Participant 41 Interview Transcript

**Participant 41:**

Confidential. And so you're not going to be publishing anything associated with my name or anything like that, are you? Yeah. Yep.

**Interviewer:**

Yeah, yeah, yeah. Uh, everything is going to be anonymous, only I will be the one to know that your data is going to be linked with your name. Uh, and, yeah, pretty much nobody is going to see the transcript afterwards. Nobody is going to see this video and audio recording. Umm. And everything will be used only for data for research purposes. Umm, so your personal information that I'm going to collect, such as occupation affiliations and personal name is not going to be mentioned. So before we begin, let me familiarize you with the research and the purpose of this interview. I'm currently in the third year of my PhD, as you know, researching on entrepreneurial success. And I look at it from a slightly philosophical angle with the role of luck and the role of authenticity in people achieving extreme success in entrepreneurship. So currently I'm writing my second paper in which I'm exploring the views of laypeople towards billionaires, extremely successful entrepreneurs. Umm at the outset, can I please ask you to so I know your first name, but can you confirm your age, full occupation and educational level?

**Participant 41:**

My age is 61. And my occupation is I'm a a principal teaching fellow in the the Business School, and I specialize in education development, which means I look at our curriculum and educational development and so on.

**Interviewer:**

Great, then yeah, that's really interesting and educational level.

**Participant 41:**

PhD, I have a doctorate.

**Interviewer:**

Uh, great, that's really interesting. At before we begin again. Would you like to share some uh bits of your personal and professional life? Anything that you feel comfortable sharing?

**Participant 41:**

Umm gosh, I don't know, I mean, I haven't always been in HE I joined, I came to HE. Well, I came back to study in 2001 to 2005 when I did my PhD, My masters and my PhD. And prior to that I I worked as a teacher in a in a secondary school a long time ago, and then I worked in the voluntary sector I worked for environmental and trade union organizations for about 15 years, so I've only come back into HE relatively recently, I suppose, and I still feel like it's all quite new to me, even though I've been in the University of Southampton for I've been working here since 2006, which is quite a long time really. So yeah, I I I don't know what else I can say really. I have a broad background in in education and communication, I suppose so.

**Interviewer:**

Great. That's really interesting. And what do you like to do in your free time? Uh, what are your hobbies?

**Participant 41:**

I like to read. I like to garden. I like to see friends when possible. With COVID, you know, and that's all obviously all a bit more relaxed now. I like to travel, although I like to be in different places, but as I get older I don't really like the bit in between of getting to a new place cause that's sometimes just too much hassle and getting off the UK, Ireland at the moment is really actually really quite problematic. A lot of the time. And cinema, I like cinema too.

**Interviewer:**

Great. These are really interesting things and have you had any people in your family or friends who started their own business or did anything with entrepreneurship?

**Participant 41:**

I'm my nephew has just started his own business. He has a…It's a coffee van. So he lives in Carlisle, which is up near the Lake District. And he has started his own little business. He was working for a company and was not very inspired, shall we say. And he had this idea of having a a renewable powered van. So it's an electric van and it's got, like, a little windmill on it. And it's got a little, you know, solar panels and so on. And he serves really top level cappuccinos and stuff from the back of this. So he's actually started his own business. It's called fell water coffee.

**Interviewer:**

Well, that's really interesting. How is it going?

**Participant 41:**

It's going pretty well. I mean it's his first. When did he start? I think he actually started in sort of the very end of last year. So his first sort of season was around Christmas, which was not a great time to be doing it. But he did get some some gigs at, like, local events, Christmas markets and so on. And then he was offered to go to the home games of Carlisle Football Club because they didn't have the capacity in the ground for serving enough people coffee and hot drinks or whatever snacks. So he did that, and then he's been doing lots of summer events now. He's just done a three day event last weekend where so he's actually doing pretty well and he's building up a lot of local links and he's collaborating with an independent bakery in Carlisle called the two sisters, or the Good Sisters. I think they are, and they provide the baked goods and he collaborates with a guy who's got his own coffee roasting business somewhere else in the lakes. So he's sort of, it's all kind of a local, very nice local themed using local independent suppliers, sort of thing going on.

**Interviewer:**

Ohh that that seems like a really interesting business.

**Participant 41:**

I think that's the only one that I that's the only entrepreneur. Well, I mean, I'm sure they will have entrepreneurial elements to their behaviors, but that that's the only one who's actually founded his own business.

**Interviewer:**

That's great. Uh, let's pin a definition of an entrepreneur as someone who sets up a business or many businesses taking on financial risks in the hopes of profits. And what do you think about this definition?

**Participant 41:**

I think that's very narrow cause I think a lot of people are entrepreneurial. Like I just said in behaviors and spirit. And you know, sometimes even in a job like mine, you have to be entrepreneurial in order to find your way around an obstacle or to do things slightly differently or to persuade people that actually just because we've always done it that way, that's not necessarily the way that you always want to do it. I mean, I get and certainly at the moment, the there is such a stress on entrepreneurship and small businesses in the country, and that's partly a political focus on it that people tend to think is entrepreneurs are people who have founded their own business. And obviously that's a very important sort of major set of of that. But I think entrepreneurial activity is much broader than that.

**Interviewer:**

Great. It's really interesting that you mentioned, uh, some entrepreneurial traits that probably people possess within organizations as well. So, uh, what do you mean by that? What? What does it take to be entrepreneurial?

**Participant 41:**

What does it take? I suppose it means thinking about things slightly differently. I suppose it's thinking about your goal and thinking about how to get there rather than just assuming you have to take the standard path. I mean, I wouldn't suggest anything radical. I used to work for an organization called Greenpeace, and I think Greenpeace and other campaigning organizations are entrepreneurial because they're constantly looking at a problem and thinking about how do we solve that? How do we get there? And usually you can't just go through the legislative process in order to get there, you have to do something that is a bit different in order to get there. That's obviously not about making profit in that case. It's about reaching a particular goal. And I think that my my nephew. Obviously he wants to generate income. I don't think he's interested in making a huge amount of money and having a fleet of vans. Maybe, maybe, but I think he's just interested in having something that he feels is good for him, good for his family, makes him some money, but not not like profit maximization.

**Interviewer:**

Umm, that's very interesting. It's interesting that you pointed out to the there are different types of entrepreneurs that it's a really a broad term which is uh, uh, very accurate as per the in the academic literature as well. The focus of this interview is going to be on profit making and money. So let's go on to explore your views on extremely successful entrepreneurs. So for the purposes of this interview what I mean by extreme success is financial success. So having achieved billions out of entrepreneurial activity. What or who crosses your mind when you think about an extremely successful entrepreneur?

**Participant 41:**

Well, there are some I really dislike personally. Richard Branson Springs to mind. Who? And. I mean, he used to do many things in the past. I know he was very supportive of Amnesty International. Actually, I think he was very supportive of Greenpeace in the past as well. But he's also very he's quite arrogant and I think the one of the big problems is that that sort of money making instills a degree of entitlement and arrogance in individuals, which is misplaced. There are others who actually like Bill Gates actually does seem to have a genuine desire to do some good and is channeling an awful lot of his money. I mean, clearly his he is so wealthy, he can afford to subsidize his kids without ever having to worry about, you know, doing all of the stuff that he does on on global health and so on. So he's he. But he is somebody who does seem to have a degree of integrity as well. Which I think is an important balance. Umm. I mean, I suppose what I find a little bit disappointing is that sometimes a certain amount of money is enough because, I mean, some of these people are so incredibly wealthy that they can't possibly ever spend at all. You know, how many houses can you actually use properly? And all of that it they become completely obsessed with the generation of more wealth, whereas actually public good can be a very good outcome for and very rewarding outcome for activities as well.

**Interviewer:**

Great. Umm. And what do you? Is there anything that you disagree with or dislike about Bill Gates?

**Participant 41:**

Dislike. I mean, I I wouldn't be able to say that I know that much about him. I I only really, I haven't. I haven't researched him in any depth or anything, I think he. You know, and I I know that he has this high profile work that he's been doing on global health and and so on. And then the all with subject to these completely crazy conspiracy theories as a result of that, during the COVID stuff, I mean as if Microsoft had mini discs or mini, you know bits of computer that they were going to inject into. I mean, the cost of that, you know, even if that existed, the cost of it is so completely excessive. It was just completely bonkers. So I don't really know that much about him, so I couldn't really say. It's not that I really like him, but I think his public persona shows a degree of integrity, is what I would say.

**Interviewer:**

And what about Richard Branson? Is there anything that you like about him? For example, apart from the stuff that you disagree with?

**Participant 41:**

Like I said, in the past, certain I don't know what he does now. I know that in the past he did actually do a lot of. Uh, quite. Uh. Public oriented, he used a lot of his funds towards public oriented things, but he's become he and and. Amazon what's his name? Jeff Bezos. He they are now involved in, you know, sending rockets up tourist rockets and that is just such. You know when we have so many really big world problems, I think that's that's the sort of the arrogance and the self obsession. That's when that kicks in. They want to do that because they want to be the first to do that. They wanna be the best to do that and it's just becomes completely disproportionate, I think. And it's it's environmentally crazy.

**Interviewer:**

Really interesting. And do you think UM, this explanation applies to many other extremely successful entrepreneurs? So the this kind of arrogance, this megalomania, if I can refer to that term.

**Participant 41:**

Yeah, I think that's a good term to use because I think that they do. I guess they just so incredibly wealthy and they just want to do something else, so maybe I don't know what it is inside them, whether there's this thing this like, innate desire to keep doing new stuff and to be the first to do this and to all of that cause in the old days. I mean, Richard Branson, I remember when he was just the founder of Virgin Records. I'm old enough to remember that and that was his, you know, Virgin Records as a new company. It was good. They had really nice shops you where you could go in and buy music in the ongoing. And that was something that was actually all right. But then it's just kind of developed into this huge conglomerate. And I know he's sold off bits and pieces, and it's not all him, but it's still all under the Virgin brand. I've lost sight of the question other entrepreneurs. Can you give me some names? I've big three. I've got the big three or three, big three and.

**Interviewer:**

I mean, it's not in terms of names, it's more like do you think that they belong to a group of individuals who share the same kind of traits, negative traits? And at the same time, do you think Bill Gates shares the same traits with other billionaires who tend to have integrity, for example?

**Participant 41:**

I can't think of any other examples. Perhaps there are. Perhaps there are two different kinds because there maybe there are the ones who want to do everything themselves and who want to be the best, and they're the ones who are involved in this bonker space race. And then you've got others who are saying, do you know what? I've made a lot of money out of this now. I can actually take a step back and maybe I can do something else with this. I mean, obviously, he's still keeping control of his sons. So he's still making decisions about where his money goes and how it's used. But I don't know and I I don't know what drives them. It would be interesting to know.

**Interviewer:**

With him. And what do you think differentiates the people from your examples? So Jeff Bezos, Bill Gates, uh, Richard Branson with people who don't achieve billions in entrepreneurship, for example, like your nephew.

**Participant 41:**

I think that there is a sense of realism in that not everybody is going to not everybody's going to be Jeff Bezos. So, I mean, I know one of my nephews was very keen for a long time to get into. And computer generated images he wanted to work in that and he did a degree and he was always told by some friends who got into it. Oh, you just gotta follow your dream. You hold out for it, you hold out for it and you'll get there. Well, that isn't always the case because, I mean, you mentioned, luck, at the beginning of the conversation. And there is always an element of luck or it's being in the right place at the right time or being, you know, in the right situation at the right time. Uh, and you won't always have access to the same opportunities and or like to some extent, you make your own luck. But of course all these people have built up their businesses organically. It wasn't like Jeff Bezos ever set out to be. You know, I don't think he ever envisaged himself being in that position when he was in his teens. Maybe he did, I don't know. But do you know what it mean? A lot of it happens very, very organically. So it's not like you can set out, I don't think any of them set out to do it. But it just sort of happens and then they can see. Well, that was a success. So I can broaden into this area. And Bezos, somehow, you know, it was the right time for Amazon.

**Interviewer:**

Great. I'll see it. Really interesting to hear that you think external factors definitely have an influence. So Umm, let. Let's hear your thoughts on more of a overarching. Question. So what do you think stands behind extreme success? So you mentioned there is the role of luck, but what else do you think stands behind extreme success?

**Participant 41:**

I suspect it's also about having clarity of vision and conviction, so those individuals, in order to to to, to found your own business and to make it hugely successful. You really have to have a degree of self belief. And drive and then not be put off when things don't. I mean I have actually I I went to visit a company that's based in Tottenham a few years ago. With some students and they, they gave some couple of their the partners from the company gave a very interesting presentation and one of them was saying. What you have to do as an entrepreneur, as you have to be prepared for failure, and he said I've had like 4-4 businesses that have just fallen completely flat and he listed them for us and I one was something to do with vacuum cleaners. I don't know, all sorts of different ones. And then he said and then I started doing this and I can't remember what it was now. And then it worked. So you have to be resilient, I guess is the other thing that's a really big thing. And so those are the people, I guess maybe who are not. Who haven't had the opportunities that Bezos and and and UM Richard Branson had, for instance. So I suppose there are lots of things that you have to have in order to to see your vision through.

**Interviewer:**

Umm. And when you talk about opportunities, do you mean that, uh, they are result of the entrepreneurs taking action? Toward them, or are they more uncontrollable factors?

**Participant 41:**

Well, there might be both, I mean. It might be that you just hit the right point in the development in society where people are ready to to, to, to buy your product. In the case of Microsoft, for instance, and it might be that you. You know you it's just about the right time, the right place and the right product, isn't it? And sometimes sometimes it's right and sometimes it isn't. I mean, there were things like minidiscs years ago. Don't you probably don't remember what a mini disc is. And that was like a little music player with a little disc that looked like one of the small floppy disks that you probably don't remember either. And that was like the great new thing after Walkmans that lasted about two years, and then it suddenly disappeared. It was really strange. And then suddenly we moved on to iPods and then downloading to iPods and now streaming. It's all, you know, change so quickly. So the people who came up with this brilliant idea for the mini disk. Yeah, great. But wrong time had they come up with it 5-6 years earlier, they might actually have made some money out of it.

**Interviewer:**

Umm, that's really interesting. And what do you think is the role of control in all of this? Do you think the entrepreneurs can control UM, achieving billions, so achieving that that extreme success?

**Participant 41:**

Control. I don't think anybody has. I mean, I don't. I don't believe I'm not that. I have experience of making billions and I don't have anyone in my family who has done it, but I can't really see how you could have absolute control because you have to have. You know you're dependent on the infrastructure in a country or a series of countries you're dependent on. You might be dependent on sympathetic government regulation. You might be dependent on all sorts of things outside your actual behavior which you can't control, and you can't just set out. I mean, alright, you might think, well, I can make millions out of this, but you can't absolutely guarantee that you're going to get there cause a lot of it is organic development. Of the business.

**Interviewer:**

So what I gather from your responses is that it's probably a mixture between external factors and the internal traits or actions of entrepreneurs, but do you think that external factors are definitely more important than the the traits? The personality traits?

**Participant 41:**

I don't know. They might be in certain circumstances. I mean, if I wanted to make a lot of money out of some, you know, violent pornography, I'd be stopped from doing it. So no matter how good my vision was, or no matter how great my product is, I would still be stopped from doing it unless I sell it all on the black web. You know, there's so there's there's a lot of things that you could you might come and that's an extreme example, obviously, but there are many things that you might just be stopped from from doing. So I I guess it probably is. I I I can't imagine that you'd have a successful entrepreneur, hugely successful entrepreneur without the traits that I listed before. But similarly they depend on having the right environment. The right environment, the right market.

**Interviewer:**

Great. And what do you think about other people? What is the involvement of other people in the entrepreneurs achieving extreme success?

**Participant 41:**

It's probably huge. You know, because you can have a charismatic leader of a company, but ultimately, you know, once you get to a certain stage, it's the minions who are doing all the work. So you, you have to have a really good team and you have to be aware that you you know, it's not just you, it's about your team. And all the people who contribute to your team, because then, you know, once it once the business gets too big, then obviously they're not gonna be taking all the minute decisions themselves. They might have a top level control over it, but they're not gonna be immersed in it. So actually the entrepreneurial activity will decline probably as they get they they will lead an entrepreneurial group, but they won't be actually doing much in the way apart from going to the, you know, going into the atmosphere. They won't be doing much in terms of of leading that. I don't think you'd become distanced from it, don't you? Uh, you got.

**Interviewer:**

And what do you think about the beginnings? So do you think that they had prior financial standing or do you think they were self-made generally speaking?

**Participant 41:**

Uh, I don't know. Is there a search on that? I would probably say that there there may not be a pattern. Some people will probably have independent wealth. Plenty will just be, you know, I I suspect that Bill Gates was just a guy who's studied computing at university and then. Somehow took off. I haven't looked at his profile, but I wouldn't be surprised if many of them are like that. They're from quite ordinary backgrounds.

**Interviewer:**

Umm, I'm asking because often in the media we hear the term self-made associated with entrepreneurs, so I wanted to see what what do you think about the beginnings of entrepreneurs?

**Participant 41:**

Yeah, I think you'll probably have both. And then even if you have people who are reasonably wealthy to start with that, that doesn't mean that they necessarily have billions, but they might be somebody who actually doesn't. I suppose that that means that you can take more risks if you have passive income. But you don't have to worry about. You're not on the breadline. Then you have the the luxury of being able to take risks. And excuse me, maybe have the failures that this guy was telling me about in the past and. So it it could be either. So I suppose you might be really hungry if you're from a very poor background, but you don't have the cushion, the financial cushion to be able to do lots of things. So it'd be interesting to know. But I suspect you'll have the full spectrum. If you if you did a detailed. Has anybody done that? Has anybody looked at the backgrounds of a whole load of really top flight entrepreneurs to see where they they came from and all that?

**Interviewer:**

Yeah, usually is a mixture as you said. Umm, some of them have come from prior wealth, but this is obviously an American thing anyway because it's individuals that we talk about are Americans, and they all tend to be middle class or above middle class. So rarely you can find an entrepreneur who has started from nothing like Oprah Winfrey, for example. If we can consider her an entrepreneur, of course.

**Participant 41:**

She she's a slightly different case, isn't she? Because she became a celebrity and then has very cleverly cashed in on that celebrity.

**Interviewer:**

How? Yeah, do you think that that is, uh, actually a factor nowadays, because we can see that happening a lot. Uh, I'm not sure if you're familiar with the Kardashians. So they tend to have. Yes, but I'm not personally. But yes, I know who they are. Yeah. Yeah. So they have that kind of celebrity turned into extreme success.

**Participant 41:**

Brands, they've got a brand, haven't they?

**Interviewer:**

Yeah. Yeah. So that that's, uh, probably something that happens nowadays. So the these are kind of.

**Participant 41:**

And then The thing is that they're not actually producing. Are they producing anything of any value? Are they doing anything to add value to any apart from just being? There, they're not, are they? Do they produce stuff with the Kardashian brand? OK.

**Interviewer:**

They produce products, but whether they're valuable, it's up to debate.

**Participant 41:**

Yeah, yeah, yeah. Because, I mean, that's the difference between well certainly with, I guess Oprah has lots of. I don't know what she does. She's written lots of books. I know that. But what does she do apart from that?

**Interviewer:**

I know she has a few companies. But yeah, mainly she has cashed on her celebrity status. And do you think that has the celebrity status, do you think that has uh is a contributor to extreme success at some cases?

**Participant 41:**

I think it might help. I think if you've got. Celebrity status, then people might be more likely to buy your product or lend you money for your product, so presumably, as as Branson went on in his career and his brand grew and his businesses grew. Then he would have found it more and more easy, I guess, to get funding for new ventures. So celebrity in that context has to be a positive, I would think. But I'm not sure about anybody who's just started out as a celebrity or an influencer who then becomes an entrepreneur. I don't know if there are any really good examples of that having happened where you know, they genuinely then start producing something, well, products.

**Interviewer:**

Yeah, something of value probably. Great. So the next question is important for me to fully capture your thoughts on entrepreneurial success. Uh, what do you think is the people's from your examples contribution to our society? What have they given us?

**Participant 41:**

Hmm. Well. I don't know in in the case of Amazon, there's good and bad. You get an awful lot of rubbish that you probably wouldn't otherwise buy. And you get some products at A at a good price. But you know it the problem with with some of those activities is that you push small businesses out. So something that is really, really successful at Amazon will disadvantage small independents who might be just starting. Or who might, you know might be established, but who won't ever get beyond a certain level of income because they can never compete with the prices that Amazon offers? And. In some cases, like with, with, with Virgin or right, there was the records or then there was the they've done aeroplanes like, you know, virgin flights and then there's a they they do trains as well and you know they have trained franchises so they. The that's obviously something that is a value to society broadly in the having it. I'm not saying that I'm obviously there are environmental costs of all of these things and. And then Bill Gates, obviously Microsoft massive has had massive, massive implications for business studies, everything globally. And then he's gone on to do a lot of public good work in the global health area. So it's a variety of of impacts. And I guess it it comes down to how you view the details of the businesses themselves. And then the the follow up activities… Branson, I don't think does in an an enormous amount of philanthropic activity now I don't think but I'm not completely sure.

**Interviewer:**

And what are your thoughts on money and wealth being an indicator for how much an entrepreneur has contributed to our society? So for example, the richer someone is, this means that they have contributed more than someone who is less.

**Participant 41:**

I don't. I no, I don't agree with that. I think that you can you can earn as much as possible and not contribute anything. So it is possible to because a lot of people seem to hoard wealth. UM. And you can have quite it's like with, you know, profit maximization I think is wrong. I think it's inherently wrong and I think people should be thinking about having a decent income, you know, decent turnover. We don't have to or I mean we can't all be as wealthy as Richard Branson and I'm not sure that I would want to be, but it's. I don't like the idea that that is the measure of success or the the main measures of success because there's a lot more going on. So my nephew doing his little. You know, his little business in Carlisle with what I've done, I've hit something. To turn my car off, sorry.

**Interviewer:**

I turned it off.

**Participant 41:**

His small business and might have a is a value locally. It's having very little environmental impact, but it's having a positive outcome for him and his family and actually the the broader community. So it I think we have to be more thoughtful about how we measure success. And there are plenty of entrepreneurs. There are lots of social enterprises which are not interested in in generating huge amounts of wealth, but do an enormous amount of good in communities.

**Interviewer:**

Great, the next question may sound slightly controversial. What you did mention the role of luck quite a few times, so some people would say that luck plays a very important role in extreme success and they would even say that some people like Richard Branson and Jeff Bezos and all the others that you mentioned were only lucky to be that extremely successful when they don't deserve their profits. What would they in response to this?

**Participant 41:**

I suppose that they've. They've taken the risks in order to get where they are. I accept that. So they've they probably have worked very hard and maybe they didn't always have huge amounts of income. I know, you know, Branson certainly didn't in the early days. It was a small company. So you have to give them that. I do think that they should be paying taxes. I mean, I do think that there is there has to be a bit of payback because, I mean, Branson is so rich. You know, he owns an island in the Caribbean, you know, he has heaven knows how many houses. Around the world and and you simply can't. You know the the his life won't be long enough for him to spend that. So I think that it would be great. The people who are generating these enormous profits, I think it would be great if they did give a bit more back to society via reasonable taxes wherever they're due to pay them. Does that answer your question?

**Interviewer:**

Yeah, yeah, yeah. And when you were talking about luck earlier, what did you mean by it? What? What? What is your definition for luck?

**Participant 41:**

Uh, I think it goes back to right place, right time. And it's about. Because anybody, would anybody, anybody sensible, would have an idea of what the product is, what the, the the audience is or the market is for it and how they get it to market. So they would have a, a little business plan, wouldn't they about anything, but sometimes it's the right time and sometimes it isn't. You know you can be unlucky and try and launch something and then the world goes into recession. Or, you know, there are probably loads of examples of that happening or you can. You can launch it at just the right time when there is just the right audience for it, and it just takes off and and then it's it's self perpetuating and it becomes bigger and bigger. Like Microsoft I guess. So I think it's that's what I mean by luck it's not just random, although sometimes maybe it is, but I think it's much more about right place right time.

**Interviewer:**

Umm. And you also mentioned hard work. Do you think that people like Jeff Bezos, uh, so the extremely successful entrepreneurs are hard working people?

**Participant 41:**

Well, I can't really judge that. I would imagine there will have been times in all of their careers when they were all having to put in long hours and work really hard. As you get higher and higher up in and they they will all have, you know, vice presidents and whatever who basically do all the work for them and then they will be, you know, much more hands off as time goes on, I would imagine. And I mean, I do remember there was a story about Steve Jobs. Once he was brought a new model of the iPhone or iPod or something, and he dropped it into a fish tank in his office to prove that actually they were still air in there so they could make it smaller. So he was involved at that point to an extent in the engineering and the design of his product. He was still testing them. But I don't know how long he was sitting in the office for, maybe not very long. Who knows? I don't know. I can't judge that really. I'm sure they will all have put in hard work at some point in their career, but whether they still need to do that is another another matter.

**Interviewer:**

Umm. And do you think that people can create their own luck by doing action by taking actions?

**Participant 41:**

I think it's more, I suspect it more goes back to being resilient, not being put off by failure. And from learning, learning from the failure and thinking why didn't that work OK well then I'll do it slightly different next time. So I think it's. It's partly about you make your own, like maybe through your attitude and your resilience.

**Interviewer:**

So you don't consider luck? Something uh beyond the individuals or something that is unrelated, uncontrollable.

**Participant 41:**

Well, there will be things which are uncontrollable. It's like I said, legislation, you know and broad environment and COVID alright people might have been trying to bring stuff to market two years ago and that all fell flat purely because of COVID. There are all sorts of things that can just stop you in your tracks and you can't. You can't plan for it. But you can also just keep trying and I suppose that's that's more like how you can make your own. Like, it's like you keep going until you find the right opportunity. Potentially.

**Interviewer:**

And you also mentioned tax that they should pay their fair share of tax, but do you think that they should be taxed more than what they are currently?

**Participant 41:**

Well, there are some of the big companies like Google that aren't paying tax at all in certain jurisdictions because they use little loopholes. So, and I think Apple are guilty of that as well. So a lot of their, their stuff in the UK has run through Ireland and they're they're like all these little ways of escaping it, and I think that these big companies really should be paying. paying proper tax and contributing to the societies that they benefit from because they benefit hugely from selling stuff in the UK. But they're not paying very much tax on Amazon is another case in point. That's partly to do with their relationship with the the government and the authorities. I suppose, but I don't know enough about that to be able to talk about that in detail.

**Interviewer:**

Great. It's really interesting to hear your views on everything that you share so far. U M1. Last question, is there anything else about extreme entrepreneurial success you would like to share and I didn't ask.

**Participant 41:**

Not that I can think of. But I do think it shouldn't only be. Well, I think we have to look at other things. There must be some really big. Are there some big social entrepreneurs?

**Interviewer:**

That is a very interesting question. I don't think there are billionaires, social entrepreneurs.

**Participant 41:**

There was a very interesting guy that I saw on Question Time not long ago. He's black British, youngish. He's in his probably mid 20s. He's that's the young. He's a. It's he. He's built some social network platforms, I think. Very, very interesting. Grew up on a council estate. So he's from a poor background and he's now one of the most successful business people, young business people in the UK. And.

**Interviewer:**

Ohh I think I remember he was in the Dragons den or somewhere.

**Participant 41:**

Yeah, I think he was. And he's very articulate and he's very outspoken on social issues. So he is somebody who is using his. The celebrity that he's developed through his entrepreneurial activity, he's using that to really try and influence things for the better, for other other youngsters. So he's very interested in helping young people get into business and get startups going.

**Interviewer:**

That's really interesting and it's interesting that you mentioned it with relation to where he came from. Do you think that has a correlation of the way he thinks now about the social issues?

**Participant 41:**

It could be, yeah. And it's like, you know, Marcus Rashford, obviously he's not an entrepreneur, but he's a footballer who grew up on a council estate, didn't always have food on the table and he's very aware of the the the difficulties that youngsters face. So he's like him face. So maybe that is maybe there is a connection. I'd like to think it's not always just because you come from that background that you would think about others, but I think that does and some people will forget their background. But I think others who. Remember it and who try and try and improve things for other people. I think that's admirable. Yeah, yeah.

**Interviewer:**

Yeah, that's great. And and why I was talking about financial success here, it's to be as objective as possible because usually success is a very subjective term. Everyone has their own perception of it.

**Participant 41:**

Yeah. Yeah, yeah, yeah, yeah. Yeah. Yeah. No, that's right. I get that. I get that. Yeah. Yeah.

**Interviewer:**

Great. Thank you a lot for participating.

**Participant 41:**

That's alright.