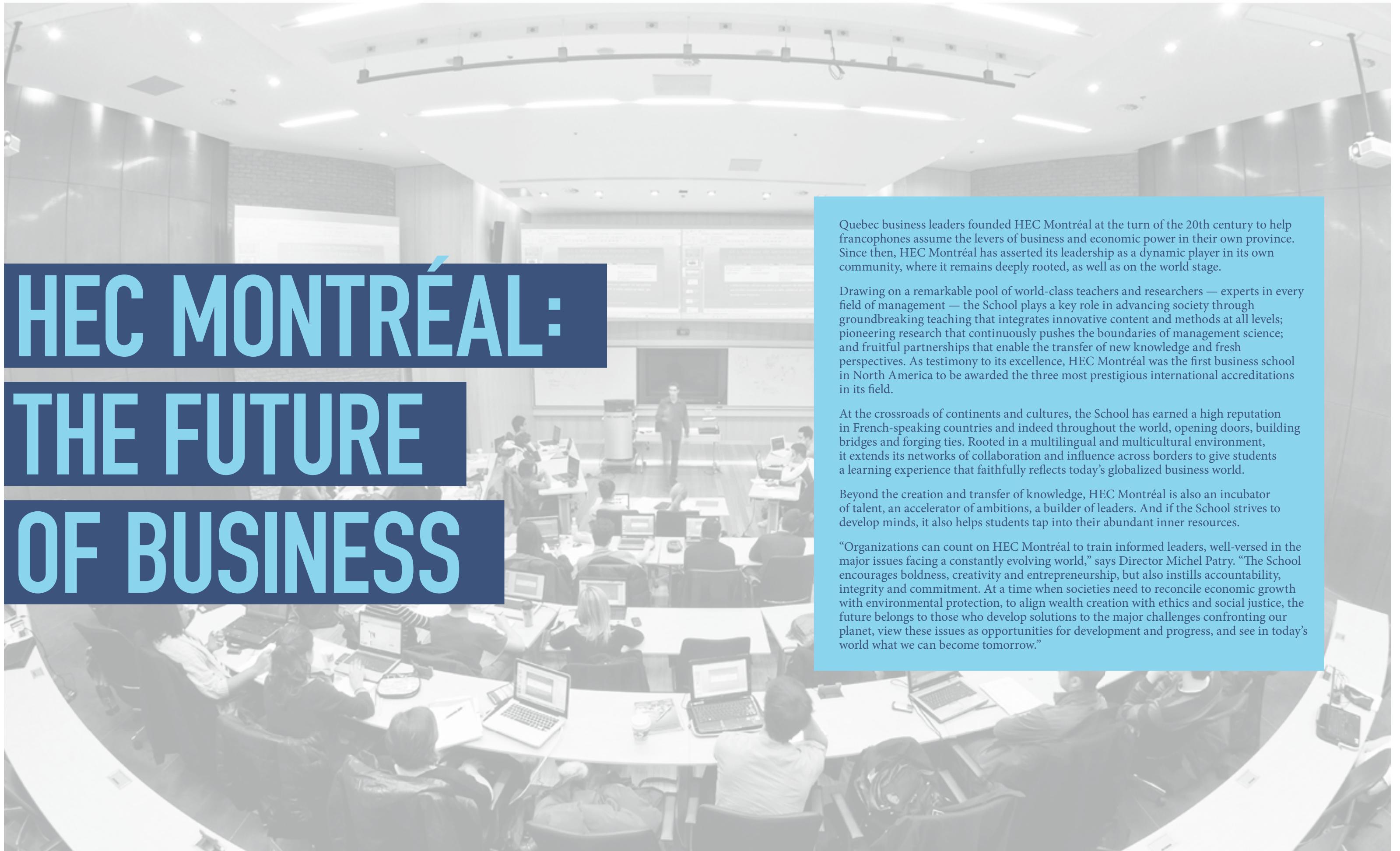




HEC MONTRÉAL



HEC MONTRÉAL: THE FUTURE OF BUSINESS

Quebec business leaders founded HEC Montréal at the turn of the 20th century to help francophones assume the levers of business and economic power in their own province. Since then, HEC Montréal has asserted its leadership as a dynamic player in its own community, where it remains deeply rooted, as well as on the world stage.

Drawing on a remarkable pool of world-class teachers and researchers — experts in every field of management — the School plays a key role in advancing society through groundbreaking teaching that integrates innovative content and methods at all levels; pioneering research that continuously pushes the boundaries of management science; and fruitful partnerships that enable the transfer of new knowledge and fresh perspectives. As testimony to its excellence, HEC Montréal was the first business school in North America to be awarded the three most prestigious international accreditations in its field.

At the crossroads of continents and cultures, the School has earned a high reputation in French-speaking countries and indeed throughout the world, opening doors, building bridges and forging ties. Rooted in a multilingual and multicultural environment, it extends its networks of collaboration and influence across borders to give students a learning experience that faithfully reflects today's globalized business world.

Beyond the creation and transfer of knowledge, HEC Montréal is also an incubator of talent, an accelerator of ambitions, a builder of leaders. And if the School strives to develop minds, it also helps students tap into their abundant inner resources.

"Organizations can count on HEC Montréal to train informed leaders, well-versed in the major issues facing a constantly evolving world," says Director Michel Patry. "The School encourages boldness, creativity and entrepreneurship, but also instills accountability, integrity and commitment. At a time when societies need to reconcile economic growth with environmental protection, to align wealth creation with ethics and social justice, the future belongs to those who develop solutions to the major challenges confronting our planet, view these issues as opportunities for development and progress, and see in today's world what we can become tomorrow."

60
PROGRAMS,
1
DISCIPLINE

INTERNATIONAL ACCREDITATIONS:

AACSB
INTERNATIONAL,
EQUIS AND
AMBA

A NETWORK OF
82,000
ALUMNI

SOME
13,000
STUDENTS
FROM CLOSE TO
150
COUNTRIES

8,000
EXECUTIVES
AND MANAGERS
TRAINED EACH YEAR

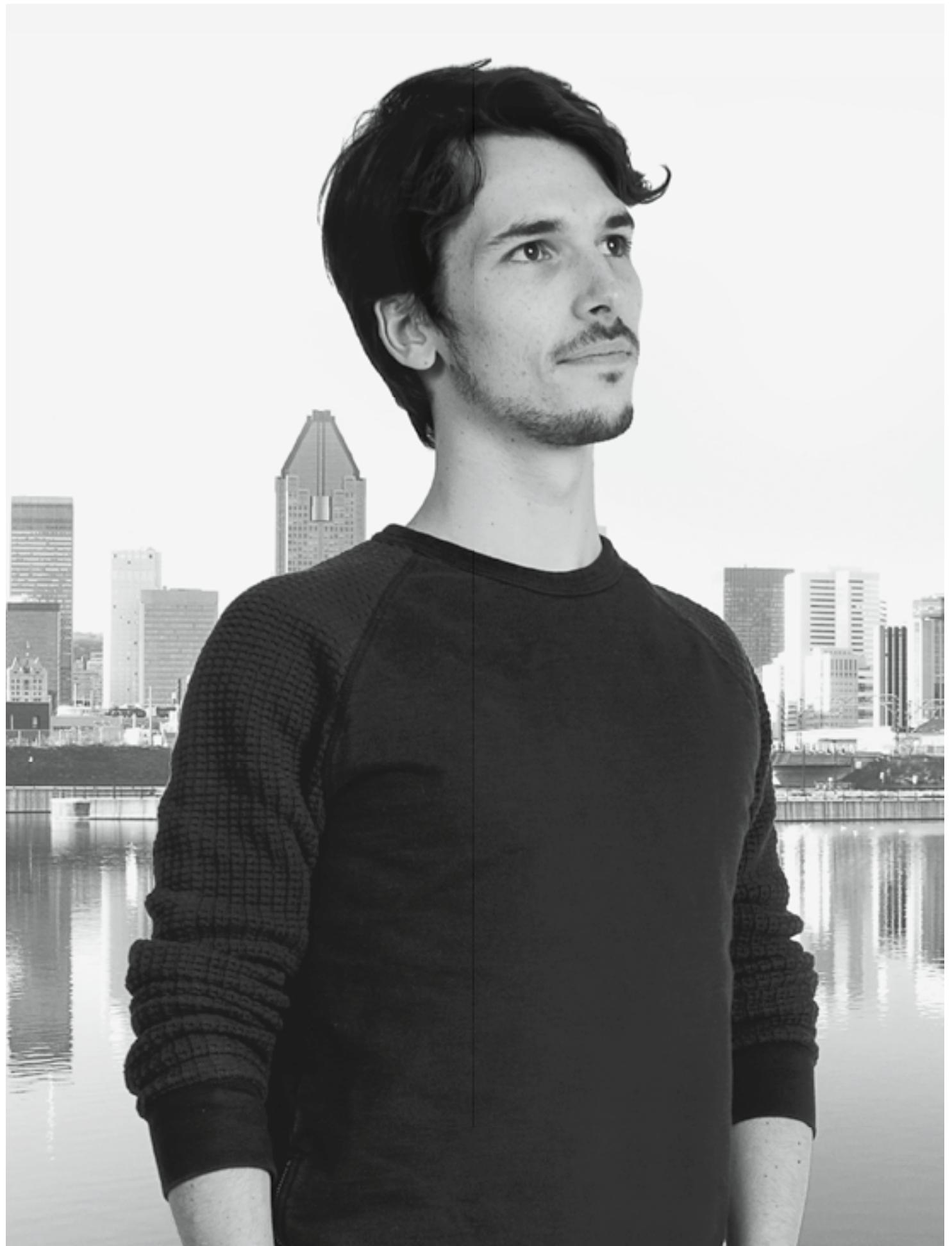
58
RESEARCH
CHAIRS
AND
KNOWLEDGE TRANSFER
UNITS



TEACHING

CUTTING-EDGE BUSINESS EDUCATION

HEC MONTRÉAL



EQUIPPING TOMORROW'S MANAGERS

While he harbours great ambitions for his future, Julien Robert is nonetheless well grounded. He understands that in order to stand out in a crowded market, he needs a competitive edge. Such as striving for excellence in everything he does, of course. But also reaching out for that extra something that will take him just a little further. HEC Montréal's trilingual BBA program is that competitive edge: "You learn to do business in three languages, which is a major asset in a globalized economy. But beyond that, I'm learning through the program that there are multiple ways of doing things . . . It opens up new perspectives."

If aiming high and embracing other cultures are essential to Julien's ambitions, he's also a strong believer in commitment. He takes an active role in student life, notably as Vice-president, Counsel, of the *Club de consultation en management*. "I've discovered a wonderful freedom at HEC Montréal that allows me to explore, try many different things and broaden my learning experience on many levels."

Julien is already thinking ahead of ways to give back after graduation: "I would like to teach part time, share with others the tools that I was lucky enough to receive."

JULIEN ROBERT
STUDENT, TRILINGUAL BBA PROGRAM

OPENING UP GLOBAL PERSPECTIVES

Expanding overseas? Conquering global markets? Jean F. Chagnon is sure of one thing — to become top players in a globalized market, organizations must be able to count on their executives' trans-national mobility. "They're the driving force behind the organization's international expansion. So they need to have the right skills to conduct the company's business abroad."

At the helm of Lallemand for nearly 35 years, Chagnon speaks from experience: a world leader in specialty yeasts and bacteria, Lallemand employs 2,800 people in 40 countries on five continents.

According to Chagnon, for executives to contribute effectively to their organization's global reach, they need to grasp strategic globalization issues and have a solid understanding of cultural differences. "They need to master the tools that can help them succeed in environments that are sometimes very different from what they're used to in North America. Only then can they recognize and seize the opportunities standing right before them."

JEAN F. CHAGNON
HEC 1970
SENIOR VICE-PRESIDENT
AND SPECIAL ADVISOR
LALLEMAND INC.



TAKING OFF

Camille Vermette's enthusiasm bubbles over as she speaks. Studying abroad through an international exchange program is the experience of a lifetime. Camille — who had the opportunity to spend a semester at Bocconi University in Milan — even says it should be mandatory for every student's educational journey. "I strongly recommend it to everyone. Finding yourself from one day to the next in another country, living in another culture, sometimes even learning another language . . . It shakes you up, sharpens your communication skills. It forces you to listen closely, to ask questions . . . You rub shoulders with students from all over the world. I practiced four languages during my stay! And what's more, you build a global network for the future."

How did this international experience change her outlook? "In management school they teach you to benchmark, to see what others are doing and apply it to your industry, your business. That's exactly what an international experience does. You return with a huge stock of knowledge and understanding you can apply at home. It also puts into perspective everything you learned right here."

Did her overseas stay get her hooked on international experiences? "Of course! I feel a lot more mobile now. When you live abroad, you learn a lot about others, but also a lot about yourself. Having lived without my family and friends, and managing on my own, I now know that I can easily adapt to new environments. I would really like to get a master's degree overseas and someday work in Europe."

CAMILLE VERMETTE
HEC 2016



CHANGING THE WORLD, ONE PROJECT AT A TIME

What do condoms, audiobooks and an online recruitment platform have in common? They are all huge marketing successes courtesy of Louis Gagnon. From Montréal to Kigali, from London to Chennai to New York, this merchandising wizard, who holds a Master's degree in International Marketing from HEC Montréal, has harnessed his talents to projects as broadly diversified in purpose as they are in distance. "These experiences helped me understand that I could apply my knowledge and vision to contexts that at first glance don't have much in common . . . and succeed. I was able to evolve and continuously adapt my approach."

Gagnon's journey wasn't always smooth. Living in Rwanda in the 1990s, he contributed to slowing the AIDS epidemic by selling condoms through social marketing. While his efforts worked, the country's escalating violence forced him to move on. Next, during a work stint in India he developed viral marketing techniques before the term was even coined. After his return to Montréal, he drove some of the greatest viral campaigns in Canada. His talents earned him multiple awards and accolades, but the restless Gagnon was soon off again, headed for foreign lands.

Public health, literacy, language learning, the environment. . . Just a few of the causes for which this visionary world citizen has worked his magic: "If my knowledge and experience can benefit social projects I feel strongly about, it gives me a sense of fulfillment."



LOUIS GAGNON
HEC 1992
PRESIDENT, RIDE

**LUIS FELIPE
CISNEROS MARTINEZ**
**PROFESSOR OF
ENTREPRENEURSHIP
AND INNOVATION,
AND DIRECTOR OF
HEC MONTRÉAL HUB IN
ENTREPRENEURSHIP,
ENTREPRENEURIAL
ACQUISITION AND
BUSINESS FAMILIES**

When it comes to linking a university education to entrepreneurship, Luis Cisneros is emphatic: “The great majority of successful entrepreneurial ecosystems around the world — Silicon Valley, Tel Aviv, Waterloo, Boston — whose growth is driven by innovation and technology, are linked to universities. These institutions are central to developing entrepreneurship in cities and countries.”

Given these links, how does HEC Montréal, the first business school to create a Department of Entrepreneurship and Innovation, contribute to the entrepreneurial ecosystem of Montréal and Québec? “The School plays a key role on several fronts. First, by increasing young people’s awareness of entrepreneurship as a life choice. Each year, over 2,500 students take at least one course in entrepreneurship at HEC Montréal. We invite entrepreneurs to talk about their experiences. And we provide students with the most powerful tools and best practices to help them launch their own business. Finally, we guide them throughout the start-up process. If their project is still early-stage or if they want to strengthen their entrepreneurial profile, they can enrol in the Rémi Marcoux Entrepreneurial Track. Through experiential learning, they gain not only knowledge, but also the know-how and interpersonal skills essential to entrepreneurship. Once their project is more fleshed out, they can take advantage of *Accélérateur Banque Nationale – HEC Montréal*, which provides guidance in helping them launch and rapidly expand their business.”

Professor Cisneros also likes to point out how closely the School’s entrepreneurial activities are linked to the community: “It’s essential to instill social, ecological and sustainable values in our students. For instance, as part of our Campus Abroad programs — two-week immersions where students gain insights into other entrepreneurial ecosystems — we organize activities to strengthen their awareness of our own values. In addition, our *entrePrism* incubator serves as a vehicle for integrating overqualified and underemployed people into the community through entrepreneurship. Finally, we’ve launched a free massive open online course on entrepreneurship on our EDULib platform. This kind of project gives us real impact on the community and extends our reach across the French-speaking world.”

DRIVING AN ENTREPRENEURIAL ECOSYSTEM





LP MAURICE
HEC 2003
CO-FOUNDER
AND CEO, BUSBUD

NURTURING BOLDNESS

LP Maurice has always been passionate about travelling and entrepreneurship. So when he created Busbud, a bus travel booking website, he channelled his twin passions into a thriving business. Through Busbud, travellers can search, compare and buy tickets from hundreds of bus companies, with access to half a million bus routes in 6,000 cities across 55 countries.

The dynamic entrepreneur is eager to share his knowledge and is very active within the School's entrepreneurial ecosystem. Mentor, speaker, member of the Institute for Entrepreneurship National Bank — HEC Montréal advisory committee, Maurice also sits on the jury of the *Accélérateur Banque Nationale — HEC Montréal* and on the Campus Montréal Executive Leadership Cabinet. He feels strongly about encouraging young people to launch their own entrepreneurial careers. "I was lucky enough to receive a solid education at HEC Montréal and it helped me launch my business. I discovered that I had an interest in e-commerce and business technologies. I also spent a semester in London, which enabled me to explore Europe and cultivate my passion for travel. When I look at everything the School offers to young people today who want to start a business, I realize it would certainly have made my own journey a lot easier."

How can the School's entrepreneurial ecosystem kick-start aspiring entrepreneurs' careers? "With all the resources HEC Montréal puts at students' disposal, they can begin developing their business project before they even graduate. They can test their project's viability and discover their interests and passions a lot faster, thanks to feedback from coaches, mentors and judges. They have access to programs like the Rémi Marcoux Entrepreneurial Track or the *Accélérateur*, and a host of activities like Startup Weekend, TEDx Conferences, meetings with "dragons" or interactions with local entrepreneurs . . . Finally, one of the challenges of launching a business is to find partners or even your first employees. HEC Montréal provides a highly enriched environment, where lots of talented young people brimming with ideas and complementary skills get together. So it's easier to meet daring people who want to share your entrepreneurial journey. It's really exciting to see so many young people taking up entrepreneurship at HEC Montréal."



GUIDING, INSPIRING . . . AND STILL LEARNING

Manaf Bouchentouf is committed, inspiring, inspired . . . Describing the role of the *Accélérateur Banque Nationale – HEC Montréal*, his excitement is positively contagious: “The *Accélérateur* channels the knowledge and expertise of dozens of contributors from academe and business to benefit young entrepreneurs. To help them realize their vision, we build a network around them, teams to support them, an environment within which to share experiences . . .”

And how does the *Accélérateur* select the young entrepreneurs who will benefit most? “We look for builders, individuals ready to commit for the long term, who will contribute to Quebec’s entrepreneurial ecosystem. We want to foster value creation —and not just economic value. Value can also be social or environmental, as with ÉAU. Finally, we look at project indicators such as innovation.”

To young people in the *Accélérateur*, Bouchentouf is both their best ally and toughest critic: “It’s quite intense . . . We take them out of their comfort zone so they can experiment and make mistakes early on, when costs are still low. This forces them to push themselves and build their confidence.” He is positively effusive about what he gets out of rubbing shoulders with young entrepreneurs: “It’s a real privilege to work every day with young people who are motivated, committed, creative, and who are shaping the future of Quebec. I learn as much from them as they learn from me.”

MANAF BOUCHENTOUF
DIRECTOR, ACCÉLÉRATEUR
BANQUE NATIONALE – HEC MONTRÉAL

LEADING WITH VALUES

How to promote food security and justice while encouraging local, ecological sourcing? Émilie Nollet and Olivier Demers-Dubé were convinced they'd hit on a promising idea for a social and sustainable business that perfectly aligned with their values — “aquaponics.” A farming technology that combines aquaculture with hydroponics, it's also one of the world's most efficient food production techniques. But how do you turn a beautiful dream into a viable business?

Guided by their passion and beliefs, the pair dove into the *Accélérateur Banque Nationale – HEC Montréal*, the School's accelerator program. They didn't know exactly what to expect but were convinced the process would move their project forward. “Accelerator” is an understatement,” jokes Nollet. “It's more of a turbocharged engine! To give you an idea, just one year before we didn't even understand the basic language of entrepreneurship . . . But Manaf Bouchentouf and everyone at the *Accélérateur* believed in us and in our project. They opened doors and built our confidence. They helped us channel our passion and enthusiasm into something actually achievable.”

Did the realities of the business world and their values ever clash? “At HEC Montréal, we found all the space we needed to express our social and ecological ideas,” Nollet says. “Nobody ever tried to talk us into abandoning our ideals, or persuade us that we were on the wrong track . . . Quite the opposite. Everyone placed their intelligence and experience at our disposal so we could develop a sustainable project that is not just sound financially, but also reflects our values.”

ÉMILIE NOLLET

STUDENT
PhD PROGRAM,
CO-FOUNDER AND CO-CEO,
ÉAU MONTRÉAL

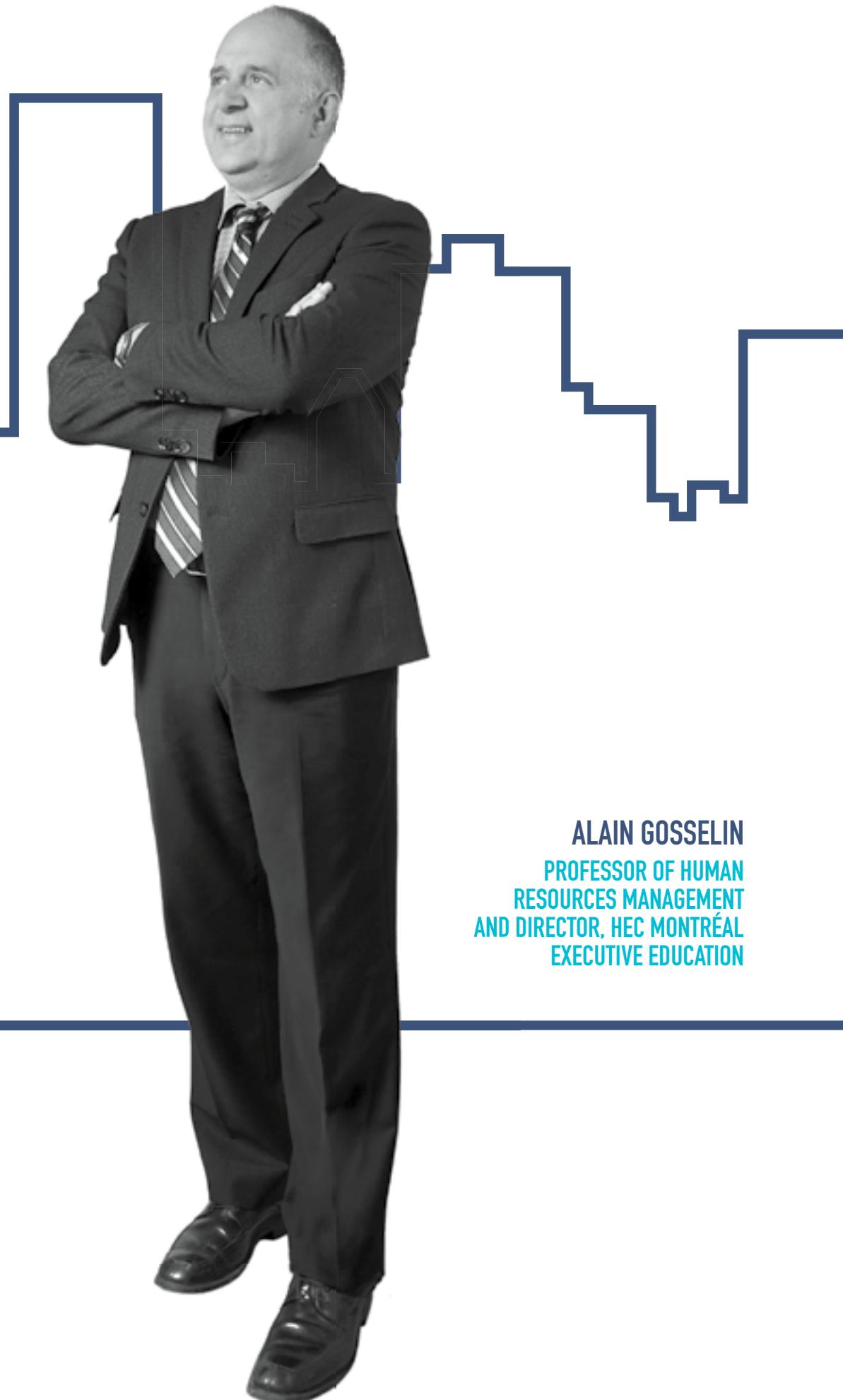


Whether they're looking to enrich their knowledge base or acquire new skills to advance their careers, each year thousands of professionals entrust HEC Montréal Executive Education with their training needs. "The market is constantly evolving and people are always facing new challenges," says Alain Gosselin. "HEC Montréal Executive Education provides them with the latest advances in their field and can also support them through major professional transitions."

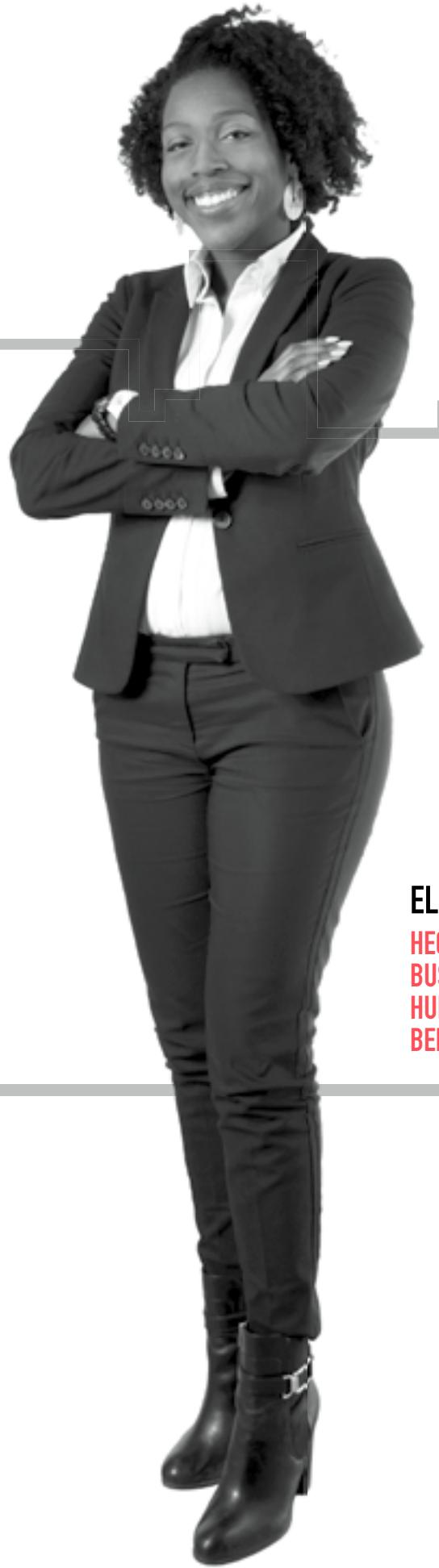
While HEC Montréal Executive Education was founded only recently, the School has a long history of providing high quality non-degree training. "We've been delivering skills training to managers and practitioners for over 60 years and international executive education for some 40 years," says Professor Gosselin. And while public seminars enjoy the highest visibility, customized programs make up 50 per cent of registrations. "We're constantly talking with client organizations and key partners such as professional corporations, the Conference Board of Canada, the Caisse de dépôt et placement du Québec and the Fonds de solidarité FTQ. Together, we build specific programs to meet the organization's and market's specific needs — such as guiding SME executives to grow their business, create value or become international players."

What sets HEC Montréal Executive Education apart in a very competitive market? "In addition to our decades-long experience, there is of course HEC Montréal's reputation for excellence. Clients can expect state-of-the-art information because they have direct access to the experts who actually create the knowledge. HEC Montréal Executive Education draws on an extraordinary pool of top experts in every area of management. What's more, the education and training we provide emerges from the School's multiple excellence hubs, research units and knowledge transfer centres. With their direct connections to the business world, these centres document issues, write cases . . . They incubate innovative ideas and practices that can benefit our clients."

ADVANCING CAREERS



ALAIN GOSELIN
PROFESSOR OF HUMAN
RESOURCES MANAGEMENT
AND DIRECTOR, HEC MONTRÉAL
EXECUTIVE EDUCATION



ELIZENDA JEAN-CLAUDE
HEC 2007
BUSINESS PARTNER
HUMAN RESOURCES,
BELL CANADA

**THINKING
DIFFERENTLY**

As a human resources expert, Elizenda Jean-Claude has been guiding senior executives on their professional development journey for years, and can testify to the importance of continuing education at every stage. “The moment you think you have all the answers and that you’ve seen everything, you put yourself at risk. In our day-to-day, we’re always running, always in react mode, so we rarely have a chance to step back and question the way we do things. When you reach a management position, you can usually rely on your team to handle daily operations. But the added value of managers is in their ability to make fresh connections, to understand their business environment and competitors, and how it all impacts strategy. In order to thrive, managers need the occasional breather. That’s when they can think outside the box, update their frames of reference and hone their leadership skills. Continuing education is the perfect opportunity to realign how you analyze situations and then set strategy.”

Why should managers entrust HEC Montréal Executive Education with their professional development? “Time is a rare commodity for senior executives. If they invest a day or two in training, they need to know they’ll get a good return. HEC Montréal Executive Education is a gem in this field in Québec. Thanks to the many world-class experts who teach at the School, clients have access to a wealth of knowledge and experience. In addition, this level of quality attracts high-calibre participants with diverse profiles, which further enriches the learning experience. With its interactive teaching methods — forget about one-sided lectures! — HEC Montréal’s Executive Education doesn’t just throw information at participants. It guides them through a highly structured and targeted learning process designed to enhance skills rapidly. Once back at work, they’re able to analyze situations in a new light and deal with them more effectively. Ultimately, of course, this benefits the entire organization.”

RESEARCH AND KNOWLEDGE TRANSFER

BOLDLY
RELEVANT



Isabelle Le Breton-Miller, Professor of Management and Holder of the Chair of Succession and Family Enterprise
Yohan Finet, student, BBA program.

BLAZING THE TRAIL OF INNOVATION

Boldness, commitment, relevance, rigour, respect. Gilbert Laporte and Danny Miller embody HEC Montréal's values brilliantly. World experts in their fields, they address issues that resonate with local, national and international organizations. Time and again, their remarkable contributions to the

advancement and implementation of management science has earned high honours, awards and plaudits. In addition, they both rank among the most widely cited researchers in the world, based on their Google Scholar Citations public profile h index. The h index measures the importance, relevance and cumulative impact of researchers' contributions according to their scientific output and number of citations their publications attract.

A member of the Royal Canadian Society and a Fellow of the Institute for Operations Research and the Management Sciences (INFORMS), Gilbert Laporte ranks among the most influential researchers in management, with a reputation that extends well beyond our borders. Indeed, the Netherlands' Eindhoven University of Technology awarded him an honorary

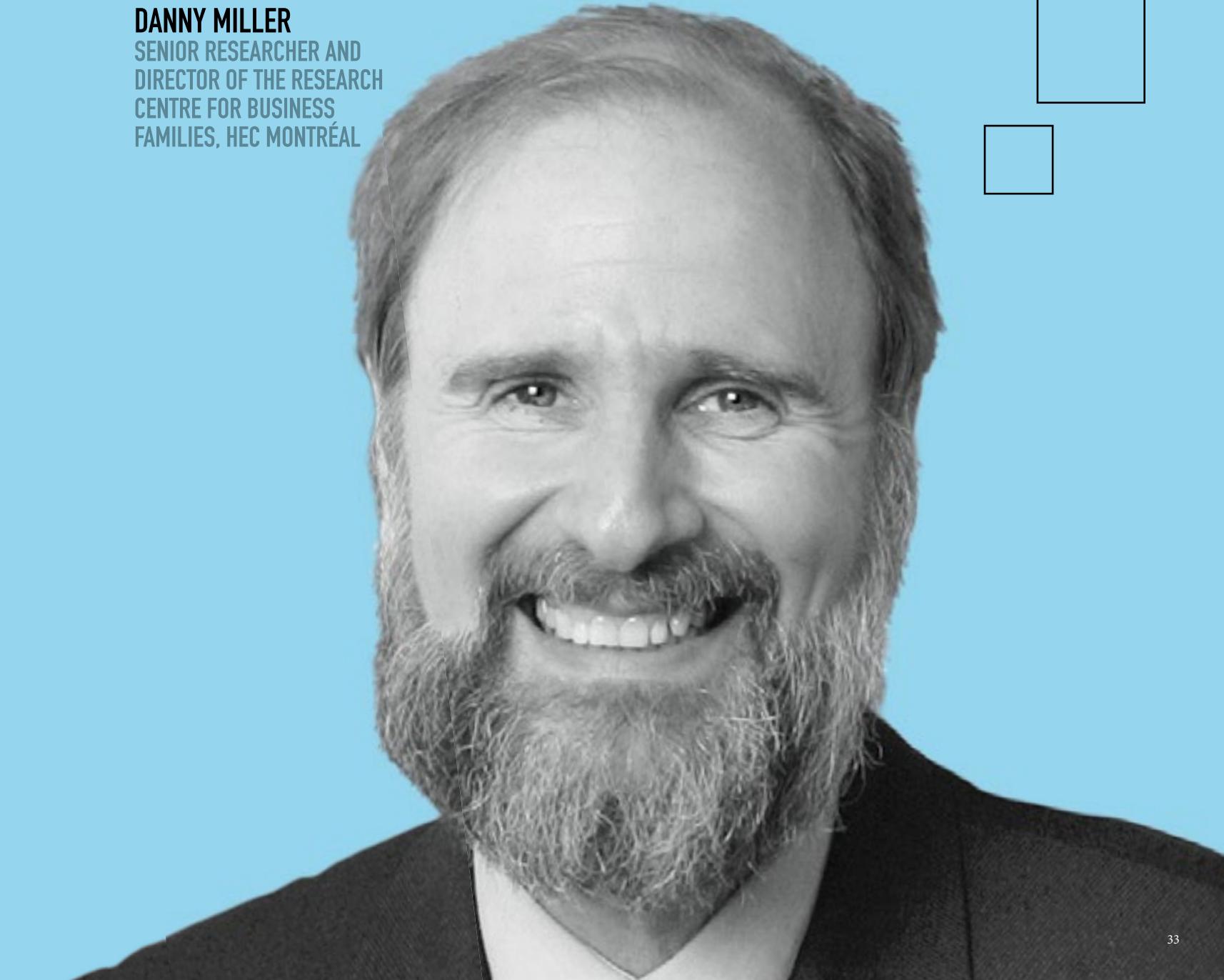
PhD for his exceptional contributions to operations research, transportation science and logistics. Professor Laporte is also renowned for his ability to forge fruitful ties with experts around the world. "Our collaborations with the most reputable researchers, no matter where they're located, push research forward and open the way for innovation. Whether we're talking about optimizing commercial routes or air cargo, together we can find concrete and creative solutions to the business community's challenges."

As for Danny Miller, he is a Fellow of the Strategic Management Society (SMS) — one of only 75 Fellows worldwide — and enjoys a sterling international reputation for his work on strategic management and family businesses. The Academy of Management,

of which he is also a Fellow, bestowed on Senior Researcher Miller its Distinguished Award for Scholarly Contributions to Management. HEC Montréal is one of only two Canadian business schools to have a winner of this prestigious prize among its ranks. "I feel privileged to work at the School alongside world-class researchers who dare to take risks to meet the management challenges of an ever-changing business environment. We feel very fortunate to know that our institution encourages us to explore and gives us the freedom we need to develop the solutions of the future."



GILBERT LAPORTE
PROFESSOR OF DECISION
SCIENCES AND HOLDER OF
THE CANADA RESEARCH CHAIR
IN DISTRIBUTION
MANAGEMENT



DANNY MILLER
SENIOR RESEARCHER AND
DIRECTOR OF THE RESEARCH
CENTRE FOR BUSINESS
FAMILIES, HEC MONTRÉAL

TRAINING WELL-ROUNDED PROFESSIONALS

Big data, massive data, explosive data . . . Plenty of labels but just one reality: over the past several years, the volume of data around us has grown exponentially. In addition to the tsunamis of data filling corporate relational databases and warehouses, real-time data is surging from digital tools such as smartphones, social networks, GPS, optical scanners and transactional sites. These massive volumes of data are now expressed in terabytes, petabytes and exabytes. And although data scientists can extract some meaning from it all, they need new tools to make the data talk with even greater meaning and eloquence.

Indeed, organizations are seeking competent resources to tap into these information gold mines. As a result, the number of students registering in these programs has soared. “HEC Montréal is a pioneer in this area,” remarks François Bellavance. “We have been offering business intelligence programs since the turn of the 21st century. To meet market demand, the School has a Short Graduate Program in Business Intelligence Data Applications, specialization tracks in most programs at every level, and a certificate in business analytics. HEC Montréal is also in the research vanguard, with a Chair in Data Mining and participation in IVADO.”

And what makes the School stand out in data science? According to Professor Bellavance, “HEC Montréal boasts a critical mass of renowned experts in many different fields. It’s one of our great strengths. We can therefore train well-rounded professionals who excel in areas like applied statistics, predictive modelling or data mining, but who are also familiar with applied fields such as strategy, finance and marketing. They can understand business issues and speak the same language as managers.” But are managers fully aware of big data’s potential for their organization? “The School is also working on that front,” says Professor Bellavance. “In our MBA program and through HEC Montréal Executive Education seminars, we’re working to increase managers’ awareness of the power and benefits of data mining for their organization, and how it can sharpen their competitive edge.”

FRANÇOIS BELLAVANCE
PROFESSOR
OF DECISION SCIENCES



MAKING DATA TALK

At Aimia, Marc Trudeau works with a multidisciplinary team to coax actionable insights from enormous quantities of data. Employing close to 4,000 people in some 20 countries on four continents, Aimia specializes in loyalty analytics and manages an array of loyalty programs, of which Aeroplan is the best known. Their data covers more than just travel and tourism. It extends to consumer goods and services such as groceries, pharmacy, hardware and gas. The vast volume of data is equalled only by its richness: multi-industry, multinational and, in the case of Aeroplan, multi-decade. It covers millions of consumers worldwide, hundreds of millions of transactions and some \$100 billion in consumer spending annually.

The numbers are staggering. So how does Aimia mine this wealth of information? “It’s an incredibly rich playground,” says Trudeau. “For instance, we use the data for marketing — both relational and promotional — and for communications purposes. Some loyalty members have been with us for 30 years, so we can predict their value over the long term based on plenty of historical data — not just what they did in the past month. Using “big data,” we’re able to establish causal links, explain behaviours, highlight synergies. And we’re able to predict how these links or behaviours will evolve over time — in response to different incentives, for example. The data also supports decision making, such as maximizing the relevance of offers to members. This is how we’re able to increase program performance.”

So what does Trudeau enjoy most about his work? “Applying science to business. . . People often think that marketers are artists, creative people who only operate intuitively . . . And by the way, building mathematical models can be extremely creative!” But he is also passionate about mixing hard and soft science. “Consumers aren’t robots, always making the same decisions according to the same criteria. That’s why we need humans, to interpret what the data is trying to tell us, to read between the lines . . . I have highly analytical people on my team and others who are much more intuitive, strategic, who make connections that aren’t obvious at first glance. Today, we have access to incredibly powerful, unprecedented tools. We need to exercise intelligence and wisdom when working together to ensure these various disciplines interact in a spirit of respect and open-mindedness. Montréal is a prime incubator for cutting-edge expertise in this area.”



MARC TRUDEAU
HEC 1982
SENIOR VICE-PRESIDENT,
LOYALTY DESIGN
AND OPTIMIZATION, AIMIA

PROPOSING INDUSTRY- RELEVANT SOLUTIONS



SYLVAIN SÉNÉCAL

CO-DIRECTOR OF TECH³LAB AND
PROFESSOR OF MARKETING

Identify which website characteristics attract the most eyeballs. Understand why software reuse is easier than first-time use. Establish how office employees perform at work... while working on a treadmill.

At Tech³Lab, HEC Montréal's user experience research laboratory, management sciences meet neuroscience, neuropsychology and ergonomics to study phenomena like these. The multidisciplinary research team uses innovative techniques and world-class hardware to capture and analyze in real time the cognitive, emotional and behavioural reactions of interface users. "Researchers have been interested in how humans and machines interact for decades," explains Pierre-Majorique Léger. "What's new is how we understand this interaction. Instead of using post-experience questionnaires, at Tech³Lab we're able to non-intrusively capture the user's unconscious and automatic reactions. For example, when we study

a mobile app interface, we can pinpoint exactly where users are looking when they feel a positive emotion. And, seconds later, where their eyes are fixed as their reaction becomes negative. By measuring the 'during' instead of the 'after,' we eliminate distortions caused by retrospective perception of the user experience."

Tech³Lab works closely with industry to ensure its research is industry-relevant. "We do applied research," says Sylvain Senecal. "So there's an important bilateral transfer that occurs with industry. In addition to contributing to the advancement of knowledge in multiple fields, discoveries that come out of Tech³Lab respond directly to the issues companies are looking to solve, whether it's in food, media, gaming, educational software — whatever." Tech³Lab researchers recently filed a patent application for one of their technologies — a first for HEC Montréal.



PIERRE-MAJORIQUE LÉGER

CO-DIRECTOR OF TECH³LAB
AND PROFESSOR OF
INFORMATION TECHNOLOGY



When *La Presse* launched a tablet edition of its newspaper, it sparked a revolution in the media world. The bet was bold and high-risk — and not just because it was an untried technology. Offering the new digital edition free of charge, to attract a younger demographic and renew readership, made perfect sense. So did basing the business model on ad revenues.

But how do you ensure advertisers get on board? “Tablets were still new and there was no comparable experience elsewhere,” said Patrick Perrier. “So we had no evidence that this ad format would work. But it was vital to make sure advertisers would stick with the concept. Our entire business model depended on it.”

La Presse asked Tech³Lab to validate the tablet’s advertising potential and study the impact of various ad formats. Using eye tracking and facial emotion recognition tools, the user experience lab at HEC Montréal conducted tests to accurately measure how readers interact with tablet screens. “Participants were told only that we wanted to evaluate a prototype of *La Presse+*,” says Perrier. “They had no directive on advertising, to avoid skewing results.”

Objective measures from Tech³Lab gave *La Presse* the powerful arguments it needed to convince advertisers to get on board. “We were able to demonstrate not only that advertising on tablets is effective, but that it supports the consumer at every stage of the purchase process. For us, it represents a significant competitive advantage.” Today, more than 75% of the newspaper’s ad revenue comes from *La Presse+*. Bet won.

PATRICK PERRIER

HEC 2010 AND 2013
ANALYST, RESEARCH AND MARKETING,
LA PRESSE

POSING POWERFUL ARGUMENTS

HEC MONTRÉAL FAMILY

A LONG BUSINESS LEGACY





HÉLÈNE DESMARAI

HEC 1979
FOUNDER, CHAIR AND
CHIEF EXECUTIVE OFFICER
OF THE CENTRE D'ENTREPRISES
ET D'INNOVATION DE MONTRÉAL

Hélène Desmarais's contribution to Montréal, Quebec and Canadian institutions can only be described as extraordinary. Tireless, apparently blessed with the ability to be everywhere at once, she sits on countless boards and chairs almost as many. Over the years, this staunch ally of entrepreneurs has played a part in the launch and success of many businesses. In education, economic development, culture, health, sustainable development and public policy, Desmarais is at the forefront of initiatives that make society a better place, that give it high ambitions and the means to fulfill glowing aspirations.

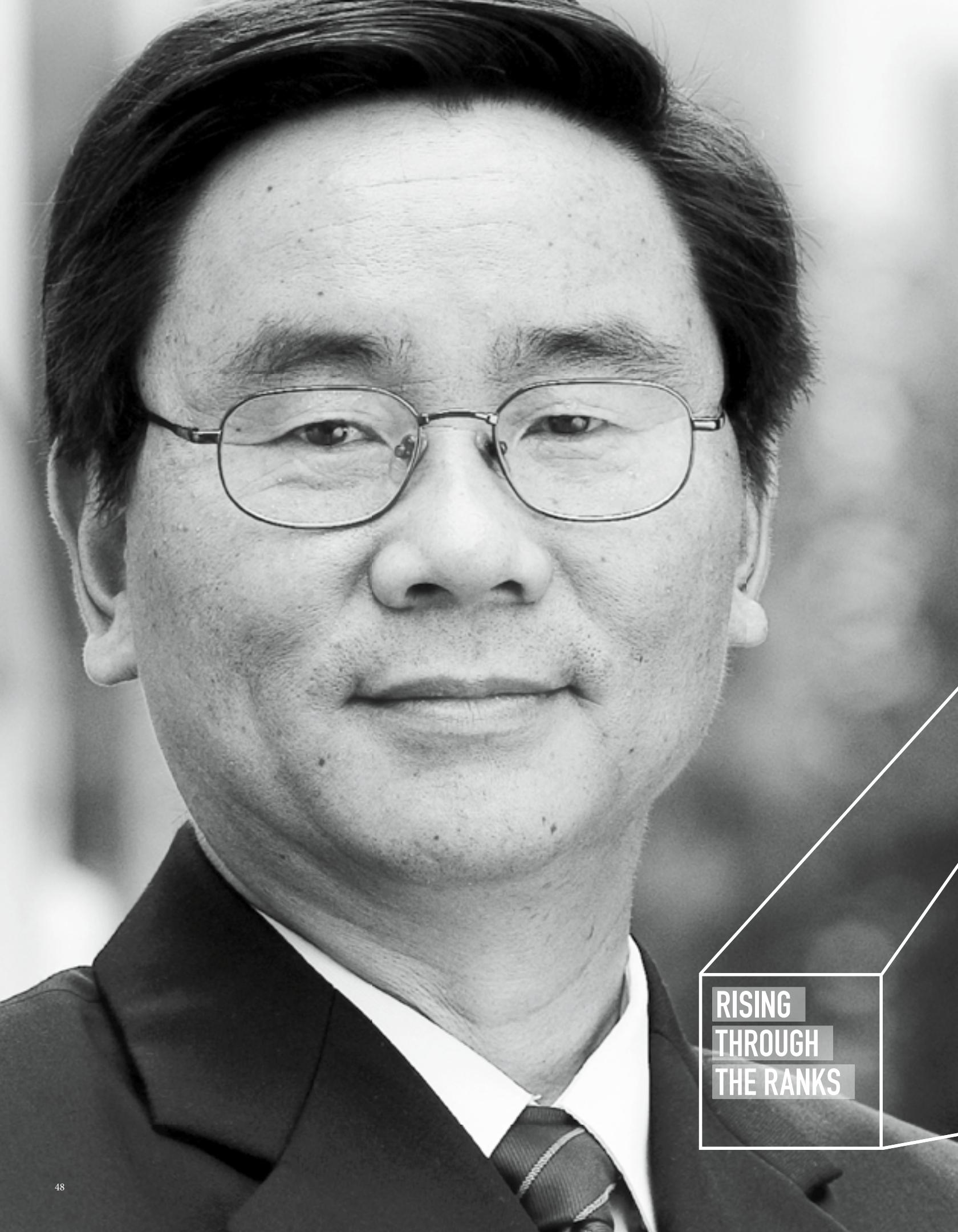
Among the many causes Desmarais champions, HEC Montréal is front and centre. The first female Chair of HEC Montréal's Board — a position she has held since 2003 — she is also founding Chair and member of the School's International Advisory Board, and long-time President of the HEC Montréal Foundation. "There are so many wonderful things going on at HEC Montréal. I have always believed that the School has international stature and that it could rank among the best in the world. It has proven as much by being the first business school in North America to be awarded the three most prestigious international accreditations in its field. HEC Montréal represents a great source of pride for Quebec and for the entire French-speaking world. Its development, standing and durability mean a lot to me."

Commitment is second nature for Guy Fréchette, who led Ernst & Young in Quebec and Canada for many years. He's eager to support causes he is passionate about, such as education, university sports and the arts. And while his support is invariably philanthropic, it doesn't stop there. Fréchette gets personally involved. Chairman of the Board of the HEC Montréal Foundation, former member of the School's Board, Governor of the *Carabins*, Board Member of the CEP SUM and the *Orchestre symphonique de Montréal*... This outstanding contributor clearly believes in giving back. "Thanks to the quality education I was privileged to receive at HEC Montréal, I had a rich and gratifying career. I consider it my duty to help talented young people get ahead and fulfill their potential."

For Fréchette, his own outstanding contributions are not enough. He wants to be a catalyst that inspires other business people to also become more involved. "HEC Montréal has been playing an active part in Quebec's economy and growth for over a century. How many renowned professionals and executives have built the foundation of their career at the School? Today's business people need to get involved and help tomorrow's leaders. Our collective prosperity depends on our ability to train high-quality leaders who will write the next chapter of our history."

GUY FRÉCHETTE
HEC 1970
CORPORATE DIRECTOR





RISING
THROUGH
THE RANKS

JIANWEI ZHANG

HEC 1991 AND 1996
PRESIDENT, BOMBARDIER CHINA

He is described as kind and reserved, a humble yet brilliant leader with a gift for diplomacy and exceptional listening skills. A tireless worker who thrives on challenges, Jianwei Zhang is a powerful asset for Bombardier in the world's most populous country. Named President of Bombardier China in 2010, he actually began preparing the ground for the Canadian rail and aviation giant's remarkable Chinese achievements as early as 1999, when he returned to his native land after a decade in Canada. The secret of his success? He excels at putting his deep knowledge of both Chinese and North American cultures to good use, thereby forging mutually beneficial business relationships. "For me, building lasting partnerships and promoting local production and knowledge transfer is important. Although Bombardier is a foreign company in China, this demonstrates its strong commitment to the country."

Jianwei Zhang barely spoke French when he arrived in Montréal in the late 1980s to study at HEC Montréal. Characteristically determined to succeed, he quickly mastered the language and became familiar with his new home. His hard work also paid off in the completion of an MBA and PhD at the School, culminating in his thesis on decision making in strategic alliances between Chinese and North American organizations. Two decades later, he remains close to his alma mater. Despite a very hectic schedule, he won't think twice about making himself available to students and professors, welcoming them personally at Bombardier China as part of the Campus Abroad course. To recognize Jianwei Zhang's exceptional career, the School and the Alumni HEC Montréal have awarded him the title of Distinguished Alumnus.

Throughout his stellar career as a diplomat, David Malone managed to combine an interest in university research and teaching with an insatiable wanderlust and a desire to be on the front lines. At 21, fresh out of HEC Montréal, he joined External Affairs Canada and quickly secured postings in the Middle East. He then spent the next two decades shuttling between prestigious appointments within the Canadian diplomatic corps, international groups and academe — Canadian Ambassador to the United Nations, President of the International Peace Academy in New York, Canada's High Commissioner to India and President of the International Development Research Centre.

Today, as Rector of the United Nations University in Tokyo and Under-Secretary General of the United Nations, he is in a better position than ever to observe how the advancement of knowledge can change the world. “By addressing concerns that are crucial for developing countries, research can have a real impact on the life of local populations. A better understanding of issues such as security, human rights, the position of women in society, urbanization, preserving the environment and the role of technology can truly influence people’s day-to-day quality of life.”

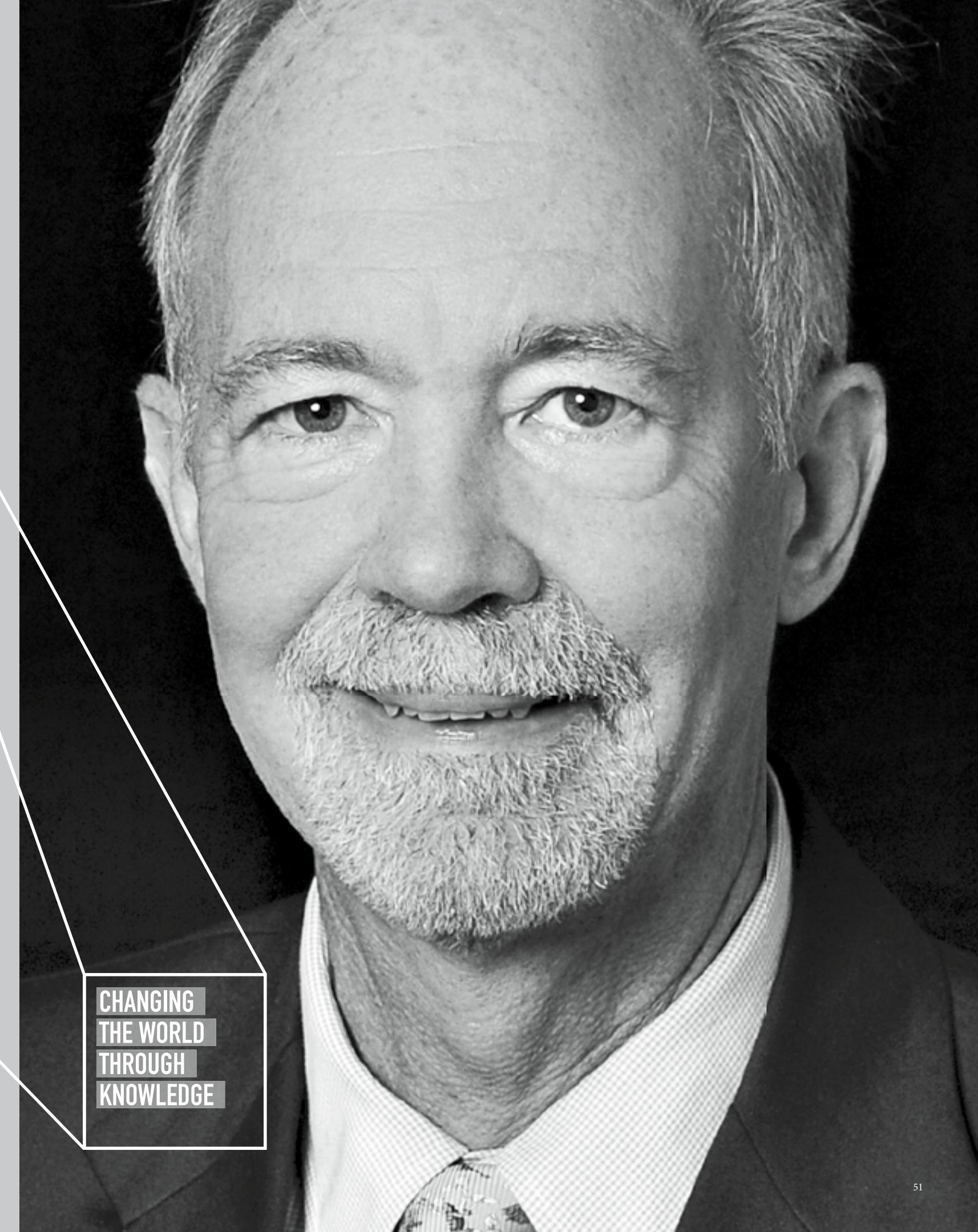
Born in Ottawa to a family of globetrotters, David Malone was introduced to French as a youngster, attending francophone schools on several continents. One of the first anglophones to attend HEC Montréal — which named him a Distinguished Alumnus in 2016 — the young man immediately felt welcome and easily settled into the School and Quebec society, which he was discovering with great curiosity. He became involved in student life and, with his open mind, quick wit and wide culture, made an indelible impression. In his own way, David Malone was already starting to change the world.

DAVID MALONE

HEC 1975

RECTOR, UNITED NATIONS UNIVERSITY AND
UNDER-SECRETARY GENERAL OF THE UNITED NATIONS

CHANGING
THE WORLD
THROUGH
KNOWLEDGE





HUMANIZING
BUSINESS

JOËLLE BERDUGO ADLER

HEC 2014
SOCIAL ENTREPRENEUR
AND PHILANTHROPIST

Joëlle (Joey) Adler radiates confidence, resolve, strength and . . . humanity. The woman who drove Diesel Canada for 30 years and made it into a fashion industry powerhouse has also made humanity her way of life. Convinced that every individual is precious and each of us has the power to change another life, in 2005 she created the ONExONE foundation. Its mission is to improve the lives of children through programs dedicated to food, water, health, education and play. In 2013, she co-founded Industrial Revolution II (IRII), a socially and environmentally responsible business model designed to improve the standard of living for apparel industry workers and their communities. IRII launched a state-of-the-art garment factory in Haiti showcasing these principles.

In 2012, Adler decided to enroll in the EMBA McGill – HEC Montréal program. “I was trying to find out who I really was, what I wanted out of life. I longed for a more humanistic approach to management. The program changed my life. It gave me much more than tools and knowledge . . . I embarked on a journey of self-awareness. I am truly convinced that the future of business lies in its humanization.” Adler certainly embodies management on a human scale.

LOUIS CHÈNEVERT

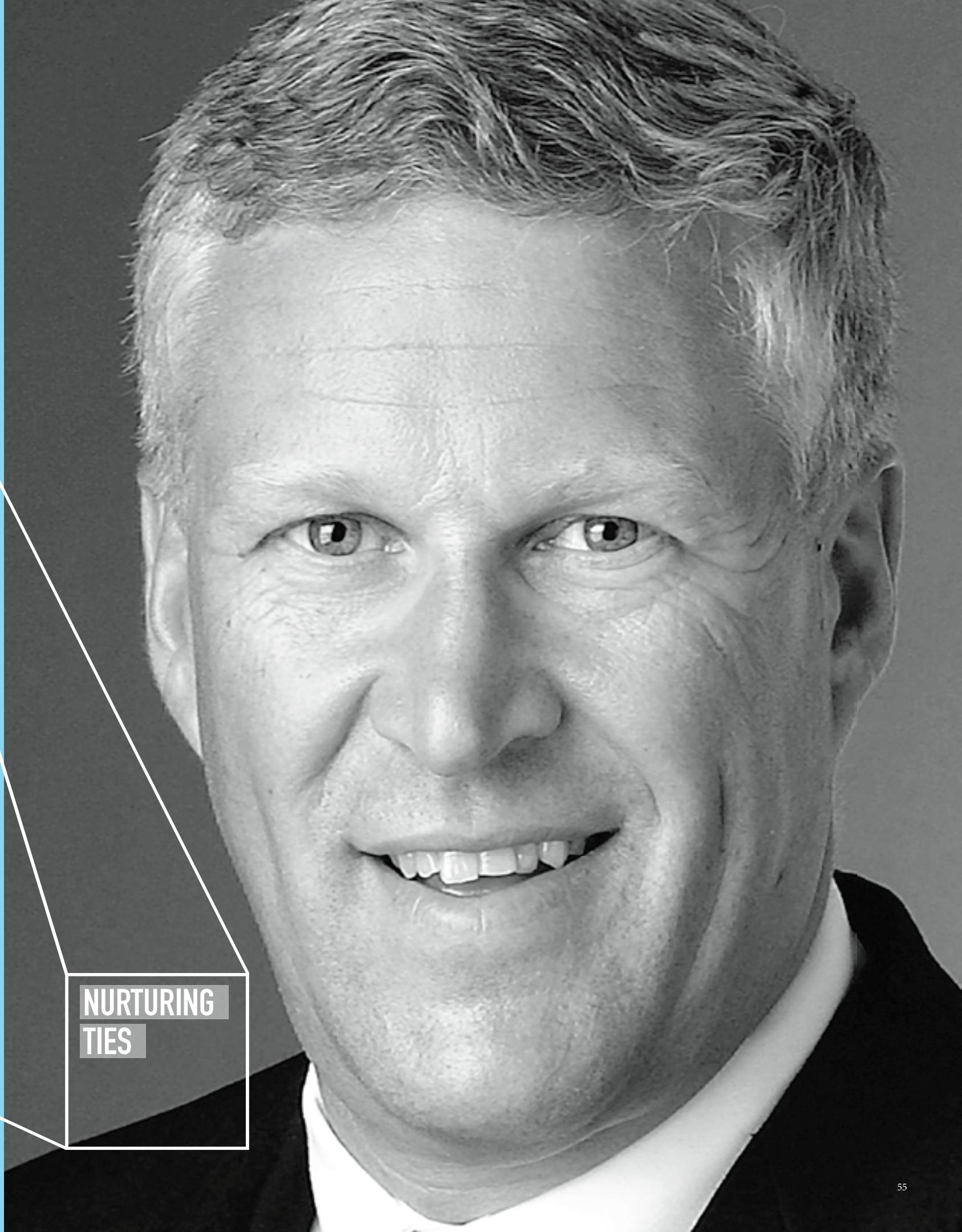
HEC 1979
SENIOR INDUSTRY ADVISOR,
MERCHANT BANKING DIVISION,
GOLDMAN SACHS

Louis Chênevert's meteoric career represents everything young professionals dream of. After completing his BBA, he joined General Motors' Sainte-Thérèse assembly plant, where he became General Manager of Production. He then continued his remarkable rise at Pratt & Whitney, eventually becoming President and attracting the notice of parent company United Technologies Corporation. He quickly made his mark there, too, as an exceptional executive, rising to become President and CEO, before being appointed Chairman of the Board. Goldman Sachs' Merchant Banking Division then recruited him as a Senior Advisor for the aerospace and industrial sectors.

Throughout his career, Chênevert has contributed to committees and boards. He is a former member of the US-India CEO Forum, serves as a member of the Business Council and sits on the Board of Cargill Inc. He is also Co-chairman of the Congressional Medal of Honor Foundation and Chairman of the Yale Cancer Center's Advisory Board. He has been a Fellow of the American Institute of Aeronautics and Astronautics (AIAA) since 2005.

Despite his extraordinary business achievements, Chênevert knows that in order to soar, you need a solid launching pad. This is why he is so devoted to his alma mater. "My work as Chairman of HEC Montréal's International Advisory Board enables me to maintain my connection with the School. As someone privileged to have an international career, I can bring an outside perspective and help the School raise its global profile." Chênevert is also a founding Director and Chairman of the Board of Directors for the Friends of HEC Montréal, an organization that makes it easier for alumni living in the United States to donate to the School and for their U.S. employers to match their gifts.

NURTURING
TIES



A WORLD OF OPPORTUNITIES



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