



Business Unusual Podcast · Transcript: Episode 7 · 18/08/2020

**Northern Monk – the unusual business of monastic brewing.**

CLAUDIA:

Hello and welcome to Business Unusual, brought to you by Vodafone Business. I'm Claudia Winkleman, and in this podcast I'm speaking to the UK most inspiring business minds. These are the people who are doing things differently and getting fantastic results. I'm learning so much from all my guests and I really hope you've been picking up some tips and tricks too. This week is all about Northern Monk, an independent brewery based in Leeds. Northern Monk was founded in 2013, with a £5,000 gift from a grandparent, and now they have sales in 23 countries, and are rated as one of the top hundred breweries in the world. So many of their beers have also won awards. With me is Russell Bissett, Founder and Managing Director of Northern Monk. Welcome Russell. Thank you so much.

RUSSELL:

Thank you so much. It's great to be here.

CLAUDIA:

I'm now completely obsessed by your beers, and the design, and I don't understand why anybody would ever hold any other beer. Take me back, genuinely, I mean, I would have to pull them over and have a— quite a strong conversation with them! So seven years ago, it's 2013.

RUSSELL:

Yes.

CLAUDIA:

You've got £5,000 in the bank. And you say to your friends and family, 'I'm not going to go and get like a serious job and spend this money on a briefcase'. I'm instead going to start a brewery. That was bold. Take me back to that time, what were you thinking?

RUSSELL:

So I think, really the ambition at that time and the vision was really quite similar to where we are today. I think, at the core of what we want to do, and is still what we want to do, is create incredible beer experiences. It was quite naive at the time, we £5,000, based out of a parent's cellar. Over the years, it's become, hopefully last night even some of the accolades that we're really proud and grateful to have been awarded with, hopefully our a recognition of those endeavours. But it really was a burning desire to look at beer as a more of a holistic experience – and you kind of touched on that in your really generous introduction as well there. And, you know, we really look at what that experience looks like, whether it's like a peel and reveal label that works with collaborative partners from different sectors, and whether that's a street artist or a photographer or an illustrator or something like that. And kind of bringing all that creative energy to the fore, in a way that's really quite unique. Additionally, we're based in the North, a part of the world that we're truly inspired by and for us, that's about the sense of community and a sense of collaboration and a bit of that Northern grit and triumph over adversity. A notion of triumph over adversity I think is intrinsic in a Northern outlook I reckon. And I think that's seen as fairly well over the years and certainly during the difficult few months that we've just been through as well.

CLAUDIA:

What were the early days like? Was it just like, 'yeah, let's do that!' I mean, did everybody in your family, your friends - did everyone have to get involved? Were there ever moments where you went, 'oh do you know what, this is just too hard'?

RUSSELL:

Yeah, I think there were moments where we probably thought this is so hard. But I think there was such a relentless drive and determination there, that we never kind of let that get on top of us or overwhelm us. And certainly, I think that spirit and that notion of collaboration was actually born of the origins of the business, which was actually not, not just around doing that because it was a nice thing to do but because we really had to, so like I said, we started in my parents cellar, but it was my parents old car that we used to get going and do the deliveries in - I think the suspension didn't thank us for that afterwards. I don't think they use that much down the line. But also like our website was done by my dad, who was a web designer. The graphic design was all done by friends and family for free. So it really was - they talked about that notion of it taking a village to raise a child - it took, er, like a real network and a community to raise Northern Monk and it was that spirit of collaboration that we really brought forward with us and has inspired much of the work that we do now as well.

CLAUDIA:

I'm interested in the belief when you didn't just go: 'Oh enough!' But, you know, to do that - to phone a friend or a family and say, 'look, can you draw a pelican?' - I'm not saying he drew a pelican! - But whatever it is, or dad we need your car, and can you do the

RUSSELL:

[laughs] Yeah.

CLAUDIA:

What fuelled you? Just the absolute - the knowledge that this was the right thing to do?

RUSSELL:

Yeah, I think, I think it was the belief that we could create some of the best experiences in the world, I think, you know, at times that did feel naive, and certainly we've not always got it right. But you know, upon reflection, and over the years, we've realised that's such an important part of our core driver - even though it's quite like a wide sweeping ambition - it's just to be the best. But if you look across brands and some of the most successful brands in the world, I would say that drive to be the best in category is really part of the DNA and more over and above brands, I would say athletes and any kind of profession really, I think you've got to have that drive in the belief that you can be the best. And certainly that was kind of our North Star, and still is really today. Over and above that, I think that Northern piece as well, and feeling like there was an opportunity there to shine a light on a part of the world, and in a product category that possibly hadn't. So without getting too nerdy about the world of beer, I think -

CLAUDIA:

No, do it.

RUSSELL:

Historically speaking -

CLAUDIA:

We love it!

RUSSELL:

Brilliant. In the world of beer you've got so this is a product that's been around for thousands of years. It's an intrinsic part of UK culture as well and has been at the core of communities for

thousands of years too. But historically speaking, in the UK, you kind of had quite traditional cask beer, which is like the hand pour beer and, and the image of that whole world was a bit staid, the product was brilliant, but hadn't really been changed in really hundreds of years, I guess. And then you had these American breweries doing kind of weird and wonderful things and really progressing the scene with different techniques when it came to brewing the products, but also looking more progressively at branding and things like that. So we wanted to take all that we thought was amazing about being Northern but put a progressive spin on that - if you will - face on it and incorporate some of those more pioneering ingredients and techniques to really create really, really fresh product that was of the North like ours.

CLAUDIA:

Let's talk about the name - why Northern Monk and what is monastic brewing?

RUSSELL:

So Northern Monk, I guess, ultimately explains the two component parts, the largest component parts, of the brand. And Northern being that sense of place and that pride in the North and what that means for us, that sense of community and collaboration and graft and all those things I've already touched on. And the monastic bit - it's really a reference to the fact that monks have brewed beer for thousands of years basically, and I think particularly in the UK that gets overlooked, but you know, just up the road from the brewery, at Kirk's, the labian monks brewed beer there. And it was a product that was brewed for the community in many instances to raise funds, but also to create a safe and portable liquid that could be drunk too. For us, it's by no means not a religious thing at all. But again, it's embracing that spirit and the roots of the products really. But certainly I think that the Northern element of the brand is really what we kind of focus on and bring to life the most.

CLAUDIA:

Let's talk about marketing, how did you go about establishing a reputation and building awareness of your brand? I mean, you had 5K. Was that just walking through the streets going, "you're not going to believe it till you try it!"

RUSSELL:

So for us, we started with an older regional brewery. They were hugely supportive and great, but possibly just not the right partner for us at the very beginning, and we made possibly like the same amount today, as we did, for the whole of a year at that brewery at that time, but the product was just not really where we wanted it to be so we thought, we want to create some of the best beer experiences in the world, how are we going to do that and find the right partners to do it? - And people that have a real vested interest in the product. And again, it was that spirit of collaboration, really. And we worked with different breweries from across the UK and

we did these collaborative beers. And these are breweries that already have a name for themselves within the world of beer and that was really powerful for us to be honest with you. So again, it was just quite a lot of hustling to be honest and networking.

CLAUDIA:

Yeah, yeah.

RUSSELL:

And then over and above that, I think like going back to your point, it was probably quite a lot, just telling everyone that we knew that we were making beer and try it, 'please, it tastes good.' And we also did like farmers market, just as many opportunities to kind of really talk to people and get our brand in front of people as possible.

CLAUDIA:

How important is digital and social media to your success? I mean, I don't know if it was then. But now, I imagine it's vital.

RUSSELL:

I would say it's hugely, hugely important, I guess for us, brand is incredibly important and it's kind of the community we've built around us. And now we've got - I think we've got close to 200,000 followers across all the different platforms in the different accounts, but the opportunity to connect with those people and bring them on the journey with us, it's huge, and it's really important to us and it's something that we put a lot of energy into. I kind of want to say it's like it's not in a calculated way, but it's a genuine-

CLAUDIA:

Yeah, yeah.

RUSSELL:

-want to take people on that journey -

CLAUDIA:

It feels like it. I follow you. And now I feel like, 'oh I'm part of this gang'.

RUSSELL:

Amazing.

CLAUDIA:

This is an event, this feels like event beer like - like you say, experience. You mentioned the word 'community' and 'collaboration' quite a few times. And you said they're important to Northern Monk - can you tell me how you do that? How do you create those connections? And, I imagine it's important for your fans, if you like, or followers, I don't know what you would want to call them - your gang, your people - but also for the brand as well, are you always looking for new people to work with.

RUSSELL:

Yes, absolutely. I think - so we talked about kind of the inspiration for the brand. And really, that been the North. So the way that we kind of bring that to life is through this network of ambassadors, that are people that embody that brand position and, and that's people from across the whole of the North, and whether that's fell runners or street artists, or tattooers. Yeah, we look for people in our local area that can really bring that brand position and our ambassadors and embody that position for us.

CLAUDIA:

Totally, and everything is so diverse. If anybody is listening going, 'what? I don't understand, tell me more.' They should go on your website and they can click on, I think it's 'patrons projects' and see all of the different - you go, 'what, what!' - from there, just such beautiful designs. If anything, you just, you want that object because every time you open the fridge you'd be happy with life.

RUSSELL:

Amazing. Thank you so much.

CLAUDIA:

Don't you think? And let me ask you about COVID-19 and how it affected your business? And how fast did you have to move to get into a position where you could still sell?

RUSSELL:

So, it's had a massive impact on our business. So we lost probably 60% of our business overnight. So at this time, like the year for us would have looked like opening a site in London.

So we had a site in Shoreditch, which we'd planned out and we'd ordered the brew kit for and it was set to be this kind of little outpost of everything that we've done in the North and in the nation's capital. And we were reflecting on that recently and just thinking about how much our business has changed. We're also planning to start another bar refactoring - were calling them - in Edinburgh.

CLAUDIA:

So you had big plans.

RUSSELL:

Yeah, big plans. But those things haven't happened at all. However, we have consistently exceeded our expectations and the budgets that we put in place for ourselves. And we were very quick to pivot. I remember getting the training. So it was the day that kind of lockdown really was put in place in the UK. And suddenly, you know, when I think across all walks of life, you're often not aware of things that you've achieved and things don't necessarily become real until something like that happens. So I thought, I want to have to have a beer really here, in the tap room, before this all gets locked down. So I got the train in and I meet our COO off the train and I was like, man like this is you know, those interview scenario where you've got to imagine being on a sinking ship in incredible rocky waters-

CLAUDIA:

Yes,

RUSSELL:

-and hope that the people around you are ready for that and I was like, 'you better be that person because this is happening now!' And I think, we took that spirit with us and we were very quick to pivot. And we did a lot of things. Those being, increasing our subscription model. So we've seen probably about 1,000% increase on our direct to consumer and that's through - like a subscription model as well as just trade from the webstore... we've actually done even more work than ever with the community and more charitable work than ever and I think that's really really resonated with our audience, too.

CLAUDIA:

Didn't you give free beer to NHS workers?

RUSSELL:

We did, yes.

CLAUDIA:

I love that.

RUSSELL:

So that was like our kind of - one of our hero products and our classic range of beers was a beer called 'Faith'. And so to embody the spirit of that product, we put 5000 cans of 'Faith' free on the webstore and again, with the spirit of having faith in people we said, 'look guys, like these are for frontline care workers. Please unless you feel you are on the front line of this situation, don't take these products. However, if you are – they are there for free, go and get them!' And it was incredibly powerful and it worked really well.

CLAUDIA:

I bet.

RUSSELL:

We also did like a four pack of beers that you could drink around the house.

CLAUDIA:

Yes! Yes, please tell me – I love 'showerhead'.

RUSSELL:

[laughs] Exactly right. Yeah that was fun. So reimagining different rooms of the house has different pubs. And I think, you know, we just had a lot, well a lot of fun really, as much fun as we could have against the backdrop of a really difficult situation. But I think one of the things about that situation was that so many people were in such a similar living kind of circumstances. And so we just wanted to do all we could to offer beer as a release from that and a bit of escapism, really, and I think that really resonated with people so –

CLAUDIA:

They really made me laugh. I just - I just also thought it's a brilliant present, because so many people couldn't see family and so many people couldn't see loved ones. To send that to

somebody, can you just tell us about- it was, it was an indoor pub crawl, wasn't it? There was a sofa? What were they?

RUSSELL:

Yeah, the 'Sofa Arms'.

CLAUDIA:

Yeah.

RUSSELL:

The 'Tuck In' was the kitchen. The 'Shower Head' was a shower beer. And then there was the 'Travellers Rest', which was a bedroom - like a CBD infused beer to drink, before you go to sleep, basically. But yeah, really, really resonated and I think captured people's imagination as well.

CLAUDIA:

And also well done to you and the whole team for not just going: [gasp] 'what are we going to do?' I mean, you've created new flavours, like you said, you up the subscription service. So everybody pulled together.

RUSSELL:

Absolutely. The spirit in the team was just incredible, I think, and still continues to be in the tenacity and like entrepreneurialism and dynamism of the whole team was just, it was brilliant. And I think part of that is having that bit of a startup mentality and that, still that burning ambition just to be one of the best really and create the best beer experiences. And I feel like we're just quite scrappy, and try and make things work as best we can, and don't look down. I mean, we started with £5,000, so if we could make that work, then we're just gonna have to make it work. I think that was just the attitude we had and it - and it's seeing us through to be honest.

CLAUDIA:

Being able to feel part of a community is really important. Before we hear more about Northern Monk, let me tell you how Vodafone have helped vulnerable individuals feel even more connected during isolation. Connectivity is so important, now more than ever. But if you don't have a device that can access the internet, well, how do you even begin adapting to a world of digital communication? Age UK Wirral and Wirral Council were facing this very problem and

Vodafone were able to partner with them straightaway to find a solution. Vodafone provided 250 tablet computers to isolated older adults in the community, within care homes, and those caring for others in isolation. The new tablet owners are enjoying the benefits already, they've been able to try out video chats, exercise classes, crosswords, and quizzes. Not only that, but this new connectivity has opened up possibilities for delivering healthcare services, whilst local facilities have been harder to access. It's an inspiring example of a community using the power of technology to help its most vulnerable members, stay healthy and keep connecting. You can find out more about how to keep connecting at [vodafone.co.uk/business](http://vodafone.co.uk/business).

Russell, let's talk about the beer. Tell me some of your favourite things that Northern Monk has produced. Because, you mentioned earlier sometimes there are moments where you go, 'God, we've done this, we've actually – guys, look around, we have done this!' Do you have that... on a daily basis? Do you feel proud of what you've all done a lot, or when you taste something that you've all created, you go, 'Oh, that is delicious!'

RUSSELL:

Yeah, I definitely have those moments. For me, what would they be? It's hard to pick like certain ones. I think there's one product, our product 'Faith' that we have that I think is a - well, I would say this - but I think it's a really, really special product. You know, when you have some kind of food and drink experiences in life and you think, 'wow, they've really had spawned something there!' And I do feel like that is one of our products. Our head Brewer, who created this beer – at the local press, they once described him as an "affable and vaguely eccentric brewing wizard in oversized wineries." And I think that's a great way to describe Brian and-

CLAUDIA:

Fantastic.

RUSSELL:

-for all that none of us are perfect. But I think what he's achieved with all the recipes that we created, and yeah, it's fantastic. And that is a shining example of it. I think that's a great beer and to be able to go and pick that up. So we stocked in Morrison's and Tesco now, and, you know, these outlets that, especially starting with such a small amount of funds, and I guess we never really dreamed of working with, and for them to be so widely available, enjoying those experiences from those kind of retailers is awesome.

CLAUDIA:

Absolutely.

RUSSELL:

At the other end of kind of, the beer experiences, something much more involved. And that is something like the Patrons Project. So we recently did a beer called 'Gamma Vortex', which was in collaboration with-

CLAUDIA:

Holy moly!

RUSSELL:

[laughs] Yeah, exactly right. With two breweries, from New York who are breweries that are just incredible that we've worked with a couple of times, one's called 'Other Half', one's 'Equilibrium'. And a street artist from Manchester called 'Tank Petrol'. And just like what we delivered there in terms of just the brand experience, and the liquid was truly world class, and it was one of those ones that like you kind of really wanted to read every bit of the label and just take a minute to reflect on how exciting that experience was.

CLAUDIA:

Yeah – when everything comes together. Did you say 'Tank Petrol'?

RUSSELL:

Yes, correct.

CLAUDIA:

Magnificent. If he's not married, I will find him.

RUSSELL:

[laughs]

CLAUDIA:

Talk to me about the Ben Nevis beer that you made, and that- it sounds extraordinary. Expensive, but worth it. A collector's item. Tell us everything.

RUSSELL:

So I'll start at the beginning. So we launched our own charity, essentially a foundation, called 'For The North', with the spirit of our founding kind of £5,000 was set up, to give £5,000 seeds of hope across the North in the same way that we kind of had that £5,000 foot up, if you will. So the idea is that we give them to charitable projects and community projects across the North. So to start and kick off the whole thing, we decided we would try and work with £5,000 ourselves and see how much money we could generate for the charity. So, we climbed Ben Nevis, with all of the ingredients to for a beer at the top. Yeah, which was the highest altitude brewed beer in the UK - I think other people have actually done that believe it or not across the world on other high mountains, but certainly the highest in the UK and it was, it was no mean feat! Let me say, it was really, really hard work.

CLAUDIA:

What were you collecting?

RUSSELL:

So we took all like the mall-

CLAUDIA:

Snow?

RUSSELL:

[laughs] So we did use-

CLAUDIA:

I mean, [laughs] – ice!

RUSSELL:

That would have been amazing. But unfortunately, there wasn't snow on the tops, but we did use what they call 'the dew of Ben Nevis', which is water from as close to the summit as you can get, which would have been the highest water source in the country as well. So the beer is brewed with that. We also foraged for blaeberrries on top of the mountain as well.

CLAUDIA:

For what?

RUSSELL:

For blaeberrries. They're like blueberries, but-

CLAUDIA:

Oh okay, fine.

RUSSELL:

-slightly smaller and Scottish.

CLAUDIA:

Nice.

RUSSELL:

And so, and then we made a big imperial start with all the ingredients, carried it back down, which is one of the hardest bits. Yeah, and then bottled it and then we auctioned it off the first 10 bottles for £1,000 each because it was truly was a totally unique experience. And we're incredibly grateful for the people that supported it. The Foundation has gone on to support, I think, five different charities now. Most recently, we gave two grants away to the Racial Justice Network, and a BAME organisation in Leeds. We've also worked with a charitable project called 'Rooted', which is based in Bradford and seeks to empower young women with the tools to kind of experience and enjoy the outdoors. So yeah, we've done some really - some work that we're really, really proud of, and we're looking forward to continuing that work and-

CLAUDIA:

I bet.

RUSSELL:

-hopefully avoiding brewing any more on the tops of mountains, because it was pretty tough.

CLAUDIA:

Yeah. Absolutely, maybe just a small field at the end of your garden?

RUSSELL:

Yeah.

CLAUDIA:

But, when we were going back to moments of pride, handing over cheques to those extraordinary charities and brilliant projects, that must feel amazing.

RUSSELL:

Yeah, absolutely. Especially because we brought back to life the novelty cheque, which seems to have disappeared from, um-

CLAUDIA:

I love that - yeah. Brilliant.

RUSSELL:

-an oversized cheque – they're great. So we take round these ridiculously sized cheque, and I mean, they are great moments and to pass those across. Yes, fantastic.

CLAUDIA:

Talk to me about how you've secured investment over the years. Because I think last year, you got investment from a private equity firm, but in 2018, you had great success, crowdfunding. How much did you raise and in how short a time?

RUSSELL:

We raised 1.5 million in 13 days, we raised half a million in the first two hours of going live on CrowdCube. It was - it was out of this world to be honest. I remember in the days leading up I was so nervous about the whole thing because our initial target was half a million and I think with crowdfunding, it can be incredible for brands and obviously, raising capital as well. But it can obviously be really bad for brand, and really bad for raising capital if it doesn't go right.

CLAUDIA:

Yeah.

RUSSELL:

So I remember, I invested - it was like £500 of my own money, despite being the majority shareholder in the business. And I was just like, everyone's just got to throw in here, we need to make it work. But people really got it. And they really got our story. And, and I think it was such a good time to buy into the business as well, because people could see the ambition and the trajectory that we were on. But we also tried to value it in a way that people would make a financial return as well. And we're really lucky to have lots of friends and family invest in the business at that time. And we wanted those people and anyone else in our community, built around the brand, to be able to see a return and get an investment at a reasonable valuation. So, so yeah, it was really overwhelming to be honest. I remember it was actually, it was on a really, really snowy day. So we had this launch party, which hardly anyone could get to. We had this brass band play and everything was just a massive party the night before.

CLAUDIA:

Yeah.

RUSSELL:

Then we went live. And I remember being sat on my couch... and there was like, no one could get into the office at all. So, I was just on my couch and had like my phone in one hand, my laptop on one side of me, and was just trying to deal with just like, because we were raising thousands and thousands of pounds a minute and generating so much correspondence. I do think it helped that it was a snow day as well, because I think a lot of people sat at home, well, clearly investing in Northern Monk, which we're eternally grateful for, so it worked out.

CLAUDIA:

Yeah, of course. But that must have felt - that must have been another moment of: 'we have made it!' That's compelling!

RUSSELL:

It truly was. I think it was quite humbling and scary as well though, to be honest, because I think you know, when you come from £5,000, and create what we created, I guess it's like, we were the underdogs making good, right? And then suddenly, you've got 2000 ambassadors and loads of money in the bank, and you're like: 'wow, now we've really got to deliver.' But, things have continued to go well, so it's all worked, and then you touched the point as well. We took an investment from a private equity firm called Active. You know, we have had quite a lot of interest in the brand and other people that have recognised, hopefully recognised and seen the potential within it and seeing the trajectory that we're on. But none of them really were of interest for us until Active came along. And they've got a real interest in building brands, but also building brands with kind of values at their core.

CLAUDIA:

Yeah.

RUSSELL:

And we saw real alignment there. And, so that was great. And they've been really supportive as well. So...

CLAUDIA:

That's so good. What have been the biggest challenges? We talked about COVID-19, but were there other times where, you know, even a year in or two years in or four years in, where, just for whatever reason, you hit a bump? Only because, people are listening, go, 'how's it - It sounds so smooth'. Was it always just very smooth?

RUSSELL:

No, it was definitely not always smooth. There has definitely been some really difficult times. I think that probably the biggest challenge that we faced, and I think this is probably quite relatable for a lot of businesses, is growing from kind of a passionate group of friends really, a roll on - really like a mission. That's, you know, as a small group of people, you're all like really driven, single-minded about one mission. But then we're like best part of 80 staff now and continuing to constantly improve that sense of professionalism and sophistication, is always a challenge. I think it's the challenge that whilst bringing everyone on and retaining that sense of that startup culture and spirit and not taking things too seriously at times at the same time, I think that that is a real challenge. This is one that probably a lot of businesses share.

CLAUDIA:

What's your advice to entrepreneurs who are starting out with a new business adventure?

RUSSELL:

I think it's, it's probably quite a simple piece of advice, and probably not the most insightful in the world. But I do think it's important, I think, start with a business plan. And I say that because I'm deeply inspired by, and passionate about, brand and probably fairly quick - well, I'm creatively minded as opposed to massively disciplined and got a real passion for detail - but I think if you're not prepared to write an in depth business plan, then I don't think you're probably ready to overcome all the obstacles that starting a business will throw at you. I've had loads of friends that so, 'oh I want to start this, I want to start' a lot. And I'll be like, 'well, have

you written a business plan?' 'Oh, I really don't want to write a business plan to be honest...'  
Well, if you can't get the motivation to-

CLAUDIA:

The words on the paper.

RUSSELL:

Exactly, yeah. I mean, even though the reality is like a map, I haven't referred to the business plan that I wrote back in 2013, in years! But, I just think it's a really important discipline. And that's got to be the starting place for any business, I think.

CLAUDIA:

Ok.

RUSSELL:

I could go on forever on those different things. But I think-

CLAUDIA:

No it's interesting, but basically what we're saying is also take it seriously - be a grown up.

RUSSELL:

Yeah, exactly.

CLAUDIA:

Don't just say, 'I want to start a personalised cookie business' - which I say to my husband every day, and he's like, 'what are they gonna be?' And I was like 'puffins. pandas, why would you ask something? Woodland creatures!' He's like, 'Claud....'

RUSSELL:

Well if you do start the cookie business and you want to do a collaboration in the world of beer-

CLAUDIA:

I do.

RUSSELL:

-you know where we are.

CLAUDIA:

Just baby puffins. That's all we need.

RUSSELL:

Got it. We've got the illustrator for that somewhere I'm sure.

CLAUDIA:

Russell, thank you so much for talking to us. Thank you and enormous luck with Northern Monk. And if anybody wants to find out more, honestly, the designs are so beautiful. They just need to go to your website. So thank you.

RUSSELL:

Thank you so much. It's really great to be part of the kind of roster of companies that you've got on the show, and thank you to Vodafone as well for recognising the business too.

CLAUDIA:

Next week, I'm talking to Tessa Clark, the Co-Founder of Olio, an app which sets out to change the world by reducing food waste. We're going to find out how she has achieved a following of 2 million users worldwide. Thank you so much for listening. Goodbye.