

Please See My Online CVs at: <http://www.PatrickOLeary.com/pdf/cv>

I am Patrick Michael O'Leary, I reside in Southlake Texas. I have 28+ years of post college experience. I was the founder and CEO of a large Internet company that was sold to Lycos in 2000. I have also testified in Federal Court as an expert witness and/or have been engaged by such companies like Yahoo, Twitter and Google.

Qualifications and Experience Narrative:

In general, my career has given me experience in all business / technical / hardware / software aspects of the companies I have worked for/with and have owned. I have made it a focus of my career to be a liaison between the business, legal and technology groups of various organizations. While much of my recent experience has been that of a high-level abstracted expert witness on all Internet business litigation matters, I still make it a point to stay current with the personal hands-on details of technology. **I have patience, great communication skills and a natural ability to teach at any skill level.**

My career started in 1987 with a degree in Electrical Engineering from the NYU / Polytechnic Institute of Brooklyn New York. I am an entrepreneur who has been the founder of several different startup companies across a variety of industries yielding me a diverse business and technical background. The industries I have been involved with include: telecommunications, transportation, and the Internet. I have worked domestically and internationally for NEC, US West, American Airlines, Ryder Truck, Santa Fe Rail Roads, and Ansett Airlines. My general Internet application experience includes Social Networking/ Media, Education, Legal, Dating and many other business e-commerce applications.

I have been successfully involved in the Internet and on-line businesses since the late 80s. An early business entry on the Internet actually started as a social hobby that turned into a defining milestone in my career. This hobby propelled me to becoming the **CEO** and a founder of an Internet site and Social Network known as **MatchMaker.com**. The site was profitable and self funded (no venture capital) until February 1999. Over the course of MatchMaker.com's history, I was the founding President and CEO, the first full-time employee and largest single common shareholder. Under my leadership, media metrics rated us as the 2nd stickiest site on the Internet, and was growing at a rate of 8% or greater per month, making it the largest online dating site at that time. In 1995 when I decided to make Matchmaker.com my full time job, I was the only employee. By 1999, I had created a fully functional corporation with 28 full time employees and 11 remote part time employees, generating over \$7 million in annual revenue. By the time we sold to Lycos in July 2000, Matchmaker.com employed 124 people in 8 separate departments. I had developed experience and expertise in a variety of fields in order to grow this company over this very short timeline.

In the very early days of the mainstream Internet ('90-'97), MatchMaker.com had over 4 million users with up to 230 million page views per month. This explosive growth generated millions of dollars per annum. Unlike Internet companies of today, we accomplished our substantial growth with revenues solely generated by the company and not infused or borrowed capital. Our rapidly growing network was in competition with today's well-known companies such as; Match.com, AOL and Yahoo Personals. Even with this robust group of market competitors, we became the number one singles and dating social network on the Internet. While my company was growing, the "Internet Bubble" crash of 2000 took place. In spite of that crash, our company continued to garner serious financial respect and was sold to Lycos for **45 million US dollars** in cash.

After Lycos acquired Matchmaker, I sought out another business to start; my search led me to the Expert Witness and Litigation Support industry. According to UBS, the expert witness business in the United States is a \$7 to \$10 billion dollar per year industry space. The industry is over 230 years old and is currently growing at over 20% per year. The revenue for the non-litigation *business-advisory* industry space is significantly larger. My experience with the Internet led me to believe that many applications on the Internet like travel, stocks, jobs, auctions, content searching, etc. - all involve some sort of a "matchmaking" component; The Expert Witness business also requires a "matchmaking" component for matching legal professionals and experts of all fields. When an attorney needs an expert to assist him/her in litigation, the attorney must perform a search to find and engage someone in the appropriate field whose knowledge and experience will aid his/her case. As a result, this business space intrigued me to build my own experts' network.

I work for **ExpertWitness.com**. I have successfully developed this network with significant traffic and global reach. The ExpertWitness.com brand has had an expert witness site associated with it since 1996. I have personally self-funded the further building and incubation of this product. I have organically expanded this site by 5 times in the last six years.

This experience and creditability has given me the opportunity to be an Internet Business and Technology Expert Witness on several occasions in cases involving Social Networking, Real Estate, Oil and Gas, Aerospace, Securities, Family Assets/ Business Disputes, Security Issues, Patents and Intellectual Property. I have been engaged as both a plaintiff and defense expert for such companies as Cisco, MCI, CompUSA, Fujitsu, Yahoo, eHarmony, Match.com, Twitter and Google. I have been admitted as an expert in the above to many State/Federal courts and jurisdictions around the country for both civil and criminal litigation.

My programming experience spans the last 25+ years. In high school, I learned the absolute basics on a TI-99-4a, Commodore-64 and a variety of other small computers. In college I worked on a whole host of main frames, mini-computers and PCs. These systems include the early Intel PCs, IBM 370, DEC PDP-11s, and many other systems by Apollo, Gould and Hewlett Packard. The programming languages used on the platforms were Basic, Pascal, C/C++, Assembler, FORTRAN and various scripting languages. Every system had its own operating systems; I spent most of my time on MS-DOS and UNIX class machines.

After college (**1987**), I went to work at NEC for their telecommunications division working in Melville, New York and Irving, Texas. There I coded on platforms like NEC Astra, NEC PBXs, larger PCs, Sun Work Stations, etc. I continued to hone my programming skills on all these systems. The first major commercial programming project was for the redesigning the NEC Maintenance Administration Terminal (MAT) for the NEC PBX Switches. That platform was written in Basic and had little ability for network expansion. My project was to move the MAT from PCs/Basic to UNIX/C platforms. I wrote the very first C program that connected to and programmed the NEC PBX systems.

After NEC, I worked for Lee Data in Dallas working on a database synchronization program for the seven Regional Bell Operating Companies. Here we would download the entire data set from more than twenty Bell facility databases into a Sybase database running on a Pyramid Unix mini-computer. In the beta trials alone, we were able to save one company enough money from the analysis of one central office to pay for the entire project.

In **1990**, I went to work for American Airlines to work in the Operations Research Division. I worked on a Yield Management system for Annett Airlines of Melbourne Australia. My job was to build a real-time database synchronization platform between the MIPS workstations and the IBM mainframe. It was here at American Airlines that I first discovered a 3-node BBS network called MatchMaker BBS. I had been looking for a side business to earn additional income that would eventually be a full-time business.

In **1991**, my partner and I developed an airport ground tracking system for the FAA. It was an X-Windows/Motif touch screen system completely written in C using any UNIX platform with a SQL relational database. The project sales cycle spanned 10-years and ended on September 10, 2001.

During the early to mid 90's at MatchMaker is where I developed much of my Internet and Web skills. By 1992, we were a full 15-city connected private network. We were also handling Internet email via a UUCP interface to larger university systems.

In **1994**, I left American Airlines for contracting opportunities on various projects. One such project was the Sprint Voice-Fone card. Many people remember this product from the commercials with Candice Bergen saying "you can hear a pin drop". I worked on a C++ middle-ware platform for applications and call processing system interface.

In **1995**, we started developing a static web interface for the MatchMaker cities. In 1996, I made Matchmaker my full-time business. By the end of 1996, we had a fully interactive web interface for MatchMaker that would work in conjunction with our dial-up and text based interface.

When MatchMaker was sold to Lycos, most of the Matchmaker.com intellectual property was also conveyed in the sale. As a result, we had to design and code from the ground up a core software platform for the development of our current projects. That platform is completely written on a LAPP (Linux, Apache, PHP, Postgres) platform. The PHP language is almost identical to the C language with considerable extensions built in for Web applications. Our applications use this platform with HTML and all its formatting and scripting extensions. Collectively, all of this software allows us to develop web applications rather quickly.

In my career, I have worked on just about every business and technical aspect of the Internet.

Branding/Marketing and Media buys: One of my biggest responsibilities as the founder of Matchmaker.com was to create an identifiable brand both on and off line. I accomplished this through a combination of radio, print, and online marketing. In 1997 I formed a relationship with Yahoo! and started buying search engine keywords on a CPM basis. I locked down words like "singles", "dating", "personals", etc in the Yahoo! inventory for many years. This was critical for the growth and branding of MatchMaker.com. It drove relevant traffic to MatchMaker.com and kept the #2 Match.com from getting to those interested users. The return on investment was so high with these early search engine buys I expanded this contract 300% in the first 6 months of operations. Since Yahoo! was returning over a 9% click through rate, I also began buying traffic from other portals like Yahoo, InfoSeek, Excite, AOL, Lycos, LookSmart, Goto/Overture, Classifieds2000, Northern Light, Altavista, DoubleClick, CupidsNetwork, American Singles, and Hotbot. As our relationships with the various online marketing companies grew, I negotiated some of the first CPA and CPC contracts these organizations ever had. Off line marketing including billboard buys in several cities around the country as well as banners on buses and trains.

Membership Conversion: One of the key issues I had to deal with on a daily basis was how to get people to convert to paying members. The marketing discussed above got people to the site, but the revenue model was based on those trial members becoming paying members. At our height over 22% of trial members were converting to paid members. Those paid members continued to pay on average for 4 1/2 months. I was able to achieve such high conversion and retention rates by manipulating trial and paying member benefits, increasing and decreasing trial periods, membership rates/specials and providing a very high quality and responsive service. It needs to be noted that an online dating portal is the only business in the world where you are "doing your job" right when you send your customer away in pairs.

Strategic partnerships: First to form Matchmaker.com Inc, I had to convince multiple independent franchisees to give up their individual Matchmaker BBS systems to form a single Internet corporation. Over the course of 3 months I negotiated each franchise owner to trade franchise ownership for equity eventually forming a single unified Matchmaker.com Corporation. Once formed, I was the President and Chief Executive Officer. I also formed other strategic partnerships as the President of MatchMaker.com, including relationships with Blindgift.com, Savvis Communications, Nationwide Internet, CRL, Frontier / Global Crossing, and Freeside Networks, Worldcom, SWB/GTE.

Productizing: MatchMaker was originally a BBS (Bulletin Board System), a text based dial-up on-line service similar to CompuServe from the eighties. It was my initiative to forge forward and get my network on the Internet and provide dial-up and telnet services to my users. I then rolled out the concept of "Metro" and "Special Interest" *niche* Matchmaking sites to better group and productize the enterprise service. As a rule, people want to meet others in their area, the Metro sites were domestic mainstream dating portals targeted for specific US cities. The Special-Interest niche sites were worldwide dating portals targeting specific demographic groups in Age, Religion, Ethnic and other various affinities. Simply put, "*birds of a feather flock together*", I figured by putting people together with more common interests I would yield higher membership conversions. The revenue literally tripled in only one month from the completion of this strategic grouping and remained about 50% of the company's total membership revenue. It was this decision that set me apart from other matchmaker franchise operators in other cities and MatchMaker as a whole from other companies like Match.com in the on-line personals business.

Finances: The ultimate purpose of Matchmaker.com was two-fold; first to bring people together, second to make money. In order to make this second goal a reality I had to form both a long-term business strategy and a set of short-term tactical goals to grow the company and maintain profitability. Every venture we took on at Matchmaker.com had a calculated return on investment (ROI), and had to show profitability in the first 90 days or I did not approve it. As a startup company I also had to deal with the more mundane aspect of financing, including accounting, taxes, payroll, insurance, accounts receivable, etc...It was not until much later in the evolution of the organization I was able to have others handle these things on a daily basis. The advantage to working this way is I gained a working familiarity with all these issues, so I have a more critical eye looking at the financial organization of any corporate entity.

Human Resources: Matchmaker.com grew at such an exponential rate it was almost impossible to hire people fast enough to meet the ever increasing demand. In order to address these personnel demands I formed several major departments and staffed them with outstanding department heads. I then empowered these department head to go recruit and hire the people they need to run their individual departments efficiently and within the prescribed budget. The results were we had an outstanding staff and were able to grow from 5 employees to 124 employees in 2 years. I was able to recruit very high caliber people from much larger, well funded companies such as; Cisco Systems, Fidelity Investments, American Airlines, and Sabre, etc.

Alternative Revenue Sources: As the Internet business model evolved I was able to have Matchmaker.com evolve with it, and take advantage of new revenue opportunities. Matchmaker.com created an affiliates program to increase both traffic and membership revenue. In addition, I added a new chapter to our business plan called Data Mining. The idea behind this is, singles creating profiles provide a tremendous amount of demographical information, including zip code, income level, profession, hobbies, living arrangements, and more. Sponsors and potential advertisers will pay much higher than standard advertising rates to serve ads and gather survey information from very targeted demographic groups.

Venture Capital and Funding: In January 1999 I felt Matchmaker.com could grow even faster with an infusion of outside capital. In a very short 2 months I was able to secure \$5 Million in venture capital through a private placement with investors in Dallas and the Silicon Valley. I was able to obtain this capital while only surrendering 22% of corporate equity and I maintained voting control with the original founders.

Technology and Networking: As MatchMaker.com formed and grew, I was forced to design and implement an ISP/CSP IP network to keep up with demand. In 1995 the Internet network began with 1 T-1 and expanded to 11 T-1s routed to 6 different upstream providers in the first 24 months of operations. Due to the overwhelming traffic, these T-1s were replaced with 6 DS-3 fiber circuits as soon as they became available. This massive growth forced the development of flexible and scalable network architecture. This design included all the physical and logical components of the network, as well as encompassing specific tasks including: contract negotiation, local loop provisioning, port configuration, IP setup, BGP routing policies, testing and performance optimization. This network hosted over 120 servers delivering over 6 Million web page views per day.

The IP network design for MatchMaker.com was years ahead of the industry standard routing protocols. As a result I was forced to develop a routing model/tool to optimize the content delivery for Internet traffic. These tools assisted a networking engineer in building the routing tables for a gateway router before BGP was able to calculate these factors. This product, for which I have retained the intellectual property rights, enabled me to tune the BGP tables and set the routing policies across diverse networks.

In addition to creating the web sites themselves, I developed a set of tools to submit web pages to the Internet search engines. This tool set helps a web master score high relevancy within the search engines for specified topics and keywords.

I have a unique talent of being able to quickly prototype solutions to critical business problems. This helps the business team make informed decisions more rapidly, staying ahead of the competition. My experience allows me to come up with unique and effective engineering solutions to solve real business problems.

In 1990, When the Internet and e-commerce was still in its infancy, MatchMaker.com was performing Internet email and online financial transactions before most people even knew how to log on to the Internet. The amazing success of MatchMaker.com literally created the business case for other companies to enter the online dating market.

Security: With all the above came the need for security in both the electronic and physical realms. The electronic computer Bulletin Board Systems (BBS) of the 80s very much gave birth to the electronic security industry. As such matured, the business case was well established for the need to develop security protocols and policies.

Intellectual Property, Patents and Prior Art: My former company, MatchMaker.com in 1990 addressed just about every area of the Internet Community and Social Networking / Media space. Today I have the Intellectual property of the 1990 version of MatchMaker.com installed and running for the purposes of invalidating Intellectual Property Patent Infringement Claims. This Prior Art will invalidate just about any Internet Social Networking / Community / Dating Patent Claim. I have reviewed and analyzed many Internet Patents for companies like Yahoo, Twitter and Google. I have done Claims Construction Charts and Prior Art searches. I also have filed my own provisional patent applications with the USPTO on concepts with both business and purpose driven applications.

Trademarks: Over the course of my career, I have also opined on many Trademarks. My analysis has used the eight Sleekcraft confusion factors set forth by the US Ninth Circuit Court and the Distinctive/Descriptive Abercrombie classification terms set forth by the US Second Circuit Court.

Training: Given all the above, as my companies grew, I had to train my staff on all platforms, products hardware and software. The training was one-on-one to small groups of twenty or so as the company hired more people.

My BBS and Internet business efforts were some of the first entities that brought mainstream awareness to the Internet electronic age and industry. Our network contained highly personal information about our customers, such as names,

addresses, phone numbers, credit cards etc. Given the nature of some of the applications and personal information contained therein, my network was highly targeted by "Phone-Freaks" today known as computer and Internet hackers. The physical security of the facility was also very much of high concern.

In the early days, there was no place you could turn to for help with these type of business and technology issues, you were effectively on your own! Clearly, there was a need for standardized electronic and Internet Security protocols and policies. Hence, as a result of such early efforts by technology and business entrepreneurs like myself the early versions of the Internet Security Common Body of Knowledge(CBK) by such organizations like ISC2, Comp-TIA, and EC-Counsel were birthed.

Social Media / Networking and Social Altruism:

The Social Networking concept now known as Social Media has been around for thousands of years. It intrinsically has the most powerful form of marketing known to mankind built right into its core, that being the referral marketing model for building critical mass quickly. Social networking has application for just about every business or group that uses the Internet. Social networking has been a critical factor in everything from various affinity interests groups to recent and past Presidential Elections. Currently, it is the hottest topic on the Internet, news media and frequently a cover story on magazines like Business Week. Today, there are over 1.5 billion Internet users and approximately ONLY one-quarter of them regularly use social networking sites.

I am in the process of building out an Internet Social Media Portal in the brand **SOCIAL.NET**. The site along with many of its sub-domains will address both business and social altruistic issues. I feel that our society and country is undergoing many changes and the Internet will play a key role in the direction of such. I have been blessed with incredible education and experience that can be leveraged to make a difference in our world today. More will be added to this section as the port is being developed.

For More Detail Please See My Online CVs at: <http://www.PatrickOLeary.com/pdf/cv>