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SUMMARY

An accomplished C-level executive who combines a passion for problem-solving with an exceptional understanding of technology's role as a business enabler. He has more than 20 years' experience in CIO and COO roles, as both a consultant and as a member of executive teams at start-ups and large organizations including **BeyondtheRack, Accoona, Liberty Travel, iStockPhoto, MediaPort, DoubleClick, AIG** and **Information Builders**.

Pragmatic approach is particularly effective in deploying real-time improvements in large, complex production environments. Uniquely skilled in implementing the principal of "building the airplane in flight" to execute just-in-time engineering initiatives. Delivering a blend of strategic business vision, strong hands-on technical skills, and an inspirational management style that rallies organizations to meet any challenge. Management and development philosophy that maximizes existing investment and resources. Experienced with turnaround projects.

Broad experience with evolving business models and appropriate technologies. Strong skills in infrastructure, operations, high-speed transaction processing, ERP, Data Warehouse, OLAP, e-commerce, video streaming web and mobile development. Extensive experience with pragmatic, high-volume, robust and scalable architectures using both legacy, Grid, Cloud platforms, virtualization and other cutting-edge solutions. Equally at home with enterprise level architecture and low-level systems internals. Several years of experience with EC2 and other cloud solutions.

CORE COMPETENCIES

- Startup and High-Growth Organizations
- End to End ERP implementations
- Technology Strategy, Direction, and Roadmap
- E-Commerce and Enterprise Architecture
- Business Process and System Integration
- Business Transformation Solutions
- LAMP technologies • Market analysis
- Video Streaming
- Cloud Computing, Grid applications & Storage
- Budget and financial controls, warehouse automation
- Strategic Planning and Organizational Leadership
- Product design and development
- Crisis management – tactical and strategic
- Investor presentations and financial models
- Extreme volume, high-speed, scalable architectures
- Mobile Development
- Market analysis

EXPERIENCE

RESPERFECTA Strategic Consulting, Multiple Projects – CTO on retainer several companies 01/2007 – Present
Principal

- **Qello / MediaAddiction**

Brought in to develop a large-scale video syndication and streaming platform along with mobile client applications (handset and notepad), IPTV and MRSS streams partnership with several hardware manufacturers.

- **BeyondtheRack**

Asked to step in as interim CIO. Developed hybrid cloud (EC2 & Akamai) based E-Commerce platform that scales to large volume traffic in the thousands of queries per second and spikes of 2GB of bandwidth. Developed multi-tiered secure layers for cloud computing. Brought in development, operations and QA staff. Implemented process controls as company grew from 35 to 180 over one year. Opened additional offices, implemented end-to-end ERP platform (NetSuite) to manage all financials, warehouse, merchandising and event planning. Developed loosely couple integration that allows the web front end to support large volumes of traffic independent of the ERP backend. Developed Data Warehouse analytics, merchant targeting and user retargeting programs.

Brought in full time CTO for this Montreal based company - *Continued ongoing consulting role*

- **Other Companies**

Long term management consulting services for three clients in E-Commerce, Advertising and SaaS services.. Implemented solutions using combination of Virtual servers and cloud based infrastructures. Developed marketing and product strategies.

Continued development of low cost, analytics platform able to deliver highly interactive content from thousands of fragmented data sources.

o Dubilier & Co

Worked with Hedge Fund Dubilier & Co to evaluate new opportunities in water related markets for content, data and analytics. Evaluated existing services and market needs using 6 months of field research. Developed a model that would deliver critical content using low/medium/high budget and product profiles that could be executed based on different funding levels. Wrote investor PPM, investor presentations, financial models and corporate structures and created company as CEO.

Designed a new, low cost reporting and analytics platform designed to deliver content and analytics with highly interactive user experience from the widely fragmented and inconsistent data currently available in the market.

The market for this kind of product is substantial, but the investor climate to fund this kind of product had not recovered sufficiently to raise the necessary funds.

- o Post acquisition technical and process reviews for several companies (NDA) as requested by investment groups. Delivered short and long-term road maps for execution.
- o **Fotalia** - Pre-investment due diligence review and long-term execution road map for continued expansion.
- o **BeyondTheRack** – Rapidly growing Internet Retailer projecting annual run rate of \$100M by end of 2010
Brought in for pre-acquisition due diligence and road map review by investor. Kept on retainer to provide business, technical and management direction and facilitate original road map.
- o **Reliant Security Consulting** - High priority security projects and emergency response for well known global retailer in crisis
- o **Presentation Builder** - Consulting CTO. Redesign document & presentation management application. Designed EAI hub to synchronize with 3rd party repositories, Design2Launch, Documentum, MS Sharepoint, CRM and file based repositories maintaining attributes & versioning across sources
- o Reverse engineered undocumented .NET client-server application using deep packet analysis
- o **AssureNet** - Business development, funding, supporting CTO
- o **DeepField** - Pre acquisition due diligence analysis projects
- o **Media Addiction** - Rewrote business plan, corporate structure, patent applications, and licenses to enable additional funding. Ongoing support as CTO.
- o Strategic business and technology advisor for several companies in Social Networking space
- o **TA Associates** - Due diligence technical reviews for private equity firm with technical road maps for follow up execution.
- o **MyVisionScape** - Business and product strategy, consulting CTO for online 3D landscape service (firm subsequently acquired)
- o Working with 4 startup companies on business strategy, product, budget and technical planning as they prepare for first / second round funding
- o Developed data mining tools, web service classes for easy reuse by clients
- o **Freshpair** - Semi-Annual review of applications and technical direction
- o **Accoona** - Management support

Resolved virus attack at well-known multinational retail company. Analyzed virus characteristics, network and application structures. Analyzed packet data and network traffic requirements. Put into place within a day immediate incident push response to cleanse global systems and desktops and protect against further attack. Updated security policies at network and OS level. Incident quickly curtailed with a road map set for deeper protection. Developed Active Directory scripts and other tools for continued lock down, detection and review. Built packet scanners at core, mod end edge points with real-time review programs for response metrics and long term detection.

ACCOONA, Jersey City, NJ

7/2006 – 10/2007

Chief Operating Officer / Chief Information Officer

Brought in by investors to restructure company and its five business units after more than \$100M invested. Established rigorous P&L, financial controls and detailed working capital models. With 110 million dollars invested, expenses were out of control with a 4 million dollar monthly burn. Consolidated acquisitions and reduced monthly burn to 500K across all divisions even as the company grew to 200 employees including 75 in the technology group. Updated business model for each division. Established competitive, less expensive health plans and put a 401K into place. Created shared management and internal support services with seasoned business and technical managers. Established technical foundations and built service shared platform for all five divisions to further reduce overhead. Rebuilt data centers with a direct savings of 300K a month.

Developed full documentation and presentation materials for planned London AIM IPO. Updated materials to file NASDAQ S1

E-Commerce division was made up of three acquired companies operating multiple online brands with collective revenues of more than 160 million putting them in the top 15 of online electronics retailers. Consolidated these acquired companies - inventory, warehouse, buying, marketing, and sales functions. Implemented new ERP/CRM and E-Commerce management platforms and rebuilt web sites with better SE and a new look and feel to support updated business model. Increased margins. ***Changes made the E-Commerce group an attractive acquisition target and it was successfully sold.***

The company had been unable to execute its business plan for China due to cost and complexity. Within 8 months, put into operation a new model specific to the Chinese market. It supported multiple revenue streams and functioned as a framework into which additional functions and services could be added consistent with the new corporate theme being developed for the company in the United States. Three corporate entities created in Shanghai: Two as required by law for the different business operations and a third holding company that would also protect U.S. corporate assets despite the regulatory challenges in Chinese law. ICP (Internet) and BBS (forum and content) licenses are extremely difficult to acquire and can take more than a year if at all. Acquired licenses through shell companies. The corporate and Internet licenses alone were worth 3 times what had been invested. ***The division was successfully sold.***

The Accoona search product was not commercially successful despite 25 million dollars invested. Developed a new product that made use of existing resources added a 120TB HADOOP cluster for a competitive offering in a target market. Platform used a combination of Grid and Cloud technologies for geographic distribution and scaling. ***After product launch the division successfully sold.***

ExchangePlace, a lead-generation division, had been developed by consultants and first launched in June of 2006. Brought in marketing, customer support and sales teams, cut costs, improved margins and targeted sales by market. Cut engineering costs, accelerated full product life-cycle release process. ***Division resources were successfully sold.***

LIBERTY TRAVEL, Ramsey, NJ

11/2005 to 7/2006

Chief Technical Officer (Consulting)

Brought in as a consultant to review enterprise project plans and architecture after years of repeated delays and prepare an analysis of all aspects of Information Technology – legacy, design, staffing and risk. Based on the analysis, recommended substantial changes to their next generation architecture, strategy and all aspects of the software architecture, organization and infrastructure. Asked by board to put these changes into effect.

The long-term architecture suffered from an impractical and fragile monolithic design. Projects suffered from repeated missed deadlines. The overall design was decomposed into smaller deliverables. Development, operations and release schedules accelerated reducing timelines, costs and risk.

The existing storage infrastructure was not being put to best use. Even new systems were at risk. Best practice storage techniques were put in with tiered storage, reference snapshots (EMC Timefinder-Snap), consistent splits, consistency groups and synchronous replication between primary and contingency data centers.

The company was running on a single aging legacy Unisys mainframe. A “Plan B” project was successfully launched and delivered using commercial tools to port the current business applications – all functionality and UI intact - to a modern scalable grid platform using the existing HP/UX Oracle RAC DB cluster as a foundation and for the first time giving full dual site contingency capabilities. Critical legacy business continuity and knowledge was maintained without training. The legacy application port had the added benefit of making new application development easier and faster by leveraging a common database platform. This in turn reduced the complexity of long term projects from a technical and user perspective. Legacy and even newer systems had no contingency capability and this project was also used as a vehicle to implement full contingency functions for many other critical business applications.

Senior technical management was non-existent or had left the company. New application and technical managers – including a permanent CTO were brought in to continue the projects now in flight. ***The long-term goal of making the company an attractive acquisition target was met and the company was subsequently sold.***

DIRECT-REVENUE, New York, NY

6/2004 to 8/2005

Chief Technical Officer

Rapidly growing contextual Ad serving company - Brought in to replace original CTO after a \$20-million capital infusion. The company was using geographically distributed consultants and prototype applications running in silos at several small data centers with out of control operations costs, no documentation and almost every function and dependency hard-coded and brittle. Overall design was monolithic. Database performance was poor and rigid application architecture caused major failures on a daily basis. Re-engineered client and server systems adapting the applications at hand even as volume and revenues grew substantially and new business models and features were added. Developed yield behavioral targeting Ad Server with optimized inventory yield management. ***The Ad server was subsequently repackaged and acquired.***

Four expensive data centers with limited capacity were replaced with two carrier-neutral sites each with ample room to scale. Reserve capacity to handle peaks and failures was doubled. Transaction rates and volume doubled, but costs remained constant. A total data center loss would not hurt online availability. Data center load was distributed using internal network controls and 3DNS. Application servers were arranged in redundant grids across data centers. A unmanageable, fragile and fault-prone system with out of control costs that frequently hit capacity limits became stable, robust and scalable. It easily handled more than twice the original volume in bandwidth and transaction load. Bandwidth could be dialed in at negligible cost. Even with improved capacity and

durability, recurring costs were still reduced by 75%.

Average transactions exceeded 600,000 per minute. Bandwidth averaged 575mb. Sustained spikes of more than 2 million transactions a minute and bandwidth close to 2GB could be sustained even with the loss of one data center. Data centers and network frameworks could be shut down, relocated and reconfigured without any effect on online performance.

Legacy systems used many disconnected and badly organized MySQL databases that performed poorly. Online applications were tightly coupled to databases so that any backend problem resulted in an immediate online failure. Decoupling online applications from the databases and rearranging the databases and SQL queries allowed reliable, faster, and more complex operations with fewer MySQL databases. All databases are configured in master/slave mode for maximum availability and distributed performance even as the total number of systems was reduced. The existing Oracle server was retired.

The end result was a powerful next-generation design that features data mining, behavioral targeting and ad yield management

- Assembled a multi-discipline team of over 40 Java, C++, PHP, SA, DBA and QA resources for rapid application development.
- Reduced development costs by \$750,000. A small team of windows systems internals specialists was assembled to rewrite the client applications for better performance and lower cost.
- Implemented a modular architecture.
- Created real-time bi-directional data flow using an ETL infrastructure supplanted by lightweight messaging. Transactions flow continuously refined behavioral targeting and maintained impression caps and other targeting requirements in near real-time regardless of backend latency or availability.
- Designed ETL processes using a *cascading database* technique that maximized throughput in a high-volume ROLAP environment without an investment in high-end hardware. The system maximized query performance, avoided needless locks, joins, temp table overhead, inserts and deletes on live tables even under extreme query and load volume.
- Extremely fast query performance on several 500-750 million-plus row MySQL tables was easily achieved. Low cost MySQL outperformed what the previous Oracle system had been incapable of.

RESPERFECTA Consulting
Principal

8/2002 to 6/2004

Project highlights:

Freshpair.com

Redesign entire infrastructure: implement full horizontal scaling on web serving and database backend. Redesign all DB access, shopping cart, search functions, warehouse interfaces and client presentation. A completely redesigned front end has been coded and is being rolled out. Site has shown a 50% increase in volume. All internal failures were corrected and substantially improved performance. Technologies: PHP, BSD, MySQL

Accoona

Technical direction on application scalability and architecture. Infrastructure roadmap for global load balanced data centers, storage and n-tier application caching. Business planning.

iStockPhoto - Technical road map for scalable high performance infrastructure and application design. *Company subsequently acquired*

SendWordNow - Global application architecture and high availability designs. *Company has seen substantial growth and continued investment*

Freshpair - Semi-Annual review of applications and direction

Listservices Corp

Designed and developed system for CAN-SPAM compliance support. System supports a number of clients and very high volumes. Technologies: C#, ASP.NET

Audio Streaming Application

Developed a highly configurable streaming audio & video front-end system as a learning exercise to gain expertise with web scripting languages. Written in PHP, with Perl, bash and Python for cross platform installation. Application is used on several commercial sites and available for OSX, Linux and Windows. Product is still in popular use 7 years later.

Misc

- Development projects on a variety of platforms spanning languages and legacy systems including J2EE, .NET, PHP, Perl C, and C++. Database platforms have included Oracle, MySQL, Sybase, PostgreSQL and most recently PICK. As in such cases, legacy applications could not be changed. New development wrapped around the legacy platforms.
- Conducted technology reviews for several VC firms to evaluate and recapture existing IP and technology for resale.
- Provided overall technology guidance to several small ventures.

MEDIAPORT, New York, NY

9/2001 to 08/2002

Chief Technical Officer

Joined as one of 5 founders a media buying and order management company funded by a consortium of the three largest media buying holding companies. Collectively this consortium controls more than 60% of all media-buying dollars. Platform automates the buying and selling of media across all media types with integration into existing sell-side trafficking systems and buy-side financial systems. The system had to handle 15,000 concurrent users. Developed business model, full life cycle budget and P&L.

Mapped existing media buying processes, developed data model and published XML schema open for industry use. These standards are now in use throughout the industry.

Flexibility was a prime consideration for rapidly evolving media-buying processes. N-Tier platform used a J2EE core combined with edge JSP to distribute load and minimize license cost. The core engine provided generalized application services and business logic. Each client had its own unique business processes and data structures that wrapped around the core. The same core services were available as an external services for the client and their own development teams. The platform anticipated evolving demands resulting from the use of the system itself.

The project started on September 10, 2001; the subsequent collapse of the advertising market caused the consortium to cancel the project.

QUIXI, INC., New York, NY

1/2000 to 5/2001

Chief Technical Officer

Startup Internet services company growing from 6 employees to over 100. Developed technical strategy, architecture and operations using best practice art for scalable, resilient, redundant infrastructure and application technologies that allowed all nodes including calls centers to work independently, and withstand periodic loss of connectivity using a distributed database model. Three geographically dispersed call centers each had over 100 operators.

The underlying architecture allowed the company to easily revise its business model several times with only a few weeks of work.

- 2 & 3-tier applications for distributed database environment, and applications all launched *only 6 months after standing start*.
- Web based applications on WebLogic/J2EE and Call Center applications in C++, which combined CTI on a thick client server model.
- Installed the PBX systems, telephony switches, redundant voice and data T1's for enterprise at 3 call centers, co-lo data center and the main office.
- Developed unique bidirectional synchronization process between Gold standard Hub DB and spoke call center DB.
- WAP and voice portal context transfer infrastructure to for ASP phase of business. Developed lightweight applet to synchronize wireless devices with call centers
- Developed patent-pending architecture for transfer of user context from WAP/Voice & Web sites to live agents.
- Added ASP model for sales force automation (SFA) on a variety of CRM systems and legacy applications with template apps and EAI tools using the existing physical infrastructure.

DOUBLECLICK, New York, NY

1/1998 – 1/2000

Director, Engineering & Development

Joined DoubleClick in its early days as a startup Internet marketing and advertising company. Responsible for all engineering front and backend processes at high-volume Internet site. Designed and developed server processes designed and optimized for volume and performance to deliver over 5 billion impression / transactions a day. Redesigned backend processes to handle increased

throughput with greater integrity and scaling. Designed products and applications for database driven ad targeting. The system became the gold standard for ad serving platforms.

- Developed backend processes and systems known as DART. All systems were arranged in a Grid-like platform that scaled for capacity and durability.
- Designed and developed "Boomerang TM a data driven ad-targeting platform targeting based on demographics, real-time and latent behavior and intent velocity.
- Redesigned backend processes for better throughput past 5.x billion events per day and transactional integrity. These processes continuously aggregate data for behavioral targeting and ad delivery. These systems scaled to sustain substantially higher volume as needed.
- Designed high throughput (12K TPS) caching database appliance with sub 2ms latency for user behavioral, impression and

- context tracking information. Appliance/Application storage efficient scaled horizontally and geographically.
- Redesigned statistically driven ad targeting program to deliver ads using performance metrics and psycho-graphic routines.
- Developed enterprise management applications and automation tools including automation suites to coordinate and automate end-to-end processes in a fault tolerant process.
- Added ETL systems for next-generation back-end processing.
- These developed systems were the core processes and applications which were subsequently purchased by Google

AIG (American International Group, Inc.), New York, NY
Director, CORE Technology

2/1997 – 12/1997

Responsible for Core enterprise technologies standards and solutions

- Managed development tasks to help convert over 160 internal applications and new tools for 14,000 workstations to common operating system and application platform
- As an example, one application required a VDD interface to simulate the Win3.11 common DPMI context.
- Converted 48 Notes applications into Outlook based Exchange groupware applications
- Developed enterprise management tools. Researched next step technologies

IBI (INFORMATION BUILDERS, INC.), New York, NY
Director, MicroProducts Programming, 12/1993
Manager, MicroProducts Development, 12/1992

7/1987 – 2/1997

Joined company as Project Leader to build OS/2 product, 7/1987

Responsible for planning and developing FOCUS across multiple platforms. FOCUS is an enterprise level natural language (4GL) non-relational database. Developed new product features spawned as EDA division. Managed staff of more than 80 for all design, engineering and technical operations. Products have a massive code base of more than 8000 new and legacy source files in C, C++, Fortran, Mainframe and PC Assembler.

- Developed cross platform compilers, assemblers, p-code parsers and code generators, dynamic and static link and overlay loaders, object parsers, and meta-code translation tools.
- Developed sub 2K stateless graphics engine.
- Developed core internal capabilities including:
- Low level caching routines, cross memory stub loaders, dynamic and static link loaders, overlay loaders and debuggers.
- Added product feature to allow clients to extend product with their own library code

COMPUTERLAND / PCSI, New York, NY
Director of Technical Services

7/1983 - 7/1987

Managed staff of 6 programmers and technicians. Developed local area network management tools, and utilities for local and wide area networks. As a learning exercise, developed multi-user BBS program put into commercial use by more than 1500 sites (still in use 2008). Managed direct & retail sales \$16 million.

TECHNOLOGIES & ENVIRONMENTS

Cloud based solutions, EC2, RightScale, virtualization solutions, LAMP, HADOOP, J2EE, BEA, JSP, Java, C++, C, JavaScript, VBScript, PHP, Perl, Assembler, SQL (Oracle, SQL Server, MySQL etc), Fortran, Focus, MFC, Win32, ASP, MQ, MSMQ, WAP, sockets, threading, performance & scalability coding, Solaris, OSX, BSD, Linux, XP, Vista, Active Directory, NT(3.51, 4.0, 5.0, 2000 etc), OS/2, Veritas, EMC, Hitachi, SAN, Replication, WebMethods, XML, Cisco, VPN, Exchange, Apache, Samba, and many more.

EDUCATION

Bachelor of Arts - English, PITZER COLLEGE; Claremont, CA, 1975

Non-Degree Graduate Studies In Journalism, UNIVERSITY OF WISCONSIN AT MADISON, 1976 - 1977