Turning Analysis into Business Recommendations

CertiFi Short Learning Series

1 course · 4 lessons · about 2 study hours · issued 28 Nov 2026

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Turning Analysis into Business Recommendations

About 1.5 study hours · 4 lessons · pass mark 70% · AED 105

Move from numbers to a decision. Following one UAE distributor whose profit fell while revenue grew, you will frame the real business question, separate findings from insights and recommendations, present the answer and its uncertainty to non-financial decision makers, check your own judgement, and use practical decision tools to make and defend the final call.

On completion, you will be able to:

- Frame a decision-focused business question and separate findings, insights and recommendations
- Communicate a recommendation answer-first in a one-page memo, with honest ranges and clear charts
- Recognise bias, sense-check key numbers, judge materiality and apply professional scepticism under pressure
- Use weighted scoring, NPV, a risk matrix, a pre-mortem and RACI to make, record and defend a decision

Learning outcomes by lesson

1. Framing the business question

- Turn a vague request into a decision-focused business question
- Break the question down with an issue tree before analysing the data
- Separate findings, insights and recommendations with the "so what?" test
- Apply the approach to a distributor whose profit fell while revenue grew

2. Communicating insight and risk

- Lead with the answer using a simple pyramid structure
- Quantify a recommendation and show an honest range around it
- Write a one-page decision memo and choose charts that carry one message each
- Use consistent words for likelihood and say what would change your view

3. Judgement, bias and scepticism

- Recognise the cognitive biases that distort business analysis
- Sense-check results before they reach a decision maker
- Judge materiality by asking whether an error would change the decision
- Apply professional scepticism and respond to pressure to shade the numbers

4. Decision tools and making the call

- Compare options with weighted scoring and a brief cost-benefit and NPV test
- Spot options that overlap, so benefits are not counted twice
- Manage risk with a risk matrix and a pre-mortem, and assign roles with RACI
- Make the final call, record it and defend it under challenge