



DECISION SUPPORT SYSTEMS, inc.

DSSi

METATEMPO: SURVIVING GLOBALIZATION

THE INTELLIGENCE PRODUCT SPECTRUM

DECISION SUPPORT SYSTEMS, INC.

INFO@METATEMPO.COM

[HTTP://WWW.METATEMPO.COM](http://www.metatempo.com)

COPYRIGHT 1996-2002. ALL RIGHTS RESERVED

THE INTELLIGENCE PRODUCT SPECTRUM

Decision Support Systems, Inc. (DSSi) offers a comprehensive spectrum of intelligence products, including

- ?? Current reporting
- ?? Tripwires
- ?? In-depth analysis
- ?? Due diligence
- ?? Competitive intelligence
- ?? Market assessment
- ?? Collateral services

A brief description of these services is shown below.

CURRENT REPORTING

Current reporting is one element of an 'all source' intelligence collection effort; rather than being directed at in-depth gathering on a specific target, current reporting is instead oriented at being comprehensive— using open sources to provide as thorough as possible a quantification and assessment of the 'state of the world' at an extremely high tempo. It provides, at regular and frequent intervals, a detailed package of materials necessary to adequately represent the existing context/environment/market and situation, from media reports to the activities of decision-makers.

Current reporting is a continual, 'wide and shallow' intelligence gathering effort providing:

- ?? Raw but comprehensive data from multiple independent sources to allow 'triangulation' toward objective facts
- ?? On-going tracking of trends: regional, industry, domain-specific, etc.
- ?? 'Lite' analysis to identify 'indicators' of significant shifts, changes/branches, and breakthroughs; or to identify forecasted trends, possible scenarios, and predicted potential timelines
- ?? Immediate and continual tracking of 'force majeure'— "not 'if' but 'when' " events

Effective, comprehensive current reporting efforts can provide a significant 'time competitive' advantage:

- ?? ~24 hour advance (a 'market' cycle) over qualitative analysts
- ?? ~48 hour advance (a 'media' cycle) over quantitative analysts
- ?? ~96+ hour advance (a 'reaction' cycle) over significant public movement

TRIPWIRES

Notification of critical events that inform, affect, or alter the situation, objectives, plans, and activities; provides summary analysis for meaning, consequences, and dependent/determining indicators and factors that drive back into the objective-setting and operational phases. Tripwire intelligence is immediate, responsive, and event-driven to inform the decision-maker, and enable monitoring, management, and mitigation.

'Early warning' through use of tripwires aids significantly in:

- ?? Initiating new areas of intelligence collection and analysis
- ?? Use of 'indicators' to select effective strategies, tactics, and course of action
- ?? Navigation through scenarios— exploiting successes, advantages, and opportunities, as well as rapid response in initiating 'fall back' plans

IN-DEPTH ANALYSIS

A comprehensive, focused reporting product providing deep and detailed research and investigation, culminating in useable and effective analyses, models, and profiles of any critical domain or target that may affect or determine the success or failure of the client's objectives. The nature of the intelligence process is such that any detailed analysis only provides a 'checkpoint' on the domain or target at the time the analysis is conducted; without an on-going effort to maintain the analytical product, and depending on the rate of change of the domain/target, such analysis can rapidly 'fall out of step'— the product progressively has less and less to do with the reality it once represented. In-depth analysis also includes due diligence, competitive intelligence, and overall market assessment.

DUE DILIGENCE

Whether acquisition, merger, partnership, or some other relationship, detailed intelligence is crucial:

- ?? Diligence utilizes an 'all source' process for collection, analysis, and reporting regarding the target
- ?? A wide range of qualitative and quantitative analysis methodologies are necessary to assess and rate both the 'health' of the target, as well as the potential exposure
- ?? A comprehensive analysis covers every aspect of the target: management, market, mission, capabilities, competition, legal, finance, operations, business process, technology, sales/marketing, and any industry-specific requirements
- ?? Single-source fulfillment of diligence needs may be possible, but outsourcing to a team that can partner with a predetermined auditing or consulting firm, and concentrates on those areas that are outside an auditor's or consultant's particular specialty, provides additional assurance

- ?? Special domain analysis may be necessary to evaluate: accounting methods, cashflow, assets, estimates and forecasts, obligations, and liabilities
- ?? In the emerging digital economy, the diligence process requires particular competence in intangibles: goodwill, relationships, organizational analysis and human factors, intellectual property (patents, copyrights, trademarks, trade secrets); risk and threat analysis
- ?? Exhaustive comparisons can be made regarding the target and the past, present, and future markets, sectors, competitive position and competitors

COMPETITIVE INTELLIGENCE

The known risks and threats are bad enough; “you don’t know what you don’t know,” and what isn’t known can pose serious jeopardy. Competitive intelligence provides inclusive product across the relevant spectrum, from individuals through organizations, turning the unknown into a ‘situation report’:

- ?? Friendly, supporting, swing, opposition, other
- ?? Demographics and details
 - Intent, goals, objectives
 - Capabilities
 - Organizational structure and interactions, relationships
 - Contexts and markets
 - Composition, disposition, strength, support
 - Knowledge map, intangible assets
 - Dependencies, value web

MARKET ASSESSMENT

Wide and deep product mapping out the ‘topography’: markets where products and services are offered; contexts wherein interactions take place and relationships are built; or an environment of information, signals, and content— these are essential areas of awareness in any endeavor:

- ?? Scale and scope of ‘battlesphere’ and ‘infosphere’
- ?? Assumptions and perspectives, operant rules and constraints, both formal and informal
- ?? Characteristics and metrics
 - Demographics
 - Density
 - Novelty
 - Risks
 - Social structures, culture, politics, economics
 - Infrastructure and dependencies, value web
 - Organization, relationships, and interactions

ADDITIONAL SERVICES

Considerable 'collateral' services related to intelligence are also provided:

- ?? Strategies & tactics
- ?? Decision support & courses of action (COAs)
- ?? Scenarios & simulations
- ?? Support in appropriate, effective operations, including sustainment and assurance

EXAMPLE CHECKLIST

Following is an example checklist of one of 7Pillars particular areas of specialized assessment, Vulnerability Analysis.

Vulnerability Analysis—Information System & Information Environment Risks/Threats

- ?? Dependency analysis to quantify the who/what/where/when/how/why
- ?? Documentation/policy review--full review of all acquirable paper related to operations
- ?? Force Majeure/Acts of God/Disasters--policies/procedures, event preparation, event management, event impact, event resolution for fire, flood, earthquake, hurricane/ typhoon, etc.
- ?? IS/IE Risks/Threats: Theft, Denial, Subversion, PsyOps, PolWar
 - Attacks, theft
 - ~~///~~ Data, information, knowledge exposure (industrial espionage, etc.)
 - ~~///~~ Virtual, physical (hacking, dumpster diving, insiders, etc.)
 - Attacks, denial, physical
 - Attacks, system
 - ~~///~~ System attacks— internal, external
 - ~~///~~ Crypto attacks— internal, external
 - Attacks, signal
 - ~~///~~ Denial— internal, external
 - ~~///~~ Communications— internal, external
 - ~~///~~ Covert channels— internal, external
 - ~~///~~ Exotic (TEMPEST, taps, bugs, sniffers, etc.)
 - Attacks, social
 - ~~///~~ Wetware, social engineering (weak links, insiders, etc.)
 - ~~///~~ Attacks, subversion: alteration, manipulation
 - ~~///~~ Attacks, psyops: reputation attacks, propaganda
 - ~~///~~ Attacks, polwar: guerrilla/ terror incident ('no retreat,' 'no contact,' other)
- ?? Product and process risks/threats (fault/liability, regulation, litigation)
 - Electronic risks/threats of modification, loss, attack, theft: Accidents across the scale from individuals to massive catastrophe (force majeure, terror, environmental disaster)

- Crime exposure profile of theft, sabotage, blackmail, employee violence, etc.:
Personnel exposure from loss of critical staff/resource to personnel difficulties (death, injury, arrest, violence, strike)
- Public relations exposure including financial (market warfare, acquisitions, legal), protests, etc.
- Psyops such as negative campaigns or propaganda attacks

?? Plans and preparation

- Personnel
- Groups, roles, authority/accountability, organizational structure
- Trust relationships of management
- Legal, Public relations, Technical, Financial, Communications
- Audit: legal, financial, operational integrity
- Assessment: all related client system conceptualizations, designs, implementations, operation, management, and resources
- Prevention measures
- Decision cycle for management, information/intelligence mechanisms, contingency planning

ABOUT THE AUTHOR

With 20 years experience defense, intelligence, information operations, corporate finance, and technology development, Mr. Wilson consults on matters of organizational safety and security, critical infrastructure protection, information security and assurance, intelligence, finance, and technology for multinationals and governments in Europe, Asia, North and South America, and the Middle East. As a pioneer and acknowledged leader in the fields of infrastructural defense, information operations, open-source and next-generation intelligence, Mr. Wilson is the winner of numerous awards, including the US National Defense University's Sun Tzu Award in 1997, and the G2I Intelligence Professional Award for both 1997 and 1998. In corporate finance, he structured multi-billion dollar merger and acquisition transactions for multinational clients. As a technology inventor, his inventions and development of various technologies include: computer security systems, anti-viral computer hardware, cryptographic methods, agent-based modeling, three-dimensional visualization and interfaces, and massively-parallel, massively-distributed processing systems. Mr. Wilson's educational background is in system theory, cybernetics, and general semantics, PERL (political science, economics, rhetoric, law), and physics. He can be contacted via email at info@metatempo.com.