

July 19, 2023

To Whom it May Concern:

Tanay Shah worked directly for me as a product leader for 2 years at Wayfair across two different teams that I managed. On the first team, Supplier Acquisition and Onboarding, our business goal was to dramatically increase the volume of suppliers and products on the Wayfair marketplace to close the selection gap and corresponding lost sales against our competitors. Tanay led the entire onboarding redesign, starting with a self-service pilot that exceeded expectations with a 68% reduction in time from lead to live with 70% of suppliers able to onboard independently.

With the success of the pilot, Tanay then took the lead to design and oversee execution of a redesigned global onboarding platform. Previously, onboarding for North America, Europe, and Asia were managed locally with disparate processes and KPIs. Tanay collaborated with and influenced the leadership in those regions to streamline and unify the experience, providing compelling arguments for simplification. To deliver on the new experience, he partnered with over a dozen cross-functional teams who owned components that the new experience was dependent on, influencing them to prioritize the necessary changes in their roadmaps. The end result was a 300% increase in the volume of new suppliers live each week that contributed to multi-million dollars of additional sales.

When I moved on to start a new team at Wayfair focused on Supplier Help and Education, I hand-picked Tanay as my right-hand lead. I needed someone who had a strong understanding of the business, user needs, and the ability to independently execute with sound judgment that leveraged both qualitative and quantitative analysis. Tanay is a Product Leader I trust to make the desired business outcome a reality, and I would welcome the opportunity to have him on my team again.

Regards,

A handwritten signature in black ink, appearing to read "Gillian Roslyakov". The signature is fluid and cursive, with a long horizontal stroke at the end.

Gillian Roslyakov

About Gillian: Gillian is a Product Executive who focuses on driving business outcomes in high-growth companies. She has been in startups most of her career, joining Arcadia Solutions (now Arcadia.io) as the fourth employee and playing multiple leadership roles during her 10 year tenure as the company profitably grew to \$35M in revenue and had a successful exit. She has spent the last 10 years in Product leadership roles, including 5 years at Wayfair where she ran the Post-Order Customer Experience and Supplier Acquisition & Onboarding teams. She excels at building and transforming high performing, outcome-oriented product teams.