ANALYST

Co-funded by the European Union

Unit 1
The Concept of Intelligence

Fundamentals of Intelligence: History and Theory

MASSIVE OPEN ONLINE COURSE (MOOC)

Project N. 2023-1-IT02-KA220-HED-000161770
ANALYST - A New Advanced Level for Your Specialised Training

Alessandro Vivaldi

HOZINT HORIZON INTELLIGENCE
fyg consultores
UNIVERSITY OF WESTERN MACEDONIA
Centro Studi AMIStaDeS APS
UNIVERSITÀ CUSANO
European Institute for Local Development
UNIVERSIDAD DE ALMERÍA

ANALYST

Co-funded by the European Union

DEFINING INTELLIGENCE:

- INTELLIGENCE IS THE PROCESS OF TRANSFORMING RAW DATA into useful information for decision-making. It involves collecting, evaluating, and analyzing information to produce actionable knowledge. This concept applies in various fields (national security, military, corporate, etc.), wherever informed decisions are needed.

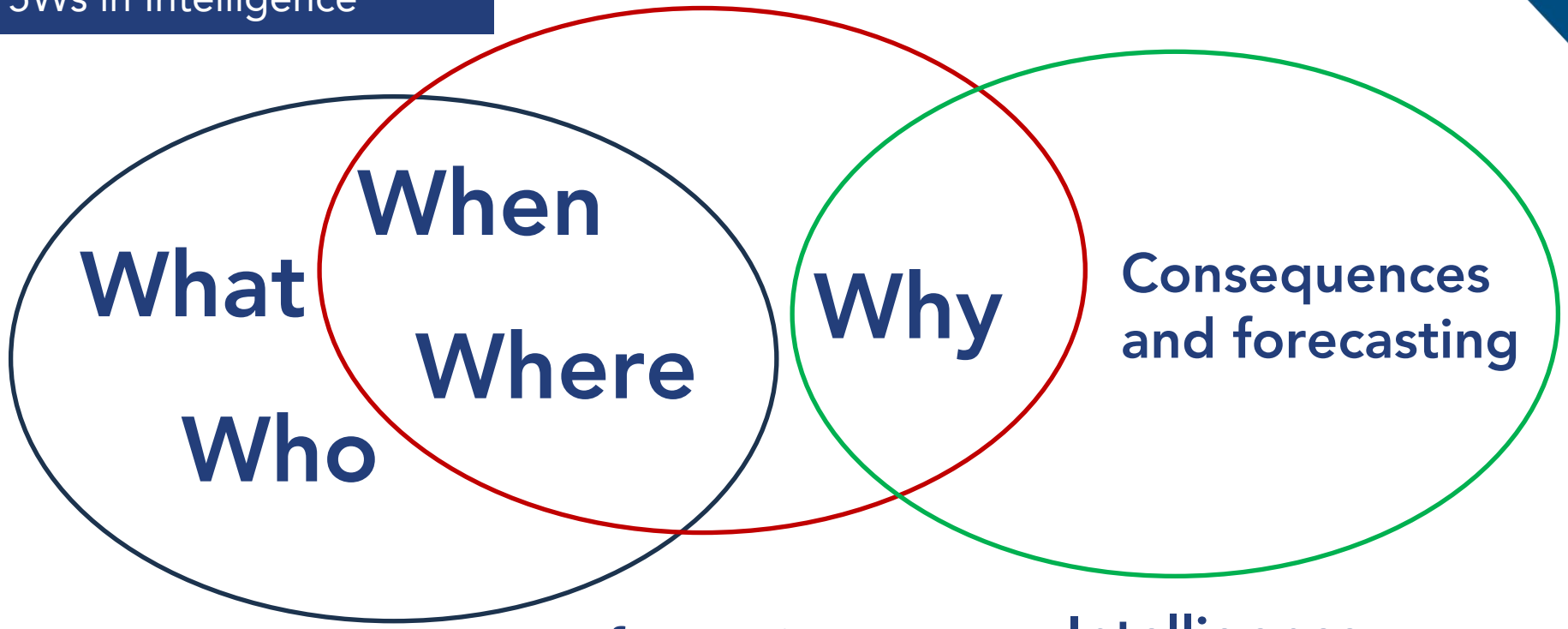
Data → Information → Intelligence: It's important to distinguish between data (raw facts), information (organized or contextualized data), and intelligence (analyzed information that provides insight). For example, a list of events is data; a summary of those events is information; an assessment of what those events mean or predict is intelligence. Intelligence adds interpretation and relevance to information.

HOZINT HORIZON INTELLIGENCE · fyg consultores · UNIVERSITY OF WESTERN MACEDONIA · Centro Studi AMIStaDeS APS · UNIVERSITÀ CUSANO · European Institute for Local Development · UNIVERSIDAD DE ALMERÍA

ANALYST

Co-funded by the European Union

The 5Ws in Intelligence



PROCESS AND PRODUCT

- Intelligence is both an activity and its result. As a process, it refers to the continuous cycle of gathering, processing, analyzing, and disseminating information (often illustrated by the intelligence cycle). As a product, it is the finished analytical output – such as a report or briefing – that decision-makers use. In other words, we "do intelligence" (process) to create "intelligence" (product) that guides decisions.

ROLE IN DECISION-MAKING

- Effective intelligence provides an information advantage, helping leaders avoid surprises and make better decisions. Throughout history and in business, good intelligence has often been the “edge” that determined success or failure. (E.g., a general with accurate intelligence can outmaneuver an opponent; a company with good market intelligence can beat competitors to an opportunity.) Intelligence reduces uncertainty by providing insight into complex situations.

ANALYST

Co-funded by the European Union

Levels of Intelligence

Strategic Intelligence: Long-term, big-picture insights for high-level policy and strategy. Example: A national intelligence estimate on emerging security threats, or a corporation's analysis of global market trends to plan a 5-year strategy. Strategic intel informs broad goals and often has a wide scope (national or global issues, long time horizon).

Operational Intelligence: Mid-level information that supports planning and conducting campaigns, operations, or projects. Example: In the military, intel on regional insurgent networks to plan a counterinsurgency operation; in business, intel on a specific market segment to guide a regional sales campaign. Operational intel connects strategy to tactics – it's more detailed than strategic intel and often regional or thematic in focus.

Tactical Intelligence: Immediate, short-term information for on-the-ground actions. Example: Battlefield intelligence on enemy movements that a platoon uses for a mission, or real-time competitive intelligence (like a sudden price change by a competitor) that a company's sales team can act on. Tactical intel is highly

HOZINT HORIZON INTELLIGENCE · fyg consultores · UNIVERSITY OF WESTERN MACEDONIA · Centro Studi AMIStaDeS APS · UNIVERSITÀ CUSANO · European Institute for Local Development · UNIVERSIDAD DE ALMERÍA

ANALYST

Co-funded by the European Union

CASE ILLUSTRATION

– WHY INTELLIGENCE MATTERS:

- History and business are rife with examples of intelligence making a difference. During World War II, for instance, Allied codebreakers deciphered enemy communications (the Ultra program at Bletchley Park) and provided crucial intelligence that saved lives and helped win the war. Conversely, failures of intelligence – not "connecting the dots" in time – have led to disasters (e.g., being caught by surprise by an attack or a market shift). These examples underscore that intelligence, when done well, can be a game-changer, and when done poorly, can have serious consequences.

ANALYST

Co-funded by the European Union

Academic Discipline

- Starting in the mid-20th century, the study of intelligence itself became a field of research. Pioneers of intelligence studies (such as Sherman Kent in the U.S., who advocated for a systematic analytic methodology in the 1940s) and later scholars began to formalize how we think about intelligence. Universities and institutions started offering courses on intelligence, analyzing past successes and failures to derive principles. This academic development means intelligence is not just an art learned through practice, but also a science with theories and frameworks. It helps professionals approach intelligence work more rigorously, understanding concepts like analysis techniques, intelligence ethics, and the psychology of analysts.