

**NAPCS Product List for NAICS 54161:
Management Consulting Services**

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Industry Subject Area	Working Group Code	Tri-lateral Detail	National Product Detail			United States		
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54161	1					Management consulting services	<p>Providing advice and guidance in the areas of strategic and organizational management, financial management, human resources management, marketing management, and operations and supply chain management</p> <p>Includes:</p> <ul style="list-style-type: none"> • expert witness services in these fields of expertise. 	
54161	1.1	X				Strategic management consulting services	<p>Providing advice and guidance concerning the overall strategic direction, planning, structuring and control of an organization.</p> <p>Includes:</p> <ul style="list-style-type: none"> • consulting on subjects such as development of an organization's overall direction and objectives; determination of an organization's strategy to achieve the selected direction and objectives; selection of a method (merger or acquisition, joint venture, outsourcing, or other alliance, divestiture, new business venture or use of new technology) for carrying out the strategy; design or redesign of the organizational structure; and crisis management; etc. <p>Excludes:</p> <ul style="list-style-type: none"> • providing strategic management consulting services bundled with implementation services is in product 1.6, Strategic management consulting and implementation services bundle. • providing stand-alone services to implement a proposed solution. • expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541611 5412
54161	1.1.1				X	Business strategy and planning consulting services	<p>Providing advice and guidance related to business start-ups and new venture planning; corporate objectives and policy formation; organization planning and structure; strategic and long-range planning; business plans; succession planning.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing business strategy and planning consulting services bundled with implementation services is in product 1.6.1, Business strategy and planning consulting and implementation services bundle. • providing stand-alone services to implement a proposed solution. • expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541611 5412

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54161	1.1.2				X	Corporate development and restructuring consulting services	<p>Providing advice and guidance related to mergers and acquisitions; joint ventures and strategic alliances; diversifications; and privatization.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing corporate development and restructuring consulting services bundled with implementation services is in product 1.6.2, Corporate development and restructuring consulting and implementation services bundle. • providing stand-alone services to implement a proposed solution. • providing financial management consulting services for mergers and acquisitions is in product 1.2.1, Management accounting and controllership consulting services. • expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541611 5412
54161	1.1.3				X	Strategic management consulting services, nec.	<p>Providing strategic management consulting services, not elsewhere classified.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing strategic management consulting services, nec. bundled with implementation services is in product 1.6.3, Strategic management consulting and implementation services bundle, nec. • providing stand-alone services to implement a proposed solution. • expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541611 5412
54161	1.2	X				Financial management consulting services	<p>Providing advice and guidance concerning financial strategies, planning and control.</p> <p>Includes:</p> <ul style="list-style-type: none"> • consulting on subjects such as working capital and liquidity management; determination of an appropriate capital structure; capital investment proposals; asset management; accounting policy and procedures; budgeting and budgetary controls; mergers, acquisitions, and divestitures (including methods of valuation, methods of payment, and methods of control); and international finance; etc. <p>Excludes:</p> <ul style="list-style-type: none"> • managing investment portfolios. • providing financial management consulting services bundled with implementation services is in product 1.7, Financial management consulting and implementation services bundle. • providing stand-alone services to implement a proposed solution. • expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541611 5412

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54161	1.2.1				X	Management accounting and controllership consulting services	<p>Providing advice and guidance related to budgeting; capital investment; responsibility accounting; financial information and reporting; and other accounting and controllership management functions.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing management accounting and controllership consulting services bundled with implementation services is covered by product 1.7.1, Management accounting and controllership consulting and implementation services bundle. • providing stand-alone services to implement a proposed solution. • providing strategic management consulting services for mergers and acquisitions is in product 1.1.2, Corporate development and restructuring consulting services. • expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541611 5412
54161	1.2.2				X	Financial management consulting services, nec.	<p>Providing financial management consulting services, not elsewhere classified.</p> <p>Includes:</p> <ul style="list-style-type: none"> • providing investment advisory services to investment companies. <p>Excludes:</p> <ul style="list-style-type: none"> • providing financial management consulting services, nec. bundled with implementation services is in product 1.7.2, Financial management consulting and implementation services bundle, nec. • providing stand-alone services to implement a proposed solution. • expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541611 5412

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54161	1.3	X				Marketing management consulting services	<p>Providing advice and guidance on projects related to marketing strategy, market development, and sales management and development.</p> <p>Includes:</p> <ul style="list-style-type: none"> consulting on subjects such as identifying external opportunities and challenges that can be addressed by marketing; analyzing internal strengths and weaknesses; determining which goods and services to offer; selecting target markets; evaluating competitive position; determining features of goods and services with respect to customer service programs, pricing, advertising, and distribution channels (including franchising); marketing expenditure level; and sales management and development; etc. <p>Excludes:</p> <ul style="list-style-type: none"> providing marketing management consulting services bundled with implementation services is in product 1.8, Marketing management consulting and implementation services bundle. providing stand-alone services to implement a proposed solution. expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541613 5412
54161	1.3.1				X	Marketing strategy consulting services	<p>Providing advice and guidance related to marketing strategy and related issues such as planning and organization; competitive analysis; customer analysis; marketing audits; and market evaluation.</p> <p>Excludes:</p> <ul style="list-style-type: none"> providing marketing strategy consulting services bundled with implementation services is covered by product 1.8.1, Marketing strategy consulting and implementation services bundle. providing stand-alone services to implement a proposed solution. expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541613 5412
54161	1.3.2				X	Market development consulting services	<p>Providing advice and guidance related to market development.</p> <p>Excludes:</p> <ul style="list-style-type: none"> providing market development consulting services bundled with implementation services is in product 1.8.2, Market development consulting and implementation services bundle. providing stand-alone services to implement a proposed solution. expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541613 5412

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54161	1.3.3				X	Sales management and development consulting services	<p>Providing advice and guidance related to sales management and development, such as strategy, planning and organization; sales forecasting; sales compensation; and sales training.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing sales management and development consulting services bundled with implementation services is in product 1.8.3, Sales management and development consulting and implementation services bundle. • providing management training as a stand-alone service is in product 4, Training services, management. • providing stand-alone services to implement a proposed solution. • expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541613 5412
54161	1.3.4				X	Marketing management consulting services, nec.	<p>Providing marketing management consulting services, not elsewhere classified.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing marketing management consulting services, nec. bundled with implementation services is in product 1.8.4, Marketing management consulting and implementation services bundle, nec. • providing stand-alone services to implement a proposed solution. • expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541613 5412

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54161	1.4					Human resources management consulting services	<p>Providing advice and guidance concerning the development or modification of human resources strategies, policies, practices and procedures.</p> <p>Includes:</p> <ul style="list-style-type: none"> consulting on subjects such as recruitment and retention strategies; compensation, benefits, performance measurement and appraisal; organizational development (improving functioning within and between groups); employee training and development needs; outplacement procedures and plans for assistance to employees; succession planning; compliance with government regulations in areas such as health, safety, workers' compensation and employment equity; labor-management relations; employee assistance programs; and human resources audits; etc. <p>Excludes:</p> <ul style="list-style-type: none"> providing human resources management consulting services bundled with implementation services is in product 1.9, Human resources management consulting and implementation services bundle. providing management training as a stand-alone service is in product 4, Training services, management. providing stand-alone services to implement a proposed solution. expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541612 5412
54161	1.4.1	X				Compensation and benefits consulting services	<p>Providing advice and guidance related to compensation and benefits systems.</p> <p>Includes:</p> <ul style="list-style-type: none"> consulting on subjects such as base salary or hourly wages, fringe benefits, and incentive compensation; executive compensation, incentive and bonus plans, and termination packages; comparative wage-and-salary surveys and pay-for-performance programs; employee services and benefits (pension and retirement, profit sharing, and savings plans, welfare and health plans); early retirement proposals; job and position analysis, evaluation, performance appraisals, and rating systems; etc. <p>Excludes:</p> <ul style="list-style-type: none"> providing compensation and benefits consulting services bundled with implementation services is in product 1.9.1, Compensation and benefits consulting and implementation services bundle. providing stand-alone services to implement a proposed solution. expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541612

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54161	1.4.9	X				Other human resources management consulting services	<p>Providing advice and guidance concerning the development or modification of human resources strategies, policies, practices and procedures, except concerning compensation and benefits.</p> <p>Includes:</p> <ul style="list-style-type: none"> consulting on subjects such as recruitment and retention strategies; organizational development (improving functioning within and between groups); employee training and development needs; outplacement procedures and plans for assistance to employees; succession planning; compliance with government regulations in areas such as health, safety, workers' compensation and employment equity; labor-management relations; employee assistance programs; and human resources audits; etc. <p>Excludes:</p> <ul style="list-style-type: none"> providing other human resources management consulting services bundled with implementation services is in product 1.9.9, Other human resources management consulting and implementation services bundle. providing management training as a stand-alone service is covered by product 4, Training services, management. providing stand-alone services to implement a proposed solution. expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	54161 5412
54161	1.4.9.1				X	Employee relations and communication consulting services	<p>Providing advice and guidance related to employee relations and communications, such as attitude surveys; community outreach; industrial relations; and management-labor negotiations.</p> <p>Excludes:</p> <ul style="list-style-type: none"> providing employee relations and communications consulting services bundled with implementation services is in product 1.9.9.1, Employee relations and communications consulting and implementation services bundle. providing stand-alone services to implement a proposed solution. expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541612 5412

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54161	1.4.9.2				X	Personnel policies and procedures consulting services	<p>Providing advice and guidance related to personnel policy reviews and personnel policy development.</p> <p>Excludes</p> <ul style="list-style-type: none"> • providing personnel policies and procedures consulting services bundled with implementation services is in product 1.9.9.2, Personnel policies and procedures consulting and implementation services bundle. • providing stand-alone services to implement a proposed solution. • expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541612 5412
54161	1.4.9.3				X	Organizational development consulting services	<p>Providing advice and guidance related to organizational development, such as organization analysis; staff training and development; career development; succession planning; performance management; and employee assessments.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing organizational development consulting services bundled with implementation services is in product 1.9.9.3, Organizational development consulting and implementation services bundle. • providing management training as a stand-alone service is covered by product 4, Training services, management. • providing stand-alone services to implement a proposed solution. • expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541612 5412
54161	1.4.9.4				X	Performance evaluation consulting services	<p>Providing advice and guidance related to performance evaluation services.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing performance evaluation consulting services bundled with implementation services is in product 1.9.9.4, Performance evaluation consulting and implementation services bundle. • providing stand-alone services to implement a proposed solution. • expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541612 5412

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54161	1.4.9.5				X	Federal and state program compliance consulting services	<p>Providing advice and guidance related to compliance with federal and state programs, such as EEO/Affirmative Action; OSHA; workers' compensation; health and safety; and immigration.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing federal and state program compliance consulting services bundled with implementation services is covered by product 1.9.9.5, Federal and state program compliance consulting and implementation services bundle. • providing services to implement a proposed solution sold separately. • expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541612 5412
54161	1.4.9.6				X	Recruitment and retention consulting services	<p>Providing advice and guidance related to recruitment and retention strategies.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing recruitment and retention consulting services bundled with implementation services is covered by product 1.9.9.6, Recruitment and retention consulting and implementation services bundle. • providing stand-alone services to implement a proposed solution. • expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541612 5412
54161	1.4.9.9				X	Other human resources management consulting services, nec.	<p>Providing human resources management consulting services, not elsewhere classified.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing other human resources management consulting services, nec. bundled with implementation services is in product 1.9.9.9, Other human resources consulting and implementation services bundle, nec. • providing stand-alone services to implement a proposed solution. • expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541612 5412

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54161	1.5	X				Operations and supply chain management consulting services	<p>Providing advice and guidance concerning operations and supply chain management. Operations management services includes the management of physical, financial and human resources, with the objective of producing goods and services. Supply chain management includes management of inventory, warehousing and storage, and distribution systems.</p> <p>Includes:</p> <ul style="list-style-type: none"> consulting on subjects such as improving productivity and reducing cost; improving the quality of goods and services: registering quality management systems; and improving logistical operations (production planning and control and the management of supply sources, inventories, distribution and transportation networks); etc. <p>Excludes:</p> <ul style="list-style-type: none"> consulting on marketing operations is in products under 1.3, Marketing management consulting services. providing operations and supply chain management consulting services bundled with implementation services is in product 1.10, Operations and supply chain management consulting and implementation services bundle. providing stand-alone services to implement a proposed solution. expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541614 5412
54161	1.5.1				X	Integrated supply chain management consulting services	<p>Providing advice and guidance concerning integrated supply chain management, including management of inventory, warehousing and storage, and distribution systems.</p> <p>Excludes:</p> <ul style="list-style-type: none"> providing integrated supply chain management consulting services bundled with implementation services is in product 1.10.1, Integrated supply chain management consulting and implementation services bundle. providing stand-alone services to implement a proposed solution. expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541614 5412

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54161	1.5.2				X	Operations management consulting services, except logistics consulting	<p>Providing operations management consulting services, except logistics.</p> <p>Includes:</p> <ul style="list-style-type: none"> consulting on subjects such as systems and procedures improvements; office and service operations improvements (office layout, workflow planning, and work standards); product development, quality assurance and quality management; and plant safety, security and protection; etc. consulting on office automation, such as on the selection and installation of automated systems, when bundled with other operations management consulting services. <p>Excludes:</p> <ul style="list-style-type: none"> office automation consulting services sold separately are in product 5.13, Information technology (IT) technical consulting services. providing operations management consulting services, except logistics, bundled with implementation services are covered by product 1.10.2, Operations management services consulting and implementation services bundle, except logistics. providing stand-alone services to implement a proposed solution. expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541614 5412
54161	1.5.3				X	Logistics management consulting services	<p>Providing advice and guidance concerning logistics management.</p> <p>Includes:</p> <ul style="list-style-type: none"> consulting on subjects such as production planning and control; determining appropriate levels of inventories and the volume, timing, and sourcing of purchases; and storage and distribution of inputs and products; etc. <p>Excludes:</p> <ul style="list-style-type: none"> providing logistics consulting services bundled with implementation services in product 1.10.3, Logistics management consulting and implementation services bundle. providing stand-alone services to implement a proposed solution. expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541614 5412

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54161	1.5.3.1				X	Inventory management logistics consulting services	<p>Providing advice and guidance concerning inventory management, including tracking of existing inventory and determining the most effective inventory requirements for a client.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing inventory management logistics consulting services bundled with implementation services is in product 1.10.3.1, Inventory management logistics consulting and implementation services bundle. • providing stand-alone services to implement a proposed solution. • expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541614 5412
54161	1.5.3.2				X	Distribution and transportation logistics consulting services	<p>Providing advice and guidance concerning distribution and transportation logistics.</p> <p>Includes:</p> <ul style="list-style-type: none"> • consulting on subjects such as processes used to store, handle, move and track the exact movement and location of goods within an organization; processes used to ship and track the exact movement and location of goods from the client to customers; processes used to move and track the exact movement and location of passengers from point A to point B; etc. <p>Excludes:</p> <ul style="list-style-type: none"> • providing distribution logistics consulting services bundled with implementation services is in product 1.10.3.2, Distribution and transportation logistics consulting and implementation services bundle. • providing stand-alone services to implement a proposed solution. • expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541614 5412

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54161	1.5.3.3				X	Warehousing and storage logistics consulting services	<p>Providing advice and guidance concerning warehouse and storage logistics, including the processes of receiving, storing, and issuing an item.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing consulting regarding accounting for items is in product 1.5.3.1, Inventory management logistics consulting services. • providing consulting regarding product requirements is in product 1.3, Marketing management consulting services. • providing warehousing and storage logistics consulting services bundled with implementation services is covered by product 1.10.3.3, Warehousing and storage logistics consulting and implementation services bundle. • providing stand-alone services to implement a proposed solution. • expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541614 5412
54161	1.5.3.4				X	Logistics management consulting services, nec.	<p>Providing logistics management consulting services, not elsewhere classified, such as consulting services for management of maintenance logistics.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing Logistics management consulting services, nec. bundled with implementation services is in product 1.10.3.4, Logistics management consulting and implementation services bundle, nec. • providing stand-alone services to implement a proposed solution. • expert witness services in this field of expertise, sold separately, are in product 1.11, Expert witness services, management. 	541614 5412

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54161	1.6	X				Strategic management consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning the overall strategic direction, planning, structuring and control of an organization. Includes business strategy and planning; corporate development and restructuring; and crises management.</p> <p>Includes:</p> <ul style="list-style-type: none"> consulting and implementation services for projects such as development of an organization's overall direction and objectives; determination of an organization's strategy to achieve the selected direction and objectives; selection of a method (merger or acquisition, joint venture, outsourcing, or other alliance, divestiture, new business venture or use of new technology) for carrying out the strategy; design or redesign of the organizational structure; and crisis management; etc. <p>Excludes:</p> <ul style="list-style-type: none"> providing advice and guidance only is in product 1.1, Strategic management consulting services. providing stand-alone services to implement a proposed solution. 	541611 5412
54161	1.6.1				X	Business strategy and planning consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning business start-ups and new venture planning; corporate objectives and policy formation; organization planning and structure; strategic and long-range planning; business plans; and succession planning.</p> <p>Excludes:</p> <ul style="list-style-type: none"> providing advice and guidance only is in product 1.1.1, Business strategy and planning consulting services. providing stand-alone services to implement a proposed solution. 	541611 5412
54161	1.6.2				X	Corporate development and restructuring consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning mergers and acquisitions; joint ventures and strategic alliances; diversifications; and privatization.</p> <p>Excludes</p> <ul style="list-style-type: none"> providing advice and guidance only is in product 1.1.2, Corporate development and restructuring consulting services. providing stand-alone services to implement a proposed solution. 	541611 5412

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54161	1.6.3				X	Strategic management consulting and implementation services bundle, nec.	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning other strategic management services, not elsewhere classified.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing advice and guidance only is in product 1.1.3, Strategic management consulting services, nec. • providing stand-alone services to implement a proposed solution. 	541611 5412
54161	1.7	X				Financial management consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning financial strategies, planning and control.</p> <p>Includes:</p> <ul style="list-style-type: none"> • consulting and implementation services for projects such as working capital and liquidity management; determination of an appropriate capital structure; capital investment proposals; asset management; accounting policy and procedures; budgeting and budgetary controls; mergers, acquisitions, and divestitures (including methods of valuation, methods of payment, and methods of control); and international finance; etc. <p>Excludes:</p> <ul style="list-style-type: none"> • managing investment portfolios. • providing advice and guidance only is in product 1.2, Financial management consulting services. • providing stand-alone services to implement a proposed solution. 	541611 5412
54161	1.7.1				X	Management accounting and controllership consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning budgeting; capital investment; responsibility accounting; financial information and reporting; and other accounting and controllership management functions.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing advice and guidance only is in product 1.2.1, Management accounting and controllership consulting services. • providing stand-alone services to implement a proposed solution. 	541611 5412
54161	1.7.2				X	Financial management consulting and implementation services bundle, nec.	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning financial management issues, not elsewhere classified.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing advice and guidance only is in product 1.2.2, Financial management consulting services, nec. • providing stand-alone services to implement a proposed solution. 	541611 5412

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54161	1.8	X				Marketing management consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning marketing strategy, market development, and sales management and development.</p> <p>Includes:</p> <ul style="list-style-type: none"> consulting and implementation services for projects such as identifying external opportunities and challenges that can be addressed by marketing; analyzing internal strengths and weaknesses; determining which goods and services to offer; selecting target markets; evaluating competitive position; determining features of goods and services with respect to customer service programs, pricing, advertising, and distribution channels (including franchising); marketing expenditure level; and sales management and development; etc. <p>Excludes</p> <ul style="list-style-type: none"> providing advice and guidance only is in product 1.3, Marketing management consulting services. providing stand-alone services to implement a proposed solution. 	541613 5412
54161	1.8.1				X	Marketing strategy consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning marketing strategy and related issues such as planning and organization; competitive analysis; customer analysis; marketing audits; and market evaluation.</p> <p>Excludes:</p> <ul style="list-style-type: none"> providing advice and guidance only is in product 1.3.1, Marketing strategy consulting services. providing stand-alone services to implement a proposed solution. 	541613 5412
54161	1.8.2				X	Market development consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning market development.</p> <p>Excludes:</p> <ul style="list-style-type: none"> providing advice and guidance only is in product 1.3.2, Market development consulting services. providing stand-alone services to implement a proposed solution. 	541613 5412

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54161	1.8.3				X	Sales management and development consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning sales management and development, such as strategy, planning and organization; sales forecasting; sales compensation; and sales training.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing advice and guidance only is in product 1.3.3, Sales management and development consulting services. • providing stand-alone services to implement a proposed solution. • providing management training as a stand-alone service is in product 4, Training services, management. 	541613 5412
54161	1.8.4				X	Marketing management consulting and implementation services bundle, nec.	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning marketing management issues, not elsewhere classified.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing advice and guidance only is in product 1.3.4, Marketing management consulting services, nec. • providing stand-alone services to implement a proposed solution. 	541613 5412
54161	1.9					Human resources management consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning the development or modification of human resources strategies, policies, practices and procedures.</p> <p>Includes:</p> <ul style="list-style-type: none"> • consulting and implementation services for projects such as recruitment and retention strategies; compensation, benefits, performance measurement and appraisal; organizational development (improving functioning within and between groups); employee training and development needs; outplacement procedures and plans for assistance to employees; succession planning; compliance with government regulations in areas such as health, safety, workers' compensation and employment equity; labor-management relations; employee assistance programs; and human resources audits; etc. <p>Excludes:</p> <ul style="list-style-type: none"> • providing advice and guidance only is in product 1.4, Human resources management consulting services. • providing stand-alone services to implement a proposed solution. • providing management training as a stand-alone service is in product 4, Training services, management. 	541612 5412

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54161	1.9.1	X				Compensation and benefits consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning compensation and benefits systems.</p> <p>Includes:</p> <ul style="list-style-type: none"> consulting and implementation services for projects such as base salary or hourly wages, fringe benefits, and incentive compensation; executive compensation, incentive and bonus plans, and termination packages; comparative wage-and-salary surveys and pay-for-performance programs; employee services and benefits (pension and retirement, profit sharing, and savings plans, welfare and health plans); early retirement proposals; job and position analysis, evaluation, performance appraisals, and rating systems; etc. <p>Excludes:</p> <ul style="list-style-type: none"> providing advice and guidance only is in product 1.4.1, Compensation and benefits consulting services. providing stand-alone services to implement a proposed solution. 	541612 5412
54161	1.9.9	X				Other human resources management consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning the development or modification of human resources strategies, policies, practices and procedures, except concerning compensation and benefits.</p> <p>Includes:</p> <ul style="list-style-type: none"> consulting and implementation services for projects such as recruitment and retention strategies; organizational development (improving functioning within and between groups); employee training and development needs; outplacement procedures and plans for assistance to employees; succession planning; compliance with government regulations in areas such as health, safety, workers' compensation and employment equity; labor-management relations; employee assistance programs; and human resources audits; etc. <p>Excludes:</p> <ul style="list-style-type: none"> providing advice and guidance only is in product 1.4.9, Other human resources management consulting services. providing stand-alone services to implement a proposed solution. providing management training as a stand-alone service is in product 4, Training services, management. 	541612 5412

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54161	1.9.9.1				X	Employee relations and communications consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning employee relations and communications, such as attitude surveys; community outreach; industrial relations; and management-labor negotiations.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing advice and guidance only is in product 1.4.9.1, Employee relations and communication consulting services. • providing stand-alone services to implement a proposed solution. 	541612 5412
54161	1.9.9.2				X	Personnel policies and procedures consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning personnel policy reviews and personnel policy development.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing advice and guidance only is in product 1.4.9.2, Personnel policies and procedures consulting services. • providing stand-alone services to implement a proposed solution. 	541612 5412
54161	1.9.9.3				X	Organizational development consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning organizational development, such as organization analysis; staff training and development; career development; succession planning; performance management; and employee assessments.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing advice and guidance only is in product 1.4.9.3, Organizational development consulting services. • providing stand-alone services to implement a proposed solution. • providing management training as a stand-alone service is in product 4, Training Services, management. 	541612 5412
54161	1.9.9.4				X	Performance evaluation consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning performance evaluation services.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing advice and guidance only is in product 1.4.9.4, Performance evaluation consulting services. • providing stand-alone services to implement a proposed solution. 	541612 5412

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54161	1.9.9.5				X	Federal and state program compliance consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning compliance with federal and state programs, such as EEO/Affirmative Action; OSHA; workers' compensation; health and safety; and immigration.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing advice and guidance only is in product 1.4.9.5, Federal and state program compliance consulting services. • providing stand-alone services to implement a proposed solution. 	541612 5412
54161	1.9.9.6				X	Recruitment and retention consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning recruitment and retention strategies.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing advice and guidance only is covered in product 1.4.9.6, Recruitment and retention consulting services. • providing stand-alone services to implement a proposed solution. 	541612 5412
54161	1.9.9.9				X	Other human resources consulting and implementation services bundle, nec.	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning human resource management issues, not elsewhere classified.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing advice and guidance only is in product 1.4.9.9, Other human resources management consulting services, nec. • providing stand-alone services to implement a proposed solution. 	541612 5412
54161	1.10	X				Operations and supply chain management consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning operations and supply chain management. Operations management includes the management of physical, financial and human resources with the objective of producing goods and services. Supply chain management includes the management of inventory, warehousing and storage, and distribution systems.</p> <p>Includes:</p> <ul style="list-style-type: none"> • consulting and implementation services for projects such as improving productivity and reducing cost; improving the quality of goods and services; registering quality management systems; and improving logistical operations (production planning and control and the management of supply sources, inventories, distribution and transportation networks); etc. <p>Excludes:</p> <ul style="list-style-type: none"> • providing advice and guidance only is in product 1.5, Operations and supply chain management consulting services. • providing stand-alone services to implement a proposed solution. 	541614 5412

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54161	1.10.1				X	Integrated supply chain management consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning integrated supply chain management, including management of inventory, warehousing and storage, and distribution systems.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing advice and guidance only is in product 1.5.1, Integrated supply chain management consulting services. • providing stand-alone services to implement a proposed solution. 	541614 5412
54161	1.10.2				X	Operations management services consulting and implementation services bundle, except logistics	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning operations management services, except logistics.</p> <p>Includes:</p> <ul style="list-style-type: none"> • consulting and implementation services for projects such as systems and procedures improvements; office and service operations improvements (office layout, workflow planning, and work standards); product development, quality assurance and quality management; and plant safety, security and protection; etc. • consulting and implementation services for office automation projects, such as the selection and installation of automated systems, when bundled with other operations management consulting and implementation services. <p>Excludes:</p> <ul style="list-style-type: none"> • consulting and implementation services for office automation sold separately is in product 5.14, Information technology (IT) design and development services. • providing advice and guidance only is in product 1.5.2, Operations management consulting services, except logistics consulting . • providing stand-alone services to implement a proposed solution. 	541614 5412
54161	1.10.3				X	Logistics management consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning logistics management.</p> <p>Includes:</p> <ul style="list-style-type: none"> • consulting and implementation services for projects such as production planning and control; determining appropriate levels of inventories and the volume, timing, and sourcing of purchases; and storage and distribution of inputs and products; etc. <p>Excludes:</p> <ul style="list-style-type: none"> • providing advice and guidance only is in product 1.5.3, Logistics management consulting services. • providing stand-alone services to implement a proposed solution. 	541614 5412

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54161	1.10.3.1				X	Inventory management logistics consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning inventory management, including tracking of existing inventory and determining the most effective inventory requirements for a client.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing advice and guidance only is in product 1.5.3.1, Inventory management logistics consulting services. • providing stand-alone services to implement a proposed solution. 	541614 5412
54161	1.10.3.2				X	Distribution and transportation logistics consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning distribution and transportation logistics.</p> <p>Includes:</p> <ul style="list-style-type: none"> • consulting and implementation services for projects such as processes used to store, handle, move and track the exact movement and location of goods within an organization; processes used to ship and track the exact movement and location of goods from the client to customers; processes used to move and track the exact movement and location of passengers from point A to point B; etc. <p>Excludes:</p> <ul style="list-style-type: none"> • providing advice and guidance only is in product 1.5.3.2, Distribution and transportation logistics consulting services. • providing stand-alone services to implement a proposed solution. 	541614 5412
54161	1.10.3.3				X	Warehousing and storage logistics consulting and implementation services bundle	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning warehouse and storage logistics, including services covering the processes of receiving, storing, and issuing an item.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing consulting and implementation services regarding accounting for items is in product 1.10.3.1, Inventory management logistics consulting and implementation services bundle. • providing consulting and implementation services regarding product requirements is in product 1.8, Marketing management consulting and implementation services bundle. • providing advice and guidance only is in product 1.5.3.3, Warehousing and storage logistics consulting services. • providing stand-alone services to implement a proposed solution. 	541614 5412

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54161	1.10.3.4				X	Logistics management consulting and implementation services bundle, nec.	<p>Providing a bundled product that includes advice, guidance and solution implementation services concerning logistics management, not elsewhere classified, such as services for management of maintenance logistics.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing advice and guidance only is in product 1.5.3.4, Logistics management consulting services, nec. • providing stand-alone services to implement a proposed solution. 	541614 5412
54161	1.11				X	Expert witness services, management	<p>Providing testimony before a court or administrative body, by a witness who, by virtue of experience, training, skill or knowledge of management services, is recognized as being qualified to render an informed opinion on matters relating to that field or subject.</p> <p>Includes:</p> <ul style="list-style-type: none"> • expert witness services concerning strategic management, financial management, marketing management, human resources management, and operations and logistics management. <p>Excludes:</p> <ul style="list-style-type: none"> • expert witness services bundled with other management consulting services in the areas of strategic management, financial management, marketing management, human resources management, and operations and logistics management are in products under 1.1 - 1.5, according to field of management consulting involved. • expert witness services on actuarial issues not related to employee pensions and other benefits, are in product 1.12, Actuarial consulting services, except for employee pensions and other benefits • expert witness services on information technology matters, sold separately from management consulting products, is in product 5.13, Information technology (IT) technical consulting services. 	54161
54161	2	X				Actuarial consulting services, except for employee pensions and other benefits	<p>Providing advice and guidance on actuarial matters such as life insurance and annuities; property and casualty insurance; public pension, health and other social insurance plans; and income loss and marriage breakdown.</p> <p>Includes:</p> <ul style="list-style-type: none"> • expert witness services in this field of expertise. <p>Excludes:</p> <ul style="list-style-type: none"> • providing actuarial consulting services related to pensions and other benefits for employees is in product 1.4.1, Compensation and benefits consulting services. 	54161

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54161	3	X				Executive/retained search services	<p>Providing specialized search and recruitment services limited to filling highly paid executive, senior manager, and professional positions, according to client specifications. May include conducting detailed interviews with the client organization's management team; developing job profiles; conducting original research and advertising to locate potential job candidates; screening possible candidates; preparing, presenting, and discussing a confidential list of highly qualified applicants with the client; making interview arrangements; negotiating compensation; and providing post-hire follow-up. The search firm typically provides two assurances to the client firm: (1) repeat the search at no extra charge (out-of-pocket expenses only) should a placed candidate subsequently fail for reasons attributed to lack of due diligence by the search firm and (2) not to recruit from the client firm for a stated period of time. The client makes the decision as to which candidate to hire. The search agency's fee is charged whether or not the candidate is hired. This product is also known as retained search.</p> <p>Same as product 1.20 on 5613 list.</p>	541612 56131
54161	4	X				Training services, management	<p>Providing management-related training and education services, on a stand-alone basis, in fields such as strategic management, financial management, marketing management, human resources management, and operations and logistics management.</p> <p>Excludes: <ul style="list-style-type: none"> expert witness services bundled with other management consulting products regarding </p> <p>Subset of products 1.2.7 on 61 list.</p>	54161 54162 54163 54164 54168
54161	5					Related products	Other important products provided by establishments classified in NAICS 54161.	54161 others

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54161	5.1	X				Bookkeeping, compilation, payroll, and taxation services	<p>Providing bookkeeping, compilation of financial statements, payroll, and taxation services. Bookkeeping services may include general transaction entry, including maintenance of all journals and ledgers, preparation of trial balances and bank reconciliations and production of management information reports, billing and collection of accounts receivable, and processing of accounts payable. Compilation services may include arranging information received from a client into the form of a financial statement, and assuring that the assembly of information is arithmetically correct (without verifying the accuracy or completeness of the information provided). Payroll services may include payroll processing, withholding deductions, remitting deductions and employer's contributions to government-mandated and other plans, and filing reports. Taxation services may include preparation, review, or filing of tax returns or supplementary documents as well as tax planning and consulting services.</p> <p>Excludes: <ul style="list-style-type: none"> providing a bundled compilation and financial statement review engagement service. </p> <p>Same as product 1.2 on 5412 list.</p>	5412 54161
54161	5.2	X				Contract staffing services, management (including executives)	<p>Finding managers, administrators, directors, executives, and other management personnel to fill positions on the basis of written contracts that stipulate the deliverables for which the client has contracted, as well as specific terms and conditions of employment. Under the terms of this agreement, the service provider has legal rights and duties with respect to the individual contractors. The individual contractors are normally responsible for their own payroll deductions and government filings.</p> <p>Same as product 1.2.1 on 5613 list.</p>	5613 54161
54161	5.3	X				Temporary staffing services, management (including executives)	<p>Supplying managers, administrators, directors, executives, and other management personnel for temporary work assignments. The temporary staffing firm hires its own employees and assigns them to clients to support or supplement the client's workforce in work situations such as employee absences, temporary skill shortages, seasonal workloads, and special assignments and projects. The employees are on the payroll of the temporary staffing firm which is legally responsible for their actions, but when working they are under the direct supervision of the client. The temporary staffing firm specifies the pay, benefits, etc. of the employee.</p> <p>Same as product 1.3.2.1 on 5613 list.</p>	5613 54161

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54161	5.4	X				Temporary staffing-to-permanent-placement services, management (including executives)	<p>Providing managers, administrators, directors, executives, and other management personnel for temporary employment with the expectation of permanent work at the end of a trial period with the client. The employee remains on the payroll of the temporary help staffing firm until the hiring decision is made at which time he or she becomes an employee of the client or, if not, returns to the temporary help staffing firm. May include training, counseling, assessment, and resume upgrading.</p> <p>Same as products 1.5.1.1/1.5.2.1 on 5613 list.</p>	5613 54161
54161	5.5	X				Permanent placement services	<p>Recruiting, selecting and referring candidates to the client to fill positions on a permanent (indeterminate) basis. The services may include testing, interviewing, reference checking, evaluation and counseling of prospective employees. The service provider acts as an employment intermediary. The candidate is selected and hired by the client. The placement firm is paid on a contingency basis, i.e., only for successful placement of a candidate.</p> <p>Includes:</p> <ul style="list-style-type: none"> • permanent placement services for a complete range of occupations from low-level employees to management employees, including executives, except those recruited through executive/retained search. • domestic and international job placements. <p>Excludes:</p> <ul style="list-style-type: none"> • recruiting executives through executive/retained search is included in product 3, Executive/retained search services. <p>Same as product 1.1 on 5613 list.</p>	5613 541612
54161	5.6	X				Employee evaluation services	<p>Screening and appraisal of the technical and psychometric skills of individuals considered for hiring, promotion and/or advancement by the client. This service is most frequently used as part of the hiring process.</p> <p>Includes:</p> <ul style="list-style-type: none"> • fee-based computer software certification tests. <p>Same as product 1.17 on 5613 list.</p>	5613 541612

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54161	5.7	X				Outplacement/career counseling	Assisting clients to deal with employee terminations in a fair, safe, and lawful manner and assisting client employees in making job and career changes. Includes: • counseling, job search support, workshops, seminars, and resume upgrading. Same as product 1.18 on 5613 list.	5613 54161
54161	5.8	X				Marketing research and public opinion polling services	Gathering, analyzing, and interpreting information about consumers, market niches, and the effectiveness of marketing programs for goods and services; and about public opinion on various issues. May be based on the collection and analysis of primary data, or on the analysis of already existing secondary data. Various data collection methods may be used. Includes: • media research services. • statistical sampling and survey design services sold separately. Excludes: • telephone-based data collection and polling services sold separately. • consulting services on marketing strategies. • scientific research and development services. • advertising services. Same as product 1 on 54191 list.	541910 541613 51111
54161	5.9	X				Full public relations services	Developing and implementing a communications strategy with various target sectors of the public to influence their attitudes and opinions in the interest of promoting a person, product, place or idea. Sectors of the public include community groups, constituents, minority groups, employees, investors, etc. Same as product 1 on 54182 list.	54182 54181 5416
54161	5.10	X				Economic and social research services	Providing research and analysis in economics, sociology, psychology, and related fields. Economic and social research services may include industry studies and analysis, economic analysis, econometric modeling, demographic analysis, and so forth. Includes part of products 1.6 and 2.6 on 5417 list.	

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54161	5.11	X				Arbitration, mediation, and conciliation services	<p>Providing arbitration, mediation, and conciliation services for domestic disputes and international commercial disputes. Arbitration services are a method of dispute resolution where a neutral third party agrees to review the case of evidence of arbitration between two parties, where the conclusion is binding. Mediation and conciliation services are a method of non-binding dispute resolution involving a neutral third party who tries to help disputing parties reach a mutually agreeable solution.</p> <p>Includes:</p> <ul style="list-style-type: none"> • domestic labour arbitration or conciliation services; • family law mediation services; • insurance arbitration services; • domestic commercial dispute resolution services; and • international commercial arbitration services; etc. <p>Same as product 2 on 5411 list.</p>	5416 541990
54161	5.12	X				Business process management services	<p>Providing a bundled service package that combines information-technology-intensive services with labor (manual or professional depending on the solution), machinery, and facilities to support, host and manage a business process for a client.</p> <p>Same as product 1.3.3 on 5112 et al list.</p>	518210 541610 5112 54151
54161	5.13	X				Information technology (IT) technical consulting services	<p>Providing advice or expert opinion on technical matters related to the use of information technology.</p> <p>Includes:</p> <ul style="list-style-type: none"> • advice on matters such as hardware and software requirements and procurement, systems integration, and systems security. • providing expert testimony on IT related issues. <p>Excludes:</p> <ul style="list-style-type: none"> • advice on issues related to business strategy, such as advising on developing an e-commerce strategy, is in product 1.1, Strategic management consulting services. • advice bundled with the design and development of an IT solution (web site, database, specific application, network, etc.) is in product 5.14, Information technology (IT) design and development services. <p>Same as product 1.1 on 5112 et al list.</p>	511210 518111 518210 541510 541610

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54161	5.14	X				Information technology (IT) design and development services	<p>Providing technical expertise to design and/or develop an IT solution such as custom applications, networks, and computer systems.</p> <p>Same as product 1.2 on 5112 et al list.</p>	511210 518111 518210 541510
54161	5.15	X				Project management services, construction	<p>Planning, supervising, and coordinating the activities involved in carrying out a construction project, with regard to time, cost, performance requirements, and other constraints. May also include the arranging of financing for a project, and procurement of equipment and subcontractors.</p> <p>Includes: • only those situations in which project management is offered as a stand-alone service.</p> <p>Excludes: • providing project management services for non-construction projects is in product 5.16, Project management services, except construction.</p> <p>Subset of product 2.1 on 54133 list.</p>	5416 54131 54132 23
54161	5.16	X				Project management services, except construction	<p>Planning, supervising, and coordinating the activities involved in carrying out a project (except for construction projects), with regard to time, cost, project team membership, performance requirements, and other constraints. May also include the arranging of financing for a project, and procurement of equipment and subcontractors.</p> <p>Includes: • only those situations in which project management is offered as a stand-alone service.</p> <p>Excludes: • providing project management services for construction projects is in product 5.15, Project management services, construction.</p> <p>Subset of product 2.1 on 54133 list.</p>	5416 51 54151

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Industry Subject Area	Working Group Code	Tri-lateral Detail	National Product Detail			United States		
			Can	Mex	US	Title	Definition	NAICS Industries Producing the Product
54161	5.16.1				X	Project management services, information technology (IT)	Planning, supervising, and coordinating the activities involved in carrying out an information technology (IT) project, with regard to time, cost, performance requirements, and other constraints. May also include the arranging of financing for a project, and procurement of equipment and subcontractors. Includes: • only those situations in which project management is offered as a stand-alone service.	54161 51 54151