

Name: David Rix

Current Position: Principal Consultant

Key Skills: Geospatial Strategy Development
Implementation of UN-GGIM NSDI+IGIF Framework
Implementation of Spatial Data Infrastructures (SDI) with spatial data themes based on the INSPIRE Directive
Business Transformation and Process Management
Commercial Growth (Revenue+Profit)
Organisation Assessment and Change
Organisational Capability Assessment and Development
International Cadastral/Land Registration Best Practice



Profile

David is an experience and successful Professional Services/Management Consulting Services executive with over 25 years' experience in the delivery of successful business outcomes for a range of Government and Private Sector clients. He has completed a wide range of assignments in the Middle East, Europe, Malaysia, Africa, and North America.

David is Director of the ConsultingWhere Middle East operations and is a Principal Consultant whose specialisms include business transformation and benefits realisation, organisation assessment and capability development, the development of National Spatial Data Infrastructures (NSDI) and implementation of Integrated Geospatial Information Framework (IGIF), and the development and implementation of land and property-based systems.

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/operational review, workflow analysis, implementing business change and benefits realisation through 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. He has significant experience in the commercialisation of specific business processes related to transactions in land and property, the necessary financial forecasting and cost recovery forecasts, and the development of public private partnerships to develop the opportunities this provided. His key attributes include an imaginative approach to business problems, the ability to provide leadership to others, and well-developed business skills and awareness.

His expertise in the application of the UN GGIM IGIF Framework together with his experience in organisation assessment and development and resource feasibility review and analysis has been of value on recent projects as clients seek to develop their human capital to derive value from recent developments in technology and methods. Additionally, he has considerable experience in the development and deployment of land and property-based systems and the monetarisation of the business processes supported by these systems. Having been responsible for the Esri UK Professional Services business for many years he has a deep understanding of the need to maintain a balance between the expectations of people, the ambitions of the organisation, and the realities of the marketplace. His time with Esri has also provided him with extensive experience of the development and deployment of geographic information systems covering needs analysis, design, and implementation together with the development of geospatial strategies and the application of geospatial standards and guidelines.

Professional Experience

ConsultingWhere, January 2017 - to date

Since joining ConsultingWhere David's assignments include working with the Esri Global Professional Services team on a range of projects including the design of a RFP for a National SDI for the Kingdom of Saudi Arabia (GCS NSDI Requirements Report); working with the World Bank on a National Spatial Data Infrastructure (NSDI) assessment for the Government of Egypt (based on the UN-GGIM IGIF methodology); working with the World Bank on an organisational change program for the Government of Kuwait National Land Agency; working with Esri Professional Services team supporting the Esri Distributor in Egypt (EsriNorthEast Africa - now EsriNA) on the development of a National Post Code system; working with Esri Professional Services team on the development of a Geospatial Strategy for a key client in Abu Dhabi; working with Kartverket (Norwegian National Mapping Authority) on the development of a National Spatial Data Infrastructure strategy for the Republic of Moldova (Agency for Cadastre and Lands) based on the UN-GGIM IGIF methodology.

The assignment in Saudi Arabia (working with Esri Professional Services team and Esri Saudi Arabia) was to design, facilitate, and support the implementation of a National SDI based on the IGIF Framework. The objective was for the NSDI to be implemented by the newly created National Geospatial Centre (part of General Commission for Surveys, now General Authority for Survey and Geospatial Information) 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 Egypt was to undertake an assessment of the National SDI as part of a modernization of the Egypt Land and Property Registration system. The project was sponsored by the World Bank and outcomes included an assessment of the current SDI, an analysis of the status of each strategic pathway based on the UN-GGIM criteria, presentations of the results of the analysis, and recommendations for next steps for modernising the land and property system in regard to Governance, Policy, Finance, Data, Innovation, Standards, Capacity, and Communication.

The assignment with the Norwegian National Mapping Authority (Kartverket) was for the development of a National Spatial Data Infrastructure strategy for the Republic of Moldova (Agency for Cadastre and Lands) together with a geospatial data strategy based on the INSPIRE Directive. The project was based on the UN-GGIM methodology and the outcomes included an assessment of the current SDI baseline, a report covering the geospatial alignment to policy drivers (GAPD), a socio-economic benefits assessment providing the economic impact of a spatial data infrastructure, together with the development of a detailed investment plan and the preparation of an Action Plan which provides a costed implementation plan describing the basis for delivering the actions and a business plan which provides a summary of the socio-economic assessment describing the justification for the investment required to implement the action plan.

The assignment in Abu Dhabi (working with the Esri Professional Services Team) was for the development of a business and SDI strategy for Bayanat (Bayanat was the 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 (working with the Esri Professional Services team) was to assist 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 the Professional Services 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 PS 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 (including integration of GIS/BIM), and programme management, to a wide range of clients including the UK Defence, Intelligence, and National Security agencies, other Government organisations including National Mapping and HM Land Registry, 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 management and 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 GIS to deliver improvements to certain land and property related business processes and the commercialisation of these processes. This was achieved primarily using the Private Finance Initiative (PFI) for the provision of the funding necessary for the implementation of these business changes. The PFI business model was a means of creating public-private partnerships by using private sector investment 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 of 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. 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 Malaysia with projects for the Ministry of Planning, 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, 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 40 professional staff and 30 technical staff. Responsibilities included the implementation of a Geographic Information System for the Ministry (which subsequently became the Qatar Centre for GIS) together with responsibility for the development of a national address register and 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 property/land ownership, and property/land transactions. The system was subsequently extended to cover various aspects of planning, architecture, engineering, construction and associated works. 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, Technical Advisor, 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.

Ministry of Public Works and Resources, Iraq, Technical Specialist, 1981 - 1982

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. (As a consequence of the Iran/Iraq war this project was suspended)

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

Seconded from the UK Ministry of Overseas Development David was assigned to the Department of Lands and worked on various cadastral, land development, land registration, and topographic mapping projects throughout 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 (2013+2014)

Date: October 2025