

Shaun Cohen – Senior Associate

Shaun Cohen has over 14 years of experience in the telecommunications industry, improving operational efficiency and standardization for carriers and providing financial analysis. He received a Bachelor of Science in Electrical Engineering from Princeton University and a Masters of Business with a concentration in Finance from The Wharton School of the University of Pennsylvania. From 2002 to 2004, he was the Chief Financial Officer for U.S. Inspect and from 2000 to 2002, he was Chief Financial Officer of USAsia Telecom.

His experience includes acquisitions and turn-arounds, finance, due diligence, and structuring deals. He has helped arrange a wide range of complex, innovative private equity and debt financings, both for international and domestic transactions. In addition, he has extensive experience with infrastructure management, technology outsourcing and procurement contracts. His current experience includes assisting with the strategy of Distributed Antenna Systems (“DAS”) network deployment, ownership and associated cost analysis.

Specific client experiences include:

- Sourced vendors for Distributed Antenna Systems deployment and equipment, evaluating costs and proposals from multiple vendors. Assisted with the strategy formulation regarding DAS network deployment, ownership and associated cost analysis. Compared cost to build metro-area DAS network with more than 200 nodes versus a turnkey contractor option. Implemented a creative financing approach to defer capital spend and reduce on-going operating expenses.
- Assisted with negotiations for network-wide Master Lease Agreements (“MLA”) with national tower companies. The MLAs were valued at more than \$250 million in annual spend. Modeled cost impact of various scenarios for tower loading, site deployment and addition of new technologies. Established standard pricing and forms to ease day-to-day administration of the MLA.
- Led system wide audit of over 55,000 cell site leases to ensure compliance with GAAP, payment accuracy, and system integrity. Assisted client with verification and updates to balance sheet and income statement. As part of the effort, helped to create a new department to centralize all lease payments, ensure compliance with changing accounting policies, and continually audit payment records.
- Negotiated data and voice rates to lower total costs by 25% by taking advantage of volume growth and bundling of voice and data transport as well as voice and data managed services. Responsibilities included cost analysis to determine overall telecom spend, and trends, development of an RFP, the evaluation of vendor responses, and recommendation of preferred vendor. First external customer to use MCI’s internal call center software which provided VoIP to the desktop to coordinate CRM screen and caller information. Built redundancy into network by ensuring two physically different lines entering nearest point of presence as well as redundant network components at each level.
- Worked with 8 person team to design, deploy and maintain a hybrid network of both terrestrial and satellite communications to provide voice and data services between the U.S. and Asia. Built earth station in Hawaii to access trans Pacific satellite coverage. All voice was carried as VoIP, allowing carrier customers to take advantage of FCC tariff exclusions. Installed satellite equipment that allowed for VoIP voice transmission without delays or pauses, providing voice quality that equaled land line service levels. Remotely

maintained two MSS switches in carrier collocation as well as six remote satellite locations in India.

- Oversaw development and roll out of Indian cellular networks Spice and BPL. Worked with management to improve marketing to customers of all income levels, develop operational metrics to improve performance, and better understand end-user market. Assisted with network design, equipment RFI, cost projections, capital raise to cover rollout costs, and final implementation.
- Wrote PPM and raised private equity to fund start-up VoIP telecommunications wholesaler, USAsia Telecom. Management combined this private equity with equipment sale-lease back arrangement and innovative supplier debt financing to fully fund company. Led sales negotiations for over six months with Mitsubishi headquarters in Japan, concluding in a successful all-cash sale.
- Led acquisition of over 10 smaller companies, expanding footprint of U.S. Inspect and helping to double revenue. Used both cash and stock to make purchases, staggering payments over three years to match cash outlays with revenue. Motivated sellers with earn-outs that offered bonuses for exceeding targets as well as penalties for revenue shortfalls. Managed integration of acquisitions into parent company, rationalized product pricing, and taught standard corporate procedures to employees.
- Worked with management of Kabelindo in Indonesia to raise \$20 million to pay down debt while increasing shareholder control. Asian financial crisis reduced subscriber count, increased dollar based debt load, and threatened to invalidate license. By raising additional equity and through extensive negotiations with creditors, company was able to restructure and continue providing cable television services.
- Led 4 person team to write a \$3 billion RFP for the Air Force to purchase PCs, including desktops, laptops, operating systems and ruggedized versions of all items. Worked with Air Force purchasing department to evaluate competitive bids for the RFP and test products. Both the Navy and the Army joined the resulting purchase contract to standardize computer systems across the Department of Defense.
- Member of a 4-person team to outsource an internal call center to Canadian call center operator. Evaluated competing bids for call centers, set service levels specific to company, and initiated trial. Installed remote access to order entry system, developed new scripts for call center personnel, and implemented new controls to track performance over the web. Resulted in 30% savings over current costs with better overall performance.
- Member of a 4-person sourcing team for a wireless broadband market demonstration in China utilizing advanced technology. Executed tactical procurement of required equipment and services for the market demonstration, including radios for towers and transmitters with forward-routing software for PCs. Software allowed for each transmitter to act as repeater, thereby extending the network quickly and less costly. Successful demonstration led to the application for a national license for the construction of a 3G wireless network with Nextel as the primary U.S. partner.

Employment:

- U.S. Inspect, CFO
- USAsia Telecom, CFO

Education:

- The Wharton School of the University of Pennsylvania, concentration in Finance
- Princeton University, BSEE

