

Belgian wine and real estate business rebuilds family trust to resolve shareholder conflicts

Client challenge

- Support in making the right decision? (Transfer of shares or selling the business) – only the youngest daughter is involved in the family business (no management function).

Other issues at play

- Eldest son and eldest daughter are not on speaking terms. When they see each other, they end up in conflict.
- Big impact of the daughter-in-law on the behavior of the son. The son feels treated unfairly by his parents.
- Eldest son considers selling his shares and moving to another country.
- Children have spent most of their childhood in boarding schools and feel little emotional connection to their parents and each other.
- The family somewhat lost contact with the eldest daughter. (She experienced some traumas during childhood that were not recognized by the family).

Deloitte approach

- **Discovery Lab***: to assess all the (underlying) needs, wishes and concerns to determine next steps
- **Workshop** on communication
- **Technical workshop** addressing financial and economic aspects in order to be able to understand the business; additional sessions organized by the CFO.

- **Facilitation of discussions** between both the eldest daughter and the son, later also the eldest daughter and the parents
- **Individual coaching** of the eldest daughter

Outcome

- First time ever the family **gave feedback** to each other and was able to explain certain behaviors.
- Expression of personal **ambitions and wishes** (only the youngest daughter wishes to work in the family firm and to collaborate with her siblings)
- **Levelling the playing field** (knowledge and competences)
- Restructuring of the group, anticipating the different paths the children will take in the future
- **Valorisation** of the firm
- **Testament**

Contact

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