



6TH WORLD LEGAL OPERATIONS SUMMIT

16-17 APRIL 2026

BERLIN, GERMANY



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CHAIR



Stephen Allen
Chief Scout
Trampelpfad



Jonathan Collett
Senior Director, Fintech Legal
Booking.com



SPEAKER LINE-UP



Rik de Groot
Head Legal Operations
Rabobank



Raisa Popa
Senior Manager - Technology and
Contract Management Solutions,
Global Legal Organization
Johnson & Johnson



Andrea van Sleen
Head of Legal & Customer
Affairs - Legal Operations
KLM Royal
Dutch Airlines



Tamara Tkalec Mjeda
Senior Manager,
Global Legal Operations
Teva Pharmaceuticals



Selin Evrem Pattni
Head of Legal Global Supply
Chain and Purchasing Operations
& Senior Corporate Director
Henkel



Håkan Nordling
Senior Legal Counsel,
Chief Digital Office
Volvo Group



David Campos Pavon
Data, Technology, Operations
and IP General Counsel
Zurich Insurance



Thomas Schönholzer
Group General Counsel
The Swiss Post Ltd.



Lochlainn Garvey
Project Manager Global
Restructuring and
Legal Operations
A.P. Moller - Maersk



Kerstin Striepke
Head of Legal &
Integrity Operations
Hitachi Energy



Peter Carlsson
Head of Group
Legal Operations
Nordea



Alexander de Nerée
External Firm
Relationships Counsel
Ericsson



Rahul Prasad
Head of Data, Technology
& Process Insights
(Legal Operations)
Boehringer Ingelheim



6TH WORLD LEGAL OPERATIONS SUMMIT

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We are pleased to announce the launch of the **6th World Legal Operations Summit**, taking place on the **16th–17th of April 2026** in **Berlin, Germany**. Following the success of the five previous editions, this event will focus on leveraging the latest technology to transform legal workflows, driving cost-efficiency across operations, ensuring security, compliance, and the protection of sensitive data, and building future-ready legal teams. Key topics will include digital-first legal operations, effective adoption of AI agents, business process innovation, data-driven decision making, compliance across fragmented jurisdictions, alignment of legal KPIs with enterprise metrics, and upskilling the legal workforce to meet the needs of an evolving business landscape. Don't miss your chance to join the conversations shaping the future of legal operations during this 2-day event, filled with knowledge sharing, thought-provoking discussions, and networking with your peers!

Key Practical Learning Points

- Turning Digital-First Legal Operations into Tangible Business Value that Drives Growth and Performance
- Exploring How Agentic AI Transforms Legal Workflows through Autonomous Decision-Making
- Applying Legal-Tech Minimalism by Prioritizing Tools that Create Lasting Value
- Driving Smarter Decisions by Turning Legal Data into Actionable Insights
- Translating Legal KPIs into Business Impact that Fuels Strategic Decisions
- Adopting a More Cost-Effective Approach to Scalable Legal Service Delivery
- Elevating CLM to Transform Legal Operations into Strategic Business Drivers
- Building a Digital-Transformation Culture within Legal Teams and Beyond
- Reframing Legal Operations with a Customer-Centric Approach to Value Creation

Take A Look at Our Past Edition



Who Should Attend

This Summit is a must-attend event for senior decision-makers with the following job titles:

- Chief Legal Operations Officer
- Chief Administrative Officer
- Chief of Staff
- Director of Legal Operations
- Head of Operations
- Head of Legal Operations
- Head of Risk Management
- Head of Transformation
- Head of Change Management
- General Counsel
- Senior Counsel
- Managing Counsel
- Lawyer/ Partner
- & Others!

 **X 12+ Industry Case Studies**

 **X 20+ Hours of Networking:**
forge new professional contacts during numerous networking breaks between sessions & during the special Networking Dinner on Day 1

 **X 100+ Pages of the Post-Summit Materials**
documentation package available upon demand*

Previous Attendees Include



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This agenda is not for public distribution

08:30 Check-In and Welcome Coffee ☎

09:00 Opening Address from the Event Chair

09:10 "Breaking the Ice" Speed Networking Session

TECH FOUNDATION OF LEGAL TRANSFORMATION

09:50 AVAILABLE SPONSORSHIP SLOT

**Autonomous Legal Ops:
Orchestrating People, Processes, and Agents**

As AI agents mature from pilots to production, legal operations must evolve from isolated automations to coordinated "agentic" systems. This session shows how to design an operating model that choreographs people, processes, and agents across intake, contracts, e-billing, and discovery—while preserving control, compliance, and client trust. We'll cover orchestration patterns, human-in-the-loop checkpoints, safety and governance, and the metrics that prove value. Attendees leave with a blueprint to launch—or level up—autonomous legal ops without sacrificing accountability.

10:30 Case Study: 🔍

**Enterprise Adoption of Legal Technologies:
eSignature, Contract Automation, AI/ML,
and Bots**

Enterprises don't need more pilots—they need production-grade legal technology that delivers speed with control. This talk shares a practical adoption blueprint spanning eSignature at scale, contract automation/CLM, AI/ML for triage and drafting assistance, and bots for routine workflows. We'll cover operating model choices (service catalog, playbook-as-code), integration patterns (ERP/CRM, identity, data lake), and guardrails (privacy, model risk, audit). Expect real use cases—self-service NDAs, clause selection, approval routing, risk scoring—and the metrics that matter: cycle time, variance-to-playbook, residual risk, and external spend.

David Campos Pavon
Data, Technology, Operations
and IP General Counsel
Zurich Insurance



11:00 Morning Coffee and Networking Break ☕

11:30 Case Study: 🔍

**The Legal Innovation Stack:
Ops, Data, CLM, and AI in Practice**

How do you modernize a global Legal & Public Affairs function without slowing the business? This case study traces Booking.com's multi-year rebuild from fragmented tools to an engineered legal platform: API-first CLM with a normalized contract data model and clause library; playbook-as-code with automated risk scoring and fallbacks; event-driven workflows integrated with Jira/ServiceNow; and a governed LLM layer (RAG over precedents, prompt policies, human-in-the-loop, audit telemetry).

Jonathan Collett
Senior Director, Fintech Legal
Booking.com



12:00 Case Study: 🔍

**Automating Legal Work
Without Legal Automation**

- Why: remove bottlenecks — lawyers focus on exceptions
- How: embed rules/metadata into business tools + parameterised templates
- Controls: auditable trails, escalation gates, spot-checks
- Measure: cycle-time ↓, exceptions ↓, satisfaction ↑

Håkan Nordling
Senior Legal Counsel, Chief Digital Office
Volvo Group



12:30 Case Study: 🔍

**Orchestrating Legal Ops: Automating
What Matters, Simplifying What Remains**

Modern legal teams are drowning in work that software can handle and starved for time only lawyers can deliver. Learn how to design an operating model that separates the two—and scales. Map high-value use cases for automation (intake, triage, NDAs, invoice review, matter updates) while simplifying everything else through lean process redesign, playbooks, and self-service. Prioritize opportunities by impact and risk, define guardrails for AI and citizen automation, and build a data backbone that keeps workflows observable and defensible.

Tamara Tkalec Mjeda
Senior Manager, Global Legal Operations
Teva Pharmaceuticals



13:00 Business Lunch 🍽

**THE INTELLIGENCE LAYER:
RETHINKING LEGAL OPS EFFICIENCY**

14:00 Case Study: 🔍

**Delivering High-Quality Legal Services While
Adopting a More Cost-Effective Approach**

After a brief introduction to the team and organization for reference, Rik is going to share his learnings in adopting a structured approach towards operational excellence, enabling the legal counsels to do their best work: deliver high quality legal expertise in an efficient and practical way. Reducing cost, increasing productivity. And fun.

Rik De Groot
Head Legal Operations
Rabobank



14:30 Case Study: 🔍

**Building a Smarter Legal Ecosystem:
Change, Automation and AI
in Outside Counsel Management**

- Automate intake, tracking, invoicing
- Use data to optimise spend and performance
- Align teams via clear workflows
- Apply AI for research and review
- Continuously improve processes

Alexander de Nerée
External Firm Relationships Counsel
Ericsson



15:00 Case Study: 🔍

**Reimagining Contracts: How CLM Transforms
Legal Operations into Strategic Business Drivers**

We'll unpack the building blocks: a normalized contract data model, clause library and playbook-as-code, automated intake and approvals, and integrations with CRM/ERP, identity, and BI. See where GenAI adds real value (drafting assistance, clause search, risk flags) with human-in-the-loop and auditability. Learn adoption tactics that stick—service catalogs, SLAs, change champions—and the metrics leaders fund: cycle time, variance-to-playbook, win rate impact, residual risk, and external spend. Leave with a reference blueprint and a staged roadmap to ship faster, prove value, and scale globally with control.

Raisa Popa
Senior Manager - Technology and
Contract Management Solutions,
Global Legal Organization
Johnson & Johnson



15:30 Afternoon Tea and Networking Break ☕

15:50 Case Study: 🔍

**Streamlining Legal Ops for a
Resilient Global Supply Chain ***

This session will explore how streamlined legal operations can enhance the resilience of global supply chains. Key topics include leveraging technology, standardizing processes, and improving collaboration to address compliance challenges, mitigate risks, and adapt to disruptions. Attendees will gain actionable insights into aligning legal operations with supply chain strategies to drive efficiency, agility, and long-term success.

Selin Evrem Pattni
Head of Legal Global Supply Chain
and Purchasing Operations
& Senior Corporate Director
Henkel



16:20 PANEL DISCUSSION 🗣

**Robots, Routines, and Results: Automating
Legal Ops Without Losing the Human**

Legal operations teams are under pressure to do more with less—yet "automation" can feel like a black box or a buzzword. This panel gets practical. Senior legal ops, product, and privacy leaders will unpack where automation actually drives measurable outcomes (intake, NDAs, matter triage, outside counsel billing, discovery workflows) and where human judgment must remain in the loop.

17:00 Chair's Closing Remarks and End of Day One

18:00 Networking Dinner 🍷

08:30 Check-In and Welcome Coffee ☕

09:00 Day Two Opening Remarks from the Chair

THE COMPLIANCE EDGE: SECURITY, INTEGRITY & PROTECTION

09:10 AVAILABLE SPONSORSHIP SLOT



AI Governance for Legal Workflows: Structure, Control, and Measurement

We will examine structural approaches for integrating AI into legal operations, from contract review to compliance monitoring, while maintaining alignment with regulatory standards and ethical obligations. Attendees will learn practical strategies to establish control mechanisms — including risk assessment, oversight protocols, and human-in-the-loop safeguards — that balance innovation with legal responsibility. The presentation will also highlight methods for defining and tracking success metrics, enabling organizations to measure performance, mitigate bias, and continuously improve AI-enabled processes. By the end of the session, participants will be equipped with actionable insights to govern AI adoption in legal contexts with confidence and precision.

09:50 Case Study: 🔍

Beyond Compliance: A Customer-Centric Legal Model

- Translate regulation into customer promises and measurable outcomes
- Productize services with catalogs, SLAs, guided self-service portals
- Use AI responsibly to speed insight and reduce toil
- Instrument metrics: cycle time, quality, satisfaction, risk signals
- Orchestrate cross-functional governance with clear ownership and cadence

Andrea van Sleen

Head of Legal & Customer Affairs

- Legal Operations

KLM Royal Dutch Airlines



10:30 Morning Coffee and Networking Break ☕

11:00 Case Study: 🔍

ESG and Future Readiness: Compliance, Competitive Positioning and Legal Operations

- Global megatrends incl. climate change and implications for international operating companies
- Regulatory divergence on a global scale: regression, progression and market forces
- Compliance: greenwashing litigation, whistleblowing, M&A, contract management and governance incl. internal controls + reporting to executive committee and board
- The (legal) strategy of value creation: access to capital markets and funding costs, consistency as trust driver and rating impacts

Thomas Schönholzer

Group General Counsel

The Swiss Post Ltd.



11:30 Case Study: 🔍

Metrics that Matter: Turning Legal Strategy into Measurable Business Outcomes *

Connect legal strategy to numbers leaders trust. Define outcome-based OKRs, instrument leading and lagging indicators, and build executive-ready dashboards that inform prioritization and resource allocation. Map strategy to KPIs—cycle time, portfolio throughput, variance-to-playbook, risk reduction, satisfaction, and external spend—and use insights to drive continuous improvement and demonstrable business value.

Rahul Prasad

Head of Data, Technology &

Process Insights (Legal Operations)

Boehringer Ingelheim



NEXT-GEN LEGAL TALENT: SKILLS THAT DRIVE BUSINESS IMPACT

12:00 Case Study: 🔍

Collaboration at Scale: Enhancing Team Performance in Modern Legal Operations

Modern legal teams need a pragmatic framework for scaling collaboration that integrates process design, technology enablement, and behavioral norms across five pillars: (1) standardized intake and triage, (2) shared matter workspaces with role-based visibility, (3) codified playbooks and reusable templates, (4) metrics for continuous improvement, and (5) governance that balances speed with risk and compliance. Through scenarios in commercial contracting, litigation support, and regulatory change, we show how automation, AI-assisted drafting, and integrated knowledge repositories reduce cycle time and rework while improving stakeholder experience.

Kerstin Striepke

Head of Legal & Integrity Operations

Hitachi Energy

HITACHI

12:30 WORKSHOP ⚙️

Smarter Teams, Stronger Outcomes: Managing Hybrid Legal Workforces

Legal departments now operate as permanent hybrids—combining in-office, remote, and outsourced talent across time zones. This workshop examines how leaders craft team norms, workflows, and tech stacks that raise speed and quality without exhausting people. We'll swap playbooks on capacity planning, matter triage, and knowledge sharing; dig into mentorship and DEI within distributed teams; and stress-test policies for secure collaboration, AI-assisted work, and vendor/ALSP orchestration. Come for real metrics—cycle time, quality, utilization, engagement—and stay for unvarnished takeaways from scaling what works and retiring what doesn't. Participants will leave with field-tested rituals, practical dashboards, and hiring/retention moves to lift outcomes while keeping teams aligned, connected, and accountable.

13:00 Business Lunch 🍽️

14:00 Case Study: 🔍

Change Management for Legal Teams During Restructures

- Proven methods for preparing legal teams for continuous change.
- Strategies for balancing legal accuracy with organisational agility.
- Communication and stakeholder frameworks that foster adoption and trust.
- Lessons learned from integrating technology, process redesign, and culture shift in a multinational context.
- Attendees will leave with actionable tools to lead their own legal departments through transformation—confidently, collaboratively, and sustainably.

Lochlainn Garvey

Project Manager Global Restructuring

and Legal Operations

A.P. Moller - Maersk



14:40 Case Study: 🔍

Change by Default: Building a Culture That Upgrades Itself *

Most legal teams change by exception—only when pain is acute. This session flips the script: how to build a legal function that continually upgrades itself—quietly, predictably, and without heroics. You'll learn how to convert skeptics into co-designers, sequence a 90-day improvement backlog, and embed AI and automation with human checkpoints so quality and compliance rise together. We'll show how to hardwire lightweight rituals (weekly "risk & rework" huddles, decision logs, kill-criteria), productize services with clear SLAs and tiering, and use metrics lawyers trust—latency, defect rate, and risk avoided—to steer work. The result: a legal org where improvement is the default path, not a special project.

Peter Carlsson

Head of Group Legal Operations

Nordea

Nordea

15:20 Chair's Closing Remarks and End of Summit

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Name:

Position:

E-mail:

Name:

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