

BUILDING A 100 MILLION DOLLAR BUSINESS WITH JO FAIRLEY

Hello and welcome back to another episode of She Means Business! I loved recording this episode so much. It's with the incredible Jo Fairley. She's the co-founder of the luxury organic chocolate Green & Black's, which is delicious — I love it! \$100 million-a-year business. She also owns a natural and organic food store, a well-being centre, and has recently created The Perfume Society, amongst other things. I got this overwhelming feeling that anything is possible when we take action. Little step by little step, we can achieve the most incredible things. We talked about getting organised, we talked about mindset, PR, and so much more. Also, on an exciting note, we got 5 VIP subscriptions to The Perfume Society to give away. All you need to do is head over to this podcast episode on the Female Entrepreneur Association website femaleentrepreneurassociation.com to see all of the details. But before you do that, enjoy this episode.

Jo, it is so good to have you here. Welcome to the She Means Business podcast!

It's fab to be here. Thank you.

I am so excited to talk to you. Firstly, I want to thank you for bringing such delicious chocolate into the world.

My gift to mankind, probably womankind.

My favourite is the Green & Black's dark chocolate — the mint one. I just love it so much.

It's very good.

It's amazing. I was actually just reading about how it's now a \$100 million-a-year brand.

Yes.

Insane. It's just so incredible what you've managed to create with that and all the other entrepreneurial adventures that you've been on building other businesses. I really can't wait to talk to you and hear all about your story.

Thank you. I think it's worth saying that if I'd known on day one that it was going to be such a big thing, I might have been too scared to put one foot in front of the other and I might have done things differently. Sometimes, I think it just pays to have a great idea, roll up your sleeves, do it and not always think "Gosh, one day, I might sell my brand to Cadbury's." That way, you just do things much more instinctively, I think.

I couldn't agree more. You'd just freeze. You would just be so overwhelmed.

I'd be paralysed.

Yeah. Usually, with the podcast episodes, I like to pretend that there is a movie coming out and it's called She Means Business. This movie, in particular, is starring Jo Fairley.

Right!

This movie is all about your entrepreneurial journey. This is going to be an exciting and very interesting one. Basically, it's how you have turned your ideas into reality. Firstly, to set the scene for everyone, what kind of vibe or feeling do you think your movie would have?

I think it would be a *Thelma and Louise*-style adventure. There would be diving boards, cliffs, tightropes, and all the things I'm scared witless of in real life, but actually somehow managed to conquer my fear over in business.

I love that so much! I can't wait for this. OK, the movie begins. The first scene starts to play. This is you right back at the beginning of your entrepreneurial journey. What is going on? What is the story behind why you decided to actually set off on your entrepreneurial adventure?

I think it begins with finding two squares of chocolate on my husband's desk from a sample bar of dark chocolate that he'd been sent through one of his contacts in the natural food world. He was a founder of a company called Whole Earth Foods. I was a journalist at that point and I've been a journalist for some years. I never ever imagined that I would become an entrepreneur. I was just used to writing about other people doing things, rather than doing them myself. I found these two squares of chocolate on my husband's desk. Obviously, when you do that, there's only one thing to do, which is eat them. This taste explosion went off in my mouth. I suddenly realised "Oh my God, this is the most delicious, darkest, the most remarkable chocolate I've ever eaten." I asked him what it was. He told me it was a sample of the world's best organic chocolate, but he couldn't really do anything with it because it had sugar in it and Whole Earth was founded on the principle of no added sugar. Basically, I kept on and on with him and nagged him. He got fed up with me nagging him in the end. He just said, "If you're so interested, you do it." What he really meant by that was that he could take care of some of the wholesale and distribution functions by bolting it onto the side of Whole Earth, but I had to do the PR and the marketing, which I knew something about as a journalist anyway because I've been on the receiving end of so much of it. They're really crucial things that I had to fund myself because he didn't have launching a new brand in his budget. I had sold my flat before I moved in with him and banked the equity, which was £20,000.³⁴ I bought two tons of chocolate for £20,000, leaving me with a princely sum of £0.³⁴ That was the start. That was my diving board moment. I bought a postcard in

Carnaby Street when I was about 16. It was a man on a diving board. It said, "If you don't do it, you'll never know what would have happened if you had done it." I literally remembered that postcard. I went to the edge of the diving board and I dived off.

I love that so much. Look where everything ended up being. Back then, what kind of things were you feeling? Starting your own chocolate company, that's a pretty huge thing. What were you feeling? What kind of thoughts did you have?

You know, I don't think I realised how momentous it was. As I said, if you told me on day one it was going to be so big, I probably would just have been just paralysed. I think that what I thought would happen is that it would become successful in the natural food trade. Craig had a long history of being a pioneer and coming up with bright ideas that nobody had done before. I thought we'd get pretty good distribution in the natural food trade, probably internationally as well. And then, something remarkable happened after about 6 weeks. I was sitting in my office where I continued to work for the next 9 years because my business was growing so fast, there was no money left to pay me. If I want to buy shoes, food and all of those things, I had to keep up with my writing as well. I got a phone call from Sainsbury's. The Sainsbury's buyer said, "We'd like to invite you to submit your product for the next range review because one of our directors has had it at a dinner party." It wasn't till years later that we discovered that actually, it was Lady Sainsbury who's had it at a dinner party. Obviously, she had gone home to her husband and said, "You need to have it in your shop." I went home that night and said, "Oh Craig, Sainsbury's Wednesday. They called for us to submit chocolate for a range review." He was sort of bewildered and said, "It just doesn't happen like that. You have to go knocking on their doors for years and eventually, you get a tow-in." Because of that remarkable piece of luck of someone having it at a dinner party, we were pushed with open doors at Sainsbury's. At that time, every other supermarket wanted to be Sainsbury's because they were number one, so we found it really easy to get into the other multiples as well.

Wow. That's really exciting that happened for you back then. What was the rest of it like with all the work? You said you were working as a journalist for 9 years while building.

I just worked incredibly hard, I rolled up my sleeves, and got on with it. Like most women, I think I can be incredibly focused. When you're juggling family and home, the paper, running a business and meeting deadlines for an editor, etc., I've always been very good at finding a way of balancing everything and not running around like a headless chicken. I just got on with it, basically. I would be seeing supermarket buyers, writing press releases, meeting deadlines, going to cover the Soil Association Organic Food Awards for the magazine, which plugged me into the organic community and that was great for spreading info about the brand. All the bits of my life joined up, but you never get anywhere in life without working incredibly hard — and I did.

Yeah, I agree so much with that. I see so many entrepreneurs who have these great ideas, but they're so stuck on not knowing what to do and how to do it that they just never get going with it. I know you came from a journalism background. I have read stories about how being the editor of a magazine gave you, probably not realising it, experience in building a business in a way.

Yes, I was running a business without even realising it, actually. I thought I was editing a magazine but magazine is all business. It did give me some experience. I had a team of 26 when I left Honey, a budget, and so on. But I think that it is a case of putting one foot in front of the other most days, and dealing with the inevitable: the roofs caved in on your storage unit, the computers crashed, your cocoa beans are stuck in Africa because of a political uprising and you've got to get them out somehow — all the stuff that life throws at you. I have a sign on the wall of my new business, which is called The Perfume Society. It just says, "Things only get done if you do them." I think that literally getting stuff done is vital. What also helped for me was having a partner. He happened to be my husband, but he could have been another kind of business partner. What paralyzes people

sometimes is that they've got a really good idea and maybe they've got the skills to create the product, talk about the product, and communicate about the product, but they can't actually get the backroom stuff done. The great advantage for me was that I was able to tap into an existing infrastructure. If I hadn't had Craig, we could have found that somewhere else. I think it's very important to focus on your strengths and outsource the rest.

Yeah, I definitely agree with that. Although at the beginning, sometimes, it's quite difficult. Like you said, you just got to roll your sleeves up and work hard. You mentioned about the postcard when you were 16 and then the quote that you have. It seems to me that you fill yourself with these beliefs that really spur you on and help you move past the challenges and the obstacles.

Yeah. If I look at my wall now, I got up there something that says "Don't agonise -- organise." There's another one which is also very close to my heart, which is "Shall we make a new rule of life from tonight? Always try to be a little kinder than necessary." One I cut out for my step-grandson who isn't the most organised person in the world, but I quite like this. It's from A. A. Milne from Pooh: "Organising is what you do before you do something so that when you do it, it's not all mixed up." Being organised and creating that structure is also really, really important. My training was as a secretary. I went to secretarial college back in the day when such a thing existed. It just taught me how to organise my life and somebody else's. I'm really good at that. I think that that should be taught in every school in Britain, basically, because it's way more important than knowing the capital of Peru.

What would you say are the key things that people need to be doing in order to make sure they are organised?

Certainly, at the beginning of every day, prioritise. I just sat here and I have a to-do list on my desk. It has a little motto at the bottom: "Make a list -- you'll feel better." Literally,

before I spoke to you, I was writing down every single thing I need to do today I will be crossing those off and I will be adding other things on. When I get to the end of the today, I will create another list for tomorrow. At least, that way, I don't forget to do things. I'm a big supporter and user of all kinds of cloud technologies, which I'd really like to talk a little bit as well. I use something called Wunderlist. That was me switching it on — the little beep. Wunderlist is a list-making app. You can have on your phone, on your computer and everywhere in your life, your iPad, your laptop or whatever. You can create lists, but you can also share them with other people that have Wunderlist. I can do a to-do list for me or for someone who works for me or with me on my team. I can actually see when they've completed tasks as well as getting a very satisfying ping like you just heard when I cross one off myself.

It's so good to have tools like that, isn't it?

Yeah.

I'm a huge fan of using cloud-based stuff mainly because one time, my laptop crashed and I thought, "Oh no."

I know. My business partner in The Perfume Society was in the office yesterday. She said, "Oh, I left my laptop at home." I'm like "Isn't everything on the cloud?" because you never know when you're going to need some information, especially nowadays. Cloud technology just enables people to work remotely. To me, that's really, really important. I'm a great believer in creating a flexible working structure for people. I've never been a clock watcher myself. All my experiences, certainly of women I've worked with I set tasks and I set deadlines and I've never, ever been disappointed by anybody because they're so keen to prove that they were worthy of that trust that you've placed in them by allowing them to work at their own pace but still meet that deadline. They just go the extra mile. I'm a massive fan.

It has given us more possibilities to build our businesses in a really clever way.

Totally. If I look at my little set of icons at the top of my computer, I've got Google Docs, which I share with my team. I've got something called The Pulse, which is a project management tool which has a great traffic light system — red, green, amber — so you can see what stage any project is at at any one time. I use Zero for cloud accounting so I can tell instantly the state of any of my businesses, how much we're owed, who I need to ring up to nag for money. I do a lot of speaking engagements now and I really like to come and share my experiences with people who are on their own entrepreneurial journey. Invoicing for that would wait till I got home, and I'm sitting on my desk and checking everything out. I can do it on the bus on the way home now. These things are life-changing. Most of them are incredibly user-friendly. We've settled on a series of cloud computing tools that have an almost a-child-could-use-them interface. They've got to look good, they've got to work well, and people would want to use them. All of those are a cinch to use.

Yeah, I agree so much. It really can change the way you run your business. I'm naturally not a particularly organised person and those tools really help me to just get my head focused, map out what actually needs to happen and then help me to stay on track.

We live in an age of distractions and the lure of Instagram and seeing whether my Perfume Society account has quite gotten 20,000 followers yet, which it nearly has.

I know. I saw that before, actually.

You can then go back to your list and just get back on.

Going back to your entrepreneurial adventure, obviously Green & Black's have taken off, Sainsbury's have taken onboard, the other supermarkets

have taken onboard. What else happened following on from that? How did things begin to develop and grow?

In 1994, we launched Maya Gold, which was the first product in the UK to carry the Fair Trade mark. That gave us another huge wave of publicity. Actually, being first with organic chocolate, I sent a press release to just about everybody I can think of. We got fantastic coverage for the launch of Green & Black's and that really helped us on our way. In '94, along came Maya Gold and then we basically continued to grow and grow and grow and supply supermarkets and customers all over the world with Green & Black's. In 2000, we took in so private equity investment because all our money was tied up in stock at that point. It was really hard to invest in talent and do promotions and product development. A group of guys came in and took a majority share in the business. I actually took a bit of a step back at that point for a few years. We got bought by Cadbury's in 2005, which felt like a really good fit because Cadbury's like to think that they invented corporate social responsibility and they sort of did, actually. I found myself more back in the fold then because they could see the virtue of having the founders still involved. That year, literally, just as the ink was still drying on the Cadbury's deal, we bought a bakery on our street. I ended up working there for 2 years, 362 days out of 365 basically running a very successful shop but a very, very complicated local business. It depended on freshness and a whole raft of environmental health and food safety rules, which I had to learn. I had to get a license to sell alcohol as well as drink it. It was a whole new skill set for me. I loved having a shop because it's actually very visual and I realise I am very, very visual. Having a shop, you're constantly having to make things look nice.

Yeah. You also got The Well-Being Centre, The Perfume Society and The Beauty Bible. How have all these ventures fit into your entrepreneurial journey?

I don't think I've ever really set out to do anything. I've never sat down and thought "Oh, I'm going to start a business." Opportunities have presented themselves and I have taken advantage of them. Craig and I, when we moved to Hastings which is our hometown, we

couldn't get good food here. I would bring bags from Whole Foods back on the train every time we went to London. We think there are lots of other people like us who actually want to be able to buy good food on their doorstep. As a really good starting point for any business is if I need this and it's not being fulfilled, chances are, lots of other people feel the same way. It was the same with The Well-Being Centre. There was nowhere in Hastings to have a yoga class that wasn't someone's front room or a drafty church hall where the dog might be barking in the kitchen and you could smell last night's dinner. Having a therapist come to your house to give you a massage has its own challenges because the kids are thundering up downstairs and it's not very restful. We bought massive regency rundown set of ex-council offices and turned it into a beautiful well-being centre called The Wellington Centre, which is going strong 9 years on. I'm very, very proud of it. It's a real community asset, apart from anything else.

With The Perfume Society, perfume is something I've always loved and always written about. I had won prizes for writing about that. A few years ago, I had the idea while doing an event for *You* magazine. While I was putting perfumes around a table for some readers to smell, it's so weird there's no perfume society. I got these shivers down my spine. I cannot be right. Surely, I would know about it. I got online and the fourth entry that came up on Google was Steak Appreciation Society. Blimey, this really doesn't exist. I went to my domain name provider — Perfume Society, Fragrance Society, Scent Society were all just sitting there waiting to be bought. Really, I realised that there are very, very few people in the world that could have brought together and created this hub for people who are interested in the sense of smell and love perfume or who are just starting on the sensory journey, basically. I got amazing contacts and so does my business partner in the perfume world. When I went to see Chanel when we launched and we told them what we were doing, "Can we host your launch party for you?" That was a "Yes!" moment. "Yeah, that would be great." It had to be somebody who had all those amazing contacts, but also had the business sense to be able to put one foot in front of another and make it happen and build a huge informational website with 400,000 words

about perfume on there. Subsequently, it was referred to by perfume entrepreneur Frederic Malle as “the most authoritative perfume website in the world”. It was another amazing opportunity to do something that didn’t exist. I realise that that’s what I’m interested in. I am not interested in copying what other people are doing. I’m interested in forging a path. Somebody pointed out to me what all my businesses have in common because they seem a bit random; they all seemed a bit random to me. Actually, they all had to do with the senses. When I look back, I’ve always been fascinated by the senses. That’s the connection.

Yeah, that’s really fascinating.

But it took somebody else to observe that about me.

I feel like it’s just so cool that you spot problems or things you think are missing and you just go for it. It takes guts and courage. I don’t think you look at things and think “This is a bit scary or unrealistic” like so many other people would. You’re just “Ah, this needs to be done.”

I think that’s the entrepreneurial mindset. Actually, Xero just produced a report called *The Irrepressible Optimism of the Small Business Entrepreneur*. I think that that’s just the nature of an entrepreneur. You don’t sit there thinking the glass is half-empty. You actually sit there and think that the glass is half-full because if you didn’t, you wouldn’t go into business in the first place. You have to remain positive and you have to have a sense of humour because stuff is going to happen and stuff will go wrong. It’s an absolute cliché, but it’s turning those challenges into opportunities.

To me, succeeding as an entrepreneur is so much more to do with mindset than it is to do with your skill and your talent. Hearing you talk, it seems that has been true in the sense that you’ve had the right mindset to not only to get you off the starting block but to help you to keep going, too.

Yes. I seem to be full of these little epithets. I saw a great drawing by Banksy and it said, “When you’re tired, don’t quit. Rest.” Actually, that’s a really important point because I see people in business who run on empty as if there’s some sort of bravado in working unbelievably hard till they’re on their knees. The trouble with that is you run out of steam. I suppose because of my understanding of well-being and my Beauty Bible experience and insights from that side, I’ve always known that I had to take care of myself in order to be able to care of my business and to be able to take care of my team. It’s crucial. I walk 10,000 steps every day. I eat well. I take supplements because I know that my diet isn’t always perfect. I try to sleep. I realise there’s no point at 11:00 at night wading through trickle. Stop at 7:30 and if necessary, get up early next day and I’ll have 10 times more energy.

Do you have moments when you think “Ugh, what am I doing? This is too overwhelming.”

Yes. Everybody does.

Thank goodness. I’m glad it’s not just me.

Realistically, it’s when I’m knackered.

Yeah.

So, holidays are also important. It makes you more focused the rest of the time. Marshalling yourself by keeping going is not the way forward. That’s when people want to throw in the towel.

I absolutely loved listening hearing your mindset on it all. What is your life like now that you’ve reached this point where you’ve built up so many businesses?

You hear the seagulls.

I know, I just heard them.

They're from central casting. Animal trainer on the film has just released the seagulls at that precise moment. I live by the sea for most of the time. I rent a tiny little flat in Soho in the middle of the week when I know that I am going to have to be in London. I try to focus all my appointments in the middle of the week and get them done and dusted. I have a team that works in our offices at The Perfume Society on the Charing Cross Road. I spend a couple of days there with them. They also all work remotely, at least some of the time. It's just still good to have a base, really, somewhere perfume companies can courier fragrances without sending them to Hastings. I try not to work on weekends. Probably, 1 out of 3 Sundays, I'll spend some time in the office just doing all the stuff that doesn't get done in the working day: going through the pile of papers on the left-hand side of my desk that just need an action before it gets to a crisis point. I think I've got a pretty good work/life balance, really. I always strived to have that. When Craig and I were working in business together in Green & Black's, we would go for a walk every night after work for about an hour through Notting Hill, up and down the hill. When we got home, we weren't allowed to talk about business again till the next day. Setting up boundaries was also really important. Otherwise, it would have just ended up where we just had a business and not a marriage.

Yeah. I think so often, our lives become what we intend them to be. If we get intentional about those boundaries and things, that's how it becomes. We often forget to do that. I love that you take time to go for a walk. I find that going for a walk every day just thinking things through or talking about stuff, it just really helps me to get perspective.

Absolutely. I take about an hour, at about 3:30 to 4:00. I walk down to the Hastings Pier, which is absolutely gorgeous, probably a little bit beyond. I come back by Whole Foods and I buy that nice dinner. I come back to the office and a 15-gram bar of Green & Black's chocolate. That fills me through till dinner time. Then, I stop and I cook dinner now. I've actually only gotten to cooking properly in about the last year because I

married somebody who cooks so brilliantly. I just found that it actually is the best way to switch off at the end of the day. You're concentrating on not burning the onions and making sure the potatoes are done and all of that. You can't think about anything else. It's a complete punctuation mark for me now between the end of the day what remains of my evening.

I like that. When you're running your own business and you're the one that's deciding what you're doing and when you're doing it, having that sense of routine can really help you have the momentum and keep going.

There's a lot of my life that's not structured because I might be traveling to make a speech or I might have to go for an appointment here or appointment there or whatever. But I like to have the bit at home quite structured.

Going back on quotes around on your walls and things, do you do things like meditation?

I do. I have 15 minutes in the morning with Headspace, which is on my phone, another app. I also got a meditation called Insight Timer, which I sit for 5-6 minutes and it rings a wonderful sound. You can choose the sound at the beginning and the end, but I like a Tibetan bowl being pinged — that's my sound that grounds me. If I know I'm really under a little bit of pressure in the morning and I haven't gotten my 15 minutes Headspace done, I get to my desk before anything else and I do 5 or 6 minutes of Insight Timer. That's really important. Then on Fridays, I always do a yoga class at 8:00 with a wonderful local teacher at the Wellington Centre. Then I go to Pilates for an hour at the Wellington Centre. That's 2 hours. To be honest, with yoga, people say "How have you got the time?" I haven't got time not to because it helps me so much with clarity.

Yeah. You can get into a tangled mess otherwise and things get so overwhelming.

Clarity, clarity, clarity, clarity. Find a way of thinking your way clearly through a problem. Step back from the big picture. I've got no business training, so I had to read lots and lots of books and learned as I went along. There's a brilliant book, which I recommend to all female entrepreneurs, called *The Martha Rules* and it's by Martha Stewart. Slightly leave aside the sad fact that she went to jail for insider trading. It's a very, very good book. She does acknowledge that moment in her life in the first chapter. She says that in business, you need a couple of tools that are very, very important on a daily basis. One is you need a microscope. Most of us spend our days looking down the microscope getting the detail right. But you also need to a telescope because you need to be able to stand back and look at the bigger picture. For me, that walk is a telescope moment. It's just really important to stand back and look at what you're doing from a afar, ideally on a daily basis. That also helps you prioritise and have this clarity.

Yeah, definitely. I couldn't agree with you more. Before we wrap up, do you have any tips for people on what the key things to do in business are that are more marketing? I know you talked a lot about how powerful PR has been for you.

Yeah, especially in the early days with brand, everybody wants you to advertise, but your brand is not going to register on anybody's retina. Use social media, use the power of the press so focus on PR. I think you need to have paramount faith in your product. I've been fortunate that I had this absolute conviction that whatever my product was, whether it was Green & Black's or The Perfume Society or the Wellington Centre, it was just the best of its kind. That really empowers you to talk about it with such conviction that makes it really easy to sell it to people. Branding and design — hugely important. I didn't think we had to money to invest in it but I found the money to invest in great packaging for Green & Black's. That was what made that product leap from the whole food niche into the mainstream and enabled it to be successful. It has to go right at the top of the priority list because we live in a world that's ever more design-aware. I also think business karma. My great mentor was Anita Roddick and she talked a lot about

business karma. I think that when you're trying to do good, you're kind to the people around you, kind to your employees, and generally doing things in a positive spirit, then things come back to you.

Yeah, I definitely agree with that. It's true. With your brands, I feel like they all clearly stand for something. You put so much your heart and soul on them. They all have values that people associate with, which I think a lot of people forget about when they're actually building a business. They're thinking about solving the problem rather than thinking what are its values.

Absolutely. We live in a world today where people more and more want the products, brands and services they support to show that they have some kind of strong values. It also gives the people that work for you a sense of purpose. They know what they're working for and it's not just the paycheck at the end of the month. Everyone these days likes to feel that the company that they work for are trying to make difference in some way. I do a little work with companies in the city and big business and I'm constantly blown away by most of them. The world is not run by evil empires with business owners sitting with a white cat on their laps trying to work out how they can destroy the planet. They're actually trying to improve things so I'm hugely encouraged by this more ethical, values-led spirit in business.

Yeah, I love this change that's happening, too. To close out, what's the biggest lesson you've learned or the biggest piece of advice that you could share with people who are on their entrepreneurial journeys?

You know what? It just goes back to that recent thing that I read from Banksy about "If you're tired, don't quit. Have a rest." Have a holiday, have a mini-break, step outside the picture and things will look very differently. You'll probably be able to find the solution that you can't see when you're staring 18 inches from a screen. I think that's it. Also, we meet a lot that talk about doing things, but the "Things only get done when you do

them” motto is really, really important. Action is much better than just sitting around and chewing on your pencil. It might not be perfect but to me, done is better than perfect because you can tweak later. Being paralysed about getting things done is a really bad place to be. Lots of people spend ages chewing on their pencil. “What if it’s not completely right?” Just get it out there. Listen to what people are saying about it. If you need to adapt, that’s what you do. Nothing is written in stone. On which note, I always say if you’ve got an order run for something, say you’re ordering 1000 of something. I’ve learned this from personal experience; this is another lesson. You want to print 1000 of something, but the quote for 5000 makes it much, much cheaper by the unit. It doesn’t matter — go for the 1000 because you may find that you got 5000 of something that’s not perfect and you’re thinking “I can’t just throw it away. I can’t ditch that packaging. I can’t just ditch that leaflet.” But actually, you should because you haven’t got it right, you need to redo it, and you need to move on. That quote for £1 for a box versus £2 for a smaller run, go for the £2 box because chances are, you’ll want to change it.

So true. Thank you so much for coming to share your amazing story.

It was really fun. Thank you so much.

It’s so inspiring. The thing I love most about hearing you talk is that you talk about it so matter-of-factly. It’s really inspiring to hear because you’re just like “Do it.” You just got to take action.

I know. Sometimes, I do have to slightly pinch myself. That does not happen very often because I’m usually just too busy.

It’s incredible. It really goes to show what is possible, what we can all achieve when we take action on ideas that we have. Jo, thank you so much. You’re such an inspiration.

Thank you for having me.

I hope you've all enjoyed listening to this episode. Head over to the website and leave a comment. You'll also be able to find all the links to Jo's website. Definitely go and check it all out. Jo, thank you again so much. I will see you all next week for another episode of She Means Business.