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current data. They solve common problems and require only configuration to get them up and running, eliminating the long (and expensive) development cycles associated with traditional monolithic, “do it all” applications. Using this approach lets GIS departments get a greater return on existing investments in GIS.

In a world increasingly transformed by geospatial information, there is an increasing demand for GIS professionals who possess knowledge and skills that include

- Organizing and managing geographic data
- Designing maps as effective information products for decision makers and the public
- Understanding GIS system configurations and architecture
- Engineering workflows for systematically collecting and updating geographic data layers
- Working with institutions to integrate GIS and geographic data with other systems
- Managing policies for data sharing and collaboration
- Designing and building applications and apps that support organizations in the use of geographic information
- Advocating the use of geographic thinking in problem solving across organizations
- Ensuring continuity of information management

- Creating decision support applications
- Integrating geographic data with enterprise computing and other enterprise-focused IT technologies
- Integrating remote-sensing data with GIS
- Developing collaborative relationships with other information providers
- Finding and acquiring the best commercial data sources
- Performing geospatial modeling
- Applying geodesign techniques

However, to be successful in this new environment will require more than just a diverse skill set. It will require GIS professionals who have a strategic mindset and use a business-oriented approach to implementing GIS. They will succeed by seizing opportunities for combining existing data in new ways with data and services available from ArcGIS Online and always favoring configuration over customization when choosing solutions. When possible, they will speed implementation and limit cost by using cloud-based solutions like Esri Community Analyst and Esri Business Analyst Online that require no infrastructure. GIS professionals also need to see users as customers. They need to be GIS evangelists and sell GIS by exceeding user expectations.

Self-serve apps don't replace GIS professionals. Freed from rote tasks by self-serve web apps, GIS professionals can concentrate on high-value activities like the creation of authoritative datasets and spatial analyses

Just for GIS Professionals

A new website, ArcGIS for Professionals (pro.arcgis.com), provides a central location for resources for applying the new web GIS pattern. This website has been designed to help GIS professionals maximize their effectiveness and success with this new approach to GIS.

Site content spans experience levels from those just starting GIS careers to administrators and developers. Beginning with common tasks, such as compiling and analyzing data, mapping, and organizing projects, pro.arcgis.com also provides extensive information and tips on using new tools and applications available with ArcGIS 10.2. Now tasks that were previously more complex and time-consuming on the desktop can be handled using tools, services, and apps, and GIS use can be expanded across the organization. The site directly links to support, tutorials, training, documentation, and information on administering GIS.

that yield actionable information for the organization. By embracing the new capabilities of web GIS, the benefits of GIS can be spread across organizations.

A New Chapter

By any measure, this is an exciting time for GIS professionals. Web GIS is opening the world's eyes to the power of spatial visualization of information, and this change in perception is transforming how people understand the world. Nevertheless, the fundamental mission of the GIS professional—helping streamline processes, inform decision making, and improve communication by incorporating a geographic perspective—remains the same.