

Hello and welcome to our Good Place Podcast that is run by good place innovators. A team of researchers, educators and student fellows passionate about transforming communities with an extra sensitive eye for our place, local context and through community needs.

My name is Radka. And I'm a senior teaching fellow in strategy and innovation at Lancaster University Management School. I'm also an education service designer, an elite of good place innovators project funded by the Enterprise Educators UK.

In this podcast, we have inspired educators to incorporate place-based pedagogy to their curriculum design. We debated the role of local council in injecting pride, rejuvenating community spirit, and today we welcome our local entrepreneur, Jacqui Jackson. Forest generation partner of Thomas Jardine and Non executive director and ambassador for SME productivity for be the business and an honorary teaching fellow at Lancaster University Management school, Jacqui Welcome.

It's great to have you with us and thank you very much glad to be here. Jackie, you are such an inspirational promoter of the place and I know how driven you are by the good of our place and if you don't mind I will start with your own quote and the quote. Goes like this. I want entrepreneurs and generational family businesses to succeed in our place and for our region to be the best in Class A vibrant business ecosystem. Where does this drive come from and how do you encourage others to feel the same passion for the place?

I think for me, I was born into a family business and which was very much embedded in its place. And so I learned from a very early age that appreciating. Your place and also giving back to that place and was absolutely vital for your success and more importantly, I suppose throughout my working life, I appreciate that the concept of place is fluid as well so as when

we were in physical retail, very much centered around the small villages and the small towns and the communities.

And then I suppose as my role evolved within that my place became Scotland and then my place became the UK. In Northern Ireland, to a certain extent, so the place moves, I think, with the way you perceive it and the way you want it to be, and I think being part of your place and where you're from, you want it to be the most successful place. But that doesn't mean you don't challenge it. That you don't want it to be better and want it to improve. I've not got rose coloured spectacles. I want it to be better and I want people to see the good in it and I think that's how you encourage others to see that there's an opportunity in place.

Well,  
Chucky your entrepreneurial experience. You know your expertise and your agilities really remarkable and you are now the 5th generation.

So not you.  
But your boys are the 5th generation.  
I suppose in your company and you've moved. From farming to grocery, to see storytelling, consulting and now you are running a beautiful coworking space in Carlisle. I mean, what has placed meant for you, and I suppose for the business on this quite radical transformational journey, I think it's always about embedding yourself in place but not becoming insular in that place. And I think there's something about place and locality that can make you insular and a little bit parochial sometimes. And I think you've always got to look out the change comes from embracing the skills and the capabilities. As each generation comes forward. And I think the external landscape and the pressures around us and we know there are many. You've got to shape what you do to the environment around you and the skills and capabilities within the people that are there and the people that come through and the generations in your family. So I think. If you're not changing in your place, then you're not likely to survive in

your place, and that's that's just my philosophy, and I suppose we were. I was born in the land of the border Rivas, so right on the border between England and Scotland, some people called that the debatable lands, where it was lawless for 300 years. So some people might think it's still the same, but that's our place. And so in that kind of capacity you could be Scottish in the morning and English in the afternoon. So the place is fluid and the change around you so that growing up and knowing your history and your heritage of the place does impact the way you adapt to that place and your flexibility within it. I think that's that's how I see place and how have you managed to

pass it on to the fifth generation?

And are they passing it on? Is there a 6th generation as well brewing and at the end yeah? Generation 6 have arrived, so how are you passing this heritage?

And that sense of.

Complex situation where you are that place is quite complex, isn't it? I think I think it's because if people can follow their dreams and achieve their own dreams in their place, then you know the place is doing something well. If they have to leave their place to achieve what they need to achieve, then there's something lacking, probably in the place. But I think you should always go out and bring new ideas back in and that stops that insular kind of thinking that that can hold us back.

So it's about.

Encouraging place using skills and capabilities and your own vision of your own future and what that looks like. And I think sometimes generational family firms will want to hold things back. But I take the values that we have. Embrace the skills that people want, and then hopefully you create a place that can help that flourish so it's for me about making sure they follow their dreams, not mine.

I follow mine. They follow this.

That's really about it. Well, that's very generous of you as well with the

family business and the constant change of the business model. That's quite interesting. How probably? Maybe, I guess your parents wanted to follow your dreams as well?

Yeah, yeah, yeah, it was very much. That's the way we were brought up. You follow your own plan if you can. That's not to say the family can't help you achieve that, or encourage you to achieve that. But it's very much about. Evolving with the landscape, which is the external environment. The changing nature that the attitudes of people and if we can create something like we have with coworking, the Guild, a community of business and professionals that come together to do what they want to do to do to follow their passions. So then that's creating space within place. That you can achieve what you want to achieve. Now that's quite good.

That feels good. It feels like nice thing to do and jockey in our first podcast we referred to a line from the research of Ed McKeever is my colleague and you know, at work very well and Ed said in his piece you have to cherish the place where you do business and I wonder what's your take on this.

As a local entrepreneur, can this be learned? I think it's the right phrase.

Think cherishing your place is a good thing. As long as you challenge it to do better and to do more.

So you should love it. But you should want it to be better, so you should always encourage it to do better. So I suppose as an entrepreneur

based in place, I think you need to bring energy and skills to the place. And as I said, we operate the Guild which is that coworking space that attracts entrepreneurs from all over the place all over the world.

Actually at the moment. And they're coming to our place. For a reason, and that becomes their place for a while, as they as they move through, and they get to experience it. So I think it's

skills, capabilities and perspectives are hugely important to bring into places so that we can see things differently and adapt to the landscape. So yeah, you do need to cherish it absolutely, as long as you challenge it in equal measure. Well, that's you know, an interesting perspective that

I suppose we haven't had here.

We talked a lot about the emotional.

Attachment to the plays and respect for the plays,

but I like that you know that view that you are posing to us that challenge not just getting complacent with the place. Yeah, that's because your place can fall behind. And sometimes in other regions it seemed to fall behind, which becomes quite annoying. So we need to challenge it to do better so that we can achieve more for our place.

Yeah, and for the people in the place and Jackie you are not just an entrepreneur.

You're also a coach, facilitator, Networker, and in the enterprise community.

I think you probably meet daily people.

And do you see that for them, the place is important? Or are there mainly entrepreneurs just still looking at that sort of capitalist concept of making money? What was the stuff sentiment in the community?

Yeah, whenever I read that question I thought it was interesting and I thought

I'm getting quite irritated about that idea.

But in my view,

I suppose entrepreneurship has never been a capitalist concept about making money, and I think fundamentally, if you do believe that you won't last long because you'll be taken out because there's more to it than that,

I think you succeed. I think most entrepreneurs are perhaps enlightened entrepreneurs. Should we say,

I suppose.

Our wealth creators and I think they need to understand where they sit in the ecosystem of their place and where they sit in their supply chains and not over extract from it because nobody wins if somebody's over extracting in any chain and it won't survive. So there's something about place and understanding, how it all knits together and how it works together. And not over extract

from it. So the concept of entrepreneurs being just money grabbing, they could be some of them will be, but they won't last long. They need to understand the ecosystem that surround them and how they extract wealth from it to do what. So I suppose I see it much more in the stewarding role that you steward your place and that you can create good business in place and create wealth for other people in place by not over. Extracting from it, well, that's yet another concept that we haven't actually discussed here about that stewardship. We discussed that responsibility, but this is a really great point. Jackie, thank you for making the point for us, and I always remember all the ecosystem is such a.

So maybe a theoretical concept for people, but when I speak to you, told me once it's relationships in the ecosystem is relationships that are stuff netted together. Yeah, I think that's yeah, that's vital. Understanding those business relationships and why? Why you behave in certain ways? I think I suppose for me it goes back to a leaky bucket concept. In the I think good entrepreneurs based in place and and family firms that are there understand that

they've got to fill the holes in the local economy buckets rather than extract or drill holes in the bucket to let that money leak out, I think.

The place gets better the more there's retained wealth within it that it can reinvest back in its own infrastructure. So I think you have to understand as a business your contribution and how that comes back round. And is is the wealth leaking from it and going somewhere else, or is it staying within community? But that doesn't mean that the business still has to be good. It can't just be in a place, it's that's not good enough. It's got to be good in its place, not just in its place. So I think yeah, we fill holes in leaky buckets. I think that's what I'm saying. I love that, and we can expand on it, can't we? We can get rubber gloves and all sorts, so you've already mentioned entrepreneurs. They have to navigate this plethora of stakeholders,

understand the needs of communities, local rules, regulations.

So you know where do you think entrepreneurs gain the support from to be able to do this?

And is this something they have to develop themselves? Yeah, yeah, I think fundamentally, if they can't navigate it, they're not going to survive either.

So you've got to. You've got to understand the landscape that you're in, and you're absolutely there's a plethora. Suppose of support agencies and the other word is, I hate to support only because it seems a little bit patronizing, and because it's support.

Would infers that you need it in some way, and I think there's something about entrepreneurs and and businesses are on a continuum of growth and they need different things at different times.

That's maybe finance or and some kind of development in some way. Or access to grants or access to technologies or whatever that is.

And I suppose I take the scenario of businesses.

If you were an Olympic athlete then you would have a nutritionalist.

You'd have a psychotherapist. You would have a a coach, you'd have a physio. You'd have practical tool solutions to help you move to your next stage. And I think the scenario of support this word support perhaps needs to adapt to that that it's about a skill required of something that's required at a point of growth.

For businesses, that's not. Support as such, it's actually practical, useful help that helps that business move in the direction it needs to. And so I think that thing of support you definitely need. You definitely need to map your stakeholders and they are ever changing, so that's a constant revisit on stakeholder mapping. You've got to understand the landscape in order to understand the walls and the tunnels and the ropes that you can get around all of the things.

And who's going to enable it?

And who's going to block it and why?  
And I think you do need to do that.  
Any business would need to do that in  
its landscape, but As for support, I  
think that's where it needs the  
biggest change. Ditch the word support  
for a start and call it something more  
useful, more practical, more  
pragmatic, more immediate that is  
tailored to the needs of the business  
at the time.

That would be ideal. Yeah, and it's great to  
look at the stuff entrepreneurial. Only from  
the entrepreneur needs point of view how they  
progress with their business growth in a way.  
And I suppose looking at this jaquith really  
depicted it so well and I'm just now going to  
reflect on how we really teach  
entrepreneurship in the management school and  
what can we maybe learn from your  
perspective. So I think we should do a job  
swap. OK, even though maybe I don't know what  
you would do with me in your business.  
But we could definitely do with you here.  
Ohh, you saw hours that would be brilliant.

Well, let's imagine jacket that you  
are you've been tasked to help us. You  
know, reframe or rejuvenate innovate  
our entrepreneurial education.

How would you approach it? What do  
you think we need to somehow inject  
into our students to enable them be  
better entrepreneurs?

I think I'm actually having a go at it.  
Real life real life. Have a go.  
Use your.

Your student fee maybe to invest in a  
business. You could do it that way, but I  
think there's something about really  
embedding students in the ecosystem of  
business, so they they could literally go  
from field to fork, follow the supply  
chain, right the way through and go and  
visit everybody in somebody else's supply  
chain to understand how it works. And I  
think that would be really practical and  
analyse the whole chain rather than just  
one aspect of the business. I think  
there's something about understanding how  
it all works. Why do relationships work  
that way and not that way?

Where does logic get thrown out because of  
an emotional response to some other change?  
And I think if they really got under the

skin of the whole of the supply chain system into one business, you'd get business. You'd start to really understand it, not just from one perspective of it.

I think that would be excellent if you could make that happen.

That's what I would do if you put me in charge of entrepreneurship.

Are you likely to do that?  
Absolutely Jackie.  
We can call it MC from the field to fork.

Could do you know?

I think it's pretty intriguing.

Title definitely got rid of the word support or any you know labeling so.

But I I like that.  
That notion of, you know,  
going through that, that whole process  
and see it in action and analyze it,  
understand it, question it, challenge it,  
and I think that's what business needs.

And I think it would be very useful.  
Practical output for the businesses that were visited as well.

To be honest,

I think I think there you got a win win maybe so just hand it over to me.

I'll take it for you.

Well, you are higher Chucky.

I'm up for it.

Well,  
we are nearly at the end of our episode

and you know there is just so much  
more we could talk about  
together.  
But finally joke.

I just wanted to ask you what is your place?

Where do you feel placed and  
happy. And I think I  
would have written  
down.

This the borders and Cumbria with  
my place but I feel placed  
and

happy where my family and the  
Gilders are the business community  
and my family are so a place where  
people really have energy and have  
opportunity and I think  
that's what good business can  
create.

I think business as a force for good  
understanding its impact and its ecosystem  
and generating the vibrance  
and confidence that place  
needs.

That makes me happy,  
so that's my happy  
place.

Well, thank you so much Jackie that what a  
wonderful way to end our episode.  
Thank you so much for your time.

It's been great having you with us and  
thank you for inspiring our  
students.

You know to be mindful about  
their place of business,  
collaborative and you know,  
consultative with the local communities,

make a change and make their  
place good and  
better.

So that's all for today and I  
hope you enjoyed our  
debate.

Feel free to drop us a message,  
comment or  
recommendation.

Of a resource initiative or idea for  
our project and until next time take  
care.