Move freely between either stream during the course of the event

Eva Schoenleitner, Group VP Digital Partnerships, ABB
Ui-Stilz, Vice President Alliances and Innovation Outreach, Novo Nordisk A/S
Sead Bajrovic, Chief Strategist, Ecosystems & Partnerships, Grundfos
Manfred Weiler, EVP Medical & Scientific Strategy, Synexus Health
Laurent Valroff, WW Global Alliance Lead, Dassault Systemes
Celine Carlet, Director, Alliance Management & Business Development, Global Operations, Ferring
Mizuki Yamana, Executive Director Alliance Management, Astellas
Heather Fraser, IBM Institute for Business Value, Global Life Sciences & Healthcare Lead, IBM
Jonathon 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 Haevermans, Director of Strategy and Alliances, Amplifon
Mark Kimberling, Director of Strategic Alliances, TMF Group
Karan Ambwani, Senior Director, Strategic Projects & Alliances, Teva Pharmaceuticals
Tracy Loh, Director – Global Alliance Management, Sandoz
Stian Loftstad, Partner Director, Northern & Central EU, MuleSoft
Roberto Beggi, Global Partners & Alliances Manager, Dell EMC
Nicolas Windpassinger, Global Channel Program VP (EcoXpert Partner Program), Schneider Electric & Author of “Digitalize or Die”
Hannes Erler, Sarovski Innovation Evangelist, Sarovski
Marie-Noelle Castel, Head of Alliance Management Technology Platforms Group, Sanofi
Keith Buchanan Smith, Alliance Director, R&D Worldwide Business Development, GSK
Jasper de Goou, Director M&A Projects, JVs and PCRO, Akzo Nobel Specialty Chemicals
Jan Twomley, President, The Rhythm of Business
Arno Nienhuis, Sr Director Alliances & Channels Benelux, Oracle
Christophe Pinard, Director Global Alliance, Schneider Electric
Johannes zu Eltz, Worldwide Head of Channel Sales & Ecosystem, IBM Watson IoT
JeanNoel Enckle, Emerging Solution Ecosystem Development, Cisco
Sofia Lelakowska, Head of Global Beauty Alliances, Avon
Professor Ardi-Pieter de Man, Professor, VU University & 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
Maria Ines Garzon, Alliance Manager, Almirall
Alistair Dixon, Senior Director Alliance Management, UCB
Liebset De Rouck, Head of Alliances, Wonderkind
Laura Ciccolini, Director BusDev, Licensing & Alliances, Arecor
Han Dols, BusDev, Industry, Knowledge Transfer, CERN

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.
11+ different countries represented for a truly global group of perspectives
10+ different industries represented including pharma/life sciences, energy, technology, consumer goods, chemical, manufacturing, engineering, consumer goods, telecom, payroll/accounting, etc. in two unique streams.


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

Schneider Electric and Cisco Bi-Lateral Strategic Alliance Case Study
IBM Case Study on IBM Watson IoT’s Growth through its Partnership Ecosystem
Sanofi Successful R&D Agreements in a Complex Ecosystem
Avon Innovative Alliances Product Co-Design and Strategy Design
Novo Nordisk Partnership Portfolio in Pharma Research
Akzo Nobel Specialty Chemicals Addressing Cultural Challenges in Forming Alliances, including Joint Ventures
Dassault Systemes An Award-Winning Marketing Plan for a Global Partner Program
IBM Digital Ecosystem: Using Digital Technologies to Reimagine the Healthcare Ecosystem
Almirall Must-Have Tools and KPIs to Managing your Alliances
Schneider Electric Digitize or Die: The IoT Strategy for Digital Transformation
ABB Building a Digital Partnership Ecosystem in a Non-Tech Segment
Grundfos Transform through Partnerships: How an Ecosystem Mindset is Powering Digital Transformation and Driving Future Growth
VU Ecosystem Management vs Alliance Management: What’s the Difference?
GSK The Alliance Management Lifecycle and Building AM Skills
Johnson & Johnson Centers of Excellence for Strategic Alliance Relationships
Wonderkind Partnerships with Startups / Managing Channel Partnerships
Sarovski Open Innovation Networks Learnings
Arecor’s Dual Business Model and its Value for Partners in Biopharma
Award-Winning Alliance between Three Government Organizations
Siemens A Blueprint for Corporations Wanting to Set up a New Alliance Function
AstraZeneca Scaling Alliance Partnerships to Expand to Different Regions
Dell Developing New Operating Models for Alliances
UCB Evolving Your AM Team as Corporate Priorities and the Portfolio Changes
Teva Cross Value Chain Alliances in Healthcare and the Role of Technology
Synexus Health Managing a Biosimilars Consortium
Sandoz Leadership and Skills in Managing an Alliance in a Matrix Organisation
Oracle How to Increase your Revenue with Social & Artificial Intelligence
Addressing Cultural Challenges in Forming Alliances
MuleSoft How a Disruptive Technology Approach Drives Changes at our Systems Integrator Partners
Amplifon Having a Strong Collaboration between Strategy and Alliances
Astellas/Ferring Managing Alliances across Cultures – Joint Case Study
### Day One: Thursday, November 8, 2018

**Registration and Coffee**

08.30

Chairman’s Opening Address

09.00

**Case Study of a Large-Scale Bi-Lateral Strategic Alliance: Presenting their Perspective on the Partnership**

Christophe Pinard, Director Global Strategic Alliance, **Schneider Electric**

Jean Noel Enckle, Emerging Solution Ecosystem Development, **Cisco**

**Stream A: Lifesciences Research Alliances**

Centers of Excellence: Reach Higher Levels of Development in your Alliances

- How alliance centres of excellence can increase consistency & embed best practice and knowledge share
- Using alliance centres for external benchmarking and internal coaching
- Adapting your centre of excellence to individual business units

Rob Middel, Head of External Alliances, Portfolio Delivery Operations, Global Clinical Development Operations, **Janssen, Johnson & Johnson**

**Stream B: Digital Partnership, IoT & AI**

Building a Digital Partnership Ecosystem in a Non–Tech Segment

Eva Schoenleitner, Group VP Digital Partnerships, **ABB**

10.00

**Successful R&D Agreements in a Complex Ecosystem**

Philippe Rocolle, Global Alliance Manager, **Sanofi**

10.45

**Successful R&D Agreements in a Complex Ecosystem**

- How do you grow your business with fewer resources in a fast growing competitive market?
- IBM’s Watson IoT Channel & Ecosystem Organization taking an innovative approach to drive growth in an emerging IoT Market
- Exploring new business models and closer partner collaboration

Johannes zu Eltz, Worldwide Head of Channel Sales & Ecosystem, **IBM Watson IoT**

11.30

Morning Coffee and Networking

12.00

**Must-Have Tools and KPIs to Managing your Alliances**

- Setting up a database or portal for all relevant strategic alliances in your entire organization (including partnership commitments, deal terms/conditions, status)
- Alliance health checklist and toolset
- Separate tools for smaller and more complex alliances; sharing tools with partners
- A Productive Scorecard and set of KPIs of an Alliance Ecosystem

Maria Ines Garzon, Alliance Manager, **Almirall**

**Stream B: Speed and Complex Alliances**

Partnering at the Speed of Business: Creating Your Minimum Viable Partnership

It is no secret. Business is moving faster than ever before. And the formula for success in business transformation is Technology + Partnering. Bringing multiple companies together to create a joint solution adds complexities not faced by a single company innovating and going to market alone. Partnering is never the most efficient way to develop a complex solution and go to market. We’ve all experienced lengthy delays that erode intended value. Conquer the complexities and partner faster by simplifying to the core elements of a partnership and value creation opportunities multiply.

This session takes a page from the successful concept of Minimum Viable Product taking hold in companies both established and new to create a Minimum Viable Partnership (MVP). Learn how to:

- Build enough trust for the activities at hand
- Develop a core value assumption that can be quickly tested in the marketplace
- Design the components of the alliance business model in a manner that can be rapidly iterated as you gain experience with your partners and with customers

Jan Twombly, CSAP, President, **The Rhythm of Business**; Member, Executive and Management Committee, **ASAP**

12.45

**The Alliance Management Lifecycle and Building AM Skills**

Keith Buchanan Smith, Alliance Director, R&D Worldwide Business Development, **GSK**

**Transform through Partnerships: How an Ecosystem Mindset is Powering Digital Transformation and Driving Future Growth**

Sead Bajrovic, Chief Strategist, Ecosystems & Partnerships, **Grundfos**
<table>
<thead>
<tr>
<th>Time</th>
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<th>Stream B: Digital Ecosystems &amp; Marketing</th>
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<tr>
<td>13.30</td>
<td>Luncheon</td>
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**Stream A: Innovation and Research**

**Open Innovation Networks Learnings**
- The use of open innovation networks in alliance management
- New Logics in the development of ecosystems
- How mature organizations are using start-up environments for cultural and organizational transformation

Hannes Erler, Swarovski Innovation Evangelist, Swarovski

**Innovative Alliances Product Co-Design and Strategy Design**
- Scoping the Alliance Partnership – multi channel & direct sale channel Strategy
- Product: Accelerating adjacent portfolio, product co-design, accelerating through mutual R&D developments
- Customer: Customer led multichannel strategy – direct customer contact & assisted sales, global vs local solutions
- Distribution: Sharing economy, direct sale channel, social selling, assisted sales & networking

Sofia Lelakowska, Head of Global Beauty Alliances, Avon

**Leadership and Skills in Managing an Alliance in a Matrix Organisation**
- Implementing alliances in complex matrix environments (both in your company and the counterparty)
- Leadership as a critical role in facilitating and moderating discussions to ensure focus, project progression, and goals met

Tracy Loh, Director – Global Alliance Management Biopharmaceuticals, Sandoz

**Arecol’s Dual Business Model and its Value for Partners in Biopharma**

Laura Ciccolini, Director Business Development, Licensing and Strategic Alliances, Arecol

**Ecosystem Management vs Alliance Management: What’s the Difference?**
- Can existing alliance managers become ecosystem managers?
- New skills and capabilities for ecosystem managers
- Key points of attention for ecosystem design and management

Professor Ard-Pieter de Man, Professor, Vrije Universiteit Amsterdam, and author

**Digital Ecosystem: Using Digital Technologies to Reimagine the Healthcare Ecosystem**
- 48% of surveyed life sciences executives said that boundaries between their industry & others are blurring
- There is a need to work in a more open, collaborative manner across traditional boundaries to enable strategic innovation
- Digitally reinventing life sciences involves fundamentally reimagining how to engage with your stakeholders, supported by digital technologies

Heather Fraser, IBM Institute for Business Value, Global Life Sciences & Healthcare Lead, IBM

**An Award-Winning Marketing Plan for a Global Partner Program**

Laurent Valroff, Worldwide Global Alliance Lead, Dassault Systemes

**“Going on Tinder Does Not Often Lead to Having Children”**

A Blueprint for Corporations Wanting to Set up a New Alliance Function
- Understand your business objectives the Alliance Management capability is intended to serve
- How to structure and professionalize your company’s approach to alliance management
- Where to location Alliance Management in your company’s structure and hierarchy
- Getting sponsorship, funding and resources
- Where to start with incorporating existing partnerships into your AM department
- Documenting the AM lifecycle and creating a feedback loop
- Taking a centralized vs decentralized approach to alliances in a large organization

Erwan Groenendijk, Director Strategic Alliances, Siemens

**Accelerating Innovations with CERN:** At CERN, the European Organization for Nuclear Research, physicists and engineers are probing the fundamental structure of the universe. They use the world’s largest scientific instruments to study the basic constituents of matter – the fundamental particles. Yet CERN also engages with industry in order to accelerate innovation in all kind of market segments. This talk will address what kind of alliances CERN is creating for knowledge transfer to startups and corporations, with the aim to maximize the global positive impact of CERN on society.

Han Dols, Knowledge Transfer / Business Development, CERN
<table>
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<tr>
<th>Time</th>
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<tbody>
<tr>
<td>09.00</td>
<td>Chairman’s Opening Address</td>
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<tr>
<td>09.20</td>
<td>“Digitize or Die” The IoT Strategy for Digital Transformation</td>
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<td>• IoT4 methodology for analog companies that would like to digitise</td>
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<td>• Your IoT ecosystem and how your business model needs to be adjusted</td>
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<td>• How to transition from an analog to a digital customer experience</td>
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<td>Nicolas Windpassinger, Global Channel Program VP (EcoXpert Partner Program), Schneider Electric</td>
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<td>and author of the book: “Digitize or Die”</td>
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<td>10.00</td>
<td>An Award-Winning Alliance between Three Government Organizations</td>
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<td>Participants in this session will be introduced to an award-winning alliance between three government</td>
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<td>organizations that really had to change their classical management approach and behavior to make</td>
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<td>this Dutch alliance a success. It has been a long journey from a mainly vertical and hierarchical</td>
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<td>management approach by the individual alliance partners, to a more balanced approach between</td>
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<td>vertical and horizontal (collaborative) powers. In this session the story is told about the initial</td>
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<td>problems, the challenges, the philosophy, and the management approach. The development to an</td>
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<td>ecosystem will also be addressed</td>
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<td>Diantha Croese, Key Alliance Manager, Dutch Alliance for Data and Tax on Wages and Benefits</td>
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<td>Menno Aardewijn, Business Consultant and Moderator for Alliance, Dutch Alliance for Data and Tax on</td>
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<td>Wages and Benefits</td>
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<td>10.45</td>
<td>Going Global: Scaling Alliance Partnerships to Expand to Different Regions</td>
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<td>• Criteria for expanding a deal into new markets</td>
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<td>• Managing Different Spans of Control</td>
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<td>• Challenges of Managing Internal Stakeholders and Understanding their needs, whilst operationalising</td>
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<td>• Moving to Business as Usual</td>
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<td></td>
<td>Jonathon Bell, Director, Alliance and Integration Management, AstraZeneca</td>
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<tr>
<td>11.30</td>
<td>Morning Coffee and Networking</td>
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<td>12.00</td>
<td>Stream A: Various Types of Partnerships</td>
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<td>Cross Value Chain Alliances in Healthcare and the Role of Technology</td>
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<td>Karan Ambwani, Senior Director, Strategic Projects &amp; Alliances, Teva Pharmaceuticals</td>
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<td>12.45</td>
<td>Stream B: Governance and Culture</td>
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<td>Addressing Cultural Challenges in Forming Alliances, including Joint Ventures</td>
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<td>Jasper de Gou, Director M&amp;A Projects, JVs and PCRO, Akzo Nobel Specialty Chemicals</td>
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<td>13.30</td>
<td>Lunch Break</td>
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See photos from last year’s EU Alliance Summit: [http://www.thoughtleaderglobal.com/alliance2017](http://www.thoughtleaderglobal.com/alliance2017)
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<tr>
<th>Time</th>
<th>Stream A: Build a Community of Alliance Ambassadors, Managing Consortia</th>
<th>Stream B: Partnership Models and Examples</th>
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<td><strong>Evolving Your Alliance Management Team as Corporate Priorities &amp; the Portfolio Changes</strong></td>
<td><strong>Partnerships with Startups and Managing Channel Partnerships</strong></td>
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<td>- Connecting alliance practitioners to share best practices</td>
<td>- The startup ecosystems</td>
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<td>- Upskilling your alliance managers to support other deal types (acquisitions and divestments)</td>
<td>- How to partner, invest</td>
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<td>- Professionalizing AM in the company across all departments</td>
<td>- Which are the most relevant external stakeholders in the startup environment you are targeting</td>
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<td>- A community of alliance managers and alliance ambassadors</td>
<td>- Governance of incubating the startup</td>
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<td></td>
<td>Alistair Dixon, Senior Director Alliance Management, UCB</td>
<td>- How the framework can be shaped</td>
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<th>Time</th>
<th>Managing a Biosimilars Consortium: With Learnings that Can be Applied in a Variety of Complex Partnership Arrangements</th>
<th>How to Increase your Revenue with Social &amp; Artificial Intelligence</th>
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<td>Manfred Weiler, SVP Medical &amp; Scientific Strategy, Syneos Health</td>
<td>Arno Nienhuis, Senior Director Alliances &amp; Channels Benelux, Oracle</td>
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<th>Time</th>
<th>CO-PRESENTATION: Managing Alliances across Cultures – Astellas/Ferring case study</th>
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<td>Good Partnering Practices across cultures: How Alliance Management teams operationalized the license agreement and led the necessary conversations to ensure successful outcomes of the collaboration while embracing the cultural challenges</td>
<td><strong>Having a Strong Collaboration between Strategy and Alliances to Deliver Successful Services</strong></td>
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<td>Celine Carlet, Director, Alliance Management &amp; Business Development, Global Operations, Ferring</td>
<td>Dennis Havermans, Director of Strategy and Alliances, Amplifon</td>
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<td>Mizuki Yamana, Executive Director Alliance Management, Astellas</td>
<td><strong>How a Disruptive Technology Approach Drives Changes at our Systems Integrator Partners</strong></td>
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<td>Stian Lofstad, Partner Director, Northern &amp; Central EU, MuleSoft</td>
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<th>Closing Remarks of the Chair and End of Forum</th>
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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 inclusive of materials in the programme and refreshments.
2. Payment Terms: Following completion and return of the registration form, full payment is required within 10 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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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 that shall have no liability for accidents, inconvenience, theft, loss, damage, non-availability of facilities, 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 laws of The Netherlands, North Holland. 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.

BOOKING: Scan and email this page to: info@thoughtleaderglobal.com or Book Online (invoice only) at this link: http://www.thoughtleaderglobal.com/online-registration-asap

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**AUTHORISATION**

Signatory must be authorised to sign on behalf of contracting organisation.

Name ____________________________ Position ____________________________

Signature ____________________________ Date ____________________________

- **EVENT FEE + E-DOCUMENTATION**: €2099 + VAT
- **EVENT FEE for Individual Members**: €1769 + VAT
- **EVENT FEE for Corporate Members**: €1719 + VAT
- **EVENT FEE for Global Members**: €1669 + VAT
- **GROUP FEE for Individual Members /del**: €1569 + VAT
- **GROUP FEE for Corporate Members /del**: €1519 + VAT
- **GROUP FEE for Global Members /del**: €1469 + VAT

VAT is charged depending on location: All bookings include the documentation.

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

- **ELECTRONIC DOCUMENTATION**: €499

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