

# 2018 ASAP European Alliance Summit

*Owning Your Ecosystem & Building the Future*

November 8–9, 2018 Amsterdam



**Hear from 30 Directors of Strategic Alliances, Partnerships, Ecosystems and Innovation**

**Two Dedicated Streams of Presentations to Tailor your Agenda DISCOUNT UNTIL JULY 13TH**

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

**Move freely between either stream during the course of the event**

Eva Schoenleitner, Group VP Global Digital Alliances, ABB  
Jay Scanlan, SVP & Global Head of Growth Ecosystems, Genpact  
Uli Stilz, Vice President Alliances and Innovation Outreach, Novo Nordisk A/S  
Sead Bajrovic, Chief Strategist, Ecosystems & Partnerships, Grundfos  
Manfred Weiler, SVP Medical & Scientific Strategy, Syneos Health  
Laurent Valroff, WW Global Alliance Lead, Dassault Systemes  
Celine Carlet, Director, Alliance Management & Business Development, Global Operations, Ferring  
Heather Fraser, IBM Institute for Business Value, Global Life Sciences & Healthcare Lead, IBM  
Jonathan Bell, Director, Alliance and Integration Management, AstraZeneca  
Erwan Groenendijk, Director Strategic Alliances, Siemens Building Technologies  
Rob Middel, Head of External Alliances, Portfolio Delivery Operations, Johnson & Johnson  
Dennis Havermans, Director of Strategy and Alliances, Amplifon  
Mark Kimberling, Director of Strategic Alliances, TMF Group  
Karan Ambwani, Senior Director, Strategic Projects & Alliances, Teva Pharmaceuticals  
Denis Gautheret, VP Strategic Vendor Management DTAG, Deutsche Telekom  
Tracy Loh, Director – Global Alliance Management, Sandoz  
Stian Lofstad, Partner Director, Northern & Central EU, MuleSoft

Nicolas Windpassinger, Global Channel Program VP (EcoXpert Partner Program), Schneider Electric & Author of “Digitize or Die”  
Hannes Erler, Swarovski Innovation Evangelist, Swarovski  
Marie-Noelle Castel, Head of R&D Alliance Management Department Europe, Sanofi  
Keith Buchanan Smith, Alliance Director, R&D Worldwide Business Development, GSK  
Arno Nienhuis, Sr Director Alliances & Channels Benelux, Oracle  
Christophe Pinard, Director Global Strategic Alliance, Schneider Electric  
Johannes zu Eltz, Worldwide Head of Channel Sales & Ecosystem, IBM Watson IoT  
Jean Noel Enckle, Emerging Solution Ecosystem Development, Cisco  
Sofia Lelakowska, Head of Global Beauty Alliances, Avon  
Professor Ard-Pieter de Man, Professor, VU University Amsterdam and author  
Diantha Croese, Key Alliance Manager, Dutch Alliance for Data and Tax on Wages and Benefits (ASAP Alliance Excellence Award Winners)  
Menno Aardewijn, Business Consultant and Moderator for Alliance, Dutch Alliance for Data and Tax on Wages and Benefits  
Lidia Martin-Pereda, Senior Director, Alliances, Partners Management & Integration Office, Almirall  
Angela Boyhan, Head, Alliance Management Centre of Expertise, Patient Value Practices, UCB  
Liesbet De Rouck, Head of Alliances, Wonderkind

## Unique Features of this Event:

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

**30+** Heads of Alliances, Corporate Partnering, 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**, consumer goods, fintech, manufacturing, engineering, consumer goods, telecom, chemical, etc. in two unique streams.

Emerging Trends: Internet of Things (IoT), Cloud, Life Science Ecosystems, Artificial Intelligence, Telecoms, Digital Ecosystems, IP, Startup Partnerships, Financial Services, Energy Industry, Innovation, etc.

**Schneider Electric and Cisco** Bi-Lateral Strategic Alliance Case Study  
Ecosystems for New Technologies: Artificial Intelligence, IoT, Blockchain, etc.  
Big Pharma Ecosystems: Large Scale Partnership Strategies in Lifesciences  
Implementing Blockchain in your Partnership Relations, Data and Transactions  
**Novo Nordisk** Partnership Portfolio in Pharma Research  
Winning the War for Alliances: Beating the Competition for the Key Partnerships  
Transition out of Alliance Partnerships: Learn from Alliance Failures & Challenges  
Increasing the Speed of Alliances (both Research and Commercial Alliances)  
Creating a New Ecosystem & Using Digital Platforms to Enter a New Market  
**IBM** Digital Ecosystems: Using Digital Platforms to Bring Partnerships Further  
**Almirall** Must-Have Tools and KPIs to Managing your Alliances  
**Schneider Electric** Digitize or Die  
**ABB** Building a Digital Partnership Ecosystem in a Non-Tech Segment  
Case Study on Creating Ecosystems and Alliances  
**Grundfos** Transform through Partnerships: How an Ecosystem Mindset is Powering Digital Transformation and Driving Future Growth  
Relaunching an Unproductive Alliance and Turning it Around  
**VU** Ecosystem Management vs Alliance Management: What's the Difference?  
**GSK** The Alliance Management Lifecycle and Building AM Skills  
Managing More Alliances with Less Alliance Managers  
**Johnson & Johnson** Centers of Excellence for Strategic Alliance Relationships  
**Wonderkind** Partnerships with Startups / Managing Channel Partnerships  
**Swarovski** Open Innovation Networks Learnings  
Accelerating Alliance Performance with Successful Sales/Marketing Coordination  
Biotech Case Study: Pioneering Alliances in Biotechnology Ventures  
Raising the Profile of Alliances in your Organisation  
An **Award-Winning Alliance** between Three Government Organizations  
**Siemens** A Blueprint for Corporations Wanting to Set up a New Alliance Function  
**AstraZeneca** Going Global: Scaling Alliance Partnerships to Expand to Different Regions  
Evolving Your AM Team as Corporate Priorities and the Portfolio Changes  
**Teva** Cross Value Chain Alliances in Healthcare and the Role of Technology  
Build a Community of Alliance Ambassadors  
**Sandoz** Leadership and Skills in Managing an Alliance in a Matrix Organisation  
Implementation of Delegated Alliance Management  
Addressing Cultural Challenges in Forming Alliances

“Excellent event. Good to share ideas and network with like-minded European peers”  
**VP Strategic Alliances, Ipsen**

Day One: Thursday, November 8, 2018

08.30	Registration and Coffee	
09.00	Chairman's Opening Address	
09.20	<b>Case Study of a Large-Scale Bi-Lateral Strategic Alliance: Speakers from Both Parties Presenting their Perspective on the Partnership</b>  <b>Christophe Pinard</b> , Director Global Strategic Alliance, <b>Schneider Electric</b> <b>Jean Noel Enckle</b> , Emerging Solution Ecosystem Development, <b>Cisco</b>	
	<b>Stream A: Lifesciences Alliances, Biotech</b>	<b>Stream B: IT &amp; Technology Ecosystems</b>
10.00	<b>Big Pharma Ecosystems: Large Scale Partnership Strategies in Lifesciences</b> <ul style="list-style-type: none"> <li>From licensing to alliances</li> <li>R&amp;D and academia</li> <li>Bilateral alliances, portfolios and constellations</li> <li>Ecosystems and the role of technology in them</li> <li>Transitioning your alliances into ecosystems</li> <li>Creating your own ecosystem where relevant</li> </ul>	<b>Building a Digital Partnership Ecosystem in a Non-Tech Segment</b>  <b>Eva Schoenleitner</b> , Group VP Global Digital Alliances, <b>ABB</b>
10.45	<b>Increasing the Speed of Alliances (both Research and Commercial Alliances)</b> <ul style="list-style-type: none"> <li>Improving the AM Lifecycle speed and onboarding process without sacrificing quality</li> <li>Agile innovation processes and research AM</li> <li>Coordinating between different speeds of development between collaborating disciplines</li> <li>How to go faster to market despite multiple companies, decision structures &amp; cultures</li> </ul>	<b>Ecosystems for Emerging Technologies</b> <ul style="list-style-type: none"> <li>Partnering in the Artificial Intelligence space</li> <li>The Internet of Things (IoT) and its impact on all industries</li> <li>Blockchain and its impact IT and data</li> </ul>
11.30	Morning Coffee and Networking	
	<b>Stream A: Successful Ecosystems and Alliances</b>	<b>Stream B: Complex Alliances and Communities of Alliances</b>
12.00	<b>Must-Have Tools and KPIs to Managing your Alliances</b> <ul style="list-style-type: none"> <li>Setting up a database or portal for all relevant strategic alliances in your entire organization (including partnership commitments, deal terms/conditions, status)</li> <li>Alliance health checklist and toolset</li> <li>Separate tools for smaller and more complex alliances; sharing tools with partners</li> <li>A Productive Scorecard and set of KPIs of an Alliance Ecosystem</li> </ul> <b>Lidia Martin-Pereda</b> , Senior Director, Alliances, Partners Management & Integration Office, <b>Almirall</b>	<b>Evolving Your Alliance Management Team as Corporate Priorities &amp; the Portfolio Changes</b> <ul style="list-style-type: none"> <li>Connecting alliance practitioners to share best practices</li> <li>Upskilling your alliance managers to support other deal types (acquisitions and divestments)</li> <li>Leveraging 3rd parties to meet surge demand in regulatory and patient safety</li> <li>Establishing enterprise capabilities to operate as a contract manufacturing organization</li> </ul>
12.45	<b>Biotech Case Study: Pioneering Alliances in Biotechnology Ventures</b> <ul style="list-style-type: none"> <li>Partnering with larger pharma companies and academia</li> </ul>	<b>Transform through Partnerships: How an Ecosystem Mindset is Powering Digital Transformation and Driving Future Growth</b>  <b>Sead Bajrovic</b> , Chief Strategist, Ecosystems & Partnerships, <b>Grundfos</b>

Exhibits Open

13.30	Luncheon	
	<b>Stream A: Innovation and Research</b>	<b>Stream B: Digital Ecosystems &amp; Positioning</b>
14.30	<p><b>Open Innovation Networks Learnings</b></p> <ul style="list-style-type: none"> <li>The use of open innovation networks in alliance management</li> <li>New Logics in the development of ecosystems</li> <li>How mature organizations are using start-up environments for cultural and organizational transformation</li> </ul> <p><b>Hannes Erler</b>, Swarovski Innovation Evangelist, Swarovski</p>	<p><b>Digital Ecosystems: Using Platforms to Bring your Partnerships to the Next Level</b></p> <ul style="list-style-type: none"> <li>Today's partnerships need to collaborate more closely than ever before</li> <li>Collaboration with business partners needs transparency, flexibility and efficiency</li> <li>Empowered innovation by providing all applications and centralized data access</li> <li>Operating the platform for your customer, suppliers and partners to facilitate ease-of-use</li> </ul> <p><b>Heather Fraser</b>, IBM Institute for Business Value, Global Life Sciences &amp; Healthcare Lead, IBM</p>
15.15	<p><b>Corporate a Partnership Portfolio in Research</b></p> <ul style="list-style-type: none"> <li>Collaboration models supporting external innovation</li> <li>Flexible approaches to interact with a diverse partner landscape</li> <li>Opportunities and challenges</li> <li>Management and future oriented development of the portfolio</li> </ul> <p><b>Uli Stilz</b>, Vice President Alliances and Innovation Outreach, Novo Nordisk A/S</p>	<p><b>Ecosystem Management vs Alliance Management: What's the Difference?</b></p> <p><b>Professor Ard-Pieter de Man</b>, Professor, VU University Amsterdam and author</p>
16.00	Afternoon Coffee and Networking	
16.30	<p><b>Leadership and Skills in Managing an Alliance in a Matrix Organisation</b></p> <ul style="list-style-type: none"> <li>Implementing alliances in complex matrix environments (both in your company and the counterparty)</li> <li>Leadership as a critical role in facilitating and moderating discussions to ensure focus, project progression, and goals met</li> </ul> <p><b>Tracy Loh</b>, Director – Global Alliance Management Biopharmaceuticals, Sandoz</p>	<p><b>Raising the Profile of Alliances in your Organisation</b></p> <ul style="list-style-type: none"> <li>Getting recognized, internally and externally for the AM accomplishments, new goals and vision</li> <li>Aligning AM closer to Business Development and Deal Making</li> <li>Getting AM involved in due diligence in M&amp;A</li> <li>Connecting AM to key stakeholders: marketing, sales, branding and country heads of key markets</li> </ul>
17.15	<p><b>Features of <i>Mature</i> and Best-in-Class Alliance Management Functions</b></p> <ul style="list-style-type: none"> <li>Strong bi-lateral partnerships with key benefits realization</li> <li>Creating larger groups of alliances</li> <li>Taking dominant positions in your ecosystem</li> <li>Innovation centres and research alliance centre of excellence between corporate and academic partners</li> <li>Channel strategy and strong marketing tactics to promote new partnerships</li> <li>Having a unified alliance strategy across different business units</li> <li>Both a strong Alliance Team, and an Alliance Capability within the business</li> </ul>	<p><b>“Going on Tinder does not Often Lead to Having Children” A Blueprint for Corporations Wanting to Set up a <i>New Alliance Function</i></b></p> <ul style="list-style-type: none"> <li>Understand your business objectives the Alliance Management capability is intended to serve</li> <li>How to structure and professionalize your company's approach to alliance management</li> <li>Where to location Alliance Management in your company's structure and hierarchy</li> <li>Getting sponsorship, funding and resources</li> <li>Where to start with incorporating existing partnerships into your AM department</li> <li>Documenting the AM lifecycle and creating a feedback loop</li> <li>Taking a centralized vs decentralized approach to alliances in a large organization</li> </ul> <p><b>Erwan Groenendijk</b>, Director Strategic Alliances, Siemens</p>
18.00	Closing Remarks from the Chair and End of Day One	

Day Two: Friday, November 9, 2018

09.00	Chairman's Opening Address	
09.20	<p><b>“Digitize or Die” The IoT Strategy for Digital Transformation</b></p> <ul style="list-style-type: none"> <li>• IoT4 methodology for analog companies that would like to digitise</li> <li>• Your IoT ecosystem and how your business model needs to be adjusted</li> <li>• How to transition from an analog to a digital customer experience</li> </ul> <p><b>Nicolas Windpassinger</b>, Global Channel Program VP (EcoXpert Partner Program), <b>Schneider Electric</b> &amp; Author of “Digitize or Die”</p>	
10.00	<p><b>An Award-Winning Alliance between Three Government Organizations</b></p> <p>Participants in this session will be introduced to an award-winning alliance between three government organizations that really had to change their classical management approach and behavior to make this Dutch alliance a success. It has been a long journey from a mainly vertical and hierarchical management approach by the individual alliance partners, to a more balanced approach between vertical and horizontal (collaborative) powers. In this session the story is told about the initial problems, the challenges, the philosophy, and the management approach. The development to an ecosystem will also be addressed</p> <p><b>Diantha Croese</b>, Key Alliance Manager, <b>Dutch Alliance for Data and Tax on Wages and Benefits</b> <b>Menno Aardewijn</b>, Business Consultant and Moderator for Alliance, <b>Dutch Alliance for Data and Tax on Wages and Benefits</b></p>	
10.45	<p><b>Going Global: Scaling Alliance Partnerships to Expand to Different Businesses &amp; Regions</b></p> <ul style="list-style-type: none"> <li>• Extending your alliance practices to include additional products, new markets, other kinds of partnerships</li> <li>• Involving more internal stakeholders while owning the process</li> <li>• Growing the alliance function with limited resources</li> <li>• Forming a centre of excellence to make a global impact on your strategic alliance</li> </ul> <p><b>Jonathan Bell</b>, Director, Alliance and Integration Management, <b>AstraZeneca</b></p>	
11.30	Morning Coffee and Networking	
	<b>Stream A: Various Types of Partnerships</b>	<b>Stream B: Due Diligence and JVs</b>
12.00	<p><b>Cross Value Chain Alliances in Healthcare and the Role of Technology</b></p> <p><b>Karan Ambwani</b>, Senior Director, Strategic Projects &amp; Alliances, <b>Teva Pharmaceuticals</b></p>	<p><b>Due Diligence in Strategic Alliances &amp; JVs</b></p> <ul style="list-style-type: none"> <li>• Applying proven methods and strategies for the due diligence of new strategic alliances and JVs</li> <li>• How best to involve legal departments and contract drafting</li> <li>• Intellectual property and intangibles planning</li> <li>• When the terms are already agreed: how to conduct post-deal assessments to make the most of the alliance (ie. uncover hidden partner strengths)</li> </ul>
12.45	<p><b>Centers of Excellence: Reach Higher Levels of Development in your Alliance Relationships</b></p> <ul style="list-style-type: none"> <li>• How alliance centres of excellence can increase consistency &amp; embed best practice and knowledge share</li> <li>• Using alliance centres for external benchmarking and internal coaching</li> <li>• Adapting your centre of excellence to individual business units</li> </ul> <p><b>Rob Middel</b>, Head of External Alliances, Portfolio Delivery Operations, Global Clinical Development Operations, Janssen, <b>Johnson &amp; Johnson</b></p>	<p><b>Joint Ventures: Generating Value, Ensuring Governance and Alignment</b></p> <ul style="list-style-type: none"> <li>• The risks, governance issues and requirements for JV partner selection</li> <li>• Due diligence process and incorporating the legal risks into the documentation</li> <li>• Establishing a skilled board of directors</li> <li>• Running the JV operations and best practice in managing a JV entity and brand</li> <li>• The role of local mgmt in cross-border JVs</li> <li>• Extracting value while resolving disagreements</li> </ul>
13.30	Lunch Break	
	<p>See photos from last year's EU Alliance Summit: <a href="http://www.thoughtleaderglobal.com/alliance2017">http://www.thoughtleaderglobal.com/alliance2017</a></p>	

	<p><b>Stream A: Build a Community of Alliance Ambassadors, Skillsets for Alliance Management and Transitions</b></p>	<p><b>Stream B: Partnership Models and Examples</b></p>
14.00	<p><b>Designing New Operating Models for Alliances</b></p> <ul style="list-style-type: none"> <li>Using value identification (value creation) and ideation to design the business model</li> <li>Setting clear goals and the partnering strategy</li> <li>Pursuing alliances to achieve your goals, in a structured approach</li> </ul>	<p><b>Accelerating Alliance Performance with Successful Sales and Marketing Coordination</b></p> <ul style="list-style-type: none"> <li>Sharing resources and tools with marketing and digital departments</li> <li>Involving brand management with partner branding</li> <li>Getting sales teams engaged</li> </ul>
14.45	<p><b>Addressing Cultural Challenges in Forming Alliances</b></p> <ul style="list-style-type: none"> <li>Challenges in asymmetric alliances</li> <li>Cultural Change management</li> <li>Defining common goals</li> <li>The importance of Leadership Governance</li> </ul>	<p><b>Managing Channel Partnerships Effectively</b></p> <ul style="list-style-type: none"> <li>Setting the right strategy for ways of working in channel partnerships</li> <li>Sharing tools and methods to align on tactics</li> <li>Sales and marketing alignment with channel strategy: Ensuring easy and simple CX and UX</li> <li>Channel partnership ecosystem examples</li> </ul>
15.30	<p>Afternoon Coffee and Networking</p>	
16.00	<p><b>Implementation of Delegated Alliance Management</b></p> <ul style="list-style-type: none"> <li>Bringing in Operational People to Work on alliance management</li> <li>Requesting additional people to supplement your core alliance management team</li> <li>Sharing people with other departments: project managers and business development</li> </ul>	
16.45	<p><b>Managing More Alliances with Less Alliance Managers</b></p> <ul style="list-style-type: none"> <li>Improving efficiency and applying governance models to scale successful alliance best practice across multiple partnerships</li> <li>Doing more with less resources and less budget</li> </ul>	
17.30	<p><b>Partnerships with Startups and Managing Channel Partnerships</b></p> <ul style="list-style-type: none"> <li>The startup ecosystems</li> <li>How to partner, invest</li> <li>Which are the most relevant external stakeholders in the startup environment you are targeting</li> <li>Governance of incubating the startup</li> <li>How the framework can be shaped</li> </ul> <p><b>Liesbet De Rouck</b>, Head of Alliances, <b>Wonderkind</b> <b>Frank Nijmeijer</b>, Head of Resellers, <b>Wonderkind</b></p>	
17.30	<p>Closing Remarks of the Chair and End of Forum</p>	

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All ASAP prices above apply to any bookings made by **July 13<sup>th</sup>**

If you cannot attend but still wish to observe the slides, order the presentations and participant list

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## WHY YOU SHOULD ATTEND

Thought Leader Global and The Association of Strategic Alliance Professionals are proud to co-organise our 5th 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 in 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.
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