

Transcript of 'Entrepreneurs and Sustainability'

Season 1, Episode 16, Transforming Tomorrow

[Theme music]

Paul: Hello and welcome to Transforming to Tomorrow, the podcast from the Pentland Centre for Sustainability in Business here at Lancaster University Management School. I'm Paul Turner.

Jan: And I'm Professor Jan Bebbington.

Paul: Jan, we're asking for trouble today. We've got two people in the studio who are here and ready and riled up for mischief. So we're joined by Brian Gregory and Salma Atcha to discuss our Entrepreneurs in Residence scheme here in Lancaster University Management School.

Brian's the Director of the programme. He's a former Entrepreneur in Residence himself. He leads a network of more than 90 EiRs from around the world in many different sectors. He's also researching his PhD, doesn't sound to me like he's got enough on his plate, he needs a few more things to be doing.

And Salma is the Business Networks Officer from here in Lancaster University Management School, which essentially means she keeps the entire network in check and doing what they should be doing.

[Theme music]

Paul: Welcome to both of you.

Brian: Thank you very much. And I'd love to take issue with this troublesome tag you seem to have put on us. [Jan laughs] But we're going to have to get over that early aren't we?

Jan: I think time will well. Time will tell.

Salma: [inaudible] ...misbehaving...

Paul: Starting with you then Brian, just a bit of an introduction to yourself. I have said you know you are the Director of the EiR scheme, but you're also an

EiR yourself, that's how you came to be involved with it. Just, yeah how have you come to be involved with the whole EiRs and where you are now?

Brian: Right then so I'll try and do something fairly potted. Um, back in about 2006 Magnus George and Ellie Hamilton came up with the idea of the Entrepreneur in Residence. Now then, Entrepreneur in Residence isn't new, there are universities around the world that do similar types of versions. And in reality work I'm doing now, all universities have a scheme that looks like this, it may be called something different.

So 2006/7 Ellie and Magnus conjured an idea, got some ERDF funding and then brought in a fellow called Ian Gordon, who's now returned back to Lancaster again. And Ian became an employed Entrepreneur in Residence at Lancaster. Ian worked for three or four years with a number of people who'd been associated with Lancaster from the past, through programmes like LEAD, which are relatively well known or were relatively well known. Until the point came where Ian developed the Entrepreneur in Residence programme as it looks like now to the point where we took on free resource.

These were friends of the University who were in business, who would be happy to come in and give to the University. But there is a reciprocal arrangement there. So I was one of the first ten that were brought in as a trial to see could we make this model work. And I have remained involved since then.

Paul: Which obviously suggests the model did work, otherwise all these years later they wouldn't have kept you...

Brian: ...indeed...

Paul: [laughs] ...still here. So what's your current role then? What does it involve being the Director of the scheme?

Brian: Roles are, sort of, I suppose easy to put down on bits of paper, aren't they, and then difficult to hold people to afterwards. I'm trying to increase spread, capability, resource, it's about expanding Lancaster beyond Lancaster's boundaries.

How do we get into bed with other universities in other parts of the world to do other things, who do different stuff? If they're doing different stuff and we can go and show them ours, they might show us theirs, and we get to bring

that back to Lancaster. And that's not only hugely beneficial for Lancaster as an organisation, but our students as a whole as well.

Paul: So to bring you in line with the podcast here, so what's your take on sustainability in business personally then?

Brian: I know, when I saw this question, I thought how do you answer that? So I'm going to suggest that there are some evangelical folk out there who love it, and all have their own reasons as well. I think there's a big element of needs must. I remember a few years ago in my last business there was an ISO standard that became relevant, and it started to gain impact in its relevance. And all of a sudden everybody in our industry is thinking I'm going to have to go and get ISO a, b and c aren't I?

So there's a balance out there about what sustainability is and why we adopt sustainability. But I still think it's primarily customer driven, not product driven.

Paul: I'm going to ask the question, because I don't know the answer to this, what's an ISO?

Jan: International Standards Organisation. So they produce, sort of, like 'how to' guides for environmental management, but all sorts of other topics as well. The same way as the British Standards Institute has guidelines of that sort.

So they are sort like 'how to' guides for businesses, organisations to be able to figure out stuff that they might need to know.

Brian: Yeah. And they're trying to set that up on an international basis rather than national basis so that we can compete with the US on what might look like a level-ish playing field.

Paul: Salma, lets come to you then. So a bit about yourself, and how you've come to be in charge. And I will say, I dare say you're more in charge of this network than Brian is. In charge of the EiR network.

Salma: So I came to the programme because of lockdown. I was made redundant. I was a lockdown casualty. And I would say I came to the programme because of the power of the network. And it happened to be Brian's power and his network. I'm making you sound very powerful now!

LinkedIn. My partner saw a vacancy at the University. I was ready to go back to university. I was going to go study psychology. And instead I've ended up

working at the University. I was meant to be here part-time and I enjoyed it so much I stayed.

Paul: What is your role then within the network? I know I'm joking here saying you're essentially in charge of it ,and you're making sure that Brian and all of his many cohorts behave themselves. But what is your role there?

Salma: Ok so my role, you have to bear with me on this, it's a bit like a elite dating agent. There's no dating on my watch whatsoever, I promise you, [laughs] but it's all about relationship management. So it's connecting, it's connecting with our Entrepreneurs in Residence and really getting to know them, and getting to know their backstories, who they are as people.

It's getting to know the academics and understanding what their requirements are, what it is that they're looking for. And knowing the students. And I matchmake. Everyday in my job I connect people. So its all about communication.

Paul: So it sounds perfect then to ask you the same question I asked Brian about your take on sustainability in business and what the attitude you've come across with, on all the many relationships that you've built with the EiRs and the networks.

Salma: So to me sustainability, it's about your core values, it's who you are as people. It's not an add on, it is who you are. And this is one of the things that I've really come to learn with the Pentland Centre, it's people's beliefs.

And one of the things that I find really powerful is, and this is something that Jan and her team do, you make complex issues really, really easy and really manageable. So rather than people getting overwhelmed in the ideology of things and thinking it's too big for me to do, getting fixed up with governance, you know it's really about what can we do with the day to day actions and making things accessible. And that's something that's really helped our EiRs and made it very real.

So we've got people within our organisation that have now got B Corp and that has come through the Pentland Centre as well, and the inspiration that they've had.

Jan: That is another sort of logo, so B Corp which we may talk about in a future podcast, I have in mind somebody to ask, is benefit corporation. So it's a slightly different legal form of a company, whereby you are more self-

conscious about your values and pro-environmental, pro-social values that support the local community etc. And you can get certified as being a B Corp.

And it was wonderful to see one of the EIRs telling us the news just a couple of weeks ago that they'd got B Corp status. And I often think of B Corps as being, it's a framework, not dissimilar to the ISO framework that you were talking about Brian, that carries a sustainability value into the heart of a business.

So really reinforcing Salma's point that sustainability when it works really well isn't an add on, its right at the heart of the, heart of the matter I think.

Brian: Can I add to that? Because I really like the point you've both just made there. And I was thinking about it and its about simplicity. You open up an ISO document or application for B Corp, and it probably resembles the Bible or the Qur'an, it is just, it's incredible and it appears unattainable.

But if we can break it down into terminology and language that people can use, and that people can understand, and make it into bite sizes so that they can achieve it, I think that's what, that's going to help far, far more in bringing people on that journey rather than just throwing them this big fat document that says go and get on with this.

Jan: So that's what clarifies B Corp. One of the things that I, I've never managed to really grip is what 'entrepreneurial' means. I mean, it's sort of like one of those labels that you attach and it's a great label, I'm entrepreneurial. But do you have a sense of, and it doesn't have to be a really specific thing and it doesn't have to be boiled down, but do you have a sense of what is entrepreneurial? How do people think about that phrase and that term?

Brian: So the term, when I, I started my first business out of necessity when I was 32 years old, I think I was. And I don't think the word entrepreneurial existed then. If it did it was very little used. Now everybody's an entrepreneur.

What is it? I think its people that have, that don't fall at the first hurdle. It's commitment, it's an inquisitiveness to ask questions. And to ask questions beyond the first answer. I think everybody around here will know the five whys. Ask why five times and you will get to the root cause of the problem. It's people who are prepared to work hard and get to the root cause of the problem, that I think that's what entrepreneurial is.

And that sets, that's not a job. Everybody, no matter where you work, if you're of that mindset, you're being entrepreneurial in some way, shape or form.

Paul: When you think of entrepreneurs it might be easy to think of people with small businesses, small organisations. Is there a point where you stop being an entrepreneur and you start being some, kind of like, global owner of a massive corporation, and you've stopped being an entrepreneur?

Or are you still an entrepreneur even if you're Steve Jobs or Bill Gates or someone like that, who started off small, worked their way from those ideas, kept pushing, kept developing and have ended up in charge of something huge.

Brian: I, I think that's a choice that you make. So you mentioned Steve Jobs, I've never met the guy, I will never meet the guy. So I don't know how, one of our entrepreneurs he's now expanded into Australia from the UK. He's got just short of 200 people here, he's now in Australia, he's got, last I spoke to him 10-12 bodies over there. Spends a bit of time going.

Now then does he cease to be entrepreneurial now that he's managing a business across two continents? Or does he allow the functional management of the business to be done by others and he remains sat looking at these, you know, he's always got some of the grind to get through, but does he try and keep his mind free some of the time for this what else. Are we doing it right, are we doing it wrong? Shall we do it a different way? Where should we be looking next? Should we be consolidating?

So again I think that's a mindset that I would say relatively intelligent people make for themselves.

Paul: It seems that there's a difference there as well between being an entrepreneur and being entrepreneurial. Because people in any job could have an entrepreneurial spirit, it's quite a common phrase, that's there. And you can be entrepreneurial in the way you approach certain areas, without being an entrepreneur and setting up your own business.

We're getting into lots of semantics, and I'm worried that Jan's going to start making up words [Jan laughs], like 'entrepreneurialisation' or something like that, because it sounds to me like the kind of thing you'd do.

Jan: It's only a matter of time. But I think what that really prompts in my mind is, I like the multiple whys. And I suppose you've seen through your interactions with the Entrepreneurs in Residence as to why sustainability, why

does that come into their, part of their journey and their questioning of why, what, where, how?

And I'll maybe start with Salma.

Salma: So sustainability and entrepreneurship, I think they go hand in hand. There's lots of opportunities. I think what the SDGs do, is it gives people structure. It gives them a framework, it gives them a language as well.

With the Pentland Centre what it's doing, it's bringing to the forefront all the, and the practical execution of, what does it mean? So it gets people thinking continually.

And this is why the EiRs have really bought into the Pentland Centre because they think, oh in my day-to-day job I can do this differently or, we already do this. So it is driven by customers as well, the client values. So we've got an entrepreneur who works in the finance sector and they're, again going back to the B Corp, they're going for it because it's a benchmark that shows their customers that their investments are ethical, they're safe.

The consumers are a lot more savvy now. They want more. They don't just want to constantly buy things. They care about the origins of it and it goes back to one of the conversations that you had with Duncan Pollard and one of our other Entrepreneurs in Residence, Victor. They did a joint publication which featured in 54 Degrees, I think it was issue 17? And they were looking at degrowth and, you know, the impact of it, and does it mean that we just buy less? No it doesn't, it looks at how the, the origins, how you do things differently. And that's what really taps into the entrepreneurial mindset.

Jan: And that's brilliant. And I know that our Entrepreneurs in Residence do quite a lot of work with our students. And, and I wonder, it would be great to hear something about that because if you like that's bringing their experience into the heart of the educational offering of the University, but also their experience of sustainability in practice into students' understanding of sustainability in theory.

Salma: Well this is where the dating agent role comes in handy. [laughs] So for the last two years we've been doing an MBA challenge with the students and over a course of three days we have five entrepreneurs each day. And they look at sustainability, they look at the ideation a bit. And they create meaningful relationships.

So these entrepreneurs will be there to challenge students. The students, again, in terms of entrepreneurial mindsets, students are very entrepreneurial. They will connect onto LinkedIn with the entrepreneurs. They will ask them for coaching, they'll ask for mentoring, organise sessions for them. And even when they set up businesses they'll come to the EiRs.

We've got a student called Glover, he's created a sustainability business. Upcite, they upcycle furniture. They've got a collaboration with St John's Hospice. You know, and this student, he's been absolutely fantastic, he's been hot housed by many entrepreneurs. [laughs] And he's even come back to the University to act as a guest lecturer for one of our colleagues. So it's quite a virtuous circle. We're creating future entrepreneurs as well.

Jan: And the upcycling of furniture is a really smart sustainability action, because it makes pieces of furniture more available to people who might have less money, gets things out of landfill and all of the impacts of that. So that sounds a really super example.

Brian: Just to add, you have to go to Cole's website Upcite to see what he does. It's not a case of taking a cupboard and selling a cupboard, he does fantastic things with this furniture visually...

Jan: ...ah, yeah. So value added again...

Brian: ...huge value...

Jan: ...yeah, entrepreneurial.

Paul: We keep mentioning the Entrepreneurs in Residence and various things that they do, I think we probably need to talk a bit more about who they are more precisely.

So I mentioned at the very start there you've got more than 90 Entrepreneurs in Residence here. Who make up this network? Where are they from? What experience do they have and what sectors do they cover, Brian?

Brian: So from a sector point of view we cover, and things like sectors are how you dice them up, we cover about 19 sectors. Where are they from? The furthest away is living in, she's in Hamilton, in New Zealand. I think if I go the other side I can get to Thailand and Malaysia. I can do Calgary in Canada that way. I've got Florida, different parts of the US. So it's a fairly wide spread of, um, ladies and gentlemen that are part of the cohort.

Age range, my youngest is 22 and she runs a business, she's a manufacturing, food manufacturing business of 40 people out in Malaysia. And our eldest are in their mid-70s and they will both remain nameless. [Everyone laughs]

It's your next-door neighbour. It's the right type of, the only requirement we have that they are capable of interacting comfortably with our students. I'm not looking for polished diamonds because polished diamonds are boring, nobody likes them. They've still got to have a bit of rough on the edge, but it's got to be a means that will interest and engage the students. And beyond that it's just about everybody's next door neighbour.

Paul: You talk about engaging with students, they also engage with researchers as well, of course, here within the School. So what would you say the main desired outcomes you have of someone coming in and being an EiR?

Brian: So the main desired outcomes, we have three opportunities for, Lancaster has three opportunities. Teaching support, research engagement and then there's engagement with the University at a more structural level. So they're the three.

And it's not, I don't really look at somebody, I don't look at Paul and think, Paul you'll be great for this whilst Jan'll be best for that. It's getting them in the room and starting to work out, see where they settle.

You know I'm not bothered about being in the student, but I do go to number 10 Downing Street twice a year, so I can talk about that kind of stuff on your behalf when I'm at 10 Downing Street. And so, and that's a realistic example by the way as well, we've got a number of boys and girls who do get to places like Downing Street.

So we let them, we have lots of engagement for them, we let them find their level and where they sit comfortably.

Paul: You'd say, obviously, Downing Street, but then there's the example of course of EiRs contributing towards reports that have been submitted to the G7 down in Cornwall. So there's big, big impacts with organisations that are known the world over.

Brian: Ah, we were actually, that was one of those, I'm sure lots, we all think that structurally the world is very organised and it's only us as individuals that's disorganised, don't we?

I remember I was trying to watch the rugby on the telly and I got an email from one of our Entrepreneurs in Residence, says Brian I've been asked to submit this to the G7, can you help?

So by Sunday afternoon we had 12 EiRs to contribute to it, four academics and he had the data on the Monday and submitted it to the G7 for, it's like a pre-submission on the Thursday. Anyway, the paper was accepted. So yes, you know, our span of influence is far wider than people would think.

Paul: And the span of influence expands, extends rather to the Pentland Centre. So Salma, how does the relationship between the EiRs and the Pentland Centre work?

Salma: I would say the relationship works very, very well. Its, to me its, it's a very beautiful partnership. I know I sound like I'm in a cult. [laughs] I do want to...

Paul: ...it also sounds like you're back on the, it also sounds like you're back on the dating app here, [Jan and Salma laugh]you've swiped right for Jan and that's it, yeah...

Jan: ...aah...

Salma: ...no, I'm old school, its more Cilla Black than dating apps... [laughs]

Jan: ...yeah I didn't know which direction to swipe and, so I mean I could've...

Paul: ...I just guessed. It could be that I've just rejected you outright by swiping right.

Salma: So, yes, the relationship between the Pentland Centre and the entrepreneurs, it's a very positive relationship, that doesn't involve dating.

It's giving the Entrepreneurs in Residence opportunity to connect with academics who they otherwise would not have connected with, and it's created some wonderful partnerships. And it's a great opportunity for people to get to know each other.

Relationship building is very, very valuable, especially now that we're in a global place and the world's getting smaller. So it's important that people have these opportunities to connect.

So recently Brian's done a collaboration with Sunway University, we've recruited several EiRs from there. And one of our colleagues, Stephen, we

would not have known Stephen had it not have been through the Pentland Centre. And what it does, it gives a familiar face for somebody to reach out to.

So when Brian's out in Malaysia I can say, hey, Brian did you know Stephen is available? And Brian's got this great relationship and it just goes from strength to strength.

And we're creating international lecture. And what that does for the entrepreneurs, it gives them value. Now they're in organisations that they've created. They're at the top of their game. You know they've had lots of lives, like cats.

You know, some have boomed, some have busted. And they're constantly rebuilding themselves. It's not always where they, about monetary reward, and this is something that gives them the opportunity to really do reflective pieces on themselves as well, and really engage at different level with people.

Jan: And I'd really second what Salma said there because EiR is a network, Pentland Centre is a network, so that's sort of a network of a networks, and it's a really nice way for people to connect with each other and as you say to get credit for what they're doing.

And also when you get credit for what you're doing you often thing, with that entrepreneurial mindset that Brian was talking about, well maybe I could do it a bit better again, and I think that's a nice way forward. But also I'd use the word inspiration as well, because it's possible to do really amazing things. And I think the EiRs give us that opportunity.

And I always like interacting with them because their stories are great and you know they do really interesting and vibrant things. And particularly for the ones that are maybe based around Lancaster, I see them at a variety of, sort of, sustainability dos in other sorts of contexts as well.

So I think that dating agency, getting to know people, having chats, having repeat chats, having a further chat again, is a really nice feature of both the EiRs and the Pentland Centre.

Brian: So just to pick up Jan on what yourself and Salma have said there. You talked about your experience in meeting a number of Entrepreneurs in Residence and like-minded people at events around Lancaster.

One of the benefits I think, and certainly in my time, since I've come into academia, there's a big fat echo chamber goes on around here, which tells us all that we're great.

But within business as well there's that echo chamber of ,those people at university are, they know too much, they're too far up themselves, we don't need to worry about them.

And its slowly, and what we're doing with the Pentland Centre and the Entrepreneurs in Residence, you can't force a relationship. A relationship is slowly building and developing, it will extend beyond Lancaster because the nature of the Entrepreneurs in Residence.

And what I like apart from getting rid of the echo chamber idea is, let's hear what's happening with sustainability in Malaysia. And the tiny bit I know about that, which is nothing, so, is that the Malaysian government is trying to do a lot and is relatively popular with the efforts that they're doing. But their, their needs and requirements are different from what's considered first world, Great Britain, right now.

So we get to find balance, as well as finding great ideas in other parts of the world, that we can bring back here and do something slightly different with. So I think that relationship offers a really good long term sustainable benefit for everybody.

Jan: One of the things I liked about that, because of course Malaysia is not unconnected to the UK...

Brian: ...yep...

Jan: ...in terms of their plantation industry and materials that come through into our food system.

So the more international understanding we have, the more local understanding we have as well, I would argue.

Salma: And to add to Brian's point about the Entrepreneurs in Residence, to quote one of our EiRs, he acts as an irritant! [laughs]

And you know it's quite important that the University isn't just an echo chamber and it's not just all about theory. These people are the ones that are breathing life into the theory. They're there to challenge, to provoke the students and to say 'this is what happens in real life'.

And that's really valuable to the students and to the entrepreneurs because they get to reflect, which is something that they might not be able to do every single day in their day jobs because they're time-starved, you know.

And Entrepreneurs in Residence, to the University, it's really important and the reason is it's like having a dance school without dancers or an art school without artists. [Jan laughs] So its...

Jan: ...yeah, I like that analogy. That's a really nice metaphor. And the mixing between academia and practice, I think that's a really great way to go. Brian you've got a PhD underway, which by definition is going to have academic elements to it. But I suspect it will have really great practice elements as well.

So if you've, just tell us a little bit about your PhD.

Brian: Coming from practitioner background, one would hope that it's got some practical value. However, I do understand it's got to stand up with some academic rigour as well.

So my research is around the concept of fear, and fear in business.

Jan: Aah.

Brian: Now then fear, fear is something that the businesspeople and entrepreneurs experience on a daily basis, they will experience it 10 times a day from 10 different subjects. It's about how you might, the successful businesspeople, are able to manage that and it's how they manage that.

Now then my research has pointed very definitely towards networks. And it's how successful people, not just businesspeople, how successful people utilise their networks to manage that fear.

Some stuff that's coming through is that there's one reason, and one of the things that, that's interested me since the start is when I set out thinking about this is, at the beginning of the pandemic a lot of those people that are in business were my friends, because I'd just sold my company a couple of years, a year before.

What is it that makes them get up every morning, don their armour, pick up their shield and their sword knowing they were going to lose the fight today, doing it on such a regular basis?

And that was the kind of ethos, I'm still there, that's a why. And one of the things that's coming through, is as yet is of course unpublished so therefore

doesn't count, is that if we don't help each other the problems the individual, Paul's to my left, the problems Paul's experiencing, my research is showing that if we don't help each other, Paul's problems will contaminate us all round the table eventually.

So as a network we know actually it's in our interest to help Paul straight off. And this is almost a subliminal thing, this isn't a conscious decision that people are making. We know that unless we help Paul we'll suffer from the same problem, so it's worth investing time now.

So I'm looking at that and I've got terms around entrepreneurial fear, that's about managing that fear, how we manage our day to day small problems and big problems, because the rest of life still needs to go on.

Jan: And that's absolutely awesome because it seems to me that that's a really good analogy for sustainability in business as well, is that any one problem that one person faces, someone else is bound to.

And the power of a network at really bringing that forward or even, you know, you might have a problem in manufacturing but actually the solution rests in the world of consumers.

So I think that's a really nifty PhD topic that we can surely subvert to sustainability in business as well.

Brian: There's nothing new here. You know we're reinventing the wheel, in as much as you know how do we continue to create cleaner rivers again? We know how clean rivers work. It's our choice to pollute them or not to clean them up as quickly as we want. So all the answers are there already, Jan...

Jan: ...yeah...

Brian: ...it's about the energy and the urgency to do something about it.

Jan: And I can see Salma relaxing at this point, which is very unwise, because I want to know when she's going to start doing a PhD in this area! [laughs]

Brian: Me too Jan.

Jan: Yeah. [laughs]

Salma: When you take me on Jan. [laughs]

Jan: Well there we are, that sounds, I think I better pass back to you Paul because we're dating again!

Paul: What? [everyone laughs] I, I really missed something there. I'm still dwelling on the fact I'm a contaminant according to Brian. Spreading my odorous influence across all society. Maybe that's what this podcast was all about in the first place.

And on that note, oh, Brian, I was about to say we're going to wrap up, but you obviously want to call me a contaminant or something worse.

Brian: No, no, I take the contaminant thing back, I'm sure it's not wholly justified, perhaps only partially.

But, no, we talked about, so I would love to chuck a question back at you guys. Universities are great for having meetings where nothing happens, aren't they? But lots of organisations are, so we're not just blaming universities.

So what I'd like to know is your thoughts, something that we can come back to maybe 12 months or two years, how could the Pentland Centre and the Entrepreneurs in Residence, in a very slow and deliberate way, benefit each other more in the short-term future, please?

Jan: I think there's layers to it, the first one is inspiration. So particularly highlighting what I'd often call pockets of the future in the present. Because things that we're doing now that look a bit odd but we're going to be really sensible as the environment and social conditions change around us. Those examples of what will fit the future really well is already in the present. And I think the entrepreneurial mindset is where some of these ideas are.

So I think there's pockets of future in the present is one thing that we could be able to systematise, understand and really figure out how that comes into being.

I think we can also as an, and that's if you like be really interesting to the Pentland Centre, but I also think there's an offer that as issues and problems pop up, to be able to decode them and understand them in a more straightforward and simple way. And I really, you know thank you Salma for thinking that I make things simple, I do try but you never quite know if you achieve that. [laughs]

So actually you know what are the leading edge of the problems that people are trying to tackle? So we know one that's going to be coming forward, which is the government in a whole variety of contexts, and they've just delayed it a bit further because I think they don't know how to do it, which is a really good

reason to involve research, is how do you be a net positive business? So its net zero carbon but its net positive on biodiversity.

So that is a huge big pot of stuff that we have some ideas about, that some of our researchers are looking on you know quite particularly. And one of the elements of that is that you can only do that in a particular place. So it seems to me that a Lancaster pod of Entrepreneurs in Residence, we can actually help answer that question. So I think its in both of those directions.

Brian: That sounds fabulous.

Jan: Well, let's do it then!

Brian: So let's put them in a petri dish and see what happens.

Jan: [laughing] Well the whole world is a petri dish!

[Theme music]

Paul: Thank you very much for joining us Brian and Salma. Next time, Jan, we're going to be talking to Dr Carolynne Lord about, among other things, sustainability fairytales, urban sustainability transitions and as far as I'm aware nothing to do with EiRs and contamination or whatever it is that we've just spent the last half hour talking about. Because at points here, I've just, my mind's gone.

Jan: We shall, but there will be some nice crossover points about how do you find out about the world? How do you transfer that understanding somewhere else in the world? So I think there's a nice continuity to come.

Paul: And how it can be practically applied.

Jan: Exactly.

Paul: Until then I'm Paul Turner.

Jan: And I'm Professor Jan Bebbington.

[Theme music]