

Welcome!

... to the products and services of

RANA Development Inc.

RANA is a Canadian Company that was born from the need of individuals and organizations to think and manage better and to know how they are going to do things before they act. With roots in facilitation, training, coaching, transformation management and research and development, RANA has spread its concepts and practices of process management and intervention and change to Europe, the United States and South America.

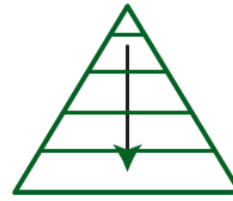
It seems strange to build a consulting practice around common sense but that is exactly what RANA has done over the past 25 years. Using a comprehensive framework called the Process Integration Model (the "PIM") RANA has organized the various management processes people might use to improve the ways in which they get things done. RANA helps its clients through a network of accredited and affiliated companies working in Canada and abroad on client issues and concerns of process management and business transformation.

Facilitation	We facilitate groups through complex tasks, such as risk based decision making and business planning
Training	We ensure that our clients have the knowledge, skills and motivation to carry on without us
Coaching	We offer process counselling and advice from the executive ranks down to the shop floor
Business Transformation	We manage large and complex change projects to ensure the client organization gets where it wants to go
Research/Development	We design and implement new processes that will help our client organizations work better

Partial List of RANA Clients

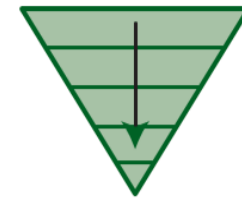
Agriculture and Agri-Food Canada	Export Development Corp
Alcatel	Falconbridge Limited
Apotex	Farm Management Canada
Atlantic Police Academy	Fisheries & Oceans Canada
Canada Post Corporation	Hamilton Police
Cauldwell-Wingate	Industry Canada
Egg Farmers of Canada	Justice Canada
Egg Farmers of Ontario	McNeil Consumer Products
Canadian Food Inspection Agency	Molson Breweries
City of Ottawa	National Research Council
Cranfield College of Aeronautics	Natural Resources Canada
Department of National Defence	NAV CANADA
Dofasco	Royal Bank of Canada
EDS	Septodont
Eurocontrol (Belgium)	SKF Canada
Export Development Corporation	Transport Canada
Falconbridge Limited	Union Gas
Farm Management Canada	York Police
Fisheries & Oceans Canada	York University

The HourGlass Organization



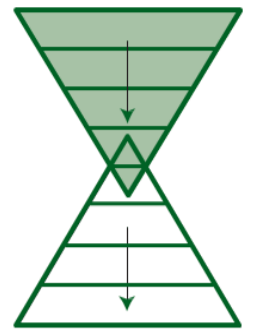
1. Messaging

In the first phase, the structure conforms to a traditional top-down pyramid, as Senior Management sends out messages of mission, values and strategic direction. These messages develop from analysis of both internal and external influences, including client and market needs and a vision of the future of the organization.



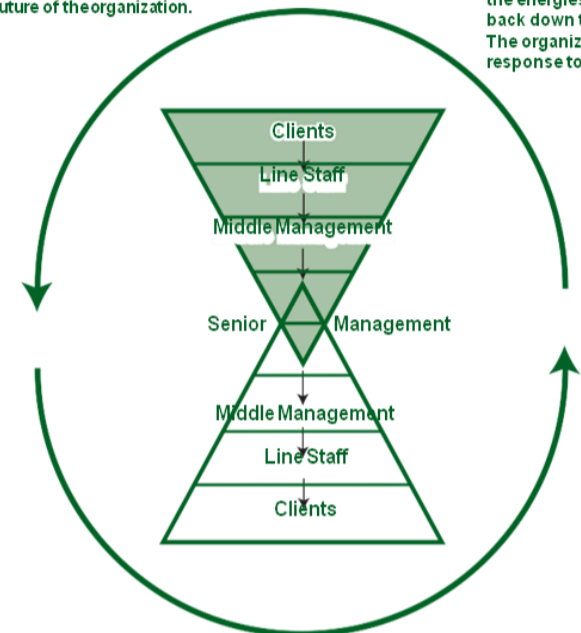
2. Feedback

The Delivery Level of the organization responds to strategic direction and returns information from clients up through the organization and back to Senior Management.



3. Redirection

In response to new information, Senior Management redirects the energies of the organization back down through the structure. The organization flexes in response to new demands.



4. Integration

The Delivery Level again responds, and returns yet more new information back up through the structure. Organizational information, both strategic and operational, loops continually as dialogue continues throughout the structure.

Contacting RANA

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