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INTERNATIONAL BAR ASSOCIATION CONFERENCE 2026

A conference presented by the IBA European Regional Forum

# IBA European Fashion and Luxury Law Conference

8–9 July 2026, Maison des Polytechniciens, l'Hôtel de Poulpry, Paris, France

## Working programme

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All speaker materials and biographies can be found at [www.ibanet.org/conference-details/conf2802](http://www.ibanet.org/conference-details/conf2802)

**Conference Chairs**

Panagiotis Drakopoulos *Drakopoulos, Athens; Co-Chair,  
IBA European Regional Forum*

Isabel Gandoy *Cuatrecasas, Barcelona; Chair, Western Regional  
Group, IBA European Regional Forum*

**Local Host Committee**

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## Wednesday 8 July

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1800 – 2000 **Host committee reception**

*Vendémiaire*

*54 Bd de la Tour-Maubourg*

*75007*

*Paris*

All registered delegates are welcome to attend.

## Thursday 9 July

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**All working sessions will take place in the Grand salon + Quadrille  
All coffee/tea breaks and lunch will take place in the Blanc, Boudoir**

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0830 – 0900 **Welcome coffee**

0900 – 0915 **Introduction from the Conference Co-Chairs**

*Conference Co-Chairs*

*Panagiotis Drakopoulos Drakopoulos, Athens; Co-Chair, IBA European Regional Forum*

*Isabel Gandoy Cuatrecasas, Barcelona; Chair, Western Regional Group, IBA European Regional Forum*

0915 – 1000 **Keynote address**

*Keynote speaker*

*Alberto Gómez Pajares Partner, McKinsey and Company, Madrid*

**MOBILE TELEPHONES**

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

**Headline social event sponsors**The logo for Katten, featuring the word "Katten" in a bold, blue, sans-serif font.The logo for KROLL, featuring the word "KROLL" in a bold, blue, sans-serif font with a green circular graphic element above the letter 'O'.

# Thursday continued

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1000 – 1045 **Fireside chat on AI in luxury**

*Moderator*

**Rany Sader** *Sader & Associates, Beirut*

*Speaker*

**Omar Puertas** *Legal Innovation Partner, Harvey*

1045 – 1115 **Coffee break**

1115 – 1215 **The general counsels' perspective: leading legal functions in times of transformation**

In this session reserved for in-house counsel, general counsels and senior legal leaders from major luxury and fashion houses share their perspectives on the evolving role of legal departments. Subjects include navigating digital transformation, managing cross-border regulatory complexity, balancing commercial agility with compliance and building resilient legal teams. This candid conversation offers insights into how top maisons are structuring their legal functions to support business strategy while safeguarding brand integrity.

*Moderator*

**Christine Blaise Engel** *Fidal, Paris; Member, IBA European Regional Forum Advisory Board*

*Speakers*

**Francesca Secondari** *General Counsel, Prada Group, Milan*

**Marie Champey** *SVP General Counsel, Christian Dior Couture, Paris*

1215 – 1300 **Selective distribution 2.0: platforms, resale and the repair ecosystem**

The selective distribution model is being tested by the rise of online platforms, authenticated resale markets, and repair ecosystems. This session examines how luxury brands can update their distribution strategies while remaining compliant. Panellists will discuss criteria for quality control in digital channels, conditions for platform participation and bans, reseller authorisation frameworks and how repair, refurbishment and buy-back programmes can integrate with selective distribution without crossing into anticompetitive territory.

*Moderator*

**Francesco Anglani** *BonelliErede, Rome*

*Speakers*

**Luigi Di Gaetano** *Italian Competition Authority, Rome*

**Elena Mauri** *Ermenegildo Zegna Group, Stabio*

**Géraldine Stalder** *Audemars Piguet, Le Brassus*

1300 – 1430 **Lunch**

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**Conference dinner sponsors**



**Conference luncheon sponsor**



# Thursday continued

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1430 – 1515

## **The longevity imperative: circularity, repair and credible sustainability claims**

Moving beyond traditional sustainability discourse, this session reframes the conversation around 'longevity' as the strategic focus for brands built on design excellence and enduring quality. Panelists, including representatives from iconic design houses with decades of heritage, will explore how timeless product strategies, quality and durability metrics and exceptional customer experience converge to create lasting value.

The discussion will examine how heritage brands translate their commitment to longevity into tangible practices: from brand-owned repair and refurbishment services that extend product lifecycles, to resale and circular economy pilot programmes that honour the original design intent. Participants will share insights on maintaining relevance across generations while preserving the craftsmanship and innovation that define their legacy.

*Moderator*

**Alessandro Barzaghi** *COCUZZA, Milan; Secretary, IBA International Commerce and Distribution Committee*

*Speakers*

**Gabriele Colombo** *Azimut|Benetti Group, Viareggio*

**Sabine Haji** *General Manager, Zuhair Murad, Beirut*

**Ornella Pasta** *FLOS, Bovezzo-Brescia*

**Delphine Sarfati-Sobreira** *Chief Executive Officer, UNIFAB, Paris*

1515 – 1545

## **Coffee break**

1545 – 1645

## **Round tables**

This dynamic and interactive session, focusing on hot issues in the fashion and luxury industry, will enable you to participate in two roundtable discussions. Moderators on each table will introduce their subject and stimulate a lively debate among participants. The session will provide you with a great opportunity to meet other lawyers and discuss issues of mutual interest. The session is split into two parts: you will begin by joining first-choice table and then move to your second-choice table during a 'half-time' changeover. Please see the subject list below.

*Session Chair*

**Eva Cruellas Sada** *Gianni & Origoni, Milan*

### **Topic 1 – Antitrust enforcement in the fashion and luxury sector**

*Moderator*

**Eva Cruellas Sada** *Gianni & Origoni, Milan*

### **Topic 2 – New regulations for environmentally sustainable fashion**

*Moderator*

**Christine Lenis** *Bredin Prat, Paris*

#### **MOBILE TELEPHONES**

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#### **Host committee reception sponsors**

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## Topic 3 – Supply chain management: social-washing risks and due diligence obligations

*Moderator*

Allison Raley *Arnall Golden Gregory, Washington DC*

## Topic 4 – Recent developments in IP caselaw in the fashion industry

*Moderator*

Ilana Lubin *Katten Muchin Rosenman, New York*

## Topic 5 – Litigation, reputation, and the luxury brand: managing disputes in a connected world

*Moderator*

Erika Levin *Fox Rothschild, New York; Communications Officer, IBA Women Lawyers' Committee*

## Topic 6 – M&A in fashion and luxury

*Moderator*

Nanette C Heide *Troutman Pepper Locke, New York; Scholarship Officer, IBA Corporate and M&A Law Committee*

1645 – 1700 **Closing remarks**

1745 – 1900 **Guided visit to the Pinault Collection**

As part of the final session of the conference, join a guided tour of the Bourse de Commerce before the conference dinner at 7:00pm at Halle aux Grains. Located just a 10-minute drive or a leisurely 25-minute walk from Hôtel de Poulpry, tours will be staggered from 5:45pm, with departures at 5:45pm, 5:55pm, 6:05pm and 6:15pm. Please note that transport will not be provided.

### **Bourse de Commerce – Pinault Collection**

*Rue de Viarmes, 2*

*Paris*

*75001*

### **The Exhibition Tour – discovering works and artists**

After an introduction recounting the history and architecture of the emblematic Bourse de Commerce, this guided tour invites you to discover the ongoing exhibitions. Offering different viewpoints and insights, it encourages the encounter with certain selected works and helps you discover their creators.

1900 – 2200 **Conference Dinner**

*Restaurant La Halle aux Grains*

*Rue de Viarmes, 2*

*Paris*

*75001*

Ticket price: €130

Entrance is by pre-purchased ticket only. Transport will not be provided.

The IBA, its officers and staff accept no responsibility for any views expressed, presentations or materials produced by delegates or speakers at the Conference.

### **MOBILE TELEPHONES**

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**Katten is delighted  
to sponsor the  
IBA European Fashion  
and Luxury Law  
Conference.**

Katten is one of the premier law firms serving the legal needs of national and multinational fashion, retail, luxury and beauty businesses. Leading industry names view our attorneys as trusted advisors who counsel clients on all legal aspects of their business and through every phase of a product's life cycle. From intellectual property, advertising and data privacy to multi-dimensional commercial transactions, mergers and acquisitions, restructuring and cross-border investment, our team brings a practical, cross-disciplinary approach tailored to the realities of this fast-paced industry.

**Katten Muchin Rosenman LLP**

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## Investigations, Diligence and Compliance for the Luxury Fashion Sector

The luxury sector, due to its exclusivity, value and global appeal, is particularly vulnerable to a variety of risks. Whether it's counterfeiting, intellectual property violations, fraud or reputational threats, luxury brands must remain constantly vigilant to protect their assets, image and operations. The luxury market often attracts malicious actors looking to exploit vulnerabilities in this highly lucrative industry. Luxury brands face significant challenges in managing compliance across their complex, global supply chains. Products are often manufactured using specialised suppliers in different countries, with raw materials sourced from one place, processed in another and assembled elsewhere before being distributed worldwide. Key challenges include shortened product life cycles, increasing international trade compliance requirements and growing customer demand for sustainability and transparency.

### Our Services



**Combating Counterfeiting and Fraudulent Products**



**ESG Investigations and Supply Chain Assessment**



**Intellectual Property Protection**



**Influencer Profile Review**



**Forensic Investigations into Fraud**



**Reputation Risk Management**



**Strategic Intelligence and Market Surveillance**



**Multi-Jurisdiction Investigations and Cooperation with Local/Multilateral Law Enforcement**

### Why Kroll?

With many years of experience in complex and sensitive sectors, Kroll provides services tailored to the high demands of the luxury sector. Our professionals combine cutting-edge technology, human expertise and a rigorous approach to help our clients minimise risks, maximise security and protect the reputation of their brand.

### Contact Our Experts



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IBA EUROPEAN FASHION & LUXURY LAW CONFERENCE

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