

June 10, 2011

To Whom It May Concern:

It is my distinct pleasure to recommend Paul Bruemmer, a multi-talented search professional. As SEO/SEM Executive Consultant for Overstock.com from 2007-2011, Paul has demonstrated extraordinary capabilities and achieved remarkable results for Overstock in our search engine marketing efforts.

Over the last four years, Paul helped build our natural search team, created documentation and laid out the foundation for our search and social marketing efforts. In transferring his expert knowledge, he created what I believe is a world class search team for us at Overstock. Paul also helped create a training program that has resulted in long term SEO/SEM benefits. He introduced innovative search programs that resulted in new sources of revenue, including semantic search technology.

Paul's vision and capabilities resulted in remarkable year-over-year lift for the past four years. I am grateful for all Paul has brought to the table. His tenure at Overstock as an executive search consultant has been a truly mutually beneficial partnership. Our team is up and running, thanks to his coaching expertise, and we now have the resources in place to charge forward.

In closing, I wish Paul the best in his future endeavors and recommend his SEO/SEM services without reservation. His departure from Overstock has nothing to do with the Google penalty; he handled that well and we were pleased with the result. Bruemmer would be an asset to any company needing to set up a search capability with search best practices and the latest search technology.

Sincerely,



Patrick M. Byrne
CEO
Overstock.com