

Executive Program

Competitive Intelligence and Data-Driven Decision Making

In an increasingly volatile, uncertain, complex and ambiguous world - V.U.C.A. - successfully navigating the competitive environment is increasingly difficult. The amount of information available (BIG DATA), as well as misinformation (FAKE NEWS) grow exponentially making decision-making and developing strategies difficult. Top management thus needs actionable insights to support decision-making and execution, with the aim of increasing the overall performance of the company, in the present and in the future. This program addresses these challenges in an integrated manner, covering all functional areas and at various organizational levels.

The main objective of Executive Program in Competitive Intelligence and Data-Driven Decision Making is to increase the strategic competitiveness of Portuguese companies. This can only be achieved through the superior preparation of the top management - C-Suite - and their functional areas to deal with a current and future decision context, which is characterized by volatility, uncertainty, complexity and increasing ambiguity. Executives and their companies will be equipped with critical skills in data-driven decision-making, through the transformation of data into actionable insights and the development of successful competitive strategies.

Objectives

- Understanding what is actionable Insights-based Decision Making Is (Competitive Intelligence);
- Develop the ability to analyze data and information from the competitive environment in a structured way, either with traditional methodologies or with Data Science / Artificial Intelligence;
- Development of winning competitive strategy at the level of the company, its business and functional areas;
- Application of the Competitive Strategy in support of Digital Transformation;
- Application of competitive strategy in present decision making (through insights) and in the future (through Foresight and Scenario Planning).

Who is it for?

The recipients of this program are the management staff, with responsibility for strategic decision-making, as well as the intermediate staff who support strategic and tactical decision-making, and who aspire to a successful leadership role in organizations. Managers who make business decisions and who want to increase their professional impact, as well as that of the company they represent, will have in this program an essential development base. Business analysts, Data Scientists and Information Technology professionals have in this program the opportunity to complement their skills to be able to aspire to a management function or business strategy. The models and tools presented can be applied from multinationals (MNEs) to small and medium-sized companies (SMEs).

Program

The structure of this program aims to adjust to the reality of companies through the frequency of different modules that address different needs and with different practical results. It is advisable to frequency the various modules in the order they were developed, and this does not limit the frequency of modules in a loose way to bridge knowledge gaps (except Module 5).

Face to Face Version 1 day, 8 hours (9 a.m. to 6 p.m.)

Online Version 4 sessions of 2 hours (9 a.m. to 11 a.m. or 5 p.m. to 7 p.m.)

Module 1 | Data-Driven Decision Making (8H)

This module addresses the basics of Decision Making. In particular, how company and executive performance can be improved through Decision Making supported by actionable data, information and insights (Intelligence). The current Decision-Making context will be analyzed and discussed, as well as the concepts of vuca world, Black Swans, Industry Change Engines and Strategic relevant. The impacts will be identified and dismantled for further resolution through Competitive Strategy and Competitive Intelligence.

Cognitive Bias and Analysis will be addressed in detail in the sense of creating self-awareness for errors of judgment, and elimination of blindspots that we are normally victims of in decision making. The identification of competitive intelligence needs will be addressed through the implementation of a specific Framework for this purpose (Issue Analysis).

- Decision-Making Context;
- Industry Change Drivers;
- Impacts on Decision Making;
- Competitive Intelligence Concepts;
- Analysis;
- Cognitive Bias;
- Blindspots;
- Issue Analysis + Must-Win Battles.

Module 3 | Competitive & Intel Analysis (8H)

This module focuses on the analysis of data and critical information for through Systematic Thinking (Systems Thinking) and based on techniques, tools, and Frameworks to reach the insights that allow an Informed Decision Making and design of successful strategies in the market. These artifacts will be shared and put into practice through practical exercises using real data and information (information from the participants' companies may be used in the case of being mono company). The result of this module is the insights that will be triggered by the analyst or decision-makers in short- or long-term decision-making depending on the KIT/KIQ in question. The depth of insights ranges from the company's Strategy to Social Media.

- Intelligence Funnel© - proprietary methodology (Exercise);
- SWOT / TOWS (Exercise);
- Generic Strategies and Positioning Clock (Case Study);
- Marketing Communications Decision Model (Exercise);
- Digital Brand Architecture – (Exercise);
- Marketing Metrics;
- Advertising Media and Web Metrics (Demo);
- Social Media Analytics (Case Study).

Module 2 | KITs, OSINT and HUMINT (8H)

This module builds on identifying CI needs by identifying which topics should be monitored (KITs), as well as the key questions that the CI will have to answer (KIQs). To this end, the main techniques for collecting secondary information in open sources (OSINT) as well as in human or primary sources (HUMINT) will be presented. Highlight that these two data collection disciplines are extremely relevant to the effectiveness and efficiency of any professional, at any role, hierarchical level, in any industry. The ability to find the necessary information and structure to later be used is fundamental in an information overload world. On the other hand, the ability to "read" the nonverbal language of colleagues, customers, consumers, etc. translates into an increase in Emotional Intelligence, critical to personal and professional success.

- OSINT
 - Collecting Digital Information (Boolean Operators);
 - Main information collection platform on the Web;
 - Social Web Listening;
- HUMINT;
 - Interview and Elicitation Techniques;
 - Non-Verbal Intelligence / Body Language;
- Information structuring and noise reduction;
- CI System (CI, Business, Marketing, and Personal/Professional Information System).

Module 4 | Intelligence Communication (8h)

The best and most correct insights of nothing do if they do not reach the right decision-making, at the right time, and clearly. This module focuses on the dissemination and communication of insights through the development of the correct handovers, in the correct form and preference of the decision-taker. Concepts such as Data Storytelling and Design Thinking will be addressed here as enhancers of effective communication in Competitive Intelligence, and that obviously applies to other business areas. It is thus a core competence in today's business world where the ability to pay attention (span) is getting smaller and smaller. The practical part is based on Role Play, simulation and a pitch based on the development of a Competitor Profile.

- Presenting to Win / Data Storytelling;
- Visual Thinking;
- Intelligence Elevator Pitch;
- Design Thinking;
- Competitor Profiling (from the company's strategy to marketing and communication).

Module 5A | Business War Game (8h) - the frequency of previous modules is mandatory.

A Business War Game is a strategic simulation exercise where the cross-impacts of the various economic agents are taken into account in a given market or situation where decision-making is too important to be done in a purely intuitive way. Examples of these situations are the entry into a new geographic market, launch of a new product, or a new communication campaign to reposition a product or brand. A Business War Game can also serve to confirm (stress-test) the strategy developed at any level.

- Business War Game
 - Concept;
 - Process.
- Business War Game Workshop
 - Development or confirmation of Strategies and Decision Making.

Module 5B | Scenario Planning (8h) - the frequency of previous modules is mandatory.

The only way to predict the future is to build it. Scenario Planning is a process of identifying plausible or impact scenarios that allows organizations to guide themselves to achieve their goals. In the current context, this methodology is critical in anticipating the market and competitors. This module is divided between the sharing of the process as well as its effectiveness in the construction of the scenarios themselves. The result is a set of scenarios that allow the development of successful strategies in the short- and long-term.

- Scenario Planning
 - Concept;
 - Process.
- Scenario Planning & Strategic Foresight Workshop
 - Development of scenarios and identification of strategies and decisions necessary for short- and long-term success.

Module 5C | CI System Set-up (8h) - the frequency of previous modules is mandatory.

This module focuses on the implementation of a Competitive Intelligence system. It serves as an integrative summary (wrap-up) of modules 1-4. They will be shared with best practices as well as the framework for implementing an IC System that will allow the establishing of a world-class function. Highlight that the instructor of this module has long experience in the practical implementation of these functions, both on the company side and on the consultant side, in some of the largest national and international top20 companies in Forbes. This allows participants to shorten implementation time and a base with future development potential, avoiding unnecessary costs.

- CI System Roadmap;
- The Good the Bad and the Ugly;
- Sharing Challenges and Best Practices;
- Tips and advice.

Module 5D | Data Visualization (8h) - the frequency of previous modules is mandatory.

The main objective of the module is to make known the decision support capacities enhanced by the use of Business Intelligence platforms and to support the construction of dashboards that respond to the specific needs of the course participants.

- Understand the Business Intelligence process;
- Understand the role of analytical applications, monitoring the performance of organizations and visualization tools in the process of Information Discovery and Storytelling with Data;
- Identify and build the key indicators of analytical applications in an organizational context;
- Design dashboards that support the storytelling of relevant information for decision making (in PowerBI).

Module 5E | Data Science (8h) - the frequency of previous modules is mandatory.

Companies are increasingly inundated with data collected automatically and often in real time through an increasing number of channels. These data potentially provide managers with the ability to better understand their customers, allowing them to define strategies to maximize business opportunities. In this context, understanding the Big Data phenomenon is fundamental for all managers and decision makers. A solid understanding of what it means, its implications and its potential gains, makes it feasible to define a strategy that enhances the benefits of Big Data.

In this session we will analyze how the future of these investments is linked to their capacity to generate value, therefore, a pragmatic approach in their use, insertion in the organization and evaluation of their contribution to the business is essential.

- Introduction to Big Data;
- Processes and People;
- Big Data Technologies and Methods;
- Case Studies;
- The Role of Big Data in Innovation;
- Big Data Implications.

Certificate of Advanced Training

Participation in the course awarded all participants an advanced training certificate from the NOVA Information Management School of the Universidade Nova de Lisboa.

Testimonial



Cam Mackey | Executive Director for SCIP

Despite being surrounded by data and armed with almost limitless computing power, the role of human judgment in making strategic decisions has never been more important. By bridging the science of data analytics with the art of competitive intelligence, this course will enable participants to make decisions impacting strategy and performance with greater confidence. As the leading non-profit community for competitive intelligence professionals, SCIP is pleased to support this exciting new training program.

Teaching Staff



Luís Madureira | Program Coordinator and Instructor

Luis Madureira is an Adjunct Professor in the PG of Intelligence and Security Management since 2014. He is Managing Partner and Founder of ÜBERBRANDS, a strategic consultancy boutique which helps organisations successfully navigate their competitive environment. Previously the Global Competitive Intelligence Practice Lead for Ogilvy Consulting, he possesses a vast experience in Consulting and FMCG - Diageo, Coca-Cola, PepsiCo, Red Bull, United Coffee, and Heineken. He has held leadership roles in Intelligence, Strategy, Marketing, and Sales, both locally and globally.

Awarded the CI Fellowship, the highest recognition in CI by The Council of CI Fellows. He chairs the SCIP Portugal Chapter and lectures and teaches internationally. Author of SMINT, the first CI approach in real-time, and INNOVaction, an end-to-end innovation program. Graduated from NOVA SBE in Economics and is CIP-I & II accredited by ACI. PhD Student at NOVA IMS in Information Management - Information and Decision Systems.

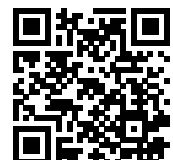
Contacts

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Learn more at:
www.novaims.unl.pt/CIDDDM



1st Edition