

Communications and media sector advisory



Our vision is "to make a real difference and challenge both our clients and ourselves to make considered and ethical decisions, based on sound economic evidence".



Who we are

CEPA advises on issues where economics, finance and public policy overlap.

We have around 50 economists and financial consultants within our in-house team working from our London and Sydney offices, whose aim is *"to apply economic concepts, with judgement, integrity and skill, for the benefit of our clients"*.

Since our foundation in 2001, we have been a leading advisor to private sector organisations, governments, regulators and international agencies worldwide. To date we have worked on more than 1,000 projects across 50+ countries.

What we do

Our work covers both developed and emerging markets. In communications and media, we typically provide advice about:

Competition

In the area of competition law enforcement, our work may cover aspects related to abuses of market power, dominance and the analysis of remedies.

Regulation

We undertake detailed modelling and assessments of regulation (e.g. charge controls and price caps) and prepare responses to consultations helping clients in their engagements with regulatory authorities.

Policy

We apply a wide range of micro and macro-economic principles to analyse public policy issues, develop methodologies and recommend best practice.

Auctions

We advise regulators and spectrum management agencies about auction design and implementation and provide bid support to organisations participating in spectrum and coverage auctions.

Compliance and Evaluation

Our expertise helps clients to evaluate regulatory compliance, conduct counterfactual studies and undertake cost-benefit analyses.

Transactions

We provide economic scrutiny and complete red flag reviews for the benefit of transacting parties to assess risks and opportunities.

The expertise we offer

We pride ourselves on the quality of our people. Many of our high-performing team have had previous experience at large consultancies, governments, regulators, global financial institutions and in academia.

Our communications and media practice is led by **Dr. Chris Doyle**. It draws resources from across CEPA's deep pool of cross-sector expertise.



Our senior team



Chris Doyle is the head of CEPA's telecoms practice. He has more than 25 years' consultancy experience in the communications and media sectors supplying services to numerous blue-chip clients. Prior to joining CEPA, Chris worked as an economist at Ofcom, the UK media and communications regulator, on market design and auction related matters. He is a well-regarded academic who has published numerous articles and books.



Mark Cockburn is CEPA's managing director. He is an accomplished financial economist who has undertaken a range of projects covering regulation, competition policy, transfer pricing, financial appraisal, cost-benefit analysis and project financing. Mark has extensive experience in the communications and media sectors, where he has advised on projects involving publishing, telecoms, broadcast media and postal services.



Jonathan Mirrlees-Black is a director of CEPA Australia. He is a highly experienced economist and finance professional in infrastructure, buy and sell-side investment analysis and as an advisor to global infrastructure companies, regulators and private equity investors. Jonathan is also a senior advisor with a \$16bn AUM infrastructure fund manager in New Zealand and was the head of research at a specialist investor in global listed infrastructure, including communications.



Ella Pybus is a principal consultant who leads projects primarily in CEPA Australia's regulatory and competition practice. She has supported private companies, regulators and investors across the regulated sectors of communications, energy, water and transport. Her recent experience includes supporting the New Zealand Commerce Commission to design and implement a new regulatory regime for wholesale fibre access.



Nick Hodges is a managing consultant who has managed communications and media projects for organisations that have included Ofcom and publishers. He has extensive experience of working for clients in both public and private sectors on the review and design of regulatory frameworks, the cost of capital, corporate finance, incentive design, modelling and competition assessments.

How to commission us

Although there are other options available, some of the most common ways in which we start our working relationships include:

Directly, on a project-by-project basis If you have a one-off or an occasional need for advice and think our experts may be able to help, please give details of your requirements to our team who will be pleased to review your needs and will suggest ways to move forward.

Competitive procurement processes Whether you are a private or public sector organisation seeking to establish a procurement framework, a panel of suppliers, or if you are looking for support on a specific project using a competitive bidding process, our team would be delighted to hear from you. Please send us your Invitation To Tender (ITT) or Request For a Proposal (RFP).

What we deliver

We enjoy working with our clients in a variety of different ways and strive to ensure that we provide the most effective solution possible. Most frequently, CEPA delivers its high-quality analysis, expertise and robust advice via:

- formal written reports and expert testimony
- presentations & slide packs
- directly to your team from our embedded secondees
- workshop & training sessions
- briefing notes, brochures and promotional publications

To find out more

Please contact us for an initial conversation using the details below, or forward your requirements by email to: procurement@cepa.co.uk

We look forward to hearing from you!



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