Welcome & Introductions

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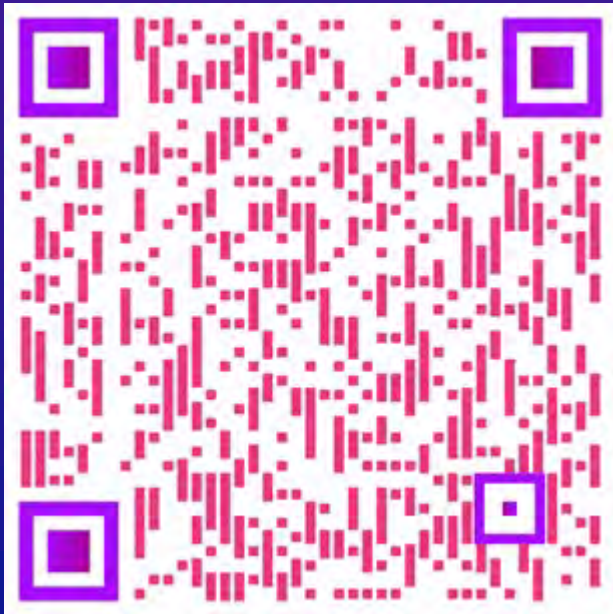
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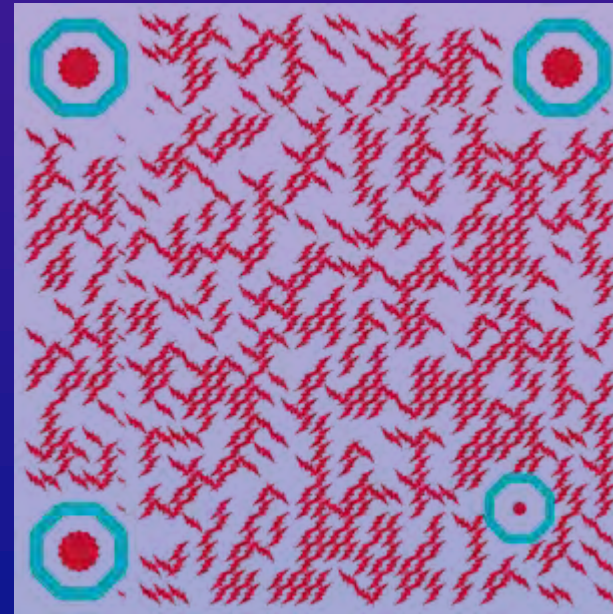GIS Director,
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Geospatial Business Plan Template

Planning document to assist with reviewing your organization's existing GIS program's alignment with the five components
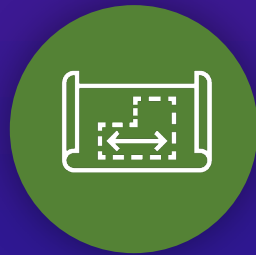
Fillable PDF Version

MS Word Version

https://go.esri.com/GISMSbusinessplanpdf

https://go.esri.com/GISMSbusinessplanword

The Path to GIS Success consists of five key components:

Strategy

Governance

Data & Technology

Engagement

Skills Development

About The Path to GIS Success

A work in progress, always learning from:

- The GIS industry

- Broader IT industry practices

- international standards

- business & management best practices

Goals:

- Highlight the relationship between practice domains

- These apply to an entire organization

- Deconflict competing perceptions

- Guide the right resources to make positive progress

Relationships of Program Practice Domains
Strategy

Strategy

Strategy = Direction

- A design for the future
- Compels resource allocation
- Changes behavior
- Provides a vision
- Provides alignment

Relationships of Program Practice Domains
Strategy, Governance

Strategy

Governance

Operations
& Administration

Solution Design
& Development
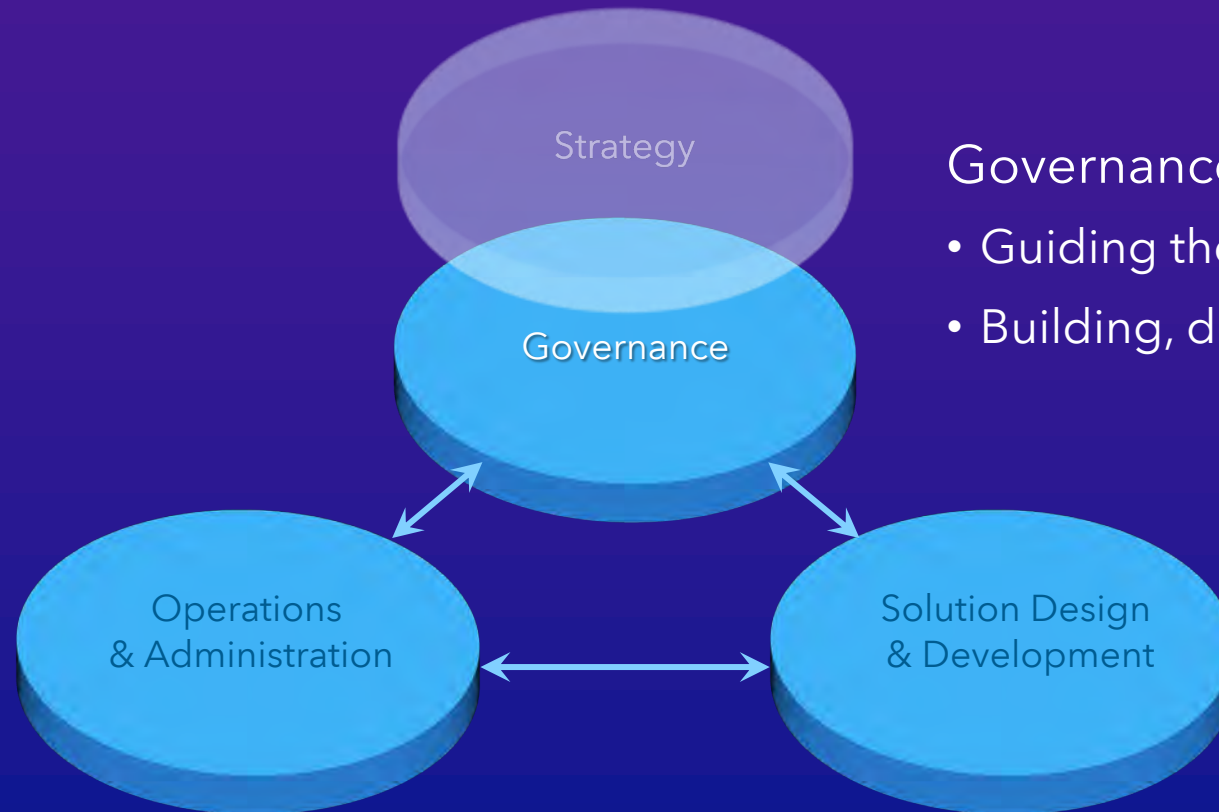
Governance = Management
- Guiding the present
- Building, delivering the future

Relationships of Program Practice Domains
Strategy, Governance, Data & Technology

Data & Technology

Data = The work of people and systems

Technology = superchargers, amplifiers for people

Strategy

Governance

Operations & Administration

Solution Design & Development

Data & Technology

The Path to GIS Success…

Relationships of Program Practice Domains

Strategy, Governance, Data & Technology, Skills Development

Skills Development

- Designed in development
- Implemented in operations
- Must be present in both whether trained or sourced

Strategy

Governance

Operations & Administration

Skills Development

Solution Design & Development

Skills Development

Data & Technology

The Path to GIS Success…

Relationships of Program Practice Domains
Strategy, Governance, Data & Technology, Skills Development, Engagement

Strategy

Engagement

Governance

Engagement

Operations & Administration

Skills Development

Solution Design & Development

Skills Development

Data & Technology

Engagement

- Great strategies are designed via stakeholder participation

- Continuing engagement is key through lifecycles of change

The Path to GIS Success…
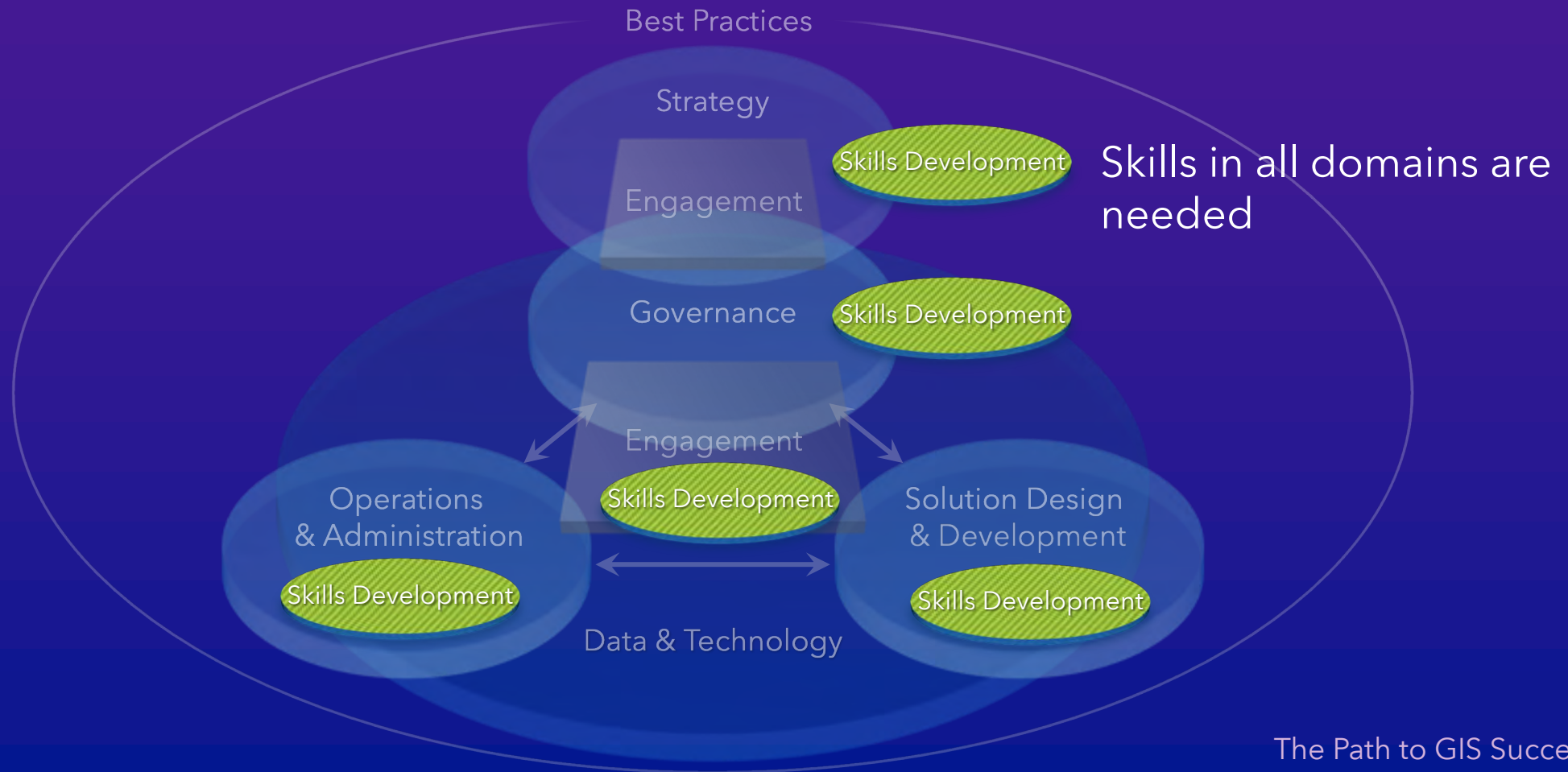
Relationships of Program Practice Domains
Strategy, Governance, Data & Technology, Skills Development, Engagement

Best Practices

Strategy

Skills Development

Skills in all domains are needed

Engagement

Governance

Skills Development

Engagement

Operations & Administration

Skills Development

Solution Design & Development

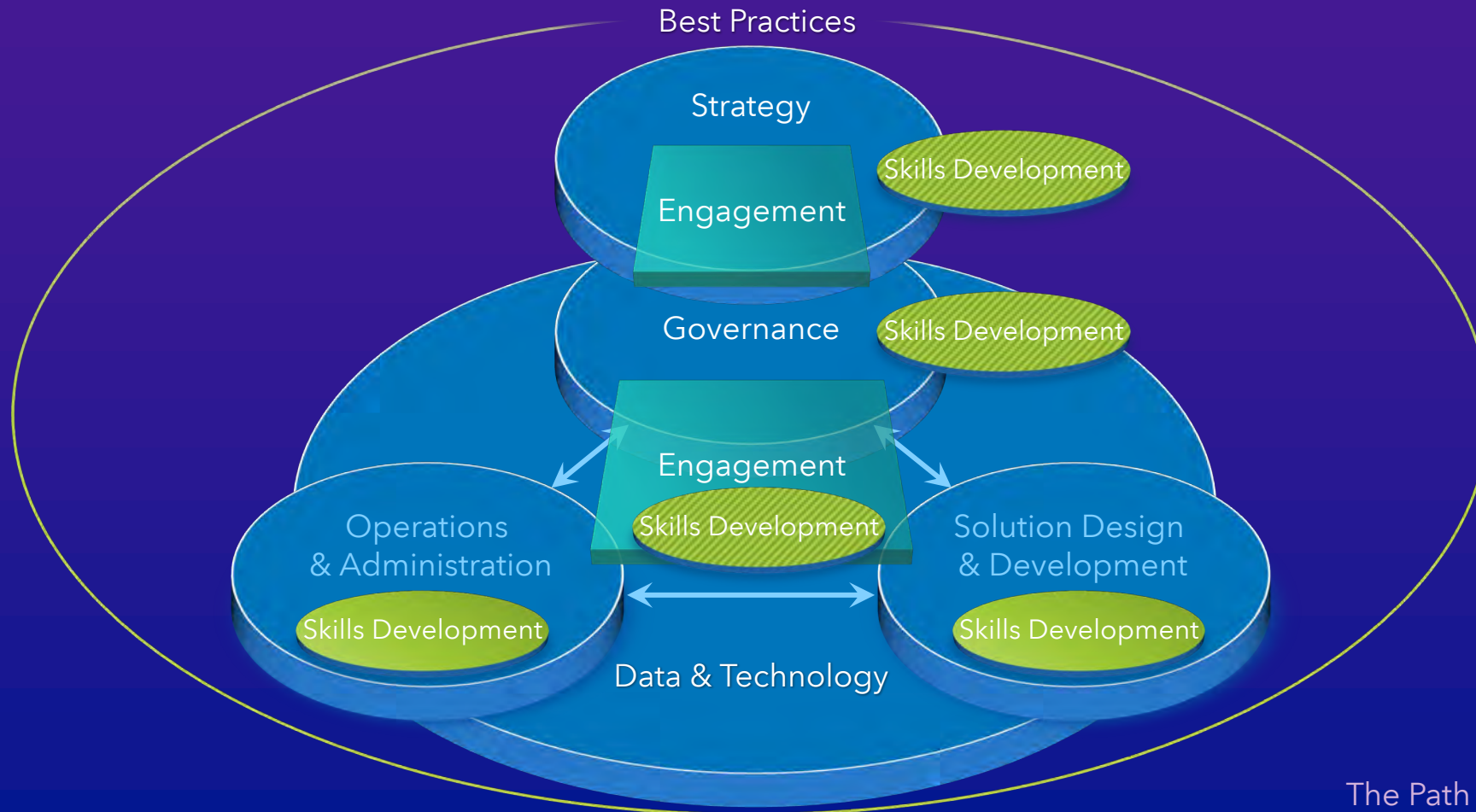Skills Development

Skills Development

Data & Technology

The Path to GIS Success…

Relationships of Program Practice Domains
Strategy, Governance, Data & Technology, Skills Development, Engagement

Best Practices

Strategy

Skills Development

Engagement

Governance

Skills Development

Engagement

Operations & Administration

Skills Development

Solution Design & Development
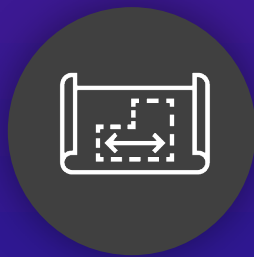
Skills Development

Data & Technology

The Path to GIS Success…

The Path to GIS Success consists of five key components:

Strategy

Governance

Data & Technology

Engagement

Skills Development

Guiding Your Geospatial Journey

"The Path to GIS Success"

Vision

Skills Development

Engagement

Data & Technology

Governance

Strategy

Data & Technology

Strategy Development
Governance
Change/Adoption
Skills Development

Strategy Development

Skills Development

Governance

Change / Adoption

Data & Technology

Common Priorities

Patterns across sectors

Identify Gaps

Direction

Address Department Business Needs

Alignment

Become Innovative

Obtain More ROI/Value

Adoption

Change the Culture

Develop a Plan

Leverage Existing Technology

Increase Usage

Create a Clear Vision

Increase Awareness

Common Obstacles Along the Way

Hurdles that hinder or prevent success

Lack of Supporting Architecture

Inability to Create Capabilities

Lack of Executive Sponsorship / Support

Lack of Internal Engagement

Insufficient Bandwidth

Lack of GIS Consumable Data

Outdated GIS Technology

Lack of Innovative Thinking

Lack of Automation

Lack of Will

Lack of Spatial Thinking

Lack of Training

Location is Not an Enterprise Attribute

No GIS Mindset - Culture

Lack of Awareness & Knowledge
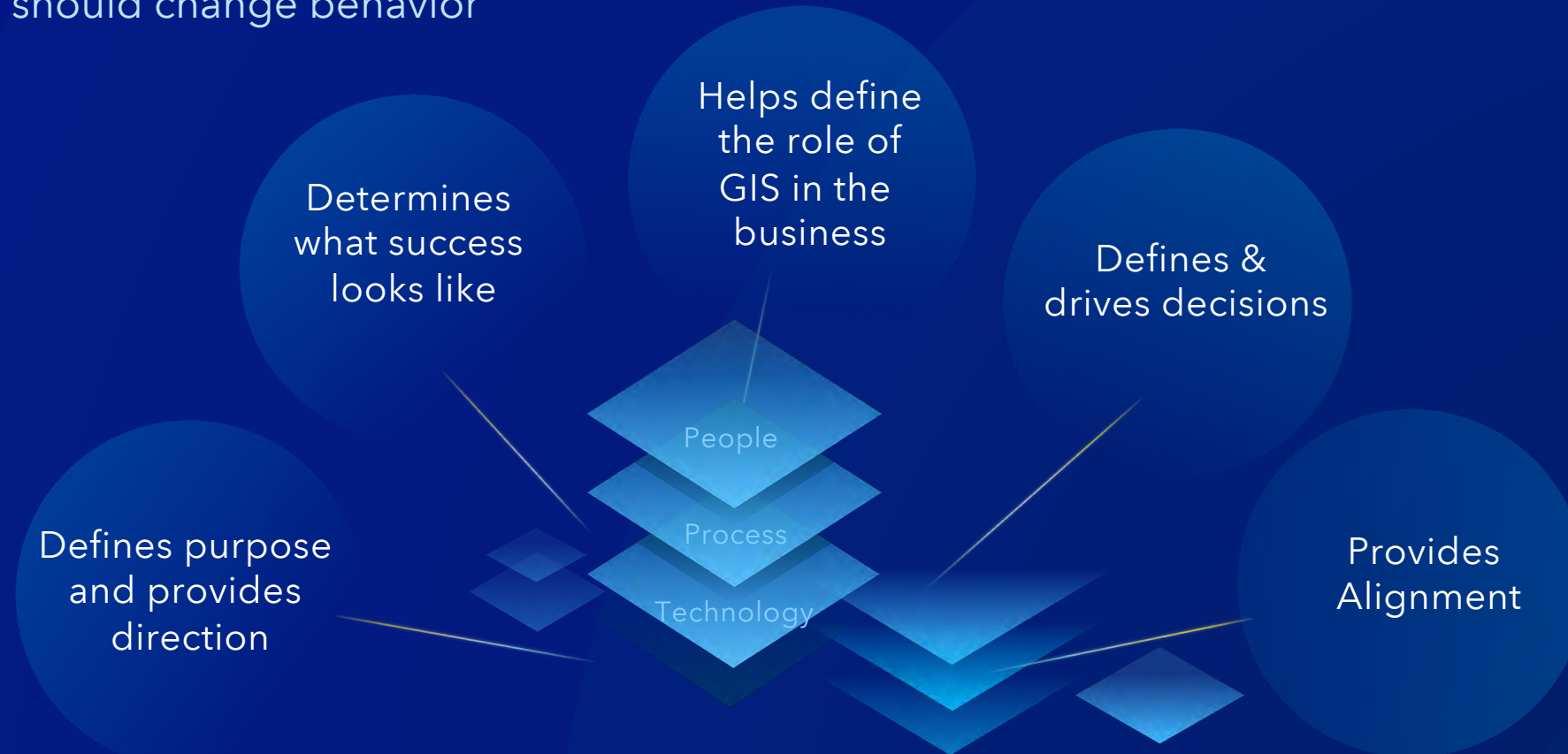
Lack of Governance

What are the Benefits of a Geospatial Strategy?

A sound strategy should provide a geographic advantage

- Provide alignment
  - IT or organizational strategy alignment
  - Organization's vision, mission, goals

- Leverage GIS as an enterprise solution
  - System of Record
  - System of Engagement
  - System of Insight

- Include the needs of business units

- Increase geospatial adoption, usage, and awareness

- Provide direction

- Take a geographic approach

Become More
Efficient,
Cheaper,
Faster,
Safer,
Smarter,
Better

Best Practice

Build the Team

- Get the right people involved

- Put together a team of stakeholders to plan the process

- Stakeholders need to represent different aspects of your business not just the technologists or GIS experts.

  - They should include:
    - Executive sponsor(s)
    - Champion
    - Technical leaders
    - Program managers.
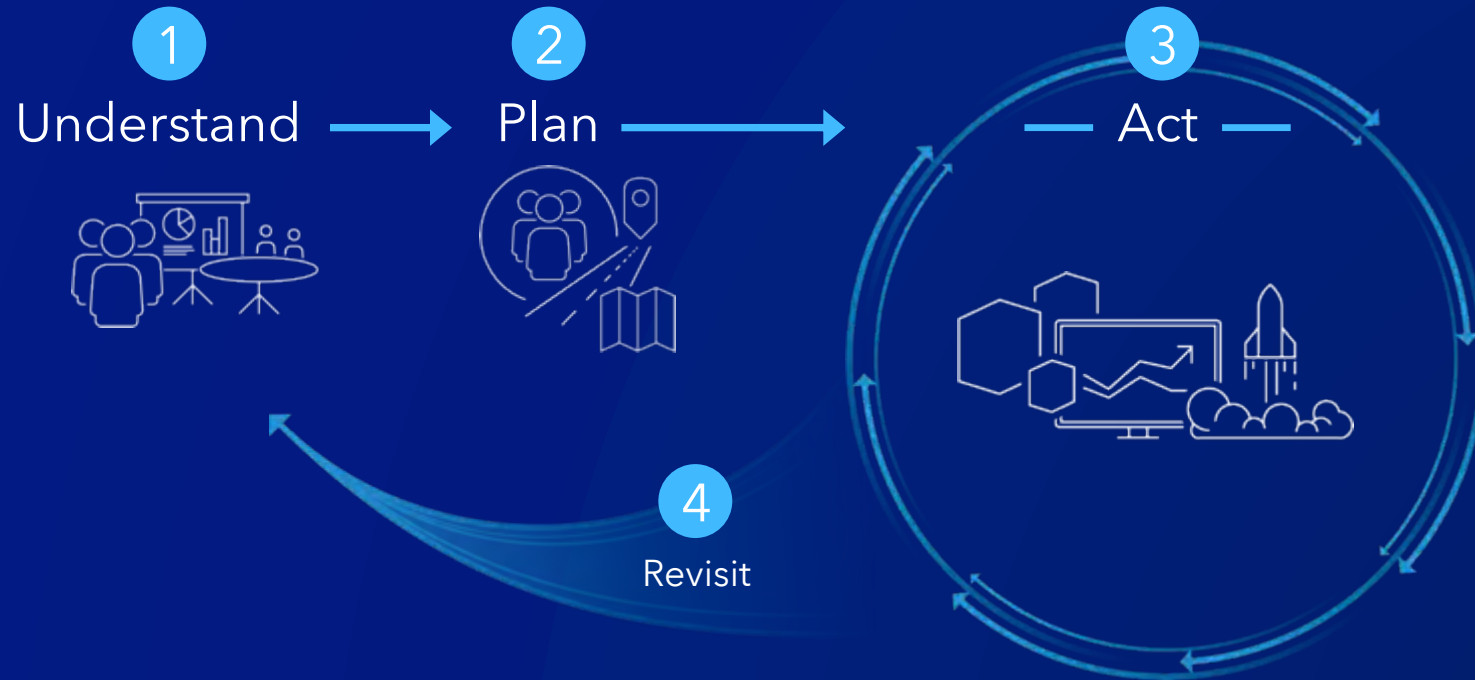
Best Practice

Conduct Your Research

Research your organization's:

- Mission
- Vision statement
- Goals
- Priorities
- Strategic Objectives
- Focus
- Existing Org or IT Strategies

Best Practice
Use An Approach

1 Understand → 2 Plan → 3 Act

4 Revisit

Best Practice
Engage Throughout the Organization

- Conduct engagement prior to developing the strategy

- Build a coalition of support

- Socialize the need for developing a strategy

- Discuss the expected benefits

- Obtain wide level of buy-in

  - Engage vertically from teams, to departments, and with C-suite executives
  - Engage horizontally across business units and organizational functions.

Best Practice

Identify Success Criteria

- How will you know the strategy was successful?

- Establish what success looks like

- Determine what value you want to deliver

- Identify stakeholders

- Timeline and milestones

- Address messaging, marketing, and branding
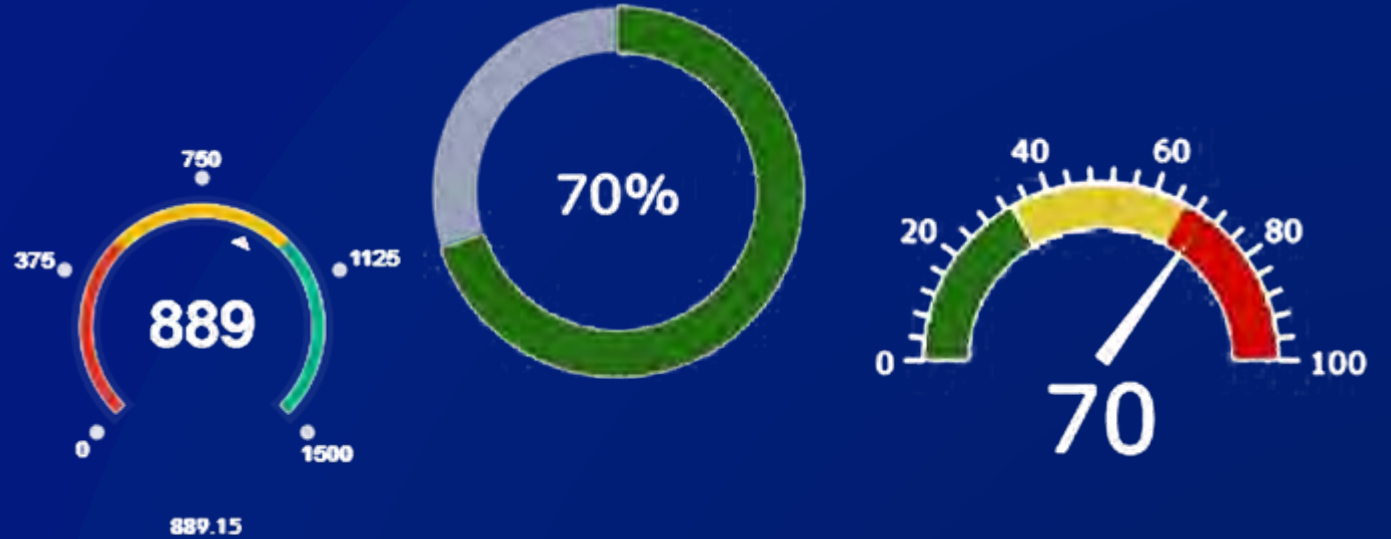
Best Practice
Communicate the Strategy

- Socialize the idea

- Collect input and insight

- Discuss impacts, value, and benefits

- Obtain buy-in

- Collect sponsors and champions

Best Practice
Track Your Progress

- Develop KPIs – measure
- Achievable targets
- Stay transparent
- Leverage location technology
- Identify the owner

Best Practice

Identify Focus & Priorities

- Keep it to 1-3 concepts

- Rank them – triage, what is urgent and/or important

- Ensure they are in alignment with goals, objectives, vision

- Avoid competing priorities

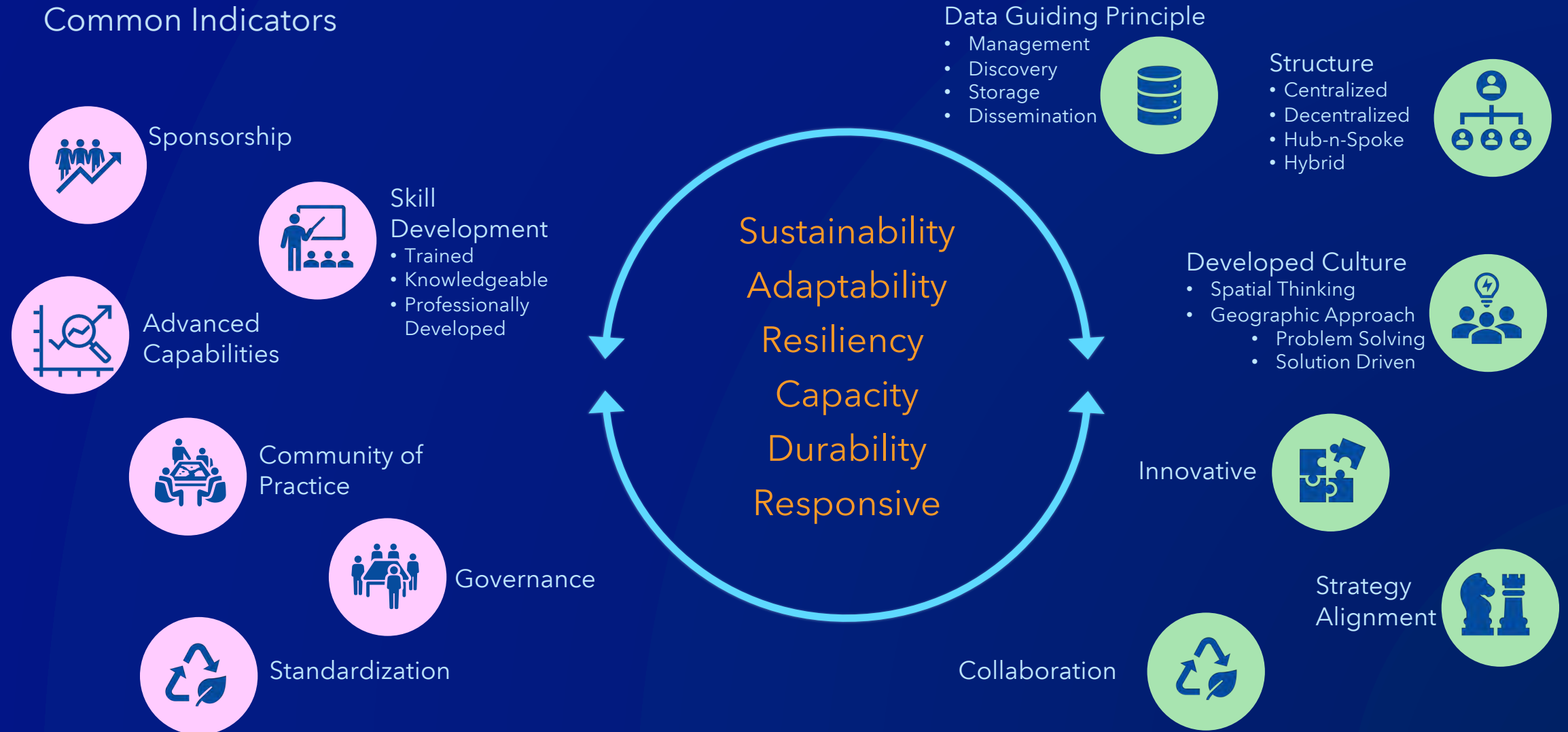- Review and be realistic

- Identify risk

Best Practice

Share Success

- Create a working group or community of practice
- Highlight during weekly, monthly staff meetings
- Inform executives
- Address impact, value, advantage gained
- Utilize common spaces
- Encourage participation
- Tell your story
- Leverage technology

How to have the conversation

- Direction: Where are we going with GIS?
  - Where do we want to be in 2,3,4 years?

- Direction: How are we going to get there?
  - What are the goals we want to accomplish along the way?

- Value: What value do we provide to the business?
  - Focus on business-oriented goals to facilitate GIS growth

- Stakeholders: Who are our GIS customers?
  - Are we positioned to support their mission/operations?

- Success Criteria: What does success look like for us?
  - Measurable and incremental goals to meet the desired end state.

- Alignment: Are we aligned with our organization's goals, priorities, objectives, focus?
  - How is GIS aligned to support these?

- Challenges: What are the day-to-day pain points our business units struggle with?
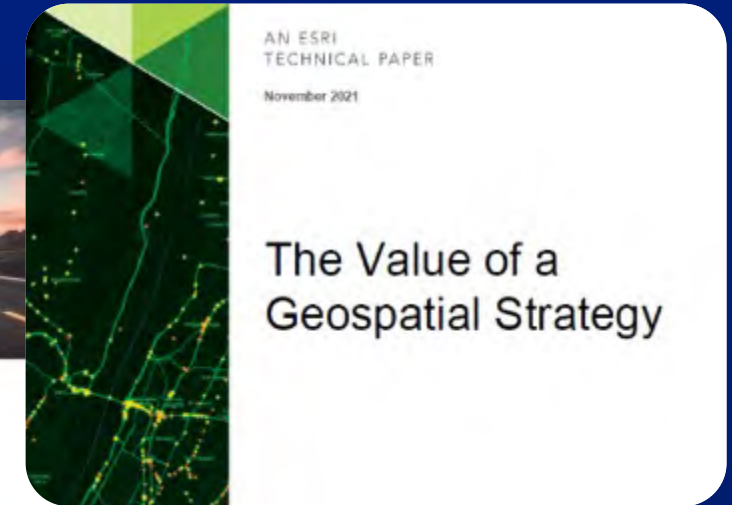 - What solutions are we providing?

SUMMARY
Three Key Points

- Build a team and start the conversation
- Gain multiple executive sponsors
- Engage your leaders
  - Talk the value and ROI in their language

The Approach to Maximize Impact

To maximize the impact of any technology platform, organizations need a thoughtful, consensus-driven strategy for using the platform to meet their business needs. The same is true with geospatial and geographic information system (GIS) technology.

AN ESRI TECHNICAL PAPER
November 2021

The Value of a Geospatial Strategy

https://go.esri.com/GeoStrategies
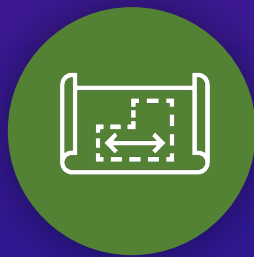
https://go.esri.com/gs

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Strategy   Governance   Data & Technology   Engagement   Skills Development