



This is to certify that

**Lihong Gao**

has completed the

# **Business Problem Framing Course**

for understanding how to translate complex business challenges into well-structured analytics problems while providing practical skills in identifying stakeholders, clarifying objectives, and defining success metrics to ensure analytics efforts are aligned with organizational goals.

Awarded Date: 12/24/2025

A handwritten signature in black ink, appearing to read "Elena Gerstmann".

**Elena Gerstmann, PhD**

Executive Director

INFORMS

