A conference presented by the IBA European Regional Forum, the IBA Law Firm Management Committee and the Legal Development Foundation

22-year anniversary of the Forum!
11th Balkan Legal Forum – legal practice transformation

30 June – 1 July 2022
Park Hyatt, Vienna, Austria

Welcome reception on 29 June
Gala dinner on 30 June 2022, BÖRSENSÄLE

Over 20 years on – applying the lessons learned from the past 20 years to the future and, more importantly, discussing what comes next for law firms in the region. This discussion is taking place with an unprecedented political situation on the region’s border with impacts throughout Europe and worldwide, but we must look forward and we must meet and exchange ideas.

Topics include:

• What has happened in the last 20 years and how will it shape the next 20, Can the past inform the future?
• Technology - it’s changing clients; is it changing law firms?
• Do clients in the region really care about ‘sustainability,’ ‘diversity’ and ‘conduct’
• Predatory pricing: Do we fight back or join the pack?
• Sanctions and Transnational white-collar ‘crime’
• Predicting change, deciding upon change and making change happen. How should law firms manage change?
• Do traditional law firms need a new business model? Will Covid and the ‘great resignation’ cause a rethink of what a law firm is and how it operates.
• Meditation and wellness - can it help?
• Client panel - how are clients’ needs changing?
• Recruiting and retention: The free agency of legal talent
• The twilight of the law firm partnership? - Alternative ownership and governance structures for law firms
• How will partner remuneration change in the next 20 years?
• Will your next new associate be a robot? - Are we really embracing and integrating advanced technology and artificial intelligence into law firm operations?
• Looking forward, what do the next generation of leaders think will happen to law firms in the next 20 years?
Programme

Conference Co-Chairs
Borislav Boyanov Boyanov & Co, Sofia; Balkan Legal Forum Liaison Officer, IBA Law Firm Management Committee
Norman Clark Walker Clark, Fort Myers, Florida; Member, IBA Law Firm Management Committee Advisory Board
Stephen Revell Freshfields Bruckhaus Deringer, Singapore; Co-Vice Chair, IBA Law Firm Management Committee

Wednesday 29 June

1830 – 2000 Welcome reception Park Hyatt
Supported by the Vienna Host Committee
Host Committee Chair: Dr Martin J Brodey Dorda, Vienna; IBA Corporate and M&A Law Committee

Tech Fest
Throughout the conference there will be a Legal Tech Fest consisting of the leading providers of legal tech. You have the opportunity to talk with representatives at their stalls, and they will be making a series of ‘lunch and learn’ presentations.

Day one – Thursday 30 June

0900 – 0930 Official opening of the forum
Opening remarks
Peter Bartlett MinterEllison, Melbourne, Victoria; IBA LPD Chair Chair, IBA Legal Practice Division
Borislav Boyanov Boyanov & Co, Sofia; Balkan Legal Forum Liaison Officer, IBA Law Firm Management Committee
Jörg Menzer Noerr, Bucharest; IBA SPPI Chair Chair, IBA Section on Public and Professional Interest
Stephen Revell Freshfields Bruckhaus Deringer, Singapore; Co-Vice Chair, IBA Law Firm Management Committee

Welcome from the President of the IBA
Sternford Moyo Scanlen & Holderness, Harare; IBA President

0930 – 1045 What has happened in the last 20 years and how will it shape the next 20?
The first part of the session will look back at the last 20 years of events and challenges in Central and Eastern Europe, examining in particular key successes and learning points for the future. Our panel is made up of senior members of the profession who have led law firms for over 30 years. During the second part on day 2 – What will really happen in the next 20 years – we speak with the new generation of law firm leaders on their expectations for the next two decades and their takeaways from the conference. We will discuss a variety of topics in this first session including:

- Is the rule of law now alive and well?
- Respect for lawyers – up or down?
- International law firms came and went? What will happen in the future?
- The voice of clients – is it louder and what does that mean for law firms?

Moderator
Stephen Revell Freshfields Bruckhaus Deringer, Singapore; Co-Vice Chair, IBA Law Firm Management Committee

Ted Talk – Can the past inform the future?
Peter Bartlett MinterEllison, Melbourne; Chair, IBA LPD Officers

Panellists:
Borislav Boyanov Boyanov & Co, Sofia; Balkan Legal Forum Liaison Officer, IBA Law Firm Management Committee
Branko Marić MARIC & CO, Sarajevo
Nina Selih Odvetniki Šelih & partnerji, Ljubljana
Andras Szecskey Attorneys at Law, Budapest
Tomasz Wardynski Wardynski & Partners, Warsaw

1045 – 1115 Coffee/tea break
1115 – 1215
**Technology – it’s changing clients; is it changing law firms?**
Clients all say they are being impacted by technology in one way or another. It is changing their businesses dramatically. It is also changing their need for legal advice. Is technology really changing law firms? Is it impacting the way in which we provide services and more importantly, is it changing the way we train our lawyers to advise clients on this new and constantly developing area of law?

**Moderator**
Alexandru Birsan  
Filip & Company, Bucharest

**Ted Talk**
Kalin Radev  
CEO of Software Group

**Panellists**
Mihaly Barcza  
Oppenheim, Budapest
Alric Ofenheimer  
E+H Rechtsanwälte, Vienna
Gozde Ozsoy  
Allen & Overy, Hamburg
Judith Gliniecki  
GC, CEE Equity Partners, Warsaw

1215 – 1300
**Do clients in the region really care about ’sustainability’, ‘diversity’ and ‘conduct’?**
There is much talk about clients becoming increasingly focused on sustainability, diversity and conduct but how is this really impacting the practice of law in the region.

How can lawyers in the region best react to clients requesting advice on sustainability and do lawyers need new skills to help clients predict the future.

Not least as illustrated by the IBA report on sexual harassment and bullying, the lack of diversity in the profession and the apparent high incidence of sexual harassment and bullying in the profession, is a cause for concern globally. How are firms in the region dealing with these developments?

**Moderator and Ted Talk**
Natascha Doll  
Freshfields Bruckhaus Deringer, Hamburg

**Panellists**
Vlada Dašić  
BDK Advokati, Belgrade
Cristina Filip  
Filip & Co., Bucharest
Jörg Menzer  
Noerr, Bucharest; Chair, IBA SPPI
Christian Richter-Schöller  
Dorda, Vienna

1300 – 1400 **Lunch**
There will also be ‘lunch + learn’ Tech Fest talks

1400 – 1445
**Predatory pricing: do we fight back or join the pack?**
How have the panellists’ firms changed the way in which they price their services? How have they responded to increased price competition from their traditional competitors and ‘predatory pricing’ from new entrants into their markets?

**Moderator**
Norman Clark  
Walker Clark, Fort Myers, Florida; Member, IBA Law Firm Management Committee Advisory Board

**Panellists**
Alper İşikal  
isikal Law Office, Istanbul
Richard Lock  
Lakatos, Koves & Partners, Budapest
Luka Lopicic  
Schönherr, Belgrade
Martin Šolc  
Kocián Solc Balaštík, Prague; Honorary Life Member of Council and Association

1445 – 1530
**Sanctions and Transnational White-Collar ‘Crime’: helping clients with sanctions, investigations and extra-territorial laws**
Transnational criminal investigations are of importance to all law firms with commercial practices because of the growing vulnerabilities of some of their clients to possible sanctions, investigations or prosecutions (or all three), both as corporate entities but also as individuals. This isn’t just for litigators! How should a law firm respond when one of their major clients is facing international economic sanctions or criminal prosecution arising from business operations? How can law firms, through their advice to clients who might be vulnerable, reduce the risks? Sanctions are again, sadly, front of mind for many clients.

**Moderator**
Dennis Boyle  
Boyle & Jasari, Washington, DC

**Panellists**
Nikolaus Pitkowitz  
Pitkowitz & Partners, Vienna
Tatjana Popovski Buloski  
Popovski & Partners; Skopje
Katarzyna Randzio-Sajkowska  
Soltysinski, Kawecki & Szezak; Warsaw

1530 – 1550 **Coffee/tea break**
Day one – Thursday continued

1550 – 1645

**Predicting change, deciding upon change and making change happen. How should law firms manage change?**

Lawyers and law firms talk frequently about change but do lawyers know what to change and how to change? How do we best decide what changes need to be made to “our” law firm and how do we actually manage that change? We also will discuss whether our lawyers are really changing to adapt to the introduction of new technology and methods.

**Moderator**
Robert Gawalkiewicz  Soltysinski Kawecki & Slezak, Warsaw; Scholarship Officer, IBA Law Firm Management Committee

**Ted Talk**
Lisa Walker Johnson  Walker Clark, Fort Myers, Florida

**Panellists**
Naida Custovic  Wolf Theiss, Sarajevo
Perparim Kalo  Kalo Associates Tirana
Lowel Morgan  Nunes Scholefield DeLeon & Co, Kingston

1645 – 1730

**Living through change: law firm strategies for success**

The current turmoil is driving change across all businesses but what will be the specific impact on law firms? Will Covid and the ‘Great Resignation’ cause a rethink of what a law firm is and how it operates? Do traditional law firms need a new business model? In this session, the expert panel will be sharing what they see as the strategic opportunities and threats for law firms across the region. Above all, where can we expect to see accelerated innovation and change, and where is it likely to be “business as usual”?

**Moderator and Ted Talk**
Moray McLaren  Lexington Consultants, Madrid; Chair, IBA Law Firm Management Committee Talent and Leadership Subcommittee

**Panellists**
Dr Martin J Brodey  Dorda, Vienna; Host Committee Coordinator Europe, IBA Corporate and M&A Law Committee
David O’Donnell  Mason Hayes & Curran, Dublin
Richard Singer  CEO Europe, Dentons, Prague
Rafal Stroinski  B2RLaw, Warsaw

1730 – 1735  End of day one closing remarks

1900 – 2300  Gala dinner

BÖRSENSÄLE
Börse, Wipplingerstraße 34, 1010 Wien, Austria
(admission by ticket)

Day two – Friday  1 July

0815 – 0900

**Meditation and wellness – can it help?**

**Led by**
Chris Owen  Penningtons Manches Cooper, London; Co-Chair, IBA European Regional Forum

0900 – 0915  **Day two opening remarks**

Norman Clark  Walker Clark, Fort Myers, Florida; Member, IBA Law Firm Management Committee Advisory Board

0915 – 1015

**Client panel – how are clients’ needs changing?**

**Moderator**
Michael Kutscher  Binder Grösswang, Vienna

**Panellists**
Regine Bock  Chief loyal officer, Schmid Industrieholding G.m.b.h, Vienna
Velko Djilizov  Unicredit Bulbank, Sofia
Henrik Starup-Hansen  CEO, Wiesenthal Autohandel, AG, Vienna

1015 –1045  **Coffee/tea break**

1045 – 1130

**Recruiting and retention: the free agency of legal talent**

Over the past 20 years, the competition for good associates has become almost as intense as the competition for good clients. How have the panellists managed the increased competition and changing expectations of young lawyers?

**Moderator**
Chris Owen  Partner, Penningtons Manches Cooper, London; IBA European Regional Forum

**Panellists**
Ruxandra Bologa  Nestor Nestor Diculescu Kingston Petersen, Bucharest
Florian Klimschka  Freshfields Bruckhaus Deringer, Vienna
Zoya Todorova  Dimitrov Petrov & Co, Sofia; Regional Liaison Officer, European Regional Forum
1130 – 1215
The twilight of the law firm partnership?
Alternative ownership and governance structures for law firms
Alternative business structures, including non-lawyer and public ownership and more ‘corporate’ decision-making processes, have become more common in jurisdictions over the past 20 years. What have been the experiences of the panelists in considering and adopting (or rejecting) these new structures?

Moderator and Ted Talk
Christoph H Vaagt  Law Firm Change Consultants, Munich

Panellists
Hermann Knott  Kunz Rechtsanwälte, Köln
Rastko Petakovic  Karanovic & Partners, Belgrade
Peter Petrov  Boyanov, Sofia
Ema Menđušić Škugor  Divjak, Topić & Bahtijarević, Zagreb

1215 – 1300
How will partner remuneration change in the next 20 years?
There is no “best” system of partner remuneration – everyone agrees about that. But what is the best system for your law firm, and how is that likely to change in the next 20 years? Although we have seen arguably inexorable shifts towards performance-based compensation systems, many firms are recognising the inadequacies of that approach, and there is much talk about how to incorporate the perceived benefits of lockstep. How will this play out?

Moderator and Ted Talk
Michael Roch  MHPR Advisory Services, London

Panellists
Panagiotis Drakopoulos  Drakopolous Law, Athens
Iryna Nikitina  IOCONS, Sofia
Gus Papamichalopoulos  KG, Athens

1300 – 1430  Lunch
There will also be ‘lunch + learn’ Tech Fest talks

1430 – 1515
Will your next new associate be a robot? Are we really embracing and integrating advanced technology and artificial intelligence into law firm operations?
What have been the experiences of the panelists in deciding whether, when, and how to introduce advanced technology and AI into the production of legal services? What worked better than expected? What were the disappointments? How, if at all, would they do things differently in the future?

Moderator
Aku Sorainen  Sorainen, Tallinn

Panellists
Tijana Kojović  BDK Advokati, Belgrade
Peter Lakatos  Lakatos, Koves and Partners, Budapest
Jason Mogg  Kinstellar, Bratislava
Cosmina Simion  Simion & Baciu, Bucharest

1515 – 1530  Coffee/tea break

1530 – 1630
What will happen to law firms in the next 20 years?
The first part of the session we look back at the last 20 years of events and challenges in the region, examining key successes and learning points. During the second part of the session, we will listen to the new generation of law firm leaders about their expectations for the next 20 years and their takeaways from the conference. We will cover topics including:

- The importance of culture
- The Great Resignation
- Are law firms responsible for wellness?
- What will the real impact of technology be?
- Does work-from-home work for clients and firms?

Moderator
Stephen Revell  Freshfields Bruckhaus Deringer, Singapore; Co-Vice Chair, IBA Law Firm Management Committee

Panellists
Dovilė Burgien  Walless, Vilnius; Vice Treasurer, IBA Corporate and M&A Law Committee
Jelena Gazivoda  JPM Janković Popović Mitić, Belgrade
Boris Šavorić  Savorić & Partners, Zagreb
Paweł Zdort  Rymarz Zdort, Warsaw

1630 – 1700  The Forum of Friends and closing remarks
Borislav Boyanov  Boyanov & Co, Sofia; Balkan Legal Forum Liaison Officer, IBA Law Firm Management Committee
Norman Clark  Walker Clark, Fort Myers, Florida; Member, IBA Law Firm Management Committee Advisory Board
Stephen Revell  Freshfields Bruckhaus Deringer, Singapore; Co-Vice Chair, IBA Law Firm Management Committee
Information

Date
30 June – 1 July 2022

Venue
Park Hyatt Vienna
Am Hof 2
1010 Wien
Austria
Tel: +43 1 227401234

Language
All working sessions and Conference materials will be in English.

How to register
The registration for Balkan Legal Forum 2022 is available online at www.balkanlegalforum.org
details of how to join at www.ibanet.org.

Fees
Online registrations received:

<table>
<thead>
<tr>
<th></th>
<th>on or before 15 May</th>
<th>After 15 May</th>
</tr>
</thead>
<tbody>
<tr>
<td>IBA member</td>
<td>€730</td>
<td>€800</td>
</tr>
<tr>
<td>Non-member *</td>
<td>€780</td>
<td>€860</td>
</tr>
<tr>
<td>Young lawyers (under 35 years)</td>
<td>€600</td>
<td>€650.</td>
</tr>
<tr>
<td>Gala Dinner</td>
<td>€130</td>
<td></td>
</tr>
<tr>
<td>Welcome reception</td>
<td>FREE</td>
<td></td>
</tr>
</tbody>
</table>

Please note that places for the Gala Dinner are limited and will be allocated on a first come, first served basis. Tickets for the Gala dinner are available at a cost of €130.

If you would like to become a full or general member of the IBA, which includes membership of one committee or more – and inclusion in and access to our membership directory – we encourage you to do so now in order to register for this Conference at the member rate. You can find full details of how to join at www.ibanet.org.

Payment of registration fees
By bank transfer in EUR:
Beneficiary: Legal Development Foundation
IBAN: BG30UNCR70001505520234
SWIFT (BIC): UNCRBGSF
Bank: Unicredit Bulbank AD, 7 Sveta Nedelya Square, Sofia 1000, Bulgaria

If you are a Bulgarian natural person or legal entity, please make a bank transfer in BGN to:
IBAN: BG87UNCR96601010642308
SWIFT (BIC): UNCRBGSF
Bank: Unicredit Bulbank AD, 7 Sveta Nedelya Square, Sofia 1000, Bulgaria

Please ensure that a copy of the bank transfer details is attached to your registration form.

Legal Development Foundation is a foundation registered under the Bulgarian legislation, seat and address of management: 139 Evlogi Georgiev Blvd., Sofia 1504, Bulgaria, Unified Identification Number (BULSTAT) 121540004 and VAT number BG121540004.

PLEASE ENSURE THAT YOUR NAME AND ‘BLF2022’ APPEAR ON ANY TRANSFER

Deductions or withholdings
All fees payable to us by you under the terms contained in this ‘Information’ section shall be paid free and clear of all deductions or withholdings whatsoever.

If any deductions or withholdings are required by law to be made from any fees payable to us by you under the terms contained in this ‘Information’ section, you shall pay such sum as will, after the deduction or withholding has been made, leave us with the same amount as we would have been entitled to receive in the absence of any such requirement to make a deduction or withholding.

If we obtain the benefit of any tax credit or other relief by reference to any such deductions or withholdings, then we shall repay to you such amount as, after such repayment has been made, will leave us in no worse position than we would have been had no such deductions or withholdings been required.

Conference sell-outs
The Forum places its conference in venues of a suitable size for the event; however, there are times when our conferences may sell out. Should this happen, prospective delegates will be informed, and a waiting list will operate. The waiting list will function on a ‘first come, first served’ basis, subject to receiving registered delegate cancellations. The Forum will not be liable for any travel or accommodation expenses incurred by an individual who travels to the conference without a confirmed place at the event.

List of participants
In order for your name to appear in the list of participants, which will be distributed, your registration form must be received by 3 June at the latest.

Registration confirmation
Upon receipt of your payment for the Conference a confirmation email will be sent. Registration confirmation will not be distributed by post.

If you are a Bulgarian natural person or legal entity, please make a bank transfer in BGN to:
IBAN: BG87UNCR96601010642308
SWIFT (BIC): UNCRBGSF
Bank: Unicredit Bulbank AD, 7 Sveta Nedelya Square, Sofia 1000, Bulgaria

Please ensure that a copy of the bank transfer details is attached to your registration form.

Legal Development Foundation is a foundation registered under the Bulgarian legislation, seat and address of management: 139 Evlogi Georgiev Blvd., Sofia 1504, Bulgaria, Unified Identification Number (BULSTAT) 121540004 and VAT number BG121540004.

PLEASE ENSURE THAT YOUR NAME AND ‘BLF2022’ APPEAR ON ANY TRANSFER

Deductions or withholdings
All fees payable to us by you in accordance with the terms contained in this ‘Information’ section shall be paid free and clear of all deductions or withholdings whatsoever.
Cancellation of registration
If cancellation is received in writing by 17 May 2022, fees will be refunded less a 25 per cent administration charge. We regret that no refunds can be made after this date. Cancellations received after 17 May 2022 will not be eligible for any refund of registration fees.

Provided you have cancelled your registration to attend the conference in accordance with the terms of the ‘cancellation of registration’ clause included in the ‘Information’ section of the conference programme, you must then confirm to us in writing as soon as possible but in no event later than one year (12 calendar months) from the date of the conference all necessary details to enable any reimbursement owed to you to be paid. We regret that no refunds will be made after the date that is one year (12 calendar months) after the date of the conference.

Travel arrangements and visas
Participants are responsible for making their own travel arrangements. It is recommended that you check your visa requirements with your local embassy or consulate. We are unable to dispatch visa invitation letters to support your visa application prior to receipt of your registration form and full payment of registration fees. Please apply for your visa in good time.

Promotional literature at venue hotel
Please note that no individual or organisation may display or distribute publicity material or other printed material during the conference, unless by prior arrangement with us.

Organisations and companies wishing to discuss promotional opportunities should contact us at information@balkanlegalforum.org.

Hotel accommodation
Park Hyatt Vienna
Am Hof 2
1010 Wien
Austria
Tel: +43 1 227401234

Delegates are responsible for making their accommodation reservations directly with the hotel as well as entering into an agreement with the hotel regarding credit card guarantees, cancellation terms and conditions, and room rates. We cannot accept responsibility for hotel accommodation disputes between a delegate and the hotel.

Continuing Professional Development/Continuing Legal Education
For Conference delegates from jurisdictions where CPD/CLE is mandatory, the IBA will provide a Certificate of Attendance for the Conference. Subject to CPD/CLE requirements, Conference delegates can use this to obtain the relevant number of hours’ accreditation. The number of CPD/CLE hours available may vary depending on the rules applied by the members’ bar association/law society on time recording criteria.

A Certificate of Attendance is available to Conference delegates on request. Please ask at the IBA Conference registration desk for information on how to obtain the certificate.

IBA Harassment Policy
IBA IBA conferences provide unrivalled professional development and network-building opportunities for international legal practitioners and their professional associates. The IBA values the participation of every delegate and member of the IBA and wants all attendees to have an enjoyable and fulfilling experience. Accordingly, all Conference attendees are expected to show respect and courtesy to other attendees, IBA staff and those involved with hosting the events throughout the Conference and at all Conference events, receptions, and parties, whether officially organised by the IBA or others. All delegates, guests, attendees, speakers, exhibitors, staff and volunteers at any IBA event are required to conform to the IBA Harassment Policy.

See www.ibanet.org/iba-harassment-policy.
The International Bar Association (IBA), established in 1947, is the world's leading organisation of international legal practitioners, bar associations, law firms and law societies.

The IBA influences the development of international law reform and shapes the future of the legal profession throughout the world. It has a membership of more than 80,000 individual lawyers and more than 190 bar associations and law societies spanning over 170 countries.

Inspired by the vision of the United Nations, the IBA was founded in the same spirit, just before the Universal Declaration of Human Rights was proclaimed in 1948.

The IBA covers all practice areas and professional interests, providing members with access to leading experts and up-to-date information, enabling them to better represent their clients’ interests.

Through its various committees, fora and task forces, the IBA facilitates the exchange of information and views among its members as to laws, practices and professional responsibilities relating to the practice of law around the globe.

**IBA European Regional Forum overview**

The European Regional Forum was established in 1989 to provide a focus originally on the work undertaken by the IBA in developing the practice under changing legal systems of lawyers in Eastern and Central Europe. The forum was also intended to act as a channel for IBA communication with the bar associations of these local lawyers.

Since 2004 the forum has been developing and strengthening the existence of the IBA within the whole of Europe by promoting the goals of the IBA to members, non-members and others, disseminating professional know-how, and assisting the committees and other constituencies of the IBA to increase their presence in the different neighbouring regions of Europe, including parts of North Africa and the Middle East.

**IBA Law Firm Management Committee overview**

The Committee’s diverse membership is drawn from the profession around the world and from firms of all sizes and areas of practice.

The Committee pursues its mission through a number of activities including the annual IBA conference at which the Committee regularly offers a wide range of sessions addressing current top-of-mind issues; regional conferences, generally in coordination with the IBA’s regional fora, which address current law firm management issues of regional interest; webinar programmes; e-bulletins; and our publications and other material accessible to members on our website.

**Contact information**

**International Bar Association**

5 Chancery Lane, London WC2A 1LG, United Kingdom

Tel: +44 (0)20 7842 0090

Email: member@int-bar.org

www.ibanet.org