AALL held its one-day Competitive Intelligence Foundations program on October 18 in Chicago. Led by Zena Applebaum, competitive intelligence strategist, legal industry observer, and personal brand advocate, the program gave professionals the tools they need to rethink their work for a competitive advantage, create processes, and learn effective analysis. During the program, attendees learned the basics behind what CI actually means:

- CI is about anticipating surprises—forecasting for the future
- Information on business rivals and markets for the purpose of developing actionable recommendations
- CI is often also thought of as a form of client/customer insights
- CI practitioners use public, but not necessarily published, information
- Open sources—public documents, speeches, interviews, published sources, and in-house expertise
- CI is the synthesis, analysis, and presentation of these insights and findings

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