Business Analysis Survey

2019

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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 400 individual respondents.

Tina Schuster
President
IIBA UK

Nick de Voil
President
IIBA UK

I am writing this summary in light of the uncertainty we are all facing with the COVID-19 outbreak and most of us find ourselves in the fortunate position to be able to work from home.

Our strategy for the foreseeable future is to bring you the professional development and learning opportunities you ask for in this survey in the form of webinars, all of which are free to members and available for re-play at convenient times.

Question 1.6 is very insightful indeed: We love what we do, it might just be that the role (or project) we are currently in doesn't give us complete fulfilment (and speaking from experience, I can echo that sentiment). It is also interesting to see that around 90% of respondents see themselves in a Business Analyst role in some shape or form in the next 5 years (note that 6% saw themselves retired).

Like last year, the biggest challenge for us seems to be demonstrating the value of Business Analysis. Maybe we could add some value by volunteering to run lessons learned sessions when projects/solutions implemented without or too late engagement with business analysis fail - being that "Workshop Facilitation" is the third most popular service offered!

From looking at the tools most frequently used in our profession we still aren't sufficiently involved in the Strategy Analysis space (CATWOE, MOST, PESTLE) and are potentially missing a trick when it comes to being assigned to a project initiated where we question its value. It is however encouraging to see that more and more of us get involved in projects that don't lead to software implementation and that we are able to deliver value when there potentially is no budget for a "new system".

We do hope you find all the detail of the report and interesting, valuable and thought provoking. We'd love to hear from you with your thoughts. Please do provide any feedback to us via president@iibauk.org.
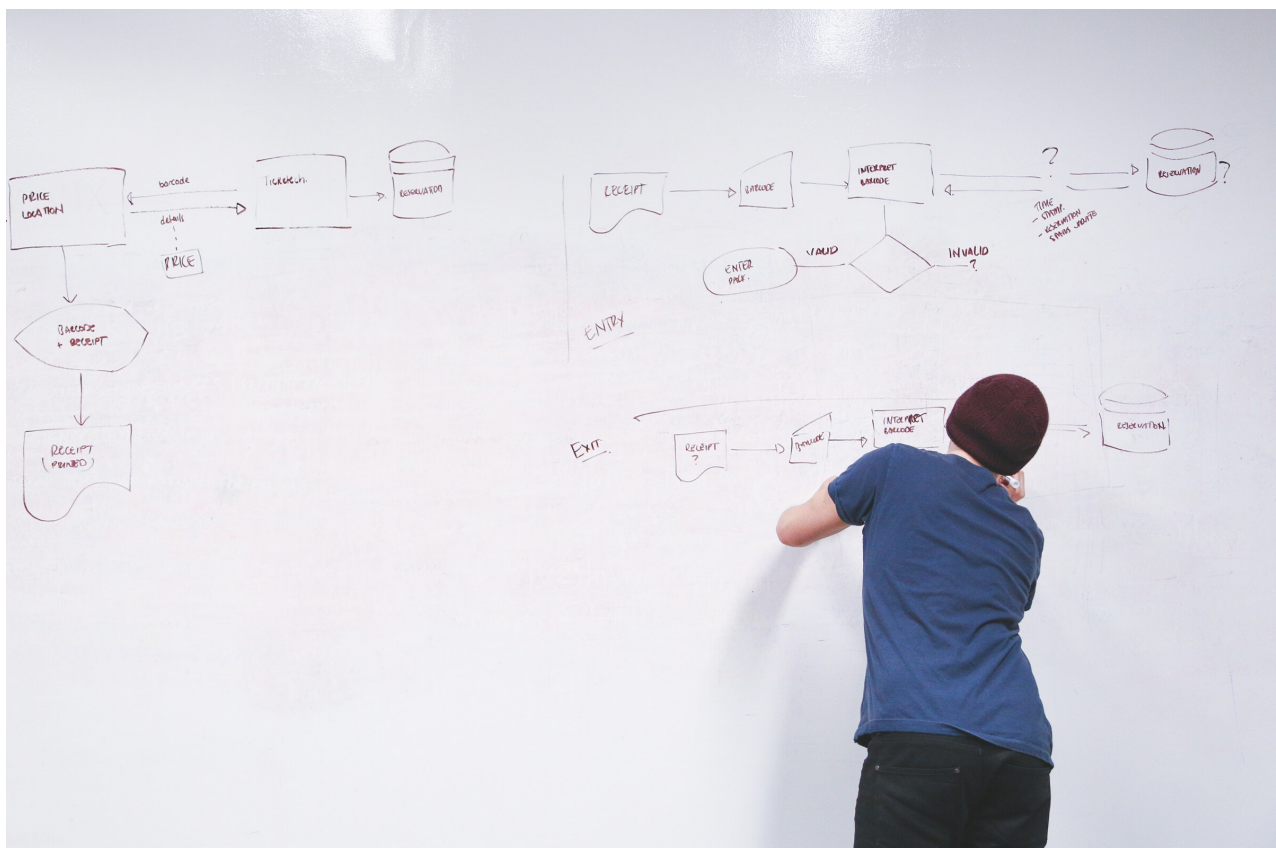
Survey introduction

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

Around 10,000 IIBA UK email subscribers were invited to participate in the report. It was also publicised through the IIBA UK website and other social media channels. 402 responses were received this year, which is about the same level of response as surveys from previous years.

What kind of Business Analysts responded

Nearly 80% of survey respondents work full-time.

The respondents ranged from those early in their career to those who have been practising Business Analysis for many years. Around 4% of respondents have been working in Business Analysis for less than 1 year, around 55% have been working in Business Analysis for up to 10 years and 41% for longer than 10 years.

Read on to find out more about what these analysts do in their roles, their professional development, how they feel about the profession and the challenges they face.
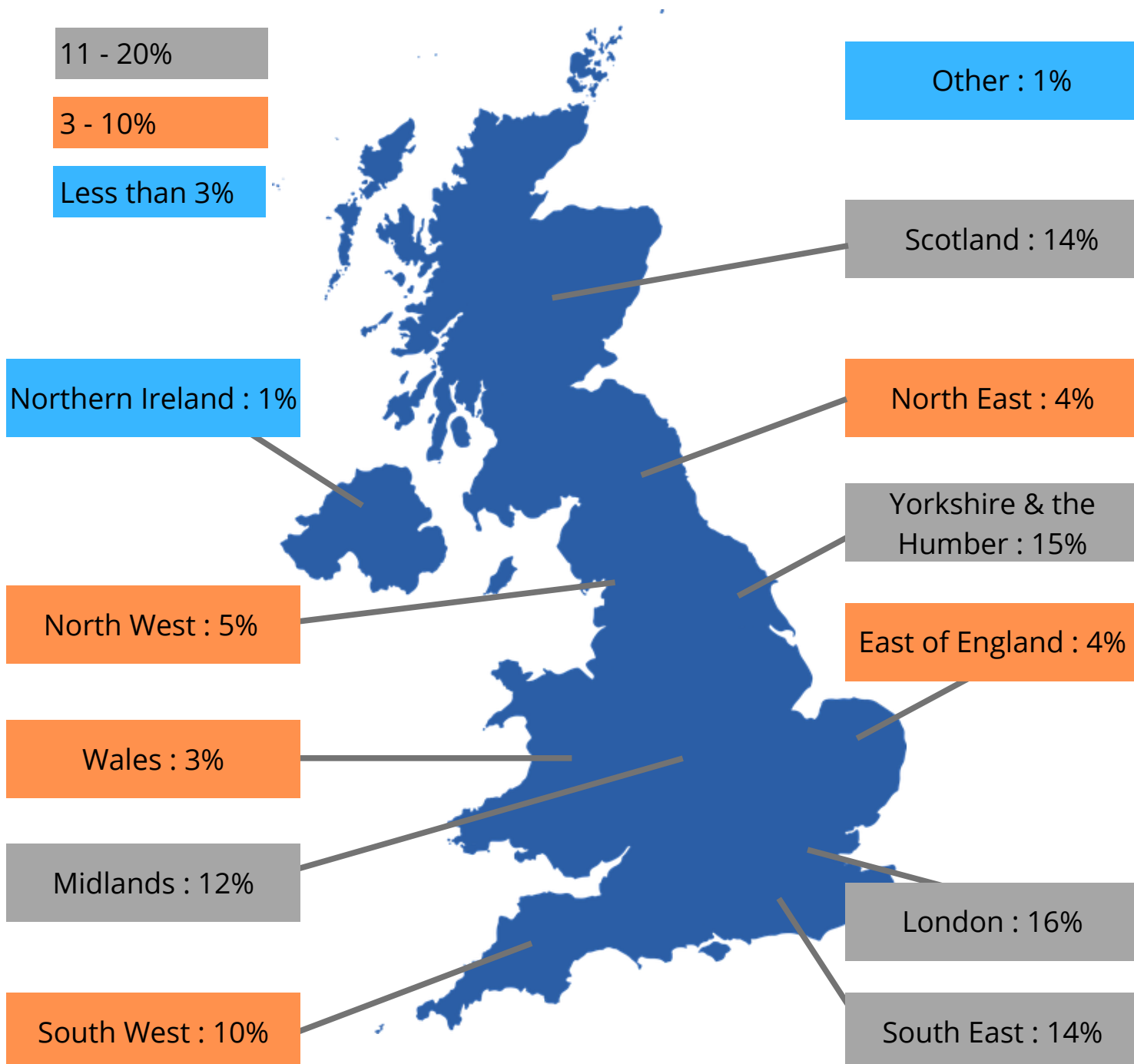
2 Survey results

Area 1
Profile

A total of 402 Business Analysts responded to the survey.

1.1 In which region of the country are you based?

11 - 20%

3 - 10%

Less than 3%

Other : 1%

Scotland : 14%

Northern Ireland : 1%

North East : 4%

Yorkshire & the Humber : 15%

North West : 5%

East of England : 4%

Wales : 3%

Midlands : 12%

London : 16%

South West : 10%

South East : 14%

The largest proportion of Business Analysts responding was once again in London, although there was a slight drop in percentage compared to the 2018 survey which saw 22% of respondents coming from London. Notably the share of respondents from Scotland increased from 10% in 2018 to 14% this year. Most other regions have stayed pretty static.

The distribution reflects the city locations across the country where there is a high concentration of high tech companies.
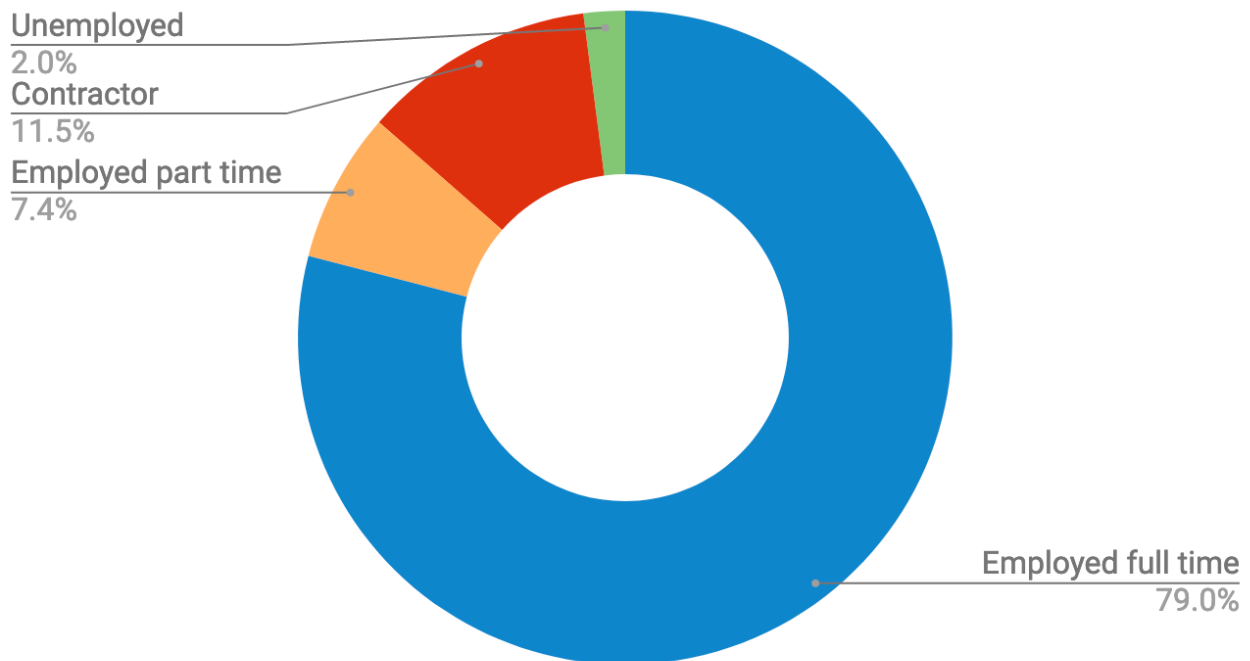
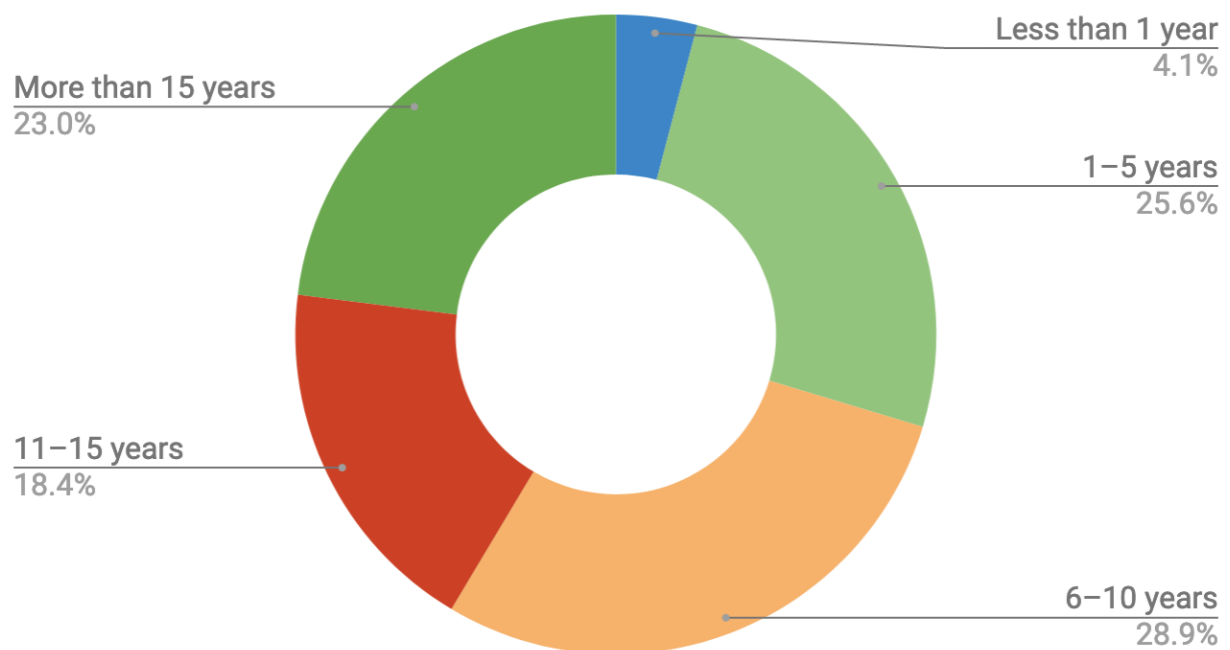## 1.2 What sector do you practice Business Analysis in?
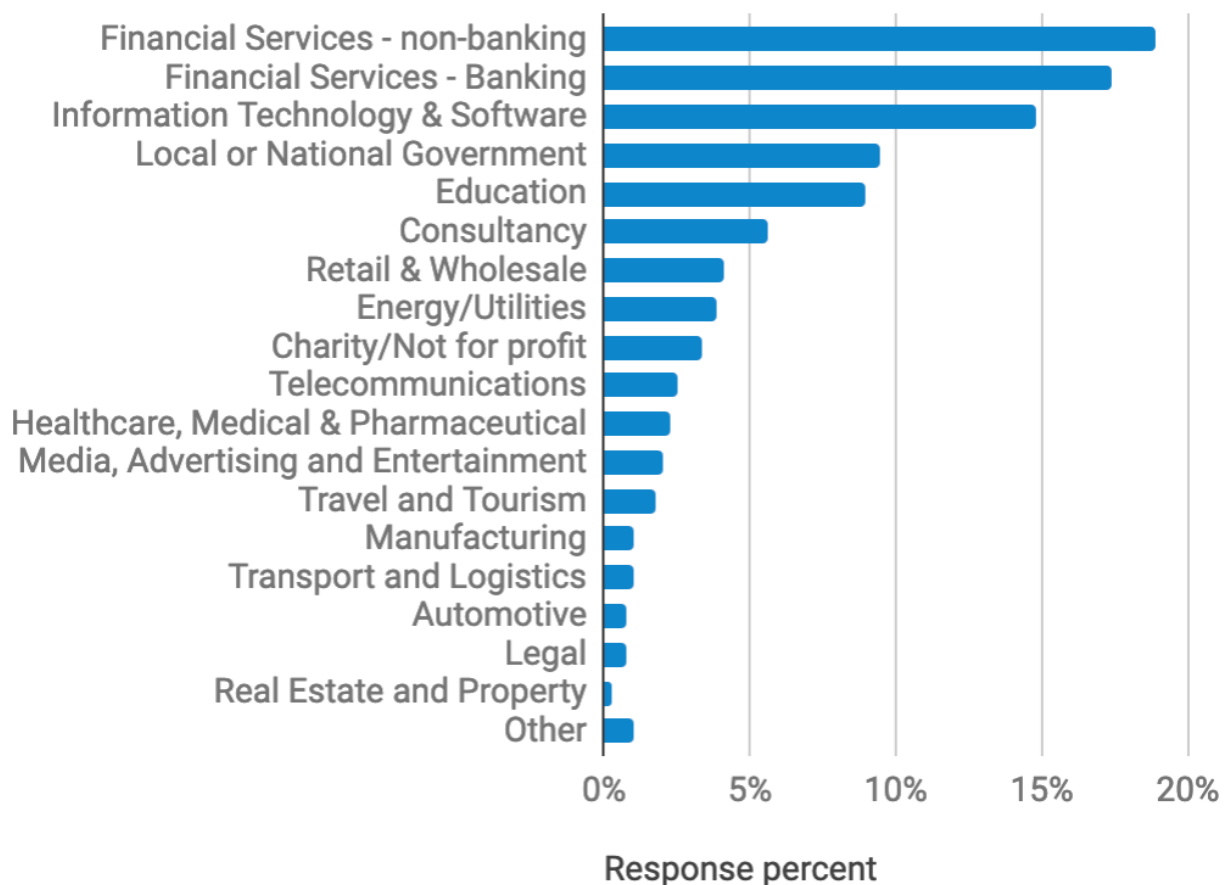
Financial services represent the biggest sector in which respondents work - 36%. Rather interesting is the fact that this is reducing slowly. It was 42% in 2018 and 46% in 2017.
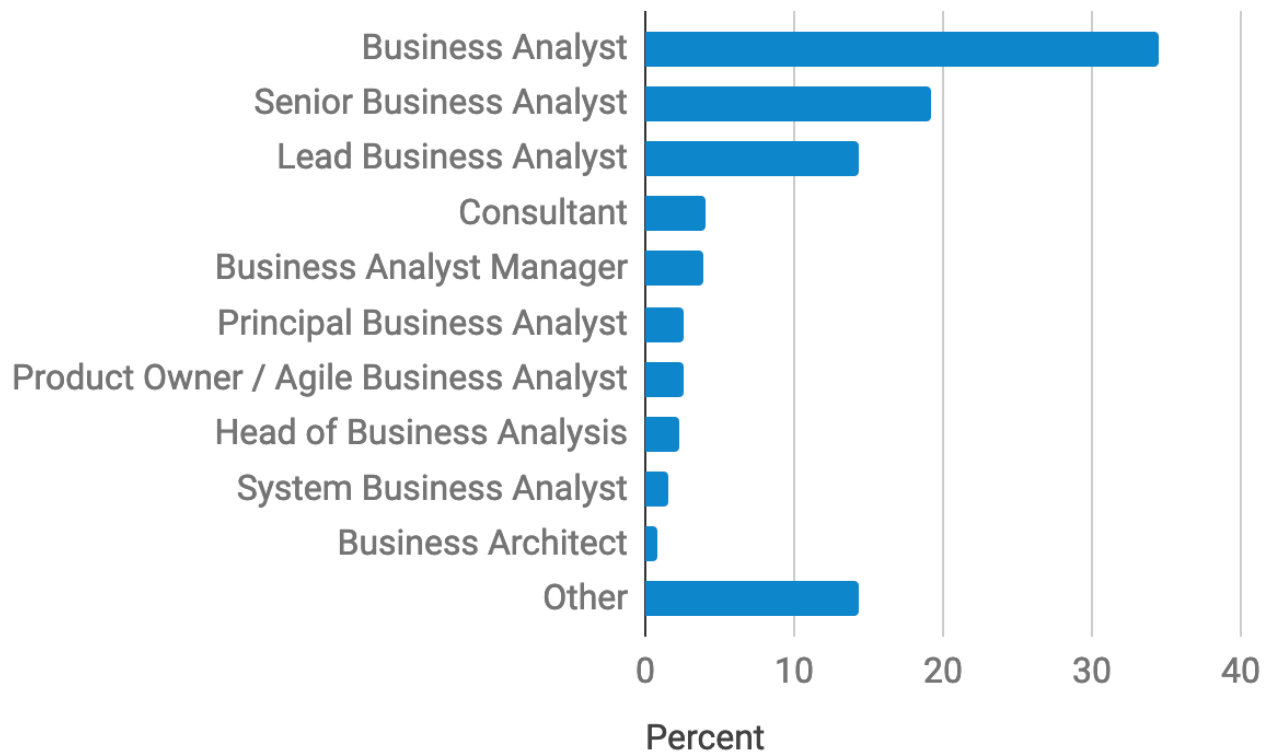
1.3 What is your working status?

Unemployed
2.0%
Contractor
11.5%
Employed part time
7.4%

Employed full time
79.0%

1.4 How long have you worked in Business Analysis?

More than 15 years
23.0%

Less than 1 year
4.1%

1−5 years
25.6%

11−15 years
18.4%

6−10 years
28.9%

1.5 What is your official job title?

As you might expect, the large majority of survey respondents are either titled Business Analyst or variations on this such as Senior/Lead. Of the respondents who selected "Other" it's interesting to note that there were 7 respondents with the Job Title "Business Designer" and 7 with the title of "Product Engineer". Alternative titles appear to be catching on with some organisations.

1.6 How much do you enjoy your current Business Analysis role and being a Business Analyst?
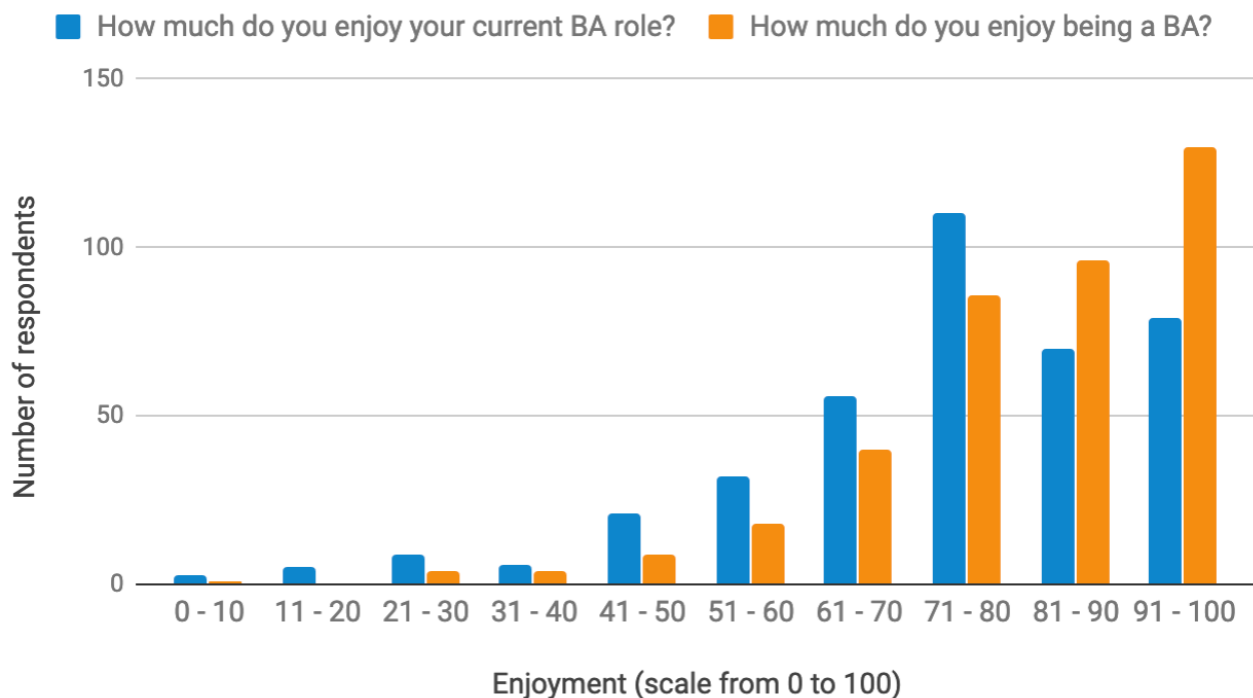
This is a new question for this year. We were intrigued to find out just how much practising BAs in the UK enjoy their role. The results will be very interesting to compare as the years go on. This initial response tells us what we hoped - you love the profession! When asked on a scale of 0% to 100% how much you enjoyed being a BA a whopping 96% of respondents rated this as at least 50% or more and of these, 58% went so far as to rate their enjoyment at 80% or more.

When asked the same question but with regard to a rating for how much they enjoyed their current role, the response was slightly lower. 89% of respondents rated their enjoyment at 50% or more with 38% going on to rate this as being at 80% or more. This suggests that some respondents feel they have enjoyed their role more in the past or that they expect to enjoy it more at some point in the future.

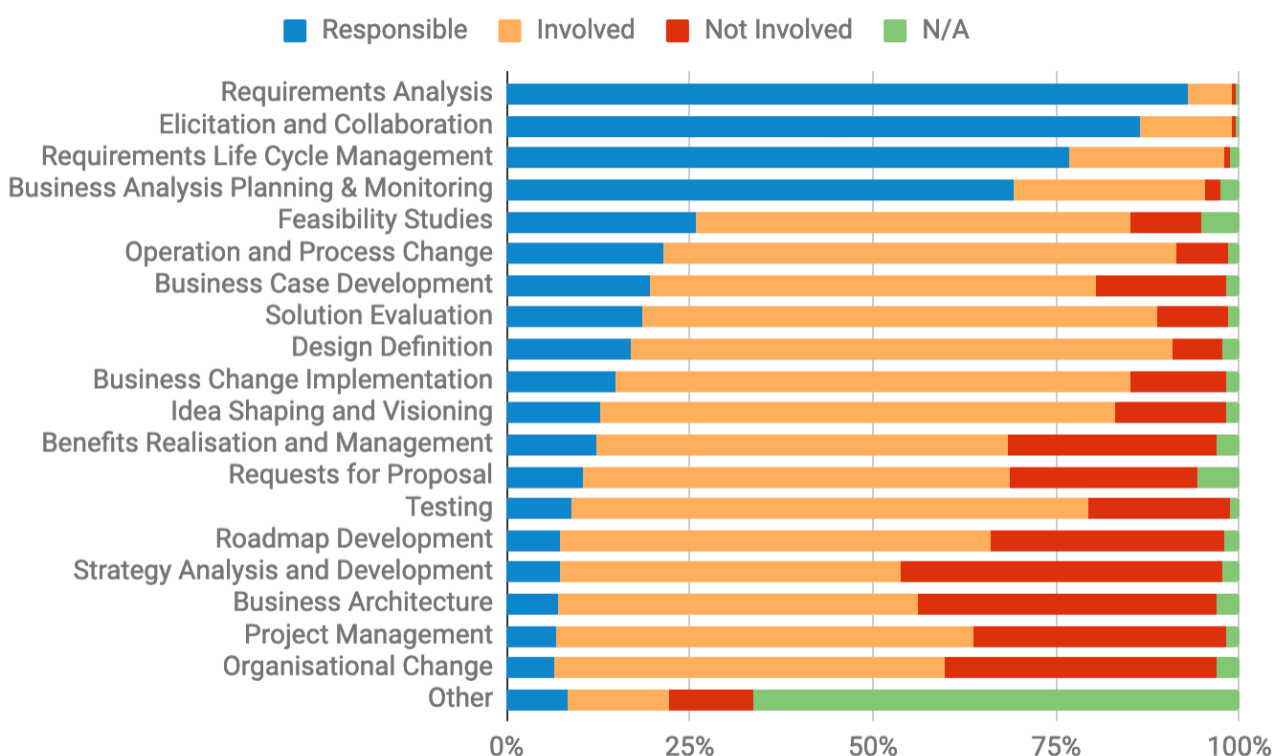## 1.7 In 5 years time what role do you see yourself in?
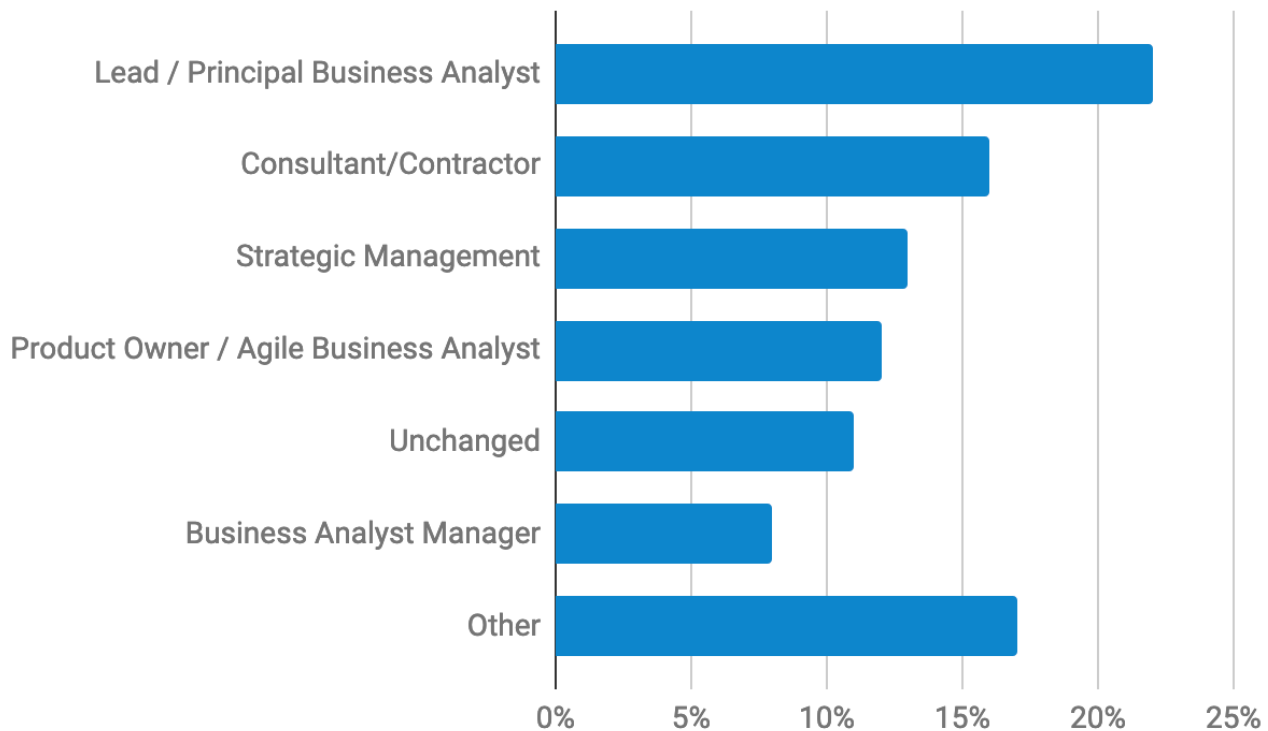
These results are representative of those in recent years. To note, around 6% of respondents believed that in 5 years time they would be retired.

Area 2
Professional services

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

Legend: ■ Responsible ■ Involved ■ Not Involved ■ N/A

Requirements Analysis
Elicitation and Collaboration
Requirements Life Cycle Management
Business Analysis Planning & Monitoring
Feasibility Studies
Operation and Process Change
Business Case Development
Solution Evaluation
Design Definition
Business Change Implementation
Idea Shaping and Visioning
Benefits Realisation and Management
Requests for Proposal
Testing
Roadmap Development
Strategy Analysis and Development
Business Architecture
Project Management
Organisational Change
Other

0% 25% 50% 75% 100%

The results from this year are consistent with those of previous years. Business Analysts are primarily responsible for or involved in the provision of Requirements Elicitation, Management and Analysis. Many Business Analysts are also responsible for the provision/delivery of a vast range of other services relating to business and technical change. Results in the "Other" category include coding, Privacy Impact Assessments and user experience, along with recruiting and line managing teams.

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

This year the questions were updated slightly which has given rise to some interesting results. Broadly the most popular services are the core analysis activities of Requirements Elicitation, Analysis and Management. "Workshop Facilitation" was added as a specific service and interestingly, this came out as the third most popular service offered.

Some of the questions around change management were consolidated within the "Change Management" service, which came out as the sixth most popular service offered. "Data Analysis" was also a new option this year. This came fairly high on the most popular list too, coming in at number eight. The final new option was "UX Research and Design" which came in at the bottom end of popular services.

In the "Other" category, results included offering services as Product Owner, mentoring and a couple of respondents saying they did pretty much anything needed to get the project over the line.
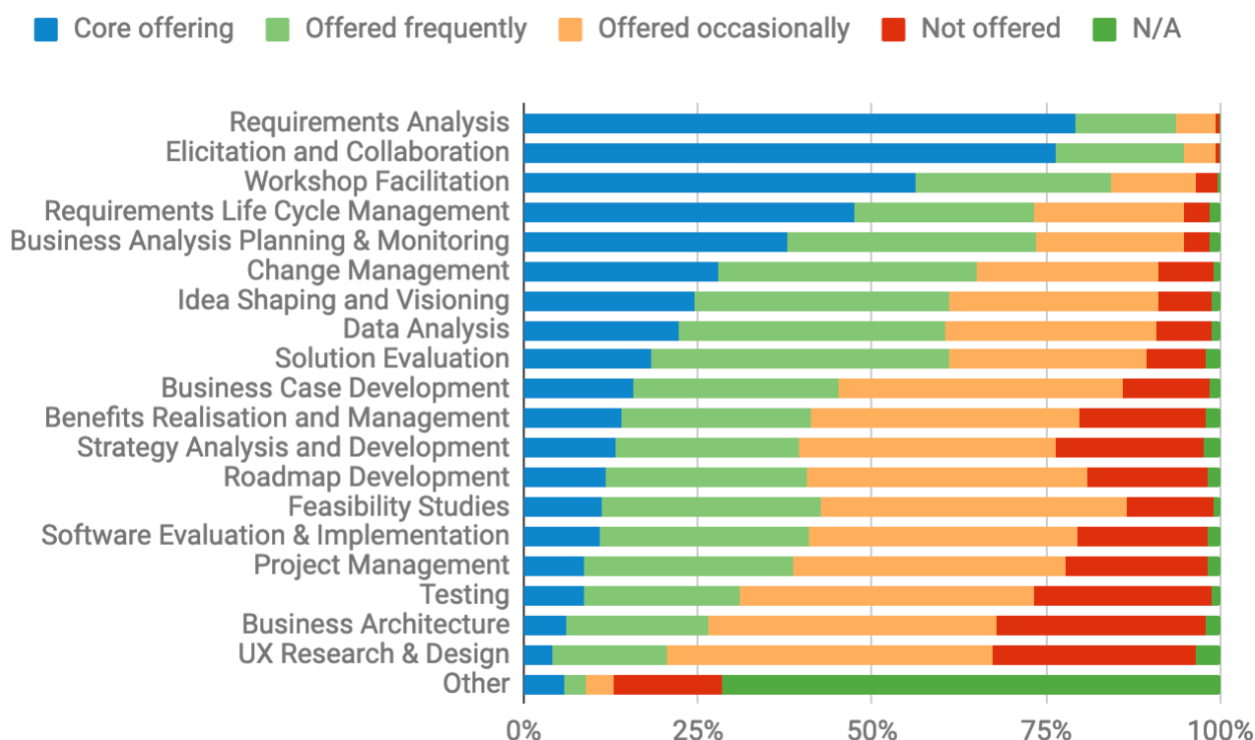
Area 3
Activities, tools & techniques

3.1 What is the biggest challenge, or challenges, you face in your role?

There were many varied responses to the biggest challenges faced, with stakeholders and stakeholder management a theme that was raised by 15% of respondents. A similar number reported issues with responsibility, ambiguities across team roles and a lack of understanding of the business analysis role.

10% of challenges reported were related to the agile theme, with specific responses including
  "*There is no role of interest to a BA in an Agile development team*",
  "*Misunderstanding of and obsession with Agile*", and
  "*While accepting that agile is all about building MVP and then iterating, I worry that sometimes we persist too long with tactical & manual processes as a sticking plaster.*"

7% of respondents considered proving the value of business analysis to be their biggest challenge, often with senior management not understanding the importance of analysis.

Other responses were quite diverse. Training and development challenges were identified by just 2% of respondents. Budgetary constraints were also mentioned a few times, alongside delivery pressures. The most succinct response came from somebody whose biggest challenge is "boredom"!

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

It is not surprising to see workshop techniques at the top of the list, and techniques specifically related to agile practices are heavily used. Use case modelling is still used by 44% of respondents, but eclipsed by the 84% who use user stories.

Techniques relating to user experience, such as personas and wireframing, were used by just under 40% of respondents. Data modelling was used by a similar percentage.
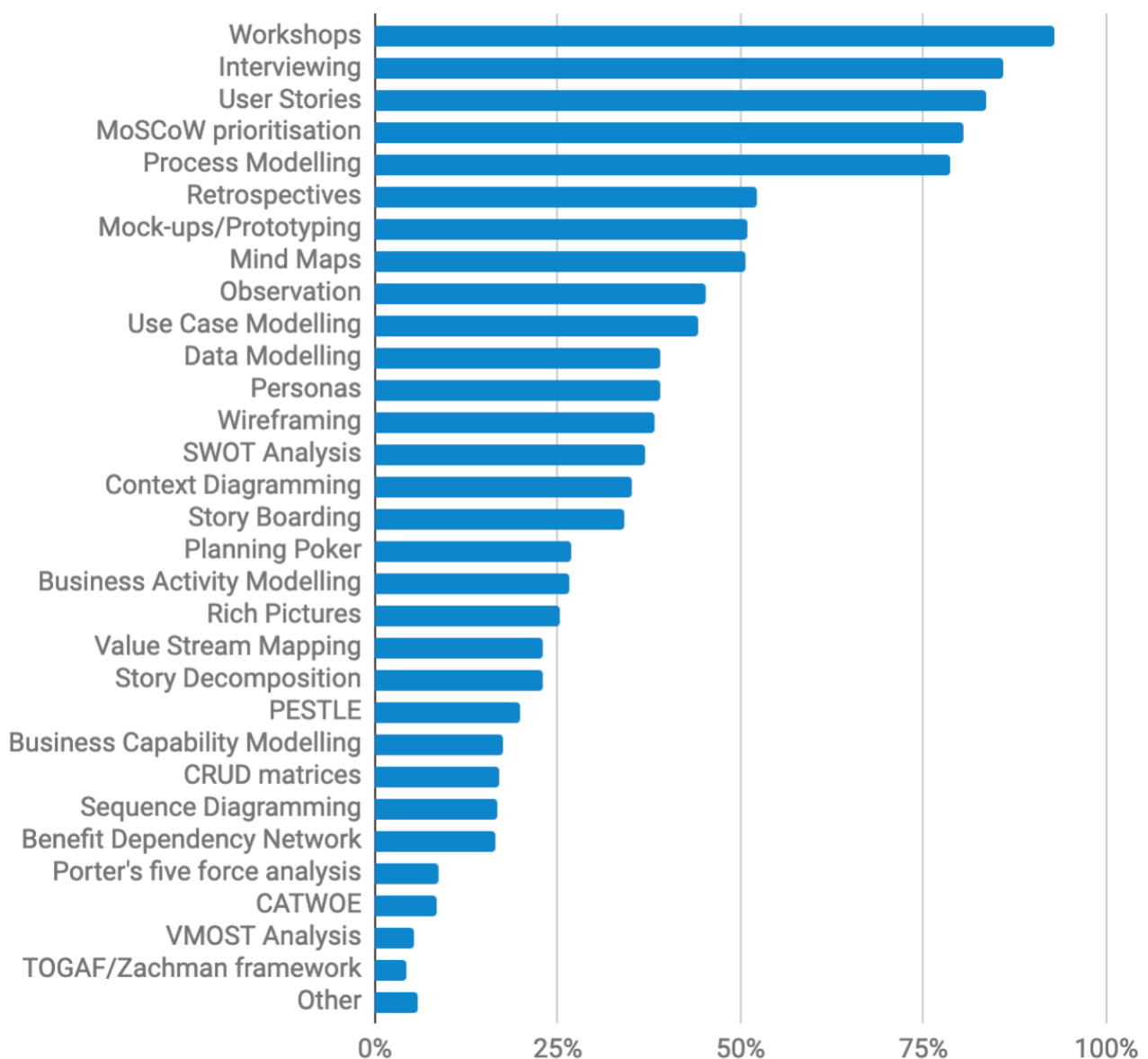
3.3 Which of the following TOOLS have you personally used in the past 12 months?

MS Office is still top of the list of tools used, with perhaps surprisingly MS Visio a close second. A diagramming tool is essential for many roles, but lower cost alternatives like Lucidchart have a significantly smaller footprint within our community.
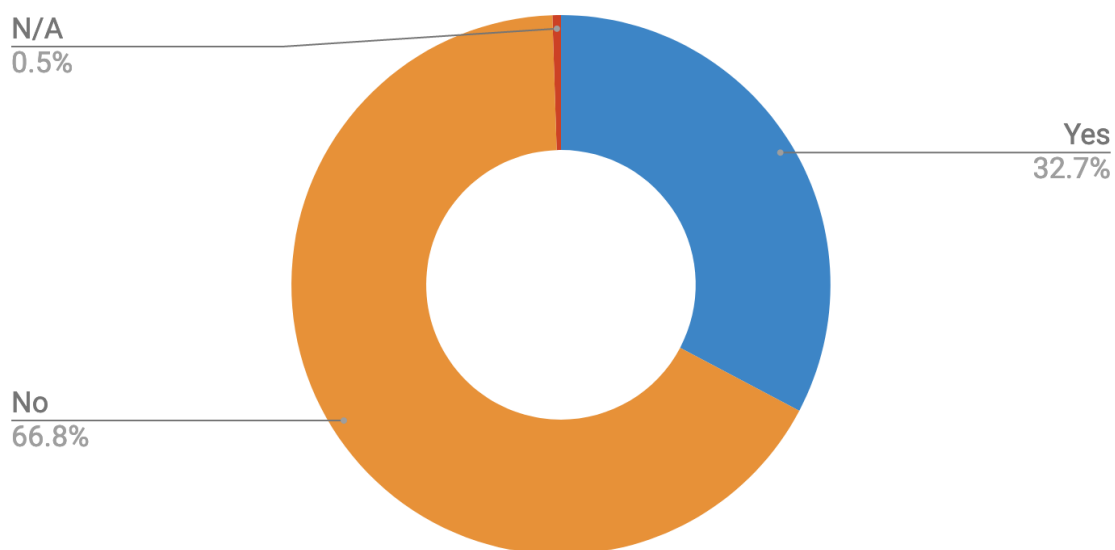
Work management tools like Jira, MS Project and Trello are all used significantly. Cloud-based tools also feature prominently, both vendor hosted like Trello and Google Sheets, and tools hosted either externally or internally, such as SharePoint and Confluence.
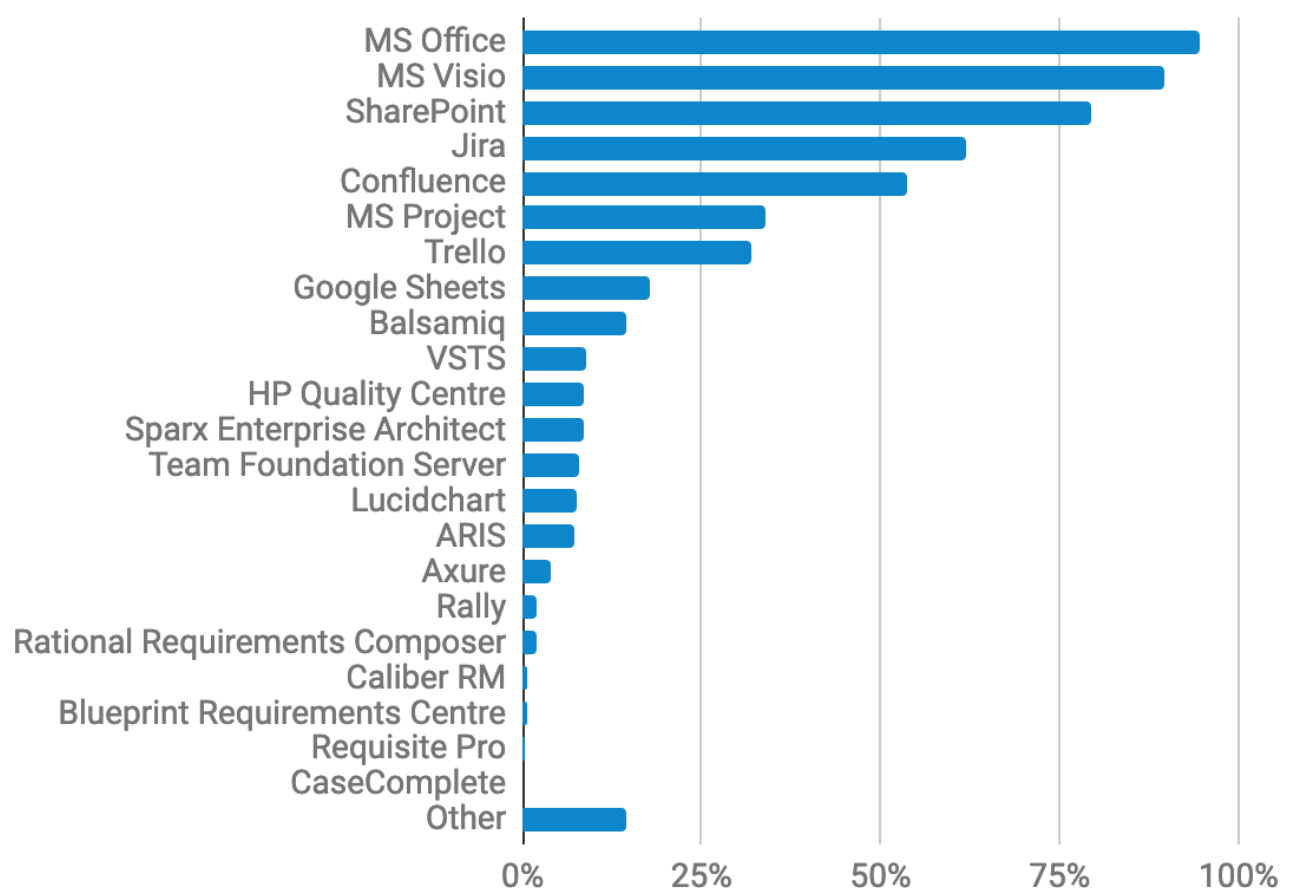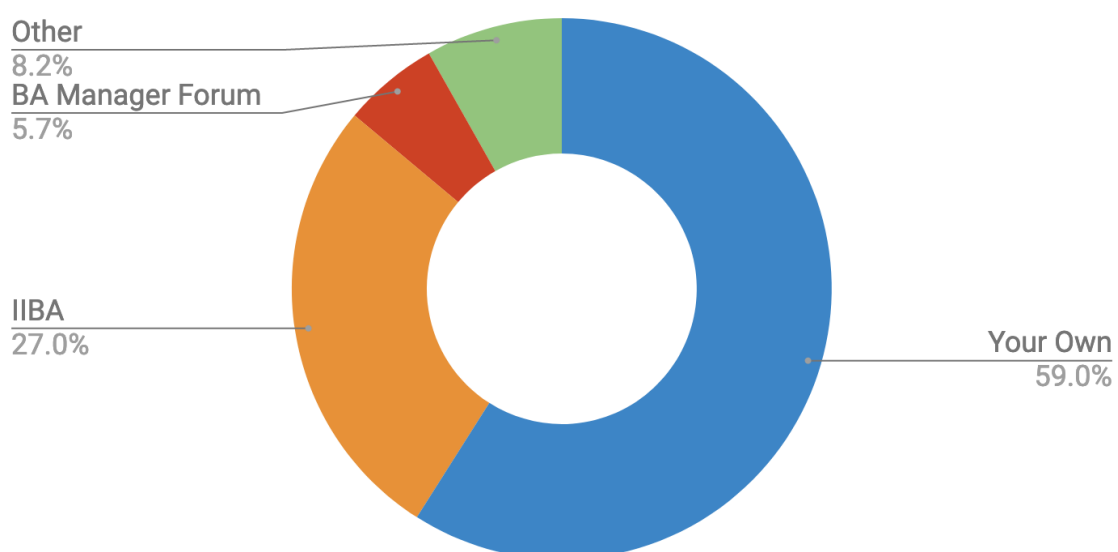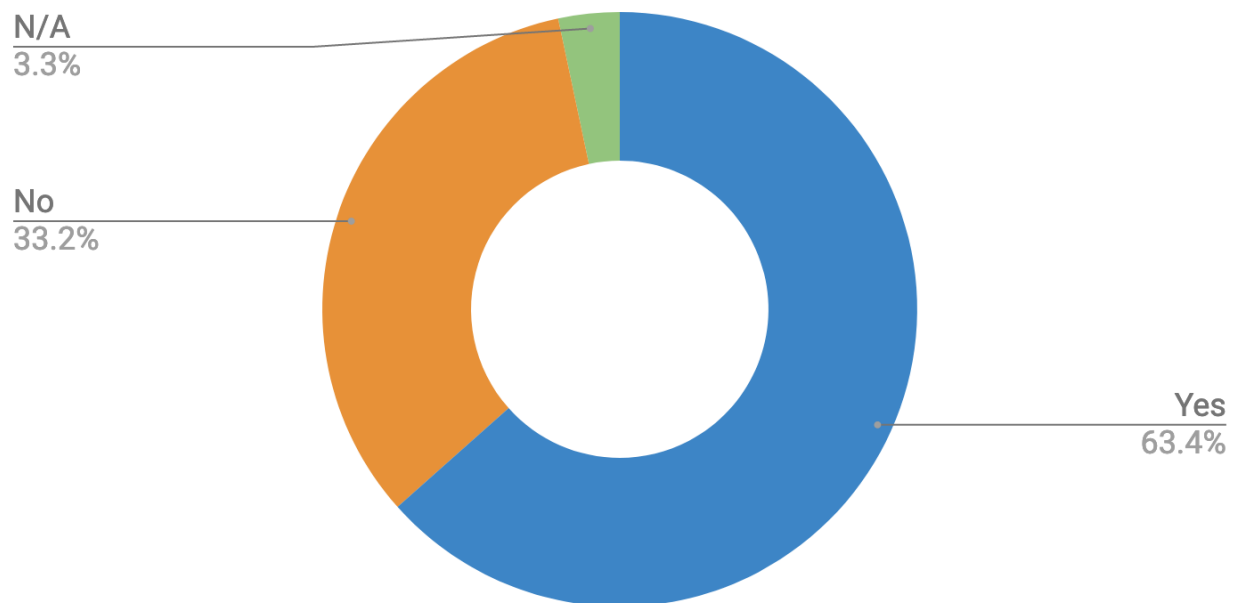
Area 4
Practice & maturity

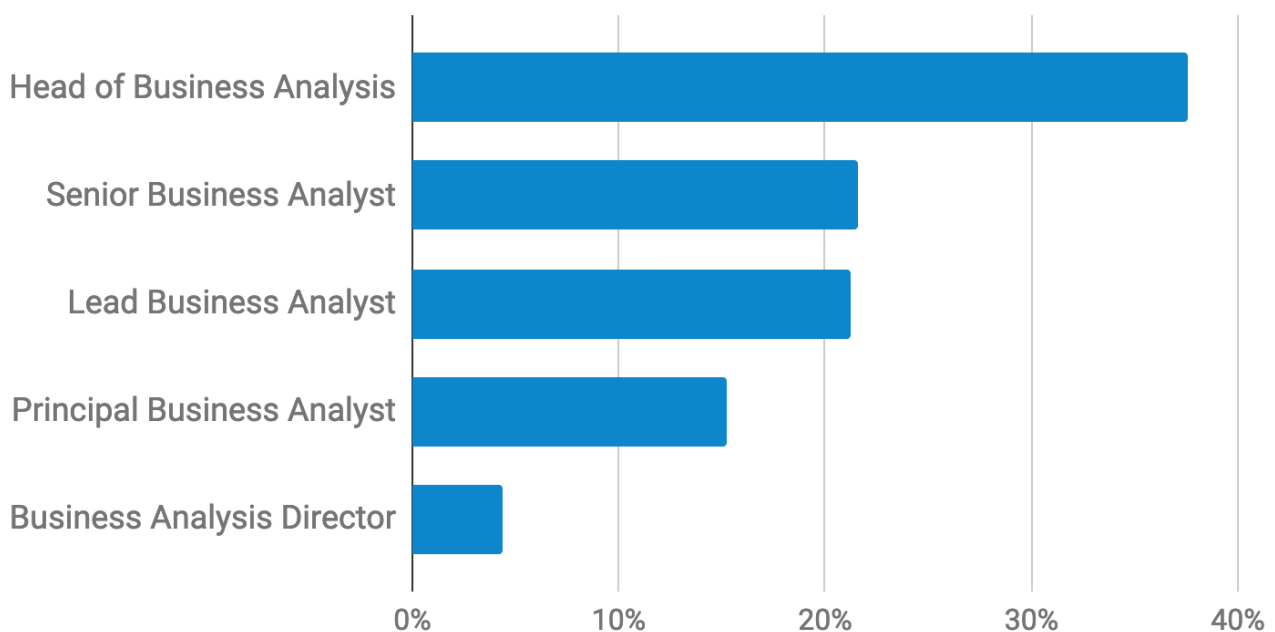## 4.1 In your organisation, do you track your BA Practice's maturity?

N/A
0.5%

Yes
32.7%

No
66.8%

4.2 Which maturity model do you use?

Other
8.2%
BA Manager Forum
5.7%

IIBA
27.0%

Your Own
59.0%

4.3 Do you have a practice manager / lead?

N/A
3.3%

No
33.2%

Yes
63.4%

4.4 How senior is your practice lead?

Head of Business Analysis

Senior Business Analyst

Lead Business Analyst

Principal Business Analyst

Business Analysis Director

0%   10%   20%   30%   40%

## 4.5 Within your organisation, where does the Business Analysis competency sit?
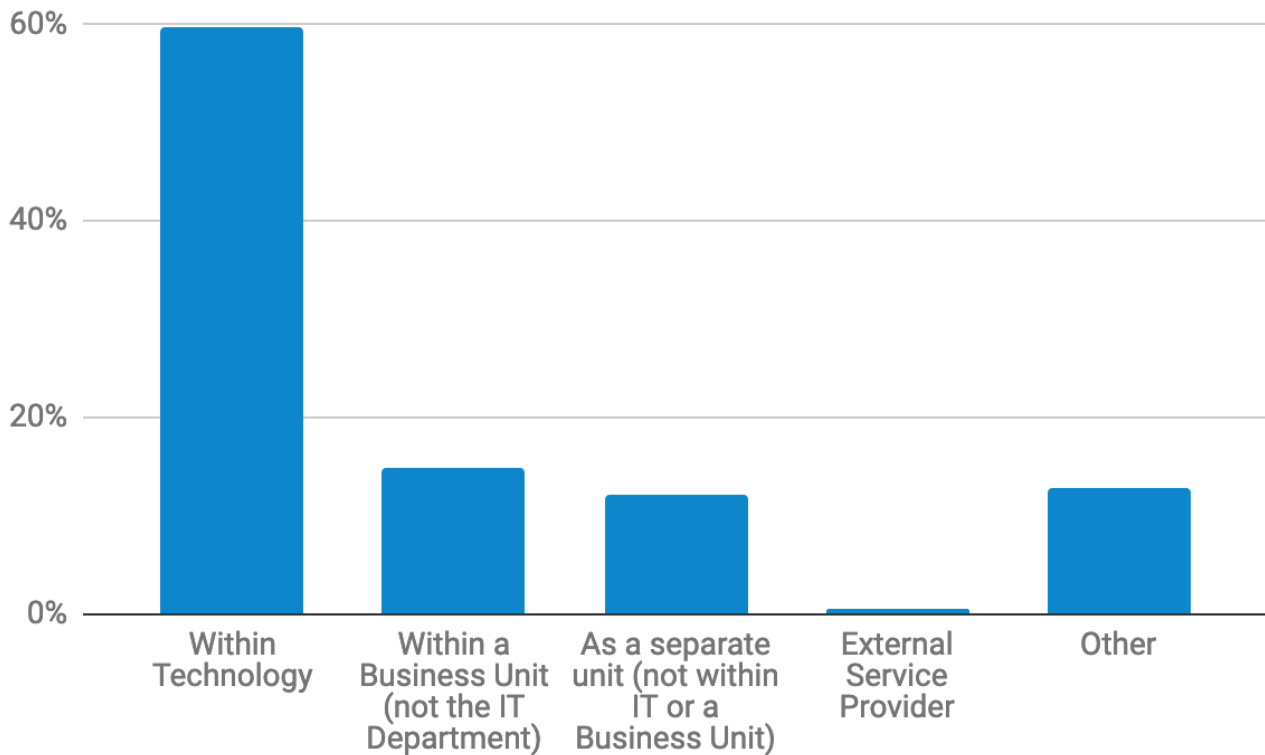
The results in this year's survey are broadly the same as in the most recent surveys. The majority of respondents work within the Technology part of their organisation.

In the "Other" category, a fair number of respondents indicated their Business Analysts are split/distributed across Technology and other business units. A few were in a dedicated Change function.

4.6 Roughly what percentage of your work results in software implementation?

There are some subtle and interesting changes here. Its becoming slightly less likely that analyst's work will result in a software implementation. This is also indicated by a closing of the results at the top end and a growth of the number of analysts saying their work is unlikely to result in a software implementation. This perhaps indicates that Business Analysts are becoming more involved in broader change work.

0-25%
16.3%

76-100%
33.6%

26-50%
17.8%

51-75%
32.3%
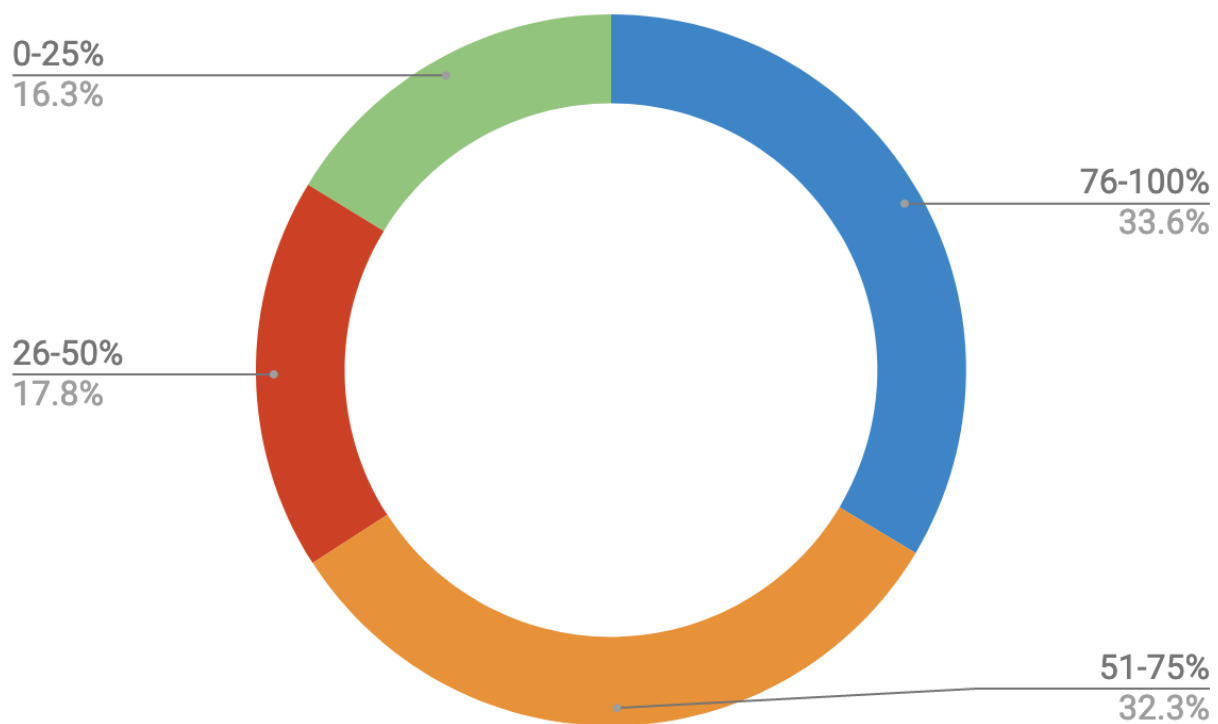
4.7 What percentage of your projects use the following solution development methods?

Here the results are in line with those of the last few surveys, with a slight growth in the popularity of hybrid methods.

The comments indicate a frustration with organisations claiming to work in an Agile fashion yet not doing so. Several respondents state that they specifically work with Scrum and some with Kanban.
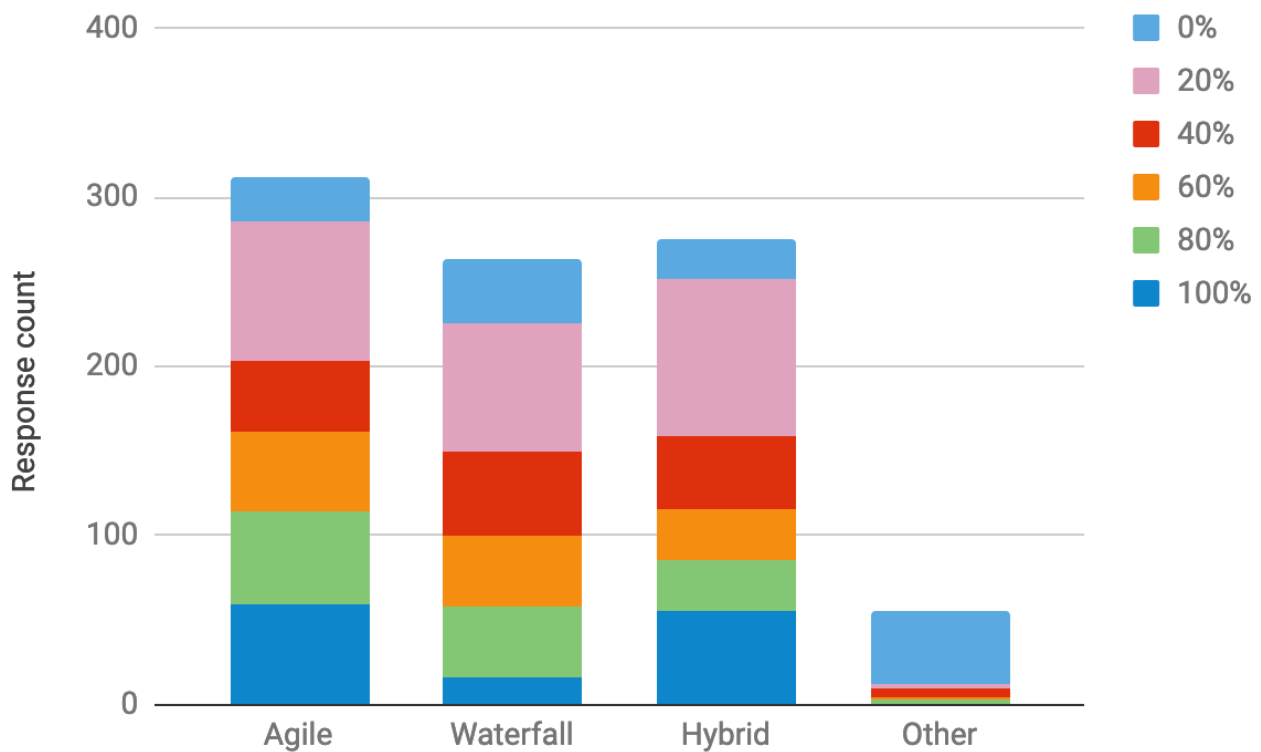
4.8 In your personal opinion, please rate the following statements as you see them today.
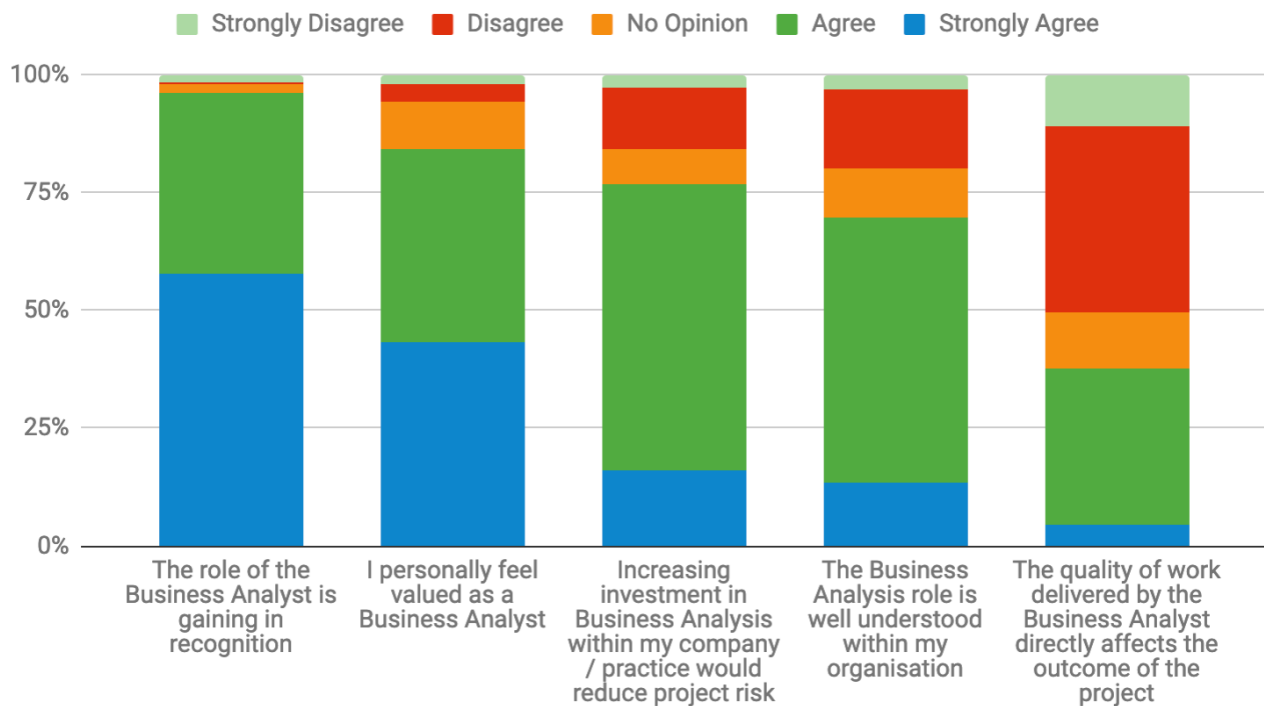
The role of the Business Analyst is gaining in recognition

Well, we are an optimistic bunch. We continue to have a stong feeling that the role is gaining in recognition.

I personally feel valued as a Business Analyst

There is sadly a slight shift away from agreement with this statement. This year's result is otherwise consistent with the general feeling from previous surveys that Business Analysts feel valued in their role.

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

There is strong agreement amongst respondents that this is the case.

The Business Analysis role is well understood within my organisation

As with previous surveys, a sizeable minority of respondents (20%) consistently report that this is a challenge and the role is not well understood.
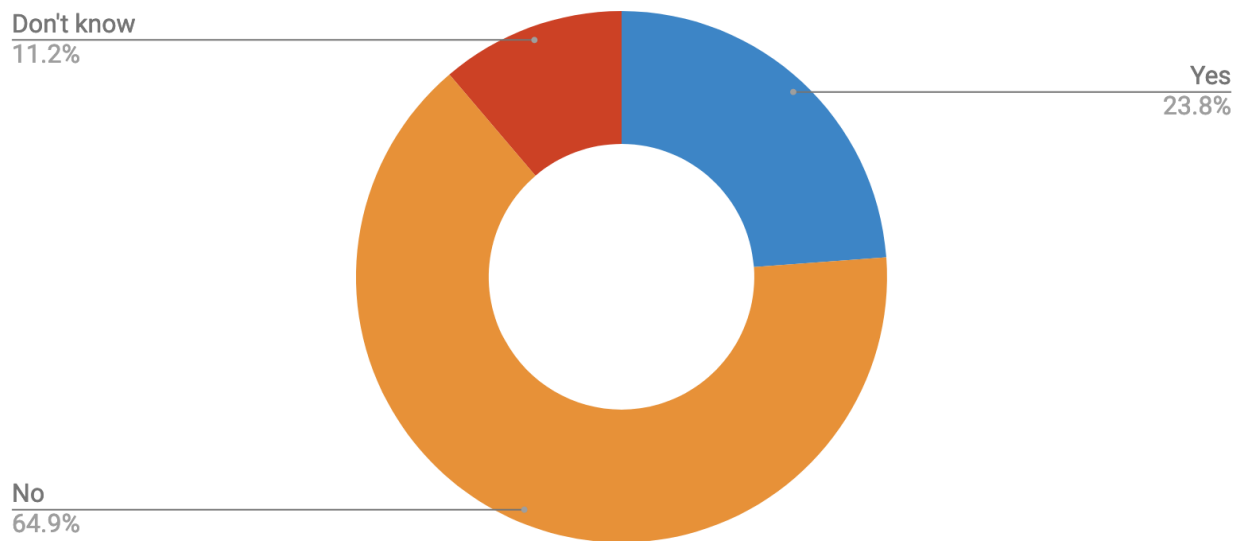
The quality of work delivered by the Business Analyst directly affects the outcome of the project

With only 38% agreeing that the quality of Business Analysis work directly affects the project outcome, and 50% disagreeing, there is either an undervaluation of the impact of good quality Business Analysis, or there are external influences that are perceived to impact project outcome irrespective of the quality of the Business Analysis work.
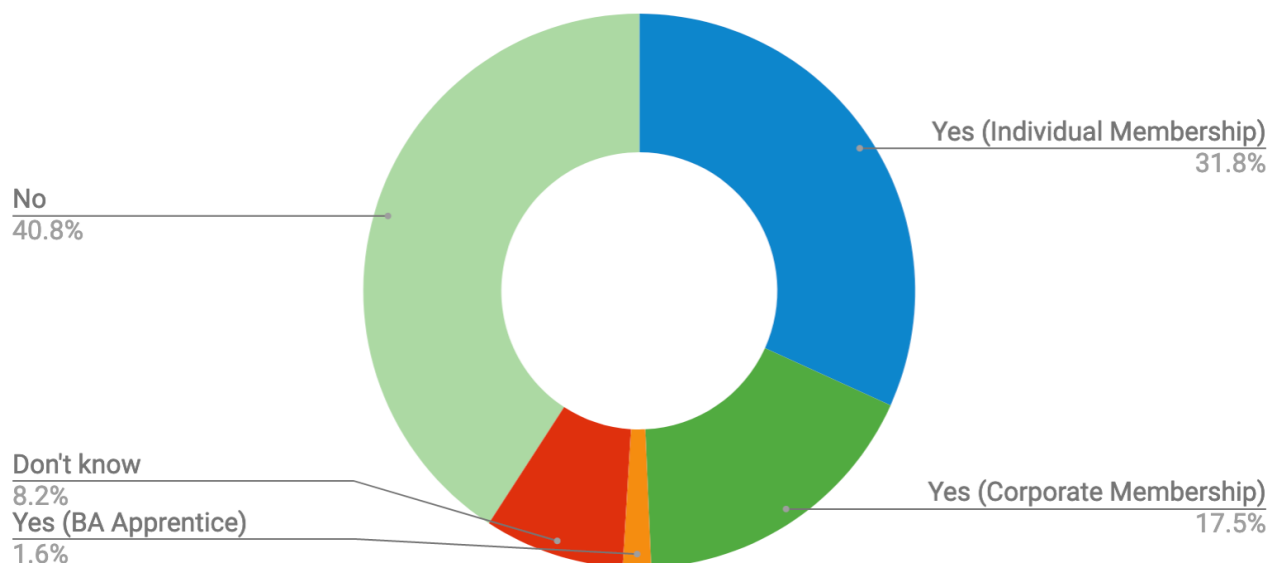
Area 5
IIBA membership

5.1 Are you a member of IIBA at international level?

Don't know
11.2%

Yes
23.8%

No
64.9%

5.2 Are you a member of IIBA UK chapter?

No
40.8%

Yes (Individual Membership)
31.8%

Don't know
8.2%

Yes (BA Apprentice)
1.6%

Yes (Corporate Membership)
17.5%

5.3 Do you feel that you get good value for money from your IIBA UK membership fee? (Members only question)

Don't know
35.3%

Yes
51.3%

No
13.4%
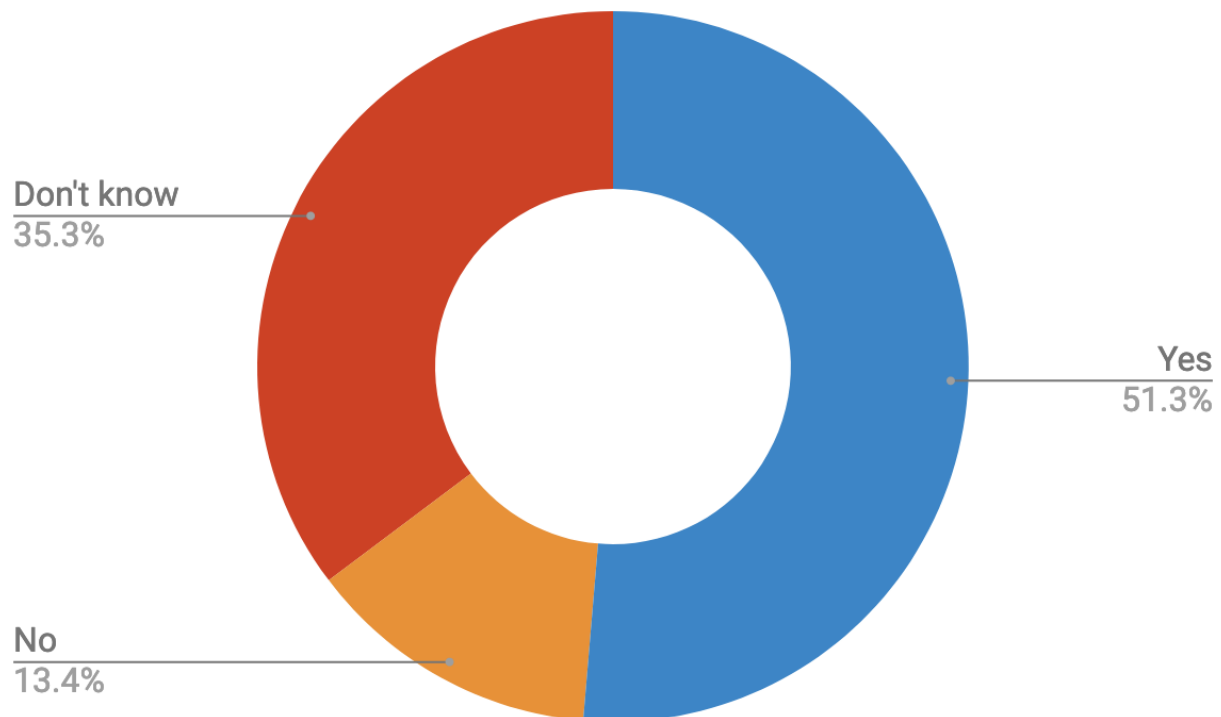
5.4 Would you recommend IIBA UK to other Business Analysts? (Members only question)

No
16.2%

Yes
83.8%
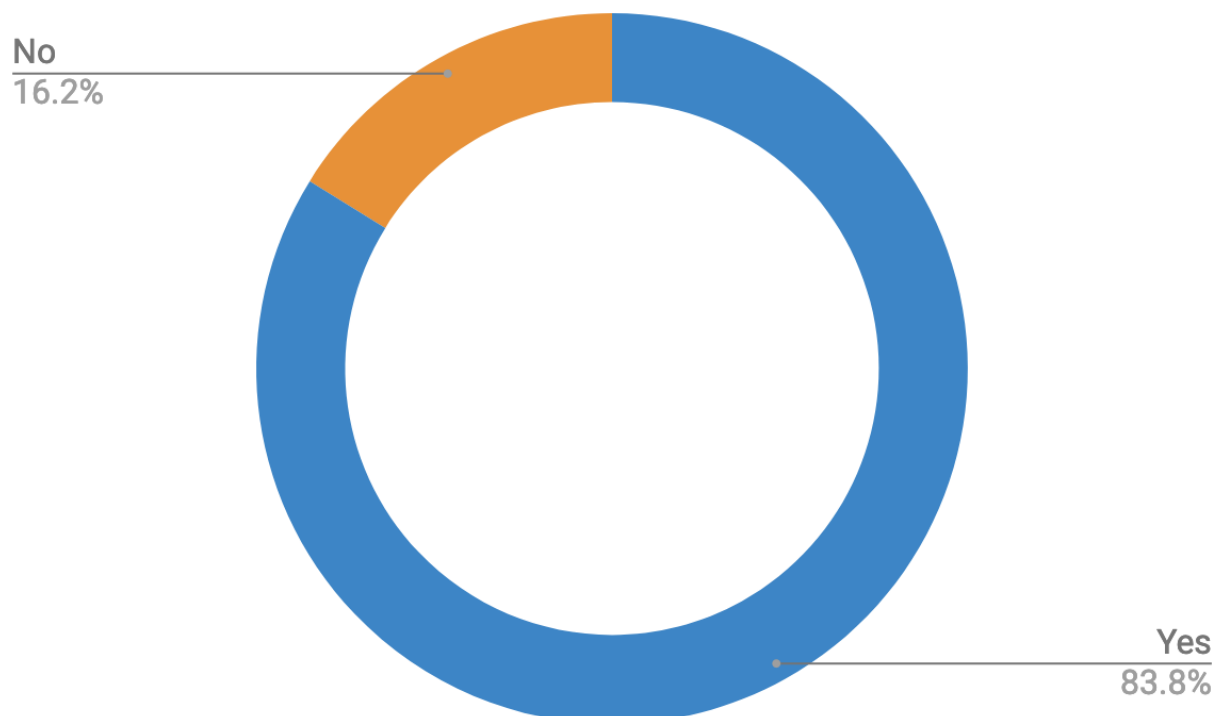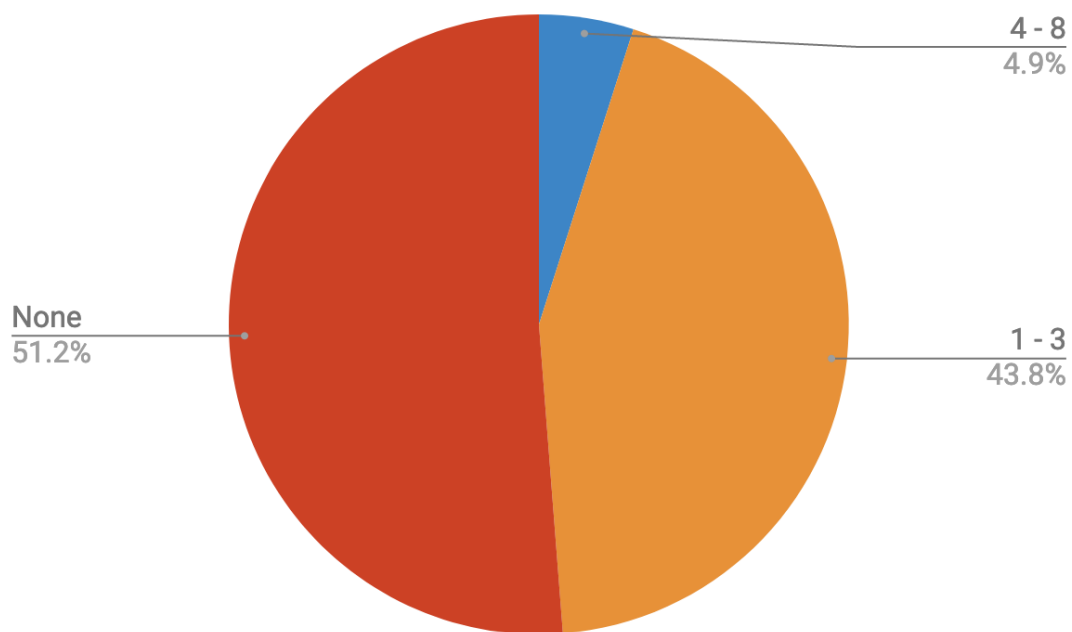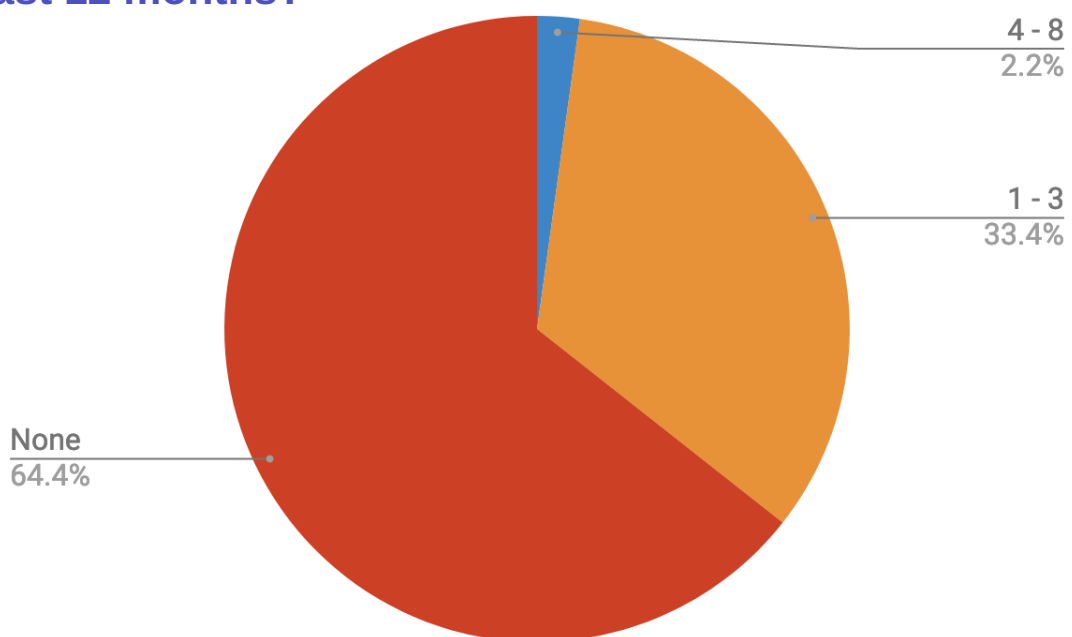
Area 6
Events

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

None
51.2%

4 - 8
4.9%

1 - 3
43.8%

6.2 How many IIBA UK 'live' webinars have you attended in the last 12 months?


None
64.4%

4 - 8
2.2%

1 - 3
33.4%

6.3 How many recorded events have you watched in the last 12 months?
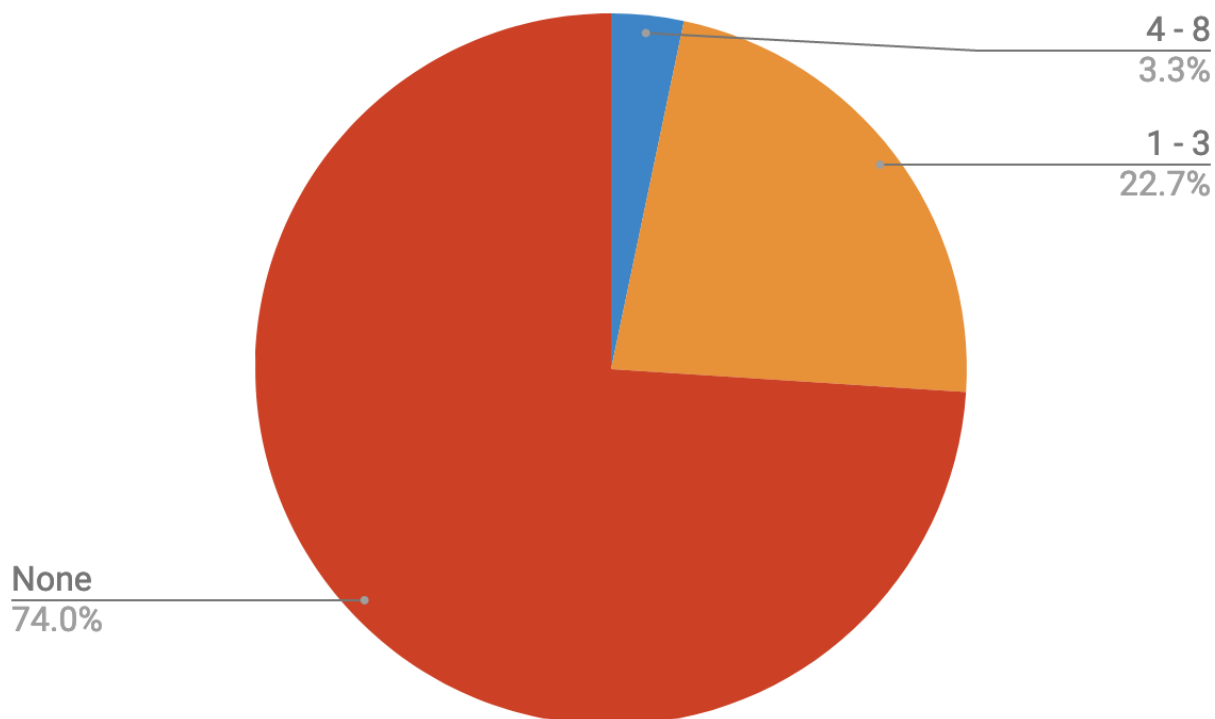
Our events continue to reach many of our members with fewer reporting that they haven't attended any IIBA UK events in the last 12 months, which is great news. This year we have split the question about the number of recorded webinars you have watched from the question regarding the number of webinars you have attended live, making comparison to prior years harder to undertake. It is very encouraging to know that 25% of respondents have watched at least 1 recorded webinar and 3% have watched 4 to 8!

6.4 Have you participated in the IIBA UK mentoring programme?
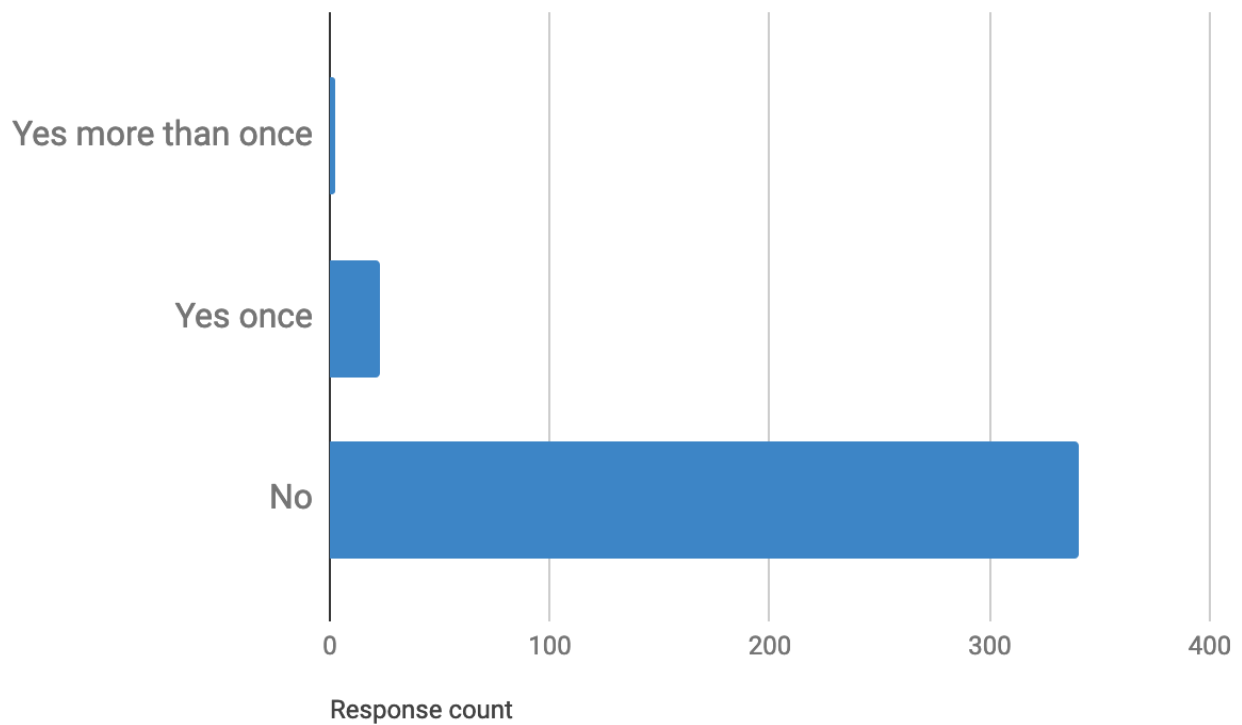
For the first time this year we asked you how many of you had participated in our successful Mentoring programme, now in its fourth year.

6.5 How can we make our events and webinars more relevant to you?

This question generated a fantastic response. Many of you are very happy with the range of topics at events and webinars and though the timing doesn't always suit everyone, there was general satisfaction with the timings we typically use for our events. Sadly many of you just struggle to find the time to access IIBA UK events whilst balancing work and home. Some of you were unaware of the range of webinars on offer or the fact that these can be accessed after the event since they are recorded. It is definitely a good idea to check your marketing preferences to make sure you have indicated correctly what types of events and in which locations you wish to be notified of as we don't want you to miss out on value from your membership fee.

We received a range of varied and thought provoking responses. The most popular request was for more events in "my" area. Those areas mentioned in order of frequency included Leeds, the Midlands, Wales and Scotland amongst others. We do our best to penetrate new geographies and venues. One way that members can help is by offering to host events at local premises - bring IIBA UK to you! Should you be able to facilitate an event your local Community Director will be more than willing to help you make it a success and it will provide an excellent opportunity for you and Business Analysts in your practice to raise your profile.

Making events more practical and relevant to real-life business scenarios was mentioned several times. We hope that our "Analysis in Action" style events which continue to remain popular are beginning to help members feel there are more opportunities for this style of learning.

Some also asked for more help for new Business Analysts. From October 2019 we have been running a monthly webinar working through key chapters of the BABOK Guide which may go some way to addressing this need. At the other end of the scale there were some requests for sessions covering leading a practice and in making a case for the value of business analysis. You also asked us to cover Agile, working across different domains, and UX. We will add these to our backlog and do our best to continue to offer a wide and varied programme of events that appeal to our members.

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

Many respondents were happy with all that IIBA UK currently do. It was great to hear a range of ideas as to what else we could be doing to add value.

Some of these ideas have come up before and have great merit, for example the idea of having a Business Analysis problem solving forum. A couple of respondents suggested this, in the form of an "ask the expert" type session which could be delivered online.

Other repeated requests were for tools to help members promote the value of Business Analysis within their organisations.

New ideas included interacting more with Business Analysts from other countries, to see what we could learn from them. There were several calls for an online networking opportunity, and some for greater association with universities. A couple of respondents suggested that IIBA UK offer an in-house audit for firms, conducting a practice review and making recommendations.

All of the ideas you put forward are extremely valuable to us and we continue to do our best to adopt these where practical.

Area 7
Professional development

7.1 Which of the following qualifications do you hold today?


Response percent
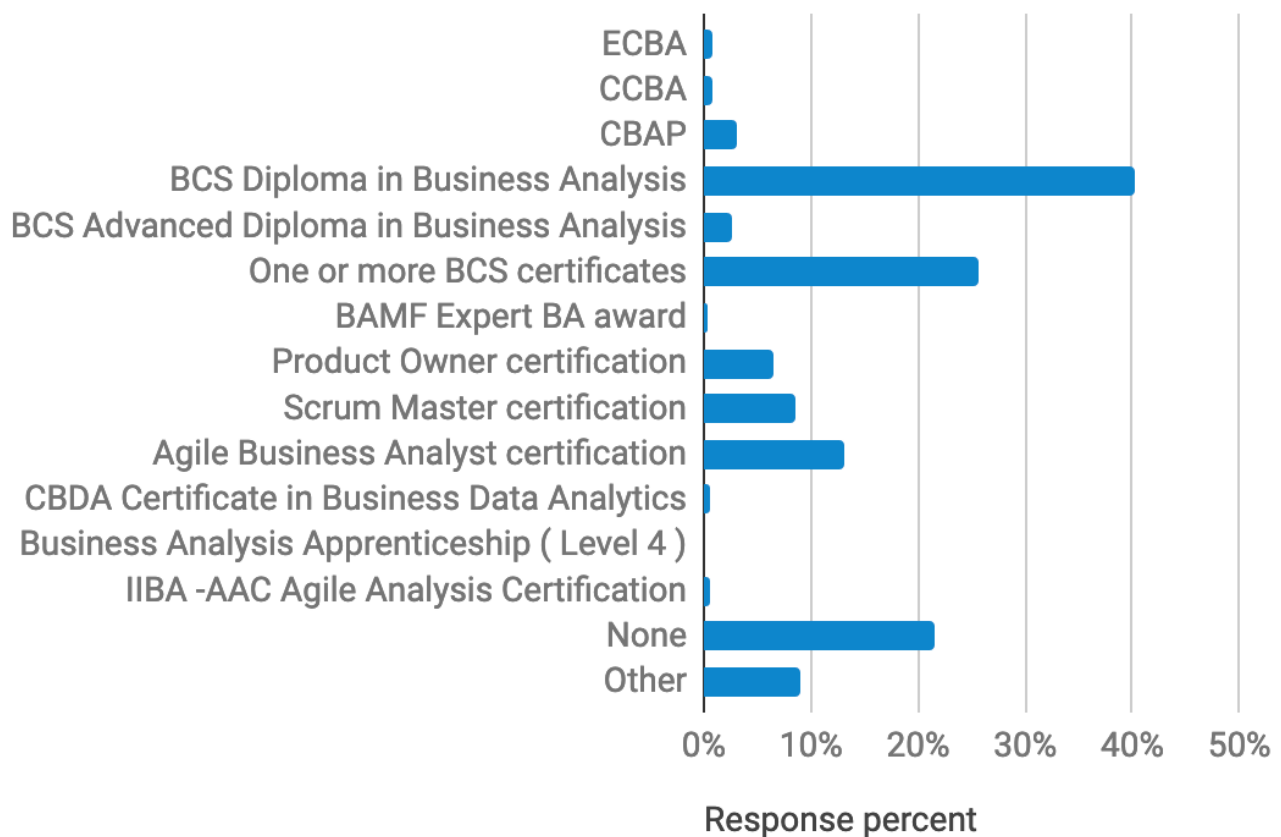
Not a lot of movement here in the results compared to the 2018 survey. If anything, there is a slight overall reduction in the number of respondents saying "Yes" to many of the categories, but it is very slight. Certainly the majority of those who hold qualifications hold the BCS Diploma in Business Analysis or are working towards it.

This year we added some new questions to reflect changes in IIBA certifications and the introduction of the Level 4 Apprenticeship standard. There were few if any respondents who as yet hold these certifications.

The "Other" category saw a range of responses. Most common certifications included those in Lean / Six Sigma and in Prince2.

7.2 Which of the following qualifications do you intend to gain within the next 12 months?
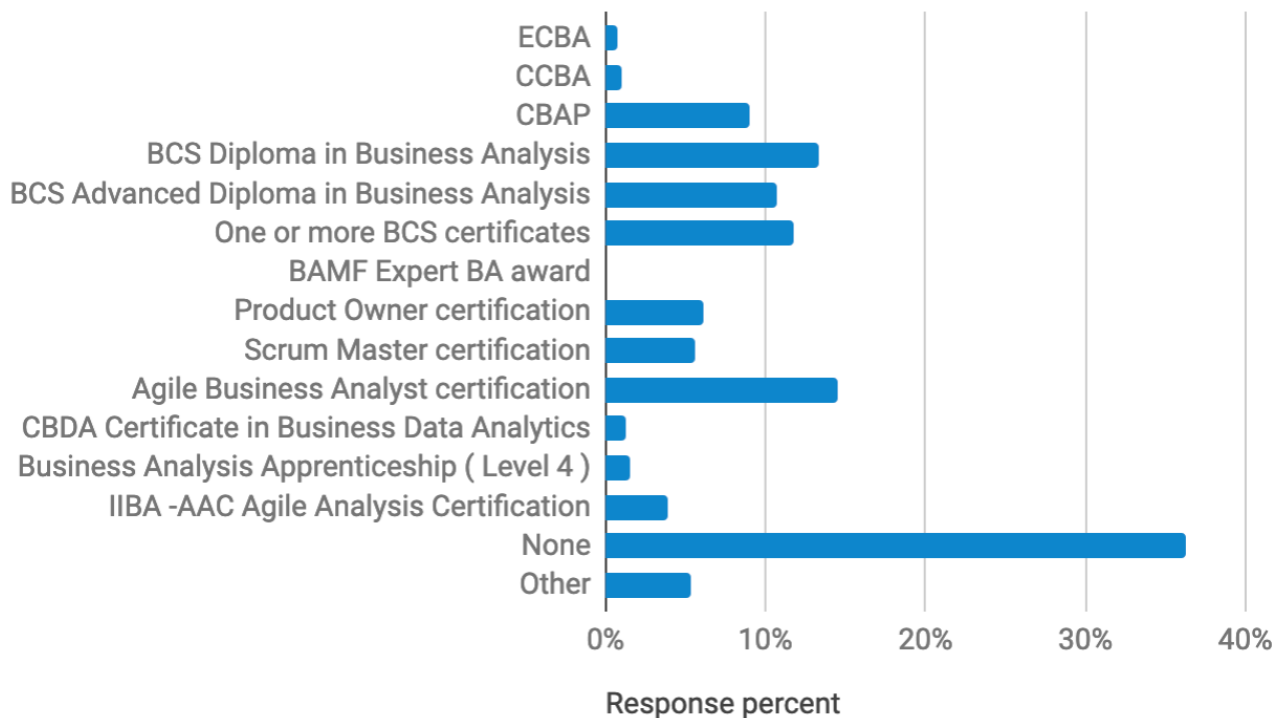
Results show a slight overall reduction here in the desire to to the "classic/core" BA qualifications and a slight increase in the desire to obtain more specialist qualifications such as Product Owner and Scum Master. These are very small changes.

In the "Other" category, results included several respondents working towards an MBA and some towards TOGAF / Zachman architecture certifcations.
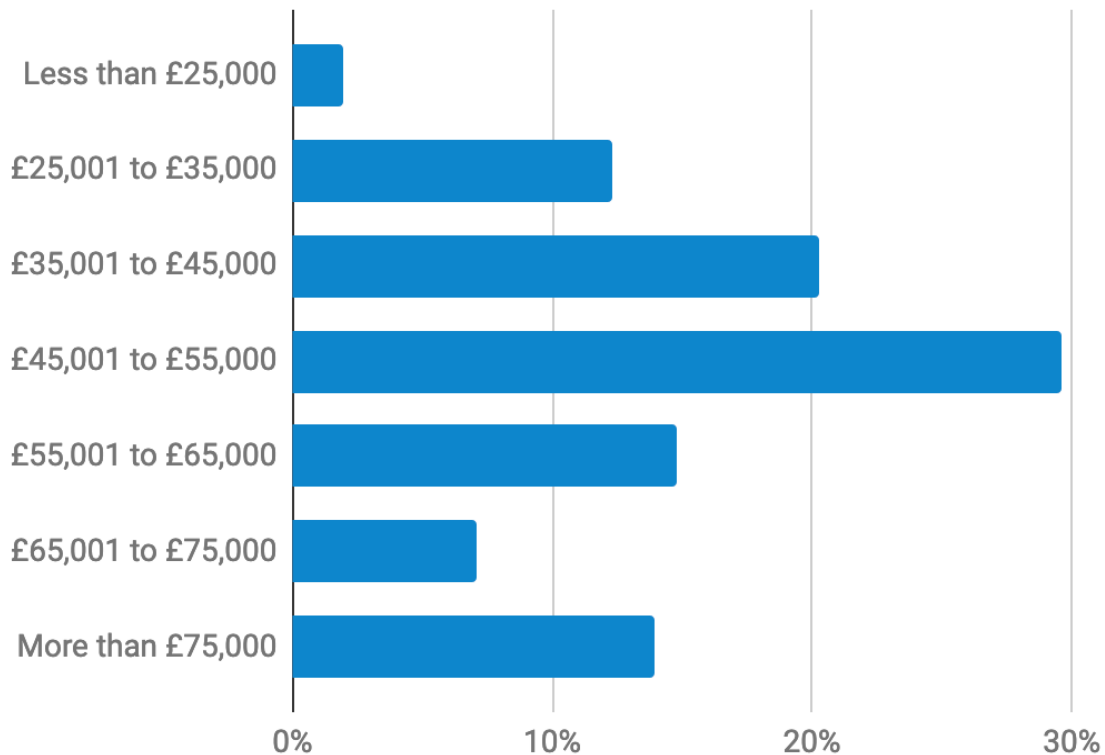
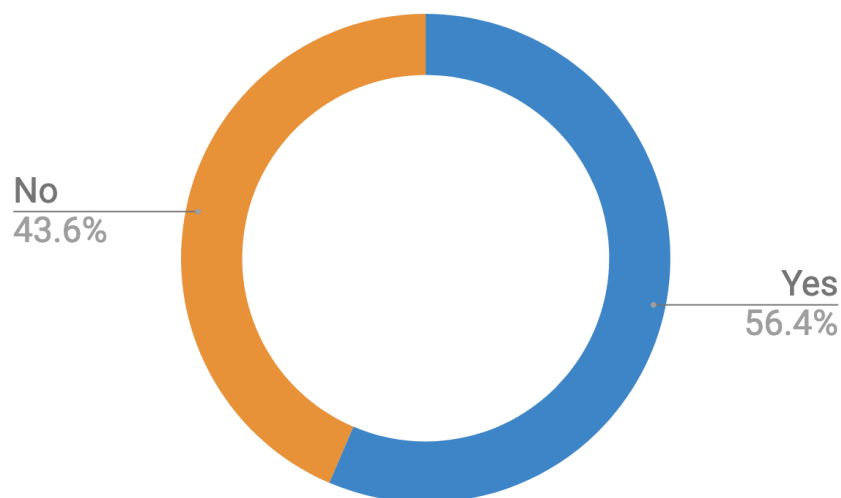## 7.3 Does your employer support your professional development (as a Business Analyst)?
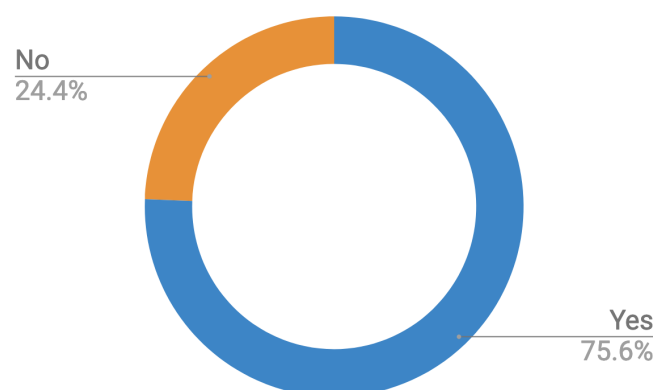
Area 8
Salary

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

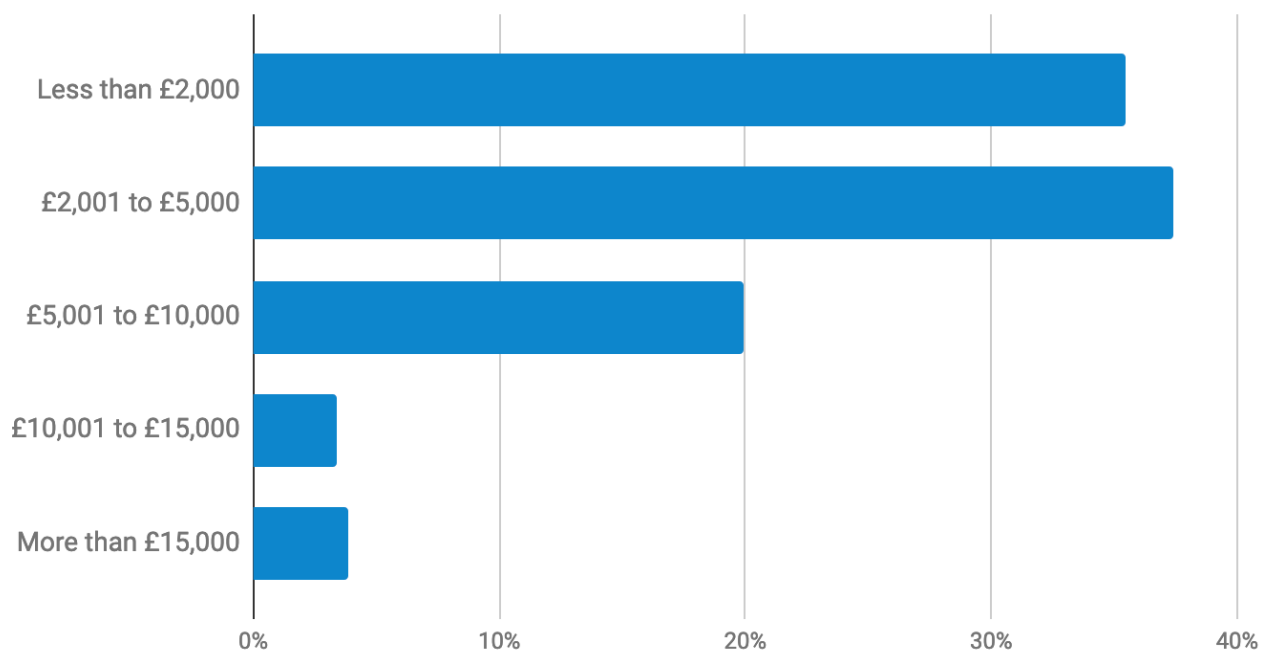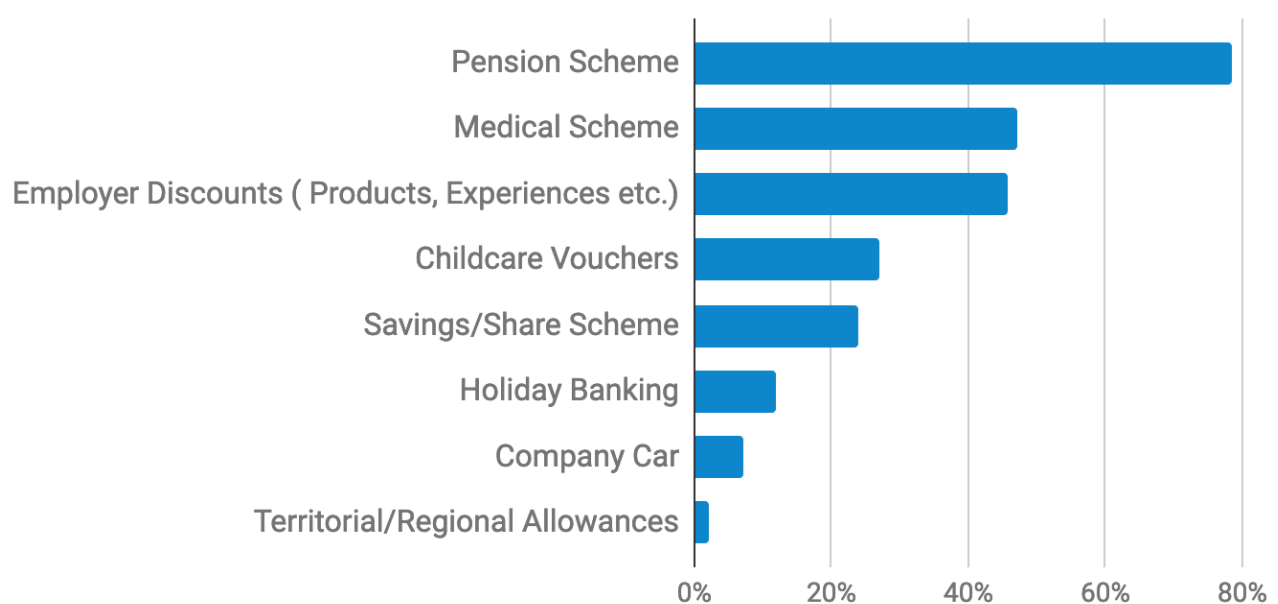
8.2 Do you receive a bonus?

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

8.4 Please select which of the following are part of your remuneration package.

Thank you

We would like to thank everybody who completed the 2019 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