



A strong drone business case brings together the costs, risks, and disadvantages of the current situation and quantifies a vision of the future so organizations can decide if a project should go ahead.

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The Case for **Business Cases**

Adopting a new technology is naturally complicated—from gaining executive buy-in to implementation and training, to ensuring the technology delivers on key objectives. Process oversights, inconclusive value assessments, insufficient support from the right parties, and general delays can derail the project and de-motivate even the most experienced operational manager. A strong and complete business case can make all the difference.

The purpose of a business case is to outline the rationale for adopting new technology--in this case drones--and provide a means to continually assess and evaluate the project's progress. A good business case needs to address key concerns for executives and peers, but in general should answer four basic questions:

- 1. WHAT IS THE PROJECT'S GOAL?
- 2. HOW DO WE REACH THE GOAL?
- 3. WHAT TYPE OF CHANGE IS REQUIRED?
- 4. WHAT'S THE DEGREE OF CERTAINTY THIS SOLUTION WILL SOLVE THE PROBLEM?

PREPARING A **BUSINESS CASE HELPS YOU UNDERSTAND THE:**



Benefits



Risks



Costs



Timeline



Impact

A business case typically has much more detail than a **project proposal** and should be reviewed by key stakeholders before being presented to executive decision makers. Preparing the business case involves assessing a business problem or opportunity, identifying the specifics of the drone technology solution, and understanding the benefits, risks, costs (including an investment appraisal), implementation timeline, impact on operations, and the organization's ability to deliver the outcomes. Ultimately, your business case needs to both articulate the problems with the current situation and demonstrate the new business vision's benefits.

This guide is designed to provide specific guidance for operational managers who want to do just that. It covers a variety of business case topics like setting short and long-term goals, documenting costs, assessing the business impact, and communicating **drone program benefits.** Organized so you can consume only what you need, this guide provides a generic business case template as well as examples, both of which you easily adapt for your specific needs, company, and industry.

Ultimately, your business case needs to both articulate the problems with the current situation and demonstrate the new business vision's benefits.

Criteria for a Strong **Business Case**

A strong business case for investing in drone technology meets four criteria. First, it outlines how this technology supports your business's goals and strategy. For example, if your company is looking to improve asset uptime or performance, your business case must show how drones improve upon that. Part of the prep work involves getting to the bottom of what drives value, and then quantifying those values and connecting them to the benefits drones bring. For example, most business cases determine the time-phased net cash flow impact, the ROI, and the payback period of using drones and the data they capture to lower the cost of inspections and improve asset utilization.

Restated, your business plan needs to prescribe a clear plan **for achieving positive ROI.** Calculations need to be clearly visible in a spreadsheet where stakeholders can add to or even challenge assumptions. To offset challenges, you will need to validate and benchmark current costs. This data comes from actual inspection work orders, invoices, internal pay scales, etc. Additionally, you will need to state the ROI in your company's terms. For example, if your company evaluates capital budgeting by internal rate of return (IRR), you will need to state it that way. **Generally** speaking, the higher a project's internal rate of return, the more desirable it is to undertake.

SECOND.

a strong business case frames resourcing needs.

Resourcing needs vary by industry or company, but typical roles that apply in most cases where drones are added to or supplant existing processes include the following:

- UAS / drone pilots
- Training specialists
- Data service subject matter experts
- Data services scientists
- Data services analysts
- Account manager / project manager
- Consulting services / subject matter experts

THIRD.

your business case contains a risk assessment that summarizes how significant risks and opportunities will be managed. The risks should include those that could arise from your organization's ability to drive and deliver change, and your assessment should answer questions like:

- What risks are involved with using / not using drones?
- What are the consequences of a risk happening?
- What plans are in place to deal with the risks?

...if your company is looking to improve asset uptime or performance, your business case must show how drones improve upon that.

SAMPLE BUSINESS CASE EXECUTIVE SUMMARY

This study recommends consolidating the current unmanned aircraft program organization from multiple teams within the company to one team dedicated to the safe, reliable, and cost-effective operation of unmanned aerial systems across the company.

This team would manage all UAS flights, equipment, data, planning, scheduling, and logistics and would consist of 15-25 pilots, one specialist, one supervisor, and one manager.

You may even consider including a risk log. A few key risks to consider:

RISKS	DOWNSIDE	MITIGATING STRATEGIES	BENEFITS
Delays or failure in "passing" R&D or pilot program	Sunk cost and time	Execute well-tested applications or close derivatives thereof; work with an experienced vendor	Costs associated with hardware and software development in drone-based sensing can be much less than other sensing methods, such as IoT or satellite
Drone hardware failure causing a crash	Damage to property and assets; injury	Follow strict flight safety procedures; manage inventory and perform routine maintenance	Compared to manned aircraft or climbs by workers, the likelihood and extent of damage or injury caused by drone failure is orders of magnitude less
Data breach; systems vulnerability	Theft or loss of data; systems disruption	Follow strict data security protocols and processes; modify firmware to create "air gap"	In the strictest environments, drone hardware and software can be modified to establish an "air gap" between the platform and the internet

Fourth, a strong business case includes a description of and a plan for what processes and workflows might change.

As a relatively new technology, drones require some unique considerations. Not all companies adopt new technology without friction or resistance, so your business plan should include a change management approach that ensures changes are implemented smoothly and successfully.

The team would be directed centrally and have dottedline oversight from aviation operations. It would also be responsible for outsourcing work to third-party operators as needed to reduce current inspection costs, increase fidelity of information, and decrease the risk associated with current inspection techniques.

This program could be initiated immediately and take less than one year to implement and drive an estimated value of between \$2.5 and \$2.8 million, with the potential to expand to \$8.5 million over the next five years.

This study has not factored in future technology or regulatory advancement to minimize downside risk.

Business Case Template

YOUR BUSINESS CASE SHOULD INCLUDE THESE SECTIONS:

- 1. **Executive Summary**
- 2. Problem
- 3. Solution
- Objective, Goals, and KPIs 4.
- 5. Financial Analysis
- 6. Intangible Value
- 7. Governance
- 8. Recommendation



Your plan can be a document or presentation used in conjunction with a spreadsheet that contains the financial analysis. **Keep** in mind this is only a guide; your company may have its own template, and/or you may choose to reorder these to fit your audience.



1. EXECUTIVE SUMMARY

The executive summary is typically the first section of the business case and the last one you write. As a short high-level summary of the entire business case, it succinctly conveys vital information about the project and sums up the story for readers. Why should they care about the case's contents? What will be their key takeaways? Tell them what you're going to tell them.



2. PROBLEM

The purpose of this section is to **clearly introduce the business** case and project. It should briefly summarize challenges with the current situation—where the pain is and why it's there—to identify the opportunities.

Conduct a gap analysis by establishing criteria for an effective solution and then comparing the existing process/solution against the ideal solution, on said criteria. Your "gaps" are points at which the existing solution falls short of the ideal. (Use this opportunity to establish criteria that you'll use again when substantiating your final recommendation.)

CRITERIA	EXISTING	GAP	IDEAL
Safety	16 reportable incidents this year	-	"Effectively zero" risk of injury or death
Hourly cost of data collection	\$1,500	- \$1,400	\$100
Data-time-to-value (time-to-action)	3 days	69 hours	3 hours
Per-day-per-worker labor hours on routine inspection	3 hours	2.5 hours	0.5 hours
			PRECISIONIU

OBJECTIVES, **GOALS. AND KPIS**



Cost reduction



Process efficiency



Your problem statement is the premise to your argument for change. To strengthen that argument, report the "costs of the **status quo.**" (Use what you learned in your gap analysis.) For example:

- **a.** Human costs related to safety incidents
- **b.** Lost revenue resulting from suboptimal asset utilization and downtime
- c. The cost of catastrophic failure that could have been mitigated by preventative maintenance
- **d.** Delays in field operations related to overly-long data collection and analysis processes
- e. Waste associated with using labor for repetitive, low-value work

3. OBJECTIVES, GOALS, AND KPIS

This section explains the drone project's purpose, outcomes, and success measures. The business objective answers questions like, What are you trying to achieve? Why and how will the solution overcome the problem? How does the project support business strategies and goals? Topics to cover include:

- Cost reduction
- Process efficiency
- Improved data and inventory accuracy
- Safety

In fact, there are myriad levers for deriving value from a drone program. You can find an exhaustive list of value drivers in the Appendix (See Drone Program Value Drivers). Some of these value drivers offer direct benefits, which can be immediately realized by using drones to replace or augment existing data collection and processing systems. For example, **drones are less expensive** than manned aircraft. Also, drones enable field workers to observe hazardous areas from a remote location, reducing their overall hazardous manhours.

THE ECONOMICS **OF USING DRONES FOR BVLOS** INSPECTIONS

In this whitepaper, you can learn how to evaluate whether and where drone flights will help you increase resource efficiency and safety.



Other value drivers enable you to realize indirect benefits, or ways in which improvements in data breadth, depth, precision, and volume--facilitated by drone-based aerial intelligence--can be applied to drive business value. For example, asset condition data is the foundation of effective preventative maintenance; therefore, better data enables technicians to improve maintenance and reduce asset downtime.

For example, if you want to use drones for well pad inspections or storm damage assessments, then you'll want to describe how the process is improved from inspection to work order creation. This isn't just about time savings but also about the information fidelity and accuracy improvements that drones bring and how that supports company goals.

One word of caution: If you are proposing to outsource data services or analytics, be careful about how you describe their performance standard. Your vendor is your partner, and you don't want to trap them into a service level agreement that is impossible for them to attain.

The same is true for safety. Your business case should describe how drones contribute to your company's safety goals by reducing the risks of things like working at heights, coming into contact with electrical wires, and even helicopter crashes. For more on this, see our paper on The Economics of Using Drones for BVLOS Inspections.

This isn't just about time savings but also about the information fidelity and accuracy improvements that drones bring...

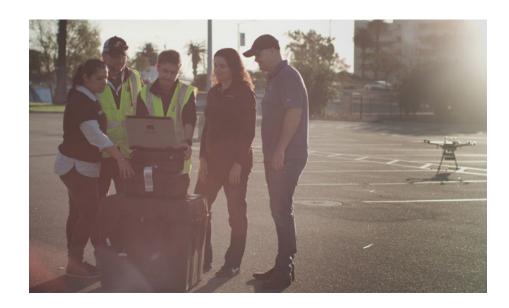
THE DRONE DATA **VALUE CHAIN**

Your data collection process is a value chain. Each professional, procedure, and tool that you incorporate into the process should add value to the final outcome.

Knowing this, PrecisionHawk has designed its solution to strengthen every step of the asset management cycle. From identifying sources of insight to processing, analyzing, and distributing information, PrecisionHawk's drone-based solution is purpose-built for the entire data lifecycle.

4. SOLUTION

Identify potential solutions to the problem and describe them in enough detail to **clarify their value.** For instance, if the business case and proposed solution uses 3D modeling for machine learning, artificial intelligence (AI), and change detection, then explain how that technology is used and the outcomes of using it. You may want to define technical terms in a glossary. Since most problems have multiple solutions, you may also include an option appraisal that explores multiple potential solutions and recommends the best option (see example in Build, Buy, or Both on page 17).



This section should also define the scope and benefits of the solution in terms of people, processes, and technologies. For example, if you are proposing drones be used for asset inspections in place of current manned aircraft or ground-based manual inspections, then describe the value in terms of how automation prevents manual data hand-offs and misidentifications. Talk about how integrated data sets can leverage better analytics and AI to uncover hidden savings.

Here's what the process looks like:



PrecisionHawk's industry experts help you determine your measurement objectives and flight plans to build a technology portfolio.



Credentialed drone operators— PrecisionHawk's, yours, or a third party's-use PrecisionFlight to execute flights tailored to a given inspection's specifications. They're assisted by project managers who guide planning and regulatory compliance.



Drone operators upload data into PrecisionAnalytics to apply machine vision and identify areas of concern. Data analysts validate the findings.

This section should include your proposed implementation schedule and a fairly detailed analysis of costs, which may include:

- Infrastructure to manage the end-to-end process
- Implementation service providers
- Training resources
- Moving people into new roles and/or hiring
- Technical service providers to maintain scale
- Data and data management providers

Also, as you are describing and quantifying the solution, describe it in terms of the drone data value chain, which includes data capture, processing, analysis, delivery, and usage. Each of these has a cost and benefit that should be quantified.

This section is also where you outline the risks that you uncovered in your risk assessment.

5. FINANCIAL ANALYSIS

A financial analysis should compare project costs against the forecasted benefits. It should ensure the project is affordable and consider every cost associated with the project. You are assessing value for the money invested as well as predicting cash flow and return on equity (ROE). For example, you may want to show how better asset utilization or increasing inventory turnover translates into higher sales numbers, which can result in higher total revenues. Assuming costs remain the same or decrease, higher revenues ultimately increase net income, which raises ROE. When you prepare the financial appraisal, seek advice on content and presentation from your company's finance team.



Various organizational stakeholders use PrecisionAnalytic's browser-based interfaces to view statistics and highresolution imagery annotated by issue type, severity, and other key parameters.



Field operators reference analysis outcomes in reports or other software, such as your asset management or enterprise resource planning system. (Our developers can assist your IT team in accessing a set of standard APIs.)



After maintenance action is taken, drone operators re-deploy drones to validate work performed and record data for historical reference.

At a minimum, include the following:



Dollar value of quantifiable benefits for each step in the data value chain



Dollar cost of achieving benefits: include a low, medium, and high estimate for each year

Consider also including these:

- Total impact on income—stated either in EBITDA or net earnings
- Impact on inventory turnover and return on equity
- Impact on cash flows—operating and total
- Financial value—discounted pre-tax income and/ or depreciation

6. INTANGIBLE VALUE

This section describes secondary benefits of the financial value. These can be quality improvements, robotics initiatives, aviation modernization, or even outcomes like improved competitiveness, improved customer service, and/or operational alignment to corporate strategy.

Consider covering these topics:

- Customer engagement (privacy, safety, security)
- A foundation for future innovation
- Regulatory compliance
- Standardization and automation for future scale and speed
- "Halo-effect" of the program (good PR or strengthened brand, improved safety, become more data driven, driving digital transformation, etc.)

7. GOVERNANCE

This section of the business case should define how you'll record and update the project governance board on project status and performance. If your organization does not use a structured project management process framework, use this section to define:

- Roles and responsibilities in the project (the project team and stakeholders)
- Any standards that the project will take into account
- Review points and how decisions are made
- **Progress reporting**

8. RECOMMENDATION

Here you articulate the preferred option, summarize its risks and costs, and justify the factors that recommend it. This section should be a short bottom-line summary of the financial analysis and the proposed implementation schedule. Be sure to include:

- Total investment (CAPEX, OPEX)
- Total benefits (income statement, balance sheet)
- Total financial returns (NPV, NPV of cash flows)
- Timeline for implementation (milestones, key activities, program duration)

Your data collection process is a value chain. Each professional, procedure, and tool that you incorporate into the process should add value to the final outcome.

Accurate, precise, and rich data improves the fidelity of data analysis and reporting.

This section should not only summarize these concrete measures, but also wrap up a persuasive argument for the drone-based **solution vs. the alternatives.** You should briefly revisit the criteria in the "Problem" section, and state, summarily, how a drone solution meets or exceeds those criteria. If you are using a service provider for all or part of the project, you should include the benefits of using their services.

For example:

- Relevant strategic consultancy: Reduces the financial, safety, and security risks associated with adopting new data technology
- Safe and compliant data collection: Reduces hazardous man hours for field staff and ensures field operations are compliant with complex and fluid regulations around airspace and unmanned commercial aircraft operations
- Scalable and secure data collection: Allows quick deployment of large-scale data collection initiatives, without the time, costs, and resources associated with insourcing
- Efficient data collection and analysis: Reduces the time, cost, and resources required to collect and analyze geospatial data
- Accurate, precise, and rich data and analysis: Improves the accuracy and fidelity of data analysis and reporting

This section also includes your implementation approach. **Outline** the plan with a brief timeline for project development and completion, including major milestones. For governance and progress tracking, describe who is responsible for managing the project and who is accountable for supporting it. Indicate how you'll measure and report progress.

Build, Buy, or Both?

As mentioned on page 12, most problems have multiple solutions and may often warrant an option appraisal. With drone investments, your options often fall into three categories:



BUILD:

Insource the data value chain



BUY:

Outsource the data value chain



вотн:

Use a combination of insourced and outsourced people, processes, and technology for various components of the value chain

It basically comes down to deciding who should collect data about your assets' health. That, of course, depends on your requirements, timeline, budget, and appetite for risk.



When you insource (build) your drone operations, you do it all. The main benefit of this approach is that you can cross-train existing staff. The staff that deploy ground teams or aerial lifts can opt for a drone when applicable. Also, you can capitalize some costs associated with program startup and maintenance (such as equipment costs). However, this method requires a greater up-front investment of your time, capital, and labor, and exposes your program to aerospace regulatory and safety risks. Not to mention, you'll need to stay apprised of changes in technology and regulations, and also apply for a regulation waiver if you want to deploy a drone solution at scale.



When you outsource (buy), a third party collects data and manages the drone deployment end-to-end. The benefits of this approach are that you can save on costs and resources required for drone operations, including staffing, training, equipment investment and management, and regulatory compliance. You also shield your business from the nominal risk of aircraft incidents and can scale to meet gradual increases or spikes in demand. A drawback of this approach is that your inspection operations are segmented from your maintenance operations. (For example, when maintainers fly, they can conduct immediate spot maintenance.) Also, your costs are entirely operational.



A hybrid strategy (both) involves establishing a staff of drone operators and augmenting that staff with third-party providers when needed. Typically, on-staff operators are allocated to high-value or complex inspection tasks, while outsourced flight operators are relegated to routine or one-off missions, such as emergency response or pre-operation / commissioning inspections. Using this strategy, you get many of the benefits of outsourcing and you can focus your staff on critical missions. However, the drawback is that your program will incur many of the same startup costs and labor—such as equipment procurement, regulatory filings, and program development—associated with fully insourcing drone operations. And though manageable, you'll need to coordinate missions between internal and external resources.

Table 1 is a simple example where two scenarios are compared with existing traditional inspection techniques. The green highlight indicates the lowest cost alternative, yellow the next most costly, and red the highest.

Each option will have a different scope, schedule, cost, quality, and set of resources and stakeholders, so it's best to use a uniform set of metrics for cost comparison and bottom-line value benefit across scenarios. For example, you could compare the costs of building your program to incorporate a set number of FTEs with one that optimizes your current program with existing FTEs against one that combines the two with existing FTEs and contractors. (FTE stands for "full-time equivalent.") It refers to the number of hours worked by a single employee in a week. Keep in mind for a business case you will need to factor for things like the annualized cost per FTE, the hourly rate of outsourced work, and the operational rate of internal work.

TABLE 1 - SCENARIO COMPARISON

ITEM TO INSPECT	INSPECTIONS PER YEAR	COST REDUCTION	COSTS PER INSPECTION (FTE DRONE PROGRAM)	COSTS PER INSPECTION (CONTRACTOR DRONE PROGRAM)	COSTS PER INSPECTION (TRADITIONAL)
Asset 1	25	69%	\$1,250	\$1,050	\$3,400
Asset 2	120	58%	\$2,250	\$1,430	\$3,400
Asset 3	100	-163%	\$158	\$140	\$60
Asset 4	24	93%	\$2,100	\$2,400	\$30,000
Asset 5	121	58%	\$2,900	\$1,430	\$3,400

How to Develop a **Business Case and Put** it to Work

In the sections above, we've provided a template and some best practices for your business case documents, presentations, and spreadsheets. In this section, we address the process of building your business case—where to start and how to develop it.

The basic steps are:

- 1. Build your team, including sponsor and stakeholders
- 2. Develop and evaluate your financial analysis
- 3. Communicate and socialize the business case vision across the organization
- 4. Implement by setting up the governance framework and working team meetings that will support the project through each stage



1. BUILD YOUR TEAM

Start by clearly identifying the sponsor. The sponsor (sometimes called project sponsor or senior responsible owner) is responsible to the business for the project's success. Among other things, the sponsor owns the business case, helps keep the project aligned with the organization's business strategy, governs project risks, and recommends opportunities to optimize cost/benefits. Consider the sponsor's motivations, subject matter expertise, and influence within the organization and how those characteristics might impact the persuasive power of your business case.

It is critical to include stakeholders outside your department or operations group for the detail. perspective, and buyin they can provide.

For example, your stakeholder landscape might look something like this:

STAKEHOLDER	MOTIVATIONS	SUBJECT MATTER EXPERTSE	INFLUENCE
Aviation	Preventing safety failures; reducing costs per hour/mile/ acre flown	Aerospace, aircraft hardware, remote sensing	Aerospace safety and standard operating procedures
Field Operations	Preventing downtime; delivering tools to their workforce; managing labor costs	Labor, tools, processes and procedures	Workforce management, tool adoption, field safety and standard operating procedures
ΙΤ	Move from IT efficiency to value creation; overcoming barriers to digital adoption	Digital transformation, systems integration, and IT financing	Technology adoption, process improvement

When selecting a stakeholder, think about your greatest obstacle to delivering a winning case. If it's integrating new technology with legacy systems, an IT sponsor might be powerful champion for drones. If you experience friction gaining adoption of new tools within your organization, an operations leader could strengthen a process mandate that incorporates aerial intelligence.

Once you've engaged a sponsor, you'll need to fill out your team with other stakeholders. It is critical to include stakeholders outside your department or operations group for the detail, perspective, and buy-in they can provide. This means engaging stakeholders from departments like accounting, purchasing, IT, maintenance, aviation, safety, and legal.

It's never too early to assess how your plan supports overall business strategy. While internal stakeholders can help, we recommend you also get advice from a consulting expert, such as an analyst or service provider that has experience with enterprise drone applications in your industry. Large drone service providers, in particular, cannot only guide you in what works and what doesn't, but also help you with cost and benefit inputs.



2. DEVELOP AND EVALUATE

You begin by conducting a comprehensive financial analysis. Create your spreadsheet model of the tangible benefits of the proposed drone program. This involves activities like validating valuations of costs and benefits, determining hurdle rates for investment, calculating the benefits realization timeline, and assessing and quantifying risks. As you progress, you will need to **find the best** ramp rate for the implementation, one that realistically allows for company-wide absorption of the changes.

While the project sponsor is responsible for writing and preparing the business case, key stakeholders should contribute to its development. This includes your drone and data service provider of choice. Likewise, subject matter experts from other functions finance, HR, IT, service delivery, and so on—can provide specialist information. What's more, those writing the business case should have a thorough understanding of the project's aims and be able to merge the varied and potentially complex plans into one document or presentation. Moreover, it should only contain enough **information to help decision making;** the document should be brief and convey only the essentials. Make it interesting, clear and concise, eliminate conjecture and minimize jargon, and describe your vision of the future. Be sure you demonstrate the project value and business benefits and keep the number of authors to a minimum to ensure consistent style and readability.



3. COMMUNICATE

Socializing the business case vision across the organization—up, down, left, and right—is also a must. Start with your manager, peer and subordinate groups first, then move up the executive ranks.

When communicating up, it's typically about the monetary value and key organizational strategies.

When communicating down, it's about the safety improvements drones provide and giving people the tools they need to be able to focus on the "higher value" work.

When communicating across (left and right), it's about facilitating **decision making**, and gaining consensus on the scope and timing of the project.

Here, you'll want to evaluate again the benefits and risks of the "build, buy, or both" options. This means actively seeking stakeholder thoughts and opinions, especially prior to making decisions that impact their work. You'll experience fewer surprises along with greater stakeholder engagement and productivity if you consistently encourage others to think and provide their input to help you and your team make the best decisions possible. Best practice is to ensure subsequent groups understand how others' input has changed the case. Make it a high priority to provide timely updates and celebrate milestones--especially when you receive approval for the financial investment.

Consider using rich media, <u>such as video</u>, to demonstrate the solution to stakeholders.



4. IMPLEMENT

In this phase, you first set up the governance framework and working team meetings that will support the project through each stage, taking into account the business case KPIs you established to evaluate program progress and performance. Usually the project manager communicates performance against KPIs by preparing and regularly updating a concise progress report.

The completed business case provides structure for the project throughout its lifecycle and should be referenced routinely. Accordingly, the project sponsor and project board should review and update the business case at key stages to confirm it remains viable and the reasons for support are still valid. Ideally, these reviews should take place before starting a new stage to avoid unnecessary investment in time and money.

Conclusion and Next Steps

We've defined what you need in an effective business case, recommended some best practices, and provided a template.

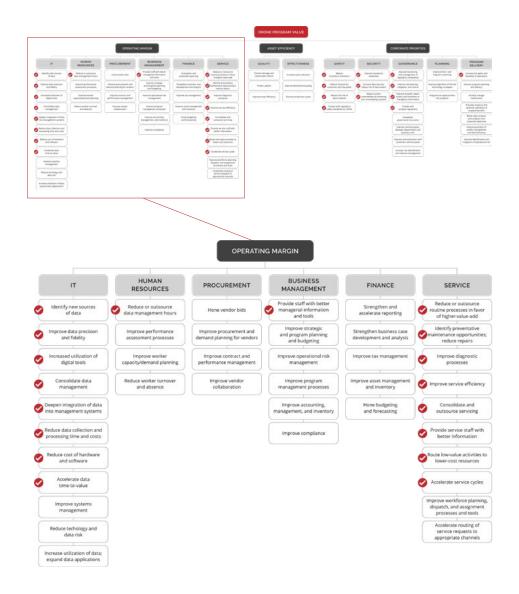
We've also addressed how you go about creating a business case and initiating the project's implementation. It makes sense, if you haven't done so already, to involve your drone data value chain provider and seek their input in building the business case.

Chances are good that your provider has witnessed and been involved in many different business cases and many different companies, and can provide seasoned perspectives, advice, and guidance. Ask them how they can help overcome the challenges associated with traditional routine inspection methods. **Ask them** about their drone-based distribution asset management **solutions.** It's best if that solution includes data collection. processing, and reporting in a streamlined platform. It's also best if the resulting reports can be referenced directly to resolve issues, or can be incorporated into asset management or enterprise resource systems to automatically prescribe action.

...involve your drone data value chain provider and seek their input in building the business case.

Drone Program Value Drivers

This diagram represents the most common ways in which businesses can derive value from their drone-based aerial intelligence programs.



VIEW THE FULL DIAGRAM •





Tools and Additional Resources

Economics of BVLOS Whitepaper

MunichRe Solar Pre-Loss

AkitaBox

Global Ag Research Firm

BASF Turf

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