

Association for Information Systems

**AIS Electronic Library (AISeL)**

---

ICIS 2020

TREO Papers

---

12-14-2020

## **An Investigation of the Role of Business Analysts in Digital Transformation**

Mali Senapathi

*Auckland University of Technology*, mali.senapathi@aut.ac.nz

Follow this and additional works at: [https://aisel.aisnet.org/treos\\_icis2020](https://aisel.aisnet.org/treos_icis2020)

---

### **Recommended Citation**

Senapathi, Mali, "An Investigation of the Role of Business Analysts in Digital Transformation" (2020). *ICIS 2020*. 32.

[https://aisel.aisnet.org/treos\\_icis2020/32](https://aisel.aisnet.org/treos_icis2020/32)

This material is brought to you by the TREO Papers at AIS Electronic Library (AISeL). It has been accepted for inclusion in ICIS 2020 by an authorized administrator of AIS Electronic Library (AISeL). For more information, please contact [elibrary@aisnet.org](mailto:elibrary@aisnet.org).

## An Investigation of the Role of Business Analysts in Digital Transformation

Mali Senapathi, mali.senapathi@aut.ac.nz

Based on a review of 282 works gleaned from the digital transformation (DT) IS literature, DT is defined as “a process that aims to improve an entity by triggering significant changes to its properties through combinations of information, computing, communication, and connectivity technologies” (Vial 2019, p118). As DT consumes the business world, business analysts continue to play a significant role in bridging the gap between the technical and business domains. However, there is very limited extant literature concerning BA in DT and there is lack of clarity about the business analyst role. This research proposes an empirical study into business analysts (BA) in DT, a professional IS discipline. The topic is deemed relevant for investigation for the following reasons: DT provides new opportunities for BAs to play greater role in the fast-paced dynamic digital space; the problems and challenges BAs continue to face as they strive to find their identity and value in a digital culture; and the lack of empirical research that has been conducted into BA in DT. The aim of this research is to clarify the role of the business analyst in DT and develop a framework that will support the effective conduct of business analysis in DT.

The conceptual framework for this study will be based on the work on ‘IT and Change Management’ by Pettigrew and Whipp (1991), later modified by Ward and Elvin (1999), and recently adapted by Paul and Tan (2015) to investigate the role of BA in IS development. The four dimensions of this framework are: context of BAs (personal and organizational), content of DT projects, process (standards, skills, and outcomes) and the outcomes of business analysis.

Case study research methodology will be used to explore practitioner perspectives on BA in DT. Data will be analyzed in order to identify themes within the data. Since DT is a type of service transformation where the knowledge, skills, and competencies provided by one entity (BAs) are utilized to the benefit of the another (business, customer), service science will be used as a theoretical lens for understanding the activities, skills and techniques, and the potential for value co-creation with customers and business stakeholders in DT. We hope the outcomes of this research will enable the identification of the core services and activities performed by business analysts in DT.

### References

- Paul, D., & Tan, Y. L. (2015). An Investigation of the Role of Business Analysts in IS Development, in Proceedings of the *European Conference on Information Systems*, ECIS 2015.
- Pettigrew, A. & Whipp, R. 1991. *Managing Change for Competitive Success*, Blackwell Business, Oxford.
- Vial, G. 2019. "Understanding Digital Transformation: A Review and a Research Agenda," *Journal of Strategic Information Systems*, (28), pp. 118-144.
- Ward, J., & Elvin, R. (1999). A new framework for managing IT-enabled business change. *Information Systems Journal*, 9(3), 197-221.