

Matt's Autobiography

Erin,

You asked for a lot of additional details today about my life and accomplishments. While this is much more than I have ever shared with a potential employer, or just about anyone, I started writing and decided to give you a pretty complete picture of my life including my education, work experience and some additional accomplishments I'm proud of. I'll let you pare it down to what is needed and useful. I actually found it kind of fun to think about and document all this information.

Matt

Born at El Camino Hospital in Mountain View, raised in Sunnyvale and have lived in San Jose for the last 16 years.

Father worked at Lockheed and mother was a housewife. Parents divorced when I was in Kindergarten. Both remarried while in 3rd grade - Lived with mother and step-father. Bob had 3 sons from his prior marriage, two of which lived with us at various times. Bob worked as a real estate broker, property manager and business appraiser. Lived in various parts of Sunnyvale through high school

Went to high school in Sunnyvale. Wrestled all 4 years and was a captain last 3 years. Participated in the men's glee club all 4 years - the music program was very popular at our school. Was placed in the MGM (Mentally Gifted Minors) program in elementary school and continued in it through high school. I had completed the required courses and had enough credits to graduate from high school after my junior year but stayed through the first semester of my senior year in order to stay on the wrestling team.

My brother and 2 of my 3 step-brothers dropped out of high school. It was always clear I would go on to college but my family didn't understand the value of better universities or the process to find the best opportunity and financial aid. I never took the SAT or visited any schools or worked with a guidance counselor. After graduating a semester early from high school in 1981, I went to work full-time for a painting contractor and then worked in the labs at Syva, a life sciences company, processing human growth serum while taking a few courses each semester at West Valley and Mission college.

I realized it would take me a long time to get a degree at that rate and transferred to San Francisco State to go to school full time while working part time in an internship for Kelloggs doing product giveaways while they introduced a new yogurt to the West Coast.

Matt's Autobiography

I soon transferred to San Jose State to save money by living back at home. I went to school full time and worked 29 hours a week at UPS. I met my wife of 23 years at San Jose State where I graduated with my BS, Marketing with a Cybernetic Systems minor in the summer of 1987. I have the San Jose State transcripts, which show a 3.18 GPA for my undergrad work.

After graduation I took a sales job with Harris/3M selling copiers and did that for almost a year (11/87 - 9/88). I was successful enough to qualify for their specialized sales training in Atlanta but soon tired of the role, which felt like being a used car salesman.

I found a temporary assignment at Apple working in a finance team (9/88 - 1/89) and from there found a more interesting contract position in Apple's developer tools marketing team (1/89 - 5/89). They soon hired me as a permanent employee where I worked for 3 years (5/89 - 7/92). In that role I did a variety of administrative tasks, product coordination, created data sheets and collateral and managed the teams presence at various tradeshow. In addition I created a lab of competitive HW and SW products. During the time I worked in this team I participated in an MBA program through San Jose State partnering with Apple. I received my MBA with a concentration in Management in the summer of 1991 graduating with a 3.49 GPA.

During this period of my career at Apple I created the Apple Craft Faire which we held every year during the holiday season to sell hand crafted products made by employees and their families. I did it because I thought it helped show another side of the employees, and because my wife was crafty and saw an opportunity to make some extra money from it, and because I liked running and owning events. 30 - 50 employees sold items each years and hundreds attended the 1 day event each year. I ran it for four years and then turned it over to others as my roles became more time intensive. I know it continued after I left the company but I lost track a few years later and don't know if it still exists.

My daughter was born within a month of graduation and I soon took on a new role within the engineering organization as a project coordinator working on the set of developer tools needed to transition the Mac chipset to the PowerPC. These tools included compilers, debuggers, assemblers, and an IDE. I handled all of the inbox materials including artwork, packaging and components, managed hardware allocations, repairs and labs. I held this role from 7/92 - 5/93 and was then was promoted to a project manager on the same project which I stayed with until 5/94.

Matt's Autobiography

I was promoted to a senior project manager role and asked to take on two new projects. Apple was creating the OpenDoc compound document architecture to compete with Microsoft's OLE. In essence it allowed a document to have a bunch of specific widgets inside it like a text editor, a calendar, a graphics module and more. The idea was that developers could create cool widgets with specific purposes instead of having to create a full product suite. My role was to be the project manager for the OpenDoc development framework which 3rd party developers would use to create these widgets. The framework was being created at the same time as OpenDoc, which created a number of challenges. A development framework allows developers to use code from the framework to do certain normal tasks, like printing or scrolling, so they could focus on the unique code they needed to write for their application. The framework developed at different rates with some of the functionality being more finished than other areas. Our process at the time was to release a new version every month and call it a pre-alpha with a version number, since it wasn't all beyond that level, although some parts were. We heard from some of our customers that their organizations wouldn't allow them to develop with tools that were pre-beta so they were being prevented from using our framework.

I then switched our naming process to a numbered system "OpenDoc Framework Release 5" which was acceptable to these organizations and our team documented the release state of each component of the framework so the developers could choose whether to use that portion or not. This was a very innovative and revolutionary approach at the time. While running that project I also was asked to help bring rejuvenate the macintosh development framework "MacApp". This was the premiere development framework which had been used to create Photoshop and hundreds of other applications but Apple had neglected for the previous few years. We needed to bring it's functionality up to speed and convince the community of users that Apple was again standing behind it. While running these projects the engineering manager became ill, and soon passed away. I was asked to temporarily act as the acting engineering manager, which I did for almost 6 months, in addition to remaining as the project manager. I was asked if I wanted to be considered to take on the role permanently but I declined knowing I didn't have the technical depth needed to lead the vision for those products. During my time as the acting manager, I named a technical lead for each project team, fired a couple of our QA engineers who were underperforming. There were a total of seven development engineers and 5 QA engineers on these project teams. While in this role I became certified as a PMP (Project Management Professional) from the PMI (Project Management Institute - the governing body for this profession). After a manager was hired from outside, and we hit certain development milestones, I left the team after working on these projects for about two years.

Matt's Autobiography

Apple had created a Mac OS licensing organization that enabled 3rd party hardware manufacturers to create computers running the Mac OS. I created a program management team in that organization, hiring 3 employees. Apple provided the licensees both a common hardware reference design that they could use as the basis for their unique innovative hardware products and also provided version of the system software that they could use on the products. My team was responsible for delivering these evolving sets of products to the licensees, documenting and managing the process to bring on a new licensee and satisfy all of the contract requirements, and act as internal advocates for the licensees, including helping them get their products through the Apple hardware certification process so they could begin selling them. I held this role for a little over a year and created a very efficient process. Where the organization was unable to meet it's 30 day window to complete the contract requirements prior to my teams creation, we ultimately were able to satisfy them in under 3 days. When Steve Jobs returned to the company his team didn't believe Mac OS licensing was the right direction for the company and he shut down our division. I had to lay off 2 of my 3 employees along with a number of others being let go from our organization. My boss asked me if I wanted to be reassigned or let go. I knew there was a risk in reassignment in that I wouldn't have any say in which team I would land in and I would give up the opportunity for the generous termination package they were dangling. Even more importantly, I realized I had worked for Apple for 9 years, loved the company dearly but needed some broader experience outside that tight world and I took the package leaving the company in April of 1997.

I found my next role at Philips, which had recently opened a mobile computing division to create handheld PC's using the Microsoft CE operating system. These small devices competed with the Palm devices leading the market at that time. I was brought on as an engineering project manager to lead the creation of the second generation of the Velo, a clamshell device that hinged open to show a full small keyboard. I led the development working with all of the mechanical and software development teams, QA, manufacturing, safety & reliability, marketing, customer support and operations including both the US and 3 localized international versions. I then moved over to our new Nino product line, which was a smaller more innovative design. I also formalized and documented the product development process to help us have a more streamlined approach with no surprises and the appropriate approvals and communication along the way. During my time at Philips there was three sets of layoffs, and while I was untouched I could see the direction the company was heading. I wanted to leave the hardware industry and move to the internet so I found my next role and left after shipping the Nino. I was at Philips from June 1997 to August of 1998.

Matt's Autobiography

I joined Infoseek in August of 1998 just as Disney purchased a 29% share of the company and began creating the GO Network which linked together all of the Disney Internet properties. I was brought in to the community products team as a program manager. I initially focused on getting a consolidated set of terms and agreements across all of the various sites as well as a single privacy policy including ensuring that each organizations teams implemented processes to comply with the policies, and ensuring that TRUSTe approved of the new comprehensive policy. Disney had a variety of sites including Disney.com, ESPN, ABC, ABCNews, MrShowBusiness, and more. The Go.com site was a portal similar to Yahoo and Excite that contained great content taken from our various assets as well as created for us. In addition Infoseek had strong search and directory products and a suite of community products, such as chat, message board, and web site builders. After about 5 months in this role I was promoted to a product line manager role, managing the 3 product managers responsible for the community products. With my product and policy experience I worked with the Disney government lobby team in Washington D.C. and met with the chairman of the FTC and a few commissioners to show what Disney was doing to protect childrens online privacy and to try to influence pending legislation. I stayed in this role until June of 2000.

Disney had completed the remaining purchase of Infoseek during this time and realized we weren't positioned to become the leading site and decided to refocus our efforts so that our results to a query would display both search and directory results as well as content snippets from the different content areas. Imagine someone looking for Tom Cruise and getting search and directory results on the left side and on the right different sections that include a brief bio, a list of films he has been in, some photos, a offer to buy a copy of his latest movie, and the latest news featuring Tom. This vision was a shift from what we were offering and I was asked to put together a program management office to lead the charge and offered a promotion to Director. I accepted and brought two other employees into my team. Unfortunately the VP who created the role was removed from the company two weeks later and a new leader came on board, who brought in large McKinsey team to help with the effort and my program office didn't align with their approach. I was still valued at the company and I was offered a chance to lead the 5 member Search product management team. We were responsible for 70% of the sites traffic from our search, meta search and affiliated search products. My team was a critical part of the site redesign process. I recognized that some very innovative technology was being developed and recommended that we pursue patents. The GM was supportive but the development team was overstretched so I and one of my employees shepherded it through the process and became part of the resulting Disney patent. While the lead search engineer (Andy Bensky) now works for Google it appears that Google acquired the patent some years later - You can check it out here: [System and method for selecting content for displaying over the internet based upon some user input](#)

Matt's Autobiography

The Dotcom bomb hit less than 3 months after we launched our redesigned innovative site and on a February morning the whole Sunnyvale team was brought together and told our office was being closed and we needed to pack up that day and exit the facility. I worked there from August 1998 to February 2001.

I didn't recognize the extent of the impending economic downturn and decided to take a couple months off before looking for a new job. We had a big family wedding in France in early April and figured I would start looking after returning. Unfortunately jobs became very scarce at that point and I struggled to find the right opportunity. A friend owned a small CAD reseller that was struggling. He had great technical skills with the product allowing him to demo, sell and train users on the product, he was lacking some business skills and recruited me to join as the COO beginning in July 2001. I overhauled our marketing efforts, created user groups and a newsletter, refined our finance, accounting and administrative processes and tightened up how the business ran. My approach really focused on bringing new customers, increasing loyalty of existing customers and bringing more efficiency and transparency to our internal processes. We offered two main product lines, one of which, Solid Edge was owned at that time by EDS. In 2002 EDS named Maven Microsystems as the nations most improved reseller, which was the direct result of the efforts I drove in turning around the company. Unfortunately my friend had a real problem with alcoholism which started really impacting his performance and I decided I needed to leave. Fortunately I soon found a great role and left to join eBay in April 2003.

One of my managers from Apple had joined eBay to put together a developers program. She asked me to join her team leading the marketing effort for the developers program. A number of 3rd parties were scraping the eBay site to create tools to help volume sellers list and manage their products on the site. eBay realized these customers success were important to them and that scraping caused eBay problems and the frequent site code rolls often broke these tools. So the company created a set of API's for these developers to use and charged them considerably to use it. When I joined only 200 companies had joined the developers program, which cost \$10,000 and more to participate. While eBay was a bad fit for my hiring manager, who left after 1 year, I stayed in that role for 3.5 years during which time we grew the program to over 50,000 developers. I, along with the rest of the team pushed to keep reducing the price of using the API, which we were eventually able to make free. During my time in this role I created the eBay Developers Conference and was the executive producer for four years of this 2.5 day, 700 attendee conference which included the PayPal and Skype developer programs. I received the eBay North America Business Impact award in Q2 2005 for producing such a great conference that received significant media attention, executive involvement and outstanding feedback scoring from all of the participants.

Matt's Autobiography

In addition I managed our team presence at the eBay Live user conference as well as our sponsorships and participation at a number of other technical conferences. During my time in this role I was promoted to a higher level senior manager and I brought on two employees - one focused on marcom and the other on developer education. Every year I led a survey of our program members and discovered some unmet needs for more help growing and marketing their businesses. My marcom lead and I created a [marketing handbook](#) to help fill that need and I and a few other team members created a [Solutions Directory](#) for the developers to list and market their products. The handbook has been updated regularly since I left the team but the core is still the same. I led the effort with the eBay Brand team to create a family of logos for the eBay Developer Program (our original one looked unprofessional) including one our members were allowed to use. In addition I created a process with the PR team for the developers to get press releases approved to announce their new products and services along with their relation to eBay. We also shared advice on how developers should name their products (too many were infringing on the eBay name) as well as how to create testimonials and case studies. I earlier worked with O'Reilly media to create a white paper explaining our program to help our recruiting efforts and even got the first link to the program in the main eBay footer. I also created the eBay Star Developer award and incorporated an award ceremony into the developers conference and created a very competitive process that drove the behaviour we desired from our program members. I led the effort with our PR team that resulted in our program winning some industry awards including a Codie. I was in this role from April 2003 - until July 2006.

The director of events and education left eBay right after the June eBay Live in 2006. His role was split into two and I accepted the role as senior manager of eBay Education, which promoted me to the highest level of senior manager. This role had two employees who had been in their positions for five years. The momentum had shifted for eBay at this time and they started pulling back their investment in education shortly after I took on this role. One of my employees moved into a new role and I was unable to replace her so I took on the tactical work she had been doing. The other employee retained half her duties but gained some new ones for another team in our organization and I needed to pick up some of her work also. I became responsible for creating all of the new online training materials as well as maintaining the existing ones to stay current with our frequently changing site. I redesigned our education site to make an easier, more intuitive approach resulting in a 30% increase in the use of the training materials. In addition I managed our eBay University roadshow, with 20 events around the country training over 400 attendees at each event. This included determining the cities, speakers and content as well as marketing the events and working with the event company who ran each event. I also managed our Education Specialist program, which trained 3rd party trainers on how to teach others to sell on eBay. For the two years in this role I was also responsible for all of the content at the eBay Live conference, which served over 10,000 attendees. I determined all of the tracks and all 160 sessions that we delivered at the event. In addition I worked with all of the speakers, refined all of

Matt's Autobiography

the titles and marketing copy of the event, determined all external speakers, including Susie Orman, Seth Godin, Guy Kawasaki and Seth Godin. I managed all logistics of all of the internal and external speakers and helped run the employee training session about the event.

Starting during my role in the developers program and continuing through my time in eBay Education I created and ran the eBay Speaker Series. I found and brought external speakers in to eBay to share their ideas with any interested employees across the company. I held over 30 sessions with some interesting folks such as John Battelle (after he wrote *The Search*), Chris Anderson, Tim Westgren of Pandora, Esther Dyson, Philip Rosedale of Second Life, Ken Blanchard of One Minute Manager, and Robert Sutton of the No Asshole Rule along with many more. I never paid the speakers but often bought some of their books to share with attendees and helped them meet with interested folks at eBay.

At eBay I received an award for my efforts selling for charity. I was honored to get to go to New Orleans and see the Saints beat the Forty Niners, tour the devastated ninth ward, and then participate in an event at a childrens shelter where the Saints quarterback, Drew Brees gave away gifts eBay donated and interacted with all of the kids and their families.

I left eBay after my July 2008 sabbatical to take a role as marketing director at Elance. I was attracted to the opportunity of joining a small, high growth firm as a director with significant amount of options and an ability to have a real impact on the firm's trajectory. I initially joined the marketing team focusing on bringing more employers to the site, created an affiliate program, as well as handling business development including managing our partnership with Microsoft and American Express. Within a year I was moved to the provider team to focus on bringing more service providers to the site and helping those on the site be more productive. I took over responsibility for Elance University which covered all of the training material, as well as the over 200 skill tests we offered our providers. I also led the development of the Elance Groups products including working with a number of companies to sponsor groups focused on their products. In addition I created feeds of our job listings for the Indeed and SimplyHired sites and managed our SEM spend focused on bringing in new providers through those sites. My bosses young child developed a immune deficiency problem and he relocated to Cincinnati to be near the specialized hospital. I was moved to a new VP's team that was otherwise focused on sales and it wasn't a great fit for me. Elance was growing in volume but hadn't yet reached profitability and had cut all the salaries by 5% - 10%. My efforts were bringing in a lot more providers than we were able to get work for. While I developed a plan to address some issues with our provider onboarding funnel, it didn't align with my bosses goals which were oriented towards the employer focus of his sales team. The pay cuts didn't turn things around so 10% of the employees were let go including myself in January. My boss lost 75% of his team and the engineering VP resigned. It was unfortunate but I'm still a believer in the company

Matt's Autobiography

and the people, and actually bought out all my options and received LinkedIn recommendations after I left from the CEO, CMO and a few others.

The break has been a blessing, although I'm now eager to get back to work. Besides looking for the right opportunity, my time has been filled with projects that are meaningful to me.

I am the board president of the [San Jose Leadership Council](#). We are a non-profit committed to the development of leadership skills and opportunities through quality education and training programs that reflect the diversity of San Jose and embody the principles of leadership and community involvement. We run a 10 month adult program as well as a youth program for high school juniors in the San Jose Unified school district. In addition we publish a [field guide](#) to help people get involved in the community and act as the alumni association and host a number of community and social events. Our Executive Director, who had been in the role for 10 years, stepped down and I led the search committee to find a great replacement. In addition I identified my replacement as the president at the end of this turn and helped restructure the finances to build a more solid financial foundation after previously saving us from a financial disaster. Previously I served as vice-president and ran the marcom committee. I produced a zero level messaging document that captured all of the key messaging along with the history of the program.

In addition to my work with SJLC I have attended a number of events, webinars, sports for my various professional and personal interests. I spent significant time on career development activities to ensure my next role best aligns with my passions. I have also changed my diet, added more exercise to my day, and read a lot of great books. I completed a bunch of home projects, traveled, and reconnected with friends and family.

While I am now involved with the San Jose Leadership Council, earlier I spent time with youth sports. I coached little league baseball prior to having kids, and soccer once my kids got involved. In fact I was the assistant coach when my daughters youth team won the US Club soccer national championship. I then coached a futsal team (a type of 5v5 indoor soccer) to the national championship. I even was her coach when she won the national oreo stacking championship at age 9 (winning \$20K at the world series).

Besides what I have shared I am also proud of my backpacking through Europe for 10 weeks while going to college and also racing cars twice in the [24hoursofLeMons](#) (not LeMans) a fun car race with fixed up junkers. I'm financially conservative and have golden credit.

My daughter just finished her sophomore year at the University of Notre Dame where she is a goalie on the soccer team that just won the NCAA championship, beating Stanford. My son is finishing his Junior year of high school now and preparing to

Matt's Autobiography

apply to colleges. My wife works as an accountant for the city of Santa Clara and just was licensed as a fiduciary, where she will take the next stage of her career.