



Annual Report 2025

IIBA Brussels

By IIBA® Brussels Chapter

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"The Brussels chapter lives the value of "building community." Their weekly BA Café creates a welcoming and consistent space for meaningful conversations, connecting professionals internationally in a way that is accessible and impactful. Through these sessions, I built genuine relationships with peers I might not have met otherwise.

The chapter fosters thoughtful dialogue about our industry, while also opening doors to new opportunities, including connections to other European BA organizations. Their commitment to creating an inclusive, engaging, and internationally connected community is inspiring and deeply valuable to the profession."

- Tamara Copple -

Business Owner | Speaker | Community Builder

"Despite the distance, I feel embraced by the IIBA Brussels chapter like an adopted son. This community expands friendship, connecting people toward the purpose of achieving better outcomes. The quantity and quality of activities conducted by the chapter's volunteers, which constantly innovate and renew themselves, are impressive. I intend to continue following the IIBA Brussels chapter on social media and participating in its frequent discussions and events. It's an excellent way to engage, learn, and contribute to the global business analysis community."

- Fabício Laguna -

AKA The Brazilian BA, keynote speaker, educator, author

IIBA's Vision

Shape the practice of business analysis to achieve better enterprise outcomes.

IIBA's Mission

Lead the global business analysis community and professional standards so every person achieves more.

INTERNATIONAL INSTITUTE OF BUSINESS ANALYSIS™

CORE AND SPECIALTY CERTIFICATIONS



30 000

Members and certification holders



120

Chapters in 40 countries and
Members in >150 countries around the globe



500

Corporate Program, Academic Institutional,
and Training Partners



1500

Volunteers working together to build
the standard of the profession



IIBA Brussels Chapter

Belgium & Luxembourg

154
Members



49
Certification holders



2200+ LinkedIn followers



800+ Newsletter subscribers



10 - 40
Event participants on average each time



IIBA Brussels Chapter Vision & Mission

Vision

Become the centre for the community
of practice in Business Analysis in
Belgium and Luxembourg

Mission

Foster awareness on the value of
business analysis

Support and advance skills and
competencies of BA professionals

RISE of the BA Profession(al) in BeLux

Strategic plan 2022 - 2027

Strategy

← **Reach** →
Impact
Support
Engage

RISE of the BA Profession(al) in BeLux

Key elements

- **Reach** a large part of the broad community that performs, uses or reaps the benefits of BA
- **Impact**: Inspire our community with actionable ideas and possibilities, leading to actions by and results for our community members
- **Support** our customers by providing them with what they need to grow and leverage their BA capability, skills and expertise
- **Engage** our customers so we become a true community

Supportive elements

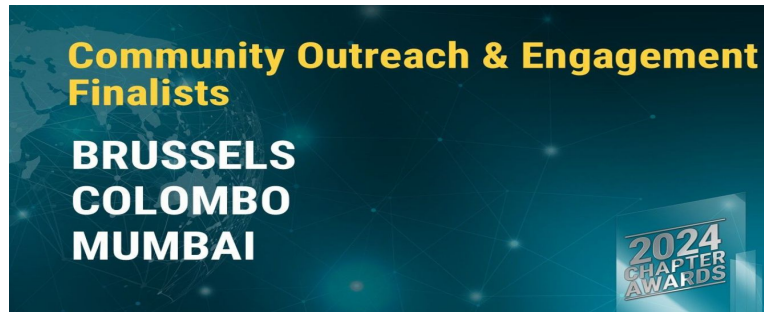
- **Quality** of content & value proposition; **Feedback** loop
- **Consistency**: regularity & sustainability of activities
- **Team** stability; ability to execute

IIBA Brussels Chapter Key Activities

- Regular Chapter Events
- BABOK Study Group
- Yearly BA & Beyond Conference
- Weekly BA Café
- Participation in Local and Global (II)BA Events and Activities

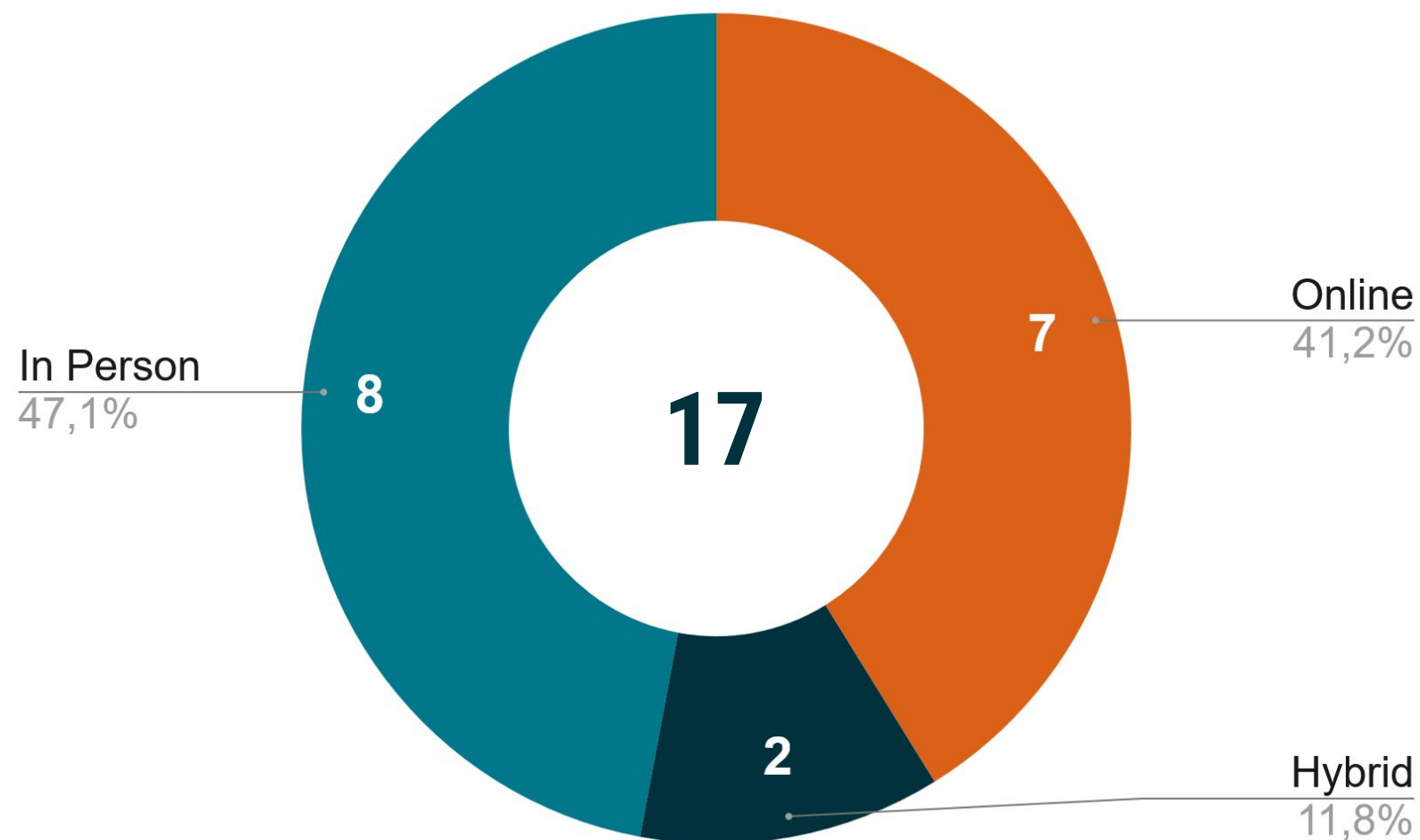
IIBA Brussels Chapter Recognitions

over the years



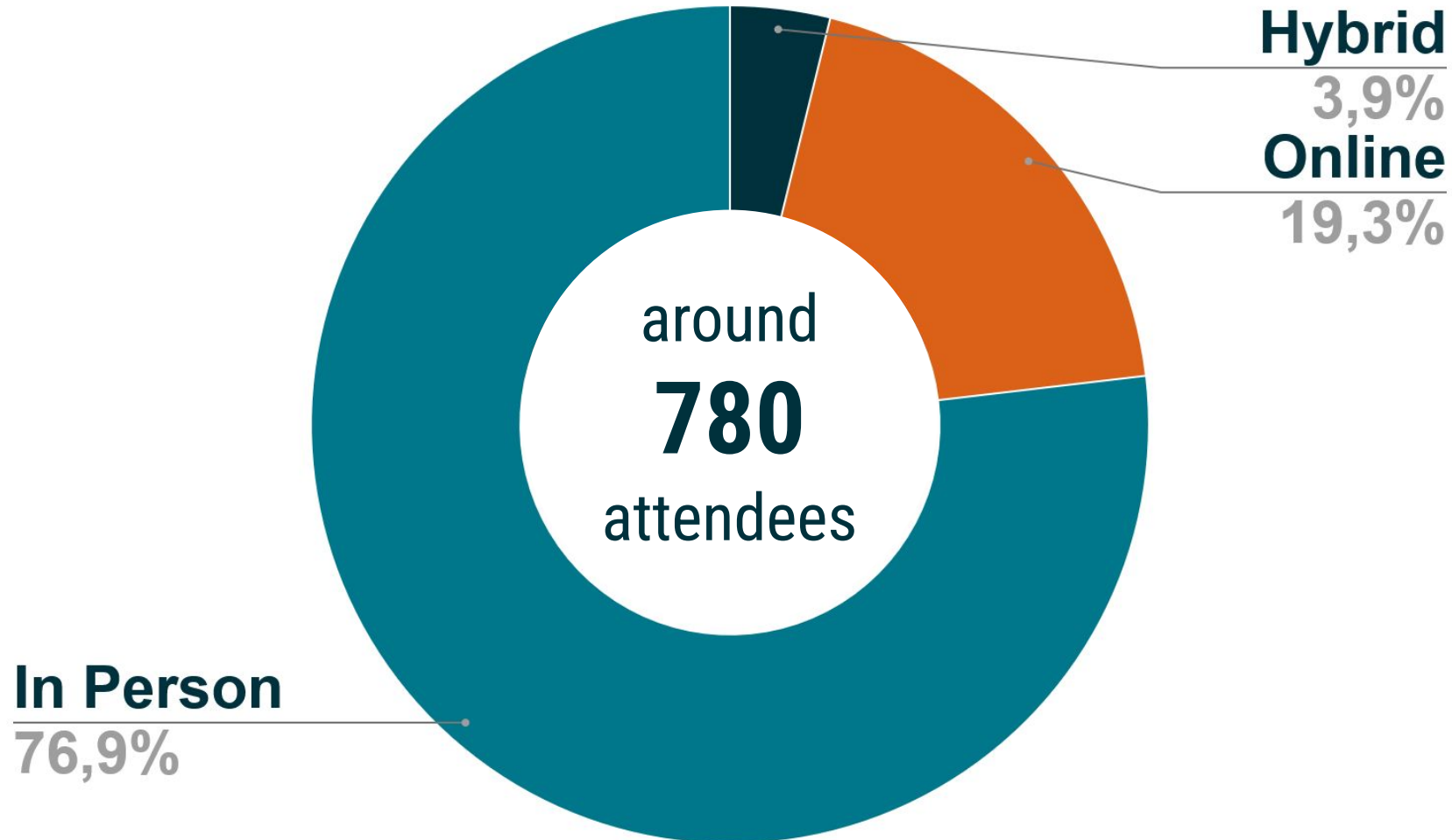
Overview of the Events

The 17 different events IIBA Brussels organised in 2025



Audience of the Events

Organized by IIBA Brussels in 2025



2025

Online



#BACafé

50+ sessions in 2025
occurs every Friday

+ at some international business
analysis conferences



Born in the midst of the 2020 lockdown, the BA Café has evolved into a thriving global community. If you feel like connecting with amazing and diverse BAs, then use this [Zoom link](#) on any Friday between 12:30 and 13:30 Brussels time (CEST/CET). No registration needed.

More information: <https://brussels.iiba.org/bacafe>

The meeting happens via Zoom BACafé@TheConference – also can be hosted at a number of international business analysis conferences.

Key facilitators of #BACafé:



Christiane Vandepitte

*Business Analyst - Software Designer -
Speaker - Journalist (freelance)*



Stefan Bossuwé

*#TheHolisticBA · Holistic Business Analysis
Professional · Speaker · Coach · Trainer ·
Mentor*



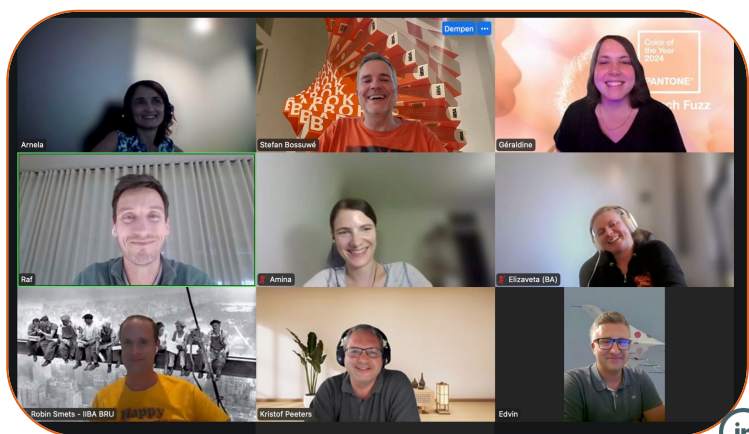
Filip Hendrickx

*Innovating BA | Inspiring people as travelling
speaker · author · trainer · coach ·
conference organiser | Member IIBA Board of
Directors | Visiting Professor @ VUB*

2025

Hybrid

BABOK Study Group



7th BABOK Study Group.

IIBA® Brussels Chapter wants to foster awareness about the added value of business analysis for organisations. By promoting and facilitating the understanding of the BABOK®, we want to proactively contribute to the professionalisation of business analysis in Belgium.

In total 6 people received their certificates of completion of BABOK Study Group 2025.

Web page of the 2025 group:

<https://brussels.iiba.org/events/babok-study-group-2025/>

Facilitators:



Stefan Bossuwé

*#TheHolisticBA · Holistic Business Analysis Professional
· Speaker · Coach · Trainer · Mentor*



Robin Smets

*Operations Management & Compliance
Leadership | Delivery, Transformation &
Governance in Consulting, SaaS & Financial
Services*



Kristof Peeters

*Experienced Functional & Business Analyst |
Competence Lead in Analysis | Bridging
Business Needs with Technical Solutions in a
Global Context at Sopra Steria Belgium*

2025-01-07

Online



Call for Speakers Open Q&A Session



8th edition
ba beyond
GLOBAL EVENTS SERIES IIBA®

Annual Conference
Denmark — The Netherlands — Belgium — Luxembourg

Call for Speakers

Open Q&A Session

7 January 2025 / 18:30 CET-Brussels

#BABeyond25 ba-beyond.eu

Photo by Matt Botsford on Unsplash



Prospective speakers were to join an interactive [online Q&A](#) session designed to clarify the submission process and expectations for conference presentations.

Participants learned about topic relevance, strong proposal characteristics, session formats, and evaluation criteria, helping them better prepare their conference submissions.

Facilitators:



Wouter Nieuwenburg
*Business Analyst/Architect at the
Ministerie van Sociale Zaken en
Werkgelegenheid (via Pancompany)*



Filip Hendrickx
*Innovating BA | Inspiring people as travelling
speaker • author • trainer • coach • conference
organiser | Member IIBA Board of Directors |
Visiting Professor @ VUB*

2025-01-07

Online



BA&Beyond 2025 Theme Announcement



During this [online event](#) the overarching theme of the BA&Beyond 2025 conference was announced.

Filip and Wouter kept the secret until the final announcement date, and all the BAs were welcome to make their best guess.

As it appeared, the clue for the topic was always in the picture for the event.

Facilitators:



Wouter Nieuwenburg
*Business Analyst/Architect at the
Ministerie van Sociale Zaken en
Werkgelegenheid (via Pancompany)*



Filip Hendrickx
*Innovating BA | Inspiring people as travelling
speaker • author • trainer • coach • conference
organiser | Member IIBA Board of Directors |
Visiting Professor @ VUB*

2025-02-27

Online



Let's Discuss Facilitation Challenges!

Let's Discuss Facilitation Challenges!

 Thursday, 27 February, 19:00 CET Online brussels.iiba.org/events

An interactive [online session](#) on facilitation brought together business analysts to explore common challenges such as engaging stakeholders, encouraging collaboration, and aligning project goals.

Participants also discussed their own experiences, helping them improve their facilitation skills and stakeholder engagement.

Speakers:



Jamie Champagne

Keynote speaker and surfing strategist | Maximizing technology investments | Enabling teams to maximize the value of what AI can mean for them!



Filip Hendrickx

Innovating BA | Inspiring people as travelling speaker • author • trainer • coach • conference organiser | Member IIBA Board of Directors | Visiting Professor @ VUB

2025-03-20

Hybrid



Turn your project into a successful product: Practical insights

**Maak van jouw project een succesvol product:
Praktische inzichten
Pieter Hens**

kindly hosted by



Donderdag, 20 maart, 18:00 CET

Actemium België, Aalter + Online

brussels.iiba.org/events



This [hybrid event](#), held in Dutch, explored why delivering a project on time and within budget does not always lead to success if the outcome is not used.

The session focused on shifting from project-based thinking to a product-oriented approach, using practical examples and insights to help participants build a more effective and successful product strategy.

The session was hosted by [ACTEMIUM](#).

Speaker:



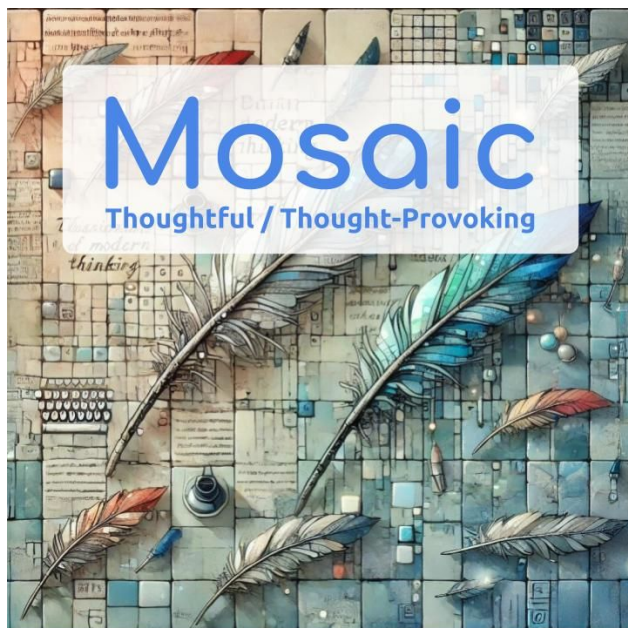
Pieter Hens
Head of Product • Product Owner Expert

2025-03-25

Online



Mosaic / Turf Wars and When BA is part of the problem



Beyond boundaries through
a new editorial experiment

With
Christina Lovelock
and
Mark Smalley

25 March 2025
16:00 - 16:45 CET/Brussels

#BABeyond25

ba-beyond.eu

Mosaic is a BA & Beyond publication that brings together thought-provoking insights into business analysis. Challenging the common sense, providing some uncommon sense.

During this [online event](#) Christina Lovelock highlighted the need to move beyond “educating” stakeholders and instead collaborate across roles, addressing challenges like role confusion and underused skills. Mark Smalley focused on when analysis may not be the right approach, encouraging analysts to first assess whether a situation can be analyzed and to adapt their methods based on context.

Speakers:



Christina Lovelock
Digital Leader | Author | Speaker | Coach



Mark Smalley
Helping IT people understand service

2025-03-27

In Person



WORKSHOP | From strategy to implementation: Methodically break down your projects

De la stratégie au terrain

Techniques de découpage pour les grandes organisations

Amra Zidani

en collaboration avec



Jeudi, 27 Mars, 18:00 CET

Namur

brussels.iiba.org/events



The [in-person event](#) in Wallonia on 27 March featured a workshop led by Amra Zidani, focusing on how to move from strategy to execution in complex organizations. Participants explored practical techniques such as Impact Mapping, Story Mapping, and User Stories, with a strong emphasis on building a shared understanding of the project from the start.

Through exercises and discussions, participants focused on defining the “why” and desired impact before deliverables, while considering stakeholders and outcomes. The session also emphasized that managing stakeholder expectations is key to project success.

The event was organized in collaboration with [Agoraz](#) at [Coworking Namur](#).

Speaker:



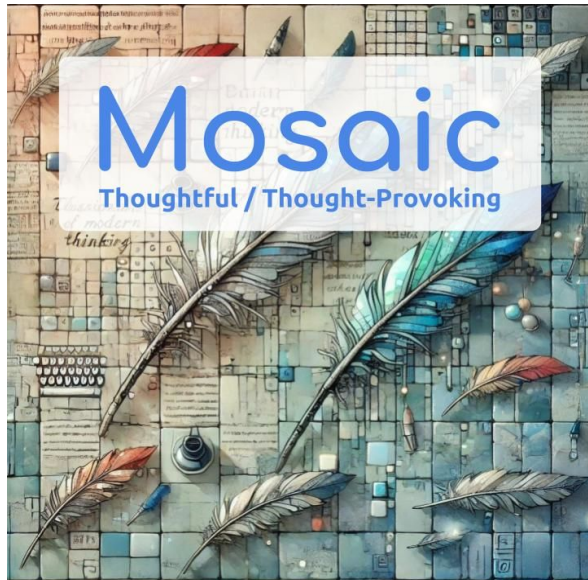
Amra ZIDANI
Business & IT Transformation
Consultant

2025-04-01

Online



Mosaic / The fallacy of being led by activity rather than productivity and why sometimes death is the only sustainable option



Mosaic is a BA & Beyond publication that brings together thought-provoking insights into business analysis. Challenging the common sense, providing some uncommon sense.

During this [online event](#) Robert Snyder highlighted the importance of improving communication flow, reducing inefficiencies, and focusing on productivity over activity. Bard Papegaaij focused on business continuity and the need to regularly question whether systems and processes still add value, including the importance of removing or replacing outdated solutions.

Speakers:



Robert Snyder

Innovation Elegance | Change Leadership | Transcending Agile & Waterfall



Bard Papegaaij

Preventing leadership fractures during times of change and transformation.

2025-04-24

In Person



Business Architecture at Elia: From project scope to information concept!

**Business Architecture at Elia:
From project scope to information
concept!**
Quentin Perdaens

kindly hosted by



Thursday, 24 April, 18:00 CEST

Elia Group, Brussels

brussels.iiba.org/events



The [in-person event](#) at [Elia](#) on 'How to Set Up an Effective Business Architecture in Your Organization!'

The session showed how [Elia](#) moved from managing separate projects to developing a shared business architecture. By defining capabilities and introducing common information concepts, the organization created a consistent language across initiatives and improved alignment between projects.

Speaker:



Quentin Perdaens
Head of Business Analysts Assets @ Elia

Organised by:



Joanna Du Bois
Business Architect & Business Analyst



Bart Verbeke
Freelance Business Analyst - CBAP



Filip Hendrickx
Innovating BA | Inspiring people as travelling speaker • author • trainer • coach • conference organiser | Member IIBA Board of Directors | Visiting Professor @ VUB

2025-05-14

In Person



BA Café Luxembourg – Global Pre-Conference Meetup



The [in-person](#) BA Café Luxembourg event was an informal networking evening for business analysis professionals from around the world. Attendees gathered in a relaxed setting over coffee to connect and share experiences ahead of the BA&Beyond conference.

The night before the #BA&Beyond #NoBox conference, Luxembourg's modern-art quarter turned into the world's largest coffee table for business-analysis pros.

Facilitator:



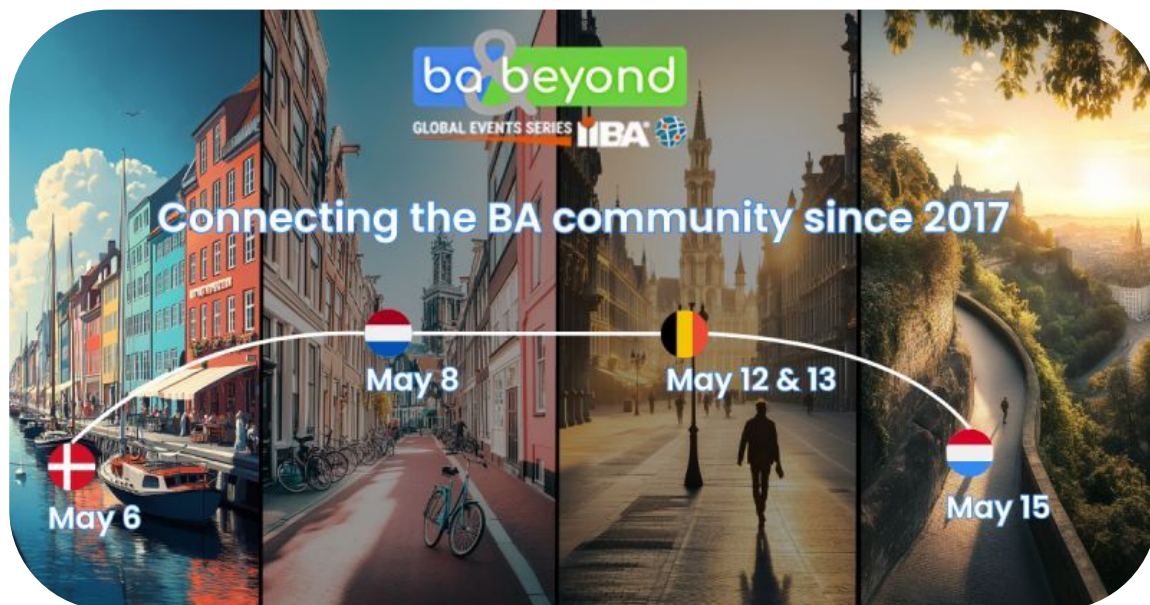
Mounir LAKHDARI
*People & Technology Advisor | CRM
& ERP Business Analysis*

2025-05-06 – 2025-05-15

In Person

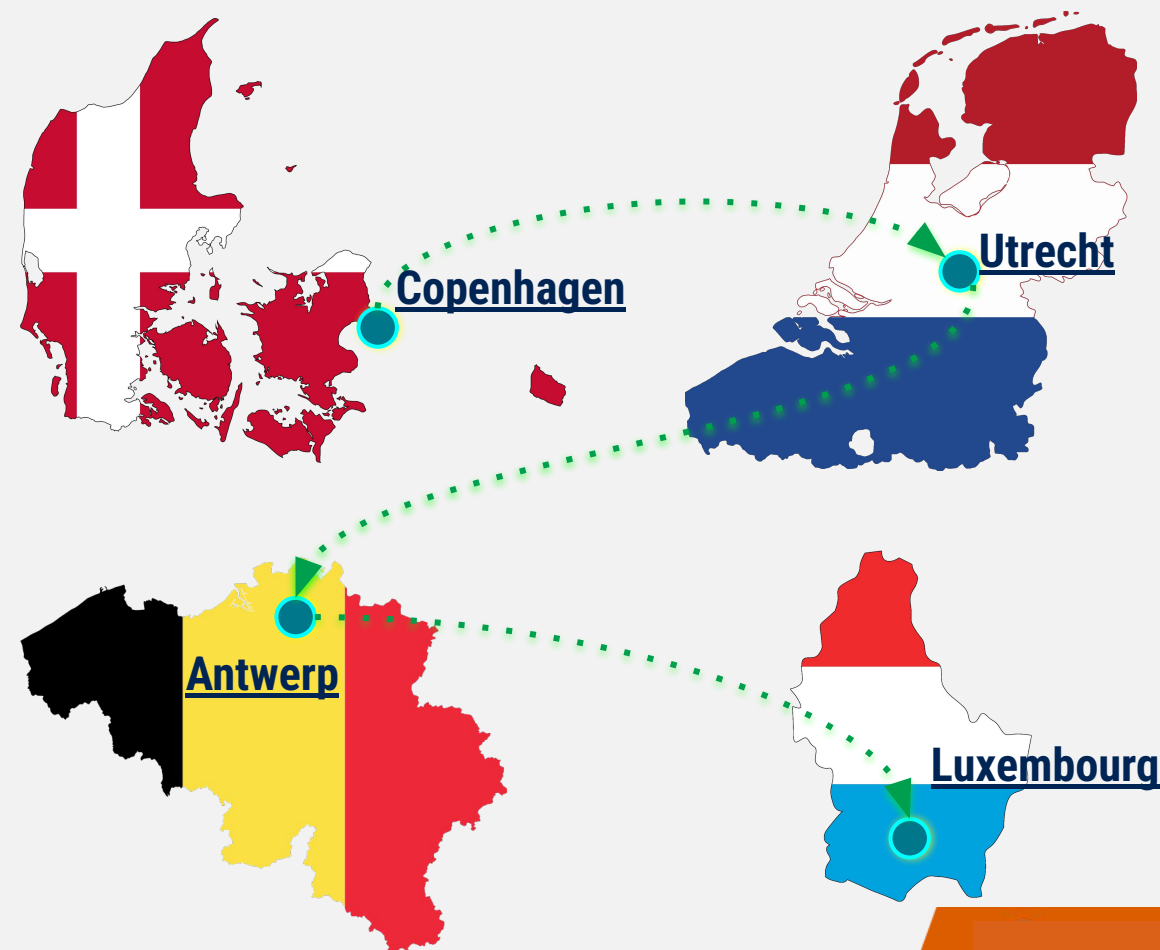
BA & Beyond Conference 8th Edition

part of the IIBA Global
Business Analysis Event Series



In person conference. This year [BA & Beyond 2025](#) was held once again in 4 countries!

Over [500 participants](#) shared their perspectives during the days of inspiration and networking in Denmark, The Netherlands, Belgium, and Luxembourg. #BABeyond25



2025-05-17

In Person



Beyond the Conference



"Bytes & Booze" - sessions are a known format of knowledge sharing amongst [AE](#) colleagues.

This [in-person event](#) was all about continuing the conference conversation, fostering collaboration, and making sure great ideas from #BABeyond25 don't get left behind.

Under the [motto "Beyond the Conference"](#), participants shared their #BABeyond25 learnings and actions.

Organisers and facilitators:



Sofie Vanreusel
Consultant bij AE nv/sa -
Architects for Business & ICT



David Van Steenkiste
Lead AE Gent / Principal Consultant



Filip Hendrickx
Innovating BA | Inspiring people as travelling
speaker • author • trainer • coach • conference
organiser | Member IIBA Board of Directors |
Visiting Professor @ VUB

2025-06-10

In Person



Scope & Requirements: Synergies between the PM and BA view

Scope & Requirements:
Synergies between the PM and BA view

kindly hosted by



in collaboration with



Scope & Requirements: Synergies
between the PM and BA view

Jun 10, 2025 6:30 pm - 10:00 pm **Romance Daylight Time** 📅

Register @ PMI Belgium

In-Person
Event



Scope management & Business requirements from the point of view of
PMs and BAs with a reference to the PMBOK and BABOK Guides

Where

Randstad Digital Leuven
1a Kolonel Begaultlaan
Leuven, Vlaams Gewest
Belgium

During this [in-person event](#) participants explored scope management and business requirements from both Project Manager and Business Analyst perspectives, using the PMBOK and BABOK as reference frameworks.

The session at [Randstad Digital Belgium](#) combined real-world examples and interactive discussions to help professionals deliver projects more effectively and create real business value.

Organisers and facilitators:



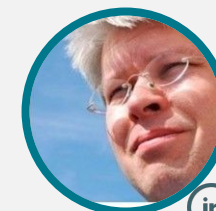
Joanna Du Bois
Business Architect & Business Analyst



Pieter Luycx
*Talent manager Data & Analytics at
Randstad Digital Belgium*



Didier Timperman
*Program Manager bij American Express
Global Business Travel*



Geert Cloostermans
*Senior Project Manager,
CMSE, PMP*

2025-06-25

Online

Annual General Meeting

Annual
General
MeetingMEMBER
IIBA®IIBA Brussels Chapter has a
new President!

Ann Leemans



The 2025 online Annual General Meeting invited community members to an online session to review key updates and decisions. The agenda included board member updates, approval of the 2024 financial statement and 2025 budget, and the discharge of the board.

During this meeting Ann Leemans has been appointed to be the new President of the IIBA Brussels Chapter.

Organisers and facilitators:



Ann Leemans
*Leading effective change with Business
Architecture & Business Analysis | Speaker*



Filip Hendrickx
*Innovating BA | Inspiring people as speaker •
author • trainer • coach • conference organiser |
President @ IIBA Brussels Chapter | Visiting
Professor @ VUB*

2025-10-14

In Person



Product Management vs. Project Management: Perspectives from PMs and BAs

Product Management vs. Project Management: Perspectives from PMs and BAs

kindly hosted by



in collaboration with



Tuesday, 14 October, 18:00 CET

Randstad Digital, Ghent (in-person)

brussels.iiba.org/events

This [in-person](#) session brought together a full house of professionals and featured insightful discussions on roles, responsibilities, and collaboration among Product Manager, Project Managers, and Business Analysts.

Participants gained valuable perspectives, explored key methodologies such as Agile, Waterfall, and Lean, and exchanged ideas in a dynamic and interactive setting.

Organized together with [Randstad Digital](#) and [PMI Belgium Chapter](#).

Speakers:



Joanna Du Bois
Business Architect &
Business Analyst



Elena Nikolskaya
freelance Business Analyst
/ CBAP / PSM II / MSc AI /
MSc Engineering / Certified
Workshopper



Didier Timperman
Program Manager bij American
Express Global Business Travel



Kris Van Hoeymissen
Pragmatic leadership & technology consultant /
Change activist / People enthusiast / Organization
design / Public Speaking / ENTP

2025-12-09

In Person



BA & Beyond 25 Fall Workshops



This [in-person](#) event included 4 workshops from five top BA & Beyond conference speakers.

Topics & Speakers:

Future-Proof Your BA Role with Generative AI



Stijn Van Schoonlandt

AI Runs on Passion & Practice • AI Trainer for entrepreneurs, business analysts and food industry • Kruze Owner | Custom GPTs, ChatGPT, Midjourney, Copilot

Murder, Mayhem, and Mastering Agile



Imtiaz Kaderbhoy

*IIBA®, AAC®, CPOA®
Business Analyst | Trainer | Mentor | Coach | Public Speaker*

Lewis Carroll

*CBAP®, AAC®, CPOA®
Senior Business Analyst | Transformation | Complex Change | Stakeholder Alignment | Process Improvement*

Could you give me an estimate?



Jan De Baere

Organisational Coach

Business Architecture: a Gentle, Pragmatic, and Practical Introduction



Filip Hendrickx

Innovating BA | Inspiring people as speaker • author • trainer • coach • conference organiser | President @ IIBA Brussels Chapter | Visiting Professor @ VUB

Guest Events Overview

The highlights of some in person events where IIBA Brussels Chapter members participated in 2025



Ann Mistiaen and Nikolaas De Graeve

2025-02-13 conducted a workshop 'Visual facilitation' together with the students during the Tech&Trends days organised by HoGent



Mounir Lakhdari

2025-03-25 participated in Wealth Management Transformation event organised by Paperjam Club



Ann Leemans

2025-06-11 participated in 'Step Up. Speak Out. Inspire.' annual event organised by WoMen in Finance Belgium



2025-10-14 participated in "Tips for Successful Business Analysis!" event organised by Queaso Services by



Vadim Deylgat

2025-09-15 conducted a workshop "The Empathy Edge" at Business Analysis Conference Europe 2025 organised by IRM UK
2025-11-18 participated in User Centered AI conference organised by University College Odissee in Ghent
2025-11-24 delivered a session on "The Empathy Edge: Mastering Communication for Business Analysis Success" organised by Faculty of Economics and Business, KU Leuven



Stefan Bossuwé

2025-10-07 presented a topic on "Elevate your Strategy with #HolisticBusinessAnalysis" at IIBA Poland Summit 2025
2025-12-04 participated in the Trends DataNews #CIOoftheYear/#DigitalProjectOfTheYear Award Ceremony as a member of a jury organised by Trends DataNews



Christiane Vandepitte

2025-05-15 attended The Awards for Excellence Galay early event organised by Datanews (the oldest Belgian Ict magazine)



Kristof Peeters

2025-10-16 conducted a workshop on online and gaming behaviour to a group of 12-year-olds at their school organised by Child Focus Belgium and Sopra Steria



Filip Hendrickx

2025-05-06 participated in the introduction of IIBA Denmark Chapter
2025-05-21 and 22 gave two presentations on "How Business Analysis can make change stick" and "What BA am I anyway?" during the conference organized by Beanz & IIBA CZSL
2025-06-11 together with Jamie Champagne conducted a session on "Facilitating Your Own Facilitation Success" at BBC2025

Guest Events Overview

The highlights of some online events where IIBA Brussels Chapter members participated in 2025



Christiane Vandepitte

2025-04-10 presented on topic [Privacy & Data Protection in the EU & UK](#) together with Guy Kindermans at a webinar organised by [IIBA Ireland Chapter](#)

2025-05-15 presented on topic [For a more secure society: navigating the EU NIS2 Directive](#) at [The 6th European Business Analysis Day](#)

2025-05-29 together with Guy Kindermans had their article "[Why and when must requirement engineers pay attention to the GDPR? | Part 1](#)" published at [The Magazine for RE Professionals from IREB](#)

2025-06-12 participated in [BA Insight Series - Season 3, Episode 24: Business Analysis for Beginners](#) organised by [John Wisner](#)

2025-07-24 together with Guy Kindermans had their article "[How to go about it – a GDPR action plan | Part 2](#)" published at [The Magazine for RE Professionals from IREB](#)



Filip Hendrickx

2025-01-07 participated in "[Do you want to join a new BA network?](#)" organised by [Helle Torp Eklund](#) and [Line Karkov](#) at [PwC Danmark](#)

2025-01-20 together with Ian Richards presented their book "[Brainy Glue: Make Change Stick](#)" at [IIBA UK BA Book Club](#) organised by [IIBA UK](#)

2025-03-05 together with Jamie Champagne facilitated a webinar on "[Facilitating Facilitation](#)" organised by [IIBA Global](#)

2025-03-18 presented on topic "[How BA can Close the Strategy-Execution Gap](#)" during a webinar organised by [IIBA Toronto](#)



Stefan Bossuwé

2025-05-20 gave online presentation on "[Elevate Your Perspective with Holistic Business Analysis](#)" organised by [IIBA UK](#)

2025-10-01 had his article "[Strategic Business Analysis: How to Deal with a Diverse Target Audience](#)" published in the [2025 Q4 Edition of the BA Digest](#), by [Blackmetric Business Solutions](#)

2025-10-20 presented on topic "[Introducing #HolisticBusinessAnalysis](#)" at a webinar organised by [IIBA South Florida Chapter](#)



Vadim Deylgat

2025-06-12 participated in [BA Insights S3. E35 \(141\): Setting up a BA Community of Practice II](#) organised by [John Wisner](#)

IIBA Brussels Chapter Statistics Insights 2025

Visitors Demographics - top 5 job functions

Visitor demographics ?

Job function ▼

Research · 164 (18.5%)



Business Development · 100 (11.3%)



Media and Communication · 57 (6.4%)



Information Technology · 50 (5.6%)



Marketing · 47 (5.3%)



IIBA Brussels Chapter Statistics Insights 2025

Visitors Demographics - top 5 locations

Visitor demographics ?

Location ▼

Brussels Metropolitan Area, Belgium · 267 (30.1%)



Louvain Metropolitan Area, Belgium · 42 (4.7%)



Antwerp Metropolitan Area, Belgium · 29 (3.3%)



Luxembourg, Luxembourg · 22 (2.5%)



Charleroi Metropolitan Area, Belgium · 22 (2.5%)



IIBA Brussels Chapter Statistics Insights 2025

Visitors Demographics - top 5 industries

Visitor demographics 

Industry ▼

IT Services and IT Consulting · 291 (32.8%)



Software Development · 93 (10.5%)



Business Consulting and Services · 79 (8.9%)



Advertising Services · 47 (5.3%)



Financial Services · 38 (4.3%)



IIBA Brussels Chapter Statistics Insights 2025

Followers Demographics - top 5 job functions

Follower demographics ?

Job function ▼

Research · 458 (20.3%)



Information Technology · 276 (12.2%)



Business Development · 269 (11.9%)



Program and Project Management · 140 (6.2%)



Product Management · 124 (5.5%)



IIBA Brussels Chapter Statistics Insights 2025

Followers Demographics - top 5 locations

Follower demographics ?

Location ▼

Brussels Metropolitan Area, Belgium · 264 (11.7%)



Antwerp Metropolitan Area, Belgium · 97 (4.3%)



Ghent Metropolitan Area, Belgium · 54 (2.4%)



Louvain Metropolitan Area, Belgium · 53 (2.3%)



Johannesburg Metropolitan Area, South Africa · 47 (2.1%)



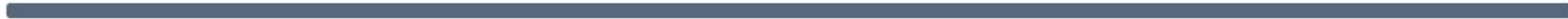
IIBA Brussels Chapter Statistics Insights 2025

Followers Demographics - top 5 industries

Follower demographics ?

Industry ▼

IT Services and IT Consulting · 503 (22.3%)



Banking · 151 (6.7%)



Business Consulting and Services · 128 (5.7%)



Software Development · 120 (5.3%)

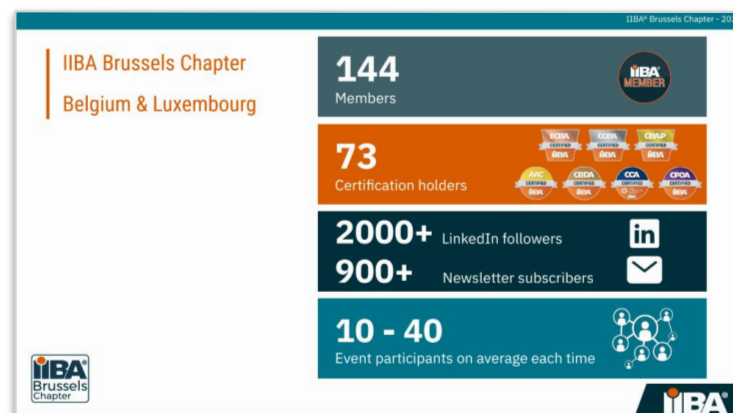
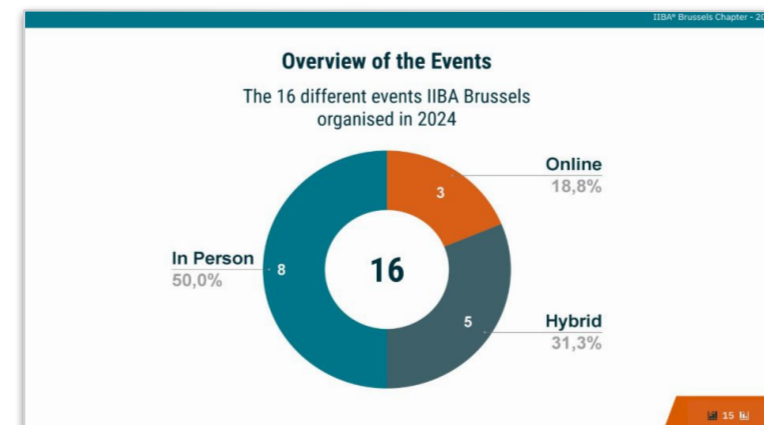
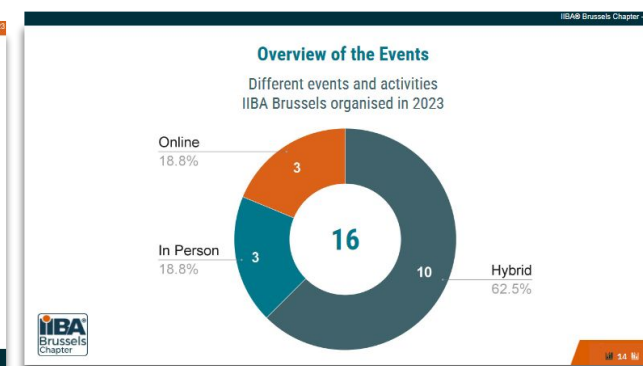


Government Administration · 91 (4%)



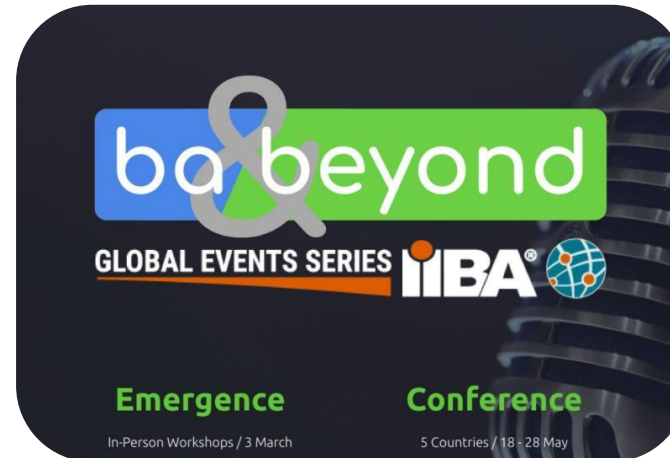
Previous Annual Reports of IIBA Brussels Chapter

Our previous reports for 2023 and 2024



2026 Preview

Already planned events and activities for 2026





Nikolaas - 2019



Vadim - 2025



Elena - 2025



Stefan - 2010



Patsy - 2010



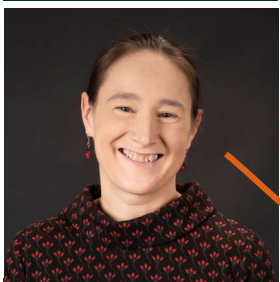
Liza - 2023



Joanna - 2024



Robin - 2019



Ann - 2019



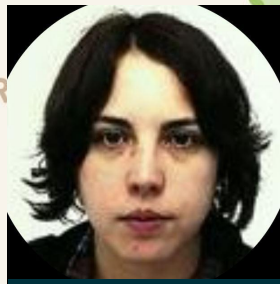
Kristof - 2019



Christiane - 2023



Helen - 2025



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Credits

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