

BACKGROUND INFORMATION



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Background Information

PART 1 – Bio of Caroline De Cock

Caroline discovered the challenges created by Electronic communications to legal frameworks across all borders in 1995, when she collaborated to "Business and Law on the Internet", the first European one-stop guide to doing business on the Internet published in 1996.

She then joined Deloitte & Touche's Brussels office, providing legal and strategic advice in Internet Law and Telecoms Regulation in Europe and Africa (the latter based in Deloitte's Johannesburg offices). She became Deloitte's youngest Manager worldwide at the age of 24, and worked on dossiers in the fields of Ecommerce and Telecoms, notably assisting DG Markt in the research leading to the Ecommerce Directive.

After a short stint as a Legal Adviser at Stanbrook & Hooper, a Competition law firm based in Brussels, Caroline joined a start-up company called Ipergy in 2000 as their Head of Legal & Regulatory, shortly before it became a wholly-owned subsidiary of Cable & Wireless. She was in charge of all corporate law, contractual law, and telecom-specific law issues related to the deployment of the pan-European backbone of Cable & Wireless Europe, as well as for the day-to-day legal matters related to the normal functioning of the company. She then took on the position of Director of EU Affairs for Cable & Wireless, representing the Group before the different EU institutions, in both telecoms and Internet related dossiers. In this capacity, she co-founded the EuroISPA Industry Forum and was an Executive on the ISP Constituency of ICANN.

Before launching N-square Consulting, Caroline was Director of Regulatory Operation and Policy for the COLT Telecom Group, a position in which she both handled COLT's relations with the EU institutions and co-ordinated a pan-European team spread over 9 countries. She was also Chairperson of the Public Policy Working Group of ECTA, the European Competitive Telecommunications Association.

Caroline has started her independent activity in the field of Regulatory and Policy advice on 1 January 2007, and represents clients from the satellite, telecoms and Internet industries, including TerreStar, the Voice on the Net Coalition Europe (Google, Skype, Microsoft, iBasis, Rebtel and Voxbone), The Number, the European interactive Advertising Association (including eBay, Yahoo!, Orange...) etc.

Caroline is a lawyer by training.



Background Information

PART 2 – Client Case studies

Since its foundation on 1 January 2007, N² has attracted a diverse client base within its area of expertise. Some of the projects handled for our clients include:

Regulatory and Lobbying work to contribute in shaping an unprecedented European spectrum authorisation process

N² acted for this project as the European outsourced Regulatory department for an international satellite operator interested in the first pan-European spectrum selection process, which will lead to an assignment of spectrum by the European institutions to industry players valid for all 27 Member States. N² represented the operators' interests in discussing with the various EU institutions involved in the co-decision procedure required for the adoption of the relevant Decision, but also within the World Radio Communications 2007 at the ITU. Aside from drafting position papers and lobbying in Brussels, the work also covered the analysis of the impact of national regulations as they affected the roll-out of terrestrial wireless infrastructure.

Exploring the available avenues to ensure that consumer can benefit from better tariffs

N² assisted an international telecoms service provider in its fight to ensure that it had access to better wholesale products from network operators, in order to offer more attractive tariffs to end users. This support included the lobbying of an inter-service consultation within the European Commission (at cabinet and Commissioner levels) and the lobbying of the European Parliament and Council in the framework of the telecoms Package Review, as well as interactions with the European Regulators' Group.

Writing of legislation for a regulatory authority in the Middle East

N² has had the privilege of working with a recently set up regulatory authority in the Middle East, drafting their Interconnection Dispute Resolution Procedure. Due to the high standards set by the client, N² did not only focus on the existing best practices in the telecoms world, but analysed which Alternative Dispute Resolution mechanisms from other sectors could be included in this Procedure. Aside from the public regulation that was drafted, N² also prepared a handbook on how to interpret this Procedure, for the internal use of the regulator.

Conducting a Strategic Review for a European Industry Association

N² led the strategic review of a European Industry Association representing nearly 100 companies across Europe. The project was executed in coordination with the association's staff and was aimed at analysing the revenues and resources available to the association and re-thinking them in order to create a more objective, transparent and future-proof organisation. N² conducted the needed analysis, presented it to the members, staff and Board of the Association, obtained feedback and presented its final recommendations to the Association Board, all of which were adopted and implemented.