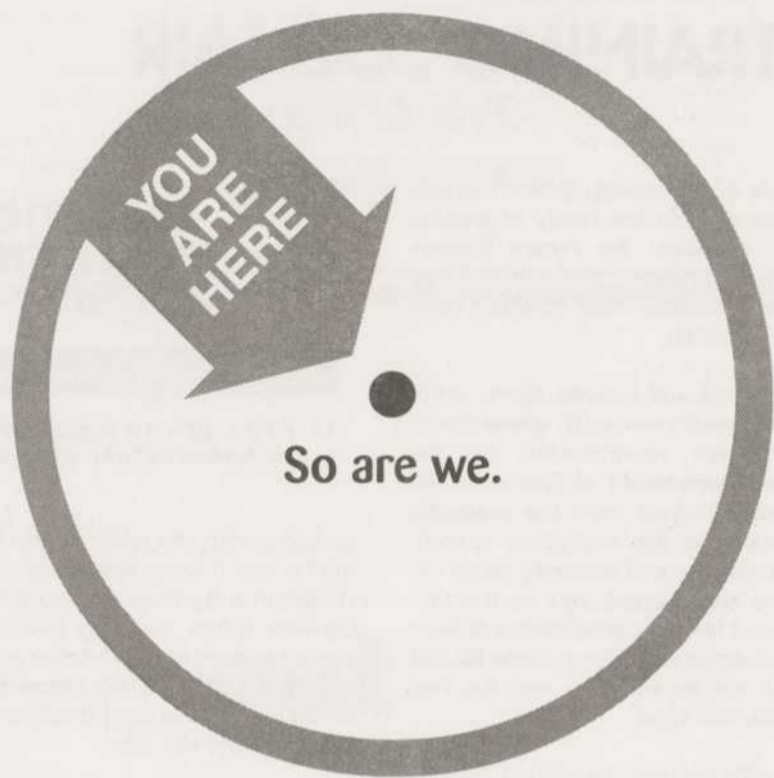
Mr. David Cliche
Minister for Research,
Science and Technology
Government of Québec

Date:
Thursday, October 25, 2001
Time:
from 7:30 to 9 a.m.
Place:
Hilton Montreal Bonaventure

Tickets:
\$31 - members • \$45 - non-members • \$295 - Table of 10 (members only)
Board of Trade members can benefit from a discount when purchasing tickets through the Board of Trade's Web site:
\$28 - each ticket • \$265 - Table of 10
Plus GST (7%) and QST (7.5%).



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FLASH: NEWS FROM OUR MEMBERS

On September 16, SOHO-iT launched the internet module BIZpack. This module features 16 commanding products and is especially designed to boost company development. It decreases operating costs by taking advantage of your company's in-house knowledge. Among its many features, the module allows the management of client data bases, creates e-mail accounts and manages its users, produces sales reports as well as sends sizeable targeted e-mails.

SOHO-iT (<http://www.soho-it.com>) is a young IT company specializing in custom-made corporate management tools. It helps other companies get the most out of technology and optimizes their business procedures. SOHO-iT has had great success with it ldpack, an application aimed at conceptualizing security identification cards. Most notable is that more than 20 000 of these types of cards were made in 2001 for the *Jeux du Québec*.

Tourism industry personnel and tourists alike can now find anything they need know about any activity or exhibit held in Old-Montreal by visiting www.vieux.montreal.qc.ca. This site bears fruit from l'Entente sur le Développement culturel de Montréal, an agreement between the city of Montreal and the Quebec ministry of culture and communications. It aims at encouraging private and public initiatives that place Montreal's heritage at the forefront--its historical Port more specifically.

ENTENTE SUR LE
DÉVELOPPEMENT CULTUREL DE MONTRÉAL



Are you familiar with the ARC - Achievement in Retail Concepts - Award? This is a competition created by Cadillac Fairview to celebrate innovative retail concepts and entrepreneurs in Canada. In today's rapidly changing world, where competition is stiff, creativity and boldness are essential to commercial success.

The winner of the 2002 ARC Award will be given \$50,000. Applications must be received on or before November 24, 2001. The competition is open to retailers who designed and opened a successful retail business



**CADILLAC
FAIRVIEW**

between April 3, 2000, and October 30, 2001. For more details, consult the company's Web site at www.cadillac-fairview.com.

BDDS Shandwick, a leader in the field of Quebec public relations, has been chosen as consulting firm for the Canadian and American markets. They were chosen by a leading industry strategic portal team the Objexis Corporation. This firm serves its many clients in such fields as health, financial, food and beverage in addition to information manufacturing. Objexis presently operates in 125 cities and in over 70 countries worldwide.

A draft standard has been developed by the Committee on the Voluntary Labelling of Food Obtained or Not Obtained Through Genetic Modification. Information about this draft standard (Allégations volontaires relatives aux aliments issus ou non de technologies génétiques) is available at the following address:
www.pwgsc.gc.ca/cgsb/032_025/revi-ew-f.html.

This standard was developed according to procedures established by the Canadian General Standards Board, a Federal agency, and the public is invited to present its comments during the period of public review, which will last at least sixty days. All details are on the Web site.

Let us know what's happening in your company: a new product launch, new acquisitions, recent investments ... We'll mention it in Leadership Montréal as space permits. ■

THE LEARN AND EARN WORKSHOPS

FUN, PRIDE AND PROSPERITY

The first workshop for the 2001-2002 season is entitled:

SUCCESSFULLY MARKETING YOUR WEB SITE

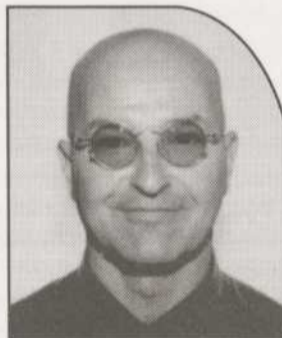
- Techniques for earning a return on your Internet investment

A workshop bringing you up to date on the latest ways to promote your Web site, its reliability, and its credibility while ensuring the loyalty of your visitors!

Come discover and experience various types of traffic analysis software. Explore their use and invent solutions to reduce your Internet-related costs and increase your revenues. Learn how to measure your return on investment.

If you already have a Web site and want to make it profitable, this workshop is the opportunity to develop a clear vision of the criteria for your success!

GUEST SPEAKER



Bernard Dubreuil
Consultant
Caravane Formation

Bernard Dubreuil has worked for more than 25 years in the field of new information technologies and communications - more specifically, in the New Media Learning Material (NMLM) sector. He has designed numerous multimedia applications, given many courses, and always focussed on the interactive learning of skills and concepts.

At Caravane Formation, he provides innovative solutions to clients and observes the evolution of new trends. Using both applications he designs himself and active technology monitoring, he integrates various products and steers a range of projects. Over the years he has applied his own motto with humour and determination: "Help yourself and the software will help you!"

The workshop will be given in French, with a bilingual question period.

Date: Tuesday, October 30, 2001

Time: 8 a.m. to 12 noon

Location: Board of Trade premises
5 Place Ville Marie, Plaza level, VIA Rail room

Cost: Member - \$60*
Non-member - \$90*

* Plus GST and QST

Information: (514) 871-4000
Reduced prices for our members via our secured Web site :
www.btmq.ca/activites

Most of our activities are eligible under Bill 90. Look for this logo.

BOARD OF TRADE ACTIVITIES

OCTOBER 2001

10 11:30 a.m. to 2 p.m.
Pierre Bourque/Gérald Tremblay mayoral debate
Centre Sheraton

10 6 to 9 p.m.
Season launch networking cocktail and conference - Businesswomen in Action Committee
Female leadership: a force within companies
Diane Leblanc
President
Harmonia
Board of Trade premises

16 12 noon to 2 p.m.
Business luncheon
Quebec's energy choices in the North-American context
Robert Tessier
President and CEO
Gaz Métropolitain
Le Centre Sheraton

25 7:30 to 9 a.m.
Breakfast - High Technology Series
Quebec policy on science and innovation: Highlighting its impact on regional economic development
David Cliche

Minister for Research, Science and Technology
Government of Québec
Hilton Montreal Bonaventure

30 7:30 to 9 a.m.
Breakfast - New Perspectives series
Public-private partnership: The French experience
Mr. Claude Martinand
Chairman
Institut de la Gestion Déléguée, France
Hôtel Inter-Continental Montréal
(Organized in collaboration with l'Institut de partenariat public privé)

30 8 a.m. to 12 noon
Learn and Earn workshop
Successfully marketing your Web site
Bernard Dubreuil
Consultant
Caravane Formation
Board of Trade premises

NOVEMBER 2001

6 5 to 7 p.m.
Tuesday After Hours
Jillian's

7 6 to 8 p.m.
Forum - Businesswomen in Action Committee

Transforming jobs for the next decade

Estelle Morin
Certified professor
École des Hautes Études Commerciales (HEC)
Board of Trade premises

8 7:30 to 9 a.m.
Breakfast - High Technology Series
The evolving role of information technologies within finance and insurance companies
Carole Briard
Vice-president, Business engineering
CGI Group Inc.
OMNI Mont-Royal Hotel

13 12 noon to 2 p.m.
Business luncheon
The promise of convergence in the knowledge economy
Michael J. Sabia
President, BCE Inc.
Vice-chairman corporate, Bell Canada
Hilton Montreal Bonaventure

15 7:30 to 9 a.m.
Breakfast - New Perspectives series
The budget for year one of the new city
Ms. Monique Lefebvre
President
Montréal Transition Committee
Hilton Montréal Bonaventure

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ELECTRONIC COMMERCE INSTITUTE ACTIVITIES

OCTOBER 2001

31 9 a.m. to noon
Seminar - The commerce week
Prendre en main sa stratégie d'affaires électroniques (in French)
Hilton Montreal Bonaventure

NOVEMBER 2001

27 7:30 to 9 a.m.
Breakfast meeting
Robert Dutton
President and chief executive officer
Rona Inc.
OMNI Mont-Royal Hotel

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WORLD TRADE CENTRE MONTREAL ACTIVITIES

OCTOBER 2001

4 11:30 am to 1:30 pm
Luncheon meeting with Michael F. Kergin, ambassador of Canada to United States
Hotel Inter-Continental Montréal

12 11:30 am to 1:30 pm
Luncheon meeting with Liu Qi, mayor of Beijing
The challenges of Beijing and the 2008 Olympic Games
Hotel OMNI Mont Royal

12 8:30 am to 12:00 noon
Training Workshop

Letters of credit

Michel Bitar
National Bank of Canada
Hotel Inter-Continental Montréal

19 8:30 am to 12:00 noon
Training Workshop
Incoterms 2000
André Bourassa, Fritz Starber
Hotel Inter-Continental Montréal

23 Trade mission to Washington in collaboration with the ACQ

NOVEMBER 2001

1 Reversed UN Trade mission in Montréal
Take the opportunity to meet procurement officers from UN/PD and UNOPS here in Montréal

2 8:30 am to 12:00 noon
Training Workshop
Demystifying Customs Procedures
Donald Tardif, Fritz Starber
Hotel Inter-Continental Montréal

Information and registration:
(514) 849-8318





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