



ICN TRAINING TOOLKIT

Competition Law and Policy Training Resources

Curated by the ICN Agency Effectiveness Working Group

This document provides an extensive collection of training materials on competition law and policy, publicly available on internet, coming from the ICN (in particular, the [ICN Training On Demand videos](#)), other international organizations (OECD and UNCTAD) and scholars. The resources are organized into modules by topic, each containing videos (quick orientations and core training), transcripts, and reference documents. Below are the modules and curated content, with each resource's format and duration for user's ease of reference, and in the annexes possible learning pathways for different staff levels.

This document will serve as basis for developing an online ICN Training Toolkit with feedback mechanisms and self-assessment tools (e.g., tests, quizzes, hypothetical scenarios) and interactive digital formats for enhanced accessibility, navigation and delivery.

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ALL MODULES OVERVIEW

For complete learning pathways, see:

- Annex 1 – Learning pathways by experience level;
- Annex 2 – Learning pathways by specialised tracks

Module	Title	Time	Target Audience
UNIT A: COMPETITION FUNDAMENTALS			
M1	Introduction to Competition Policy	1h 30m	New staff, all levels
M2	Market Definition and Market Power	6h	Economists, analysts
M3	Economic Analysis for Newer Agencies	3h 10m	New agencies, junior staff
UNIT B: HORIZONTAL AND VERTICAL RESTRAINTS			
M4	Introduction to Cartels	3h 45m	All enforcement staff
M5	Leniency	1h 25m	Cartel investigators
M6	Bid-Rigging in Public Procurement	1h 25m	Procurement specialists
M7	Cartel Deterrence	1h 50m	Policy staff, managers
M8	Proving Agreement with Indirect Evidence	2h	Investigators, lawyers
M9	Vertical Restraints	1h 37m	Case handlers, economists
UNIT C: DOMINANT FIRM CONDUCT			
M10	Notion of Abuse/Monopolization	35m	All enforcement staff
M11	Predatory Pricing	1h 5m	Case handlers, economists
M12	Exclusive Dealing	35m	Case handlers, lawyers
UNIT D: MERGERS			
M13	Merger Assessment	30m	Merger analysts, all staff
M14	Killer Acquisitions	25m	Merger teams, digital units
M15	Merger Remedies	4h 2m	Senior analysts, managers
M16	Ex Post Evaluation of Merger Decisions	Reading	Policy staff, researchers
UNIT E: INVESTIGATIVE TECHNIQUES			
M17	Planning and Conducting Investigations	3h 20m	Investigators, case teams
M18	Interviewing Witnesses	30m	Investigators, lawyers
M19	Document Review	1h	Case handlers, paralegals
M20	Digital Investigative Tools	1h 15m	IT staff, investigators
M21	Practicalities in Planning a Dawn Raid	1h	Field investigators
M22	Interim Measures	Reading	Senior lawyers, managers
M23	Remedies in Conduct Cases	5m	Case handlers, managers
UNIT F: STATE IMPEDIMENTS & ADVOCACY			
M24	Competition Advocacy	1h 20m	Policy staff, communications
M25	State Restraints on Competition	55m	Policy advisors, lawyers
M26	Competition Assessment	45m	Policy staff, economists

UNIT G: MARKET STUDIES			
M27	Market Studies	2h 10m	Senior analysts, researchers
UNIT H: AGENCY EFFECTIVENESS			
M28	Advice for New and Young Agencies	30m	New agencies, all levels
M29	International Cooperation	2h 40m	International liaison staff
M30	Public Affairs	1h	Communications, leadership
M31	Competition Policy in Developing Countries	2h	Developing country agencies
UNIT I: DIGITAL MARKETS			
M32	Digital Markets	40m+	Digital enforcement teams

UNIT A: COMPETITION FUNDAMENTALS

This Unit introduces the origin and purpose of competition policy, illustrating how it helps protect markets, promote economic efficiency, and safeguard consumers. It also provides a foundation in market definition, market power, and basic analytical tools for new learners.

MODULE 1 (M1): INTRODUCTION TO COMPETITION POLICY

 **Total Module Time: 1 hour 30 minutes¹**

QUICK ORIENTATION

 *Section Time: ~30 minutes*

- **ICN Training Video: Origins and Aims of Competition Policy (2011, 36:57 min)**

 [Watch video / View resource](#)

 [English Transcript](#) / [Spanish Transcript](#) / [ICN webpage](#)

This module provides an overview of the history of competition law and describes the purposes, goals, and key elements of competition policy systems.

CORE TRAINING

 *Section Time: ~1 hour*

- **ICN Training Video: Major Characteristics of Competition Policy (2014, 54:19 min)**

 [Watch video / View resource](#)

 [English Transcript](#) / [Spanish Transcript](#) / [ICN webpage](#)

This module covers basic fundamental features of competition law enforcement. Agency experts highlight both the diversity and the common elements of competition law systems around the world.

FURTHER REFERENCES

- **UNCTAD Model Law on Competition – Revised Chapter I: Objectives or purpose of the law (2015) (TD/RBP/CONF.8/L.1)**

[English](#) | [Français](#) | [Español](#) | [Русский](#) | [简体中文](#) | [العربية](#)

¹ Total module times reflect only the “Quick Orientation” and “Core Training” sessions and do not include time spent reading or viewing materials in the “Further References” section.

- **Yale School of Management – Antitrust Economics Video Course (2022) – Educational Video Series**

 [Watch video / View resource](#)

A collection of short tutorials (8–14 minute each) on economic concepts commonly used in antitrust enforcement. Designed for law students, these videos require no prior economics background and supplement legal readings with economic insights.

- **Prof. Salop's Teaching Slides on Antitrust: Principles, Cases, and Materials (2021) – Slides Repository (Topics 1 & 27)**

 [Watch video / View resource](#)

A comprehensive set of didactic slides covering a wide range of antitrust topics — from market definition and market power to cartels, mergers, and exclusionary conduct, with focus on US. See topic 1 for an introduction to competition law and policy. Slides of topic 27 focus on an economic review of antitrust legal standards and the role of presumptions.

Daniel Francis & Christopher Jon Sprigman, Antitrust: Principles, Cases, and Materials (3d ed. 2025)

 [Watch video / View resource](#)

This is the third edition of a casebook designed to offer an accessible, thorough, concise, and up-to-date introduction to the world of antitrust.

MODULE 2 (M2): MARKET DEFINITION AND MARKET POWER

 **Total Module Time: 6 hours**

QUICK ORIENTATION

 *Section Time: ~20 minutes*

- **OECD - Market Definition Explained (2022, 8:25 min)**

 [Watch video / View resource](#)

The video explains how competition authorities define relevant markets in antitrust investigations, and highlights the additional challenges that arise in digital markets.

- **Yale School of Management – Market Definition (2022, 11:55 min)**

 [Watch video / View resource](#)

The video explains the “market definition” in antitrust, why it is a critical first step in competition analysis, and how it shapes assessments of market power and competitive effects.

CORE TRAINING

 Section Time: ~5 h 40 minutes

- **ICN Training Video: Market Definition (2023, 1h 03 min)**

 [Watch video / View resource](#)

 [Spanish Transcript / ICN webpage](#)

The video explains methods used in practice to define the market (SSNIP test, demand substitution, supply substitution).

SPECIAL TOPIC: NETWORK EFFECTS

- **Yale School of Management – Network Effects (2022, 4:41 min)**

 [Watch video / View resource](#)

The video introduces the concept of network effects, explains how they arise in digital markets, and why they can magnify or entrench market power.

FURTHER REFERENCES

- **ICN: Recommended Practices on the assessment of dominance/substantial market power (2008)**

 [Watch video / View resource](#)

Guidance developed by the ICN's Unilateral Conduct Working Group on assessing dominance or substantial market power. It addresses general framework, criteria such as market shares and entry analysis (with special notes for small or isolated economies), and emphasizes transparency.

- **UNCTAD Model Law on Competition – Revised Chapter II: Definitions and scope of application (2017) (TD/B/C.I/CLP/L.8)**

[English](#) | [Français](#) | [Español](#) | [Русский](#) | [简体中文](#) | [العربية](#)

- **Prof. Salop's Teaching Slides on Antitrust: Principles, Cases, and Materials (2021) – Slides Repository (Topic 1)**

 [Watch video / View resource](#)

- **Daniel Francis & Christopher Jon Sprigman: Antitrust: Principles, Cases, and Materials (3rd Edition) – Chapter III on Market Definition and Market Power (2025)**

 [Watch video / View resource](#)

The textbook chapter offers both theoretical foundations and practical illustrations.

MODULE 3 (M3) - ECONOMIC ANALYSIS FOR NEWER AGENCIES

 **Total Module Time: 3 hours 10 minutes**

QUICK ORIENTATION

 *Section Time: ~7 minutes*

- **OECD – The Role of Competition Economics Explained (2023, 6:47 min)**

 [Watch video / View resource](#)

Explains how economists support competition cases, methods, data needs, and when economics is most impactful.

CORE TRAINING

 *Section Time: ~3 hours*

- **ICN Training Video: Economic Analysis for Newer Agencies (2017) – Part 1 (1h 07 min)**

 [Watch video / View resource](#)

 [English Transcript / French Transcript / ICN webpage](#)

- **ICN Training Video: Economic Analysis for Newer Agencies (2017) – Part 2 (1h)**

 [Watch video / View resource](#)

 [English Transcript / French Transcript / ICN webpage](#)

This two-part video introduces quantitative economic analysis in competition cases. It covers basic economics concepts — market definition, unilateral and coordinated effects of mergers — with a focus on how newer agencies can do effective analysis even with limited tools or data.

- **ICN Training Video: Competitive Effects (2014, 57:33 min)**

 [Watch video / View resource](#)

 [English Transcript / ICN webpage](#)

This video covers the law and economics of competitive effects and presents the elements of an effects-based approach to competition law enforcement. The video includes a hypothetical study of a loyalty rebates scenario to illustrate the principles of an effects-based approach.

UNIT B: HORIZONTAL AND VERTICAL RESTRAINTS

This Unit explains how horizontal agreements (like cartels and bid rigging) and vertical agreements (like resale price maintenance or tying) can restrict competition. It provides core concepts, case examples, and enforcement tools for both new and experienced staff.

MODULE 4 (M4) - INTRODUCTION TO CARTELS

 **Total Module Time: 3 hours 45 minutes**

QUICK ORIENTATION

 *Section Time: ~14 minutes*

- **OECD - Cartels explained in 6 minutes (2025, 6:37 min)**

 [Watch video / View resource](#)

Cartels secretly manipulate markets at the expense of consumers and businesses. This video shows how cartels operate (even by using algorithms) to raise prices, rig bids, and limit competition, and explains why enforcement is crucial for fair markets.

- **Yale School of Management – Cartels & Repeated Interactions (2022, 7:07 min)**

 [Watch video / View resource](#)

The video analyses how firms may sustain cartels over time through repeated interactions—showing how punishment and reward strategies help enforce cooperation among cartel members.

CORE TRAINING

 *Section Time: ~3 hours 30 minutes*

- **ICN Training Video: An Introduction to Anti-Cartel Enforcement (2014, 43:18 min)**

 [Watch video / View resource](#)

 [English Transcript](#) / [French Transcript](#) / [ICN webpage](#)

This module includes the definition of a cartel, essential attributes of an effective anti-cartel program, deterrent sanctions, detection, leniency, investigational techniques, transparency, and awareness and outreach.

- **ICN Cartel Working Group - Webinar Hub and Spoke Cartel Cases (2021, 1h 35 min)**

 [Watch video / View Resource](#)

Video and materials on the “hub-and-spoke” model of collusion, where a central player (the hub) facilitates or coordinates anti-competitive agreements among competitors (the spokes). It shares case examples and enforcement experiences from different jurisdictions.

- **ICN Cartel Working Group – Webinar Assessing Crisis Cartels at Times of Covid-19 (2021, 1h 10 min)**

 [Watch video / View resource](#)

This video discusses how competition agencies should respond to cartel risks arising during crises like COVID-19.

FURTHER REFERENCES

- **ICN Anti-Cartel Enforcement Manual - Chapter 4: Cartel Case Initiation (2021)**

This chapter draws together selected key practices used in the initiation of a cartel investigation, and identifies some strategies that may be applied in the detection stage and throughout the early development of a case. It will also highlight some of the more established practices useful to cartel case initiation. The chapter is divided into three parts: (1) Methods of detecting cartels; (2) Pre-investigatory phase of cartel allegations and (3) Decision to initiate a full-scale investigation.

- **UNCTAD Model Law on Competition – Revised Chapter III: Restrictive agreements or arrangements (2020) (TD/RBP/CONF.9/L.1)**

[English](#) | [Français](#) | [Español](#) | [العربية](#) | [简体中文](#) | [Русский](#)

- **Prof. Salop's Teaching Slides on Antitrust: Principles, Cases, and Materials (2021) – Slides Repository (Topics 2 & 3)**

 [Watch video / View resource](#)

Slides of topic 2 focus on anticompetitive behavior (collusion & exclusion) while slides of topic 3 focus on concerted action by competitors (The Rule of Reason & the Per Se Rule).

- **Daniel Francis & Christopher Jon Sprigman: Antitrust: Principles, Cases, and Materials (3rd Edition) – Chapter IV and V on agreements and horizontal restraints (2025)**

 [Watch video / View resource](#)

Chapters IV and V of the book analyse the legal and economic treatment of agreements among competitors (e.g. price fixing, market allocation, output restrictions) and other horizontal restraints.

MODULE 5 (M5) - LENIENCY

 **Total Module Time: 1 hour 25 minutes**

QUICK ORIENTATION

 *Section Time: ~10 minutes*

- **OECD – Costs of Leniency Applications (2018, 4:41 min)**

 [Watch video / View resource](#)

This video discusses the costs of leniency applications.

- **OECD - Challenges and Co-ordination of Leniency Programmes (2018, 5:52 min)**

 [Watch video / View resource](#)

This video talks about the possible reasons for the downturn in leniency applications.

CORE TRAINING

 *Section Time: ~1 hour 15 minutes*

- **ICN Training Video: Leniency (1h 12 min)**

 [Watch video / View resource](#)

 [English Transcript](#) / [French Transcript](#) / [Spanish Transcript](#) / [ICN webpage](#)

This video introduces the concept of leniency programs for anti-cartel enforcement. The module presents the cornerstones and benefits of an effective leniency program, the procedural aspects of a leniency program, and how leniency interacts with sanctions in a cartel enforcement action.

FURTHER REFERENCES

- **ICN - Guidance on Enhancing Cross-Border Leniency Cooperation (2020)**

 [Watch video / View resource](#)

This guidance is intended to provide practical advice for competition agencies to assist them in engaging with other jurisdictions on matters involving multijurisdictional leniency applicants, with the two parallel aims of first, making international enforcement efforts more effective and second, helping to reduce disincentives for prospective leniency applicants.

- **ICN - Good practices for incentivising leniency applications (2019)**

 [Watch video / View resource](#)

This paper reflects ways to overcome potential leniency challenges stemming from private enforcement, individual sanctions and regulatory interventions and indicates good practices for incentivizing leniency applications. It includes interaction between leniency and private enforcement; leniency and individual sanctions; and competition enforcement and other regulatory intervention.

- **ICN - Checklist for efficient and effective leniency programmes (2017)**

 [Watch video / View resource](#)

The Cartel Working Group has produced a concise document which lists the legal and enforcement prerequisites to an effective and efficient leniency program, such as the setting of thresholds to obtain leniency, the criteria for significant added value (SAV), rewards for leniency cooperation, leniency program under

administrative and criminal procedure. The checklist is particularly useful for young competition authorities which plan to elaborate their leniency regimes.

- **ICN - Anti-Cartel Enforcement Manual, Chapter 2: Drafting and Implementing an Effective Leniency Program (2014)**

 [Watch video / View resource](#)

The purpose of this document is to draw together key practices concerning the drafting and implementation of an effective leniency policy.

- **UNCTAD Model Law on Competition – Revised Chapter X: Functions and powers of the Administering Authority (2019) (TD/B/C.I/CLP/L.12)**

[English](#) | [Français](#) | [Español](#) | [Русский](#) | [简体中文](#) | [العربية](#)

- **UNCTAD (2010) The use of leniency programmes as a tool for the enforcement of competition law against hardcore cartels in developing countries (TD/RBP/CONF.7/4)**

[English](#) | [Français](#) | [Español](#) | [العربية](#) | [Русский](#) | [简体中文](#)

MODULE 6 (M6) - BID-RIGGING IN PUBLIC PROCUREMENT

 **Total Module Time: 1 hour 25 minutes**

QUICK ORIENTATION

 *Section Time: ~15 minutes*

- **OECD – Bid Rigging and Competition Policy Explained in 7 Minutes (2021, 7:11 min)**

 [Watch video / View resource](#)

Competition policy can do much to fight bid rigging and co-operate with procurement bodies to contribute to better and cheaper public services. Discover some inspiring initiatives taken by competition authorities and international organizations.

- **OECD – Criminalisation of Cartels and Bid rigging Conspiracies (2020, 8:09 min)**

 [Watch video / View resource](#)

This video provides an overview of some of the issues under discussion during the June 2020 roundtable on criminalisation of cartels and bid rigging conspiracies. It discusses whether criminal sanctions, in conjunction with administrative fines and other sanctions, should be introduced to ensure deterrence and he points to some key institutional and procedural questions to be carefully assessed when a jurisdiction considers criminalisation of cartels.

CORE TRAINING

 Section Time: ~1 hour 10 minutes

- **OECD – Fight against Bid Rigging in Public Procurement (2022, 30:37 min)**

 [Watch video / View resource](#)

This video explores how governments can increase competition in public tenders by better designing tenders to reduce the risk of bid rigging and by detecting these anti-competitive practices during the tender process. Examples from real cases illustrate the best practices in this area developed by the OECD.

- **ICN Training Video: Coordination between Competition Agencies and Public Prosecutors (2021, 41:28 min)**

 [Watch video / View resource](#)

 [English Transcript / ICN webpage](#)

This video describes how competition agencies and public prosecutors coordinate the investigation and prosecution of illegal cartels. Representatives from the Brazilian, Canadian, and Chilean authorities share their experiences and outline the initiatives taken to foster this collaborative relationship.

FURTHER REFERENCES

- **ICN - Cooperation between Competition Agencies and Public Procurement (2021) – Slides Compilation**

 [Watch video / View resource](#)

A collection of slides from different agencies illustrating how competition authorities and procurement bodies cooperate to detect and prevent bid rigging, share information, and promote fair public procurement.

- **ICN - Anti-Cartel Enforcement Manual Chapter 10: Relationship between Competition Agencies and Public Procurement Bodies (2015)**

 [Watch video / View resource](#)

The aim of this chapter is to provide the competition authorities with practical tools for building constructive relationships with public procurement bodies in order to ensure free and fair competition in public bidding procedures.

- **OECD Guidelines for Fighting Bid Rigging in Public Procurement (2025 Update)**

 [Watch video / View resource](#)

The document defines bid rigging, explains how it works in procurement markets, and links it to corruption, stressing the need for cooperation between competition authorities, procurement bodies, and other enforcement agencies.

- **UNCTAD (2012) Competition policy and public procurement (TD/B/C.I/CLP/14)**

[English](#) | [Français](#) | [Español](#) | [Русский](#) | [简体中文](#) | [العربية](#)

MODULE 7 (M7) - CARTEL DETERRENCE

 **Total Module Time: 1 hour 50 minutes**

CORE TRAINING

- **ICN Training Video Cartel Deterrence (2021, 1h 04 min)**

 [Watch video / View resource](#)

 [English Transcript / ICN webpage](#)

This video is presented as a roundtable discussion on the economics of sanctions as a deterrent to cartel behavior. The topics addressed include an introduction to the economics of crime, what types of sanctions should be employed, whether the firm or its agents should be punished, and whether the availability of private damages should be considered.

- **ICN Training Video: Encouraging Cartel Reporting (2021, 45:07 min)**

 [Watch video / View resource](#)

 [English Transcript / ICN webpage](#)

This video explains methods and techniques to optimize and streamline cartel reporting processes: how to encourage people to report anti-competitive activity, support whistle-blowers through the reporting journey, and ensure their information is kept safe and handled correctly. It also explores the use of behavioural insights, screening techniques, call-handler training, and approaches to anonymity, rewards, and information management.

FURTHER REFERENCES

- **ICN Webinar: Promoting Compliance Programs for Cartel Deterrence (2019)**

 [Watch video / View resource](#)

A slide set and discussion by competition agencies outlining how compliance programs can serve as tools for cartel prevention and deterrence.

- **UNCTAD (2015) Seminar on Enhancing International Deterrence of Cartels**

 [Watch video / View resource](#) | [View Document](#) | [View Slide](#)

Seminar explaining how relying on foreign cartel judgments can strengthen deterrence, reduce duplication, and support enforcement in resource-limited jurisdictions.

MODULE 8 (M8) - PROVING AGREEMENT WITH INDIRECT EVIDENCE AND SCREENS

 **Total Module Time: 2 hours**

QUICK ORIENTATION

 *Section Time: ~7 minutes*

- **Yale School of Management – Explicit & Tacit Collusion (2022, 6:37 min)**

 [Watch video / View resource](#)

Video exploring how firms coordinate their behaviour and how tacit coordination can sustain cooperation without overt communication.

CORE TRAINING

 *Section Time: ~1 hour 40 minutes*

- **ICN Training Video: Proving Agreement or Concerted Practice with Indirect Evidence (2015, 38:10 min)**

 [Watch video / View resource](#)

 [English Transcript / ICN webpage](#)

This video introduces concepts and techniques for establishing the existence of horizontal conduct in the absence of direct evidence.

- **ICN: Use of Screens in Antitrust, Webinar (2022, 1h 05 min)**

 [Watch video / View resource](#)

The webinar describes different methods and tools for detecting collusion through screening techniques. It covers market structure-based screens, real world applications, normalized relative distance, machine learning, and network analysis, showing how these approaches help identify suspicious patterns. It also presents cartel screening tools and a practical case to illustrate their use in enforcement practice.

FURTHER REFERENCES

- **Prof. Salop's Teaching Slides on Antitrust: Principles, Cases, and Materials (2021) – Slides Repository (Topics 7 and 8)**

 [Watch video / View resource](#)

Slides of topic 7 focus on economic analysis of oligopoly and the agreement requirement, while slides of topic 8 focus on facilitating practices.

ADDITIONAL EXAMPLES FROM OTHER JURISDICTIONS

Competition Bureau Canada - Wage-fixing Agreements (2023, 00:32)

 [Watch video / View resource](#)

Competition Bureau Canada - No-poaching Agreements (2023, 00:35)

 [Watch video / View resource](#)

Videos explaining that employer agreements to fix wages or restrict hiring keep salaries low, limit opportunities, and reduce competition for talent.

MODULE 9 (M9) - VERTICAL RESTRAINTS

 Total Module Time: 7 minutes

QUICK ORIENTATION

• Yale School of Management – Vertical relations (2022, 6:26 min)

 [Watch video / View resource](#)

This video introduces vertical restraints: what they are, why firms use them, and when they create efficiencies versus restrict competition (e.g., limiting passive sales, foreclosing rivals).

FURTHER REFERENCES

• ICN - Vertical Restraints Report (2019)

 [Watch video / View resource](#)

This report summarises the Vertical Restraints Project (2016–2019), which examined the effects of different types of vertical restraints on competition, with a focus on online markets. It presents two hypothetical case studies - online parity clauses in accommodation booking and online sales restrictions for infant strollers - and reviews how jurisdictions assessed their potential anti- and pro-competitive effects, highlighting diverging views on theories of harm, market failures, and efficiencies.

• UNCTAD Model Law on Competition – Revised Chapter III: Restrictive agreements or arrangements (2020) (TD/RBP/CONF.9/L.1)

[English](#) | [Français](#) | [Español](#) | [العربية](#) | [简体中文](#) | [Русский](#)

• Prof. Salop's Teaching Slides on Antitrust: Principles, Cases, and Materials (2021) – Topic 21: slides on intra-brand vertical restraints (90 min)

 [Watch video / View resource](#)

Topic 21: slides on intra-brand vertical restraints. These slides survey intrabrand vertical restraints - e.g., selective distribution, territorial/customer restrictions, and resale price maintenance—showing when they can support quality, investment, and channel coordination, and when they risk blocking passive sales, softening price competition, or foreclosing rival distributors.

• **Daniel Francis & Christopher Jon Sprigman: Antitrust: Principles, Cases, and Materials (3rd Edition) – Chapter VI on Vertical Restraints (2025)**

 [Watch video / View resource](#)

Chapter in a book examining vertical agreements like exclusive dealing, tying, and resale price maintenance—focusing on risks of foreclosure or coordination, but also weighing potential efficiencies under a rule-of-reason approach.

UNIT C: DOMINANT FIRM CONDUCT

This Unit covers practices by dominant firms such as predatory pricing, tying, and refusals to deal, illustrating how lawful competition can become exclusionary conduct, for junior staff and professionals with some experience.

MODULE 10 (M10) - NOTION OF ABUSE/MONOPOLIZATION

 **Total Module Time: 35 minutes**

QUICK ORIENTATION

- **OECD – Abuse of Dominance Explained in 7 Minutes (2021, 7:12 min)**

 [Watch video / View resource](#)

This video explains when a very powerful company abuses its market power, and the criteria that competition authorities use to distinguish between lawful competition and abusive practices by dominant firms, such as digital giants.

- **OECD – Fundamentals of Economic Analysis in Abuse Cases (2022, 16:22 min)**

 [Watch video / View resource](#)

This video describes the fundamentals of economic analysis for abuse cases and introduces key theories of harm and analytical techniques for assessing them, including practical considerations for the organisation of economic staff in a competition authority. It also highlights some particular considerations for abuse cases in developing countries.

- **OECD – Assessment of Market Power in Abuse Cases (2022, 13:43 min)**

 [Watch video / View resource](#)

This video discusses the economic principles underpinning an assessment of market power in abuse cases; it explains how market power is a matter of degree, why one must analyse whether prevailing market forces can be expected to erode market power, and what other considerations are relevant when competition authorities are debating whether to intervene. It also provides a quick preview of the economic considerations in assessing excessive pricing allegations.

FURTHER REFERENCES

- **ICN - Unilateral Conduct Workbook - Chapter 1: The Objectives and Principles of Unilateral Conduct Laws (2012)**

 [Watch video / View resource](#)

Chapter 1 provides a foundation to the following chapters that deal with specific types of unilateral conduct. By describing the objectives and principles underlying unilateral conduct laws, this chapter attempts to increase awareness and understanding among competition law enforcers of the rationale for their intervention

- **ICN - Unilateral Conduct Workbook - Chapter 2: Analytical Framework For Evaluating Unilateral Exclusionary Conduct (2017)**

 [Watch video / View resource](#)

Chapter 2 poses and explores basic questions an agency must address in formulating its enforcement policies, focusing on two key questions in unilateral conduct enforcement: ‘what is dominance?’ and ‘what makes conduct exclusionary?’

- **UNCTAD Model Law on Competition – Revised Chapter IV: Acts or behaviour constituting an abuse of a dominant position of market power (2020) (TD/RBP/CONF.9/L.2)**

[English](#) | [Français](#) | [Español](#) | [العربية](#) | [简体中文](#) | [Русский](#)

- **Prof. Salop's Teaching Slides on Antitrust: Principles, Cases, and Materials (2021) – Topic 16 & 18 - Introduction to Exclusionary Conduct**

 [Watch video / View resource](#)

Topic 16 (introduction to exclusionary conduct); topic 18 (monopolization law and policy)

- **Daniel Francis & Christopher Jon Sprigman: Antitrust: Principles, Cases, and Materials (3rd Edition) – Chapter VII on monopolization (2025)**

 [Watch video / View resource](#)

Chapter in a book outlining how a firm’s dominant conduct can cross into illegal monopolization, focusing on exclusionary practices, sustaining or enhancing monopoly power, and the possibility of justifications that preserve legitimate competitive behaviour.

MODULE 11 (M11) - PREDATORY PRICING

 **Total Module Time: 1 hour 5 minutes**

QUICK ORIENTATION

 *Section Time: ~5 minutes*

- **Yale School of Management – Predatory Pricing (2022, 4:36 min)**

 [Watch video / View resource](#)

This video explains the concept of predatory pricing and its implications for competition.

CORE TRAINING

 Section Time: ~1 hour

- **ICN Training Video: Predatory Pricing (2012, 1h 02 min)**

 [Watch video / View resource](#)

 [English Transcript / ICN webpage](#)

This video presents the competition enforcement topic of predatory pricing by a dominant firm. Experts discuss the basic elements and economics of a predatory pricing theory and discuss a hypothetical case.

FURTHER REFERENCES

- **ICN - Unilateral Conduct Workbook Chapter 4: Predatory Pricing Analysis (2012)**

 [Watch video / View resource](#)

This chapter provides specific guidance on the topic of predatory pricing. It reports the responses of 24 ICN Members and 6 non-governmental advisors to a UCWG questionnaire and takes into account the approaches of competition agencies from around the world. This chapter complements that report by providing practical guidance on conducting a predatory pricing investigation.

- **Prof. Salop's Teaching Slides on Antitrust: Principles, Cases, and Materials (2021) – Topic 19 – Predatory Pricing**

 [Watch video / View resource](#)

MODULE 12 (M12) - EXCLUSIVE DEALING

 Total Module Time: 35 minutes

CORE TRAINING

 Section Time: ~35 minutes

- **ICN Training Video: Exclusive Dealing (2014, 37:40 min)**

 [Watch video / View resource](#)

 [English Transcript / ICN webpage](#)

This video presents the competition enforcement topic of exclusive dealing by a dominant firm. Experts discuss the basic elements and economics of exclusive dealing.

FURTHER REFERENCES

- **ICN - Unilateral Conduct Workbook Chapter 5: Exclusive Dealing (2013)**

 [Watch video / View resource](#)

This chapter provides guidance on conducting an exclusive dealing investigation, including the nature of exclusive dealing arrangements, assessment of anti-competitive effects of the arrangements, and possible justifications and defences that could be put forward by the parties.

• **Prof. Salop's Teaching Slides on Antitrust: Principles, Cases, and Materials (2021) – Topic 23: slides on exclusive dealing (75 min)**

 [Watch video / View resource](#)

These slides focus on exclusive dealing — examining how such arrangements can foster efficiencies and trust, but also how they may harm competition by foreclosing rivals and reinforcing the market power of dominant firms.

UNIT D: MERGERS

This Unit sets out the main elements of merger control, from notification and competitive assessment to remedies, highlighting both legal and economic aspects for junior to mid-level staff and professionals.

MODULE 13 (M13) - MERGER ASSESSMENT

For material on merger investigations see Module 17 below “Planning and Conducting Investigations”

 **Total Module Time: 30 minutes**

QUICK ORIENTATION

 *Section Time: ~8 minutes*

- **OECD – Traditional Theories of Harm Regarding Conglomerate Mergers (2020, 7:57 min)**

 [Watch video / View resource](#)

This video introduces the traditional theories of harm regarding conglomerate mergers, and explains why they may become an increasing focus of attention in the future, despite the challenges for authorities in assessing them.

CORE TRAINING

 *Section Time: ~22 minutes*

- **OECD – Economic Analysis in Merger Investigations (2020, 22:07 min)**

 [Watch video / View resource](#)

This video explains the role economists can play in merger review, highlighting analytical techniques they can use and the risks to keep in mind when applying them.

FURTHER REFERENCES

- **ICN - Recommended Practices for Merger Analysis (2022-2025)**

 [Watch video / View resource](#)

The ICN Merger Working Group has developed recommended practices for merger analysis which were adopted by the ICN at its annual conferences. The Practices address: (1) the Legal Framework for Competition Merger Analysis; (2) Market Definition; (3) the Use of Market Shares: Thresholds & Presumptions; (4) Competitive Effects Analysis in Horizontal Merger Review: Overview; (5) Unilateral Effects; (6) Coordinated Effects; (7) Entry and Expansion; (8) Efficiencies; and (9) Failing Firm/Exiting Assets.

- **ICN – The Role of Economics and Economic Evidence in Merger Analysis (2013)**

 [Watch video / View resource](#)

This chapter of the ICN Investigative Techniques Handbook, revised by the Merger Working Group, provides updated guidance on the role of economics in merger analysis. It strengthens practical directions on quantitative techniques and reviews key tools for assessing horizontal mergers, illustrated with case studies.

- **ICN - Merger Guidelines Workbook (2006)**

 [Watch video / View resource](#)

The Workbook includes a checklist of topics that the authors of new or revised merger guidelines may wish to cover, with an explanation as to why those topics have value in merger assessment and suggestions as to how those topics might be assessed in practice.

- **UNCTAD Model Law on Competition – Revised Chapter VI: Notification, investigation and prohibition of mergers affecting concentrated markets (2018) (TD/B/C.I/CLP/L.10)**

[English](#) | [Français](#) | [Español](#) | [Русский](#) | [简体中文](#) | [العربية](#)

- **UNCTAD (2017) Challenges in the design of a merger control regime for young and small competition authorities (TD/B/C.I/CLP/45)**

[English](#) | [Français](#) | [Español](#) | [Русский](#) | [简体中文](#) | [العربية](#)

- **Prof. Salop's Teaching Slides on Antitrust: Principles, Cases, and Materials (2021) – Topics 9 to 15, 17**

 [Watch video / View resource](#)

Topic 9 (merger overview and evolution of horizontal merger law in US). Topic 10 (market definition). Topic 11 (targeted customer market definition). Topic 12 (merger unilateral effects). Topic 13 (merger coordinated effects). Topic 14 (entry & repositioning, potential entry mergers). Topic 15 (efficiencies). Topic 17 (vertical mergers).

- **Daniel Francis & Christopher Jon Sprigman: Antitrust: Principles, Cases, and Materials (3rd Edition) – Chapter VIII on mergers and Acquisitions (2025)**

 [Watch video / View resource](#)

Chapter in a book concerning mergers and acquisitions, focusing on legal standards, economic analysis, and cross-border enforcement.

MODULE 14 (M14) - KILLERS ACQUISITIONS

 **Total Module Time: 25 minutes**

QUICK ORIENTATION

- **Yale School of Management – Killers Acquisitions (2022, 6:22 min)**

 [Watch video / View resource](#)

This video explains the concept of killer acquisitions and why they matter for competition.

- **OECD – Start-ups, Killer Acquisitions and Merger Control (2020, 16:24 min)**

 [Watch video / View resource](#)

This video discusses nascent and killer acquisitions, asking what type of case should be taken, when it should be taken, and what might be done about such mergers.

MODULE 15 (M15) - MERGER REMEDIES

 **Total Module Time: 4 hours 2 minutes**

CORE TRAINING

- **ICN Training Video: Merger Remedies (2018, 1h 08 min)**

 [Watch video / View resource](#)

 [English Transcript / ICN webpage](#)

This module focuses on merger remedies. It explores the principles underlying the need for and identification of remedies appropriate to the anticompetitive concerns in a particular case and addresses more common practical considerations such as timing, elements of the remedy package, challenges in identifying effective buyers, international coordination, and 'after the fact' monitoring and compliance.

- **ICN Training Video – Webinar on Substantive Discussion of Structural and Behavioural Remedies (2021, 1h 26 min)**

 [Watch video / View resource](#)

The video explores and compares structural remedies (e.g. divestitures) and behavioural remedies (e.g. conduct obligations) in merger control, discussing how to choose, design, implement and monitor them in practice.

- **ICN Training Video - Webinar on Coordination of Multijurisdictional Merger Remedies (2022, 1h 26 min)**

 [Watch video / View resource](#)

The video discusses how competition authorities across different jurisdictions coordinate when they impose remedies on the same merger - covering issues like timing, consistency, overlap, and how to align structural or behavioural remedies across borders.

FURTHER REFERENCES

- **ICN - Merger Remedies Guide (2016)**

 [Watch video / View resource](#)

The Merger Remedies Guide sets out a detailed framework for considering key aspects of structural and non-structural remedies, relevant provisions to include in a remedy order, how to ensure the effective implementation of those provisions, as well as procedural considerations regarding timing. It provides conceptual and practical guidance for agencies and merging parties seeking to address competition issues raised by domestic and multijurisdictional mergers.

- **ICN - Recommended Practices for Merger Notification & Review Procedures (2002-2018)**

 [Watch video / View resource](#)

The Practices address: (1) definition of a merger transaction; (2) nexus to reviewing jurisdiction; (3) timing of merger notification; (4) merger review periods; (5) requirements for initial notification; (6) conduct of merger investigations; (7) procedural fairness; (8) transparency; (9) confidentiality; (10) interagency enforcement cooperation; (11) remedies; (12) competition agency powers; and (13) review of merger control provisions.

- **UNCTAD Model Law on Competition – Revised Chapter VI: Notification, investigation and prohibition of mergers affecting concentrated markets (2018) (TD/B/C.I/CLP/L.10)**

[English](#) | [Français](#) | [Español](#) | [Русский](#) | [简体中文](#) | [العربية](#)

- **UNCTAD (2017) Challenges in the design of a merger control regime for young and small competition authorities (TD/B/C.I/CLP/45)**

[English](#) | [Français](#) | [Español](#) | [Русский](#) | [简体中文](#) | [العربية](#)

- **UK's competition authority - CMA – Merger Remedies (2020, 1h 08 min)**

 [Watch video / View resource](#)

Learn more about the different types of remedies the CMA can impose on businesses.

- **Prof. Salop's Teaching Slides on Antitrust: Principles, Cases, and Materials (2021) – Topic 15 (remedies)**

 [Watch video / View resource](#)

MODULE 16 (M16) - EX POST EVALUATION OF MERGER DECISIONS

REFERENCES

• Report on Ex-Post Merger Evaluation (2022)

 [Watch video / View resource](#)

The Report compiles recent agency experience with ex post merger evaluations, providing the ICN community with accessible references. For this Report, an ex post merger evaluation means an analysis conducted after a merger decision to assess its impact or effectiveness. The survey distinguishes three types: (i) evaluations of mergers decided within a period, (ii) evaluations of a specific sector, and (iii) evaluations of a particular merger.

• OECD – Reference Guide on Ex post Evaluation of Competition Agencies' Enforcement Decisions (2016) - OECD Publication

 [Watch video / View resource](#)

Governments everywhere are increasingly interested in assessing the effects of their policies and the effectiveness of public institutions, and competition agencies are no exception. This Reference Guide contains an in-depth overview of all the issues linked to ex-post assessments and contains numerous examples and references. It constitutes an excellent resource both for the competition authorities who are planning to start performing ex-post evaluations and for those who already do it but want to improve the quality of their assessment.

EXAMPLES FROM OTHER JURISDICTIONS

• Brazilian Competition Authority - CADE – Ex post merger evaluation (2021)

 [Watch video / View resource](#)

An ex post merger evaluation conducted by the CADE to analyse the effects on the average airfare on domestic routes by two mergers cleared by CADE in the airline industry

• UK's competition authority - CMA – Ex post merger evaluation (2022)

 [Watch video / View resource](#)

An ex post evaluation commissioned by the CMA on four vertical mergers in the UK

• Mexican Competition Authority - Study on economic benefits of investigations (2022)

 [Watch video / View resource](#)

A study conducted by the Mexican Competition Authority (COFECE) on the economic benefits from eight investigations undertaken by the regulator itself across different sectors

• UK's competition authority - CMA – Ex post merger evaluation (2022)

 [Watch video / View resource](#)

An ex post evaluation commissioned by the CMA on four vertical mergers in the UK.

UNIT E: INVESTIGATIVE TECHNIQUES

This Unit provides practical training on planning and executing investigations, including dawn raids, interviewing witnesses, and collecting digital evidence, for staff and professionals at more advanced levels.

MODULE 17 (M17) - PLANNING AND CONDUCTING INVESTIGATIONS

 **Total Module Time: 3 hours 20 minutes**

QUICK ORIENTATION

 *Section Time: ~30 minutes*

- **OECD – Effective Antitrust Investigation Explained in 8 minutes (2022, 8:01 min)**

 [Watch video / View resource](#)

This video explains the key steps and turning points of an effective competition investigation: how authorities detect violations, collect robust evidence, impose fines, and at the same time ensure a fair and transparent process.

- **ICN Training Video: Investigative Process (2017, 24:31 min)**

 [Watch video / View resource](#)

 [English Transcript](#) / [French Transcript](#) / [ICN webpage](#)

This video is focused on competition agency investigative practices: the tools, principles, rules, and policies used to guide investigations. Specifically, this module uses the ICN's work on Investigative Process to introduce ideas and considerations for agencies that are looking to benchmark and possibly improve their own investigations.

CORE TRAINING

 *Section Time: ~2 hours 50 minutes*

- **ICN Training Video: Investigative Techniques (2016, 1h 07 min)**

 [Watch video / View resource](#)

 [English Transcript](#) / [French Transcript](#) / [Spanish Transcript](#) / [ICN website](#)

This video presents the fundamental steps of investigating of potential competition law violations. The steps discussed include developing a theory of the case, identifying sources of information,

interviewing witnesses, requesting documents and data, organizing and assessing evidence, and determining whether there is a violation.

- **ICN Training Video: Project Selection (2016, 37:19 min)**

 [Watch video / View resource](#)

 [English Transcript](#) / [French Transcript](#) / [ICN webpage](#)

This video describes a process that an agency can use to choose projects that advance the agency's priorities and maximizes the agency's prospects for success.

- **ICN Training Video: Handling Merger Investigations (2012, 1h 03 min)**

 [Watch video / View resource](#)

 [English Transcript](#) / [French Transcript](#) / [ICN webpage](#)

This video addresses competition agency merger investigation, drawing upon concepts from the modules on market definition and market power in the merger context. The video uses a hypothetical merger to demonstrate the practical techniques agencies use to investigate a merger, including how to plan a merger investigation and how to obtain and evaluate relevant evidence.

FURTHER REFERENCES

- **ICN – webinar on evidence used in the enforcement against unilateral conduct (November 2025)**

 [Watch video](#) | [View Slides](#)

- **ICN - Report on ICN Agencies' Experiences in Gathering and Using Information for Effective Strategic Planning (2024)**

 [Watch video / View resource](#)

This report shares best practices and experiences from competition agencies on how to set clear objectives and strategies, assess progress, and evaluate effectiveness. It highlights the information sources used to develop strategic plans, the criteria for selecting relevant data, and the practical challenges and tips for gathering and assessing information.

- **ICN - Anti-Cartel Enforcement Manual Chapter 5: Investigative Strategy (2021)**

 [Watch video / View resource](#)

This chapter is intended to be a reference tool for agencies that enables them to evaluate their own approaches and benchmark their experiences against those of their counterparts around the world. The chapter is divided into two parts: (1) Establishing the investigation strategy and (2) Evaluation of the investigation strategy.

- **ICN - Recommended Practices for Investigative Process (2019)**

 [Watch video / View resource](#)

The Recommended Practices cover procedural fairness principles for competition law investigations. They are structured in 6 parts, addressing: i) Agency Investigative Tools; ii) Transparency About Agency Policies And Standards; iii) Transparency During An Investigation; iv) Engagement During An Investigation; v) Internal Process Agency Safeguards; and vi) Confidentiality Protections And Legal Privileges.

- **ICN - Annotated ICN Guidance on Investigative Process (2018)**

 [Watch video / View resource](#)

This annotated version of the ICN Guidance on Investigative Process identifies 'good practice' examples for agencies on how they might implement in practice certain aspects of the principles and practices presented. The purpose of this annotated version is to provide inspiration for competition agencies that choose to evaluate their investigative and decision-making practices, with examples of practices that some agencies have used to support fair and informed enforcement. The guidance covers procedural fairness principles related to enforcement tools, agency transparency, agency party engagement, internal agency safeguards and the protection of confidential information.

- **ICN - Anti-Cartel Enforcement Manual Chapter 7: Case Resolution (2011)**

 [Watch video / View resource](#)

This chapter is intended to give an overview of possible case resolution methods, ideas for new cases resolution methods, and some factors that agencies might consider when deciding how to resolve a specific case.

- **OECD Secretariat Note – Access to the case file and protection of confidential information (2019)**

 [Watch video / View resource](#)

OECD Secretariat background note discussing access to case files and protection of confidential information in competition proceedings.

MODULE 18 (M18) - INTERVIEWING WITNESSES: WHO, WHAT, WHERE, WHEN, WHY & HOW

 **Total Module Time: 30 minutes**

QUICK ORIENTATION

- **ICN Training Video: Interviewing Witnesses (2016, 26:47 min)**

 [Watch video / View resource](#)

 [English Transcript](#) / [French Transcript](#) / [ICN webpage](#)

This video shares techniques for effective interviewing of witnesses and parties in the course of a competition investigation.

FURTHER REFERENCES

- **ICN - Anti-Cartel Enforcement Manual Chapter 6: Interviewing Techniques (2008)**

 [Watch video / View resource](#)

The aim of this Anti-Cartel Enforcement Manual chapter is to be as inclusive as possible and provide information regarding interviewing techniques to ICN members for their own consideration and assessment in light of the legal principles that apply to them. The chapter is divided into three parts: (1) Pre-interview preparation; (2) Conducting the interview and (3) Post-interview evaluation and follow-up.

MODULE 19 (M19) - DOCUMENT REVIEW

 **Total Module Time: 1 hour**

CORE TRAINING

- **ICN Training Video: Document Review (2021, 56:05 min)**

 [Watch video / View resource](#)

 [English Transcript / ICN website](#)

This video provides practical guidance to case teams on the key steps and techniques for effective and efficient document review in the context of competition investigations. The steps discussed include organising documents and data received from different sources; sifting for relevance and privilege; and keeping the case file to a manageable size. The techniques to be explored include use of electronic document review platforms; use of search terms and 'tags'; deduplication; and use of new technology such as artificial intelligence/predictive coding.

MODULE 20 (M20) - DIGITAL INVESTIGATIVE TOOLS

 **Total Module Time: 1 hour 15 minutes**

CORE TRAINING

- **ICN - Shaping Agency Digital Transformation: The Role of Digital Experts, Webinar (2022, 1h 13 min)**

 [Watch video / View resource](#)

The video describes how competition agencies build and use digital expertise. It covers the creation of teams and experiences in France, the development of the AEWG, investment in skills and retention, and the immediate impacts and benefits of digitalisation. It also highlights customized tools, acquisition of digital expertise, partnerships with universities for enhancing enforcement through digital transformation.

FURTHER REFERENCES

• ICN - Anti-Cartel Enforcement Manual Chapter 3: Digital Evidence Gathering (2021)

 [Watch video / View resource](#)

The aim of the chapter is to better understand the range of ICN member approaches to digital evidence gathering and to identify good practices and procedures for the use of digital evidence in the context of the investigation and adjudication or prosecution of cartels. The chapter is divided into three sections: (1) Resources for digital evidence gathering; (2) Elements of digital evidence gathering and (3) Legal issues concerning digital evidence gathering.

• UNCTAD - Investigative techniques and digital tools in a modern enforcement world (2025)

 [Watch video / View resource](#) | [Algeria](#) | [Colombia](#) | [Japan](#) | [FAS Russia](#)

A presentation on how competition authorities can leverage both licensed and in-house digital tools (e.g. data extraction, monitoring software, algorithmic screening) in investigations.

• Herbert Hovenkamp, Antitrust's Forensic Tools, Network Law Review (2025) - Article

 [Watch video / View resource](#)

The article explains how competition enforcement uses economic and data-driven forensic tools to detect violations and assess harm.

MODULE 21 (M21) - PRACTICALITIES IN PLANNING A DAWN RAID

 **Total Module Time: 1 hour**

CORE TRAINING

• ICN Training Video: Practicalities in Planning a Dawn Raid (2016, 1h 04 min)

 [Watch video / View resource](#)

 [English Transcript](#) / [ICN webpage](#)

This video is designed for the education of case officers and their supervisors in competition authorities with little practical experience planning and conducting dawn raids such as those with new or previously unexercised dawn raid authority. It uses short lectures, discussions and dramatized vignettes to convey content.

FURTHER REFERENCES

• ICN - Anti-Cartel Enforcement Manual Chapter 1: Raids (2025)

 [Watch video / View resource](#)

This chapter provides practical guidance and best practice for planning and conducting raids. The chapter highlights relevant legal issues to be considered and draws from the experiences and practices of member agencies on 1) the development of raid procedures, and 2) evaluating, updating and improving existing raid policies and procedures.

MODULE 22 (M22) - INTERIM MEASURES

REFERENCES

• OECD – Background Note on “Interim Measures in Antitrust Investigations” (2022)

 [Watch video / View resource](#)

This note examines how interim measures are used in antitrust investigations, the legal and procedural principles that guide them, and their interaction with other enforcement tools. It highlights both their potential to preserve competition and the need for cautious, fair application.

• OECD – Policy Paper on the “Interim Measures in Abuse of Dominance Investigations in Latin America and the Caribbean” (2024)

 [Watch video / View resource](#)

This paper provides an overview of interim measures in Latin America and the Caribbean, examining legal frameworks, recent enforcement experiences, and key challenges. It highlights that interim measures are a powerful tool for competition authorities, but must be applied with caution to avoid errors and reputational risks.

• UNCTAD Model Law on Competition – Revised Chapter XI: Sanctions and relief (2015) (TD/RBP/CONF.8/L.4)

[English](#) | [Français](#) | [Español](#) | [Русский](#) | [简体中文](#) | [العربية](#)

EXAMPLES FROM OTHER JURISDICTIONS

• Brazilian Competition Authority - CADE, webinar on Interim Measures in unilateral conduct proceedings (2024, 58:31 min)

 [Watch video / View resource](#)

The CADE webinar explains how competition authorities can use interim measures in unilateral conduct cases to prevent imminent or irreversible harm to markets. It highlights the legal basis, conditions, and practical challenges of imposing such temporary remedies before a final decision.

MODULE 23 (M23) - REMEDIES AND COMMITMENTS IN CONDUCT CASES

* For merger remedies see Module M15- Merger Remedies

 **Total Module Time: 5 minutes**

QUICK ORIENTATION

- **OECD – Antitrust commitments explained in 5 minutes (2021, 6:07 min)**

 [Watch video / View resource](#)

This video explains when competition authorities may accept commitments instead of imposing sanctions, the requisites such commitments must meet, why they are often suited to abuse of dominance cases, and how they work in practice.

FURTHER REFERENCES

- **OECD – A paper on the “Remedies and Sanctions in Abuse of Dominance Cases” (2007)**

 [Watch video / View resource](#)

The document summarizes the discussions in the OECD roundtable on remedies and sanctions and explains how authorities use fines to punish and deter, while remedies and commitments serve to stop harmful conduct, restore competition, and are particularly suited for abuse of dominance cases.

UNIT F: STATE IMPEDIMENTS TO COMPETITION, ADVOCACY

This Unit explores how regulation and state measures may hinder competition, and how agencies can use advocacy and market studies to address these barriers, for staff and professionals with some experience in policy or advocacy.

MODULE 24 (M24) - COMPETITION ADVOCACY

 **Total Module Time: 1 hour 20 minutes**

QUICK ORIENTATION

 *Section Time: ~9 minutes*

- **OECD – Bill Kovacic on the Importance of Advocacy to Policy Makers in Times of Crisis (2020, 8:38 min)**

 [Watch video / View resource](#)

This video explains why competition advocacy is especially important in times of economic crisis, and how competition authorities can use empirical data to provide policymakers with tangible and useful information when designing measures and interventions.

CORE TRAINING

 *Section Time: ~1 hour 10 minutes*

- **ICN Training Video: Competition Advocacy (2013, 1h 08 min)**

 [Watch video / View resource](#)

 [English Transcript](#) / [French Transcript](#) / [ICN webpage](#)

This video discusses the importance of competition advocacy as a tool for addressing anticompetitive regulations and policies proposed by other governmental actors. It includes a hypothetical case study, together with suggestions for the design of an effective advocacy program by current and former enforcement officials.

FURTHER REFERENCES

- **ICN Competition Advocacy Toolkit (2022-2023)**

Part I: Advocacy process and tools

 [Watch video / View resource](#)

This document outlines steps for effective competition advocacy, illustrated with case studies and alternative approaches by member agencies

Part II: Effective Communication of a Competition Advocacy Message

 [Watch video / View resource](#)

This document offers updated insights on communicating advocacy messages, highlighting media use, compliance strategies, and research/consultation.

- **ICN webinar on successful advocacy towards governments and legislators (24 November 2025)**

 [Watch video / View resource](#)

- **UNCTAD (2021) Competition advocacy during and in the aftermath of the COVID-19 crisis (TD/B/C.I/CLP/58)**

[English](#) | [Français](#) | [Español](#) | [العربية](#) | [简体中文](#) | [Русский](#)

MODULE 25 (M25) - STATE RESTRAINTS ON COMPETITION

 **Total Module Time: 55 minutes**

QUICK ORIENTATION

 *Section Time: ~7 minutes*

- **OECD – Competitive Neutrality Explained in 6 Minutes (2021, 7:06 min)**

 [Watch video / View resource](#)

This video explains why State Owned Enterprises should be subject to the same rules as private firms, how competition policy can ensure competitive neutrality, and what challenges authorities face in making it a reality.

CORE TRAINING

 *Section Time: ~50 minutes*

- **ICN Training Video: State Restraints on Competition (2016, 49:40 min)**

 [Watch video / View resource](#)

 [English Transcript / ICN webpage](#)

This video addresses the use of competition law to push back excessive state and local restraints on competition, and explains how authorities make strategic decisions about when to use advocacy, when to use the law, and how to use the two together for mutual reinforcement.

FURTHER REFERENCES

- ICN Webinar on Worldwide Trends in Limiting Anti-Competitive State Measures (2025)

 [Watch video / View resource](#)

- UNCTAD (2014) Competitive neutrality and its application in selected developing countries (UNCTAD/DITC/CLP/2014/Misc.1)

 [Watch video / View resource](#)

- UNCTAD (2015) Competition Law and the State: Competition laws' prohibitions of anti-competitive State acts and measures (Volume 1) (UNCTAD/DITC/CLP/2015/3)

 [Watch video / View resource](#)

- UNCTAD (2015) Competition Law and the State: Competition laws' prohibitions of anti-competitive State acts and measures (Volume 2) (UNCTAD/DITC/CLP/2015/6)

 [Watch video / View resource](#)

MODULE 26 (M26) - COMPETITION ASSESSMENT

 Total Module Time: 45 minutes

QUICK ORIENTATION

 Section Time: ~7 minutes

- OECD - Competition assessment explained in 7 minutes (6:37 min)

 [Watch video / View resource](#)

CORE TRAINING

 Section Time: ~35 minutes

- ICN Training Video: Competition Assessment (2018) - Part 1: Framework (12:17 min)

 [Watch video / View resource](#)

 [English Transcript](#) / [French Transcript](#) / [ICN webpage](#)

- ICN Training Video: Competition Assessment - Part 2: Case Selection & Prioritization (13:27 min)

 [Watch video / View resource](#)

 [English Transcript](#) / [French Transcript](#) / [ICN webpage](#)

• **ICN Training Video: Competition Assessment Part 3: Case Study Mexico (11:05 min)**

 [Watch video / View resource](#)

 [English Transcript](#) / [French Transcript](#) / [ICN webpage](#)

This mini-series of short videos introduces the concept of competition assessment, describes existing recommended practices, and describes the practical application of competition assessments.

 **FURTHER REFERENCES**

• **ICN - Advocacy Handbook on Approaches to Identify Policies for Competition Assessment (2020)**

 [Watch video / View resource](#)

How do competition agencies identify rules and regulations that may hinder the efficient functioning of competition in markets? This note focuses on various approaches to identify policies for competition assessment. This handbook presents input from Advocacy Working Group members on approaches to identify candidate provisions for competition assessment. The emphasis has been, particularly, to identify innovative approaches to ex officio identification of candidates for competition assessment, in line with the focus of the work of the ICN Advocacy Working Group for 2018-2020.

Competition Assessment Toolkit for Zimbabwe (UNCTAD/DITC/CLP/2017/2)

 [Watch video / View resource](#)

UNCTAD produced this Competition Assessment Toolkit for Zimbabwe under the Trade and Private Sector Development Programme funded by the European Union. This toolkit is a guide for relevant Ministries or government organs in assessing draft legislation, government policies and measures in terms of their implications for competition.

UNIT G: MARKET STUDIES

This Unit covers how competition authorities design and conduct market studies to understand market functioning, detect barriers to competition, and inform enforcement or advocacy actions, for staff and professionals with some experience in advocacy or policy analysis.

MODULE 27 (M27) – MARKET STUDIES

 **Total Module Time: 2 hours 10 minutes**

QUICK ORIENTATION

 *Section Time: ~8 minutes*

- **OECD – Effective Market Studies on Competition Issues Explained in 7 Minutes (2022, 7:45 min)**

 [Watch video / View resource](#)

This video explains why competition authorities engage in market studies, what their pros and cons are, and the key steps needed to conduct them successfully.

CORE TRAINING

 *Section Time: ~2 hours*

- **ICN Training Video: Market Studies (2020, 56:46 min)**

 [Watch video / View resource](#)

 [ICN webpage](#)

This video provides practical guidance to agencies undertaking a markets regime through market studies and in-depth market investigations.

- **ICN: Market Studies, Economist Perspectives, Webinar (2021, 1h 5 min)**

 [Watch video / View resource](#)

The webinar discusses how economists use market studies to analyze competition dynamics, detect barriers, and guide enforcement or policy decisions. It highlights practical experiences from different jurisdictions and the role of market studies in shaping effective competition policy.

FURTHER REFERENCES

- **ASEAN Secretariat – Trainers' Guide to Market Studies (2020)**

 [Watch video / View resource](#)

A manual providing guidance for competition agencies on conducting market studies, outlining objectives, methods, and key steps.

- **ICN - Market Studies Guiding Principles Booklet (2017)**

 [Watch video / View resource](#)

- **ICN - Market Studies Good Practice Handbook (2016)**

 [Watch video / View resource](#)

 [ICN webpage](#)

The ICN produced two documents on market studies: the Guiding Principles, a short booklet outlining overarching issues for case officers when planning and conducting studies, and the Good Practice Handbook, a detailed step-by-step guide setting out practical methods for selecting, running, and following up market studies, adaptable to each agency's needs and powers.

- **OECD - Market studies and other market analysis tools for competition authorities (2025)**

 [Watch video / View resource](#)

It considers the similarities and differences in the use of market studies across countries, including best practices and potential extensions to market studies, such as market investigation tools and cross-country co-operation.

UNIT H: AGENCY EFFECTIVENESS

This Unit provides guidance on project selection, support for new agencies, cooperation with international partners, use of market studies, and public affairs strategies, helping staff and professionals strengthen institutional capacity and enforcement impact.

MODULE 28 (M28) - ADVICE FOR NEW AND YOUNG COMPETITION AGENCIES

 **Total Module Time: 30 minutes**

QUICK ORIENTATION

- **ICN Training Video: Advice for New and Young Competition Agencies (2016, 31:25 min)**

 [Watch video / View resource](#)

 [English Transcript](#) / [French Transcript](#) / [ICN webpage](#)

This video focuses on bolstering the capacity of new and young competition agencies, including the conduct of advocacy, staff training, and the use of guidelines.

FURTHER REFERENCES

- **ICN – Advocacy Strategy Project (2017-2018)**

Part 1 - Planning Advocacy Initiatives (2017)

 [Watch video / View resource](#)

In 2016 the Advocacy Working Group explored how agencies plan advocacy strategies (environment analysis, priority setting, objectives, feasibility), supported by a teleseminar and survey. The findings were summarized in a short report as a basis for future guiding principles.

Part 2 - Monitoring and Assessing the Results of Advocacy Efforts (2018)

 [Watch video / View resource](#)

In 2017 the Advocacy Working Group focused on monitoring and assessing advocacy results, through a teleseminar and survey of agencies' and NGAs' practices. The Report captures the main lessons learned.

- **ICN – Measuring Agency Effectiveness Survey Report (2025)**

In 2024 the Advocacy Working Group conducted a survey on the practices and experience of ICN members regarding the measurement of the effectiveness of their activities, with a primary focus on enforcement and advocacy.

 [Watch video / View resource](#)

- **UNCTAD Model Law on Competition – Revised Chapter IX: The Administering Authority and its organization (2019) (TD/B/C.I/CLP/L.11)**

[English](#) | [Français](#) | [Español](#) | [Русский](#) | [简体中文](#) | [العربية](#)

- **UNCTAD (2015) Ways and means to strengthen competition law enforcement and advocacy (TD/RBP/CONF.8/5)**

[English](#) | [Français](#) | [Español](#) | [Русский](#) | [简体中文](#) | [العربية](#)

- **UNCTAD (2014) Communication strategies of competition authorities as a tool for agency effectiveness (TD/B/C.I/CLP/28)**

[English](#) | [Français](#) | [Español](#) | [Русский](#) | [简体中文](#) | [العربية](#)

- **UNCTAD (2013) Prioritization and resource allocation as a tool for agency effectiveness (TD/B/C.I/CLP/20)**

[English](#) | [Français](#) | [Español](#) | [Русский](#) | [简体中文](#) | [العربية](#)

- **UNCTAD (2011) Foundations of an effective competition agency (TD/B/C.I/CLP/8)**

[English](#) | [Français](#) | [Español](#) | [العربية](#) | [Русский](#) | [简体中文](#)

- **Slide presentation by the University of Oxford Centre for Competition Law and Policy on “Effective Competition Law Enforcement and Advocacy” (2015)**

 [Watch video / View resource](#)

MODULE 29 (M29) - INTERNATIONAL COOPERATION

 **Total Module Time: 2 hours 40 minutes**

QUICK ORIENTATION

 *Section Time: ~40 minutes*

- **ICN Training Video: Introduction to International Cooperation (2019, 41:05 min)**

 [Watch video / View resource](#)

 [English Transcript / ICN website](#)

This video addresses how to get competition enforcement cooperation started and the common features of such cooperation across merger, unilateral conduct and cartel investigations.

CORE TRAINING

 Section Time: ~2 hours

- **ICN Training Video: Introduction to International Organizations (2017, 49:00 min)**

 [Watch video / View resource](#)

 [English Transcript / ICN webpage](#)

- **ICN Training Video: Building Regional Relationships (2020, 1h 12 min)**

 [Watch video / View resource](#)

 [English Transcript / ICN webpage](#)

This video introduces the experiences and challenges of building regional relationships between or among competition agencies, and provides advice to younger agencies on how to develop their international relationships. The module consists of a series of presentations by representatives of Asian, COMESA, Nordic, North American, and Trans-Tasman member agencies as well as a presentation by the Chair of the OECD Competition Committee.

FURTHER REFERENCES

- **OECD and ICN - Report on International Co-operation in Competition Enforcement (2021)**

 [Watch video / View resource](#)

The Report was drafted through a collaborative process involving both the OECD and ICN. The Report outlines key aspects of the current state of international enforcement co-operation between competition authorities. The findings are enriched by case studies of successful cooperation, examples of cooperation agreements and provisions, ICN and OECD resources and tools for cooperation, as well as an overview of several regional cooperation networks.

- **ICN - Anti-Cartel Enforcement Manual Chapter 9: International Cooperation and Information Sharing (2013)**

 [Watch video / View resource](#)

This chapter is intended to be a reference for competition agencies that are undertaking international cooperation or information sharing in the course of anti-cartel investigations, and is not intended to be a comprehensive guide.

- **ICN webpage on International Co-operation:**

 [Watch video / View resource](#)

This webpage provides an overview of ICN work related to international enforcement cooperation, divided in three sections: recommendations and guidance, practical tools, and reports.

- **UNCTAD Informal working group on cross-border cartels – Presentations & Minutes of Meetings**

 [Watch video / View resource](#)

This webpage provides all the presentations and minutes of informal meetings held by this informal Working Group through teleconferences.

- **UNCTAD (2021) Guiding policies and procedures under section F of the UN Set (UNCTAD/DITC/CPLP/MISC/2021/2)**

 [Watch video / View resource](#)

- **UNCTAD (2021) International cooperation in competition law enforcement – challenges for developing countries and best practices (UNCTAD/SER.RP/2021/2)**

 [Watch video / View resource](#)

- **UNCTAD (2020) International cooperation under section F of the Set of Multilaterally Agreed Equitable Principles and Rules for the Control of Restrictive Business Practices: Adoption of the guiding policies and procedures (TD/RBP/CONF.9/5)**

[English](#) | [Français](#) | [Español](#) | [العربية](#) | [简体中文](#) | [Русский](#)

- **UNCTAD (2017) Enhancing international cooperation in the investigation of cross-border competition cases: Tools and Procedures (TD/B/C.I/CLP/44)**

[English](#) | [Français](#) | [Español](#) | [Русский](#) | [简体中文](#) | [العربية](#)

- **UNCTAD (2015) International cooperation in merger cases as a tool for effective enforcement of competition law (TD/RBP/CONF.8/4)**

[English](#) | [Français](#) | [Español](#) | [Русский](#) | [简体中文](#) | [العربية](#)

MODULE 30 (M30) - PUBLIC AFFAIRS

 **Total Module Time: 1 hour**

CORE TRAINING

- **ICN Training Video: Public Affairs (2023, 1h 2 min)**

 [Watch video / View resource](#)

 [ICN webpage](#)

This video addresses how agencies (particularly smaller ones) can develop a public affairs plan and engage in effective media relations. Learning modules that explore each of these topics consist of a series of questions posed to senior leadership of the Belgian Competition Authority, CADE, the Competition Commission of South Africa, the CMA, and the JFTC by Sir Jonathan Faull.

FURTHER REFERENCES

• **ICN - Assessing Progress in Development of Successful Advocacy Strategies to the Judiciary (2024)**

 [Watch video / View resource](#)

This report describes the findings of the survey in 2024 to examine the changes in the relationships between competition agencies and their respective judiciary as compared to the findings of a similar survey in 2005; to investigate whether the young agencies surveyed in 2005 had overcome the problems that they reported in 2005; and to draw out the experiences of more matured agencies in interacting with the judiciary that could help younger agencies design more effective advocacy strategies for this key stakeholder group.

• **ICN - Explaining the Benefits of Competition to the General Public through the Media and Academia (2017)**

 [Watch video / View resource](#)

This document contains tips for effective communication with the general public, key messages and a selection of various case studies.

• **ICN - Explaining the Benefits of Competition to Businesses (2017)**

 [Watch video / View resource](#)

This document contains tips for effective communication with businesses, key messages to business and a selection of 12 case studies from Japan, Brazil, United States of America, Singapore, Portugal, Sweden, among other countries.

• **ICN - Explaining the benefits of competition to Government and Legislators (2017)**

 [Watch video / View resource](#)

This document provides users with examples of messages and arguments, documents and case studies regarding the benefits of competition to assist them in their advocacy effort to government and legislators.

• **UNCTAD Model Law on Competition – Revised Chapter VII: The relationship between competition authority and regulatory bodies, including sectoral regulators (2017) (TD/B/C.I/CLP/L.7)**

[English](#) | [Français](#) | [Español](#) | [Русский](#) | [简体中文](#) | [العربية](#)

• **UNCTAD (2014) The benefit of competition policy for consumers (TD/B/C.I/CLP/27)**

[English](#) | [Français](#) | [Español](#) | [Русский](#) | [简体中文](#) | [العربية](#)

MODULE 31 (M31) - COMPETITION POLICY IN DEVELOPING COUNTRIES

 **Total Module Time: 2 hours**

CORE TRAINING

- **ICN Training Video: Developing Countries and Competition (2013, 1h 21 min)**

 [Watch video / View resource](#)

 [English Transcript](#) / [Spanish Transcript](#) / [ICN webpage](#)

This module addresses problems specific to competition agencies in developing countries, such as lack of resources and inadequate support for competition policy elsewhere in government or in civil society. It features two scenarios illustrating common problems and comments from past and present agency heads.

- **ICN Training Video: Public Interest (2021, 38:20 min)**

 [Watch video / View resource](#)

 [English Transcript](#) / [ICN webpage](#)

This module serves as an introduction to public interest considerations in competition laws with presentations on the operation of public interest factors in various jurisdictions and advice for firms.

UNIT I: DIGITAL MARKETS

This Unit covers competition challenges in digital markets, including data use, algorithms, and platform dynamics, and presents recent analytical tools and policy approaches, for professionals and advanced staff involved in enforcement or policy related to the digital economy.

MODULE 32 (M32) - DIGITAL MARKETS

 **Total Module Time: 40 minutes**

QUICK ORIENTATION

- **OECD - Competition Law and Digital Markets explained in 7 minutes (2023, 7:15 min)**

 [Watch video / View resource](#)

The development of the digital economy has had a huge effect on how firms compete, how consumers behave and how markets work. At the same time, the emergence of some powerful platforms, the significance of data as well as the use of algorithms have given rise to strong competition concerns, such as possible abuse of dominance or collusion.

- **OECD - Digital challenges for competition policy explained in 9 minutes (2023, 9:50 min)**

 [Watch video / View resource](#)

This video explains the key digital challenges for competition authorities and what can be done to address the complexity of digital markets.

- **OECD – Notion of Digital ecosystems (2021, 15:23 min)**

 [Watch video / View resource](#)

This video explores the notion of ecosystems and their multi-actor/multi-product nature and also points to the importance and complexities of assessing the conduct of the largest digital ecosystem firms.

- **OECD – Market Studies as Market Investigation Tool (2020, 8:24 min)**

 [Watch video / View resource](#)

This video talks about Mexican Competition Authority's market investigation tool to tackle novel competition issues in digital markets.

FURTHER REFERENCES

- **ICN - Report on the Control of Data, Market Power, and Potential Competition in Merger Reviews (2024)**

 [Watch video / View resource](#)

This report examines how control of data, market power, and potential competition are evaluated in digital-market merger reviews, synthesizing tools, metrics, and experiences from 22 competition authorities to guide case teams.

- **OECD - Competition Policy in Digital Markets (2024) – OECD Report**

 [Watch video / View resource](#)

This note examines how G7 jurisdictions address large platforms' market power by combining ex ante and ex post instruments. It reviews recent antitrust cases, key problematic conduct, and remedies, and analyses overlaps with new ex ante reforms, as well as platforms' compliance strategies and the global implications of national enforcement in digital markets.

- **ICN - Competition law enforcement at the intersection between competition and privacy: Agency considerations (2024)**

 [Watch video / View resource](#)

 [ICN webpage on intersection of competition, consumer protection, and privacy](#)

This handbook sets out agency considerations for enforcing competition law at the intersection with privacy. It outlines four ways privacy and competition can relate, provides practical checklists for conduct cases, mergers, remedies, and policy work, and suggests principles for weighing trade-offs and coordinating with privacy/consumer agencies.

- **ICN – Merger Working Group Project on Digital Mergers Summary Report on Digital Mergers (2023)**

 [Watch video / View resource](#)

This report summarizes key takeaways from the ICN Merger Working Group's 2022–23 webinar series on digital mergers—covering market definition, competitive assessment, empirical evidence, and remedies—and highlights challenges and emerging practices shared by authorities and NGA.

- **ICN - Theories of Harm and Remedies in Digital Markets – Focus Report (2025)**

 [Watch video / View resource](#)

This report provides updates on recent enforcement cases and evolving practices, offers practical insights and guidance that may be particularly useful to younger authorities or those with less experience in this area and contributes to a better understanding of the analytical and procedural challenges faced by competition authorities within the ICN in such cases

- **ICN - Theories of harm and remedies in digital conduct cases (2023)**

 [Watch video / View resource](#)

This report summarizes the results of that survey focusing on topics including “analysis of theories of harm” and “design, implementation, and monitoring of remedies” concerning unilateral conduct by companies with dominance/substantial market power in digital markets.

- **ICN - Topics on Assessment of Dominance in Digital Markets (2023)**

 [Watch video / View resource](#)

This document considers some of the tools competition agencies can utilize to assess market power in digital markets. It aims at providing a discussion on the initial experience of agencies which have been dealing with the novel market realities of digital markets. This document focusses on two main aspects of the assessment of dominance: (1) the analysis and interpretation of market shares as indirect proof of market power, and (2) the analysis of barriers to entry and expansion.

- **ICN – webinar on competition assessment of digital mergers (2024)**

 [Watch video / View resource](#)

- **ICN – webinar on data-related remedies (October 2025)**

 [Watch video / View resource](#)

- **ICN – webinar on Digital cartels and algorithms (2019)**

 [Watch video / View resource](#)

A set of presentation slides prepared by public officials and experts concerning digital cartels, pricing algorithms, tacit collusion, and their enforcement under competition law.

- **ICN - Experiences in Conducting Competition Advocacy in Digital Markets (2019)**

 [Watch video / View resource](#)

This project gathered information on competition authorities' advocacy efforts in digital markets, and to identify any changes to the advocacy efforts made by competition authorities to address the digital markets, as compared to their advocacy efforts in non-digital markets. The aim of this project is to encourage experience sharing and discussion among ICN Members on their experiences in conducting competition advocacy in digital markets.

- **OECD - Algorithmic pricing and competition in G7 Jurisdictions, Emerging trends and responses (2025)**

 [Watch video / View resource](#)

With this note, the OECD aims to provide a broad picture of the current use of algorithmic pricing and the potential risks commonly associated with it, as well as an overview of the different possible strategies that could be used to tackle them

- **OECD - The Evolving Concept of Market Power in the Digital Economy (2022)**

 [Watch video / View resource](#)

This background note explores how the concept of market power is being applied and adapted to digital markets, as well as the implications for competition policy.

- **OECD - Handbook on Competition Policy in the Digital Age (2022)**

 [Watch video / View resource](#)

The handbook is a resource for navigating the OECD's work on digital competition policy issues, covering topics addressed in the OECD Competition Committee and its working parties, the Global Forum on Competition, and the Latin America and Caribbean Competition Forum up to December 2021.

• **UNCTAD (2024) Enforcing competition law in digital markets and ecosystems: Policy challenges and options (TD/B/C.I/CLP/74)**

[English](#) | [Français](#) | [Español](#) | [العربية](#) | [简体中文](#) | [Русский](#)

• **UNCTAD (2021) Competition law, policy and regulation in the digital era (TD/B/C.I/CLP/57)**

[English](#) | [Français](#) | [Español](#) | [العربية](#) | [简体中文](#) | [Русский](#)

• **UNCTAD (2020) Strengthening consumer protection and competition in the digital economy (TD/RBP/CONF.9/4)**

[English](#) | [Français](#) | [Español](#) | [العربية](#) | [简体中文](#) | [Русский](#)

• **UNCTAD (2019) Competition issues in the digital economy (TD/B/C.I/CLP/54)**

[English](#) | [Français](#) | [Español](#) | [Русский](#) | [简体中文](#) | [العربية](#)

• **UNCTAD (2024) Global competition law and policy approaches to digital markets (UNCTAD/DITC/CLP/2023/7)**

 [Watch video / View resource](#)

• **UNCTAD (2021) Competition and Consumer Protection Policies for Inclusive Development in the Digital Era (UNCTAD/DITC/CPLP/2021/2)**

 [Watch video / View resource](#)

• **UNCTAD (2020) Restoring competition in "winner-took-all" digital platform markets (UNCTAD/SER.RP/2019/12)**

 [Watch video / View resource](#)

ANNEX 1 - LEARNING PATHWAYS BY EXPERIENCE LEVEL

This Annex provides structured learning pathways. The materials are organized to support learners at different levels of expertise, from entry-level staff to experienced professionals

Pathway	Duration	Target Audience	Prerequisites
Entry-Level	17.5 hours	New staff, recent graduates	None
Intermediate	28 hours	1-3 years experience, case handlers	Entry-Level Pathway
Advanced	12.5 hours	3+ years, senior staff, leadership	Intermediate Pathway

Entry-Level Pathway

Target Audience: New staff members, recent law or economics graduates, professionals transitioning to competition law

Duration: 17.5 hours (core modules only)

Phase 1: Foundations (5 hours)

Module	Title	Time	Priority
M1	Introduction to Competition Policy	1h 30m	Essential
M2	Market Definition and Market Power (Quick Orientation only)	20m	Essential
M3	Economic Analysis for Newer Agencies	3h 10m	Essential

Phase 2: Core Violations (6 hours)

Module	Title	Time	Priority
M4	Introduction to Cartels (Quick Orientation + ICN video under Core)	1h	Essential
M10	Notion of Abuse/Monopolization	35m	Essential
M13	Merger Assessment	30m	Essential
M9	Vertical Restraints (Quick Orientation)	7m	Important

Phase 3: Agency Functions & Advocacy (6.5 hours)

Module	Title	Time	Priority
M17	Planning & Conducting Investigations (Quick Orientation)	30m	Essential
M24	Competition Advocacy	1h 20m	Important
M30	Public Affairs	1h	important
M32	Digital Markets (Quick Orientation)	40m	Important
M29	International Cooperation (Quick Orientation)	40m	Optional
M28	Advice for New and Young Competition Agencies	30m	Optional

Intermediate Pathway

Target Audience: Staff with 1-3 years of experience, case handlers, economists and lawyers working on cases

Duration: 28 hours (building on entry-level foundation)

Prerequisites: Completion of Entry-Level Pathway or equivalent knowledge

Phase 1: Deep Dive - Cartels (8 hours)

Module	Title	Time	Priority
M2	Market Definition	1h 3m	Essential
M5	Leniency	1h 25m	Essential
M6	Bid-Rigging in Public Procurement	1h 25m	Essential
M7	Cartel Deterrence	1h 50m	Important
M8	Proving Agreement with Indirect Evidence	2h	Essential

Phase 2: Unilateral Conduct & Mergers (6.5 hours)

Module	Title	Time	Priority
M9	Vertical Restraints	1h 37m	Essential
M11	Predatory Pricing	1h 5m	Essential
M12	Exclusive Dealing	35m	Essential
M14	Killer Acquisitions	25m	Important
M15	Merger Remedies (ICN video only)	1h 8m	Essential
M23	Remedies in Conduct Cases (Quick Orientation only)	5m	Important

Phase 3: Investigation Techniques (8.5 hours)

Module	Title	Time	Priority
M17	Planning & Conducting Investigations (Complete)	3h 20m	Essential
M18	Interviewing Witnesses	30m	Essential
M19	Document Review	1h	Essential
M20	Digital Investigative Tools	1h 15m	Important
M21	Practicalities in Planning a Dawn Raid	1h	Essential
M27	Market Studies (Quick Orientation)	8m	Important

Phase 4: Advocacy & Policy (4 hours)

Module	Title	Time	Priority
M25	State Restraints on Competition	55m	Important
M26	Competition Assessment	45m	Important
M29	International Cooperation (Complete)	2h 40m	Essential

Advanced Pathway

Target Audience: Senior case handlers, managers, policy advisors, experienced professionals (3+ years), leadership roles

Duration: 12.5 hours (specialized modules)

Prerequisites: Completion of Intermediate Pathway or 3+ years of hands-on experience

Module	Title	Time	Focus Area
M15	Merger Remedies	4h 2m	Remedies
M16	Ex Post Evaluation of Merger Decisions	Reading	Evaluation
M22	Interim Measures	Reading	Enforcement
M27	Market Studies (Complete)	2h 10m	Analysis
M30	Public Affairs	1h	Leadership
M31	Competition Policy in Developing Countries	2h	Policy
M32	Digital Markets (plus all references)	2h+	Digital

ANNEX 2 - SPECIALIZED LEARNING TRACKS

These specialized tracks allow learners to focus on specific areas of competition law enforcement. They can be pursued independently or in combination with the level-based pathways.

Cartel Investigation Track

Duration: 12 hours | Level: Intermediate to Advanced

Who Should Take This: Case handlers, investigators, prosecutors, and enforcement staff focused on cartel cases

Order	Module	Time	Prerequisites
1	M4: Introduction to Cartels	3h 45m	M1, M3
2	M5: Leniency	1h 25m	M4
3	M8: Proving Agreement with Indirect Evidence	2h	M4, M5
4	M17: Planning & Conducting Investigations	3h 20m	M8
5	M21: Practicalities in Planning a Dawn Raid	1h	M17
6	M6: Bid-Rigging	1h 25m	M4, M17

Merger Review Track

Duration: 10 hours | Level: Intermediate to Advanced

Who Should Take This: Merger analysts, economists, lawyers handling merger notifications

Order	Module	Time	Prerequisites
1	M2: Market Definition and Market Power	1h 25m	M1, M3
2	M3: Economic Analysis (Merger Focus)	1h	M2
3	M13: Merger Assessment	30m	M2, M3
4	M17: Handling Merger Investigations	1h 3m	M13
5	M14: Killer Acquisitions	25m	M13
6	M15: Merger Remedies	4h 2m	M13, M17
7	M16: Ex Post Evaluation	Reading	M13-M15

Digital Markets Track

Duration: 8 hours | Level: Intermediate to Advanced

Who Should Take This: Staff working on tech platform cases, digital market analysts, policy advisors

Order	Module	Time	Prerequisites
1	M2: Market Definition (including Network Effects)	1h 8m	M1, M3
2	M9: Vertical Restraints (Digital Context)	1h 37m	M2
3	M32: Digital Markets (All content + references)	2h+	M2, M9, M10
4	M14: Killer Acquisitions (Digital Mergers)	25m	M13, M32
5	M20: Digital Investigative Tools	1h 15m	M17
6	M27: Market Studies (Digital Markets Focus)	2h 10m	M32

Competition Advocacy Track

Duration: 5 hours | Level: Intermediate

Who Should Take This: Policy advisors, advocacy staff, communications professionals

Order	Module	Time	Prerequisites
1	M24: Competition Advocacy	1h 20m	M1
2	M25: State Restraints on Competition	55m	M24
3	M26: Competition Assessment	45m	M24, M25
4	M27: Market Studies (Quick Orientation + Core)	2h	M24, M26