

**FOCUS ON EUROPE**  
**Alberto ALEMANNO – Franck DEBIE**  
**3 – 4 February 2011**

**Under the auspices of the HEC Europe Institute**

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**I. Objectives**

The European Union is entering a new period of rapid change. The developments to come are full of promises but also questions and challenges for European institutions, citizens and businesses.

In order to bring participants right to the heart of "Focus on Europe", the course combines lectures and debates involving a broad spectrum of private practitioners and public officials.

The main objective of this 2-day course is to provide participants with a concrete understanding of the forces which shape the ongoing development of the European Union, and its impact on the world of business. Placing itself at the intersection between economics, politics and management, the course addresses questions such as:

- ✓ the EU's institutional design, governance architecture and policy-making process,
- ✓ modern lobbying techniques that contribute to building successful relationships between European institutions and the business world,
- ✓ the European competition policy as a recipe against incumbent protectionism,
- ✓ external geo-political and economic pressures on Europe, and the challenges facing Europe between a sluggish economy and the imperatives of fiscal austerity,
- ✓ the issue of the Euro and European global competitiveness.

## II. Contents

### **Day 1: The European Union on the Move**

**Genesis of European Integration, Institutional Framework, Internal Market and Competition Law:** the European Union institutions and policy are being deeply changed by the implementation of the Lisbon Treaty but also by the many policies devised to cope with the financial and economic crisis. The European Union will never be the same.

**Single Market, Economic and Monetary Union, European Economic Governance:** nonetheless there are basic elements of the European Integration process that will remain and are even likely to be reinforced and this is economic and monetary Union.

**The Role of Lobbying in Europe:** the European making process is complex. No less complex is the implementation of the European directive and regulation, both processes create important opportunities for lobbyists and challenges for democratic control.

**European Competition Law and Single Market policies: Case Studies.** European Competition law and free market policy have been changed and largely decentralized at national level for the last 10 years. The 4 workshops provide an updated vision of the way they operate and affect businesses.

**The Interface between the Business World and EU Institutions:** European Institutions try to be as close as possible to the Business sector. How do they work together in preparing European decisions and their implementation?

### **Day 2: Europe's next Challenges**

#### **New Financial Regulation:**

The recent financial crisis triggered regulatory action at the EU level: What has been done? What is in the EU legislative pipeline today? How will new regulations affect banking, financial market actors and companies' access to the credit market?

**Environment and Energy: is there any value added?** Issues such as security of supply and low carbon sources of energy are still on the table. Will the European Union be ready to consider how these issues affect the value chain of industries in Europe?

**Economic Governance and European Budget:** among the most challenging issues on the EU agenda as discussed during this course are the new financial perspectives. By 2013 EU action will be shaped by a context of strict budgetary constraints and fiscal austerity.

### III. Program

#### **DAY 1: The European Union on the move**

Morning: 4h – **Dynamics of European Integration** – Auditorium Jacques Coeur – Level 2

8:30 – 9:30

**Alberto Alemanno**, Associate Professor of Law – HEC Paris

- Genesis of European Integration
- Institutional Framework
- Internal Market and Competition Law

9:30 – 10h30

- Single Market
- Economic and Monetary Union
- European Economic Governance

*10:30 – 11:00: Break*

11:00 – 12:30

**Daniel Guéguen**, CLAN Public Affairs

- The Role of Lobbying in Europe

*12:30 – 14:30: Lunch - Espace Europe*

Afternoon: 3h - **European Competition Law and Single Market Policies: Case Studies**

14:30 – 17:30 - Workshops: (registration: December 1<sup>st</sup>)

1- Antitrust Law and Policy: *Amphithéâtre 461 – Level 4*

**Pascal Belmin**, Vice President, Legal Department, Head of Antitrust and Trade, EADS

**Eric Barbier de la Serre**, Partner, Latham Watkins

2- Competition Policy and Merger Control: *Amphithéâtre 281 – Level 2*

**Antoine Winckler**, Partner, Cleary Gottlieb

3- State Aids and Financial Stabilization Mechanism: *Amphithéâtre 471 – Level 4*

**Hans-Peter Burghof**, Professor of Banking and Finance UNIVERSITY OF HOHENHEIM

Academic Director HOHENHEIM Management School

**Franck Debié**, Affiliated Professor HEC Paris

4- Services Regulation after the Bolkestein Directive: *Auditorium Jacques Coeur – Level 2*

**Sara Pini**, Project Officer at the Centre for European Studies (CES)

*17:30 – 18:00: Break*

Evening Session: 1h30 – Auditorium Jacques Coeur – Level 2

**Jean-Claude Lahaut**, Secretary General, CEFIC (Chemical industry), HEC MBA 1974

- The Interface between the Business World and EU Institutions

*20:30 – 23:00: Off-Site Dinner to "LE TRAIN BLEU" – Gare de Lyon – 75012 Paris*

## **DAY 2: Europe's next Challenges**

Morning: 4h – **What Strategy for European Growth?** – Auditorium Jacques Coeur – Level 2

8:30 – 10:00

- Pieter Blizkovsky**, Director DG Economic and Regional Affairs, Council of the European Union
- New Financial Regulation

*10:00 – 10:30: Break*

10:30 – 12:00

- Susanne Nies**, Head of Unit Energy Policies and Power Generation with Eurelectric
- Environment and Energy: is there any value added?

*12:00 – 14:00: Lunch – Espace Europe*

Afternoon: 3h - **The Future of Europe – What's Next?** Auditorium Jacques Coeur – Level 2

14:00 – 15:30

- Hans Tümmers**, Professor of European Studies at the University of Hohenheim in Stuttgart, Visiting Professor at HEC Paris and Managing Director of the Hohenheim Management School
- European visions and national realities

15:30 - 17:00

- Noëlle Lenoir**, President of the HEC Europe Institute, Lawyer, JeantetAssociés, Former Minister for European affairs
- Jacques Barrot**, Member, Constitutional Council, Former European Commissioner
- Closing session

#### **IV. Pre-Module Preparation and Reading**

- EU Press Review (December 2009 to January 2010)
- Summary of the European Institutions

#### **V. Assignment / Grading Information**

In order to obtain the 2 credits attached to the course, you are requested to answer this question in English:

"How may the evolution of European Policies discussed during this course affect the value chain (supply, financing, production and distribution) of your sector of activity?" (1 page max.)

This essay must be sent by e-mail to your Program Assistant before 21<sup>st</sup> February.

Gisele QUERE ([quere@hec.fr](mailto:quere@hec.fr)) for Paris End of Week

Olivia Sorrente ([sorrente@hec.fr](mailto:sorrente@hec.fr)) for One-Day-a-Week

Fabienne Lecornay ([lecornay@hec.fr](mailto:lecornay@hec.fr)) for Paris Modular

Alexandra Huynh-Ba ([Huynh-ba@hec.fr](mailto:Huynh-ba@hec.fr)) for Paris English Modular

Failure to meet this date will be sanctioned by an F grade, unless late delivery of your essay has been previously justified and authorized in writing by your Program Manager.

## VI. Faculty biographies



### **Alberto Alemanno**

Alberto Alemanno is Associate Professor of Law at HEC Paris, where he teaches EU law and Global Antitrust & Risk Regulation. He has been a qualified attorney in New York since 2004 and Adjunct Professor at St. Gallen University and Fribourg Law School, Switzerland. Formerly 'Référéndaire' (clerk) at the European Union Court of Justice and Teaching Assistant at The College of Europe in Bruges.

Alemanno is the founder and editor of the European Journal of Risk Regulation and he is a member of the editorial boards of the Revue du Droit de l'Union européenne and the European Food and Feed Law Review. He is the Area Editor for Policy of Risk Analysis: an International Journal. He is the Founder and Scientific Director of the Summer Academy in Global Food Law & Policy.

Alemanno has also provided advice to a variety of organizations on various aspects of European Union law, WTO law and risk regulation. As part of other organizations, he has advised on projects involving the European Commission (DG SANCO, DG ENTR, DG Research, JRC, Taiex), the Organisation for Economic Cooperation and Development (OECD), the European Food Safety Authority (EFSA) and the European Court of Auditors.

Originally from Italy, Alemanno earned a Laurea in Giurisprudenza cum laude from the Università degli Studi di Torino, LLM degrees from Harvard Law School and the College of Europe and a PhD in International Law & Economics from Bocconi University.



### **Eric Barbier de La Serre**

Eric Barbier de La Serre is a partner at Latham & Watkins and a member of the firm's Global Antitrust and Competition Practice. His practice is based in the firm's Brussels and Paris offices. He focuses on European and French Competition Law with a particular emphasis on Antitrust Litigation, State Aid and Merger Control. Mr. Barbier de La Serre has been involved in a number of Antitrust and State Aid cases concerning 'inter alia'; the telecommunications, media, financial services and energy sectors. He also regularly advises on other aspects of EU Law, such as free movement of goods and services.

Prior to joining Latham & Watkins, Eric Barbier de La Serre served for five years as 'Référéndaire' (clerk). Following this he became Head of the Cabinet of Mr. Bo Vesterdorf, former President of the European Court of First Instance (today's General Court) in Luxembourg. Whilst at the Court of First Instance and previously as an attorney in private practice, he worked on numerous merger control, cartel and abuse of dominance cases before the European Commission and the Court of First Instance, in addition to working on US merger and antitrust litigation cases.

Eric Barbier de La Serre speaks and writes regularly on the latest developments in European and French Competition Law and procedure before the EU courts.

Eric Barbier de la Serre earned an MBA from HEC Graduate School of Management in 1994, a Diploma (with honors) from Institut d'Etudes Politiques de Paris in 1996 and LLM degrees from Harvard Law School in 2000.



### **Jacques Barrot**

Jacques Barrot was appointed Member of the French Constitutional Council in March 2010. Previousl to this he has served as European Commissioner for Justice (2008-2010), after four years as Commissioner for Transport (2004-2008) and Commissioner for Regional Policy for eight months (2004). He is also one of five vice-presidents of the 27-member Barroso Commission. He previously held various ministerial positions in France, and is a member of the right-wing political party UMP.

He holds a Degree in Law, in Sociology and is a Graduate of the Institut d'Etudes Politiques de Paris



### **Dr. Petr Blizkovsky**

Since 1992, Dr. Petr Blížkovský served in the Cabinet of the Czech Vice-Prime Minister. Later, during the EU accession negotiation, he was a diplomat in Brussels, responsible for several negotiation chapters. In 2003, he was appointed Director at the Ministry of Foreign Affairs in Prague.

Since 2004, he has been Director at the Secretariat General of the Council of the European Union in Brussels, where he was responsible for Economic and Regional Affairs. He is a lecturer at the Vrije Universiteit Brussel (Belgium) and at Mendel University (Czech Republic).

Dr Petr Blížkovský earned his PhD in Economics from Mendel University, Czech Republic, in 2001.



### **Prof. Dr. Hans-Peter Burghof**

Prof. Dr. Hans-Peter Burghof is the chair of the Banking and Finance Department at the University of Hohenheim since 2003. After his professional training and banking experience at the Neuwied savings bank, Prof. Burghof studied Economics at the University of Bonn. His doctoral and postdoctoral studies at the University of Munich focused on bank supervision and credit risk transfer. Prof. Burghof has extensively worked and published in the areas of credit financing, risk management, and bank systems. He is an internationally recognized expert in banking and finance. Prof. Burghof has made a significant contribution to the development of Stuttgart as an international financial center under the initiative Stuttgart Financial.



### **Dr. Franck Debié**

Affiliated Professor HEC Paris, Scientific Director to the ECOLE NORMALE CENTRE for Strategic Studies EPP-ED, European Ideas Network: Policy Director (since October 2008): coordination of a network of 26 think tanks and more than a hundred experts working in 12 working groups.

Fondation pour l'Innovation Politique: Chief Executive Officer from November 2003 until November 2008: creation and management of the first Centre-Right political foundation in France: more than 10 researchers, 60 part-time experts world-wide, a small publishing house and a political Review, "2050", more than 70 working papers and books produced. Focus on mid-term policy issues: ageing and welfare reforms, reforms in education and research, new technologies and labour market policies, reforms of international governance.

Union pour un Mouvement Populaire (UMP): Policy Planning Director ("directeur des études") and a Member of UMP Executive Committee from November 2002 until November 2003: creation and management of the policy planning team of the new born Centre-Right Party, since its creation in November 2002, management of 6 experts working for the President of UMP and 60 National Secretaries. Speech-writing and rewriting, short studies, policy papers, organization of policy gatherings and weekly policy breakfasts.

Ecole Normale Supérieure, Paris: Associate Professor since 1996. Head of the Ecole Normale Supérieure/ParisI-Sorbonne Center for Geostrategic Studies since 2000 : Research on peace-processes in the Middle-East and the Balkans, teaching in Economic and Political Geography. Books : *Human and Economic Geography*, a text-book (in French), Paris, University Press of France ; *Peace broken into pieces* (in French), The Oslo Process and beyond, Paris, University Press of France? *Peace and crisis* (in French), Lebanese Reconstruction, Paris, University Press of France.

HEC Graduate School of Management, Paris: Affiliated Professor in International Management and European Affairs since 1996.



### **Daniel Guéguen**

With 35 years of experience in EU public affairs, Daniel Guéguen is currently president of CLAN Public Affairs, Executive Chairman of the European Training Institute and Vice-President of Europolitics, one of the two main European press agencies.

Daniel started his European career in 1975 for the European Committee of Sugar Manufacturers, of which he was Director General from 1988 until 1994. He then went on to become Secretary General of COPA-COGECA, one of the main European lobbies representing farmers and agricultural cooperatives in the EU.

Daniel is also a renowned author with publications such as: "The Practical Guide to the EU labyrinth" translated into 20 languages, "European lobbying" and "Comitology, hijacking European power?". He is a guest lecturer at Harvard Kennedy School, Georgetown University, George Washington University, London Metropolitan University, Monash University – Melbourne, the College of Europe – Bruges and the Université Libre de Bruxelles.



### **Jean-Claude Lahaut**

Jean Claude Lahaut joined Cefic in October 2002 as Executive Director and General Counselor, and is now Secretary General of Cefic where he manages advocacy, legal and statutory matters and the European chemical industry.

Jean Claude Lahaut is Doctor in Law from the Université de Liège and has an MBA from HEC Paris. He started his career in 1971 as Assistant in Commercial Law at the Université de Liège.

In 1974, he became Attaché de Cabinet to Jean Gol (Secretary of State, regional economy) in Belgium. He moved in 1979 to Lafarge-Coppée and managed Lafarge Prestia in France.

He co-founded Eurogentec SA in 1985, which is today known as an international biotechnological group.

Jean-Claude Lahaut joined Solvay in 1989, where he was in charge of Solvay Veterinär GmbH (Germany) before becoming European Public Affairs Manager in Brussels.

He is also a visiting professor at HEC Paris and Université de Liège.



### **Noëlle LENOIR**

Noëlle Lenoir is an Affiliate Professor at HEC, Paris where she is President of HEC Europe Institute. She is also President of the "Cercle des Européens", a think-tank she created in 2004 to promote exchanges and discussions on current European topics.

Trained in legal affairs, Noëlle Lenoir was a Principal Administrator of the Law Committee in the French Senate from 1972 to 1982, in charge of managing bills and laws related to criminal legislation, immigration, as well as the justice budget. In 1982, Noëlle Lenoir joined the General Counsel of the newly created "National Commission for Information Control and Liberty" ("Commission Nationale de l'Informatique et des Libertés"). In 1984, she joined the Council of State ("Conseil d'Etat") as a litigation Magistrate. In 1988, she was appointed Chief of Staff of the French Minister of Justice. In 1990, she became Special Adviser to the Prime Minister for legislation on bioethics.

In 1992, Noëlle Lenoir was the first woman to be appointed member of the French Constitutional Supreme Court ("Conseil Constitutionnel"). Besides her function as Magistrate, Noëlle Lenoir chaired the International Bioethics Committee (IBC) within the UNESCO and was elected, by her peers, President of the European Group on Ethics (EGE), an advisory body to the European Commission President.

After having taught at Columbia University, Noëlle Lenoir was named Minister of European Affairs in 2002.

Noëlle Lenoir went on to be a lawyer in 2004. Within Jeantet and Associés since 2009, she supervises the firm's activities on EU regulation (public law and competition law).



### **Suzanne NIES**

Susanne NIES is the Head of Energy Policies and Power Generation at Eurelectric in Brussels. She was formerly the Head of Ifri Brussels office and senior researcher in the European governance and geopolitics of energy programme.

She holds a PhD in Political Sciences, Slavistics and Romanistics from Bonn University (Germany) as well as a diploma from the London School of Economics (Economics of the European Union). She habilitated in international relations in Sciences Po Paris as well as Free University Berlin. She held previous employments at the Boell Foundation, Germany (1989-95), a Lectureship in Political Sciences from DAAD in Nice (1995-2000), a research position at Free University Berlin (2000-2002), CERI (2002-2004), as well as IRIS (2004-2007). She teaches at Sciences Po Paris.



### **Sara Pini**

Sara Pini is Project Officer at the Centre for European Studies, in Brussels. A graduate of the Faculty of International and Diplomatic Sciences of the University of Bologna, and of Sciences Po, Sara Pini is an expert on French-Italian comparative political history, European politics and particularly on issues related to EU education and institutions. She is a former Research Fellow at the Fondation pour l'innovation politique and has been in charge of the Brussels' office of the Fondation Robert Schuman from August 2009 to July 2010.



### **Hans J. Tümmers**

Hans Tümmers studied Business Science and Political Science at the Universities of Erlangen-Nurnberg, Tübingen and Augsburg. He has a "Diplom-Kaufmann" of Nuremberg University and a Ph.D. in Political Science from the University of Augsburg, with a thesis on Gaullisme under the 4th Republic.

He was Founder of the European School of Business Reutlingen. Afterwards, he became Commissioner for Europe of the Ministry of Economic Affairs of Baden-Wurttemberg and Director of the European Center for Research and Technology, with offices in Brussels and in Stuttgart.

From 1995 to 2000 he was Director (Dean) of Strasbourg Management School and later President (Dean) of the private university "Stuttgart Institute of Management and Technology".

Today he is Professor of European Studies at the University of Hohenheim in Stuttgart, Affiliated Professor at HEC Paris and Managing Director of the Hohenheim Management School.



Antoine Winckler

Antoine Winckler is a partner based in the Brussels office.

Mr. Winckler's practice focuses on European and French Competition Law, including cartel investigations, merger control, and market dominance. Mr. Winckler has advised clients in numerous cartel cases, including those relating to cement, copper tubes, seamless steel tubes, paper and elevators. He has also been a counselor to clients in merger control procedures, including the Nestlé/Perrier, EADS, Elf/TotalFina, Schneider/Legrand, Arcelor-Mittal and Danone Numico cases.

Mr. Winckler has extensive experience representing corporate clients and financial institutions, as well as governments and public entities, regarding EU State Aid Rules. In this area, Mr. Winckler has advised on the Ford/Volkswagen, Credit Lyonnais and France Telecom cases, as well as other State Aid matters.

Mr. Winckler has vast experience representing clients before the European Commission, the European Courts in Luxembourg, the French Competition Council and the Court of Appeals in Paris. His litigation experience includes many major Competition and State Aid cases, such as *Matra v. Commission*, *Microsoft v. Commission* and *Schneider v. Commission*. Mr. Winckler is distinguished as a leading competition/antitrust lawyer by *Chambers Global*, *Who's Who Legal* and the *PLC Which Lawyer?* Yearbook.

Mr. Winckler joined the firm in 1985 and became a partner in 1992. Prior to joining the Cleary Gottlieb, Mr. Winckler was an administrative judge. He acquired law degrees from the Université de Nice Sophia Antipolis in 1984 and from the Institut d'Études Politiques de Paris in 1979. Mr. Winckler graduated from the Ecole Nationale d'Administration in 1983 and the French Ecole Normale Supérieure in 1976.

Mr. Winckler is a member of the Bars of Paris and Brussels. He is admitted to practice before the EU Court of Justice, the EU Court of First Instance and the Court of Appeals in Paris. He is also a member of the International Bar Association, the Association des Juristes Européens, the Association de Formation et d'Enseignement Continu (AFEC), and the European Competition Lawyers Forum. His native language is French and he is fluent in English, German, Italian and Spanish.

Mr. Winckler is widely published on various aspects of EU Constitutional and Competition Law, including "Collective Dominance under EC Merger Control Rules," published in the *Common Law Market Review*; "Legal Privilege and EC Competition Rules", published in the Belgian journal *Bruylant* and "State Guarantees for Financial Institutions: of State Aid and Moral Hazard", published by the Institut Universitaire Européen. In addition, he is co-author of a treatise on merger control rules, which includes a comparative study of main merger control regimes in EU countries (*La Pratique Communautaire du Contrôle des concentrations*, De Boeck-Wesmael, 1998). Mr. Winckler is also the Editor for the section on Merger Control in the journal *Revue Lamy de la Concurrence*.

**VII. USEFUL INFORMATION**

The Course will begin on Thursday, February 3<sup>rd</sup> at 8:30 and end on Friday, February 4<sup>th</sup> at 17:00.

Classes will be held at Auditorium Jacques Coeur (Level 2):

**HEC PARIS**

6/14 avenue de la Porte de Champerret  
75017 – PARIS

[www.hec.fr](http://www.hec.fr)

**Meals**

Lunches will be served in the Espace EUROPE (Level 1) at the Champerret site.

**Social event: Dinner at "LE TRAIN BLEU"** place Louis Armand – Gare de Lyon – 75012 PARIS  
(Transfer by bus in front of HEC Champerret – Bd Bineau)

Thursday 3<sup>rd</sup> February

**Time: 8:30pm**

**Attendees: HEC Executive MBA participants, professors and HEC staff**






**Accommodation:**

For HEC Executive MBA participants coming from abroad and outside Paris, HEC Paris has a list of recommended hotels in the area. For further information, please contact your Program Manager. Accommodation expenses are not covered by the program and are at the participants' expense.

**4.5 What type of attire should I bring?**

Dress Code:

- At Cocktail and Dinner Event: Smart Formal (tie and jacket for men and smart evening attire for women)
- At conferences: Business casual/Smart Casual

				
Streetwear	Casual	Business Casual	Smart Casual	Smart Formal

Bring sweaters as classrooms and public places can be cool.