

The Western part of Montreal Island: the largest technology cluster in Canada...

To read in page 3, an economic profile of this sector

**EDITORIAL**

CANADA IN A FREE-TRADE CLIMATE



page 4

**AGENDA**

Every information and networking activities



page 17

**INDEX**

dossier 3

forum - continued 5

partners 6-8

activities 17-19

**SUMMARY FOR JUNE 2001**

**FORUM**

**HUMAN RESOURCES: MANAGING, PROTECTING AND DEVELOPING HUMAN CAPITAL IN THE KNOWLEDGE-BASED COMPANY**

*Strategic workers: the spark that ignites the economy*

Leadership Montréal will get an update from experts

Take advantage of this forum to promote your services.

Contact  
Sylvie Paquette  
at 871-4000,  
extension 4015

**Special**

**ACADEMY OF GREAT MONTREALERS PRESENTS ITS 23<sup>RD</sup> GALA**

BY MADELEINE MURDOCK

Created in 1984, the Academy of Great Montrealers—an institution under the auspices of the Board of Trade of Metropolitan Montreal—celebrates the achievements of four individuals from four different sectors who have set themselves apart by their exceptional contribution to Montreal's growth and to the quality of life of their fellow citizens. Inaugurated in 1978, the annual gala, which this year will be held on June 14, honours the members of the Academy's expanding circle.

Continued on page 4

**ECONOMIC SECTOR**



Mr. Jacques Bougie

**CULTURAL SECTOR**



Mr. Guy Laliberté



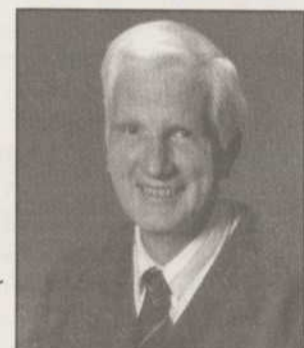
L'Académie des Grands Montréalais

**SOCIAL SECTOR**



Ms. Michèle Thibodeau-Deguire

**SCIENTIFIC SECTOR**



Dr. Charles R. Scriver

**Forum**

**BUSINESS AND E-COMMERCE: NO MORE EXCUSE NOT TO GET ON BOARD**

ALL THE NECESSARY SERVICES ARE AVAILABLE IN THE METROPOLITAN AREA TO ALLOW BUSINESSES AND GOVERNMENTS TO CAPITALIZE ON AVAILABLE TECHNOLOGIES

BY FRANÇOY ROBERGE

We cannot anticipate all the consequences of the new generation of technologies that are now available," says Perry Marshall, CGI vice president, marketing and emerging technologies. "Alexander Graham Bell could not have foreseen that one day in the near future

Continued on page 5



SMBs, whose limited financial and human resources heretofore presented them from launching in e-commerce, can now make the leap thanks to low cost, e-commerce solutions.

## AN EXCELLENT YEAR 2000 FOR STATIONNEMENT DE MONTREAL

**Société en commandite Stationnement de Montréal reports earnings before royalties of \$2.6 million in 2000, a 33.4% increase over 1999**

Great emphasis was placed on projects that, in the coming years, should have a positive impact on the Company's internal operations, the profits paid to Ville de Montréal, and the services offered to its clientele. Equipment renewal and its customer-based approach were the focus of the Company's activities.

In 2000, the number of parking meters remained stable, while the number of off-street parking spaces fell from 5,010 to 4,828.

### REVENUES

At the end of the last fiscal year, the Company posted revenues of \$25.8 million, down 1.4% from the previous year. This decrease was due mostly to the lower revenues generated by parking meters, down 1.7% from the previous year. Particularly harsh weather conditions in December were largely responsible for this decline.

### EXPENSES

The Company's total expenses were \$23.2 million in 2000 (including transfers of \$8.8 million to Ville de Montréal), down \$1 million, or 4.2%, from the previous year.

### EARNINGS BEFORE ROYALTIES

The Company reported earnings before royalties of \$2.6 million, a 33.4% increase over the preceding year. Under the terms of the concession agreement, earnings before royalties are distributed according to the following profit-sharing formula: 80% to Ville de Montréal; 14% to the Economic Development Fund (Fonds Ville-Marie); and 6% to the Company's Investment Fund.

### ■ Ville de Montréal

In 2000, the Company paid Ville de Montréal a total of \$10.9 million (the same amount as in 1999) in the form of taxes, rent, permits, interest on the debenture, compensation, and royalties. Since its founding in 1995, the Company has paid Ville de Montréal a total of \$54.7 million in addition to the initial payment of \$56.8 million, for a grand total of \$111.5 million.

### ■ Economic Development Fund (Fonds Ville-Marie)

For the year ended December 31, 2000, the Fonds Ville-Marie Economic Development Fund received the sum of \$365,274, or 14% of earnings before royalties, in accordance with the profit-sharing formula set forth in the concession agreement. The Fonds Ville-Marie is an initiative of the Board of Trade of Metropolitan Montreal, working primarily to reduce the number of school dropouts and encourage young people to earn their high school diplomas.

### ■ Investment Fund

The contribution to the Company's Investment Fund was \$156,546. Under the terms of the concession agreement, this fund receives annually 6% of the Company's earnings before royalties.

### PROSPECTS FOR 2001

Beyond renewing its collection equipment, the Company will devote all its energies to pursuing its major objective: meeting the needs of all its customers, from merchants wishing to ensure optimal access to their place of business and resi-

dents wishing to park near their homes at a reasonable cost, to shoppers looking for downtown parking spaces.

Furthermore, the integration of the Company within the "expanded" Ville de Montréal will be one of the new challenges to be met in the coming months. ■

## Société en commandite Stationnement de Montréal

### Testing of new computerized parking pay stations in downtown Montréal



Société en commandite Stationnement de Montréal, in partnership with Ville de Montréal, is testing a new approach to managing paid on-street parking.

Six (6) parking pay stations began operating on St. Catherine Street between Guy and Crescent Streets. These six multi-space pay stations are replacing sixty-two (62) existing parking meters.

The primary goal of this experimental project is to evaluate the level of customer satisfaction. Members of a customer-service team were stationed next to each of the pay stations to explain how they work, answer any questions users may have, and record their comments.

The satisfaction of users will thus play a critical role in the evaluation of the experimental project, which will also take into account financial and operational aspects.

If the results are positive, other existing parking meters could, in time, be replaced by such computerized terminals.

A team focused  
on customer  
satisfaction!



### Make change: it pays!

A promotional and information campaign targeting merchants and professionals was developed jointly with the executive directors of various sociétés de développement commercial and tested on Plaza St. Hubert.

This new approach aimed to educate merchants about the importance of short-term parking on commercial streets while reminding them that by making change for customers using parking meters near their stores, they were helping to increase customer traffic in their vicinity and thus enhancing its economic vitality.

Given the success of this campaign, it will be repeated in 2001 within several other commercial areas.

Published by:



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

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  
Normand Legault

Editor-in-chief  
Joëlle Ganguillet

Managing editor  
Madeleine Murdock

Collaborators  
François Roberge  
Madeleine Murdock

Production and  
advertising assistant  
Sylvie Paquette

Advertising  
Johanne Gagné  
Muriel M. Mireur

Design and production  
Talengo Design Inc.

Printer  
Imprimeries Transcontinental inc./  
Division Transmag

Subscription fee  
\$25 (9 issues) + taxes

ISSN 1480-4638

Legal deposit  
National Library of Québec  
National Library of Canada

# DOSSIER

## THE WESTERN PART OF MONTREAL ISLAND BOASTS OVER HALF THE HIGH-TECH JOBS IN METROPOLITAN MONTREAL

### OVER 5,000 ENTERPRISES CREATE 200,000 JOBS, INCLUDING HALF IN THE FIELDS OF HIGH TECHNOLOGY

BY FRANÇOY ROBERGE

**T**he western part of Montreal Island is home to 80% of Quebec's English population and is the largest technology cluster in Canada, meaning it has the greatest concentration within a limited area of companies belonging to four major sectors of the new economy: aerospace, information technology, telecommunications and bi-pharmaceutical.

This economic profile covers all companies located west of St. Laurent Boulevard, the official demarcation point

between the east and west part of the island. This territory therefore includes the western part of the City of Montreal, with its technology parks and Cité du Multimédia, three of the four universities and three major schools. However, we are not focussing specifically on the Ville Marie district — or business district —, which encompasses downtown Montreal and counts no less than 35,000 jobs in IT and telecommunications consulting services.

Besides a large part of Montreal and its clothing district, the western part of the Island includes the cities of Verdun, LaSalle, Lachine, Dorval, Baie d'Urfé, Beaconsfield, Dollard-des-Ormeaux, Île Bizard, Kirkland, Pierrefonds, Pointe-Claire, Roxboro, Sainte-Anne-de-Bellevue, Sainte-Geneviève, Senneville, Saint-Laurent, Montreal West, Côte-Saint-Luc, Town of Mount Royal, Outremont and Westmount. All these cities will be part of the new City of Montreal at the end of the year.

The exceptional economic wealth of the West Island stems from many sources. Among the factors that explain its growth in sectors of the new economy are the presence of colleges and universities that rival their North American counterparts; the availability of quality industrial land; a choice environment; the presence of vast waterways, namely, Lac Saint-Louis and Lac des Deux Montagnes; the proximity

of Ontario and U.S. markets, accessible by good road and rail networks; and the presence of a thriving airport, the third largest in North America in terms of international destinations served.

At the beginning of the 20th century, the west part of the Island was not much different than the north part of the city, populated by vast farms, wooded areas and private estates. Less than a century later, these farms have all but disappeared, except at MacDonal College, replaced by high-tech industries that import components and export much of their finished goods around the globe.

Compared with Montreal East—Montreal's original industrial hub thanks to its industries with strong ties to port activity—the West has emerged only in the past 50 years and benefits from the fact that its main industries are far from maturity, except of course for clothing-related industries concentrated around Saint-Laurent Boulevard.

Today the West Island boasts between 5,000 and 10,000 enterprises, depending on whether businesses with fewer than 10 employees are included. It accounts for 40,000 jobs in information technologies and telecommunications, of which some 20,000 are in Saint-Laurent, over 13,300 in

Continued on page 6

## GET THE MOST OUT OF YOUR FLYERS!

*Leadership Montréal*,  
a useful vehicle at your disposal, offers a selection of  
**advertising spaces** or a **mass-mailing insert** formula.

*Leadership Montréal*  
is distributed to all 7,000 members of the Board of  
Trade's network of businesspeople and decision-makers.

Join the many other members who  
choose *Leadership Montréal* as an advertising medium.  
We also offer the **member-to-member** formula,  
whereby your flyer is sent to  
members by mail or by fax.

For information  
and rates, contact  
Muriel M. Mireur  
(514) 871-4000, local 4083  
mmmireur@ccmm.qc.ca

PRESTIGIOUS SPACE

**Need space?**

Montreal, Laval, Trois-Rivières,  
Quebec City, Chicoutimi:  
Office space for rent  
from 300 ft<sup>2</sup> to 36,000 ft<sup>2</sup>  
1 800 463-5261

INDUSTRIAL ALLIANCE  
INSURANCE AND FINANCIAL SERVICES  
Industrial-Alliance Life Insurance Company

Continued from page 1

## CANADA IN A FREE-TRADE CLIMATE

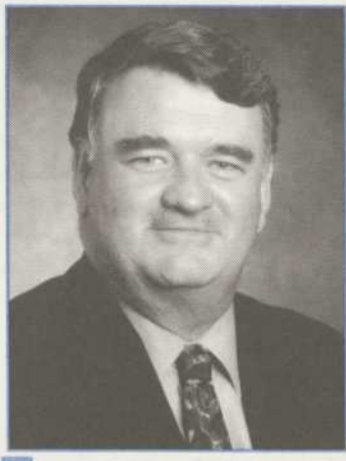


Photo: Jean-René Archambault

**T**he privileged trade relationship between Canada and the United States is showing signs of running out of steam as new partners change the world stage.

While we have major assets that allow us to remain optimistic, the Board of Trade insists on the importance of a firm position by the Canadian government that will allow us to maintain harmonious relations.

Over the past 20 years, global economic growth has been primarily characterized by a continuous increase in international trade. This same period saw the emergence of multilateral organizations such as WTO. Trade agreements (Free-trade, NAFTA, MERCOSUR) also contributed to changing the landscape of the global economy, not to mention new information technologies and e-commerce.

Canada, which is not immune to these dynamics, relies heavily on the performance of its exports, which in 2001 generated almost 50% of its economic activity. A historically advantageous currency rate and the geographic proximity of its American neighbour underpin Canada's economic partnership with the United States, a unique relationship both in terms of its scope and the diversity of their respective shared interests.

In 2000, the bilateral exchange of goods and services totalled \$700 billion. Trade in goods and services with the United States accounted for 38% of Canada's gross domestic product and contributed to the creation of some 320,000 new jobs in this country. In Quebec, total exports amounted to \$62 billion in 1999, 85% of which were to the United States.

With the arrival of the new Bush administration at the White House last January, a number of analysts sensed a cooling off in Canada/U.S. relations. And while the rapport established with the new President is very recent, some observers already fear that Canada will lose its status as the preferred trade partner to Mexico and a rapidly developing Latin American market of 500 million consumers.

The issue of trade disputes has also resurfaced. For example, the lumber agreement that had given Canada a five-year respite in this longstanding dispute expired on March

31, 2001. Quebec is the second largest lumber producer, accounting for 25% of Canada's production. The United States is the leading export market with 60% of shipments. Since 1982, this business relationship has been disrupted on a few occasions by trade wars and American protectionism. Twice, American allegations concerning subsidies were refuted. And U.S. producers have once again filed anti-dumping and countervailing duty cases against Canadian producers.

Despite these repeated tensions, the Quebec lumber industry maintains that free trade with the United States is the only viable long-term route to ensure competitiveness. In fact, this industry enjoys the support of American consumer associations, which have determined that removing Canadian lumber from American soil would result in a US\$2,000 increase in the cost of residential construction.

The lumber dispute is only one example among many. Trade in farm products, whether it involves grain or milk products, is not immune to American protectionism. And then there is the U.S. film industry, which frowns on the growing number of movies shot in Canada. Film production spending in Montreal (primarily American) totalled US\$337 million in 2000. Given the enormous volume of our bilateral trade, disputes are inevitable and likely to increase.

There are countless assets that Canada can bring up in its trade and economic cooperation discussions with the Bush administration, not the least of which is the prosperity it creates on both sides of the border. Canada is an important source of direct investment in the American economy (over \$154 billion at the end of 2000) and constitutes the largest export market for American food products. Beyond that, fuel hikes and electricity shortages in California have made the U.S. more dependent on Canada, their largest energy supplier.

In the short term, the Canadian government should make sure to build productive relations with its new American counterparts and seek to settle these disputes through dialogue, consultation and compromise. Establishing such a harmonious climate is all the more necessary since trade liberalization will continue to grow. Already, the free-trade zone of the Americas (FTAA), once established in 2005, will be the most extensive in the world, with one-sixth of the planet's population, or 800 million inhabitants.

Normand Legault  
President

### GREAT MONTREALERS...

This year's illustrious recipients are as follows:

#### ECONOMIC SECTOR JACQUES BOUGIE

FORMER PRESIDENT AND CHIEF EXECUTIVE OFFICER, ALCAN ALUMINUM

Until January 10, 2001, Jacques Bougie was president and chief executive officer of Alcan Aluminum. A top notch corporate leader, he has always espoused sound values, which he once again demonstrated by resigning from his position to devote more time to his family.

Mr. Bougie holds a law degree from Université de Montréal and a degree in business administration from École des HEC (Université de Montréal). These degrees were complemented by management courses in the International Management Program (Canada-Japan).

Mr. Bougie joined Alcan in 1979 as manager of Beauharnois Works, part of Alcan's Smelters and Chemicals Limited. From 1981 to 1989, he held various positions in Winnipeg, Toronto and Montreal in major project development, planning, general management and processing. He was vice-president of various divisions and in July 1989 was named president and chief operating officer of Alcan Aluminium. Four years later, in November 1993, he ascended to the helm of the company as chief executive officer.

Jacques Bougie made his mark and leaves quite a legacy behind him. The recipient of many honours and decorations, Mr. Bougie is an Officer of the Order of Canada.

#### SOCIAL SECTOR MICHÈLE THIBODEAU-DEGUIRE PRESIDENT AND EXECUTIVE DIRECTOR OF CENTRAIDE OF GREATER MONTREAL

Michèle Thibodeau-DeGuire is a woman of firsts: one of the first women to study at École Polytechnique; the first woman to obtain a degree in civil engineering; the first woman consulting engineer in Quebec; the first woman to be appointed general delegate abroad... to name just a few.

Michèle Thibodeau-DeGuire worked as an engineer for close to 20 years. Indeed, we owe several bridges and concrete structures to her efforts, including the walls of the Décarie Expressway.

In 1982, she was appointed Quebec's general delegate to New England. From her office in Boston, she carried out various mandates for the Quebec ministère des Relations internationales.

As the head of public relations, she experienced the tragedy of the Polytechnique in December 1989. It was she who set up the support services for the stricken families and students.

Since April 1991, Michèle Thibodeau-DeGuire has been at the helm of Centraide. A determined woman who knows how to surround herself with the right people, Mrs. Thibodeau-DeGuire breathed new life into this philanthropic

institution. Referred to as the "Centraide dynamo," she has brought the organization closer to the people and enhanced its regional visibility by mobilizing the leaders and decision makers of various sectors of activity.

#### CULTURAL SECTOR GUY LALIBERTÉ FOUNDING PRESIDENT OF CIRQUE DU SOLEIL

Accordion player, stilt walker and fire eater, Guy Laliberté used his talents as a daring visionary to transform a troupe of street entertainers into a cultural corporation whose productions are acclaimed around the world—and all this in just 17 years.

Guy Laliberté's creativity and many talents have helped elevate circus arts to the ranks of the great artistic disciplines by blending cultures and acrobatic and artistic disciplines into what is today Cirque du Soleil's trademark. He was also the guiding hand behind the team that has created every show since the company's inception in 1984.

His managerial skills and ability to bring people together enabled the Cirque to, among other things, secure the necessary funding to develop its activities and to establish a major network of international partners. He is also one of the main creators of the "Cirque du Monde" program, developed in collaboration with Jeunesse du Monde and Oxfam-Québec.

A model for young entrepreneurs and one of the best-known promoters of Quebec expertise abroad, Mr. Laliberté not surprisingly participates in most of the major business forums in the country. In 1997 his achievements earned him the Québec government's highest distinction, the Ordre national du Québec.

#### SCIENTIFIC SECTOR CHARLES R. SCRIVER ALVA PROFESSOR OF HUMAN GENETICS, MCGILL UNIVERSITY MONTREAL CHILDREN'S HOSPITAL

Physician, pediatrician, and researcher, Dr. Scriver has made exceptional contributions to the development of human genetics in the nearly 50 years he has devoted to the field. He has over 500 scientific publications to his credit and according to his peers can easily be called the "father of modern genetics in Quebec."

He is the senior editor of a treatise on genetic and metabolic diseases that is considered a reference in the field. He founded the De Belle laboratory for biochemical genetics at the Montreal Children's Hospital, which has played a key role in the study of inborn errors of metabolism and genetic disease.

And it was Dr. Scriver who took the initiative in the 1960s to convince the government to require milk producers to add vitamin D to milk.

Continued on page 16

## BUSINESS AND E-COMMERCE...

(100 years in the history of humanity is a mere blip!) people would be conducting business in New York, Montreal and Tokyo from their cell phone or online Palm Pilot while basking in the sun on Saint-Kitts!"

"We are now on the threshold of encounters of a "third" or "fourth" kind. Initially conducted face-to-face, business was later carried out in part by mail. The telephone era came next followed by the Internet. And now we are in the era of convergence. In the near future people will be able to see each other on screen when they communicate from a distance and have at their fingertips all the knowledge available in the vast connected networks on the planet."

"The important thing for business, governments and their customers and partners is for these technologies to be used primarily to meet their needs and carry out their mission. Technology is not an end but a means to improve communication and transactions between people and enterprises. That's what we tell our customers."

Naturally, it is these very customers who are driving the shift to e-business and e-commerce. Next-generation wireless Internet, not to mention the new habits

being developed by the population, will considerably increase Internet demand.

We have all come across seniors who are already adept at using the Internet to send letters, photos, images, voice messages and music to family and friends, often to other countries.

This new technology is being adopted at an unparalleled pace. And businesses have no choice but to acquiesce to this exploding new type of demand.

The past decade saw these technologies blossom and the Internet spread across the planet. While some users and developers of this convergence technology made typical mistakes, many others created sustainable products, enterprises and networks.

During much of the past ten years, Quebec lagged behind, with both households and business connecting at a much slower pace than their Canadian counterparts. However, recent studies show that we're catching up.

And this could not have happened at a better time, because Quebec companies and organizations that are now ready to leverage the Internet can learn from their predecessors' mistakes as well as choose from a much greater variety of services.

Large enterprises can turn to leading consulting firms to help them develop an e-commerce strategy. CGI, LGS, DMR, EDS, Cognicase and SAP employ thousands of professionals, many of who are based right here in Montreal, to help companies get online. Larochelle Gratton, for example, focuses almost entirely on e-commerce solutions.

Montreal also has large companies that specialize in the creation and management of large Websites. Nurun is a global agency specializing in interactive strategies, including e-business platforms, designed to support the multi-channel sales, marketing and product distribution activities of its clients (e.g. : L'Oreal, Danone, Air Canada, Rona, IBM, GM, etc.). Nurun has offices in Canada, United States, France, UK, Italy, Spain, and Chile.

Telcos, for their part, are also relying heavily on technological convergence and making Internet and e-commerce services one of the core areas of their business. For example, the BCE Group has a stake not only in CGI, but also in numerous Internet service providers. The company also has subsidiaries such as BCE Emergis. Other companies, notably AT & T Canada, deliver Website and server hosting, online computerized systems, as well as communication links around the world.

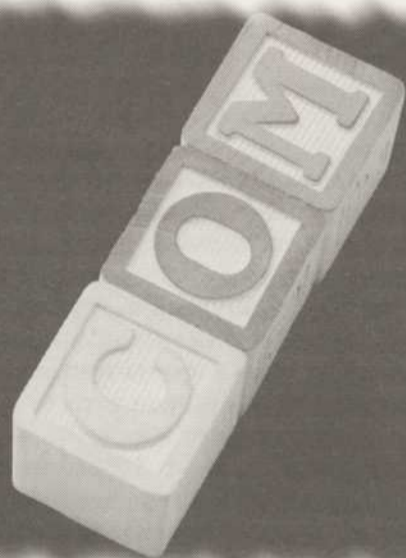
## GOOD NEWS FOR SMBs

SMBs, especially in the retail sector, whose limited financial and human resources heretofore prevented them from launching into e-commerce, can now make the leap thanks to low-cost, turnkey e-commerce solutions. As well, some banking institutions, such as the Business Development Bank of Canada, are now offering a broad range of financing tools to help them get connected, while chartered banks are providing transaction services, as is the case with National Bank (in partnership with Cognicase).

And for those who are still Internet-shy because they don't feel they know enough, the Electronic Commerce Institute, a subsidiary of the Board of Trade of Metropolitan Montreal, offers information sessions and intensive e-commerce management courses.

All these services are designed to help enterprises and organizations in Metropolitan Montreal integrate electronic commerce into their business operations.

Continued on page 9



## For everyone who believes in dot.coms

The Web is radically changing your industry and you want to be a part of this change? And that's precisely where BDC comes in.

We can help you establish a Web presence, promote yourself online and, most importantly of all, start making money through e-commerce.

1 888 INFO BDC / [www.bdc.ca](http://www.bdc.ca)

Canada



Business Development Bank of Canada  
IN BUSINESS FOR SMALL BUSINESS

Products,  
Services,  
Web site,  
Contact centre...

It Starts with  
the customer

## We redefine the focus of e-business.

Through our customer-centric multi-channel approach we have helped our clients use the Internet to initiate a dialog with their customers and meet their ever increasing needs and expectations, thus increasing loyalty, along with sales and profits.

514.392.1292 toll free: 1.877.696.1292 [www.nurun.com](http://www.nurun.com)  
THE INTERACTIVE AGENCY BRINGING TOGETHER STRATEGY, E-MARKETING, DESIGN AND TECHNOLOGY



a Quebecor company

## THE WESTERN PART OF MONTREAL ISLAND...

West Island municipalities, and 7,000 in Montreal, Town of Mount Royal, Verdun and LaSalle. The latter are essentially manufacturing jobs that exclude large service companies. Job growth in IT and telecommunications was some 30% between 1997 and 2000, with a peak of 57% for the West Island, strictly speaking.

The aeronautics sector boasts 28,000 jobs on the West Island, or nearly 60% of the entire metropolitan workforce in this field. Bio-pharmaceuticals, including generic drug manufacturers and the entire bio-technology sector, account for almost 15,000 jobs in the west part of the Island, or over 75% of all the jobs in this sector in Metropolitan Montreal. Jobs in this sector, in the west part of the Island, increased by more than 60% between 1997 and 2000.

"The development of leading-edge industries in the West Island goes back to the 1950s," states George Nydam, industrial commissioner of the West Island Business Development Council for the past several years. "The first companies in the telecommunications sector were

RCA, which moved its facilities out here in the early '70s, giving rise to Spar Aerospace (EMS) a few years later, and MPB Technologies, followed by Harris Farinon, today referred to as Harris."

"The aerospace sector includes Air Canada, which has set up major aircraft maintenance facilities near Dorval Airport and Canadair, which today employs nearly 3,800 people and continues to operate from its original location in Cartierville, next to the Cartierville airport (the first commercial airport in Canada). Canadair was at the origin of Bombardier Aerospace, an employer of some 12,000 people in Saint-Laurent, Montreal and Dorval. Rolls Royce also set up operations on the West Island, where it pursued international mandates, first for the maintenance of large motors, then for the production of industrial gas turbines.

"Dorval Airport has also played a key role in the industrial expansion of the West Island," add Mr. Nydam and Louise Hamelin, executive director of the Montreal West Island Chamber of Commerce. The airport was responsible

for the implementation of numerous head offices of large European companies that chose Montreal as their North American headquarters.

"However, in the 1970s, when Canada made Toronto its second point of entry for European carriers, a number of these head offices moved there. Until 1975, many European companies had their North American head offices here. The first referendum in 1980 set the stage for the first exodus, followed by another migration when the language laws were toughened. All told, we lost many head offices," points out Mr. Nydam, "the likes of Siemens, Nortel and Spar. "Nevertheless, investments in the high-tech sectors continued to grow."

"Our high-tech sector stills boasts well trained and more stable manpower than many other urban centres, more bilingual and even multilingual," conclude Mr. Nydam and Mrs. Hamelin. "And advantageous tax policies also contribute to sustaining the development of high-tech firms."

## UPWARD TREND FOR THE PHARMACEUTICAL SECTOR AFTER A BUMPY RIDE

The West Island is home to many pharmaceutical and bio-technology firms. Over the years, following the global consolidation of these industries, the region has kept most of its major companies conducting fundamental research. The following are located in the west part of the Island: Abbott Laboratories, AstraZeneca, Wyeth-Ayerst, Clin Trials, Bristol-Myers Squibb, Hoechst-Roussel, Glaxo-Wellcome, Rhône-Poulenc, Galderma, Mallinckrodt, Novartis, Pfizer, Lab, Pharmascience, Phoenix International, Schering-Plough, Smith & Nephew, Covance, and Merck Frosst, one of the oldest companies and today a leader in fundamental research in Greater Montreal.

Moreover, the Institut de recherche en bio-technologie is also located in the western part of Montreal. Merck Frosst, with one of its main research laboratories

Continued on page 10 →

## Your World Business Network



## World Trade Centre *Montréal*

World Trade Centre Montréal  
380, Saint-Antoine Street West  
Suite 2100  
Montréal (Québec) H2Y 3X7  
Tel.: [514] 849-1999 / 1-877-590-4040  
Fax: [514] 849-3813  
info@wtcmontreal.com

[www.wtcmontreal.com](http://www.wtcmontreal.com)

# PARTNER



Pierre Langelier  
President and general manager  
Electronic Commerce Institute

## KEEPING AN EYE ON THE FUTURE

**H**ave you heard of the strategic watch – a management tool that has become indispensable to company decision-makers? Or perhaps you are more familiar with the terms “strategic alert,” “business intelligence,” or “competitive intelligence”?

Whatever you choose to call it, the strategic watch is a monitoring process through which companies acquire information about the evolution of their socio-economic and technological environments.

This process provides decision-makers with timely, up-to-the-minute information concerning innovations and business opportunities critical to decision-making, allowing them to map out effective short-term and long-term business strategies.

For example, the average sales revenues generated by companies on strategic alert were US\$9.8 billion, compared to US\$1.02 billion by companies in the same sector that did not use competitive intelligence. The former companies enjoyed a 5.4% market share, compared to 0.8% for the others. And profitability (earnings per share) was assessed at US\$1.24 for companies on strategic alert compared to a loss of US\$0.07 per share for those that were not (see chart).\*

Corporate decision-makers are often inundated with information, data, and documents. But how are they analyzed? How can the available resources be used to their full potential and this wealth of information employed to ensure higher profits and greater employee and customer satisfaction?

Type of company	Sales revenues	Market share	Profitability
Companies on strategic alert	US\$9.8 billion	5.4%	US\$1.24/share
Companies not on strategic alert	US\$1.02 billion	0.8%	US\$-0.07/share

### THE STRATEGIC WATCH - WHO AND WHY

Any company can benefit substantially from being on “strategic alert.” In “A Look at the Link between Competitive Intelligence and Performance,” by James J. Cappel and Jeffrey P. Boone (*Competitive Intelligence Review*, summer 1995), the authors compared the performance of companies making relatively high use of competitive intelligence and others in the same sectors that did not. While the study is a few years old, the results indicate a strong link between the use of competitive intelligence and financial success. Companies on strategic alert outperformed others in the following three key areas: sales revenues, market share, and profitability.

The Electronic Commerce Institute – a significant partner of Quebec companies, whether or not they are already involved in e-business – offers a full strategic-watch service providing businesses with valuable information about their market, their competitive position, and market and IT trends needed to formulate effective business strategies.

For more information:  
institut@institut.qc.ca

\*For more information, visit the Web site of the Society of Competitive Intelligence Professionals ([www.scip.org](http://www.scip.org)). ■



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	
MAY-JUNE 2001	
Starting May 9	Programme de certification en affaires électroniques (en français)
June 5 – a.m.	Planification des affaires électroniques (en français)
June 12	Cybermarketing B2B : relations d'affaires interentreprises (en français)
Information: <a href="mailto:institut@institut.qc.ca">institut@institut.qc.ca</a> Tel.: (514) 840-1288	

# INFORMATION

## 2001-2002 CANDIDATURE PROCEDURES FOR THE BOARD OF DIRECTORS OF THE BOARD OF TRADE

Here is the text from article 35 from the General by-laws regarding the procedure for nominations to the board of directors:

No later than March 31 in each year, the board of directors appoints a nominations committee. The committee shall recommend to the members the names of individual candidates to serve on the board for the following year and recommend to the board the names of individual candidates to serve on the executive committee and as officers of the corporation for said year and deliver such names to the executive vice-president by August 15 of each year.

Any member may nominate candidates for the board provided that such nomination is in writing, supported by the signatures of at least ten other members and received by the executive vice-president no later than July 31 in such year. The executive vice-president shall be obligated to submit such nomination to the nominations committee for its consideration.

The executive vice-president shall ensure that the names of all individual candidates duly nominated to serve on the board for the next year be distributed to the members in accordance with by-law 14.

### NOMINATIONS COMMITTEE FOR 2001-2002

**COMMITTEE CHAIRMAN**  
Normand Legault  
President of the Board of Trade

**MEMBERS**  
Guy Fréchette  
First vice-president of the Board of Trade

Pierre Laferrière (former president)  
Senior vice-president, Business networks and knowledge  
Telesystem Ltd.

David McAusland (former president)  
Senior vice-president, Mergers and acquisitions  
and chief legal officer  
Alcan Aluminium Ltd.

Michelle Courchesne  
Executive vice-president,  
Communications  
Cognicase

Daniel Larouche  
Vice-president  
GPC International

Manon Vennat  
Chairman  
SpencerStuart

### BOARD OF DIRECTORS OF THE FOUNDATION OF THE BOARD OF TRADE

The procedure and the dates for nominations to the board of directors of the Foundation of the Board of Trade are the same as those for the board of directors of the Board of Trade, except that the names of the proposed candidates for the executive committee or for the board of directors have to be addressed to the president of the Foundation (General by-laws, article 31)

### NOMINATIONS COMMITTEE FOR THE FOUNDATION FOR 2001-2002

**COMMITTEE CHAIRMAN**  
J. Marcel Daoust  
Chairman of the Foundation

**MEMBERS**  
C. Stephen Cheasley  
President of the Foundation

Paule Doré  
Executive vice-president –  
Corporate affairs  
CGI

Manon Vennat  
Chairman  
SpencerStuart ■

## CENSUS

# 2001

May 15

Count yourself in!

# PARTNER

## TECHNOLOGY AND MONTREAL'S FUTURE

Montréal TechnoVision inc.

With over 160,000 jobs in the biopharmaceutical, aerospace and information technology sectors, the Montreal region has become a veritable technopole. Last year, our technology exports exceeded \$15 billion, R&D spending surpassed \$1 billion and Montreal attracted over 30% of venture capital, representing over 250 transactions per year.

However, this reality is not a well-known fact among the general public and all those potential partners who could help further economic development, talent recruitment, the development of technology careers and the financing of emerging companies.

Montreal is now one of the principal technology hubs in North America, but our position remains tenuous. To consolidate our place among this elite group, and indeed to advance, we will have to reinforce our research and innovation capacity in specialized niches, develop far more powerful international business networks, optimize the access to and use of the information highway and intensify the collaboration and synergies among all the relevant players in our region.

The role of industry leaders in the IT, biopharmaceutical and aerospace sectors will be critical in this regard. We must also mobilize public authorities and teaching and research institutions to ensure a concerted effort.

Montreal TechnoVision has become a platform that allows high-tech-industry leaders to identify the common issues they must confront and to develop the appropriate action plans. This platform is open to all corporate leaders— from large

companies or SMBs – and offers them the means to develop strategies and actions to meet their needs.

Since the creation of TechnoVision in 1997, city and government authorities have recognized the value of this unique operating model and the relevance of its mission and objective.

TechnoVision's operating principles are simple and clear:

- To work with Montreal's high-tech sectors: IT, aerospace and biopharmaceutical;
- To rely on the leadership of the private sector to identify issues and implement solutions;
- To work in partnership with the public, academic and research sectors;
- To develop the ingredients of a technology hub: the ability to innovate, networks of entrepreneurs, the availability of human and financial resources and a quality business and living environment;
- To focus on specific projects;
- To respect high quality standards;
- To operate like a flexible and efficient organization.

In two years, this model has produced several significant results:

- The 2TI plan, thanks to which the number of graduates from Quebec's colleges and universities will double within the next three years.
- The Biopharma 2000 plan, which will significantly increase the number of PhDs available to meet the needs of bio-techs and the pharmaceutical

industry, as well as enhance the national and international visibility of all the companies and other partners in this sector to further their recruitment and the development of their activities.

- The performance indicators 2000 report, which measures the progress of our region and compares us with the leading technology hubs in North America.
- The "smart city" project and related initiatives in terms of transactional municipal services on the Internet (regional portal site), business practices (position the region as an e-logistics hub, create an angel investors' fund and business plan competitions), online education (video-learning network, one teacher – one computer), and network training.

The support of industry, academic and government partners is essential to the success of TechnoVision's mission. Their advice, contribution to the work, and financial, technical or political support have helped Montreal TechnoVision fulfil its mission.

However, what is crucial in TechnoVision's work and in its contribution to developing the agenda and technology profile of our region is the very targeted nature of its initiatives, its decision-making autonomy and its agility.

All the technology hubs in America and Europe are led by specialized organizations. The Silicon Valley Joint Venture (SVJV), and closer to home, the Ottawa Centre for Research Initiative (OCRI), are cases in point.

To support their initiatives, some of these organizations lead intense and systematic communication campaigns to showcase the value of the technology sectors in their region and to attract local and foreign talent and investment.

To remain competitive, the Montreal region must convey – in Quebec, but also abroad – its vision of a technology hub and its accomplishments in each sector.

The reception to the first report on Montreal's performance indicators, and the support received from the partners in the bio-pharmaceutical industry for the bio-pharma-montreal.com portal site show the importance and mobilizing effect of communication initiatives aimed at developing a technology hub.

If the future of our region is linked to technology and to the extent of the role we will play, Montreal must have and communicate a clear vision of its future in this area. This challenge is all the greater since our image as a technology hub remains weak outside Quebec, which works against us when competing against other better-known technology cities or other regions.

Over the next few years, the role of TechnoVision will intensify since technology has become an important part of our collective future.

**Technology and Montreal's future: a strong commitment**

Montréal TechnoVision [www.mtlv.org](http://www.mtlv.org)

### AN INVITATION FROM THE PRESIDENT OF THE ACADÉMIE DES GRANDS MONTRÉLAIS AND THE PRESIDENT OF THE BOARD OF TRADE TO THE GREAT MONTREALERS' GALA 2001



L'Académie des Grands Montréalais

Four new Great Montrealers will be honoured during this gala evening. Through their work and exceptional achievements, these individuals have enhanced Montreal's reputation in the economic, social, cultural and scientific areas.

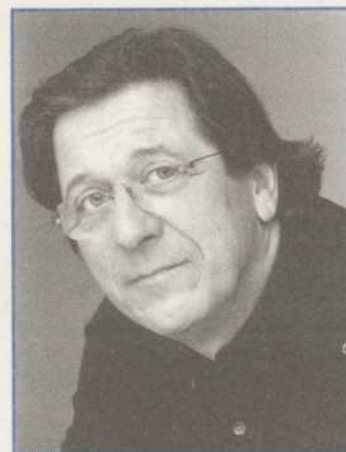
Mark June 14 in your agenda, and join us to pay tribute to this year's recipients.

Date: June 14, 2001, at 6 h 15 p.m.  
Location: Centre Mont-Royal  
2200 Mansfield St.

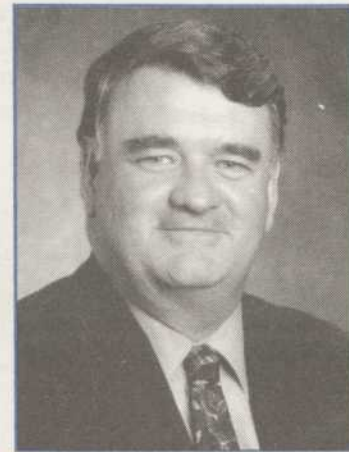
Tickets:  
Members: \$ 195  
Non members: \$ 285  
Table of 8 - members only: \$ 1 400

Discount for early-bird registration: before May 15  
Members: \$ 175.50  
Table of 8 - members only: \$ 1 260

Informations and reservations:  
Josyan McGregor, (514) 871-4000, ext. 4020



Albert Millaire  
President of the Académie des Grands Montréalais



Normand Legault  
President of the Board of Trade of Metropolitan Montreal

#### Door prize:

Two Business class tickets, to any of AIR CANADA's international destinations

Major sponsor



Développement économique Canada

Canada Economic Development

Canada



LES AFFAIRES

## BUSINESS AND E-COMMERCE...

### "GLOBAL" CONSULTANTS

The metropolitan area is home to some of the largest IT consultancies in Canada, to which companies can outsource the management of all their information systems or certain areas of their business. Application solution providers, or ASPs, also abound. Increasingly, enterprises are electronically outsourcing the management of their human resources, business processes, accounting, e-business and e-commerce.

CGI, for example, has set up and oversees the computer networks of such leading distributors as Westburne, where electronic management of procurement, sales and shipping has helped transform the company into a more virtual enterprise. What this means is that many of its products are now always "on the road" rather than stored in large warehouses.

CGI also oversees the Bombardier Recreational Product Website, one of the most visited sites in Canada. For its part, EDS Canada has just entered into an agreement with CN to manage its help desks across North America, which remotely answer the queries of PC, LAN and IT users.

According to Pierre Fitzgerald, EDS senior vice-president, Quebec and Atlantic provinces, "with C\$28.7 billion in sales and 130,000 jobs, including 8,300 in Canada, EDS is a world leader." Although only 500 professionals are located in Montreal, the company plans to substantially increase its presence in our city in the near future.

"Our size allows us to offer a full spectrum of IT services, particularly in the area of e-commerce, says Mr. Fitzgerald. For example, we manage call centres in Cape Breton for U.S. clients, and together with partners specializing in HR, handle the human resources management for a leading Canadian corporation. When Dow Chemical, one of our major U.S. clients, decided to migrate its e-business to a wireless telecommunications platform, we



Source: AT&T Canada



Internet data centres were created by AT&T Canada to safeguard its client's servers.

offered to fully support it on our own equipment for a monthly fee. Our large equipment population allows us to offer such advantages to customers interested in outsourcing aspects of their business, thereby saving them costly investment in hardware and software while allowing them to benefit from our expertise in choosing and organizing their systems."

Just like CGI's Perry Marshall, Mr. Fitzgerald believes technology—productive although complex—to be just a tool among many to achieve strategic corporate objectives.

### COGNICASE:

Cognicase made its mark as a Y2K solution provider at the turn of the millennium. But today the company, whose principal shareholder is the National Bank, is moving ahead with Internet solutions and services.

"We offer a full range of online services," explains Marc Deschênes, chief product officer at Cognicase. "We not only offer a procurement management solution, including the purchase of inputs or products for manufacturers and distributors, but also Material Repair and Overhaul supplies (MRO) management services."

"We also offer a payroll management system to over 8,000 enterprises, as well as business processes, accounting and customer relations management services. Much of the system we developed to manage the Y2K transition serves us on a daily basis in our other applications. We're talking about the "rules - events" frame of reference. You can interpret this rule a hundred ways. For example, if the company hires a level 5 professional, a process is automatically triggered to provide that employee with a laptop that meets his needs. At the same time, the payroll system is activated for this employee, and a request is made to assign him an office, complete with furniture and supplies. This type of process management can be applied to many other business functions."

Together with the National Bank, Cognicase also offers Website management services to SMBs, especially to small businesses. For example, for \$100 to \$150 a month, Cognicase's Clic Commerce service will host a 20-25page Website. Customers can visually customize their site using templates provided by Clic Commerce and easily modify their site as often as they wish.

In mid-April, Clic Commerce launched an online directory for its virtual shopping centre. Transaction security is ensured both by Cognicase and the National Bank.

### LOW-COST DYNAMIC SITES FOR MERCHANTS

E-commerce is a thorny issue for many small merchants. Consumed with a wide range of daily tasks, orders, inventory, displays, promotions, accounting, and of

course, delivering customized service to customers, boutique owners, big and small, have a hard time finding the resources or the time to set up and manage a Website.

But for those interested in growing their business, at least two Montreal companies deliver turnkey e-tailing solutions.

The first, Viglob, has created a virtual shopping centre with a welcome portal through which customers pass to access a 3D virtual mall. Initially specialized in database management, Viglob quickly shifted its focus to data mining and customer relationship management (CRM), two applications that transform customer data into gold.

"We developed the Vista centre," explains Viglob president Robert Desjardins, "to allow people who have neither the time nor the means to conduct e-commerce, and to do it well. Our



Pierre Fitzgerald  
Senior vice president, Quebec and Atlantic provinces, EDS

Continued on page 11

### Know your customer and maximize your revenue

To thrive and survive in the new economy, businesses must put the client at the center of all their activities. Gestisoft propose you **PIVOTAL** CRM solutions that enable companies to maximize their revenue with an integrated approach to managing sales, marketing and service.

Gestisoft also offers **ACCPAC** end-to-end management and e-Business solutions to manage your operations.

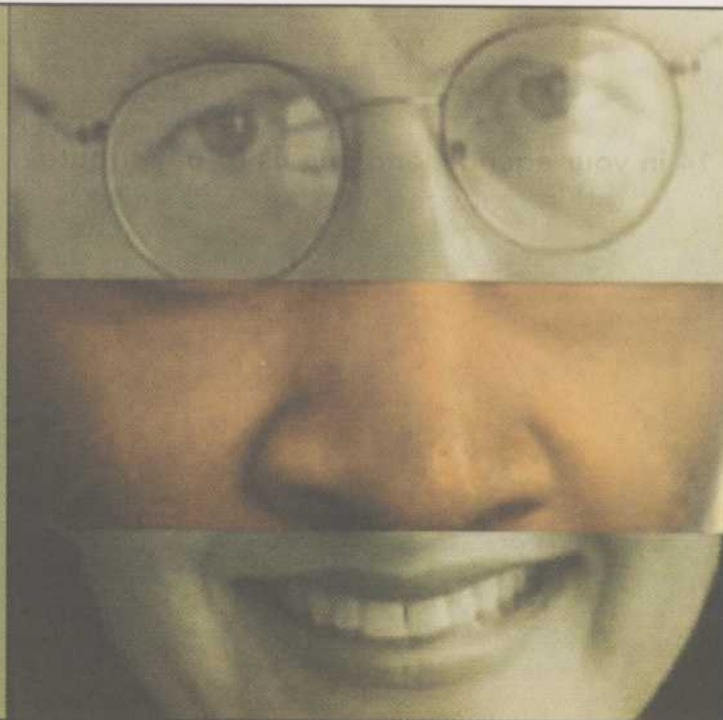
For more information please visit our web site at [www.gestisoft.com](http://www.gestisoft.com) or call at 514.399.9999

**GESTISOFT**  
KNOW YOUR CUSTOMERS

**ACCPAC**  
Partenaire d'affaires  
Premier

**Microsoft**  
CERTIFIED  
Partner

**PIVOTAL**

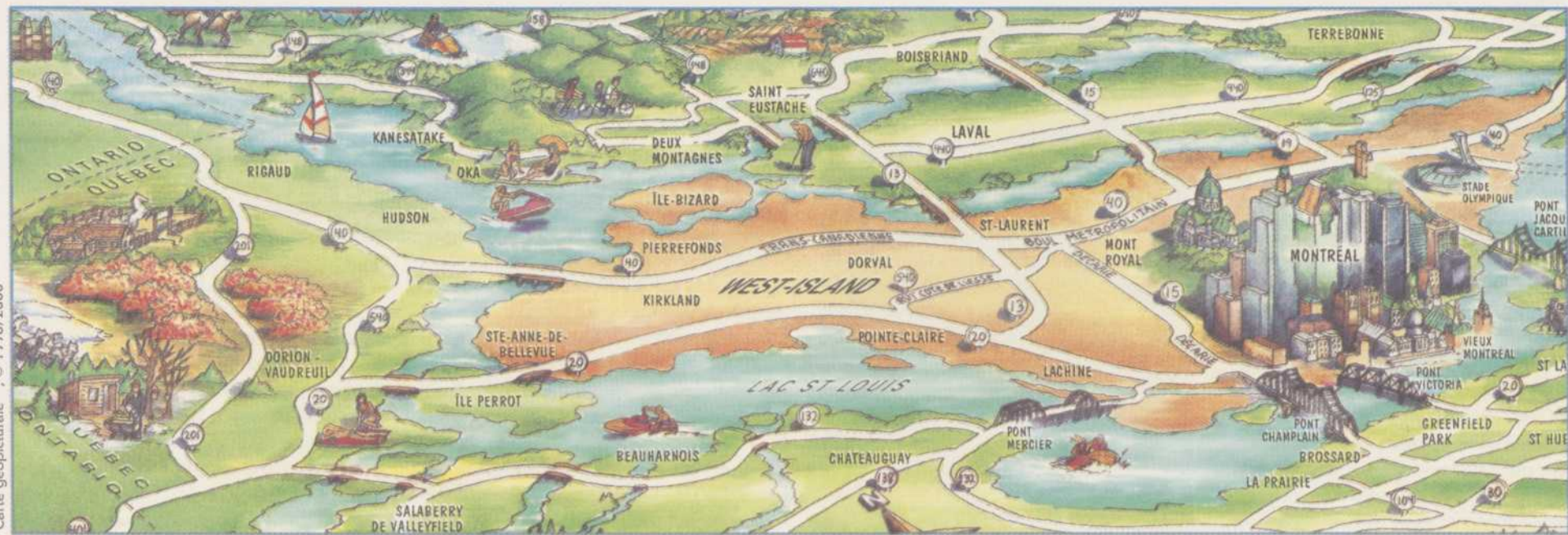


**GESTISOFT**  
KNOW YOUR CUSTOMERS

Know your  
customers

[www.gestisoft.com](http://www.gestisoft.com)

## THE WESTERN PART OF MONTREAL ISLAND...



Source: Geografix Communications Inc.

The West Island is still home for the largest concentration of innovative industries in Canada in such sectors as aeronautics, information technologies and biopharmaceuticals.

outside the U.S. located in Montreal (or more precisely, in Kirkland), has contributed to the growth of research by forging numerous major partnerships with Montreal universities, and enhanced Montreal's international reputation in medical discoveries by developing no less than four world-class drugs.

Bristol-Myers also advanced pharmaceutical science by developing drugs to combat certain types of cancers in its Montreal-area laboratories.

Lastly, in the 1980s, at a time when the Canadian government was not sufficiently protecting pharmaceutical patents, Ayerst moved all its research activities to the United States. However, following its merger with Wyeth, the company has once again begun conducting research in its Saint-Laurent laboratories.

Home to more than half the pharmaceutical firms conducting R & D in Canada, the West Island has become a magnet for over 130 small bio-technology and bio-pharmaceutical firms, such as Nexia, whose recombinant proteins obtained from transgenic animals serve

the medical and pharmaceutical industry worldwide.

Affirms George Nydam: "Our bio-pharmaceutical sector, along with Ville Saint-Laurent's, is the most diversified and most successful in Canada. It's unfortunate that the Quebec government has decided to create in Laval rather than here the equivalent of the Cité du Multimédia and Cité du Commerce électronique, thereby working against the natural reinforcement of an industrial location that is Metropolitan Montreal's pride and joy on the world scene."

"This decision could mean a slowdown in this industry's growth on the West Island over the next few years, even though we can supply the human resources, services and urban and industrial fabric it needs to grow. Perhaps there should be a limit to the government's interventions in economic development."

The West Island has enjoyed many successes over the past fifty years in terms of economic and industrial development. A number of factors have played in its

favour, for example, the creation of Dorval Airport in 1941, which led dozens of the most modern enterprises to come to Montreal, companies whose operations rely on extensive global air connections.

Such factors as "owner/occupant" and industrial land assignment policies, the quality of the environment, the many picturesque country-like shorelines, and the fact that three of Montreal's four universities and major schools (HEC, Institut de technologie supérieur and Polytechnique) are located west of Saint-Laurent Boulevard have also contributed to attracting companies in search of more green space, as evidenced by the landscaped grounds surrounding their facilities.

"We have the advantage of offering a suburb on the Island and this appeals to certain types of industries," state George Nydam and Louise Hamelin.

Despite its achievements, the west part of the Island has also paid the price for certain political orientations such as the opening of direct international connections to Toronto, poor protection of pharmaceutical patents (during a few years of

leftist liberalism in the 1970s and 1980s), federal measures that did not play in its favour and the arrival of a sovereignist government in Quebec. Investments almost evaporated during the pre-referendum and referendum years. And now, the latest Quebec budget has sparked some concern as to the future of the bio-pharmaceutical sector.

Yet for all that, the West Island is still home to the largest concentration of innovative industries in Canada in such sectors as aeronautics, telecommunications, information technology and biopharmaceuticals. The West Island maintains several tens of thousands of well-paid jobs. Over 50% of its residents work there. It imports thousands of specialized workers from the entire metropolitan region. Its shopping centres are bustling with activity, its (too few) finest restaurants are full to capacity and its hotels and motels rarely have vacancies.

Lastly, residential values in the past few years have reassuringly moved steadily upward. The West Island accounts for more than half of the "Montreal Technopole." Quite an added value! ■

## 2001 ANNUAL BENEFIT GOLF TOURNAMENT

Thursday, May 24, 2001

Lachute Golf Club



Shine up your clubs,

the year 2001 brings the return of a new golf season, and, along with it, one of the first tournaments of the season.

Shotgun and Vegas formula  
Gifts for everyone, prizes, trophies, etc.

Price:  
Member \$195 Non-member \$280  
(Plus GST 7% and QST 7.5%)

For information and registration:  
Josyan McGregor (514) 871-4000, ext. 4020

Would you like to be involved with  
this successful event as a sponsor?

Different types of sponsorships are available:

- Trophies
- Door prizes
- Holes

Please contact Johanne Gagné  
at (514) 871-4000, ext. 4016

# Taking business to the GREENS!

group telecom  
COMPLETELY CONNECTED™

commerce

## BUSINESS AND E-COMMERCE...

research shows that merchants sometimes take 10 days or more to answer online queries. We also noted that they didn't know how to interpret their Website traffic analysis results. And finally, customers who buy online want their goods immediately. The most successful sites in the U.S. are those that deliver in less than 24 hours, better yet, in just a few hours."

"First we create the Website for about \$2,000. Then, we manage it for a fee of \$100 to \$190 a month, which includes the cost of making modifications to the catalogue," continues Mr. Desjardins.

"Our service includes site monitoring. As soon as a query is received, we call the merchant and ask him what to answer the customer."

"We also produce complete traffic reports that clearly show strong areas and those that need development. We can then advise the merchants on the best way to increase their online sales. We also offer a two- and four-hour shipping service in the Montreal area."

"All our transactions are secure. We offer bilingual service and accept all cur-

rencies. Conversion takes place in real time based on the daily exchange rate in effect."

"Our virtual shopping centre can accommodate up to 175 boutiques, which are broken down and balanced based on the model used in major shopping cen-

tres. At this time we have some 30 stores in such areas as jewellery, leather and fine leather goods, candies and cookies, video games, computer products, apparel, electronics, gardening and travel."

"Lastly, we advise our customers to set up a customized database, which is used

to promote certain items to their customers when they visit the site based on their individual profiles."

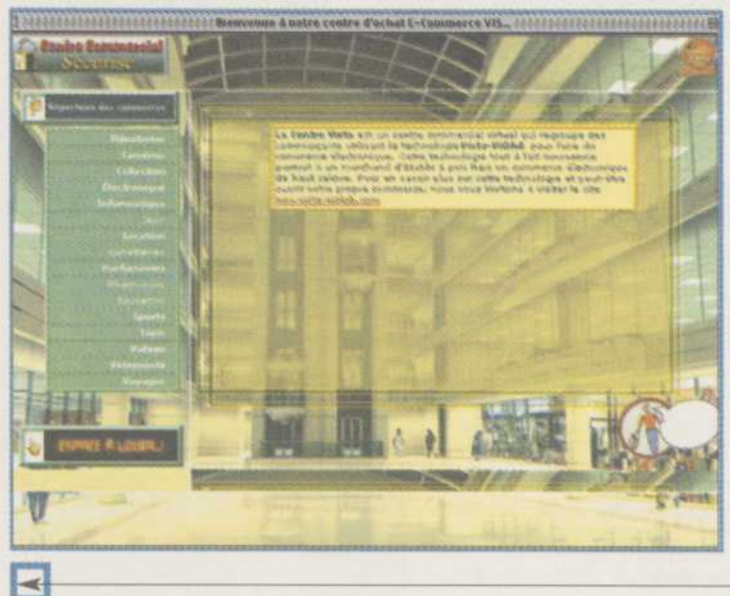
"Viglob only does business with reputable bricks-and-mortar merchants. And we have developed a very thorough financial forecasting system that allows us to accurately assess the expected profitability of a Website for a given merchant," concludes Mr. Desjardins.

RVBS (Rolland Virtual Business System) is another company that offers turnkey services for businesses and sets itself apart by offering a proprietary solution rather than a portal or virtual mall. Dubbed "fractal commerce" this solution is installed and customized for each merchant.

An integrated e-commerce application, fractal commerce has the following features:

- parametric search engine;
- ready for multi-lingual content in real time;
- real time currency calculation;

Continued on page 12 →



Viglob has developed the Vista centre, a virtual shopping centre that can accommodate up to 175 boutiques.

## THE FIRST TRUE VIRTUAL SHOPPING CENTER IN MONTREAL.

**Grand Opening**  
Sept. 2001

**Centre Vista**

RESERVE YOUR "TURN KEY"  
E-COMMERCE STORE  
TODAY AND TAKE ADVANTAGE  
OF OUR  
PRE-OPENING SPECIAL PRICE.

For more information or to reserve  
your space : 514-875-1234

[WWW.CENTRE-VISTA.COM](http://WWW.CENTRE-VISTA.COM)

Already 35 merchants reserved their space.

Vista-Viglob is member of:



The Quebec Jewellers Corporation



Electronic Commerce Institute



Board of Trade of Metropolitan Montreal



Centre de recherche informatique de Montréal



Fédération Informatique du Québec

**ViGlob**  
1255 University, suite 1208  
Montreal (Quebec)  
H3B 3W9



## BUSINESS AND E-COMMERCE...

- site administration module;
- secure architecture;
- client computer authentication agent;
- automated customer management module;
- integrated merchandise return management module;
- integrated parcel tracking;
- a client relation management system to personalize marketing.

"Fractal commerce is the fruit of five years of intensive R & D," explains RVBS communications director Manon Mainville. "Our package includes a high-end Hewlett-Packard Web server, large bandwidth, fractal commerce software, site personalization, a seminar on e-marketing, free data storage for 36 months, and technical support for 36 months."

Hewlett Packard provides the financing under the "Garage" program. RVBS works with the Royal Bank and the Bank of Montreal's Moneris Solutions to ensure transaction security.

St-Laurent-based Rolland Virtual Business System is headed by Martial Rolland and Robert Jones and will soon be trading on the stock exchange. The firm's e-commerce solution has been rec-

ommended by virtual companies and was selected for the technology window in Paris.

The RVBS system also has practical applications for B2B commerce.

### CEBRA'S MERX SITE IS THE PLACE TO GO FOR GOVERNMENT INFORMATION

The Internet will very soon bring many government services directly to your home or office. The MERX Website is an interesting innovation on the Canadian market.

Created and powered by Cebra, a Bank of Montreal subsidiary, MERX is an electronic federal, provincial and municipal tendering service. Although this one-stop service is accessible to anyone at anytime, a monthly subscription fee of \$5.95 (soon \$4.95) entitles suppliers to additional services that help them better prepare their bids and develop their professional profile. This information and consulting service is available 24/7.

MERX has 2,200 registered subscribers, including Canadian governments and municipal administrations, of which 1,100 are from Quebec. Since some organizations have more than one buyer, over 6,200 buyers are listed.



Martial Rolland  
President and CEO,  
RVBS

"On average," states Carole Dallaire of Merx Cebra, "there are some 1,500 call-for-tender notices posted at any one time. We receive almost 200 a day, along with over 1,200 electronic requests for tender packages."

In Quebec, the site is powered by CIEC, the information centre developed

by Journal Constructo. Merx also has three associated contract watch centres: Info-opportunités in Montreal, Stratégie-contact in Quebec City, and Antenne in Hull.

### TELCOs OFFER CUSTOMIZED SERVICES

Internet services, e-commerce, e-business and government services to the public are developing at a rapid pace. This immense traffic over telephone networks has prompted the largest network construction phase in the history of telecommunications.

And today, telecommunications companies, commonly known as "telcos," are at the very heart of this convergence. They hold the key to the Internet, both wireline and wireless.

The large telcos have also become vital partners in the development of e-commerce, offering a complete range of services, from digital lines and data warehousing to customer service management, IP networks and Website hosting.

Continued on page 13

## Your payroll matters.

Watch4me  
PAYROLL-HR



## Why not let experts handle it ?

In Canada, over 7,500 employers of every size use Watch4me Payroll-HR solutions. Like them, you can increase your administrative efficiency and count on peerless service.

With Watch4me Payroll-HR, your company benefits from 40 years of experience in payroll and human resources processing and management.

For more information : 1 800 361-5001 or payroll@cognicase.com

COGNICASE  
Watch4me  
TECHNOLOGIES

REAL-TIME MANAGEMENT  
ANYWHERE, ANYTIME, FOR ANYONE

**50,000**  
business  
opportunities  
in the palm of  
your hand...



You trusted MERX to bring you government tendering. Now let it carry you into the world of e-commerce. You'll have access to buy from and sell to the more than 50,000 suppliers who use MERX. That's 50,000 new business opportunities that are now available to you: something a business of any size shouldn't be without. The world of e-commerce is in the palm of your hand, and we're here to help you make the most of it!

**MERX**  
The Business of Opportunities

[www.merx.com](http://www.merx.com)  
1-800-964-MERX (6379)

## FORUM

Continued from page 12

### BUSINESS AND E-COMMERCE...

Bell Canada (see insert) occupies a dominant position in Quebec and Ontario as a provider of all types of services. However, Telus in the West, and to a lesser extent in Quebec, along with AT&T throughout Canada, also offer services

and equipment to facilitate e-commerce and e-business.

To that end, AT&T Canada recently inaugurated in Montreal its third Internet data centre (the other two are in

Vancouver and Toronto), offering direct connectivity to high-speed Internet networks throughout Canada and around the world. Capable of housing several hundred Internet network servers, these centres safeguard clients' servers in a cabinet, where electrical power is not only controlled and regular, but also redundant in order to eliminate system failures.

These data centres have the highest security standards with respect to system accessibility. They are equipped with fire detection and sprinkler systems, and are guarded 24/7. The environment is controlled by a Liebert system. Full or half bays are available.

AT&T also offers a maintenance service whereby technicians perform minor work on customers' servers as needed. The company also supplies regular network usage reports at no charge. Internet data centres offer advantages to medium and large companies that do not want the major expense of installing their own data switching and communication equipment in a secure, reliable and controlled environment.

"While the internal maintenance costs of an equivalent system could reach \$9,000 per month for a company," states Rosaire Boutin, manager, marketing business services, Internet channel, "the costs in a data centre can range between \$2,000 and \$3,000 per month. We offer high equipment reliability; currently over 99% (we're aiming for 99.9%)" affirms Mr. Boutin.

What type of clients do these centres serve? "We have many broadcasters and online content providers, the media, enterprises that strongly promote online purchases, such as Future Shop or Just White Shirts for example, but also large distribution companies."

### TO AVOID ERRORS OR TO CORRECT ERRORS: HUMAN FACTORS INTERNATIONAL

The Internet is a growing global media. As such, no one is exempt from errors in Website development. To avoid and to sometimes correct these errors, when it isn't too late, some companies specialize in site ergonomics, or efficiency in construction and customer interface. Human Factors is the leading global expert in this field. From its head office in Iowa and a handful of offices around the world, it serves hundreds of enterprises and organizations, notably, Dell, TD Financial Group, Staples and the Library of Congress in Washington.

"We analyze the organization's needs, its customers' needs and the efficiency of the processes used in setting up a site," notes Eric Schiffer, president of HFI.

Continued on page 14

### Hosting your server can be costly.

Save your bottom line with Internet Data Centre Services from AT&T Canada.



Keeping your server in-house can lead to problems: power interruptions and downtime, insufficient bandwidth, less than perfect security, costly storage facilities and maintaining a staff for 24 hour monitoring. In the end, it can cost you a lot more than you may have thought. There is a solution - that won't put a dent in your bottom line.

#### State of the art facilities:

- 24/7 technical support
- OC-3 redundant, self-healing network
- Hot back-up routers
- Uninterruptible power with diesel back-up generator
- Round-the-clock monitoring
- Secure facilities
- Service uptime guarantee of 99.5%<sup>1</sup>
- Video surveillance
- Liebert environmental climate control system

Get the optimum performance, ultimate protection and bottom line savings you need with AT&T Canada Internet Data Centre Services. We'll take care of your server - so you don't have to.

Contact us today to find out how much you can save.

Call before June 30<sup>th</sup>, 2001  
and we'll waive \$1,000\*  
on the set-up fee.

As one of the leading business-focussed global providers, we're committed to bringing you reliable leading-edge solutions for all your local, long distance and Internet needs.

For more information talk to your AT&T Canada Sales Representative or call us today at

**1-888-825-4653**

or visit [www.attcanada.ca/business/idcs.html](http://www.attcanada.ca/business/idcs.html)

\* Set-up fees are \$2,000. Offer covers first \$1,000 only. <sup>1</sup> Call or visit our website for complete details on AT&T Canada's service guarantees. Terms and Conditions apply. Guarantee subject to change. <sup>2</sup> AT&T Corp. Used under licence. <sup>3</sup> AT&T Canada Corp. Please quote the following registration code EN100.

**AT&T Canada**  
The network the world works on.

### Un cours individualisé et interactif... Passez notre test diagnostique gratuit!

*dfs*  
Du français sans fautes

[www.dfsf.com](http://www.dfsf.com)

Offrez à vos employés une formation  
personnalisée, simple et efficace.

Inscription individuelle et de groupe disponible.

## BUSINESS AND E-COMMERCE...

### "E-COMMERCE: A WAY OF DOING BUSINESS AND NOT JUST A TECHNOLOGICAL GADGET"

SUZANNE CHAGNON, VICE-PRESIDENT, ELECTRONIC COMMERCE INSTITUTE

"Just a few years ago, people were saying that Quebec was lagging behind in adopting new technologies and e-business. Canada as well for that matter was trailing the United States in this regard. That's why a number of programs were set up to show companies the merit of getting connected and into the global market. Now, recent statistics, and especially the results of the last survey conducted on behalf of the Institute in 2000, show that we're quickly catching up. In fact, the number of Quebec enterprises with a website is now close to the Canadian average."

"Yet far fewer companies are really conducting e-business or e-commerce and of the larger ones, many have been extensively using EDI for a number of years. But I'm convinced that everything is in place for Quebec enterprises to now get on board the e-commerce bandwagon."

"Like any technology, Internet technology, which makes e-commerce without borders possible, has reached maturity. First we went through the "dynam-

ic chaos" phase, where we experimented with technologies that were not entirely perfected. We have just gone through the second phase, a sort of back pedaling, if you will. Companies were disappointed because the system or process did not generate the expected results. But in the meantime, technologies have readjusted and further developed. We are now poised to operate with tools that while constantly changing are available to everyone and produce results, provided that companies use them in accordance with their business strategies. E-commerce is no longer a technological gadget that we adopt because it is new but a proven way of doing business."

"The Institute essentially seeks to ensure that Quebec enterprises and organizations embark on the road to e-commerce with the right approach and the right tools. We do this in three ways:

- by offering an e-business certification program;
- by offering customized business training at the client's premises;

■ by conducting a technology watch for and with companies.

"Our certification program allows corporate leaders and technology specialists to get familiar with e-business as a strategic business development tool."

"Implemented with the help of école des Hautes études commerciales, CRIM, the Fédération informatique du Québec, professional accounting associations (CA, CFA, CMA) and the contribution of Secor, this program allows managers (in 8 days of intensive courses spread out over a few weeks) to get a better sense of where they are going, to figure out how e-business fits into their company's operations and to demystify the technology content."

"For the IT consultants who take this course, it allows them to better situate their role within business development and management models. We already have 60 certified professionals in Quebec, and our certificate, recognized by HEC, is equal to 3 graduate credits."

"Together with partners in the education sector, we develop in-house corporate training programs, including if needed and if the number so justifies, a program leading to e-business certification."

"Lastly, we offer companies a continuous technology watch, conducted by us or with them, to keep them abreast of the latest technological and market developments."

"And of course, the Institute offers training and information workshops and luncheons for those interested in familiarizing themselves with the various aspects of e-commerce and e-business. Finally, we also publish documents, books and an e-commerce guide."

"At a time when most of the companies in Metropolitan Montreal and Quebec are preparing to embark into the e-business universe, we can support and guide them and orient their efforts to ensure a successful and financially rewarding experience."

### The Multi-Store software suite

- More than a Web catalogue...
- More than a shopping cart...
- More than on-line customer service...

The Multi-Store software suite is also...

- e-commerce fully integrated with off-line commercial activities
- the back-end infrastructure necessary to fulfil orders, manage payments, returns, refunds and delinquent accounts
- personalised communications for email and printed documents
- the tools to rapidly serve your customers at every touch point: Web, call centre, store, mail orders, fax
- a proven and affordable solution for small and medium businesses having basic to extended needs

#### Be the envy of the industry!

For a complete, easy to use solution that can be rapidly deployed, contact us today to receive free information on the Multi-Store Suite:

by phone at 514.395.2030 or 1.888.298.2030  
by email at [info@paradivision.com](mailto:info@paradivision.com)  
from the Web at [www.paradivision.com/inquiry](http://www.paradivision.com/inquiry)  
by fax or mail using the following coupon



The Multi-Store™ Suite is a product from ParadiVision Inc.

Yes! Please send me information on the Multi-Store Suite

Fax: 514.395.1001  
Address: ParadiVision Inc.  
919-460 Sainte-Catherine West  
Montreal, QC H3B 1A7

Name \_\_\_\_\_  
Company \_\_\_\_\_  
Position \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ Province \_\_\_\_\_ Postal code \_\_\_\_\_  
Phone \_\_\_\_\_ Fax \_\_\_\_\_  
Email \_\_\_\_\_

- Yes, I would like to be kept informed with future news about ParadiVision's products and services
- by email     by fax     by mail     by phone

"We also train employees to help ensure the sites run smoothly and efficiently. Our analysis also extends to software and browser factors."

Among the most frequently detected errors by Human Factors is legibility, site crowding, slow response time and poor organization. "For example, if a Website offers online stock quotes, price curves, information extracts and financial expert analyses, you may have to enter three different parts of the site, one after the other, to obtain all the information, whereas it would be best if all the infor-

mation on a given stock was available in a single location."

"One day," adds Mr. Schiffer, "we were talking to a prospective client. He was telling us the service would be nice to have. But after taking a look at this customer's home page, we identified a number of details within five minutes that were causing the average user to waste five to seven seconds. Eliminating these

Continued on page 15

Proud to be in Montréal

## ICA Associates Inc.

A Leader in Facilitation Training and Consulting

We offer courses in:

- GROUP FACILITATION available in French or English
- FACILITATED PLANNING available in French or English
- FACILITATION BASICS available in French or English

As well, we offer a two year program in Advanced Facilitation Techniques. Our courses are available in Montreal, Ottawa/Hull, Toronto and Sudbury.

Our courses are available to be taught in-house and around the world.

Won't you join us?

For more information on dates and prices contact Renaud at:  
• Toll Free: 877-251-2422 • In Montréal: (514) 521-0044  
• Fax: 514-521-0049 • E-mail: [icaf@icacan.ca](mailto:icaf@icacan.ca)



facilitating a culture of participation

## BUSINESS AND E-COMMERCE...

seven seconds represented over \$1 million in increased productivity!"

"Developing and organizing a Website and e-commerce or e-business system is both an art and a science," concludes Mr. Schiffer. "We have 20 years' experience in this field, experience that cannot be replaced by intuition!"

Human Factors will offer a seminar on how to build an effective Website in Montreal from May 23-25.

With the availability of sophisticated consulting services, application service providers, site management and hosting services, not to mention the information and training offered by the Electronic Commerce Institute (ECI) and the programs of financial institutions such as the BDC, there are very few good reasons left for enterprises in Metropolitan Montreal to delay their (successful) entry into the world of e-commerce and e-business. ■

### BELL CANADA, ECI PARTNER AND PROVIDER OF COMPREHENSIVE E-COMMERCE SERVICES

Many providers offer services to help companies join the world of e-commerce and e-business. Some offer website creation, others deliver strategic advice, while still others provide dedicated or shared server hosting and digital subscriber lines (DSL). But Bell Canada, the Electronic Commerce Institute's partner of choice, is the only company to offer a full spectrum of e-commerce services.

Bell Canada offers website creation and e-marketing consulting to enhance website efficiency and profitability.

It can create and host sites and deliver customized connections at the desired speed. On April 17 Bell launched what could well be the answer for DSL providers—the IP "virtual private network."

The new IP virtual private network (IP VPN) allows users to order the bandwidth they require and pay only for what they use. The IP VPN service consists of three service classes:

- standard: for e-mail, file transfer and non-critical Internet access
- priority: for heavy applications, critical Internet access, video streaming and access to points of sale
- near real time: Internet voice data applications (videoconferencing, for example, with data exchange).

For those who prefer to do business with a single provider, Bell is the one to turn to for one-stop e-commerce service.

### MANY SERVICES FOR ALL YOUR NEEDS

For a number of years now, the Board of Trade has been offering a professional meeting room leasing service in the heart of downtown Montreal.

The Board of Trade has now added a complete visual communications service to the range of products already available to the business community... one more way to help enterprises optimize their management.

TOGETHER INFORMATION ON OUR ROOM RENTAL OR VIDEOCONFERENCING SERVICES, PLEASE CALL REGINALD GODIN AT (514) 817-4000, EXTENSION 4053.



**RVBS**

ROLLAND VIRTUAL BUSINESS SYSTEMS LTD.

w<sup>3</sup>.rvbs.com

514 333 9292 ext. 254

fractal@rvbs.com

e-Commerce **in the box**®

MANAGING CHAOS IN BUSINESS

Set up shop online for less than 5¢ a minute...

Real-time • Merchant ready • B2B / B2C • Client recognition • Pricing solution • Credit margins • Web administration • Payment solution • Financing

**FRACTAL COMMERCE™**

## Successful Web design is both a science and an art...

Learn to optimize both user performance and visual appeal. **The Science and Art of Effective Web Design** is HFI's new course that draws on thousands of research studies on user behaviour – and on modern principles of visual design. You will learn how to design for your target users, create navigation structures that make sense, and avoid common design pitfalls. Experience design challenges with real site examples. Experts in the field of interface ergonomics offer a comprehensive approach to creating highly effective Web sites.

"HFI's technical staff has over 400 years of combined experience. Since our founding in 1981, we have worked on more than 2,200 interface projects and taught over 1,300 courses on interface design. Come join us on May 23-25 in Montreal and take advantage of our expertise in modern Web design."

Eric Schaffer, Ph.D., CPE  
CEO and Founder  
of Human Factors International, Inc.



**Human Factors International**

Course and registration and information at:  
<http://www.humanfactors.com/training/schedule.asp>

**When:** May 23-25, 2001  
**Where:** TMI-Multi Hexa  
550 W. Sherbrooke St.  
Montreal, QC H3A 1B9

**Class Time:** 9:00 a.m. - 4:30 p.m. each day  
Continental breakfast served  
8:30 a.m. each day

**Who Should Attend:**  
Those involved in the design and development of Web, e-commerce, informational and promotional sites, Intranets, and Web applications

Continued from page 4

## A NEW PARTNERSHIP

The Board of Trade of Metropolitan Montreal and the Institut pour le partenariat public-privé (IPPP) have reached an agreement enabling both organizations to further examine and consolidate their positions with regard to the development of public-private partnerships in Quebec.

Under the terms of this agreement, the institute will be a special partner, called upon to elaborate and file opinions with the Board of Trade on subjects related to public-private partnerships. In becoming a member of the Board of Trade, the IPPP will also benefit from our association's communication tools, and the two organizations will thus fuel their respective discussions on the evolution of public-private partnerships.

Moreover, the institute will hold an initial Forum (by invitation) on public-private partnerships on Monday, May 28, at the St. James' Club in Montreal. This forum will examine the current state of public-private partnerships and their prospects in six different sectors: health and social

services, education, urban infrastructures (including energy, resources, and the environment), transportation, telecommunications/information technologies, and tourism.

### TO LEARN MORE, PLEASE CONTACT:

IPPP Forum  
Philippe Normand

Telephone: (514) 868-2009  
Fax: (514) 868-0608  
E-mail: [info@2000neuf.com](mailto:info@2000neuf.com) ■

INSTITUT POUR LE



**PARTENARIAT**  
PUBLIC  
PRIVÉ

## GREAT MONTREALERS...

His international reputation as a medical researcher have earned him many awards, including the Companion of the Order of Canada and Officier de l'Ordre national du Québec. He will be inducted into the Canadian medical hall of fame next October.

### SUCCESSION

Concerned with succession, the Academy of Great Montrealers every year invites PhD students to submit their thesis to the Prix d'excellence de l'Académie.

All students who have presented and defended their doctoral thesis in the past year are eligible. A jury of university representatives, the Academy of Great Montrealers and the Board of Trade, as well as sponsor companies, select three winners based on the following criteria: originality, general interest, outstanding quality, intellectual content and the impact of the work on the discipline and related disciplines. Each winner receives a \$5,000 scholarship for excellence in research.

Major partner:



## THE 2001 GALA... A PROGRAM LIKE NO OTHER

The gala will take place at Centre Mont-Royal under the honorary co-chairmanship of Montreal Mayor Pierre Bourque; Minister of National Revenue and Secretary of State responsible for Canada Economic development, Martin Cauchon; president of the Board of Trade, Normand Legault; and president of the Academy of Great Montrealers, Albert Millaire. Guests will be regaled by Montreal coloratura soprano Natalie Choquette. Add a cocktail, a gourmet five-course dinner with wine and digestifs and you have all the ingredients for a memorable evening in excellent company.

### TO ATTEND THE GALA

Join us as the Board of Trade pays homage to these four new Great Montrealers on June 14. Make your reservations by calling Josyan McGregor at (514) 871-4000, extension 4020. Price of admission for members is \$195 (\$285 for non-members). ■

Partner:



Sponsor:

LES AFFAIRES

## MONTREAL'S NEWEST MEETING AND SPECIAL EVENT FACILITY

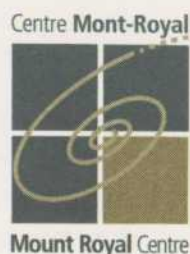


- ▶ Flexibility
- ▶ Versatile Space
- ▶ Latest Technology
- ▶ Ergonomic Seating
- ▶ Unparalleled Service
- ▶ Outstanding Catering

### PLUGGED-IN TO THE HEART OF MONTREAL

THE MOUNT ROYAL CENTRE HAS BEEN DESIGNED TO EXCEED THE DEMANDS OF TODAY'S FAST-PACED WORLD OF BUSINESS. FLEXIBLE ENOUGH TO ADAPT TO ANY SIZE GROUP, FROM SMALL CORPORATE MEETINGS TO INTERNATIONAL CONFERENCES, IT HAS 50,000 SQUARE FEET OF SPACE AND FEATURES 16 MEETING ROOMS, THE LARGEST OF WHICH CAN BE USED AS A BANQUET HALL SEATING 700. IT ALSO FEATURES A STATE-OF-THE-ART 730 FIXED-SEAT AUDITORIUM THAT IS IDEAL FOR SPECIAL PRESENTATIONS OR FOR BROADCAST OR INTERNET-BASED HOOK-UPS WITH COLLEAGUES AROUND THE WORLD. COMFORT, STYLE, FLEXIBILITY . . . THE MOUNT ROYAL CENTRE HAS IT ALL!

FOR MORE INFORMATION:  
Tel.: (514) 844-2000  
Fax: (514) 843-8500  
Toll Free: 1 866 844-2200  
[info@centremontroyal.com](mailto:info@centremontroyal.com)  
2200 Mansfield St.  
Montreal, Quebec H3A 3R8  
[www.centremontroyal.com](http://www.centremontroyal.com)



# ACTIVITIES

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

## PRIVILEGES PROGRAMME EXCLUSIVE TO MEMBERS MEDISYS HEALTH GROUP

Founded in 1987, Medisys Health Group has become Canada's largest provider of corporate health programmes.

### YOUR EXCLUSIVE PRIVILEGES:

- Priority appointments for a \$200 hourly professional fee.
- 7.5% discount off regular fees for Board of Trade corporate members.

### AMONG THE SERVICES AVAILABLE :

- Executive health clinic
- Occupational health clinic
- Travel health clinic
- Women's health centre
- Medical imaging including MRI
- On-site laboratories and much more...

Medisys : quality and confidentiality

Information and appointment:  
(514) 845-1211  
[www.medisys.ca](http://www.medisys.ca)

**YOU'VE GOT THE TIME WE'VE GOT THE PLACE !**

THE BOARD OF TRADE IS PLEASED TO OFFER ITS MEMBERS THREE MEETING ROOMS, NATURALLY LIT, THAT CAN ACCOMMODATE UP TO 200 PEOPLE.

For information contact our consultant at (514) 871-400, extension 4053.

## A G E N D A

MAY 2001		JUNE 2001	
8	5 to 7 p.m. Tuesday After Hours Place to be confirmed	17	7:30 to 9 a.m. High Technology series <b>A New Phase for the Internet</b> Michel Houde, Eng. Vice-president, Quebec Cisco Systems Canada Co. Hilton Montreal Bonaventure
8*	8:30 to noon Seminar <b>Promotion and Advertising Strategies</b> Allain Lagadic President Concept Marketing Interactif Hilton Montreal Bonaventure	23	7:30 to 9 a.m. High Technology series Paul Lypaczewski Executive vice-president Discreet Hilton Montreal Bonaventure
10	7:30 to 9 a.m. Perspectives <b>New business: is Montreal a winner?</b> Marcel Côté President Secor Inter-Continental Montreal	24	9 a.m. to 9 p.m. Annual benefit golf tournament <b>The Board of Trade's golf tournament 2001</b> <b>Taking business to the GREENS!</b> Lachute Golf Club
10	5:30 to 10 p.m. Networking dinner Businesswomen in Action committee <b>Passion Now Has a Face</b> Hilton Montreal Bonaventure	30*	Noon to 2 p.m. Business luncheon Pierre Moran Senior vice-president, E-commerce Solutions Confédération des caisses populaires et d'économie Desjardins du Québec Hilton Montreal Bonaventure
15	Noon to 2 p.m. Business luncheon <b>Three, two, one. Lift off !</b> Marc Garneau Executive vice-president Canadian Space Agency <i>Presentation of the Outstanding Student Awards - Secondary V and Vocational education</i> Hilton Montreal Bonaventure	31	7:30 to 9 a.m. Perspectives Claude Robert President Robert Transport OMNI Mont-Royal
			5
			5 to 7 p.m. Tuesday After Hours Hotel Ritz Carlton
			6*
			7:30 to 9 a.m. Breakfast meeting <b>Getting Down to E-Business!</b> Guy Marier President Bell Québec Hilton Montreal Bonaventure
			7
			7:30 to 9 a.m. Perspectives <b>Old Port of Montreal Outlook and Development Prospects Until 2002</b> Claude Benoit President and chief executive officer Old Port of Montreal Corporation Inc. Inter-Continental Montreal
			12
			7:30 to 9 a.m. Perspectives <b>For a Quebec Model in the 21st Century</b> Alain Dubuc Editorial page editor La Presse OMNI Mont-Royal
			14
			At 6:15 p.m. <b>Great Montrealers' Gala</b> Centre Mont-Royal 2200 Mansfield Street

\* Organized by



### Information and reservations:



Major sponsor



BOMBARDIER



Fiducie Desjardins



Tel.: (514) 871-4000  
Fax: (514) 871-5971  
Registration on our Web site:  
[www.btm.qc.ca/activities](http://www.btm.qc.ca/activities)

Tuesday After Hours:  
Sonia Cloutier  
Tel.: (514) 871-4000,  
local 4067



FRASER MILNER CASGRAIN



Pratt & Whitney Canada  
A United Technologies Company



Air Canada / Canada Economic Development / Commission des valeurs mobilières du Québec / CROP / Meloche Monnex / Uniglobe Voyages Lexus

## WORLD TRADE CENTRE MONTRÉAL ACTIVITIES

MAY 2001		JUNE 2001	
4	8:30 a.m. to 4:30 p.m. Seminar <b>International Transport</b> André Bourassa Director, Eastern Canada Fritz Starber Board of Trade premises	16	8:30 a.m. to noon Training workshop <b>Exporting High Technology</b> Benoit Clermont Pierre Lajoie Ogilvy Renault and Jeanine Morissette Analyst Canadian Security Intelligence Service (CSIS) Board of Trade premises
9	8:30 a.m. to noon Training workshop <b>Incoterms 2000</b> André Bourassa Director, Eastern Canada Fritz Starber Board of Trade premises	25	8:30 a.m. to 4:30 p.m. Seminar <b>Preparing for a Business Trip</b> Board of Trade premises
11	7:30 to 9 a.m. Breakfast meeting on the occasion of Polish National Exhibition on Economic Cooperation Bernard Blaszczyk Secretary of State Minister of Economy Inter-Continental Montreal	30	8:30 a.m. to noon Training workshop <b>Letters of Credit</b> Michel Bitar National Bank of Canada Board of Trade premises
11	8:30 a.m. to 4:30 p.m. Seminar <b>Exhibiting at a Trade Show</b>		6
			8:30 a.m. to noon Training workshop <b>The Cultural Dimension of Business</b> Karl Miville-deChêne Word Federation of Trading houses Associations Board of Trade premises
			8
			8:30 a.m. to noon Training workshop <b>International Sales and Distribution Contacts</b> Bernard Colas Lawyer Gottlieb Pearson Board of Trade premises
			Information and registration: (514) 871-4000
			<b>NORTEL NETWORKS</b>
			These activities are eligible under Bill 90.

# TRANSCONTINENTAL WEEKLIES

# 680 000

A must when it comes to local news in Montreal.  
Over 680,000 copies delivered free to 82% of homes on the island.  
Transcontinental Weeklies:  
an open door to Montreal's many communities.

**Transcontinental**  
WEEKLIES

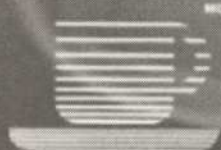
Advertising that delivers,  
Door to door!

Information: (514) 899-1476  
Visit us: [www.leshebdo.com](http://www.leshebdo.com)

# THE Coffee-break REINVENTED!

As a subsidiary of Van Houtte, **Selena Coffee** naturally benefits from the coffee expertise of one of the largest roasters in North America. But beyond this expertise is a passion for coffee, and its aromas and tastes, that we want to share with each of our clients, cup after cup.

**SELENA**



Authorized Distributor

[www.selena.com](http://www.selena.com) 1 800 461-1515

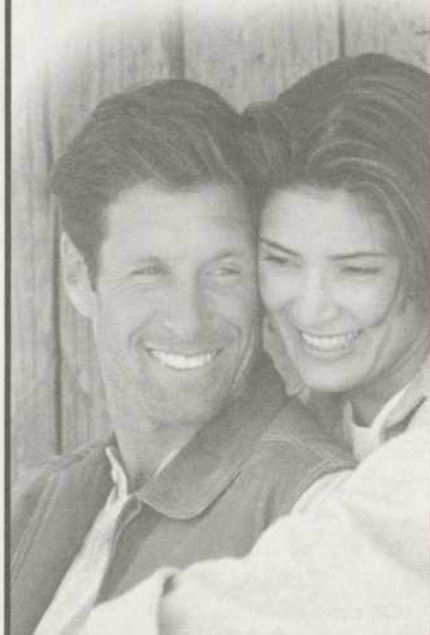
>> Try our  
Piccolina,  
a little  
coffee maker  
with lots  
of potential!



## Transplants 2x Faster!

### Château Capillaire

- Hair Transplants (micro grafts)
- Hair Extensions
- Hairpieces
- Wigs
- All Methods & Systems



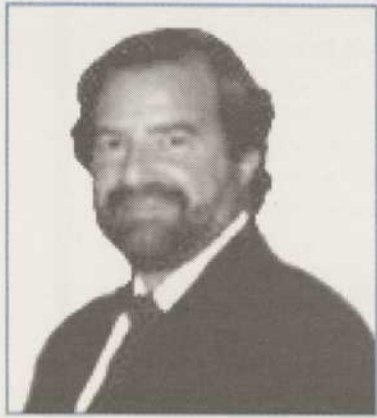
(514) **908-0357**  
1650 De Maisonneuve West, Montreal

## BUSINESS LUNCHEON

A PRESENTATION OF THE ELECTRONIC COMMERCE INSTITUTE

Wednesday, May 30, 2001  
Noon to 2 p.m.

Location: Hilton Montréal Bonaventure



**GUEST SPEAKER:**

Mr. Pierre Moran,  
Senior vice president  
e-commerce Solutions  
Confédération des caisses populaires  
et d'économique Desjardins du  
Québec

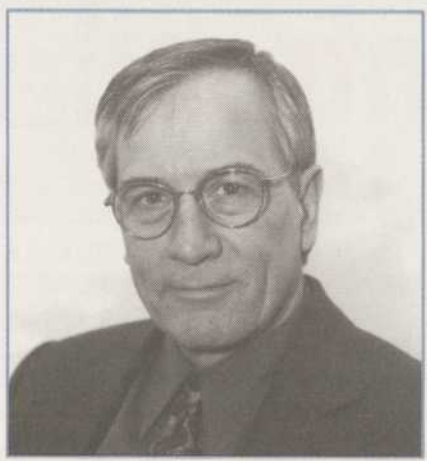
Information : (514) 871-4000 ■

## TAKING CONTROL OF YOUR E-BUSINESS

### - A BREAKFAST MEETING OF THE ELECTRONIC COMMERCE INSTITUTE

June 6, 2001  
7:30 a.m. to 9 a.m.

Location: Hilton Montréal Bonaventure



**GUEST SPEAKER:**

Guy Marier, president  
Bell Québec

Information : (514) 871-4000

There is a necessary passage for any enterprise seeking to grow and expand its services. More than ever before, entrepreneurs must adopt an e-business strategy. But how?

- Is an IT corporate culture required?
- Should we begin by redefining our business plan?
- Should we get our employees involved beforehand?
- Should we review our business processes?
- Should we review our marketing steps?

Bell will share its experience as an e-commerce player and developer and explain what Quebec enterprises need to know and do to gain a strategic position in the new economy.

A breakfast not to be missed! ■



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.

## TUESDAY AFTER HOURS: THE TRADITION CONTINUES

For the third year in a row, the Board of Trade will wind up its "official" Tuesday After Hours series at the RITZ CARLTON hotel. Don't miss this unique get-together attended by more than 200 people.

We would like to take this opportunity to thank each of the wonderful venues that welcomed us so warmly this year:

- October 2000: Best Western hotel
- November 2000: Club Sportif MAA
- December 2000: the Hippodrome

February 2001: Restaurant Nava  
March 2001: Restaurant Le blanc  
April 2001: 1000 de la Gauchetière

A big "Thank you!" as well to our main sponsor, the Telecom Group, which enabled us to "stay in touch" throughout the year. ■



## SERVICES FOR MERCHANT MEMBERS OF THE BOARD OF TRADE

All merchant members of the Board of Trade should take advantage of the following attractive discount rates that TORONTO-DOMINION BANK VISA is pleased to offer:

- On electronic deposit:  
1.80%
- On manual deposit:  
2.50%

However, these discount rates do not apply to merchants who do business by telephone and/or mail.

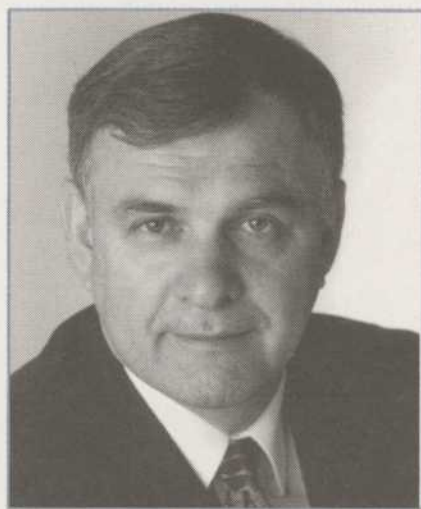
For additional information or to benefit from these rates, please contact Stephen Senghor, Account manager, Merchant sales, at (514) 289-0483 or 1-800-363-1163. ■

N. B.: All applications are subject to approval by TD Visa centre

## PERSPECTIVES ... THE NETWORK FOR EARLY RISERS

Thursday, May 10, 2001  
7:30 to 9 a.m.

Hôtel Inter-Continental Montréal



**GUEST SPEAKER:**

Mr. Marcel Côté, president  
Secor

Information: (514) 871-4000

Major sponsor:



### NEW BUSINESS: IS MONTREAL A WINNER?

Globalization and the information economy have brought about far-reaching changes in the nature of companies. Today's winners, in both the new and traditional economies, are working to new rules. The business context has played a huge role in determining these rules. In this new setting, will Montreal be a city of branch plants and subsidiaries, or can it become a great business city once again?

An opportunity you won't want to miss. Mr. Côté will deliver his conference in French.

Cost: member: \$29  
non-member: \$45

Registration by fax: (514) 871-5971

Registration on our secured e-commerce site:  
[www.ccmq.ca/activites](http://www.ccmq.ca/activites) ■





**NATIONAL  
BANK  
FINANCIAL**

**PROUD PARTNER OF THE GREATER MONTREAL LEADERSHIP NETWORK**

**THE "MAJOR PARTNERS"**

Unite **OUR**  
**forces** for the growth  
of **Greater Montreal!**



ABB • Aéroports de Montréal • Abitibi Consolidated Inc. • Agropur, Coopérative Agro-Alimentaire • Air Canada • **\*Air France** • Air Liquide Canada inc. • Alcan • Alstom Canada inc. • Aramark Québec inc. • Arthur Andersen • AstraZeneca Canada Inc. • AT&T Canada • Aventis Pharma • Avon Canada Inc. • AXA Assurances inc. • Banque CIBC • Banque de développement du Canada - Siège social • Banque de Montréal • Banque Laurentienne du Canada • Banque Nationale du Canada • Banque Royale du Canada • Banque Scotia • Banque Toronto-Dominion • Bell ActiMedia • Bell Canada • Bell Helicopter Textron • BioChem Pharma inc. • BMO Nesbitt Burns • Bombardier inc. • Bourse de Montréal • Brasserie Labatt ltée • Bureau en Gros • Cabinet de relations publiques NATIONAL inc. (Le) • CAE • Caisse de dépôt et placement du Québec • Camco inc. • Canac inc. • Canadien National • Canadien Pacifique Ltd. • **\*Cap Gemini Ernst & Young Canada inc.** • Cascades inc. • Château Stores of Canada Ltd. • Ciment St-Laurent • Cirque du Soleil • Cogeco inc. • Cognicase • Commission scolaire de Montréal • Communauté urbaine de Montréal / bureau du président • Compagnie d'assurance Standard Life (La) • Compaq Canada inc. • Computer Sciences Corporation • Computershare • Costco Canada inc. • CROP inc. • **\*Discreet Logic Inc. / Autodesk Canada** • Desjardins Ducharme Stein Monast et Sogemis inc. • Dessau-Soprin inc. • DICOM EXPRESS / GOJIT • Domtar inc. • Drakkar & Associés • École des Hautes Études Commerciales (HEC) • EDS Innovations inc. • EDUMICRO inc. • Eicon Technology Corporation • Emploi-Québec • EMS Technologies, Space Electronics Group • Ericsson Canada inc. • Ernst & Young • Fasken Martineau DuMoulin • Féd. caisses pop. Desjardins de Mtl & Ouest-du-Qc • Fednav Limited • Fiducie Desjardins • Financière Banque Nationale • Fonds de Solidarité des Travailleurs du Québec (FTQ) • Fraser Milner Casgrain • FTM Capital inc. • Gartner Group Canada • Gaz Métropolitain • Glaxo Wellcome Inc. • Goodyear Canada inc. • Great

West, compagnie d'assurance-vie — London Life • Groupe CGI inc. • Groupe Chagnon international ltée. • Groupe conseil DMR inc. • Groupe Cossette Communication • **\*Groupe Créatech** • Groupe LGS inc. • Groupe L'ORÉAL • Groupe Optimum inc. • Groupe Pharmaceutique Bristol-Myers Squibb • Groupe SNC-Lavalin inc. • Financière Sun Life • Groupe Télécom • Groupe Transcontinental G.C.T. ltée • Groupe TVA inc. • Groupe-conseil Aon inc. • Harry Rosen Inc. • Henry Birks & Sons inc. • Hewitt Équipement ltée • **\*Hewlett Packard (Canada) ltée** • Hydro-Québec • IATA - International Air Transport Association • IBM Canada ltée • Imperial Tobacco ltée • Industrielle-Alliance Cie d'Assurance sur la vie • Industrie C-MAC (Les) • Investissement-Québec • ISPAT SIDBEC inc. • Ivaco inc. • Journal de Montréal • KPMG s.r.l. • Kruger inc. • Lafarge Canada inc. • Le Groupe Jean Coutu (PJC) inc. • Le Groupe Télé-Ressources ltée • Le Groupe Vidéotron ltée • Les Hôtels Fairmont • Loto-Québec • McCarthy Tétraut • McGill University • **\*Mediacom** • **\*MDS Pharma Services Inc.** • Médis Services Pharmaceutiques et de santé inc. • Meloche Monnex inc. • Merck Frosst Canada inc. • Métro inc. • Microcell Télécommunications inc. • Molson Canada, région du Québec • Noranda inc. • Nortel Networks • North Star Ship Chandler inc. • Novartis Pharma Canada inc. • Oberthur Jeux et Technologies • Office municipal d'habitation de Montréal • Ogilvy Renault • Ouimet Cordon Bleu inc. • Parmalat Canada • Petro-Canada • Pfizer Canada Inc. • Pitney Bowes du Canada ltée • **\*Pomerleau** • Port de Montréal • Postes Canada • Power Corporation du Canada • Pratt & Whitney Canada • PricewaterhouseCoopers • Produits forestiers Alliance inc. • Provigo inc. • Quebecor inc. • Raymond, Chabot, Grant, Thornton • Regroupement des collèges du Montréal métropolitain • Réno-Dépôt inc. • Restaurants McDonald du Canada ltée • Richter, Usher & Vineberg • Robert Half International inc. • Rolls Royce Canada Ltd. • RONA inc. • **\*Royal Aviation inc.** • Samson Bélaïr/Deloitte & Touche • Schering Canada inc. • Scotia Capitaux inc. • SITQ immobilier • Sobeys Québec • Société conseil Mercer ltée • Société de transport de la C.U.M. • Société des Alcools du Québec • Société du Groupe d'embouteillage Pepsi • Société du Palais des Congrès de Montréal • **\*Société du Vieux-Port de Montréal** • Société générale de financement du Québec • **\*Sprint Canada** • Sucre Lantic ltée • Système M3i inc. • Tecslut inc. • TELUS Mobilité • The Gazette • Transat A.T. inc. • UAP inc. • **\*UBI Soft Divertissement Inc.** • Université Concordia • Université de Montréal • Université du Québec à Montréal • Van Houtte inc. • VIA RAIL Canada inc. • Velan Inc. • Versalys • Ville de Montréal - Service du développement économique • Wyeth-Ayerst Canada Inc.

**Leaders  
join  
Leaders!**

**\*WELCOME TO THE MAJOR PARTNERS CIRCLE**