



ACHIEVING MORE WITH DATA: THE CRITICAL ROLE OF BUSINESS ANALYSIS IN BECOMING A DATA-DRIVEN ORGANIZATION

PART C: DATA ANALYTICS SUMMARY REPORT

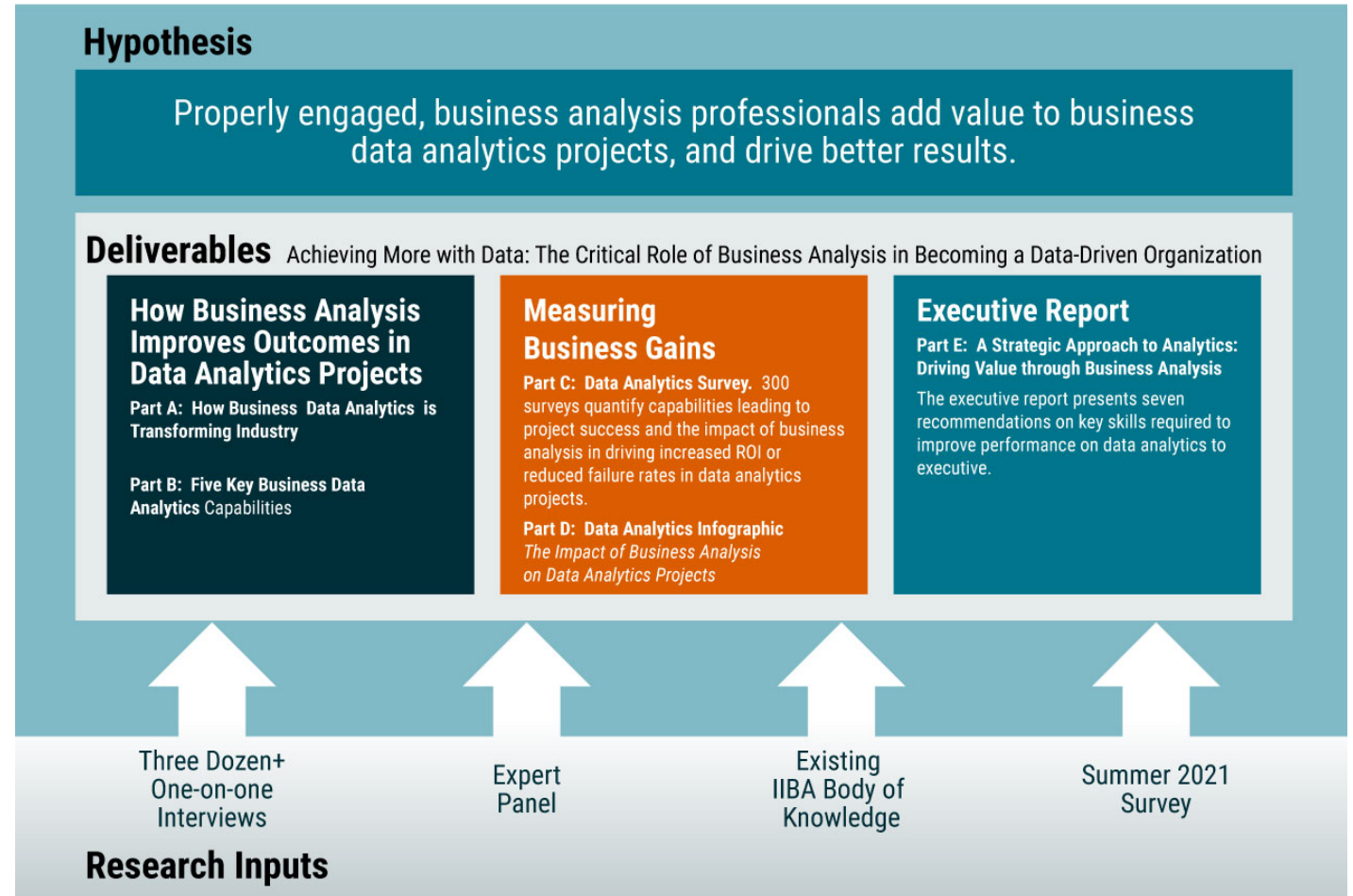


ABOUT THE RESEARCH

Achieving More with Data focuses on the forces at work, the current state of analytics, and quantifying the value of business analysis professionals in this domain. It is part of IIBA®'s Global Research Program for Corporate Leaders in 2021.

This is a companion piece to four other deliverables published in this series including the results of:

- Over three dozen interviews with corporate leaders, business consultancies, academia, and analytics technology firms
- An expert panel of data science thought leaders



Access the Research



Download Part A



Download Part B

BUSINESS DATA ANALYTICS IS A GAME CHANGER

High performers are using analytics to rewrite long-held rules of business and discover new and better ways to drive customer engagement. Others are trying to catch-up, while some are satisfied with the status quo.

IIBA Global Research

- In *Achieving More with Data, Part A*, IIBA discussed the drivers for analytics. This was followed by *Part B*, which discussed troubling concerns about companies rushing into business data analytics, putting solutions before problems, and lacking discipline around stakeholder engagement and goal clarity. Previously released, IIBA's *Guide to Business Data Analytics* described the essential practices of business analysis when it comes to business data analytics.
- To complement this research, IIBA conducted a business data analytics survey in the summer of 2021. Over 300 executives from various industries and geographies participated in the research. Our aim was to find out what makes high performers different. We looked at their use and approach to analytics, the drivers and challenges, as well as the activities that make or break a project. IIBA also explored the business analysis role, how involved business analysis professionals are in analytic initiatives, and the importance of business analysis professionals in the organization's business data analytics objectives.

METHODOLOGY AND SURVEY DEMOGRAPHICS

IIBA's survey was executed by an external survey management team with sampling randomly drawn from multiple panels of business professionals as provided by five separate panel sources. Our respondents were well distributed across various industries, with no one vertical accounting for more than 25% of the participants. Survey respondents reported a wide spectrum of spend on business data analytics in 2020. Participants were required to be involved or very familiar with their organizations' business data analytic initiatives.

- 300 respondents
- 47% represented the line of business
- 50 VP to C-level
- 70% are director-level and above
- All in companies with > 500 employees

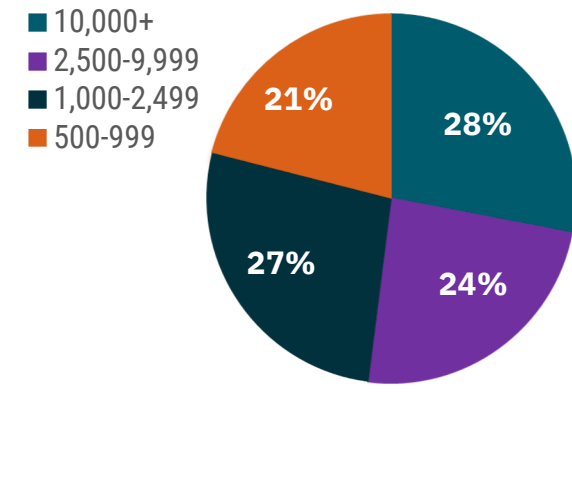
Professional Level

VP, EVP, C-level, Line of Business	17%
Director or Manager, Line of Business	30%
Director or Manager, IT	24%
Business Analysis Professional	13%
Analytics and Data Science Professional	12%
Other	4%

Industry



Company Size



DEFINITIONS USED IN THE RESEARCH

High Performers

High performers are a term used throughout the survey results analysis. These high performers are respondents that self-rated their company as best in class or exceeding peers and indicated a ROI of 50% or higher.

Laggards

Similar to high performers, laggards self-identified. These companies identified with being at par, lags behind, or lags far behind peers.

Average Performers Means Statistical Average of “ALL”

Any chart that indicates “ALL” or Average instead illustrates the simple average of all respondents.

BDA Practices

This research identified six important components that are critical for any organization striving to become data-driven. Five of these have been previously identified in IIBA's *Guide to Business Data Analytics*. The sixth component, although mentioned, provides an area requiring a more detailed future treatment. Throughout the survey results, we refer to these six components as “BDA Practices”.

BDA Practices Described in IIBA's *Guide to Business Data Analytics*

1. Properly identifying the business problem and opportunity to address with data analytic projects
2. Ensuring accurate, quality, and accessible data
3. Understanding, verifying and reporting result
4. Influence decision makers and drive action
5. Build a data culture, and trust in the data

BDA Practice Requiring More Detailed Future Treatment

6. Redesign of workflows to integrate analytics in business processes



| SUMMARY REPORT



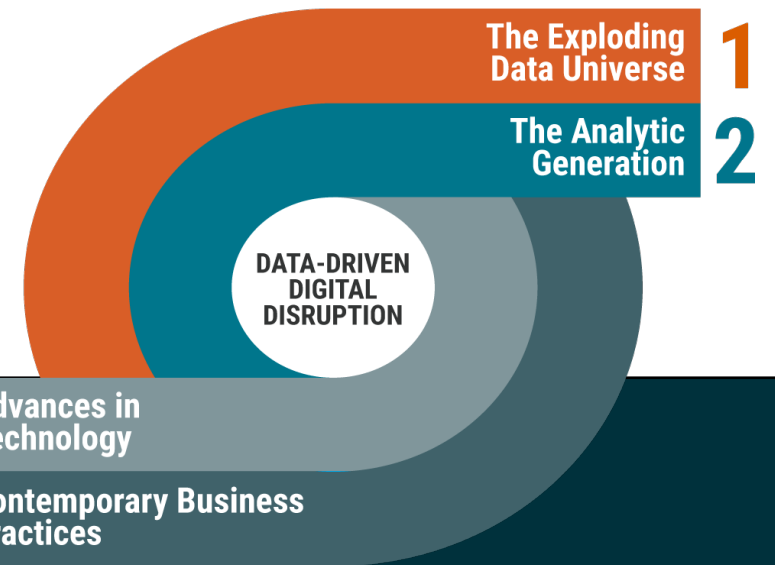
BEING A DATA-DRIVEN ORGANIZATION IS NOW IMPERATIVE



75%

of executives believe their organizations need to be data-driven.*

80% believe their industry will be disrupted in the next two years.*



DATA-DRIVEN ORGANIZATIONS HAVE A SIZEABLE COMPETITIVE ADVANTAGE TO PRODUCTIVITY, REVENUE GROWTH, AND BUSINESS AGILITY

65%

ROI on Business Data Analytics. That's 2X more than average and 3X over laggards.

5X

ROI on Business Data Analytics projects vs traditional technologies.

Companies are transforming to being data-driven with the average project coming in over 5X the ROI seen on typical IT initiatives while **top performers have an ROI over 2X higher than these average companies**. High performers have a 65% return on data analytics initiatives – that's over 3X the return of laggards, with spending both more strategically focused, and more weighted toward, advanced analytics.

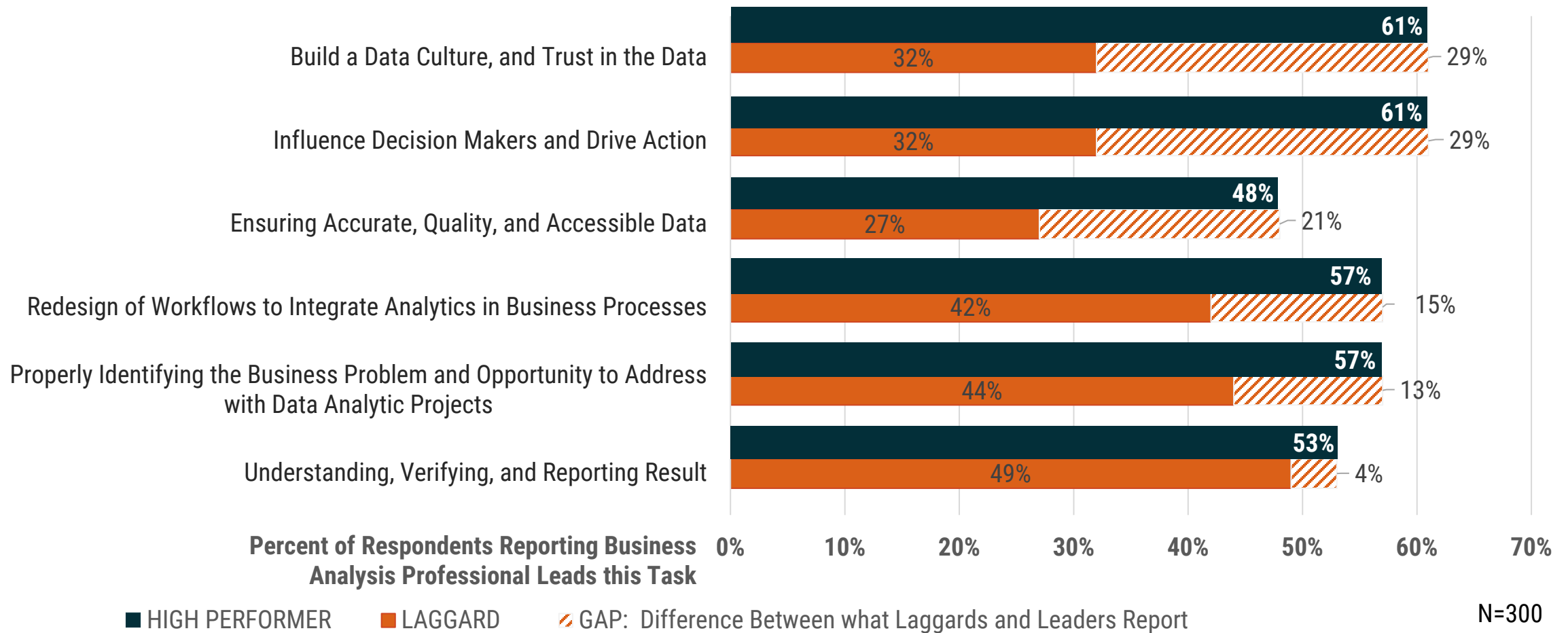
BUSINESS ANALYSIS IS ESSENTIAL TO A HIGH PERFORMING, DATA-DRIVEN ORGANIZATION

High performers use business analysis professionals more.

190% in areas essential to achieving a data-driven organization.

The use of business analysis professionals is almost doubled among high performers versus laggards. In two critical areas, **61% of high performers use business analysis professionals to “*build a data culture and trust in the data*” and “*influence decision makers and drive action.*”**

USE OF BUSINESS ANALYSIS PROFESSIONALS APPEARS TO DIFFERENTIATE THE HIGH PERFORMERS FROM LAGGARDS



PRACTICES WHERE THE BUSINESS ANALYSIS PROFESSIONAL PROVIDES LEADERSHIP WITHIN THE TEAM

**Leadership & Culture:
Build a Data Culture
& Trust in the Data**



**Properly Identify the Business
Problem by Identifying the Right
Questions to Answer**



**Ensure Accurate, Quality
and Accessible Data
and Governance**



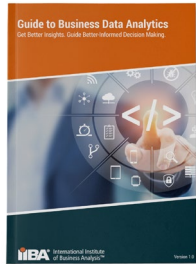
**Active Engagement
of the Business:
Influence Decision Makers
and Drive Action**



**Understanding, Verifying,
Reporting of Results and
Fostering of Data Literacy**



**Redesign Workflows to Integrate
Analytics into Business
Processes and Evolve
Enterprise Data Strategy**



**IIBA Guide to Business
Data Analytics Section**

How is this Done
2.1, 2.2, 2.3, 2.4, 2.5

2.1, 2.2

2.2, 2.3, 2.4

2.2, 2.3

2.5, 2.6

● *In these areas, high performers use business analysis professionals to lead in these BDA practices - **twice** as much as laggards*

Business analysis leads specialists to build trust, improve communication, add business context to the data and data sources, steward the executive focus on value, fosters data literacy, assists in developing the strategy of integrating analytics into the business, and drives the active engagement of the business. In the absence of this, neither data science nor technology team nor business are properly supported, as each does not have sufficient context of the other to get the nuance right and build trust in the data.

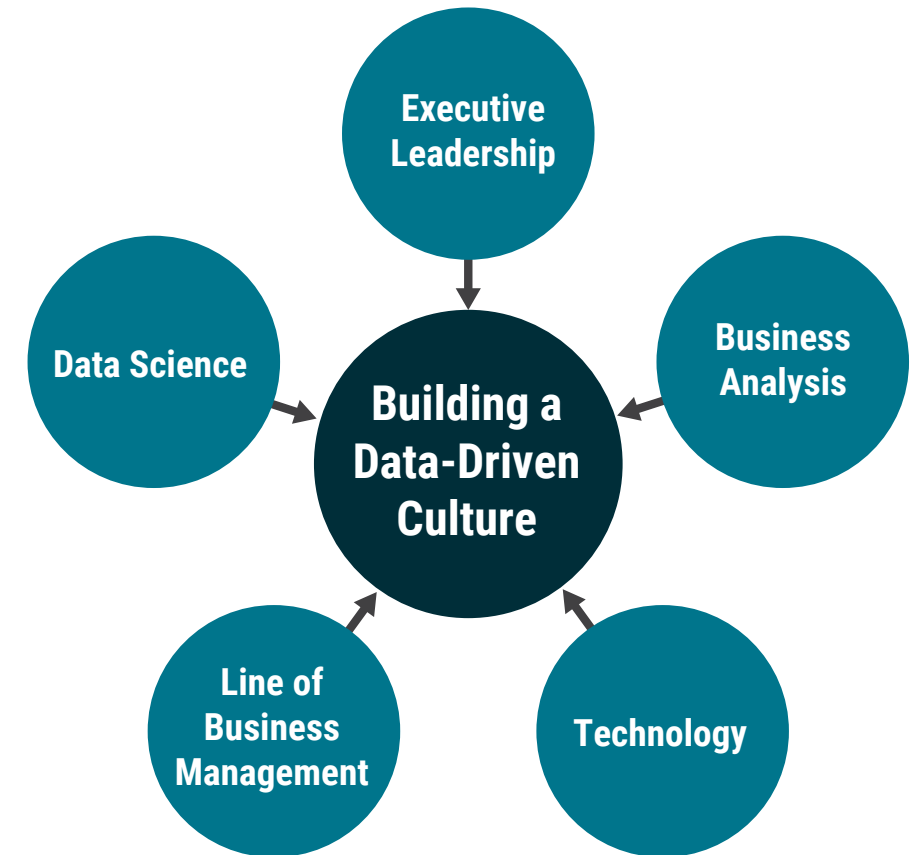
“The role is critical. Without it, you will quickly see your system spin out. You are going to generate outcomes [from the system] that aren't very valuable. A few years ago, we were going off the rails a bit, people weren't happy with the systems, the quality of the data wasn't good, they just weren't working that well. We shifted all the ways of work [and organized] and put a business analyst as part of team and accountable for output. Those moves were critical as part of this journey.”

Matt Gavin, Global VP Ethics and Compliance, InBev

“They are the guiding hand that fills in the gaps of knowledge for the data science group.”

Joe Dabat, Senior Director Development, Data and Architecture, Land O' Lakes

THE HIGH PERFORMER'S TEAM



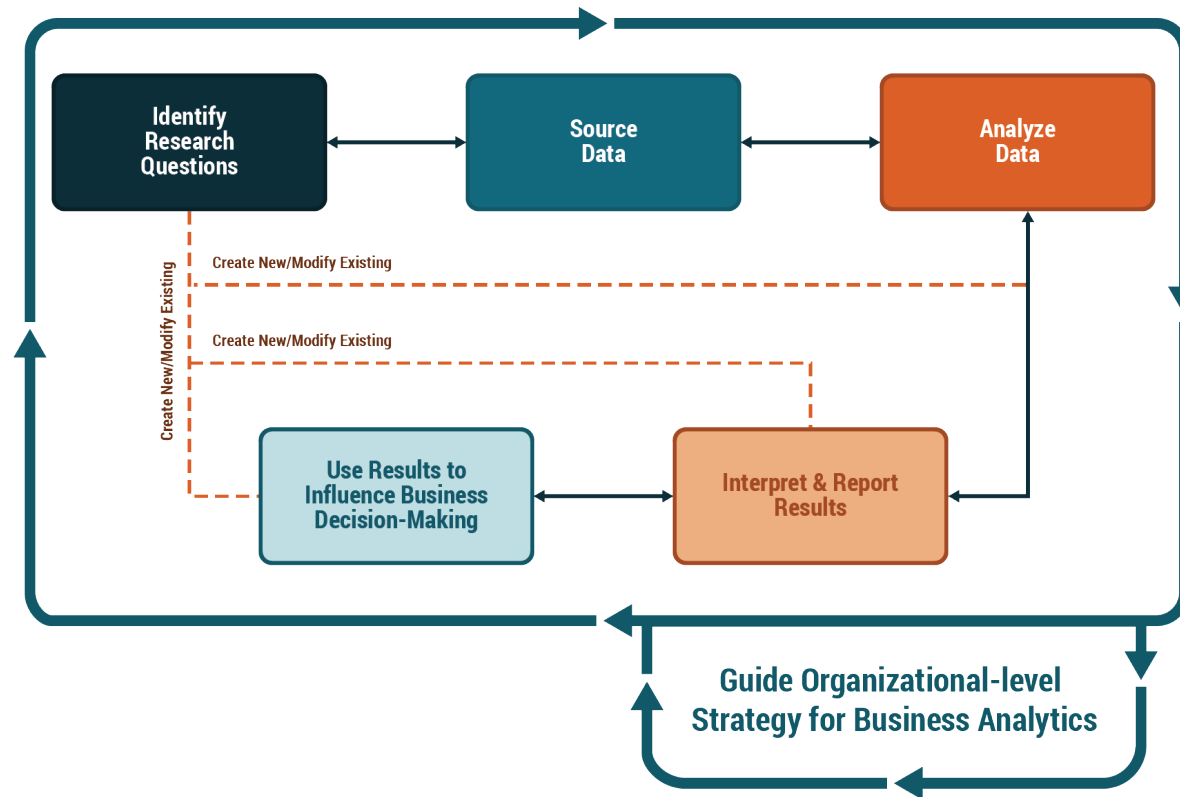
The high performer's team re-balances to make best use of the skills of equally important members of the team. The business analysis professional leads in the focusing of value and orchestration of change. The result is the development of a data culture and trust in the data.

Achieving More with Data



 **GUIDE TO BDA**

Closely following Business Data Analytics (BDA) practices and having business analysis professionals lead these steps lowers failure rates and improves the overall quality of analytic activities.



LAGGARDS EXPERIENCE HIGHER RATES OF FAILURE WITH BUSINESS DATA ANALYTICS PROJECTS

2.8X higher project failure among laggards when business analysis professionals are **NOT** leading key data analytics practices.

Business Data Analytics requires a very high degree of integration between the business, technology, and data science which does not happen in the absence business analysis professionals leading key data analytics practices.

ORGANIZATIONS USING BDA PRACTICES REALIZE GREATER ROI

3XROI with excellence in six of
the BDA practices.

High performers make more and better use of business analysis professionals to “Lead” in BDA practice as opposed to having another discipline do the activity versus laggards.

Becoming a High Performer

1. Team approach in the areas of BDA Practices as led and enabled by business analysis professionals.
2. Build competency and excellence in the execution of the BDA Practices.
3. Achieve deep integration of business analysis professionals into the business.
4. Augment the business analysis team with data science and technical skill.
5. Make business analysis capability maturity a priority.

THE HIGH PERFORMER DIFFERENCES

	Laggard Performer	Average Performer	High Performer
Reported ROI On Business Data Analytics	19%	30%	65%
How good are these companies at BDA Practices	4.8 out of 7	5.2 out of 7	6.1 out of 7
Percent of companies where a business analysis professional lead data and analytics initiatives	29%	40%	56%
Percent reporting a gap in supply of business analysis professionals versus demand for in the next 2 years	35%	41%	64%
Rank of demand increase for business analysis skill by 2023	11th	5th	1st

HIGH PERFORMERS HAVE MADE BUSINESS ANALYSIS CAPABILITY MATURITY A PRIORITY

93%

High performers are using business analysis professionals 93% more often.

2X

ROI realized for every 1% increase in Business Analysis application.

High performers see the importance of, and excel, at BDA practices with **systemic, standardized, and value-oriented deployment integrated into the business.**



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BUSINESS LEADERSHIP

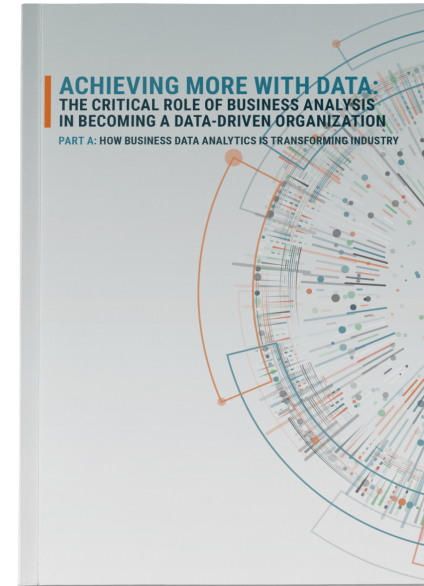


GLOBAL
CORPORATE
PROGRAM



As part of **IIBA's Global Research**, this research analyzes the forces shaping the use of data and analytics at companies and the strategies, including the use of Business Analysis Professionals, for transforming to a data-driven organization

The International Institute of Business Analysis™ (IIBA®) **Global Corporate Program** provides the support and resources organizations need to build business analysis capabilities and drive professional development and growth in support of your data-analytics initiatives.



Full report findings are available through IIBA's Global Corporate Program. Gain enterprise access to IIBA's Guide to Business Data Analytics when your organization joins the program.

Learn more at go.iiba.org/iiba-bda

THANK YOU

IIBA supports recognition of the business analysis profession, networking and community engagement, standards and resource development, and comprehensive certification programs.

For more information visit iiba.org

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