UFI Survey Exhibition Industry
Human Resource Management

December 2014

Results based on the online survey conducted in November 2014 among HR managers of UFI member companies
Thank you for your participation
The results are in!

1. 49 completed and valid surveys bringing the response rate to 32%!

2. Responses were exclusively collected from HR managers / responsible

3. Online survey was conducted between October – November 2014

4. Results were partially compared with the UFI survey on “key qualifications in a competitive environment (conducted 1.5 years ago)

5. Aim: detect and evaluate challenges for HR managers of our industry

6. Consequences: discuss results with UFI HR manager network and assess supportive solutions
Q1: Which of the following trends do you think will be most influential to the future of HR management? (name the most important three)
Q1: Which of the following trends do you think will be most influential to the future of HR management? (name the most important three)
Q2: What will be the most **challenging aspects** of HR management in the future?

1) Recruitment & generation gap
2) Career planning
3) Change management
4) Work-Life balance

Q3: How will you prepare your employee pipeline for the future?

1) We will restructure our human capital (>60%)
2) We will hire (< 30%)
3) We will continue without any changes (< 20%)
Q3: How will you prepare your *employee pipeline* for the future?

<table>
<thead>
<tr>
<th>All</th>
<th>Asia</th>
<th>Europe</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Restructure</td>
<td>1) Restructure</td>
<td>1) Restructure</td>
</tr>
<tr>
<td>2) Hire</td>
<td>2) Hire (from Asia)</td>
<td>2) No changes</td>
</tr>
<tr>
<td>3) No changes</td>
<td>3) No changes</td>
<td>3) Fire</td>
</tr>
<tr>
<td>4) Fire</td>
<td>4) Fire</td>
<td>4) Hire (from Europe)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organizer</th>
<th>Organizer &amp; Venue</th>
<th>Venue</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Restructure</td>
<td>1) Restructure</td>
<td>1) Restructure</td>
</tr>
<tr>
<td>2) Hire</td>
<td>2) No changes</td>
<td>2) Hire</td>
</tr>
<tr>
<td>3) No changes</td>
<td>3) Fire / Hire</td>
<td></td>
</tr>
<tr>
<td>4) Fire</td>
<td></td>
<td></td>
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</tbody>
</table>
Q4: Which departments will you re-structure? (name the most important three)

- **Sales**: 67% Decrease, 21% Remain as is, 12% Increase
- **Marketing**: 49% Decrease, 36% Remain as is, 15% Increase
- **Operations**: 28% Decrease, 42% Remain as is, 30% Increase
- **Exhibition Management**: 31% Decrease, 55% Remain as is, 14% Increase
- **Customer Service**: 42% Decrease, 45% Remain as is, 13% Increase
- **Finance**: 7% Decrease, 74% Remain as is, 7% Increase
- **HR**: 16% Decrease, 71% Remain as is, 13% Increase
- **IT**: 30% Decrease, 53% Remain as is, 17% Increase
Q5: Which departments will you re-structure / increase of headcount?
Q5: Which departments will you re-structure / increase of headcount?
Q7: Which competences become more important for our industry?

- Flexibility
- Interpersonal Relations
- Problem Solving
- Project Management
- Time Management
- Teamwork
- Network Building
- Social Media Literacy
- Strategic Thinking

2013 survey
Q8: Through which channels will you recruit new staff?

1) Job offer in online professional job portals
2) Job offer on the company’s own website
3) Head-hunter
4) Personal Network

Lower rated was the importance of: Career/job fairs, Job offer advertisement in newspapers, Specialized university courses, Unsolicited applications, Stakeholder recommendations.
Q9: To what extend are you currently making changes, if any, in the following areas?

<table>
<thead>
<tr>
<th>Area</th>
<th>Change underway or completed</th>
<th>Developing strategy to change</th>
<th>Recognize need to change</th>
<th>No need to change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology investments</td>
<td>8%</td>
<td>65%</td>
<td>17%</td>
<td>2%</td>
</tr>
<tr>
<td>Organisational structure</td>
<td>5%</td>
<td>70%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Talent strategy</td>
<td>17%</td>
<td>69%</td>
<td>13%</td>
<td>13%</td>
</tr>
<tr>
<td>Location of headquarter</td>
<td>4%</td>
<td>12%</td>
<td>5%</td>
<td>12%</td>
</tr>
<tr>
<td>Sustainable development</td>
<td>13%</td>
<td>56%</td>
<td>26%</td>
<td>26%</td>
</tr>
</tbody>
</table>
Focus areas:

• Need for middle-management staff in sales, marketing and customer services;
• Restructuring human capital before hiring across industry sectors;
• Managing expectations and change;
• Change of talent management needed (emphasis on training, support for professional development);
• Rethinking job structures: flexible work arrangements and work-life balance become more important!
Any Ideas, suggestions or insights you’d like to share?

TWITTER: @UFILIVE #ufihrnetwork

LinkedIn
UFI Education Group

E-MAIL
ufi@info.org
Headquarters
17, rue Louise Michel
F-92300 Levallois-Perret
France
Tel: (33) 1 46 39 75 00
Fax: (33) 1 46 39 75 01
E-mail: info@ufi.org

Asia/Pacific Office
Suite 4114, Hong Kong Plaza
188 Connaught Road West
Hong Kong, China
Tel: (852) 2525 6129
Fax: (852) 2525 6171
E-mail: asia@ufi.org

Middle East/Africa Office
Expo Centre
Sharjah
UAE
Tel: (971) 6 599 1352
Fax: (971) 6 599 1352
E-mail: mea@ufi.org