

# Certificate in Competitive Intelligence Analysis

Analysis is the crucial step in the production of intelligence – often over-looked or performed poorly. This unique program will enable you to excel in competitive intelligence analysis. You will learn how to use state of the art analysis tools and techniques to transfer information and data into insight and knowledge, i.e. intelligence. Learn to avoid analysis traps and set up processes to ensure high quality results. Scenario Planning, Early Warning Systems, Financial Analysis, Psychology of Intelligence Analysis and Decision Analysis are the cornerstones of the certificate's toolbox.

## Be Inspired and Motivated

The Institute for Competitive Intelligence is a leading, global provider of Competitive Intelligence education through open workshops, in-house workshops, certification and conferences. Our education is intense, challenging and exciting. All workshops can be booked as individual training courses or as part of a certification program. Briefings and workshop materials are sent in advance to participants enabling them to prepare for the workshops. During the workshops, small groups of up to 15 participants allow for hands-on exercises and intense discussions. Certificate candidates will also work on assignments and have to sit a final exam. Your international instructors have extensive work experience ranging from 20 to 45 years. Benefit from the unique diversity and passion of Prof. Bernd Jörs, Dr. Gerd Krampe, Chris Murphy and Rainer Michaeli.

**Next dates: Prague, April 24th-25th; June 25th-27th, 2012**

**April 24th** Scenario Techniques (ICI-22)

**April 25th** Early Warning Systems (ICI-32)

**June 25th** Psychology of Intelligence Analysis (ICI-26)

**June 26th** Financial Analysis (ICI-28)

**June 27th** Decision/Risk and Bayes Analysis (ICI-23)

**July 6th** Exam (Bad Nauheim, Germany)  
Incl. two assignments

Tuition fees: € 3,550 (excl. VAT)

Further dates: Bad Nauheim, October 8th-12th, 2012 (German language)

More information and application details: [info@competitive-intelligence.com](mailto:info@competitive-intelligence.com)  
[www.competitive-intelligence.com](http://www.competitive-intelligence.com)

We will assist you with visa requirements, accommodation and travel to the venue.

Registration: [www.institute-for-competitive-intelligence.com/registration](http://www.institute-for-competitive-intelligence.com/registration)





## Program Content

Expand your analytical mind on this exciting and challenging certificate program. Various real-life business cases will be used throughout this certificate program to hone your competitive analysis skills. Participants should have experience with basic analytical methods, as taught in ICI's Fundamental Analysis Workshop (ICI-6). Participants work in areas such as marketing, market research, business development, product management or competitive intelligence. Program highlights include • Scenario planning for the CI analyst • Establishment and Operation of Early Warning Systems • Forensic financial analysis • Do's and don'ts to avoid cognitive perception mistakes and biases

### April 24th, 2012 Scenario Techniques

Scenarios are descriptions of potential future market and competitive situations. The consideration of alternative images of the future enables the development of appropriate business strategies that may also withstand serious environmental changes. Scenarios can be used as an initial basis for Early Warning Systems, risk analyses or Business War Games. Workshop participants obtain the necessary theoretical and practical tools in order to be able to apply comprehensive scenario techniques.

### June 25th, 2012 Psychology of Intelligence Analysis

Information for Competitive Intelligence analysis comes from multiple sources that have different references and come in many forms of media, closeness, and familiarity to the analyst. Credibility, time sequence and relevance of the information is difficult to determine directly and changes constantly during the course of the research. Furthermore, conflicting information as well as misinformation is part of the everyday work of an analyst. To be able to generate high quality results, the Competitive Intelligence analyst has to be able to reliably use preventive tools and techniques in order to avoid mistakes.

In this workshop, pragmatic strategies to prevent typical Intelligence analysis mistakes will be described and tested by the attendees.

ICI confirms that its certificates cover the competencies identified by the Strategic and Competitive Intelligence Professionals (SCIP) Body of Knowledge (BOK) education program. The BOK program defines the core skill set for CI professionals. More information can be found on our website.

### April 25th, 2012 Establishment and Operation of Early Warning Systems

Early warning is the timely identification of potential opportunities and risks for a business. The permanent observation of environmental changes in a continuous process is referred to as an Early Warning System. This workshop outlines the fundamentals and requirements for setting up early detection and warning systems and illustrates their implementation within a business.

### June 26th, 2012 Financial Analysis

Financial Analysis is the core to any interpretation of financial reports (P&L, balance sheet, cash flow, source and application of funds) as well as other assessments of company viability and operations. For the most part, key data is used to assure comparability of companies in an industry or in a strategic group. Also, the Competitive Intelligence analyst carries out individual company analyses e.g. to assess the viability of a competitive strategy. Financial Analysis is one of the standard methods of Competitive Intelligence Analysis.

### June 27th, 2012 Decision/Risk and Bayes Analysis

Among the many tasks of Competitive Intelligence analysts is support of decision-making and active involvement in strategic and operative processes. Good decisions are based on the realistic assessment of uncertainties and risks, the identification of one's own alternatives and ascertaining the effects on one's own company. For the solution of complex decision tasks, with numerous, reciprocally influencing decision parameters and nondeterministic consequences, the structured approaches of decision analysis and risk analysis are of high value in practical experience.