

# MILLENNIALS

in the

## Supply Chain Workforce



CONDUCTED BY:

**PRG**  
PEERLESS RESEARCH GROUP

**SUPPLYCHAIN**  
MANAGEMENT REVIEW

CONDUCTED WITH:

**APQC** **APICS**



## *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

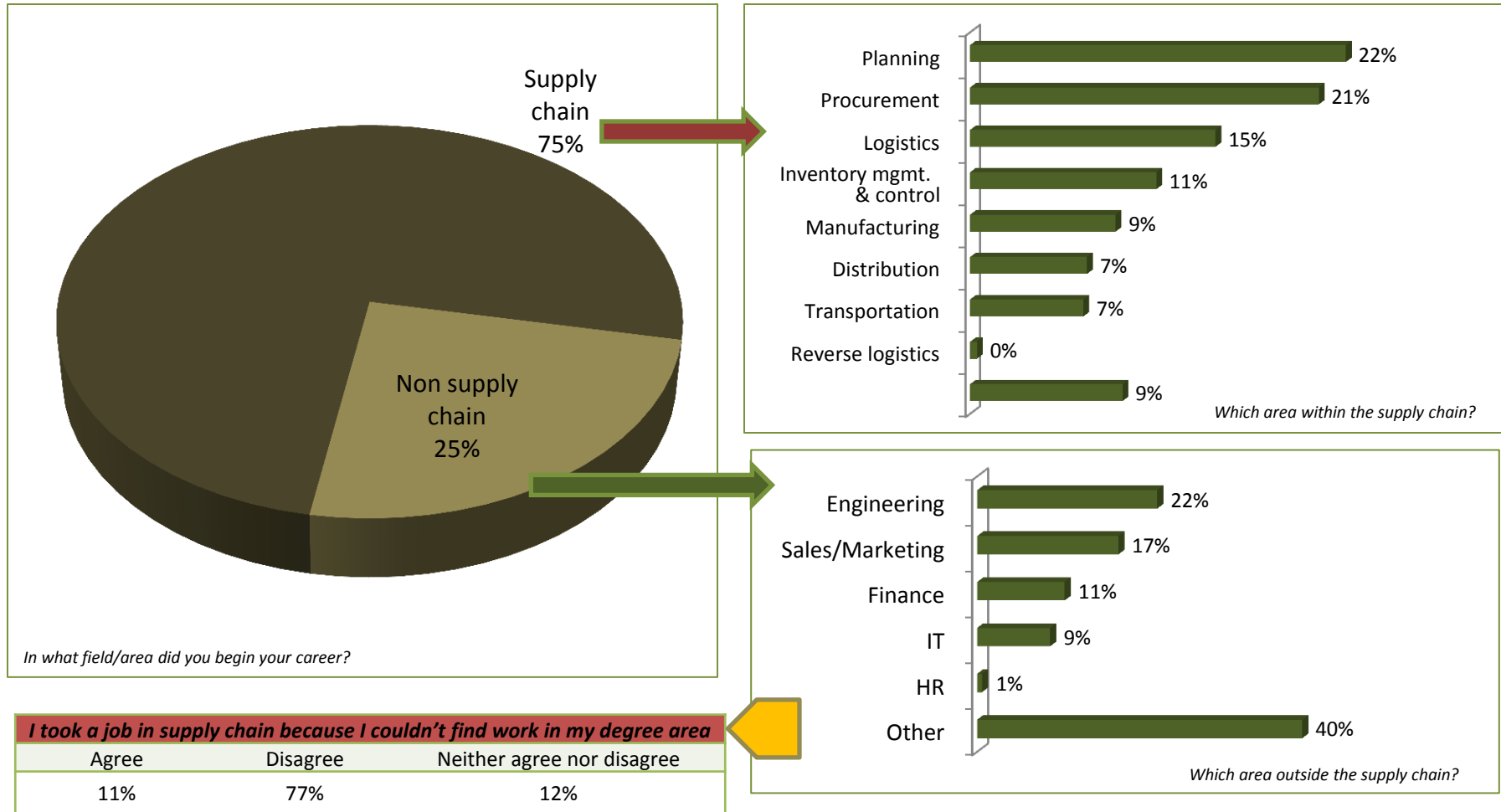
**Respondent Qualifications:** All respondents were pre-qualified for being between the ages of 22 and 37

**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%**

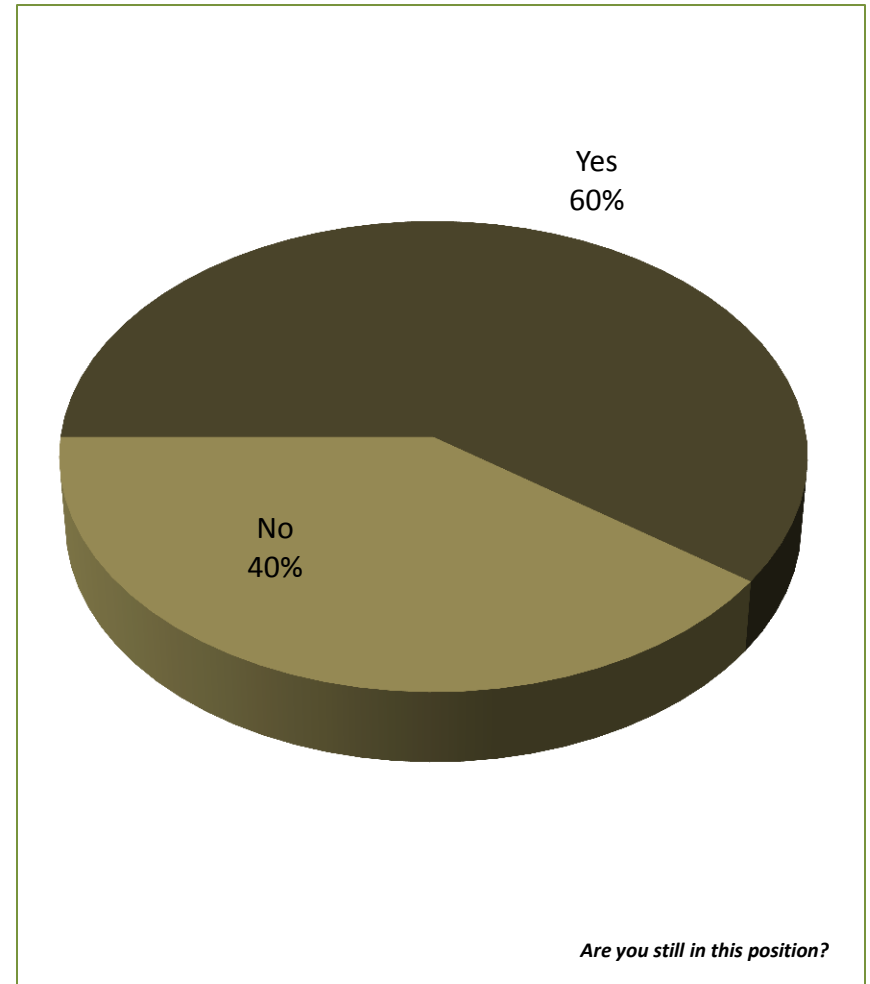
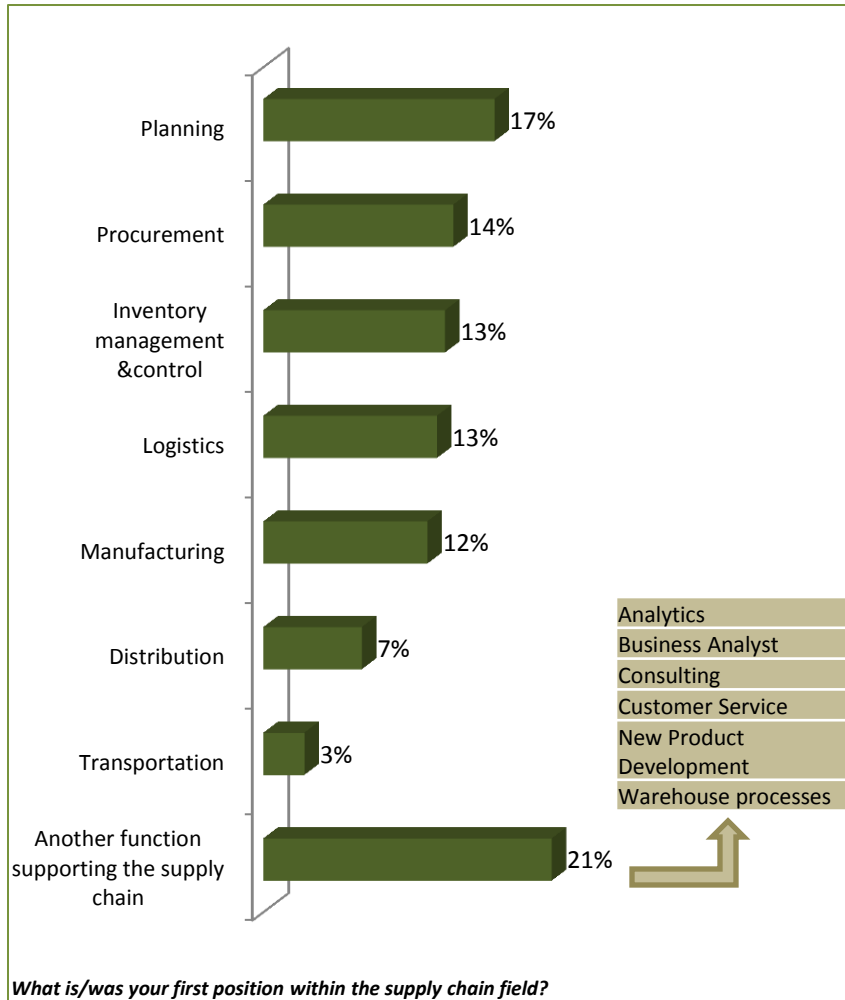


## Entering the Supply Chain Field





## First Position within Supply Chain

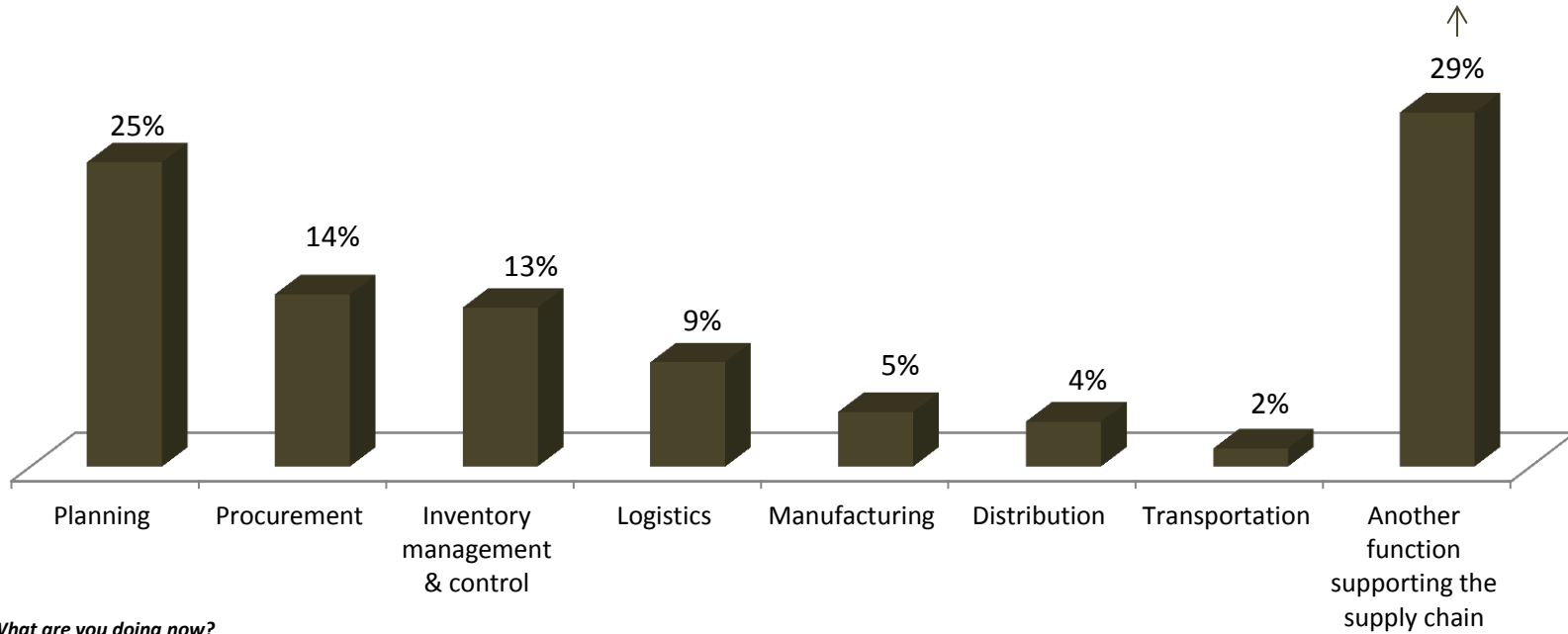




## Current Position within Supply Chain

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

|                         |
|-------------------------|
| Data Analytics          |
| Demand Planning         |
| IT                      |
| Materials Management    |
| Operations Management   |
| Production Planning     |
| Project Management      |
| Sales                   |
| Supply Chain Consulting |



What are you doing now?

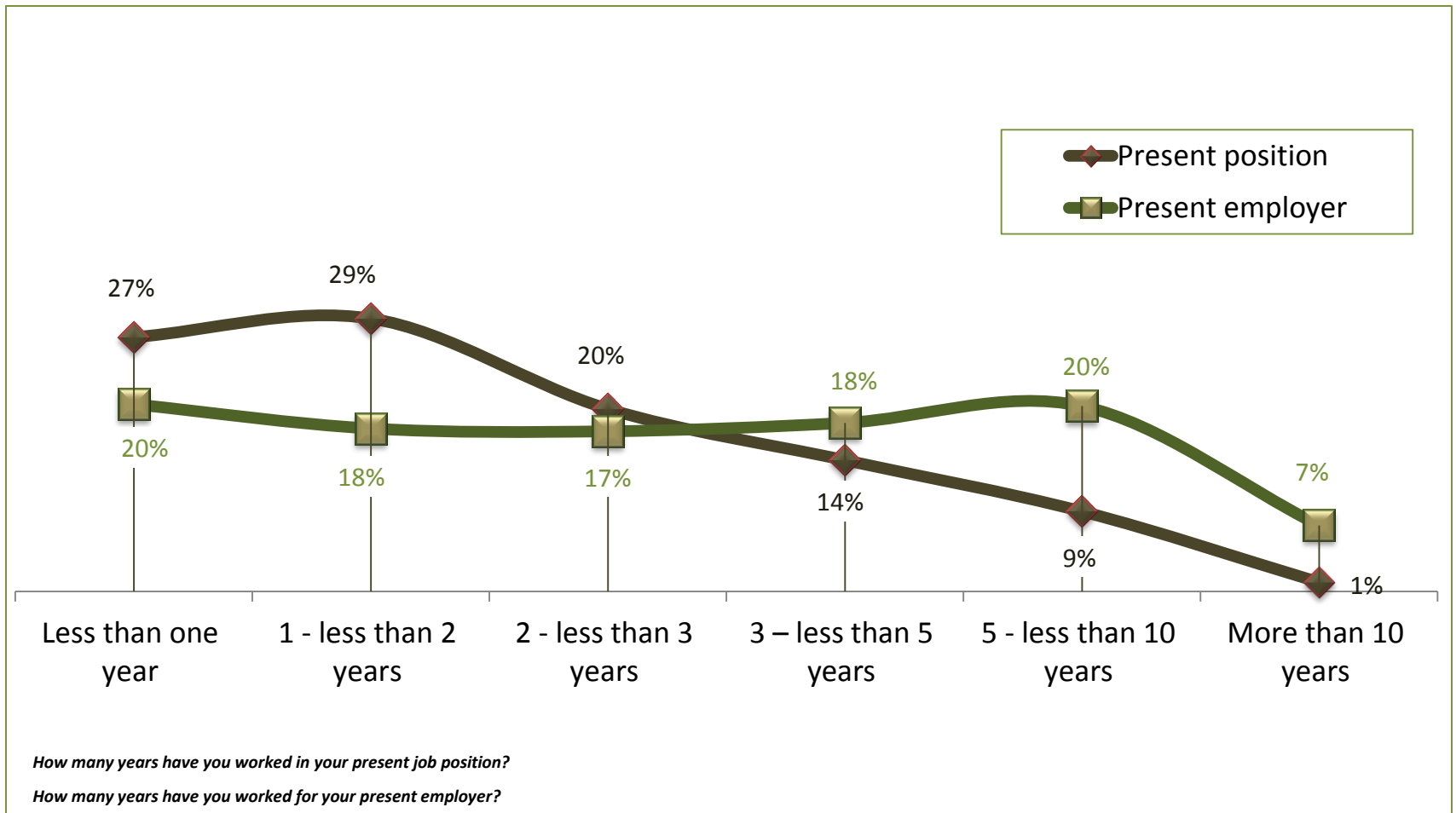




## Current Employment Tenure

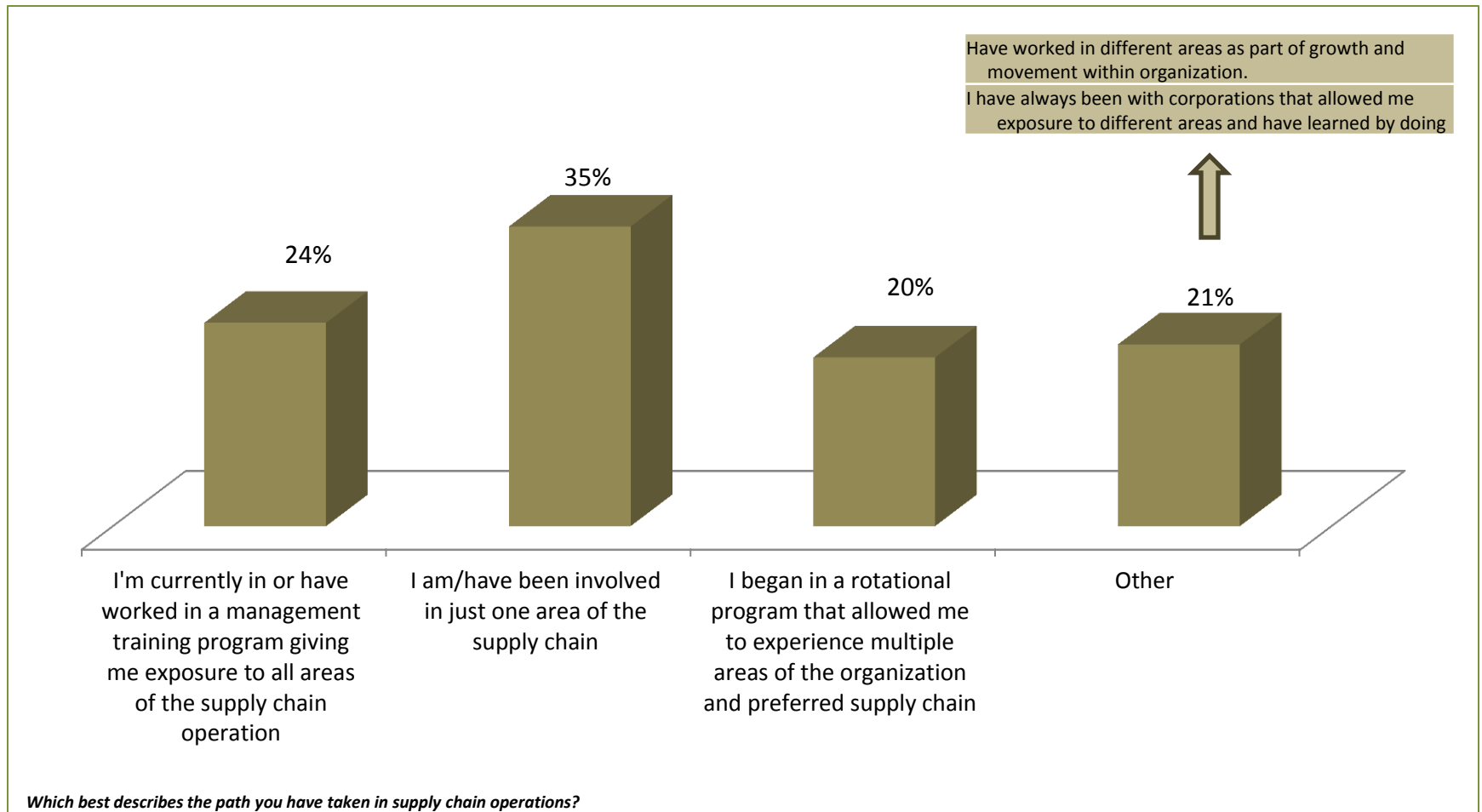
*Present position Tenure*

*Current employer Tenure*





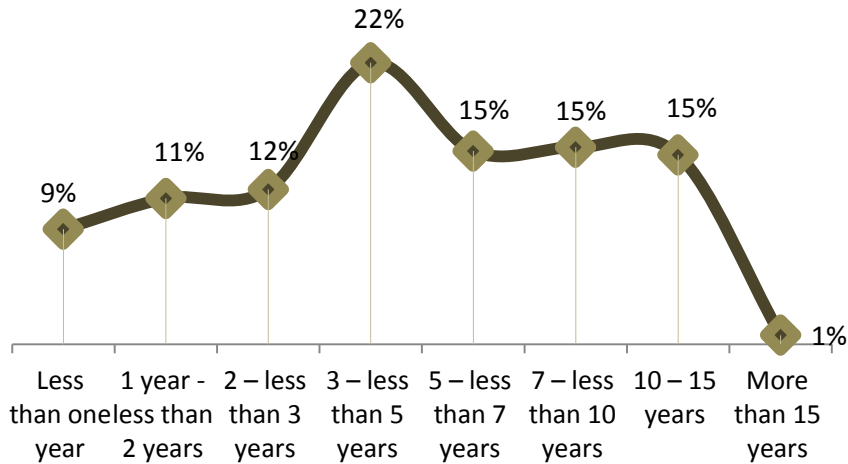
## Career Path within Supply Chain



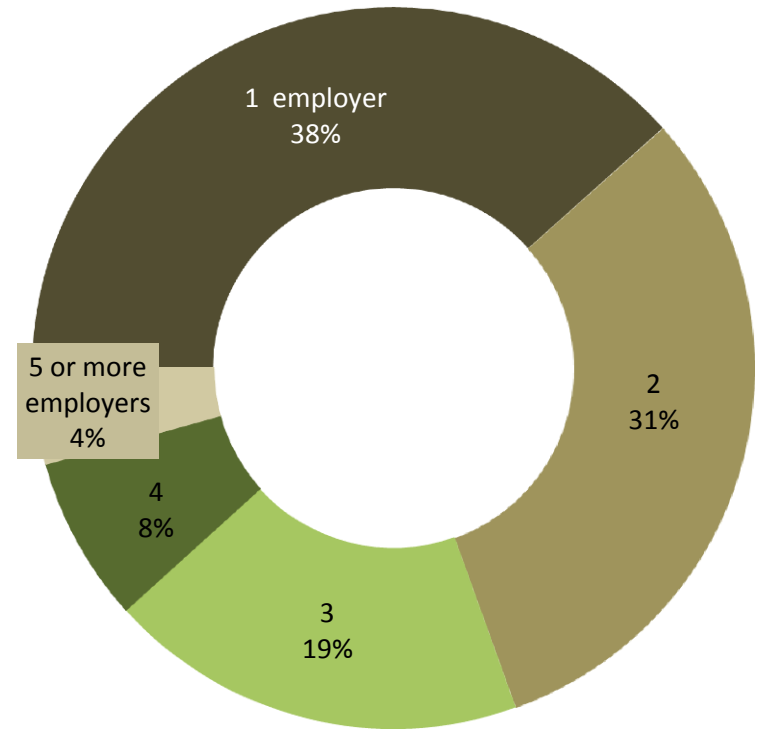




## *Experience within the Supply Chain Field*



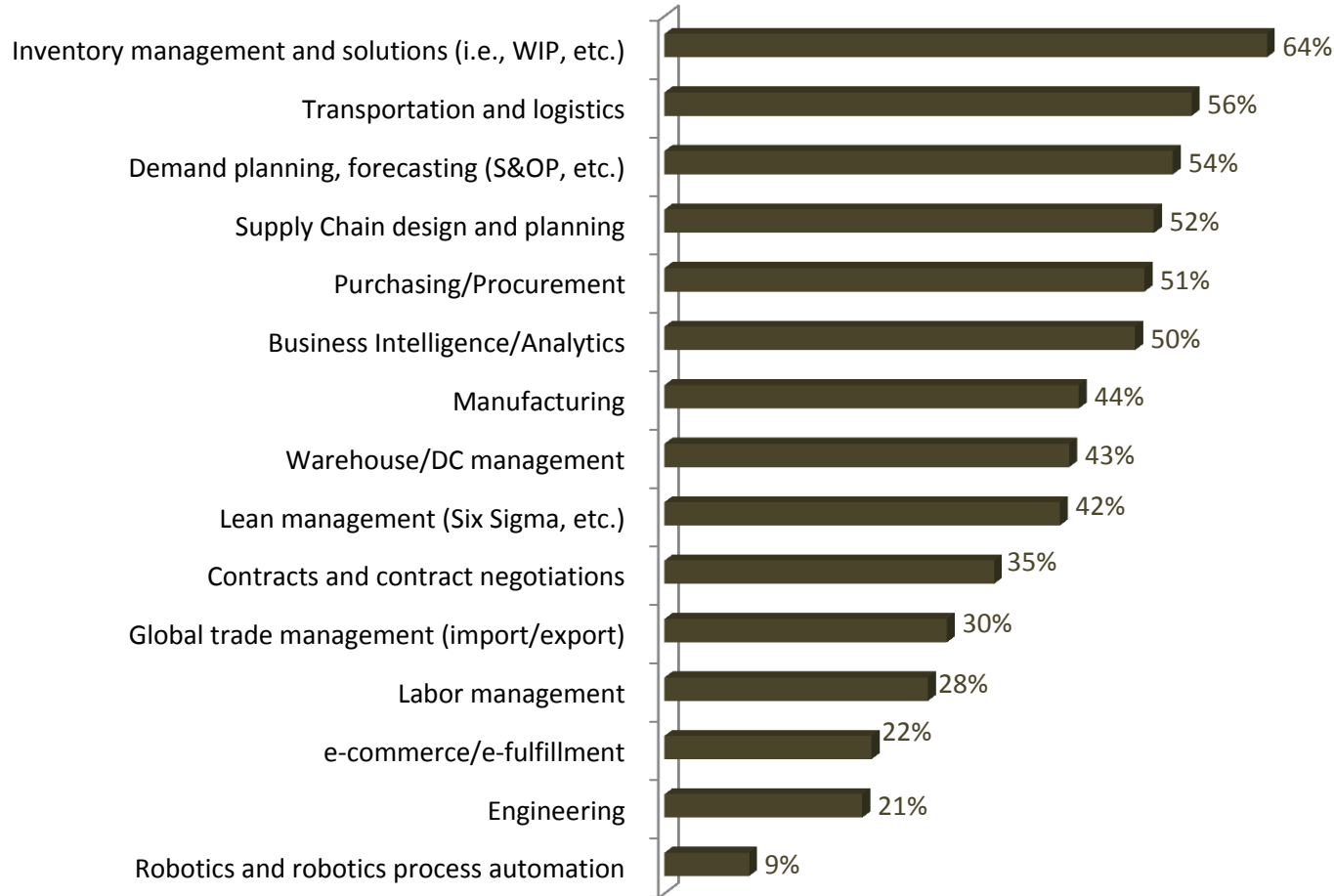
*How many years of supply chain management experience do you have?*



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



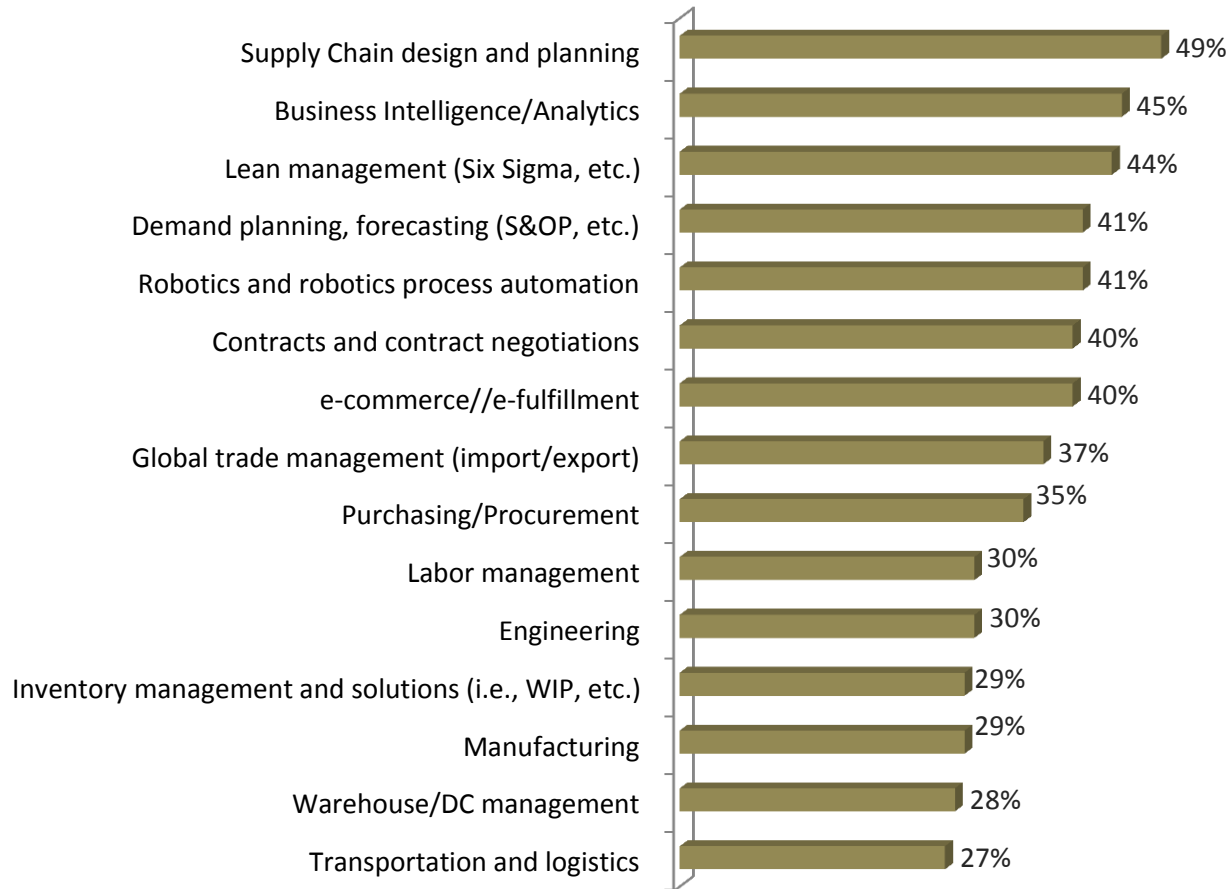
## *Areas within Supply Chain Currently Involved*



*In which areas are you now involved?*



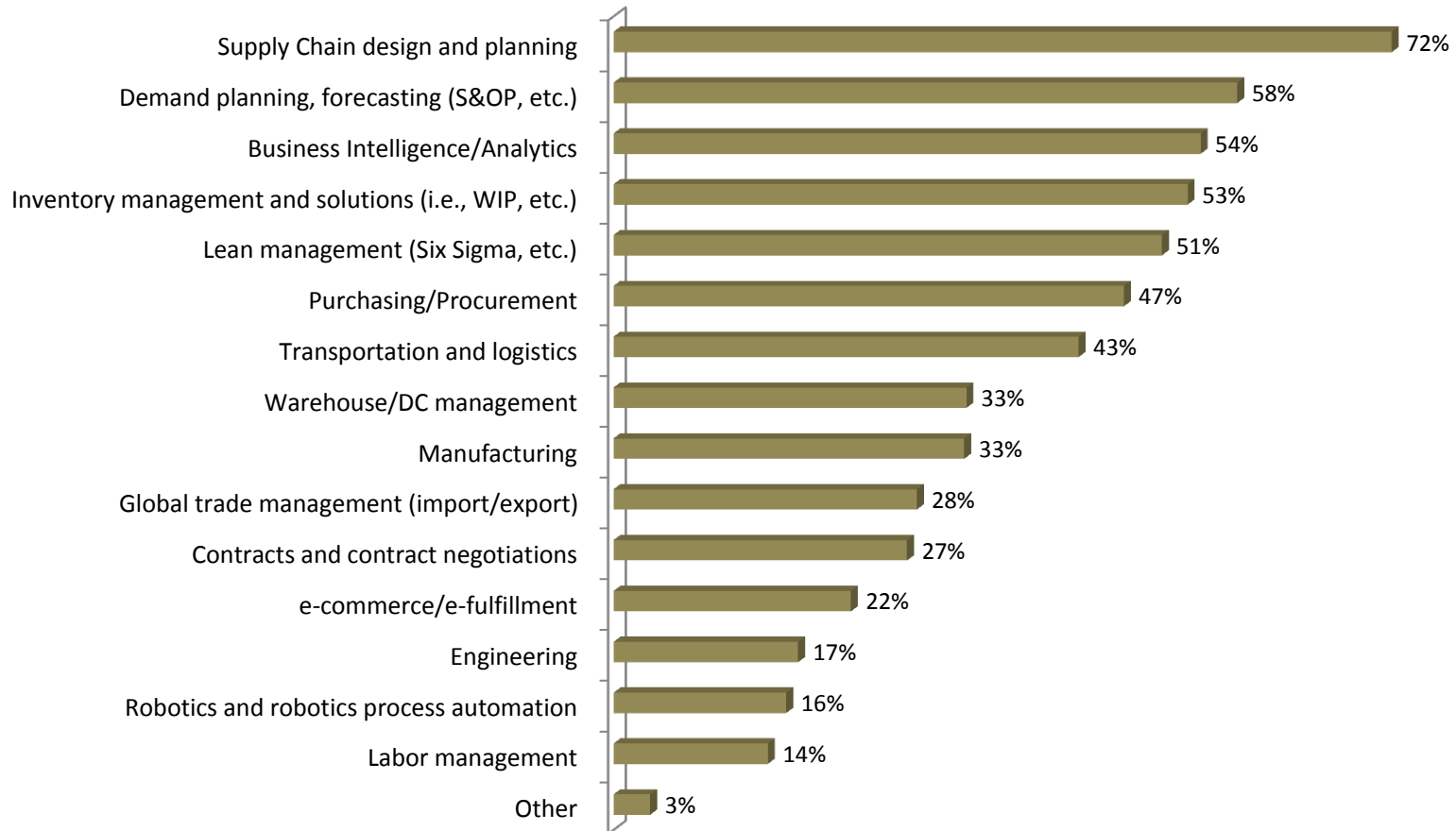
## *Prospective Areas of Future Supply Chain Involvement*



*In which areas would you like/hope to be involved in 2 years?*



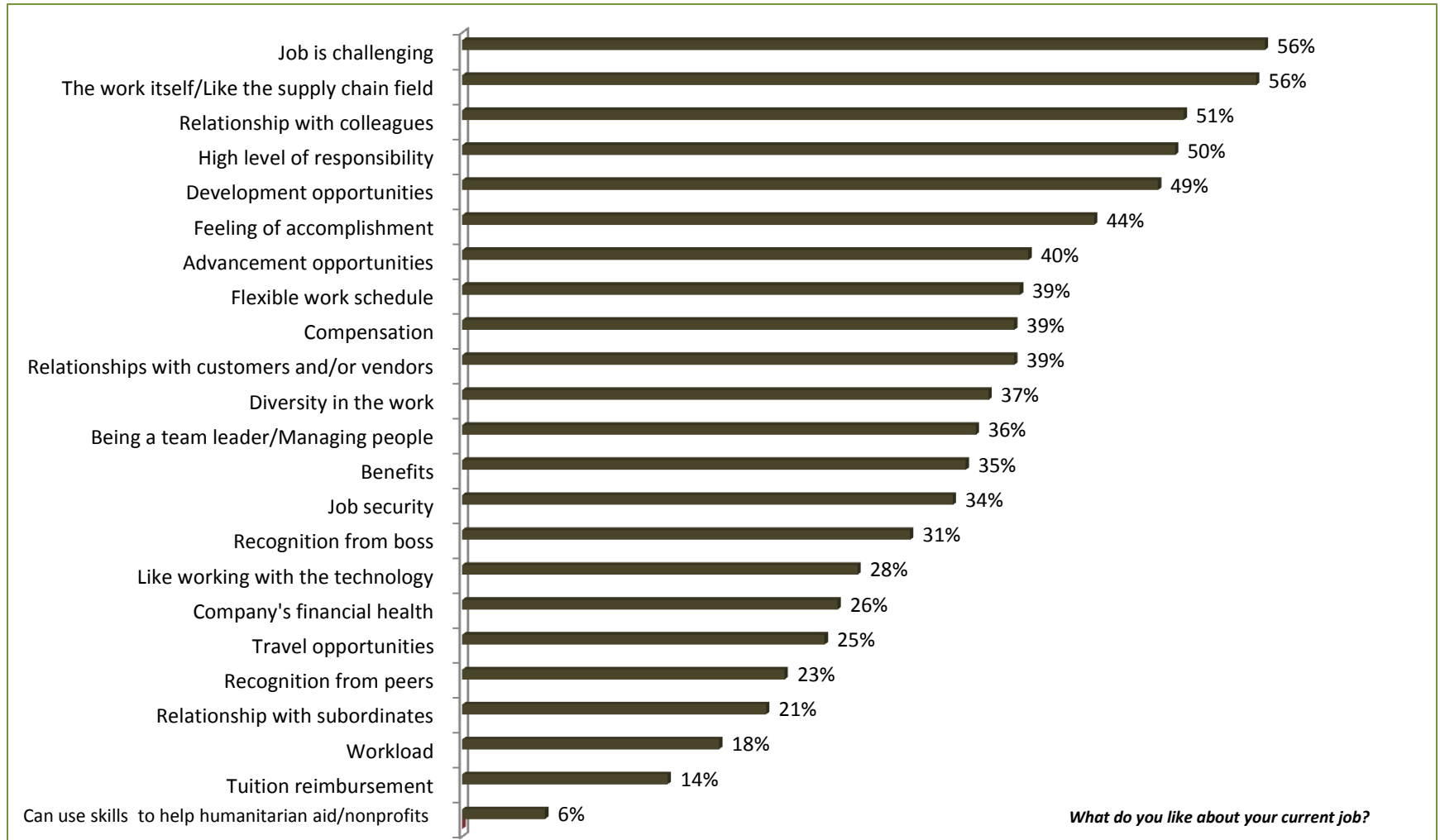
## *Main Areas of Interest within Supply Chain*



*As it pertains to the supply chain, what are your main areas of interest?*

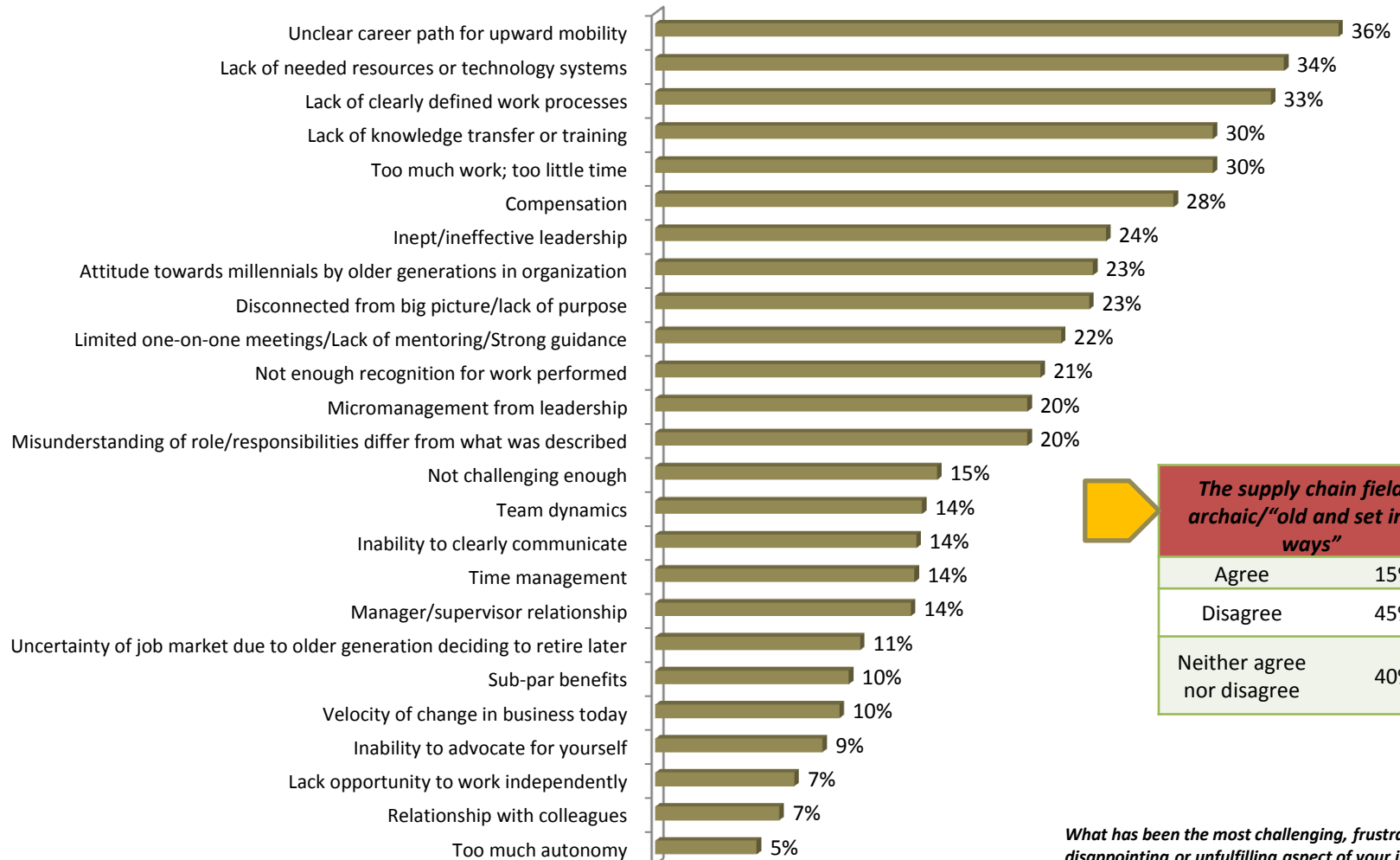


## Appeal of Current Job





## Challenges and Frustrations with Current Job



**The supply chain field is archaic/"old and set in its ways"**

Agree 15%

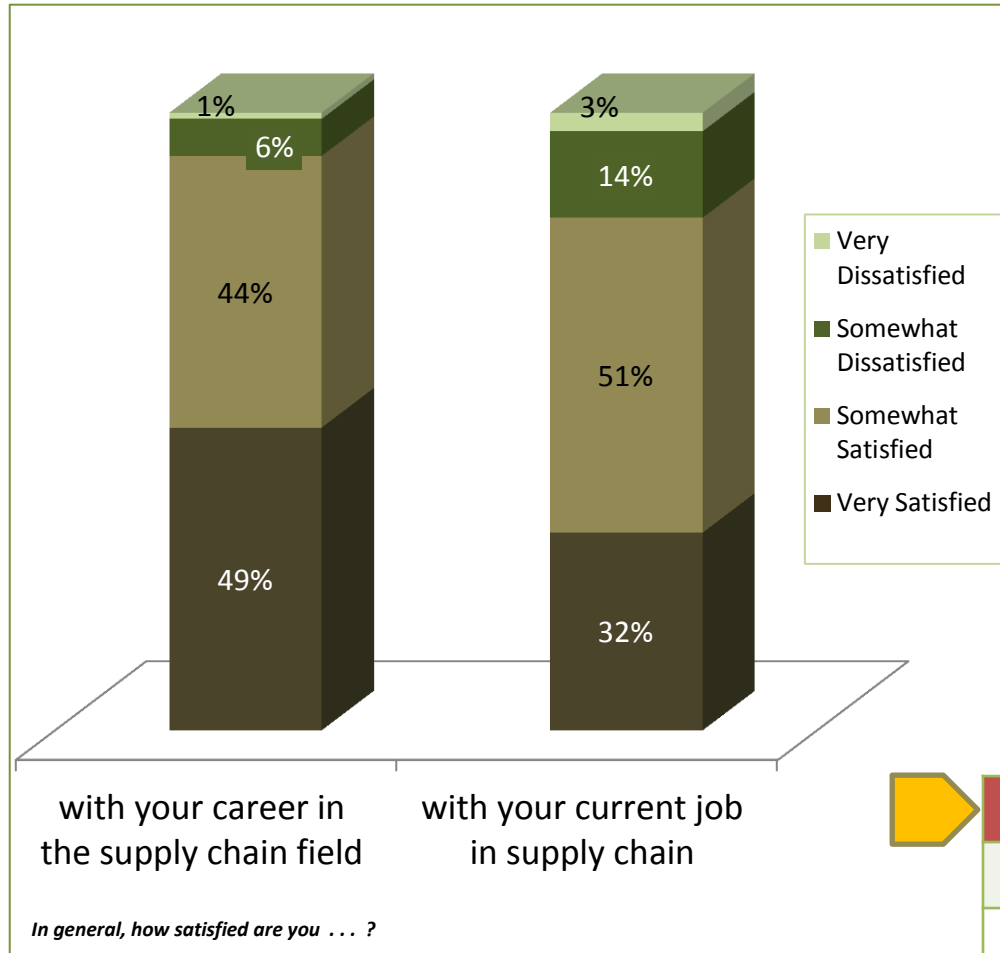
Disagree 45%

Neither agree nor disagree 40%

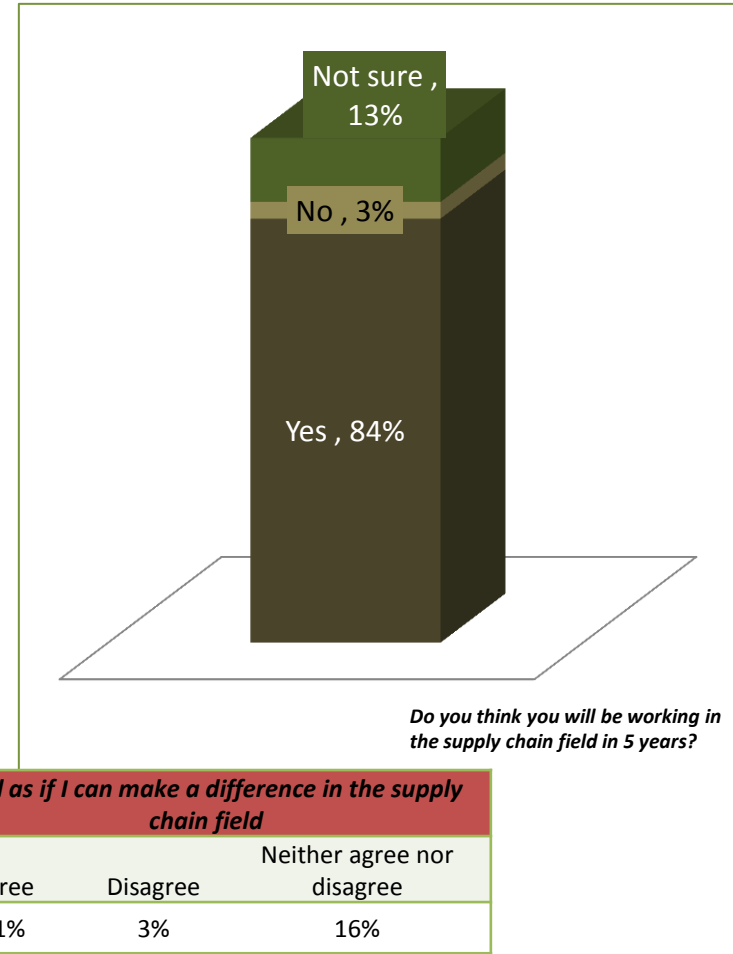
*What has been the most challenging, frustrating, disappointing or unfulfilling aspect of your job?*



## Satisfaction with Career in Supply Chain



## Likelihood of Working in Supply Chain Field in 5 years



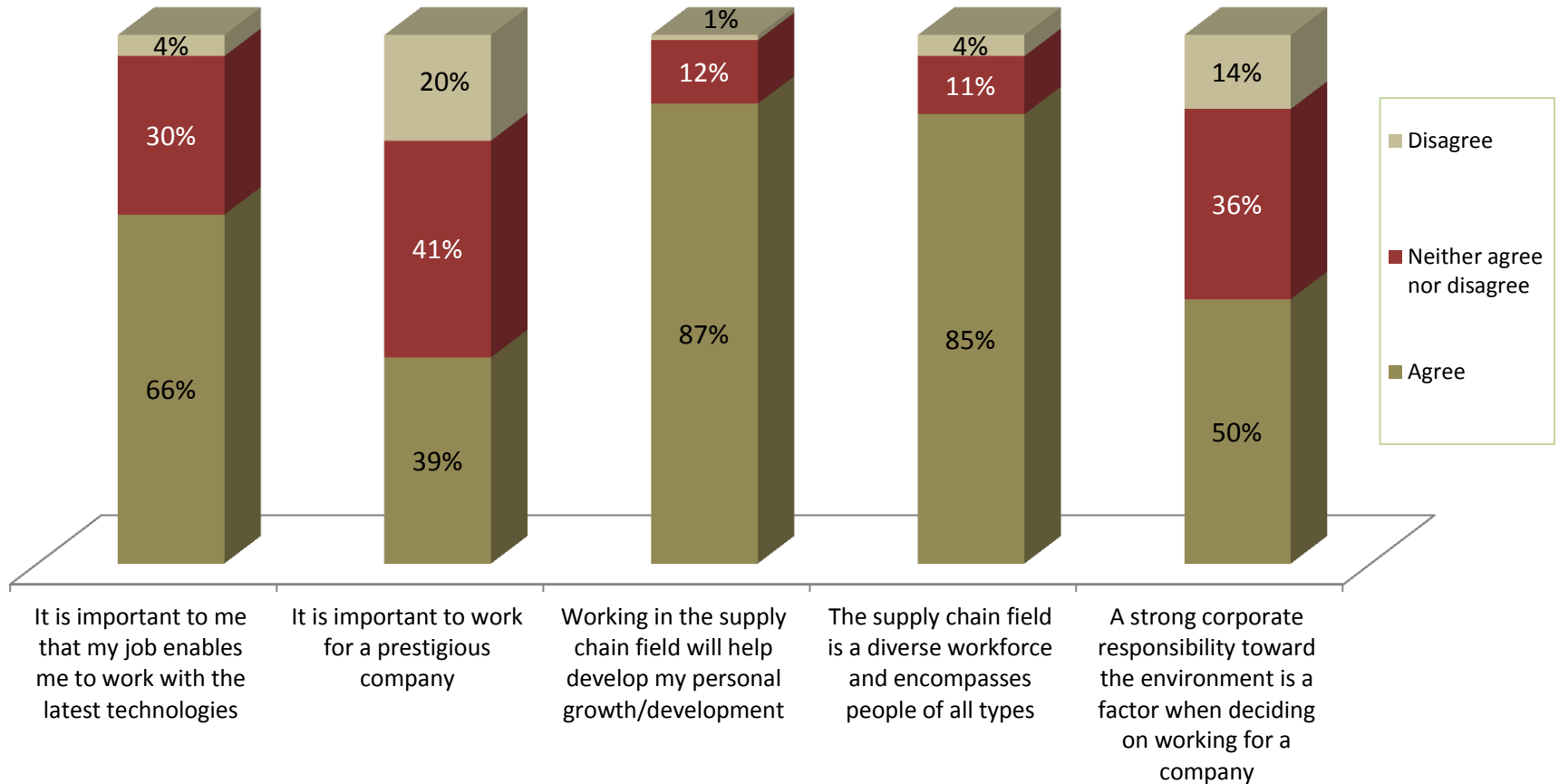
### I feel as if I can make a difference in the supply chain field

| Agree | Disagree | Neither agree nor disagree |
|-------|----------|----------------------------|
| 81%   | 3%       | 16%                        |





## *Opportunities the Supply Chain Field Presents*



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



## *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-mundane 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.

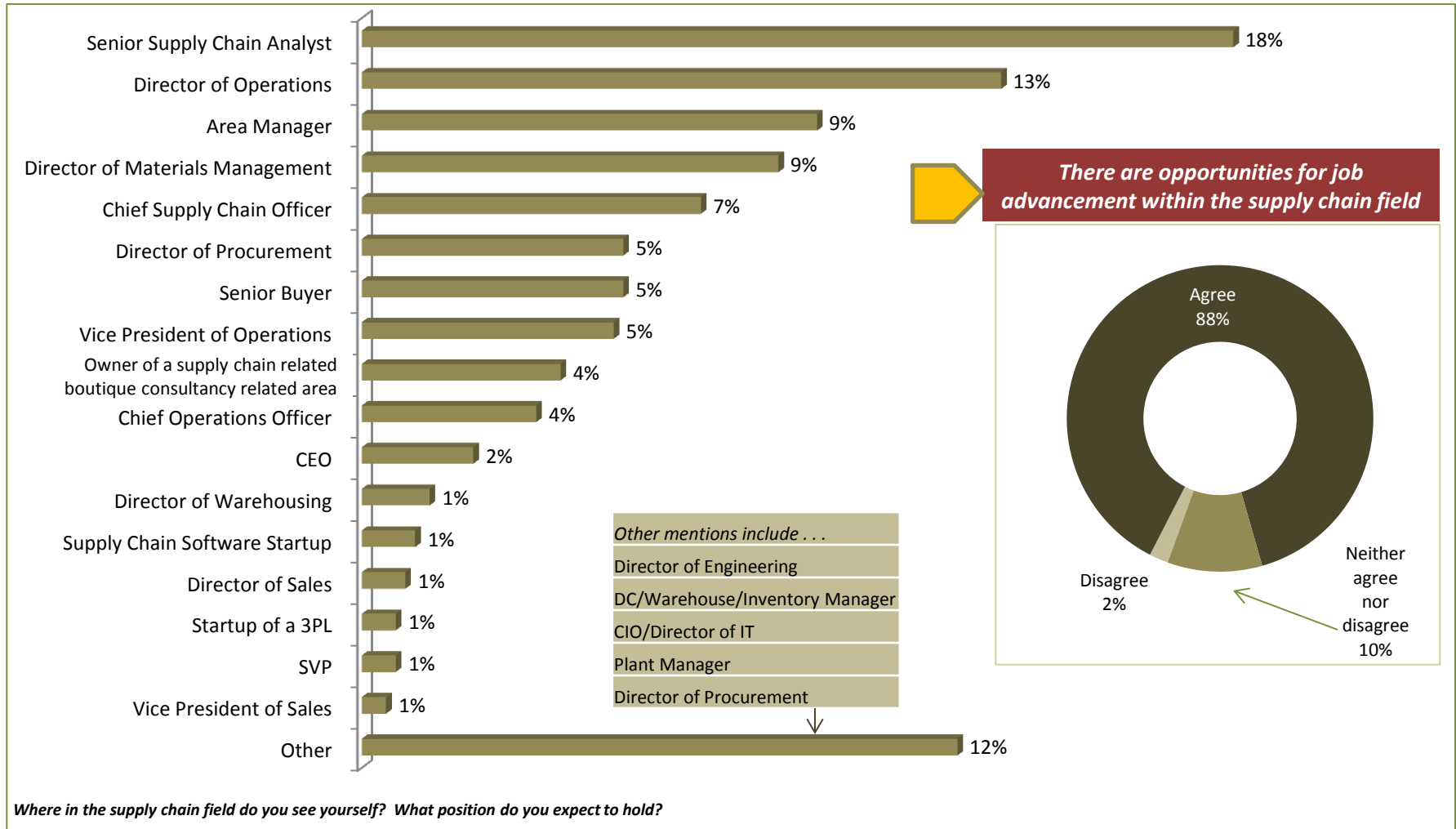
It's a fast-paced environment

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

*Responses are representative of those received*

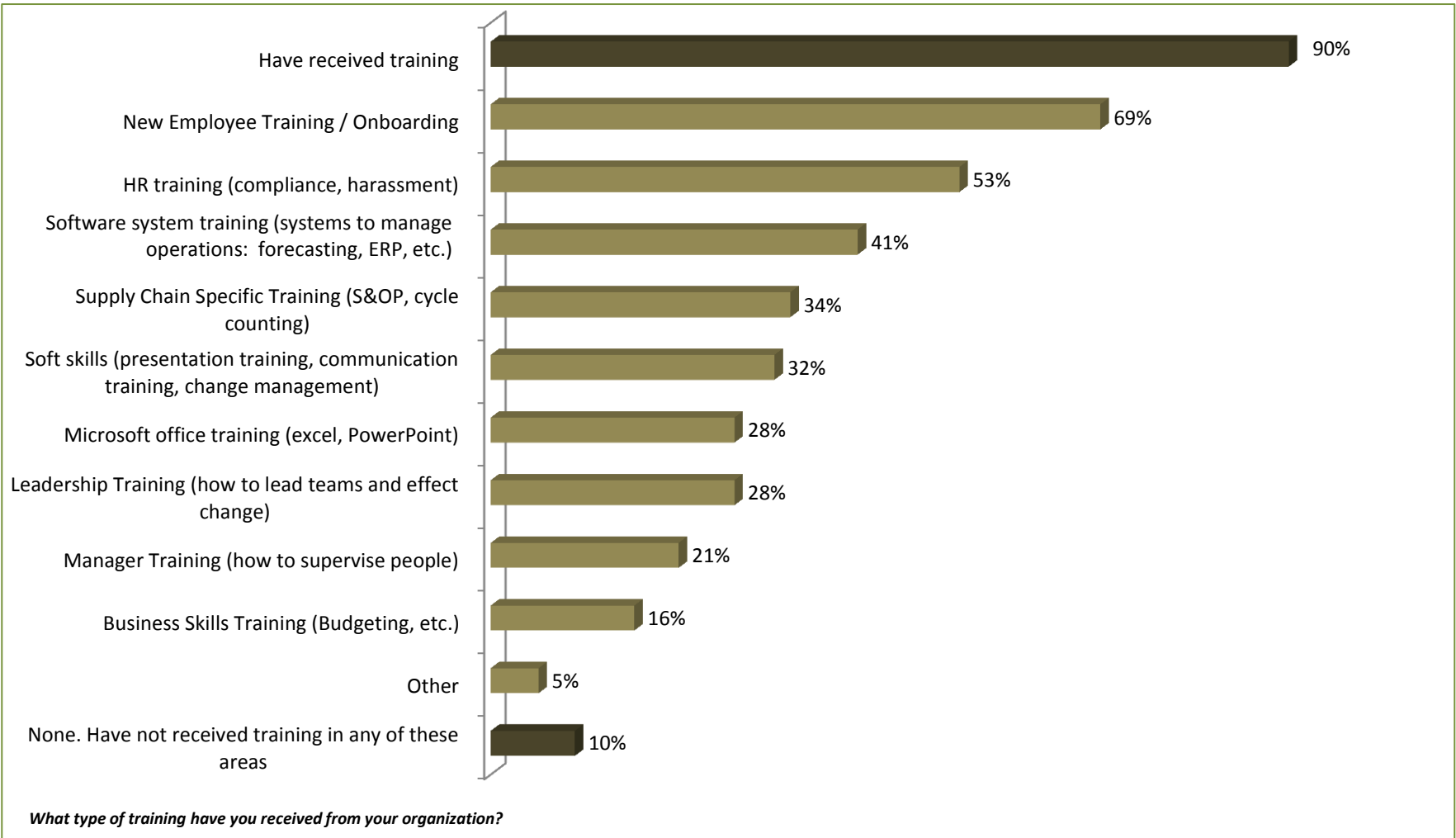


## Plans for the Future within the Supply Chain Field





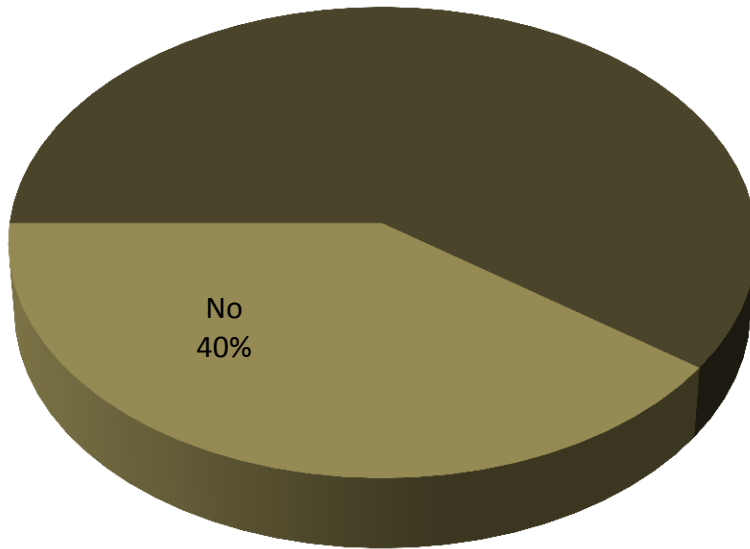
## Supply Chain Training



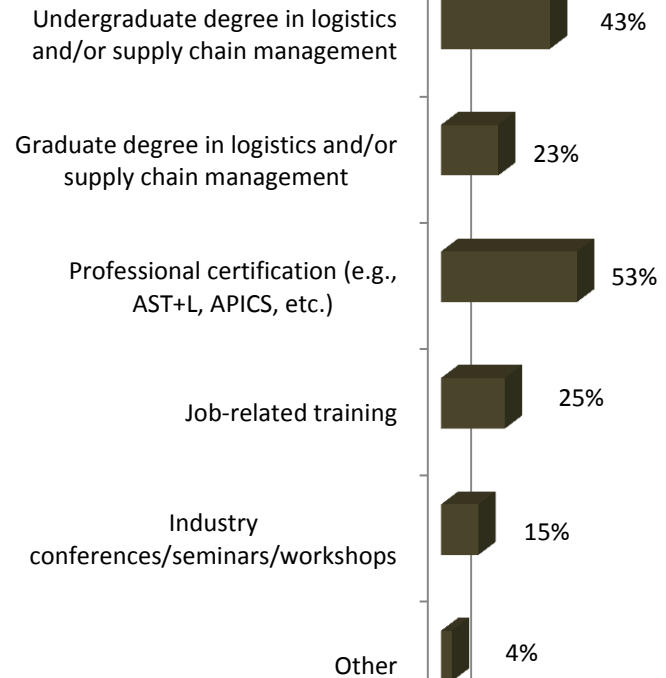


## Supply Chain Education

Yes  
60%



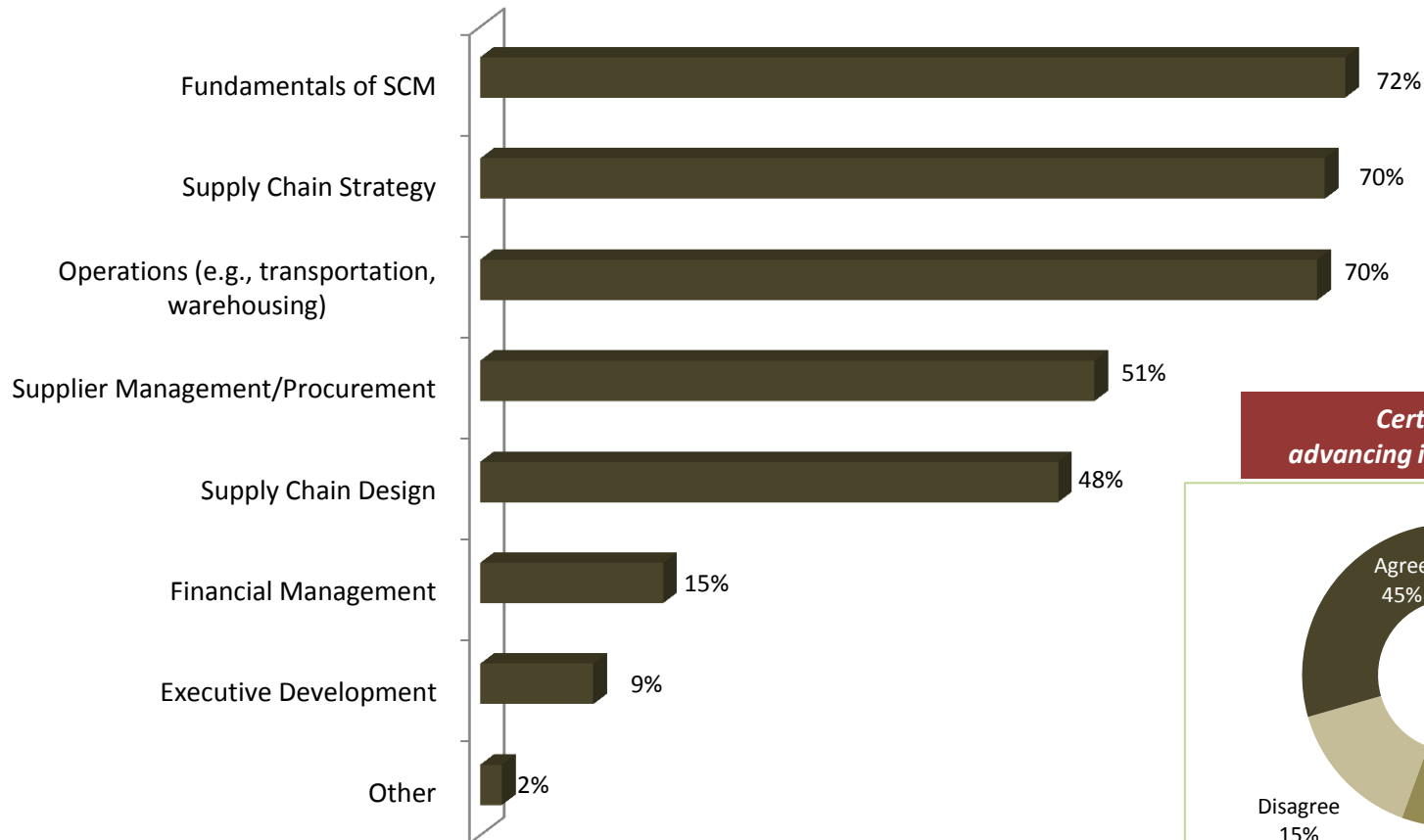
*Have you completed any formal education in logistics and/or supply chain management?*



*What type of supply chain management education have you completed?*

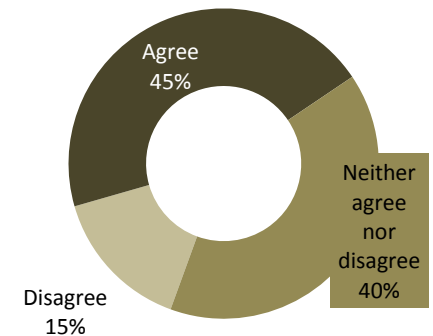


## Supply Chain Education



*What was the main focus of these classes and/or seminars?*

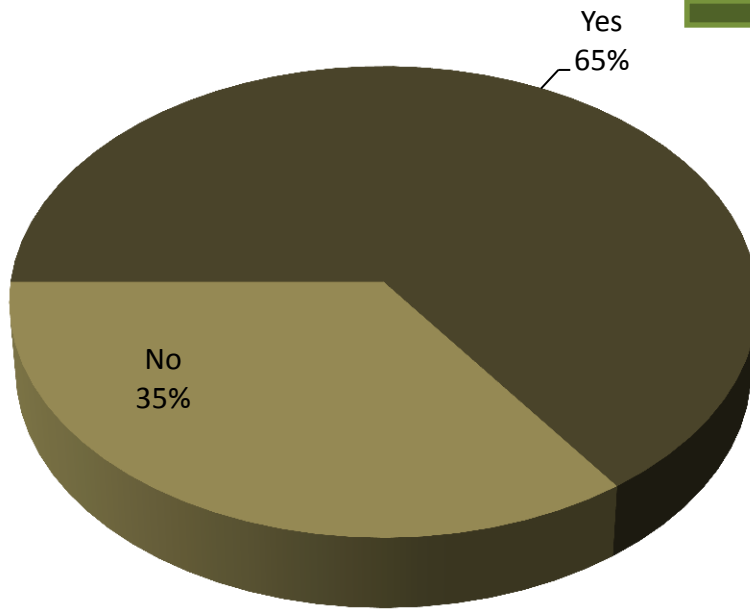
**Certifications are critical to advancing in the supply chain field**



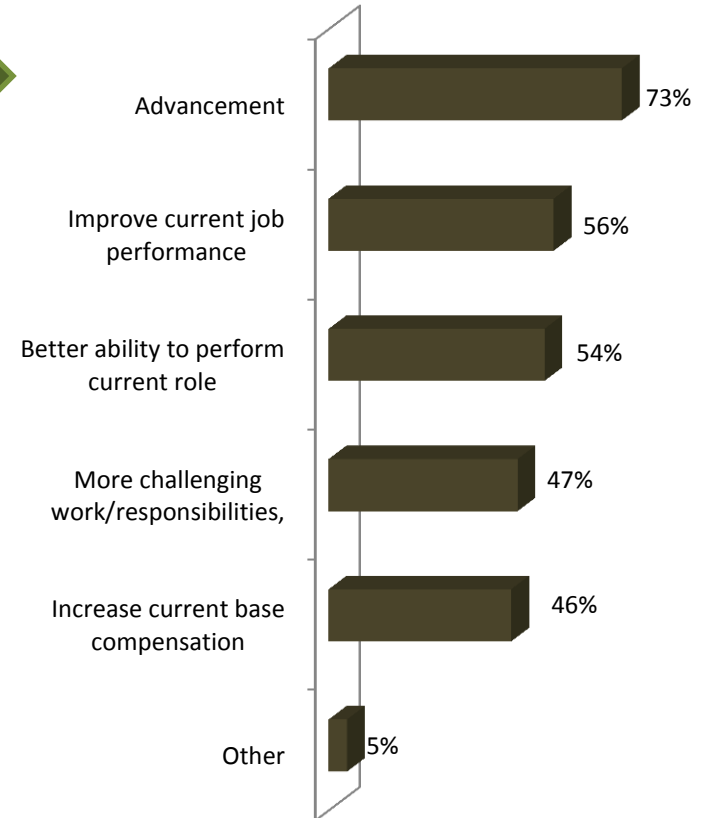




## Future Supply Chain Education Plans



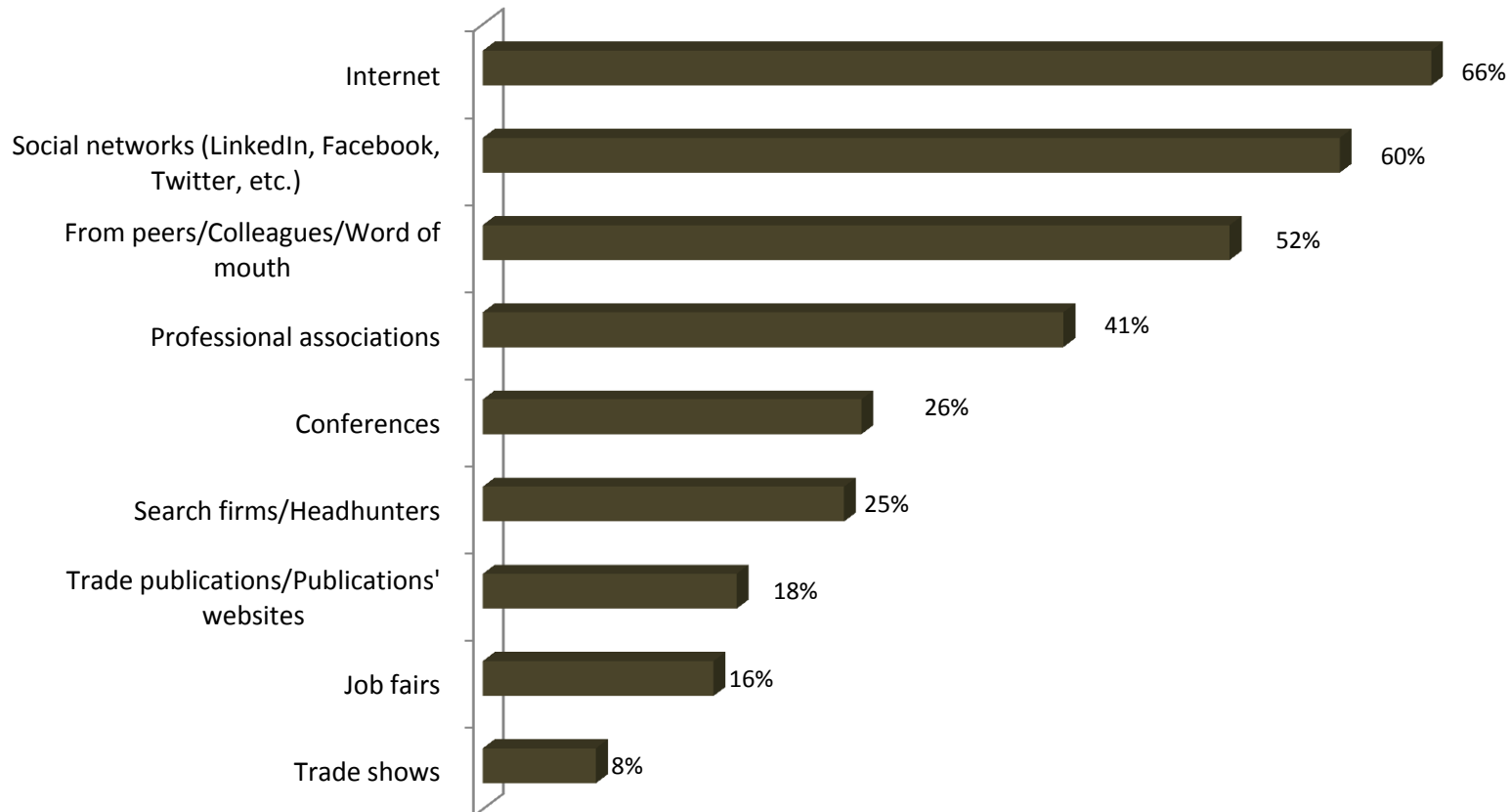
Are you planning to take any continuing education programs or classes during the next 12 months?



How do you think this class could benefit your career?



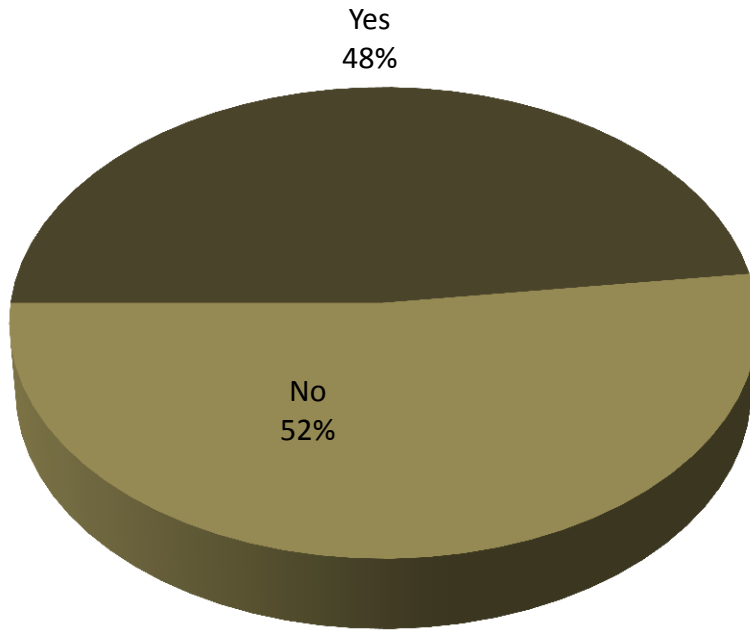
## *Sources Considered Helpful Regarding Supply Chain Job Opportunities*



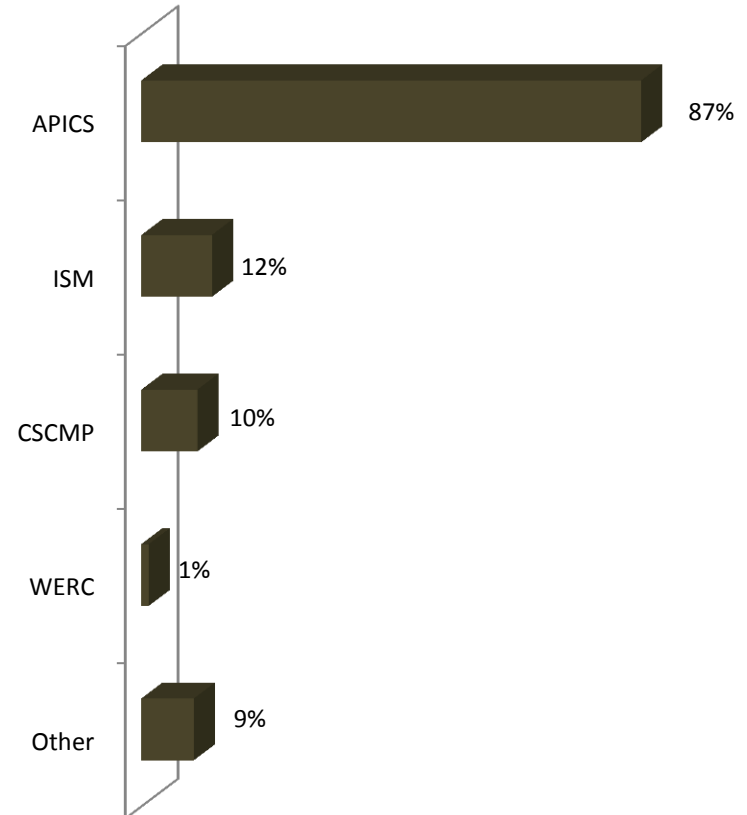
*Which sources are most helpful in learning more about better employment opportunities in the supply chain field?*



## Professional Association Membership



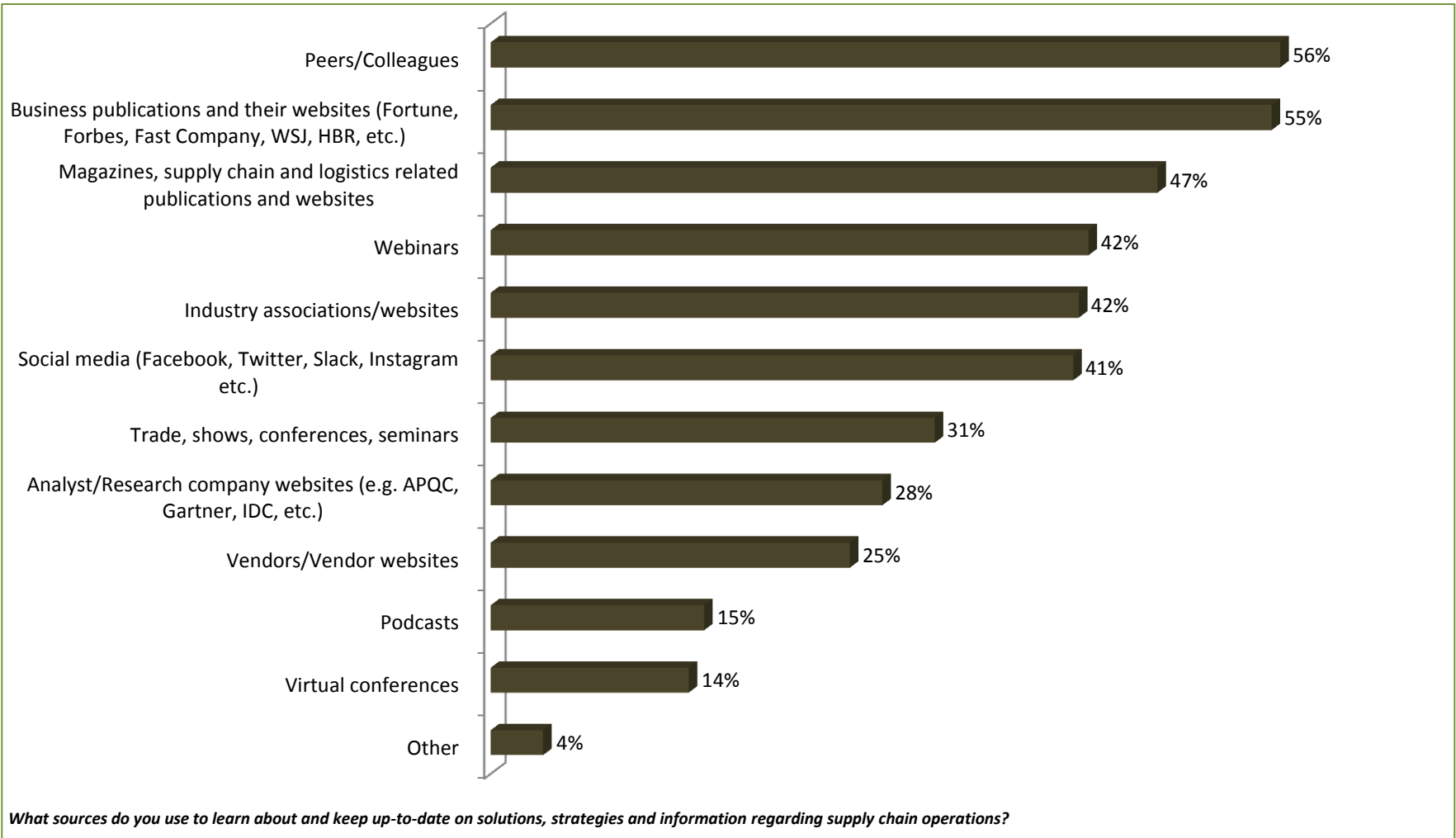
Are you a member or affiliated with professional associations relevant to your job?



Which professional associations?



## *Sources Use to Keep Up-to-Date on Supply Chain Solutions and Strategies*





## Supply Chain Related Magazines and Websites Use

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

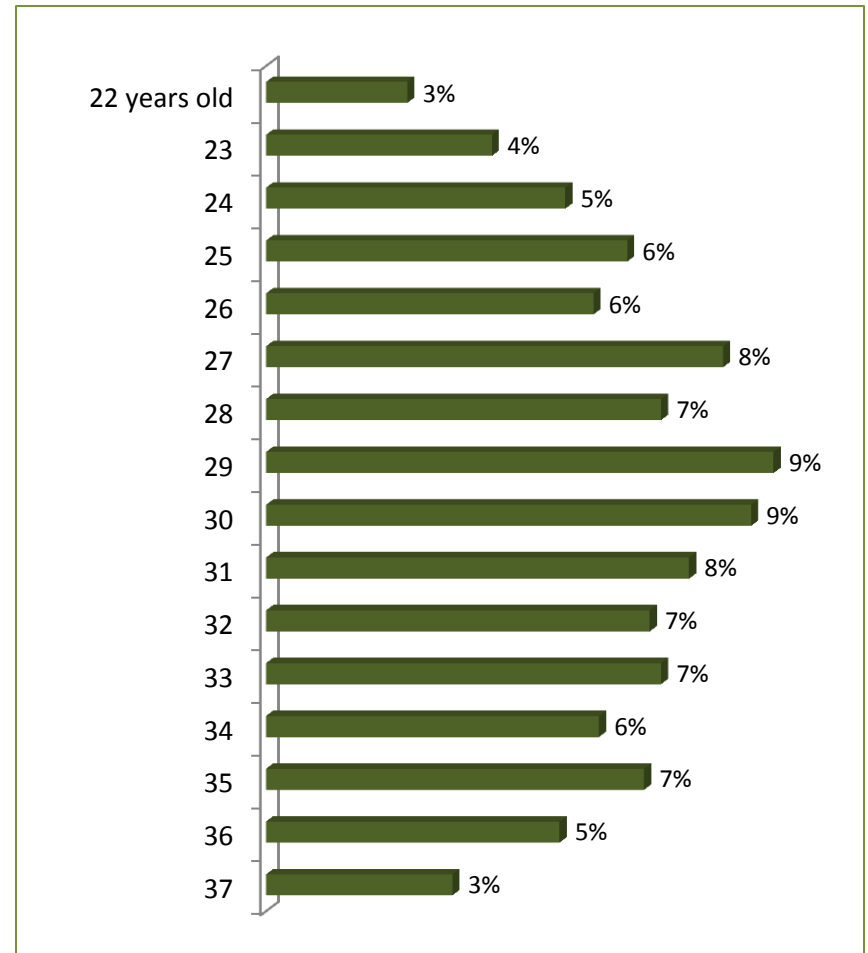
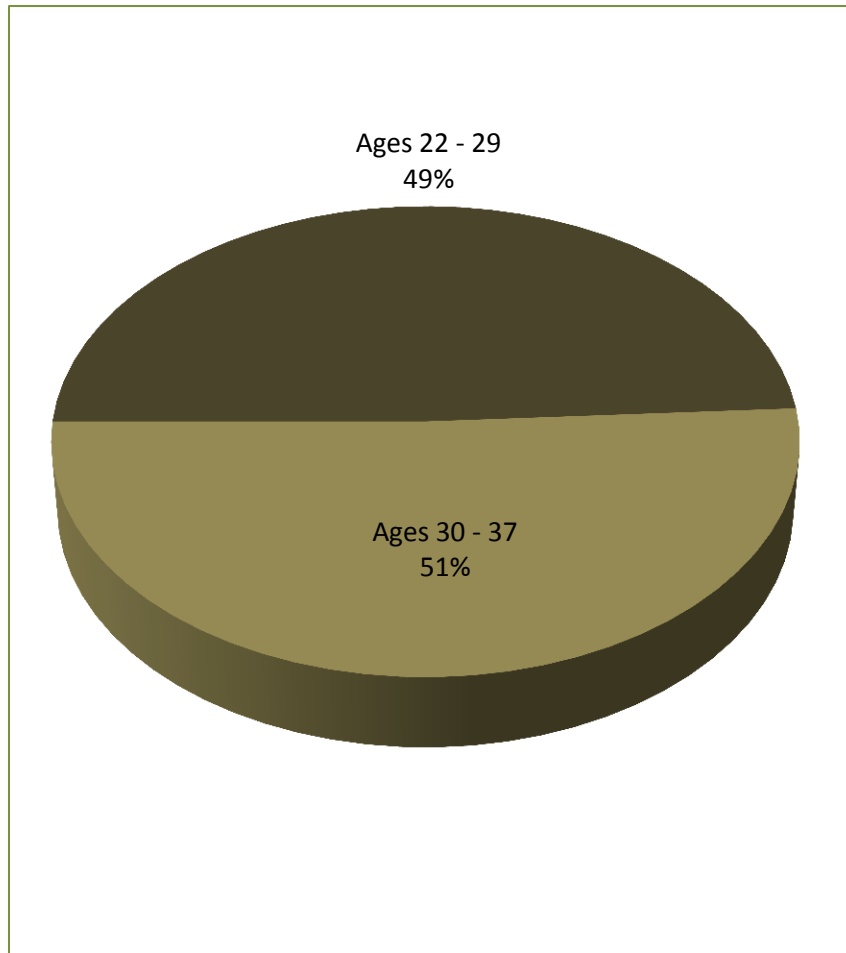
Mentioned by 2% or more

*Which supply chain related magazines/websites do you read/visit? (Unaided)*



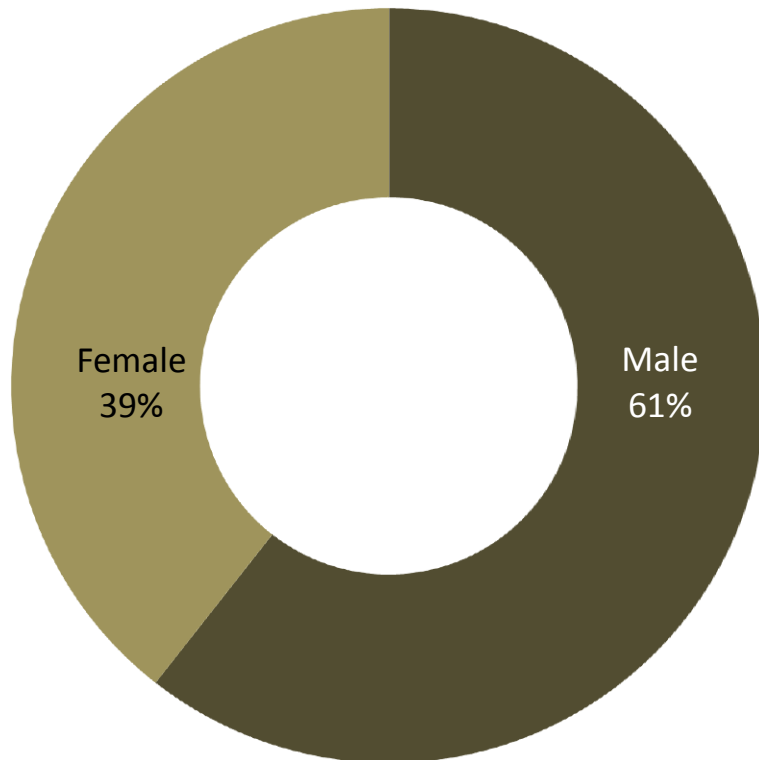


## Age



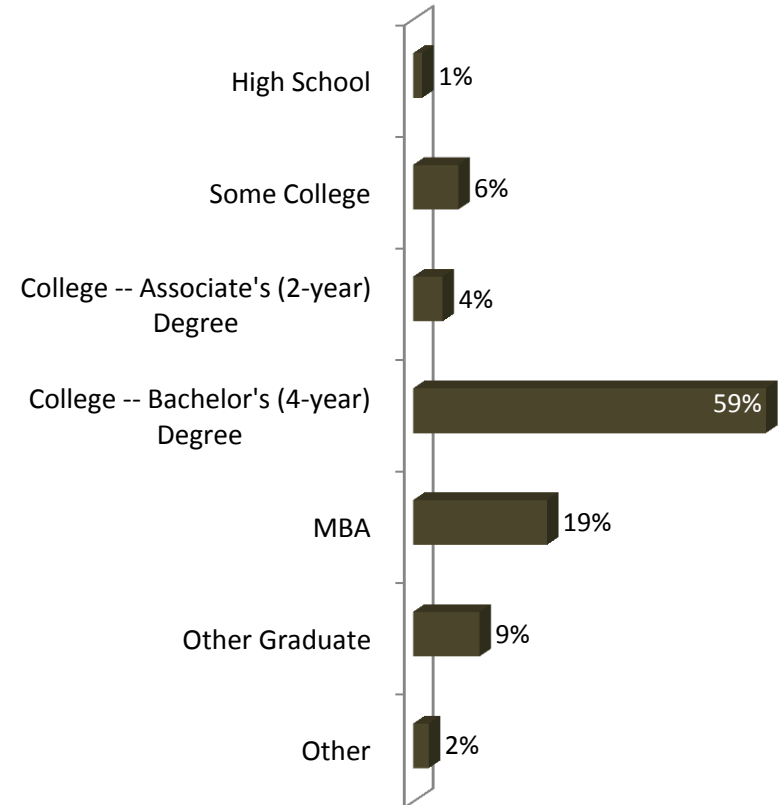


## Gender



*What is your gender?*

## Level of Education

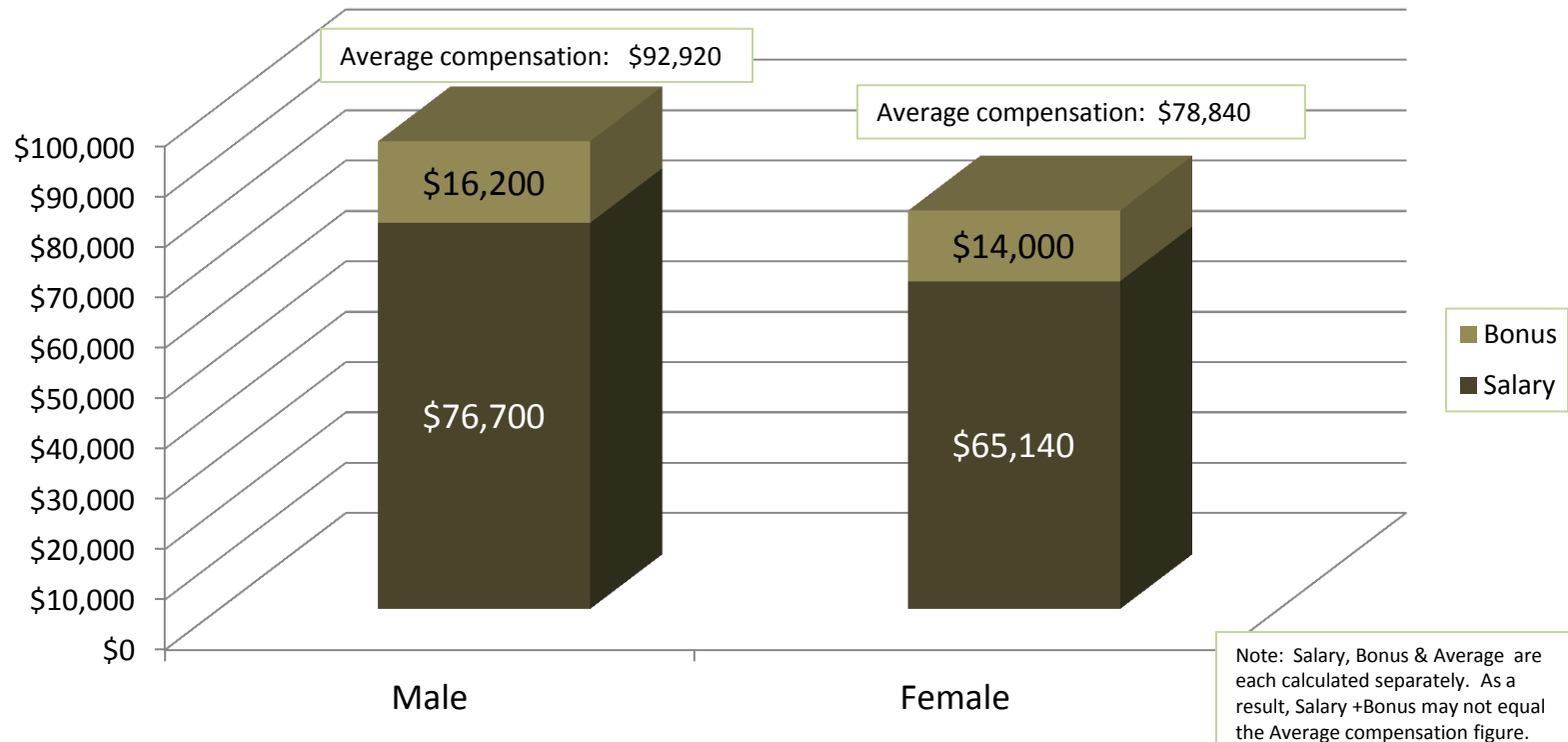


*What is the highest level of education you have completed?*





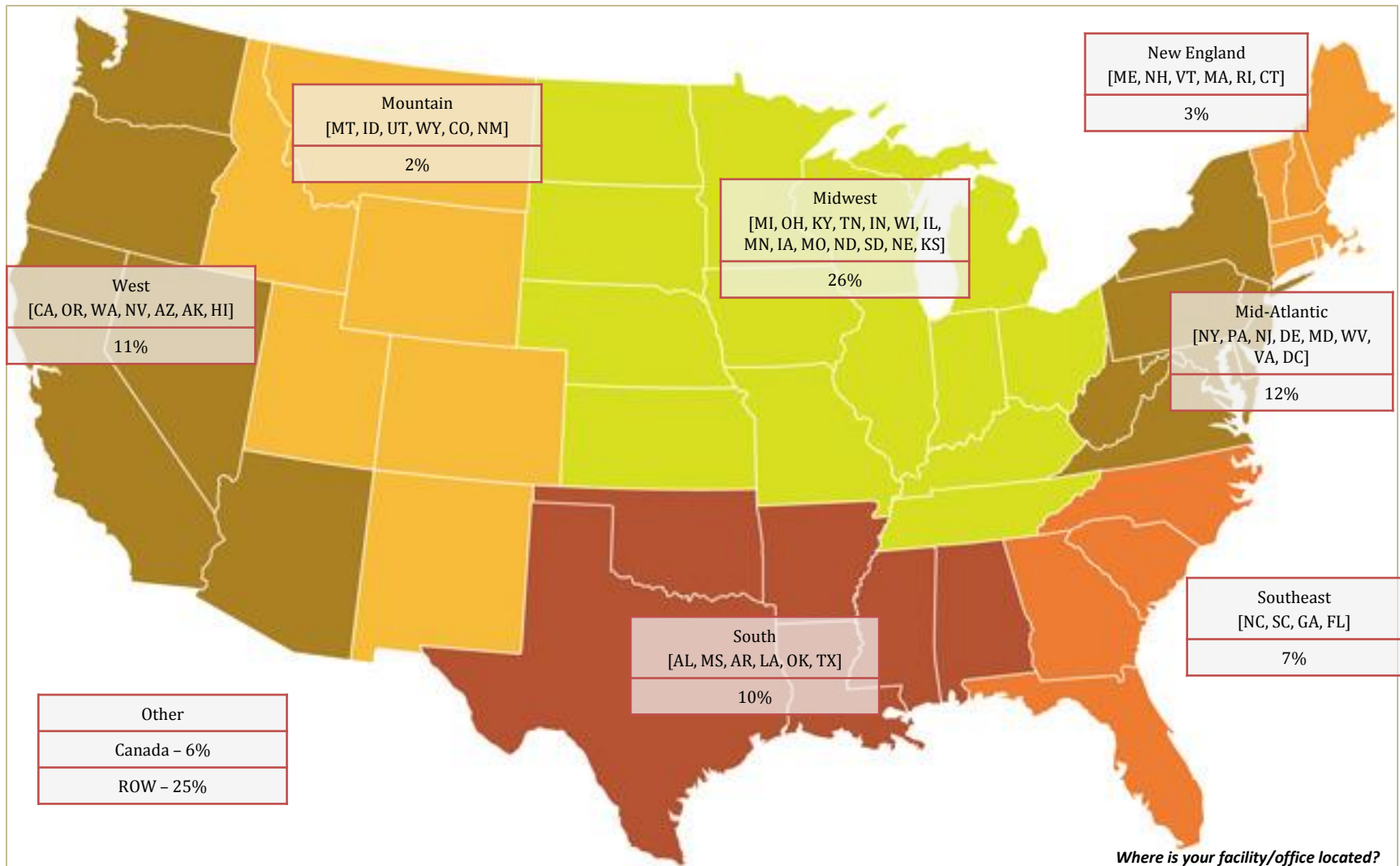
## Compensation



| MEDIAN Income | Male     | Female   |
|---------------|----------|----------|
| Total         | \$75,000 | \$72,800 |
| Salary        | \$64,000 | \$63,000 |
| Bonus         | \$5,000  | \$5,000  |



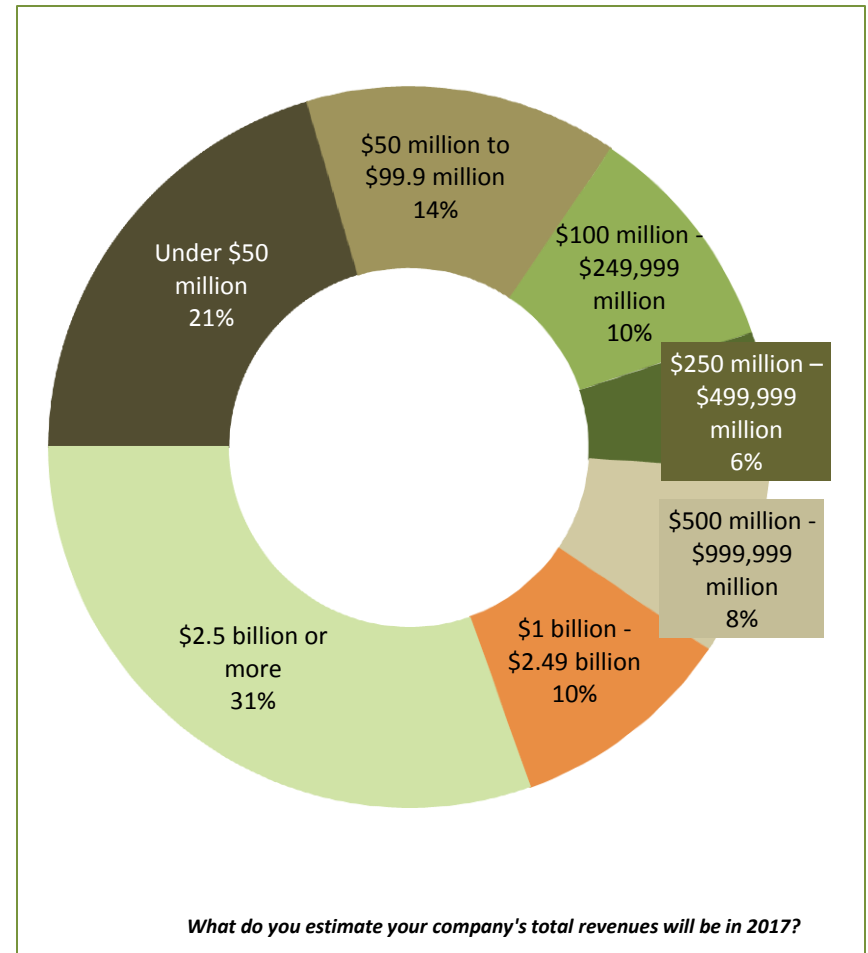
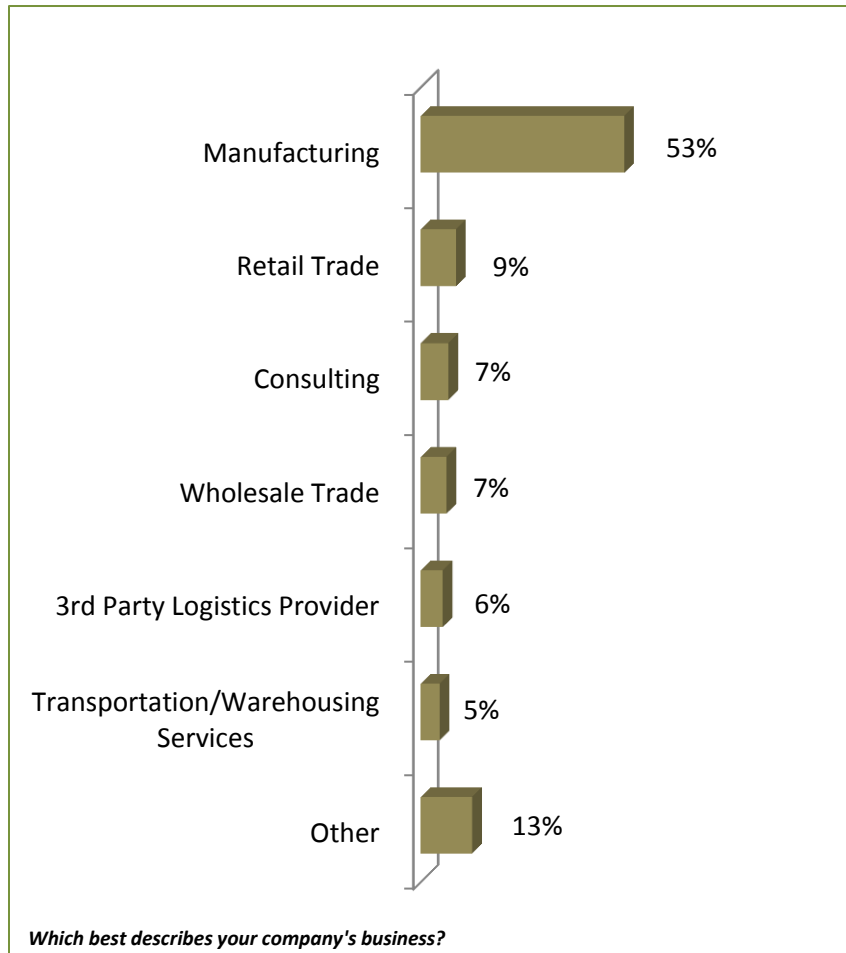
## Respondents by Region





## Type of Business

## Company Size – 2017 Revenues



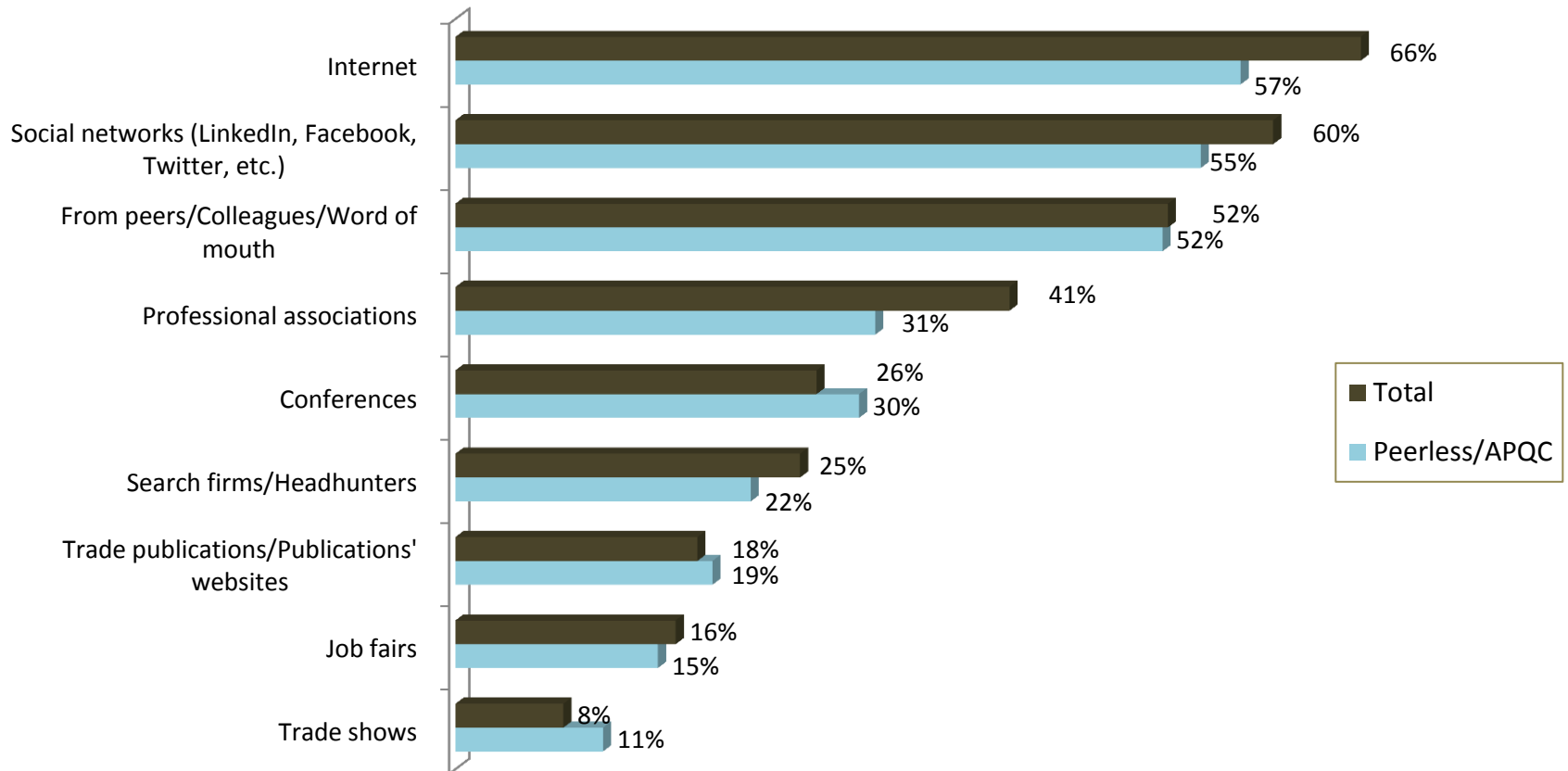


## ***APPENDIX***

### ***PEERLESS MEDIA & APQC RESPONDENTS ONLY***



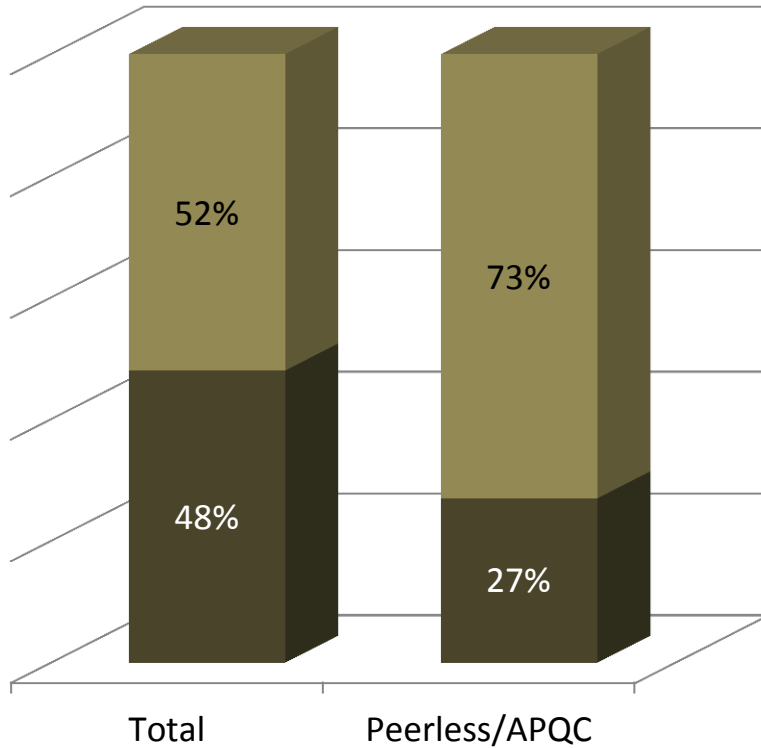
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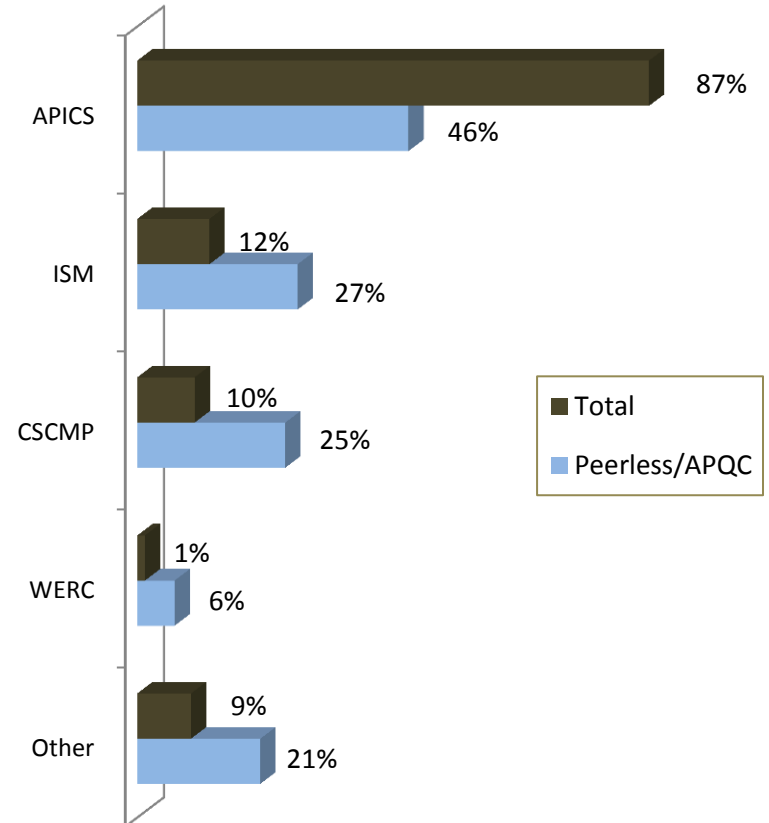
*Which sources are most helpful in learning more about better employment opportunities in the supply chain field?*



## Professional Association Membership



*Are you a member or affiliated with professional associations relevant to your job?*



*Which professional associations?*



## Sources Use to Keep Up-to-Date on Supply Chain Solutions and Strategies

