

Academic Symposium

**Reimagining
Contracts for
Evolving Supply
Chains**

3 - 4 December 2024

Partners



IMPERIAL



Steering Committee



Dr. Anne Staal
Senior Lecturer, School of
Future Environments



Robert Handfield
Professor of Supply Chain
Management, NC State
University



Barbara Allen
Associate Professor of Public
Management & Policy
Te Herenga Waka Victoria
University Wellington



Helena Haapio
Professor of Practice |
Associate Professor of
Business Law
University of Lapland |
University of Vaasa



Paula Doyle
Legal Innovation Advisor,
WorldCC



Henrik Lando
Professor of Law & Economics,
CBS Law/MPP



Dr. Rajinder Bhandal
Lecturer in Management, Leeds
University Business School



Maximiliano Marzetti
Head of the Law Track
IESEG School of Management



Rocco Machiavello
Professor of Management, LSE



Pete Halliwell
Commercial Manager,
Essential Energy



Kevin Edwards
VP
Bechtel



Dan Finkinstadt
Principal
Wolf Stake Consulting



Gerlinde Berger-Walliser
Associate Professor of Business
Law, University of Connecticut



Dr. Clive Rees
VP
Fujitsu Procurement



Tuesday December, 3



Day one

APAC
15:50-16:00 AEDT
17:50-18:00 NZDT
04:50-05:00 GMT

REMEMBER: You can always
catch the sessions on demand
if the hours are unsociable.

Kick-off for time zone 1

Sharon Morris, Group Regional Head APAC, World Commerce & Contracting



Switchover

APAC
16:00-17:00 AEDT
18:00-19:00 NZDT
05:00-06:00 GMT

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Contracting in small businesses: unique challenges and innovative approaches

Paper title: Improving Procurement in Small to Medium-sized Enterprises
Presented by: Anne Stall, Senior Lecturer, School of Future Environments

This presentation & discussion will explore the distinctive contracting practices of small to medium-sized enterprises (SMEs) with around 20 to 100 employees—companies that often lack the legal resources and negotiation power of larger organizations. Anne Staal and colleagues from AUT will present ongoing PhD research on sustainable and innovative procurement within smaller SMEs, followed by an overview of recent findings on their contracting practices with suppliers. The session will also compare these insights with recent WorldCC research, providing a fresh perspective on how these businesses manage complex supply chains.

Moderated by Anne Stall, Senior Lecturer, School of Future Environments



Tuesday December, 3

Else Bright, Head of Commercial Practice APAC, World Commerce & Contracting
Mrinalini (Minnie) Venkatachalam, Regional Director - South East Asia, North Asia and Oceania, WeConnect
Maka Kama, Chief Purpose Officer, Alliance Community Group

Switchover

Europe
12:20-12:30 GMT
13:20-13:30 CET

Americas
04:20-04:30 PST
06:20-06:30 CST
07:20-07:30 EST

REMEMBER: You can always catch the sessions on demand if the hours are unsociable.

Kickoff for time zone two

Tim Cummins, President, **World Commerce & Contracting**
Sally Guyer, Global CEO, **World Commerce & Contracting**

Switchover

Europe
12:30-13:00 GMT
13:30-14:00 CET

Americas
04:30-05:00 PST
06:30-07:00 CST
07:30-08:00 EST

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In Conversation: Building Fair and Resilient Supply Chains with Liz Barclay

Join us for a thought-provoking conversation between Tim Cummins, President of WorldCC, and Liz Barclay, the UK's Small Business Commissioner. In this engaging session, Liz will dive into how evolving supply chains can support everyone involved—from large corporations to the smallest suppliers. She'll share her insights on fair contracts, empowering smaller businesses, and creating contracts that boost resilience and flexibility across complex supply chains.

Liz Barclay, UK Small Business Commissioner



Tuesday December, 3

Tim Cummins, President, World Commerce & Contracting



5-minute switchover

Europe
13:05-14:05 GMT
14:05-15:05 CET

Americas
05:05-06:05 PST
07:05-08:05 CST
08:05-09:05 EST

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Paper Presentation & Designing Contracts That Drive Supply Chain Performance and Information Flow

Paper title: Contracts as co-created scripts

Presented by: Petra Hietanen-Kunwald, University Lecturer/Business Law, Aalto University

In today's supply chain landscape, clear and effective contract design is critical for improving performance and ensuring smooth flows of information. This session, led by Rob Waller from the University of Leeds, will bring together both academics and practitioners to explore how simplified, well-structured contracts can reduce disputes, enhance collaboration, and drive strategic alignment. By focusing on contract design, this session addresses a fundamental aspect of the supply chain that impacts efficiency and resilience. Join us to gain insights into how thoughtful contract design can support organizational goals and strengthen overall supply chain effectiveness.

Moderated by: Rob Waller, Visiting Professor, University of Leeds

Dr. Anne Ketola, Senior Researcher, Tampere University

Dr. Clive Rees, SVP Head of Global Supply Chain Unit, Fujitsu Limited

Hal Bretan, Contract Standards Executive in Residence, **World Commerce & Contracting**



15-minute coffee break

Europe
14:20-15:20 GMT



Tuesday December, 3

15:20-16:20 CET

Americas

06:20-07:20 PST

08:20-09:20 CST

09:20-10:20 EST

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Paper Presentation & Panel Discussion- Aligning Performance and Incentives in Supply Chains

Paper title: Transforming Contract Management: A Data-Driven Framework for Strategic Adaptability and Value Creation

Presented by: Dr. Foad Shokrollahi, Assistant Professor, University of Vaasa

In this panel, we'll examine how performance measures and incentive structures are being applied in supply chain contracts. Participants will engage with current research and case studies to analyze what drives effective outcomes in global trade relationships.

Moderated by: Maximilliano Marzetti, Head of the Law Track, Assistant Professor of Law, IESEG School of Management

Carla Bader, Assistant Professor, IESEG School of Management

Ian Radford, Senior Manager - Supplier Relationship Management & Commercial Contractual Management, ASDA



5-minute switchover

Europe

15:25-16:25 GMT

16:25-17:25 CET

Americas

07:25-08:25 PST

09:25-10:25 CST

10:25-11:25 EST

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Panel Discussion- Navigating Global Disruptions and Using Contracts as Risk Management Tools

This panel brings together leading academics and practitioners to examine the increasing role of contracts in managing global risks. With real-world examples such as the impact of the COVID-19 pandemic, the Suez Canal blockage, and ongoing geopolitical tensions like the Russia-Ukraine conflict, the session will explore how these events have exposed vulnerabilities in global trade. Panellists will discuss how contracts can be structured to better anticipate and mitigate risks posed by natural disasters, political instability, and supply chain disruptions. The session will provide insights into how businesses are adapting their contracts to enhance resilience and safeguard their operations in an unpredictable world.



Tuesday December, 3

Moderated by: Gerlinde Berger-Walliser, Associate Professor of Business Law, University of Connecticut
Paula Doyle, Legal Innovation Advisor, World Commerce & Contracting
Warren Smith, Director of Insight, Innovation, & Impact, Posterity Global
Shradha Kapoor, Teaching Fellow in Operations and Supply Chain Management, Durham University
Todd Tabor, Sr. Director and Associate General Counsel, Hewlett Packard Enterprise



5-minute switchover

Europe
16:30-17:30 GMT
17:30-18:30 CET

Americas
08:30-09:30 PST
10:30-11:30 CST
11:30-12:30 EST

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Paper Presentation & Panel Discussion- Reimagining Supply Chain Networks: Adapting Contracts For Complexity

World-renowned supply chain expert from NC State University, Rob Handfield, will lead a panel delving into the evolving landscape of global supply chains and how contracts can work to manage risks, foster innovation, and adapt to the disruptions brought by emerging technologies and global shifts.

Paper title: Sustainable competitive advantage in supply chains via the role of contracts

Presented by: Suvi Hirvonen-Ere, Experienced legal, commercial and contract management executive, Advisory Board Member, Doctor of Laws, World Commerce & Contracting Fellow

Moderated by: Rob Handfield, Professor of Supply Chain Management, NC State University

Dr. Rajinder Bhandal, Lecturer in Management, Leeds University Business School

Kevin J Edwards, PVP Corporate Supplier Engagement, Bechtel Global Corporation

Daniel McLuskie, Corporate Manager of Subcontracts, Bechtel Global Corporation



Tuesday December, 3



5-minute switchover

Europe
17:35-18:35 GMT
18:35-19:35 CET

Americas
09:35-10:35 PST
11:35-12:35 CST
12:35-13:35 EST

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Paper Presentation & Panel Discussion: How AI & Technology are Shaping the Future of Contracting

#1 Paper title: Buying generative AI in government
Presented by: Ryan Shea, Managing Director, Public

#2 Paper title: Changing Cultures to Change Contracting
Presented by: Karen Watton, Senior Lecturer, Clinical Legal Education and Director of qLegal, Queen Mary University of London

In this panel, experts will explore the role of AI and technology in advancing contract management. Attendees will gain insights into how these tools are being applied to streamline processes and manage complexities in supply chains, with perspectives from both research and industry.

Moderated by: **Dr. Felix- Anselm van Lier**, Research and Policy Fellow, University of Oxford
Dr. Bruce Gahir, Senior Lecturer, Prague City University
David Kershaw, Founder & Managing Director, Posterity Global
Sally Sfeir-Tate, CEO, Dandilion LLC



End of day one



Wednesday December, 4



Day two

In-Person HUB, Churchgate, India
In-Person HUB, Mumbai, India
In-Person HUB, Amsterdam, Holland
In-Person HUB, Espoo, Finland
In-Person HUB, Prague, Czech Republic



Network and discover

Europe
14:00-16:00 GMT
15:00-17:00 CET

Americas
06:00-08:00 PST
07:00-09:00 CST
09:00-11:00 EST

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Hub final readout & closing remarks

Nominated spokespersons from each workshop will have 20 minutes to present their top ideas and the dependencies to move forward to the wider group. Our viewer audience will have the opportunity to comment, join in on polls and ask questions throughout.

Tim Cummins, President, **World Commerce & Contracting**
Sally Guyer, Global CEO, **World Commerce & Contracting**



End of day two