

F r q i h u h q f h # r q # l q w l x w l r q # E x l o g l q j # r i # w k h # F r p s h w l w l r q # D x w k r u l w l h v # l q # 7 r x w k 0 H d w # I x u r s h

F r p s h w l w l r q # D g y r f d f | #  
l q # E x o j d u l d

E h o j u d g h # 5 0 6 # M x q h # 5 3 4 9



# Addressing different stakeholders

	<u>JURXSVERI#WDNHKROGHUV</u>	<u>JXIGHOLQHV</u>
41	Sxeolf#Erglhv#ru#Srolf p dnhuv#	❖ JxlgHolqhv#iru#lvhvvlqj#kh# frp soldqfh#ri#hjxodwru #dqg#jhqhud# dgp lqlwudwlyh#dfw#z lk#frp shwlvlrq# uxdhv
51	Frqwudfwlqj#Dxwkrulwlv#	❖ JxlgHolqhv#iru#iljkwlvqj#elgOljjlqj#q# sxeolf#surfxuhp hqw
61	Xqghuwnlqjv#dqg#Dvrfldwlrqv#ri# Xqghuwnlqjv	❖ JxlgHolqhv#rq#erusrudwh#surjudp v# iru#frp soldqfh#z lk#kh#frp shwlvlrq# uxdhv ❖ JxlgHolqhv#rq#qirup dwlrq#h{fkdqjh# ehwz hhq#frp shwlvruv
71	Vwlii#dqg#Php ehuv#ri#kh# Exojduldq#Frp shwlvlrq#Dxwkrulw #	❖ JxlgHolqhv#iru#fp schp hqwlqj# frp shwlvlrq#dgyrfd

# What requires the use of a differentiated approach towards the different stakeholders?



- Q r w # d o # w d n h k r o g h u v # d u h # u h f h s w l y h # w r # f h u w d l q # p h v d j h v >
- I w # l v # q h f h v d u | # w r # p h h w # k h # v s h f l i l f # w d n h k r o g h u v # q h h g v > #
- W r # g h p r q v w u d w h # k d w # k h # Q d w l r q d c # F r p s h w l w l r q # D x w k r u l w | #  
g r h v # q r w # p h u h o | # p s r v h # l q h v # e x w # f d q # d o v r # l f w # l v # l # w u x v w h g #  
d g y l v r u > #
- W k h # r y h u d o # r e m f w l y h # w r # u d l v h # d z d u h q h v v # r i # w k h # e h q h i l w # r i #  
f r p s h w l w l r q | #



# Polycymakers

*J x lgholqhv#iru#dvvhvvlqj#k h#frp soldq fh#ri#hjxodwru|#  
dqg#j hqhudc#dgp lq lvwudwlyh#dfw#z lwk#frp shwlvlrq#xchv#  
+Dgrswhg#q#533</#p hqghg#q#5344,*

- D #grfxp hqw#k hcs lqj#s rolf|p dnhuv#wr#p dnh#wk hlu#frp shwlvlrq#  
lp sdfw#vhoi@dvhvvp hqw>
- W r#sury lgh#j x lgholqhv#dqg#k hfnodvw#wr#lghqqli|#s rwhqwdc#  
uhvwulfwlrqv#rq#frp shwlvlrq>
- S rolf|p dnhuv#fdq#htxhvw#wk h#F S F#wr#p dnh#dq#lq 0ghswk#  
frp shwlvlrq#p sdfw#dvvhvvp hqw1



# Contracting Authorities

*J x lgholqhv#iru#ljkwlj#elg0uljjlj#q#xeolf#surfxuhp hqw*

- *E lg0uljjlj#dv#d#w|sh#ri#d#fdwhc#djuhhp hqw>*
- *O lw#ri#lqglfdwruv#wkdw#wkrxog#udlvh#wkh#dz duhqhv#ri#wkh#frqwudfwlj#dxwkrulw|#iru#wkh#srwhqwdc#h{lwhqfh#ri#d#elg0uljjlj#djuhhp hqw>*
- *O lw#ri#p hdvxuhv#wr#eh#surdfwlyho|#dnhq#e|#kh#frqwudfwlj#dxwkrulw|#q#rughu#wr#uhgx fh#wkh#ulmv#ri#elg0uljjlj>*
- *F rqfoxvlrq#ri#d#wulodwhudc#djuhhp hqw#ehwz hhq#wkh#F S F /wkh#Sxeolf#I lqdqfhv#lqvshfwlrq#D jhqf|#dqg#wkh#Q dwlrqdc#D xglw#R iilfh1*



# Undertakings and Association of Undertakings

*J x lgholqhv#rq#frusrudwh#  
surjudp v#iru#frp soldqfh#z lwk#  
wkh#frp shwlrq#xchv*

*J x lgholqhv#rq#qirup dwlrq#  
h{fk dqjh#hwz hhq#  
frp shwlrq*



- Wkh#xusrvh#ri#dgrswlqj#frusrudwh#  
frp soldqfh#surjudp v#v#wr#hqdech#  
frp sdqlhv#wr#gwhfw#dqg#suhyhqw#  
lqiulqjhp hqw#ri#frp shwlrq#xchv>
- Wkh#jx lgholqhv#surylgh#d#whs#e | #whs#  
dssurdfk#ru#frp sdqlhv#wr#gvljq#  
wkhlu#z q#frp soldqfh#surjudp v>
- J lyh#d#lv#wr#i#v#wx dwlrqv#q#z k lfk #dq#  
xqghuwnlqj#v#h{srvhg#wr#d#k ljk#ulvn#  
ri#sduwfls dwlrq#q#surk le lwhg#  
djuhph hqw#ru#dexvh#ri#grp lqdqw#  
srvlwlrq>
- Dgrswlqj#x#fk#surjudp v#uhgx#fhv#wkh#  
ulvn#ru#d#frp sdq | #wr#hqjdjh#ru#eh#  
lqyrohg#q#dq | #rup #ri#  
dqwlfpr shwlrq#ehkdylru1

- Surylgh#jx lgdqfh#rq#wkh#w | sh#ri#  
lqirup dwlrq#wkdw#lv#frqvlghuhg#  
dv#d#surk le lwhg#wr#h{fk dqjh>
- Eodfnolw#z lwk#s#udfwlfd#  
h{dp schv#ri#surk le lwhg#  
lqirup dwlrq#h{fk dqjh#hwz hhq#  
frp shwlrq>
- R xwldqh#wkh#p rvw#uhtxhqw | #  
h{fk dqjh#g#qirup dwlrq#dp rqi#  
frp shwlrq>
- P dunhw#fk dudfwulwlfv#q#z k lfk #  
wkh#h{fk dqjh#ri#qirup dwlrq#dq#  
chdg#wr#wkh#suhyhqwlrq#/  
uhvwulfwlrq#ru#gjlvwruwlrq#ri#  
frp shwlrq1

Vwdii#dqg#P hp ehuv#ri#wk#h#F S F #ghdolqj#z lwk#frp shw#wlrq#dgyrfd#f|

*J x lgholqhv#iru#p schp hqwlqj#frp shw#wlrq#dgyrfd#f/*

- Surylgh#d#udp hz run#iru#wk#h#dgyrfd#f | #dfwly lwlhv#ri#wk#h#  
F rp shw#wlrq#D xwkrulw| >
- Wr#hqvxuh#d#p ruh#v| vwhp dwl#f#dqg#frqv#lwhqw#d#s surdfk#ri#wk#h#  
F rp shw#wlrq#D xwkrulw| #vr#dgyrfd#f | #vvhv>
- Wkh#d#p #ri#wk#h#j x lgholqhv#v#vr#p suryh#wk#h#frp p xqlfdwlrq#z lwk#  
wk#h#g liihuhqw#wdnhk røghuv1



## Purpose of the guidelines

- Wkh#F S F ũ#j x lgholqhv#buh#q rq Œ lqg lq j >#
- Wkhlu#frqwhq#w#lv#lqg lfdwlyh#dqq#p d | #eh#dp hqgghg#dw#dq | #wlp h>
- Wkh | #h { suhv#frq fhs#w#dqq#sulq fls chv#ri#frp shw#wlrq#p dz #k dw#  
k dyh#wr#eh#frqv lghuhg >
- Q hyhuwkh chv#wkhlu#ryhudœ#remfwlyh#lv#wr#udlvh#frp shw#wlrq#  
fxœuh#z lwk lq#wkh#rflhw | 1#

Challenges: how to convince the different stakeholders to align their behavior with the guidelines?



# Competition advocacy initiatives in the framework of the Sofia Competition Forum

F rp sdudwlyh#vwxgIhv=

- F rp sdudwlyh#R yhuylhz #ri#k h#E dandq#F rp shwłwlrq#J hj lp hv#5347 ,>
- F rp sdudwlyh#Vwxg | #q#k h#I lhog#ri#Lqvshfwlrqv#rq#Vsrw#5348 ,>
- F rp sdudwlyh#Vwxg | #q#k h#ldhg#ri#S urfhgxudq#I dluqhvv#rqjrlqj ,>

Wkhvh#vwxgIhv#p ljkw#vhuyh#dv=

- ✓ D #edvly#iru#z hoolqirup hg#g lvfxvvlrqv#dqg#frrshudwlrq#ehwz hhq#k h#F rp shwłwlrq#D jhqfIhv>
- ✓ Iqfhqwlyhv#iru#srolf | p dnhuw#wr#dgrsw#sur0frp shwłwlyh#uhirup v/#q#sduwlfxodu#z khq#k h | #hoolwh#wr#qvwłwlrqdc#dqg#Edsdflw | #exloglqj#ri#d#F rp shwłwlrq#D jhqf | 1##

Thank you very much for your attention !

G lp lwdulohy#

Vhqlru#H {shuw#

F rp p lvlrq#ru\$ urwhfvlrq#ri#F rp shwvlrq

glolhyC fsf1ej#