



Strategic intelligence and Decision making

How to make **strategic decisions** in a context of high uncertainty?

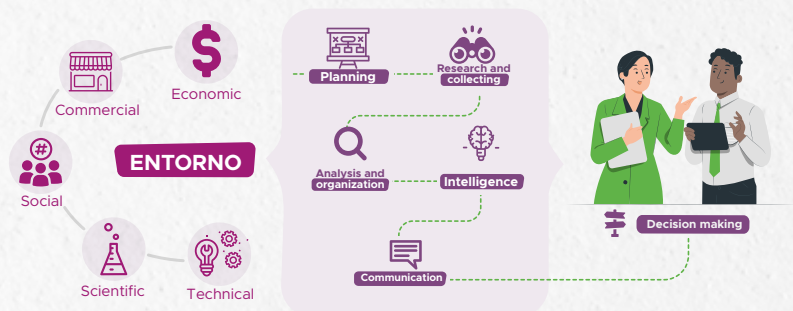
The current demands require for entities, organizations and people to constantly adapt to the context. However, keeping up with the latest trends or understanding the countless transformations taking place in the environment can be difficult considering the amount of information available, which can sometimes be misleading or unreliable. Global leaders need new tools to make better strategic decisions in an increasingly complex and uncertain environment. The Surveillance or Strategic Intelligence is configured as an alternative to understand global dynamics and their impact on the local environment and thus facilitate informed and contextualized decision-making

“(TS - CI) is the **selective** organized and **permanent** way to capture information from **abroad to analyze it and turn it into knowledge** to make decisions with less risk and to be able to anticipate to changes”

The processes of understanding of the environment began more than two decades ago with the Technology Surveillance (TS), which had a role in detecting early warnings. Later, Competitive Intelligence (CI) was incorporated, which identified the importance of the strategic positioning of the organization in its environment. Finally, these processes evolved by integrating competitive, commercial, technological and environmental watch under the concept of Technological Surveillance and Competitive Intelligence (TS- CI) or Strategic Intelligence (SI).

Strategic Surveillance systems commonly have six main stages: planning and direction, information gathering, the process of analysis and organization, intelligence generation, diffusion and finally, strategic decision making.

The first phase is linked to the identification of needs by the organization to determine the Key Watch Factors.



Subsequently, there is a phase of searching and data collecting from primary and secondary sources where large amounts of data are collected. In the third phase, a process of analysis and organization of the information is carried out and it is passed to the Intelligence phase where an added value is given to the information, this phase seeks to influence the organization's strategy from the detection of opportunities and threats. Finally, it culminates with a process of communication and strategic decision making where the information is disseminated to transfer the acquired knowledge.

Once this process is successfully finished, the strategic intelligence have 5 main benefits for the organizations:



THE MAIN BENEFIT OF THE STRATEGIC INTELLIGENCE IS THAT IT HELPS WITH AN APPROPRIATE AND CONTEXTUALIZED DECISION MAKING PROCESS²

Despite its benefits, decision-making based on strategic watch processes has traditionally been implemented in the private sector, especially in the technology industry; experiences in the public sector and particularly in the educational sector had been very limited until now.

EDUCATIONAL STRATEGIC INTELLIGENCE

The technological innovation of the 21st century has also permeated the entire educational system. One of the main challenges is to transform education so that it is consistent with contemporary workplaces. Skill requirements are changing more and more rapidly in the labor market, especially in fields such as Information and Communication Technologies (ICT), this is why it is important to maintain a constant updating and a strategic watch of the environment.

In this context, 60 of the main educational entities and institutions in the world have come together through a Strategic Intelligence tool of the World Economic Forum³ to promote the development of programs and lines of research, that let the evolution in educational and technological development to be identified early, this allows the institutions to prepare for changes in the environment and anticipate future formation needs in the framework of the Fourth Industrial Revolution.

This scenario becomes an opportunity for Sapiencia. We want to take advantage of all the benefits offered by the new technologies to improve decision-making processes and be increasingly prepared to take on the challenges of the 21st century. For this reason, from the **Observatorio de Sapiencia** we created a Strategic Intelligence System that will allow us to contribute to the development of the educational future in Medellín.

Sources:
1.(Palop & Vicente, 1999)
2.ERIK, 2012
3. Strategic Intelligence. World Economic Forum. Available in: <https://intelligence.weforum.org/>

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