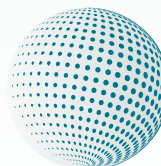


# 2021 GLOBAL STATE OF BUSINESS ANALYSIS REPORT

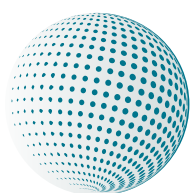


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GLOBAL RESEARCH

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# Shaping the Future of Business Analysis

As the world continues to adjust to the challenges related to the COVID-19 pandemic, we've seen many changes for business analysis professionals, from where they work to how they are working. Some of these developments resulted in positive changes for business analysts with an increased focus on data analytics, agile analysis, and digital initiatives.

One thing is clear from IIBA's 2021 report; the COVID-19 pandemic forced many organizations to rethink how they go to market and respond to their customers' needs. Organizations have had to rethink how they work and their internal processes to ensure business continuity. This year's survey found 46% of organizations increased their focus on data analytics projects, 36% of business analysis professionals report working as part of data analytics projects and 20% in cybersecurity analysis. This shift has also driven digital transformation with 80% of respondents reporting their organization is currently implementing digital initiatives. This is up 10% from the previous year. As demand accelerates for data and cybersecurity analysis talent, we expect these numbers to grow and increase demand for impactful business analysis as a pivotal skill set in improving business outcomes.

The application of business analysis in relation to Agile initiatives continues to be an important area for our community and a potential source of continued growth. This past year saw more organizations shifting to Agile methodologies that are including business analysis professionals as



part of their teams. In 2021, 76% of respondents report they are now involved in agile analysis. This trend has continued to rise as evidenced by the 26% increase in the role of business analysis involved in Agile initiatives from 2017 to 2021.

As organizations pivot to rethink, refocus, and re-strategize, the role of business analysis is shifting to more emphasis on strategy with 55% of respondents reporting they are now involved in the strategy process. The value business analysis professionals can deliver to develop and execute strategy for organizations of all sizes will be an area where we can expect to see continued growth.

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 as it continues to evolve and grow!

A stylized, handwritten signature in white ink.

**Delvin Fletcher**  
President and CEO IIBA



# Introduction to GSBA survey

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*IIBA's Global State of Business Analysis 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.*

## Report Highlights

### Executive Summary

Overall, business analysis professionals report a level of confidence in growth across most industries. Over 75% of respondents report active utilization of business analysis capabilities at the enterprise and strategy levels and over 90% at the project level.

In other findings, nearly one quarter of respondents (24%) report working at a strategic level on projects and programs. Respondents report organizations where they work are increasing their focus on both digital (80%) and data analytics (46%). Also on the rise, business analysis professionals are becoming more involved in cybersecurity (20%), agile analysis (76%) and product ownership analysis (31%) with 30% planning to move to a product owner related role of some type in the near future.

### Survey Highlights

The GSBA survey is open to IIBA Members and the global business analysis community. The new branding of the survey under the umbrella of IIBA Global Research program reflects the broader scope of the survey questions.

The survey is divided into two sections:

- 1. Global demographics and role maturity**
- 2. Regional demographics – top five participating countries**

### Demographics

65% of respondents are from the United States of America, India, Canada, Australia, United Kingdom, South Africa, and Nigeria. The average age of respondents is in the 25-35 range (36%), with 29% aged 36-45 and 16% aged 46-55. 33% of respondents have over 10 years' experience with 25% having two to five years' experience. 79% of respondents work full-time and 45% have the title of Business Analyst. Gender responses show a 2% increase in the number of women working in business analysis with 46% of respondents identifying as female. We're encouraged by this trend in particular, especially given the high number of females who reported leaving the global workforce during the pandemic.

COVID-19 impact on employment shows 9% of respondents lost their job, and 28% did not receive a salary increase or bonus. 10% reported seeing a positive impact on their role, while 40% indicated no impact on their current role. The pandemic did of course impact where respondents work with only 6% working full-time in the office and 62% reporting working remotely either temporarily or permanently.





## Maturity

Respondents (81%) report their senior leaders understand the role of business analysis and over 80% value the role. 90% of respondents report feeling valued in their work and state that quality of work delivered by business analysis professionals positively affects the outcome of projects and programs.

More than 75% of respondents work in the top 5 industries that employ business analysis professionals - Technology, Banking/Finance/Insurance, Consulting/Professional Services, Government, Healthcare/Pharmaceutical.

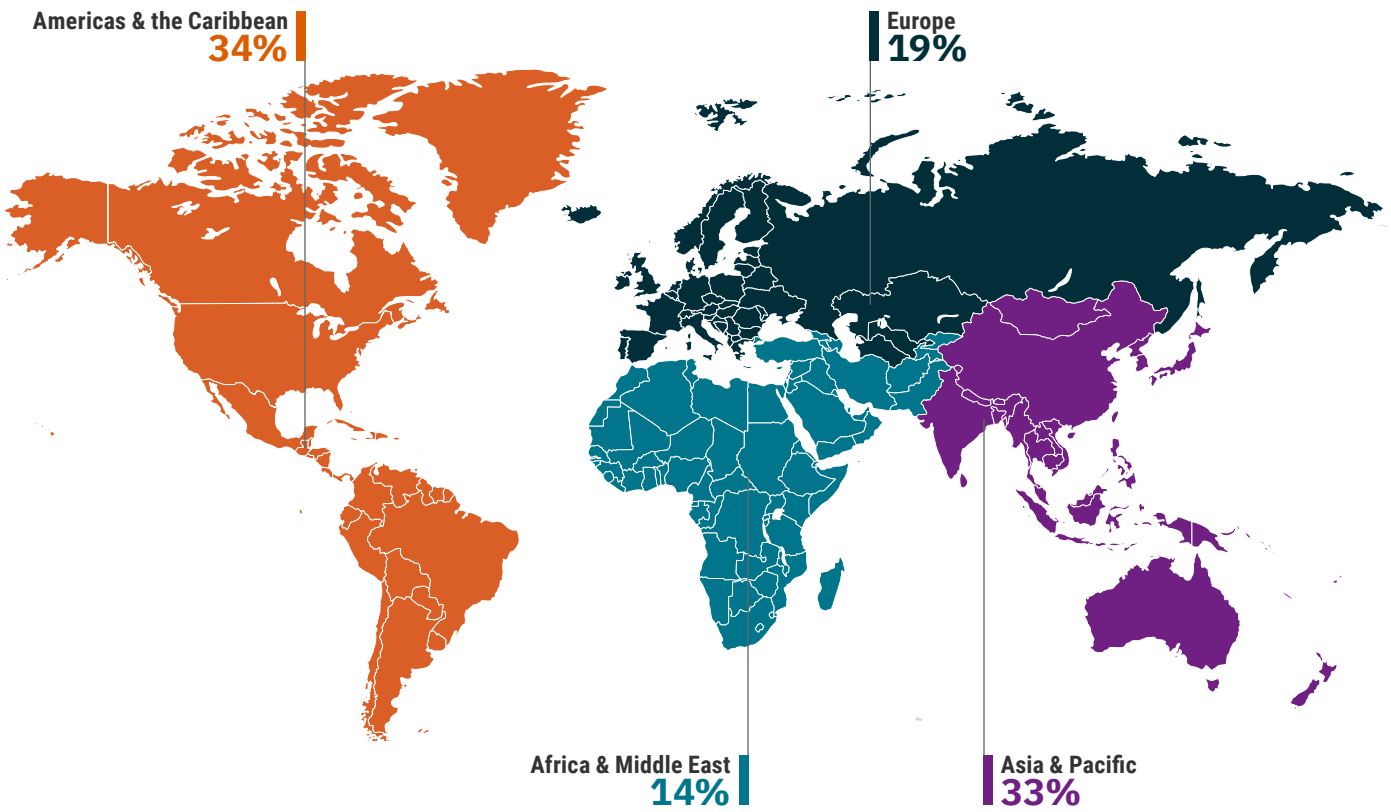
**IIBA would like to share our appreciation with our members and the community who provided important data by responding to the survey.**

# Total Respondents & Participating Countries

## Global Responses by Region

165 Countries

4,236 Respondents



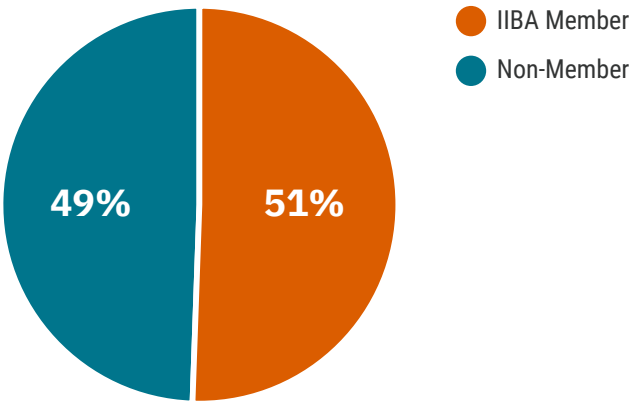
## Global Responses by Gender

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



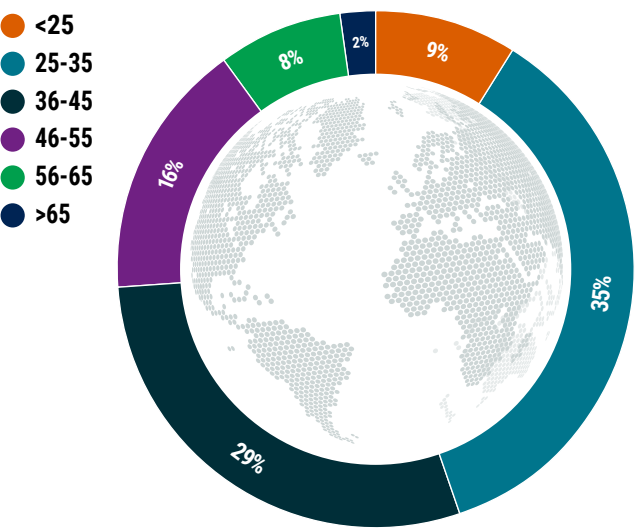
Gender responses show a 2% increase in the number of women working in business analysis. 46% of respondents identify as female, which is positive in light of global statistics showing a higher number of females than males leaving the global workforce during the pandemic.

## Respondents who are IIBA Members



# Demographic

## Global Age of Respondents



Majority of respondents are aged

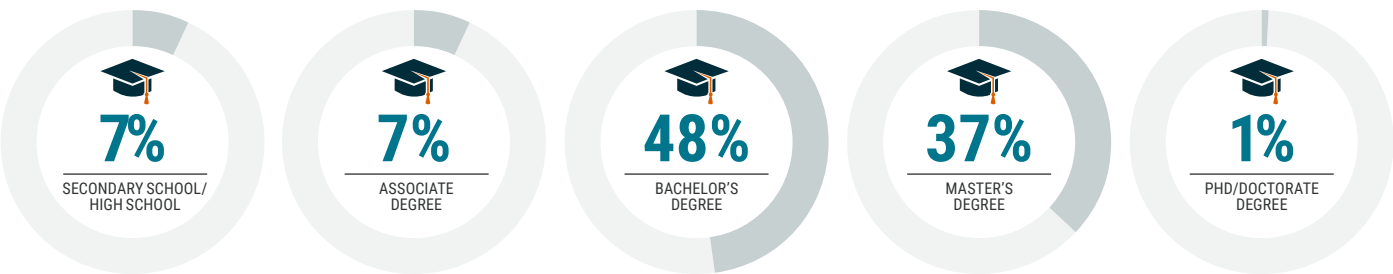
**25-35**



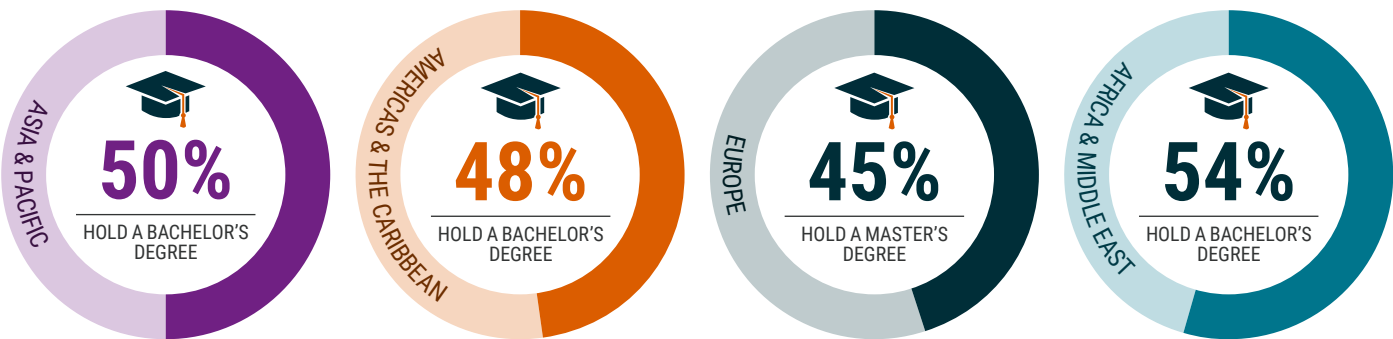
People aged 25 to 35 make up the largest group of business analysis professionals globally. Broken down by gender: 44% of women are aged 25 -35, and 56% of men are aged 25-35. Sources of information and how its delivered are different for each generation. This age group prefers employers to provide quick and easy access to the services and information they need.

# Education

## Highest Level of Education



## Highest Level of Education by Continents

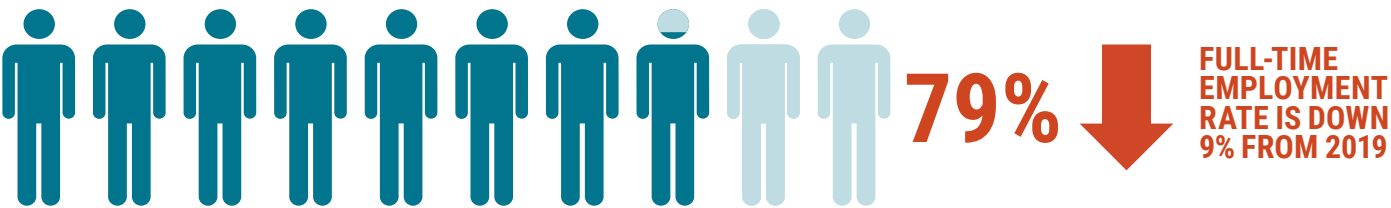


# Employment

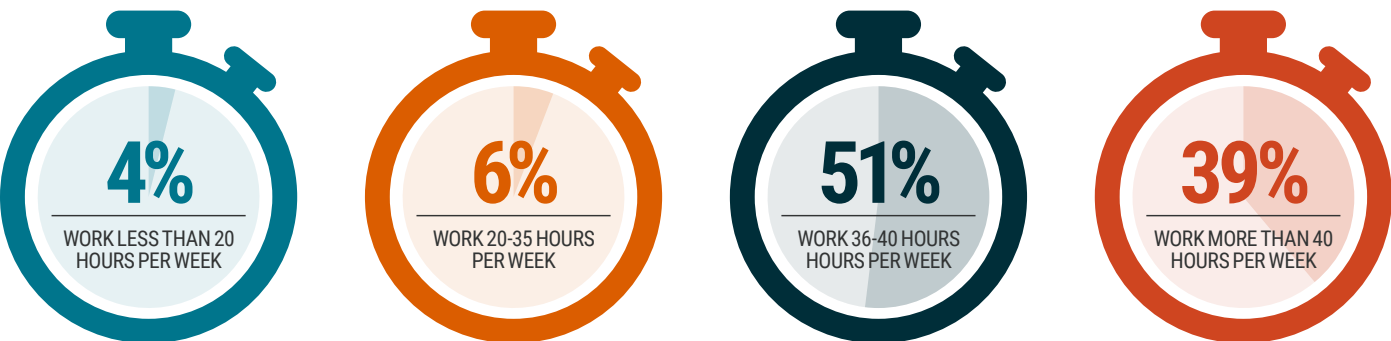
## Employment Status



## Full-Time Employment



## Average Hours Worked Per Week

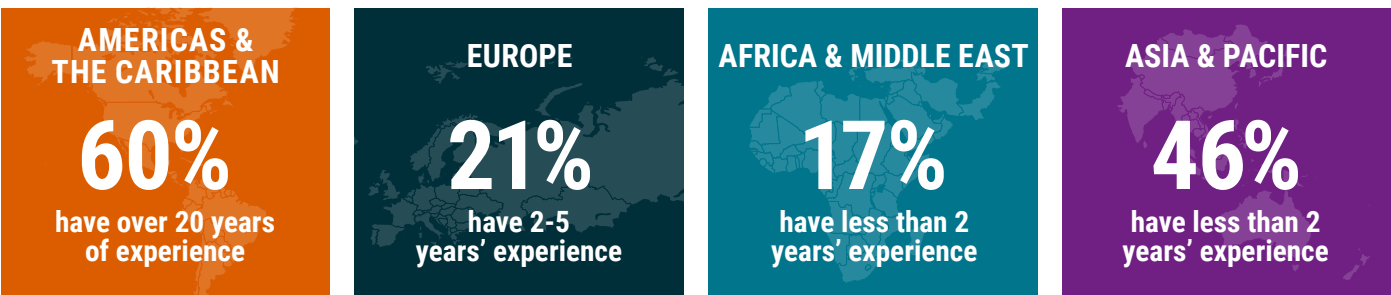


**51%** of global respondents work between **36-40 hours** per week.

## Average Years Of Experience



## Years' Experience by Continents





# Experience

## Private vs Public Sector Business Analysis Employers

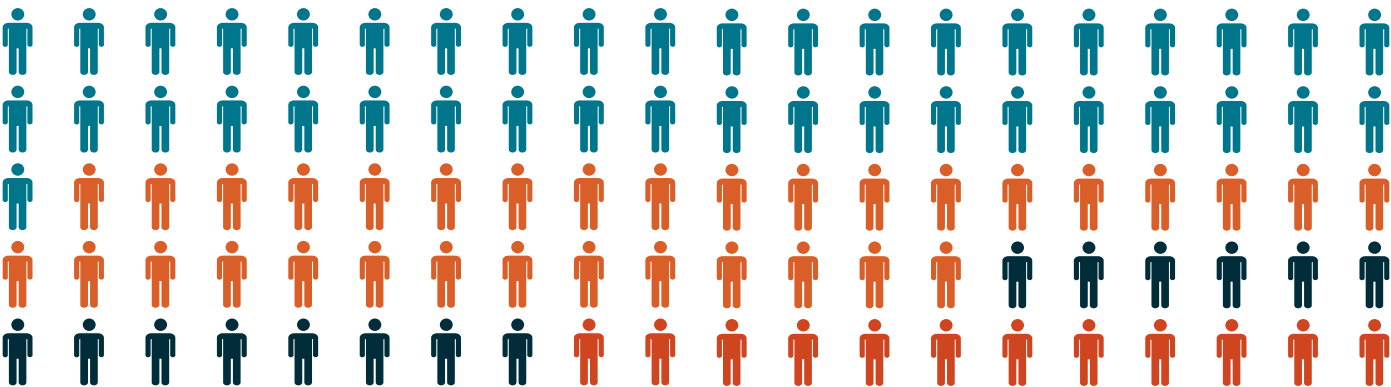


## Size of Organization Where Business Analysis Professionals Work

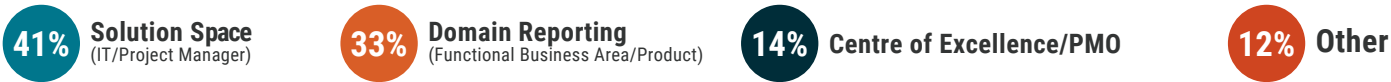
 **Almost 33% of respondents work for a large organization with over 5,000 employees**



## Who Do You Report to at Your Organization?



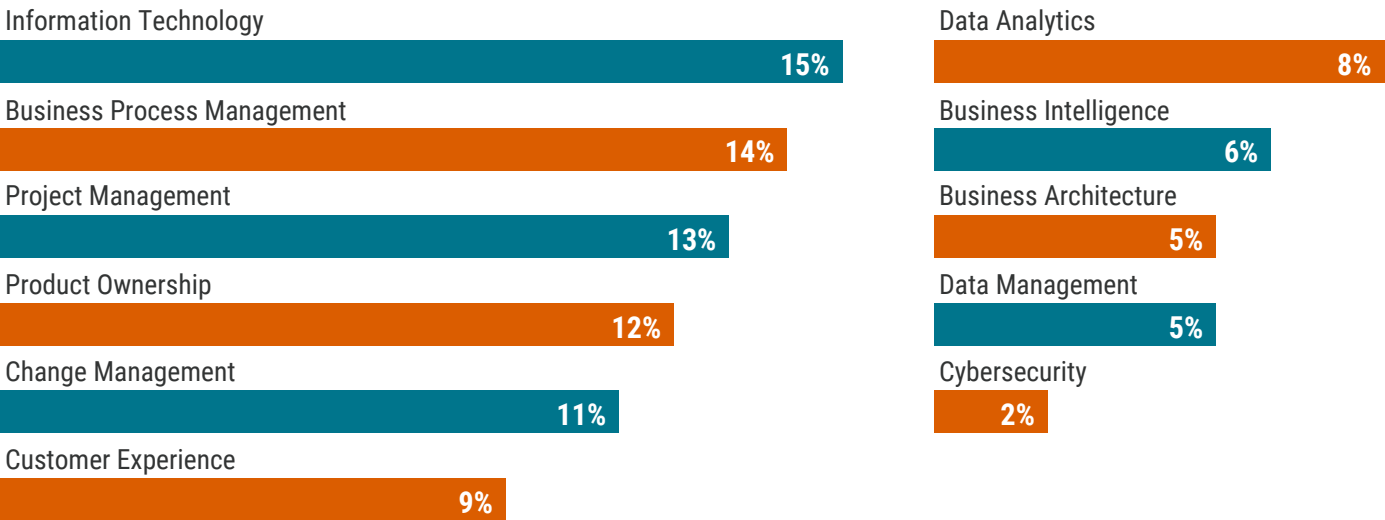
### REPORTING AREAS



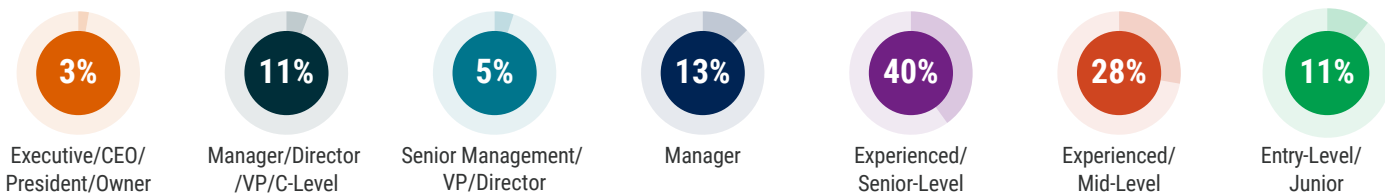
Reporting structures vary by organization size and by industry.  
**41% of respondents report to the Solution Space** (IT/Project Manager).

# Experience

## Business Areas Where Business Analysis Professionals Practice



## Job Levels



## Job Titles

- 43% Business Analyst
- 8% Business Analyst / Project Manager
- 8% IT Business Analyst
- 9% Consultant
- 6% Manager / Director / VP / C-Level
- 6% Business Systems Analyst
- 5% Product Owner / Product Manager
- 2% Senior Business Analyst
- 2% Hybrid Role
- 11% Other



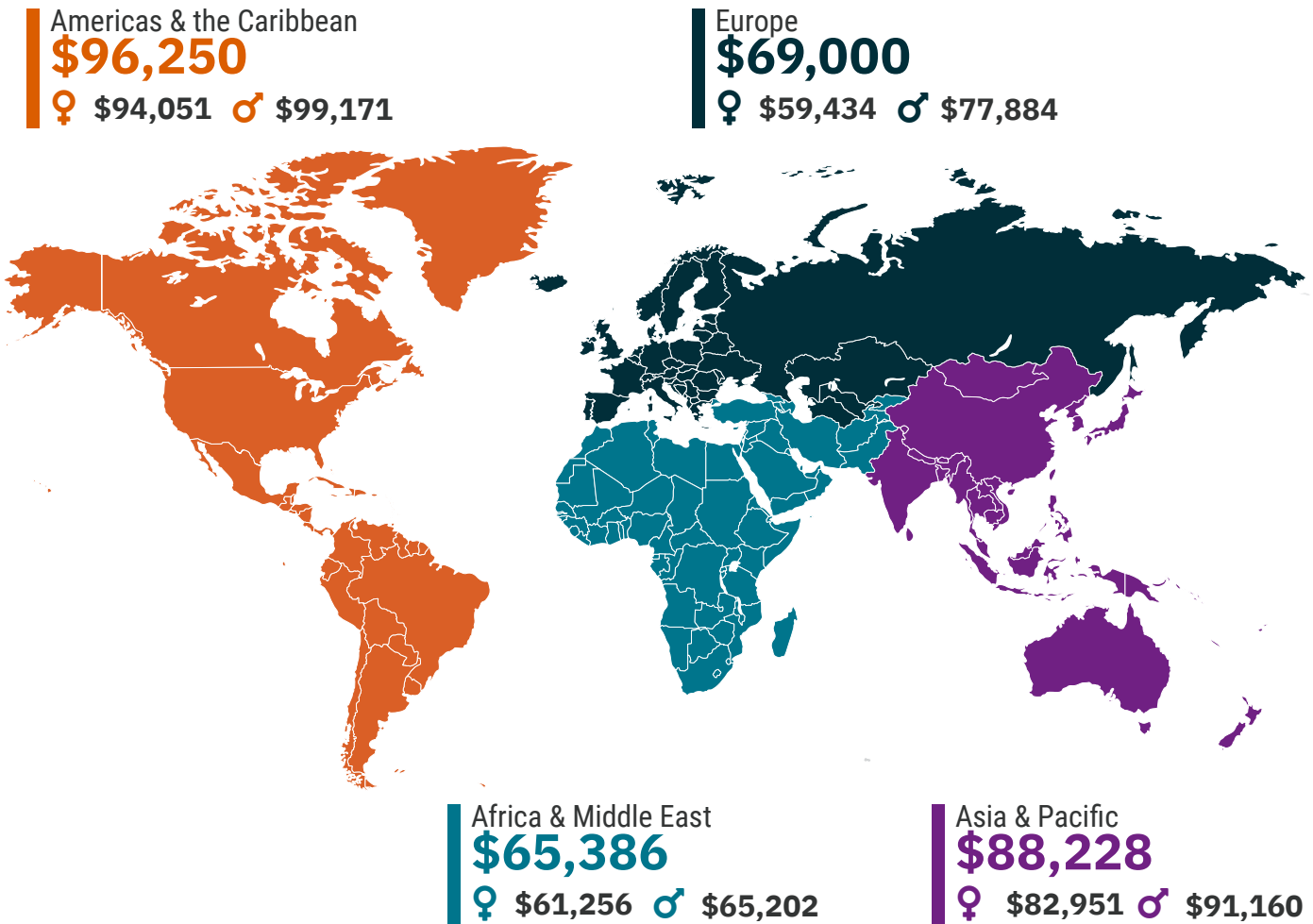
45% OF GLOBAL RESPONDENTS REPORT BUSINESS ANALYST OR SENIOR BUSINESS ANALYST IS THEIR TITLE.

65% of global respondents report “Business Analyst” is in their job title 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\*



In 2021, the global men’s salary is **6% higher** than women’s salary.

Global average salary by IIBA membership is **\$90,421\*** vs **\$79,819\*** for non-members

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

Global average salary reported in USD\*



## Salary

### Top Industries That Employ Business Analysis Professionals

78% of respondents work in the top five industries that employ business analysis professionals. Employment in IT increased 4% from 2020 and respondents report a 2% decrease in professionals working in the banking/finance/insurance industries and a 1% decrease in the government sector.



Information Technology

**31%**



UP  
**4%**  
from 2020



Banking/Finance/Insurance

**23%**



DOWN  
**2%**  
from 2020



Consulting/Professional Services

**9%**

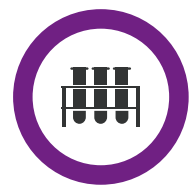


Government

**8%**



UP  
**1%**  
from 2020



Healthcare, Pharmaceutical

**7%**

### 5 Best Industries For Higher Salaries In 2021

Global average\* salary reported in USD.

48% of respondents work in the top five highest paying industries. Three of the top four paying industries for business analysis professionals in 2020 continue to lure in talent in 2021. This year Transportation & Logistics and Government were bumped out of the top five by Banking/Finance/Insurance and Energy & Utilities with more than a quarter of respondents working in these industries.



Consulting/Professional Services

**\$97,396**



UP  
**15%**  
from 2020

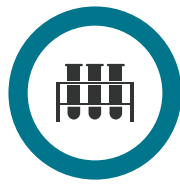


Manufacturing

**\$97,178**



UP  
**10%**  
from 2020

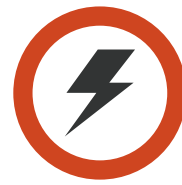


Healthcare/Pharmaceutical

**\$94,425**



UP  
**14%**  
from 2020



Energy & Utilities

**\$92,784**



Banking/Finance/Insurance

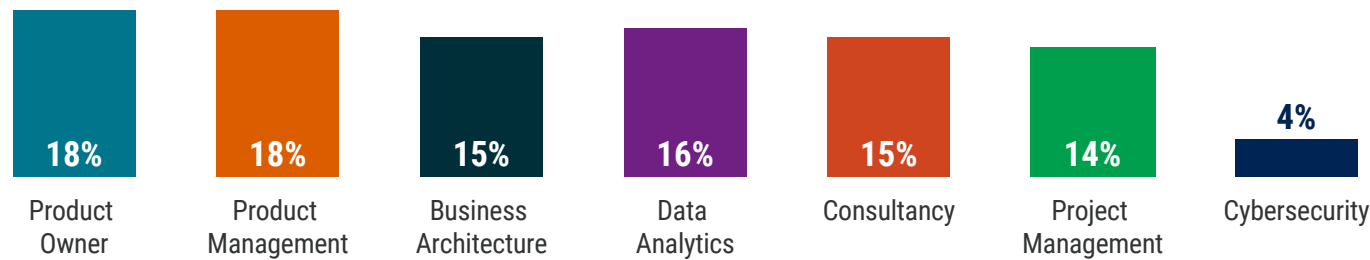
**\$86,244**



# Compensation Satisfaction

## Business Analysts Looking to Change Role

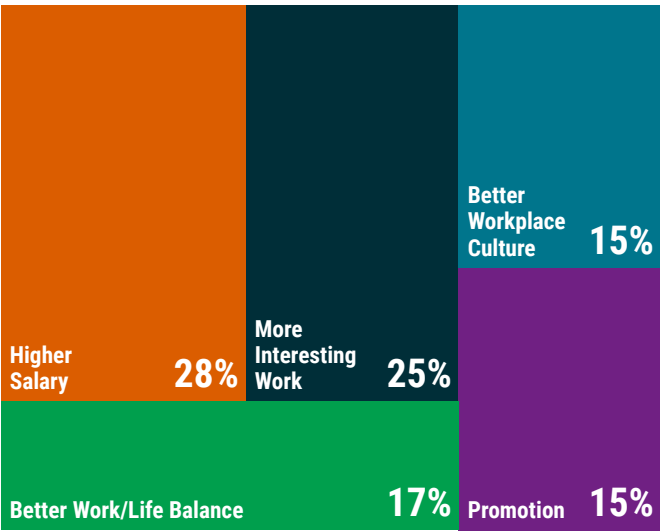
Respondents interested in planning to change jobs are interested in these roles:



## Professionals Planning to Change Employers

19% of business analysis professionals plan to leave their current employer within 1 year or less.

Top three reasons for changing jobs are **higher salary (28%)**, **more interesting work (24%)** and **better work/life balance (17%)**.



When it comes to compensation satisfaction, responses ranged from respondents stating they would need to seek a new position (15%), change employer (23%) or change both position and employer (38%) to receive higher pay.

**24% said they do not need to change their current employer or role to receive a higher salary.**



# Impact of Covid-19 on Employment

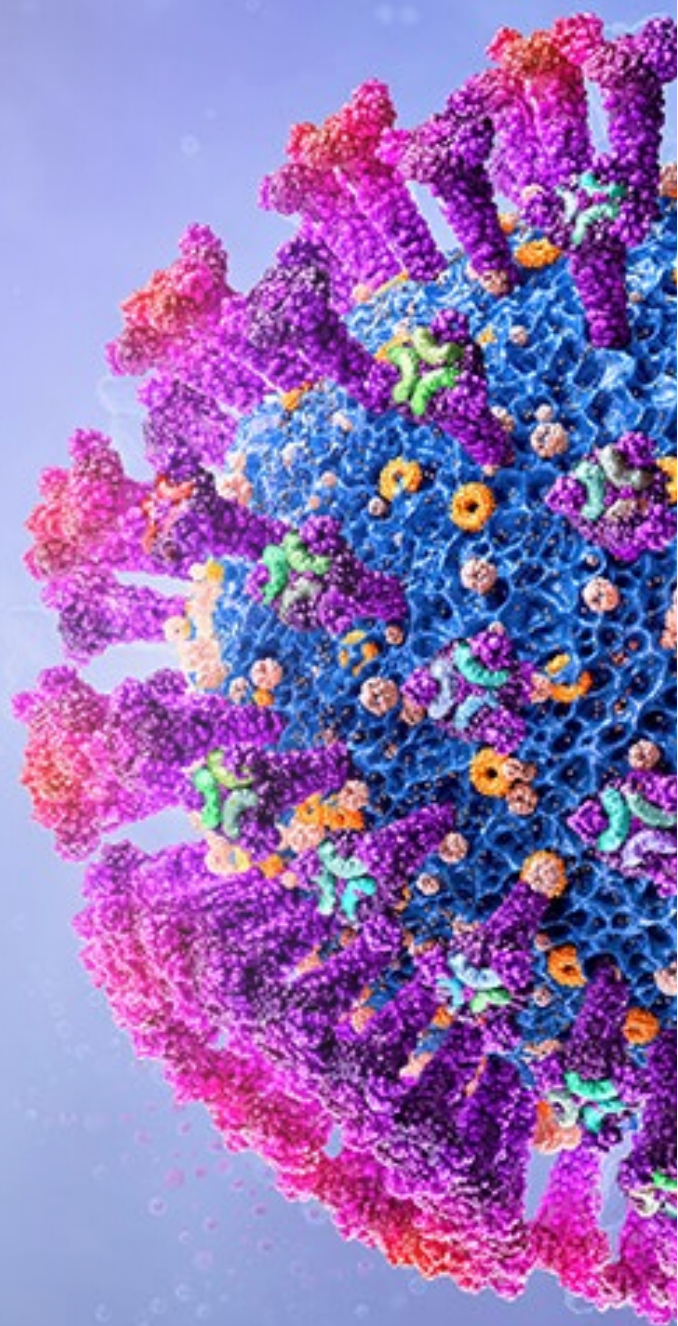
Covid-19 impact on employment shows **9% of respondents lost their job**, and 28% did not receive an increase or bonus. Companies in some industries may have reduced or delayed merit increases to contain costs during the pandemic.

10% reported seeing a positive impact on their role, while 40% indicated no impact on their current role.

The pandemic did impact where business analysis professionals work with only 6% working full-time in the office and **62% reporting working remotely either temporarily or permanently.**

Covid-19 global response impacted how organizations manage data sources and analytics capabilities. **Four of the top 10 in-demand skills for 2020 were related to data analytics.**

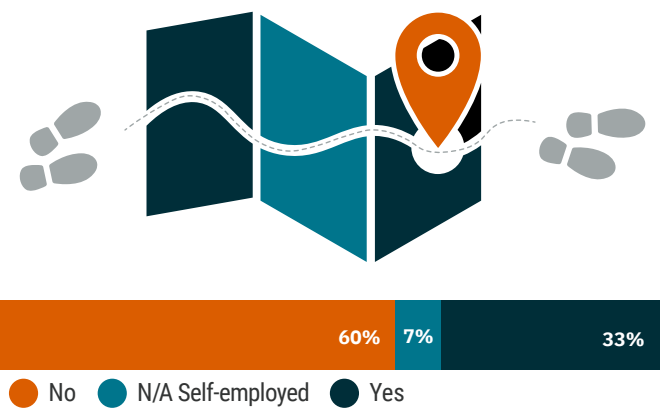
The pandemic underscored the importance of data analysis to guide strategic decisions. LinkedIn Learning reported in, **The Skills Companies Need Most in 2020**, that data-driven decision-making skills like *analytical reasoning (#3)* and *business analysis (#6)* are essential skills in their **Top 10 Hard Skills list.**



Source:  
<https://www.linkedin.com/business/learning/blog/learning-and-development/most-in-demand-skills-2020>

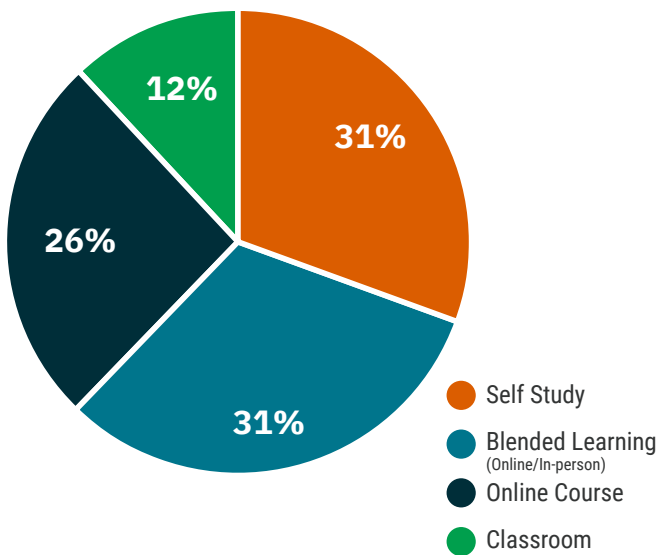
# Career Development & Certification

## Career Path



Business analysis professionals (33%) report their employers have a defined career path to advance their career and develop skillsets.

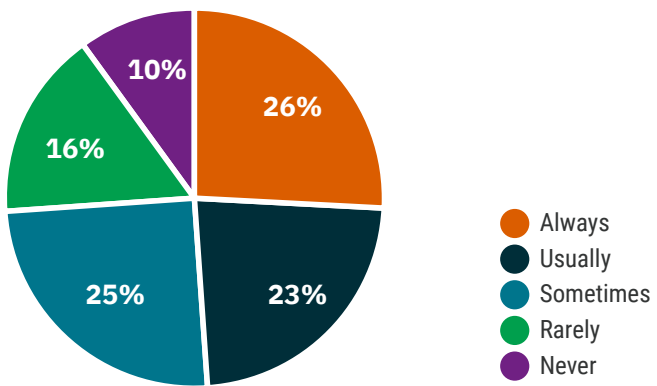
## How Business Analysis Professionals Develop Their Skill Sets



Respondents prefer self-study (31%), blended learning (31%), online (26%) and classroom learning (12%).

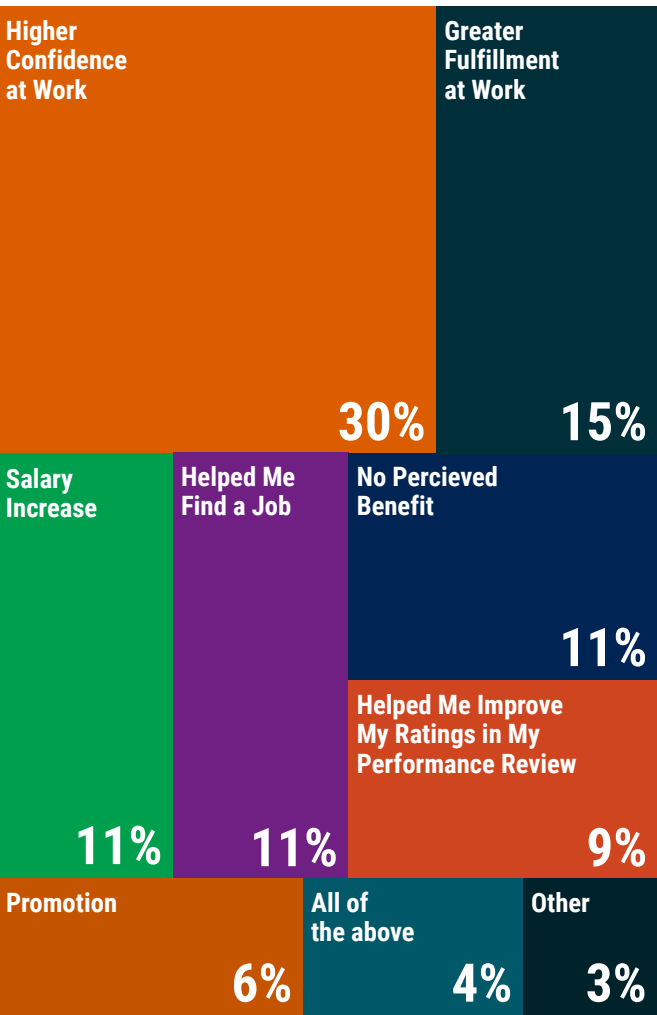
The top reasons for getting certified include higher confidence at work (30%) and greater fulfillment in their role (15%).

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



Respondents report employers always or usually provide training funds (48%) to support ongoing skills development.

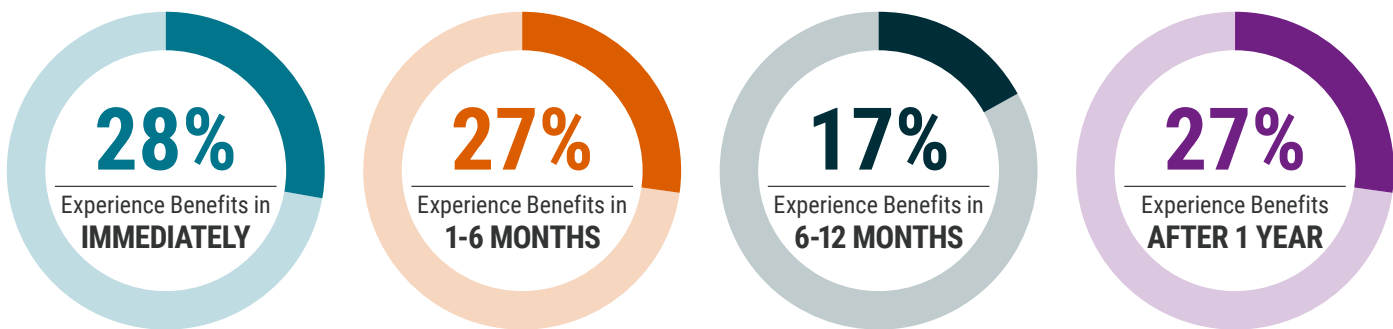
## Benefits of Certification







### How Soon Did You Experience Benefits of Earning Certification?

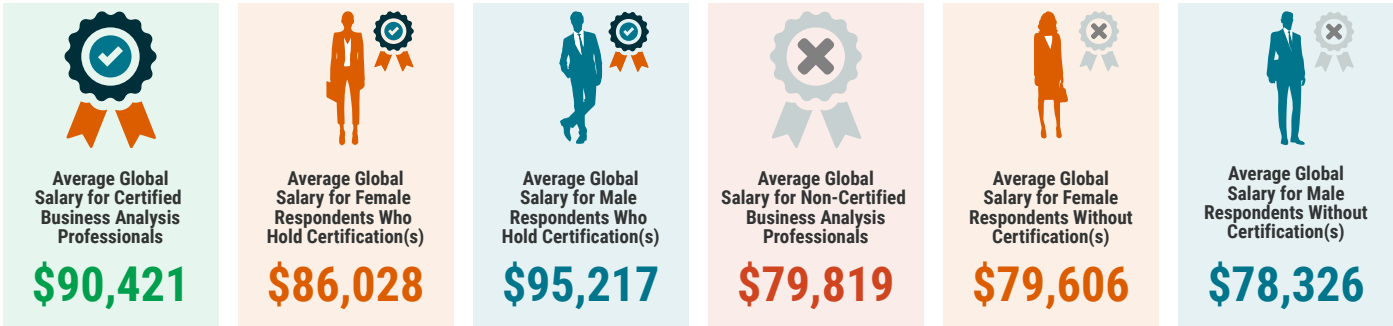


### Would You Recommend Certification to a Colleague to Support Career Development?

92% of respondents recommend certification to support career development



BUSINESS ANALYSIS PROFESSIONALS WHO HOLD AT LEAST ONE CERTIFICATION **EARN 12% MORE** THAN NON-CERTIFIED RESPONDENTS



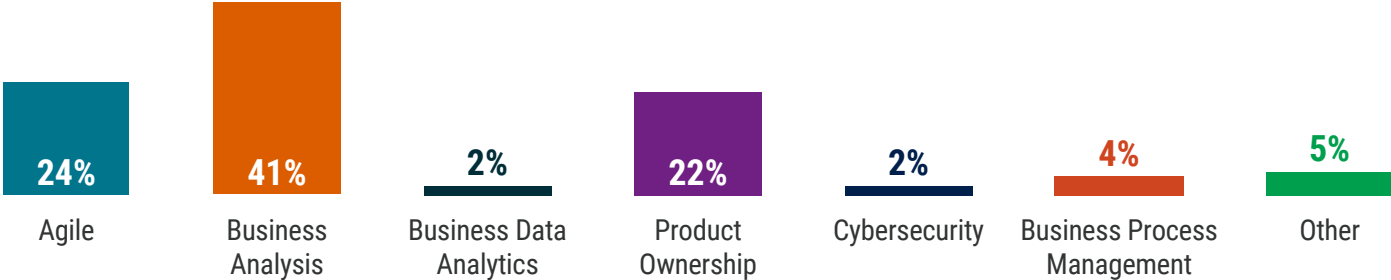
BUSINESS ANALYSIS PROFESSIONALS WHO HOLD ONE OR MORE IIBA CERTIFICATIONS **EARN 12% HIGHER** THAN NON-CERTIFIED RESPONDENTS



# Career Development & Certification

Nearly half of all certified Business Analysis professionals choose to get certified to increase their confidence at work and to feel fulfilled, leading to increased career satisfaction. IIBA certifications validate the foundational knowledge and competencies business analysis professionals should possess based on their individual work experience and skillsets.

## Which Certification(s) Do Business Analysis Professionals Hold?



## Average Salary by Certifications

Salaries reported in USD.\*

Average earnings for top 1/3 of CBAP holders is \$120,395 USD



**\$97,150\***  
**58%**  
of respondents hold a CBAP certification

Business Analysis Professionals who hold CBAP certification **earn 26% more** vs non-certified professionals



**\$108,017\***  
**13%**  
of respondents hold an AAC certification

Business Analysis Professionals who hold an AAC certification **earn 26% more** vs non-certified professionals



**\$99,136\***  
**8%**  
of respondents hold a CCBA certification

Business Analysis Professionals who hold CCBA certification **earn 8% more** vs non-certified professionals



**\$80,034\***  
**5%**  
of respondents hold a CBDA certification

Business Analysis Professionals who hold CBDA certification **earn 1% more** vs non-certified professionals



**\$82,163\***  
**14%**  
of respondents hold a ECBA certification

Business Analysis Professionals who hold an ECBA certificate **earn 5% more** vs non-certified professionals



**\$95,538\***  
**3%**  
of respondents hold a CCA certification

Business Analysis Professionals who hold a certificate in CCA **earn 16% more** vs non-certified professionals



## Business Analysis Maturity Level

Respondents reported on the level of awareness of business analysis utilization [knowledge and process requirements] performed at the project, strategy, and enterprise level within their organization.

Over 60% of respondents reported a high level of awareness within their organization at the project level representing a moderate maturity of the business analysis role. This number dropped to 30% at the enterprise and 31% at the strategy level indicating an opportunity for greater advocacy around successful business outcomes. Respondents overwhelmingly stated (97%) that the quality of work delivered by business analysis professionals directly affects the outcome of a project/product.

78% of respondents agree their role is well understood within their organization, and 90% indicated they feel valued as a business analysis professional.

Over 80% of respondents feel their senior leaders understand and value the role of the business analysis professional. This support is essential to enable change and to advance business analysis practice maturity.

### Business Analysis Practice Maturity

#### Project/Implementation Level



#### Strategy Level



#### Enterprise Level

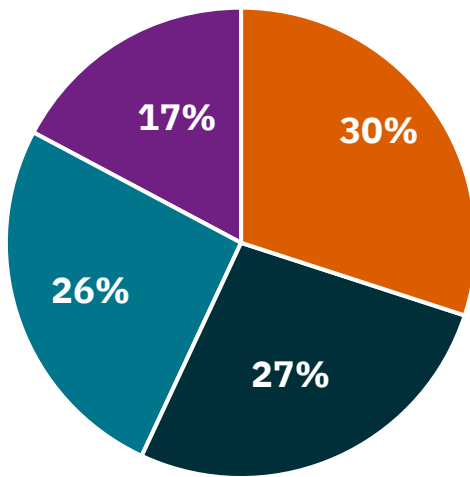


● Very Aware    ● Somewhat Aware    ● Lack of Awareness

Respondents report utilization of business analysis within organizations at the enterprise (75%), strategy (79%) and project (93%) levels indicating an opportunity for greater advocacy around outcomes, as a result of the business analysis professional's involvement in project and program initiatives.

# Business Analysis Maturity Level

## Role of Business Analysis in an Organization's Business Strategy



- Improve Customer Experiences
- Grow Sales and Revenue
- Build Trust and Relationships
- Differentiate the Business or Get a Competitive Edge

## Role of Business Analysis in Organizations

49% of respondents state the role of business analysis is officially recognized within their organization. 23% of respondents report they perform business analysis activities in different roles within their organization.

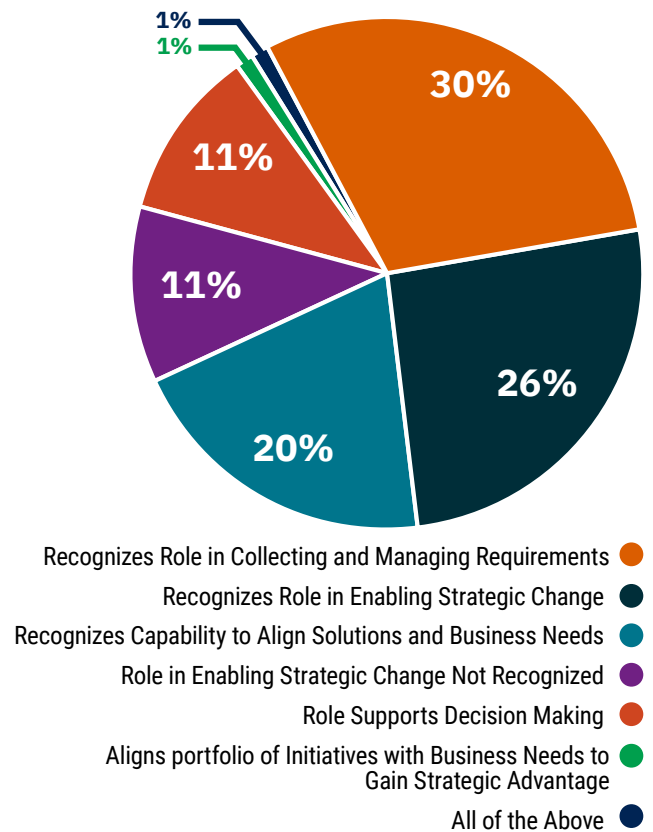
## Business Analysis Best Practices

43% of respondents state their organization follows recognized business analysis standards in their daily work, 57% 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.



## Role of Business Analysis in Enabling Strategic Change



## Do Business Analysis Professionals Feel Valued?

### Management / C-Suite Value the Role of the Business Analyst



### Management / C-Suite Understand the Role of Business Analyst



### BA Role is Well Understood Within My Organization



### I Feel Valued as a Business Analyst



### Increasing Investment in Business Analysis Within My Company Would Reduce Project Risk



- Agree
- Somewhat Agree
- Disagree

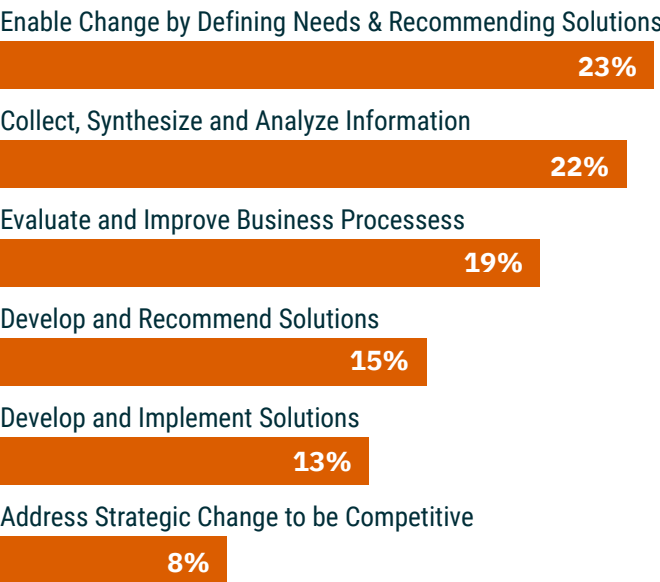
# Business Analysis Maturity Level

## Top Barriers to Business Analysis Role

Respondents report the biggest barriers in their role is a lack of **understanding of the role of business analysis (19%)**, being excluded from **decision-making process (17%)** and explaining **business analysis to others (15%)**.

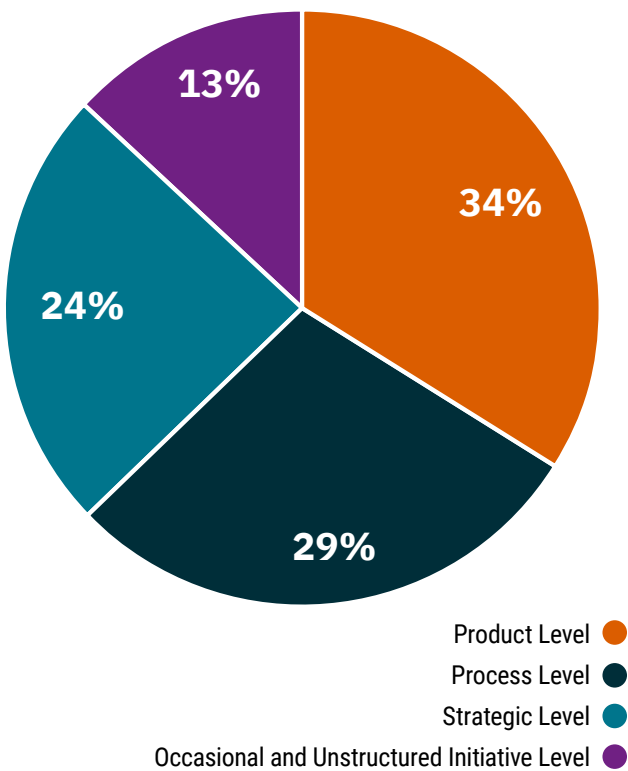
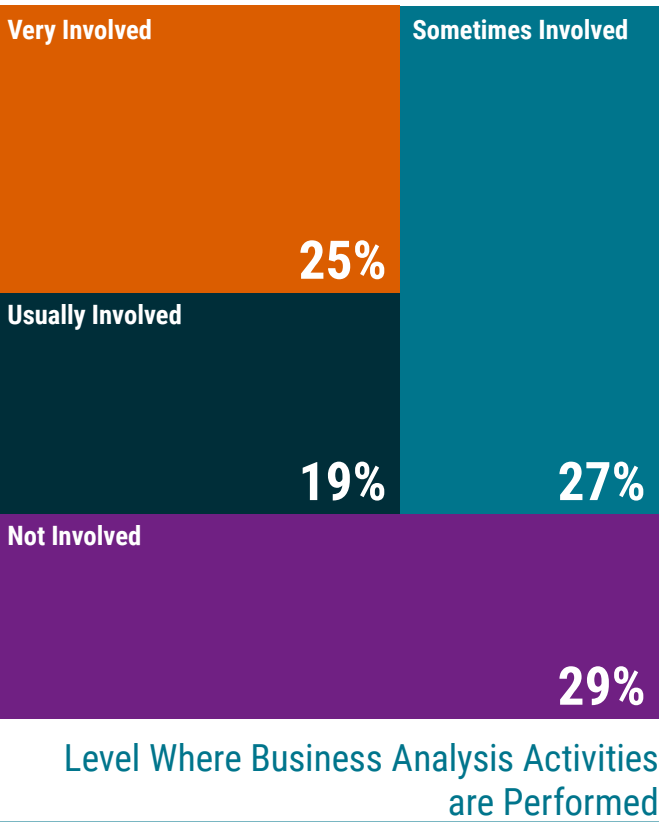
- 19% Lack of Understanding of the Role
- 17% Excluded From Decision Making
- 15% Explaining Business Analysis to Others
- 14% Lack of Support From Other Lines of Business
- 13% Recommendations Not Used by Decision Makers
- 12% Lack of Management Support
- 10% Lack of Clear Questions To Answer

## Role of Business Analysis



## Customer Engagement

25% of respondents report they are very engaged with customers.



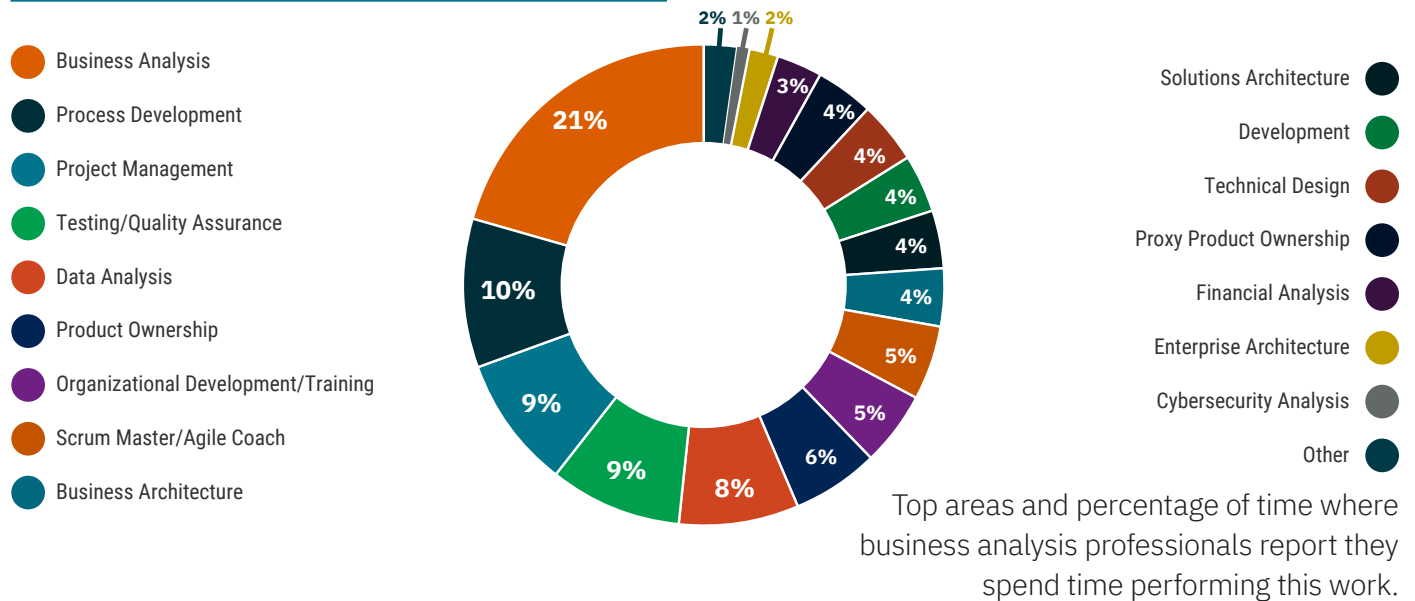


## Hard Skills

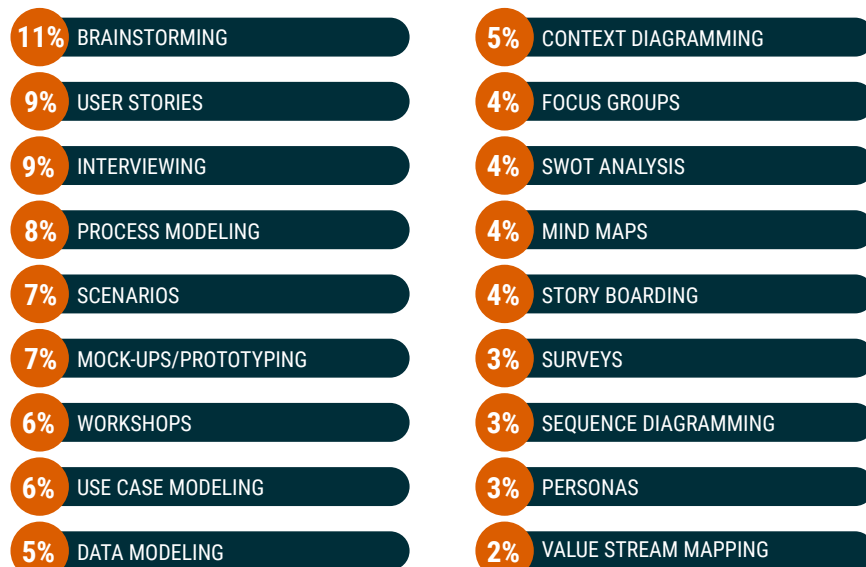
Respondents identified the following skills as the most required competencies and skillsets in their current role performing business analysis work.



## Core Responsibilities



## Techniques Used Regularly in Role

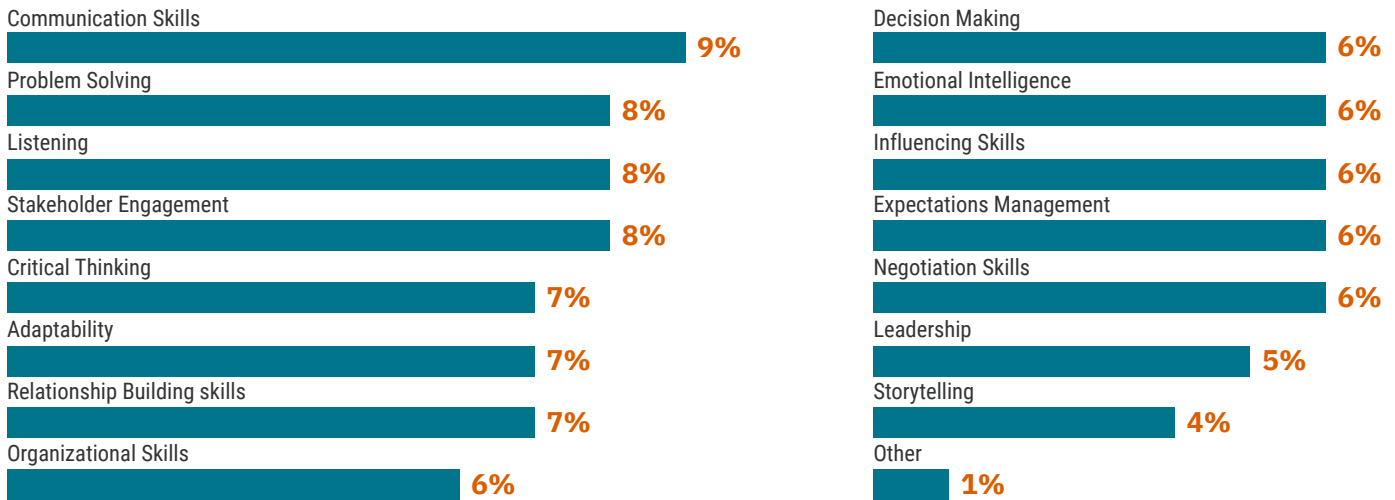


**Business Analysts rank the business analysis techniques they use regularly in their role. The top 4 techniques used are:**

- **Brainstorming 11%**
- **User Stories 9%**
- **Interviewing 9%**
- **Process Modeling 8%**

## Soft Skills

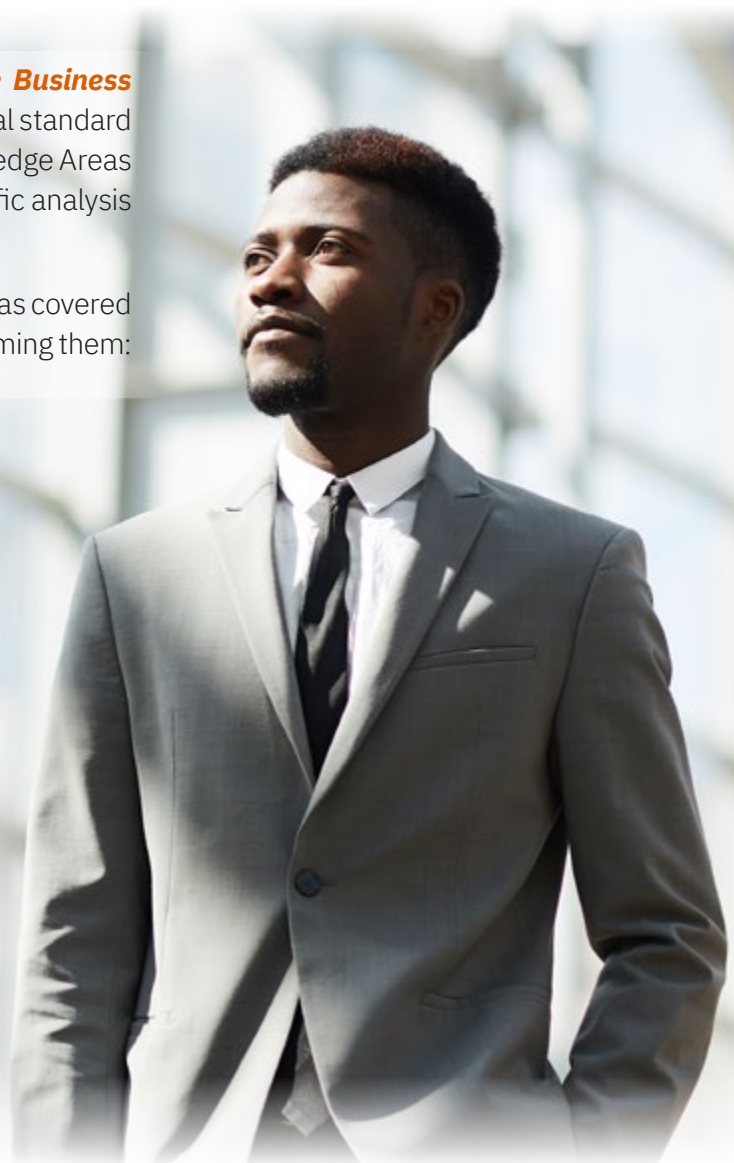
Soft skills are transferable skills important to the success in any role. Employers value soft skills because they enable Business Analysis Professionals to cooperate, collaborate, and thrive within an organization.



## Knowledge Areas (KAs)

Knowledge Areas (KAs) are based on **A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide)**, the global standard for the practice of business analysis. There are six Knowledge Areas (KAs) in BABOK® Guide. KAs highlight elements of specific analysis expertise that encompass several tasks.

Business Analysts were asked to rank the Knowledge Areas covered in the BABOK® Guide by the amount of time spent performing them:





## Agile Approaches

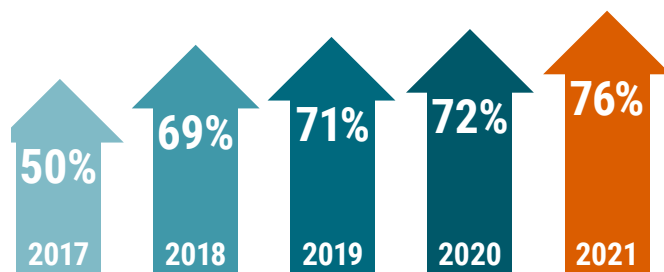
The relevance and ability of business analysis capabilities and competencies has helped organizations with Agile operating models navigate the pandemic crisis more responsively. Agile Analysis is aligned to business analysis competencies focusing on value, communication, collaboration, engagement, and stakeholders.

Agile analysis opportunities continue to grow as more organizations realize successful outcomes require having the skillsets of a business analyst on their agile project teams. For those working in agile, the Agile Analysis Certification (IIBA®-AAC) demonstrates you can successfully apply your business analysis skills to agile methodologies.

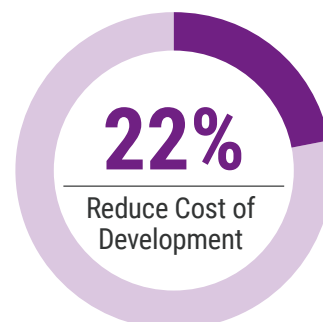
### 76% OF BUSINESS ANALYSIS PROFESSIONALS PRACTICE AGILE APPROACHES



#### Reasons Why Organizations Adopt Agile Approaches



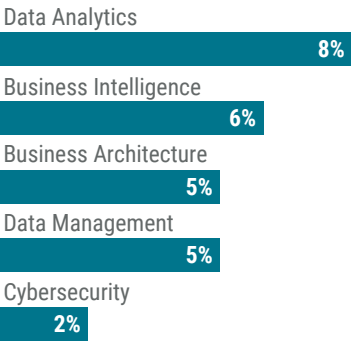
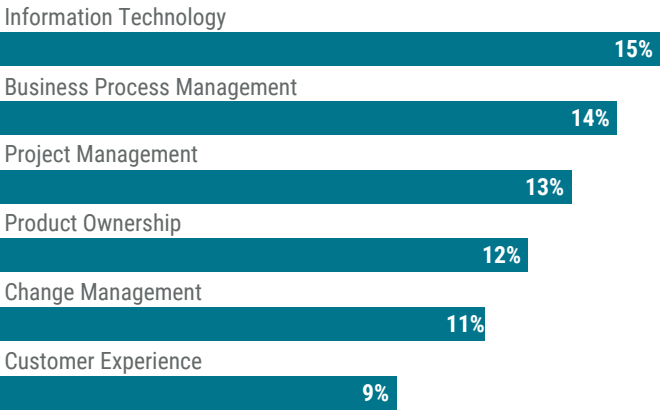
#### 26% INCREASE IN AGILE PRACTICES FROM 2017 TO 2021





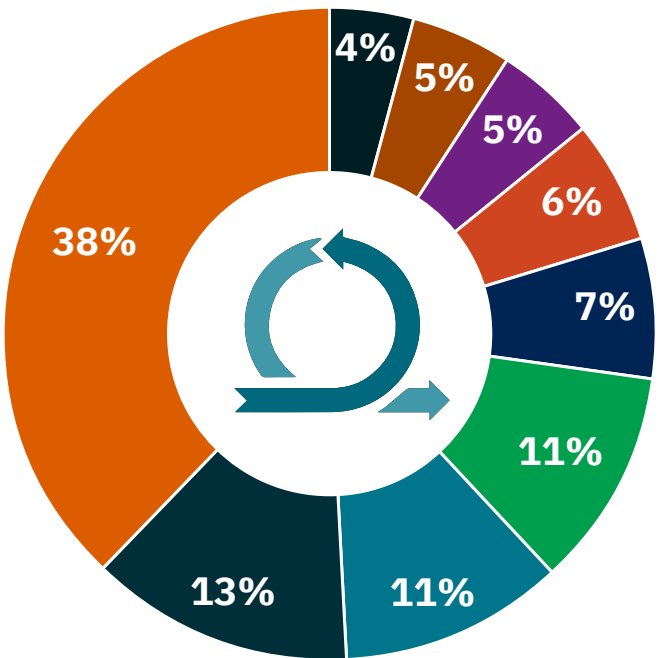


### Which Areas Do You Practice Agile In?



### Which Agile Approaches Do You Practice?

- Scrum
- DevOps
- Scaled Agile / Agile at Scale
- Lean & Kanban Software Development
- Scrumban
- Behaviour-Driven Development
- Test-Driven Development
- Feature-Driven Development
- Other



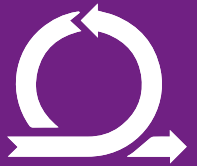




## What Are The Skills Needed To Be A Strong Agile Business Analysis Professional?

- 19%** Stimulate Collaboration & Continuous Improvement
- 18%** Think As A Customer
- 17%** Analyze To Determine What Is Valuable
- 13%** Understand What Is Doable
- 12%** Avoid Waste
- 12%** See The Whole
- 9%** Get Real Using Examples

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 35%-53% of the time.**



## Do You Have an Agile Mindset?

IIBA's Agile Analysis Certification (IIBA®-AAC) addresses the increasing demand for the Agile and analyst communities to collaborate and transform project delivery.

AAC showcases your skills and expertise executing analysis-related work in an Agile context to effectively bring improved products and services to market quickly.

Get started today at [IIBA.org/Agile-Analysis](https://IIBA.org/Agile-Analysis)





## Product Ownership

Respondents ranked the agile business analysis approaches, techniques, and skills required as a Product Owner. The results aligned with the Agile Business Analysis principles of “Analyze to determine what is valuable”.

### Organizations Involved in Product Ownership Analysis (POA)

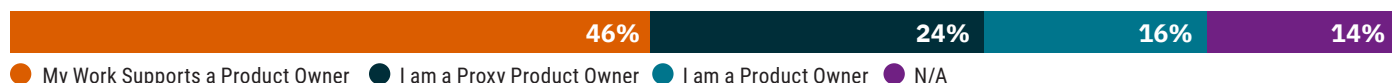


### Do You Work in a Product Ownership Role?



**BUSINESS ANALYSIS PROFESSIONALS WORKING IN A POA ROLE (31%) OR TRANSITIONING TO ONE (30%)**

### How Business Analysis Professionals Are Involved in Product Ownership



**WORKING AS A PROXY PRODUCT OWNER (24%) OR DIRECTLY SUPPORT PRODUCT OWNER (46%)**



# Product Ownership

## Business Analysis Skills Required in a POA Role

Respondents were asked to rank business analysis skills required:



IIBA's Certificate in Product Ownership Analysis (IIBA®-CPOA) provides the opportunity to acquire essential concepts needed to create successful products.



## TAKE YOUR PRODUCT TO THE NEXT LEVEL

IIBA's Certificate in Product Ownership Analysis recognizes the integration of Business Analysis and Product Ownership with an Agile mindset to maximizing value.

### Product Ownership Analysis Certification Program

The POA program, including IIBA's Guide to Product Ownership Analysis and Digital Access Resources, provides a foundational understanding of the standards of practice, techniques, case studies, and the POA framework. Plus, the POA Digital Access Resources (online modules) features video and audio resources to help you navigate through the content.

Learn more today at [IIBA.org/CPOA](https://www.iiba.org/CPOA)

# Digital Transformation

Digital transformation continues to play a critical role in organizations' operations. This year 80% of respondents reported their organization has implemented digital or is in the planning/implementation stage. This is up 3% from 2020.



**28%** of respondents report being **very involved**

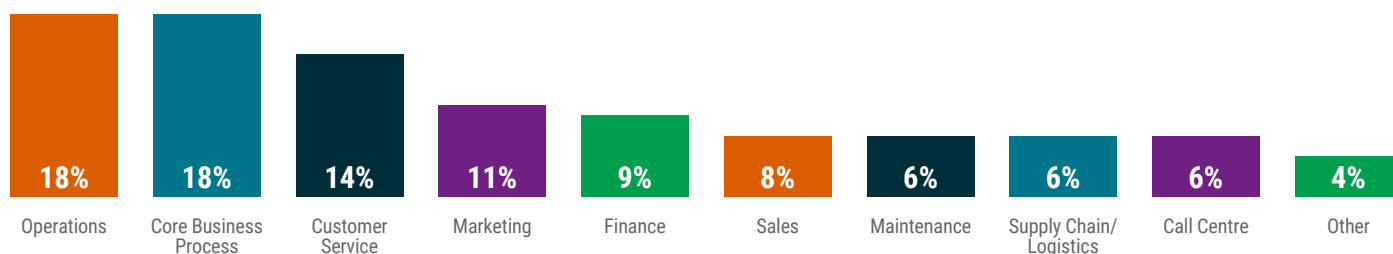
**37%** of respondents report being **somewhat involved**

**65% OF BUSINESS ANALYSIS PROFESSIONALS REPORT BEING INVOLVED IN DIGITAL INITIATIVES.**

**UP 4%**  
from 2019

**DOWN 5%**  
from 2020

## Business Functions Where Digital Initiatives are Performed



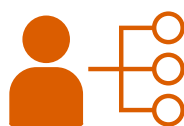
## Top 5 Digital Techniques Used to Deliver Digital Initiatives



**24%**  
USER STORIES



**15%**  
DESIGN THINKING



**15%**  
CUSTOMER JOURNEY  
MAPS

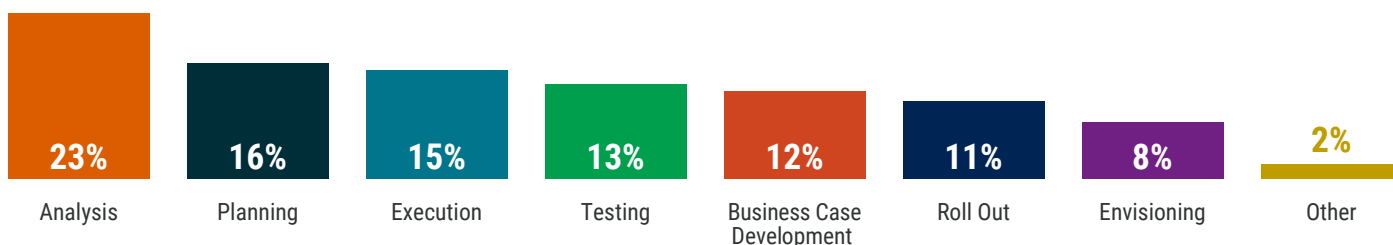


**12%**  
NEEDS  
STATEMENTS



**11%**  
SRS  
(SOFTWARE REQUIREMENTS  
SPECIFICATION)

## Activities Where Business Analysis Professionals are Involved in Digital Initiatives





## Cybersecurity

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.

**20% OF BUSINESS ANALYSIS PROFESSIONALS REPORT BEING INVOLVED IN OR PLANNING TO TRANSITION TO WORK IN THEIR ORGANIZATION'S CYBERSECURITY PRACTICE.**

**62% OF RESPONDENTS REPORT THEIR ORGANIZATION HAS A CYBERSECURITY FRAMEWORK**



**42% OF RESPONDENTS REPORT BUSINESS ANALYSIS PROFESSIONALS HAVE A ROLE IN THEIR ORGANIZATION'S CYBERSECURITY**

The need for the Business Analysis community to include security as part of the holistic analysis will only increase as cybercrime threats grow. In 2020, IIBA and IEEE partnered to develop and launch an innovative program that supports business analysis practitioners for whom cybersecurity has become an increasing area of concern. The Certificate in Cybersecurity Analysis (IIBA®- CCA) demonstrates this competency to the marketplace.

# Cybersecurity

## WHAT SKILLS ARE IMPORTANT?

Respondents were able to make multiple selections

According to respondents the most important or important skills business analysis professionals will need to work in cybersecurity are Risk Management, Disaster Recovery and Security Tool Implementation:



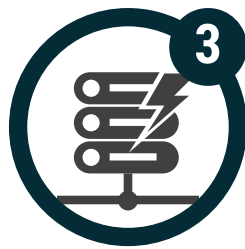
**93%**

Risk  
Management



**89%**

Compliance  
Knowledge



**85%**

Disaster  
Recovery



**85%**

Security Tool  
Implementation



**76%**

Business Cases  
and Budgeting

# CYBERSECURITY ANALYSIS



## An Enhanced Cybersecurity Certification Program

IIBA® and IEEE Computer Society have partnered to offer a robust certification program on what business analysis professionals need to know to be prepared for today's cybersecurity challenges.

## Advance Your Career with Cybersecurity

Did you know the average cost of a malware attack on a company is estimated at 2.4 million?<sup>1</sup> The IIBA and IEEE certification program provides the credibility of a joint certification and the opportunity to learn key cybersecurity concepts.

**Get started at [IIBA.org/CCA](https://IIBA.org/CCA)**



# Business Data Analytics

**Keith Ellis, Chief Engagement & Growth Officer, IIBA**

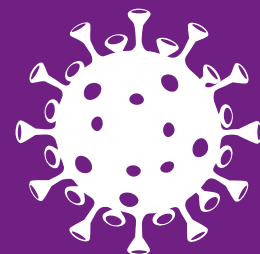
This year's results are reinforced by the IIBA Global Research Report *Achieving more with Data*, which found business analysis capability essential to achieving a data-driven organization. Not only are failure rates considerably lower when engaging business analysis professionals, the ROI is 3X higher for high performers which routinely deploy business analysis professionals into a more strategic role. Demand for analytical skills is growing; in 2021, nearly 50% of GSBA respondents reported their organization accelerated their focus on data analytics.

Success in business data analytics requires business analysis professionals lead certain analysis practices first described in IIBA's *Guide to Business Data Analytics* and further refined in *Achieving More with Data*. These findings are consistent, with fully 30% of business analysis professionals reporting that they are engaged in 'proposing strategy'. This field requires that business analysis professionals build depth in data science, math and statistics, alongside deep communication and collaboration skills.



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

**46% OF RESPONDENTS REPORT THEIR ORGANIZATION INCREASED THEIR FOCUS ON ANALYTICS DURING THE PANDEMIC.**



**“Regardless of the urgency, it is important to take a step back and prepare for change. Companies that rush into business data analytics without having all the pieces in place typically develop solutions that miss the mark, have poor data quality, and rely on intuition and gut over data\*.”**

Source: IIBA, 2021, *Achieving More with Data: The Critical Role of Business Analysis in Becoming a Data-Driven Organization*, Global Research Business Leadership Part A: How Business Data Analytics is Transforming Industry

# Business Data Analytics

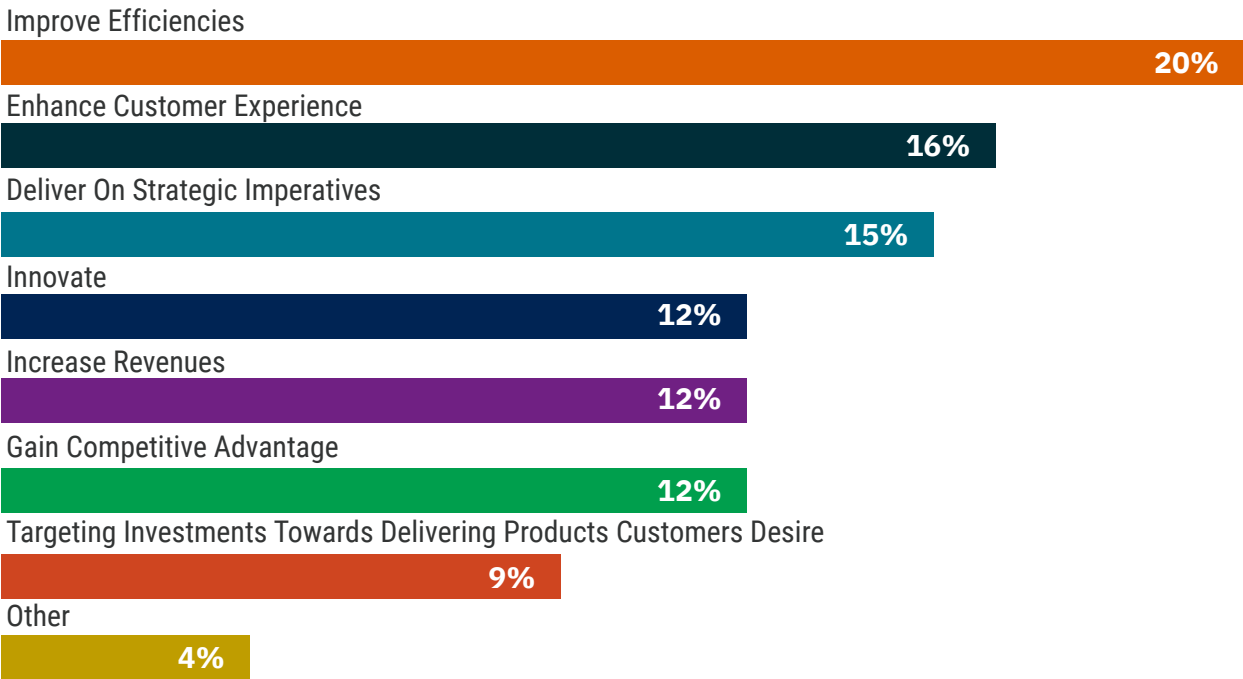
## Data Strategy Framework in Organization



● Yes ● I Don't Know ● No

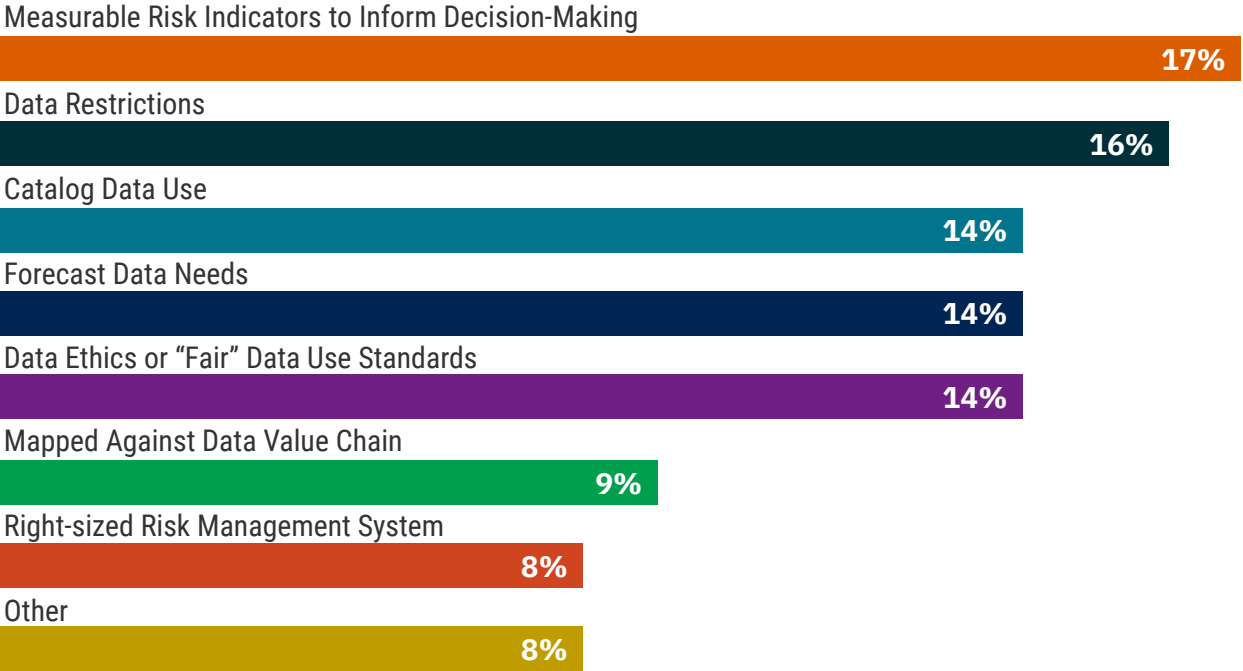
**37% OF RESPONDENTS REPORT THEIR ORGANIZATION HAS A DATA STRATEGY FRAMEWORK**

## Your Organization's Key Reasons For Investing in Data Analysis



**20% 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?

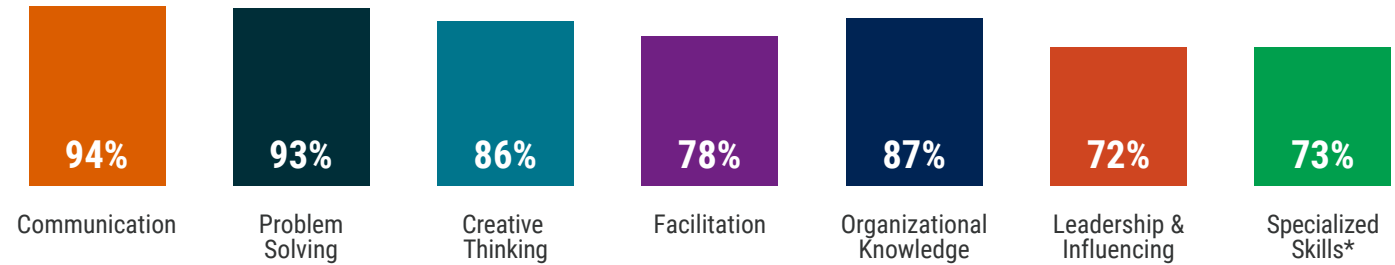




# Business Data Analytics

## Skills important for Business Analysts Practicing Business Data Analytics

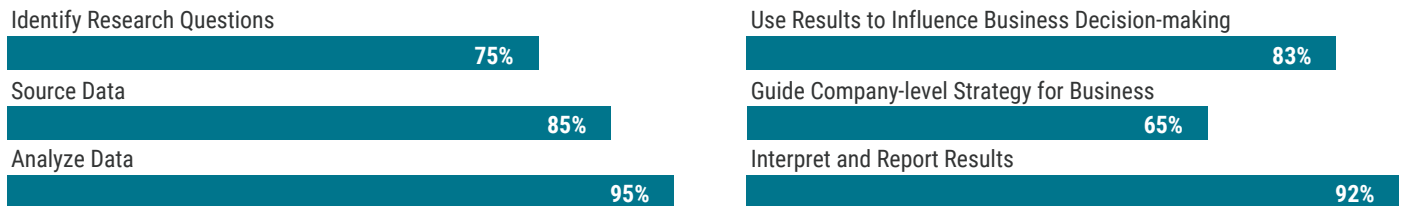
Respondents were able to make multiple selections



\*In Structured Query Language (SQL), Statistics, Data Visualization, Data Storytelling

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

Respondents were able to make multiple selections



## Certification in Business Data Analytics

You're in high demand. Showcase your expertise.

The Certification in Business Data Analytics recognizes your ability to effectively execute analysis-related work in support of business analytics initiatives.

The Certification in Business Data Analytics dives deep into the 6 Business Data Analytics practice domains:

- Identify the Research Questions
- Source Data
- Analyze Data
- Interpret and Report Data
- Use Results to Influence Decision Making
- Guide Organization-level Strategy for Business Data Analytics



Learn more today at [IIBA.org/CBDA](https://IIBA.org/CBDA)



## Regional Results: United States

**19% of respondents are from the United States of America**

**70% OF US RESPONDENTS ARE IIBA MEMBERS**



### Average Salary by Gender\*

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



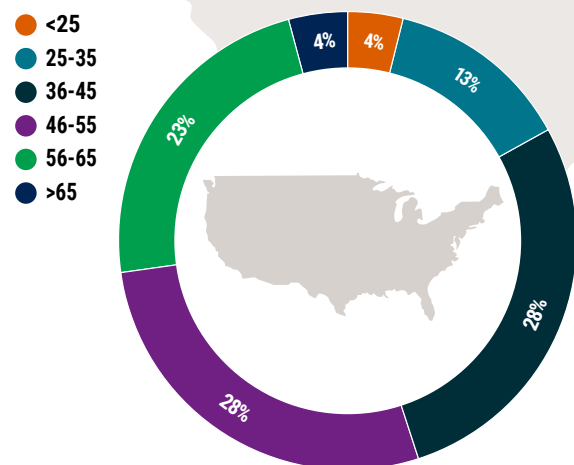
Male respondents on average earn **14% more** than female Business Analysis professionals

### Average Salary

Average Business Analyst salary in US Dollars USD

**\$108,586**

### Age of Respondents

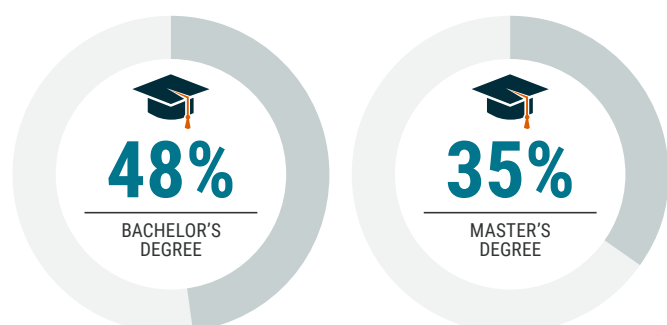


### Average Salary by Gender by Education Level

Male respondents who hold a Bachelor's Degree earn on average **\$117,942 USD** versus female respondents who hold a Bachelor's Degree earn on average **\$101,830 USD**

Respondents who hold a minimum of one certification earn on **average 18% more** than non-certified professionals

### Highest Level of Education



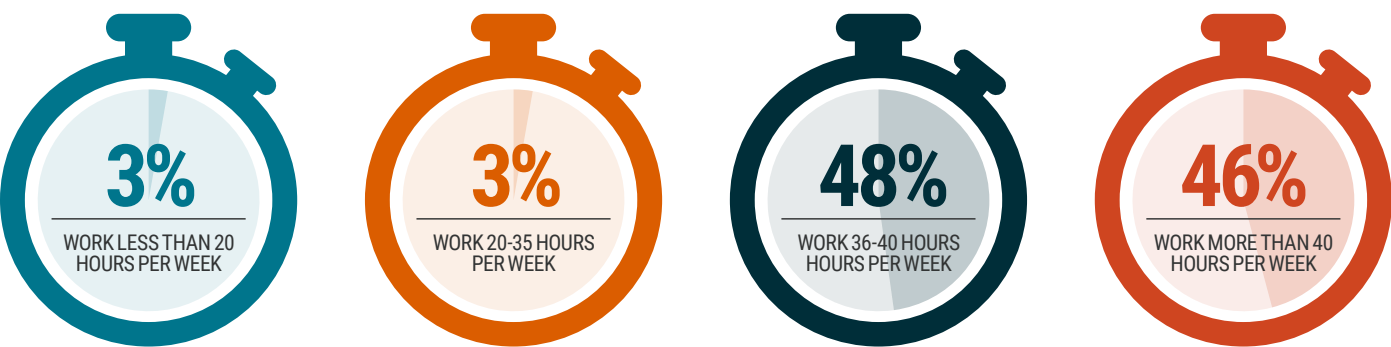
**26% of Business Analysts Hold an IIBA CBAP® Certification**

AVERAGE SALARY OF PROFESSIONALS WHO HOLD AN IIBA CBAP® CERTIFICATION

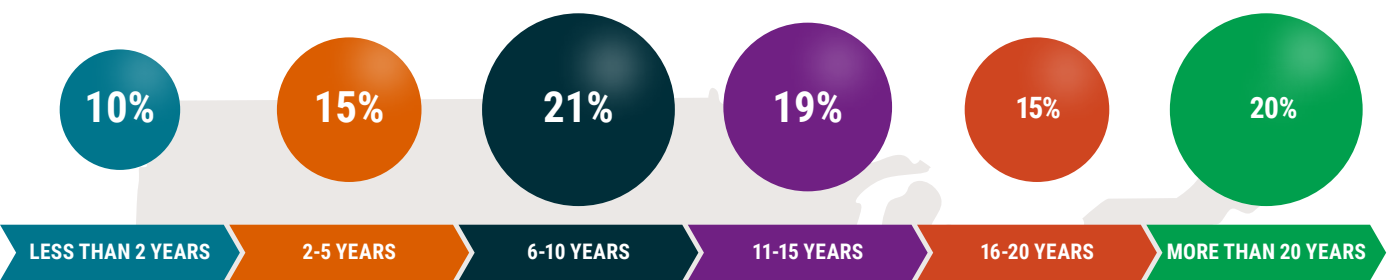
**\$121,839 USD**

# Regional Results: United States (continued)

## Average Hours Worked Per Week



## Average Years Of Experience

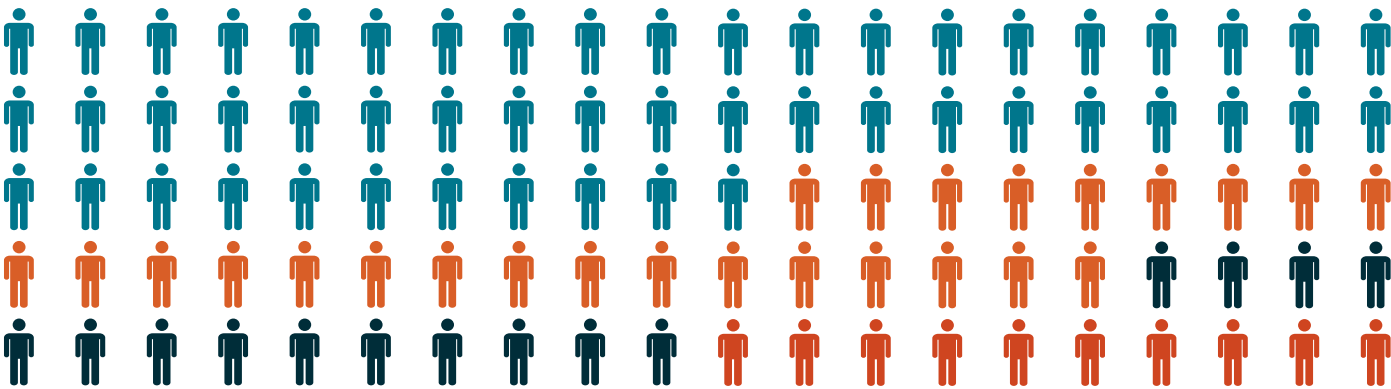


## Private vs Public Sector Business Analysis Employers

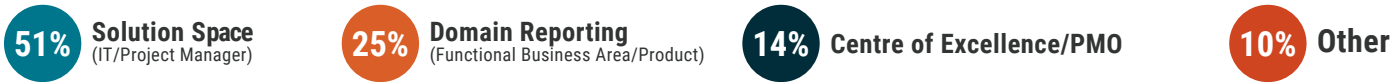


39% of respondents work for a large organization with more than 5,000 employees

## Who Do You Report to at Your Organization?



## REPORTING AREAS





# Regional Results: United States (continued)

## Top 3 Industries Where Business Analysts Work



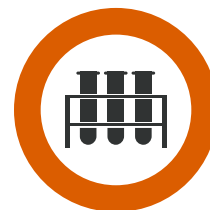
Banking / Finance / Insurance

**25%**



Information Technology

**18%**



Healthcare / Pharmaceutical

**13%**

## 3 Best Industries For Higher Salaries In 2021



Consulting / Professional Services

**\$135,870 USD**

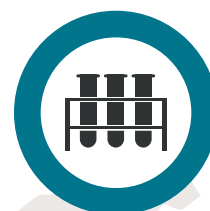
Earn 20% More  
Than the Country Average



Communications/Telecom

**\$113,383 USD**

Earn 4% More  
Than the Country Average

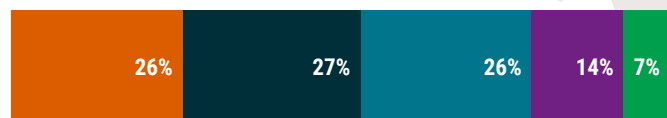


Healthcare/Pharmaceutical

**\$110,954 USD**

Earn 2% More  
Than the Country Average

## Employer Invests in Skills Training



Always Usually Sometimes  
Rarely Never

## Top 3 Job Titles

- 28%** Business Analyst
- 10%** Business Systems Analyst
- 9%** IT Business Analyst / Project Manager

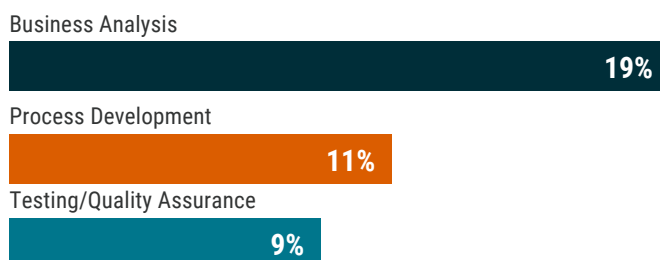
**62% of respondents report  
Business Analyst in their title**



## Top 3 Soft Skills



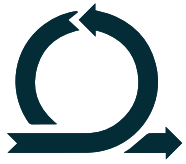
## Top 3 Responsibilities





# Regional Results: United States (continued)

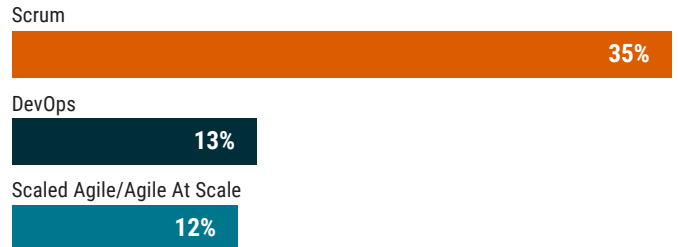
## Agile Analysis



**79%** of respondents are **involved in Agile**

**32%** of respondents are in a **Product Owner Analysis** role

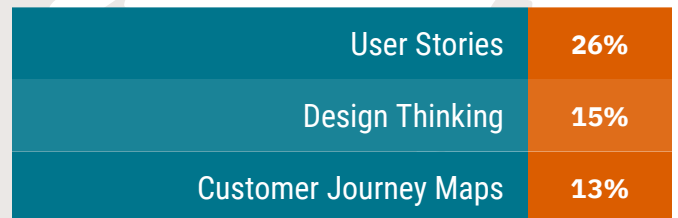
### Top 3 Agile Approaches



## Digital Initiatives

**54%** of Respondents are Involved on Digital Initiatives

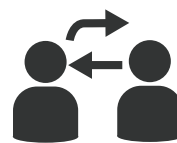
### Top 3 Digital Techniques



## Business Data Analytics

**37%** of respondents said they are involved in **Business Data Analytics** in their role

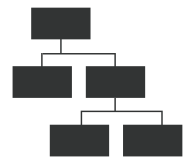
### Top 3 Business Data Analysis Skills



Communication



Problem Solving



Organizational Knowledge

## Cybersecurity

**13%** of Respondents Currently Work in or are Transitioning to a Role In Cybersecurity

### Top 3 Cybersecurity Skills



Risk Management



Compliance Knowledge



Disaster Recovery



## Regional Results: Canada

**11% of respondents are from Canada**

**70% OF CANADA'S RESPONDENTS ARE IIBA MEMBERS**



### Average Salary by Gender\*

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



### Average Salary

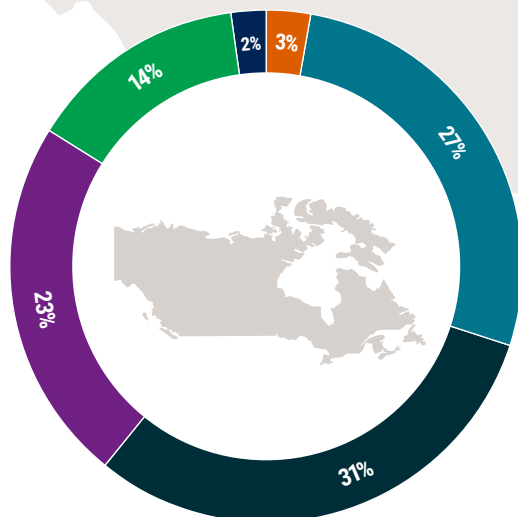
Average Business Analyst salary in Canadian Dollars CAD

**\$96,030 CAD**

Conversion rate = \$1.236 CAD/1 USD for 10/25/2021

### Age of Respondents

- <25
- 25-35
- 36-45
- 46-55
- 56-65
- >65



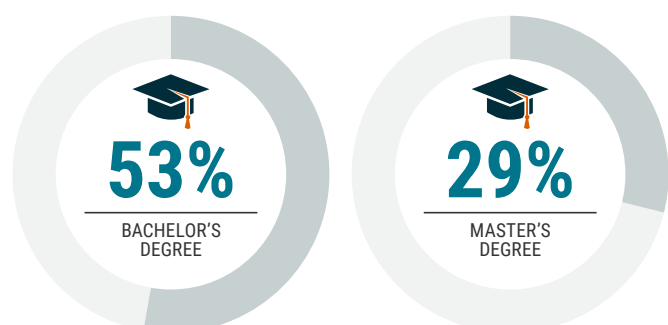
Male respondents on average earn **7% more** than female Business Analysis professionals

### Average Salary by Gender by Education Level

Female respondents who hold a Bachelor's Degree earn on average **\$94,558 CAD** versus male respondents who hold a Bachelor's Degree earn on average **\$90,780 CAD**

Respondents who hold a minimum of one certification earn on **average 20% more** than non-certified professionals

### Highest Level of Education



**30% of Business Analysts Hold an IIBA CBAP® Certification**

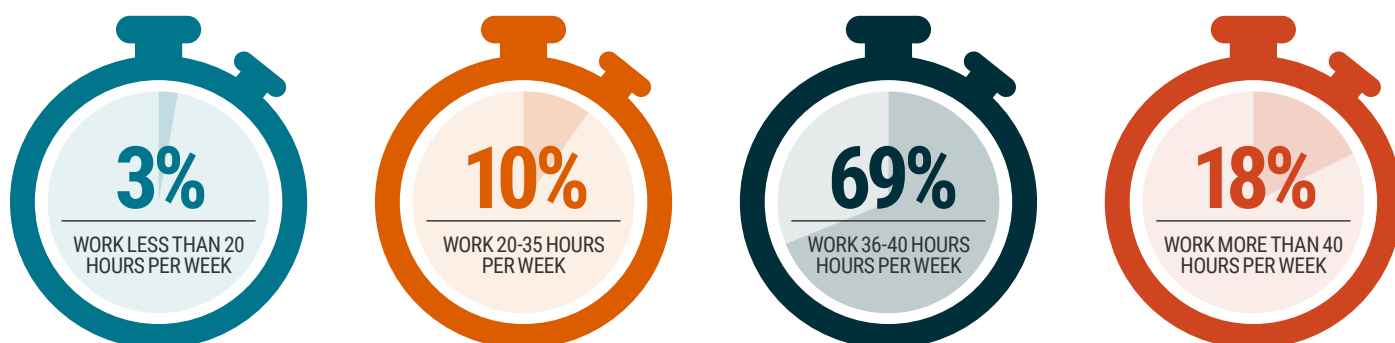
AVERAGE SALARY OF PROFESSIONALS WHO HOLD AN IIBA CBAP® CERTIFICATION

**\$108,075 CAD**

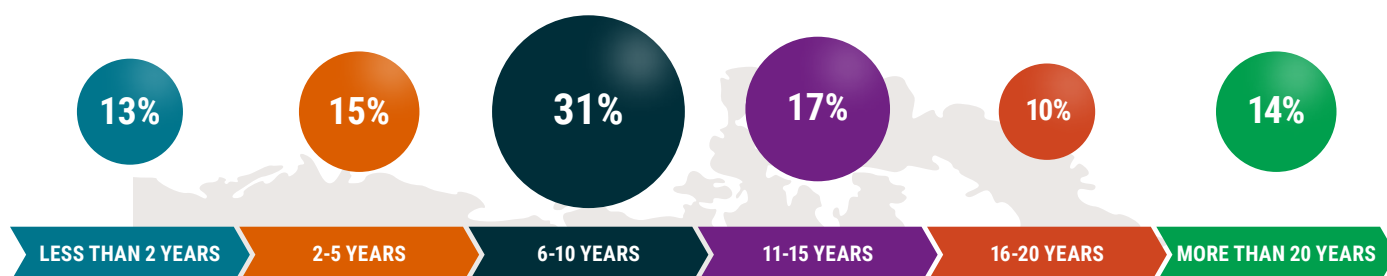


## Regional Results: Canada (continued)

### Average Hours Worked Per Week



### Average Years Of Experience



### Private vs Public Sector Business Analysis Employers

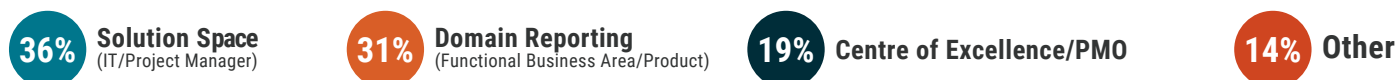


37% of respondents work for a large organization with more than 5,000 employees

### Who Do You Report to at Your Organization?



### REPORTING AREAS



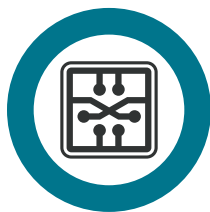


## Regional Results: Canada (continued)

### Top 3 Industries Where Business Analysts Work



Banking / Finance / Insurance

**23%**

Information Technology

**17%**

Government

**15%**

### 3 Best Industries For Higher Salaries In 2021



Energy &amp; Utilities

**\$119,012 CAD**Earn 19% More  
Than the Country Average

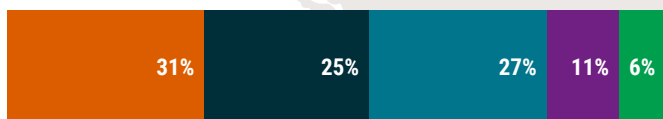
Consulting / Professional Services

**\$113,408 CAD**Earn 15% More  
Than the Country Average

Government

**\$98,873 CAD**Earn 3% More  
Than the Country Average

### Employer Invests in Skills Training



● Always    ● Usually    ● Sometimes  
● Rarely    ● Never

### Top 4 Job Titles

**38%** Business Analyst  
**7%** Business Systems Analyst  
**7%** Manager / Director / VP / C-Level  
**7%** Consultant

**56% of respondents report  
Business Analyst in their title**



### Top 3 Soft Skills

Communication Skills

**9%**

Listening

**8%**

Problem Solving

**8%**

### Top 3 Responsibilities

Business Analysis

**19%**

Process Development

**12%**

Testing/Quality Assurance

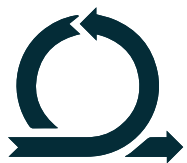
**10%**





## Regional Results: Canada (continued)

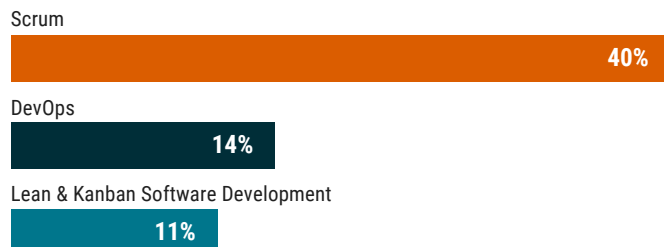
### Agile Analysis



**74%** of respondents are **involved in Agile**

**27%** of respondents are in a **Product Owner Analysis** role

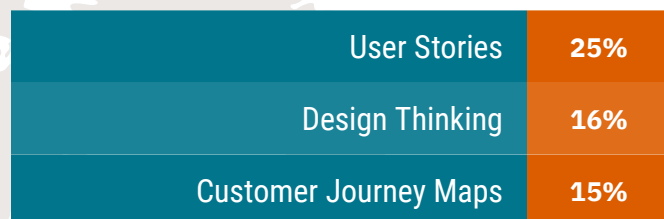
#### Top 3 Agile Approaches



### Digital Initiatives

**65%** of Respondents are Involved on Digital Initiatives

#### Top 3 Digital Techniques



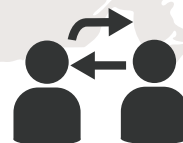
### Business Data Analytics

**34%** of respondents said they are involved in **Business Data Analytics** in their role

#### Top 3 Business Data Analysis Skills



Problem Solving



Communication



Specialized Skills\*

\*Structured Query Language (SQL), statistics, data visualization, data storytelling

### Cybersecurity

**24%** of Respondents Currently Work in or are Transitioning to a Role In Cybersecurity

#### Top 3 Cybersecurity Skills



Risk Management



Compliance Knowledge



Disaster Recovery



## Regional Results: United Kingdom

**4% of respondents are from the United Kingdom**

**44% OF UK RESPONDENTS ARE IIBA MEMBERS**



### Average Salary by Gender\*

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



### Average Salary

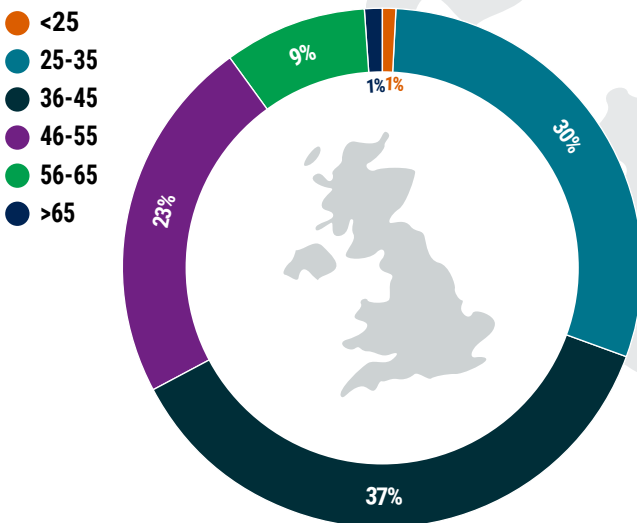
Average Business Analyst salary in British Pounds GBP

**£56,522**

Conversion rate = 0.7266 GBP/1 USD for 10/25/2021

Male respondents on average earn **13% more** than female Business Analysis professionals

### Age of Respondents

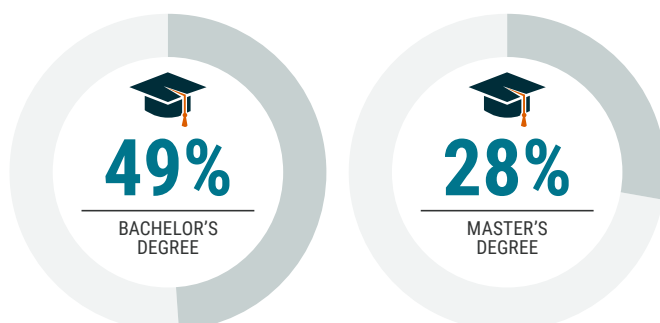


### Average Salary by Gender by Education Level

Male respondents who hold a Bachelor's Degree earn on average **£63,312** versus female respondents who hold a Bachelor's Degree earn on average **£49,022**

Respondents who hold a minimum of one certification earn on **average 19% more** than non-certified professionals

### Highest Level of Education



**4% of Business Analysts Hold an IIBA CBAP® Certification**

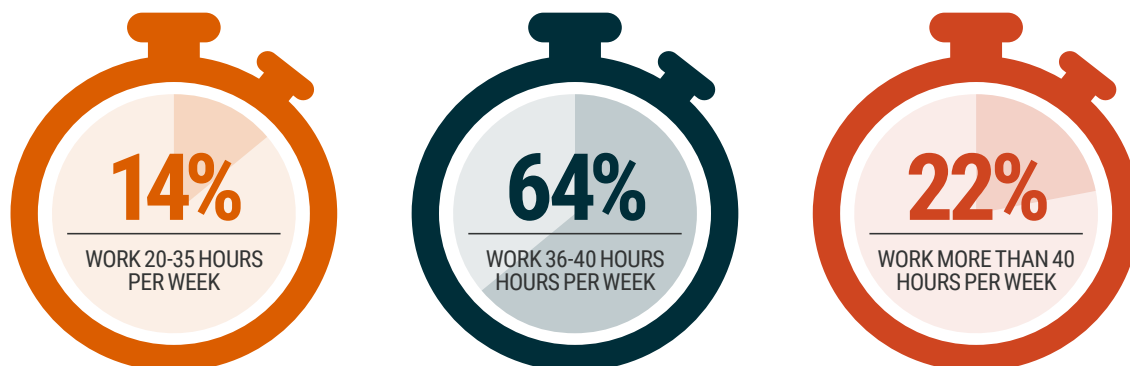
AVERAGE SALARY OF PROFESSIONALS WHO HOLD AN IIBA CBAP® CERTIFICATION

**£62,729**



## Regional Results: United Kingdom (continued)

### Average Hours Worked Per Week



### Average Years Of Experience



### Private vs Public Sector Business Analysis Employers

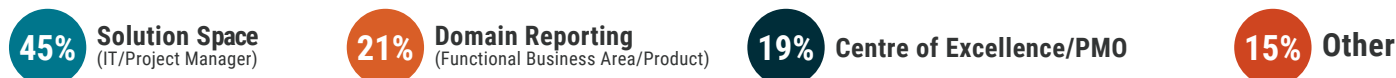


37% of respondents work for a large organization with more than 5,000 employees

### Who Do You Report to at Your Organization?



### REPORTING AREAS





## Regional Results: United Kingdom (continued)

### Top 3 Industries Where Business Analysts Work



Banking / Finance / Insurance

**33%**

Information Technology

**18%**

Consulting / Professional Services

**9%**

Government

**9%**

### 2 Best Industries For Higher Salaries In 2021



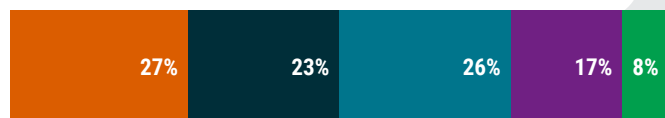
Banking / Finance / Insurance

**£58,756****Earn 4% More  
Than the Country Average**

Consulting/Professional Services

**£66,406****Earn 15% More  
Than the Country Average**

### Employer Invests in Skills Training



● Always    ● Usually    ● Sometimes  
● Rarely    ● Never

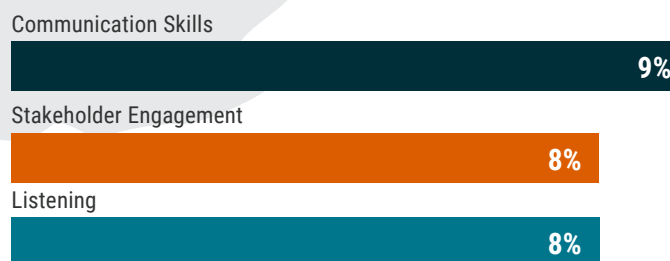
### Top 3 Job Titles

**53%** Business Analyst  
**5%** Manager / Director / VP / C-Level  
**4%** Business Analyst / Project Manager

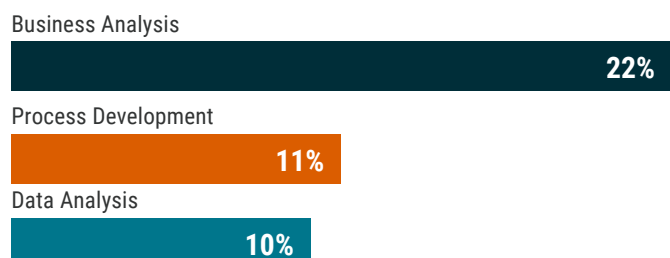
**69% of respondents report  
Business Analyst in their title**



### Top 3 Soft Skills



### Top 3 Responsibilities

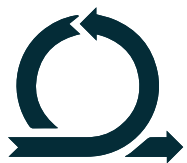






## Regional Results: United Kingdom (continued)

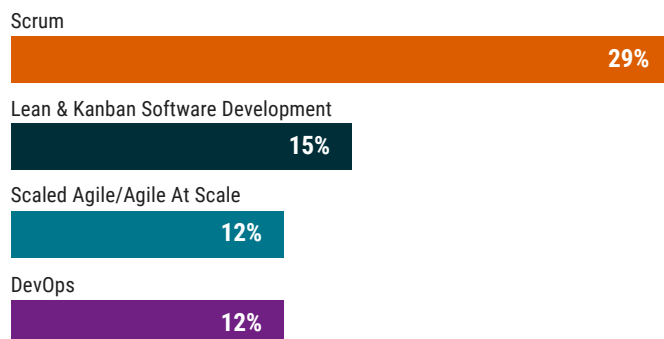
### Agile Analysis



**92%** of respondents are **involved in Agile**

**18%** of respondents are in a **Product Owner Analysis** role

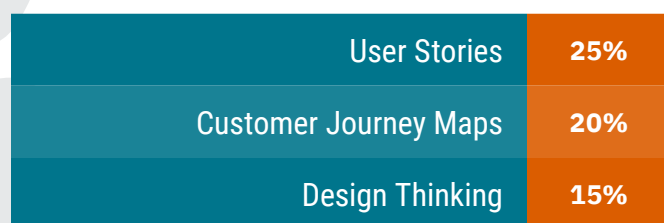
#### Top 3 Agile Approaches



### Digital Initiatives

**67%** of Respondents are Involved on Digital Initiatives

#### Top 3 Digital Techniques



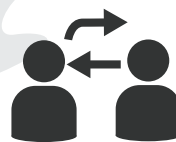
### Business Data Analytics

**38%** of respondents said they are involved in **Business Data Analytics** in their role

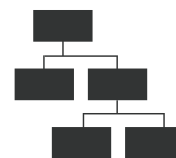
#### Top 3 Business Data Analysis Skills



Problem Solving



Communication



Organizational Knowledge

### Cybersecurity

**13%** of Respondents Currently Work in or are Transitioning to a Role In Cybersecurity

#### Top 3 Cybersecurity Skills



Risk Management



Compliance Knowledge



Disaster Recovery



## Regional Results: India

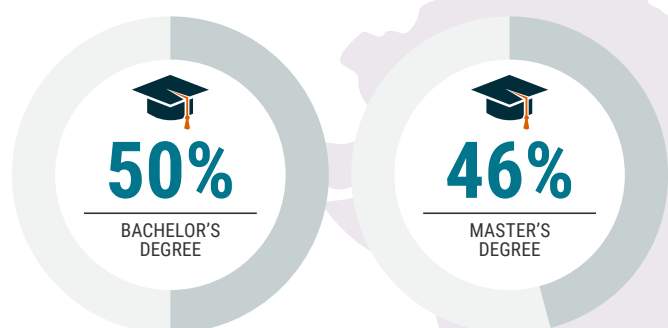
INDIA

**19% of respondents are from India**

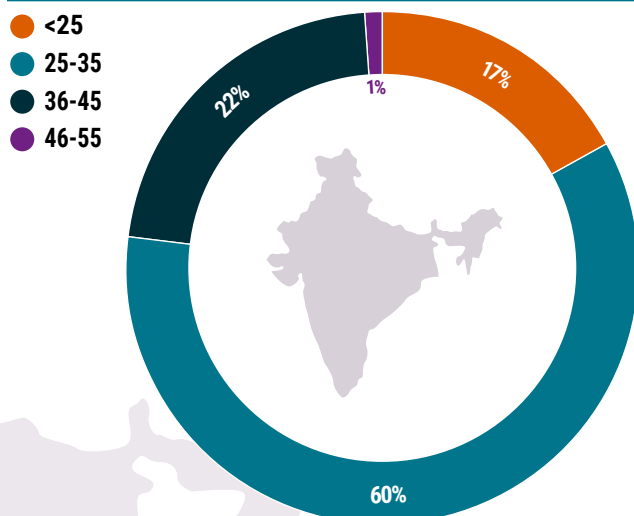
**26% OF INDIA'S RESPONDENTS ARE IIBA MEMBERS**



### Highest Level of Education



### Age of Respondents

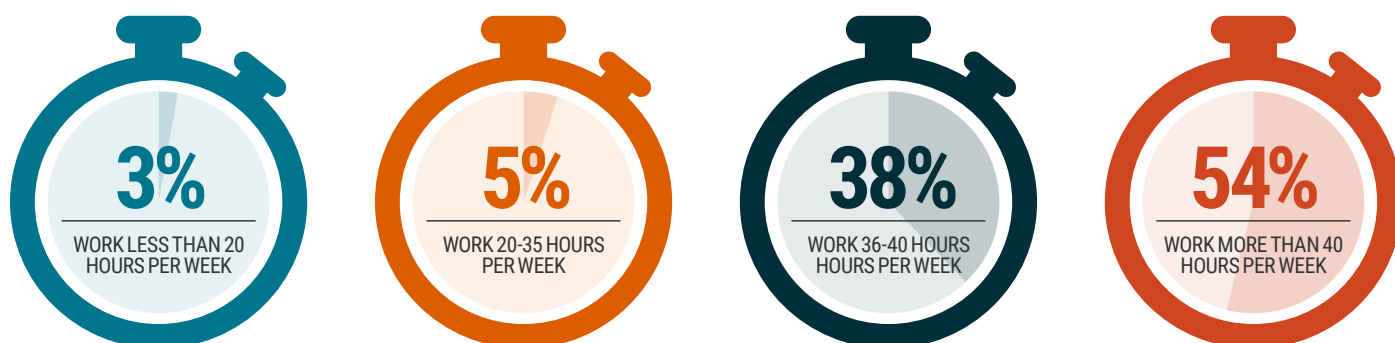


**12% of Business Analysts Hold an IIBA CBAP® Certification**



# Regional Results: India (continued)

## Average Hours Worked Per Week



## Average Years Of Experience



## Private vs Public Sector Business Analysis Employers

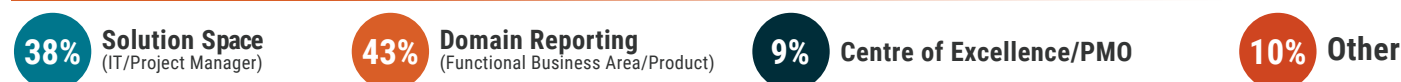


49% of respondents work for a large organization with more than 5,000 employees

## Who Do You Report to at Your Organization?



## REPORTING AREAS





## Regional Results: India (continued)

### Top 3 Industries Where Business Analysts Work



Information Technology

**48%**



Banking / Finance / Insurance

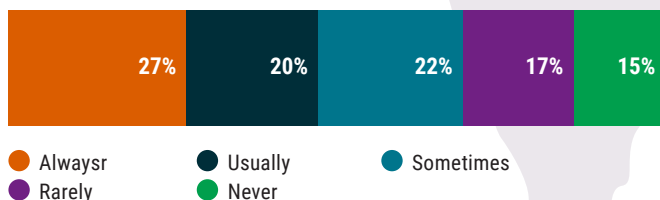
**21%**



Consulting / Professional Services

**6%**

### Employer Invests in Skills Training



Always Usually Sometimes Rarely Never

### Top 3 Job Titles

**44%** Business Analyst  
**6%** Business Analyst / Project Manager  
**4%** Product Owner / Product Manager

**55% of respondents report Business Analyst in their title**



### Top 3 Soft Skills

Communication Skills

**10%**

Problem Solving

**9%**

Listening

**8%**

### Top 3 Responsibilities

Business Analysis

**22%**

Project Management

**9%**

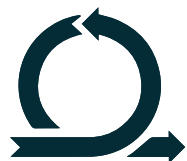
Testing / Quality Assurance

**9%**



# Regional Results: India (continued)

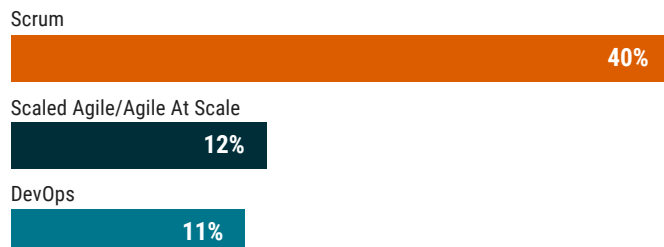
## Agile Analysis



75% of respondents are **involved in Agile**

39% of respondents are in a **Product Owner Analysis** role

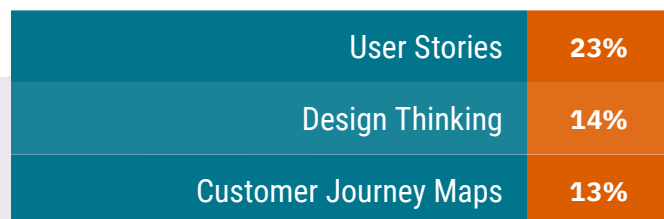
### Top 3 Agile Approaches



## Digital Initiatives

**63%** of Respondents are Involved on Digital Initiatives

### Top 3 Digital Techniques



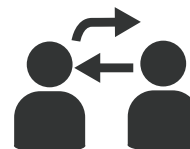
## Business Data Analytics

37% of respondents said they are involved in **Business Data Analytics** in their role

### Top 3 Business Data Analysis Skills



Problem Solving



Communication



Creative Thinking

## Cybersecurity

25% of Respondents Currently Work in or are Transitioning to a Role In **Cybersecurity**

### Top 3 Cybersecurity Skills



Risk Management



Disaster Recovery



Compliance Knowledge



# Regional Results: Australia

**5% of respondents are from Australia**

**74% OF AUSTRALIA'S RESPONDENTS ARE IIBA MEMBERS**



## Average Salary by Gender\*

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



Male respondents on average earn **6% more** than female Business Analysis professionals

## Average Salary

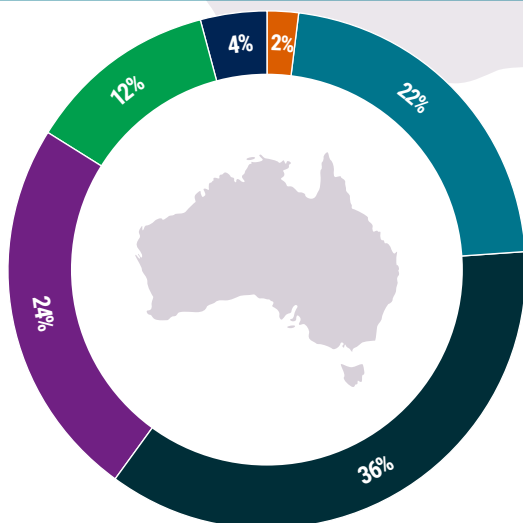
Average Business Analyst salary in Australia Dollars AUD

**\$127,880 AUD**

Conversion rate = \$1.336 AUD/1 USD for 10/25/2021

## Age of Respondents

- <25
- 25-35
- 36-45
- 46-55
- 56-65
- >65

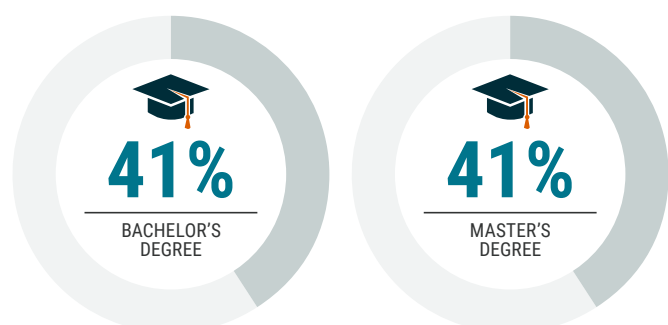


## Average Salary by Gender by Education Level

Male respondents who hold a Bachelor's Degree earn on average **\$129,867 AUD** versus female respondents who hold a Bachelor's Degree earn on average **\$118,109 AUD**

Respondents who hold a minimum of one certification earn on **average 11% more** than non-certified professionals

## Highest Level of Education



**23% of Business Analysts Hold an IIBA CBAP® Certification**

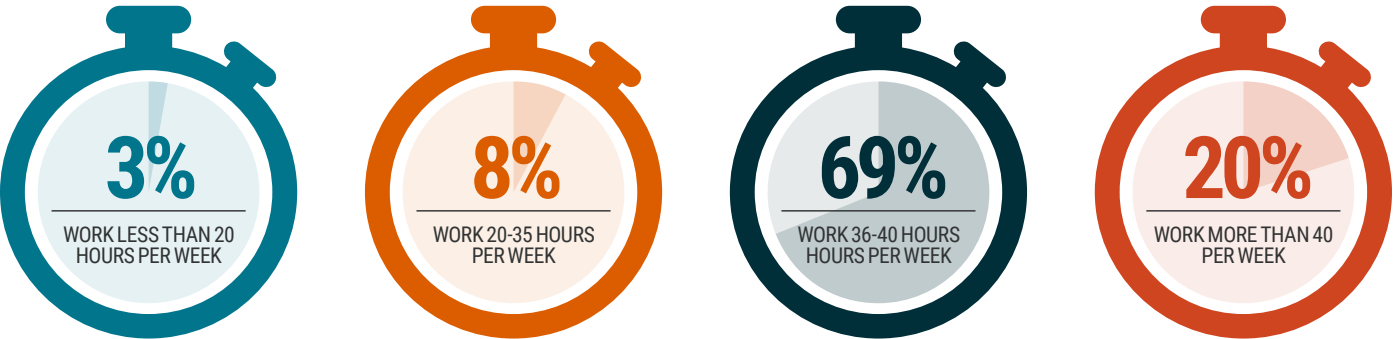
AVERAGE SALARY OF PROFESSIONALS WHO HOLD AN IIBA CBAP® CERTIFICATION

**\$139,156 AUD**

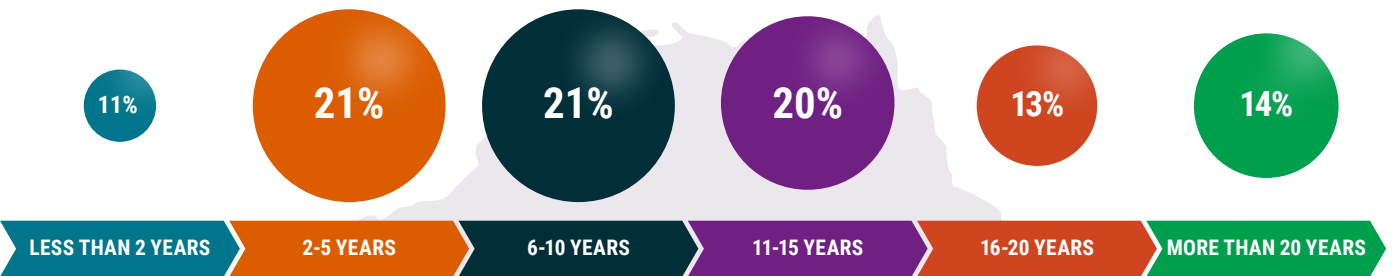


# Regional Results: Australia (continued)

## Average Hours Worked Per Week



## Average Years Of Experience

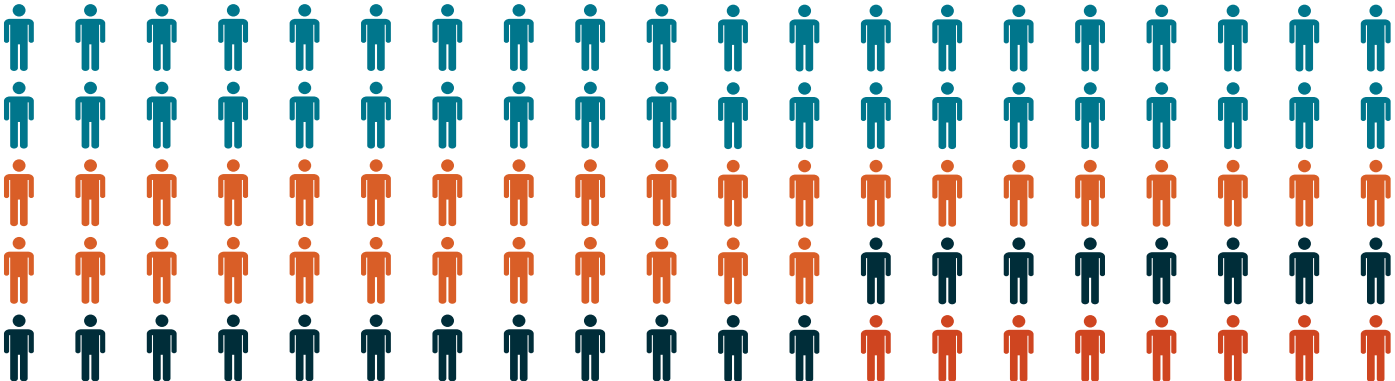


## Private vs Public Sector Business Analysis Employers

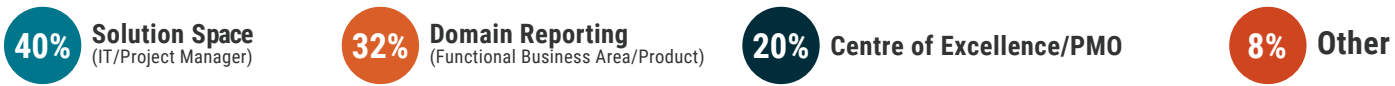


30% of respondents work for a large organization with more than 5,000 employees

## Who Do You Report to at Your Organization?



## REPORTING AREAS



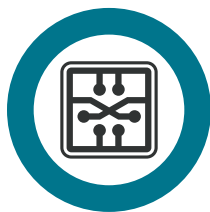


## Regional Results: Australia (continued)

### Top 3 Industries Where BAs Work



Banking / Finance / Insurance

**22%**

Information Technology

**18%**

Consulting / Professional Services

**14%**

### 2 Best Industries For Higher Salaries In 2021



Banking / Finance / Insurance

**\$139,800 AUD**Earn 9% More  
Than the Country Average

Transportation/Logistics

**\$130,452 AUD**Earn 2% More  
Than the Country Average

### Employer Invests in Skills Training



● Always    ● Usually    ● Sometimes  
● Rarely    ● Never

### Top 3 Job Titles

**42%** Business Analyst  
**8%** Business Analyst / Project Manager  
**5%** IT Business Analyst  
**5%** Senior Business Analyst

**70% of respondents report  
Business Analyst in their title**



### Top 3 Soft Skills

Communication Skills

**9%**

Listening

**8%**

Stakeholder Engagement

**9%**

### Top 3 Responsibilities

Business Analysis

**23%**

Process Development

**12%**

Testing

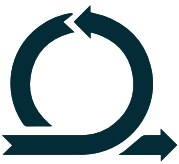
**9%**





# Regional Results: Australia (continued)

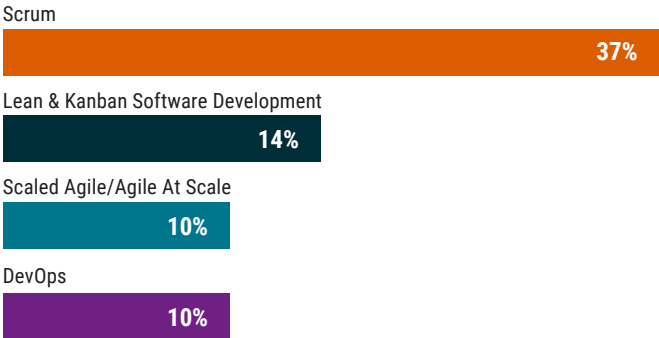
## Agile Analysis



75% of respondents are **involved in Agile**

23% of respondents are in a **Product Owner Analysis** role

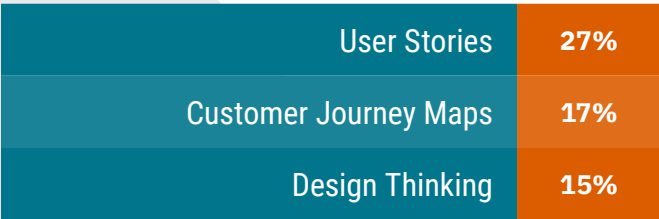
### Top 3 Agile Approaches



## Digital Initiatives

61% of Respondents are Involved on Digital Initiatives

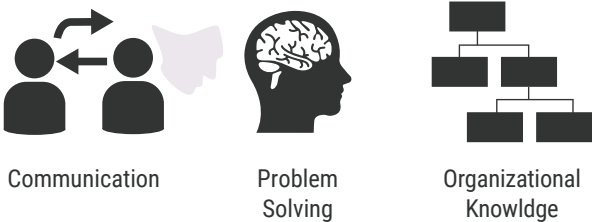
### Top 3 Digital Techniques



## Business Data Analytics



### Top 3 Business Data Analysis Skills



## Cybersecurity



### Top 3 Cybersecurity Skills





## Regional Results Snapshot

One of the biggest takeaways from this year's survey is the impact of technology driving growth in business data analytics, digital transformation and cybersecurity analysis. We looked at the competencies that business analysis professionals, like you, report are in-demand from organizations hiring. In this section, we take a look at the soft and hard skills that have been steadily growing in demand around the world. Global participation in this annual survey allows IIBA to look at what's important to business analysis professionals working in different geographies.

### South Africa

38% of respondents are in the 25-35 years age group

27% of respondents have on average 6-10 years' business analysis work experience

#### Top 3 Business Analysis Titles

**40%** Business Analyst  
**7%** IT Business Analyst  
**5%** Consultant

63% of respondents have Business Analyst in their title



68% of respondents hold a minimum of one certification

43% of respondents hold a minimum of one IIBA certification

#### Top 3 Industries Where Business Analysts Work



Banking / Finance / Insurance

**40%**



Information Technology

**22%**



Consulting / Professional Services

**8%**

78% of respondents involved in Agile

69% of respondents are in or are transitioning to a Product Ownership Analysis role

27% of respondents are involved in Business Data Analytics

25% of respondents are involved in or are transitioning to a cybersecurity role

## Nigeria

44% of respondents are in the 25-35 years age group

40% of respondents have on average 2-5 years' business analysis work experience

### Top 3 Business Analysis Titles

- 12% Business Analyst
- 12% Manager / Director / VP / C-Level
- 7% Business Relationship Manager

33% of respondents have Business Analyst in their title



44% of respondents hold a minimum of one certification

27% of respondents hold a minimum of one IIBA certification

## New Zealand

35% of respondents are in the 45-55 years age group

24% of respondents have on average 6-10 years' business analysis work experience

### Top 3 Business Analysis Titles

- 62% Business Analyst
- 10% IT Business Analyst
- 7% Senior Business Analyst

81% of respondents have Business Analyst in their title



46% of respondents hold a minimum of one certification

52% of respondents hold a minimum of one IIBA certification

### Top 3 Industries Where Business Analysts Work



Banking / Finance / Insurance

27%



Energy & Utilities

10%



Consulting / Professional Services

10%

66% of respondents involved in Agile

76% of respondents are in or are transitioning to a Product Ownership Analysis role

54% of respondents are involved in Business Data Analytics

30% of respondents are involved in or are transitioning to a cybersecurity role

### Top 3 Industries Where Business Analysts Work



Information Technology

31%



Government

26%



Banking / Finance / Insurance

9%

81% of respondents involved in Agile

51% of respondents are in or are transitioning to a Product Ownership Analysis role

31% of respondents are involved in Business Data Analytics

10% of respondents are involved in or are transitioning to a cybersecurity role

## Ukraine

64% of respondents are in the 25-35 years age group

33% of respondents have on average 2-5 years' business analysis work experience

### Top 3 Business Analysis Titles

- 48% Business Analyst
- 12% IT Business Analyst
- 10% Business Analyst / Project Manager

63% of respondents have Business Analyst in their title



50% of respondents hold a minimum of one certification

58% of respondents hold a minimum of one IIBA certification

### Top 3 Industries Where Business Analysts Work



Information Technology

63%



Banking / Finance / Insurance

12%



Retail / Hospitality

6%

91% of respondents involved in Agile

65% of respondents are in or are transitioning to a Product Ownership Analysis role

29% of respondents are involved in Business Data Analytics

19% of respondents are involved in or are transitioning to a cybersecurity role

## Poland

47% of respondents are in the 25-35 years age group

41% of respondents have on average less than 2 years' business analysis work experience.

### Top 3 Business Analysis Titles

- 34% Business Analyst
- 16% Business Systems Analyst
- 14% IT Business Analyst

67% of respondents have Business Analyst in their title



60% of respondents hold a minimum of one certification

46% of respondents hold a minimum of one IIBA certification

### Top 3 Industries Where Business Analysts Work



Information Technology

50%



Banking / Finance / Insurance

20%



Healthcare / Pharmaceutical

11%

97% of respondents involved in Agile

57% of respondents are in or are transitioning to a Product Ownership Analysis role

21% of respondents are involved in Business Data Analytics

15% of respondents are involved in or are transitioning to a cybersecurity role



## Sri Lanka

67% of respondents are in the 25-35 years age group

40% of respondents have on average less than 2 years' business analysis work experience.

### Top 3 Business Analysis Titles

- 45% Business Analyst
- 7% Business Analyst / Project Manager
- 7% Consultant

54% of respondents have Business Analyst in their title



22% of respondents hold a minimum of one certification

25% of respondents hold a minimum of one IIBA certification

### Top 3 Industries Where Business Analysts Work



Information Technology

62%



Banking / Finance / Insurance

10%



Communications / Telecom

10%

67% of respondents involved in Agile

90% of respondents are in or are transitioning to a Product Ownership Analysis role

22% of respondents are involved in Business Data Analytics

15% of respondents are involved in or are transitioning to a cybersecurity role

## Italy

35% of respondents are in the 45-55 years age group

25% of respondents have on average 16-20 years' business analysis work experience

### Top 3 Business Analysis Titles

- 29% Business Analyst
- 14% Business Consultant
- 11% Business Analyst / Project Manager

48% of respondents have Business Analyst in their title



88% of respondents hold a minimum of one certification

82% of respondents hold a minimum of one IIBA certification

### Top 3 Industries Where Business Analysts Work



Information Technology

46%



Consulting / Professional Services

14%



Government

11%

68% of respondents involved in Agile

27% of respondents are in or are transitioning to a Product Ownership Analysis role

32% of respondents are involved in Business Data Analytics

9% of respondents are involved in or are transitioning to a cybersecurity role



## Conclusion

Overall, this year's results suggest the variety and complexity of business analysis work continues to change as we see an increased focus on agile analysis, data analysis, digital, product owner, and cybersecurity analysis skillset development. The report provides a global business analysis view of the demand for tools and resources to support daily work and certifications to validate capabilities and experience. In this year's report, we see business analysis professionals becoming more involved in strategy and an increase in the understanding and value of business analysis within organizations to deliver better outcomes.

### Member Exclusive Reports

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.



**Learn more at [IIBA.org/Global-Research](https://iiba.org/global-research)**

### GSBA Survey Reporting Guidelines

The statistical significance has been calculated to be + or – 3% based on # and quality of respondents & the breakdown of the regions

#### Exclusion Criteria:

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

Data included only if minimum of 10 individuals provided information for a given response choice

Percentages less than 0.5% are denoted by the symbol “\*\*\*”

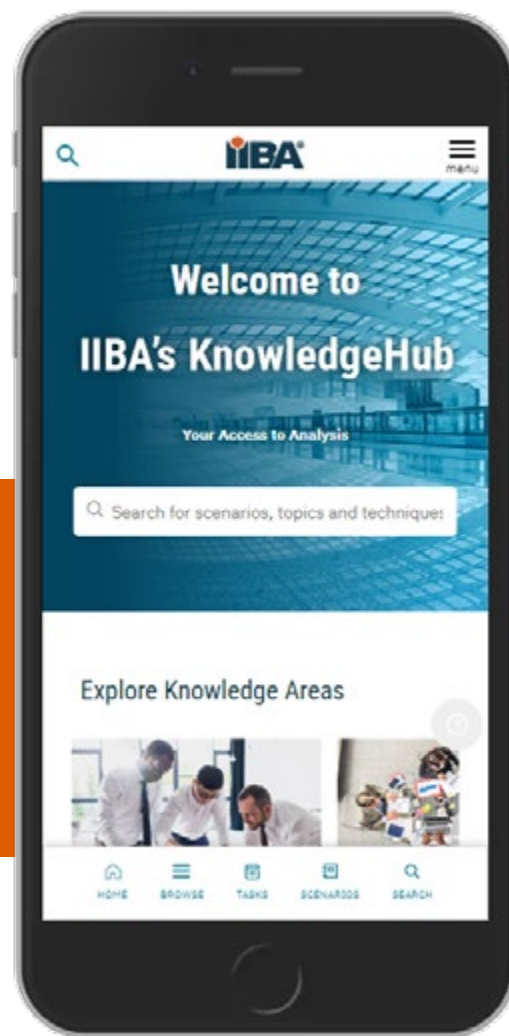
\*\* average salary excludes results below \$25,000 USD.



# KnowledgeHub

## Your Access to Analysis

IIBA's KnowledgeHub is a brand-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

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IIBA's KnowledgeHub features include:

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- 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.

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