



ASIAIP® EUROPEAN ALLIANCE SUMMIT

17-19 SEPT. 2024 • LONDON

A collaboration between



ASIAIP®

Adaptive Ecosystems and a Successful Alliance Playbook



The 2024 ASAP European Alliance Summit is the premiere event for those interested cross-industry alliances, partnerships, ecosystems, and content relevant to life sciences, technology, and other industries. The program features 40+ professionals who lead strategic alliances, partnerships, ecosystems, and innovation. There are two dedicated streams of presentations allowing attendees to tailor their agenda.

Early discount available until July 5.

There are two pre-conference workshops offered on Tuesday, September 17th.

Nicolas Becker, CA-AM, Director Business Development & Licensing, Alliance Management, Bayer
 Camille Blaizot, Head of Digital Partnerships, Stellantis
 Frederic Bonfils, CSAP, Corporate Alliance Management Director, Pierre Fabre
 Keith Carter, Global Head of Cyber Channel and Alliances, Kroll
 Lisa Cass, Alliance Director, Oracle
 Carolina Castillo, Former VP Partnerships & Innovation, AMEX
 Nicole Colwell, EVP, Chief Alliance Officer, Prasaga
 Nada Corbineau, Business Office Director, AMPERE (Renault Groupe)
 Stephane Gervais, Executive VP Strategic Innovation, Partnership & Smart Data, Lacroix
 Jeremy Greant, Head of Strategic Partnerships, Lighthouse
 Catriona Hansbauer, Dir, Alliance Management, AstraZeneca
 Dr. Stephan Hohmann, Senior Director Business Alliances, BioNTech
 Sami Istephan, VP - Global Alliances, Digital Intelligence, BAE Systems
 Mario Joao, Digital Partner Ecosystem Leader, Hexagon
 Shiho Kaneta, CA-AM, Executive Director, Global Alliance Management, Novartis
 Dee Kaul, VP, Group Devices Strategy, Deutsche Telekom
 Markus Kropf, VP, Head Global Alliance Management, Merck
 Lasse Holm Lauridsen, Senior Director Alliance Mgmt, Genmab
 Frank Lee, CEO, Institute of Collaborative Working

Julie Little, CSAP, Dir. Strategic Alliances, Cancer Research Horizons
 James Lowe, Alliance Manager, Google
 Ard-Pieter de Man, CSAP, PhD, Professor, Vrije Universiteit Amsterdam
 Carl-Marcus Löfgren, CA-AM, Manager of Strategic Alliances & Competences, Iver
 Mikel Mangold, Head of Partnerships, Cyberprotonics
 Mark Maresch, Director, Technology Alliances, PwC
 Adrian Miller, Associate Director, Institute of Collaborative Working
 Åsa Norrie, CEO Europe, Principal Asset Management
 Bonnie Nozawa, Director, Alliance & Ecosystem Management, Roche
 Christophe Pinard, CSAP, Global Alliance Executive, Dassault Systemes
 George Rahim, Strategic Alliances Advisor in Pharma and Biotech
 Mirjam Ros, Author and Founder, Sparkling Eyes Innovation
 Frank Ruland, Global VP, Global Head of Industry Ecosystem, SAP
 Sean Seaton, SVP, Group Devices and Partnerships, Deutsche Telekom
 Kaushik Sengupta, Director, Alliance Management, AstraZeneca
 Keith Buchanan Smith, Board Member, PLG (Pharmaceutical Licensing Group)
 Knut Sturmhoefel, CA-AM, PhD, Alliance & Collaboration Advisor, Partner, Viopas
 Adriana Truong, Global Head of Strategic Partnerships, Unilever
 Steve Twait, CSAP, Founder, Integrated Alliance Management
 Jan Twombly, CSAP, President, The Rhythm of Business
 Antony Wallace, UK&I Country Manager, Embecta
 Lili Zhou, PMO Lead, BASF

Unique Features of this Event:

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

40+ 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**,



Featured Speaker:

Åsa Norrie, CEO Europe and Head of Distribution, Principal Asset Management

Gold Sponsor:



Alliance Management Career Progression and Succession Management Challenges: Lessons Learned (panel with Steve Twait, Knut Sturmhoefel, and George Rahim)
AMPERE (Renault Group) Implementation of Successful Partnerships in the Automotive Industry
AstraZeneca Raising Awareness and Promoting Alliance Management Best Practices Beyond your Immediate Alliance
AstraZeneca Do Academic Alliances Really need Alliance Managers? Surprisingly it Depends!!
BASF Alliances and Joint Ventures in China
Bayer Time-Crunched Alliances: Launching Success in 12 Months
BioNTech / Genmab Alliance - Our Journey from Discovery to Late-Stage Drug Development
Cancer Research Horizons Multi-Stakeholder Public-Private Partnerships for Drug Development
Deutsche Telekom Alliances for Product Creation
Embecta Channel Partner Strategies: Leading Practices for GTM Strategy
Hexagon Setting up an Adaptive Partner Ecosystem
Iver Integrating Strategic Partnerships across the Customer Lifecycle & IT Delivery Model
Kroll Tour of a Cyberrisk Ecosystem
Lacroix Building Offerings Designed through Partnerships: Challenges and Examples
Lighthouse Strategies for Successful Partnerships in a Dynamic Industry Landscape
Merck KGaA Cultural Differences for Alliances in a Global Environment
Novartis Alliance Management's Role in the Contracting Phase
Pierre Fabre Organizational Structures Best Suited for Managing Alliances Effectively
PLG The Link between Business Development / Licensing and Alliances
Prasaga, BAE Systems Evolving Role of Alliance Managers to Enabling Others, to Build Organisational Capabilities, Becoming World class
Principal Asset Management Working with Alliances as a Business Growth Accelerator
PwC, Google, Oracle Interactive Case Study of a Strategic Alliance Between 3 Parties
Roche The Opportunities, Risks, and Mitigation Strategies in Today's World of Increasingly Decentralized and Digitized Healthcare
SAP Evolving an Industry Partner Ecosystem with Partner-to-Partner Collaboration
Stellantis Managing Complex Multi-Party, Multi-Industry Ecosystem Alliances
Sparkling Eyes Innovation Manage Intellectual Property in R&D and Co-Development Alliances
The Rhythm of Business Guiding Your Joint Steering Committee to Become a Beacon of Collaborative Leadership
The Institute of Collaborative Working How Do you Select the Right Alliance Partner? How do they Prove they are Collaborative?
Unilever DataLab Ecosystem: A Unique Way to Engage with Partners to Drive Innovation

Day One: Wednesday, September 18, 2024

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| 08.30 | Registration and Coffee | |
| 09.00 | Conference Opening Nicole Boston , CAE, President and CEO, Association of Strategic Alliance Professionals Mastering the Mindset: Unlocking Our Most Powerful Alliance for Success Nicole Colwell , Chief Alliance Officer, PraSaga Foundation Unlocking the true power of strategic alliances begins with cultivating and nurturing our most overlooked partner: our mindset. In this session you will discover actionable strategies and a challenge that will empower you and your alliances to thrive. | |
| 09.15 | Panel discussion: Evolving Role of Alliance Managers to Enable Others to Build Organisational Capabilities Nicole Colwell , Chief Alliance Officer, PraSaga Foundation Sami Istephan , VP – Global Alliances, Digital Intelligence, BAE Systems | |
| | Stream A: Mindsets and Alliance Formulation | Stream B: Ecosystems and Product Creation |
| 10.00 | Cultural Differences for Alliances in a Global Environment <ul style="list-style-type: none"> The challenge of navigating cultural differences in a time of remote working environments Examine the psychology of AM: why we behave the way we are AM relationship management through positive and joyful interpersonal relationships Markus Kropf , VP, Head of Global Alliance Management, Merck KGaA | Managing Complex Multi-Party, Multi-Industry Ecosystem Alliances <ul style="list-style-type: none"> Success criteria Governance recommendations Strategic planning for these alliances Digital ecosystem structures Camille Blaizot , Head of Digital Partnerships, Stellantis |
| 10.45 | BioNTech / Genmab Alliance – Our Journey from Discovery to Late Stage Drug Development Dr. Stephan Hohmann , Senior Director Business Alliances, BioNTech Lasse Holm Lauridsen , Senior Director Alliance Management, Genmab | Alliances for Product Creation <ul style="list-style-type: none"> The need to create a new ecosystem of partners to create new products Alignment on product creation goals: reduce development time, new GTM opportunities and new partnership opportunities The key needs for success: partnership selection, rules of engagement, sales and marketing strategy KPIs to measure success Case study Sean Seaton , SVP, Group Devices and Partnerships, Deutsche Telekom Dee Kaul , VP, Group Devices Strategy, Deutsche Telekom |
| 11.30 | Morning Coffee and Networking | |
| | Stream A: | Stream B: |
| 12.00 | Setting up an Adaptive Partner Ecosystem <ul style="list-style-type: none"> The need for partnering with complementary organisations to create an innovation ecosystem Different types of innovation ecosystems: centralized vs adaptive ecosystems Why adaptive ecosystems are better suited for industries that are still maturing, or the environment is ambiguous Acting as orchestrator: partnering with uncommon organisations, connecting uncommon partners What are pitfalls in managing ecosystems around platforms and how to avoid them? What are the unique characteristics of platform based ecosystems and is there still a role for alliance managers when everything moves online? Mario Joao , Digital Partner Ecosystem Leader, Hexagon | Working with Alliances as a Business Growth Accelerator Åsa Norrie , CEO Europe and Head of Distribution, Principal Asset Management |

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| 12.45 | <p>Time-Crunched Alliances: Launching Success in 12 Months</p> <p>Nicolas Becker, Director Business Development & Licensing, Alliance Management, Bayer</p> | <p>Evolving an Industry Partner Ecosystem with Partner-to-Partner Collaboration</p> <ul style="list-style-type: none"> • Create customer value and orchestrate scalable business for different partner types • Define and position packaged solutions for customers, incorporating multiple complimentary software partners and aligned with offerings from consulting partners • The need for partnering for product innovation • The need for partnering for customer adoption and retention • The need for company-internal alignment in sales, product marketing and engineering • Case study illustrating win-win Partner-to-Partner Collaboration between ecosystem players <p>Frank Ruland, Global VP, Global Head of Industry Ecosystem, SAP</p> |
| 13.30 | Lunch Break | |
| | Stream A: Innovation and Research | Stream B: Alliances and Joint Venture |
| 14.30 | <p>Guiding Your Joint Steering Committee to Become a Beacon of Collaborative Leadership</p> <p>Leading alliances do better at aligning around a strategy and making decisions in a timely manner so that they realize their intended value. One reason? Their Joint Steering Committees (JSC) are more effective. This presentation shares data gathered over the past four years from codevelopment and cocommercialization alliances to demonstrate how alliance professionals can guide their JSCs to provide leadership and empower teams to produce results.</p> <p>Jan Twombly, CSAP, President, The Rhythm of Business</p> | <p>Alliances and Joint Ventures in China</p> <ul style="list-style-type: none"> • Differences between a JV and Strategic Alliance in China (pros and cons of each) • Advantages and Risks of a JV • Disputes in a JV • Cultural issues • Recommendations for Strategic Alliances in China <p>Lili Zhou, PMO Lead, BASF</p> |
| 15.15 | <p>How to Manage Intellectual Property in R&D and Co-Development Alliances</p> <ul style="list-style-type: none"> • The paradox of Openness: IP generation versus exploitation • Strategizing collaboration models & IP • Negotiating the right arrangements: <ol style="list-style-type: none"> 1. Start with the end in mind, how to distribute IP 2. Considering R&D output & ownership decisions 3. How to draft a simple and visual contract everybody understands <p>Mirjam Ros, Author and Founder, Sparkling Eyes Innovation</p> | <p>Building Offerings Designed through Partnerships: Challenges and Examples</p> <p>Stephane Gervais, Executive VP Strategic Innovation, Partnership & Smart Data, Lacroix</p> |
| 16.00 | Afternoon Coffee and Networking | |
| 16.30 | <p>Do Academic Alliances Really need Alliance Managers? Surprisingly It Depends!!</p> <p>For academic alliances, the guiding Alliance Management principles/best practices do not change; however functioning within such parameters in the blue sky research space can be challenging. The challenges and processes that were setup to both quantify and qualify the operational successes from such collaborations will be elaborated through the 3MCs. With the increased academic industrial collaborations in recent years, such insights into the ways of working becomes even more relevant to ensure successes for academic collaborations and the role of the alliance managers.</p> <p>Kaushik Sengupta, Director, Alliance Mgmt, AstraZeneca</p> | <p>Tour of a Cyberrisk Ecosystem</p> <ul style="list-style-type: none"> • How to grow your channel and alliances strategy • Managing a complex partner ecosystem (alliance relationships, different kinds of partners) and to use it to drive growth <p>Keith Carter, Global Head of Cyber Channel and Alliances, Kroll</p> |
| 17.15 | <p>DataLab Ecosystem: A Unique Way to Engage with Partners to Drive Innovation</p> <ul style="list-style-type: none"> • A unique open environment to our partners, where we jointly develop novel, high-impact digital solutions in the areas of science and engineering • An ecosystem of specialist partners who bring unique skills and expertise to bear on the problems that matter. • How we leverage our deep expertise in the domains of in-silico chemistry/biology, data science, process engineering and analytics to progress discovery at an unprecedented rate <p>Adriana Truong, Global Head of Strategic Partnerships, Unilever</p> | <p>Interactive Case Study of a Strategic Alliance Between 3 Parties</p> <p>Mark Maresch, Director, Technology Alliances, PwC James Lowe, Alliance Manager, Google Lisa Cass, Alliance Director, Oracle</p> |
| 18.00 | Closing Remarks and End of Day 1, Networking Reception | |

Day Two: Thursday, September 19, 2024

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| 09.00 | Special Alliance Executive Panel Discussion: Alliance Management Career Progression and Succession Management Challenges: Lessons Learned George Rahim, Strategic Alliances Advisor in Pharma and Biotech Steve Twait, CSAP, Founder, Integrated Alliance Management Knut Sturmhoefel, CA-AM, PhD, Alliance & Collaboration Advisor, Partner, Viopas | |
| 09.45 | Organizational Structures Best Suited for Managing Alliances Effectively Frederic Bonfils, CSAP, Corporate Alliance Management Director, Pierre Fabre | |
| 10.30 | Raising Awareness and Promoting Alliance Management Best Practices Beyond your Immediate Alliance Partnerships are central to the success of pharmaceutical companies. However, many collaborations are beyond the scope of what centralized and lean alliance management teams can support. While not all collaborations require an alliance management professional, centralized alliance management teams have a unique opportunity to create added value beyond their immediate alliances through <ul style="list-style-type: none"> • Developing tools and methods to empower individuals working in collaborations with the knowledge and skills to effectively manage partnerships • Engaging strategically with stakeholders and functions to feedback learnings and influence contractual language for new deals • Establishing and maintaining a global, cross-functional Alliance Management Community of Excellence (CoE) for continuous sharing and learning Catriona Hansbauer , Director, Alliance Management, AstraZeneca | |
| 11.15 | Morning Coffee and Networking | |
| | Stream A: PPPs and Government Partnerships | Stream B: |
| 11.45 | Multi-Stakeholder Public-Private Partnerships for Drug Development Establishing strategic alliances with academic and industry in drug discovery <ul style="list-style-type: none"> • Alliances with charities, industry and government funded organisations • Working with academics as the innovators • Building different models to create an ecosystem Julie Little , CSAP, Director, Strategic Alliances, Cancer Research Horizons | How Do you Select the Right Alliance Partner? How do they Prove they are Collaborative? Frank Lee , CEO, Institute of Collaborative Working Adrian Miller , Associate Director, Institute of Collaborative Working |
| 12.30 | The Opportunities, Risks, and Mitigation Strategies in Today's World of Increasingly Decentralized and Digitized Healthcare <ul style="list-style-type: none"> • As momentum around decentralized patient care and digital health grows, corporate Fortune 500 companies are looking to startups to keep pace with the hyper-agile and competitive markets • Whether by way of partnership or acquisition, the ensuing interactions enable a unique blend of unprecedented technology with legacy know-how • Through proper alliance management, bridging the size and cultural differences in corporate-startup partnerships can foster the cross-company innovation and market pull both companies desire Bonnie Nozawa , Director, Alliance & Ecosystem Management, Roche | Strategies for Successful Partnerships in a Dynamic Industry Landscape <ul style="list-style-type: none"> • Strategies for building and maintaining successful partnerships in a dynamic industry landscape • Best practices for identifying and engaging with potential partners in a dynamic industry landscape • Case studies of successful partnerships in a consolidating market • Key takeaways for strategic partnership teams navigating a consolidating ecosystem Jeremy Greant , Head of Strategic Partnerships, Lighthouse |
| 13.15 | Lunch Break | |

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| 14.15 | <p>Alliance Management's Role in the Contracting Phase</p> <ul style="list-style-type: none"> How alliance management can play a key role in the earliest phases of new alliances The proper due diligence to be used to ensure an adequate partnership structure and business model Avoiding conflicts of interest, different interpretations of alliance language and identifying red flags early <p>Shiho Kaneta, CA-AM, Executive Director, Global Alliance Management, Novartis</p> | <p>Integrating Strategic Partnerships across the Customer Lifecycle and IT Delivery Model</p> <p>The IT industry evolves constantly. When a product enters the market from large IT manufacturers, time-to-market is a critical factor. As a service company, reselling the product is not an issue, but creating more value for our customers is key to differentiating and establishing long-term, trustworthy customer relationships.</p> <p>To achieve this, we develop internal programs that enable faster decisions and minimize the impact on business units' investments and budgets. These central programs are implemented in service development and customer lifecycle</p> <p>Carl-Marcus Löfgren, CA-AM, Manager of Strategic Alliances & Competences, Iver</p> |
| 15.00 | <p>Channel Partner Strategies: Leading Practices for GTM Strategy</p> <p>Antony Wallace, UK&I Country Manager, Embecta Former Strategic Partnerships Director, Pfizer</p> | <p>Partnership Pathways to Quantum-Safe Security</p> <p>The impending advent of quantum computing introduces unprecedented cybersecurity challenges. Highlighted by researchers, the hybridization of quantum-classical computing and AI enhances cryptanalytic capabilities, urgently necessitating post-quantum cryptography (PQC). Mikel Mangold of CyberProtonics explores these developments, demonstrating how these technological synergies could expedite the decryption of current protocols before Q-Day. The session emphasizes strategic partnerships critical to swiftly developing and deploying PQC solutions. It will underscore proactive steps crucial for mitigating these advanced threats, ensuring a quantum-safe future, and safeguarding against rapidly evolving cyber risks</p> <p>Mikel Mangold, Head of Partnerships, Cyberprotonics</p> |
| 15.45 | Afternoon Coffee and Networking | |
| 16.00 | <p>The Link between Business Development / Licensing and Alliances</p> <ul style="list-style-type: none"> The challenge of different objectives and timescales The benefit of feedback loops (and crystal ball gazing) Who provides the driving force? BD, AM or 'The Business Owner'? Suggestions for successful delivery <p>Keith Buchanan Smith, Board Member, PLG (Pharmaceutical Licensing Group)</p> | <p>From Strategy to Operations: Implementation of Successful Partnerships in the Automotive Industry</p> <ul style="list-style-type: none"> Governance People Processes Trainings <p>Nada Corbineau, Business Office Director, AMPERE (Renault Group)</p> |
| 16.45 | Closing Remarks and End of ASAP European Alliance Summit | |

Pre-Conference Workshop
CA-AM Certification Exam Prep Workshop (Face-to-Face)
Tuesday, September 17, 2024 | 10:30 AM – 5:00 PM (BST)



Click on the link below for more information and to register today.
<https://www.strategic-alliances.org/events/ca-am-certification-exam-prep-workshop-face-to-face>

This interactive professional development workshop will review key alliance concepts and then move to a case scenario analysis and robust group discussion. Each segment will then conclude with a summary of key takeaways. In addition, this workshop will support the foundation of concepts, principles, and proven best practices that can be rapidly applied to daily activities to improve alliance results and become a credible and effective partner.

Based on the principles covered in *The ASAP Handbook of Alliance Management: A Practitioner's Guide*, this review workshop will address the following areas covered in the CA-AM exam:

- Alliance Life Cycle Framework
- Strategic Rationale and Readiness
- Alliance Selection
- Alliance Execution
- Planning and Organizing Skills
- Management and Leadership Skills

[Click here](#) to read more on the value of certification and how it translates to better business outcomes.
[Click here](#) to learn more about the CA-AM certification.

BOOKING: Scan and email this page to: info@thoughtleaderglobal.com

or Book Online 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

o EARLY DISCOUNT FOR NON-MEMBERS £1563 + VAT
(if booking by July 5th, afterwards the regular fee is £1923)

o GROUP FEE FOR NON-MEMBERS £1413/person + VAT
(if booking by July 5th, afterwards the regular fee is £1773)
A one-year ASAP membership is included with the non-member registration fee for this conference, including access to up to 36 virtual programs, 16 e-pubs, and 4 content digests annually.

o EARLY DISCOUNT for ASAP MEMBERS £1250 + VAT
(if booking by July 5th, afterwards the regular fee is £1610)

o GROUP FEE for ASAP MEMBERS /attendee £1110 + VAT
(if booking by July 5th, afterwards the regular fee is £1460)

VAT is charged at the UK 20% rate: Groups are 3 or more attendees

Payment is by **Invoice** or **Credit Card**

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WHY YOU SHOULD ATTEND

Thought Leader Global and The Association of Strategic Alliance Professionals are proud to co-organise our 8th 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:

- Event Fees are inclusive of materials in the programme and refreshments.
- 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.
- Cancellation/Substitution: Provided the total fee has been paid, substitutions at no extra charge are allowed as long as they are made up to 15 days before the event. Otherwise all bookings carry a 50% cancellation liability immediately after a signed sales contract has been received by Thought Leader Global. Cancellations must be received in writing by mail or fax six weeks before the conference is to be held in order to obtain a full credit for any future Thought Leader Global conference. Thereafter, the full conference fee is payable and is non-refundable. Payment terms are six days and payment must be made before the start of the conference. Non-payment or non-attendance does not constitute cancellation. By signing this contract, the client agrees that in case of dispute or cancellation of this contract, Thought Leader Global will not be able to mitigate its losses for any less than 50% of the total contract value. If, for any reason, Thought Leader Global decides to cancel or postpone this conference, Thought Leader Global is not responsible for covering airfare, hotel, or other travel costs incurred by clients. The conference fee will not be refunded, but can be credited to a future conference. Event programme content is subject to change without notice.
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- Important note: While every reasonable effort will be made to adhere to the advertised package, Thought Leader Global reserves the right to change event, dates, sites or location or omit event features, or merge the event with another event, as it deems necessary without penalty and in such situations no refunds, part refunds or alternative offers shall be made. In the event that Thought Leader Global permanently cancels the event for any reason whatsoever, (including, but not limited to any force majeure occurrence) and provided that the event is not postponed to a later date nor is merged with another event, the client shall receive a credit note for the amount that the client has paid to such permanently cancelled event, valid for up to one year to be used at another Thought Leader Global event. No refunds, part refunds or alternative offers shall be made.
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- 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 but shall have no liability for accidents, inconvenience, theft, loss, damage, non-availability of facilities, contraction of any illness or virus, 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 law of The Netherlands. 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.