

01 / DECISION & CONTEXT

Strategic alternatives

We help owners compare a sale, acquisition, partnership, new investment or continued independent growth against their strategic and financial objectives.

Owners know a decision is approaching, but the route is still open.

We compare continued ownership, investment, partnership and a transaction against the same objectives. We help owners decide which options to develop, which to defer and when changing circumstances call for a fresh assessment.

Overview

A review of strategic alternatives is useful when owners agree that something needs to change but have not selected a route. The trigger may be a funding requirement, divergent shareholder priorities, consolidation in the market, or a need to reduce personal concentration in the business. The review compares credible choices before committing time and information to a transaction process.

What we examine

We assess the competitive position, financial capacity and realistic prospects for the business to continue independently. Potential routes may include continued ownership, organic investment, an acquisition, a partnership, a minority investment, or a sale. Each is assessed against shareholder objectives, control, capital requirements, execution demands, and timing. Constraints such as management bandwidth, customer concentration, or an approaching refinancing can materially change which options are available.

A useful starting point: agree the decision to be made before choosing a process or approaching counterparties.

02 / WORK PROGRAMME

Turn the decision into a plan.

We prepare an options assessment that explains the rationale, prerequisites and trade-offs for each feasible route. Financial scenarios compare cash needs, potential shareholder liquidity, and exposure to downside rather than relying on a single valuation figure. A decision matrix makes priorities explicit, while a roadmap identifies the information and preparatory work needed to advance the preferred option. Where useful, carefully scoped market sounding can test selected assumptions before a broader commitment.

WHAT WE PREPARE

- 01** An objectives and constraints brief agreed around the decisions shareholders need to make.
- 02** An options paper comparing strategic fit, capital needs, control, liquidity and execution demands.
- 03** Financial scenarios including an independent plan and the consequences of delaying a decision.
- 04** A decision roadmap with preparatory actions and explicit triggers for reassessment.

Your preparation checklist

Gather what is available. Mark any gaps and give each next action an owner.

- ☐ Agree the shareholder objectives, constraints and decisions the review must address.
- ☐ List options for continued ownership, investment, partnership and a transaction.
- ☐ Prepare financial scenarios for independence and the consequences of waiting.
- ☐ Identify actions that preserve options and triggers for revisiting the decision.

03 / QUESTIONS & NEXT STEPS

Questions worth resolving.

How do you compare options that serve different objectives?

Agree which outcomes matter before assigning a preferred route. Liquidity, continued control, growth capacity and reduced personal responsibility may carry different weights for different shareholders. A decision matrix can show those trade-offs alongside financial scenarios and execution requirements. The purpose is to make disagreement and assumptions visible, so a compelling valuation does not quietly override another objective the owners consider essential.

Should continuing independently be included in the review?

Yes. An independent plan provides the basis for judging what a transaction would improve and what owners would give up. It should include the investment, management capacity and funding required to remain competitive. Assessing the consequences of waiting also matters: some actions preserve options, while others create commitments. Reassessment triggers can connect the decision to performance, financing needs or changes in shareholder priorities.

Keep the trade-offs visible

The analysis should include the option to continue independently and the consequences of waiting. Owners need to understand which actions preserve flexibility and which create obligations that are difficult to reverse. The preferred route may change as performance, financing conditions, or shareholder circumstances evolve. Establishing decision dates and clear triggers for reassessment helps turn a broad strategic conversation into a practical course of action.

YOUR PRIORITIES / NEXT ACTION

Bring the decision into focus.

Outline your objective, timing and the questions you want to resolve. Use this guide to structure an initial conversation with Bergweiss.

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General preparation guidance. The scope and specialist inputs depend on the particular mandate.