

GOVERNMENT OF CANADA
DEPARTMENT OF REGIONAL ECONOMIC EXPANSION

PROPOSAL FOR A MARKET STUDY OF COLD ROLLED
AND GALVANIZED SHEET AND STRIP STEEL

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**Price
Waterhouse
Associates**
management consultants



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OCTOBER 1973

116 albert street, ottawa, ont. K1P 5G3 (613) 232-9471 telex 053-3620

October 25, 1973.

Mr. A.G. MacLennan,
Industrial Development Branch,
Department of Regional Economic
Expansion,
161 Laurier Avenue West,
Ottawa, Ont.
K1A 0M4.

Dear Mr. MacLennan:

As requested by Mr. Hore we are pleased to submit a proposal to conduct a market study of cold rolled and galvanized sheet and strip.

Background

We understand that your Branch is interested in finding increased markets for Saskatchewan produced flat rolled products which specifically would complement the present pipe operations of IPSCO. Pipe is excluded from the study.

IPSCO annual production totals about 197,000 tons of which 17,000 tons is in the form of hot rolled flat products.

The terms of reference refer to the following products:

1. Cold Rolled
 - (a) sheet - full hard
sheet - annealled
 - (b) strip - full hard
strip - annealled
2. Galvanized
 - (a) sheet
 - (b) strip

We are aware that during the course of the study, other products of a suitable production fit, may come to light. For example, hot rolled strip or cold or hot rolled shapes could conceivably find a market. We will consider these opportunities.

Objectives

The purpose of the survey is to provide data for market evaluation. Statistical data is required for the past five years and demand is to be forecast for the next five years.

The market will be analyzed separately by geographic areas Manitoba, Saskatchewan, Alberta, British Columbia, Northwestern Ontario, Minnesota, North and South Dakota, Montana and Wyoming. More detailed and precise information will be expected for the Canadian Market than for the Northern United States.

The national forecasted production capacity will be compared to the possible market.

Estimated tonnage, size ranges, grades and major possible customers will be considered in each region.

The present sources of supply will be estimated according to Canadian or overseas supply by quantity, size, grade and geographic location. The pricing structure and policy for domestic and imported production will be analyzed.

The study will analyze past growth in steel products consumption and projected future growth. Future markets will also be considered in the light of the present economic climate in the rest of Canada and overseas, to assess the possible effect of foreign competition, or alternatively, world steel shortages during the next five years.

Approach

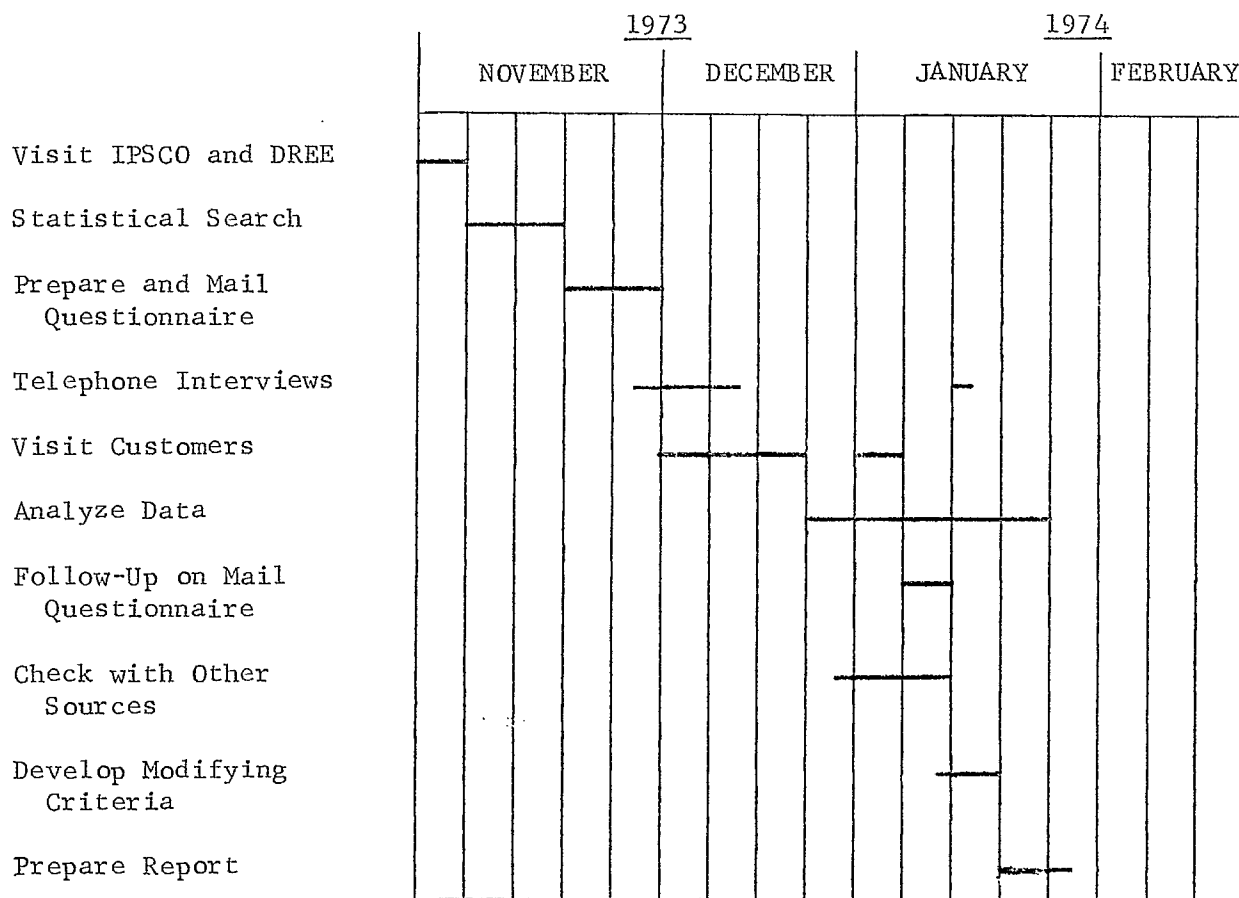
Although the detailed turn of events and time constraints for the various phases will vary depending on information leads which become apparent during the study, the general pattern which we propose to follow is:

- . visit the DREE Saskatchewan Task Force and IPSCO to get an appreciation of present marketing conditions and production facilities;
- . conduct a statistical search of presently published information from Statistics Canada, Canadian Manufacturers Association, American Iron and Steel Institute, the International Iron and Steel Institute, etc.;
- . prepare a list of significant prime customers and steel warehouses in the market area;
- . select the major potential customers and prepare an itinerary for personal interviews;
- . prepare a questionnaire and mail to selected possible customers;
- . solicit information on new production facilities planned for installation during the forecast period;
- . follow up by telephone;
- . analyze the data and adjust for possible omissions or deficiencies;

- . determine the tonnages bought in the past and projected in the future. Determine the present sources and what influences the purchase decisions;
- . build a customer profile;
- . consider the impact of major projected capital works and industrial production in the region;
- . prepare a competitor profile;
- . determine which companies, Canadian manufacturers and jobbers, now serve the market;
- . analyze the main competitive factors - price, delivery, quality, raw material, power, technical service and national capacity;
- . consider distribution advantages and disadvantages such as freight costs, warehouse needs and methods;
- . consult with industrial commissions and provincial or state Departments of Industry and Economics; and
- . prepare a detailed report

Work Plan

The work will require a time interval of about twelve weeks to complete. We are prepared to start almost immediately. A schedule of consulting work is indicated below based on a November 1, 1973 start.



Liaison

We will wish to maintain close collaboration with you and Mr. Hore, or others you may designate, in carrying out the study in order to keep you informed of its progress. We would also wish to discuss our report in draft form with you before its final presentation.

Our Firm

We have carried on a management consulting practice in Canada since 1945, initially as a division of Price Waterhouse & Co., and since 1968 as a separately constituted partnership under the name and style of Price Waterhouse Associates, management consultants. We provide a full range of consulting services, details of which are set forth in a booklet entitled, "A Dynamic Approach to Modern Management",

which appears at the back of this proposal. We have rendered management consulting services to clients large and small, representative of almost every sector of Canadian society. We have offices in most of the major cities in Canada, and through our associated firms we are represented in most of the free world.

Consulting engagements have been carried out for over two thousand clients, and in the past ten years, several hundred assignments of significance have been undertaken for some one hundred provincial municipal and federal government departments, agencies, commissions and crown corporations.

The partners and senior members of Price Waterhouse Associates include graduates in engineering, accounting, mathematics, physics, law, arts and the humanities, from a broad cross-section of Canadian and other universities. With few exceptions, members of the firm have had extensive experience in such functions as finance, information processing, production, personnel relations, marketing and other managerial areas, in positions up to and including the senior executive levels in sizeable Canadian industrial, governmental and commercial organizations. Our firm is a founding member of the Canadian Association of Management Consultants and many of our consultants are members of the Institutes of Management Consultants of Ontario and Quebec.

Staffing

The project would be under the overall guidance of L.D. Almack, our partner responsible for Industry/Engineering Services. Mr. Almack, while in industry, was a major steel user and a plant metallurgist and is familiar with the fabricating industry. During his industrial career he was actively engaged in new product development.

The major researcher to be used on this assignment would be Mr. Gerry Marsh, a metallurgical engineer and M.B.A. whose industrial

experience prior to joining our firm was specifically related to flat and rolled product markets and product development. Mr. Marsh's very current understanding of the steel industry makes him uniquely suited for this study.

Mr. John Konrad a consultant who has conducted many complex market analysis assignments would actively manage the engagement and act as back-up to Mr. Marsh. Mr. Konrad has recently been involved in market studies for products as diverse as mobile homes, carpet yarns, gas turbines, polyester monofilament and pressure vessels.

Biographies of the above-mentioned persons are attached.

Fees

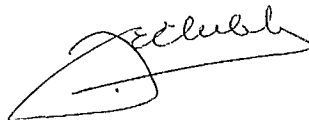
On the basis of our understanding of the scope and objectives as set forth above, our fee for the engagement will amount to \$4,100 and we undertake that it will not exceed that amount. Travelling and out-of-pocket expenses will be additional to the fees and will be charged to you at the actual amount incurred; we estimate these at \$800, and we undertake that they will not exceed that amount.

* * * * *

We appreciate the opportunity of being able to submit this proposal and we would be pleased to undertake the work for you.

Yours very truly,

PRICE WATERHOUSE ASSOCIATES

A handwritten signature in dark ink, appearing to read "J.E. Clubb", written over a horizontal line.

J.E. Clubb.
Partner.

RESPONSIBILITY

Partner-in-charge of industry/engineering services.

RANGE OF EXPERIENCE

After graduating in Mechanical Engineering from the University of Toronto in 1949 Mr. Almack joined the John Inglis Company where he was employed in various engineering capacities, and in 1952 was appointed chief inspector of the company's naval turbine plant, a post requiring close liaison with naval headquarters.

From 1955 to 1958 he studied industrial engineering in the United Kingdom and acquired experience in this field with English Electric and D. Napier & Sons. On his return to Canada in 1958 he was successively appointed manager of industrial engineering, assistant works manager and manufacturing manager of a heavy engineering plant.

A management consultant with Price Waterhouse since 1964, Mr. Almack has specialized in the operating practices, including manufacturing, maintenance control and operations economics of manufacturing and resource industries. He coordinates nationally the activities of PWA's industry/engineering services.

AREAS OF SPECIALIZATION

Industrial engineering, production planning and scheduling, manufacturing organization, maintenance control, operations improvement programs, and manufacturing economics, planning and control.

SELECTED ASSIGNMENTS

Developed and implemented manufacturing controls procedures for estimating, planning, scheduling and performance reporting for a steel fabricating plant.

Developed and implemented maintenance controls at a steel mill.

Directed an improvement program for an appliance manufacturing company.

Provided guidance in new product development.

Developed and implemented sales forecasting, planning, scheduling, and reporting procedures for a vehicle manufacturer.



Provided foreman training and initiated a methods improvement program at Canada's largest railway repair shop.

Analyzed and developed recommendations on organization, plant layout, facilities improvement and labour utilization for a major drug warehouse.

A Metallurgical Engineer with a B.Sc. degree from Queen's University, Gerry Marsh started his professional career in 1967 as Research Engineer with the Royal Institute of Technology in Stockholm.

He returned to Canada in 1968 to join Dofasco's Research and Development as project leader in the product development group. His technical and marketing responsibilities included identifying user needs and materials trends; monitoring and evaluating competitive products; recommending and supervising product research.

While with Dofasco, Mr. Marsh received his M.B.A. degree from McMaster University. He joined Price Waterhouse Associates in 1973 as a member of the Industry/Engineering Services group.

AREAS OF SPECIALIZATION

Engineering Economic Studies

Project Management

Market Analysis and New Product Development

Cost/Benefit Analysis

Operations Research and Computer Assisted Analysis

SELECTED ASSIGNMENTS

Conducted a research project to develop metallurgical techniques for the separation and recovery of valuable metals from high alloy steel scrap. Advised the works manager and plant engineer of a steel alloy producer as to the most promising techniques for pilot plant testing and assisted in defining processing parameters for pilot plant construction.

Prepared a corporate plan for the development of new or improved steel products for the automotive market. Guided a company-wide task force in selecting, developing and pricing new products for this market as well as supervising product research.

Provided project management guidance for the development of a product based on a patented invention. Planning assistance comprised the identification of key activities and assignment of responsibilities for liaison to ensure proper coordination. Critical path techniques were used to schedule activities and to formulate the plan.

Participated in a real estate development study within a large metropolitan centre. The study required projections of operating revenues and costs to determine the profitability of the development.



RANGE OF EXPERIENCE

After graduating in Engineering from the University of Manitoba in 1958, Mr. Konrad spent two years in communication systems engineering with Manitoba Hydro. From 1960-1967 he held the positions of Project Engineer and Assistant Division Manager in a large electrical equipment manufacturing firm. In 1969 he received his M.B.A. from McGill University and joined Price Waterhouse as a member of the Industry Engineering Services group.

AREAS OF SPECIALIZATION

Feasibility studies.

Cost benefit analyses.

Industry market studies and product evaluation.

Production and inventory management.

SELECTED ASSIGNMENTS

Participated in an industry study to assess the feasibility of entering a food growing and processing operation. The study included the evaluation of technical problems, economic factors and an assessment of risk and expected return.

Conducted a feasibility study on the extrusion and drawing of synthetic fibre for use in the paper making industry. The study comprised the identification of product characteristics, process parameters, production techniques and equipment, raw material sources and the preparation of projected operating statements to show anticipated profitability.

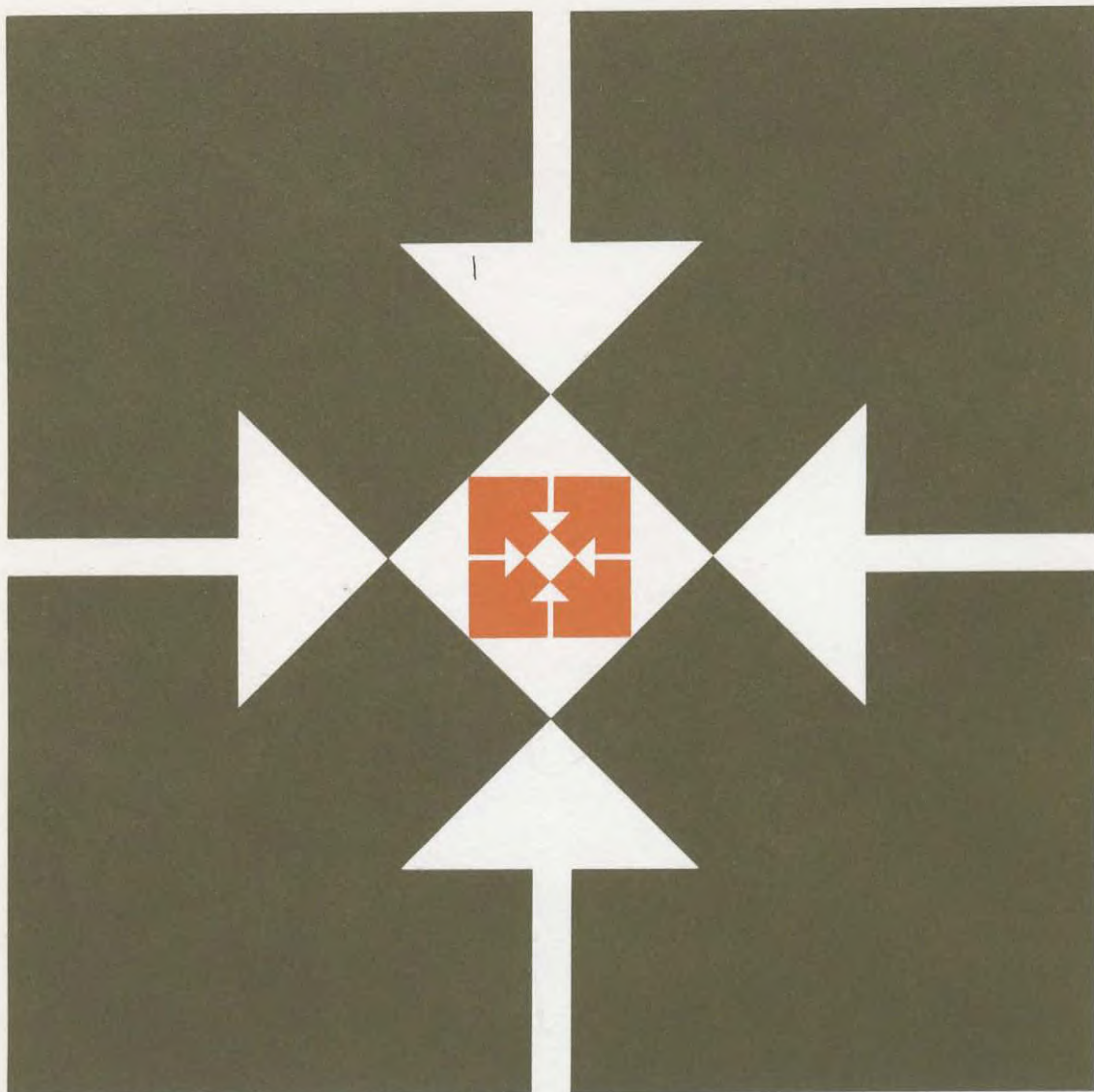
Evaluated various accommodation alternatives for the head office of a national news service. The study comprised an assessment of development trends, realty rental and purchase prices in various areas within a major metropolitan centre and the evaluation of alternative costs over a twenty-year period.

Conducted a cost-benefit study to assess the impact of a proposed business system on the operations of an aircraft manufacturer. The proposal comprised major changes to their computer-based material and labour control system.

Conducted a review of several large real estate developments as part of a share valuation assignment.



Reviewed an existing production standards system and associated procedures in a commercial printing operation. An improvement program to increase productivity was developed for implementation.



A **DYNAMIC** APPROACH
TO MODERN MANAGEMENT

Price
Waterhouse
Associates
management consultants

Price Waterhouse Associates

management consultants

This booklet introduces our firm. It outlines our capabilities, our attitudes and the contribution we feel we can make, as management consultants, to modern management.

We would be glad to discuss with you, in detail, those aspects of our services which could be useful to your organization.

CONTENTS:

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RELIEVING PRESSURES ON MODERN MANAGEMENT

We, at Price Waterhouse Associates, have thought long and hard about how to define the contribution we make to management.

This is our conclusion: our function is to help take some of the pressure off you, the individual executive, and off your management team as a whole.

You, as a manager of people, plant and money, are constantly subject to conflicting pressures: aggressive competition on the one hand; the almost daily emergence of new management techniques on the other. At the same time, you have your organization to run. This tending of the managerial trees leaves little time for an objective look at the environmental forest in which you must operate — and succeed.

Calling in Price Waterhouse Associates, as consultants, assures you that what you feel needs to be done, will be done, and done on time by professionals without placing extra pressure on yourself and on your staff.

This also helps you achieve an effective balance between the decisions which have to be taken today, right now, and the time and effort which should be devoted to evaluating, improving and planning in order to sharpen individual and corporate performance in the future.

CORPORATE MANAGEMENT

CORPORATE ORGANIZATION

Corporate planning.
Objectives and policies.
Mergers and acquisitions.
Organization structure.
Functions and responsibilities.
Lines and limits of authority.
Operational reviews.
Productivity evaluation programs.

FINANCE & ACCOUNTING

Short-range profit planning and budgeting.
Long-range financial planning systems.
Capital expenditure planning,
evaluation, and control systems.
Cash management.
Profitability analysis.
General and cost accounting systems.
Reporting for management.

OPERATIONS

MARKETING

Market analysis.
Sales forecasting and analysis.
Marketing organization.
Sales force organization,
training, and compensation.
New product planning.
Merchandising and pricing.
Distribution and warehousing.
Exports and product diversification.

MANUFACTURING

Production planning and scheduling.
Materials handling.
Inventory management
and purchasing practices.
Manpower management.
MTM & MODAPTS training and application.
Labour and materials standards.
Maintenance planning and control.
Plant and warehouse layout.
Numerical control.

ADMINISTRATIVE SERVICES

PERSONNEL SERVICES

Manpower planning.
Management development programs.
Supervisory training.
Wage and salary administration.
Executive compensation.
Incentive plans.
Collective agreements.
Job definition,
position evaluation
and performance appraisal.
Organization manuals.

MANAGEMENT SCIENCES

Integrated management information systems.
Mathematical techniques in decision-making.
Scientific forecasting
(time series analysis)
Models and simulations
(design of experiments).
Transportation and distribution
rationalization.
Statistical sampling methods.
PERT, PERT/COST and CPM systems.

COMPUTER SERVICES

Feasibility studies.
Equipment evaluation and selection.
Applications analysis.
Systems design and installation.
Operating practices review.
Input/Output control appraisal.
Programming and software services.
Software packages.
Process control.
Seminars and courses.

OFFICE SYSTEMS

Punched card systems.
Office equipment evaluation and selection.
Plant and office administrative practices.
Clerical work standards.
Office MODAPTS
Records management and data retrieval.
Work simplification.
Office layout.

EXECUTIVE RECRUITMENT

Client counsel.
Search, interview and candidate appraisal.

COMMUNICATIONS

Design of organizational communications
systems.
Appraisal of public communications.

A DYNAMIC CONTRIBUTION TO THE MANAGEMENT PROCESS

The chart on the opposite fold-out page illustrates the main areas with which management must deal.

They are the areas in which we are equipped and have the experience to counsel.

These areas exert decision-making and competitive pressure on managers. They are potential problem areas. They are always potential improvement areas. Each demands current and long-term decisions. All are subject to frequent changes in techniques and methods. They reflect the complexities of the modern management process and the *constant demand for more effective performance*.

How can Price Waterhouse Associates make a dynamic contribution to the management process?

Very often two minds are better than one: the skilled, deeply involved mind of the seasoned executive combined with the skilled, dispassionate approach of the experienced consultant.

As professional consultants, we respond positively to your question, "Can an outsider's point of view help us to manage better?" Working with you and your people, the purpose of our contribution is the improvement of individual and corporate performance.

A DYNAMIC TASK FORCE CONCEPT

Modern management, today, often applies the principle: Rent — don't buy.

This principle holds good not only for equipment and facilities, but also for technical and managerial skills.

Rented management strength can relieve peak work-demand situations. It creates no fixed financial burden in off-peak periods. It obviates additional overhead.

We describe this application of our management consulting services as the "Task Force Concept".

For example, the need for a special study or work-project comes up. You cannot free the right people to handle it or do not have the special, on-staff skills to deal with it. To take on permanent staff is clearly uneconomical. You have a not uncommon problem.

To solve it, we offer you the know-how you need, *on a task force basis*, for only as long as is necessary — at a cost which is precisely budgeted and controlled by you.

Our task force may be one man. It may be several men. One man or more, we can handle a given project at a fraction of the cost of additional permanent staff. Also, since skilled managers are today so hard to find, we may very well resolve a problem better and more quickly than hastily-recruited permanent staff.

In short, if you have a management problem, we have the time, the people and the experience to help you solve it. That's our business.

AN OBJECTIVE POINT OF VIEW AS A MANAGEMENT TOOL

One of our most meaningful contributions to management is an objective point of view.

As professionals, we are concerned with "how it *should* be done" rather than with "how it has always been done". We are involved in the objective task of helping management to be more competitive, more efficient, more profitable and more contemporary in its operations.

Our independent and professional attitude, for instance, allows you to check out your decisions and gives you some assurance, working with people who have no axe to grind, that your decisions are right.

In a very human sense, your own people are influenced by their working environment and by the managers, at any level, with whom they work. We are free of these influences.

Our professional word is, therefore, free of personal bias.

Another case in point: individual opinions in an organization are sometimes in serious and fundamental conflict. When that is so, the professional, impartial and objective outsider may be the only person who can help you resolve the conflict.

Constructive criticism is basic to our work. Management may not always like what it hears from us. But it respects what it hears. The only opinion we give is one which we respect ourselves.

A TEAM OF SEASONED SPECIALISTS

Our consultants are a team of men selected for the quality and depth of their business and academic experience.

Most of our consultants have held positions of senior responsibility in industry or government before joining our firm.

In Quebec, nearly half our consultants are French-speaking. They offer the full range of our services to French-language clients. They also contribute their special and intimate knowledge of the market to any organization planning to extend or to intensify its activities in Quebec.

The special skills of our consultants complement each other in an interplay of ideas and opinions. Since change or improvement in one area of an organization is almost certain to influence others, a specialist, today cannot wear professional blinkers. His approach must be a broad one. Consequently, our specific recommendations always take into account, and relate to, an operation as a whole.

Our policy is continuously to update our skills and to make sure that we are familiar with the very latest developments in management techniques and methods. Constant involvement in day-to-day operational situations of every kind, within a broad spectrum of industrial, governmental and institutional fields, means that our consultants are constantly adding to

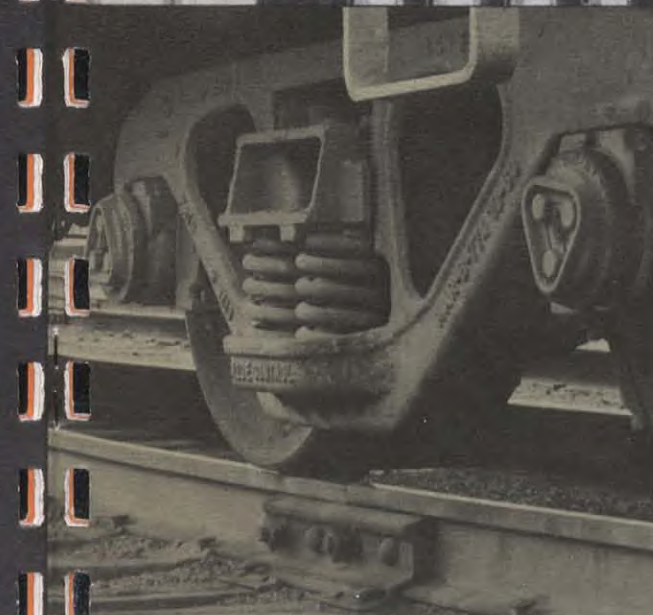
their bank of practical knowledge and capabilities.

Our approach to problems is down-to-earth, not blue-sky. And one of the key benefits which we offer you is being able to draw on our fund of practical experience in the most up-to-date management methods.

THE SCOPE OF PRICE WATERHOUSE ASSOCIATES KNOW-HOW

The following are fields in which Price Waterhouse Associates has worked and in which we have provided service to clients, large and small:

- Capital and Consumer Goods Manufacturing
- Financial Institutions
- Governments
- Crown Corporations and Government Agencies
- Electric Power, Gas and Water Utilities
- Natural Resources
- Educational Institutions
- Health Services and Hospitals
- Welfare Organizations
- Religious Organizations
- Entertainment
- Trade Associations
- Construction
- Transportation and Communications
- Wholesale and Retail Merchandising
- Distribution and Storage
- Professional Firms



PRICE WATERHOUSE ASSOCIATES IN CANADA

The organization represented by Price Waterhouse Associates has been active in the management consulting field in Canada for over twenty-five years. Our firm, today, consists of 19 partners and a staff of over 100.

Our consulting staff works out of Canada's principal cities. Our approach to an assignment, however, is national, not regional. We appoint to a project those people whose experience will produce the most effective counsel — no matter where their home-base may be.

At the same time, in discussing a new project, we will not put ourselves in the position of making promises which will jeopardize existing or committed assignments. If we cannot immediately assign the appropriate staff to your project, we will say so. And we will tell you, frankly, when the consultants who are best equipped to work on your project will be available.

Although a delay in a project-start may be frustrating, we must stand by the philosophy that we cannot reduce service to a present client or offer a new client less than the best service we have. Our reputation has been built on high standards. We will not compromise them.

PRICE WATERHOUSE AROUND THE WORLD

Opportunity, today, is international.

Because of our close relationship with Price Waterhouse & Co., we at Price Waterhouse Associates have a direct pipeline to the business environment in sixty-five countries in which over 200 Price Waterhouse offices can give you a precise reading of local opportunities and conditions. This is a benefit which cannot be sold short in our shrinking world.

An international committee of Price Waterhouse senior management consultant partners regularly explores how we can broaden and deepen our contribution to management around the world. It also encourages the philosophy that, in selecting the best possible Price Waterhouse talent for a particular project, our scope must, increasingly, be global rather than local.

For example: two of our Canadian partners, one from Montreal, the other from Winnipeg, recently travelled around the world on a client assignment as members of a Price Waterhouse team drawn from seven countries. These two men were chosen because they had the right talent and the right experience for this particular project. And, from Europe to South Africa to Australia, New Zealand and Japan and back to Canada, they were able to draw on the local Price Waterhouse resources and research facilities which they needed to complete their assignment.

The Price Waterhouse team is a world-wide team.

THE CLIENT AND THE CONSULTANT: A DYNAMIC RELATIONSHIP

When you retain us, a relationship begins which is mutually committed to operational improvement and refinement. It is a combination of our professional expertise with *your intimate knowledge of your own affairs*. In our experience, it is an extremely productive relationship.

We have no monopoly on talent. But we do claim that the collective, professional experience of our consultants can make a meaningful contribution to effective management and to the solution of problems with which you may be faced.

But we cannot do our job successfully if we are remote and impersonal.

Without shifting from our fundamental stand of independence, our desire to help you achieve the objectives of a given project must be as intense as your own.

STANDARDS OF PERFORMANCE

There are four basic principles which govern our relationship with a client. These are designed to ensure that our services will meet the standards which you expect of us and which we expect of ourselves.

We must be certain in our own minds that we are qualified to accept and to follow through on an assignment. If, for any reason, we conclude that we are not equipped to help solve a particular problem, we will frankly say so.

Before work on a project begins, we submit an estimate of the time and costs which will be involved in the satisfactory completion of the project.

As a matter of basic professional conduct, all information acquired by us about your affairs is held in the strictest confidence.

Before we consider a project complete, we must be assured that you are satisfied with the work which we have done.

THE DYNAMICS OF A TYPICAL PROJECT

Over the years we have developed a phased project plan which applies to most assignments. This project plan is described below.

PHASE ONE

Preliminary Discussions

These discussions, with you and your staff, will provide answers to the following questions among others:

What is the task?

What is its scope?

What are your objectives?

What are the deadlines?

How can your staff contribute?

Who will be involved?

PHASE TWO

The Survey

We appoint a consultant-in-charge.

We establish, with you, objectives and terms of reference for the project.

We design a detailed work plan covering the various stages involved in the project or projects.

We determine what consulting staff is needed to do the work.

We establish, with you, the contribution your staff can and should make.

We estimate how long the project will take, how much professional time will be involved and the cost of our services.

We set all of this out in a written proposal which, when agreed to, becomes our terms of reference for the project.

PHASE THREE

The Study

The study produces specific recommendations covering:

What changes should be made.

Why they should be made.

How they will improve operations.

How they should be implemented.

What benefits, monetary or otherwise, should result from the changes.

What further studies may be needed.

PHASE FOUR *Implementation*

After a detailed review, with you, of our recommendations, we prepare an Implementation Plan for your approval. This Plan includes:

A definition of each project and its sub-projects.

A statement of objectives.

A step-by-step implementation guide.

Specifications of staff, yours and ours, needed for implementation.

An estimate of costs.

A target date for completion.

During implementation, your own people are, essentially, in the driver's seat. At the same time, we can make a useful contribution to keeping the implementation program on the rails. This continuing help may take the form of:

General counsel and guidance, particularly in technical areas.

General supervision and direction of the project.

Active involvement in the project, when you do not have the necessary staff and/or technical skills required to complete the project on time.

As the implementation phase proceeds, we review its status regularly with you. When our role in this phase has ended, we write an evaluation setting out what has gone well and what has gone wrong. We may also suggest further work which we think should be done.

PHASE FIVE *Final Evaluation*

From this point on, Price Waterhouse Associates stay "on call". However, after implementation has had time to take effect, we prepare a final review and assessment of the project:

Have all the elements of the plan been completed?

Have the stated objectives been attained?

Are the solutions working up to expectations? If not, why not?

What further corrections are called for?

This final evaluation is essential. It is our terminal quality control. It ensures that you have received full benefit and value from the project.

MEMBER:

**Canadian Association of Management Consultants
MTM Association for Standards and Research**

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