

## CURRICULUM VITAE

Director

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# Alena Kozakova

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### Summary

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Alena Kozakova is a Director. Together with Bas Dessens, she leads E.CA Economics' London office. Her focus is competition and economic regulation economics. Alena has private and public experience, has managed regulatory decisions on appeal and engaged with cases through competition authorities and courts.

Alena has extensive experience in applied microeconomics, particularly industrial organisation. She has seen a broad variety of cases across industries, with particular emphasis on retail, telecoms, utilities and platform competition. Furthermore, Alena's focus is on applying competition economics in industries with no history in market organisation, such as healthcare, public service broadcasting and education, and on applying regulatory microeconomics and finance.

Prior to joining E.CA, Alena was the Chief Economist of the UK water regulator, Ofwat. She also worked for both predecessors of the UK's Competition and Markets Authority (Office of Fair Trading and the Competition Commission) and for DG Competition within the European Commission. Formerly, Alena also worked for Frontier Economics.

Alena holds a master's degree in economics from the University of Economics in Prague and from City University in London. Moreover, she holds degrees from the Institute d'études politiques de Paris and the École nationale d'administration.

## Selected case experience

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### Mergers

- Ofwat: The 2021 acquisition of Bristol Water by South West Water under the Enterprise Act and the special mergers regime of the Water Act 2014
- Ofwat: The 2016 acquisition of Dee Valley Water by Severn Trent Water under the special mergers' regime of the Water Act 2014
- Frontier Economics: A number of Vodafone's European acquisitions (telco)
- Frontier Economics: A number of UK hospital mergers (healthcare)
- Frontier Economics: DGMedia/Zoopla (online platforms)
- Competition Commission: Zipcar/Streetcar (car hire)
- Competition Commission: Stagecoach/Preston Bus (public transport)
- Competition Commission: STS/Butler (financial advice)
- Office of Fair Trading: Holland Barrett/Julian Graves (health food) - Competition Commission reference
- Office of Fair Trading: Coca-Cola/Innocent Smoothies (soft drinks)
- Office of Fair Trading: Boots Opticians/Dollond & Aitchinson (opticians)
- Office of Fair Trading: A number of groceries sector mergers
- Office of Fair Trading: A number of bus mergers
- Office of Fair Trading: A defence sector merger (confidential)

### Antitrust

- Frontier Economics: Competition and Market's Authority's online hotel booking case
- Frontier Economics: LIBOR litigation
- Frontier Economics: A private antitrust case (Chapters 1 & 2) brought in front of the High Court (sector confidential)
- European Commission: A 101 and 102 case against GDF/Enel and GDF Eni
- European Commission: A 101 case against Gazprom and EU national gas incumbents regarding the partitioning of the European gas market
- European Commission: A 101 case against Sonatrach and EU national incumbents regarding the profit-splitting mechanism in EU liquefied natural gas import contracts

## Market studies

- E.CA: Review of the Competition and Markets Authority's vertical mergers decisions for the CMA
- Ofwat: Review of the role of financial structures for regulatory outcomes
- Frontier Economics: Review of the public service broadcasting market for the BBC
- Frontier Economics: Review of competition between exam boards for Ofqual
- Competition Commission: The Buses Inquiry
- Competition Commission: The Groceries Market Inquiry
- Competition Commission: The Rolling Stock Inquiry (trains)
- Which?: Office of Fair Trading's investigation into Scottish legal services
- Which?: Office of Fair Trading's investigation into credit card calculation methods
- National Consumer Council: Competition Commission's Payment Protection Insurance Inquiry
- National Consumer Council: Competition Commission's Northern Irish Retail Banks Inquiry

## Regulatory

- Ofwat: The 2019 water company price determination for the period 2020-2025, including the 2020-2021 appeal to the Competition and Markets Authority
- Ofwat: The 2017 launch of the business retail market in water and waste-water services
- Competition Commission: Cable & Wireless appeal of the Ofcom 2010 leased lines determination
- Competition Commission: The 2009 review of the effectiveness of competition policy in Zambia
- Competition Commission: Review of the undertakings in the Kemira/Terra merger

## Professional experience

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Oct 2021 - Present	<b>E.CA Economics</b> , London, UK Director
Aug 2016 - Oct 2021	<b>Ofwat</b> , London, UK Chief Economist
Jul 2011 - Aug 2016	<b>Frontier Economics</b> , London, UK Senior Consultant, then Manager
Oct 2007 - Jul 2011	<b>Competition Commission</b> , London, UK Associate Director
Mar 2008 - Mar 2009	<b>Office of Fair Trading</b> , London, UK Secondment from the Competition Commission

Dec 2005 - Oct 2007	<b>Which?, the Consumer Association</b> , London, UK Principal Economist
Nov 2004 - Dec 2005	<b>National Consumer Council</b> , London, UK Senior Economist
Jun 2003 - Nov 2004	<b>European Commission, DG Competition</b> , Brussels, Belgium Case Handler
Mar 2003 - Jun 2003	<b>Ministry of Foreign Affairs</b> , Prague, Czech Republic EU Accession Team, Desk Officer for Competition and State Aid
Oct 2001 - Jan 2002	<b>Préfecture de la Charente-Maritime</b> , La Rochelle, France Internship in the cabinet of the préfet.

## Education

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Oct 2005 - Dec 2007	City University, London, UK Master of Science: Competition and Economic Regulation (with Distinction)
Sep 2001 - Feb 2003	Ecole nationale d'administration, Paris & Strasbourg, France Promotion René Cassin
Sep 2000 - Sep 2001	Institut d'études politiques, Paris, France Diplôme d'études approfondies: Relations internationales
Jan 1999 - Jul 2000	University of Economics Prague, Czech Republic Master of Science: Economics (with Distinction)
Sep 1995 - Dec 1998	University of Economics Prague, Czech Republic Bachelor of Science: Economics

## Lectures and public contributions

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- Annual lecture on regulation for the London School of Economics' programme for regulators (since 2018)
- Contribution to the City University module on applied competition economics (2010-2011)
- Joint Competition Commission - Office of Fair Trading retail merger guidance task force (2009-2011)

## Languages

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English (bilingual proficiency), Czech (native), French (fluent), German (basic)