

Business Analysts

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

EXPOSURE	WINDOW	ADOPTION TODAY	READING
55 Elevated exposure	2–6 yrs until change lands	High	The role is being reshaped. 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.

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- 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.
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- 10 **Translating Business Needs into AI System Requirements.** If working on AI projects, acting as the bridge between business stakeholders and AI development teams.
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- 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.
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- 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.
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- 13 **Competitive & Market Analysis Augmentation.** AI tools can gather and synthesize vast amounts of data on competitors and market trends to inform business strategy.
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- 14 **Customer Journey Mapping & Analysis.** AI can analyze customer interaction data to help map and identify pain points or opportunities in the customer journey.
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- 15 **Ethical Considerations of AI in Business Processes.** Analyzing the ethical implications of deploying AI solutions, particularly concerning data privacy and potential biases.
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What is pushing this change

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- 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.
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- 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.
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- 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.
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- 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.
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- 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.
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- 06 **Complexity of Modern Business Processes & Systems.** AI can help model, analyze, and simplify complex interconnected business processes and IT systems.
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- 07 **Focus on Customer Experience & Personalization.** AI analyzes customer data to understand behavior and preferences, informing how BAs design processes and solutions.
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- 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.
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- 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.

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.

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 (held)

WINDOW

2-6 years (unchanged)

The 4 October 2026 review held the score.

Microsoft's AI applicability score for the matching occupation is 0.35, in the top decile of 785 US occupations; Anthropic's observed exposure (the share of the occupation's tasks already being done with Claude) is 0.24, which is substantial by the standards of the 756 occupations measured; the US Bureau of Labor Statistics places it in the 'very high' AI-exposure tier; BLS projects employment to grow 10.1% over 2025–35. Taken together this is consistent with our previous figure of 55, which we have held.

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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<https://www.careerguard.ai/sources>

Method and sources

Each report was written from a large body of published research and then, in October 2026, re-scored against occupation-level evidence: the US Bureau of Labor Statistics AI-exposure classification and 2025–35 projections, Microsoft Research's AI applicability scores and Anthropic's observed-exposure data, cross-checked against the reports listed in the Evidence section above. 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.

Scores are revised by blending the previous editorial figure (60%) with a composite of the three occupation-level measures (40%), capped at fifteen points per revision and rounded to the nearest five. The window shifts one notch when a score moves ten points or more. Hand adjustments are recorded with their reason in the revision log.

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 AI/IS

Ethically Aligned Design — Recommendations for ethical AI design.

Center for AI and Digital Policy

Policy briefs — Accountable AI policy.
