MARLUC

CASE STUDY · MARLUC SYNOPSIS

Blackstone AI in dealmaking and portfolio companies

IMPLEMENTED 2023–2026 · FINANCIAL SERVICES AND INSURANCE · US · BAND C · CLAIMED ONLY

VERSION 1.0 · PUBLISHED 20 NOVEMBER 2026 · UPDATED 20 NOVEMBER 2026 · FACTS CHECKED 20 NOVEMBER 2026

Blackstone has a team of more than 50 data scientists who sit on deal teams and in portfolio companies. Its executives say AI tools now build a first investment model during a call with a banker, and its president said in January 2026 that AI made its software engineers twice as efficient at coding. In 2026 it co-founded an AI services firm with Anthropic to speed AI deployment across its portfolio companies. The results are Blackstone's own account.

ABOUT THIS SYNOPSIS

This is MarLuc's summary and grading of publicly available sources, for information only. It is not investment, legal, financial or professional advice, and should not be relied on for any decision. Readers must validate it against the original sources and, where appropriate, challenge its conclusions.

Facts and figures are as reported by the sources listed below, which may be incomplete, self-reported or out of date. Check the original source before relying on any figure.

The impact band, proof marker and SEAM view are MarLuc's opinion. The organisation is not a MarLuc client and has not reviewed or endorsed this synopsis. Names and trademarks belong to their owners.

NOTICE WORDING LAST UPDATED 16 NOVEMBER 2026

AT A GLANCE

AI used: Predictive models and generative AI: Blackstone's own platform for deal memos and models, vendor AI tools, and an AI pricing algorithm at a portfolio company.

Implemented: 2023–2026. Grade: band C, Process change, Claimed only.

Headline result, as reported: AI tools build a first deal model while a partner is still on the phone with a banker, by Blackstone's account

1 · The case

The facts, as reported by the 5 sources listed at the end. Where a source is silent, the field says "Not reported".

Organisation

Blackstone. Alternative asset manager with over $1.3 trillion in assets under management across real estate, private equity, credit, infrastructure and other strategies (May 2026). About 270 portfolio companies and 13,000 real estate assets, per its president in January 2026. Canvas block: 4. Operations and process. Also 6. Data and technology, 5. People and skills.

Business challenge

The challenge. Blackstone's president says the firm wants to use real-time data on its companies and real estate to make better investments. In July 2026 he described value creation at portfolio companies as making them as AI forward as possible.

How it was addressed. Blackstone recruited a data science team, which had more than 50 members by 2023 and sits on investment teams, per Institutional Investor. Its own AI platform drafts first-task memos and models, and its head of North America private equity uses AI tools to build a first model during calls with bankers. It uses Microsoft Office 365, Salesforce Einstein GPT in private wealth and Sourcegraph's Cody in engineering, with data brought together in Snowflake. At Link Logistics, data scientists built a centralised AI algorithm for pricing decisions across its US logistics assets. In January 2026 the president said Blackstone was also using AI for cyber monitoring, had invested in Norm AI for marketing compliance, and had hired Rodney Zemmel, who ran AI at McKinsey. In May 2026 Blackstone, Anthropic, Hellman & Friedman and Goldman Sachs announced an AI services firm, called Ode on Blackstone's July call, to deploy Claude in their portfolio companies and other mid-sized businesses. [1] [2] [3] [4] [5]

Who implemented it

In-house (In-house): Blackstone: a data science team of more than 50 and a portfolio operations team led by Rodney Zemmel build and deploy AI with deal teams and portfolio companies..
Microsoft (Software vendor): Office 365 tools write and summarise emails and create presentations, per Institutional Investor..
Salesforce (Software vendor): Einstein GPT is used in private wealth to send clients personalised investment suggestions..
Sourcegraph (Software vendor): Cody writes code across Blackstone's codebases..
Snowflake (Software vendor): Data warehouse that brings Blackstone's data together for its AI work..
Anthropic (Model or cloud provider): Co-founded with Blackstone, Hellman & Friedman and Goldman Sachs a services firm to bring Claude into portfolio companies' operations..
Blackstone also invested in Norm AI for marketing compliance, per its president.

Technology (SEAM pillar E)

SEAM types: T2 Embedded AI in existing software, T8 Predictive / ML models. Deployment: Not reported. Vendors and products: Microsoft, Salesforce, Sourcegraph, Snowflake, Anthropic, Office 365, Einstein GPT, Cody, Claude.

Where it was built in: Blackstone's own AI platform for deal memos and models, with firm data in Snowflake; vendor tools for email, client outreach and coding; a central AI pricing algorithm at Link Logistics.

What changed

Before: analysts took at least two days to produce a model and presentation on a banker's pitch, per Institutional Investor. After: AI tools build a first model during the call, and this is used throughout the private equity business, by its head of North America private equity. At Link Logistics, pricing moved from spreadsheets to a central AI algorithm. [1] [2] [3] [4] [5]

What it cost

Not reported. Blackstone's investment in the new AI services firm: Not reported.

What it saved

By executives' estimates: coding tasks take half the time with Cody (CTO, 2023); software engineers twice as efficient when coding (president, January 2026); first-task memos within hours instead of two or three days with Blackstone's own platform (Institutional Investor). No cost or headcount figure reported. [1] [2] [3] [4] [5]

Governance and control

Blackstone's CTO says the firm spends a disproportionate amount of time fact-checking and validating that its platforms perform as expected, and has acquired cybersecurity start-ups to prevent AI leaks of proprietary data. A portfolio operations team led by Rodney Zemmel leads AI value creation. No independent assurance is reported.

S2 · Accountable owner · Claimed
A portfolio operations team led by Rodney Zemmel leads AI value creation, by the president's account; the CTO John Stecher and data science head Matt Katz are named in Institutional Investor. [1] [3]

A1 · Safe use · Claimed
The CTO says the technology department acquired cybersecurity start-ups intended to prevent AI leaks of Blackstone's proprietary data. [1]

A2 · Human in the loop · Claimed
The CTO describes the AI-drafted memo as a baseline to work from; deal teams that include data scientists take forward deals a partner chooses to explore. [1]

A3 · Monitoring and assurance · Claimed
The CTO says Blackstone spends a disproportionate amount of time fact-checking and validating that its platforms perform as expected. [1]

A4 · Vendor AI · Not reported
Vendor tools from Microsoft, Salesforce and Sourcegraph are named; how they were assessed is not reported. [1]

A5 · Agent controls · Not reported
Not reported.

A6 · Standards and regulation · Not reported
Not reported. Blackstone invested in Norm AI to help with marketing compliance, by the president's account. [2]

What worked, what did not, what is unproven

WORKED

– Faster first-pass deal models and memos, by Blackstone's account.

– AI models informed the rejection of two listed companies, in call centres and education, by predicting fewer new customers and lower retention, per Institutional Investor.

– Portfolio product examples: an Energy Exemplar product that took a week now takes hours, by the president's account.

DID NOT

– The CTO described the AI-drafted memo as a solid baseline to work from and said it is not perfect.

– In January 2026 the president said productivity gains at portfolio companies were not happening immediately.

UNPROVEN

– What the AI tools have saved in cost or headcount at Blackstone.

– Whether the new AI services firm delivers measurable results at portfolio companies.

– Whether standardising on one model family through such partnerships limits portfolio companies, a concern raised by Constellation Research.

Timeline

Sept 2023 Institutional Investor reports AI building first models and memos in Blackstone's deal process [1]

Jan 2026 President says AI made engineers twice as efficient at coding and names the hire of Rodney Zemmel [2]

May 2026 Anthropic, Blackstone, Hellman & Friedman and Goldman Sachs announce an enterprise AI services firm [4]

Jul 2026 President names the new firm Ode and cites AI examples at portfolio companies [3]

2 · Grade and SEAM assessment

MarLuc's opinion, made on the evidence above. How cases are graded: marluc.co.uk/case-studies/how-we-rate

Level of change and impact

Claimed: Not applicable. Grade: C, Process change. Proof: Claimed only. Level of change: Process change.

Process change (Level 2, band C) in deal screening and logistics pricing; most other uses are task support. No change in structure or headcount reported.

Blackstone describes a changed screening process in private equity, with AI building first models and memos, and a central AI pricing algorithm at its Link Logistics business. Other uses, such as coding and email tools, are task support. The figures are executives' estimates, and in January 2026 Blackstone's president described the portfolio effects as early test cases.

The SEAM view and lessons learnt

Blackstone's approach rests on data scientists placed inside deal teams and portfolio companies, a central data warehouse and sustained backing from its chairman and president. The sources give executives' estimates of time saved and no measured outcome, so the AI effect cannot be separated from the firm's wider growth. Before copying, a leadership team should ask how AI-drafted models and memos are checked before investment decisions, and what it means to tie portfolio companies to one model provider.

1. Place data scientists inside deal teams.
2. Treat AI-drafted models and memos as first drafts to be checked.
3. Measure time saved against a baseline before scaling.

Evidence

Score 1 of 4. Self-reported: executives' statements to Institutional Investor and on Blackstone's investor calls; no independent measurement.

Evaluation method. Self-reported executive estimates; no baseline or method published.

Sources disagree. Institutional Investor wrote in 2023 that AI was transforming Blackstone faster than any rival; in January 2026 Blackstone's president called it still early days, with portfolio gains not happening immediately.

Status. Ongoing: the AI services firm was announced in May 2026, and in July 2026 the president described AI at portfolio companies as a key focus.

3 · Original sources

Read these in full. To challenge a fact or a grade, use the contact form at marluc.co.uk or the link on https://marluc.co.uk/case-studies/blackstone-ai-dealmaking-and-portfolio

[1] Institutional Investor: How Blackstone Sprinted Ahead of Its Peers in AI (6 September 2023)
https://www.institutionalinvestor.com/article/2c5n7hypxbs38zj9xsutc/portfolio/how-blackstone-sprinted-ahead-of-its-peers-in-ai

[2] Blackstone: Fourth Quarter and Full Year 2025 Investor Call transcript (29 January 2026)
https://s23.q4cdn.com/714267708/files/doc_financials/2026/Blackstone-Fourth-Quarter-and-Full-Year-2025-Investor-Call-VF.pdf

[3] Blackstone: Second Quarter 2026 Investor Call transcript (23 July 2026)
https://s23.q4cdn.com/714267708/files/doc_financials/2026/q2/Blackstone-Second-Quarter-2026-Investor-Call.pdf

[4] Goldman Sachs Asset Management: Anthropic partners with Blackstone, Hellman & Friedman and Goldman Sachs to launch enterprise AI services firm (4 May 2026)
https://am.gs.com/en-us/institutions/news/press-release/2026/anthropic-partners-with-blackstone-hf-and-goldman-sachs-ai-services

[5] Constellation Research: LLM giants just love private equity partnerships (4 May 2026)
https://www.constellationr.com/insights/news/llm-giants-just-love-private-equity-partnerships

Blackstone website: https://www.blackstone.com

Version 1.0 · Published 20 November 2026 · Updated 20 November 2026 · Facts checked against sources 20 November 2026 · Downloaded 26 November 2026. This PDF may be out of date: the latest version, and a way to report an error or a better source, is at https://marluc.co.uk/case-studies/blackstone-ai-dealmaking-and-portfolio

VERSION HISTORY

v1.0 20 November 2026 First published