

Top 10 Business Analysis Trends for 2011 from ESI International

Author: Glenn R. Brûlé, CBAP, Executive Director of Global Client Solutions, ESI International

ESI International reveals their Top 10 Global Business Analysis Trends for 2011. To achieve organisational goals within the fast paced, highly demanding business environment of 2011, within requirements management and development (RMD) – also known as business analysis – a better balance between technical and soft skills will separate the leaders from the rest of the pack. Key themes include business analysis as a guide for cloud computing and business analysis as a central success component to change management. A global panel of consultants and senior executives from ESI International identified these trends.

Business architecture will be the primary focus for business analysts

In 2011, the business analyst will place primary focus on business architecture. The BA's critical thinking ability and unique skills set combination will be relied on to examine the complex, inner workings of the organisation through an enterprise-wide lens, not just isolated view points. In particular, enterprise-wide policies, rules and processes will be the focus as organisations strive to remain competitive, increase efficiencies and improve the quality of their goods and services, in order to better appeal to today's financially sensitive marketplace.

Business analysis will guide the surge in cloud computing

2010 was the proving ground for cloud computing as organisations asked, "Is it worth it?" While a small percentage of organisations said yes, in 2011 we'll see a significant increase in the implementation of cloudbased computing solutions as the benefits of lower costs of ownership outweigh the uncertainties around access and security. To help ensure smooth transitions to the cloud, organisations will look to business analysis to provide the needed insights from a business architecture perspective.

Requirements management and development will lead in delivering smart business perspective

RMD will lead the reassessment and re-evaluation of performance as organisations push hard to improve operational efficiencies. By helping to structure and guide a disciplined, yet flexible approach to meticulous business analysis, RMD will ensure organisations realise the full benefits of key initiatives such as the development of a cloud-based computing infrastructure.



BPMN will solidify its reputations as the industry standard

Business process modelling notation (BPMN) will continue to earn recognition and stature as the industry standard by which organisations model their business architecture. This structured, disciplined approach's syntax and language will be appreciated for its clarity by both technical and business stakeholders.

Agile success will go to those willing to break with tradition

As the use of Agile methods – especially Scrum – continues to explode, the organisations that realise the greatest success will be those that acknowledge the skill sets of both business analysts and project managers, but not in a hierarchal pecking order.

BAs will be recognised as critical to change management to avoid troubled projects

From their enterprise-wide vantage point, business analysts will be relied upon to help executives better understand the impact that change will have on the organisation and to help minimise negative impact that results from change. BAs who don't focus on change management process and managers who ignore BA insights will continue to see more than their fair share of troubled projects.

Resurgence of Centres of Excellence

With breathing room from a slightly improved global economic outlook, many organisations are working toward greater internal organisation. For RMD this will mean a resurgence of centers of excellence and more resources devoted to the evolution of communities of practice to better meet the demands of increased organisational performance.

Requirements management and development will be essential to regaining market share

Over the last three years, many organisations saw a loss of market share as their customers spent less and spent it elsewhere. To accelerate their ability to recapture lost market share, organisations will look to RMD to chart the course for deconstructing and reconstituting the organisation – through process modelling, data modelling, measurement and more.

Requirements management and development will continue to struggle to define itself

The business analysis profession will continue to gain well-deserved recognition as RMD fosters greater efficiencies and processes across the organisation. However, the improvements and innovation it drives that enable new insights and voices will dwarf the BA's place at the table, leaving the still-maturing RMD role grappling with defining itself. This will be in great contrast to RMD's expanding criticality in new frameworks such as Agile and cloud computing.

Requirements management and development will require better balanced competencies

The reputation of RMD professionals for soft skills like elicitation and communication has overshadowed their capacity for complex technical skills. Business analysts will step up their game with increased focus on graphical modelling, cost estimates, risk analysis and other measurements that quantifiably prove RMD's value to the organisation.

“Over the next year, market opportunities and rapid technological developments will result in greater demand from organisations for the specialised skill sets of requirements management and development professionals,” said Glenn R. Brûlé, CBAP, Executive Director of Global Client Solutions, ESI. “For business analysts, slow and steady will win the race as they bring their output into a better balance between soft and technical business analysis skills to demonstrate their true value to the organisation.”



Find out how ESI International can help organisations with their Business Analysis Requirements.
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