



INTELLIGENCE ANALYSIS

The Business Context

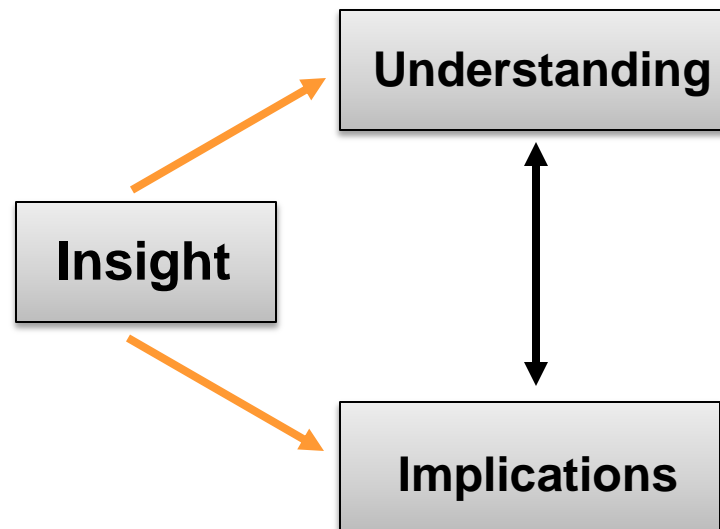
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Intelligence Is All about Insight



Understanding only generates meaning when its implications are identified and assessed



The purpose of intelligence is to generate insight

But insight creates only limited value if it is not connected to action

Action requires explicit attention to the “so-what” questions

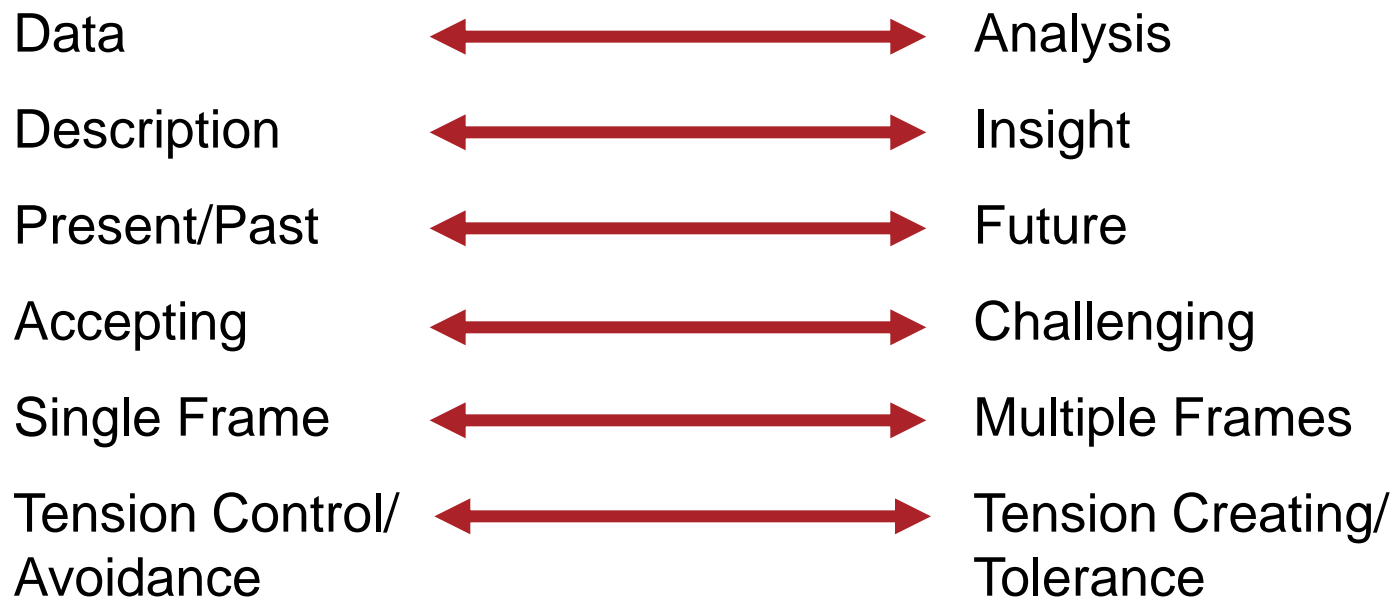
The so-what questions require a deep knowledge of the organization’s strategy, competitive context and future possibilities

Intelligence thus must set as its overarching goal not just the provision of new understanding but its implications for executives’ understanding of the world and its implications for what-to-do (action)



Relevant orientation

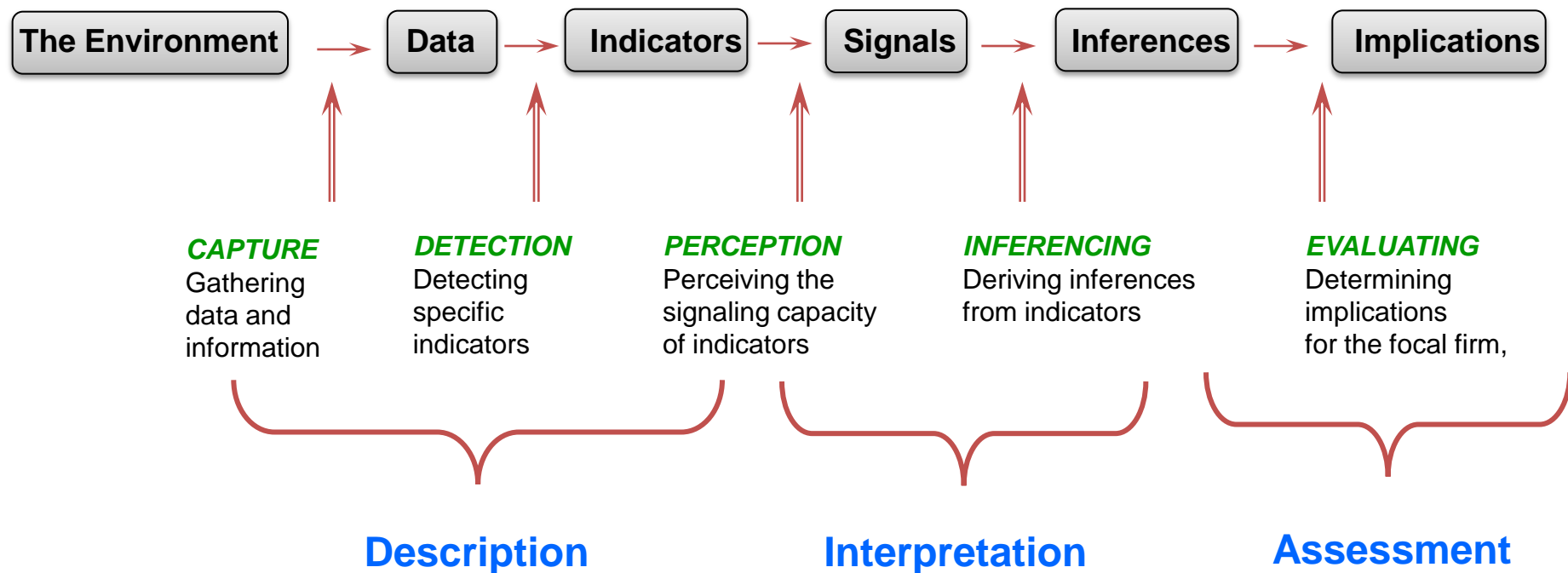
If we don't get this right, intelligence work is dead before we start



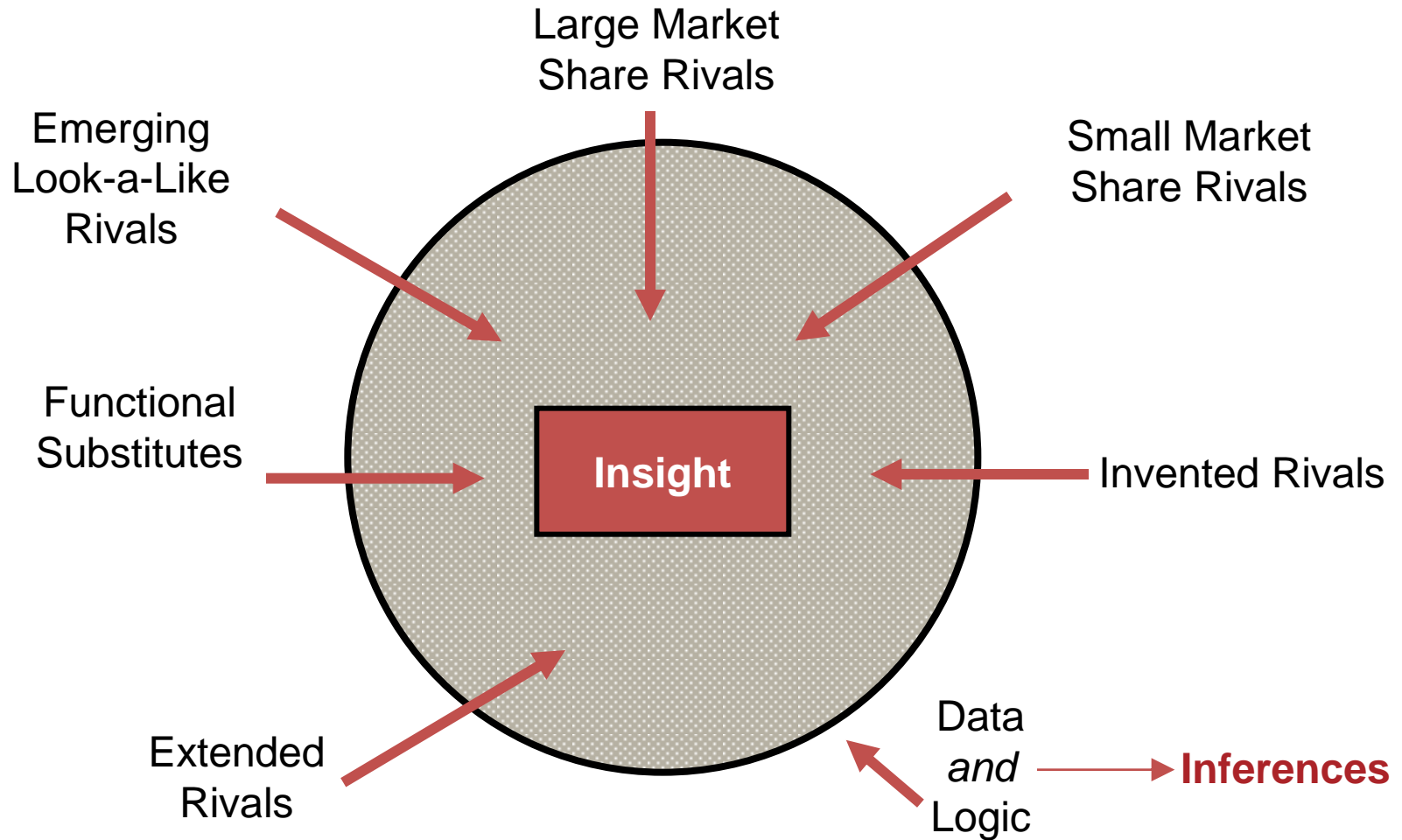
The Intelligence Process



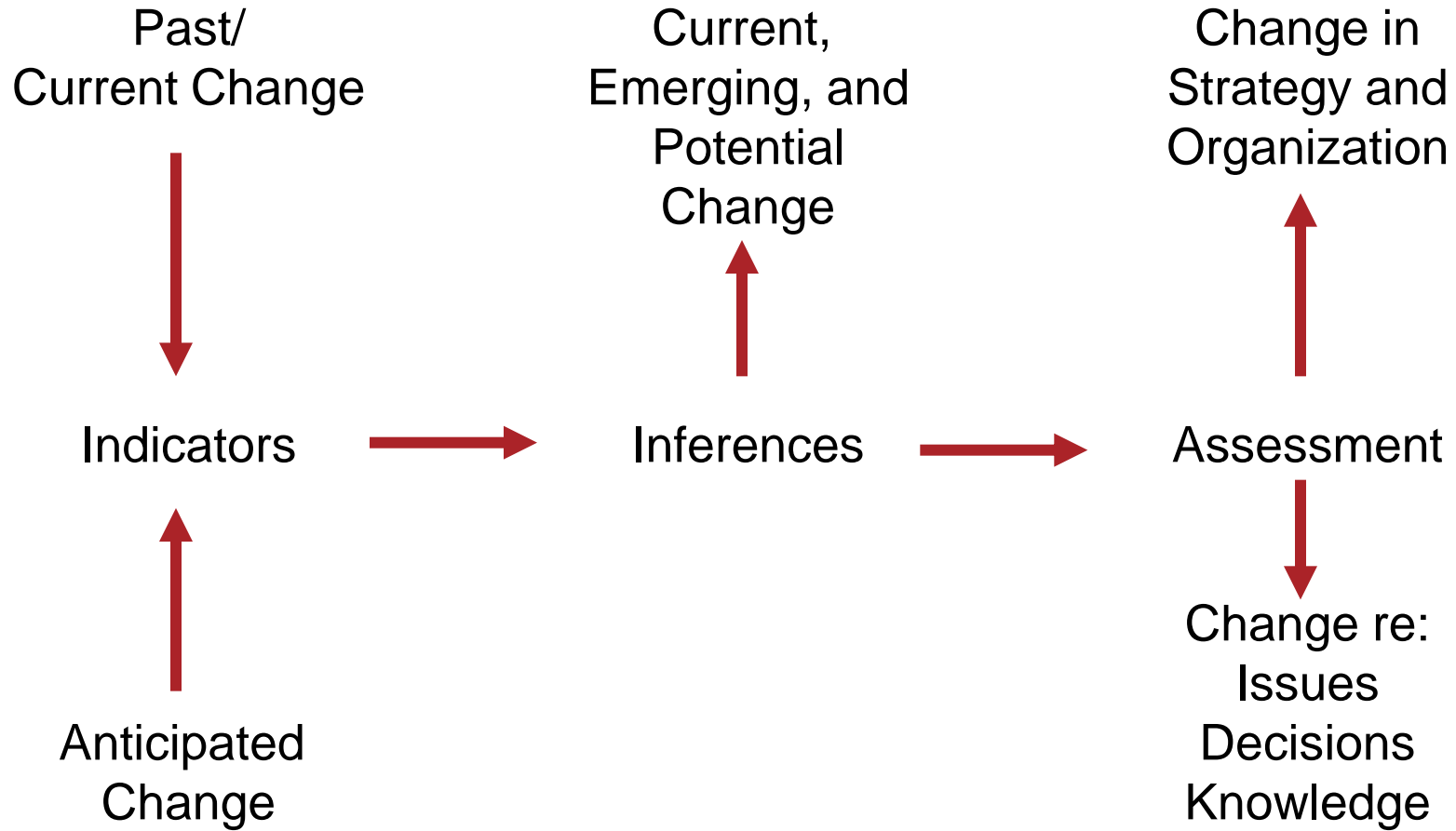
Three core stages



The Choice of Competitors to Analyze Influences Inferences and Insight



Understanding Change Must Be the Obsessive Focus in Analysis



Hypothesizing and Testing Potential Analysis Outputs Greatly Augments Analysis Efficiency and Effectiveness

