

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.1	X				Strategic management consulting services	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 crises management. For example, consulting on: 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 designing or redesigning the organizational structure. Excludes services to implement a proposed solution. Excludes consulting when bundled with implementation services. Strategic management consulting services bundled with implementation services is covered by product 1.6. Excludes expert witness services concerning strategic management, which are covered by product 2.1 for the US and product 2.0 for Canada.	54161 5412	541610 541211	541611 5412	83111
54161	1.1.1				X	Business strategy and planning consulting services	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. Excludes services to implement a proposed solution. Excludes consulting when bundled with implementation services. Business strategy and planning consulting services bundled with implementation services is covered by product 1.6.1.	54161 5412	541610 541211	541611 5412	83111

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.1.2				X	Corporate development and restructuring consulting services	Providing advice and guidance related to mergers and acquisitions; joint ventures and strategic alliances; diversifications; and privatization. Excludes services to implement a proposed solution. Excludes consulting when bundled with implementation services. Corporate development and restructuring consulting services bundled with implementation services is covered by product 1.6.2.	54161 5412	541610 541211	541611 5412	83111
54161	1.1.3				X	Other strategic management consulting services, n.e.c.	Providing other strategic management consulting services, n.e.c. Excludes services to implement a proposed solution. Excludes consulting when bundled with implementation services. Other strategic management consulting services bundled with implementation services are covered by product 1.6.3.	54161 5412	541610 541211	541611 5412	83111
54161	1.2	X				Financial management consulting services	Providing advice and guidance concerning financial strategies, planning and control. Includes provision of advice and guidance on projects related to 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; financial consulting services related to mergers, acquisitions, and divestitures such as advice on methods of valuations, methods of payment, and methods of control; and international finance. Excludes management of investment portfolios. Excludes services to implement a proposed solution. Excludes consulting when bundled with implementation services. Financial management consulting services bundled with implementation services is covered by product 1.7. Excludes expert witness services concerning financial management, which are covered by product 2.1 for the US and product 2.0 for Canada.	54161 5412	541610 541211	541611 5412	83112

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
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 services to implement a proposed solution. Excludes consulting when bundled with implementation services. Management accounting and controllership consulting services bundled with implementation services is covered by product 1.7.1.	54161 5412	541610 541211	541611 5412	83112
54161	1.2.2				X	Other financial management consulting services	Providing other financial management consulting services, n.e.c. Excludes services to implement a proposed solution. Excludes consulting when bundled with implementation services. Other financial management consulting services bundled with implementation services are covered by product 1.7.2.	54161 5412	541610 541211	541611 5412	83112
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. Includes consulting on matters 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, 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 services to implement a proposed solution. Excludes consulting when bundled with implementation services. Marketing management consulting services bundled with implementation services is covered by product 1.8. Excludes expert witness services concerning marketing management, which are covered by product 2.1 for the US and product 2.0 for Canada.	54161 5412	541610 541211	541613 5412	83114

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
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 consulting when bundled with implementation services. Marketing strategy consulting services bundled with implementation services is covered by product 1.8.1.	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 services to implement a proposed solution. Excludes consulting when bundled with implementation services. Market development consulting services bundled with implementation services is covered by product 1.8.2.	54161 5412	541610 541211	541613 5412	83114
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 consulting when bundled with implementation services. Sales management and development consulting services bundled with implementation services is covered by product 1.8.3. Excludes sales training when provided as a stand-alone service. Training as a stand-alone service is covered by product 4, Training Services, Management.	54161 5412	541610 541211	541613 5412	83114
54161	1.3.4				X	Other marketing management consulting services	Providing other marketing management consulting services, n.e.c. Excludes services to implement a proposed solution. Excludes consulting when bundled with implementation services. Other marketing management consulting services bundled with implementation services are covered by product 1.8.4.	54161 5412	541610 541211	541613 5412	83114

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
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. Includes 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 services to implement a proposed solution. Excludes consulting when bundled with implementation services. Human resources management consulting services bundled with implementation services is covered by product 1.9. Excludes employee training when provided as a stand-alone service. ... continued ...	54161 5412	541610 541211	541612 5412	83113 71630 71690?
	1.4 continued						... continued ... Training as a stand-alone service is covered by product 4, Training Services, Management. Excludes expert witness services concerning human resources management, which are covered by product 2.1 for the US and product 2.0 for Canada.				

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.4.1	X				Compensation and benefits consulting services	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. Excludes services to implement a proposed solution. Excludes consulting when bundled with implementation services. Compensation and benefits consulting services bundled with implementation services is covered by product 1.9.1.	54161 5412	541610 541211	541612	83113? 71630 71690?

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.4.9	X				Other human resources management consulting services	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. Excludes services to implement a proposed solution. Excludes consulting when bundled with implementation services. Other human resources management consulting services bundled with implementation services is covered by product 1.9.9. Excludes employee training when provided as a stand-alone service. Training as a stand-alone service is covered by product 4, Training Services, Management.	54161 5412	541610 541211	54161 5412	83113
54161	1.4.9.1				X	Employee relations and communication consulting services	Providing advice and guidance related to employee relations and communications, such as attitude surveys; community outreach; industrial relations; and management-labor negotiations. Excludes services to implement a proposed solution. Excludes consulting when bundled with implementation services. Employee relations and communications consulting services bundled with implementation services is covered by product 1.9.9.1.	54161 5412	541610 541211	541612 5412	83113

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
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 services to implement a proposed solution. Excludes consulting when bundled with implementation services. Personnel policies and procedures consulting services bundled with implementation services is covered by product 1.9.9.2.	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 services to implement a proposed solution. Excludes consulting when bundled with implementation services. Organizational development consulting services bundled with implementation services is covered by product 1.9.9.3. Excludes staff training when provided as a stand-alone service. Training as a stand-alone service is covered by product 4, Training Services, Management.	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 services to implement a proposed solution. Excludes consulting when bundled with implementation services. Performance evaluation consulting services bundled with implementation services is covered by product 1.9.9.4.	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 services to implement a proposed solution. Excludes consulting when bundled with implementation services. Federal and State program compliance consulting services bundled with implementation services is covered by product 1.9.9.5.	54161 5412	541610 (si existiera el producto)	541612 5412	83113

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.4.9.6				X	Recruitment and retention consulting services	Providing advice and guidance related to recruitment and retention strategies. Excludes services to implement a proposed solution. Excludes consulting when bundled with implementation services. Recruitment and retention consulting services bundled with implementation services is covered by product 1.9.9.6.	54161 5412	541610 541211	541612 5412	83113
54161	1.4.9.9				X	Other human resources management consulting services, n.e.c.	Providing other human resources management consulting services, n.e.c. Excludes services to implement a proposed solution. Excludes consulting when bundled with implementation services. Other human resources management consulting services bundled with implementation services are covered by product 1.9.9.9.	54161 5412	541610 541211	541612 5412	83113

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.5	X				Operations and supply chain management consulting services	Providing advice and guidance concerning operations and supply chain management. Operations management is concerned with the management of physical, financial and human resources with the objective of producing goods and services. Supply chain management is a bundled service including inventory management services, warehousing and storage services, and distribution services. May include advice and guidance concerning productivity improvement, cost reduction, quality improvements in goods and services, registration for quality management systems, and improvements to logistical operations such as production planning and control and the management of supply sources, inventories, distribution networks, and transportation. Excludes consulting on marketing operations. Excludes services to implement a proposed solution. Excludes consulting when bundled with implementation services. Operations and supply chain management consulting services bundled with implementation services are covered by product 1.10. (Continued Below)	54161 5412	541610 541211	541614 5412	83114 83115 83119
	1.5 Con't						Excludes: • expert witness services concerning operations and supply chain management are in product 2.1.				

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.5.1				X	Integrated supply chain management consulting services	Providing advice and guidance concerning integrated supply chain management services. Integrated supply chain management services is a bundled product including inventory management services, warehousing and storage services, and distribution services. Excludes services to implement a proposed solution. Excludes consulting when bundled with implementation services. Integrated supply chain management consulting services bundled with implementation services is covered by product 1.10.1.	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. May include 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 services to implement a proposed solution. Excludes consulting when bundled with implementation services. Operations management consulting services, except logistics, bundled with implementation services are covered by product 1.10.2.	54161 5412	541610 541211	541614 5412	83114 83115

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.5.3				X	Logistics management consulting services	Providing advice and guidance concerning logistics management. Includes 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 services to implement a proposed solution. Excludes consulting when bundled with implementation services. Logistics consulting services bundled with implementation services are covered by product 1.10.3.	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. This includes keeping track of existing inventory and determining the most effective inventory requirements for a client. Excludes services to implement a proposed solution. Excludes consulting when bundled with implementation services. Inventory management logistics consulting services bundled with implementation services is covered by product 1.10.3.1.	54161 5412	541610 541211	541614 5412	83115
54161	1.5.3.2				X	Distribution and transportation logistics consulting services	Providing advice and guidance concerning distribution and transportation logistics, including 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 services to implement a proposed solution. Excludes consulting when bundled with implementation services. Distribution logistics consulting services bundled with implementation services is covered by product 1.10.3.2.	54161 5412	541610 541211	541614 5412	83114 83119

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.5.3.3				X	Warehousing and storage logistics consulting services	Providing advice and guidance concerning warehouse and storage logistics. This includes the processes of receiving an item, storing an item, and issuing an item. It does not include accounting for items or deciding requirements for items. Excludes services to implement a proposed solution. Excludes consulting when bundled with implementation services. Warehousing and storage logistics consulting services bundled with implementation services is covered by product 1.10.3.3.	54161 5412	541610 541211	541614 5412	83119
54161	1.5.3.4				X	Other logistics management consulting services	Providing other logistics management consulting services, n.e.c. Includes, for example, maintenance logistics consulting services. Excludes services to implement a proposed solution. Excludes consulting when bundled with implementation services. Other logistics management consulting services bundled with implementation services are covered by product 1.10.3.4.	54161 5412	541610 541211	541614 5412	83115 83119
54161	1.6	X				Strategic management consulting and implementation services bundle	<p>A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning the overall strategic direction, planning, structuring and control of an organization. Includes business strategy and planning; corporate development and restructuring; and crises management. For example, providing bundled consulting and implementation services on: 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 designing or redesigning the organizational structure. Excludes provision of advice and guidance only, which is covered in product 1.1.</p> <p>Continued Below.</p>	54161 5412	541610 541211	541611 5412	83111

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
	1.6 Con't.						Excludes: <ul style="list-style-type: none">• sale of stand-alone services solely to implement a proposed solution.• expert witness services concerning strategic management are in product 2.1.				
54161	1.6.1				X	Business strategy and planning consulting and implementation services bundle	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, 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. Excludes provision of advice and guidance only, which is covered in product 1.1.1. Excludes the sale of stand-alone services solely 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	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, related to mergers and acquisitions; joint ventures and strategic alliances; diversifications; and privatization. Excludes provision of advice and guidance only, which is covered in product 1.1.2. Excludes the sale of stand-alone services solely to implement a proposed solution.	54161 5412	541610 541211	541611 5412	83111
54161	1.6.3				X	Other strategic management consulting and implementation services bundle	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, related to other strategic management services, n.e.c. Excludes provision of advice and guidance only, which is covered in product 1.1.3. Excludes the sale of stand-alone services solely to implement a proposed solution.	54161 5412	541610 541211	541611 5412	83111

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.7	X				Financial management consulting and implementation services bundle	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning financial strategies, planning and control. Includes projects related to 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; financial consulting services related to mergers, acquisitions, and divestitures such as advice on methods of valuations, methods of payment, and methods of control; and international finance. Excludes management of investment portfolios. Excludes provision of advice and guidance only, which is covered in product 1.2. Excludes the sale of stand-alone services solely to implement a proposed solution. Excludes expert witness services concerning financial management, which are covered by product 2.1 for the US and product 2.0 for Canada.	54161 5412	541610 541211	541611 5412	83112
54161	1.7.1				X	Management accounting and controllership consulting and implementation services bundle	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning budgeting; capital investment; responsibility accounting; financial information and reporting; and other accounting and controllership management functions. Excludes provision of advice and guidance only, which is covered in product 1.2.1. Excludes the sale of stand-alone services solely to implement a proposed solution.	54161 5412	541610 541211	541611 5412	83112
54161	1.7.2				X	Other financial management consulting and implementation bundle	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning other financial management consulting and implementation service bundles. Excludes provision of advice and guidance only, which is covered in product 1.2.2. Excludes the sale of stand-alone services solely to implement a proposed solution.	54161 5412	541610 541211	541611 5412	83112

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.8	X				Marketing management consulting and implementation services bundle	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning marketing strategy, market development, and sales management and development. Includes 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 including customer service programs, pricing, advertising, and distribution channels (including franchising), determining marketing expenditure level, and sales management and development. Excludes provision of advice and guidance only, which is covered in product 1.3. Excludes the sale of stand-alone services solely to implement a proposed solution. Excludes expert witness services concerning marketing management, which are covered by product 2.1 for the US and product 2.0 for Canada.	54161 5412	541610 541211	541613 5412	83114
54161	1.8.1				X	Marketing strategy consulting and implementation services bundle	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning marketing strategy and related issues such as planning and organization; competitive analysis; customer analysis; marketing audits; and market evaluation. Excludes provision of advice and guidance only, which is covered in product 1.3.1. Excludes the sale of stand-alone services solely to implement a proposed solution.	54161 5412	541610 541211	541613 5412	83114
54161	1.8.2				X	Market development consulting and implementation services bundle	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning market development. Excludes provision of advice and guidance only, which is covered in product 1.3.2. Excludes the sale of stand-alone services solely to implement a proposed solution.	54161 5412	541610 541211	541613 5412	83114

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.8.3				X	Sales management and development consulting and implementation services bundle	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning 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 provision of advice and guidance only, which is covered in product 1.3.3. Excludes the sale of stand-alone services solely to implement a proposed solution. Excludes sales training when provided as a stand-alone service. Training as a stand-alone service is covered by product 4, Training Services, Management.	54161 5412	541610 541211	541613 5412	83114
54161	1.8.4				X	Other marketing management consulting and implementation services bundle	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning other marketing management consulting and implementation service bundles. Excludes provision of advice and guidance only, which is covered in product 1.3.4. Excludes the sale of stand-alone services solely to implement a proposed solution.	54161 5412	541610 541211	541613 5412	83114

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.9					Human resources management consulting and implementation services bundle	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning the development or modification of human resources strategies, policies, practices and procedures. Includes projects related to 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 provision of advice and guidance only, which is covered in product 1.4. Excludes the sale of stand-alone services solely to implement a proposed solution. Excludes employee training when provided as a stand-alone service.	54161 5412	541610 541211	541612 5412	83113 71630 71690?
	1.9 Con't.						Training as a stand-alone service is covered by product 4, Training Services, Management. Excludes expert witness services concerning human resources management, which are covered by product 2.1 for the US and product 2.0 for Canada.				

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.9.1	X				Compensation and benefits consulting and implementation services bundle	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, 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. Excludes provision of advice and guidance only, which is covered in product 1.4.1. Excludes the sale of stand-alone services solely to implement a proposed solution.	54161 5412	541610 541211	541612 5412	83113? 71630 71690?

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.9.9	X				Other human resources management consulting and implementation services bundle,	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, 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. Excludes provision of advice and guidance only, which is covered in product 1.4.9. Excludes the sale of stand-alone services solely to implement a proposed solution. Excludes employee training when provided as a stand-alone service. Training as a stand-alone service is covered by 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	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning employee relations and communications, such as attitude surveys; community outreach; industrial relations; and management-labor negotiations. Excludes provision of advice and guidance only, which is covered in product 1.4.9.1. Excludes the sale of stand-alone services solely to implement a proposed solution.	54161 5412	541610 541211	541612 5412	83113

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.9.9.2				X	Personnel policies and procedures consulting and implementation services bundle	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning personnel policy reviews and personnel policy development. Excludes provision of advice and guidance only, which is covered in product 1.4.9.2. Excludes the sale of stand-alone services solely 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	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning organizational development, such as organization analysis; staff training and development; career development; succession planning; performance management; and employee assessments. Excludes provision of advice and guidance only, which is covered in product 1.4.9.3. Excludes the sale of stand-alone services solely to implement a proposed solution. Excludes staff training when provided as a stand-alone service. Training as a stand-alone service is covered by 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	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning performance evaluation services. Excludes provision of advice and guidance only, which is covered in product 1.4.9.4. Excludes the sale of stand-alone services solely 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	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning compliance with federal and state programs, such as EEO/Affirmative Action; OSHA; workers' compensation; health and safety; and immigration. Excludes provision of advice and guidance only, which is covered in product 1.4.9.5. Excludes the sale of stand-alone services solely to implement a proposed solution.	54161 5412	541610 (si existiera el producto)	541612 5412	83113

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.9.9.6				X	Recruitment and retention consulting and implementation services bundle	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning recruitment and retention strategies and the implementation of these strategies. Excludes provision of advice and guidance only, which is covered in product 1.4.9.6. Excludes the sale of stand-alone services solely 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, n.e.c	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning other Human Resources consulting and implementation service bundles. Excludes provision of advice and guidance only, which is covered in product 1.4.9.9. Excludes the sale of stand-alone services solely to implement a proposed solution.	54161 5412	541610 541211	541612 5412	83113

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.10	X				Operations and supply chain management consulting and implementation services bundle	<p>A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning operations and supply chain management. Operations management is concerned with the management of physical, financial and human resources with the objective of producing goods and services. Supply chain management is a bundled service including inventory management services, warehousing and storage services, and distribution services. May include advice, guidance, and solution implementation services concerning productivity improvement, cost reduction, quality improvements in goods and services, registration for quality management systems, and improvements to logistical operations such as production planning and control and the management of supply sources, inventories, distribution networks, and transportation. Excludes provision of advice and guidance only, which is covered in product 1.5. Excludes the sale of stand-alone services solely to implement a proposed solution.</p> <p>Continued Below</p>	54161 5412	541610 541211	541614 5412	83114 83115 83119
	1.10 Con't						<p>Excludes:</p> <ul style="list-style-type: none">• expert witness services concerning operations and supply chain management are in product 2.1.				

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.10.1				X	Integrated supply chain management consulting and implementation services bundle	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning integrated supply chain management services. Integrated supply chain management services is a bundled product including inventory management services, warehousing and storage services, and distribution services. Excludes provision of advice and guidance only, which is covered in product 1.5.1. Excludes the sale of stand-alone services solely 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	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning operations management services, except logistics. Includes 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. Excludes provision of advice and guidance only, which is covered in product 1.5.2. Excludes the sale of stand-alone services solely to implement a proposed solution.	54161 5412	541610 541211	541614 5412	83114 83115

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.10.3				X	Logistics management consulting and implementation services bundle	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning logistics management. Includes 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 provision of advice and guidance only, which is covered in product 1.5.3. Excludes the sale of stand-alone services solely 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	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning inventory management. This includes keeping track of existing inventory and determining the most effective inventory requirements for a client. Excludes provision of advice and guidance only, which is covered in product 1.5.3.1. Excludes the sale of stand-alone services solely to implement a proposed solution.	54161 5412	541610 541211	541614 5412	83115
54161	1.10.3.2				X	Distribution and transportation logistics consulting and implementation services bundle	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning distribution and transportation logistics, including 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 provision of advice and guidance only, which is covered in product 1.5.3.2. Excludes the sale of stand-alone services solely to implement a proposed solution.	54161 5412	541610 541211	541614 5412	83114 83119

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	1.10.3.3				X	Warehousing and storage logistics consulting and implementation services bundle	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning warehouse and storage logistics. This includes the processes of receiving an item, storing an item, and issuing an item. It does not include accounting for items or deciding requirements for items. Excludes provision of advice and guidance only, which is covered in product 1.5.3.3. Excludes the sale of stand-alone services solely to implement a proposed solution.	54161 5412	541610 541211	541614 5412	83119
54161	1.10.3.4				X	Other logistics management consulting and implementation services bundle	A bundled product including full-service provision of advice, guidance and solution implementation services for a single fee, concerning other logistics management consulting and implementation service bundles, n.e.c Includes, for example, maintenance logistics services. Excludes provision of advice and guidance only, which is covered in product 1.5.3.4. Excludes the sale of stand-alone services solely 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	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. Excludes actuarial consulting services related to pensions and other benefits for employees. These consulting services are covered in product 1.4.1, Compensation and Benefits Consulting Services.	54161	541610	54161	71630 71690?

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
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.	11, 21, 22, 23, 31-33, 41, 44-45, 48-49, 51, 52, 53, 54, 55, 56, 61, 62, 71, 72, 81, 91	11, 21, 22, 23, 31-33, 43, 46, 48-49, 51, 52, 53, 54, 55, 56, 61, 62, 71, 72, 81, 93 (si existiera el producto se clasificaría en estas categorías)	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.		541610 (si existiera el producto)	54161	83111 83112 83113 83114 83115 83119 71630 71690?

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
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.		11, 21, 22, 23, 31- 33, 43, 46, 48-49, 51, 52, 53, 54, 55, 56, 61, 62, 71, 72, 81, 93 (si existiera el producto se clasificarí a en estas categorías)	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

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
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.	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

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
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 541510 541310 541320 541610	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 ?

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	5.1	X				Accounting, payroll, tax preparation and bookkeeping services	Includes accounting, payroll, tax preparation, and bookkeeping services as described in products 1.1 through 1.2.4.2.2 in the NAICS 5412 list.	5412	5412 541610	5412 54161	82211 82212 82213 82219? 82220 82310 82320 82330 85920 85990 ?
54161	5.2	X				Contract staffing, management (including executives)	<p>Finding individual contractors to fill executive 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 usually self-employed and are normally responsible for their own payroll deductions and government filings.</p> <p>(This product is more narrowly focused than product 1.2 in NAICS 5613, Contract Staffing, which covers contract staffing for a complete range of occupations from low-level employees to management employees, including executives.)</p>	56132 54161	561320 541610 (si existiera el producto)	5613 54161	85112 85121 85122 85123 85124 85129

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	5.3	X				Temporary staffing, management (including executives)	Supplying personnel for temporary work assignments as executives. The temporary staffing firm hires its own executives 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 executives 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 executive. (This product is more narrowly focused than product 1.3 in NAICS 5613, Temporary Staffing, which covers temporary staffing for a complete range of occupations from low-level employees to management employees, including executives.)	56132 54161	561320 541610 (si existiera el producto)	5613 54161	85112 85121 85122 85123 85124 85129

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	5.4	X				Temporary staffing-to-permanent-placement, management (including executives)	Providing personnel for temporary employment as executives, with the expectation of permanent work at the end of a trial period with the client. The executive 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. This service may include training, counseling, assessment, and resume upgrading. (This product is more narrowly focused than product 1.5 in NAICS 5613, Temporary Staffing-to-Permanent-Placement, which covers temporary staffing-to-permanent-placement for a complete range of occupations from low-level employees to management employees, including executives.)	56132 54161	561320 541610 (si existiera el producto)	5613 54161	85112 85121 85122 85123 85124 85129

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	5.5	X				Permanent placement	<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>This product 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 (product 1.20 in NAICS 5613 and product 3 in NAICS 54161). Includes domestic and international job placements.</p>	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. This service also includes fee-based computer software certification tests.	54161 56131 56132 61171	561310 561320 541610 611710	5613 541612	83113 85990

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	5.7	X				Outplacement services	Assisting clients in conducting employee terminations in a fair, safe, and lawful manner and assisting client employees in making job and career changes. Includes helping employees who have been or will be terminated due to downsizing or restructuring to cope with the transition at a personal and professional level, and to re-establish themselves in another position or in self-employment. May include assessment, counseling, resume and portfolio preparation, job search support, training and development, coaching, and feedback.	54161 54199 56131	561310 541610	5613 54161	83113 85990
54161	5.8	X				Marketing research and public opinion polling services	Providing services to systematically gather, record, tabulate and present marketing and public opinion data.	54161 54191	541910 541610	541910 541613 51111	83700

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
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.	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.	54161 54172	541721 541722 541610 (si existiera el producto)		81220

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	5.11	X				Arbitration and conciliation services (except by lawyer, attorney, or paralegal offices)	Providing arbitration and conciliation services to a client. When arbitration services are provided, an independent arbitrator decides the outcome of a dispute. The decision may well be binding in law. When conciliation services are provided, the parties in a dispute are reconciled or brought together with the aim of moving forward to a settlement acceptable to all sides. Excludes arbitration and conciliation services provided by a lawyer, attorney, or paralegal provider; these services are covered by product (xx) (product yet to be classified in the NAICS 5411, Legal Services sector.)	54199	541990 (si existiera el producto)	5416 541990	82191
54161	5.12	X				Business process management services	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.	518210 541610	518210 541610	518210 541610 5112 54151	83149

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	5.13	X				Information technology (IT) technical consulting services	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. Exclusion: Advice on issues related to business strategy, such as advising on developing an e-commerce strategy, is classified in Management Consulting. Service contracts where advice is bundled with the design and development of an IT solution (web site, database, specific application, network, etc.) are classified to the appropriate Information technology (IT) design and development services sub-category. Same as product 1.1 in product list for 5112, 518, and 54151	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	Providing technical expertise to design and/or develop an IT solution such as custom applications, networks, and computer systems.	511210 518111 518210 541510 54161 54121	511210 518111 518210 541510 541211 541610	511210 518111 518210 541510	83142

Provisional Product List for NAICS 54161: Management Consulting Services

1	2	3	4	5	6	7	8	20	21	22	23
Industry Subject Area	Working Group Code	Trilateral Detail	National Product Detail			US Title	US Definition	NAICS Industries Producing the Product			CPC Code
			Can	Mex	US			Can	Mex	US	
54161	5.15	X				Project management services, construction	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.	541330 541310 541320 23	541310 541320 541330 23 541610 (si existiera el producto)	5416 54131 54132 23	83190 8332
54161	5.16	X				Project management services, except construction	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. Excludes project management services for construction projects. Project management services for construction projects are covered in product 5.15, Project Management Services, Construction.	54161	541610 (si existiera el producto)	5416 51 54151	83190
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. This product refers only to those situations in which project management is offered as a stand-alone service. (Comment: This product may also exist in other NAICS areas, such as NAICS 51 and NAICS 54151.)		51 541610 (si existiera el producto)	54161 51 54151	?