

6TH WORLD LEGAL OPERATIONS SUMMIT

16-17 APRIL 2026

HOTEL RIU PLAZA | BERLIN, GERMANY



Register Now & Save €300

CHAIR



Stephen Allen
Chief Scout
Trampelpfad



Tamara Tkalec Mjeda
Senior Manager,
Global Legal Operations
Teva Pharmaceuticals



SPEAKER LINE-UP



Jonathan Collett
Senior Director, Fintech Legal
Booking.com



Rik de Groot
Head Legal Operations
Rabobank



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



Kevin O'Sullivan
Director of LPM
Baker McKenzie



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



Avi Aggarwal
CTO - HR, Procurement & Legal
Deutsche Bank



John O'Donoghue
Global Head
of Matter Advisory
Freshfields



Gemma Casademunt Serra
Head of International
Branches' Legal department
CaixaBank



Ave-Liis Saluveer-Vutt
Head of Legal Operations
Bolt



Jerome Raguin
Legal & Integrity Operations
Program Manager
Hitachi Energy



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



Jean-Philippe Doho
Senior Project Manager
Legal Operations Fintech
Booking.com



Kayla Quijas
Lead LPM
K&L Gates



Thomas Schönholzer
Group General Counsel
The Swiss Post Ltd.



Kirsty Crooks
Senior Legal
Operations Manager
Travers Smith



Emma Davies
Legal Operations Lead
VWV



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



Venue

HOTEL RIU PLAZA BERLIN



Martin-Luther-Straße 1, 10777 Berlin, Germany
hotel.plazaberlin@riu.com | +49 30 2809000

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!

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: 🔍

**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

Jean-Philippe Doho

Senior Project Manager Legal Operations Fintech

Booking.com



11:00 Morning Coffee and Networking Break ☕

11:30 Case Study: 🔍

**Landing Legal Ops at KLM:
How KLM Transformed High Volume
Litigation Through Innovation and AI**

At KLM, Legal Operations took off in one of the most demanding areas of legal work: high-volume passenger litigation. What started as a pilot has grown into a transformation of how legal delivers value — blending technology, data, and human insight. Key takeaways include:

- How to introduce Legal Ops in a traditional, high-pressure environment
- Using automation and AI to scale legal capacity and bring work back in-house
- Embedding process excellence and data insights into daily operations
- Leading change through curiosity, courage, and connection

A practical story of how KLM's legal team turned Legal Ops from an idea into a powerful engine for smarter, more strategic work.

Andrea van Sleen

Head of Legal & Customer Affairs

- Legal Operations

KLM Royal Dutch Airlines



12:00 Case Study: 🔍

**From Pilot to Daily Practice:
Scaling GenAI Across the Legal Function**

Scaling GenAI across the legal function is a multi-step journey, far from a simple technology rollout. Early pilots often spark excitement, but broader adoption reveals real barriers: limited awareness, unclear value for daily work, legal and ethical concerns, and resistance to change. Success depends on more than just tools; it requires targeted upskilling, robust governance, and a focus on practical, measurable use cases that can be embedded into core processes. Progress is incremental: some teams embrace AI quickly, while others need time and support to build trust and skills. This session shares lessons learned, pitfalls to avoid, and strategies for moving from isolated pilots to sustainable, function-wide GenAI adoption.

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

12:30 Case Study: 🔍

**Architecting Scalable Legal Tech Ecosystems:
Enterprise Architecture for
Modern Legal Operations**

Modern legal departments depend on technology that can scale, integrate and evolve as quickly as their regulatory and operational demands. Building such an ecosystem requires a clear architectural vision — one that connects strategy, applications, data flows, and governance into a coherent, future-ready framework.

Avi AggarwalCTO - HR, Procurement & Legal
Deutsche Bank

13:00 Business Lunch 🍽️

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

14:00 Case Study: 🔍

**From Complexity to Clarity: Embedding
Legal Design in Legal Operations Strategy**

This session explores how embedding legal design principles into operational strategy can transform how legal teams deliver services, communicate with business stakeholders, and drive innovation. Attendees will learn how to simplify workflows, visualize information for clarity, and create user-friendly legal tools that enhance collaboration and decision-making.

By turning complexity into clarity, legal operations can become more accessible, impactful, and strategically aligned with business goals.

Ave-Liis Saluveer-VuttHead of Legal Operations
Bolt

14:30 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 GrootHead Legal Operations
Rabobank

15:00 Case Study: 🔍

**LPgM - Actually Managed, Real Partnerships
Between Clients and Their Law Firms**

Legal work is getting harder to manage — more firms, more matters, more data, more scrutiny, and higher expectations — yet the way it's coordinated hasn't evolved to keep pace. In this session, the co-presenters introduce Legal Program Management (LPgM) as a practical way to move beyond reactive coordination toward truly managed client-firm partnerships. You'll see how LPgM creates shared visibility, reduces friction and cost, and enables firms and legal teams to work strategically together at scale.

Outcomes you can expect:

- Fewer surprises through clearer instruction and aligned execution
- Better insight into trends, spend, and matter outcomes
- Data structured to support GenAI and automation
- Lower operational effort for both firms and legal teams
- Stronger, more strategic client-firm partnership

Kevin O'Sullivan

Director of LPM

Baker McKenzie

**Kayla Quijas**

Lead LPM

K&L Gates



15:30 Afternoon Tea and Networking Break ☕

15:50 Case Study: 🔍

**Standardising Legal Processes Across
Jurisdictions Without Losing Local Compliance ***

Drawing on experience managing legal operations across international branches, it will explore practical approaches to process design, governance structures, and decision-making frameworks that balance global consistency with local autonomy. The discussion will highlight common pitfalls, effective coordination with compliance and risk functions, and the role of data and technology in improving visibility—enabling legal teams to operate more efficiently without compromising regulatory integrity.

Gemma Casademunt SerraHead of International
Branches' Legal department
CaixaBank

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 often feel like a black box or a buzzword. This panel takes a practical look at what actually works. Senior leaders across legal ops, product, and privacy will break down where automation is delivering real, measurable outcomes today and where human expertise still needs to stay firmly 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: 🔍

The Intersection of Legal, Compliance,
and Technology: A New Model for Integrity

- Re-architect the legal & compliance domain into a unified operating model that enables proactive advisory, real-time insight and agile response
- Deploy technology not as a panacea, but as an enabler of transparency, measurement and risk-informed decision-making—transforming compliance from cost-center to business value driver
- Build a foundation of "integrity by design" — embedding ethical and regulatory guard-rails into global processes, digital workflows and change programmes, so that integrity becomes a lens through which all legal and compliance activity is viewed
- Lead the change management challenge: how to align people, process and platform globally in a way that drives consistency, scalability and adaptability, rather than forcing standardisation at the expense of local relevance

Jerome Raguin
Legal & Integrity Operations
Program Manager
Hitachi Energy

HITACHI

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 internationally 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.

SWISS POST

11:30 WORKSHOP ⚙️

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.

Kirsty Crooks
Senior Legal Operations Manager
Travers Smith

TRAVERS
SMITHNEXT-GEN LEGAL TALENT:
SKILLS THAT DRIVE BUSINESS IMPACT

12:00 Case Study: 🔍

Future-Ready Legal Teams: Nurturing
Hybrid Talent in a Changing Legal Landscape

As legal departments evolve under the pressure of digital transformation, regulatory complexity, and cost efficiency, the next generation of legal professionals must be equipped with more than just legal expertise. This session explores how legal operations leaders can cultivate hybrid talent - professionals who blend legal knowledge with operational, technological, and strategic skills.

Topics to cover:

- Developing, and empowering future-ready legal professionals
- Emerging hybrid roles
- Essential skill sets
- Cultural shifts needed to support continuous learning and adaptability

Tamara Tkalec Mjeda
Senior Manager, Global Legal Operations
Teva Pharmaceuticals

teva

12:30 Case Study: 🔍

Building Commercial Capability in Legal
Operations: Skills, Governance and Insight

This session explores how firms can build sustainable commercial capability across Legal Operations by combining the right skills, governance structures and data-driven insight. Drawing on real-world experience, it will examine how pricing, budgeting and performance management can be embedded into day-to-day operations, how forward-looking analytics improve decision-making, and how Legal Ops leaders can equip teams to support complex, high-value matters and client relationships at scale.

John O'Donoghue
Global Head of Matter Advisory
Freshfields

FRESHFIELDS

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.

Emma Davies
Legal Operations Lead
VWV

VWV

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

SPOTLIGHT ON OUR SPEAKERS

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Stephen Allen
Chief Scout
Trampelpfad

A highly experienced operational and transformational business leader, operating at the C suite level, Stephen has been at the vanguard of delivering legal market change, and is internationally recognised as a leading market expert and innovator. Stephen has worked in legal services for over 25 years including leadership roles at Elevate, Hogan Lovells, DLA Piper and BLP. Additionally, he spent four years at the helm of a France Télécom company.

He is a Fellow of the College of Legal Practice Management and was the inaugural recipient of the Financial Times Innovative Lawyer Intrapreneur of the Year.



Kevin O'Sullivan
Director of LPM
Baker McKenzie

Kevin is the Global Director of Legal Project Management at Baker McKenzie. He has over 25 years of experience of project management within big law, professional services, education and retail. Qualified in Prince2 and Lean Six Sigma, he runs an industry-leading team of LPMs, who are an established part of those servicing clients' needs through process leadership and tech enablement on client matters. LPM at Baker McKenzie is celebrating 17 years of driving efficiency, innovation, legal technology and positive client experience. Kevin is also a founder of the LPM Network and contributor to The LOPSided Podcast and LVNx.



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

Rahul Prasad is the Head of Data, Technology & Process Insights, leading the Legal Operations tech program to deliver innovation and simplification. He integrates and utilizes data across Legal & Compliance to enable strategy, automates legal processes, experiments with new technology, and builds learning journeys that turn pilots into daily practice. Rahul brings nearly 20 years of experience across functions within the pharmaceutical industry from Corporate Strategy & Consulting, Enterprise Architecture, IT and Finance, along with international experience across the Americas, Europe, and Asia.



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

Andrea is Head of Legal & Consumer Affairs at KLM Royal Dutch Airlines, leading the legal team responsible for global passenger rights and high-volume litigation. She combines strategic legal leadership with a strong focus on innovation, automation, and AI.

Andrea started her KLM journey in 2017 as Corporate Lawyer, working on pioneering projects such as AI optimization tools for the airline's operation. Before joining KLM, she practiced as a lawyer and helped launch her firm's legal tech startup – an experience that shaped her vision of a modern, data-driven legal function. At KLM, she built Legal Operations from the ground up, embedding digital transformation and process excellence into legal strategy. Her mission: to make legal work smarter, more human, and a true driver of business value.



Rik de Groot
Head Legal Operations
Rabobank

With a background in arts and law, Rik started his professional career at an international law firm with a focus on banking and finance. After going in-house in 2016, Rik started Legal Operations at Rabobank Legal in 2022. Combining various existing support activities in the legal department and setting up new roles to contribute to an efficient and effective in-house legal function. He's been developing the legal operations practice with his team, learning from - and sharing with - peers throughout the international community. From Strategy down to Technology, with particular attention to the People aspects of legal operations.



Jerome Raguin
Legal & Integrity Operations Program Manager
Hitachi Energy

Jerome operates at the intersection of Legal, Technology, and Operations. He has supported Legal, Compliance, IP, and eDiscovery teams in designing target operating models, selecting and implementing fit-for-purpose technologies, enhancing cost transparency, and leading complex global initiatives. His work bridges strategic vision with operational execution, driving transformation across legal functions.

At Hitachi Energy, Jerome leads a global program aimed at elevating the Legal and Integrity function to its next stage of maturity, embedding innovation, efficiency, and resilience into its core.



Tamara Tkalec Mjeda
Senior Manager, Global Legal Operations
Teva Pharmaceuticals

Tamara Tkalec Mjeda is a dynamic leader with over a decade of experience driving innovation and operational excellence across global, highly regulated environments. Her career sits at the crossroads of law, technology, and operations, enabling her to drive transformative change. With a background in law and international relations, and an MBA in progress, Tamara is passionate about translating complex business needs into scalable, intelligent solutions. Her expertise spans innovation lifecycle management, risk alignment, and stakeholder engagement, making her a dynamic force in shaping the future of legal operations. As Senior Manager of Global Legal Operations at Teva Pharmaceuticals, Tamara transforms legal service delivery through innovation, automation, and data-driven decision-making. She has co-led enterprise AI initiatives and built frameworks that embed digital innovation into the heart of legal processes. She is passionate about bridging the gap between legal expertise and technological advancement.



John O'Donoghue
Global Head of Matter Advisory
Freshfields

With over 25 years of experience in the legal industry, John has held significant roles at Herbert Smith Freehills as Head of Legal Operations, and at Reed Smith LLP where he co-built the Client Value function for EMEA. He is also the founder of TheLOPSidedPodcast.com, a podcast for Legal Operations Professionals globally. John is known for his expertise in building and leading initiatives in strategic pricing, legal project management, data, technology, litigation funding, risk insurance, and generative AI. His commitment to supporting internal stakeholders and clients to achieve better business outcomes is well-recognised globally. John's extensive experience and leadership in legal operations make him a distinguished professional in the field.



Thomas Schönholzer
Group General Counsel
The Swiss Post Ltd.

A thought and seasoned legal executive with a track record of successful leadership and transformation initiatives of legal, compliance, investigations, risk management and insurance units for listed and high-profile companies. Strengths in business orientation, practical solutions, anticipation, stakeholder management and crisis response. Technical expertise as regards corporate matters/litigation, AI/data, international sanctions/export controls/tariffs, sector regulations/compliance, and ESG. Before joining the Swiss Post Ltd., Thomas was a member of the extended executive committee and the secretary to the board of directors of Sulzer Ltd with global responsibilities for legal, compliance, risk management, insurance and security. After his studies of laws and economics (incl. the Swiss bar exam, an MBA degree and a doctoral thesis on international corporate and finance markets laws at the interface to IT), Thomas worked for 2 law firms in Zurich and in London respectively (Baker & McKenzie and Simmons & Simmons amongst others). Afterwards he spent 10 years in the international IT and telecoms sector before joining a high tech and listed company as their general counsel and secretary to the board of directors. Thomas is a lecturer at the Europe Institute of Zurich University and at the Institute for International Business Law of Fribourg University. He regularly speaks on conferences - lately in Zurich on AI & hiring, in London on high stakes/crisis management and the role of the GC, and in Berlin on ESG - and publishes on corporate matters, recently on international ESG rules and regulations.

REGISTRATION FORM

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- 2-Days Summit + Workshop
- Interactive Focus Sessions
- Discussions with Industry Experts and Peers
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1295 euro

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by **February 6th**

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Limited availability

3499 euro

DELEGATES

Name:

Position:

E-mail:

Name:

Position:

E-mail:

Name:

Position:

E-mail:

CONTACT INFORMATION

Company:

Address:

City:

Postcode:

Phone:

VAT No:

Date:

Signature:

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