

Entrepreneurial Case Studies

Case Study 3: Training2Care



Key Feature

At the heart of the success of Training2Care is the desire “to improve standards, provide best quality training, but at the right price cost effective solution”.

Background Information

Training2Care is a private training provider and is run by Glenn Knight operating as a sole trader. T2C has been in existence since 2010. It was launched in February 2010 with an initial investment of £200 and with an initial offer of 13 courses. Glenn’s background is in sales (including Sky and Virgin) but the business was originally developed in partnership with a business partner with teaching/training experience. The main focus is on the care industry – an industry where the perception was that there was demand because of the mandatory requirements for training including:

- First Aid
- Moving and Handling
- Health and Safety
- Infection Control
- Fire Safety

Enterprising approaches to business development and income generation

He took his current premises on free for 2 months in February 2010. To gain clients his approach was telephone canvassing using the internet to identify potential clients. During the first few months he began to pick up a few clients. Business grew in the first 12 months to the point where he had 100 care homes listed as clients. At that point there was still just the 1 trainer (his business partner). Income generated in the first year of business was invested back into the business to purchase resources and training aids. Glenn was taking no income from the business at that stage – he was supported by his girlfriend/partner.

Having built the business for one year the decision was taken to engage with the press to increase client awareness. The need was for a unique selling point and he worked with a local organisation (Instruction Training Group based in

Colchester) to build a unique course on first aid for pets – Pet First Aid. There were [good press releases in the local press](#) and there was coverage on local radio. He was then contacted by a media organisation (Masons) to promote the organisation (through Pet First Aid) nationally. This generated a series of articles in the [national press, for example](#) and by chance a reference to Pet First Aid on a national comedy show. The interest was staggering and created the impetus for further growth. It had been thought that there might have been some antagonism from vets at this stage but a number of vets welcomed the course.

In April 2011 Glenn bought out his partner who had wanted to pursue ideas independently. Focusing on developing his brand in the care industry, Glenn immediately took on a new trainer with high quality experience and was subsequently then joined by additional trainers, administrative, accounts and sales support. He now has a team of 9 staff – this includes two care nurses on a part-time basis who have been able to offer specialist courses on demand. He is planning to take on an apprentice in March 2012. Many of the support staff taken had previously been unemployed. He provides training for his trainers in-house over a 3 week period with the last week being spent with himself – he believes the latter to be important to ensure the right personalities are recruited.

His entrepreneurial approach to business support for the care industry is dynamic. He is in due diligence with Kingston College, through the Principal, to explore mutual benefits. He will be able to support their social care provision and use their premises to offer some of Training2Care courses in that part of the country. He also recognises the value of partnership creating the opportunity to draw down additional funds. He is in discussions to become a City and Guilds training centre offering QCF qualifications and he is working with a former Business Link employee to develop an offer of business solutions to local organisations e.g. management training. He is also now working with an organisation called Pro Trainings (www.protrainings.com) to develop video e-learning and 7 courses are already available through this medium.

Instilling enterprise and entrepreneurship across the organisation

The mission of Training2Care is to “improve standards, provide best quality training, but at the right price cost effective solution”. Glenn Knight believes that the best quality training demands the best quality resources and therefore he invests heavily from his income into new resources – “if you don’t have the right tools you can’t deliver the right courses”. He now has a strong brand within the care industry offering quality training at low prices. Provision is frequently tailor made for clients. 100% of his clients are private sector. He maintains development from the growth of his turnover (the business has no loans and no other investment). He keeps his costs low (the premises cost approximately £2.5k per month – the location was chosen deliberately being seen to offer value in comparison to other localities, with lower business rates and close to the main A12 and with good bus and rail links). He is sensitive to keeping costs low through, for example, energy savings. The challenge is to be competitive in the

market and he deliberately keeps charges low – the aim is to grow by volume turnover with low costs and high margin. Trainers are paid lower fees than some competitors would offer but, at least in the short term, they are seen to be happy to benefit from higher volumes of work at lower fees than they might get elsewhere.

Other values seen to be key to his success include a focus on dignity and respect and his attention to sustainable development. He believes research is crucial (“you get out in proportion to what you put in”) and similarly recognises the need to invest in looking after his clients – an approach which is reflected in his high levels of client retention.

Marketing is through telephone canvassing followed up by e-mail with a very limited use of brochures. He does relatively little advertising – new business is being generated by word of mouth. 90% of his customers are local (Essex, Norfolk and Suffolk) but he is now providing training in other parts of the country including Liverpool (where he has now taken on another trainer) and Manchester. They are now a registered training centre for numerous courses. This [link](#) takes you to a list of some of the courses available. He now provides a mix of bespoke training programmes with nationally accredited courses. Training is provided both in the work place and on site in 2 training rooms. There is a new web site in development that should be active by the end of March.

He is constantly looking for new markets in the care industry e.g. the Health and Safety Executive market using the foundations for sustainable growth generated from his previous developments. He is building up accreditation with a number of national organisations e.g. the Chartered Institute of Environmental Health and the HSE and building up membership of national bodies e.g. the Royal Society for the Prevention of Accidents and the National Skills Academy.

Impact

There are now about 50 different courses offered with 4 to 6 trainers engaged every day with 120 learners on average per day – up by 600% in the past 12 months.

Pet First Aid has now been delivered to 1400 people since March 2011.

Training2Care now has bookings through until March 2013. The turnover in 2012 is expected to be £780k and with an expectation of doubling that in 2013. In Year 3 (2012-13) the business is expected to be showing a profit.

The business has now got a database with 9000 people on it and uses e-mail and electronic communication to maintain contact and encourage take up of new courses.