

CHARLES (CHUCK) DANIELS

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HIGH IMPACT EXECUTIVE OFFICER, INNOVATOR, LEADER

Melding vision, values, leadership, technology & true collaboration to create growth, profit & competitive advantage.

**Start-up Ventures • Corporate Restructuring & Turnarounds • Mergers & Acquisitions
New Business Development • New Product Development • Business Process Reengineering
Telecommunications • Contract Negotiation • Systems Acquisition • Strategic Relationships**

Dynamic technology and telecommunications executive recognized for applying new and existing technologies to create shareholder value for start-ups and major corporations. An entrepreneurial and intrapreneurial motivator and leader of small, focused teams as well as organizations of hundreds. Valued for creating, developing, and selling revenue-generating products and services and for the ability to evaluate, acquire, implement, and manage new technologies. Successful leading firms through start-up, rapid growth, and restructuring / downsizing.

CAREER HIGHLIGHTS

- **Start-ups:** Instrumental in building Nextlink Communications to a billion-dollar company with operations in more than 60 markets. Led additional start-ups in software, technology, and telecommunications; secured millions of dollars in investment capital and managed all facets of business planning and tactical execution.
- **Corporate Merger & Restructuring:** Cut \$70+M in expenses, streamlined the product portfolio, and returned \$500M+ company to profitability within 9 months. Saved \$100M after merger of MHT and Chemical Bank.
- **Technology Products / Services:** Generated \$250M revenue in first 3 years of launching Developers Lab for MCI. Rapidly built new service capabilities in 30 cities in 4 years to edge out competition as Nextlink quickly captured local markets and became one of the most successful national players in its industry.

EXPERIENCE & ACHIEVEMENTS

NEXTIRAONE L.L.C., Houston, Texas

2004–Present

Largest privately held (\$500M+ revenues), independent nationwide provider of comprehensive data, voice, converged and contact center solutions for mission-critical business communications systems in the US.

Executive Vice President, Chief Technology Officer, Chief Marketing Officer

Challenged to restructure the company, stop downward revenue spiral, and restore competitive edge in an increasingly crowded marketplace. Personally recruited by President and CEO as member of 7-person executive management team leading the restructuring and managing all day-to-day operations.

As **CMO**, directed all of the company's marketing activities, including global brand development, product and service development, sales support programs, and customer satisfaction and retention programs.

As **CTO**, focused on streamlining the product portfolio, growing the relationship with Cisco, and determining how best to apply converged technology solutions to meet the needs of NextiraOne's Fortune 1000 customers.

- **Restored profitability.** Developed and implemented a \$72M restructuring plan that eliminated several product lines and focused the company's resources on technologies of 2 key vendors, Nortel and Cisco.
- **Revitalized marketing and product strategy,** developing new programs that delivered rapid results:
 - 20% growth in Nortel products revenue
 - 250% jump in Cisco products revenue
 - 20% rise in customer maintenance retention to above 80%

HONEST PREPAID CALLING CARD COMPANY, L.L.C., Newark, New Jersey
Start-up facilities-based provider of prepaid international calling services to 200+ countries.

2003–2004

Chief Executive Officer

Spearheaded start-up, recruited 5-member executive team, and created foundational concepts, approaches, and methods for the business. Developed business plan, financial model and assumptions, investor presentation, and corporate structure.

- **Raised \$700,000 in private investments and \$275,000** in strategic vendor investments.
- **Negotiated favorable contracts and leases:**
 - Equipment contracts—secured \$2.7M in equipment for a reduced cost of \$1.25M
 - Long-term leases for administration and co-location space
 - Master Services Agreement with a major telecommunications provider
- **Filed 5 trademark applications** with the US Patent & Trademark office.

CHULINDA, INC., Rutherford, New Jersey

2000–2003

S-1 Corporation providing senior-level business reengineering and technical consulting services.

Consultant / Interim Executive

Areas of expertise included technology management, technical due diligence for potential acquisitions, corporate restructuring, asset liquidations, and new business development. Key engagements included:

- **Chief Technology Officer** of a \$200M, privately held, facilities-based provider of prepaid calling cards. During a 12-month engagement, led a company-wide business process reengineering project, restructured and realigned the IT organization, designed 2 major new product offerings, and launched a next-generation prepaid services platform.
- **Business process reengineering:** Managed 3-month project for \$250M, privately held printing company.
- **Technology due diligence:** Completed several projects for venture capital firms, evaluating the assets of Competitive Local Exchange companies that had filed for either Ch. 11 bankruptcy or Ch. 7 liquidation.

NEXTLINK COMMUNICATIONS, Bellevue, Washington / Plano, Texas

1995–1999

\$1B+ competitive local-exchange and integrated data communications provider offering voice and broadband data services to business customers on company-built fiber and fixed-wireless networks in over 60 markets (now **XO Communications**).

President, Technology Services

1998–1999

Chief Technology Officer

1997–1999

Chief Marketing Officer

1995–1997

One of 9 founding executives who built start-up to unqualified success: currently a publicly traded company generating more than \$1.2B annual sales. Personally recruited by President to join start-up team; held leadership roles in key functional areas (marketing, technology, and IT / IS services) and contributed to rapid growth and value increase.

As **CMO**, led Market Assessment (ROW and franchise negotiations, route design, and building selection), all Engineering (inside plant, outside plant, network engineering, and central office design & construction), Carrier Sales (wholesale sales to IXC's, RBOCs, and other CLECs), Marketing (brand management, PR, product definition, sales materials) and NEXTLAB, the corporate technology facility.

As **CTO and President of Technology Services**, merged engineering, networking, application development, and internal systems support to form a new division that grew to 450+ employees and 200 consultants with total budget of \$135M.

- **In 4 years, designed, built, and launched facilities-based voice and data services in 30 new cities**, partnering with regional presidents. Created a methodical “cookie-cutter” approach that enabled rapid deployment and fast start-up in each new city—to catch the first wave of competitive market opportunity.

NEXTLINK COMMUNICATIONS, continued

- **Negotiated and awarded over \$1B in plant, property, and equipment contracts.** Hammered out technology-related contract terms and conditions; led technology due diligence efforts for acquisitions.
- **Designed, built, staffed, and managed NEXTLAB, the 7 x 24 corporate technology facility in Plano, TX.** NEXTLAB served as Nextlink's primary Data Center, tasked with running all Operational Support Systems (OSS) and all internal support systems, and as Nextlink's Network Operations Center to identify, evaluate, and resolve problems on the national network.

MCI COMMUNICATIONS CORPORATION, Colorado Springs, Colorado 1992–1995
#2 company in the U.S. long-distance market after AT&T, with \$16.3B in annual revenue; a WorldCom subsidiary.

Founder, Advanced Technology Group / Program Manager, networkMCI Developers Lab

Created a new family of revenue-generating products and services that have delivered well over \$1B in revenue since 1993. One of 6 founding members of the Advanced Technologies Group, charged with combining computer, telecommunications, and broadband technologies for next-generation product development. Founder and manager of MCI's Developer's Lab, a \$4M advanced technologies testing facility supporting third-party development of new products and services.

- **Generated more than \$250M in new and retained revenue** from Developers Lab products in first 3 years, and more than \$1B in the last decade.
- **Partnered with best-in-class vendors** of complementary technology (e.g., videoconferencing) to develop and co-market innovative new products and services.

MANUFACTURERS HANOVER TRUST COMPANY, New York, New York 1989–1992
7th largest U.S. bank holding company at that time; merged with **Chemical Bank** in 1991.

Vice President—Strategic Technology and Research (STAR) Group

Hired to drive electronic workflow and document storage initiative, implementing new technologies to reduce costs, time, paper, and errors in heavily paper-dependent environment of a major financial institution.

- **Developed MHT's corporate image-technology strategy and implemented image-management systems company-wide.** Completed strategy, evaluation, selection, and implementation of complex systems within 18 months, achieving immediate cost savings and productivity improvements.
- **Selected for Technology Infrastructure Task Force charged with capturing \$100M annual savings** by merging systems and IT / IS organizations after the MHT / Chemical Bank merger.

EARLY CAREER

- **Eastern Regional Manager**, Viewstar Corporation: Generated 45% of all sales in 1988 and \$1.2M in 1989, managing sales to Fortune 500 corporations east of the Mississippi. Joined company as one of its first 20 employees and held several positions of increasing responsibility. (1987–1989)
- **Computer Applications Engineer**, Burns & Associates Engineers: Sold efficiency and optimization software products to the electric utility industry. (1986–1987)
- **Supervising Engineer—Computer Applications Group**, Impell Corporation: Founded and managed a computer applications group that was profitable in its first year of operation. (1981–1986)

EDUCATION

B.S., Engineering Science, New Jersey Institute of Technology, Newark, New Jersey 1980
Minor in Nuclear Engineering; selected "Outstanding Graduate in Nuclear Engineering" 1981