

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		NAICS Industries Producing the Product			CPC Code
			Can	Mex	US	Title	Definition	Can	Mex	US	
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. Includes consulting on business strategy and planning; corporate development and restructuring; and crisis management.</p> <p>Examples include consulting on:</p> <ul style="list-style-type: none"> • the development of an organization's overall direction and objectives; • the determination of the organization's strategy to achieve the selected direction and objectives; • the selection of a method for carrying out the strategy, including selection among such methods as a merger or acquisition, joint venture, outsourcing, or other alliance, divestiture, new business venture or use of new technology; and • the design or redesign of the organizational structure. <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. 	54161 5412	541610 541211	541611 5412	83111
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. 	54161 5412	541610 541211	541611 5412	83111
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. 	54161 5412	541610 541211	541611 5412	83111
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. • providing stand-alone services to implement a proposed solution. 	54161 5412	541610 541211	541611 5412	83111

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54161	1.2	X				Financial management consulting services	Providing advice and guidance concerning financial strategies, planning and control. Examples include consulting on: <ul style="list-style-type: none"> • working capital and liquidity management • the determination of an appropriate capital structure; • capital investment proposals; • asset management; • accounting policy and procedures; • budgeting and budgetary controls • mergers, acquisitions, and divestitures such as advice on methods of valuations, methods of payment, and methods of control; and international finance. Excludes: <ul style="list-style-type: none"> • management of 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. 	54161 5412	541610 541211	541611 5412	83112
54161	1.2.1				X	Management accounting and controllership consulting services	Providing advice and guidance related to budgeting; capital investment; responsibility accounting; financial information and reporting; and other accounting and controllership management functions. Excludes: <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. 	54161 5412	541610 541211	541611 5412	83112
54161	1.2.2				X	Financial management consulting services, nec.	Providing other financial management consulting services, not elsewhere classified. Excludes: <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. 	54161 5412	541610 541211	541611 5412	83112

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54161	1.3	X				Marketing management consulting services	Providing advice and guidance on projects related to marketing strategy, market development and sales management and development. Examples include: • identifying external opportunities and challenges that can be addressed by marketing, • analyzing internal strengths and weaknesses, • determining which goods and services to offer, target markets, competitive position, features of goods and services including customer service programs, pricing, advertising, and distribution channels (including franchising), marketing expenditure level, and sales management and development. Excludes: • 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.	54161 5412	541610 541211	541613 5412	83114
54161	1.3.1				X	Marketing strategy consulting services	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. Excludes services to implement a proposed solution. Excludes: • 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.	54161 5412	541610 541211	541613 5412	83114
54161	1.3.2				X	Market development consulting services	Providing advice and guidance related to market development. Excludes: • 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.	54161 5412	541610 541211	541613 5412	83114

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54161	1.3.3				X	Sales management and development consulting services	Providing advice and guidance related to sales management and development, such as strategy, planning and organization; sales forecasting; sales compensation; and sales training. Excludes services to implement a proposed solution. Excludes: • 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.	54161 5412	541610 541211	541613 5412	83114
54161	1.3.4				X	Marketing management consulting services, nec.	Providing marketing management consulting services, not elsewhere classified. Excludes: • 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.	54161 5412	541610 541211	541613 5412	83114
54161	1.4					Human resources management consulting services	Providing advice and guidance concerning the development or modification of human resources strategies, policies, practices and procedures. Examples include consulting on: • recruitment; • 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. Excludes: • 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.	54161 5412	541610 541211	541612 5412	83113 71630 71690?

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54161	1.4.1	X				Compensation and benefits consulting services	<p>Providing advice and guidance related to compensation and benefits systems. Includes base salary or hourly wages, fringe benefits, and incentive compensation; non-cash compensation; employee services and benefits such as pension and retirement and savings plans, welfare and health plans; and early retirement proposals. Scope of services may include job evaluation and job rating systems; performance appraisals; executive compensation; incentive and bonus plans; job and positions analysis and evaluations, comparative wage-and-salary surveys, Pay for Performance Programs, Profit Sharing Plans, executive compensation, termination packages.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing compensation and benefits consulting services bundled with implementation services in product 1.9.1, Compensation and benefits consulting and implementation services bundle. • providing stand-alone services to implement a proposed solution. 	54161 5412	541610 541211	541612	83113? 71630 71690?
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. Includes consulting on recruitment; 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.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing other human resources management consulting services bundled with implementation services 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. 	54161 5412	541610 541211	54161 5412	83113
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 in product 1.9.9.1, Employee relations and communications consulting and implementation services bundle. • providing stand-alone services to implement a proposed solution. 	54161 5412	541610 541211	541612 5412	83113

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54161	1.4.9.2				X	Personnel policies and procedures consulting services	Providing advice and guidance related to personnel policy reviews and personnel policy development. Excludes • 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.	54161 5412	541610 541211	541612 5412	83113
54161	1.4.9.3				X	Organizational development consulting services	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. Excludes: • 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.	54161 5412	541610 541211	541612 5412	83113
54161	1.4.9.4				X	Performance evaluation consulting services	Providing advice and guidance related to performance evaluation services. Excludes: • 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.	54161 5412	541610 541211	541612 5412	83113
54161	1.4.9.5				X	Federal and state program compliance consulting services	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. Excludes: • 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.	54161 5412	Si existiera el producto: 541610	541612 5412	83113

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54161	1.4.9.6				X	Recruitment and retention consulting services	Providing advice and guidance related to recruitment and retention strategies. Excludes: • 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.	54161 5412	541610 541211	541612 5412	83113
54161	1.4.9.9				X	Other human resources management consulting services, nec.	Providing other human resources management consulting services, not elsewhere classified. Excludes: • 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.	54161 5412	541610 541211	541612 5412	83113
54161	1.5	X				Operations and supply chain management consulting services	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. Includes providing advice and guidance on: • improving productivity and reducing cost; • improving the quality of goods and services; • registering quality management systems; • improving logistical operations such as production planning and control and the management of supply sources, inventories, distribution networks, and transportation. Excludes: • providing 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.	54161 5412	541610 541211	541614 5412	83114 83115 83119

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54161	1.5.1				X	Integrated supply chain management consulting services	Providing advice and guidance concerning integrated supply chain management services, including management of inventory, warehousing and storage, and distribution systems. Excludes: • 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.	54161 5412	541610 541211	541614 5412	83114 83115 83119
54161	1.5.2				X	Operations management consulting services, except logistics consulting	Providing operations management consulting services, except logistics. Includes consulting on: systems and procedures improvements; office and service operations improvements such as office layout, workflow planning, and work standards; office automation such as the selection and installation of automated systems; product development; quality assurance and quality management; plant safety, security and protection; and other operations management services, except logistics. Excludes: • 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.	54161 5412	541610 541211	541614 5412	83114 83115
54161	1.5.3				X	Logistics management consulting services	Providing advice and guidance concerning logistics management. Includes consulting on: 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. Excludes: • 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.	54161 5412	541610 541211	541614 5412	83114 83115 83119
54161	1.5.3.1				X	Inventory management logistics consulting services	Providing advice and guidance concerning inventory management, including tracking of existing inventory and determining the most effective inventory requirements for a client. Excludes: • 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.	54161 5412	541610 541211	541614 5412	83115

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54161	1.5.3.2				X	Distribution and transportation logistics consulting services	Providing advice and guidance concerning distribution and transportation logistics. Includes consulting on: the processes used by a client to store, handle, and move goods within an organization; the processes used to ship goods from the client to customers; and the processes used to move passengers from point A to point B. These processes include not only transporting goods and passengers but also having the ability to track the exact movement and location of goods and passengers. Excludes: • 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.	54161 5412	541610 541211	541614 5412	83114 83119
54161	1.5.3.3				X	Warehousing and storage logistics consulting services	Providing advice and guidance concerning warehouse and storage logistics, including the processes of receiving an item, storing an item, and issuing an item. Excludes: • 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.	54161 5412	541610 541211	541614 5412	83119
54161	1.5.3.4				X	Logistics management consulting services, nec.	Providing logistics management consulting services, not elsewhere classified, such as consulting services for management of maintenance logistics. Excludes: • 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.	54161 5412	541610 541211	541614 5412	83115 83119

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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>Examples include providing bundled consulting and implementation services on:</p> <ul style="list-style-type: none"> • the development of an organization's overall direction and objectives; • the determination of the organization's strategy to achieve the selected direction and objectives; • the selection of a method for carrying out the strategy, including selection among such methods as a merger or acquisition, joint venture, outsourcing, or other alliance, divestiture, new business venture or use of new technology; and • the design or redesign of the organizational structure. <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. 	54161 5412	541610 541211	541611 5412	83111
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. 	54161 5412	541610 541211	541611 5412	83111
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. 	54161 5412	541610 541211	541611 5412	83111
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. 	54161 5412	541610 541211	541611 5412	83111

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54161	1.7	X				Financial management consulting and implementation services bundle	Providing a bundled product that includes advice, guidance and solution implementation services concerning financial strategies, planning and control. Examples include providing bundled consulting and implementation services on: • working capital and liquidity management • the determination of an appropriate capital structure; • capital investment proposals; • asset management; • accounting policy and procedures; • budgeting and budgetary controls • mergers, acquisitions, and divestitures such as advice on methods of valuations, methods of payment, and methods of control; and international finance. Excludes: • 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.	54161 5412	541610 541211	541611 5412	83112
54161	1.7.1				X	Management accounting and controllership consulting and implementation services bundle	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. Excludes: • 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.	54161 5412	541610 541211	541611 5412	83112
54161	1.7.2				X	Financial management consulting and implementation services bundle, nec.	Providing a bundled product that includes advice, guidance and solution implementation services concerning financial management consulting and implementation service bundles, not elsewhere classified. Excludes: • 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.	54161 5412	541610 541211	541611 5412	83112

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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>Examples include providing bundled consulting and implementation services on:</p> <ul style="list-style-type: none"> • identifying external opportunities and challenges that can be addressed by marketing, • analyzing internal strengths and weaknesses, • determining which goods and services to offer, target markets, competitive position, features of goods and services including customer service programs, pricing, advertising, and distribution channels (including franchising), marketing expenditure level, and sales management and development. <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. 	54161 5412	541610 541211	541613 5412	83114
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. 	54161 5412	541610 541211	541613 5412	83114
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. 	54161 5412	541610 541211	541613 5412	83114
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. 	54161 5412	541610 541211	541613 5412	83114

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54161	1.8.4				X	Marketing management consulting and implementation services bundle, nec.	Providing a bundled product that includes advice, guidance and solution implementation services concerning marketing management consulting and implementation service bundles, not elsewhere classified. Excludes: • 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.	54161 5412	541610 541211	541613 5412	83114
54161	1.9					Human resources management consulting and implementation services bundle	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. Examples include providing bundled consulting and implementation services on: • recruitment; • 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. Excludes: • 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.	54161 5412	541610 541211	541612 5412	83113 71630 71690?

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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. Includes base salary or hourly wages, fringe benefits, and incentive compensation; non-cash compensation; employee services and benefits such as pension and retirement and savings plans, welfare and health plans; and early retirement proposals. Scope of services may include job evaluation and job rating systems; performance appraisals; executive compensation; incentive and bonus plans; job and positions analysis and evaluations, comparative wage-and-salary surveys, Pay for Performance Programs, Profit Sharing Plans, executive compensation, termination packages.</p> <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. 	54161 5412	541610 541211	541612 5412	83113? 71630 71690?
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. Includes projects related to recruitment; 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.</p> <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. 	54161 5412	541610 541211	541612 5412	83113
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. 	54161 5412	541610 541211	541612 5412	83113

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54161	1.9.9.2				X	Personnel policies and procedures consulting and implementation services bundle	Providing a bundled product that includes advice, guidance and solution implementation services concerning personnel policy reviews and personnel policy development. Excludes: • 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.	54161 5412	541610 541211	541612 5412	83113
54161	1.9.9.3				X	Organizational development consulting and implementation services bundle	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. Excludes: • 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.	54161 5412	541610 541211	541612 5412	83113
54161	1.9.9.4				X	Performance evaluation consulting and implementation services bundle	Providing a bundled product that includes advice, guidance and solution implementation services concerning performance evaluation services. Excludes: • 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.	54161 5412	541610 541211	541612 5412	83113
54161	1.9.9.5				X	Federal and state program compliance consulting and implementation services bundle	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. Excludes: • 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.	54161 5412	Si existiera el producto: 541610	541612 5412	83113

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54161	1.9.9.6				X	Recruitment and retention consulting and implementation services bundle	Providing a bundled product that includes advice, guidance and solution implementation services concerning recruitment and retention strategies and the implementation of these strategies. Excludes: • 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.	54161 5412	541610 541211	541612 5412	83113
54161	1.9.9.9				X	Other human resources consulting and implementation services bundle, nec.	Providing a bundled product that includes advice, guidance and solution implementation services concerning other human resources consulting and implementation service bundles, not elsewhere classified. Excludes: • 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.	54161 5412	541610 541211	541612 5412	83113
54161	1.10	X				Operations and supply chain management consulting and implementation services bundle	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. Includes providing advice, guidance, and implementation services for: • improving productivity and reducing cost; • improving the quality of goods and services; • registering quality management systems; • improving logistical operations such as production planning and control and the management of supply sources, inventories, distribution networks, and transportation. Excludes: • 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.	54161 5412	541610 541211	541614 5412	83114 83115 83119

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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 services, including services covering 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. 	54161 5412	541610 541211	541614 5412	83114 83115 83119
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. Includes consulting on: systems and procedures improvements; office and service operations improvements such as office layout, workflow planning, and work standards; office automation, such as the selection and installation of automated systems; product development; quality assurance and quality management; and plant safety, security and protection; and other operations management services, except logistics.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • 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. 	54161 5412	541610 541211	541614 5412	83114 83115
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. Includes services for: 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.</p> <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. 	54161 5412	541610 541211	541614 5412	83114 83115 83119
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. 	54161 5412	541610 541211	541614 5412	83115

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			Can	Mex	US	Title	Definition	Can	Mex	US	
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. Includes services covering: the processes used by a client to store, handle, and move goods within an organization; the processes used to ship goods from the client to customers; and the processes used to move passengers from point A to point B. These processes include not only transporting goods and passengers but also having the ability to track the exact movement and location of goods and passengers.</p> <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. 	54161 5412	541610 541211	541614 5412	83114 83119
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. Includes services covering: the processes of receiving an item, storing an item, 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. 	54161 5412	541610 541211	541614 5412	83119
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. 	54161 5412	541610 541211	541614 5412	83115 83119
54161	1.11	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>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	541610	54161	71630 71690?

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54161	2	X				Expert witness services	Providing testimony before a court or administrative body, by a witness who, by virtue of experience, training, skill or knowledge, is recognized as being qualified to render an informed opinion on matters relating to a field or subject. Note: Expert witness testimony products will likely be deleted as separate products in NAPCS and included as part of the consulting products in various disciplines.	11, 21, 22, 23, 31-33, 41, 44-45, 48-49, 51, 52, 53, 54, 55, 56, 61, 62, 71, 72, 81, 91	Si existiera el producto: 11, 21, 22, 23, 31-33, 43, 46, 48-49, 51, 52, 53, 54, 55, 56, 61, 62, 71, 72, 81, 93	11, 21, 22, 23, 31-33, 42, 44-45, 48-49, 51, 52, 53, 54, 55, 56, 61, 62, 71, 72, 81, 92	83111 83112 83113 83114 83115 83119 71630 71690? and others
54161	2.1				X	Expert witness services, management	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. Includes expert witness services concerning strategic management, financial management, marketing management, human resources management, and operations and logistics management. Note: Expert witness testimony products will likely be deleted as separate products in NAPCS and included as part of the consulting products in various disciplines.		Si existiera el producto: 541610	54161	83111 83112 83113 83114 83115 83119 71630 71690?
54161	2.2				X	Expert witness services, other	Providing testimony before a court or administrative body, by a witness who, by virtue of experience, training, skill or knowledge in fields other than management (including strategic management, financial management, marketing management, human resources management, and operations and logistics management) is recognized as being qualified to render an informed opinion on matters relating to those fields or subjects. Note: Expert witness testimony products will likely be deleted as separate products in NAPCS and included as part of the consulting products in various disciplines.		Si existiera el producto: 11, 21, 22, 23, 31-33, 42, 44-45, 48-49, 51, 52, 53, 54, 55, 56, 61, 62, 71, 72, 81, 93	11, 21, 22, 23, 31-33, 42, 44-45, 48-49, 51, 52, 53, 54, 55, 56, 61, 62, 71, 72, 81, 92	83111 83112 83113 83114 83115 83119 71630 71690? and others

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54161	3	X				Executive/retained search	Specialized search and recruitment service limited to filling highly paid executive, senior manager, and professional positions, according to client specifications. Services 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. Same as product 1.20 on 5613 list.	541612 56131	541610 561310	541612 56131	85111 85112
54161	4	X				Training services, management	Providing management-related training and education services, in fields such as strategic management, financial management, marketing management, human resources management, and operations and logistics management on a stand-alone basis.	54161 6114	541610 61	54161 54162 54163 54164 54168	92900

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54161	5					Related products	Other important products provided by establishments classified in NAICS 54161.	511210 518111 518210 5412 54121 541310 541320 541330 541510 54161 54172 5418210 541820 54191 54199 56131 56132 61171 23	5412 5613 611710 541910 541820 541810 518210 511210 518111 518210 541510 518210 541310 541320 541610 23	5412 54161 541612 56131 51111 541910 54181 54182 541721 541722 541990 518210 5112 54151 23	81220 82191 82211 82212 82213 82219? 82220 82310 82320 82330 83113 83121 83142 83149 83190 8332 83700 85112 85121 85122 85123 85124 85129 85920 85990 ?
54161	5.1	X				Accounting, payroll, tax preparation, and bookkeeping services	Providing accounting, payroll, tax preparation, and bookkeeping services. Includes products 1.1 through 1.2.4.2.2 on 5412 list.	5412	5412 541610	5412 54161	82211 82212 82213 82219? 82220
54161	5.2	X				Contract staffing services, management (including executives)	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. Same as product 1.2.1 on 5613 list.	56132 54161	Si existiera el producto: 561320 541610	5613 54161	85112 85121 85122 85123 85124 85129

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54161	5.3	X				Temporary staffing services, management (including executives)	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. Same as product 1.3.1.1 on 5613 list.	56132 54161	Si existiera el producto: 561320 541610	5613 54161	85112 85121 85122 85123 85124 85129
54161	5.4	X				Temporary staffing-to-permanent-placement services, management (including executives)	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. Same as product 1.5.1.1 on 5613 list.	56132 54161	Si existiera el producto: 561320 541610	5613 54161	85112 85121 85122 85123 85124 85129
54161	5.5	X				Permanent placement services	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. Includes: • 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. Excludes: • recruiting executives through executive/retained search is included in product 3, Executive/retained search services. Same as product 1.1 on 5613 list.	56131	561310 541610	5613 541612	85112
54161	5.6	X				Employee evaluation services	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. Also includes fee-based computer software certification tests. Same as product 1.17 on 5613 list.	54161 56131 56132 61171	561310 561320 541610 611710	5613 541612	83113 85990

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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. Employee assistance includes counseling, job search support, workshops, seminars and resume upgrading. Same as product 1.18 on 5613 list.	54161 54199 56131	561310 541610	5613 54161	83113 85990
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. Includes statistical sampling and survey design services sold separately. Excludes: • data collection and tabulation services sold separately. • consulting services on marketing strategies. • scientific research and development services. • advertising services. Same as product 1 on 54191 list.	54161 54191	541910 541610	541910 541613 51111	83700
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. Various sectors of the public includes community groups, constituents, minority groups, employees, investors, etc. Same as product 5 on 54181 list.	541820	541820 541810 541610	54182 54181 5416	83121
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 products under 1.6 and 2.6 in 5417 list.	54161 54172	Si existiera el producto: 541721 541722 541610		81220

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54161	5.11	X				Arbitration and mediation services	<p>Providing arbitration and mediation services, including international commercial arbitration and mediation services. 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 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; • international commercial arbitration services. <p>Same as product 2 on 5411 list.</p>	54199	Si existiera el producto: 541990	5416 541990	82191
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	518210 541610	518210 541610 5112 54151	83149
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. This includes advice on matters such as hardware and software requirements and procurement, systems integration, and systems security. The provision of expert testimony on IT related issues is also included here.</p> <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. • service contracts where advice is 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 54161 54121	511210 518111 518210 541510 541610	511210 518111 518210 541510 541610	83149
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 54121	511210 518111 518210 541510 541211 541610	511210 518111 518210 541510	83142

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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. This product refers only to those situations in which project management is offered as a stand-alone service.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing project management services for non-construction projects is in product 5.16, Project management services, except construction. <p>Subset of product 2.1 on 54133 list.</p>	541330 541310 541320 23	Si existiera el producto: 541310 541320 541330 23 541610	5416 54131 54132 23	83190 8332
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. This product refers only to those situations in which project management is offered as a stand-alone service.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • providing project management services for construction projects is in product 5.15, Project management services, construction. <p>Subset of product 2.1 on 54133 list.</p>	54161	Si existiera el producto: 541610	5416 51 54151	83190
54161	5.16.1				X	Project management services, information technology (IT)	<p>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. This product refers only to those situations in which project management is offered as a stand-alone service.</p> <p>(Comment: This product may also exist in other NAICS areas, such as NAICS 51 and NAICS 54151.)</p>		Si existiera el producto: 51 541610	54161 51 54151	?