

Institute for
Competitive
Intelligence

Certificate Program:
SCIE – Strategic
Competitive Intelligence
for Executives





»Knowing
when and how
to invest in
intelligence
will make the
difference«



*A*s a manager you need to decide when and where your company needs to invest in intelligence. If you want to make sound decisions you need to have a fundamental understanding of the costs, benefits, and organizational issues associated with efficient strategic intelligence operations.

ICI, the Institute for Competitive Intelligence, provides a 3-day intensive certificate on strategic competitive intelligence, especially designed for managers and decision makers.

*P*articipants work together in small teams on assignments during the day and in the evenings. It all starts with a pre-workshop dinner which provides the setting for the initial briefing on the program and case studies, and gives the participants the opportunity to get to know each other.

*T*his certificate program covers topics such as strategic intelligence, ethics, foresight tools and techniques, processes and infrastructure, how to deal with bad guys, as well as creative and critical thinking culture! It is not tailored for any specific industry, geographical region or company type. The competences you acquire can be applied to any organizational intelligence challenge.

*B*e inspired by this world-class program! It might well be the critical change your company needs to make the difference.

I cordially invite you to join us for our next certificate program.

Rainer Michaeli
Director

Institute for Competitive Intelligence



»Our general principles
are uncompromising
education quality and
intensive, practical-oriented
learning.

We offer a modular
educational program
that prepares attendees
for the high demands
placed on market and
competitive analysts.«

an interview with Rainer Michaeli
Director
Institute for Competitive Intelligence



Mastering Competitive/ Market Intelligence for your Company

Q: *In a nutshell:
What is
»Intelligence« for
Corporations?*

▼ A: »Intelligence« allows your company to outsmart, outmaneuver, and out-think your competitors. It enables your company to identify opportunities and threats in an ever changing environment. Terms such as Competitive Intelligence, Marketing Intelligence, Corporate Intelligence, Customer Insights and, Decision Intelligence are used interchangeably. They follow the same notion: Smarten up your company in competitive market places.

Q: *How do companies
become market
smart?*

▼ A: »Intelligence« is something that can't be bought at the supermarket. Something that can't be ordered by an executive manager overnight. »Intelligence« is a corporate skill that must be learned as part of an integrated, holistic initiative. Implementing CI/MI is an evolutionary process that usually needs change management support.



Q: *What do participants learn?*

A: Participants learn to master what we call the »intelligence **journey**« This is what our three-day intense certificate program is all about. Three experienced ICI faculty members will provide all the required insights and know-how. Whether you'll champion this initiative, whether you are on the intelligence-receiving end, or whether you'll be »just« the intelligence sponsor – this certificate was created for you.

Q: *What makes this program so special?*

A: Over the last 20 years I've been involved in many corporate intelligence decision-making processes – **a privilege**. Consequently I've seen first hand both good and bad attempts at establishing an intelligence function. This is how I embarked upon my »intelligence journey« and how I developed my implementation and operations know-how. Teaching this to execs is a special challenge, this is why we developed this special format, content and challenges! Execs will enjoy the blend of real-life experience and solid theoretical foundation.

Q: *How would you describe ICI's overall customer mission?*

A: ICI loves quality, quality, quality. We know that our participants invest their money (and time) to attend our programs. Hence we do the best we can to deliver something that is of high value for them. Our way of spoiling our participants is to deliver uncompromising quality and ... we always try to surprise our participants by delivering more than they've expected. This way we've built a very loyal Alumni base over the years. For us, our success in the past is our motivation for the future. We'll continue to innovate and improve. There are many items on our program development roadmap ...

Our workshops are highly interactive. Participants engage in in-depth class discussions, real-life case studies will be used to apply theoretical frames to relevant competitive situations.





Attending this program will help you understand the difference between myths and reality of Competitive / Market Intelligence. It will improve your understanding of creating the culture resources, and processes for successful intelligence operations.

SCIE – Strategic Competitive Intelligence for Executives

*Made for: Board members,
managers with P&L re-
sponsibility*

Product managers and department managers involved in strategic intelligence operations that are either planned or in the early stages of deployment.

Strategic planners, investment bankers, strategy and technology consultants, finance managers with a related strategic scope.

Benefits for you

Ability to drive the design process for an intelligence function for your company.

Competence in assessing the cost/benefit ratio of strategic intelligence.

Proficiency in the evaluation of a portfolio of strategic intelligence tools («strategic Foresight») for your company, such as scenario planning, early warning systems and war gaming.

Become an agent of change for driving the implementation process for competitive intelligence.

Benefits for your company

Learn about the potential benefits that strategic competitive intelligence can bring to your company as well as the potential threats if intelligence is managed poorly.

Understand the legal and ethical implications of running a competitive intelligence function.

Define the pre-emptive measures that your company should engage in with respect to information warfare and counter-intelligence.

Participants statistics

37 years
Average age

12 years
Average work experience

31
Nationalities

47%
Women

Main Industry %

Technology, Media & Telecom 18

Consulting 16

Manufacturing 15

Bio, Pharma & Healthcare 13

Other 11

Energy & Chemicals 8

Education 7

Retail, Consumer & Luxury Goods 6

Financial Services 6

Geographical diversity %

Europe (English) 47

Europe (German) 30

United States 10

Asia 8

Africa 4



*Introduction to CI / MI –
What's in for your
Company?*

*Analysis and
Communication*

Strategic Foresight

Program

DAY 1

Setting up a CI system

Success factors; deliverables (output), processes, resources/ investments, organizational fit & evolution, implementation planning, change management.

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Case Study:

Design of a CI system

DAY 2

Corporate Reporting and Communication – The art of getting it right the first time

Competitor deep-dive example (incl. analysis frames such as financial analysis, key performance indicator analysis, competitors' strategy analysis, scenarios, benchmarks etc), information warfare, counter intelligence, creative and critical thinking.

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Case Study:

Technology and Strategic Intelligence in a B2B market

DAY 3

Getting a grip on the future through »Strategic Foresight«

Scenarios – A powerful tool for strategic foresight and strategy development, Early Warning Systems, Business/Innovation War Gaming, CI and Internal Power Games.

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Case Study:

Building competitive advantage in the retail industry



Certificate Duration

DAY 1 / DAY 2

9:00 – 18:00

20:00 – 22:00

DAY 3

9:00 – 17:00

Evening classes serve as a time for reflection and in-depth exchange among the participants.



ICI's unique program brings together a faculty of Competitive Intelligence experts. They accumulate more than 60 years of work life experience from various perspectives, positions, industries and backgrounds. You'll enjoy the intellectual challenge as well as the inspiring, mind-boggling teaching style.

Faculty Strategic Competitive Intelligence for Executives

Rainer Michaeli



After graduating as an aeronautical engineer from the University of Brunswick, Germany and York, UK, **Rainer Michaeli** worked as a systems and project engineer in the defense industry. Upon completion of an MBA at INSEAD, France, he worked as a Marketing Manager in the IT industry.

In 1993 Rainer Michaeli set up DIE DENKFABRIK GmbH (The Think Factory), an international

consultancy that specializes in competitive intelligence services. Mr. Michaeli's consulting expertise focuses on coaching companies in establishing Intelligence Centers and in conducting global competitive research. He facilitates war games, runs decision and risk analysis assignments and is instrumental in scenario planning projects.

In 2004 he founded the Institute for Competitive Intelligence (ICI). He is also an adjunct lecturer at Universities.

In acknowledgement of his achievements in propagating competitive intelligence he has received awards such as Catalyst and Fellow from SCIP

(Strategic and Competitive Intelligence Professionals), where he was a board member from 2003 to 2005.

Rainer Michaeli's text book »Competitive Intelligence« published in 2005, achieved instant acclaim and became a Financial Times Germany TOP 3 best seller.

Erik Elgersma



Erik Elgersma is founder and director of Strategic Analysis Services BV – a Dutch-based globally active consulting firm in strategy, market and competitive intelligence and training.

Prior to establishing SAS BV Erik worked for 20 years for FrieslandCampina NV, one of the world's largest dairy companies.

He fulfilled director roles in strategy design, competitive and market intelligence, M&A and innovation. During most of his tenure in FrieslandCampina Erik was global practice leader intelligence. He has been based both in Europe as well as five years in South-East Asia.

Prior to that Erik was with AkzoNobel, the global leader in coatings, where he worked in R&D and in strategy, intelligence and public affairs. His involvement with and passion for competitive intelligence now stretches 23 years.

Gerd Krampe



Dr. Gerd Krampe was Vice-President and Managing Direc-

tor with Korn/Ferry International in Frankfurt until 2004. In the 12 years before that, he was responsible for corporate planning, controlling, logistics and information systems as member of the board of directors for Asko/Metro; at the same time he was Speaker of the Board of Praktiker AG, a DIY chain in Germany.

Within the Rewe-Leibbrand Group – one of the largest food store chains in Germany – he was previously a member of the executive board responsible for controlling.

Before his career in the retail sector, he worked for 12 years with the Battelle-Institute in Frankfurt, amongst others, in the scenario planning division. In 1980, he had already developed and implemented strategic early warning systems for industry and retail.

Dr. Krampe was a long-time member of the Coca Cola Retail Research Group as well as the Advisory Board of Andersen Consulting (Accenture).



What our participants say:

Ruturaj Kalagate
Atos

»The workshops we attended were very good. The best part were the assignments you chose from real examples or use cases, this helped in understanding the concepts better. Also we could relate them to our day-to-day activities.«

Apu Gosalia
Fuchs Petrolab AG

»Neither during my US MBA program, nor during my studies at the University of Mannheim did I experience such comparable in-depth coverage of Competitive Intelligence issues.

I enjoyed ICI's very professional faculty and their superb blend of theoretical concepts and hands-on know-how. The content of ICI's certificate has become a major source for enabling me to retrieve competitive information.«

Jim Hawley
Eastman Chemical

»The workshops incorporate both a practical element as well as a theoretical element. The intensive exchanging of ideas with instructors and other workshop participants was particularly important to me.« [...]»

Patrick Gerstlauer
SAP AG

»It is both appropriate and important to reflect with experienced people outside your own company. The certificate also serves to demonstrate your expertise to other colleagues, since at the end of the course you do receive a certificate outlining the areas covered by the qualification.«



The Institute
for Competitive
Intelligence
offers:

- ▼ *7 certificate programs*
.....
- In-house training
programs customized to
the needs of your
company*
.....
- Annual international
Competitive Intelligence
Conference*

For more information please visit our website:
www.competitive-intelligence.com

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photo by © Batty Faust »Tree of Knowledge« motive named »Adam and Eve in paradise« fountain (created by Richard Hess) in the historic SPA park in Bad Nauheim



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