

Business Analytics Training Course for Data-Driven Decision-Making

15 – 19 February 2027
Tbilisi

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Course Overview:

The Business Analytics Course is an intensive one-week programme designed to help managers, auditors, advisers, finance professionals, board members, and institutional leaders convert business data into reliable insights and practical decisions. It presents Business Analytics as a complete decision process rather than a collection of isolated statistical techniques, progressing from analytical problem definition and resource alignment to descriptive, predictive, and prescriptive analysis.

Participants develop practical capability in Business Data Analytics, Business Intelligence and Analytics, data quality, performance measurement, forecasting, financial analysis, operational analysis, audit analytics, risk monitoring, executive dashboards, and evidence-based recommendations. Particular attention is given to Data Governance, because inconsistent, duplicated, incomplete, or poorly controlled information can undermine reporting, institutional credibility, and Data-Driven Decision-Making. Effective governance therefore requires coordinated people, policies, responsibilities, and technology.

This Business Analytics Training Course is especially relevant to professionals with responsibilities in audit and advisory services, governance, investment, healthcare oversight, education management, consulting, and public-sector leadership. Through Applied Business Analytics, participants learn to analyse performance gaps, test assumptions, assess risk, evaluate strategic alternatives, and communicate findings to executives and boards. The course emphasises analytical judgment and workplace application rather than advanced programming, making it suitable as Business Analytics for Managers and Executive Business Analytics.

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Target Audience:

- Board members, directors, and committee chairpersons
- Chief executives, general managers, and departmental heads
- Audit, assurance, and advisory professionals
- Internal auditors and external audit practitioners
- Accountants, finance managers, and financial controllers
- Risk, governance, and compliance professionals
- Business analysts and performance analysts
- Strategy, planning, and institutional development professionals
- Management consultants and professional advisers
- Investment and corporate finance professionals
- Healthcare administrators and hospital board members
- Education administrators and governing-board members
- Public-sector managers and parliamentary programme coordinators
- Project, programme, and operational managers

Targeted Organizational Departments:

- Executive Management and Board Offices
- Audit and Assurance
- Finance and Accounting
- Risk and Compliance
- Strategy and Planning
- Operations
- Data, IT, and Business Intelligence
- Performance Management
- Advisory and Consulting
- Governance and Secretariat Functions

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Targeted Industries:

- Accounting, audit, assurance, and advisory services
- Banking, investment, insurance, and financial services
- Healthcare, hospitals, and health administration
- Government ministries, agencies, and parliamentary institutions
- Education, schools, universities, and governing bodies
- Professional services and management consulting
- Non-governmental and development organisations
- Manufacturing and industrial operations
- Telecommunications and technology companies
- Retail, sales, and customer-service organisations
- Transport, logistics, and supply-chain operations
- Energy, utilities, and infrastructure organisations
- Construction, real estate, and project-based businesses
- Hospitality and service-sector organisations

Course Offerings:

By the end of this course, participants will be able to:

- Explain the role and organisational value of Business Analytics, Business Intelligence and Analytics, and Applied Business Analytics.
- Distinguish between Descriptive Analytics, Diagnostic Analytics, Predictive Analytics, and Prescriptive Analytics.
- Define business questions, analytical objectives, decision criteria, and required data before conducting analysis.
- Evaluate data quality, integrity, completeness, consistency, ownership, and suitability for decision-making.
- Apply Data Governance principles to improve accountability, reliability, and responsible data use.
- Select and document meaningful KPIs linked to strategic and operational objectives.
- Conduct trend, ratio, variance, exception, and performance-gap analysis.
- Apply Financial Analytics to profitability, liquidity, budgeting, cash flow, and cost performance.
- Apply Operational Analytics to productivity, process efficiency, capacity, and service outcomes.
- Use Audit Analytics to examine transactions, control failures, anomalies, and potential fraud indicators.
- Develop Risk Analytics and early-warning indicators for governance and compliance monitoring.
- Apply Business Forecasting, sensitivity analysis, and scenario modelling to uncertain decisions.
- Use what-if analysis and Decision Optimisation to compare strategic alternatives.
- Interpret dashboards and assess whether visualisations communicate accurate and actionable messages.
- Structure an Executive Dashboard Training approach for board and management reporting.
- Transform analytical evidence into clear Data Storytelling for Business.
- Present defensible findings, assumptions, limitations, and recommendations to decision-makers.
- Integrate Business Analytics for Audit and Advisory Professionals into practical client and institutional assignments.
- Apply Business Analytics for Financial and Operational Performance to a realistic organisational case.

Training Methodology:

This Business Analytics Training uses an executive, application-focused methodology that combines analytical concepts with realistic organisational decisions. Each topic begins with a concise explanation, followed by guided interpretation, practical exercises, discussion, and feedback. Participants work with sample financial reports, operational data, audit observations, risk registers, KPI tables, governance reports, dashboards, and decision scenarios.

Case studies will reflect the responsibilities of managers, directors, auditors, advisers, finance professionals, board members, and institutional leaders. Participants will apply Descriptive Analytics to understand performance, Diagnostic Analytics to investigate causes, Predictive Analytics to estimate possible outcomes, and Prescriptive Analytics to compare actions. Statistical concepts will be explained through practical business questions rather than unnecessary mathematical complexity.

Group work will include KPI selection, variance investigation, scenario development, dashboard review, risk analysis, and executive recommendation exercises. Visualization activities will require participants to define the audience, purpose, context, and intended decision before selecting a chart or dashboard format. This reflects the principle that effective visual communication depends on context and purpose, not appearance alone.

The programme concludes with an integrated simulation in which participants analyse a multidimensional business case, identify issues, assess risks, forecast implications, and present recommendations to a simulated board or executive committee.

Course Toolbox:

Participants will receive or use course-specific learning aids such as:

- Business Analytics decision-cycle framework
- Business question-definition template
- Data requirements and source-mapping template
- Data quality assessment checklist
- Data Governance roles and accountability matrix
- Data maturity self-assessment guide
- KPI selection and validation checklist
- KPI documentation template
- Financial and operational analysis case packs
- Trend and variance analysis template
- Root-cause investigation guide
- Audit exception and anomaly-analysis checklist
- Risk indicator and early-warning template
- Business Forecasting practice examples
- Scenario and sensitivity analysis template
- Decision Optimisation comparison matrix
- Executive dashboard design checklist
- Data visualisation review guide
- Data Storytelling for Business structure
- Executive recommendation presentation template
- Integrated Business Analytics workshop case

Important clarification: Analytical software, commercial Business Intelligence Tools, and licensed digital platforms are not provided as part of the course. Where relevant, the trainer will provide demonstrations, insights, comparisons, and practical examples of tools such as spreadsheet applications, reporting platforms, dashboard systems, and self-service business intelligence solutions. Power BI concepts may be used to illustrate data connection, modelling, visualisation, dashboard sharing, and reporting workflows.

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Course Agenda:

Day 1: Business Analytics Foundations and Data Governance

- **Topic 1:** Business Analytics and Its Organisational Value
- **Topic 2:** The Business Analytics Decision-Making Process
- **Topic 3:** Descriptive, Diagnostic, Predictive, and Prescriptive Analytics
- **Topic 4:** Business Intelligence and Analytics Operating Models
- **Topic 5:** Data Quality, Integrity, and Fitness for Use
- **Topic 6:** Data Governance Roles, Responsibilities, and Maturity
- **Reflection & Review:** Assessing how data quality and governance affect organisational decision-making

Day 2: Descriptive Analytics, KPIs, and Performance Reporting

- **Topic 1:** Structuring Business Data for Analysis
- **Topic 2:** Descriptive Statistics for Business Decisions
- **Topic 3:** Trend, Ratio, and Variance Analysis
- **Topic 4:** KPI Selection, Definition, and Documentation
- **Topic 5:** Performance Measurement and Management Reporting
- **Topic 6:** KPI and Dashboard Analysis
- **Reflection & Review:** Reviewing a performance dashboard and identifying weak or misleading indicators

Day 3: Diagnostic, Financial, Operational, and Audit Analytics

- **Topic 1:** Diagnostic Analytics and Root-Cause Investigation
- **Topic 2:** Correlation, Causation, and Analytical Judgment
- **Topic 3:** Financial Analytics for Management Decisions
- **Topic 4:** Operational Analytics and Process Performance
- **Topic 5:** Audit Analytics and Internal Control Evaluation
- **Topic 6:** Fraud Indicators, Exceptions, and Anomaly Detection
- **Reflection & Review:** Investigating financial and operational performance gaps using analytical evidence

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Day 4: Predictive Analytics, Risk Analytics, and Decision Optimisation

- **Topic 1:** Business Forecasting Fundamentals
- **Topic 2:** Regression and Predictive Analytics for Managers
- **Topic 3:** Scenario Planning and Sensitivity Analysis
- **Topic 4:** Risk Analytics and Early-Warning Indicators
- **Topic 5:** Prescriptive Analytics and What-If Analysis
- **Topic 6:** Decision Optimisation and Resource Allocation
- **Reflection & Review:** Comparing alternative scenarios and selecting the most defensible course of action

Day 5: Business Intelligence, Executive Dashboards, and Data Storytelling

- **Topic 1:** Business Intelligence Tools and Digital Platforms
- **Topic 2:** Data Models and Dashboard Architecture
- **Topic 3:** Executive Dashboard Design and Reporting Principles
- **Topic 4:** Effective Data Visualisation for Decision-Makers
- **Topic 5:** Data Storytelling for Business and Executive Communication
- **Topic 6:** Integrated Business Analytics Workshop
- **Reflection & Review:** Presenting analytical findings and recommendations to a simulated executive committee

FAQ:

What specific qualifications or prerequisites are needed for participants before enrolling in the course?

No advanced statistics, programming, or data-science qualification is required. Participants should have general professional experience and a basic understanding of organisational reports, business performance, finance, audit, risk, operations, governance, or management decision-making. Familiarity with spreadsheets is useful but not mandatory. The course is structured as Business Analytics for Managers and senior professionals rather than highly technical data specialists.

How long is each day's session, and is there a total number of hours required for the entire course?

Each day's session is generally structured to last around 4–5 hours, with breaks and interactive activities included. The total course duration spans one week, approximately 20–25 hours of instruction.

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Is this course focused on advanced software and programming?

No. The course focuses on analytical thinking, interpretation, governance, performance, forecasting, risk, dashboards, and Data-Driven Decision-Making. Participants receive practical insight into relevant Business Intelligence Tools and examples of how digital platforms support Business Analytics. However, software licences and analytical tools are not provided, and the programme is not designed as a coding or advanced data-science course.

How This Course is Different from Other Business Analytics Courses:

This Business Analytics Course differs from programmes that concentrate mainly on software demonstrations, formulas, or technical modelling. It integrates the full analytical decision cycle: defining the business question, evaluating data quality, governing information, selecting indicators, analysing performance, forecasting outcomes, assessing risk, comparing alternatives, and communicating recommendations.

The programme is specifically designed as Business Analytics for Audit and Advisory Professionals, managers, executives, directors, and institutional leaders. Its cases extend beyond conventional sales analysis to include Financial Analytics, Operational Analytics, Audit Analytics, Risk Analytics, Governance Analytics, healthcare oversight, educational governance, investment decisions, and public-sector accountability.

A further distinction is the integration of Data Governance with analytics. Participants learn that analytical results are only as reliable as the data, responsibilities, policies, definitions, and controls supporting them. The course therefore connects people, policies, processes, technology, and maturity improvement rather than treating data as automatically trustworthy.

Finally, the programme combines KPI and Dashboard Analysis, Business Forecasting, Decision Optimisation, Executive Dashboard Training, and Data Storytelling for Business in one practical learning journey. Participants finish by presenting an evidence-based recommendation, demonstrating not only their ability to analyse information but also their capacity to influence responsible organisational decisions.