



SUMMIT LONDON

The Future of Alliances Starts Here

30 Sep – 1 Oct 2026



Hear from 45+ Directors of Strategic Alliances, Partnerships, Ecosystems and Innovation
Two Dedicated Streams of Presentations to Tailor your Agenda

(Several events in 1: a full event for those interested cross-industry Alliance/Partnership Approaches, Partnerships Ecosystems and content for life sciences, manufacturing, energy and other industries)

Move freely between either stream during the course of the event

Valerie Arnaud, Head of Strategic Alliances, **Cognizant**
 Lomi Aschwanden, Principal Partner Manager, **Salesforce**
 Anna Benasco, Director Alliance & Integration Management
 Alexion, **AstraZeneca Rare Disease**
 Gavin Booth, Global AWS Practice Lead, **Endava**
 Matthew Brown, Senior Director, Alliance Management **GSK**
 Xavier Carruel, MD, CA-AM, Director Alliance Mgmt, **Servier**
 Elena Cavalli, CA-AM, CSAP, Head of Alliances, **Astellas**
 Michel de Baar, PhD, Former Executive Director, Business
 Development and Licensing Europe, **MSD**
 Ard-Pieter de Man, PhD, CSAP, CA-AM, Prof., **Vrije Universiteit**
 Delphine Demeestere, Director External Innovation, **Lonza**
 Alice Egorova, MD, CA-AM, Director Alliance Mgmt, **Servier**
 Ameriga Fanigliuolo, PhD, CA-AM, Director Global AM, **Sandoz**
 Benjamin Fischer, VP Global Alliance & Integration, **STADA**
 Federica Costanza Fontani, CA-AM, Director AM, **Chiesi Group**
 Nancy Griffin, CSAP, CA-AM, VP Alliance Management, **Valo**
 Catriona Hansbauer, CA-AM, Director, Technology Search &
 Evaluation, **AstraZeneca**
 Bo Skaaning Jensen, Senior Alliance Director, **Novo Nordisk**
 Julian Kawohl, Professor Strategic Management, **HTW Berlin**
 Katherine Kendrick, CSAP, CA-AM, Head of AM, **Jazz Pharma.**
 Thomas Kirste, Director Consulting, **Robert Bosch**
 Markus Kropf, CA-AM, VP, Head Global AM, **Merck KGaA**
 Eleftheria Ledaki, Director, Business Alliances, **BioNTech**
 Jesper Lykkesfeldt, Principal, Attorney-at-Law, **Lykkesfeldt**

Mark Maresch, Director, GenAI Alliances, **PwC**
 Anthony Marshall, Senior Partner and VP, Global Leader, **IBM**
 Institute for Business Value
 Maarit Merla, CEO, **Finnish Drug Discovery Center**
 Steven Roy, Senior Director – AM, **Jazz Pharmaceuticals**
 Bonnie Nozawa, Director, Alliance & Ecosystem Management,
Roche Diagnostics
 Daniel Reiser, Corporate IP Management, **Robert Bosch**
 Rada Rodriguez, Former CEO, **Signify GmbH**
 Jekaterina Rotbarte, CA-AM, Sr. Manager Alliance Mgmt, **STADA**
 Steven Roy, Senior Director – AM, **Jazz Pharmaceuticals**
 Kaushik Sengupta, Director, Alliance Management, **AstraZeneca**
 Satish Shenoy, SVP Global Partners and Alliances, **Smart**
Communications
 Dion Smith, Executive VP WW Partners & Ecosystem, **Siemens**
 Yolanda Stead, CA-AM, Head of Partnerships APAC, **Procore**
Technologies
 Sara Stevenson-Smith, CA-AM, Sr. Mgr. AM Europe, **Otsuka**
 Gordon Thompson, VP Corporate Dev & Partnerships, **E.ON**
 Lisa Topliss, Director Strategy and Operations, **Ricoh**
 Jan Twombly, CSAP, CA-AM, President, **The Rhythm of Business**
 Katie Whicher, Partnerships Co-lead, **Palantir**
 Derrick Geick, Executive Director Alliance Management, **Novartis**
 Brent Harvey, CA-AM, Executive Director – AM, **Lilly**
 Munmun Guha, CA-AM, Director International Partner
 Management, **Daiichi Sanyko**

Unique Features of this Event:

30 case study presentations from Alliance, Bus Dev and Partnerships
Departments (all in-house), **Practical Insights and Unbiased information**

45+ Heads of Alliances, Partnerships, Ecosystems and Business
Development

13+ different countries represented for a **truly global group** of
perspectives

10+ different industries represented including **pharma/life sciences**,
energy, **technology**, AI, construction, financial services, chemical,
manufacturing, engineering, consumer goods, etc. in two unique streams.

Emerging Trends: Agentic AI, Artificial Intelligence, Life Science
Ecosystems, Working with Search & Evaluation Functions, Alliance
Healthcheck, Digital Ecosystems, IP, Energy Industry, Alliances for Product
Development, External Innovation, Data-Driven AI, etc.

Alexion Alliance & Integration Management's Role in Integrations
Amazon Web Services Agentic AI – Powered by Consulting Partners
AstraZeneca Navigate Multicultural Dynamics in Global Collaboration
BioNTech From Collaboration to Acquisition: the Role of Alliance Mgmt
Chiesi Strategic Alliance Management Engagement in Due Diligence
Cognizant Alignment Between AM & Internal & External Stakeholders
Daiichi Sankyo, **Astellas**, **Otsuka** Value-Driven Alliance Management:
 Lessons from Japanese Pharma Across the Lifecycle
E.ON One Alliances for Rapid Product Development
GSK Looking East and Further Afield: How the Search for Innovation
 Continues to shape Alliance Management
IBM: How Thought Leadership Became a Strategic Alliance Engine
Jazz Pharmaceuticals Seeing Around Corners: A Practical Framework
 for Monitoring Your Alliance Partner's Financial Health
Lonza Use of External Innovation Departments & Tech Partnerships
Merck KGaA AM and Leading Without Authority
MSD, **GSK**, **AstraZeneca** The Intersection between Alliance
 Management (AM) and Search and Evaluation (S&E) Functions
Novartis Cross Contamination: AMs Role in Identifying, Mitigating
 and Managing the Risk
Palantir & PwC Partnership to Pipeline: Scale AI Alliances that Deliver
Procore Technologies New Era of Purpose-Led, Data-Driven Alliances
Ricoh From Bilateral Partnerships to Intelligent Ecosystems
Robert Bosch Future Readiness for Alliance Managers – How to Boost
 your Impact Internally & Externally, Driven by IP-Management
Roche When Pigs Fly, or rather, when Pandas Fall : a Field Guide for
 when Falling Pandas (Proverbially or Literally) Crash the Board Room
Salesforce How to Innovate in the Age of AI
Sandoz When Alliance Management Boosts Business Development
Servier Effective Management of KEY INFLECTION POINTS in a
 partnership with focus on Launch and eventual Termination
Siemens, **Signify**, **Stada**, **Jazz Pharma** What are the Key Partner
 Ecosystem Strategies & Operating Models that Lead to Growth
Siemens, **AWS**, **Smart Communications** The Impact of Data and
 Agentic AI on Ecosystems and Partnerships
Signify GmbH Role of Boards in Strategic Alliances
Smart Communications Your Partner Operating Model
STADA Commercial Partnerships that Actually Deliver
Valo, **Jazz Pharma** Alliance Manager Career Planning and Execution
VU Workshop: Digital Transformation of Alliance Management

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Day One: Wednesday, September 30, 2026		
08.30	Registration and Coffee	
09.00	Opening and Welcome Address from Nicole Boston, CAE, CA-AM, President, ASAP	
09.15	Role of Boards in Strategic Alliances - Long-term value vs. short-term pressure - Risk allocation and governance - Control vs. collaboration - Accountability when things go wrong Rada Rodriguez, Former CEO, Signify GmbH	The Evolution of Alliance Metrics: Building Intelligence into Alliance Management As alliances become more strategic and partner ecosystems more complex, the way performance is measured and communicated must evolve. Traditional KPIs alone no longer provide sufficient transparency into partnership health, risk, and momentum. Learn how alliance leaders are embedding intelligence into alliance management to generate actionable insight, improve alignment across stakeholders, and support better, timelier decisions and actions. The focus is on practical application: strengthening alliance management as a strategic capability in increasingly complex partner ecosystems Louis Rinfret, PhD, Founder & CEO, allianceboard
10.00	Value-Driven Alliance Management: Lessons from Japanese Pharma Across the Lifecycle - Defining value in alliance management and how it is measured across different stages of the lifecycle - The role of early alliance design (governance, decision-making, roles) in enabling long-term value delivery - How value evolves over time, including at key inflection points such as maturity and loss of exclusivity (LOE) - Common points of value erosion in alliances and how these may be mitigated - The role of governance, behaviours, and cross-company coordination in enabling or constraining outcomes - Perspectives on alliance management as a value-enabling function - Insights from operating across Japan, Europe and the US, and relevance to broader alliance models Elena Cavalli, CA-AM, CSAP, Head of Alliances, Astellas Sara Stevenson-Smith, CA-AM, Sr. Mgr. AM Europe, Otsuka Munmun Guha, CA-AM, Director Intl Partner Mgmt, Daiichi Sankyo Moderator: Nicole Boston, CAE, CA-AM, President, ASAP	Your Partner Operating Model: The Hidden Engine of Scale in the Age of AI Satish Shenoy, SVP Global Partners and Alliances, Smart Communications
10.45	Navigating Divergence: Leading Alliances Through Shifting Strategic Priorities Companies are reshaping portfolios faster than ever, and alliances feel the impact immediately. When one partner downgrades the strategic importance of an asset while the other still prioritizes it, consensus-driven, 50/50 partnerships can stall-triggering budget churn, delayed decisions, and operational fatigue. This session gives alliance leaders a concise, practical framework for steering partnerships through these moments of strategic divergence without destabilising the contract or the relationship. Participants will learn to: - Spot early signs of strategic drift - Use a Strategic Value Framework to reveal alignment and gaps - Protect operating teams from rework - Apply temporary economic and operational rebalancing while preserving the 50/50 model Jan Twombly, CSAP, CA-AM, President, The Rhythm of Business	How to Innovate in the Age of AI? - How to bring a product to market - Strategic planning: identifying the pain the product solves for as well as the target audience and defining segments and messaging as well as the go to market motions including Sales, Marketing and Product alignment - Discussion on the strategy to identify the right alliance and vendor partnership to accelerate product-market fit to selling and scaling - What's in it for both sides in a partnership? - Closing with lessons learned Lomi Aschwanden, Principal Partner Manager, Salesforce Brijesh Malkan, CEO, Singletrack
11.30	Morning Coffee and Networking	
12.00	The Intersection between Alliance Management (AM) and Search and Evaluation (S&E) Functions - The early alliance lifecycle stages: partner selection, business cases for potential collaborations, and knowledge acquisition - Alignment between the S&E and AM team: How AM re-evaluations existing alliances and whether they continue to meet objectives - Building on S&E Team's selection: how the AM team manages the ongoing AM relationship Matthew Brown, Senior Director, Alliance Management, GSK Michel de Baar, PhD, Former Executive Director, Business Development and Licensing Europe, MSD Catriona Hansbauer, CA-AM, Director, Technology Search & Evaluation, AstraZeneca Wanda Rutledge Gordon, PhD, MBA, RD, VP- Chief Alliance Officer, Lilly	Alignment Between Alliance Management and Internal & External Stakeholders The Alignment Challenge: <i>Synchronizing Internal Functions and External Partners for Value Realization</i> Valerie Arnaud, Former Head of Strategic Alliances, Cognizant
12.45	Cross Contamination: AMs Role in Identifying, Mitigating and Managing the Risk -What is cross contamination risk and what complexities does it bring to the organization and the AM role? -What are the main operational areas impacted by contamination risk? -How to identify, assess, and quantify/stratify contamination risk? -What risk mitigation strategies can be employed and what is AM's role in executing them? -How to keep the research and/or business flowing smoothly while managing contamination risks Derrick Geick, Executive Director Alliance Management, Novartis	

Exhibits Open

13.30	Lunch Break	
14.30	The Foundations for a Great Alliance are Laid Out during the Negotiations: <i>A cross functional perspective from Transactions, S&E, Legal and AM: through a Nordic Lens</i> Bo Skaaning Jensen, Corporate AM Director, Novo Nordisk Jesper Lykkesfeldt, Principal, Attorney-at-Law, Lykkesfeldt (moderator) Catriona Hansbauer, CA-AM, Director, Technology Search & Evaluation, AstraZeneca Anu Balendran, Head BD&L Transactions, Novartis Maarit Merla, CEO, Finnish Drug Discovery Center	From Partnership to Pipeline: Scaling AI Alliances that Deliver A candid discussion between PwC and Palantir alliance leaders on how to turn strategic partnerships into real commercial impact. Sharing practical lessons on building trust, shaping joint opportunities and scaling alliance led growth, with a focus on what works, what does not and how to accelerate outcomes. Mark Maresch, Director, GenAI Alliances, PwC Katie Whicher, Partnerships Co-lead, Palantir
15.15	Future Readiness for Alliance Managers – How to Boost your Impact Internally & Externally, Driven by IP-Management Future challenges and approaches for future readiness Cross-silo and cross-company collaboration as key enabler for resilience and future readiness NEVONEX – a successful example for IP-Management in a cross-company context Thomas Kirste, Director Consulting, Robert Bosch Daniel Reiser, Corporate IP Management, Robert Bosch Julian Kawohl, Professor Strategic Management, HTW Berlin	From Bilateral Partnerships to Intelligent Ecosystems Many strategic alliances fall short – not because the strategy is flawed, but because execution becomes fragmented across organisations. Drawing on real-world experience, this session explores how organisations can move beyond traditional one-to-one partnerships to build intelligent ecosystems that align market insight, complementary capabilities, and shared outcomes. Through a practical case study, it will demonstrate how effective ecosystem orchestration can strengthen market position and deliver greater value for customers and partners. Key takeaways: - Aligning stakeholders around a shared strategic outcome - Embedding market insight and shared value into partnerships - Scaling collaboration to deliver meaningful impact Lisa Topliss, Director Strategy and Operations, Ricoh Europe
16.00	From Collaboration to Acquisition: the Role of Alliance Management The role of Alliance Management in BioNTech spans beyond managing the alliance governance, contractual obligations and the stakeholder matrix. BioNTech AMs also negotiate all amendments and side letters to existing contracts as the BD lead for the collaboration. So not only AM skills are required, but BD negotiation skills when at the same time AM remains in the lead for managing expectations in the existing alliance. In this session we will focus on the AM leadership role in collaboration governance, in a split territory deal, how to negotiate while maintaining day to day work intact and how to work with other BNT AMs, Legal and IP for combination trials, as well as contributing to an acquisition. Join this session to learn Ways of Working in a multi-dimensional setting, achieving cross functional alignment and using your IP/ legal understanding to drive the collaboration forward with win-win solutions. Eleftheria Ledaki, Director, Business Alliances, BioNTech	The Use of External Innovation Departments & Technology Partnerships Innovation rarely fails for lack of ideas—it fails for lack of focus and openness. In this session, a CDMO perspective will be shared on overcoming the Not Invented Here syndrome, investing in the right partnerships, and leading with focus in a VUCA environment. Delphine Demeestere, Director External Innovation, Lonza
16.45	Afternoon Coffee and Networking	
17.15	When Pigs Fly, or rather, when Pandas Fall: a Field Guide for when Falling Pandas (Proverbially or Literally) Crash the Board Room - We've all been there: a high-stakes business venture, months of meticulous planning. You're about to hit "go," when a singular, unprecedented move upends everything: things get personal, hidden agendas come to light, or people do what people do best, and they change their minds - Going beyond the predictive modeling of classic Game Theory, Panda Theory is a grassroots (and unofficial) framework that empowers business leaders to capitalize on those moments of pure, unfettered shock - In this session, we'll walk you through real examples of when the best of the best mitigation plans failed – dissecting the leadup, the resolution, and most importantly, how the teams (to varying levels of success), navigated their Falling Pandas Bonnie Nozawa, Director, Alliance & Ecosystem Mgmt, Roche	Agentic AI – Powered by Consulting Partners Agentic AI – Powered by Consulting Partners Based on a case study from an early mover client, get on the inside about what it takes to build a path to business value with AI and how consulting partners are stepping in to support in a fast-moving partnership landscape. Over the next decade, AI-Enhanced industry business process management and BPO (Business Process Outsourcing) will emerge as the fastest-growing area for strategic alliances among consultants, outsourcers, systems integrators, and technology companies. The partnership landscape is more dynamic than it has been for the past 10 years, and we will unpack the underpinning levers, provoking a conversation about what it takes to succeed in the next 10 years: Trends: 1. Blurring Industry Boundaries, 2. Time to market expectations & role of Marketplaces & Squads, 3. AI shifting the cost model, 4. AI Value assetization: Internal vs external capability tradeoffs. Georgia Psyllidou, EMEA Head Business Consulting & Advisory Partners, AWS
18.00	Effective Management of KEY INFLECTION POINTS in a Partnership with Focus on Launch and eventual Termination This session will examine the critical considerations in transitioning alliances from R&D or early development into late development and the commercial phase. The emphasis will be on key processes/guidelines/best practices, cross-functional alignment internally/externally and optimizing time to market while mitigating risks. This session will also highlight the importance of preparing and executing termination of an alliance. Xavier Carruel, MD, CA-AM, Director Alliance Management, Servier Alice Egorova, MD, CA-AM, Director Alliance Management, Servier	Workshop: Digital Transformation of Alliance Mgmt Alliance managers make increasing use of digital tools like Large Language Models, AI agents, partner portals and specialized alliance software and platforms. The digital transformation of alliance management is in full swing. But in what way does this affect the job of alliance managers? In this session you will exchange knowledge and experience with your peers around questions like: - What is the impact of data-driven working on alliances? - Which parts of alliance mgmt can be replaced by AI agents? - How does this affect the daily work of alliance managers? - What are the dangers of relying on digital tools? - What new skills should alliance managers build up to stay relevant in a digital world? Ard-Pieter de Man, PhD, CSAP, CA-AM, Prof, Vrije Universiteit
18.45	Closing Remarks from the Chairs and End of Day 1, Reception in Piano Bar Kensington	

Day Two: Thursday, October 1, 2026

09.00

From Ad Hoc Collaboration to Ecosystem Catalyst: How Thought Leadership Became a Strategic Alliance Engine

This session shares the evolution of IBM Institute for Business Value's partnership model—from occasional, report based collaborations with academic institutions to a deliberate, strategy led ecosystem approach aligned with IBM's transformation under new leadership. As IBM's strategy shifted, IBV was asked to operate at the "tip of the spear," using thought leadership to initiate and deepen relationships with ecosystem and industry partners—often starting with no prior connection. Over the past 3.5 years, this approach has scaled from a handful of co authored studies to more than 65 joint and co branded research initiatives. These collaborations have created shared points of view, accelerated trust, and enabled deeper engagement at the C suite level through flagship events and marquee moments. The session offers practical insights on how research driven thought leadership can be used as a strategic tool to build alliances, activate ecosystems, and extend partner and enterprise brands simultaneously.

Anthony Marshall, Senior Partner and VP, Global Leader, **IBM Institute for Business Value**

Liam Cleaver, Senior Research Director, **IBM Institute for Business Value**

09.45

What are the Key Partner Ecosystem Strategies & Operating Models that Lead to Growth and Transformation?

- What are the best ways to build & scale partner ecosystems that drive transformation, growth, & market leadership
- What does it take to build high-performing sales, operations, marketing, & partner organizations (GTM strategies , etc.)
- What are the ecosystem relationship success factors for various industries
- Designing operating models and cultures in large companies

Dion Smith, Exec. VP WW Partners & Ecosystem, **Siemens**

Rada Rodriguez, Former CEO, **Signify GmbH**

Benjamin Fischer, VP Global Alliance & Integration

Management, **STADA**

Katherine Kendrick, CSAP, CA-AM, Executive Director, Head of Alliance Management, **Jazz Pharmaceuticals**

Looking East and Further Afield: How the Search for Innovation Continues to shape Alliance Management

- Deal making trends – the increased reliance on China to fuel R&D productivity
- The rise of China's biotech industry – where has it come from and where is it going?
- Case Study 1: China based Alliances & how to manage them
- The world beyond China – Other novel approaches to sourcing innovation
- Case Study 2: Not your usual M&A – how to integrate an early stage research group

Matthew Brown, Senior Director, Alliance Management, **GSK**

10.30

The Impact of Data and Agentic AI on Ecosystems and Partnerships

- The emerging roles of Agentic AI in your businesses
- Data based decision making

Satish Shenoy, SVP Global Partners and Alliances, **Smart Communications**

Dion Smith, Exec VP WW Partners & Ecosystem, **Siemens**

Gavin Booth, Global AWS Practice Lead, **Endava**

Alliance Management and Leading without Authority

Markus Kropf, CA-AM, VP, Head Global Alliance Management, **Merck KGaA**

11.15

Morning Coffee and Networking

11.45

Alliance Manager Career Planning and Execution

A diverse panel discussion focused on delivering all alliance managers thoughtful perspective and action steps based to determine their alliance manager or adjacent career pathway and how to approach taking next steps to achieving the career growth they are seeking. Panel representatives will cover the continued career AM, the administrative AM Dept. head role, contracting or consulting AMs, and AM adjacent careers all leveraging the strengths of our professional and individuality. Objectives of the panel: Expand awareness of options for AM career paths– identify skills and capabilities that AM Leaders are looking for in candidate's prior experience – Explore ways to gain breadth of experiences and skills (secondment, mentoring, education)

Katherine Kendrick, CSAP, CA-AM, Executive Director, Head of Alliance Management, **Jazz Pharmaceuticals**

Brent Harvey, CA-AM, Executive Director – Alliance Management, **Lilly**

Nancy Griffin, CSAP, CA-AM, VP Alliance Management, **Valo**

From Ambiguity to Acceleration: Commercial Partnership Models That Actually Deliver

While many pharma alliances focus on R&D, some of the toughest work happens in commercial partnerships for in-market assets. This session explores how to turn complex, multi-partner setups into focused, performance-driven collaborations that truly move the needle.

Through a concrete case study, we'll show how clear strategic choices, smart role design, and pragmatic operating routines can unlock each partner's strengths and maximize brand value. Attendees will leave with practical frameworks and do's and don'ts to structure commercial alliances that deliver scalable, repeatable impact.

Jekaterina Rotbarte, CA-AM, Senior Manager Global Alliance Management, **STADA**

Benjamin Fischer, VP Global Alliance & Integration Management, **STADA**

12.30

Inclusive Alliance Management : Navigating Multicultural Dynamics in a Global Collaboration Scenario

Collaborations span across geographical locations and in today's interconnected economy, alliance management is no longer about contracts, deliverables and milestones. Bridging the diverse views and different ways of working in alliances, Alliance managers need to address the cultural intelligence (CQ) by implementing the alliance best practices, processes to foster the one team mentality, processes for mitigating blind spots before they impact the bottom line. A framework of 4 pillars will be presented addressing Communication styles, Trust building, Conflict resolution and Inclusive governance. Case study and real time examples to highlight the role that Alliance managers play in this global scenario.

Kaushik Sengupta, Director, Alliance Management, **AstraZeneca**

Alliances for Rapid Product Development:

How E.ON One Built and Sold an AI Powered Call Centre Agent for the Energy Industry within 9-months –Case study

Gordon Thompson, VP Corporate Development & Partnerships, **E.ON One**

13.15	Lunch Break	
14.15	Strategic Alliance Management Engagement in Due Diligence: Enabling Seamless Transition From Assessment to Execution This session will explore how early Alliance Management engagement in due diligence strengthens alignment between deal assumptions and execution readiness. We will illustrate the criteria for AM entry points, the strategic value added beyond process, and BD-AM collaboration models that translate deal intent into delivery. We will also show how Chiesi has implemented these practices, including governance and handover frameworks that ensure seamless transitions, integration approaches for partnerships, and methods for comparing alliance performance against BD expectations, to continuously refine collaboration. Federica Costanza Fontani, CA-AM, Director Alliance Management, Chiesi Group	Seeing Around Corners: A Practical Framework for Monitoring Your Alliance Partner's Financial Health As alliances grow more complex and financially interdependent, the ability to monitor a partner's financial health is no longer optional—it's a core capability of high-performing alliance teams. This session shares a practical, repeatable framework for assessing and continuously tracking financial stability using real-world data sources and examples. Drawing on a case study and a set of illustrative financial statements, participants will learn what early warning signs look like, where to find reliable information, and how to translate financial signals into alliance action plans. Participants will leave better equipped to anticipate partner instability, mitigate risk, and strengthen the resilience and value of their alliances. Steven Roy, Senior Director – Alliance Management, Jazz Pharmaceuticals Emmet Skelly, Associate Director – Corporate Reporting, Jazz Pharmaceuticals
15.00	Alliance & Integration Management's Role in Integrations This session outlines the Alliance & Integration Management's role across integration phases—highlighting the BD-AIM handover from due diligence through signature to closing. It details legal framework management beyond the Purchase Agreement, including gun-jumping risks and Foreign Direct Investment obligations. It also explains how AIM provides structured insights to enable executive decisions on the integration plan, key risks, and milestones, ensuring governance discipline, timely decision-making, and seamless transition. Anna Benasco, Director Alliance & Integration Management, Alexion, AstraZeneca Rare Disease	Beyond the Hard Hats and Build: The New Era of Purpose-Led, Data-Driven Construction Alliances The construction & engineering industry is entering a new era, one defined not just by what we build, but by how we partner to build it. Beyond the hard hats and the build itself, alliances are evolving from risk-sharing arrangements into purpose-led, data-driven engines of innovation and growth. Digital transformation, AI, and sustainability expectations are reshaping projects, assets, and outcomes. In this keynote, Yolanda Stead explores how strategic partnerships, powered by real-time data and human-centered leadership, are enabling smarter decisions, stronger ecosystems, and long-term value. The future of construction will be built better together, through intelligent, trusted, and purposeful alliances Yolanda Stead, CA-AM, Head of Partnerships APAC, Procore Technologies
15.45	Brief Coffee Break	
16.00	When Alliance Management Boosts Business Development Alliance Management and Business Development are often seen in contract and opposition, because aiming at different objectives, time-span and skillset. What if instead Alliance Management can actually boost Business Development, leveraging the trust, familiarity and complicity acquired in years of collaboration with an existing partner? Here is a case study of how an Alliance Manager can be borrowed to Business Development to effectively expand an existing partnership negotiating a deal for a new asset and leading its due diligence and internal board approval, with the advantage of knowing well the partner's priorities, strengths and complementarities to his own company. Ameriga Fanigliulo, PhD, CA-AM, Director Global Alliance Management, Sandoz	
16.45	Closing Remarks from the Chair and End of Summit	

Extend Your Learning in London

ASAP is offering two optional courses in London alongside the Summit. Whether you're building foundational skills or deepening your expertise, ASAP's courses offer structured, applied learning that maps directly to the work you do every day. Built by alliance practitioners, for alliance practitioners, both are held in person, offering a genuine opportunity to connect with fellow alliance leaders and engage with experts shaping the profession. Explore the full range of ASAP education [here](#).

All courses are available as individual registrations. **Summit delegates save 50% on Alliance Essentials** running September 29, using the discount codes below. Applied Alliance Management on October 2 is available at standard pricing.

FOUNDATIONAL 50% off	INTERMEDIATE INCLUDES CA-AM EXAM
Alliance Essentials Tuesday, 29 September 2026 09:00 – 17:00 (GMT)	Applied Alliance Management Friday, 2 October 2026 09:00 – 17:00 (GMT)
50% off for Summit delegates Use code: essentials50london	
The foundational starting point for alliance professionals. Ideal for those new to alliances or stepping into a formal partnership role. This practitioner-led, one-day program builds core alliance capability, practical tools, and a 30-day action plan you can put to work immediately. Relevant across industries, roles, and geographies.	Designed for professionals with 3+ years of alliance experience. Grounded in the ASAP Alliance Lifecycle as its core framework, this course strengthens execution capability through disciplined implementation, governance preparation, issue management, and partner alignment. Relevant across industries and global markets, the program equips practitioners to manage alliances with greater rigor and predictability. Also serves as the required prerequisite for the CA-AM certification exam.
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WHY YOU SHOULD ATTEND

Thought Leader Global and The Association of Strategic Alliance Professionals are proud to co-organise our 12th European Alliance Summit. Whether you have a mature corporate alliance and partnership strategy, are looking to benchmark with others in this space (to continually improve your framework and ecosystem), or are at an earlier stage of entering into new alliances and partnerships, this event provides an ideal community for you.

Setting up an alliance management function is an important first step. One must lay the groundwork for the long-term success of both alliances and joint ventures. Often businesses that may have competed in the past must be brought together, and this requires building trust and bridging cultural barriers. Both the research and development side as well as the sales / go-to-market side need to have best-practice in place for the partnership to succeed. Often the most lucrative alliances are in new markets and in emerging market countries. There are significant cultural, HR, legal and operational risks to manage in these partnerships.

Leadership and governance are important focus areas to cover. There is a significant transition period in the creation of an alliance, and a strong transition plan must be put into place. Both innovation and sales results are the key goals of new partnerships. However, companies must encourage a joined workforce to bring about the performance. Trust and cooperation must be embedded to demonstrate this joined workforce. Performance and governance must be adequately implemented and monitored, so that goals are met and value is created. Attend this forum to benchmark how other organisations are managing their alliance strategies; hear their perspectives - both success stories and lessons learned. Utilise this event to learn from their experiences, compare solutions and take away actual strategies that you can use to drive transformation in your group.

Terms and Conditions:

1. Event Fees are inclusive of materials in the programme and refreshments.
2. Payment Terms: Following completion and return of the registration form, full payment is required within 6 days from receipt of invoice. Payment must be received before the conference date. A receipt will be issued upon payment. Due to limited conference space, we recommend early registration to avoid disappointment. A 50% cancellation fee will be charged under the terms outlined below. We do reserve the right to refuse admission if payment has not been received on time.
3. Cancellation/Substitution: Provided the total fee has been paid, substitutions at no extra charge are allowed as long as they are made up to 15 days before the event. Otherwise all bookings carry a 50% cancellation liability immediately after a signed sales contract has been received by Thought Leader Global. Cancellations must be received in writing by mail or fax six weeks before the conference is to be held in order to obtain a full credit for any future Thought Leader Global conference. Thereafter, the full conference fee is payable and is non-refundable. Payment terms are six days and payment must be made before the start of the conference. Non-payment or non-attendance does not constitute cancellation. By signing this contract, the client agrees that in case of dispute or cancellation of this contract, Thought Leader Global will not be able to mitigate its losses for any less than 50% of the total contract value. If, for any reason, Thought Leader Global decides to cancel or postpone this conference, Thought Leader Global is not responsible for covering airfare, hotel, or other travel costs incurred by clients. The conference fee will not be refunded, but can be credited to a future conference. Event programme content is subject to change without notice.
4. Client information is kept on Thought Leader Global's database and used by Thought Leader Global to assist in providing selected products and services which may be of interest to the Client and which will be communicated by letter, phone, fax, email or other electronic means. If you do not want Thought Leader Global to do this please tick this box ☐ or simply contact us by email or phone and we will immediately comply with your request. Any information kept is securely stored and is basic information. For training and security purposes telephone calls may be recorded. Any contact from Thought Leader Global to the client is done for legitimate business purposes. Customers and contacts are working for organisations that have either attended or spoken at past Thought Leader Global events or have been introduced to us. Any information kept is basic and securely stored. And, as we usually provide attendee lists with email addresses to our delegates, attendees are allowed to contact each other by email and are giving consent for such contact by joining our events.
5. Copyright etc: All intellectual property rights in all materials produced or distributed by Thought Leader Global in connection with this event is expressly reserved and any unauthorised duplication, publication or distribution is prohibited.
6. Important note: While every reasonable effort will be made to adhere to the advertised package, Thought Leader Global reserves the right to change event, dates, sites or location or omit event features, or merge the event with another event, as it deems necessary without penalty and in such situations no refunds, part refunds or alternative offers shall be made. In the event that Thought Leader Global permanently cancels the event for any reason whatsoever, (including, but not limited to any force majeure occurrence) and provided that the event is not postponed to a later date nor is merged with another event, the client shall receive a credit note for the amount that the client has paid to such permanently cancelled event, valid for up to one year to be used at another Thought Leader Global event. No refunds, part refunds or alternative offers shall be made.
7. Thought Leader Global shall have no liability whatsoever for any indirect costs or expenses or any consequential losses howsoever incurred by the customer in any circumstances including for example, loss of profits, lost revenues, lost business opportunity, lost goodwill. Thought Leader Global acts as an organiser and co-ordinator of the event and will sub-contract all presentation duties and all course materials and accepts no liability for the acts or omissions of its sub-contractors or for any aspect of the information, views or data presented at any event.
8. Events will be located within suitable conference venues in hotels, conference halls etc. Thought Leader Global will use its reasonable endeavours to ensure that such premises are suitable and appropriate for such events but shall have no liability for accidents, inconvenience, theft, loss, damage, non-availability of facilities, contraction of any illness or virus, or any other difficulty or loss at such event where this is beyond the reasonable control of Thought Leader Global.
9. Governing law: This Agreement shall be governed and construed in accordance with the law of The Netherlands. However Thought Leader Global only is entitled to waive this right and submit to the jurisdiction of the courts in which the client's office is located.