



THE EVERYTHING GUIDE TO MILLENNIALS

The Everything Guide to Millennials

An authoritative assessment of a generation
that's changing the world



By Vision Critical
With research by Maru/VCR&C



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MILLENNIALS ARE A FORCE TO BE RECKONED WITH

Known as Generation Y, the Net Generation and the Me Generation, Millennials have been the subject of intense scrutiny from the moment they arrived on the scene. The increasingly influential offspring of the Baby Boomers were born between the years 1980 to 1995, which means that, today, they fit near-perfectly into the demographic most

coveted by marketers: 18 to 35 years old. They number roughly 80 million in the United States. They outnumber Generation X and they outnumber their Boomer parents as well. Both in raw numbers and in the workforce, Millennials top the demographic ladder.

They currently control more than \$600 billion in annual customer spending¹,



and they have already used it to transform entire economic sectors and even hobble the balance sheets of industry behemoths. For instance, dominant beer brands such as Budweiser and Coors Light have been suffering declining sales since the first Millennials were old enough to drink, while the rise of craft breweries has occurred in lockstep with their passing into the age of majority.

The growing impact of Millennials on society and every industry is why Vision Critical, in partnership with the insights consultancy Maru/VCR&C, conducted a study of this generation. The resulting report is a comprehensive portrait, complete with useful, strategic information to help firms engage Millennials now and in the future.

The findings impact a range of industries: finance,



Companies can't rely on stereotypes about Millennials. They must become Millennial experts, and tailor their brands to meet this generation's expectations



health care, retail, food and hospitality, consumer packaged goods, technology, travel, media, entertainment and government. Our data has implications for marketers, product innovators, customer experience, human resources and market research.



This study has painted a thorough, compelling and detailed portrait of the Millennial generation. Among the key takeaways:

- 1.** Millennials are no longer the future of American society and the global economy; their time is now. They are the largest generation in the U.S. workforce. They control more than \$600 billion in annual spending. The Millennial era is well underway.
- 2.** They're a remarkably optimistic generation whose impact has

already been deeply felt in politics, society and the economy.

- 3.** They're eager adopters of new technology, especially when it gives them more control over their time and their lives.

- 4.** They hold social causes dear, and seek out opportunities to support them not just in the voting booth but at the supermarket, the mall and the office.

- 5.** They dislike traditional advertising—to the point of actively avoiding it.

- 6.** They prefer to research products and services on their own time, through their own pathways, to draw their own conclusions.

- 7.** They rely strongly upon social networks

for referrals on the best products, services, travel destinations and food.

- 8.** They're an active generation that believes good health is both a personal and social responsibility.

- 9.** They're big spenders who will pay a premium for a better, more socially responsible product—but they most want goods that are high quality, affordable and ethical all at once.

- 10.** They're ambitious for themselves and for the world they live in.

- 11.** They seek employment in workplaces that give them opportunities to make their mark, demonstrate leadership, and give back to society.

Millennials are now every brand's most important customers and every firm's most relied-upon workers. To ensure future success, enterprise firms can't rely on

stereotypes about Millennials. They must instead become Millennial experts, and tailor their brands, company missions and workplaces to meet this generation's expectations.



HAVE MILLENNIALS RUINED EVERYTHING?

They are the most extensively-researched generation in history², the subject of countless studies, papers, TED Talks, theses and reports. And if you believe what you read, the Millennial generation is responsible for all that ails the world.

Millennials are routinely described as insular social-media addicts, “sharing” the details of their lives via

smartphone yet woefully inept at face-to-face conversation. The generation’s media-darling poster boy, Justin Bieber, is an entitled brat of a man-child. One of its iconic TV series, HBO’s *Girls*, is known for aimless, narcissistic twenty-somethings bereft of any ambition beyond their next hookup.

Millennials have been called self-absorbed, aloof,



fickle, lazy and, above all, cheap³. A recent Gallup study⁴ showed that young adults were spending \$13 less in 2015 than they spent in 2008, and concluded that Millennials' miserly behavior "costs the economy at least \$949 million each day." *The Atlantic Monthly* recently branded them "The Cheapest Generation" for their refusal to buy homes and cars⁵.

For companies across America, large and small, it seems the writing is on the wall: if Millennials haven't already ruined your business, they will soon⁶.

In fact, nothing could be further from the truth. The paradox of the Millennial generation is that, despite being so extensively studied and analyzed, American businesses and enterprises still don't accurately understand them, and often see them as a nuisance or adversary.



Millennials have been extensively studied and analyzed but businesses and enterprises still don't accurately understand them



To succeed, businesses need to come to terms with Millennials, and appreciate how they're motivated by different values and display different behaviors than previous generations of customers. Millennials are fast becoming the driving



force in the national and global economy. No business can afford to plan its future based upon media-driven stereotypes and caricatures of the generation whose purchasing power will soon dwarf all others.

In future years, as Millennials grow older and their consumer needs expand—into housing, automobiles, home entertainment, financial services, products for their children, and beyond—they will transform those industries as well. And in addition to their own growing salaries, they stand to inherit more than \$30 trillion from their Boomer parents⁷, giving them unparalleled consumer influence.

By the time Millennials begin to reach middle age—less than a decade away—they will have already remade the world in their image.



80 million
U.S. Millennial population

\$600 billion
Annual Millennial
consumer spend

\$30 trillion
Amount Millennials
stand to inherit



THE MILLENNIAL MOOD

THE HAPPIEST COHORT

Perhaps the most surprising aspect revealed by our study of Millennials is their optimism, which is hard to square with their reputation as perpetually-dissatisfied moaners. And on the surface, at least, there are contradictions. According to the Pew Research Center, only one in five Millennials thinks most people can be trusted⁸. They certainly don't

trust government: precious few actually believe social security will provide them with full assistance when they need it⁹. And 84 percent of them don't trust advertising either, according to a study by the McCarthy Group¹⁰.

But it's a mistake to think they are moping their way through life as though the decks have been stacked against them. According



to our study results, the most common words they use to describe their current situation are happy, excited and confident. All told, 86 percent of Millennials are very optimistic about their future, while 64 percent and 55 percent, respectively, are upbeat about their children's and their country's future.

It's the sunniest outlook of any generation. And it persists despite the fact that younger Millennials live paycheck to paycheck, and many still receive financial assistance from their parents. Indeed, their sense of hope endures despite living through the Great Recession and climate change; they're convinced that better days lie ahead. It's even rubbed off on the younger people coming up behind them: Generation Z is even more confident about their own personal prospects than Generation Y.



Millennials have the sunniest outlook of any generation. Their sense of hope endures despite living through the Great Recession and climate change; they're convinced that better days lie ahead for the economy and the planet

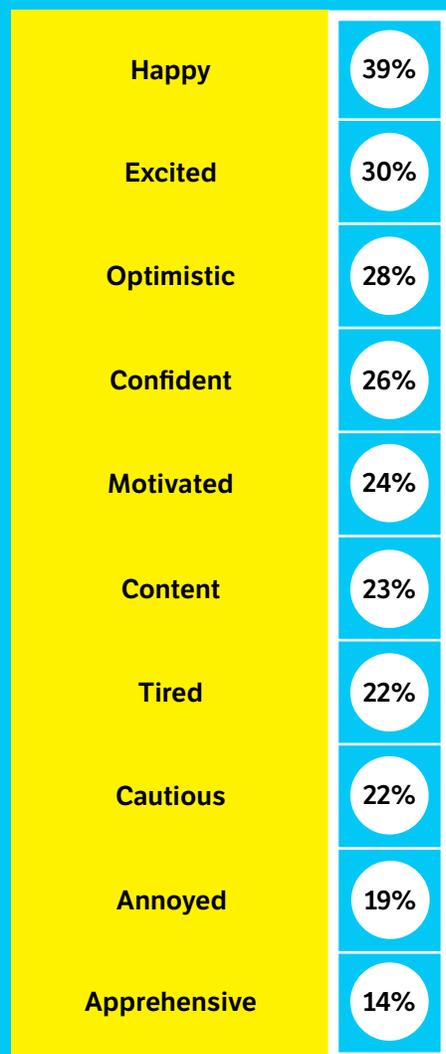


If anything, Millennials' shared sense of optimism is the product of a strong and broadly-based social cohesion¹¹, one that firms will need to integrate themselves into as they plan for a future where Millennials make up most of their customers.



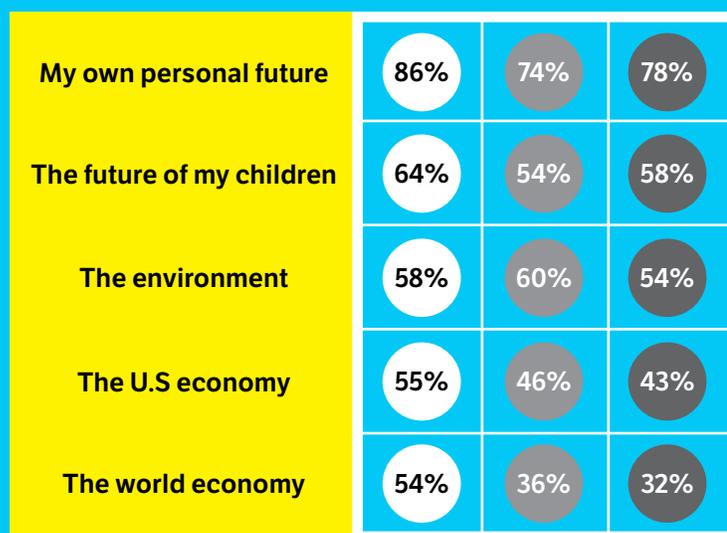
They're in a really good mood

We asked: Pick five words to describe yourself.



They see a brighter future than Gen X and Boomers

We asked: Are you optimistic about the following?



● Millennials ● Gen X ● Boomers



MILLENNIALS AND TECHNOLOGY

SHAPING THE WORLD TO THEIR OWN ENDS

One key wellspring of Millennials' optimism is their access to digital social networks. While older generations often mock Millennials for their absorption in their smartphone screens, the evidence suggests that those habits aren't as socially isolating as they seem.

Where previous generations typically found community

through religion, workplace and neighborhood, Millennials find it online. They share news about their day instantaneously on sites like Facebook, Twitter and Instagram, and get feedback right away. As communities go, online ones can be as rich and rewarding as any local pub or church basement.

And yet, according to the results of our study,



Millennials are not technopians. They have always interacted with a mediated, Internet-enabled world. But they are also old enough to remember the days before the Internet existed and still value face-to-face interaction. They are best described as having one foot in the digital world and another in the analog one—they agree that technology can cause as many problems as solves. They are comfortable adopting new technology and shaping it to their own ends—and letting companies, in turn, adapt to them.

Recall how Facebook, when it began, was nowhere near the complex and all-encompassing social platform it has become. But as users proliferated, the company expanded its platform in response to what its customers wanted. Millennials are early adopters



Millennials are not technopians. They're also old enough to remember the days before the Internet existed and still value face-to-face interaction. They've got one foot in the digital world and another in the analog



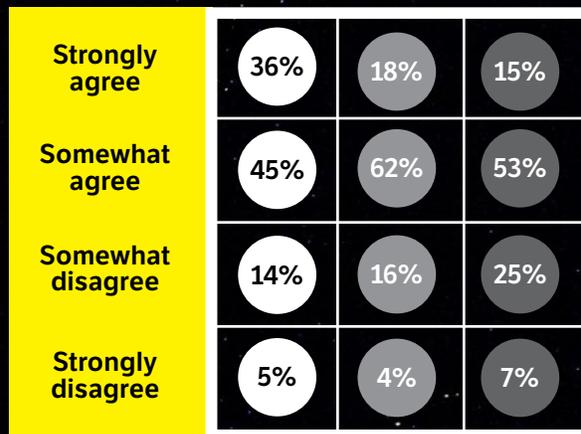
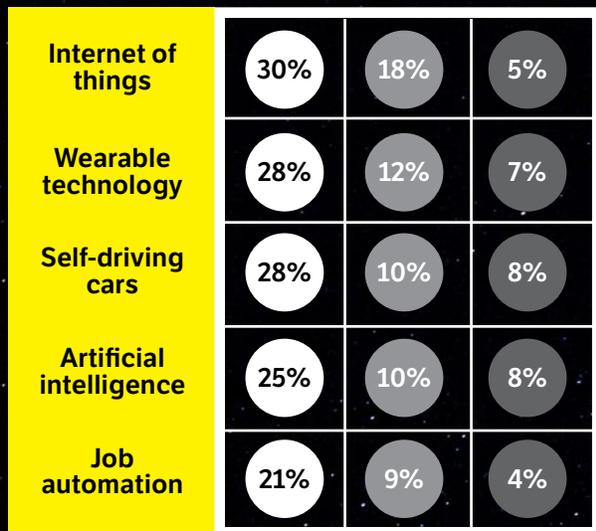
of new tech and eager to try early, “beta” versions of new products. Instead of testing and focus-grouping a new product prior to its launch, and hoping it succeeds, startups iterate new versions on the fly, in response to customer feedback.



They're tech-savvy but not tech utopians

We asked: Are you very excited about the following?

We asked: Do you believe science and technology can solve many of the world's problems?



● Millennials ● Gen X ● Boomers



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Millennials see no failure in a useful but imperfect product, provided that it is able to change quickly to better meet their needs¹².

However, our research suggests that Millennials see a distinct line in the sand when it comes to future technologies. They favor job automation and self-driving cars, technologies that are designed to serve them and that they will ultimately control. Their opinions are much more polarized over technologies such as quantified self, which is designed to extract information from their daily lives for the use of others.

To succeed, companies need to ensure Millennial customers see and experience clear benefits to their own lives from any new service or products. Millennials are a generation that still knows how to live without



If a product or service is useful to Millennials they'll adopt it, and even tell firms how to make it better. If it's not useful—or if firms don't respond to feedback—they'll simply move on to a competitor's innovation



being utterly reliant upon technology. If a product or service is useful to them they'll adopt it, and even tell firms how to make it better. If it's not useful—or if firms don't respond to feedback—they'll simply move on to a competitor's innovation.



MILLENNIALS AND MEDIA

THE MULTI-SCREEN GENERATION

The media and entertainment industries are at the peak of their disruption. All the traditional measures of success are in decline: newspaper and magazine readership¹³, radio listenership, cable TV penetration in U.S. households¹⁴, television ratings¹⁵, movie theatre attendance. Millennials, with their preference for

technologies that give them greater control, have fueled the emergence of digital content and on-demand streaming. They're cord-cutters, file-sharers and avid streamers.

This shift is not just a problem for traditional media companies, but for the entire advertising industry and its clients, who have long relied upon the old formats



to deliver large and growing audiences. Millennials spend less than 15 hours per week watching television, nearly 10 hours less than Boomers. Meanwhile, they spend more time in front of other screens: 16.4 hours a week on desktop computers and another 14.8 hours on their smartphone.

Our study clearly shows that the way companies communicate with Millennials through advertising is broken—and they are in no hurry to fix it. Millennials can't stand it when advertising gets in the way of their content: if an ad comes on their screen, 77 percent of them will actively tune them out. Overall, 75 percent of them believe advertising is disruptive, and they believe the world would be a better place without it—which explains why they have become major adopters of ad-blocking software¹⁶.



Millennials are expert ad-blockers. When it comes to getting information about products, they would rather turn to their personal and online social networks



When it comes to getting information about products, they'd rather turn to their personal and online social networks, or even to Google searches, for advice and information.

But that doesn't mean they don't find advertising useful.



They're multi-platform media consumers and advertising skeptics

We asked: What do you subscribe to?

Netflix	68%	38%	24%
Cable TV	62%	58%	49%
Pandora	55%	35%	14%
Amazon Prime	49%	35%	25%
Hulu	40%	20%	8%
Satellite TV	36%	20%	32%
Spotify	35%	17%	2%
SiriusXM	33%	20%	17%
Satellite Radio	32%	14%	14%
YouTube Red	29%	7%	0%
Apple Music	29%	7%	1%
HBO Now	29%	10%	4%

● Millennials ● Gen X ● Boomers

We asked: How, if at all, do you watch TV?

I watch cable TV on a television	55%	65%	56%
Watch live sports	43%	51%	36%
I record TV and watch later	38%	42%	33%
Tune in regularly, new episodes	38%	54%	56%
Background noise	36%	30%	12%
Watch online videos	32%	17%	2%
I watch cable TV on other devices	30%	12%	4%

We asked: What do you think of ads?

Appreciate when ads are done well	80%	77%	65%
Actively tune out ads	77%	61%	66%
Ads are disruptive	75%	68%	69%
Seek out ads before buying something	53%	42%	35%



As part of their voracious research habits, 53 percent of Millennials say they will seek out advertising in their searches. They appreciate a well-executed ad campaign, and say that a good ad will send them in search of more information about a company. It's about control: they don't want advertising to interrupt their programming, but they'll make it part of their own streaming when it suits them. They'll also share a good ad campaign with their social networks. That's the nature of "viral marketing": instead of a broadcaster or publication delivering audiences for your campaign, Millennials will do it for you themselves—provided you get it right.

To connect with Millennials, advertising firms and their clients need to rethink the very nature of their customer engagement. They need to



To connect with Millennials, companies need to rethink the nature of customer engagement, and better understand what makes them smile



understand the cultural values and narratives of Millennials—and what makes them smile and laugh. And they have to explore emerging channels to reach out to them, so that their content is easy for them to find when they need it.



THE MILLENNIAL DIET

PRIORITIZING HEALTHY, DIVERSE AND ETHICAL CHOICES

Millennials love food. They'll try anything once, especially if it comes recommended from their circle of family and friends—and if they like it they'll recommend it to others and brag about their latest restaurant explorations on social media. And although Millennials have a reputation for being adversarial towards big brands, our study revealed

that they are actually very comfortable with the largest manufacturers of consumer packaged goods. Some 25 percent of Millennials identify themselves as “very trusting” of large consumer package goods companies like Kraft and Kimberly-Clark, the highest of any generation.

But it's not a blind trust, the kind based solely on



inherited buying habits or brand impressions. It's based, as you might expect from Millennials, on their own information gathering. And a lot of what they want to know is available on the product package. Our study shows that Millennials are more likely than any other generation to read ingredient listings and nutritional information, to look for organic and fair-trade certifications, and to find out where a product was manufactured and where it was shipped from.

The most forward-thinking CPG companies are responding to the demand for product information by tailoring it to Millennial habits: they make it easily available online, and spin it into text and video narratives that tell their product's unique story. And retailers such as Amazon



Millennials' trust in big CPG isn't blind. It's based on their own information gathering. They look for organic foods and care about where a product is made



are taking the next step, making a diverse basket of CPG products available for purchase and delivery¹⁷. According to a recent McKinsey study, online food sales could reach five percent of total sales by 2020¹⁸.

Their trust in big brands



extends to quick-service restaurants as well: Millennials trust big-chain QSRs more than any other generation. They eat out more than any other generation and they love the social experience, seeing it as something to enjoy. They want a variety of experiences, from ethnic foods to steakhouses, from epicurean feasts to the fastest food. And they have different expectations for each.

As with CPGs, Millennials are well-informed about their restaurant options. They know some restaurants are less healthy than others, but they'll still eat at them depending on the occasion. They want to know where food was sourced and how it was grown or raised. For QSRs seeking to draw Millennials into their establishments, evading the question is not an option.

Millennials were McDonald's target audience for a campaign¹⁹ that explained what went into the company's food (including all 19 ingredients in its French fries). Millennials appreciated the authenticity and honesty of the campaign²⁰. In the Millennial era, the idea of the "secret recipe" just doesn't fly.

Meanwhile, their willingness to try new things, combined with their thriftiness, has also spurred the growth of a brand new restaurant category: "fast casual" restaurants that offer affordable meals with fresh ingredients and more complex flavors in a nicer environment²¹. According to *Forbes*, FCRs such as Chipotle and Panera have learned to spend less on advertising and instead reinvest in menu and décor, the better to create a more appealing experience for Millennials²².



They're picky eaters

We asked: Do you closely read the labels on the food you buy or eat?

We asked: Big, multinational brands are sometimes in the news for recalls or product warnings. How trusting are you of those companies?

Price & promotions	89%	87%	82%
Nutritional content	80%	79%	79%
Ingredient listing	78%	77%	79%
Fair trade, organic, sustainable	55%	38%	34%
Dietary restrictions	54%	51%	42%
Parent company of the product	51%	42%	36%
Where manufactured	48%	50%	53%
Where shipped from	44%	38%	44%

Very trusting	25%	9%	4%
Somewhat trusting	54%	60%	58%
Not very trusting	17%	25%	33%
Not at all trusting	4%	6%	5%

● Millennials ● Gen X ● Boomers

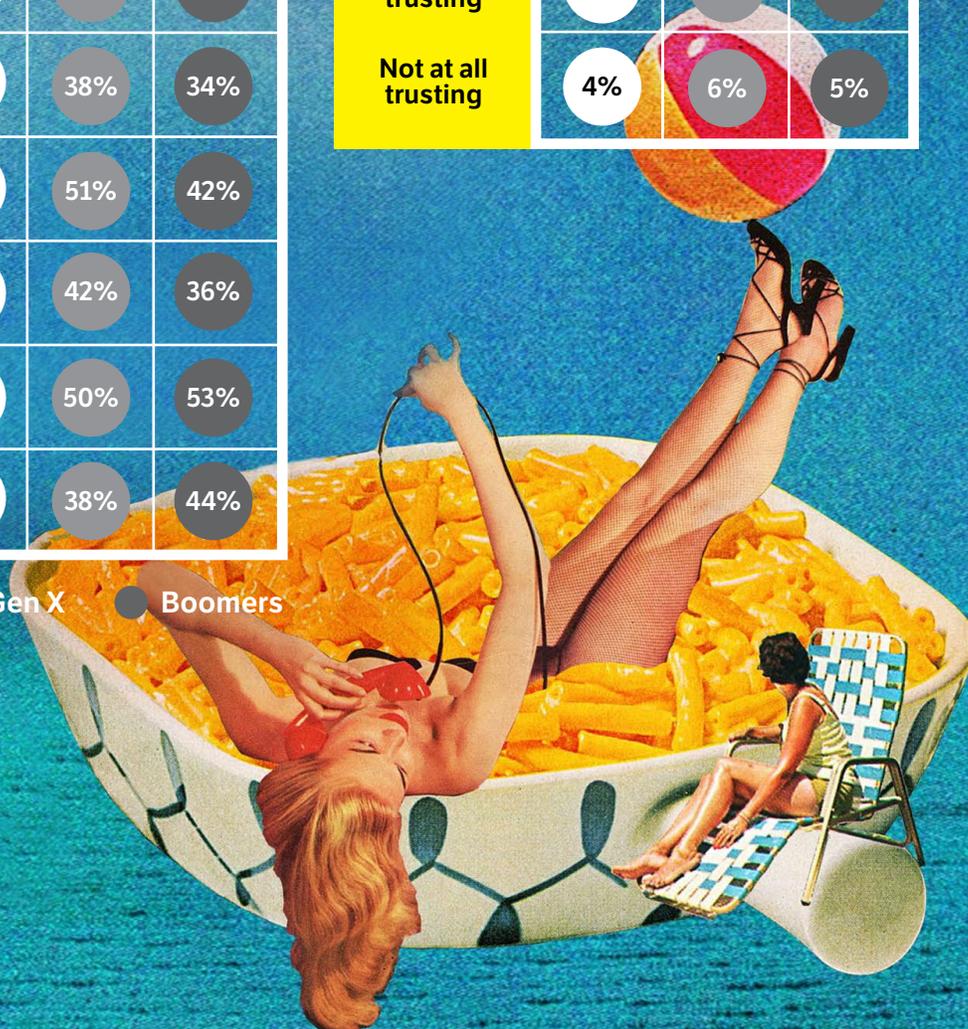


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MILLENNIALS AND MONEY

EMBRACING DIGITAL FINANCE

When it comes to their personal finances, Millennials are eternal optimists.

Despite the ravages of the Great Recession and the pressure of student debt loads, Millennials are more confident in their financial future than either Boomers or Gen Xers. What's more, Millennials don't see themselves as tightwads: 60 percent of them identify

as spenders or big spenders.

In the bigger picture, their financial dream isn't much different from previous generations. They see themselves owning a home or two, paying off their loans, covering their own expenses, saving, investing, and being able to pass along an inheritance to their loved ones. On paper, that would make them ideal bank



They're optimistic about their financial future

We asked: Are you confident you'll be able to...

We asked: When it comes to your finances, where do you get your information from?

Cover monthly expenses	93%	84%	87%
Save money for a rainy day	87%	73%	75%
Own a house	85%	75%	83%
Pay off loans	85%	72%	82%
Retire one day	77%	57%	85%
Buy whatever I want (within reason)	74%	57%	64%
Invest my money	71%	52%	55%
Bequeath my estate	69%	52%	67%
Travel the world	59%	33%	34%
Start a business	55%	33%	18%
Own a vacation property	49%	28%	22%

From family and friends	54%	38%	27%
The bank	49%	33%	38%
Google	48%	38%	25%
Financial advisors, brokers	37%	30%	41%
Websites, blogs	35%	25%	20%
News on TV	26%	22%	26%
Newspapers, magazines	25%	22%	31%
Finance apps	23%	11%	4%
From social media	19%	12%	3%

● Millennials ● Gen X ● Boomers



clients. And they are now entering their prime as financial services customers: with the eldest Millennials now in their mid-30s, they're quickly turning into home-buyers and looking to begin a savings plan.

There's just one problem. Millennials don't use traditional banks²³.

Millennials are twice as likely as the general population to hold no bank accounts or credit cards²³. They're more comfortable with electronic transactions, and they're much more likely to have tried digital financial tools, from remote check deposit to digital currency to budgeting apps to phone-enabled purchases.

Ask a Millennial if you can borrow \$20 and she'll ask you if you need it in cash or will take a smartphone transfer. Perhaps most telling, Millennials are twice



Millennials are twice as likely as the general population to hold no bank accounts or credit cards. They're more comfortable with electronic transactions



as likely as the general population to trust tech firms with their money. And as more and more companies—from Apple to Google to Samsung and others—enter the mobile payments arena, traditional financial institutions must deal with



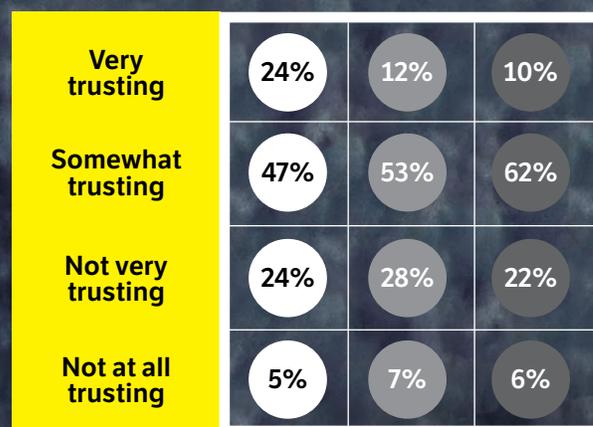
a crowd of new fintech competitors with radically different business models.

For financial services firms, the pathway to future success lies along the same pathways Millennials use to learn about money management. While many still turn to traditional sources of information such a family or their bank branch, 48 percent also turn to Google for financial information.

Emerging channels also command their attention: 23 percent of Millennials turn to their smartphone apps, while 19 percent use social media networks. Traditional financial brands must make a concerted effort to offer the services Millennials want, on the platforms they use, and to speak to them and to their financial concerns in language that resonates with their generation.

They haven't lost trust in the finance industry

We asked: How much do you trust financial services companies and financial institutions?



● Millennials ● Gen X ● Boomers





MILLENNIALS AND HEALTH

THE ULTIMATE EMPOWERED PATIENTS

If Millennial attitudes toward food tell us anything, it's this: in their preferences for organically grown, locally sourced and ethically raised foods, they are a very health-conscious generation. That health consciousness informs their lifestyle as well.

Millennials are more proactive about their health than any generation before them. And they support their active habits with their pocketbooks. More than a quarter of all Millennials aged 21 to 30 hold a fitness

club membership²⁴. They also buy gear—not just running shoes and yoga pants but also cool gadgets. Thirty-five percent of all Millennials use wearable health technology²⁵.

Millennials are now entering the age (30s) and stage (parenthood) of their lives when things such as physician services, medical treatments and health insurance are taking on greater importance. But they see these aspects of health as public goods as well as private services: they believe



a healthier population benefits everyone. Notably, they are the one generation to fully back the Affordable Care Act²⁶.

And while Millennials trust health care professionals such as doctors, nurses and pharmacists, they're just as likely to go to Google for health advice. They comparison-shop insurance exchanges for the best coverage²⁷. They read about the experiences of other patients online. They ask questions about procedures and want cost estimates.

As with so many other facets of American life and society, Millennials—through their support of the Affordable Care Act and their belief in the power of information and choice—have been a driving force in changing the health care landscape in this country. It's one that has hospitals, clinics and insurers all



While Millennials trust health care professionals such as doctors, nurses and pharmacists, they're just as likely to Google for health advice



competing hard in an effort to convince people to choose them as their provider. The health care sector will need to learn fast from the experience of other consumer sectors and quickly get accustomed to treating patients like customers.



They rely on Google for a diagnosis

We asked: When it comes to health and nutrition, where do you get your information?

Google searches	58%	50%	33%
Family and friends	47%	37%	32%
Doctor, Nurse, Pharmacist	46%	51%	71%
Websites, blogs	44%	30%	17%
News on TV (online or offline)	31%	29%	37%
From social media—Facebook	29%	22%	4%
News from newspapers, magazines	27%	28%	40%
Health and nutrition apps	25%	16%	8%
Nutritionist, Registered Dietitian	19%	15%	17%
In-store staff	15%	5%	6%
From social media—Instagram	13%	7%	1%
Naturopath, Homeopath	10%	7%	7%
From social media—Snapchat	10%	3%	--%



● Millennials ● Gen X ● Boomers

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MILLENNIALS AND RETAIL

THE SEARCH FOR AUTHENTICITY

In keeping with their self-image as spenders, Millennials like nice stuff. They seek out designer labels. They like classic designs but want fashionable items that look good. They buy products that look expensive, are special and unique, and can impress others.

At the same time, however, our study also highlighted things they truly care

about just as much: where it's designed, where it's shipped from, and whether its manufacturer or retailer has made any commitment to fair trade, organic or sustainability principles. They actively seek out brands that align with their values, are environmentally friendly and give back to the community. And brands that make that information



They're more status-conscious than older generations

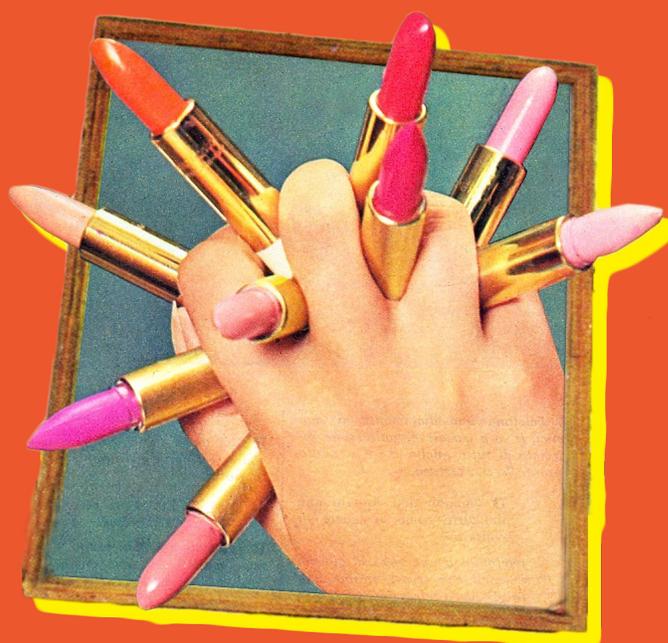
We asked: How important is it that products are...

Functional	94%	93%	99%
High quality	93%	90%	97%
It looks good	90%	90%	82%
It's aligned with my beliefs	71%	66%	68%
Classic designs	66%	64%	63%
Fashionable designs	65%	51%	35%
Not everyone has it	47%	38%	24%
It impresses people	44%	27%	11%
It looks expensive	44%	28%	18%
Designer, luxury brands	42%	27%	14%

● Millennials ● Gen X ● Boomers

We asked: Big, multinational brands are sometimes in the news for product recalls, worker rights and violations in overseas manufacturing facilities. Overall, how trusting are you of big, multinational brands?

Very trusting	23%	5%	1%
Somewhat trusting	46%	49%	51%
Not very trusting	22%	34%	38%
Not at all trusting	9%	12%	10%





readily available in-store or online foster goodwill with Millennials: our study shows that they're the generation that holds the highest trust in big retail brands, partly because they do their homework on the brands they like. And even though they trust big brands, they're always ready and willing to try smaller boutique brands that meet their criteria.

This is how Millennials want it all: great-looking products that are responsibly made and are also affordable. It may sound like a pipe dream, but it's having an impact, as more and more clothing manufacturers go public with new sustainability commitments. In recent years, global fashion brands such as Stella McCartney, H&M, Quicksilver and Zara, mindful of Millennials' preferences, have made have made promises to



Millennials are one step ahead of retailers. While shopping in-store, they check online retailers to see if they can get a better deal



reduce or eliminate fabric fibers that come from endangered forests²⁸.

The biggest challenge for retailers is how Millennials use of social media as a shopping tool—they're one step ahead of retailers²⁹. While they still

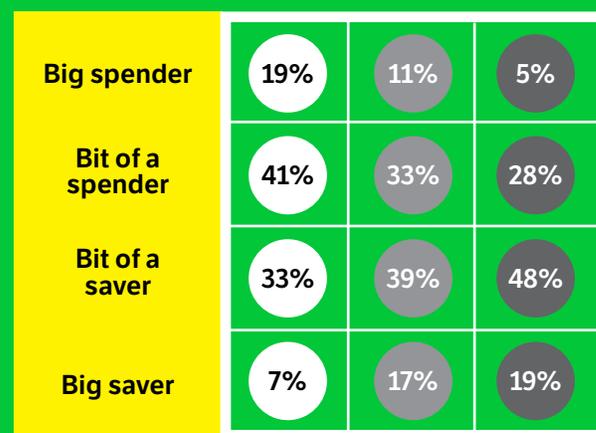


seek out recommendations from friends about what to buy, they also know that brands are in the habit of offering exclusive deals to social networkers, and they hunt them down. While shopping in-store, they'll also check out online retailers to see if they can get a better deal on the item they want. When a Millennial "likes" a brand's Facebook page, it doesn't always mean they like their product yet; it may be they're just looking to score a discount coupon before buying.

In the Millennial era, it's not enough to make affordable, quality items that look great. Retailers need to make meaningful connections with Millennials, potentially through a social cause or environmental commitment—one that enhances their brand by making it more transparent.

They're in their prime consumer years—and ready to spend

We asked: Would you say you are a spender or a saver?



● Millennials ● Gen X ● Boomers





MILLENNIALS AND TRAVEL

THE WANDERLUST YEARS

Personal travel is the ultimate discretionary spending item. It's often viewed as something people do for long-term personal fulfillment, the culmination of a long career, the reward of retirement. But our research shows that Millennials aren't content with delayed gratification: they love to travel, and they're not about to wait for it. For them, travel is an

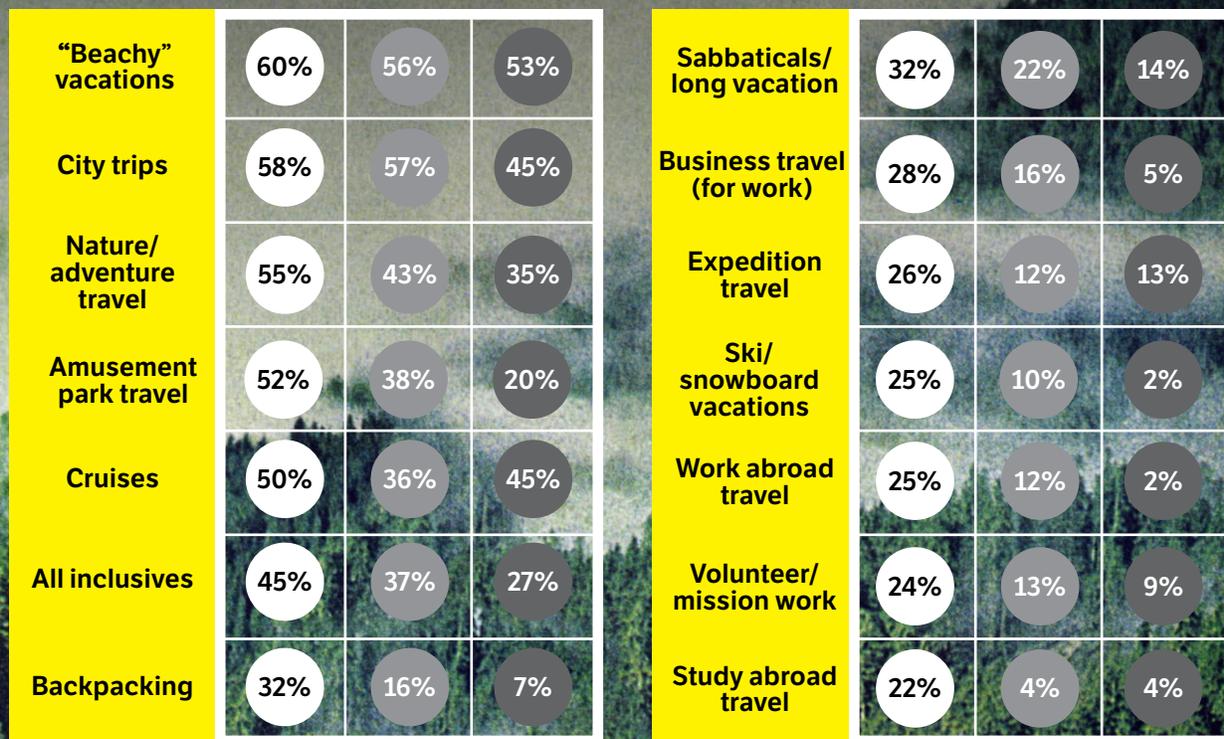
essential part of work-life balance. As *The Atlantic* put it³⁰, for Millennials, "it makes sense to travel now, instead of saving travel for a future that is in no way guaranteed."

Millennials will head to the farthest corners of the world in search of authentic experiences in food, landscape and culture. And they're resourceful travelers, both in terms of shopping



They're eager to get away

We asked: How do you like to travel?



● Millennials ● Gen X ● Boomers

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for good deals and making unconventional arrangements, in order to get wherever they want to go. They're not fussy about where they stay, tailoring their accommodation based upon what's available in a particular place. Thanks largely to Millennials, online services like Airbnb have triggered an explosion of available rooms³¹, posing a threat to the hospitality industry's traditional players³². Their tastes for unique experiences and affordable extravagances have also created a new travel trend: the luxury hostel, or "poshtel."

And while they're heavy users of websites (from travel agencies to industry deal aggregators) to seek out information on where to stay and how to get there, Millennials' top research tool is Google—which they use



Thanks largely to Millennials, online services like Airbnb have triggered an explosion of available rooms, posing a threat to the hospitality industry



to get beyond travel industry information in search of locally-sourced information and a more authentic travel experience. For the same reasons, they also turn to family and friends or to social networks like Facebook.



They're a challenge for the hospitality industry

We asked: Where do you prefer to stay?

Hotels	83%	79%	68%
With family & friends	52%	37%	45%
Vacation rental	41%	23%	30%
Motels	33%	38%	39%
Camping	31%	21%	16%

Airbnb	24%	7%	--%
Motorhome/campervan	19%	9%	9%
Hostels	19%	6%	8%
Couchsurfing, couch-swapping	15%	3%	1%

● Millennials
 ● Gen X
 ● Boomers



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MILLENNIALS AND WORK

HIGH-MAINTENANCE HIGH PERFORMERS

With Baby Boomers now in their retirement years, Millennials have leapfrogged over Generation X to outnumber all other generations in the workforce³³. So it's too late to prepare your workplace for the coming wave of Millennial; it's already happened. Firms with the most Millennial-friendly workplaces are the ones that will face the fewest struggles

attracting and retaining the best talent.

And while they have a reputation for being lazy and temperamental employees, they see themselves as a highly ambitious generation with big goals. As the author Bruce Tulgan put it³⁴, "They will be the most high-maintenance workforce in the history of the world, but they may also be the most high performing."



They prioritize work-life balance

We asked: When it comes to your ideal job, what matters to you most?

Salary	54%	52%	49%
Work-life balance	47%	36%	39%
Job security	37%	35%	29%
Making a difference	26%	20%	30%
Medical benefits	25%	37%	38%
Vacation days	17%	12%	10%
Work culture	17%	15%	9%

Having impact	17%	18%	12%
Pension, retirement plan	13%	33%	30%
Clear career path	9%	3%	4%
Travel opportunities	9%	3%	4%
Entrepreneurial environment	9%	9%	3%
Promotion track	8%	2%	3%

● Millennials ● Gen X ● Boomers

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Having come of age in the dot-com era of tech startups, roughly one-quarter of all Millennials see themselves starting their own business, which means they're comfortable taking risks. And they expect to climb the ladder: they envision themselves in senior leadership roles within their workplaces; many also see themselves occupying the C-suite. In general, they believe they'll eventually earn higher than average incomes. They also value work-life balance, job security, and making a difference through their work.

Perhaps that's why, in *Great Place to Work's* first ever list of the best workplaces for Millennials³⁵, top-ranked firms such as Acuity Insurance and Boston Consulting Group offered Millennial staffers recognition of their talents,

input into strategic decisions that affected their job and significant roles on high-profile projects where they could make a difference.

And they want to make a difference on a laundry list of causes. Our study found that all social issues are important to them, be they LGBT rights, racial and gender equality, or global warming. They're more likely to work for firms that give them a chance to make social impact through their work, whether within the workplace, through supply chains, or through corporate philanthropy and campaign support.

Millennials' concern for social justice isn't a passing fad they pursue through their university years and then fades once they enter the workforce. Employers must tread carefully, and pay more than lip-service to the causes that Millennials believe in.



They're more liberal and socially engaged

We asked: Are these important to you?

(continued)

Human rights issues	91%	90%	87%
Healthcare inequality issues	89%	88%	87%
Poverty issues	88%	84%	86%
Workers' rights issues	86%	84%	88%
Giving back to society	85%	84%	85%
Gender equality, sexism	83%	72%	75%
Global warming & environment	83%	72%	71%
Racial inequality, racism	82%	71%	82%
Animal rights issues	80%	81%	74%
Volunteering	78%	71%	66%
Purchasing fair trade	75%	68%	72%
LGBT rights issues	73%	54%	46%

Donating money	69%	61%	56%
Foreign aid	67%	50%	55%
Aboriginal issues	63%	48%	40%
Purchase organic	36%	45%	31%

We asked: Will you be voting in the upcoming U.S. election?

Yes I will definitely be voting	76%	82%	88%
No, I will not be voting	8%	10%	7%
Not sure yet	16%	8%	5%

● Millennials ● Gen X ● Boomers



ENGAGING WITH MILLENNIALS

Millennials, through their size and influence, are transforming every aspect of life. They flexed their political muscle by electing Barack Obama president: younger voters traditionally demonstrate low voter turnout³⁶, but in 2008, 51 percent of 18-to-29-year-olds

made the trip to the voting booth, and two-thirds of them voted for Obama³⁷. In Canada, they also played a key role in electing Justin Trudeau, a popular young leader (a Generation Xer himself) who identifies as a feminist and favors such policies as higher taxes



on the wealthy and the legalization of marijuana³⁸.

Meanwhile, Millennials' pathway through the social milestones of life—completing school, leaving home, financial independence, marriage and parenthood—is far more meandering than previous generations: fewer than 15 percent of Millennials have completed all five milestones³⁹ by age 30. In terms of relationships, Millennials often opt for some form of cohabitation⁴⁰, also known as a “starter marriage” or “beta marriage,” before saying “I do.”

Their every choice impacts entire sectors of the economy. Their shifting tastes and preferences can make or break a company—which is why it's imperative that business leaders continue to build their Millennial expertise. The opportunity couldn't be greater for



Millennials' every choice impacts entire sectors of the economy. They can make or break a company—which is why you need to build your Millennial expertise



those leaders who engage with Millennials, and make a priority of understanding Millennials' wants and expectations. The Millennials have arrived—it's their world now. **VC**



SOURCES

Millennial study conducted by Maru/VCR&C. Results are among Americans aged 13+, from two studies that fielded March 15-21, 2016. The total sample size is n=798 and n=806 for each study, with a margin of error of +/-3.47% and +/-3.45%, respectively.

ENDNOTES

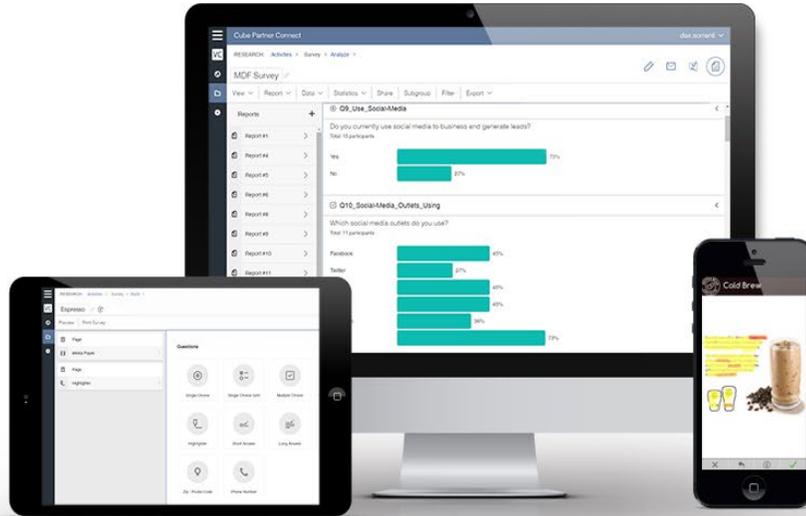
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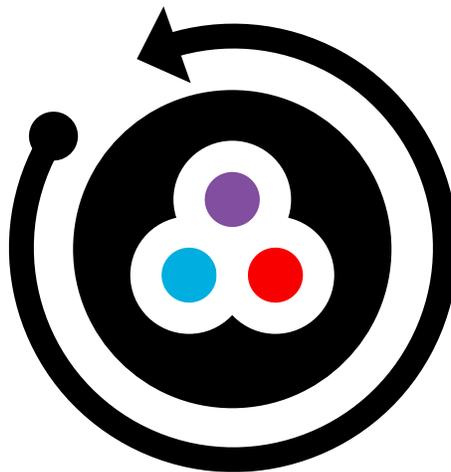
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