

2022

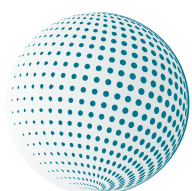
GLOBAL STATE OF BUSINESS ANALYSIS

REPORT



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IIBA®
GLOBAL RESEARCH

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The Future of Work

Welcome to IIBA's 2022 *Global State of Business Analysis Report*. This year's survey collected data to provide a solid understanding of the skills, trends, demographics, and more that impact the global business analysis profession.

The last few years have brought tremendous change and addressing market disruptions has become the new normal as teams are being asked to produce expected results with fewer resources. At the same time, the effects of the pandemic have loomed over the world's economy and have changed the way we conduct business. Today's business analysis professionals have been affected by this and it will continue to shape the next generation of business analysts.

This year's 6th annual survey looks to understand where business analysis professionals are in their career journeys and what has impacted them the most to either want to start a career in the field, continue to grow in their role, or even look for a new job in the future. Major aspects explored throughout the survey will show how different demographics are seen in the role, and if business analysis roles are even identified at all. Are organizations investing in these sectors as much as they should? Do organizations have access to the technology they need? Or are they creating barriers for aspiring business analysis professionals to enter the market, or limiting paths for these professionals to continue to grow and leading them to look for new roles?

Conversely, the survey will also seek to represent how impactful being certified is to advancing careers in business analysis, whether it be by achieving higher salaries, more prominent roles, or more enjoyable work performed at higher levels. Do people with positive experiences have higher education, more or fewer hours worked, and find a correlation with



their work settings as well? This survey aims to seek both sides of the coin to better understand where the industry needs to be focused on gaining more commendable recognition and aims for organizations around the world to embrace the importance of business analysis.

Thank you for taking the time to participate in this year's survey and sharing your information with us. I trust you will find the results interesting and useful. I'm excited about the future of the business analysis profession!

A handwritten signature in black ink, appearing to read 'Delvin Fletcher'.

Delvin Fletcher
President and CEO, IIBA

Introduction

IIBA's Global State of Business Analysis (GSBA) survey of more than 4,200 professionals, representing 165 countries, takes the pulse of career trends and maturity of the business analysis profession. Global results compare where business analysis practitioners work, top-paying industries, in-demand skills, education level, work experience, reporting areas, and trends for the profession and practice.

*IIBA conducted the GSBA online survey from June 10 to August 16, 2022. The survey was open to IIBA Members and the global business analysis community. This survey is part of the **IIBA Global Research program**. IIBA's Global Research provides a broad view of the topical information, insights, and trends that influence the global business analysis profession.*

Report Highlights

Executive Summary

Overall, business analysis professionals report a level of confidence in growth across most industries. Nearly 50% of respondents agree that the role of business analysis within their organization has become more influential with 29% reporting they are proposing strategy and are directly involved in setting or re-evaluating strategy along with 70% are directly involved with their organization's business customers. Also, 35% of business analysis professionals are involved in cybersecurity, 73% are involved in agile analysis, 47% in product ownership analysis, with 14% planning to move to a product owner related role in the near future.

Survey Respondents

50% of respondents are from the United States of America, India, Canada, South Africa, and Australia. The average age of respondents is in the 25-35 range (35%) with 29% in the 36-45 range and 18% aged 46-55. More than 20% of respondents have 6 to 10 years experience with 23% having 2 to 5 years experience. 78% of respondents work full-time and 4% are working part-time. Gender responses show a 1% decrease in the number of women working in business analysis with 45% of respondents identifying as female.

Career Journey

The career journey section addresses what professionals need to know about business analysis career phases with specific insights including salary, organization types, job titles, and more. Skills development is key in progressing in one's career journey. This year's survey respondents indicate 29% of employers "always" and 25% of employers "sometimes" invests in skills development. When navigating in your career journey, changing jobs can also play a significant role. Respondents reported the top three reasons for changing roles or employers are: higher salary, more interesting work, and better work.

FAST FACTS

Professionals who hold
at least one certification
EARN 15% MORE
than non-certified respondents



PAGE 22

Remote workers are earning
6% more than the average salary



PAGE 13

Average Salary by Gender



Women are earning
\$81,835

and



Men are earning
\$81,506

Men's salaries **were 6% higher**
than women's salaries in 2021

PAGE 12



42% of business analysis professionals
are **considering changing jobs**

PAGE 23

32% of respondents are
working more than
40 hours per week



PAGE 8



26% of professionals are
motivated to change their job
for a **higher salary**

PAGE 23

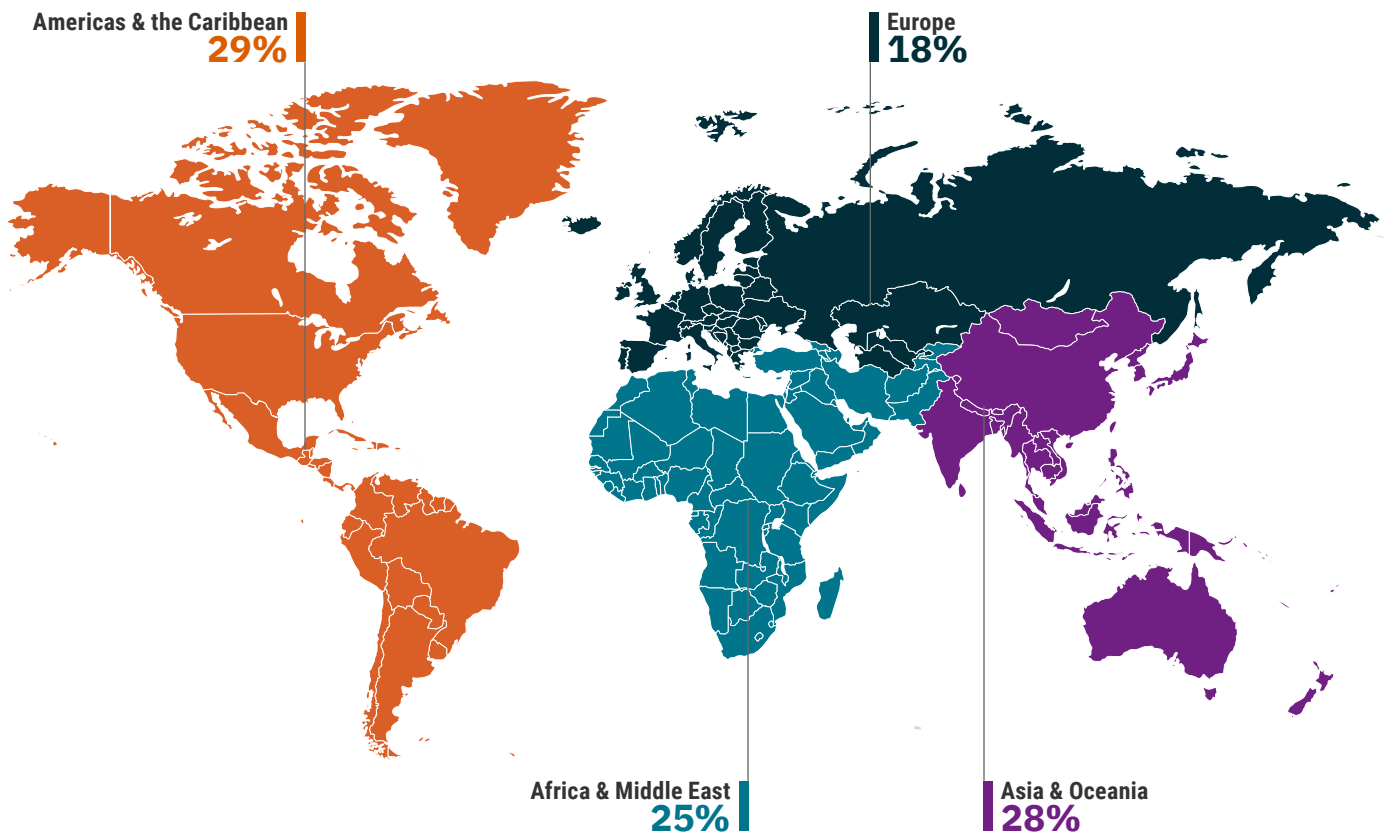
IIBA would like to share our appreciation with our members and the community who provided important data by responding to the survey.

Total Respondents & Participating Countries

Global Responses by Region

165 Countries

4,245 Respondents



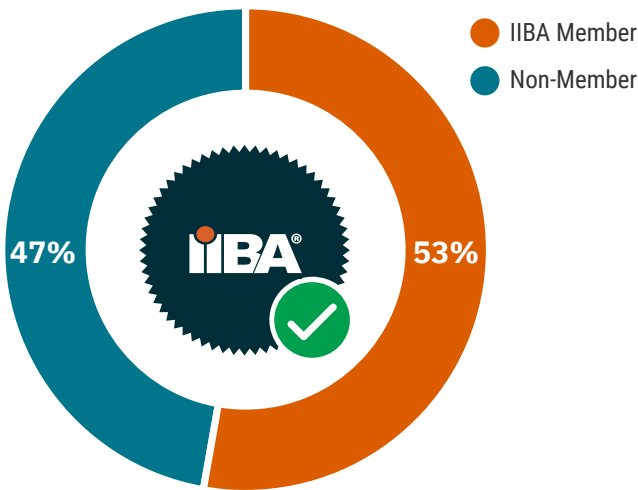
Global Responses by Gender

*Non-binary responses were not statistically relevant in survey responses.



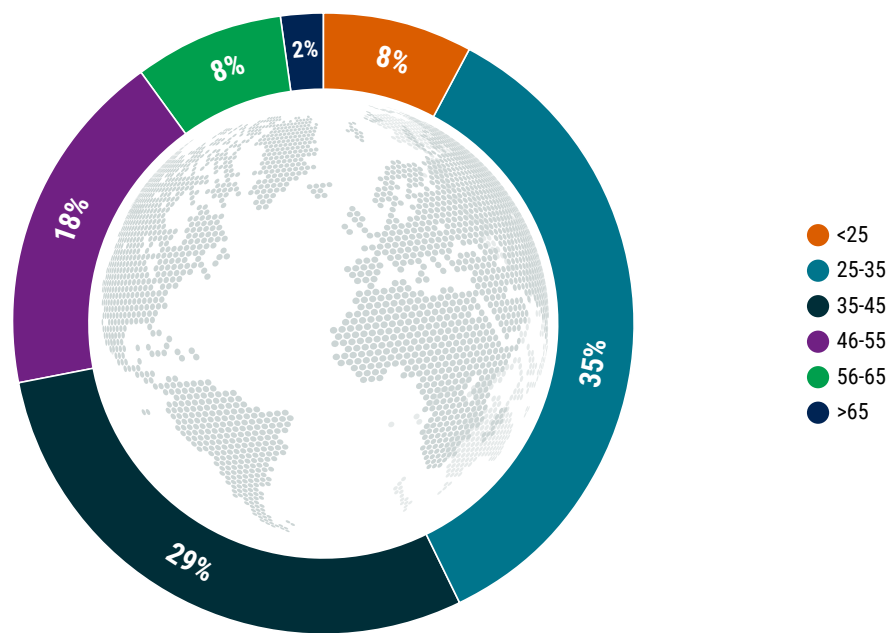
The gender responses remain close to the previous year's results. 46% of respondents identify as female, which is positive in light of global statistics showing a higher number of females left the global workforce during the pandemic.

Respondents who are IIBA Members



Demographic

Global Age of Respondents

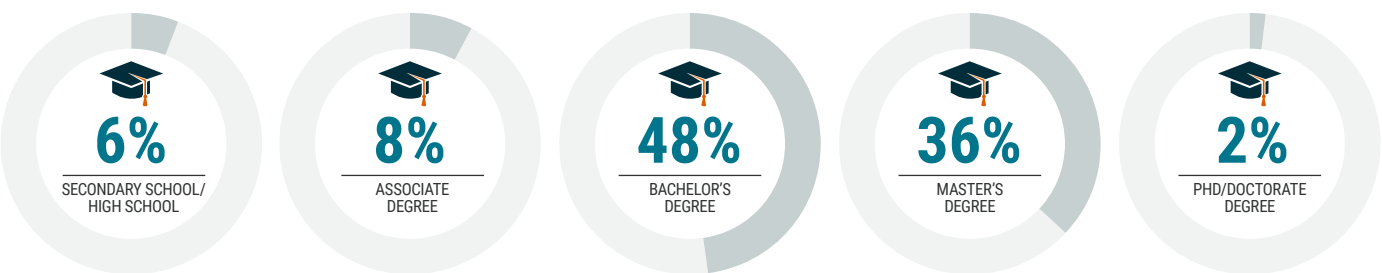


People aged **25 to 35** make up the largest group of business analysis professionals globally.

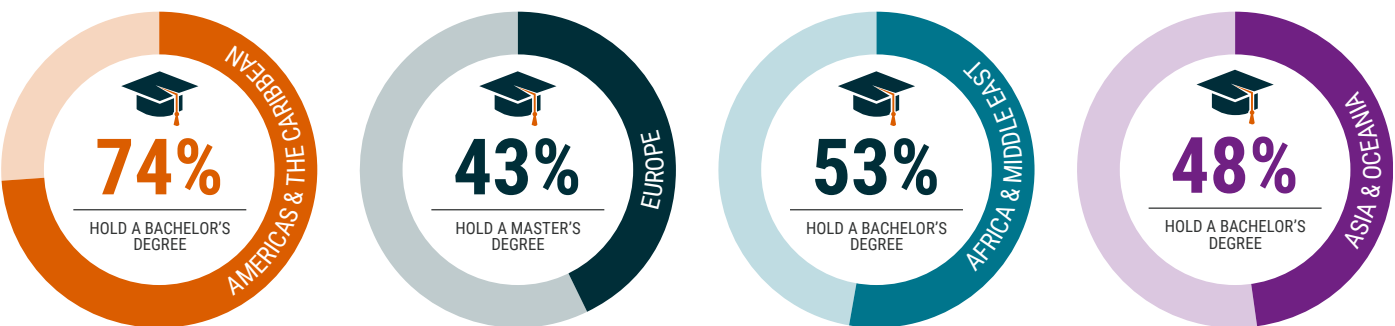


Education

Highest Level of Education



Highest Level of Education by Continents



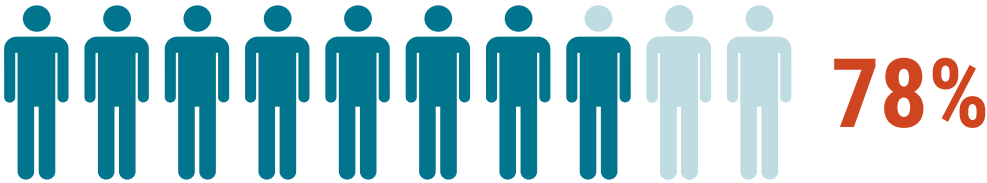


Employment

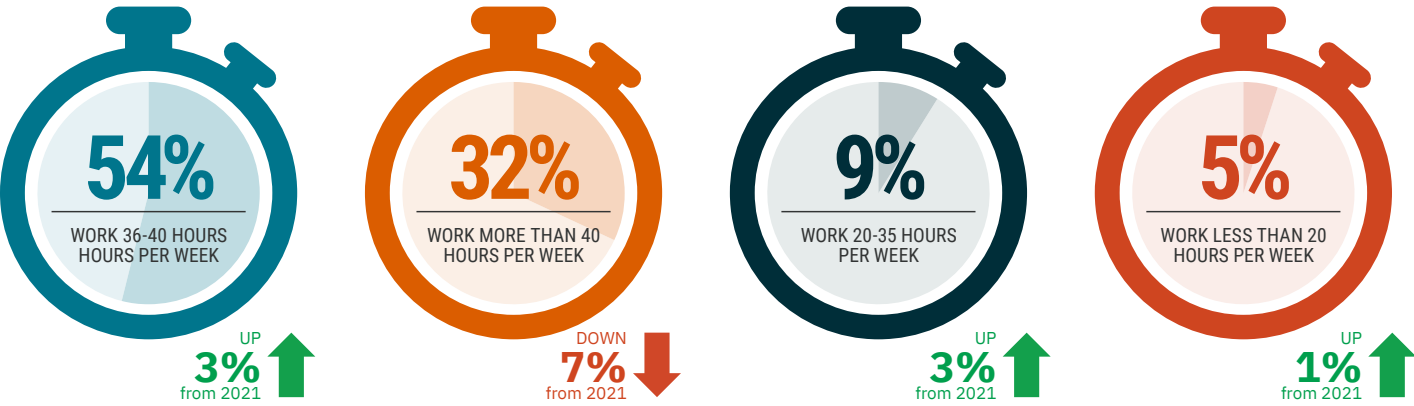
Employment Status



Full-Time Employment



Average Hours Worked Per Week



KEY TAKEAWAY



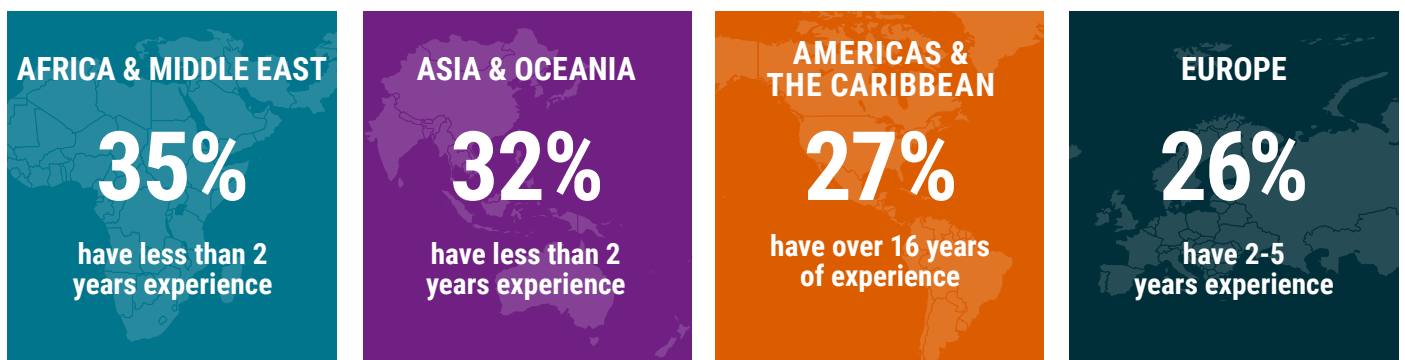
54% of global respondents work between **36-40 hours** per week.

Employment *(continued)*

Average Years Of Experience



Years Experience by Continents



**The New Job
Board Connecting
IIBA Members**



**and Employers in
the Business
Analysis Industry**

The new IIBA Career Centre experience is built to support our members' career journeys by connecting them with employers from around the globe and resources to advance their careers.

- Browse over 10,000 global job opportunities and create job alerts
- Get a free resume review, interviewing tips and career advice
- Gain insights on career descriptions, salary range, occupational outlook, and more

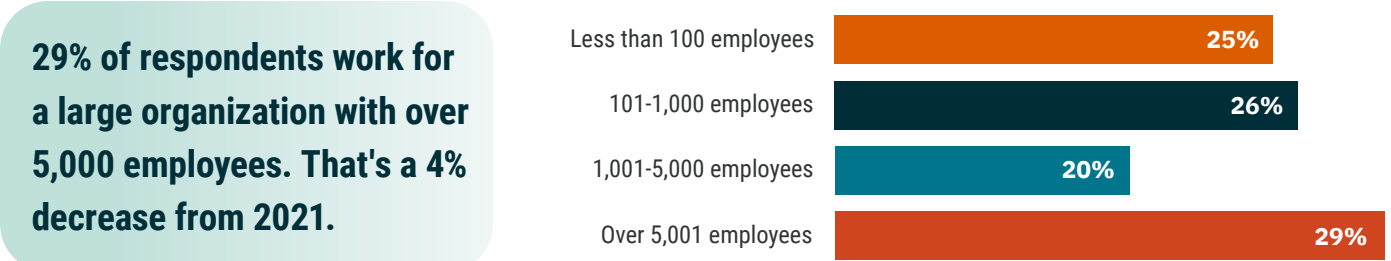
Get Started Now >>>

Experience

Private vs. Public Sector Business Analysis Employers



Size of Organization Where Business Analysis Professionals Work



Who Do You Report to at Your Organization?



REPORTING AREAS



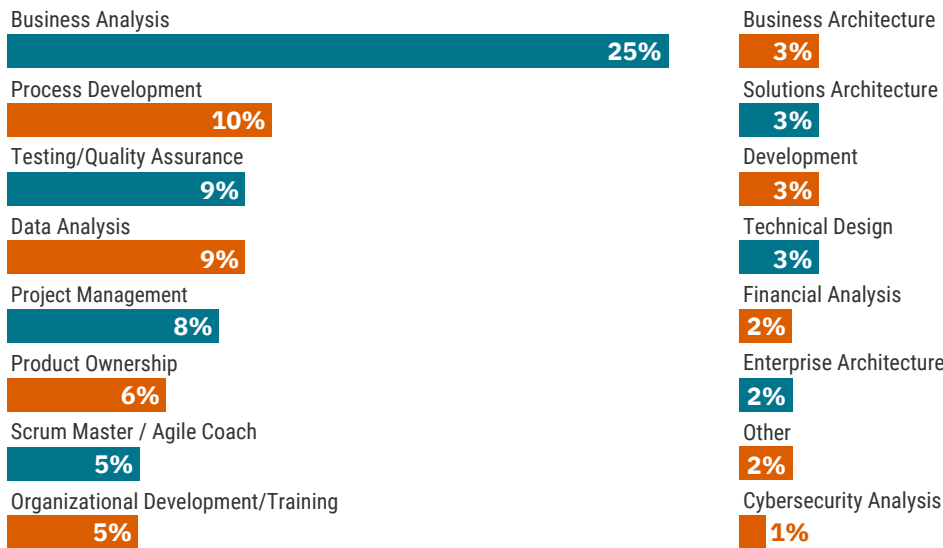
KEY TAKEAWAY



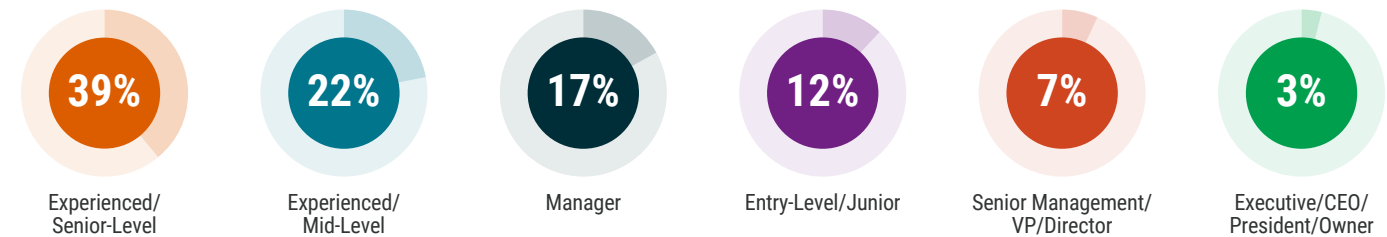
Reporting structures vary by organization size and by industry. This year's findings report **27% of respondents report into the IT (Information Technology) department.**

Experience *(continued)*

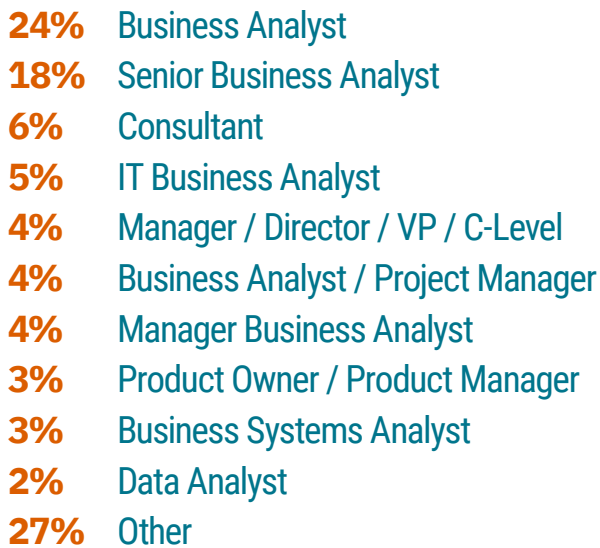
Business Analysis Areas of Responsibilities



Job Levels



Job Titles

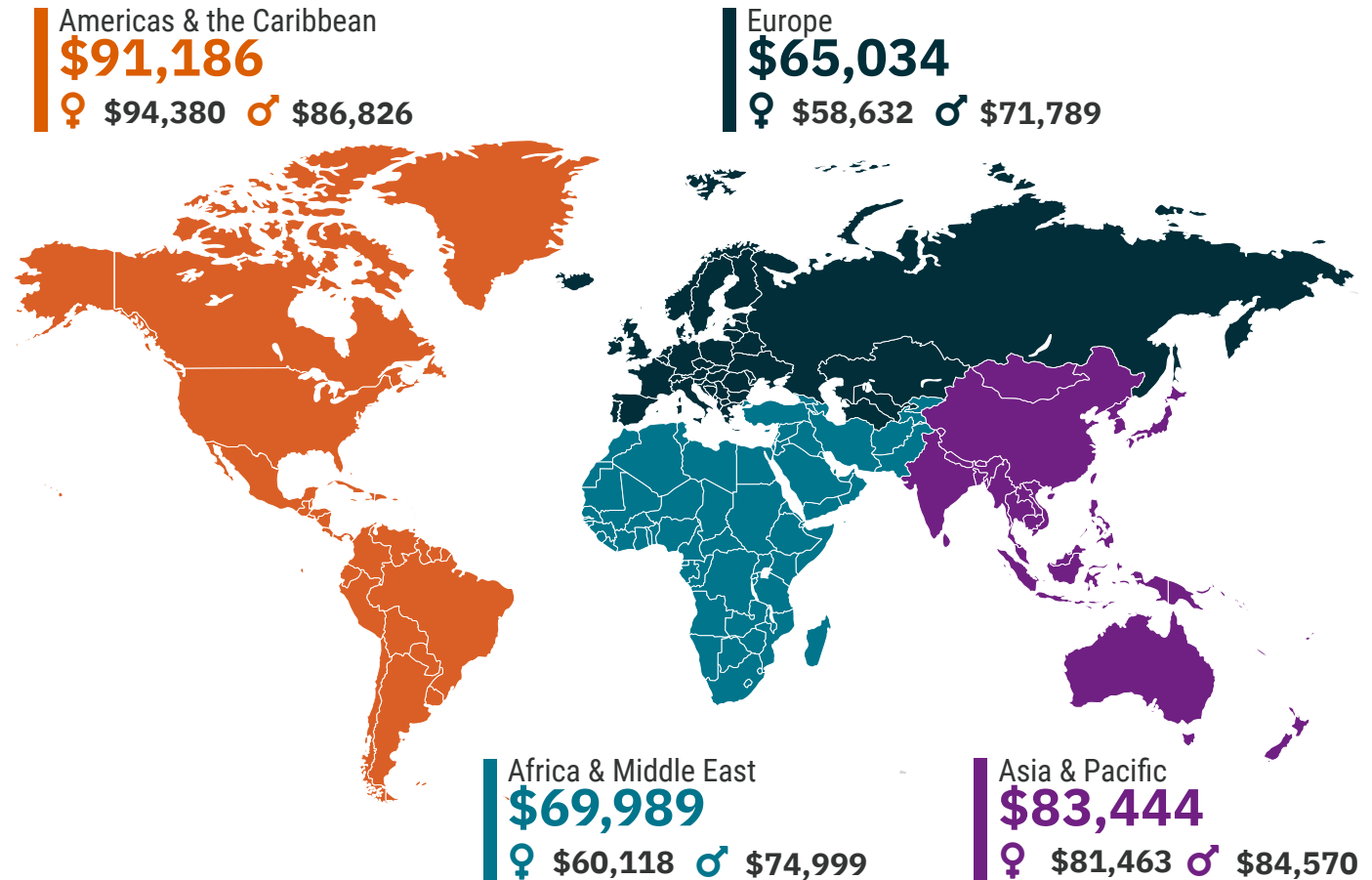


Business analysis professionals come from many diverse backgrounds and fulfill different needs to deliver the best business outcomes. **27% of global respondents report "Other"** indicating that the role of business analysis is not always reflected in the title.

Salary

Average Salary Comparison by Continent

Average salary reported in USD.*



Average Salary by Gender*



*Non-binary responses were not statistically relevant in survey.



IIBA Chapters

120+

Chapters Globally
in 40+ Countries

IIBA Chapters support professionals in local areas and are committed to professional excellence, mentoring, driving organizational success, and promoting the profession of business analysis.

Connect with your chapter today at iiba.org/chapters.

KEY TAKEAWAY



Men's salaries were **6% higher than** women's salaries in 2021.

Global average salary reported in USD*

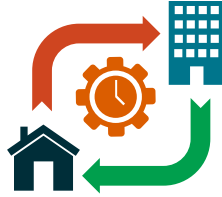
Salary (continued)

Remote Work Trends by Salary

Remote work has climbed sharply since the pandemic, with 79% of respondents reporting working remotely or hybrid, how does that affect global salaries?



Remote workers are **earning 6% more than** the average salary



Hybrid workers are **earning 4% less than** the average salary



In Office workers are **earning 6% less than** the average salary

Top Industries That Employ Business Analysis Professionals



Banking / Finance / Insurance
24%



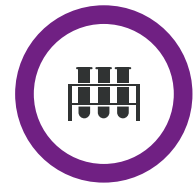
Information Technology
20%



Consulting / Professional Services
10%



Government
8%



Healthcare, Pharmaceutical
6%

5 Best Industries For Higher Salaries In 2022

Global average* salary reported in USD.



Energy & Utilities
\$91,073



Manufacturing
\$87,989



Transportation / Logistics
\$87,982



Government
\$85,998



Retail / Hospitality
\$84,937

Average Salary by Job Level

Global average* salary reported in USD.





Career

Top Salary Increase by Industry



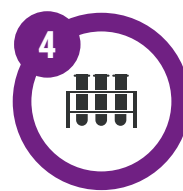
Information Technology
27%



Banking / Finance / Insurance
18%



Consulting / Professional Services
17%



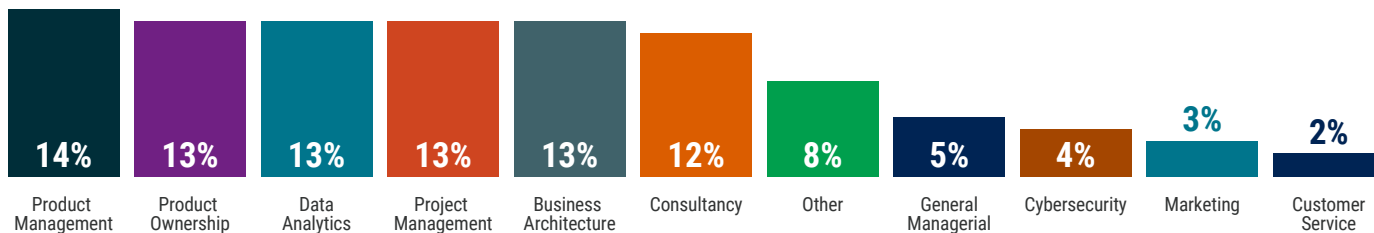
Healthcare, Pharmaceutical
12%



Government
10%

Business Analysts Looking to Change Role

Respondents interested in planning to change jobs are interested in these roles:



Tips for Better Work-Life Balance?

IIBA's Analyst Catalyst has 12 tips to promote a more favorable work-life balance. [Read More.](#)



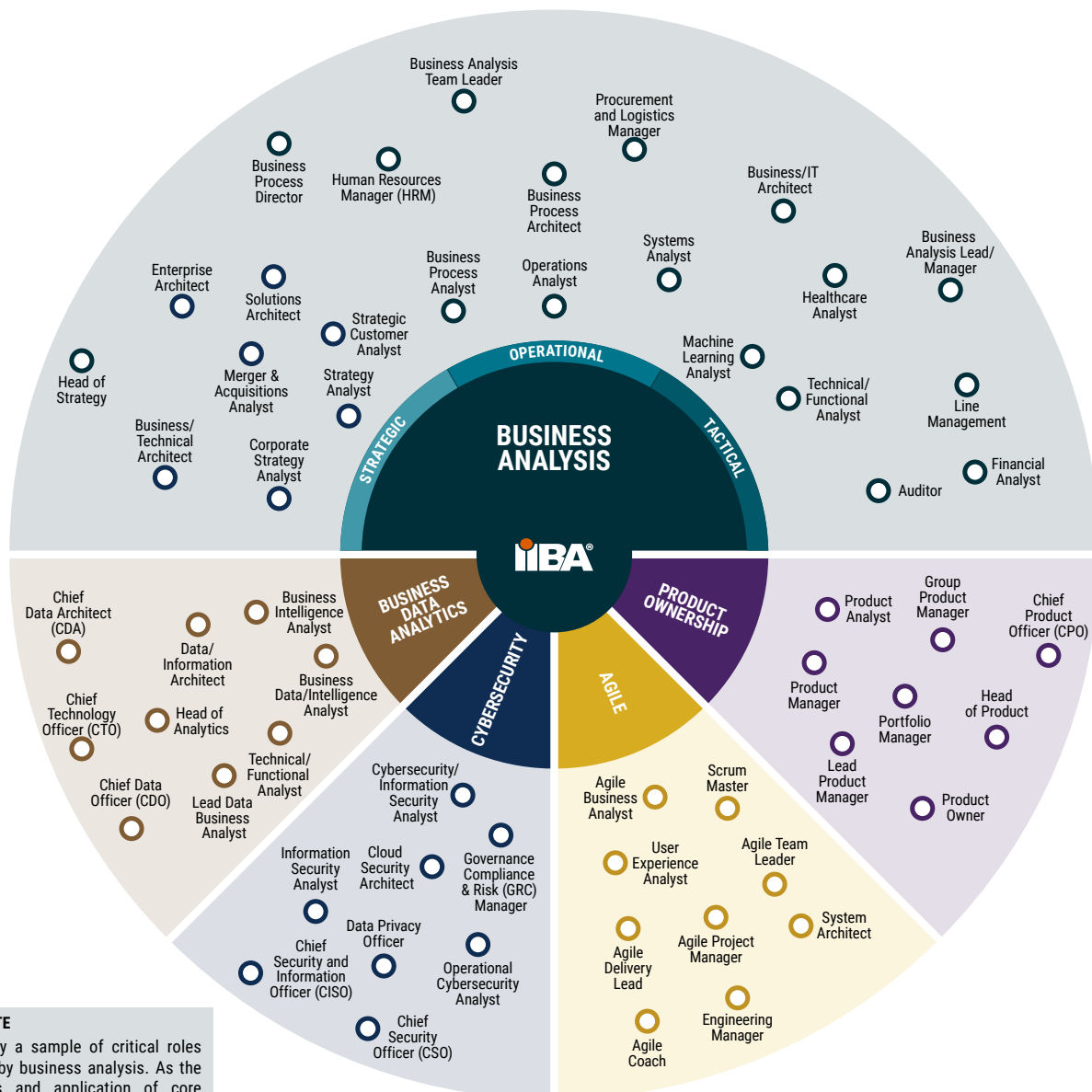
Career Journey

Where do You Want to Take Your Career?

Career journey addresses what professionals need to know about career trends in today's market. This part of the report shares insights and experiences in early career, mid-career, and experienced career levels.

Ensuring you're on the right path to career progression can be tricky. In this year's survey, when comes to employer-defined career paths, 40% of respondents reported "Yes" their employers have a defined career path and 52% reported "No", their employers do not. Organizations offering internal training and development can increase employee skills and reduce turnover.

A career in business analysis is full of options and professionals can pursue opportunities based on experience and interest. Did you know IIBA offers resources to support your career development, training, certification, and finding a job that will take your career where you want to go. **IIBA's Career Center is connecting business analysis talent with opportunity. [Learn More.](#)**



PLEASE NOTE

This is only a sample of critical roles supported by business analysis. As the professions and application of core business analysis skills continues to evolve globally, we will update this representative image. There are no restrictions on sharing this image.

Career Journey (continued)

Career Start

Are you just getting started in your business analysis career? Becoming a successful business analysis professional requires a set of skills, both hard and soft, in order to make the best impact possible. It is well known across the business analysis industry that getting certified is one of the best ways to get your business analysis career started, as it proves your on-the-job competencies. Plus, business analysis professionals who hold a certification earn 15% more than those non-certified. This number is up from 12% last year. Here is what professionals who are newly settled into their business analysis career are reporting.

Starting Your Career

Years of Experience

Less Than 2

Has Earned a Certification?

65%
YES

35%
NO

Average Salary by Job Level

Entry Level / Junior

\$55,399

Most Common Job Titles

- Business Analyst
- IT Business Analyst

Top Techniques Used in Role



Organization Size

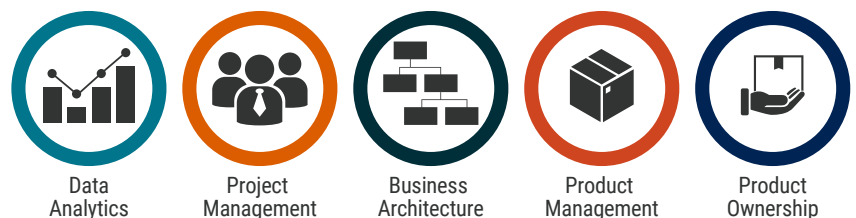


1-25 Employees 26-50 Employees 51-100 Employees
101-1000 Employees 1001-4999 Employees

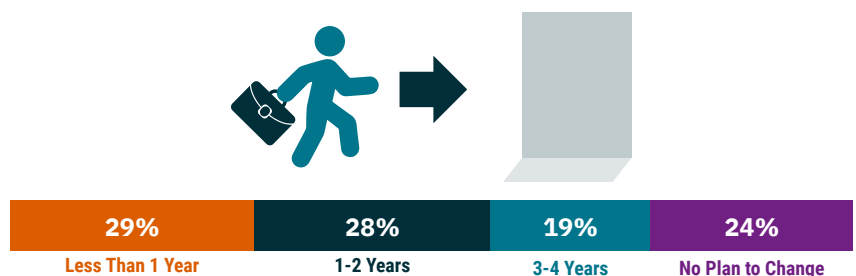
Top Competencies/Tasks Performed



Areas of Desired Growth



Anticipated Duration with Current Employer

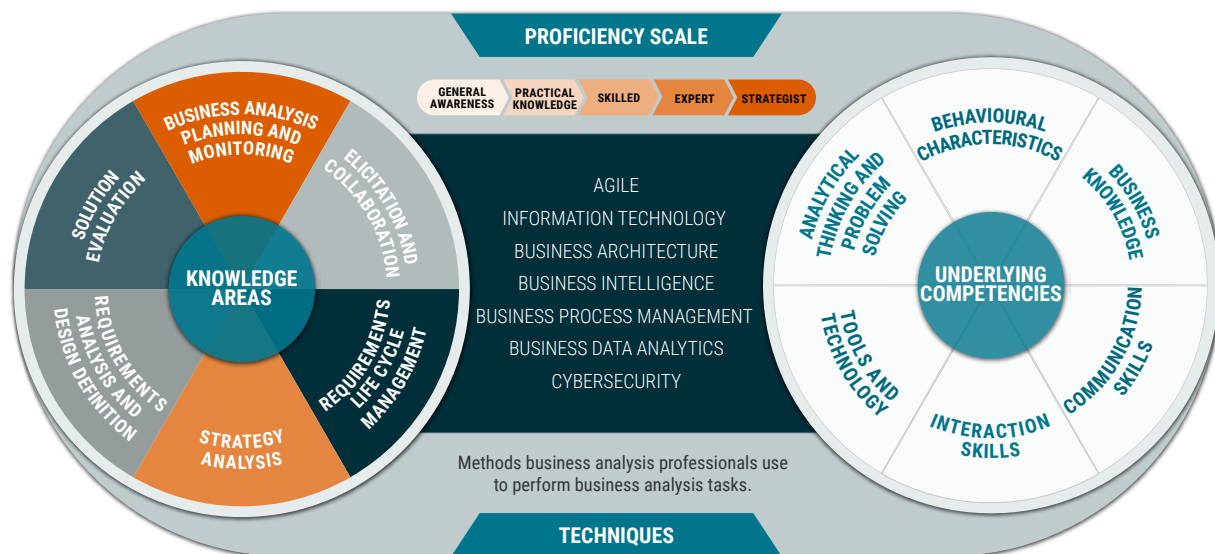


Career Journey (continued)

Career Growth

Feeling like you want to grow your career? This year's survey results will help you understand what skilled professionals are reporting and prepare you for your next pivot. When diving into these elements, we can see that brainstorming and user stories are some of the most used techniques for people in mid-career business analysis roles.

Have you assessed your skills recently? Competency assessments can help you identify the skills you need to succeed in your role and help you understand where you need to grow. Align your development with business needs by establishing competency development goals to enable your organizations professional success. [The Business Analysis Competency Model®](#) describes the knowledge, skills, abilities, and personal characteristics required for a person to perform effectively as a business analysis professional.



CAREER DEVELOPMENT TOOLS FOR THE BUSINESS ANALYSIS PROFESSIONAL

IIBA's Business Analysis Competency Model provides a three-part framework to develop and advance business analysis competency



Get Started Now >>

Career Journey (continued)

Mid-Career / Skilled Professional

Years of Experience

2 to 5 Years

Has Earned a Certification?

48%
YES

52%
NO

Average Salary by Job Level

Mid-Level / Intermediate

\$68,384

Most Common Job Titles

- Business Analyst
- Senior Business Analyst
- IT Business Analyst

Top Techniques Used in Role



Organization Size



● 1-25 Employees ● 26-50 Employees ● 51-100 Employees
● 101-1000 Employees ● 1001-4999 Employees

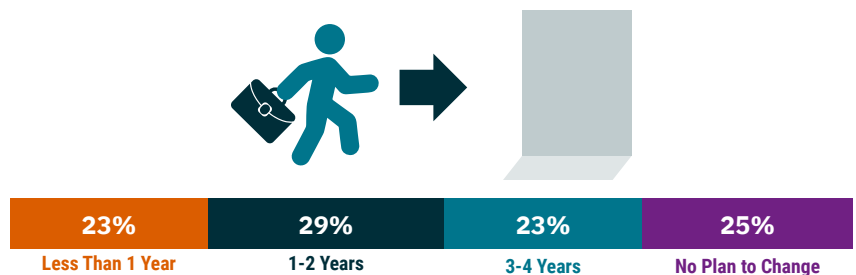
Top Competencies/Tasks Performed



Areas of Desired Growth



Anticipated Duration with Current Employer



Career Acceleration

Experienced professionals and business analysis managers have some of the most experience in the industry and represent some great findings. These findings will help you understand what other professionals in the field are being tasked with based on their higher level of experience.

65% of experienced professionals have earned a certification, which is a great way to validate knowledge and expertise. That's 18% more compared to certified professionals who are in mid-career.

Experienced Professional

Years of Experience

6 to 10 Years

Has Earned a Certification?

**65%
YES**

**35%
NO**

Average Salary by Job Level

Senior Management/VP/Director

\$102,807

Middle Level Management

\$85,137

Experienced / Senior

\$84,064

Most Common Job Titles

- Business Analyst
- IT Business Analyst

Top Techniques Used in Role

1 BRAINSTORMING

2 INTERVIEWING

3 USER STORIES

4 PROCESS MODELING

5 WORKSHOPS

Organization Size



● 1-25 Employees ● 26-50 Employees ● 51-100 Employees
● 101-1000 Employees ● 1001-4999 Employees

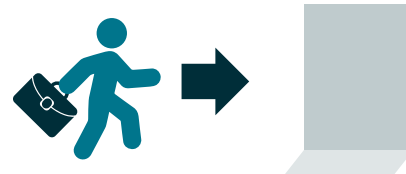
Top Competencies/Tasks Performed



Areas of Desired Growth



Anticipated Duration with Current Employer



Become a Volunteer

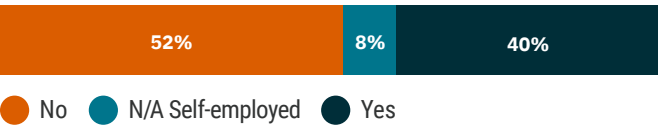
Volunteers are the heart of IIBA® and help lead change within the thriving global business community.

Interested in Volunteering?

Get started today at iiba.org/volunteering

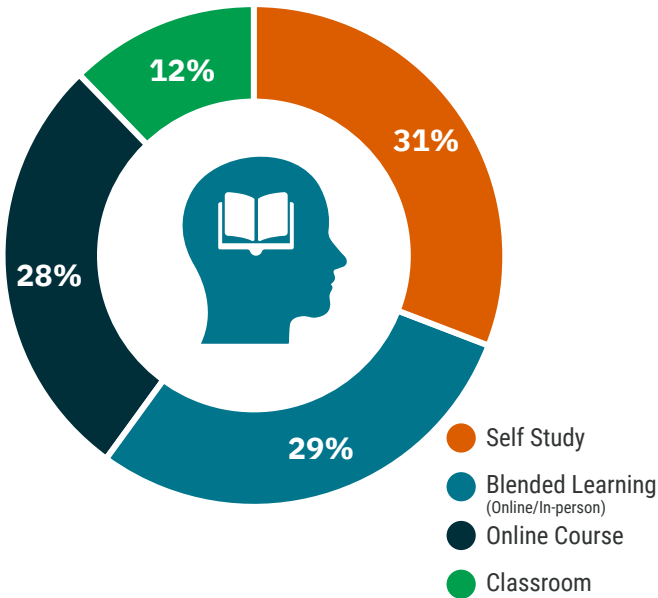
Career Development & Certification

Career Path



Business analysis professionals (40%) report their employers have a defined career path to advance their career and develop skill sets.

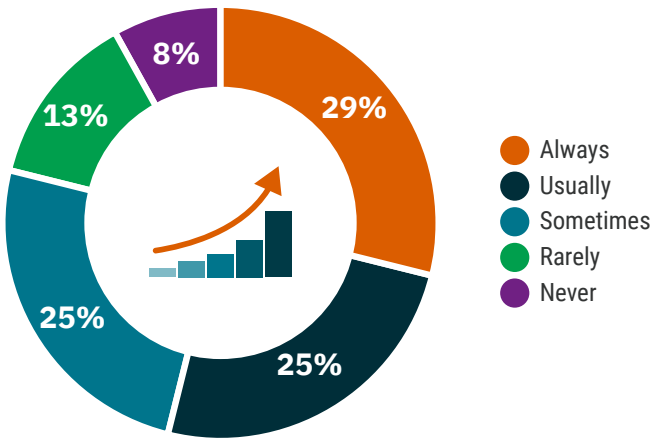
How Business Analysis Professionals Develop Their Skill Sets



Respondents still prefer self-study (31%), blended learning is down by 1%, and online courses saw a 2% increase from 26% to 28% compared to the 2021 report findings.

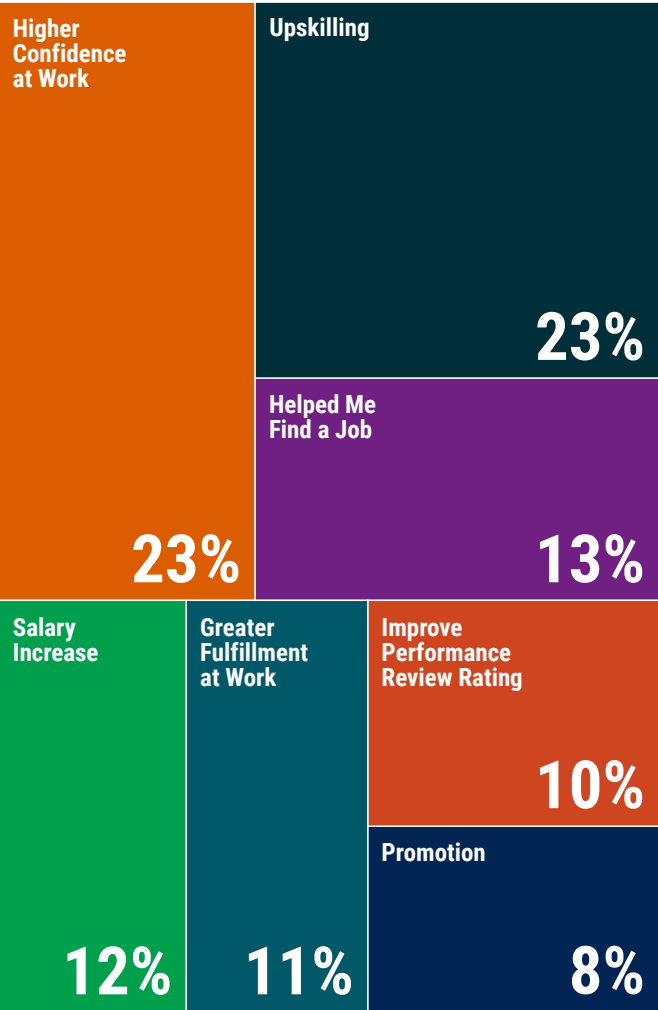
The top reasons for getting certified include higher confidence at work and upskilling.

Does Your Employer Invest in Skills Training for Your Career Development?



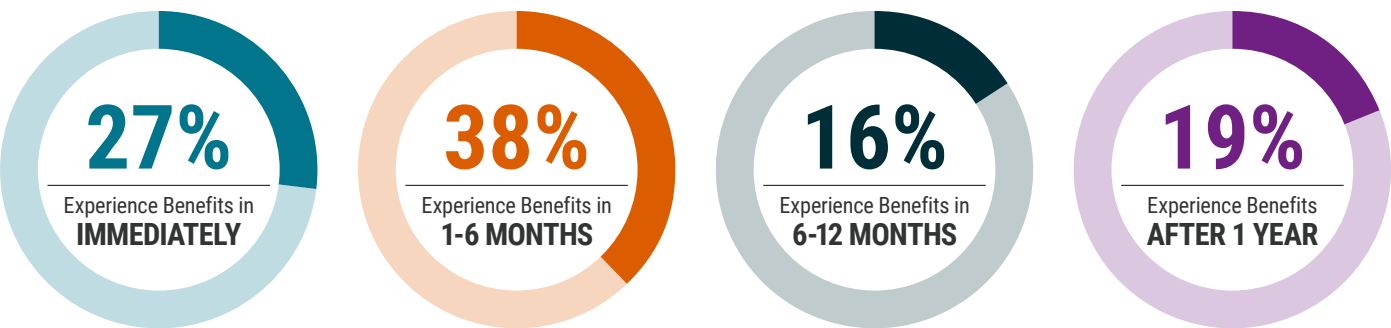
Respondents report employers always, sometimes, or usually provide training funds (79%) to support ongoing skills development.

Benefits of Certification



Career Development & Certification *(continued)*

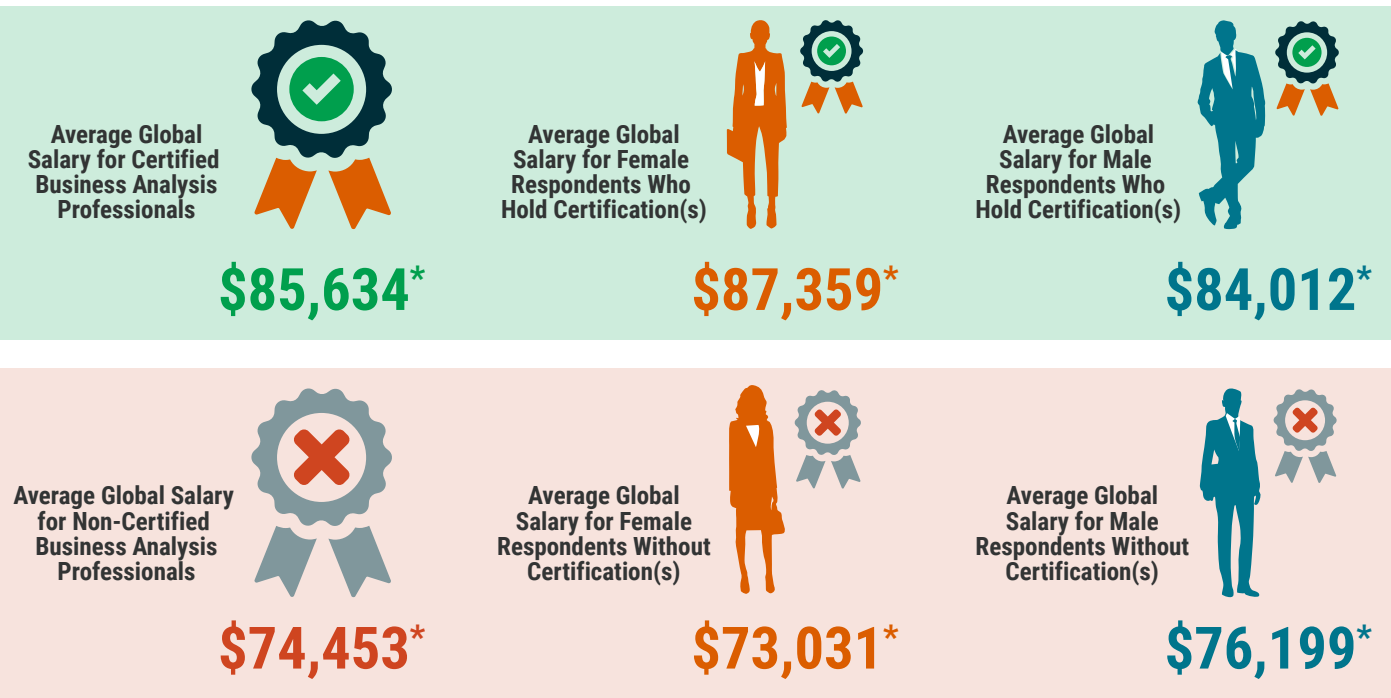
How Soon Did You Experience Benefits of Earning a Certification?



Would You Recommend Certification to a Colleague to Support Career Development?



Certification Benefits & Salary



Business analysis professionals who hold at least one certification **earn 15% more** than non-certified respondents.

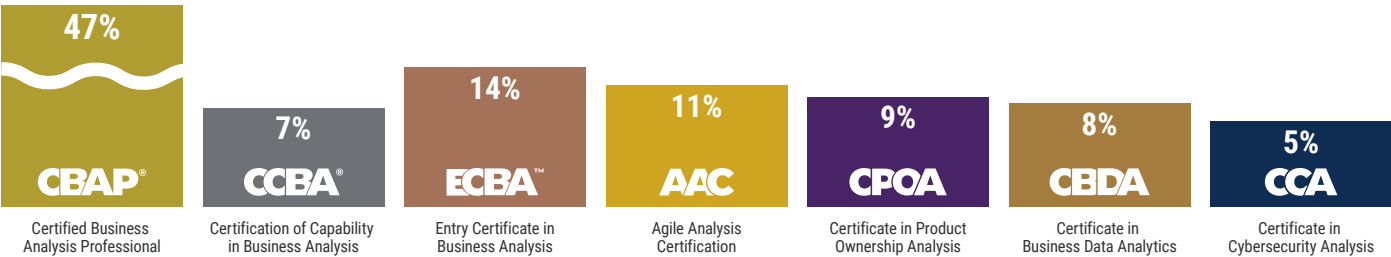


Global average salary reported in USD*

Career Development & Certification (continued)

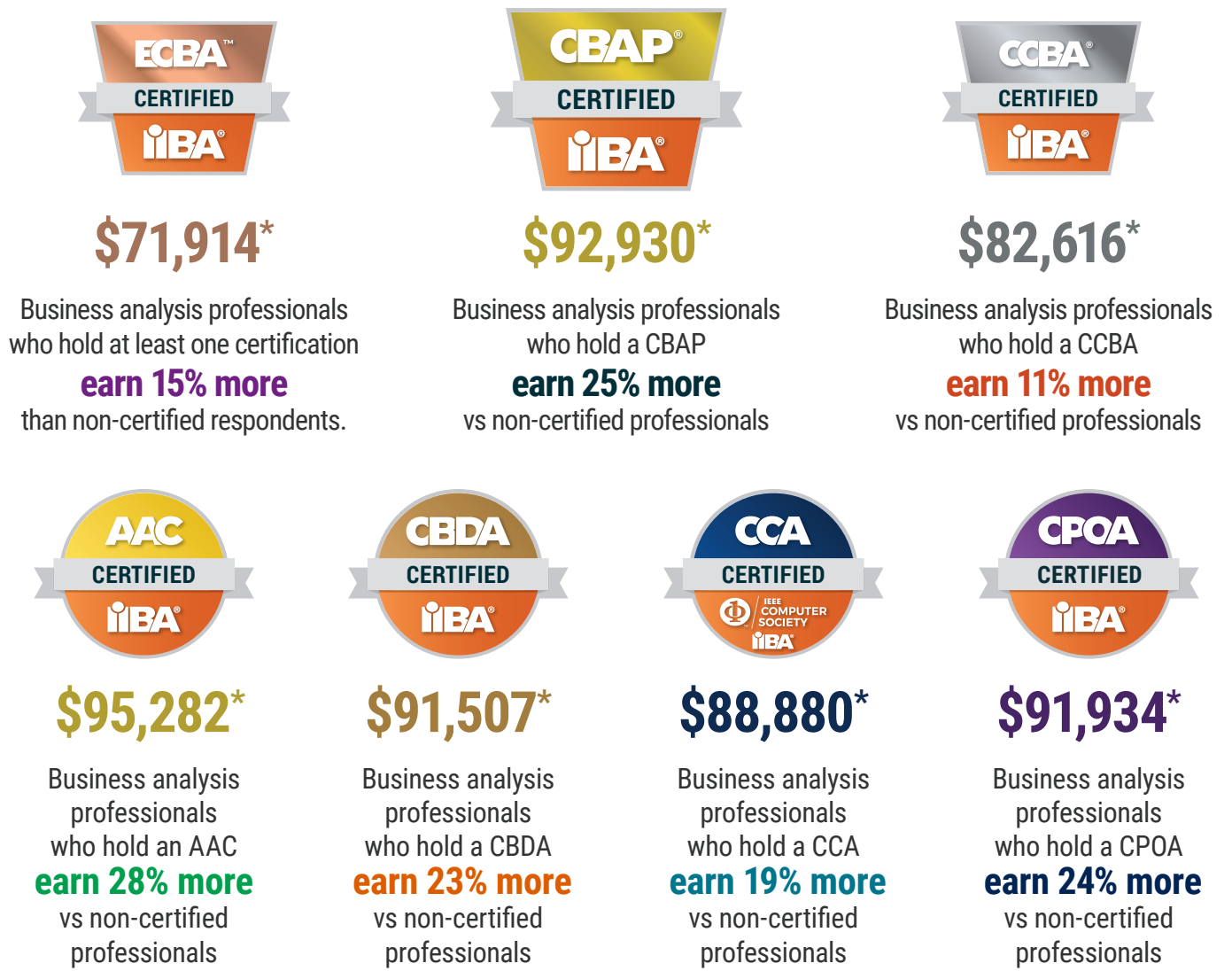
Professional certification improves your marketability, your employability, and your earning potential. IIBA certifications validate the foundational knowledge and competencies business analysis professionals should possess based on their individual work experience and skill sets.

Which Certification(s) do Business Analysis Professionals Hold?



Average Salary by Certifications

*Salaries reported in USD.



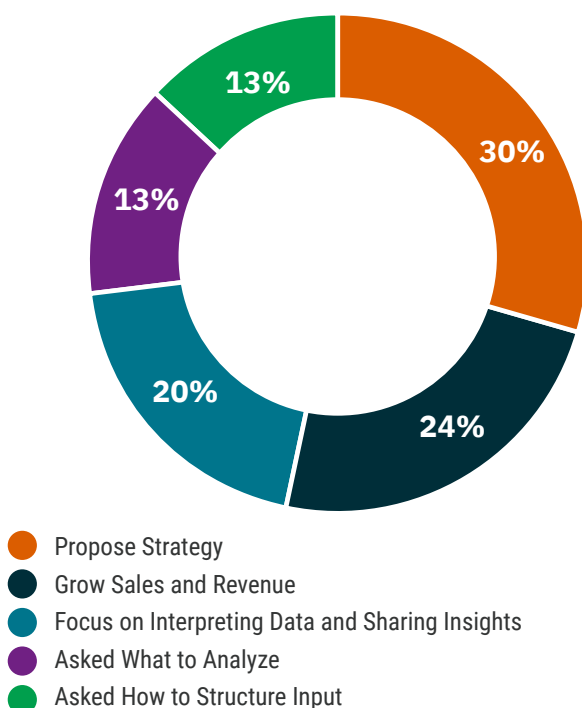
Business Maturity

The pandemic changed business structure. Baseline forecasts of revenue and costs have become more challenging during the pandemic. Strategic planning was critical to identify uncertainties and options. Sales methods and channels were re-evaluated, product mix changed due to consumer demands, operations required more flexibility, addressing supply chain sources to maintain operations, contingency planning, capital structure, and staffing strategy has changed. 79% of people report working (remote or hybrid vs returning full time to the office), as work has become more asynchronous. Many organizations have flattened while becoming more productive.

Most Impactful Reason to Change Jobs



Role of Business Analysis in an Organization's Business Strategy



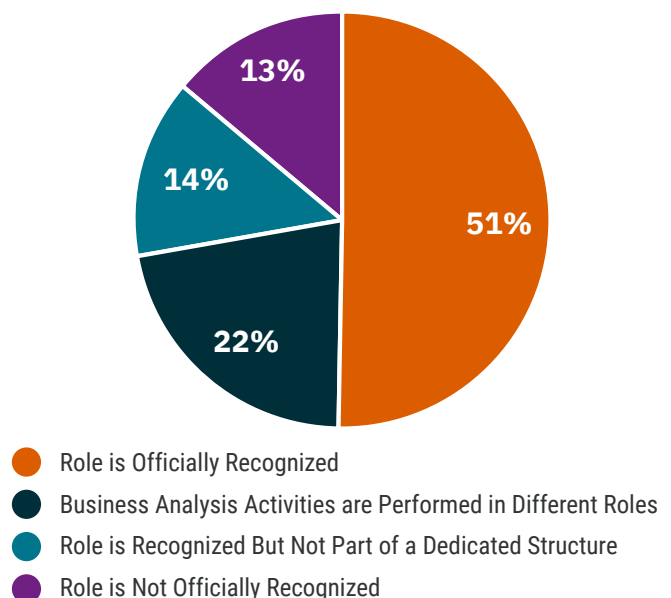
Job Change in 2022



Employee retention is a global issue organizations face daily with the changing demands of the market and challenges brought on by the pandemic. Our respondents reported a 26% role change for a higher salary, with 34% for better work life balance and work culture and over 40% of respondents changing their jobs within 2022. Thinking of a new job opportunity? The IIBA Career Center connects Business Analysis talent with opportunity, [learn more](#).

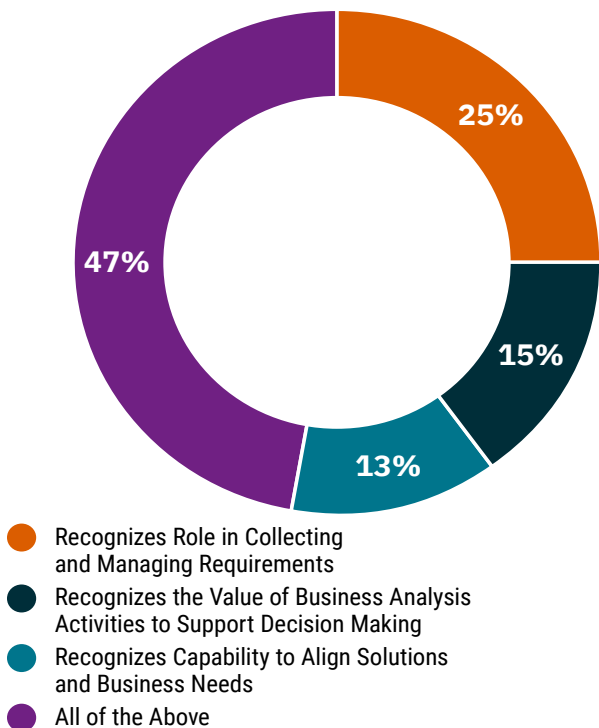
Business Analysis Professionals Recognized in their Organization

51% of respondents state the role of business analysis is officially recognized within their organization. 22% of respondents report they perform business analysis activities in different roles within their organization.



Business Maturity (continued)

Role of Business Analysis in Enabling Strategic Change



Business Analysis Best Practices

65% of respondents state their organization follows recognized business analysis standards in their daily work, 35% of respondents report their organization uses non-standard business analysis practices to manage requirements. This underscores the importance of ease of access to online tools that provide examples of how to apply a technique or which tool to use and when, following internationally recognized standards.

IIBA's KnowledgeHub for Members lets users easily access templates, checklists, videos, and "how-to" scenarios to apply in your daily work.



Implications for Business Analysis

Mindset influences how we think and act in various situations. It is important to maintain a flexible, adaptable view of how business analysis can be used to create desired value. Every situation is unique, and there is no single analysis approach.

The Business Analysis Standard, IIBA, 2022.

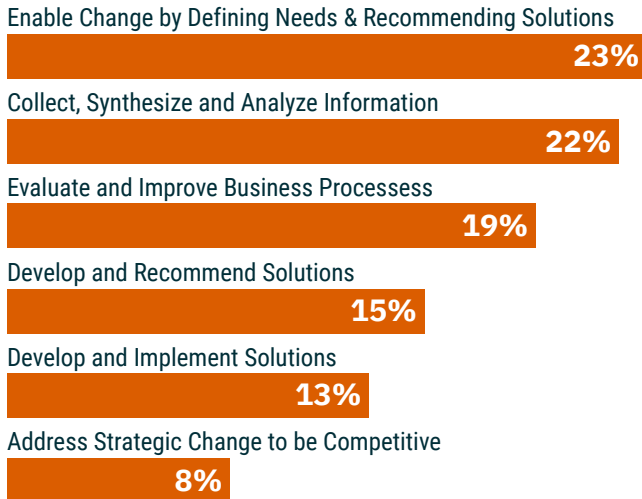
Top Barriers in the Business Analysis Role



Respondents report the biggest barriers in their role is a lack of **understanding of the role of business analysis (10%)**, being excluded from **decision-making process (8%)** and **explaining business analysis to others (9%)**.

Business Maturity *(continued)*

Role of Business Analysis

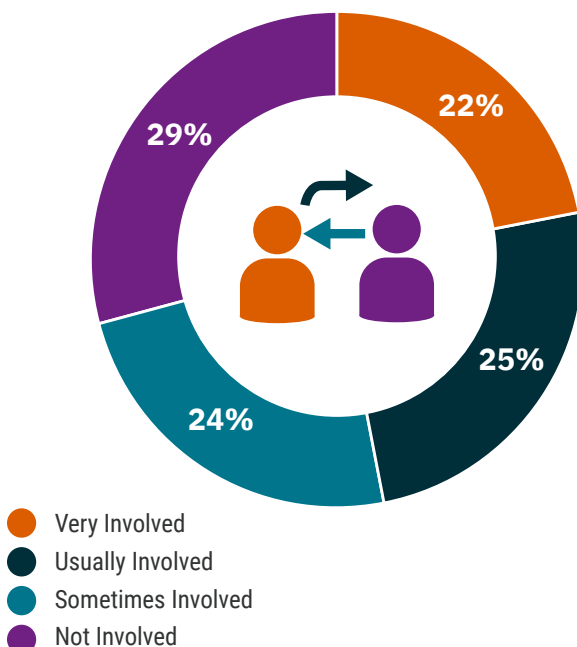


Nearly 50% of respondents agree that the role of business analysis within their organization has become more influential with 29% reporting they are proposing strategy and are directly involved in setting or re-evaluating strategy along with 70% are directly involved with their organization's business customers.

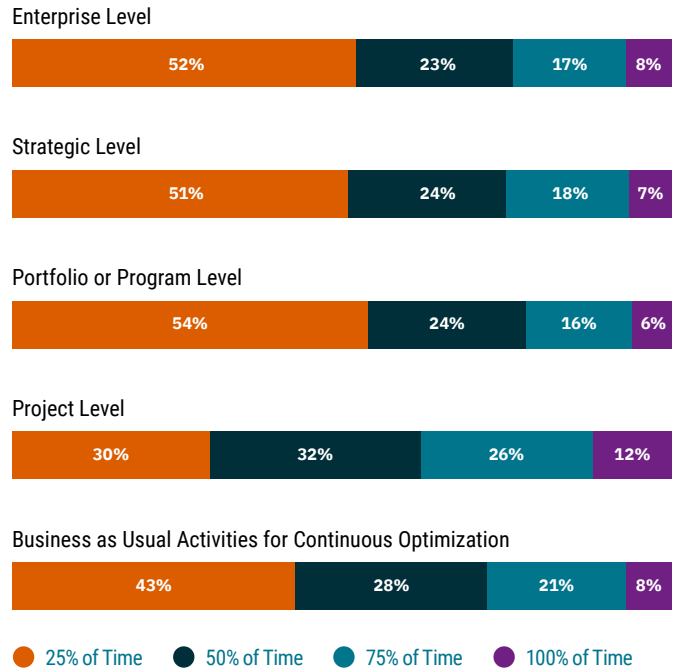
Involved in Re-evaluating Strategy



Customer Engagement



Time Spent at Business Analysis Activities



Company Has CoE or CoP



43% work for an organization with a dedicated Center of Excellence (CoE) or a Community of Practice (CoP) "CoE's can help employees adapt to improve how they work and share effective techniques with one another. Can a CoE or CoP contribute to the business agility of an organization? 68% of organizations with high nimble capacity are best-in-class or exceed their peers in sensing and responding to change." (*Being Nimble*, IIBA 2021)

Business Maturity *(continued)*

2022's Hottest Business Analysis Skill Sets

Findings by the Stanford Research Institute International and the Carnegie Mellon Foundation [found that 75% of long-term job success](#) depends upon soft skills mastery and only 25% on technical skills.

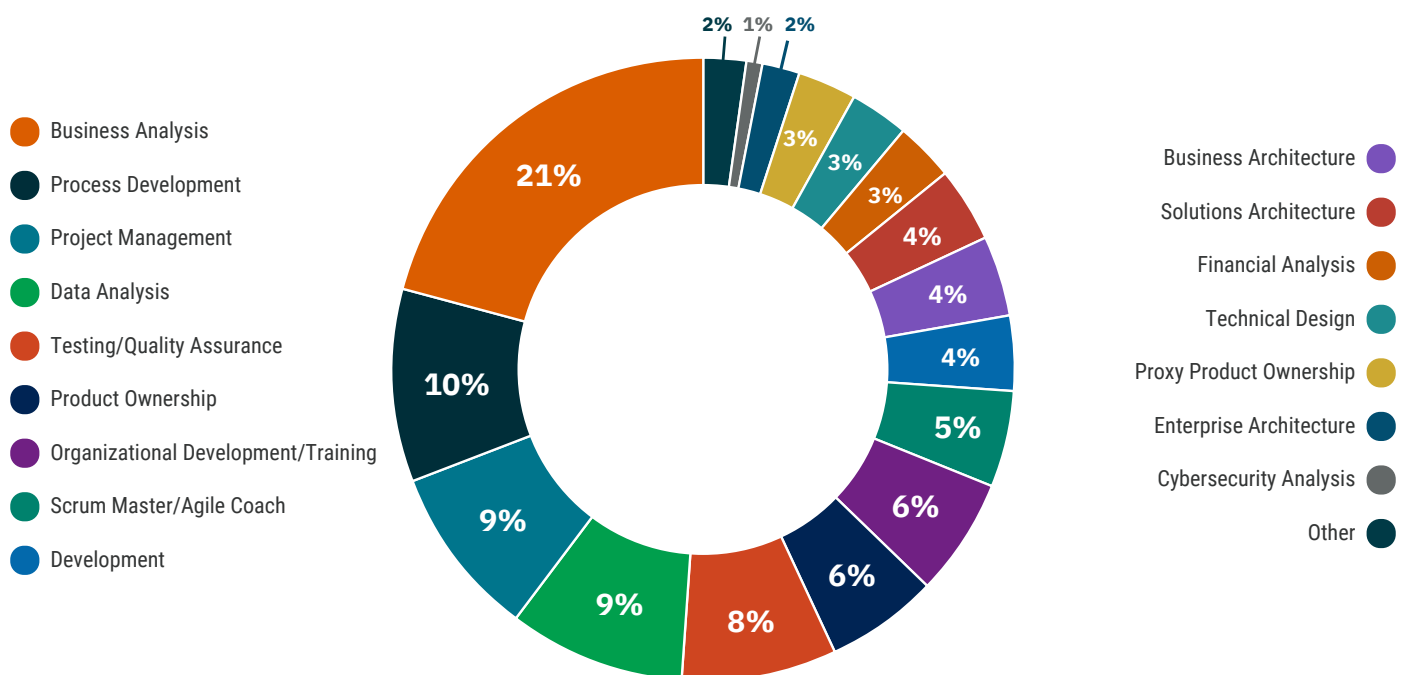
Hard Skills

Respondents identified the following skills as the most required competencies and skill sets in their current role performing business analysis work.



Core Responsibilities

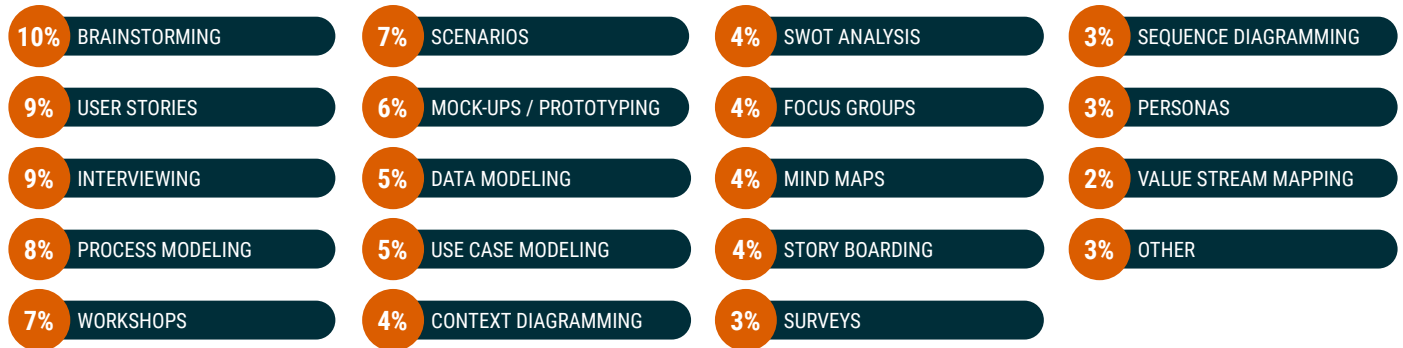
Top areas and percentage of time where business analysis professionals report they spend time performing this work.



Business Maturity *(continued)*

Techniques Used Regularly in Role

Business analysis professionals rank the business analysis techniques they use regularly in their role. The top 4 techniques used are: **Brainstorming 10%, User Stories 9%, Interviewing 9%, Process Modeling 8%**



Soft Skills

“Employees with more-highly developed soft skills are more likely to exceed their colleagues.” Employers value soft skills because they enable business analysis professionals to co-operate, collaborate, and thrive within an organization. As more Millennials (and the generation behind them) enter the workforce, employers are increasingly concerned with soft skills in the pool of potential employees.



How Business Analysis Like to Network

With communication preferences changing from generation to generation and with the results from the pandemic, how business analysis professionals like to connect is transforming.

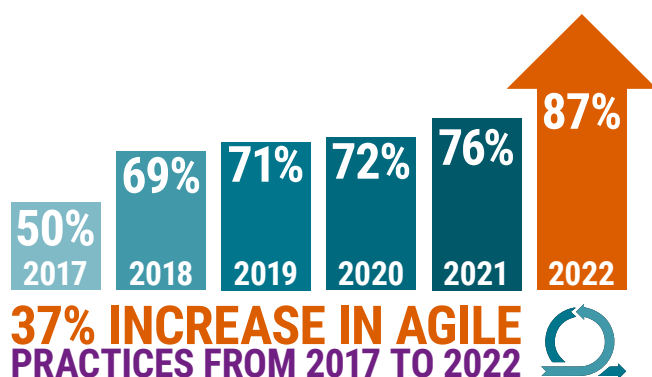




Agile Approaches

IIBA's research indicates Agile Analysis is one of the fastest-growing specializations in business analysis, with an 11% increase over the last year. For professionals working in agile, IIBA's Agile Analysis Certification demonstrates you can successfully apply your business analysis skills to agile methodologies.

87% OF BUSINESS ANALYSIS PROFESSIONALS PRACTICE AGILE APPROACHES



Reasons Why Organizations Adopt Agile Approaches





Agile Approaches *(continued)*

Which Areas Do You Practice Agile In?

Information Technology

14%

Business Process Management

14%

Project Management

14%

Product Ownership

11%

Change Management

11%

Customer Experience

9%

Data Analytics

8%

Business Intelligence

6%

Business Architecture

6%

Data Management

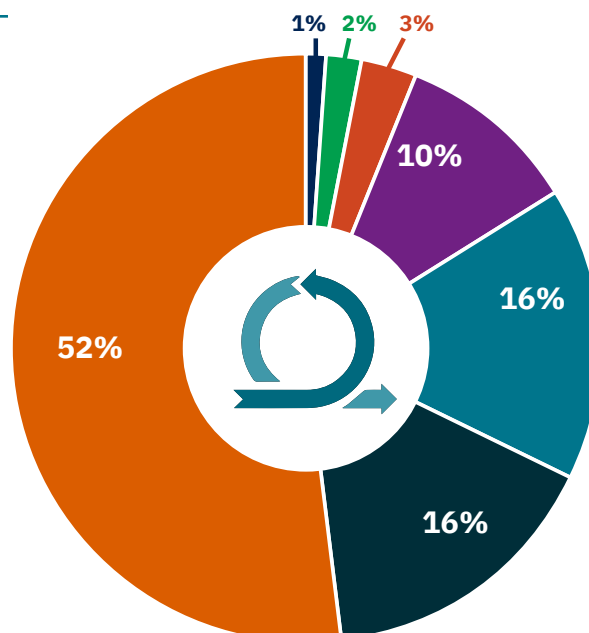
6%

Cybersecurity

1%

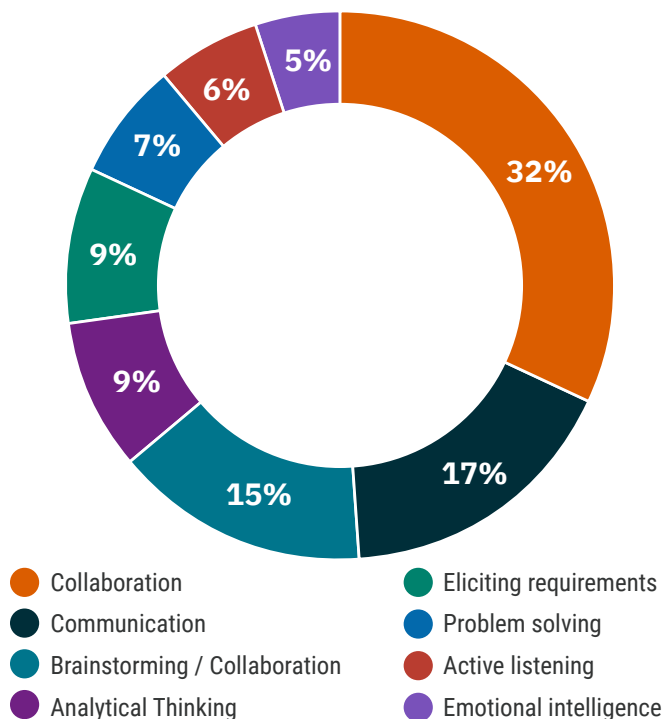
Which Agile Approaches Do You Practice?

- Scrum
- DevOps
- Lean & Kanban Software Development
- Scrumban
- XP Behaviour-Driven Development
- Crystal
- SaFe

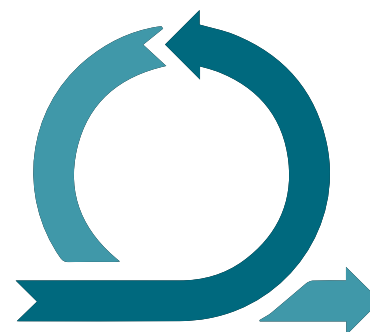


Agile Approaches *(continued)*

What Are The Skills Needed To Be a Strong Agile Business Analysis Professional?



As an Agile Professional, Do You Focus on Long-term results?



Even working in Agile, you can and should still focus on long-term planning. Business analysis professionals report that their Agile team focuses on long-term results **38%** of the time.

BE IN DEMAND



Agile Analysis Certification

IIBA's Agile Analysis Certification addresses the increasing demand for Agile and analyst communities to collaborate and transform project delivery. Showcase your skills and expertise executing analysis-related work in an Agile context and effectively bring improved products and services to market quickly.

Start today at IIBA.org/agile-analysis



Product Ownership

Product Ownership Analysis (POA) is a researched and studied discipline, with a set of practices, processes, and procedures to create successful outcomes.* Respondents ranked the agile business analysis approaches, techniques, and skills required as a Product Owner.

Organizations Involved in Product Ownership Analysis (POA)



Do You Work in a Product Ownership Role?



How Business Analysis Professionals Are Involved in Product Ownership



WORKING AS A PROXY PRODUCT OWNER (23%), down 1% from 2021 and-DIRECTLY SUPPORT PRODUCT OWNER (46%) up 1% from 2021.

* Source: Guide to Product Ownership Analysis, IIBA

Product Ownership (continued)

Business Analysis Skills Required in a POA Role

Respondents were asked to rank business analysis skills required:



KEY TAKEAWAY



Did you know Product Management (14%) and Product Ownership (13%) **ranked in the top 3 areas** of interest in changing jobs in 2022?

PRODUCT SUCCESS STARTS WITH ANALYSIS



Certificate in Product Ownership Analysis

IIBA's Product Ownership Analysis Certification program recognizes the integration of Business Analysis and Product Ownership with an Agile mindset to maximizing value. The program provides the opportunity to acquire essential concepts needed to navigate the challenges associated with creating successful products.

Get started at IIBA.org/CPOA

Cybersecurity

Cybersecurity continues to be of importance to business worldwide since the pandemic due to the alarming rise of cyberattacks. In fact, it's reported that cyberthreats have increased 81% since the global pandemic.* Business analysis professionals continue to be key players in mitigating cyber risks, with a reported increase of more than 30% of business analysis professionals being involved in cybersecurity, that's a huge jump from the previous year. The rapid evolution of business analysis professionals ensuring businesses respond to and keep pace with these constantly changing cybersecurity threats is evident.

* Source: Infosecurity. **81% of Organizations Experienced Increased Cyber-Threats During COVID-19**

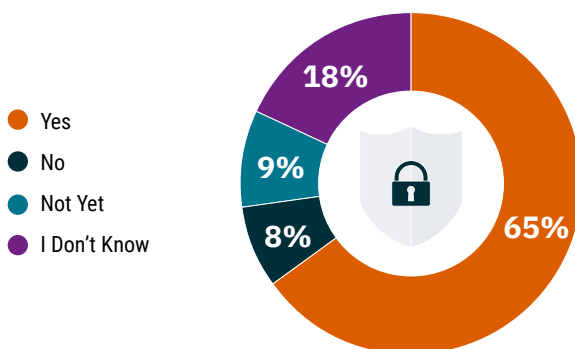
56% OF BUSINESS ANALYSIS PROFESSIONALS REPORT BEING INVOLVED IN OR PLANNING TO TRANSITION TO WORK IN THEIR ORGANIZATION'S CYBERSECURITY PRACTICE.

That's a 36% jump from the previous year.

The global cybersecurity market size is forecast to grow to 345.4 billion U.S. dollars by 2026*.

Source: *Statista. 2021. Global Cybersecurity Market Forecast 2021-2026.

Does Your Organization Have a Cybersecurity Framework?



65% of respondents report their organization has a cybersecurity framework. **That's up 3% from 2021.**

Do You Have Formal Cybersecurity Training?



**YES
34%**

**NO
66%**

Is Business Analysis Involved in the Organizations Cybersecurity Framework?



**YES
33%**

**NO
35%**

**I DON'T KNOW
32%**

Cybersecurity (continued)

What Skills are Important?

Respondents were able to make multiple selections

GSBA survey respondents shared the top skills business analysis professionals need to work in cybersecurity are **risk management**, **compliance knowledge**, and **disaster recovery**.



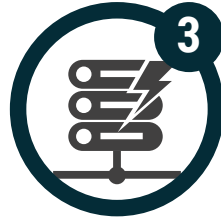
92%

Risk
Management



89%

Compliance
Knowledge



86%

Disaster
Recovery



84%

Security Tool
Implementation



79%

Business Cases
and Budgeting

KEY TAKEAWAY



Over the past year, there has been a **36% increase** of business analysis professionals being involved in or planning to transition to work in cybersecurity.

BE PREPARED FOR TODAY'S CHALLENGES



Certificate in Cybersecurity Analysis

IIBA and IEEE Computer Society have partnered to offer a robust learning and certification program on Cybersecurity Analysis. Learn key cybersecurity concepts, best practices and core competencies used by leading technology experts.

Learn more at IIBA.org/CCA

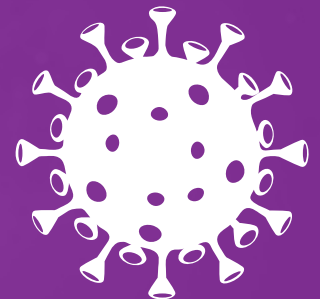
Business Data Analytics

Is data really the next "big thing" for business analysis? Business analysis skills play a critical role in today's data-driven culture. IIBA's **Achieving More with Data** research reports **80% of executives** surveyed believe their industry will be disrupted in the next two years, and **75% of executives** believe their organizations need to be data-driven.* Achieving better outcomes and higher ROI requires integration between the business, technology, and data science with business analysis professionals at the forefront.

*Source: **Achieving More with Data: The Critical Role of Business Analysis in Becoming a Data-Driven Organization**

36% of respondents report they are involved in Business Data Analytics.

60% OF RESPONDENTS REPORT THEIR ORGANIZATION INCREASED THEIR FOCUS ON ANALYTICS DURING THE PANDEMIC.
That's an increase of 14% from the previous year.



There's a Demand for Professionals with Business Data Analytics Skills

"The challenge now is that we simply don't have enough good business analysts to guide these projects."

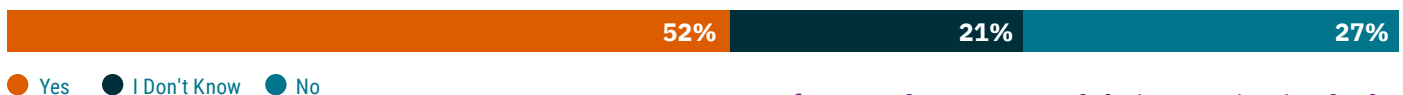
Rino Rondinone, EVP Benefits Management and Technology, Green Shield Insurance

Source: IIBA, 2021, Achieving More with Data: The Critical Role of Business Analysis in Becoming a Data-Driven Organization, Global Research Business Leadership Part C: Data Analytics Survey Report



Business Data Analytics (continued)

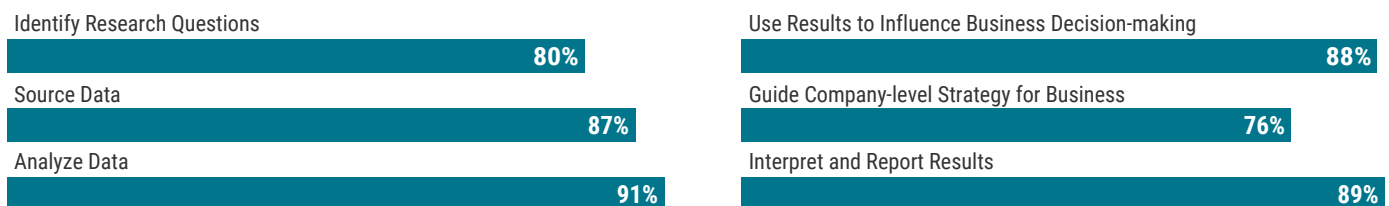
Data Strategy Framework in Organization



In 2021, 37% of respondents reported their organization had a Data Strategy Framework, there's an increase of 15% compared to 52% this year.

Which Business Data Analytics Domains are Most Important in Your Role?

Respondents were able to make multiple selections



Skills important for Business Analysts Practicing Business Data Analytics

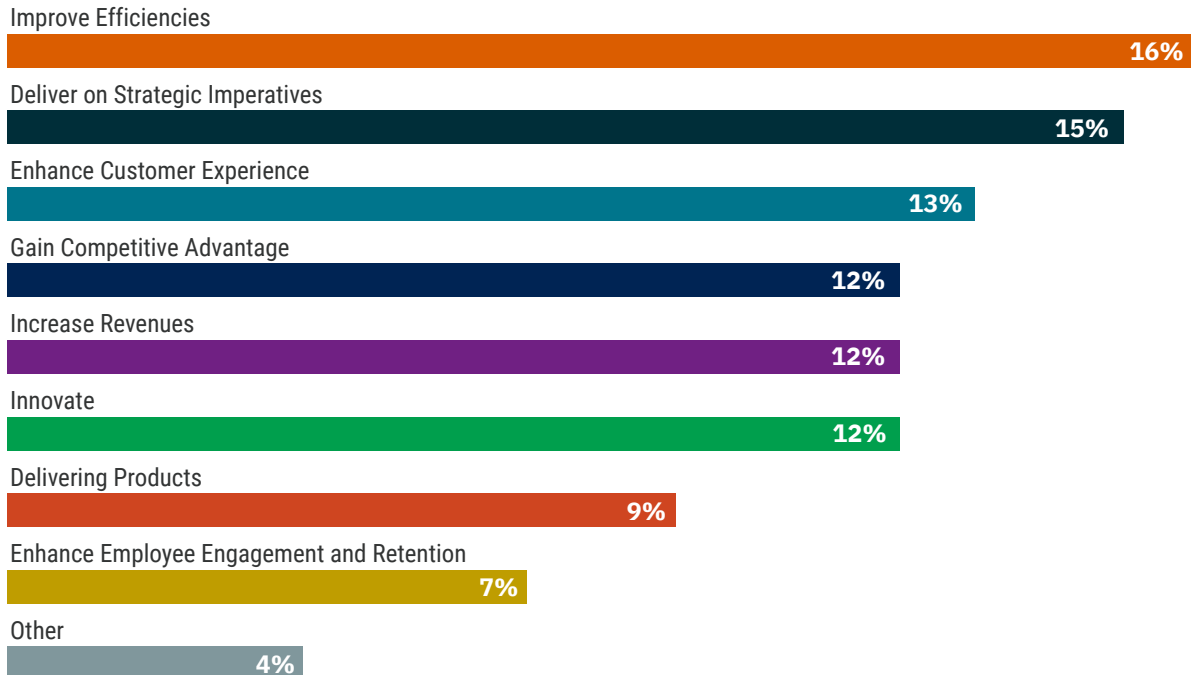
Respondents were able to make multiple selections



*In Structured Query Language (SQL), Statistics, Data Visualization, Data Storytelling, and Data Literacy.

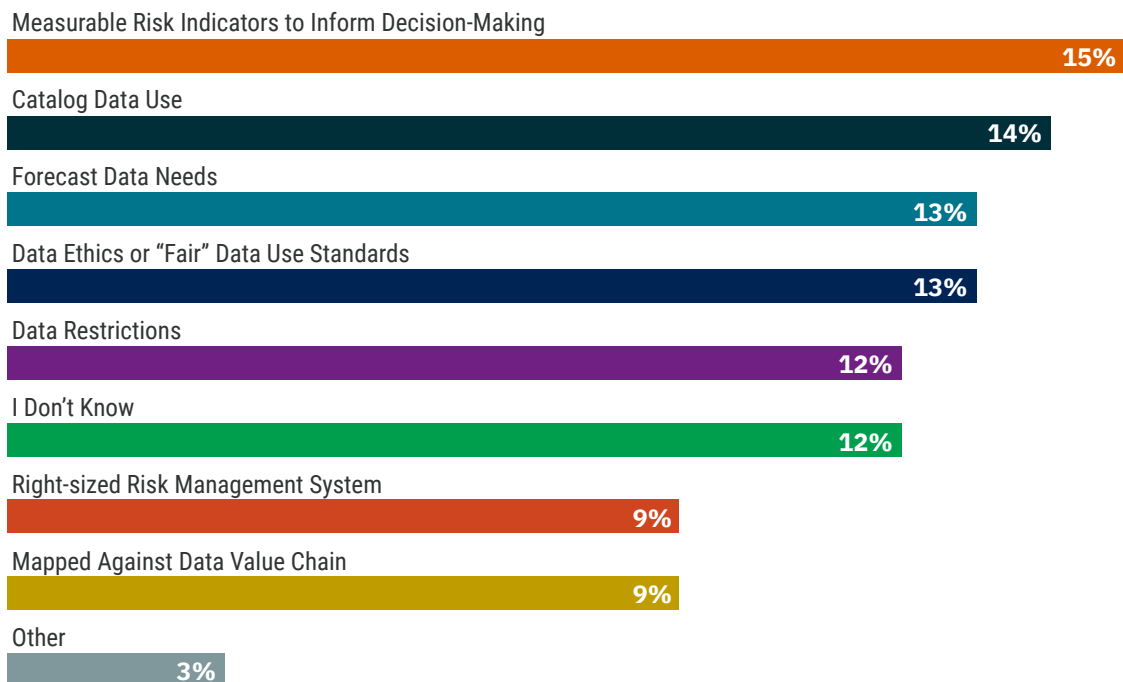
Business Data Analytics (continued)

Your Organization's Key Reasons For Investing in Data Analysis



16% OF RESPONDENTS REPORT IMPROVING EFFICIENCIES IS THE KEY REASON THEIR ORGANIZATION HAS INVESTED IN BUSINESS DATA ANALYTICS.

What Does Your Organization's Data Strategy Cover?



**KEY
TAKEAWAY**



36%

of respondents report they are involved in **Business Data Analytics**.

Business Data Analytics (continued)

Data analytics will continue to influence the way business analysis is performed. In fact, high-performing organizations are using business analysis **190% more frequently to direct their analytic initiatives and indicate 65% ROI or higher than average.***

Achieving More with Data: The Critical Role of Business Analysis in Becoming a Data-Driven Organization

This infographic is full of key findings from the Achieving More with Data research reports and provides essential insights about the impact of business analysis in becoming a data-driven organization.



[Download the Infographic](#)

* Source: [Achieving More with Data: The Critical Role of Business Analysis in Becoming a Data-Driven Organization](#)

DRIVE SMARTER DECISION-MAKING



Certification in Business Data Analytics

IBA's Certification in Business Data Analytics recognizes your ability to effectively execute analysis related work in support of business data analytics initiatives. Ready to translate data into valuable insights that guide evidence-based decision-making?

[Learn More at IIBA.org/CBDA](https://www.iiba.org/CBDA)

Regional Snapshot

The survey encompasses the important differentiations that factor into the business analysis profession when it is broken up into regions. The regional data helps us understand the differences in gender, age, roles, industries, and salaries.

5 of the Top Counties



United States



India



Canada



South Africa



Australia

United States

Average Salary by Gender*

*Salaries reported in USD.



\$104,966



\$96,073

28% of respondents are in the
46-55 years age group

Top 3 Business Analysis Titles

- 21%** Senior Business Analyst
- 16%** Business Analyst
- 7%** Business Systems Analyst



60% of respondents hold a
minimum of one certification

Areas of Specialization

39%

of respondents
are involved in
Business Data
Analytics

44%

of respondents
are involved in
Product Ownership
Analysis

75%

of respondents
are involved in
Agile Approaches

13%

of respondents
are involved in
Cybersecurity

Top 3 Industries Where Business Analysis Professionals Work



Banking / Finance / Insurance

26%



Healthcare, Pharmaceutical

10%



Information Technology

10%

Regional Snapshot (continued)

India

Average Salary by Gender*

**Average salary excludes results below \$2,500 USD or above 325,000 USD for counties in [region 3](#).

♀ **\$22,002**** ♂ **\$19,792****

56% of respondents are in the **25-35 years** age group

Top 3 Business Analysis Titles

30% Business Analyst
16% Senior Business Analyst
4% Consultant



39% of respondents hold a minimum of one certification

Areas of Specialization

31%

of respondents are involved in Business Data Analytics

56%

of respondents are involved in Product Ownership Analysis

72%

of respondents are involved in Agile Approaches

8%

of respondents are involved in Cybersecurity

Canada

Average Salary by Gender*

*Salaries reported in USD.

♀ **\$74,368** ♂ **\$76,808**

35% of respondents are in the **36-45 years** age group

Top 3 Business Analysis Titles

24% Senior Business Analyst
22% Business Analyst
7% Consultant



64% of respondents hold a minimum of one certification

Areas of Specialization

33%

of respondents are involved in Business Data Analytics

46%

of respondents are involved in Product Ownership Analysis

71%

of respondents are involved in Agile Approaches

12%

of respondents are involved in Cybersecurity

Top 3 Industries Where Business Analysis Professionals Work



Information Technology

39%



Banking / Finance / Insurance

24%



Consulting / Professional Services

7%



Banking / Finance / Insurance

24%



Government - Federal, State, Municipal

19%



Information Technology

14%

Regional Snapshot (continued)

South Africa

Average Salary by Gender*

*Salaries reported in USD.

♀ **\$59,668** ♂ **\$54,202**

40% of respondents are in the
25-35 years age group

Top 3 Business Analysis Titles

29% Business Analyst
22% Senior Business Analyst
6% IT Business Analyst

1+ **65%** of respondents hold a
minimum of one certification

Areas of Specialization

33%
of respondents
are involved in
Business Data
Analytics

44%
of respondents
are involved in
Product Ownership
Analysis

80%
of respondents
are involved in
Agile Approaches

11%
of respondents
are involved in
Cybersecurity

Top 3 Industries Where Business Analysis Professionals Work

Banking / Finance / Insurance
40%

Information Technology
17%

Consulting / Professional Services
13%

Australia

Average Salary by Gender*

*Salaries reported in USD.

♀ **\$88,792** ♂ **\$100,371**

33% of respondents are in the
46-55 years age group

Top 3 Business Analysis Titles

42% Senior Business Analyst
17% Business Analyst
7% Practice Lead

1+ **63%** of respondents hold a
minimum of one certification

Areas of Specialization

25%
of respondents
are involved in
Business Data
Analytics

33%
of respondents
are involved in
Product Ownership
Analysis

75%
of respondents
are involved in
Agile Approaches

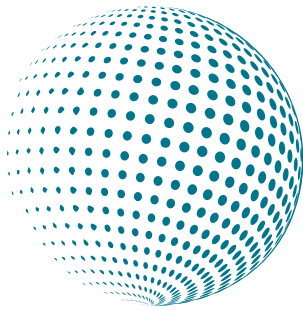
17%
of respondents
are involved in
Cybersecurity

Top 3 Industries Where Business Analysis Professionals Work

Banking / Finance / Insurance
24%

Government - Federal, State, Municipal
18%

Consulting / Professional Services
13%



IIBA®
GLOBAL RESEARCH

Leading Trends in Business Analysis

IIBA's Global Research provides a broad view of topical information, insights, demographics, and trends that influence business analysis globally. Use these trends to inform and challenge your thinking on data analytics, agile analysis, and many other topics.

IIBA's Global Research full report findings are available exclusively through [IIBA's Membership](#). IIBA Membership gives you access to essential tools and resources including the *BABOK® Guide*, the *Agile Extension*, IIBA's *KnowledgeHub*, whitepapers, educational webinars, and more that will empower you to create better business outcomes.

GSBA Survey Reporting Guidelines

The statistical significance has been calculated to be + or – 3% based on the number of respondents, quality of responses and the breakdown by region.

Exclusion Criteria

Exclusions provide a balance of criteria to support the reliability and replicability of data.

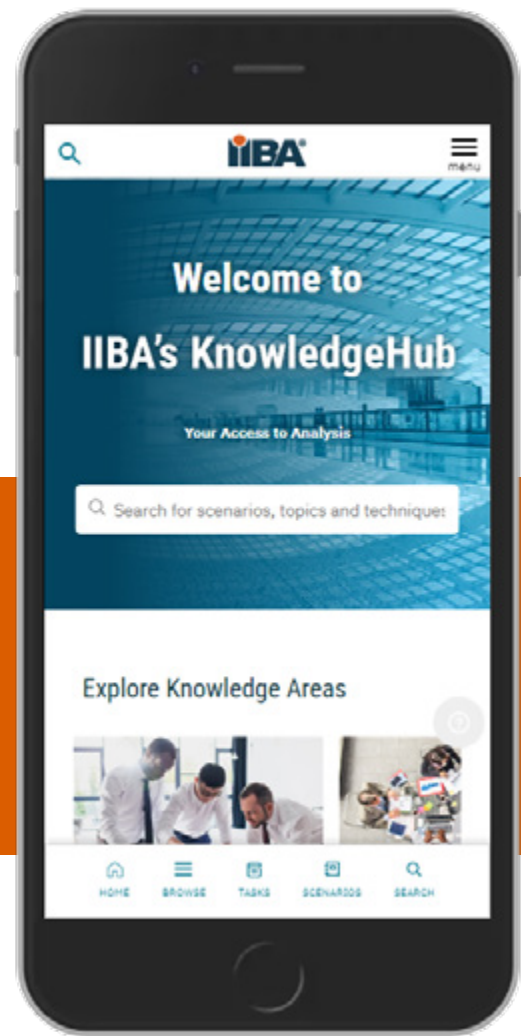
Data included only if a minimum of 10 individuals provided information for a given response choice. Average salary excludes results below \$25,000 USD or above 325,000 USD.

Learn more at IIBA.org/Global-Research

KnowledgeHub

Your Access to Analysis

IIBA's KnowledgeHub is a new online destination with actionable business analysis content. The KnowledgeHub provides IIBA Members with online, searchable access to the BABOK® Guide and community-driven content, such as relevant “how do I” scenarios, templates, videos, checklists, and infographics that can be applied to everyday business analysis practices.



#AccessToAnalysis

“How-To” Insights in Real-Time

IIBA's KnowledgeHub features include:

- A dynamic, engaging, and relevant **BABOK® Guide** experience.
- Robust navigation and menu design.
- Intuitive predictive search functionality and more!

Community-Driven Content

IIBA's KnowledgeHub provides valuable community-driven content such as “how do I” scenarios contributed by leading business analysis professionals. “How do I” Scenarios topics range from capturing key requirements, to understanding business processes, to identifying needs, and describing user system interactions.

Practical Tips & Tools When You Need It

IIBA's KnowledgeHub provides a seamless and robust way to engage with IIBA's standards, plus valuable tips, tools, and templates.

Member Exclusive Access

IIBA Membership gives you exclusive access to IIBA's KnowledgeHub.

Not yet a Member? Join today to become a Member of IIBA and start experiencing all the benefits!

Visit IIBA.org/AccessToAnalysis to learn more.





Visit us at: **IIBA.ORG**



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