

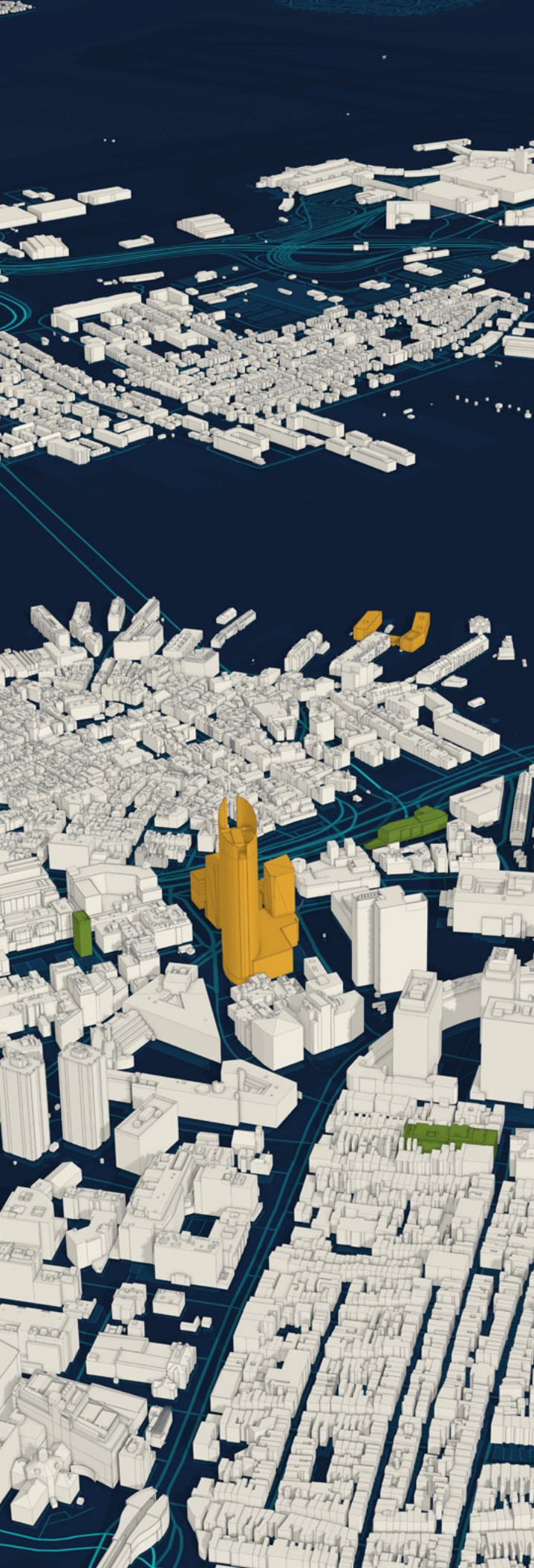
Beyond the Map

A Guide to Geospatial Strategy



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What's Inside

How a Geospatial Strategy Turns Potential into Progress	3
Introducing Esri's Five-Pillar Framework for Geospatial Strategy	4
Pillar 1: Business Alignment	6
Pillar 2: Technology Governance	9
Pillar 3: Systems Implementation	12
Pillar 4: Stakeholder Engagement	15
Pillar 5: Capacity Building	19
Where to Begin: Assess Your Geospatial Strategy Progress	22
Conclusion	25
Additional Planning Resources	26



How a Geospatial Strategy Turns Potential into Progress

When an organization invests in geographic information system (GIS) technology, its teams have the potential to operate more efficiently, stay ahead of business risks, and make smarter decisions. Ultimately, this investment helps build a competitive edge that fosters continuity.

Connecting this capability to real-world success requires careful planning. A GIS strategy, which aligns technology with business priorities, is important but not enough. A geospatial strategy goes further by defining how location insights will shape decisions, operations, and outcomes across the enterprise.

A geospatial strategy gives leaders the clarity and foresight they need to outpace disruption and

maximize return on investment (ROI). It fundamentally transforms how value is created, how teams operate collaboratively, and how the business can better serve customers and stakeholders. It ensures that GIS is not just a technical investment but also a catalyst for enduring business growth and real-world impact.

This ebook equips GIS leaders with a proven framework that covers a set of interconnected choices about people, processes, and technology. By following this guide, you'll be able to uncover blind spots, close gaps, and seize opportunities. For new and established geospatial programs alike, these recommendations help forge a path toward geospatial excellence. ■



Introducing Esri's Five-Pillar Framework for Geospatial Strategy

Without a geospatial strategy, leaders face a range of challenges that hinder progress toward organizational goals. Siloed data across departments keeps valuable insights hidden. Integration complexities interfere with technological outputs. Skill gaps and adoption barriers slow scalability.

Putting a geospatial strategy in place addresses all these concerns and more, giving GIS leaders the ability to demonstrate ROI to executives and take advantage of the myriad benefits the technology can deliver.

Organizations across industries trust Esri's five-pillar framework as a foundational guide for understanding and addressing gaps in their technology use. The framework is a tool that helps the entire organization benefit from GIS by focusing priorities across the following areas.

- 1. Business Alignment**—Advance your organization's mission, goals, and objectives by connecting GIS use to enterprise-wide priorities.
- 2. Technology Governance**—Define an overarching direction for IT and GIS teams to ensure technology-business alignment while optimizing resources and minimizing risk.
- 3. Systems Implementation**—Build a robust, scalable system that encourages the discovery, use, and sharing of GIS products and applications.
- 4. Stakeholder Engagement**—Establish partnerships with internal and external stakeholders who can benefit from geospatial technology.
- 5. Capacity Building**—Prepare staff at all levels with the geospatial knowledge, skills, and resources that drive positive business outcomes.

Each strategic pillar includes five focus areas that together create a comprehensive approach to serving the entire organization. These areas often intersect as the GIS team refines its plans and extends them to meet broader operational needs.

For example, capacity building initially focuses on helping GIS analysts deepen their expertise in location intelligence. But as geospatial products and applications are deployed enterprise wide, other teams will also need training to unlock the full value of these tools in their own work. Similarly, governance must be defined for GIS technology in a way that not only ensures sound management but also aligns with existing IT governance established across the organization. Each pillar naturally overlaps and cross-pollinates with the others, creating an interconnected system in which every pillar reinforces the rest. ▶

As you develop a geospatial strategy with this framework, keep in mind the need to evolve with shifting business needs. Figure 1 illustrates a typical process: **understand** the organization's comprehensive needs, **plan** for the near and long term, **act** on a defined strategy, and **revisit** regularly to ensure geospatial investments continue to serve the business over time. This ongoing cycle is crucial to adaptation and success, and Esri's framework will continue to serve as an important tool as you revisit your strategy.

Organizations that elevate GIS from IT implementation to an enterprise strategy unlock value and opportunities others miss. Location intelligence becomes an enterprise-wide capability, connecting previously isolated business functions and accelerating momentum toward key milestones.

The following pages explore each of the five strategic pillars in depth, ensuring you have a comprehensive understanding and a clear path to succeed with GIS technology. Explore real-world examples, planning resources, and practical steps for developing a tailored strategy for your organization. ■

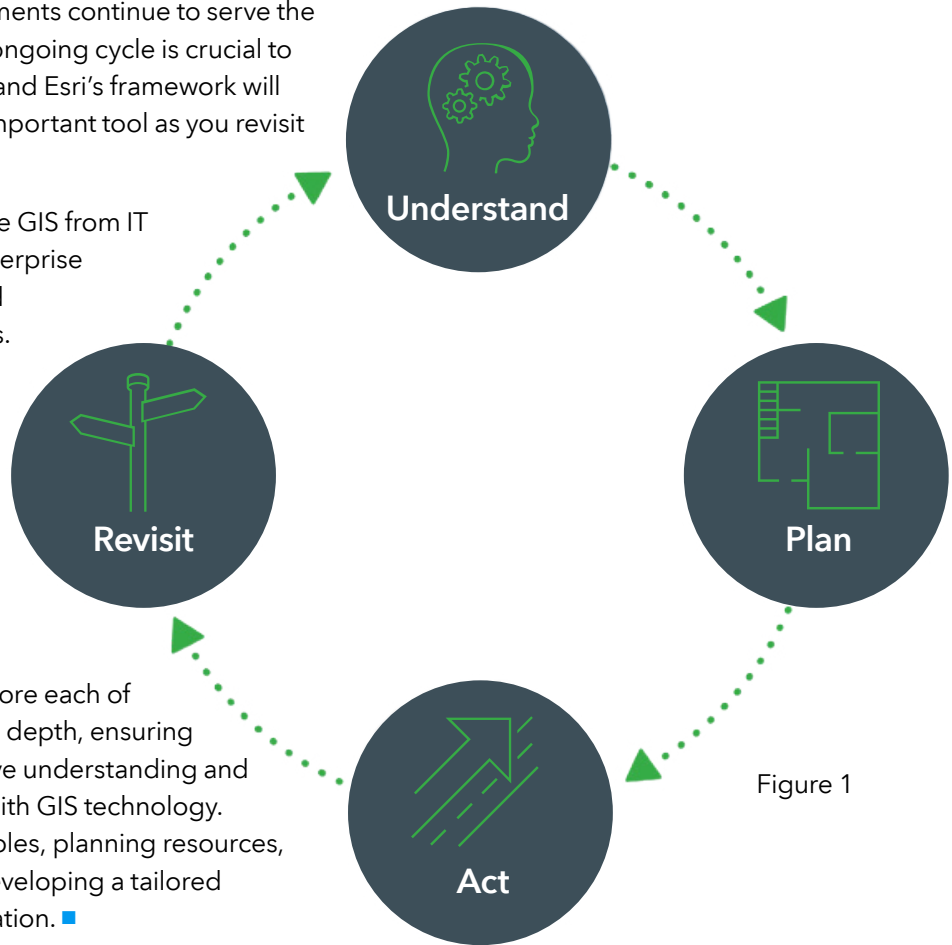


Figure 1

How to Be Successful with Your GIS Implementation

Ed Carubis of Esri Professional Services explores the importance of having leadership and a geospatial strategy in place to maximize the benefits of GIS technology.



[Watch the video](#)



Pillar 1: Business Alignment

Establish a Strong GIS Foundation

The cornerstone of an effective geospatial strategy is business alignment. GIS leaders must conduct discovery processes to identify where geospatial intelligence can deliver tangible business value across the enterprise. This includes meeting with executives to understand strategic priorities and with department leaders to identify operational issues.

These discussions will reveal both long-term vision and daily operational needs. Use the insights gained to build a geospatial strategy road map that addresses the organization's highest priorities. Document measurable objectives, define strategic goals, set clear success markers, and identify potential roadblocks. Focus first on what will make the biggest impact before focusing on the tech itself.

Discovery meetings provide clarity that helps identify which geospatial capabilities can close critical gaps and create new opportunities. The next step is to match specific business requirements with the right geospatial solutions. Focus on core operational needs—such as overnight delivery or 24/7 customer support—that directly impact organizational success. ▶

Five Considerations for Business Alignment

After completing discovery conversations, formalize a plan for achieving business alignment by considering each of the following areas.

1. Executive Sponsorship and Strategic Approach

- a. Secure leadership buy-in to ensure the strategy will be effectively implemented.
- b. Define how ArcGIS® can serve the enterprise so all efforts are captured in your strategy.

2. Investment and ROI

- a. Guide your GIS investment with corporate oversight, control metrics, and expected ROI.
- b. Track and communicate value and success to encourage funding and prioritization of geospatial initiatives.

3. Business Value and Alignment

- a. Outline how GIS will support the organization's mission, goals, and priorities.
- b. Connect geospatial capabilities to workflows, brainstorm solutions to challenges, and communicate the vision to stakeholders.

4. Initiative Prioritization

- a. Define actionable objectives with clear, measurable outcomes by identifying, collecting, and analyzing relevant data.
- b. Establish key performance indicators (KPIs) to monitor progress toward desired outcomes and evaluate the effectiveness of your strategy so you can adjust as needed.

5. Solutions Portfolio

- a. Detail a comprehensive solutions portfolio to meet business requirements and support workflows.
- b. Enable ongoing development of innovative solutions to future-proof business technologies and enterprise capabilities.

When GIS aligns with business objectives, everyone is set up for success. Technical and operational staff streamline processes, leaders improve decision-making, and all teams can prioritize the organization's mission. This focused approach also helps surface challenges that stand in the way of progress and shows a path toward overcoming them with location intelligence. ▶





Case Studies: From Strategy to Impact

A Tech Leader Translates Business Needs into Geospatial Capabilities

[Cisco](#) delivers parts and services to millions of customers in more than 130 countries—often within two hours of a customer request. Cisco leaders wanted to enable more rapid, reliable service delivery. Real-time capabilities were crucial.

To make this possible, Cisco transformed its complex service supply chain from a spreadsheet-based process into a near real-time digital twin powered by GIS. This digital twin shows operations managers the distance between parts and where they are needed, as well as available flights or transportation routes that could get those parts to people faster.

How One County Increased Access to Community Services

In one of [California's largest counties](#), community leaders realized they needed a better way to reach residents who were not accessing essential services. The county needed to facilitate collaboration among the health system, child support services, the fire department, and public social services to achieve the ultimate goal of widening access.

To accomplish this, Darryl Polk, CTO of Riverside County, and his team built an integrated service platform. GIS was a central component, collecting data in hubs and providing location-based insights into where to allocate resources for maximum impact.

However, this effort began with people, not technology. The county focused first on residents' needs and built cooperation across 17 departments. The results speak for themselves: 90 percent of Riverside County residents surveyed rated the new integrated services platform as satisfactory or better.

Polk's advice to tech leaders: Focus on the challenges of the people you're serving. "Business process will eat technology for lunch every single day," he said. ■

Pillar 2: Technology Governance

Develop Standards That Maximize Technology Investments and Ensure Efficient, Secure Use of GIS

GIS governance is core to an effective geospatial strategy. More than a set of rules, governance ensures that a geospatial investment delivers business value and enablement. It should be purpose driven and aligned with business priorities, addressing both strategic direction and daily operations. Governance involves defining roles, procedures, and performance metrics; establishing strong data security and appropriate access; and adhering to strict data integrity and quality—all while remaining open to continuous improvement. ▶

Five Considerations for Developing Technology Governance

1. Organization

- a. Establish a formal governance structure with committees and working groups of key stakeholders to define policies, decision rights, and accountability.
- b. Ensure clear guidance for prioritization, resource allocation, and geospatial staff roles to support coordinated, organization-wide implementation.

2. Policies and Standards

- a. Develop unified geospatial governance policies and standards that align with enterprise business, IT, security, and data privacy frameworks to ensure geospatial best practices are followed.
- b. These standards should be designed to drive improved performance, cost efficiency, and high-quality geospatial data, maps, and apps.

3. Processes and Procedures

- a. Build standardized processes and workflows that translate governance policies into repeatable, auditable practices.
- b. Coordinate across teams to embed these workflows into daily operations and decision-making to drive operational efficiency.

4. Controls and Metrics

- a. Define clear governance standards, KPIs, and control mechanisms for geospatial data, workflows, and approvals.
- b. Use ongoing audits and quality metrics to ensure accountability and continuous improvement.

5. Delivery and Operations

- a. Create a geospatial operating model that formalizes oversight, operations, and service delivery mechanisms.
- b. Align operations and management functions to drive efficiency and coordinated support. ▶

Resources for Establishing Governance

- ["Governance for GIS: Decisions and Decision-Making," ArcUser article](#)
- [ArcGIS Trust Center](#), documentation for best practices in security, privacy, AI, and compliance



Case Study: From Strategy to Impact

Ireland's Busiest Airport Relies on Data Integrity and Security

It's important to have dedicated GIS governance beyond what's established in other domains, such as IT. While IT governance enables general technology oversight, GIS governance manages the unique complexities of geospatial data, systems, and workflows.

For instance, the spatial data systems manager for [Dublin Airport](#) was tasked with organizing its records and processes for more than 3,000 employees. There was an overwhelming volume of data housed in disparate systems, including computer-aided design (CAD) files of airport infrastructure and assets.

Faced with tackling this huge set of data and making it easily accessible for all the airport's workflows, the manager's first step was to ensure that the airport's data met the standards of the European Aviation Safety Agency for an upcoming audit. Disparate CAD files spread across different departments meant that there was no single location for a common, shared view of the data. Converting these CAD files into GIS layers would allow the manager and the spatial systems team to maintain a single data source that was up to date and verifiable.

With help from Esri Ireland's Professional Services team, the airport built a foundation for its GIS data, workflows, and asset management. This enabled the airport to move from reactive to planned and predictive maintenance, improving data integrity. It bolstered multiple workflows, ranging from maintenance crews to the airside safety team. ■

An aerial photograph of a modern city with a river, green spaces, and various buildings. The city is built on a hillside, with a river flowing through it. There are several large buildings, some with red roofs, and many smaller houses. The city is surrounded by green hills and trees.

Pillar 3: Systems Implementation

Facilitate Enterprise-Wide Collaboration by Building a Scalable, Discoverable GIS System

Architecting a sustainable and scalable system involves several strategic decisions to ensure teams can discover, use, and share geospatial products and applications. This work should consider business applications, data design, data management, technology infrastructure, governance, delivery processes, workforce, and company culture. Establishing processes for each area is key to facilitating success across the enterprise. GIS leaders should ask questions that address fundamental needs and challenges in each of these areas.

When considering data design and data management, for example, GIS leaders might ask questions like: What standards of data quality do we apply? What level of access do we grant to geospatial datasets? ▶

Five Considerations for Successful Systems Implementation

1. Innovation and Modernization

- a. Advance the use of geospatial data and tools by seamlessly integrating them into enterprise technology ecosystems.
- b. Foster innovation through systems that can evolve with emerging technologies and strategic modernization goals.

2. IT Alignment

- a. Integrate GIS planning into enterprise IT strategy to ensure consistent standards, governance, and system performance.
- b. Ensure coordination maximizes the impact of spatial data on organizational goals and decision-making.

3. Business System Design

- a. Define clear GIS architecture principles that tightly integrate location-based information into core business processes, applications, and analytics tools.
- b. Prioritize interoperability with existing enterprise systems so that spatial data and tools directly enhance decision-making, resource allocation, and operational performance.

4. Data Design and Management

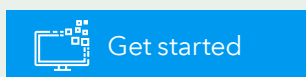
- a. Build a secure, scalable spatial data platform that unifies the collection, storage, and access to both spatial and nonspatial data.
- b. Ensure the system efficiently supports analytics and decision-making across all business functions.

5. Well-Architected Framework

- a. Assess your current GIS architecture against [Esri's Well-Architected Framework](#) to identify performance, security, observability, and scalability gaps.
- b. Then, implement prioritized improvements to strengthen system reliability and align with enterprise IT standards. ▶

Tailor ArcGIS Architecture to Your Organization's Needs

The ArcGIS Architecture Center and the ArcGIS Well-Architected Framework provide guidance, patterns, and best practices to help organizations design, build, and sustain ArcGIS systems.





Case Studies: From Strategy to Impact

How Tennessee Migrated Systems Across 72 Counties

To improve efficiency and modernize systems, the [Tennessee Comptroller Office of the Treasury \(TNCOT\)](#) needed to adopt an enterprise-wide GIS. This meant migrating more than 70 county offices from legacy systems.

The agency partnered with Esri for guidance. Esri experts conducted a study of TNCOT's IT architecture resources. This helped everyone better understand how to redesign the IT infrastructure and workflows. GIS staff could determine how many processors and how much RAM they would need, in addition to how many users and editors the system could support.

By determining essential hardware requirements alongside user and editor capacity, TNCOT laid the groundwork for a well-governed and scalable GIS environment. "The biggest challenge was the adversity of change," said Michael Mixon, TNCOT's enterprise GIS administrator. But with more than 20 in-person, hands-on training sessions, the organization ensured a smooth transition.

Balancing Data Security and Accessibility for Dublin Airport Staff

Tech leaders at [Dublin Airport](#), operating under strict European aviation data rules and security policies, needed to secure data internally while also allowing up to thousands of users to access the data for ongoing projects. Esri Ireland worked with Dublin Airport to build a system that included a suite of GIS applications for a wide range of workflows, from airside safety to construction to maintenance coordination.

Prior to building the new system, employees had to use separate usernames and passwords to access different sources of data. Now, they have an active directory users can sign in to with one username and password. People now use the same source of data—for any project—seamlessly.

Asking the right questions, coordinating with IT, and following GIS architecture best practices enabled them to reach tailored geospatial capabilities that meet their unique business needs. ■

Pillar 4: Stakeholder Engagement

Build Partnerships with Those Who Can Benefit from Geospatial Technology

Strategic GIS deployments cannot thrive in isolated departments. Success requires building bridges across the organization and demonstrating real value to stakeholders who may be unfamiliar with geospatial technology or resistant to changing established practices.

The most effective approach is to show rather than tell. When stakeholders see GIS solving business problems, skepticism turns into interest. Many organizations have found success through hands-on workshops where colleagues experience the technology applied to their real-life workflows. This practical exposure helps people discover the value for themselves rather than having it explained to them.

Equally important is communicating GIS wins throughout the organization. When GIS helps staff reach a goal or overcome a challenge, share that story through internal channels and consider applying for external awards that validate the approach. Keep executive stakeholders informed about specific ways GIS is advancing strategic priorities—efforts that help secure continued support for expansion.

Don't overlook the power of internal champions. Early supporters across different departments can demonstrate practical applications to their peers and help the technology spread organically throughout the organization.

Implementing GIS represents a significant change for many in your organization. Managing this transition effectively requires a well-defined road map that outlines both the initial implementation steps and a vision for future growth. This clarity helps teams understand not just what's changing now, but also where these changes are leading—reducing resistance and building commitment to shared goals. ▶

Five Considerations for Engaging Internal and External Stakeholders

1. Awareness and Promotion

- a. Build awareness of geospatial solutions through focused marketing campaigns.
- b. Promote the strategic value of GIS through consistent, brand-aligned storytelling and engagement activities.

2. Communication and Collaboration

- a. Collaborate across departmental lines and involve external partners who assist in achieving your mission.
- b. Communicate achievements and foster communities of practice to incentivize support for GIS and encourage ongoing collaboration.

3. Adoption

- a. Establish a people-centric adoption program that prepares staff for new GIS-enabled ways of working and reduces resistance to change.
- b. Ensure executives sponsor the vision and managers provide day-to-day guidance so teams confidently embrace new workflows and tools.

4. Culture

- a. Build a culture where GIS teams regularly partner with business units to understand priorities, adapt approaches, and share decisions openly.
- b. Connect these collaborations to clear financial, operational, or risk-reduction benefits to build trust and sustain commitments to geospatial investments.

5. Advocacy

- a. Cultivate a network of influential leaders who champion geospatial innovation and model its value across the organization.
- b. Task them with driving governance, guiding strategy execution, and exploring emerging opportunities. ▶

The Power of Aligning People and Technology

Explore recommendations for accelerating GIS adoption through geospatial change management.

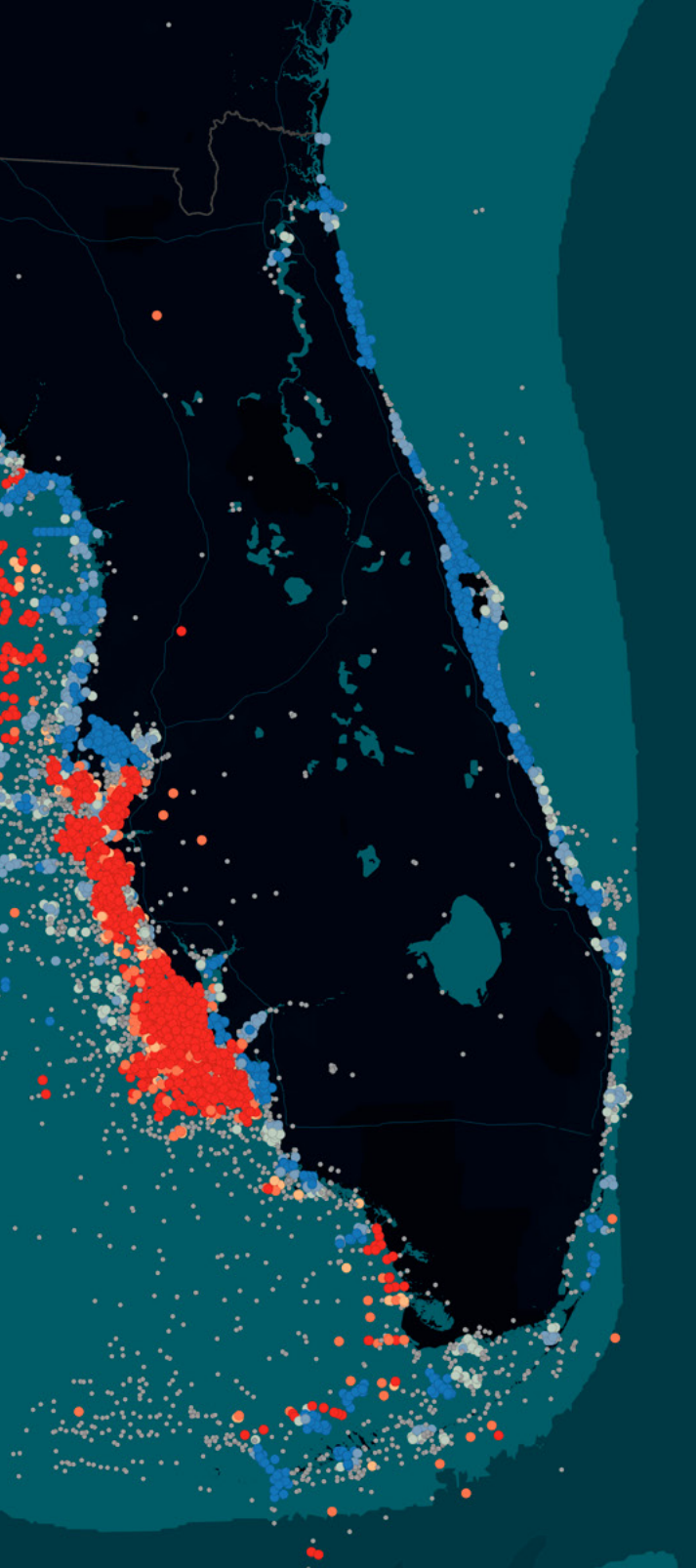


Download the ebook



Learn about change management consulting





Case Studies: From Strategy to Impact

The GIS Catalyst Behind the Successful Technology Migration at TNCOT

When [TNCOT's](#) GIS team embarked on a plan to upgrade to an enterprise-wide GIS, they needed to persuade 72 county assessors to make the migration. TNCOT worked with Esri Professional Services to develop an effective adoption strategy. Together, they socialized the changes and presented demonstrations at regional assessor meetings. This gave county GIS analysts an opportunity to try the new system. The state team first recruited its most enthusiastic users at the county level. They worked with early adopters to gather suggestions about any needed fixes, and TNCOT provided extra technical support to handle any initial issues.

"We let them know up front, 'We have most of this figured out, but as long as you're patient with us, we'll provide you a lot of support.' And so, we got buy-in that way," said Mixon. "We promised them a lot of support, and they did a really good job at being gracious and allowing us to troubleshoot the problems with them."

Early users eventually became evangelists who could encourage reluctant analysts in other counties. TNCOT staff developed their own manuals and hosted training sessions across the state. "A lot of time and resources were spent on educating the new users," Mixon said. "That's really the key to success for us." ▶

Tips to Activate a Geospatial Adoption Strategy

Esri consultants Michael Green and Chris Vokaty share tips for driving change and spurring innovation using modern geospatial solutions.

 Visit Esri's Geospatial Change Management Channel





A GIS Success Story Sparks System Expansion at Doctors Without Borders

A key factor that contributes to a thriving and well-funded GIS program is the momentum that comes from consistent real-life wins. Across departments, progress builds with each GIS success.

For the humanitarian organization [Médecins Sans Frontières \(MSF\)](#), which translates to Doctors Without Borders, its GIS journey began in 2012. After a study confirmed its potential value to operations, the technology was tested in the field as staff provided aid during West Africa's Ebola crisis in 2013. The organization required accurate, detailed maps that could show the spread of Ebola. These maps provided comprehensive data for shared understanding, and they also became critical to operations, medical care, and logistics—all of which had their own data

structures. As many responders were working in different countries across Africa, GIS became the information integrator and grew increasingly important in delivering support where it was needed most. The doctors returned from their missions as believers in GIS, wanting a specialist to accompany them on future missions. By 2021, MSF's GIS team had established the MSF GIS Centre, created a training curriculum, and built a geospatial resources portal for thousands of staff members across departments.

"In the past, we had to demonstrate our added value. This is done. It's not an issue anymore," said Mathieu Soupart, director of the MSF GIS Centre. What helped build momentum for GIS, Soupart said, was a focus on supporting operations in a strategic way. ■

Pillar 5: Capacity Building

Empower Your Workforce with Geospatial Knowledge, Skills, and Resources That Drive Positive Business Outcomes

Building on a solid foundation, organizations accelerate GIS-driven business outcomes through continuous learning and cross-functional collaboration.

GIS is constantly evolving, offering new advancements and products for problem-solving. The people using the technology need to evolve their skills, too. To make the most of GIS capabilities and a geospatial strategy, GIS leaders should advocate for ongoing training. That training produces dividends: trained staff go on to train others in the organization.

When growing a GIS program, consider asking the following key questions: What gaps in GIS skills and knowledge exist? Who would most benefit from additional training? Is our geospatial strategy aligned with our organization's recruitment and human resources efforts?

As part of a geospatial strategy, organizations need a workforce development plan. Define training for specific roles and outline certification attainment goals tied to business needs, validating the knowledge and skills to be gained. Training and certification should be followed by discussions about professional development and career advancement. ▶

Five Considerations for Building GIS Capacity Across All Staff Levels

1. Knowledge and Skills Development

- a. Strengthen staff GIS expertise through structured training plans that close knowledge gaps and align with evolving technologies.
- b. Prioritize continuous learning to drive professional growth and organizational innovation.

2. Building Capabilities

- a. Enhance productivity by integrating geospatial solutions within new and existing workflows.
- b. Equip staff with the training needed to confidently and effectively apply GIS in their work.

3. Human Capital Management

- a. Develop a long-term staffing plan that aligns geospatial expertise across departments.
- b. Implement cross-training and onboarding programs to ensure sustainable support for geospatial solutions.

4. GIS Patterns of Use

- a. Build internal understanding of geospatial concepts by framing them in familiar business terms.
- b. Connect common business language with operational patterns to create clear alignment with organizational goals and business initiatives.

5. Leadership Development

- a. Cultivate a pipeline of geospatial leaders through structured learning and hands-on coaching.
- b. Provide avenues for others to lead by example and showcase how GIS solutions create organizational impact. ▶

Creating a Workforce Development Plan

Learn a three-phase approach to help create, communicate, and execute your workforce development plan.



[Read the ebook](#)





Case Studies: From Strategy to Impact

How an AEC Firm Connected Training to Tangible Revenue Growth

When an [architecture, engineering, and construction \(AEC\) company](#) wanted to expand its GIS capability, staff built a workforce development plan that defined training for specific roles and followed it with certification attainment. The initiative generated new revenue for the AEC firm and got the attention of the CEO. Recognizing the value of new location capabilities, the CEO recommended that everyone attain Esri technical certification. Staff accomplished this within a year and saw the business grow. The company achieved that growth through persona-based training plans, validated knowledge via certification, and by applying these concepts to employees' work. As a result, the firm built robust capacity for additional business.

A Real Estate Powerhouse Trained Thousands of Employees on Location Intelligence to Meet Clients' Changing Needs

One of the [world's largest commercial real estate firms](#) took a tiered approach to GIS training in its operations. It built expertise in more than 3,000 leasing agents, brokers, capital markets analysts, valuation team members, and technical professionals—creating a competitive edge in its advising capabilities.

Each professional learned to make their own data-rich maps for client presentations and analyses. The firm has a separate GIS team that acts as hands-on advisers to assist more than 1,500 stakeholders and clients with location-based analysis. All teams rely on a single source of data in GIS, accessing it in ways that best suit their role.

Getting an entire company, city, or county to become conversant in GIS is no simple feat. It's the result of creating a culture that recognizes the technology's value and implements GIS strategically according to role and business need. ■

Where to Begin: Assess Your Geospatial Strategy Progress

Now that you've examined each pillar in Esri's geospatial strategy framework, assess your organization's maturity. This exercise helps identify which pillar to focus on first.

A Self-Assessment of Your GIS Program Instructions

Rate your organization's progress in each focus area using the scale below.

- 1. Needs Improvement:** Ad hoc or no planned processes, little alignment with goals
- 2. Developing:** Partially implemented, some alignment, initial outcomes
- 3. Proficient:** Well-managed, clear alignment, measurable outcomes
- 4. Mastered:** Continuously improving, innovative, high ROI

Pillar 1: Business Alignment

Are you supporting your organization's mission, goals, and objectives by connecting GIS use to enterprise-wide priorities?

Focus Area	1	2	3	4
Executive Sponsorship and Strategic Approach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investment and ROI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Value and Alignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initiative Prioritization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solutions Portfolio	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[Back to Pillar 1 section](#)

Pillar 2: Technology Governance

Do you have formal decision-making, policies, standards, processes, and KPIs in place to ensure impactful geospatial use?

Focus Area	1	2	3	4
Organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policies and Standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Processes and Procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Controls and Metrics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Delivery and Operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[Back to Pillar 2 section](#)

Pillar 3: Systems Implementation

Have you built a robust, scalable system that encourages the discovery, use, and sharing of GIS products and applications?

Focus Area	1	2	3	4
Innovation and Modernization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT Alignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business System Design	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data Design and Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Well-Architected Framework	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[Back to Pillar 3 section](#)

Pillar 4: Stakeholder Engagement

Are you engaging internal and external stakeholders who can benefit from geospatial technology?

Focus Area	1	2	3	4
Awareness and Promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication and Collaboration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adoption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advocacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[Back to Pillar 4 section](#)

Pillar 5: Capacity Building

Are you actively preparing staff at all levels with geospatial knowledge, skills, and resources to drive positive business outcomes?

Focus Area	1	2	3	4
Knowledge and Skills Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building Capabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Capital Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
GIS Patterns of Use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[Back to Pillar 5 section](#)

Scoring and Reflection

For each pillar, calculate your average score:

- 4.0–4.5: Mastered
- 3.0–3.9: Proficient
- 2.0–2.9: Developing
- 1.0–1.9: Needs Improvement

Create a Plan to Address Weak Spots

Document areas that stand out—from strengths to opportunities—and identify which steps you can take in the coming months to improve your geospatial strategy. ■

Top Strength:

Top Opportunity:

Next Steps (30 Days):

Next Steps (60 Days):

Next Steps (90 Days):





Conclusion

Leaders in business and government are seeing the leap every organization will ultimately need to take. That leap is to adopt a geographic approach to decision-making at every level. It's about asking questions that can only be answered by considering location:

- Who are our customers or residents, and where do we reach them?
- How can we be more efficient in how we use energy and other resources?
- How do we trace every step in the product life cycle to meet standards for quality, transparency, and sustainability?
- How do we quickly and accurately respond to an emergency?

The leap involves thinking of geography as more than dots on a map—more than the locations of people, assets, and operations. Geography answers questions about your whole business. You use geography, in fact, to operate your business.

Considering the five pillars for developing and implementing your geospatial strategy will ensure that your organization makes the most of geography and its GIS investment. ■



Additional Planning Resources

The GIS Leader's Group on Esri Community

[Join this collaborative environment](#) for GIS leaders and managers to network, share ideas, and learn from the experiences of others.

Geospatial Strategy Examples

Following are a few sample strategies to help guide your strategy development.

- [GIS Program Hub Example](#)
- [Sample Strategic GIS Portfolio](#)

GIS Request Management Solution

Access preconfigured or partially configured apps within ArcGIS that help you solicit service requests, manage the delivery of GIS services, and promote the value of GIS to internal stakeholders.

- [GIS Request Management](#), Esri video overview
- [GIS Request Management Solution Released](#), *ArcGIS Blog* story
- [Introduction to GIS Request Management](#), Esri documentation
- [Configure GIS Request Management](#), Esri documentation ■



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