

CERTIFICATE PROGRAMS



INSTITUTE FOR COMPETITIVE INTELLIGENCE

Excellence in Competitive Intelligence Theory and Practice

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Excellence in Competitive Intelligence Theory and Practice

WELCOME TO THE INSTITUTE FOR COMPETITIVE INTELLIGENCE

- Need for More Organizational Flexibility
- Shortening Innovation Cycles
- Increased Demand for Sustainability
- Dynamic Competitive Strategies
- Increased Rivalry
- Globalization
- Corporate Foresight
- Disruptive Events

All of these trends have an increasing influence upon which companies are successful and which companies remain on course.

New strategies, approaches, and tools are required in order to better manage this complexity. Competitive intelligence is the key to business success!

Competitive/market intelligence is a comparably young (management) discipline that provides decision makers with a range of concepts, theories, and above all support for making decisions.

On the ICI certificate program you will learn how to use these methods, practices, and approaches efficiently. You will also learn how to successfully plan and execute competitive intelligence projects and implement the necessary processes within your company.

Practical examples, working on case studies, and exchanging experience with peers and experts from academia and practice all contribute towards your learning success on this intensive certificate program! In our unique learning environment, we will prepare you for the major challenges in market and competitor observation.

You will also benefit from our many years of training experience and the teaching excellence of our faculty team!

This brochure provides an initial overview of our offering. Do not hesitate to contact us with any questions you may have — we will be happy to advise you on which courses are most suitable for you and how to get the best value out of our training!



Rainer Michaeli
Director
Institute for Competitive Intelligence

WHY SHOULD YOU STUDY ON OUR COMPETITIVE INTELLIGENCE CERTIFICATE PROGRAM?

Competitive/market Intelligence is rarely taught at universities or business schools and is a difficult subject to learn through self-study or through a trial and error approach. CI is technically based upon different disciplines (e.g. market research, knowledge management, and psychology) as well as application-oriented knowledge gained through practical experience. Therefore the Body of Knowledge (BOK) for competitive intelligence is unique and challenging as it focuses on a wide range of areas and skills.

The competitive intelligence procedure is often compared with medical activity. On the one hand, a successful doctor needs a high degree of basic biological and pharmaceutical knowledge for example, and on the other hand must have extensive experience of treatments and be highly skilled. Only by achieving excellence in all of these areas, are high-quality results expected. The ICI educational program was designed with this specific goal in mind: We train practitioners who wish to gain the application experience required to achieve competitive intelligence excellence, based upon sound expert knowledge.

The challenging program developed by the ICI accommodates the flexibility that is required by its professional participants. Your training success is achieved through a combination of physical attendance at workshops, home study, and by applying what you have learned to your own work environment.

Take part in our internationally recognized certificate program and gain a valuable, sustainable qualification proving your competences and skills!



What is Competitive Intelligence?

«Competitive Intelligence» (CI) can be described as a systematic process of information retrieval and analysis, in which fragmented (raw) information on markets, competitors, and technologies can be transformed into a vivid understanding of the corporate environment for the decision maker. Market intelligence is used synonymously. Topics are usually future-oriented statements on competitive positioning, intentions, and strategies.

Obviously, intelligence is of immediate particular importance for tasks concerning strategy or corporate development. In numerous other corporate divisions, knowledge of competitive/market intelligence can also be used to support tactical decisions.

12 REASONS TO JOIN OUR CERTIFICATE PROGRAMS

1

UNCOMPROMISED QUALITY AND PRACTICAL APPLICATION

All our modules are linked in terms of their content and are continually reviewed by an international advisory board to make sure they are relevant and up-to-date. You will be given detailed workshop documentation, work templates, checklists, and reading lists that make it easier for you to directly apply the methods you have learned to your everyday working life. Thousands of satisfied participants have taken part in the ICI workshops over the last ten years.

2

CASE STUDY METHODOLOGY OFFERS PRACTICAL RELEVANCE

Through our case study methodology, find out about a wide range of sectors and solution approaches in real-life situations. Some of these case studies have been developed by the ICI, while others come from leading business schools and universities.

3

ALUMNI NETWORK

Become part of the unique network of ICI alumni. Join our ICI LinkedIn Group, where members share experience and benefit from networking opportunities. This alumni network contains exclusive information on current CI topics as well as a discussion forum.

4

UNIQUE LEARNING ENVIRONMENT

Proprietary learning methods, interactive workshops, role play, tasks for preparation and follow up (assignments), computer simulations, group work, and supervised preparation of a case study (for CPCI participants only) guarantee an intensive and diverse learning environment for typical CI issues.

5

FLEXIBILITY

You decide when to attend which course. In the first instance you might start by choosing to attend individual courses according to your availability and decide to obtain certification at a later point in time. All courses are independent, and as such are valuable assets in their own right.

6

CERTIFICATION

All ICI certificates meet the internationally recognized standards of the Body of Knowledge (BOK) of Strategic and Competitive Intelligence Professionals (SCIP).

7

INTERNATIONAL

The ICI offers all its workshops in English and German, while some are also available in French and Spanish. The international case studies are in English. Choose which workshops you wish to attend, where, when, and in which language! In addition to your specialist training, you will also gain valuable international experience and intercultural skills.

8

MANAGEABLE WORKSHOP SIZES

The maximum number of participants for each workshop is limited to 15. This way we can ensure that the discussions are intense.

9

UP-TO-DATE COURSE CONTENTS

The ICI operates an international Competitive Intelligence Research Center (CIRC), which makes sure that the course contents remain up-to-date and relevant by taking part in research projects and organizing conferences. We consider ourselves to be the “think tank” of the CI discipline.

10

OPTIMAL COST-BENEFIT RATIO

The ICI is proud to be able to offer its elite training program with an exceptional price – performance ratio!

11

PRIVATELY MANAGED — INDEPENDENT OF MANUFACTURERS

Founded in 2004, the ICI is privately owned and is independent of any manufacturers, associations, or other organizations. We focus exclusively upon delivering competitive intelligence training, which we do so with passion!

12

FACULTY

The institute incorporates over 30 trainers from 12 countries who are recognized experts from academia and practice. Benefit from their professional experience in a wide range of industries, functions, and regions.

OUR CERTIFICATE PROGRAMS

The Institute for Competitive Intelligence has developed seven certificates for highly qualified professionals to master the core competencies of the demanding competitive intelligence profession and employ them directly in their businesses. As illustrated in the matrix below, our CPCI certificate programs are based on 28 workshop days, organized into 22 workshop modules.

In addition we have developed a special 3-day executive program, designed for managers who need to make investment decisions about intelligence infrastructure and/or are at the receiving end of the competitive intelligence pipeline.

Participants can choose if they want to sit an exam in order to receive a certification diploma or if they just want to attend the courses.

FROM SINGLE WORKSHOPS THROUGH TO COMPLETE CERTIFICATION

You can book any workshop as a standalone module. Over time you might want to add more workshops until you have attended all the workshops for a certificate program, after which you can simply register for the exam. We are happy to give you advice on the different options that are available to you.

CPCI CERTIFICATE PROGRAMS

Fundamental Workshops

- ICI-1 Competitive Intelligence Basics
- ICI-2 Personal Efficiency Training
- ICI-3 Reporting
- ICI-4 Open Source Intelligence
- ICI-5 Primary Research (HUMINT)
- ICI-6 Fundamental CI Analysis Methods
- ICI-7 Case Challenge

Fundamental Competitive Intelligence Exam

Advanced Workshops

- ICI-25 Social Media Monitoring & Analysis
- ICI-20 Trade Show & Event Intelligence
- ICI-35 Patent & Intellectual Property
- ICI-38 Knowledge Management to Improve CI
- ICI-22 Scenario Techniques
- ICI-26 Psychology of Intelligence Analysis
- ICI-28 Financial Analysis
- ICI-32 Early Warning Systems
- ICI-21 Analysis of Competitor Strategies
- ICI-30 Business War Gaming
- ICI-31 Market Analysis
- ICI-33 Dynamic Competitive Strategies

Competitive Intelligence Research Exam

- ICI-24 Operation of an In-house CI Center
- ICI-27 Competitive Technical Intelligence
- ICI-34 Counter Intelligence
- ICI-37 Critical and Creative Thinking

Competitive Strategy Exam

- ICI-36 Information Warfare
- ICI-23 Competitive Intelligence Management Exam
- CPCI Case Study Write-Up
- CPCI Exam (written and oral)

	Fundamental Certificate in Competitive Intelligence - FCCI	Competitive Intelligence Research	Competitive Intelligence Analysis	Competitive Strategy	Competitive Intelligence Management	Certificate of Proficiency in Competitive Intelligence - CPCI
Fundamental Workshops						
ICI-1 Competitive Intelligence Basics	█					█
ICI-2 Personal Efficiency Training	█					█
ICI-3 Reporting	█					█
ICI-4 Open Source Intelligence	█					█
ICI-5 Primary Research (HUMINT)	█					█
ICI-6 Fundamental CI Analysis Methods	█					█
ICI-7 Case Challenge	█					█
Fundamental Competitive Intelligence Exam						
Advanced Workshops						
ICI-25 Social Media Monitoring & Analysis		█				█
ICI-20 Trade Show & Event Intelligence		█				█
ICI-35 Patent & Intellectual Property		█				█
ICI-38 Knowledge Management to Improve CI		█				█
Competitive Intelligence Research Exam						
ICI-22 Scenario Techniques			█			█
ICI-26 Psychology of Intelligence Analysis			█			█
ICI-28 Financial Analysis			█			█
ICI-32 Early Warning Systems			█			█
Competitive Intelligence Analysis Exam						
ICI-21 Analysis of Competitor Strategies				█		█
ICI-30 Business War Gaming				█		█
ICI-31 Market Analysis				█		█
ICI-33 Dynamic Competitive Strategies				█		█
Competitive Strategy Exam						
ICI-24 Operation of an In-house CI Center					█	█
ICI-27 Competitive Technical Intelligence					█	█
ICI-34 Counter Intelligence					█	█
ICI-37 Critical and Creative Thinking					█	█
ICI-36 Information Warfare					█	█
Competitive Intelligence Management Exam						
CPCI Case Study Write-Up						█
CPCI Exam (written and oral)						█

“NINETEEN WORKSHOP DAYS, A SIGNIFICANT AMOUNT OF MANDATORY READING AND A THRILLING FINAL EXAM WERE ALL A CHALLENGE TO A FULL-TIME WORKING PROFESSIONAL. NEVERTHELESS, THE EFFORT WAS JUSTIFIED BY THE EXTENSIVE LEARNING. 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 APPRECIATED THE PROFESSIONALISM OF THE ICI'S FACULTY MEMBERS AND THEIR SUPERB BLEND OF THEORETICAL CONCEPTS AND HANDS-ON EXPERTISE.”

APU GOSALIA, FUCHS PETROLUB AG, GERMANY

MISCELLANEOUS

Exemption from Workshops

If a candidate can prove expertise in a certain subject area, he/she might be exempted from attending the related course(s). Make sure that you address this issue prior to enrollment.

Languages of Instruction

All our workshops are available in English and German, while some are also available in French and Spanish. We deliver training on 4 continents, in 9 countries, and in 15 cities. No other organization runs more competitive intelligence workshops each year than we do! Check out our website to see which workshops will be taking place in your area.

Participation Requirements

Ideally, you should have at least two years work experience and either be employed as a CI professional or aspire to become one. Many of our attendees already work as market researchers, in business development, or as in-house consultants, but have not received any specific CI training. Our certificate programs will enable you to expand your skills, while opening up new career opportunities. All participants should have the ability to work with English language business case studies.

Prerequisite

All ICI participants need to work with English language case studies. For all advanced certificates a basic understanding of Competitive Intelligence practice, as taught in ICI-1 is mandatory.

Application

Contact us to receive an application pack. The application process is designed to make sure that our participants receive high-quality education that fully meets with their expectations.

Who Should Attend?

Competitive intelligence and market intelligence professionals, information managers, industry and business analysts, business developers, market researchers, and experts in related fields, assistants to CEOs, consultants, product/service managers, CI managers, security and counter intelligence professionals.

Need Information on Workshop Agendas?

For a detailed description of all our workshops, visit www.competitive-intelligence.com.

Workshop Fees/Upcoming Dates

Please check out our website for a list of all the scheduled workshops, programs, and related fees.



OVERVIEW OF THE ICI COMPETITIVE INTELLIGENCE

	Assignments	Exam
Fundamental Certificate in Competitive Intelligence – FCCI™	3	Written This 10-day program incorporates the basic tools and techniques for CI professionals. It is the ideal fast-track program for beginners and those wishing to refresh their skills. After these workshops, participants will be able to conduct CI projects and contribute towards complex CI operations.
Certificate in Competitive Intelligence Research – CCIR	2	Written This 4-day program is designed for those who want to deepen their knowledge of research approaches. Master the specifics of advanced research through events, social media, patents, and intellectual property. Leverage the principles of knowledge management to enhance information retrieval through communities of practice.
Certificate in Competitive Intelligence Analysis – CCIA	2	Written This 4-day program offers total immersion in analysis methodologies and advanced analysis techniques. Master the development of scenarios, design and operate early warning systems, and learn how to analyze competitors' financial statements. By applying knowledge from the "Psychology of Intelligence Analysis" workshop you will improve the quality of your intelligence results.
Certificate in Competitive Intelligence Management – CCIM	2	Written Learn all the essentials for operating a CI center. This 5-day program will bring you up to speed with the design and management of competitive intelligence units. Enjoy advanced topics such as information warfare, technical intelligence, and counter intelligence. Managing intelligence means being able to conduct creative and critical-thinking workshops. With all these courses under your belt, you will be ready to establish and efficiently manage Competitive Intelligence Centers.
Certificate in Competitive Strategy – CCS	2	Written Learn about the insights of strategy analysis and development in 5 days! You will be trained to analyze hard-to-crack competitor strategies and to develop dynamic competitive strategies for your own products and company. Assess markets and utilize war gaming methodology to generate insights and formulate winning initiatives.
Certificate of Proficiency in Competitive Intelligence – CPCI		Written and oral Comprises the certificates FCCI, CCIR, CCIA, CCS, CCIM, and an additional case study write-up.
Certificate in Strategic Competitive Intelligence – CSCI	2	Case presentation What's in it for you as a manager? On our 3-day intense certificate program, learn about the potential benefits and costs of strategic competitive intelligence. After completing this training program, participants will be able to decide about investments and infrastructure for strategic intelligence. Return to your company with inspiration, motivation, and know-how about relevant intelligence methodologies.

FUNDAMENTAL CERTIFICATE IN COMPETITIVE INTELLIGENCE - FCCI™

PROVEN COMPETITIVE INTELLIGENCE BASICS

This fundamental certificate program is designed for those who are new to the field of Competitive Intelligence. In this uniquely drafted workshop series, experts in the field provide training on systematic and proven competitive intelligence approaches. Candidates will be able to enhance their level of productivity and master challenging CI projects. One day of the program is dedicated to personal efficiency — a unique workshop bringing you up to speed with the specifics of the intelligence discipline. A final case challenge day will serve as an integrating module where you have to prove your level of expertise.



Competitive Intelligence Basics Workshop (ICI-1):

To position your business strategically and keep ahead of your competitors, you need to anticipate their next moves and have a clear understanding of the competitive and market situation. Strategic, corporate decisions must be based on credible intelligence. This 2-day workshop covers the fundamentals for conducting competitive intelligence research, using analytical tools, and harnessing the value of information.

Open Source Intelligence (ICI-4):

This workshop will provide you with an overview of the principles of research (Internet, online databases, social media), from determining the research issue to presenting the results. You will learn how to obtain focused, comprehensive, and thorough results by effectively planning and conducting secondary research.

Personal Efficiency Training for CI Professionals (ICI-2):

To effectively leverage the theories and concepts of the intelligence discipline, personal effectiveness, professionalism, and organizational skills are key. This one-day intensive development workshop will help you to review your working practices and enhance these all-important skills and competences to support you in your day-to-day work as a CI professional.

Primary Research (ICI-5):

A significant amount of competitive intelligence can be derived from information obtained through human intelligence (HUMINT). Get ready to learn about the many opportunities for collecting valuable information through personal interaction with company employees, competitors, and other individuals within the industry.

Competitive Intelligence Reporting (ICI-3):

This workshop looks at how to successfully implement competitive intelligence reporting within your business. It will provide you with the necessary skills to define and adapt the reporting requirements depending on the intelligence user.

Fundamental Competitive Intelligence Analysis Methods (ICI-6):

Competitive intelligence analysis is a prerequisite for unlocking the value of information and data collected through competitive intelligence research. This workshop focuses on how to master a range of fundamental analysis methods and decide when to apply them.

Case Challenge (ICI-7):

Are you ready to take on a competitive intelligence case challenge? Put your own CI skills and competences to the test during this practical, hands-on workshop and receive feedback on your performance. This workshop is based on an umbrella case study as a means of understanding capabilities and identifying shortfalls in performance, such as in the skill sets covered in the fundamental ICI workshops ICI-1 to ICI-6.

«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.» [...] «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 RECEIVE A CERTIFICATE OUTLINING THE AREAS COVERED BY THE QUALIFICATION.»

PATRICK GERSTLAUER, SAP AG, GERMANY

CERTIFICATE IN COMPETITIVE INTELLIGENCE RESEARCH — CCIR

STAY AHEAD WITH ADVANCED RESEARCH TECHNIQUES

This 4-day certificate program provides practical training in advanced intelligence research methodologies. This intensive training will sharpen your skills and optimize your research processes. Your research toolkit will incorporate the latest know-how in the following fields:

Trade Show and Event Intelligence (ICI-20):

Learn how to generate intelligence from events such as trade shows. This workshop will revise the basic concepts of intelligence planning and execution, then lead you into a field exercise where your assignment will consist of extracting information from specific targets.

Social Media Monitoring & Analysis (ICI-25):

This workshop looks at the importance of social media research for discovering critical intelligence. You will learn how to identify valuable quantitative and qualitative patterns and signals from the digital noise, in order to capitalize on opportunities and avoid risks.

Patents and Intellectual Property (ICI-25):

Patents are a competitive tool that require protection. This workshop looks at the legal and practical issues when researching and defending your company's intellectual property. By analyzing patent filings you will discover key information such as competitors' long-term (technology) strategies, white spots, and deceptive maneuvers.

Knowledge Management to Improve Competitive Intelligence (ICI-38):

Experience better decision making through a structured approach to managing knowledge and intelligence. Create a culture of collaboration and knowledge sharing within your business. Operation and maintenance of intelligence networks is the key success factor to efficient in-depth intelligence research and maintenance of CI operations.

Prerequisites:

ICI-4/ICI-5 or comparable practical experience in primary and secondary research

CERTIFICATE IN COMPETITIVE INTELLIGENCE ANALYSIS — CCIA

ANALYSIS – THE CORE OF COMPETITIVE/ MARKET INTELLIGENCE

Analysis is the crucial step in the production of intelligence – often over-looked or poorly performed. Expand your analytical mind on this exciting and challenging 4-day certificate program. You will learn how to use state-of-the-art analysis tools and techniques to convert information and data into insight and knowledge, i.e. intelligence. Learn to avoid analysis traps and set up processes to ensure high-quality results.

Prerequisites:

Participants should have experience with basic analytical methods, as taught in the ICI's Fundamental Analysis Workshop (ICI-6).

Scenario Techniques (ICI-22):

This workshop looks in depth at fundamental theoretical and practical tools for applying comprehensive scenario techniques. It is hence an effective approach for developing alternative views of potential market and competitive situations. Mastering scenarios will help you to outmaneuver competitors by developing superior business strategies.

Financial Analysis (ICI-28):

Financial analysis is the key to processing and interpreting financial reports as well as other assessments of company viability and company operations. You will learn how to use tools and techniques to interpret, analyze, and evaluate balance sheets, profit & loss statements, and cash flow statements of competitors — a discipline sometimes referred to as forensic financial analysis.

Establishment and Operation of Early Warning Systems (ICI-32):

The timely identification of potential risks and opportunities can be crucial to business success, and in some cases — survival. This workshop covers all the essentials of early detection and warning systems, enabling you to design and implement a suitable system within your organization.

Psychology of Intelligence Analysis (ICI-26):

This workshop looks at the common pitfalls and mistakes that are to be avoided for information collection, intelligence analysis, reporting, and decision making. It will provide you with the tools and techniques to take precautionary measures, avoid mistakes, and obtain reliable competitive intelligence. The ultimate goal of this workshop is that your intelligence analysis results will not be negatively influenced by misinformation, cognitive perception, and bias.

CERTIFICATE IN COMPETITIVE INTELLIGENCE MANAGEMENT — CCIM

Design and Operation of an In-house CI Center (ICI-24):

An in-house competitive intelligence center operates as a hub for the collection, analysis, and distribution of competitive intelligence. It is the nerve center of any dynamic company. Learn how to establish a successful CI center within your business. From the needs assessment to designing deliverables, all aspects of an in-house CI center will be addressed. Once established, you will effectively manage competitive intelligence, supporting real-time decision making and enhancing your company's competitiveness.

Counter Intelligence (ICI-34):

Information is a valuable company asset, and in times of fierce competition businesses need to protect against corporate espionage and other forms of information leakage. This workshop looks at the different forms of threat. You will learn how to implement counter intelligence processes by collecting information and conducting counter intelligence activities.

Competitive Technical Intelligence (ICI-27):

Sound competitive technical intelligence enables companies to identify where technology can deliver a competitive advantage in areas such as marketing, product design, and R&D. The Competitive Technical Intelligence workshop looks at how to monitor the technical environment, identify technological developments, assess the potential of new technologies, and analyze their effect upon the business, customers, and competitors.

Information Warfare (ICI-36):

Information warfare is a strategic approach to communication involving the development of ideas and opinions in order to change behavior within the market environment. The identification and analysis of information can be used to gain an edge over the competition through the formation of opinions that influence customers, suppliers, and industry experts. You will learn about the various models, strategies, and tactics and how to apply them ethically in order to gain competitive advantage.

CONVERT INFORMATION INTO APPLICABLE KNOWLEDGE

This 5-day program provides practical training about setting up and maintaining the infrastructure of competitive intelligence units and competitive intelligence processes. Further to active competitive intelligence operations, company defense mechanisms are addressed through the concepts of counter intelligence and information warfare. The Competitive Technical Intelligence workshop focuses upon technology-oriented product and service management. Finally participants will be trained to excel in the facilitation of creative and critical thinking methodologies – a must for any successful Intelligence Management function.

Critical and Creative Thinking (ICI-37):

In ever-changing and fierce competitive environments, critical thinking is key to out-maneuvering the competition, improving the quality of intelligence analysis, and injecting creativity into problem-solving processes. This workshop will provide you with the necessary professional skills and techniques for generating and testing hypotheses, structuring problems, generating ideas, and thinking out of the box.

Prerequisites:

Participants should have a fair understanding and operational experience of basic intelligence operations as taught on the FCCI program. Participants should be extremely familiar with personal effectiveness topics and personal creativity methods as taught in the workshop ICI-2.

CERTIFICATE IN COMPETITIVE STRATEGY — CCS

SHARPEN YOUR COMPETITIVE STRATEGIC SKILLS

In this 5-day program you will learn how to analyze industries, markets and competitors, enabling you to contribute towards the development, formulation, and implementation of competitive strategies. Learn how to develop business strategies that will surprise and outmaneuver your competitors. Provide decision makers with a strategy-focused perspective on competitors and markets. Learn how to implement Business War Gaming as a strategic decision-making tool.

Market Intelligence (ICI-31):

Market intelligence is essential when evaluating the market attractiveness for new products and services. In order to make fundamental decisions regarding product and service strategy, you must be able to conduct strategic market analyses and derive relevant market intelligence. This workshop will provide you with the necessary professional skills to analyze markets from various perspectives, to support strategy development, and help your business gain competitive advantage.

Development and Implementation of Dynamic Competitive Strategies (ICI-33):

To remain successful in dynamic markets, businesses need to continually monitor and analyze the competitive environment and develop successful competitive strategies. Understanding your company's current position within the market, where you want it to be in the future, and what steps you must take to get there are key to effective strategy formulation. This workshop will guide you through the necessary steps and provide you with the essential skills for developing and optimizing these strategies.

Analysis of Competitor's Strategies (ICI-21):

In order to understand and out-maneuver your competitors, you need to analyze their current and future strategies and activities. The Analysis of Competitor Strategies workshop looks at six key perspectives for analyzing your competitors, including diversification, internationalization, and strategic maneuvering.

Business War Gaming (ICI-30):

Understanding the competitive dynamics and anticipating competitor strategies and maneuvers are key to the future direction of your business. This workshop explores the different war gaming models for performing role play-based simulations of competitor behavior. Learn how to apply this approach in order to prepare your business for the future, make fundamental decisions about your business strategy, and keep ahead of the competition.

Prerequisites:

Participants should have a fair understanding and operational experience of basic intelligence operations as taught on the FCCI program. They should be extremely familiar with business and competitive analysis methodologies as taught in the workshop ICI-6.

CERTIFICATE OF PROFICIENCY IN COMPETITIVE INTELLIGENCE - CPCI™

Excellence in competitive intelligence in theory and practice – this is the motto of the Institute for Competitive Intelligence. This certificate is designed to help you achieve this level of excellence, through the most comprehensive and elite competitive intelligence program in the world.

This challenging and inspiring certificate program will support you as you evolve from being a competitive intelligence beginner to a competitive intelligence professional.

The CPCI comprises the following ICI certificates:

- Fundamental Certificate in Competitive Intelligence – FCCI™
- Certificate in Competitive Intelligence Research – CCIR
- Certificate in Competitive Intelligence Analysis – CCIA
- Certificate in Competitive Strategy – CCS
- Certificate in Competitive Intelligence Management – CCIM

As part of these modules, students are required to submit eleven assignments, pass one written exam, and one oral exam. They must also submit a supervised case study. Candidates who have attended any of the certificate programs listed above can easily upgrade to study for the CPCI certificate!

CERTIFICATE IN STRATEGIC COMPETITIVE INTELLIGENCE FOR MANAGERS

Deciding Where and When CI Will Make a Difference

Our 3-day intensive certificate in strategic competitive intelligence was designed for managers and decision makers who decide upon when and where the company will invest in intelligence, as well as those who are at the receiving end of intelligence generation. After completing this training program, participants will have a fundamental understanding of the costs, benefits, and organizational issues associated with efficient CI operations.

Agenda Highlights

- What to expect from strategic competitive intelligence: myths and reality.
- Ethics in intelligence generation: creating a guideline for the ethical collection and processing of competitive information.
- Tools and techniques for strategic minds: war gaming, benchmarking, scenarios, risk analysis, competitor strategies analysis, battle cards, and strategic market intelligence.
- How to get your CI team up and running: CI processes and infrastructure.
- How to deal with the bad guys: information warfare and counter intelligence.
- How to improve your competitive intelligence: creative and critical thinking.
- Outmaneuver, outsmart, and outwit your competitors: development of dynamic competitive strategies.

Participants work together in small teams on assignments during the day and also in the evenings. The mandatory pre-workshop dinner provides the setting for the initial briefing on the training program and gives all the course participants the opportunity to get to know each other.

Prerequisite

Attendees should hold at least a middle management position and/or have P&L responsibility.

FACULTY

Our lecturers are practitioners and leading experts in their fields. They convey proven Competitive Intelligence methods and the corresponding implementation know-how. Knowledge that will make you indispensable to your business.



“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.”

RUTURAJ KALAGATE, ATOS, INDIA

PARTIAL LISTING OF PARTICIPANTS' COMPANIES

Accedo Communication
 Acconia
 Actelion
 Aesculap
 Akzo Nobel Industrial Chemicals
 Alcatel Lucent
 Allianz
 Allied Vision Technologies
 Altana Pharma
 Andalusian Innovation and Development Agency
 Annalise Market Intelligence
 AMI
 AMGEN
 Arvato Systems
 Astra Zeneca
 Atos Worldline
 Audi
 Axpo Vertrieb
 B.A.D.
 BASF
 Bayer
 BBT Termotechnik
 BBE Retail Experts
 Belron International
 BDO Stoy Hayward
 BIOTRONIK
 BMW
 Boeing
 Boehringer Ingelheim
 Böllhoff Verbindungstechnik
 Bosch Rexroth
 Bosch Solar Energy
 Brose Fahrzeugteile
 BIOTRONIK
 BMW
 Boeing
 Boehringer Ingelheim
 Böllhoff Verbindungstechnik
 Bosch Rexroth
 Bosch Solar Energy
 Brose Fahrzeugteile
 Brunnenverwaltung König
 BSRIA
 BYK Chemie
 Baker Hughes
 CAI/SISCO
 Capgemini
 Carglass BeLux
 Carlsberg Breweries
 Carl Zeiss
 CAT – Cambridge Antibody Technology
 Caterpillar Paving Products
 Centocor
 CESAR
 CGG Veritas
 Charles University
 Cheers Interactive India
 Cheminova
 Chiesi Farmaceutici
 Ciba Lampertheim
 CID Consulting
 cki.kommunikationsmanagement
 CMC Markets
 Collcon
 Commerzbank
 Complexium
 Continental
 Control Risks
 Croatia Institute of Technology
 CTcon
 C. deus consulting
 DaimlerChrysler
 Degussa
 DuPont
 Doosan Babcock Energy
 Danone
 DSM NBD
 Deutsche Bank
 Deutsche Börse Systems
 Dow Jones / STOXX
 Dresdner Bank
 Dachser
 Lufthansa
 DFS Deutsche Flugsicherung
 Dassault Systems
 Dolmar
 Doncasters Group
 Dräger Safety
 Depomed
 Diakonisches Werk
 DSM Pharmaceutical Products
 Deutsche Telekom
 Debio Recherche Pharmaceutique

Deloitte & Touche
 Deutsche Messe
 Deutsche Post World Net Business Consulting
 DATEV
 Digimind
 Diakonisches Werk
 Eastman Chemical Company
 Evonik Degussa
 Eckart
 E.ON Ruhrgas
 E Wie Einfach
 Ecclesiastical Insurance Office
 Eurex Frankfurt
 EADS
 EltagDatamat
 Essilor International
 Evonik Industries
 Exonhit Therapeutics
 Ericsson India Global Services
 Etihad Etisalat – Mobily
 Egypt Foreign Trade Training Centre
 ELM
 Ernst & Young
 Esmerk
 Feurecia
 Feinguß Blank
 Festo AG
 Fischerwerke GmbH
 Fuchs Petrolub
 Fresenius
 Fujitsu Siemens Computers
 Fink Secure Communication
 FIZ Karlsruhe
 Fraunhofer Gesellschaft (IFF)
 Georg Fischer Automotive
 Germanischer Lloyd
 GrenkeLeasing
 GEA
 General Dynamics
 Glen Dimplex
 GN Resound
 GRUNDFOS Management A/S
 Galderma
 Gruenthal
 Guerbet
 GE
 German Armed Forces
 Gemalto
 Gas Natural Fenosa
 Hypercom
 Haselmeier
 Hella
 Halcrow Group
 Henkel
 Humana
 Harley Davidson
 Hauni Maschinenbau
 Heidelberger Druckmaschinen
 HIMA Paul Hildebrandt
 Hundmann Advanced Materials
 H. Lundbeck
 Haupt Pharma
 HP Enterprise Services
 Halcrow Group
 Heraeus Materials Technology
 Hermes & Friends
 Horváth & Partner
 Helsinki Metropolia University
 Infineum UK
 Imperial Tobacco
 IKK Sachsen-Anhalt
 IMI Norgren
 IHS Global
 Infoline
 Innofact
 Intelligit
 Interbrand Zintzmeyer & Lux
 IB International Bacculaureate
 Intrum Justitia
 IRN Research
 I.C.O.C.I.
 I.S.I.S.
 Instituto Tecnológico del Calzado y Conexas
 JohnsonDiversey
 Julius Bär Investment

Jeppesen
 Jannssen-Cilag
 Kemlin Health
 Kline & Company
 KnowledgeAgent
 KWS SAAT AG
 Kärcher
 KION Material Holding
 Klüber Lubrication
 Kolbenschmidt Pierburg
 KSB AG
 Lanxess
 Lockheed Martin Space Systems
 Company
 Lurgi
 LifeLabs Medical Laboratory Services
 Lilly France
 Leibniz-Institut für Polymerforschung
 Lohstroh Marketing
 LexisNexis
 Limagrain Service Holding
 Mahle International
 MAC Carpet
 McDonalds
 MAN Truck & Bus AG
 MANN&HUMMEL
 Maschinenfabrik Reinhausen
 MB-Technology
 MIV Metalska Industrija Varazdin
 MTU
 MYLLYKOSKI SALES
 Medtronic
 Merck
 Merz Pharma
 Mobilkom Austria
 Mobily
 Motorola Solutions
 mBrain
 MAFCO Business Intelligence
 Mager & Partner
 MANFRED FINK Security Consulting
 Market Vision
 Mary Kay
 Medical relations
 Metro AG
 Ministry of Industry and Trade (CZ)
 Neugart
 Nestlé Nutrition
 Nestlé SA
 Northrop Grumman
 N.V. Bekaert
 Nycomed
 Novartis Pharma
 Nagravision
 NetApp
 OEKB
 OMRON Europe
 Oracle
 Orga Systems
 Purac
 Philip Morris
 Petrobras
 Panasonic
 Parker Hannifin
 Philips International
 Phoenix Solar
 Pari
 Pfizer Pharma
 Phadia
 Project Management Institute
 PTS München
 Renault
 Robert Bosch
 REpower Systems
 RWE
 Research in Motion UK
 Rheinmetall Waffe Munition
 Rijk Zwaan Welver
 Rittal
 Rockwell Automation
 Rohde & Schwarz
 Rolls Royce
 Ratiopharm
 Roche
 Randstad

Ravensbourne Consulting
 Reed Exhibitions
 Rennes International School of Business
 RTI International
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 SV Versicherungen
 SWL BKK
 Sandoz
 Sankyo-Pharma
 Seven Trent Water
 Shell Global Solutions
 Staitoil
 Sanofi-Aventis
 Schering
 Smiths Medical
 Solvay Pharmaceuticals
 St. Jude Medica
 Sri Lanka Telekom PLC
 sunrise TDC
 Swisscom
 Suez Cement
 Salama Fikira
 Saltigo
 Serco
 Spiegel Institut Mannheim
 Steinbeis
 SVP
 TMD Friction Services
 Ticona
 Tronox Pigments Services
 Tecan Trading
 The National Gas Company
 of Trinidad and Tobago
 Testo
 Tognum
 Topcon Europe Positioning
 TRILUX
 TeleAtlas Deutschland
 T-Systems Enterprise Services
 The Sustainable Synergies Group
 Therensis Associates
 TJ Research Associates
 TNS Infratest Holding
 Transylvania Investigations Service
 TÜV Nord
 Unilever
 UBS AG
 Union Asset Management Holding
 Uhlmann Pac-Systeme
 Umicore
 Unison Resource Group
 Universitas Negeri Manado
 Universität Paderborn
 University of Teesside
 USTV University Sud Toulon Var
 Valeo Service
 VR-LEASING
 Vaillant
 Viessmann Werke
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 vip mobile
 Vodafone
 Vector Informatik
 Wacker Specialities
 Wintershall
 Wallenius Wilhelmsen Logistics
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 Wittenstein
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 World Intellectual Property Organization
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TERESA LEHOVD, WALLENIOUS WILHELMSEN LOGISTICS, NORWAY



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