

# ADVERTORIALS...

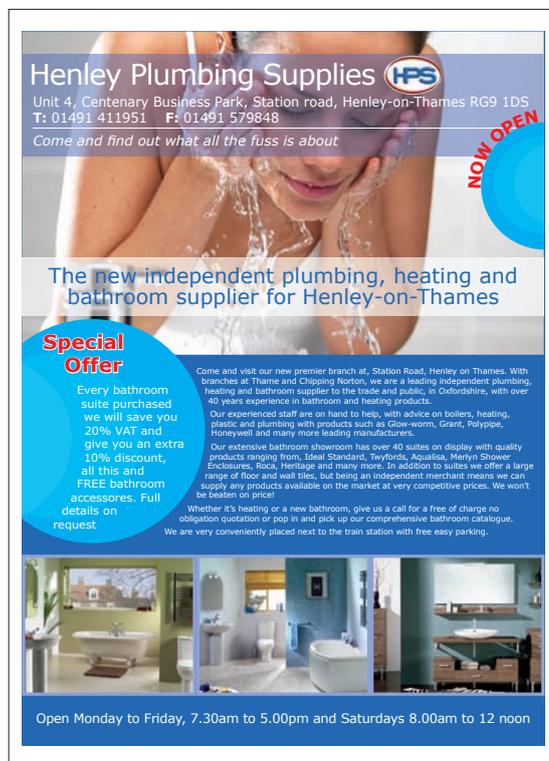
An advertorial is a balanced combination of advertisement and editorial, which creates a cost-effective and successful promotional article detailing your business.

Instead of running "just an advertisement" clients can benefit from running free editorial which ensures their simple advertising campaign is turned into a hard-hitting, informative and fully branded promotion.

Advertorials help stretch that all-important budget a little further; Advertisers pay for 2/3 of the allocated space and we provide the remaining 1/3 free of charge.

Editorial copy and photographs can be submitted by the client direct to us; alternatively our friendly, helpful staff will be happy to help you.

**Rates available on request.**



**Henley Plumbing Supplies** 

Unit 4, Centenary Business Park, Station road, Henley-on-Thames RG9 1DS  
T: 01491 411951 F: 01491 579848

*Come and find out what all the fuss is about*

**Now Open**

**The new independent plumbing, heating and bathroom supplier for Henley-on-Thames**

**Special Offer**

Every bathroom suite purchased we will save you 20% VAT and give you an extra 10% discount, all this and FREE bathroom accessories. Full details on request

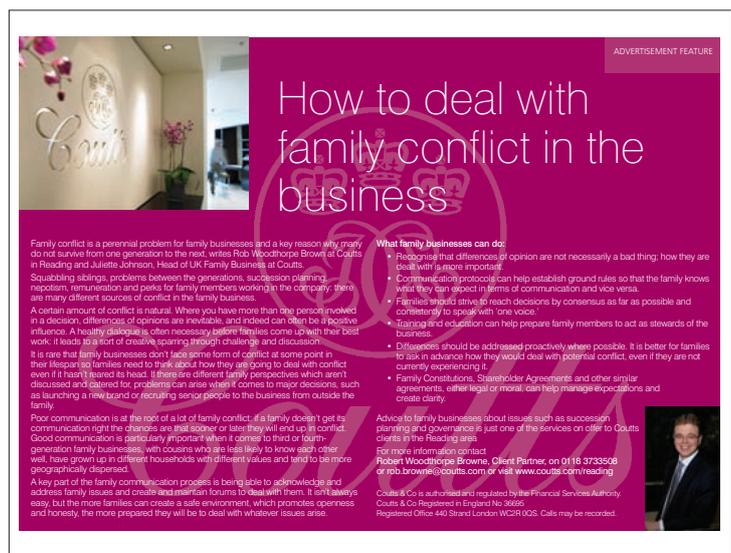
Come and visit our new premier branch at Station Road, Henley on Thames. With branches at Thame and Chipping Norton, we are a leading independent plumbing, heating and bathroom supplier to the trade and public, in Oxfordshire, with over 40 years experience in bathroom and heating products.

Our experienced staff are on hand to help, with advice on boilers, heating, plastic and plumbing with products such as Glow-worm, Grant, Polypipe, Honeywell and many more leading manufacturers.

Our extensive bathroom showroom has over 40 suites on display with quality products ranging from Ideal Standard, Twyford, Aquatica, Meryn Shower Enclosures, Roca, Heritage and many more. In addition to suites we offer a large range of floor and wall tiles, but being an independent merchant means we can supply any products available on the market at very competitive prices. We won't be beaten on price!

Whether it's heating or a new bathroom, give us a call for a free of charge no obligation quotation or pop in and pick up our comprehensive bathroom catalogue. We are very conveniently placed next to the train station with free easy parking.

Open Monday to Friday, 7.30am to 5.00pm and Saturdays 8.00am to 12 noon



ADVERTISEMENT FEATURE

## How to deal with family conflict in the business

Family conflict is a perennial problem for family businesses and a key reason why many do not survive from one generation to the next, writes Rob Woodthorpe Brown, at Courts in Reading and Juliette Johnson, Head of UK Family Business, at Courts.

Squabbling, sibling problems between the generations, succession planning, nepotism, remuneration and perks for family members working in the company, there are many different sources of conflict in the family business.

A certain amount of conflict is natural. Where you have more than one person involved in a decision, differences of opinion are inevitable, and indeed can often be a positive influence. A healthy dialogue is often necessary before families come up with their best work. It leads to a sort of creative spinning through challenge and discussion.

It is rare that family businesses don't face some form of conflict at some point in their lifespan as families need to think about how they are going to deal with conflict even if it hasn't reached its head. If there are different family perspectives which aren't discussed and catered for, problems can arise when it comes to major decisions, such as launching a new brand or recruiting senior people to the business from outside the family.

Poor communication is at the root of a lot of family conflict: if a family doesn't get its communication right the chances are that sooner or later they will end up in conflict. Good communication is particularly important when it comes to third or fourth generation family businesses, with cousins who are less likely to know each other well, have grown up in different households with different values and tend to be more geographically dispersed.

A key part of the family communication process is being able to acknowledge and address family issues and create and maintain forums to deal with them. It isn't always easy, but the more families can create a safe environment, which promotes openness and honesty, the more prepared they will be to deal with whatever issues arise.

**What family businesses can do:**

- Recognise that differences of opinion are not necessarily a bad thing; how they are dealt with is more important
- Communication protocols can help establish ground rules so that the family knows what they can expect in terms of communication and vice versa.
- Families should strive to reach decisions by consensus as far as possible and collectively to speak with one voice.
- Training and education can help prepare family members to act as stewards of the business.
- Differences should be addressed proactively where possible. It is better for families to talk in advance how they would deal with potential conflict, even if they are not currently experiencing it.
- Family Constitutions, Shareholder Agreements and other similar agreements, either legal or moral, can help manage expectations and create clarity.

Advice to family businesses about issues such as succession planning and governance is just one of the services on offer to Courts clients at the Reading site.

For more information contact  
**Robert Woodthorpe Brown**, Client Partner, on 0116 3733508 or [rob.brown@courts.com](mailto:rob.brown@courts.com) or visit [www.courts.com/reading](http://www.courts.com/reading)

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*"This is just to let you know that following the Editorial and advert, I had a stream of applications to join the Club, so much so that the only way of reducing the numbers to the available capacity was to ask people to pre-pay for the first event on 2nd Dec. 45 have now pre-paid, and we are now FULL. There are also another 30 people on the waiting list. Many thanks, Kind regards"*

Michael  
The Backhouse Club