

Business

On Top of the Ratings

MATCH UP: A Temecula advertising-services company operates like a "Google for television."

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By **MARK KAWAR**
The Press-Enterprise

Joseph Gray is the founder and CEO of REVShare, a Temecula-based advertising-services company. REVShare uses a model it developed to match advertisers with cable channels and time slots, especially hard-to-fill slots. With the company's cost-per-action model, advertisers bid for available television time slots on the 1,000 stations that do business with REVShare. Prices are adjusted according to the number of leads (Web site hits, phone calls, etc.) that the advertiser gets when the ad runs. The system avoids the use of ratings data -- a mainstay of traditional television ad pricing -- which is often unavailable, and which Gray says can be unreliable. The company describes its business as "Google for television" because it's similar to the way the Internet search engine sells ads.

Q: How did you get into this industry?

A: I got into the industry as a fairly young man. Back in the late '80s, I was working for a company looking for a way to cost-effectively advertise on television. I was put in charge of a little project to look at cost-per-action advertising.

Q: What's your biggest challenge?

A: Managing the growth of the company, managing new employees and a new office -- we're buying another building now. It's exciting and challenging at the same time.



Frank Bellino / The Press-Enterprise

Joseph Gray and his staff have built REVShare into television's biggest cost-per-action provider. The company faces rapid growth.

Joseph Gray

Company: REVShare

Title: CEO (also the company's founder)

Education: Newport Harbor High School in Orange County

Type of industry: Media/advertising

Location: 32836 Wolf Store Road, Temecula

Number of employees: 35

Revenue in 2005: \$30 million (projecting \$40 million for 2006)

Year founded: 1989

Q: How does being based in the Inland Empire affect the company?

A: There have been a couple of times when people have said "why are you here?" Ultimately, we'll have an office in New York, an office in LA, but I like it here and we've found talented employees here. We've had to relocate some people here. One venture-capital company said it wouldn't invest in us because we were in Temecula, which I thought was very interesting. But that's the only time that's happened.

Q: What inspires you?

A: I'm a Christian. One of the things I want to do with my life is inspire people, reach out to people, through charities, nonprofits.

So my current plan is to find an exit strategy in the next two to three years so I can focus on helping people. ... I'm looking forward to a change of pace, another chapter in my life. I'd like to sell the company, and hopefully keep it here in Temecula.

Q: What do you consider your biggest accomplishment? **A:** It's really what REVShare has become. REVShare is television's largest

cost-per-action provider. Television is becoming so complex and so difficult to navigate that people are just beginning to understand how important this model is.

Q: How do you see your industry changing in the next five years?

A: As the television industry embraces our model, I'm seeing several segments of the industry that would be interested in a company like this. Certainly Google is one that we have a lot in common with. Microsoft, Time Warner, AOL, they'll all want to use this model.