



GENERAL MANAGEMENT PROFESSIONAL

*International ~ P&L Management ~ Business Development ~ Operations ~ Quality
Process Improvement ~ Program Management ~ Product Development
Marketing ~ Mergers & Acquisitions ~ Finance & Budgeting*

QUALIFICATIONS ABSTRACT

Fifteen years in the telecommunications and consulting fields working for manufacturers and a range of providers; local, long distance, international and Tier 1 Internet backbone. Broad functional experience, domestically and internationally, in start up to Fortune 500 companies. Recognized expertise managing cross-functional teams, developing and launching products and solutions to achieve revenue and operational objectives. Vast experience in strategy and business case development including financial analysis, market analysis and resource assessment. Proven record of exceeding goals while remaining customer focused in fast-paced entrepreneurial environments.

KEY CAREER ACCOMPLISHMENTS

- Managed all cross-functional development of scalable customer and operational system capabilities supporting Level 3's entry into the wholesale Voice over IP (VoIP) market. Delivered operational leadership for the development of multiple INTERNET TELEPHONY® magazine "Product of the Year Award" winners; (3)Tone won in 2003 for *Technological Excellence*, (3)VoIP Enhanced Local won in 2004 and E-911 Direct won in 2005 for *Outstanding Innovation*.
- Headed a 200 person development team to re-architect the order2cash process for Transport services. This project was awarded *Forbes* magazine's "Best of the Web" and Frost & Sullivan's "Market Engineering Award for Customer Service Innovation" and filed three United States patents.
- Built numerous one-year commitment views and five-year business plans to address operational and capital budget requirements and prioritization of network spending. Annual budget ranges from \$30M-\$750M.
- Founding international employee of Level 3 Communications. Initiated all functional aspects of international operations. Experience working in Europe, the Americas and Asia.

EMPLOYMENT

NaviGo Global, Inc

Founder & Managing Partner, Grand Haven, Michigan, U.S.A

(May'06 - Present)

- Co-Founded a technology consulting company from scratch, focused on consulting, technology and partnerships for emerging broadband, wireless and VoIP network operators as well as Web 2.0 service providers, particularly in the areas of business process scaling, capital projects and go-to-market strategy.
- Additional experience supporting venture capital and private equity firms on due diligence and strategy assessments.

Level 3 Communications, Inc

Vice President, Global Operations, Broomfield, Colorado, U.S.A

(Nov'00 - May'06)

Global Operations Product Development and Strategic Planning

- In December of 2004, promoted to run Operations Planning across all three of Level 3's Strategic Business Units: Voice & SoftSwitch, IP & Data, and Transport & Access Services, in support of a 2005 development budget of \$79 million.
- Managed a team of 30 plus people and 165 development projects, as the key operational contact, working with Sales & Marketing, Product Management & Development, Information Technology and Engineering, on behalf of Global Operations' 1,300 employees, or roughly half of Level 3.

- Over six months, re-architected the Voice over IP (VoIP) order-to-cash process across four product lines, resulting in a 300% increase in scalability, reducing order defects by 87%, decreasing cycle time by 91% (10.3 days to 0.89 days), and decreasing backlog by 94%.
- Voice and SoftSwitch Operations Product Development and Strategic Planning
- Implemented, for the first time ever at Level 3, a company-wide Solution Quality Rating (SQR) process to measure the operational quality of development projects, and we improved SQR's from 27% to 58% quality from March to August 2005.
- Managed a team of 25 people and 65 development projects, spanning all new product development, enabling capabilities, special customer orders, network architecture and M&A integrations.
- Served as primary operational contact for collaborative product development efforts with strategic customers, such as: AOL, Microsoft, AT&T, Verizon, Qwest, Comcast, Vonage, and Skype.
- Established Level 3's industry-leading Business Continuity & Disaster Recovery (BCDR) program.

ONTAP Product Management

- Had P&L responsibility for this \$25 million project and overachieved on scope, schedule and cost.
- Presented the ONTAP (On-net Transport Activation Process) project in 150+ external forums.
- Reduced transport activation cycle times from 131 to 5 days within 4 months and successfully achieved a vendor-independent 96% reduction in transport activation cycle times, creating best-in-class competence, including a 69% improvement in customer commit dates met.
- Industry award winning achievements: *Forbes* magazine's "Best of the Web" nomination in fall 2002, Frost & Sullivan's 2002 Market Engineering Award for Customer Service Innovation, and filed three U.S. patents for the capabilities created as a result of ONTAP development efforts.
- Global Process & Systems Business Operations
- Chaired a VP-level cross functional team that created and implemented a corporate-wide Integrated Development Process, supported by a proprietary automated workflow system for real-time status updates; within five months, we reduced the percentage of at-risk IT hours from over 75% to 0%.
- Re-engineered the global bids and specials process, instituting statistical process controls, increasing customer satisfaction from less than 50% to over 90%.
- Participated in the M&A Integration efforts of Level 3's acquisition of Genuity, a tier one provider of optical and IP-based services, in a transaction valued at \$242 million.
- Program managed the largest single bid won by Level 3 Communications to-date.

Senior Director, Global Customer Operations (Nov'99 - Nov'00)

- Served as Chief of Staff for the President of Level 3.
- Led strategic investment (\$500M) analysis projects for the head of network development and the CEO.
- Implemented Corporate Performance Management, including: strategy articulation, Balanced Scorecards, value-based management, activity based costing, and financial planning and reporting.

Director, International Business Development, London, England (Sep'98 - Oct'99)

- Directed the quantitative group within Business Development, managing all financial and operational business cases for each targeted country in Europe and Asia.
- Led all commercial negotiations and due diligence efforts, up through integration, in two successful multimillion-dollar ISP acquisitions, one in Germany and another in the U.K.

Director, International Business Development, Brussels, Belgium

(Feb'98 - Sep'98)

- As the first international hire for Level 3, within six months, I initiated all commercial business activity in targeted European countries: the U.K., the Netherlands, France, Germany and Belgium.
- Directly managed the initial international departments and personnel: strategic planning, business development, mergers and acquisitions, accounting, finance and human resources.

Coopers & Lybrand L.L.P., Information & Communications Consulting

Consultant, Atlanta, Georgia, U.S.A.

(May'96 - Jan'98)

Consulted with telecommunications and utilities firms, including the following:

- For the World Bank, performed an assessment of a Haitian cellular license, regarding international benchmarking and the potential impact on privatization.
- For Bechtel telecommunications, performed an extensive valuation and negotiation of specific dark fiber cable assets, resulting in a final sale price of almost four times that of the original offers.
- For Motorola, conducted an international sales benchmarking study, covering organizational structure and key decision processes.
- For Pelephone, an Israeli cellular operator, conducted a revenue, operational, and efficiency benchmarking study against 49 other operators in 30 countries.
- For PCCW, an Asian communications company, led the financial valuation models and the marketing, distribution and operational strategies of three regional GSM cellular licenses in Taiwan.

Motorola, Communications and Electronics Sector

Market Planning Manager, Strategic Marketing, Schaumburg, Illinois, U.S.A.

(Jun'94 - Apr'96)

- Managed high-impact internal consulting teams and local market research firms to drive in-depth distribution marketing and channel selection studies, providing strategic thinking, analysis and recommendations to guide regional business decisions with measurable profit impact.
- Traveled internationally over 50% of the time, conducting studies in Poland, Italy, Mexico, Japan, China, Taiwan, Thailand and Indonesia.

Senior Financial Operations Analyst, Western Division Finance

(Nov'93 - May'94)

Captain of Corporate Gold Medal Total Customer Satisfaction team

(Jun'93 - Jan'94)

- One of 10 teams out of a total of 4,300 to win corporate gold medals.
- Led the implementation of quality initiatives that saved Motorola \$3.4 million per year.

Financial Manager, Supervisor and Credit Analyst

(Jun'90 - Nov'93)

EDUCATION

DePaul University, Chicago, Illinois, U.S.A.

(Aug'93)

M.B.A., International Business. Concentration: Finance

- Czech Business Seminar, the University of Economics in Prague

Wheaton College, Wheaton, Illinois, U.S.A.

(May'90)

B.A., Business and Economics. Concentration: International Economics

- International (Europe and Russia) Studies Program, Wheaton College (Summer'89)
- London Internship Program, Boston University and the London School of Business (Spring'89)

Merrill Lynch, Financial Services Intern, Oak Brook, Illinois, U.S.A.

(Spring'90)

IBM, Oil and International Branch Intern, London, England

(Spring'89)

PROJECT PATENTS

Routing Engine for Telecommunications Network

Status: Published

- Date Filed: 25 January 2002. Publication Number: US/2003/0142808 (31 July 2003)
- Invention Class: Network Analysis, Management and Visualization.
- Matter Description: Routing engine for customer link to network provisioning systems.

**Automated Installation of Network Service
in a Telecommunications Network**

Status: Published

- Date Filed: 25 January 2002. Publication Number: US/2003/0142633 (31 July 2003)
- Invention Class: Network Analysis, Management and Visualization.
- Matter Description: Customer private line link to network provisioning systems.

Order Entry System for Telecommunications Network Service

Status: Pending

- Date Filed: 31 July 2002.
- Invention Class: Web Access and E-Commerce.
- Matter Description: Web-based order entry workflow for customer access to network provisioning systems.