# allianceboard



# The state of AI in alliance management

November 2025

# Table of Contents

# Executive summary

Artificial intelligence is beginning to reshape the landscape of alliance management; not as a replacement for human expertise but as a tool to enhance decision-making, efficiency, and collaboration.

It is still early stages, but between February and October 2025, we observed an increase in both adoption and variety of AI uses, signaling the technology's increasing integration into the daily work of alliance professionals. Early use cases are primarily focused on administrative time savings, such as drafting communications, summarizing documents, and retrieving information.

While results are encouraging, data quality, reliability of outputs, and privacy concerns remain significant challenges.

Looking ahead, AI experimentation is on the agenda of more than half of respondents. The next frontier will be moving from experimentation to impact: integrating specialized, domain-specific AI tools into alliance workflows to unlock measurable business value.

**Most respondents are already experimenating with AI to simplify routine tasks.**

**Data privacy and access control remain key considerations in AI adoption plans.**

**A strategic approach to AI implementation is needed to develop a strong alliance management capability.**

Our report explores these themes in detail: how AI is being used today, its impact on efficiency, the challenges of adoption, and the considerations to making AI an enabler to smarter, more efficient and impactful alliance management.

We hope you benefit from these insights and invite you to contact us to explore further how allianceboard AI can be used to enhance your alliance management capability.

Warm regards,

*Louis Rinfret, PhD*
*Founder & CEO*
*Groupe Allianceboard, Inc.*

# Respondent demographics

**93** responded to our survey

**75** participated in our workshop
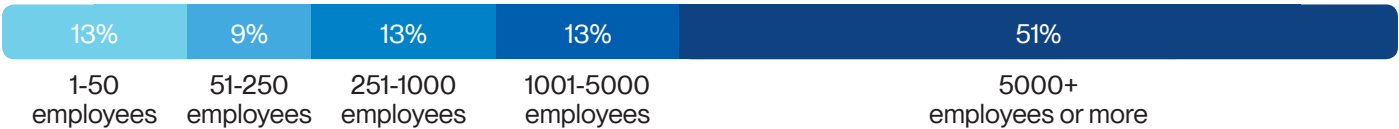
**12** took part in qualitative discussions

Our survey was conducted over a period of 8 months between February and September 2025 along with a workshop and a series of qualitative discussions. A total of 93 alliance management professionals completed the online survey, 75 participated in the workshop and a dozen took part in qualitative discussions. Figures below relate to survey respondents but are aligned with characteristics of our other respondents.



- 1%
- 11%
- 12%
- 76%

Life Sciences
Technology
Financial
Other
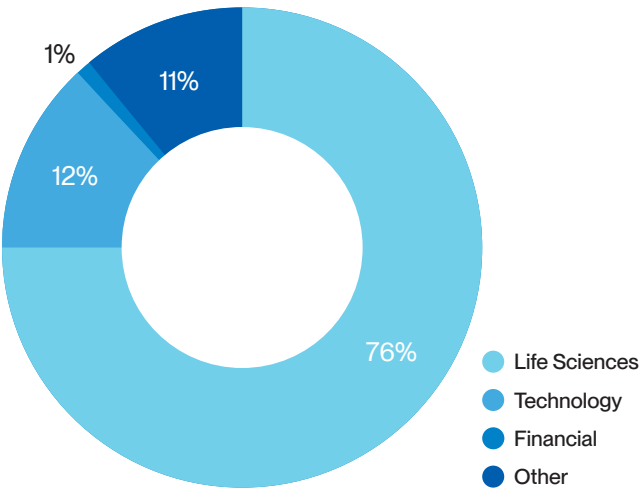
## 76% life sciences

Respondents are primarily from the life sciences sector with aproximately half working within relatively large (5000+ employees) organization and the remainder in Small and Medium Sized businesses.

## Company size

| 13% | 9% | 13% | 13% | 51% |
|---|---|---|---|---|
| 1-50 employees | 51-250 employees | 251-1000 employees | 1001-5000 employees | 5000+ employees or more |

## 56% senior leaders

Over half of respondents are executives or heads and 44% are individual alliance managers.

Respondents are predominantely from Europe and North America, although a few are from Asia, South America and the Middle East.



- 17%
- 44%
- 39%

Individual alliance manager
Head of a team
Executive
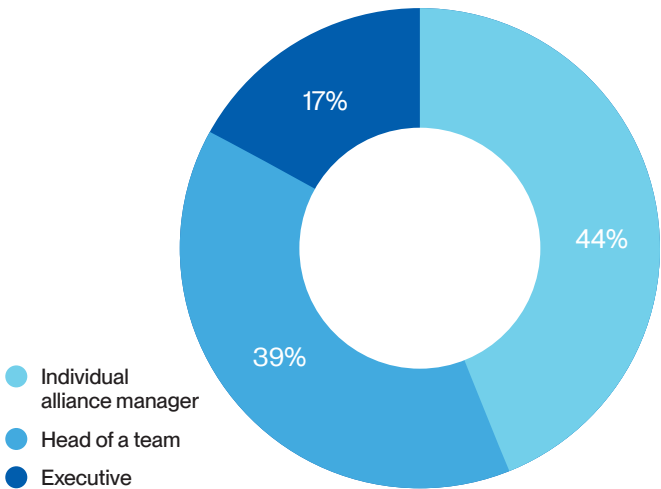
# Uses and impact

## Frequency of AI usage

Our data indicates that AI adoption is growing and that daily and weekly usage is becoming more and more common.

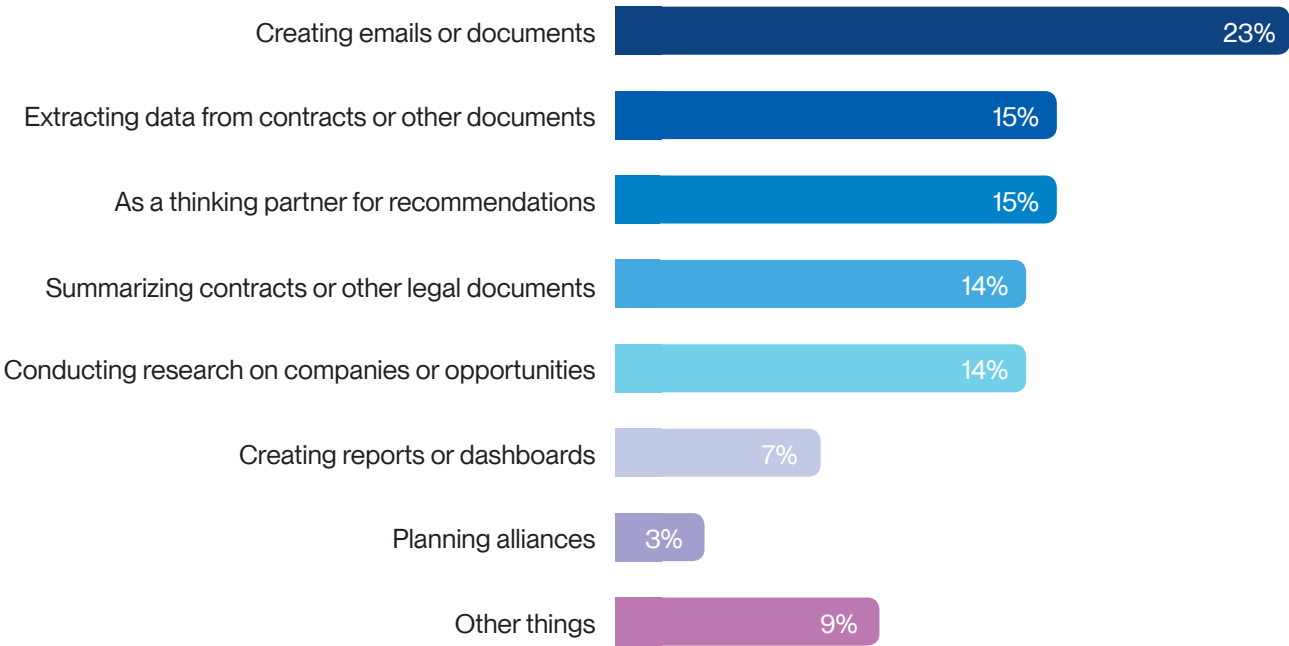| | |
|---|---|
| Daily | 38% |
| Weekly | 27% |
| Monthly | 12% |
| Very rarely | 13% |
| Never | 10% |
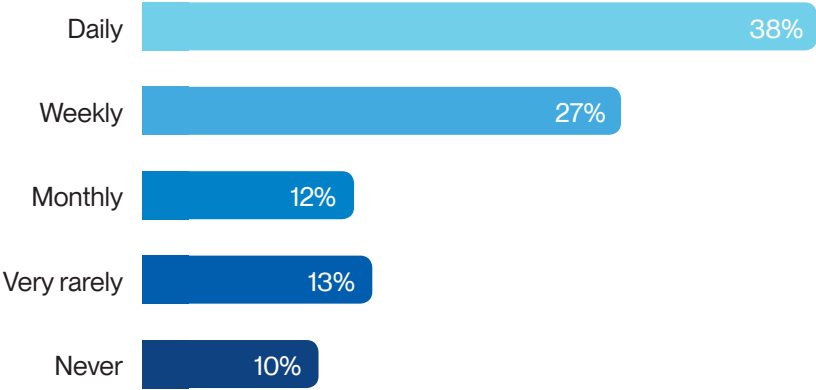
*AI usage is on the rise and currently focused on reducing administrative burden.*

## How AI is being used

Usage patterns reflect a focus on productivity and efficiency. Alliance professionals are primarily leveraging AI for tasks such as drafting communications, summarizing documents, retrieving information, and preparing reports.

These applications demonstrate AI's utility in reducing administrative burdens and freeing up time for higher-value strategic activities. However, more advanced applications such as predictive analytics, partner intelligence, or negotiation support are not yet common.

| | |
|---|---|
| Creating emails or documents | 23% |
| Extracting data from contracts or other documents | 15% |
| As a thinking partner for recommendations | 15% |
| Summarizing contracts or other legal documents | 14% |
| Conducting research on companies or opportunities | 14% |
| Creating reports or dashboards | 7% |
| Planning alliances | 3% |
| Other things | 9% |

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# Uses and impact

## Impact of AI on efficiency and effectiveness

The overall impact of AI remains moderate, reflecting the nascent state of adoption, the limitations of generic AI tools and the lack of robust alliance data in many instances. As domain-specific solutions mature and integrate with alliance workflows, we expect to see a shift from incremental time savings to substantial business impact, including improved partner outcomes and accelerated value creation.

**14%**

**20%**

**66%**

- ○ Significantly improved
- ○ Moderately improved
- ○ No noticeable impact
- ○ Moderately hindered
- ○ Significantly hindered
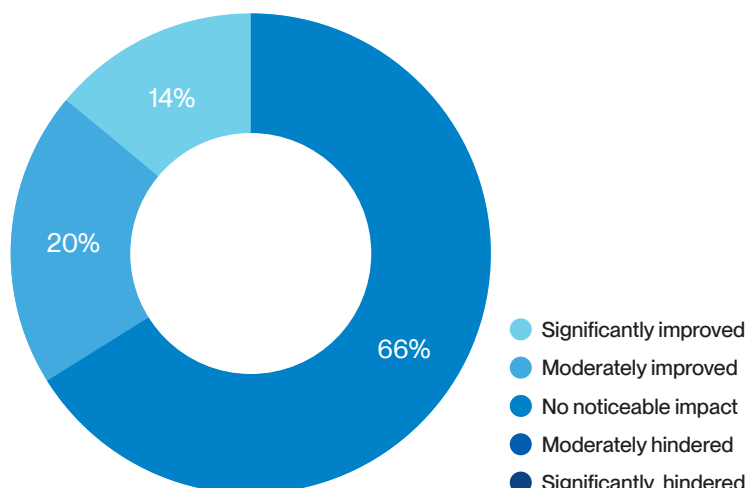
*Our results are consistent with current research, which indicates that most companies use AI with no significant bottom line impact (yet).*

**10%** **10%**

**20%** **24%**

**25%** **11%**
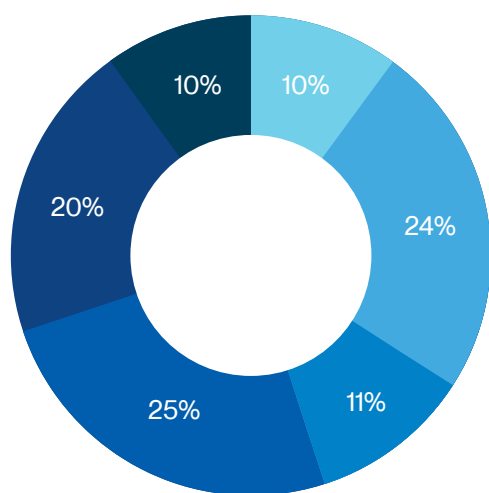
- ○ Lack of suitable AI tools
- ○ Integration complexities with existing data and systems
- ○ Access to relevant data to use with AI
- ○ Data privacy and security concerns
- ○ Not sure how to best use it
- ○ Not getting expected results from using it

## Current challenges

The most significant challenge is data privacy and security concerns, accounting for 25% of the responses. This is closely followed by integration complexities with existing data and systems at 24%, highlighting that many organizations struggle with aligning AI solutions with their current infrastructures. Uncertainty about how to best use AI also represents a substantial 20% share, reflecting a knowledge and skills gap in effective adoption.

Smaller yet notable barriers include access to relevant data (11%), lack of suitable AI tools (10%), and not achieving expected results from AI usage (10%). These figures suggest that while technical integration and data security are top concerns, there is also a critical need for better AI tools and improved outcomes to build confidence in adoption.
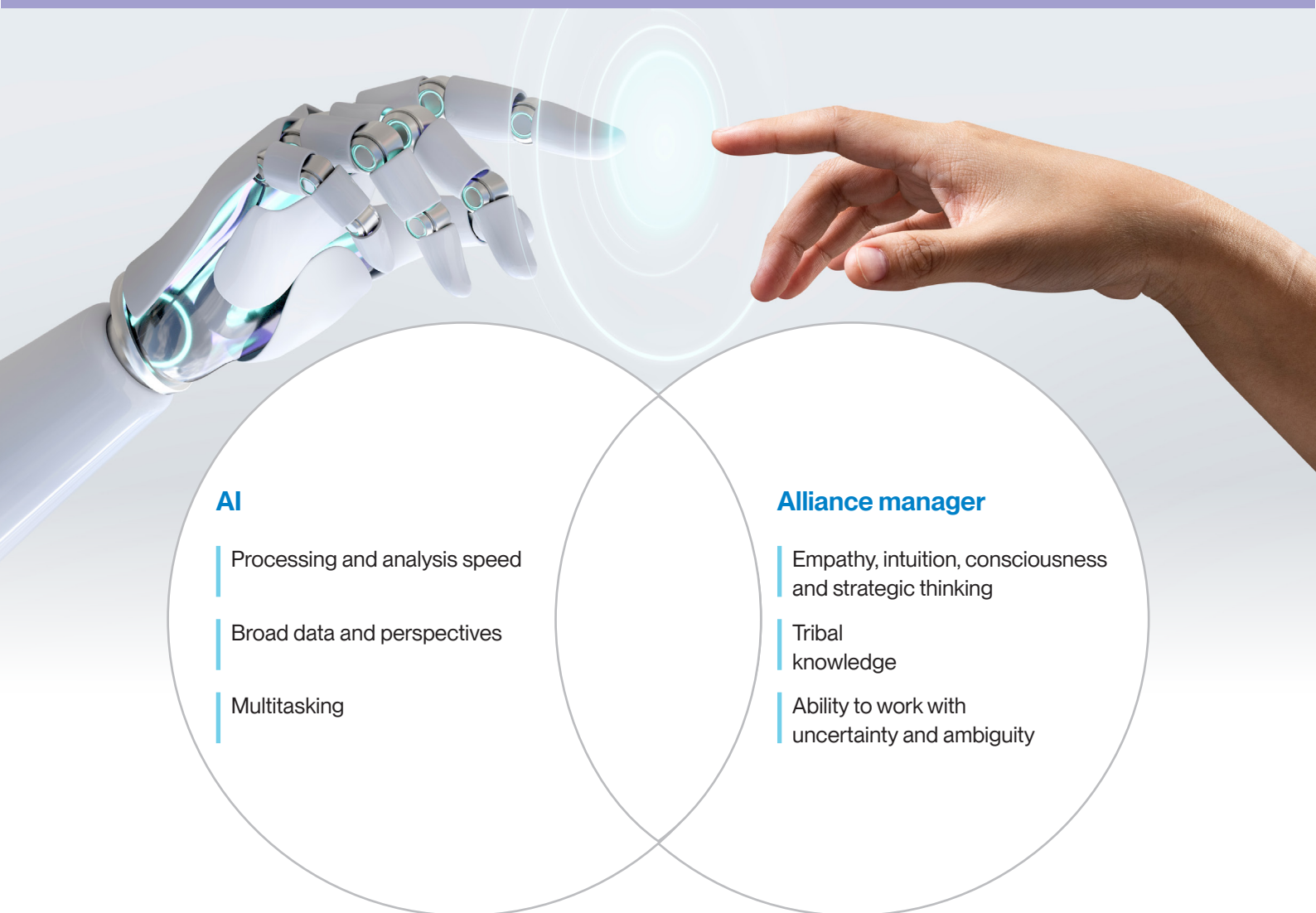
# Current challenges and plans

With the impressive strengths of AI, it is easy to forget its limitations, but they are real and must be considered when defining an AI adoption plan.

The work of alliance management is one that can be augmented rather than replaced by AI. This is due to the importance of understanding intricate organizational contexts and the need for qualities such as empathy, intuition, strategic thinking, access to uncodified knowledge and the ability to work with uncertainty and ambiguity. AI lacks these qualities and is unlikely to develop them in the near future.

## How AI complements alliance managers

### AI

Processing and analysis speed

Broad data and perspectives

Multitasking

### Alliance manager

Empathy, intuition, consciousness and strategic thinking

Tribal knowledge

Ability to work with uncertainty and ambiguity

# Charting your own course

## AI is a tool like its predecessor technologies

It can be used at an individual level, for example by using MS Copilot on your laptop to help with writing an email or at a team level, for example by having a team portal where information is stored and accessible via an AI tool for easier search, analysis and general assistance. In many cases within such scenarios, the type of AI used will be generic AI or AI that is trained for general purposes.

## Specialized tools

A purpose built solution can help achieve better results than a generic AI tool. For example, a tool trained to support specific tasks such as negotiations, contract analysis or other types of alliance management tasks can lend better results.

Ultimately a specialized platform integrating data, access control, smart workflows and specialized AI tailored for the specific tasks of alliance management can bring further benefits in terms of quality and reliability of data, the ability to control who should see what information, the automation of key workflows and the ease of production of reliable insights and recommendations.

## Types of AI uses in alliance management

| | | |
|---|---|---|
| **Team**<br>**shared work** | ***Collaboration & Knowledge acceleration***<br><br>○ Unify search / Q&A across info<br>○ Shared access to resources | ***AI-powered AM capability***<br><br>○ Smart workflows across stakeholders<br>○ Proactive intelligence at alliance and portfolio level |
| **Individual**<br>**solo use** | ***Personal productivity boost***<br><br>○ Speed drafting and summarization<br>○ Support research and prep work | ***AM Copilot***<br><br>○ Support complex tasks such as negotiation<br>○ Support compliance for the individual AM |
| | Generic AI<br>**broad purpose** | Specialized AI<br>**domain / role-specific** |

# Charting your own course

## There are both opportunities and challenges brought by AI

To get the most out of it we recommend taking a strategic perspective that will raise the efficiency and effectiveness of your alliance management function by developing an AI-powered capacity.

## Carefully select the tasks and workflows to be delegated to AI

Anchor your AI plans in business cases that use AI to delegate routine activities and allow AMs to focus on higher-order ones with better decision-making support. Ensure there is a human-in-the loop to evaluate before important actions are taken.

## Ensure you have consistent, access-controlled data

Your alliance data is the raw material for AI. Aim for it to be consistent, complete and access-controlled across your portfolio.
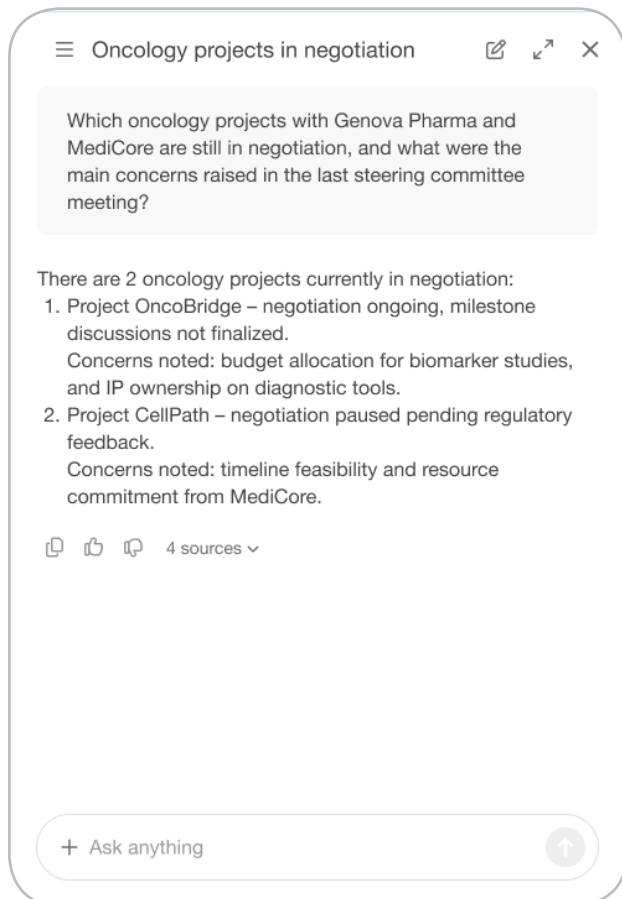
## Consider domain-specific AI

A solution tailored to alliance management work and to your organizational environment will raise your alliance team's influence and impact by providing accurate and efficient support to your AM team and stakeholders.

## Use AI to elevate your alliance management capability

AI can undoubtedly help with efficiency at the individual level, but its largest impact will be when it is used as a platform to empower partnering activities with consistent and specialized support across your portfolio.

# Experience allianceboard AI

**allianceboard AI is your purpose-built AI assistant designed to make alliance management smarter, more efficient and impactful while ensuring your data remains private and access controlled.**

Oncology projects in negotiation

Which oncology projects with Genova Pharma and MediCore are still in negotiation, and what were the main concerns raised in the last steering committee meeting?

There are 2 oncology projects currently in negotiation:
1. Project OncoBridge – negotiation ongoing, milestone discussions not finalized.
   Concerns noted: budget allocation for biomarker studies, and IP ownership on diagnostic tools.
2. Project CellPath – negotiation paused pending regulatory feedback.
   Concerns noted: timeline feasibility and resource commitment from MediCore.

4 sources

+ Ask anything

## Reduce manual data entry

Extract key terms and obligations from contracts directly into allianceboard fileds, reducing manual data entry and improving data quality.

## Find answers instantly

Ask questions in natural language and get precise, context-aware responses from contracts, emails, documents and data. No manual searching required.

## Data turn into insight effortlessly

Create and modify dashboards and reports by simply describing what you need, helping you uncover insights and make decisions faster.

## Define your AI assistant's access

Admin users can define the scope of data AI can access and by default, allianceboard AI enforces the access control that is already in place for your data.

## Contact us today for more information or to see a demo

www.allianceboard.com