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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 complete environment (conducted 1,5 years ago)

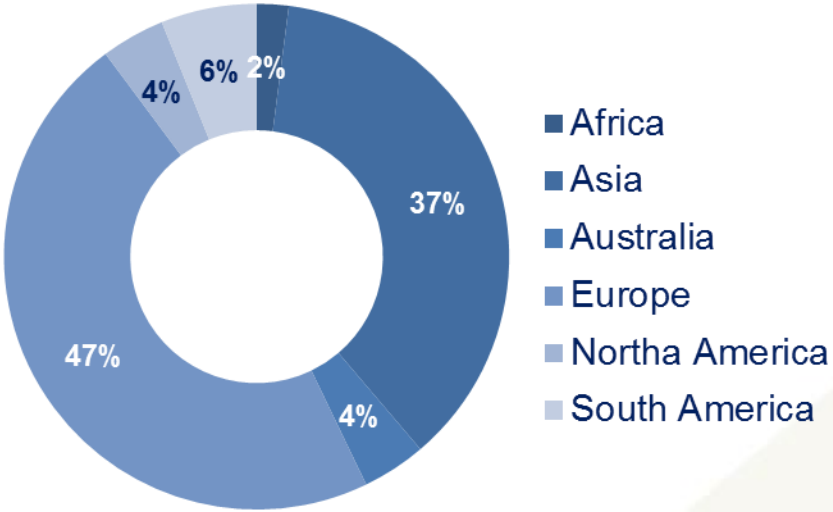
5

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

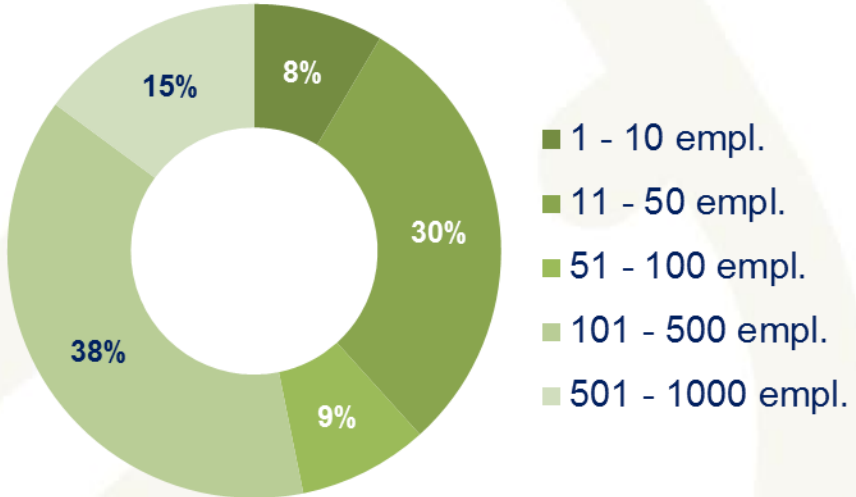
6

Consequences: discuss results with UFI HR manager network and assess supportive solutions

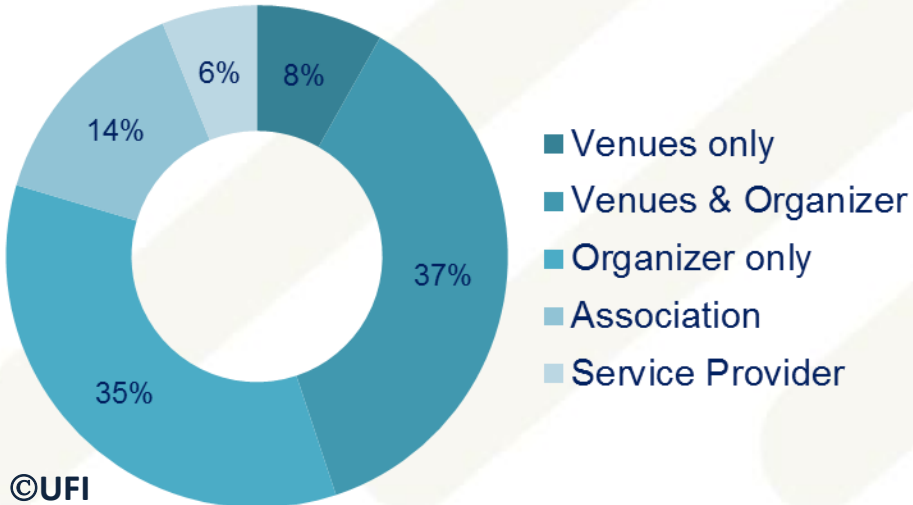
Respondent's Geographical Origin



Participant's Company Size

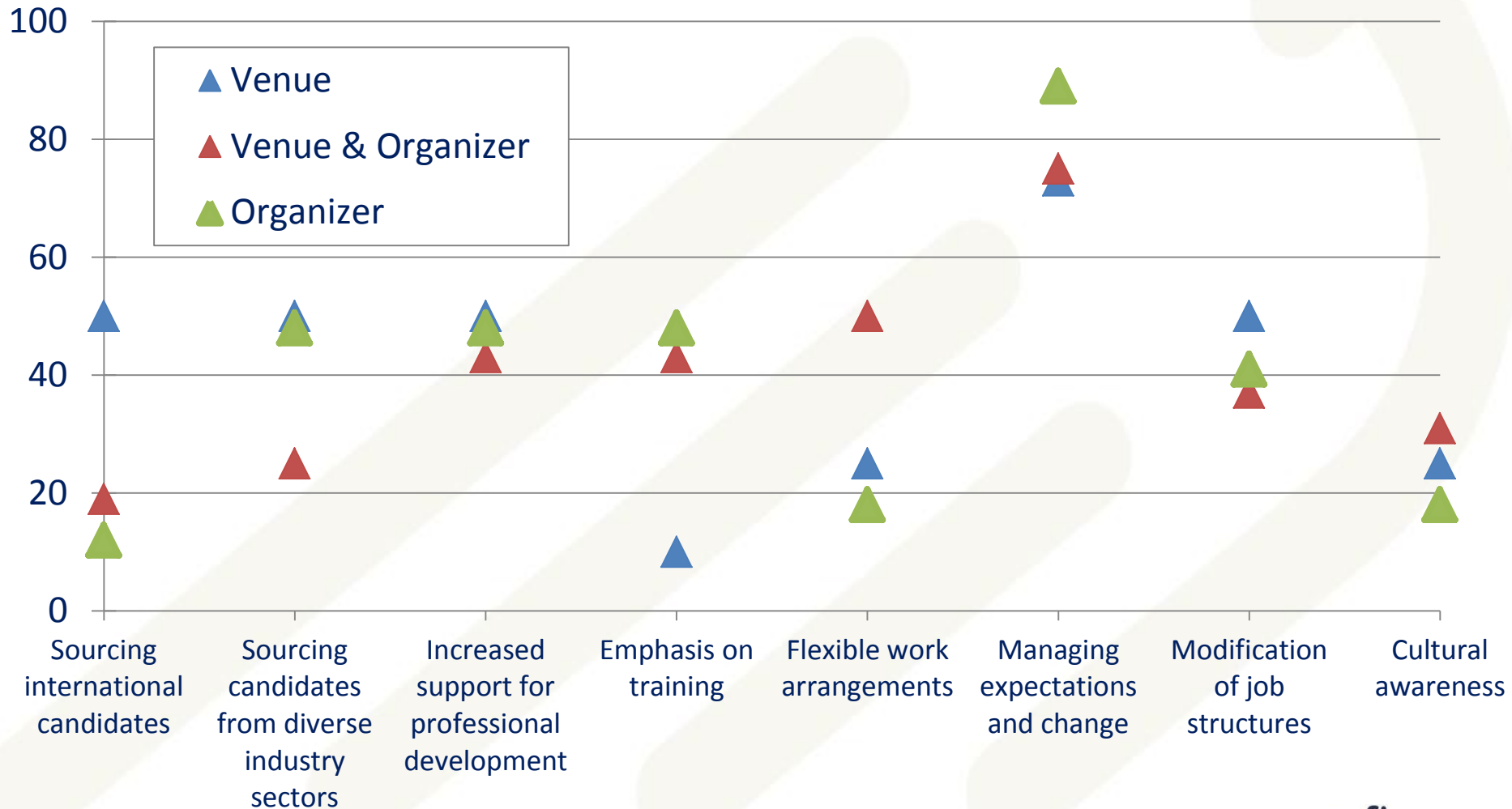


Respondent's Role in the Exhibition Industry

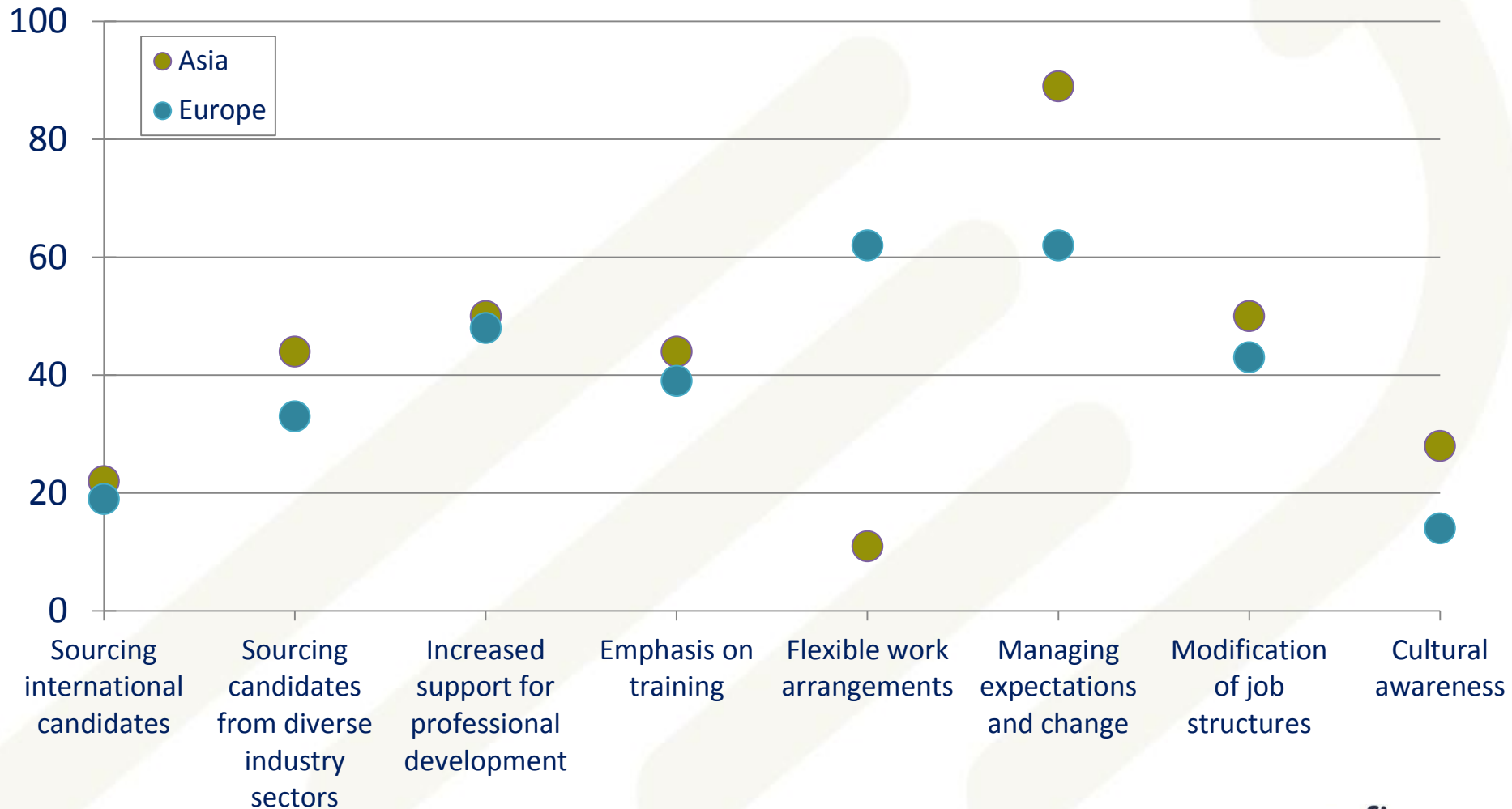


Responses

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?

Need for: Middle Management & Assistance & Support

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All

- 1) Restructure
- 2) Hire
- 3) No changes
- 4) Fire

Asia

- 1) Restructure
- 2) Hire (from Asia)
- 3) No changes
- 4) Fire

Europe

- 1) Restructure
- 2) No changes
- 3) Fire
- 4) Hire (from Europe)

C
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Organizer

- 1) Restructure
- 2) Hire
- 3) No changes
- 4) Fire

Organizer & Venue

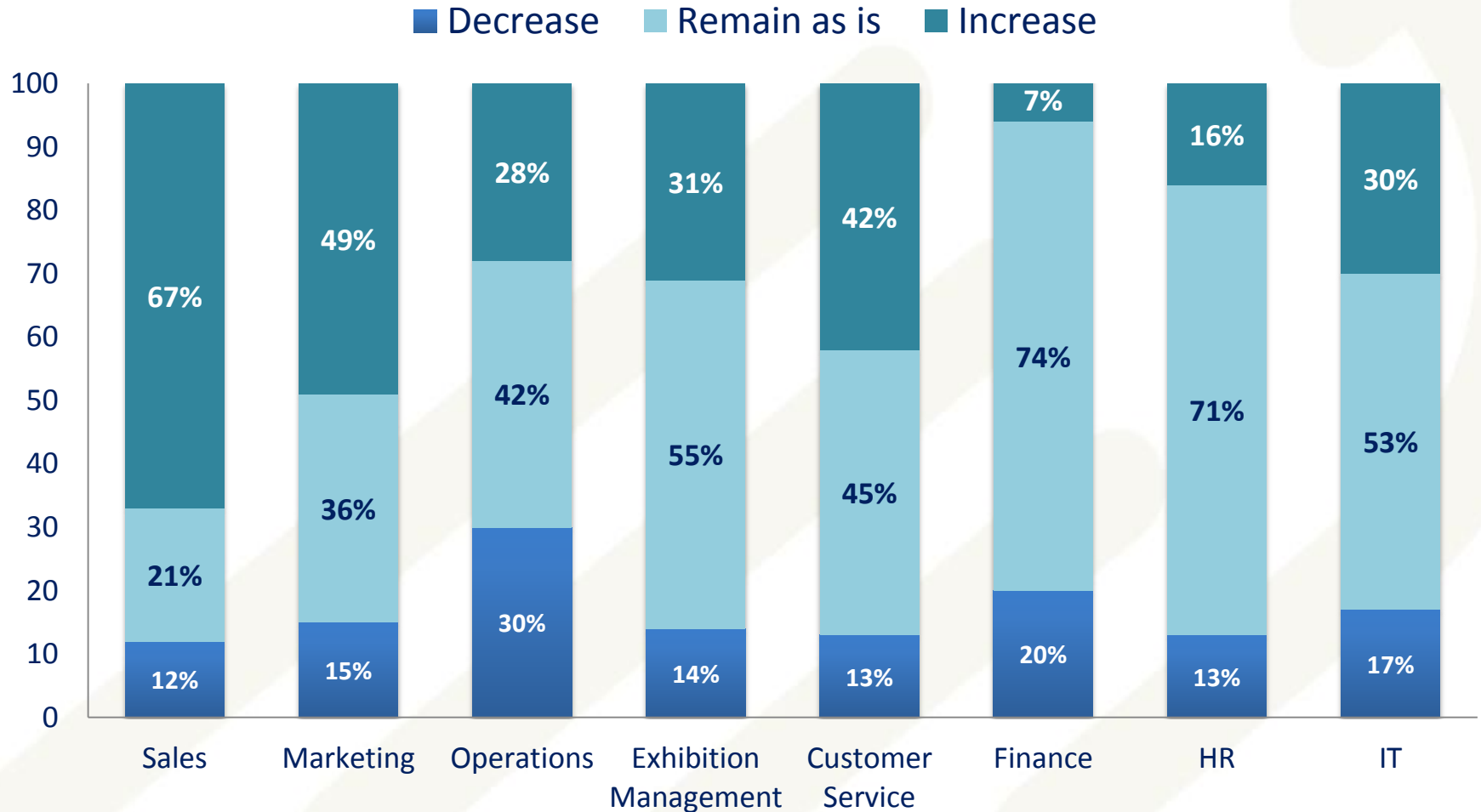
- 1) Restructure
- 2) No changes
- 3) Fire / Hire

Venue

- 1) Restructure
- 2) Hire

Need for: Middle Management

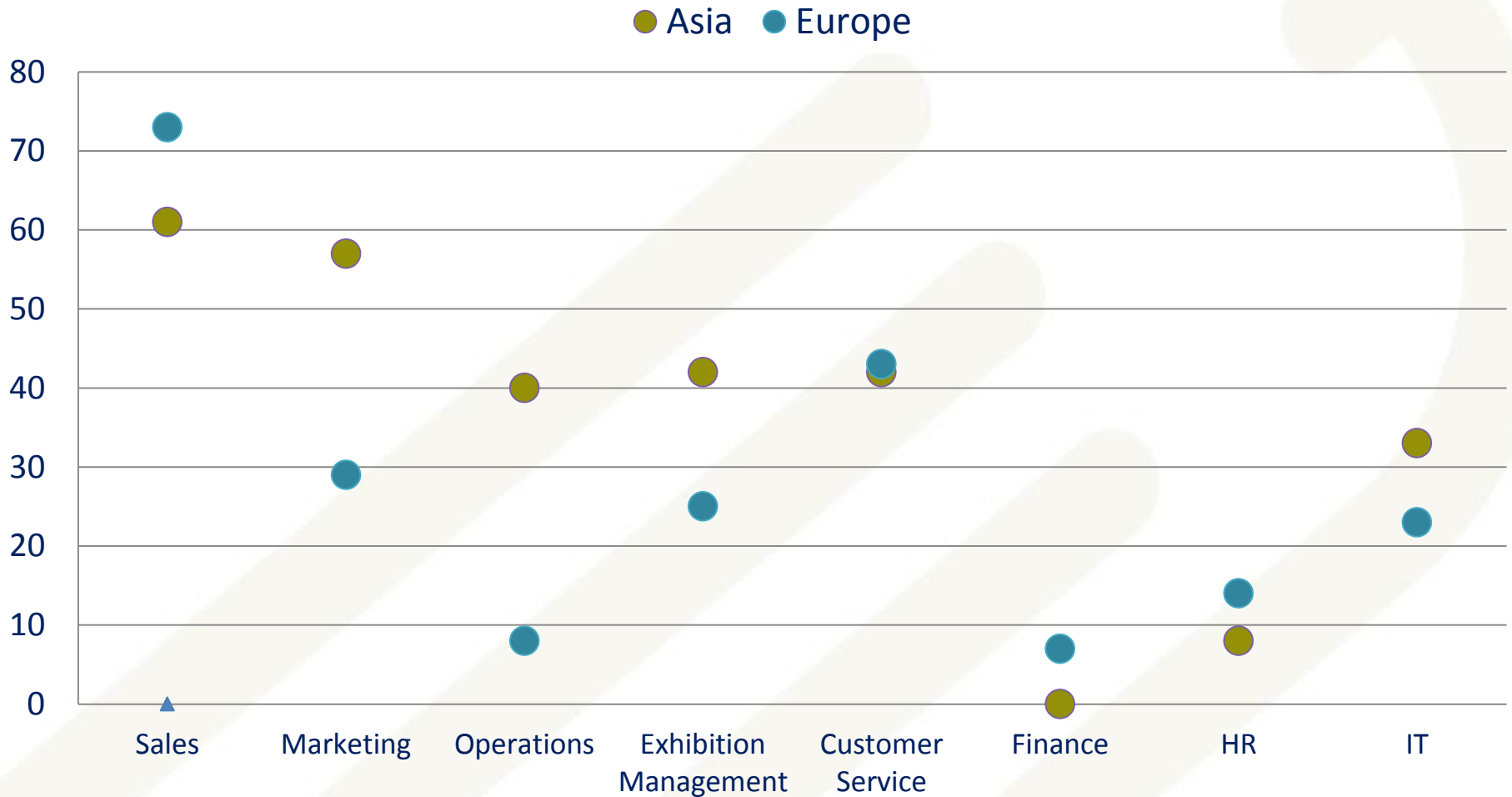
Q4: Which departments will you re-structure? (name the most important three)



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?



★ 2013 survey



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

Q8: Through which channels will you recruit new staff?

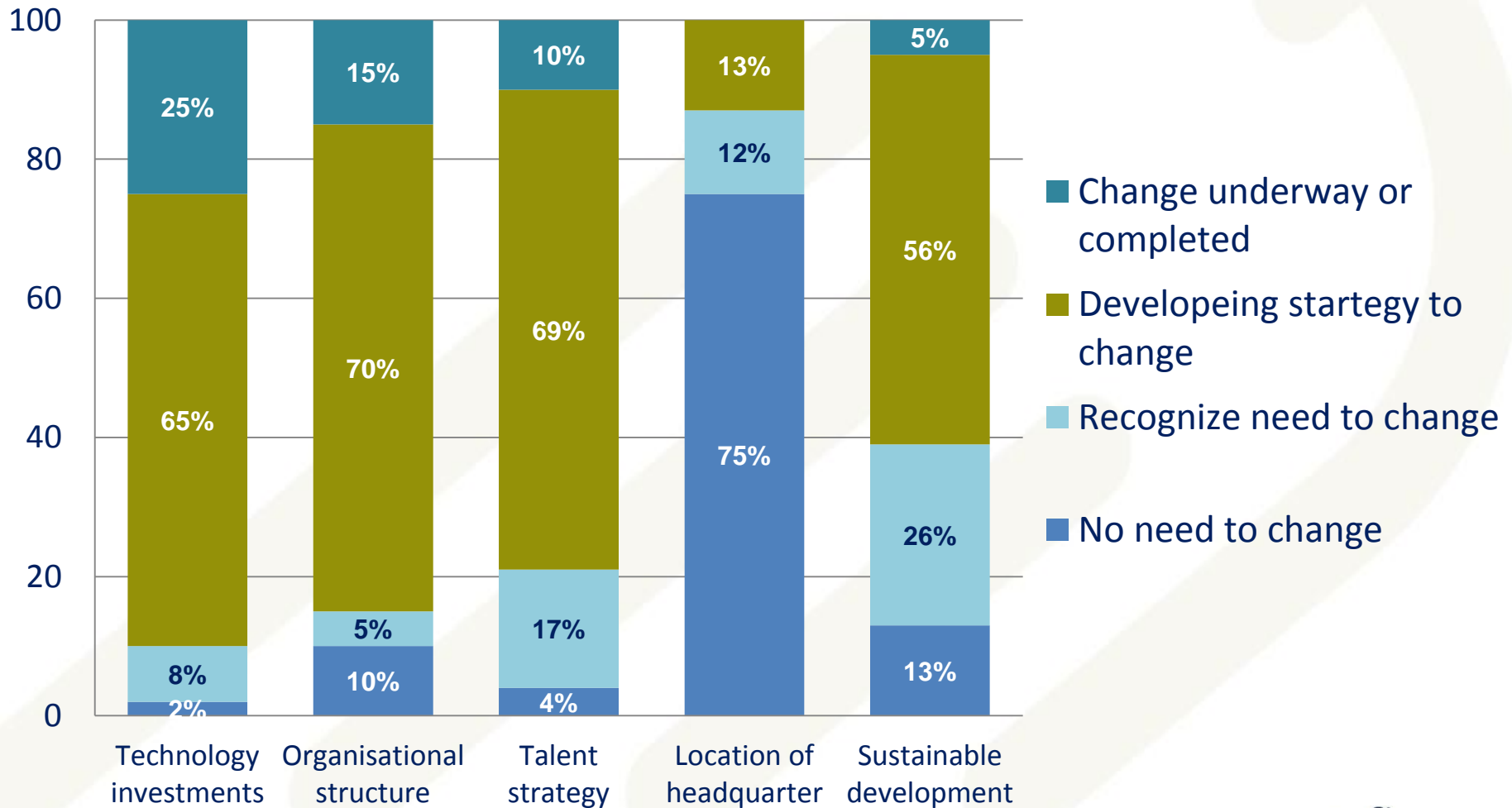
- 1) Job offer in online professional job portals
- 2) Job offer on the company's own website
- 3) Head-hunter
- 4) Personal Network



Lower rated was the importance of: Career/job fairs, Job offer advertisement in newspapers, Specialized university courses, Unsolicited applications, Stakeholder recommendations.

Q9: To what extent are you currently making changes, if any, in the following areas?

HR Manager recognize the need to take action



Focus areas:

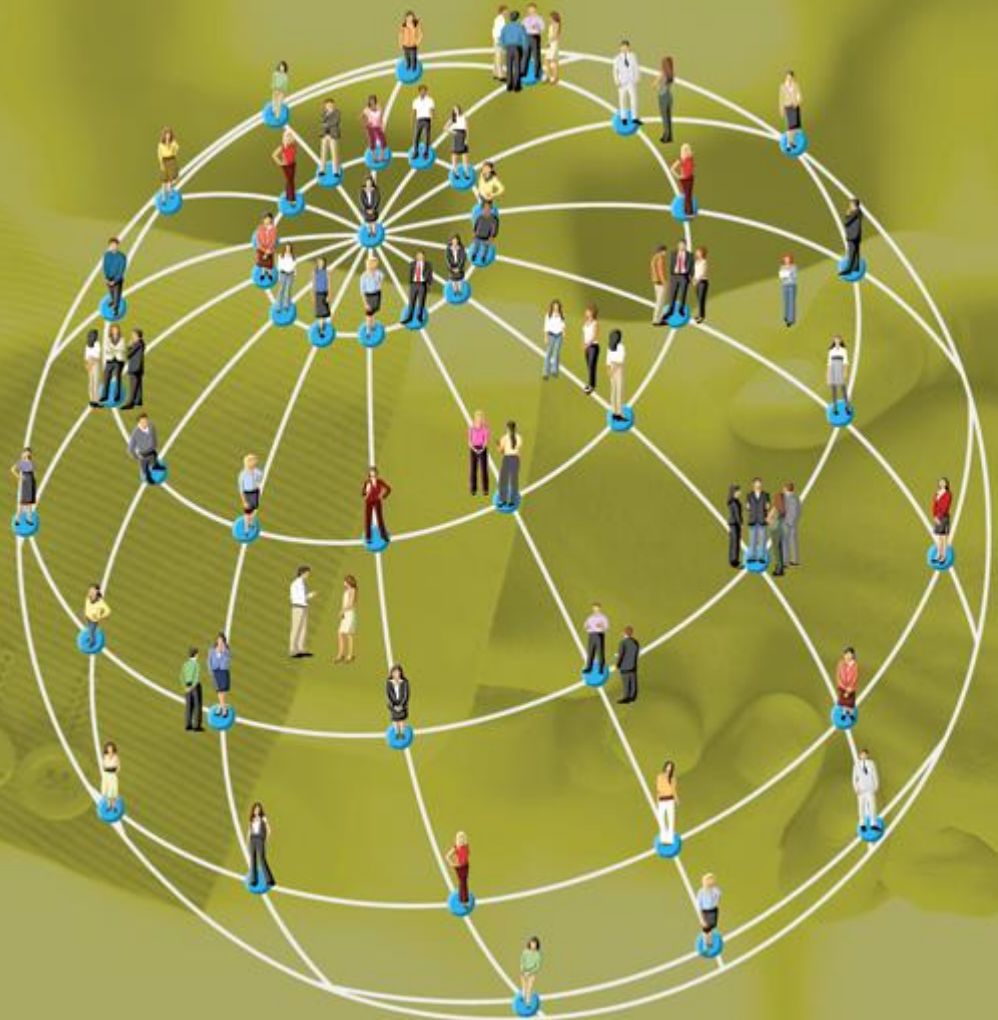
- Need for middle-management staff in sales, marketing and customer services;
- Restructuring human capital before hiring across industry sectors;
- Managing expectations and change;
- Change of talent management needed (emphasis on training, support for professional development);
- Rethinking job structures: flexible work arrangements and work-life balance become more important!

Any Ideas, suggestions or insights you'd like to share?

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