



Knowledge and Strategy Forum

21 October 2015

IN COOPERATION WITH



ARBITRATION INSTITUTE
OF THE STOCKHOLM CHAMBER OF COMMERCE

WELCOME TO THE FUTURE OF LEGAL SERVICE

Welcome to the 6th annual VQ Knowledge and Strategy Forum at the Grand Hôtel in Stockholm on 21 October 2015.

VQ Forum brings together thought leaders and champions of change in the legal profession to discuss strategy and key developments in the legal market. During the day you will gain interesting, practical and visionary insights from internationally renowned speakers, as well as great networking opportunities with your fellow peers.

The theme for the 2015 event is business development and new legal service opportunities, including the following topics:

- What are the most significant changes ahead?
- How should legal professionals focus on business development to prepare for the new legal market?
- Opportunities and challenges for law as an export commodity.
- Automation and digitalization, where is the new technology taking us?
- Success stories from legal professionals who have successfully changed their business to adapt to the new legal future - yes, it can be done!



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AGENDA

08:30	Registration and coffee	
09:00	Welcome remarks – <i>Ann Björk and Patricia Shaughnessy</i>	
09:15	Automation vs Human Analysis – <i>Sara Öhrvall</i>	
10:15	Coffee break	
10:45	The Evolution of KM as a Driver of Innovation – <i>Sally Gonzalez</i>	
11:20	In-house Innovations Changing the Legal Market – <i>Miral Hamani-Samaan</i>	
11:50	Externalizing Internal Success – <i>Archana Makol</i>	
12:30	Brainloop lunch	
13:30-15:15	<p>Parallel seminars <i>Track 1</i> <i>(in main venue “Stockholm”)</i></p> <p>13:30 Law as an Export Commodity – <i>Kristoffer Löf and panel</i></p> <p>14:15 Challenges and Opportunities in the Changing Legal Market – <i>Kristin Campbell-Wilson and panel</i></p>	<p><i>Track 2 – in Swedish</i> <i>(in venue “Uppsala”)</i></p> <p>13:30 Affärsutveckling i praktiken – <i>Andreas Rönnheden</i></p> <p>14:00 Hur skapas en framgångsrik klientrelation? – <i>Daniel Vamos Fecher och Morgan Lundberg</i></p> <p>14:30 Är moderniseringen av advokatrollen bara av godo? – <i>Peter Danowsky</i></p>
15:15	Afternoon tea break	
15:45	Adapting to the Key Elements of the New Legal Marketplace – <i>Jordan Furlong</i>	
16:30	Information Chaos and How to Survive it? – <i>Janne Romppanen</i>	
16:45	Closing remarks – <i>Patricia Shaughnessy</i>	
17:00	M-Files Back to the Future Cocktail Reception	



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SPEAKERS VQ KNOWLEDGE AND STRATEGY FORUM 2015



Jordan Furlong, Principal Edge International, Senior Consultant Stem Legal and Publisher Law21

Jordan Furlong is a leading legal industry analyst who forecasts the impact of the changing legal market on lawyers, clients, and legal organizations. Jordan has addressed dozens of law firms, state bars, law societies, bar executives, law schools, and judges throughout the United States and Canada on the evolution of the legal services market. A partner with global consulting firm Edge International, Jordan is a Fellow of the College of Law Practice Management and Legal Strategist in Residence at Suffolk University Law School in Boston, USA.



Sara Öhrvall, Senior Advisor, Board member and Columnist

Sara Öhrvall is a senior advisor, board member, writer and speaker who tries to understand new technology in the modern world, and where it is taking us. For the last six years, she has built up and managed the global R&D unit at Bonnier, responsible for new product development of digital media products. As Senior Vice President at the Bonnier Group, her responsibilities also included business and technology development and innovation strategies on a corporate level. Previously, she founded Ninety, an innovation design studio, was CEO/partner of Differ and product development manager at Volvo Cars. She holds board positions in *inter alia* Investor, Bonnier News, Bonnier Books, Nobel Museum, Bisnode and Kicks, and is on the board of Umeå University as well as the chair of Pontus Schultz Foundation.



Sally Gonzalez, KM Global Programme Manager, Norton Rose Fulbright

Sally Gonzalez is a leading expert in knowledge management, strategic technology planning, and process improvement for the legal services industry, with over thirty years of experience in strategic planning and implementation of complex, knowledge- and information-intensive solutions. During her career, Sally has provided consulting services to UK's Magic Circle, Toronto's Seven Sisters and AMLaw100 law firms as well as the legal departments of global Fortune 100 companies. She has also held top KM and IT leadership positions in top-tier US law firms.



Miral Hamani-Samaan, Managing Counsel in Mergers and Acquisitions (EMEA), Hewlett-Packard International Sàrl

Miral is leading the Hewlett-Packard M&A team for EMEA and advises internal clients on integrations and wide corporate transaction projects on a worldwide basis. The Hewlett-Packard M&A team has been recognized as the Best M&A Team in Europe and nominated for the Best M&A Team in the World by the ILO / ACC Counsel Awards 2012 and was nominated for the Financial Times award in 2014 as the most innovative legal team in Europe. Miral is qualified as a French lawyer and obtained her Bachelor of Laws from King's College London and her Maitrise from Université Paris Panthéon-Sorbonne. Before joining Hewlett-Packard, she practiced as an M&A and corporate attorney in a major international law firm in Paris.



Archana Makol, Chief Counsel BT Legal and Director BT Law Ltd

Archana Makol qualified in 1992, specialising in defendant personal injury litigation. She joined BT 1998, and in 2006 became Chief Counsel and Head of the Liability Claims team. Archana advises on major incidents involving significant injury, death or other losses, major accident and disease claims and related policy. Archana led the ABS project team for BT, and became a director of BT Law LTD upon the grant of licence on 1st March 2013.



Peter Danowsky, Partner, Danowsky & Partners

Peter Danowsky is one of the founders of Danowsky & Partners. His practice area is mainly litigation in commercial matters. Peter Danowsky has represented ao publishers, film producers, IT-consultants, banks, organisations and governmental bodies, both as counsel and litigator. He has served as arbitrator and as a member of various boards. He is the co-author of several books and he has published numerous articles in the legal field.



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Kate Davies, Counsel, Allen & Overy

Kate is a Counsel in the firm's International Arbitration Group with experience in both institutional and ad hoc arbitrations sited in multiple common and civil law jurisdictions and under the governing laws of multiple jurisdictions including across Europe, Asia and Latin America. She is a former co-chair of the Young International Arbitration Group of the LCIA. She acts as counsel, arbitral secretary and sits as arbitrator in international commercial arbitrations and as counsel in investor state and other public international law arbitrations. Kate has been recognised by Chambers & Partners for three years running as one of only three "Star Associates" for arbitration. She has also been recognised in Thomson Reuters SuperLawyers 2013 and 2014 as a "Rising Star" in commercial dispute resolution.



Kristin Campbell-Wilson, Deputy Secretary General, Arbitration Institute of the Stockholm Chamber of Commerce (SCC)

In her role as Deputy Secretary General, Kristin Campbell-Wilson is responsible for the daily operations at the SCC. Kristin is frequently engaged as a speaker and moderator at various conferences before the domestic and international arbitration community on issues related to arbitration and the SCC. Prior to joining the SCC in 2012, Kristin had worked in litigation for 9 years, most recently as a member of the Litigation and Arbitration team at DLA Nordic in Stockholm.



Jim Runsten, CEO and Founder, Synch Advokat

Jim Runsten is CEO and founder of Synch Advokat, a fast growing business oriented law firm with innovation and technology at its heart. Synch provides legal services reinvented and believes that lawyers and legal services should always be in synch with the surrounding business environment. Jim has more than 15 years' experience from the legal industry on a wide range of areas, contentious and non-contentious, within technology transactions, M&A, financing and commercial contracts. He is listed as one of the leading IT-lawyers in the Who's Who Internet and E-commerce Lawyers. Legal 500 has listed Jim as a leading lawyer within the areas of IT as well as for general Corporate & Commercial work. He is also recommended by Chambers & Partners within the field of IT.



Richard Åkerman, Partner, Hannes Snellman

Richard Åkerman heads Hannes Snellman's M&A practice group. He regularly publishes articles in a variety of topics from laws for robots to global warming, ownership to the human body and the pain and suffering of a road cyclist.



Kristoffer Löf, Partner, Mannheimer Swartling

Kristoffer Löf is Co-Head of the firm's practice group for dispute resolution and also a member of the firm's industry groups Energy & Natural Resources and Infrastructure & Construction. He is Chairman of Young Arbitrators Sweden (YAS), a member of the executive board of ICDR Young & International (International Centre for Dispute Resolution, New York), and a member of the advisory board of Stockholm International Hearing Centre. Kristoffer has experience from disputes in a wide range of industry sectors, tried before international arbitral tribunals seated in many of the main jurisdictions for arbitration, including Sweden, Austria, England, France, New York and Switzerland. He is regularly invited to speak at international conferences on issues relating to international arbitration and is frequently published on arbitration related topics.



Johan Ramberg, Senior Group Legal Counsel, AB Electrolux (publ)

Johan Ramberg is Senior Group Legal Counsel at AB Electrolux (publ). He manages Electrolux' global litigation report, and project leads major disputes on behalf of the Electrolux group. Before joining Electrolux, Johan worked as an attorney and litigator in disputes regarding i.a. IT, Finance, Insurance, Oil & Gas, Space Industry, Telecom, IPR and Life Sciences. He has successfully pleaded two cases before the Supreme Court. Johan is a member of the panel of neutrals of American Arbitration Association's International Centre for Dispute Resolution, ICDR.



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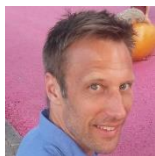
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SPEAKERS VQ KNOWLEDGE AND STRATEGY FORUM 2015



Morgan Lundberg, Group General Counsel, Klarna

Morgan Lundberg joined Klarna, as Chief Counsel Legal Operations in 2012 before becoming its Group General Counsel in June 2014. At Klarna he manages the Legal department, focusing on promoting Klarna's growth through reliable legal support. Previous experiences include Legal Advisor at SAAB Dynamics, Team Leader for the M&A team at the Swedish Competition Authority and Director License & Hardware Contracts & Business Practices at Oracle.



Daniel Vamos Fecher, Head of Nordics, Day One

Daniel Vamos Fecher is the Head of Nordics at Day One, a management consulting firm specialized in professional service firms (accounting firms, auditing firms, consulting firms, law firms etc.) and internal corporate support functions at large companies (Compliance, Internal Audit, Legal, Tax). His experiences include strategic audits of Legal Departments, Compliance Departments and law firms as well as market surveys and benchmarks of the legal industry, for example: "Navigating the Sub-Saharan Business & Legal Landscape", "Le poids économique du droit en France" a study measuring the economic impact of the legal industry in France, and most recently a mirror-survey featuring the GCs and MPs of more than 30 of the largest Swedish companies and law firms. He holds a master's degree in law from SciencesPo Paris Law School and his education included a year in Beijing at the Renmin University of China.



Andreas Rönnheden, Partner, Wistrand Advokatbyrå

Andreas Rönnheden is partner in the firm's practice group for dispute resolution based in Stockholm.



Janne Romppanen, Vice President, Sweden at M-Files Corporation

Janne Romppanen, was one of the initial founders and the first direct sales representative for the company. After hiring and ramping up several sales teams, in 2010, Janne was promoted to Vice President of Sales and then transitioned to his current role as the Vice President of Strategic Partnerships in 2011. Janne has played an integral role in driving the company's explosive revenue growth. Janne's guidance and efforts have contributed to M-Files' compound six-year revenue growth rate of over 1,000%. Since the start of 2015 Janne has owned the Swedish operations of the company.



Patricia Shaughnessy, Associate Professor, Stockholm University

Patricia Shaughnessy directs the Master of International Commercial Arbitration Law Program (LLM) at Stockholm University and teaches and researches in related fields. She chairs the "Arbitration and Dispute Resolution Section" of the Stockholm Centre for Commercial Law and is the Vice-Chair of the Arbitration Institute of the Stockholm Chamber of Commerce (SCC). Patricia has acted as an arbitrator and expert, and as a consultant, she has led projects related to commercial law and dispute resolution in many countries.



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PROGRAM VQ KNOWLEDGE AND STRATEGY FORUM 2015

Wednesday 21 October 2015, 8.30 – 17.00

Registration and coffee

Welcome remarks

Welcome by **Ann Björk**, founder of Virtual Intelligence VQ, and opening remarks by moderator **Patricia Shaughnessy**, Associate Professor, Stockholm University.

Automation vs Human Analysis

There is a myth that humans make better analysis than automated outcomes based on algorithms and statistics. In the way industrial large-scale computers became everyone's mobile phone, we are getting closer to a future where robots are not only replacing industrial blue-collar work, but also becoming frequent in the service industry. The experiments in health care, schools and elderly care are delivering better result the more human the robots appear. It is about time for us to define the services we would like robots to take over, services previously impossible to execute and perhaps most importantly, services we for ethic reasons should keep robot hands away from.

Sara Öhrvall, senior advisor, board member, speaker, writer, columnist and maker of things at the intersection of media, technology and future consumer behavior, will provide her insights on digitalization and where it is taking us. Sara has experience from large transformation projects, global product development and strategy work for several of Sweden's largest corporations. She has always acted in the intersection between design, business, new technology and innovation.

At VQ Forum, Sara will share her experience and insights on technical disruptions, digital business opportunities, how to create an innovation culture and why algorithms and robots soon will manage everything humans can do. Only better.

Coffee



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The Evolution of KM as a Driver of Innovation

Traditionally Knowledge Management (KM) was all about internal templates and precedents, but today there is a new progressive mission to KM as a client-focused service aligned with business development and legal process improvement.

Sally Gonzalez, consultant and KM Global Programme Manager for Norton Rose Fulbright, will speak about the evolution of knowledge management from its traditional inward-focused Know-How roots to today's progressive mission, where innovation through KM is the key to improved productivity, business development and competitive advantages for any legal business.

Sally will provide insights on the use of knowledge technology to drive innovation and present case studies from both law firm and law department perspectives. Furthermore, she will discuss what the next transformation of KM might look like as a driver of legal innovation.

In-house Innovations Changing the Legal Market

When summarizing the state of the legal marketplace, Financial Times Innovative Lawyers 2014, pinpointed Hewlett-Packard's new mergers and acquisitions tool as a technological innovation having the potential to affect the whole M&A legal industry. Not only does it trim the reliance on external counsel for process advice during a transaction, it also makes the corporate able to make better risk assessments on their own. If more deal-making companies follow Hewlett-Packard's example, law firms may need to start focusing more on providing integrated legal solutions to clients.

Miral Hamani-Samaan, Managing Counsel in Mergers and Acquisitions (EMEA), Hewlett-Packard International Sàrl, will talk about Hewlett-Packard's in-house legal strategy work and especially the newly invented M&A tool which captures years of experience from international lawyers to systematize the process and helps make better judgments on acquisitions. She will also provide her insights on the potential for in-house innovations to impact legal services.



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Externalizing Internal Success

The introduction of the Legal Services Act 2007 in the UK has brought opportunities for new business models to enter the legal services market. One such change is the ability for the in-house company legal team to offer services to businesses other than its employer company. BT Law Ltd, wholly owned by BT PLC the telecommunications company, is one such business.

Archana Makol, Chief Counsel BT Legal and Director BT Law Ltd, will share her experience from the BT Law Ltd innovative ABS project, where the BT in-house company legal team is set up to also offer services externally. Archana will explain how in-house teams are motivated by different things compared to private practice and how they have a focus on all parts of the process, as well as always having the business reputation in mind and being aware of future risks. She will provide insights on how she has innovated the in-house legal team by the use of technology and a focus on both legal and commercial aspect. With BT Law licensed as an ABS, the team can now offer the same streamlined process and end to end legal solutions externally that they provide successfully in-house to BT PLC.



Brainloop lunch

The Brainloop Board solution is a platform for board and executive teams to manage communications efficiently and securely. Board packs can be easily prepared and last minute changes accommodated; corporate compliance issues are met fully and regulatory requirement fulfilled.

Parallel Seminars in Venues Stockholm and Uppsala

Between lunch and the afternoon tea break, parallel seminars will be held. Track 1 will be held in venue Stockholm (main stage) and Track 2 in venue Uppsala. Please see further information on the following separate pages for each track.

Parallel seminars

Track 1 in venue Stockholm

Law as an Export Commodity – a New Business Opportunity

The services sector is often identified as a key job and wealth creator in the modern economy. In some jurisdictions, export sales of legal services have been identified as vital in this respect. Law can be exported in several ways, the primary two being (i) to sell the services of Swedish law firms and (ii) to increase foreign use of the legal system as such – its substantive law and its dispute resolution.

Sweden already has a very strong international position in these areas. But competition is fierce. This panel will discuss how Swedish lawyers, Swedish law, and Swedish dispute resolution can be made even more attractive both for transactions in Sweden and for transactions with no connection to Sweden at all.

Kristoffer Lof, Partner Mannheimer Swartling, will hold a session analysing law as an export commodity creating job and wealth in the modern economy.

Discussions with *inter alia* **Johan Ramberg**, Senior Group Legal Counsel, Electrolux and moderator **Patricia Shaughnessy**, Associate Professor, Stockholm University, will focus on how to make a jurisdiction's lawyers, law and dispute resolution attractive for transactions in order to export the sales of legal services.

Challenges and Opportunities in the Changing Legal Market

Kate Davies, Counsel, Allen & Overy, will shed light on the ways in which Allen & Overy is shaping its business to deliver the optimal balance of cost, quality and risk to its clients, including through the use of alternative resourcing and technology, which are continuously earning the firm high-ranked positions in the Financial Times' annual report on the most innovative law firms in the UK.

SCC Deputy Secretary General Kristin Campbell-Wilson will continue by addressing different perspectives on the changing legal market with a panel of legal professionals, including what challenges and opportunities are currently facing legal practitioners and what impact recent changes, like regulatory changes and legal technological development, are having on the legal market and whether or not the Swedish market is following international trends?

Panelists include **Kate Davies**, Allen & Overy, **Archana Makol**, BT Legal, **Richard Åkerman**, Hannes Snellman, and **Jim Runsten**, Synch.

Parallel seminars

Track 2 in venue Uppsala (*in Swedish*)

Please note that this track will be held in Swedish.

Affärsutveckling i praktiken

Wistrand Advokatbyrå arbetar kontinuerligt med att se över olika arbetsprocesser. Wistrand ska erbjuda affärsjuridisk rådgivning av högsta kvalitet som resulterar i ökad affärsnytta för klienten. Fokus på senare tid har varit att implementera IT-verktyg som höjer produktiviteten. En del i detta arbete har varit att bygga, implementera och använda intelligenta dokumentlösningar.

Andreas Rönnheden, delägare på Wistrand Advokatbyrå i Stockholm, kommer att redogöra för hur Wistrand på detta sätt har arbetat med en del av affärsutvecklingen för byrån. Han kommer också berätta om de utmaningar och möjligheter som Wistrand ser framöver i arbetet med olika IT-verktyg.

Hur skapas en framgångsrik klientrelation?

Ta del av Day Ones undersökning om hur chefsjurister och managing partners ser på sina respektive roller med fokus på bland annat behovet av ökat värdeskapande och förutsägbarhet i klientrelationen.

Daniel Vamos Fecher, Head of Nordics, Day One, och **Morgan Lundberg**, Group General Counsel, Klarna, redogör för undersökningen och diskuterar hur en framgångsrik klientrelation skapas.

Parallel seminars

Track 2 in venue Uppsala (*in Swedish*)

Please note that this track will be held in Swedish.

Är moderniseringen av advokatrollen bara av godo?

Vi kan dagligen läsa internationella nyheter om förändringen av juristrollen, om dess modernisering och om nya onlinetjänster som kan ersätta en del av det traditionella juridiska arbetet. Advokatbyråer försöker också i ökande utsträckning utveckla modeller för effektivisering av sitt arbete, bland annat med hjälp av standardisering av vissa tjänster. Även själva advokatverksamheten har vidareutvecklats med bl a externa delägare och externt kapital såsom i England och regelverket kring Legal Services Act. Där, och även i Australien, finns byråer som noterats på börsen.

Advokatrollen behöver moderniseras men det finns fallgropar längs vägen, som kan leda till problem för både advokater och köpare.

Tack vare det förbättrade stöd som erhålls med hjälp av sofistikerade mallar och standardisering av vissa tjänster finns t ex risk för att vissa jurister arbetar med juridiska ärenden utan att riktigt förstå de juridiska problemställningarna. Det kan förefalla lätt att ge sig in på sådana ärenden som man inte har erfarenhet och kompetens för. Därmed riskerar det att det blir missar som leder till rättsförluster för klienterna.

Den prispress som finns på juridiska tjänster, som bland annat är en följd av den process som finns för upphandling av juridiska tjänster, kan leda till olämplig bemanning av uppdragen för att täcka upp de låga timarvodena eller att byråerna lägger ned fler timmar än vad som varit nödvändigt.

En ökande "automatisering" och specialisering bland advokater och byråer kan också medföra att kontakten mellan klient och advokatbyrå försämras. Om klienterna anlitar skilda advokatbyråer för olika begränsade frågeställningar så blir relationen mellan klient och advokat lösligare. Kanske minskar advokatens incitament att på djupet lära sig klientens verksamhet.

Peter Danowsky, advokat och delägare, Danowsky & Partners, har erfarenhet av att hantera processer för och emot revisionsbyråer som också är en verksamhet där professionaliseringen och effektiviseringen förändrat arbetsrollen över tiden. Han har även biträtt advokater när krav riktats mot dem, och kommer att utifrån sina erfarenheter diskutera de risker som finns med den ökande professionaliseringen och specialiseringen av juristrollen.



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Afternoon tea

Adapting to the Key Elements of the New Legal Marketplace

Jordan Furlong is a leading legal industry analyst who forecasts the impact of the changing legal market on lawyers, clients, and legal organizations. Jordan has addressed dozens of law firms, state bars, law societies, bar executives, law schools, and judges throughout the United States and Canada on the evolution of the legal services market.

Lawyer and strategist Jordan Furlong is someone who has called the changes facing the legal industry before almost anyone else. In this webinar, Jordan will identify and explore the most significant aspects of the coming legal services marketplace, such as the globalization of the legal economy, the automation of legal workplaces, how the generational change and regulatory revolution is transforming the profession, along with recommendations to lawyers and law firms about how best to respond to the rapidly emerging new legal market.

Furthermore, Jordan will explain how a more modern and efficient deployment of talent and systems to accomplish legal work not only reduces personnel costs, but more importantly, also increases productivity. Even though the challenge is immense, the legal industry today has the means, motive, and opportunity to re-engineer its workflow and talent systems, to a degree unprecedented in the profession's history.

Information Chaos and How to Survive it?

Every 2 days we create as much information as we did from the dawn of civilization up until 2003. Did you know that there's in average a 21% overall productivity loss due to the challenges in working with documents? We get flooded with copies of documents everywhere - file copies in different places, email attachments and paper prints.

How do we govern, share and process this information securely with technology that is so intuitive and easy to use that blows the end users away, even during the new era when the consumerization of IT is taking over?

Janne Romppanen, Vice President, M-Files, will talk about how to survive this information chaos.



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Closing remarks

Closing remarks by moderator **Patricia Shaughnessy**, Associate Professor, Stockholm University.

M-Files®

M-Files Back to the Future Cocktail Reception

Join us for a celebration of the date when Doc Brown and Marty McFly visited the future in the Back to the Future II movie. We cannot promise any hoverboards or flying cars, but we can promise a great 1980s themed closure of the day with food, drinks and pleasant networking opportunities.

Welcome!

M-Files enterprise information management solutions are disrupting the ECM market by eliminating information silos and providing quick and easy access to the right content from any core business system and device. M-Files achieves higher levels of user adoption resulting in faster ROI with a uniquely intuitive approach to ECM that is based on managing information by “what” it is versus “where” it is stored. With flexible on-premise, cloud and hybrid deployment options, M-Files places the power of ECM in the hands of the business user and reduces demands on IT by enabling those closest to the business need to access and control content based on their requirements.