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The attached educational project, by Michael A DeRosa, entitled, Changes in Supply Chain Management approach with new work force of Millennial's, when completed, is to be submitted to the Graduate Faculty of the University of Wisconsin- Platteville in partial fulfillment of the requirements for the (MASTER OF SCIENCE IN INTEGRATED SUPPLY CHAIN MANAGEMENT) degree.

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A Paper

Submitted to the Graduate Faculty of the

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Michael A DeRosa

In Partial Fulfillment for the Degree of

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Changes in Supply Chain Management Approach with account of New Work Force of  
Millennial's

A Seminar Paper

Presented to

The Graduate Faculty

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In Partial Fulfillment

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Master of Science in Supply Chain Management

INTEGRATED SUPPLY CHAIN MANAGEMENT

By

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Year of Graduation - 2019

Changes in Supply Chain Management Approach with account of New Work Force of  
Millennial's

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Under the Supervisor of Professor Mary R. Bartling

**Statement of Problem**

Recently within the past 15 years, there has been a generational shift within the work force from the Baby Boomer generation to the new and soon to be the majority Millennial. The new Millennial work force has a strong stigma of entitlement and job shopping. The Baby Boomers are easily turned off by this stigma and often confrontations arise, thus limiting adaptation within the ever changing climate of the SCM field.

**Methods and Procedures**

This research and evaluation was comprised of three surveys: Gallop, APICS, Peerless Research Group and numerous educational publications. The highlights of the surveys were introduced and evaluated and the publications were summarized to fit the theme of the research.

**Summary of Results**

The supply chain had its roots starting around the early 20<sup>th</sup> century with the birth of Fredrick Taylor and his desire to improve the processes to accommodate the times effectively. Like Taylor in the birth of the industry, modern day supply chain as well as businesses alike are having to adapt to a shift of sorts to be more primed to handle challenges.

Within this paper, you will be introduced to the need to adapt new business and leadership approaches to account for the influx of a new generation entering the workforce the Millennial. Understanding and applying effective approaches are going to be needed in order to one, bridge

the gap of exiting Baby Boomers and two, better prepare the business to function with the new mantra of the Millennial.

It was apparent at times within the research that the Millennial can be misunderstood leading at times, to the incorrect stereotyping and animosity within the prior generation the Baby Boomers. One thing was clear and consistent across all points in that within the next 30 years, the Millennial will be the majority and without a clear path and understanding they will constantly be looking to abandon ship before it even sets sail.

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## I. INTRODUCTION

### o Statement of the Problem

The supply chain has seen many transformations through the years in regards to technology, processes, people and resources that have played their fair share to challenge resolution. Adapting to change is a requirement that we must all face if we are to succeed. One main challenges presenting itself across not only this industry but the whole world is generational shifts of employees within the organization. In particular the shift from the majority of Baby boomers to Millennial's.

Supply Chain management roots began in 1911 with Fredrick Taylor (father of industrial engineering) and his research on improving the manual loading process (Flash Global. 2016). It was during this time, that the need for mass amounts of supplies needed to be moved across continents to supply war fighting efforts. Throughout WW2, the US shipped 17 million tons of cargo to the UK to include: 800,000 pints of blood plasma, 125 million maps, a replacement rail network, cigarettes, toothbrushes, and prefabricated harbors. (Kiger. 2016). Had the US not had a robust system for moving these supplies, the outcome of the war could have been different. As time went on, the "unit load theory" became increasingly popular as the need to take advantage of space was apparent. Palletization or the effort of storing and transporting material on a pallet developed as a necessity for the war fighting effort to move more efficiently. In the 50's, trends carried over to the transportation management business and techniques once used for pallets were now being used to pack, store and ship these articles more efficiently. Materials during this decade were primarily transported via rail due to road, sea, and air infrastructure not yet being established. At the turn of the decade however, a new trend started to emerge both with materials being needed quicker as well as a breakdown of freight for record keeping purposes and short term storage.

## Evolution of the Supply Chain and Millennial Impact 2

In the 60's, the trend of warehousing took off with additional help from the academic world as well as the new council of Physical Distribution Management (Rashid. 2000) It was soon realized with the addition of computers that material could be catalogued or stored efficiently for pick up at a later date. The Storage of large amounts of product in these warehouses rather than in the production facilities freed up manufacturing space needed for assembly lines. Additionally, the computer also opened doors to more efficient transportation lanes enabling customers to get their products quicker allowing a quicker inventory turn.

When the computer industry started greatly assisting SCM take off in the 60's-70, it caused a pondering question as where companies needed to invest resources and money. Starting in the 80's the need for a more refined core competency was needed to stay competitive. Seeing this new computer era being both beneficial as well as costly for the field of business, companies needed to determine a best path. As a result of business restructuring, firms starting outsourcing Supply Chain Management, to specialized companies within the field. Outsourcing, Supply Chain Management, allowed businesses to focus on what they already knew and had refined and the SCM disciplined companies to do what they were familiar with reducing the cost burden on starting a new area of business practice. In the era of refined business practices, companies started developing relationships with their other entities creating synergy within a tight knit circle (Metz. 2018). The flourishing companies of the time understood the need for a more intricate approach for enhancing their business. Establishing these new partnerships and relationships were vital to keeping costs minimized and product flowing across entities efficiently.

In the 90's, a new computing software was introduced ERP (Enterprise Resource Planning). Some of the many new benefits of this new ERP systems saw reduction in cycle times of product movement, availability of global outreach, more ecommerce and more data processing (Rashid. 2002). The new IT software not only encompassed the business but also the suppliers

allowing a real time view for all articles moving through the system at any given time. Having a real time view and the ability to maneuver products saved millions allowing for split second changes as needed based on customer needs or wants.

- Purpose of the Study

As will be discussed, the new generation wants more options and quicker product availability than ever before. Progressing further into the 21<sup>st</sup> century, some of the same challenges will need to be addressed to continue efficient progression of the field (Reduce expedite costs, Improve employee throughput, Keep employees engaged and finally Decrease inventory) (Cerasis. 2018) Leaders and industry employees will need to realize that there is not just one encompassing generation and instead shift focus on integration and application of both views to allow for greater results.

- Significant of Study

All throughout history, whether it be people, machines, or technological advances the industry would not have moved at all without the most apparent and important denominator of people. Imagine the programmer not waking up one morning and a virus hits the mainframe of one of the pick and pull systems at Amazon. How many people are affected by one person not showing up for work one day? Let's leave out the people and money lost. Computers advance, processes become more efficient, and speeds increase. However, none of this can be done without people working together to research, solve, and mitigate problems prior to them shutting down one of the largest ever online retailers. People every day interact with each other to determine shippers and carriers something a computer cannot do. People provide inputs to computers needed to change direction of parcels or products which allows consumers to get access to their goods and services quicker than ever before (Daniels. 2017).

- Assumptions

The rise of a global network requires people from all degree paths, industry backgrounds, generational times as well as those versed in multiple different economies of scale, to work together toward a common goal. The SCM professional of today might not have a degree in SCM but one who may have risen from the ranks or ventured from different areas of the business. With the ever changing supply chains, it is essential to become multifaceted in multiple areas of the business to be able to avert the next crisis as they are not as black and white as of the days of old. An example that comes to mind, is the constant trade issues with overseas partners. It has long been established that goods produced overseas in Asian markets are cheaper and more affordable to manufacture thus reducing the cost to the consumer to purchase it. While it may be cheaper to make, sell and purchase, what is the whole impact. One is the cost of outsourced jobs. Jobs leave the US, taxes-on income leaves, thus leaving a gap in potential funding for new infrastructure and people out of work. Thus, some of the outsourced manufacturing jobs are returning to the US to be made. The supply chain professional must be versed in the economic impact as well as be versed in communication skills needed to make tradeoffs and compromises.

### o Delimitations of the Study

Moving forward with the people aspect of SCM as well as business as a whole one needs to understand that differences in generations affect the business. The baby boomer grind it out until the mission is accomplished is no longer the norm. The millennial come as you are leave when the clock hits five is the new up and coming trend that businesses need to prepare for. A recent video posted by Simon Sinek gave some insight on the new generational shift of the millennials. While I do not agree with everything, there are some points to note. Some of which included: Participation ribbons, sense of entitlement, you can have anything you want, ineffectual parenting, and ineffective communication caused by social media interaction (Flewelling. 2014). Speaking from my experience leading millennials, their self-entitlement

attitude has caused much animosity within the work environment leading to unrest and unofficial barriers being created between generations in the workplace. These millennials need constant reinforcement on everyday tasks at times to see the task through to completion. This has been caused by ribbons at events once only awarded for winning and now being awarded for just showing up. In the SCM field, tasks once comprised of finding just the cheapest carrier has evolved into let's find the cheapest carrier who also provides route updates and the lowest emissions to win a bid. Point being drawn that it's not just showing up any more that gets the job done. Getting the job done is putting in the extra hours, detail orientated, and communication across oceans and interpersonal skills that the millennials are lacking.

Millennials have an advantage over their baby boomer counter parts, in that they possess a greater knowledge of technology and innovation. The devices of today allow the millennials to do what used to be done only in offices anywhere in the world. Cell phones of today allow up to the second updates on shipments, production runs, and even visual displays of factories in real time. The new generation can act quicker in response to rising developments via these new devices limiting down time.

- Methodology

Moving forward in the SCM, (Supply Chain Management), realm, will take some innovation and modification to current and past practices. In a recent study by *Spend Matters*, 81% of the respondents stated that the field is old and set in its ways (DeStefano.

2018). Generating or adapting new principles requires buy in and brain storming. The millennials are a generation of education with a plethora of data at their disposal for adaptation into new paths forward in the discipline. Momentum for this push will only be sustained should both parties be willing to give and take on important issues and collaboratively work on blazing new

paths. The field of Supply Chain Management like the decade's preceding is always going to be changing and modifying. Only the willing and mature employee groups will be able to tackle these problems and present improvements for the customer to benefit from. The baby boomers have a, "go get them," attitude that when compiled with the technological savvy millennials can overcome any obstacle laying in their paths. Where both generation's struggle, communication and interpersonal skills will be needed to look past little disagreements and focus on the larger ideology of ONE COMPANY.

## II. REVIEW OF LITERATURE

### o Role of the Millennial in the Workforce

In a recent Gallop survey, Millennial turnover cost the US industry as a whole 30.5 billion annually (Emmons. 2018). Of the population surveyed, only 15% of the professionals within the SCM field have 15yrs or more of experience (Daniels. 2017). Good movement across the world has become more and more important as our population expands and grows. Having the other 95% of the population fall within the millennial group, creates a huge shortfall in available workforce talent. Additionally and possibly more important, is the greater financial risk that it puts on the industry to train/ retain. While improvements have been made over the past century to continue moving the field in the necessary direction, generational amalgamation has only recently been looked at for opportunities of improvement. Understanding this new generation and being able to interweave them into an already established workforce is essential for the supply chain field to continue moving commodities across the planet. Specifically, being able to have the two group's assimilate with each other to generate new advancements would create endless possibilities.

This review will focus on the absorption of Millennials within the industry and discuss challenges that will be encountered with the existing work force. Millennial presence in the work force is expected to climb to over 75 % by 2030 making it largest ever of a specific generation (Emmons/ Gallop. 2018). Understanding generations and having the ability to weave Millennials into the existing workforce to accomplish goals will be the next biggest challenge facing SCM. Why this group is so vastly different than their predecessors and what motivates them? With stability, the workforce gets more efficient allowing opportunities for improvements. The Millennial workforce however, is not stable like their baby boomer ancestors and do not remain at the same employer or job for extended periods of times. Of the surveyed, only 1% responded that they have 10 years or more within the same company. With the past generation, it was rare to see professionals jump from company to company as frequently as seen today. Lack of engagement, entitlement, an interest only in money not company mission, prior generation leadership values and lastly and most importantly being in a job that has meaning are just a few reasons why Millennials are not loyal. Not engaging or understanding motivating factors for this new generation could significantly impact growth and advancement for years to come within the field.

In research done by *Daniels 2017*. A plethora of data was collected and analyzed on how the modern day Millennial engages in the work place. The research included almost 700 respondents through an email invitation link to the survey. It is observed that this generation is one that vastly differs from their predecessors. Research suggests, that some of the stigmas associated with the millennial generation are true while others are not. One of the main differences between boomers and their counterparts is their desire for advancement. Research shows that a top requirement for millennia's is advancement, ranking nearly at the top with 40% of those surveyed (Peerless research Group. 2017). Baby boomers on the contrary have been

shown to be more in their business for the mission. Why is this important? The data has shown, that when millennials do not sense there is room for growth within their company or business unit, they would be more inclined to move on instead of stick it out like their counter parts thus adding to the staggering monetary value communicated above to bring in and train new talent.

Tapping into the advancement area, the top challenge was again the need for a clear path of upward mobility. This generation has not been shown to be happy with establishing themselves and digging into their role long term. Millennials need to know how to and how quickly they can get to the next step. Baby boomers of the past generation were happy to be employed and put food on the table for their families. The field of supply chain requires dedicated employees who are able to work within teams to solve complex long term challenges. If this group is not explained to on where there next step is, it is likely they will jump ship prior to the ship leaving port. While this study goes into detail on challenges and different areas within the field, it did not address suggestions or evaluations on how to remedy or prevent consistent frustrations.

Recently, Gallop concluded a survey *How Millennials Want to Work and Live*. In it, some common themes and differences presented themselves. Unlike the previous study and research, this article goes in-depth not only with the findings but with data driven opportunities for improvements. As the supply chain evolves and the baby boomer workhorses begin leaving the workforce due to retirements, will the Millennials take up the challenges present in the workforce? Gallop found that only 29% of this new generation is engaged at work compared to their counterparts reporting in at 45%. Some reasons discussed that cause this low number are lack of one on one meetings with direct managers, regular feedback, and ongoing mentoring and recognition and praise. Additionally, research done within this study shows that this generation has the highest not engaged crowd coming it at 55% compared to their predecessors at 41%.

Unengaged workforces have shown a tendency to underperform compared to their opposite engaged workforce. Engagement at the lowest level of leadership can increase opportunity for success and profitability. While one way this is negatively looked at is that this new generation just wants more and more, they are entitled and constant job hoppers.

However, should time and effort be taken to engage and mentor both the new generation and established generation, the possibility can exist that the longer tenured employees of the past might slowly start to reemerge. This research like the previous, while descriptive and detailed fails to draw connections on cross collaboration between the two generations and how to combine approaches for improvement. While both generations like feedback and mentoring from their managers, I would like to have seen how engagement is affected at the peer to peer level and how to leverage that for benefits to the whole organization.

A survey conducted by *Best work, Inc.*, 71% of Millennials are expecting to leave their current organization in the next two years due to being unhappy with how their leadership skills are being developed (Best Work, Inc. (2018). Furthermore, what is alarming with the proposed intuition of the author is that they will soon be filling every leadership role at every US business. “The Multi-Generational Leadership” survey was conducted over a vast amount of industries in the United States. Of those surveyed, 83% of the 5,771 respondents said they are Millennials managing Gen X and baby boomer professionals (Emmons, M. 2018). If employers do not start to take attention and develop this new generation within their respective organizations, two things will happen. One outcome that we will start to see is departure of the work force making up a large majority of the business leaving both void in the ranks as well as extra investment recruiting talent to backfill the organization. Additionally, the more important and vital problem needed to be solved would be the business collapsing due to lack of available manpower. Some ways that have been brought up in this survey like others is vested attention being paid to

developing communication skills, small talk, listening skills and character building. When time has been paid to this upcoming social class, it has been shown to deliver results and elevate the business.

In a study and analysis done by (APICS, 2017) 81% of respondents feel that they can make a difference within the field. This research was conducted on 670 respondents working within the field of SCM being between the age of 22 and 37. The Millennial generation will totally change the face of business. Management's top priority should be in adapting their styles to more closely resemble this new workforce to tap every ounce of potential. This study drew special attention that education has become more and more prevalent both in leadership levels as well as the individual contributor. The greater emphasis on education taps resources that were once not available to the previous generation of workers. Over 60% of the millennial group reported that they have a degree compared to the 45 % of the previous generation. With increased attention paid to education, comes closer ties to cutting edge resource and data availability available for immediate utilization within the business. The millennial generation unlike their baby boomer counterparts seek not only the upfront education but want constant training beyond. 73% of the population stated they took the classes due to potential advancement opportunities. The stark number here falls right in line with the perception that millennials want to constantly elevate and move up unlike their hard working-baby boomer counterparts. Continuing to foster and grow these young millennials will only provide endless growth for the individual as well as the business. The millennial generation is not disappearing anytime soon unlike their counterparts the baby boomers. If anything, they are in an opportune spot for what they are perceived to want "upward mobility". With the large population of baby boomers set to retire, it would behoove leadership to work towards knowledge transfer and promoting value in each generation to allow for a smooth transition of generations. The APICS 2017, research was

very detailed in all areas evaluated. The only area of the study that I felt could have more attention paid would have been to the area of diversity and opportunities for improvement.

- Effectiveness of Research

Throughout all three research studies, (Emmons. 2018), (Daniels. 2017), (APICS. 2017), the majority of the data focuses on engagement and how the stereotypical millennial needs to be catered to. One area that all three studies point to is that when any generational employee is engaged, results are improved. Within the supply chain, it was highlighted more often than not that the new generation wants to make a difference and has the tools to do it. It is essential to note that this generation, (Millennials), are educated far beyond their predecessors and feel that education is the back bone to the success and growth of the company. Another category that all three seem to paint the picture for is increased time with leadership for mentoring and consistent feedback. It was shown that when employees receive regular feedback and one on one time with their manager they are more likely to be productive and engaged. While there were significant areas to focus on, only one study really nailed ways to improve the SCM field and employee engagement. It would be interesting and important to focus some attention on successful integration of Millennials with baby boomers and a knowledge transfer program. While Millennials have been shown to be resilient in finding new and innovative ways to solve complex problems, how much time is wasted due to reluctance to ask their seasoned counter parts questions to improve their work performance? It was shown that by 2030, 75% of the work force will be the Millennials. Having such a shift of knowledge could put the SCM field in grid lock without the necessary skills and processes in place when the baby boomers retire.

### III. SURVEY METHODOLOGY

- Participants

While still in its infancy, the Millennials impact to the workforce does not have extensive data to scour for evaluation and practical situational application. Of the applicable material, the majority of the information was collected from informational websites, news articles, case studies and surveys of respondents ages 21-59 within the field of supply chain management. The age's ranges between 21-59 years old are the age ranges predominantly working within the workforce across all industries. While the area being evaluated within this paper is the field of SCM, the data can be found useful across all disciplines and industries for a more progressive efficient approach to enhancing work place culture and engagement and diminishing culture degradation within the organization.

- Instrumentation

The few surveys that were performed actually provided meaningful output and understanding of portrayed behavior. Additionally, certain stigmas were removed from the stereotyping that has been inaccurately labeled upon this generational class causing heartaches within organizations. Data provided by the surveys that were reviewed were from Gallop and APICS that gave the majority of the insight needed to make an informed decision on how to approach, apply and possibly sustain through the transition years upon us. This generation aged 21-35 will overtake the work force by 2035 completely (Emmons/ Gallop. 2018). Having a more extensive understanding and keys to combine and both generations (Baby Boomers/ Millennials) will allow great cohesion and less disruptions that take the focus off the main goals of the enterprise which is furthering the business. Overall, the surveys seem sufficient in data collection and all seem to be asking valid questions to poll the respondents. One thing that I would have like to have seen

added would have been more questions geared toward inner workings of working across generations.

#### IV. ANALYSIS OF THE SURVEY DATA

##### o Comparison of the Surveys

Across all surveys listed above and additional sources, it can be said that attention needs to be paid to generational differences within organization where it relates to engagement, moral, work life balance and flexibility. In a global survey done by Ernest and Young, one third of workers in eight countries say that work- life balance has become more difficult with younger Millennial's saying they are hit the hardest (Ernest and Young, 2015). A common theme of this generation that has vastly differed from their predecessors is their willingness to work until the job is completed. We are seeing more often that the new generation is wanting flexibility with work assignments and being allowed to work from home due to being a dual source income family with children. Within the SCM field, it does have the luxury of having mobility and flexibility in work locations that allows more work from home situations. Unlike other industries, a SCM professional can conduct a lot of their work from technology and do not need to be confined to the office. In prior generations, it was more common that one partner stayed home. As stated above, this is starting to be outside of the norm and business must adapt or find themselves with other challenges when people are unable to be at work. Below in Figure 1, you can see the top three things motivating this class. Both reason one and two are common to other studies.

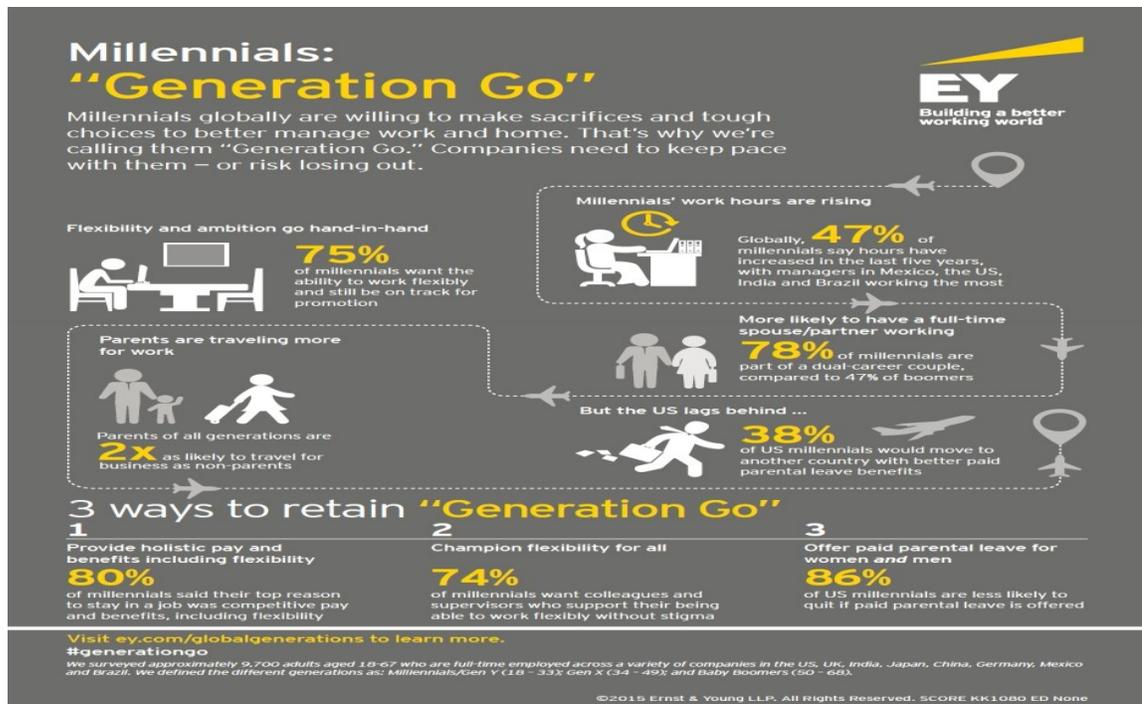


Figure 1 Millennials "Generation Go" by Ernest and Young 2015

Like the figure above, Figure 2 from APICS below varies slightly however is right on par for similarities in regards to top things motivating this generation versus their predecessors. As represented, when this generational group feels they have an unclear path or lack of upward movement, they start to look elsewhere for employment. Sadly, it appears that it can be resolved by a few of the suggested tactics of more one on one feedback and frequent communication. Another important finding to note is the frustration with lack of knowledge transfer and training. One of the main points that is communicated and causes organizations to struggle is cross training and knowledge sharing. With the Baby Boomer and Millennial generations in particular it is apparent that attention needs to be focused sooner rather than later on how to improve communication amongst these group to insure the survival of the business. Within the next six years, the Millennial will be the dominant group within the business world and should knowledge sharing and tribal knowledge not be shared, the business will be struggle to survive.



Figure 2 Millennials in the Supply Chain April 2017. By Peerless Research group

At times, it is believed that money is generally a top motivator for employees while at work and this is the most viewed tool to keep employees at their current company. However, as can be seen and has been evaluated leadership and work life balance play more of an important role at least in the Millennial generation. All surveys that are presented within this research do state in-depth that there is a vast difference in how Millennials and the Baby Boomers intertwine within the business segment. What is common though is that the majority find the same principles important to them. Those important virtues are: more one on one conversations, frequent feedback, and more flexibility when it comes to how and where they perform the work. In review by Best Work Inc. they found that sitting down frequently with leadership as a team and enjoying food was more rewarding than receiving monetary rewards (Best Work, Inc. 2018). The simple sit downs and reflecting on success has shown in surveys to be far more valuable than money rewards. The new Millennial wants to be seen, heard and valued much more than the baby boomer. Playing to these apparent and frequently represented desires and triggers only opens opportunity for managers and workers. Adapting to the times has been somewhat a requirement of managers and leaders since the beginning of time. In all segments of business, the leaders is

constantly been required to adapt and overcome to achieve targets placed in front of them.

Today's newest challenge facing the leaders of tomorrow adoption of generational views and how to blend the workforce effectively.

- Constraint Effects

One of the things that is less frequently discussed across all data collected and analyzed is how to adapt the findings into making modification within the business or industry. While common themes may be apparent and continually arise throughout those surveyed, it would be beneficial to offer some guidance on how certain methods or tactics have been tried in real world situations to improve outcomes and limit reoccurring negative responses or outcomes. While the data collected provides insight and understanding on motivating factors of this new generation, I find it lacking in possible practical application due to only the recent focus being devoted to it. However, organizations would benefit by collecting as much as is allowable to enhance and increase their global presence.

## V. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

- Summary

Over 100 years again, Fredrick Taylor (father of industrial engineering) through his research on improving the manual loading process (Flash Global. 2016) kicked off one of the most important industries, the movement of goods across borders. Mr. Taylor in his era like leaders in the SCM field today was adapting and propelling change needed to accommodate the needs and desires of the business to continue to move the discipline forward without hiccups. Since then, innovations have come and gone and attention has shifted between process improvements, technology, people, and resources. The newest and greatest feat poised to the industry and global economies is the great shift of generations within the work force. Time and

time again leaders and business have faced challenges in every area and are required to adapt and overcome. Sadly, data can be gathered and new techniques can be plug and played and more often than not issues are resolved. When it comes to people however, no one trick works and is repeatable.

Over the course of time, processes, resources, and technology can be improved. With people, many variables come into play in motivation, sustainment, adaptations and work output. While the majority of the research points to similarities and challenge areas, few touch on consistent approaches that have yielded desired results due to only recent attention being focused on the generational shift in available manpower. A difference with the SCM field compared to other areas of industry is that most of the work can be performed remotely allowing greater flexibility in work locations and telecommuting. Flexibility has been shown to be a top motivator for the Millennials compared to their counter parts the baby boomers (Emmons, M. (2018)). When companies and the industry look at what works best for the individual in terms of key triggers or motivators, the desired results have been shown to be produced. Most of the research was concluded on demographics of varying race, ethnic, sex and cultural backgrounds on populations of more than 700 people or more in the past five years allow for relevant understanding of current climate. Based on experience within the industry, the data set, questions and population provided relevant information to the readers. However, they all lacked a few things in challenge resolution and application. One thing that was not consistently discussed was applicable feedback on the findings in which to allow the organization possible solutions to the challenges. While some provided insight on possible areas to modify or adjust, based on the infancy of the attention being paid until recently it is hard to determine what works and what needs more attention and understanding. Two big personas associated with Millennial's verses

their Baby Boomer counter parts are represented in Figure 3 below in that they are job hoppers and have a poor work ethic.

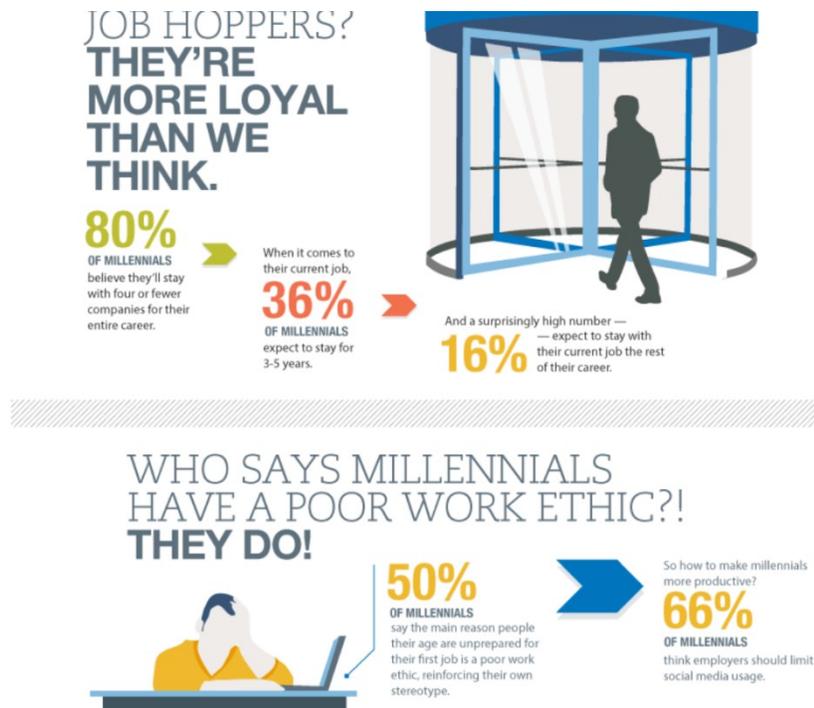


Figure 3 Millennial Minds, November 11<sup>th</sup> 2014 by Bentley University 2014.

This research performed by (Bentley University, 2014) actually shows what the other surveys have pointed out and gives the reader a possible solution improving or modifying the behavior. In the above survey excerpt, the stereotyped association that Millennials are not as strong with their work ethic is put to paper. The data set agrees however that while they do have poor work ethic, a way to counter this is limiting social media availability. Millennials unlike their counter parts the Baby Boomers are addicted to social media which causes distractions while in the work place, leading to decreased output. Data collection for the most part was easy to obtain based on what is available due to the recent interest on the topic.

o Conclusions

The supply chain like any entity is constantly changing and evolving based on the employees and consumers that feed and nurture it. With continued attention and focus on people and making their lives more meaningful while on the job, the discipline can flourish. It was shown time and time again by (Bentley University, 2014) that while perceptions might be correct there are ways to modify and correct behaviors. Additionally, (Emmons, M. (2018) showed an abundance of different areas in which motivating factors can be focused on to improve work results and employee retention within the specific business. As the new generations roll out, focus will again shift and the SCM field will again adapt. Amazon is a testament to how well it evolved their supply chain to adapt to the millennial approach to shopping. Amazon centered its whole company on online marketing and have taken a sizable bite out of the old way of shopping inside of stores. Who will be the next company to take the reins? One of the most important aspects realized is that the world will continue to turn regardless and it's vital for teams to effectively work together to achieve goals. If current leaders do not utilize current data and continue to collect, analyze and apply they will be left behind and as the Baby Boomers depart will be climbing out of the hole instead of filling it in for new foundations to build upon.

o Recommendations

In my current organization, I feel they are doing a well thought out approach to integrating, adapting and evolving cultures and disciplines in the workplace. I feel that other organizations should adapt the following to see increased success. Company X does annual climate surveys to gauge a set of inputs and then disseminates the findings with the team. The individual leaders of the team then are required to make action plans to improve challenged/struggling areas and have deliverables throughout the year. Additionally, all new employees are assigned a mentor in which they meet bi monthly to go over happenings and get assistance addressing questions about their work life. In doing this, they get their view evaluated and are

given another perspective on how it might be viewed by others so there is growth and back and forth communication happening on a regular basis. If any one thing stuck out in this research, it was the communication channels need to constantly be moving and free flowing. The times of past of only seeing your leader if there was something wrong are long gone. The times of consistent sincere feedback are upon us and should be adhered to sooner rather than later to increase the chances of success. Lastly, our organization has many different ERG (Employee resource groups) groups in which the employees can relate their specific interests to inside and outside of work to ease their transition into the workforce.

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