



EXECUTIVE BRIEF

Navigating GenAI and Advanced Technologies for Long-Term Value Creation

Moderated by James Droskoski, Chief Revenue Officer, Astris AI, a Lockheed Martin Company

Growth Innovation Leadership Council Partners recently participated in a strategic brainstorming session on scaling secure, enterprise-grade AI to drive measurable business impact. AI expert James Droskoski shared his informed perspective as he discussed how organizations can move beyond experimentation to operationalize AI responsibly - aligning use cases to strategic priorities, governance requirements, and workforce transformation. He presented practical decision frameworks for turning AI ambition into sustained value creation.

Key Brainstorm Challenges

- **Prioritizing the right AI use cases to deliver measurable impact**
- **Balancing innovation speed with governance, security, and risk management**
- **Driving enterprise adoption by aligning people, process, and technology**

After brief introductions, James Droskoski opened the virtual event by asking members about their GenAI projects and experiences. In response, one member commented that they were identifying where AI would add the most value and bring real ROI. Another shared that his enterprise was viewing AI through a marketing lens - using forecasting models to pinpoint opportunities for cost savings and reducing cycle times. James shared that one of his key responsibilities at Lockheed Martin/Astris AI was identifying where Gen AI worked best and then scaling it across the enterprise. As the enterprise deals with classified information, they built their own internal platform. AI processes are on premises and secured through internal controls.

As discussed, GenAI is just one component of a larger, integrated network. It is important to understand how large language models (LLMs) work and to prevent them from making unwanted, autonomous decisions. Due to relatively recent advancements, GenAI can now unlock machine learning intelligence through natural language and interface with broader systems to engage in deep learning, a subset of machine learning. Deep learning powers AI tools like chatbots.

Lockheed Martin is leveraging AI for knowledge agents for security, sales, engineering and customer service and supply chain operations. They are using AI tools to reduce false alarms and speed up processes. Some of their AI applications are deployed in real time. As discussed, there are different levels of AI agents. Level 1 is a typical chatbot. Level 2 means the chatbot can take action. Level 3 starts getting into full autonomy – an intimidating concept.

Ensuring Enterprise Adoption

Enterprise change management, governance and employee training are integral to successful AI outcomes. James believes that offering AI tools that can be democratized and facilitating use and adoption across the organization are crucial for success. Employees should feel comfortable experimenting with AI capabilities and trust the responses and results they get.

Data security is paramount. The quality and quantity of data is critical and will affect how well AI will perform. Lockheed Martin uses GenAI to train generative learning models. The enterprise built a library of starter prompts and conducts hackathons and upskilling sessions on a regular basis.

Specific AI uses discussed included tracking tax code changes, reviewing contracts and other documents and implementing AI to identify supply chain issues or discrepancies. AI is deployed on the production line to find foreign objects or other issues. Lockheed also uses physical robotics to spot where parts might be missing or compromised. Leveraging AI in these ways has reduced error rates and speeded up processes.

James advised members to think of AI as a holistic capability with different toolsets. To truly drive transformation, members were advised to consider how to marry machine learning capabilities with physical processes, in contrast to only using AI tools for incremental improvements.

The 10-20-70 Rule

The 10-20-70 rule – and its impact on AI success – was discussed. In this rule, the “10” or 10% represents the models and the AI itself, the 20% refers to the technology and data (pipelines, platforms, etc.) and the 70% refers to people and processes, including change management, and AI training and workflows. The 70% component is almost always more important than the AI tool itself. If employees are not adopting and using AI capabilities, if they are not executing well, corporate AI strategies are likely to fail. Requiring employees to take courses and master AI capabilities was recommended as a means to help ensure AI adoption across the organization.

Final Key Takeaways Included:

- AI is two toolkits: ML optimizes what you do. GenAI transforms how you work
- Your role is not to build AI – it’s to ask the right questions
- Depth beats breadth: invest in 3-4 high-impact use cases
- Remember to follow the 10-20-70 rule
- AI failure is not the biggest risk – letting competitors get ahead is!