AI IMPACT REPORT NO. 153 · REVISED 5 OCTOBER 2026 · 250 ROLES COVERED

Business Analysts

AI transforming data analysis, requirements gathering, and process modeling.

EXPOSURE	WINDOW	ADOPTION TODAY	READING
64 High exposure	2–6 yrs until change lands	High	Substantial automation of routine work. Exposure is the share of today's work AI can plausibly take on within the window.

§ 01 WHAT IS HAPPENING

What is happening to business analysts

Impact

AI tools are automating the analysis of business data, identifying trends and patterns, assisting in eliciting and documenting requirements, modeling business processes, and even generating initial solution designs. This allows Business Analysts to focus on more strategic interpretation and stakeholder collaboration.

Risk

Major workflow augmentation; focus on strategic problem definition, solution validation, and change management.

The Business Analyst role is being profoundly reshaped by AI. AI will handle much of the initial data gathering, analysis, and documentation. This elevates the BA's role to critically defining business problems, validating AI-generated insights and solutions, managing complex stakeholder requirements, ensuring solutions align with strategic objectives, and facilitating the change management associated with new (often AI-driven) processes or systems.

Sector readiness

Rapid Integration in Analytics & Requirements Tools

AI is being heavily integrated into business intelligence platforms, data analytics tools, requirements management software, and even process modeling tools, becoming a core part of the BA toolkit.

§ 02 POSITION

Where you stand

i The Business Analyst role is being significantly empowered and transformed by AI, which automates many data-heavy and initial documentation tasks.

ii AI provides powerful capabilities for analyzing complex business data, modeling processes, and identifying insights at a scale and speed previously unachievable.

iii The future Business Analyst will be a strategic thinker, a skilled facilitator, and an expert in leveraging AI tools to define problems accurately, validate solutions, and drive data-informed business change. Critical thinking and stakeholder management become even more paramount.

§ 03 ACTIONS 15 POINTS

What this means for you

Concrete changes to how the work gets done, in the order you are likely to meet them.

01 **AI-Powered Data Analysis & Insight Generation.** Utilize AI tools to analyze large business datasets (sales, customer, operational) to identify trends, patterns, root causes, and opportunities that inform business decisions.

02 **Automated Requirements Elicitation & Documentation Support.** Employ AI to transcribe stakeholder interviews, analyze user feedback, identify common requirements, and assist in drafting initial user stories or specification documents.

03 **Intelligent Business Process Modeling & Optimization.** Leverage AI to model existing business processes, identify inefficiencies or bottlenecks, and simulate the impact of proposed changes or new AI-driven workflows.

04 **Solution Design & Validation Assistance.** Use AI to explore potential solutions to business problems, compare different technological approaches, or even generate initial prototypes of software features.

05 **Focus on Strategic Problem Framing & Root Cause Analysis.** With AI handling data analysis, dedicate more time to deeply understanding and accurately defining the core business problem or opportunity.

06 **Enhanced Stakeholder Management & Communication.** Clearly communicating complex, AI-driven insights and proposed solutions to diverse business and technical stakeholders.

07 **Change Management for AI-Driven Solutions.** Playing a key role in helping organizations adopt new processes and systems that are often powered by AI, managing user expectations and training.

08 **Validating AI Models & Outputs for Business Relevance.** Ensuring that AI models used for business analysis are accurate, unbiased, and that their outputs are truly relevant and actionable for the business context.

09 **Identifying Opportunities for AI Implementation.** Proactively identifying areas within the business where AI could be applied to solve problems, improve efficiency, or create new value.

10 **Translating Business Needs into AI System Requirements.** If working on AI projects, acting as the bridge between business stakeholders and AI development teams.

11 **Benefits Realization & ROI Analysis for IT/AI Projects.** Using data (often AI-analyzed) to track the benefits and return on investment of implemented solutions.

12 **User Story & Acceptance Criteria Refinement.** Using AI for initial drafts, but applying deep business understanding to refine user stories and define clear acceptance criteria for development teams.

13 **Competitive & Market Analysis Augmentation.** AI tools can gather and synthesize vast amounts of data on competitors and market trends to inform business strategy.

14 **Customer Journey Mapping & Analysis.** AI can analyze customer interaction data to help map and identify pain points or opportunities in the customer journey.

15 **Ethical Considerations of AI in Business Processes.** Analyzing the ethical implications of deploying AI solutions, particularly concerning data privacy and potential biases.

§ 04 CAUSES 10 DRIVERS

What is pushing this change

01 **Explosion of Business Data (Operational, Customer, Market).** AI is essential to process, analyze, and extract actionable insights from the massive volumes of data businesses now generate and collect.

02 **Advancements in AI/ML for Data Analysis & Pattern Recognition.** Sophisticated algorithms can uncover hidden patterns, predict trends, and automate complex analyses that were previously manual.

03 **Need for Faster, Data-Driven Business Decisions.** Organizations need to respond quickly to market changes; AI provides the analytical speed to support agile decision-making.

04 **Demand for Increased Operational Efficiency & Process Optimization.** AI can identify inefficiencies in business processes and suggest optimizations, leading to cost savings and improved performance.

05 **Integration of AI into Business Intelligence & Analytics Platforms.** Leading BI, analytics, and even requirements management tools are embedding AI capabilities, making them accessible to BAs.

06 **Complexity of Modern Business Processes & Systems.** AI can help model, analyze, and simplify complex interconnected business processes and IT systems.

07 **Focus on Customer Experience & Personalization.** AI analyzes customer data to understand behavior and preferences, informing how BAs design processes and solutions.

08 **Rise of Low-Code/No-Code Platforms with AI for Prototyping.** These platforms, often AI-assisted, enable BAs to quickly create prototypes of solutions or new processes.

09 **Requirement for Proactive Risk Identification & Mitigation.** AI can analyze data to identify potential operational, financial, or compliance risks earlier.

10 **Digital Transformation Initiatives Across Industries.** BAs are key players in digital transformation projects, many of which involve implementing AI-driven solutions.

§ 05 VARIATION 5 SECTORS

Impact by sector

The headline figure is an average. Where you work changes the picture.

IT Business Analysts (Focus on software/systems)	AI for requirements gathering, use case modeling, assisting in solution design for software projects, and validating AI-generated code specifications.
Process Improvement Analysts	AI for process mining, identifying bottlenecks in existing workflows, simulating impact of process changes, and designing automated workflows.
Data-Focused Business Analysts / BI Analysts	Heavy use of AI/ML tools for deep data analysis, creating BI dashboards, identifying trends, and generating predictive insights for business units.
Management Consultants (often performing BA roles)	AI for market research, data analysis, creating presentations, and developing strategic recommendations for client organizations.
Functional Business Analysts (e.g., Finance, HR, Supply Chain)	Using AI tools to analyze data and optimize processes within specific business functions, ensuring solutions meet domain-specific needs and regulations.

§ 06 PREPARATION 8 SKILLS

Skills to build

The skills that keep the human part of this work valuable as the routine part is automated.

01 **Analytical & Critical Thinking.** Ability to dissect complex business problems, evaluate information critically (especially AI-generated insights), and identify root causes.

02 **Business Process Modeling & Re-engineering.** Skill in mapping current state processes, identifying inefficiencies (often with AI assistance), and designing optimized future state processes.

03 **Requirements Elicitation & Stakeholder Management.** Expertise in gathering, documenting, and managing requirements from diverse stakeholders, and resolving conflicts.

04 **Data Analysis & Interpretation (including AI outputs).** Ability to analyze business data using various tools (including AI platforms), interpret findings, and identify actionable insights.

05 **Problem-Solving & Solution Design.** Developing innovative and practical solutions to business challenges, often involving technology and process changes.

06 **Communication & Presentation Skills.** Clearly articulating business problems, requirements, proposed solutions, and AI-driven insights to both technical and non-technical audiences.

07 **AI Tool Literacy & Understanding of AI Capabilities.** Understanding what AI can and cannot do, how to use AI-powered analytical and requirements tools, and how to validate their outputs.

08 **Change Management & User Advocacy.** Facilitating the adoption of new systems and processes, advocating for user needs, and managing the human side of technological change.

§ 07 INSTRUMENTS 11 ENTRIES

Tools in use

KINDS OF TOOL WORTH KNOWING

01 **Business Intelligence & Data Visualization Platforms with AI.** Platforms that use AI for automated insights, natural language querying, and predictive analytics on business data.

02 **AI-Powered Data Analytics & Machine Learning Tools.** Software (e.g., Python, R, dedicated platforms) for advanced statistical analysis, building predictive models, and data mining.

03 **Business Process Modeling (BPM) Software with AI.** Tools that may use AI to simulate process changes, identify bottlenecks, or suggest optimizations in business workflows.

04 **Requirements Management Tools with AI Features.** Software for capturing, tracking, and managing requirements, increasingly with AI for analysis or consistency checking.

05 **Generative AI for Documentation & Analysis.** LLMs used to assist in drafting requirements documents, user stories, process descriptions, or summarizing stakeholder feedback.

06 **AI-Driven Process Mining Tools.** Software that uses AI to analyze event logs from IT systems to discover, monitor, and improve real business processes.

NAMED TOOLS ALREADY IN USE

Microsoft Power BI / Tableau (with AI/Einstein Discovery features)
Leading BI tools that incorporate AI for generating automated insights, creating visualizations, and enabling natural language queries on business data.

Alteryx / Dataiku / KNIME
Data science and machine learning platforms that allow BAs (often with data scientists) to build and deploy analytical models.

Celonis / Signavio (for process mining & modeling)
Process excellence platforms that use AI for process discovery, analysis, and optimization.

Jira / Confluence (with AI plugins for requirements) / Modern Requirements
Collaboration and requirements tools that are integrating AI to help analyze, organize, and draft requirements documentation.

ChatGPT / Claude / Notion AI (for drafting, summarization)
Generative AI tools that can assist BAs in summarizing stakeholder interviews, drafting initial user stories, or generating process descriptions.

§ 08 EXAMPLES 5 EXAMPLES

In practice

Ways people in this role are already using AI, and what they get from it.

Use AI to Analyze Customer Feedback for Requirements

EXAMPLE 1

HOW Feed customer survey responses, support tickets, and social media comments into an AI tool to identify common pain points, feature requests, and sentiment themes.

GAIN Accelerates requirements elicitation, uncovers insights that might be missed manually, and provides a data-driven foundation for feature prioritization.

Automate Process Mapping with AI Process Mining

EXAMPLE 2

HOW Employ AI-powered process mining tools that analyze system logs (e.g., from ERP, CRM) to automatically discover, visualize, and analyze actual as-is business processes.

GAIN Provides an objective view of current processes, identifies bottlenecks or deviations quickly, and saves significant manual effort in process documentation.

Leverage AI for Predictive Sales or Demand Forecasting

EXAMPLE 3

HOW Work with data science teams or use AI analytics platforms to build models that forecast sales, product demand, or resource needs based on historical data and market indicators.

GAIN Improves accuracy of business planning, optimizes resource allocation, and helps anticipate market shifts.

Draft User Stories & Acceptance Criteria with Generative AI

EXAMPLE 4

HOW Provide a generative AI tool with business objectives and stakeholder needs to get initial drafts of user stories and acceptance criteria, which you then refine.

GAIN Speeds up the documentation process for agile development, ensures consistency in initial drafts, and allows more time for stakeholder validation.

Simulate Impact of Business Changes using AI Models EXAMPLE 5	HOW	Use AI-driven simulation tools to model the potential outcomes (e.g., cost, efficiency, customer impact) of different proposed process changes or new technology implementations.
	GAIN	Enables data-informed decision-making about potential changes, helps quantify expected benefits, and reduces risks associated with new initiatives.

§ 09 CONTEXT

How this role compares

Three neighbouring roles chosen to show the direction of travel.

Data Entry Clerks / Report Compilers (Basic, repetitive data tasks) MORE EXPOSED	AI IMPACT	Very High (AI excels at extracting structured data, generating routine reports, and basic data aggregation)
	WORK MOVES TO	Significant role contraction; individuals need to upskill to more analytical, interpretative, or AI tool management roles.
Data Scientists / AI Solution Architects DIFFERENT SKILLS, GROWING	AI IMPACT	Foundational (They design and build the complex AI models and data pipelines that BAs will leverage or for which BAs define requirements)
	WORK MOVES TO	Deep expertise in machine learning, statistics, programming, data engineering, and AI system architecture.
Strategic Business Consultants / Change Management Leaders COMPLEMENTARY, LESS EXPOSED	AI IMPACT	High Augmentation (Use AI-driven insights from BAs for strategic recommendations and planning), but core strategic framing, stakeholder alignment, and leading organizational change remain human-intensive.
	WORK MOVES TO	Deep industry expertise, strategic vision, executive communication, and leadership in navigating complex organizational transformations.

§ 10 VERDICT

Closing judgement

> For Business Analysts, AI is a transformative partner that automates data-intensive work and provides powerful analytical capabilities. This elevates the BA's role to focus on strategic problem definition, critical interpretation of AI insights, ensuring solutions deliver true business value, and guiding organizations through AI-driven change.

§ 11 BASIS REVISED 5 OCTOBER 2026

Evidence and revisions

What the exposure figure rests on, what changed when it was last revised, and the published work cited for this role.

SCORE

55 to 64

WINDOW

2-6 years (unchanged)

The 5 October 2026 review moved the score up by 9 points.

Exposure Index v2. Inputs: task applicability 71/100 (Microsoft AI applicability score 0.35 for Management analysts); observed usage 32/100 (Anthropic observed exposure 0.24); official exposure tier 100/100 (BLS: very high); labour-market trajectory 25/100 (BLS projects employment to grow 10.1% over 2025–35); published adoption rating 70/100 (high adoption). Weighted base 64.2. Final score 64. The previous figure of 55 was raised by 9 points: the earlier method kept 60% of the weight on an undocumented editorial prior and capped movement at fifteen points, so the measured evidence was only partly reflected. The change window is unchanged.

HOW THE FIGURE IS BUILT (EXPOSURE INDEX V2)

Task applicability — Microsoft Research, AI applicability score	71 × 35%	24.7
Observed usage — Anthropic Economic Index, observed exposure	33 × 20%	6.5
Official exposure tier — US BLS AI-exposure category	100 × 20%	20.0
Labour-market trajectory — US BLS projected employment change 2025–35	25 × 10%	2.5
Published adoption rating — This report's adoption level	70 × 15%	10.5
Weighted base		64.2
Exposure score		64

MEASURES BEHIND THE SCORE

US Bureau of Labor Statistics · *Employment Projections 2025–35 and AI Exposure Categories* (27 August 2026)

AI-exposure tier: Very high. Projected employment change 2025–35: +10.1%. Matched to Management analysts.

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Microsoft Research · *Working with AI: Measuring the Applicability of Generative AI to Occupations* (10 July 2025)

AI applicability score 0.35 (percentile 97 of 785 occupations) for SOC 13-1111.

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Anthropic · *Anthropic Economic Index report: Cadences* (26 June 2026)

Observed exposure 0.24 for SOC 13-1111 (percentile 88 of 756 occupations).

PUBLISHER PDF

UK Department for Science, Innovation and Technology · *Assessment of AI capabilities and the impact on the UK labour market* (28 January 2026)

UK context: around 70% of UK workers are in occupations with tasks AI could perform or enhance, above the US average; a one-standard-deviation rise in exposure was associated with a 3.9% fall in UK job postings.

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§ 12 APPENDIX

Method and sources

Each report was written from a large body of published research. The exposure score itself is computed, not written: it is the CareerGuard Exposure Index, a weighted average of occupation-level measures from the US Bureau of Labor Statistics (AI-exposure classification and 2025–35 projections), Microsoft Research (AI applicability scores) and Anthropic (observed exposure), together with the adoption rating published on the report. The organisations and publications below are the standing literature behind the narrative sections. Every source, with dates, licences and archived copies where we are permitted to hold them, is catalogued in the research library.

Exposure Index v2 (October 2026). Each input is scaled to 0–100 and weighted: task applicability 35% (Microsoft AI applicability score ÷ 0.5), observed usage 20% (Anthropic observed exposure ÷ 0.75), official exposure tier 20% (BLS very high = 100, high = 70, moderate = 40, low = 10), labour-market trajectory 10% (50 2.5 × projected % employment change), published adoption rating 15% (very high = 85, high = 70, medium-high = 55, medium = 40, low-medium = 25, low = 10). Inputs not measured for an occupation are dropped and the remaining weights renormalised. An editorial adjustment of at most ±12 points is allowed only for automation channels the measures cannot see (robotics, self-service, machine vision, medical imaging, RPA/OCR, generative video) and is always logged with its reason. Scores are whole numbers, not rounded to five. The change window shifts one notch (a year at each end) per ten points of movement.

I GLOBAL AND MACROECONOMIC IMPACT OF AI ON WORK

World Economic Forum

The Future of Jobs Report series — Employer survey of expected job growth and decline, skill shifts and technology adoption (2020, 2023 and 2025 editions); Artificial Intelligence and the Future of Entry-Level Work (2026).
AI governance and transformation reports — Frameworks on ethical AI, talent strategy and industry transformation.

McKinsey Global Institute

AI, Automation and the Future of Work series — Research quantifying automation potential by task, sector and demographic, from "Jobs Lost, Jobs Gained" to "Agents, robots, and us" (2025).
Industry-specific reports — Financial services, healthcare, manufacturing and others.

PwC

Global AI Jobs Barometer — Annual analysis of job postings and productivity by AI exposure (2024–2026 editions).
Upskilling Hopes and Fears survey — Employee perceptions and readiness.

Microsoft Research and Anthropic

Working with AI (2025); Anthropic Economic Index (2025–2026) — Occupation-level usage data from Copilot and Claude conversations, the two observed-usage measures behind the 2026 revision.

Stanford Digital Economy Lab and Stanford HAI
Canaries in the Coal Mine? (2025–2026); AI Index Report (annual) — Payroll evidence on early-career employment in exposed occupations; annual measurement of AI capability, investment and adoption.

Deloitte
Human Capital Trends series — Workforce, talent and HR technology trends.
Tech Trends series — Emerging technologies and their business implications.

Accenture
Technology Vision series — Forward-looking analysis of emerging technology, with emphasis on AI.
Fjord Trends — Design, innovation and human experience in a digital world.

Boston Consulting Group
AI/ML insights and industry solutions — "The AI Revolution in the Workplace" and related research.

EY
AI and workforce reports — Adoption, talent strategy and ethics.

IBM Institute for Business Value
AI and automation studies — Business models, workforce evolution and leadership.

OECD
AI Policy Observatory — International data and policy on AI, labour markets and skills.
Employment Outlook — Labour-market trends including technological impact (2023–2026 editions).

International Labour Organization
Generative AI and Jobs: A Refined Global Index of Occupational Exposure (2025) — Task-level exposure gradients for every ISCO occupation; successor to the 2023 global index.

International Monetary Fund
Staff Discussion Notes on AI and work (2024, 2026) — Complementarity framing: where AI augments and where it substitutes.

UK Department for Science, Innovation and Technology
Assessment of AI capabilities and the impact on the UK labour market (2026) — UK occupational exposure and job-posting evidence.

Brookings Institution
AI and automation research — Economic and social implications, displacement and skills.

Yale Budget Lab and Goldman Sachs Research
Tracking the Impact of AI on the Labor Market; AI and the US labour market (2026) — Aggregate labour-market monitoring; macro displacement estimates.

Oxford University (Oxford Martin School)
The Future of Employment — Frey & Osborne and subsequent research on susceptibility to automation.

MIT Technology Review
AI & Work — Reporting on AI research and its implications for industries and jobs.

Gartner
Hype Cycle for Artificial Intelligence — Maturity and adoption of AI technologies.
Future of Work reports — Workplace models and talent strategy.

U.S. Bureau of Labor Statistics
Employment Projections 2025–35; AI Exposure Categories; Occupational Outlook Handbook — Ten-year employment projections and, from the 2025 cycle, an AI-exposure tier for every detailed occupation.

Indeed Hiring Lab
AI at Work Report (2025) and posting-market updates — Skill-level transformation estimates and job-posting trends by occupation.

II CORE AI AND MACHINE-LEARNING RESEARCH

OpenAI
Research papers, blog and API documentation — Large language models, generative AI, safety and societal impact.

Google DeepMind
Research papers and blog — Reinforcement learning, AI for science, AGI and ethics.

Meta AI
Research papers and blog — Large language models, computer vision, AI for social good.

Hugging Face
Transformers library and model hub — Open-source state-of-the-art NLP models.

TensorFlow and PyTorch
Documentation and community forums — Core frameworks illustrating practical capability.

arXiv
cs.AI, cs.LG, cs.CV, cs.CL — Pre-print research.

NeurIPS and ICML
Conference proceedings — Top-tier academic research.

ACM and IEEE
Journals and proceedings — ACM Computing Surveys; IEEE Transactions on AI.

Kaggle
Datasets and competition solutions — Applied machine learning on real-world problems.

The Alan Turing Institute
Research and reports — Responsible and applied AI.

III ETHICAL AND RESPONSIBLE AI DEPLOYMENT

NIST
AI Risk Management Framework — Voluntary framework for managing AI risk.

European Commission
AI Act — Risk-tiered legal framework for AI.
Ethics Guidelines for Trustworthy AI — Principles for responsible development.

Partnership on AI
Research and best practice — Responsible AI development.

AI Now Institute
Annual reports — Social implications: power, inequality, rights.

ACM FAccT
Proceedings — Fairness, accountability and transparency.

Data & Society
Publications — Social implications of data-centric technology.

WIPO
Conversation on IP and AI — Intellectual-property implications of AI.

IEEE Global Initiative on Ethics of A/IS
Ethically Aligned Design — Recommendations for ethical AI design.

Center for AI and Digital Policy
Policy briefs — Accountable AI policy.

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