

How We Engage

BM&T

BM&T deploys experienced turnaround professionals into advisory, executive and governance roles across the UK and Europe. Appointments are structured according to the circumstances of the business and the legal, regulatory and governance requirements of the relevant jurisdiction.

01. Chief Restructuring Officer (CRO)

We act as Chief Restructuring Officers when a business requires independent leadership through financial or operational distress. Appointed by the board, often at the request of lenders or other key stakeholders, we establish control, protect liquidity and enterprise value, coordinate stakeholders and lead the restructuring or turnaround strategy.

02. Independent Review and Options Assessment

We undertake independent reviews where boards, lenders or investors require a clear assessment of financial position, viability, funding needs and available strategic options. We establish the facts, challenge assumptions and provide practical recommendations to support informed decisions before more intensive intervention is required.

03. Operational Turnaround

We lead operational turnarounds where a business needs significant performance improvement but may not be in acute financial distress. We address inefficiencies, costs, processes, productivity and commercial performance, working alongside management to restore profitability, strengthen execution and build a more resilient and sustainable operating model.

04. Crisis Management

We provide experienced leadership when an unexpected event threatens the continuity, reputation or viability of a business. We establish immediate priorities, coordinate the response, manage key stakeholders and communications, mitigate risk and implement decisive actions to stabilise the organisation and create the space for recovery.

05. Non-Executive Director (NED)

We undertake independent Non-Executive Director appointments where boards require additional experience, challenge and objective judgement. We support strategy, governance and risk oversight, hold executive management to account and bring an independent perspective to significant decisions, particularly during periods of growth, change, heightened risk or complexity.

06. Interim CEO, CFO, or COO

We step into interim executive leadership roles when an organisation requires additional capability, continuity or experience. Whether during transition, turnaround, transformation or crisis, we provide immediate leadership, establish priorities, strengthen management and governance, and deliver against defined objectives until permanent leadership or a sustainable operating structure is established.

07. Executive Directorships when no directors are present

We accept executive board appointments where a business requires both formal governance responsibility and active involvement in delivery. Working alongside shareholders and stakeholders, we provide experienced leadership through periods of restructuring, turnaround, transformation or transition, subject to the legal and regulatory requirements applying in the relevant jurisdiction.

08. Board Advisor

We act as independent advisers to boards and leadership teams where experienced external judgement is required without assuming a statutory director role. We provide challenge, perspective and specialist expertise around strategy, performance, restructuring, stakeholder management and complex decisions, while responsibility for governance and executive decision-making remains with the board.

09. Governance & Risk Oversight

We support boards and committees in strengthening governance, risk management and organisational resilience. This may include independent committee membership, review of key risks, challenge of management assumptions, development of appropriate controls and oversight of actions designed to protect enterprise value, reputation and long-term sustainability.

Let's start a conversation

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UK | Europe | Cross-border expertise