## 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

<table>
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<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
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<td>FSE-CFI-3003-1.1-1</td>
<td>FSE-CFI-4003-1.1-1</td>
<td>FSE-CFI-5003-1.1-1</td>
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<td>Assess the attractiveness of Mergers and Acquisitions (M&amp;As) and support the construction of M&amp;A implementation plans</td>
<td>Develop strategies to ensure smooth Merger and Acquisition (M&amp;A) deal structuring and support the construction of implementation plans for confirmed M&amp;A deals</td>
<td>Drive the completion of Merger and Acquisition (M&amp;A) deals and formulate new functional workflows to streamline execution of M&amp;A processes across functional tracks</td>
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### Knowledge
- 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
- 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
- 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
- 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
- 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,
- Identify and evaluate M&A opportunities to drive down effective tax rates, increase organisation valuations,
and post-deal execution and integration
- Leverage business intelligence through analysis of data to facilitate deal structuring
- Facilitate discussions with internal stakeholders to develop M&A implementation plans

and capitalise on internal economies of scale
- 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
- 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