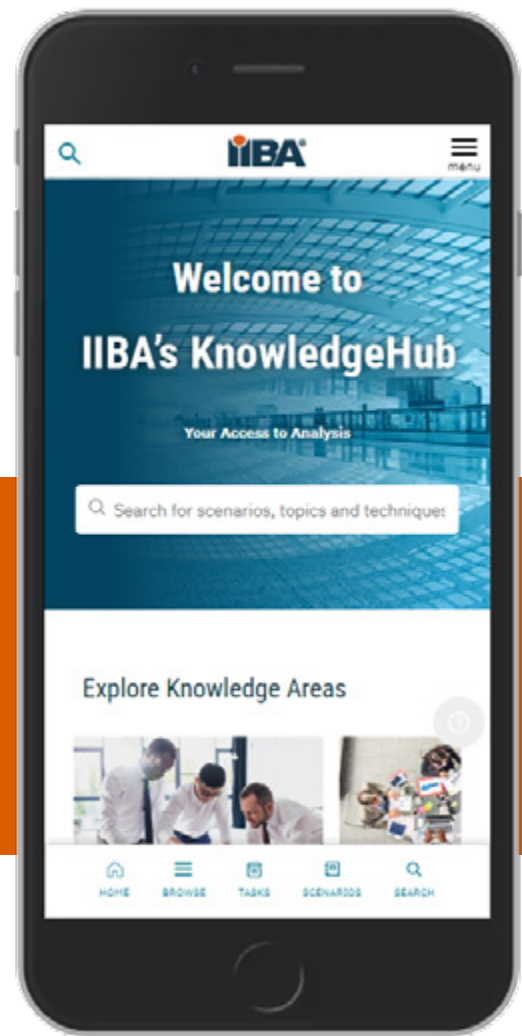


**The Global Standard for Business Analysis**  
Certifications and Memberships

# KnowledgeHub

## Your Access to Analysis

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



## #AccessToAnalysis

### “How-To” Insights in Real-Time

IIBA's KnowledgeHub features include:

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

### Community-Driven Content

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

### Practical Tips & Tools When You Need It

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

### Member Exclusive Access

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

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

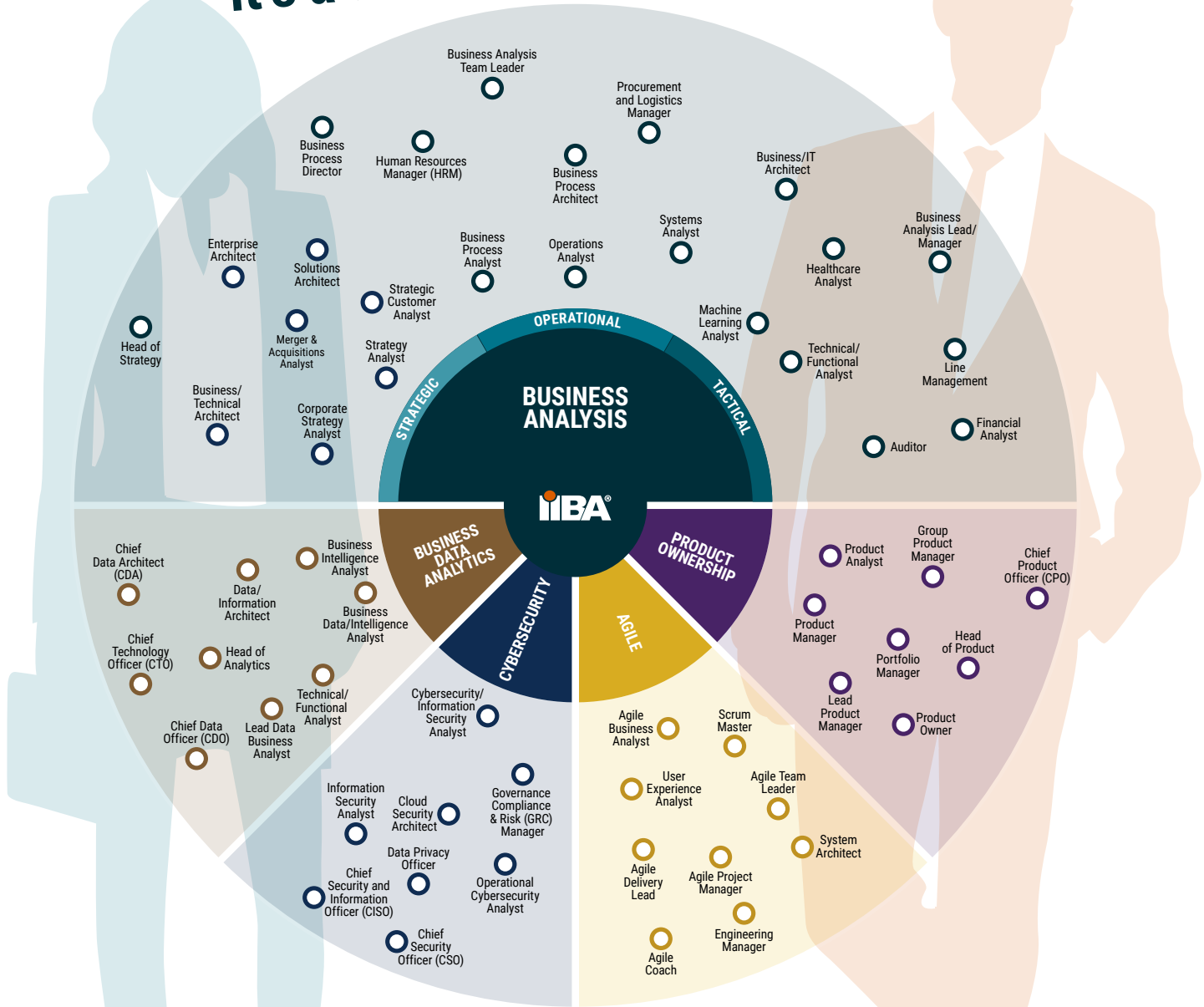
Visit [IIBA.org/KnowledgeHub](https://www.iiba.org/KnowledgeHub) to learn more.



# BE AN AGENT OF CHANGE

Understand a business's changing needs and provide solutions to improve processes and systems

## It's a World Full of Opportunities



VERSION 1.3, 2022

# BUSINESS ANALYSIS

"The practice of enabling change in the context of an enterprise by defining needs and recommending solutions that deliver value to stakeholders; it is using a specific set of tools and techniques to uncover and analyse the needs or potential opportunities in order to drive business value delivery."

- A Guide To The Business Analysis Body of Knowledge® (BABOK® Guide)





# BE IN DEMAND

Nearly **50% of professionals** agree that the role of business analysis within their organization has become more influential.<sup>1</sup>

High-performing organizations are using business analysis 190% more frequently to direct their analytic initiatives and indicate **65% ROI or higher than average.**<sup>2</sup>

Jobs related to Business Analysis is projected to grow 11% from 2021 to 2031, **much faster than the average for all occupations.**<sup>3</sup>

## Higher-Than-Average Entry Level Salary

Reflecting the intense demand for business analysis professionals who are certified, the average starting salary at many large organizations has increased to attract top talent.

Average Global Salary for Certified Business Analysis Professionals

**\$85,634<sup>4</sup>**

Average Global Salary for Female Respondents Who Hold Certification(s)

**\$87,359<sup>5</sup>**


Average Global Salary for Male Respondents Who Hold Certification(s)

**\$84,012<sup>6</sup>**

*\*Global average salary reported in USD*

## Adding Value Across All Industries

-  Information Technology
-  Finance and Insurance
-  Professional, Scientific and Technical Services
-  Government
-  Healthcare
-  Manufacturing

-  Public Administration
-  Utilities
-  Educational Services
- 



# CERTIFY YOUR FUTURE

International Institute of Business Analysis™ (IIBA®) is a non-profit professional association serving the growing field of business analysis. As the global thought leader and voice of the global business analysis community, IIBA actively supports the recognition of the profession, and works to maintain global standards for the ongoing development of the practice and certifications.

**IIBA.ORG/CERTIFICATIONS**

1. 2022 Global State of Business Analysis Report

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

3. US Department of Labor

4 - 6. 2022 IIBA Global State of Business Analysis Report

# Take Control of Your Career with IIBA

Join IIBA and gain access to tools and resources to enhance your professional skills, develop your network and find job opportunities.

With 120+ professional Chapters in over 40 countries, we are here to support you with the latest information on the business analysis profession, but most importantly we are a community of professionals just like you, applying business analysis in our daily roles and looking to one another to elevate the business analysis profession to the next level!

## KnowledgeHub

### Your Access to Analysis

IIBA's KnowledgeHub provides IIBA Members with online, searchable access to the **BABOK® Guide** and community-driven content, such as relevant scenarios, templates, videos, checklists, and infographics that can be applied to everyday business analysis practices.

## EXPAND YOUR KNOWLEDGE

IIBA Membership gives you access to essential tools and resources including standards like **BABOK® Guide** and the **Agile Extension**, whitepapers, educational webinars, and more that will empower you to create the best outcomes possible.



## CERTIFY YOUR FUTURE

IIBA Certification improves your marketability, your employability, and your earning potential. Prepare and equip yourself with expertise and key competencies. Business analysis professionals who hold one or more IIBA certifications earn 15% more vs. non-certified individuals.<sup>1</sup> **Members receive up to a 40%<sup>2</sup> discount on the IIBA Certification program.**

## GET INVOLVED

As an IIBA Member, you get a global pass to over 120 Chapters worth of events in almost every time zone and numerous languages! Attend Chapter meetings, gain experience, increase your leadership skills through your local community, and participate in professional development opportunities.

**Locate your local IIBA Chapter at [iiba.org/Chapters](https://iiba.org/Chapters).**

## STAY CONNECTED

In addition to IIBA's network of Chapters, all IIBA Members have access to Connections, IIBA's online global community. It's designed to engage you with IIBA's network of business analysis experts, peers, and volunteer opportunities, no matter the distance.



## ADVANCE YOUR CAREER. JOIN IIBA TODAY!

Join today to become a Member of IIBA and start experiencing all the benefits! Visit [IIBA.org/Membership](https://iiba.org/Membership) to learn more.

REGION	FEE (USD)
REGION 1	\$139
REGION 2	\$89
REGION 3	\$55

## MEMBERSHIP FEES

An annual Membership fee ranges from \$55 USD to \$139 USD and is based on your country of billing. To find your Membership fee based on country, visit [iiba.org](https://iiba.org).

Corporate and Academic membership programs are also available. Contact [membership@iiba.org](mailto:membership@iiba.org) to request information.

### References

- 2022 Global State of Business Analysis Report (GSBA)
- Based on regular-priced \$125 USD discount for IIBA members on certification exam fee. % discount varies between certifications. See here for details: <https://www.iiba.org/business-analysis-certifications/certification-fees/>
- Based on your country of billing.



# CERTIFY YOUR FUTURE



Entry Certificate in Business Analysis™  
(ECBA™)



Certification of Capability in Business Analysis™  
(CCBA®)



Certified Business Analysis Professional™  
(CBAP®)

Get started today at [iiba.org/certifications](https://iiba.org/certifications)

## What can a certification do for you?



Increase your earning potential



Help you get noticed by employers



Demonstrate your competency and expertise



## Unlock the Opportunities

- Business Analysis jobs are projected to grow 11% from 2021 to 2031.
- Professionals with CBAP® certification earn **25% higher** on average\*\*
- 92% of professionals recommend certification to support career development\*\*

\*Source: U.S. Bureau of Labor Statistics  
\*\*2022 IIBA Global State of Business Analysis Report



IIBA.ORG

# Certification Requirements

Certified business analysis professionals meet competency-based standards, experience requirements and are held to the highest professional standards.

**IIBA® Members save up to 40% off selected certification fees.**

	<b>ECBA™</b> Knowledge-based	<b>CCBA®</b> Competency-based	<b>CBAP®</b> Competency-based
<b>Why apply?</b>	Recognize your commitment to develop your business analysis skills, knowledge and behaviours as an entry level BA.	Showcase your two to three years of practical BA work experience and your ability to take on larger and more complex projects	Attain the highest certification highlighting your experience and skills as a seasoned BA.
<b>Who should apply?</b>	Students, recent graduates, new professionals and functional managers who manage BAs	ECBA and ECBA+ holders, non-BA consultants and trainers with some hands-on work experience	BA professionals with 5+ years' experience. Product Managers Non-BA consultants Trainers Hybrid BAs
<b>Professional Work Experience</b>	N/A	3750 hours in the last 7 years	7500 hours in the last 10 years
<b>BABOK® Guide Knowledge Area Expertise</b>	N/A	900 hours in each of 2 KAs or 500 hours in each of 4 KAs	900 hours in each of 4 KAs
<b>Professional Development</b>	N/A	21 hours in the last 4 years plus 2 references	35 hours in the last 4 years plus 2 references
<b>Recertification</b>	N/A	Recertify every 3 years	Recertify every 3 years
<b>Exam Information</b>	1-hour exam 50 Knowledge-based multiple-choice questions	3-hour exam 130 scenario-based situational multiple-choice questions	3.5-hour exam 120 case study-based multiple-choice questions

Exam content is aligned with A Guide to the Business Analysis Body of Knowledge™ (BABOK® Guide).

## Exam Preparation

To learn more about exam preparation, exam sample questions and more please visit [iiba.org/certifications](https://iiba.org/certifications).

**Get Started! Apply today [iiba.org/certifications](https://iiba.org/certifications)**



**IIBA.ORG**





## DO YOU PRACTICE AGILE ANALYSIS?

Agile ranks first in the top three areas Business Analysis professionals perform their work and they can earn up to 25% more!\*



Competency-based IIBA® Agile Analysis Certification (IIBA®-AAC) addresses the increasing demand for 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 at [iiba.org/agile-analysis](https://iiba.org/agile-analysis)**

Source: 2022 IIBA Global State of Business Analysis Report



# AAC

## Be Recognized for your Enhanced Capabilities in Agile Analysis

AAC exam questions are aligned with the Agile Extension to the BABOK® Guide developed in collaboration with the Agile Alliance.



Based on experiential learning, the Agile Extension introduces a rolling planning model with three **planning horizons: strategy, initiative and delivery** to help you adapt quickly to changing customer needs and ensure customer value is always added.

### Agile Extension also includes:

- Business Analysis Core Concept Model™
- Feature Driven Development
- Impact Mapping
- Value Modelling
- Visioning
- Plus, much more.



**Get the Agile Analysis Certification today!**  
Get started at [iiba.org/agile-analysis](http://iiba.org/agile-analysis)



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**Certification in Business Data Analytics (IIBA® - CBDA)  
You're in high demand. Showcase your expertise.**

**IIBA's Certification in Business Data Analytics (IIBA® - CBDA)** recognizes your ability to effectively execute analysis related work in support of business data analytics initiatives.



**Sudhakar Vellagada**

Senior Business Analyst, Netcracker Technology Solutions

**“ I firmly believe that going after a well-recognized and valued certification is a litmus test that enables me to have a realistic picture of how well I understand the subject and what is the scope of future improvements. I find IIBA's CBDA a logical enhancement to my CBAP® certification. ”**

97%



# Deliver Business Value Through Data Analytics

Did you know 75%\* of executives believe their organizations need to be data driven? Earning this certification informs employers of your passion and competencies performing business analysis on analytics initiatives. The certification helps identify skilled business data analytics professionals to organizations seeking these in-demand skills.

\*Source: IIBA Achieving More with Data Survey Summary Report, 2021.



## Exam Coverage

The IIBA®- CBDA exam includes questions pertaining to the six Blueprint Domains as discussed in the **Guide to Business Data Analytics**.

- Identify Research Questions (Domain 1)
- Source Data (Domain 2)
- Analyze Data (Domain 3)
- Interpret and Report Results (Domain 4)
- Use Results to Influence Business Decision Making (Domain 5)
- Guide Organization-level Strategy for Business Analytics (Domain 6)

## Exam Structure

2-hour remote online exam

75 multiple-choice scenario-based questions

DID YOU KNOW 27% OF PROFESSIONALS SAID THEY EXPERIENCED THE BENEFITS OF THEIR IIBA CERTIFICATION IMMEDIATELY?



Highlight your expertise.  
Learn more at [www.iiba.org/cbda](http://www.iiba.org/cbda)

Source: 2022 IIBA Global State of Business Analysis Report

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**IIBA**<sup>®</sup>  
IIBA.ORG



# CYBERSECURITY ANALYSIS

Did you know the average cost of a malware attack on a company is estimated at 2.4 million?<sup>1</sup>

## Discover an Enhanced Cybersecurity Certification Program

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

### Advance Your Career with Cybersecurity

The joint IIBA and IEEE learning and certification program provides the credibility of a joint certification and the opportunity to learn key cybersecurity concepts.

The online modules provide the basics of cybersecurity designed around the kind of analysis needed to assist in the overall cybersecurity solution, and leverages the collaboration of the business, the analyst, the architects and the technology experts to create a safe and secure cyber environment.

The improved program includes:

- **Test Your Knowledge:** Three levels of interactive knowledge checks to gauge your comprehension during the module, at the end of each module, and a full comprehensive check at the end of the program.
- **Industry Best Practices:** Courses are presented by two leading experts in cybersecurity analysis and the learning materials are based on ISO standards in cybersecurity.
- **Dynamic Multi-Media:** Upgraded video experience with improved accessibility (closed captioning), interactive “drag and drop”, “flip cards”, and “identify the markers” features, plus much more!

**Cyber-attacks are constantly evolving at a rapid pace, learn how you can mitigate the risks.**

**Get started today at [iiba.org/cybersecurity](https://iiba.org/cybersecurity)**

#### Source:

1. Accenture. Cybersecurity threats are growing. Attack them. 2018.

<https://www.accenture.com/us-en/about/security-index?src=SOMS#block-insights-and-innovation>





# Product Success Starts With Analysis

**Product Ownership Analysis (POA)** is a discipline, with a set of practices, processes, and procedures that assists teams to create and deliver exceptional products and services, for their customers and stakeholders, with proven practices cultivated from a range of domains.



## Certificate in Product Ownership Analysis (IIBA®-CPOA)

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

### POA Program Resources

The POA program, including IIBA's Guide to Product Ownership Analysis and Digital Access resources, provide a foundational understanding of the standards of practice, techniques, case studies, and the POA framework. Plus, the POA Digital Access features interactive knowledge checks aligned to the program framework, quizzes, and more!



[IIBA.org/CPOA](https://www.iiba.org/CPOA)



# Who is Product Ownership Analysis for?



IIBA's Certificate in Product Ownership Analysis (IIBA®-CPOA) benefits professionals who:

- Work as Product Owners
- Work as Business Analysis Professionals
- Support Product Owners in their work
- Execute Product Ownership related work
- Those considering a Product Owner career path

## Exam Coverage

The IIBA®- CPOA exam includes questions pertaining to the domains as discussed in the Guide to Product Ownership Analysis.

- Apply Foundational Concepts
- Cultivate Customer Intimacy
- Engage the Whole Team
- Make an Impact
- Deliver Often
- Learn Fast
- Obsess About Value

## Exam Structure

- 90 minutes
- 60 multiple choice, knowledge-based questions
- Available online

## Take Your Product to the Next Level

Did you know Product Owner job growth is projected to be **24% in the US alone?**<sup>1</sup> And **36% of Business Analysis professionals** are looking to transition from a Business Analyst role to a Product Owner role?<sup>2</sup>

Product Ownership Analysis empowers today's professionals with the standards, practices, techniques, and competencies to keep pace with the Agile approach while creating value.

Get started today!

[IIBA.org/CPOA](https://iiba.org/CPOA)

### Sources:

1. LinkedIn 2020 Emerging Jobs Report
2. 2022 IIBA Global Business Analysis Salary Survey

# Take Control of Your Career with IIBA

## Global Membership for Business Analysis Professionals

Jobs related to business analysis are projected to **increase 11%** from 2021 to 2031.<sup>1</sup>



### Interactive Core Business Analysis Standards

BABOK® Guide, Agile Extension

**\$70 Value**



### IIBA Online Library

Over 11,000 Resources

**\$250,000 Value**



### Professional Development Tools

BAM! Magazine, Global Survey Report, Competency Model

**\$340 Value**



### Member-Exclusive Webinars

Gain CDUs, learn something new

**\$75 Value Each**

**..AND MUCH MORE! FOR MORE INFORMATION, GO TO [IIBA.ORG/MEMBERBENEFITS](https://iiba.org/memberbenefits).**

Visit [iiba.org/membership](https://iiba.org/membership)

## GET INVOLVED LOCALLY & GLOBALLY

As an IIBA Member, you have access to every IIBA Chapter in the world. Be part of a community of thousands of business analysis professionals worldwide with access to 120+ Chapters' worth of events, networking, volunteering, and professional development opportunities in every time zone and numerous languages. Connect with your local Chapter to learn how you can get involved today.

**120+**  
Chapters

**40+**  
Countries

**ONE COMMUNITY**



*IIBA connects me to the business analysis community. I have a place to ask questions while getting the opportunity to practice and grow my skills.*

- Jamie Champagne, IIBA Hawaii Chapter

Source

1. US Department of Labor

# CERTIFY YOUR FUTURE

IIBA competency-based certifications demonstrate you have the skills, knowledge and capabilities to deliver results. Members receive up to 40% off IIBA certifications.

CORE



## Entry Certificate in Business Analysis™

Professionals who hold **one or more** IIBA certifications earn **15% more**.<sup>1</sup>



## Certification of Capability in Business Analysis

Professionals who hold a CCBA earn **11% more** vs. non-certified professionals.<sup>1</sup>



## Certified Business Analysis Professional™

Professionals who hold a CBAP earn **25% more** vs. non-certified professionals.<sup>1</sup>



## Certification in Business Data Analytics™

Professionals who hold a CBDA earn **23% more** vs. non-certified professionals.<sup>1</sup>



## Agile Analysis Certification™

Professionals who hold an AAC earn **28% more** vs. non-certified professionals.<sup>1</sup>



## Certificate in Product Ownership Analysis™

Professionals who hold a CPOA earn **24% more** vs. non-certified professionals.<sup>1</sup>



## Certification in Cybersecurity Analysis™

Professionals who hold a CCA earn **19% more** vs. non-certified professionals.<sup>1</sup>

SPECIALTY

Get started at [iiba.org/certification](https://iiba.org/certification)

## CORPORATE PROGRAM

### Empower teams, create business impact

Forge a strong relationship with IIBA to help your team successfully drive business results. Attend Corporate Leader webinars, gain access to global corporate insights and engage with business analysis leaders.

Show your employees your commitment to their professional development. Give them access to a suite of professional resources to build your business analysis capabilities.

Employees who have access to professional development are **15% more engaged in their jobs** and perform at consistently high levels.<sup>2</sup>

Learn more at [iiba.org/membership/corporate-program](https://iiba.org/membership/corporate-program)

#### Sources

1. 2022 IIBA Global State of Business Analysis Report
2. <https://www.betterbuys.com/lms/professional-development-impact/>





# Business Data Analytics is a Game Changer

It's true; big data is changing the game. The use of Business Data Analytics practices led by business analysis professionals is significantly improving the success of analytic activities in high-performing organizations.

## DID YOU KNOW?

75%

&

80%

**OF EXECUTIVES BELIEVE THEIR ORGANIZATIONS NEED TO BE DATA-DRIVEN.**

**BELIEVE THEIR INDUSTRY WILL BE DISRUPTED IN THE NEXT TWO YEARS.**

**EXCELLENCE IN BDA PRACTICES HAD 3X ROI VERSUS LAGGARDS.**

3X ROI

2.8X

**HIGHER PROJECT FAILURE AMONG LAGGARDS WHEN BUSINESS ANALYSTS ARE NOT LEADING THE BDA PRACTICES.**

Learn more about the critical role business analysis plays in helping organizations become data-driven in IIBA's *Achieving More with Data: The Critical Role of Business Analysis in Becoming a Data-Driven Organization* research series.



Download key findings today at [IIBA.org/Global-Research](https://www.iiba.org/Global-Research)



**IIBA**  
GLOBAL RESEARCH



**For More Information Visit [IIBA.org](https://www.iiba.org)**

