

# INFORMATION ANALYSIS MANAGEMENT IN CORRELATION WITH THE STANDARD INTELLIGENCE MODEL VERSUS THE SPECIFIC MODEL STRATEGIC ANALYSIS

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**Abstract:** The scientific paper aims to present the management of information analysis in intelligence services. At the level of information structures, it was considered necessary to achieve an information cycle dedicated exclusively to strategic analysis, in the sense of better valorization of this type of analysis which is dedicated to knowledge of the phenomenon as a whole, being a valuable element of the information analysis management. The intelligence activity is carried out on the basis of the information cycle adapted to the level of the intelligence community, being initially taken over from the sphere of military intelligence services. The strategic analysis is currently the main tool of high-level managers, which allows them to make well-informed decisions from a scientific point of view, based on the application of modern analytical methods and adapting the subject to information analysis.

**Keywords:** information management, intelligence, analytical product, strategic analysis, information cycle, information system.

## 1 INTRODUCTION

Information superiority, characterized by detailed knowledge of vulnerabilities, threats and risks, offers the possibility for high-level decision makers to obtain an information

advantage that has the role of perfecting the operational or strategic planning process and to capture strategically the hostile entities, ensuring the success of joint missions and operations.(Ivan, 2020, p.108,"a") The classic informational processes are based on the

intelligence activity adapted to the level of the international intelligence community, being initially taken over from the area of military intelligence services.

The classic information process presents an overview of the steps that an organization must complete in order to obtain the analytical product and its dissemination to meet institutional objectives. At present, this concept is no longer fully based on what strategic analysis means, being more useful for operational and tactical analysis practices.

In this situation, at the level of information structures it was decided that it is appropriate to implement a strategy for analyzing the information process, in order to obtain better results of this type of analysis that refers to the knowledge of phenomenon in general, representing one of the elements value of knowledge management including information analysis management.

At present, the classical information cycle is often used for didactic purposes because it is no longer found in the development of the current security system and in the complex analytical methods that are necessary to describe and understand it.(Ivan, 2020, p.28,"b") In our country, the protection of classified information is a priority for the authorities within the National Defense and Security System, which have at their disposal a well-structured legislative framework that allows the protection of sensitive information.

Another strategic component of the system of protection of classified information is represented by the high standard of professionalism, among the human resource that performs the analysis of information.

The protection of classified data is an important activity, as it ensures the timely and appropriate levels of classification, in order to ensure operational security.

This activity aims to prevent the unauthorized dissemination of operational design, command and control links,

organization, doctrine and instruction of techniques, tactics, procedures, and rules for hiring potentially high-risk hostile entities.

All information relating to the above-mentioned elements belonging to hostile entities, must be known in detail by the intelligence services, in order to be able to counter and anticipate the aggressive attacks of the opponent.

In this sense, the information advantage is represented by the comparison of the information capacity in relation to the needs of the fulfilled missions, the information flow must be a continuous and complex one, in order to support the operational and strategic planning process. The information advantage means, on the one hand, the existence of high-performance and integrated IT platforms dedicated to the collection, analysis, processing and real-time use of analytical / information products and, on the other hand, the ability to substantially affect the system. information of the target entities and, implicitly, the shareholder value of their information. other hand, the ability to substantially affect the system. information of the target entities and, implicitly, the shareholder value of their information.(Ivan, 2020, p.108,"a")

## 2 THE SPECIFIC MODEL TO STRATEGIC ANALYSIS

The current situation of the security environment is best represented by the information cycle specific to the strategic analysis, as a result of the analytical process, succeeding in detecting, in concrete terms, the risks and finding solutions to prevent them, or at least their management.(Ivan, 2020, p.28,"b") In this situation, it was concluded that there are significant differences between the information products obtained from the tactical/operational analyzes and those specific to the strategic analysis.



Figure 1. Classic information cycle

In order for Managers to make decisions, in order to reduce the criminogenic phenomenon, it is necessary for the products of the strategic analysis to treat the criminogenic environment, criminal trends or significant criminal actions. In order to obtain analytical performance results by strategic level beneficiaries, it is necessary to adapt the classic information cycle in order to better design the strategic analysis process. In this situation it was necessary to develop a new tool to be used in strategic analysis, namely the strategic information cycle which has a higher degree of complexity.(Ivan, 2020, p.29,"b")

Taking into account the specific requirements of the strategic analysis, this degree of complexity is necessary, its role being to offer the high-level beneficiary more than information, respectively proposals for solutions to solve the situations subject to the analytical process.

Strategic analysis is currently the strong point of Managers at the highest level, which offers them the best decisions well documented from a scientific point of view, taking into account the application of modern analytical methods and adapted to the subject of information analysis.

Strategic analysis is a side of maximum interest of information analysis management representing the basis of decisions at the top management level. (Ivan, 2016, p.54) The capacity of the human resource in order to obtain a strategic level analytical project has a

very important role, because it will be found in the quality of the final analytical product.

In the process of information analysis, the analyst in addition to the analytical knowledge he has, it is necessary to have knowledge in the field to be evaluated. Also, in the intelligence process, the human resource must have certain professional qualities and to master the analytical techniques in order to be able to apply them, as well as qualities of applied intelligence.(Ivan, 2020, p.30,"b")

At present, the specialization of information analysts focuses on tactical or operational analysis that involves analytical qualities focused, specifically on specific situations, but it is observed that they are not able to establish the situation as a whole, taking into account all relevant information for the concerned analysis. If we refer to the strategic analysis it is based on certain high level creative and imaginative qualities in order to develop the ability to select data in a broad context that allows the analyst to establish a certain overall framework on the evaluated phenomenon.

The United States is currently investing in technology, the transformation of the 2030 intelligence analyst will have the opportunity to look back at the 2020 analyst with distrust and even pity.

Armed with world-class artificial intelligence, data analysis and the unlimited power of cloud computing, it will give the analyst an almost continuous awareness of the target operating environment. (Katz,2020,p.1)

The 2020 analyst has neither the time nor the inclination to meditate on this seemingly fantastic future. As data grow exponentially, their ability to process increases marginally. (Katz, 2020, p2)

Any planning of an intelligence project presupposes the correct and complete deepening by the analyst of the duty's incumbent on him in order to obtain a quality strategic analysis. According to some experts: "strategic planning applied consistently and in

compliance with managerial principles at the level of institutions within the National Defense System, Public Order and National Security brings real benefits to the organization." (Petrescu, Ivan, 2017, p.77) The phenomenon of globalization has determined that the analyzes of strategic level to take into account the evolution of the situation at world level will decrease the field at regional level, and the last gradually addressing the situation at national level. In this issue, the gradual study of the situation, brings a qualitative contribution to the evaluation through an expression from general to particular, taking into account the accentuated phenomenon of globalization.

It should be noted that the final beneficiaries of intelligence products should know very well what the purpose of the final analytical product is in order not to consume pointless institutional/organizational resources. In certain situations, it is necessary to change the objective of the strategic analysis in order to set concrete objectives in order to facilitate information gathering activities in an effective and modern manner.

The intelligence officer has the mission to establish the typology of information to be collected, so that it is reliable, correct, relevant and to generate a strategic quality analysis.

The information gathering activity involves a high degree of complexity given that information needs are diverse and change during the analytical process.

In other words, the intelligence officer must show adaptation in the activity of gathering information, having the obligation to establish a hierarchy in the activity of obtaining information, taking into account the standards imposed by analysts.

Another important aspect is represented by the knowledge of the beneficiaries, the information gathering activity being based exclusively on their needs.(Ivan, 2020, p.32,"b")

In the situation where the intelligence officers have obtained a comprehensive

conceptual framework related to the selected issue, working hard to establish the exact issue to be studied there is a possibility to estimate some of the risks, vulnerabilities or threats. At this point in the strategic analysis process, the first working hypotheses are established, taking into account that human nature develops more ideas than the information received, obtaining their cascade multiplication. (Ivan, 2020, p.32,"b") The working hypotheses aim to establish the activities of collecting the relevant information, in relation to the objectives set in order to solve the specific analytical tasks.

This development of the information gathering project will focus on the specific areas of interest, establishing the types of data and qualitative information sources for the respective analytical project.

The role of this stage of the information cycle of gathering specific additional information is to establish the working hypotheses. The purpose of this step is either to confirm in whole or in part, or to modify or refute the working hypotheses by the intelligence officers. Within the operational intelligence it is necessary that the data or information obtained be verified in part, in relation to the veracity, the credibility of the source after which it will be implemented in the system. This stage is useful for the analytical process, respectively the analyst must have the representation of the degree of veracity of the information in order not to be misled about the established conclusions and which will misinform the beneficiary of the information product. In this situation, the analyst must be impartial when issuing assumptions, premises and conclusions without taking into account his beliefs but only the information held. Strategic intelligence analysts tend to issue mental assessments and influence these perceptions in the analytical process of data and information, a situation that could degrade the quality of the final information product or worse could misinform the legal beneficiary.

The analyst himself must be convinced of the argument obtained, this being in a double hypothesis: towards himself and the beneficiary. It is necessary for the analyst to be convinced of what he claims and on the other hand he must also clarify to the others by presenting the arguments.(Mitu, 2012, p.13) It should be noted that, in this sector of intelligence, analytical processes of data interpretation and integration must be followed in a way that includes additional objectives to those specific to tactical or operational intelligence.

Analysts must present the result of the analytical process to either the Managers or the legal beneficiary. Usually, these results are presented in a written report but there is still the possibility to present a summary of the analysis. Part of the category of intelligence services, especially the Anglo-Saxon ones, was introduced as a briefer, representing the oral presentation of the conclusions of the analysis, being able to answer the questions of the final beneficiary.(Ivan, 2020, p.35,"b")



Figure. 2. Gradual approach to strategic analysis

### Informational capacity

Operational information capacity is represented by the full capabilities of a specialized structure or entity to have a high quality information portfolio, a degree of coverage and a certain quality of crimes between systems. Operational information capacity is negative when the available information is less than the information required to achieve a specific situation.(Ivan, 2020, p.109,"a") The addition of information does

not necessarily produce an informational advantage, the implementation of data without informative value, sterile, parasitic, incomplete can cause the blocking of decision support systems and hesitations in making decisions to avoid a security crisis. Information operations are represented by the actions taken by opponents, which have the role of influencing or misinforming the driving factors, in accordance with certain specific objectives, by altering the information and processes that are based on analytical products of operational value from an information point of view.(Ivan, 2020, p.110,"a") Parasitizing information can be achieved through developed processes of altering them through a complex and dedicated process of misinformation, manipulation, launching false news or adding unreal elements that have the role of seriously distorting the operational value of information. The basic elements of the analytical product are composed of primary data and information and if they are contaminated or contain unreal data that affect their content, the whole intelligence system will be destabilized, and the operational situation obtained from this analytical process will be fictitious and not real. Also, judgments based on an analytical process that contains unreal or partially unreal data result in destructive effects on the actions taken to combat the opponent's actions.(Ivan, 2020, p.111,"a") It should be noted that the analytical process undertaken in a specialized manner based on means and methods in the field of information analysis management represents strategic advantage, supremacy, power pole in relation to the opponent, weapon against hostile entities and strategic opponents, through the ability to anticipation of their actions. The global function of intelligence is to reduce uncertainty, the security and intelligence services have the attribute of identifying vulnerabilities in the organizations and societies they need to protect, these vulnerabilities being brought to the attention of decision-making beneficiaries in institutions with a decision-making role in the

institutions for solving the problems presented. The main tasks of the intelligence services are to combat the threats and hybrid tactics used by the adversary to create a crisis situation. Vulnerabilities of a hybrid nature are established atypically, respectively the effects produced by it to the real causes are established and then the identification and qualified documentation of their source. In this way, sabotage actions can be prevented or there is even the possibility that intelligence services, which have cyber capabilities with an offensive role, can fight ongoing attacks in a timely manner and provoke actions to discredit the opponent.(Ivan, 2020, p.114,"a") Establishing the real source of the hybrid attack is a complex and laborious activity for intelligence services, especially those launched in the online environment. In such a situation it is necessary for the intelligence services to collaborate in order to establish the real source of false messages or those with manipulative content, the final result being brought to the attention of high-level beneficiaries to order activities to combat these messages, in particular by activating strategic cooperation channels.(Ivan, 2020, p.114,"a")

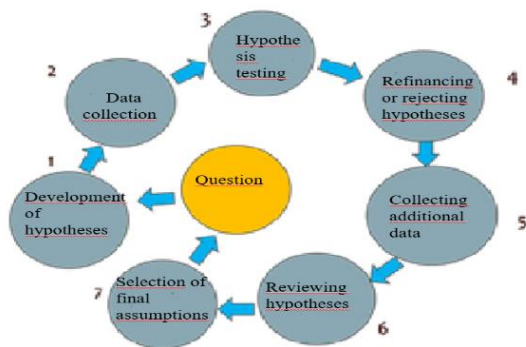


Figure 3. Diagram of repetitive data collection and interpretation activity

The current challenges of cooperation between intelligence services.

In the current context, a functional international cooperation is needed on the intelligence corridor, the strategic points being

established by treaties and agreements in this very sensitive field. At European level, this cooperation has been substantially improved over the last 20 years, in particular the collaboration of intelligence services to eradicate terrorism and ensure internal security. This method of large-scale collaboration has benefited from the establishment of four types of threats, namely: the divergent interests of the Member States of the European Union. In this context, it was established that this improvement of cooperation between services caused a reluctance which was motivated by invoking the disclosure of the sources and techniques of intelligence services of a particular state. But given the multitude of risks that exist at the international level, especially cross-border, collaboration between intelligence services is necessary to establish the risks, which can turn into violent actions of the common adversary such as a terrorist attack. The way of collaboration can be influenced by the different typologies of organizational culture, which are different including in law enforcement institutions and intelligence services, a situation that can be a challenge in the sector where the two structures must collaborate as for example on organized crime line. In this context, the bureaucratic role plays an important role when new cooperation agreements may affect investments in its own networks that have been perfected over time at the level of an institution. These bureaucratic factors highlight the fact that government objectives do not achieve their purpose in all cases as originally set, and it is appropriate to consider before implementation what is the perception of its improvement in the employees of the institution. Given the diverse scope of hybrid tactics, means and methods in several areas, cooperation and exchange of information for the removal of these techniques must include a wide range of entities (actors and organizations), activity that is difficult to implement at national level and very difficult internationally. In the situation of international

terrorism, which manifests itself at EU level, some European countries, which have not faced such situations, have a different perception of these threats in relation to the Member States where terrorist attacks have been committed. By studying information flows, which support the foreign policies developed by the European Union, there is or has been an asymmetry between the temporary dimensions of demand and supply. (Ivan, pp.115-117, "a")

### 3 CONCLUSIONS

The field in which the intelligence activity takes place, very rarely allows the processing and collection of information to be controllable and quantifiable. From the intelligence analysis it is necessary to emerge a product that is not mandatory to detail certain phenomena but must describe situations that may be generated in the future, predictive-anticipatory feature being the most important. In the area of intelligence, the analytical processes of data analysis and forecasting must be performed in such a way as to contain additional objectives in relation to those specific to tactical or operational intelligence.

It is mandatory that in the process of establishing the additional data, the emphasis should be on gathering information to properly verify the analytical hypotheses. Following the collection of this data, it is introduced into the interpretation process in order to verify each hypothesis and to allow analysts to confirm it in whole or in part or to modify or invalidate it. At the same time, it is very important that the information cycle takes place until a competitive analytical product is obtained and useful to the final beneficiaries. In this way of verifying and studying the strategic analysis will provide the opportunity to establish hypotheses, with the ultimate goal of selecting only the best grounded and the most balanced and convincing analytical conclusions.

The strategic aspects contain a wide range of variables, and in the situation where the intelligence assessment establishes certain forecasts, these change unexpectedly due to developments in the field, being mandatory another assessment. A very important objective on how to respond to threats is to strengthen and strengthen resilience mechanisms both at national level and in partner countries. A special role is played by national / international intelligence services that are constantly changing their links on cooperation, with the role of strengthening resilience to current security risks that occur internationally. At the same time, it is necessary to improve the cooperation link between intelligence analysts and the factors responsible for proposing security policies, in order to establish with certainty, the purpose and needs of all categories of staff. This cooperation between analysts and policy makers is a "win-win" situation, given that the two categories can acquire knowledge in order to understand how the two systems work. At present, analytical outputs from the European Union are communicated in high-level briefings, by issue analysts or Managers, to decision-makers.

Another important aspect is that information products made at EU level should be obtained mostly from open sources, providing a much more practical response to the prevention of certain crises, especially hybrids. The effectiveness of risk analysis obtained with the utmost care and truthful operational information is a key element for the viability of this information system which has the role of establishing possible crises aimed at national security. Given that products from several intelligence sources are designed, especially on sensitive information, it is necessary to fully anonymize the source of information, in order to make operational, tactical and strategic decisions. A very important aspect of intelligence services is the analysis of the information that is the "brain of homeland security" as Markle Task

said in his 2002 report on presenting a detailed view of intelligence services in relation to internal security. Also, in his opinion the analysis of the information used properly can guide strategic movements in a timely manner, throughout the country and if used improperly even the armies of guards or analysts will be useless.(Beckner, 2020, p.6) The current pandemic situation has highlighted a crisis in the management of information in the public sphere, in a way that government ministries, especially civilian ministries, are not accustomed to. In this regard, consideration should be given to adding skills to information communities to provide data of operational interest related to non-national security threats such as epidemics, climate change, migration waves and food security. (Siman-Tov, Even, 2020, p.1)

The analytical products prepared can be the basis for decision-making, civil/military exercises in crisis situations, respectively ensuring the security of access points that connect states to global information flows. These situations can be obtained either pro-actively, through long-term training, or focused on the ability to react in atypical or crisis situations.

Vulnerabilities can also be controlled across borders such as benchmarking, as well as through complex security improvements.

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