Introduction

As more millennials (born between 1980 and 1995) enter the marketplace, managers are recognizing the need to adjust traditional business and supply chain approaches to embrace a generation that is changing the workplace. Those who adapt quickly may garner the benefits gained from a highly competitive, techno-savvy generation. Supply Chain Management Review magazine, APICS and APQC, are conducting a study to better understand your generation as a critical segment of the supply chain workforce.
Methodology

Objectives

• This research was conducted by Peerless Research Group in conjunction with Supply Chain Management Review, APICS, the leading professional association for supply chain and operations management, and APQC, (American Productivity & Quality Center) a premier provider in benchmarking, best practices and knowledge management applications.

• The research was executed to better understand how Millennials become involved in the supply chain field and their viewpoints about working in today’s supply chain.

Methodology

• Sample: Subscribers to Supply Chain Management Review, Modern Materials Handling and Logistics Management magazines. The sample additionally included members of APICS and members of APQC.

• Method: All sample members were sent an e-mail asking for their participation in this study.
  The e-mail invitation included a URL linked to the questionnaire.

• Incentive: Opportunity to enter a raffle for a $100 amazon.com eGift card

Field and Response

  Field: April, 2017

  Respondent Qualifications: All respondents were pre-qualified for being between the ages of 22 and 37

  Response: Results are based on 676 qualified respondents

  Margin of error: At a 95% confidence level, results are projectable at a margin of error of is +/- 3.8%
Entering the Supply Chain Field

In what field/area did you begin your career?

<table>
<thead>
<tr>
<th>Field/Area</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supply chain</td>
<td>75%</td>
</tr>
<tr>
<td>Non supply chain</td>
<td>25%</td>
</tr>
</tbody>
</table>

Which area within the supply chain?

<table>
<thead>
<tr>
<th>Area</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td>22%</td>
</tr>
<tr>
<td>Procurement</td>
<td>21%</td>
</tr>
<tr>
<td>Logistics</td>
<td>15%</td>
</tr>
<tr>
<td>Inventory mgmt. &amp; control</td>
<td>11%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>9%</td>
</tr>
<tr>
<td>Distribution</td>
<td>7%</td>
</tr>
<tr>
<td>Transportation</td>
<td>7%</td>
</tr>
<tr>
<td>Reverse logistics</td>
<td>9%</td>
</tr>
</tbody>
</table>

I took a job in supply chain because I couldn’t find work in my degree area

<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>11%</td>
</tr>
<tr>
<td>Disagree</td>
<td>77%</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>12%</td>
</tr>
</tbody>
</table>

Which area outside the supply chain?

<table>
<thead>
<tr>
<th>Area</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering</td>
<td>22%</td>
</tr>
<tr>
<td>Sales/Marketing</td>
<td>17%</td>
</tr>
<tr>
<td>Finance</td>
<td>11%</td>
</tr>
<tr>
<td>IT</td>
<td>9%</td>
</tr>
<tr>
<td>HR</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>40%</td>
</tr>
</tbody>
</table>

April 2017
What is/was your first position within the supply chain field?

- Planning: 17%
- Procurement: 14%
- Inventory management & control: 13%
- Logistics: 13%
- Manufacturing: 12%
- Distribution: 7%
- Transportation: 3%
- Another function supporting the supply chain: 21%

Are you still in this position?

- Yes: 60%
- No: 40%
40% mentioned they no longer work in the first position they held in supply chain. These individuals are now working in . . .

Current Position within Supply Chain

**Planning**: 25%

**Procurement**: 14%

**Inventory management & control**: 13%

**Logistics**: 9%

**Manufacturing**: 5%

**Distribution**: 4%

**Transportation**: 2%

**Another function supporting the supply chain**: 29%
Current Employment Tenure

Present position Tenure
Current employer Tenure

How many years have you worked in your present job position?
How many years have you worked for your present employer?
**Career Path within Supply Chain**

Which best describes the path you have taken in supply chain operations?

- I’m currently in or have worked in a management training program giving me exposure to all areas of the supply chain operation: 24%
- I am/have been involved in just one area of the supply chain: 35%
- I began in a rotational program that allowed me to experience multiple areas of the organization and preferred supply chain: 20%
- Other: 21%

![Bar Chart]

Have worked in different areas as part of growth and movement within organization.
I have always been with corporations that allowed me exposure to different areas and have learned by doing.
### Experience within the Supply Chain Field

**How many years of supply chain management experience do you have?**

<table>
<thead>
<tr>
<th>Experience Range</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than one year</td>
<td>9%</td>
</tr>
<tr>
<td>1 year - less than 2 years</td>
<td>11%</td>
</tr>
<tr>
<td>2 years - less than 3 years</td>
<td>12%</td>
</tr>
<tr>
<td>3 years - less than 5 years</td>
<td>15%</td>
</tr>
<tr>
<td>5 years - less than 7 years</td>
<td>15%</td>
</tr>
<tr>
<td>7 years - less than 10 years</td>
<td>15%</td>
</tr>
<tr>
<td>10 years - less than 15 years</td>
<td>1%</td>
</tr>
<tr>
<td>More than 15 years</td>
<td>1%</td>
</tr>
</tbody>
</table>

**For how many different employers have you worked during your supply chain career?**

- 1 employer: 38%
- 2 employers: 31%
- 3 employers: 19%
- 4 employers: 8%
- 5 or more employers: 4%
Areas within Supply Chain Currently Involved

In which areas are you now involved?

- Inventory management and solutions (i.e., WIP, etc.): 64%
- Transportation and logistics: 56%
- Demand planning, forecasting (S&OP, etc.): 54%
- Supply Chain design and planning: 52%
- Purchasing/Procurement: 51%
- Business Intelligence/Analytics: 50%
- Manufacturing: 44%
- Warehouse/DC management: 43%
- Lean management (Six Sigma, etc.): 42%
- Contracts and contract negotiations: 35%
- Global trade management (import/export): 30%
- Labor management: 28%
- e-commerce/e-fulfillment: 22%
- Engineering: 21%
- Robotics and robotics process automation: 9%
Prospective Areas of Future Supply Chain Involvement

Supply Chain design and planning: 49%
Business Intelligence/Analytics: 45%
Lean management (Six Sigma, etc.): 44%
Demand planning, forecasting (S&OP, etc.): 41%
Robotics and robotics process automation: 41%
Contracts and contract negotiations: 40%
e-commerce/e-fulfillment: 40%
Global trade management (import/export): 37%
Purchasing/Procurement: 35%
Labor management: 30%
Engineering: 30%
Inventory management and solutions (i.e., WIP, etc.): 29%
Manufacturing: 29%
Warehouse/DC management: 28%
Transportation and logistics: 27%

In which areas would you like/hope to be involved in 2 years?
Main Areas of Interest within Supply Chain

- Supply Chain design and planning: 72%
- Demand planning, forecasting (S&OP, etc.): 58%
- Business Intelligence/Analytics: 54%
- Inventory management and solutions (i.e., WIP, etc.): 53%
- Lean management (Six Sigma, etc.): 51%
- Purchasing/Procurement: 47%
- Transportation and logistics: 43%
- Warehouse/DC management: 33%
- Manufacturing: 33%
- Global trade management (import/export): 28%
- Contracts and contract negotiations: 27%
- e-commerce/e-fulfillment: 22%
- Engineering: 17%
- Robotics and robotics process automation: 16%
- Labor management: 14%
- Other: 3%

As it pertains to the supply chain, what are your main areas of interest?
What do you like about your current job?

- Job is challenging: 56%
- The work itself/Like the supply chain field: 56%
- Relationship with colleagues: 51%
- High level of responsibility: 50%
- Development opportunities: 49%
- Feeling of accomplishment: 44%
- Advancement opportunities: 40%
- Flexible work schedule: 39%
- Compensation: 39%
- Relationships with customers and/or vendors: 39%
- Diversity in the work: 37%
- Being a team leader/Managing people: 36%
- Benefits: 35%
- Job security: 34%
- Recognition from boss: 31%
- Like working with the technology: 28%
- Company's financial health: 26%
- Travel opportunities: 25%
- Recognition from peers: 23%
- Relationship with subordinates: 21%
- Workload: 18%
- Tuition reimbursement: 14%
- Can use skills to help humanitarian aid/nonprofits: 6%
### Challenges and Frustrations with Current Job

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unclear career path for upward mobility</td>
<td>36%</td>
</tr>
<tr>
<td>Lack of needed resources or technology systems</td>
<td>34%</td>
</tr>
<tr>
<td>Lack of clearly defined work processes</td>
<td>33%</td>
</tr>
<tr>
<td>Lack of knowledge transfer or training</td>
<td>30%</td>
</tr>
<tr>
<td>Too much work; too little time</td>
<td>30%</td>
</tr>
<tr>
<td>Compensation</td>
<td>28%</td>
</tr>
<tr>
<td>Inept/ineffective leadership</td>
<td>24%</td>
</tr>
<tr>
<td>Attitude towards millennials by older generations in organization</td>
<td>23%</td>
</tr>
<tr>
<td>Disconnected from big picture/lack of purpose</td>
<td>23%</td>
</tr>
<tr>
<td>Limited one-on-one meetings/Lack of mentoring/Strong guidance</td>
<td>22%</td>
</tr>
<tr>
<td>Not enough recognition for work performed</td>
<td>21%</td>
</tr>
<tr>
<td>Micromanagement from leadership</td>
<td>20%</td>
</tr>
<tr>
<td>Misunderstanding of role/responsibilities differ from what was described</td>
<td>20%</td>
</tr>
<tr>
<td>Not challenging enough</td>
<td>15%</td>
</tr>
<tr>
<td>Team dynamics</td>
<td>14%</td>
</tr>
<tr>
<td>Inability to clearly communicate</td>
<td>14%</td>
</tr>
<tr>
<td>Time management</td>
<td>14%</td>
</tr>
<tr>
<td>Manager/supervisor relationship</td>
<td>14%</td>
</tr>
<tr>
<td>Uncertainty of job market due to older generation deciding to retire later</td>
<td>11%</td>
</tr>
<tr>
<td>Sub-par benefits</td>
<td>10%</td>
</tr>
<tr>
<td>Velocity of change in business today</td>
<td>10%</td>
</tr>
<tr>
<td>Inability to advocate for yourself</td>
<td>9%</td>
</tr>
<tr>
<td>Lack opportunity to work independently</td>
<td>7%</td>
</tr>
<tr>
<td>Relationship with colleagues</td>
<td>7%</td>
</tr>
<tr>
<td>Too much autonomy</td>
<td>5%</td>
</tr>
</tbody>
</table>

The supply chain field is archaic/“old and set in its ways”

- **Agree**: 15%
- **Disagree**: 45%
- **Neither agree nor disagree**: 40%

What has been the most challenging, frustrating, disappointing or unfulfilling aspect of your job?
Satisfaction with Career in Supply Chain

- With your career in the supply chain field:
  - Very Dissatisfied: 6%
  - Somewhat Dissatisfied: 14%
  - Somewhat Satisfied: 44%
  - Very Satisfied: 49%

- With your current job in supply chain:
  - Very Dissatisfied: 3%
  - Somewhat Dissatisfied: 32%
  - Somewhat Satisfied: 32%
  - Very Satisfied: 34%

Likelihood of Working in Supply Chain Field in 5 years

- Yes: 84%
- No: 3%
- Not sure: 13%

I feel as if I can make a difference in the supply chain field

- Agree: 81%
- Disagree: 3%
- Neither agree nor disagree: 16%
Opportunities the Supply Chain Field Presents

Please indicate your level of agreement with each of the following statements.

- **It is important to me that my job enables me to work with the latest technologies**
  - Disagree: 4%
  - Neither agree nor disagree: 20%
  - Agree: 66%

- **It is important to work for a prestigious company**
  - Disagree: 30%
  - Neither agree nor disagree: 41%
  - Agree: 29%

- **Working in the supply chain field will help develop my personal growth/development**
  - Disagree: 1%
  - Neither agree nor disagree: 12%
  - Agree: 87%

- **The supply chain field is a diverse workforce and encompasses people of all types**
  - Disagree: 4%
  - Neither agree nor disagree: 11%
  - Agree: 85%

- **A strong corporate responsibility toward the environment is a factor when deciding on working for a company**
  - Disagree: 14%
  - Neither agree nor disagree: 36%
  - Agree: 50%
Reasons for Entering the Supply Chain Field: For Personal Gratification

It was a chance to create something new and explore/augment and underdeveloped part of the business. Lots of time to problem solve, work cross-functionally. Better hours.

It was a job at first. Then I realized it was an ever changing, exciting and challenging job.

Offers the ability to make a difference by combining IT and supply chain together . . . as well as the non-mundaneness of the field.

After graduating with a bachelor's in production engineering, I was interested in supply chain management. The prospect of applying different aspects from procurement to distribution and sales is what captured my interest.

It was the first opportunity as being young professional. I started as Buyer Planner. I have worked in almost all areas of Supply Chain, such as Production planner, Buyer, Buyer planner, training coordinator, supervisor of service installations, project management, new products introduction, materials and logistics supervisor, continuous improvement projects and now I am Manager of replenishment planning.

I got involved by accident but loved it -- the ability to make strategic decisions

During my college days, I got exposed to supply chain as a part of internship. My internship days helped me build interest in support chain and that is when I decided to make career in this area. Working in supply chain offers lots of learning opportunities and challenges everyday. It also helps build a professional character.

Growth and opportunity is what attracted me to this field. Also, being a college graduate with student loans, this field pays well and will allow me the opportunity to have a great salary just as my parents did after they graduated college. Nowadays, the same cannot be said about a lot of college graduates in other career fields.

I got my degree in Supply Chain I liked the analytical part of it; using statistics to interpret real world situations.

I wanted to enter in a field that is more measurable and has a hands-on approach.

It sounded interesting, and seemed to have fit my statistical background well. I think knowing how integrated planning is into everything really sparked my interest.

To be able to work in a moving and challenging environment, combining technical as well as managerial skills. I consider Supply Chain being the backbone of any company.

I needed a job

Why did you enter the supply chain field? What about this field captured your interest?

Responses are representative of those received
Reasons for Entering the Supply Chain Field: It’s About the Supply Chain

There are ample opportunities to solve problems, collaborate across the different business functions, take decisions that impact profitability and customer satisfaction.

There are many available job opportunities
Supply chain follows a certain logic
Supply chain field is challenging and dynamic. I love procurement working with suppliers, project managers, and production following the flow of a category of materials. Watching as each part come in, goes into production for the final product only to be shipped out to the customer in a timely fashion.

The complexity and analytics of the supply chain
From my university life I was passionate to build my career in the supply chain management sector. Its about how millions of products reach the end customer everyday and how the chain is maintained. I am enthusiastic to learn and practice.

How one decision in one part of the chain can influence another part. Also data analysis on these parts.
I enjoy seeing the puzzle come together, ERP systems, and troubleshooting.
I enjoyed the global aspect of the supply chain field and he multiple supplier and moving pieces that go into making goods and delivering those goods to the end customer.

It gives the opportunity to work in:
  • Engineering
  • Logistics
  • Manufacturing
  • Purchasing, procurement and sourcing

I like planning and using data analytics to forecast inventory
Problem solving, analytical, fast moving, plus I knew the field had strong employment/wage prospects.
Supply chain brings a lot of variety and complexity to solve which is intellectually very satisfying. Also, it doesn’t hurt that it is a vital success component for businesses, especially retail/eCommerce.

Supply chain is a growing field that needs improvement everyday to meet customers needs and expectation. The main factor that captured my interest is the challenges facing the everyday needs.
Supply chain field is innovative and strategic direction of companies is steered through supply chain procedures implemented.
Supply chain planning is the area where you can use my mathematical skills to optimize use of resources and be successful in which ever company I work.
The cross-functionality of supply chain and the the opportunities to solve problems in creative ways.
It’s a fast-paced environment

Responses are representative of those received
Where in the supply chain field do you see yourself? What position do you expect to hold?

- Senior Supply Chain Analyst: 18%
- Director of Operations: 13%
- Area Manager: 9%
- Director of Materials Management: 9%
- Chief Supply Chain Officer: 7%
- Director of Procurement: 5%
- Senior Buyer: 5%
- Vice President of Operations: 5%
- Owner of a supply chain related boutique consultancy related area: 4%
- Chief Operations Officer: 4%
- CEO: 2%
- Director of Warehousing: 1%
- Supply Chain Software Startup: 1%
- Director of Sales: 1%
- Startup of a 3PL: 1%
- SVP: 1%
- Vice President of Sales: 1%
- Other: 12%

Other mentions include:
- Director of Engineering
- DC/Warehouse/Inventory Manager
- CIO/Director of IT
- Plant Manager
- Director of Procurement

There are opportunities for job advancement within the supply chain field

Agree 88%
Disagree 2%
Neither agree nor disagree 10%
Supply Chain Training

What type of training have you received from your organization?

- Have received training: 90%
- New Employee Training / Onboarding: 69%
- HR training (compliance, harassment): 53%
- Software system training (systems to manage operations: forecasting, ERP, etc.): 41%
- Supply Chain Specific Training (S&OP, cycle counting): 34%
- Soft skills (presentation training, communication training, change management): 32%
- Microsoft office training (excel, PowerPoint): 28%
- Leadership Training (how to lead teams and effect change): 28%
- Manager Training (how to supervise people): 21%
- Business Skills Training (Budgeting, etc.): 16%
- Other: 5%
- None. Have not received training in any of these areas: 10%
Have you completed any formal education in logistics and/or supply chain management?

Yes 60%

No 40%

What type of supply chain management education have you completed?

- Undergraduate degree in logistics and/or supply chain management: 43%
- Graduate degree in logistics and/or supply chain management: 23%
- Professional certification (e.g., AST+L, APICS, etc.): 53%
- Job-related training: 25%
- Industry conferences/seminars/workshops: 15%
- Other: 4%
What was the main focus of these classes and/or seminars?

- Fundamentals of SCM: 72%
- Supply Chain Strategy: 70%
- Operations (e.g., transportation, warehousing): 70%
- Supplier Management/Procurement: 51%
- Supply Chain Design: 48%
- Financial Management: 15%
- Executive Development: 9%
- Other: 2%

Certifications are critical to advancing in the supply chain field:

- Agree: 45%
- Neither agree nor disagree: 40%
- Disagree: 15%
- Neither agree nor disagree: 40%
**Future Supply Chain Education Plans**

Are you planning to take any continuing education programs or classes during the next 12 months?

- Yes: 65%
- No: 35%

How do you think this class could benefit your career?

- Advancement: 73%
- Improve current job performance: 56%
- Better ability to perform current role: 54%
- More challenging work/responsibilities: 47%
- Increase current base compensation: 46%
- Other: 5%

*April 2017*
Sources Considered Helpful Regarding Supply Chain Job Opportunities

- Internet: 66%
- Social networks (LinkedIn, Facebook, Twitter, etc.): 60%
- From peers/Colleagues/Word of mouth: 52%
- Professional associations: 41%
- Conferences: 26%
- Search firms/Headhunters: 25%
- Trade publications/Publications' websites: 18%
- Job fairs: 16%
- Trade shows: 8%

Which sources are most helpful in learning more about better employment opportunities in the supply chain field?
Are you a member or affiliated with professional associations relevant to your job?

- Yes: 48%
- No: 52%

Which professional associations?

- APICS: 87%
- ISM: 12%
- CSCMP: 10%
- WERC: 1%
- Other: 9%
What sources do you use to learn about and keep up-to-date on solutions, strategies and information regarding supply chain operations?
## Supply Chain Related Magazines and Websites Use

<table>
<thead>
<tr>
<th>Magazine/Website</th>
<th>% of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>APICS/APICS Magazine</td>
<td>60%</td>
</tr>
<tr>
<td>Logistics Management</td>
<td>14%</td>
</tr>
<tr>
<td>ISM</td>
<td>11%</td>
</tr>
<tr>
<td>Supply Chain Management Review</td>
<td>11%</td>
</tr>
<tr>
<td>Modern Materials Handling</td>
<td>7%</td>
</tr>
<tr>
<td>Supply Chain Brain</td>
<td>7%</td>
</tr>
<tr>
<td>Inbound Logistics</td>
<td>6%</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>6%</td>
</tr>
<tr>
<td>CSCMP</td>
<td>5%</td>
</tr>
<tr>
<td>Journal of Commerce (JOC)</td>
<td>5%</td>
</tr>
<tr>
<td>Supply Chain Digest</td>
<td>5%</td>
</tr>
<tr>
<td>Supply Chain 24X7</td>
<td>5%</td>
</tr>
<tr>
<td>Wall Street Journal (incl. WSJ Logistics Report)</td>
<td>5%</td>
</tr>
<tr>
<td>Forbes</td>
<td>4%</td>
</tr>
<tr>
<td>APQC</td>
<td>3%</td>
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<tr>
<td>DC Velocity</td>
<td>3%</td>
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<tr>
<td>Flipboard</td>
<td>3%</td>
</tr>
<tr>
<td>MIT (Sloan School of Mgmt.)</td>
<td>3%</td>
</tr>
<tr>
<td>CIPS</td>
<td>2%</td>
</tr>
<tr>
<td>MHI</td>
<td>2%</td>
</tr>
<tr>
<td>Supply Chain Digital</td>
<td>2%</td>
</tr>
</tbody>
</table>

*Mentioned by 2% or more*
Age

Ages 22 - 29
49%

Ages 30 - 37
51%

22 years old

- 23: 3%
- 24: 4%
- 25: 5%
- 26: 6%
- 27: 6%
- 28: 8%
- 29: 7%
- 30: 9%
- 31: 9%
- 32: 8%
- 33: 7%
- 34: 7%
- 35: 6%
- 36: 7%
- 37: 3%
What is your gender?

- Male: 61%
- Female: 39%

What is the highest level of education you have completed?

- College -- Bachelor's (4-year) Degree: 59%
- MBA: 19%
- Other Graduate: 9%
- Some College: 6%
- College -- Associate's (2-year) Degree: 4%
- High School: 1%
- Other: 2%
**Compensation**

- **Average compensation:**
  - Male: $92,920
  - Female: $78,840

**Note:** Salary, Bonus & Average are each calculated separately. As a result, Salary + Bonus may not equal the Average compensation figure.

### Mediation Income

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$75,000</td>
<td>$72,800</td>
</tr>
<tr>
<td>Salary</td>
<td>$64,000</td>
<td>$63,000</td>
</tr>
<tr>
<td>Bonus</td>
<td>$5,000</td>
<td>$5,000</td>
</tr>
</tbody>
</table>
Where is your facility/office located?

Respondents by Region

- **West** [CA, OR, WA, NV, AZ, AK, HI] (11%)
- **Mountain** [MT, ID, UT, WY, CO, NM] (2%)
- **Midwest** [MI, OH, KY, TN, IN, WI, IL, MN, IA, MO, ND, SD, NE, KS] (26%)
- **Southeast** [NC, SC, GA, FL] (7%)
- **Mid-Atlantic** [NY, PA, NJ, DE, MD, WV, VA, DC] (12%)
- **New England** [ME, NH, VT, MA, RI, CT] (3%)
- **Other**
  - Canada – 6%
  - ROW – 25%
### Type of Business

- **Manufacturing**: 53%
- **Retail Trade**: 9%
- **Consulting**: 7%
- **Wholesale Trade**: 7%
- **3rd Party Logistics Provider**: 6%
- **Transportation/Warehousing Services**: 5%
- **Other**: 13%

*Which best describes your company’s business?*

### Company Size – 2017 Revenues

- **Under $50 million**: 21%
- **$50 million to $99.9 million**: 14%
- **$100 million - $249,999 million**: 10%
- **$250 million – $499,999 million**: 6%
- **$500 million - $999,999 million**: 10%
- **$1 billion - $2.49 billion**: 8%
- **$2.5 billion or more**: 31%

*What do you estimate your company’s total revenues will be in 2017?*
APPENDIX

PEERLESS MEDIA & APQC
RESPONDENTS ONLY
Sources Considered Helpful Regarding Supply Chain Job Opportunities

Which sources are most helpful in learning more about better employment opportunities in the supply chain field?

- Internet: 66%
- Social networks (LinkedIn, Facebook, Twitter, etc.): 60%
- From peers/Colleagues/Word of mouth: 52%
- Professional associations: 41%
- Conferences: 31%
- Search firms/Headhunters: 30%
- Trade publications/Publications' websites: 19%
- Job fairs: 15%
- Trade shows: 11%

Which sources are most helpful in learning more about better employment opportunities in the supply chain field?
Are you a member or affiliated with professional associations relevant to your job?

Which professional associations?

- APICS: 46% (Total), 27% (Peerless/APQC)
- ISM: 12% (Total), 27% (Peerless/APQC)
- CSCMP: 10% (Total), 25% (Peerless/APQC)
- WERC: 1% (Total), 6% (Peerless/APQC)
- Other: 9% (Total), 21% (Peerless/APQC)

Total membership: 87%
What sources do you use to learn about and keep up-to-date on solutions, strategies and information regarding supply chain operations?