



FROM: Matthew Scalia, Executive Director

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To Whom It May Concern:

It is my pleasure to introduce and recommend Tanvay Shinde to any organization seeking a young professional with demonstrated talent in logistics and data analysis. Tanvay will be graduating in May with an MBA in Supply Chain Management and Business Analytics from the College of William & Mary and will be a great addition to your company.

Tanvay was a member of a research team my company employed to conduct research on our future operating environment (+15 years) and to make recommendations on how I might change my current services to meet new demands. The results of the research could potentially impact my investment decisions now and require immediate stakeholder engagement. Tanvay quickly illustrated his penchant for details and analytical thinking skills by the questions he asked, making clear that he wanted to fully understand the problem.

In the course of the project, it was evident that Tanvay was the team member leading data collection and analytics. I was impressed at how quickly he became proficient with industry websites and data repositories (e.g., the National Transit Database), collected information from regional and local government departments, and communicated with other public transit agencies. He also rapidly understood the peculiarities of public transit as a service, which helped focus his attention on finding feasible solutions.

The final product that Tanvay and his team offered surpassed my expectations, in large part because of his thorough research and analysis. Additionally, I appreciated the way he presented the research and recommendations; he was clear, concise, and avoided obscuring his findings in technical details and jargon.

Tanvay Shinde demonstrated to me that he has enormous potential to serve on a team pursuing solutions to complex problems. His data analytics, communication, and interpersonal skills are superior and will be valued by any employer lucky enough to gain him.

Sincerely,

Matthew Scalia