

## CASE STUDY

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How a Growing MSP Steered  
His Company in the Right  
Direction by Partnering  
with ITS

Over the past few years, you've built a business whose value has exceeded the market average. It's the stuff entrepreneurs' dreams are made of. In your current situation, you may opt to ride the wave for as long as you can. But there will come a time when it makes sense to sell a business to see it go further in its path to growth.

Running a startup is plagued with growing pains, from managing the workforce to evolving processes. Brian Kaminsky of InHouse Techies had to make the decision of selling when his company hit a snag with its trajectory.

"I grew it to a point where we were taking a step forward and then taking a step back, and it was like, 'Why do I feel like we haven't gone anywhere?' I was at that point I was like, hire an employee, lose an employee, gain an account, lose an account," Kaminsky said.

"How do we start to really put ourselves in a position where the process to keep accounts is stronger, and then there's still this process out there to really partner and grow and just focus on sales because we got a good back end," he continued.

In 2018, Kaminsky's organization merged with Intelligent Technical Solutions to form the ITS Phoenix branch, and it has reached several milestones ever since. Let's take a look at his entrepreneurial journey, the roadblocks he ran into, and how he arrived at the conclusion that ITS is the right partner to go with for his competitive growth strategy.



# Early Beginnings

As a serial entrepreneur, Kaminsky founded and owned several companies in the service business throughout his collegiate career. When he graduated, he moved out to Arizona and saw an opportunity with a couple of clients to write them an IT contract.

"They would basically pay me. It was like a side job almost," Kaminsky recalled.

The side job grew through referrals to the point where he needed to hire people. It became his main source of income and transformed into something new to him at the time.

"I would actually be a managed service provider instead of just like a break/fix or something like that where we were more proactive. It then evolved throughout the years," he said.







## Challenges along the Way

Kaminsky ran the business for the next thirteen years before looking at his next steps.

"I think everything started to change when we all started to get to a point where there were eight employees. There was almost a million, you know, and I put this in a business context perspective of monthly recurring revenue or gross sales. You can judge a lot by a business by what it does on gross sales, such as how big is this business?" he explained.

Eventually, it got busier, and it has gotten to the point that he seems to be doing ten different jobs. "Every day was just booming." Soon, Kaminsky found himself dealing with the challenges of shepherding a rapidly-growing enterprise to success. "I was a poor leader. I realize that I lead a lot based on fear. 'Do what I say.' I've grown a lot because that's hard," he said of his struggles.

"You always had to admit your fears and that you did poorly on some of those things. I feel like I'm in a better place with that. Stress-wise, we swim through things together. We do things together; we're safer like that. I kind of always have that philosophy," he added. Kaminsky realized that he had to stay balanced and keep an upward trajectory.



# Considering a Relationship with ITS

Toxicity in the workplace can make or break a business. Kaminsky encountered a bad apple in the team but had a tough time firing him. He sought a partnership with ITS when he realized he needed to make the difficult decision of letting that person go.

"I wanted to engage ITS when I came to realize that I needed a staff change and knew that that decision on a particular staff member was going to personally affect me. I needed somebody to come in and state the obvious that this person was not a fit for this team," Kaminsky looked back on the experience.

Kaminsky remarked that the said employee was detrimental to the organization.

"I came to realize that this employee was just poison for our organization, and it was going to be tough. But I needed to make a change for the organization to stop losing a client, losing a partnership, losing an employee. I thought, 'Can we do this without this employee? Is there a better process out there that is a better fit for doing the right thing?'" he explained.



"As a business owner, you probably experienced this, or maybe you haven't. You grow to a certain point, and something happens, whether it's a tax season or an employee leaving that impacts the organization, which makes you look at things and how you're headed. And you can make change right there," he added.

Kaminsky knew he had to look at the bigger picture. He looked at their direction and temporarily removed himself from the organization for a more transparent and objective perspective. He wanted answers to his company's anemic organic growth.

"I took a break. I was looking at the gross sales of the years before, and I was like, 'Okay, how was it that we did 1.2 the year before, and now we are barely clearing 1? How is this working? Where am I at?' There's a lot of different factors that came in," he said.



# Making the Right Choice

Business owners might get tempted with an enticing offer when a third party purchases their business, but not Kaminsky. For him, it's a matter of how the two parties can create some synergy. After all, Kaminsky had a few things to bring to the table.

"There were a lot of companies that I was actually talking to, and a lot of them just wanted to buy my company. You know, a lot of them just want to buy you out. I'm not looking to retire. I'm 45, I mean, I want to work. What am I going to do? I wasn't looking for a cash-out," Kaminsky commented on his search for a partner.

"I bring a lot of branding and things on the table like building a name and understanding that, and how it's important to associate the logos in the building and the feel: the colors, the things on the wall. You shouldn't feel much different when you come into Phoenix, to Chicago, or to different offices. So, I think that's important," he said.

Though the transition was seamless, he admitted to having some doubts about the partnership initially. He was always about having creative control, and he was afraid of losing that in the process. He had all the reasons to, as he built his company from the ground up. But he said he put a lot of trust in ITS Chief Executive, Tom Andrulis, for his excellent working relationship with him.





"This whole thing comes down to the relationship. If Tom and I didn't get along, we wouldn't be doing this. I wouldn't let him buy me out. And you know, he listens to me, that's important," Kaminsky said.

"I knew Tom wanted to come one state over. I was trying to get into the ground floor of the Phoenix growth. I was like, we have a building. We have these things already. Tom and I had known that it was a perfect fit. We just have to get more sales."





# Thriving at ITS

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Kaminsky has been with ITS for several years. His responsibilities remain focused on generating revenue, such as increasing sales and relationships. "I'm trying to utilize the tools, the teams, the people that are out there, the account managers, you know, to do their jobs, without costing the company too much money. You know, it's a different conversation altogether," he said. "I'm trying to mass-produce this and grow."

"I just have to focus on what Tom wants me to work on, basically what I said, the relationship. He loves my relationships. The way I am with prospects. I'm really good at identifying opportunities," he added.

Kaminsky's partnership with ITS proves that merging with an established partner can add value to a business. It may just be the shot in the arm that a business, whose growth has plateaued, needs. According to Kaminsky, it's better to rely on the expertise of a bigger company that has resources in place than to grow your skillset for your offerings on your own.





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When asked about what he would tell somebody who's considering a partnership with ITS, he has this to say:

"When you get to a point where you feel like you are not moving forward, you're not moving where you want to be, and you want to improve on whether it's your processes, whether it's your sales organization, whether it's your operations organization. It helps to move together with somebody big, larger and to collaborate with them instead of trying to fight for market share."



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