

ERIC LEMLEY

Operations & IT Leader • AI-Driven Operations

IT Operations • Business Operations • AI & Automation • M&A Integration • Business Intelligence
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EXECUTIVE SUMMARY

Operations and IT leader who decides what a business needs and can build it. 20+ years making businesses profitable, scalable, and acquirable across public transit, retail, technology services, and three ventures founded and exited. Currently own business operations, M&A integration, business intelligence, financial operations, contracts and billing, security and compliance, vendor strategy, and sales enablement for the managed IT line of business of a \$700M private-equity-backed national provider, and originated and drive its internal AI program. My teams trust the call because I've done the work.

AREAS OF EXPERTISE

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|---------------------------------------|---|-------------------------------------|
| ▪ IT Operations & Service Management | ▪ Business Operations & Process Design | ▪ P&L & Margin Management |
| ▪ M&A Integration & Consolidation | ▪ IT Strategy & Enterprise Architecture | ▪ Business Intelligence & Analytics |
| ▪ ERP & Financial Systems Integration | ▪ Security & Compliance Governance | ▪ Vendor Management & Negotiation |
| ▪ Pricing & Packaging Design | ▪ KPI, SLA & Performance Management | ▪ Process Automation |
| ▪ FP&A & Board Reporting | ▪ Sales Enablement & Training | ▪ Contract Design & Risk Management |
| ▪ Strategy & Organizational Design | ▪ ITIL / ITSM Practice | ▪ AI Strategy & Automation |

CAREER HISTORY & HIGHLIGHTS

DEX IMAGING / DEXTEK

Cleveland, OH (Remote) • March 2023 – Present

\$700M national technology and imaging services provider; private-equity-backed (Gamut Capital Management). DEXTEK is the company's managed IT services line of business.

Senior Director of Business Operations, DEXTEK

March 2025 – Present

Own the operating infrastructure of DEX's managed IT line of business: business intelligence, financial systems and operations, contracts and billing, pricing and the service catalog, security and compliance, sales enablement, and internal AI and automation adoption.

- The three functions under my ownership (Security & Compliance, Service, and Strategy) are rated the three highest-maturity functions in the business by a third-party industry assessment (Service Leadership Index). Security & Compliance is the only function in the business to reach the "Scaling" tier
- Originated and drive the internal AI and automation program across the line of business: AI-generated documentation and knowledge-base content in daily use, AI steps built into operational workflows that run on defined triggers and criteria, and AI-assisted client communications and Strategic Business Reviews; AI ticket triage and routing in pilot
- Build and direct AI-assisted development of internal custom applications and interfaces that connect separate tools into one workflow, give a single view across platforms, and add features the core service management platform lacks
- Set the integration strategy for acquired companies: run them as one business line under the parent company instead of three independent businesses, with the consolidation of their service management (PSA) platforms as the foundation; serve as integration lead for systems, processes, contracts, and data
- Architected the financial integration between the service management platform (PSA) and the parent company's ERP, automating contracts, invoicing, and line-of-business financials into enterprise reporting and FP&A; made billing accurate and reliable, replaced 7 days a month of manual work, and recovered a significant amount of previously unbilled revenue
- Separated billable from non-billable work types and automated tracking through to client invoicing inside the PSA, closing a systemic revenue leak and raising revenue capture by more than 5%
- Built the business intelligence platform single-handedly on BrightGauge: the KPI, profitability, and operational-review reporting layer for the line of business
- Built the CPQ / quoting environment to run the packaged-tier model; sole owner of catalog and product data across the PSA and CPQ platforms and its synchronization to the corporate ERP
- Ran market analysis (TAM, SAM, SOM) and competitive benchmarking for every current and target market

- Build customer-level and service-offering-level profitability analysis in partnership with corporate FP&A; contribute to the monthly board and FP&A reporting package
- Manage vendor spend and tool utilization: approve vendor invoices, right-size licensing, and renegotiate contracts
- Define and drive the Operational Excellence program: CSF and KPI definition, baselining, and monthly operational reviews
- Build ROI models and business cases for new service offerings; create and deliver staff training programs on the company's tools and platforms
- Lead enterprise architecture for internal delivery platforms (ITSM, RMM, BC/DR) and the OEM technology stack embedded in client-facing offerings

Director of Managed IT

September 2023 – March 2025

Held full operational leadership of the Managed IT business unit, including service delivery. Defined the unit's KPIs, most of them never measured before, and built the measurement and dashboards to track them.

- Made the call to move from à la carte time-and-materials to packaged service tiers, based on my own market research; designed the tiers, their contents, and pricing, and eliminated unprofitable time-and-materials work for non-contract clients. Defended the model through a 2026 leadership review; an industry peer group of executives confirmed it as the right call
- Sustained 95% client retention; across my tenure, only one client departure was attributable to service quality
- Chose to staff the help desk with mid-tier technicians instead of entry-level hires, raising first-call resolution from under 50% at first measurement to 70%+
- Raised technician utilization from just over 40% at first measurement to a sustained 75%+ through KPI instrumentation and a weekly operating rhythm
- Designed and documented every service request workflow and instrumented them in the PSA, raising capture of phone-in requests from about half to near-100%
- Set performance metrics and expectations, retrained the team, put under-performers on improvement plans, and exited those who didn't improve; of all hires made under my leadership, one didn't work out
- Approved and led the restructure of Tier 2 technicians into a dual dispatch and escalation role, routing client requests and cutting ticket noise by more than 80%
- Decided to make client onboarding a paid service by default, reconfiguring the CPQ platform and sales process around it; it adds a month's recurring revenue to each new contract's first year, delivered in a standard 30-day window
- Made the call to standardize on three firewall brands and one primary server and storage brand
- Owned and redesigned the client master services agreement (MSA): tightened liability caps, excluded end-of-life and unsupported equipment, replaced penalty-bearing SLAs with SLOs, built evergreen auto-renewal into invoicing, and listed what we don't support; DEX legal approved every change. Zero successful claims or settlements during my tenure
- Set a "we manage, we don't support" rule: vendors do the repairs and we manage them, with no repair cost or liability
- Built the Strategic Business Review program as a retention and expansion instrument
- Authored security and incident response policy, controls, and workflows (one set internal, one client-facing) and implemented the controls in the PSA and RMM platforms
- Agreed the Sales Engineer structure with sales leadership and signed off on it; designed the sales framework and sales cycle (playbooks, objection handling, service matrices, training materials), wrote the Sales Engineer job descriptions, and defined how engineers and reps work together from first call to cash
- Established documented progression paths for non-management staff as an explicit retention and advancement program

Service Manager

March 2023 – September 2023

Promoted to Director of Managed IT within six months.

AKRON METRO RTA

Akron, OH • 2022

Director of Information Technology

Recruited to lead IT for a 500-employee regional transit authority following the retirement of the incumbent director, and to deliver a defined IT renewal program.

- Cleared a five-year backlog of IT projects and infrastructure refreshes
- Rebuilt IT on ITIL and ITSM practice: a PSA-based service structure and enterprise-wide RMM
- Built business intelligence dashboards for C-level stakeholders

DALIAN TECH SOLUTIONS, LLC

Dalian, China (Remote) · September 2017 – February 2022

Solutions Architect & IT Consultant / In-House IT Manager

Designed and owned the technology stack that enabled a 35-person IT services firm to deliver managed services to foreign-owned enterprises operating in China.

- Architected and operated the delivery platform underpinning the firm's entire managed services offering
- Served as the technical engine of the solutions and sales motion: scoped and won contracts as Sales Engineer while sustaining service quality and minimizing churn

LISA'S THREADS

Akron, OH · February 2011 – Present (operations scaled back 2023)

Partner / COO / CIO

Co-owner of a family-held apparel design and retail business with ~10 staff. Own technology, operational optimization, standardization, automation, and logistics.

- Read the early COVID-19 signals from China and, in January 2020, pivoted the business from apparel to PPE; 2020 revenue was more than six times 2019

SHERLOCK SERVICES, INC.

Akron, OH · 2011 – 2014

Engineering Team Lead

Led the engineering team at a 20-person services firm. Doubled the service catalog by reverse-engineering new hardware and OEM product lines, then authoring the repair SOPs and training the support organization.

FOUNDER & OPERATOR HISTORY

Three ventures founded. Three exits.

Brite Babies — Founder

Dalian, China · 2006–2009

Founded and operated an early childhood education business. Scaled to six locations and 80–90 staff. Used my TV production company and on-air role to feature the centers in programming, taking the brand from unknown to regionally recognized. Sold to a competitor at a profit.

Reel 2 Life Film Production — Founder

Dalian, China · 2007–2009

Founded a production company delivering television programming, commercials, and specialty video. Scaled to three studios and 20 staff. Sold to a competitor.

eWhy Learnology, LLC — Co-Founder, CIO / COO

Cleveland, OH (Remote) · 2013–2017

Co-founded an education technology venture around a product I created and owned end to end. Company IP acquired by a competitor; all founders realized an exit.

Independent Consultant

Dalian, China · 2007–2009

Advised approximately 10 foreign-owned enterprises on managing Chinese workforces and approximately 50 Chinese firms on sourcing, structuring, and negotiating international partnerships.

Television Host — Dalian Development Zone TV / Dalian TV 6

2006–2009

Host of three programs across multiple seasons in a market of six million.

EDUCATION & ADDITIONAL INFORMATION

Master of Business Administration (MBA) | Dongbei University of Finance and Economics, Dalian, China

Mandarin Chinese Language Program | Dalian Nationalities University, Dalian, China

Languages | English (native) · Mandarin Chinese (business fluent)

International Experience | Lived and operated in the People's Republic of China 2004–2010 (founder, consultant, MBA); served China-based enterprise clients remotely 2017–2022