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PRINCIPAL

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**CURRICULUM VITAE****Summary Description of Professional Experience and Educational Background**

Over 35 years of extensive international experience in analysis, provision of policy and strategic advice on matters relating to industrial organization, competition (antitrust) law, economic regulation and financial market issues at the firm, industry and government level. I have held several senior positions in the World Bank Group, and the Canadian Competition Bureau, in private consulting and academia and am internationally recognised expert on competition policy matters. I have provided advice at high levels on the formulation and implementation of competition law and policy to governments in industrial, developing, and emerging market economies (Australia, Bangladesh, Brazil, Canada, Colombia, Ecuador, Ethiopia, India, Indonesia, Korea, Morocco, Poland, Russia, Tanzania, Thailand, and the ASEAN Secretariat among others). I have also worked as a competition expert in private sector-consulting; and have taught graduate/senior under graduate economics and business (MA/MBA) courses in the areas of government-business relations, competition policy, economic and financial market regulation, competitive strategy at the University of British Columbia, and other Canadian Universities. Provided expert analysis and advice on the competitive impact of complex merger and acquisition cases and other competition matters covering the airline, brewing, cement, electrical transformers, financial services, glass, industrial chemicals, paper and pulp, petroleum, pharmaceuticals, ports, retail trade, and scrap metal-steel sectors; including selected transactions spanning the Canadian, US and European markets. Contributed to the preparation of the Canadian Merger Guidelines especially, relating to the issues of market definition, barriers to entry and economic efficiencies. Prepared studies and research reports and provided expert testimony to Royal Commissions and parliamentary committees (Canada), OECD (Paris), UNCTAD, WTO (Geneva), International Competition Advisory Committee-US Dept. of Justice; the Department for International Development (DFID-UK Government), INWENT (Germany); advised private sector firms on competition matters/global trends; participated as key note speaker at major international conferences and seminars; serve as member of several advisory boards such as the Bureau of National Affairs' Antitrust and Trade Regulation

Report (Washington DC), American Bar Association's International Antitrust Task Force, and International Chamber of Commerce's Competition and Trade Policy Committee, and CUTS—a NGO based in India. I hold a PhD in Industrial Economics (London School of Economics, UK), MA (McGill Univ. Canada); published articles in policy oriented and professional economics journals, books on competition policy, corporate mergers, corporate governance and various economic development issues.

**Selected Competition Merger Case Specific Matters/Product Markets Worked On:**

2008-09: Selected matters relating to scrap metal and beer markets

2001-02: Agricore-United Grain Growers (Canada): Grain port terminals handling facilities.

2001-02: Lattelecom-Sonera (Latvia): Telecom services

1998: CADE (Brazil): Breweries and beer markets.

2001: Allied Domecq-Diageo-Seagram: Branded liquor products.

1989: Imperial Oil-Texaco (Canada): Petroleum refining and marketing.

1989: ABB-Westinghouse (Canada): Large and medium sized transformers.

1988: Nova Corporation-Polysar (Canada): Petrochemical derivative markets, ethylene-polyethylene.

1988: Molson-Carling (Canada): Breweries and beer markets

1988: Hostess-Frito-lay (Canada): Salted snack products.

1988: Amoco-Dome Petroleum (Canada) Petroleum products.

1988: Nabisco Brands-Interbake (Division of Weston Foods Ltd): Consumer cookies and salted crackers markets.

1988: Fletcher Challenge-BC Forest Products: Paper, pulp and other wood products.

1988: PWA-Ward Air (Canada): Air passenger services.

1987: Canada Safeway-Woodward Stores (Canada): Grocery supermarkets.

### **Selected International Development Consulting Projects/Assignments:**

June 2010—present: World Bank Project on Micro-Foundations of Growth Project: Competition and Regulatory Policies, Tanzania.

November 2009-March 2010: Department for International Development (DFID), UK Government. Options for establishing an Africa Competition Forum.

November 2009-April 2010: Consultant-Advisor, ASEAN Group of Experts on Competition Policy, ASEAN Secretariat, Jakarta, Indonesia/INWENT-Federal Government of Germany

July 2005-June 2009: Advisor, Joint Project with Competition Commission of India (CCI), department for International Development (DfID) and the Foreign Investment Advisory Services (FIAS)-World Bank Group.

The project related to conducting sector specific competition assessments to identify private and public policy based impediments to competition, and strengthen the competition advocacy function of CCI.

2008-present: Advisor, Competition Policy, Bangladesh Investment Climate Facility (BICF), Dhaka, Bangladesh.

The project entails providing advice on draft competition law, and related institutional design; skills development and capacity building in government, academia, NGOs and private sector, oversight of consultants conducting sector specific competition assessments.

Fall 2008: Visiting professor, Faculty of Business Economics, University of Addis Ababa, Ethiopia. Taught the graduate module: Competition Law and Management Practices.

Reviewed and provided input on revisions to the competition law, Ministry of Trade and Industry.

June 2008-December 2009: Consultant: Overseas Development Institute, London, UK , Provide advice on conducting competition assessments of the cement, sugar, beer and mobile telephone industries across in five countries: Bangladesh, Ghana, Kenya, Vietnam and Zambia.

### **Positions Held**

Principal, MiCRA: Microeconomic Consulting and Research Associates, Inc., Washington, D.C.; April 2008 - present.

Advisor, Competition Policy, Foreign Investment Advisory Services, Financial & Private Sector Development Vice-Presidency, The World Bank Group, Washington DC, USA. August 2002-February 2008.

Director, LECG-Europe, London and Paris. August 2000-August 2002.

Group Manager, Business Environment & Foreign Investment, Private Sector Development, World Bank, Washington DC, USA. November 1996-July 2000.

Senior/Principal Industrial Economist, Competition & Strategy Group, Industry/Private Sector Development Department, World Bank, Washington DC, USA. October 1992-October 1996.

Adjunct/Visiting Professor, Faculty of Commerce and Business Administration, University of British Columbia, Vancouver, Canada. January 1990-June 1992

Chief Economist and Director, Economics and International Affairs Branch, Bureau of Competition Policy (now Canadian Competition Bureau), Ottawa-Hull, Canada. January 1988-December 1989.

Advisor, Trade Practices Commission (now Australian Competition and Consumer Council). May-June, 1989.

Advisor, Merger Policy, Bureau of Competition Policy, Ottawa-Hull, Canada. January 1987-December 1987

Chief, Special Studies, Economic Analysis and Policy Evaluation Branch, Bureau of Competition Policy, Ottawa-Hull, Canada. June 1976-December 1986.

Senior Economist, Research Branch, Bureau of Competition Policy, Ottawa-Hull, Canada. June 1974-May 1976.

**Other Experience**  
**(Positions held simultaneously with above)**

Consultant-Advisor, Department for International Development-UK Government re: Africa Competition Forum, October 2009-March 2010.

Member, Advisory Board, Antitrust and Trade Regulation Report (ATRR), Bureau of National Affairs (BNA). Washington, DC. USA. September 1998 to present.

Co-Director, Global Forum for Competition and Trade Policy, International Bar Association. April 1994-August 2000.

Member, Advisory Board, Financial Services Institute, Toronto, Canada. September 1992-September 1993.

Member of Advisory Council, Russian State Committee on Antimonopoly Policy and Promotion of New Economic Structures, Moscow, Russia. March 1990-September 1993.

Consultant, Department of National Planning and Ministry of Economic Development, Government of Colombia, Bogota, Colombia. June 1990-August 1992.

Consultant/Advisor, Department of Financial, Fiscal and Enterprise Affairs, Organization for Economic Cooperation and Development (OECD), Paris, France. May 1990-September 1992.

Member, Visiting Advisory Group, Competition and Regulatory Policies, Warsaw, Poland. May 1990

Part-time faculty member, Department of Economics, Concordia University, Montreal (September 1979-June 1986) and Carleton University, Ottawa (September 1988).

### **Academia/Fields Taught**

Graduate: Industrial Organization/Competition Policy, Business Strategy, Government and Business

Undergraduate: Corporate and Industry Analysis, Competitive Strategy/Business Policy, and Micro-economics.

### **Professional Activities**

Refereed submitted papers to Antitrust Bulletin, Journal of Industrial Economics....

Member: (Associate) American Bar Association, International Antitrust Task-Force, Advisory Board (2001-04, 2006-08); Consumer Unity Trust Society (CUTS); American Antitrust Institute (AAI):

### **Languages**

Basic French and Hindi

### **Formal Education**

- 1978 Ph.D., Industrial Economics, London School of Economics, London, U.K.
- 1969 M.A., Industrial Organization and Regulation, McGill University, Montreal, Canada
- 1966 B.A., Honors in Economics *and* Political Science, Fergusson College, Pune, India

Early schooling conducted in USA (primary), India (junior high) and Ghana (West African High School Certificate/GCE 'O' levels-London, UK).

## **Publications**

### **Articles in Academic & Business Journals (Refereed):**

--(with Fredrick Warren-Boulton and Reneee Duplantis) From Structure to Effects: The Economics of Merger Control, in The Handbook of Competition Economics, Global Competition Review, 2008

\*--(with Ana Carrasco) The Investment Climate, Competition Policy and Economic Development in Latin America, Chicago-Kent Law Review, 2008

\*Application of Competition Law: Exemptions & Exceptions. UNCTAD Series on Issues in Competition Law & Policy, United Nations, Geneva, January 2003

\*The Role and Importance of Competition Policy in Fostering Corporate Governance and Competitiveness. Background Paper for the World Industrial Report, United Nations Industrial Development Organization (UNIDO), 2002

\* India's Competition Policy Reforms, International Business Lawyer, January 2002.

\* Competition Boosts Corporate Governance, (with Chad Leechor), Global Competition Review, February/March 2000

\* Competition Policy, Accountability and Economic Adjustment, International Business Lawyer, December 1999.

\* The East Asian Crisis and Competition Policy (with G. Meyerman), Global Competition Review, August/September 1998.

\* South and South East Asia – Slow Implementation of Competition Law, International Business Lawyer, November 1997.

\* Competition Policy and Economic Development, Policy Options, Vol. 18, No. 8, October 1997, p. 23-27.

\* Competition Policy: An Engine for Growth, Global Competition Review, August/September 1997, p. 20-23.

\* Interface between Competition and Trade Policies, International Business Lawyer, November 1995, p. 481-3.

\* The Administration of Canadian Merger Policy, 1986-89 (with D. Shapiro) Antitrust Bulletin, Winter, (1994).

- \* Enforcement of Merger Policy in Canada (with D. Shapiro), Journal of Industrial Economics, June 1993, p. 161-177.
- \* The Competition Act and Corporate Mergers, Canadian Business Review, Vol 15, No. 1, Spring, 1988, p. 33-35.
- \* On Entry and Mobility Barriers (with D. Shapiro), Antitrust Bulletin, Spring (1988), p.115-135.
- \* The Determinants of Entry and Exit Reconsidered (with D. Shapiro), International Journal of Industrial Organization, Vol 5, No. 1 (1987), p. 15-26.
- \* The Determinants of New Plant Entry in Canada (with D. Shapiro), Applied Economics, Vol 18, No. 11, Nov. 1986, p. 1243-1257.

**Articles in Books / Edited Volumes (Refereed):**

- \*Competition Law and Policy: Exemptions, Exceptions and Differential Application in Competition Law Today: Concepts, Issues and the Law in Practice (edited by Vinod Dhall), Oxford University Press (2007) pages 149-170.
- \* International Merger Activity: Some Concerns of Developing and Emerging Economies in Policy Directions for Global Merger Review, Global Competition Review (1999).
- \* (with Rainer Schöne) International Competition Conflict Resolution: A Road Map for the WTO (European University Institute), PSD Occasional Paper No. 33, October 1998. (Also Chapter in C.D. Ehlermann and L. Laudati eds., in European Competition Law Annual 1997: Objectives of Competition Policy (1998) Hart-Oxford.
- \* Strategic Alliances (with L. Waverman) in L. Waverman, W. Comanor and Akira Goto eds., Competition Policy in the Global Economy, 1997 Routledge.
- \* The Interface Between Competition and Trade Policies in Bora, B. and M. Pangestu eds., Priority Issues in Trade and Investment Liberalization: Implications for the Asia-Pacific Region (1996) 6 pages.
- \* (with Mark Dutz) "The Instruments of Competition Policy and Their Relevance for economic Development," PSD Occasional Paper No. 26, June 1996. Also Chapter in C. Frischtak (editor) Regulatory Policies and Reform in Industrializing Countries, (The World Bank, Washington, D.C. 1995).
- \* Competition Law and Policy in Russia in Lieberman, I.W. and J. Nellis, eds., Creating Private Enterprises and Efficient Markets, The World Bank, 1994, 7 pgs.

- \* Recent Trends in Merger and Acquisition in Canada and Selected Countries (in Nymark, A. and Waverman, L., eds., Corporate Globalization Through Mergers and Acquisitions, Investment Canada, Ottawa and The Centre for International Studies, University of Calgary Press, Calgary, (in english and french), 1991, 20 pgs.
- \* Merger Policy and Small Open Economies: The Case of Canada (in Perspectives in Industrial Economics, edited by B. Dankbaar et al., Kluwer Academic Publishers, Holland, 1990, p. 215-234).
- \* Persistence of Industrial Profits in Canada (with D. Shapiro, in The Dynamics of Corporate Profits: An International Comparison, editor D. C. Mueller, Cambridge University Press, 1991, p. 77-104).
- \* The Extent and Evolution of Competition in the Canadian Economy (in Canadian Industry in Transition, ed. D. G. McFetridge, Royal Commission on the Economic Union and Development Prospects for Canada, 1986, p. 135-176).

**Books/Monographs/Reports:**

- \* Competition Policy and Promotion of Investment, Economic Growth and Poverty Alleviation in Least Developed Countries (Foreign Investment Advisory Services (FIAS) Occasional paper 19, The World Bank Group, 2008) 53 pages
- \* ---(with Mark Dutz) Competition Law and Policy: Challenges for South Asia (The World Bank, 2007) 55pages
- \* A Framework for the Design and Implementation of Competition Law and Policy, Project Director, The World Bank and OECD, November 1998).Translated into Indonesian, Portuguese, and Spanish languages. 150 pages.
- \* ---(with D. Shapiro) Glossary of Industrial Organization economics, Competition Law and Policy Terms (OECD, Paris, in English and French, 1993. Translated in Hungarian, Indonesian, Polish, Russian and Spanish languages). 55 pages
- \*Canadian Competition Law and Policy at the Centenary and, Historical Perspectives on Canadian Competition Policy, co-editor with W. T. Stanbury, 1991, Institute for Research on Public Policy, Ottawa). Proceedings of the National Conference on the Centenary of Canadian Competition Law and Policy, Toronto, Oct., 1989). Both volumes are 902 pages.

\*Mergers, Corporate Concentration and Power in Canada, co-editor with D. Shapiro and W. T. Stanbury (Institute for Research on Public Policy, Halifax, N.S. 1988), 610 pages

\* Concentration in the Manufacturing Industries of Canada: An Analysis of Post-War Changes, (Supply and Services Canada, 1980). 149 pages.

\* Concentration in the Manufacturing Industries of Canada, (Queen's Printer / Supply and Services, Canada, 1971). 274 pages

**Other Publications (Non-Refereed):**

\* Competition Law: Some Guideline for Implementation, "At a Glance" The World Bank, FPD Note 14, July 1994, Washington D.C.

\* Merger Policy in Small vs. Large Economies in Canadian Competition Law and Policy and the Centenary and, Historical Perspectives on Canadian Competition Policy, co-editor with W. T. Stanbury, 1991, Institute for Research on Public Policy, Ottawa). Proceedings of the National Conference on the Centenary of Canadian Competition Law and Policy, Toronto, Oct., 1989). Both volumes are 902 pages.

\* The Dimensions of Corporate Concentration (p. 17-38), in Mergers, Corporate Concentration and Power in Canada, co-editor with D. Shapiro and W. T. Stanbury (Institute for Research on Public Policy, Halifax, N.S. 1988), 610 pages.

**INVITED/KEYNOTE ADDRESSES AND OTHER PRESENTATIONS.**

List of topics are available on request. Includes:

Chatham House, Oxford, Cambridge, Colombia, McGill, New York Universities (among others), London Business School, INSEAD, Norwegian Business School, UN, UNCTAD, WTO, OECD, Bundeskartellamt (German Cartel Office), CADE (Brazil's Competition Commission), European Commission, Israel Competition Authority, US Dept. of Justice, The World Bank Annual Meetings, European University Institute, International and American Bar Associations, European Association for Research in Industrial Economics, Canadian Economics Association, International Chamber of Commerce, and various fora in more than 24 countries.