

**Client name:** Wayfair

**Client industry:** E-commerce

**Year established:** 2002

**Location of HQ:** Boston, Massachusetts

**Number of employees:** 16,681

**Client background:**

Entrepreneurs Niraj Shah and Steve Conine founded Wayfair in August 2002 as a two-person company with a makeshift headquarters in Conine's nursery in Boston, Massachusetts. Originally known as CSN Stores (derived from a combination of Shah and Conine's initials), the company began with the website racksandstands.com, selling media stands and storage furniture. In 2003, it added patio and garden goods suppliers, three online stores, and more than a dozen employees, and moved its headquarters to an office on Newbury Street in Boston. Over the next two years, it expanded its catalog to include home décor; office, institutional, and kitchen and dining furniture and materials; home improvement goods; bed and bath materials; luggage and lighting.

In June 2022, the marketing team at Wayfair experienced a decline in their Return on Advertising Spend (ROAS). They want to determine the root causes of this decline and improve it as quickly and effectively as possible before entering the next quarter. Their marketing manager requires hypotheses, in-depth analysis of the root causes, insights, recommendations, and strategies to effectively restore ROAS and increase product sales.

**Tasks to be delegated**

- Analyzing the decline in Return on Advertising Spend (ROAS).
- Formulating hypotheses regarding the decline.
- Analyzing and identifying the root causes of the decline.
- Providing insights and recommendations to address the decline.
- Developing a strategic plan that can be executed accurately and effectively to restore ROAS efficiency and increase product sales.