



# FROM 50/50 TO 90/10: How EndeveTec's CEO found a Better Balance by Partnering with ITS

17-Minute Read

## The Realities Behind EndeveTec's Growth and Management

Adam Kerrigan, ITS' Partner Development Representative, spent a decade in IT then founded EndeveTec in 2009. During the height of a financial crisis, he saw the opportunity to build something of his own.

But from the very beginning, he knew he had to put in the work. "I knew that no one was going to work harder than me because it's not their company," Kerrigan shared. "They don't care about it the same way that I do."



*Adam Kerrigan  
Powerlifting Champion*



This can-do attitude naturally bled into how his workday looked. He came in before everybody and left after everybody. He managed every department - operations, HR, strategy, marketing, sales. Everything.

He said, "It was not uncommon for me to work weekends - but that went along with being the business owner."

With this dedication towards his company's success, he found his strong points and delighted in working on those aspects of the job. "I enjoyed having a natural inclination for operations and making things efficient," Kerrigan said, "Things like developing SOPs and making service delivery better were things that came easy for me. Giving good support was something I took a lot of pride in. I also enjoyed the creativity of marketing."

However, he didn't shy away from the challenges he faced as EndeveTec's CEO.

"Sales was the biggest challenge because it wasn't my strong suit," he reflected. "I was a technician for my career, and that's where my strengths lie. And being a technician, my experience was dealing in fixing the problem."

Kerrigan didn't let this stop him and proceeded to invest time, money, and energy into getting better at sales. "I had spent over a hundred thousand dollars with business consultants to get better at sales," he said. "I got better."

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"Knowing everything was on me to succeed, that was very difficult to manage."

But even though Kerrigan got better, he confessed that it was still a struggle. He also shared that having to do everything was taking its toll.

“If anyone walked into my office or if a client called, I needed to help them with their problem. I had to worry about my company, and I had to worry about making payroll, and there were times where I would stay up at night because I was worried about this thing or that thing,” Kerrigan said.

Despite these difficulties, he grew EndevTec to a well-known Managed-IT Service Provider in the Las Vegas area. He connected with multiple businesses in the same field, and this strong network laid the foundation for the partnership that was to come.

## The Tipping Point Towards Partnership

Kerrigan had been putting all his effort into EndevTec for eight fruitful years when he felt it was time to consider a partnership. He opened up about the reasons he started to think about it.

“I knew [it was time because] I was struggling to get the growth I wanted to,” Kerrigan said. “I felt like it was time for me to not worry about everything and to join a part of a bigger organization that would allow me to do something I was good at.”

But there was no way he would partner with another company without scrutinizing the other business thoroughly. He had a clear idea about what kind of company he wanted to entrust EndevTec to, and they had to meet his criteria.

So how did that lead to him choosing ITS?



“What I was looking for were three things,” Kerrigan said.

✓ Someone with a great reputation

✓ A company with a lot of growth

✓ A company that was going to allow me to do fewer tasks, and step into one role and do the thing I was super passionate about



## Taking the Plunge into Partnering with ITS

Kerrigan had loosely worked with ITS before the proposed partnership. He was initially impressed with ITS' onboarding of a client he was offboarding, and the client overlap gave way for him to meet Tom Andrulis - ITS' CEO.

When asked about Andrulis, Kerrigan shared that he and Tom hit it off during the first meeting. He also described Andrulis as someone willing to make time for his employees.

"He makes time to help me out with even small issues like wanting to be happy," Kerrigan said. "He's also one of the most understanding people I've met."

And Kerrigan then described the experience that led him to say this. "When I came over [to ITS], my intended position was to be a technical team lead, and about two months into our transition, I realized I didn't want to do operations anymore. What I wanted to do was business development."

Kerrigan previously admitted that sales were not his strong suit. But after 20 years of mastering operations, he was ready to move on to another side of the business. He wanted to fix bigger issues.

He was worried about how this request would go over with Andrulis. "I was stressed about it," he confessed. "But he's like, OK. No problem. And I was shocked. Wow, this guy is understanding. He moved me over to sales, and I've been very successful and very happy since."

All of these experiences helped him commit to partnering with ITS. Kerrigan also constantly went back to his criteria; he wanted a company with an excellent reputation, a lot of growth, and someone who would allow him to step into the role he wanted.

“I had multiple offers to buy my company,” he said. “But ITS was the only one who could do that for me, and that’s why I chose ITS.”



## The Transition Process and the Truth of ITS' Culture

Partnering with ITS was Kerrigan’s first experience with an acquisition. While his hopes for a smooth transition and partnership were high, there were inevitable worries that slipped into his mind.

“I had built this company [EndevTec] for ten years, and it was mine, and that was going to go away.” Kerrigan shared. “I was [also] worried about my people; would they have a job?”

Fortunately, all his employees came over with him during the transition process. He was also comfortable enough to share how ITS won over one of his employees.

Kerrigan said, “One of them was really on the fence about going to ITS. Pre-COVID, ITS had lunch catered to the office every day, and it seems like a silly thing, but that technician was won over by having lunch catered to the office every day!

“It was a bit of an adjustment for my employees, but I believe it was a good decision. If it weren’t the right decision for them, they would’ve left as well.”

Kerrigan also dealt with some inevitable struggles during the transition process. He didn’t shy away from sharing how much work it was to make sure everything ran smoothly but shrugged it off. “I can’t see how that could have been avoided, to be honest,” he said, “there was just a lot of work during the transition period.”

He went on to say, “But I felt support from the transition team and their commitment to move me past that period as much as possible.” The transition period for EndevTec to become part of ITS took three to six months – but every company is unique, so the transition time may take longer or shorter, depending on how smoothly everything goes.



During those months, having a great support team was one of the things Kerrigan enjoyed the most. An acquisition was new territory for him, and he described it to be a little intimidating.

“I had to trust people I barely knew,” he said. “Thankfully [the support team] was there to help me on everything from the financial side to introducing clients. The transition team was very, very helpful. Everybody was very welcoming, very professional. They would go out with me on-site, and we would do things together: we were really a team.”

Although Kerrigan had a smooth transition process, there was also slight apprehension when he became officially part of ITS. When asked why, Kerrigan said he felt tense.

“I remember starting at ITS in October of 2018 and thinking, OK, now I’m going to find out what kind of company this is. I was waiting for somebody to do something. And as the weeks and the months went by, that never happened.”

Kerrigan continued, “I was really surprised - what ITS projected to the outside world is who they are inside. The company I worked with on my clients before we partnered has the same culture and personalities now that I’m a part of the company. That’s a very good surprise.”

“ITS is very serious about their core values,” Kerrigan also commented. “Communication is essential. Listening is critical. That helped elevate my experience here at ITS.

Kerrigan was satisfied - ITS had given him what he wanted. They made money right, gave him a position he wanted, and delivered on their promise about the kind of people that they are, the kind of culture they have.

This truthfulness stood out. “They gave me what they sold me,” Kerrigan said.

## **Experience after Partnering with ITS**

Kerrigan gladly shared how his days changed after partnering with ITS. The key difference is that he works less because he can focus on tasks that bring high value to ITS.



When I owned my company, I put in a minimum of ten hours a day. Now ten hours is the most I put in,” Kerrigan said. “I also don’t work nights because I don’t have to worry about the service side. If a client’s server goes down, we have a dedicated team for that, which relieves me from worrying about those concerns. And instead of staying up late at night and worrying about payroll, I get better quality sleep.”

Focusing on fewer things also led to his stress levels going down. He has a team that he learned to trust over the past three years, which helped him in his role in sales.

“We’re very team-based oriented, and what that has done is elevate my sales confidence. I’ve become the most successful in sales that I’ve ever been in my career.”

When Kerrigan compared his life at EndevTec versus ITS, he also noted that he’s doing more things that he likes.

“Formerly at my old company, in terms of doing the things that I like versus the things I don’t like, it was a 50/50 mix,” he said. “Today, it’s more along the lines of 90/10 - 90% of the time, I’m doing the things I enjoy versus the 10% of doing things I don’t necessarily enjoy. I feel like that’s a reasonable balance.”

There was also a difference in the environment at ITS. Kerrigan shared that there was a clear difference in working with a smaller group of people at EndevTec versus the hundreds of employees at ITS.



“It’s been a different experience having more levels of management,” Kerrigan admitted. “[I was used to] being the key decision-maker at my company. It was a little bit of a blow to my ego, but I knew I was trading that off for other things.”

Kerrigan also took the time to look back on the entire experience and share his advice to companies looking to partner with ITS. He frankly said that the easy thing to say is just do it.

“But the real answer,” Kerrigan revealed, “is to do your due diligence before partnering. I would encourage anybody considering a partnership [with ITS] to do their due diligence but also talk with the people at ITS. Come to our daily huddle, talk to our technicians. That’ll give you an idea of what ITS is as an individual and as a whole.”

“Do mistakes get made? Yes. But we always strive to do the right thing by the individual, company, and client. And even when other opportunities have come up for me to leave ITS, I have chosen to stay ITS each time.”

***“There hasn’t been a single day that I’ve regretted that choice.” - Adam Kerrigan***

And at the end of the day, beyond the less workload and more enjoyable tasks, that’s the most important factor to evaluate our business and our lives. The lack of regret – in all the choices we make.

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**Ready to get the most out of your business? Let's have a chat on ways you can partner with us.**