



Global Intelligence Alliance

8th GIA Conference:

How World Class Market Intelligence Generates Benefits and Value

PROVEN SUCCESS FACTORS, COMPANY CASES,
EXCLUSIVE NETWORKING.

October 14-16, 2013

Hotel Allegro

Chicago, USA



20%
Early Bird
registration
discount by
August 16!

Why this Intelligence Conference

Driven by global challenges, competition and customer demands, business models are undergoing significant changes. Maintaining a competitive edge will require sharper, more comprehensive and proactive, forward thinking intelligence, so you are equipped to detect and act on critical market signals.

The GIA Conference is a premium event designed for professionals responsible for developing and operating Market and Competitive Intelligence programs, as well as functional decision makers in strategy, business development, and sales and marketing.

GIA Conferences inspire thinking and help you develop your Intelligence program to World Class levels. The program always stimulates dialogue and knowledge sharing through an excellent balance of:

- Thought-provoking presentations
- Lively panels and roundtable sessions
- High energy interaction
- Experience-based advice from peers

Past attendees appreciate the quality of the best practices shared and have been inspired by the discussions led by guest speakers from leading global companies. Here is how they rated the past GIA Conferences in North America:

- Toronto, Canada, October 2012 **4.70 / 5**
- Chicago, USA, November 2011 **4.82 / 5**
- New York, USA, November 2010 **4.70 / 5**

Join us and meet strategic Market Intelligence leaders, practitioners and international business professionals from various industries – providing you with unique opportunities to make new contacts.

- ✓ **Practical Insights**
- ✓ **Knowledge Exchange**
- ✓ **Actionable Takeaways**
- ✓ **NO VENDORS or SALES**
- ✓ **Industry Leading Ratings**



GIA is a strategic market intelligence and advisory group
www.globalintelligence.com • www.intelligenceplaza.com



Global Intelligence Alliance

Proven Quality 100% of the Time

All previous seven GIA Conferences have scored an overall average of **4.7 / 5**.

“GIA Conferences provide practical tools and great examples to improve your intelligence program. I really find these conferences inspirational and highly valuable. We have already been able to utilize the findings from the last year’s conference in our intelligence process development.”

Rob Morrow, Carhartt, Inc., Director of Corporate Performance

“The tools and examples presented are right to the point. I got a great insight into what I can do in Market Intelligence and how to add more value to our function. Best practices sharing really works in these events regardless the size of the company or industry. Great job!”

Philip M. Goldfeder, Exxon Mobil Global Services, Market Intelligence Sourcing Process Center of Excellence

“We have taken the opportunity for our whole team to participate in the GIA conferences. It is a really great way to learn and network with professionals around the world. You always come up with a list of things to implement and this is a huge return for us. I would recommend these events for everyone, regardless of what stage you are in professionally or as a company.”

Byron Hulls, Owens Corning, Director of MI and Innovation Strategy

Content Highlights

1. **Content rich agenda:** Three full days packed with in-depth workshops, practical case presentations, panel discussions, interactive roundtable sessions and networking opportunities – choose the topic or session that best serves your needs.
2. **The latest and hottest topics:**
 - Future Insight Methods and Strategy
 - Market Sizing and Forecasting
 - Best-In-Class Street Intelligence Practices and Sales Enablement
 - Setting Up Intelligence Programs
 - Making Advanced Intelligence Programs World Class
 - Strategic Advisory Role
 - Best Practices in using Intelligence Dashboards
 - Providing Value through Intelligence in Mature Industries
 - Managing Intelligence in High Growth Context
 - Best-In-class Deliverables and Actionable Intelligence
3. **Real-life case studies:** Multiple practical case presentations from various industries will help to optimize your intelligence effort: The “do’s & don’ts” and the “tips & tricks” that can help to get your intelligence to the next level within six months. Best practices will be shared by presenters and facilitators from leading global companies, including **Angry Birds/Rovio Entertainment, Allscripts, Cintas, Fiserv, Hewlett Packard, IBM, Intertek, Johnson Controls, MasterCard, Merck&Co., MillerCoors, Navistar, Parker Hannifin**, and more.
4. **Focus on Networking!** The GIA Conference offers a total of **12 hours of well-planned networking time** within three days in a pleasant professional setting, allowing individual exchange, group discussions and expert advisory sessions. Create strong professional relationships and utilize the vast experience available during and after the Conference. Do not miss the networking dinner at the top of Willis Tower! (formerly Sears Tower)
5. **Join an exclusive online community:** Complimentary access to **Intelligence Best Practices Online**, a rapidly growing exclusive community and knowledge resource for market intelligence practitioners.
6. **NEW: Before and after Conference advisory:** Prepare to truly turn takeaways into action after the event. Participation includes **optional pre-conference intelligence diagnostics and post-conference advisory sessions**. This is unique to GIA Conferences, making sure that what we share becomes truly actionable!
7. **Focus on true learning, no sales pitches:** Practitioners and decision makers only! There will be **no vendor exhibition or sponsor presentations**.

Who Should Participate?

The conference is a must-attend for all VP's, senior directors, directors, managers, analysts and executives who are active in the areas of:

- Market intelligence
- Competitive intelligence
- Customer intelligence
- Business intelligence
- Market insight
- Economic analysis
- Sales
- Business analysis
- Marketing
- Strategy and Planning
- Business development
- Knowledge management
- Trend analysis



Exchange of Knowledge, Insights, Experiences and Ideas

The Conference promises a thought-provoking and hands-on approach to the sharing of best practices pertaining to the six Key Success Factors of Market Intelligence (MI).

- **Scope:** How to add a future-centric focus to your Intelligence program and ensure holistic market coverage.
- **Process:** How to integrate your Market Intelligence into key decision points and business processes.
- **Deliverables:** How to manage your portfolio of deliverables. Includes practical examples of high impact deliverables.
- **Tools:** How to utilize various tools to activate your internal Intelligence networks and facilitate a two-way information flow.
- **Organization:** How to establish a Market Intelligence network that makes a real difference to your MI program. How to develop the consultative skills of your Intelligence team. How to be transformed from an information hub into a strategic advisor.
- **Culture:** How to build an Intelligence sharing culture that supports co-creation and knowledge exchange. How to brand and promote Market Intelligence internally.

What participants say about the previous GIA Conferences:

- “The mixture of workshops, presentations and panel discussions was really good and kept my attention level high.”
- “Overall, this conference exceeded my expectations and provided good insight on how to further expand our MI function.”
- “I have never attended a conference where the subjects, topics and schedule were respected... Bravo for being so organized and professional.”
- “Global participants, speakers active in the industry, and interesting and relevant topics.”
- “This is far out the most professional Intelligence conference in the world”
- “A very valuable conference! I enjoyed the hands-on examples and thought-provoking discussion. I appreciated that it wasn't a “sales pitch”.”
- “There was a nice balance of theoretical & practical content. Great real-life examples.”
- “Great people, very inspiring, time well spent.”
- “This conference provided a strong baseline for the planning activities for next year.”



What's new in 2013!

1. Customized workshop for your entire intelligence team

Request a fully custom-built pre-conference workshop day if you have a team of 6 or more people.

This new option is available at no additional cost for the first two registered teams, subject to full conference participation for the entire team.

- Are you looking for world-class market intelligence practitioners with hands-on experience to tailor a workshop for your team's purposes?
- Do you need your whole MI/CI team to share what they learn?
- Do you require more company specific focus with your intelligence education?
- Would you prefer to process internally sensitive topics in your workshop?
- Do you prefer to build team spirit through group learning experiences?
- Do you simply have multiple learning objectives that require a customized approach?

If your answer is yes, please contact your GIA representative immediately or send a free-format email request to events@globalintelligence.com to reserve a company-specific workshop. GIA will contact you and help build an agenda that will help you meet your needs. The format will follow a similar schedule (9:30 am – 5:30 pm with four 90-minute sessions) as the public workshops and will be held simultaneously on October 14 in the conference venue in Chicago.

The structure will be built in collaboration with you and your team, to ensure that the learning objectives are optimally addressed.

Examples of possible topics to be included in a customized workshop day (full day workshop could include various topics, or a deep-dive into 1-2 topics only):

- Market Sizing and Forecasting
- Consultative Skills in Intelligence Work
- Building Strategic Advisory Capability
- Growth Strategy and Intelligence
- Applying Blue Ocean Strategy to Support Growth
- Perfecting Your Team's Intelligence Deliverables
- Conducting Intelligence Needs Assessment
- Building World Class Intelligence Process
- Competitor Intelligence: Methods and Best Practices
- Customer Intelligence: Methods and Best Practices
- Industry Intelligence: Methods and Best Practices
- Intelligence in Emerging Markets
- Wargaming/Competitive Simulations
- Scenario Planning and How To Bring Scenarios Alive
- Identifying and Analyzing Megatrends
- Analysis Frameworks and Methods
- Using Intelligence Tools for Effective Presentation and Dissemination

Take the opportunity and build a unique learning experience, while having your team participate in the full conference and networking opportunities over the following two days.

2. Pre-conference Market Intelligence Diagnostics Sessions

Be better prepared for the conference and get the best out of your time and money invested – and receive immediate advice to improve your program.

Let a GIA expert help you assess your current MI/CI status, recommend tracks and sessions at the conference, and propose networking with the right speakers and other peers at the event. The GIA expert will also provide quick tips that will enable you to take your Intelligence program to the next level.

GIA will utilize its World Class Market Intelligence framework to assess the current status of your program. The descriptive assessment will be implemented through a conference call together with the participant company's intelligence team/intelligence lead person. No surveys or stakeholder interviews are included.

Take the opportunity and be well prepared to learn and network!

*Note: This new activity is **optional and requires a reservation** either at events@globalintelligence.com or by choosing the option when registering for the event. Please note that the schedule for a diagnostics session will need to be agreed upon with a GIA expert and is subject to expert availability. Sessions are booked on a first-come-first-served basis.*

3. Post-Conference Advisory Sessions

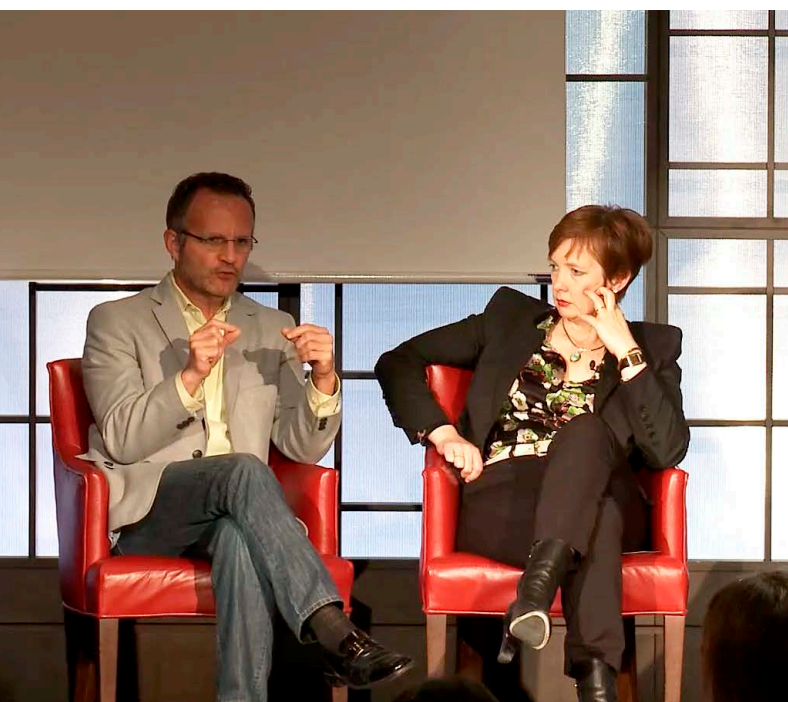
Make sure that you/your team can prioritize and follow through with the key takeaways of the Conference.

It is estimated that **80% of all training never results in any action**. GIA conferences are different; we insist on action and want to take your learning experience on a completely new level!

A GIA expert will help you digest the key learning items from the conference, discuss how to apply them in your company's context, and provide objective advice and best practices for the next steps – whether it relates to your intelligence process, organization, culture or any other aspect of your intelligence effort. We will also further help you network with the right speaker/facilitator or participant companies if you require additional support from peers.

Take advantage of this unique learning method if you feel that you need an expert to support you with the task of implementation!

*Note: This new activity is **optional and requires a reservation** either at events@globalintelligence.com or by choosing the option when registering for the event. Please note that the schedule for a diagnostics session will need to be agreed upon with a GIA expert and is subject to expert availability. Sessions are booked on a first-come-first-served basis.*



PRE-CONFERENCE WORKSHOPS, OCTOBER 14

8:00 – 9:30 AM
Registration

9:30 – 11:00 AM
Workshop: Part 1
(Simultaneous Sessions for all Tracks)

- Track 1: How to Start a World Class Intelligence Program
- Track 2: Benchmark and Take Your Market Intelligence Program to the Next Level
- Track 3: Acquire Market Sizing and Forecasting Best Practices
- Track 4: Perfect Your Consultative Skills
- Track 5: Excel at Strategy and Intelligence: A Practical Master Class on Applying Future Centric Methods to Support Growth
- Other Tracks: Customized full-day agenda for teams of six or more that register together

11:00 – 11:30 AM
Refreshments & Networking Break

11:30 AM – 1:00 PM
Workshop: Part 2

1:00 – 2:00 PM
Networking Lunch

2:00 – 3:30 PM
Workshop: Part 3

3:30 – 4:00 PM
Refreshments & Networking Break

4:00 – 5:30 PM
Workshop: Part 4

5:30 – 6:30 PM
Opening Reception (Cocktails & Hors d'oeuvres)
Non-Workshop attendees are welcome to attend.

20%
Early Bird
registration
discount by
August 16!

CONFERENCE DAY 1, OCTOBER 15

8:00 – 9:00 AM
Registration

9:00 – 9:15 AM
Welcome and Opening (Jennifer Bettger and Hans Hedin)

9:15 – 10:00 AM
Turning the Lights On - How Advanced Intelligence Adds Strategic Visibility (Steve Erickson, Parker Hannifin Corp.)

10:00 – 10:30 AM
How is Co-creation the Key to World Class Intelligence? (Joost Drieman, GIA)

10:30 – 11:00 AM
Refreshments & Networking Break

11:00 – 11:45 AM
Understanding Market Trends and Managing MI in High Growth Environments – Case: Angry Birds and Mobile Entertainment Business (Mika Røykkee, Rovio Entertainment)

11:45 AM – 12:30 PM
Evolution of Intelligence Program – Adding Impact through Different Stages of MI Maturity (Jean Brewster, MasterCard)

12:30 – 1:30 PM
Networking Lunch

1:30 – 2:45 PM
Interactive Panel Discussion: Value and Benefits of Market Intelligence – Where is the Value and How is it Delivered?

2:45 – 3:15 PM
Refreshments & Networking Break

3:15 – 4:00 PM
CIPIR – Competitive Intelligence Planning, Integration, and Response: A Scenario-Driven Early Warning and Response Process (Larry Fauconnet, YP Holdings LLP)

4:00 – 4:45 PM
How Best Practice Street Intelligence Programs Create Impact – Pragmatic View to Leveraging Your Best Source, Practitioner Dialogue (Ben Murphy, Fiserv and Troy Pfeffer, Cintas)

4:45 – 5:00 PM
Concluding the Day and Preparing for Networking Dinner (Jennifer Bettger and Hans Hedin)

6:30 – 10:00 PM
Dinner & Networking Event: Willis Tower (formerly Sears Tower)

CONFERENCE DAY 2, OCTOBER 16

8:00 – 9:00 AM
Registration & Breakfast

9:00 – 9:45 AM
How Does Intelligence Provide Value by Creating a View of the Future and Supporting Growth? (Jose Tormo, Hewlett Packard)

9:45 – 10:30 AM
How Does a Long Term View of the World Help Shape and Implement Strategy? – A Practical View on Strategic Planning and Impact of Scenarios (Kerr Manson, MillerCoors)

10:30 – 11:00 AM
Refreshments & Networking Break

11:00 AM – 12:00 PM
Interactive Roundtable Sessions: Round 1

- Track 1: Best Practices in Sales Enablement – How to Use Intelligence to Drive Revenue Generation
- Track 2: Intelligence Dashboards Exchange – How Advanced MI/CI Dashboards Help Create Impact Through Effective Dissemination and Presentation
- Track 3: Key Success Factors in Building Strategic Advisory Capability – How to Make Market Intelligence Indispensable?
- Track 4: Perfecting Your Intelligence Deliverables – How to Make Intelligence Delivery an Experience?
- Track 5: Business Impact through Actionable Intelligence – How to Engineer Actionable Outcomes?
- Track 6: Impact through Advanced Early Warning Process – How to Ensure Response to Early Warning?

12:00 – 1:00 PM
Networking Lunch

1:00 – 2:00 PM
Interactive Roundtable Sessions: Round 2

- Please join a different workshop during Round 2 (same track as in Round 1).

2:00 – 2:15 PM
Refreshments & Networking Break

2:15 – 3:00 PM
Rapid Deployment of Intelligence Program – How to Create Business Impact through Quick Wins? (Leela Maher, Johnson Controls Building Efficiency)

3:00 – 3:45 PM
Building & Leveraging Expert Network to Support Intelligence Process (Paul Schoenfeld, Shell Global Solutions US)

3:45 – 4:00 PM
Closing Remarks (Jennifer Bettger and Hans Hedin)

Conference Fees

Pre-Conference Workshops, October 14:
USD 1,250 (+ applicable taxes)

Conference Days 1-2, October 15-16:
USD 2,250 (+ applicable taxes)

Workshops + Conference Days 1-2, Oct 14-16:
USD 2,995 (+ applicable taxes)

Cancellation Policy

Confirmed registrations may be cancelled without penalty if written cancellation requests are received on or before August 16, 2013. 50% of the Conference fee is payable for cancellations after August 16, 2013. No refunds will be issued (and full conference fee is payable) on cancellation requests received after September 7, 2013.

Note - All registrations are subject to acceptance by GIA.

Register online at GIA website.

For further information and advice on track choices, please contact
events@globalintelligence.com or call +1-630-917-8265



Take your professional networking to new heights!

Professional Networking and Dinner

At GIA Conferences, we encourage the establishment of positive relationships and trust building amongst participants and practitioners with a willingness to share best practices. So take your professional networking to new heights at every opportunity throughout the GIA Conference! Enjoy a real confidence booster by networking in a professional environment where you feel relaxed and comfortable.

MORE! Continue the networking and knowledge sharing post Conference with GIA's Intelligence Best Practices Online portal: An exclusive online community!

Networking Dinner Tuesday, October 15 – Breathtaking ledge views from atop Chicago's Landmark Willis Tower.

Join us for a **free** Dinner and Networking event located at Willis Tower (formerly Sears Tower). Our interactive reception and dinner will continue the relationship building and knowledge sharing while enjoying a one-of-a-kind view of Chicago!

Unmatched 360 views while you dine! Enjoy an evening of great food and drinks as you take in one of the best views in the world. You can see out from atop of the tower and see up to 50 miles and four states!

Experience the Ledge (or stay in comfort as we continue to wine & dine) Dare to step out and stand 1,353 feet above the busy city streets below with only 1.5 inches of crystal clear glass at your feet. The Ledge extends four feet outside the building's 103rd floor and offers a view and experience you'll never forget!

Fun Facts

- Willis Tower is 1,450 feet (443 meters) high – 1,730 feet (520 meters) including twin antenna towers.
- Willis Tower is the eighth-tallest building in the world; it remains the tallest building in the Western Hemisphere, standing 110 stories tall.
- The Skydeck is 1,353 feet (412 meters) above the ground.
- The combined weight of the building is 222,500 tons – that's 445,000,000 lbs., 201,849,000 kg, or almost 20,000 city buses!
- Willis Tower opened in 1973 and took 2,000 workers 3 years to build. It took the Ancient Egyptians 20 years to build the pyramids at Giza.



Conference Venue: Hotel Allegro

The Hotel Allegro Chicago is in the heart of Chicago, which puts our star power front and center in this high energy city. You'll be close to everything in our North Loop location: the theater district, the hustle and bustle of Chicago's financial and government districts, or all the entertainment, dining and shopping on State Street and the Magnificent Mile.

Our 483 guestrooms and 31 suites combine royal blues and silver grays with a contemporary, unexpected chocolate brown. Enjoy surprising, sophisticated touches, like the star-patterned play of light on the sky blue ceiling and the bold geometric patterns on the walls.

This is the place to let any tension from your day melt away. While the décor sets an exciting visual tone, the overall feeling is restful and relaxing. After an exciting Chicago day, you'll sink into the sublime comfort of a deeply luxurious bed.

Exceptional Services and Conveniences

- Reap the Rewards of Loyalty. Personalized room preferences and welcome amenities for Kimpton InTouch Guest Loyalty Program members.
- Hosted evening wine hour. Join us every evening in our lobby living room for great wine and the company of other guests.
- Our fitness center is second to none:
 - Four Precor Treadmills
 - Two Precor elliptical machines
 - One Precor Adaptive Motion Trainer
 - Yoga props, mats, and balance balls
 - In-room spa services

Hotel Allegro

171 West Randolph Street
Chicago, IL 60601
(312) 236-0123

Booking accommodation

The Hotel Allegro offers a discounted room rate for GIA Conference attendees between October 13 and 17: US\$239 per single use king room per night. The rate includes internet access.

To take advantage of the discounted rate, please book your accommodation **ONLINE**, by email or by calling Hotel Allegro 1-800-643-1500 (group name: GIA Conference Chicago 2013). After September 10, rooms are subject to availability.





Chicago - A World Class City

Welcome to Chicago, the third largest city in the United States, with a population of nearly three million people. Chicago is one of the nation's most vibrant and accommodating cities. As a multicultural city that thrives on the harmony and diversity of its neighborhoods, Chicago today embodies the values of America's heartland-integrity, hard work and community and reflects the ideals in the social fabric of its 77 distinct neighborhoods. The city is traversed by the Chicago and Calumet rivers. Chicago's extensive parklands, including 3,000 hectares of city parks attract an estimated 86 million visitors annually. Whether you are planning a travel itinerary for a half day, weekend or multi-day stay, there are so many must-sees while in the Windy City.

From towering skyscrapers overlooking the Magnificent Mile, bustling shopping districts, world renowned museums and Tony Award winning theaters, Chicago has an unforgettable experience!

You can expect to find World-Class dining, attractions, entertainment, and hotels and accommodations here in the largest and most-visited city in the Midwest. Enjoy the great outdoors with a sightseeing tour on the river boats, a play date with the animals at Lincoln Park Zoo. Look no further for arts and culture as well. Immerse yourself in the vibrant theater scene at Goodman or Broadway in Chicago. Explore museums and galleries of every variety, like the beloved Shedd Aquarium and esteemed Art Institute of Chicago.

Tours & attractions

With attractions around every corner, from high-flying observatories to Millennium Park where art and music mix with lots of room to play, you'll find fun every day of the year. And special events mean there's always something new to see.

Explore the amazing Navy Pier, and discover the thrilling rides, activities, dining, shopping, museums, and cityscape views that make Chicago the top destination in the Midwest. Come for business but stay for the unique architecture, food, and history that tap into your special passions!

Chicago's museums are so rich and robust that you can explore everything from culture, history, and art to planet Earth, the military and even surgical science. Our theater scene is just as strong. Catch anything from a world-premiere production bound for Broadway to an edgy drama that will leave you breathless. Or catch some live music and watch your favorite artist make the stage come alive. Chicago is the birthplace of improv comedy, so of course, a comedy club must be on your to-do list.

Pre-Conference Workshops, October 14

8:30 – 9:30 AM

Registration

9:30 AM – 5:30 PM

Track 1: How to Start a World Class Intelligence Program (Troy Pfeffer, Cintas Corp. and Jouko Virtanen, GIA)

9:30 AM – 5:30 PM

Benchmark and Take Your Market Intelligence Program to the Next Level (Daniel Pascheles, Merck & Co. and Victor Knip, GIA)

9:30 AM – 5:30 PM

Track 3: Acquire Market Sizing and Forecasting Best Practices (Arman Hosseini, Johnson Controls and Thomas Rideg, GIA)

9:30 AM – 5:30 PM

Track 4: Perfect Your Consultative Skills (Ron Dombroski, IBM, and Hans Hedin, GIA)

9:30 AM – 5:30 PM

Track 5: Excel at Strategy and Intelligence: A Practical Master Class on Applying Future Centric Methods to Support Growth (Jose Tormo, Hewlett Packard, Lise Dellazizzo and Joost Drieman, GIA)

9:30 AM – 5:30 PM

Other Tracks: Customized full-day agenda for teams of six or more that register together

5:30 – 6:30 PM

Opening Reception (Cocktails & Hors d'oeuvres)

Non-Workshop attendees are welcome to attend.

8:30 – 9:30 AM Registration

Track 1: How to Start a World Class Intelligence Program: A Step-By-Step Approach for Rapid Deployment

Facilitators: Troy Pfeffer, Competitive Intelligence Director at **Cintas Corp.**, and Jouko Virtanen, President, Americas at **Global Intelligence Alliance**

Have you been tasked with setting up an intelligence program

or revamping an existing one? Are you wondering where to start and what steps to follow? Or have you already started, and are looking to benchmark your progress against case examples and best practices? Looking for frameworks and templates to draft an action oriented set-up plan?

1. Add structure to your intelligence program set-up process.
2. Learn to utilize GIA's World Class Market Intelligence Road Map, through hands-on case examples.
3. Learn to identify and quantify the benefits of the intelligence program as you move forward.
4. Make ambitious plans for your intelligence program: Take pragmatic steps initially, and set long-term goals to become a World Class Market Intelligence organization.
5. Walk away with practical next steps to build/enhance your intelligence program.

This one-day workshop presents GIA's Road Map for setting up an intelligence system from the ground up through numerous hands-on case examples:

- Conducting a needs analysis and setting the scope of the intelligence activity
- Planning and designing the intelligence process
- Activating the organization
- Defining deliverables
- Implementing tools and techniques
- Marketing the newly established intelligence program to internal user groups

Participants will also learn how to use the World Class Market Intelligence Road Map from the very beginning in order to set initial targets when launching the intelligence program. Later on, the Road Map will serve as a tool for measuring progress

What participants say about the previous pre-conference workshops:

- "Excellent workshop with very knowledgeable and engaging speakers. A lot of key takeaways for our organization!"
- "Great facilitations! Very informative. So far, I've been very impressed with all aspects of the conference."
- "This was great. Most engaging session I've been to at any conference. Lots of take-aways."
- "Great best practices information. I appreciated the 'no sales pitch' approach."
- "Great information, really enjoyed specific examples of how companies are applying information. Lots of great info. Thanks!"
- "It was very useful to see the handouts / templates and I also benefitted from the practical / real-life experiences discussed."
- "Very well paced. I appreciate how engaged everyone was."
- "The session was very informative and useful for my own career."

in taking the intelligence program to optimal levels. Practical examples will be given on how to manage each stage of implementing an intelligence program. **The workshop targets participants who are setting up new Market and Competitive Intelligence programs, and participants in the early stages of deploying Intelligence programs.**

Previous feedback on this workshop: This workshop has been very popular among companies in the early stages of setting up a systematic intelligence function. The very latest score for this workshop in North America is **4.8 on a scale of 0-5**, with the majority of participants rating the session as “very good” which is the highest possible score. **Participants especially appreciated the pragmatic case examples, templates and frameworks provided, and that they could leave with clear implementation strategies and structured plans.**

Agenda for the Day

9.30 – 11.00 AM Part 1: World Class Market Intelligence

- Introductions
- World Class Market Intelligence Road Map and the key success factors
- Learning what World Class Market Intelligence is all about and what the key success factors are when setting up a World Class Market Intelligence Program

11.30 AM – 1.00 PM Part 2: Intelligence Benchmark Audit and Intelligence Strategy Fundamentals

- Introduction to Intelligence Audits
- Defining the current status and ambition level of your company's Market Intelligence program
- Introduction to Intelligence Needs Analysis
- Setting goals for the Market Intelligence Program

1.00 – 2.00 PM Networking Lunch

2.00 – 3.30 PM Part 3: Identifying the Development Needs for Market Intelligence

- How to get the “first big win(s)” – experiences from real life
- Intelligence Product approach to materialize deliverables of the Market Intelligence Program
- Identifying the key development areas in order to bring Market Intelligence to the targeted level

4.00 – 5.30 PM Part 4: Designing an Action Plan for Rapid Deployment of the MI Program

- Introduction of the MI development Road Map framework
- Designing a concrete action plan for setting up World Class Market Intelligence and accomplishing the first big win
- Designing a long-term Road Map – experiences from real life
- Individual design of a MI development Road Map with concrete action points
- Summary and conclusions

5.30 – 6.30 PM Opening Reception

Cocktails & Hors d'oeuvres – Non-Workshop attendees are welcome to attend.

Track 2: Benchmark and Take Your Market Intelligence Program to the Next Level: Learn Best Practices from Experienced Peers and Design an Market Intelligence Development Road-Map as a Result

Facilitators: Daniel Pascheles, Vice President, Head of Global Competitive Intelligence at **Merck & Co.**, and Victor Knip, Vice President Eastern USA at **Global Intelligence Alliance**

As a successful intelligence program develops, building a strong intelligence culture and strategic advisory role become critical factors. This requires the MI practitioner to seek out real world examples for success versus standard textbook learning. Exchanging information with experienced peers, benchmarking your own operations against best practices, and creatively exploring practices across industries together with other advanced intelligence leaders are some of the best methods to use to **take your own intelligence program to the highest level.**

In this workshop, participants will:

- Learn what World Class Market Intelligence means and how to get there
- Conduct a diagnostics survey on their own company's Market Intelligence development status, and identify and prioritize related development gaps
- Benchmark their own organization against best practices in taking the Market Intelligence program to the next level
- Leverage the World Class Market Intelligence Road Map for concrete intelligence development efforts
- Develop new ways to implement their intelligence toolkit
- Learn practical tips on how to drive progress and get to the World Class category with their intelligence programs

The workshop targets **accomplished intelligence professionals who can bring a wealth of experience** in order for all to learn from each other. Participants' background should be from companies **with advanced intelligence programs in place.**

Previous feedback on this workshop: This workshop has been **very popular among companies with an established and rather advanced intelligence program in place.** It has proven to be an excellent forum for these companies to learn best practices and really strive towards World Class levels. The very latest score for this workshop in North America is **5.0 on a scale of 0-5** with all participants rating the session “very good” which is the highest possible score. Participants especially appreciated the **strong case examples and applicability of tips provided**, as well as the **interactive nature of the session**, which encouraged the **sharing of ideas**

and practices. This session is about intelligence experts meeting intelligence experts.

Agenda for the Day

9:30 - 11:00 AM Part 1: World Class Market Intelligence & Assessment of the Current Status

- World Class Market Intelligence Road Map and related Key Success Factors
- World Class Market Intelligence at Merck & Co.
- Intelligence Audit by participants

11:30 AM – 1:00 PM Part 2: Best Practices in Taking Market Intelligence to the Next Level

- Taking Market Intelligence to the next level: Merck & Co.
- How to take Market Intelligence to the next level: Scope
- How to take Market Intelligence to the next level: Process
- How to take Market Intelligence to the next level: Deliverables

1:00 – 2:00 PM Networking Lunch

2:00 – 3:30 PM Part 3: Best Practices in Taking Market Intelligence to the Next Level

- How to take Market Intelligence to the next level: Tools
- How to take Market Intelligence to the next level: Organization
- How to take Market Intelligence to the next level: Culture
- Summary and conclusions

4:00 – 5:30 PM Part 4: Identifying Development Needs and Designing a Road-Map for Market Intelligence Development

- Identifying and prioritizing development areas
- Identifying the development needs and key actions for Market Intelligence
- Designing a Market Intelligence development Road Map
- Summary and conclusions

5:30 – 6:30 PM Opening Reception

Cocktails & Hors d'oeuvres – Non-Workshop attendees are welcome to attend.

Track 3: Acquire Market Sizing and Forecasting Best Practices: Learn to Understand Methods and Processes for Market Sizing and Forecasting Through Practical Examples

Facilitators: Arman Hosseini, Strategy and Forecasting Manager at **Johnson Controls**, and Thomas Rideg, Senior Vice President Western Europe at **Global Intelligence Alliance**

Are you involved in estimating market share and market sizing? Is market sizing a challenge for your company? Are you looking to understand the methods and see practical examples of segmentation and market size analysis? How do you apply market size information? This one-day hands-on workshop takes a deep-dive into understanding market sizing, whether looking at a particular geography, segment, product area, or channel.

Focus areas include:

- Market segmentation as the foundation of market sizing
- Market size and share analysis: theory, process and examples
- Forecasting
- Applying the methods in practice

This workshop consists of presentations, group discussion, and practical examples. It is **targeted to those conducting market sizing and market share analysis, and individuals developing frameworks and methods** for market sizing and market share analysis in their organizations.

This popular market sizing workshop was developed due to a significant need by market and competitive intelligence professionals, as well as market research departments across various industries. Companies need methods, best practices and examples on how to conduct market sizing for existing, or completely new business lines, products or geographies. There has been minimal education available in the Intelligence industry - which is why this workshop will expand upon market sizing, market share analysis and forecasting.

Previous feedback on this workshop: This workshop has received excellent feedback previously. At the GIA Conference Toronto 2012, this workshop scored **4.5 on a scale of 0-5**. Workshop participant feedback from the Toronto conference: "Thanks for addressing this topic – it has been difficult to find relevant and high quality training on this!"

Agenda for the Day

9:30 - 11:00 AM Part 1: Market Sizing: Fundamentals

- introductions and brief discussion on participants' expectations.
- Frameworks and methodologies for market segmentation, market sizing and market share analysis; these are all closely linked with each other and represent relevant aspects of market sizing on a broader scale.
- Various models, theories and select practical examples on how they are used will also be included.

11:30 AM – 1:00 PM Part 2: From Market Sizing to Market Forecasting

- In-depth review of select methodologies and recommendations for forecasting – both top-down and bottom-up market sizing methods will be discussed in theory and practice.
- Sources of market size information.
- How to create future foresight based on market sizing.

1:00 – 2:00 PM Networking Lunch

2:00 – 3:30 PM Part 3: Cases and Examples – Practical Application of Market Sizing

Market sizing case examples – the facilitators will review different situations and explain how market sizing has been implemented using presented models. The objective is to provide insight on how to build a robust market share and size analysis that results in actionable intelligence.

4:00 – 5:30 PM Part 4: Converting Analysis into Action

- How to use market size analysis.
- How to make it actionable.
- Various applications of market sizing will be discussed. Practical examples will be presented to initiate further group discussion and questions.
- Summary and conclusions.

5:30 – 6:30 PM Opening Reception

Cocktails & Hors d'oeuvres – Non-Workshop attendees are welcome to attend.

Track 4: Perfect Your Consultative Skills: A Practical Workshop to Develop Your Consultative Skills and Become a Trusted Business Advisor

Facilitators: Ron Dombroski, Director of Global Market Analysis at **IBM**, and Hans Hedin, Senior Consultant at **Global Intelligence Alliance**

This 1-day hands-on workshop will demonstrate how to become a trusted business advisor, as opposed to being a researcher or an analyst. Advantages include learning strategic decision making skills and using the input from top management in your intelligence projects. The workshop will take you through the entire consultancy process, including subjects such as strategic thinking in business decisions, and how to effectively be creative.

Special focus will be placed on:

- Relationship building using the engagement model – what is the engagement model and how to develop high level relationships with management
- Question techniques – how to deal with resistance and negotiation issues with top managers; when to say 'yes' or 'no'
- Managing expectations– what is included in the project: all areas of attention from agreement (expectations) to closed loop (feedback)
- Presentation skills - how to deliver the results in effective and efficient ways to executives and other stakeholders, and how to elevate the output from analytical to advisory
- Creative thinking – thinking differently in order to solve old problems in new ways

The workshop consists of practical examples and exercises, and is useful for those in marketing, competitive and market intelligence, including market researchers and intelligence analysts.

Previous feedback on this workshop: This workshop has received excellent feedback, since all intelligence functions should strive to become strategic advisory departments.

Experienced facilitator teams have been able to provide **strong practical advice for many practitioners**. The latest score for this workshop in North America from October 2012 is **4.8 on a scale of 0-5** with majority of participants rating the session as “very good” which is the highest possible score. Participants especially appreciated the **strong facilitation and extremely valuable educational content of this session**.

Agenda for the Day

9:30 – 11:00 AM Part 1: Introduction to Consultative Skills

- How to become a strategic advisor - Have you got what it takes?
- Moving from being a topic expert to a consultant - What does it mean?
- Different types of consulting - Which one should you select?

11:30 AM – 1:00 PM Part 2: Consultative Techniques

- The consultative engagement model
- Understanding individuals: Applying the social style analysis method
- The art of asking questions: How to become an interesting discussion partner
- Strategic analysis methods
- Creativity and creative analysis methods
- Learning the principles of account management

1:00 – 2:00 PM Networking Lunch

2:00 – 3:30 PM Part 3: The Consultative Project

- How to “sell” and start a project: Selling on tangible benefits instead of features
- The consultative service level agreement - your insurance for project success
- Project problem definition - is the problem really the problem?
- Mastering workshops and group facilitation techniques
- Project delivery
- Project implementation - how to become project missionaries but not project implementers
- Post project follow up

4:00 – 5:30 PM Part 4: Consultative Communication & Presentation Skills

- 80% of all presentations suck - how about yours?
- First impressions last: How to convince in 7 seconds
- Which communications style should you use? Which one do you use today? Do you know?

5:30 – 6:30 PM Opening Reception

Cocktails & Hors d'oeuvres – Non-Workshop attendees are welcome to attend.

Track 5: Excel at Strategy and Intelligence: A Practical Master Class on Applying Future Centric Methods to Support Growth

Facilitators: Jose Tormo, Business Strategy and Corporate Development at **Hewlett Packard**, Lise Dellazizzo, Senior Consulting Manager at **Global Intelligence Alliance**, and Joost Drieman, Vice President, Intelligence Best Practices at **Global Intelligence Alliance**

Do you have what it takes to be a game changer? Are you positioned to anticipate future disruptive trends? Do you have the capability to identify and analyze the relevant megatrends that will change your industry? Do you understand the future scenarios that may end your business or multiply your company's value? Are your hard fought gains fading as competitors copy your innovations and counterattack your efforts with new offers of their own? Is your market share eroding despite successful sales strategies? Is your profit margin on a downward spiral despite steady sales revenues? Is your product and service portfolio still relevant?

During these sessions you will be introduced to proven methods, strategies and systematic approaches used by companies worldwide to think strategically and reposition themselves on a growth trajectory. Be prepared for a high intensity workshop focused on future trends and growth. Join us for an exciting workshop which combines some of the world's most powerful and effective future-centric methods and growth management strategies.

Areas of focus include:

- **Megatrends:** Why is this relevant? How to identify megatrends and analyze their impact. How to make trend monitoring a part of everyday business.
- **Scenario Planning:** How to conduct effective scenario planning and make scenarios part of continuous strategy work.
- **Assessing Growth Strategies:** How to find uncontested blue ocean market space through differentiation and low cost.

Learn from accomplished experts through dynamic, hands-on interactive exercises and examples. This master class consists of practical presentations, case examples and exercises which simulate real-world competitive environments and growth planning. It is targeted at those responsible for strategy, planning and strategic intelligence, as well as anyone interested in understanding future and growth strategies.

Background for establishing this workshop: This workshop has been developed based on significant demand for strategic intelligence methods and intelligence professionals

being increasingly involved in strategy work. Companies are, more than ever before, in need for effective tools and methods to assess their strategy and anticipate future market and competitive developments.

This workshop will combine future-centric methods or megatrend spotting and analysis, scenario planning, early warning and opportunity identification with strategic re-assessment and strategy formulation. It will include strong methodologies, practical examples and an intense strategy workshop where participants will work on simulated strategy challenge cases. This workshop is targeted at intelligence and strategy practitioners, and anyone interested in long term planning.

Agenda for the Day

9:30 - 11:00 AM Part 1: Buckle up – Fast Track to the Future

- Megatrends – Why should we care? What are megatrends?
- What are the drivers that create megatrends? How to spot, analyze and make use of megatrends in the best possible way for my business
- Identifying early warning and opportunity signals based on megatrends
- Practical examples

11:30 AM – 1:00 PM Part 2: See the Change Before it Gets You – How to Use Scenario Planning in Intelligence and Strategy Work

- Role of scenario planning in intelligence and strategy work
- Anticipating innovation and disruptive market changes
- Know your competition and get ahead with your business
- Scenario planning is a great strategic ad-hoc activity. Wrong! How to apply and make it a part of everyday business
- Practical examples

1:00 – 2:00 PM Networking Lunch

2:00 – 3:30 PM Part 3: Strategy Challenge - How your World Will Never Look the Same Again

- High octane strategy challenge workshop
- How to find the blue ocean
- How do I take into account relevant trends and scenarios impacting my winds and currents?
- Resolving the \$100 million growth strategy challenge

4:00 – 5:30 PM Part 4: How to Accelerate Growth and Drive Innovation – A Test Drive for Building Winning Strategies for Competitive Survival

- Intensity rises as we continue the workshop to demolish and re-define existing strategies and future assumptions behind it
- Finding the winning strategy!
- Summary and conclusions

5:30 – 6:30 PM Opening Reception

Cocktails & Hors d'oeuvres – Non-Workshop attendees are welcome to attend.

Conference Day 1, Tuesday, October 15

8:00 – 9:00 AM Registration

9:00 – 9:15 AM Welcome and Opening

Jennifer Bettner, Consultant, and Hans Hedin, Senior Consultant at **Global Intelligence Alliance**

9:15 – 10:00 AM Turning the Lights On – How Advanced Intelligence Adds Strategic Visibility

Steve Erickson, Vice President, Strategic Marketing at **Parker Hannifin Corporation**

The key objective of a world class intelligence program is to deliver strategic visibility, thereby enabling the organization to have a better view of the entire operating environment and the road ahead. Providing strategic visibility requires much more than just advanced analysis. It means that companies must learn to integrate all aspects of intelligence: external and internal, macro-economic and regulatory, customer insights and competitive intelligence, into a clear view of the future. Global trends need to be translated into meaningful early action items on regional and local levels. The true value is generated through integrated intelligence approaches where understanding one's own position, including strengths and weaknesses, is critical to making the right moves in the changing market environment.

This presentation will focus on the following key themes:

- Integrated intelligence is the only way to add true strategic visibility
- Why companies should care about economic intelligence to see the road ahead. Case example
- How turning the lights on is challenging from a cultural perspective. What you see is not always what you want to see
- Another aspect of adding visibility: how to translate signals of global trends into early warning and opportunity warnings

10:00 – 10:30 AM How is Co-creation the Key to World Class Intelligence?

Joost Drieman, Vice President Intelligence Best Practices at **Global intelligence Alliance**

'Co-creation' of insights is one of the hottest topics in Market

Intelligence today. While this is a reflection of the rise of social media and networking in general, in the MI context it also means that companies have realized that tools and processes will only take them so far. The true impact of MI is generated by people. But does everybody agree? What are the rules for best in class co-creation? What can we learn from this and how can we truly improve on co-creation?

10:30 – 11:00 AM Refreshments & Networking Break

11:00 – 11:45 AM Managing Market Intelligence and Understanding Trends in a High Growth Environment – Angry Birds and Mobile Entertainment Business

Mika Røykkee, Manager, User and Market Intelligence at **Rovio Entertainment**

Managing Market Intelligence in a high growth industry, such as Mobile Entertainment, creates a new set of requirements and challenges for intelligence professionals. Operating in an unconventional market environment where the fast pace of change is the only constant factor forces companies to continuously monitor and analyze their entire ecosystem. Not only do new entrants and innovations change the market all the time, but new business models and rapidly developing consumer trends also impact business on a day-to-day basis.

The vast amount of both hard and soft data creates additional challenges. How do companies maintain a solid understanding of their market landscape and make sense of the big data? How can companies succeed in translating trends into winning products? How do companies manage growth into new adjacent businesses without losing strategic sight? Most importantly, how do companies in high growth environments ensure that they can read the market accurately and stay ahead of the curve?

This presentation focuses on the following key topics:

- Challenges of Managing Market Intelligence in a High Growth Environment
- Understanding a Constantly Changing Market Ecosystem
- End-user Centric Market Intelligence and Trend Overflow: So what?

- From Trends to Concepts – Translating Market Data into Meaningful Business
- Productive MI: Managing Big Data, Using Effective Web Tools to Disseminate Intelligence, Managing Networks

11:45 AM – 12:30 PM Evolution of an Intelligence Program – Adding Impact through Different Stages of MI Maturity

Jean Brewster, Vice President, Competitive Strategy and Development at **MasterCard**

How can Intelligence functions optimally move from one stage to another, while expanding scope, adding management capability and process focus, launching storage and communication platforms to support global roll-outs and embedding intelligence into the everyday operations? How to add a forward looking view to strategic analysis through understanding trends and technology movements? This presentation features examples from MasterCard.

12:30 – 1:30 PM Networking Lunch

1:30 – 2:45 PM Interactive Stakeholder Panel: Value and Benefits of Market Intelligence – Where is the Value and How is it Delivered?

- Chairman: Joost Drieman at **GIA**
- Steve Erickson, Vice President Strategic Marketing at **Parker Hannifin Corporation**
- Cindy Weidmann, Vice President, North America Marketing at **Intertek**
- Kerr Manson, Director of Strategic Planning at **MillerCoors**
- Laura Kanov, Vice President of Corporate Strategy at **Allscripts**

Market and Competitive Intelligence is a key component in decision making, long term strategy formulation and implementation. It is also critical in steering and executing marketing and sales strategies. Measuring direct ROI is hard and may not even be meaningful with so many other factors involved. However, every intelligence activity whether ad-hoc or regular in nature needs to be geared towards creating impact. This impact may take many forms, from early warning and opportunity identification, to market sizing or supporting pricing tactics. The focus of Market Intelligence can also range from long term scenarios and megatrends to sales enablement and based on that can create very different types of benefits.

The value of intelligence can also be questioned. Do companies overspend on non-actionable data and information,

instead of generating real intelligence and impact? Is intelligence just something that happens as part of business or is it a discipline that really provides value? How do some companies cope without intelligence programs or do they? Is there any relevance in information/intelligence if it does not lead into direct action?

Join the interactive stakeholder panel discussion where functional decision makers provide their views on value and benefits of Intelligence.

The panel will discuss and interact with the audience on the following and other questions:

- Is intelligence valuable or can companies operate successfully without it?
- Where is the biggest value and benefits of intelligence?
- Do we need to demonstrate ROI for intelligence or is it enough to believe in assumed benefits?
- What is the value of knowing more than what your competition does?
- How is valuable intelligence delivered to support decision making?

2:45 – 3:15 PM Refreshments & Networking Break

3:15 – 4:00 PM CIPIR – Competitive Intelligence Planning, Integration, and Response: A Scenario-Driven Early Warning and Response Process

Larry Fauconnet, Sr. Manager, Competitive Intelligence & Strategy, **YP Holdings LLP**

The challenge is to help the company become more proactive in its movement on the competitive landscape. The CIPIR is based loosely on a military intelligence process called the Intelligence Preparation of the Battlefield. Applied to business, this process combines competitive intelligence with scenario planning to provide both early warning of an emerging event on the competitive landscape as well as a methodology for collecting intelligence, integrating intelligence into the decision process of key leadership, and coordinating tactical and strategic responses to the emerging competitive situation. The success of the process hinges on solid preparation by the competitive team, sound analysis, and the commitment and support of senior leadership. If well executed, the process should help the organization drive or get ahead of emerging issues.

This presentation will focus on the following key themes:

- Combine scenario planning and competitive landscape development with competitive intelligence processes to provide early warning of competitive activity
- Coordinate and focus limited intelligence and operational assets on the most likely, most dangerous, or most advantageous competitor courses of action
- Integrate competitive intelligence directly into the decision cycle to take immediate action to either mitigate emerging risks or take advantage of emerging opportunities
- Use competitive intelligence to coordinate the actions of corporate functions in response to an emerging competitive scenario

4:00 – 4:45 PM How Best Practice Street Intelligence Programs Create Impact – Pragmatic View for Leveraging Your Best Source, Practitioner Dialogue

Ben Murphy, Lead Intelligence Strategist at **Fiserv Inc.**, and **Troy Pfeffer**, Competitive Intelligence Director at **Cintas Corp.**

Street intelligence is arguably the best source of impactful competitive and market insight. Yet most companies fail to utilize this fundamental asset in their intelligence gathering effort. In fact, it can be argued that many companies overspend on reports and analysis but significantly under resource the most important area of intelligence gathering. Building a best practice street intelligence process is all about disciplined networking, relationship building, and providing infrastructure for effective communication. In order for this to succeed, however, it is critical that those gathering street level intelligence gain valuable support so they can genuinely support the overall sales effort. In this session, Ben Murphy and Troy Pfeffer will have a practitioner dialogue between two experts in the area of street intelligence. Through the dialogue, Ben will walk us through his role as the Lead Intelligence Strategist responsible of street intelligence effort at Fiserv.

The session will focus on the following topics:

- The Role of Lead Intelligence Strategist as the facilitator for an advanced street intelligence program
- Why a dedicated street intelligence facilitator adds significant value to your MI program
- Best practices in building a strong street intelligence network
- What to offer back to the street – sales enablement is the key!

4:45 – 5:00 PM Concluding the Day and Preparing for Networking Dinner

Jennifer Bettner, Consultant, and **Hans Hedin**, Senior Consultant at **Global Intelligence Alliance**

6:30 – 10:00 PM Dinner & Networking Event: Willis Tower

(formerly Sears Tower)

Conference Day 2, Wednesday, October 16

8:00 – 9:00 AM Registration

9:00 – 9:45 AM How Does Intelligence Provide Value by Creating a View of the Future and Supporting Growth?

Jose Tormo, Business Strategy and Corporate Development at Hewlett Packard

The focus of Market Intelligence in a highly competitive environment where core business is not growing, is to help the company continue improve its position, and support strategic expansion into new areas. Establishing an in-depth understanding of your competition is critical but only part of the task. Market Intelligence effort also needs to be geared towards anticipating innovations and disruptive technologies, as well as truly understanding the evolving trends and market needs. The challenge is to see the change before it is too late. The other key objective is to help the company see growth opportunities and provide advice on how to capitalize on these opportunities. Finding new pockets of growth often becomes the most valuable output of the intelligence effort.

This session focuses on the following key topics:

- General process of providing advanced intelligence in a highly competitive environment, evolution of the MI program
- Tools for Understanding the Competition and Market Change
- Anticipating Innovations and Disruptive Technologies
- Identifying and Assessing New Growth Opportunities based on Emerging Customer Needs

9:45 – 10:30 AM How Does a Long Term View of the World Help Shape and Implement Strategy? – A Practical View on Strategic Planning and Impact of Scenarios

Kerr Manson, Director of Strategic Planning at MillerCoors

Proper long term planning requires building a long-term view of the world. In order to set the direction for a company, an executive team needs to understand expected future developments in their operating environment. They also need to work through a disciplined process to formulate winning strategies and put them into action. This process cannot take place without viewing possible market and competitive

scenarios. Scenarios and strategies, on the other hand, cannot be formulated without strong collaboration on the executive level. The future view of the world also needs to be clearly communicated to drive organizational alignment and support execution of the strategy.

This session focuses on the following key topics:

- Long term strategic planning as a discipline
- Formulating a 10-year view of the world to support strategic planning
- Utilizing and adjusting scenarios when executing any strategy
- The role of collaboration in executive level strategic insight generation

10:30 – 11:00 AM Refreshments & Networking Break

11:00 AM – 12:00 PM Interactive Roundtable Sessions: Round 1

Track 1: Best Practices in Sales Enablement – Using Intelligence to Drive Revenue Generation

Facilitators: John Hink, Director Competitive Intelligence at Fiserv Inc., and Jouko Virtanen, President at Global Intelligence Alliance Americas

A key objective for an advanced to world class intelligence program is to help a company generate more revenue. The most pragmatic way to deliver this value is to link the intelligence effort closely with sales enablement. Intelligence programs aligned with sales processes will create impact by helping sales organizations identify new opportunities, beat the competition, understand why they lose or win business, and help them improve their sales hit rate. The first objective is to know how intelligence is best utilized in a particular sales environment. The next task is to align intelligence deliverables to support sales. The most important element of a successful sales intelligence program is to establish a strong intelligence network and support the network with proper infrastructure.

This session will focus on the following key topics:

- How do intelligence professionals become sales enablers?
- Practical examples of sales enablement through advanced intelligence effort

- Sales intelligence best practices and how to apply them
- How to build advanced sales intelligence networks that support intelligence gathering
- How to tie your efforts to revenue generating activities

Track 2: Intelligence Dashboards Exchange – How Advanced MI/CI Dashboards Help Create Impact through Effective Dissemination and Presentation of Intelligence

Facilitators: Drake Spence, Market Intelligence Manager at **Navistar**, and Ville Vanhala, Senior Vice President at **GIA**

Companies with advanced intelligence programs use different dissemination and presentation formats to deliver content. One of the most powerful sharing methods is to build informative intelligence dashboards to support various functional, divisional, business unit, or regional user communities. Information overflow is a challenge for most organizations, and it is critical to learn best practices in presenting intelligence visually and in meaningful portions for the right users and user groups. The objective of this roundtable session is to look at practical examples and learn how dashboards are used in a most meaningful manner from other examples. In this session, Ville Vanhala and Drake Spence will present and discuss various examples including Navistar and other companies. Practical tips will be provided as best practices.

This session will focus on the following key topics:

- How dashboards can be optimally used to present large amounts of intelligence
- Best practice tips for companies planning to build dashboard tools or better utilize existing dashboard tools
- Pragmatic examples of how dashboards create impact
- What is the future direction of the use of dashboards in a market/competitive intelligence context?

Track 3: Key Success Factors in Building Strategic Advisory Capability – How to Make Market Intelligence Indispensable?

Facilitators: Daniel Pascheles, Vice President, Head of Global Competitive Intelligence at **Merck & Co.**, and Victor Knip, Vice President Eastern USA at **GIA**

Many intelligence departments struggle with delivering real impact. They also need to prove their value from time to time and may be requested to provide ROI calculations. The best way to overcome the ROI question is to make your intelligence program indispensable. This is done by establishing a strong advisory role where top management views intelligence as an integral part of decision making. Intelligence needs to

become a critical ingredient and intelligence professionals have to be positioned as advisors to top management. Building an advisory role takes time, requires competence development and finding the right talent. It also requires establishing a high level of credibility and relationships with key stakeholders. Ultimately, your executives cannot operate efficiently and effectively without your expert contribution and advice.

This session will focus on the following key topics:

- What does a world class intelligence advisory role include?
- Key building blocks of becoming a strategic advisor
- Talent, expertise and personality requirements for an advisory role
- So what's next? How to move to the next level when building advisory capability?

Track 4: Perfecting Your Intelligence Deliverables – How to Make Intelligence Delivery an Experience

Facilitators: Arman Hosseini, Manager, Strategy and Forecasting at **Johnson Controls**, and Joost Drieman, Vice President, Intelligence Best Practices at **GIA**

The key to high quality intelligence delivery is to understand that the output is consumed by human beings. This is why the format is often at least equally important as the content. It is also the reason why various delivery methods need to be considered. Intelligence professionals really need to understand their audience and their intelligence consumption preferences. The traditional view to intelligence delivery is that it is all about reports and slide decks, but it is not!

Are you looking to lift your intelligence deliverables to World Class levels? Are you involved in presenting intelligence output to decision makers? There is more to it than just a PowerPoint - we need to maximize the usage of different delivery formats. We will look at how to make delivery as compelling as possible, and the rules you need to keep in mind. It all comes down to impact. Are you able to improve your capability to create impact with better delivery of intelligence?

This session will focus on the following key topics:

- Best Practices in offline delivery - the classic, and what's new?
- How to conduct the best live interaction and presentation
- How to wow the online audience
- The future of intelligence delivery

Track 5: Business Impact through Actionable Intelligence – How to Engineer Actionable Outcomes?

Facilitators: Ron Dombroski, Director of Global Market Analysis at **IBM**, and Rahul Dhingra, Senior Consulting Manager at **GIA**

Making intelligence actionable is one of the most consumed clichés within the intelligence profession. Yet too many companies struggle to make their intelligence output consistently valuable to the end users. Without actions, the intelligence program can create very limited impact. When it comes to providing benefits and value through intelligence, focus on action is critical. Often times, making intelligence actionable is seen as something that only advanced or World Class Market Intelligence programs can do. In this workshop, we will look at ways to add actionable elements to your output and provide practical advice on adding impact both through ad-hoc analysis and regular deliverables. Examples will be shared and brainstorming will be encouraged.

This session will focus on the following key topics:

- Building a shared agenda and managing relationships
- Suggesting action and providing recommendations
- Role of insights and co-creation in driving action
- Practical tips on adding actions to MI output

Track 6: Impact through Advanced Early Warning Process – How to Ensure Response to Early Warning?

Facilitators: Larry Fauconnet, Sr. Manager, Competitive Intelligence & Strategy at **YP Holdings LLP** and Hans Hedin, Senior Consultant at **GIA**

The true impact of intelligence comes through anticipation of competitive threats and capability to build strong response to either drive emerging developments or get ahead of them. In today's highly competitive markets, it is critical for companies to be able establish solid discipline around early warning, ensuring that action will follow the identified competitive dangers or opportunities. While building early warning processes requires particular key elements, the way to apply the process varies depending on the industry and company context. Understanding changes in the competitive landscape and driving action to respond requires solid competitive analysis, use of scenario planning techniques and interaction with leadership. At its best, proper early warning provides significant value on both tactical and strategic levels, helping organizations mitigate risk or take advantage of anticipate changes in the battlefield.

This session will focus on the following key topics:

- How to apply scenario planning techniques to provide early warning?
- How to integrate intelligence into decision making processes?
- How to drive impact through tactical and strategic response?
- EWS Exchange: Sharing best practices in building Early Warning System

12:00 – 1:00 PM Networking Lunch

1:00 – 2:00 PM Interactive Roundtable Sessions: Round 2

The same tracks are repeated after lunch so you may choose to join a different workshop during round 2.

2:00 – 2:15 PM Refreshments & Networking Break

2:15 – 3:00 PM Rapid Deployment of an Intelligence Program - How to Create Business Impact Through Quick Wins?

Leela Maher, Director, Market Intelligence at **Johnson Controls Building Efficiency**

Companies too often assume that establishing high impact intelligence programs takes years. While building the culture and improving your Market Intelligence capability is a long term task, practical quick wins can be reached when the right focus is set and best practices are properly applied. One of these best practices is strong branding and countless efforts in selling and promoting the MI initiative, an area where many established MI programs could significantly improve as well. Putting special focus on effective field signals gathering and building continuous communication channels both with the field and C-suite is another often underestimated, critical success factor. MI also needs to prove its value first and provide demonstrated benefits in order to create strong acceptance throughout the organization. Leela Maher, who has built several intelligence programs in different industries, will walk the audience through the process of setting up market intelligence programs with impact.

This presentation will focus on the following key themes:

- Set a clear value proposition and focus on creating impact
- Aim for quick wins through branding, strong internal sales efforts and focus on sales enablement
- Build easy to use tools to facilitate your MI process, especially field signals gathering
- Be part of strategy and make sure the C-suite hears you
- Expand your scope and target audience by using success stories

3:00 – 3:45 PM Building & Leveraging Expert Network to Support Intelligence Process

Paul Schoenfeld, Manager Market Intelligence & Analyst at
Shell Global Solutions US

3:45 – 4:00 PM Closing Remarks

Jennifer Bettner, Consultant, and Hans Hedin, Senior
Consultant at **Global Intelligence Alliance**

What else is included in your registration?

Access to GIA's Intelligence Best Practices Online

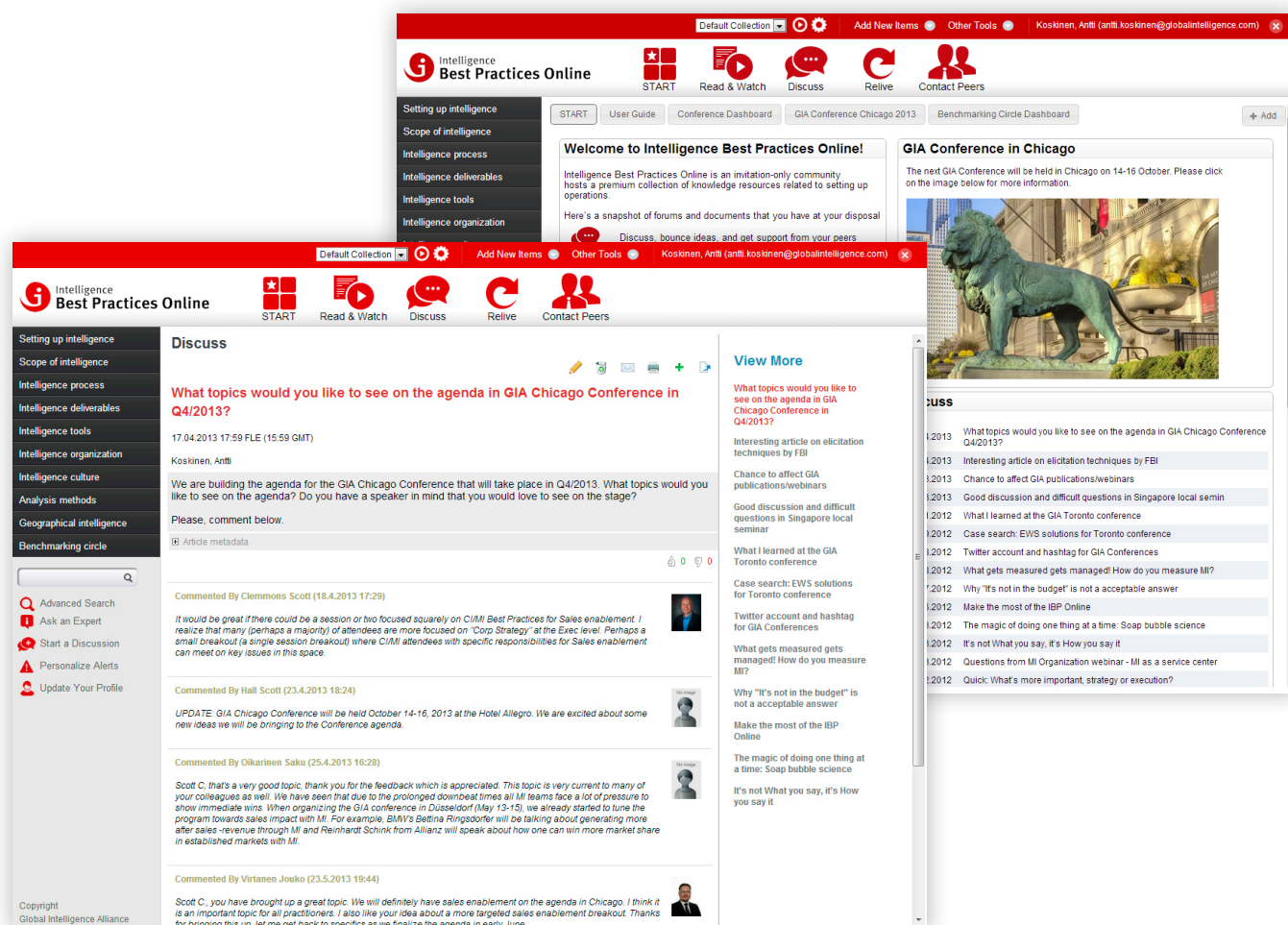
An online community and knowledge resource for setting up, running, and developing World Class intelligence programs is included with your registration.

GIA Intelligence Best Practices Online is a premium online community for Intelligence professionals to share thoughts and best practices, with active contribution from practitioners. The tool contains conference presentations and videos of GIA conferences in 2010-2013 (Düsseldorf, Toronto, London, Chicago, Amsterdam, New York, and Helsinki Conferences) as well as a discussion forum.

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- **Discussion forum:** Network and discuss with other users of IBP Online
- **GIA Conference:** Download exclusive presentations from GIA Conferences
- **Read & Watch:** Access a comprehensive and continuously updated library of White Papers, webinar presentations, articles, analysis templates, past conference videos, and more



Information about the speakers



Jean Brewster, Vice President, Competitive Strategy and Development, MasterCard.

Jean Brewster is responsible for competitive intelligence and strategic analysis across the payments value chain at MasterCard. She also

oversees scenario planning around disruptive technologies and alternative payment providers. In her current role, Jean leads regional cross-functional teams focused on identifying and solving complex strategic issues at the market level. She is a global strategy, business development and finance executive with over 10 years of experience in the payments industry and has a proven ability to identify and capitalize on market opportunities that drive strong contributions to revenue and profitability. Jean's special expertise includes competitive analysis, business strategy, financial modeling and scenario planning.

Before joining MasterCard in 2005, Jean held director level positions in various companies including American Express. Jean holds an MBA in Finance and Corporate Strategy from the University of Michigan.



Rahul Dhingra, Senior Consulting Manager, Global Intelligence Alliance. Rahul Dhingra is a Senior Consulting Manager at GIA. Rahul is a skilled MI expert and has experience with strategy consulting, value chain exploration and supply

chain management. In addition, he has in-depth knowledge of a wide range of Market Intelligence related sub-topics: primary and secondary research, market size and market share distribution analyses, competitive landscape analyses, customer intelligence, counter-intelligence, supply network investigation, and management of daily market signals in continuous monitoring cases. Mr. Dhingra holds an MBA in International Business & Strategic Management, and a BA (Hons) in Philosophy and English.



Ron Dombroski, Director of Global Market Analysis, IBM.

Ron leads a worldwide team of internal consultants responsible for market insights and analysis used in decision making across the company. IBM is a worldwide leader in

information technology and services, and is helping to build

a smarter planet. Ron began his career as a manufacturing engineer at IBM in 1982, and has also held various positions in marketing, strategy, and product development. He has worked in the IT industry for over 25 years and experienced some of its most dramatic changes. He has also been part of one of the most significant corporate turnarounds in history.



Joost Drieman, Vice President, Intelligence Best Practices, Global Intelligence Alliance.

Joost has 30 years of international experience in strategy, business development, Market Intelligence and management. Joost joined Cisco

Systems as Director, Market and Business Intelligence, European Markets in 2006 where he developed the intelligence team to become World Class consultants. Prior to his current position with GIA, he has served in senior positions at Getronics, UB Networks, Tandem Computers and Telindus and has provided consulting work for the European Commission.

Joost has an Engineering diploma in electronics from the HTS in the Netherlands and an MBA from the University of Antwerp in Belgium. Joost studied Corporate Strategy at the Harvard Business School and Market Intelligence at Wisconsin University in the US. Joost is an active visiting lecturer on intelligence topics at several business schools.



Steve Erickson, Vice President Strategic Marketing, Parker Hannifin Corporation. Parker Hannifin Corporation is a \$13 billion global diversified manufacturer headquartered in Cleveland, Ohio. Steve is responsible for supporting

Parker's businesses on a global basis with Economic, Business, Market and Competitive Intelligence including related tools and processes.

Before joining Parker in 1997, Steve held various positions in manufacturing and international business development in both the U.S. and Japan. He served as an engineer for the Bridgestone Corporation in Tokyo, Vice President Manufacturing for Ichikoh Manufacturing, a Japanese automotive parts manufacturer in Kentucky, and Senior Marketing Representative for the Huntsman Corporation in Chesapeake, VA.

Steve holds a BS in Mechanical Engineering from the University of Nebraska and a Master's Degree from Trinity International University in Deerfield, IL. Steve lived in Japan for 10 years and is fluent in Japanese.



Larry Fauconnet, Sr. Manager, Competitive Intelligence & Strategy, YP Holdings LL. Larry Fauconnet's experience combines over 15 years of corporate competitive intelligence with over 20 years of military intelligence experience (most

concurrently). Larry is currently a competitive strategist at Yellow Pages. Past experience includes positions at AT&T and BellSouth. Larry's military intelligence experience covers a variety of positions, most notably with the Special Operations Task Force in Iraq; as Chief of Intelligence Production at ARCENT's Intelligence Center; and as a battalion intelligence officer. Larry holds an MBA from Mercer University and is a graduate of the Army's Command and General Staff College.



Hans Hedin, Senior Consultant, Global Intelligence Alliance. Hans has worked in MI/CI consulting since 1992 and spends most of his time advising global companies on organizing and further developing World Class Market

Intelligence programs. He has conducted Market Intelligence development and implementation projects for clients around the world. Examples include intelligence product development, organizing and optimizing the intelligence function, Market Intelligence Benchmarking, Early Warning Systems, War games/Future games, and scenario analysis. Hans is also a frequent speaker at international intelligence conferences, and has chaired GIA Conferences in Europe and North America.

Hans is a popular guest lecturer on Market Intelligence topics at academic institutions such as The Royal School of Engineers Executive School, Stockholm School of Economics, Lund University, and Stockholm University. Hans holds a Master's degree in International Business Administration and Languages from the University of Lund, having also studied Information Management at the University of St. Gallen.



John Hink, Director of Competitive Intelligence, Fiserv Inc. He works in the Global Sales group at Fiserv and is responsible for Enterprise CI function. John's special expertise areas include building high impact competitive intelligence

functions, business strategy, market research, complex data analysis, and M&A. He has over 16 years of experience in the intelligence industry and has a strong track record of building intelligence functions at large companies including Metavante, Fiserv, and USAA. John also has special expertise in the development of central corporate Competitive Intelligence systems. He served as Chair of the Wisconsin

Chapter of SCIP from 2010-2013 and also recently served as Co-Chair of the 2013 SCIP National Conference in Orlando, Florida. John has a business degree from the University of Wisconsin-Madison and Universität Freiburg in Germany.

Arman Hosseini, Strategy and Forecasting Manager, Johnson Controls Power Solutions. Wisconsin based Johnson Controls is a global, \$40 billion, diversified company with primary focus in the building and automotive industries. The Power Solutions division is the global leader in lead-acid and advanced batteries for conventional, Start-Stop, hybrid and electric vehicles. In his role, Arman uses advanced modeling methodology to develop and maintain long term battery and automotive market forecasts across a vast array of regions and technologies.

Arman and his team are also responsible for developing the annual strategic plan for Johnson Controls Power Solutions to be delivered to the executive leaders, board of directors, and financial analysts tracking Johnson Controls. Arman joined Johnson Controls in September of 2005, working in a variety of different roles with a focus on strategy, market intelligence, and program and change management.



Laura Kanov, Vice President, Corporate Strategy, Allscripts.

Laura is a healthcare IT executive with broad ranged experience in operations, program development, product strategy, product marketing and strategic marketing. Laura's

expertise areas include team building, strategic, operational and data analyses, operations improvements, program management, presentation and facilitation. In her current role Laura is responsible for guiding general managers in strategy development and alignment, facilitation of the strategic planning process and various special projects, including preparation for strategy discussions with the Board of Directors. She is experienced in facilitating the development of corporate strategy, its definition and boundaries, alignment across the business units of the organization, and its communication to customers, prospects and industry analysts. In past roles, she has provided guidance in analysis, implications and recommendations for strategies that address US macroeconomic, US healthcare microeconomic and US HIT microeconomic environments and effects.

Laura has been responsible for the corporate strategy since April 2011. Before that her focus was on overseeing the product business strategy including evaluating market opportunities to help define long term product roadmaps. Laura holds an MBA degree in Strategy from The University of Chicago Booth School of Business and BS degree in biology from University of Illinois at Chicago.



Victor Knip, Vice President, Eastern USA, Global Intelligence Alliance.

With 12 years of progressive experience in market intelligence, Victor manages GIA's Eastern USA business unit through GIA's offices in NYC. Through this role, Victor has

developed expertise in all facets of market intelligence with a variety of global organizations in many different market sectors and industries. A former Managing Editor of the Journal of Competitive Intelligence and Management and a widely published author in the field of market intelligence, Victor regularly leads workshops at industry events such as Society of Competitive Intelligence Professionals Annual Conferences and Frost & Sullivan Executive Summits etc. Victor has also been a guest lecturer on the topic of market intelligence, analysis and strategy for MBA and undergraduate business and engineering programs at various universities. Victor's educational background includes a BSc (Hons) Economics, MBA and a Certified Management Accountant (CMA) designation.

Leela Maher, Director of Market Intelligence, Johnson Controls Building Efficiency. Wisconsin based Johnson Controls is a global, \$40 billion, diversified company with primary focus in the building and automotive industries. Leela is a marketing executive with broad experience in market/competitive intelligence programs, research, strategic marketing plans, corporate strategy, vendor management, segmentation analysis and market assessments. Leela has 20 years of experience in establishing and running market intelligence programs to support business development and strategy. During this time, she has managed the set-up process of multiple corporate intelligence programs in automotive, building and financial services sectors. Her specialty is to build MI discipline with rapid return on investment and strategic impact.

Before assuming her current role, Leela established an intelligence program for another division of Johnson Controls serving global automotive industry. Before joining Johnson Controls in 2007, Leela was responsible for building and overseeing two other intelligence programs as the VP of Market Strategy and Planning at Metavante and VP of Market Research and Analysis at Fiserv. Leela holds an MBA degree from Marquette University. She has been a speaker at multiple events in North America that focus on the rapid deployment of market intelligence.



Kerr Manson, Director of Strategic Planning, MillerCoors.

Kerr Manson leads the development of long term strategy at MillerCoors, actively engaging the executive team in setting the company's long term direction. His role also

includes driving organizational alignment, understanding and executing the strategy as well as building a high performing team that is seen as a source of talent for the organization. Kerr is an experienced strategist with a strong background in delivering robust competitive analysis and building competitive strategies. His expertise also includes anticipating future market and competitive developments and driving long term planning.

Kerr has a strong background in the food and beverage industry where he has operated as a Regional Head of Strategy, Manager of Competitive Strategy, as well as Regional Pricing Strategy Manager before assuming his current role at MillerCoors. He also has a strong background in the consulting sector working for PwC Consulting both in the US and UK, as well as IBM Business Consulting Services where he delivered data driven strategic analysis for Fortune 500 clients from formulation through implementation. Kerr is also a long term contributor to the Association of Strategic Planning where he has operated as a Vice President and President for the Chicago Chapter in 2006-2012.

Kerr holds an MBA in Strategic Management & Marketing Strategy from the University of Chicago, an MSc. degree in Computer Science from Glasgow Caledonian University, and a Bachelor's degree in Human Resources from The University of Stirling.



Ben Murphy, Lead Competitive Strategist, Fiserv Inc.

Fiserv is a Fortune 500 \$4.5 billion financial technology company headquartered in Milwaukee, Wisconsin, serving financial institutions across the globe.

Ben Murphy is the Lead Competitive Strategist, Global Sales Organization, at Fiserv Inc. With past competitive intelligence and strategy experience at two other industry-leading firms, Ben was brought in to Fiserv in 2010 to develop a formal sales intelligence function from the ground up. In his current role, Ben is responsible for gathering sales intelligence from across the organization and developing competitive positioning strategies to increase win rates in a competitive industry.

Ben holds a bachelor's degree in finance as well as an MBA, both from the Sheldon B. Lubar School of Business at the University of Wisconsin-Milwaukee. Ben also serves as the Vice-Chair for the SCIP Wisconsin Chapter.



Dr. Daniel R. Pascheles, Vice President, Head of Global Competitive Intelligence, Merck & Co. Dr. Daniel R. Pascheles joined Merck & Co., Inc. in early 2005 as Vice President, Head of Global Competitive Intelligence, and is

based in Whitehouse Station NJ. His responsibilities include providing business intelligence; competitive intelligence on research and development activities, as well as participating in, and contributing to the strategy development process; the target and candidate identification for licensing, business development and M&A activities.

Prior to joining Merck, Dr. Pascheles was Vice President and Head of Corporate Intelligence for Aventis Inc. He worked for Aventis and its predecessor company (Hoechst Marion Roussel, Marion Merrell Dow) for 14 years in various positions such as Marketing Director; General Manager Switzerland; European Head of Sales, Marketing Administration and Strategic Planning.

Dr. Pascheles studied Pharmacy at the Swiss Federal Institute of Technology (ETH) in Zurich, Switzerland. He received his Ph.D. in Pharmaceutical Technology from the same university. He did additional studies at the University of Kansas in Lawrence, Kansas. Dr. Pascheles is Past-President and a current Board member of the Pharmaceutical Business Intelligence & Research Group (PBIRG). He is also a member of the Society of Competitive Intelligence Professionals (SCIP) and the Licensing Executive Society (LES).



Troy Pfeffer, Intelligence Director, Cintas Corporation. As Intelligence Director at Cintas Corporation, Troy was tasked with creating and establishing Competitive Intelligence at Cintas, a company that designs, manufactures

and implements corporate identity uniform programs and related business products and services. Troy provides timely and effective intelligence to business leaders to make sound tactical and strategic decisions, develop innovative strategies and act with foresight across all divisions and global regions. Prior to his current role, Troy served as the National Marketing Manager and National Operations Manager for Cintas. In addition, he was the Vice President at Key Bank and Bank One. Troy holds a BSBA degree from The Ohio State University and is a Certified Intelligence Professional from the

Fuld-Gilad-Herring Academy of Competitive Intelligence.



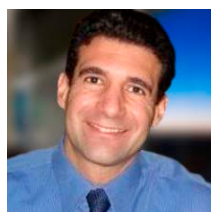
Mika Røykkee Manager, User and Market Research, Rovio Entertainment Ltd. Rovio Entertainment, founded in 2003, is an industry-changing entertainment media company and creator of the globally successful Angry Birds

franchise. Angry Birds, a casual puzzle game, became an international phenomenon within a few months of its release and is now the number one paid app of all time.

Mika Røykkee manages Rovio's Research activities related to the entire entertainment ecosystem. In this role he oversees the development of systematic market intelligence activity from continuous monitoring to highly analytical decision making support. Mika works with all aspects of intelligence in an extremely dynamic environment where change is the only constant factor. His responsibilities also include making sense of big data and social media sources, prioritization of intelligence needs, and growth support for the organization by providing better information.

Before joining Rovio Entertainment in 2012, Mika worked as a founding partner at Helmipeli Productions and a Lead Designer at Teagle Group, developing cloud services for improving utilization of customer information. Prior to these roles, Mika worked at Nokia for a period between 1999-2008 in several roles starting as a research engineer, moving to a senior research manager role with special focus on user interface and usability. In 2007 he took over the role as the Head of User Interface & Graphic Design for Nokia's technology & software platforms. User experience management continued to be his focus later on as the Head of Usability and Design Solutions as well as User Experience Research Director until 2011.

Mika is a seasoned expert in mobile technology and entertainment industry, user experience research, customer information, turning customer and user information into meaningful intelligence and decision making input. He holds a number of patents related to use and usability of mobile devices and has co-authored several publications in the area. Mika holds a MSc. degree in Computer Science from Tampere University of Technology in Finland.



Paul Schoenfeld, Manager of Market Intelligence & Analysis, Shell Global Solutions. Paul is responsible for driving market intelligence throughout the Contracting & Procurement function across Shell. He manages a global, cross-business

team of 30 individuals that delivers strategic insight of the evolving global market environment and its potential impact on Shell's critical spend for goods and services. Paul has 10 years of experience as an intelligence practitioner and has also held various commercial and strategic roles within Shell. He holds an Executive MBA in Strategy and Leadership from The Peter F. Drucker and Masatoshi Ito Graduate School of Management.



Drake Spence, Market Intelligence Manager, Navistar.

Drake Spence is currently the Market Intelligence Manager in the Corporate Strategic Initiative group at Navistar, Inc. After completing an internship with Navistar back in

2008, Drake rejoined the company full-time in the spring of 2010. As Market Intelligence Manager, he collects and disseminates market intelligence for a wide-range of internal customers, and manages Navistar's centralized, online Intelligence Center. In a previous role, he worked to provide tactical intelligence to Navistar's Engine Group.

Drake obtained his Bachelor's degree in Intelligence Studies from Mercyhurst University, and is currently working toward his MBA at DePaul University, with a focus on Business Strategy & Decision Making, and International Business.



Jose Tormo, Business Strategy and Corporate Development at Hewlett Packard.

He is a business strategy executive with Hewlett Packard, who currently leads the competitive intelligence function for HP's consumer Volume PC business. He

has over 20 years of experience helping technology firms address strategic challenges, including long range planning and M&A. Jose earned Bachelor and Master degrees in Chemical Engineering from Massachusetts Institute of Technology (MIT) and an MBA from Stanford University.



Ville Vanhala, Senior Vice President, Research and Monitoring Services at Global Intelligence Alliance.

Ville is responsible for GIA's range of services to help clients keep track of opportunities and threats in their markets. He oversees the

delivery and development of services like daily market tracking, competitor profiling, peer group analysis, industry and macroeconomic reviews, and social media monitoring all done as custom work for each client. Ville has a Master's degree in Business Administration from the Swedish School of Economics in Helsinki, Finland. Prior to getting involved

in co-founding Global Intelligence Alliance, Ville worked in the Research and Information Services unit at McKinsey & Company.



Jouko Virtanen, President, Global Intelligence Alliance Americas. As a co-founder of GIA, Jouko is heavily involved in the strategic planning and internationalization of the Group, and has successfully expanded the Group's business into North America

since 2003 and more recently, also to Latin America.

Jouko's experience covers Market Intelligence gathering and analysis in emerging markets, as well as designing and operating intelligence functions to support strategic planning and business development. Currently, Jouko spends a lot of time advising North American companies on growth opportunities in Asia and Europe. Jouko also frequently runs workshops and consulting projects to help client companies maximize the strategic impact of their Market Intelligence programs. Jouko holds an MSc. (Econ.) degree from the Helsinki School of Economics.

Cindy Weidmann, Vice President, North America Marketing, Intertek.

Over the last 20 years, Cindy has worked in a variety of industries and business environments ranging from small privately owned firms to Fortune Global 200 and FTSE 100 companies. Cindy has partnered with senior management in the planning and creation of company-wide initiatives to achieve a consistent vision for organizations in transition. She is a leader with strong experience in managing changes in corporate culture and processes through goal setting, communication, staff development, and team building.

Cindy's expertise areas include strategic planning, marketing communications, multi-channel marketing, leadership, market research, and marketing management. She currently oversees a company-wide market intelligence development initiative to provide improved decision making support covering the key customer verticals at Intertek. Cindy holds a Master's degree in Integrated Marketing Communications from Loyola University of Chicago and a Bachelor's degree in Marketing from Lewis University.

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