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INTERNATIONAL BAR ASSOCIATION CONFERENCE 2025

A conference presented by the IBA Law Firm Management Committee, supported by the IBA Alternative and New Law Business Structures Committee, the IBA Anti-Corruption Committee, the IBA Antitrust Section, the IBA Asset Management & Investment Funds Committee, the IBA Aviation Law Committee, the IBA Closely Held Companies Committee, the IBA Communications Law Committee, the IBA Diversity & Equality Law Committee, the IBA Environment, Health & Safety Law Committee, the IBA Immigration & Nationality Law Committee, the IBA Insurance Committee, the IBA Intellectual Property & Entertainment Law Committee, the IBA International Commerce & Distribution Committee, the IBA International Trade and Customs Law Committee, the IBA Latin American Regional Forum, the IBA Regional Fora Coordination Committee, and the IBA Young Lawyers' Committee

# Law Firm Management Committee Latin America Conference - Building the law firm of the future

8–9 September 2025, Renaissance Hotel, São Paulo, Brazil

## Working programme

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All submitted speaker materials and biographies can be found at [www.ibanet.org/conference-details/CONF2626](http://www.ibanet.org/conference-details/CONF2626)

### Conference Co-Chairs

David Gutierrez *BLP, San Jose; Latin American Regional Forum Liaison Officer, IBA Law Firm Management Committee; Advisory Board Member, IBA Latin American Regional Forum*

Paul Marmor *Sherrards Solicitors, London; Co-Chair, IBA Law Firm Management Committee*

Rodrigo Ferreira Figueiredo *Mattos Filho, São Paulo; Vice-Chair, Talent and Leadership Subcommittee, IBA Law Firm Management Committee*

### Local Host Committee

BMA Advogados

Cescon Barriou Flesch & Barreto Advogados

Demarest Advogados

Lefosse Advogados

Lobo de Rizzo Advogados

Machado Meyer Advogados

Mattos Filho

Pinheiro Neto Advogados

TozziniFreire Advogados

Veirano Advogados

## Monday 8 September

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**All working sessions will take place in the America do Sul room (floor E2)**  
**Coffee/tea breaks will take place in the foyer of the America do Sul room (floor E2)**  
**Brunch will take place in the America do Norte room (floor E2)**

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### 1030 – 1745 **Registration**

*Renaissance Hotel - foyer of America do Sul room (floor E2)*  
*address: Alameda Santos 2233 - Cerqueira Cesar, São Paulo*

### 1130 – 1230 **Brunch**

### 1230 – 1300 **Welcome and opening remarks**

*Babatunde Ajibade SAN SPA Ajibade & Co, Lagos; Chair, IBA Section on Public and Professional Interest*

*Jaime Carey Carey y Cia, Santiago; IBA President*

*David Gutierrez BLP, San Jose; Latin American Regional Forum Liaison Officer, IBA Law Firm Management Committee; Advisory Board Member, IBA Latin American Regional Forum*

*Paul Marmor Sherrards Solicitors, London; Co-Chair, IBA Law Firm Management Committee*

*Pedro Whitaker de Souza Dias Mattos Filho, São Paulo*

### 1300 – 1330 **Finding who we are: the paradoxes of partnerships**

*Keynote Speaker*

*Jaime Fernandez Madero Fernandez Madero Consulting, Buenos Aires*

### MOBILE TELEPHONES

Delegates are requested to ensure that mobile telephones and any other portable devices are switched to silent in working sessions.

# Monday continued

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## 1330 – 1415 **The rise and reinvention of Latin American law firms: a 25-year retrospective**

How have law firms in Latin America evolved since 2000? What has changed in terms of structure, operations and client expectations?

*Session Chair*

**David Gutierrez** *BLP, San Jose; Latin American Regional Forum Liaison Officer, IBA Law Firm Management Committee; Advisory Board Member, IBA Latin American Regional Forum*

*Speakers*

**Horacio Bernardes Neto** *Motta Fernandes Advogados, São Paulo; Honorary Life Member of IBA Council and Association*

**Jaime Carey** *Carey y Cia, Santiago; IBA President*

**Fernando Pelaez-Pier** *LexLatin, Miami, FL; Honorary Life Member of IBA Council and Association*

## 1415 – 1500 **Lessons learned and best practices from regional law firm leaders**

*Session Chair*

**Paola Lozano** *Skadden Arps Slate Meagher & Flom, New York City, NY*

*Speakers*

**Maximiliano D'Auro** *Beccar Varela, Buenos Aires; Co-Chair, IBA Anti-Corruption Committee*

**Jean Enriquez** *Creel Garcia-Cuellar Aiza y Enriquez, Mexico City*

**Carlos Fradique** *Brigard Urrutia, Bogota*

**Paula Surerus** *Veirano Advogados, Rio de Janeiro*

## 1500 – 1530 **Coffee/tea break**

## 1530 – 1630 **Client relationship management (CRM): ten practical strategies for building stronger relationships**

Tools and techniques to strengthen long-term client engagement.

*Speaker*

**Itzik Amiel** *THE SWITCH™ | THE SWITCH HUB™, Amsterdam; Commissioner, IBA Future of Legal Services Commission*

## 1630 – 1745 **Show me the money: profitability strategies in a changing market**

Financial management: how to sustain and grow your firm. The delicate balance between revenue, investment and partner compensation.

*Session Chair*

**Paulo Rocha** *Demarest Advogados, São Paulo; Vice Chair, IBA Latin American Regional Forum*

*Speakers*

**Ivan Delgado** *Perez-Llorca, Madrid; Treasurer, IBA Closely Held Companies Committee*

**Leopoldo Hernandez Romano** *KermaPartners, Mexico City*

**Cecilia Mairal** *Marval O'Farrell Mairal, Buenos Aires; Council Member, IBA Legal Practice Division*

## 1745 – 1900 **From rainmakers to brand builders: rethinking business development in law firms**

How can law firms build stronger client relationships? The role of social media in business development and reputation management.

*Session Chair*

**Rodrigo Ferreira Figueiredo** *Mattos Filho, São Paulo; Vice-Chair, Talent and Leadership Subcommittee, IBA Law Firm Management Committee*

*Speakers*

**Carolina Bosch** *Winston & Strawn, New York City, NY*

**Julio Cesar Bueno** *Banco Bradesco SA, São Paulo; Co-Chair, IBA International Construction Projects Committee*

**Gustavo Dias** *Expedia, São Paulo*

**Maria Meshcherskaya** *Osborne Clarke, Madrid*

**Macarena Ruiz-Jarabo** *White & Case, New York City, NY*

## 1900 – 2200 **Host Committee Reception**

*Rosewood Hotel - Pavillion II*

All delegates, press and registered guests are invited to attend.

*Shuttle will depart the Renaissance hotel at 1900.*

### MOBILE TELEPHONES

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**All working sessions will take place in the America do Sul room (floor E2)**  
**Coffee/tea breaks will take place in the foyer of the America do Sul room (floor E2)**  
**Lunch will take place in the America do Norte room (floor E2)**

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0800 – 1600 **Registration**

0830 – 0845 **Opening remarks**

Rodrigo Ferreira Figueiredo *Mattos Filho, São Paulo; Vice-Chair, Talent and Leadership Subcommittee, IBA Law Firm Management Committee*

0845 – 1000 **Lockstep, eat what you kill, or something else? Cracking the compensation code**

Law firm ownership, partner performance and profit-sharing models – what works best? Lessons from global and regional firms.

*Session Chair*

Fernando Alves Meira *Pinheiro Neto Advogados, São Paulo*

*Speakers*

Manuel Galicia *Galicia Abogados, Mexico City*

Jaime Herrera *Posse Herrera Ruiz, Bogota*

Enrique Martin *Winston & Strawn, Miami, FL*

Michael Short *LawVision, Washington, DC*

1000 – 1030 **Coffee/tea break**

1030 – 1130 **Should law firms think like startups? Investing beyond the billable hour**

Should law firms invest in alternative businesses? Opportunities in legal tech, consulting and adjacent industries.

*Session Chair*

Tito Amaral de Andrade *Machado Meyer Advogados, São Paulo*

*Speakers*

Tomas Mousinho *Mishcon de Reya, London*

Veronica Raffo *Ferrere, Montevideo*

Cristina Romero de Alba *Loyra Abogados, Madrid*

Carolina Zang *Zang Bergel & Viñes, Buenos Aires; Advisory Board Member, IBA Latin American Regional Forum*

1130 – 1230 **Small is beautiful... or is it? Small and boutique law firms versus full-service law firms**

Are smaller firms better positioned to thrive in today's market? The challenges and advantages of staying lean.

*Session Chair*

Marcos Flesch *Cescon Barriou Flesch & Barreto Advogados, São Paulo*

*Speakers*

Gretel Ciniglio de Perez *Fabrega Molino, Panama City; Young Lawyers' Committee Liaison Officer, IBA Private Client Tax Committee*

Fernando Garrido *Barros & Errazuriz, Santiago*

Lucia Goy Mastromiechele *Gentile Law, Madrid*

Luis Carlos Rodrigo *Rodrigo Elias & Medrano Abogados, Lima; Advisory Board Member, IBA Latin American Regional Forum*

1230 – 1330 **Lunch**

**MOBILE TELEPHONES**

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# Tuesday continued

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## 1330 – 1430 **Talent & culture: building law firms people want to stay in**

The legal world is facing a generational shift in expectations around work-life balance, purpose and firm culture. This session brings together law firm leaders who are rethinking how they hire, train, lead and retain talent. What's working? What isn't? And what do Gen Z lawyers really want?

*Session Chair*

**Ricardo Madrona** *Madrona Fialho Advogados, São Paulo*

*Speakers*

**Marlen Estevez Sanz** *RocaJunyent, Madrid*

**Flavia Lloyd** *Santos Lloyd Law Firm, Newport Beach, CA*

**Felipe Quintero** *Martinez Quintero Mendoza Gonzalez Laguado & De La Rosa, Bogota*

**Eliseo Roques** *EDGE Legal, San Juan*

## 1430 – 1530 **AI in law firms: the future is now**

Practical applications of AI in law firms – what's hype and what's real? Regulatory concerns and ethical implications.

*Session Chair*

**Fernando Eduardo Serec** *TozziniFreire Advogados, São Paulo*

*Speakers*

**Elias Abdala Neto** *Microsoft, São Paulo*

**Rodrigo Hermida** *Thomson Reuters, Buenos Aires*

**Patrick Manion** *Harvey, New York City, NY*

**Leticia Martelli** *Lefero, São Paulo*

## 1530 – 1600 **Coffee/tea break**

## 1600 – 1730 **Big law & the global perspective: what's next for international firms in Latin America?**

How are global firms navigating the Latin American market? The impact of Big Four firms, Big Law and global alliances.

*Session Chair*

**Amir Bocayuva Cunha** *BMA Advogados, Rio de Janeiro*

*Speakers*

**Todd Crider** *Simpson Thacher & Bartlett, New York City, NY*

**Yosbel Ibarra** *Greenberg Traurig, Miami, FL; North American Regional Forum Liaison Officer, IBA Law Firm Management Committee*

**Chantal Kordula** *Cleary Gottlieb Steen & Hamilton, New York City, NY*

**Francisco Javier Ybañez** *Garrigues, Santiago*

## 1730 – 1830 **Strength in numbers: the role of law firm networks**

Does it make sense to join an international network? Measuring ROI in collaborations and referrals.

*Session Chair*

**Paul Marmor** *Sherrards Solicitors, London; Co-Chair, IBA Law Firm Management Committee*

*Speakers*

**Imogen Lee** *Interlaw, Staines-upon-Thames*

**Violeta Libergott** *DLA Piper, New York City, NY*

**Simone Musa** *Trench Rossi Watanabe, São Paulo*

**Ricardo Veirano** *Veirano Advogados, São Paulo; Advisory Board Member, IBA Latin American Regional Forum*

## 1830 – 1845 **Closing remarks**

**David Gutierrez** *BLP, San Jose; Latin American Regional Forum Liaison Officer, IBA Law Firm Management Committee; Advisory Board Member, IBA Latin American Regional Forum*

## 1845 – 1900 **Updates on the IBA Law Firm Management Committee for 2026**

**Paul Marmor** *Sherrards Solicitors, London; Co-Chair, IBA Law Firm Management Committee*

## 1900 – 2000 **Closing cocktail**

*Renaissance Hotel - foyer of the America do Sul room (floor E2)*

*Finish the conference in style. Join the IBA Committee Officers, Conference speakers and delegates to network over drinks and canapés.*

All delegates, press and registered guests are invited to attend.



## AI-powered workspace

A inteligência artificial está transformando a rotina dos maiores departamentos jurídicos e escritórios de advocacia do Brasil. Com a **Lopti**, a tecnologia deixa de ser promessa e passa a gerar resultados concretos:



**Revisão automatizada de contratos:** mais agilidade, menos erros.



**Análise de legislação e jurisprudência inteligente:** menos alucinação e mais confiabilidade.



**Revisão automática de faturas:** controle financeiro preciso.



**Due diligence automatizada:** eficiência em processos complexos.



**Recursos de CLM/DMS:** organização e gestão centralizada de documentos.



**Automação de litígios em massa:** escala com segurança jurídica (defesas automatizadas mantendo a qualidade jurídica).



**Tudo isso com segurança da informação de ponta, garantindo confiabilidade em cada etapa.**



Vamos nos conectar

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