The state of business analysis in Ukraine and Poland (2026)

Dear colleague,

You are invited to participate in a scientific research study on business analysis (BA) practices in industrial IT projects. The purpose of this survey is to explore the current state of BA in Ukraine and Poland by studying the experiences of professionals like you. It will contribute to a broader understanding of BA-related issues in real-life projects and to the improvement of IT-related educational programs at Ukrainian and Polish universities.

The survey is addressed to IT professionals involved in BA activities. It is not restricted only to job positions like business analyst, system analyst, requirements engineer, etc., but requires direct participation in such activities.

[Names and affiliations of the researchers removed for blind review.]

Participants who complete the questionnaire and indicate they are interested in study results, will receive a summary of the research findings.

The survey is anonymous, and no personal data will be shared with any third parties.

All responses will be treated with strict confidentiality and used solely for academic and research purposes. The results of this study will be presented only in aggregated and anonymized form, ensuring that no individual respondent can be identified. These results may be published in scientific articles, reports, or presentations.

The survey takes about 20–30 minutes to complete.
Please take in mind that your honest and open responses are essential to its success.

In the survey, the questions will be asked in the context of **one particular project**. It is preferred that you choose your **current project**. However, if it's not feasible (e.g. you are not performing any BA tasks in it, the project has only begun etc.), please select a particular **past project** (but not older than 3 years).

Starting the survey:
1) You declare that you have read and understood the information regarding the aforementioned study.
2) You voluntarily consent to participate in the study.
3) You declare that you are aware that you can withdraw your consent to participate in the further part of the study at any time, without giving a reason, by stopping the completion of the survey.

Thank you for your valuable contribution to this research.

Let's start!

This excerpt contains only the questions analyzed in this article (Q1–Q18 and Q36–Q44); questions Q19–Q35 and Q45–Q48 address other research questions and are omitted. Questions keep their original numbers (shown after the form's own item numbers). Respondents who did not use LLMs (Q36) skipped Q37–Q44. Names and affiliations of the researchers were removed for blind review.

* Indicates required question

1. Q1 You identify yourself as the resident of the following country *

   Mark only one oval.

   - ◯ Poland
   - ◯ Ukraine
   - ◯ Other: ___

2. Q2 Select the company type where you are working in *

   Mark only one oval.

   - ◯ IT company, Outstaff (officially hired and managed by an external provider but work full-time under the client company's direction, performing their tasks as part of the client's team while remaining on the provider's payroll)
   - ◯ IT company, Outsource (your company has control of a project. The client does not usually have access to the development team itself)
   - ◯ IT Product company
   - ◯ Non-IT company, In-house development
   - ◯ Other: ___

3. Q3 What is the size of the company you are working for? *

Dropdown

Mark only one oval.

- Up to 9 employees
- 10 - 40 employees
- 41 - 249 employees
- 250 - 800 employees
- 801 - 1500 employees
- Over 1500 employees

4. Q4 Select the main industrial sector/application domain of your project *

Mark only one oval.

- Agriculture
- Miltech/Defence
- e-Commerce/Retail/FMCG (Fast Moving Consumer Goods)
- e-Government
- Education
- ERP (Enterprise Resource Planning)
- Finance/Banking
- Healthcare/Pharmaceuticals
- Logistics
- Media, Advertising & Entertainment
- Telecommunication
- Travel & Tourism
- Other: _____

5. Q5 How many people are involved in your project? *

Mark only one oval.

- 1
- 2 - 5
- 6 - 10
- 11 - 30
- 31 - 100
- Over 100

6. Q6 Select the class of systems or services you work on in the context of your project *

Mark only one oval.

- Embedded software (e.g., software used in instrumentation and control applications, satellites, microwaves, washing machines etc.)
- Business software (CRM, ERP, BSS, reporting system, etc.)
- Scientific software (like MATLAB, AUTOCAD, PSPICE, ORCAD, etc.)
- System software (necessary to manage the computer resources and support the execution of application programs)
- Other: _____

7. Q7 Do you belong to the co-located (all team members are in one location) or distributed project team? *

Mark only one oval.

- ◯ Co-located
- ◯ Distributed
- ◯ I don't know

8. Q8 What is your role in the project? *

Check all that apply.

- ☐ Business Analyst
- ☐ System Analyst
- ☐ Requirements Engineer
- ☐ Product Owner/Product Manager
- ☐ Data Analyst
- ☐ Project Manager/Delivery Manager
- ☐ Solution Architect
- ☐ Scrum Master
- ☐ Implementation SME (System Architect, Developer, DevOps, QA)
- ☐ Other: _____

9. Q9 How many years of experience do you have in Business Analysis/Requirement Engineering areas? *

Mark only one oval.

- ◯ No experience
- ◯ Up to 1 year
- ◯ 1 - 3 years
- ◯ 3 - 5 years
- ◯ 5 - 10 years
- ◯ Over 10 years

10. Q10 Do you have any certification in Business Analysis/Requirement Engineering areas? If yes, which one(s)?

_____

11. Q11 How would you characterize the software development approach in your project? *

Mark only one oval.

- ◯ Agile/Lean
- ◯ Rather Agile
- ◯ Hybrid
- ◯ Rather plan-driven
- ◯ Plan-driven (e.g. RUP, Waterfall, etc.)

12. Q12 To which category would you assign your project? *

Mark only one oval.

- ◯ Development from scratch (greenfield engineering)
- ◯ User interface engineering (redesign of the user interface of an existing system)
- ◯ Reengineering (redesign and reimplementation of an existing system)
- ◯ Product/Platform customization
- ◯ Other: _____

13. Q13 In which Business Analysis activities are you involved in the project? *

Note: Knowledge areas are taken from the BABOK

Check all that apply.

- [ ] Business analysis planning & monitoring (planning of BA activities, stakeholder analysis, define requirement management processes, etc.)
- [ ] Strategy analysis (analyse AS IS & define TO BE states, assess risks, perform gap analysis, define solution scope)
- [ ] Elicitation & collaboration (define elicitation scope, conduct the elicitation, confirm elicitation results with stakeholders etc.)
- [ ] Requirements analysis and design definition (requirements analysis and specification, verification, validation, etc.))
- [ ] Solution evaluation (analyze performance measures, limitations assessment, recommendations on value increasing actions)
- [ ] Requirements life cycle management (trace requirements, prioritize requirements, assess change requests etc.)
- [ ] None of the above

14. Q14 In which country is your project executed? *

Mark only one oval.

- ◯ Poland
- ◯ Ukraine
- ◯ Other: ___

15. Q15 Where are the key business stakeholders of this project primarily located? *

Mark only one oval.

- ◯ Poland
- ◯ Ukraine
- ◯ EU (except Poland)
- ◯ USA
- ◯ Great Britain
- ◯ LATAM
- ◯ ASIA
- ◯ Other: ___

16. Q16 To what extent are business analysis practices in your project defined by the following sources? *

Mark only one oval per row.

	Not defined at all	Defined to a small extent	Defined to a moderate extent	Defined to a large extent	Defined to a very large extent
Global organizational standards	◯	◯	◯	◯	◯
Local organizational standards (country-level)	◯	◯	◯	◯	◯
Client-defined standards or practices	◯	◯	◯	◯	◯
Project team's own practices	◯	◯	◯	◯	◯
Individual experience of team members	◯	◯	◯	◯	◯

17. Q17 Where are key decisions related to business analysis and requirements made in your project? *

Mark only one oval.

- ◯ Mainly in the country where I work
- ◯ Mainly in another country
- ◯ Distributed across multiple locations
- ◯ No clear central decision-making location

18. Q18 In your project, business analysis practices: *

Mark only one oval.

- ◯ Strictly follow organization-wide standards
- ◯ Partially follow organization-wide standards
- ◯ Are largely adapted or defined at the project level

Use of LLM in Business Analysis

19. Q36 Do you use Large Language Models (e.g., ChatGPT, Claude, Gemini, etc.) for BA tasks in your project? *

Mark only one oval.

- ◯ Yes, regularly *Skip to question 20*
- ◯ Yes, occasionally *Skip to question 20*
- ◯ Tried, but do not use regularly *Skip to question 20*
- ◯ No, but I plan to try
- ◯ No, and I do not plan to use

Skip to question 20

Use of LLM in Business Analysis

20. Q37 For which BA tasks do you use or consider using LLMs? *

Check all that apply.

- ☐ Drafting requirements (user stories+acceptance criteria, use cases, specifications)
- ☐ Preparing stakeholder communication (emails, meeting notes, summaries)
- ☐ Brainstorming elicitation questions or techniques
- ☐ Analyzing documents (e.g. contracts, Requests For Proposals, regulations)
- ☐ Visual modelling support (e.g., generating UML/BPMN models from text)
- ☐ Knowledge search / competitor research
- ☐ Wireframe/mockup creation
- ☐ Jira ticket/Confluence page generation
- ☐ Other: _____

21. Q38 How would you rate the effectiveness of LLM tools in your BA tasks? *

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Very effective

22. Q39 In your opinion - what are the main limitations or concerns of using LLM in BA? *

Check all that apply.

- ☐ Accuracy / hallucinations
- ☐ Confidentiality / security of data
- ☐ Limited integration with existing BA tools (Jira, Confluence, ALM)
- ☐ Lack of domain knowledge in LLM
- ☐ Cost of usage
- ☐ Ethical concerns (replacing human roles, bias)
- ☐ Other: _____

23. Q40 Do you believe AI could partially or fully replace a business analyst in the future? *

Mark only one oval.

- ◯ No, AI will remain only a support tool
- ◯ Partially – some tasks can be automated
- ◯ Yes
- ◯ Not sure
- ◯ Other: _____

24. Q41 How willing are you to invest time in learning new AI tools to be used in business analysis? *

Mark only one oval.

- ◯ Very willing, I already dedicate time regularly
- ◯ Somewhat willing, if tools prove useful
- ◯ Neutral
- ◯ Not willing, I don't see enough value
- ◯ Other: _____

25. Q42 Does your company have AI solutions specifically adapted for business analysis? *

Mark only one oval.

- ◯ Yes, we have custom AI solutions (e.g., GPT, chatbot, automated assistants)
- ◯ Yes, but not specifically for BA tasks
- ◯ No, but there are plans to implement such solutions
- ◯ No, and there are no implementation plans yet
- ◯ Not sure
- ◯ Other: _____

26. Q43 How would you assess the level of support for AI adoption from your organization's management? *

Mark only one oval.

- ◯ Strongly supportive – AI adoption is encouraged and resourced
- ◯ Moderately supportive – allowed, but not prioritized
- ◯ Neutral – no clear position
- ◯ Unsupportive – AI use is discouraged
- ◯ Not sure
- ◯ Other: _____

27. Q44 Which AI tools do you use for BA tasks in your project? *

Check all that apply.

- ☐ ChatGPT / GPT-4 / GPT-5
- ☐ Microsoft Copilot
- ☐ Google Gemini
- ☐ Notion AI
- ☐ Miro AI
- ☐ Jira / Confluence AI features
- ☐ I do not use AI tool in my BA activities
- ☐ Other: _____

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