

Name: Carsten Bjornsson

Current Position: Senior Associate

Key Skills: Geospatial Strategy & Geospatial Ecosystems
Enterprise Transformation & Organisational Design
Governance & Business Process Redesign
Land Administration
Addressing & Postcode Systems
Spatial Data Infrastructure (SDI/NSDI) & Enterprise GIS
Executive Advisory & Programme Leadership



Profile

Carsten Bjornsson is an international geospatial strategist and consultant with more than 35 years of experience working at the intersection of geospatial technology, organisations and institutional change. He has helped governments and organisations plan, design, implement and sustain geospatial capabilities ranging from enterprise land information systems to national addressing, postcode and geospatial infrastructure programmes.

He spent 24 years with Esri, progressing from project and programme management through portfolio management and international subject-matter leadership to strategic business development. His work has taken him across North America, Europe, Africa, the Middle East, Asia and the Caribbean, working with national and regional governments, mapping and land agencies, postal organisations and other public-sector institutions. Major assignments have included the U.S. National Integrated Land System, Hong Kong's Land Information System, Abu Dhabi's Address, Geonames and Signage programme, Egypt's national postcode system, Ethiopian national mapping modernisation and development of a grid-based postcode approach for the United Arab Emirates.

A defining characteristic of Carsten's work is his tendency to look beyond the immediate technology or project requirement to understand the wider system in which it must succeed. He brings together governance, organisational structures, business processes, technology, data, people, institutional context, location and scale to understand how they interact and where change is required. This systems perspective has increasingly developed into his concept of geospatial ecosystems.

Carsten combines strategic thinking with substantial implementation experience. Having managed complex, multidisciplinary programmes as well as advised senior executives, he is comfortable moving between executive-level questions and the operational and technical realities of implementation. His approach is to make complexity understandable, establish a shared understanding among stakeholders and translate that understanding into practical strategies, organisational changes and implementation roadmaps.

His approach also reflects a strong academic and analytical foundation. Before joining Esri, he was an Assistant Professor at the Royal Veterinary and Agricultural University in Copenhagen, where he developed its GIS laboratory and curriculum and taught GIS, surveying, spatial analysis and planning-support systems. His research addressed spatial and temporal modelling, hydrology, landscape planning, heuristic optimisation and complex systems, with academic work and affiliations including Aalborg University, Harvard University's Graduate School of Design and Ohio State University. His MSc thesis, based on work with New Zealand's Department of Survey and Land Information, examined the implementation of New Zealand's emerging national Land Information System, an early exploration of the organisational and institutional dimensions of geospatial transformation.

In 2026, Carsten established Geospatial Consult LLC to focus on strategic advisory, organisational diagnostics and the development of sustainable geospatial capability. He is the author of the forthcoming *The Art of Cultivating Geospatial Ecosystems*, which brings together lessons from more than three decades of research, implementation and strategic consulting.

Carsten is a systems-oriented and pragmatic consultant who is as interested in why an initiative will work within an organisation as in what should be built. He is comfortable working with executives, managers and technical specialists, and particularly effective where complex technical, organisational and institutional issues need to be connected, made understandable and turned into a practical way forward.

Professional Experience

2026 to present Principal Consultant and Founder, Geospatial Consult LLC

Independent strategic advisory and specialist consulting focused on geospatial strategy, organisational diagnostics, governance, enterprise transformation, geospatial ecosystems, land administration, addressing, SDI and AI-enabled consulting. Developing advisory methodologies that combine structured organisational analysis with knowledge models and artificial intelligence to support executive decision-making, strategy development and organisational transformation

2001 - 2026 Esri - Project Manager to Senior Business Development Manager / Land Administration Lead

Twenty-four-year international career spanning project and programme management, portfolio management, subject-matter leadership, executive advisory and strategic business development. Advised government organisations and senior decision-makers on enterprise geospatial strategy, land administration, surveying, addressing and postcode systems, national geospatial infrastructure, organisational readiness, business-process transformation and implementation. Roles included Project Manager, Portfolio Manager, Senior Program Manager, Land Administration Lead and Senior Business Development Manager, as well as management of Esri's Abu Dhabi branch.

Achievements

United Arab Emirates – Grid-based National Postcode System (2022-2026). Subject Matter Expert and lead design role for a national grid-based postcode approach intended to provide a consistent spatial reference framework while complementing established emirate-level addressing and location systems. Work addressed methodology, numbering principles, business processes, conceptual architecture and integration with other address elements.

Egypt Post – National Postcode System (2016-2018). Subject Matter Expert and Senior Advisor providing technical and programme leadership for a national GIS-based postcode infrastructure. Developed, with the technical teams, methodology, business processes, standards and guidelines for postcode-area delineation, numbering and signage. The methodology supported generation of approximately 400,000 new postcodes at community level.

Abu Dhabi – Address, Geonames and Signage (2013-2017). Senior Program Manager and Subject Matter Expert for an emirate-wide enterprise capability. Designed the GIS-based addressing approach with technical teams and managed programme activities across technical teams, executive management and government stakeholders. The programme encompassed approximately 200,000 addresses, 20,000 roads and 10,000 geonames and landmarks.

Hong Kong Lands Department – Land Information System (2008-2011). Project Manager and Subject Matter Expert for modernisation of the Land Information System. Managed schedule and budget and coordinated more than 100 personnel across internationally distributed teams. The enterprise cadastral environment supported more than 450 concurrent users across ten regional offices and workflows producing more than 15,000 cadastral and thematic maps per month.

United States – National Integrated Land System, Bureau of Land Management / U.S. Forest Service (2001-2008). Project Manager, Program Manager and Subject Matter Expert for a nationwide GIS-based land information capability integrating the U.S. Public Land Survey System with public land records. The programme enabled near-real-time integration of survey boundaries and legal land records and supported up to 30,000 transactions per day.

Ethiopian Mapping Agency – Mapping and NSDI Modernisation (2017-2019). Senior Advisor on modernisation of national 1:10,000 topographic mapping and associated NSDI capabilities, including business-process redesign, data migration, GIS database-driven production, map generation and web-based dissemination.

International Land Administration and Geospatial Infrastructure Advisory. Executive, strategic and technical advisory support to governments and public institutions across Africa, the Middle East and the Caribbean, including work and workshops in Botswana, Liberia, Kenya, Ethiopia, Tanzania, Lebanon, Oman and Jamaica.

1993 - 2001

**Royal Veterinary and Agricultural University, Copenhagen -
Assistant Professor / Researcher**

Developed the University's GIS laboratory and GIS curriculum and taught GIS, surveying, spatial analysis, landscape planning and GIS-based planning-support systems at undergraduate and graduate levels. Supervised graduate research and contributed to institutional geospatial capability, including geospatial data resources and GIS-based research and teaching. Research included spatial and temporal landscape modelling, wetland restoration, hydrological modelling, cellular automata, heuristic optimisation and genetic algorithms for multicriteria spatial analysis. International research collaboration included Ohio State University, Aalborg University and Harvard University's Graduate School of Design.

1991 - 1993

Aalborg University – Research Associate / Adjunct Professor

Research and teaching in GIS, planning and international technology transfer. Subsequently returned as a visiting Assistant Professor and taught advanced GIS analysis and modelling.

1989 - 1991

**New Zealand Department of Survey and Land Information –
Research Intern / MSc Thesis**

Undertook an internship with New Zealand's Department of Survey and Land Information and based his MSc thesis in Cadastral Science on implementation of New Zealand's emerging national Land Information System. The research examined implementation strategy, institutional and organisational factors, and the challenges involved in translating a national land-information vision into operational capability. The work established an early foundation for later work in enterprise GIS, land administration and national geospatial transformation

Qualifications

MSc Cadastral Science, Aalborg University, Denmark (1991) - including international technology transfer and national land information system implementation.

BSc Geodesy, Aalborg University, Denmark (1988).

BSc Bio Analytics, Hjørring Hospital, Denmark (1985).

Professional Credentials

Chartered Surveyor, Danish Association of Chartered Surveyors (from 1991).

Project Management Professional (PMP), Project Management Institute (2006-2023).

U.S. INCITS-appointed expert/contributor to ISO standardisation activities relating to addressing and land administration, including the ISO 19160 addressing standards.

Standards and Thought Leadership

Carsten has contributed to international geospatial standards and professional initiatives through INCITS, ISO, FIG, OGC, the Universal Postal Union, UN-related forums and academic institutions. As a U.S. INCITS-appointed expert, he contributed to international standards work concerning addressing and land administration, including the ISO 19160 series.

His forthcoming book, *The Art of Cultivating Geospatial Ecosystems*, brings together lessons from more than three decades of research, consulting and programme implementation. It examines geospatial transformation as an organisational ecosystem rather than primarily a technology implementation challenge.

Selected Presentations and Publications

2026 Keenan, R., Bjornsson, C. & Morscher Unger, E. "Sustaining GNSS CORS Networks through Structured Partnership and Governance Frameworks", 28th FIG Congress, South Africa.

2026 "GIS-based Address System", Jamaica National Addressing System Workshop, STATIN and United Nations Statistics Division, Kingston, Jamaica.

2025 "The Fifth Wave - Let's Look at How to Get There", Geospatial Leadership Training & Global Forum, UN-GGKIC and CSDILA, Melbourne, Australia.

2025 "Investing in Botswana's Future - Building a Geospatial Infrastructure to Support National Development", Botswana Esri User Conference, Gaborone, Botswana.

2024 "Building Integrated Land Management Systems for the Integration of Statistical and Geospatial Information", UN-GGIM Africa, Addis Ababa, Ethiopia.

2020 "Digital Technology is Transforming our World", keynote, UAE GISWORX Conference, Dubai, UAE.

2011 Bjornsson, C. & Land, N. "ArcGIS for Land Records: Current Status and Future 3D Considerations", Proceedings of the 2nd International Workshop on 3D Cadastres, FIG.

2004 "Cadastre 2014 - From Vision to GIS", FIG Commission 7 / COST Action G9 Workshop.

1999 "Approach to Dynamic Wetland Modeling in GIS", in *Geographic Information Research: Trans-Atlantic Perspectives*, Taylor & Francis.

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