



INDUSTRY EXPERTISE

Monetization Strategy & Ad Operations

- Network negotiation and yield optimization
- Commercial game audits, competitor analysis and strategic growth analysis
- Mediation, header bidding, waterfall & in-app bidding
- Ad density, reward format and retention tradeoffs
- In-game ad mon design and ROAS optimization
- IAP economy: currencies, bundles, battle passes, seasonal events and webstores

Ad Tech & Partnerships

- Publisher and network partnerships
- C-level stakeholder management
- Enterprise SaaS outbound sales

P&L & KPI Management

- Forecasting and profitability modelling
- LTV, CAC, ROAS, ARPDAU, DAU, and retention tracking
- Roadmap prioritization based on commercial impact

Leadership & Cross-Functional Delivery

- Building monetization functions from scratch
- Partnering with product, UA, analytics, and finance teams
- Mentoring internal teams and guiding external developers

Data-Driven Growth

- Cohort and segmentation analysis
- A/B testing and experiment evaluation
- Translating data insights into strategic actions

CONTENT / WEBINARS

1. [PGC: Taking your game to the next level](#)
2. [Unite 2020: Making Money in Mobile](#)
3. [Unity Learn: Monetisation Best Practices](#)
4. [PGG London: Make Monetization Fun](#)

CATHAL O'SULLIVAN

MONETIZATION LEADER • MOBILE & F2P GAMES

OVERVIEW

Commercial leader with a decade in free-to-play gaming, specializing in ad monetization, IAP and economy design, and sustainable game growth. I founded GameX, then built through Qualtrics and Unity, two companies that went public, delivering \$250M+ in net revenue at Unity through ad monetization strategy and publisher partnerships.

Most recently Head of Ad Monetization at Sandsoft, where I built the function from the ground up across publishing, UA, and product. Today I consult independently (McKinsey, Slate Path Capital, EncoreKit) while building and shipping my own AI products, led by [PAPI](#), my AI-native project management platform.

WORK EXPERIENCE

Freelance – Monetization Consultant & Advisor

BARCELONA, SPAIN | NOV 2025 – PRESENT

- McKinsey (mobile gaming, ad monetization); Slate Path Capital (ad-tech supply side); EncoreKit (go-to-market advisor).

[PAPI](#): AI-native project management platform I created (150+ users, including paid seats). Built on it, tied to my monetization work:

- [ad-revenue.getpapi.ai](#): live ad-LTV calculator built from the eCPM models I operated at Unity.
- [Idle Vibe Tycoon](#): shipped to Google Play in 39 days, five contributors across four continents, each on their own AI assistant; AdMob rewarded ads + RevenueCat IAP. [RevenueCat Shipaton entry](#).

Sandsoft Games – Head of Ad Monetization

BARCELONA, SPAIN | JUN 2024 – OCT 2025

Built the function across a dozen F2P titles, in-house and published, working with product, publishing and UA.

- Zero to **\$2.75M in ad revenue**, **~65% of company revenue**. Impressions up **380% to 116M per quarter** across **13+ ad networks** including AppLovin, AdMob, Unity, IronSource and Liftoff.
- **92 A/B tests, 65 promoted**, averaging **+9.65% ARPDAU** per promoted test.
- Led commercial monetization audits of publishing opportunities, influencing acquisition decisions, and supported external developers through integration and network optimization.

TOOLS / PLATFORMS

Commercial	BI and Analysis
RevenueCat	Amplitude
Xsolla	Looker
Nexus.gg	Imply
Playgap	Excel / Sheets
AdInMo	
In-house	
Advertising	Organization
Max	Notion
AdMob	Linear
LevelPlay	Slack
Unity	Jira
Adjust	Google Suite
Loomit / X3M	
Design	Live Ops
Figma	Xsolla
Canva	Upload Care
Miro	OneSignal
	In-house
	App / Play store

AI BUILD STACK

Claude Code · OpenCode · PAPI / MCP ·
Expo / React Native · Next.js · TypeScript ·
RevenueCat · AdMob · OneSignal

EDUCATION

BSc. Multimedia Programming – 1:1

2013 – 2015 · IADT, Dublin

Business Management

Marketing

Digital Design

JavaScript

Databases (SQL)

CAD (Computer Aided Design)

BSc. Computer Science – 2:1

2011 – 2013 · DIT, Dublin

Game design

Object Oriented programming (C,
C++, Ruby)

Databases (SQL)

Microprocessors

IT Architecture

CONTACT

EMAIL	cathalosullivan92@gmail.com
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GITHUB	github.com/getpapi
PORTFOLIO	cathalos.getpapi.ai
LOCATION	Barcelona, Spain

WORK EXPERIENCE (CONTINUED)

Omada – Head of Monetization

LONDON, UK | OCT 2023 – MAY 2024

- Series B sports social casino (5M+ downloads, 300k DAU). Designed the economy and a dynamic bundle system; ran IAP on RevenueCat.
- Defined profitability targets and revenue forecasts aligned with company KPIs.
- Negotiated an exclusive ad network partnership at 85% rev share; record monthly ARPDAU within three months.

Vela Games – Head of Monetization

DUBLIN, IRELAND | APR 2023 – OCT 2023

- Flagship PC F2P title Evercore Heroes. Designed IAP, economy and battle pass systems using Xsolla; set profitability and KPI targets with the C-suite.
- Built the LiveOps calendar (promotions, events, influencer campaigns) and fed player feedback into monetization and retention features.

Unity – Head of Market, Monetization (Unity Ads)

LONDON, UK | OCT 2018 – MAY 2023

Regional lead for Unity Ads across the Nordics, UK, Spain and MEA. Publishers integrate Unity Ads into their games and Unity earns a revenue share on the ad impressions. Owned 500+ publishers and studios generating \$150M+ yearly. Four titles in 4.5 years: Account Manager → Client Partner → Senior Client Partner → Head of Market.

- Delivered **\$250M+ in net revenue, including \$85M in final year (~7% of Unity's global revenue)**.
- Closed multi-million-dollar contracts with Sega, Wildlife Studios, Next Games, Miniclip, Tripledot, Popcore and Take-Two, including exclusive partnerships that expanded mediation and bidding adoption. Grew the UK, Spanish and Nordic markets into Unity's top revenue-generating regions.
- Built a European C-level publisher advisory panel, then created the UA transfer mechanism and bonus scheme from what it surfaced, retaining publisher earnings in-ecosystem ahead of Unity's IPO.
- Worked directly with Unity's product team on its original mediation product, managing the Unity / IronSource / AppLovin relationship through the shift from waterfall to in-app bidding. Built a real-time sales pipeline in Salesforce using Sensor Tower.

Qualtrics (XM) – Senior Business Development Manager

DUBLIN, IRELAND | MAY 2016 – SEP 2018

- Outbound enterprise SaaS sales development: cold outreach, lead qualification and meeting set-up across 100+ accounts, enabling six-figure deals, plus some closing. Twice BDM of the Quarter.

Gamex.io – CEO & Founder

DUBLIN, IRELAND | APR 2014 – MAY 2016

- Founded and scaled a gaming recommendation platform to 80k MAU. Raised **€350k+ VC funding** at a \$1.5M valuation; hired 6 full time and 3 part time staff.
- Youngest founder of an Enterprise Ireland "High Potential Startup."
- Won the Wicklow and Leinster finals of Ireland's Best Young Entrepreneur; youngest solo pitch on Ireland's 'Dragons' Den'.

REFERENCES

References available on request