

# Esri News

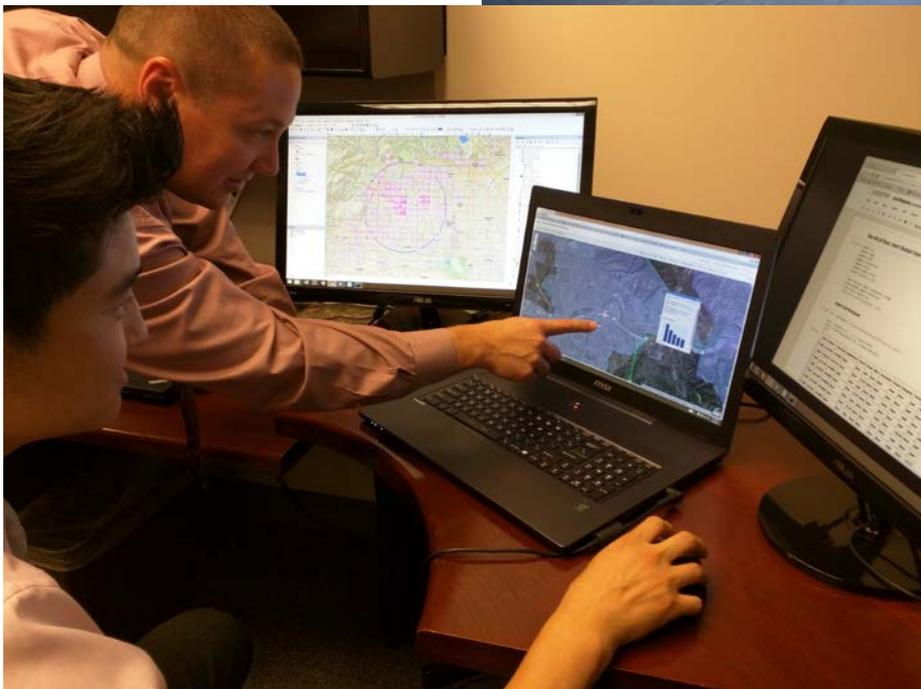
## for Business

Fall 2015

## Spatially Mapping Chick-fil-A Restaurants

Chick-fil-A is a privately owned fast-food restaurant chain headquartered near Atlanta, Georgia. It has seen steady growth since its first site opened in 1967, and it has now become the largest quick-service chicken restaurant chain in the United States, with more than 1,800 locations in 44 states and sales of more than \$5 billion annually. The company conducts market analytics using Esri's ArcGIS platform.

"Getting data into a system where we can make use of it for future store forecasting is hypercritical," explains Chan Lee, senior GIS analyst, Chick-fil-A. "Prior to switching to Esri's ArcGIS platform, we relied on a closed system, where we did not have the flexibility to analyze



new data as quickly as we liked." Chick-fil-A real estate analysts have access to internally generated data, such as new store locations, sales data, and customer survey information, as well as externally procured demographic and psychographic datasets. The variety of data, in many different formats, made keeping data up to date arduous and slowed down the staff's ability to perform meaningful analyses.

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## Spatially Mapping Chick-fil-A Restaurants continued from cover

Another challenge Chick-fil-A faced was in getting the right information to the right people across the organization. “We needed that information, including maps and spatial analytics, to be easily accessed and easy to use,” says Lee. “It also needed to provide us with the confidence to make serious, often very expensive decisions. We needed a solution that worked with web applications as well as on mobile devices in as [close to] real time as possible.”

Due to the sensitive nature of the data, Chick-fil-A wanted to keep stringent security and tight control over its business data and applications, as well as have the flexibility and capabilities of an enterprise geographic information system (GIS) cloud solution while maintaining governance over servers, networks, and databases. The company addressed these issues by implementing the ArcGIS platform on Chick-fil-A’s own infrastructure, deploying ArcGIS for Server with Portal for ArcGIS so that staff could discover, use, and share GIS assets internally.

Presently, Chick-fil-A has three production GIS servers, one production portal, one development GIS server, and one development portal. Staff use multiple instances of ArcGIS for Desktop and rely on an Esri Business Analyst for Server instance for additional site evaluations, customer analytics, and competitive and market analyses.

“We are making decisions faster and more accurately now,” says Rob Payne, director of Real Estate Research at Chick-fil-A. “People are confident with our work, and that gives the work legitimacy. We’re planning on providing an internal map application for our corporate staff by the end of the year.” Payne has been a champion of GIS technology at Chick-fil-A for the last five years. His experience working with major retailers and consulting companies in the area of real estate sales forecasting led him to find and leverage the ArcGIS platform.

Payne and Lee didn’t accomplish this



transformation overnight. “We took baby steps at first,” says Payne. “We started by using Portal to manage access to maps and apps. Next, we made maps available to our mobile users via the Collector for ArcGIS and Explorer for ArcGIS apps included with Portal.” Now, data that’s collected in the field is put on interactive maps in real time. For more complex analytics, analysts use ArcGIS for Desktop to crunch the data and then share the results with decision makers via interactive maps on desktops and mobile devices. As a result, dozens of other departments, including Design and Construction and Operations, are requesting GIS solutions. “We have GIS projects supporting the Real Estate Department alone that go well into 2017,” says Lee. All the GIS infrastructure and application solutions at Chick-fil-A have been set up and maintained through Lee’s tireless individual efforts with Payne’s leadership. Lee and Payne anticipate growing their GIS team in the near future.

“Just setting up an internal GIS portal has evolved into a really effective solution for us,” says Lee. “We are looking

at more data than ever before and working across many different parts of the business. Because the breadth and scope of problems that GIS can address are extensive, more and more people [at Chick-fil-A] are having those aha moments, where the light bulb comes on and they see how GIS can help them.”

Payne and Lee have plans to empower even more people by moving many of the desktop GIS tools for visualizing information to ArcGIS for Server, turning them into web services that can be consumed by simple, focused apps. They plan to use Web AppBuilder for ArcGIS (a tool, embedded within Portal for ArcGIS, for creating and configuring web apps without writing code) to generate self-service applications for staff.

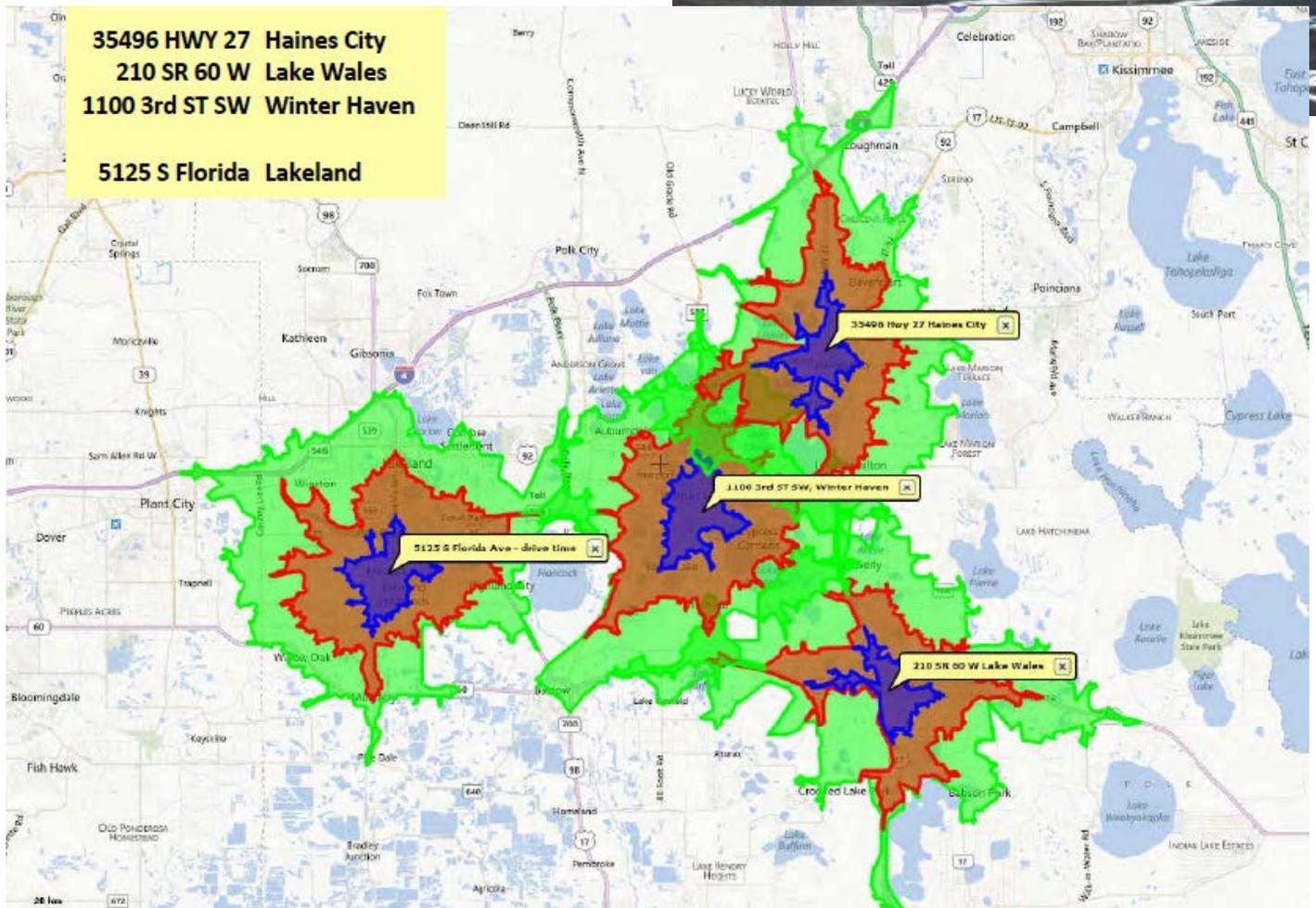
At the moment, however, Payne and Lee are proud of what they’ve accomplished in such a short time. “One of the first things people do when they get to the office is open our GIS app,” says Lee. “I think that shows how important GIS has become to our day-to-day work. We started with a simple GIS portal, and we haven’t looked back since.”

# Matching Location to the Right Customer

Gary M. Ralston is a managing partner with Coldwell Banker Commercial Saunders Ralston Dantzler Realty, LLC, the premier commercial services provider in central Florida (Polk County). As a senior instructor for the CCIM Institute, director of the CCIM Institute and CCIM Technologies, an educator, and a published author, Ralston is a globally recognized expert on retail real estate development, using both financial and location analysis.

## What Did They Do?

Ralston is one of 13,000 CCIM commercial real estate professionals who have access to Esri Business Analyst Online (BAO). Armed with the up-to-date population, expenditure, and market potential data available through BAO, Ralston approached Manny's Original Chophouse with a site he envisioned as being a potential new restaurant location. The site he had in mind looked like a losing proposition on paper—three restaurants previously located there had failed. Using





comparison analysis in BAO, Ralston determined that there were challenges due to site characteristics. The proposed plan included a reconfigured site and building redesign.

### Do I Need This?

Success in real estate means being able to apply both financial and geographic expertise. The right tools allow you to use insight, creativity, and objectivity to work out the best deal for yourself and your clients. Apply the right information about particular locations and bring your vision to reality. Esri's ArcGIS platform provides the tools and data you need to move on a decision quickly and reap the benefits.

**"In theory, you have a location, a site, and a building. You have to work through these filters to make a concept a success. Esri makes it easy for Certified Commercial Investment Members [CCIMs] to do this."**

Gary M. Ralston



## Business Sense

Simon Thompson  
Director of Commercial Industry, Esri

### Go Big Time with Big Data

Big data is measured by volume, velocity, and variety. My colleague and fellow big data lover Mansour Raad recently highlighted this at the Esri Business Summit in the Retail Special Interest Group meeting. He explained how these three measures themselves are increasing almost exponentially in today's "sensored" world.

We no longer store and batch process data. Today, everything is in a stream. We have become living, breathing, walking, and talking sensors, thanks to our smartphones and Fitbit-like devices, which track us as we are active, eating, and even sleeping.

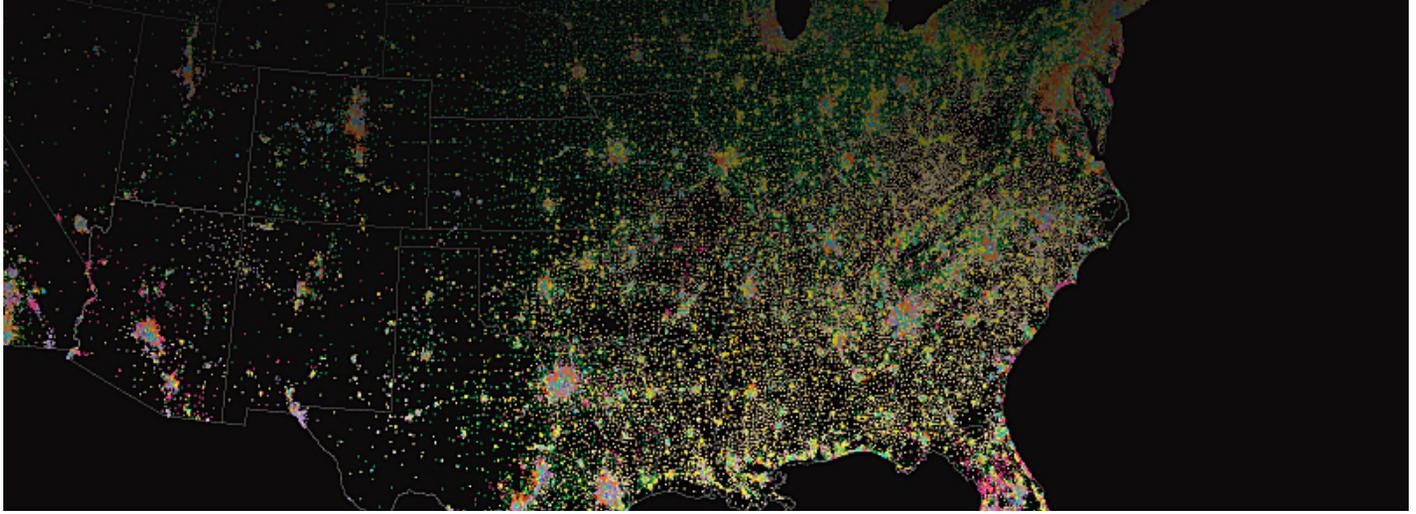
We are living in the Internet of Everything (IoE) era because of this continuous data stream. In the business world, every consumer action can be recorded. The instant an item is pulled from a shelf, retailers know whether you keep that item or put it back on the shelf. Retailers also know how many items were picked up and how many were purchased, along with when and where. Many stores even have sensors in the floors to understand customer walk patterns, promotion effectiveness, linger times, and hot spots.

All this information is fuel for predictive analytics. Scientists are producing algorithms that pilot themselves through oceans of big data and provide insights that companies could not discover in other ways. Geographic relationships can help us ask questions to gain real knowledge about customers, including their habits and needs.

One example I came across recently exemplifies how location—the context in which all things are connected based on where they are—is changing business. A retailer is using "feels like" temperatures to look at different beverage purchasing patterns by geography and segmentation. People in different regions experience the same type of weather differently. This drives their choice in drinks.

Big data is being used to identify these patterns and differentiate between places, like Chicago and Atlanta, to merchandise stores and develop forward-looking, proactive marketing campaigns based on past preferences. Different daytime temperatures, time of year, consumer origin, local events—all these complicating factors can be understood much better by looking at geography.

Again, to paraphrase Mansour, yes, batch processing was good, but stream data, fed through geographic pattern analysis and the ability to learn in real time, is more important. Are you ready for it to redirect your business?



# Using Tapestry to Find Selfies

Most people define a selfie as a photograph taken of oneself, typically with a smartphone or webcam and shared via social media, but another definition is emerging.

Economist Edward Yardeni uses the word *selfie* to describe single people who can spend money on themselves or save for later because they're not supporting a family, saving for college, or paying off a mortgage. Bloomberg.com recently quoted Yardeni in a story about selfies and reported that this segment of the population is 125 million strong and has \$2 trillion in buying power, making it a coveted market.

Esri Tapestry Segmentation can help businesses and other organizations identify pockets of these desirable singles, whether they are young, middle-aged, or elderly. Tapestry does this by classifying residential neighborhoods in the United States into 67 unique segments based on demographics and socioeconomics.

Food companies that want to attract selfies offer smaller portions, prepared meals, and other convenience foods. Because many Millennials snack during the day or eat out rather than sit down to meals, companies have developed packaged on-the-go foods. More affluent selfies eat out frequently and shop at grocery stores only for essentials. Senior citizen selfies also appreciate the smaller portions and ease of preparation.

Because many selfies rent, major appliances and home improvement items don't appeal to them. They will spring for fancy coffee makers and floor cleaning appliances. Electronics are always a necessity for younger selfies who don't mind spending for the latest upgrades. Adventurous selfies who travel can find a wide variety of options. Travel, resort, and hotel companies are targeting selfies by offering themed cruises, destinations, and travel packages designed for selfies of all ages.

Where can you find selfies in the United States? Pockets of them live in densely populated urban areas such as Washington, DC; New York City; and Chicago—places where young people often move to find work. Selfies are also found in places such as

Sumter County, Florida, where many senior citizens live in one-person households. Esri's Tapestry Segmentation data includes several segments of one-person households:

## City Strivers

Many City Strivers are foreign-born. They hold on to their native cultures while embracing American ways. They rent apartments in densely populated city neighborhoods. Most of their hard-earned wages go for rent. They work in retail or hold service jobs. Their commutes are long, often on public transportation. Style and image are important, so they follow the trends and look for deals on branded clothes. For an occasional treat, they might eat out or splurge on personal services. They also spend for a cable TV package.

## Young and Restless

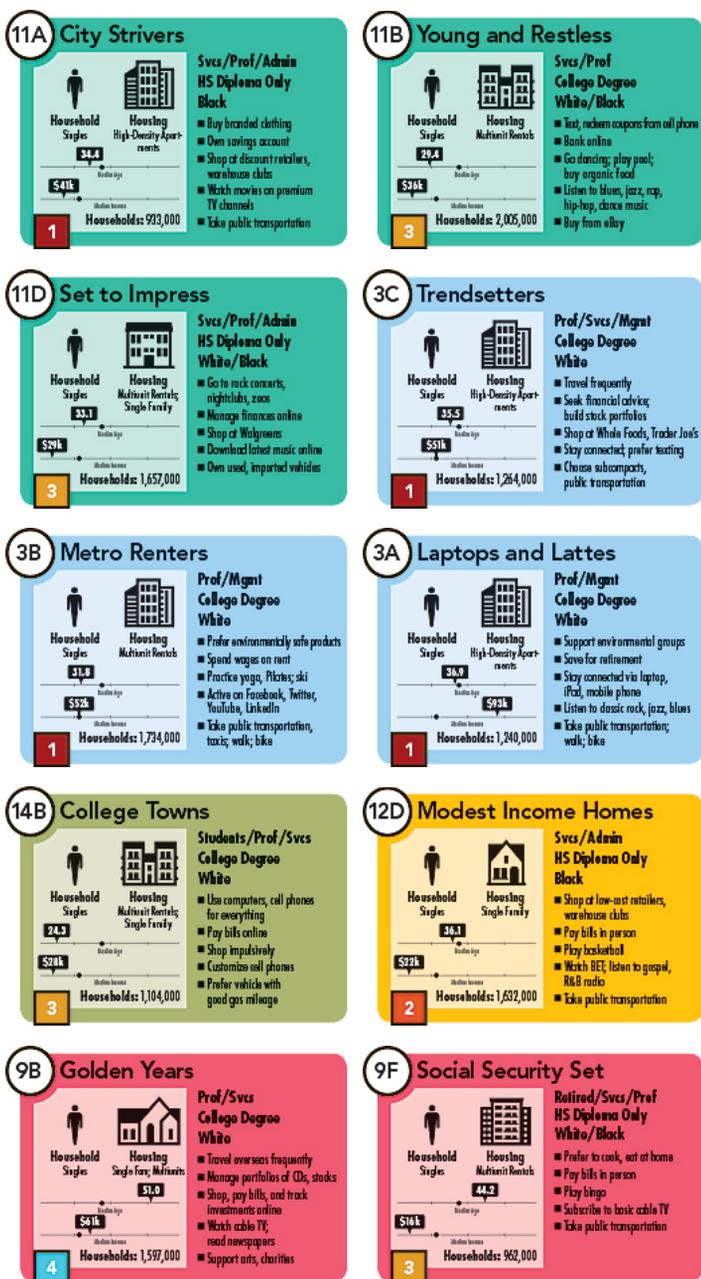
Many in these neighborhoods are Millennials—young, diverse, well educated, and either finishing their education or working. They rent and live alone or share a place in densely populated areas of large metros in the South, West, and Midwest. They can't do without their cell phones. They are not brand loyal and shop for the best price. They buy natural/organic food but will also buy fast food. They go online to bank, buy from eBay, access Twitter and Facebook, and watch TV and movies.

## Set to Impress

Residents are young—either still in college or working—and rent apartments in large multiunit buildings in the city or suburbs. Many live alone but keep in close touch with family. Most have a cell phone. They're very image conscious and often buy clothes impulsively to look good. They're really into music—they listen to and download a variety of the latest music and know about their local music scene.

## Trendsetters

These young, educated singles live life to the fullest and are



Foods and Trader Joe's and shop for clothes at stores such as Banana Republic, Nordstrom, and Gap.

### Laptops and Lattes

These affluent, well-educated singles love life in the big city and hold professional jobs. Most don't own a home or vehicle. They rent apartments close to amenities. They invest in mutual funds and contribute to retirement plans. Regular expenses include nice clothes, travel, lattes at Starbucks, organic food at high-end grocers, or treatments at spas. To stay connected, their laptops, cell phones, and iPads are always on.

### College Towns

Residents of these neighborhoods are either college students or work for a college or the services that support a college. Students are busy with studies but make time for part-time jobs, sports, and socializing. They might splurge on impulse purchases such as the latest fashions. Computers and cell phones are important to them. They go online for everything.

### Modest Income Homes

Religious faith and family values guide the people who live in these neighborhoods. Many residents are primary caregivers for elderly relatives. Jobs are often hard to find, so Social Security, public assistance, and Medicaid help them to scrape by. They don't use credit cards and prefer to pay bills in person. They play basketball, watch a lot of TV, and buy products endorsed by celebrities.

### Golden Years

Residents in Golden Years neighborhoods are active, independent seniors who are either retired or nearing the end of their careers. Most are single or empty nesters. They enjoy life and stay busy with a lot of interests. They go online for everything and donate generously to charities. They read daily and Sunday newspapers, keep a landline, and use cell phones only as a convenience. TV is for news, sports, and on-demand movies.

### Social Security Set

These senior citizens live alone on low, fixed incomes. They reside in low-cost apartments in high-rise buildings near heavily traveled urban business districts. Wages and salaries provide income for those who are still working. Social Security, Supplemental Security Income, and public assistance provide support for others. Low incomes limit shopping, so they're very careful spenders. They're technology averse. Cable TV and bingo provide most of their entertainment.

Want to learn more about all of Tapestry's segments? Esri's Tapestry Segmentation data (available at multiple levels of geography in maps, in reports, online, and in software) contains detailed lifestyle information about every US neighborhood.

not ready to settle down. They have good jobs and spend their disposable income on upscale city living (mostly on rent) and entertainment. They're connected at all times. Texting and social media are essential for this group. They prefer e-readers and tablets for everything except women's fashion and epicurean magazines. They shop at Whole Foods and Trader Joe's.

### Metro Renters

Metro Renters are young, mobile, and educated. Many are still in college. They live alone or with a roommate in rented apartments or condos in city centers. Most of their income is spent on rent, fashion, and the latest technology. They use their cell phones and computers every day. They buy groceries at Whole

# Success through Data Science

How a Start-Up Is Helping Big-Name Brands Cash In through Modeling



Finding a successful retail site doesn't require a crystal ball, but it does take the ability to clearly see and understand

what your data is really telling you. And this is a lot simpler and easier when you couple GIS with experience.

Shawn Hanna, managing partner of Retail Scientifics, knows this well. For 13 years, he was responsible for advanced analytics at Petco, helping the company with real estate, market planning, marketing, and pricing—all using location intelligence.

When Petco moved the company's analytics function to Texas from San Diego, California, Hanna and several others decided to venture out on their own. They opened up a consultancy that performs analytics projects for retailers. The group focuses on modeling, forecasting accuracy, ad hoc analytics, and other data-driven projects.

Hanna describes his company as a "data science firm"—helping clients model their businesses behind the scenes to increase their forecasting accuracy, improve ad hoc analytics, and provide guidance for data-driven projects. Retail Scientifics has gained great national clients interested in improving their retail and real estate functions—clients including Petco, Savers, Sports Authority, Boot Barn, Garden Fresh Restaurants, and Resort Lifestyle Communities. This is doubly impressive considering the company is only in its second year of operation.

## What's Behind the Curtain of Success?

What are the secrets of these modern-day data scientists? They are huge advocates of the Esri platform. Hanna

attributes his and his clients' success to the functionality, flexibility, speed, and power of ArcGIS. Modeling is done in R and Python, and the results are visualized and analyzed with tools created using an ArcGIS API.

The company is able to improve the productivity of its clients by applying proven analytical models and geographic insight. Clients can, in turn, focus on what is truly important—finding the best and highest use and most profitable outcomes. Retail Scientifics creates a

- Quantify site risk and identify factors and indicators that need attention.
- Assess a new location's impact on existing locations and competitors.
- Help users discover what common characteristics really drive market success.
- Rank and compare stores across formats and segments, using science, not anecdote.
- Share value information and decisions across departments and among executives.

**Retail Scientifics**

### The Path To Expansion

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**Targeted Growth**  
Fast and Accurate Projections

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**Retail Scientifics - A Data Science Firm.**

↑ Retail Scientifics staff took their expertise performing advanced analytics at one of the country's leading retailers and is helping others do the same by harnessing the power of ArcGIS.

fully integrated site modeling and sales forecasting in Office, on a tablet, and over the web, bringing commercial real estate organizations market planning and site evaluation capabilities that

- Improve sales estimates with outputs that are better than historical internal values.
- Deliver impartial projections that serve as a starting point for approval.

## Every Site Is Unique—Your Solutions Should Be Too

Companies historically model sales and review performance. Now Hanna and his team make it simple to combine these tasks. Retail Scientifics provides sophisticated site modeling that fits every customer's specific needs and one-of-a-kind business strategies.

# Esri Business Summit Was All about #Healthybiz

Executives from some of the world's top businesses shared why a location-based platform is important to their business at the Esri Business Summit, which began July 18.

Retailers, real estate brokers, financiers, marketers, and supply chain and manufacturing managers, as well as sales professionals, journalists, and reporters, came together to share insights. Speakers discussed how a mapping platform can unveil the information companies need to find solutions that may be eluding them.

Jillian Elder, director of location intelligence at Walgreens, was a popular presenter. Elder talked about the fact that Walgreen's ability to serve eight million people conveniently every day did not happen by chance. GIS started in site selection but has grown throughout the company. From ensuring the right mix of products at 8,200 different locations to supporting corporate strategies or mergers and acquisitions, ArcGIS gives Walgreens the most accurate look into the daily operations of its business and stores.

"The ArcGIS platform allows us to consume information across the enterprise, think about it in a spatial way, and then deliver it back out in a variety of formats depending on what makes the most sense to the individual users," said Elder. "It isn't just about data or technology—it's about a way of solving problems."



↑ Located in the Hilton San Diego Bayfront, the Esri Business Summit ran for four days and included two days of high-level talks from business leaders, the Esri User Conference Plenary Session, and paper and special interest group sessions.

The Walgreens central GIS department, known as the Enterprise Location Intelligence team, developed WalMap, WalMap Pro, and WalMap Pro Mobile to provide users from across the entire company with access to geographic insight. Developed as a set of customized solutions—with assistance from Esri Platinum Tier partner Latitude Geographics Group Ltd.—on Geocortex, an ArcGIS software-based solution, WalMap apps fit user needs anywhere, anytime and on any device. GIS also helps the pharmaceutical company analyze data in near real time and communicate information to the public, including the use of Walgreens Flu Index, a flu tracker based on in-store sales figures.

## A Clear Business Vision

"Having a long-term strategy with a system like the Esri platform is essential to attracting the high-quality people we need to run our business. As long as the information is in our database, we can make anything happen." These powerful words were spoken by David Carpus with National Vision, Inc. (NVI), as he kicked off day two of the Esri Business Summit.

NVI is one of the largest optical retailers in the United States, operating more than 800 retail locations in 43 states, the District of Columbia, and Puerto Rico. The company employs more than 8,000 people and includes several different retailers, such as America's Best Contacts & Eyeglasses, Eyeglass World, and Walmart Vision Centers.



↑ More than 375 attendees listened raptly to 20 different speakers from companies including Walgreens and National Vision.

continued on page 10



↑ David Hicks talks to fellow attendees after his presentation, which was delivered using story maps.

As a national, multibranded retailer and manufacturer and eye care provider, NVI faces unique challenges related to both marketing and professional services (in-store staffing and recruiting). NVI staff worked with Esri Platinum Tier partner Geographic Information Services, Inc. (GISi), to help meet these challenges. GISi delivered an enterprise, web-based application that leverages the Esri ArcGIS platform.

Now NVI has a secure environment to host GIS content and provide access to applications developed by GISi. The platform delivers authoritative spatial analytics, reducing knowledge gaps between departments. GISi's applications have transformed what used to be a time-intensive, manual research process into departmental self-service spatial analytics. The Esri platform can be configured as an on-premises GIS. Organizations that have unique business challenges, like NVI has, can optimize their research and mitigate risk.

### Supporting Sustainability through the Supply Chain

Paulo Simao, an industry director with Imagem Geosistemas e Comércio Ltda., Esri's distributor in Brazil, talked about Natura, a manufacturer and marketer of beauty, household, and personal care products. Natura sells through direct representatives and catalogs and has more than 1.2 million personal resellers

located in Argentina, Brazil, Chile, Colombia, France, Mexico, and Peru. Natura sourcing practices conserve biodiversity, and its agroforestry farming and employment strategies build community wealth. The company's business practices respect traditional knowledge and values and ensure that benefits are equitably shared all along the supply chain.

Natura staff implemented the ArcGIS platform to collect and distribute supply chain data throughout the company. Production and harvest data, including the locations of thousands of participating farms and over a million direct distributors, is compiled on tablets in the field by using Collector for ArcGIS. This information is combined with business data from SAP and analyzed and published in ArcGIS Online as intuitive maps and apps.

### Helping David Compete with Goliath

After working for four national commercial real estate firms over a 23-year period, David Hicks founded his own company. The David Hicks Company is a four-person commercial real estate, consulting, and brokerage firm based in Allen, Texas. The company, with average annual sales of \$25 million, provides vision and strategy to landowners, helping them maximize their land's value and return on investment through planning, zoning, marketing, and sales.

Once the sole domain of large real estate firms, location analytics is now within the reach of smaller firms. Esri's ArcGIS Online helps Hicks organize information. The size and complexity of Hicks's projects require strategic alliances with architects, engineers, attorneys, and other professionals, like Esri partner Datastory Consulting.

"We can work smarter with what we do, and I think Esri has really helped us in that regard," said Hicks.

Hicks and his staff have established a relationship with Datastory Consulting to enhance the company's website and implement ArcGIS Online, which provides an interactive mapping interface to help explore locations and the information about them such as demographics. Leveraging geographic knowledge has helped Hicks maximize his group's time to compete with larger organizations and better serve customers.

### Banking on Location to Serve Customers

Regions Bank is a subsidiary of Regions Financial Corporation, which is one of the largest full-service providers of consumer and commercial banking, wealth management, mortgage, and insurance products and services in the United States. The organization has \$122 billion in assets and is a member of the

S&P 500 Index. Regions Bank has customers across 16 states in the South and Midwest and operates approximately 1,650 banking offices and 2,000 ATMs in these areas.

Using ArcGIS with Microsoft SQL Server and SharePoint, Regions Bank adopted a location-based platform to help deliver better insights and highlight opportunities without interrupting established workflows and best practices. Regions Bank now has a more in-depth understanding of the demographic and economic forces that are at work in its market. ArcGIS has driven network optimization work and innovation and helps the company target growth in attractive markets.

"With a department of only two people, we have implemented ArcGIS on Microsoft," said Grant Mullins, Spatial Intelligence and Analytics, Regions. "With this platform, we can now support our entire organization. Now we are able to understand the unique characteristics of each place [where] we do business, and support our customers in the best way possible."

See more at  
[esriurl.com/healthybiz](http://esriurl.com/healthybiz)

↓ Grant Mullins (left) with Regions Financial Corporation, and Shane Jones, with Microsoft Financial Services Industry, take the stage to talk about the importance of partnering to be successful in business.





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