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DRIVING DIGITALISATION THROUGH EFFECTIVE BUSINESS ANALYSIS

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Abstract

This is a systematic literature review that show casesthe centrality of Business Analysis (BA) as a strategic force in a successful organisational digitalisation effort. Although the modern-day digital transformation can be considered through the prism of technology, this paper is aimed to change the emphasis on technology while focusing on the analytical mindset that is necessary to convert digital ambition into quantifiable business value. Through a thorough review of literatures, the paper comes up with a strong conclusion that Business Analysis is a bridge and a dynamic organizational resource that is needed to cope with the challenges of business model innovation and process re-engineering needed to transform a modern enterprise in a world driven by fast technological innovation. The results of the research and analysis indicate that having an effective Business Analysis practice within an enterprise resolves the long-running alignment gap as digital initiatives are clearly connected to both the strategic goals and the needs of stakeholders within and outside the enterprise. A strategic sensing, in which Business Analysis makes it possible to detect digital opportunities, operational efficiency, in which the strict value stream mapping achieves business model transformation, structured frameworks, like the Compass Method, have been identified as key drivers. The research finds that the absence of the translator role that the business analyst plays causes the digitalisation efforts to continue being both technical and operational cost centers and not strategic assets. The study, therefore, highlights the need to incorporating Business Analysis as an essential, critical, and strategic driver of digital transformation journeys to swiftly create value and reduce the risks of misaligned, not fit for purpose implementation while ensuring that competitive advantage is established in an increasingly automated world.

Keywords

Digital Transformation, Business Analysis, Strategic Alignment, Dynamic Capabilities, Business Model Innovation

1. Introduction

Digitalisation has become one of the hallmarks of modern organisational change that has transformed the way companies work, compete, and bring value to stakeholders (Brunetti et al., 2020). The current developments in digital technologies, including cloud computing, data analytics, artificial intelligence, and platform-based systems helped organisations to re-invent business models, optimise internal processes, and interact with customers faster and on a scale never before (Witschel et al., 2019). This has led to the fact that digitalisation is no longer regarded only as a technological upgrade, but as a strategic necessity that affects the long-term organisational performance and sustainability. Although significant investments in digital initiatives are in place, many organisations still struggle to achieve the desired benefits of digitalisation in business, highlighting a discrepancy between digital ambition and actual business performance (Szalavetz, 2022). Parviainen et al. (2017) indicate that technology is hardly ever the cause of

failure of digitalisation projects. Rather, the difficulties tend to be caused by unclear business goals, misalignment between digital solutions and organisational requirements, limited stakeholder involvement, and ineffective governance frameworks. Here, the process of digitalisation runs a risk of being technology-based instead of value-based and creates disconnected systems, resistance by users, cost explosion, and a low payback (Truant et al., 2021). These unrelenting problems underscore the fact that mechanisms are required that ensure the digital initiatives are clearly aligned with the strategic objectives and are geared towards the provision of an able business impact (Parida et al., 2019).

Effective business analysis is important in facilitating the likes of organisations to convert strategic intent to operationally viable and value-oriented digital solutions (Kreutzer et al., 2018). In general terms, business analysis can be described as the methodical process of recognizing the business requirements, eliciting and administering the requirements, examining the solution alternatives, and guiding the stakeholders towards collaboration so that the changes proposed can achieve the intended results. Business analysis, in the digitalisation environment, acts as an intermediary role between business stakeholders and technical teams, where digital technologies are implemented not as something new but as a part of organisational goals of efficiency, agility, customer satisfaction, and innovation (Gupta et al., 2023). Although it is an important aspect, the role of business analysis in successful digitalisation has not been widely studied in the scholarly literature or in practical application in organisations. Most of the current state of research on digitalisation dwells on the technological capabilities, leadership, organisation culture, or change management, often viewing business analysis as an informal or peripheral activity.

On the other hand, business analysis literature is often focused on tools, methods, and professional skills without adequately contextualizing such practices in the context of wider agendas of digital transformation (Park and Mithas, 2020). Such fragmentation prevents a comprehensive view of the ability of business analysis to be actively involved in influencing the results of digitalisation and eliminating the frequent risks that digital initiatives can carry with them. Considering the uncertainty and complexity in the digitalisation efforts it is especially important that proper business analysis can be conducted (Arias-Perez et al., 2023). Digital initiatives can be associated with cross-functional activities, user expectations, regulatory restrictions, and quickly transforming technologies. In this case, conventional linear planning strategies cannot be applied (Agarwal et al., 2020). Business analysts can play their role by being adaptive, iterative, and stakeholder-centric in a way that allows them to embrace change without losing sight of the business value (Salleh, 2025). Business analysis brings clarity and a sense of structure to the settings, which can be described by a lack of certainty and conflicting priorities through value stream mapping, stakeholder analysis, business case development, and benefits realisation planning (Ojiko et al., 2023). Moreover, business analysis assists in digitalisation because it improves the quality of decision-making throughout the project and organisational lifecycle. Through problem statements, success criteria, and the evaluation of alternative solutions, business analysts facilitate informed decisions made by organisations on the adoption of technology, process redesign, and investment prioritisation (Iyamu et al., 2016). Such evidence-based strategy minimises the risk of solution misfit and makes sure that digital initiatives are evaluated not only based on technical feasibility, but on the economics of the initiative, organisational preparedness, and alignment with the strategy.

Therefore, a sound business analysis is a buffer against the digitalisation driven by technologies that do not produce any significant business changes. The growing priority of outcome-driven digitalisation is another significant factor that supports the topicality of business analysis (George and Bock, 2011). Organisations are increasingly moving beyond providing digital deliverables, including system implementations or deployments of platforms, and moving towards tangible deliverables such as improved service quality, reduced time-to-market, decision intelligence, and customer value (Standahl Johannessen and Karlsen, 2025). Business analysis is central to such a change as it clearly connects requirements and solutions with performance measures and benefits realisation metrics. By doing this, it assists organisations to shift their thinking away from activity-based measures of success and towards outcome-based assessment of digital initiatives (Kirchmer, 2017).

With such considerations, there is a definite need to conduct research that methodically investigates how business analysis can be effective to ensure that digitalisation can achieve the appropriate business outcomes. This paper aims to fill this gap by examining how business analysis as a value-enabling strategy can be used as a digitalisation strategy. To be more precise, the paper will examine the role of business analysis practice in strategic alignment, stakeholder coherence, quality of requirements, and outcome realisation in the digital context. The synthesis of the findings of the available literature and

practice gives the study a conceptual basis to realise business analysis not only as a support activity, but as a key component of successful digitalisation.

2. Methodology

The proposed research employs a systematic review of literature (SLR) model to give an objective, rigorous, and repeatable synthesis of the existing studies on the impact of business analysis in contributing to successful digitalisation. The SLR approach proves especially useful in incorporating the knowledge about the dynamically developing area of information systems, strategy management, and software engineering (Cabrera and Cabrera, 2023). The review process was designed referring to the known guidelines on how to conduct a systematic review and adheres to the PRISMA (Preferred Reporting Items of a Systematic review and meta-analytical) framework to organize the process of identifying, screening, and selecting the pertinent literature.

2.1 Search Strategy

A wide but relevant set of academic and professional literature was to be covered in the search plan. Scopus, Web of science and Science Direct were three major databases that have high-quality and peer-reviewed research in the area of business and technology. They are the top indexing databases in journals in management information systems, business transformation, and computer science, which makes them the right databases to study the intersection of business analysis and digitalisation.

The search strategy was a mixture of keywords and Boolean operators addressing the central constructs of the research. The key search terms were variations of Business Analysis, Requirements Engineering, Business Analyst, and Requirements Management, and combined with the digitalisation-related content, such as Digital Transformation, Digitalisation, Strategic Alignment, and Value Realization. The searches were performed in titles and abstracts, as well as the keywords offered by authors. Articles published after 2015 and until 2026 were the subject of the search to receive the up-to-date digital environment and transition to outcome-based digital direction.

2.2 PRISMA Framework and Study Selection

The criteria used to select the research participants were based on the four major steps of the PRISMA framework, which include Identification, Screening, Eligibility, and Inclusion. During the Identification phase, all the records were obtained in the chosen databases and then merged, and any redundancies were eliminated. The Screening phase involved the review of titles and abstracts to eliminate those studies that were evidently not related to the research of business analysis or the digitalisation of organizations. The research which concentrated on merely the technical specification of hardware or the overall economic digitalisation without process organization, was not considered at this point.

The Eligibility stage entailed an overview reading of the rest of the articles to identify how they fit the research objectives of the study. Particular emphasis was placed on the fact that the studies investigated the effects of BA practices on the strategic alignment, stakeholder management, or project outcome explicitly. Lastly, Inclusion had a tendency to keep only studies that had satisfied the predefined inclusion criteria and passed the quality check to be synthesized.

2.3 Inclusion and Exclusion Criteria

To keep the focus and academic quality of the review, the following criteria were developed:

Table 1: Inclusion and Exclusion Criteria

Criterion	Inclusion Criteria	Exclusion Criteria
Publication Type	Peer-reviewed journal articles	Editorials, opinion pieces, book chapters, theses, and white papers
Publication Period	Studies published between 2015 and 2025	Studies published before 2015
Language	Articles published in English	Non-English publications
Research Focus	Focus on Business Analysis (BA) practices, Requirements Engineering, or the role of the Business Analyst	Studies on digitalisation that do not mention the analysis or requirements process

Context	Organizational digitalisation, Digital Transformation, or Enterprise-level digital initiatives	Purely technical/IT infrastructure studies or individual consumer-level gadget adoption
Perspective	Value-driven, strategic, or process-oriented perspectives on digital outcomes	Purely mathematical algorithms or backend coding optimizations
Methodological Rigor	Empirical, conceptual, or review studies with clearly defined methodology	Studies lacking methodological transparency or theoretical grounding
Relevance to RQs	Explicit discussion of BA as a driver for alignment, stakeholder coherence, or value delivery	Studies not linking BA practices to business outcomes or digital success

2.4 Quality Assessment

Formal quality assessment was done before data synthesis in order to enhance the reliability of the findings. The articles were rated on the established status of the publishing resource, the clarity of purposes of the research, the strength of the methodology, and the immediate applicability to the role of business analysis in the digital environment. Any study that did not define clearly its constructs or that was inadequately empirically or theoretically supported was excluded. This was to make sure that the final sample included high-quality research that would offer valuable information on the way BA is functioning as a value-enabling capability.

2.5 Data Extraction and Synthesis

The mechanical extraction of data from the incorporated studies was carried out, including the year of publication, the research setting (industry/sector), theoretical backgrounds applied, the methods of BA applications, and the significant findings in digitalisation success. The results were coded using a Thematic Synthesis strategy that divided the results into higher-level themes, i.e.:

- Strategic Alignment: How BA closes the digital ambition-digital execution divide.
- Stakeholder Coherence: How BA influences the process of expectation management and organizational change.
- Outcome Realization: The transformation of contributing digital outputs to quantifiable business worth.

The synthesis made it possible to identify recurring patterns, useful BA competencies, and gaps present in the literature, and it has formed the basis of the results and discussion sections that follow.

3. Results

3.1 Study Selection

The search process was conducted by a systematic search through the chosen electronic databases (Scopus, Web of Science, and ScienceDirect) that preliminarily resulted in retrieving 612 records on the topic of business analysis, digitalisation, and value realization. After deleting 245 duplicate studies, 367 unique articles were left to pass through title and abstract screening.

In the screening stage, 282 papers were filtered out because they dealt with the technical engineering of software, general trends within the digital economy, or did not have a particular concentration on the role of business analysis. This was reduced to 85 articles for full-text evaluation. After critical analysis in terms of the inclusion and exclusion criteria, 15 studies were found to fit all the qualitative synthesis requirements. These papers give the empirical and theoretical foundation of the analysis of BA as a facilitator of digital success. The PRISMA flow chart below summarizes the process of the selection.

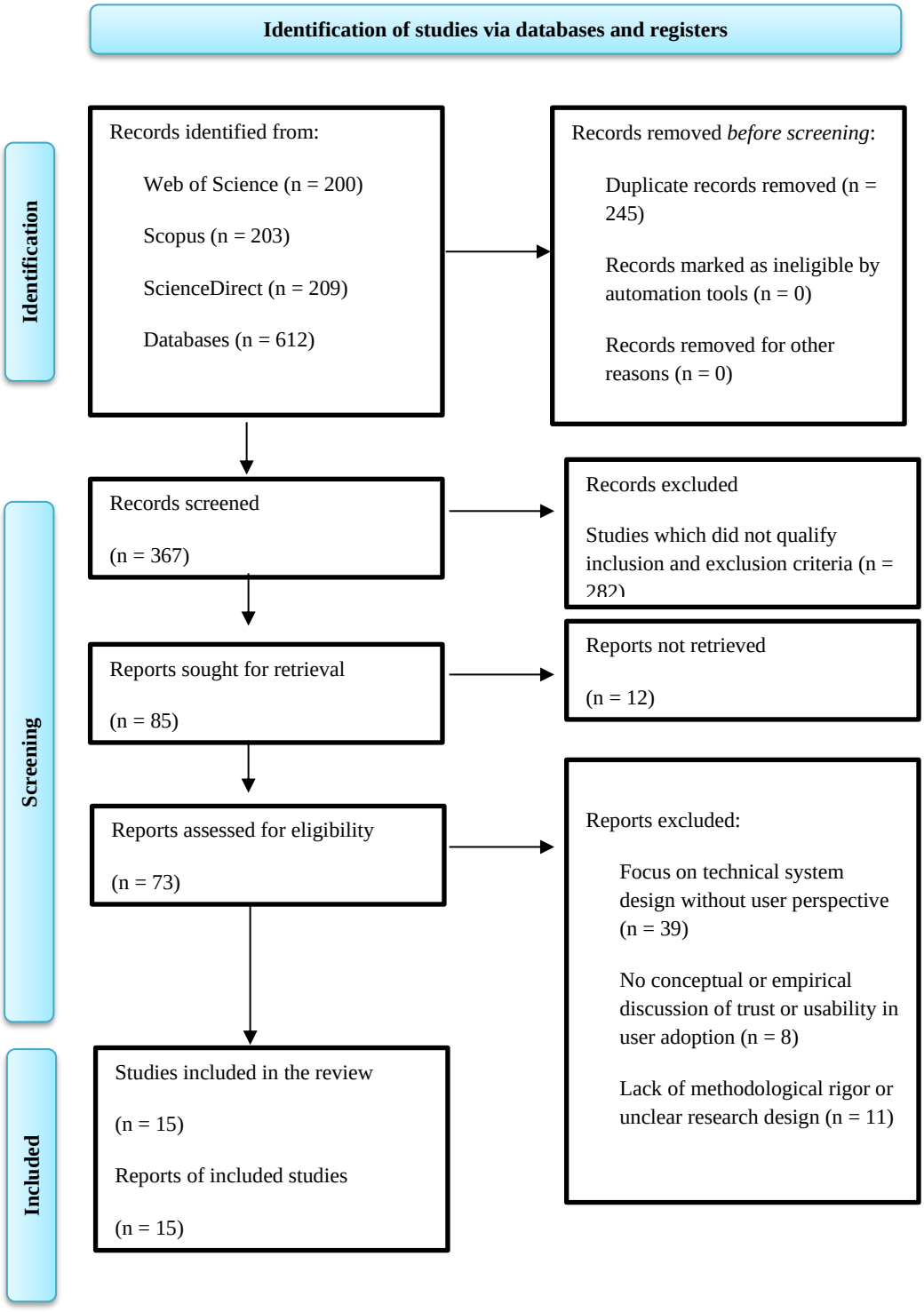

Figure 1. PRISMA CHART

3.2 Characteristics of Included Studies

The 15 articles chosen present a solid combination of systematic reviews, empirical studies, and conceptual frameworks published in 2015-2025. Table 2 is a summary of their main characteristics and findings.

Table 2: Characteristics of Included Studies (n = 15)

Study	Focus Area	Key Constructs	Major Findings
Vial (2019)	Digital Transformation	Structural Change, Value Creation	Identifies DT as a process were digital technologies trigger strategic responses.
Verhoef et al. (2021)	Multidisciplinary DT	Business Model Innovation	Highlights the shift from digitisation to digital transformation as a strategic evolution.
Warner & Wäger (2019)	Dynamic Capabilities	Strategic Renewal, Agility	Emphasizes "sensing, seizing, and transforming" as core BA-led capabilities.
Ulas (2019)	SMEs & Digitalisation	Process Awareness, SMEs	Finds that process-level analysis is the primary barrier/enabler for SME digital growth.
Witschel et al. (2019)	Business Model Change	Facilitating Settings	Analyzes how internal settings and capabilities drive digital business model shifts.
Royston (2019)	Competitiveness	Performance Drivers	Links digital tool adoption directly to enhanced market competitiveness.
Neligan et al. (2023)	Circular Economy	Circular Business Models	Shows digitalisation as a driver for sustainable, circular economic models.
Ohinok & Hunka (2023)	Efficiency	Org. Competitiveness	Digitalisation significantly improves internal efficiency through process redesign.
Ivanov et al. (2020)	Industrial Innovation	Innovation Drivers	Digitalisation acts as a catalyst for innovation in traditional industrial sectors.
Fähndrich & Pedell (2025)	Management Control	SME Transformation	Explores how digital tools transform management control and decision-making.
Machado et al. (2024)	Operating Models	The "Compass Method"	Provides a structured method for identifying changes in business operating models.
Ritter & Pedersen (2020)	B2B Digitalisation	Digitization Capability	Distinguishes between having technology and having the capability to use it.
Calderon-Monge (2024)	Management Review	Systematic SLR	Synthesizes how digitalisation influences core management and business theories.
Wang et al. (2023)	Performance	Role of Innovation	Business model innovation mediates the link between digitalisation and performance.
Kholmuminov et al. (2021)	Process Analysis	Digital Era Analysis	Proposes improved methods for analyzing business processes in the digital age.

3.3 Descriptive Results of Included Studies

According to the studies, there is a paradigm shift in the studies that are now more strategy-centric than IT-centric research. The literature of the past tended to consider business analysis as a support need within the software development lifecycle. Nevertheless, modern studies (2015-2025) describe BA as a Dynamic Capability, which is no longer based on requirements elicitation but becomes a strategic designer of organizational agility. This development indicates that the modern BA does not merely facilitate IT projects but actively contributes to the development of the digital vision by being keen to detect the existing gaps in the existing organizational capabilities and requirements of the digital economy.

3.3.1 Methodological and Industry Distribution

The methodological changes in this field have been major in an attempt to deal with the socio-technical nature of digital ecosystems. Although earlier works (Vial, 2019) used qualitative literature reviews as the conceptual backdrop, more recent articles (Wang et al., 2023; Machado et al., 2024) have transitioned to mixed-method designs and design science. With this change, it is possible to formulate "actionable frameworks" -solutions that can guide practitioners to cope with the ambiguity of business model redesign. Moreover, the literature demonstrates an extensive distribution in the sphere of sectors, including both

traditional industrial ones (Ivanov et al., 2020) and highly agile SMEs (Fahndrich and Pedell, 2025), and proves that the necessity of solid business analysis cuts across the industry boundaries.

Table 3: Distribution of Research Methods and Core Subject Focus

Research Method	Count	Representative Studies	Subject Emphasis
Systematic Literature Review	3	Vial (2019); Calderon-Monge (2024)	Defining DT phases and management theory.
Conceptual Frameworks	5	Machado et al. (2024); Kholmuminov (2021)	Tools for process and operating model redesign.
Empirical (Survey/Case Study)	7	Warner & Wäger (2019); Fähndrich (2025)	Validation of competitive and management gains.

3.3.2 Temporal Analysis of Subject Maturity

The subject maturity has a definite trend in 2019-2025 as analyzed. Among the drivers, the most significant one that was identified in the literature between 2019 and 2021 was Process Efficiency and mitigation of digital disruption (Royston, 2019; Ulas, 2019). At this time, the core competencies of BA that were highly appreciated were the optimization of internal processes and survival. However, it can be seen in 2022-2025 that it shifts to Business Model Innovation and Sustainability (Neligan et al., 2023; Fahndrich and Pedell, 2025). This implies that with the increased level of familiarity with simple digital tools, business analysis has turned to high levels of value addition, including integration of the circular economy and predictive management control. Figure 2 shows the conceptual evolution of the role of business analysis in digital transformation research, illustrating the shift from an IT-centric support function to a strategic organizational capability (2015–2025)

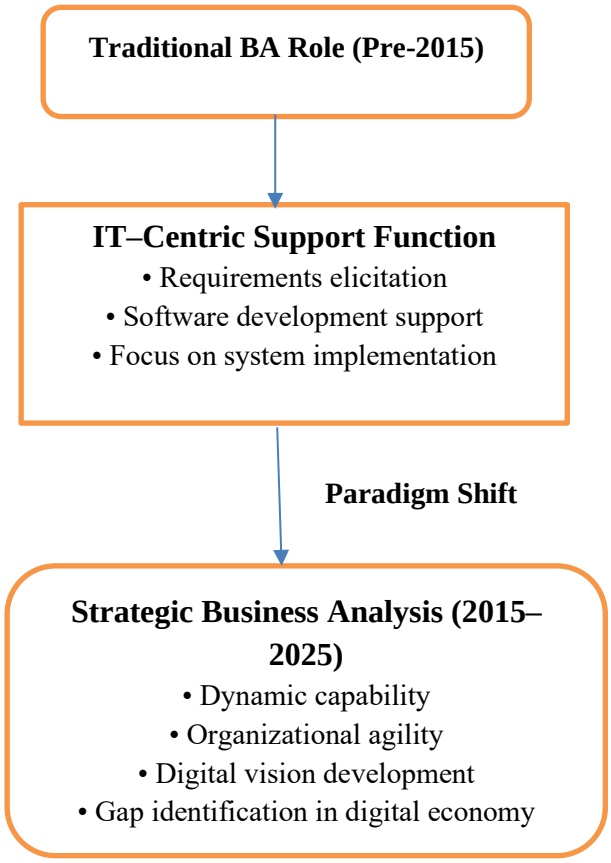

Figure 2. Evolution of Business Analysis Role in Digital Transformation Research

3.4 Classification of Drivers: The Role of Business Analysis

Business Analysis is the so-called Bridge Capability, which triggers and maintains the digitalisation. The drivers are divided into 3 thematic pillars, which reflect a new layer of organizational change as seen in figure 3.

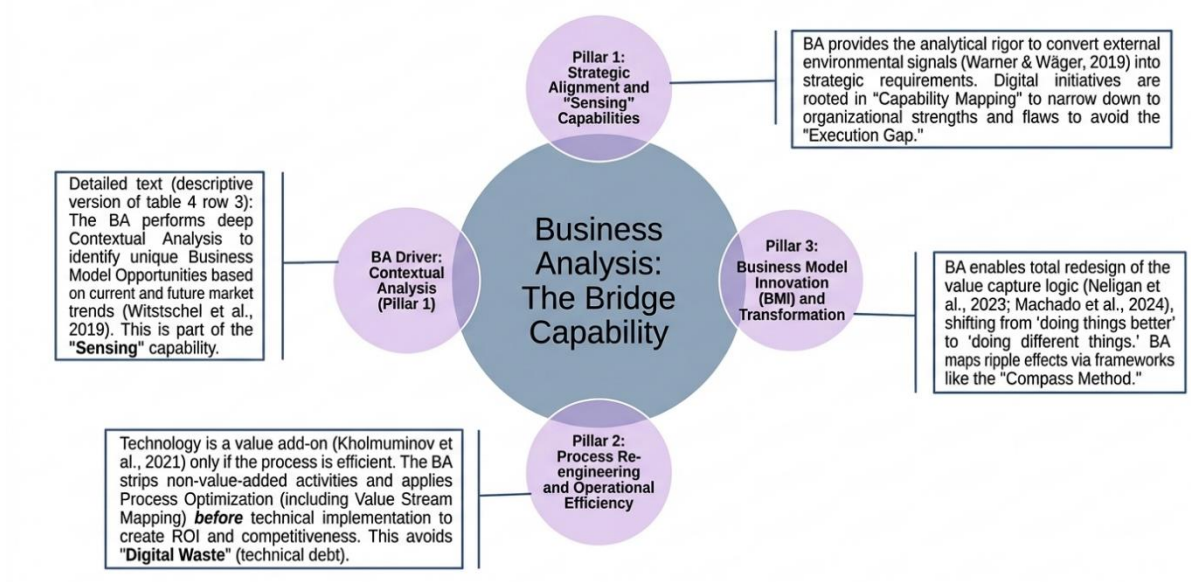

Figure 3. Classification of Drivers

3.4.1 Pillar 1: Strategic Alignment and "Sensing" Capabilities

According to the literature (Warner and Wager, 2019; Verhoeff et al., 2021), an organization that successfully digitalizes is able to do so because it can sense the changes in the environment. Business analysis offers the rigor of analysis that is needed to convert these external signals into strategic requirements. Instead of following the technological fashions, the BA takes care of the fact that digital initiatives are rooted in "Capability Mapping," which would narrow down to which strengths of the organization can be boosted with the help of technology and which flaws need to be worked on. This fit avoids the so-called Execution Gap, whereby the technical departments develop superior systems that fail to contribute to the long-term vision of the business.

Table 4: BA Techniques as Drivers of Strategic Sensing

Study	BA Driver Identified	Strategic Outcome
Warner & Wäger (2019)	External Environment Scanning	Strategic Renewal & Dynamic Agility
Ritter & Pedersen (2020)	Capability Mapping	Alignment of IT Resources with B2B Needs
Witschel et al. (2019)	Contextual Analysis	Identification of Business Model Opportunities

As can be seen in Table 4, technology adoption is not a source of strategic success but analytical pre-structuring. All studies affirm that organizations that have the potential of conducting systematic sensing by mapping their capabilities and environmental scanning, shun the execution gap mentioned above.Therefore, BA techniques operationalize the sensing part of the dynamic capability theory.

3.4.2 Pillar 2: Process Re-engineering and Operational Efficiency

Operational excellence is among the fundamental motivators of digitalisation. Nonetheless, one of the main agreements in the outcomes (Kholmuminov et al., 2021; Ohinok and Hunka, 2023) is that technology is an enabler of efficiency and waste multiplier. The simple fact that an analog, inefficient process is being digitalized results in digital waste. Business Analysis is the value add-on of Value Stream Mapping and Process Optimization. The BA has to strip off non-value-added activities in advance of technical

implementation, thus leaving digitalisation to create a quantifiable Return on Investment (ROI) and organizational competitiveness instead of exerting an incremental technical debt.

3.4.3 Pillar 3: Business Model Innovation (BMI) and Transformation

The hi-tech driver that has been found in the literature is the total redesigning of the value capture logic in the organization. This means not doing things better, but different things. Neligan et al. (2023) and Machado et al. (2024) emphasize that BA enables it by the use of such frameworks as the "Compass Method" in which the ripple effects of the digital change are mapped over the whole operating model. This involves finding new sources of revenue, building digital-first customer experiences, and incorporating sustainability (circular economy) into the business logic.

Table 5: BA-Driven Value Creation Mechanisms

Mechanism	Description	Supporting Study
Operating Model Redesign	Using the "Compass Method" to navigate redesign.	Machado et al. (2024)
Circular Economy Logic	Mapping digital tools to sustainable value loops.	Neligan et al. (2023)
Management Control	Digitizing decision-making flows for SMEs.	Fähndrich & Pedell (2025)

Table 5 indicates that there is a distinct vertical advancement in the way Business Analysis helps to create digital value. On a basic level, BA helps operate the model redesign, in which formalized methodologies, including the Compass Method, allow companies to reequip processes and structures with digital goals. On top of this layer of operation, BA proceeds to harnessing the role of sustainability logic, especially through the frameworks of the circular economy that analytically links digital means with long-term objectives of environmental and resource efficiency. On the highest level, the input will be in the change of managerial control systems, as the processes of decision-making are computerized and made into predictive and data-driven processes. This development shows that BA-induced digital transformation is not only about enhancing the way work is done, but also about redefining the manner in which value is maintained, and finally, about transforming the manner in which strategic decisions are regulated.

3.5 Synthesis: BA as the "Digital Transformation Accelerator"

The overall picture of the 15 studied sources creates a clear ascending order of digitalisation process: as much as technology is the key enabler, Business Analysis (BA) is the key accelerator and the key strategic protection. These two works are synthesized to imply that the purchase of digital tools, including cloud infrastructure, AI, or IoT is not enough to gain a competitive advantage. Rather, value is unlocked by the role of Translator by the Business Analyst and the Translator ensures that the technical capabilities are strictly mapped to the business value drivers. Devoid of this analytical mediation, the digitalisation initiatives often turn into technical costs, which do not have a strategic value, creating a disjointed implementation process and a lack of user adoption (Ulas, 2019; Wang et al., 2023).

Another important point to be made out of this synthesis is that of Analytical Readiness. Researchers like Ritter and Pedersen (2020) and Kholmuminov et al. (2021) prove that the pace of transformation is likewise directly linked to the maturity of the business analysis function. Those organizations that incorporate BA in the initial phases of their digital transformation can reach the stages of Value Realization much sooner than those that consider analysis as a project-level task. This speed is attained by preemptively eliminating ambiguity and dealing with the expectations of the stakeholders, and the definition of requirements that are based on outcomes-based performance measures as opposed to solely on technical functionality.

In addition, the synthesis points to the role of BA in Risk Mitigation and Value Preservation. According to Vial (2019) and Warner and Wager (2019), the digital technologies have the ability to cause the structural changes that are disruptive and risky. The Business Analyst is the catalyst of change because he serves as a stabilizer who may wade through the intricacies of business model redesign (Machado et al., 2024) and circular transitions that are sustainable (Neligan et al., 2023). The focus on keeping the digital core of the organization in line with its strategic mission allows BA to avoid the loss of resources in areas that are not strategic to the organization.

4. Discussion

The current work is a convincing account that shifts the discourse on the issue of digitalisation as a technological challenge to an analytical and strategic necessity. Through the interpretation of the empirical results, one can conclude that effective business analysis serves as the key driver of digital success, thus overcoming the gap in the discontinuity between high-level digital ambition and operational reality. One fundamental observation that can be made regarding the available literature, including the earliest studies of Vial (2019) and Verhoeff et al. (2021), is that most digital initiatives fail because of a mismatch when the digital tools are implemented without a clear understanding of the business architecture behind them. This "Alignment Gap" requires a boundary-spanning position that will be able to transform nebulous strategic intentions into specific, testable, and operationally feasible functional requirements. Within the framework of the so-called Compass Method, Machado et al. (2024) show that to ensure the successful digitalisation, the operating model must be navigated in an orderly manner, with every digital implementation being traceable in terms of value. This means that the contribution that a project makes to organisational goals which may be customer experience, sustainability, or cost reduction are clearly identified and proven out long before the technical development phase actually takes place. This traceability can be used as a coverage of the so-called vanity projects or technology-based investments that do not focus on prioritizing the underlying pain points. Placing business analysis at the start of the product lifecycle allows organisations to ensure that the intangible justification behind the adoption of technology is as sound as the performance of the act, therefore, creating a strong background of sustainable change (Castro et al., 2015).

One of the theoretical contributions made by this review is the conceptual redefinition of Business Analysis as a Dynamic Capability and no longer a marginal support feature. Such role, historically assigned to documentation of projects, is promoted to a strategic necessity of survival in a volatile digital economy by the works of Warner and Wager (2019) and Witschel et al. (2019); nonetheless, the necessity lies in the toolbox of these two researchers. Synthesis indicates that the three pillars of dynamic capabilities, sensing, seizing, and reconfiguring, are triggered when business analysis is done. By conducting a methodological environmental scanning and data-driven information, BAs help organisations to identify changes in the digital environment that either pose a threat or become an opportunity. Following facilitation of opportunity capture is done through generation of strong business cases and feasibilities which are in line with internal capabilities. Finally, BAs guide the re-organization of the intra-organizational controls and structures to facilitate the new digital reality. This cyclic process makes the Business Analyst a designer of organisational dexterity, enabling companies to redefine their digital strategies through empirical evidence as opposed to conjecture (Grant, 2016). The shift between Project BA and Strategic BA is particularly noticeable in the recent scholarship (Olszak, 2016), and it theorizes that digital maturity is a by-product of analytical rigor and managerial control, but not necessarily an investment in infrastructure. This is a decisive change, as it will escalate the BA into an active participant of the strategic renewal as opposed to being a passive receiver of the commands, which will provide the competitive strength in a more and more automated environment.

Results also suggest that the value extraction pinnacle of the digitalisation is not the primitive process automation but Business Model Innovation. According to the literature, especially Wang et al. (2023) and Neligan et al. (2023), digital technologies should be used to develop new mechanisms of value capture that are not previously established. Business analysis is the engine of this change, which helps to improve the paradigm shift between product-focused and digital-service ecosystems. This venture will demand analytical richness, which will be more profound than the superficiality of software deployment; it needs a comprehensive search of value-creation logic. As an example, the transition to the concept of a circular economy, which is becoming increasingly popular in modern research, can technically be created with the help of IoT and cloud computing, but is analytically triggered by professionals who can trace the complex data flows that will ensure the sustainability of product lifecycle and resource-recovery cycles. Similarly, Fahndrich and Pedell (2025) appear to show that in SMEs, digital success is determined by the ability to digitalise the decision-making process and thus turn the management control system into a predictive one as a result of thorough analysis. These lessons suggest that the mandate of the analyst does not merely lie in speeding up but reconfiguring the work practices in such a way that new sources of revenue become open and increase sustainability in the long run.

In addition, the efficiency topic presented by Royston (2019) and Ohinok and Hunka (2023) clarifies the basic principle of the fact that automating an inefficient process only increases the level of its

inefficiency. This is the first principle of automation that is a considerable obstacle in industrial industries where old processes are very rooted. Effective digitalisation projects everywhere are followed by a process-analysis step that involves the use of value stream mapping to determine the bottlenecks, remove redundancies, and other wastes before applying technology. This pre-implementation analysis guarantees that digitalisation realises actual operational excellence as opposed to unnecessary digital clutter (Rudnitckaia et al., 2022). Through this analytical background, the Business Analyst will ensure that technology is deployed on a streamlined process that will be optimised to the greatest extent possible without wasting investment. Such attention to process excellence is what makes high-performing digital companies unique compared to companies spending a lot on IT without achieving the corresponding improvements in productivity and competitiveness. Ivanov et al. (2020) also indicate that in industrial companies, this layer of analysis becomes the tipping point that makes raw digital tools meaningful to generate smarter manufacturing and a more efficient supply chain.

The scope of the Business Analyst also goes into the stakeholder coherence and organisational change management. Digitalisation as a phenomenon is disruptive in nature, causing internal opposition and departmental silos. The BA, as it was pointed out in the synthesis of the different frameworks, acts as a facilitator who can help close the communication gap between the IT department and the business stakeholders (Doppelt, 2017). Expressing the benefits of digitalisation in the language that appeals to the representatives of various groups, BAs prevent the emergence of resistance and make sure that the digital solution corresponds with the real needs of the users. This anthropocentric method of analysis ensures that technology is adopted and not ignored. Finally, though technology provides the instruments of change, Business Analysis provides the tactical justification and the blueprint of structure that supports long-term organisational transformation (Chrusciak et al., 2025). Business analysis can fill the disconnect between technical capability and business objectives to enable digital transformation to be seen as a strategic asset instead of a technical cost. Institutions integrating these analysis practices at the initial phases of digital transformation are provably more inclined to achieve sustainability of competitive advantage, quantified business outcomes, and a sustainable digital future.

Conclusion

This literature review confirms that optimal digitalisation is essentially based on the integration of effective Business Analysis (BA) as a strategic force. The integration of evidence indicates that BA goes beyond the traditional definition of technical documentation, and it is the translator who is very important, bridging strategic ambition and operational implementation. Digital initiatives are value-driven and strategically consistent by addressing the inherent alignment gap through business analysis implementation. The study also recognizes BA as a dynamic capability that is necessary in detecting a change in the environment and enabling business model innovation. It works as one of their main accelerators as it streamlines core processes and puts them in place before technological implementation, thus avoiding the digitization of the old inefficiencies. Finally, the paper provides a conclusion that to attain sustainable competitive advantage, Business Analysis should be established as a cornerstone role since the onset of the digital journey. An incorporation of analytical rigor will make technology an investment in the agility of the future, but not an operational cost.

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