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## Strategies for the Implementation of Supply Chain Internships: A Case of Meaningful Boundary Spanning Relationships

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**Strategies for the Implementation of Supply Chain Internships: A Case of Meaningful  
Boundary Spanning Relationships**

**by**

**Derek Mitchell**

**Advisor: Dr. Donnie Williams**

**An Honors Thesis in partial fulfillment of the requirements for the degree Bachelor of  
Science in Business Administration in Marketing and Supply Chain Management.**

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Fayetteville, Arkansas**

**May 14, 2022**

## **Purpose**

The purpose of this work is to develop an understand of rationale behind internship program structure. Using ethnographic fieldwork and interviews conducted at Company S, I looked in depth at the company's 2021 logistics internship and the rationale and outcomes of the business strategy they employed of assigning interns to the most strategic business account.

## **Overview**

An internship is a short-term work experience in which students receive training and gain practical experience in their career area of interest (Sanahuja Vélez & Ribes Giner, 2015). Internships typically have four distinguishable characteristics that include: a certain number of work hours, paid or unpaid work, possibility of academic credit, and the work is overseen by a corporate employee and/or a university representative (Gault et al., 2010). For this case, Company S offered an internship as we worked roughly 20 hours during the academic months and 40 hours during the summer months. We were paid a starting wage of \$16.25 per hour and our work was overseen by a corporate employee. The University of Arkansas also offered academic credit in the form of two different classes for this internship as well. 76.3% of employers prefer to hire students with experience. The supply chain field has become more complex which requires new talent than what was required in the past. The need for an effective internship, in which students, companies, and academic institutions benefit is growing as the business world is demanding valuable work experience and the overall nature of the supply chain industry has evolved (Dubey & Gunasekaran, 2015).

The overarching goal of the research is evaluating the structure of my internship and identifying an internship model that creates meaningful, beneficial opportunities for students, creates a talent pipeline for companies, and establishes experiential education opportunities for academic institutions. The interns were assigned to the company's largest, most important account which makes this an interesting case. Interns covered nearly 4,000 loads which resulted in a total revenue of almost \$13.5 million (Appendix B). Once the structure of the internship program has been evaluated, the specific goal of this research project is to create a supply chain internship model that is mutually beneficial to all parties involved.

## **Methodology**

I conducted an ethnographic case study of an internship at Company S, a produce supplier and logistics broker in Springdale, AR. I interviewed 15 selected individuals that were in contact with and impacted by the internship program. These individuals included the interns themselves, logistics coordinators, sales team members, brokers, and management. See Appendix C for interview questions. Individuals were selected based on their personal involvement with the internship program varying from very little to heavily involved day to day. The interviews ranged in length from 10 minutes to an hour heavily depending on the individual's involvement with the program. General questions were asked to each individual while specific questions were personalized based on the individual's relationship with the internship. i.e., asking sales team questions about the sales team relationship with the internship program. I used probing questions to learn more about certain topics such as "Can you tell me more about that?" and "What was an example of that?"

In addition to the interviews, I was embedded within the company as an intern for one year. This enabled me to experience the internship program to its full extent. Being an intern

allowed for me to fill in potential holes in interviews and connect interviews while providing my own experience

## **Company Background**

Company S, began in the 1930s and has been strictly a produce company for the majority of its history. When Lester W. bought the company in 2015, he asked the employees what they needed for the company to grow, and they immediately said computers. Before 2015, Company S did not have any computers and used wall boards and other means to do their job without technology, so the company has been rapidly playing catch up to the rest of the industry in terms of technology. Overall, Company S has been very influenced by the older employees at the company who have been against change. One employee said this about their time at Company S, “It was very much old school, if you will... since I’ve been at Company S, I would say we’ve had growing pains ... but we’re heading in the right direction.” Additionally, around 2015, Company S began to heavily invest in the development of a logistics department with the goal of becoming a broker for other companies as well as lightening the workload of their sales team so they could focus solely on sales rather than transportation.

The produce account at Company S is a “monster” and year over year provides challenges for the logistics team due the volume of the account and sensitivity of transporting produce. From 2018-2022, the produce account manager position was a revolving door because of the stress and pressure during the produce season. Company S has never had interns in their logistics division however, the internship was wanted by Company S to “fill the need for our produce side of business.” The interns would provide support to the account manager and the entire logistics team. One member of the logistics team said, “I think just internally without [the interns] last year handling produce we would not have been able to do it.” Moreover, an internship would provide a learning experience for the interns for them to grow and that was a primary goal of the internship. The program would also give an opportunity for the company to involve students that were new to logistics and give them experience. Students would also be able to use the experience to help with future career decisions. By having the real-world experience, they can decide if they like the company and industry and begin to envision their future based on their experience rather than simply academic curriculum.

## **Recruitment**

With the business strategy of placing the interns on the largest account, Company S began to look at recruiting interns, with the goal of recruiting four interns. Company S’s recruitment was headed by the Vice President of Logistic Sales, who had to fill the role of HR due to internal changes and had limited recruiting history. The first step in the recruitment process was to attend the University of Arkansas Business Career Fair. The career fair is easily accessible to students. Additionally, the career fair gives companies the chance to interact directly with students rather than the student reading about them online. However, smaller companies are sometimes overlooked and shadowed by larger more prominent companies at career fairs. Company S’s efforts at the career fair produced one intern after the interview process. The intern chose to follow up with Company S and apply after the career fair because “they seemed authentic, and I liked the idea of like more of a local feel than like a giant corporation.” From there Company S turned to a referral strategy with this intern and used them to recruit two other interns with the fourth intern coming from the daughter of an employee within the company.

## **Intern Types**

While recruiting, Company S was focused on diversity within the intern team. The main attention was aimed towards the interns and their ability to collaborate with each other and was not focused on “a certain personality type.” In retrospect, everyone I interviewed viewed certain characteristics as helpful in the internship position. One of the most popular characteristics or qualities was “tenacity” or someone who is “very driven.” Especially with most internships in the supply chain industry, this quality is important because of the fast-pace and dynamic nature. The nature of this industry creates other desired qualities in adaptability and ability to communicate clearly. Throughout the internship Company S experienced interns that had a lack of commitment and weak desire to learn and grow. One of the interns made the decision to pursue another opportunity and left Company S four months into the internship. This led to increased pressure on the remaining interns. Another intern did not express interest in fully engaging and taking on the responsibility in the role and rather viewed it as just a job and only needing to complete “a few tasks that they're comfortable with, and it doesn't really help us nor them to grow.” Conversely, an intern who is eager to learn and are “interested in learning and broadening their education” as well as committed to the job. The interns that developed a passion for the job and were hardworking made the largest impact on everyone involved in the internship program. Company S helped to create this passion by placing the interns in areas where they thrived. These decisions were made by observing the interns’ abilities over the first four months of the internship. This led to more successful position assignments as the interns were able to complete the jobs that they were more skilled in.

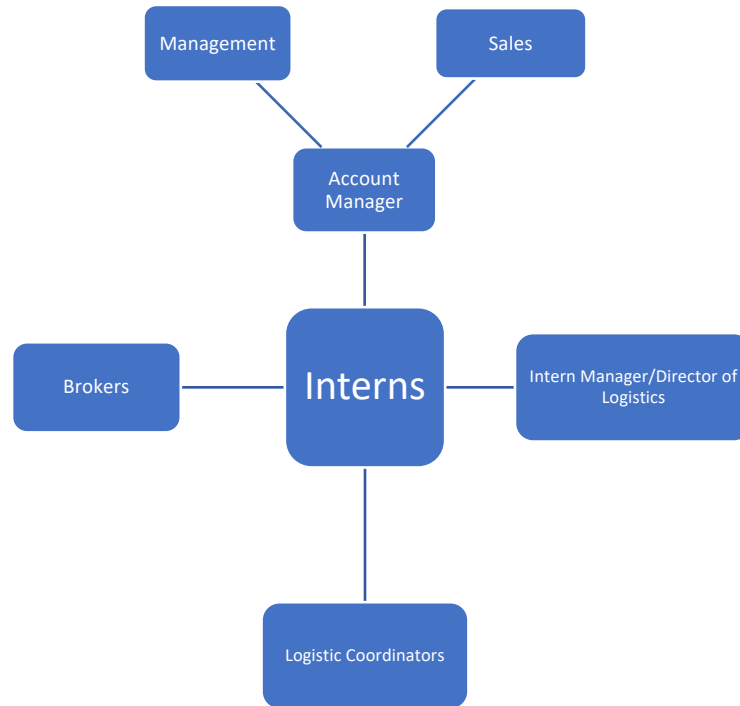
## **Structure**

The structure of the internship is very important. Without a clear, defined structure, the internship program will struggle to flourish and reach its full potential. A mutually understood structure of internship expectations as well as a set day-to-day schedule would help immensely. In most cases at Company S, there was not a clearly understood expectation of the interns since they were often times left without direction. The main takeaway I had from the interviews and my experience was that a set structure that was established during the training period would provide everyone involved with a baseline for the program and would be able to manage expectations based on the set structure. When determining this structure, many felt that it would be important to work with the University of Arkansas to create a partnership that would produce a beneficial internship structure. This partnership would allow for Company S to understand how they could structure the internship in a way that would be able to build on the academic work the university had already taught to students. Through this partnership and desire to work together, the potential impact on the interns would be significantly higher.

In order to achieve this structure, several changes to the structure at Company S would need to be changed. Figure 1 below shows the actual communication flow of the internship program. At Company S, the manager of the interns fluctuated throughout the internship. In the beginning, the manager was the produce account manager. This was ineffective due the personal nature of the account manager as well as the required attention to the produce account and lack of free time to focus on the intern program. After the account manager left the company, the responsibility of the interns was moved to the Vice President of Logistics who did not have time effectively manage the interns due to the amount of work already involved in that position. A solution to this would be for one person to be dedicated to overseeing the interns with little other responsibilities or the ability to easily pause those responsibilities. This person has a more

personal, developmental focus on the interns. This person would also be the main individual that trains the interns. In the case of Company S, the person who spearheaded the training was not seen by the interns for the rest of the internship as they worked in a different department. Additionally, this position would conduct weekly check-ins and provide daily attention to the interns. This simple task would show the manager appreciated them and gave them attention as well as learn about any issues.

**Figure 1. Actual Company S Communication Network**



Another position that would be effective in the internship structure is a mentor position. At Company S, the mentor position was assigned, however there was not a clearly defined role of the mentor. This led to confusion among the interns on the relationship between the mentor and the interns. Additionally, the mentors selected for the interns were not in the same department as the interns which has potential to diversify the interns' learning, but instead caused the interns to not use the mentors to their full extent because it was too stretching to try and learn multiple departments at the same time. Additionally, the mentors chosen typically worked remotely which also made it more difficult for a relationship to form as discussions were conducted over the phone or video call. To be more effective, the mentor position would be different than a manager and would have a much more professional developmental focus. Mentors would not have as many daily responsibilities with the interns as managers and therefore could apply to anyone in the interns' department. However, these individuals must also be willing to mentor the interns. The interns would meet with a mentor each week to discuss ideas about the internship, plan for future in the internship and beyond the internship and discuss any concerns the intern is having. If able, having the mentor in the office where the intern can meet face-to-face with them is the ideal situation. However, in a post-pandemic world with

hybrid and remote jobs, this may not be a possibility. Figure 2 shows these positions in a similar diagram.

**Figure 2. Proposed Company S Communication Network**



Another vital part of the structure is the involvement of the interns in company meetings. In the beginning of the internship two of the interns had exposure to the sales produce meetings but slowly they were no longer included in those meetings. Interns should be involved in company meetings to learn more about the company they are working for and the different divisions of the company that may be affected. Additionally, this would help the interns grow professionally, especially if they have to take part or present in the meeting. Along with being involved in meetings, an important aspect is the ability, depending on company size and structure, to be exposed to different aspects of the company. Interns should be exposed to the different aspects of the company because interns would have the opportunity to learn about different aspects of business and become more informed on what background processes might affect their work and job. In the supply chain industry this is imperative due to the dynamic nature of a supply chain and the impact information can have in producing an efficient supply chain. This would produce more business-ready interns as they would understand the functions of an entire business rather than just an individual department.

The last part of the internship structure is to provide recognition for interns to feel appreciated rather than taken for granted. If the internship program is benefiting certain employees or the overall company significantly, the interns should be recognized for this effort.

## **Training**

Company S provided a training ‘boot camp’ for the interns which lasted three weeks. The training was led by the Vice President of Logistic Sales. During these three weeks, the interns were taught about the company, terminology commonly used in the transportation industry, how to negotiate rates, and how to use the transportation management system. After the ‘boot camp’ the interns were supervised over the next three months doing their daily tasks and able to ask questions easily and then were set free on their own in early May. However, there was a disconnect in how effective the training was for the interns. Management felt that the training had built confidence while the interns did not have confidence in themselves. “We were still in the midst of learning MercuryGate while were just thrown into the job.” The training was more of a trial by fire approach and was effective for only half of the interns. While two were able to adapt and learn the technology and strategy of the job under pressure and at a very quick rate, two interns struggled to adapt and were discouraged and overwhelmed often. An outsider to the training process described it as, “I personally think that they trained themselves, that was initially what I saw as the training method.”

The interns were thrown into a tough situation without proper training. Through the interviews and personal experience, I was able to become aware of solutions that would better equip the interns for their job. In the case of Company S, interns had virtually no job shadowing or example to follow. Interns could job shadow or train directly under the people who are doing the job the interns will be performing. This will allow the interns to see an example but ask questions, have discussions, and ultimately understand the reasoning for different procedures in the company. This will help the intern to understand the company and the overall job better which will lead to a more passionate and knowledgeable intern. Interns were also trained on a wide range of topics in the transportation industry but certain tactics should have been more heavily trained on, especially developing skills that the interns would use every day. An example of this is helping the interns buy and develop the relationships with strategic brokers on different lanes to not elevate the overall price. This would benefit the company by increasing profit and provide the intern with additional opportunities to provide tangible value to the company.

### **Challenges Faced**

Company S also faced multiple challenges that affected the internship structure and overall effectiveness of the internship. The biggest challenge was changing management throughout the course of the internship and its effect on the company and as a result, the internship program. The first managerial change was the produce account manager, who at the time was the manager of the interns, leaving the company in April which put pressure on leadership to find a replacement in a short period of time as produce season was rapidly approaching. This took place only a couple of weeks after an intern left the company for another opportunity. The account manager opening led to one of the interns being promoted to the position, leaving two interns to fulfill the responsibilities originally designed for four interns. Additionally, there was a change in early April in executive leadership and vision for the logistics division. When all of these changes happened the internship, the focus quickly shifted away from the internship program to changing policy and the vision of the company. The internship program was also left without a true manager. The lack of supervision of the interns and the unavoidable chaos of the produce industry resulted in the structure of the internship quickly falling apart shortly after. The next challenge was finding the right interns. There was a time constraint on the recruiting process which made it more challenging to find the right interns.



As a result, there were interns that were not committed and interns that did not have a desire to do their job duties.

### **Shortcomings**

Due to these challenges, the internship had multiple shortcomings. There were multiple goals of the internship were not reached. These were recognized by both the interns and leadership at Company S. The interns felt like there were a lot of broken promises and that the structure of the program was not constant. At the beginning of the internship, interns were assigned a mentor. The mentors did not do the same job as the interns which resulted in a disconnect and general lack of communication between the mentor and the intern because there was not job commonality. There was a significant lack of involvement between the mentors and the interns to the point where one intern could not remember who their intern was by the end of the internship. Another shortcoming was an end of internship project and presentation. Initially the interns were supposed to complete a project with their mentor throughout the year and present to the executives of Company S at the end of the internship and the best presentation would receive a scholarship. Over the course of the internship, this transformed into a “Journey with Company S” presentation of your experience and highlights from the year which dissolved into no presentation or scholarship at all. Interns were also put on back burner. This was a combination of the change in management and overall structure of the internship. As a result, the interns were just given tedious tasks instead of the work they were promised. The tasks typically consisted of the less desired jobs. The interns were lost in the shuffle of the produce season and given these tasks instead of actually learning or being involved in a new aspect of the company. A third shortcoming of the internship was being constantly shifted around in terms of job responsibilities which led to communication issues between team members and customers. Multiple customers expressed frustration because they did not know who to contact and even within the internal team at Company S there was confusion in regards to communication and where responsibilities lied because of the changing of positions.

### **Goals and Outcomes**

The goals and outcomes outlined in this section are the specific impacts had by the internship program at Company S with the business strategy outlined earlier in the paper as well as where the actual outcomes differed from the goals.

#### *Brokers*

The brokers were customers of Company S and helped to move loads that Company S was unable to book internally. Many of the brokers the interns interacted with had worked with Company S in the past while others had not. The goal of the broker-intern relationship was to have a productive, well-communicated relationship in order to benefit both companies. The brokers that had worked with Company S in the past felt that the logistics team needed support and appreciated the interns because they filled in the gaps. Not only this, but the brokers did not feel that the interns were less qualified than the full-time employees and actually preferred working with the interns because they felt that they were given more attention and the interns worked harder than most full-time workers. One broker said, “I preferred to work with you ... because you guys were the hard workers who were trying to earn your spot.”

## *Management*

The goal of the internship program for management was to release pressure from the management team and allow them to focus on and strategize the non-produce accounts at Company S. This was accomplished by the program because the main impact the program had on management was the program allowed for managers to spend time working on other tasks such as pricing or dealing with farm and quality issues.

## *Interns*

There were a multitude of positive impacts from the internship on Company S. The goal of the program for the interns was to “fill the need for the produce side of business” and “to give [students] some experience.” These goals were effectively accomplished by the coverage volume and other parts of the internship. The first reached goal of the internship was the real-world experience of the logistics industry. The interns “weren’t just shadowing or observing. We were doing the job which was unlike any other internship I’ve had” said one intern. The internship was a safe environment in which to bring students into the industry and the process behind the transportation and logistics industry. Not only this but the nature of the job and the amount of responsibility given to the interns created a learning environment that allowed the interns to see every aspect of the industry and take an active part in each aspect. Interns participated daily in all areas from brokering freight and covering loads with 3PLs to collecting PODs and learning the accounting side. Additionally, interns learned to use two different transportation management systems in order to do their job daily. All these experiences in the different aspects of logistics gave interns the opportunity to understand if they wanted to continue with Company S or even in the logistics industry. Company S also paid significantly higher than other companies in the Northwest Arkansas area such as JB Hunt or ArcBest which was a major decision factor and benefit to the interns.

A negative impact of the internship was due to the year-round structure and position assigned to the interns, there was a lot of stress and pressure put on the interns. This was an unintended outcome of the program. Responsibilities were added to the interns that were not originally planned on being given to the interns. During the first four months of the internship, interns were essentially on call on some nights and weekends. This added stress on top of managing being a full-time student and working part time during the day.

Although it was not a defined goal of the internship program, the interns gained valuable academic and professional skills as an added benefit of the program. The internship reflected what was being taught in the classroom specifically the transportation and logistics class. This helped the interns to get a better understanding of the classroom material because of the experience they were getting every day. The class was used by the interns as a foundation of knowledge that was built on throughout the internship. The internship also impacted the interns’ professional skills. The internship helped significantly in terms of communication. The internship required communication on a daily basis with multiple people, both internal and external. Due to the nature of the internship and the logistics industry, the interns developed negotiation skills and the ability to validate and stand strong in your position.

Company S gave the interns a unique but beneficial experience due to the nature of the produce industry. In a ‘trial by fire’ situation, interns were exposed to some of the hardest situations that can occur in the transportation industry and therefore were more prepared for any future jobs within the industry. Produce freight and regular freight are treated completely different and the work involved with the different types of freight is different. Regular freight is

much easier to move than produce freight and by being involved in the produce account, interns were more prepared because they have dealt with the difficulties and problems of produce.

Additionally, as a smaller company, Company S gave interns an opportunity to see the entirety of a company. Interns had the opportunity to see each individual part of the business from sales to human resources to accounting. This allows for interns to understand the moving parts in a business as well as to see if they are interested in a different aspect of business.

### *Logistic Coordinators*

Logistic coordinators or other members of the logistics team were mostly impacted positively by the internship program. The internship program was designed to help take the pressure off of the logistics team by decreasing the amount of work was needed to manage the produce account. The internship program fulfilled this goal and was able to help them have a primary focus instead of handling every single load for Company S. The program helped to minimize the distractions and chaos. The interns were able to help decrease the stress levels of the logistics team and allowed many of them to enjoy more time off and less time on call during the produce season. Since there are two different types of freight within the logistics division, produce and non-produce, the rest of the logistics team was able to focus on the non-produce freight. This allowed specifically two of the typical ‘produce guys’ to develop new skills by learning different types of freight. A negative impact to the logistics team, was decreased load volume and as a result decreased in incentives received. This was for two reasons, one was Company S had fewer total loads during 2021 and the other was the intern team covering over 50% of the produce loads in the peak of produce season from April to June (Appendix A).

### *Sales*

Sales were also impacted positively by the internship program. Essentially everything the interns did, affected sales in some way. If the interns were unable to do their job efficiently, the sales team was affected just as much as the logistics side. Overall, the sales team felt the internship program was effective because “there were more eyes on the game.” There was a difference in attention to the sales team and more response. Additionally, when faced with problems, sales felt that the interns took ownership of the problem and tried to figure out a solution versus just bringing the problems to sales with the expectation sales would fix the problem.

### *Company*

Company S had an overall goal to increase the non-produce side of their logistics division. The internship program helped to alleviate the burden of the produce freight from the logistics team which allowed the team to focus on non-produce freight. One logistics team member said, “If I can compare this past year to the year before, [stress] was down 100% than what produce [normally] was.” Interns were able to do this by helping with the “grunt work” with PODs and check calls which helped to expedite the payment process and overall efficiency and wellbeing of the company. Company S simply did not have the employee manpower to do that work and effectively grow. The interns filled this need.

New minds offered new solutions especially at a company heavily influenced by older employees that were heavily against change. The interns were able to develop new ideas and solutions for Company S. Some of which were implemented to help make communication more efficient between the sales and logistics teams. In order to grow, new minds and ideas are

necessary and the interns provided that for Company S. The interns also allowed for Company S to understand their internship capabilities and possibilities for the future.

## **Discussion**

In order to create an internship program that provides value to all stakeholders, a first step is determining the business strategy. This step is crucial and will influence the rest of the program. I analyzed a year-long internship that assigned the interns to the largest account. Although there is limited work on this topic, this can serve as a base for future research to be conducted on internship models.

Throughout this research I have found that each aspect of an internship program is uniquely important. Therefore, despite the business strategy, valuable insights can be drawn from this case. Overall, I found the structure, the types of interns, and the training to be the most important aspects of an internship. The structure of the internship is essential to interns feeling supported and productivity is likely to increase. By having a clear, determined structure with positions including a dedicated intern manager and mentors for each intern as well as taking part in company meetings, this will help the interns develop and grow both personally and professionally which will benefit themselves and the company. Like stated earlier, the structure of the internship can help interns feel supported which leads into intern types and qualities.

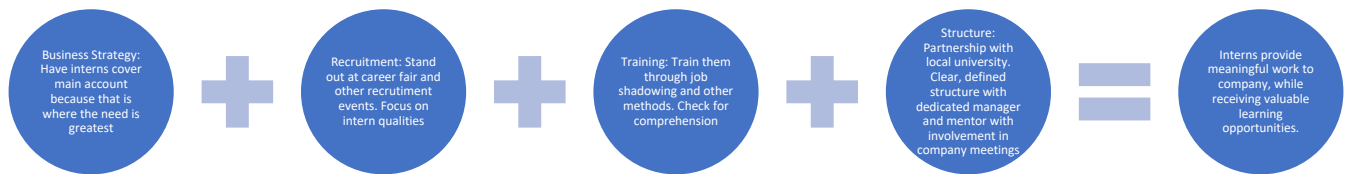
This is an essential part in the interns developing passion for the job. As interns feel supported and invested in through their manager and mentor, interns will typically be more likely to take initiative develop a passion. A key intern quality and type that is desired for supply chain internships was tenacity or being driven and taking initiative. Although this trait can be innate for some people, it also can be developed which is why the implementation of a strong structure is important. Additionally, the ability to communicate is a key quality in a supply chain internship due to the moving parts of a supply chain. In this case, students were able to develop this skill regardless of if they were skilled in communication before the internship.

Training is also very critical in developing an effective internship program. Training can impact the entire internship program either very positively or very negatively. In this case, training was not a positive experience and caused interns to feel behind and unprepared for the beginning months of the internship. To be effective, training must be focused on the pertinent aspects of the internship. Training should be done through a variety of methods throughout the training process to reinforce the material necessary to be successful in the position. Some of these methods can include job shadowing, videos, articles, a 'classroom' environment, or any other training method that is effective. Throughout each of these methods, the interns' comprehension should be checked, and they should be asked to model what they are learning to further ingrain the material and develop their skills.

Depending on company and assigned work, internship programs can affect multiple areas of the company. In this case, every aspect of the company including Company S's customers were directly affected by the internship program. This stresses the importance of having a strong internship program in order to positively affect other parts of the company. In smaller companies it is easier to integrate the internship program into every aspect of the company. Company S's internship program impacted the sales department and the rest of the logistics team most heavily. These were the teams that had the most direct involvement in terms of communication and similar work. The amount of involvement between these teams stresses the necessity of effective training and internship structure. The internship program interacted with these areas by assigning interns to the most important account which required involvement from the entire company.

In this case, I found that assigning interns to the most important account can be beneficial to the company and everyone involved. However, as outlined earlier, it takes the right intern qualities, training, and structure in order to be effective. In Company S's case, interns were able to cover over half of the produce loads during the peak produce season (Appendix A) This provided both tangible and intangible benefits to the company. The company was able to focus and develop on their non-produce freight which has the potential to significantly grow the company as a whole in the future. Additionally, the entire logistics team was able to relax more and enjoy time off because there were hundreds less loads to be covered and check on. The internship was beneficial to the company because of the current growth strategy and focus of the business. If the interns would have been assigned to a smaller account, it is feasible the interns would have made less of an impact on the company. This strategy worked in the case of Company S but may not be generalizable to every company. Figure 3 summarizes these findings into an equation for a meaningful internship that benefits all internship stakeholders.

**Figure 3. Internship Program Flow Chart**



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## Appendix:

### Appendix A: Volume and Revenue of Loads Covered by Interns by Month

Month	Vol % Covered By Interns
Feb	11%
Mar	20%
Apr	52%
May	52%
Jun	55%
Jul	37%
Aug	39%
Sep	5%

Note: Data provided by Company S.

### Appendix B: Volume and Revenue of Loads Covered by Interns by Month

Ship Year	Ship Month	Revenue	Volume
2021	Jan	\$ 527,176	170
2021	Feb	\$ 261,980	93
2021	Mar	\$ 514,065	160
2021	Apr	\$ 1,099,631	336
2021	May	\$ 1,663,328	438
2021	Jun	\$ 2,225,949	669
2021	Jul	\$ 1,913,350	592
2021	Aug	\$ 1,526,956	441
2021	Sep	\$ 1,251,619	362
2021	Oct	\$ 1,630,853	459
2021	Nov	\$ 408,783	101
2021	Dec	\$ 390,902	98

Note: Data provided by Company S.

## Appendix C

### *Brokers*

- What is/was your position and how long have/did you work with Company S?
- What did you think of the internship program?
- What are some of the positives of the internship program?
- What were some negatives of the internship program?
- Was there a noticeable difference in service between interns and full time employees?
- What changes would you have made with the relationship between the interns and your company?
- What would you have improved about the internship program? The interns?

### *Management*

- How long have you been with Company S and what have your roles been?
- What made you guys want to have an internship program?
- Does Company S Logistics have any history of interns? Company S?
- What qualities did you look for in interns?
- How did you decide on the internship structure and the roles they would have?
- How did you determine the training for the interns?
- What would you have changed about the training and development of the interns or did you feel it was effective?
- Why were interns assigned to the biggest account, the produce account?
- Why did you decide on the number of interns you decided on?
- How did the internship program benefit Company S?
- How did the internship program hurt Company S?
- What ways could the internship program have been improved?

### *Interns*

- How long have you been with Company S?
- Why did you choose to work at Company S?
- What did you think about the internship program?
- Were you properly trained and felt equipped to do your job?
- Was there any training for your internship? If so, what did it look like?
- What would you have improved about the internship program?
- How did the internship help you grow as a student? As a professional?
- How did Company S benefit because of your internship?

### *Logistic Coordinators*

- How long have you been with Company S and what have your roles been?
- What did you think of the internship program?
- Did you notice any differences in the structure of your work because of the internship program?
- How did your workload change, if at all, because of the internship program?
- What were some benefits of the internship program for you?
- How did the internship program negatively affect you?
- How would you describe the ideal intern for this role?
- How would you improve the internship program?

### *Sales*

- How long have you been with Company S and what have your roles been?



- What did you think of the internship program?
- Were there certain qualities you appreciated about the interns?
- Were there certain qualities you did not appreciate about the interns?
- Was the internship program effective for you?
- How was your workload affected by the internship program?
- What would you have improved about the internship program?