

Name: David Rix

Current Position: Director (Middle East)

Key Skills: Business Leadership
Commercial Growth (Revenue+Profit)
Professional/Consultancy Services
Geospatial Strategy Development
IGIF Framework Implementation
Organisational Capability Assessment and Development
Business Transformation and Process Management
Business Process Commercialization and Economic Evaluation
Organisation Assessment and Change

Profile

David is an experienced and successful Professional Services/Management Consulting Services executive with over 25 years' experience of delivering successful business outcomes for a range of Government and Private Sector clients. David is commercially focussed, has a deep understanding and experience of implementing the key drivers in service delivery, and has supported many clients in adapting for the successful delivery of these objectives. David has extensive experience of business process analysis, implementing business change, managing and controlling costs, achieving financial objectives, and driving improvements in operational performance. Highly capable of identifying, defining, and achieving revenue/cost objectives, achieving successful outcomes for a range of organisations, and has extensive experience of building successful relationships with clients and partners. His key attributes include discretion, an imaginative approach to business problems, the ability to provide leadership to others, and very strong business awareness.

David has considerable experience of working with clients in the Middle East and has extensive experience in the needs analysis, design, and implementation of geographic information systems together with the development of geospatial strategies and the application of geospatial standards and guidelines.

Professional Experience

ConsultingWhere, January 2017 - to date

Following retirement from Esri UK David joined ConsultingWhere. Assignments include working with the Esri Global Professional Services team on the design and implementation of a National SDI for the Kingdom of Saudi Arabia (KSA); working with the World Bank on an organisational change program for the Government of Kuwait; working with Esri Global supporting the Esri Distributor in Egypt (EsriNorthEast Africa - EnEA) on the development of a National Post Code system; working with Esri Global Professional Services team on the development of a Geospatial Strategy for a key client in Abu Dhabi; and assisting with proposals for a Geospatial organisational design for the Kenyan Communications Authority.

The assignment in Saudi Arabia was to design, facilitate, and support the implementation of a National SDI based on the IGIF Framework. The NSDI is to be implemented by the newly created National Geospatial Centre and the general objectives of the NSDI are for the development of an effective institutional framework which will support laws, policies, and regulations of KSA to support improved services to citizens, continue to build capacity for using geospatial technology (of which KSA has significant experience), facilitate private sector development, and contribute to national priorities for sustainable development. The engagement included a review of the current status of

SDI activities together with the preparation of an Action Plan for the National SDI detailing solution, workflows, data (modelling, migration, quality, and maintenance), operations, organization (capacity and capabilities), outreach (stakeholder engagement and communication plans), and including recommendations for a suitable SDI framework based on the IGIF framework.

The assignment in Abu Dhabi (working with the Esri Global PS Team) was for the development of a business and SDI strategy for Bayanat (Bayanat is a Government Company born out of the commercialization of the UAE Armed Forces' Military Survey Department and is a national leader in the provision of geospatial services). The objectives of the engagement included an economic benefits and investment analysis to promote business growth into new lines of business, conducting stakeholder workshops, undertaking an organization structure and capability analysis and assessment based on a business review, together with the preparation of recommendations for the design and implementation of a geospatial strategy.

The assignment in Kuwait was working as part of a World Bank team advising the Kuwait Government on the design for a National Land Authority (NLA). The goal of the NLA is to implement improvements in the administration of state land, the objectives of which include a desire to attract private investment and to support economic diversification. The organisational design developed by the World Bank team for the proposed implementation of the NLA would require extensive organisational change together with the commercialisation of existing processes and the introduction of certain new processes. The outcome from this project was an analysis of existing land management and land registration functions, procedures, and costs, together with the preparation of an action plan detailing how these would be adapted and transferred to the NLA; an analysis of the land information requirements for the newly formed NLA; the preparation of a detailed functional description of the powers and responsibilities of each of the new departments within the NLA; the preparation of recommendations for the structure of the new organization including staffing requirements, roles, person specifications, together with a forecast for all direct costs and an estimate of likely indirect costs.

The assignment in Egypt was working as part of the Esri Global Professional Services team assisting with the design of a National Post-Code system for the Egyptian Government (Egypt Post-EP). The assignment included interviews/meetings/workshops with a range of Stakeholders from EP and other relevant Government organisations, the objective of which was to document an unambiguous set of requirements and advise on the development of suitable workflows for the delivery of the outcomes necessary to meet the EP business requirements. David's contribution to the project included the assessment of the EP organisation and the development of an organisational structure to EP detailing the roles, skills, and costs required for the ongoing support of the project on completion of the Esri implementation, together with an assessment of the geospatial maturity of the client organisation and a road map for the standardisation of its geospatial data.

Esri UK, Head of Professional Services, 2007 - 2017

Esri Inc is the world's leading supplier of Geographic Information Systems and associated services. Esri UK is the Esri Distributor for the UK and Ireland. As Head of the Esri UK Professional Services business David was accountable to the Esri Board for the operational and financial (P&L) success of this business.

Responsible for a team which varied between 80 - 120 Consultants, together with a small number of administrative support staff, David and his team achieved significant growth for the Esri Professional Services business. From annual revenues of approximately USD8 million the team achieved consistent revenue growth and provided PS revenues of between USD12 million - USD20 million annually, while consistently achieving annual gross margins of between 39% - 42%. The Esri PS business provides a variety of services, such as system design and development, database design, systems integration,

and programme management, to a wide range of clients including the UK Defence, Intelligence, and National Security agencies, other Government organisations, Utilities, Telecommunications, Retail, and Financial Services organisations. Throughout his ten years in the Head of PS role David successfully maintained the delicate balance between the demands of the client marketplace, the realities of the people marketplace, and Esri's economic ambitions.

Esri UK, Managing Consultant, 2003 - 2007

Prior to being invited to run the Esri UK PS business David was employed as a Managing Consultant within the Esri Consulting Services business. In this role David was responsible for a portfolio of customers including customer relationship management and programme delivery with a number of key customers including the UK Ministry of Defence, the UK Intelligence and National Security Agencies, the Defence Infrastructure Organisation, the UK Office for National Statistics, the UK Land Registry, the Forestry Commission, and the Environment Agency.

MVM Consultants Plc, Director 1997 - 2003

MVM was a firm of management consultants which provided specialist advice and guidance to a range of UK Government and Overseas customers. The speciality of the services provided focussed on the use of IT/GIS to deliver improvements to certain business processes and the commercialisation of these processes primarily through the use of the Private Finance Initiative (PFI) for the provision of the funding necessary for the implementation of these business improvements. The PFI business model was a means of creating public-private partnerships by using private sector investment in order to deliver public sector infrastructure and services and a critical part of David's responsibility included the financial forecasting and cost recovery methods associated with each project. Under this business model private organisations (such as MVM) were contracted to develop and manage public projects through the use of Non-recourse funding, such funding being used to support the design and implementation of the new business processes.

Where MVM provided the funding the return on the investment was achieved through a combination of transaction-based revenue models (now often referred to as consumption economics) together with the sharing any cost savings with the end client. Identifying improvements in business processes together with efficiency of service delivery are fundamental to the success of this business model. Much of this business dealt with processes associated with land and property transactions dealing with the purchase and transfer of rights and interests in land, together with the provision of professional services for the monetisation of such transactions.

MVM employed between 50 - 80 staff, project managers, consultants, technical architects, and other experts, together with a small number of marketing and administrative staff. Through this period David helped to develop this business model and grow the consultancy services revenues to between USD8 million - USD10 million annually.

In 2003 MVM was acquired by the AWG Group (now Anglian Venture Holdings)

MVM Consultants Plc, Managing Consultant, 1990 - 1997

In the role of Consultant/Principal Consultant/Managing Consultant David provided management consultancy services working with a range of clients on a variety of assignments associated with business change, the design and implementation of processes to achieve such change, and the implementation of GIS technology in support of such change. David's assignments included projects in Saudi Arabia with the Ministry of Communications, the Ministry of Petroleum, Ministry of Municipal & Rural Affairs (MoMRA), and the Saudi Aramco Oil Company; in the Yemen with projects for the Ministry of Planning; Oman, a project for the Ministry of Water; together with various other assignments in the US, Canada, Australia, Malaysia, and throughout the UK and Ireland.

Sir William Halcrow and Partners, Qatar, Consultant & Technical Advisor, 1986 - 1990 (Secondment to the Ministry of Public Works, Doha)

Reporting to Sheik Ahmed bin Hamad Al-Thani, Director of Finance (MoPW), David was responsible for a team of eight professional staff and approximately 30 technical staff. Responsibilities included the implementation of a Geographic Information System for the Ministry of Public Works and Industry (which subsequently became the Qatar Centre for GIS) together with responsibility for the development of cadastral and land registration processes and procedures in support of the Real Estate Registration Department (part of the Ministry of Justice). The original purpose of this GIS change project was the development of an application and database of land registration, property/land ownership, and property/land transactions. The system was subsequently extended to cover various aspects of planning, engineering, and associated works. A pilot study (based on the work completed in Bahrain) was carried out during 1986/87, followed by a detailed business analysis and evaluation stage, and implementation and go-live of the prototype system during 1989.

A deep understanding of the specific regulations and methods supporting the process of Real Estate Registration and Land Administration in Qatar together with a knowledge and understanding of the principles and application of GIS were key elements to the success of this secondment.

Directorate of Surveys Bahrain, Regional Surveyor, 1982 - 1986

Reporting to Mr Ibrahim Al-Jowder (Director of Finance/Director of Surveys, Ministry of Housing), David was responsible for a team of four professional staff and six technical grade staff for various cadastral, land registration, and land titling activities across the northern and western parts of the Island. This included the adjudication and reconciliation of title deed boundaries based on evidence derived from old land ownership documents, maps, 'block plans' aerial photographs, and verbal evidence. David also contributed to the Bahrain Land Inventory Project (LIP) which was active during this period. David developed a thorough understanding of the rules, regulations, and methods which supported the real estate/land registration, and land administration processes of Bahrain. In addition to his surveying and adjudication duties David also provided some services at the Bahrain University, teaching some of the young Bahraini graduates employed by the Ministry.

[NB David was successful in passing a Bahraini Government examination in written and oral Arabic which was useful for the examination of historic land title references].

Ministry of Public Works and Resources, Iraq, Technical Specialist, 1981

Providing specialist input to a large civil engineering project, the objective of which was to create/dredge a channel in the River Tigris sufficient to provide a navigable water course between Baghdad and the Shatt al-Arab.

Northumberland College of Arts and Technology, UK, Lecturer II, 1980 - 1982

Employed in the Department of Mining Engineering teaching candidate HND students in various topics including Mining Engineering, Mathematics, Surveying, and Geodesy

Department of Land & Surveys, Malawi, Senior Surveyor 1976 - 1980

Working on various engineering, mapping, land registration, and infrastructure development projects throughout the East/Central Africa republic of Malawi.

Qualifications

- ❑ BSc Geography and Surveying, University of Newcastle upon Tyne, 1976
- ❑ Post-graduate Diploma in Geographic Information Systems, Birkbeck College, University of London, 1990
- ❑ Fellow, Royal Institution of Chartered Surveyors, 1992 (Chartered Surveyor, Geomatics Facility)
- ❑ Executive Education Programme, Henley Business School, UK (2014)

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