IIBA® UK

Business Analysis Survey

2018

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1 Introduction

About IIBA UK

IIBA UK is the UK chapter of the International Institute of Business Analysis. We are an independent body, run by Business Analysts for Business Analysts.

Staffed entirely by volunteers, IIBA UK provides its members with regular branch events across England, Scotland and Wales which allow members to hear great speakers and make connections with other people facing the same challenges as themselves.

IIBA UK also hosts frequent web-based events and the annual Business Analysis Conference Europe, a highlight of the Business Analysis calendar.

Membership allows Business Analysts access to the community functionality on the IIBA UK website (IIBAUK.org), helping professionals send out a clear signal to colleagues and potential employers about their commitment and professionalism.

Presidents' summary

This survey provides a very useful representation of BA activity in the UK and contains the perceptions from over 400 individual respondents.

The BA Survey 2018 is the fourth time we have gathered information from Business Analysts in the UK, in order to provide unique insights into the "state of the nation". With over 400 respondents, we are able to draw on a large number of responses allowing us to see trends and commonalities.

It should come as no surprise that Business Analysts can now be found in most industries, solidifying our presence and the recognition of the value we provide to organisations in all industries and government institutions.

Business Analysts come with a number of titles, including Product Owner, Consultant, Continuous Improvement Analyst and Harbinger of Change. This development is also reflected in the breadth of certifications recently launched by IIBA, including Agile Analysis and Business Data Analytics.

Tina Schuster
President
IIBA UK

Nick de Voil
President
IIBA UK

Agile as a project approach is becoming more widely adopted in the UK (and indeed overtaking Waterfall as the chosen software development approach according to the respondents) with more and more of us having Agile qualifications, such as Product Owner, SCRUM Master or Agile Business Analysis certifications and using Agile requirements management tools, such as Jira and Trello.

Even though the main focus for most of us is "Requirements Analysis", it is reassuring to see that we are getting more involved in the entire project lifecycle from beginning to end and strategic/organisational change work.

As to the value IIBA UK provides to the Business Analysis community, half of the respondents had attended at least one of our physical or virtual events, which is validating our efforts to continue high quality knowledge sharing and networking events.

Survey introduction

Welcome to the IIBA UK survey report

This survey was designed to achieve the following:

- Paint a picture of the Business Analysis profession in the UK, to understand its maturity and to track changes to the profession.
- Allow Business Analysts to benchmark themselves against their peers and gain a holistic understanding of the profession today.

Distribution

Invitations to participate in the survey were sent to approximately 6,000 Business Analysts who are registered on the IIBA UK mailing list. It was also publicised through the IIBA UK website and other social media channels. There were 414 responses received.

About the Survey

The survey asked questions which covered the following areas:

- Location and role of Business Analyst
- Professional services delivered
- Tools used to support delivery
- Training and personal development
- Pay and rewards

36% of respondents are based in London and the South East, and as with previous surveys, Financial Services continues to be the largest employing sector for Business Analysts. From the results it is clear that the main service provided by Business Analysts in the UK is all aspects of requirements engineering including elicitation, analysis, communication and management.

There are still only a small percentage of Business Analysts involved in the early stages of programmes and projects shaping the goals and business outcomes.

There are many challenges faced by Business Analysts, with the areas raised most frequently by the respondents being a common understanding of the role, demonstrating their value, and stakeholder management and engagement. These are areas that the community must work together proactively to overcome.
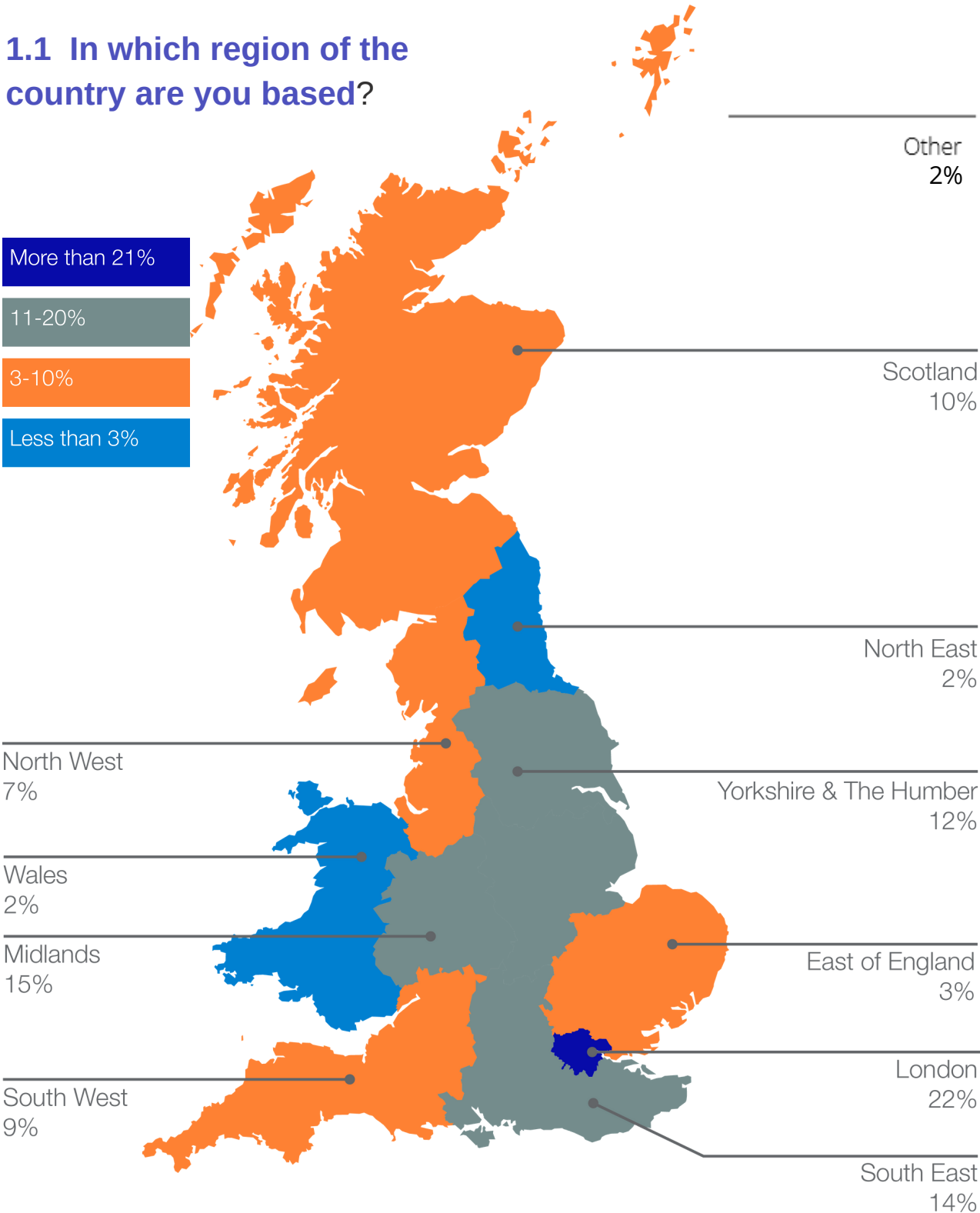
2 Survey results

Area 1
Profile

A total of 414 Business Analysts responded to the survey.

1.1 In which region of the country are you based?

Other
2%

Scotland
10%

North East
2%

Yorkshire & The Humber
12%

North West
7%

Wales
2%

Midlands
15%

East of England
3%

South West
9%

London
22%

South East
14%

More than 21%

11-20%

3-10%

Less than 3%

The largest proportion of Business Analysts are located in London, although the percentage has dropped from 30% in the last survey to 22%. Most other regions have stayed fairly static, with the biggest movers being Midlands which has jumped from 10% to 15%, and Yorkshire and the Humber which moved from 8% to 12%. So overall there is a more even spread of respondents across the country.

Where 'Other' was selected, the potentially valid results were Northern Ireland and Isle of Man.
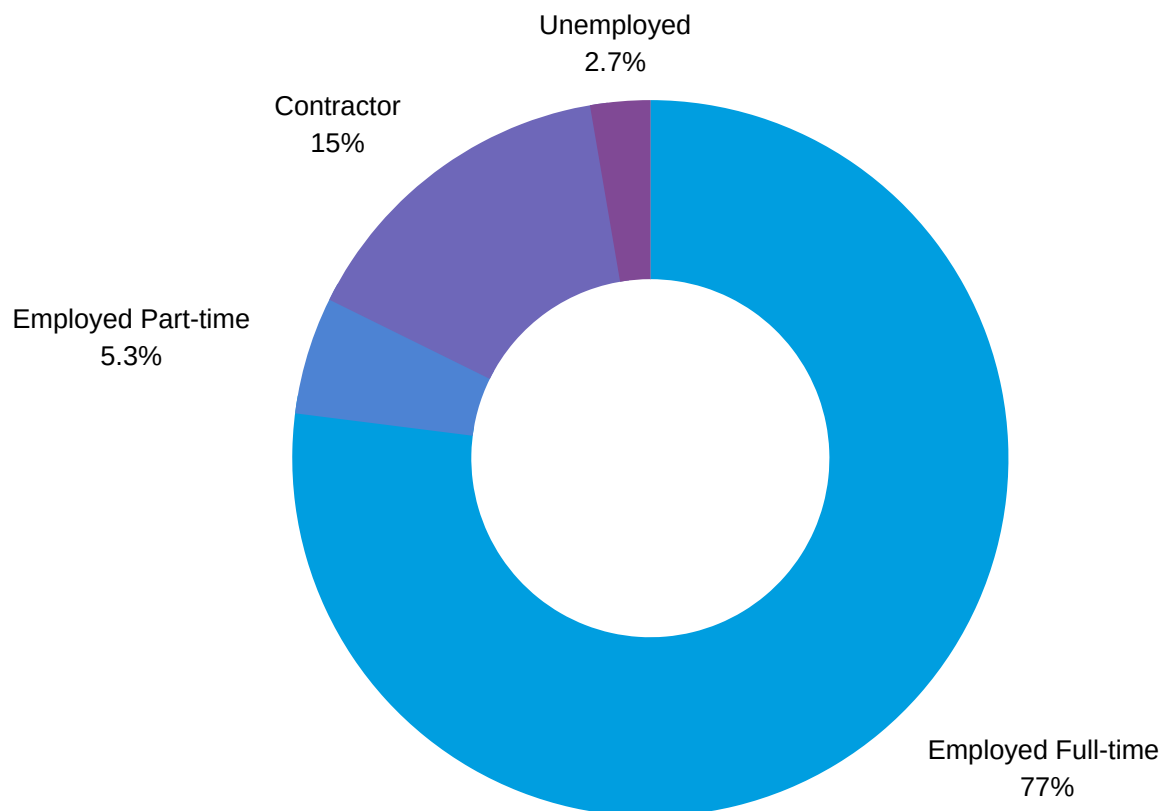
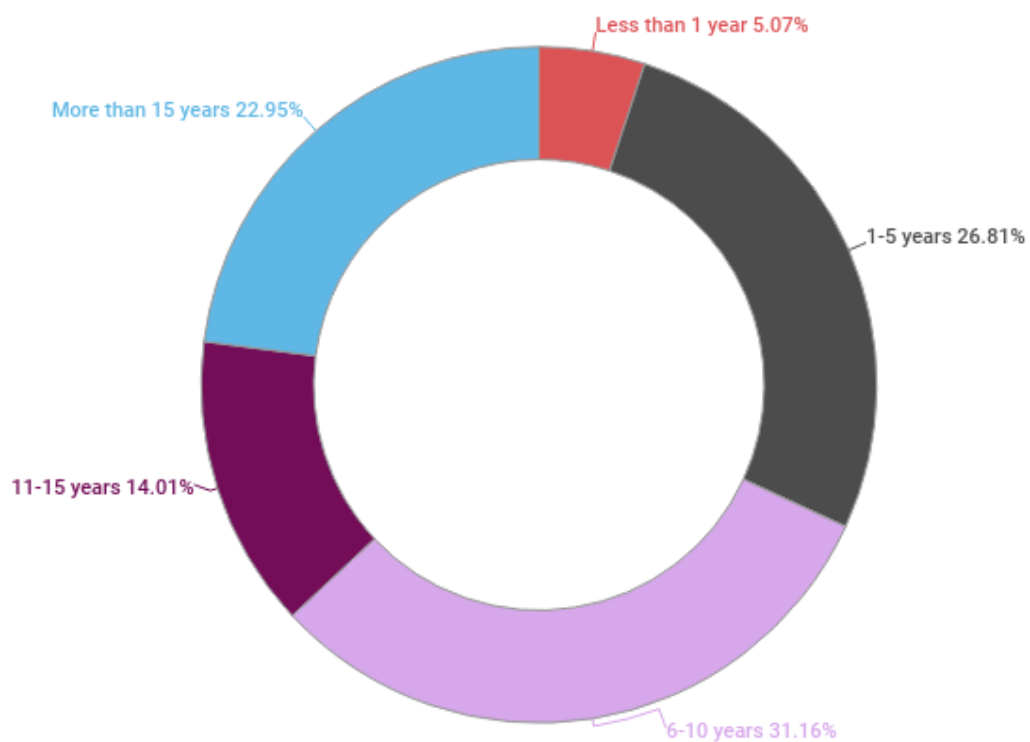## 1.2 What sector do you practise Business Analysis in?
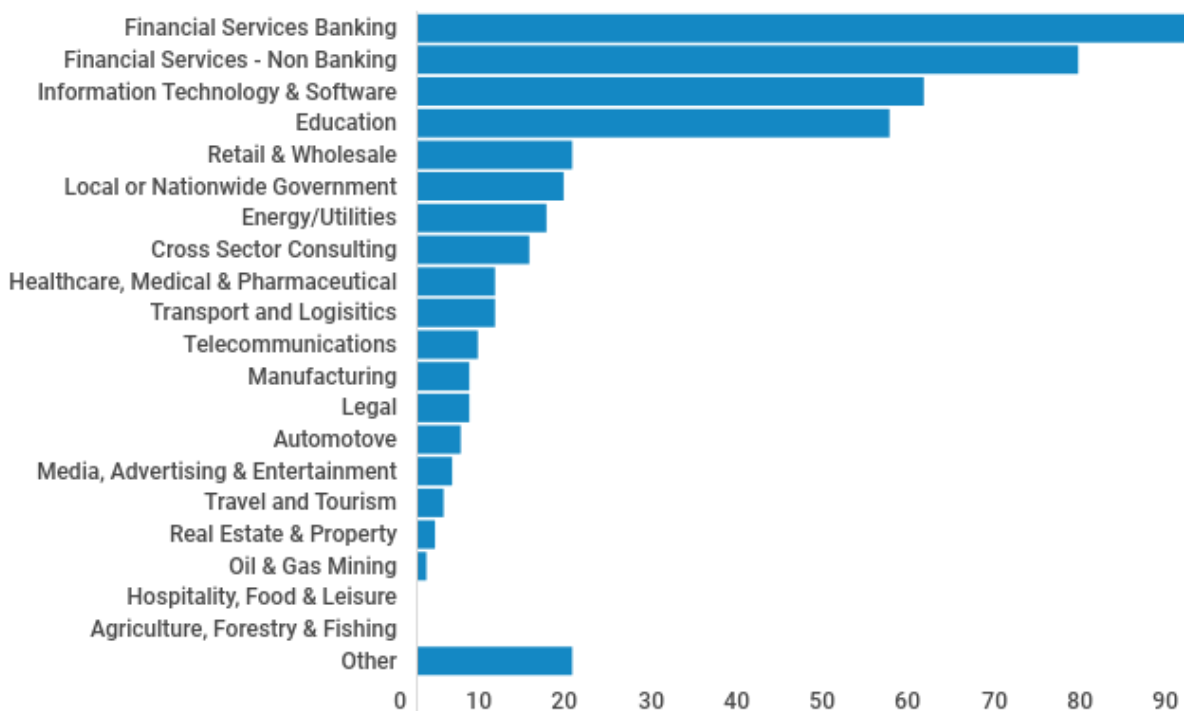
Despite still being the largest employing sector at 42%, there has been a 4% decrease in the number of Business Analysts working in the Financial Services sector since the 2015 Survey.

The second largest sector represented is Information Technology and Software, employing 14% of Business Analysts, followed by Education, with 13%.
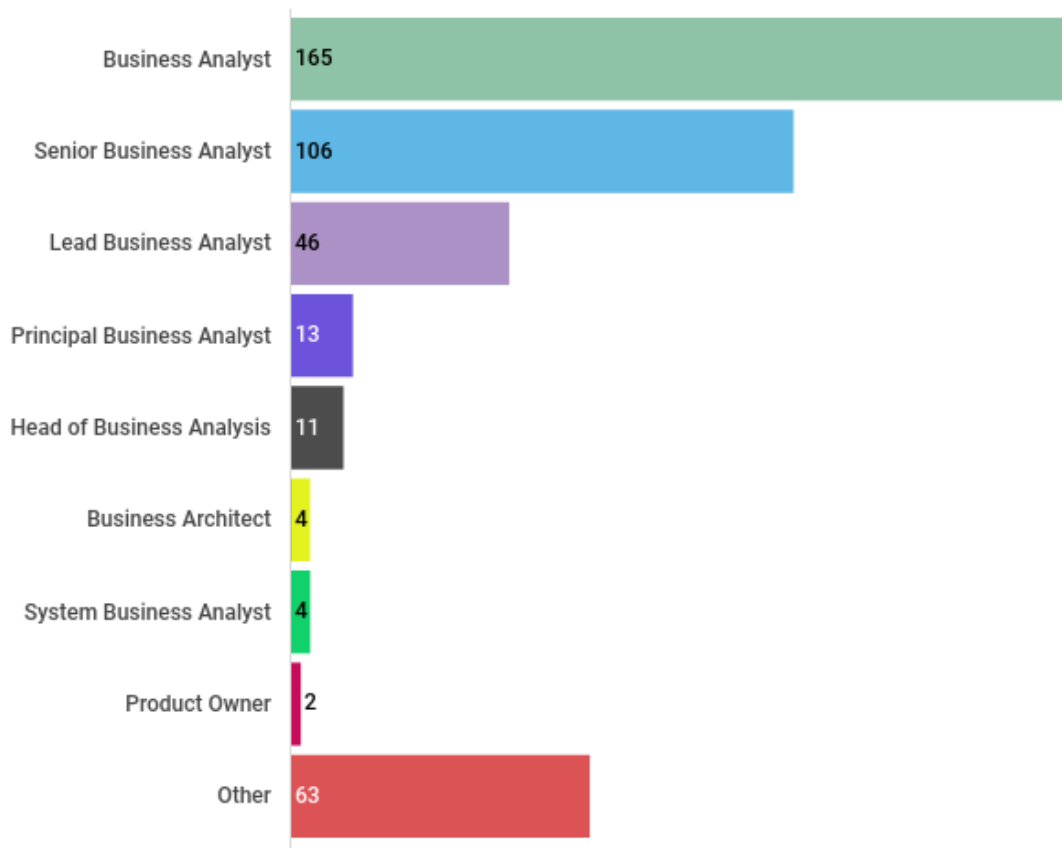
1.3 What is your working status?

Unemployed
2.7%

Contractor
15%

Employed Part-time
5.3%

Employed Full-time
77%

1.4 How long have you worked in Business Analysis?

Less than 1 year 5.07%

More than 15 years 22.95%

1-5 years 26.81%

11-15 years 14.01%

6-10 years 31.16%

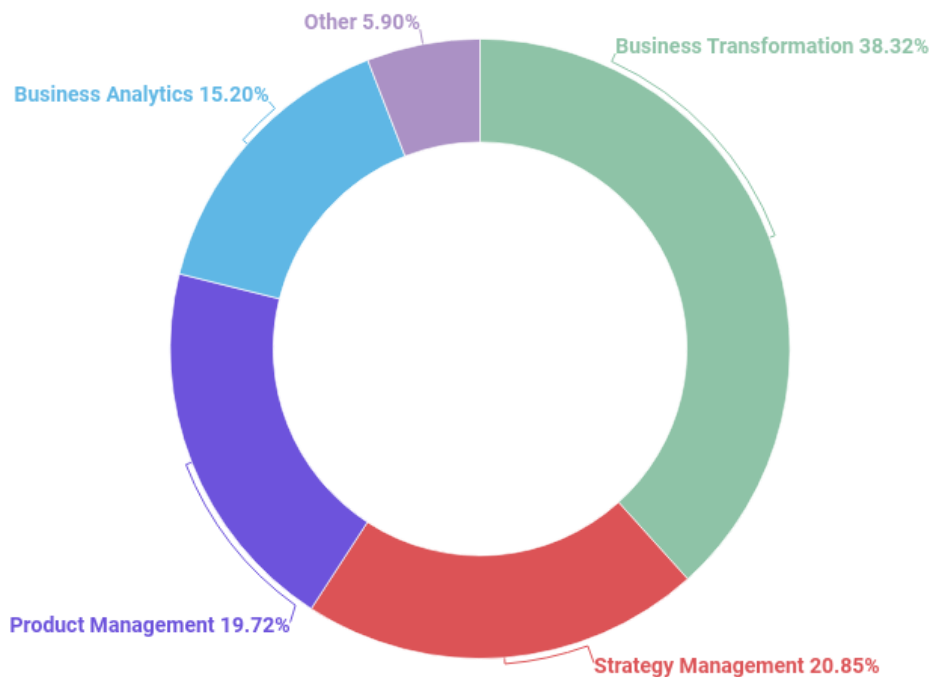## 1.5 What is your official job title?

The trend for survey participants to use standard job titles continues to increase, now representing almost 85% of Business Analysts, up from 83% in the 2015 Survey. The most popular job titles are: Business Analyst (39.9%), Senior Business Analyst (25.6%) and Lead Business Analyst (11.1%).
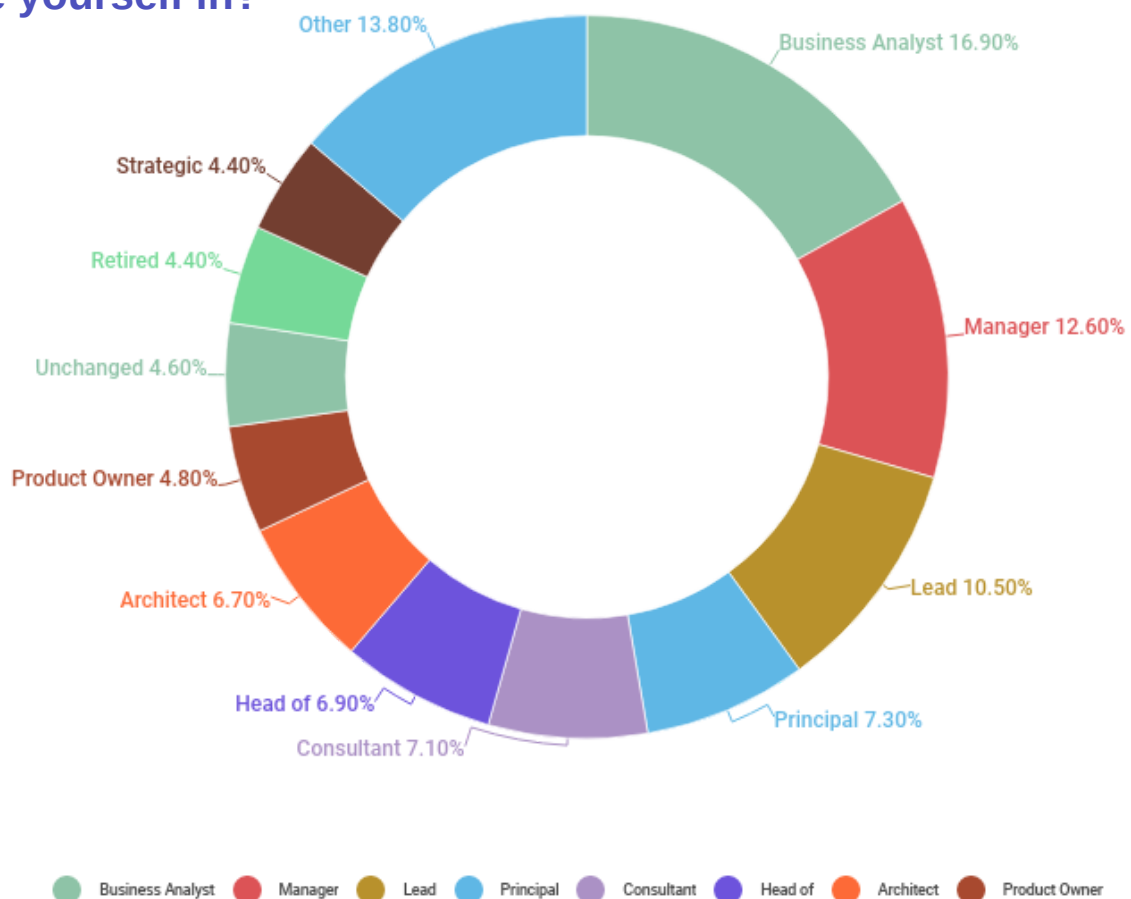
15% of respondents were using a selection of 50 'other' job titles, almost 70% of which included the term 'Business', such as 'Business Change Analyst', 'Business Improvement Consultant' and 'Practice Lead - Business Analysis'.

Examples of other job titles held by Business Analysts included 'Analytics Architect - Data Scientist', 'Business Change Analyst', 'Business Process Specialist', 'Requirements Analyst' and 'Harbinger of Change'.

## 1.6 What future career path do you foresee for Business Analysts?

Other 5.90%
Business Transformation 38.32%
Business Analytics 15.20%
Product Management 19.72%
Strategy Management 20.85%

1.7 In 5 years time what role do you see yourself in?

Other 13.80%
Business Analyst 16.90%
Strategic 4.40%
Manager 12.60%
Retired 4.40%
Unchanged 4.60%
Product Owner 4.80%
Lead 10.50%
Architect 6.70%
Head of 6.90%
Principal 7.30%
Consultant 7.10%

Business Analyst   Manager   Lead   Principal   Consultant   Head of   Architect   Product Owner

Area 2
Professional services

2.1 In your organisation, which of the following areas is the Business Analyst formally responsible for or involved with?
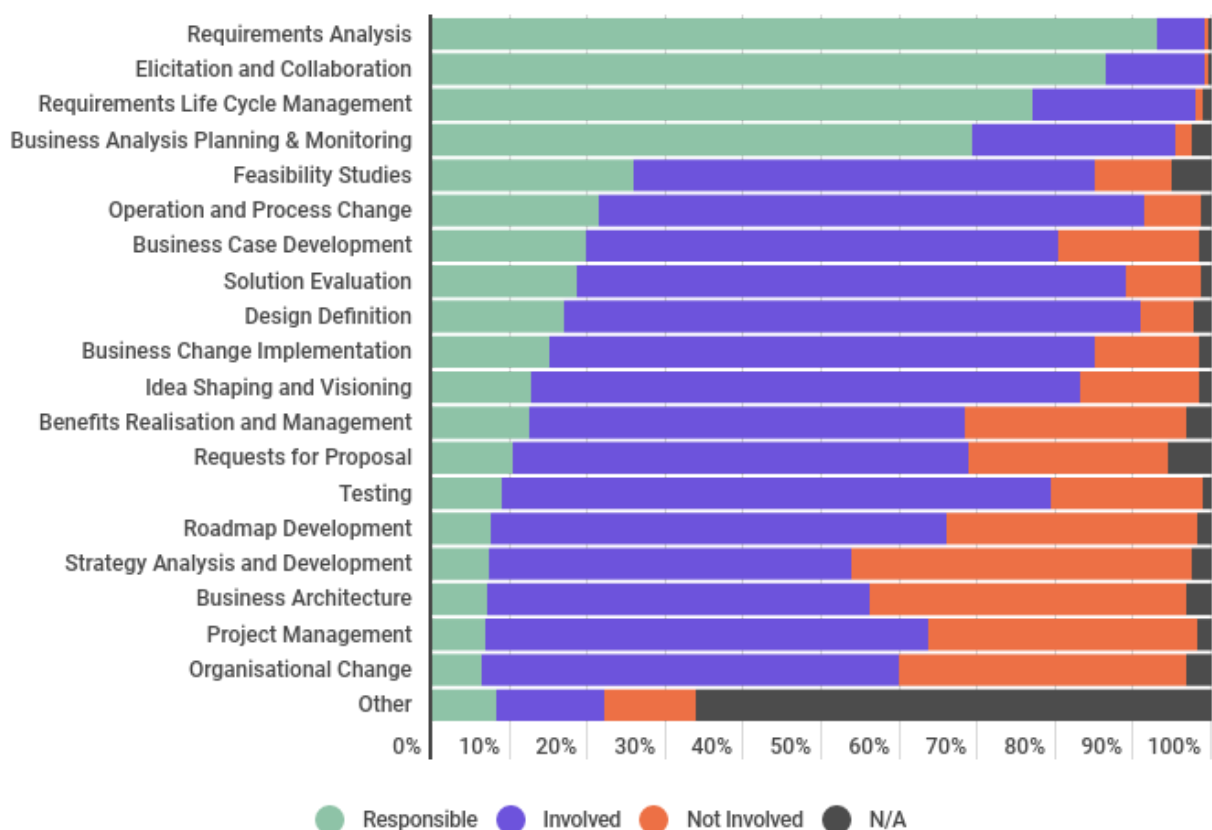

As with the 2015 survey, Business Analysts are primarily formally responsible or involved in provision of Requirements Elicitation, Management and Analysis. Many Business Analysts are also responsible for the provision/delivery of a diverse range of other services relating to business and technical change. The variety of services that Business Analysts are responsible for reflects how diverse the work of the Business Analyst role can be.

2.2 What do you consider to be the main services you offer as a Business Analyst?

As with the previous question, the main services offered are in Requirements Elicitation, Analysis and Management.

Operation and Process Change follows fairly close behind.
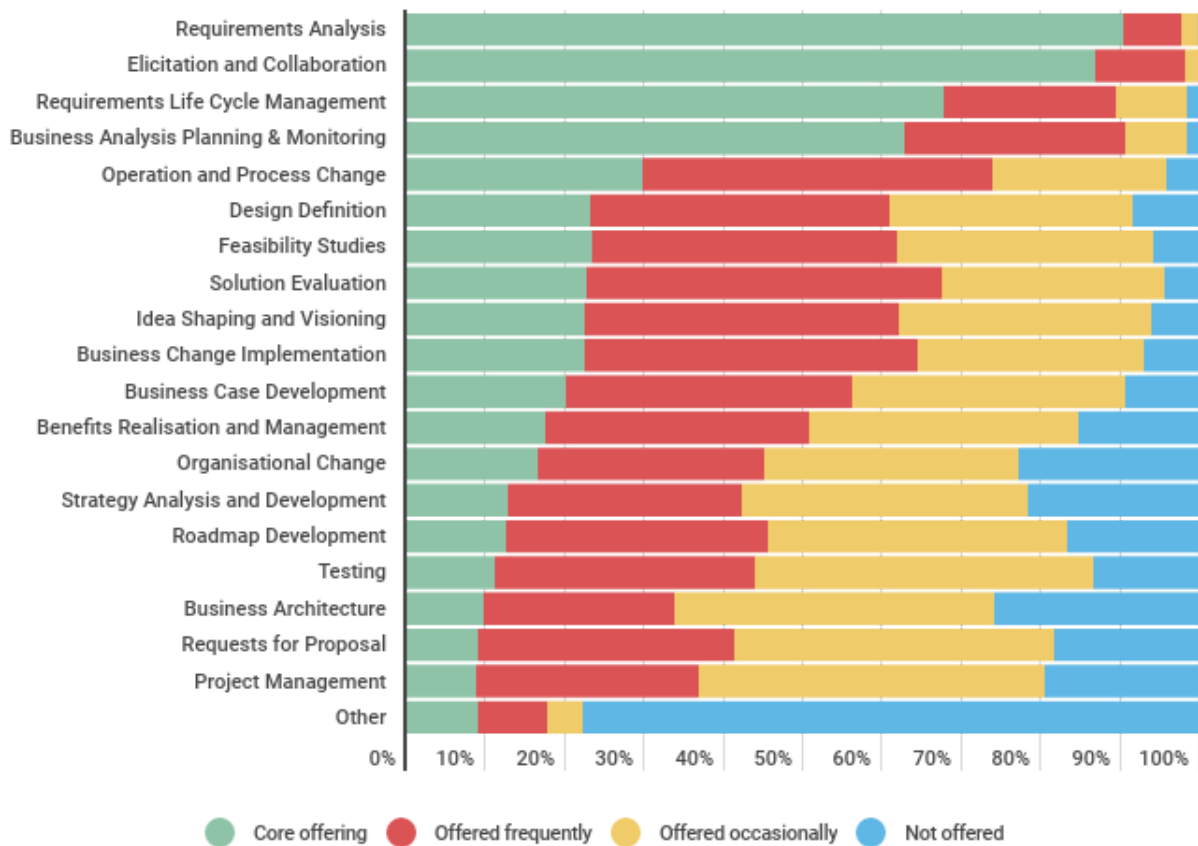
# Area 3
Activities, tools & techniques

3.1 Which of the following ACTIVITIES have you personally conducted in the past 12 months?

93% of respondents had conducted Requirements Analysis during the past 12 months, with 81% having engaged in Requirements Management. The second most frequently conducted activity was Elicitation and Collaboration, at 90%. Also in the top five activities Business Analysts had participated in during the preceding year were Procedural Analysis/Process Modelling (75%) and Business Analysis Planning & Monitoring (72%).

3.2 Which of the following TECHNIQUES have you personally conducted in the past 12 months?

The survey showed that Workshops and Interviewing remained the most popular techniques, utilised by 93% and 90% respectively. MoSCoW is still favoured for prioritisation over other prioritisation techniques, being used by 75% of respondents. The other techniques in the top five responses were User Stories with 76% and Process Modelling, with 65%.
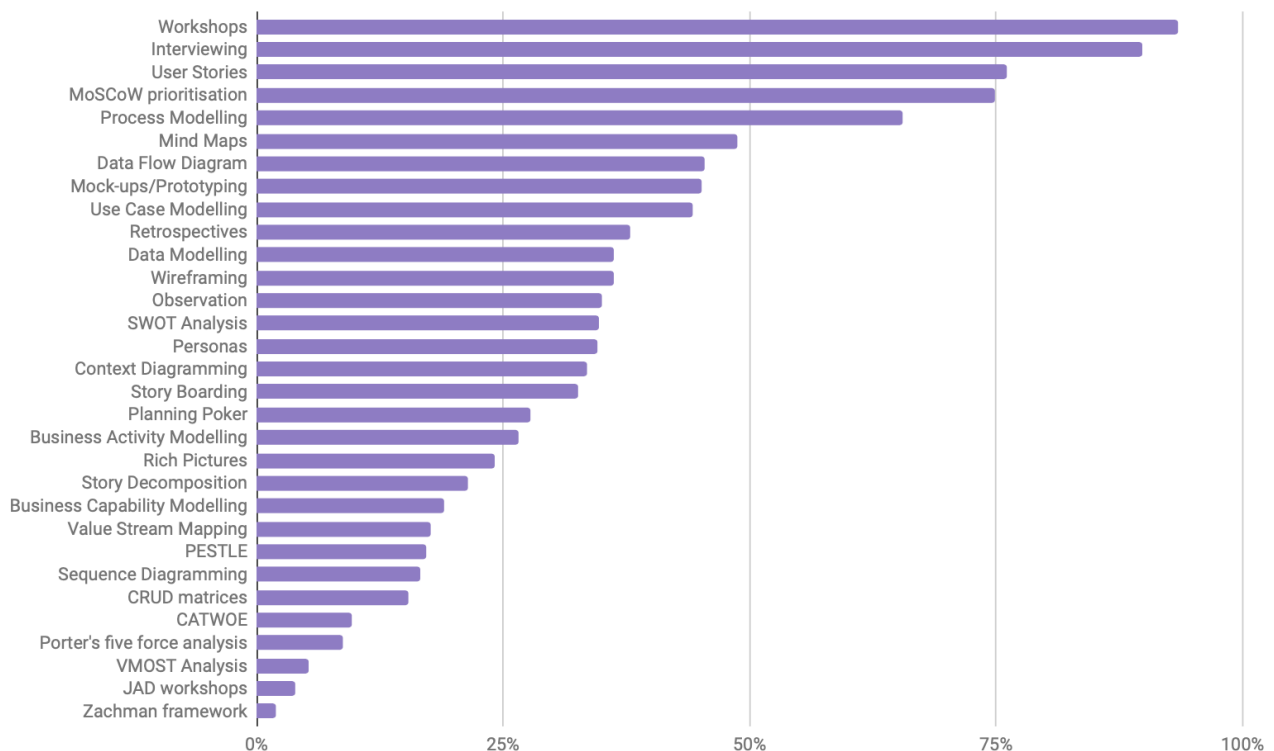
3.3 Which of the following TOOLS have you personally utilised in the past 12 months?

Microsoft platforms are still the most popular tools for documenting analysis, with 97% of respondents having used MS Office within the last 12 months, 89% utilising MS Visio and 42% MS Project.

SharePoint is also a popular tool, used by 79% of Business Analysts, together with JIRA at 64%.
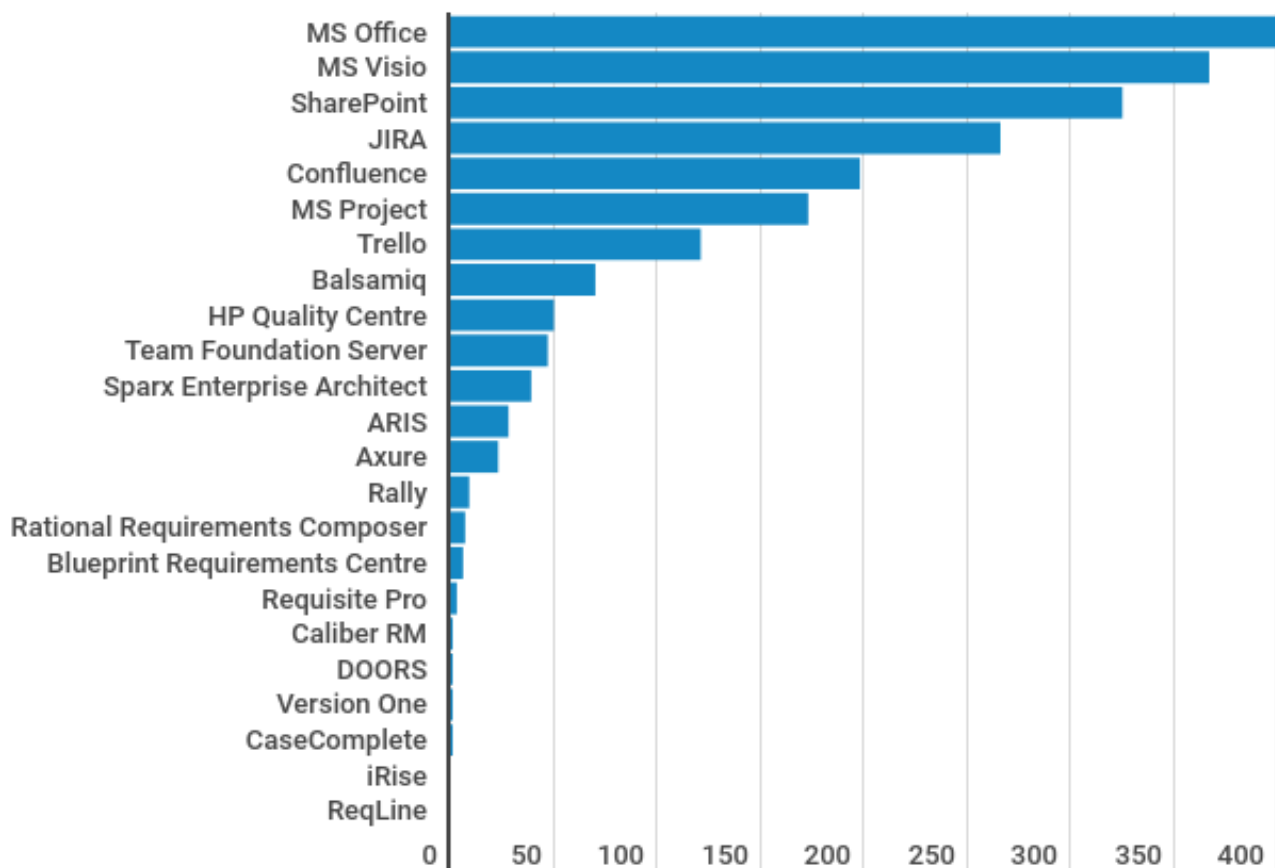
3.4 In your personal opinion does the use of Professional Requirements Management tools help to ensure good quality
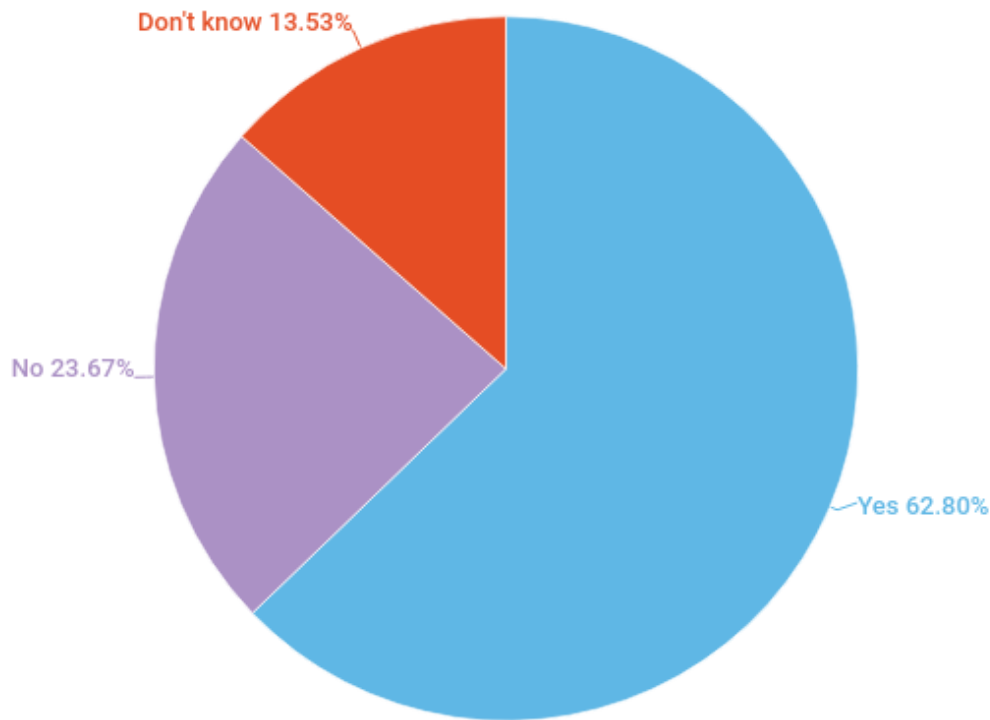
The percentage of respondents who feel projects that use professional tools help to ensure good quality projects has increased by over 10% since the last Business Analysis survey, to 62.8%. However the majority are still using Microsoft and SharePoint.

3.5 What is the biggest challenge, or challenges, you face within your role?

There is a large variation in the challenges that respondents face in their role, with some notable themes.

Just under 20% reported that their biggest challenge related to a common understanding of the Business Analyst role and the responsibilities of the Business Analyst relative to those of other team members. Internal issues included overlapping responsibilities between roles, lack of recognition of the Business Analyst role and profession, and a lack of business understanding of the full breadth of skills that a Business Analyst can apply. More broadly, some respondents identified a lack of a common industry standard definition of the Business Analyst role leading to differing expectations.

Stakeholder management and stakeholder engagement challenges were cited by just under 15% of respondents. Most challenges related to the limited time that stakeholders made themselves available, stakeholders who lacked sufficient knowledge or were 'out of their depth', and conflict resolution and the handling of difficult stakeholders.

Just under 7% considered their biggest challenge to be related to demonstrating or proving the value that the Business Analyst role contributes. Some organisations were described as failing to recognise the value a Business Analyst can bring to the company, often in association with the lack of understanding of the Business Analyst role. Project managers and the business were specifically identified in this respect.

Business Analysis within an Agile environment was also the biggest challenge for just under 7% of respondents. For some, it was the eternal question of where the Business Analyst role fits within an Agile team. Others identified the challenge of acquiring new skills in an Agile project team, adapting the Business Analyst role and mindset to be effective within such a team, and balancing the discovery activities with the immediate demands from the Scrum team.

Area 4
Practice & maturity

## 4.1 Using the maturity model below as a reference, where would you say your organisation currently sits?

Level -3	Level -2	Level -1	Level 1
Business is not aware of BA capability or BA role. Requirements capture happens inconsistently, if at all. Stakeholders just want to 'get things done' and would rather speak directly to developers than write requirements.	Business is aware of BA capability, actively disintermediates and/ or publicly criticises the need for such a function.	Business is aware of BA capability but avoid using. Business writes own requirements.	Systems analysis capability within IT function picks up responsibility for authoring requirements. Limited business engagement and only used for IT changes.

Level 2	Level 3	Level 4	Level 5
BA capability exists across the organisation but not in a single dedication function i.e. within business units. Is focused on producing requirements documentation rather than analysis. Mostly IT changes but some process improvement work as well. Regular business engagement but seen as a necessary evil. Very artifact/deliverable based. Business is not aware of additional value or services offered by the BA team.	Single BA function exists (probably still within IT), mainly responsible for requirements elicitation and documentation; requirements analysis and some feasibility assessment takes place. Workload is 50–70% IT change but beginning to be involved in organisational change as well as process improvement. Limited requirements management activity. Still quite artefact based but some parts of the business beginning to see the value delivered by BAs and requesting involvement. Basic knowledge management processes in place to promote reuse of existing material.	Single BA function may have moved out of IT regular, valued business engagement – BAs are first point of contact for new initiatives, performing regular feasibility studies and supporting business case development. Requirements analysis rather than just documentation is commonplace. Regular involvement in non-IT change. Robust requirements management and knowledge management processes in place.	BAs are seen as key contacts for strategic initiatives, being involved in shaping pre-project ideas and assessing holistic business impacts across all types of change. BA function offers consultation services as well as project-based work packages. Function is very likely to based outside of IT. Advanced knowledge management practices are in place including leveraging cross-industry research and experience.
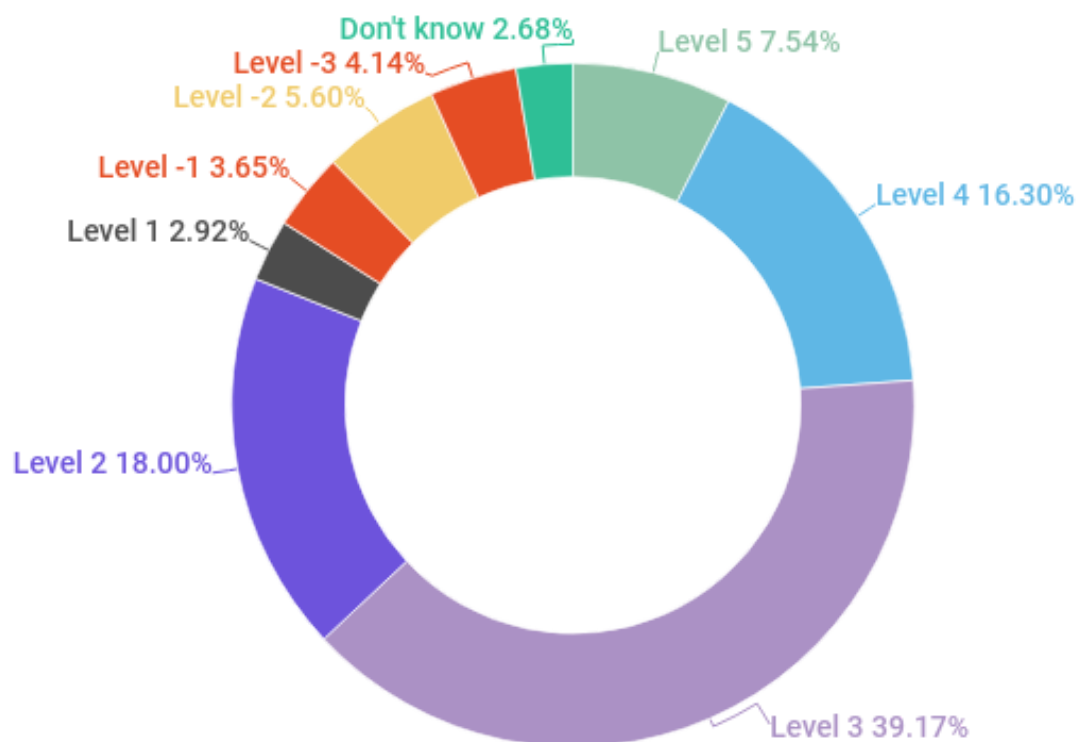
The results show some interesting changes from the last survey. Overall, the proportion of practices reporting their maturity at Level 3 and above is exactly the same as in 2015 - at 65.5%. The good news is that within that range there are now fewer practices at Level 3 and more at Level 4 and 5. However, the gains at the top are not as strong as the growth at the lower levels of maturity.

The number of practices reporting their maturity as Level 1 and below has unfortunately grown from the 2015 survey from 8.5% to 16.2% in this survey. This indicates an overall drift towards a reduction in the maturity of Business Analysis practices amongst survey respondents.

4.2 Within your organisation, where does the Business Analysis competency sit?
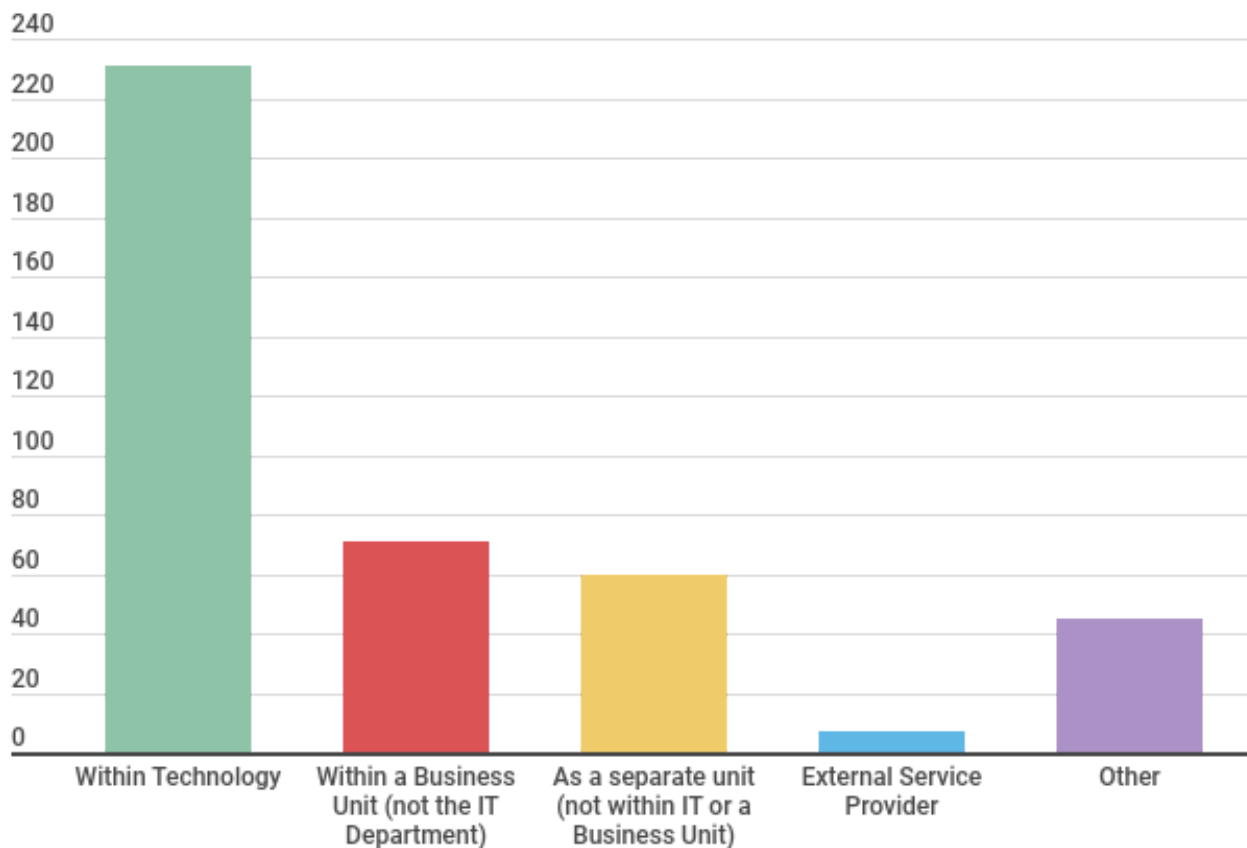
The results in this year's survey show broadly the same percentages as within the 2015 survey. Just over half of Business Analysts work within the Technology department. The changes from the 2015 survey are negligible, indicating that the organisation units in which Business Analysts work are consistent.

## 4.3 Roughly what percentage of your work results in software implementation?

The biggest responses indicate that 38% of Business Analysis work nearly always results in software development (75-100% of the time) and 32% of Business Analysis work mostly results in software development (50-75% of the time). There is a subtle change in the phrasing of the question, making a direct comparison with the 2015 survey less meaningful. Nevertheless there would seem to be a shift towards the work of Business Analysts becoming more closely aligned to software delivery more often, mirroring the move towards Digital Transformation where companies are supplying more services via technology.

IIBA UK is a strong advocate of how Business Analysis expertise can deliver better business outcomes through broader channels in addition to software delivery.
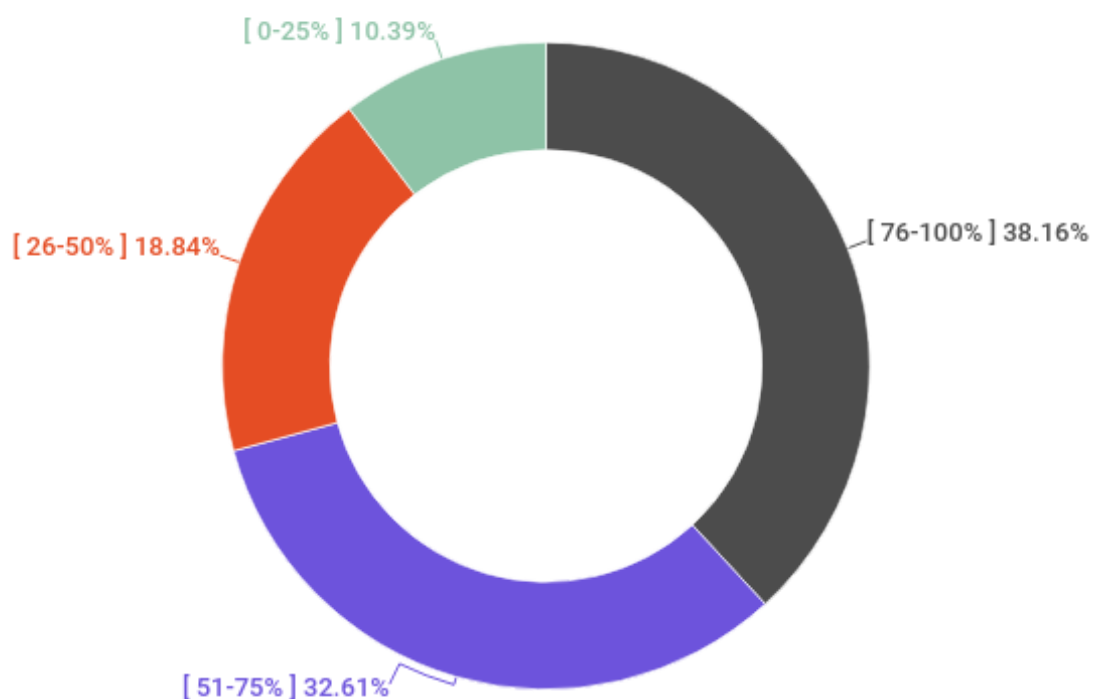
4.4 What percentage of your projects use the following solution development methods?

Since the 2015 survey there has been a shift, with Agile now reported as the most consistently chosen software development method, followed by Hybrids and then Waterfall. This is a complete change from 2015 where Waterfall was the lead.
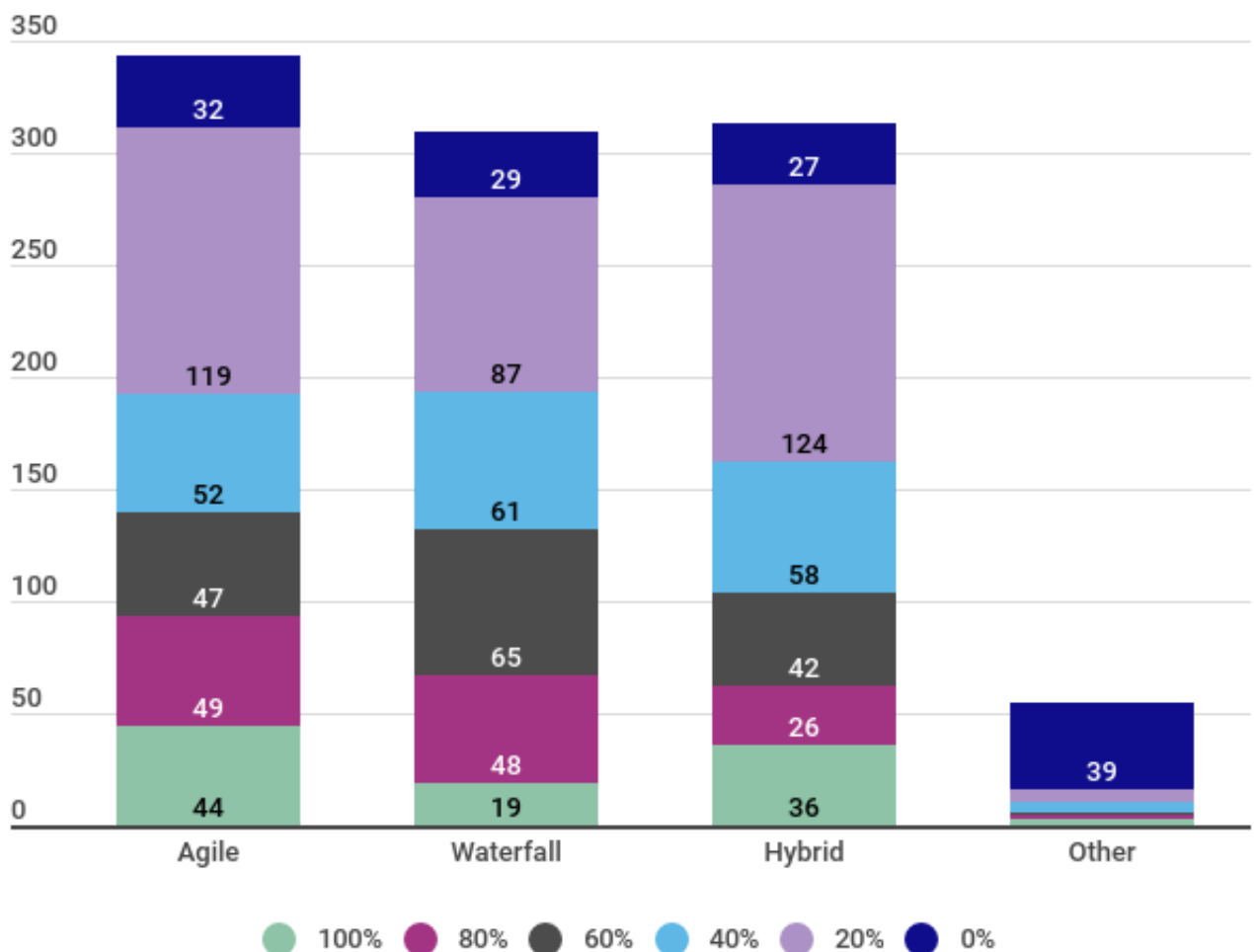
4.5 In your personal opinion, please rate the following statements as you see them today.
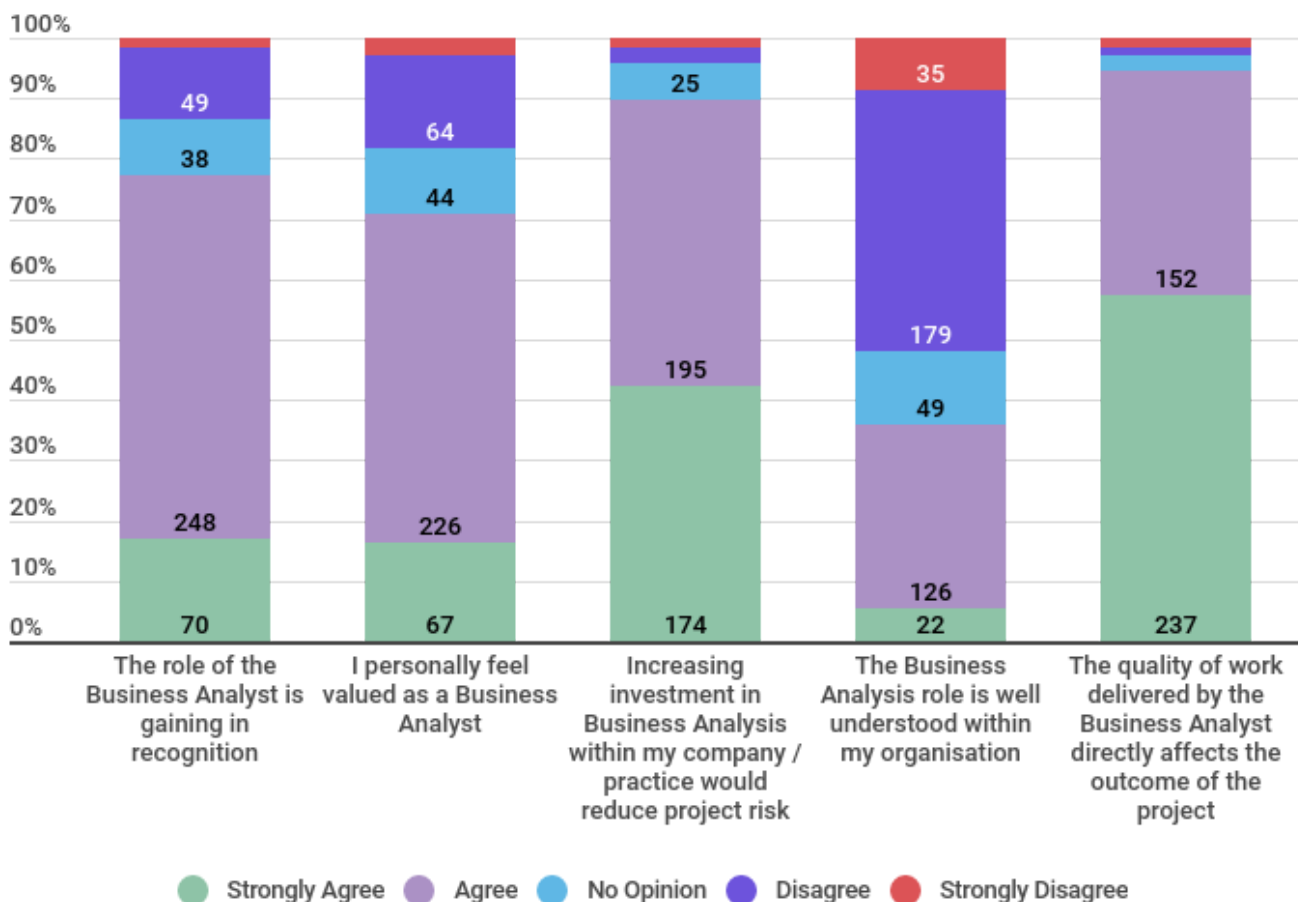
The role of the Business Analyst is gaining in recognition

Around 77% of Business Analysts agree or strongly agree that the role of Business Analyst is gaining in recognition. There is still work to do to increase that recognition.

I personally feel valued as a Business Analyst

There was an increase of 15% in those who feel valued as a Business Analyst.

Increasing investment in Business Analysis within my company / practice would reduce project risk

A whopping 90% believe that investment in Business Analysis would de-risk projects, up from 85% last time.

The Business Analysis role is well understood within my organisation

Only 36% of Business Analysts believe that their role is well understood by their organisation. This figure has remained static since last time, having previously dropped from a high of 41% in earlier Business Analysis surveys. Work is still needed to help organisations understand the role and what it can do for them. In turn this could lead to an increase in recognition and feeling valued.

The quality of work delivered by the Business Analyst directly affects the outcome of the project

It's very encouraging to see there is 'agreement' and 'strong agreement' that the quality of work delivered by the Business Analyst directly affects the outcome of a project, demonstrating a strong need for our services and the difference a good Business Analyst can make.
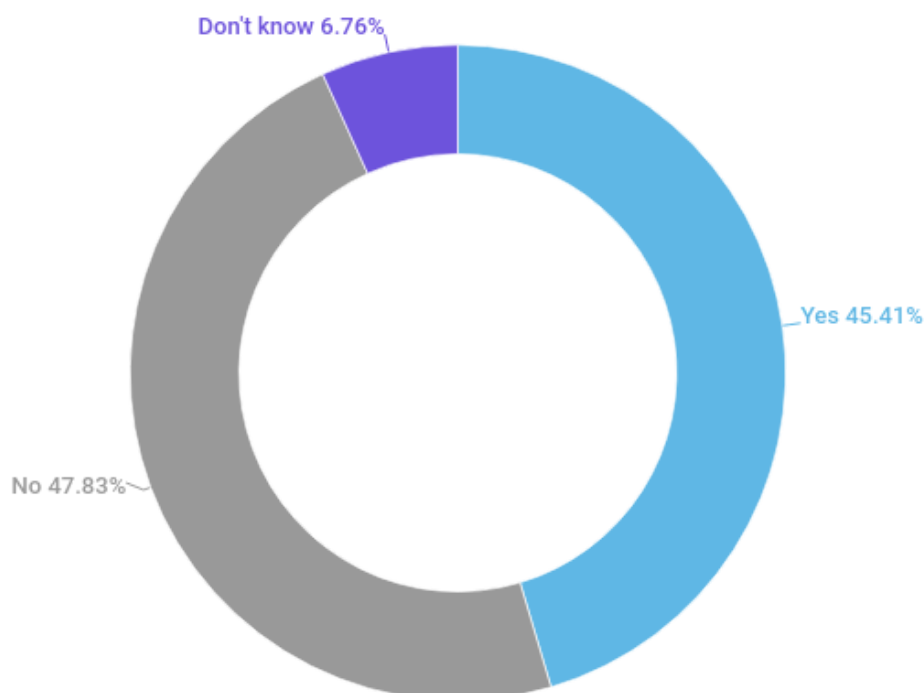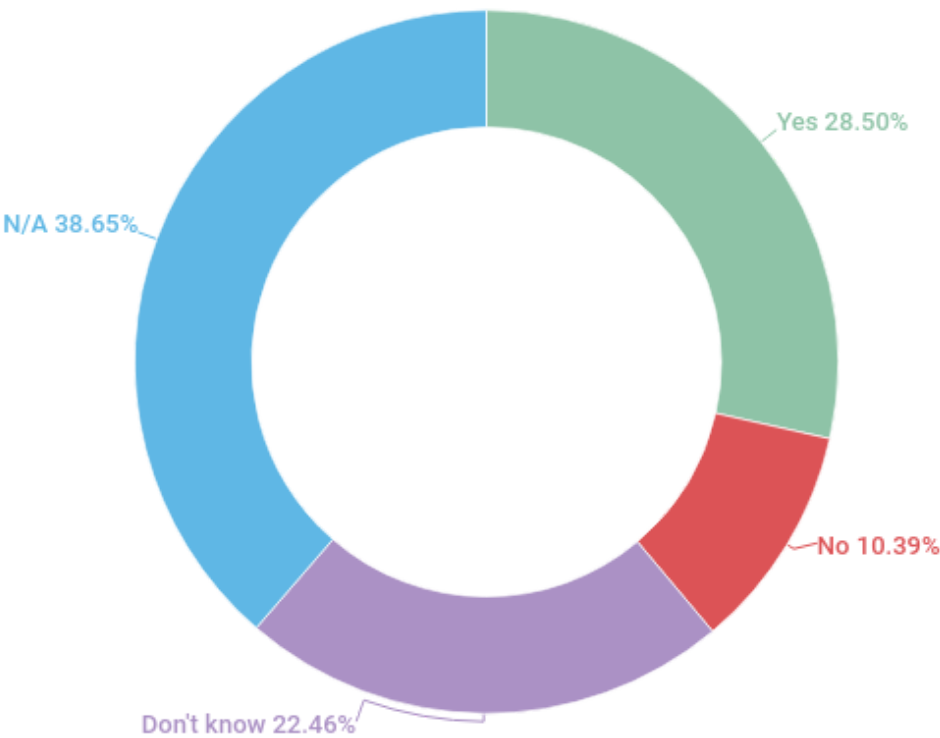
Area 5
IIBA membership

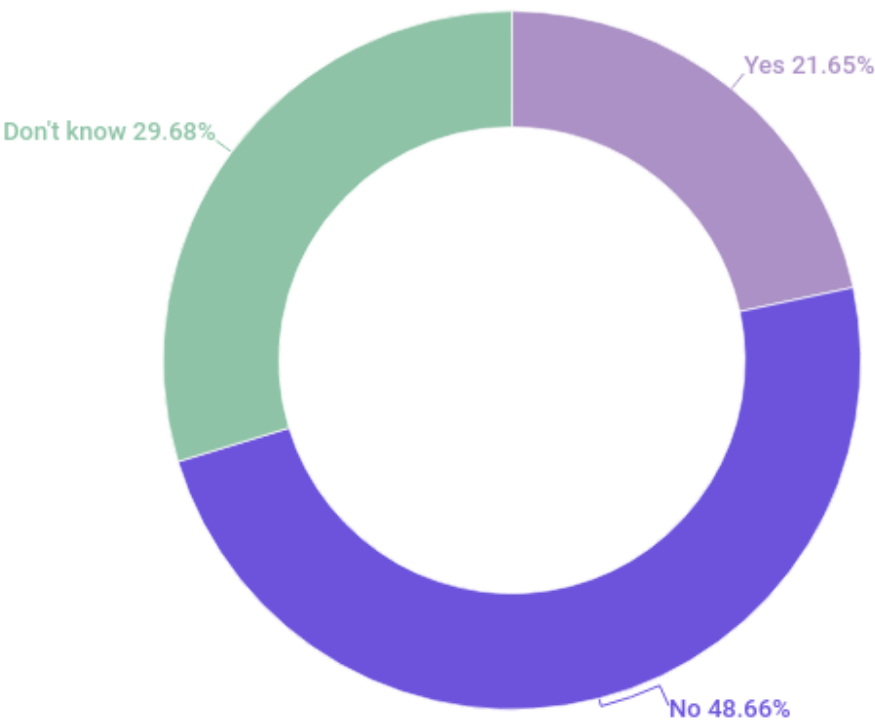## 5.1 Are you a member of IIBA at international level?

Don't know 6.76%

Yes 22.71%

No 70.53%
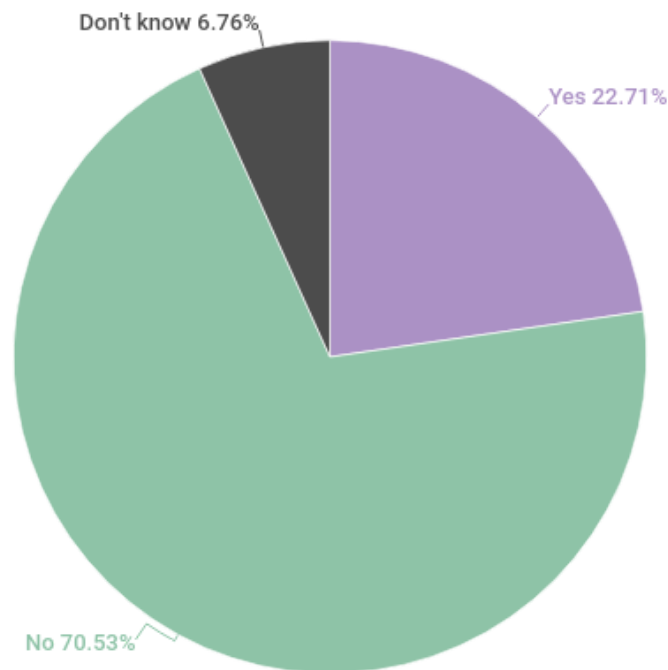
5.2 Are you a member of IIBA UK chapter?

Don't know 6.76%

Yes 45.41%

No 47.83%

5.3 Do you feel that you get good value for money from your IIBA UK membership fee?

Yes 28.50%

No 10.39%

Don't know 22.46%

N/A 38.65%

5.4 Is your employer a Corporate Member/sponsor of IIBA UK?

Yes 21.65%

No 48.66%

Don't know 29.68%

5.5 Does IIBA UK provide inspiration to you as a professional Business Analyst?

No 25.85%

Yes 74.15%
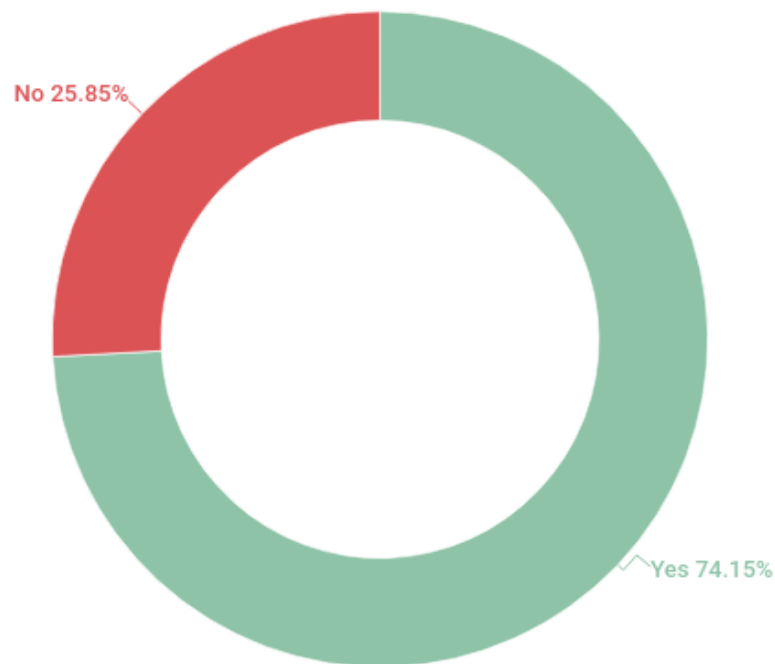
5.6 Would you recommend IIBA UK to other Business Analysts?

No 15.22%

Yes 84.78%
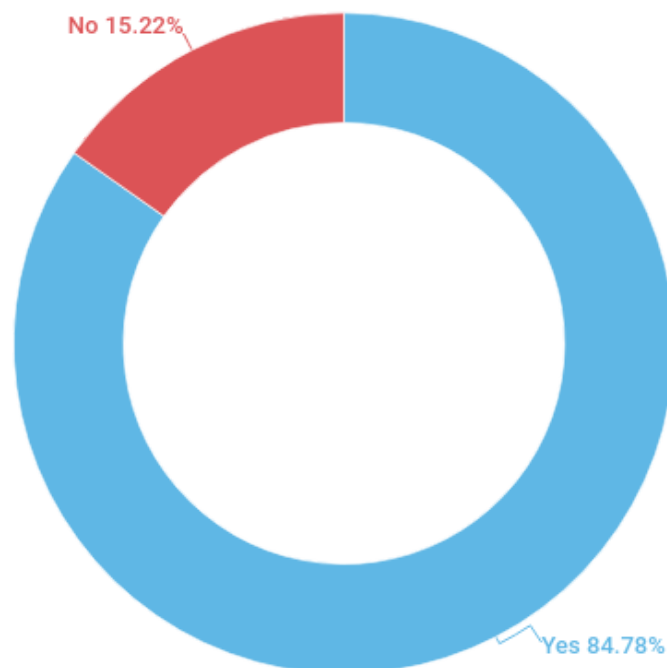
Area 6
Events

6.1 How many IIBA UK real-world (in person) events have you attended in the last 12 months?

[4-8] 5.31%

[1-3] 38.89%

None 55.80%
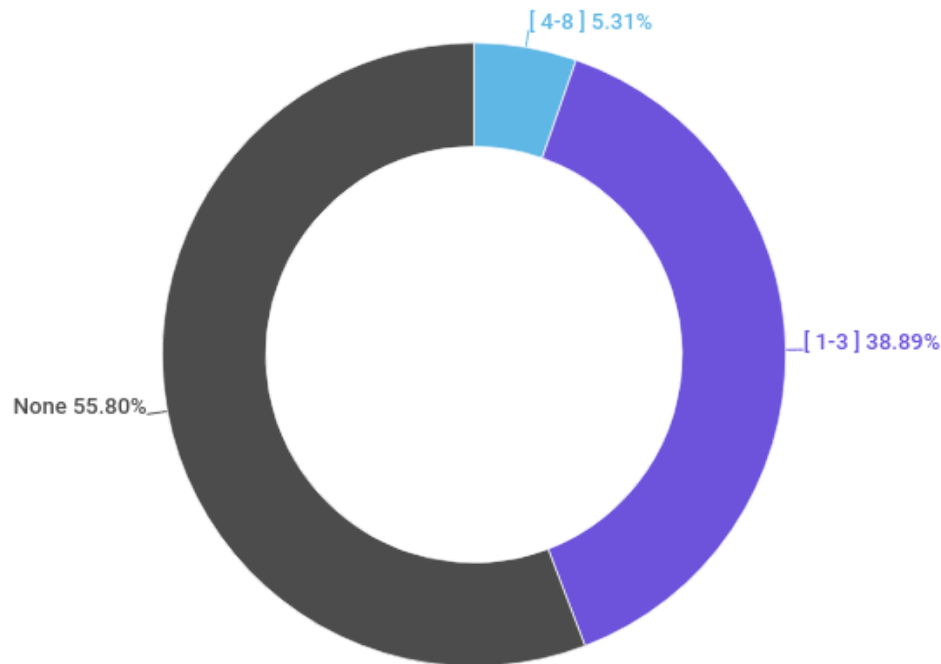
6.2 How many IIBA UK webinars have you attended in the last 12 months, either live or by viewing the recording?

[4-8] 4.59%

[1-3] 40.10%

None 55.31%
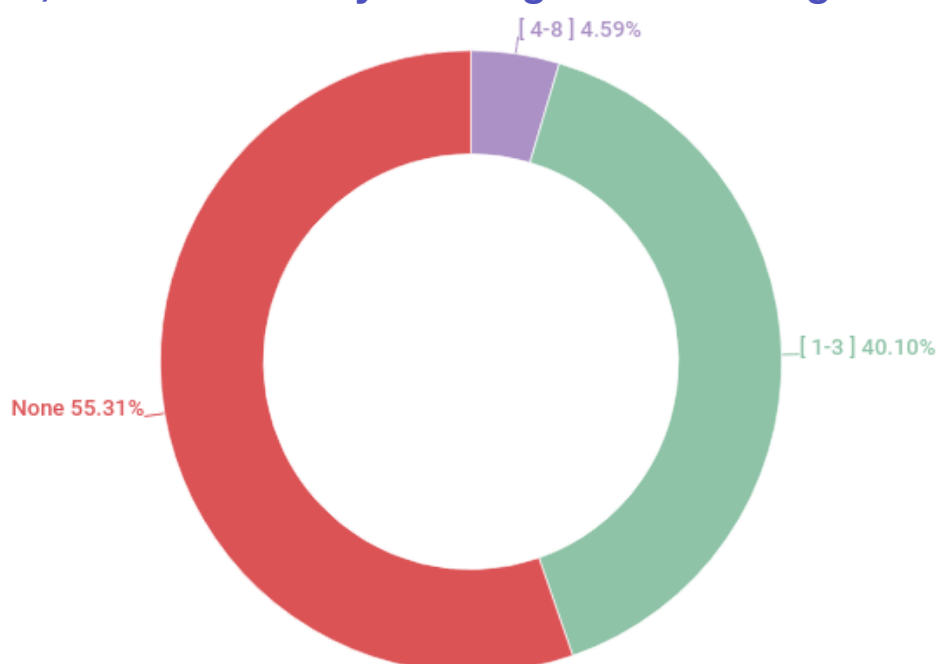
6.3 How can we make our events and webinars more relevant to you?

A large number of respondents were very pleased with the live events and webinars that are currently run by IIBA UK, which was a good positive message to hear. We did also receive a number of varied ideas and thoughts on how we could tailor these events and webinars to better meet the needs of the attendees. These are being taken on board, with some of the broader themes described below.

By far the biggest request was for more events locally, with just under 10% of all respondents making this request. The specific areas where more events were requested was spread throughout the country, including London, Brighton, South East, Reading, Bristol, Wales, Milton Keynes, Midlands, East of England, Leeds, Manchester, Yorkshire, North of England, Glasgow, Scotland, and Northern Ireland.

The timing of events was raised by just under 4% of respondents. The underlying reason was generally due to an inability to attend events on a weekday evening, when most events are held, because of childcare or work travel. Alternatives requested included lunchtime events, during office hours, and weekends.

A similar number of respondents proposed improvements to the marketing of events. These extended to reaching out to people who might not have heard of IIBA UK previously, extending event promotion to other channels (e.g Business Analysis groups on LinkedIn) and encouraging attendees to share and feed back their thoughts, and improving the email communications by reducing their length and including more graphics.

Other suggestions included extending the recording of events to more events, linking events to a competency model to aid attendees when choosing appropriate events, and focusing more on training towards IIBA qualifications.

Making events more practical and interactive was a common theme for some. Generally having less passive listening to presentations and more unstructured workshops, focussing on practical content that can help develop Business Analysts. Also making them action oriented, with a take away action plan.

Themes around Agile were also popular for some, but others did voice their concern that too many agile-related events had already been held.

We are pleased to confirm that our "Analysis in Action" branded sessions are indeed short, practical, deep dives into specific techniques offering a chance to practice new skills or use techniques in a different way. These have spread successfully across all IIBA UK regions

6.4 What would you like to see the IIBA UK doing that they don't do today?

Many respondents were very happy with all that IIBA UK currently do. It was still very good to hear ideas and thoughts about where else IIBA UK could add value.

At more strategic levels, there were suggestions to build stronger links with other professional organisations, and raise the profile of IIBA UK within organisations, including organising in-house events within organisations to help those organisations better understand the Business Analyst role and its value as a profession. Also there were suggestions to extend the promotion of the Business Analyst role outside of the Business Analysis community.

Remember that the IIBA UK board are always happy to come and present to organisations about what we do and how we can work with you.

For individuals, there were suggestions to increase the reach of events by using remote access / live streaming (Skype, GoToMeeting, etc). More networking opportunities were also raised, and the idea of a Business Analysis problem solving forum. Topics more focussed towards younger and less experienced Business Analysts were also requested, as were opportunities for peer learning.

Driving more awareness through social channels was raised, possibly by taking corporate IIBA content and bringing it to life with UK Business Analysis experiences and success stories.

Perhaps the most left field suggestion was to adopt a theme song and mascot!

We are confident that our very successful Mentoring programme will be going some way to meet some of these needs. The programme opens again towards the end of 2019 - please check our website or join the mailing list for further details in due course.
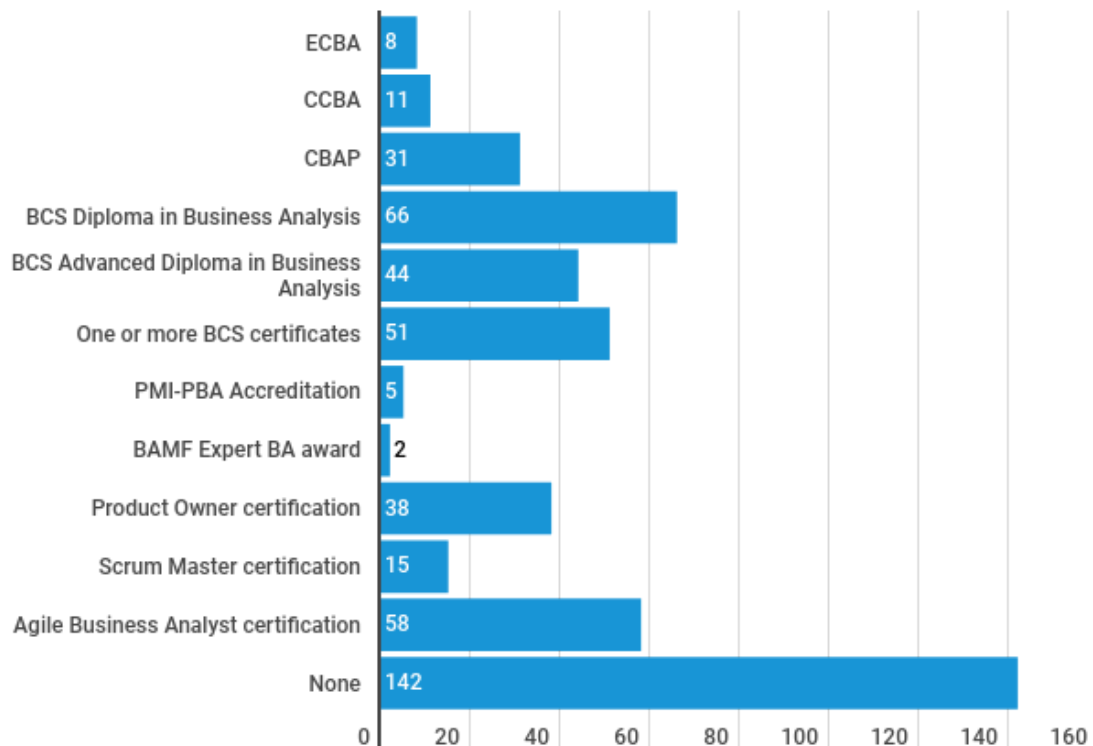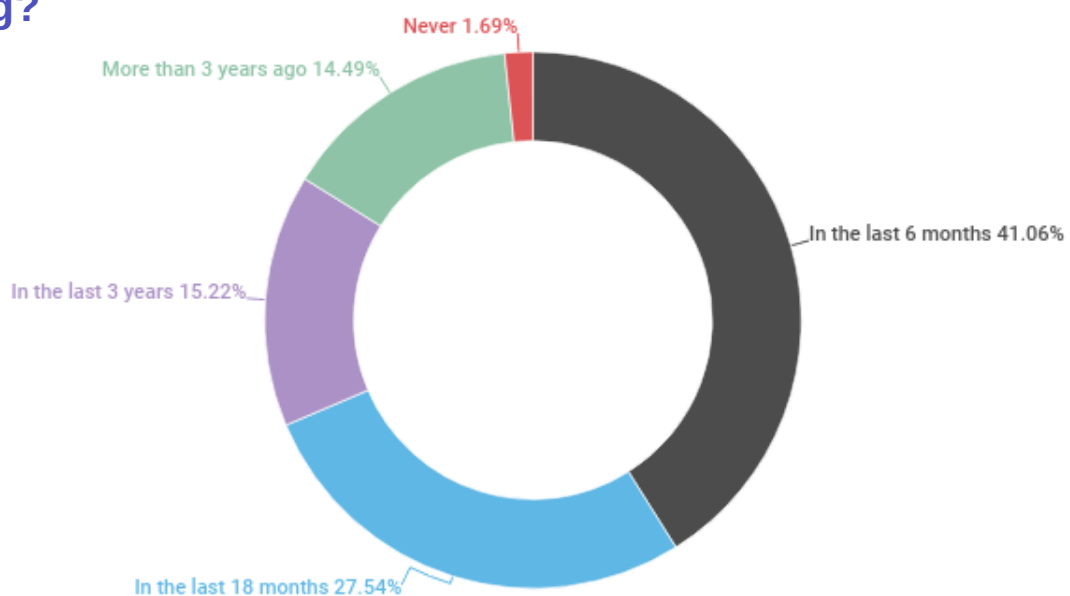
Area 7
Professional development

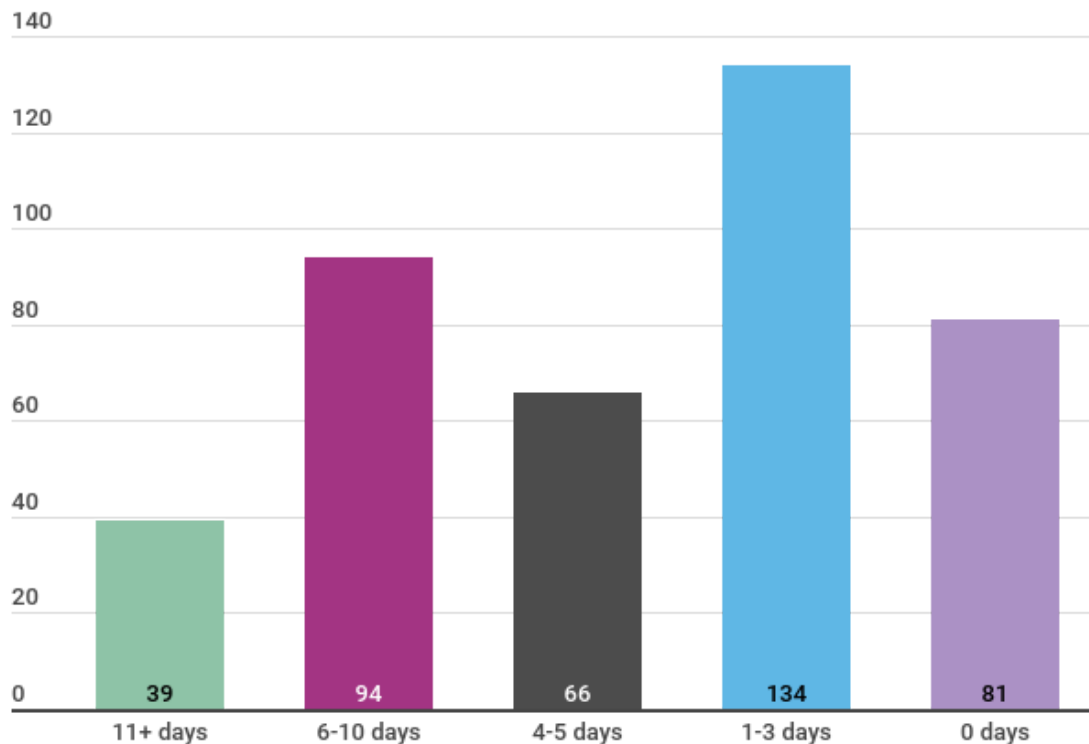## 7.1 Which of the following qualifications do you hold today?
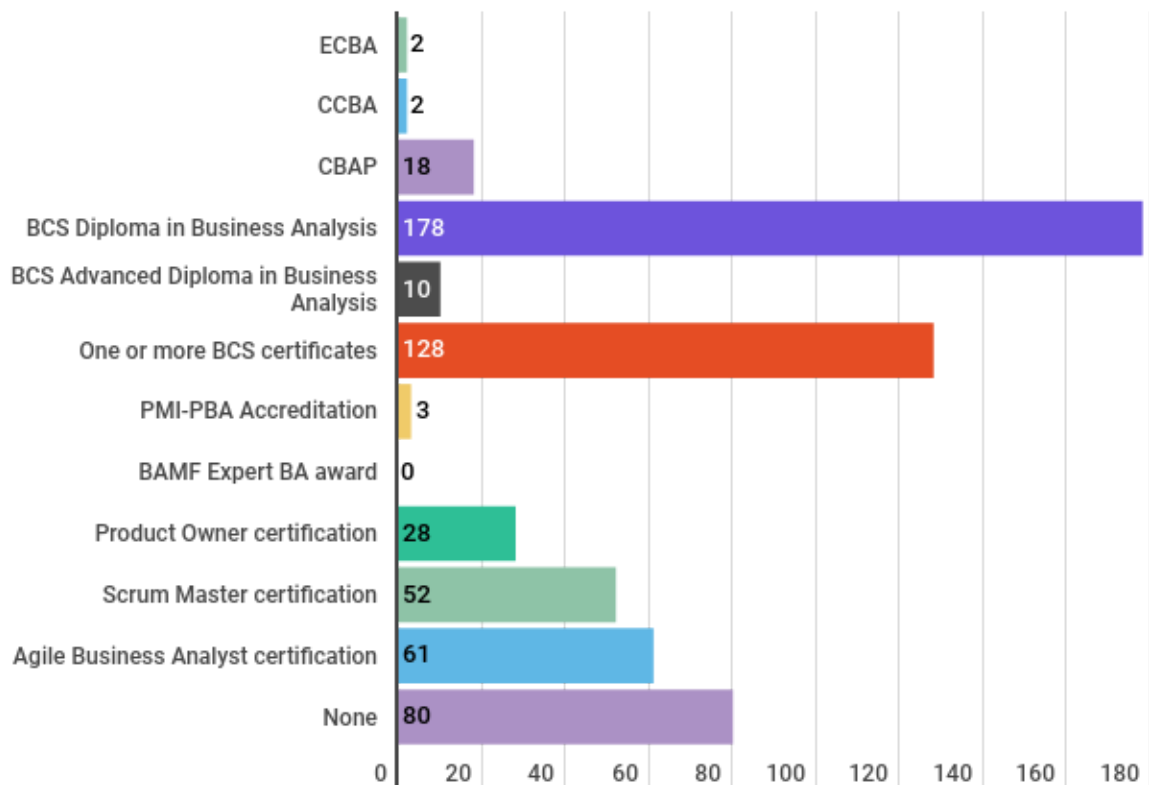
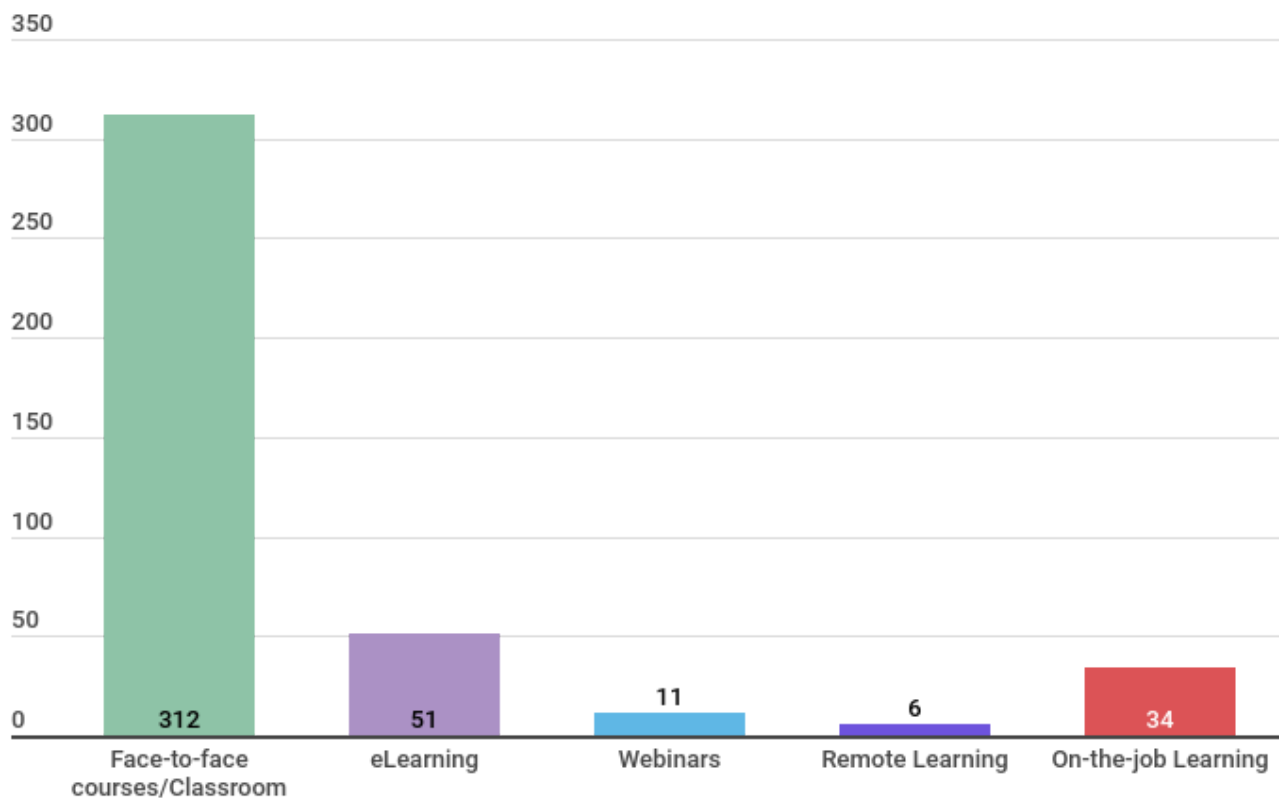## 7.2 Which of the following qualifications do you intend to gain within the next 12 months?

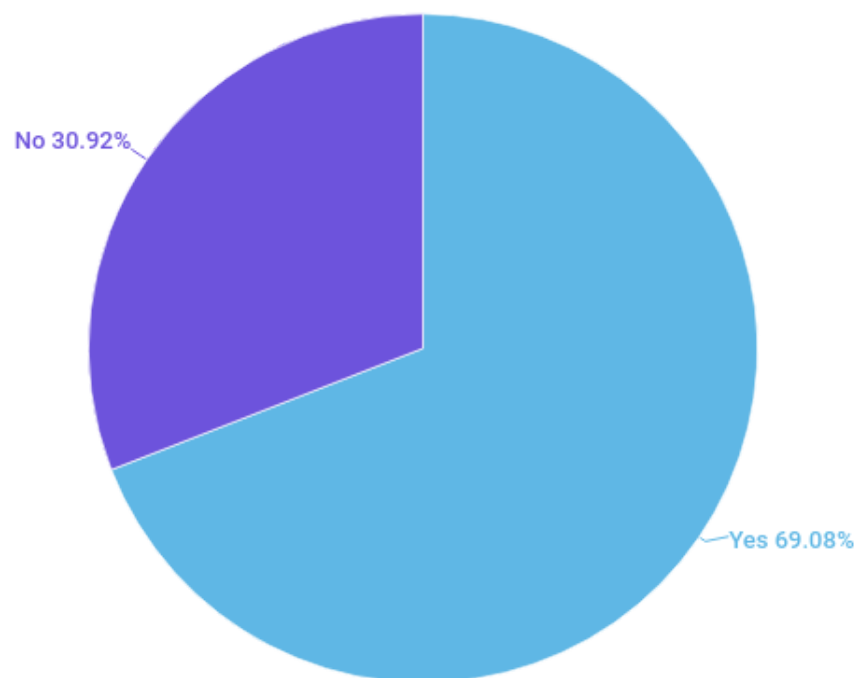## 7.3 When was the last time you completed any formal training?

## 7.4 How many days training (internal or external) did you attend in the last year?

39	94	66	134	81
11+ days	6-10 days	4-5 days	1-3 days	0 days

7.5 How do you prefer to receive training?

312	51	11	6	34
Face-to-face courses/Classroom	eLearning	Webinars	Remote Learning	On-the-job Learning

7.6 Does your employer provide formal support for professional development planning?

No 30.92%

Yes 69.08%

7.7 Does your employer meet the cost of your BA training?

Partially 13.04%

No 24.15%

Yes 62.80%
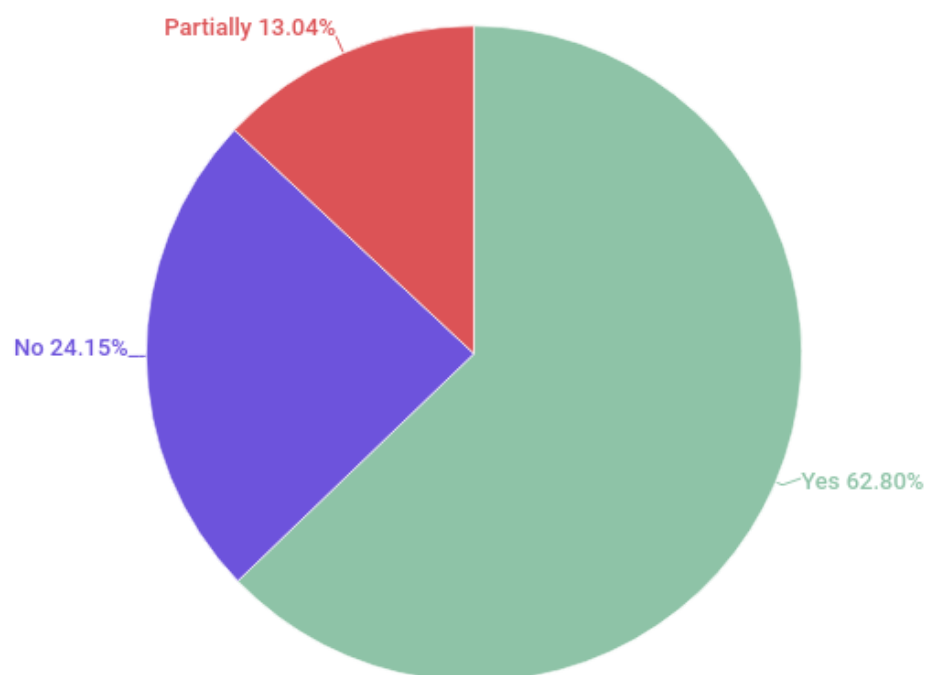
7.8 Do you ever pay for your own training?

No 49.76%   Yes 50.24%

7.9 Which publications, blogs or forums do you visit most to keep up to date with industry trends?
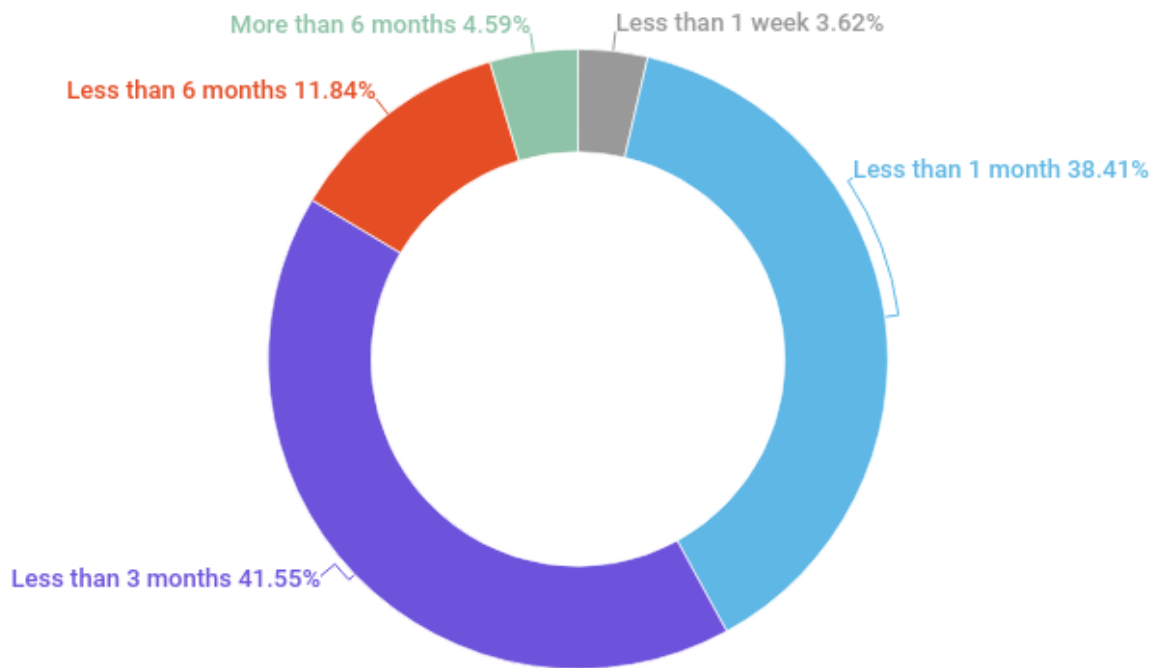
A large variety of publications and online resources are read by respondents, with just a few stating that they read "None". The most popular publications read by the respondents are predominantly Business Analyst focused although some did read wider business publications, technical publications and also industry specific publications. This is a summary of the most frequently mentioned publications, in no particular order:

- LinkedIn groups
- BA Times
- BCS website, publications
- IIBA resources
- Modern Analyst
- Blackmetric
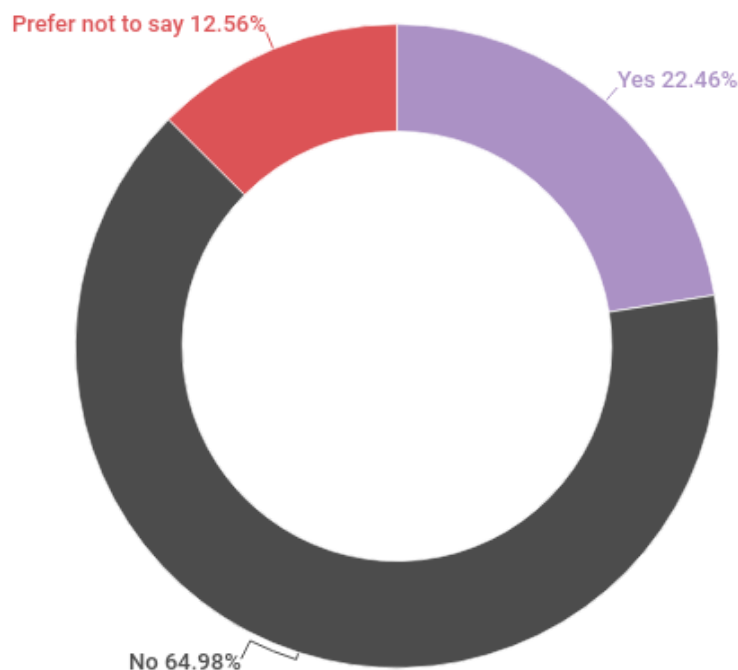- Assist KD
- Bridging the Gap
- Roman Pilcher

Area 8
Employment

8.1 If you were to become unemployed, how long do you think it would take until you were in a similar role again?
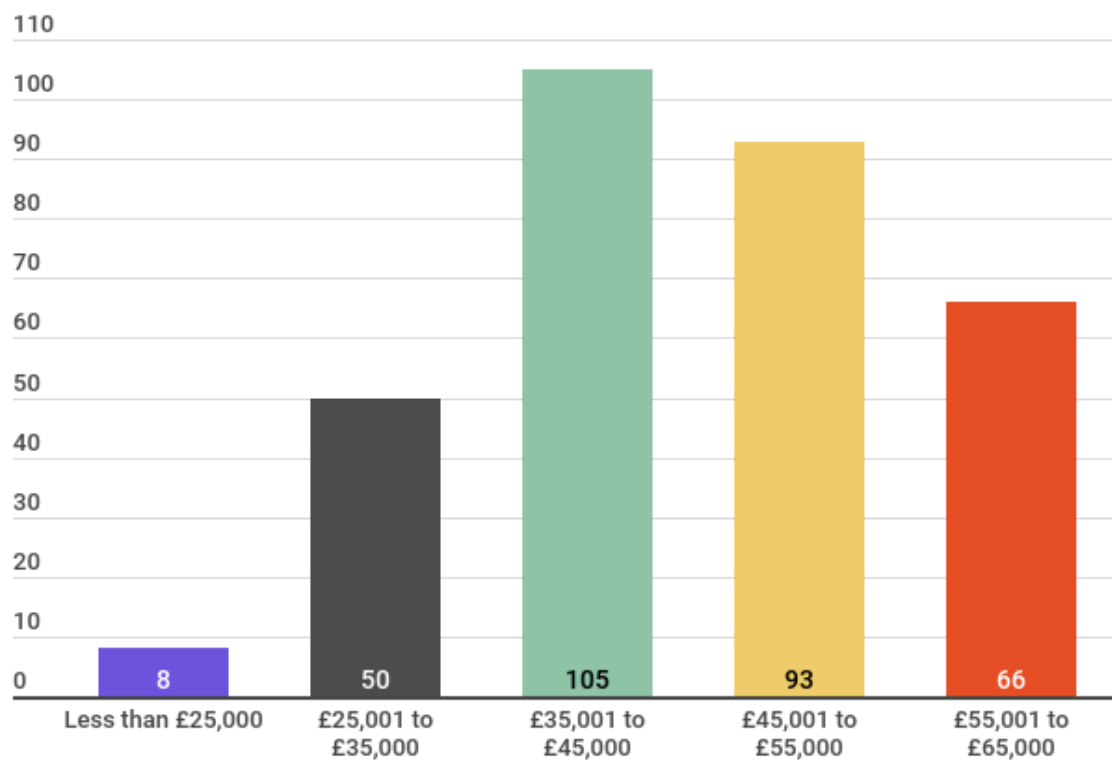
More than 6 months 4.59%

Less than 1 week 3.62%

Less than 6 months 11.84%

Less than 1 month 38.41%

Less than 3 months 41.55%

8.2 Are you currently actively looking for your next role?

Prefer not to say 12.56%
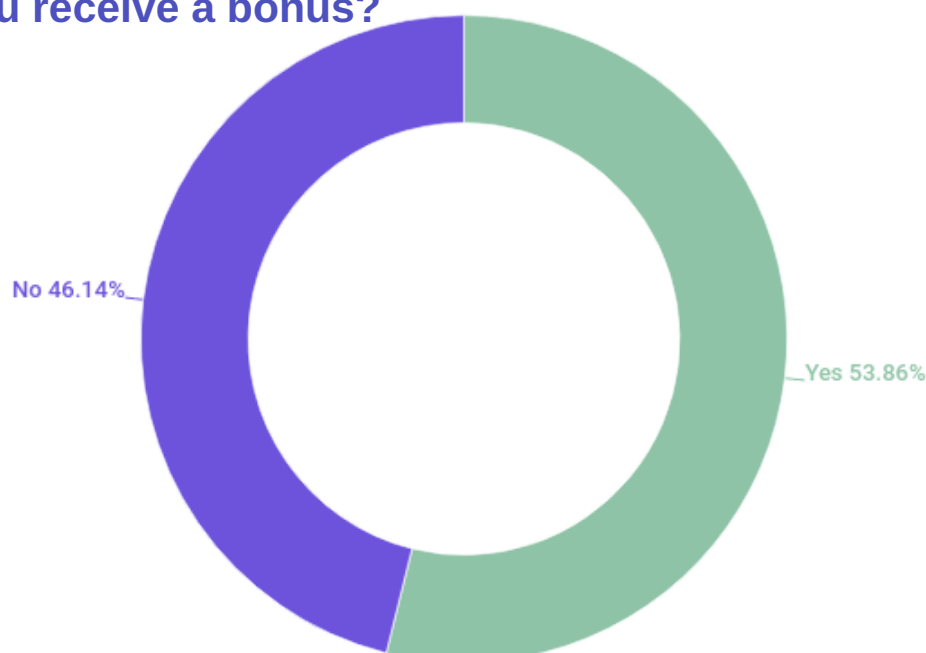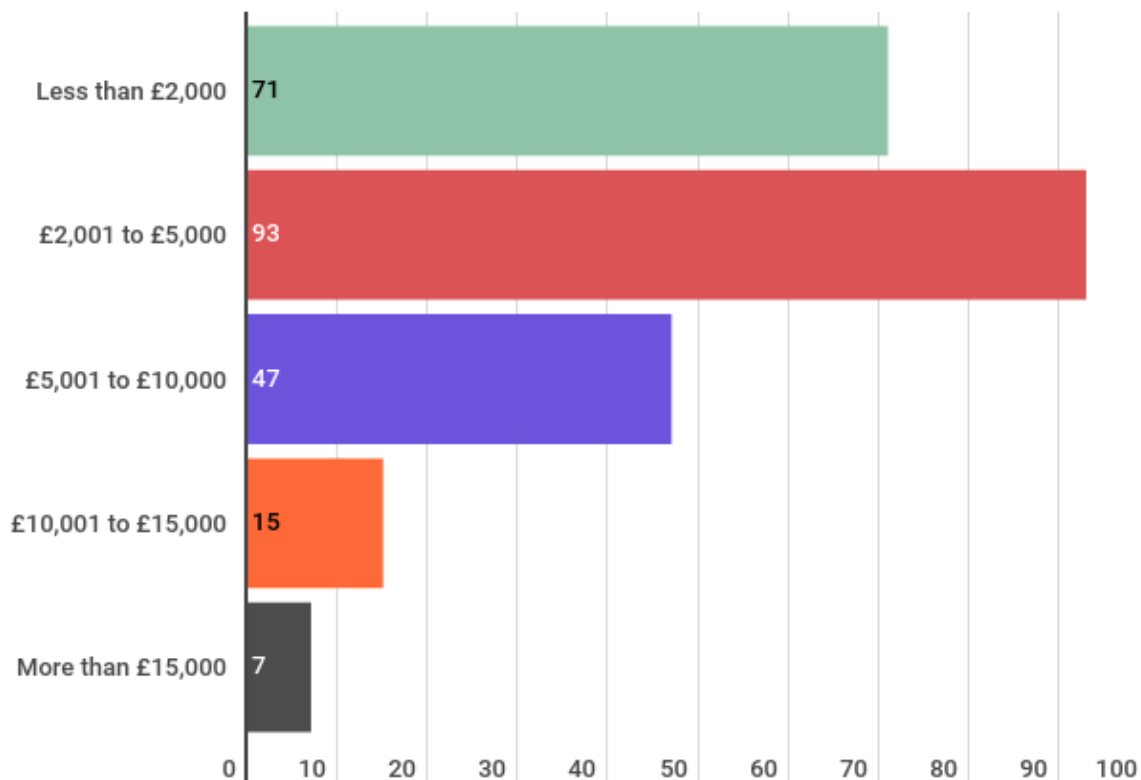
Yes 22.46%

No 64.98%

Area 9
Salary

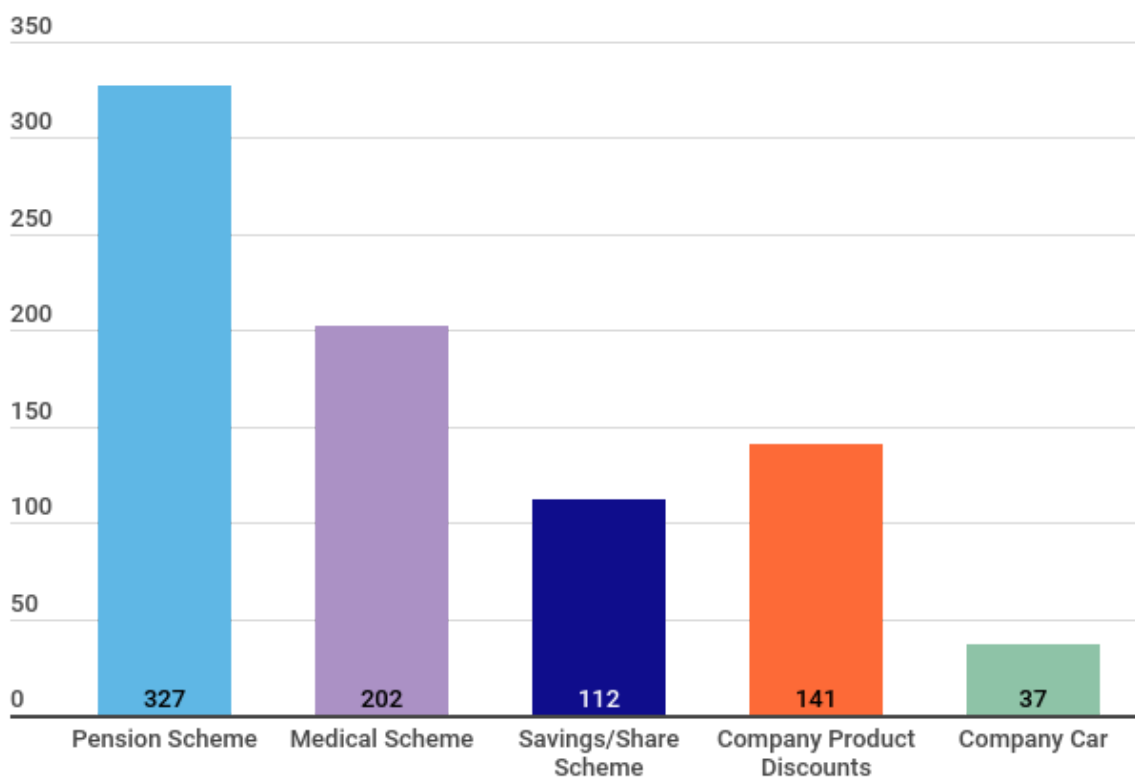## 9.1 Which of the following is the closest match to how much you get paid?

9.2 Do you receive a bonus?

9.3 Which of the following ranges best reflects your last bonus, or equivalent value of your bonus (eg share options)?

9.4 Please select which of the following are part of your renumeration package.

Thank you

We would like to thank everybody who completed the 2018 BA Survey. The resulting data enables the maturity and changes within the Business Analysis profession in the UK to be tracked, and it also enables all Business Analysts to gain that holistic understanding of the profession today.

For further information about IIBA UK, the events that we run, and other professional services provided for the career development of Business Analysts, please visit our website at IIBAUK.org