The role of advisors in influencing change in the family farm

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Abstract

Family farming businesses are a large proportion of United Kingdom (UK) farming enterprises. They are directed by a dominant coalition of family members and “invited” individuals who together implement the means, in terms of the resource base available, to achieve specified business aims and objectives. There is much focus on the financial and physical business resources available and the influence that has on the viability of the organisation, but less emphasis on the interaction of softer assets in achieving business success.

In this paper, we have focussed on the internal and external factors of human influence as farming businesses seek to adapt to an ever changing regulatory and market environment. The ability of the adviser to provide information alone is not sufficient to bring about either the business change or the required improvements in practices that may be needed. The advisor needs to identify the specific dynamic of human and social capital in the business and how to increase its “asset” value. Furthermore, influential family based factors such as attitudes, subjective norms and perceived behavioural control; as well resource availability, motivations and incentives play a strong role in decision making. The paper expands the Theory of Planned Behaviour (TPB) to develop a framework to explore the advisor/business interface and highlights the complex nature of the interaction.

Key words: family, farming, business, change, advisor, influence

Introduction

Agriculture accounted for more than four fifths (81.8 %) of all the holdings/ enterprises in the EU-27's food chain in 2008 and more than half (55.5 %) of its workforce (EU, 2011). Farming units can be characterised in many ways with physical measures including livestock numbers, level of inputs, or degree of market participation (ENRD, 2010) or factors such as farm size, tenancy type, skill levels, and the social character of the interrelated rural community. The extent of market participation varies depending on the degree of engagement with technology and subsequent stages in the food supply chain.

In recent years there has been a growing recognition of the role of behavioural economics within policy making and the recognition of the diversity of factors that influence farmers' attitudes and behaviour. In 1973, Gasson distinguished between the various functions of farming, identifying instrumental, social, expressive and intrinsic functions, highlighting the inaccurate view that was often put forward at the time that farmers' were solely driven by profit maximisation. More recently, Defra (2008) proposed that in order to focus policy tools effectively, rather than segmenting the farming industry in the conventional way in terms of the external physical measures previously described, an alternative set of descriptors should be used that focus on internal or individual characteristics of the organisation. This course of action supposes that farmers can be grouped according to their outlook and approach to their business. Defra (2008) identified the proportion of and character of United Kingdom (UK) farming businesses as follows: modern family business (41%); custodians for whom farming is a way of life (23%); pragmatists (22%); challenged enterprises (7%) and lifestyle choice (6%). Defra (2008) concluded that to promote inclusivity in policy there should be two distinct approaches towards farmers: one that was business orientated, and the other that was focused more on emotive issues.

Most UK family farming businesses would fall into what the European Community (EC) categorise as micro or small businesses (Table 1) reliant on the skills and knowledge (also known as human capital) they contain which is localised in a small number of people. These individuals by the nature of their work activities and their work location can be isolated from advice, and social interaction with others.

Table 1: Definition of enterprise according to size (Adapted from EC, 2003)

Category	
Microenterprise	An enterprise that employs fewer than 10 persons and whose annual turnover and/or annual balance sheet total does not exceed EUR 2 million.
Small enterprise	An enterprise that employs fewer than 50 persons and whose annual turnover and/or annual balance sheet total does not exceed EUR 10 million.
Small and medium sized enterprise (SME)	An enterprise that employs fewer than 250 persons and which has an annual turnover not exceeding EUR 50 million, and/or an annual balance sheet total not exceeding EUR 43 million.

Due to the nature of their work, farmers often work alone, many having limited or no support from colleagues, employers or close neighbours (Boys, 2007). With this limitation on the available human capital within individual farming micro businesses, there is a need to look outwards for the knowledge and skills that are not naturally embedded within the organisation. The role of advisors is therefore crucial in promoting best practice, affecting beneficial change and driving innovation.

The aim of this research is to assess the internal and external factors that influence this type of businesses especially as they seek to adapt to an ever changing regulatory and market environment. The role of the advisor as an agent of change is crucial in this adaption process (Wilkening 1956; Caldwell, 2003). In order to comply with the requirements set by regulations, farm assurance schemes, code of practices, market standards and retailers' requirements, the farming businesses, whatever their outlook, need to continuously change or adapt their farming practices. Farming practices have changed tremendously within a generation to address the increasingly stringent food safety, environmental, animal welfare and food quality standards as well as to cater to consumers' demands. Consumers' demands may range from safety and quality (i.e. technical specifications such as consistency, grade, colour) to credence attributes (i.e. organic, animal welfare, workers' welfare, sustainability) associated with the agricultural products. As the type and scope of family farms develops or modifies so does the skill-set required to operate them as efficient, successful businesses. Whilst not appearing as a capital item on the balance sheet, the human capital of the farming business is critical to its resilience, short term and long-term stability and growth. This human capital requirement will vary from farming business to business and by enterprise and will be built on the knowledge and skill-set of family members and employees. External advisors and contract workers are an additional resource that may be required to fill any specific knowledge and skill gaps. In addition to seeking advice in financial, investment, litigation services and managing family successions, research also suggests that farm enterprises need technical or extension advisors, particularly when it comes to changes in agricultural policy, food and farming practices and application of improved farming methods (Ingram, 2008; Ilbery et al. 2012; Fisher, 2013).

Social capital exists where people have an advantage because of their location in a social structure (Burt, 2004). This is especially true in the context of a family business. Being a member of the family is essentially a pre-requisite to being within the organisational structure of the business. Coleman (1988) defines social capital by its function as a variety of entities with two elements in common: namely they all consist of some aspect of social structures, and secondly they facilitate certain action of actors, whether persons or corporate actors, within the structure. Coleman (1988) argues that family social capital is influenced by both the social structures within the family and the actions and behaviours of those within that social structure. The distinct social capital within a family business, and indeed the ability for that social capital to reassemble in many forms, may facilitate certain activities and interactions and be a real barrier to the productivity of others. By enhancing human capital and developing the skills and capabilities of individuals it means businesses can then act in new ways, as well as driving an increase in the capacity to change the relationships amongst those who facilitate action and increase productive capacity (Coleman, 1988).

This paper will further explore this context of interaction between business structure, quality of human capital and the interplay of social capital. The following section provides a review of the relevant literature, on family businesses with specific emphasis on family farms. In order to drive growth and entrepreneurship in agriculture it is important to focus on the key factors that influence the fabric of the industry and as Defra (2008) identified family businesses form the majority portion, in terms of the number of businesses involved, in the UK farming sector. The literature also provides the research context that informs the development of a conceptual model based on the Theory of Planned Behaviour (TPB) on how advisers can more effectively influence change within family farming businesses.

Family businesses

Family businesses can be viewed as a hybrid of two sets of rules or values: orientated as the set of family norms and the set of business norms (Flemons and Cole, 1992; Tagiuri and Davis, 1982). The interaction of these two sets of norms will vary between each rural family enterprise and indeed at different management levels of the business. Chua et al. (1999) proposed that this interaction was indeed a cooperative approach that formed and governed a family business and its mission. They argued that a business is governed and/or managed with the intention to shape and pursue the vision of the business that is held by a dominant coalition of family members. Furthermore, a sustainable family business requires this coalition to extend across generations of one family or between different branches of the same family. This forming and re-forming of dominant coalitions in itself can create internal business tensions especially between one generation and another. The three-circle model of family business put forward by Tagiuri and Davis (1982) highlights the stakeholders that influence the dynamics of this family interaction (Figure 1). This model is based on the interaction of the dynamics of ownership, business and family. The three-circle model of family business identifies these three distinct themes that are not stand-alone: they are integrated and embedded within each other. The model includes subsets where these factors overlap in terms of strategic and cultural activities and in actions. They form eight distinct categories of individual who may be involved within the business each with different motivations and expectations of what the business will deliver them financially and personally (Table 2).

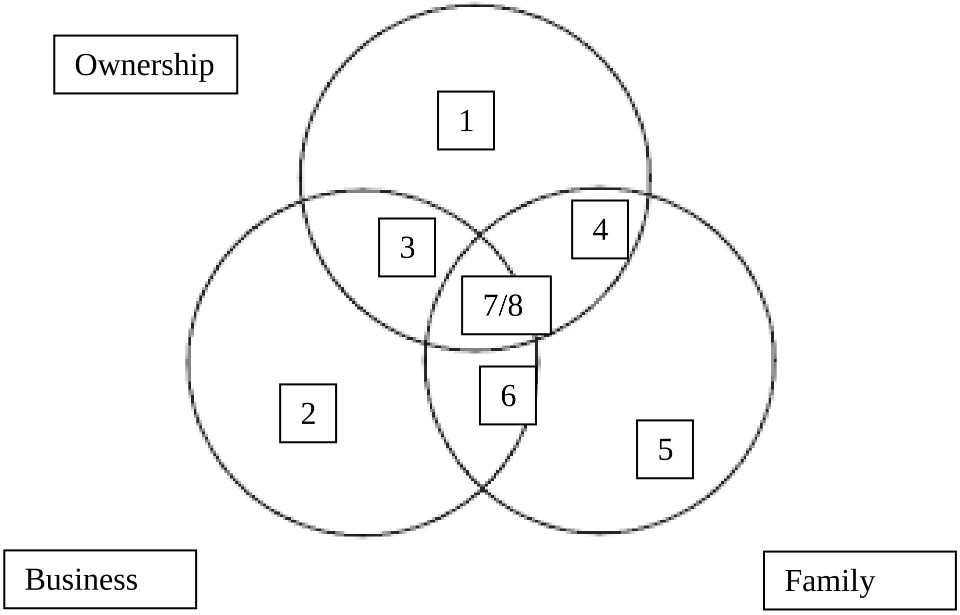

Figure 1: The three circle model of family business (Tagiuri and Davis, 1982)

Table 2: Categories of Individual involved with a family business (Adapted from: Tagiuri and Davis, 1982)

	Individual	Characteristic
1	Controlling owner	A member of the family who occupies a senior position in the family and the business
2	External investors	Non-family members who have invested in the business;
3	Family	Family members who are actively involved in the business and have a controlling stake or share
4	Family employees	Family who work in the business, but to not have a share or stake in the actual business e.g. subsequent generation
5	Inactive or passive owners	Family members who have a share or stake in the business but are not involved in decision making;
6	Management and employees	Neither owners or family members
7	Owner managers	Non-family members who have a share or stake in the business
8	Working family owner	Family member who chares ownership of the business

These “individuals” will vary in terms of their motivation and behaviours towards each other, potential advisors and also towards the implementation of change and adaption to change. The family business may seek the advice of external advisors to help them adapt to both regulatory and market change. Shoup Olsen et al. (2009)

determined that there is a complicated web of relationships within this process including employees, financial advisors, suppliers that ultimately influence farming families. They argued that agricultural advisors might be ill prepared, fail to recognise, or avoid primary opportunities for dealing with family dynamics during critical farm business discussions such as succession management, business change or opportunities for innovation. It is therefore important that advisors consider how they can more effectively influence change and business development.

Advisers as agents of change

Farming businesses can either individually, or as part of a wider network, engage with a community of practice. This community of practice can be internalised within the business or can include external agents. The community of practice, depending on its aims and objectives, can encompass low input and/or high input farms, new and/or experienced farmers and land managers, and advisers. These individuals act within the social norms, conventions and mechanisms of interaction of the knowledge community. A change agent can be described as an actor within the community of practice who directly or indirectly effects change within the business or the supply chain and can be internal to the business, integrated in the farming community or external to the farming community where such change agents often act in a facilitating role. Therefore, the change agent is seeking to drive innovation on behalf of the "change agency" who could be a policy organisation, governmental body or information provider or the business itself. Shoup Olsen et al. (2009) identified that it was difficult for one family member to take new or innovative knowledge back to the business as a change agent. This is due to the heterogeneity, uniqueness and challenges of each individual family operation. They concluded that, in the case of individual family operations, mentoring and coaching are important for embedding knowledge and enabling reflection which will ultimately drive the adoption of new practices and behavioural change. This inclusive approach to supporting change, whether by an individual family member or external advisor, must be considered when developing a framework to describe this interaction

Oreszcyn *et al.* (2010) distinguished between different influencers that they describe as foreground, mid-ground, background and outside influencers. Foreground influencers include farmers' accountants, agronomists, business partners and family members and organisations such as Defra, while mid-ground influencers are those which have less direct contact with the business such as bank managers, farming neighbours and the farming press. Background influencers were considered to have the least influence on business decisions such as business advisors, solicitors, the National Farmers Union, policy makers and the local council. Whilst advisors can be categorised in terms of their knowledge and skill-set and what services they provide to the business they can also be considered in terms of the way they interact with family members and the type of influence that they exert. In this research the broad scope of agricultural advisors has been divided into two categories; firstly traditional advisors such as solicitors, land agents, accountants, and agronomists and secondly those that are an emerging set of advisors due to the changes that are influencing the UK agricultural sector (Table 3). These emerging skills become more important as the rural business operates further down the food supply chain.

Table 3: Categories of advisor

Traditional	Emerging
Legal knowledge (lawyers, solicitors) Land agents, rural surveyors Financial, insurance and tax knowledge (accountants, financial advisors) Administration (farm secretary) Pest and disease control, nutrient management (agronomist) Sales (buying groups, factors)	Technical and processing knowledge (food technologist, production management) Marketing knowledge (consultant, marketing organisation) Web knowledge (IT, social media consultant)

Carlock (2007) suggests there are four different types of professional advisors who serve family businesses in terms of their social interface with individuals namely: teachers/trainers, consultants, coaches, and therapists. Each brings a unique, yet related approach to change and innovation based on their disciplines. The approaches are:

- *Teachers/trainers* who are transmitting knowledge and information. This may be general knowledge and the process then requires the individuals within the family business to interpret that information and then translate it to how it applies to their business before they can implement it;

- *Consultants* offering expert advice i.e. they are providing applied knowledge and information that the family business can readily adopt;
- *Coaches* supporting new interpersonal and work skills in order for individuals to lead and manage business change and the adoption of innovation; and
- *Therapists* working on identifying current approaches and habits and ways in which to facilitate the adoption of new behaviour and further insight into how the approach of the person influences the efficiency and profitability of the business.

It has been argued that advisers that are in the role of teachers/trainers and consultants tend to be more directive and focused on rational thinking processes when interacting with businesses (Kets de Vries et al. 2007a). On the other hand advisers who are seen as coaches and therapists are more reflective and facilitate a non-rational or emotional dimension to their interaction with family businesses. These interactions have been drawn together (Figure 2). Mentoring by advisors is characterised by positive role modelling, promotion of raised aspirations, positive reinforcement, open-ended counselling, and joint problem-solving (Topping, 2005). Since a family business is made up of two core sets of values (i.e. family and business values), the type of engagement with the business will influence the impact and success rate of the different types of advisors and their ability to influence change. Another major contributing factor is the degree of self and group reflection that the family has traditionally encouraged within their established social norms and the degree of personal autonomy and decision making at different levels within the family business. This will influence whether an individual family member will act in terms of self-interest alone or whether their actions, or indeed group collective actions, will be constrained and confined by existing social norms, rules and obligations within the business (Coleman 1988). The social norms and rules will be unique to each family business and may be both intra and inter generational constructs. This highlights the role of dominant coalitions. These coalitions may be dynamic and different coalitions may form within the family business according to the subject at hand.

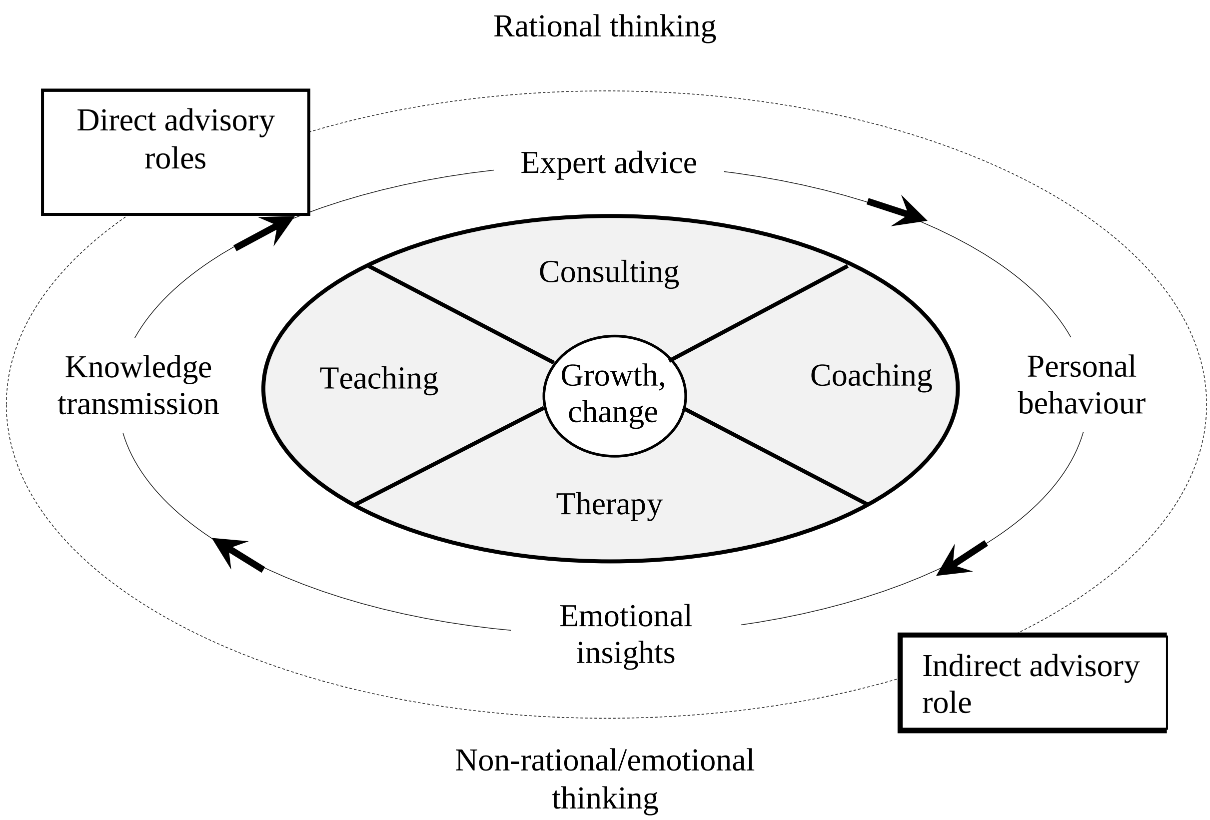

Figure 2. Interactions of four types of family-business advisory roles (Adapted from Carlock 2007; Kets de Vries et al. 2007

Family social capital is influenced by both the social structures within the family and the actions and behaviours of those within that social structure Coleman (1988). The ability for that social capital to reassemble in many forms can both enable and inhibit the development of a business. Increasing social capital in a family business therefore necessitates a restructuring of the relationships of those who interact with and within that business in order to facilitate action and if required a change in structure, practices or performance. This implies that for a family member to be a change agent the social capital must be aligned with the human capital that is available otherwise their influence will be diminished. Furthermore human capital within such a business structure cannot be viewed as merely an isolated set of skills and knowledge, but more appropriately in the wider context of the social capital within which the individuals and groups operate.

In order to more fully explore the relationships between advisors and change agents within businesses, it is useful to note the various forms of social capital that have been identified in the literature. Most significantly Putnam (2000) differentiated between bonding social capital, which is inclusive and only connects homogenous groups, and bridging social capital that is formed between diverse groups and across interfaces between them. These approaches are not mutually exclusive and many groups or individuals simultaneously bond along some social dimensions and bridge across others (Beugelsdijk and Smulders, 2003). This identifies clearly the role of trust within these interactions. The ability to build trust is the essence of all business advising roles (Johnson et al. 2006). Trust is a fragile human feeling especially as the party seeking knowledge and information by the nature of the process can make themselves and their businesses vulnerable to others. Trust can be divided into cognitive and affective dimensions. Cognitive trust is the family business members' confidence or willingness to rely on the advisor's competence and reliability (Moorman et al. 1992; Rempel et al. 1985). Cognitive trust is usually knowledge driven and arises from an accumulated knowledge that allows the family business to make predictions (with some level of confidence) regarding the competence of the advisor and that he/she will live up to the consulting obligations (Johnson and Grayson, 2005). Affective trust is more the confidence the family business members place in the advisor on the basis of the feelings generated by the level of care and concern the advisor demonstrates i.e. their degree of empathy and understanding of the people involved and business itself (Johnson-George and Swap, 1982; Moloney, 2005; Rempel et al. 1985). Affective trust is driven by personal experiences with the advisor (e.g. satisfaction with previous consultancies) and advisor's reputation (Johnson and Grayson, 2005). The interaction of trust in terms of how it influences the uptake of information, skills and new practice is an important dynamic in the behaviours seen between the family farming business and external advisors. It is an important factor to consider by policy makers and supply chain stakeholders who seek to effect change. Whilst cognitive trust can be built based on the perceived quality of the information communicated; it is affective trust that builds bridging social capital between the family and their advisor.

Researchers have explored knowledge and learning within farming, applying a range of theoretical frameworks. Actor network theory, for example, has been used to consider the implementation of agri-environmental policy (Morris 2004). Sligo and Massey (2007) identify the inter-relationship between risk, trust and knowledge. Building on the work of Cravey et al. (2001), the researchers explored New Zealand dairy farmers' acquisition and use of information through the framework of socio-spatial knowledge networks (SSKNs). The study identified a 'chain of connectivity', whereby expertise leads to contact that builds interpersonal familiarity, which can foster trust, based on experience (Sligo and Massey 2007, p.17). With regard to trust and interaction with advisors large family businesses will review the consultants/advisors' background and credentials before hiring. These include: academic achievement, life experiences, cultural sophistication, adaptability and personality (Vago 2006). Vago (2006) suggests these are critical success factors (CSF) with life experience and the understanding of farming and farming practices being crucial in determining whether advisors can bring wisdom and practical solutions rather than just information to the business. Conversely, there are opposing critical failure factors (CFF) that are the opposite of the CSF outlined (Vago 2006). In terms of cultural and environmental sophistication it is important to consider if the advisor and the family business share a common interest in cultural matters, such as their attitudes towards business risk, animal welfare, and/or environmental protection as otherwise this could prove a barrier to successful interaction. The advisor needs both adaptability in being able to adapt to local customs and also to the norms of the family business and a personality that is intuitive and understands the client's different comfort levels and can then calibrate their own conduct accordingly. The literature further describes the role of the farm advisor as a change agent and the factors that enable and also disrupt their interaction with the family business. Oreszcyn et al. (2010) introduce the idea of boundary agents, who act formally or informally at community or network boundaries to 'broker' information. Ozeszcyn et al. (2010) further suggest that new opportunities for learning occur at the boundaries of communities or networks of practice. In other studies, it has been suggested that network brokers i.e. those individuals that can bridge between networks can access information in one community of practice, or network, and communicate it to members of their own network. However, Oreszcyn et al. (2010) argue that the success of the brokerage role will depend on the nature of the shared interaction. Shared objects, such as a common language, processes or tools, can act as a bridge but cross boundary knowledge exchange is often difficult, as such community or network boundaries may also be loci for personal and knowledge conflict.

The literature discussed has identified the interaction of human and social capital in promoting adaptation; take up of new ideas and driving performance. Burt (2004) argues that transferring best practice is a higher level of brokerage. Individuals, such as advisors, who are familiar with activities in two distinct social groups e.g. retailers and farmers, or policy makers and farmers, are more able to transfer best practice than people confined within either group. This is because they can see how a belief or practice in one group can create value for the other group. They also have the skills and know how to t*ranslate* the belief or practice into language that is appropriate to the target group. The author builds on this by determining that individuals whose social networks span structural holes between diverse groups have early access to differentiated, often contradictory, information and have the ability to interpret these seemingly disparate factors into a body of knowledge that, as a knowledge provider, then gives them a competitive advantage in identifying good ideas. This interaction is also strongly influenced by an organisation's adsorptive capacity namely the ability of the business to "*recognise the value of new, external information, assimilate it, and apply it to commercial ends*" (Cohen and Levinthal 1990, p. 128 cited by Burt, 2004). It is within this paradigm that the conceptual framework has been developed.

Developing a conceptual framework

It is clear in the discussion of the arguments put forward by Oreszcyn et al. (2010) and others (see for example Wenger 2000, Williams 2002) that knowledge flows between individuals and groups are complex and dynamic, involving continuing, iterative interactions. In order to change farming practices/business strategy, one needs to understand that provision of knowledge alone is insufficient (Pilling *et al*., 2008; Seaman and Eves, 2006). Understanding behavioural science (and accepted mechanisms for changing behaviour) is also challenging due to the interaction between multiple internal and external factors. Both behaviour and knowledge flow need to be considered concurrently in order to develop an effective and resilient mechanism of influencing change. Examples of internal factors that influence attitudes and behaviours include having the motivation to change, past experiences, perception of benefits, perceived vulnerability, concern over the loss of power if knowledge is shared, as well as perception of barriers and personal attitudes.

External factors that have influence include the social pressure to conform to a group norm, the influence of the media, environmental factors, provision of facilities, and potential incentives or fines. In fact, by utilising social cognitive theory this will enhance the understanding of the complex behavioural interactions of the rural family enterprise.

In developing the conceptual framework in this research we have expanded the TPB to determine how advisors can influence change within family farming enterprises. CSF such as academic achievement, life experiences, cultural sophistication, adaptability and personality of the advisor will largely affect the farmers' intention to adopt / not adopt changes and this factor has been embedded within the framework. CFF such as an inability to translate global knowledge into indigenous knowledge, an inability to integrate with the social and cultural norms of the rural family business and the perception of knowledge transfer alone rather than developing a knowledge exchange interface will impact on the ability of the advisor to engage with family business and to facilitate the adoption of alternative practices or change. In previous studies the TPB model has been used to predict or understand factors underlying individual's behaviours. The TPB (Ajzen, 1991) was developed to predict and explain human behaviour in specific contexts and Pike (2008) developed the use of TPB within the farming context. Here, we will use it to further understand and predict farmer behaviour in particular, potentially complex, instances such as making changes to the business strategy or farming practices or to enable smooth succession in family businesses. The TPB suggests that behavioural intention can be influenced by a person's attitudes, subjective norms and perceived behavioural control. Attitude is defined as the degree to which a person has a favourable or an unfavourable evaluation of the behaviour in question. Advisor attitude and approach to the farming business is therefore a crucial CSF. This component has been mapped (Figure 3).

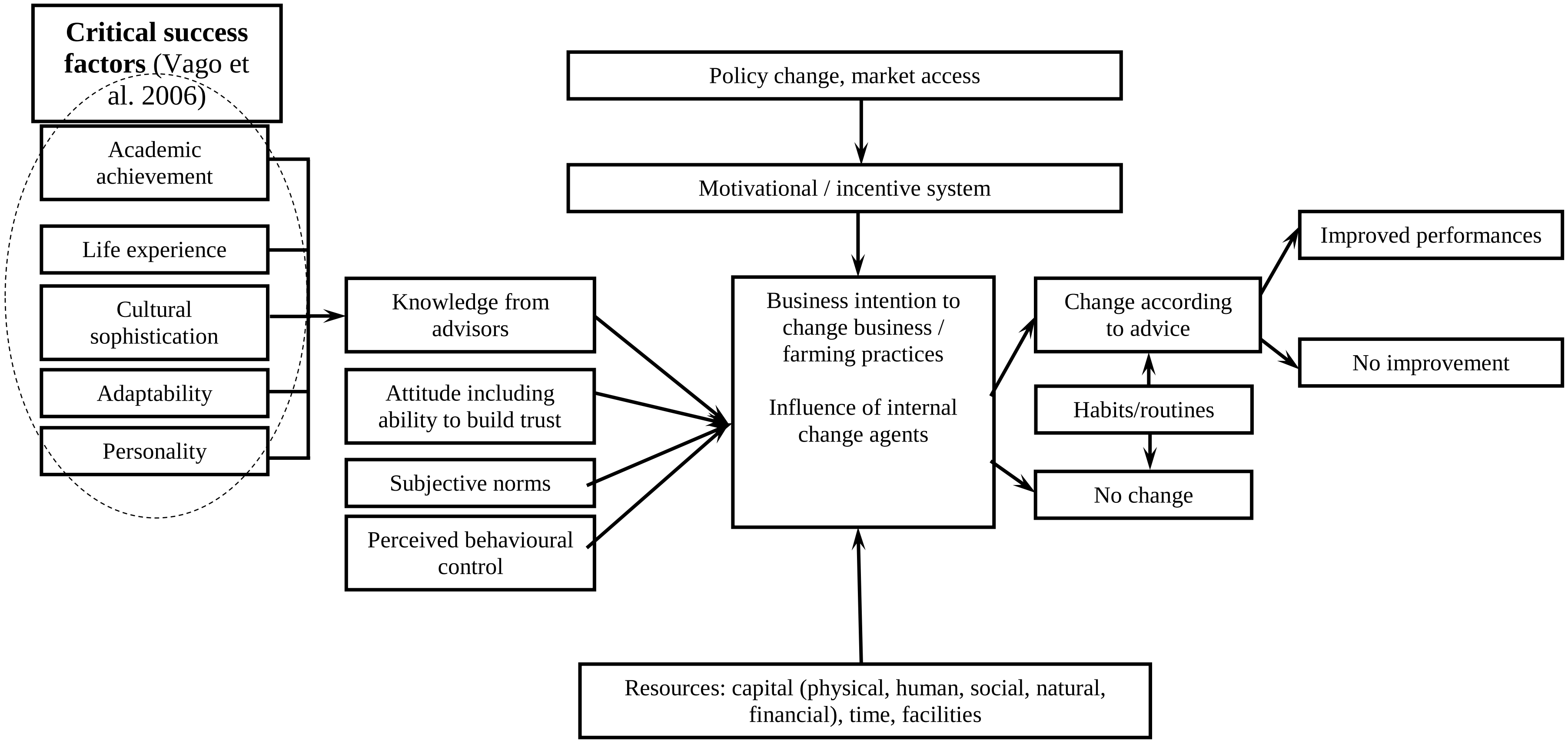

Figure 3. Influence from advisors framework

Conversely, the farmers' and their family's attitude towards the advisors' role in facilitating the family business is crucial to enable change and their credibility is key to acceptance of them as individuals or the message that they personalise. Subjective norms come into consideration when the current family business is under social pressure from other farms, authorities, supply chain partners or customers to adopt new strategies or farming practices. Subjective norms are beliefs about whether individuals, in this case family members as well as those external to the business, approve or disapprove of a specific behaviour. As discussed previously, rural family enterprises operate within the confines of a multi-layered matrix of business and family norms and conventions. Therefore perceived behavioural control will influence the actual adoption of change and also the rate of adoption of change especially with regard to the perceived ease or difficulty of consistently performing the behaviour (Ajzen, 1991).

Perceived behavioural control is the extent to which the farmer wants to adopt the change (based on the inputs from the advisor). Furthermore, perceived behavioural control is also dependent on the availability of resources such as capital, time and facilities. Behavioural intention, which is personally rather than group driven, is the most immediate determinant of behaviour (Fishbein and Ajzen, 1975). In this case, we propose the framework (Figure 3) based on TPB to seek to better understand the interactions between the advisors' input and other predictive factors (i.e. attitude, subjective norms and perceived behavioural control). Policy-makers and the supply chain including customers and consumers largely influence the motivational or incentive system in primary production. For example, if the farm's customers (i.e. retailers) introduce supply chain demands for specific farming practices or private standards (e.g. Tesco Nurture), the farmer will need to abide by the requirements in order to maintain their businesses or to gain market access. These internal and external factors will finally drive behavioural intention. Past experiences, habits and routines may also influence the farmer's decision to change according to the advice given or otherwise decide to remain with the status quo.

The advantage of using the modified TPB framework is that it helps to understand the complex intrinsic-extrinsic factors that influence behavioural change within the farming business. A better understanding of these factors may help advisors in calibrating their approach when working with family farming businesses. The consultant's background and attitudes will also have an influence as discussed by Vago (2006). Farming practices have changed tremendously in a generation to cater to the increasingly stringent food safety, environmental, animal welfare and food quality standards as well as to cater to consumers' demands. Identifying influential factors such as attitudes, subjective norms and perceived behavioural control, availability of resources and motivations and provision of incentives are beneficial in determining the impact of and then facilitating change. For the framework to be effective, advisors must be equipped with good communication skills and have the ability to engender and build trust. In addition to providing knowledge, the advisor, as demonstrated in the framework, plays a critical role in facilitating change in rural enterprises. However, whilst behavioural factors play a role structural factors should also be considered. Organisations with management and collaboration networks that bridge structural holes in the markets they operate in seem to learn faster and be more productively creative (Burt, 2004). The physical activity of the transaction of knowledge as well as the associated role of trust and therefore the overall value placed on the knowledge and the knowledge provider is a crucial consideration. The role of trust also underpins the social bonding process especially if the advisor is also considered in their role of the "boundary agent". Shared objects, such as knowledge packages, can act as a bridge between the advisor and the business, but these cannot alone affect change. The juxtaposition between bridging and bonding social capital also needs to be considered as it lies at the root of the enabling agent interaction.

Conclusion

Family farming businesses make up a large proportion of UK rural enterprises. These businesses are directed by a dominant coalition of family members and "invited" individuals who define the aims and objectives of that business and implement the means in terms of resource base to achieve those objectives. Although there is much focus on the financial and physical business resources available and the influence that has on the organisation, the role of human and social capital is critical to business success especially where there are family bonds included within the said resource base. The interface between business, family and ownership has been previously described. This interaction not only influences the physical and financial resources, but ownership of ideas and innovation and the ability to implement those effectively in a family situation.

In this paper, we have focussed on the internal and external factors that influence these businesses especially as they seek to change and adapt to an ever changing regulatory and market environment. The role of the advisor is crucial in this adaption process. The ability of the adviser to provide knowledge alone is not sufficient to bring about either business change or improvements in practices. The advisor needs to identify the specific dynamic of human and social capital in the business and also how they can engage to increase its value. Recognising the role of dominant coalitions in the business and how the advisor then interacts with such groups is vital to success. Furthermore, influential family based factors such as attitudes, subjective norms and perceived behavioural control; as well resource availability, motivations and incentives play a strong role. Focussing on the role of social and human capital, this paper expands TPB to develop a framework to explore the advisor/business interaction. This framework highlights the complex nature of the interaction.

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