



The Netherlands Authority for Consumers and Markets (ACM) ensures that markets work well for all people and businesses, now and in the future, and has societal impact by actively engaging with the outside world as an authoritative, mission-driven, and future-ready regulator.

Goals (Horizon: 2028)	Strategies	Measures	
		Dashboard (KPIs)	Actions
<p>Well-functioning markets ACM investigates whether market failure occurs, as a result of which public interests are affected. With its extensive toolkit, ACM is able to prevent, mitigate, or resolve market failure, or give advice to the legislature about this.</p> <p>ACM has 3 strategic focus areas:</p> <ul style="list-style-type: none"> Helping realize a safe and fair digital economy Accelerating the energy and sustainability transitions Promoting innovation and resilience. <p>In that context, ACM's target for 2026 is to realize 95% of the actions per focus area.</p> <p>An authoritative regulator</p> <ul style="list-style-type: none"> Reputation score among consumers from 7.2 to 7.5 (on a scale from 1 to 10). Spontaneous brand awareness rate among consumers from 6% to 10%. Aided brand awareness rate among consumers from 40% to 50%. <p>A mission-driven regulator</p> <ul style="list-style-type: none"> Reputation studies reveal that ACM is seen as a mission-driven regulator. Mission-driven work has been operationalized in ACM's HR goals (recruitment, employee education and training, performance reviews). ACM is transparent by clearly communicating in its annual report about the effects of its oversight on society. <p>A future-ready organization</p> <ul style="list-style-type: none"> ACM's improvement project IPA (or Integraal Plan van Aanpak), which seeks to strengthen the organization's business operations, is completed in 2026. Multi-year funding for at least five years ahead. ACM has a call-in power. ACM has a New Competition Tool. A positive evaluation of the business operations and information services in the next external evaluation (2030). ACM is a Large Autonomous Administrative Authority (or groot zbo) with its own legal personality. 	<p>ACM ensures that markets work well by:</p> <ul style="list-style-type: none"> Identifying and understanding risks and problems on time, and prioritizing these on the basis of their harm to well-functioning markets, the expected effectiveness of our actions, and the impact on public interests; Making interventions on the basis of their impact (the guiding factor is their impact, the choice of instrument is secondary); Evaluating and giving accountability, which is aimed at making the impact visible, and at learning and improving. 	<p><i>Following trends:</i></p> <ul style="list-style-type: none"> Received reports Launched and completed market investigations and enforcement investigations # of formal and informal interventions 	<ul style="list-style-type: none"> Completion of market investigations and reports into veterinary services for pets, computer-aided consumer prices, food prices, fixed broadband, and educational tools (including digital). Launch of market investigation into comparability of energy contracts. Publication of State of the Market. Execution of 2 effect studies on the impact of ACM regarding the focus areas.
	<p>ACM has societal impact by:</p> <ul style="list-style-type: none"> Making stark choices, thereby keeping the three focus areas top of mind; Keeping in mind that everyone is able to keep up with the major transitions; Providing people and businesses with concrete options for each of the 3 focus areas; Actively and proactively fostering collaborations with other Dutch and international regulators, as well as with other stakeholders. 	<p><i>Following trends:</i></p> <ul style="list-style-type: none"> # of ACM publications about the focus areas % of realization of actions per focus area (as described in the in-depth 'Focus documents') 	<ul style="list-style-type: none"> Execution of the actions of the 2026 ACM Agenda. Publication and execution of a more in-depth 'Focus' per focus area. Drawing up an agenda for European policy development to which ACM actively contributes. Organization of a conference per focus area. Intensifying the collaboration within the Digital Regulation Cooperation Platform (SDT) with a concrete, joint initiative. Launching joint investigations with European regulators with regard to competition and the digital economy.
	<p>ACM strengthens its authority by:</p> <ul style="list-style-type: none"> Actively engaging with citizens, the corporate world, and civil-society organizations; Being visibly decisive to different target audiences; Choosing suitable and innovative solutions in a creative manner for tracking down, investigating, and solving market problems; Basing its analyses and recommendations on facts. 	<ul style="list-style-type: none"> Legal cases won > 75% <p><i>Following trends:</i></p> <ul style="list-style-type: none"> # of press releases # reach of press releases PR value of press releases # of completed media analyses # of external event and media appearances 	<ul style="list-style-type: none"> Publication of legislative letter. Further developing the National Forum (Maatschappelijk Overleg). Introduction of new corporate identity and branding strategy. Offering training and continuing education to ACM staff to keep up with relevant developments, including AI.
	<p>ACM is a mission-driven regulator by:</p> <ul style="list-style-type: none"> Creating a culture where people with different areas of expertise and competencies work together to have societal impact; Creating an open and inclusive workplace; Making learning, evaluation and improvement part of its day-to-day work. 	<ul style="list-style-type: none"> Central government's target for the National program for employing people with disabilities (Banenafpraak) Sustainability (with regard to business trips) 	<ul style="list-style-type: none"> Drawing up strategic staffing plans per department. Drawing up and implementing a vision document on leadership. Roll-out of a training on inclusive recruitment and selection (Breed werven en Objectief selecteren). Drawing up a new DEI policy, including the national program for employing people with disabilities (Banenafpraak). Carrying out pulse surveys into workload pressure.
	<p>ACM is a future-ready organization by:</p> <ul style="list-style-type: none"> Successfully executing and implementing its improvement project IPA, as a result of which ACM strengthens the cohesion between the different organizational units as well as the foundation of its business operations and information services; Safeguarding ACM's independence and impartiality; Making directors integrally responsible for managing their own department's results, work, processes, and operations. 	<ul style="list-style-type: none"> Difference between realization & budget < 5% Lawfulness of purchases (procurement) = 100% % of external hires < 10% of staff budget Absenteeism rate < 4.5% 	<ul style="list-style-type: none"> Execution of ACM's improvement project IPA. Determining and executing follow-up steps regarding the possible status of Large AAA (groot zbo) together with the Ministry of Economic Affairs. Implementation of a document management system. Implementation of an operating model for information services. Embedding information management. Reduction of external hires.