



Business Analysis Survey

2020

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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.



President's summary

Welcome to the BA 2020 survey. This snapshot of BA activity in the UK contains the experience of over 300 people. It reflects a tumultuous pandemic year where we all experienced great change both at work and at home.

Many organisations pivoted rapidly to keep their businesses running as staff had to work from home. Consequently, a lot of the tools that business analysts now use are those that support online collaboration. Software as a service (SaaS) collaboration tools, such as Miro, are widely used across the BA community and we can expect that to increase. These tools provide the flexibility and new feature development needed in a changing world. They also help make workshops more interesting!

The survey shows the role of the business analyst is thriving in organisations, even if some people are still a little unclear on exactly what it is! There have been suggestions that the growth of Agile, and the focus on



Dr Liz Calder
President
IIBA UK

UX, mean there is no need for the BA role in organisations. Yet, we can see that the unique contribution of business analysis in solving business problems is still wanted. The business analyst's ability to work across an enterprise, rather than focusing only on a single product is a key differentiator. In question 2.1 we asked which areas the business analyst is responsible for or involved with. Besides the core service of

requirements elicitation and management, the answers show a solid middle ground of strategic and portfolio activities. Here the BA is developing business cases, visioning, running feasibility exercises and managing benefits. The observation is supported by question 3.2, which shows a significant number of BAs use strategic tools as part of their role.

In line with past surveys, we see that Business Analysis is still not well understood by other roles. The charts in this report give a great overview of the areas that BAs work in. Please do use them to help your colleagues' understanding.

This survey report is created for the community by IIBA UK. We also provide professional development,

learning, and networking opportunities for BAs. With in-person meetings impossible in 2020 we focused on webinars and drop-in sessions. I must say a huge "Thank You" to all our volunteers for finding the great speakers for you. We have been amazed at the appetite in the UK BA community to learn and develop; and both our webinars and BABOK study groups had record attendances. In 2021 we will continue with our popular webinars and, when we can, start in-person events again.

We hope you find the detail of the report interesting, valuable and thought provoking. We'd love to hear from you with your thoughts. Please provide any feedback to us at 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. 325 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 90% 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, 48% have been working in Business Analysis for at least 1 year up to 10 years, and 48% 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.



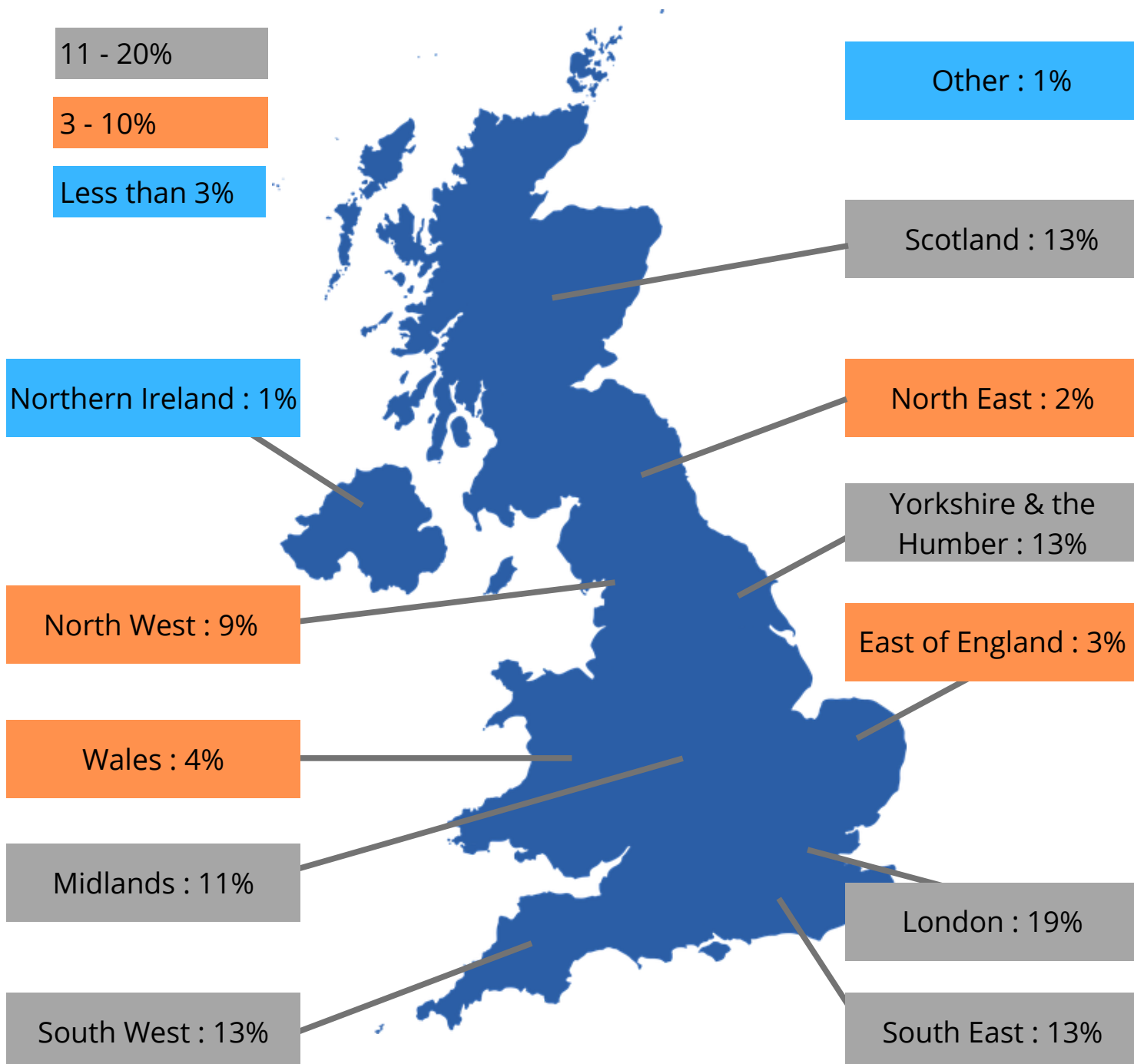
Survey results

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Area 1 Profile

A total of 325 Business Analysts responded to the survey.

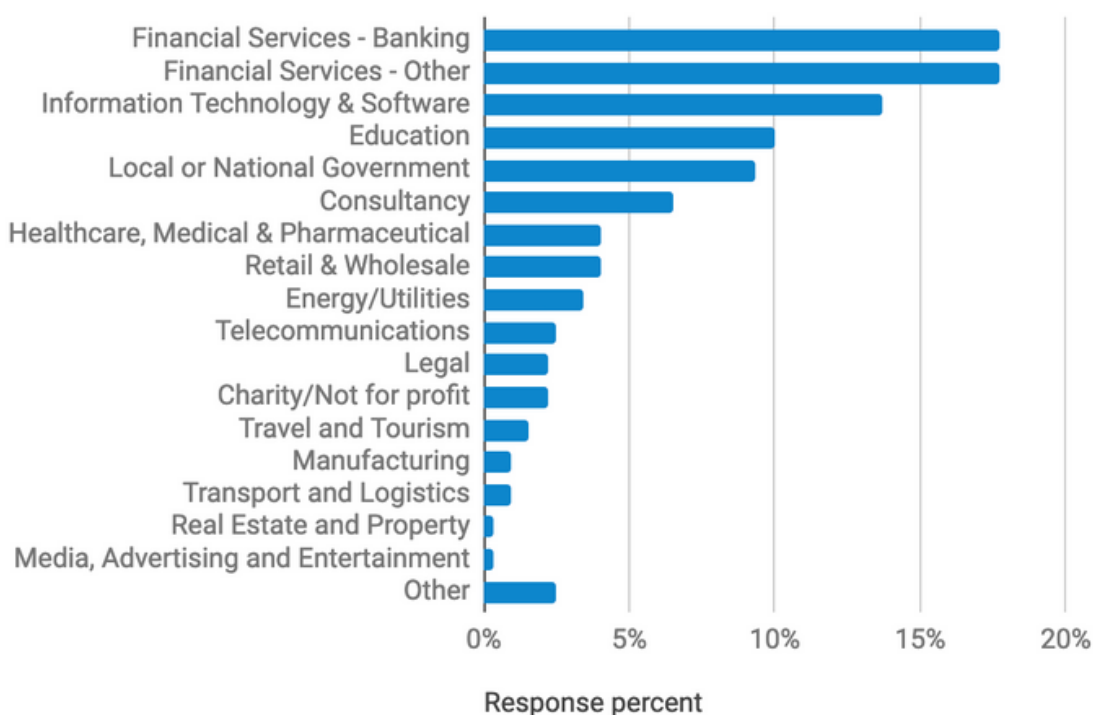
1.1 In which region of the country are you based?



The largest proportion of Business Analysts responding is once again in London. 3% more of the respondents were from London compared to the 2019 survey. South East, South West, Yorkshire & the Humber and Scotland all came joint second, with around 13% of respondents from each of these areas.

Apart from London, the only other areas which saw an increase in the proportion of Business Analysts responding were South West, North West and Wales.

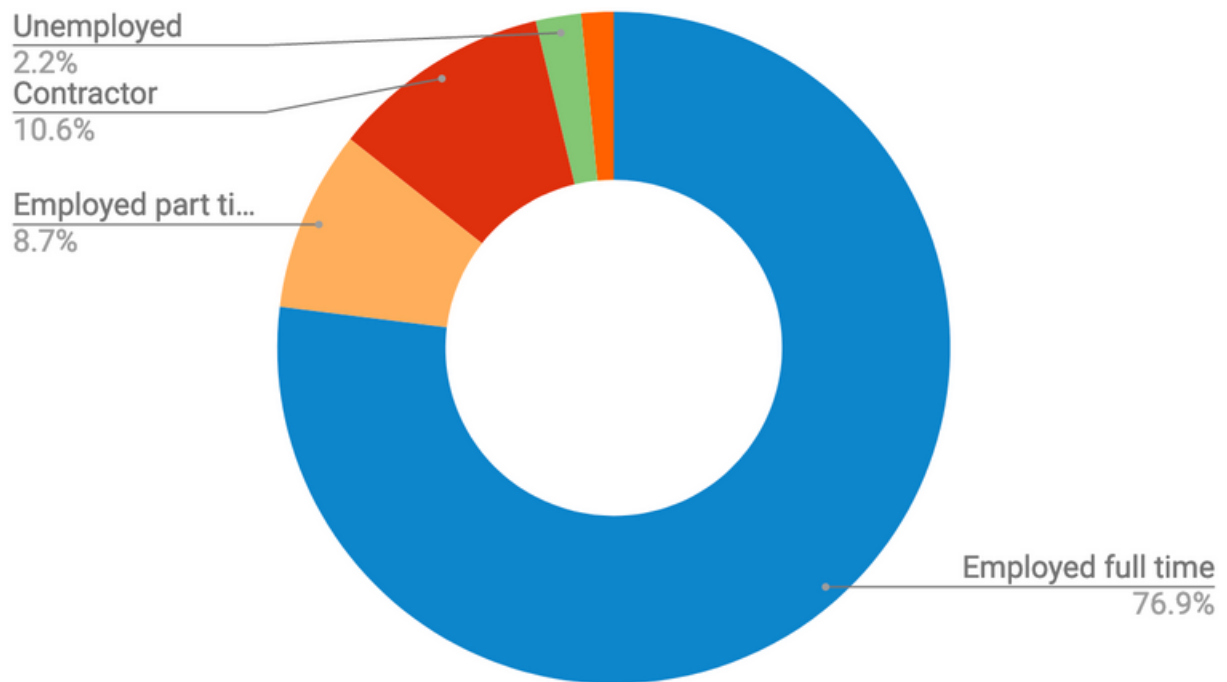
1.2 What sector do you practice Business Analysis in?



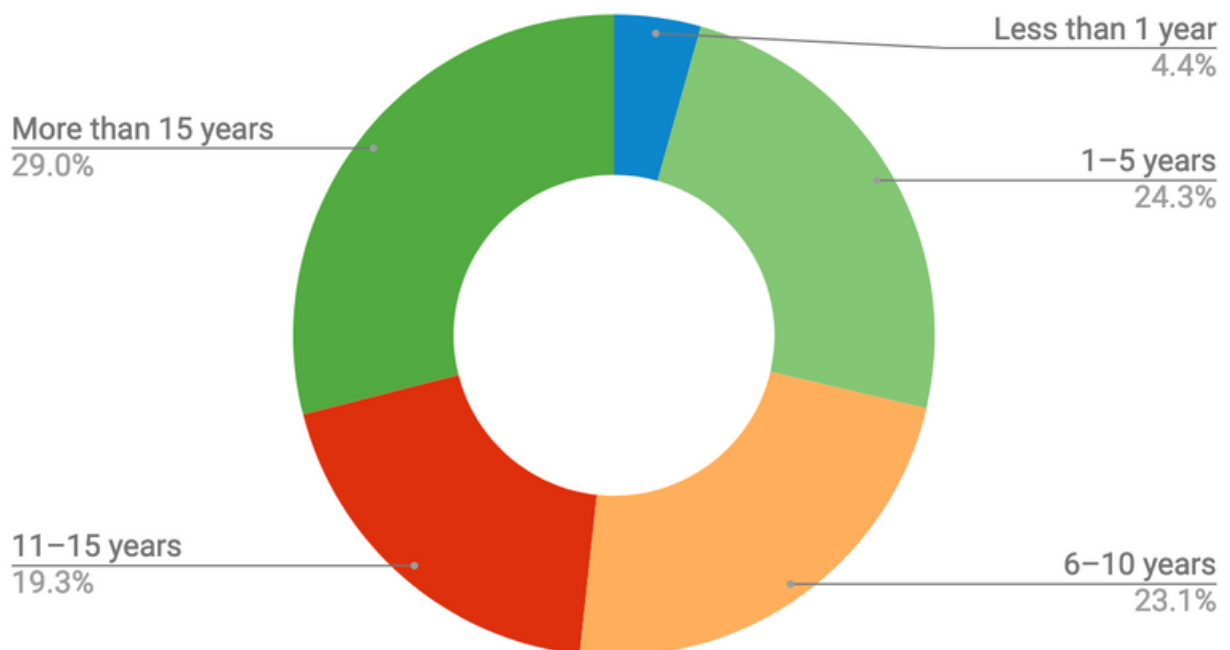
Financial services continues to represent the biggest sector in which respondents work - 36%, the percentage remained the same as 2019. Although it was previously reported that this sector was reducing slowly, 42% in 2018 and 46% in 2017, this seemed to have halted in 2020.

The second biggest sector continues to be in Information Technology & Software at 14%. The third biggest sector is Education (10%), closely followed by Local or National Government (9%). Most sectors did not see any significant change with exception of: Healthcare, Medical & Pharmaceutical (increase of 2%) Media, Advertising and Entertainment (decrease of 2%).

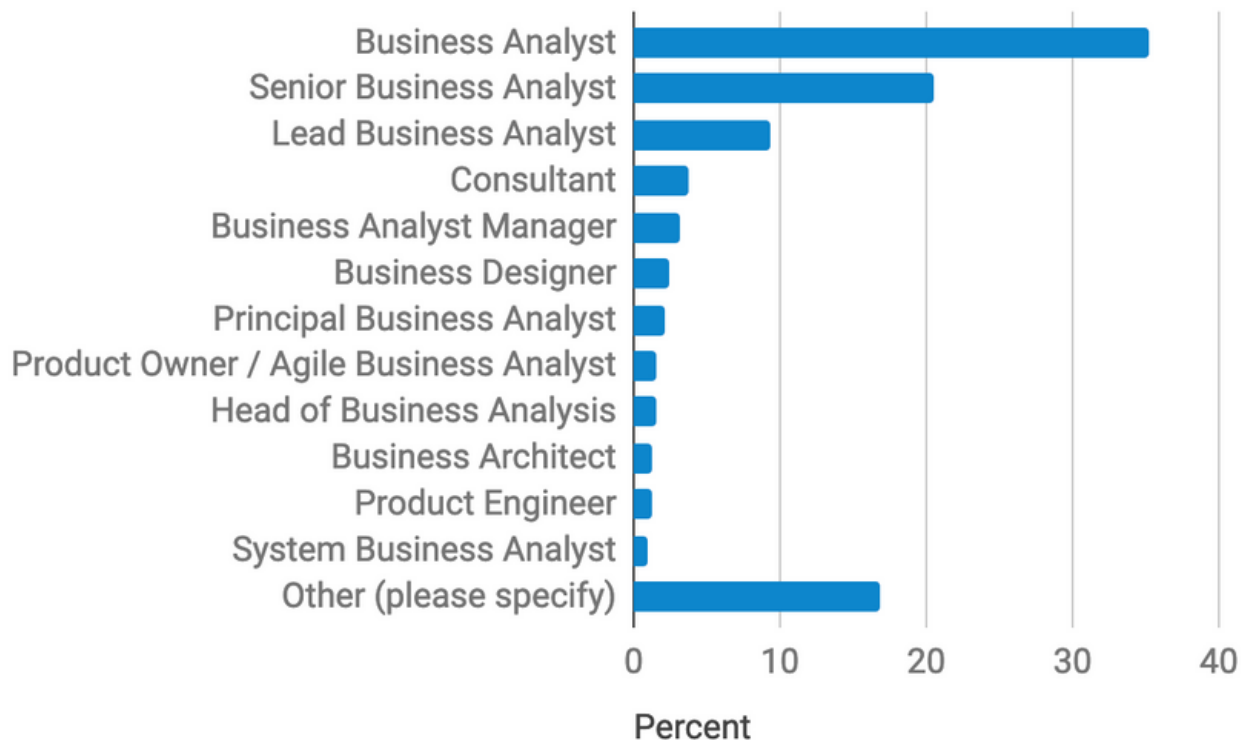
1.3 What is your working status?



1.4 How long have you worked in Business Analysis?



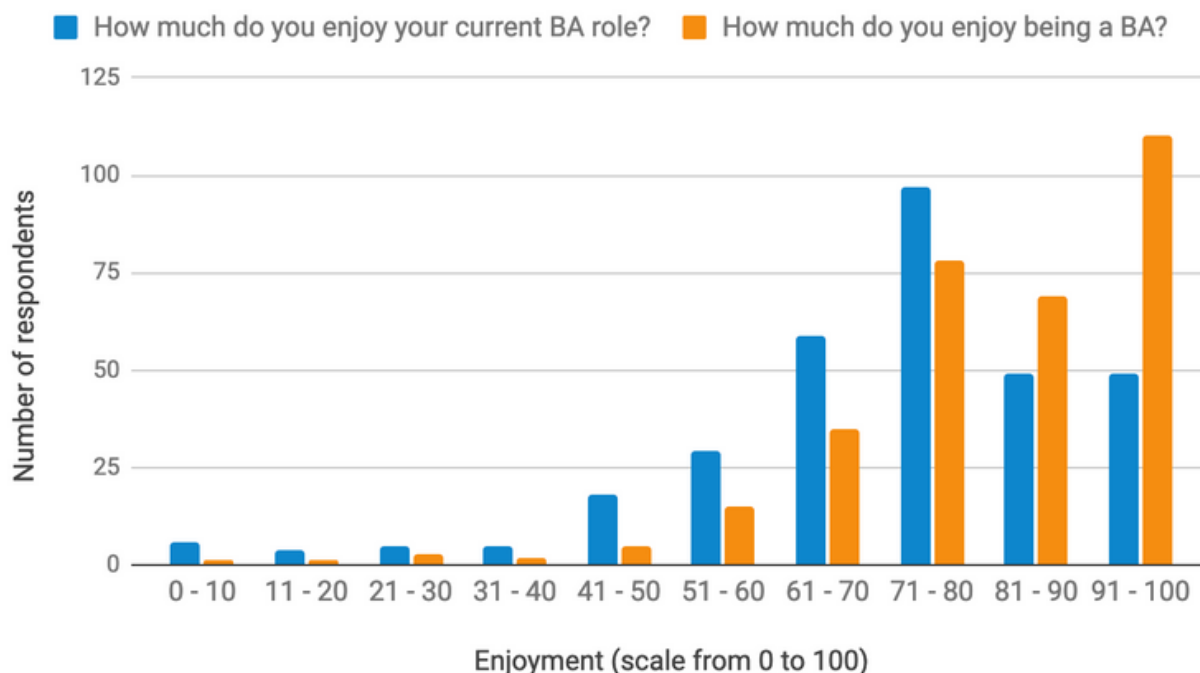
1.5 What is your official job title?



As with 2019 results, the large majority of survey respondents are either titled Business Analyst or variations on this such as Senior/Lead. Notably, there is a decrease of Lead Business Analysts compared to 2019, reducing from 14% to 9% of respondents.

Of the respondents who selected "Other", in 2019 the most popular Job Titles selected were "Business Designer" and "Product Engineer". These were made separate options in this latest survey. In 2020, of the 54 who selected "Other", 33% were variations of "Business Analyst". Of the remaining titles in the "Other" category, 22% had titles associated with "Solution" or "Product". Although there is a decrease, respondents with these titles were still a large proportion.

1.6 How much do you enjoy your current Business Analysis role and being a Business Analyst?



This was a new question introduced in 2019. We were intrigued to find out just how much practicing Business Analysts in the UK enjoy their role.

Even with the challenging environment in 2020, we are assured to see that you still love your profession! When asked on a scale of 0 to 100 how much you enjoyed being a BA, 96% of respondents rated this as at least 51 or more. Furthermore, 56% rated their enjoyment at 81 or more (a decrease from 59% in 2019). This shows that our workplace changes in response to COVID-19 have not significantly changed enjoyment working as a Business Analyst.

When asked the same question but with regard to a rating for how much they enjoyed their current role, the response was slightly lower. 88% of respondents rated their enjoyment at 51 or more. This proportion was the same as in 2019, but we do see is a drop in the ratings at the very top end (enjoyment of current role at 81 or more) from 38% in 2019 to 31% this year.

This suggests that while respondents still enjoy being a Business Analyst, their enjoyment of their current role has dropped from the highest end.

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



Compared to 2019, 2 roles that people see themselves doing in 5 years time have seen a percentage drop of 5% (Lead / Principal Business Analyst down from 22% to 17% and Consultant / Contractor down from 16% to 11%) and 2 roles have seen a percentage drop of 4% (Strategic Management down from 13% to 9% and Business Analyst Manager down from 8% to 4%).

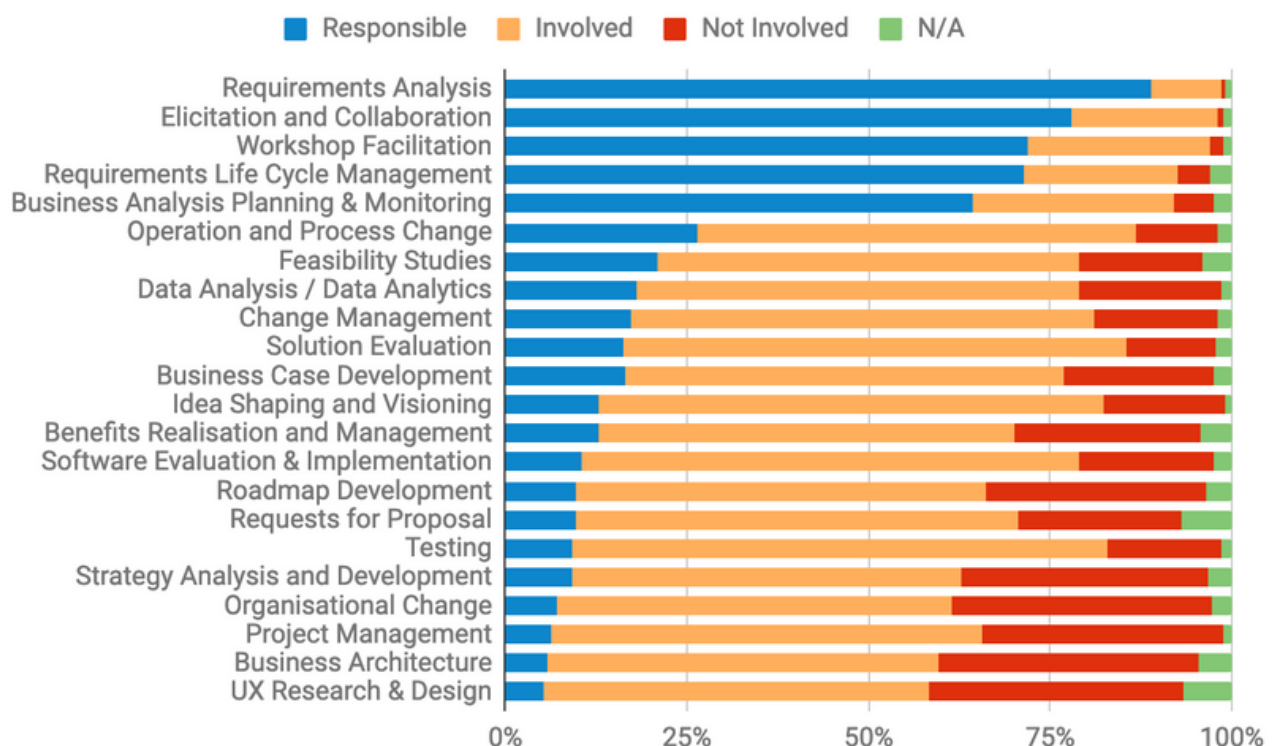
Product Owner / Agile Business Analyst has seen the biggest increase, with 16% of respondents seeing themselves in this type of role in 5 years time, up from 12% in 2019.

True to the category name, the percentage of people seeing their role remain "Unchanged" in the next 5 years remains constant at 12% in 2019 and 2020. The 2 new categories introduced in 2020 were Not Decided and Retired, which were selected by 13% and 11% respectively.

Area 2

Professional services

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



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. Most areas remain consistent with previous years.

This year we have introduced some new options:

- Workshop facilitation, which made it to one of the top responsible areas
- Data Analysis / Analytics which 18% of respondents are responsible for
- Software Evaluation and Implementation made it to the middle of the chart where 33 respondents reported being responsible for
- The final new option is UX Research & Design which only 17 respondents were responsible for

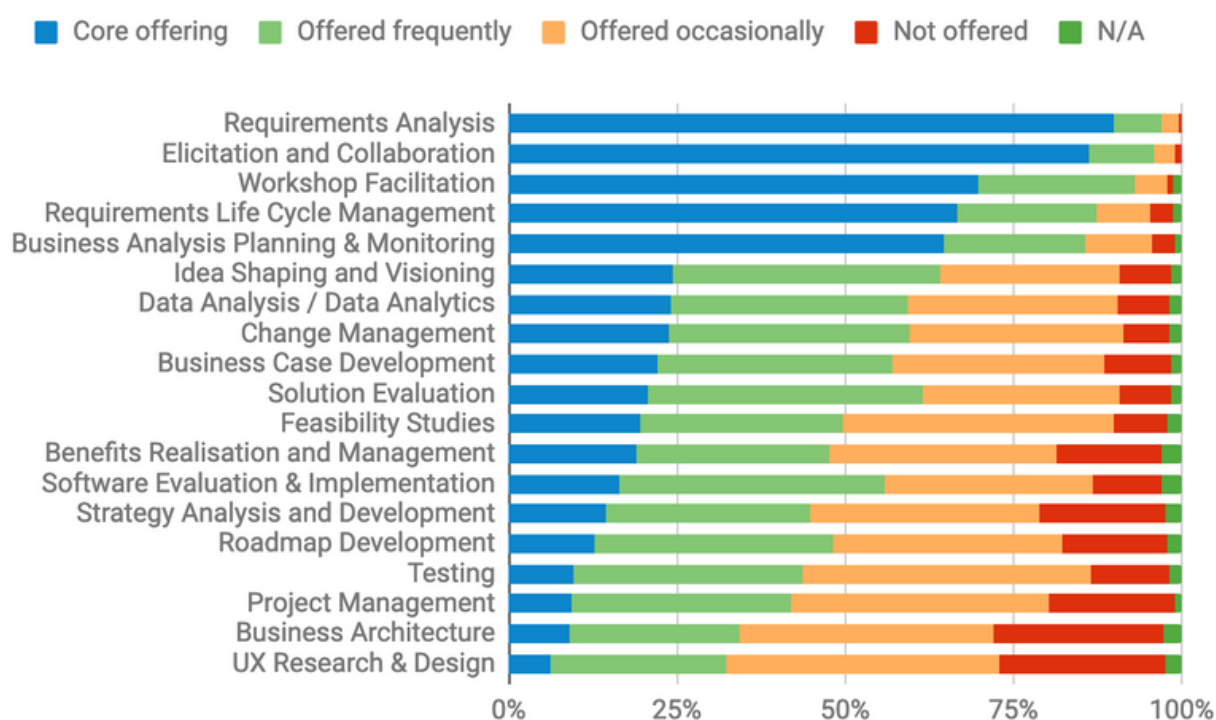
2.2 What do you consider to be the main services you offer as a Business Analyst?

The main services offered as Business Analysts are: Requirements Analysis, Elicitation and Collaboration, followed by Workshop Facilitation, Requirements Life Cycle Management and finally Business Analysis Planning and Monitoring. Although these results and their respective orders remained unchanged from 2019, proportionally more respondents reported them as core service offerings. The percentage of respondents stating that Requirements Analysis is a core service offering has increased from 79% to 90%. Business Analysis Planning and Monitoring increased considerably from 38% to 65% as being rated as a core service offering.

For the remaining services, the 2 largest changes are:

- Increase in percentage of respondents reporting Business Case Development as a core service offering (16% in 2019 compared to 22% in 2020)
- Increase in percentage of respondents reporting Feasibility Studies as a core service offering (11% in 2019 compared to 20% in 2020)

In the "Other" category, the most reported response was Stakeholder Management Services.



Area 3

Activities, tools & techniques

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

2020 has been a challenging year. The biggest challenge faced by respondents this year is the ambiguity of role and responsibilities of the Business Analyst. This theme appeared in 24% of 285 responses. Respondents reported feeling the business and stakeholders not appreciating or understanding the business analyst's role. Often this leads lack of support or respect for the role.

The challenge of role ambiguity was one of the key challenges raised in 2019 but this year the percentage of respondents increased by nearly 10%.

“Ensuring that I do work as a BA- people seem unsure about what BAs do, and as a result they can sometimes be assigned to a project as an extra pair of hands, rather than for business analysis”

“The business does not understand what a business analyst does”

“My line manager doesn't understand the role and place of Business Analysis. He does not know how to utilise my skill set.”

Increasingly there is an overlap of roles with other roles such as Service Design and User Research. Others reported a large overlap with the Product Owner role. Associated with the ambiguity of the Business Analyst role, 5% respondents reported having to promote the role and prove value add.

“Being taken as the voice of authority, although that is improving, especially since covid as people are now realising the value we bring”

“Convincing the business of the importance of the various stages of the BA role”

The challenge of stakeholder management and engagement appeared in 22% of the responses. Alongside the challenge of role ambiguity, this added to difficulties engaging with stakeholders. The key themes arising from stakeholder management and engagement were people issues, lack of engagement and politics. Although stakeholder management and engagement was the biggest challenge in 2019, the percentage of respondents stating it as a challenge increased by 7% in 2020.

“Stakeholders and members of the project not really knowing what the core role of a BA is.”

“Lack of communication between departments”

The pace of change has increased dramatically this year and challenges associated with change was reported by 8% of respondents.

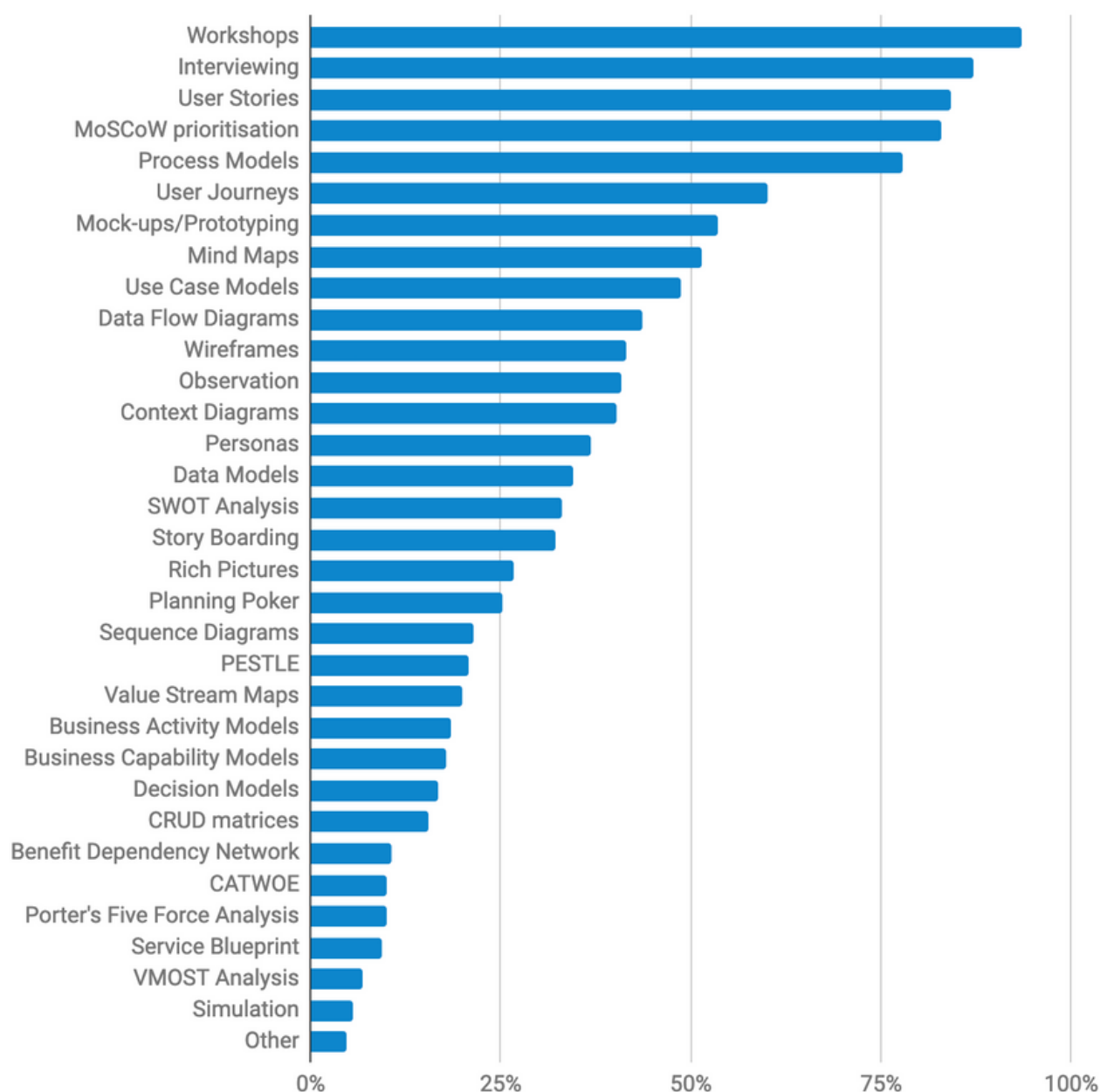
“In the current climate the speed in which change is needed sometimes doesn't allow time for detailed requirements as there is a need to be agile and deliver quickly to the ever changing environment.”

Other key challenges raised were related to resource management (7%), workload (8%), and remote working (4%).

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

The 5 most used techniques remain unchanged from 2019. The percentage of respondents using these top 5 techniques remained largely unchanged also.

Of the next 5 most popular techniques. User Journeys was a new option introduced this year and 60% reported having used this technique. Data Flow Diagrams was another new option introduced this year and 44% reported using this technique.



Not surprisingly, Observation - a technique that was previously ranked in 9th position at 45% - has significantly dropped to 12th position at 41%. It is interesting to note that observation was still used at the beginning of 2020. This could be before remote working or perhaps some forms of observation were still possible virtually such as via screensharing.

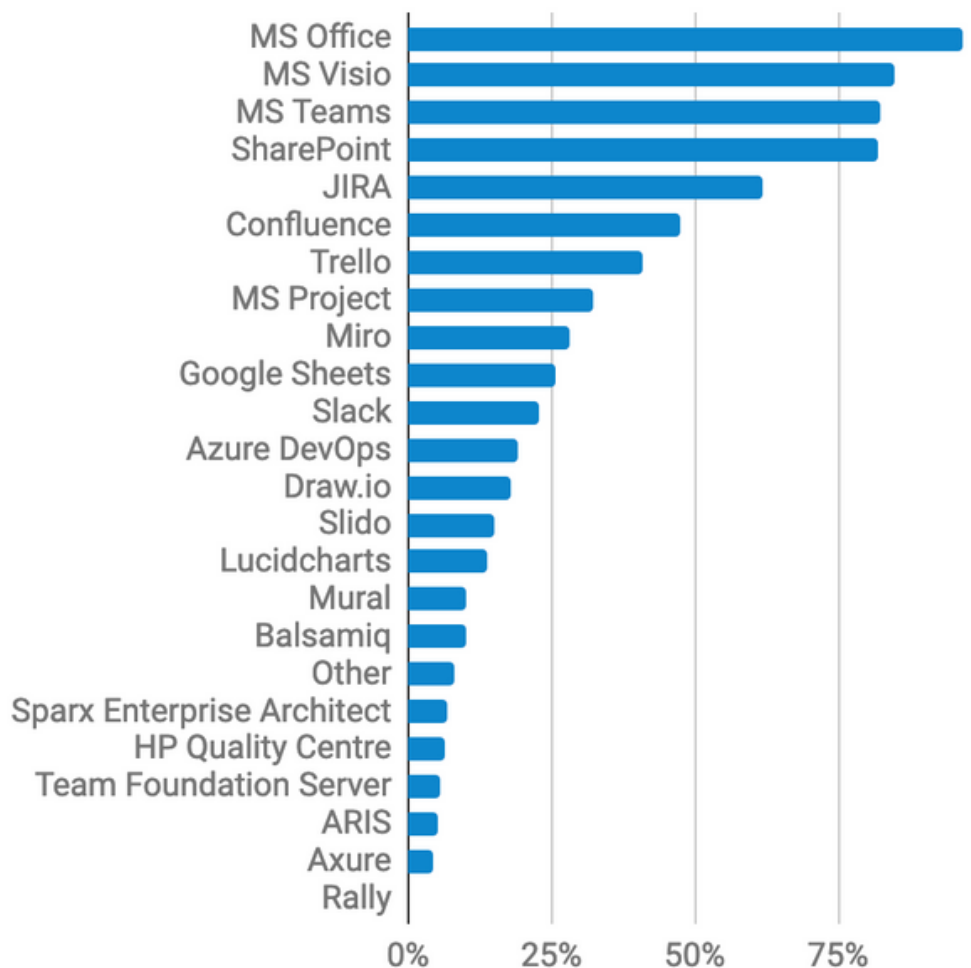
The techniques at the bottom of the chart are the same as last year. The use of Data Models dropped this year by 4% compared to 2019. Other new techniques introduced this year were Decision Models, Service Blueprint and Simulation.

3.3 Which of the following TOOLS have you personally used in the past 12 months?

2020 saw the rise of remote working tools for video conferencing and workshop collaborative working. The use of Microsoft Teams increased dramatically from 1% in 2019 to 83% in 2020, making it one of the most used tools in 2020.

The number of reported users of Slack increased 19 fold. Miro, a virtual collaboration and diagramming tool, also saw an 18 fold increase in the number of reported users. MS Office and MS Visio again come top of the list of tools used.

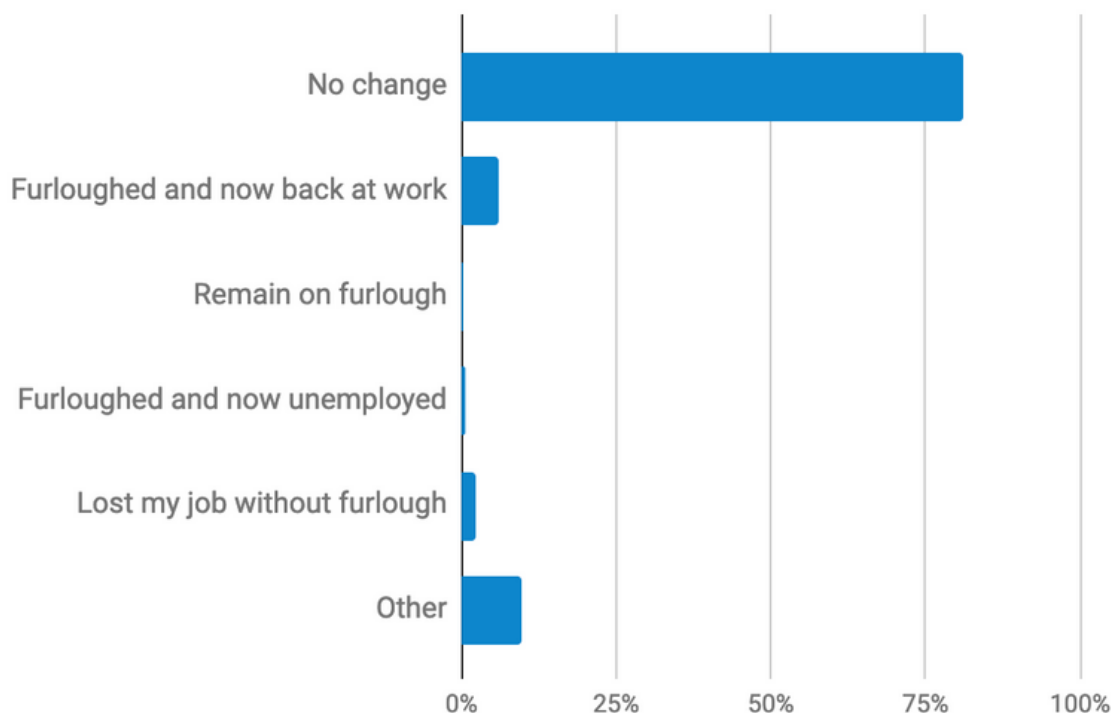
Work management tools like JIRA, MS Project, and Trello continue to be used significantly. Cloud-based tools also continue to feature prominently, both vendor-hosted like Trello and Google Sheets, and tools hosted either externally or internally, such as SharePoint and Confluence.



Area 4

Covid-19

4.1 How has Covid-19 impacted your working status as a Business Analyst?



Most people (81%) saw no change in their job as a result of Covid-19.

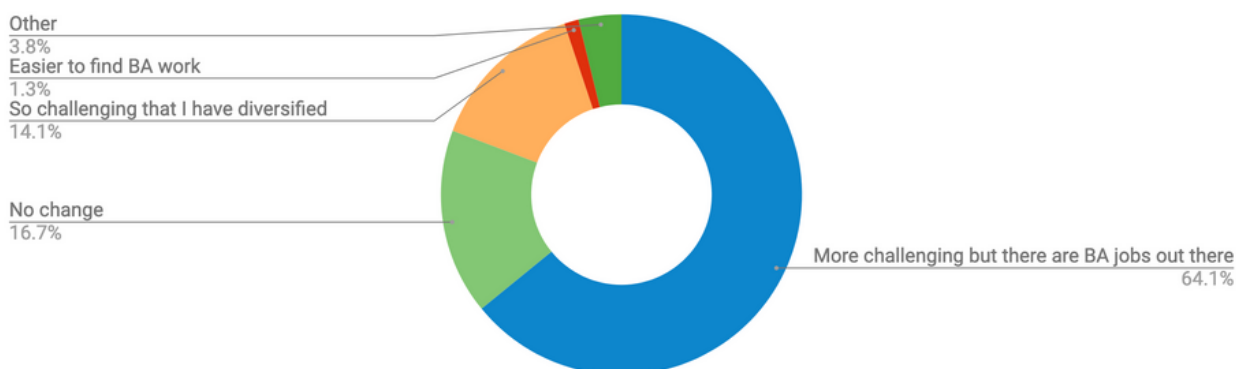
7% of respondents were affected by furlough. This is in line with the national average by sector as reported by HMRC (Dec 2020)*. Nearly everyone on furlough is now back at work.

Of the respondents who experienced contract role changes (3%), some saw their contract cancelled / terminated early, while others found it difficult to find new roles or gain contract renewal.

Other impacts of the pandemic included job loss without furlough (2%), reduced working hours (1%) and redundancy (1%).

* <https://www.gov.uk/government/statistics/coronavirus-job-retention-scheme-statistics-december-2020>
(accessed Dec 2020)

4.2 If you have sought employment since Covid-19 restrictions started, how have you found the Business Analysis job market?

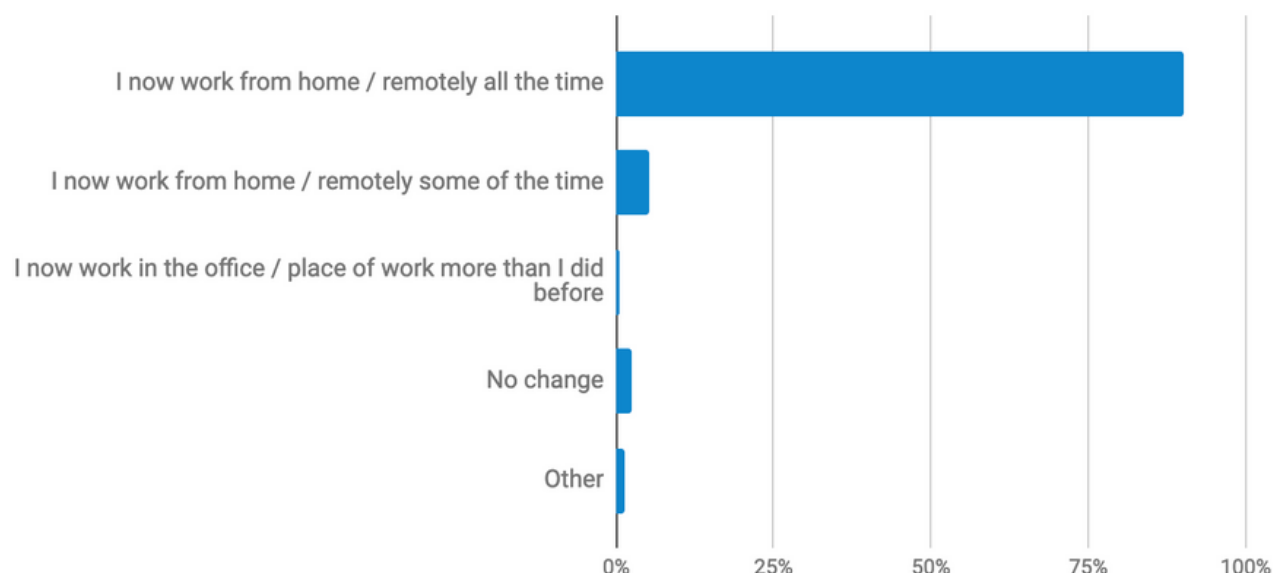


78 respondents have sought employment since Covid-19. More than half found the Business Analysis job market more challenging but there were still Business Analysis jobs available.

The number of people who reported there to be no change (17%) or that it was so challenging that they have diversified (14%) was similar.

For people who selected "Other", some reported a salary reduction.

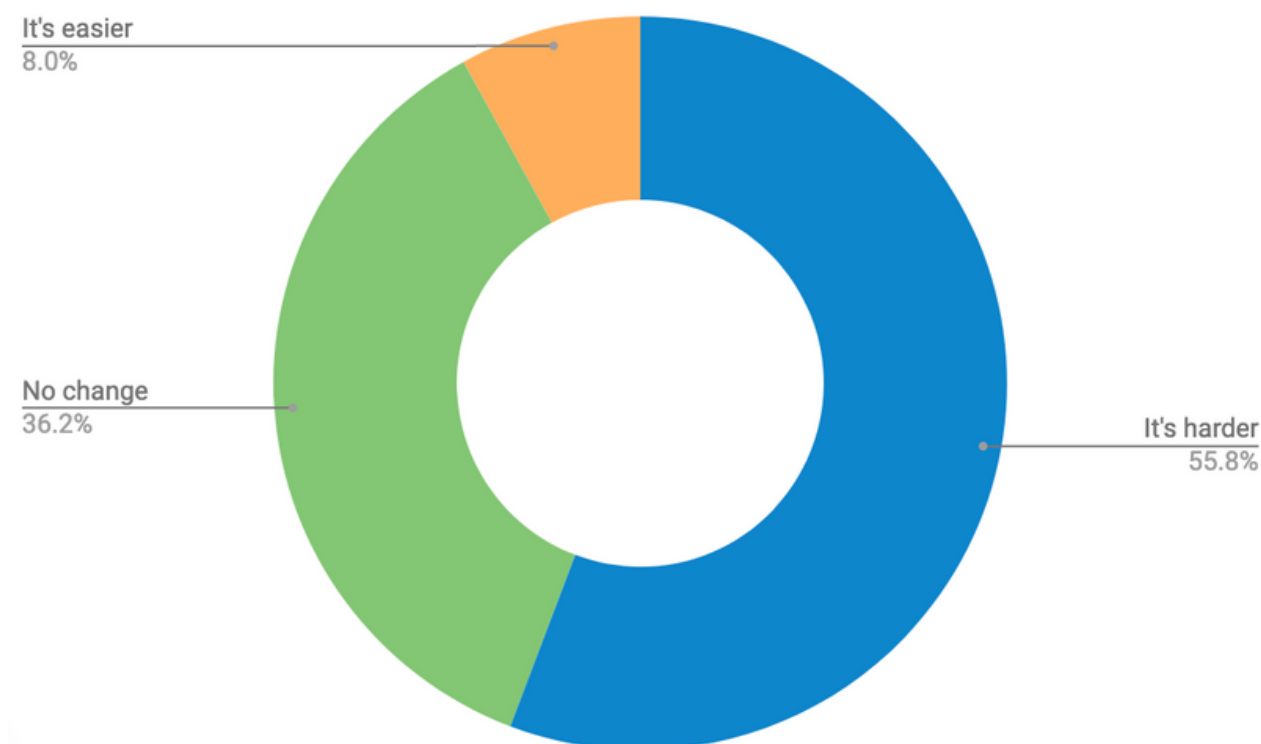
4.3 How has Covid-19 changed the way you do your work?



Most respondents reported working from home (90%), this rate is higher than the 70% reported by the Office for National Statistics (Apr 2020)*.

* <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/coronavirusandhomeworkingintheuk/april2020#homeworking-by-occupation> (accessed Dec 2020)

4.4 How has Covid-19 changed the work of the Business Analyst, in your experience?

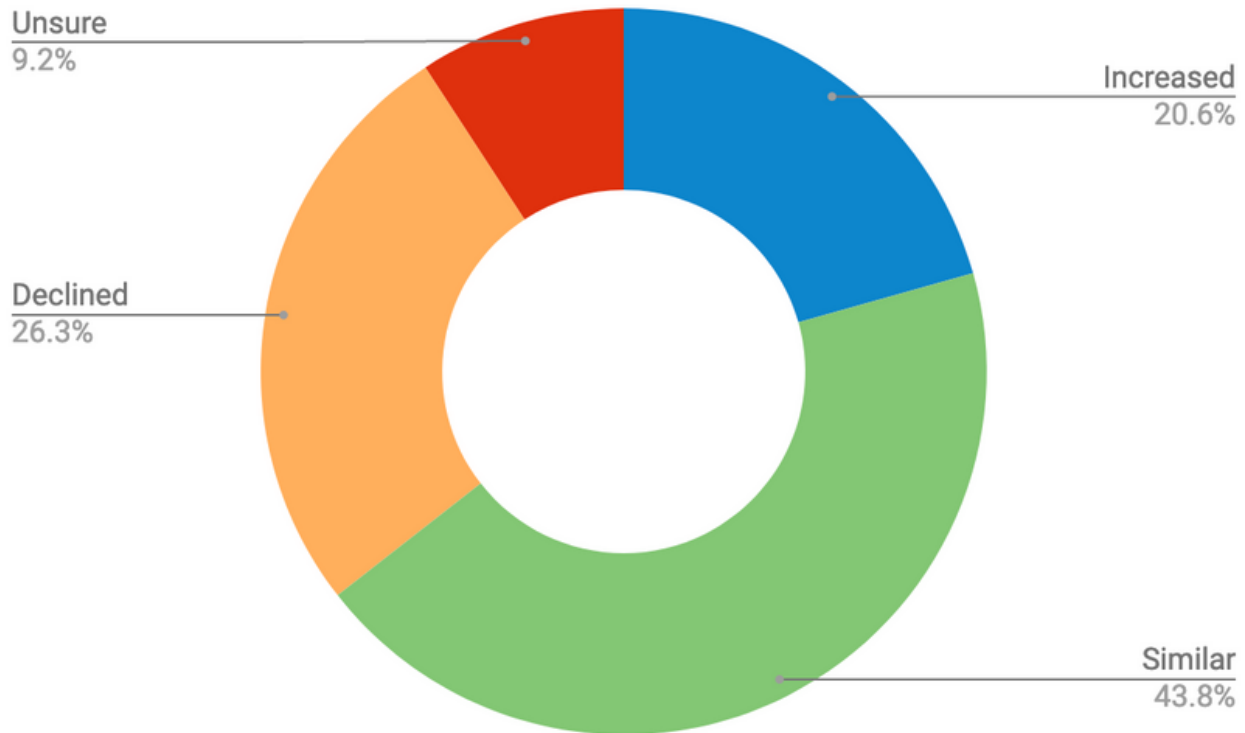


Covid-19 has made the work of the Business Analyst harder for the majority of respondents. Across all respondents, 50% cited issues arising from the lack of personal interaction as an inhibitor to their work, 12.5% were impacted by ad-hoc interactions and collaboration being harder, and 10% reported that access to stakeholders was in some way harder.

A sizeable minority experienced no change, or swings and roundabouts with some things harder and some easier. 5% found that it was easier to get dispersed groups together, and about half that number found decisions were now being made more quickly, or with fewer political barriers.

Use of technology featured prominently in responses, with those finding the work easier tending to be those who worked in an environment where the technology was being used as an enabler, and weren't hindered by poor connectivity, switched-off videos, lack of engagement, and other issues reported by those who were finding the business analysis work harder.

4.5 How has the current state of the economy changed your perception of the future job security of the Business Analyst role?



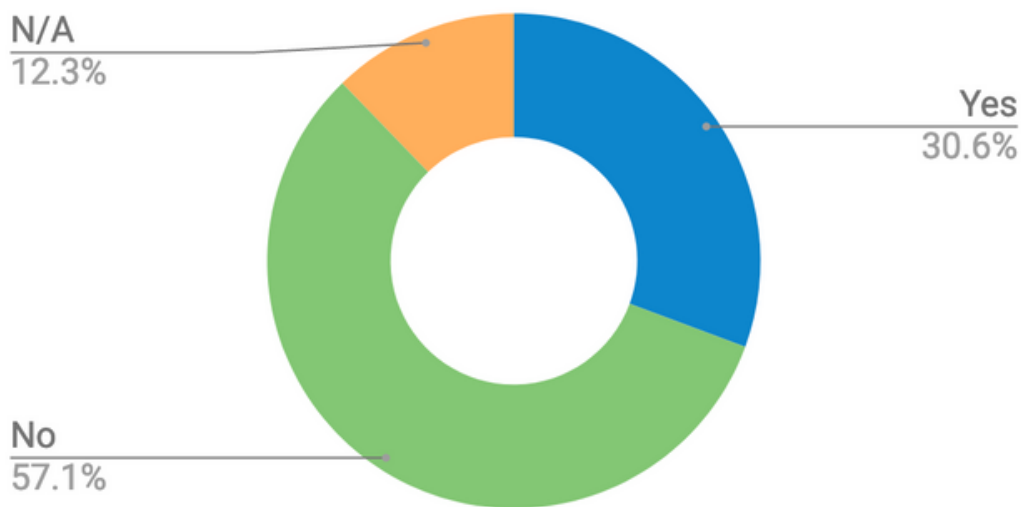
When asked about how the current state of the economy affected perceptions of job security as a Business Analyst, surprisingly, 21% felt confident there will be more demand for Business Analysis services across their industry/generally and 44% felt confident that there will be a similar demand.

More than a quarter were concerned and believed there will be a decline in demand for Business Analysis services. Whereas 9% were unsure whether there would be any changes.

Area 5

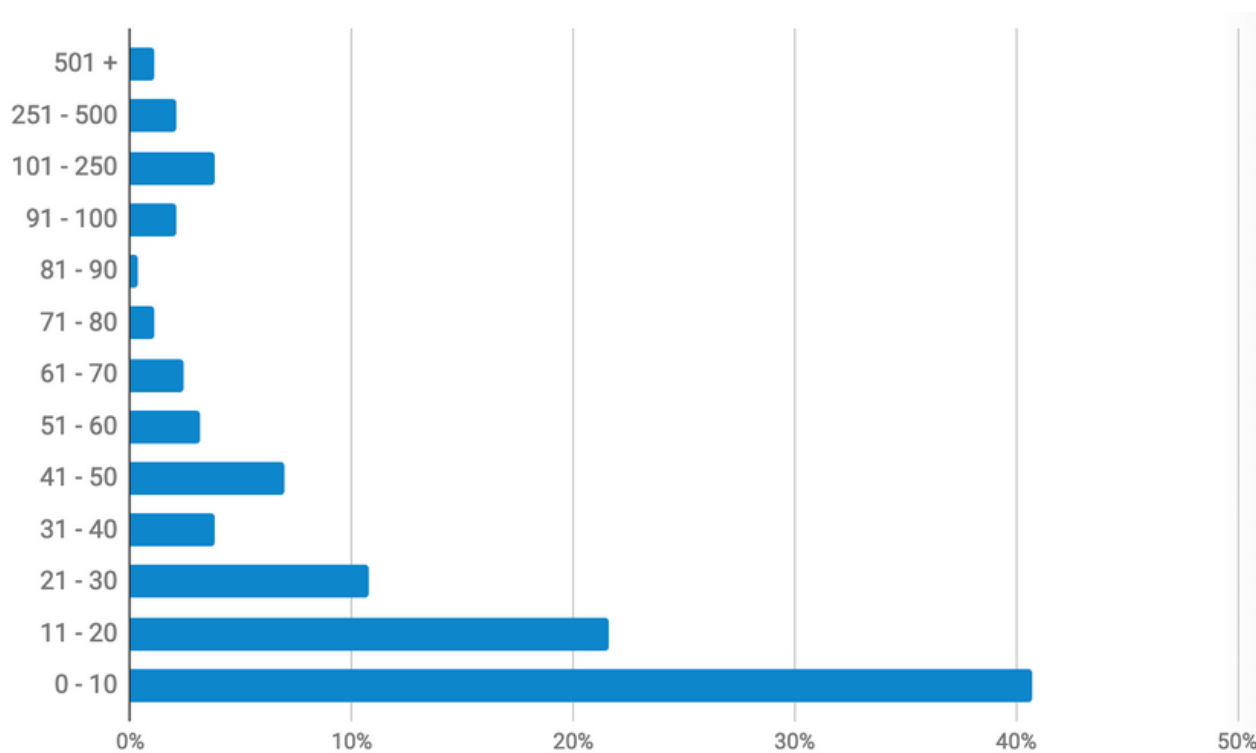
Practice & maturity

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

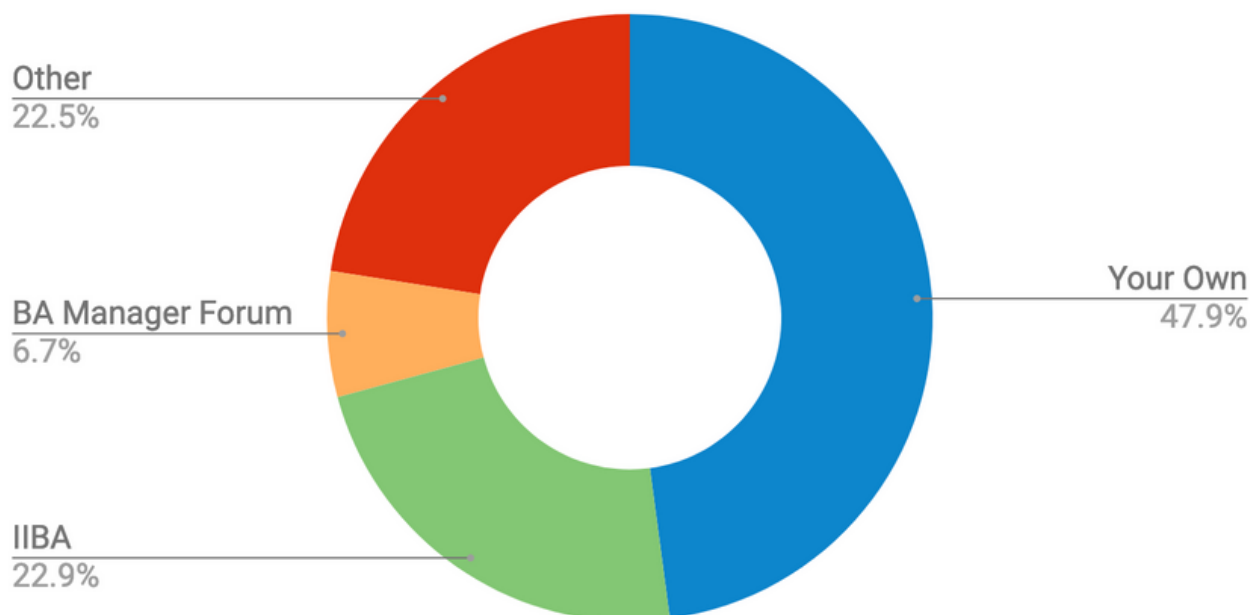


The most significant change compared to 2019, was the decrease in the proportion of respondents stating that their organisation did not track their BA Practice's maturity (67% in 2019 to 57% in 2020). But this does not mean that organisations started tracking their BA maturity. In fact, the number of respondents where this question was not applicable increased from 1% of total respondents in 2019 to 12% in 2020.

5.2 Approximately how many Business Analysts are there in your practice?

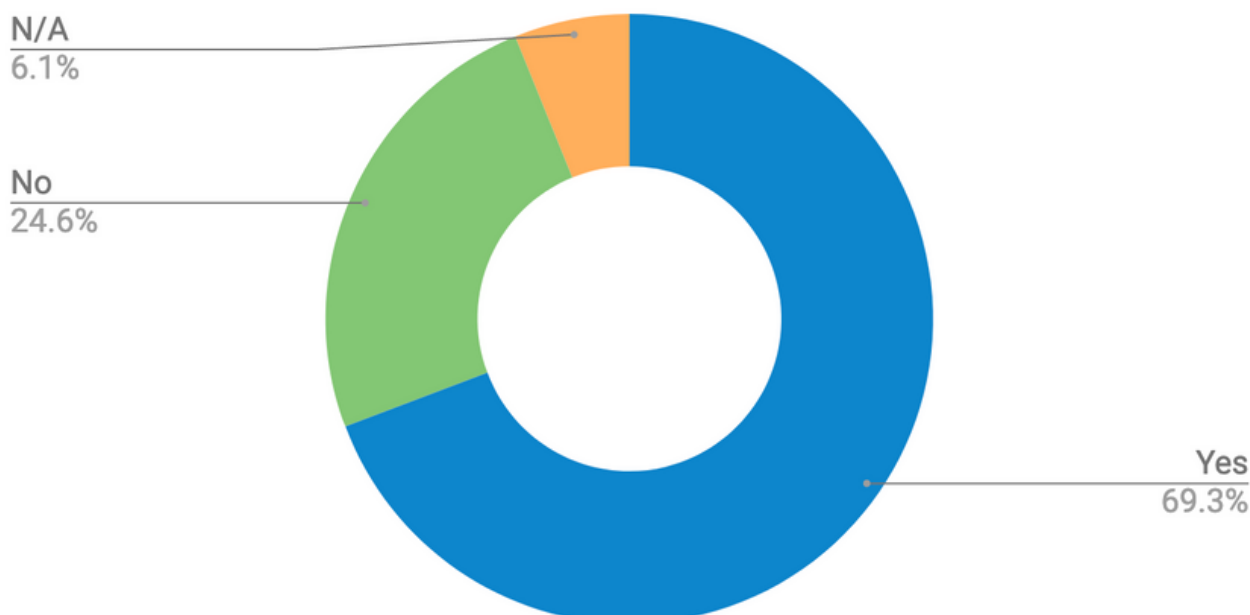


5.3 Which maturity model do you use?



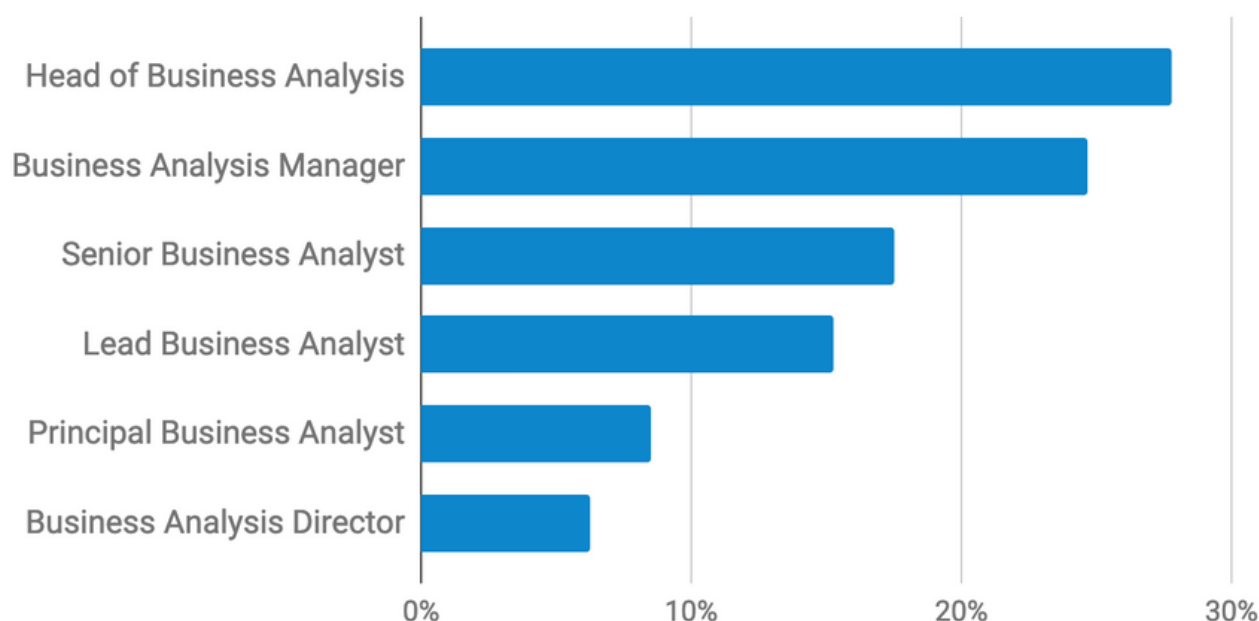
There was an increase in respondents' uncertainty around the model that was used to assess maturity. Because of this shift, there is a decrease of respondents using their own model (59% in 2019 and 48% in 2020) and a decrease of the use of the IIBA maturity model (27% in 2019 and 23% in 2020).

5.4 Do you have a practice manager / lead?

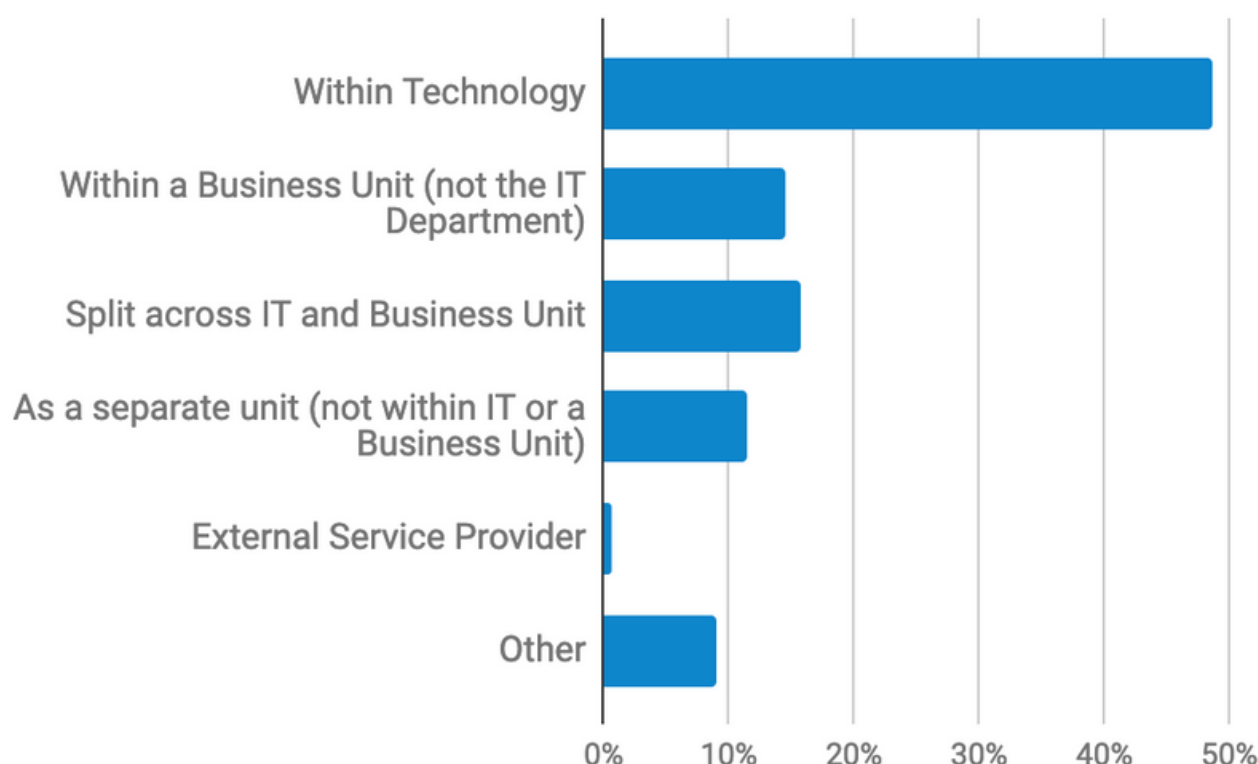


Interestingly 69% of respondents reported there to be a BA Practice Manager / Lead, this was an increase compared to 63% in 2019. Therefore, it could be that organisations are tracking their BA Practice's maturity but the remote working arrangements means awareness is lower.

5.5 How senior is your practice lead?



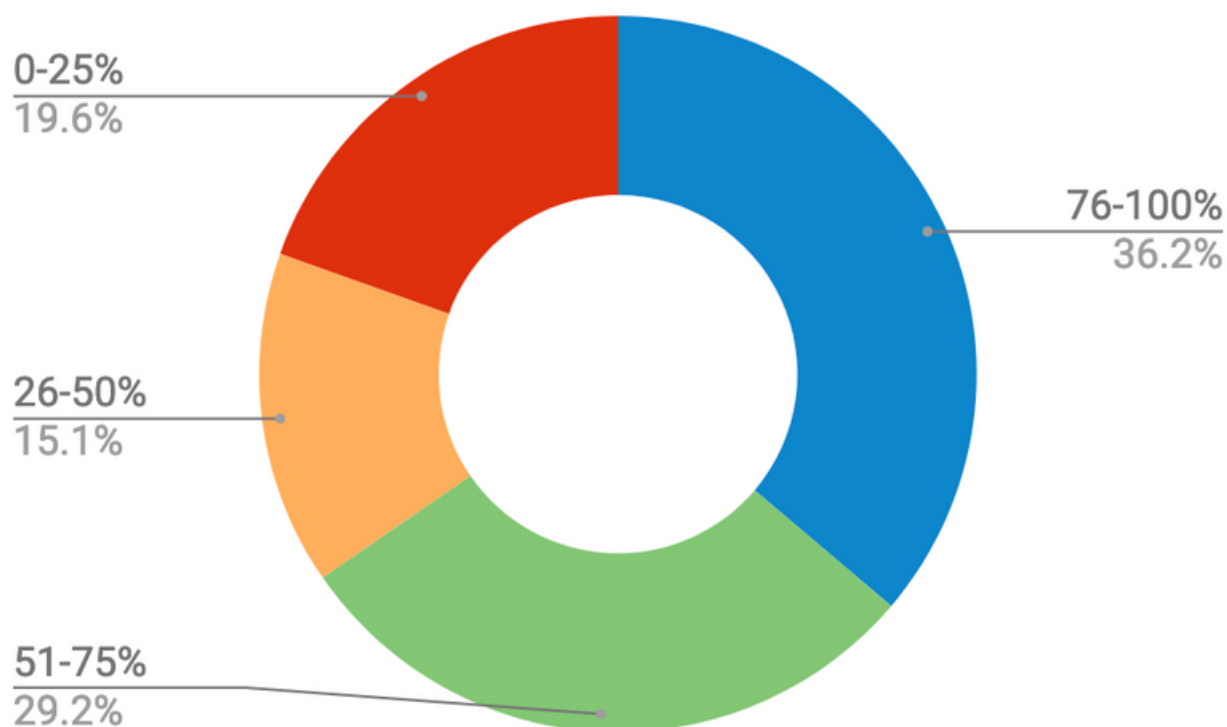
5.6 Within your organisation, where does the Business Analysis competency sit?



Last year we reported a fair number of respondents indicating their Business Analysts were split across Technology and other business units. Therefore this year we made this an option in the response.

With this new option, the results this year remained broadly the same as the previous years surveys. Although the majority of respondents (49%) still reported they worked within the Technology part of their organisation. There was a decrease in the respondents working within the technology part of their organisation compared to last year (60% in 2019 to 49% in 2020). The decrease is most likely because respondents who previously chose the IT function now had the "Technology and other business units" option. This new option was the second most reported area (16%).

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

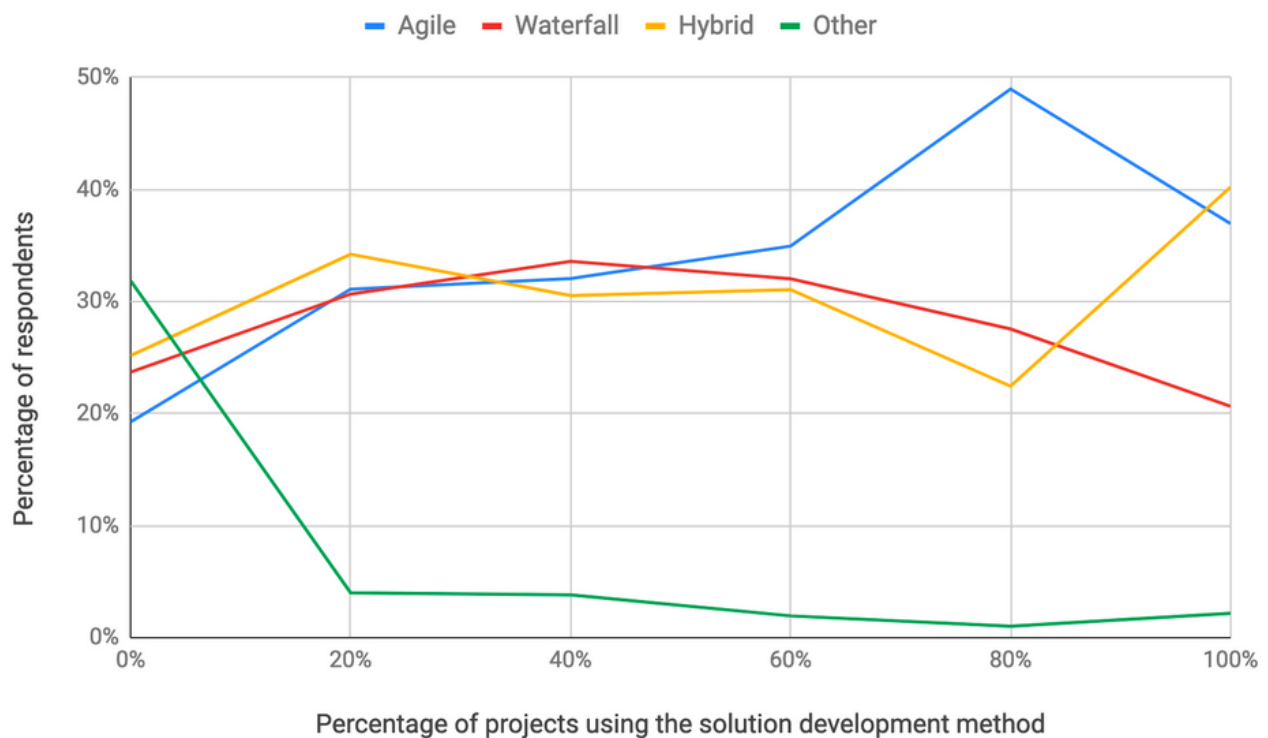


Last year we reported that it was slightly less likely that an analyst's work results in software implementation. These results were roughly replicated this year.

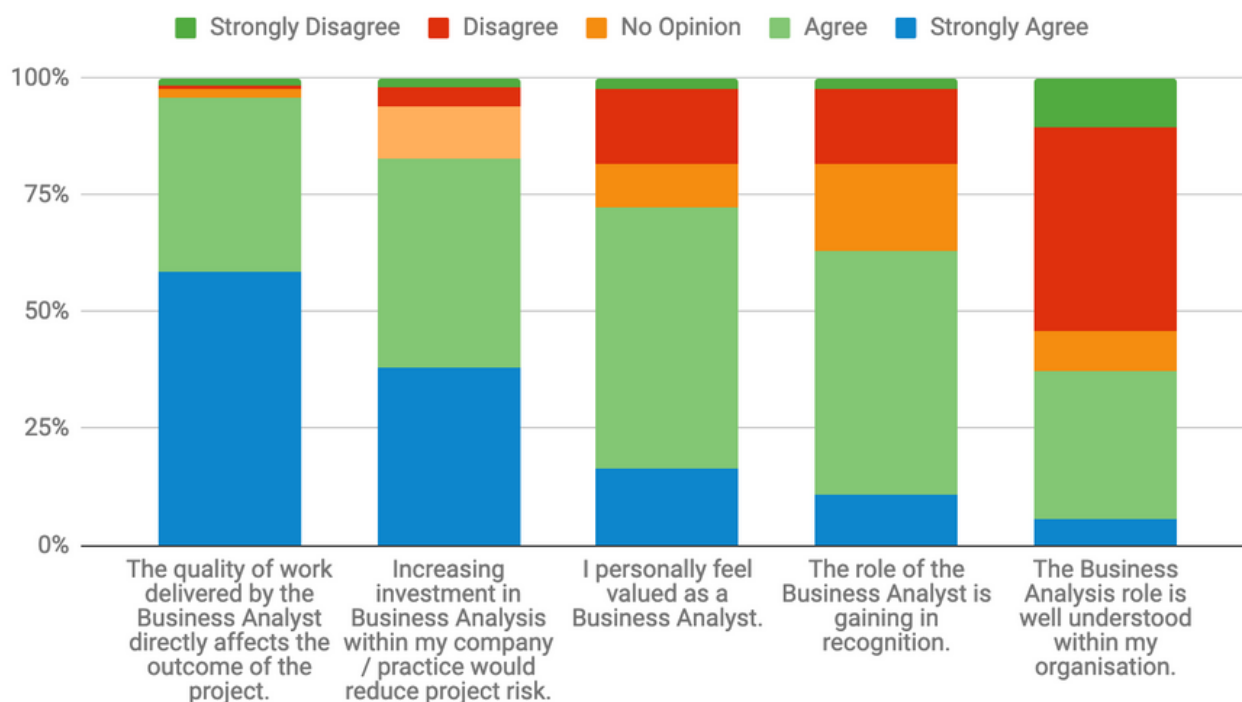
5.8 What percentage of your projects use the following solution development methods?

This year's results follow the same trend as last year. If we look at the most popular methodologies, 43% of respondents report using Agile, followed by Hybrid methods (31%), Waterfall (24%) and finally occasionally Other methods are used (2%).

There are small changes in the methodologies used all the time (100% of all projects). The use of Agile methods decreased from 45% to 37%, and Waterfall projects increased from 12% to 21%.



5.9 In your personal opinion, please rate the following statements as you see them today.



There are a number of differences found in this year's view points compared to 2019.

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

Most significantly, 37% previously agreed that the quality of work delivered by the Business Analyst directly affected the product outcome, this increased dramatically to 84%.

I personally feel valued as a Business Analyst

Consistently following last year's trend. Agreement with the statement "I personally feel valued as a Business Analyst" saw a decrease from 84% in 2019 to 72% in 2020. Concerningly for this statement, in 2019 43% reported they strongly agreed they felt valued but this year only 16% reported feeling this way.

The role of the Business Analyst is gaining in recognition

There was previously a positive view that the role of the Business Analyst was gaining in recognition (58% strongly agreed) but this year only 11% strongly agreed.

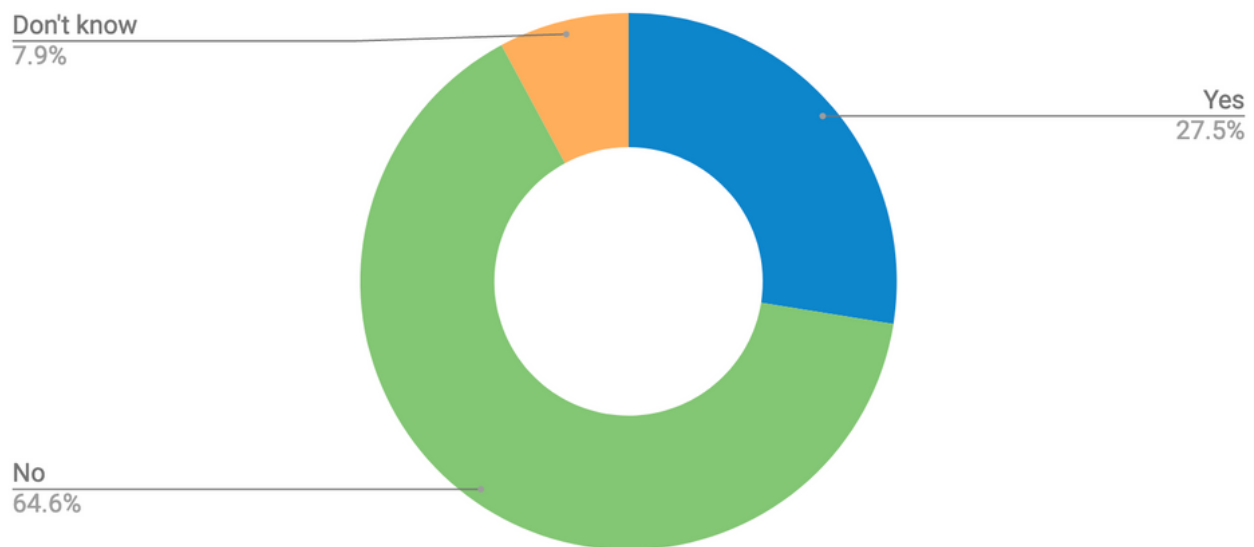
The Business Analysis role is well understood within my organisation

The understanding of the Business Analyst role within organisations seemed to have also dropped by 33% (70% previously agreed/strongly agreed, this year only 37% agreed/ strongly agreed).

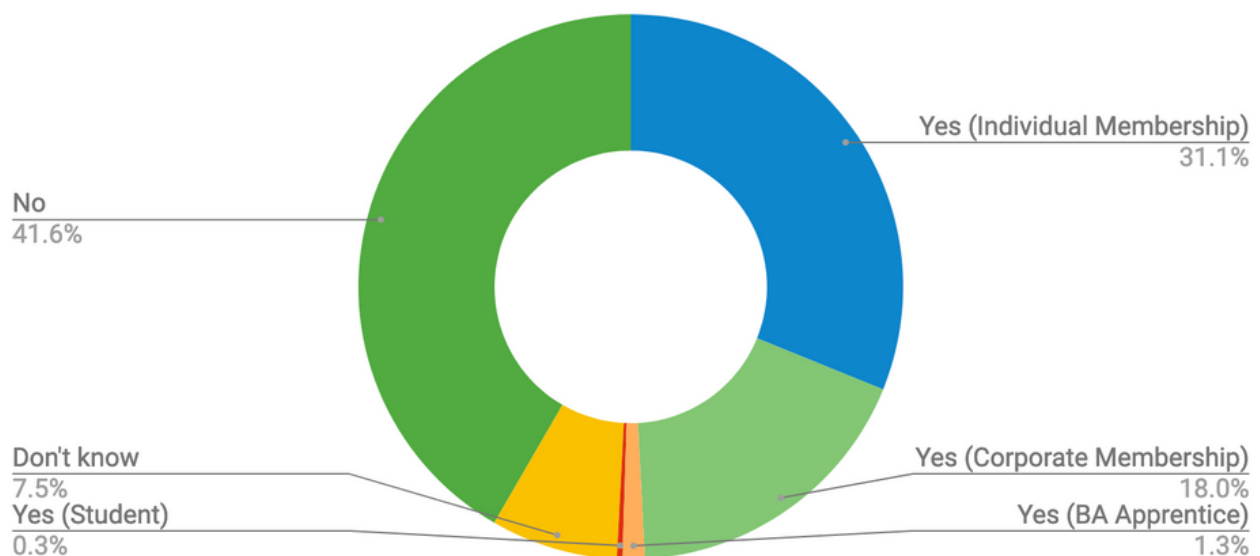
Area 6

IIBA membership

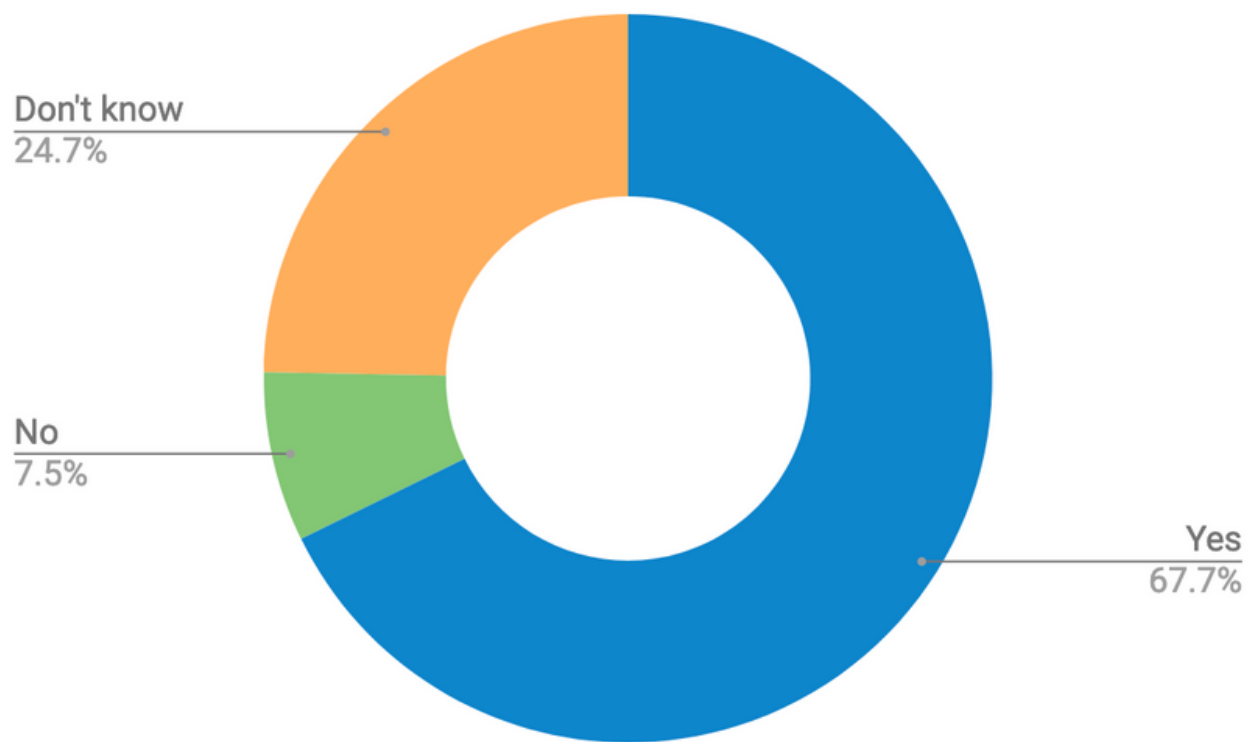
6.1 Are you a member of IIBA at international level?



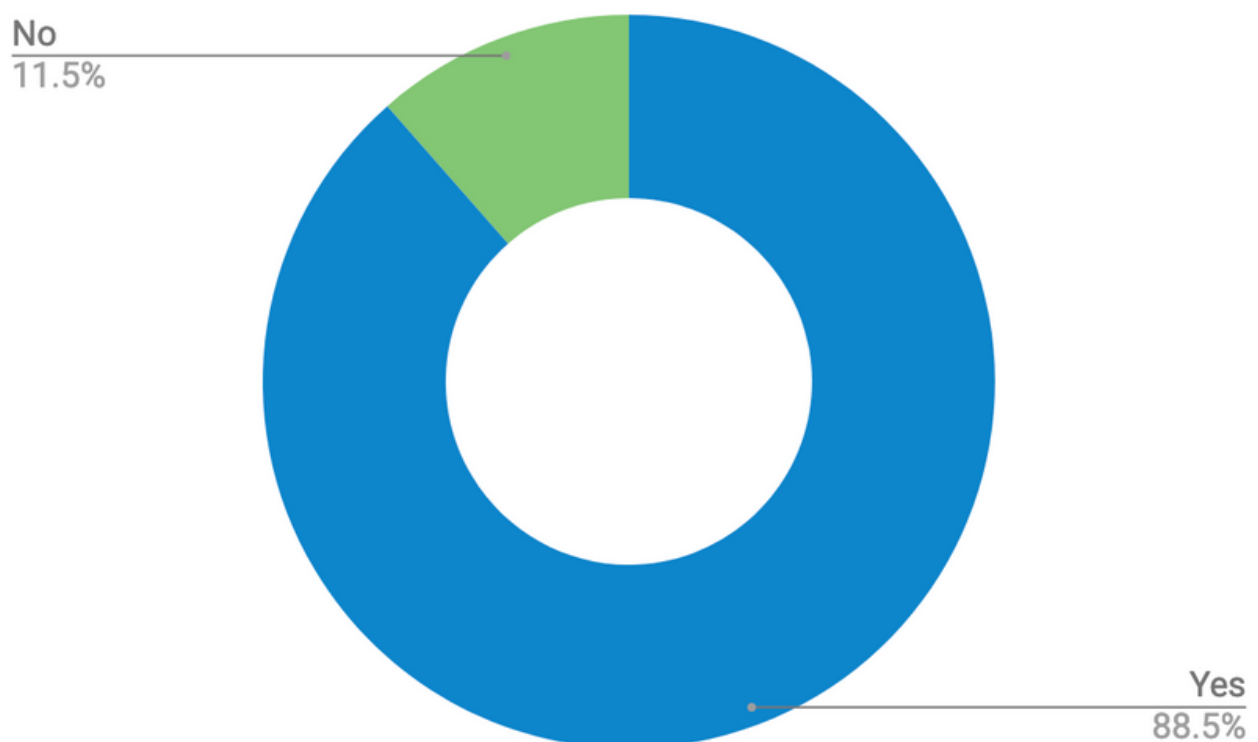
6.2 Are you a member of IIBA UK chapter?



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



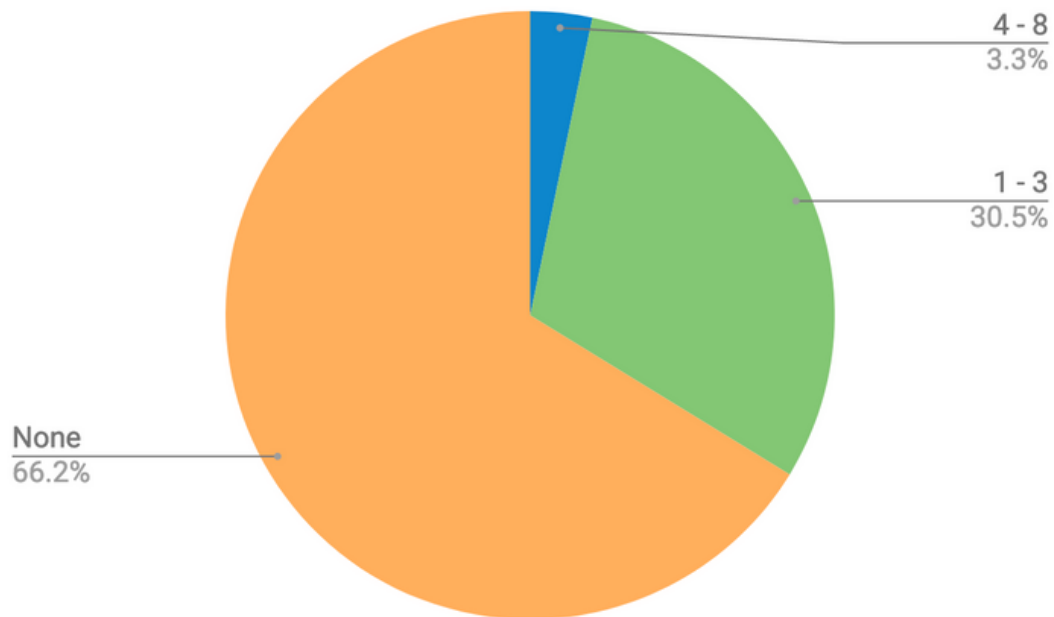
6.4 Would you recommend IIBA UK to other Business Analysts? (Members only question)



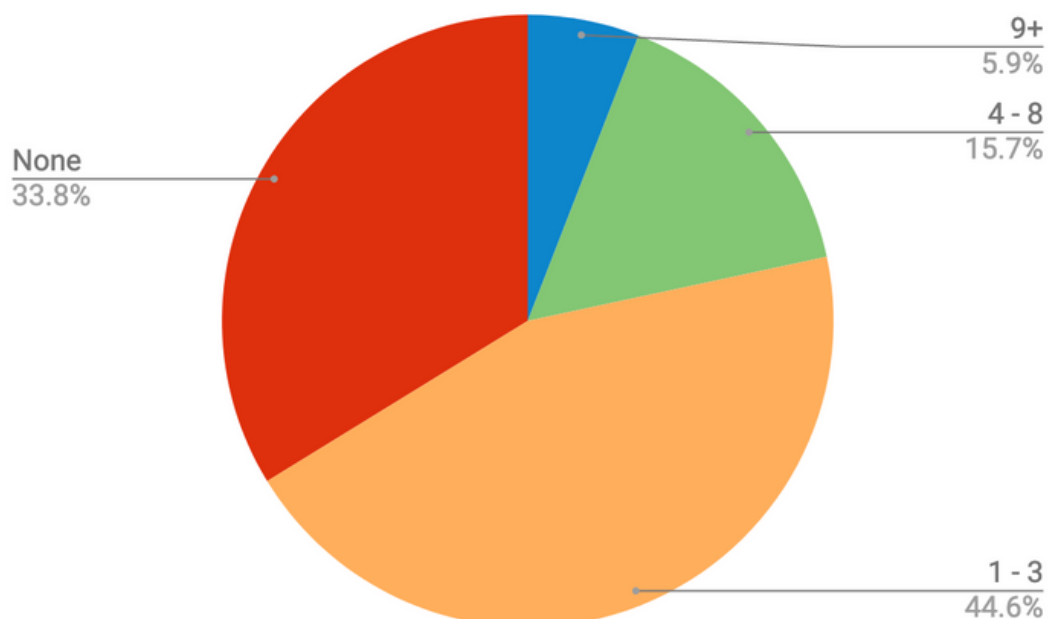
Area 7

Events

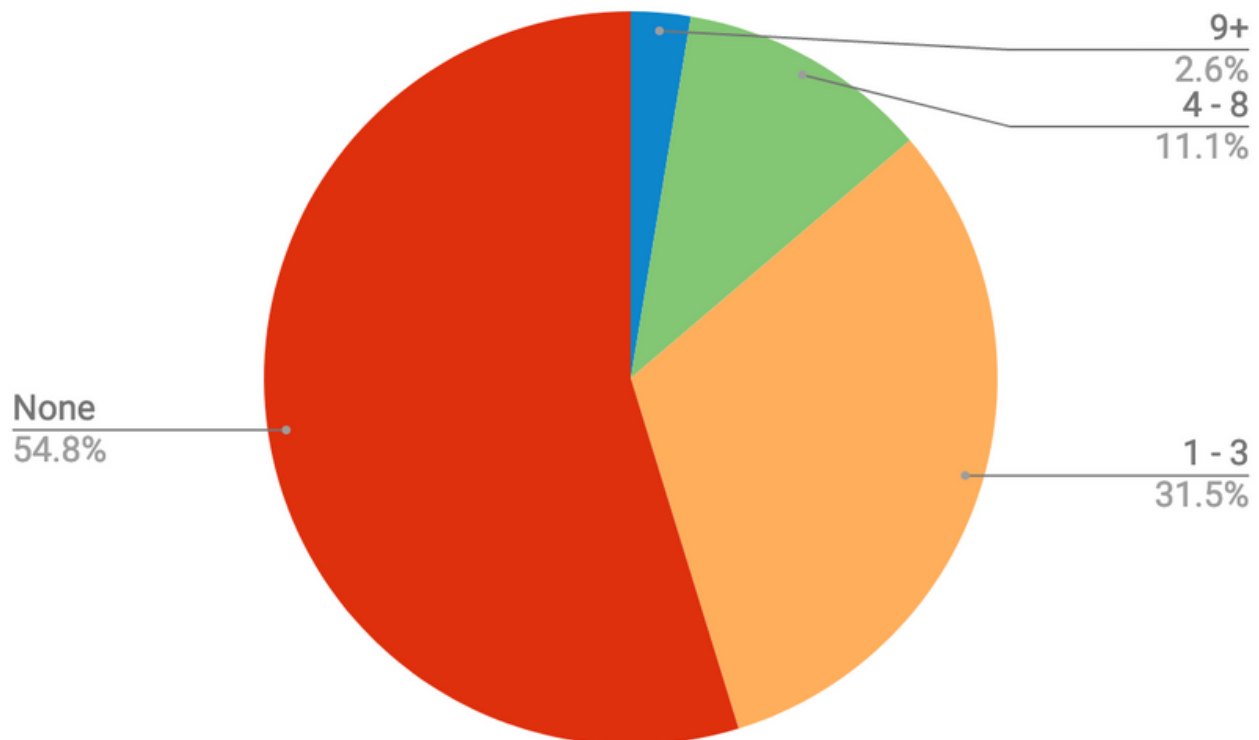
7.1 How many IIBA UK real-world (in person) events have you attended in the last 12 months?



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

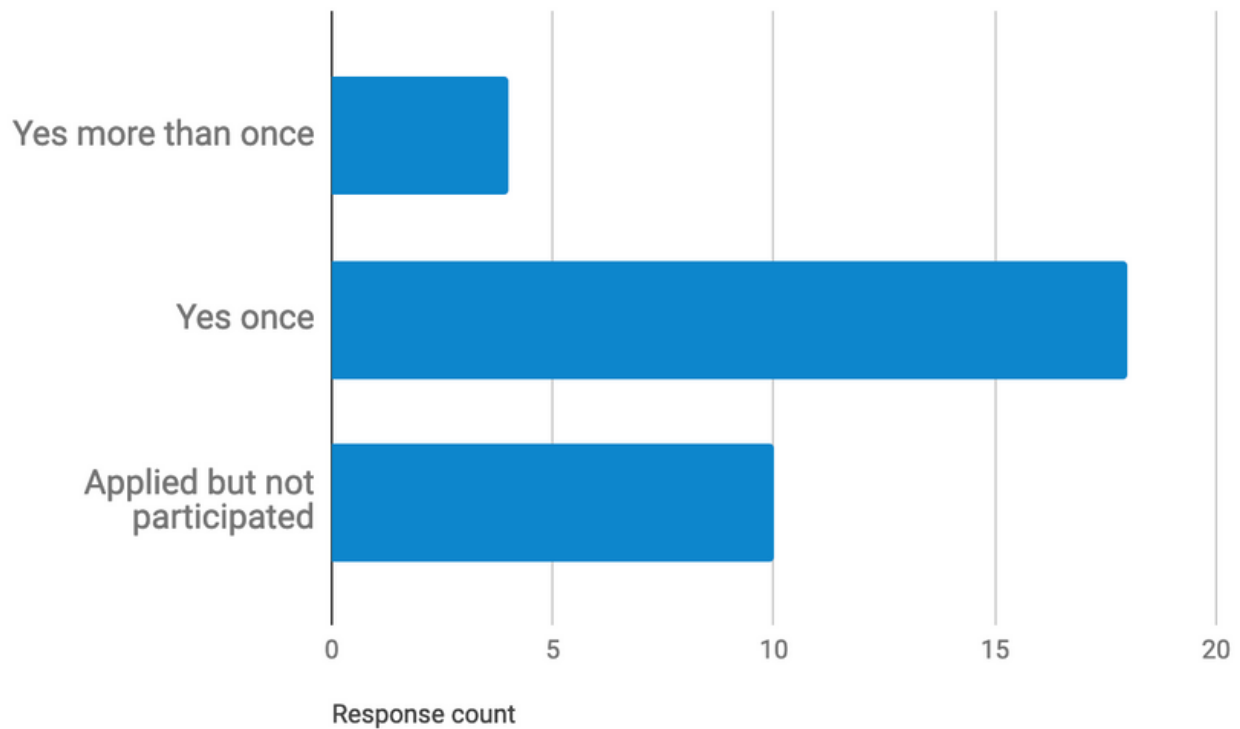


7.3 How many recorded events have you watched in the last 12 months?



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 45% of respondents have watched at least 1 recorded webinar and 14% have watched 4 or more!

7.4 Have you participated in the IIBA UK mentoring programme?



The IIBA UK mentoring programme has now been successfully run five times. 22 respondents have participated either as a mentor or a mentee at least once during this time.

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

This is always an interesting question to gauge how well IIBA UK is meeting the needs of our members and wider business analysis community. The results from this survey show that the majority of respondents are very satisfied with the range of events and webinars that we are able to deliver. This is encouraging, but we also listen to the very valid feedback that has been provided in this section, and continue to improve within the constraints of being an organisation run by volunteers.

The timing of webinars was the most prevalent topic, with events usually within the range between 5pm and 8pm. These times do not suit some people, due to family responsibilities or tiredness after a long working day. Suggestions were to run events during work hours, early morning, lunchtimes, and from 4pm.

We can trial webinars at different times. Although we do make recordings of most webinars available within a couple of days, so people can watch in their own time. Providing recordings of in-person events was raised by a small number of people, especially as a way to view content for far away events. We have done this whenever possible, and will continue to look for ways to extend the number of events that are recorded once we return to in-person events. As a fallback, we do provide slides for most events, when the speaker is happy to share.

Although most respondents were satisfied with the range of webinars being provided, some provided suggestions on how to make them more relevant for themselves / others like them. This included having more practical sessions, case studies, application of techniques in the real world, small workshops for collaborative learning, and including a mixture of theory and experiential learning.

Along similar lines, focussing more on training was raised by a small number of respondents, including more interactivity and engaging technologies, learning skills, and more career-focussed content.

In respect to specific content, a few respondents suggested surveying IIBA UK members to collate topics that are most relevant, or circulating options to learn which would prove most popular. Some sought topics that were more generic, others more specific content and more advanced content that was aimed at senior professionals.

There were also a number of specific sessions requested, ranging from business architecture, data analysis and benefits management through to process improvement and career progression from junior to senior levels.

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

As with the previous question, it was very encouraging to have many respondents complement IIBA UK on the range of services provided.

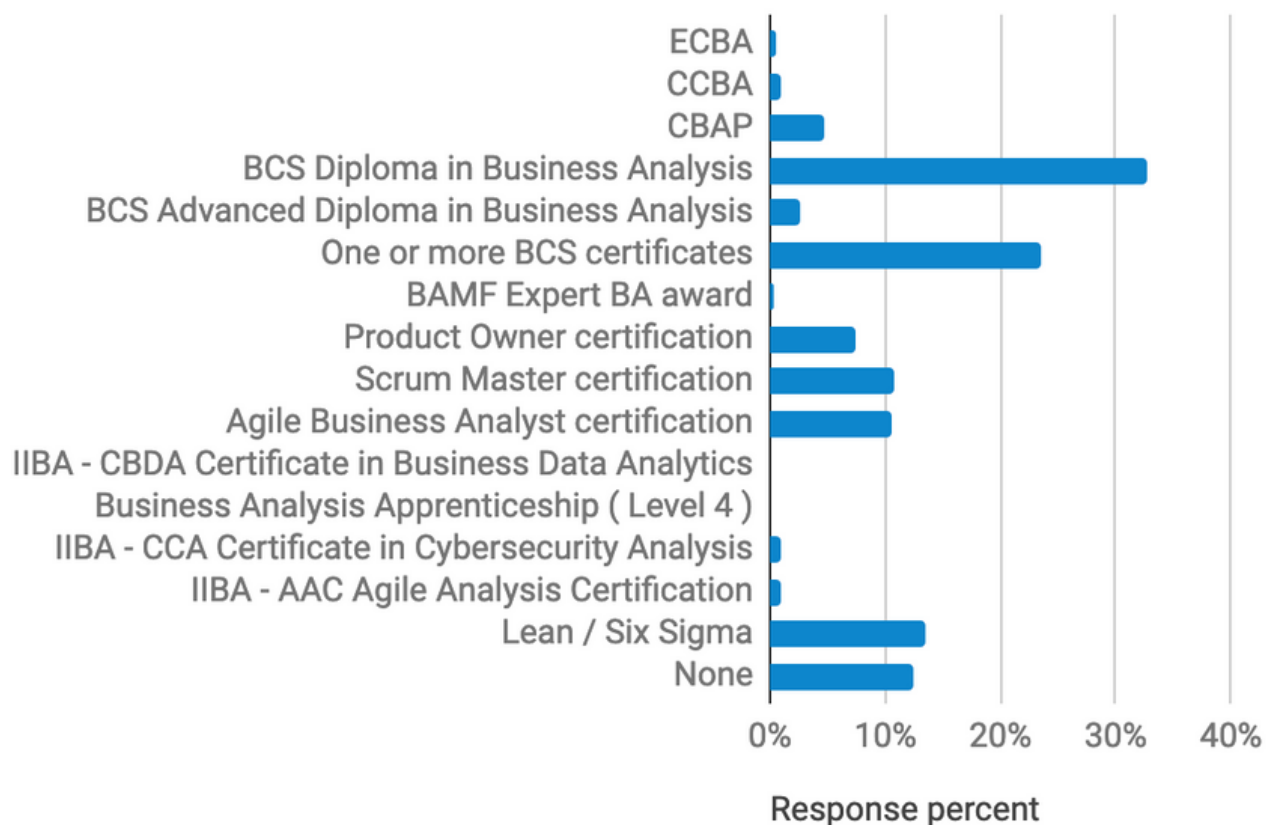
There were also many excellent suggestions on how IIBA UK might extend beyond the current provision, with some of the more interesting suggestions as follows:

- more resources to complement webinars and study groups
- maturity standard setting (which incidently has started to be addressed with the mapping between BABOK and SFIA professional skill levels, published at the start of 2021)
- further promoting awareness for the business analyst role to the wider world
- more collaboration with other organisations, especially BCS
- providing a Community of Practice for business analysts who work alone
- promoting the profession more at Universities as a career choice
- more modular content, circa 10 minutes long, which aligns more to the most popular video length on YouTube

Area 8

Professional development

8.1 Which of the following qualifications do you hold today?

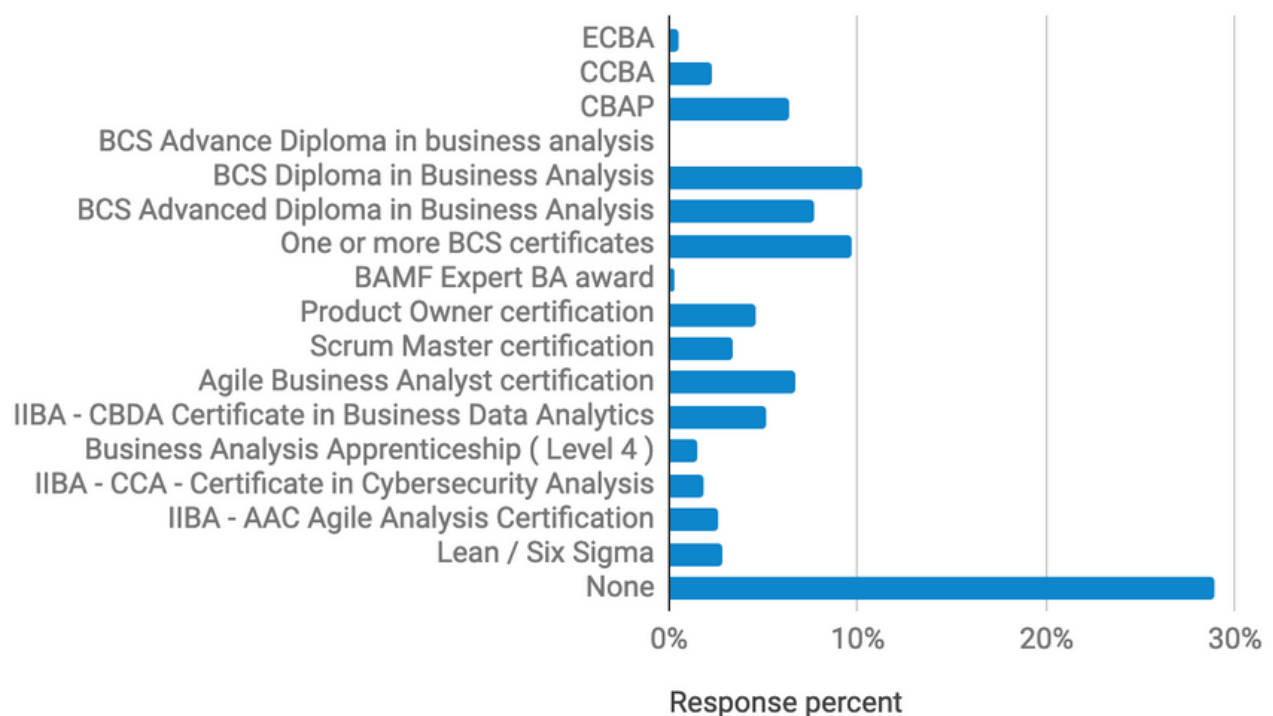


No significant changes were seen in this section.

Majority of respondents hold the BCS Diploma in Business Analysis (33%) or are working towards their Diploma (24%). Other popular qualifications are: Lean/ Six Sigma (14%), Scrum Master certification (11%) followed by Agile Business Analyst certification (10%).

In 2019 new options were added to reflect changes in the IIBA certifications and the introduction of the Level 4 Apprenticeship standard. There were no respondents for the Apprenticeship qualification and few for the IIBA CCA Certificate in Cybersecurity Analysis and AAC Agile Analysis certification.

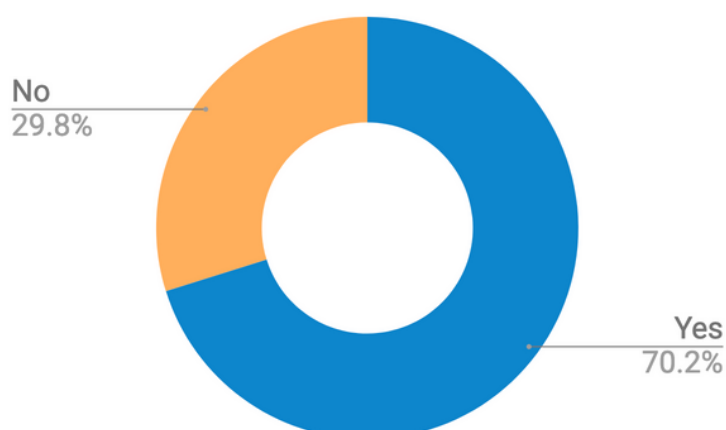
8.2 Which of the following qualifications do you intend to gain within the next 12 months?



There were minor changes compared to last year's results, these include: A reduction in numbers of people pursuing Agile related courses such as Agile Business Analyst certification (8% reduction), Product Owner certification (2% reduction), and Scrum Master certification (2% reduction). There was an increase in respondents planning to pursue the CBDA Certificate in Business Data Analytics (4% increase) and CCA Certificate in Cybersecurity analysis (2%).

Apart from these named qualifications, respondents could enter other qualifications. Data related courses were the most frequently added.

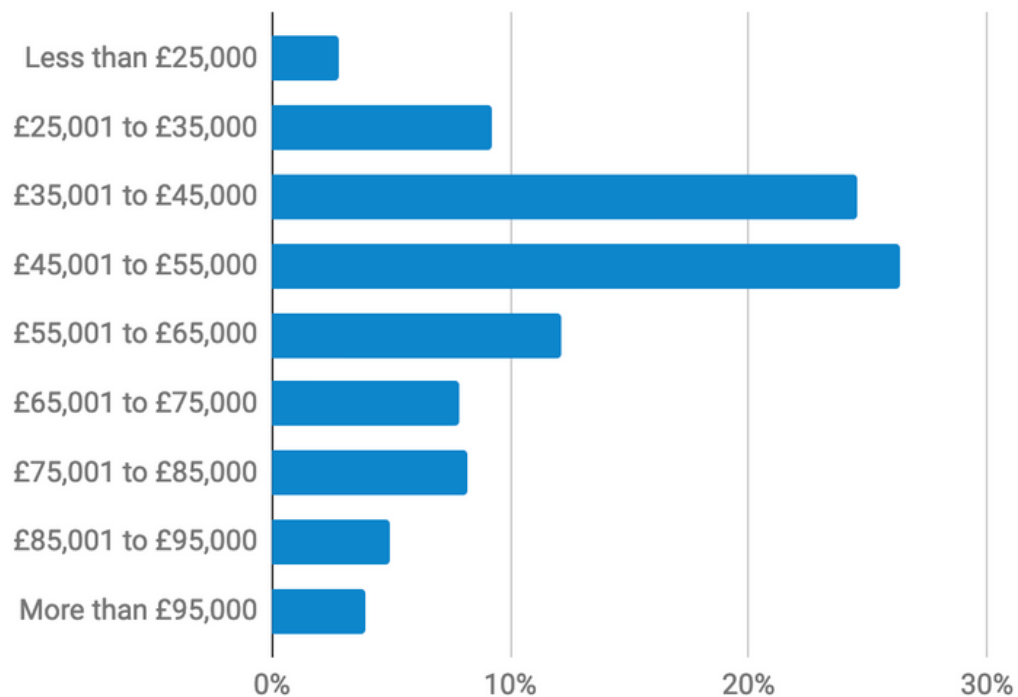
8.3 Does your employer support your professional development (as a Business Analyst)?



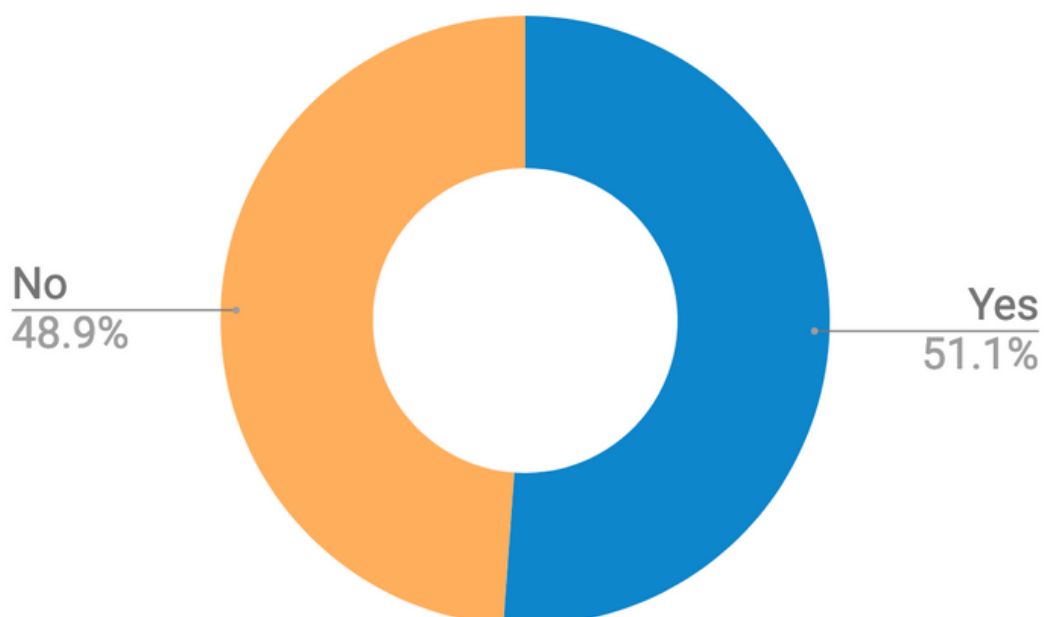
Area 9

Salary

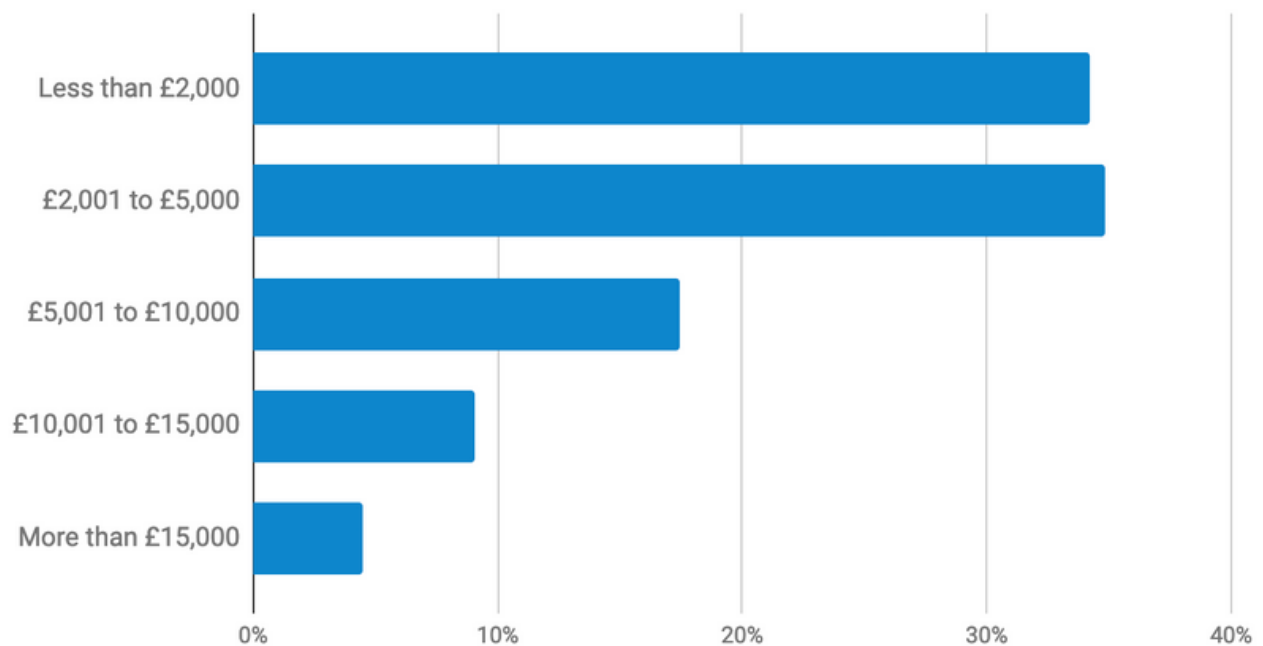
9.1 Which of the following is the closest match to how much you get paid?



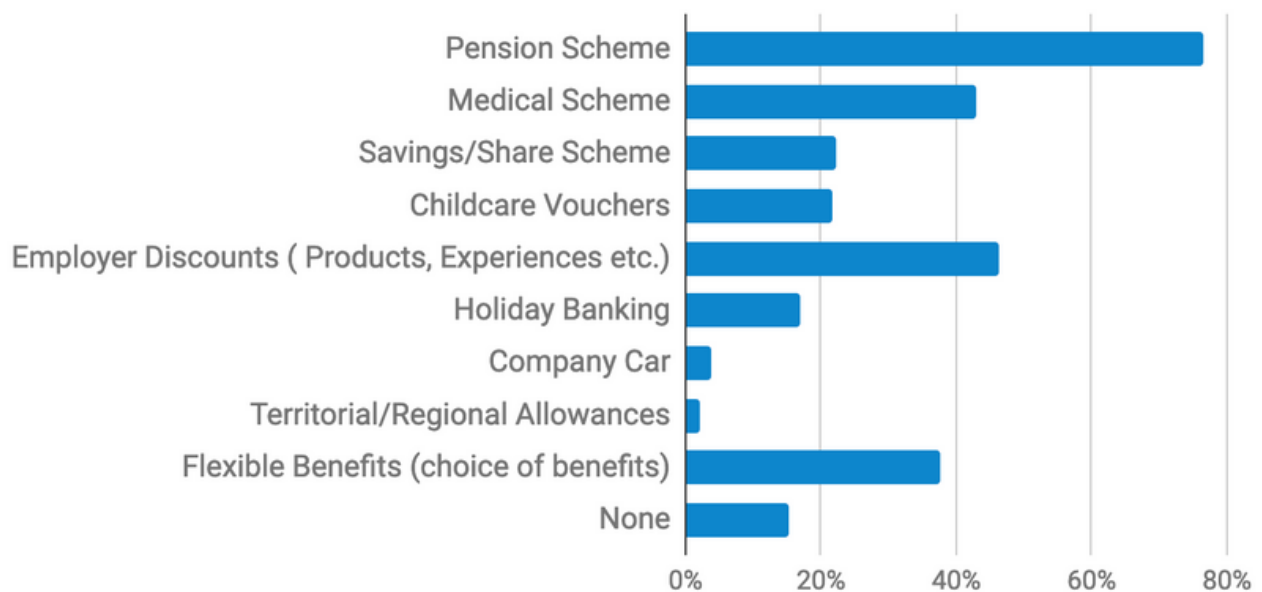
9.2 Do you receive a bonus?



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 remuneration package.



Thank you

We would like to thank everybody who completed the 2020 BA Survey. The resulting data enables the maturity and changes within the Business Analysis profession in the UK to be tracked, and helps Business Analysts gain a 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