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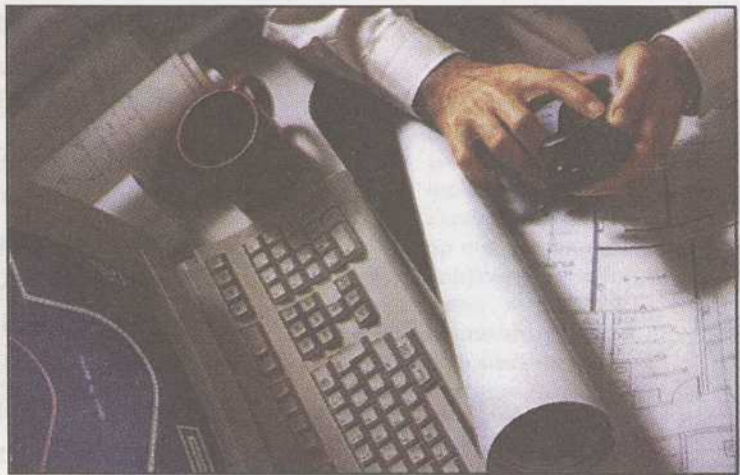
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ELECTRONIC COMMERCE BUSINESS-TO-BUSINESS: PIPE DREAM OR REALITY?

BY JOËLLE GANGUILLET

Electronic commerce: two words that are on everybody's lips these days. According to some, this is the year electronic commerce will come into its own. But is this really the case? Are businesses adopting this new technology? Consulting firms offer differing opinions. With the emergence of new technologies and the popularity of the Internet, the intranet, and the most recent arrival - the extranet - the stage seems to be set for the rapid expansion of electronic commerce and, more specifically, inter-company commerce. But it's always wise to look before you leap, and an effective electronic commerce strategy is based first and foremost on an effective business strategy.

What exactly is electronic commerce? In simple terms, electronic commerce involves the exchange of business information by means of computers.



Just a few years ago, electronic commerce meant electronic data interchange (EDI)-see EDI box on page 11.

A new beginning


"With the proliferation of new technologies and, in particular, the development of the Internet - a public, universally accessible tool - EDI is no longer the only game in town as far as electronic commerce is

concerned," notes Dominique Levesque, president and general manager of the Electronic Commerce Institute. Electronic commerce integrates many technologies including EDI, bar codes, imaging, smart cards, the Internet, intranets, and extranets.

"Electronic commerce should be viewed as a lever for the economic development of businesses, and Quebec lags

behind the rest of Canada and the United States in this regard. According to the Electronic Commerce Research Project, 70% of Manitoba and Ontario companies use at least one electronic commerce technology, compared to only 35% in Quebec." The mission of the Electronic Commerce Institute, which was created in 1990 by the Board of Trade of Metropolitan Montreal, is to promote the use of electronic commerce by Quebec companies.

"If they are to reap the benefits of the new electronic market - a market that is developing at an exponential rate - Quebec companies must climb aboard the electronic commerce bandwagon. According to a U.S. study carried out by the International Data Corporation in December 1997,

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MONTREAL SAVOIR-FAIRE TAKES THE WORLD MANAGEMENT CONSULTANTS HELP MAKE SENSE OF OUR GLOBAL, EVER-CHANGING WORLD OF BUSINESS

BY EILEEN MURPHY

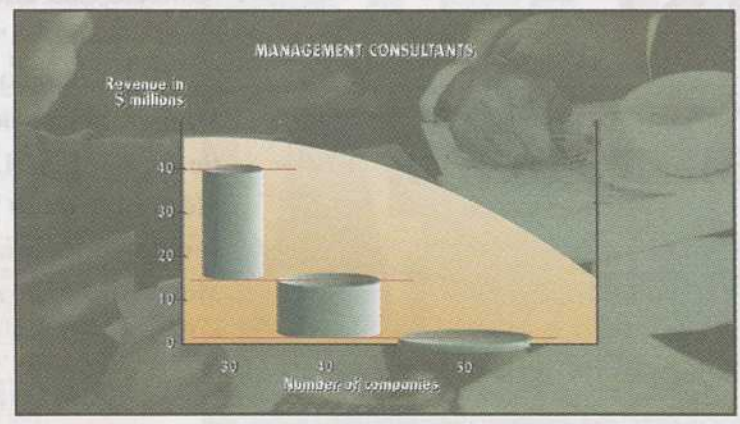
The terms re-engineering, strategic planning and change management are music to the ears of management consultants. These white-shirted individuals behind their studies, plans, advice and guidance are grinning as they are part of a booming industry. In this global, technological world of change, we are most definitely playing their song. Though very little data is found concerning this sector, we do know that, according to Industry Canada, in 1995 more than 20,000 consultants were working in the field with estimated revenues of between \$2.3 and \$3 billion. And growth is expected to increase by 10% each year until the year 2001. At which point revenues could climb to \$5 billion.


This sector is being driven by an invisible hand of sorts. That of the push for companies to adapt to the changing ways of the multi-faceted marketplace. The ability to change individual's behavior to maximize human performance is the ticket. Tomorrows leaders are those who can help maxi-

mize the full potential of their employees' talents in order to create value through a high-performance organization.

Montreal, as compared to most other major world cities, has an extremely low cost of living. Half of consultants fees are based on salary and salary

is greatly effected by the cost of living. "In number terms, the average American MBA graduate with two years experience can pull in a salary of anywhere between US\$160,000 to \$200,000. In Canada that same person would earn US\$80,000," explains Raoul Elias, president of Isogroup. In other words, we are half price of American consultants. More MBA students have entered this field than any other industry. The principal areas of practice are information technology, human resources, operations and corporate strategy. Corporate strategy being the sector that collects the most consulting revenues on a per consultant basis.



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Summer schedule
During the summer, from June 25 until September 7, our office hours are from 8:30 a.m. to 4:30 p.m.



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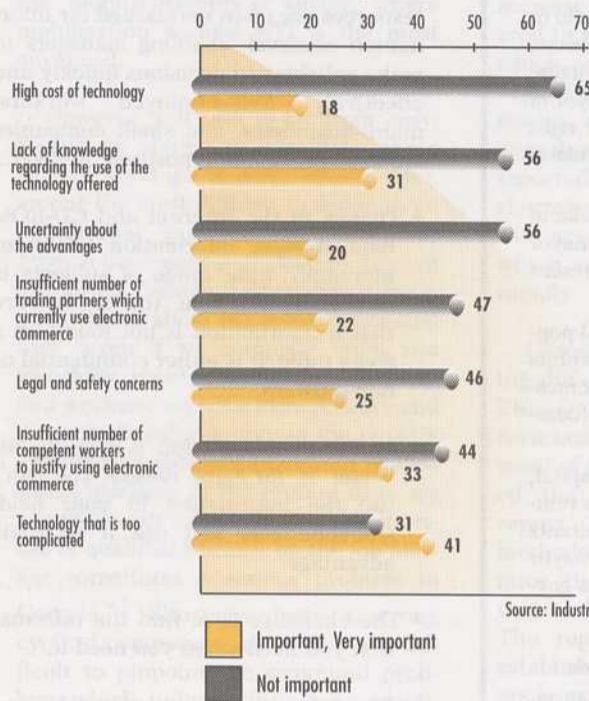
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Electronic commerce

business transactions on the Internet will total \$227 billion by the year 2000. Business-to-business transactions will account for 80% of this amount, with only 20% related to consumer purchases," explains Levesque. She adds that despite the popular misconception that people are lined up on the Internet to buy products, it is companies that are becoming more and more aware of the enormous benefits to be reaped by using the Internet to facilitate business transactions and improve business procedures.

Importance of the factors which can delay the implementation of electronic commerce (% Canadian companies)



Source: Industry Canada, 1997

Partial implementation

A recent study of how technologies are used in Canada's service sector revealed that only 41% of service companies use one or more electronic commerce technologies, and the rate of use by companies is directly proportional to their size. When asked why they hesitate to adopt electronic commerce technologies, 65% of companies surveyed report that cost is the major dissuading factor. At the top of the list of reported benefits is a reduction in the number of data entry errors.

A broad business-support network

In Quebec, there are a host of suppliers serving the needs of businesses adopting electronic commerce technologies. These include computer experts that develop conversion and application software, network operators, financial institutions - partners in the electronic transfer of funds - and consulting firms.

Larochelle Gratton is a Montreal consulting firm with 125 employees; it specializes in the development of computer systems and the integration of technologies. "Our clientele is composed largely of major corporations such as Gaz métropolitain, Lévesque Beaubien Geoffrion, and the Montreal Urban Community," explains Pierre Miron, vice-president, finance.

Miron adds that electronic commerce can be used at two levels - for consumer purchases or for inter-company transactions. For business-to-business transactions, he favours conventional EDI technology. "A good example is the securities industry. We set up the entire network for Lévesque Beaubien Geoffrion - a network that allows users to buy and sell shares with no intermediary. These transactions are processed according to a very strict protocol, and EDI technology is thus highly suitable," he says.

Conventional EDI using VAN networks has its advantages, according to Miron. The Internet is not completely reliable. It cannot always be accessed quickly and may not transmit documents as rapidly as desired. "VAN's are extensive networks with larger bandwidths making it possible to transmit a large volume of transactions simultaneously. The Internet may not be able to handle such large volumes. Companies continue to invest in EDI technology because it operates on a private network with a high level of security," he adds.

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Management consultants

Does size matter?

Consultants can be found in the big accounting firms like Deloitte & Touche, Price Waterhouse, KPMG, Coopers & Lybrand, Ernst & Young and Arthur Andersen as well as American-based consulting firms like McKinsey, the Boston Consulting Group, Bain & Company and Booz Allen and Hamilton. Then there are Montreal-based consulting firms like Isogroup and SECOR. The thirty larger firms in Canada, having fifty or more consultants, account for 61% of the industry revenues amounting to over \$15 million each. Medium-sized firms, with between 10 and 49 employees, see between \$1 and \$15 million in revenues. And finally, the less than nine consultants firm-size category, reaches average annual profits of \$1 million.

The smaller-sized firms, according to a 1995 survey by the Institute of Certified Management Consultants of Canada (ICMCC), are growing at a rapid pace. These smaller boutiques respond to niche markets. Contracts with smaller firms usually provide goods and services for \$25,000 or less whereas in the larger firms, average contracts are for \$100,000.

Isogroup of Montreal is one such specialized firm that has grown internationally. Since its 1975 roots, it has opened offices in New York, Paris, London and Heidelberg. Its niche is in the pharmaceutical industry with strategic planning accounting for 88% of its business. Strategy meaning knowing where you are going over the long term. "At Isogroup we take the whole team and bring up the level of strategic thinking," explains Raoul Elias, president of the firm.

How do companies know when they need help? According to Elias, there are two main triggers. "When a new CEO comes into a company, they need to build a team and structure information to make decisions. Consultants act as external catalysts by challenging and advising them." Elias provides a formula of three-day sessions outside the office environment. These sessions deal with understanding the problems, developing strategies and creating an action plan. Then from that information gathering, a document, the strategic plan, is produced.

The second most common reason for soliciting the services of a consultant is that a company realizes that it is not doing as well as its competition. "Companies ask themselves where they are going and how they are going to get there. If they do not know where they

are going, they can easily be left behind," says Elias.

But as companies are running on a far leaner corporate structure than before, they periodically need help in dealing with what downsizing has done to their

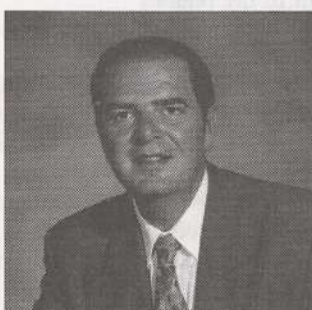
company. "Downsizing has a short-term focus. You cannot shrink yourself to greatness or mortgage your future," stresses Lili de Grandpré, vice-president, Mercer Management Consulting. The Montreal office of Mercer was opened in 1995 and has grown from a staff of five to twelve. "When you are too close to a situation, it helps to get an outside, objective opinion," says de Grandpré.



Lili de Grandpré
Vice-president of Mercer
Management Consulting

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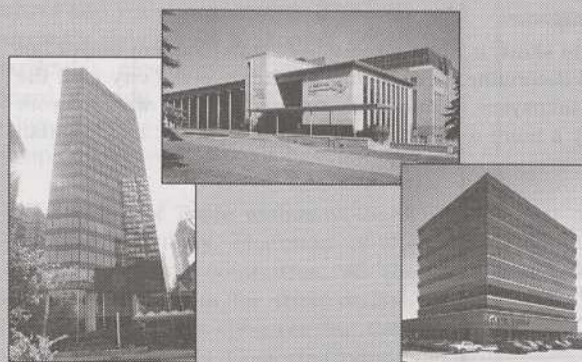
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Raoul Elias
President of Isogroup

"When a new CEO comes into a company, they need to build a team and structure information to make decisions. Consultants act as external catalysts by challenging and advising them," explains Raoul Elias, president of Isogroup.

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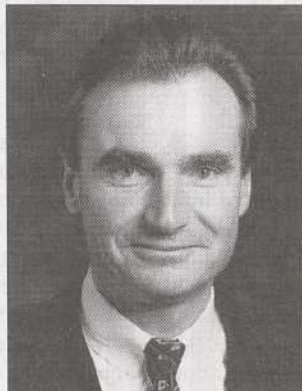
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editorial



MONTREAL'S NEXT MAYOR

Wanted: a strong, exacting manager who will improve the city's administration and finances - beware of costly projects and expensive "visions"

Montreal's municipal election will be held in November 1998. From all appearances, however, the political gambits that will determine the name of the person who will become the next mayor of Quebec's largest city are being played out right

now. Remember - this is the elected position requiring the largest direct democratic support, in terms of votes and voters, in Quebec.

This election is critical to Quebec and the metropolitan area. For the sake of our city's future and the quality of our democracy, it is hoped that the next mayor will enjoy strong public support and enough backing in city council to present strong positions to the provincial government.

We know very well that Greater Montreal, with 47% of the province's total population, accounts for almost 54% of its production (GDP) and more than 80% of its high-tech industries. Yet Montrealers, who produce 54% of Quebec's gross domestic product, are represented by only 38% of seats in the national assembly (compared to 47% for Ottawa).

Under-represented and under-equipped with regard to the provincial capital, the metropolis must be given more political clout. This will inevitably mean reinforcing the City of Montreal, which is home to one third of the region's inhabitants and one out of every seven Quebecers. Montreal therefore needs a strong mayor who, once elected, will be able to generate broad consensus surrounding his government.

Our priorities: a realistic vision, stringent management, a lighter tax burden

The next mayor of Montreal must possess and skilfully communicate a realistic image of his or her role and a clear, stimulating vision of the metropolis as it will look in the year 2000 - in just two years! But vision does not mean revolution. In the current situation, costly changes would be inadvisable. Above all, the next mayor must ensure that public services are improved and delivered at the lowest cost possible.

Of course, Montreal is a city on the move. In three years, projects such as the expansion of the Montréal convention centre, the development of the international city, the building of the new YMCA, the renovation of St. Catherine Street, the creation of the "super library," and the restoration of the Lachine Canal will have changed the face of our downtown core.

In addition, the new economy is flourishing here and dozens of high-tech companies are founded every year. The mayor of Montreal must highlight these positive changes, energize Montrealers, and foster renewed confidence in our city.

For its part, the municipal government must promote economic development through an open attitude and a competitive tax system. We need a mayor who will generate domestic and international trade and thus reconstitute the city's tax base, which has been seriously eroded in recent years.

To lighten the tax burden and provide improved services at a lower cost, the next mayor of Montreal must support economic growth and, above all, manage the city with an iron hand. He must work ceaselessly and without granting political concessions to carry out the administrative reorganization that is incumbent upon the city's top public official and his team, in close cooperation with the executive.

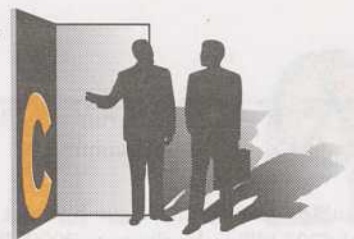
He must also deal firmly with Quebec City, the city's primary external fund provider, and conclude the fiscal pact that government after government has promised and then placed on hold for yet another year.

He must study every possible opportunity to provide municipal services in conjunction with other cities in the MUC and the metropolitan area. In its on-going efforts to save money and improve efficiency, Montreal should also continue to explore and implement partnerships with private companies. Let us remember that such partnerships are possible and are not opposed by unions as long as they are consulted and included in the implementation process.

Finally, our next mayor should be capable of promoting a truly metropolitan vision of Montreal - a vision that will be supported by all citizens and elected officials. To this end, he must first prove that he can effectively manage his own city, thereby demonstrating to other municipalities in the region and on the Island of Montreal that our city can be a solid, reliable partner with which to build a more integrated metropolitan region.

What Montreal needs, in short, is not a charismatic, grandiloquent mayor but a serious, pragmatic, and determined leader who will manage the city with the concrete interests of its taxpayers in mind. On this foundation, we can work together to build not only a more dynamic city but also a vibrant metropolitan spirit.

André D. Godbout
President



column

AN ON-RAMP TO THE INFORMATION HIGHWAY

Putting Info Entrepreneurs to work for you

Information is power; time is money; and we're moving from the industrial to the information age. How many of these expressions or "paradigms" form part of your daily life? How many of them truly apply to your business environment? In large and medium-sized companies, resources are often earmarked for information retrieval, enabling managers to make enlightened decisions quickly and effectively. Self-employed workers, micro-businesses, and small companies are in a very different position. And yet...

- Thanks to the Internet and CD-ROM data storage, information about an incredibly wide range of subjects is now easily available. You can be sure that if information is not found on a given topic, it is either confidential or non-existent.
- Access to information is almost universal. If, for some reason, you can't use the information in your field, someone else will use it to their advantage.
- The challenge is to find the information you need when you need it.

The Info Entrepreneurs information centre was founded in 1994 to provide

information to businesspeople about government programs and services. Its library has always been open to users. At first this library was of a traditional nature, but in the last year, we have added a more "virtual" component, with computerized work stations, Internet access, and CD-ROM data bases - all available free of charge. In addition, we are now offering the services of our most valuable resource - our employees - in a whole new way. You can now ask our researchers to cruise the information highway in your place and find the information you need - if it exists - on your behalf. While this service is not free, it gives you access to specialized business resources without taking time and energy away from your business.

Do you want to learn more about recent developments in your field? Do you need to prepare an export plan or locate potential partners? These are all areas in which we can help you find important information that can be adapted to your specific needs.

Under these conditions, it is perhaps true to say that information is power, time is money, and we are moving from the industrial to the information age. ■

You can reach the Info Entrepreneurs documentation centre at (514) 496-4636 or at 1-800-322-INFO

FORUM ON SOCIAL DEVELOPMENT The Board of Trade: ambassador for the business community

By Martine Plaziac

In early 1997, the Conseil de la santé et du bien-être invited every Quebec region to undertake an in-depth analysis of the following question: With regard to changing social values, social development, the political and economic context, and the evolving job market, what kind of society do we want to live in? This led to the launching of an exhaustive inquiry into social development in Quebec.

On the Island of Montreal, this inquiry, organized by the Conseil régional de développement de l'île de Montréal, involved the participation of numerous players in various fields. The forum on social development took place in four stages:

- a discussion of the themes proposed by the Conseil de la santé et du bien-être social: poverty, basic needs, integration, and social participation;
- the holding of 17 local forums throughout the Island of Montreal;
- the sharing of a communal vision of social development by more than 200 people representing various organizations on December 5, 1997;
- Discussion and agreement on 8 major issues and 41 objectives by all of the above representatives on April 3 and 4, 1998.

Finally, the Conseil de la santé et du bien-être organized a provincial forum on social development in Quebec City on April 26, 27, and 28. Delegates representing every sector and every region

(including 104 representatives from the Island of Montreal) were invited to attend this forum and discuss overall issues and objectives with the other regions.

The challenge now faced by Island representatives is to agree upon an action plan to implement the strategic plan for social development. Representatives of the public and private sectors (community, labour, and municipal), local forums, government departments, and other organizations belonging to the Conseil régional de développement de l'île de Montréal (CRDIM) have agreed on the importance of the following issues:

- Promotion of synergy and democracy at the local level;
- Acknowledgement of and support for the community sector;
- The reaffirmation and fulfilment of the major role played by government in ensuring that the basic rights of the individual are respected;
- Sustaining and developing employment in the region;
- Coordination of social and economic development;
- Promotion of accessible, high-quality education and training by means of appropriate administrative and teaching practices;
- Taking into account the unique role of Montreal as central city that welcomes and integrates newcomers;
- Improvement of the health and well-being of all Montrealers. ■



partners

MONTRÉAL TECHNOVISION WILL WORK WITH THE INDUSTRY TO REDUCE THE SHORTAGE OF QUALIFIED WORKERS IN HIGH TECH SECTORS

Many people in the industry, professional associations and various ministries responsible for the industry are sounding the alarm with respect to the shortage of specialized workers in high tech sectors. A recent study by the U.S. Department of Commerce on the information technology shortage made the front page of many newspapers. Comparable studies have been published in Europe. Recently, an ADRIQ symposium in Montreal, in which Montréal TechnoVision took part, reported the same concerns and also highlighted the stagnation or a very weak number of registrations and graduates in the scientific fields of study, which does not augur well for the future.

The governors of MTI in the biopharmaceutical and information technology sectors harbour the same fears. During recent meetings, many of them indicated that these shortage problems were more and more pressing and were beginning to have negative effects on their company's development outlook in the Montreal area, such as extending and relocating investments. They asked MTI

to come up with proposals which could lead to concrete solutions, starting with the biopharmaceutical sector, where mobilization around MTI is the most advanced.

However, the task is far from easy. Seemingly simple to formulate, these worker shortage matters are, in fact, among the most difficult to define in an operational manner. In November 1996, a document published by Human Resources Canada, which should know a few things about the issue, concluded that "even if we complain often and forcefully about the shortage of qualified workers, we have little definite and dependable information on the current and future imbalance in various professional markets. At the present time, we simply do not know whether the shortage of qualified workers on the job market constitutes a serious problem in Canada."¹ Shortages have a strong cyclical component; therefore, it is difficult to pinpoint the structural problems which, individually, require specific measures. Furthermore, only those companies where such difficulties

might imply a slow-down or loss of production, an increase in overtime or an increase in the wage rate can be considered in a shortage situation, a situation which needs specific intervention. Surveys reveal that fewer than 10% of companies which assert that they have experienced recruiting difficulties reported such situations. Finally, these shortages must be analyzed subtly, at the specialty level. The specialties which are in strongest demand change rapidly.

Canada is not the only country having difficulty pinpointing the problem. The General Accounting Office has reviewed the above-mentioned Department of Commerce report and concluded that "In summary, Commerce's report has serious analytical and methodological weaknesses that undermine the credibility of its conclusion that a shortage of IT workers exists... The report appears to appropriately establish that the demand for IT workers is expected to grow, but it does not adequately describe the likely supply of IT workers... As a result, rather than

Montréal TechnoVision inc.

supporting its conclusion that a shortage of IT workers exists, the data and analysis support the report's observation that more needs to be known about the supply and demand for IT workers."

Taking the mandate given to it by the governors seriously, while avoiding the pitfalls, Montréal TechnoVision is ready to work closely with the governors and the industry, on the one hand, and with universities and individuals in charge of the strategic workers issue on the other hand, in order to pinpoint the dynamics of the supply and demand for specialized workers in these sectors and come up with new ideas which would allow all parties to work together to find concrete solutions. ■

¹ R. Roy, H. Hanson and C. Lavoie, *Lack of qualified manpower in Canada: elementary notions*, November 1996, p.60

THE BACK TO SCHOOL PROGRAM: SECOND YEAR SEES OVER 50% GROWTH

by Martine Plaziac

The Back to School program, which was held this year from March 31 to April 24, was enthusiastically received by businesspeople. By discussing their life experience and personal growth, businesspeople, some of them dropouts who went back to school, encourage young people to stay in school. Finally, the program allows these professionals to develop closer relationships with the school environment.

For the second consecutive year, the Board of Trade has launched this program to motivate its members, and it has been a major success. The results speak for themselves: 298 business people met 334 classes, i.e., 11,000 grade nine, ten and eleven students in 50 French schools and 20 English schools in the metropolitan area. Among the participants, there were 98 women, a total of 33% compared to 31% with respect to the Board of Trade's membership. The fact that over 400 businesspeople registered was one of the main reasons for the program's success and shows their concrete implication in the community.

The communications campaign

In association with the Board of Trade, Cossette Communications put together a communications campaign based on the theme Can you read between the lines? Published in *La Presse*, *Le Devoir* and *The Gazette* and broadcast on television on the TVA network, the campaign obtained significant visibility. Like last year, a telephone card was given to the students by the visiting businesspeople. This card, with two free calls, contains the telephone numbers of two organizations - the Centre de décrochage scolaire and Téléjeunes, a hot-line for young people aged 5 to 20. This card was much appreciated by the young people.

How students benefit

This year, Mr. Sylvain Larose, national sales director, CCM-Sport Maska inc., took part in the Back to School program for the first time, after hearing about it through a friend. Following a visit of the Sésame school on the South shore, Mr.

Larose decided to invite the students to visit his company's hockey skate and roller-hockey skate plant in Saint-Jean-sur-Richelieu. In addition, CCM-Sport Maska will offer summer training sessions at its plant: two related to skate and protective equipment production and a third, to office work. "For these youngsters, this first job gives them self-confidence. Afterwards, they can say that they have some work experience. This is a welcome change from being turned down for jobs, and students see this training as a first chance", declared Mr. Larose.

Innovation in Program 98 comes from the businesspeople's desire to go further, to get more involved with schools and young people. This is why the Board of Trade asked businesspeople to inform it of any concrete results following their presentations. If you are pursuing a relationship between the school and your company, or if you are currently developing a rapport with a particular class, please contact the Board of Trade, so that we may draw up a list of these partnerships that is as complete as possible.

The Board of Trade wishes to thank Mr. Serge Tremblay, chairman of the event's organizing committee, all the committee members for their dedication and all of the sponsors for their support: Bell Canada, Cossette Communication - Marketing, Human Resources Canada, École Calixa Lavallée (Montreal Catholic School Board), Fonds Ville-Marie, Health Canada and Xerox Canada Ltd. ■

BACK TO SCHOOL PROGRAM Quantitative results

RESULTS	1997	1998
Number of registrations	320	403
Businesspeople who met at least one class	179	298
Number of groups of students	204	334
Number of students met	7,000	11,000

"School is

(I'm going to drop out.)

worthless."

(I'm worthless.)

Read between the lines

What if talking out could prevent dropping out?



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du Montréal métropolitain
Board of Trade
of Metropolitan Montreal



partners

A DAY OF EXCHANGE ON ELECTRONIC COMMERCE

Some seventy participants, ranging from end users and suppliers as well as government and industry representatives attended the April 29 electronic commerce "study day". This one-day affair focused on the main issues that surround this fast-growing industry. The ministère de la Culture et de Communications, the ministère de l'Industrie, du Commerce, de la Science et de la Technologie, in collaboration with the Electronic Commerce Institute of Quebec organized this study day whereby ideas were exchanged on how the industry can further facilitate the development of electronic commerce within companies.

Lyne Bouchard, senior counsellor with the LGS Group Inc. started off the days events with a reality check. "I imagine that for many of you a study day on electronic commerce may seem strange. After all, we often have the impression that the entire world is utilizing electronic commerce. Internet

here - Internet there. One would be embarrassed not to have E-mail. But reality tells another story. We are soon to be in the year 2000 and the number of companies using EDI has plateaued over the last several years," explained Bouchard.

Surveys tell us that about 30-35% of Quebecers have Internet access. And most people do not want to provide their credit card number via the Internet.

Dominique Levesque, president and general manager of the Electronic Institute of Quebec, reinforced the importance of the implementation of this industry in her welcoming speech. "Electronic commerce is not merely a fashion or a luxury. It is a deep mutation in the way we exchange and do business. And for Quebec companies the stakes are high. Electronic commerce promises substantial growth". Also, Levesque went on to say, "our government has reaffirmed its desire to develop electronic commerce by their positions taken as

well as by being end users of electronic commerce.

Where ideas grow

Four workshops were held on the topics of: electronic interchange security; business practices and techno-watch; sensitizing, training and follow-up to ensure prompt implementation of electronic commerce; and marketing, internationalization and competition. During these workshops a series of questions were addressed. Questions that put to task the entire being of the industry. The how's, the why's, the what's, the when's and the who's of each and every corner of the industry.

Workshop discussions included: how to harmonize all initiatives, the evolution of standardization, how to promote the sector, how to target clientele, the role that organizations government and associations play, how to broaden the awareness of small- and medium-sized companies (SMBs) and so on. Stemming from these discussions came some concrete conclusions. The need to: form discussion groups, identify and develop commercial practices, place the focus on sensitization and providing ways in which to help SMBs.

Adélar Guillemette, Assistant Deputy Minister, Communications and the Information Highway at the ministère de la Culture et des Communications, wrapped-up the days events with a speech focussing on the deployment of electronic commerce within Quebec companies and the role of the Quebec government. There are two conditions that must be met for electronic commerce to be used by a great many companies. First, we have to increase the computer environment knowhow of SMBs. And secondly, companies must have staff competent not only in techni-

cal and computer operations but as well as other areas like marketing, sales and clients services.

In order to meet the challenges of continuing to propel this industry, the role of the Electronic Commerce Institute was confirmed. The ministère de l'Industrie, du Commerce, de la Science et de la Technologie will take the appropriate steps in ensuring that the Electronic Commerce Institute becomes the core network in the promotion and deployment of electronic commerce within Quebec companies. Therefore, the Institute's mission is to offer a variety of services that will lead to "better practices" and commercial success, continuing education as well as a directory of regulations and consulting services, providing help and training for business-people especially SMBs and economic agents. ■

ACNielsen Canada's vice-president, interactive services, Randy Carr spoke, during the luncheon, about electronic commerce in Quebec based on their fall 1997 Internet survey. In Quebec, 26% of the population uses the Internet of which 14% is used at home, 8% at work, 6% at school and 7% elsewhere. Regarding frequency, 40% are casual users (less often than weekly), 31% are heavy (daily access) and 29% are frequent (at least weekly access). Ten percent of Quebec Internet users have made a purchase on the Internet as compared to 13% in Canada and 17% in the United States. And in Quebec, of that 10%, 82% would most probably make an electronic purchase again. Regarding credit card payment over the Internet, 60% of Canadian users are very concerned. For more information on the survey, consult their Web site at www.acnielsen.ca/survey.

June 1998	Training program
2 (a.m.)	Le CE : Une réalité du monde des affaires
2 (p.m.)	Introduction x l'EDI
3	Implantation de l'EDI
9	Aspects techniques I : Norme X12 et réagencement
10 - 11	Aspects techniques II : Composantes et intégration aux systèmes d'information de gestion
16 (a.m.)	Implantation de l'EDI financier
16 (p.m.)	Implantation du préavis de livraison (856)
17 (a.m.)	EDI, Internet et Extranet
17 (p.m.)	Implantation de l'EDI sur Internet
18 (a.m.)	Introduction à la norme EDIFACT

For information: (514) 288-3736 June program offered only in French

TRADE MISSIONS WITH INTERNATIONAL FINANCIAL INSTITUTIONS: A WINNING COMBINATION!

By Marie Galibois

What do the Centre hospitalier de l'Université de Montréal and SECOR have in common?

They were 2 of the 19 participants to the trade mission organized by the World Trade Centre Montréal (WTCM) and Team Canada for the health sector. The trade mission was held at the World Bank (WB) and the Inter-American Development Bank (IADB) in Washington from April 1 to 3, 1998.

The mission followed a recommendation in the *Rapport sur l'industrie de la santé dans la région métropolitaine de Montréal*, filed on August 19, 1997, by the Comité sur l'industrie de la santé.

The committee, chaired by Hélène Desmarais, president of the Centre d'entreprises et d'innovation de Montréal, highlighted that the health sector's development in the metropolitan Montreal area should place more emphasis on international development, particularly as regards International Financial Institutions (IFIs). The committee also recommended maximum collaboration between the health sector and the private sector in order to facilitate the export of our management expertise in this leading sector.

This recommendation led to three major objectives for the WTCM and Team Canada in their organization of the mission:

1. To introduce participants to the workings of IFIs;
2. To explain to participants the potential and corporate culture of IFIs;
3. To make participants aware of the importance of vertical integration and information flow between various interveners in the health sector.

In order to reach these objectives, the WTCM and Team Canada oriented their efforts to encourage the best possible synergy between the participants from the private, institutional and public sectors by opting for a flexible organization, which is attentive to participants' needs.

This three-day trade mission at the WB and IADB was, without question, a success, as related by two participants:

"SECOR benefited greatly from the trade mission organized by the World Trade Centre Montréal at the World Bank and the Inter-American Development Bank. The mission helped SECOR expand its network of contacts and speed up certain matters at the World Bank.

"From our point of view, the mission was a success, because of: the organization's flexibility and the close collaboration between the World Trade Centre's personnel and Industry Canada which helped modulate the mission according to participants' specific needs the com-



position of the mission, along with the participation of representatives mostly from the greater metropolitan area which stimulated discussions among participants and encouraged the emergence of constructive synergy between partners in the health sector.

"In many respects, this is a winning combination, of which SECOR hopes to take advantage again in the future."

Michel Leblanc, economist
SECOR, Montreal
Health mission - April 1-3, 1998

"The Centre hospitalier de l'Université de Montréal (CHUM), aware of the importance of strategic positioning on the international scene, took part in the trade mission at the World Bank and Inter-American Development Bank in Washington, which was organized by the World Trade Centre Montréal and Team Canada.

"First, through workshops with sector representatives, this exploratory mission helped the CHUM develop a better understanding of opportunities emerging in the health sector within international financial institutions and get a concrete idea of the possibilities for exporting Quebec expertise in the area of health.

"In addition, the composition of the mission, which integrated influential decision-makers from the public and

private sectors, encouraged very interesting business discussions and helped germinate the idea of future partnerships in order to promote Quebec expertise.

"Although the effects will be felt only in the medium term, I can now attribute the mission's success to the excellent organization marked with flexibility and understanding with respect to our needs. I strongly recommend that private and public organizations wishing to carve a place for themselves on the international financial institution market take part in these trade missions."

Cécile Cléroux, executive director
Centre hospitalier de
l'Université de Montréal
Health mission - April 1-3, 1998

Those who attended were very satisfied with their participation in this mission because of the quality and the significance of the contacts they developed with official representatives working within IFIs, as well as the great synergy which emerged among the participants.

In fact, several participants expressed a desire to form one or several consortiums to help the expansion of Quebec exports in the health sector, more specifically to IFIs.

For more information concerning WTCM and Team Canada trade missions with IFIs, contact Marie-Claude Lemire, trade mission coordinator / International Financial Institutions at (514) 849-6647, by fax at (514) 849-3813 or by email at the following address: mclmire@wtc-mtl.com. ■



dossier+



Continued from page 3

MONTREAL SAVOIR-FAIRE TAKES THE WORLD

Going global

The continued demand for consulting services is directly correlated to the clients ability to pay consulting fees and to the economic growth of the industries. Also, as governments look into the private sector for strategic alliances, they will require the guidance of consultants in the development of partnerships.

It was in 1992 that the Board of Trade of Metropolitan Montreal spear-headed the privatization of Montreal's airports by promoting the creation of the company - Aéroports de Montréal. It was under the lead of Jacques Auger that this project took flight. Today, Mr. Auger is exporting his airport-privatization knowhow as a consultant, at SNC-Lavalin, to faraway lands like Uruguay, and Costa-Rica. With \$60 million equity, management knowledge and operation competency one has the winning ingredients needed to privatize an airport.

The potential need for Auger's savvy is high as less than 15% of the worlds' airports are private. SNC-Lavalin's newly formed airport-privatization group aims at being the world leader in this sector. And Canadian companies sell well due to their positive reputation coupled with the low dollar. "Overall, in the industry, one out of ten projects that you bid on you will get. However, we are currently getting one in four projects that we bid on," says Auger.

Specialized expertise is what makes certain companies stand out. In the last five years Coopers & Lybrand Laliberté Lanctôt have taken on fifteen projects within the capital market sectors. Take William Cloutier, director with Coopers & Lybrand Laliberté Lanctôt. He and his team help setup stock exchanges with the help of the Montreal Exchange and the Quebec Securities Commission. The Canadian International Development Agency, the United Nations and the World Bank configure into their client list for assignments as far afield as Algiers, Algeria as well as Abidjan, Lomé and Dakar, in Africa. For these mandates, Cloutier's team would be responsible for tasks including job

Two Mercer Management consultants, Adrian J. Slywotzky and David J. Morrison, recently published a book on superior businesses and the detail on the origin of their profits. The book, *The Profit Zone: How Strategic Business Design Will Lead you to Tomorrow's Profits*, says that the old model of, the biggest market share will give you the biggest revenues at the lowest cost per unit, no longer applies in today's world. Asking yourself questions like, "what are we good at and how can we get better at it," is not the first question to be asked. Rather, it is "what will we have to be good at tomorrow, or next year, in order to stay relevant to our customers and stay profitable."

THE MOST

Trends in demand 1995-2001 (impacting management consulting)

Sector	Likely trends in Canada	Prognosis for 2001
Private sector, services Financial services	M&As to continue, technology remains important, pricing pressures from new entrants	Above average demand in Canada and abroad
Distribution services	Continued concentration of retailing	Little or no change
Telecommunication services	Eventual merging of telecom and cable companies	Industry restructuring continues
Transport services	Continued threat from U.S. carriers	Little or no change
New media services	Significant growth, M&As	Above average demand
Private sector, manufacturing Manufacturing	Continued restructuring for growth and cross-border migration	Average activity declines toward end of decade
Public sector Utilities	Restructuring, cost containment, privatization	Increasing activity on public-private partnerships (PPPs)
Education and health care	Cost containment, need for productivity improvements	Continuing demand
Government departments and agencies	Continued downsizing and outsourcing opportunities, human resources concerns for employees	Continuing pressure on fee containment and requirement for senior partners on assignments
Public-private partnerships Energy	New partnerships likely as part of privatization drive	Note: these examples are provided for illustrative purposes only. In each instance, management consultants are expected to be on teams led by private investors.
Environment	Joint operation of water and sewage facilities	
Recreational facilities	Park management and maintenance	
Real estate	Design, build, own and lease back arrangements	
Transport	Possible introduction of system amangement contracts	

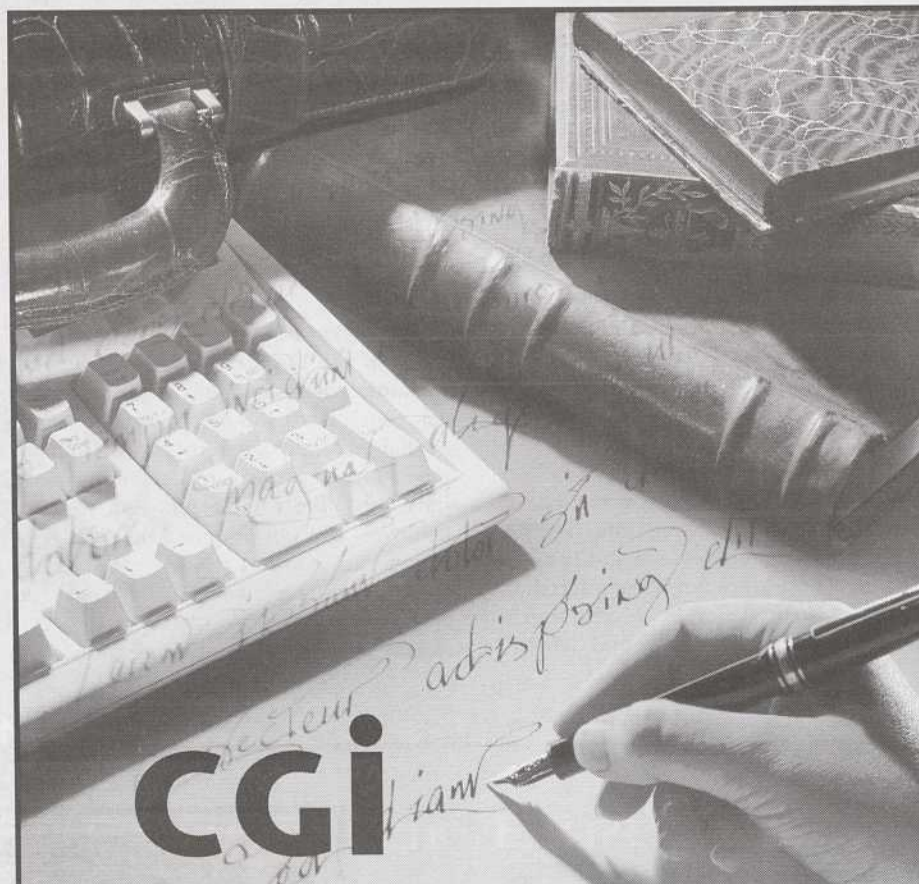
Source: Industry Canada, with assistance from B. Helm Associates Ltd., Toronto, Ontario.

descriptions, hiring staff, selecting software, helping to implement the computer system and staff training. "Our African and Algerian clients appreciate the fact that we can work in French and have American knowhow. But there is an international way of doing business whereby more and more business practices have become uniform," explains Cloutier.

Adapting to technology

A lot of money is invested in computer replacement. Fernande Poulin, senior manager, change leadership service line with Deloitte & Touche, deals with all that is involved with information-technology (IT) adapting every day as 90% of the divisions dealings is in technology implementation. "When a company replaces its mainframe system, they are ultimately changing the nature of their employees jobs, the way in which functions are carried out, how information is obtained, the organizational chart and so on. And that is a lot to deal with at one time," elaborates Poulin. And both the organizational and human aspects needs to be analyzed by the firms "project team". Teams that are comprised of two thirds clients and one third consultants. In Canada, these teams bring together around twenty to fifty people.

"One of our biggest challenges is to maintain executive interest and to keep then involved in the decision-making. Also, delivery never happens as planned. Therefore you have to be flexible and fast," say Poulin. Most of Deloitte & Touche's clients, stemming from the Montreal offices, are from companies whose head offices are in Montreal.



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THE STRENGTH OF COMMITMENT

Continued on page 8





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Continued from page 7
Management consultants



Fernande Poulin
Senior manager, change
leadership service line,
Deloitte & Touche

"When a company replaces its mainframe system, they are ultimately changing the nature of their employees jobs, the way in which functions are carried out, how information is obtained, the organizational chart and so on. And that is a lot to deal with at one time," elaborates Fernande Poulin, senior manager, change leadership service line with Deloitte & Touche.

The human element

When companies live through major changes, they have to take care of their employees. Companies like Richardson Management Associates Ltd. focus on the human element in managing through their specialized consulting and workshops. This Montreal company has clients around the globe and aims to "reduce the emotional and physical wear-and-tear on the decision-makers without any loss of professional potency or performance". Workshop topics include facilitating the transition from one boss to another, helping the survivors of downsizing, mergers or restructuring, intervention in family-owned companies and the list goes on. These workshops are offered to clients in North America, South America, Europe, the Far East and Africa.

Management problems, says Henry Mintzberg, grow out of the disconnection between management and the managed. The trick is to connect the two.

Their roster of clients include Hongkong & Shanghai Banking Corp., The World Bank, SouthWest Airlines and Metropolitan do Sao Paulo.

Coaching is another source of support and has recently gained ground in Quebec. This year the Coaching de Gestion inc. school was founded by Jean-Pierre Fortin. "When a coach sees a runner, they look at their legs, arms and sprint method to determine what is missing so that they may provide tips in order to improve the athletes performance. Coaching within a company can be seen in the same way," says Fortin. Managers spend some 60 to 90% of their time in meetings. Fortin and his team work with managers who want to change their style, improve their communication or modify the way in which they work. Via special exercises that focus on role playing, whereby participants are filmed, problem areas are identified and worked upon.

Henry Mintzberg of McGill University, is our management guru. His ideas on management, that are meant to rile everyone, can be found in all major journals including the *Harvard Business Review* and *The Economist*. He gives us a reality check into management. Management problems, says Mintzberg, grow out of the disconnection between management and the managed. The trick is to connect the two. The disconnection occurs when management is treated as an end in itself instead of as a service to organizations and their customers.

And to make changes, says Daniel Denis, president of the Groupe SECOR, you have to know what you want. "You have to ask yourself what effort, in terms of time availability and capacity, you want to place into a project and secondly, you have to define what result you want to achieve." SECOR, founded in 1976, has shown that it knows what it wants. Over the years, the firm has proved its strength in strategic planning, governance and service management to

clients in Paris, Prague, Casablanca, Dakar and Moscow.

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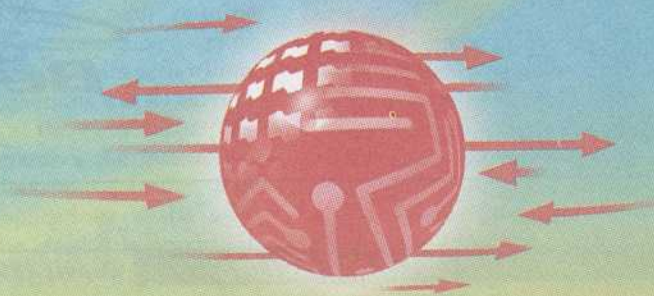


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FASHION SAVVY THE CRDÎM INJECTS \$250,000 INTO NEW TASK FORCE

As forecasted in the April issue of *Leadership Montréal*, the conseil régional de développement de l'île de Montréal (CRDÎM) recently announced the creation of the Fashion and Apparel Industry Task Force which is mandated to promote Montreal as an international fashion and apparel centre. The task force will work together on various fashion-promotion activities in Montreal and abroad. The first, on April 30, was the North American Fur and Fashion Exposition in Montreal (NAFFEM 98). "The industry players have demonstrated a genuine desire to work together, which is essential in ensuring the success of such an alliance," says Patrice Simard, FCA, executive committee chairman of the CRDÎM.

The task force is made up of the five industry heavy weights who have joined forces in a concerted effort to propel Montreal's fashion savvy. They are: the Quebec Clothing Contractors Association (QCCA), Children's Apparel Manufacturers' Association (CAMA), Association professionnelle des designers de mode du Québec (APDMQ), Fur Council of Canada (FCC) and the Apparel Manufacturers Institute of Quebec (AMIQ).

"This traditional Montreal industry has undergone a major restructuring over the past decade to maintain and enhance its competitive stance. The result: this industry, largely concentrated in the Montreal region, is once again competitive. Following the 1990 lows, Quebec clothing exports grew 408.5% in 1997, as compared to 99.7% for all the manufacturing industries. This growth has translated into 6,500 jobs in Montreal in the clothing sector alone," elaborates Robert Perreault, Minister of State for Greater Montreal. ■



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forum



Continued from page 3

ELECTRONIC COMMERCE BUSINESS TO BUSINESS: PIPE DREAM OR REALITY?

Complex but less costly sites

The LGS Group Inc. is a Montreal-based international organization specialized in management and systems integration. The company offers consulting services in information technologies as well as software products that it has purchased or developed. LGS has 1,500 consultants located in fifteen offices throughout Canada and France.

The range of products offered by LGS includes needs analysis, technology selection, technology implementation, training, and support. "We emphasize security mechanisms to guarantee the viability of business transactions," notes Michel Laflamme, vice-president, Internet and electronic commerce practice.

Rather than speak of electronic commerce, Laflamme prefers to talk about transactional systems. He cites the example of package delivery services such as Federal Express and Purolator in the United States, which give customers direct access to their company's computer systems. Customers can place orders and check the status of their delivery without contacting a call centre. "The entire system is computerized. In fact, we consider that the less human intervention that is required, the more added value electronic commerce will provide."

According to Laflamme, the costs associated with implementing an electronic commerce system are related to the creation of software interfaces with the company's management systems and the required overhaul of its business procedures. The operation becomes much more complex when it involves the electronic transfer of funds requiring the participation of banking institutions. Laflamme notes, however, that using the Internet as a communications medium for electronic commerce applications now results in considerable savings compared to the use of more costly pri-

vate VAN networks. "In addition, the technology is becoming more and more accessible as the costs go down. For example, a basic "informational-type" corporate Web site that would have cost \$100,000 a few years ago can now be constructed for just \$20,000."

A cost-effective implementation strategy



Jean Lanoix
Vice-president,
interactive strategies
MétaLink

"An implementation strategy for an electronic commerce system begins with the mapping out of a business strategy and often involves a major reorganization of a company's business procedures," explains Jean Lanoix, vice-president, interactive strategies, MétaLink, DMR's multimedia subsidiary. Montreal-based DMR is the head office of the U.S. company Amhdal, which has 50 offices worldwide and 1,200 employees in Quebec.

Lanoix is an ardent proponent of Internet, intranet, and extranet business solutions. According to Lanoix, companies can benefit from the following three components. The first is an "informational-type" Web site that provides a showcase for the company. The second is an intranet - a private network posting strategic, confidential information about the company for use by employees. The third is a controlled-access extranet that enables the company to share specific types of information with business partners and other interested parties. "Unfortunately, many companies experience 'false starts' in their haste to start doing business on the Net. They design Web sites without looking ahead to future expansion

Despite the enormous potential of the Internet's open network, which serves tens of millions of users throughout the world, Lanoix does not expect to see "explosive" growth in the field of electronic commerce. "We read about it in the

papers, and perhaps it's true in the United States, where corporate profits are higher. For them, a \$1 or \$2 million investment in an Internet system is no big deal." He notes, moreover, that 80% of Fortune 500 companies had Web sites in 1997, but only 5% of those used the Internet to conduct business.

In Lanoix's view, Canadian companies are only beginning to take a serious interest in electronic commerce. "Only large corporations have the means to create multi-application sites. The major concern of clients such as Imasco, Radio-Canada, and SNC-Lavalin is to implement broad-based intranets.

Electronic commerce: a business decision

CGI, the Canadian leader in the field of information technology services, is one of the top consultants in the country; it has been creating electronic commerce solutions for the past two years. CGI has almost 4,000 employees and serves more than 2,000 companies in Canada and the United States.



Jean-François Coulonval
CGI's vice-president,
consulting services,
electronic business solutions

"More than a technology, electronic commerce is a way to do business 'electronically.' We take our clients through every step of the operation, proposing appropriate solutions." According to Jean-François Coulonval, CGI's vice-president, consulting services, electronic business solutions, an effective implementation strategy must be based on a needs analysis and profitability studies. "We generally expect to see a 30% reduction in paper costs and time devoted to the transaction cycle, which includes order placement, production, delivery, and payment."

Coulonval explains that a successful implementation process will require everyone concerned (managers, users of the technology, and partners with whom the business transactions will be carried out) to sit down at the same table. "It's important to remember the interactive component of electronic solutions and the need for applications to be user friendly. From the start, it is important to create a prototype with users and potential clients to ensure the viability of the system," he adds.

A dramatic impact on economic cycles

Experts tell us that widespread use of

business-to-business electronic commerce will shorten economic cycles, since electronic transactions will reduce time lags between production, delivery, and payment. "Electronic commerce will have a growing impact on the purchasing cycle and the merchandising chain. The crowning achievement of electronic commerce will be when everything is done "just in time." We can picture the day when suppliers will all be connected to a company's computer system and supply the products it needs just in time for it to fill orders. The client will no longer have to keep inventory in stock. Moreover, its electronic commerce network will enable it to distribute its products directly to customers, bypassing intermediaries in the merchandising chain. That would truly be "just in time." We're not there yet, but we're heading in that direction," concludes Coulonval.

EDI: A TECHNOLOGY THAT HAS PROVEN ITSELF

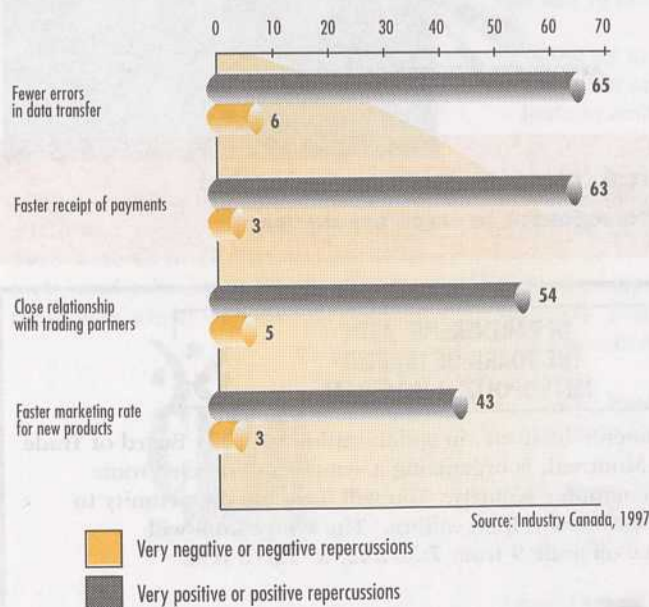
Almost 1,500 Quebec companies now use EDI to exchange documents such as purchase orders, bills and so on. This figure jumps to 5,000 in Canada and 44,000 in the United States. The retail and grocery sectors report the largest number of users, followed by the textile and transportation sectors. Companies generally make the transition to EDI when they are asked to do so by a major client.

A "relatively simple" environment

While costly, conventional EDI technology is based on telecommunications and data processing principles that are relatively easy to apply. EDI conversion software is simply added to a company's basic computer applications. The conversion software makes it possible to translate data from an application program into the computer language used by the recipient. The data is then forwarded over a value added network (VAN). A company's computer is thus linked directly with those of its business partners. In addition, there are now many ways to transfer EDI files once transmitted over a VAN via the Internet (see *Leadership Montréal*, vol. 1, no. 3, April 1998, p. 14).

"There are two possible ways to use EDI: the least effective is to use it as a new and improved fax machine and re-enter the data manually; the most effective is to receive documents via EDI and integrate them with the company's computer applications," explains Jacques Dulac, president of the Electronic Commerce Centre. The costs and challenges of implementing EDI are linked primarily to this integration process.

Repercussions of electronic commerce on customer service (% national, electronic commerce users only)





FINANCIAL INSTITUTIONS: FRONT-LINE PLAYERS

In addition to offering regular transactional services to their customers, banking institutions aim to play an important role in electronic commerce. The Internet is a new vehicle that enables them to expand their range of services. As well, financial institutions are exploring several different ways to become involved in inter-company electronic commerce.



Richard Carter
senior vice-president,
National Bank of Canada

The reluctance of consumers to shop on the Internet - the most recent AC Nielsen study reveals that only 10% of Quebecers have used the Internet to make a purchase - is compensated by the growing popularity of intranets and extranets, which offer tools facilitating the launch of electronic commerce. The National Bank of Canada plans to explore several different avenues, including the certification of parties to financial transactions. "Uncertainty regarding the security of financial transactions concluded on the Net leads organizations to look to us for reassurance. We are committed to developing electronic solutions that will guarantee the certification of parties to financial transactions. In cooperation with other financial institutions, we are working to perfect an Interac-type solution for on-line transactions," explains Richard Carter, senior vice-president, National Bank of Canada. Banks are also working to develop ways to enable companies to pay their sales and other taxes "electronically."

The age of alliances

Convergence and the complexity of technologies are leading key players in the computer, telecommunications, and financial-institution sectors to forge alliances based on their respective fields of expertise. Bell has just struck an alliance with CGI to set up a transactional office service; the Royal Bank and AT&T have formed a partnership to offer the same type of integrated services; and the National Bank has concluded an agreement with SAP, a German company specialized in corporate management systems.

The Gartner Group estimates that by the year 2000, 75% of electronic transactions will be outsourced. Difficulties with security management and the integration of transactional applications with management systems will lead many companies to contract out their

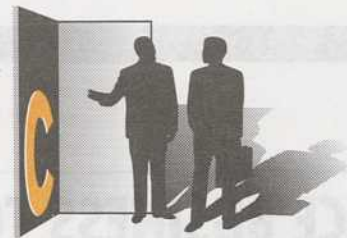
technological resources. By creating alliances with companies that provide complementary expertise, financial institutions can better meet the needs of their business clients and guarantee the security of their business transactions. "Anything that is peripheral to electronic commerce is of interest to us; hence our agreement with SAP. As a bank, we focus on administrative support, and that is the heart of the transactional office service, a management system integrating all computerized applications, such as accounting, payroll, and human resources. Some of our clients, such as Bombardier, are in the process of implementing this service. The Quebec government will soon be making a decision to use our service for its health-services network."

The role of governments: walking the talk

On April 28, the Quebec government announced its new policy regarding the information highway - a policy designed to encourage more widespread use of this technology. Among other things, it includes measures promoting the use of electronic commerce. In addition, it aims to make the Electronic Commerce Institute the nerve centre of a network promoting electronic commerce use among Quebecers. "We are very pleased that the government has developed clear policies regarding its use of electronic commerce and has highlighted the role we play," affirms Dominique Levesque, president and general manager of the institute. "I believe that all Quebec companies should establish a presence on the Internet and take advantage of electronic commerce technologies to improve their competitive edge both here and abroad. Moreover, I think the government can play an important role by using electronic commerce in its dealings with companies and individuals," she adds.

"Governments must lead the way," says Richard Carter of the National Bank. The government is a very large employer and has dealings with many different companies and organizations. It is critical that it take the lead and adopt the most advanced management methods made possible by electronic commerce."

Quebec's health-care network (RAMQ) is currently working to implement electronic data interchange (EDI) within every organization providing health and social services in the province, a program supervised by the Electronic Commerce Institute (see *Leadership Montréal*, May 1998, p. 19). Another major project is being carried out by the CSST (Commission de la Santé et de la Sécurité du travail) in cooperation with a National Bank, Mouvement Desjardins, and Bell Canada consortium, the CGI Group, the DMR Group, the LGS Group, and MLLA and Associates. The goal of the project is to link the CSST with some 11,500 employers, 875 medical clinics and health-care establishments, and 7,600 physicians throughout Quebec. ■



THE MONTREAL INTERNATIONAL AIRPORT - MIRABEL

RECEIVES THE NORTH AMERICAN CARGO AIRPORT 1998 AWARD OF EXCELLENCE

A leading cargo airport, located in the heart of a market of more than 100 million consumers, Montreal International Airport - Mirabel was named North American Cargo Airport by the renowned Institute of Transport Management. This award of excellence underlines the continuing efforts of Aéroports de Montréal's management in its quest for excellence in customer service and its commitment to an efficient, profitable operation for international air cargo customers.



"We are delighted to receive this prestigious award," said Serge Larue, general manager, cargo development. "The challenge of adapting our airport services to the needs of air cargo clients is of the utmost importance. We are committed to the cargo product offered at Mirabel and this award recognizes the efforts of the entire team at Aéroports de Montréal."

Open 24 hours a day, 365 days a year, with no curfew, the Montreal International Airport - Mirabel is free from air traffic congestion and offers carriers competitive landing fees. The close proximity of customs offices and warehouse facilities adds another benefit for airlines, trucking companies and customs agents. In addition, the intermodal network of the Greater Montreal region is complemented by the Port of Montreal - the second largest on the East coast of North America for container traffic - and an extensive rail system operated by St. Lawrence & Hudson and Canadian National.

During the past year, the mandate to position the Montreal International Airport - Mirabel namely as an airport specialized in the sector of logistics and cargo services has necessitated investments in order to modernize its infrastructure and better serve the diverse needs of its cargo customers.

Thus, the airport is equipped with a system of loading bridges which are unique in their ability to adapt to all types of cargo aircrafts. This allows for the direct transfer of freight from the aircraft to storage areas, sheltered from natural elements. Soon the airport will introduce a brand new, climate-controlled, perishable cargo centre.

With more than 1,500 sq. metres of refrigerated space, this state-of-the-art facility will cater to the needs of diverse clients by offering customized service, temperature-controlled warehouses as well as a complete range of distribution and storage-related services, including freight monitoring and a customer service counter.

With its focus on cargo excellence and with the launch of a new perishable centre, it is clear that the Montreal International Airport - Mirabel is in business to serve a wide range of customers and play a major role as an economic partner with the Greater Montreal region.



Montreal International Airport - Mirabel
Commitment to cargo excellence



IN PARTNERSHIP WITH
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The Electronic Commerce Institute, in collaboration with the Board of Trade of Metropolitan Montreal, is organizing a symposium on electronic commerce and computer security. You will have the opportunity to hear guest speakers of high calibre. The symposium will take place on June 9 from 7:30 a.m. to 12:15 p.m.



To reserve, call Ghislaine Larose at: (514) 871-4000, ext. 4001



activities and services

WHERE WERE YOU IN 1988? AND WHERE WILL YOU BE IN 2008?

It was ten years ago that the Businesswomen in Action committee of the Board of Trade started its Networking Dinner tradition. This important event brings together women to pay homage to those who have taken great strides in their given fields. This year, a special touch was added. The evening, held on April 16, was animated by the comedian Pauline Martin and CJAD radio personality Trudy Mason. This made for quite a lively occasion.

This year's theme "where were you in 1988? And where will you be in 2008?" provided for fruitful discussion among the more than 300 women who attended this popular event. So popular that it was sold out long before.

Women from all sectors came to meet, network and pay homage to forty three professionals who were honoured according to three original categories: the muses - the guides (those who founded the Networking Dinner and the Businesswomen in Action committee), the mentors - the role models (honoured for their achievements in the past) and the amazons - the inspirations (honoured this year for the first time).

Be a part of next year's celebration. Mark April 15, 1999, in your agenda for the 11th Networking Dinner! To learn more about this event or the Businesswomen in Action committee, please call Isabelle Scaffidi at (514) 871-4000, extension 4022.



Lise Thibault, Lieutenant Governor for Quebec (honoured in the category of mentors) congratulates the honoured guests for their outstanding achievements.



Laura Urtnowski, president, Les Brasseurs du Nord (honoured in the category of amazons) speaks with Gretta Chambers, chancellor, McGill University (honoured, again this year, as a mentor) during the cocktail reception prior to the dinner.



THE NEW MEMBERS RECEPTIONS AT THE BOARD OF TRADE KEEPING IN TOUCH!



The New Members Receptions, held on November 26, 1997 and April 29, 1998 were opportunities to renew contacts, network, meet new clients, or see those with whom we have lost contact.

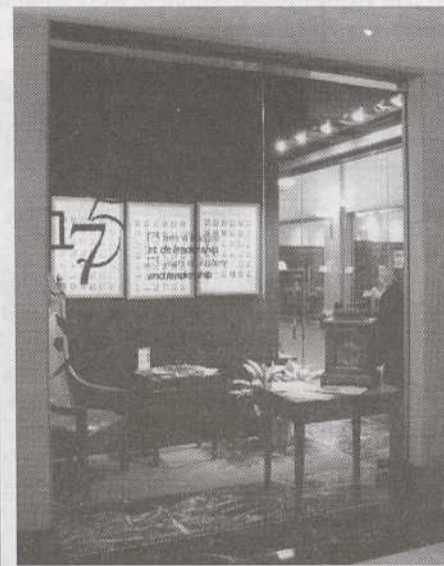


The key to networking:

- 1) Show up at functions. Being a member is not enough, you have to participate in activities.
- 2) Prepare yourself. In order to ease communication, have an idea of what you would like to share with others.
- 3) Be friendly. Your objective is to meet people. Find out about others by asking questions.
- 4) Listen. Maintain a balance in the conversation, don't do all the talking.
- 5) Move on. Know how to end a conversation by, for example, refreshing your drink.

Source: *Survival strategies for volatile times* by Anne Baber and Lynne Wayton

OUR 175 YEARS OF HISTORY AND LEADERSHIP... IS ON DISPLAY



We are pleased to invite you to pay a visit to some of our archives which are on display in the Sun Life building. The glassed-in room is facing Café Suprême, and contains several gems which illustrate our history. Sun Life generously offered us this space as well as the talents of a designer who modelled the room for us. This showcase will decorate the Sun Life lobby until sometime in mid-June.

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activities and services

1998 OUTSTANDING STUDENT AWARDS - SECONDARY V AND VOCATIONAL PROGRAM STUDENTS

The Board of Trade of Metropolitan Montreal is proud to present, for the sixteenth year, the 74 finalists and the 12 winners of the Outstanding Student Awards - secondary V and vocational program students. The high caliber of participating students made the selection process an arduous task for the jury.

The names of the winners were announced at a May 12 business luncheon at which Bernard Coupal, president of T2C2, was the guest speaker.



Sponsors: Top row, from left to right: Paul Payette, molecular biologist at Merck Frosst's research laboratory, René Ricard, president of GEC Alsthom Canada, Louise Dostie, development director at the Fédération des caisses populaires Desjardins de Mtl et de l'Ouest-du-Québec, Terry, Harron, vice-president, sales at Nortel, Jean Martin, first vice-president at the Solidarity Fund (FTQ), Kathleen Grant, director, communications, liaison and student career services at l'École des Hautes Études Commerciales and Madeleine Dopheide, agent at Celanese.

Second row, left to right: Malcolm Andrews, senior advisor, external communications at VIA Rail Canada (sponsor), the winners: Peter Katz, "bronze", Sciences-Mathematics, École secondaire Pointe-Claire, Andrew Wiczorek, "silver", Sciences-Mathematics, Laurier Macdonald High School, Joseph Maciejko, "gold", Arts, Collège Beaubois, Joseph Tyo, "bronze", vocational education, Rosemount Technology Centre, Philippe Larochelle, "gold", Social Sciences-Languages, St. Thomas High School, Shalini Melwani, "silver", Social Sciences-Languages, École secondaire La Voie, Paule Doré, executive vice-president, corporate affairs, at CGI (sponsor).

First row, left to right: Sophie Boisselle, "silver", Arts, Collège Sainte-Marcelline, Mélanie Grenier, "silver", vocational education, École des Métiers de l'Aérospatiale de Montréal, Tommy Provias, "gold", vocational education, St. Pius X Comprehensive High School, Adrian Kaats, "bronze", arts, Lindsay Place High School and Devorah Ritter, "bronze", Social Sciences-Languages, The Sacred Heart School of Montreal.

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Royal Bank of Canada
The Gazette



Winner of the first, in 1983, Outstanding Student Awards in the Sciences-Mathematics category, Eva Carissimi, engineer and technical superintendent at Noranda Metallurgy Inc. and Horne Smelter, explained to the finalists how the contest gave way to many opportunities for her.



W T C
MONTREAL

IN PARTNERSHIP WITH
THE BOARD OF TRADE OF
METROPOLITAN MONTREAL



MONTREAL AND SHANGHAI:
TWO CITIES ON THE VERGE OF THE 21ST CENTURY

On Wednesday, April 29, the World Trade Centre Montréal, the Board of Trade of Metropolitan Montreal, and Montréal International welcomed Pierre Bourque, Mayor of Montreal, and Xu Kuangdi, Mayor of Shanghai.

More than 350 people attended this business luncheon, at which the two mayors spoke about their respective cities and the ties that unite them. The Mayor of Shanghai also discussed the future of his city and available business opportunities.



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PLAYING TO WIN:
CANADA AND THE WORLD TRADE ORGANIZATION

On Wednesday, May 6, the World Trade Centre Montréal and the Board of Trade of Metropolitan Montreal welcomed the Honourable Sergio Marchi, Minister for International Trade, Department of Foreign Affairs and International Trade, Government of Canada.

the General Agreement on Tariffs and Trade (GATT). One of the most promising initiatives of the conference, to be attended by trading nations, will be the start of negotiations to create a free-trade area for the Americas, a process that Canada will moderate for the first eighteen months. To this end, it will host the next Summit of the Americas at the turn of the millennium.

During the business luncheon, which was attended by more than 175 people, Mr. Marchi announced that he and the Prime Minister would be attending ceremonies at a May conference hosted by the World Trade Organization in Geneva to celebrate the fiftieth anniversary of

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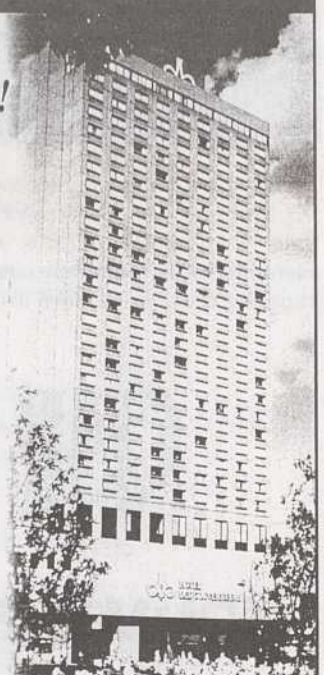
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2	11:30 a.m. to 2 p.m. Business luncheon L'actualité Profit 100 Westin Mont-Royal member \$45 non-member \$50	11	6 to 10 p.m. Great Montrealers' Gala Windsor Ballroom
10	5:30 to 7:30 p.m. Cocktail Businesswomen in Action committee Théâtre du Nouveau Monde member \$28 non-member \$37	*12	8:30 a.m. to noon Training workshop International risk management Claude Lamarre Board of Trade's Via Rail and Port of Montreal rooms member \$57.51 non-member \$86.27
10	7:30 to 9:45 a.m. Contact Club Board of Trade's Hydro-Québec room	*18	8:30 a.m. to noon Training workshop Contacts-Export member \$57.51 non-member \$86.27
*10	7:30 to 9 a.m. Breakfast meeting Uruguay: les zones franches Intercontinental Hotel member \$25 non-member \$30	*19	8:30 a.m. to noon Training workshop Contacts-Export (Activity in English only) member \$57.51 non-member \$86.27

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

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Information and reservations
Ghislaine Larose
(514) 871-4000, ext. 4001

Contact Club
Nathalie Geoffroy: (514) 871-4000, ext. 4021
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A PROGRAM WITH GREAT SPINOFFS



This program recognizes the 50 best managed private companies in Canada. Organized jointly by Le Groupe Mallette Maheu, Arthur Andersen, Canadian Airlines, CIBC Bank and the Financial Post, this Canada-wide competition is in its sixth edition.

The award offers many strategic advantages to the winners and finalists alike, to help them maintain their momentum. Over the past few years, several Montreal-based firms have won this honour.

The selection criteria are as follows:

- Excellent products or services
- Motivated personnel
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- Implementation of the right business strategy

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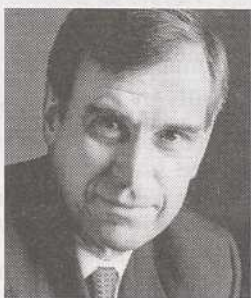


activities and services

PRESENTING OUR 1998 GREAT MONTREALERS

Montreal has many merits. But the most outstanding is her people and how they, through their work and achievements, contribute to the greatness of our city. It was in that spirit that, in 1978, the Académie des Grands Montréalais brought some of Montreal's finest into focus. Then in 1984, the Board of Trade of Metropolitan Montreal and Canadian National joined forces so as to ensure the continuation of this worthy tribute. Laurent Beaudoin, Charles Bronfman, Gretta Chambers, J.V. Raymond Cyr, Charles Dutoit, Alan B. Gold, Maryvonne Kendergi, Phyllis Lambert, Bernard Lamarre and Serge Saucier are just a sampling of the academicians who have been selected, by the Nominating committee, for their exceptional contributions to the life and prestige of our city. The Académie currently has forty six members.

June 11 marks the Great Montrealers' Gala where our three new nominees will be paid tribute to with panache. This black tie event may be attended by calling, (514) 871-4000, extension 4001.



PAUL TELLIER

President, chief executive officer and member of the board of directors of the Canadian National Railway Company

Paul Tellier is undoubtedly one of the most prominent and highly regarded corporate executives in Canada today. And justifiably so, since he was brilliant at overseeing the privatization of CN in 1995 and putting the former Crown corporation back on the track to profitability. Experts agree that this was one of the most impressive corporate recoveries ever achieved in this country.

Named North American Railroader of the Year by the prestigious magazine *Railway Age* in 1997 and selected Transportation Person of the Year during National Transportation Week that same year, Paul Tellier set the objective of making CN one of the best and largest railway companies on the North American continent. An experienced strategist and administrator, for close to eight years Paul Tellier served in the position of clerk of the Privy Council and secretary to the Cabinet of the Government of Canada - the top Canadian public service position - before joining CN in 1992.

Paul Tellier joined the Public Service in 1967, as assistant to the minister of Energy, Mines and Resources. He later served in many executive positions, including deputy minister of Indian Affairs and Northern Development in 1979 and deputy minister of Energy, Mines and Resources in 1982.

The man known as CN's "locomotive" is a highly disciplined and principled individual, capable of finding solutions to the most complex problems. A great humanitarian, he has contributed and continues to contribute to the furthering of a number of charitable causes, notably the Ottawa General Hospital from 1984 to 1992. In 1995, he served as co-chair of the Centraide Campaign of Greater Montreal.



DANIEL GAUTHIER
President of Cirque du Soleil

Under his aegis, Cirque du Soleil has become a major cultural enterprise, respected and admired internationally. Acclaimed in Tokyo, London, Munich, Amsterdam, Berlin, San Francisco and countless other locations, the Cirque employs some 1,300 professionals and generates revenue totalling more than \$150 million.

Daniel Gauthier's first contact with the circus and acrobats dates back to 1982, in Charlevoix, when he was responsible for the accounting activities of the Fête foraine de Charlevoix, showcase for the Club des talons hauts, performers on stilts, some of whom later became the nucleus of Cirque du Soleil. Only 23 at the time, Mr. Gauthier was a computer consultant working for his own firm, Gesco, the first company of its type in the Charlevoix region. When Cirque du Soleil was founded in 1984, Daniel Gauthier was appointed its director of administrative and computer ser-

VICES. The following year, as secretary-treasurer, he was involved in setting up the Fondation du Grand Chapiteau, a nonprofit organization dedicated to teaching, promoting and supporting circus and street performing arts. Long the Cirque's "one-man band", Daniel Gauthier became a shareholder of the cultural enterprise in 1987, agreeing to serve as vice-president of Productions Cirque du Soleil. The same year also marked the first series of North American tours.

In 1988, Mr. Gauthier joined forces with Jean-François Brousseau and became vice-president of Concept électronique Microflex, a company specialized in automated ticketing systems. That same year, the two partners founded the Admission ticketing network and within four years, it captured 85% of the Quebec ticketing market. In 1990, Daniel Gauthier became president of Cirque du Soleil. At the age of 31, the young executive spotlighted his 2,500-seat Big Top for the very first time, at the Montreal world premiere of *Nouvelle Expérience*, a brand new production. The Cirque garnered unprecedented success, breaking all of the previous year's records for ticket sales. At the same time the enterprise made its first foray into Europe, presenting Cirque réinventé in Paris and London.

Subsequently, Cirque du Soleil travelled to Japan (1992) to present *Fascination*, a production including the best

numbers from previous shows. Then came the European, North American and Asian tours of *Saltimbanco*, *Alegria* and lastly, *Quidam*, which highlights the frailties and anxieties of humanity at the dawn of a new century.



ALEXANDER KENNEDY PATERSON
Partner, McMaster Gervais Law Firm

Alexander Kennedy Paterson obtained a B.A. from Bishop's University in 1952 and a B.C.L. from McGill University in 1956. After being admitted to the Bar of Quebec in 1957, he joined the McMaster Gervais law firm, becoming a partner in 1969 and a senior partner in 1993.

Mr. Paterson is also committed to the educational sector. Most notably, he has served as president of the Mackay Center for the past 15 years and also currently serves as the president of the Center's Foundation. He was also appointed chairman of the Board of Governors (1990 to 1994) of McGill University and a member of its Executive Committee (1988 to 1994), and chairman of the Consultative Committee and president of the Corporation of Bishop's University (1974 to 1979). An attorney for the McGill University teaching hospitals since 1972, he taught medical law at McGill from 1973 to 1979 and served as chairman of the Steering Committee responsible for setting up the McGill University Hospital Centre, where he was interim chairman of the board of directors from 1994 to 1995. The Government of Quebec also called upon him to act as head negotiator during the Oka crisis.

In 1996, Alexander Paterson was awarded the Medal of Honour of the Bar of Montreal and the Distinguished Friends of Education Award, presented by CASE District 1 in Boston. Appointed Officer of the Order of Canada in 1982, Mr. Paterson was appointed Officer of the Order of Quebec in 1993. Dawson College awarded him an Honorary Diploma in recognition of his public service (1991), he was presented the Award of Merit by the McGill University Alumnae Association (1986), and has received an Award of Merit (1996) and an L.L.D. (1994) from McGill University, and an Honorary D.C.L. from Bishop's University (1974).

Alexander Kennedy Paterson is currently a director of APV-Hall Crepac Inc., The Laurentian Bank of Canada, and The Laurentian Trust of Canada. ■



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