techskills

CAREERS COACHES AND ADVISERS

Strategy & Transformation careers: a guide for careers coaches and advisers

Bridging Tech & Business Value

Figures checked from 11 July 2026. Built from the TechSkills Career Matrix.

About this guide

This guide is for careers coaches and advisers, including DWP work coaches, who help adults move into Strategy & Transformation work.

It is built from the TechSkills Career Matrix and Career Planner. Every pay, hiring and funding figure shows its source and the date it was checked. Where our data has a gap, the guide says so.

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Produced by	TechSkills, techskills.org

Strategy & Transformation at a glance

No.	Area of work	What it covers	Example roles	Pay range
01	Business Analysis	The bridge between business goals and technical reality. Defining the 'What'.	Business Analyst, Technical BA, Systems Analyst, Requirements Lead	£24,850 to £87,000+
02	Tech Consulting	The experts for hire. Advising businesses on the best path forward.	Digital Consultant, IT Strategist, Solution Architect, Management Consultant	£42,500 to £100,000+
03	Project & Programme Mgmt	The engine room of delivery. Keeping projects on time, on budget, and on scope.	Project Manager, Programme Manager, Scrum Master, PMO Lead	£32,500 to £94,500+
04	Transformation & Change	The human side of tech. Ensuring people actually use and like the new tools.	Change Manager, Transformation Lead, Adoption Specialist, Culture Lead	£40,000 to £89,750+
05	Customer Success	The relationship experts. Ensuring clients stay happy and grow with the technology.	Customer Success Manager, Solutions Engineer, Account Manager, Implementation Lead	£28,000 to £90,000+
06	Strategy & Leadership	Leading at the board level. Defining the future of the organisation.	CIO, CDO, Head of Transformation, Tech Strategy Lead	£119,952 to £268,784+
07	Enterprise Architecture	Designing the organisation-wide blueprint that connects business strategy, applications, data, and infrastructure into a coherent whole.	Enterprise Architect, IT Architect, Technology Strategy Lead, Architecture Governance Lead	£87,500 to £140,000+
08	Vendor & Commercial Management	Sourcing, contracting, and managing the relationships with vendors and partners that deliver major technology and transformation programmes.	Vendor Manager, Commercial Manager, Procurement Lead, Supplier Relationship Manager	£39,733 to £85,000+
09	Green Tech & Sustainability Strategy	Turning an organisation's environmental and social commitments into a strategy the business can actually execute.	Sustainability Manager, Head of Sustainability, ESG Strategy Lead, Responsible Sourcing Lead	£32,000 to £128,000+

Pay ranges come from job advert data. The source for each range is shown with the area of work in the next section.

The areas of work, one by one

01 Business Analysis

What it is	The bridge between business goals and technical reality. Defining the 'What'.
Example roles	Business Analyst, Technical BA, Systems Analyst, Requirements Lead
Skills used	Requirement Eng; Process Mapping; SQL; Stakeholder Mgmt; Agile
Who it suits	Logical thinkers who enjoy detail, organisation, and clear communication.
Example of the work	Defining the technical requirements for a new national digital tax system.
What shows someone can do it	Ability to turn a vague business ask into a precise, testable technical requirement.
Sectors that hire	Financial Services, Government & Public Sector, Insurance, Healthcare & Life Sciences, Retail & E-commerce
Pay	£24,850 to £87,000+. Source: Junior Business Analyst 10th percentile to Senior Business Analyst 90th percentile, IT Jobs Watch UK.

Apprenticeship route: Business Analyst, Apprenticeship Route

What it is	Learn requirements gathering, process mapping and stakeholder management inside a real transformation team, on an 18 month employer funded apprenticeship, rather than starting with a standalone degree.
Example roles	Business Analyst Apprentice, Junior Business Analyst, Associate Business Analyst
What suits this route	Comfortable training on the job with structured mentoring rather than lecture based study; Can meet the typical entry bar, two or more A levels, a completed Level 3 apprenticeship, or equivalent relevant experience, rather than a degree
Pay	£24,850 to £54,197. Source: Junior Business Analyst entry pay to qualified Business Analyst median, IT Jobs Watch UK.

Standard	Reference	Level	Typical length	Checked
Business Analyst	ST0117	Level 4	18 months	29 July 2026
Digital and Technology Solutions Professional (integrated degree)	ST0119	Level 6	39 months	29 July 2026

02 Tech Consulting

What it is	The experts for hire. Advising businesses on the best path forward.
Example roles	Digital Consultant, IT Strategist, Solution Architect, Management Consultant
Skills used	Strategic Thinking; Advisory; Case Modelling; Client Mgmt

Who it suits	Natural communicators who thrive in changing, high-stakes environments.
Example of the work	Advising a global retail brand on their 5-year AI and cloud strategy.
What shows someone can do it	Ability to advise a client on a technology strategy and defend it under scrutiny.
Sectors that hire	Professional & Consulting Services, Financial Services, Retail & E-commerce, Government & Public Sector, Manufacturing & Engineering
Pay	£42,500 to £100,000+. Source: IT Consultant median to Principal Solutions Architect / Digital Transformation Consultant median, IT Jobs Watch UK.

03 Project & Programme Mgmt

What it is	The engine room of delivery. Keeping projects on time, on budget, and on scope.
Example roles	Project Manager, Programme Manager, Scrum Master, PMO Lead
Skills used	Project Planning; Risk Mgmt; Budgeting; Team Leadership
Who it suits	Highly organised leaders who love checklists and seeing things finish.
Example of the work	Managing the 12-month launch of a new mobile banking app.
What shows someone can do it	Ability to keep a multi-team delivery on time, on budget and on scope.
Sectors that hire	Financial Services, Government & Public Sector, Construction & Civil Engineering, Healthcare & Life Sciences, Technology & Software
Pay	£32,500 to £94,500+. Source: Junior Project Manager median to PMO Lead 90th percentile, IT Jobs Watch UK.

04 Transformation & Change

What it is	The human side of tech. Ensuring people actually use and like the new tools.
Example roles	Change Manager, Transformation Lead, Adoption Specialist, Culture Lead
Skills used	Change Theory; Training Design; Comms Strategy; Empathy
Who it suits	People-people who understand that tech only works if humans use it.
Example of the work	Leading the training and culture shift for 10,000 staff moving to a new cloud platform.
What shows someone can do it	Ability to get an organisation's staff to actually adopt a new tool or process, not just tolerate it.
Sectors that hire	Financial Services, Government & Public Sector, Healthcare & Life Sciences, Retail & E-commerce, Higher Education
Pay	£40,000 to £89,750+. Source: Junior Change Analyst median to Senior Transformation Manager median, IT Jobs Watch UK.

05 Customer Success

What it is	The relationship experts. Ensuring clients stay happy and grow with the technology.
Example roles	Customer Success Manager, Solutions Engineer, Account Manager, Implementation Lead
Skills used	Account Mgmt; Onboarding; Retention; Product Expertise
Who it suits	Relationship builders who enjoy teaching and technical problem solving.
Example of the work	Ensuring a major client successfully integrates a new API into their daily ops.
What shows someone can do it	Ability to turn a struggling client relationship into a renewed, expanding contract.
Sectors that hire	Technology & Software, Financial Services, Retail & E-commerce, Telecommunications, Professional & Consulting Services
Pay	£28,000 to £90,000+. Source: Customer Success Manager typical range to Enterprise Solutions Engineer median, Payscale UK / IT Jobs Watch UK.

06 Strategy & Leadership

What it is	Leading at the board level. Defining the future of the organisation.
Example roles	CIO, CDO, Head of Transformation, Tech Strategy Lead
Skills used	Visionary Leadership; Financial Acumen; Governance
Who it suits	Experienced leaders who want to shape the world's biggest businesses.
Example of the work	Merging two global IT departments during a multi-billion pound acquisition.
What shows someone can do it	Ability to set and defend a multi-year technology strategy at board level.
Sectors that hire	Financial Services, Government & Public Sector, Professional & Consulting Services, Manufacturing & Engineering, Technology & Software
Pay	£119,952 to £268,784+. Source: CIO 25th–75th percentile total pay, i.e. base plus bonus/equity, top decile reaches £396,448, Glassdoor UK.

07 Enterprise Architecture

What it is	Designing the organisation-wide blueprint that connects business strategy, applications, data, and infrastructure into a coherent whole.
Example roles	Enterprise Architect, IT Architect, Technology Strategy Lead, Architecture Governance Lead
Skills used	Enterprise Architecture Frameworks; Technology Roadmapping; Architecture Governance; Stakeholder Alignment
Who it suits	Big-picture strategists who can hold an entire organisation's technology estate in their head.

Example of the work	Prevents duplicated systems and wasted investment by aligning technology to strategy at scale.
What shows someone can do it	Ability to design an organisation-wide technology blueprint that prevents duplicated systems and wasted investment.
Sectors that hire	Financial Services, Government & Public Sector, Manufacturing & Engineering, Professional & Consulting Services, Technology & Software
Pay	£87,500 to £140,000+. Source: Enterprise Architect median to Head of Enterprise Architecture median, IT Jobs Watch UK.

08 Vendor & Commercial Management

What it is	Sourcing, contracting, and managing the relationships with vendors and partners that deliver major technology and transformation programmes.
Example roles	Vendor Manager, Commercial Manager, Procurement Lead, Supplier Relationship Manager
Skills used	Contract Negotiation; Vendor Governance; Procurement Strategy; SLA Management
Who it suits	Commercially minded negotiators who protect value on both sides of a deal.
Example of the work	Ensures organisations get real value and accountability from third-party technology spend.
What shows someone can do it	Ability to negotiate and enforce a contract that protects value on both sides of a deal.
Sectors that hire	Financial Services, Government & Public Sector, Retail & E-commerce, Manufacturing & Engineering, Professional & Consulting Services
Pay	£39,733 to £85,000+. Source: Supplier Relationship Manager average to Senior Procurement Manager, Check-a-Salary / Payscale UK.

09 Green Tech & Sustainability Strategy

What it is	Turning an organisation's environmental and social commitments into a strategy the business can actually execute.
Example roles	Sustainability Manager, Head of Sustainability, ESG Strategy Lead, Responsible Sourcing Lead
Skills used	Sustainability Strategy; ESG Reporting & Data; Stakeholder Engagement; Regulatory Compliance; Responsible Sourcing
Who it suits	People who care about environmental and social impact and want to embed it into how a business actually operates, not just report on it after the fact.
Example of the work	Building the sustainability strategy and reporting a global retailer uses to track and cut its supply chain's carbon footprint.

What shows someone can do it	Ability to translate a sustainability commitment into a strategy the business can actually measure and deliver.
Sectors that hire	Financial Services, Government & Public Sector, Retail & E-commerce, Manufacturing & Engineering, Energy & Utilities
Pay	£32,000 to £128,000+. Source: Sustainability Manager 10th percentile to Sustainability Director, Payscale UK.

Apprenticeship route: Sustainability Business Specialist, Apprenticeship Route

What it is	Learn to build and lead an organisation's sustainability strategy on a real Level 7 degree apprenticeship (ST0748), with an employer funding a mandatory MSc in Sustainability alongside real workplace practice.
Example roles	Sustainability Business Specialist Apprentice, Junior Sustainability Analyst, Associate ESG Analyst
What suits this route	Comfortable combining postgraduate study with real workplace sustainability projects; Meets the typical entry bar (a relevant honours degree) for this Level 7 standard; Values professional recognition through the IEMA/ISEP Sustainability Skills Map, the standard's own linked competency framework

Standard	Reference	Level	Typical length	Checked
Sustainability Business Specialist (integrated degree)	ST0748	Level 7	24 months	25 August 2026

Routes into the field

Route	What it is	Cost and pay
Apprenticeships	Earn while they train through structured learning that combines workplace experience with recognised development.	their employer (or the government, via the apprenticeship levy and co-investment) pays for all their training and assessment costs directly to the provider, they are never billed for tuition, and they don't take out a loan for it. Apprentices are paid at least the apprentice minimum wage of £8.00 an hour.
Degrees	Build strong technical foundations through longer-form study with opportunities to specialise and progress academically.	Covers their tuition fees in full, paid directly to their university or college, not means-tested, so every eligible student can borrow the same amount regardless of household income. Repayments under Plan 5 are 9% of income above £25,000 a year, and the loan is written off after 40 years.
Bootcamps & Intensive Training	We don't currently have any Tech Industry Gold accredited bootcamp providers - accelerate their move into tech via the government's own Skills Bootcamps programme instead: free, flexible courses up to 16 weeks, built around employability.	Free to the learner. Up to 16 weeks. Available across England.
Flexible Learning (Apprenticeship Units)	Build relevant tech skills through shorter, flexible learning without committing to a full programme from the start.	Shorter, flexible training. Focused, in-demand skills. Aligned to employer needs. Can build toward larger qualifications.

Apprenticeships: Explore Apprenticeships

Degrees: Find Degrees

Bootcamps & Intensive Training: Find a Skills Bootcamp (gov.uk)

Flexible Learning (Apprenticeship Units): Explore Flexible Learning

Who pays for an apprenticeship	Employers with an annual pay bill over £3 million pay into the apprenticeship levy, topped up by government, to fund training. Smaller employers get most of the cost covered through government co-investment, and from the 2026/27 funding year, training for under-25s at these smaller, non-levy-paying employers is fully funded.
Apprentice minimum wage	£8.00 an hour: the National Minimum Wage apprentice rate, which applies if they're under 19, or 19+ and in the first year of their apprenticeship (from 1 April 2026). Once they're 19+ and past their first year, they move to the normal age-based National Minimum Wage (up to £12.71/hour for ages 21+ from April 2026), many employers pay well above the legal minimum.

Funding sources: gov.uk: Apprenticeship funding rules and assessment plan guidance, 2026 to 2027 (checked 20 July 2026); gov.uk: Student finance for undergraduates, gov.uk: Repaying your student loan; gov.uk: How interest is calculated, Plan 5 (checked 20 July 2026). Rates change each year, so confirm current figures on gov.uk before quoting them.

Apprenticeship standards in this career family

Reference	Standard	Level	Typical length
ST0117	Business Analyst	Level 4	18 months
ST0119	Digital and Technology Solutions Professional (integrated degree)	Level 6	39 months
ST0748	Sustainability Business Specialist (integrated degree)	Level 7	24 months

ST0117 Business Analyst Developed with employers including Barclaycard, National Grid, the Department for Work and Pensions, Nationwide and Yorkshire Water.

ST0119 Digital and Technology Solutions Professional (integrated degree) A Level 6 honours degree apprenticeship with a named Business Analyst professional pathway, a funded progression route beyond the Level 4 standard above.

ST0748 Sustainability Business Specialist (integrated degree) A Level 7 degree apprenticeship on the Business and administration route, requiring a mandatory MSc in Sustainability. Skills England's own occupational map lists typical destinations including Head of Sustainability and Head of Responsible Sourcing, exec-level strategy roles, not hands-on environmental science.

Pay and hiring

Level	Median pay	25th to 75th percentile	Salaries in sample	Source	Period
Junior	£36,750	£34,375 to £45,625	12	IT Jobs Watch: Junior Business Analyst (UK)	6 months to 11 Jul 2026
Mid-level	£54,197	£45,000 to £65,000	1,138	IT Jobs Watch: Business Analyst (UK)	6 months to 11 Jul 2026
Senior	£60,850	£51,250 to £70,000	193	IT Jobs Watch: Senior Business Analyst (UK)	6 months to 11 Jul 2026

A small sample makes a figure indicative only. The hiring note below says where that applies.

Hiring	20,362 unique UK business analysis job postings appeared between January and April 2026 alone, rated 'HIGH' demand by Adzuna, driven by continued digital transformation, system upgrades and process improvement initiatives across organisations. The junior-level figures above are based on a small sample (12 salaries), so treat that specific band as indicative rather than precise.
Remote working	Hybrid working has genuinely reduced regional pay differences for this role, and the collaborative, cross-functional nature of business analysis fits well into remote and hybrid team structures, though senior roles remain more concentrated at larger organisations.
Fastest growing skill	Demand for hybrid roles combining business analysis with product thinking or data literacy is growing, alongside AI integration work as organisations fold AI into existing transformation initiatives.

Skills and certifications

Skills employers ask for

Skill	Importance	Demand	Time to learn	Route
Agile Ways of Working	Critical	Very High, in 34% of postings	1-2 weeks	All routes
Requirements Gathering & User Stories	Critical	Very High, in 17% of postings	2-3 weeks	All routes
Stakeholder Management & Workshop Facilitation	High	High, in 15% of postings	2-3 weeks	All routes
Process Mapping & Business Analysis	High	Very High, in 33% of postings	2-3 weeks	All routes

Agile Ways of Working: Agile Software Development Coursera (audit)

Requirements Gathering & User Stories: About the BABOK Guide IIBA

Process Mapping & Business Analysis: About the BABOK Guide IIBA

Agile Ways of Working: Share of UK Business Analyst job postings mentioning Agile. Requirements Gathering & User Stories: Share of UK Business Analyst job postings mentioning Requirements Gathering; a further 18.96% mention User Stories specifically. Stakeholder Management & Workshop Facilitation: Share of UK Business Analyst job postings mentioning Stakeholder Management; a further 13.74% mention Workshop Facilitation specifically. Process Mapping & Business Analysis: Share of UK Business Analyst job postings mentioning Business Analysis as a core competency.

Certifications

Certification	Provider	Cost	Time	Level	Recognised	Best stage
IIBA Entry Certificate in Business Analysis (ECBA)	IIBA (International Institute of Business Analysis)	Approx. $135-410 depending on IIBA membership status (correct at time of writing, check iiba.org for current pricing)	6-10 weeks part-time	Beginner	Medium	Before you apply

Professional standard

Chartered Management Institute publishes the Chartered Manager (CMgr) standard.

Title	Code	What it recognises
Member	MCMI	Full CMI membership for practising managers with genuine management responsibility.
Foundation Chartered Manager	fCMgr	An apprenticeship-linked entry point on the pathway to full chartered status.
Chartered Manager	CMgr	The highest management status CMI awards: professional recognition of the ability to deliver impact, act ethically, and keep developing.
Fellow	FCMI	CMI's most senior membership grade, for significant contribution to the profession as a practitioner, teacher or researcher.

Entry title	Foundation Chartered Manager (fCMgr), launched via the Chartered Manager Degree Apprenticeship. CMI can award Foundation Chartered Manager (fCMgr) status on completion of a recognised management apprenticeship, depending on experience. It's a real, earlier-stage entry point on the same pathway that leads to full Chartered Manager (CMgr) status later in a career.
Keeping a title	Chartered Manager status is maintained through ongoing CPD recorded with CMI, not awarded once and left alone. It's the same logic as every other chartership on this site: professional recognition has to be kept current, not just earned.
Used by employers	This isn't abstract: CMI's own Level 6 Chartered Manager Degree Apprenticeship standard (ST0272) explicitly includes digital business and new technologies as a formal knowledge requirement, covering their impact on organisations, data and knowledge management, innovation and business decision-making, for every apprentice working toward chartered status, not just those in technical roles.

Chartered Management Institute, home

CMI, join CMI / membership routes

Skills England, Chartered manager (degree) apprenticeship standard (ST0272)

For careers coaches and advisers

Area of work	Who it suits	Example roles	Apprenticeship standards
Business Analysis	Logical thinkers who enjoy detail, organisation, and clear communication.	Business Analyst, Technical BA, Systems Analyst, Requirements Lead	ST0117 Level 4, ST0119 Level 6
Tech Consulting	Natural communicators who thrive in changing, high-stakes environments.	Digital Consultant, IT Strategist, Solution Architect, Management Consultant	None listed in the Matrix yet
Project & Programme Mgmt	Highly organised leaders who love checklists and seeing things finish.	Project Manager, Programme Manager, Scrum Master, PMO Lead	None listed in the Matrix yet
Transformation & Change	People-people who understand that tech only works if humans use it.	Change Manager, Transformation Lead, Adoption Specialist, Culture Lead	None listed in the Matrix yet
Customer Success	Relationship builders who enjoy teaching and technical problem solving.	Customer Success Manager, Solutions Engineer, Account Manager, Implementation Lead	None listed in the Matrix yet
Strategy & Leadership	Experienced leaders who want to shape the world's biggest businesses.	CIO, CDO, Head of Transformation, Tech Strategy Lead	None listed in the Matrix yet
Enterprise Architecture	Big-picture strategists who can hold an entire organisation's technology estate in their head.	Enterprise Architect, IT Architect, Technology Strategy Lead, Architecture Governance Lead	None listed in the Matrix yet
Vendor & Commercial Management	Commercially minded negotiators who protect value on both sides of a deal.	Vendor Manager, Commercial Manager, Procurement Lead, Supplier Relationship Manager	None listed in the Matrix yet
Green Tech & Sustainability Strategy	People who care about environmental and social impact and want to embed it into how a business actually operates, not just report on it after the fact.	Sustainability Manager, Head of Sustainability, ESG Strategy Lead, Responsible Sourcing Lead	ST0748 Level 7

The Who it suits column comes from the Career Matrix. It is a starting point for a conversation, not an assessment.

Notes on your client

Where to send someone next

National Careers Service Careers advice, job profiles, information and resources. (Department for Education. Checked 1 November 2026.)

Find an apprenticeship Register a profile, search vacancies and apply for an apprenticeship. Applicants must be 16 or over. (GOV.UK. Checked 1 November 2026.)

Skills Bootcamps For people updating their skills to progress in their current job or move into a different role. (JobHelp, GOV.UK. Checked 1 November 2026.)

Jobcentre Plus: contact and nearest office Contact details for claims, appointments and help finding a job, and a way to find the nearest Jobcentre Plus. (Department for Work and Pensions. Checked 1 November 2026.)

Skills England: apprenticeship search Skills England's apprenticeship search. (Skills England. Checked 1 November 2026.)

General notes

Sources and checking

The figures in this guide were checked on dates from 11 July 2026 to 1 November 2026. Each source below shows its own date.

Skills England: ST0117 Business Analyst Checked 29 July 2026

Skills England: ST0119 Digital and Technology Solutions Professional (integrated degree) Checked 29 July 2026

Skills England: ST0748 Sustainability Business Specialist (integrated degree) Checked 25 August 2026

Chartered Management Institute, home

CMI, join CMI / membership routes

Skills England, Chartered manager (degree) apprenticeship standard (ST0272)

National Careers Service, Department for Education Checked 1 November 2026

Find an apprenticeship, GOV.UK Checked 1 November 2026

Skills Bootcamps, JobHelp, GOV.UK Checked 1 November 2026

Jobcentre Plus: contact and nearest office, Department for Work and Pensions Checked 1 November 2026

Skills England: apprenticeship search, Skills England Checked 1 November 2026

- gov.uk: Apprenticeship funding rules and assessment plan guidance, 2026 to 2027 (checked 20 July 2026)
- gov.uk: National Minimum Wage and National Living Wage rates (checked 20 July 2026)
- gov.uk: Student finance for undergraduates (checked 20 July 2026)
- gov.uk: Repaying your student loan; gov.uk: How interest is calculated, Plan 5 (checked 20 July 2026)
- ONS ASHE Table 14, 2024 (revised) (checked 11 July 2026)
- IT Jobs Watch: Business Analyst / Junior Business Analyst / Senior Business Analyst (UK) (checked 11 July 2026)
- Business Analytics Job Market Report (UK), Learning People / Adzuna, Jun 2026 (checked 11 July 2026)
- IT Jobs Watch: Business Analyst skills (UK), 6 months to 11 Jul 2026 (checked 11 July 2026)
- IIBA official ECBA certification page (checked 11 July 2026)
- CIO: 'ECBA certification: An entry-level credential for business analysts' (checked 11 July 2026)