

CURRICULUM VITAE

Director

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Summary

Alena Kozakova is a Director at E.CA. She leads E.CA Economics' London office with Bas Dessens. Her expertise lies in competition and regulation economics. Alena has private and public experience. She has led competition cases, such as mergers, antitrust and damages, in the UK, German and EU proceedings, including on appeal and through Courts. She has also managed regulatory decisions, including on appeal.

Alena has extensive experience in applied microeconomics, particularly industrial organisation. She has seen a broad variety of cases with particular emphasis on retail, telecoms, utilities and platform competition. Alena also has expertise in applying competition economics in industries with a history of weak market organisation, such as healthcare, public service broadcasting and education, and in 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. 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. She holds master's degrees from the Institute d'études politiques de Paris and the École nationale d'administration.

In October 2023, Alena was appointed to the Board of the UK's Gas and Electricity Markets Authority.

Selected case experience

Mergers

- E.CA: a joint venture in the cleaning, disinfection and sterilisation industry, global proceedings, (confidential, ongoing)
- E.CA: vertical merger in luxury products, EU proceedings (confidential, ongoing)
- E.CA: Kronospan/Pfleiderer West, EU proceedings (furniture industry)
- 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 acquisitions, EU proceedings (telco)
- Frontier Economics: A number of hospital mergers, UK proceedings (healthcare)
- Frontier Economics: DGMedia/Zoopla, UK proceedings (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)
- 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

- E.CA: designation of Apple as having 'paramount significance to competition across markets' and proceedings against Apple's ATT, German proceedings (ongoing)
- Frontier Economics: resale price maintenance in online hotel bookings, UK proceedings (for Expedia)
- 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

Damages

- E.CA: administrative proceedings in a 101 investigation in the motor vehicle industry, EU proceedings (confidential, ongoing, for a defendant)
- E.CA: court proceedings in a 101 case in the motor vehicle industry, UK and German proceedings (confidential, ongoing, for a defendant)
- Frontier Economics: LIBOR litigation (for a defendant bank)

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

Career history

Oct 2023 - Present	Gas and Electricity Markets Authority , London/Glasgow/Cardiff, UK Non-Executive Director
Oct 2021 - Present	E.CA Economics , London, UK Director
Aug 2016 - Oct 2021	Ofwat , London/Birmingham, UK Chief Economist
Jul 2011 - Aug 2016	Frontier Economics , London, UK Senior Consultant, then Manager
Oct 2007 - Jul 2011	Competition Commission , London, UK Associate Director
Mar 2008 - Mar 2009	Office of Fair Trading , London, UK Secondment from the Competition Commission
Dec 2005 - Oct 2007	Which?, the Consumer Association , London, UK Principal Economist
Nov 2004 - Dec 2005	National Consumer Council , London, UK Senior Economist
Jun 2003 - Nov 2004	European Commission, DG Competition , Brussels, Belgium Case Handler
Mar 2003 - Jun 2003	Ministry of Foreign Affairs , Prague, Czech Republic EU Accession Team, Desk Officer for Competition and State Aid
Oct 2001 - Jan 2002	Préfecture de la Charente-Maritime , La Rochelle, France Internship in the cabinet of the préfet.

Education

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

- Lecture on regulatory economics for the London School of Economics' programme for regulators (since 2018)
- Lecture on regulatory economics for the University of East Anglia Post-Graduate Certificate in Economics (since 2022)
- 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

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