

**SKILLS FRAMEWORK FOR FINANCIAL SERVICES
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Business Development and Strategy Management					
TSC	Mergers and Acquisitions Management					
TSC Description	Analyse Mergers and Acquisitions (M&As) strategically to identify and evaluate opportunities for increasing the organisation's valuation					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			FSE-CFI-3003-1.1-1	FSE-CFI-4003-1.1-1	FSE-CFI-5003-1.1-1	
			Assess the attractiveness of Mergers and Acquisitions (M&As) and support the construction of M&A implementation plans	Develop strategies to ensure smooth Merger and Acquisition (M&A) deal structuring and support the construction of implementation plans for confirmed M&A deals	Drive the completion of Merger and Acquisition (M&A) deals and formulate new functional workflows to streamline execution of M&A processes across functional tracks	
Knowledge			<ul style="list-style-type: none"> • Business valuation concepts • Business impact forecasts of potential M&A deals • Industry knowledge of potential M&A targets • Financial implications of deals on the organisation's financial position 	<ul style="list-style-type: none"> • Business valuation concepts • Business impact forecasts of potential M&A deals • Processes for identifying M&A opportunities • Financial implications of deals on the organisation's financial position • Financial instruments to shape the structure of a deal for the benefit of the organisation 	<ul style="list-style-type: none"> • Characteristics of good M&A targets in alignment with organisational strategies • Business valuation concepts • Business impact forecasts of potential M&A deals • Evaluation techniques for M&A opportunities • Financial implications of a deal on the organisation's financial position • Financial instruments to shape the structure of a deal for the benefit of the organisation 	
Abilities			<ul style="list-style-type: none"> • Analyse the impact of M&A processes and activities on existing businesses • Manage risks related to the M&A process, from identification of targets through due diligence 	<ul style="list-style-type: none"> • Identify and evaluate M&A opportunities to create shareholder value • Support in leveraging M&A opportunities to drive down effective tax rates, increase organisation valuations, 	<ul style="list-style-type: none"> • Identify and evaluate M&A opportunities to create shareholder value • Identify and leverage M&A opportunities to drive down effective tax rates, increase organisation valuations, 	

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			<p>and post-deal execution and integration</p> <ul style="list-style-type: none"> • Leverage business intelligence through analysis of data to facilitate deal structuring • Facilitate discussions with internal stakeholders to develop M&A implementation plans 	<p>and capitalise on internal economies of scale</p> <ul style="list-style-type: none"> • Manage risks related to the M&A process, from identification of targets through due diligence and post-deal execution and integration • Function as the checks and balance for the business in all aspects of the M&A processes • Leverage business intelligence through analysis of data to facilitate deal structuring • Facilitate the development of M&A implementation plans with internal stakeholders to integrate the acquired company into the existing organisation • Conduct pre-deal planning for M&A activities 	<p>and capitalise on synergies to create scale</p> <ul style="list-style-type: none"> • Risk manage the whole M&A process from identification of targets through to due diligence and post-deal execution and integration • Function as the checks and balances for the business in all aspects of the M&A processes • Monitor the measures of success of the M&A • Leverage business intelligence through analysis of data to facilitate deal structuring 	
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