



UK IIBA Business Analysis Survey 2011

Top Line Results

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Introduction

This survey, the first of its kind in the UK, was designed to achieve the following:

- Paint a picture of the Business Analysis profession in the UK to understand its maturity, and in future years, track changes to the profession.
- To provide insight to related industries who work closely with Business Analysts informing services and product offerings.
- To create an industry benchmark across a range of areas for BAs and Practice Heads to show strengths and weaknesses against BA practice nationally or in their Market Sector

Distribution of Survey

Invitations to participate in the survey were issued through the following channels:

- The IIBA UK mailing list which contains email details of around 3,000 BAs (both IIBA members and non-members)
- The IIBA UK Website
- The IIBA UK Twitter account which had 468 followers at the time of issue
- Through promotion to known organisations with a stake in Business Analysis including AssistKD, BA Mentor, Barclays, British Gas, Certeco, EA Consulting Group, Hays, Hydrogen Group, IRM UK, The JM Group, Nicoll Curtin, Pragnalysis, Randstad, Reed Professional Services, Sanderson PLC and Skandia

About the UK IIBA

The UK IIBA is a chapter of the International Institute of Business Analysis representing the Business Analysis (BA) profession in the UK. The UK Chapter was formed in 2006 and runs regular events across the UK as well as hosting an annual European Conference.

The UK IIBA is a not for profit organisation and reinvests all funding received with the aim of supporting the onward development of the BA Profession.

Sponsorship

This survey was sponsored by British Gas who are a key supporter of the Business Analysis profession and are proud to take an active part in developing the Business Analysis community in the UK.

The Prize Draw

Respondents to the survey were provided with the option to enter a prize draw to win a place at the 2012 European Business Analysis Conference held in London. The prize (worth c.£1,500) was chosen specifically to appeal to Business Analysts, in turn keeping the data clean.

The winner was drawn at random on the 9th of January by UK IIBA Board Director, Marlene Leggott. Announcements have been made on the IIBA UK Website, Twitter and Email Distribution. The winner was Steve Mott, Business Analyst at Balfour Beatty Living Places.

Directors Summary

We wanted to share with you our thoughts on the survey results... our personal interpretation of what we feel this information says about the state of Business Analysis in the UK today. Firstly we have to say that we're incredibly pleased to see that we now have Business Analysis industry data for those working in the UK. It provides a picture that we've only had anecdotally in the past and will aid Business Analysts (BAs) and those working with BAs too. It also, for the first time, provides an annual benchmark for the way we do things here in the UK.

Here are the highlights for us;

- Business Analysis is a strong industry, and it's growing. The vast majority of BAs are confident that the profession is growing; they feel valued and despite UK recession are confident in their ability to quickly be able to find a new role at a similar level if they were to lose their current role.
- Diversity across market sectors is incredibly encouraging. Whilst about half of BAs are working in Financial Services the other half are spread across 54 different industries. Geographic location show us that BAs are also being employed widely across the UK.
- Business Analysis in the UK is a highly professional workforce with over two thirds of BAs having worked in the field for over 5 years and over 80% holding at least one ISEB qualification.
- And finally a measure that we and the rest of the UK IIBA Board are incredibly proud of – the UK IIBA is receiving the backing it needs from its members with 97% of them recommending the organisation to other BAs. A headline that many other professional associations would be envious of!

But there's still work to do. Most notably around the wider communication of what a Business Analyst actually is. It's vital that we do this to realise the full potential of the role. Over half of BAs feel that the role is not well understood in their current organisation and that's perhaps not surprising when you look at the data showing the many different ways that the role is used (services offered, tools & techniques used, etc.). Whilst I feel it would de-value the profession to pigeonhole BAs, more must be done to ensure that the role is understood in the wider arena. Hopefully these survey results aid that.

To reinforce that point, nearly nine out of ten BAs feel that increasing investment in Business Analysis within their company / practice would de-risk projects, so we have to look at why that is. If organisations have the opportunity to de-risk projects why are they not taking it?

It goes without saying that the UK IIBA will work to support that agenda and help to increase investment in Business Analysis by helping others to understand what the role is; that will become part of our strategy over the next two years.

We invite you to read through these results and draw your own conclusions; please share your thoughts on our [LinkedIN Group](#).

Happy reading-

David Avis - Director, IIBA UK
Joseph Da Silva – President, IIBA UK

Results

Profile of Sample

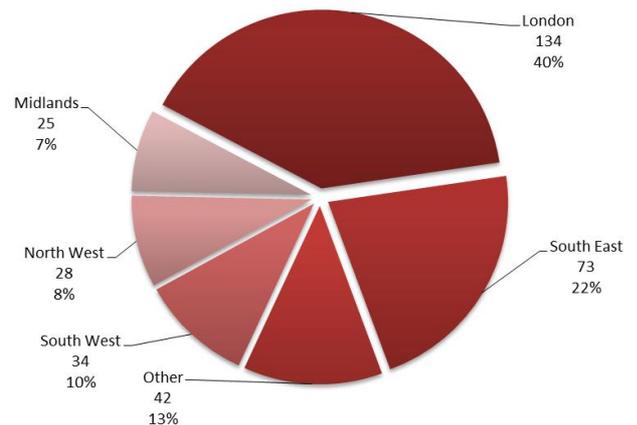
In total 385 Business Analysts responded to the survey with 39 excluded from the results as they weren't currently practicing in the UK leaving 346 valid completions. The results were clean with no duplicate submissions. It's felt that the sample size is sufficient to accurately represent views of BAs operating in the UK. In all results the valid sample size will be shown – for example where not all respondents answered the question, those null responses are not counted.

Profile of BA in the UK

Geographical Profile

Question: *In which region of the country are you based?*

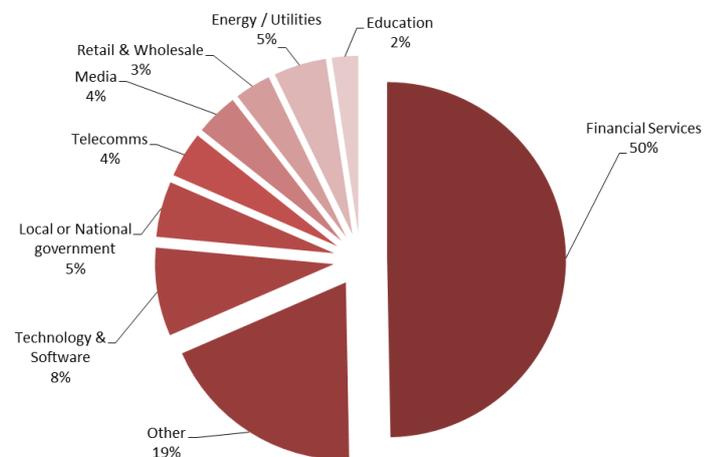
- Unsurprisingly the majority (66%) of Business Analysts are based in London and the South East with strong pockets in the North West, Midlands and South West.
- Areas with less than 20 responses were grouped as 'other'.
- Sample Size: 346



Sector

Question: *In which sector do you work?*

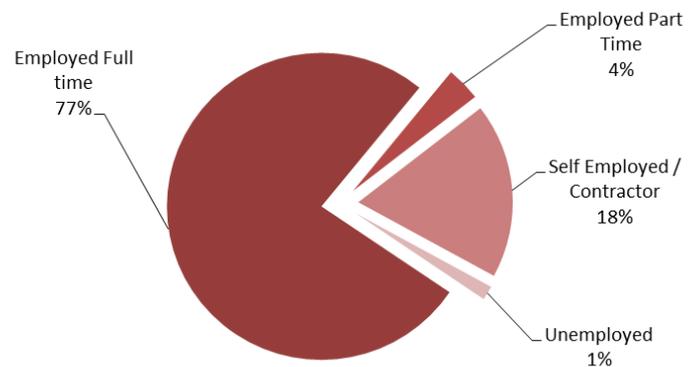
- The Market Sector results show just how widely Business Analysts are employed. The second largest segment in these results can only be classified as 'other' given that none of those 46 named sectors represented more than 1% of the BAs polled.
- Half of all BAs work in Financial Services. Likely representing the scale of investment, complexity of change, breadth of the businesses, and high levels of regulation.
- Sample Size: 346



Employment Status

Question: *What is your working status?*

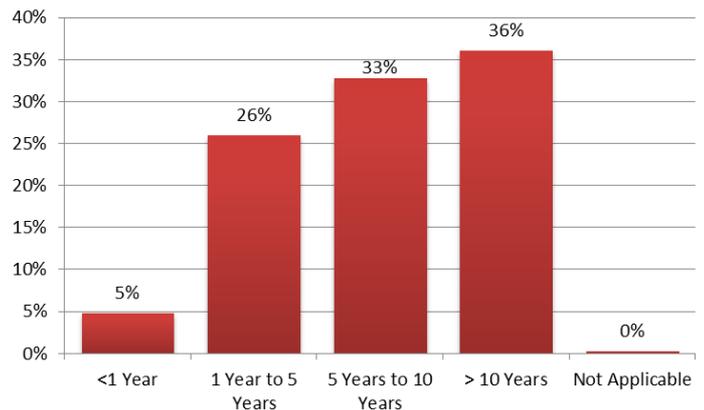
- Over three quarters of all BAs are employed full time. From a Practice Structure many see it beneficial to structure their BA Practices to similar ratios to ensure good knowledge retention whilst supplementing the practice with specialist skills through the contract market.
- Sample Size: 336



Length of Career

Question: *How long have you worked in Business Analysis?*

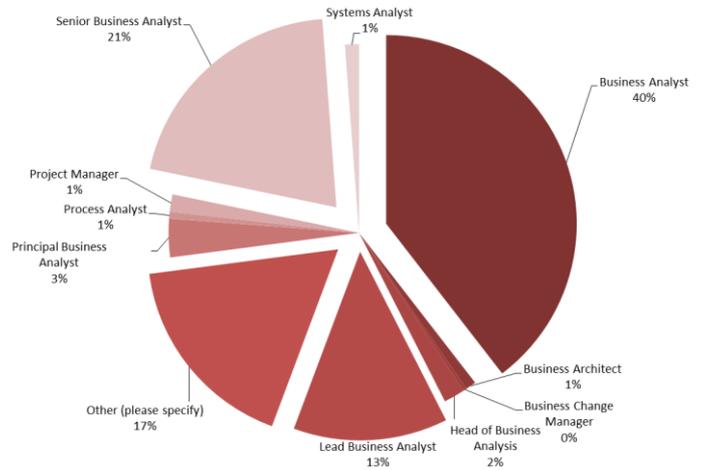
- Over a third of all BAs have been working in the field for over 10 years with a further third of BAs having worked in Business Analysis for between 5 and 10 years. This shows vast levels of experience in the role.
- Similarly with 5% having worked in Business Analysis for less than a year it demonstrates that routes into the profession are healthy.
- The expected correlation also exists between length of service and job title in most areas (see Job Titles Section) with Senior BAs, Lead BAs, Principal BAs and Heads of Practice showing longer lengths of service in the profession.
- Sample Size: 335



Job Titles

Question: *What is your official job title?*

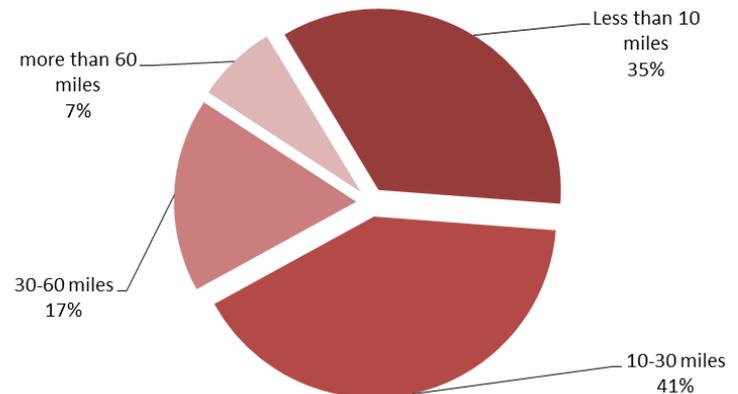
- 4 out of 10 BAs simply go by the Job Title 'Business Analyst'. This is the only job title used that doesn't vary over length of service. As stated above, many roles have an expectation in experience. 'Business Analyst' is used equally from someone who's been working the role for a day to someone with over 10 years' experience in Business Analysis.
- 57% of people using the 'Business Analyst' job title have worked in the profession for over 5 years.
- Reassuringly the standard job titles (BA, Senior BA, Lead/Principal BA), are being widely used today, anecdotally this wasn't the case when the UK IIBA started in 2006. Using standard job titles helps in self-recognition of professionals.
- 17% of respondents used 'other' job titles, none of these individually represented more than 1% of the respondents and typically contained the words 'Consultant', 'Business' & 'Analyst'.
- Analysis on titles used by sector was inconclusive showing no true correlation between sector and consistency in job titles.
- Sample Size: 336



Commuting Distance

Question: *On average, how far (each way) do you commute each day in order to fulfill your role?*

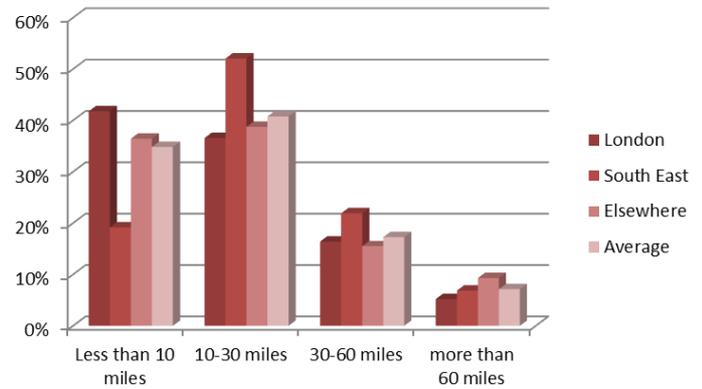
- This question was asked to help employers and recruiters better estimate the catchment areas for roles.
- 35% of BAs make a round trip of less than 10 miles per day for employment with a further 41% making a round trip of between 10 miles and 30 miles.
- No correlation was evident between sector, job title or maturity of the practice.
- Sample Size: 336



Commuting Distance (by Region)

Question: *On average, how far (each way) do you commute each day in order to fulfill your role?*

- Regional variation on commuting was only really evident in London and the South East. Londoners showing the shortest commuting distances (perhaps not durations).
- Those in the South East typically were least likely to commute less than 10 miles but most likely to travel between 10 and 30 miles.
- Sample Size: 336

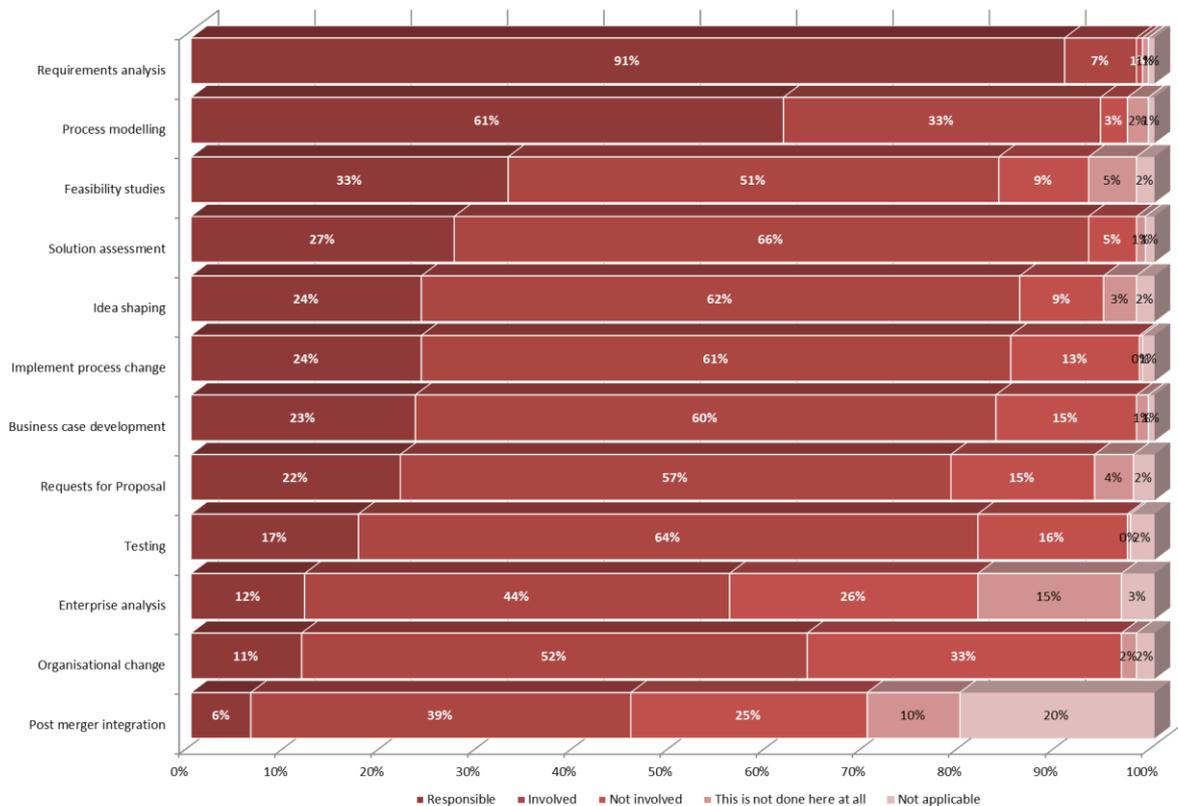


Professional Activity

Areas of Involvement

Question: *In your organisation, which of the following areas is the BA formally responsible for or involved with?*

- One of the things that makes the BA profession harder to pigeon hole and therefore understand for those on the outside is the vast range of areas that BAs can be involved with.
- This shows that typically BAs have responsibility for Requirements Analysis and Process Modelling with a high likelihood of being 'involved' in Feasibility Studies, Solution Assessments, Idea Shaping, Implementation, Business Case Development, RFPs, Testing and Organisational Change.

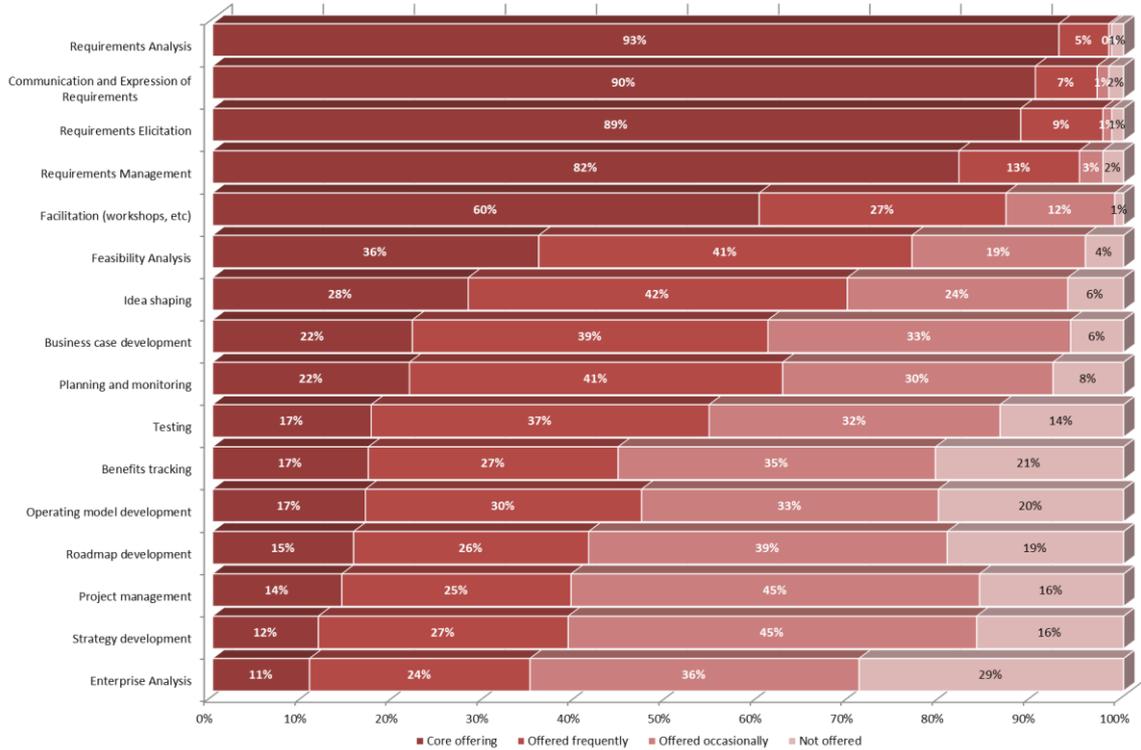


- 33% of BAs aren't involved in Organisational Change; whilst often a specialism there's real value that BAs can add to organisational change.
- Enterprise Analysis also seems to be an area where BAs aren't involved (26%), however the BABOK (Business Analysis Book Of Knowledge) would define it as a core process of any BA's involvement in a project. There is a strong chance that this is primarily down to terminology used.
- Sample Size: 322

BA Services Offered

Question: *What do you consider to be the main services you offer as a BA?*

- From these responses we can define a majority offering, the majority of BAs would offer; Requirements Analysis, Communication and Expression of Requirements, Requirements Elicitation and workshop facilitation. Mostly likely to be substituted with Feasibility Assessment, Idea Shaping and planning & monitoring.

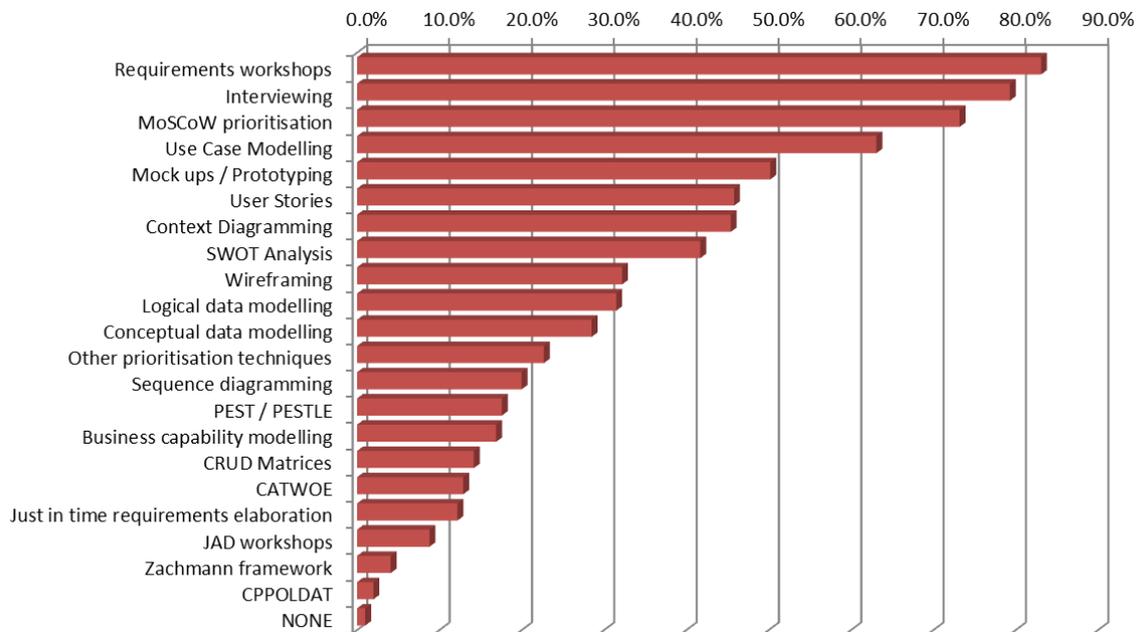


- Once again the responses on this question further evidence the large degree of variation in the role.
- Sample Size: 310

Techniques

Question: Which of the following *TECHNIQUES* have you personally used in the past 12 months?

- This question was designed to understand the correlation between services offered and the use of BA technical skills.

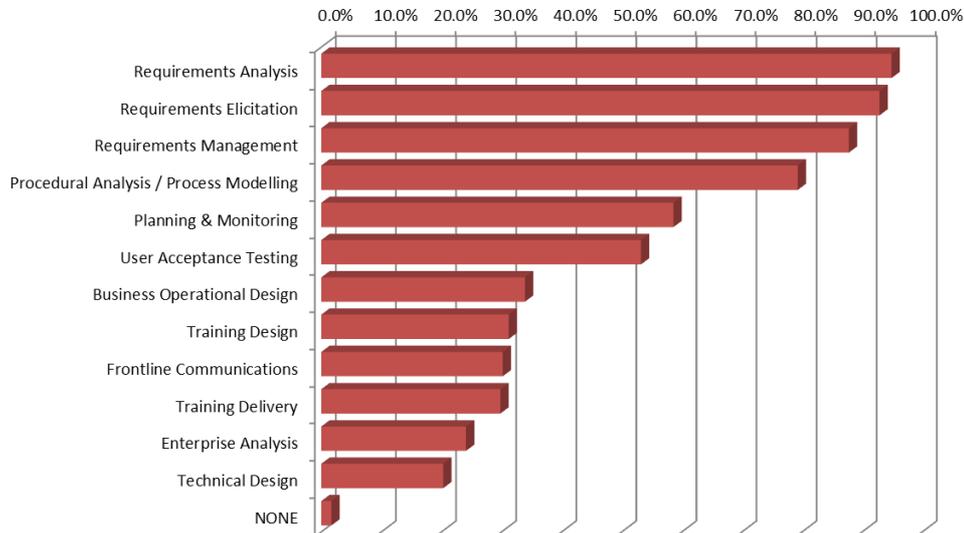


- Not surprisingly and in line with the services offered, many techniques centre around requirements.
- There is however a surprising lack of data modeling techniques, organisational level analysis techniques (CATWOE, PESTLE, etc.), and hardly any usage of professional operational design frameworks such as CPPOLDAT and Zachmann. This conflicts with the services offered section above potentially highlighting that whilst BAs are involved with organisational analysis and design that the techniques traditional recommended as supporting those activities aren't being adopted.
- Mock Ups / Prototyping are being used more than would be expected. The ranking of BalsamiQ Mock Ups in the Tool Usage results reinforces this. Typically a slightly controversial topic as there's a fine line between modeling requirements via mock ups and designing the solution.
- Sample Size: 295

Processes Conducted

Question: *Which of the following PROCESSES have you personally conducted in the past 12 months?*

- The results of these questions really show how BAs are utilised across the project life cycle.

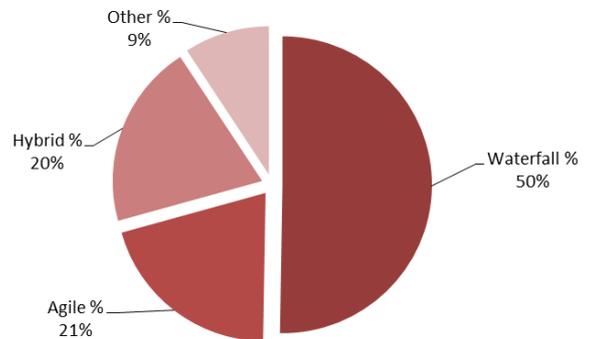


- In line with other results there's an emphasis on Requirements with involvement starting later than expected in the lifecycle – only a quarter of BAs are conducting Enterprise Analysis.
- Over half of BAs have conducted User Acceptance Testing in the past year, potentially highlighting a lack of use of UAT professionals.
- Only a third of BAs are conducting Business Operational Designs which arguably is an essential part to understanding requirements. It may be that in these cases the operational design is still being produced, just not by the right person!
- Training and Communications is an interesting area, arguably another specialism but the BA is well placed to conduct this work through a detailed understanding of the business, the needs and the solution.
- Sample Size: 295

Development Techniques

Question: *What percentage of your projects use the following software development methods?*

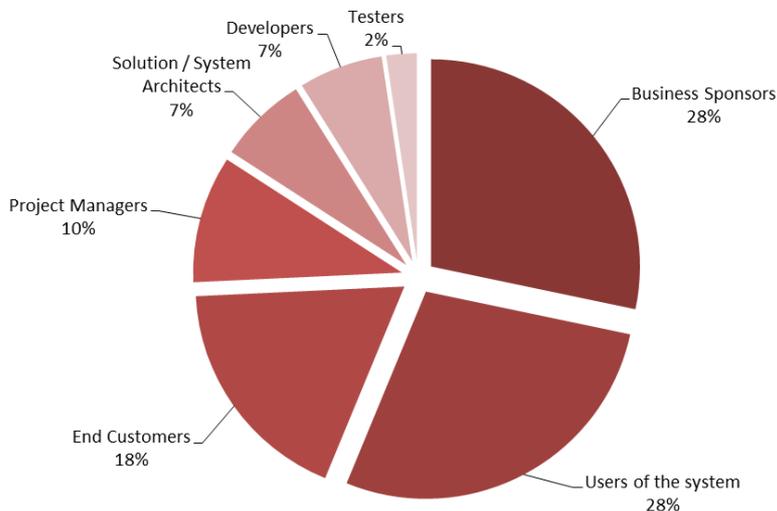
- Agile has been a growing trend in Business Analysis over the past 5 years or so, this question was aimed at understanding exactly how prevalent different development approaches are today.
- Without a doubt traditional waterfall development remains the most common technique used.
- Whilst half of all projects are conducted by waterfall, it's interesting to note that BAs are using Agile and hybrid approaches to some extent. 64% of BAs use Agile to some degree and 55% use hybrid approaches to some degree.
- Less than a quarter of BAs are using waterfall for more than 85% of their projects. This shows that BAs must be well versed in different development approaches.
- There is no noteworthy pattern in technique usage by market sector, experience or practice maturity.
- Sample Size: 301



Stakeholders of BA

Question: *In order, who do you consider to be your three most important stakeholder groups?*

- An unfair question in many ways as most BAs will see their role as being in place to 'harmonise the needs of many' but useful to see if there is a particular powerbase and if this changes over time.

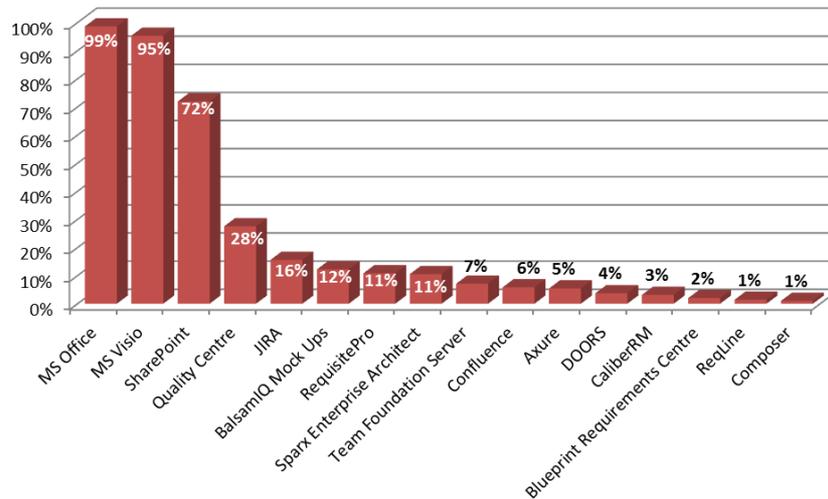


- Without a doubt the strongest view is that the business' customer is 'the customer' either as the user of the system that's being delivered or the customer that they are serving. In many cases, of course the end customer is also the user of the system with increasing investment in digital channels.
- The average response across the three stakeholder groups is 1st Business Sponsor, 2nd User of the System and 3rd End Customer.
- Sample Size: 301

Tools

Question: Which of the following TOOLS have you personally used in the last 12 months?

- Not surprisingly nearly all BAs are using MS Office Tools and Visio.
- With over half of BAs conducting UAT it's not surprising that many (28%) also have access to HP Quality Centre to support testing efforts.
- In terms of the more bespoke BA specific tooling; JIRA, BalsamiQ, IBM ReqPro and Sparx Enterprise Architect are top runners but still only represent a small proportion of BAs overall.

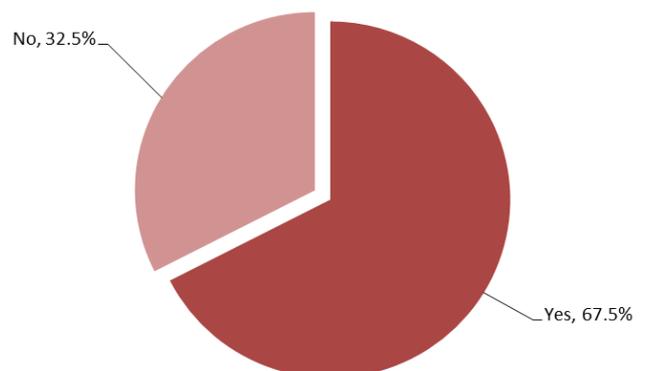


- Respondents were also asked to list any tools they used not mentioned in the survey. The word cloud below shows tools by the number of times they were mentioned. MS Project was mentioned by 7 people (8%), ARIS by 6 people (7%), Case Complete & Mind Manager by 5 people (6%), VersionOne by 4 people (4%) and iRise and Google Tools by 3 people (3%).



Question: In your personal opinion does the use of professional requirements elicitation and management tools help to ensure good quality projects?

- Around 2/3s of BAs believe that professional requirements tools help to ensure good quality projects. Given that the most popular requirements tool, JIRA, has been used by only 16% of BAs in the last 12 months this likely highlights underinvestment in professional tooling
- Sample Size: 295

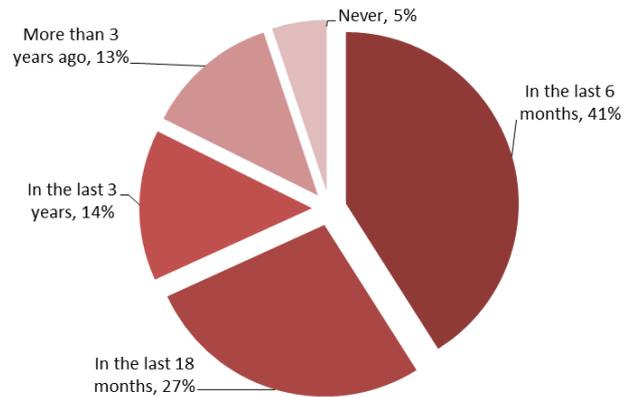


Training

Formal Training

Question: *When was the last time you completed any formal training?*

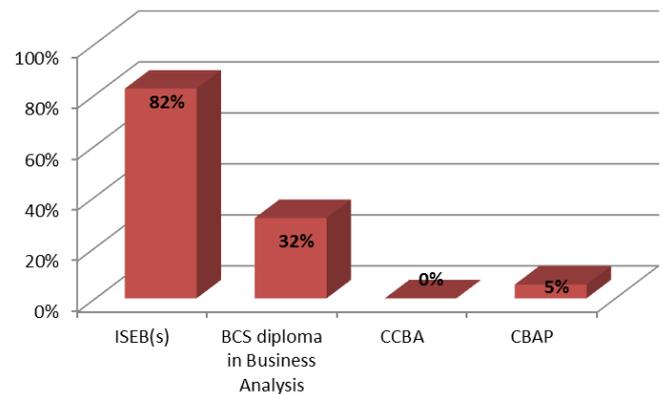
- Generally training opportunities seem to be readily available to BAs with 68% having completed formal training in the past 18 months.
- Around half of those who last received formal training more than 3 years ago or never are self-employed, the other half are full time employees.
- Sample size: 295



Qualifications Held

Question: *Which of the following qualifications do you hold today?*

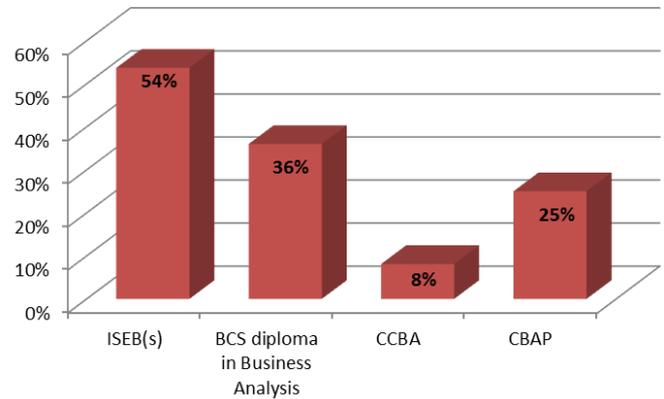
- The BCS BA Diploma Framework remains the most utilised in the UK with 82% of respondents holding one or more ISEBs and a third holding the full BCS diploma in Business Analysis.
- In terms of other qualifications captured, OMG certification in UML (BA related), MBA (Business), ITIL (Service Management), Prince 2 (project management) and PMI (project management) all featured.
- Sample size: 130



Desired Qualifications

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

- The BCS framework remains most popular in BAs professional development plans for 2012.
- The IIBA developed CBAP and CCBA are gaining in desirability with a quarter stating they intend to attain a CBAP within the next year.
- In terms of other qualifications targeted (separate question), respondents named the ISEB consultancy certificates and the TOGAF as desired qualifications.
- Sample size: 136



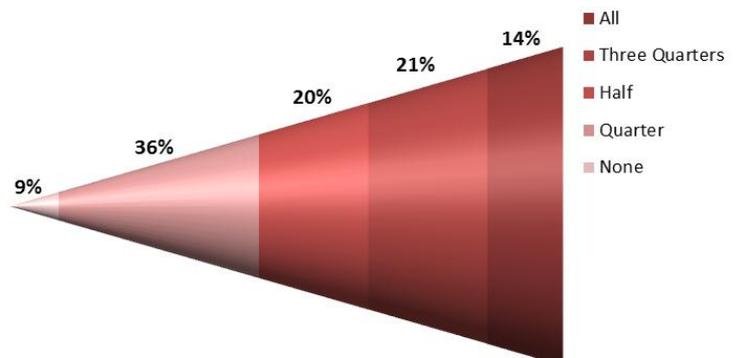
Delivery Styles

- In terms of receiving this training the vast majority (72%) prefer face to face training with a further 11% preferring e-learning.
- Asked whether they ever pay for their own training 44% confirmed that they did.
- Asked whether their employer supported their professional development (as a BA) 76% confirmed that they did. From the remaining 24%, unfortunately, around 60% of these were Full Time Employees of organisations (40% self-employed / contract).
- Sample Size: 295

Use of Free Development Resources

Question: What proportion of your BA development comes from free resources? (webinars, blogs, white papers, etc.)

- There are many good quality free development sources (webinars, blogs, white papers, etc) available to BAs in a way that isn't replicated in other professions. BAs responded on what proportion of their BA development comes from free resources.
- Only 9% of BAs don't use these resources at all. 14% rely purely on free resources for their own development (possibly showing under-investment from their employers).
- This leaves a core of 77% using free resources to supplement their professional development (between a quarter and three quarters of their total professional development).
- Sample Size: 295

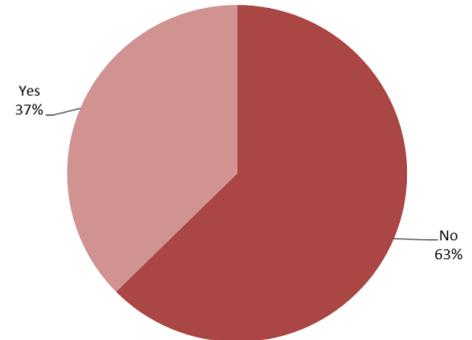


International Institute of Business Analysis

IIBA Membership (Global)

Question: *Are you an IIBA member?*

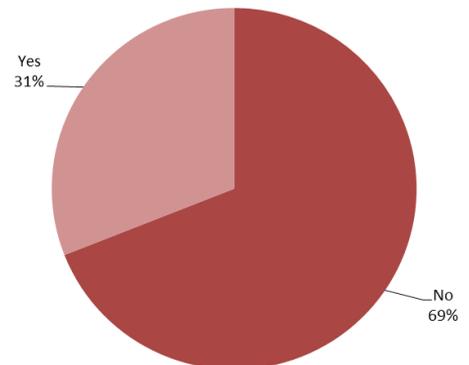
- 37% of respondents to the survey held International Institute of Business Analysis (IIBA) membership.
- This response shows that there is still some way to go in terms of recruiting IIBA Membership at Global (and UK – see below) level in the UK.
- Sample Size: 297



IIBA Membership (UK)

Question: *Are you an IIBA UK Chapter Member?*

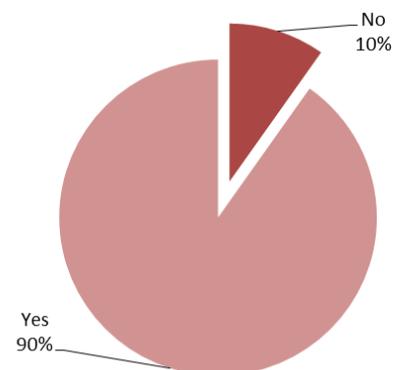
- 31% of respondents (91) to the survey held UK Chapter membership of the International Institute of Business Analysis (IIBA) membership.
- This means that less than half of UK IIBA members chose to complete the survey.
- Only 8% of those in the UK with Global Level membership don't also hold chapter membership.
- These results show that there is around a 6% margin to close on UK IIBA Level Membership.
- Sample Size: 297



UK IIBA Membership Value for Money

Question: *Do you feel that you get good value for money from your £25 membership fee?*

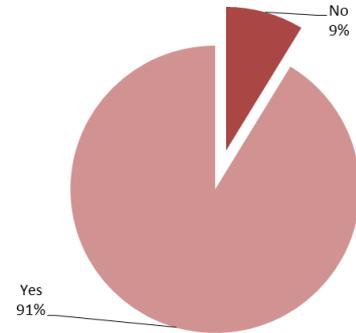
- 90% of UK Chapter Members felt that they got value for money from the Chapter. Whilst 100% would be the ideal response in terms of value, this is a very reassuring response rate
- Sample Size: 92



UK IIBA Membership Inspiration

Question: *Does the UK IIBA provide inspiration to you as a professional Business Analyst?*

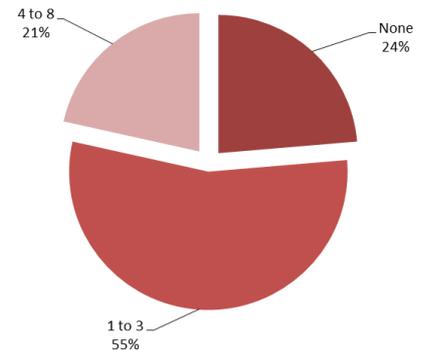
- 91% of UK Chapter Members felt that the UK Chapter provided Inspiration to them
- Sample Size: 92



UK IIBA Membership Event Attendance

Question: *How many IIBA UK Chapter Events have you attended in the last 12 months?*

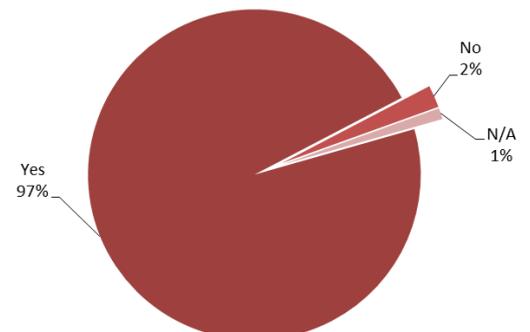
- 67% of members have attended at least 1 event in the past year.
- Less than a quarter of UK Chapter Members have not been able to attend a chapter event in the past 12 months.
- In terms of reasons for not being able to attend events the majority were simply logistical or not being able to make the events due to family or work commitments. Some people stated that the events should be cheaper; however, as all UK IIBA Events are free to members this would be a challenge!
- Sample Size: 92



UK IIBA Membership Recommendation

Question: *Would you recommend the IIBA UK to other Business Analysts?*

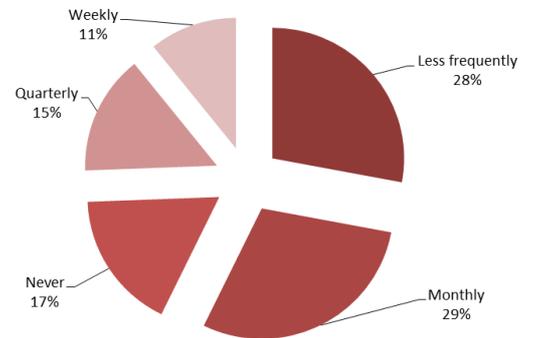
- An impressive 97% of UK IIBA Members would recommend the organisation to others.
- N/A was given as an option for new members who may not have an opinion on this yet.
- Sample Size: 92



UK IIBA Website Visitors

Question: *How often do you visit the IIBA UK Website?*

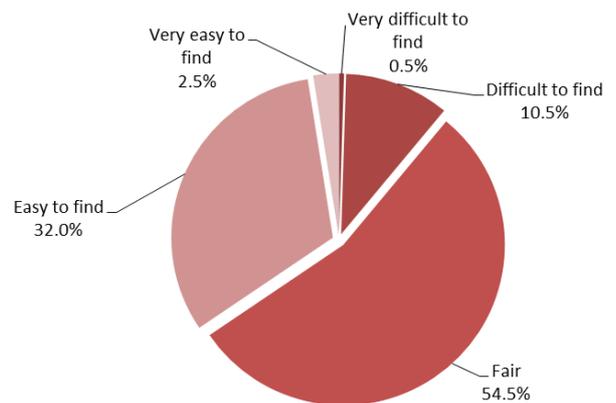
- Only 17% of UK Based BAs never visit the UK IIBA Website however a further 28% visit less than once a quarter.
- This shows the website is used by both Members and Non-Members. Likely by those that attend events Free Events or on a 'pay-per-view' basis.
- Sample Size: 297



UK IIBA Website Effectiveness

Question: *How easy do you find it to locate information on the IIBA UK Website?*

- Of those that use the site only 11% find it difficult or very difficult to find the information they needed.
- The majority of visitors feel it is 'fair' to use suggesting that the planned work to improve the site is warranted.
- Sample Size: 200

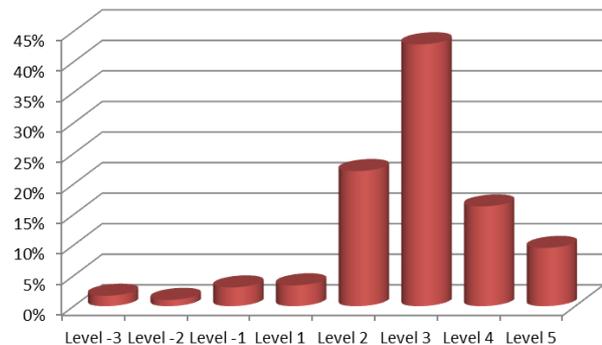


Practice Maturity

Level -3	Level -2	Level -1	Level 1	Level 2	Level 3	Level 4	Level 5
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	BA capability exists across the organisation but not in a single dedicated 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 artifact 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 workpackages. Function is very likely to be based outside of IT. Advanced knowledge management practices are in place including leveraging cross-industry research and experience.

Question: *Using the maturity model above as a reference, where would you say your organisation currently sits?*

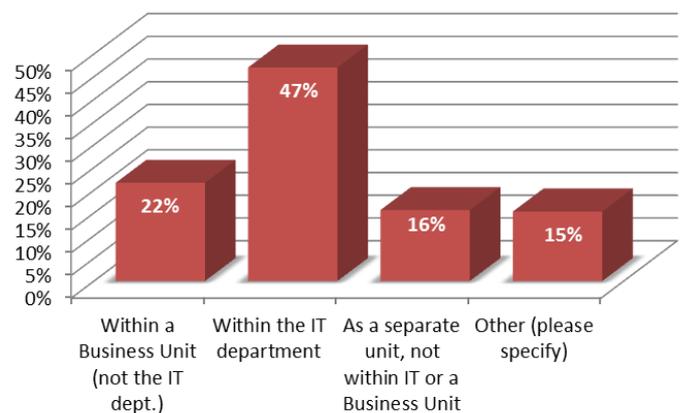
- Respondents were asked to rate BA Practice Maturity at their organisation using the Framework above (from Pragnalysis.com)
- Reassuringly only 6% of BAs assessed their practices at being Level -1 or below.
- Only 10% of BAs Assessed their Practices as Level 5 showing that there is still some way to go in terms of practice development in the UK.
- Sample Size: 294



The BA Organisation

Question: *Within your organisation, where does the Business Analysis competency sit?*

- 48% of BAs are located within the IT department. It's widely considered that with increases in recognition and practice maturity more BA practices will move out of the IT department where value can be added in terms of business strategy and initiating Business Change demand.
- Sample Size: 301

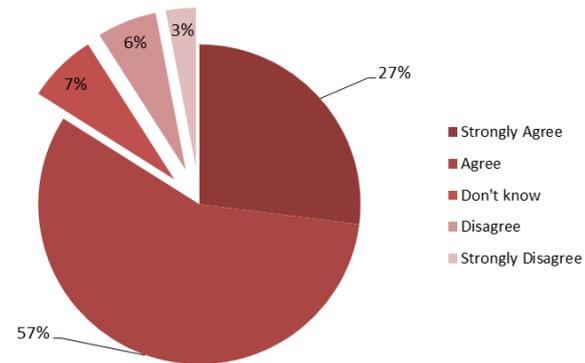


Opinion

The truest insight into the current state of the profession really comes from the professionals themselves. Opinions on four areas were obtained as follows.

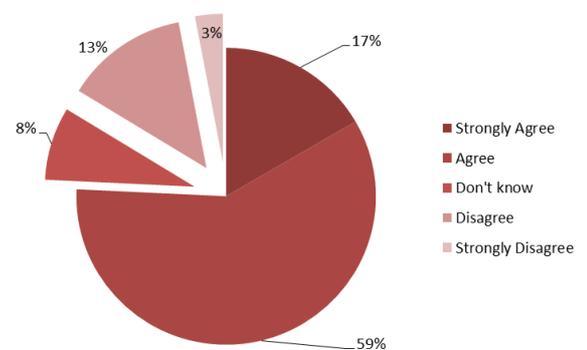
Question: *In your personal opinion, please rate the following statements as you see them today:- The role of the Business Analyst is gaining in recognition.*

- Reassuringly, 3/4s of BAs agree with this statement.
- Sample Size: 301



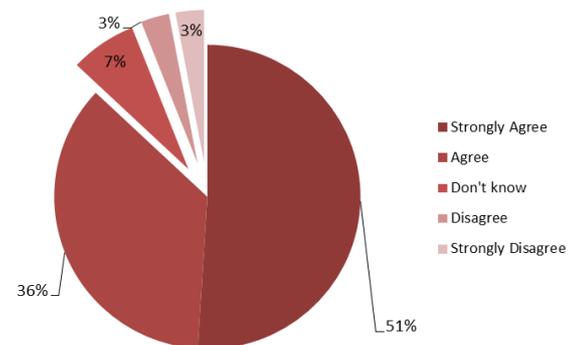
Question: *In your personal opinion, please rate the following statements as you see them today:- I personally feel valued as a Business Analyst.*

- 75% of BAs agree with this statement.
- Assuming that the 16% of BAs who don't feel valued wish to remain in Business Analysis, the response to this question will hopefully give them the reassurance they need to move to an organisation where they are valued!
- Sample Size: 301



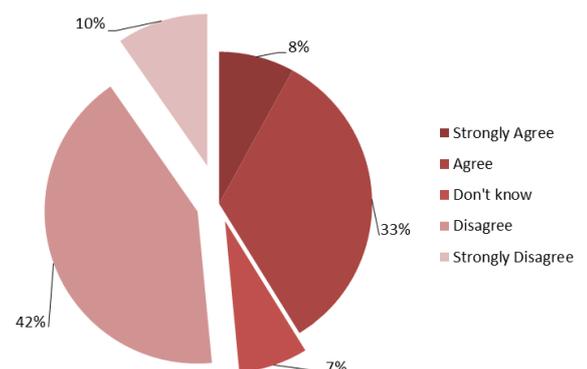
Question: *In your personal opinion, please rate the following statements as you see them today:- Increasing investment in Business Analysis within my company / practice would de-risk projects*

- Nearly 90% of BAs agree with this statement.
- Sample Size: 301



Question: *In your personal opinion, please rate the following statements as you see them today:- The Business Analysis role is well understood within my organisation.*

- Whilst it is great to see 41% agreeing with this statement it's disappointing to see 52% disagreeing with this.
- It's important to consider that there maybe a correlation between investment in the role and organisational understanding of the role.
- Sample Size: 301



Employment Market

Question: *Excluding remuneration and location, please select the THREE most important criteria which you look for in a potential employer?*

- The respondents were asked to cast 3 votes each in terms of the criteria they most seek in a potential employer. The graph shows the ranking and the percentage of BAs who included each response within their three choices.
- Most areas showed a linear correlation between 1st, 2nd and 3rd choice with the exception of Company reputation which showed as the most important 3rd choice.



- Sample Size: 295

Question: *Excluding remuneration and location, please select the THREE most important factors that are likely to make you stay with your current employer*

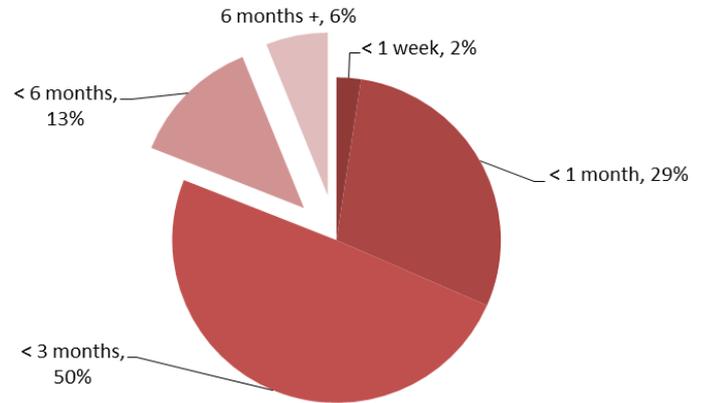
- The respondents were asked to cast 3 votes each in terms of the factors that most likely make them stay with their current employers. The graph shows the ranking and the percentage of BAs who included each response within their three choices.
- There was less variation between the highest and lowest factors than the question above however career progression opportunities showed as a clear leader.
- Whilst maturity in the practice scored lowest, it's worth tempering this with the fact that many are seeking out the opportunity to develop new skills with potential future employers and therefore maturity of practice must play a role here.



- In terms of other factors that would increase retention ‘company culture and objectives’ were cited by a number of BAs as being important. Using some element of deduction from other responses on this question this appears to stem from a lack of organisation stability and a lack of basic employment expectations (career plans, training opportunities, career progression opportunities)
- Around 20% of BAs are currently ‘actively’ looking for their next role. 65% are not and 15% would prefer not to say.
- Sample Size: 295

Question: *If you were to become unemployed, how long do you think it would take until you were in a similar role again?*

- 81% of BAs feel that they would find similar employment in less than 3 months. From anecdotal cases this is very realistic.
- Sample Size: 295



Further Information

This survey was compiled by Caffeinated LTD, in collaboration with the IIBA UK. For further information drop us a line. Here's just a few ways we can help.

How does your BA Practice vary from the Industry Baseline?

This survey creates, for the first time, a UK wide baseline for maturity and views. But how does your organisation stack up?

If you are interested in finding out how your BA Practice compares to the UK and Sector averages, which strengths you should exploit and which weaknesses you should address then drop us a line.

We can help by combining an assessment of your BA practice with a Training Needs Analysis to allow focused development of the BA capability in your organisation.

Contact caffeinatedltd@gmail.com for find out more.

Detailed Results

A specialist report will shortly be available providing a more accurate view of the most popular Business Analysis Sector (Financial Services). The report will provide specific views of the 50% of BAs who work in Financial Services and how their views, approaches and training needs vary from the BAs working in other sectors.

Vital competitive insight for anyone supplying the Business Analysis industry.

Contact caffeinatedltd@gmail.com to find out more.