



# ESPA

The Next Generation  
of International Talent



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## KAIROS SPORTS TECH

### Build your business

Kairos Sports Tech helps elite sports teams maximise performance through excellent planning. ESPA started working with them in 2019, Kairos was still in start-up stage consisting of a team of two co-founders and two developers, and needed cost-effective support with all parts of scaling a business and help maximise their revenue.

Today they are one of the fastest-growing sports tech companies in the world, so we met up with Andrew Moffett, the Head of Marketing, to reflect on the benefits a well-managed internship program has brought to their business: *“When Kairos started working with ESPA, it was a really different business than it is now. The main desire was to have some help with all parts of a start-up company. Today we have 11 full-time employees, and we have established departments of marketing, sales and customer success. So, for us, I think having those interns in place has really been a really critical bridge for us going from co-founders, hustling and doing everything, to now having established departments across the company.”*



Andrew Moffett

### Cost of people

*“Having that extra pair of hands doing the really important legwork, but without that kind of financial commitment.”*

Growing companies often come to ESPA frustrated as costs associated with people is one of the biggest drains on profit within a scaling business. Andrew reflected on the reasons why Kairos was considering interns instead of the option of full-time roles in 2019: *“I think cost probably was one of them, which is probably fairly common, I suppose.”*

Different companies have unique needs, but running a successful commercial business has key pillars like marketing, operations, and customer success. Kairos was no different: *“Marketing has probably always been the key focus for growth. When I joined in 2020, we were looking for somebody that could be really broad in what they did. So, maybe it was working on content one day, social media the next day, email outreach the next day, then maybe they’ll be helping with the sales guys the next day.”*

Andrew said: *“Sometimes, it can be hard to figure out what’s best for the company, especially during those really early stages. So, I think you guys did a really good job of explaining the value add of having the interns. When we started hosting those extra people, creating full time roles wasn’t an option, because we literally didn’t have the money to do that. So, again, it’s that kind of bridging effect of having those people working towards building departments within the organisation, learning with us as we grew.”*

## Growing globally

When Andrew reflected on how their business has grown through the years, it was obvious getting into a global market has been a game-changer for them: *“As we grew, we had targets to hit, a total number of clubs to sign up, but it wasn’t just getting those clubs, it was managing those relationships. The interns definitely did contribute to that.”*

Andrew said: *“Our primary focus originally was UK and Ireland, so obviously all speaking English, but now we operate globally, we have teams in Spain, we have teams in Croatia, in various different countries. As we grow, having that international perspective has been very helpful, especially having that sort of native speaker on the team.”*

In terms of specific projects, market research is high on Andrews’ priority list: *“Trying to understand specific markets for us is a big one. Our German intern, had a project around the German markets – What do they currently use? What are their main pain points? Doing that type of research and then reaching out specifically to those teams. Erenie working on SEO and digital advertising really moved that forward and learnt some great techniques to make the research relevant.”*

## Helping your team grow

*“We’ve had a really good experience so far, I think they’ve all been really enthusiastic about the work, and about integrating into the team.”*

*“We’ve been really keen as well to help them to grow, so there’s always a conversation early on, where do you want to grow? What do you want to learn while you’re here? Then we help them go out there, because as a company, we are growing, and there’s loads of opportunities to do different things. We’re kind of very much in the try it and see phase, if something works, great, we’ll keep going.”*

Andrew reflected that it’s been great to see what comes from constantly growing and being challenged: *“It’s been really interesting, so we’ve had diverse backgrounds of interns, some are undergrads, some are recently graduated. They’ve quite different areas of expertise, it’s been really great getting to know them, and the expertise they bring.”*

*“We started UK based, Northern Ireland based, really quite specifically, with aspirations of being international, inclusive, and everything that goes along with that. Having that intern almost from day one has really helped us to think, as a senior leadership team, kind of outside our box in that sense. It made us helpfully uncomfortable in our own little bubble and helped us prepare for the challenges of being an international company.”*

## ‘Done for you’ service

*“As far as alternative recruitment options go, I think our experience with ESPA has been so good that we’ve not really looked at any other avenues.”*

We discussed Andrews own experience when looking for an intern through ESPA: *“For me, I gave a bullet point of, here are the key areas that we want to focus on, ESPA went away, did all the leg work, come back with a shortlist of here’s people that we would recommend, and the kind of online portal just made things really simple as well. You had to kind of go on, give feedback really quickly, it really did make life a lot easier.”*

As a growing business, Kairos definitely has room for extra hands-on-deck: *“I think, for us, moving forward, we’ll continue to create places for interns. Then, I guess it’s that some of those tasks or roles have developed into full-time jobs. So, customer success, for example, we did not have when we had interns doing it, that has developed so we now have a full-time customer success manager, and it’s its own department now.”*

Andrew understood that having somebody that is focused on one area, having the right kind of conversations, really helps: *“It helped us understand what the key elements of that role are, and where we need to hire that role full-time, as timing of a full-time hire is absolutely critical in a start-up. So, having an intern in that kind of role then really informs when it is time to step up, as it were, to full-time employment.”*

*A cost effective way to bring new talent into your business.*



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