ULOGA KRIMINALISTIČKO-OBAVJEŠTAJNE ANALIZE U BORBI PROTIV ORGANIZIRANOG KRIMINALA

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Pregledni stručni rad

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Sažetak

Savremeni oblici organiziranog kriminala karakterišu se visokim stepenom prilagodljivosti, mrežnom strukturom i sposobnošću djelovanja u više država i različitih ekonomskih sektora. U takvom sigurnosnom okruženju tradicionalni, isključivo reaktivni pristupi policijskom radu pokazuju se nedovoljnim za efikasno suzbijanje složenih kriminalnih struktura. Zbog toga savremene policijske organizacije sve više razvijaju kriminalističko-obavještajni pristup koji omogućava sistematsko prikupljanje, obradu i analizu informacija relevantnih za identifikaciju kriminalnih grupa, njihovih struktura i obrazaca djelovanja. Kriminalističko-obavještajna analiza predstavlja ključni instrument takvog pristupa jer omogućava pretvaranje velikog broja prikupljenih podataka u analitički utemeljena saznanja koja mogu podržati planiranje i provođenje policijskih operacija. Rad prikazuje značaj kriminalističko-obavještajne analize u borbi protiv organiziranog kriminala, sa posebnim fokusom na njenu ulogu u identifikaciji kriminalnih mreža, prepoznavanju obrazaca kriminalnog djelovanja i podršci donošenju operativnih odluka. Kroz rad se analizira literatura koja se odnosi na kriminalističko-obavještajni model policijskog rada. Posebna pažnja posvećena je ulozi analitičkih jedinica u policijskim organizacijama, metodama kriminalističko-obavještajne analize i njihovoj primjeni u savremenim policijskim istragama. Rezultati ukazuju da kriminalističko-obavještajna analiza predstavlja jedan od ključnih instrumenata savremenog policijskog djelovanja protiv organiziranog kriminala, jer omogućava bolje razumijevanje strukture kriminalnih mreža i efikasnije usmjeravanje policijskih resursa.

Ključne riječi: *organizirani kriminal, kriminalističko-obavještajni rad, kriminalističko-obavještajna analiza, policijska analiza, policijske istrage*

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UVOD

Savremeno sigurnosno okruženje obilježeno je dubokim transformacijama u načinu organizacije i djelovanja kriminalnih struktura, koje sve više napuštaju tradicionalne hijerarhijske modele i usvajaju fleksibilne, mrežno organizirane oblike (Bouchard, 2020; Spapens, 2010). Takve strukture karakteriše visok stepen adaptivnosti, sposobnost brzog prilagođavanja institucionalnim odgovorima i istovremeno djelovanje u više država i sektora, što organizirani kriminal čini jednim od najsloženijih sigurnosnih izazova savremenih društava. U takvim okolnostima, klasični policijski pristupi zasnovani na reaktivnom djelovanju i fragmentiranom prikupljanju informacija pokazuju ograničenu efikasnost, posebno u situacijama kada je potrebno razumjeti širu strukturu i dinamiku kriminalnih mreža. Kao odgovor na ove promjene, savremene policijske organizacije razvijaju kriminalističko-obavještajni model rada koji u središte policijskog djelovanja postavlja informacije, njihovu sistematsku obradu i analitičku interpretaciju. Pristup podrazumijeva kontinuirano prikupljanje podataka iz različitih izvora, njihovu integraciju i pretvaranje u upotrebljiva saznanja koja mogu usmjeriti operativne aktivnosti. U tom kontekstu, kriminalističko-obavještajna analiza zauzima centralno mjesto, jer omogućava identifikaciju skrivenih veza, obrazaca ponašanja i struktura koje nisu vidljive kroz izolirane operativne radnje. Na taj način, analiza ne predstavlja samo pomoćnu funkciju, već ključni instrument u procesu donošenja odluka i planiranja policijskih operacija. Poseban značaj kriminalističko-obavještajne analize ogleda se u njenoj sposobnosti da poveže veliki broj heterogenih podataka i pretvori ih u koherentne analitičke proizvode koji imaju direktnu operativnu vrijednost. Kroz primjenu različitih analitičkih metoda i tehnika moguće je identifikovati ključne aktere unutar kriminalnih mreža, rekonstruisati njihove međusobne odnose i prepoznati obrasce djelovanja koji ukazuju na buduće aktivnosti.

Polazeći od navedenog, predmet ovog rada odnosi se na analizu uloge kriminalističko-obavještajne analize u borbi protiv organiziranog kriminala, sa posebnim fokusom na njen doprinos identifikaciji kriminalnih mreža, razumijevanju njihovih struktura i podršci donošenju operativnih odluka. Cilj rada je da se, kroz teorijsku i analitičku obradu relevantne literature, prikaže značaj ovog analitičkog pristupa u savremenim policijskim istragama, kao i da se ukaže na njegov potencijal u unapređenju efikasnosti policijskog djelovanja. Rad je strukturiran tako da najprije razmatra osnovne karakteristike organiziranog kriminala, zatim koncept kriminalističko-obavještajnog modela, te ulogu i metode analize, nakon čega se posebna pažnja posvećuje njenoj praktičnoj primjeni u policijskim organizacijama.

1. Teorijsko određenje organiziranog kriminala i savremenih trendova

Organizirani kriminal predstavlja kompleksan i višedimenzionalan sigurnosni fenomen koji se razvijao paralelno sa transformacijama društvenih, ekonomskih i političkih struktura. Njegovo teorijsko određenje nije jednoznačno, što proizlazi iz različitih pristupa u kriminalistici, kriminologiji i sigurnosnim studijama. U najširem smislu, organizirani kriminal obuhvata trajno udruživanje više osoba s ciljem sticanja protivpravne dobiti kroz vršenje teških krivičnih djela, uz istovremenu primjenu nasilja, korupcije i drugih oblika utjecaja radi očuvanja i širenja kriminalnih aktivnosti (Fioroni, Lavezzi, & Trovato, 2025). Tradicionalna shvatanja organiziranog kriminala bila su utemeljena na percepciji stabilnih, hijerarhijski uređenih kriminalnih organizacija, koje djeluju kroz jasno definisanu strukturu, strogu disciplinu i dugoročne odnose lojalnosti među članovima (Duyne, 1996). Takav model bio je dominantan u analizama klasičnih kriminalnih organizacija poput mafijaških struktura, gdje je vertikalna organizacija omogućavala kontrolu, tajnost i efikasnu distribuciju kriminalnih aktivnosti. Ipak ovakav pristup ima ograničenu analitičku vrijednost u kontekstu današnjeg organiziranog kriminala, koji se sve više udaljava od rigidnih struktura i prelazi ka fleksibilnijim oblicima organizacije.

U savremenom sigurnosnom okruženju organizirani kriminal karakteriše proces transformacije prema mrežno organiziranim strukturama koje se zasnivaju na horizontalnim vezama, privremenim partnerstvima i funkcionalnoj specijalizaciji (Breuer & Varese, 2023; Morselli & Giguere, 2006). Umjesto centralizirane kontrole, ove strukture funkcionišu kroz dinamične odnose između različitih aktera koji se povezuju u zavisnosti od konkretnih kriminalnih aktivnosti i tržišnih prilika (Bright, Koskinen, & Malm, 2019). Takav model omogućava visok stepen adaptivnosti i otpornosti na institucionalne mjere suzbijanja, jer eliminacija jednog segmenta mreže ne dovodi nužno do njenog potpunog urušavanja. Upravo ova disperzija i fragmentacija predstavljaju ključne izazove za savremene policijske i pravosudne institucije.

Jedan od ključnih savremenih trendova odnosi se na transnacionalizaciju organiziranog kriminala, koja je usko povezana sa procesima globalizacije, liberalizacije tržišta i razvoja komunikacijskih tehnologija. Kriminalne grupe sve češće djeluju preko državnih granica[2], koristeći razlike u pravnim sistemima,

[2] Transnacionalne organizirane kriminalne grupe posebno su izražene u oblastima krijumčarenja migranata i drugih oblika prekograničnog kriminala, gdje koriste razlike između pravnih sistema i institucionalnih kapaciteta država kako bi olakšale svoje djelovanje. Njihova struktura zasniva se na funkcionalnoj podjeli uloga među akterima u različitim državama, pri čemu se pojedine faze operacije realizuju kroz relativno autonomne, ali međusobno povezane segmente. Ovakva organizacija omogućava visoku otpornost na intervencije organa gonjenja, jer se narušeni dijelovi mreže brzo zamjenjuju alternativnim rutama i akterima.

regulatornim okvirima i kapacitetima institucija kako bi optimizirale svoje aktivnosti i minimizirale rizike (Albanese, 2012). Ovakvo djelovanje podrazumijeva uspostavljanje kompleksnih mreža koje povezuju proizvođače, distributere, finansijere i posrednike u različitim državama, čime organizirani kriminal dobija izrazito međunarodni karakter. Paralelno s tim, evidentna je i diversifikacija kriminalnih aktivnosti, pri čemu organizirane kriminalne grupe više ne ostaju ograničene na jednu vrstu kriminala, već istovremeno djeluju u više oblasti, poput trgovine narkoticima, trgovine ljudima, krijumčarenja migranata, finansijskog kriminala i cyber kriminala (Campana, 2011; Uhm & Wong, 2021). Ovakva diverzifikacija omogućava raspodjelu rizika i povećanje ukupne dobiti, ali istovremeno dodatno komplikuje procese identifikacije i procesuiranja. Poseban izazov predstavlja integracija legalnih i ilegalnih ekonomskih tokova, kroz koju kriminalne grupe nastoje legitimizirati nezakonito stečena sredstva i ostvariti dugoročnu stabilnost. Tehnološki razvoj predstavlja još jednu važnu dimenziju savremenih trendova organiziranog kriminala. Upotreba digitalnih platformi, enkriptiranih komunikacijskih kanala i kriptovaluta omogućava kriminalnim akterima da značajno unaprijede sigurnost svoje komunikacije, sakriju finansijske tokove i prošire obim djelovanja (Leuprecht, Jenkins, & Hamilton, 2023). Time se dodatno smanjuje vidljivost kriminalnih aktivnosti i otežava njihovo otkrivanje tradicionalnim metodama policijskog rada. U takvom okruženju, organizirani kriminal se sve više oslanja na kombinaciju fizičkih i digitalnih kapaciteta, što zahtijeva integrisani pristup u njegovom proučavanju i suzbijanju.

2. Kriminalističko-obavještajni model policijskog rada

Razvoj savremenih oblika kriminaliteta, posebno organiziranog i transnacionalnog kriminala, nametnuo je potrebu za redefinisanjem tradicionalnih pristupa policijskom radu. Klasični model zasnovan na reaktivnom djelovanju, u kojem policija prvenstveno odgovara na već počinjena krivična djela, pokazao se nedovoljnim u suočavanju sa kompleksnim, dinamičnim i visoko organiziranim kriminalnim strukturama (Verfaillie & Beken, 2008). Ovakav pristup često rezultira fragmentiranim djelovanjem, ograničenim razumijevanjem šireg konteksta kriminalnih aktivnosti i nedovoljno efikasnim korištenjem raspoloživih resursa. U tom kontekstu, javlja se potreba za modelom koji omogućava sistematsko prikupljanje, obradu i analizu informacija kao osnovu za planiranje i provođenje policijskih aktivnosti (Ratcliffe, Strang, & Taylor, 2014).

Kako to UNODC (2011) definiše, kriminalističko-obavještajni rad predstavlja oblast obavještajnog djelovanja koja omogućava policijskim i drugim nadležnim organima, kao i istražiteljima, da donose odluke o pristupu određenom krivičnom djelu, počiniocu ili kombinaciji oba, na osnovu raspoloživih analitičkih procjena. Ove odluke zasnivaju se na analitičkim proizvodima koje izrađuju kriminalistički analitičari, a koji nastaju kroz sistematske procese obrade, evaluacije i analize

informacija prikupljenih u okviru pojedinačnog predmeta ili skupa povezanih predmeta (UNODC, 2011). Kriminalističko-obavještajne informacije ne predstavljaju opću akumulaciju operativnih saznanja, već rezultat sistematskog procesa evaluacije i analize podataka o kriminalitetu, njegovim akterima, obrascima i trendovima, s ciljem njihove upotrebe u strateškom, taktičkom i operativnom upravljanju policijskim poslovima. Polazeći od takvog razumijevanja, kriminalističko-obavještajni model nadilazi fokus na pojedinačne incidente i usmjerava policijsko djelovanje ka identifikaciji prioriteta, prepoznavanju trendova i selektivnom usmjeravanju resursa prema najznačajnijim sigurnosnim prijetnjama. Na taj način dolazi do transformacije policijskog djelovanja iz pretežno reaktivnog u proaktivno, uz izražen naglasak na prevenciju, anticipaciju i strateško planiranje. Jedna od ključnih karakteristika ovog modela jeste njegova ciklična priroda, koja podrazumijeva kontinuirani proces prikupljanja, evaluacije, analize i distribucije informacija. Takav proces omogućava generisanje analitičkih proizvoda sa neposrednom operativnom vrijednošću, koji služe kao osnova za donošenje odluka na različitim nivoima upravljanja. Poseban značaj ima integracija različitih izvora podataka, uključujući operativne informacije, otvorene izvore, finansijske podatke i druge relevantne evidencije, čime se formira sveobuhvatna i višedimenzionalna slika kriminalnih aktivnosti. Upravo ova integracija omogućava prevazilaženje ograničenja fragmentiranog pristupa i doprinosi dubljem razumijevanju složenih kriminalnih mreža.

U operativnom smislu, kriminalističko-obavještajni model podrazumijeva usku saradnju između analitičkih i operativnih jedinica, pri čemu analitički proizvodi imaju ključnu ulogu u usmjeravanju policijskih aktivnosti (Burcher & Whelan, 2018). Analiza omogućava identifikaciju ključnih aktera, procjenu nivoa prijetnje i određivanje prioriteta djelovanja, dok operativne jedinice realizuju konkretne mjere i radnje na terenu (John & Maguire, 2007). Ovakva interakcija zahtijeva jasno definisane procedure, efikasne mehanizme razmjene informacija i visok nivo institucionalne koordinacije. Dodatno, kvalitet ove saradnje u velikoj mjeri zavisi od pravovremenosti i operativne upotrebljivosti analitičkih proizvoda, koji moraju biti prilagođeni konkretnim potrebama operativnih struktura (Bottema & Telep, 2019). To podrazumijeva kontinuiranu komunikaciju između analitičara i operativnih službenika, kroz koju se preciziraju informacijske potrebe, validiraju analitički nalazi i osigurava njihova praktična primjenjivost (Fingar, 2025). U takvom odnosu analiza ne ostaje na nivou teorijske interpretacije podataka, već postaje direktan alat za planiranje i izvođenje policijskih aktivnosti. Istovremeno, ovaj model podrazumijeva i povratnu petlju u kojoj operativne jedinice kroz realizaciju mjera generiraju nova saznanja koja se vraćaju u analitički proces, čime se dodatno unapređuje kvaliteta budućih procjena. Tako se uspostavlja kontinuirani ciklus razmjene informacija i znanja, koji doprinosi većoj preciznosti u identifikaciji kriminalnih obrazaca i efikasnijem usmjeravanju resursa. U

suprotnom, ukoliko ova interakcija nije institucionalno utemeljena i funkcionalno razvijena, postoji rizik da analitički kapaciteti ostanu nedovoljno iskorišteni, što direktno utiče na ukupnu efikasnost policijskog djelovanja i ograničava mogućnosti proaktivnog odgovora na složene sigurnosne prijetnje.

Pored operativne dimenzije, kriminalističko-obavještajni model ima i izraženu stratešku komponentu, koja se ogleda u njegovoj ulozi u planiranju dugoročnih policijskih aktivnosti i oblikovanju sigurnosnih politika (Coyne & Bell, 2011). U tom kontekstu, analiza ne služi isključivo kao podrška konkretnim istragama, već kao alat za razumijevanje širih sigurnosnih kretanja i identifikaciju ključnih pravaca razvoja kriminaliteta. Kroz sistematsko prikupljanje i obradu podataka o kriminalnim trendovima, obrascima djelovanja i promjenama u operativnim metodama kriminalnih grupa, moguće je izgraditi pouzdane procjene koje nadilaze pojedinačne slučajeve i imaju direktan značaj za strateško odlučivanje. Poseban značaj ove dimenzije ogleda se u mogućnosti anticipacije budućih prijetnji, što predstavlja jednu od temeljnih prednosti kriminalističko-obavještajnog pristupa (Hamilton, 2021). Identifikacijom ranih indikatora i slabih signala promjena u kriminalnom okruženju, policijske organizacije stiču sposobnost pravovremenog prilagođavanja svojih prioriteta, resursa i operativnih metoda. Na taj način, institucionalni odgovor prestaje biti isključivo reaktivan i postaje usmjeren na prevenciju i ublažavanje potencijalnih sigurnosnih rizika prije njihove potpune manifestacije. Dodatna strateška komponenta ovog modela podrazumijeva i njegovu integraciju u procese upravljanja i donošenja odluka na višim nivoima, gdje analitički proizvodi služe kao osnova za definisanje politika, prioriteta i alokaciju resursa. Time se osigurava da policijsko djelovanje bude zasnovano na objektivnim procjenama i dugoročnim ciljevima, a ne isključivo na trenutnim operativnim pritiscima. U takvom okviru, policijske organizacije se pozicioniraju kao proaktivni akteri koji ne reagiraju samo na postojeće probleme, već aktivno upravljaju sigurnosnim rizicima kroz planski, analitički utemeljen i strateški usmjeren pristup.

3. Kriminalističko-obavještajna analiza kao funkcionalni segment sistema

Kriminalističko-obavještajna analiza predstavlja centralni funkcionalni element kriminalističko-obavještajnog modela policijskog rada, jer omogućava transformaciju prikupljenih podataka u analitički utemeljena saznanja koja imaju neposrednu operativnu i stratešku vrijednost. U savremenim policijskim organizacijama analiza više ne zauzima sporedno mjesto u odnosu na operativne aktivnosti, već se pozicionira kao ključni mehanizam koji povezuje različite faze obavještajnog ciklusa i osigurava njihovu međusobnu usklađenost. Njena osnovna funkcija ogleda se u sistematskoj obradi, evaluaciji i interpretaciji podataka s ciljem identifikacije relevantnih obrazaca, odnosa i trendova koji nisu neposredno vidljivi kroz pojedinačne informacije.

U tom smislu, kriminalističko-obavještajna analiza djeluje kao posrednički sloj između faze prikupljanja informacija i faze donošenja odluka, pri čemu osigurava da raspoloživi podaci budu pretvoreni u upotrebljiva znanja. Ovaj proces podrazumijeva selekciju relevantnih informacija, njihovu kritičku evaluaciju u pogledu pouzdanosti i tačnosti, te njihovu integraciju u šire analitičke cjeline (Omand, 2013). Na taj način analiza prevazilazi ograničenja fragmentiranih i nepovezanih podataka, omogućavajući stvaranje koherentne slike o kriminalnim aktivnostima i njihovim nosiocima. Upravo ova sposobnost sinteze čini analizu nezamjenjivim segmentom savremenih policijskih sistema.

Jedna od ključnih karakteristika kriminalističko-obavještajne analize jeste njena višedimenzionalnost, koja se ogleda u postojanju različitih nivoa i tipova analitičkog djelovanja. U tom kontekstu, najčešće se razlikuju strateška, operativna i taktička analiza, pri čemu svaka od njih ima specifičnu funkciju i vremenski horizont (Coyne & Bell, 2011). Strateška analiza usmjerena je na identifikaciju dugoročnih trendova i obrazaca kriminaliteta, operativna analiza se fokusira na konkretne kriminalne mreže i aktivnosti, dok taktička analiza pruža neposrednu podršku pojedinačnim operacijama i istragama. Ova diferencijacija omogućava fleksibilnu primjenu analitičkih kapaciteta u skladu sa konkretnim potrebama policijskih organizacija.

U okviru kriminalističko-obavještajne analize razvijaju se različiti analitički proizvodi koji imaju specifičnu namjenu i primjenu u procesu donošenja odluka. Među najznačajnijim proizvodima izdvajaju se strateške procjene prijetnje, operativni analitički izvještaji, taktičke analize, profili kriminalnih aktera, kao i analize kriminalnih mreža i obrazaca djelovanja (Malone, 2015). Strateške procjene usmjerene su na identifikaciju dugoročnih trendova i prioriteta u oblasti kriminaliteta, dok operativni i taktički proizvodi pružaju neposrednu podršku konkretnim istragama i policijskim akcijama. Poseban značaj imaju proizvodi koji se odnose na mapiranje kriminalnih mreža, identifikaciju ključnih aktera i analizu njihovih međusobnih odnosa, jer omogućavaju razumijevanje strukture i funkcionalne dinamike organiziranih kriminalnih grupa (Bright, Greenhill, Ritter, & Morselli, 2015). Pored toga, analitički proizvodi mogu obuhvatiti i procjene rizika, analize finansijskih tokova, vremensko-prostorne analize kriminalnih aktivnosti, kao i tzv. indikatorske i rane upozoravajuće izvještaje koji ukazuju na potencijalne buduće prijetnje. Vrijednost ovih proizvoda ne ogleda se samo u njihovom sadržaju, već i u njihovoj pravovremenosti, jasnoći i prilagođenosti potrebama krajnjih korisnika. Upravo kroz takve analitičke proizvode kriminalističko-obavještajna analiza ostvaruje svoju ključnu funkciju, jer omogućava pretvaranje kompleksnih i često fragmentiranih podataka u strukturirana saznanja koja imaju direktnu primjenu u operativnom i strateškom djelovanju policijskih organizacija.

Kriminalističko-obavještajna analiza ima i integrativnu funkciju unutar policijskog sistema, jer povezuje različite organizacione jedinice i omogućava koordinisano djelovanje (Joyal, 2012; Phythian, Kirby, & Swan-Keig, 2024). Kroz razmjenu informacija i analitičkih proizvoda, analiza doprinosi usklađivanju aktivnosti između različitih sektora, uključujući operativne, istražne i upravljačke strukture. Time se smanjuje rizik od dupliranja aktivnosti, povećava efikasnost korištenja resursa i osigurava jedinstven pristup u borbi protiv kriminala. Ova integrativna dimenzija posebno dolazi do izražaja u kontekstu suzbijanja organiziranog kriminala, gdje je neophodno objediniti informacije iz različitih izvora i jurisdikcija.

4. Metode i tehnike kriminalističko-obavještajne analize

Kriminalističko-obavještajna analiza nije skup izoliranih „alata", nego metodološki uređen proces kojim se sirovi podaci pretvaraju u procjene, hipoteze, prioritete i preporuke za djelovanje. Njena svrha je dvostruka: operativna odnosno podržati istrage, ciljanje počinilaca i raspoređivanje resursa; i strateška, to jest identifikovati trendove, rizike i ranjivosti koji oblikuju dugoročne policijske odgovore (Ratcliffe, Intelligence-Led Policing, 2008). U savremenoj praksi, kvantitativne tehnike obuhvataju socijalno-mrežnu analizu, GIS/spacijalnu analizu, statističke i temporalne metode, kao i prediktivne modele i mašinsko učenje. Kvalitativne tehnike obuhvataju profiliranje, povezivanje slučajeva, obrazovnu/pattern analizu, evaluaciju izvora te strukturirane analitičke tehnike poput provjere pretpostavki, analize konkurentskih hipoteza i red-teaminga .

Najkorisniji proizvodi nastali tim metodama su profili bezbjednosno interesantnih lica, problem i market profili, taktičke i strateške procjene, threat assessmenti, link-chartovi, hotspot/heat mape, vremenske linije i kratki intelligence briefovi. Kvalitet takvih proizvoda zavisi od tačnosti podataka, formalne procjene pouzdanosti izvora, transparentnosti analitičkog zaključivanja i naknadne validacije u operativnoj praksi (College of Policing, 2025).

4.1. Metodologija i svrha

U metodološkom smislu, kriminalističko-obavještajna analiza predstavlja strukturiran i ciljano usmjeren proces koji započinje definisanjem analitičkog zadatka, odnosno Terms of Reference, a završava izradom proizvoda prilagođenog konkretnom korisniku, bilo da je riječ o rukovodnim strukturama ili operativnim istražiteljima. Već u početnoj fazi neophodno je precizno odrediti informacijske potrebe, identifikovati relevantne izvore podataka i procijeniti pravna ograničenja u pogledu prikupljanja i obrade informacija. Time se uspostavlja okvir koji određuje smjer analitičkog procesa i osigurava njegovu zakonitost i operativnu svrhovitost. Zbog toga se kriminalističko-obavještajna analiza ne može svesti na tehničku obradu podataka, već predstavlja istovremeno spoznajni i upravljački proces. Njena funkcija nije ograničena na deskriptivni

nivo, odnosno na prikazivanje onoga što je poznato, nego uključuje interpretaciju, objašnjenje i evaluaciju dostupnih informacija s ciljem odgovora na ključna pitanja šta određeni podaci znače i koje implikacije imaju za dalje djelovanje. Upravo ta transformacija podataka u značenje i značenja u odluke čini analizu centralnim elementom kriminalističko-obavještajnog modela.

OSCE (2017) i UNODC (2011) kriminalističko-obavještajni proces prikazuju kao cikličan sistem međusobno povezanih faza koje obuhvataju tasking i planiranje, prikupljanje i evaluaciju podataka, obradu i kolaciju, analizu, diseminaciju te povratnu informaciju i naknadno usmjeravanje aktivnosti. Unutar takvog ciklusa analitička metodologija ima ključnu ulogu jer omogućava razlaganje kompleksnih sigurnosnih problema na upravljive cjeline, sistematsko testiranje pretpostavki i izgradnju procjena koje se mogu argumentirano braniti pred donositeljima odluka i nadzornim mehanizmima. Problem prirode podataka s kojima policijske organizacije raspolažu je njihova fragmentacija, nepotpunost, međusobna kontradiktornost i opterećenost različitim stepenima pouzdanosti. U takvim uslovima analiza mora nadilaziti puko objedinjavanje informacija i uključivati njihovu kritičku evaluaciju, jasno razgraničenje između činjenica i interpretacije, kao i eksplicitno navođenje ograničenja i stepena pouzdanosti analitičkih nalaza. Time se osigurava da analitički proizvodi imaju stvarnu operativnu vrijednost i da ne dovode do pogrešnog usmjeravanja policijskih aktivnosti.

4.2. Kvantitativne tehnike

Kvantitativne tehnike kriminalističko-obavještajne analize zasnivaju se na sistematskoj obradi numeričkih i strukturiranih podataka s ciljem identifikacije obrazaca, odnosa i zakonitosti u kriminalnim aktivnostima (Roth, Ross, Finch, Luo, & MacEachren, 2013). Njihova osnovna prednost ogleda se u mogućnosti objektivizacije analitičkih nalaza i njihovog predstavljanja kroz mjerljive i uporedive indikatore, što je posebno značajno u fazama planiranja i evaluacije policijskih aktivnosti. Socijalno-mrežna analiza i analiza veza predstavljaju temeljne alate za razumijevanje strukture organiziranih kriminalnih grupa. Dok analiza veza omogućava vizualizaciju veza između pojedinih aktera i entiteta, socijalno-mrežna analiza ide korak dalje i kvantificira te odnose kroz različite mrežne metrike. Na taj način moguće je identificirati centralne aktere, posrednike i strukturalne slabosti mreže, što ima direktne implikacije za operativno usmjeravanje istraga i planiranje intervencija usmjerenih na destabilizaciju kriminalnih struktura.

Prostorne i geografske analize polaze od pretpostavke da kriminal ima izraženu prostornu dimenziju i da se ne distribuira nasumično. Primjenom GIS alata i statističkih metoda moguće je identificirati prostorne klastere, koncentracije

kriminalnih aktivnosti i obrasce kretanja počinilaca (Ratcliffe J. , 2009). Pristup se zasniva na teorijskim postavkama ekološke kriminologije i teorije obrazaca kriminala, prema kojima se kriminalne aktivnosti javljaju u specifičnim prostornim kontekstima koji odražavaju interakciju između počinilaca, žrtava i okruženja. Na taj način prostorna analiza omogućava sagledavanje kriminaliteta ne samo kao skupa izolovanih incidenata, već kao fenomena koji je uslovljen karakteristikama prostora u kojem se odvija.

Statističke i temporalne tehnike dodatno produbljuju analizu kroz ispitivanje vremenskih obrazaca kriminala (Borowik, Wawrzyniak, & Cichosz, 2018). Njihova osnovna vrijednost ogleda se u mogućnosti da se kriminalne aktivnosti sagledaju kao dinamični procesi koji se odvijaju u određenim vremenskim intervalima i pod utjecajem različitih kontekstualnih faktora. Kroz primjenu deskriptivnih i inferencijalnih statističkih metoda moguće je identificirati pravilnosti u učestalosti i raspodjeli krivičnih djela, čime se stvara osnova za dublje razumijevanje njihove temporalne strukture. Analiza trendova, sezonalnosti i vremenskih serija omogućava razumijevanje dinamike kriminalnih aktivnosti i identifikaciju perioda povećanog rizika (Towers, Chen, Malik, & Ebert, 2018). Dobijeni nalazi imaju direktnu operativnu vrijednost jer omogućavaju planiranje policijskih aktivnosti u skladu s očekivanim obrascima kriminaliteta, uključujući optimizaciju rasporeda patrola, usmjeravanje preventivnih mjera i efikasnije korištenje resursa. Posebno je značajno uočavanje sezonskih varijacija i kratkoročnih fluktuacija koje mogu biti povezane s društvenim, ekonomskim ili okolišnim faktorima. Posebno je značajna primjena aorističkih metoda u situacijama kada tačno vrijeme izvršenja krivičnog djela nije poznato, jer omogućava probabilističku rekonstrukciju vremenskih obrazaca i time doprinosi preciznijem operativnom planiranju (Ashby & Bowers, 2013). U takvim slučajevima, umjesto isključivanja podataka ili njihove pojednostavljene aproksimacije, aoristička analiza omogućava raspodjelu vjerovatnoće izvršenja krivičnog djela unutar definisanog vremenskog intervala, čime se dobija realističnija i metodološki pouzdanija slika vremenskih obrazaca kriminala. Time se prevazilazi jedno od ključnih ograničenja kriminalističkih podataka i povećava preciznost analitičkih nalaza.

Prediktivni modeli i pristupi zasnovani na mašinskom učenju predstavljaju napredniju fazu kvantitativne analize, u kojoj se postojeći podaci koriste za procjenu budućih događaja i rizika (Berk, 2021). Za razliku od klasičnih statističkih pristupa, ovi modeli omogućavaju obradu velikih i heterogenih skupova podataka, uključujući historijske evidencije kriminaliteta, socio-ekonomske indikatore, prostorne karakteristike i podatke o ponašanju aktera, čime se otvara prostor za složenije i preciznije analitičke procjene. Navedeni modeli mogu se koristiti za predviđanje mjesta i vremena izvršenja krivičnih djela, identifikaciju potencijalnih počinilaca i procjenu rizika za određene kategorije žrtava. Ipak, njihova vrijednost ne proizlazi isključivo iz statističke

preciznosti, već prije svega iz njihove operativne primjenjivosti, što podrazumijeva razumljivost, transparentnost i mogućnost integracije u konkretne policijske aktivnosti. Model koji generira visoku prediktivnu tačnost, ali ne pruža jasne i interpretabilne rezultate, može imati ograničenu upotrebnu vrijednost u realnim operativnim uslovima. Zbog toga se sve veći značaj pridaje konceptima objašnjivosti modela i validacije rezultata, kako bi analitički nalazi bili prihvatljivi i upotrebljivi za donositelje odluka. Istovremeno, potrebno je uzeti u obzir i potencijalne probleme vezane za kvalitet podataka, pristrasnosti u modelima i etičke implikacije njihove primjene, jer ovi faktori mogu direktno uticati na pouzdanost procjena i legitimnost policijskog djelovanja.

4.3. Kvalitativne tehnike

Za razliku od kvantitativnih pristupa, kvalitativne tehnike kriminalističko-obavještajne analize usmjerene su na dubinsko razumijevanje aktera, odnosa i procesa koji stoje iza kriminalnih aktivnosti. Njihova ključna vrijednost ogleda se u sposobnosti interpretacije kompleksnih fenomena koji se ne mogu u potpunosti obuhvatiti numeričkim pokazateljima.

Profiliranje predstavlja jednu od centralnih kvalitativnih tehnika, pri čemu se razlikuju različiti tipovi profila u zavisnosti od analitičkog cilja (Turvey, 2012). *Subject* ili *target* profil pruža sveobuhvatnu sliku o pojedincu, uključujući njegove kriminalne aktivnosti, socijalne veze, finansijske tokove i operativne obrasce ponašanja (Seidler & Adderley, 2013). Društvene mreže su značajan pokazatelj života određene osobe i kao takve se trebaju u potpunosti iskoristiti (2025), zbog toga su adekvatan predmet analize. *Market* (tržište) profil analizira strukturu i dinamiku kriminalnog tržišta, dok *criminal business profil* razlaže način funkcionisanja konkretne kriminalne operacije, identificirajući njene ključne faze i ranjive tačke (Bichler, Malm, & Cooper, 2017).

Analiza povezanosti slučajeva, odnosno *case linkage*, ima poseban značaj u identifikaciji serijskih krivičnih djela (Hazelwood & Warren, 2003). Kroz sistematsko poređenje različitih elemenata, poput načina izvršenja, lokacija, komunikacijskih obrazaca i forenzičkih tragova, analitičar procjenjuje vjerovatnoću da se radi o istom počiniocu ili organiziranoj grupi. Ova tehnika ne samo da doprinosi efikasnijem vođenju istraga, nego i omogućava bolje razumijevanje operativnih obrazaca kriminalnog djelovanja.

Analiza obrazaca zauzima međupoziciju između kvantitativnih i kvalitativnih pristupa, jer integrira različite vrste podataka i prevodi ih u koherentne analitičke narative. Kroz kombinaciju prostornih, vremenskih i ponašajnih elemenata, ova tehnika omogućava identifikaciju složenih obrazaca kriminalnog djelovanja i njihovu vizualizaciju kroz mape, grafikone i vremenske linije (Leong & Sung, 2015).

Poseban segment kvalitativne analize odnosi se na evaluaciju izvora i informacija. U praksi se koriste standardizirani sistemi koji odvojeno procjenjuju pouzdanost izvora i kvalitet informacije, čime se sprječava nekritičko korištenje podataka i osigurava proporcionalnost operativnih odluka. Kao novitet se pojavljuje OSINT koji ima značajnu upotrebu u istraživanju organiziranih kriminalnih grupa i drugih modaliteta kojiugrožavaju nacionalnu sigurnost (Muhić, 2024). Ova evaluacija predstavlja temelj svake ozbiljne analize jer direktno utiče na kredibilitet analitičkih nalaza.

4.4. Proizvodi, nivoi primjene i standardi

Rezultati kriminalističko-obavještajne analize materijaliziraju se kroz različite tipove analitičkih proizvoda, čija struktura i sadržaj zavise od nivoa odlučivanja kojem su namijenjeni (Coyne & Bell, Strategic intelligence in law enforcement: a review, 2011). Strateški proizvodi usmjereni su na dugoročne trendove i procjene prijetnji, dok operativni i taktički proizvodi imaju neposrednu funkciju u vođenju konkretnih policijskih aktivnosti. Na strateškom nivou dominiraju sveobuhvatne procjene prijetnji i analize trendova koje omogućavaju oblikovanje sigurnosnih politika i prioriteta djelovanja. Na operativnom nivou ključnu ulogu imaju profili, mrežne analize i analitički izvještaji koji direktno podržavaju istrage. Taktički nivo karakteriziraju kratki, fokusirani proizvodi poput briefinga, vremenskih linija i vizualnih prikaza koji omogućavaju brzo donošenje odluka u dinamičnim situacijama. Europol razvija standardizirane analitičke proizvode poput SOCTA procjena, koje integriraju različite metodološke pristupe s ciljem holističkog sagledavanja organiziranog kriminala. Paralelno s tim, sistemi poput SIENA omogućavaju sigurnu i strukturiranu razmjenu informacija između policijskih agencija, dok Universal Message Format standardizira način na koji se podaci i analitički nalazi prenose u prekograničnom kontekstu. Standardizacija formata analitičkih proizvoda predstavlja ključni uslov njihove upotrebljivosti (Chen, i dr., 2003). Iako termin „intelligence format“ nije univerzalno definiran, u praksi se najčešće odnosi na strukturirane izvještaje koji uključuju jasnu identifikaciju izvora, procjenu pouzdanosti, analitički narativ i operativne implikacije. Smjernice College of Policing (2025) dodatno naglašavaju važnost konzistentnog formatiranja i standardizacije kako bi se osigurala razumljivost i usporedivost analitičkih proizvoda.

5. Uloga analitičkih jedinica u policijskim organizacijama

Analitičke jedinice predstavljaju ključni organizacijski i funkcionalni element savremenih policijskih struktura, jer omogućavaju institucionalizaciju kriminalističko-obavještajne analize kao kontinuiranog i sistemski integrisanog procesa (Ratcliffe & Guidetti, 2008). Njihova uloga nadilazi tehničku obradu podataka i obuhvata proizvodnju analitičkih saznanja koja direktno utiču na

donošenje odluka, planiranje operacija i definisanje prioriteta u borbi protiv kriminala. U tom smislu, analitičke jedinice djeluju kao centralna tačka u kojoj se prikupljeni podaci transformišu u strukturirane informacije i znanja sa operativnom i strateškom vrijednošću. Jedna od osnovnih funkcija analitičkih jedinica ogleda se u pružanju podrške operativnim i istražnim aktivnostima kroz izradu analitičkih proizvoda prilagođenih konkretnim potrebama korisnika (Ovsianiuk, 2024). To uključuje identifikaciju ključnih aktera, mapiranje kriminalnih mreža, procjenu prijetnji i izradu operativnih scenarija djelovanja. Kroz takvu podršku analitičke jedinice omogućavaju da policijsko djelovanje bude usmjereno, selektivno i zasnovano na provjerenim informacijama, čime se povećava njegova efikasnost i smanjuje rizik od pogrešnog usmjeravanja resursa. Pored operativne podrške, analitičke jedinice imaju i značajnu ulogu u strateškom planiranju i upravljanju sigurnosnim rizicima (Coyne & Bell, 2011). Kroz kontinuirano praćenje i analizu kriminalnih trendova, one omogućavaju identifikaciju dugoročnih obrazaca i emergentnih prijetnji, što predstavlja osnovu za oblikovanje sigurnosnih politika i određivanje prioriteta djelovanja. Na taj način analitičke jedinice doprinose transformaciji policijskih organizacija iz reaktivnih u proaktivne sisteme koji aktivno upravljaju sigurnosnim okruženjem.

Važan aspekt njihovog djelovanja odnosi se na integraciju i koordinaciju informacija unutar policijskog sistema. Analitičke jedinice povezuju različite organizacione segmente, uključujući operativne, istražne i upravljačke strukture, te omogućavaju razmjenu informacija i usklađivanje aktivnosti (Lewandowski, Carter, & Campbell, 2017). Time se prevazilaze ograničenja fragmentiranog pristupa i osigurava jedinstvena analitička osnova za djelovanje. Ova integrativna funkcija posebno je značajna u kontekstu suzbijanja organiziranog kriminala, gdje je neophodno objediniti podatke iz različitih izvora i jurisdikcija. Efikasnost analitičkih jedinica u velikoj mjeri zavisi od njihovih kadrovskih, tehničkih i organizacijskih kapaciteta (Muhić, 2025). Kvalitet analize direktno je povezan sa stručnim kompetencijama analitičara, njihovom sposobnošću kritičkog mišljenja i primjenom odgovarajućih metodoloških pristupa. Istovremeno, dostupnost savremenih analitičkih alata i pristup relevantnim bazama podataka predstavljaju neophodan preduslov za efikasan rad. Bez adekvatnih resursa i institucionalne podrške, analitičke jedinice ne mogu u potpunosti ostvariti svoju funkciju, što se negativno odražava na ukupnu sposobnost policijskih organizacija da odgovore na složene sigurnosne izazove.

6. Primjena kriminalističko-obavještajne analize u suzbijanju organiziranog kriminala

Primjena kriminalističko-obavještajne analize u suzbijanju organiziranog kriminala predstavlja jedan od ključnih operativnih i strateških mehanizama savremenog policijskog djelovanja. S obzirom na kompleksnost, adaptivnost i transnacionalni karakter organiziranih kriminalnih grupa, efikasan odgovor nije

moguć bez sistematskog prikupljanja, obrade i interpretacije podataka koji omogućavaju razumijevanje njihove strukture, načina djelovanja i razvojnih pravaca. U tom kontekstu, analiza ne djeluje kao pomoćna funkcija, već kao centralni instrument koji usmjerava policijske aktivnosti i definiše prioritete djelovanja.

Jedan od najvažnijih aspekata primjene kriminalističko-obavještajne analize ogleda se u identifikaciji i mapiranju kriminalnih mreža (Basu & Sen, 2021). Korištenjem analitičkih tehnika, posebno socijalno-mrežne analize, moguće je rekonstruirati strukturu organiziranih kriminalnih grupa, identifikovati ključne aktere, njihove međusobne veze i uloge unutar mreže (Bouchard, 2020). Ovakvi analitički uvidi omogućavaju policijskim organima da usmjere aktivnosti prema centralnim figurama i kritičnim tačkama sistema, čime se postiže veći operativni efekat u odnosu na fragmentirane i slučajne intervencije. Pored identifikacije aktera, kriminalističko-obavještajna analiza ima ključnu ulogu u razumijevanju obrazaca kriminalnog djelovanja. Analizom prostornih, vremenskih i ponašajnih elemenata moguće je utvrditi kako, gdje i kada kriminalne grupe djeluju, kao i koje metode koriste za ostvarivanje svojih ciljeva (Leong & Sung, 2015). Takvi uvidi omogućavaju razvoj ciljanih operativnih strategija koje su usklađene s konkretnim karakteristikama kriminalnih aktivnosti, čime se povećava efikasnost policijskog djelovanja i smanjuje prostor za adaptaciju kriminalnih struktura.

Važan segment primjene analize odnosi se i na finansijske aspekte organiziranog kriminala. Praćenjem finansijskih tokova, identifikacijom sumnjivih transakcija i analizom ekonomskih aktivnosti kriminalnih grupa, moguće je otkriti skrivene veze i strukture koje nisu vidljive kroz klasične operativne metode. Finansijska analiza omogućava ne samo identifikaciju počinilaca, već i oduzimanje nezakonito stečene imovine, čime se direktno narušava ekonomska osnova kriminalnih organizacija (Cabana, 2014). Time se policijsko djelovanje usmjerava na jedan od najosjetljivijih aspekata organiziranog kriminala, odnosno njegovu finansijsku održivost, čime se dugoročno smanjuje kapacitet kriminalnih grupa za daljnje djelovanje i reinvestiranje nezakonito stečenih sredstava.

Kriminalističko-obavještajna analiza također ima značajnu ulogu u planiranju i provođenju policijskih operacija (2011). Kroz izradu operativnih analitičkih proizvoda, analitičke jedinice pružaju podršku u definisanju ciljeva operacije, izboru metoda djelovanja i procjeni mogućih rizika. Na taj način se smanjuje neizvjesnost i povećava vjerovatnoća uspješnog izvođenja operativnih aktivnosti. Istovremeno, analiza omogućava kontinuirano praćenje toka operacije i prilagođavanje aktivnosti u skladu s novim saznanjima.

Na strateškom nivou, primjena kriminalističko-obavještajne analize omogućava anticipaciju budućih prijetnji i pravovremeno prilagođavanje institucionalnog odgovora. Identifikacijom trendova i promjena u kriminalnom okruženju, policijske organizacije mogu razvijati dugoročne strategije usmjerene na

prevenciju i smanjenje utjecaja organiziranog kriminala. Time se postiže prelazak sa reaktivnog na proaktivni model djelovanja, koji je prilagođen savremenim sigurnosnim izazovima.

ZAKLJUČAK

Transformacija kriminalnih struktura prema mrežnim, fleksibilnim i transnacionalnim oblicima djelovanja dovela je do situacije u kojoj tradicionalni, incidentno orijentisani pristupi više ne mogu osigurati adekvatan institucionalni odgovor. U takvom kontekstu, kriminalističko-obavještajni model ne predstavlja samo metodološki iskorak, već i nužnu paradigmu koja omogućava sistemsko razumijevanje kriminaliteta kao dinamičnog i adaptivnog fenomena. Analitički nalazi izloženi u radu ukazuju da je ključna prednost kriminalističko-obavještajne analize u njenoj sposobnosti da poveže različite dimenzije kriminalnih aktivnosti u jedinstven analitički okvir. Integracijom prostornih, vremenskih, ponašajnih i finansijskih podataka, analiza omogućava rekonstrukciju strukture organiziranih kriminalnih grupa, identifikaciju njihovih operativnih obrazaca i prepoznavanje kritičnih tačaka unutar njihovog djelovanja. Time se stvara osnova za donošenje informiranih odluka koje nadilaze deskriptivni nivo i prelaze u domenu prediktivnog i proaktivnog djelovanja.

Poseban značaj ima uloga analitičkih jedinica kao institucionalnih nosilaca ovog procesa. Njihova pozicija unutar policijskih organizacija određuje ne samo kvalitet analitičkih proizvoda, već i ukupni kapacitet sistema da odgovori na složene sigurnosne izazove. Uspostavljanje funkcionalne veze između analitičkih i operativnih struktura, uz jasno definisane procedure i standarde, predstavlja ključni uslov za efektivnu primjenu kriminalističko-obavještajnog modela. U suprotnom, postoji rizik da analiza ostane izolovana funkcija bez stvarnog utjecaja na operativno odlučivanje. Istovremeno, razvoj savremenih analitičkih metoda, uključujući kvantitativne i kvalitativne tehnike, kao i prediktivne modele zasnovane na mašinskom učenju, značajno proširuje analitičke kapacitete policijskih organizacija. Međutim, njihova stvarna vrijednost ne proizlazi iz tehnološke sofisticiranosti, već iz njihove sposobnosti da budu operativno primjenjivi, metodološki utemeljeni i institucionalno integrisani. Time se potvrđuje da je efikasnost kriminalističko-obavještajne analize uslovljena ne samo dostupnošću podataka i alata, već i nivoom organizacijske zrelosti i profesionalnih kompetencija.

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THE ROLE OF CRIMINAL INTELLIGENCE ANALYSIS IN THE FIGHT AGAINST ORGANIZED CRIME

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Review paper

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Abstract

Modern forms of organized crime are characterized by a high level of adaptability, network-based structures, and the ability to operate across multiple countries and various economic sectors. In such a security environment, traditional and purely reactive approaches to policing prove insufficient for the effective suppression of complex criminal structures. For this reason, contemporary police organizations increasingly develop an intelligence-based approach that enables the systematic collection, processing, and analysis of information relevant to identifying criminal groups, their internal structures, and patterns of activity. Criminal intelligence analysis represents a key instrument of this approach because it enables the transformation of a large volume of collected data into analytically grounded knowledge that can support the planning and implementation of police operations.

This paper presents the importance of criminal intelligence analysis in the fight against organized crime, with particular focus on its role in identifying criminal networks, recognizing patterns of criminal activity, and supporting operational decision-making. The paper analyzes relevant literature related to the intelligence-led policing model. Special attention is given to the role of analytical units within police organizations, the methods of criminal intelligence analysis, and their application in modern criminal investigations. The findings indicate that criminal intelligence analysis represents one of the key instruments of contemporary law enforcement efforts against organized crime, as it enables a better understanding of the structure of criminal networks and a more efficient allocation of police resources.

Keywords: *organized crime, criminal intelligence, criminal intelligence analysis, police analysis, criminal investigations*

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INTRODUCTION

The modern security environment is marked by deep changes in the way criminal structures are organized and operate. These structures are moving away from traditional hierarchical models and are adopting flexible, network-based forms (Bouchard, 2020; Spapens, 2010). Such structures have a high level of adaptability. They can quickly adjust to institutional responses and act at the same time in several countries and sectors. Because of this, organized crime is one of the most complex security challenges in modern societies. In these conditions, traditional police approaches based on reactive action and fragmented information gathering show limited effectiveness. This is especially true in situations where it is necessary to understand the wider structure and dynamics of criminal networks. As a response to these changes, modern police organizations develop a criminal intelligence model of work. This model places information, its systematic processing, and analytical interpretation at the center of police activity. This approach includes continuous data collection from different sources, their integration, and transformation into useful knowledge that can guide operational activities. In this context, criminal intelligence analysis has a central role. It allows the identification of hidden connections, behavior patterns, and structures that are not visible through isolated operational actions. In this way, analysis is not only a supporting function but also a key instrument in decision-making and planning police operations. A special importance of criminal intelligence analysis is its ability to connect a large number of different data and turn them into clear analytical products with direct operational value. By using different analytical methods and techniques, it is possible to identify key actors in criminal networks, reconstruct their relationships, and recognize patterns of activity that indicate future actions.

Based on this, the subject of this paper is the analysis of the role of criminal intelligence analysis in the fight against organized crime. The focus is on its contribution to identifying criminal networks, understanding their structures, and supporting operational decision-making. The aim of the paper is, through theoretical and analytical review of relevant literature, to show the importance of this analytical approach in modern police investigations and to point out its potential for improving the efficiency of police work. The paper is structured in a way that first examines the basic characteristics of organized crime, then the concept of the criminal intelligence model, and the role and methods of analysis. After that, special attention is given to its practical application in police organizations.

1. Theoretical Definition of Organized Crime and Contemporary Trends

Organized crime is a complex and multidimensional security phenomenon that has developed in parallel with changes in social, economic, and political structures. Its theoretical definition is not uniform, which comes from different approaches in criminalistics, criminology, and security studies. In the broadest sense, organized crime includes the continuous association of several persons with the aim of gaining illegal profit through committing serious criminal acts, with the use of violence, corruption, and other forms of influence to maintain and expand criminal activities (Fioroni, Lavezzi, & Trovato, 2025). Traditional views of organized crime were based on the perception of stable, hierarchical criminal organizations. These organizations operated through a clearly defined structure, strict discipline, and long-term relations of loyalty among members (Duyne, 1996). This model was dominant in the analysis of classical criminal organizations such as mafia structures, where vertical organization allowed control, secrecy, and efficient distribution of criminal activities. However, this approach has limited analytical value in the context of modern organized crime, which is moving away from rigid structures and shifting toward more flexible forms of organization.

In the modern security environment, organized crime is characterized by a transformation toward network-based structures that rely on horizontal connections, temporary partnerships, and functional specialization (Breuer & Varese, 2023; Morselli & Giguere, 2006). Instead of centralized control, these structures function through dynamic relations between different actors who connect depending on specific criminal activities and market opportunities (Bright, Koskinen, & Malm, 2019). This model allows a high level of adaptability and resistance to institutional measures, because removing one part of the network does not necessarily lead to its complete collapse. This dispersion and fragmentation represent key challenges for modern police and judicial institutions.

One of the key contemporary trends is the transnationalization of organized crime, which is closely connected with globalization, market liberalization, and the development of communication technologies. Criminal groups increasingly operate across state borders, using differences in legal systems, regulatory frameworks, and institutional capacities to optimize their activities and reduce risks (Albanese, 2012). This type of activity includes the creation of complex networks that connect producers, distributors, financiers, and intermediaries in different countries, which gives organized crime a strong international character. At the same time, there is a clear diversification of criminal activities. Organized criminal groups are no longer limited to one type of crime but operate in multiple areas at the same time, such as drug trafficking, human trafficking, migrant

smuggling, financial crime, and cybercrime (Campana, 2011; Uhm & Wong, 2021). This diversification allows risk distribution and increased total profit, but also makes identification and prosecution more difficult. A special challenge is the integration of legal and illegal economic flows, through which criminal groups try to legitimize illegally gained money and achieve long-term stability. Technological development is another important dimension of modern organized crime trends. The use of digital platforms, encrypted communication channels, and cryptocurrencies allows criminal actors to improve the security of their communication, hide financial flows, and expand their activities (Leuprecht, Jenkins, & Hamilton, 2023). This reduces the visibility of criminal activities and makes their detection more difficult by traditional police methods. In such an environment, organized crime increasingly relies on a combination of physical and digital capacities, which requires an integrated approach in its study and suppression.

2. Criminal Intelligence Model of Police Work

The development of modern forms of crime, especially organized and transnational crime, has created the need to redefine traditional approaches to police work. The classical model based on reactive action, where the police mainly respond to crimes that have already been committed, has shown to be insufficient when dealing with complex, dynamic, and highly organized criminal structures (Verfaillie & Beken, 2008). This approach often results in fragmented action, limited understanding of the wider context of criminal activities, and inefficient use of available resources. In this context, there is a need for a model that allows systematic collection, processing, and analysis of information as a basis for planning and conducting police activities (Ratcliffe, Strang, & Taylor, 2014).

As defined by UNODC (2011), criminal intelligence work is an area of intelligence activity that allows police and other competent authorities, as well as investigators, to make decisions about how to approach a specific criminal act, offender, or a combination of both, based on available analytical assessments. These decisions are based on analytical products created by criminal analysts, which are developed through systematic processes of processing, evaluation, and analysis of information collected within a single case or a group of related cases (UNODC, 2011). Criminal intelligence information is not a general collection of operational knowledge, but the result of a systematic process of evaluation and analysis of data about crime, its actors, patterns, and trends, with the aim of using them in strategic, tactical, and operational management of police work. Based on this understanding, the criminal intelligence model goes beyond the focus on individual incidents and directs police action toward identifying priorities, recognizing trends, and selectively directing resources toward the most important security threats. In this way, police work is transformed from mainly reactive to

proactive, with a strong focus on prevention, anticipation, and strategic planning. One of the key characteristics of this model is its cyclical nature, which includes a continuous process of collecting, evaluating, analyzing, and distributing information. This process allows the creation of analytical products with direct operational value, which serve as a basis for decision-making at different levels of management. A special importance is given to the integration of different data sources, including operational information, open sources, financial data, and other relevant records, which creates a comprehensive and multidimensional picture of criminal activities. This integration allows overcoming the limitations of a fragmented approach and contributes to a deeper understanding of complex criminal networks.

In operational terms, the criminal intelligence model includes close cooperation between analytical and operational units, where analytical products have a key role in directing police activities (Burcher & Whelan, 2018). Analysis enables the identification of key actors, assessment of threat levels, and determination of priorities, while operational units carry out specific measures and actions in the field (John & Maguire, 2007). This interaction requires clearly defined procedures, effective mechanisms of information exchange, and a high level of institutional coordination. In addition, the quality of this cooperation largely depends on the timeliness and operational usefulness of analytical products, which must be adapted to the specific needs of operational structures (Bottema & Telep, 2019). This includes continuous communication between analysts and operational officers, where information needs are defined, analytical findings are validated, and their practical use is ensured (Fingar, 2025). In this relationship, analysis does not remain at the level of theoretical interpretation but becomes a direct tool for planning and carrying out police activities. At the same time, this model includes a feedback loop in which operational units, through their actions, generate new information that returns to the analytical process, improving the quality of future assessments. This creates a continuous cycle of information and knowledge exchange, which increases the accuracy in identifying criminal patterns and improves the use of resources. If this interaction is not institutionally established and functionally developed, there is a risk that analytical capacities will remain underused, which directly affects the overall effectiveness of police work and limits the possibility of a proactive response to complex security threats.

In addition to the operational dimension, the criminal intelligence model also has a strong strategic component, which is seen in its role in planning long-term police activities and shaping security policies (Coyne & Bell, 2011). In this context, analysis is not only support for specific investigations but also a tool for understanding wider security developments and identifying key directions in the development of crime. Through systematic collection and processing of data on criminal trends, patterns of behavior, and changes in the methods of criminal groups, it is possible to create reliable assessments that go beyond individual cases

and have direct importance for strategic decision-making. A special importance of this dimension is the ability to anticipate future threats, which is one of the main advantages of the criminal intelligence approach (Hamilton, 2021). By identifying early indicators and weak signals of change in the criminal environment, police organizations gain the ability to adjust their priorities, resources, and operational methods in time. In this way, the institutional response is no longer only reactive but becomes focused on prevention and reduction of potential security risks before they fully develop.

An additional strategic component of this model includes its integration into management and decision-making processes at higher levels, where analytical products serve as a basis for defining policies, priorities, and allocation of resources. This ensures that police work is based on objective assessments and long-term goals, and not only on immediate operational pressures. In this framework, police organizations are positioned as proactive actors that do not only respond to existing problems but actively manage security risks through a planned, analytical, and strategically oriented approach.

3. Criminal Intelligence Analysis as a Functional Segment of the System

Criminal intelligence analysis is a central functional element of the criminal intelligence model of police work, because it enables the transformation of collected data into analytically based knowledge that has direct operational and strategic value. In modern police organizations, analysis no longer has a secondary role compared to operational activities. Instead, it is positioned as a key mechanism that connects different phases of the intelligence cycle and ensures their coordination. Its main function is seen in the systematic processing, evaluation, and interpretation of data in order to identify relevant patterns, relationships, and trends that are not immediately visible through individual pieces of information. In this sense, criminal intelligence analysis acts as an intermediate layer between the phase of information collection and the phase of decision-making. It ensures that available data are transformed into useful knowledge. This process includes the selection of relevant information, their critical evaluation in terms of reliability and accuracy, and their integration into broader analytical frameworks (Omand, 2013). In this way, analysis overcomes the limitations of fragmented and unconnected data, allowing the creation of a coherent picture of criminal activities and their actors. This ability of synthesis makes analysis an essential part of modern police systems.

One of the key characteristics of criminal intelligence analysis is its multidimensional nature. This is reflected in the existence of different levels and types of analytical work. In this context, strategic, operational, and tactical analysis are usually distinguished, and each of them has a specific function and

time frame (Coyne & Bell, 2011). Strategic analysis focuses on identifying long-term trends and patterns of crime, operational analysis focuses on specific criminal networks and activities, while tactical analysis provides direct support to individual operations and investigations. This differentiation allows flexible use of analytical capacities according to the specific needs of police organizations.

Within criminal intelligence analysis, different analytical products are developed that have a specific purpose and use in the decision-making process. Among the most important products are strategic threat assessments, operational analytical reports, tactical analyses, profiles of criminal actors, and analyses of criminal networks and patterns of activity (Malone, 2015). Strategic assessments focus on identifying long-term trends and priorities in the field of crime, while operational and tactical products provide direct support to specific investigations and police actions. A special importance is given to products related to mapping criminal networks, identifying key actors, and analyzing their relationships, because they allow understanding of the structure and functional dynamics of organized criminal groups (Bright, Greenhill, Ritter, & Morselli, 2015). In addition, analytical products can include risk assessments, analysis of financial flows, time and spatial analysis of criminal activities, as well as indicator and early warning reports that point to possible future threats. The value of these products is not only in their content, but also in their timeliness, clarity, and adaptation to the needs of end users. Through such analytical products, criminal intelligence analysis achieves its main function, because it allows the transformation of complex and often fragmented data into structured knowledge that has direct application in operational and strategic activities of police organizations. Criminal intelligence analysis also has an integrative function within the police system, because it connects different organizational units and enables coordinated action (Joyal, 2012; Phythian, Kirby, & Swan-Keig, 2024). Through the exchange of information and analytical products, analysis contributes to coordination between different sectors, including operational, investigative, and management structures. This reduces the risk of duplication of activities, increases the efficiency of resource use, and ensures a unified approach in the fight against crime. This integrative dimension is especially important in the context of combating organized crime, where it is necessary to combine information from different sources and jurisdictions.

4. Methods and Techniques of Criminal Intelligence Analysis

Criminal intelligence analysis is not a set of isolated “tools”, but a methodologically organized process in which raw data are transformed into assessments, hypotheses, priorities, and recommendations for action. Its purpose is twofold. The first is operational, which means supporting investigations, targeting offenders, and allocating resources. The second is strategic, which

means identifying trends, risks, and vulnerabilities that shape long-term police responses (Ratcliffe, *Intelligence-Led Policing*, 2008). In modern practice, quantitative techniques include social network analysis, GIS and spatial analysis, statistical and temporal methods, as well as predictive models and machine learning. Qualitative techniques include profiling, case linking, pattern analysis, source evaluation, and structured analytical techniques such as checking assumptions, analysis of competing hypotheses, and red teaming. The most useful products created by these methods are profiles of persons of security interest, problem and market profiles, tactical and strategic assessments, threat assessments, link charts, hotspot and heat maps, timelines, and short intelligence briefs. The quality of these products depends on the accuracy of data, formal assessment of source reliability, transparency of analytical reasoning, and later validation in operational practice (College of Policing, 2025).

4.1. Methodology and Purpose

In methodological terms, criminal intelligence analysis is a structured and goal-oriented process that starts with defining the analytical task, or Terms of Reference, and ends with the creation of a product adapted to a specific user, whether it is management structures or operational investigators. In the initial phase, it is necessary to clearly define information needs, identify relevant data sources, and assess legal limitations related to the collection and processing of information. In this way, a framework is established that determines the direction of the analytical process and ensures its legality and operational usefulness. Because of this, criminal intelligence analysis cannot be reduced to technical data processing, but represents both a cognitive and a management process. Its function is not limited to a descriptive level, meaning only presenting what is already known, but includes interpretation, explanation, and evaluation of available information in order to answer key questions about what the data mean and what implications they have for further action. This transformation of data into meaning and meaning into decisions makes analysis a central element of the criminal intelligence model.

OSCE (2017) and UNODC (2011) present the criminal intelligence process as a cyclical system of connected phases that include tasking and planning, data collection and evaluation, processing and collation, analysis, dissemination, and feedback with further direction of activities. Within this cycle, analytical methodology has a key role because it allows breaking down complex security problems into manageable parts, systematic testing of assumptions, and building assessments that can be clearly defended before decision-makers and oversight bodies. The nature of data available to police organizations is often fragmented, incomplete, sometimes contradictory, and with different levels of reliability. In such conditions, analysis must go beyond simple combining of information and

include critical evaluation, clear separation between facts and interpretation, and explicit presentation of limitations and the level of reliability of analytical findings. This ensures that analytical products have real operational value and do not lead to wrong direction of police activities.

4.2. Quantitative Techniques

Quantitative techniques of criminal intelligence analysis are based on the systematic processing of numerical and structured data with the aim of identifying patterns, relationships, and regularities in criminal activities (Roth, Ross, Finch, Luo, & MacEachren, 2013). Their main advantage is the possibility to make analytical findings more objective and to present them through measurable and comparable indicators, which is especially important in the phases of planning and evaluation of police activities. Social network analysis and link analysis are basic tools for understanding the structure of organized criminal groups. While link analysis allows visualization of connections between actors and entities, social network analysis goes further and measures these relationships through different network metrics. In this way, it is possible to identify central actors, intermediaries, and structural weaknesses of the network, which has direct implications for operational direction of investigations and planning of interventions aimed at destabilizing criminal structures.

Spatial and geographic analyses are based on the assumption that crime has a strong spatial dimension and is not randomly distributed. By using GIS tools and statistical methods, it is possible to identify spatial clusters, concentrations of criminal activities, and patterns of offender movement (Ratcliffe, 2009). This approach is based on the theoretical ideas of environmental criminology and crime pattern theory, according to which criminal activities appear in specific spatial contexts that reflect the interaction between offenders, victims, and the environment. In this way, spatial analysis allows crime to be seen not only as a group of isolated incidents, but as a phenomenon shaped by the characteristics of the space in which it occurs.

Statistical and temporal techniques further deepen the analysis by examining time patterns of crime (Borowik, Wawrzyniak, & Cichosz, 2018). Their main value is the ability to see criminal activities as dynamic processes that happen over time and under the influence of different contextual factors. By using descriptive and inferential statistical methods, it is possible to identify regularities in the frequency and distribution of crimes, which creates a basis for a deeper understanding of their temporal structure. Analysis of trends, seasonality, and time series allows understanding of the dynamics of criminal activities and identification of periods of increased risk (Towers, Chen, Malik, & Ebert, 2018).

These findings have direct operational value because they allow planning of police activities according to expected crime patterns, including optimization of patrol schedules, direction of preventive measures, and more efficient use of resources.

It is especially important to identify seasonal variations and short-term changes that may be connected with social, economic, or environmental factors. Aoristic methods are particularly useful in situations where the exact time of a crime is not known, because they allow probabilistic reconstruction of time patterns and contribute to more precise operational planning (Ashby & Bowers, 2013). In such cases, instead of excluding data or simplifying them, aoristic analysis allows the distribution of probability of crime occurrence within a defined time interval, which gives a more realistic and methodologically reliable picture of time patterns of crime. In this way, one of the key limitations of crime data is reduced and the accuracy of analytical findings is increased.

Predictive models and approaches based on machine learning represent a more advanced stage of quantitative analysis, where existing data are used to assess future events and risks (Berk, 2021). Unlike classical statistical approaches, these models allow the processing of large and heterogeneous data sets, including historical crime records, socio-economic indicators, spatial characteristics, and behavioral data, which enables more complex and precise analysis. These models can be used to predict the place and time of crimes, identify potential offenders, and assess risks for certain categories of victims. However, their value does not come only from statistical accuracy, but mainly from their operational usefulness, which includes clarity, transparency, and the possibility of integration into real police activities. A model that has high predictive accuracy but does not provide clear and understandable results may have limited value in practice. Because of this, more attention is given to the explainability of models and validation of results, so that analytical findings can be accepted and used by decision-makers. At the same time, it is important to consider problems related to data quality, bias in models, and ethical implications of their use, because these factors can directly affect the reliability of assessments and the legitimacy of police work.

4.3. Qualitative Techniques

Unlike quantitative approaches, qualitative techniques of criminal intelligence analysis are focused on deep understanding of actors, relationships, and processes behind criminal activities. Their main value is the ability to interpret complex phenomena that cannot be fully explained by numerical indicators.

Profiling is one of the central qualitative techniques, and different types of profiles are used depending on the analytical goal (Turvey, 2012). A subject or target

profile gives a complete picture of an individual, including criminal activities, social connections, financial flows, and operational behavior patterns (Seidler & Adderley, 2013). Social networks are an important indicator of a person's life and should be fully used, which makes them an important subject of analysis (2025). A market profile analyzes the structure and dynamics of the criminal market, while a criminal business profile explains how a specific criminal operation works, identifying its key phases and weak points (Bichler, Malm, & Cooper, 2017). Case linkage analysis has a special importance in identifying serial crimes (Hazelwood & Warren, 2003). By systematically comparing different elements such as methods of execution, locations, communication patterns, and forensic traces, the analyst evaluates the probability that the same offender or organized group is involved. This technique not only supports more efficient investigations but also allows better understanding of operational patterns of criminal activity. Pattern analysis takes a position between quantitative and qualitative approaches because it integrates different types of data and transforms them into coherent analytical narratives. By combining spatial, temporal, and behavioral elements, this technique allows the identification of complex patterns of criminal activity and their visualization through maps, charts, and timelines (Leong & Sung, 2015). A special part of qualitative analysis relates to the evaluation of sources and information. In practice, standardized systems are used to separately assess the reliability of sources and the quality of information. This prevents uncritical use of data and ensures proportional operational decisions. As a newer development, OSINT appears as an important tool in the investigation of organized criminal groups and other threats to national security (Muhić, 2024). This evaluation is the basis of every serious analysis because it directly affects the credibility of analytical findings.

4.4. Products, Levels of Application and Standards

The results of criminal intelligence analysis are presented through different types of analytical products, whose structure and content depend on the level of decision-making for which they are intended (Coyne & Bell, *Strategic intelligence in law enforcement: a review*, 2011). Strategic products are focused on long-term trends and threat assessments, while operational and tactical products have a direct role in guiding specific police activities. At the strategic level, comprehensive threat assessments and trend analyses are dominant, and they support the development of security policies and priorities. At the operational level, key products include profiles, network analyses, and analytical reports that directly support investigations. The tactical level is characterized by short and focused products such as briefings, timelines, and visual presentations that allow quick decision-making in dynamic situations. Europol develops standardized

analytical products such as SOCTA assessments, which integrate different methodological approaches in order to provide a holistic view of organized crime. At the same time, systems like SIENA enable secure and structured exchange of information between police agencies, while the Universal Message Format standardizes the way data and analytical findings are shared in a cross-border context. Standardization of analytical product formats is a key condition for their usability (Chen et al., 2003). Although the term "intelligence format" is not universally defined, in practice it usually refers to structured reports that include clear identification of sources, assessment of reliability, analytical narrative, and operational implications. Guidelines from College of Policing (2025) further emphasize the importance of consistent formatting and standardization in order to ensure clarity and comparability of analytical products.

5. The Role of Analytical Units in Police Organizations

Analytical units are a key organizational and functional element of modern police structures, because they enable the institutionalization of criminal intelligence analysis as a continuous and systemically integrated process (Ratcliffe & Guidetti, 2008). Their role goes beyond technical data processing and includes the production of analytical knowledge that directly affects decision-making, planning of operations, and defining priorities in the fight against crime. In this sense, analytical units act as a central point where collected data are transformed into structured information and knowledge with operational and strategic value. One of the main functions of analytical units is to support operational and investigative activities through the creation of analytical products adapted to the specific needs of users (Ovsiianiuk, 2024). This includes identifying key actors, mapping criminal networks, assessing threats, and developing operational scenarios. Through this support, analytical units enable police work to be focused, selective, and based on verified information, which increases efficiency and reduces the risk of misallocation of resources. In addition to operational support, analytical units also have an important role in strategic planning and management of security risks (Coyne & Bell, 2011). Through continuous monitoring and analysis of crime trends, they enable the identification of long-term patterns and emerging threats, which forms the basis for shaping security policies and defining priorities. In this way, analytical units contribute to the transformation of police organizations from reactive to proactive systems that actively manage the security environment.

An important aspect of their work is the integration and coordination of information within the police system. Analytical units connect different organizational segments, including operational, investigative, and management structures, and enable the exchange of information and coordination of activities (Lewandowski, Carter, & Campbell, 2017). This overcomes the limitations of a

fragmented approach and ensures a unified analytical basis for action. This integrative function is especially important in the fight against organized crime, where it is necessary to combine data from different sources and jurisdictions. The effectiveness of analytical units largely depends on their human, technical, and organizational capacities (Muhić, 2025). The quality of analysis is directly connected to the professional skills of analysts, their ability for critical thinking, and the use of appropriate methodological approaches. At the same time, access to modern analytical tools and relevant databases is a necessary condition for effective work. Without adequate resources and institutional support, analytical units cannot fully perform their function, which negatively affects the overall ability of police organizations to respond to complex security challenges.

6. Application of Criminal Intelligence Analysis in Combating Organized Crime

The application of criminal intelligence analysis in combating organized crime is one of the key operational and strategic mechanisms of modern police work. Considering the complexity, adaptability, and transnational nature of organized criminal groups, an effective response is not possible without systematic collection, processing, and interpretation of data that allow understanding of their structure, methods of operation, and development trends. In this context, analysis does not act as a supporting function, but as a central instrument that directs police activities and defines priorities. One of the most important aspects of the application of criminal intelligence analysis is the identification and mapping of criminal networks (Basu & Sen, 2021). By using analytical techniques, especially social network analysis, it is possible to reconstruct the structure of organized criminal groups, identify key actors, their connections, and their roles within the network (Bouchard, 2020).

These analytical insights allow police authorities to focus activities on central figures and critical points of the system, which leads to greater operational impact compared to fragmented and random interventions. In addition to identifying actors, criminal intelligence analysis has a key role in understanding patterns of criminal activity. By analyzing spatial, temporal, and behavioral elements, it is possible to determine how, where, and when criminal groups operate, as well as which methods they use to achieve their goals (Leong & Sung, 2015). Such insights allow the development of targeted operational strategies that are aligned with the specific characteristics of criminal activities, which increases the effectiveness of police work and reduces the ability of criminal structures to adapt.

An important part of the application of analysis relates to the financial aspects of organized crime. By tracking financial flows, identifying suspicious transactions, and analyzing economic activities of criminal groups, it is possible to discover hidden connections and structures that are not visible through traditional operational methods. Financial analysis allows not only the identification of offenders, but also the confiscation of illegally gained assets, which directly weakens the economic base of criminal organizations (Cabana, 2014). In this way, police work is directed at one of the most sensitive aspects of organized crime, its financial sustainability, which reduces the capacity of criminal groups for further activity and reinvestment of illegal profits.

Criminal intelligence analysis also has an important role in planning and carrying out police operations (2011). Through the creation of operational analytical products, analytical units provide support in defining operational goals, choosing methods of action, and assessing possible risks. In this way, uncertainty is reduced and the probability of successful operations is increased. At the same time, analysis allows continuous monitoring of the course of the operation and adjustment of activities based on new information.

At the strategic level, the application of criminal intelligence analysis allows the anticipation of future threats and timely adjustment of the institutional response. By identifying trends and changes in the criminal environment, police organizations can develop long-term strategies focused on prevention and reduction of the impact of organized crime. In this way, there is a shift from a reactive to a proactive model of action, adapted to modern security challenges.

CONCLUSION

The transformation of criminal structures toward network-based, flexible, and transnational forms of operation has created a situation in which traditional, incident-oriented approaches can no longer ensure an adequate institutional response. In such a context, the criminal intelligence model is not only a methodological improvement, but also a necessary paradigm that allows a systemic understanding of crime as a dynamic and adaptive phenomenon. The analytical findings presented in this paper show that the key advantage of criminal intelligence analysis is its ability to connect different dimensions of criminal activities into a single analytical framework. By integrating spatial, temporal, behavioral, and financial data, analysis enables the reconstruction of the structure of organized criminal groups, identification of their operational patterns, and recognition of critical points within their activities. This creates a basis for informed decision-making that goes beyond the descriptive level and moves into the domain of predictive and proactive action.

A special importance is given to the role of analytical units as institutional carriers of this process. Their position within police organizations determines not only the quality of analytical products, but also the overall capacity of the system to respond to complex security challenges. Establishing a functional connection between analytical and operational structures, with clearly defined procedures and standards, is a key condition for the effective application of the criminal intelligence model. Otherwise, there is a risk that analysis will remain an isolated function without real impact on operational decision-making. At the same time, the development of modern analytical methods, including quantitative and qualitative techniques, as well as predictive models based on machine learning, significantly expands the analytical capacities of police organizations. However, their real value does not come from technological sophistication, but from their ability to be operationally useful, methodologically grounded, and institutionally integrated. This confirms that the effectiveness of criminal intelligence analysis depends not only on the availability of data and tools, but also on the level of organizational maturity and professional competence.

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