

**Session 5: Workshop 5C**  
**Understanding the customer and the business**

The Chair (Derek Clarke, Surveys and [Mapping](#), South Africa) welcomed delegates and presenters to the workshop. He commented that, for NMAs, the focus is moving more towards the customer and the business, therefore it was an important topic being discussed today.

**5C.1 Jan Schröder (National Land Survey of Sweden) presented the paper “Development and marketing of a cadastral software – co-operation to reach the international market”**

- Main tasks of organisation: To contribute to the efficient use of Sweden’s real estate, land and water, to exploit markets by meeting customers’ needs.
- Choice of technology and functionality: ArcCadastre built on the latest, proven technology platforms.
- Development: potential users involved in the process; own cadastral professionals, external professionals (ESRI, Leica) and international contacts.
- Marketing and Sales: ESRI co-ordinates marketing activities, carried out by worldwide network of ESRI distributors. Swedesurvey form stand-by resource.

**5C.2 David Sonnen (International Data Corporation, USA) presented the paper “GVM: A Framework for Estimating the Business Value of Geospatial Technology within Information Systems”**

Basic steps involved in identifying the value of geospatial technology:

- 0: Fit the Geospatial Value Measurement (GVM) to your own design and management processes.
- 1: Identify the business processes and the people involved.
- 2: Develop a process diagram.
- 3: Set performance metrics.
- 4: Identify geospatial functionality and data requirements.
- 5: Identify additional users (optional).
- 6: Determine specifications for geospatial functionality and data.
- 7: Estimate geospatial contributions to performance metrics.
- 8: Design and implement.
- 9: Measure results.
- 10: Assess geospatial value, adjust and act.

**5C.3 Peter Holland (Geoscience Australia) presented the paper “Understanding the customer and the Business – an Australian perspective”**

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- Description of how Australia's NMA has evolved over the last 40 years.
- Impact of the customer (including stakeholders) in government policy and practice, business strategy and planning, management of customer and stakeholder relationships, product development and management, quality management and process improvement.
- Explanation of recent changes in the political, business, governmental, academic and research environment.
- Australian National Map will be seamless, thematic, integrated, current, structured, multi-resolution, interoperable, and co-operative.

**5C.4 Christopher Roper (PointX Ltd, UK) presented the paper "Working with a National Mapping Agency: a Commercial Partner's Perspective"**

- Explanation of how the partnership between Landmark and Ordnance Survey (OS) has been complicated by cultural and practical difficulties including the strategic objectives and priorities of government and the conflicting pressures on OS.
- Success factors: Innocence, confidence, persistence, innovative ideas, willingness to risk their own money, discretion when serious differences encountered, over-arching spirit of goodwill, delivery of promises.
- In the future, NMAs will operate in an increasingly competitive market, their dominant role will decrease and the EU will become more significant.
- Recommendations: Establish clear and credible objectives, take the long-term view re relationships with partners, think outside the box, and make sure you have long-term resources.

**The following questions of clarification were asked:**

*Ravi Gupta, India* asked Christopher Roper to clarify what he meant by saying that OS won't regain its dominant role in GI and will be forced to move into downstream markets.

Christopher replied that he feels that OS hasn't understood how to meet its commercial targets and the danger is that they will be pushed down closer to retail markets where they will be competing with their partners. This will obviously cause problems between OS and its partners.

Peter Holland gave the Australian perspective on this issue. He said that it is a strange market in the UK compared to in Australia. In the past, OS has been a monopoly player yet, in Australia, a Government Agency can't be a monopoly. Government's role must end when its role becomes close to that of the private sector.

*Hugh Buchanan, UK* commented that Christopher has observed the boundaries of OS's status well and that the development of the partnership between OS and Landmark has been a learning process for all involved.

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*David Maguire, ESRI* doesn't think that all NMAs will get into downstream markets. He outlined the following functions: core platform provider, application provider and systems integrator. It is viable for NMAs to have one of these core functions. Difficulties arise when they try to do too many things.

*Amitabha Pande, India* asked what OS's partner selection process is. Christopher Roper replied that anyone could be a partner as long as they approach OS with an idea that will fit into an existing model.

*Peter Woodsford, UK* observed that the continuous update of data couldn't be achieved using traditional methods. New software tools (e.g. GML) are beginning to be employed. He asked Peter Holland what happened to the make-up of the people in his organisation during its evolution process.

Peter Holland commented on Peter Woodsford's observation by explaining that his organisation will use a different model to that [of](#) their current one and that they will be forced to confront the issue of direct delivery (i.e. direct access to their database). He answered the question by explaining that on one hand, they have limited ability to recruit and, on the other hand, they have no choice but to recruit new skills and people. The need to increase skill sets in contract/relationship management, account management and product development has been achieved through a mix of training and recruitment.

*Babu Ram Acharyoe, Nepal* explained that, although his NMA is willing to work with the private sector, companies are not emerging in the GI sector. He asked how companies could be educated about the potential in the GI market?

Christopher Roper replied that, in general, private companies are interested in GI if they can make money from it. A fundamental trend is that, because core technology is more readily available, opportunities for making money from GI are emerging. He added that it has been a long process in other countries for GI businesses to emerge. Jan Schröder added that a driving force in Sweden has been the use of GI by government bodies which has helped to develop the broader business/commercial use.

The Chair thanked presenters and delegates for their contribution and concluded the workshop.