

BusinessGeoInfo

ESRI • Spring 2009

GIS for Business Solutions

Finding Success in a Soft Economy

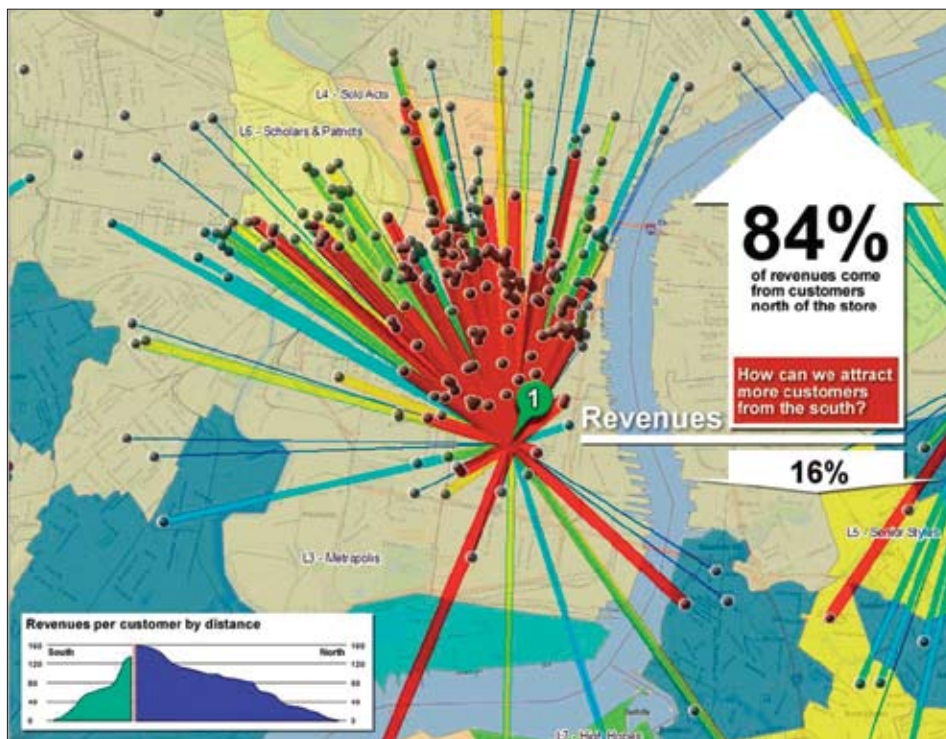
Retail marketers are struggling to accurately predict the drop in consumer spending for 2008 and 2009 and offset the effects of a struggling economy. Along with the ever-changing spending patterns of consumers and the rise and fall of the competition, the market is in a constant state of flux. Even the 80/20 rule, stating that if a majority of the stores are successful, then the chain will be successful, is no longer applicable.

Used for many years by retail organizations for location analysis and determining correct expansion strategies, ArcGIS Business Analyst will continue to be a tool for successful organizations that are intent on keeping their

businesses healthy and experiencing optimal growth. As the weak economic climate continues to push retailers to understand every nuance of their market, using ArcGIS Business Analyst for such microanalytics will become even more critical for delving deep into the geographic and demographic shifts in the environment.

The Geography of Retail Is Changing

Savvy retailers continually assess their sales per square foot, real estate portfolio, management, staffing mix, and competitive pressure of individual stores. Consequently, strategic marketing has realigned itself from looking at the



By noting customer information geographically for an individual store location, clear patterns emerge from the analysis.

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marketing landscape at a national level to drilling down to the regional, and sometimes household, level. Many are now trying to understand the retail landscape at the individual store level. This move allows these astute retailers to address up-and-coming niche markets and satisfy customers being abandoned by other disappearing retailers.

Retailers are finding they can no longer rely on stable seasonal sales cycles as a compass for driving promotions. Instead, competitive and market pressures are now driving both operational and promotional strategies throughout the year. For example, when a local competitor shuts its doors, ArcGIS Business Analyst can be used by another retailer to evaluate the new landscape of the surrounding marketplace. Using trade area models in ArcGIS Business

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Site Optimization Made More Profitable

Where to open new locations, which locations to open first, and what expansion plans will look like in the future are continually on the minds of business development managers, real estate managers, business owners, and marketing professionals in every business category. They're questions that Dave O'Brien, real estate manager at Culver's, a successful Wisconsin-based quick service restaurant (QSR) chain, asks himself every day.

Although the success of Culver's stems a great deal from the great food it serves, the company also works hard to help franchisees choose great locations for their restaurants. To do this, Culver's uses geographic information system (GIS) software. "Using GIS, we are able to easily compare and contrast new sites by analyzing the demographics of our existing restaurants and then pinpointing new areas that are similar," states O'Brien.

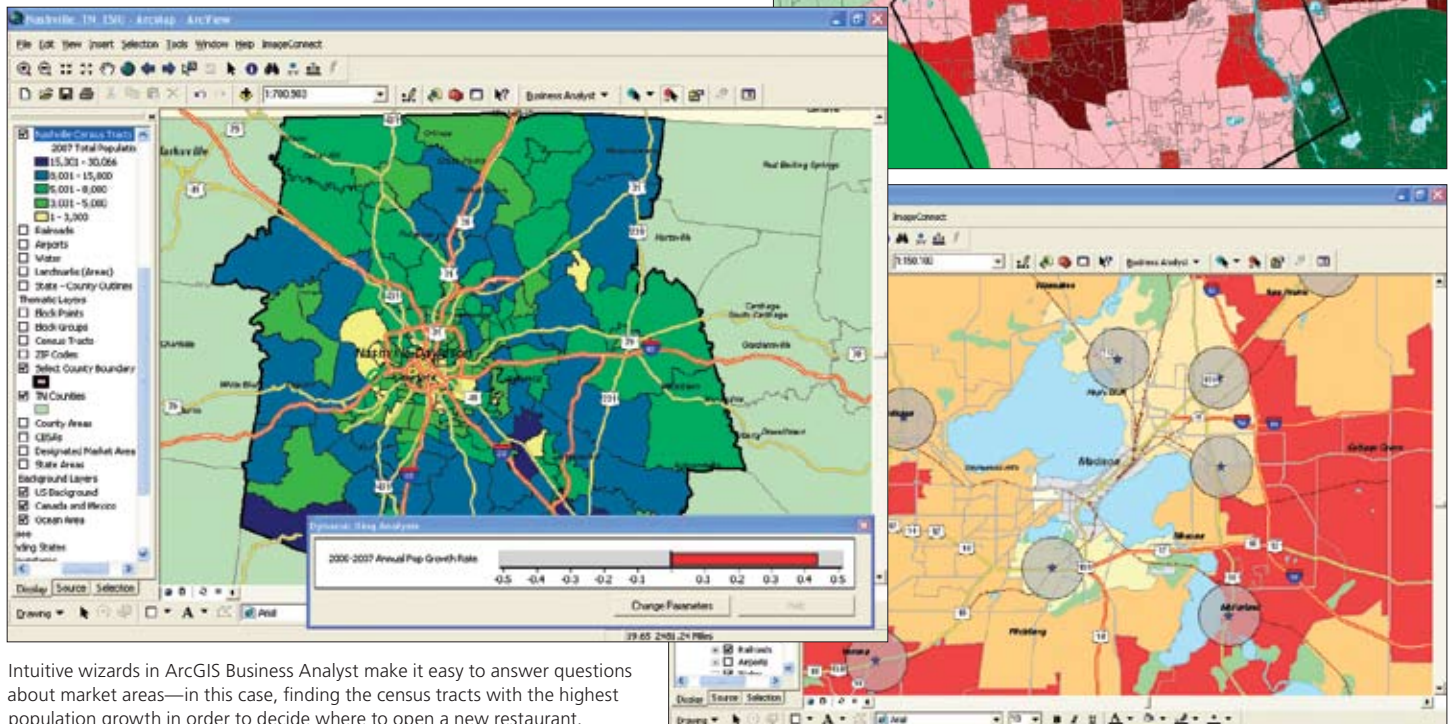
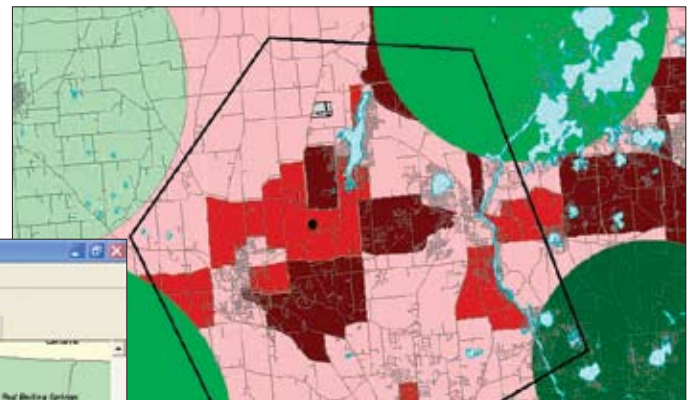
And Culver's isn't the only QSR using GIS. "Location intelligence is the key to a successful franchise," emphasizes Mark Whittle, vice

president of real estate, FOCUS Brands, Inc., in Chicago, Illinois. "It isn't just anecdotal." Whittle knows what he's talking about: he's in charge of finding successful business locations for food franchises that FOCUS Brands owns and manages. The company owns and operates more than 2,200 restaurants, bakeries, and ice cream shops—such as Schlotzsky's, Carvel, Cinnabon, and Moe's Southwest Grill—throughout the United States and in several other countries. Using GIS, FOCUS Brands has seen a 5–10 percent increase in sales revenue from the Schlotzsky's deli chain as well as significantly reduced store closures and decreased the time it takes to create strategic plans for new franchises from weeks to mere hours.

Culver's sees GIS as a strategic solution that

helps its franchise business grow, using the software to quickly and intuitively share information with corporate managers and new franchisees. With nearly 400 restaurants, existing franchise partners and candidates are continually looking at possible new sites. Culver's real estate and franchise development team defines areas being served by existing restaurants through creating a map of the company's restaurant locations and using GIS tools to determine market area boundaries around sets of customers. Then, customer profiling information is mined to mirror similar sites with the potential to support a new restaurant. "GIS is a tool to help us make even better decisions as we continue to expand," says O'Brien. "GIS doesn't replace anything we have now includ-

GIS saves Schlotzsky's valuable time by allowing real estate directors easier access to GIS output through an intuitive menu system that gives them information they need when meeting with franchisees, instead of requesting reports from the main office.



Intuitive wizards in ArcGIS Business Analyst make it easy to answer questions about market areas—in this case, finding the census tracts with the highest population growth in order to decide where to open a new restaurant.

ArcGIS Business Analyst is used to define areas being served by existing Culver's restaurants in order to analyze the marketplace; will a new restaurant cannibalize existing franchises, hold its own against competitors, or cater to new customers?



Founded in 1984 in Wisconsin, Culver's is a growing franchise in the quick service restaurant category.

"In the retail business, many CEOs mistakenly think GIS means only maps. But maps are an ancillary benefit to business decision making; our client solutions provide a numeric, financial basis for bottom-line development decisions using GIS as an enabler of market information."

**Paul Sills, Chief Executive Officer,
Forum Analytics**

ing people. Instead, the software has become a necessary tool that complements our existing business process."

For FOCUS Brands, using GIS saves the company valuable time. By using a solution created by Forum Analytics, a Chicago-based consultancy that introduced GIS to the company, real estate directors now have easier access to reports and output from the GIS, vastly improving customer service. Another benefit realized by GIS is the ability to accurately predict sales for newly opened locations. "If the site model predicts \$700,000 in sales for a location, we can feel comfortable that the restaurant will be within a certain range, plus or minus, of that prediction," Whittle adds. This helps FOCUS Brands further optimize its stores' openings. Not only can the number of restaurants a new market can carry be modeled, but the opening of those restaurants can be prioritized.

Along with sales predictability and optimization, the ability to find sites quicker with GIS has given both FOCUS Brands and Culver's a strong resource in aiding their franchisees. "GIS has become an enabler in optimization," states Paul Sills, chief executive officer, Forum Analytics. "Without GIS, there is no way a business owner can efficiently sift through hundreds of ZIP Codes and associated demographics and accurately forecast sales of specific areas."

To read more about the specific solutions used by Culver's and FOCUS Brands, visit www.esri.com/retail.



Business Sense

*Simon Thompson
Commercial Business Industry Manager, ESRI*

GIS fits in any business, regardless of size. While conventional wisdom suggests larger corporations are the only ones to benefit from investing in geographic data and software, Culver's and other small businesses are finding a great return on investment from being able to implement GIS and the powerful analysis it brings. First opened in 1984 by founder Craig Culver and his wife, Lea, Culver's now has more than 388 restaurants in 17 states. The restaurants are operated by Culver Franchising System, Inc., and the success of this enterprise is attributed to Culver's strong owner/operator concept. Franchise partners operate their restaurants full-time after they attend an intense 16-week training program where they learn, hands on, the business of operating a Culver's restaurant.

Culver's has won many accolades including recognition as one of 25 high-performing franchises in the country by the *Wall Street Journal*. Culver's was rated the best burger chain in the country according to the 2007 annual survey of diners conducted by *Restaurants & Institutions* magazine.

Schlotzsky's, headquartered in Austin, Texas, on the other hand, is an international franchise restaurant chain with locations in 35 states and 6 foreign countries. The deli with the motto "Funny name. Serious sandwich" is popular for its fresh food including pizzas and oven-toasted sandwiches made with freshly baked bread. This restaurant in particular has had significant growth, piquing FOCUS Brands' interest in finding profitable spots for new Schlotzsky's franchises. With so many casual dining options available to patrons today, it is a risky business to open a restaurant. Even successful franchisors like FOCUS Brands need an edge. For FOCUS Brands, like Culver's, the magic bullet was GIS software.

Forum Analytics

1608 Milwaukee Avenue, Suite 1003, Chicago, IL 60647

800-689-1652

www.forumanalytics.com

glewis@forumanalytics.com

An ESRI business partner licensing ESRI software products and providing training and technical support, Forum Analytics provides market optimization, site selection, sales forecasting, and performance benchmarking for consumer-oriented businesses. Besides FOCUS Brands, clients include Ace Hardware, Sears, J. Crew, Trek Bicycles, DeVry University, Saks Inc., and the Chicago Tribune.

Colombian Snack Company Finds More Customers and Better Manages Delivery Routes

As in many Latin American countries, corner stores and snack stands in Colombia serve as popular places to grab a quick bite to eat. Hordes of schoolchildren, workers on break, and neighborhood families frequent these small establishments for a soda or boxed juice and a snack.

On the shelves piled high with chips, candies, and sweet delectables, one local brand stands out along with the multinational heavyweights like Frito-Lay and Grupo Bimbo: Productos Ramo.

Founded more than 50 years ago, Ramo was the first retailer to offer prepared and packaged snack cakes in Colombia. Children and

adults alike enjoy the company's Chocoramo, cake squares coated in chocolate, as well as its Mazitos fried corn chips.

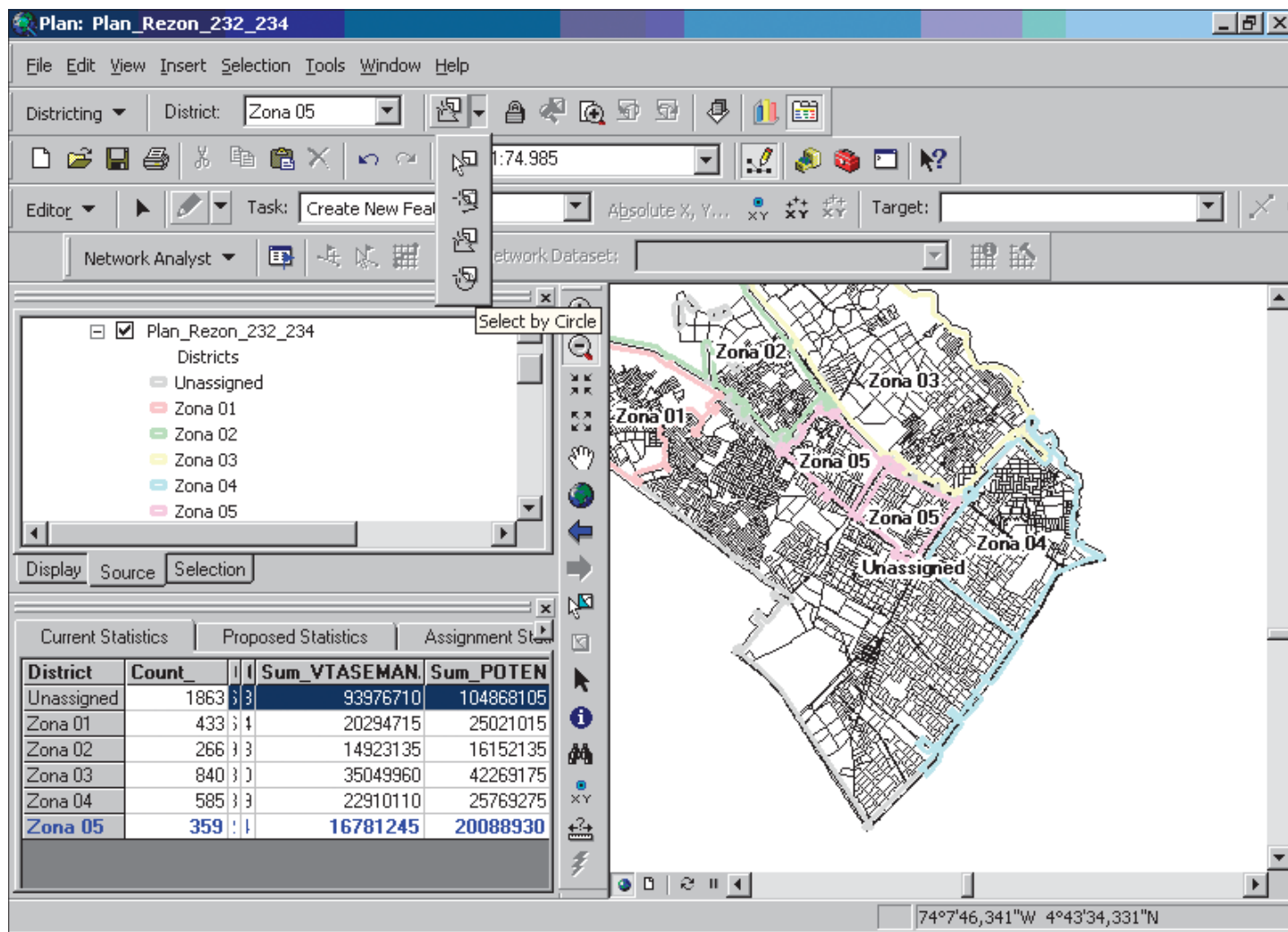
The company balances innovation with tradition. As Ramo outfits business units and factories with the latest in technology, young men can still be found delivering Ramo products by freight bicycle to small neighborhood stores. This dichotomy works well for the company, especially since the technology being utilized—GIS—has its roots in tradition as well.

Ramo uses ESRI GIS software to improve service to the snack stands and stores, boosting sales. GIS allows anyone to discover, analyze,

and make decisions based on geography using an easy-to-interpret map interface. Mapmaking and using maps for decision making is a centuries-old skill that is still valuable today, as Ramo realized. Using ESRI's GIS technology, Ramo was able to

- Increase the company's client base by up to 800 clients in a particular region by conducting a more timely and effective sales survey.
- Plan better marketing strategies.
- Route snack products to customers more effectively.

Using ArcGIS Server and an Oracle rela-



City streets are viewable and can be used to calculate the best routes for delivery vehicles.

tional database management system (RDBMS), Ramo created an enterprise geodatabase to maintain sales-related information in one common location. This geodatabase gives the company the ability to input data once and use it throughout the organization. The information includes Ramo's customer locations (the stores that sell its products) tied to sales volumes, street-level datasets, and business-related layers including sales and delivery territories. Ramo relies on this information to help it do business, from finding new clients to sell its products to managing existing customers and planning sales and marketing strategies.

Today, both Ramo and its customers benefit from this solution, which was implemented by ESRI's Colombian distributor, Procalcúlo Prosis S.A. A client survey Ramo performs to collect information about how to structure its business now takes much less time than it did traditionally. Having more reliable and timely information from this survey means Ramo can plan better sales strategies.

Delivery routes of freight bicycles and motorized trucks have been optimized and field zones have been reorganized. Maps created by the GIS are incorporated into Ramo's in-house business reporting system as part of hard-copy sales reports and strategy documents. This

"The key to this project's success was selecting a group of top sales representatives to participate. Both Ramo's general manager and IT manager supported the project from the beginning and guaranteed they would have enough resources to execute a successful project implementation."

Oscar Herrera,

IT Manager, Productos Ramo S.A.

ensures marketing analysis, coverage of the distribution zones, and customer locations are available throughout the organization to sales and marketing staff as well as the company's management team and stakeholders.

To read more about the system Ramo implemented and the benefits the company received, visit www.esri.com/ramo.

To read more about the specific solutions used by Productos Ramo, visit www.esri.com/retail.

Successfully Implementing GIS

ESRI understands that implementing new technology is sometimes an overwhelming task. Because of this, ESRI has created a wealth of resources to make understanding, implementing, and using GIS an undertaking any organization can accomplish.

Learn More about GIS

Free Online Seminar for Managers

This hour-long online seminar is geared toward managers and discusses how organizations around the world have implemented GIS solutions for returns on investment including increasing productivity, generating revenue, and improving customer service. For more information on this and other resources, visit www.esri.com/executives.

The Business Benefits of GIS: An ROI Approach

This ESRI Press book presents a methodology to ensure successful implementation of GIS. Based on an established framework adapted by ESRI, in collaboration and under license with PA Consulting Group, the result is a step-by-step structure with supplemental case studies, interactive digital tools, and templates that allow the reader to apply the book's methodology to GIS initiatives and achieve consensus among stakeholders. To learn more and take advantage of online information and tools, visit www.esri.com/roi.



ESRI Colombian distributor Procalcúlo Prosis S.A. has been a leader in GIS implementation since 1968. The company strives to adapt GIS to the needs of each client in all industries throughout the country of Colombia. Additional projects include the development and implementation of GIS for 700 staff needing mobile sales force automation at Porvenir, an insurance company belonging to Colombian financial group Aval, as well as TransMilenio, a rapid transit system that serves Bogotá, Colombia. Procalcúlo Prosis created a solution to optimize routes of the system, which consists of eight lines covering 54 miles. Read how Procalcúlo Prosis assisted EDATEL, a telecommunications company serving 450,000 customers, in improving its customer service; visit www.edatel.com.

Procalcúlo Prosis S.A.

Bogotá, Cundinamarca

Colombia

Helena Gutiérrez

E-mail: hgutierrez@prosis.com

Phone: 571-638-7272

Web: www.procalculoprosis.com

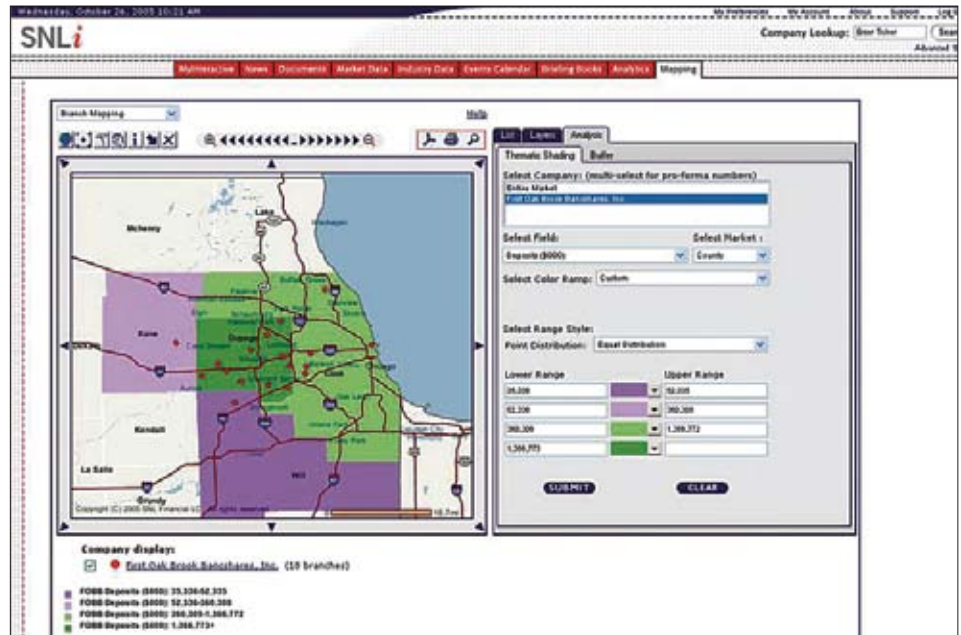
Navigating Choppy Financial Waters with GIS

Now more than ever, financial institutions need to be savvy about doing business. Organizations in this market have been touched by the current financial crisis and are feeling the effects, from credit unions downsizing to keep a positive net worth to real estate investment trusts (REITs) trying to pay down short-term debts.

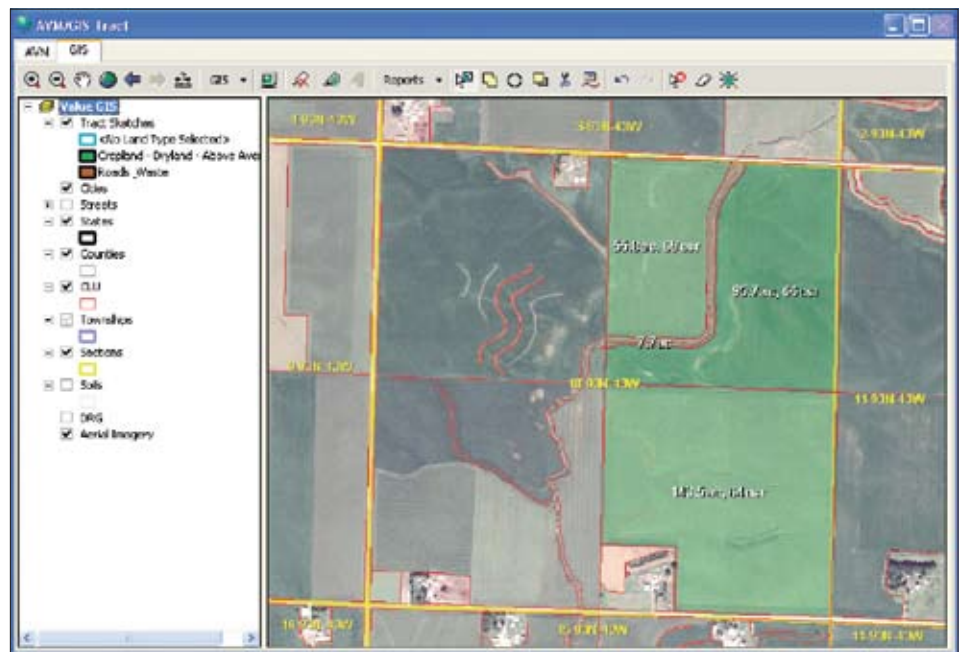
Organizations are using GIS to navigate in today's turbulent economic climate, helping them gain insight for making sound decisions. SNL Financial, the premiere multisector-focused information and research firm in the financial services marketplace, uses GIS to see information more clearly: investment bankers better understand economic issues in business development; project developers and infrastructure investors make more sound decisions; and fixed-income, equity, and sell-side analysts are able to meet their bottom lines. The versatility of GIS means it can be licensed or used as needed as a subscription service, like the one at SNL Financial, to minimize overhead and training. Read more by visiting www.esri.com/SNL.

Many banks and credit unions like Security Service Federal Credit Union are also turning to GIS. Security Service is using GIS to help the company understand its marketplace as never before. GIS is keeping Security Service ahead of the pack when it comes to customer service and business efficiency. This is a smart choice in today's volatile market environment, according to ESRI financial industry marketing manager Shelli Stockton: "Despite the recent turmoil in the financial marketplace, investment in GIS by financial institutions continues to grow as organizations seek to make the most informed decisions possible as they move forward." Read the case study on Security Service at www.esri.com/security-service-fcu.pdf.

Farm Credit Services of America, an agricultural lending organization, uses GIS to find more accurate and efficient means of analyzing data and valuating farmland for agricultural loans. Using the system, the company has seen



SNL Financial offers its customers, including investment bankers, sell-side analysts, and real estate professionals, online GIS visualization and analysis to help them understand market variables more clearly.



Farm Credit Services of America has seen a 25 percent increase in appraisal team productivity by using GIS to visualize land for agricultural loans.

a 25 percent increase in appraisal team productivity without adding staff, and appraisals are completed more quickly. Read the case study at www.esri.com/farm-credit.

Learn more about GIS for financial institutions by visiting www.esri.com/banks for up-to-date news and information.

Finding Success in a Soft Economy

Analyst, the retailer can reassess its market area in light of the revised competitive landscape. This can answer many questions: Can the retailer save money but maintain market share if it decreases the number of stores in the area? Can stores be consolidated and moved to a more lucrative site now that the competitive landscape has changed? Should the retailer consider moving to accommodate other factors, such as proximity to new customers or employees?

The economic changes many neighborhoods are facing have clear geographic implications: stores are closing and malls are left vacant, and retailers are moving to accommodate shifting consumer appetites. The analytic, modeling, and visualization tools provided by ArcGIS Business Analyst—such as gravity modeling and data-driven ring analysis—along with its mapping and reporting capabilities, help guide a retailer's decision-making process. The software can assist in determining such issues as what mix of products would best suit the customer base abandoned by a previous competitor or how much merchandise should be delivered without having too much. Through careful analysis, adjustments to product mixes and promo-

tional merchandising can be made accordingly, not only nationally but also at the individual store level. All these factors have clear marketing implications—stronger analytic tools like those found in ArcGIS Business Analyst are needed to strategically and successfully drive sales or determine potential store consolidations on a microgeographic level.

Demographic Change

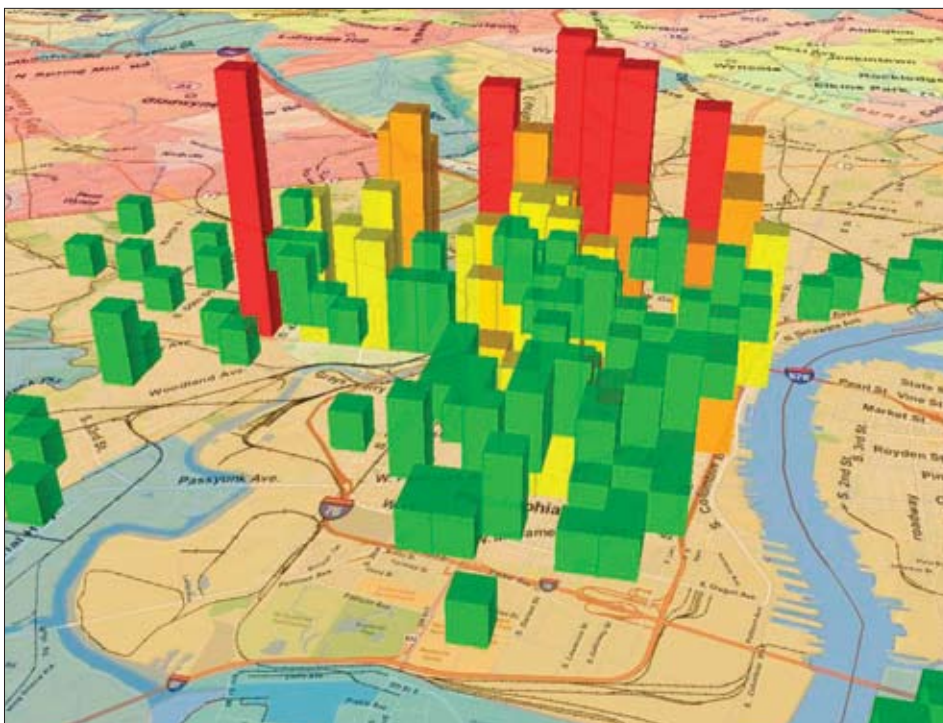
A second key driver in retail marketing strategy is the changing face of the consumers themselves. Unanticipated retail leaders have emerged. Brands like H&M, Urban Outfitters, and American Apparel have managed to maintain moderate stability and growth as their core customer constituency of renters, students, and young adults has sustained its buying power through much of the downturn. This is, in part, because this population is not as affected by the real estate, retirement, and investment markets. Those who are affected—homeowners, those near retirement, or others who rely on stock portfolios—will suffer more acutely. Larger retailers with a diverse base of customers are also being forced to reevaluate their buying groups to

determine where segments of profitability exist. A retailer's best response to this shifting marketplace is to rapidly adjust merchandising and promotions to the segment's needs.

As the market continues to create ripple effects into various consumer segments, it will become increasingly critical for strategic marketers to listen to, anticipate, and understand their customer base. Here again, ArcGIS Business Analyst and an optional extension, the Segmentation Module, provide crucial marketing information to assist retailers in their efforts. Assessing existing records within a customer mailing list, the loyalty program, or point-of-sale data can readily be enriched by categorizing the data into the 65 unique, fully documented consumer market segments based on Tapestry Segmentation data included in the Segmentation Module. Features such as property ownership, purchasing habits, savings and investment patterns, hobbies, preferred media, and socioeconomic status will emerge that reveal the changing story of consumer and lifestyle behavior. Analyzing customer retention programs—such as loyalty, layaway, and warranty programs and professional services—that are on the rise because of changing customer attitudes and feedback will also be enhanced by using the Segmentation Module. Visibility into these rapid purchasing and promotional pattern shifts, the long-term viability of a customer segment's purchasing power, and the accuracy of analysis produced by customer and point-of-sale data will be instrumental to the survival of both large and small retailers. Marketers who continually profile their customer base on a store-by-store level with ArcGIS Business Analyst and ArcGIS Business Analyst Segmentation Module will discover purchasing patterns that will drive the correct merchandise mix, promotions, and retention campaigns to keep those stores healthy.

More Information

For more information, visit www.esri.com/ba.



By utilizing the ArcGIS Business Analyst Segmentation Module, overlays of successful customer segments and their modeled response rates can be shown in concentrations relative to the store location.

Commercial Real Estate Investors are Ahead of the Game With Innovative GIS Grant

The past several months have seen a turn in the real estate market and business communities. Where once communities were bustling and revenues were high, today it's another story. The number of foreclosures in the United States is the highest on record and money available to private citizens and businesses is drying up as the global economy slows. One of the markets hit most severely is the commercial investment and real estate market. But for every opportunity that has come to a halt for the foreseeable future in these industries, there are others that are rising as golden opportunities in the face of today's challenging economic times.

To help find these opportunities and make wise investment choices, ESRI has announced a \$1 million U.S. grant program for members of CCIM Institute, the largest commercial investment brokerage and real estate network firm in the world. Based in Chicago, Illinois, CCIM Institute confers the Certified Commercial Investment Member (CCIM) designation to commercial real estate professionals through completion of an extensive curriculum of 200 classroom hours in addition to professional experiential requirements. Currently, there are 9,500 members in 1,000 markets worldwide. An additional 9,500 practitioners are pursuing the designation.

"GIS has become one of the most important tools for making more informed real estate investment decisions. Many companies trust it to provide the answers they need to better manage their portfolios, improve the site evaluation process, and develop properties more profitably," says Simon Thompson, commercial business industry manager, ESRI.

ESRI will award 200 grants within the United States throughout 2009 in hopes of giving CCIMs access to innovative technology that will help them address the changing conditions in today's marketplace more readily and develop business strategies maximizing their return on commercial investments.



GIS opens up a world of information for analysis, understanding, and presentation.

The grants consist of ESRI software, data and training. Grants will be awarded in several property types including retail, office, industrial, and multifamily. CCIMs interested in the grant can visit www.esri.com/ccimgiants for information on how to apply and updates on the program. Charles A. "Mac" McClure, CCIM and 2009 president of CCIM Institute, explains: "This innovative grant program is fundamental to what CCIM Institute stands for as an organization—networking, education, and technology. We hope that through this grant program, our members are introduced to the most forward-thinking technology available and that they learn how to apply it and share their experiences with others."

This grant expands on a commercial property listing and data exchange service platform ESRI is currently developing for the institute. The portal will manage commercial property listings for sale and lease throughout the United States and will make it possible for CCIMs to

more easily share property information, repurpose data through innovative means for marketing and analytic purposes, and collaborate more effectively on property decisions.

CCIM Institute awarded ESRI a 20-year contract to create, manage, and maintain major portions of the property portal. The first version of the property portal, planned for release in 2009, will contain commercial property information, intelligent maps, photographs, and detailed building and property information input from CCIM Institute. The portal is the first open-standards, data-neutral repository of its kind and will allow CCIM to access property information as well as seamlessly integrate the data into other property analysis software and marketing tools.

ESRI's professional services team will create, maintain, and host the commercial property portal using ESRI's ArcGIS Online, a family of Web-based products and services that provides GIS functionality, analysis, and data that can

be easily integrated into other online, desktop, and enterprise systems. There will be no need to change data formats or enter data more than once during the life cycle of the property.

The portal will ensure all CCIMs optimize their property marketing and selection processes and gain the greatest insight in the commercial investment arena. This is imperative since CCIMs need a reliable system they can depend on to successfully complete thousands of transactions annually, representing more than \$200 billion in value.

“There is little margin for error in the real estate market,” says Jack Dangermond, president, ESRI. “Commercial real estate professionals need the best tools to assist them in navigating the marketplace, no matter what type of real estate. Our continuing partnership with CCIM Institute has given many companies access to timely demographic information and analysis

using GIS. In light of the economic downturn of late, CCIM Institute and ESRI hope to encourage businesses of any size with dealings in commercial real estate to go a step further and introduce spatial modeling, with no risk, into their business decisions and workflows.”

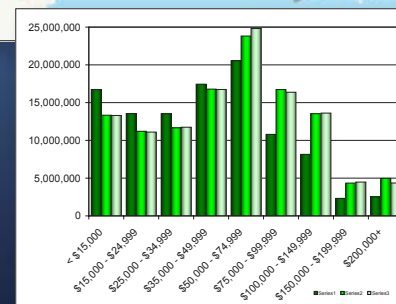
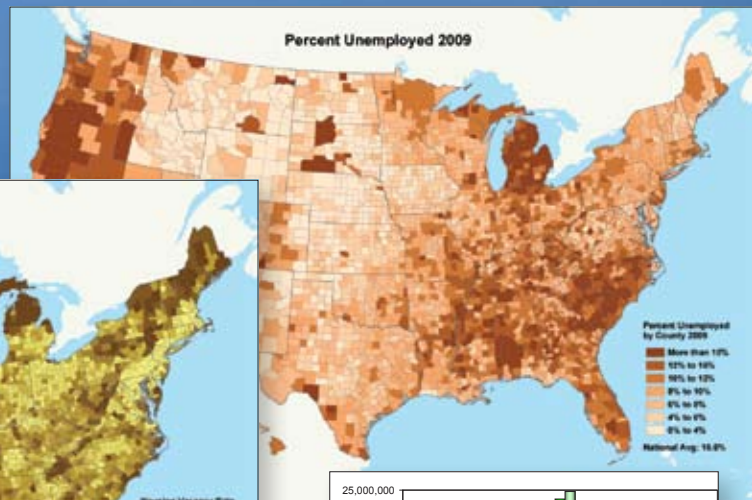
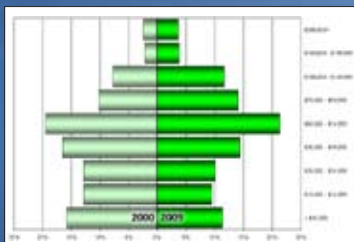
ESRI first began working with CCIM Institute in 2007 when it replaced the mapping interface to Site To Do Business Online (STDBonline.com), a comprehensive Web site and service that gives access to demographic, consumer spending, and business data. STDBonline users have found the extensive backdrop data, aerial photographs, and flood maps, along with the demographic, consumer spending, and business information, especially helpful for more profitably analyzing market potential and trends.

For those who have relied on STDBonline to help them visualize market information, the

grant program is a natural second step to incorporate GIS analysis into their business workflows in the most efficient manner. This unprecedented access to ESRI’s ArcView and ArcGIS Spatial Analyst software will give CCIMs the ability to incorporate proven tools for modeling suitability, site analysis and optimization, site profiling, and more, for increased cost savings and effective ways of continuing healthy business strategies in the uneasy landscape of commercial real estate.

To learn more about the grant program, visit www.esri.com/ccimgrants. For more information on STDBonline and how ESRI software is an important aspect of any commercial real estate investor’s portfolio, visit www.esri.com/realestate.

Income and Economy



Housing Market

The 2009 Demographic State of the United States

Households are changing, aging, struggling, and retiring. How do these changes affect retailers?

Drops in the stock market, exploding foreclosure rates, and declining home values, along with job losses and limited purchasing power, are changing the way consumers shop. A retailer's ability to provide the correct merchandise in the best locations with appropriate messaging is even more important in today's marketplace to attract the most profitable consumers. There are many changes: Product discounters are seeing consumers who used to shop exclusively at upscale stores. The "affordable luxury" market has all but disappeared. Even affluent shoppers waited for holiday sales. In this challenging retail climate, what is the demographic state of the United States in 2009?

Population changes show one irrefutable fact: as a whole, the population is aging. The median age of the U.S. population has increased to

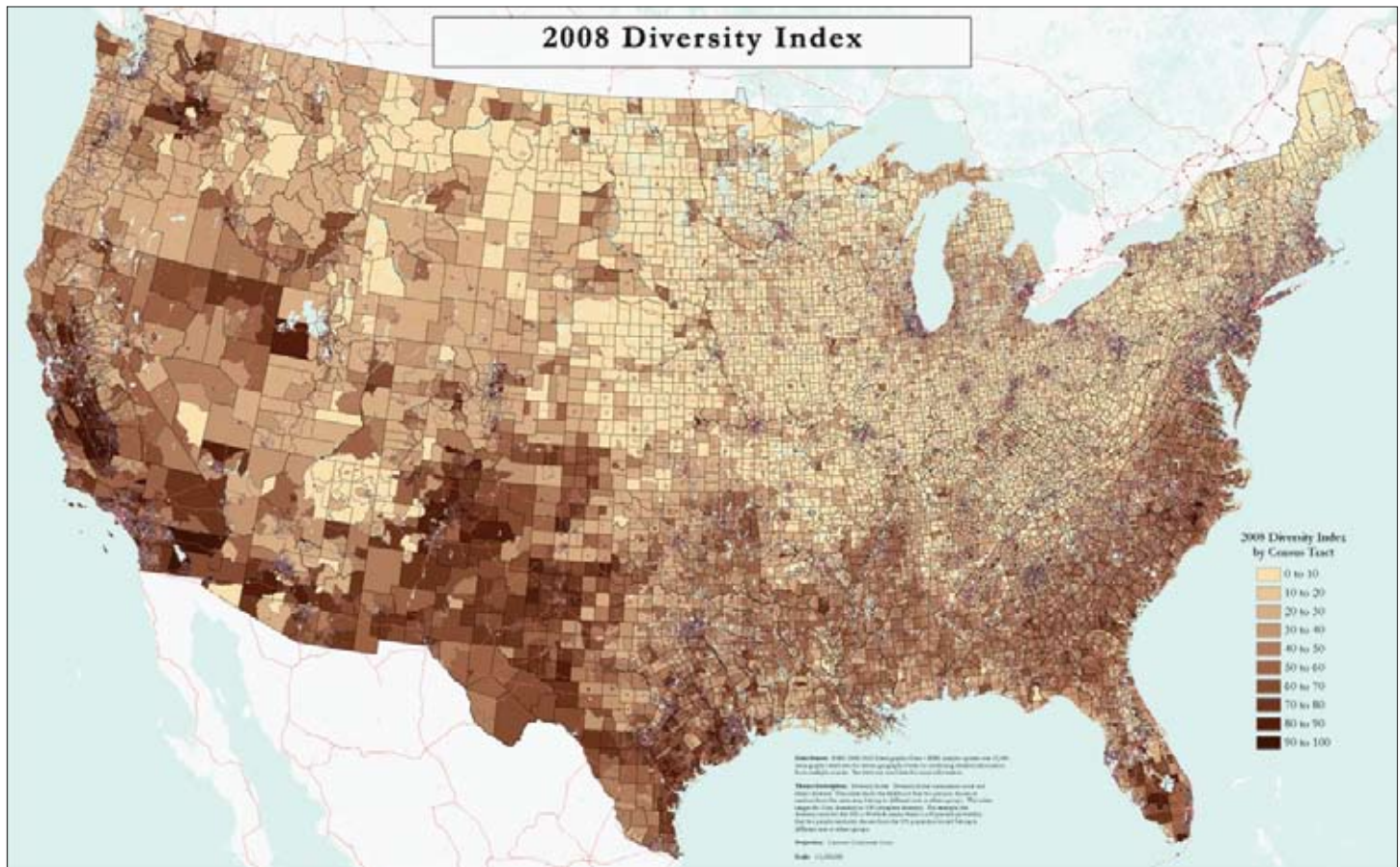
36.8 years, more than 1.5 years since 2000. Baby boomers aged 62 now qualify for Social Security benefits (the first wave of the "silver tsunami," as the 78-million-people baby boom cohort is sometimes called) and are approaching retirement.

Because so many seniors are entering a life change like retirement, retailers need to understand how seniors will shop during economic downturns. Depression-era and "silent generation" folks are conservers who remember tough times of high unemployment and making do with what they had. This group will look for bargains, use coupons and other money-saving promotions, and buy products for long-term use. They will also concentrate on health-related products and services. As they move into retirement, younger seniors and boomers will continue to exert a huge influence in the consumer marketplace. Retailers will feel the impact of this demographic change, as the product focus for this group will evolve.

For example, as they become empty nesters, some boomers are downsizing and will buy smaller-scaled home furnishings.

Conversely, those in the Generation X and Y, millennial, and tween cohorts still want the latest and greatest in fashion, music, and electronics.

In addition to aging, the face of the U.S. population is changing—the U.S. diversity index is now 60, reflecting a 1 percent annual increase in the index since 2000, when the diversity index was 54.6. As expected, the most diverse states are California, New Mexico, and Texas. The Hispanic population in 2008 was 47.6 million, now more than 15 percent of the total U.S. population. The 2013 Hispanic population is predicted to be 56.6 million, growing at a rate of more than 3.5 percent annually. The Asian population from 2000 to 2008 showed growth of more than 3.5 percent annually, and the growth rate of the multiracial population was 3.3 percent annually.



ESRI's updated demographics are available in a variety of geographies and formats. Visit www.esri.com/data for current information.

Providing the right products to increasingly diverse consumer populations while retaining existing customers is an ongoing challenge for retailers. Crafting culturally acceptable messages about merchandise to language-isolated populations must be handled with sensitivity and tact. Retailers also need to be more conversant in multiple languages to properly understand the consumer desires of those who are new to the United States. For example, knowing that Hispanic customers tend to shop for groceries more frequently, supermarkets can offer special coupons on days other than the traditional weekend shopping days.

Even though the overall population is becoming more diverse, population growth has slowed pervasively in most areas; more than two-thirds of U.S. counties have noted a slowdown. However, there is growth in some areas of the United States. Suburbs around major metropolitan areas continue to be the fastest-growing areas:

- Flagler County, Florida
- Kendall County, Illinois
(Chicago metro area)
- Rockwall County, Texas
(Dallas-Fort Worth metro area)
- Loudoun County, Virginia
(Washington, D.C., metro area)
- Pinal County, Arizona
(Phoenix metro area)

Income in some areas continues to climb. At \$115,800, the county with the highest median income is Douglas County, Colorado. Other counties with median household income topping the \$100,000 mark are Loudoun and Fairfax counties, Virginia (\$114,500 and \$108,200, respectively), and Hunterdon County, New Jersey (\$109,200). The U.S. median disposable income for 2008 was \$43,400.

Doom and gloom pervades the current housing market. Falling home prices, rising foreclosures, and increasing vacancy rates paint a bleak picture nearly everywhere; very few areas have been spared from the impact of the falling housing market. Everyone knows that the housing market is in

continued on page 13

Stir the U.S. Melting Pot to Your Advantage

Data Summarizes Racial and Ethnic Differences in the U.S. Population

Identifying and marketing to the diverse cultures and ethnic groups found in today's U.S. population is an ongoing challenge for all retailers. To succeed in this changing environment, all retailers, from the big-box powerhouses to neighborhood corner stores, must recognize and embrace these population changes. More companies are adopting a multicultural attitude to better understand, include, and serve as well as market more effectively to these racially and culturally diverse groups. The stirring of the U.S. melting pot will continue as more people enter the United States to seek the American dream.

Providing merchandise and messaging that will appeal to newcomers while continuing to serve existing customers is a delicate balance that must be acknowledged and implemented by all types of retailers. For example, differences in language, lifestyles, customs, and spending patterns must be properly considered when crafting messaging and marketing campaigns targeted to each group.

According to trends noted in the update methodology white paper *ESRI Demographic Update Methodology: 2008/2013*, published in conjunction with the release of ESRI's 2008/2013 demographic data updates, immigration continues to fuel U.S. population diversification at the rate of 1 percent per year. The U.S. diversity index for 2008 is 60, up from 54.6 in 2000. This score of 60 means there is a 60 percent probability that two people randomly chosen from the U.S. population would belong to different races or ethnic groups. Led primarily by Hispanic population growth, California, New Mexico, and Texas are the most diverse mainland states, with diversity indexes higher than 70.

The Hispanic population now stands at 47.6 million, more than 15 percent of the total U.S. population. The influence of this ethnic group in the American consumer market is rising due to growth rates of 3.7 percent per year since 2000 and a projected total of 56.6 million by 2013 (more than 17 percent of the total U.S. population). Retailers can do much to capture this very important consumer segment. For example, bilingual signage, displays, products, and staff, along with a greater understanding of Hispanic customers' shopping habits, can create a more welcoming store. Companies that are successfully meeting these challenges are dedicating more resources to this effort, gaining in-depth customer knowledge and increasing revenue for culture-specific marketing campaigns.

Although they are smaller population groups, Asian and non-Hispanic multiracial populations are following Hispanic trends closely with growth rates of 3.5 percent and 3.1 percent, respectively. Retailers should also pay attention and market differently to these consumer groups, which are unlike the mainstream Hispanic populations.

ESRI's diversity index data summarizes racial and ethnic diversity. The index ranges from 0 (no diversity), to 100 (complete diversity). The data is available in formats that include comma-delimited text files, fixed field text files, dBASE, Microsoft Excel, and shapefiles for standard geographies such as block group, census tract, county, state, and the United States. The data is also available for these nonstandard geographies: core-based statistical area (CBSA), ZIP Code, designated market area (DMA), place, congressional district, and county subdivision (CSD).

Retailers can use this data to learn where different races and ethnic groups are located in their market areas to define the merchandise their consumers would prefer, craft messages that are appropriate for each group, encourage each population to shop in their stores, and avoid costly mistakes by being aware of ethnic customs that must be considered. This knowledge can be invaluable to all retailers who want to ensure they are serving the needs of their current consumers while broadening market share among the newest arrivals.

For more information about ESRI's diversity index data, call 800-292-2224.

ESRI and IRE Renew Offering of GIS

GIS Helps Journalists Deliver Greater Context and Improved Insight in Stories through Accessing, Analyzing, and Presenting Data about the World

ESRI and Investigative Reporters and Editors, Inc. (IRE), have renewed an agreement allowing IRE members to license ArcView software at a reduced rate. ArcView is an easy-to-use desktop GIS software and the most widely used by journalists to more effectively communicate local, national, and international stories to readers.

“As a professional organization dedicated to improving the quality of investigative reporting, IRE is providing its members with a groundbreaking opportunity to really change the way they report the news,” says Simon Thompson, commercial business solutions manager, ESRI. “We are excited to continue our relationship with this outstanding organization and look

forward to advancing its mission of fostering excellence in investigative journalism.”

IRE and National Institute for Computer Aided Reporting (NICAR) members will be

GIS at the Dallas Morning News

“In late 2003, I was a night graphics editor at the Dallas Morning News. My boss decided to add ArcView to our set of graphics tools and asked me if I wanted to be the departmental guinea pig for this. I said yes, and the News sent me to an IRE mapping boot camp in January 2004.

“After the boot camp was over, I came back to work and had a new PC on my desk with the ArcView software installed two days later. I did my first map for publication a week after the boot camp ended. Since then, I’ve done hundreds of maps and graphics using ArcView. I consider it essential to my job, and there are maps that we do for print and online that—practically speaking—could not be done without ArcView. Since that time three other people in our department are using ArcView, and I now have [ArcGIS] Spatial Analyst as well.”

My ArcView experience led me to a new job in the graphics department as well as a professional interest in geographic information systems. I’m currently enrolled in a GIS academic certification program. When that’s completed, I’m planning to pursue a master’s degree in GIS.”

Tom Setzer
Graphics Editor/Computer Assisted Reporting
The Dallas Morning News
tsetzer@dallasnews.com
214-977-8904

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2007 FORECLOSURE HOT SPOTS

A cluster analysis of 2007 foreclosures shows areas with the highest densities of residential foreclosures in Collin, Dallas, Denton and Tarrant counties. Also shown are the five ZIP codes for each county that had the highest number of foreclosures. Total foreclosures for each ZIP code are in parentheses.

Denton County

Foreclosures in 2007: 1,890
Total population: 344,371
Median age: 32.2
Percentage of residents with at least a bachelor's degree: 17.9%
Median household income: \$41,520
Percentage of families with incomes below poverty level and children under 18: 6.4%
Median mortgage cost: \$1,168
Percentage of housing units built in 2005 or later: 1.6%

Collin County

Foreclosures in 2007: 3,010
Total population: 635,994
Median age: 32.6
Percentage of residents with at least a bachelor's degree: 21.7%
Median household income: \$70,784
Percentage of families with incomes below poverty level and children under 18: 8.8%
Median mortgage cost: \$1,743
Percentage of housing units built in 2005 or later: 1.4%

Tarrant County

Foreclosures in 2007: 5,998
Total population: 1,585,710
Median age: 33.1
Percentage of residents with at least a bachelor's degree: 12.3%
Median household income: \$39,126
Percentage of families with incomes below poverty level and children under 18: 16.0%
Median mortgage cost: \$1,352
Percentage of housing units built in 2005 or later: 0.9%

Dallas County

Foreclosures in 2007: 9,214
Total population: 2,387,060
Median age: 32.4
Percentage of residents with at least a bachelor's degree: 11.7%
Median household income: \$43,898
Percentage of families with incomes below poverty level and children under 18: 13.9%
Median mortgage cost: \$1,340
Percentage of housing units built in 2005 or later: 0.4%

ZIP codes with highest number of foreclosures:

- Denton County: 76207 (1,890), 76208 (1,890), 76209 (1,890), 76210 (1,890), 76211 (1,890)
- Collin County: 75002 (3,010), 75003 (3,010), 75004 (3,010), 75005 (3,010), 75006 (3,010)
- Tarrant County: 76001 (5,998), 76002 (5,998), 76003 (5,998), 76004 (5,998), 76005 (5,998)
- Dallas County: 75201 (9,214), 75202 (9,214), 75203 (9,214), 75204 (9,214), 75205 (9,214)

Source: U.S. Census Bureau, 2000 American Community Survey, based on data provided to sampling company. Data are based on the household population and do not include people living in institutions, college dormitories or other group quarters. *House figures are in 2005 inflation-adjusted dollars.

BREAKING DOWN THE NUMBERS

Banks doing the most foreclosures

Here are the five banks with the most Dallas-Fort Worth area foreclosures in 2007.

Wells Fargo Bank	2,475
Countrywide Bank National Trust	1,795
U.S. Bank	1,198
Countrywide Home Loans	893
Bank of New York	845

2007 foreclosures in the four-county area by month

Foreclosures as a percentage of housing

Cities where foreclosures in 2007 were highest in relation to total overall housing units:

City	County	Percentage of housing foreclosures as a percentage of housing units
Flora	Collin	20.4%
Little Elm	Denton	19.3%
Anna	Collin	17.1%
Crossroads	Denton	16.3%
Lewisville	Collin	10.3%
Prosper	Collin	9.2%
Hurst	Collin	8.6%
Irving	Collin	8.5%
Plano	Denton	5.6%
Prosper	Collin	4.9%

Some areas hit hard in 2007 foreclosures

Continued from Page 1D

vacation of Community Organizations for Better Now.

ACORN is working with lenders and homeowners to try to keep people in their homes and avoid foreclosures.

The negative impact on neighborhoods is high, she said, if lenders wind up being taken by the mortgage company.

Property values

“We end up with vacant houses in our neighborhood,” Ms. Mathias said, “and that’s bringing down our property values.”

Homeowners in a neighborhood drop the value of surrounding houses and bring some into foreclosure.

Each individual foreclosure in a neighborhood reduces the value of surrounding houses by about 1 percent, according to research by the Freddie Mac Foundation. In areas where there are many foreclosures, the cumulative impact can be significant.

Other national forecasts predict that average home values will drop \$40,000 in areas with foreclosures.

Each time foreclosures rise 1 percent, crime rises 2.53 percent in the neighborhood, according to a study by the Georgia Institute of Technology and Chicago’s Wood-

stock Institute.

Ms. Mathias said vacancies of empty foreclosed homes by roper thieves and squatters is a problem in some North Texas neighborhoods.

“The lenders have to be held responsible to keep the properties in repair and secured,” she said. “They can’t just let it rot.”

Obviously, some neighborhoods have been harder hit by the mortgage crisis elsewhere.

Based on last year’s foreclosures, the eastern and southern sectors of Dallas County have seen the largest number of lender sales.

But there were also big pockets of foreclosures in fast-growing northern suburbs including McKinney, Keller and Irving, according to Dallas-based Foreclosure Listing Service.

DeSoto hit worst

The worst area for foreclosures last year was ZIP code 75115 in DeSoto, which had more than 600 homes taken by lenders.

A U.S. Senate study found that Texas will probably lose almost \$2.7 billion in property value due to mortgage mortgage defaults.

Nearly one home under \$50,000 is lost to the lender, but they account for more than 50 percent of foreclosures.

And the Dallas-Fort Worth area is projected to take a \$4 billion hit to its overall economy because of home foreclosures, predicts a recent report commissioned by U.S. Conference of Mayors.

Longtime Dallas real estate agent Chuck Brown is already seeing the results of home foreclosures as he studies local property values.

“Most of the foreclosures I am seeing are in areas that have neighborhoods,” Mr. Brown said. “But it’s going to impact everyone one way or another.”

Tougher bank standards and falling property values have also made it harder for homeowners who

are in trouble to arrange new financing, he said.

“And if they can’t refinance, they are stuck,” he said. “We are seeing a lot of people just walk away from their homes.”

Mr. Brown said the scope of the home crisis has been surprising.

“I’ve been through a couple of these things, and I don’t like this one at all,” he said.

Tax appraisals

One area that won’t feel an immediate impact from local foreclosures is property tax valuations. That’s because tax appraisals often don’t include comparisons of

foreclosures.

“For example, I have just prepared an inspection of a property in Cedar Hill for today and two of the three comparables are foreclosures,” Mr. Brown said.

He said lenders are requiring that private appraisers include foreclosures similar to theirs when a property for mortgages.

“In foreclosures are negatively impacting the market in many neighborhoods of this Dallas-Fort Worth market and by all indications will continue until the supply situation gets back in balance,” Mr. Brown said.

That will take awhile.

In 2007, about 42,000 foreclosed homes were listed for sale in D-FW. More than 25,000 were foreclosures homes.

Real estate agents are seeing some steep discounts from lenders.

“We had one house on our list last year that was a \$260,000 average from the average in the neighborhood,” Mr. Langston said.

“Another was \$65,000 off the stamp.”

If the weekly loss to the market is just one sale, she says that will put the cost.

“We are trying to stay alive as bankers, get the economy going and get these houses sold,” she said.

Using GIS to create map illustrations brings meaning to a story quickly and increases a reader’s desire to learn more.

continued from page 11

State of the United States

able to license ArcView and additional extensions for specialized analysis. Licensees are required to attend a qualifying training session within one year of licensing the software. Attending a session ensures journalists get the most out of the software and allows members to share their knowledge and experience with one another. The many options that meet this criteria include ESRI's online Virtual Campus courses; ESRI classroom training, which can be obtained around the country; and computer lab-based training offered by IRE and NICAR.

"IRE is pleased to continue its partnership with ESRI," states the executive director of IRE, Mark Horvit. "This agreement means that our members will continue to have access to innovative technology that helps them give their audience in-depth information in the best possible format."

For more information on how ESRI software benefits reporters and investigative journalists, or to download a software license order form, visit www.ire.org. For more information on how GIS assists those in the media, visit www.esri.com/media.

a downturn; foreclosures were up 112 percent for the first quarter of 2008, compared to the first quarter of 2007. The 2008 median home value was \$183,000, down 4.8 percent from 2007. The median home value in 2007–2008 declined in more than 73 percent of U.S. counties. Vacant units have increased by more than 7 percent; the total vacancy rate is now 10.5 percent. The rate of homeownership is declining.

What does this situation mean for the economy? The housing slump and credit crunch, coupled with rising food and fuel prices, are adversely affecting economic growth. Job growth is sluggish, the unemployment rate is up to 6.9 percent, and the labor force suffered a loss of nearly 600,000 jobs in 2007. The rate of labor force participation is declining due to retirement or discouraged workers who have stopped searching for employment. Faced with these belt-tightening budget challenges, retailers must market smarter with reduced resources while providing the right merchandise at affordable prices.

Where can retailers obtain demographic data that will give them information to help attract the most profitable consumers? The trends and figures described in this article come

from ESRI's 2008/2013 updated demographics, which contain comprehensive information about the demographic changes that are occurring in the United States today. ESRI's updated demographics are developed with proven methodologies by ESRI's data development team. Led by chief demographer Lynn Wombold, the data development team has a long history of excellence in market intelligence. The combined expertise of the team's economists, statisticians, demographers, geographers, and analysts totals nearly a century of data and segmentation development experience. The team has crafted data methodologies, such as the demographic update, segmentation, the diversity index, and Retail MarketPlace, that are now industry benchmarks. Authors of white papers such as *Evaluating Population Projections: The Importance of Accurate Forecasting and Trends in the U.S. Multiracial Population from 1990–2000*, the team frequently presents sessions and papers to industry and professional organizations.

ESRI's updated demographics are available as an ad hoc database in a variety of geographies and formats; as part of the data package in ArcGIS Business Analyst desktop software; in reports and maps from Business Analyst Online, ESRI's on-demand analysis tool; with ArcGIS Business Analyst Server; and in ESRI Sourcebook products.

For more information about ESRI updated demographics and other population and consumer-related data, visit www.esri.com/data.

The screenshot shows the ESRI website's 'GIS for Media and Press' page. The top navigation bar includes 'Home', 'Industries', 'Products', 'Training', 'Support', 'Services', 'Events', 'News', and 'Company'. The main content area features a sidebar with links for 'GIS for Business', 'Media and Press', 'About GIS for Media and Press', 'Journalism', 'Media Business', 'TV and Web', 'Routings/Logistics', 'MapStudio for Media', 'Partner Solution Guide', 'Demos', and 'Literature'. The main content includes a 'Journalism' section with a map and text: 'Using GIS as a reporting tool, you can provide readers and viewers with a simple map that gives your story context.' Below this is a 'Report, Analyze, and Communicate' section with text: 'A geographic information system (GIS) combines layers of information about a place to give you a better understanding. GIS software provides the data model and tools needed to store, analyze, and display information that can be readily shared and understood. GIS provides journalists with more effective tools to report the news and put it in context for readers. For media business executives, it manages the networks that facilitate subscriptions and distribution.' To the right, there are 'Solution Guides' and 'Case Studies' sections.

Business Analyst Increases Productivity

The ArcGIS Business Analyst product suite gives businesses reliable and effective tools for understanding their customers and making decisions about where to locate, relocate, expand, or consolidate facilities. Business Analyst is available as a desktop application, a server solution, and a hosted service over the Internet and was designed to improve users' productivity. No matter what platform, each of the products includes wizard-based applications that provide analysis and visualization capabilities.

Current data from leading providers powers these applications. ESRI's current-year estimates and five-year projections of demographic data are included along with census, segmentation, and consumer spending data and information about market potential, retail supply and demand, and traffic counts for specified locations. Business listings and summaries, information about major shopping centers, and bank branch and deposit data are also available.

Online Solution for Anyone

For those with no previous GIS experience or who are unable to invest in up-front costs for system infrastructure, data, or training, Business Analyst Online is available by annual subscription or on a per-transaction fee basis. The software is ideally suited for those who need a quick overview for site selection and trade area analysis purposes, or as a complement to existing systems to create and replicate presentation-quality maps for use in meetings and portfolios.

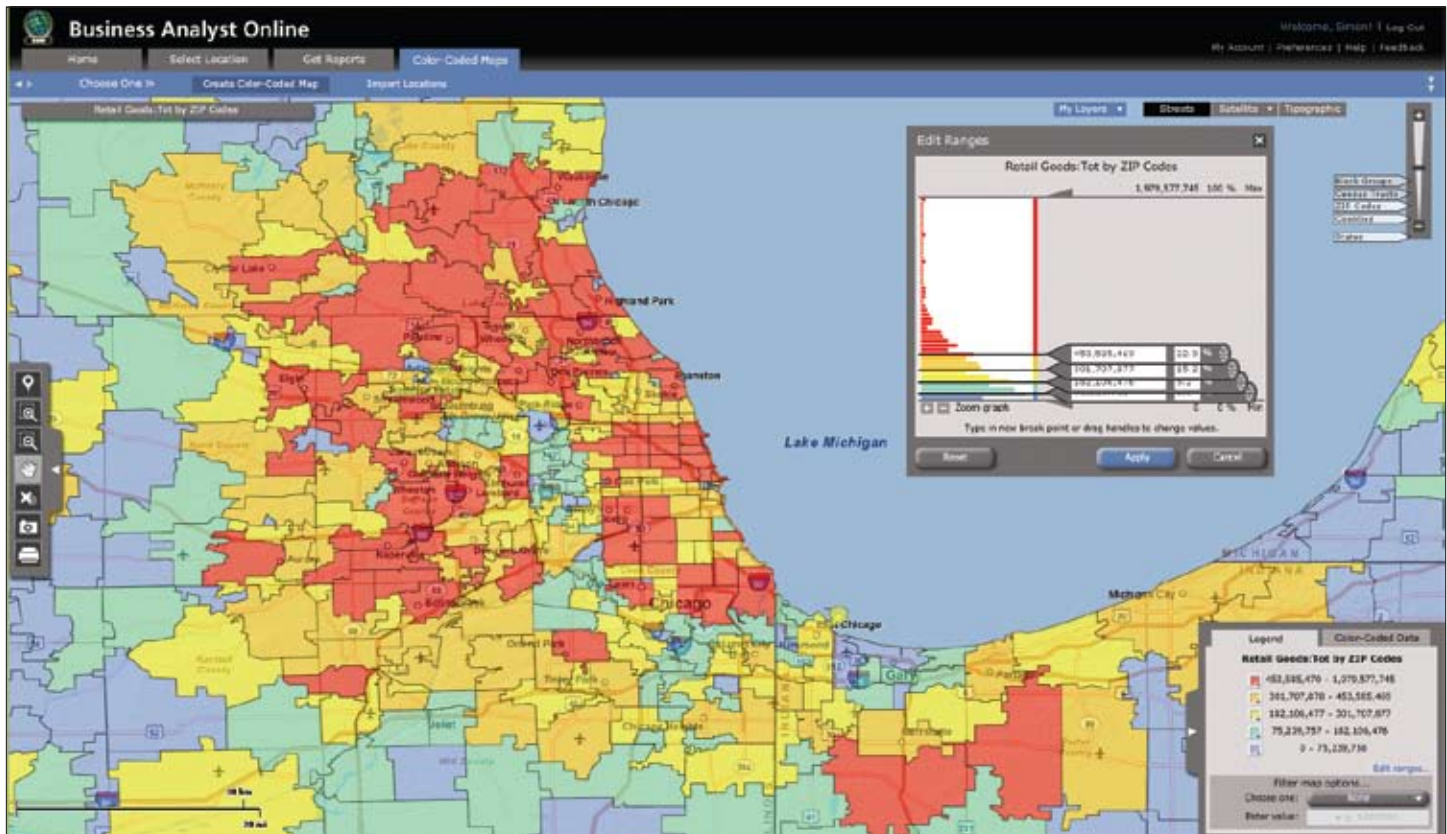
Analysis Tools for the Desktop

ArcGIS Business Analyst desktop provides workflows for site selection, territory analysis, economic development, and planning. Designed for users requiring more complex analyses, ArcGIS Business Analyst on the desktop provides advanced analysis tools and an extensive library of data. With this data, users can make better

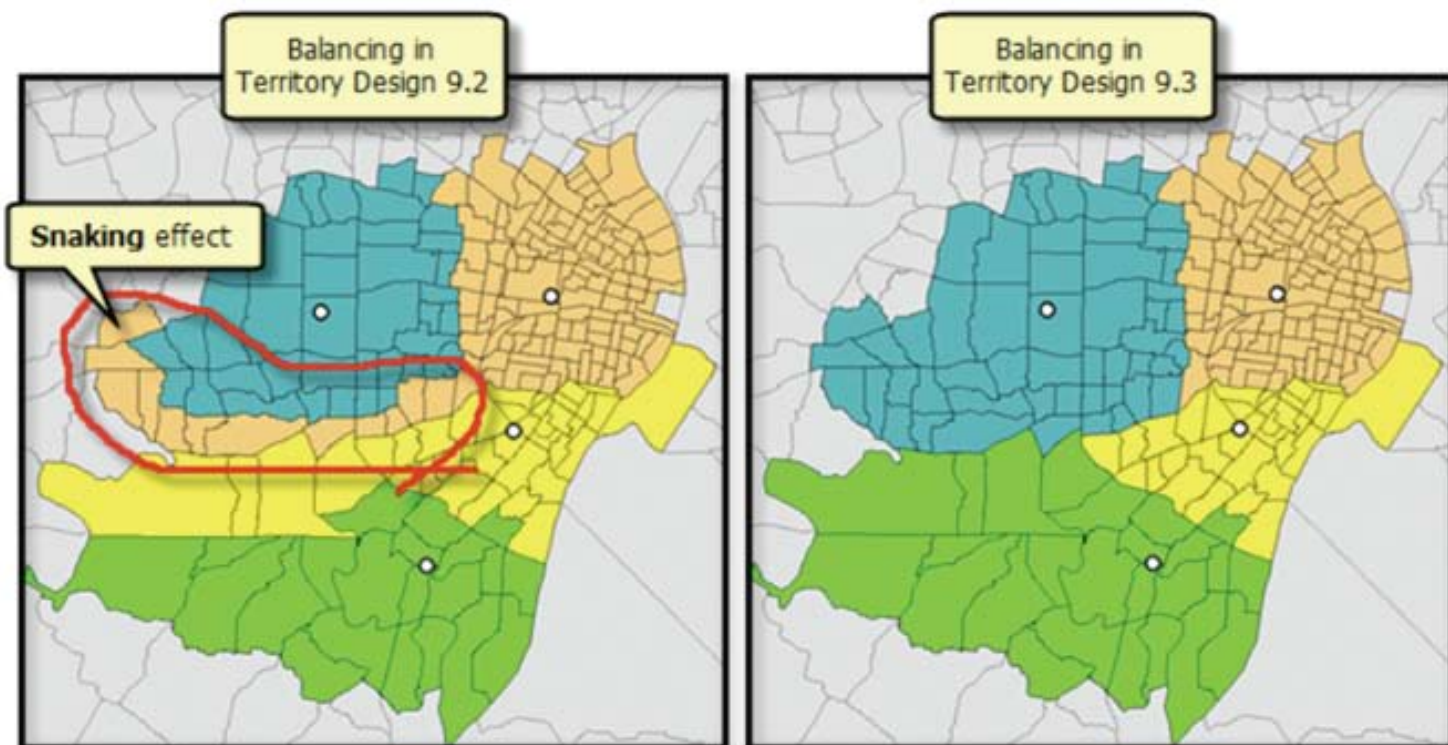
business decisions when defining the criteria for a profitable market area, identifying customer types and prospects, and learning the characteristics and locations of their best customers.

Tools for reporting and analysis, trade area creation, and territory design allow users to

- Compare multiple trade areas to a benchmarked trade area, create a report with a map screen shot or series of screen shots, compare demographic characteristics of customer groups, customize standard reports, and create and save variable lists for reports and analyses.
- Rank areas by customer demographics as well as identify best locations for efficiently serving customers. The Find Similar tool now simply uses existing polygon layers and matches potential sites to the master site with field linking.
- Compare territories by rebalancing older territories with new sales figures or office



Non-GIS users can become productive immediately with Business Analyst Online. Business reports for the retail, commercial real estate, and economic development industry sectors are supplemented by thematic maps that illustrate and underscore analyses.



The processing time required for balancing, rebalancing, or re-creating territories has been reduced in the 9.3 release of ArcGIS Business Analyst desktop.

locations. The processing time required for balancing, rebalancing, or re-creating territories has been reduced.

- Calculate threshold areas by drive times in addition to rings, and create arbitrary trade areas with map clicks. The trade area name is now automatically added to the attribute table so it can be used for identifying and labeling trade areas.

Optional Add-on for Market Area Analysis

The ArcGIS Business Analyst Segmentation Module helps identify the most profitable customer and prospect types by market area. This wizard-driven application is an optional add-on to ArcGIS Business Analyst desktop. The software includes Tapestry, ESRI's segmentation system. With Tapestry data, users can create detailed segmentation studies in graphic report format to identify customer types by demographics, product, and media preferences.

Collaborating across the Organization

ArcGIS Business Analyst Server is an enterprise-level solution for sharing and collaborat-

ing on geographic business analyses. In addition to ArcGIS Server, it includes out-of-the-box Web applications and workflow templates for site evaluation and selection, market planning, and customer analysis as well as a complete data library. Developers can customize and integrate ArcGIS Business Analyst Server Web applications and workflows with existing IT infrastructures and back-office systems such as customer relationship management (CRM) and enterprise resource planning (ERP). ArcGIS Business Analyst Server is available at the Workgroup level for small deployments or at the Enterprise level for larger deployments.

Enhancements in the 9.3 release include updated APIs for SOAP and REST with endpoints for both .NET and Java. The architectural change to stateless business objects enables ArcGIS Business Analyst Server to support more users simultaneously with lower consumption of CPU and RAM resources. The custom task/task list and custom tools/toolbar in this version let users create custom functionality from the task list and the toolbar of the Business Analyst Server Tools applications.

This release generates new reports (Customer Demographic Profile, Customer Profile and Prospecting, Find Similar, Benchmark Report, and Executive Summary) and new output formats that enable Microsoft Excel spreadsheet users to export data into comma-separated values (CSV) format for use in spreadsheets.

For more information about the Business Analyst product suite, visit www.esri.com/businessanalyst. An instructor-led course, *Introduction to ArcGIS Business Analyst*, is also available.

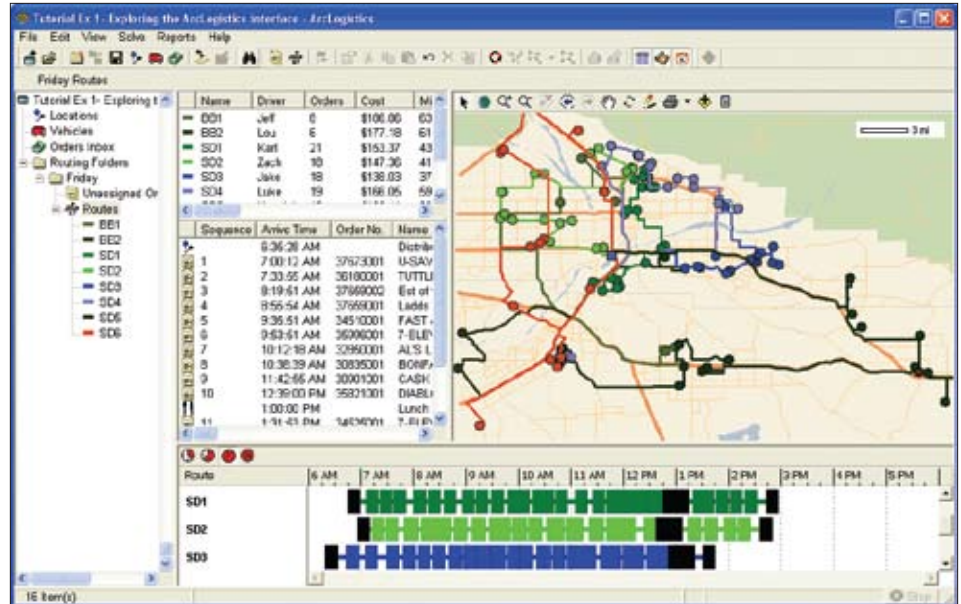
Save Time and Fuel with ArcLogistics 9.3

Efficient Fleet Management, Both in Vehicle and at the Office, Now Available

More powerful and realistic routing can be performed with ArcLogistics 9.3, a new solution built on the ArcGIS platform that manages and optimizes fleet operations to save fuel, reduce emissions, and improve driver accountability.

ArcLogistics 9.3 builds on the legacy of ArcLogistics Route, a product developed in the late 1990s that helped users achieve operational cost savings of 15 to 20 percent on average. This tool was designed for non-GIS professionals and allowed them to quickly create optimum routes and schedules that incorporated business rules and the driving attributes of real street networks. The new version of ArcLogistics maintains this ease of use while adding new advantages that will make it a valuable analytic tool for GIS professionals.

With ArcLogistics 9.3, users can more rapidly create routes and schedules that adhere to business rules while acknowledging vehicle capacities and driver specialties. With ArcLogistics, users can provide customers with strict time windows and increase their operating efficiencies by assigning orders to vehicles based on optimal stop sequences using actual street network



Build routes based on actual network drive time and business rules, not straight-line distances.

drive times, instead of measuring distances and ordering stops “as the crow flies.”

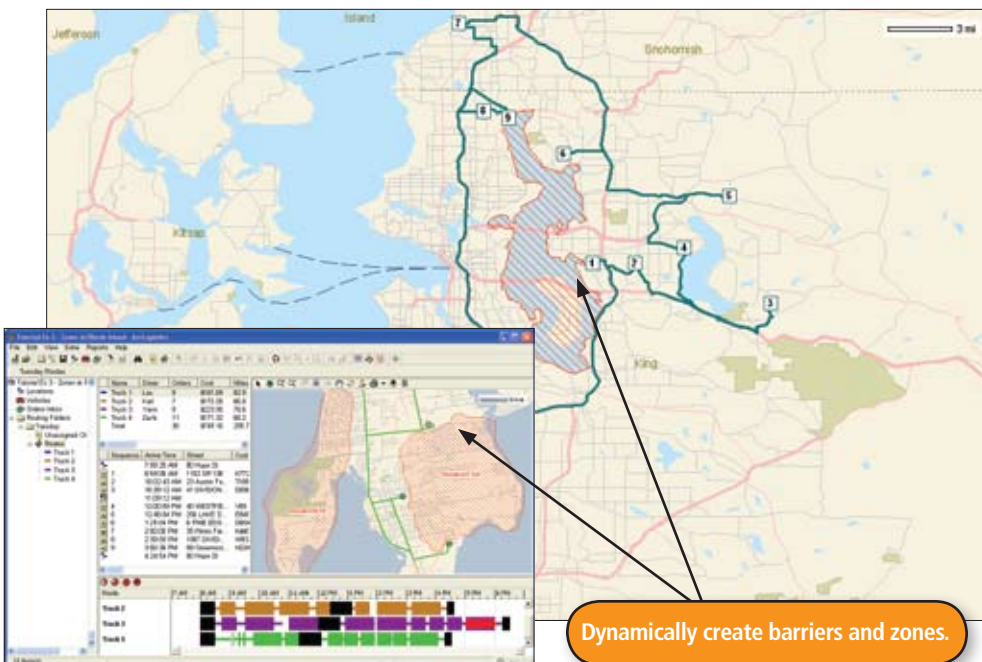
ArcLogistics Navigator

With the addition of ArcLogistics Navigator, ArcLogistics is a fully integrated solution for route planning and navigation guidance.

ArcLogistics Navigator helps drivers avoid missing turns and automatically reroutes to optimized routes if vehicles have to go off course. ArcLogistics Navigator, ESRI’s new in-vehicle navigation solution specifically designed for trucking, fleets, and logistics, gives audible turn-by-turn directions and constantly updates the vehicle’s location on the on-screen map, preventing late arrivals and/or lost drivers.

Previously, route planners and dispatchers created routes with ArcLogistics desktop, which efficiently ordered stops, but there was no guarantee that drivers would actually be able to follow the prescribed streets to each stop. As long as a driver was able to follow the stop sequence, but not necessarily the actual roads leading to each stop, the savings greatly outweighed the loss in efficiently following the prescribed streets.

However, today’s economic pressures demand increased efficiency. Organizations can realize an additional 10 to 15 percent cost savings by helping drivers and the mobile workforce follow not only the prescribed stop sequence but also the exact streets identified in the route and get back on course quickly if they get lost.





Integrate ArcLogistics 9.3 with live weather feed data to analyze how routes and deliveries will be impacted.

Route	Name	Driver	Orders	Cost	Miles
201	18		18	\$34.93	19.4
202	18		18	\$39.34	23.5
204	20		20	\$43.26	27.6
206	20		20	\$37.98	21.7
207	12		12	\$32.79	21.0
209	0		0	\$0.00	0.0

Sequence	Delivery Type	Arrive Time	Order No.
1	Pickup	7:04:48 AM	3737
2	Pickup	7:22:34 AM	3051
3	Pickup	7:30:43 AM	3198
4	Pickup	7:37:36 AM	3636
5	Delivery	7:42:30 AM	3198
6	Delivery	7:43:30 AM	3051
7	Delivery	7:44:30 AM	3737
8	Delivery	7:45:30 AM	3636

Get Defaults

Default Order Properties: Trip Type: Special, Default Arrival: 18 mins, Trip Type Depart: 15 mins, Load: 5.0 mins, Unload: 1.0 mins, Idle Time Multiplier: 10.00 %

Default Trip Request Properties: Capacity: Volume: 0, Weight: 0, Cost: 0, Custom 1: 0, Maximum Time on Vehicle: mins, Move more than: mins, Always at least: 0

Default Vehicle Properties: Capacity: Volume: 0, Weight: 0, Cost: 0, Custom 1: 0, Maximum Time on Vehicle: mins, Move more than: mins, Always at least: 0

ArcLogistics 9.3 includes default trip request properties and can solve "ordered pairs" routing problems out of the box, making it a cost-effective solution for paratransit and special needs school routing.

With ArcLogistics desktop and ArcLogistics Navigator, fleet managers can provide drivers with barrier information, such as road closures, construction, or traffic incidents, as well as which roads should be used in route calculations based on the kind of road or vehicle type and size.

With ArcLogistics Navigator, route planners and dispatchers can equip their fleets with door-to-door driving directions while honoring logistics-specific road attributes that reflect their individual business operations. Routes created in ArcLogistics desktop are easily pushed to devices running ArcLogistics Navigator.

To learn more about ArcLogistics, view a free Web training seminar, Getting Started with ArcLogistics 9.3, or visit www.esri.com/arcllogistics.

2009 ESRI Business GIS Summit Joins the ESRI International User Conference

For the first time, the ESRI Business GIS Summit will coincide with the ESRI International User Conference (ESRI UC) at the San Diego Convention Center in San Diego, California, in July 2009.

“Combining these two conferences gives attendees the best of both worlds,” says Simon Thompson, director of commercial business solutions, ESRI. “While our business clients and prospects will benefit from the host of opportunities available at the User Conference, users in government, utilities, and other fields have also wanted access to the experience and knowledge of successful commercial GIS implementations. This event will provide user presentations, workshops, and demonstrations that will bring this knowledge to them.”

The Business GIS Summit will start Sunday, July 12, and end Wednesday, July 15. Summit

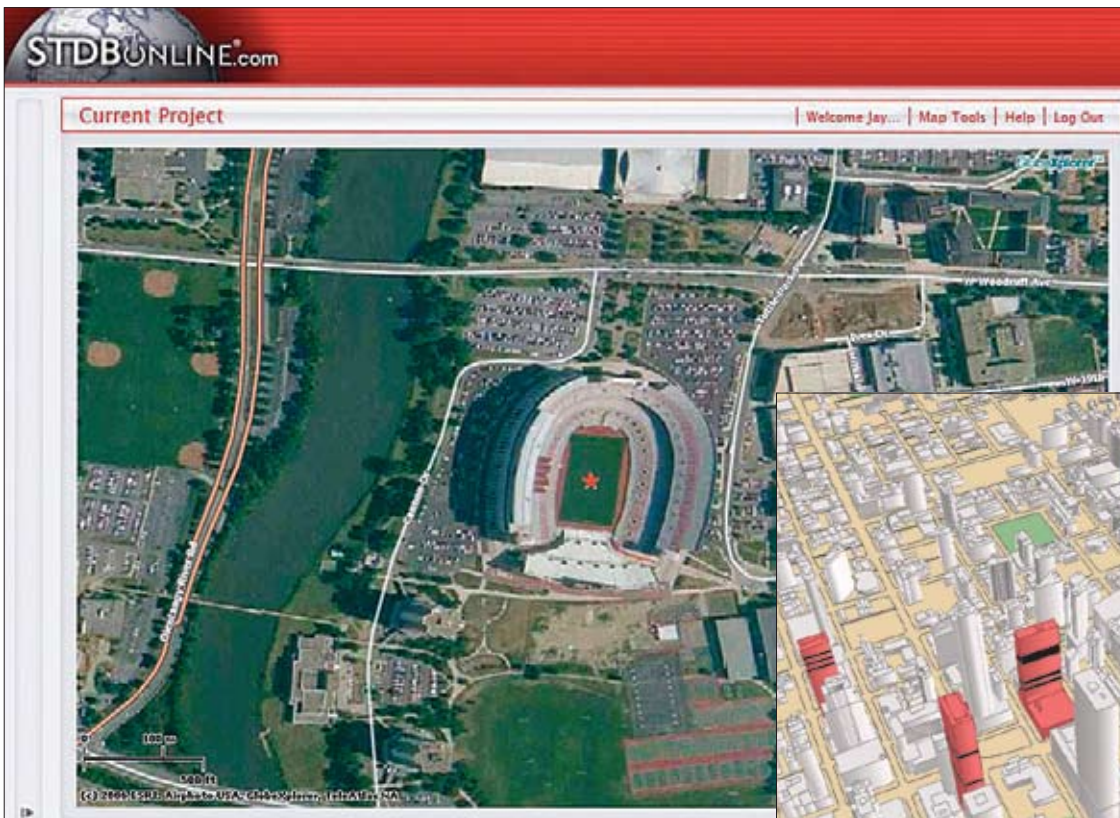
attendees will also receive access to the ESRI UC from Monday through Wednesday. ESRI UC participants who also want to attend the Business GIS Summit’s Plenary Session on Sunday should specify this when registering for the conference. Conference attendees who have already registered for the ESRI UC and would like to participate in the Business GIS Summit activities on Sunday should log back in to their ESRI UC account and check the box specifying they will be attending the Business GIS Summit. All Business GIS Summit sessions, scheduled for July 14–15, will also be open to ESRI UC attendees, and all ESRI UC sessions will be available for Business GIS Summit attendees.

The summit opens at 1:00 p.m. on July 12 with a thought-provoking Plenary Session that zeros in on how GIS is being used in the commercial sector to keep businesses healthy and

experience optimal growth, even in a weak economic climate.

One of the keynote speakers will be Richard Juge, president of CCIM Institute, the largest commercial investment brokerage and real estate network firm in the world. Juge will discuss how GIS technology is an essential component of the financial and suitability analyses that underpin the business community’s decision-making process, improving market evaluation and helping develop investments more profitably.

An evening EXPO and social will follow the Plenary Session. Attendees will be able to check out the latest products, data, and services offered by ESRI and ESRI’s commercial business partners. Networking with peers, industry experts, and ESRI staff at this event will help attendees better understand what they will



ESRI’s GIS software provides all the data and functionality you need to gain instant access to rich datasets, analytics, background maps, and intuitive financial and site evaluation tools.

experience over the next three days. “With everything to see and explore at this conference, building a sense of community and planning activities for the days ahead are great ways to get the most out of this conference,” says Thompson.

On July 13, participants will be able to spend the day at the ESRI International User Conference’s Plenary Session, where ESRI president Jack Dangermond will talk about the coming trends in the industry and acknowledge the innovations of GIS software users from around the world.

There will be more than a dozen Business GIS Summit sessions and workshops. For example, Improving Marketing and Marketing Analytics with GIS will include presentations from AltaMed Health Services Corporation and Marketstar Corporation, addressing how to use GIS to streamline marketing activities and develop a deeper understanding of territo-

ries and market performance. The University of Redlands will cosponsor a Research and Education Track with the U.S. Small Business Administration that will include a variety of research presentations, symposia, and workshops showcasing research from academia that will be beneficial to businesses.

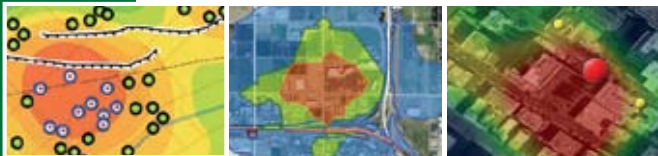
Since Business GIS Summit attendees will be able to attend ESRI UC sessions through July 15, they will have the opportunity to meet leaders from other industries, spend one-on-one time with a wider variety of ESRI product and development staff, and choose from more than 300 additional user presentations and technical workshops to attend.

“By having this wealth of information and resources available, it makes sense for some business users to bring additional technical, marketing, and executive staff,” says Mike Johnson, commercial sales director, ESRI. “This is a great way to consolidate travel costs



and time out of the office, investing in learning everything they can about a solution that will benefit their companies now and in the future.”

The Business GIS Summit is open to everyone in the business community, ESRI users and nonusers alike. For more information about the summit and to register, visit www.esri.com/bizsummit.



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