

 **Berlin** Germany  
**15-16 FEB**

# 2<sup>nd</sup> World e-Commerce Summit



The world's **most successful** eCommerce entrepreneurs, thinkers and experts gathered.

## Key Speakers:



**Mark Haviland**  
Managing Director  
**Rakuten**  




**Ben Phillis**  
Business Development  
Director  
**Amazon.co.uk**  




**Giulio Montemagno**  
Senior Vice President  
of International  
**RetailMeNot**  
*RetailMeNot inc.*



**James Hardy**  
CEO and Co-Founder  
**Avenue51**  
Former Head of the EMEA  
region for Alibaba.com  
**AVENUE 51**  
  
**Alibaba.com**



**Rachel Bale**  
Vice President,  
Global Merchant  
Digital Development  
**MasterCard**  




**Wilco Slabbekoorn**  
Business Development  
Director Retail EMEA  
**Worldpay**  


## Key Practical Points of the Summit:

- Optimizing costs through collaborations between e-commerce and omni-channel retailers
- Assessing delivery options to suit customers' needs
- Ensuring product availability by optimizing effective inventory management
- Operating an effective e-commerce supply chain
- Increasing role of returns in driving purchasing decisions
- Determining the most effective distribution points
- Expanding sales to foreign countries
- Preparing the World for the Future of e-commerce
- Trends in Digital Marketing Tools and Technology



THE HIGHEST TECHNOLOGIC COMPANIES

THE SMARTEST E-TAILERS

THE MOST SUCCESSFUL BRANDS

TOP E-COMMERCE SPEAKERS  
FROM THE 4 CORNERS OF THE WORLD

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**VONLANTHEN GROUP**  
GLOBAL CONFERENCES & SUMMITS

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# 2<sup>nd</sup> Annual World E-Commerce Summit

FEBRUARY 15-16, 2016  
BERLIN, GERMANY

## Speaker Board:



**Ben Phillis**  
Business Development Director  
**Amazon.co.uk**



**Giulio Montemagno**  
Senior Vice President  
of International  
**RetailMeNot**



**Mark Haviland**  
Managing Director  
**Rakuten**



**Umesh Maini**  
Transformational Digital Leader:  
Consumer, Payments & Technology  
**Western Union**



**Rachel Bale**  
Vice President, Global Merchant  
Digital Development  
**MasterCard**



**Wilco Slabbekoorn**  
Business Development Director  
Retail EMEA  
**Worldpay**



**James Hardy**  
CEO and Co-Founder  
**Avenue51**  
Former Head of the EMEA region  
for Alibaba.com



**Marc Hoenke**  
Director Brand Communications  
**Salesforce**



**Jonas Skovkonge**  
Digital Production Manager  
**LEGO**



**Amitabh Apte**  
Global Director - Enterprise  
Architecture & Technology  
**Reckitt Benckiser Group**



**Massimo Fubini**  
CEO&Founder  
**Contactlab**



**Mike Hoyles**  
Director - Global eCommerce,  
Marketing  
**Four Seasons Hotels**



**Adrian Hands**  
Leading eCommerce Sales  
**TripAdvisor**



**Tatiana Lyubimova**  
Director of eCommerce Russia  
**DHL**



**Jose Luis Ferrero**  
Senior Manager eCommerce  
**Philips Lighting Spain**



**Patrick Antivackis**  
CTO - VP Technology  
**Razorfish**



**Stephan Grad**  
Founder & CEO  
**A-COMMERCE**



**Sören Meelby**  
Vice President Marketing  
**Apptus**



**Shannon Lockhart**  
Retail Specialist  
**EDITED**



**Carl Kammerer**  
Product Specialist  
**EDITED**



**Ricardo Sánchez**  
eCommerce & Omnichannel  
BU Director  
**FNAC ESPAÑA**

## WES'16

This year, we are gathering the whole eCommerce ecosystem to showcase some of the best work done in the eCommerce World.

From the highest technological companies, passing by the smartest e-tailers, we will analyze and understand how to prepare the world for the future Retail and the new digital eCommerce marketing in the industry at #WES16 in Berlin.



## Who should attend?

**From International Cross-Industry Companies:**

**CEO/Presidents, COO, CFO, CMO, Directors, Heads, Project Leads and Managers of:**

- Fulfilment
- Logistics
- Supply Chain
- Distribution
- Inventory
- e-Commerce
- Omni-Channel
- Multi-Channel
- IT Innovations
- Warehousing
- Technology integration and distribution

**As well as representatives of:**

- e-Commerce Fulfilment Services
- Fulfilment & Supply Chain Software
- Warehousing & Storage Services
- Data Extraction Services
- Picking & Packing Services
- Inventory/Stock Management Services
- Tracing/Tracking Software
- Supply Chain & Inventory Consultancy

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08:30 Registration and Welcome Coffee

09:00 Opening Address from the Chairman

09:10 **Case Study****Ben Phillis** | Business Development Director | [Amazon.co.uk](http://Amazon.co.uk)09:50 **Case Study****Mobile, the silent retail revolution**

- How mobile is creating new shopping behaviors
- What it is important to have a coherent omnichannel strategy
- How retailers can take advantage of this and use mobile to drive footfall to store

**Giulio Montemagno** | Senior Vice President of International | [RetailMeNot](http://RetailMeNot)

10:30 Morning Coffee and Networking Break

11:00 **Case Study****Re-Engineering Marketing Investment**

- For too long legacy structures and KPIs have defined how we spend our marketing budgets
- Data oriented technology and software can help achieve holistic (not channel) ROI goals
- It's time to think OMNI investment

**Mark Haviland** | Managing Director | [Rakuten](http://Rakuten)11:40 **Speed Networking***Innovative approach to maximize networking capabilities through two minute periods, where delegates can meet their peers and exchange business cards before rotating to the next company representative.*12:20 **Case Study****Latest trends in e-Logistics**

- e-Logistics and their phases (Provisioning, Production, Distribution and Inverse Logistics)
- e-Logistics as a Competitive tool
- Logistics & e-Commerce

**Umesh Maini** | Transformational Digital Leader: Consumer, Payments & Technology | [Western Union](http://Western Union)

13:00 Business Lunch

14:00 **Case Study****Expand your sales to foreign countries**

- How to target different Languages & Countries
- How to expand your Business Internationally

**Wilco Slabbekoorn** | Business Development Director Retail EMEA | [Worldpay](http://Worldpay)14:40 **Case Study****The Omni-channel Consumer: Challenges and opportunities**

- Changing consumer expectations
- Strategy for Omni-channel success
- Delivering the Omni-Channel Experience for Global Ecommerce
- Benefits that retailers can reap from an Omni-channel strategy
- A winning e-commerce strategy

**Stephan Grad** | Founder & CEO | [A-COMMERCE](http://A-COMMERCE)15:10 **Case Study****The rapid adoption of digital technologies**

- Foreign language optimization
- Increasing media costs in pay-to-play platforms
- The challenges of accurate YOY performance tracking

**Mike Hoyles** | Director, Global eCommerce, Marketing | [Four Seasons Hotels and Resorts](http://Four Seasons Hotels and Resorts)

15:50 Afternoon Tea and Networking Break

16:20 **Case Study****Enabling e-commerce business in Russia**

- Major logistics trends & Russia in the context of global e-commerce
- Key aspects of consumer behavior (Russia vs. other main e-commerce markets in Europe and globally)
- What is different and special about B2C delivery logistics in Russia?
- Customer experience as one of the most important differentiators in e-commerce
- Doing e-commerce business in (into) Russia: What can make it a success

**Tatiana Lyubimova** | Director of eCommerce Russia | [DHL](http://DHL)

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

18:00 Cocktail Reception



AVENUE 51



08:30 Registration and Welcome Coffee

09:10 **Case Study****Ecommerce channels to the Chinese consumer**

- An overview of Chinese cross-border e-commerce;
- Which marketplace and why?
- The blurring of online to offline in China
- Practical steps to selling online in China
- Chinese shipping and payments

**James Hardy** | Former Head of the EMEA region for Alibaba.com | CEO and Co-Founder | [Avenue51](#)09:50 **Case Study****Mattel & Salesforce: Creating a Lifetime of Play**

- Expectations of customers have changed, not only do they communicate with brands across different channels, they also expect you to communicate to them via those channels on a 1:1 basis
- Use Case: The number one toymaker in the world creates a lifelong, cradle-to-collector relationship which sets customers on a magical, multi-branded path of play. Mattel stays on top by simply listening to its customers

**Marc Hoenke** | Director Brand Communications | [Salesforce](#)10:30 **Interview with Mystery Person** — “Big Mystery name” will be announced soon.11:10 **Morning Coffee and Networking Break**11:40 **Case Study****Reducing cost and optimizing overall visual brand quality across channels**

- Focusing on the consumer experience
- Standardize when it makes sense
- Utilizing key competences across departments

**Jonas Skovkonge** | Digital Production Manager | [LEGO](#)12:20 **Case Study****Innovations in digital payments: making it seamless and secure**

- Latest trends in digital payments around the world
- What Apple Pay and other digital wallets mean to you
- How to balance security with a great user experience

**Rachel Bale** | Vice President, Global Merchant Digital Development | [MasterCard](#)13:00 **Business Lunch**14:00 **Networking and Business Card Exchange Break***In order to get to know one another right from the beginning, delegates will have several minutes to introduce themselves and exchange business cards with the person sitting beside them.*

TRACK 1

14:40 **Case Study****The Modern Ecommerce Reference Architecture****Amitabh Apte** | Global Director, Enterprise Architecture & Technology | [Reckitt Benckiser Group](#)

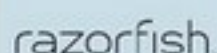
PHILIPS

15:10 **Case Study****Digital Business Transformation for Offline Business**

- How to leverage the Digital Business opportunity from both an strategic and operational perspectives
- Pitfalls to avoid and highways to take to arrive safely and become future proof digitally

**Jose Luis Ferrero** | Senior Manager eCommerce | [Philips Lighting Spain](#)14:40 **Case Study****Store vs. E-Commerce**

Opportunities, Barriers &amp; Retailers Strategies

**Adrian Hands** | Leading eCommerce Sales | [TripAdvisor](#)15:10 **Case Study****Digitalization in store****Patrick Antivackis** | CTO - VP Technology | [Razorfish](#)

TRACK 2

16:00 **Panel Discussion****Grow Your Business, Not Your Sales Force****Moderated by the Chairman**17:00 **Chairman's Closing Remarks and End of Summit****Who We Are**

**Vonlanthen Group offers** business facilitation platforms for clients who want to develop in emerging markets and Europe. We conduct exhaustive research, match buyers and sellers and then produce high-profile events, all with a strategic focus on facilitating deals – all in the right place and at the right time.

**Vonlanthen Group has** the capacity to help you enter new markets, raise capital, secure partners and close sales.

**What We Do**

**We operate across 9 sectors:** healthcare, IT and telecoms, capital raising, energy, leadership, hospitality, aviation, infrastructure and executive training.

**Our platforms include** business-to-business summits, leadership forums, capital raising meetings and executive training programs.

**Our focus is** not only European Market but also Russia & CIS, Middle East & Africa.





**JAMES HARDY**

Former Head of the EMEA region for Alibaba.com  
CEO and Co-Founder  
**Avenue51**

James is CEO and Co-founder of Avenue 51 and the former Head of the EMEA region for Alibaba.com.

Avenue 51 is focused on taking British brands into China via e-commerce channels and works with a range of consumer oriented e-commerce businesses to take advantage of the opportunity presented by China's growing demand for foreign goods and providing a complete solution that connects clients existing e-commerce feeds directly to China's largest online platforms.

An evangelist for the democratising power of the internet and its positive impact on market efficiency James is also a board member of Atosho, the world's first truly distributed e-commerce company.

As a member of UKTI's e-exporting advisory group he is acknowledged as an influential voice on developments in all aspects of the fast expanding global e-commerce space and online markets with digital empowerment of the SME market and the development of platforms being two key areas of interest.

As a qualified lawyer with an MBA James brings a valuable blend of experience to the world of international business having lived for 10 years in San Francisco and 3 years in Sydney. Now based in London he brings a comprehensive working knowledge of the markets in many countries including the US, China, Australia, India, Brazil, Russia and Turkey.



**MIKE HOYLES**

Director - Global eCommerce, Marketing  
**Four Seasons Hotels**

With 14 years of digital marketing experience, Mike leads the development of global SEM, SEO & meta search strategies for Four Seasons.

Being involved with most major search and social platforms since their infancy, Mike has an in-depth understanding of each unique and ever-changing digital architecture and crafts specific strategy recommendations as the services and technologies change and grow.

Mike has led digital strategies in agency, airline and hospitality verticals and has a strong understanding of the online travel space. His agency experience includes a comprehensive digital focus for a variety of brands within the automotive, finance, retail, telecom, oil and gas, and tourism segments.



**JOSE LUIS FERRERO**

Senior Manager eCommerce  
**Philips Lighting Spain**

Business school professor at ICEMD, el Instituto de la Economía Digital de ESIC [www.icemd.com](http://www.icemd.com) and Vicepresident at CDCE [www.clubdirigentescomercioelectronico.com](http://www.clubdirigentescomercioelectronico.com) the independent organization of eCommerce leaders in Spain. Jose Luis currently leads the eCommerce team in Philips Lighting Spain and leads the first Digital Business Master in Spain, [www.icemd.com/master/master-en-digital-business-2/](http://www.icemd.com/master/master-en-digital-business-2/)

Jose Luis often participates as keynote speaker in national and international summits like DMA Chicago, TeComm Romania and eDeal Summit London.

Jose Luis is an expert on eCommerce (profitable Commerce), Omnichannel and international eCommerce.



**ADRIAN HANDS**

Leading eCommerce Sales  
**TripAdvisor**

As Senior Director EMEA, Adrian is responsible for all CPC revenues for TripAdvisor from Online Travel Agencies (OTAs) and Hotel Chains based in EMEA across desktop, Mobile and tablet platforms. EMEA is TripAdvisor's largest region by revenue.

Adrian spent the first part of his career in media sales in the UK before switching to the media technology sector with early stage digital businesses Saffron Digital, Blismedia and Tagman. He joined TripAdvisor in September 2011.



**WILCO SLABBEKOORN**

Business Development Director Retail EMEA  
**Worldpay**

Wilco is Business Development Director Retail EMEA at Worldpay. Prior to Worldpay, Wilco worked at QAS (an Experian company), where he headed up the Customer Data Division in Benelux for 6 years and at Experian for a further 2 years. With over 8 years experience in the eCommerce industry working with retailers headquartered in EMEA, Wilco has a wealth of knowledge on the dynamics of the eCommerce landscape globally. He is committed to using his expertise to help global retailers increase growth in to new markets whilst reducing their operational costs.



**MARK HAVILAND**

Managing Director  
**Rakuten**

Mark Haviland is the Managing Director of Rakuten Marketing Europe having joined the company in January 2012. Since that time, Mark has overseen significant growth and diversification of services, as the company has built a broader digital marketing portfolio that is designed to bring clarity to clients, in an ever evolving and complex marketing landscape.

Time spent in international marketing and sales with Disney and then CNN, has helped Mark focus the company on protecting and building great brands; an approach encapsulated in its positioning as Trusted Advisor.



**STEPHAN GRAD**

Founder & CEO  
**A-COMMERCE**

With the phrase "How hard can it be" the working method of Stephan Grad is best described: ideas, visions and strategies are drawn up with absolute precision and implemented to make eCommerce projects in Austria, but also the entire Alpine region more professional and effective. During the last years, Stephan has created an excellent reputation among online retailers as well as service providers. Stephan is the founder & CEO of A-COMMERCE and has already built up two eCommerce startups internationally before and successfully established them on the market.



**BEN PHILLIS**

Business Development Director  
**Amazon.co.uk**

Ben joined Amazon in October 2011, forging business development and distribution partnerships for Lovefilm and Prime Instant Video (after Lovefilm was rebranded in February 2014). This included working with manufacturers to ensure the service was available on as many devices as possible across the UK and Germany and working with partners to optimize the promotion of the service. He now leads business development activities in the UK and France for the wider Amazon partnership programme, working with offline companies to help them increase their customer engagement activities by working across the range of Amazon products and services. Before joining Amazon, he worked at leading broadcasters in the UK (Sky and UKTV) and across Europe (Eurosport) negotiating key contracts and executing business development strategies. He attended the University of Oxford, and has an MBA from London Business School.



**MASSIMO FUBINI**

CEO&Founder  
**Contactlab**

Massimo began his career in new media in 1995. Three years later, he founded the company and is recognized as one of the most important internet entrepreneurs in Italy. He was Technical Internet Manager of the Ministry of Transport's military data center and external advisor to the working group on network security problems for Public Administration at AIPA (now DigitPA). He was a member of the Audiweb Technical Committee for seven years and a web consultant for AssoComunicazione. He has taken part in numerous conferences, workshops, radio broadcasts as an opinion leader on the subject of direct marketing and privacy.

He teaches and consults with various groups within Fashion-Luxury segment (for example LVMH Academy) on how to ensure the right usage of new digital paradigms to develop the right strategies aligned with business priorities and measure results with structured approaches.





**SÖREN MEELBY**  
Vice President Marketing  
**Apptus**

Sören Meelby is a passionate senior business executive with 20 years of diverse sales, marketing and leadership experience. In his current role as Vice President of the commerce big data evolution at Apptus he has a proven track record of consistently winning high levels of business within a competitive market place.

Focusing his career on sales and marketing and prior to joining Apptus, Sören has served as Alliance & Marketing Direct at Vergic, Nordic Partner Marketing Manager at Qliktech, Nordic Marketing Manager at Western Union as well as several years as senior advisor in digital agencies.

Sören holds a diploma in Business Administration from IHM, specialising in marketing and a designed corporate MBA taken during his top-management training when working as Head of Marketing at Western Union.



**SHANNON LOCKHART**  
Retail Specialist  
**EDITED**

Shannon Lockhart is a Retail Specialist at EDITED. Counted on by Gap, Saks Fifth Avenue and Calvin Klein, Shannon helps leading brands and retailers decide what products to make, how to price them and when to discount by making sure that every trading decision is backed up by data. Getting this right is how all the value is created or lost in the apparel business, so EDITED is used by buying, merchandising and trading teams to generate a huge competitive advantage.

Previously, Shannon worked as a Business Analyst with Target during its expansion into the Canadian market, opening 124 stores in a period of eight months. Specializing in women's apparel, her main focus was identifying pricing and assortment opportunities in the Canadian marketplace.



**CARL KAMMERER**  
Product Specialist  
**EDITED**

Carl Kammerer is a Product Specialist at EDITED who focuses on developing analytical, data-driven strategies for the German, Austrian and Eastern European retail markets. A graduate of the University of York, Carl has previously gained experience applying quantitative analytics in several industries, including finance, consumable goods and retail.

An ardent champion of data analytics and insights for businesses, Carl works with buyers and merchandisers worldwide to make sure they trade better across all categories with the EDITED retail analytics software.



**RICARDO SÁNCHEZ**  
eCommerce & Omnichannel BU Director  
**FNAC ESPAÑA**

- Global Director with strong Digital acumen, Creative flair and Passion for Premium Omnichannel Customer Experience
- Over 15 years of Building and Growing strong Global Businesses in a number of Industry Sectors and Premium Multinational companies
- Strong customer experience orientation with significant expertise in Omnichannel, Direct eCommerce (B2C&B2B), Offline B2b, Marketplace, Mobile and Digital Marketing
- Proven track record of successful management of high volume eCommerce businesses
- eCommerce Strategy Advisor and regular Conference Speaker about eCommerce, Marketplace, Omnichannel and Customer 3.0



**GIULIO MONTEMAGNO**  
Senior Vice President of International  
**RetailMeNot**

Giulio Montemagno is RetailMeNot's Senior Vice President and General Manager of the company's international business activities outside of North America.

In this role, Giulio drives RetailMeNot's international strategy and oversees operations for the company's portfolio of brands, including VoucherCodes.co.uk, the leading digital coupon site in the United Kingdom; www.Deals.com in Germany; www.ActiePagina.nl, a leading digital coupon site in the Netherlands; and Bons-de-Reduction.com, ma-reduc.com and www.Poulpeo.com, leading digital coupon and cashback sites in France.

Prior to RetailMeNot, Giulio was General Manager Western Europe for PayPal.

Giulio spent 12 years at eBay and its PayPal subsidiary, serving in other various senior management roles within its business development, product management and corporate strategy teams.

Giulio received his Master's in Business Administration from Columbia University in New York, and the London Business School, and he received his Bachelor's of Science from IULM University in Milan.



**PATRICK ANTIVACKIS**  
CTO - VP Technology  
**Razorfish**

In August 2013, Patrick decided to join Nuron (now Razorfish in France) as a Vice President Technology. Besides these positions, Patrick Antivackis was involved in the technical setup of several startups in both content and ecommerce concepts such as: SITICI in 2003, the first web platform dedicated to Small and Medium Enterprise allowing to easily create websites ALLUAIRE in 2005, a local businesses directory based on a widget concept allowing its easy integration in town hall websites LE BON COIN DU CADEAU in 2010, a platform integrating more than 1.2 million products from syndication feeds and allowing easy search, and comparison, everything hosted on a single server and intervened in several talks concerning methodologies and technologies around HTML5, ecommerce, mobile as well as front and back-end integration.



**RACHEL BALE**  
Vice President, Global Merchant Digital Development  
**MasterCard**

Rachel works with retailers and other merchant partners to deliver MasterCard's vision of digital payments: enabling a consumer to make seamless and secure transactions from any connected device - online, in store or on the move. Rachel is a highly experienced digital payments specialist, having worked at MasterCard for 4 years in this space and participated in the UK launches of both MasterCard's Qkr! App - now live across several restaurant chains; and MasterPass digital wallet platform.

Before joining MasterCard, Rachel led Mobile Payments activities in Visa Inc's CEMEA region. Rachel has also worked at Nokia, PwC and PA Consulting.



**MARC HOENKE**  
Director Brand Communications  
**Salesforce**

As Director Brand Communications for EMEA Central at Salesforce, Marc is responsible for all things related to brand and marketing communications. Before that Marc was in charge of all Product Marketing activities in the region.

Marc has broad experience in retail and marketing for consumers and digital services for more than 15 years. Before Salesforce Marc was in management positions at companies such as Amazon and Microsoft.

## Sponsorship

Conventional advertising practices have been thrown out the window. Every day we hear more about:

- Using conferences to make direct contact with new customers and strengthen relationships with existing ones
- Sponsoring events to provide live support for branding initiatives
- Maximizing qualified lead generation via usage of carefully constructed webinars, podcasts, virtual conferences, short videos & more
- Developing and using customer feedback from dedicated social media portals to improve product/service offerings



# Registration Form

2<sup>nd</sup> Annual World E-Commerce Summit

February 15-16, 2016 | Berlin, Germany

**Book until November 30<sup>th</sup>  
& get a discount of €300!**

**Register 2 or more delegates  
& get a discount of €600/person!**

**1**  
Name: \_\_\_\_\_

Position: \_\_\_\_\_

E-mail: \_\_\_\_\_

**2**  
Name: \_\_\_\_\_

Position: \_\_\_\_\_

E-mail: \_\_\_\_\_

**3**  
Name: \_\_\_\_\_

Position: \_\_\_\_\_

E-mail: \_\_\_\_\_

**4**  
Name: \_\_\_\_\_

Position: \_\_\_\_\_

E-mail: \_\_\_\_\_

**Company:** \_\_\_\_\_

City: \_\_\_\_\_

Postcode: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_

VAT no: \_\_\_\_\_

**Date:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

*This booking is invalid without a signature.*

☐ **Full Package - €1,799 includes:**

- 2-day Summit + Master Classes + Interactive Focus Sessions
- Discussions with industry experts
- Cocktail Reception

☐ **Exhibition Package - €3,495 includes:**

- 3 sq.m. Exhibition Space
- 2-day Summit + Master Classes + Interactive Focus Sessions
- Discussions with industry experts
- Cocktail Reception

**Terms and Conditions:**

By sending this form, I confirm that I have read and accepted the terms and conditions detailed below.

**Confirmation:**

We will confirm your participation after receiving signed registration form. The delegate will receive the invoice within 24hrs of sending the signed form. The hotel details will be sent two to three weeks before the start of the conference.

**Cancellations:**

Made one month prior to the start of the conference will be refunded less 50% administration charge. Refunds will be made after the conference. Cancellations made within one month of the conference start date will receive no refund. Substitutes are accepted up to 3 days before the conference. Any cancellation will be accepted latest one month before the event and should be informed in written form.

**Force Majeure:**

While every reasonable effort will be made to adhere to the advertised package, Vonlanthen group reserves the right to change event dates, sites or location, 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 Vonlanthen group 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 it merged with another event, the Client shall receive a credit note for the amount that the Client has paid to such permanently canceled event. No refunds, part refunds or alternative offers shall be made.

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## Contact Details

**Alexander Norman**  
Sales Director

+420 221 603 233

[Alexander.Norman@vonlanthengroup.com](mailto:Alexander.Norman@vonlanthengroup.com)

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