



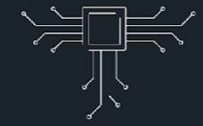
Leonardo Helicopters

Navigating AI A Pragmatic Approach to Innovation

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Paris

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Electronics



Helicopters



Aircraft



Cyber &
Security



Space



Aerostructures

Bonjour



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The Changing Landscape

“ *The world seemed easier to read a decade ago.* ”

- Clear industrial roles and markets
- Simmetric tactical scenarios
- Time to adapt at the changements
- Technology as a positive force



The Changing Landscape

“ *Labels and definitions seem less clear today.* ”

- Industrial role and markets are mixing together
- Complex, Digital, Asymmetric Tactical Scenario
- Time runs faster
- The Role of Technology under Scrutiny

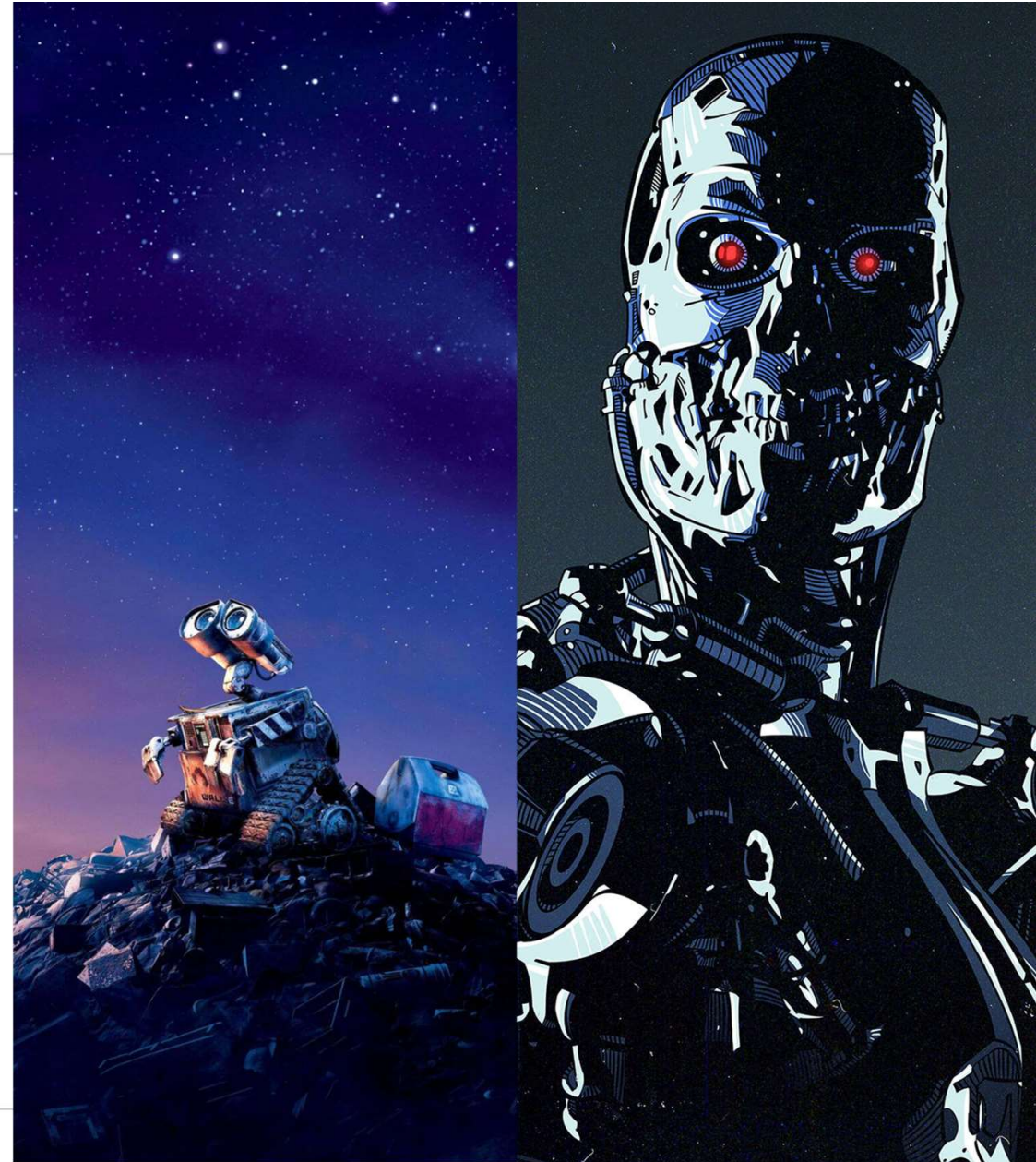


Technology's Dual Lecture

Technology is a double-edged sword.

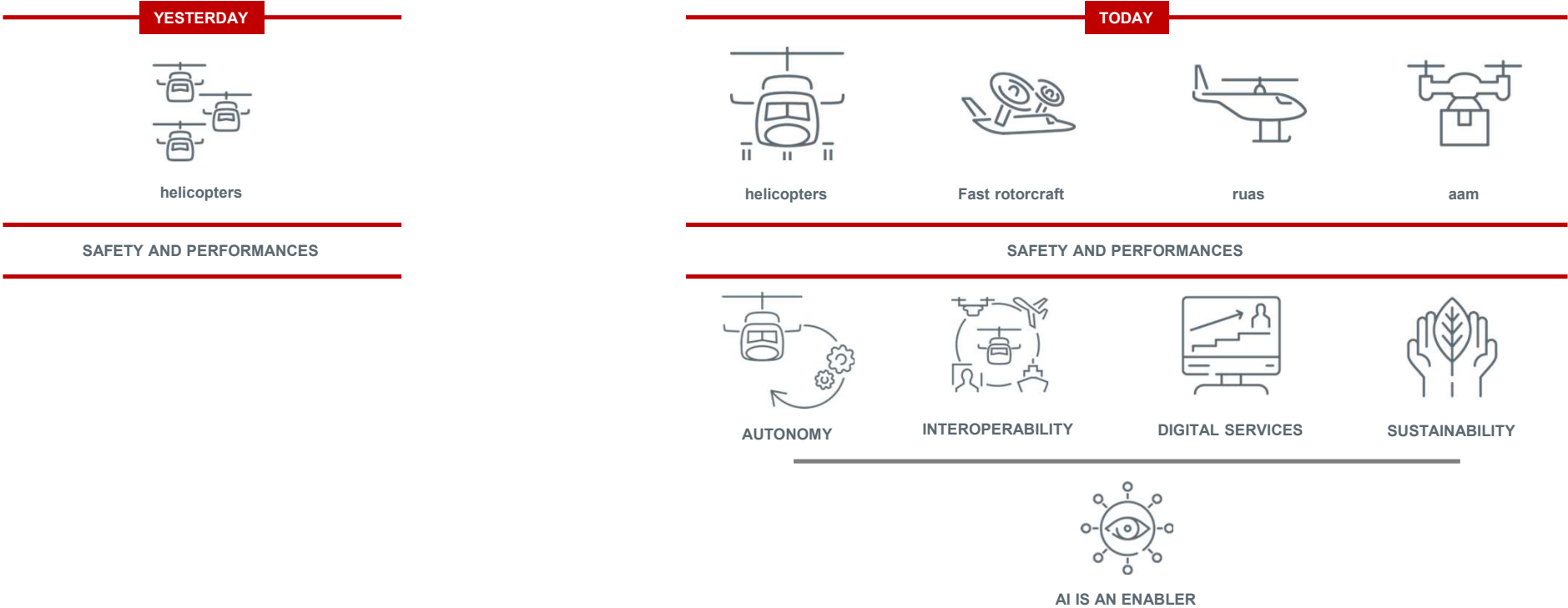
It solves global issues but can worsen others, connects us but impacts mental health, boosts collaboration yet poses security risks, drives economic growth but threatens democracy, and enhances user experience while enabling profiling.

“ *AI is at the center of the storm, and more than ever, a balanced, critical approach is essential.* ”



The Evolving Aerospace Market

In this evolving landscape, the demand is pushing the envelope, the aerospace industry isn't just about *transportation*—it's about redefining *air mobility* for a *sustainable* and *interconnected* future.



Pragmatic Innovation

To address the challenges of rapid technological acceleration, we need innovation that avoids chasing trends — *a truly pragmatic approach to progress*:

- Built on Capital
- Product and Safety-Focused
- Driven by Medium and Long-Term Partnerships

This pragmatic innovation enables us to meet today’s demands while preparing for tomorrow’s opportunities.

pragmatic innovation	invesments	product driven	partnership	
	<i>HPC</i> <i>Innovation Labs</i> <i>Recruitment Plan</i> <i>Funding opportunities</i>	<i>Test on product</i> <i>PoC with supplier</i> <i>Partecipation MUSHER</i>	Research Framework Co-funded PoC Open Innovation	Leonardo Approach



What we achieved

Product Oriented



VISUAL AWARENESS
autonomy



MUSER
interoperability



ATR
autonomy



STRESS MONITORING
safety



LOGISTIC CONNECTION
autonomy

Service Oriented



DST
digital services



BOTS
digital services



RECENT ACHIEVEMENTS

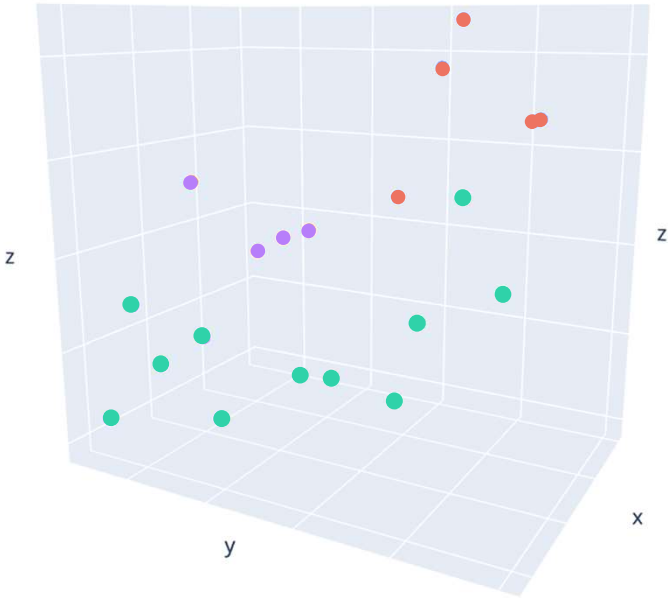


HOW WE STARTED

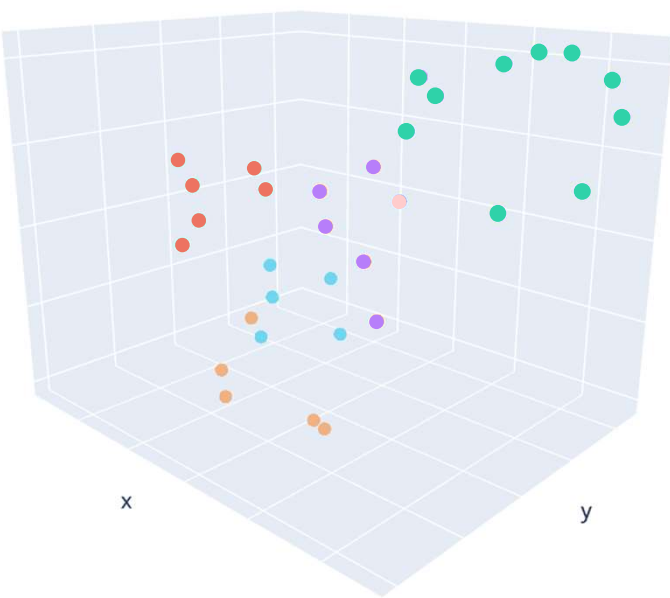


The Evolution

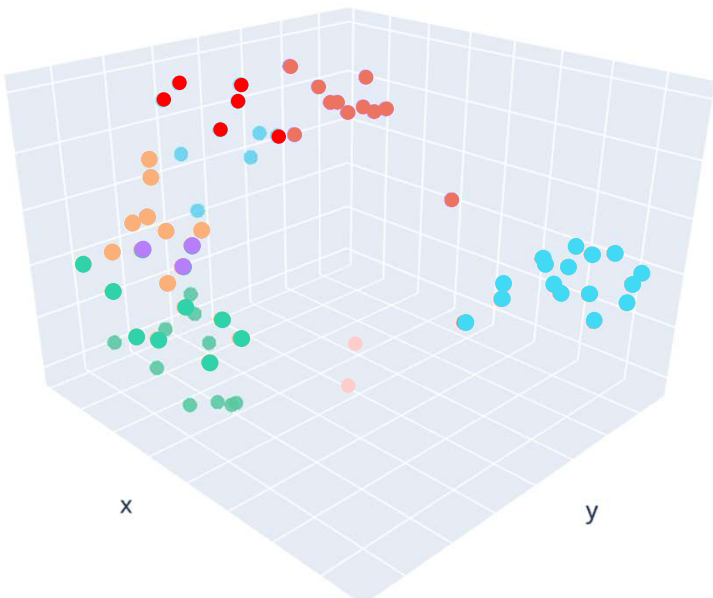
Project 2023



Project 2024



Proposal 2024



● AI for Autonomy ● Advanced HMI ● Policy ● Virtual Sensors ● BarnOwl Based Virtual Sensors ● Digital Services ● Gen-AI

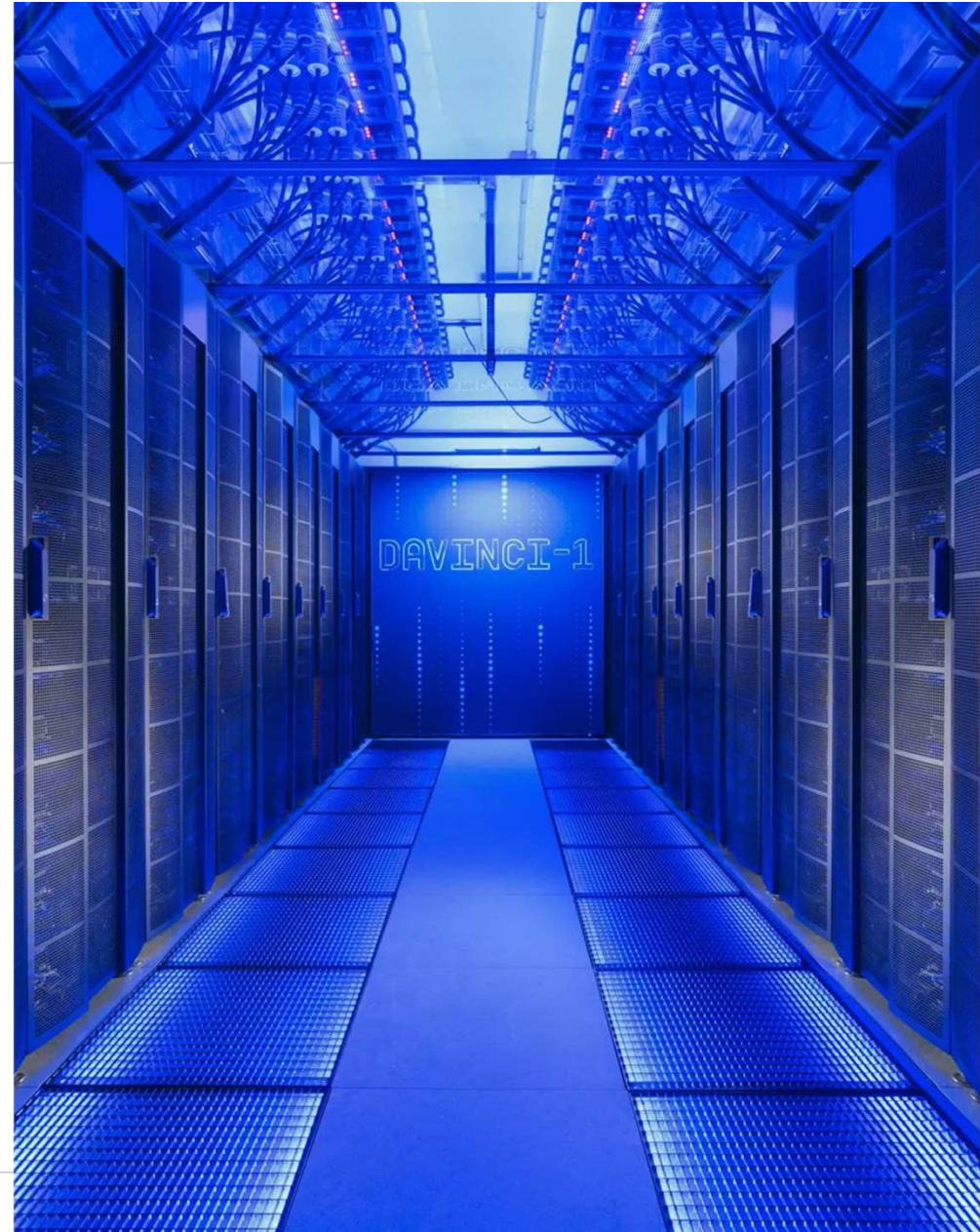


What we learnt

After years of experimentation—try, fail, learn—we realized that we have followed the same path as other industries in their AI-driven digital transformation. From building datacenters and defining data policies to hiring data scientists, upskilling teams, breaking silos, developing models, creating products, and extracting value.

This journey can be summarized in three key phases:

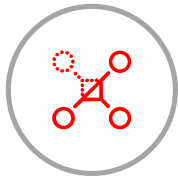
- **Data Dawn** – Laying the foundation with infrastructure, policies, and expertise.
- **Product Pivot** – Moving from experimentation to AI-powered products.
- **Adoption Acceleration** – Scaling and integrating AI for real business impact.



Data Dawn

Timeline: 2005 – 2015 (Europe)

Data is the new oil, and so we need to extract it, wherever it is, destroying silos and building a data governance



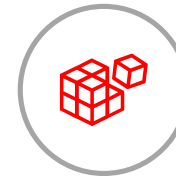
Focus on building data pipelines and establishing robust data centers.

Where are the data?
Does data have value?



Massive investments in IT, TLC and digital infrastructure

Where we can store the data?



It's all about gathering, storing, and securing data.

How we can share data in the company?



Product Pivot *Timeline: 2015 – 2022*

The realization emerged that success wasn't just about models—it was about turning those models into real products that add business value.



building models focused on performances

How we can extract value from data?



focus on the models linked to a business need

How we can extract value from data?



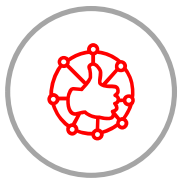
turning bunch of models into a product

How we can extract value from data?



Adoption Acceleration *Timeline: 2022 – Today*

Today, having the right data and products is not enough. The key challenge is adoption—ensuring that innovation is embraced by users.



Integrate products in the existing workflow

How we can extract value from data?



Monitor the usage and evaluate KPIs

How we can extract value from data?



Measure the value of the product usage

How we can extract value from data?



Ingredients to succeed

- **Know Your Enemy** – How well do you really understand your organization? Identify strengths, gaps, and resistance points.
- **All Aboard** – Engage key functions: operations, management, IT... Did you leave anyone out? Ignoring internal challenges won't pay off in the long run.
- **Know Your Data** – What can be shared? What must remain internal? Defining data boundaries is the first step.
- **Pole Vaulting, Not High Jump** – Selling your idea is crucial, but don't set the bar too high—it can backfire.
- **Innovation ≠ Just for Fun** – Innovation is tough. Often, no existing processes support it. Focus on meaningful changes that reshape workflows.
- **You're Not Alone!** – Communicate progress, involve people, and share both successes and failures—they define your accountability.
- **Process First** – Build AI products that integrate into existing workflows and genuinely support the business.
- **Measure, Measure, Measure** – If you can't measure it, it's just an opinion. Track adoption, process impact, and tangible results.
- **Never Stop** – Keep innovating. Design scalable, adaptable solutions to stay ahead. 🚀



Au revoir



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