



Competitive Intelligence Training 2021-2022



16 Craigweil Close, Stanmore, Middx, HA7 4TR, UK

Tel: +44 20 8954 9121

E-mail: training@marketing-intelligence.co.uk

Web: www.marketing-intelligence.co.uk



AWARE TRAINING

- *Putting the pieces together*

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AWARE TRAINING

- Putting the pieces together

AWARE TRAINING SERVICES

AWARE¹ offers training in all aspects of Marketing and Competitive Intelligence.

All courses are customised according to client needs, so attendees learn what is relevant for them and their industry. This differentiates us from public course providers, although Arthur Weiss, our managing director and principle trainer, regularly leads public training sessions and workshops linked to industry conferences such as those organised by the *Institute for Competitive Intelligence*, the *Special Libraries Association*, *Strategic and Competitive Intelligence Professionals (SCIP)* or at *Websearch Academy* (offered as a pre-conference workshop at the annual *Internet Librarian International Conference*) as well as stand-alone events from major training and conference organisers such as *Frost & Sullivan*, *Marcus Evans*, *BioTrains*, *ChinalInno*, and *VIB Events*



The following sections include draft agendas for a range of AWARE courses. All can be modified, with various elements developed in greater or lesser depth, as required. It is also possible to mix-and-match, taking elements from one course and combining it with others, to create a customised course.

Most of the descriptions focus on competitive intelligence – looking at competitors and the overall competitive environment. Courses can be adapted to have a larger focus on marketing intelligence aspects – key account customer research or market entry strategies for new geographies, for example.



Secondary / Internet Research Training Courses
(see pages 7 & 8)



¹ AWARE is the trading style of AW Marketing (AWARE) Ltd.
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AWARE TRAINING

- Putting the pieces together

AWARE TRAINING SERVICES

Our Background

AWARE started in 1995 as a dedicated CI consultancy specialising in UK based company competitive intelligence research. AWARE's services include:

- Ad-hoc Competitive Intelligence Research
- Competitive Intelligence Training
- Competitor Monitoring
- Competitor Profiles
- Setting up Competitive Intelligence departments
- Web Site Analysis

AWARE is headquartered in NW London. AWARE has two directors and a network of associates with expertise covering a wide variety of marketing and competitive intelligence related topics.

Arthur Weiss

Arthur Weiss is AWARE's managing partner and principal trainer. He founded AWARE in 1995. Between 1984 and 1995 Arthur worked for Dun & Bradstreet Europe – where he served as D&B's European Marketing Information manager responsible for the co-ordination of competitive intelligence activity throughout D&B's European region.

Arthur is an MBA, and Chartered Marketer with the UK's Chartered Institute of Marketing. He has written papers on competitive & marketing intelligence, the Internet, social media and marketing related issues that have appeared in a variety of publications. These included a regular column and feature articles for the Strategic and Competitive Intelligence Professionals *Competitive Intelligence* magazine. Arthur was the General Editor of *Croner's Marketing – A Practical Management Guide* published in 1996, and contributed two chapters - on competitor analysis and on marketing planning and wrote the Corporate Intelligence chapter for the [Palgrave Handbook of Security, Risk and Intelligence](#), published in 2017.

He has lectured on CI and related topics in the UK, USA, Europe, South Africa, China, India, the Middle East and the Far East – and regularly leads training focusing on these subjects. Public lectures have included presentation papers on various aspects of competitive intelligence at

the Institute for Competitive Intelligence annual conferences, the Special Libraries Association conferences and at SCIP Annual and European conferences.

Workshops include:

- two-day workshops on competitive intelligence, held in Shanghai, China; Kuala Lumpur, Malaysia; Jakarta, Indonesia; Mumbai, India; Dubai, UAE; Cape Town, South Africa; and across Europe....
- half and full-day workshops on using the Internet and online information sources for competitive intelligence at SCIP Annual and European conferences; Teldan Info-conference (Tel Aviv); Institute for Competitive Intelligence conferences and several in-house company workshops;
- a merger & acquisition due diligence session at SCIP's Competitive Financial Intelligence conference in Chicago, June 2002;
- a full day workshop on scenario planning as part of the Vision In Business Pharmaceutical Competitive Intelligence Conference held in Geneva in January 2003;
- a three-day workshop on marketing research, held in Dubai in May 2007.

Apart from the above, and in-house training with clients, Arthur is on the faculty of the Institute for Competitive Intelligence (<http://www.competitive-intelligence.com>). He was also on the expert committee for the 2004 and 2005 Online Information Conference, organising the conference sessions on competitive intelligence and has led workshops at De Montfort University and the University of Brighton and taught the Marketing Research module at the University of West London.

Articles and Presentations By AWARE

A list of some of the articles and presentations by AWARE personnel can be found on the AWARE web site at: <https://marketing-intelligence.co.uk/papers>

Further information on AWARE's training (including public courses when offered) and other services can be found at <http://www.marketing-intelligence.co.uk/services/>



C101: Competitive / Marketing Intelligence Theory & Practice

The *Competitive / Marketing Intelligence Theory & Practice* course is an introductory course aimed at people new to CI and MI who need to learn about all aspects of the subject. As a result, it covers a lot of ground but does not go into a lot of depth. It introduces key aspects such as the importance of communication, key intelligence topics (KITs), the business environment, competitor profile construction, the intelligence cycle, etc. It also covers techniques such as Porter 5-Forces and SWOT analysis.

As with all AWARE courses, agendas and content are flexible, and tailored to the organisation's needs. Where feasible, examples reflect actual situations faced and exercises look at the company and the industry rather than case-studies focusing on companies from different market sectors or geographies. A key feature is the final stage aimed at creating action plans to take forward and use the newly acquired knowledge.

Prior to the course the exact agenda needs to be agreed so that content that is not applicable can be left out, and perhaps other content included in its place. This can look at any area of interest – and may include additional detail on finding and using intelligence on competitors, key accounts, markets, geographies or the overall business environment.

What's Covered

Introduction – What is Competitive Intelligence and why it is Important

- What is meant by Competitive & Marketing Intelligence?
- How does CI / MI differ from market research.
- Why do organisations need CI and MI – the value for organisations
- The competitive environment
- CI / MI Objectives

The CI Process 1 – the CI Cycle

- The CI cycle – the 4Cs™ model
- Establishing a CI process
- Creating a CI information network
- CI Ethics
- “Key Intelligence Topics” – what they are and how are they used
- Business blindspots
- Market change

Collecting Information – 1: Planning

- Information sources – key information sources for CI and MI
- How to identify information sources likely to satisfy your KITs
- Finding information sources online and offline – why data is available
- Evaluating information reliability and accuracy

Collecting Information – 2: Information Sources & Primary research

- Using your internal network
- Finding experts
- Interviewing contacts – dos and don'ts
- Trade show intelligence

Converting Information into Intelligence

- Storing information – the merits of Intranets, CI database products and manual systems
- Cataloguing information
- Analysing information – capability assessments and SWOT analysis

Communication

- Ways of communicating CI / MI so that it is used by decision makers.
- What should be communicated, to whom, when and how
- Potential problems in communication
- Ways of encouraging feedback
- The place of communication in the 4Cs™ process

Counter-Intelligence

- Information security
- Identifying illicit and unethical techniques

Using Competitive Intelligence, Next Steps and Action Plans

This final session looks at CI / MI in relation to company strategy and processes

- Using CI as an input to strategy – the final steps in the 4Cs process
- Problems and pitfalls and the dangers of blind spots
- How to be objective
- Next steps and action plans



C102: Competitive Intelligence Techniques - Overview

AWARE's *CI Techniques* introductory course gives a flavour for the techniques used to gather and analyse competitor information but, is essentially introductory and aimed at those who are new to CI. The course can be modified to take a deeper look at particular aspects of CI – for example, a more in-depth look at gathering intelligence from both primary and secondary sources, as well as more on CI analysis. The course can also be extended to two or three days combining it with other courses such as CI Analysis, allowing for delegates to combine different aspects in greater depth and also use formal case studies.

What's Covered

The content of this course is very similar to the previous CI / MI Theory & Practice course. It differs in that each topic is covered in greater depth (with more focus on CI aspects) – while some of the topics discussed in the Theory & Practice course are missed out (e.g. counter-intelligence, communication, etc.).

As part of the discussions prior to finalising agendas, a focus will be agreed based on the future activities expected from attendees – for example, if minimal primary research will be conducted then this element will be excluded – with more time spent on secondary research or CI Analysis, for example.

Introduction

- What is CI.
- CI Ethics
- Overview of techniques used to gather CI

Gathering CI

- The CI process.
- Key Intelligence topics / “control factors”
- Search strategies – creating a strategy to find required information

Information Sources

- Types of information sources
- Identifying and finding information sources
- Tapping internal information sources
- Building a CI network.

Secondary information sources

- What to expect to find?
- Problems with secondary sources.
- Validation of sources and reliability of sources.
- Offline sources
- Online sources and the Internet.

Primary information sources

- Finding primary sources
- Understanding people & cultural differences
- Interviewing and elicitation
- Obtaining information from trade shows and conferences

CI Analysis

- Overview of CI analysis techniques
- SWOT analysis
- Win-Loss Analysis
- Competitor Profiles
- Communicating the information

Next steps, questions and conclusion of workshop



C103: CI Techniques - Secondary Research

Secondary research, looking at both online and offline sources is a key skill required for effective competitive intelligence research. AWARE's *CI Techniques: Secondary Research* course covers the key areas required – looking at fee-based sources, locating off-line / printed sources as well as advanced web-searching. The course includes a number of practical exercises requiring online access so that techniques taught can be tried out using actual competitors as examples. Like other AWARE training courses, the content can be adjusted to focus on particular organisational needs – for example with a greater or smaller emphasis on web-searching versus the use of fee-based tools, as required.

What's Covered

AWARE's CI Techniques: Secondary Research course differs from the Internet Research course outlined on page 8 by having a greater focus on how secondary research fits into the overall competitive intelligence process. It looks at how secondary research information can be used to inform follow-on primary research and analysis, as well as how to determine what information is needed, how to find it and how to report it. A key difference between this, and the Internet Research course, is that this course considers secondary research as part of the continuum of research techniques and so emphasises the links to primary research and how secondary research can be used to improve and support primary research.

The CI Techniques: Secondary Research course is aimed at the more general CI Researcher with needs to look at both online and offline material – followed by primary research. The course is also offered in combination with the Internet Research course – making a 2 day course that covers all aspects of secondary research for Competitive & Marketing Intelligence.

Introduction

- Primary and secondary research in CI
- The role of secondary research in CI.

Gathering CI

- The CI process.
- Key Intelligence topics.
- Search strategies – creating a strategy to find required information

Information Sources

- Types of secondary information source – online and offline
- Identifying and finding information sources
- Paying for information – when, why and what?
- The Internet
- Problems with secondary research information

Advanced Internet Searching

- Search engines, search directories, toolbars and more.
- Why Google does not provide all the answers: advanced search techniques
- How search tools work and index their results
- When to look elsewhere, where and how: the deep web, special interest groups, social media, blogs, podcasts, videos, etc.
- Finding specific types of information: people, products, company, financials, news & press releases, patents, international information, etc.

Assessing reliability

- How to evaluate secondary information accuracy
- The primary sources behind secondary information
- Checking the information
- Tracking changes

Company Web-sites

- Analysing company web-sites – hidden pages, meta-information, etc.

Case Examples & Exercises

- Case studies / practical research
- Finding hidden information: sites with hidden links, directories or that give away too much.
- Sites that work, and sites that are not threats (and why).

Moving from Secondary to Primary Research

- Finding sources for primary research using secondary research sources
- CI Ethics
- The use of e-mail, discussion forums and news groups.
- Reporting and Communicating Secondary Research Results

Next steps, questions and conclusion of workshop



C104: CI Techniques - Internet Research

The Internet is a key information source for all types of business information and as such should not be ignored when searching for competitive intelligence. The Internet contains a vast amount of competitive intelligence – including material that should be viewed as confidential, but isn't because it's been made public on the web. Unfortunately finding such information is difficult – as the real nuggets are buried and won't appear with standard Google searches. AWARE's Internet research course is aimed at overcoming this and showing how hard-to-find information can be found legally and ethically on the Internet.

What's Covered

In 1997, AWARE created the world's first training course for competitive intelligence on the web. Since then AWARE has stayed at the forefront of Internet searching for CI. AWARE staff are known as experts in the field – having published papers and articles, and led workshops on the topic globally.

The objective of AWARE's Internet Research course is to enable attendees become better searchers by showing

- *what can be found on the Internet, and what can't;*
- *the sorts of intelligence that can be found by expert searchers;*
- *where and how to look;*
- *when to stop and look elsewhere.*

Course topics include:

- *Advanced searching using both Google and other search engines.*
- *Defining search parameters.*
- *Pros and cons of different search approaches.*
- *Deep web searching.*
- *Analysing competitor web-sites for hidden information.*

The Internet Intelligence course is also offered as a 2-day course, including further opportunities to practice the techniques taught and more in-depth coverage on some course areas (e.g. blogs, media & people searching, etc.).

Introduction

- Internet research and CI

Search Strategies – how to find information

- Search methodologies – best practice
- Identifying what to search for and when to use the Internet
- Search tools – categorisation and description of types of search aids.
- Why not everything is searchable.

Search Engines – how they work

- Basic principles
- Information retrieval and link analysis

Becoming a better searcher

- Understanding the intelligence question
- Identifying the characteristics of what needs to be found – analysing topics
- Advanced search techniques
- Searching the deep (invisible) web
- When to stop searching

Searching social media

- Why social media is important – what to expect to find
- LinkedIn, Twitter and Facebook
- Other social media – Instagram, Flickr, TikTok, Pinterest, etc.

Commercial Databases

- When to spend money on information
- When to move to primary research

Selected web-sites for CI

- Finding financial information, information on people, news, market research, strategy & new developments and information from other countries / regions.
- Keeping up-to-date

Analysing web-sites

- Domain ownership & types of domain
- Examining page source code
- Hidden information on web-sites and where to look
- Identifying what other web-users are looking for
- Bias, Disinformation & misinformation: how to identify and avoid

Next steps, questions and conclusion of workshop

In order to obtain maximum benefit from this course, all participants should have access to the Internet during the workshop. This allows attendees to try out the various techniques taught in a guided classroom environment on a mix of pre-set examples and their own competitors. Minimally there should be one Internet connection for the workshop presenter.



C105: CI Techniques - Primary Research

Primary research is an essential component of an effective competitive intelligence collection process. Without primary research, detail, clarification and key information is likely to be missed – having a potentially major impact on decision-making. Primary research ranges from best practice in gathering intelligence at trade-shows and conferences, to more direct approaches which can be via the telephone or face-to-face – aimed at gathering information from customers, suppliers, industry experts, ex-competitor employees and even the competitor themselves. AWARE's Primary research training covers and discusses all of these and ways of obtaining meaningful intelligence using primary research techniques.

What's Covered

AWARE's CI Techniques: Primary Research course explains the importance of primary research for CI and shows how this information can be gathered ethically. It covers all aspects of the topic including finding sources, using internal resources, and the ethical elicitation of information. The content can be varied to emphasise different aspects, if required. For example although the suggested content listed on the right does include an examination of trade show intelligence, if gathering trade-show intelligence is likely to be the main primary research approach then this element can be expanded considerably, looking at:

- *how to create a collection plan for forthcoming trade-shows,*
- *ways of gathering intelligence at trade shows,*
- *assessing competitor exhibition stands,*
- *gathering intelligence at conferences,*
- *evaluating and reporting the findings following trade shows,*

and so on.

Introduction

- The role of primary research in CI.
- CI Ethics
- The difference between CI Research and Marketing Research

Gathering CI

- The CI process.
- Key Intelligence topics / "control factors"
- Search strategies – creating a strategy to find required information

Information Sources

- Types of primary information source
- Identifying and finding information sources
- When to use primary research
- Tapping internal information sources
- Building a CI network.
- Problems with primary research information

Interview planning

- Who to interview?
- Telephone interviewing versus face-to-face interviewing.
- Interviewing senior management.

Understanding people

- Personality profiling
- Interviewee motivations

Elicitation techniques

- What is elicitation
- Techniques for getting answers
- What not to do

Obtaining information at trade shows and conferences

- What to look for and target
- Briefing / Debriefing information sources
- Dangers of disinformation

Win-Loss Analysis

- Interviewing customers to obtain competitor intelligence
- Uncovering the real reason for lost sales, etc.

Case exercises

Using primary research information

- Communicating information
- Protecting information
- Integrating primary research into the overall CI process

Next steps, questions and conclusion of workshop



C201: Competitive Intelligence Analysis

“We do not deal with certainties. The world of intelligence is the world of probabilities. Getting the information is not usually the most difficult task. What is difficult is putting upon it the right interpretation. Analysis is everything.” (Isser Harel)

Collecting information is a key skill for the competitive intelligence analyst. However information on its own is not intelligence – the information needs to be put into context to turn it into intelligence. This requires analysis. AWARE’s Competitive Intelligence Analysis course looks at a number of analysis techniques used to understand industries, companies and the markets within which they operate.

What’s Covered

This course can be modified to include other analysis techniques, or to cover particular aspects in greater depth. An example, of a more in-depth look at analysis is included in the Financial Analysis for CI course and AWARE also offers in-depth courses looking at scenario planning and situation analysis (covering industry analysis, environmental analysis and SWOT analysis).

The course looks at each technique and takes examples showing how the analysis would work. These include illustrative case studies for particular techniques – for instance showing how an examination of statements over time can give indicators of strategy, or how the monitoring of patents can give clues on future product development.

Attendees are encouraged to look at their own industries and consider how their company fits into the industry and business environment.

Although the course is typically conducted over a single day, it can be extended to two days – with additional case studies and examples including selected competitors.

Introduction

- The role of analysis in CI / Overview of analysis techniques

Industry Analysis

- Porter 5 Forces analysis.
- Value Chain analysis.
- PEST (STEEP) analysis
- Competitor rivalry – profiling competitor reaction types

Benchmarking

- What is meant by benchmarking? What can be benchmarked?
- Competitive Benchmarking
- The Business Model Canvas – comparing business models

Product / Service Analysis

- Product portfolio / gap analysis
- Market attractiveness analysis
- The Value Proposition Canvas, Win-Loss Analysis and understanding purchase reasons

Looking at people

- Ethical issues
- Competitor reaction profiles
- Personality profiling and how it can be used

Looking at R&D

- Patent analysis.
- Assessing company R&D efforts

Financial Analysis

- Looking at company accounts
- Using available financial figures to build a picture of competitor capabilities

SWOT analysis

- Evaluating competitor strengths and weaknesses
- Cause analysis – understanding the sources of strengths & weaknesses
- Identifying opportunities arising from competitor weaknesses and threats posed by competitor strengths

Putting the analysis into context

- 4-corners analysis – looking at what competitors can do, want to do and are likely to do
- Communicating CI analysis
- Anticipating the future – scenario planning
- Integrating analysis into strategy

Next steps, questions and conclusion of workshop



C202: Financial Analysis for CI

Financial analysis gives a window into how companies are performing. A full analysis of company accounts can give indications on the company capabilities and strategies, and the match between these. Financial Analysis can help in assessments of what the competitor can and can't do – whether this relates to new product development, expansion or even acquisition. Without a financial analysis it can be difficult to gain a full picture of a competitor and its actions.

What's Covered

This is a typical agenda for AWARE's Financial Analysis for CI course. The Financial Analysis course agenda on the right is aimed at attendees without any knowledge of financial analysis, and thus by nature is introductory. The course can be modified to take a deeper look at this subject, covering accounts from different regions (UK, Europe, USA, for example) and excluding the introduction sessions outlining the company account structures.

The full-day course includes a number of case studies using real company accounts and these can include competitors. Alternatively the course can use fewer case examples and instead focus on a single competitor company. The agenda can also be modified to include other approaches – for example some of the analysis techniques covered in the competitive intelligence analysis course.

Introduction to financial analysis – what it is and its relevance for CI? Company reports – what to expect to find?

- Information sources.
- Who needs to file accounts?
- Overview of country differences (e.g. UK, European, US accounts).

The profit & loss account – how much money are they making?

- What is the profit & loss account?
- Key elements: turnover, profits, costs, depreciation and what these mean.

The balance sheet – what do they own and what do they owe?

- What is a balance sheet?
- Key elements: assets, liabilities; debt; working capital; equity.
- Links to the profit & loss account.

Cash flow statements – where are they spending money?

- What is a cash flow statement?
- What can be learned from a cash flow statement?

The notes to the accounts – what the figures mean!

Interpreting company accounts

- The use of ratios and how these can give a window into companies and their strategies
- Missing figures: how to fill in gaps
- Combining financial analysis with other analysis approaches e.g. SWOT analysis

Next steps, questions and conclusion of workshop



C203: Scenario Planning

Traditional forecasting methods tend to only look a few years ahead. At the same time, business often needs to plan many years into the future – a future that is becoming less and less predictable using methods such as extrapolation and time-series analysis. Scenario planning is a way of preparing for the future by looking at the driving forces for change, and the impact these have on the overall environment within which the company and industry operates. AWARE's standard scenario planning workshop introduces the technique and shows how it can be used within companies.

What's Covered

AWARE's scenario planning workshop is highly interactive and aims to not only introduce the concept of scenario planning but to also prepare basic scenarios as an illustration of the process involved.

Workshop exercises guide attendees through key steps showing what is involved in creating workable scenarios and the sort of background research and work required to prepare detailed scenarios for companies and industries.

Exercises include

- An examination of the business and industry environment (PEST analysis & industry analysis techniques);
- Identification of driving forces and uncertainties;
- Impact analysis;
- Scenario creation.

The workshop's objective is to enable participants to compile scenarios within their companies that can be used to support company planning for the long-term (5-15 years ahead or longer).

Introduction

- The need to forecast – why forecasting is essential
- Long-term forecasting – approaches and pitfalls
- What are scenarios and what is scenario planning
- How does it differ from other forms of long-term forecasting? .

Situation Analysis and the external environment

- Analysis of environmental forces at micro and macro levels
- PEST / STEEP analysis – how to look in depth at external environmental forces
- Industry analysis – looking at intra-industry co-operation and competition
- SWOT analysis – how to evaluate company capabilities and their importance to the overall business environment

Environmental forces and uncertainties

- Identification of environmental driving forces on the organisation's industry
- Identification of key uncertainties
- Impact analysis

The Scenario Focus

- Scenario Creation – the final steps involved
- Checking for consistency
- Linking scenarios to business strategy

Initiating the scenario planning process

Next steps, questions and conclusion of workshop

Owing to the highly interactive nature of this course, at least 6 attendees are required



Further Options

Business War Gaming

War Gaming is a technique that helps organizations test their beliefs and assumptions about their immediate business and competitive environment. The process allows organizations to build a better understanding of industry issues, helps them identify emerging opportunities and threats and aims to anticipate likely competitor strategies. It is a tool that is of particular use when the competitive environment is undergoing a process of change, as it allows decision makers to consider how different organizations can react to the change, and each other. It also tests corporate assumptions about the business and competitive environment - helping guard against making decisions that are not based on reality.

The objective of a War Game should be to improve corporate planning processes, and use the lessons learned from the War Game in business strategy. War Games usually involve a number of teams with each representing different “players” operating in the industry environment. Typically, but depending on the actual purpose and scope of the game, these teams represent different competitors. However they can also include key customers, or other organizations such as regulatory bodies.

Depending on the purposes and scope of the War Game a number of benefits can be expected:

- the identification of blind-spots – in both the organization playing the game, and those being examined: this can lead to the identification of particular vulnerabilities and proactive strategies that can protect or take advantage of the weaknesses;
- the identification of missing intelligence on the market and business environment;
- a full understanding of the current environment including opportunities, threats and issues that may arise in the short-medium term;
- anticipation and awareness of how the market may change over the short-medium term – which can lead to major cost savings, through better planned responses to both threats and emerging opportunities;
- improved teamwork and understanding between decision makers in different functional areas;

- recommendations and suggestions for future actions – with these being tested during the game.

War Games differ from scenarios in that they tend to focus on a shorter time-frame (maximum 5 years – unlike scenarios which would not consider five years as sufficient time).

AWARE can help plan and facilitate a number of different types of War Game, depending on the business need.

- One-day games, with a maximum of 2 rounds: These games are aimed at gaining a general understanding of the competitive environment, and identifying key business blind-spots. As each round can be no longer than around two hours there is insufficient time for each team to go into a lot of depth. Thus the focus is on identifying the broad trends, outlooks and perspectives of competitors, rather than to attempt a look at in-depth strategy.
- Multi-day games: in these games, each round lasts a half-day or more, and teams are expected to discuss a range of options and look at the strategic approaches likely to be taken in some detail. (e.g. including new product development, as compared to modified product development examined in the 1 day game, potential joint-ventures, mergers and acquisitions, etc.). With 2-day games there is usually a maximum of 3 rounds, but more rounds can be included in games lasting 3-5 days.

In all cases, AWARE acts as a facilitator, communicating with teams, setting scenarios, time-limits and chairing post-round discussions. The precise format for the War Game will depend on the chosen focus, resources and capabilities.

Effective War Gaming requires considerable preparatory work to prepare effective information packs that will allow each team to role-play their chosen or allocated organisation. AWARE can also help prepare briefing packs for each player or team, advising on the content and format, and also, if wanted, collecting the data to be used in the briefing packs.

If this service is of interest, contact us at training@marketing-intelligence.co.uk or call us on 0845 430 9125 (International: +44 20 8954 9121)



Further Options

Setting up a New CI Function

Over the last few years, many companies have realised that their adhoc approach to finding out what their competitors are doing is insufficient if they are to compete and grow. They realise they need something more - a professional in-house competitive intelligence service. The problem is how to establish such a service – whether managed by a single person or involving several staff members.

AWARE's *Setting up a CI Department* service is aimed at helping companies do this. The service combines our training services, mentoring services and CI Audit services and result in you not only having an effective CI function staffed by people who know what they are doing, but also knowing what information you already hold on your competitor and its significance. AWARE will work in partnership with you, helping you as you build the new function.

The time required depends on what is currently done and known – as well as what is expected. Our aim is to help you achieve your aim, so that your CI operations become effective as quickly as possible. Depending on the requirements we can advise on all aspects of setting up a CI department, including staffing, management, recruitment, budgeting, data sources, CI databases, as well as help in the establishment of the ethical and practical procedures and processes needed.

If this service is of interest, contact us at training@marketing-intelligence.co.uk or call us on: +44 20 8954 9121).

Mentoring

Many CI professionals work as “one-person” departments and do not have a large budget or a team of people to work with. At the same time, they need to improve their skills or seek out help and advice.

Our mentoring service aims to provide this – by providing the benefits of an in-house training course customised to the company circumstances, but on a one-on-one basis. With AWARE mentoring you can gain the training and support you need, when you need it, tailored to your particular services.

The mentoring service is designed around you – and can be a mixture of one-on-one tutoring, telephone support or e-mail correspondence. We will help you get started on projects, showing you how you can collect the information required, and then analyse it to get the insights needed for strategy. At each step we can be there for you, so that your “one-person” department is not alone.

Our costs for mentoring depend on the level of service agreed. Generally we would expect to spend a day with you – providing practical support for your current projects while teaching you the basics of CI. Following this, we would provide on-going telephone / e-mail support, with additional visits as required. At the same time, we recognise that your budget may be limited and so we aim to keep costs to no more than those charged for our basic training services.

To find out more about our mentoring services, contact us at mentoring@marketing-intelligence.co.uk or call us on: +44 20 8954 9121).

In addition to the above courses and workshops AWARE also offers a number of other customised training options. These include training in

- Marketing research. (*Arthur Weiss taught the Chartered Institute of Marketing professional courses on Marketing Research and Information at the University of West London*),
- Marketing intelligence (including export intelligence & market entry research)
- Market forecasting,
- Marketing / strategic planning,
- Marketing & business strategy.

For further information on our general marketing training options contact us at us at training@marketing-intelligence.co.uk or call us on: +44 20 8954 9121).

What others say

I found the material extremely relevant and valuable. I also found your teaching very motivating and focused. I have discussed the course content with my team members and they were all very impressed. I hope to implement some changes in our strategy based on what I learnt on the course as soon as possible.

Laura E, Marketing Business Analyst, Corporate law firm

Instructor very helpful & clarified all points. Easy to understand and follow.

Letitia K, Deputy Manager,
Financial & Investment company

I do feel that this course will benefit me personally in my role as a market intelligence analyst.

Claire D, Market Intelligence Analyst,
Major Bank

Opened up new (yet obvious) areas to research on customers and competitors. Now feel able to set up a rounded CI system! Watch this space.

Niall B, Marketing Team leader,
Software Company

Your seminar was very useful, interesting (didn't find myself bored, which I am easily), and it left me with the feeling of wanting more and the desire to go after the chase.

Emily G, Information Administrator,
Engineering R&D

Very informative and eye opening. Sets a good base mark to start from.

Dennis B, Marketing Assistant,
Software Company in Forbes Global 1000

Good mixture of case studies, practical examples and group discussion....course material was very comprehensive, providing a good reference guide following the course.

Julia M-C, Associated British Foods subsidiary company

Awesome information and workshop.

Comment on evaluation form following workshop given at the 2006 SCIP Annual Conference in Orlando

I truly thank you for the great two day programme. I was really fortunate to be part of this programme. It was very informative, very well presented, plus enjoyable. I have learned so much from your training that will assist me in my workplace.

Prerna C, Head of Product Management,
Pharmaceutical Company

This was one of the best presentations I've been to in the past several years.

Comment on evaluation form following workshop given at the 2006 SCIP Annual Conference in Orlando. Of the 30 evaluation forms received at this workshop (out of 35 attending), two-thirds described overall satisfaction with the workshop as Very Good, with the remaining 10 evaluations describing it as Good

What others say

The following analyses are typical of evaluations received following training workshops.

Number of Evaluations Collected:20 1-Strongly Agree, 2-Agree, 3-Neutral, 4-Disagree, 5-Strongly Disagree		Response Average
1.	The stated learning objectives of the session/workshop were met.	1.25
2.	The description of the session/workshop matched the content.	1.2
3.	The content was relevant to my job responsibilities.	1.3
4.	The instructor demonstrated expert knowledge and was well prepared.	1.15
5.	The instructor(s) used effective methods to conduct the session/workshop.	1.25
6.	The instructor(s) communicated the session/workshop content with enthusiasm.	1.15
7.	The session/workshop materials contributed to my understanding the content.	1.45
8.	The session/workshop contained real-life examples.	1.2
9.	The methods/techniques learned during the session/workshop are immediately applicable.	1.15
10.	I learned a great deal from this session/workshop.	1.3
11.	I would recommend this session/workshop to others.	1.2
12.	Attendees overall satisfaction with this session/workshop (14 attendees voted the workshop as very good. 5 voted it as good)	1.2
Summary of evaluations from 2008 pre-conference workshop held by the Society of Competitive Intelligence Professionals in San Diego, USA on <i>Using the Internet and Online Sources for Competitive Intelligence</i> .		

Competitive Intelligence Masterclass, June 2012, JW Marriott Hotel, Kuala Lumpur, Malaysia

(1=low / 10=high)

Mr. Arthur Weiss

	Score
Trainer's presentation style	8.60
Trainer's knowledge and experience	9.10
Extent of topics covered	8.20
Relevancy of topics to your organisation	8.20
Trainer's ability to answer to your queries	8.70
Extent of open discussion	8.90

No. of respondents: 10

Comments:

Good presentation style, very good knowledge and experience, large extent of topics covered, topics relevant to organisation, very good abilities in answering questions and very open discussion

General comments

The class was very well conducted and demonstrated very well ~ Deputy General Manager, Habib Bank

I would like to thank YOU for the wonderful job that you have done and also for all the kind assistance that you have given me. It was indeed a pleasure to be working with you. Also, as you can see from the above, delegates have rated you very highly and the comments received are very positive as well. Our Management is very pleased with the your scores and would be very happy to work with you again in the near future.

Training costs

AWARE's training courses are charged per-attendee. Prices are based on the following table:

In-house Training Costs – Per Day			
<i>Customer arranges training venue, lunch and refreshments.</i>			
	Price		
	GBP	USD	EURO
Online only price	£2200	\$2950	€2500
Base Price	£1750	\$2350	€2000
Per Attendee (1-8)	£125	\$170	€150
Per Attendee (9+)	£75	\$100	€90
Example price calculation – for 10 attendees:			
<i>Base Price:</i>	£1750		
<i>First 8 attendees:</i>	£1000 (i.e. 8 * £125)		
<i>Attendees 9 & 10:</i>	£150 (i.e. 2 * £75)		
<i>Total:</i>	£2900 (i.e. £175 + £1000 + £150)		
		<i>Note: Payment can also be made in other major currencies (e.g. AED, INR, MYR, NIS, ZAR, etc.) for training outside the UK, at current FX conversion rates.</i>	

These prices include all training materials but exclude VAT and any additional expenses such as accommodation and travel costs (for courses held outside a 40-mile radius of North London). Travel is via standard economy fares plus basic hotel accommodation if required. An additional fee of £750 per day may be charged for international journeys taking over four hours each way, depending on the total travel time required. VAT is not charged for courses held outside the UK.

Courses can also be offered online via Zoom. For online courses, pricing is the online price only – without the per-attendee increments (unless AWARE is expected to ship workshop handouts to the client's location). We recommend splitting online / Zoom courses over a number of days (two to four per course day). This helps attendee focus and allows for in-between workshop exercises that can be more detailed than would be possible for in-person sessions.

A discount of 10% on the above prices is offered when three or more days training are booked.

AWARE can also book training venues, including full per-delegate Internet access (required for some courses), refreshments and lunch. The additional costs for this are as follows:

Training Venue Room Costs	
<i>Including Internet Access, light lunch and refreshments.</i>	
Number of Attendees	Price (GBP) / Attendee / Day
2-8	£135
9+	£90

If requested, accommodation can be arranged near the training venue although payment for this will need to be made directly to the hotel concerned.

Note: With 1-2 attendees we would recommend our mentoring option where a formal course is generally not provided. Instead, we support you on an on-going basis, showing you best practice for completing actual work assignments and projects – so that you learn through doing, learning the more theoretical aspects as you go along. The costs for this depend on actual need, current knowledge, and the number of site visits required. For a single site visit, followed by six-months telephone and/or e-mail basic-level support the charge would be £1900.