

An IT Consulting Firm, R3D Conseil Manages, Advises and Supports Corporations and Public Administrations on Large Investments Articulated Around IT with Programming Dedicated to the Mobility Platform

**Business Services
Business Solutions**

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**Marc-André Roy
CEO**

BIO: Marc-André Roy and André Dubuque co-founded R3D Consulting, a management and information technology consulting group, in 1996. Mr. Roy studied mathematics and computer science at the Université de Sherbrooke and has many years of experience, a keen entrepreneurial spirit and, above all, a clear vision of the values upon which R3D is built and rests. For him, only the highest level of standards will provide astute and sophisticated clients with impeccable knowledge and skills management, and high quality operational and financial management.

About R3D Conseil:

From 1996, R3D Consulting has had the privilege of advising and supporting the corporations and public administrations in their business transformation, in their e-business solutions and the management of their major investment projects articulated around IT. These are highly competent visionaries in terms of specialists and innovative processes in all phases of work to be done, which are not afraid of change. In fact, they anticipate it and manage it.

**Interview conducted by:
Lynn Fosse, Senior Editor
CEOCFO Magazine**

CEOCFO: Mr. Roy, what is the focus at R3D Conseil?

Mr. Roy: We are an IT consulting firm. In a nutshell, we manage very large investments in IT on behalf of our clients; some investments might go up to 300 to 500 million dollars. We do mostly everything but outsourcing, so we can do the business case, architecture, project management, and deployment. Historically we did not do the programming. For instance, if a large client gives a contract to IBM, we are often the counterpart working on behalf of the client with IBM. This is what we do at R3D. The programming we do today is dedicated to the mobility platform.

CEOCFO: What are some of the most common areas that you work with, and what are some of the concepts and ideas surrounding IT where people might be surprised you can give insight?

Mr. Roy: We deal with a lot of risk assessment and project recovery. About 50% of the problems in large projects come from the IT side, the technology, and the project management. 27% of the problems come from transforming the business itself. The business people need advice to be able to get their benefits out of the technology, and to be able to work with the technology on large-scale projects. 20% of all of the problems comes from decisions or from behavior of top management, so Executives themselves are often at the origin of the problems with the systems or IT projects. It is not difficult to convince people the business needs advice in order to work with a large-scale team of IT people who are very skilled in project management and project development. Project management is a profession and it is something that can be taught, learned, and has to be applied just like managing human resources or managing your finances. You have to manage your projects according to the best practices.

CEOCFO: On your website, it indicates that you have an approach based on excellence. How does that translate from a concept to reality?

Mr. Roy: First of all, in a consulting company, quality must begin at the first hour. The first hour is the recruitment interview, so you have to recruit excellent people if you want to provide excellent service. It also means that nobody in the company has the right to refuse quality assurance. It is obvious to you and I a lot of the time QA is not done or done improperly. When this happens, you raise the level of

probability of making mistakes. After that, I would say it is very classical, and it involves high-scale planning, good project initiation, and strict project control. Control is almost everything, if you want to execute well. If you do not control, you cannot measure and you cannot deliver quality. Excellence as well means well-educated people; every resource needs an education program within the company, and we control this application. Excellence is finally sound finance, quality of the deliverables, top human resources management, and everything else that comes with it.

CEO CFO: What is the geographic reach for R3D?

Mr. Roy: We have two large offices: one in Montreal, which is the head office, and one in Quebec City, which is the government city of the province of Quebec. We have an office in Toronto. R3D also has a practice in the automotive industry with offices in Detroit, Mexico, and Sao Paulo, Brazil. We also have had an antenna in Paris since 2000. On top of that, R3D has an international division conducting business in close to 15 countries, up to now. Our geographic reach extends from Montreal, Quebec City, Toronto and Detroit, Mexico and Sao Paulo. We have a small presence in Vietnam that we are currently developing and it is on the verge of growing.

CEO CFO: Are there countries where you would like to have a greater presence in?

Mr. Roy: Definitely Germany. R3D would like to have a stronger presence there. Although the economy in Europe is struggling, it is not disastrous everywhere. Germany is not striving so much, and within the automotive industry, it is a dominant country. Everything has to pass through Germany, and you have to have a physical presence there as it is a competitive business. R3D would also like to

have more offices in Canada, starting with Ottawa. However, one cannot invest everywhere, so when we decided to serve the manufacturing industry and the SAP community, we had to make choices and stay focused on our plan.

CEO CFO: R3D has been named Employer of the Year and one of the 50 Best Managed companies in Canada. Could you tell us a little bit about that side of the business? What do you do that puts you in those award categories?

Mr. Roy: It is related to excellence, and even though internally you may think you are excelling, you have to measure yourself against the best practices, under the patronage of an external body; in our case, it is the Human Resources Association in the province of Quebec that holds a challenge each year. The detailed report

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R3D obtains from the process is more important that the award itself. It highlights a lot of information to work with, especially the best employer survey. We want our resources to be as satisfied with R3D as our clients are. It is a well-known fact that if your employees are satisfied, they will be better at satisfying the clients. We wanted somebody independent and renowned to enable that measure directly with the employees. It is a question of outside measurement.

CEO CFO: You work with many different industries. Are there industries that you would like to be involved in, or industries where you see more growth than others?

Mr. Roy: R3D is involved mainly in banking, government and manufacturing. We have a practice in telecommunications, and we are looking to

have a better practice in that industry; there are a lot of projects in that field and we do have a strong expertise in the domain. This is something we have done in the province of Quebec, but we have not been able to expand it elsewhere. I would also like to see us closer to engineering, considering there are so many large-scale engineering projects in planification in the world. I strongly believe we have something to bring to the table with engineers and these big infrastructure projects. We do some, but I would like us to do more.

CEO CFO: How do you reach prospective customers?

Mr. Roy: It is through networking. We do not do any publicity, and we do not do any television ads; we solely use our website. R3D has a team of executives that are constantly networking and on the lookout. We do not have a large base of clients as we prefer to have fewer clients and offer superior service. I would say that probably 90% of the business is repeated business. We work for large-scale clients, and a large-scale client is a market in itself.

CEO CFO: Why should people in the business and investment community pay attention to R3D Consulting?

Mr. Roy: R3D has had a very good and sustained growth. We establish our value in the market with growth. We have a profitable business and we have a fair EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization) that we reinvest year after year. We almost reinvest all of our EBITDA in doing a better job, starting better projects, serving more clients, expanding existing markets and opening new ones. R3D is a fast growing company in its market of consulting. We do have some intellectual property, but R3D is a low profile company. We cruise under the radar, but people do find us. The company is not for sale.