

# FOULED!

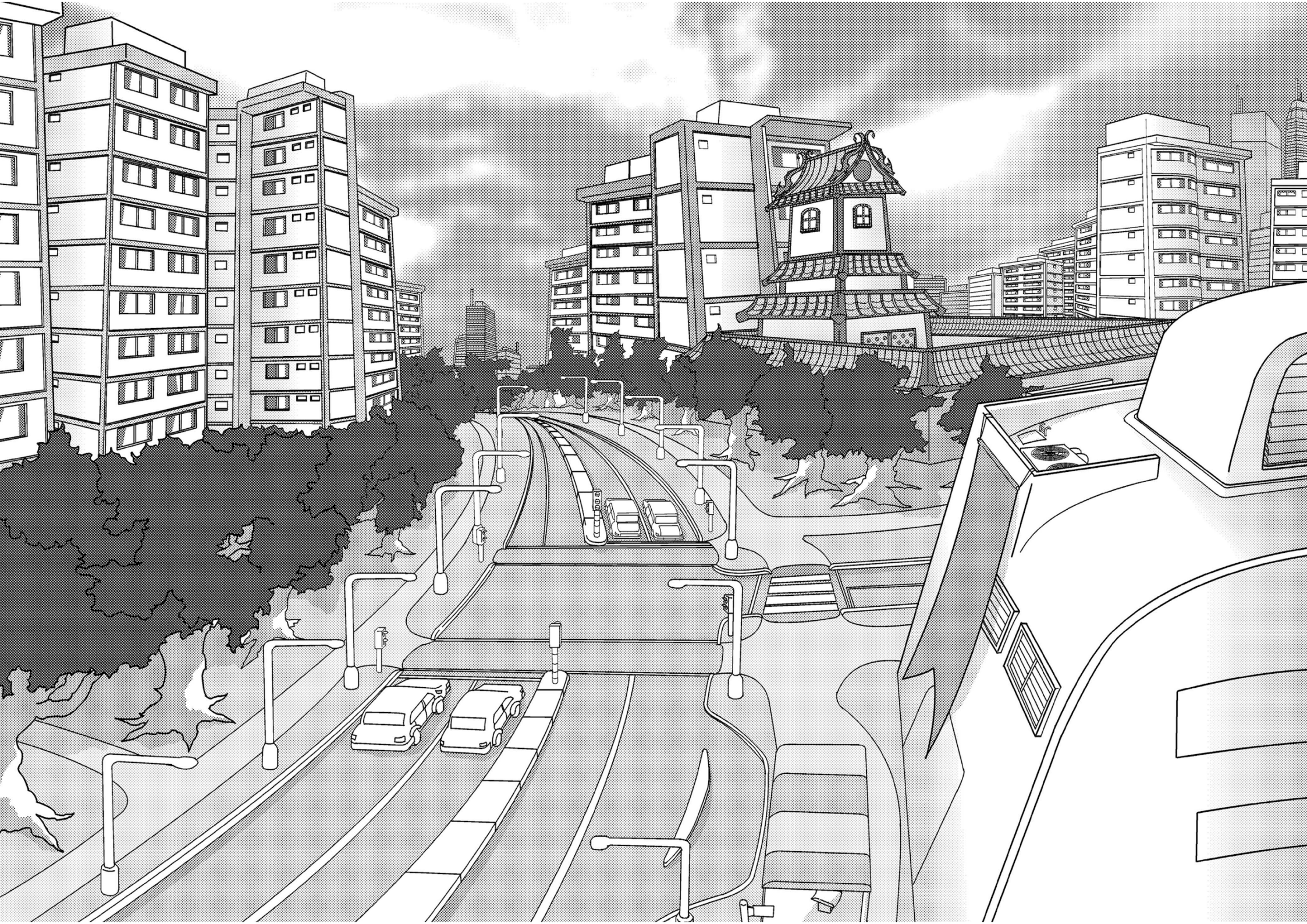
LEVELING THE PLAYING FIELD -  
THE CCCS OFFICERS SET  
THINGS RIGHT

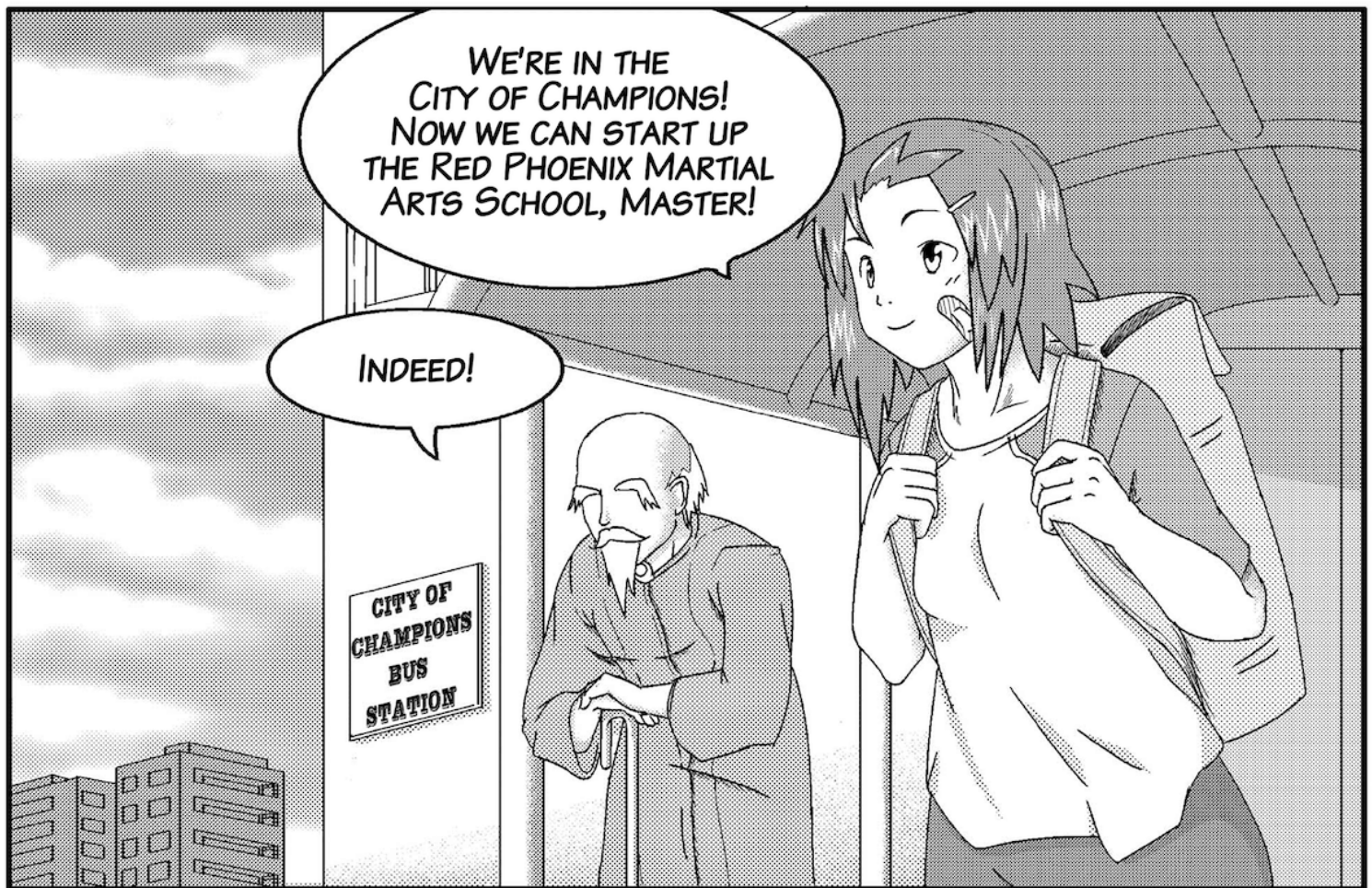


COMPETITION  
& CONSUMER  
COMMISSION | SINGAPORE

**WELCOME TO  
CITY OF  
CHAMPIONS**



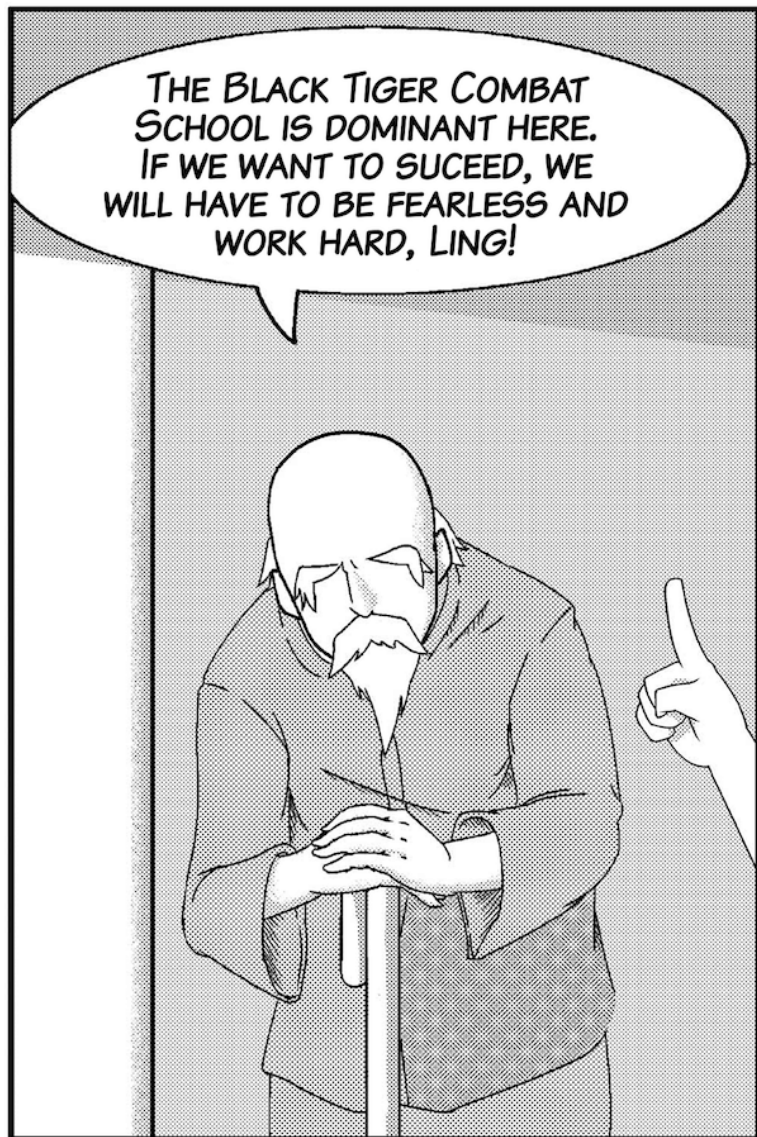




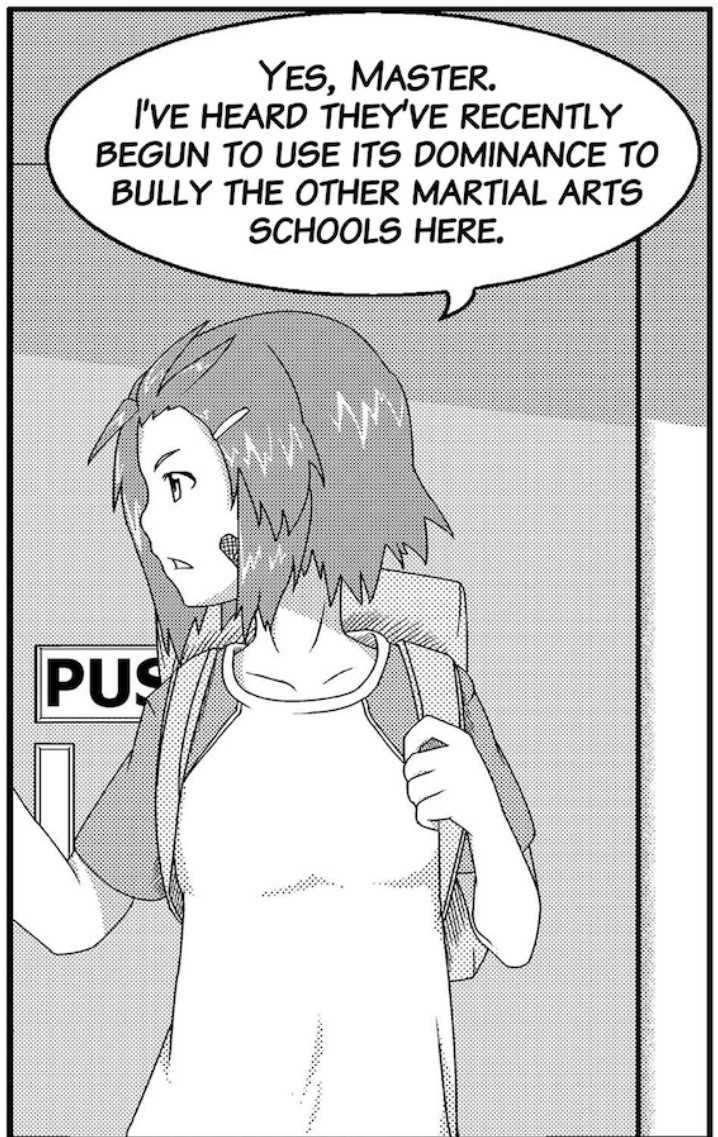
WE'RE IN THE CITY OF CHAMPIONS! NOW WE CAN START UP THE RED PHOENIX MARTIAL ARTS SCHOOL, MASTER!

INDEED!

CITY OF CHAMPIONS BUS STATION



THE BLACK TIGER COMBAT SCHOOL IS DOMINANT HERE. IF WE WANT TO SUCEED, WE WILL HAVE TO BE FEARLESS AND WORK HARD, LING!



YES, MASTER. I'VE HEARD THEY'VE RECENTLY BEGUN TO USE ITS DOMINANCE TO BULLY THE OTHER MARTIAL ARTS SCHOOLS HERE.

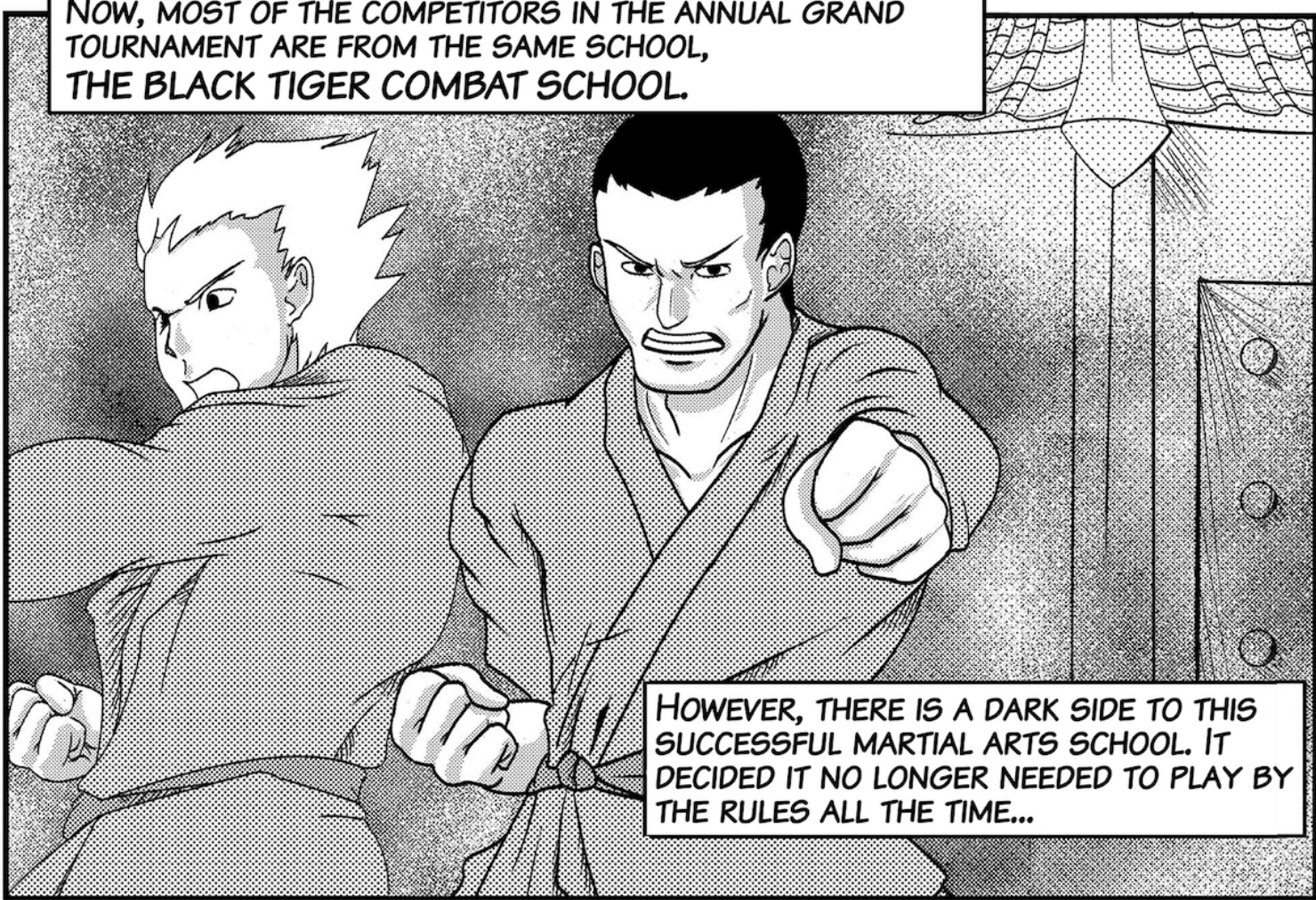
PUS



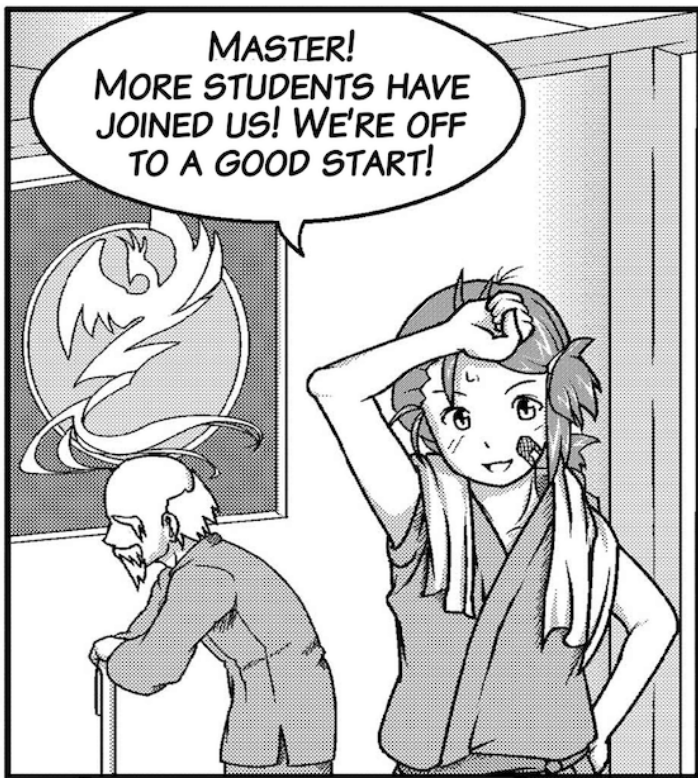
FOUNDED BY MASTER CHANG, THE BLACK TIGER COMBAT SCHOOL IS THE DOMINANT MARTIAL ARTS SCHOOL IN THE CITY OF CHAMPIONS.

EVEN THOUGH IT WAS SMALL WHEN IT FIRST STARTED, IT CONSTANTLY IMPROVED, ATTRACTING MORE AND MORE STUDENTS, INCLUDING THOSE FROM OTHER SCHOOLS.

OVER TIME, IT BECAME THE DOMINANT MARTIAL ARTS SCHOOL. NOW, MOST OF THE COMPETITORS IN THE ANNUAL GRAND TOURNAMENT ARE FROM THE SAME SCHOOL, THE BLACK TIGER COMBAT SCHOOL.



HOWEVER, THERE IS A DARK SIDE TO THIS SUCCESSFUL MARTIAL ARTS SCHOOL. IT DECIDED IT NO LONGER NEEDED TO PLAY BY THE RULES ALL THE TIME...



MASTER!  
MORE STUDENTS HAVE  
JOINED US! WE'RE OFF  
TO A GOOD START!



**SLAM**



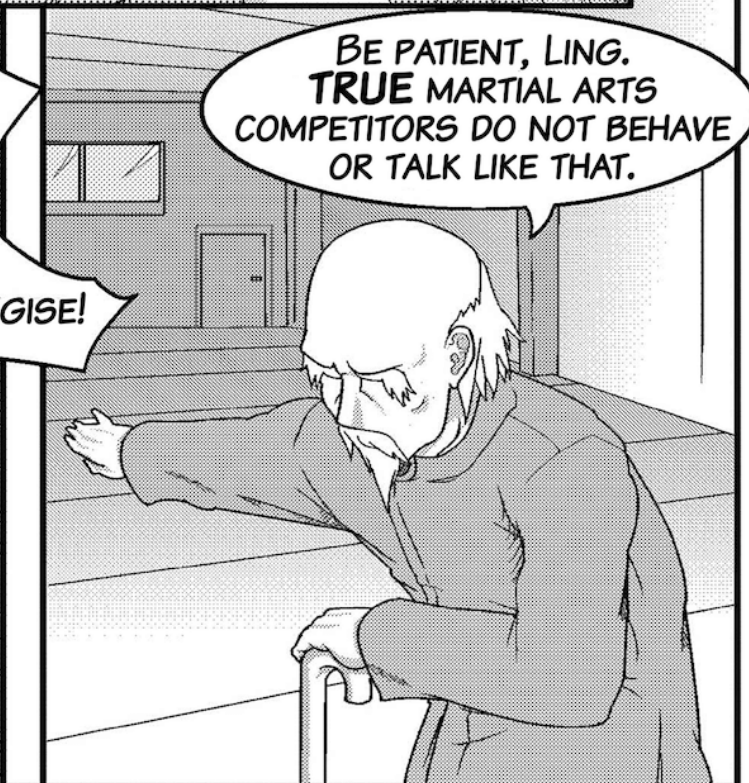
SO YOU'RE THE NEWBIES  
I HEARD ABOUT. SMALL PLACE  
YOU GOT HERE.

ENJOY IT WHILE YOU CAN  
BECAUSE WE'LL SOON CRUSH  
YOU LIKE A COCKROACH!  
**HA HA HA!**



**YOU CAN'T JUST BARGE IN  
AND INSULT PEOPLE LIKE THAT!**

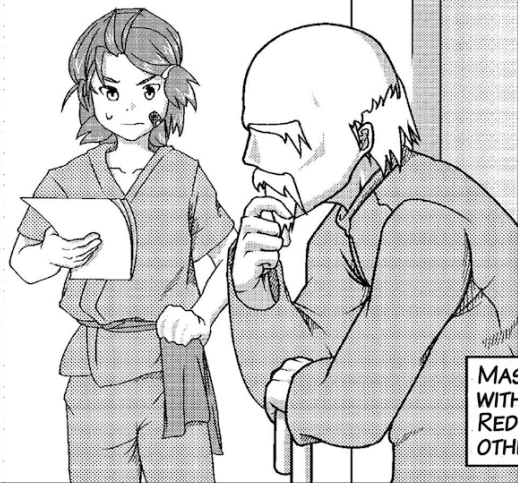
**YOU SHOULD APOLOGISE!**



BE PATIENT, LING.  
**TRUE** MARTIAL ARTS  
COMPETITORS DO NOT BEHAVE  
OR TALK LIKE THAT.



IT WAS NOT LONG BEFORE THEY UNDERSTOOD WHAT HE MEANT...

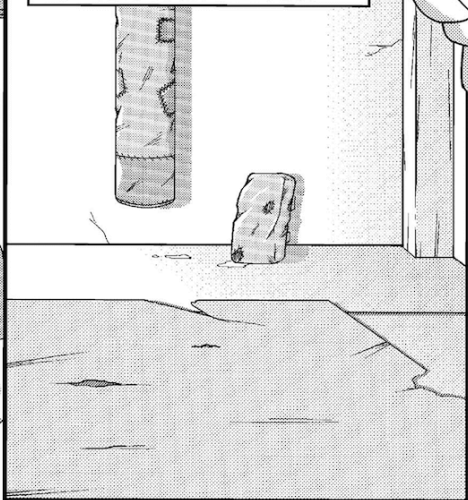


MASTER CHANG MADE EXCLUSIVE AGREEMENTS WITH TOURNAMENT ORGANISERS TO PREVENT RED PHOENIX STUDENTS FROM ENTERING ALL OTHER MARTIAL ARTS COMPETITIONS.

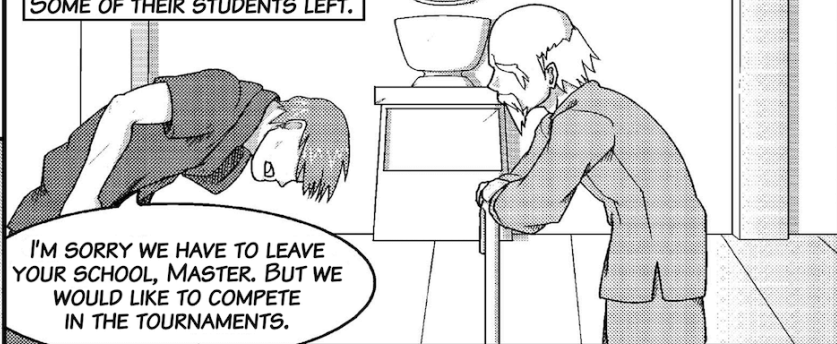


MASTER CHANG ALSO STOPPED HIS SUPPLIERS FROM SELLING THEIR EQUIPMENT TO RED PHOENIX.

THEIR EQUIPMENT AND TRAINING AREA WERE SOON WORN OUT.



SOME OF THEIR STUDENTS LEFT.



I'M SORRY WE HAVE TO LEAVE YOUR SCHOOL, MASTER. BUT WE WOULD LIKE TO COMPETE IN THE TOURNAMENTS.

RED PHOENIX MARTIAL ARTS SCHOOL COULD NOT ATTRACT NEW STUDENTS WITH THE WORN OUT EQUIPMENT THEY HAD.

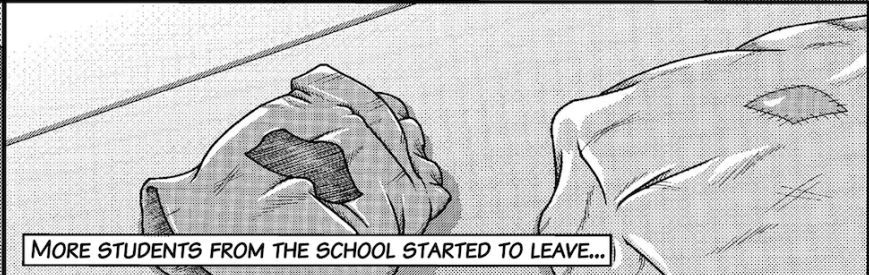


IT'S OK, MY STUDENTS. GO FORTH AND FIND YOUR PATH.

COURAGE



MORE STUDENTS FROM THE SCHOOL STARTED TO LEAVE...







THANKS FOR YOUR GUIDANCE, LING.  
I'VE IMPROVED A LOT.

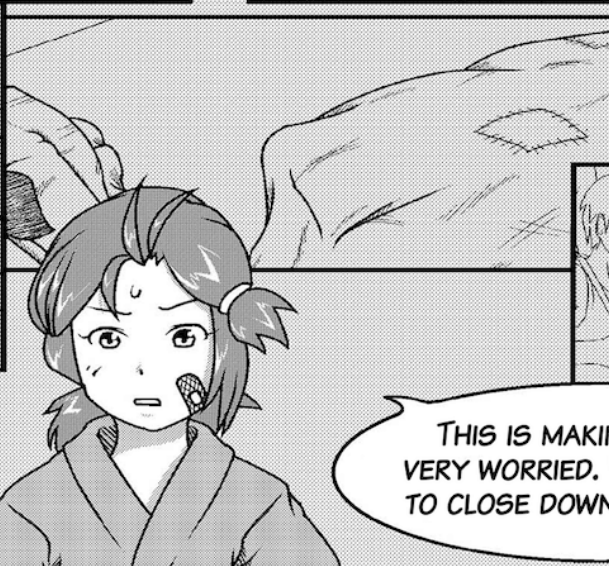
NO PROBLEM! IT'S MY PLEASURE  
TO TRAIN OUR STUDENTS.



LING, WHY DOES  
MASTER LOOK SO DOWN?  
IS SOMETHING WRONG?



BLACK TIGER COMBAT  
SCHOOL HAS BEEN MAKING  
THINGS DIFFICULT FOR US.  
WE'RE UNABLE TO COMPETE  
WITH THEM AND HAVE BEEN  
LOSING STUDENTS.



THIS IS MAKING MASTER  
VERY WORRIED. WE MAY HAVE  
TO CLOSE DOWN THE SCHOOL.



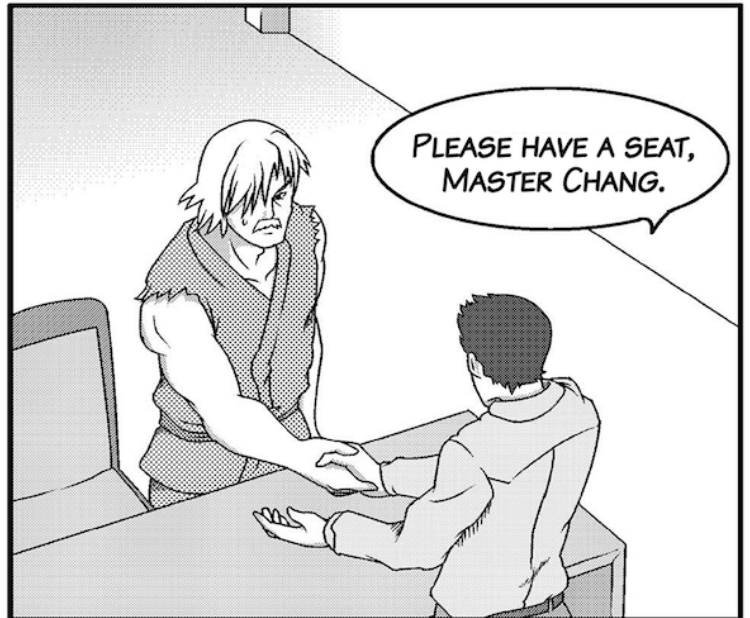
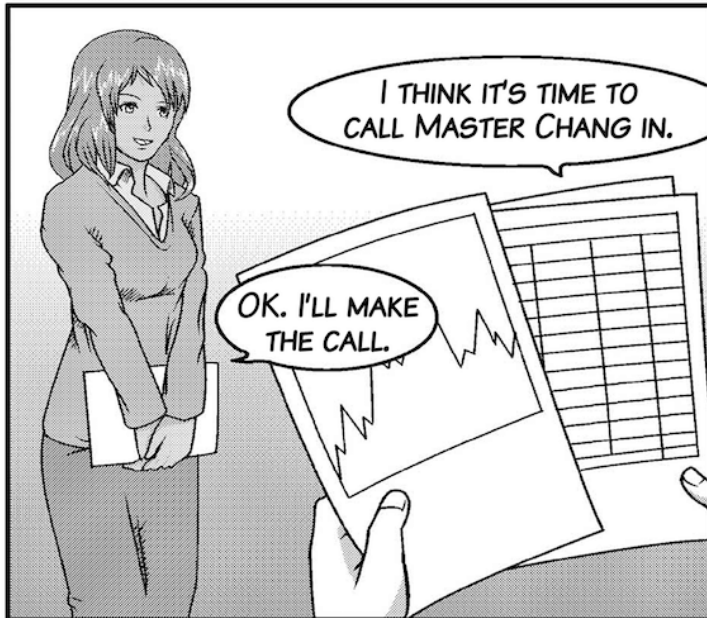
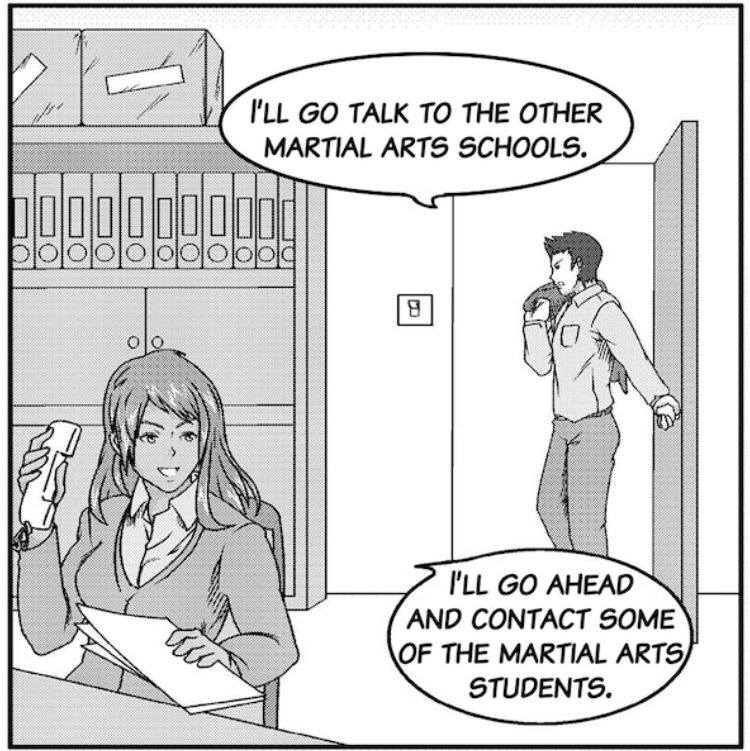
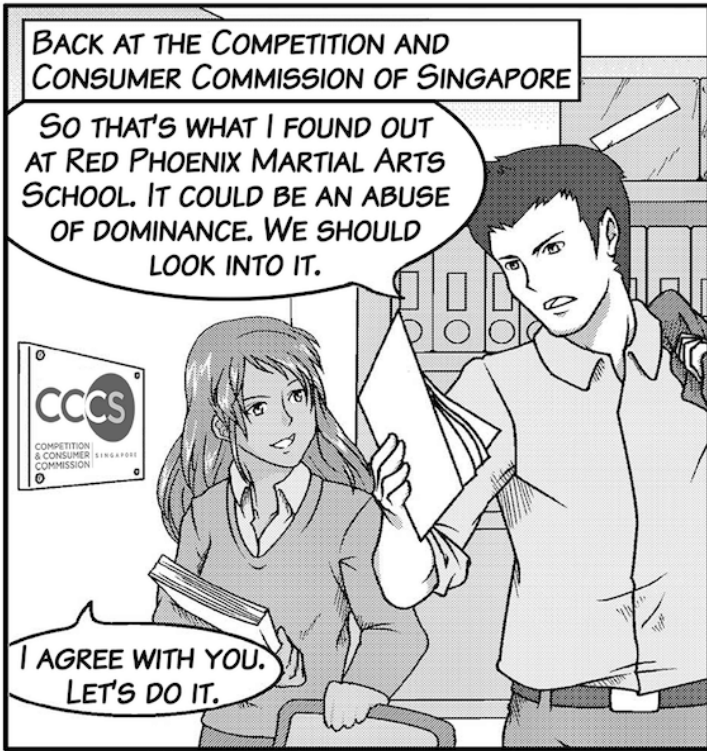
BLACK TIGER'S ACTIONS  
DO NOT SOUND RIGHT.

IN FACT, IT SOUNDS LIKE  
SEVERAL OF THE INVESTIGATIONS  
I'VE DONE BEFORE AT THE COMPETITION  
AND CONSUMER COMMISSION  
OF SINGAPORE.



WOULD YOU LIKE  
TO TELL ME MORE?

I'LL BE HAPPY  
TO DO SO!



SOME TIME LATER...

Daily News Page C12 - Sports

**Black Tiger Combat School Found To Have Abused Its Dominance**

**THE DAILY NEWS**  
**CCCS Issues Infringement Dec.**

CCCS Action Expected To Attract New Martial Arts Schools

**BUSINESS NEWS**

**Black Tigers Fined & Ordered to Stop Abusive Tactics**

Black Tiger Combat School have been ordered to pay a fine & stop all its abusive tactics.



FOLLOWING COMPETITION AND CONSUMER COMMISSION OF SINGAPORE'S ACTIONS, THE CITY OF CHAMPIONS IS BUSTLING AGAIN. MORE AND MORE MARTIAL ARTS MASTERS ARE OPENING SCHOOLS HERE AS THEY FEEL THAT THE CITY OFFERS THEM A LEVEL PLAYING FIELD.



SPECIAL REPORT  
SPORTS NEWS NETWORK

# CHAMPIONS ARENA

## ANNUAL GRAND TOURNAMENT

THE TOURNAMENT THIS YEAR HAS BEEN EXCITING! THERE ARE SO MANY MARTIAL ARTS SCHOOLS COMPETING NOW!

RED PHOENIX MARTIAL ARTS SCHOOL IS GOING TO FIGHT WITH BLACK TIGER COMBAT SCHOOL IN THE FINAL!

YEAH! I CAN'T TELL WHO IS GOING TO BE THIS YEAR'S CHAMPION!

FIGHTERS! BOW!

GO PHOENIX!

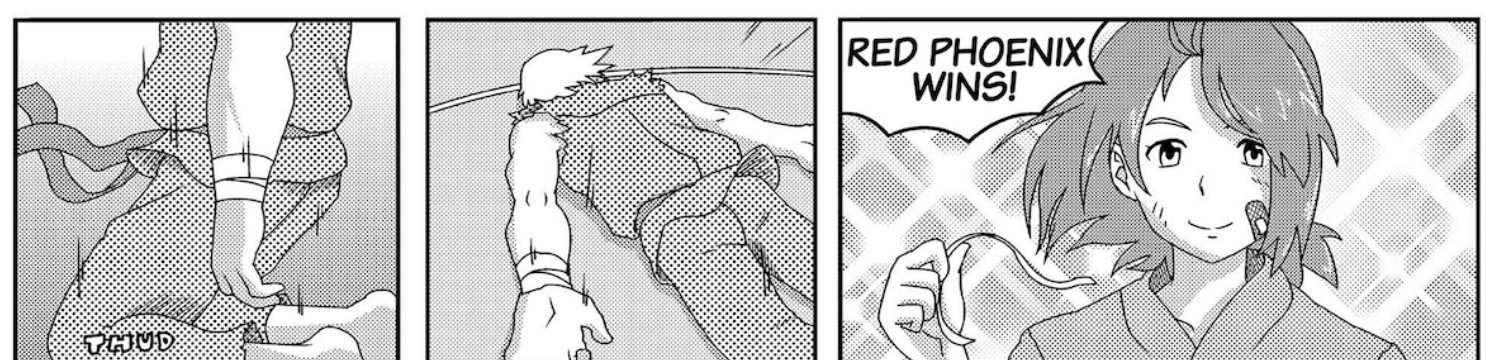
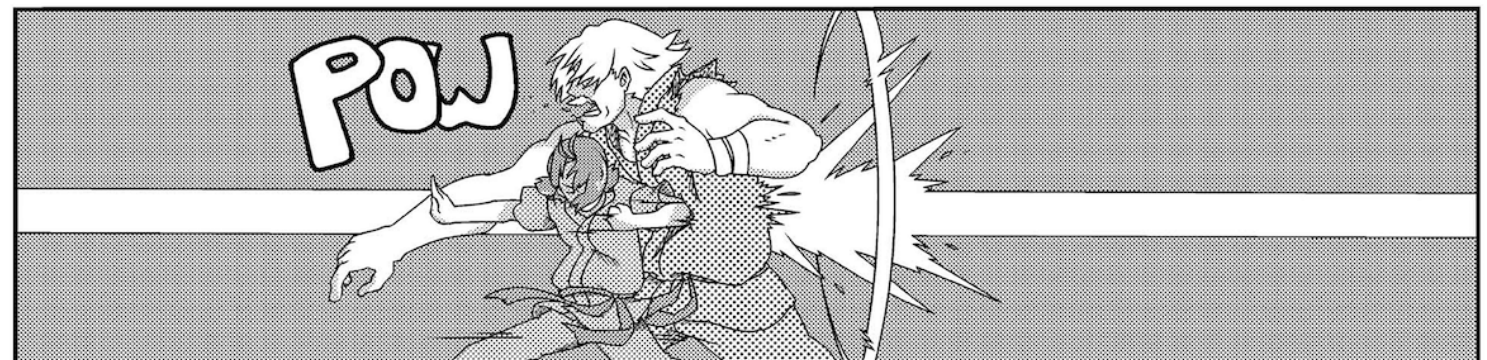
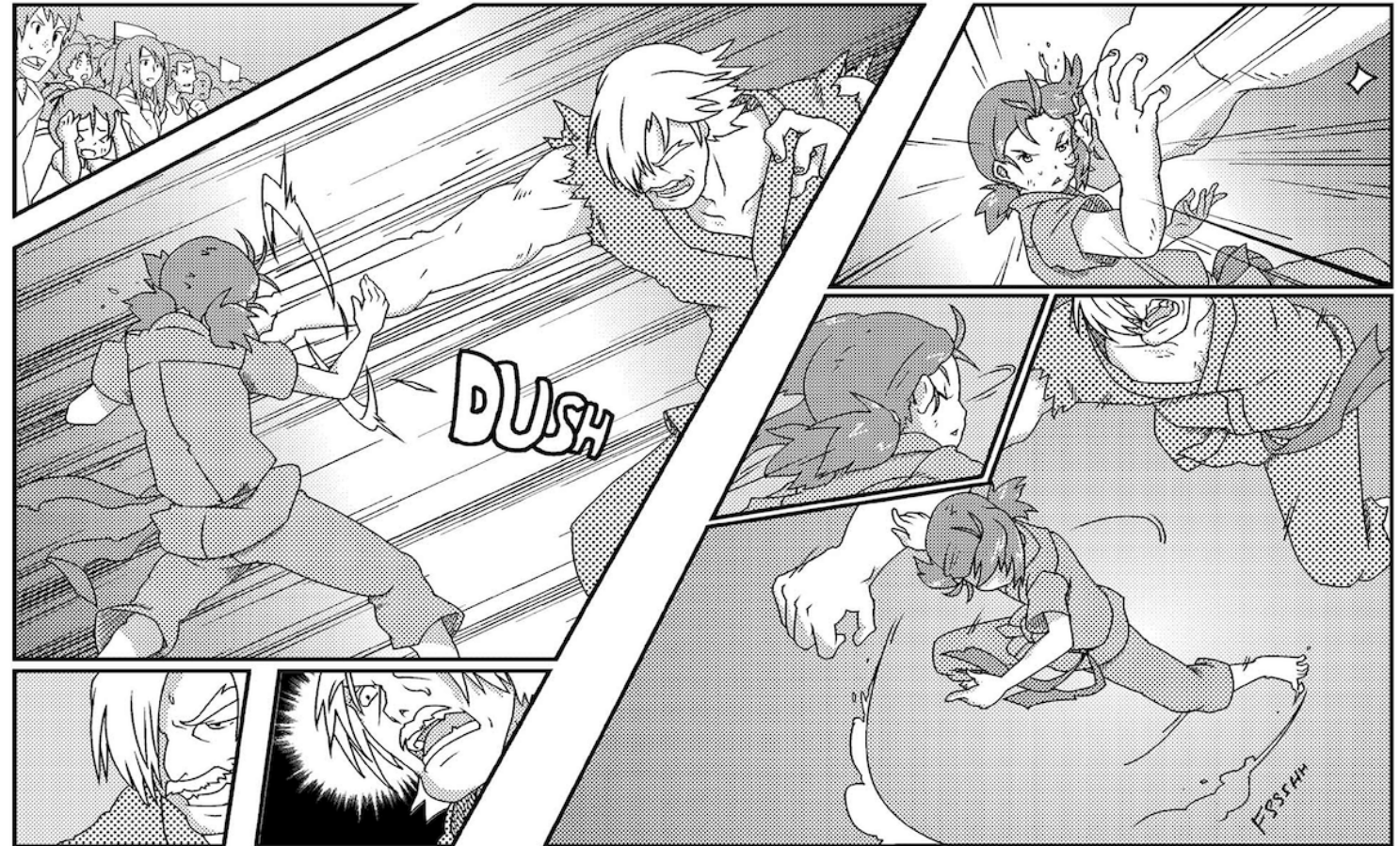
BLACK TIGER ROCKS

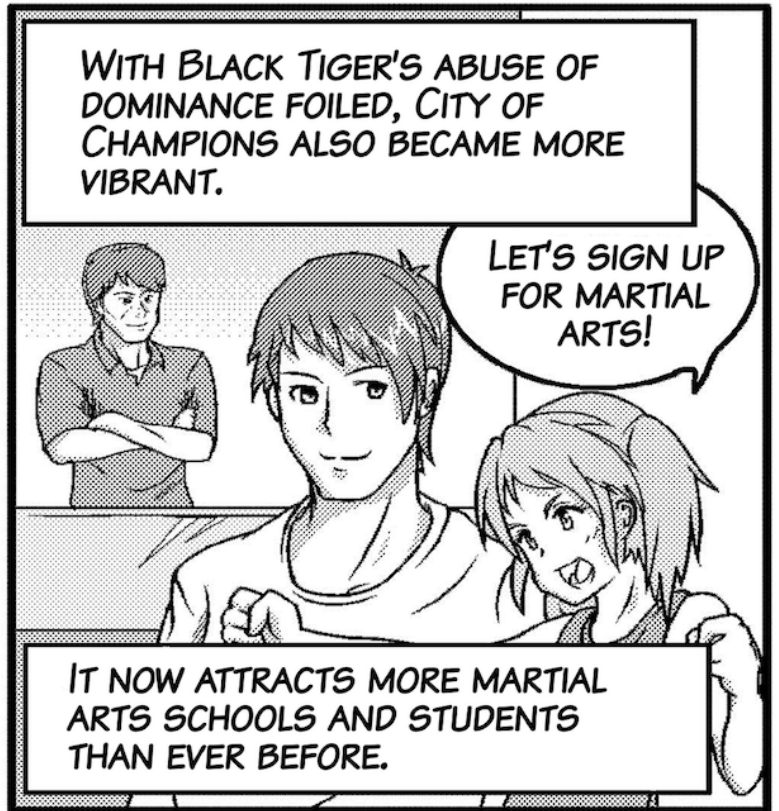
GO! LING GO!

GET READY TO BE BEATEN, LITTLE GIRL!

...







"Foiled!" was published to help you understand what types of business conduct are regarded as an abuse of dominance, which is against the law under the Competition Act. The Competition and Consumer Commission of Singapore (CCCS) was set up to administer and enforce the Competition Act so as to keep markets competitive.

## What is a Dominant company?

A market leader is likely to be dominant when:

- It has a market share of 60% and above.
- There are few or no competitors that its customers can go to.
- Its customers do not have significant bargaining power.
- Newcomers find it difficult to enter the market. e.g. due to high capital cost or technological barriers.

## What is an abuse of dominance?

Being dominant is not against the law but it is against the law to abuse that market dominance to either block rivals from competing against itself or stop rivals from entering the market. You can tell if the dominant market competitor is abusing its dominance by looking out for abusive tactics such as:

- Exclusive dealings: When it binds other businesses into working exclusively with itself.
- Predatory pricing: When it sets extremely low prices to drive competitors out.
- Discount schemes: When it ties its discounts with the purchase of other products and services.
- Refusal to supply: When it withholds key products or services essential to business.

## How can CCCS help you?

Contact CCCS if your company's ability to compete on merit has been affected by the anti-competitive conduct of the dominant player in your market.

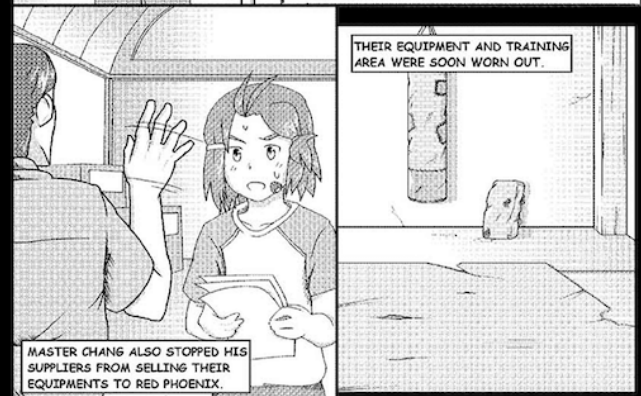
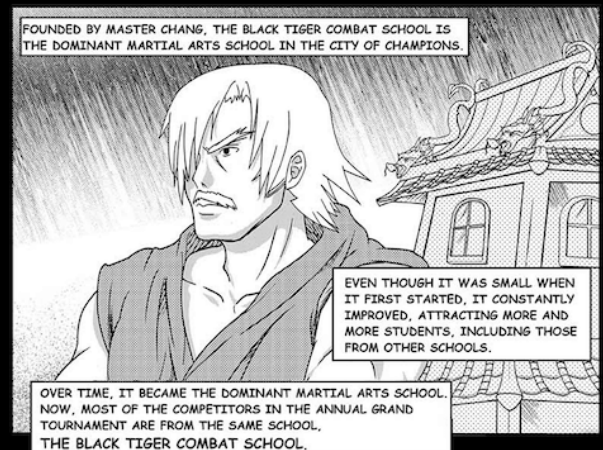
You may contact CCCS at the following:

**Hotline:** 1800 325 8282

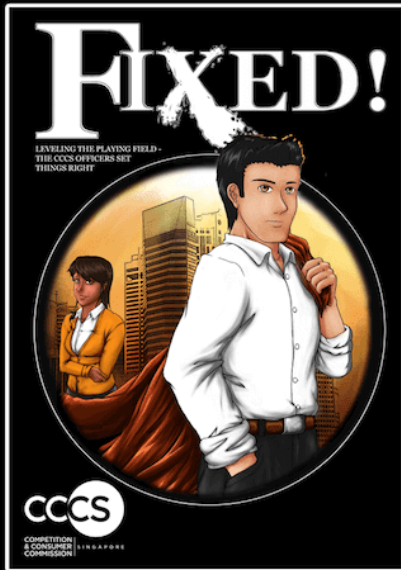
**Email:**

[cccs\\_feedback@cccs.gov.sg](mailto:cccs_feedback@cccs.gov.sg) (Enquiries/Feedback)

More information can be found at [www.cccs.gov.sg](http://www.cccs.gov.sg)



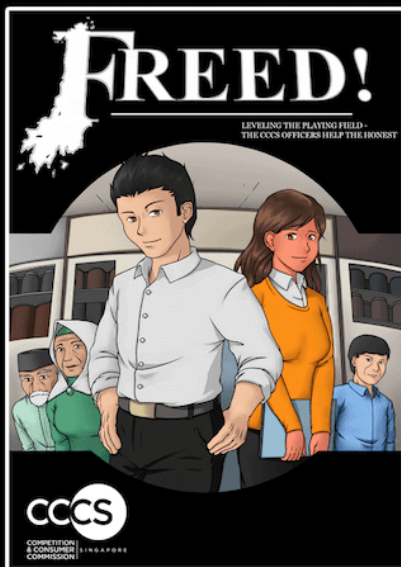
# Other titles in the CCCS Manga Series



'Fixed' was intended to help you identify possible cartel activities and show you how to bring them to the attention of the Competition and Consumer Commission of Singapore (CCCS)

Ever since Ah Kai's shop closed down, the handphone market had been slow. Ah Kai revealed that there was a cartel activity going on.

How did CCCS deal with it?



'Freed!' was intended to create awareness about the CCCS's Leniency Programme which was set up to encourage cartel members to come forward to provide information on cartels.

Edward Lim was an honest businessman till he joined a cartel. Soon, he realised the negative effects of a cartel and he wanted to get out of it.

CCCS is here to help!



'Fused!' was published to help businesses better understand the voluntary merger notification regime in Singapore.

Two lovebirds unite in love as they plan to merge their businesses. However, they need to know how will their merger affect competition in the shopping district.

Will CCCS stop the merger?



COMPETITION  
& CONSUMER COMMISSION | SINGAPORE

*Foiled!*

Brought to you by

