



FINOVATION

Finovation is a progressive, competency-based financials curriculum. All learning is structured around the requisite knowledge, skills and behaviors for CLM and MBD success.

What is a competency-based approach?

A competency is a combination of the knowledge (K), skills (S) and activities (A) that represent ideal performance – in this case, financials performance. GMNS Stakeholders helped define the ideal financials competencies in this GREEN LEVEL GMNS Financials Competency Map. Click the below knowledge areas to view their associated skills and behaviors.

GREEN LEVEL : RESEARCH & ANALYZE

Conduct the relevant research to assess merchants' financial position, industry trends, environmental influences, competitive positioning and risk exposure.



FINANCIAL ACCOUNTING

Analyze financials and ask appropriate probing questions to assess merchants' financial performance and opportunity for card acceptance.

[Click to view associated skills & behaviors](#)



FINANCIAL TRENDS & ANALYSIS

Connect business models, payments and financing solutions, financials intelligence, competitor analytics, sector conditions, industry and market trends to engage key / financial Merchant stakeholders.

[Click to view associated skills & behaviors](#)



FINANCIAL RISK ASSESSMENT

Leverage internal partners to assess and action merchant risk.

[Click to view associated skills & behaviors](#)



Competency: Financial Accounting

Analyze financials and ask appropriate probing questions to assess merchants' financial performance and opportunity for card acceptance.

[Back to Summary](#)

SKILLS	ASSOCIATED BEHAVIORS
Analyze Financial Statements and or ask relevant probing questions to determine a Merchant's financial position and overall health.	Locate and navigate financial statements (i.e., Income Statement, Balance Sheet, Cashflow statements).
	Examine financials and ask relevant questions to determine a Merchant's profitability over an accounting period. Income (Statement/P&L Statement)
	Examine financials and ask relevant questions to uncover a Merchant's assets and liabilities (debt) for a given point in time. (Balance Sheet).
	Examine financials and ask relevant questions to determine how much cash entered and left a Merchant's business over a particular time period.(Cashflow Statement).
Evaluate Cash Flow Management practices to determine Merchant's ability to fund their business and identify opportunity for card acceptance.	Analyze a Merchant's operations, investing and financing practices to uncover sources of funding.
	Determine how Card acceptance fits into a Merchant's strategy for managing and maintaining positive cash flow.
Assess Working Capital Management practices for maintaining a solid balance between growth, profitability and liquidity to determine net cost of card acceptance.	Describe a Merchant's working capital structure, including the vehicles they use to fund their business.
	Examine the time it takes to convert investment in inventory and other resource inputs into cash to determine if there is a funding gap.
	Utilize key performance ratios to determine profitability and the number of days cash remains tied up within the operations of the business.
	Identify the average rate (i.e., WACC or COF) a Merchant expects to pay to finance its assets to dimension net cost of acceptance.
Perform Financial Ratio Analysis to measure a Merchant's liquidity, profitability, solvency and efficiency.	Measure a Merchant's ability to convert its assets to cash and pay off its obligations (liquidity).
	Measure a Merchant's ability to pay off long-term obligations (solvency).
	Measure a Merchant's ability to earn a profit relative to its sales revenue, operating costs, balance sheet assets, and shareholders' equity (profitability).
	Measure a Merchant's efficiency in using its assets to manufacture products, make sales and collect the cash (efficiency).
Perform a Financial Peer Set Analysis to compare businesses of similar size in the same industry.	Compile key financial metrics for public companies that most closely resemble your Merchant.



Competency: Financial Trends & Analysis

[Back to Summary](#)

Connect business models, payments and financing solutions, financials intelligence, competitor analytics, sector conditions, industry and market trends to engage key / financial Merchant stakeholders.

SKILLS	ASSOCIATED BEHAVIORS
Explain Business Models including how merchants' create, deliver and capture value.	Explain various Merchants' business strategies, including how cash flows through and uses of working capital, to anticipate how Amex may add value in a way that captures their attention.
	Describe the reasons why Merchants' customers (or potential customers) buy and then prioritize and quantify those reasons to consider how Amex may help strengthen Merchant-customer relationships.
	Identify Merchants' financial goals and objectives to think through how Amex may help Merchants achieve them (e.g., closing a funding gap).
	Determine the critical drivers of Merchants' cost system (e.g., customer payment process) to consider how Amex may help improve Merchants' efficiency and management of those costs.
Research Payments & Financing Solutions including new & trending service offerings available to Merchants & compatible with the Amex value pillars.	Consider new and trending payments solutions or technologies aligned with the Amex value pillars.
	Consider new and trending financing solutions or driving strategies aligned with the Amex value pillars.
	Identify new and trending service offerings that are competitive options aligned with the Amex value pillars.
Gather Relevant Financials Intelligence & Analytics on Merchants' competitors, sector conditions, and industry	Research Merchants' competitors to uncover valuable financials insights to Merchants.
	Identify intelligence on sector (e.g., finance) conditions that may provide financials insights to Merchants.
	Illustrate industry (e.g., banking & insurance) trends that may provide financials insights to Merchants.
	Explain market trends (e.g., intelligence on Merchants' customers) that may provide financials insights to Merchants.
Manage Key / Financial Stakeholders using a structured approach that grabs Merchants' attention and establishes financials credibility.	Create a structured approach to engage key / financials stakeholders that anticipates their differing priorities.
	Identify potential financials insights or information, from your financial trends and analysis research, that may establish credibility with key / financial stakeholders.
	Ask appropriate questions to gather or validate necessary financials information from key / financial stakeholders.



Competency: Financial Risk Assessment

Leverage internal partners to assess and action merchant risk.

[Back to Summary](#)

SKILLS

ASSOCIATED BEHAVIORS

Adhere to Internal Risk Management process and requirements

Follow the internal risk assessment process for verifying a merchant.

Leverage appropriate tools and internal partners for sizing risk.

Recognize Risk findings and impact if a merchant defaults.

Review internal risk management findings and action appropriately.