



# Pawsitive ROI: Chewy's WOTC journey to \$1 Million in tax credits

With the mission to be the most trusted and convenient destination for pet parents (and partners) everywhere, Chewy, Inc. views pets and their pet parents as family. Chewy is obsessed with meeting their needs and exceeding customer expectations through every interaction. As an ecommerce pet retailer, the team is constantly striving to find new and better ways to improve their customer experience.

Nichole Adamson is the Associate Director of Business Operations, Talent Acquisition at Chewy. In her role, she serves as Chief of Staff to the Head of Talent Acquisition. She also runs the Project Management Office, which supports the entire talent acquisition organization in driving deliverables and projects to completion.

We recently caught up with Nichole to talk about how the XXX Tax Credits solution helped Chewy receive \$1M in tax credits in 2022. Here is what she had to say:

## Low WOTC screening numbers resulted in missed opportunities


We had a very low compliance rate with applicants completing the WOTC questionnaire. We only had a 43% completion rate on WOTC eligibility screening, and we wanted to do much better.


I met with my boss and with colleagues in Tax and HR operations, and everyone was on board to implement the XXX solution for the WOTC tax credits. Based on the scope of knowledge I had with implementations and our different systems, it was a smart move for me to drive the process with the key players that needed to be included.

### Nichole Adamson


Associate Director Business Operations — Talent Acquisition


### Quick facts

 **Company:** Chewy, Inc.

 **Headquarters:** Plantation, Florida and Boston, Massachusetts

 **Industry:** e-Commerce pet supplies

 **Established:** 2011

 **Employees:** 1,500+

 **Product:** XXX Tax Credits

 **Website:** [investor.chewy.com/overview](https://investor.chewy.com/overview)

**Business challenge:** Job applicant screening for the Work Opportunity Tax Credit (WOTC) was challenging, with only 43% of applicants completing the necessary questionnaire.

**How XXX helped:** After implementing the XXX Tax Credit Solution, along with a candidate-friendly prompt and redirect, Chewy now sees a 90-100% WOTC survey completion rate.

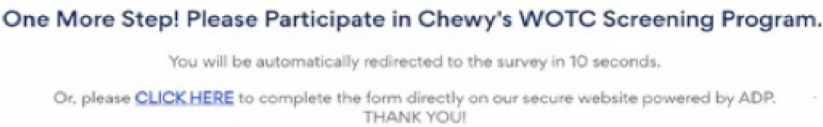
Our XXX Account Manager was very supportive and just as determined to fix the problem as we were. When we asked for case studies to see how other organizations had solved the same problem we were having, he found relevant use cases for us to review in a timely fashion.

### Chewy's tail-wagging strategy to increase WOTC survey completion

If you use XXX offering correctly, you're serving so many individuals and our country because you are investing in U.S. job seekers who have traditionally faced barriers to employment (i.e., qualified veterans and long-term unemployment recipients). Our organization gets a return on that investment with diverse talent. There are many benefits to having WOTC integrated into our processes, especially when we're hiring a high volume of employees who qualify for the incentive.

The biggest lever we pulled was modifying our approach to get candidates to complete the survey. We analyzed the entire process to make it easy for candidates to feel comfortable taking the survey, without worrying about anything detrimental happening with their personal data.

We went from "If you want to take this survey, here's the link," to "Please proceed to the next step in the process," and providing the link. That took us from 43% compliance to 65-69%. The second major lever was an automated redirect, which was more technical and required assistance from our tech teams that work on the career site. The wording changed again to:



This redirect prompted another 15-20% increase in responses, bringing us to about a 90-100% completion rate. We experimented with the wording and went through a number of iterations until it was optimal.

I truly believe that the increase in responses has to do with how we captured the survey's sentiment to direct folks to complete it — ensuring that this is just another part of the application process and assigning ADP and the IRS, named on the redirect.

### Professional and organizational ROI that deserves a treat

We have about an 80% standard compliance rate, which means we were driving 80% of applicants to the WOTC survey. Of that 80%, 90-100% actually complete the survey. We launched the tax credit solution in June 2022, and we also hired about 30% fewer employees during the same period of time. We expected to see at least a 50% decrease in our WOTC return, but what we saw was \$1 million+ in tax credits in 2022.



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This was a major project for me and also a big win across the organization. It's been talked about at high levels, including up to the C-suite, which was very gratifying for me. It showed our ability to overcome something that has resulted in a big return on our investment.

**Our purr-fect account manager**

Our Account Manager is so nice and so empathetic. He's easy to work with, even though I've asked him for some crazy things. I'm a data person, so I've asked him for projections about what our WOTC would look like in different scenarios, and he's always willing to chase down answers for me. He's in constant communication and is such a great partner.

**A willing reference for potential tax credit clients**

I am always happy to be a reference for XXX and a subject matter expert for anyone who might be looking at XXX tax credit solution. When you help people who are looking for a solution that you're already using, you also help yourself. I believe in that and it's certainly the way I like to operate.



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