

*One Discipline, Infinite Impact:
Redefining Commercial and Contracting Beyond Functional Silos*




 World Commerce
& Contracting
SUMMIT
EMEA 2026 | BERLIN

FROM
20
TO
21
APR



DAY 0, SUNDAY APRIL 19th

18:00-19:00	 Welcome Drinks Reception Kick things off with a welcome drinks reception- reconnect with familiar faces, meet new ones, collect your badge, and ease into the summit mindset.
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DAY 1, MONDAY APRIL 20TH

CEST	
7:30-8:30	Registration and Breakfast for All
8:00-8:30	First Timers Breakfast New to WorldCC? First time at the EMEA Summit? Join the First Timer's Breakfast to find your feet and make early connections. Get to know your local council and meet some of your local team over a coffee.
	TRACK 1  Hall A+B - Plenary <i>Chair: Colleen Schooling</i>
8:30-8:40	Opening Remarks <i>Colleen Schooling, Head of EMEA Region, World Commerce & Contracting</i>
8:40-9:00	Grand Opening What if the greatest limit to contract success isn't the complexity of the deal - but the walls between our teams? WorldCC's recent Annual Report revealed that organizations prioritizing integration across business units consistently achieve faster contracting cycles, higher stakeholder satisfaction, and greater value realization. Let's begin our journey toward contract and commercial excellence by working together, not apart. <i>Sally Guyer, CEO, World Commerce & Contracting</i> <i>Tim Cummins, President, World Commerce & Contracting</i>
9:00-9:20	Fireside Chat Why Contracts Matter, Gaining the CEO's Attention

Join John Ainsworth, seasoned transformation executive and CEO, on what contracts should deliver for leaders, why they're often overlooked by top brass, and the frustrations this gap creates. John shares honest stories from decades running change in global organizations, the toll of "missing the mark," and what contract teams need to do next.

***John Ainsworth**, CEO, John Ainsworth Consulting; Author, 'Beyond Ok'; Former CEO Atos BPS Limited*

***Sally Guyer**, CEO, World Commerce & Contracting*

***Tim Cummins**, President, World Commerce & Contracting*

9:20-10:00

Keynote Panel

Barriers Down, Stakes Up: Innovating Beyond Silos

Join this powerhouse panel of senior executives who have lived the realities of working in silos, dismantling them, and building something stronger. Hear real stories about where organizations most often stumble: communication gaps, turf battles, fragmented processes, and discover actionable ideas that have sparked real transformation. This discussion spotlights both the risks of standing still and the big rewards of elevating the profession as one unified discipline. Hear about why now is the moment for everyone in commercial and contracting to up their game.

***Megan Dake**, VP Contracts & Estimating, Lockheed Martin*

***John Ainsworth**, CEO, John Ainsworth Consulting; Author, 'Beyond Ok'; Former CEO Atos BPS Limited*

***Marion Saizeau**, VP Legal, Contracts, & Compliance, Thales*

***Christian Gronnerod**, Chief of Division, NATO Support & Procurement Agency*

***Tim Cummins**, President, World Commerce & Contracting*

*Moderated by: **Sally Guyer**, CEO, World Commerce & Contracting*

10:00-10:20

Keynote Presentation

Beyond Compliance: Legal Foresight as a Competitive Advantage in an Era of Disruption


Most legal teams say, 'We work with the laws we have.' Challenge this mindset: share methods from your work with governments, universities, and innovation institutes to help organizations anticipate shocks, design smarter contracts, and turn regulatory uncertainty into strategic advantage.

***Abir Haddad**, The Legal Futurist; Chairwoman, World Economic Forum Regulatory Intelligence Committee; Founder, Institute for Legal Transformation*

10:20-10:50

Morning Coffee Break & Tour the Expo

TRACK 1

 Hall A+B – Plenary
Chair: Lucy Chandler


TRACK 2

 Hall D
Chair: Issy Drinkall

TRACK 3

 Salon 1 - Moscow
Chair: Julian Davis

TRACK 4

 Salon 2+3 - Rome
Chair: Pablo Cilotta

TRACK 5

 Salon 4+5 - London







How To...

Interactive sessions designed to draw on peer experience and generate takeaways you can put into practice straight away.

<p>10:50-11:40</p>	<p>How to Write Winning SOWs- and Turn Scope Creep Into Scope Control Transform vague statements of work into crystal-clear scopes, aligned deliverables, and stakeholder-ready templates. Key takeaways:</p> <ul style="list-style-type: none"> • Sharpen your scoping and pricing skills to kill scope creep before it starts • Align KPIs and deliverables for SOWs that actually deliver success • Fast-track stakeholder buy-in with practical, plug-and-play templates <p>Jamie Gannaway, <i>Chief Technology & Product Officer, Deployed</i></p> <p>Kayleigh Kuptz, Co- <i>Founder & CEO, Deployed</i></p>	<p>AI Ready or Not: Surviving Data, Culture and Everything in Between Learn how to stop feeding your AI garbage, make humans less allergic to it, run a no-nonsense AI readiness check at home, and not mess it up next week. Key takeaways:</p> <ul style="list-style-type: none"> • Understand the basics of AI readiness: data, people, and governance. • Spot where your data and workflows are not yet AI-ready. • Recognize culture blockers that slow AI adoption. • Use a simple checklist to assess AI readiness in your own team. • Leave with 2–3 practical, low-risk 	<p>Value Erosion & Value Leakage: Understand the Difference and Stop it from Happening Learn how to distinguish these silent profit killers and prevent both. Discover practical ways to uncover hidden risks, plug financial leakages, and capture missed opportunities before they impact your bottom line. Key Takeaways:</p> <ul style="list-style-type: none"> • Distinguish value erosion vs. value leakage • Identify and mitigate hidden risks • Detect financial leakages in contracts • Capture missed value opportunities <p>Adrian Furner, <i>Executive in Residence, World Commerce & Contracting; Managing Director, Kommercialize</i></p>	<p>How to Translate Legal Language into Something the Business Can Use (Part 1 – Contract Design Workshop) Unlock practical techniques to strip out legalese, decrease friction, and turn contracts into clear tools the business actually needs. Key takeaways:</p> <ul style="list-style-type: none"> • Learn simple techniques to declutter clauses and rebalance them. • Practice rewriting dense provisions into plain, business-friendly language. • Leave with before/after examples and checklists you can plug into your own templates. <p>Stefania Passera, <i>CEO, Passera Design;</i></p>	<p>Situation Room <i>By Invite Only</i></p>
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		<p>next steps you can start this month.</p> <p>Sharon Zachariah, <i>The Innovation Lawyer</i></p> <p>Andreas Theys, <i>Director, Ad Astra Sarl</i></p>		<p><i>Contract Design Advisor, WorldCC</i></p> <p>Paula Doyle, Legal Innovation Advisor, <i>PaLiDa Ltd.</i></p>	
11:40-11:45	Switchover				
	<p>TRACK 1 📍 Hall A+B – Plenary <i>Chair: Lucy Chandler</i></p>	<p>TRACK 2 📍 Hall D <i>Chair: Issy Drinkall</i></p>	<p>TRACK 3 📍 Salon 1 - Moscow <i>Chair: Julian Davis</i></p>	<p>TRACK 4 📍 Salon 2+3 - Rome <i>Chair: Pablo Cilotta</i></p>	<p>TRACK 5 📍 Salon 4+5 - London</p>
	Panel Discussion	Case Study	Presentation	In Conversation & Case Study	
11:45-12:35	<p>Up Your Game: Internal Buy-In with Market Insights & Key Strategies Discover practical ways to build buy-in for new approaches, tools, or change initiatives by leveraging current market data and winning influence across your organization.</p> <p>Tere Cantú Reus, <i>WorldCC Inspiring Woman 2026; Partner Director CARE Abogados</i></p> <p>Marybelle Barras, <i>Board Advisor & Transformation Expert,</i></p>	<p>Unfiltered: Lessons from a Real-World CLM Implementation What does a CLM implementation really look like beyond the go-live milestone? In this fireside chat, hear both the customer and vendor perspective on what worked during and after implementation, the honest lessons learned along the way and what they would do differently if starting again today. The conversation will also explore how a Sirion customer is architecting a contract management</p>	<p>Negotiation Lessons from Ted Lasso Yes, This Is a Serious Business Session What can a relentlessly optimistic football coach teach you about trust, conflict, and high-stakes deals? More than most negotiation seminars. This session blends humor, memorable scenes, and sharp commercial insights to reveal why belief, relationships, and emotional control outperform pressure and tactics. Expect to laugh. Expect to think. Expect to leave with</p>	<p>From Project to Operations: Transforming Contract Management as Trains Hit the Rails When billions in rolling stock move from project delivery to live operations, contract management needs to transform too. DSB, Denmark's train operator, is navigating exactly this challenge. Join Rikke Saaek Lindhardt and Rasmus Tonnies from ARC to explore how they're adapting advanced supply contract practices for long-term service agreements and changing</p>	<p>Situation Room <i>By Invite Only</i></p>

	<p><i>Driving Growth Through Proactive Risk & Resilience Strategies</i></p> <p>Skuli Skulason, Head of Revenue & Contract Management, Reykjavik Energy</p> <p>Moderated by Jennie Vickers, CEO, Zeopard</p>	<p>framework that scales, and how CLM continues to evolve and deliver value long after launch.</p> <p>Kristiina Takkis, Manager Strategy & Projects, Corporate Governance, Zalando</p> <p>Agnes Cieplowska, Director - Customer Success, Sirion</p>	<p>ideas you'll actually use.</p> <p>Dr. Keld Jensen, Award-winning Negotiation Strategist & #3 Global Guru & Negotiation Expert in Residence, WorldCC</p> <p>Tine Anneberg, Certified SMARTnership Partner; Founder, CREOSUM</p>	<p>commercial models in a high-stakes environment.</p> <p>Rikke Saaekk Lindhardt, Head of Legal and Commercial Management, DSB</p> <p>Michael Bruun Andersen - Teamlead CM strategy development, DSB</p> <p>Rasmus Tønnies, Partner, ARC Contract Management</p>	
12:35-13:35	 Lunch for All				
	TRACK 1  Hall A+B – Plenary <i>Chair: Lucy Chandler</i>	TRACK 2  Hall D <i>Chair: Julian Davis</i>	TRACK 3  Salon 1 - Moscow <i>Chair: Pablo Cilotta</i>	TRACK 4  Salon 2+3 - Rome	TRACK 5  Salon 4+5 - London <i>Chair: Adrian Furner</i>
	Case Study & Workshop	Presentation	Presentation		Roundtable
13:35-14:20	<p>The Contracting Flywheel: Building Systems That Get Smarter Every Deal</p> <p>Teams have invested in making contracting faster, easier, less painful. AI is now making it possible to build systems where every deal feeds the next one, and where</p>	<p>AI Can't Fix a Broken Operating Model</p> <p>Picture shiny AI tools plugged into rigid hierarchies- and still nothing flows. Learn why adaptability comes from redesigning how commercial teams work together, not from automating old silos.</p>	<p>Conscious Contracts: Strengthening Outcome-Based Agreements</p> <p>Outcome-Based Contracting often fails due to relational gaps. This session introduces Conscious Contract® tools to build trust, clarify purpose, and manage change effectively.</p>	<p>The Recharge Room: Space to Think & Connect</p> <p>Step away from the buzz of sessions and take a moment to reflect, catch up on work, or have a quiet conversation. Whether you need to process key takeaways or simply reset, this space</p>	<p>Aerospace & Defence Industry Roundtable: Tackling Today's Top Challenges</p> <p><i>By Invite Only</i></p> <p>An interactive session where defence sector professionals share pressing issues, practical solutions, and best practices around compliance, supplier</p>

	<p>the gap between contracting workflow and contract intelligence finally closes. That gap is where the 11% of contract value quietly disappears. This session explores how AI accelerates the loop between process and intelligence and what happens when the two continuously inform each other. The strategic value doesn't just improve. It compounds. Come ready to question your current systems to start building ones that get smarter over time.</p> <p>Lawrence Buckler Director, EMEA, Ironclad</p>	<p>Mirko Kleiner, <i>Thought Leader & President of the Board, Lean-Agile Procurement Alliance</i></p>	<p>Key Takeaways:</p> <ul style="list-style-type: none"> • Understand why OBC struggles in practice • Learn the Touchstone method for shared purpose • Apply ACED protocol to prevent disputes • Gain practical tools for adaptive governance <p>Chuck Kanafi, <i>Conscious Integrative Law Practice, kanafilaw</i></p> <p>MariaClaudia Perego, <i>Integrative Lawyer & Conscious Contract Trainer, Studio Legale Perego</i></p>	<p>is yours to use as needed.</p>	<p>risk, regulatory hurdles, fast-tracking contracts, technology adoption, and workforce development.</p> <p>Key takeaways:</p> <ul style="list-style-type: none"> • Engage in candid peer discussion on regulatory, supply chain, and operational pain points. • Gather actionable ideas and real-world tactics from fellow defence contract experts. <p>Moderated By: Mirjam Ros, <i>Collaborative Innovation & Partnering in Ecosystems, Strategizing IP, Simple & Visual Contracts, nmltd</i></p>
14:20-14:25	Switchover				
	<p>TRACK 1  Hall A+B Chair: Lucy Chandler</p>	<p>TRACK 2  Hall D Chair: Issy Drinkall</p>	<p>TRACK 3  Salon 1 - Moscow Chair: Julian Davis</p>	<p>TRACK 4  Salon 2+3 - Rome Chair: Pablo Cilotta</p>	<p>Track 5  Salon 4+5 - London Chair: Adrian Furner</p>
	<p> The Contract Clinic: Bring your toughest contracting headaches, our doctors are here to diagnose issues and prescribe real world solutions live.</p>				<p>Aerospace & Defence Industry Roundtable Continued <i>By Invite Only</i></p>

14:25-15:05



Dr. Talent

Diagnose talent gaps and prescribe strategies to attract, hire, and retain top contract pros- from both employer and applicant perspectives.

Christina Brooks,
WorldCC Inspiring Woman 2026; Founder & CEO, Ruebik



Dr. AI

Diagnose digital dilemmas and prescribe actionable solutions for integrating AI into contracts, compliance, and workflows.

Sharon Zachariah,
The Innovation Lawyer



Dr. Negotiation

Diagnose negotiation breakdowns and prescribe practical tactics to turn impasse into agreement.

Dr. Keld Jensen,
Award-winning Negotiation Strategist & #3 Global Guru & Negotiation Expert in Residence, WorldCC

Tine Anneberg,
Certified SMARTnership Partner; Founder, CREOSUM



Dr. Value

Discover hidden value leaks and prescribe contract improvements for measurable impact.

Tiffany Kemp, CEO,
Devant Ltd.

Tackling Today's Top Challenges

15:05-15:35


Afternoon Coffee Break & Tour the Expo
Book signing with author and speaker **Mirko Kleiner** at the WorldCC booth.

TRACK 1
 Hall A+B - Plenary
Chair: Colleen Schooling

15:35-16:25

Who Should Own Contracts? Legal, Commercial, Finance, Operations... or Someone Else?
Who really owns contracts- legal, commercial, finance, operations, the CEO, or all of the above? In this fast-paced, debate-style panel, senior leaders who have lived contract management under different reporting lines will share what works, what breaks, and where the function should sit in a modern organisation. Using live polls before and after the discussion, we'll test whether the room's views shift as the panel explores power struggles, strategic commercial management, and how alignment and culture matter just as much as the org chart.

Jacqui Archer, WorldCC Inspiring Woman 2026; VP Commercial Management, Global Programme Management, AECOM

	<p><i>Marybelle Barras, Board Advisor & Transformation Expert, Driving Growth Through Proactive Risk & Resilience Strategies</i> <i>Yara Tajo, Director of Contract Management, Veolia</i> Moderated by: Ned Coleman, Executive Director, Contract Management, Accenture</p>
16:25-16:35	<p>Impact Story #2: Advocates for Change Hear inspiring business case presentations from three change leaders—driving transformation and tangible results in their organizations.</p> <p><i>Daniel Jarman, Commercial Business Partner, Frazer-Nash Consultancy</i></p>
16:35-17:00	<p>Closing Keynote Day 1 Resilience and Burnout Prevention: Leading with Clarity Through Change Leaders face relentless pressure: tech change, AI disruption, rising stakes, and doing more with less. The result? Burnout is rampant, especially among high-performers. This keynote reveals what real resilience looks like, and why "grit and push through" fails. Drawing on psychology and real-world work with scale-up and enterprise leaders, Volker explores burnout's roots, hidden costs, and practical frameworks for sustainable leadership. You'll discover:</p> <ul style="list-style-type: none"> • Why "toughing it out" harms you and your team • The psychology behind burnout and early warning signs • How self-awareness powers better leadership • Practical stress-management techniques that keep clarity • How to build psychological safety and resilience in your team <p>This is honest, grounded advice on leading well when everything feels urgent.</p> <p><i>Volker Ballueder, Leadership Coach, Obnatus; Author, 'Principles for Success'</i></p>
18:30-20:30	<p> Summit Dinner & Drinks, Kerb Food Hall Berlin</p> <p>Join us for a fun and relaxed evening at Kerb Food Hall, just a 12-minute walk from the hotel. Prefer a ride? Private shuttle buses will run every 15 minutes, starting at 18:00, making the 5-minute trip back and forth all evening. Enjoy great music, food, drinks, and networking- all included with your summit ticket!</p>

DAY 2, TUESDAY APRIL 21ST

CEST	
7:45-8:30	 Breakfast for all


7:45-8:30

Foundation Breakfast: Sustainable Contracts — What and Why?

Contracts are the hidden infrastructure of sustainability. But are they fit for purpose? Despite bold corporate commitments, sustainability clauses are often vague, overly complex, or misaligned with real-world responsibility. Join the WorldCC Foundation, alongside JARGONFREE Research Group and Responsible Contracting Project to learn about the tools and resources available to you to help shape sustainable outcomes in practice. Whether your focus is sustainable outcomes, stronger supplier relationships, or boosting commercial capability, this session equips you with ready-to-use resources that make an immediate impact. If contracts are the engines of commerce, they can—and must—also become engines of sustainability.

Daniel Schönfelder, Lead European Legal Advisor, Responsible Contracting Project
Helena Haapio, Contract Strategist / Professor of Practice, Strategic Business Law, Lexpert Ltd / University of Vaasa
Anne Ketola, Senior Researcher, Tampere University
Sally Guyer, CEO, World Commerce & Contracting
Moderated by: Nikki Mackay, Chief Development Officer, CCM Institute; WorldCC Foundation

TRACK 1

 Hall A+B – Plenary
Chair: Lucy Chandler


TRACK 2

 Hall D
Chair: Pablo Cilotta

TRACK 3

 Salon 1 - Moscow
Chair: Adrian Furner

TRACK 4

 Salon 2+3 - Rome
Chair: Julian Davis



8:30-9:20

How to Apply CMS4 in the Real World

See CMS4 come to life in this practical, case-based session that goes beyond theory to show how the standard drives better outcomes across the contract lifecycle.

In this session, you will:

- Walk through real scenarios that map directly to CMS4, from pre-award planning to post-award performance.
- See live examples of tools, templates, and behaviors that turn the standard into

How to Make AI Work For You- Prompting Techniques That Get Results

Unlock the secrets to crafting powerful prompts for AI in contracting and commercial work. Move from trial-and-error to clarity, confidence, and real impact.

Key Takeaways:

- Proven techniques for writing prompts that drive clear, actionable answers

The Science of Success: Mastering Modern Performance Measurement

Back by popular demand and packed with fresh insights, this session goes beyond theory- showing how organizations are evolving their approach to performance measurement. Dive deep into the practical differences, smart combinations, and common missteps, while hearing real stories of how teams use KPIs and OKRs to drive

Skimmable, Structured, Simple: Designing Contracts for Humans and Tech (Part 2 – Contract Design Workshop)

Learn to structure contracts to cut negotiation time by 50% and make obligations impossible to miss.

Key takeaways:

- Discover what is information architecture and why your contracts need it
- Learn why you need better structured contracts to

	<p>daily practice in your organization.</p> <ul style="list-style-type: none"> Learn simple steps you can take in the next 90 days to use CMS4 for capability mapping, role clarity, and continuous improvement. <p>Thierry Vidal, Director of Contract Management, NAVAL Group</p> <p>Laurence Petrini, Group Director, Contract Management, Thales</p>	<ul style="list-style-type: none"> Easy ways to avoid common AI missteps and prompt fails Hands-on practice with real-world examples for robust, reliable results <p>Chris Atkins, Senior Supplier Manager, Lloyds Banking</p>	<p>results, adapt to change, and achieve commercial goals in today's environment.</p> <p>Tim Cummins, President, World Commerce & Contracting</p>	<p>enable automation (playbooks, clause libraries, simple workflows).</p> <ul style="list-style-type: none"> Gain readytouse patterns and tools to start redesigning one of your own contracts next week. <p>Stefania Passera, CEO, Passera Design; Contract Design Advisor, WorldCC</p> <p>Paula Doyle, Legal Innovation Advisor, PaLiDa Ltd.</p>
9:20-9:25	Switchover			
<p>TRACK 1 📍 Hall A+B - Plenary Chair: Colleen Schooling</p>				
9:25-9:35	<p>Impact Story #3: Advocates for Change Hear inspiring business case presentations from three change leaders- driving transformation and tangible results in their organizations.</p> <p>Harry Makinson, Head of Commercial- Europe, Motorola Solutions UK Limited</p>			
9:35-10:35	<p>Speed Tech Demo Smarter, Faster, Leaner: Tools Changing the Way We Contract Discover the latest and most innovative contract technologies in this fast-paced, interactive session. In just 5 minutes, each vendor will showcase their cutting-edge solutions, designed to optimize your contracting processes. Our expert Business Gurus will follow up with tough, insightful questions to help you understand what really matters when choosing the right tech for your organization.</p> <p>Tech Guru: Nordine Demmou, Head of Sales, Contractify Mathias Thom, Senior Solution Consultant, Sirion</p> <p>Business Gurus: Mike Buhagiar, Business Consultant; Former Director of Contract Management Systems, BT</p>			

*Ulrika Soderlund, Director Contracts & Commercial Excellence, Saab Dynamics AB
Helen Loots, Senior Legal Project & Operations Manager, (former Unilever)*

Moderated by: Issy Drinkall, Director of Strategic Alliances, World Commerce & Contracting

10:35-10:50

 **Morning Coffee Break & Tour the Expo**


10:50-11:20

Ask Tim Demo

Get under the hood of one of WorldCC's most innovative new projects. Ask-Tim represents a significant advancement in how WorldCC members can access expertise and knowledge in the contract and commercial management field. Find out how Ask Tim complements your existing learning resources and workflow within contract management.

Adrian Furner, Executive in Residence, World Commerce & Contracting; Managing Director, Kommercialize

TRACK 1

 Hall A+B – Plenary
Chair: Lucy Chandler


TRACK 2

 Hall D
Chair: Pablo Cilotta

TRACK 3

 Salon 1 - Moscow
Chair: Nikki Mackay

TRACK 4

 Salon 2+3 - Rome

Panel Discussion

Panel Discussion

Presentation

11:20-12:00

From Fine Print to Front Page: A Contract Manager's Guide to Making the Discipline Impossible to Ignore

In many organizations, contract management delivers real value but remains invisible to decisionmakers. In this expert panel, leaders who have elevated contract performance from backoffice function to strategic voice share how they track tangible results, prevent value leakage, and use pilots such as simplified contracts to win support across operations, legal, procurement, and finance.

Johannes Neu

The Future of Contract Management: How Standards Drive Innovation and Value

CCM is undergoing a global transformation with the adoption of robust, consensus based standards that elevate consistency, transparency, and commercial performance. The Contract Management Standard™ (CMS™), the world's first unified global standard for the CCM, is reshaping how organizations buy, sell, negotiate, and manage risk across sectors and geographies. Grounded in realworld insight from

From Metrics to Money: Performance-Based Pricing & Fact-Driven Negotiation

Two battle-tested frameworks that transform supplier performance and OEM negotiations from subjective discussions into measurable commercial outcomes. Real implementation examples, repeatable methods, applicable across industries.
What We'll Cover:

- Turning supplier KPIs into bonus/penalty structures that drive real commercial results, not just dashboards.

The Recharge Room: Space to Think & Connect

Step away from the buzz of sessions and take a moment to reflect, catch up on work, or have a quiet conversation. Whether you need to process key takeaways or simply reset, this space is yours to use as needed.

	<p><i>Head of Contract Management DACH, Alstom</i></p> <p>Philippa Smith, <i>Division Manager, Contracts & Field Management BC Hydro</i></p> <p>Anna Van der Lugt, <i>WorldCC Inspiring Woman 2026; Procurement Projects SME, ACC New Zealand</i></p> <p>Moderated by: Mike Buhagiar, <i>Business Consultant; Former Director of Contract Management Systems, BT</i></p>	<p>thousands of professionals worldwide, CMS™ provides a common language and structured lifecycle that strengthens relationships and enables highperforming commercial practices that unlock innovation and strategic value creation.</p> <p>Megan Dake, <i>VP Contracts & Estimating, Lockheed Martin</i></p> <p>Kraig Conrad, <i>CEO, National Contract Management Association</i></p> <p>Ned Coleman, <i>Executive Director, Contract Management, Accenture</i></p> <p>Sally Guyer, <i>CEO, World Commerce & Contracting</i></p>	<ul style="list-style-type: none"> • Replacing gut-feel bargaining with aligned cost drivers, shared index logic, and data-backed agreements. • How these models have been field-tested in OEM negotiations and delivered tangible outcomes. • How participants can adapt and apply these frameworks across sectors and company sizes. <p>Artem Koverznev, <i>OEM Global Category Manager, BSH Home Appliances Group</i></p>	
12:00-12:05	Switchover			
	<p>TRACK 1 📍 Hall A+B – Plenary <i>Chair: Lucy Chandler</i></p>	<p>TRACK 2 📍 Hall D <i>Chair: Pablo Cilotta</i></p>	<p>TRACK 3 📍 Salon 1 - Moscow <i>Chair: Nikki Mackay</i></p>	<p>TRACK 4 📍 Salon 2+3 – Rome</p>
	Panel Discussion	Presentation	Workshop	
12:05-12:50	<p>Leapfrogging Legacy: Reimagining Commercial and Contract Management Fastmoving markets in the Middle East and Africa are leapfrogging legacy processes to build digitalfirst, Alenabled,</p>	<p>Contract Management for Real World Delivery A focused look at how an effective Contract Management operating model supports consistent, valuedriven delivery</p>	<p>What Makes a Great Contracting Leader Explore the attributes that set exceptional contracting leaders apart- vision, influence, resilience, and a talent for</p>	<p>The Recharge Room: Space to Think & Connect Step away from the buzz of sessions and take a moment to reflect, catch up on work, or have a quiet conversation. Whether you need to process</p>

datadriven contracting from the ground up. This panel brings together experts who are in the thick of that shift, sharing firsthand lessons on what leapfrogging means for risk, governance and value capture, and what it signals for the future of contracting everywhere.

Mohammed Teleb, *Global Commercial Director, Celeros Flow Technology*

Anita Read, *Contract & Risk Management Consultant; WorldCC Regional Council Member- Africa*

Youssef Mouzahem, *Senior Associate Director- Commercial & Contracts, Jacobs*

Roberta Eggers, *Senior Associate Legal Delivery Manager, Cogna Law*

Moderated by: Ibiyemi Lawani, *Competitive Performance Advisor – Nigeria & Mid Africa Region, Chevron*

execution. This session explores the essentials of post-award Contract Lifecycle Management (CLM), covering the structures, processes, and practices that help organizations ensure compliance, maximize contract value, and maintain strong supplier performance. Learn how Contract Management as a discipline is well positioned to be the hero in complex delivery organizations and naturally how AI is changing how we work – to the better.

Rasmus Tønnies, *Partner, ARC Contract Management*

building empowered teams. This session dives into real-world examples and practical habits that inspire teams, drive performance, and elevate the reputation of the contracting function across the business.

Volker Ballueder, *Leadership Coach, Obnatus; Author, 'Principles for Success'*

key takeaways or simply reset, this space is yours to use as needed.

12:50-13:50




Lunch for All

12:50-13:50

Council/Fellow/Global Advisory Board Lunch Meetup

TRACK 1

 Hall A+B – Plenary
Chair: Lucy Chandler


TRACK 2

 Hall D
Chair: Pablo Cilotta

TRACK 3

 Salon 1 - Moscow
Chair: Julian Davis

TRACK 4

 Salon 2+3 – Rome

	Presentation	Innovation in Action	Innovation in Action	
13:50-14:30	<p>Sign Here, Lose Here: How AI Agents, Smart Contracts and Blockchain Flip the Post-Award Equation</p> <p>Research shows 11% of contract value leaks after signature- not through bad deals, but because post-award has been treated as administration, not economics. CLM has made progress, but the real shift is only now possible: process orchestration, AI Agents that monitor and act, smart contracts that self-execute, blockchain that makes performance immutable. We will show how these three technologies together flip the post-award equation- and why the moment to move is now.</p> <p>Luigi Telesca, Co-Founder & CEO, Trakti</p>	 <p>Hear directly from teams reshaping the future of contracting as they share the innovations they built, how they delivered them, and the results driving real organizational change.</p> <p>Innovation Success - Create a Spotlight: Share Your Work, and Show Off Your Success</p> <p>Philippa Smith, Division Manager, Contracts & Field Management BC Hydro</p>	 <p>Hear directly from teams reshaping the future of contracting as they share the innovations they built, how they delivered them, and the results driving real organizational change.</p> <p>From Inquiry Pack to a Winning Response: How AI Unlocked Human Creativity in the RFQ-to-Proposal Process</p> <p>Mohammed Teleb, Global Commercial Director, Celeros Flow Technology</p>	<p>The Recharge Room: Space to Think & Connect</p> <p>Step away from the buzz of sessions and take a moment to reflect, catch up on work, or have a quiet conversation. Whether you need to process key takeaways or simply reset, this space is yours to use as needed.</p>
14:30-14:35	Switchover			
	<p>TRACK 1</p> <p>📍 Hall A+B – Plenary <i>Chair: Lucy Chandler</i></p>	<p>TRACK 2</p> <p>📍 Hall D <i>Chair: Pablo Cilotta</i></p>	<p>TRACK 3</p> <p>📍 Salon 1 - Moscow <i>Chair: Julian Davis</i></p>	<p>TRACK 4</p> <p>📍 Salon 2+3 – Rome</p>
	Panel Discussion	In Conversation	Presentation	
14:35-15:15	<p>SRM - the Strategic Future for Procurement: Learnings from the Experts</p> <p>Join us for a conversation on the future of procurement, featuring best practices and real-world</p>	<p>Managing Commercial Friction and Conflict in Complex Environments. Bridging Theory, Data and Front-Line Practice</p>	<p>The Contract as the Decision Operating System</p> <p>In major projects, legal, contract, engineering, finance, and delivery teams often interpret the contract</p>	<p>The Recharge Room: Space to Think & Connect</p> <p>Step away from the buzz of sessions and take a moment to reflect, catch up on work, or have a quiet conversation.</p>

	<p>learnings from our recently certified SRM (Supplier Relationship Management) experts. Hear from professionals who are driving strategic value through SRM and discover how leading organizations are redefining supplier partnerships to deliver sustained results.</p> <p>Chris Hope, <i>Head of Supply Chain, AirTanker</i></p> <p>Henry Buckland, <i>Partner Performance and Relationship Senior Manager, Virgin Media/02</i></p> <p>Rozanne Shepherd, <i>Director-Tech Supplier Management Lloyds Banking Group</i></p> <p>Moderated by: Adrian Furner, <i>Executive in Residence, World Commerce & Contracting; Managing Director, Kommercialize</i></p>	<p>Explore why relationships fail in complex programs and what organizations must unlearn. This interactive dialogue blends WorldCC research, defence insights, and live audience input to uncover root causes and share practical strategies for reducing friction.</p> <p>Anja Huber, <i>Head of Commerical & Contracts-Secure Communications, Airbus Defence & Space</i></p> <p>Fayola Maria-Jack, <i>CEO, Resolutiion</i></p>	<p>through different lenses-leading to governance drift, fragmented decisions, and avoidable claims. This session reframes contracting as a unified discipline, where the contract functions as the organization's decision operating system. We will explore how to establish and sustain a single contract logic that governs all functional decisions, ensuring that scope, cost, schedule, risk, and change are managed from the same shared intent. The result is coherent governance, strategic control, and disciplined execution across the project lifecycle.</p> <p>Eric Lizardo, <i>Senior Contract Specialist, Internal Security Force- Lekhwiya (Doha)</i></p>	<p>Whether you need to process key takeaways or simply reset, this space is yours to use as needed.</p>
15:15-15:20	Switchover			
<p>TRACK 1 📍 Hall A+B - Plenary <i>Chair: Colleen Schooling</i></p>				
15:20-15:45	<p>Closing Keynote Presentation Holding Your Nerve in a World on Edge: Geopolitics, risk and the contract professional What do you do when the world refuses to “return to normal”? In a time of constant shocks and jittery markets, contract professionals sit at the point where global risk becomes real decisions.</p>			

In this closing keynote, Christian Habla, CEO of Geopolitical Strategy, offers a clear view of today's geopolitical turbulence. He will ask what it would take for you and your team to move from reacting to events to shaping how your organisation anticipates them, how to steady yourself, your team and your organisation in preparation for the change ahead.

***Christian Habla**, CEO, Geopolitical Strategy*

15:45-16:00

Closing Remarks

Wrap up EMEA Summit 2026 and Look Ahead to 2027!

***Sally Guyer**, CEO, World Commerce & Contracting*

***Tim Cummins**, President, World Commerce & Contracting*

16:00-17:00

Farewell Currywurst & Beer