

# 2021 GLOBAL STATE OF BUSINESS ANALYSIS SUMMARY REPORT



# 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!

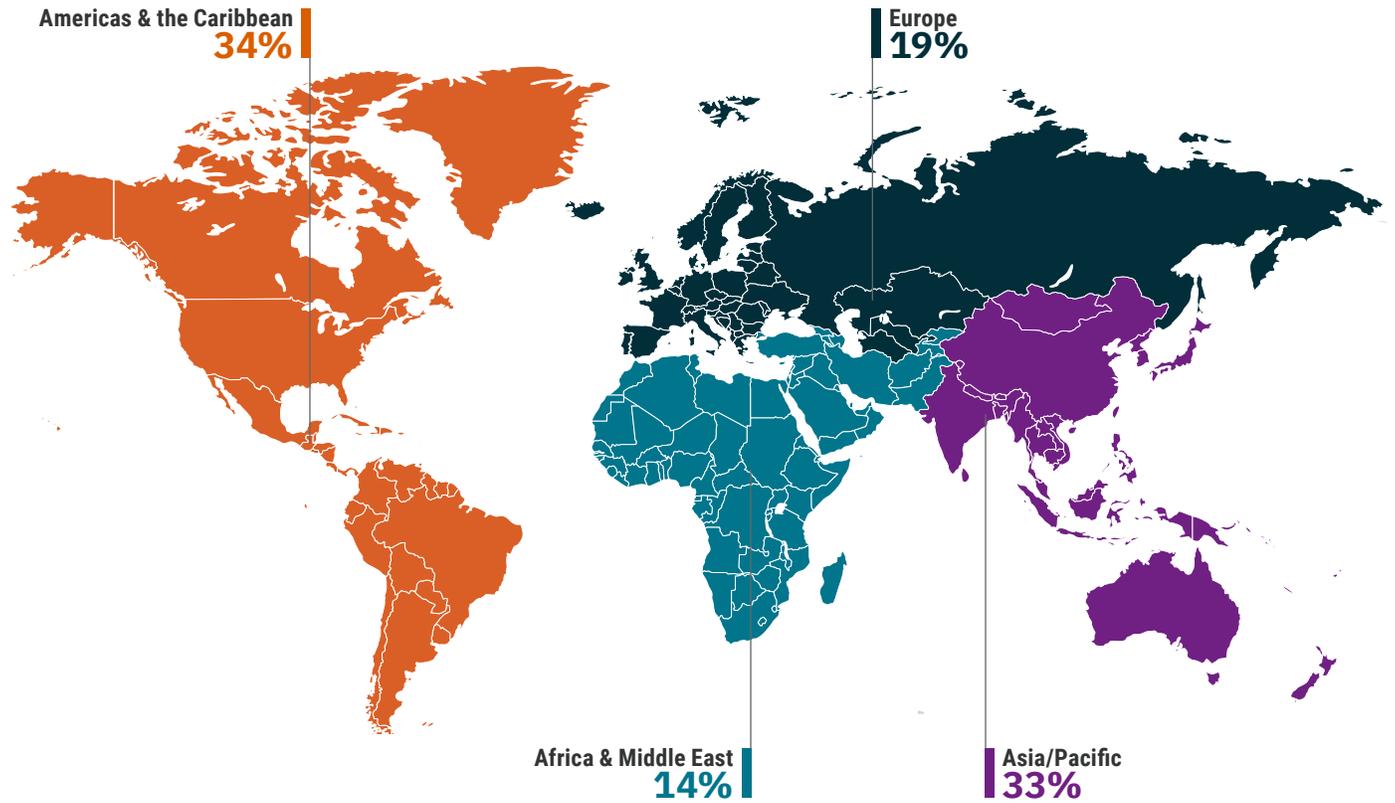
**Delvin Fletcher**  
President and CEO IIBA



## Global Responses by Region

165 Countries

4,236 Respondents



## Global Responses by Gender\*



## Average Salary by Gender\*



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

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

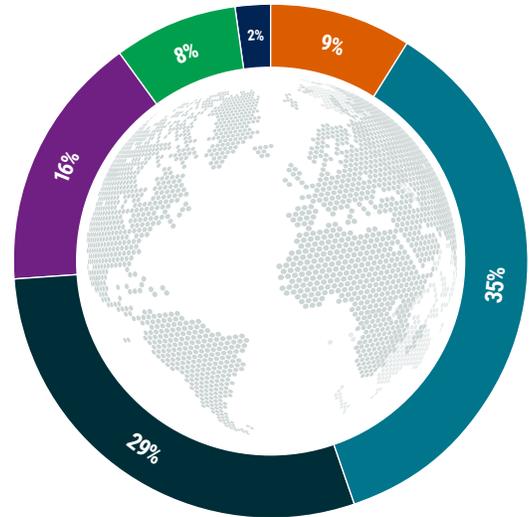
\*Non-binary responses were not statistically relevant in survey.

Global average salary reported in USD\*

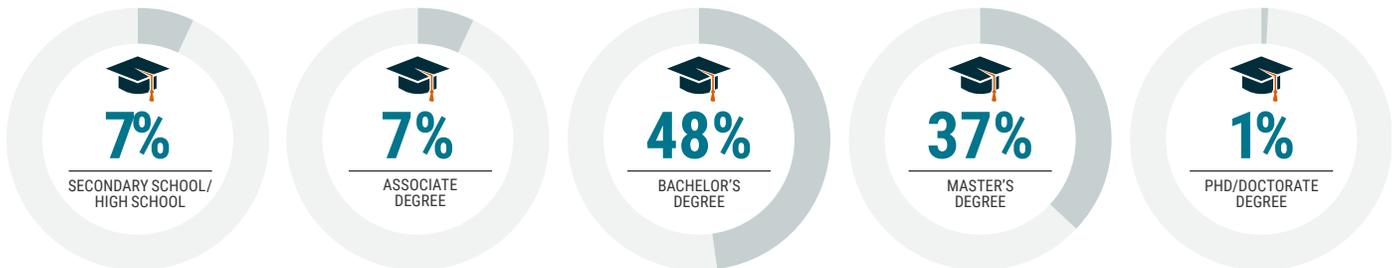
## Impact of Covid-19 on Employment

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.

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



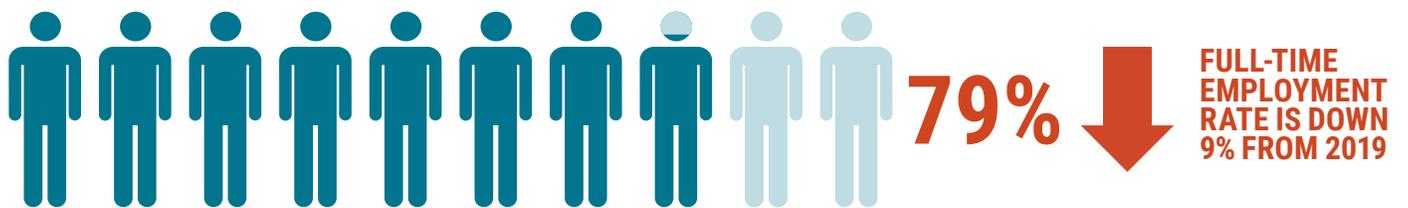
## Highest Level of Education



## Employment Status



## Full-Time Employment



## Average Years Of Experience



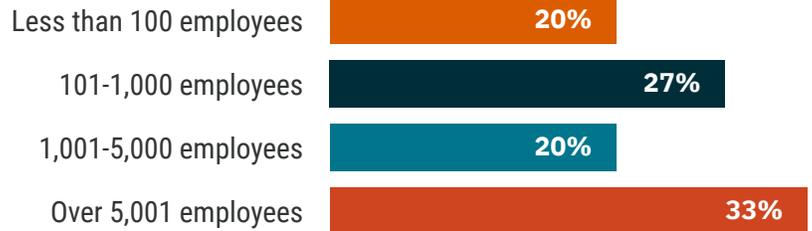
## Private vs Public Sector Business Analysis Employers



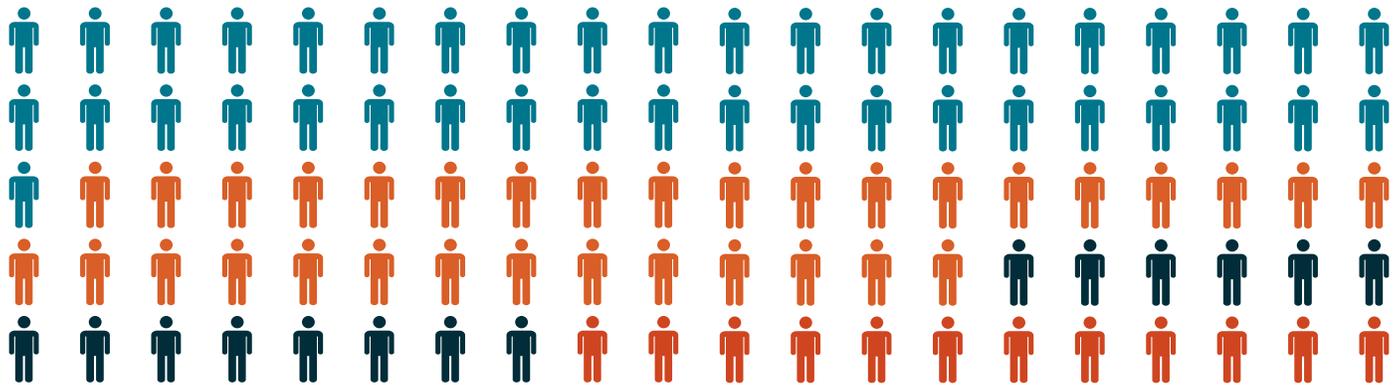
● Private Sector ● Public Sector ● Non-Profit

## 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



## 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.**

## 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%**



Banking/Finance/Insurance

**23%**



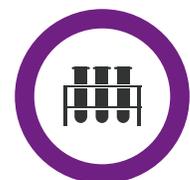
Consulting/Professional Services

**9%**



Government

**8%**



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.



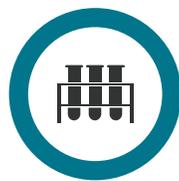
Consulting/Professional Services

**\$97,396**



Manufacturing

**\$97,178**



Healthcare/Pharmaceutical

**\$94,425**



Energy & Utilities

**\$92,784**



Banking/Finance/Insurance

**\$86,244**



## 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.**





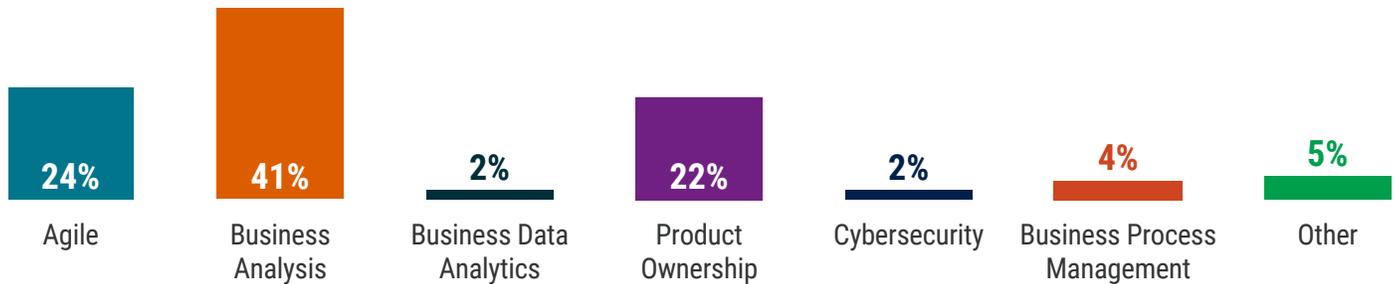
BUSINESS ANALYSIS PROFESSIONALS WHO HOLD AT LEAST ONE CERTIFICATION **EARN 12% MORE** THAN NON-CERTIFIED RESPONDENTS

## Benefits of Certification



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

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



## Average Salary by Certifications

All salaries reported in USD.\*



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



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



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



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

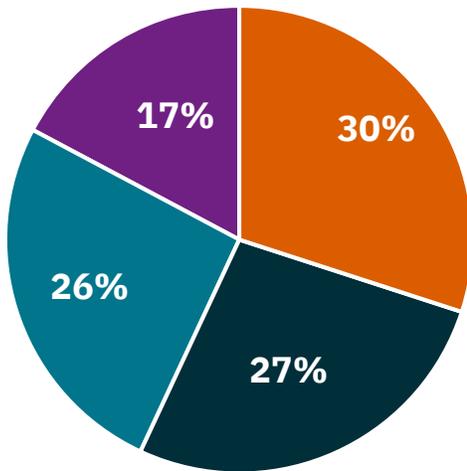


Business Analysis Professionals who hold an ECBA certificate **earn 5% more** vs non-certified professionals



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

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

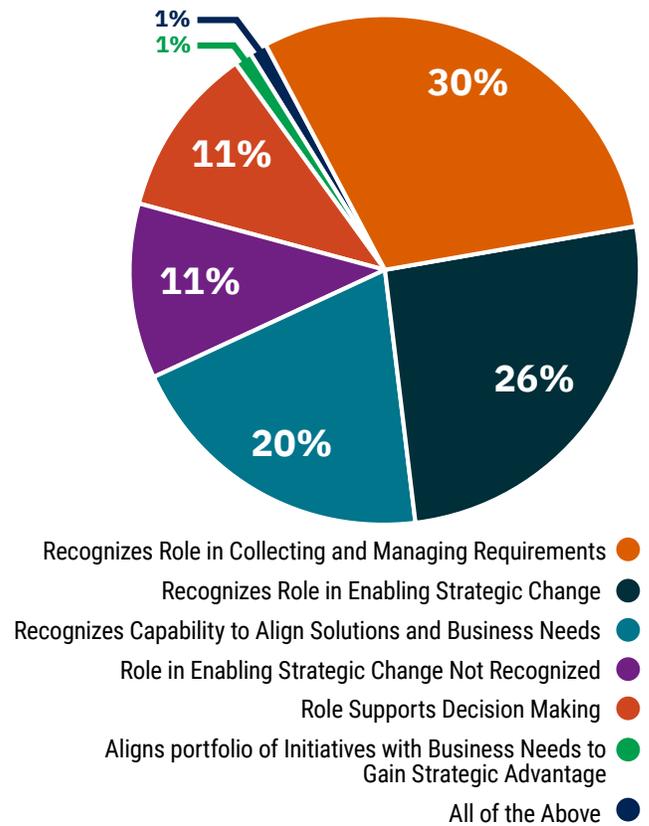


- Improve Customer Experiences
- Grow Sales and Revenue
- Build Trust and Relationships
- Differentiate the Business or Get a Competitive Edge

## 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.

## Role of Business Analysis in Enabling Strategic Change



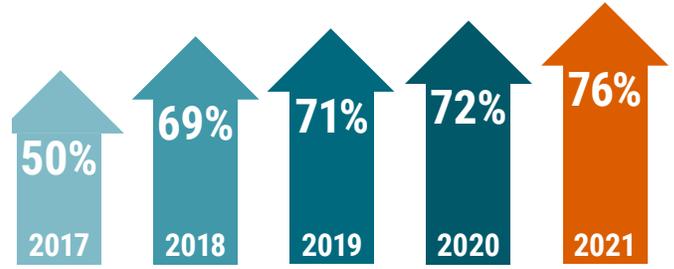
- Recognizes Role in Collecting and Managing Requirements
- Recognizes Role in Enabling Strategic Change
- Recognizes Capability to Align Solutions and Business Needs
- Role in Enabling Strategic Change Not Recognized
- Role Supports Decision Making
- Aligns portfolio of Initiatives with Business Needs to Gain Strategic Advantage
- All of the Above



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

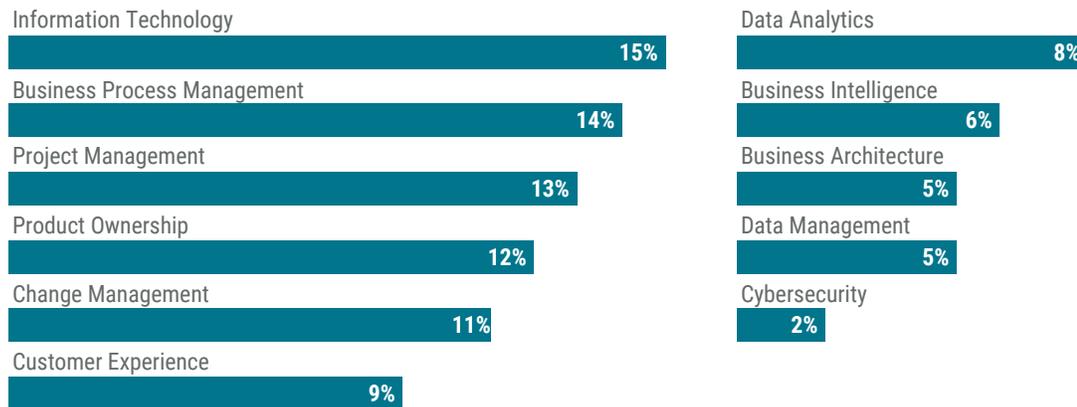
- Brainstorming 11%
- User Stories 9%
- Interviewing 9%
- Process Modeling 8%

# 76% OF BUSINESS ANALYSIS PROFESSIONALS PRACTICE AGILE APPROACHES



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

## Which Areas Do You Practice Agile In?



## Organizations Involved in Product Ownership Analysis (POA)



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

## Business Analysis Skills Required in a POA Role

Respondents were asked to rank business analysis skills required:





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



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

## WHAT SKILLS ARE IMPORTANT?

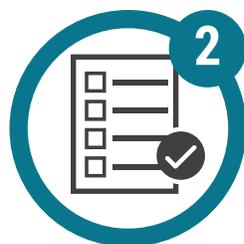
Respondents were able to make multiple selections

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



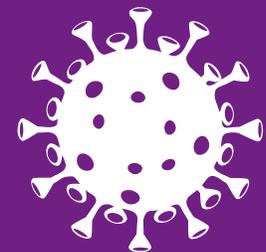
**76%**

Business Cases and Budgeting



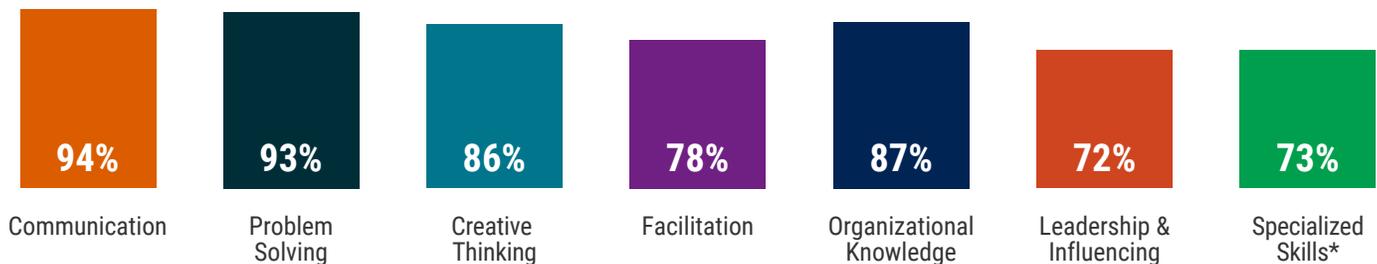
**36%** of respondents report they are involved in Business Data Analytics.

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



### 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

# 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

### “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.

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