



CPARITY EVENT PRESENT

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6th EDITION

CONTRACT & RISK MANAGEMENT

SUMMIT

22nd - 23rd September 2022 | Lisbon, Portugal

Dear Colleagues and Friends,

I am very pleased to be chairing CParity events 6th Contract & Risk Management Summit, which is being held in person on 22nd and 23rd of September 2022 in Lisbon.

It is particularly important today, in light of the unprecedented geo-political and economic challenges that we face across all sectors of the economy when dealing with complex, long-term contracts, that experts from many different jurisdictions, industries and disciplines should come together to discuss how best to manage risk, avoid disputes and, when unavoidable, resolve them.

Today's and tomorrow's challenges are well known. To name but a few, input price inflation is causing significant problems in complex construction and infrastructural projects and in all long-term contracts. Quite apart from input inflation, existing and future, possible as yet unpredictable shocks may cause shortages in the supply of goods, services and labour. Geopolitical tensions such as the recent Chinese blockade around Taiwan, which manufactures – according to some estimates – 60% of the world's semiconductors and the ongoing conflict in Ukraine call for careful management of supply chains and risk-management strategies that anticipate future risks in an increasingly unstable world.

Existing contracts may not have adequate mechanisms to deal with these issues. Imaginative solutions are required. New contracts need to incorporate effective ways of dealing with future uncertainty and the traditional framework of (apparently) straightforward risk allocation may not be suitable. The answer – for both existing and new contracts – may be a more collaborative approach based on risk sharing rather than risk allocation. But this requires sophisticated legal solutions and a mutual, in-depth understanding of the project and the potential risk.

As an arbitration lawyer and arbitrator, I too often see these problems when they have become intractable disputes: terminations, insolvencies, claims for sometimes tens or hundreds of millions of dollars. In most cases, I cannot help think that costly disputes could have been avoided, or at least significantly reduced in scope – and, quite frankly, personal acrimony – with better contracts and better contract and risk management. Today we also have, to our rescue, advanced technologies, from blockchain to AI, from smart contracts to BIM, that provide enormous potential for better contract and risk management, and dispute avoidance. The use of technology, however, in order to work, must be incorporated into a robust and flexible contractual frameworks and must be thoroughly planned for starting with the procurement phase.

I look forward to discussing these challenges and their solutions in Lisbon, with a fantastic team of speakers and experienced delegates. The event will be a wonderful opportunity not only to expand our knowledge by learning from each other's practical experiences but also to expand our professional networks against the background of one of Europe's most charming cities.

With best wishes



Professor Renato Nazzini

Professor and Director of the Centre of Construction Law & Dispute Resolution
King's College London



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Brooklyn Vendor Assurance is a fast-growing company whose award-winning VendorOps SaaS Software platform is specifically designed for Vendor Managers to maximise value for money whilst delivering absolute compliance across the supply chain. Through an intuitive design with rich automation, it joins up the vital aspects of managing contracts, risk, performance, relationship, compliance, innovation, and ESG/sustainability. It is entirely modular, with many easy onboarding pathways that yield Instant Intelligence and supply chain insights. The result is a 7-10x ROI in year one, including ROI in the first 3 months, and a 50%-200% increase in team productivity.

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Bringing together category-leading innovation, unrivalled Contract Lifecycle Management expertise, and a deep commitment to customer success, SirionLabs helps the world's leading businesses contract smarter. Powered by intelligence uniquely connected across the complete contract lifecycle, SirionLabs' AI-driven, easy-to-use Smarter Contracting platform brings procurement, legal, sales, and business teams together to author stronger contracts, improve supply chain resiliency, strengthen supplier relationships and improve value realization. Going beyond contract authoring and repository, our end-to-end contract management platform offers advanced contract analytics capabilities enabling organizations to quickly digitize their legacy contract portfolio and gain full visibility into risks, entitlements, and obligations across the entire portfolio. SirionLabs is trusted by over 250 leading organizations to manage 5+ million contracts worth more than \$450 billion across 70+ countries.

<https://www.sirionlabs.com>

EXHIBITORS



Conga enables companies to make the most out of every revenue opportunity. With our Revenue Lifecycle Management solution, we transform each company's unique complexities for order configuration, execution, fulfillment, and contract renewal processes with a unified data model that adapts to ever-changing business requirements and aligns the understanding and efforts of every team. Our approach is grounded in the Conga Way, a framework of entrepreneurial spirit and achieving together to champion our 11,000+ customers. We're committed to our customers and to removing complexity in an increasingly complex world. Our solutions quickly adapt to changing business models so you can normalize your revenue management processes. Conga has global operations across North America, Europe, and Asia.

<https://conga.com/>



Scanmarket

Scanmarket (Unit4 and Symfact) is an industry leading Source-to-Contract software provider. We enable digital adoption and support procurement and legal functions throughout their journey of digital maturity. Whether it is Spend Analytics, eRFx, eAuction, Contract Lifecycle Management, Third-Party Risk Management, Supplier Risk and Performance Management or Project Management, or Consultancy Services, we can help your organization get the results you need. Evaluating, Selecting and Implementing Source-to-Contract software won't give you results, adopting it gives you results. We do this, by making work as simple as it should be.

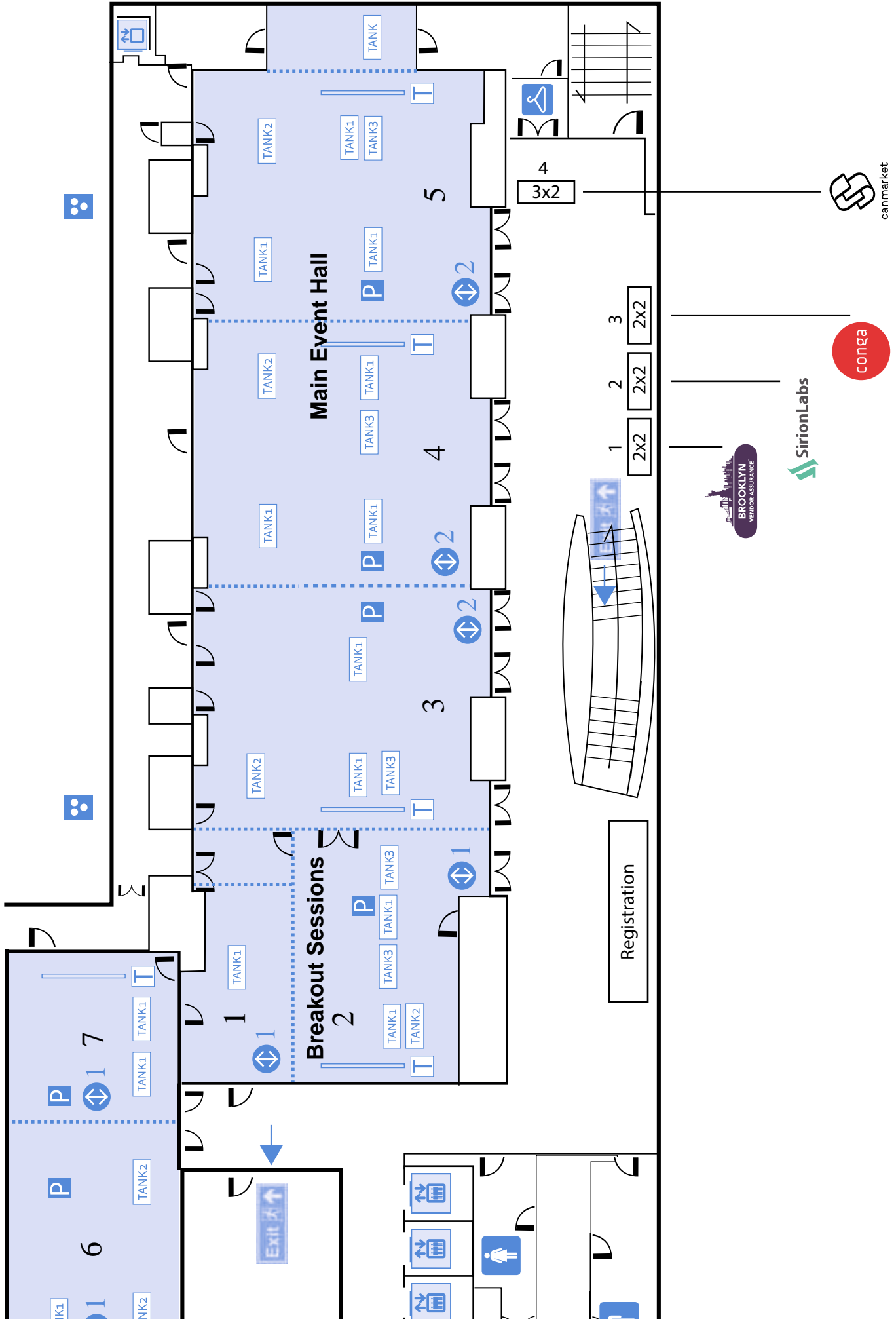
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www.dilitrust.com



08:20 REGISTRATION & WELCOME COFFEE

08:50 CHAIR'S OPENING ADDRESS

09:00 OPENING KEYNOTE

Lessons from the Complex and High-Profile Legal Issues Created by Covid 19 and Its Impact on Industries

- The challenges of increased collaboration
- Managing uncertainty: if not Force Majeure then how?
- New working patterns: the best versus the rest
- Responding to executive demands for greater value from the legal function

Prof. Tim Cummins
President
World Commerce &
Contracting



Sally Guyer
Global CEO
World Commerce &
Contracting

09:30 CASE STUDY

An Overview of New Perspectives of Contract Management

- Reviewing the traditional approach to Contracts
- Innovations in contract simplification and design



Ana Garrido
Legal Affairs, Regulation &
Compliance Specialist
Eni Plenitude Iberia

10:00 CASE STUDY

Contracting 4.0 - from the Battle of Forms to a Fully Automated Contracting

- Digitalization of Contract Creation: contract authoring
- Digital Signatures
- Autonomous Negotiation
- New Technologies: what are the use cases in contracting
- Procurement Automation



Barbara Alcalde
Contracting and Procurement
Advisor
Shell

10:30 COFFEE BREAK

11:00 CASE STUDY

Maximizing Revenue and Minimizing Risks through Clear Contract Drafting

- Top mistakes that occur during precise drafting of contract and their consequences
- Effectively managing Issues of contractual enforceability
- The importance of proper execution of contracts



Virginie Colaiuta
 Partner
LMS LEGAL LLP

11:30 CASE STUDY

Danske Bank Case Study: Journey to World Class Vendor Management and 2x Efficiency



Jesse Lee
 CEO, Co-Founder
Brooklyn Vendor Assurance



Lone Green Arnholtz
 Head of Service Provider and
 Delivery Management
Danske Bank

5 MINS RELOCATION TO BREAKOUT ROOM

INTERACTIVE BREAKOUT

STREAM A

STREAM B

12:05 CASE STUDY

How Danske Bank Vendor Management Turned the Complex Requirement Landscape into Opportunities.

- The requirements landscape
- Whom to serve in a financial institution?
- External and Internal sourcing
- Turning opportunities into Contract Management efficiency
- Vendor Management as the digital contract management hub



Lone Green Arnholtz
 Head of Service Provider and
 Delivery Management
Danske Bank

Managing Contract Risk in the Shadow of Probable Future Pandemic

- Complexity of pandemic risks
- Need for transparent approach to risk allocation
- Considering pandemic risks from the outset of a project beyond a force majeure clauses in contracts
- Managing procurement and supply chain risks in the shadow of a new pandemic



Natalia Ombach
 Associate Director Risk
 Management Europe
Turner & Townsend

12:35 LUNCH BREAK

STREAM A

STREAM B

13:35 CASE STUDY

One Booking.com Legal Team's Successes and Pitfalls When Innovating Commercial Contracting at Scale.

- The rules of engagement framework for the strategic partnerships legal team at Booking.com
- Why our initial strategy didn't work with account managers and what we did to pivot
- Why integrating contracting with existing business tools (salesforce) was key and how we did it
- How we use data to prove facts and disprove myths

Booking.com

Kate DeWitt
Senior Managing Counsel,
Corporate & Commercial
Booking.com

Contract Risk Management: It's Time for Fresh Perspectives

- Defining the best solutions for anticipating problems and managing risks



Xavier Furst
Senior Contract Manager
ENGIE

5 MINS RELOCATION TO MAIN HALL

14:10 CASE STUDY

Aligning Business Life Cycle with Contract Life Cycle

- Exploring the various stages of the contract life cycle and comparing it with the business cycle
- Ensuring more control and better compliance throughout the contract life cycle
- Implementing "contract calendaring" for better corporate Governance

Cognizant

Frank Marty
Senior Executive & Global
Head, Contract Lifecycle Risk
Management
Cognizant

14:40 EXPERT TALK

End-to-End CLM - The Advantage of a Holistic Contract Management Platform

- Leveraging AI and machine learning to transform legacy contracts into valuable sources of intelligence
- Collaborating with stakeholders across Procurement, Legal, Finance, Sales and IT to help them better achieve their business objectives
- Managing contracts throughout their lifecycle to enable better business outcomes, including increased transparency, process efficiencies, reduced risk and a greater bottom-line.

SirionLabs

Cyrille Scuri
Regional Vice President
SirionLabs

15:10 COFFEE & NETWORKING BREAK

15:40 ROUND TABLE DISCUSSION

TABLE 1

The Future of Negotiation Via Machines and AI

- Myth versus reality: the truth about today's business negotiations
- How should AI be deployed to support better negotiation?
- Which generates better negotiated results - humans or machines?

MODERATOR



Prof. Tim Cummins
President
World Commerce &
Contracting

TABLE 2

Risk Management Approach to Dispute Resolution Strategies

MODERATOR



Professor Renato Nazzini
Professor and Director of the
Centre of Construction Law &
Dispute Resolution
King's College London

TABLE 3

Contract Obligations and Risk Controls: Gaining Transparency and Driving Best Practice through the Unmanaged Vendor Tail

MODERATOR



Mike Buhagiar
Director, Contract
Management Systems
BT



Jesse Lee
CEO, Co-Founder
Brooklyn Vendor Assurance

TABLE 4

Contract & Risk Management Reporting Gaps: What We Need and still Don't Have

MODERATOR



Xavier Furst
Senior Contract Manager
ENGIE

16:20 CLOSING TALK

Improving Risk & Opportunity Management

- Risk and Opportunity
- Behaviors (Speak-up, Listen up)
- R&O managers' Network
- Process scalability



Jean Le Net
Former Head of Engineering Risk
and Opportunity Management at
Airbus & Co-founder of WEZ'U
association
Airbus

16:50 CHAIR'S CLOSING REMARK

17:00 END OF CONFERENCE DAY 1 & COCKTAIL RECEPTION

08:20 REGISTRATION & WELCOME COFFEE

08:50 CHAIR'S OPENING ADDRESS

09:00 OPENING KEYNOTE

Unleashing the Potential of AI, ML and Other Trends of Digital Contract Management

- How to avoid AI contract review tool and project failure?
- Tendering an AI contract review tool:
 - Research market
 - What tools currently can and can't do
 - What you need to do internally before you can start an AI contract review tool project
 - How to structure an AI contract review tool agreement?
- What to do during the implementation/execution

HITACHI
Inspire the Next

Axel Conrad
Senior Legal Counsel
Hitachi Energy

09:30 CASE STUDY

Digital vs. Paper-Based Contracts

- Towards a paperless way of contracting - the use of Artificial Intelligence and Internet
- Globalism and Regionalism: how the local laws and regulations react to the modernisation of the contracts
- Hope in a harmonious dematerialisation of our contracts. Can we and will we trust the future?

Bank of America.


Dr. Maurizio Lecci
Director
Bank of America

10:00 CASE STUDY

What Is the Impact on a Company When You Introduce an E-Signature Tool and a CLM Tool

- Creating a structure that supports automation and enables reliable data analyses
- Building trust through uniformity and time
- Building a future of the contract we can all trust

amADEUS

Stephane Muller
Senior Manager, Head of
Contract Management team
Amadeus s.a.s.

10:30 COFFEE & NETWORKING BREAK

INTERACTIVE BREAKOUT

STREAM A

STREAM B

11:00 CASE STUDY

Effects of Digitalization on Contract Creation, Approval and Signing Workflows

- Digitalization of contract creation processes
- Automation of approval and signing workflows
- Implementation and lessons learned



Luciana Ferreira
 IT Contract Manager
 Infineon Technologies

Contract Management as Part of “Legal Operations”



Umberto Cunial
 Head of Legal and
 Compliance - Italy
 AXA XL, a division of AXA

STREAM A

STREAM B

11:30 CASE STUDY

Automating and Accelerating Contract Lifecycle Management from Start to Finish

- Satisfying increasing compliance and analytical needs with the best contract management advances



Mike Buhagiar
 Director, Contract Management Systems
 BT

Data Driven Contract Management: Using your Own Data in an Insightful Way

- What are the main pre-requisites before even thinking about implementing / Changing a CLM software
- How to justify the investment
- Key watch-outs to take into account during your implementation



Nicolás González
 Associate Director Global
 Source to Contract Lead
 Mondelez International

5 MINS RELOCATION TO MAIN HALL

12:05 CASE STUDY

Contracts at the Heart of Managing Major Project and Their Supply Chain

Contracts and the supply chain function are key in major infrastructure projects in the Energy sector. From a corporate assurance function the speaker will share his experience and insight on some of the key topics at stake for Supply chain leaders

- End to end supply chain management
- Risk allocation and contract management
- People, organization and KPIs ; COVID impact



Marc Lachaise
 Supply chain Control Director
 EDF

12:35 LUNCH BREAK

13:35 CASE STUDY

Redefining Your Procurement Contracts to Achieve Competitive Procurement Solutions and Ensure Supply Chain Resiliency in Disruptive Times

- Discussing the Impact of supply chain disruption and the Long-lasting implications due to pandemic outbreak on global & Multi-country disruptions, Price fluctuations, Fundamental changes in customer's contracts behavior and Transportation Failures & Delays.
- Innovative methods to manage and mitigate supply uncertainty
- Preventing disruptions through risk planning, force majeure , robust strategies, security practices, continuity plans, operational performances and physical integration
- Improving Supply chain management stability, logistics approach, inventory/production needs and lead-time in production



Vladislava Stefanova
Head of Procurement
& Contracting
Solar Montage Team

DISPUTE RESOLUTION

14:05 PANEL DISCUSSION

Resolving Disputes, Challenges, and Unsuspected Changes after a Contract Has Been Finalized

- Allowing contract renegotiations should there be a change in laws that affect project development
- Strategizing solutions to limit an owner's ability to rework a project
- Documenting all changes to help stay on schedule and track causes of delays

MODERATOR



Professor Renato Nazzini
Professor and Director of the Centre of
Construction Law & Dispute Resolution
King's College London



Dr. Christian Lueken
Head of Legal,
Enterprise Services &
Contract Management
Siemens Healthineers



Virginie Colaiuta
Partner
LMS LEGAL LLP



Dr. Stefan Ibing
Head of Legal CEE Pharma
Novartis Pharma AG

14:45 CASE STUDY

Mediation as Dispute Resolution Tool? Thoughts from the Inhouse Perspective

- General overview on how commercial mediation works
- The potential of mediation to resolve business-to-business disputes
- Practical tips and further resources



Dr. Stefan Ibing
Head of Legal CEE Pharma
Novartis Pharma AG



Julia Jung
Head Legal & Compliance
Wincasa AG

15:15 CHAIR'S CLOSING REMARK

15:25 END OF CONFERENCE

THANK YOU

Cparity Events would like to extend a vote of thanks to all those who have contributed to the success of the 6th Edition Contract & Risk Management Summit.

We would especially like to extend our gratitude to all our sponsors; especially like to extend our gratitude to all our sponsors and exhibitors Brooklyn Vendor Assurance, SirionLabs, Conga, Scanmarket and DiliTrust as the event was a success due to your immense support.

We would like to express our appreciation to our event Chairman Prof. Renato Nazzini for his support towards the success of the event. Also, special thanks to all our speakers for their wonderful presentations and delegates for their participation. We appreciate your generous contribution and hope to continue our association with you as we look forward to welcoming you at the next edition. We wish you all a safe trip back to your respective destinations and we do hope to see you again next year!