Task	Description	Process	Output	Involves…
PHASE ONE: Identify requirements; prepare initial project plan	What is a specific need? What information is required, by when? How will that information be used to either make or save the company money?	1. Interview decision-makers 2. Draft requirements, estimate resources, define deliverables 3. Use tools such as rapid scenario generation/ prioritization and indicator trees to refine requirements Risks include seeking answers to questions that… - Have no clear impact on company costs and earnings - Cannot be ethically answered using time and resources available	1. Research project charter (do, don't do, due by, deliver what, when) 2. Prioritized key intelligence topics and questions (possibly including an indicator tree) 3. Written executive approval to proceed	1. Time for this task: 1-10 days 2. People (internal or outside providers): Project champion, executive sponsor, technical advisor(s) 3. Total Time/Project costs: Range from one day to five months' research; Project costs for an external provider may range from $5,000 to above $100,000
PHASE TWO: Conduct detailed project planning	From the project plan, create a project collection matrix and collection plan that will guide collectors Analyze contact networks to determine which requirements can be answered using current networks; where networks need to be developed	1. Analyze requirements 2. Use company and published information sources to … 2.1 Build a "baseline" of what is known. Identify the remaining information gap. 2.2 Identify prospective human sources for further information 3. From colleagues and associates, identify additional prospective information sources 4. Tools may include social network analysis (informally), and IntelSource(sm) steps 2-5	1. Revised project plan (more detailed). As part of the project plan, include a… 1.1 Detailed collection plan (show timelines, people involved, resource allocation) 1.2 Collection matrix (part of the collection plan)	1. Assigned project manager 2. Executive champion (output review and counsel) 3. Advice and recommendations from colleagues (inside the company; inside the industry)
PHASE THREE: Conduct and report collection operations	Following the collection plan, manage intelligence collection in accordance with Intelsource(tm) steps 1-7	1. Manage collectors – help them prepare for meetings, coach, debrief 2. Conduct collection – prepare for meetings, debrief 3. Submit interim reports to executive sponsor	1. Periodic reports 2. Revised project and collection plans as circumstances indicate	1. Project/Research manager 2. Report recipients 3. Collectors

		4. Edit indicator tree/ collection plan as needed		
PHASE FOUR Analyze findings and publish report	Using all information provided, produce a report that includes analysis of the information collected, and that clarifies any remaining gaps in the information requested	1. Assess transcripts or notes of interviews and debriefings. Complete a revised indicator tree. 2. Analyze findings in the light of other information (published, company information), and the requestor's requirements. 3. Publish the final report	1. Written report (see process, to the left) 2. If possible, a personal presentation and discussion of the findings	1. Project manager 2. Analysts 3. Technical experts (to check findings) 4. Executive sponsor 5. Other consumers of the requested information