

Annual Report 2016



Delivering Value. Creating Success.



International Institute of Business Analysis™ (IIBA®) is a non-profit professional trade association dedicated to the business analysis (BA) profession. In 2016, IIBA connected Members from around the world through a global network of 120 Chapters and 15 branches, 51 Academic Members and 303 Global Corporate Program Members.

To unite a community of professionals to create better business outcomes.

Table of Contents

Delivering Value. Creating Success	03
2016 Key Takeaways	05
Strategic Plan	06
Value to the Community	07
Gold Standard Certification	11
Working Together	12
Pulse of the Community	16
Global Corporate Program	17
Strategic Alliance Program	18
Community Outreach	20
Financials	21
2016 Board of Directors	23
2016 Senior Leadership Team	24
Global Reach IIBA Chapters	25

Delivering Value. Creating Success.

A joint message from President & CEO and Board Chair

Dear IIBA Members and Leaders around the world,

This past year IIBA saw many changes in the marketplace. In response, we had decided we needed to change and evolve to meet the challenge, and we undertook a plan that would drive out innovation to the membership. We made progress towards our goals with some significant accomplishments; while on others we realized we needed to take it to yet another level. On behalf of IIBA and our global Board of Directors, we are pleased to share results of our progress in year two of our three-year strategic plan.

In 2016 our focus was on transformative opportunities. In year two of our strategic plan, IIBA was committed to our core purpose to unite a community of professionals to create better business outcomes through achieving our strategic plan's global goals and objectives.

IIBA has planned well to support the changing needs of the global business analysis community and has demonstrated success in achieving the goals laid out in our three-year strategic plan. Focusing on our five strategic pillars as a roadmap, IIBA developed detailed action plans to guide us in reaching our objectives.

IIBA introduced two new concepts in our certification program in 2016. The decision was made to move to a 4 level certification program. We had previously only 2 levels, CCBA®, and CBAP®. We now have 3 levels in operation and a fourth level still under development. The new program at Level 1 is the new ECBA™ level. It was designed to give an entry point into the BA profession. With overall demand for BA skills rising with the new digital economy, we felt it was important to provide a way for career changers, recent grads, and others to find a way into the new vital area of business analysis. So we created a Level 1 program which requires no experience to achieve this certificate, but will aid many in learning a core skill set to find a career that they can grow into. We also not only changed the levels, but we changed the essence of the examination programs, to go from knowledge centric against the BABOK®, to competency-based exams, where knowledge of the BABOK® is necessary, but the examinations aim at the ability to interpret that information and apply it and demonstrate practical competency. This is done through case study and scenario based questions, that will strengthen our claim that the IIBA programs, are truly the “gold standard” of the profession.

Working collaboratively with members of the senior leadership team, the Board approved an in-depth research and impact study conducted by KPMG to provide insights into evolving opportunities and the shifting skillsets and roles for business analysis professionals. The new study revealed that organizations are expanding their expectations of business analysis and that an evolution of the role of business analysis professionals is taking place to accommodate the organizations of tomorrow. The value provided by IIBA in 2016 was focused on helping to prepare the BA community to capture these new opportunities.

Delivering Value. Creating Success. *continued...*

We welcomed new strategic alliances to enhance the BA ecosystem and collaborated to create value and growth for our Members. In 2016, IIBA signed Memorandums of Understanding (MOUs) with six alliances. Through these collaborations IIBA has leveraged opportunities to promote the role and value of business analysis to our Members and the BA community.

We reinvested in our tools and resources to better support our Chapters and Members in 2016 with the rollout of a new association management software (AMS) platform designed to streamline our membership and certification processes and improve our users experience.

We would like to thank and acknowledge the valued contributions of our Volunteers, Chapter Leaders, Members, Corporate Members, Academic Members, Endorsed Education Providers™, Endorsed Conference Providers, Strategic Alliances, industry partners, Board of Directors and dedicated staff for your ongoing commitment and support of IIBA and the business analysis profession.

Thanks to a solid financial strategy, sound financial management and Board oversight in 2016, our financial outlook remains healthy and the Board has approved our 2017 budget.

We invite you to read this year's annual report to learn in greater detail how our 2016 initiatives have supported a framework designed to provide ongoing community value and growth, now and in the future.




Ken Fulmer
President & CEO




Michele Maritato
Chair of the Board

2016 Key Takeaways

Advancing our practice

In 2016, IIBA explored transformative opportunities to advance the BA eco-system. IIBA focused on creating enhanced partnerships to unite a community of professionals to achieve better business outcomes.

Leading Change

Macro trends are impacting how organizations need to compete in a rapidly changing, highly competitive, data driven marketplace. Business leaders are alert to these challenges and expanding their expectations of business analysis capabilities. In 2016, IIBA committed to providing more professional development resources through market research, informative webinars and networking opportunities.

Delivering Value. Creating Success.

The business analysis community can best support organizations by focusing on value-driven analysis and strategic, enterprise-level skill sets. Evolving with the changing market, the new multi-level competency-based Certification Program from IIBA recognizes a BA professional's knowledge, experience and capabilities to further build their career.

2016 Year in Numbers



Strategic Plan

Our five pillars are the structural supports of IIBA's 3-year strategic plan, which ensures the integrity of our mission: To unite a community of professionals to create better business outcomes. In year 2 of our 3-year strategic plan, IIBA made some important strides towards achieving our strategic goals.

Learn more at <http://www.iiba.org/About-IIBA/core-purpose-strategic-plan-and-bylaws.aspx>



Global "Gold Standard" for BAs

In 2016, we launched our new gold standard multi-level, competency-based Certification Program and we shared the results of our industry focused research and impact study that engaged the community and supported the expanded view of Business Analysis.

Collaborative Chapter Model

Support, unity and leadership are critical to a successful collaborative Chapter model. Chapters helping Chapters has proven to be a successful way to share local best practices and key learnings. Through our 2016 Chapter Awards program, IIBA celebrated the outstanding achievements of our global Chapters and shared their local successes with our Chapter network.

Value Add Relationships at Senior Levels in Organizations

IIBA is focusing on increasing corporate awareness. At the Chapter level, there are opportunities to engage strategic partners. Through our Global Corporate Member Program, we engaged over 300 organizations globally and identified opportunities through our strategic alliance partners and local Chapters worldwide to provide value add for our members.

Encompass Full Scope of Business Analysis Discipline

Through our Memorandums of Understanding (MOU) agreements in 2016, IIBA identified opportunities to expand our network and better support our Members' diverse needs.

Value to the Community

Global “Gold Standard” for BAs

In September 2016, IIBA launched three levels of our new multi-level, gold-standard, competency-based Certification Program to the community adding increased value for certification holders and potential employers. IIBA engaged our community throughout the redesign and development of our new Certification Program. The program was created by business analysis professionals for business analysis professionals. The changes to the new program are in response to new business models, strategic thinking, innovation, globalization, new technologies, and competitive markets. The new competency-based Certification framework supports business analysis professionals’ complete career progression from entry into the profession to seasoned expert.

In 2016, IIBA engaged the stakeholder community to develop and refine the new global gold standard multi-level, competency-based certification framework for release in November 2016.

In today’s competitive, rapidly changing, technology-driven, global marketplace, business analysis professionals need to come equipped with knowledge, skills and tools to deliver value and positive business outcomes. The skills required to make a difference in tomorrow’s business environment are an advancement of the skills that practitioners have developed today.

The new Certification Program helps enable business analysis professionals to better support organizations by testing a candidate’s capabilities to leverage more cognitive and interpersonal skills, such as strategic and creative thinking, and teamwork.

Developed with input from the global business analysis community, the new Certification Program builds on the strong foundation of IIBA as the industry leader in BA certification.



Why Research? Why Now?

Within the current marketplace, IIBA recognized there were transformative opportunities to be explored and developed that would greatly benefit the business analysis profession.

Through our ongoing Global Tour visits, our Thought Leadership Incubator Forums and collaborations with our strategic alliances, we continued to learn about new opportunities and challenges emerging around the globe. We also met with professionals working in different types of business analysis roles across different industries and complementary disciplines. By building on our value add relationships at senior levels with our Corporate Members, IIBA provided access to leading professional development resources and opportunities to help professionals and their organizations improve their business analysis practice.

In addition to these feedback mechanisms, IIBA has taken our level of engagement one step further through a market research study to validate what we were hearing in the global marketplace from our members, corporate members, strategic alliances and the community. IIBA commissioned a Research and Impact study in cooperation with KPMG to examine the role and reach of business analysis and how business analysis is used to deliver value in organizations. The findings of the new Research and Impact Study further support the ongoing development of thought leadership and examines opportunities for the future.

The results of the Research and Impact Study have helped shape our perspective on the current state of business analysis and inform key decision making around future opportunities for IIBA and the broader BA community. Business analysis professionals are seeing that traditional skill sets have become more foundational and more strategic, and enterprise-level insights are required to add the value that organizations need to compete and win in today's global marketplace.

Through community engagement and media relations activities, IIBA promoted the findings of the Research and Impact study resulting in coverage in leading industry publications, including Connections Plus, Forbes, Yahoo Finance, Modern Analyst and more.



NASSCOM & Thought Leadership

Strategic Alliance in India

In year 2 of our 3-year strategic plan, IIBA focused on building upon our foundation of tools, resources and overall approach and strategies to create engagement opportunities with key stakeholders. In addition to growing the business analysis community through value-add collaborations with related business analysis organizations, IIBA's Research and Impact study findings identified key areas of focus driving BA related thought leadership opportunities. Through the Memorandum of Understanding (MOU) with IT-ITeS Sector Skills Council NASSCOM®, the trade body and chamber of commerce of the IT-BPM industry in India, IIBA has further expanded our network.

Working collaboratively with SSC NASSCOM, IIBA began the groundwork to create a framework that includes standard job descriptions, curriculum guidelines and courseware, learning capabilities and uses SSC NASSCOM's assessment platform to assess and certify business analysis talent and relevant skills for Indian and overseas markets. To support the NASSCOM initiative, IIBA hired staff in India to support the increased Chapter, Corporate and Academic engagement and outreach across the country and to lay the groundwork for the program implementation scheduled in 2017. This work has enhanced the business analysis eco-system in the region and will create opportunities for Indian Universities and Colleges to adopt and integrate entry level business analysis courses into their offerings.

This initiative represents an opportunity to nurture the business analysis eco-system to thrive and deliver greater value. The results of the research and impact study will drive opportunities for business analysis professionals and how IIBA will support our Members and the broader BA community today and tomorrow. Securing leadership buy-in will be crucial to growing awareness of, and trust in, their organizations BA resources and skills set through internal training and development programs.



IT - ITeS SSC
NASSCOM

Building Sustainable Leadership

Feedback gathered from our Community through Global Tour stops, Chapter and Member feedback and the findings published in our IIBA and KPMG Research and Impact Study identified key topics of relevance and interest to our global community such as design thinking; digital transformation including artificial intelligence, cyber security, data, strategy, and Agile.

In collaboration with Gerstbach Business Analyse, a global survey was conducted with Members of the Global Corporate Membership Program. The purpose of the survey was to understand how business analysts work to help improve collaborations within organizations. The findings were reviewed as part of an in-depth review of the Global Corporate Membership Program to help define a new path forward in the corporate space to be launched in 2017.

During Global Tour 2016, IIBA and Chapter Leaders met with strategic alliances and local Corporate Members to discuss new opportunities to push forward to shape our future and influence organizations. IIBA is helping organizations address the changing business scenarios and technologies advancements influencing change. In conversations with our global Corporate Members, we leveraged discussions on how to align the new competency-based Certification Program to enhance the BA career path and to grow *BABOK® Guide v3* Study Group programs and standardizing training processes.



Building new, value-add collaborations with related business associations and organizations in 2016, IIBA worked closely with corporate program members to support their vision of advancing professional development opportunities for their in-house certified business analysis professionals.

IIBA is working to create value and changing how the Global Corporate Program Members look to IIBA for leadership, support, resources and direction. Exploring collaboration across borders, the 2016 Global Tour found IIBA meeting with many organizations, such as our stops in London, UK and Bucharest, Romania. IIBA leadership team representatives and local Chapters met with corporate program members to discuss how IIBA can best support their organizations:

- IIBA shared how the new multi-level certification aligns with their internal career pathway and *BABOK® Guide* Study Group Program for their BAs;
- IIBA's Level 1 certification, ECBA™, was recognized as being a great step for new BAs to launch their career;
- IIBA examined opportunities with IIBA Chapters for global programs and offerings.

The outcomes from these meetings, the findings from IIBA and commissioned research and continual Member and Chapter feedback have contributed to the development of a Thought Leadership portfolio to be formed in 2017, with a commitment to fostering thought leadership with industry influencers and focusing on topics and trends of relevance and interest to our community.

Gold Standard Certification

Building a New Certification Framework

IIBA launched the new multi-level, competency-based Certification Program to the community in September 2016.

Through community feedback and changing business demands, we saw a need to shift from a traditional knowledge-based certification model to a competency-based framework that would serve as a better measure of a professional's capabilities to perform their role at the desired level based on their skills, knowledge, behaviours and experience. Knowledge testing supports foundational learning where a candidate is tested on their understanding of the body of knowledge standards and common language, and some practices. As a BA professional progresses in their career and gains experience through increasingly more hands-on practical application of their knowledge, a competency-based certification framework that tests a candidate's competencies and capabilities provides potential employers with a higher level of confidence in the certified individual's ability to proficiently perform in a specific role.



Around the world, the growth and recognition of business analysis continues to grow. In addition to the successful rollout of our new competency-based certification framework, IIBA made other important strides to promote the value and importance of certification, such as the paper-based delivery of the CBAP® pilot exam in Lagos, Nigeria that included seventy local BA professionals.

In 2016, IIBA celebrated the certification of over 1,185 of CCBA® and 8,406 CBAP® practitioners. IIBA's education partners, Endorsed Education Providers (EEP™) family welcomed 21 new EEPs.



Working Together

Recognizing 2016 Chapter Award Winners

In 2016, IIBA recognized the outstanding commitments, leadership and contributions from across our Chapter network to the Business Analysis community. Congratulations to the 2016 winners and to all the Chapters who submitted their nominations for the awards.



Chapter of the Year (Region 1): United Kingdom

UK Chapter experimented with and refined their annual strategic planning process to create innovative approaches and execute these strategies throughout the year. They perform a SWOT analysis annually and refine their strategic intent which is then communicated across the Chapter in what they refer to as their “Strategic Beacon”. For each large initiative, they create a terms of reference and the progress is monitored by the Board and is made available publicly. They’ve created a sustainable financial model with a 3-year outlook on projected revenue and expenses, and have a detailed succession plan for each role using a “Member engagement pipeline” approach to encourage interested Members to take a more active role within their community.



Chapter of the Year (Region 3): Hyderabad

Hyderabad restarted their Chapter through collaboration with the Chennai Chapter and aligned themselves to the strategic values and goals of IIBA. They sought out new leadership from respected IT organizations to regain the credibility of their Members and to build a relationship within their local community. They’ve created momentum about IIBA within their community by running well attended Chapter events, producing professional day webinars and study groups.



President’s Award (Region 1): Winnipeg

The Winnipeg Chapter continues to focus their strategic work based on the Business Canvas and expanded their sponsorship program to eight sponsors while building strong relationships with employers and local educational institutions, consulting companies and large government organizations. Winnipeg has also brought back Business Analysis World for the second year in a row.



President's Award (Region 2): Romania

The Romania Chapter focused this year on innovation, leadership, promotion of Business Analysis and engaging and recruiting new Members. They were innovative in their use of event software to register and manage their events, which are also recorded and shared with the community. Their Board is comprised of CBAP® recipients with strong governance in place to ensure the Board continues to function. They held a regional business analysis conference (RBAC2016) with speakers from around the world.



President's Award (Region 3): Sofia

The Sofia Chapter was dedicated in their pursuit of excellence and helped co-organize the Balkans Business Analysis Conference. They doubled their number of Chapter events and introduced a new event format with a workshop that was well received by their Members.



Leadership: Central Iowa

The Central Iowa Chapter demonstrates a high level of leadership and excellence through a strong Chapter vision, strong strategies and a robust execution plan. Their relentless pursuit of improvement and their well defined policies, procedures, roles and responsibilities has allowed them to become the trusted source for BA professionals. They design their programs to meet the needs of their existing Members, as well as any potential new Members.



Innovation: Bluegrass

The Bluegrass Chapter is well deserving of the Innovation Award as they created a game as part of a networking event called "BA Feud" which engaged their Members in an interactive fun setting. They shared the concept with many of the Chapters within their Region to further expand its reach. They also created a Bluegrass Business Analysis Hall of Fame to raise awareness of the profession by asking the community for nominations and they inducted their first class of candidates in May. They also produced a series of "BA Talks" videos and outreached to the community to produce them. They record all their meetings and make them available for members and also use the videos for promotional purposes.



Sustainability: Winnipeg

Winnipeg Chapter launched a job fair component to increase the value of their networking events and after complying with strict anti-spam legislation, they've managed to rebuild their mailing list and expanded it marginally. They've implemented a formal budgeting framework and refined their Bylaws with updated election policies, as well as role descriptions and term lengths. They've also defined a robust succession plan to ensure continuity and to better reflect the evolving nature of their Chapter.



Outreach: United Kingdom

The UK Chapter discovered a group running Business Analyst events within the Cambridge area and sought to assist and engage with them gaining further exposure within the Business Analysis community and gaining what could become another branch of the UK Chapter. They also created a virtual Business Book Club where attendees read, discussed and critiqued a business book which was an overwhelming success. The UK Chapter also spoke at the Corporate IT Forum and engaged with the Department of Work & Pensions which has a large BA contingent. They are working at further building on that relationship.



Engagement: Calgary

Calgary has increased their interactions with Business Analysts throughout Southern Alberta through workshops, roundtable discussions, panel discussions and study groups. They collaborate with other Chapters to help them with business planning and sponsorship models. They've held a number of information sessions for students at career days and information nights, and were invited by the University of Calgary's (UofC) Haskayne School of Business for a panel discussion with other thought leaders in the technical space. They also became an approved vendor of the University which allows the Chapter to market themselves within the UofC newsletter to potential new members.



Professional Development: Italy

The Italy Chapter introduced new tools to support requirements elicitation and analysis using LEGO pieces. This special event introduced the techniques explained in the Business Analysis Body of Knowledge (*BABOK® Guide*) to prepare members for the transition to v3 in the third quarter. The Italy Chapter also had the Innovation Challenge where teams were asked to produce a Charter of their project supported by a business canvas. This led to a deeper understanding of *BABOK®* and saw 11 teams trained on new Business Analysis techniques. They also improved on their study groups by introducing a web platform with sample questions to aid prospective certified members in attaining their certification.

Collaborative Chapter Model

In 2016, IIBA launched the new Leadership Webinar Series for Chapter leaders to build leadership skills and provide insight, techniques and understanding of how to use team concepts to capitalize on group dynamics and work effectively in a team environment.

The new 5-part webinar series was designed to help connect the challenges that individuals/leaders face with the essential practices of outstanding leadership. In the Leadership Series, volunteers from across the community shared their experiences as they related to the bestselling book, *The Leadership Challenge* (fifth edition) by James Kouzes and Barry Posner. Over 2,500 attendees attended the webinars and viewed the series on-demand.

Enhanced Chapter Website Platform

This year over 100 Chapters successfully migrated to the new Chapter website platform. Thank you to the Chapter website migration project team for providing support during the transition. Congratulations to all the Chapters that have launched their new sites in production, Visit these Chapter websites for a great example of the new platform: calgary.iiba.org, newzealand.iiba.org, seattle.iiba.org and germany.iiba.org/de.

Four New Chapters

IIBA continued to grow our global network with the addition of Chapters in Manasota Florida, Hawaii, West Michigan and China. In 2016, the Chapter network grew to 120 Chapters and 15 branches.

The Chapter team successfully revitalized 8 Chapters to support the local community and Members.



Pulse of the Community

Engaging and recognizing our volunteers

IIBA works with a small staff to support our Chapters, Members and Partners. However, our global volunteers play a key role in many of our initiatives. Members who share their time and knowledge to help IIBA achieve our goal of uniting the BA community to help BA professionals create better business outcomes. Our body of knowledge and learning materials are developed and validated by our Members and volunteers, and our resources belong to our Members. We will continue to depend on our volunteers to lead the next generation of BAs.

Here's a snapshot of how volunteers played a key role in 2016:

2016 Volunteer Activities	2016 Y/E Hours	2016 Y/E Volunteers
Volunteer Chapter Network	2,400	15
Chapter & IIBA Boards	111,060	846
Standing Committees <ul style="list-style-type: none"> • EEP™ Assessor • Certification Appeals Committee 	360	5
Content Providers <ul style="list-style-type: none"> • Article Reviewers • Webinars 	235	38
IIBA Projects <ul style="list-style-type: none"> • Competency Model • Certification • Agile Extension 	2073	199
VCN Projects <ul style="list-style-type: none"> • Chapter Awards Selection Panel • Mentoring Task Force • Personal Awards Task Force 	250	16
TOTALS	116378	1119

Global Corporate Program

We have continued to evolve and grow our Global Corporate Program offerings by providing members of the Program more benefits and support and through several engagements including benchmark surveys, webinars, discussions forums and focus groups supporting key initiatives.

In 2016, 60 new organizations joined our Global Corporate Program. With over 300 organizations taking part, the Global Corporate Program provides great opportunities for organizations who have established BA practices to network with each other, ask questions and share their experiences and challenges. The Program has an average annual retention rate of 92% which speaks to the Program value and engagement opportunities corporate members receive.

Recognizing 2016 Corporate Award Winners

Congratulations to Selective Insurance for being awarded the Leadership Excellence for the Advancement of the Practice of Business Analysis for consistently demonstrating effective business analysis practices within their organization, by adapting, optimizing and evolving business analysis best practices and standards and by implementing effective tools, processes and methodologies to enable better business capabilities.

Congratulations to Walmart for being awarded to the Leadership Excellence in Business Analysis Advocacy and Corporate Engagement. Walmart was recognized for consistently demonstrating leadership excellence by advocating the value and role of business analysis to their shareholders, customers and business partners and by supporting the involvement and engagement of their employees with the local and global business analysis communities through volunteerism and thought leadership opportunities.

Congratulations to Accenture for being awarded the Leadership Excellence in the Advancement of Professional Development in Business Analysis for consistently demonstrating the highest level of support for the advancement of the business analysis profession and for the professional development of their employees, by providing sustainable training, certification and other career development opportunities.



Strategic Alliance Program

IIBA remained committed to leading and expanding the Business Analysis eco-system through further collaboration and engagement with other organizations by exploring new opportunities for value and growth.

In 2016, as part of our Strategic Alliance Program, six organizations signed Memorandums of Understanding (MOUs) with IIBA further expanding our reach and broadening the resources and information made available to our community.

New 2016 Strategic Alliance Partners



Agile Alliance



TechnoSolutions



ASPE



Modern Requirements
(formerly eDev Technologies)



NASSCOM ITeS



The Performance Institute

Our strategic alliances network of professional associations, technology vendors and other service providers have brought IIBA Members new opportunities to expand their knowledge and grow their network.

To learn more visit
<http://www.iiba.org/mou.aspx>



In 2016, IIBA participated in a number of events, including:

- [The Performance Institute](#) Government Performance Summit event in Washington, USA;
- The [Agile Alliance](#) annual conference, Agile2016 in Atlanta, Georgia, USA where both organizations agreed to collaborate on the second edition of the BABOK Extension on Agile Business Analysis which will be launched in August 2017
- The [BA Convention](#) in Bangalore, India;
- The [Business Analysis Conference Europe 2016](#) jointly sponsored by the IIBA UK Chapter and BCS - The Chartered Institute where IIBA and BCS co-hosted a panel discussion on Importance and Value of Certification
- The [Balkan Business Analysis Conference](#) in Bucharest, Romania
- The [Building Business Capability Conference](#) in Las Vegas, Nevada, USA where multiples of IIBA Strategic Alliance partners participated including the Agile Exchange Open Jam in collaboration with the Agile Alliance

Our participation in these events created networking and knowledge sharing opportunities for our Members and partners.

Additionally, and as part of our Strategic Alliance Program, IIBA also signed several agreements with other organizations including a [Media Agreement with Gartner Research](#), collaborated with [Forrester Research](#) on a survey to IIBA Corporate Members on the Digital Business Analyst. A summary report was subsequently provided to our members as a result of this collaboration.

IIBA also signed an agreement with the [European Association of Business Analysis](#) (EABA) for the translation and distribution of the German version of *BABOK® Guide v3* and a global survey with [Gerstbach Business Analyse](#) with the collaboration of our corporate members Business Analysts on the 9 levels of value systems.

Community Outreach

Enhancing public and stakeholder understanding of the value and role of business analysis is an important goal of IIBA. In 2016, IIBA received media coverage in 1,876 publications (newsletters, print, magazines, etc.), the advertising equivalent to purchase this coverage would be \$29.11 million. We grew our online presence on Twitter, Facebook, LinkedIn and YouTube increasing our followers to over 124,000 (not including our LinkedIn Group members) and we held over 45 webinars reaching more than 15,000 professionals to share the latest insights, knowledge and resources.

Increase Awareness of IIBA

1,491,194 Visits to IIBA.org	2.4 Billion Social Media Impressions
1 BA Lens Magazine	3 Industry Publications
1,226,000+ Impressions Certification Campaign	150,000+ Impressions IIBA & KPMG Research and Impact Study
4 Quick Tips	18 Newsletters
6 Global Conferences Attended	2,250,644 Eblasts

Building Business Capability 2016

On November 2-6, the business analysis community connected at the annual Building Business Capability (BBC) Conference, which took place at Caesar's Palace in Las Vegas.

IIBA partnered with the Agile Alliance to host an Open Jam at BBC and IIBA hosted Certification Meet-ups at our exhibitor booth. In addition, IIBA and KPMG presented the findings from the commissioned Research and Impact Study on future opportunities for business analysis. IIBA recognized the year's Chapter and Corporate Member Award winners at a reception and dinner where we launched the inaugural Global BA Day. This year, IIBA extended its annual Member Reception to all BBC attendees to create new opportunities for networking.

Global BA Day

November 1st, 2016 marked the inaugural launch of Global Business Analysis Day to celebrate the business analysis discipline around the world.



Financials

Revenue	2016	2015
Membership fees	3,775,784	3,549,800
Certification Fees	2,924,834	2,025,125
BABOK® Guide & other publication sales	596,536	691,474
Endorsed Education Provider fees	442,804	402,424
Conferences	410,379	298,475
Advertising and Sponsorship	130,048	127,729
Competency Model	101,367	94,015
Other	50,210	78,865
Foreign Currency Gain (loss) (Note 9(c)(i))	(118,672)	470,783
	8,313,290	7,738,690

Expenses	2016	2015
Wages and contractor fees	3,593,800	3,080,886
Information technology	439,751	593,690
Travel	531,694	481,891
Certification expenses	594,304	360,179
Advertising and promotion	378,524	236,587
Professional fees	293,859	358,160
Books and publications	194,929	212,849
Research and Impact Study	388,707	--
Bank charges and credit card fees	174,847	124,236
Miscellaneous expenses	114,610	105,336
Other	42,766	69,666
Amortization	300,969	96,791
	7,048,760	5,720,271

	2016	2015
Excess of revenues over expenses from operations	1,264,530	2,018,419
Impairment loss on intangible assets	--	(274,992)
Excess of revenues over expenses before income taxes	1,264,530	1,743,427
Income taxes	20,363	24,932
Excess of revenues over expenses	\$1,244,167	\$1,718,495

Please note: Certain 2015 comparative figures have been reclassified in order to conform to the presentation used in the current year. The changes do not affect prior year earnings.

To access the IIBA Audited Financial Statements, please visit <http://www.iiba.org/About-IIBA/iiba-agm/iiba-audited-financials.aspx>.



2016 Board of Directors



Ken Fulmer
Chair (Until December 2016)



Ashish Mehta



Michele Maritato
Vice Chair



Esther Mui



Michael Augello



Judy Munro



Barbara Carkenord



Heather Mylan-Mains



Teresa Cheung



Guy Pearce



Heather MacNeil
(Until November 2016)



David Polsky



Charles Martin

2016 Senior Leadership Team



Ken Fulmer
President and CEO



Kathleen Hutton
Director, Chapters & Members Services



Alain Arseneault
Director, Corporate & Business Development



Sheryl Tavoularis
Executive Administrator and Board Secretary



Jack Brooks
Director, Information Technology



Sandee Violi
Director, Finance



Janice Brooks
Director, Human Resources



Ann Cain
Interim Director, Brand & Communications



Jas Phul
Director, Education Standards and Research



Stephen Ashworth
President and CEO (Until December 2016)



Kristina Fixter
Director, Brand & Communications (Until November 2016)

Global Reach

IIBA Chapters

Albany Capital District	DC Metro	Italy
Austin	Denver	Jamaica
Australia	Dutch	Japan
Austria	Edmonton	Kansas City
Bahrain	Fort Worth	Kiev
Baltimore	France	Las Vegas
Bangladesh	Fredericton	Latvia
Bay Area	Fundy Region	Los Angeles
Birmingham	Geneva	Louisville
Bloomington	Germany	Manasota Florida
Bluegrass	Greater Atlanta	Mexico City
Brussels	Greater Boston	Minneapolis-St. Paul
Buffalo	Greater Madison	Montreal
Cairo	Greater Miami Valley	Nashville
Calgary	Greater Philadelphia	NE Florida
Cedar Rapids	Greater Victoria	New Jersey
Central Florida	Halifax	New York City
Central Indiana	Hampton Roads	New Zealand
Central Iowa	Harrisburg	Newfoundland and Labrador
Central Virginia	Hartford	Nigeria
Charlotte Metro	Hawaii	North West Arkansas
Chennai	Heartland	Northeast Wisconsin
Chicagoland	Hong Kong	Oklahoma City
China	Houston	Orange County
Cincinnati	Hyderabad	Ottawa-Outaouais
Cleveland	Iran	Peru
Columbus	Islamabad	Phoenix
Dallas	Istanbul	

Pittsburgh
Portland Metro
Porto Alegre
Portugal
Puerto Rico
Quebec City
Research Triangle Park
Rio de Janeiro
Riyadh
Rochester
Romania
Russia
Sacramento
Salt Lake City
San Antonio
San Diego
Sao Paulo
SE Michigan
Seattle
Serbia
Singapore
Slovenia
Sofia
South Africa
South Florida
South Saskatchewan
Southeast Wisconsin
St. Louis

Toronto
United Arab Emirates
United Kingdom
Vancouver
Waterloo-Wellington
West Central Florida
West Michigan
Winnipeg
Zurich





International Institute of Business Analysis
701 Rossland Road East, Suite 356
Whitby, ON L1N 9K3
Canada

main 1-647-426-3735
toll-free 1-866-789-4422

iiba.org

