The State of Business Analysis
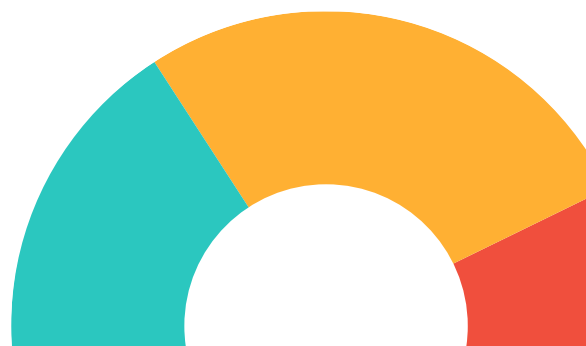# Ukraine 2020

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Block 1.
Portrait of Survey Participants

Respondents' Answers

300+ respondents from Ukraine
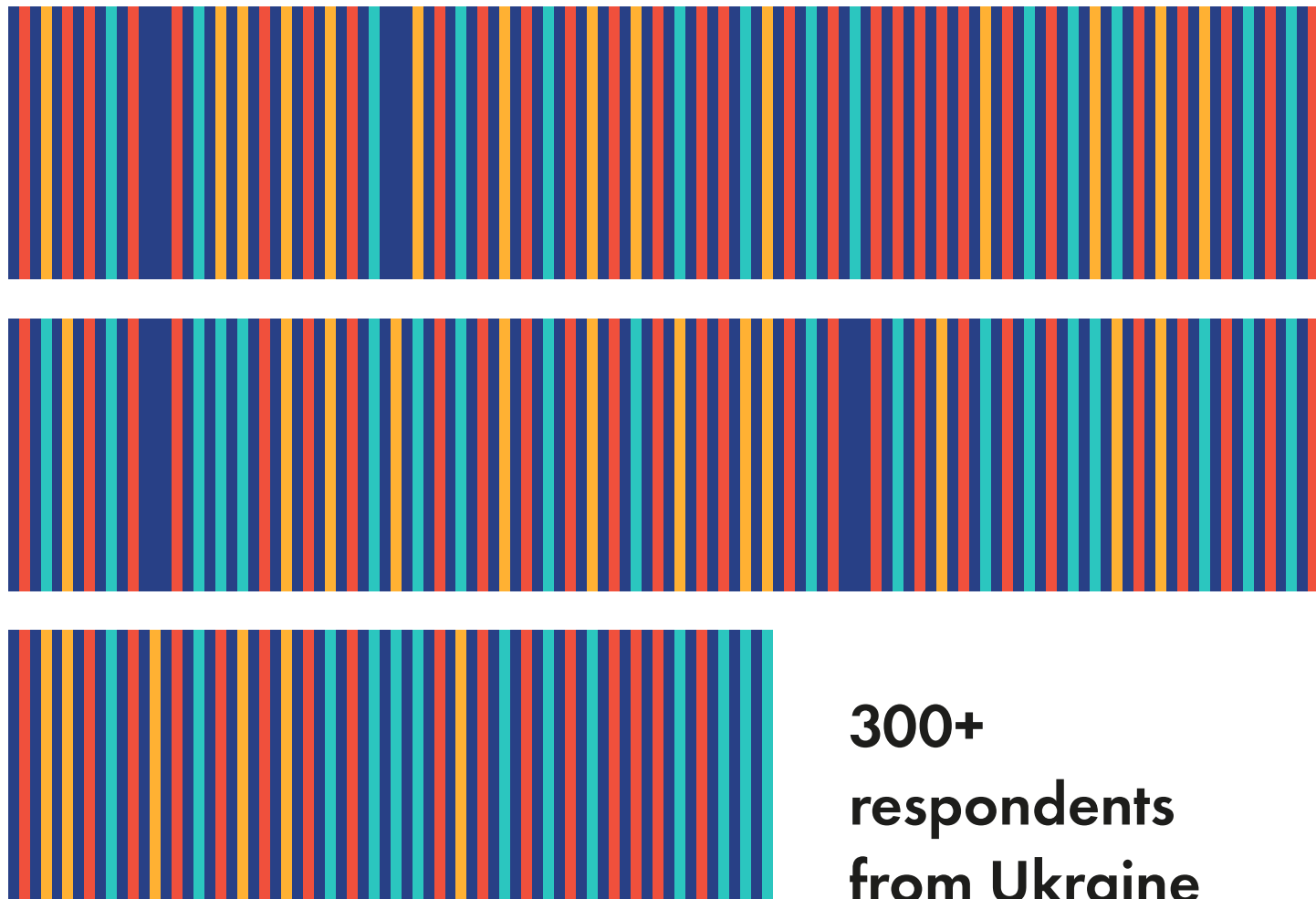
In 2020, Denys Gobov (Art of Business Analysis, DataArt) and Inna Huchenko (DataArt), with the support of DataArt and the IIBA Ukraine Chapter, conducted a survey on the topic "Research on the state of business analysis in Ukraine". The study involved 328 people who filled out a questionnaire. Four questionnaires were rejected due to contradictions in the answers given and other reasons.

Company Types

16.36%
Non-IT, In-house
development

16.36%
IT, Outstaff

18.21%
IT, Product Company
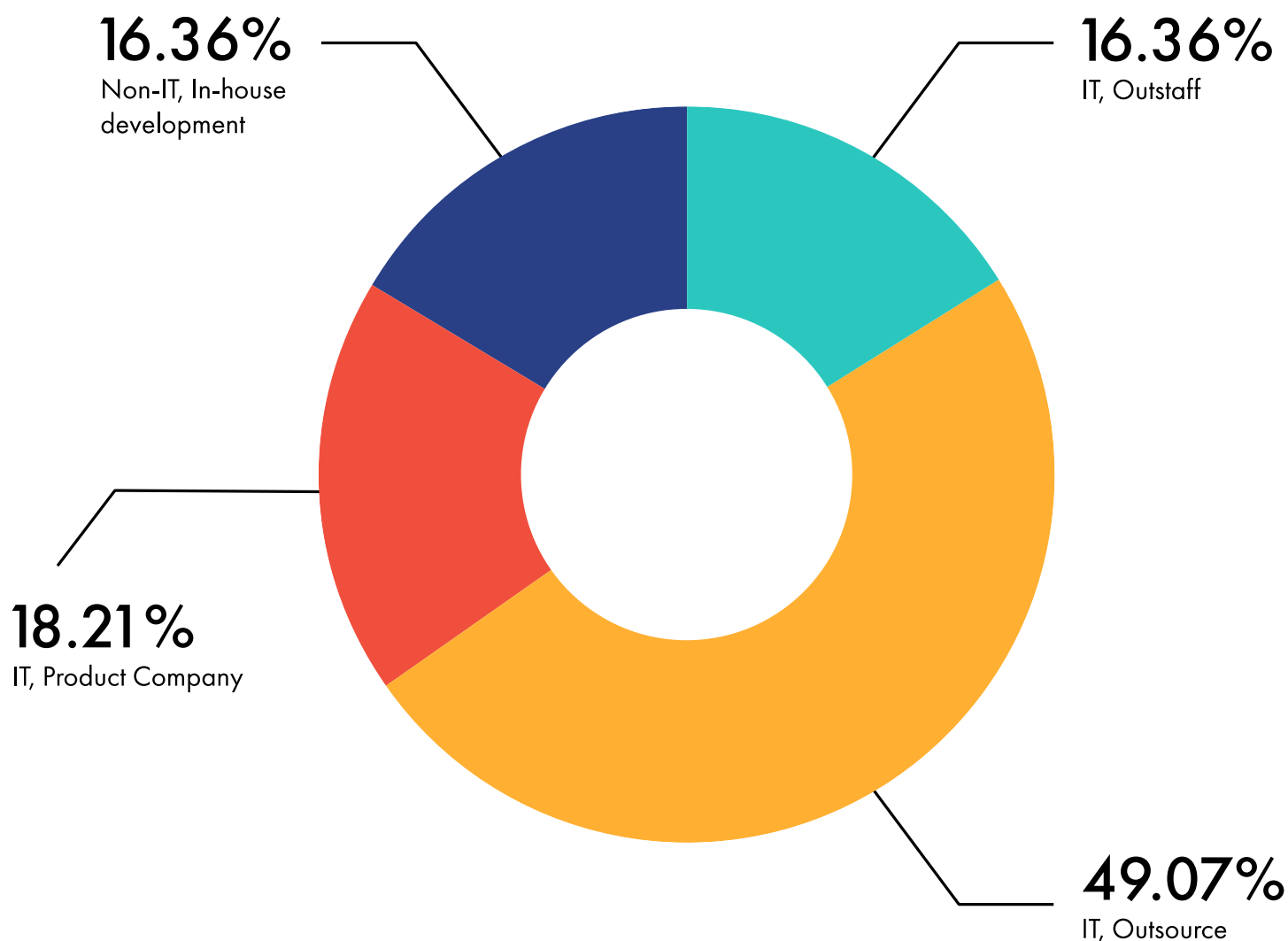
49.07%
IT, Outsource

Most of the survey participants (49.07 %) work in outsourcing, 18.21 % work in IT product companies, 16.36 % work in IT companies operating according to the outstaffing model, and another 16.36 % work in departments of non-IT companies.

Company Size

28.40%
Up to 200 specialists

52.16%
over 1,500 specialists

19.44%
201–1,500 specialists
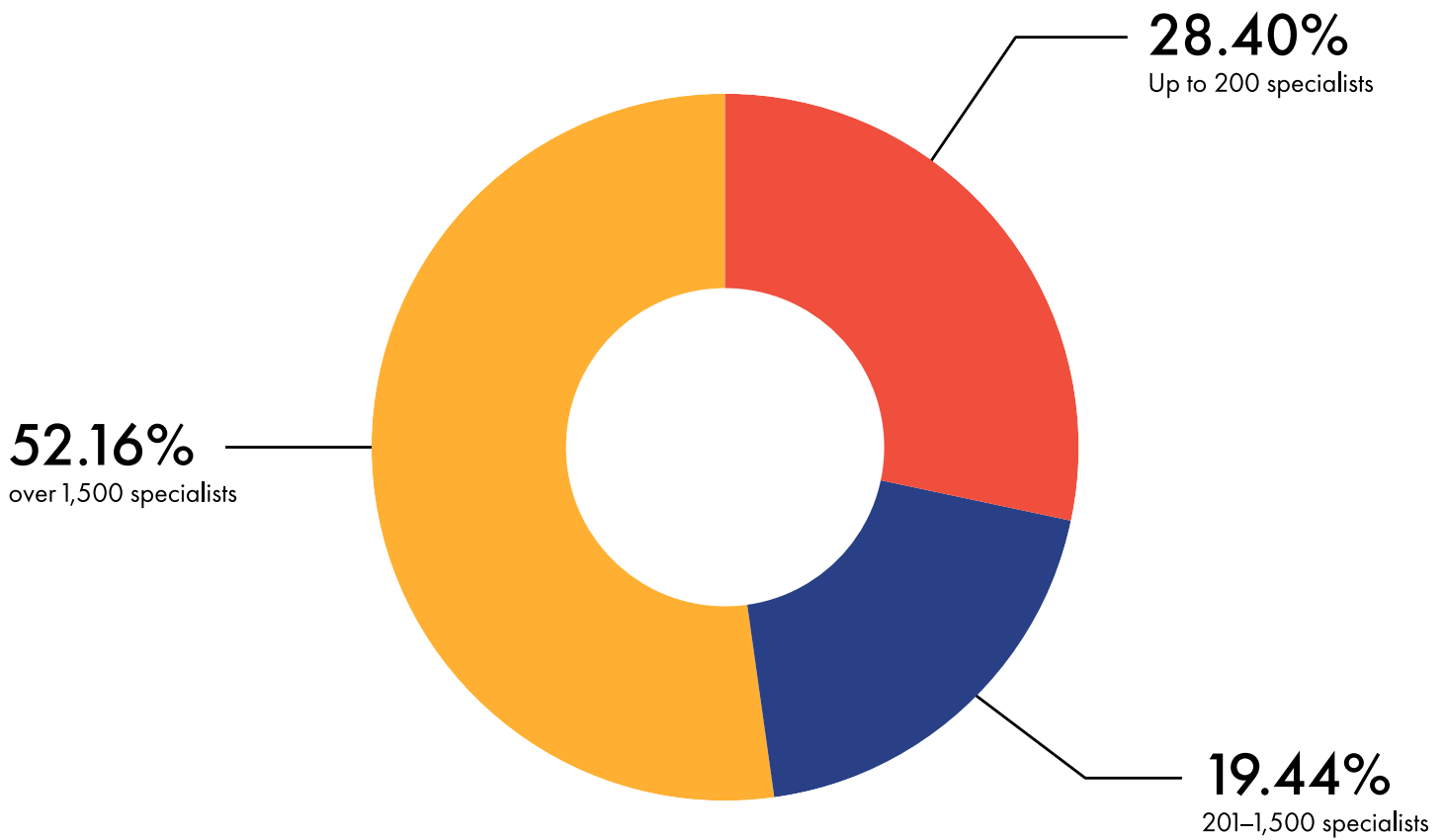
More than 50 % of respondents work in companies
with over 1,500 employees.

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Work Experience

15.74%
over 10 years

36.11%
Up to 3 years

25.26%
5–10 years

22.53%
3–5 years
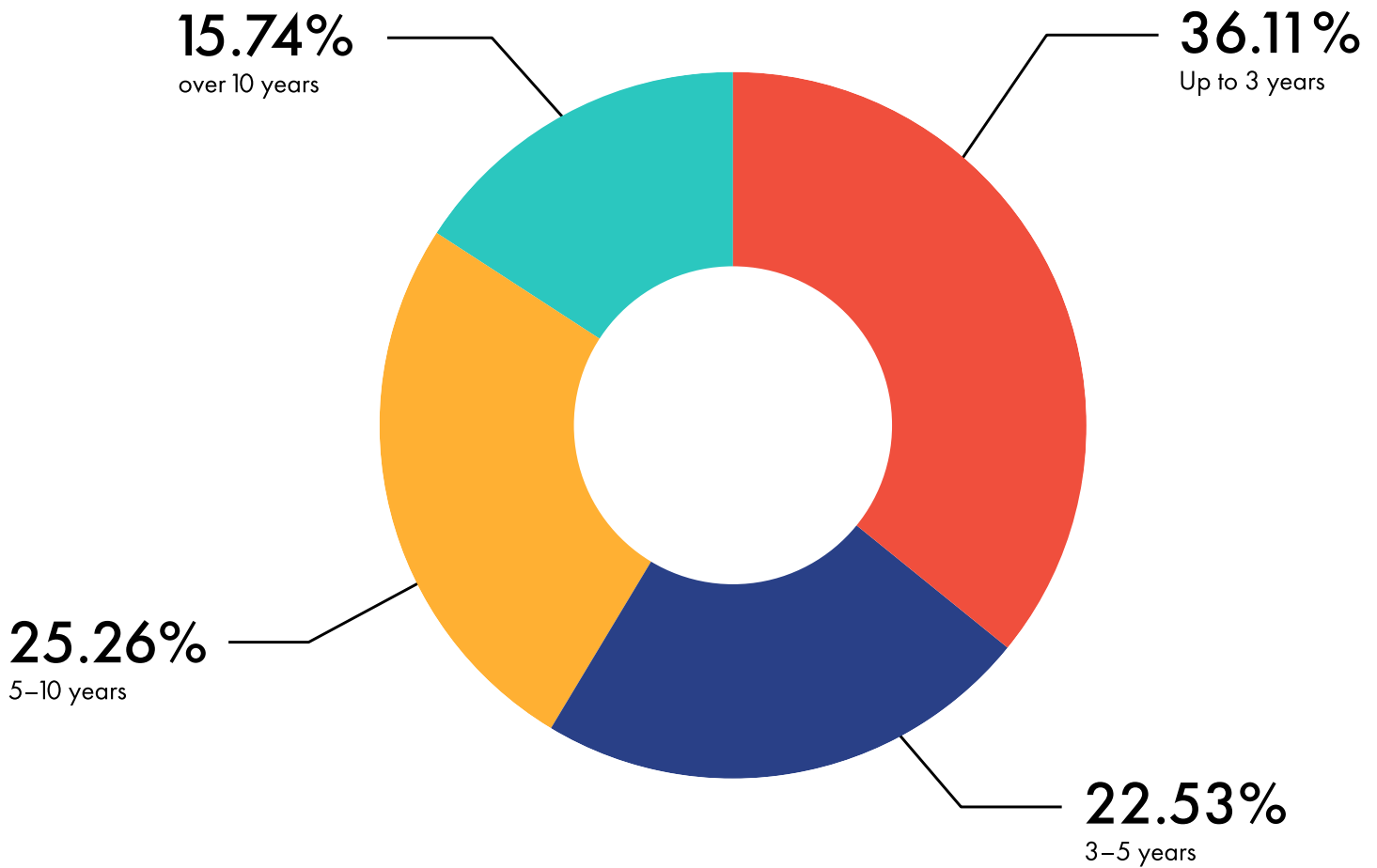
More than a third of survey participants have worked as a business analyst/
requirements engineer for less than 3 years. Nearly 16% of respondents have been
working as business analysts/requirements engineers for over 10 years.

Business Sector

36.42%
Other

23.46%
Finance/Banking

13.58%
E-commerce/Retail/FMCG

12.35%
Healthcare/Pharmaceuticals

8%
ERP

6.17%
Media,
Advertaising
& Entertainment
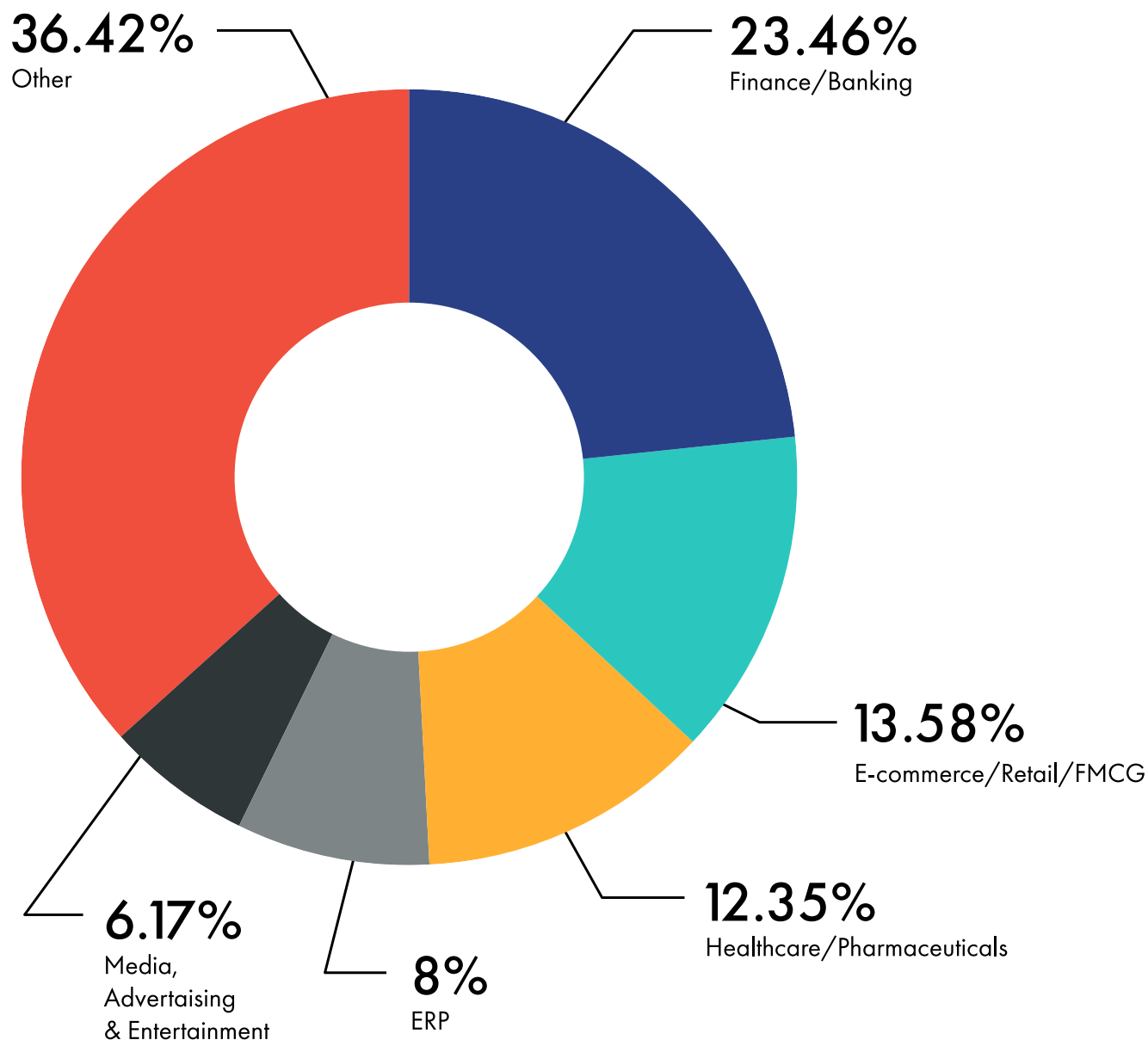
Almost a quarter of the survey participants work in the Financial/Banking industry, which is in line with the general statistics compiled by the IIBA (based on their results, 25 % of business analysts work in this sector). In second place is the domain of E-commerce and Retail — 13.58 %. The top five also includes Healthcare/Pharmaceuticals, ERP systems, and the sector of "Media, Advertising and Entertainment."

Team Size

12.96%
over 100 members

19.14%
30–100 members

41.05%
Up to 15 members

26.85%
15–30 members
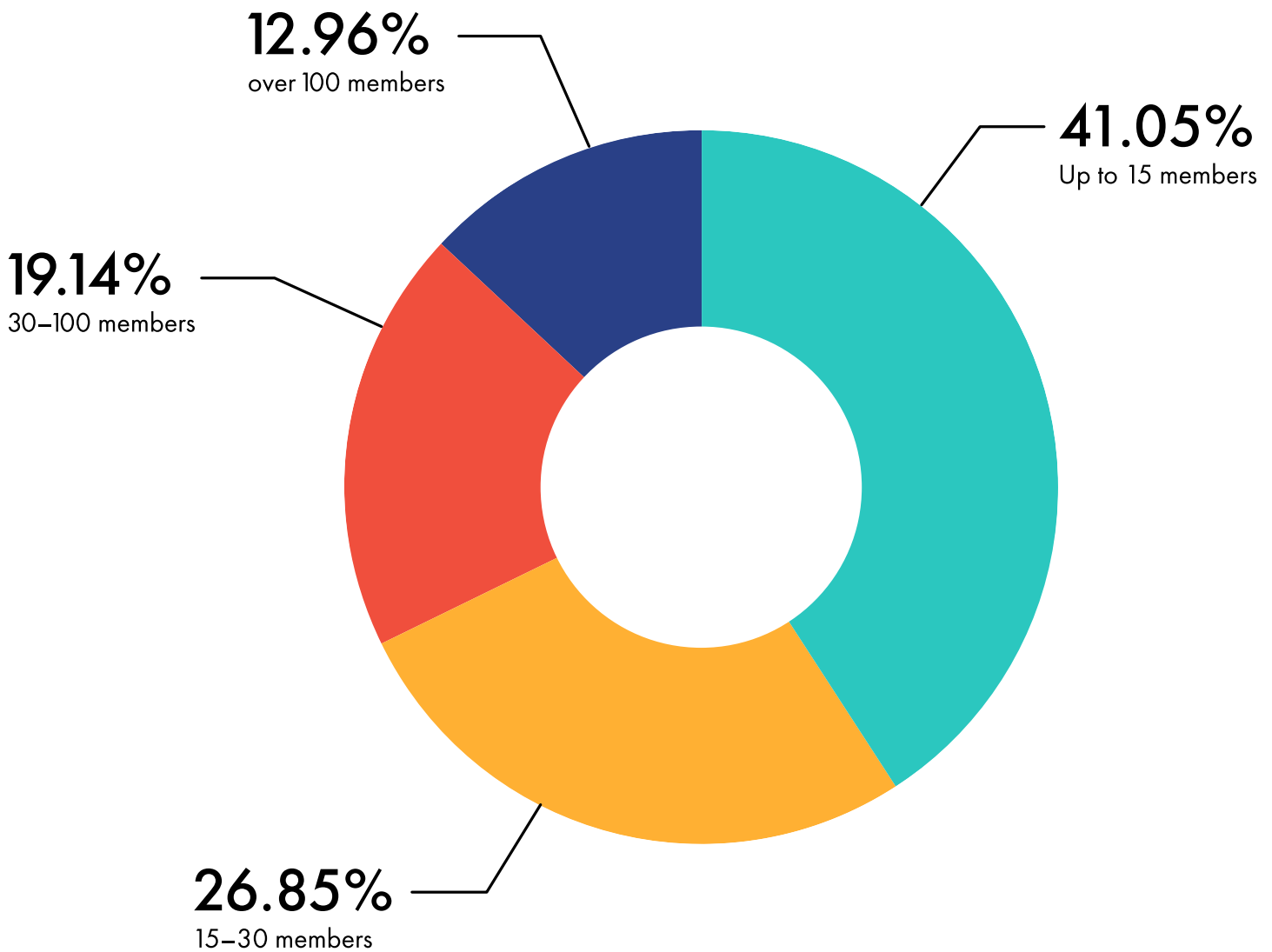
More than 40 % of respondents work in projects with a team of up to 15 people.
Almost 13 % work on projects with a team of more than 100 people.

Way of Working in a Project

14.81 %
Plan-driven

58.64%
Agile

26.54%
Hybrid
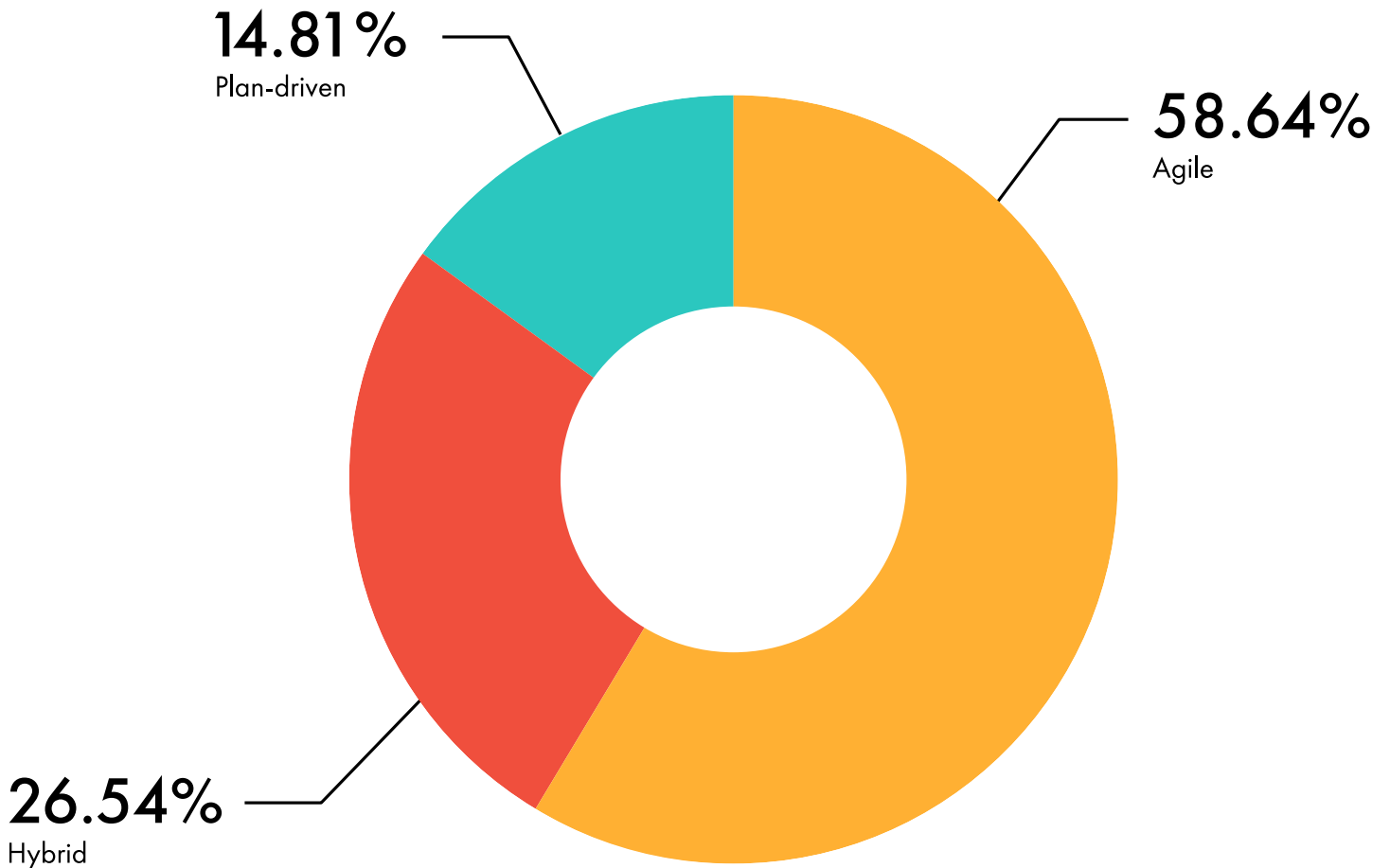
The vast majority (58.64 %) of respondents work on Agile projects.
Only 14.81 % work in the good old plan-driven approach (Waterfall, RUP, etc.).

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Certification

3%
CBAP+ another
certification(s)

4%
CBAP

6%
Others

87%
No certification
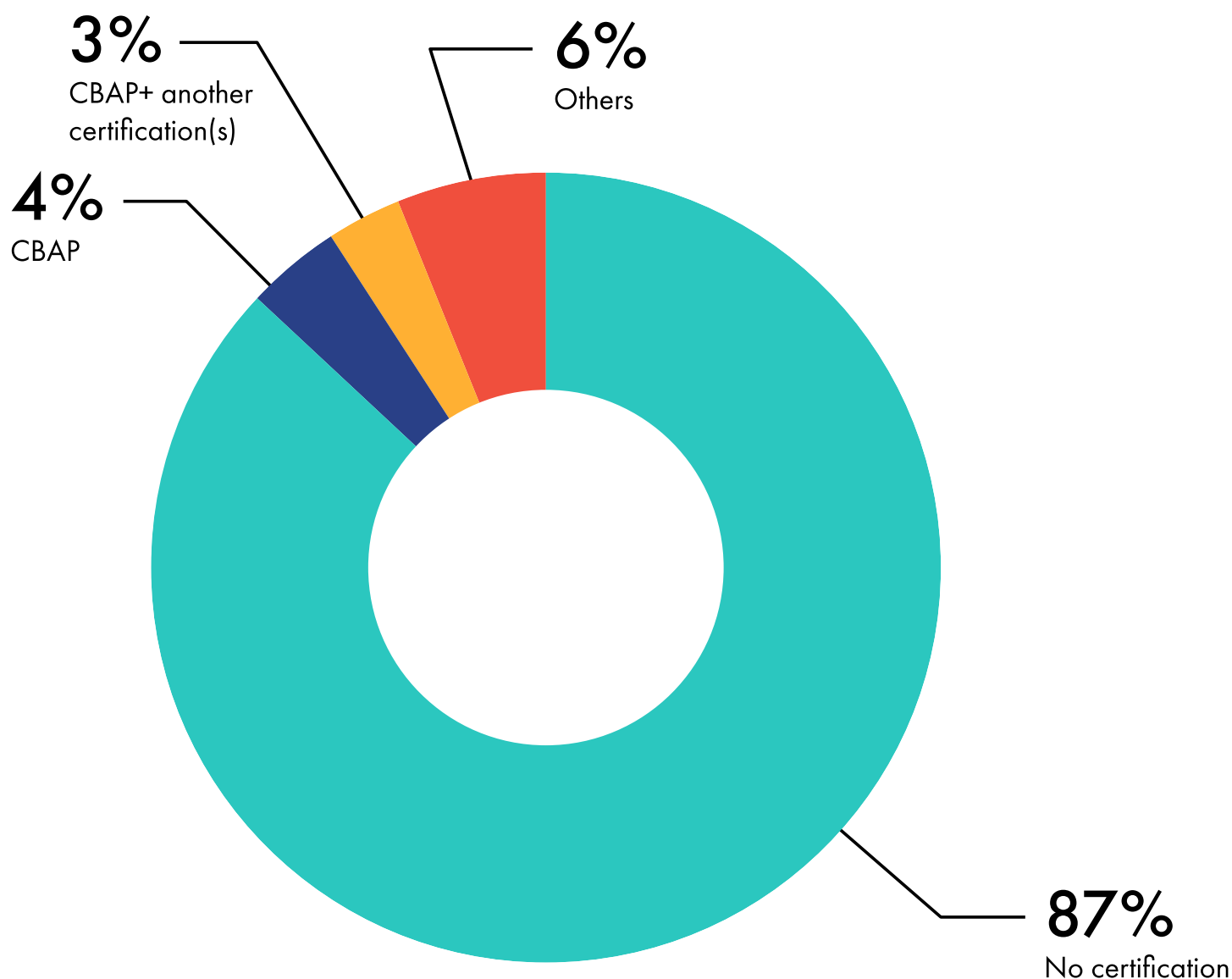
Professional certifications are still the exception rather than the rule. 87 % of respondents have not passed any certification, while 7 % passed the exam for CBAP from IIBA (of which 3 %,have one or more other certificates in addition to CBAP).

Block 2.
Requirements Elicitation

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Elicitation Technique

Interviews — 87%
Document analysis — 85%
Interface analysis — 71%
Brainstorming — 69%
Prototyping — 66%
Process analysis — 66%
Business rules analysis — 54%
Observations — 39%
Stakeholders list, map, personas — 33%
Workshops — 31%
Survey — 30%
Reuse database — 25%
Benchmarking — 24%
Data mining — 18%
Design thinking — 14%
Collaborative games — 2%
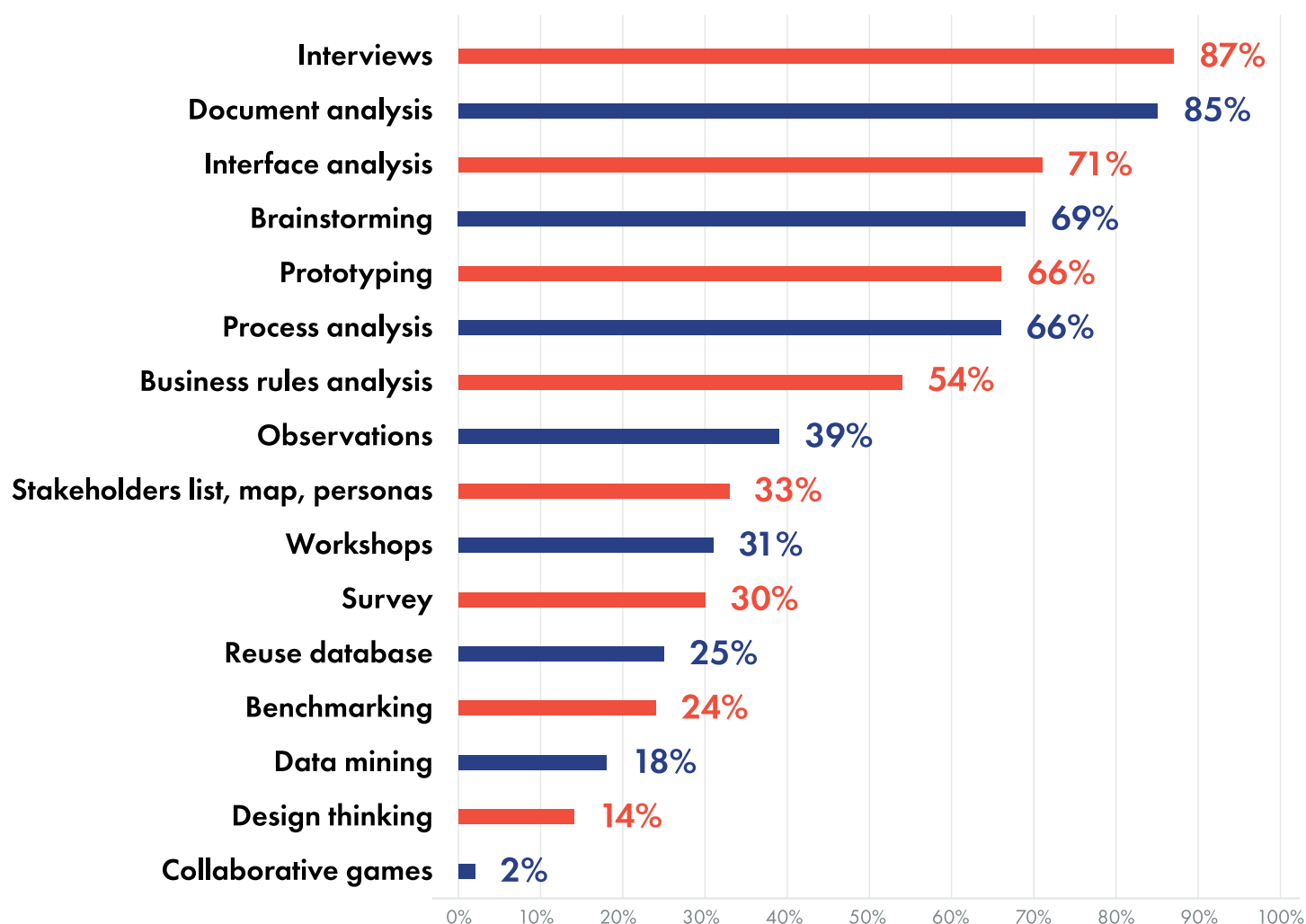
Interviews and document analysis are at the leading places among requirement elicitation techniques. Interface analysis, brainstorming, prototyping, and business process analysis are not far behind. When analyzing the dependencies between the context of the project and the use of techniques, statistically significant patterns were identified. For example, document analysis is more commonly used in outsourcing companies, while business process analysis is more commonly used in non-IT companies. You can find other patterns in this article.

Block 3.
Requirements Analysis

Specification and Modeling Techniques

Technique	Percentage
User stories	79%
Use cases	65%
Prototypes (low fidelity)	54%
Activity diagrams	54%
Business process models	52%
Acceptance and Evaluation criteria	50%
Roles and Permissions matrix	49%
Structured list of requirements/ Functional decomposition	48%
Sequence diagrams	45%
Use case diagrams	44%
Natural language/Informal (plain) text	43%
Data flow diagrams	39%
Prototypes (high fidelity)	36%
State machines	33%
User journey map/Flowchart	32%
Class/Entity relationship diagrams	32%
Data dictionary	23%
Business model canvas	12%
Goal models	1%

The most popular specification and modeling techniques are, as expected, User story (79 %) and Use case (65 %). The prototyping technique is very popular (54 %) as well. Among the modeling techniques, Activity diagram and Business process model are almost on par (54 % and 52 %, respectively).

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Using User Story and Use Case

13%
Not (Use case or User story)

87%
Use case or User story
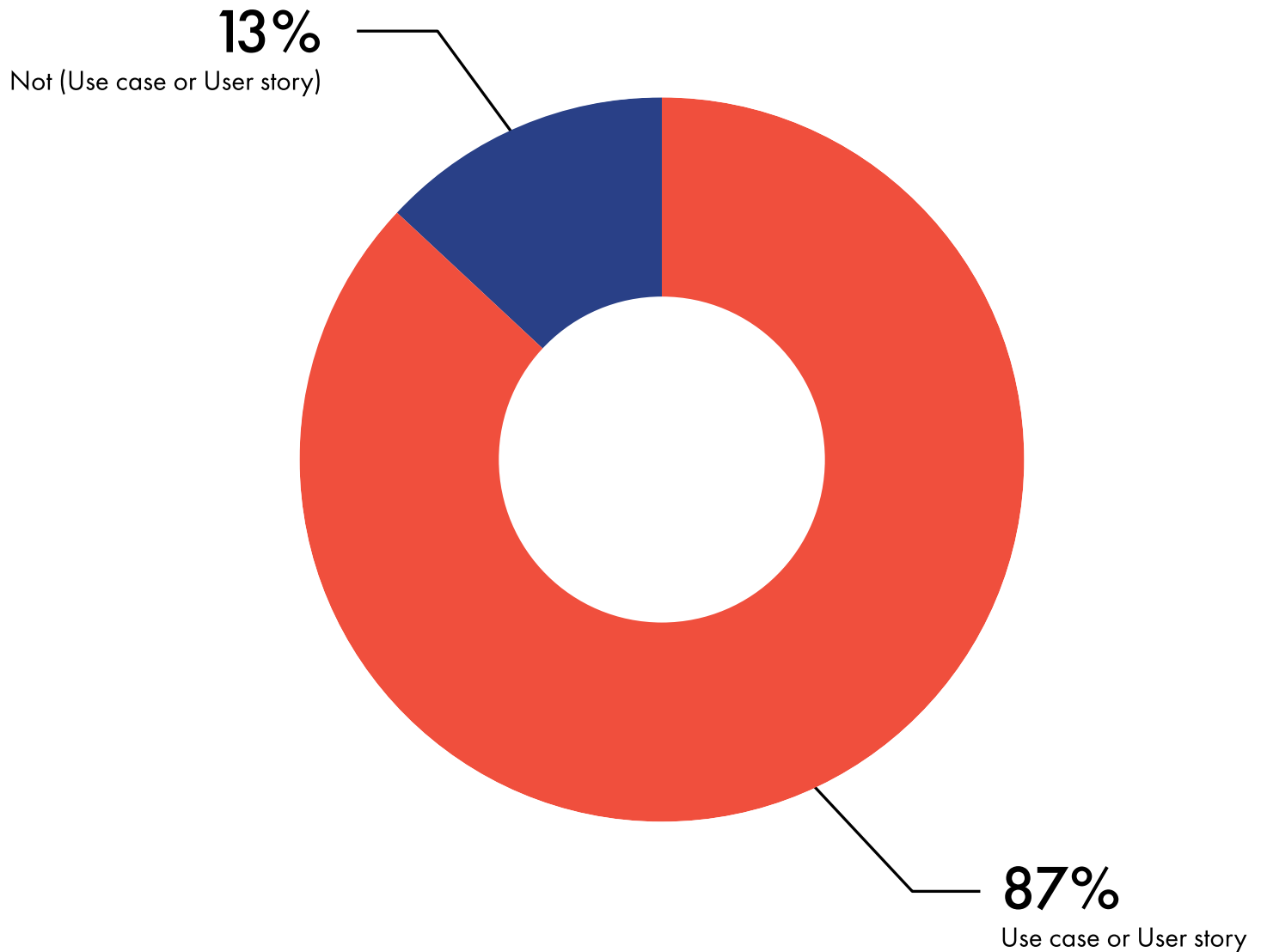
Only 13 % of respondents do not use either of the two most popular requirements specification techniques!

Business Analysis Document Contents

Category	Percentage
Functional requirements	69%
Business requirements	63%
Glossary	62%
Non-functional requirements	60%
User interface(s)	54%
Dependencies/Integrations	53%
Usage scenarios	52%
Assumptions	49%
Open questions	46%
Constraints	45%
Goals & objectives	43%
Data models	41%
Business rules	40%
Risks	37%
Background (rationale and context for the new solution decision)	35%
Problem statement	32%
Technical interfaces	25%
Stakeholders analysis (including target audience/personas)	22%
Success metrics (project/solution)	15%
Deployment specifics	13%
Cost-benefit analysis	8%

Which information do survey participants usually put as a separate section/subsection in their documents? The top five included functional requirements, business requirements, a glossary, non-functional requirements, and interface requirements. Unfortunately, on most projects, business analysts do not conduct a cost-benefit analysis (8 %), and also rarely record project/product success metrics (15 %).

Non-functional Requirements

Non-functional Requirement	Percentage
Usability	64%
Security	60%
Performance efficiency	57%
Regulatory compliance	42%
Reliability	36%
Maintainability	27%
Compatibility	24%
Safety	17%
Portability	15%
We do not specify the NFRs	9%
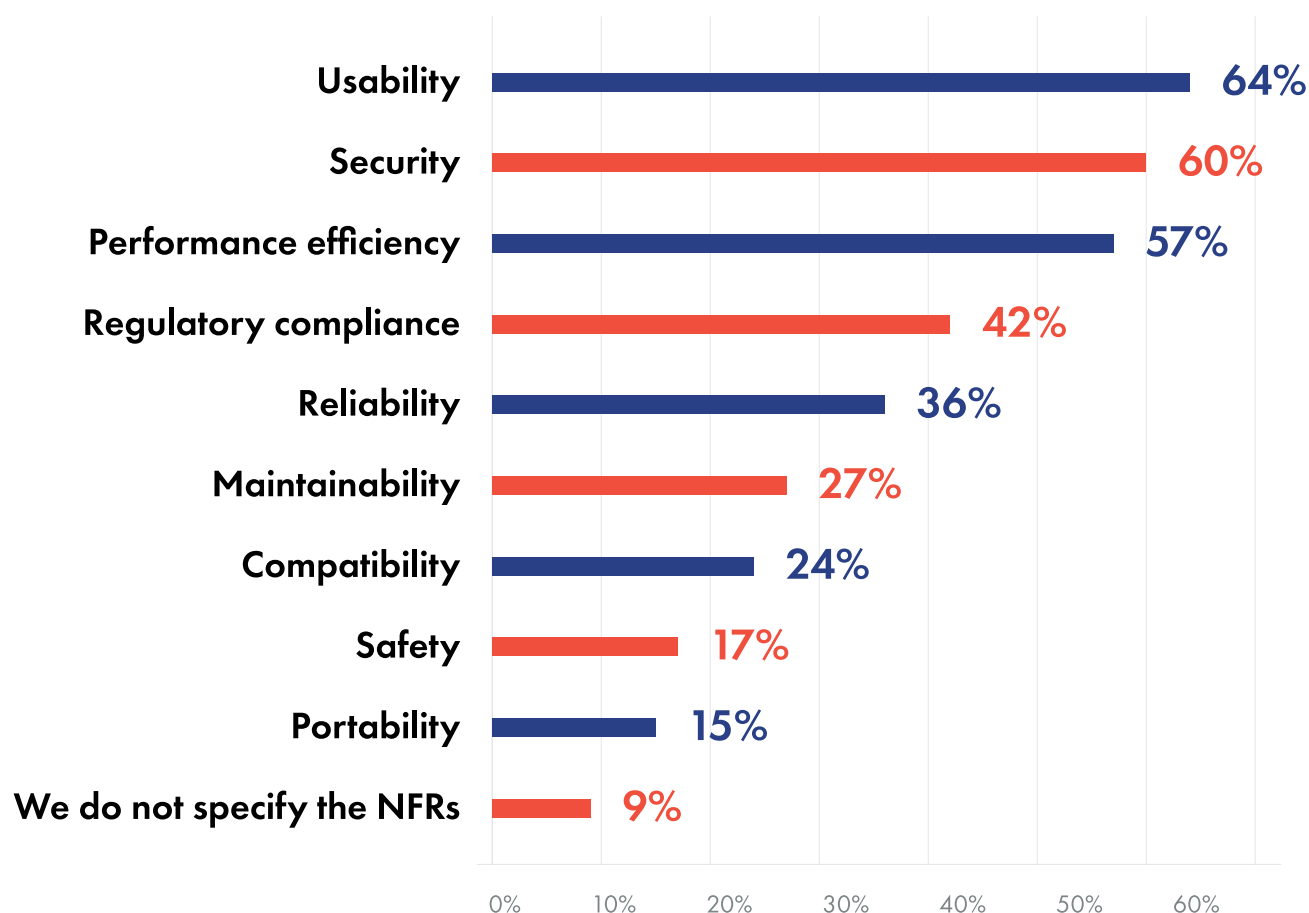
Non-functional requirements are talked about a lot, and are often asked about in interviews, but are not so often identified and documented in practice. Most often, the requirements for usability are fixed (there is a suspicion that here we are more likely talking about the requirements for the user interface). Second and third are safety and performance requirements.

Usage of Templates

37.04%
We do not use templates

50%
Company templates

8.33%
Own templates

4.63%
Standards
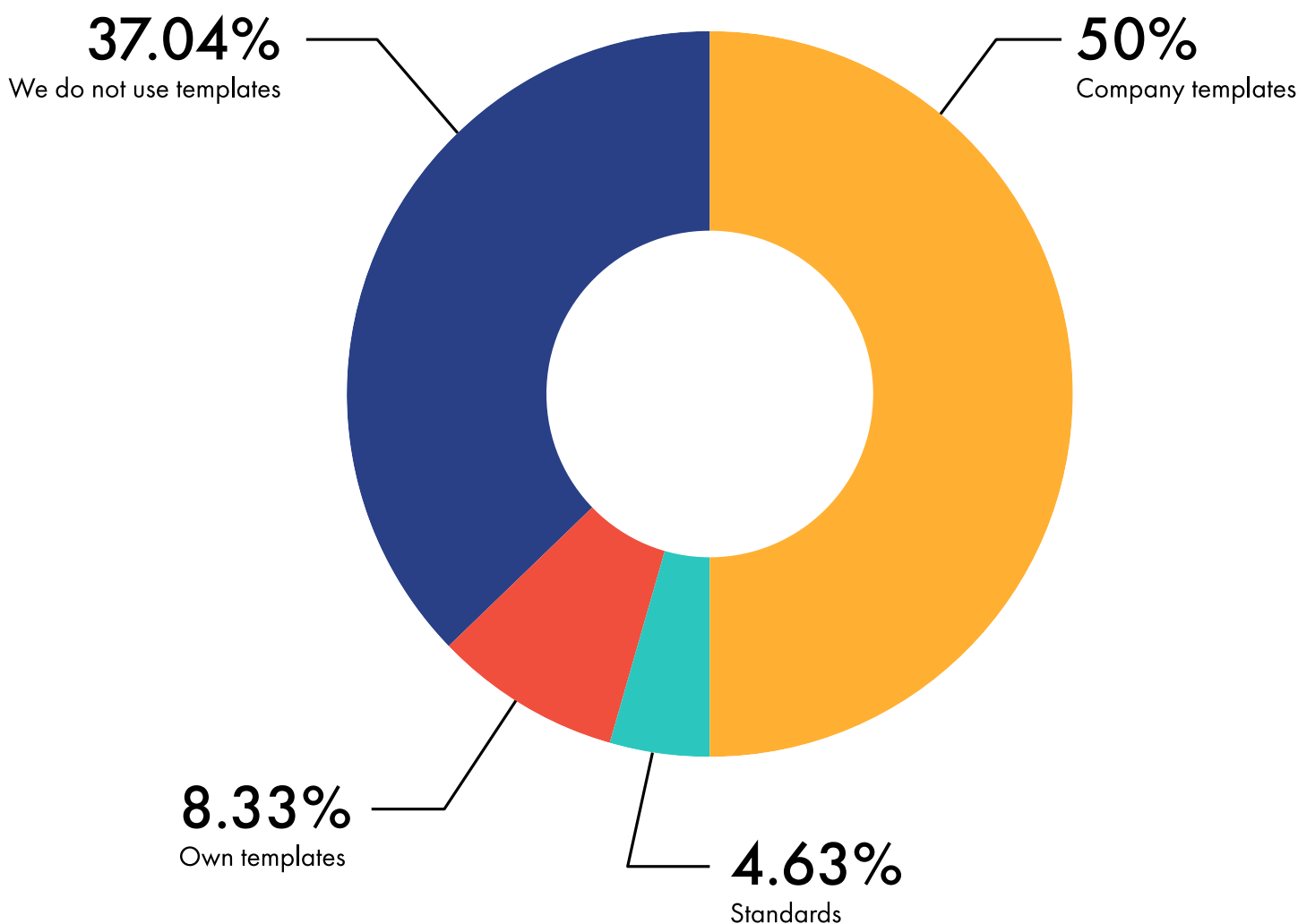
Templates for requirements specification. 50 % of the participants answered that they used templates developed and approved by the company. This may indicate that companies are trying to standardize and increase the maturity of their business analysis processes. About 37 % of respondents do not use templates. It should be noted that using templates is one of the ways to improve the quality of requirements (first of all, they provide completeness).

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Block 4.
Requirements Verification

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Approaches to Requirements Verification

Approach	Value
Review with dev team	79%
Self-review	77%
Internal peer review (another BA from the same project)	48%
Check list or Template	30%
Models/Modelling Notations (domain, business process model etc.)	21%
External peer review (another BA from another project)	12%
We do not verify the requirements	3%
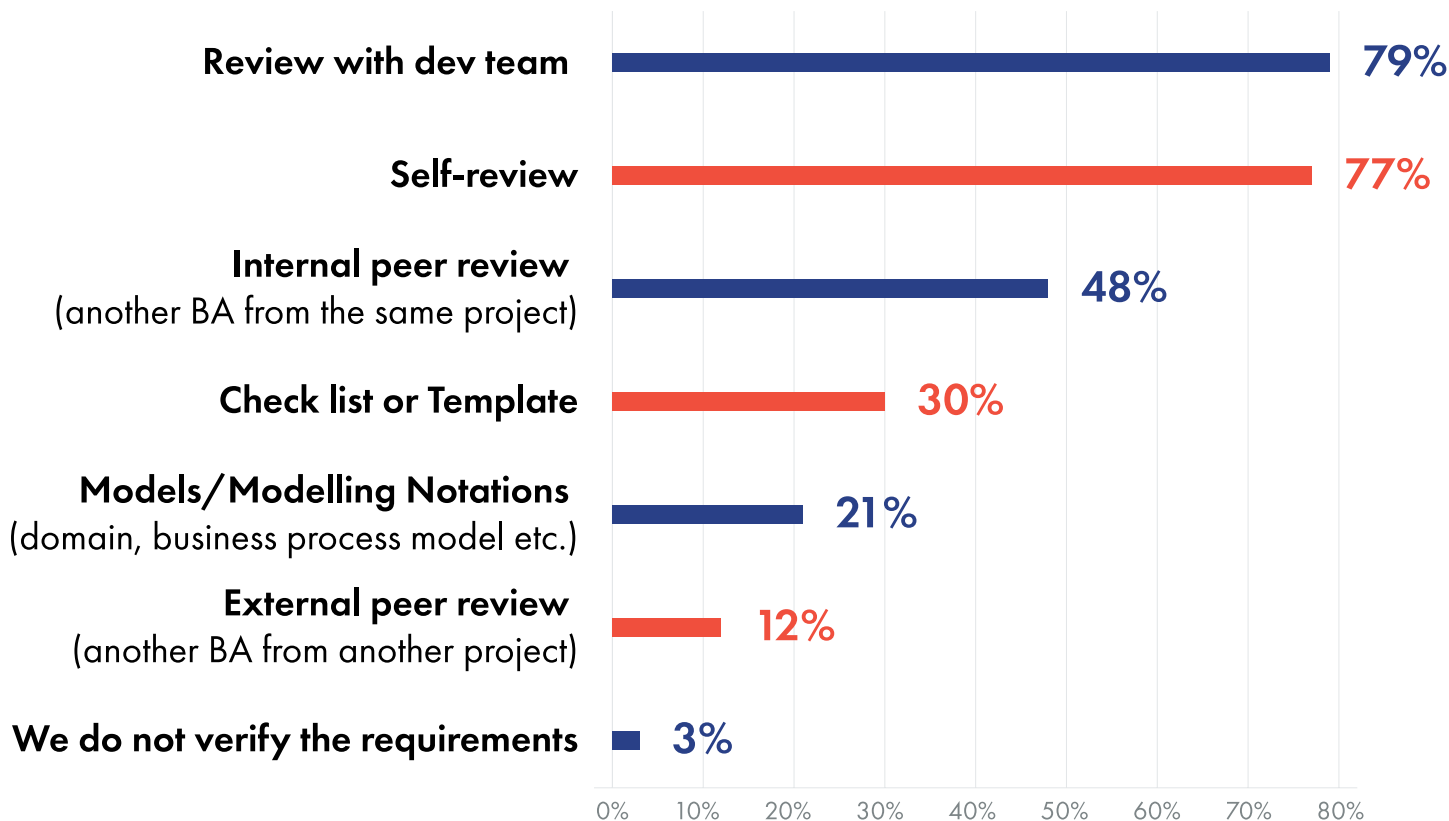
The most popular approaches for verification of requirements are review with the development team (79 %) and self-review (77 %). In third place is the involvement of a business analyst from the same project (internal peer review).

Most Challenging
Quality Characteristics of Requirements

Characteristic	Percentage
Complete	36%
Atomic	33%
Unambiguous	26%
Concise	21%
No problems	18%
Consistent	15%
Valuable	12%
Understandable	11%
Estimable	10%
Prioritized	10%
Negotiable	9%
Testable	7%
Feasible	6%
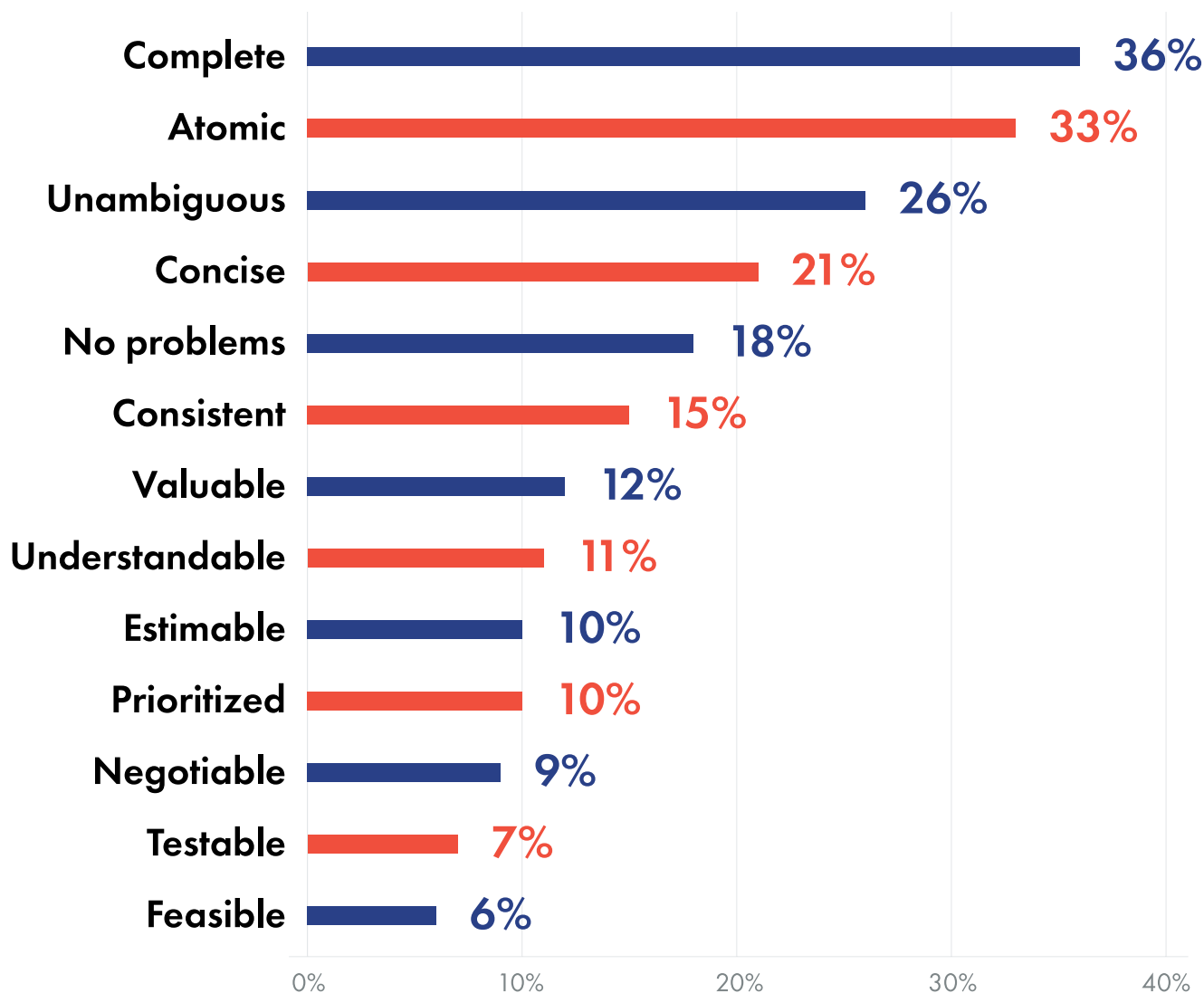
Only 18 % of respondents believe that they have no problems with the quality of requirements. The most problematic characteristics are the completeness and atomicity of the requirements. These were chosen by about a third of the survey participants. Unambiguity is in third place.

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Block 5.
Requirements Management

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Requirements Prioritization

Technique	Percentage
Dependencies analysis	49%
MoSCoW	45%
Efforts vs Value analysis	45%
Cost vs Value analysis	36%
Story mapping	24%
Voting/Priority poker	17%
Risk vs Value analysis	16%
Weighted Shortest Job First (WSJF)	10%
Wiegers' Method (benefit is divided by sum of cost and risks)	6%
Kano Analysis	4%
Other	3%
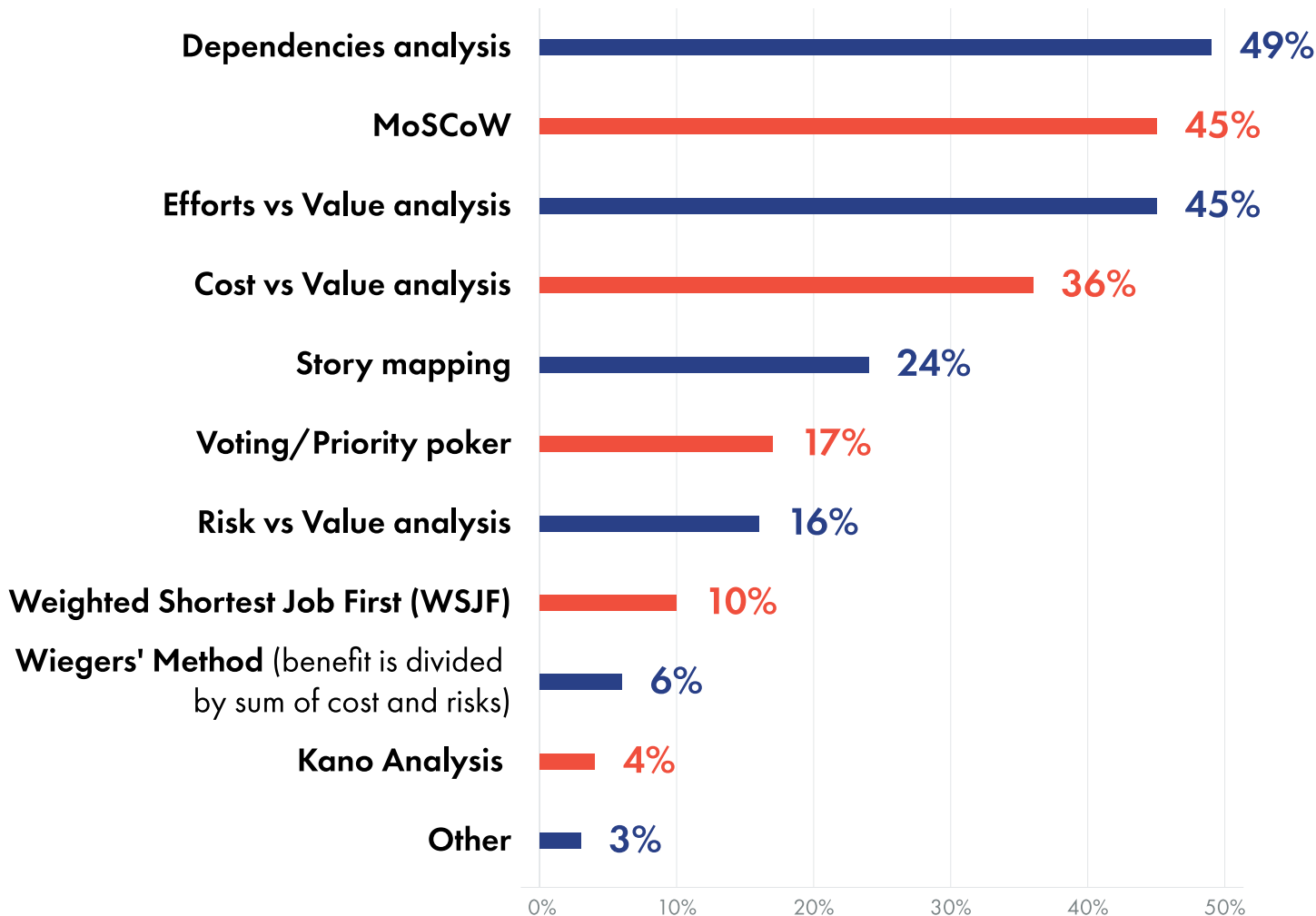
Top 3 prioritization approaches/techniques: dependencies analysis (49 %), MoSCoW (45 %), and Efforts vs Value analysis (45 %). It can be concluded that relatively simple prioritization methods are used in most cases.

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Tracing

Category	Percentage
Business requirements vs user requirements	46%
Solution requirements vs solution modules	44%
Business rules vs solution requirements	39%
Business requirements vs solution requirements (functional and non-functional)	37%
Solution requirements vs test cases	24%
User requirements vs solution requirements	17%
Solution requirements vs specification documents (document name, chapter etc.)	16%
We do not trace the requirements	11%
Solution requirements vs solution requirements	9%

Requirements traceability is a useful but expensive thing. Only 11 % of survey participants answered that they did not trace requirements. Most of the respondents trace business requirements to stakeholder requirements, and solution requirements are linked to solution modules. It can be noted that only 37 % of respondents support the relationship between business and solution requirements.

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Maintaining Requirements

3%
Other

19%
We do not update solution requirements specification once formally approved. We create separate document/backlog item for the change

47%
We update our requirements specification even after formal sign-off. Then we reiterate the sign-off (acceptance) procedure with respect to the changes

31%
We create separate document/backlog item and establish reciprocal links between the new and old document/item

Seventy-eight percent of respondents keep the documentation up to date either by updating and reapproving it (47 %) or linking the original document with a new one (31 %). This confirms the fact that in addition to task defining, business analysts are engaged in the creation of a knowledge base for projects/products.

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Block 6.
Attitude to Business Analysis within the Project

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Business Analysis Status within the Project

2%
Dissatisfied

13%
Rather dissatisfied

12%
Satisfied

25%
Neutral

48%
Rather satisfied
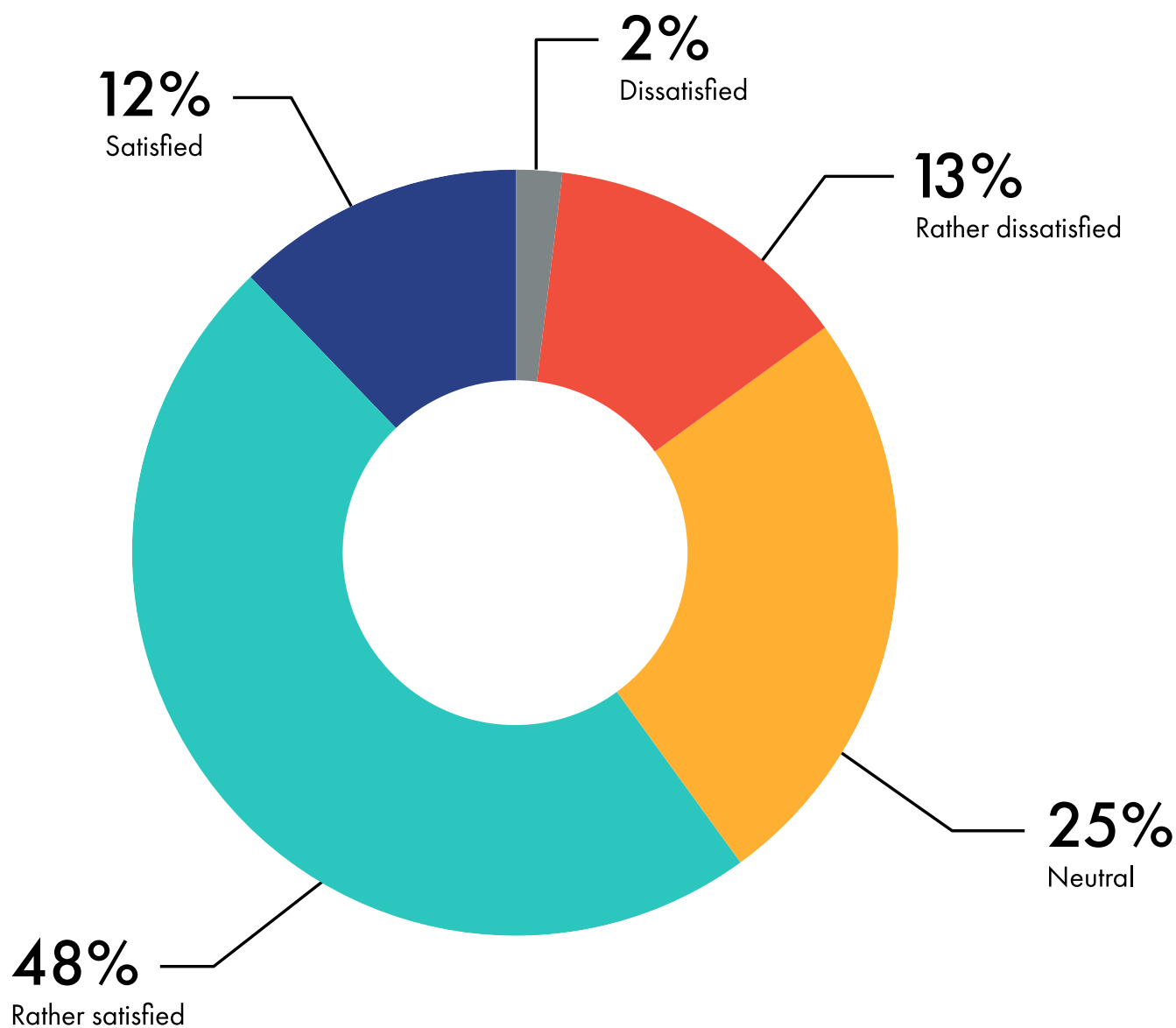
In general, business analysts are satisfied with the way business analysis is performed in their projects. Only 15 % of percent answered negatively to this question.

Main Reasons for Dissatisfaction

Reason	Percentage
Timeboxing	23%
No established BA approach in unit/company	20%
Problems with main stakeholders (including SME, PO) engagement/collaboration/approval processes (poor requirements validation)	17%
No or poor documentation	12%
Limited BA activities	9%
No BA/Limited ba experience/no ba mentor	8%
Often changes in requirements after approval	8%
No access to the end-users/target audience	7%
PO dictatorship	5%
Not professional project management, including ad-hoc SDLC process	5%
Missed goals/values	5%
Requirements ignorance by the dev team	4%
Bureaucracy/micromanagement and not only BA duties (+ QA)	4%
Requirements are not reviewed internally with PM/dev team before formal sign-off	3%
Poor internal communication (within project team)	3%
Low requirements quality	3%
Poor traceability	3%
Improvement suggestions are ignored by PO	3%
Gaps between expected and implemented features	3%
Other	3%

This question was open-ended (respondents were not offered a list of answer options). The main reasons for dissatisfaction include the limited time devoted to business analysis (23 %), a lack of an established business analysis approach in the company/ division (20 %), and problems in interaction with key stakeholders (17 %).

Main Reasons for Satisfaction

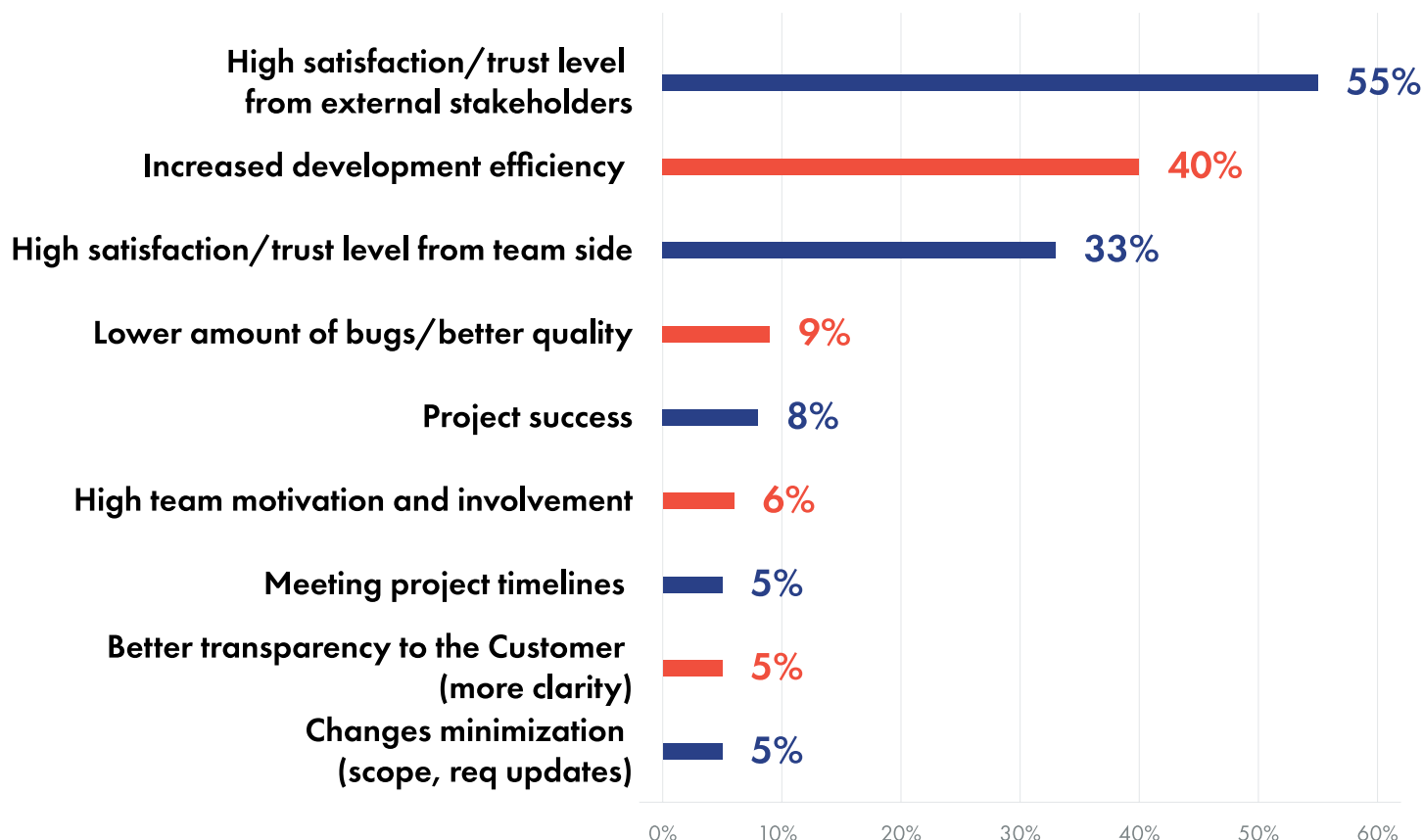| Reason	Percentage
Established BA process (approved, templates usage, best practices)	56%
High quality requirements	35%
Easy and constant communication with stakeholders (customer, PO, development team)	10%
Team is involved in requirements' verification process	10%
No delays in development because of requirements	5%
Clear scope of work	5%
Low level of requirements' changes	5%
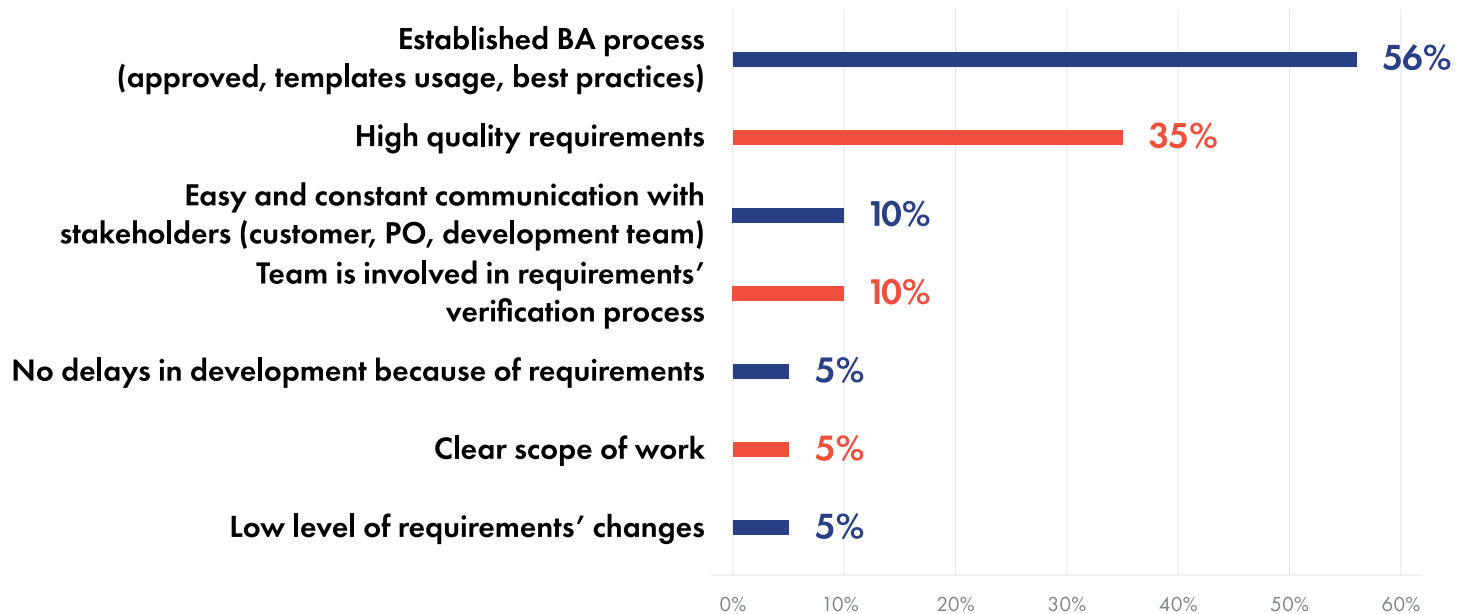
This question was open-ended. Among the main reasons for satisfaction, it is worth noting the established BA process (56 %) and high quality requirements (35 %).

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Positive Effect of Satisfactory Business Analysis

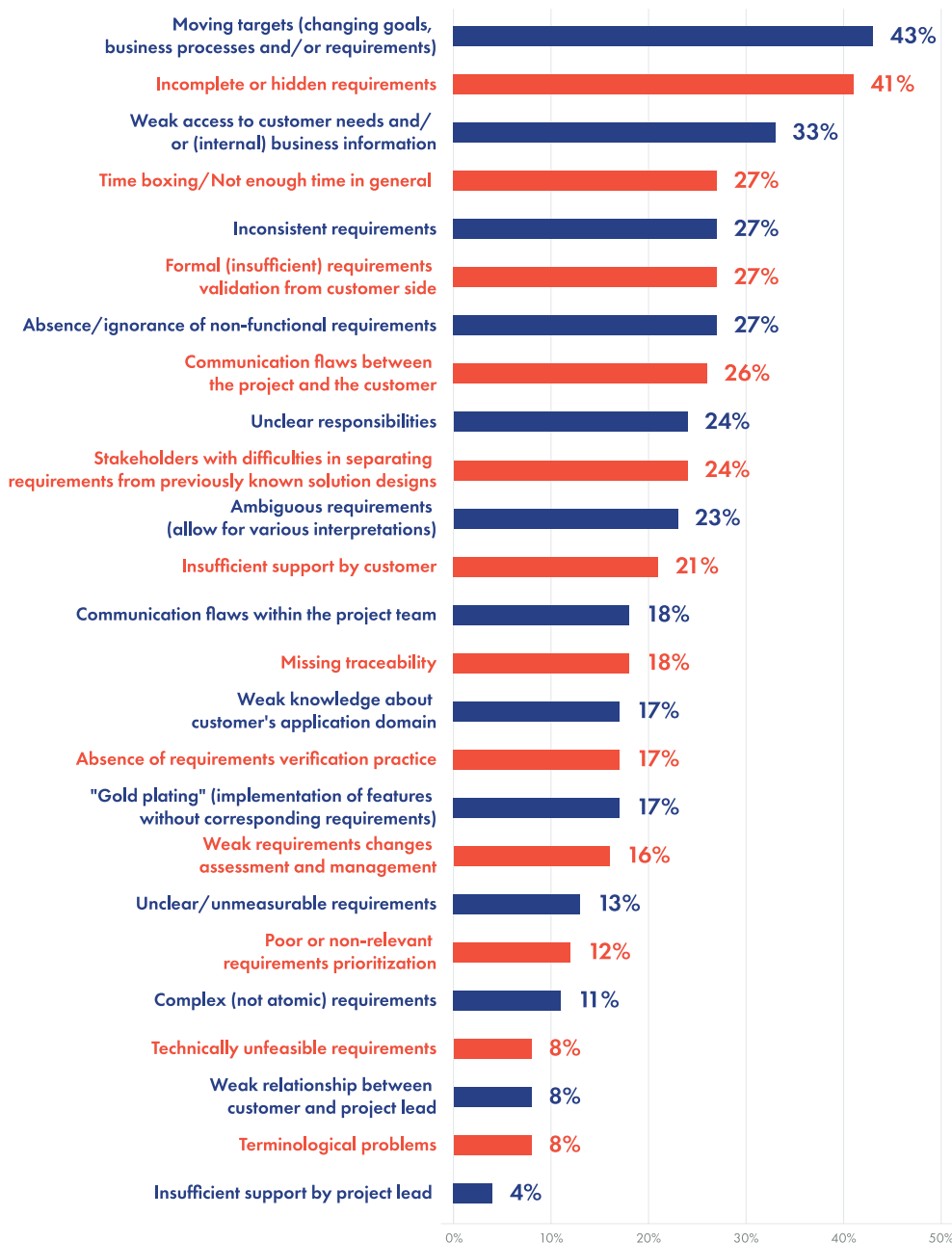| Category	Value
High satisfaction/trust level from external stakeholders	55%
Increased development efficiency	40%
High satisfaction/trust level from team side	33%
Lower amount of bugs/better quality	9%
Project success	8%
High team motivation and involvement	6%
Meeting project timelines	5%
Better transparency to the Customer (more clarity)	5%
Changes minimization (scope, req updates)	5%

This question was open-ended. Among the consequences of a satisfactory state of business analysis on the project, participants highlighted a high level of satisfaction/ trust from external stakeholders (55 %), an increase in the efficiency of the team's work (40 %), and a high level of satisfaction from the team (33 %).
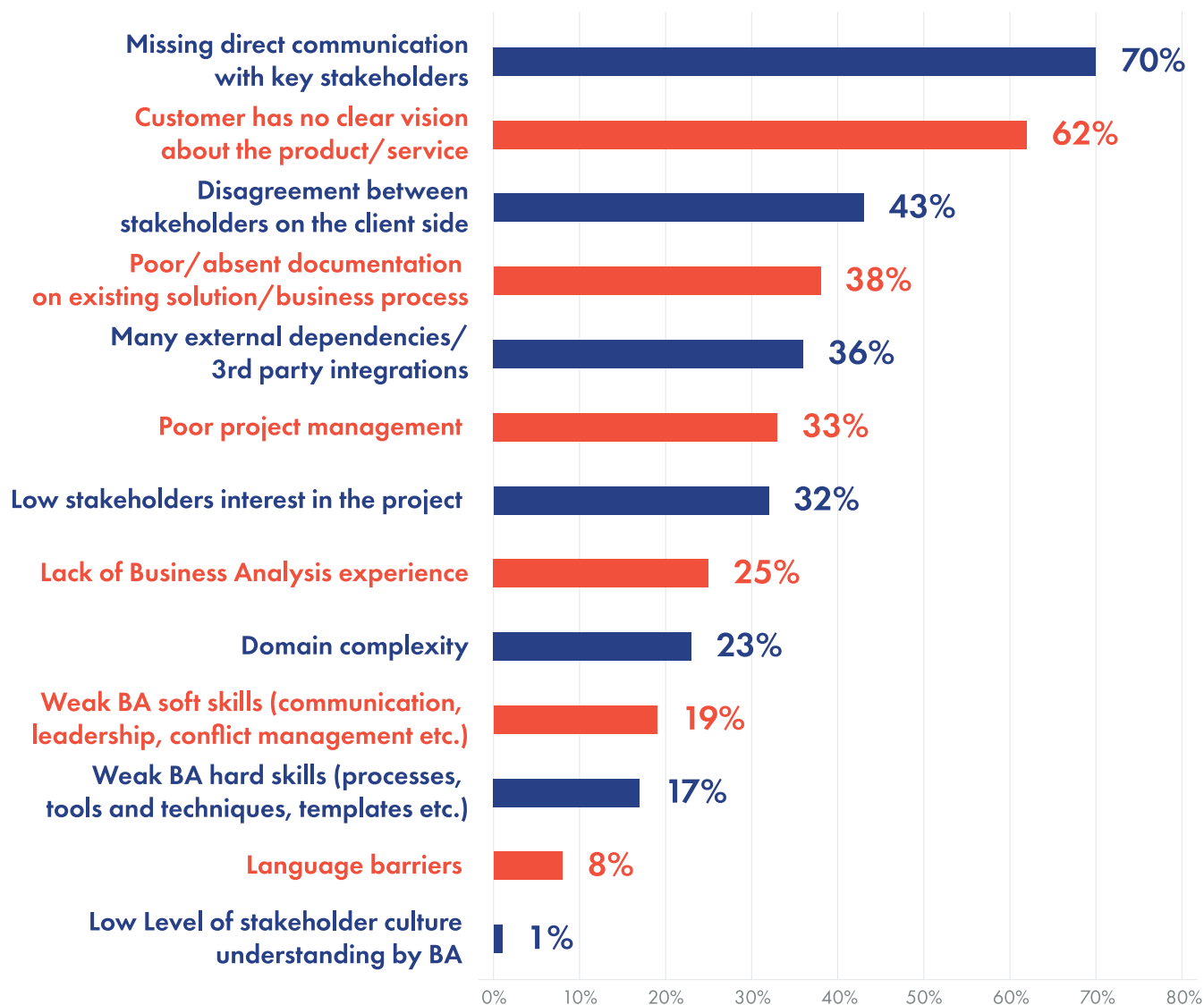
Block 7.
Problems, Causes, and Effects

Most Critical Issues

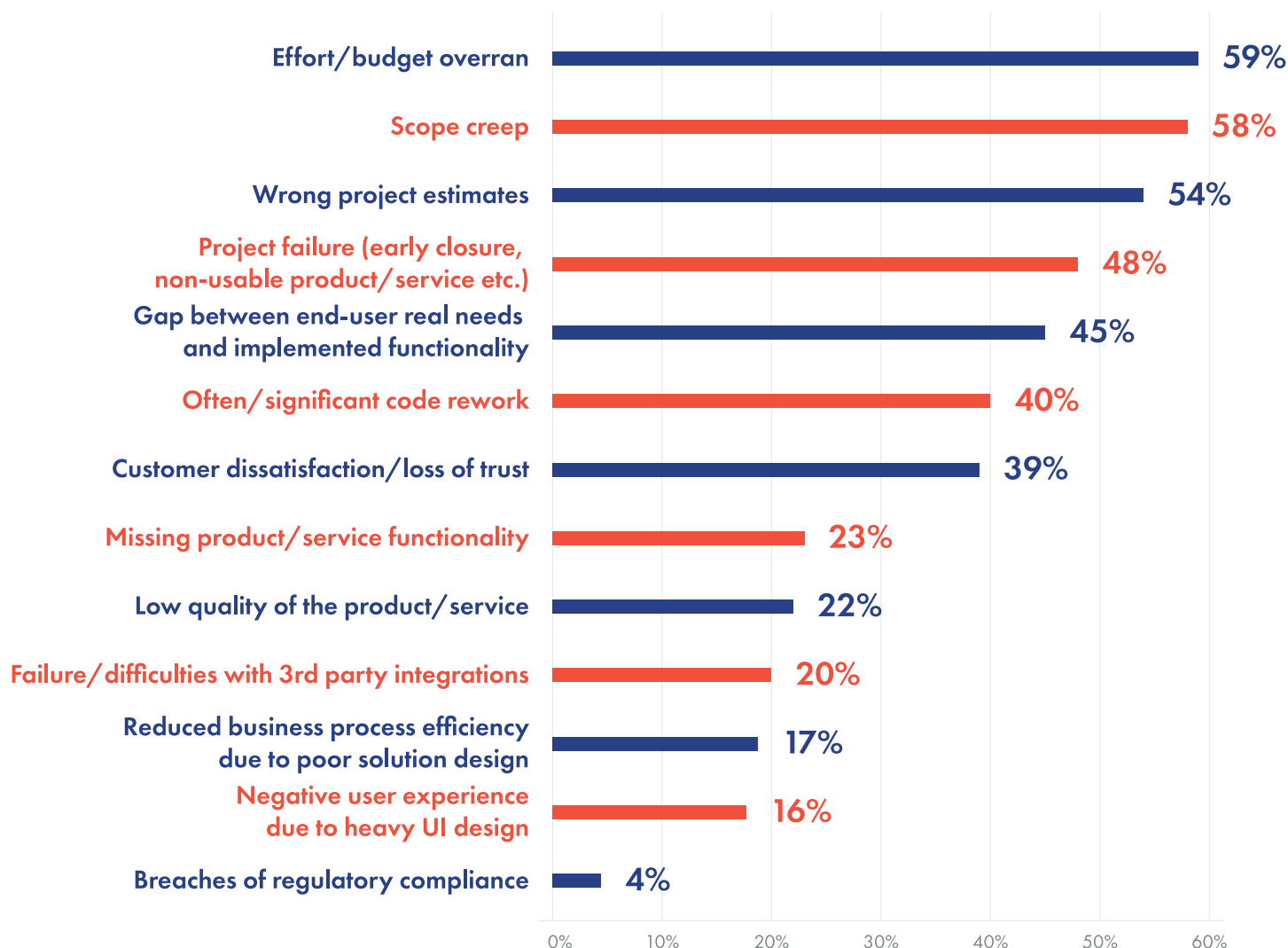| Issue	Percentage
Moving targets (changing goals, business processes and/or requirements)	43%
Incomplete or hidden requirements	41%
Weak access to customer needs and/or (internal) business information	33%
Time boxing/Not enough time in general	27%
Inconsistent requirements	27%
Formal (insufficient) requirements validation from customer side	27%
Absence/ignorance of non-functional requirements	27%
Communication flaws between the project and the customer	26%
Unclear responsibilities	24%
Stakeholders with difficulties in separating requirements from previously known solution designs	24%
Ambiguous requirements (allow for various interpretations)	23%
Insufficient support by customer	21%
Communication flaws within the project team	18%
Missing traceability	18%
Weak knowledge about customer's application domain	17%
Absence of requirements verification practice	17%
"Gold plating" (implementation of features without corresponding requirements)	17%
Weak requirements changes assessment and management	16%
Unclear/unmeasurable requirements	13%
Poor or non-relevant requirements prioritization	12%
Complex (not atomic) requirements	11%
Technically unfeasible requirements	8%
Weak relationship between customer and project lead	8%
Terminological problems	8%
Insufficient support by project lead	4%

Survey participants were asked to select the 5 most critical business analysis problems in their projects. The largest number of votes was given to moving targets (goals/processes/requirements) (43 %), and incomplete or hidden requirements (41 %). Insufficient access to information about customer needs and internal business information is in third place.
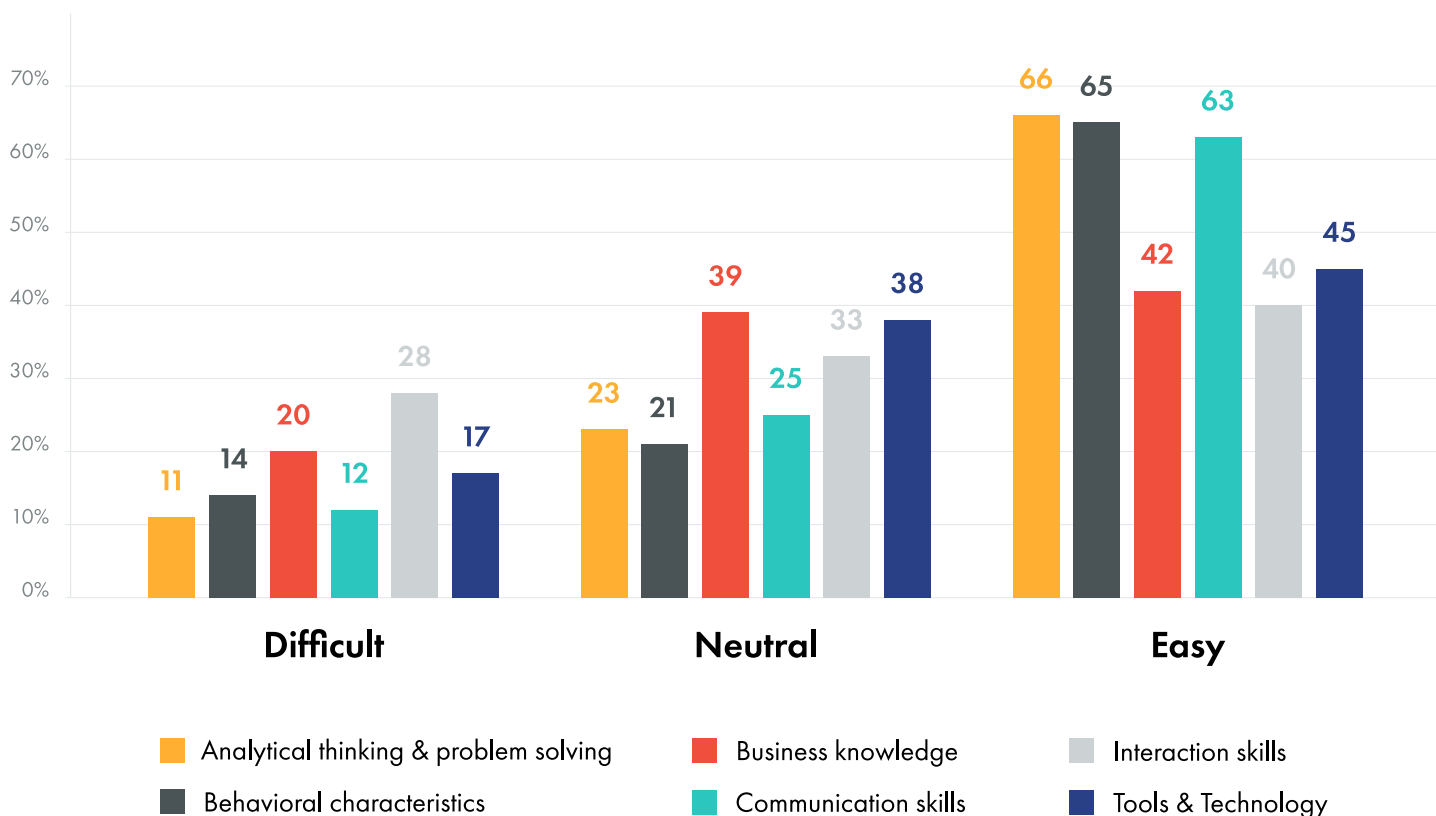
Causes of Most Critical Issues

Cause	Percentage
Missing direct communication with key stakeholders	70%
Customer has no clear vision about the product/service	62%
Disagreement between stakeholders on the client side	43%
Poor/absent documentation on existing solution/business process	38%
Many external dependencies/3rd party integrations	36%
Poor project management	33%
Low stakeholders interest in the project	32%
Lack of Business Analysis experience	25%
Domain complexity	23%
Weak BA soft skills (communication, leadership, conflict management etc.)	19%
Weak BA hard skills (processes, tools and techniques, templates etc.)	17%
Language barriers	8%
Low Level of stakeholder culture understanding by BA	1%

Among the main causes of critical issues were the following: lack of communication with key stakeholders (70 %), the customer's lack of a clear vision of the product/service (62 %), the lack of an agreed position among the stakeholders from the client's side (43 %). From this, we can conclude that business analysts need to pay more attention during problem statement and scope definition as part of the pre-project analysis and the course of the project. They must also fight for access to key persons from the customer's side and develop domain knowledge and communication skills.
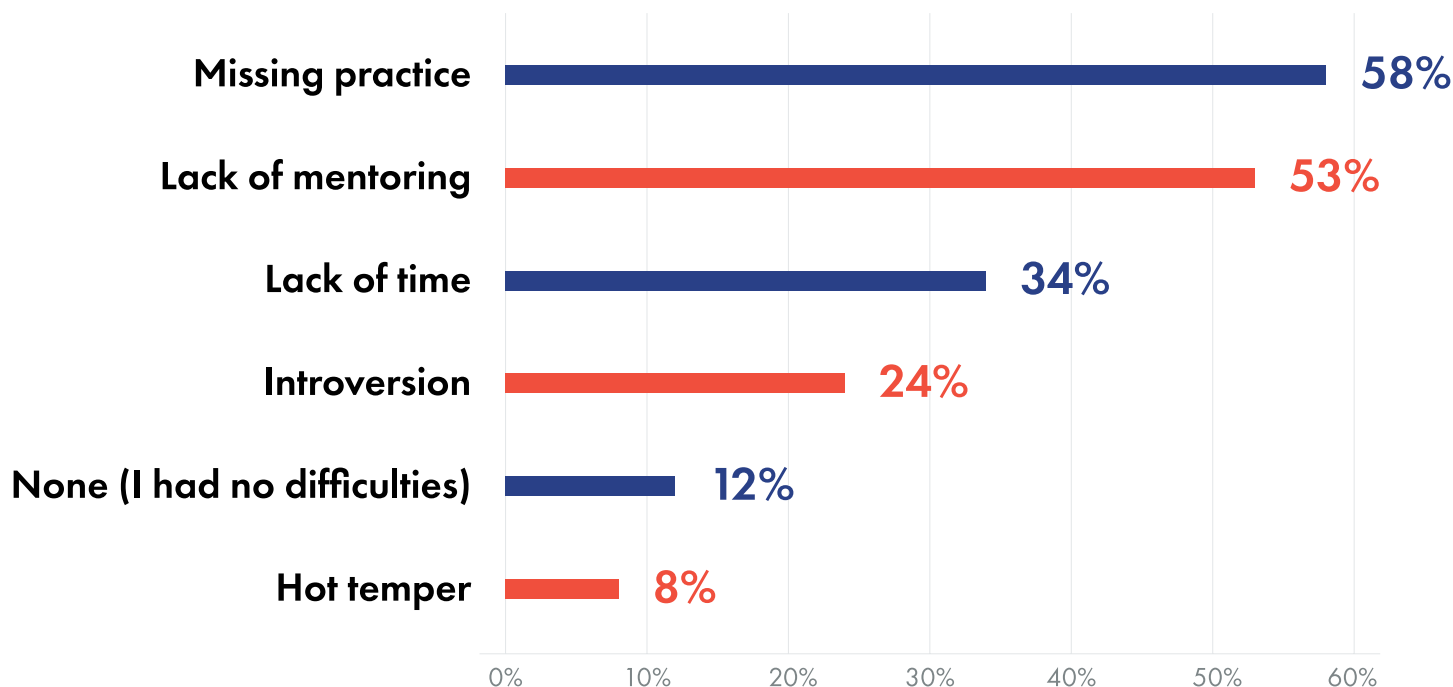
Implications of Most Critical Issues

Issue	Percentage
Effort/budget overran	59%
Scope creep	58%
Wrong project estimates	54%
Project failure (early closure, non-usable product/service etc.)	48%
Gap between end-user real needs and implemented functionality	45%
Often/significant code rework	40%
Customer dissatisfaction/loss of trust	39%
Missing product/service functionality	23%
Low quality of the product/service	22%
Failure/difficulties with 3rd party integrations	20%
Reduced business process efficiency due to poor solution design	17%
Negative user experience due to heavy UI design	16%
Breaches of regulatory compliance	4%

Among the consequences of the above-mentioned problems, the respondents singled out effort/budget overran (59 %), scope creep (58 %), wrong estimate (54 %).

BA Underlying Competencies.
Level of Difficulty

	Difficult	Neutral	Easy
Analytical thinking & problem solving	11	23	66
Behavioral characteristics	14	21	65
Business knowledge	20	39	42
Communication skills	12	25	63
Interaction skills	28	33	40
Tools & Technology	17	38	45

Underlying competencies of business analysis. The simplest were the skills of analytical thinking and problem solving (simple — 55 %, difficult — 11 %), behavioral characteristics (65 % and 14 %), and communication skills (63 % and 12 %). The hardest are interaction skills (40 % and 28 %), as well as business knowledge (42 % and 20 %).

35

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BA Underlying Competencies.
Causes of Difficulties

Category	Percentage
Missing practice	58%
Lack of mentoring	53%
Lack of time	34%
Introversion	24%
None (I had no difficulties)	12%
Hot temper	8%

Among the main reasons for difficulties with underlying knowledge of BA, respondents identified a lack of practice (58 %) and a lack of mentoring (53 %).

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Partners

DataArt

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IIBA Ukraine Chapter

Ukraine IIBA Chapter is a local chapter of the International Institute of Business Analysis (IIBA). We help business analysts, system analysts, experts on analysis and requirements management, project managers, and consultants to improve the quality of their work and develop professionally.

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