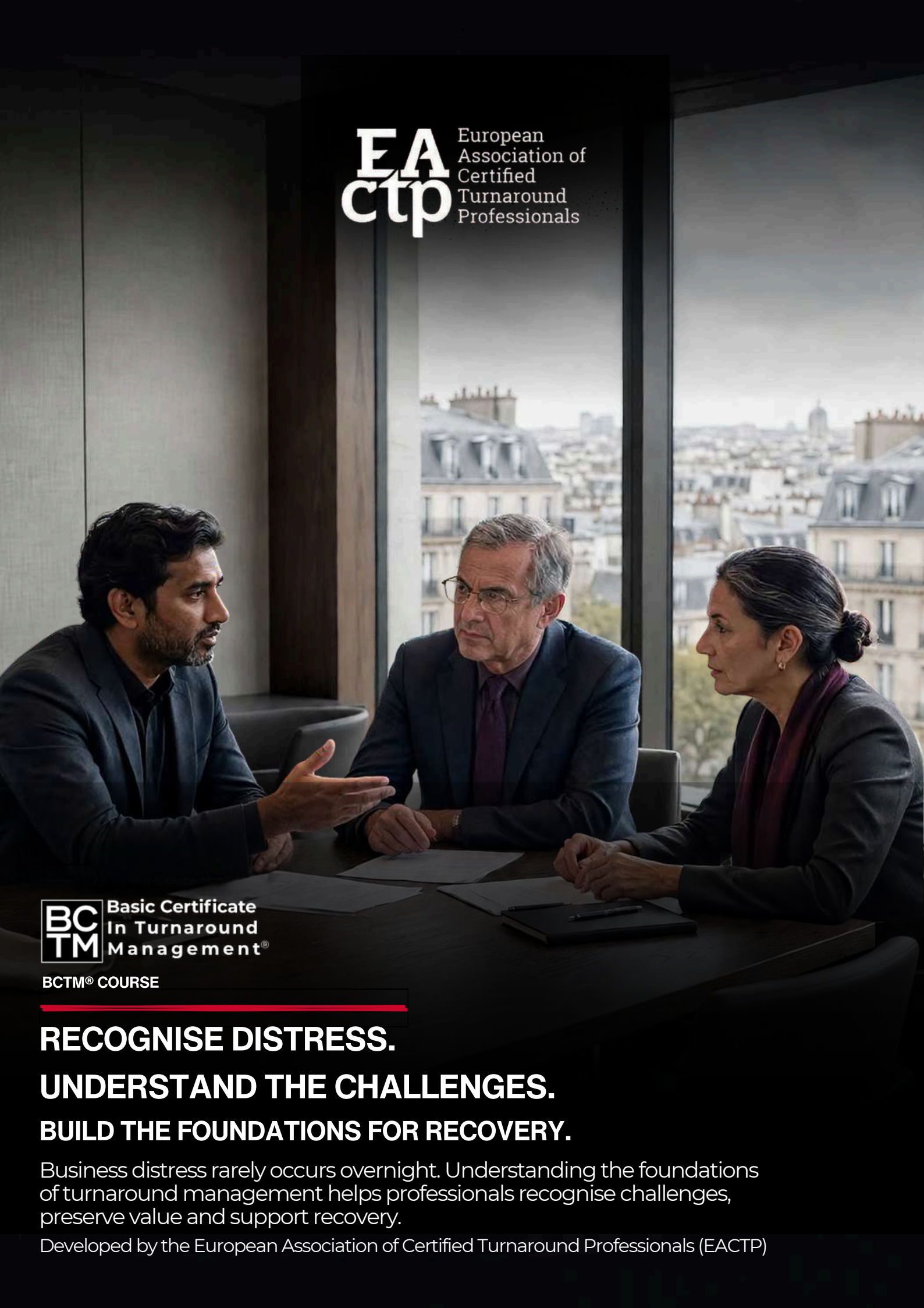



BCTM® COURSE

# RECOGNISE DISTRESS.
# UNDERSTAND THE CHALLENGES.
## BUILD THE FOUNDATIONS FOR RECOVERY.

Business distress rarely occurs overnight. Understanding the foundations of turnaround management helps professionals recognise challenges, preserve value and support recovery.

Developed by the European Association of Certified Turnaround Professionals (EACTP)



# BUSINESS DISTRESS RARELY ARRIVES OVERNIGHT

Financial pressure is rarely an isolated problem. Operational disruption, stakeholder concerns, declining performance and liquidity pressures often become interconnected long before a crisis becomes visible. Recognising these warning signs requires judgement, commercial awareness and an understanding of turnaround principles.



# WHAT IS TURNAROUND MANAGEMENT?

Turnaround Management goes beyond finance. Successful recovery depends upon the ability to understand operations, stakeholders, governance, strategy and leadership as interconnected challenges rather than isolated problems.
The strongest recovery outcomes are achieved when leaders can diagnose root causes, preserve value and make effective decisions under pressure.



# INTRODUCING THE BCTM® COURSE

The Basic Certificate in Turnaround Management (BCTM®) provides a structured introduction to the principles of business distress, stabilisation, recovery and value preservation.

Developed by EACTP, the course helps professionals build a practical understanding of turnaround management and the professional standards expected within the turnaround profession.

As part of EACTP's wider mission to advance professional standards, competence and recognition, BCTM® provides the educational foundation for professionals seeking to develop capability within the turnaround and restructuring profession.

# BUILDING PRACTICAL TURNAROUND KNOWLEDGE

Participants develop a practical understanding of business distress, liquidity pressures, stakeholder dynamics and recovery planning.

By connecting these concepts within a structured learning journey, BCTM® helps professionals build the foundations of turnaround management capability and supports the development of professional competence within the discipline.

# IDEAL FOR:

- Business owners & managers
- Early-career professionals
- Finance & banking professionals
- Professionals supporting turnaround teams
- Legal & advisory professionals
- Individuals exploring turnaround management

*No previous turnaround experience is required, making it ideal for professionals working alongside turnaround practitioners. Familiarity with basic business management, accounting concepts and commercial terminology is advantageous, as the course uses professional business language and practical business situations.*

# A STRUCTURED EIGHT-MODULE LEARNING JOURNEY

The BCTM® Course introduces the essential principles of business distress, stabilisation, turnaround strategy and sustainable recovery through a structured sequence of interconnected modules.

01 Understanding Business Distress and Turnaround

02 Cash Flow, Liquidity and Financial Stability

03 Diagnosing Business Distress and Root Cause Analysis

04 Stabilising the Business

05 Stakeholder Management and Communication

06 Turnaround Strategy and Planning

07 Legal and Governance Context

08 Sustaining the Recovery



# FLEXIBLE PROFESSIONAL LEARNING

BCTM® combines applied business learning, structured assessment and practitioner perspectives to help professionals build capability in turnaround management.

Learners progress through the course in a flexible online environment designed to support continuing professional development alongside professional commitments.

**APPLIED BUSINESS LEARNING** Practical turnaround concepts and real-world business challenges

**STRUCTURED ASSESSMENT** Module-based assessment supporting progressive learning

**PRACTITIONER PERSPECTIVES** Examples and insights drawn from professional practice

**FOUNDATION FOR PROFESSIONAL DEVELOPMENT** Supporting ongoing professional growth within the EACTP framework



# PART OF A BROADER PROFESSIONAL JOURNEY

BCTM® provides a foundation for professionals seeking to deepen their understanding of business distress, recovery and turnaround management. As part of the wider EACTP ecosystem, it supports professional development, recognition and lifelong learning.

THE 7-STAGE PROFESSIONAL JOURNEY

## EDUCATION PHASE

**01** **BCTM® Course**
Foundation-level turnaround education.

**02** **CTA Course**
Advanced turnaround education.

## RECOGNITION PHASE

**03** **CTA Certification**
Professional recognition.

**04** **CTP Accreditation**
Advanced professional recognition.

## MEMBERSHIP PHASE

**05** **Membership**
Participation in the professional community.

**06** **CPD Continuing Professional Development**
Lifelong learning and ongoing capability building.

**07** **Continuing Professional Assurance**
Maintaining competence and professional standards.

Progression to CTA, CTP and EACTP membership is subject to the separate eligibility, assessment and professional requirements applicable to each pathway.
**BCTM completion does not automatically confer professional accreditation or EACTP membership.**



EA ctp European Association of Certified Turnaround Professionals

# BEGIN YOUR TURNAROUND JOURNEY

The Basic Certificate in Turnaround Management (BCTM®) provides a practical foundation in business distress, stabilisation, turnaround strategy and sustainable recovery.

Whether you are exploring turnaround management, expanding your commercial knowledge or considering further professional development, BCTM® offers a structured starting point.

APPLY FOR BCTM®

www.eactplearning.eu

eactp@turnaround.org

www.eactp.eu

BCTM® Course Brochure|
"Imagery includes AI-assisted visual assets."

Basic Certificate In Turnaround Management®

DEVELOPED BY EACTP

**DOCUMENT REF:** EACTP-BCTM®-ENR-26
**EFFECTIVE:** November 2026

# BASIC CERTIFICATE IN TURNAROUND MANAGEMENT (BCTM®)

**COURSE INFORMATION, TERMS & ENROLMENT PACK**

## 1.0 COURSE SPECIFICATION

The Basic Certificate in Turnaround Management (BCTM®) is a practitioner-informed, foundation-level educational course administered by the European Association of Certified Turnaround Professionals (EACTP). It is designed to provide a structured introduction to business distress, root-cause analysis, turnaround strategy and operational stabilisation.

## 1.1 INSTITUTIONAL FRAMEWORK & PROGRESSION

EACTP is a Professional Body dedicated to advancing standards within turnaround management. The BCTM® Course is the foundation-level educational entry point to the EACTP professional journey.

European Association Certified Turnaround Professional

## ABOUT EACTP

The European Association of Certified Turnaround Professionals (EACTP) is the professional body dedicated to advancing competence, professional recognition and standards within turnaround management and business recovery.

**EDUCATION**
BCTM® → CTA

**RECOGNITION**
CTA Certification → CTP Accreditation

**MEMBERSHIP**
Membership → CPD → Professional Assurance

I**mportant Notice**: The BCTM® is strictly an educational foundation. Successful completion leads to a Certificate of Course Completion. It does not confer CTA or CTP professional accreditation, nor does it grant automatic membership to the EACTP.

**APPLY FOR BCTM®** | www.eactplearning.eu

## 1.2 Curriculum Overview

The course is delivered online via the EACTP Moodle platform and comprises eight mandatory modules, each supported by comprehensive digital learning materials and PDF Companions.

| MODULE | SYLLABUS CONTENT |
|---|---|
| **Module 1** | **Understanding Business Distress and Turnaround.** Early warning signs, lifecycle, role of cash, and leadership. |
| **Module 2** | **Cash Flow, Liquidity and Financial Stability.** Distinguishing cash from profit, liquidity pressures, short-term stability. |
| **Module 3** | **Diagnosing Distress and Root Cause Analysis.** Interrogating symptoms, questioning information, interconnected causes. |
| **Module 4** | **Stabilising the Business.** Immediate threats, establishing control, creating operational breathing space. |
| **Module 5** | **Stakeholder Management and Communication.** Authority, influence, and effective crisis communication. |
| **Module 6** | **Turnaround Strategy and Planning.** Connecting diagnosis to commercial viability, priorities, and adaptable planning. |
| **Module 7** | **Legal and Governance Context.** Regulatory awareness and identifying the requirement for specialist advice. |
| **Module 8** | **Sustaining the Recovery.** Monitoring, performance indicators, evidence-led adaptation, and handover. |

## 1.3 Assessment & Completion Criteria

Learners progress sequentially through the eight BCTM® modules. Access to each subsequent module is dependent upon successfully passing the preceding module's formal assessment.

A practice assessment is available before the formal assessment to help learners familiarise themselves with the assessment format. Completion of the practice assessment is optional.

Each formal assessment comprises 12 multiple-choice questions, with a required pass mark of 75% (9 correct answers).

Each module includes one formal assessment attempt and, where required, one included resit.

Where a learner does not achieve the required pass mark following the included resit, automatic progression is paused. Any additional reassessment opportunity is subject to EACTP review and approval, as detailed in Section 3.8.

Successful completion of all eight modules leads to the award of the BCTM® Certificate of Course Completion.

Standard access to the course is provided for 12 months from the date of course enrolment.

# 2.0 ENROLMENT & ADMINISTRATION

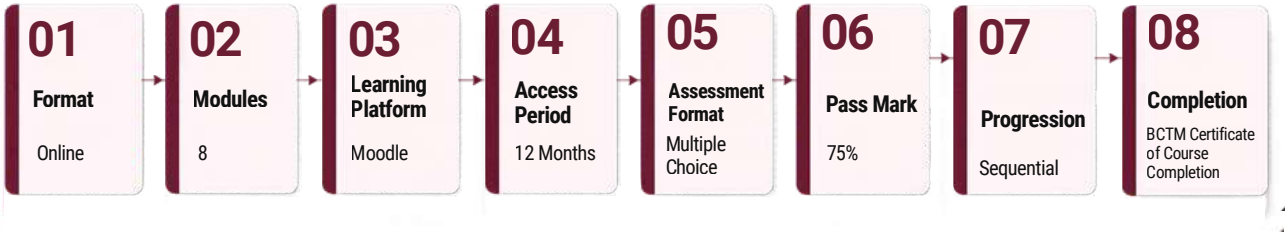
## 2.1 Admission Requirements

**No prior turnaround experience is required.**
However, familiarity with fundamental business management principles, basic accounting concepts, and standard commercial terminology is highly advantageous.

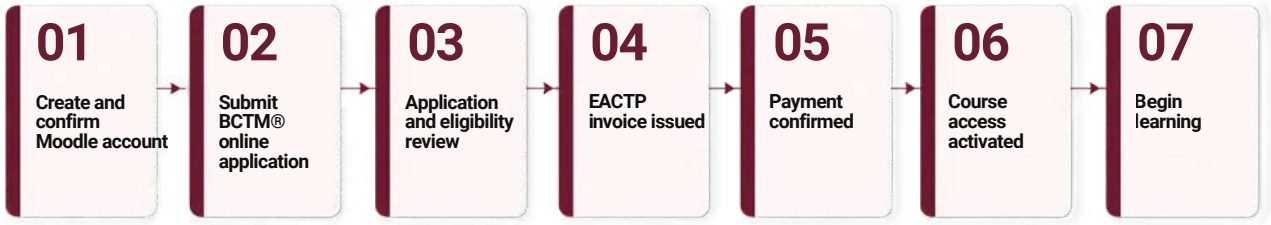
## 2.2 Course Fees

The approved introductory BCTM® course fees are structured by region:
**£750 GBP** United Kingdom & India
**€850 EUR** Europe & International

### Key course facts




### How enrolment works




## 2.3 Application Process

Prospective learners must first create and confirm a free personal account on the EACTP Learning Platform at www.eactplearning.eu. Applicants who already have an account should use their existing login rather than create a duplicate.

Following account registration, applicants can complete and submit their BCTM® Student Application directly through Moodle, including the required personal and professional information, relevant declarations and a CV upload. Applicants from India are required to apply through the TMA India enrolment route and must upload a CV. For all other applicants, a CV is preferred but not mandatory.

The EACTP Education Coordinator will receive notification of the completed application and coordinate the relevant administrative and eligibility checks.

The BCTM programme in India is being conducted by EACTP in association with TMA India. Accordingly, applicants from India seeking enrollment through the TMA India route must be current paid members of TMA India.

As part of the enrollment and eligibility verification process, TMA India shall verify the applicant’s membership status, professional background, credentials and antecedents and provide the necessary confirmation to EACTP.

Once the application has been reviewed, the requisite verification completed and all applicable eligibility requirements satisfied, EACTP shall issue an invoice specifying the course fee, applicable currency and payment instructions.

Following confirmation of payment against the issued invoice, the EACTP Education Coordinator will activate the learner's BCTM® course enrolment in Moodle and issue an enrolment confirmation.

Creating a Moodle account or submitting an application does not automatically provide access to paid course materials.

The standard 12-month course access period commences on the date EACTP activates the learner's course enrolment.

## 3.0 COURSE TERMS & CONDITIONS

By submitting an application for the BCTM® Course, the applicant agrees to be bound by the following Terms and Conditions. These terms govern the provision of educational materials by the European Association of Certified Turnaround Professionals (EACTP).

**3.1 Enrolment and Access**. Enrolment is strictly subject to the submission of a completed application, satisfaction of relevant eligibility verifications (where applicable, such as the TMA India route), and confirmed receipt of payment. EACTP reserves the right to decline applications at its discretion. Access to paid BCTM® course materials is granted following enrolment authorisation and confirmation of payment, subject to the cancellation provisions detailed herein.

**3.2 Duration of Access.** Standard access to the digital course materials is granted for a period of 12 months commencing from the official enrolment date. Requests for extension may be considered by EACTP on a discretionary case-by-case basis, strictly subject to applicable programme requirements.

**3.3 Intellectual Property.** All BCTM® content, including but not limited to assessments, PDF Companions, and multimedia resources, are protected by intellectual property rights owned by EACTP. Materials are provided exclusively for the registered learner's individual study. Unauthorised copying, redistribution, commercial utilisation, or sharing of credentials is strictly prohibited and constitutes a breach of professional conduct.

**3.4 Cancellation and Refunds.** EACTP acknowledges and expressly protects statutory consumer cancellation and refund rights. Where a statutory 14-day cancellation period applies, learners may cancel their contract without penalty. Where statutory rights do not apply, or have expired, EACTP may consider discretionary goodwill refunds. Any such discretionary goodwill refund may be subject to an administration charge of up to £75 GBP or €85 EUR, relative to the volume of content accessed. This administration charge applies only where lawful and appropriate to a discretionary refund, and will not be applied as an automatic deduction from a statutory refund.

**3.5 Early Access to Digital Learning Materials.** Applicants wishing to access digital learning materials during an applicable statutory cancellation period must complete the separate declarations in the Student Application Form. EACTP will retain those declarations and provide the required confirmation in writing, normally by email. These arrangements must not restrict statutory rights that cannot lawfully be excluded.

**3.6 Learner Integrity.** EACTP mandates adherence to the highest standards of professional integrity. Learners must complete all formal assessments independently. Suspected academic misconduct will be investigated under the prevailing EACTP assessment integrity policies.

**3.7 Educational Scope**. The BCTM® is an educational foundation course. The curriculum is provided for capability development purposes only and does not constitute formal legal, tax, financial, insolvency, or specialist professional advice.

**3.8 Additional Reassessment Opportunities.** Each BCTM® module includes one formal assessment attempt and, where required, one resit at no additional charge. Where a learner does not achieve the required pass mark following the included resit, automatic progression to the next module will be paused. The learner must contact EACTP to request consideration of any further assessment opportunity. Additional reassessment opportunities are not automatically available and may only be authorised by EACTP in accordance with the applicable assessment policy.
The proposed fee for each additional reassessment attempt is £100 GBP or €120 EUR, subject to formal approval under EACTP's governance arrangements. Where a further attempt is authorised, EACTP will confirm the applicable fee and any conditions before the learner proceeds.

*These terms form part of the BCTM® enrolment agreement. Please read them in full before submitting your application.*

## 4.0 PRIVACY NOTICE

**4.1 Data Controller and Contact Details.** The European Association of Certified Turnaround Professionals (EACTP) administers the Basic Certificate in Turnaround Management (BCTM®) and acts as the data controller for personal information processed in connection with applications, enrolment, course delivery, assessments and learner administration where EACTP determines the purposes and means of processing.

**Registered address:**

European Association of Certified Turnaround Professionals
C/O Centora James Limited
Jury Farm, Ripley Lane
West Horsley, Leatherhead
Surrey, England, KT24 6JT
**Email: eactp@turnaround.org**

**4.2 Personal Information Collected.** Depending on the learner's circumstances and enrolment route, EACTP may collect and process:

Personal identification and contact details, including name, address, email address and telephone number.
Professional background, occupation and CV (mandatory for applicants from India; preferred but not mandatory for all other applicants)..
Relevant membership and eligibility verification information.
Moodle account identifiers and course enrolment details.
Assessment results, learning progress and course-completion records.
Invoicing, accounting and payment references, including corporate payer details where applicable.
Records of communications, declarations, acknowledgements and administrative decisions relating to the course.
EACTP does not routinely request bank statements, passport copies or detailed personal financial records as part of the BCTM® application process.

4.3 Purposes and Lawful Bases for Processing. EACTP processes personal information for the following purposes:

**Application and enrolment administration:** To assess applications, verify relevant enrolment requirements, create and maintain learner records and administer the course. Processing necessary to take steps before entering into, or to perform, the learner's contract relies on contractual necessity.

**Course delivery and assessment:** To provide educational materials, administer assessments, record progress, maintain assessment integrity and issue completion certificates. Processing may rely on contractual necessity or EACTP's legitimate interests in maintaining educational standards and programme integrity, as appropriate.

**Invoicing and accounting:** To issue invoices, reconcile payments, maintain appropriate accounting records and comply with applicable statutory obligations. Processing relies on contractual necessity or legal obligation, as applicable.

**Membership verification:** To verify eligibility where an applicant uses a particular enrolment route, including the TMA India route. The applicable lawful basis will depend on the nature of the verification and EACTP's responsibilities.

**Learner communications:** To provide information concerning applications, payments, enrolment, assessments and learner support.

**Optional promotional communications:** Where EACTP wishes to send marketing or promotional information, this will be handled separately from essential course communications and in accordance with applicable data-protection and electronic-marketing requirements.

EACTP will identify and document any legitimate interests relied upon and ensure that the processing is necessary and proportionate.

## 4.0 PRIVACY NOTICE

**4.4 Storage, Security and Access.** EACTP maintains learner information within its authorised education, administration and accounting systems, including Moodle and Xero, together with approved supporting records where necessary. Access to personal information is restricted to authorised individuals and service providers who require the information for their responsibilities. EACTP applies appropriate technical and organisational measures to protect personal information against unauthorised access, disclosure, loss or misuse.

**4.5 International Learners and Data Transfers.** EACTP welcomes learners from the United Kingdom, Europe and other international jurisdictions. Personal information is processed in accordance with applicable data-protection legislation, including the UK General Data Protection Regulation (UK GDPR) and Data Protection Act 2018, where applicable. Other data-protection legislation may also apply depending on the circumstances. Where personal information is accessed, processed or transferred internationally, EACTP will assess the purpose of the processing and apply the relevant legal requirements and safeguards.
Such arrangements may include the use of authorised service providers or collaboration with partner organisations where necessary for agreed educational and administrative activities. Personal information will not be disclosed to external organisations solely because a learner resides outside the United Kingdom.

**4.6 TMA India Enrolment Route.** Applicants using the TMA India enrolment route are required to satisfy the applicable TMA India membership verification requirements. For this purpose, EACTP may exchange limited information with authorised TMA India representatives where necessary to verify eligibility and coordinate agreed educational activities. This information may include the learner's name, telephone number, email address, profession, address and relevant membership verification details. TMA India maintains its own membership records and may process information independently in connection with its membership administration, workshops and other activities. EACTP will not routinely disclose learners' assessment results, accounting records, CVs or wider course records to TMA India solely because they have enrolled through the India route. Any exchange of personal information between EACTP and TMA India will be limited to what is reasonably necessary and subject to applicable data-protection obligations and international-transfer safeguards. Attendance records and additional learner information will not routinely be supplied to TMA India. Any future request will be considered separately, taking into account the purpose, necessity and applicable data-protection requirements. Where external trainers or service providers require limited learner contact information for agreed educational activities, any disclosure will be subject to appropriate confidentiality, data-protection and contractual arrangements.

**4.7 Retention of Records**. EACTP generally retains learner and related programme records for six years following the end of the learner relationship, in accordance with its retention policy and subject to applicable legal obligations. Certain accounting records, unsuccessful applications, enquiries or other information may be subject to different retention periods depending on the purpose of processing and applicable requirements. Personal information will be securely deleted or anonymised when it is no longer required.

**4.8 Individual Rights and Complaints.** Subject to applicable law, individuals may have the right to request:
Access to personal information held about them.
Correction of inaccurate or incomplete information.
Erasure of personal information in appropriate circumstances.
Restriction of processing.
Objection to certain processing.
Data portability where applicable.
Withdrawal of consent where processing relies on consent.

## 4.0 PRIVACY NOTICE

**4.8 Individual Rights and Complaints. (Continued).** Individuals who have questions or concerns about how EACTP collects, uses or protects their personal information are encouraged to contact EACTP in the first instance. EACTP welcomes the opportunity to address privacy concerns directly and will investigate complaints and respond in accordance with applicable data-protection requirements. Requests, enquiries or complaints may be directed to eactp@turnaround.org.

If an individual remains dissatisfied with EACTP's response, they may raise their concerns with the UK Information Commissioner's Office (ICO) or another competent data-protection supervisory authority where applicable. Individuals also retain the right to contact the relevant supervisory authority directly.

**4.9 Changes to this Privacy Notice.** EACTP may update this Privacy Notice to reflect changes in programme administration, technology, legal requirements or international arrangements.

The current approved version will be made available to applicants and learners through the relevant EACTP enrolment documents or learning platform.

## ENROLMENT CHECKLIST

Before submitting your BCTM® application, please ensure that:

- ☑ You have reviewed the BCTM® Course Information, Terms & Enrolment Pack.
- ☑ You understand the course structure, assessment requirements and applicable fees.
- ☑ You have read the Terms and Conditions and Privacy Notice.
- ☑ You have created and confirmed your free EACTP Learning account at www.eactplearning.eu, or signed in to your existing account.
- ☑ You have completed the BCTM® online application through Moodle.
- ☑ You have selected the appropriate enrolment route and, where applicable, provided your TMA India membership details.
- ☑ You have completed the required application declarations and uploaded a CV (mandatory for applicants from India applying through the TMA India route; preferred but not mandatory for all other applicants).

**WHAT HAPPENS NEXT?**

Once your completed application has been submitted through Moodle, EACTP will receive a notification and review your application, including any relevant eligibility requirements.

Our Education Coordinator will contact you if any additional information or clarification is needed.

Following acceptance of your application, EACTP will issue an invoice confirming the applicable course fee and payment arrangements.

Once payment has been confirmed, our Education Coordinator will activate your BCTM® course enrolment and email your enrolment confirmation.

Your 12-month course access period begins from the date your enrolment is activated.

The application process is completed through Moodle.

APPLY FOR BCTM®

**www.eactplearning.eu**