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## ESI lists top 10 business analysis trends for 2009

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The 2009 Top 10 requirements management and development (RMD) – also known as business analysis – trends that will impact business this year were announced by ESI International on January 6. Determined by a global panel of ESI's consultants, these trends acknowledge the growing importance of RMD as a strategic, cross-enterprise discipline essential to the success of systems development, process improvement and change, especially in today's volatile economic environment.

### **Better Sight for Strategic Enterprise Analysis**

As businesses work to ensure short-term viability as well as long-term security, the critical thinking, elicitation and assessments skills of RMD professionals will play an increasingly important role in helping senior management see across the enterprise to deliver more accurate strategic analysis.

### **The Rise of the Center of Excellence**

The need to demonstrate RMD's value while increasing efficiencies will result in more organizations establishing centers of excellence. Centers will increasingly be valued for setting methodologies and standards that enable consistent sight across the full breadth of the enterprise.

### **Increasing Role in Successful Change Management**

As businesses retrench and react to the unpredictable economic environment, well-executed change management will help ensure that decisions made are delivered as planned. Essential to that success will be RMD expertise in helping organizations thoroughly understand and document the change criteria and their cultural and economic impact.

### **Proving the Value of RMD**

Smart businesses will be looking to contain costs across all areas in 2009. It will be incumbent on RMD professionals to effectively measure the value of RMD and demonstrate its ROI to justify continued support.

### **The Role of the RMD will Elevate Above the Project**

The combination of greater organizational reliance on RMD to ensure enterprise-level success and the increasing value of RMD experience and expertise will result in RMD stepping up to greater roles at the program and portfolio levels.

### **RMD Experts will be Prized Members of Service-Oriented Architecture Project Teams**

As enterprise-wide solutions become imperative for cost containment and other efficiencies, RMD professionals will be prized on project teams for their ability to see across the enterprise as well as for their change management skills.

### **Strengthened Collaboration of RMD and Project Management for Best Practices**

Projects will continue to become more complex and more expensive. Collaboration between RMD experts and project managers will play an increasingly important role in ensuring that projects meet organizational needs and deliver promised ROI.

### **Growth of the RMD Leadership Gap**

As businesses increase their reliance on RMD to drive change, help contain costs, ensure project success and gain accurate enterprise-wide insight, senior management will recognize the need to grow more RMD leaders. Organizations will place greater emphasis on RMD-specific career tracks, professional development and certification to close the gap.

### Higher Value of High-Impact Communications

Driven by a need to make faster, more cost-effective business decisions, the often background skill of effectively facilitating diverse groups to achieve consensus through high-impact communications will be moved to the fore as a key RMD role.

### RMD will Facilitate Greater Use of the Agile Software Development Methodology

As organizations look to continuously become more streamlined and cost-effective, Agile development will be increasingly viewed as a key solution. RMD will be valued for its ability to increase understanding of pre-planning activities and the ability to validate information early, supporting successful use of Agile for streamlining and cost-containment.

“A mere decade ago, RMD was viewed as a purely tactical function focused on improving communications between project members and users,” said Glenn Brûlé, director of client solutions, ESI International. “In 2009, the strategic importance of insight across the enterprise and strong critical thinking will complement the tactical importance of exacting requirements to raise the importance and profile of RMD expertise as critical to project and organizational success.”

### About ESI International

ESI, a subsidiary of Informa plc, helps people around the world improve the way they manage projects, contracts, requirements and vendors. In addition to ESI's more than 100 courses delivered in 18 languages at more than 75 locations worldwide, ESI offers eight certificate programs through our educational partner, The George Washington University in Washington. Founded in 1981, ESI's worldwide headquarters are in Arlington, Va.

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