

# THE SUPPLY CHAIN TALENT SHORTAGE: FROM GAP TO CRISIS

The supply chain talent shortage is quickly escalating from a gap to a potential crisis.

“For every graduate with supply chain skills, there are **six holes to be filled** and it could be as high as 9 to 1 in the future.”

**Jake Barr,**  
CEO of BlueWorld  
Supply Chain Consulting



In some countries, **up to 33% of the supply chain workforce is at or beyond retirement age.** The **backfill pipeline** cannot satisfy demand.



According to a DHL survey of 360 industry professionals, **entry level** people are easily found. **Middle management is harder – 46% report a high level of difficulty.** But **73% rank executive level most difficult.**



## JOB REQUIREMENTS ARE CHANGING – SIGNIFICANTLY



The supply chain talent pool is **not keeping up with changing job requirements.**

### TODAY'S IDEAL EMPLOYEE:

Has **tactical/operational expertise** and **professional competencies** such as **analytical skills.**

**58%** say this combination is hard to find.



### TOMORROW'S IDEAL EMPLOYEE:

Has **tactical/operational expertise** and **professional competencies, PLUS:** **leadership, strategic thinking, innovation and high-level analytical capabilities.**



## SUPPLY CHAIN IMAGE FUELS THE SHORTAGE

Supply chain as a career has a **lackluster image.** Nearly **70%** of respondents say “**perceived lack of opportunity for career growth**” and “**perceived status of supply chain as a profession**” have a **high or very high** impact on **talent acquisition and retention.**



**Companies themselves may be part of the problem.** Only **25%** of participants say their company views supply chain as **equally important** as other disciplines.

### THE GOOD NEWS

Leading companies are taking steps to **solve the problem.**



**65%**

encourage **professional development**



**44%**

are creating an **adaptive, flexible work environment**



**34%**

provide **clear opportunities for career growth**



**32%**

have established **job rotation programs**

### THE BAD NEWS



**33%**

have taken **no steps** to create or feed their **future talent pipeline**



**42%**

have no talent management strategy to support their needs over the **next three years**

## THE LONG-TERM SOLUTION

What should companies offer to attract and keep talent for the long term?

