

What to Expect from Drones in Operations Management

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“That’s interesting!” (2016)



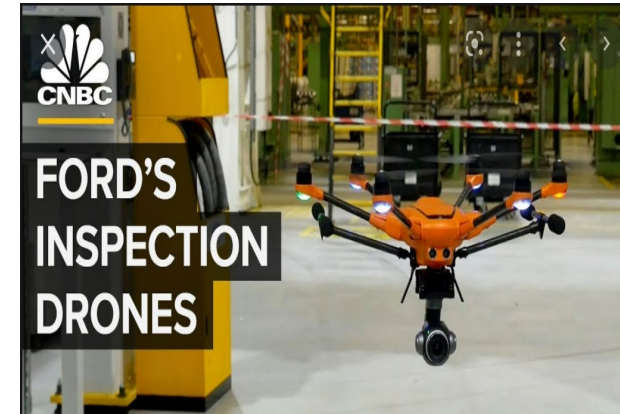
Credit: Airbus



Credit: ABB



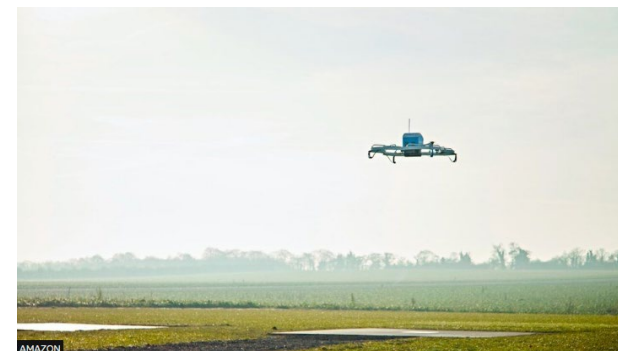
Credit: Audi



Credit: Ford/CNBC

Amazon makes first drone delivery

© 14 December 2016



Credit: BBC.com/Amazon

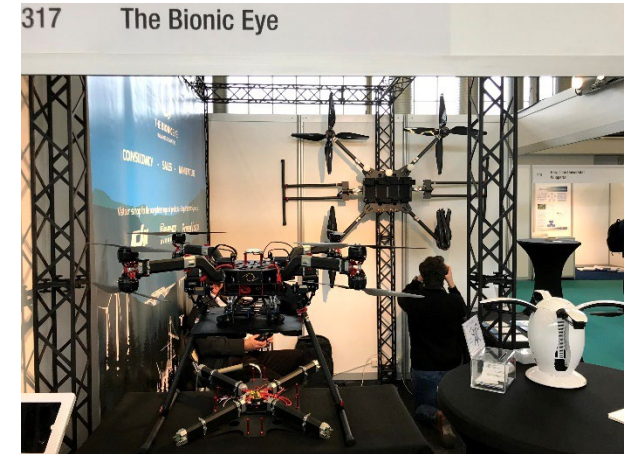
Plenty of reported **use cases** but very few scaled implementations: Why?

Research approach: Going to the field, but...

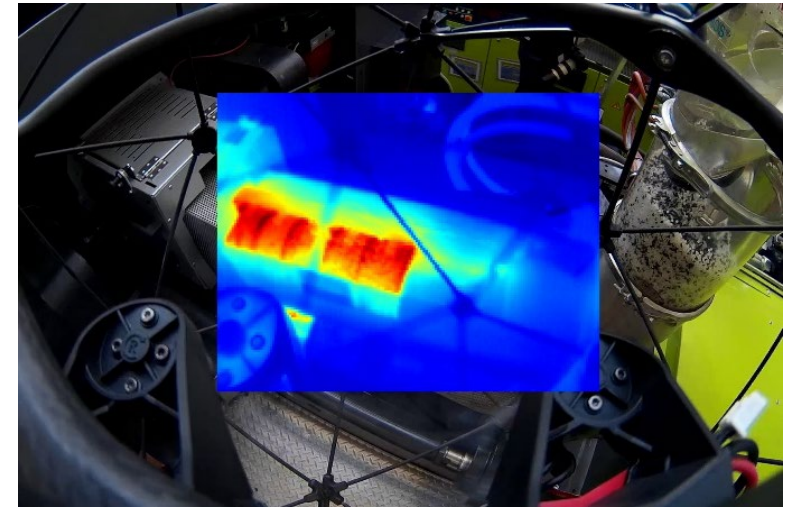
**Problem: How to study emerging technologies that are:
(1) **barely used**, (2) **subject to hype**, and (3) **fast-evolving**?**

Phase 1: Expert interviews and observations (2016-2018)

- 66 interviews
- 7 UAV shows and exhibition
 - Belgium
 - Switzerland
 - The Netherlands
 - United Kingdom



Phase 2: Field tests of Flyability drones at Geberit (2018-2019)



Use case: Thermal inspection of injection molding machines

[Video Link](#)

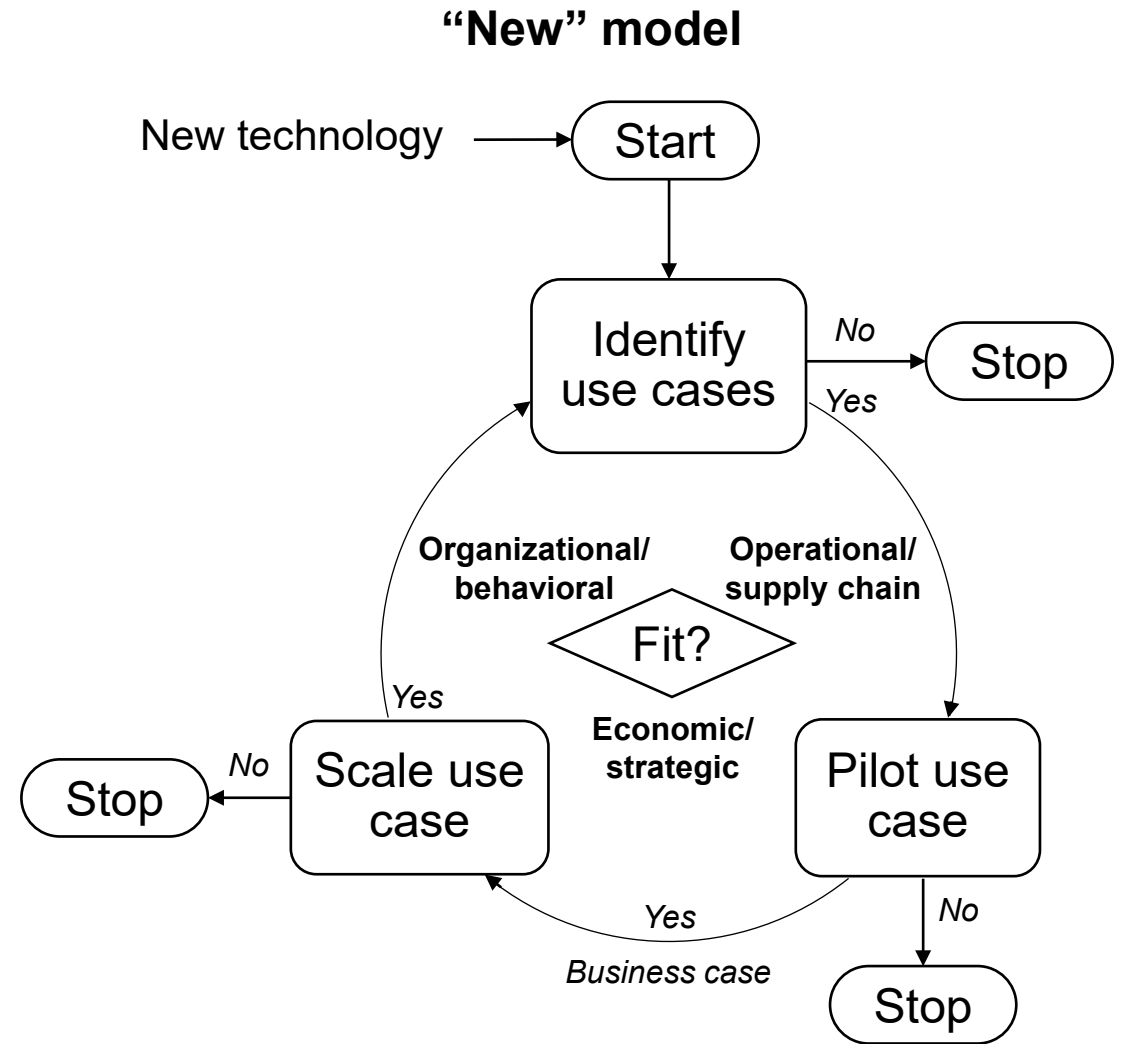
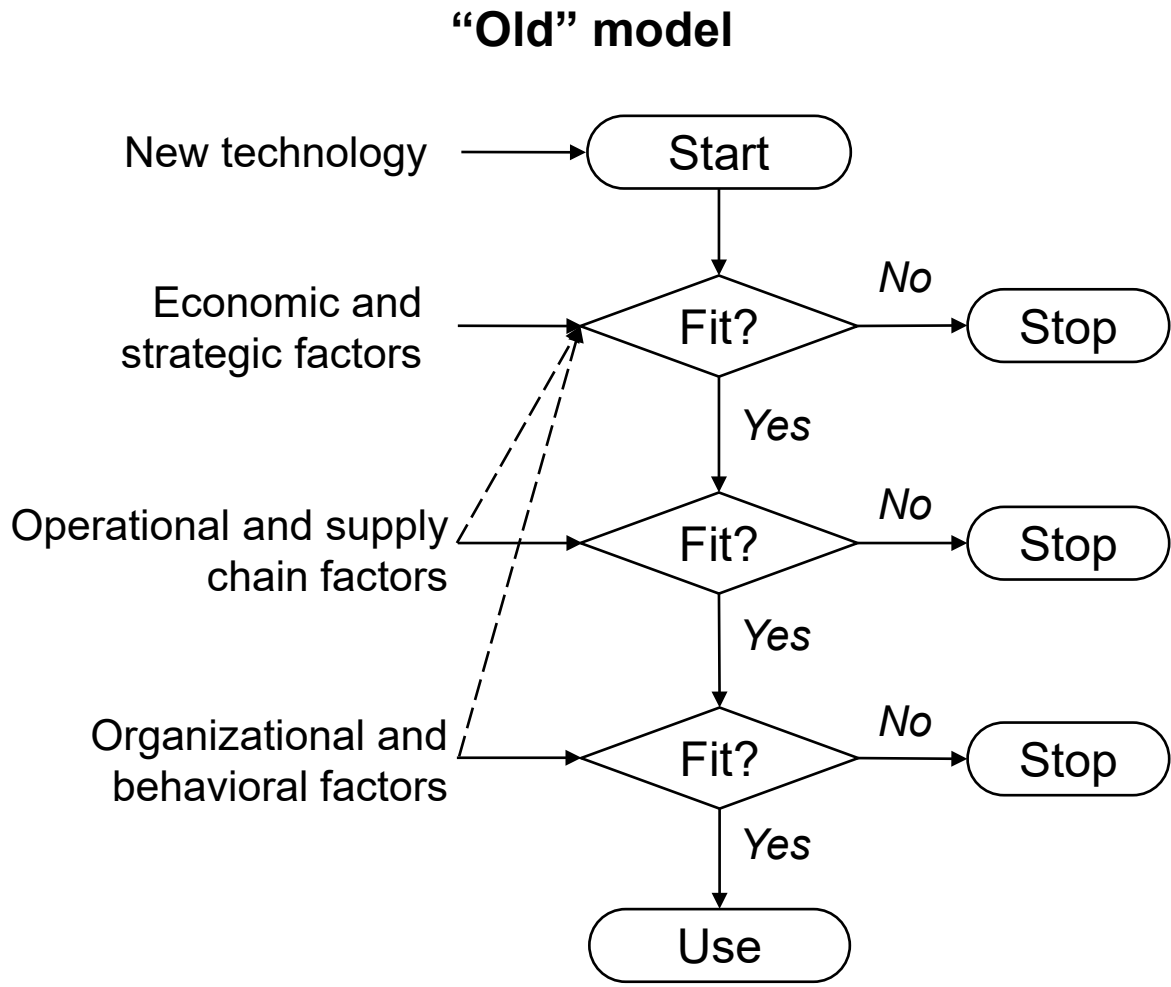
Phase 3: Case study of Verity drones in IKEA (2019-2021)



Photo credit: IKEA/Verity

Use case: Continuous inventory control/cycle counting

New technology adoption model for emerging technologies



Five key lessons

1. Create a **governance structure** for the exploration of emerging technologies.
2. Start with the **use case**, but keep a close eye on the **business case**.
3. Select **partners strategically**.
4. **Iterate** the use case until the business case evolves.
5. Take a **phased** approach to scaling.

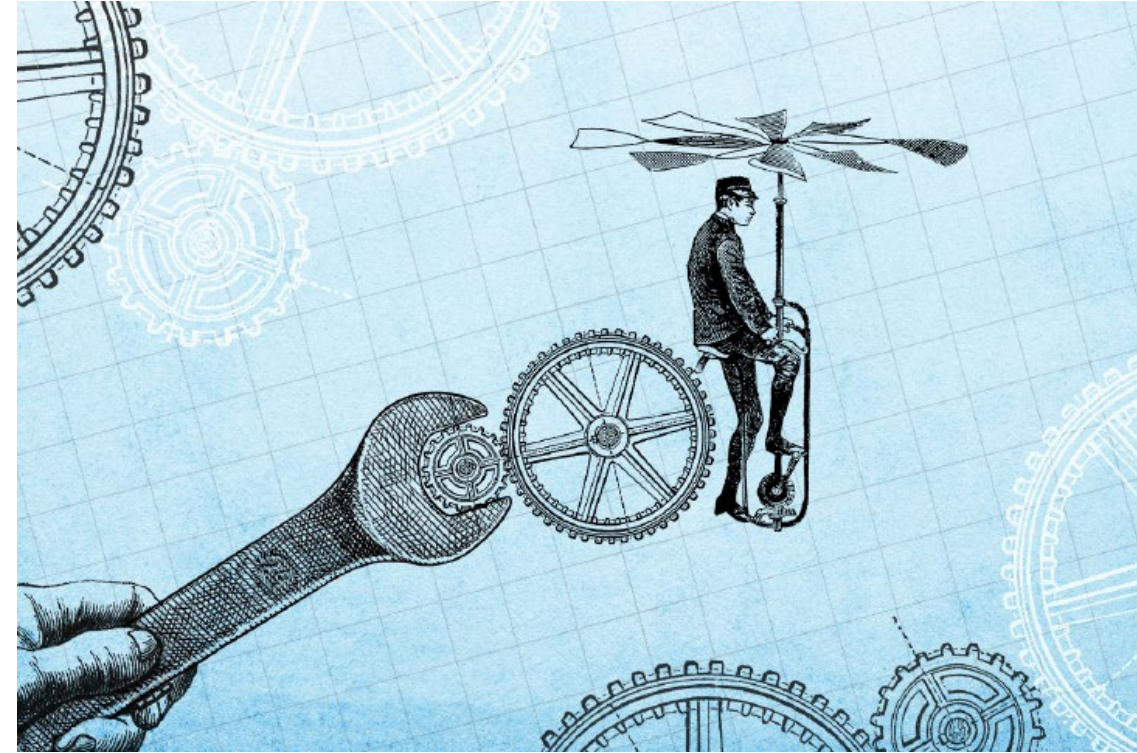


Photo credit: MIT Sloan Management Review

More information (Publications in Financial Times 50 Journals)

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(ABS 4*)

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Emerging technologies and the use case: A multi-year study of drone adoption

Omid Maghazei  Michael A. Lewis, Torbjørn H. Netland

[Link](#)

MIT Sloan
Management Review

A Better Way to Pilot Emerging Technologies

IKEA didn't give up on drones for inventory management after pilots fizzled — it came up with a better approach for testing new technologies.

[Link](#)

Thank you!

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