



The State of the (Business Analysis) Nation

Pip Hall and Stu Mullinger – May 2026



Where is Business Analysis today?

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Business
Analysis value
proposition

2

Business
Analysis in
practice

3

Our profession
and community



The Business Analysis value proposition

- Business Analysis services offered
- Making the case for Business Analysis
- Where Business Analysis has made a critical difference
- Impact / outcome measures (CSFs/KPIs)
- Misconceptions about Business Analysis
- What are BAs NOT doing?
- What factors drive priorities?



Business Analysis in practice

- Position within the organisation
- Managing BA resources
- Working with other functions and roles
- Practical challenges / barriers
- Implementing and sustaining solutions
- Tools and techniques
- Frameworks



Our profession and community

- Skills and competencies
- Job descriptions
- Learning opportunities
- Certification / qualification
- Career pathways
- Business Analysis professional brand
- Active community engagement



Thank you!

