



Outward Insights is a strategy and competitive intelligence consulting firm that provides the skills, tools and counsel that clients require to anticipate external threats, identify business opportunities and develop strategies to achieve a leadership position.

Comprised entirely of senior practitioners, our consultants were groomed at the world's leading consulting and intelligence organizations and provide expert counsel to a number of Pharmaceutical, Healthcare, Technology and Financial Services companies.

Our strength is in teaching clients how to build their own competitive intelligence and strategy capabilities in order to anticipate emerging threats and opportunities and then develop competitive strategies to conquer both.

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Competitive Intelligence Training & Education

You've mastered the CI basics, but how do you take your skills to the next level - or build shared practices across your CI team?

PUBLIC EDUCATION COURSES ARE HELPFUL if you're seeking an introduction to CI, but are insufficient if you plan to use CI as a strategic business tool. For the more experienced practitioner looking to expand his/her knowledge base, we offer on-site training in all facets of CI. Highly customized to address your most pressing issues, the sessions apply our best practices expertise to your business challenges and ultimate CI deliverables.

Cost-effective, particularly for multiple participants, our courses enable your CI practitioners to learn new skills, develop a shared tool kit, and build expertise around a common specialty. They are also an excellent way to educate your key internal customers and contributors who lack the time, inclination and budget to pursue off-site CI training.

All of our instructors are experienced consultants and practitioners, not third-party researchers, who have led corporate CI and strategy functions and understand the demands of running a top-notch operation. Our utilization of CI best practices assures that you are learning the most current tools and techniques many of which have been proven in some of the world's leading companies.

We offer training in all facets of competitive intelligence and can customize a course that is right for you. Following are sample presentations:

Executive Workshop: Obtaining and Using Competitive Intelligence

Aimed at senior intelligence consumers, this highly interactive seminar explores the major components of competitive intelligence systems and how they can be utilized to make smarter, more strategic business decisions. This course is an excellent way to build awareness among senior executives for a new or growing CI practice so that it

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remains strategic and decision-relevant.

Primary-Source Intelligence Collection

For your CI effort to succeed, you need access to insider-information that is too new, or too important, to appear in print. Gathering primary-source intelligence is also critical to the success of any early warning function. This course provides instruction on how to develop and use personal networks and contacts to gather unique, primary-source competitive intelligence. It presents the differences between direct and indirect sources, and provides examples of how to leverage business and personal relationships to gather competitor and market information.

Conference Quarterbacking: Maximizing Your Return on Attendance

Tradeshows and conferences are unrivaled as sources of competitor and market intelligence. Yet, most companies approach them only as a sales event, rather than an opportunity to scrutinize the competition. This course teaches you how to leverage existing tradeshow and conference resources to both gather competitive intelligence and prevent others from learning too much about your company. We will teach you how to use the conference quarterbacking approach to organize and focus your effort and to ensure that vital information is shared with appropriate parties post-show. We will also work with all company attendees to explain how they can derive significant value from this effort.

Intelligence Analysis

Intelligence is only useful if you can act on it. In this course we instruct how to interpret process, synthesize, and draw judgments from collected information. It also includes detailed instructions on using two types of intelligence analysis methodologies: deterministic (SWOT, financials, event and timeline, and others) and probabilistic (scenarios, wargaming, competitor simulations, and others) to generate value-adding conclusions and implications that address CI users' decision-specific needs.

Introduction to Scenario Analysis

In this presentation we take an in-depth look at the scenario analysis technique, an advanced method for analyzing complex or highly uncertain competitive situations. We provide an overview of the technique and examples of its application at leading companies and guidance on when to apply it. Furthermore, we provide a step-by-step review of the process, imbedded with real-life examples and exercises taken from your own set of intelligence needs. The course concludes with an exploration of strategic outcomes and options the technique generates, and how to use this output to strengthen strategic planning.

Introduction to Competitive Wargaming

This course provides an in-depth look at competitive wargaming, with the objective of enabling CI analysts to advocate for and apply the technique as a core strategic planning tool. The course starts with an overview of wargaming, dispelling popular notions about the purpose and application of the technique. It then illustrates several examples of successful wargames with a focus on how outcomes were used to enhance decision-making and reduce risk. The course also provides a step-by-step review of the process, embedded with real-life examples and exercises taken from your own intelligence needs. We conclude

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with a roundtable discussion on how to promulgate the technique within the client's organization and for enlisting senior management support.

Producing Actionable Intelligence Deliverables

The best intelligence in the world is of little use if it is not presented in a manner that makes it credible, compelling and relevant for senior executives. In this course, we will provide hands-on instruction on how to prepare finished intelligence products for delivery to senior-management. Included are both written intelligence deliverables and techniques for intelligence briefings. The course is iterative in its approach, and participants will benefit from the on-site review of their own intelligence deliverables and briefings.

Contact Outward Insights today to learn how we can take your intelligence skills to the next level.



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