

*One Discipline, Infinite Impact:  
Redefining Commercial and Contracting Beyond Functional Silos*



 World Commerce  
& Contracting  
**SUMMIT**  
EMEA 2026 | BERLIN

FROM  
**20**  
TO  
**21**  
APR

# DAY 1, MONDAY APRIL 20<sup>TH</sup>

BST	
7:30-8:30	<b>Registration and Breakfast for All</b>
8:00-8:30	<b>First Timers Breakfast</b>
8:30-8:40	<b>Opening Remarks</b> <i>Colleen Schooling, Head of EMEA Region, World Commerce &amp; Contracting</i>
8:40-9:00	<b>Grand Opening</b> What if the greatest limit to contract success isn't the complexity of the deal - but the walls between our teams? WorldCC's recent Annual Report revealed that organizations prioritizing integration across business units consistently achieve faster contracting cycles, higher stakeholder satisfaction, and greater value realization. Setting the scene for this year's summit theme - One Discipline, Infinite Impact, our opening remarks challenge us to break down functional silos and embrace true cross-functional collaboration. Let's begin our journey toward contract and commercial excellence by working together, not apart.  <i>Sally Guyer, CEO, World Commerce &amp; Contracting</i> <i>Tim Cummins, President, World Commerce &amp; Contracting</i>
9:00-9:20	<b>Fireside Chat</b> <b>Why Contracts Matter, Gaining the CEO's Attention</b> Join John Ainsworth, seasoned transformation executive and CEO, on what contracts should deliver for leaders, why they're often overlooked by top brass, and the frustrations this gap creates. John shares honest stories from decades running change in global organizations, the toll of "missing the mark," and what contract teams need to do next.  <i>John Ainsworth, CEO, John Ainsworth Consulting; Author, 'Beyond Ok'; Former CEO Atos BPS Limited</i> <i>Sally Guyer, CEO, World Commerce &amp; Contracting</i> <i>Tim Cummins, President, World Commerce &amp; Contracting</i>
9:20-10:00	<b>Keynote Panel</b> <b>Barriers Down, Stakes Up: Innovating Beyond Silos</b> Join this powerhouse panel of senior executives who have lived the realities of working in silos, dismantling them, and building something stronger. Hear real stories about where organizations most often stumble: communication gaps, turf battles, fragmented processes, and discover actionable ideas that have sparked real transformation. This discussion spotlights both the

risks of standing still and the big rewards of elevating the profession as one unified discipline. Hear about why now is the moment for everyone in commercial and contracting to up their game.

*John Ainsworth, CEO, John Ainsworth Consulting; Author, 'Beyond Ok'; Former CEO Atos BPS Limited  
Moderated by: Sally Guyer, CEO, World Commerce & Contracting*

*Additional Speakers Coming Soon*

10:00-10:10

### **Impact Story #1: Advocates for Change**

Hear inspiring business case presentations from three change leaders—driving transformation and tangible results in their organizations.

10:10-10:30

### **Keynote Presentation**

#### **Influence: The Key to Driving Strategic Outcomes**

Discover why influence is the true engine behind successful strategy and long-term impact. This keynote reveals how commercial and contracting professionals can harness influence to shape decisions, build coalitions, and unlock value across the organization. Learn proven tactics, real-world examples, and insights on how the power of influence drives results beyond authority- empowering every professional to be a catalyst for strategic success.

*Speaker Coming Soon*

10:30-11:00

### **Morning Coffee Break**

Track 1

OPERATIONAL  
EXCELLENCE

Track 2

DIGITAL  
INNOVATION

Track 3

STRATEGIC  
LEADERSHIP

Track 4

COLLABORATION &  
TRANSFORMATION

Track 5



11:00-11:50

### **How to Write Winning SOWs- and Turn Scope Creep Into Scope Control**

Transform vague statements of work into crystal-clear scopes, aligned deliverables,

### **AI Ready or Not: Surviving Data, Culture and Everything in Between**

Learn how to stop feeding your AI garbage, make humans

### **Value Erosion & Value Leakage: Understand the Difference and Stop it from Happening**

Learn how to distinguish these silent profit killers and prevent

### **How to Translate Legal Language into Something the Business Can Use**

Unlock practical techniques to strip out legalese, simplify structure, and turn

**Situation Room**  
*By Invite Only*

<p>and stakeholder-ready templates.</p> <p><b>Key takeaways:</b></p> <ul style="list-style-type: none"> <li>• Sharpen your scoping and pricing skills to kill scope creep before it starts</li> <li>• Align KPIs and deliverables for SOWs that actually deliver success</li> <li>• Fast-track stakeholder buy-in with practical, plug-and-play templates</li> </ul> <p><i>Jamie Gannoway, Chief Technology &amp; Product Officer, Deployed</i></p> <p><i>Kayleigh Kuptz, Co-Founder &amp; CEO, Deployed</i></p>	<p>less allergic to it, run a no-nonsense AI readiness check at home, and not mess it up next week.</p> <p><b>Key takeaways:</b></p> <ul style="list-style-type: none"> <li>• Understand the basics of AI readiness: data, people, and governance.</li> <li>• Spot where your data and workflows are not yet AI-ready.</li> <li>• Recognize culture blockers that slow AI adoption.</li> <li>• Use a simple checklist to assess AI readiness in your own team.</li> <li>• Leave with 2–3 practical, low-risk next steps you can start this month.</li> </ul>	<p>both. Discover practical ways to uncover hidden risks, plug financial leakages, and capture missed opportunities before they impact your bottom line.</p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• Distinguish value erosion vs. value leakage</li> <li>• Identify and mitigate hidden risks</li> <li>• Detect financial leakages in contracts</li> <li>• Capture missed value opportunities</li> </ul> <p><i>Adrian Furner, Executive in Residence, World Comerrce &amp; Contracting; Managing Director, Kommercialize</i></p>	<p>contracts into clear tools the business actually reads.</p> <p><b>Key takeaways:</b></p> <ul style="list-style-type: none"> <li>• Learn simple techniques to declutter clauses and structure contracts for faster reading.</li> <li>• Practice rewriting “problem” provisions into plain, business-friendly language.</li> <li>• Leave with before/after examples and checklists you can plug into your own templates.</li> </ul> <p><i>Stefania Passera, Contract Design Expert in Residence, World Commerce &amp; Contracting; Founder &amp; Contract Designer, Passera Design</i></p> <p><i>Paula Doyle, Legal Innovation Advisor, PaLiDa Ltd.</i></p>	
<b>11:50-11:55</b> <b>Switchover</b>				
<b>Track 1</b>  <b>OPERATIONAL EXCELLENCE</b>	<b>Track 2</b>  <b>DIGITAL INNOVATION</b>	<b>Track 3</b>  <b>STRATEGIC LEADERSHIP</b>	<b>Track 4</b>  <b>COLLABORATION &amp; TRANSFORMATION</b>	<b>Track 5</b>

	Presentation	Case Study	Presentation	In Conversation & Case Study	
11:55-12:45	<p><b>Up Your Game: Internal Buy-In with Market Insights &amp; Key Strategies</b>  Discover practical ways to build buy-in for new approaches, tools, or change initiatives by leveraging current market data and winning influence across your organization.</p>	<p><b>From Reactive to Proactive: Transforming Risk with AI</b>  Explore how organizations use AI for early risk identification and compliance management—turning slow, manual reviews into fast, predictive insights. Learn best practices for embedding AI intelligence across contract lifecycles.</p>	<p><b>Negotiation with EQ: The Human Edge</b>  Discover how emotional intelligence transforms negotiation—from building trust and navigating conflict, to reading the room and making confident decisions under pressure. This session focuses on real strategies and stories where empathy, self-awareness, and strong relationships have delivered better outcomes than tactics alone.</p> <p><i>Dr. Keld Jensen, Award-winning Negotiation Strategist &amp; #3 Global Guru &amp; Negotiation Expert in Residence, WorldCC</i></p>	<p><b>From Project to Operations: Transforming Contract Management as Trains Hit the Rails</b>  When billions in rolling stock move from project delivery to live operations, contract management needs to transform too. DSB, Denmark's train operator, is navigating exactly this challenge. Join Rikke Saaek Lindhardt and Rasmus Tonnies from ARC to explore how they're adapting advanced supply contract practices for long-term service agreements and changing commercial models in a high-stakes environment.</p> <p><i>Tine Anneberg, Founder, CREOSUM</i></p>	<p><b>Situation Room</b>  <i>By Invite Only</i></p>

				<i>Rasmus Tønnies, Partner, ARC Contract Management</i>	
12:45-13:45	<b>Lunch</b>				
	Track 1 <b>OPERATIONAL EXCELLENCE</b>	Track 2 <b>DIGITAL INNOVATION</b>	Track 3 <b>STRATEGIC LEADERSHIP</b>	Track 4 <b>COLLABORATION &amp; TRANSFORMATION</b>	Track 5
	Presentation	Case Study	Presentation	Presentation	Roundtable
13:45-14:30	<b>Risk Rodeo: Taming Uncertainty in the Wild Commercial Frontier</b> Go beyond the basics to master cutting-edge risk assessment and mitigation techniques in an evolving commercial landscape. Explore real-world failures, innovations, and frameworks that enable faster, smarter risk decisions. <b>Key takeaways:</b> <ul style="list-style-type: none"> <li>• Apply advanced tools to identify and prioritize emerging risks.</li> <li>• Integrate risk management seamlessly into contract and supplier processes.</li> <li>• Leverage lessons learned to prepare for the unexpected.</li> </ul>	<b>Beyond Procurement: Redesigning the Commercial Operating Model with Insights from Ironclad</b> Why do organizations lose 11% of contract value despite strong procurement? Fragmented operating models. This interactive case study workshop compares two organizations- one with excellent sourcing but chronic value leakage, another that redesigned for integrated accountability- and equips you to diagnose your capability gaps and build cross-functional systems that deliver.	<b>Navigating the Chaos of Regulation</b> Get up to speed on 2026's new procurement thresholds, consumer contract rules, defence reforms, and ESG mandates. Learn practical steps for handling transparency, supplier vetting, joint procurement, and local content requirements. <b>Key takeaways:</b> <ul style="list-style-type: none"> <li>• Grasp key new rules and how they affect contracts.</li> <li>• Plan for impacts from ESG, digital, and defence regulations.</li> <li>• Equip your teams for fast, confident compliance.</li> </ul>	<b>Conscious Contracts: Strengthening Outcome-Based Agreements</b> Outcome-Based Contracting often fails due to relational gaps. This session introduces Conscious Contract® tools to build trust, clarify purpose, and manage change effectively. <b>Key Takeaways:</b> <ul style="list-style-type: none"> <li>• Understand why OBC struggles in practice</li> <li>• Learn the Touchstone method for shared purpose</li> <li>• Apply ACED protocol to prevent disputes</li> <li>• Gain practical tools for adaptive governance</li> </ul>	<b>Aerospace &amp; Defence Industry Roundtable: Tackling Today's Top Challenges</b> An interactive session where defence sector professionals share pressing issues, practical solutions, and best practices around compliance, supplier risk, regulatory hurdles, fast-tracking contracts, technology adoption, and workforce development. <b>Key takeaways:</b> <ul style="list-style-type: none"> <li>• Engage in candid peer discussion on regulatory, supply chain, and operational pain points.</li> <li>• Gather actionable ideas and real-world tactics from fellow defence contract experts.</li> </ul>

	Sarah Blackshaw, VP Capability - Group GC, Rolls-Royce		Chuck Kanafi, Conscious Integrative Law Practice, kanafilaw MariaClaudia Perego, Integrative Lawyer, Studio Legale Perego	Moderated By: Mirjam Ros, Collaborative Innovation & Partnering in Ecosystems, Strategizing IP, Simple & Visual Contracts, nm ltd	
14:30-14:35	Switchover	Track 1  OPERATIONAL EXCELLENCE	Track 2  DIGITAL INNOVATION	Track 3  STRATEGIC LEADERSHIP	
	Track 4  COLLABORATION & TRANSFORMATION	Track 5			
14:35-15:15	 <p><b>The Contract Clinic:</b> Bring your toughest contract, negotiation, risk, and AI headaches—our “Doctors” are in to diagnose issues and prescribe real solutions live!</p>	 <p><b>Dr. Dispute</b></p> <p>Prescribe early intervention and resolution strategies for contract disputes.</p>	 <p><b>Dr. AI</b></p> <p>Diagnose digital dilemmas and prescribe actionable solutions for integrating AI into contracts, compliance, and workflows.</p>	 <p><b>Dr. Negotiation</b></p> <p>Diagnose negotiation breakdowns and prescribe practical tactics to turn impasse into agreement.</p> <p><i>Dr. Keld Jensen, Award-winning Negotiation Strategist &amp; #3 Global Guru &amp; Negotiation Expert in Residence, WorldCC</i></p>	 <p><b>Dr. Value</b></p> <p>Discover hidden value leaks and prescribe contract improvements for measurable impact.</p> <p><b>Aerospace &amp; Defence Industry Roundtable Continued</b></p> <p><b>Tackling Today's Top Challenges</b></p>

15:15-15:45

**Afternoon Coffee Break**

Track 1

15:45-16:35


**Balloon Debate: Who Deserves to Guide Contracting?**

In this fast-paced, high-stakes session, Legal and Commercial teams will battle for survival—only one approach can steer the future of contract ownership, and the other must be thrown overboard! Each team will champion a core contracting principle, practice, or skill, arguing why theirs is most critical for success and innovation ahead.

Will the audience choose rigorous legal oversight? Commercial agility? Ethical compliance? AI-driven contract management? Watch industry experts make their case, then vote on who remains in the balloon and who gets the boot. Who will rise, and who will fall? Join us to find out!

*Jacqui Archer, VP Commercial Management, Global Programme Management, AECOM*

16:35-16:45

**Impact Story #2: Advocates for Change**

Hear inspiring business case presentations from three change leaders—driving transformation and tangible results in their organizations.

16:45-17:10

**Closing Keynote Day 1**
**Resilience and Burnout Prevention: Leading with Clarity Through Change**

Leaders face relentless pressure: tech change, AI disruption, rising stakes, and doing more with less. The result? Burnout is rampant, especially among high-performers.

This keynote reveals what real resilience looks like, and why "grit and push through" fails. Drawing on psychology and real-world work with scale-up and enterprise leaders, Volker explores burnout's roots, hidden costs, and practical frameworks for sustainable leadership.

You'll discover:

- Why "toughing it out" harms you and your team
- The psychology behind burnout and early warning signs
- How self-awareness powers better leadership
- Practical stress-management techniques that keep clarity
- How to build psychological safety and resilience in your team

This is honest, grounded advice on leading well when everything feels urgent.

*Volker Balleuder, Leadership Coach, Obnatus; Author, 'Principles for Success'*

18:30-20:30

Drinks &amp; Dinner

# DAY 2, TUESDAY APRIL 21ST

BST				
7:45-8:30	Breakfast for All			
7:45-8:30	Foundation Breakfast Panel			
7:45-8:30	Council/Fellow/GAB Breakfast			
	Track 1 OPERATIONAL EXCELLENCE	Track 2 DIGITAL INNOVATION	Track 3 STRATEGIC LEADERSHIP	Track 4 COLLABORATION & TRANSFORMATION



8:30-9:20	<p><b>How to Apply CMS4 in the Real World</b>            See CMS4 come to life in this practical, case-based session that goes beyond theory to show how the standard drives better outcomes across the contract lifecycle. In this session, you will:</p> <ul style="list-style-type: none"> <li>• Walk through real scenarios that map directly to CMS4, from pre-award planning to post-award performance.</li> <li>• See live examples of tools, templates, and behaviors that turn the</li> </ul>	<p><b>How to Make AI Work For You- Prompting Techniques That Get Results</b>            Unlock the secrets to crafting powerful prompts for AI in contracting and commercial work. Move from trial-and-error to clarity, confidence, and real impact.</p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• Proven techniques for writing prompts that drive clear, actionable answers</li> <li>• Easy ways to avoid common AI missteps and prompt fails</li> </ul>	<p><b>The Science of Success: Mastering Modern Performance Measurement</b>            Back by popular demand and packed with fresh insights, this session goes beyond theory- showing how organizations are evolving their approach to performance measurement. Dive deep into the practical differences, smart combinations, and common missteps, while hearing real stories of how teams use KPIs and OKRs to drive results, adapt to change, and</p>	<p><b>Designing Friction-Free Contracts</b>            See how smart contract design, visuals, and light automation can cut negotiation time and make obligations impossible to miss.</p> <p><b>Key takeaways:</b></p> <ul style="list-style-type: none"> <li>• Discover contract layout and visual patterns that speed up review and negotiation.</li> <li>• Explore how to pair design with automation (playbooks, clause libraries, simple workflows).</li> </ul>
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	<p>standard into daily practice in your organization.</p> <ul style="list-style-type: none"> <li>Learn simple steps you can take in the next 90 days to use CMS4 for capability mapping, role clarity, and continuous improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Hands-on practice with real-world examples for robust, reliable results</li> </ul>	<p>achieve commercial goals in today's environment.</p> <p><i>Tim Cummins, President, World Commerce &amp; Contracting</i></p>	<ul style="list-style-type: none"> <li>Gain ready-to-use patterns and tools to start redesigning one of your own contracts next week.</li> </ul> <p><i>Stefania Passera, Contract Design Expert in Residence, World Commerce &amp; Contracting; Founder &amp; Contract Designer, Passera Design</i></p> <p><i>Paula Doyle, Legal Innovation Advisor, PaLiDa Ltd.</i></p>
9:20-9:25	Switchover			
9:25-9:35	<p><b>Impact Story #3: Advocates for Change</b> Hear inspiring business case presentations from three change leaders- driving transformation and tangible results in their organizations.</p>			
9:35-10:35	<p><b>Speed Tech Demo</b> <b>Smarter, Faster, Leaner: Tools Changing the Way We Contract</b> Discover the latest and most innovative contract technologies in this fast-paced, interactive session. In just 5 minutes, each vendor will showcase their cutting-edge solutions, designed to optimize your contracting processes. Our expert Business Gurus will follow up with tough, insightful questions to help you understand what really matters when choosing the right tech for your organization.</p>			
10:35-11:20	<p><b>Morning Coffee Break &amp; Ask Tim Demo</b></p>			
	Track 1	Track 2	Track 3	Track 4
	OPERATIONAL EXCELLENCE	DIGITAL INNOVATION	STRATEGIC LEADERSHIP	COLLABORATION & TRANSFORMATION
	Workshop	Case Study	Panel	Presentation
11:20-12:00	<p><b>The Future of Contract Management: How Standards Drive Innovation and Value</b></p>	<p><b>Maximize What You Have: Getting More from Today's Tools</b> Discover practical ways to boost contract management</p>	<p><b>How to Fix the Talent Recruitment and Retention Problem</b> Get proven strategies and fresh ideas for finding,</p>	<p><b>Rethinking Adaptable Commercial Teams</b> Picture this: AI hogs the headlines but trips over its own feet, while procurement pros,</p>

	<p><i>Kraig Conrad, CEO, National Contract Management Association</i>  <i>Megan Dake, Vice President, Corporate Contracts and Cost Estimating, Lockheed Martin</i>  <i>Tim Applegate,</i></p>	<p>using Microsoft 365, Google Workspace, and free AI tools like ChatGPT. Learn smart hacks to automate workflows, use built-in features for drafting and risk analysis, and streamline collaboration. Leave with checklists and quick tips to make your existing tech deliver bigger results, without extra cost.</p>	<p>developing, and keeping top talent in contract and commercial teams.</p>	<p>sales stars, legal aces, and CPOs sneak past outdated org charts to deliver real adaptability for internal stakeholders and end customers- better than any bot.</p>
12:00-12:05	<b>Switchover</b>			
	<b>Track 1</b> <b>OPERATIONAL EXCELLENCE</b>	<b>Track 2</b> <b>DIGITAL INNOVATION</b>	<b>Track 3</b> <b>STRATEGIC LEADERSHIP</b>	<b>Track 4</b> <b>COLLABORATION &amp; TRANSFORMATION</b>
12:05-12:50	<p><b>Presentation</b></p> <p><b>From Metrics to Money: Performance-Based Pricing &amp; Fact-Driven Negotiation</b>  Two battle-tested frameworks that transform supplier performance and OEM negotiations from subjective discussions into measurable commercial outcomes. Real implementation examples, repeatable methods, applicable across industries.</p> <p><b>What We'll Cover:</b></p> <ul style="list-style-type: none"> <li>Turning supplier KPIs into bonus/penalty structures that drive real commercial results, not just dashboards.</li> </ul>	<p><b>Case Study</b></p> <p><b>Dodging Contract Catastrophes</b>  Manual audits miss regulatory risks and supplier failures, sparking costly disputes. AI predictive analytics scans portfolios for early warnings, enabling faster reviews and proactive fixes.</p>	<p><b>Panel Discussion</b></p> <p><b>Leapfrogging Legacy: Reimagining Commercial and Contract Management</b>  Fast-moving markets in the Middle East and Africa are leapfrogging legacy processes to build digital-first, AI-enabled, data-driven contracting from the ground up. This panel brings together experts who are in the thick of that shift, sharing firsthand lessons on what leapfrogging means for risk, governance and value capture, and what it signals for the future of contracting everywhere.</p>	<p><b>Workshop</b></p> <p><b>What Makes a Great Contracting Leader</b>  Explore the attributes that set exceptional contracting leaders apart—vision, influence, resilience, and a talent for building empowered teams. This session dives into real-world examples and practical habits that inspire teams, drive performance, and elevate the reputation of the contracting function across the business.</p> <p><i>Volker Balleuder, Leadership Coach, Obnatus; Author, 'Principles for Success'</i></p>

	<ul style="list-style-type: none"> <li>Replacing gut-feel bargaining with aligned cost drivers, shared index logic, and data-backed agreements.</li> <li>How these models have been field-tested in OEM negotiations and delivered tangible outcomes.</li> <li>How participants can adapt and apply these frameworks across sectors and company sizes.</li> </ul> <p><i>Artem Koverznez, OEM Global Category Manager, BSH Home Appliances Group</i></p>	<p><i>Youssef Mouzahem, Senior Associate Director-Commercial &amp; Contracts, Jacobs</i></p> <p><i>Moderated by: Ibiyemi Lawani, Competitive Performance Advisor – Nigeria &amp; Mid Africa Region, Chevron</i></p>		
12:50-13:50	<b>Lunch for All</b>	Track 1	Track 2	Track 3
	 <p><b>Cross-Industry Clinics: Where Ideas Converge and Solutions Emerge</b> Break silos and spark innovation in this interactive session. Related industries are grouped to tackle 2–3 shared challenges. In two fast-paced rounds, participants will diagnose common issues, and prescribe collaborative strategies.</p>	Track 4		
13:50-14:30	<b>Aerospace &amp; Defence &amp; IT &amp; Consulting</b>	<b>Telecom &amp; Banking &amp; Finance</b>	<b>Public Sector &amp; Construction &amp; Engineering</b>	<b>All Other Sectors: Pharma &amp; Health, Energy &amp; Utilities, Manufacturing, Legal, etc.</b>
14:30-14:35	<b>Switchover</b>	Track 1	Track 2	Track 3
	DIGITAL	STRATEGIC LEADERSHIP	Track 4	

	OPERATIONAL EXCELLENCE	INNOVATION		COLLABORATION & TRANSFORMATION
14:35-15:15	<p>Panel Discussion</p> <p><b>SRM - the Strategic Future for Procurement: Learnings from the Experts</b>  Join us for a conversation on the future of procurement, featuring best practices and real-world learnings from our recently certified SRM (Supplier Relationship Management) experts. Hear from professionals who are driving strategic value through SRM and discover how leading organizations are redefining supplier partnerships to deliver sustained results.</p> <p><i>Chris Atkins, Senior Supplier Manager, Lloyds Banking</i></p>	<p>Problem Solving Lab</p> <p><b>Agentic AI Avengers: Renewals on Autopilot</b>  CCM teams battle renewal chaos from missed deadlines and vague terms, leaking millions in revenue. Agentic AI autonomously analyzes data and negotiates optimal renewals, slashing leakage and cycle times significantly.</p>	<p>In Conversation</p> <p><b>Managing Commercial Friction and Conflict in Complex Environments. Bridging Theory, Data and Front-Line Practice</b>  Explore why relationships fail in complex programs and what organizations must unlearn. This interactive dialogue blends WorldCC research, defence insights, and live audience input to uncover root causes and share practical strategies for reducing friction.</p> <p><i>Fayola Maria-Jack, CEO, Resolutiion</i></p> <p><i>Anja Huber, Head of Commerical &amp; Contracts-Secure Communications, Airbus Defence &amp; Space</i></p>	<p>Presentation</p> <p><b>The Contract as the Decision Operating System</b>  In major projects, legal, contract, engineering, finance, and delivery teams often interpret the contract through different lenses- leading to governance drift, fragmented decisions, and avoidable claims. This session reframes contracting as a unified discipline, where the contract functions as the organization's decision operating system. We will explore how to establish and sustain a single contract logic that governs all functional decisions, ensuring that scope, cost, schedule, risk, and change are managed from the same shared intent. The result is coherent governance, strategic control, and disciplined execution across the project lifecycle.</p> <p><i>Eric Lizardo, Senior Contract Specialist, Internal Security Force- Lekhwiya (Doha)</i></p>
15:15-15:45	Afternoon Coffee Break			
15:45-15:55	<p><b>Impact Story #3: Advocates for Change</b>  Hear inspiring business case presentations from three change leaders- driving transformation and tangible results in their organizations.</p>			

15:55-16:20	<b>Closing Keynote</b> <b>Building Resilient Teams in Times of Uncertainty</b>
15:55-16:40	<b>Closing Remarks</b> Wrap up EMEA Summit 2026 and Look Ahead to 2027! <i>Sally Guyer, CEO, World Commerce &amp; Contracting</i> <i>Tim Cummins, President, World Commerce &amp; Contracting</i>