

The 2021 survey of Swiss Interim  
Managers performed by



Dachverband Schweizer Interim  
Manager

In collaboration with the  
International Network of Interim  
Manager Associations



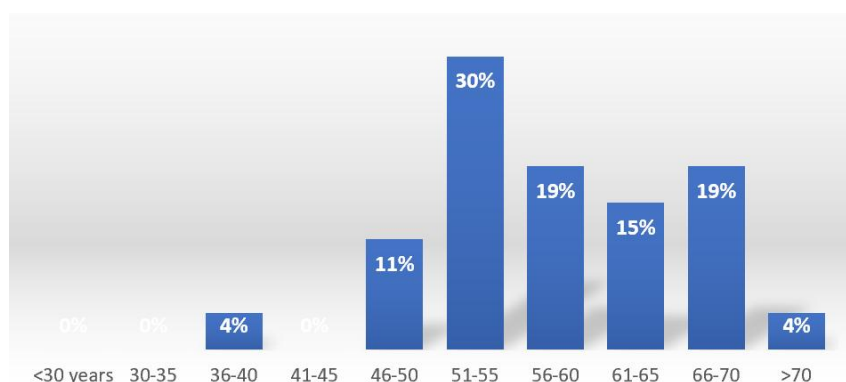
INIMA

## The Interim Manager

### Demographics

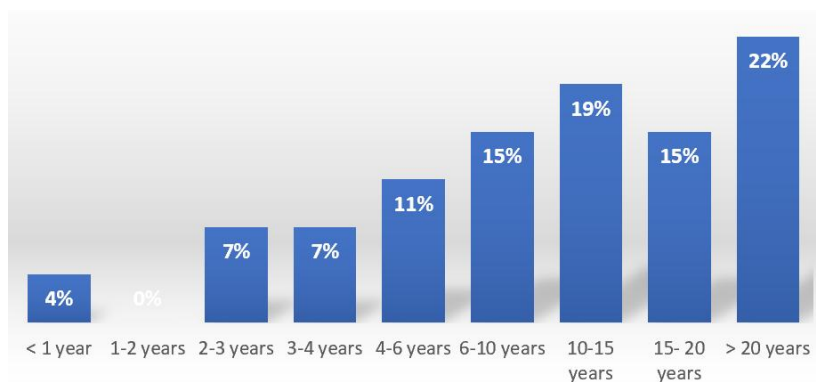
#### Age Profile

Around 83% of all Interim Managers can be found in the age group 50 to 70 years. Very few (4%) Interim Managers can be found in the age group below 40. With 11% in the age group 46 to 50, it seems that the required experience (and the necessary seniority) to start a career in Interim Managers occurs in the second half of the professional life.



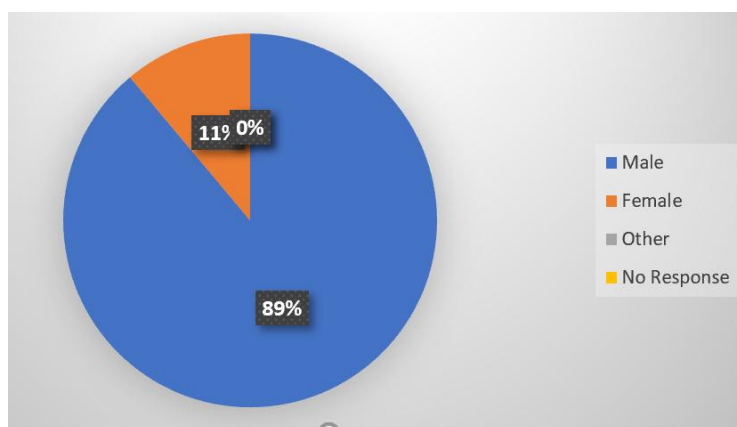
#### Number of years' experience in the profession

About 30% of Interim Managers have up to 5 years experience. This indicates that there is a steady stream of new blood entering the profession. Around 50% of the Interim Managers are in the range from 6 to 20 years experience. And a bit over 20% are really seasoned Interim professionals with more than 20 years of experience.



### Gender Profile

As can be taken from the gender profile below, the profession is still mostly dominated by men. There is however one branch of interim management which attracts mostly female interim managers. This is around HR and HR Services.

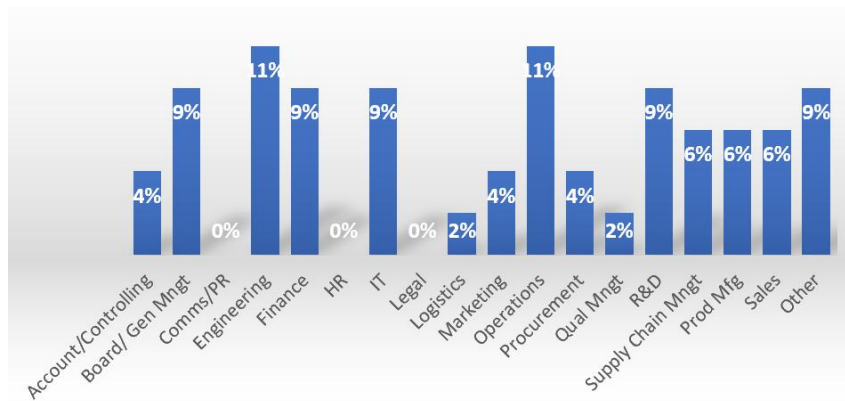
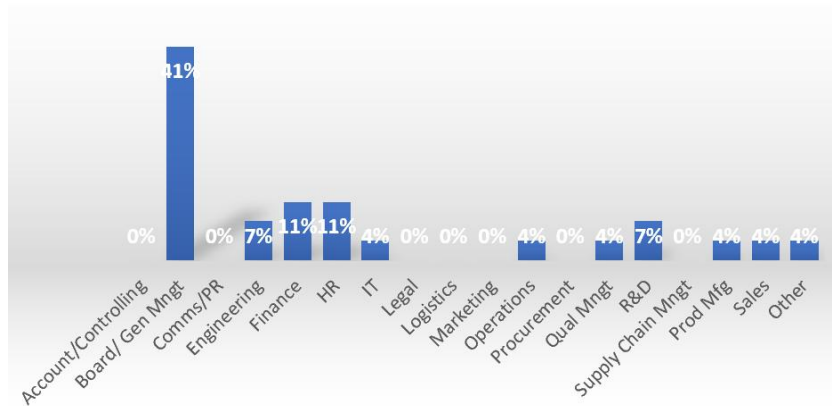


### Functional Specialities

#### Primary and secondary expertise

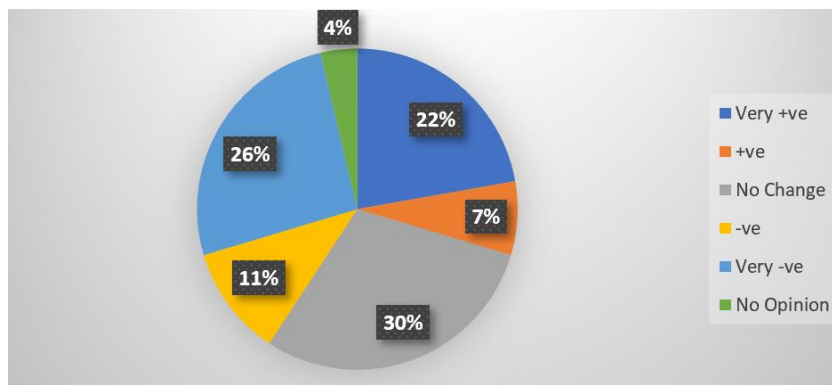
As well in the primary as in the secondary expertise there is a wide variety of themes in which Interim Managers are engaged. Over 40% of the primary engagement of Interim Managers is on C-level. Another 40% are

engaged in 2nd level management roles. In the secondary expertise there is a rather wide range of fields which are covered.



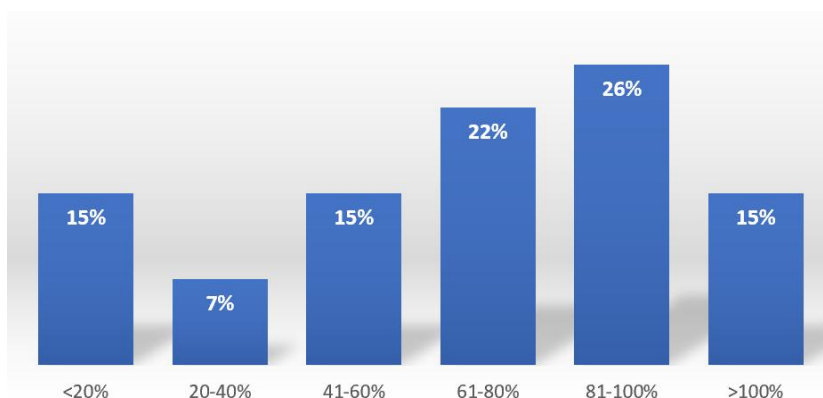
**IM Market development last year**

The assessment of the market development of the last year is 30% neutral, 29% positive or very positive and 37% negative or very negative. With over a third of the participants being affected negatively, the results show that the pandemic had a downturn effect.



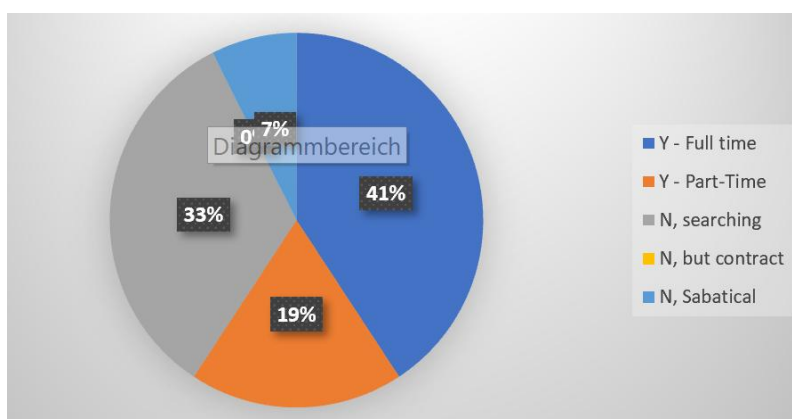
### Interim Manager Workload

It seems that there is a correlation between the assessment of negative market development (see above) and the workload reported below 60%. 37% of participants reported this in both cases.



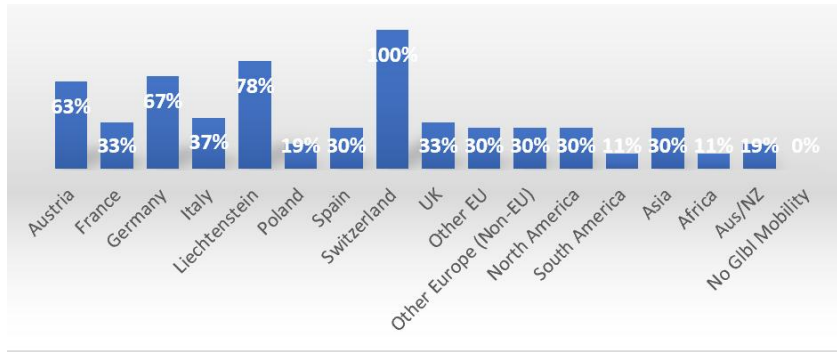
### Current Status of Interim Managers

With only 60% of the participants currently in an assignment, the picture of the current market situation seems to be confirmed.



### International Mobility

The question whether the flexibility in accepting assignments outside of Switzerland is an expression of flexibility and openness on the part of the IMs, or if it is the expression of despair, remains open.

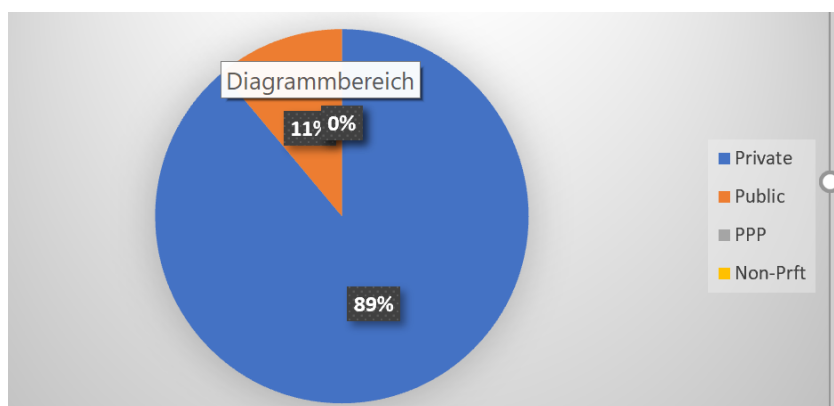


## The Clients

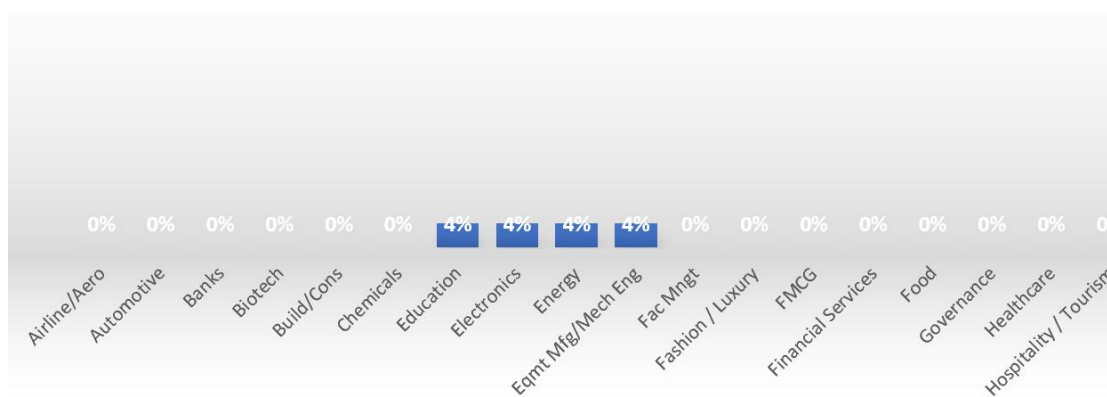
To give an insight into the 2020 IM market, the Swiss Interim Managers were asked to report details of their last assignment.

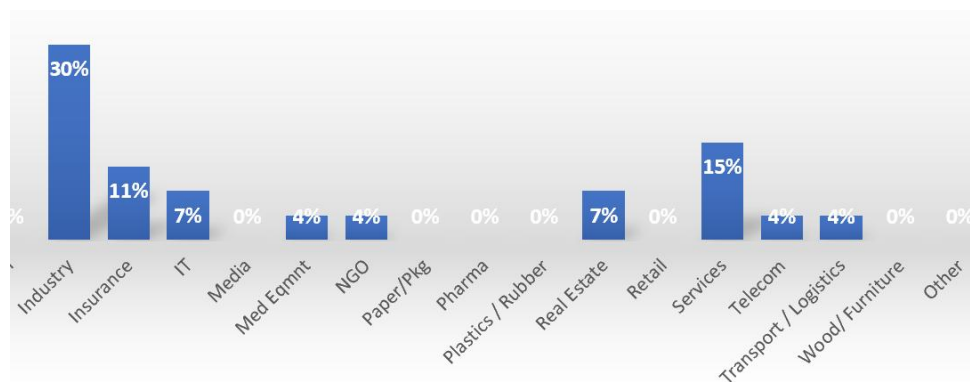
### Sectors of Activity

It comes as no surprise that close to 90% of the participants were working in the private sector.



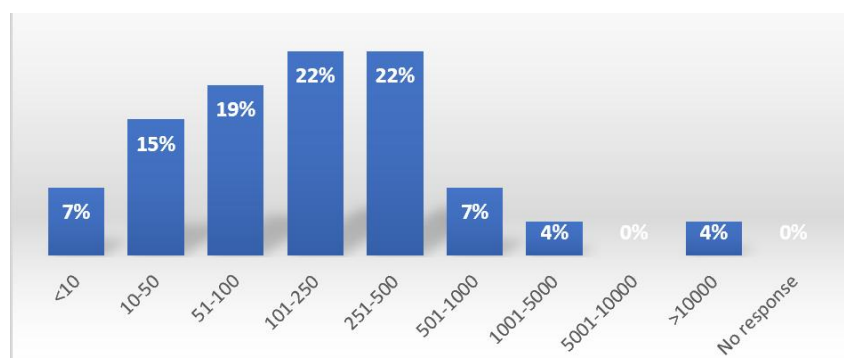
About 1/3 was working in industrial companies, about 1/3 was working in service-related companies and the rest is widely spread. For practical purposes the graph was divided in two parts.





### Size of company

The graphs about company size (1st graph = number of people and 2nd graph = revenues) show that most participants were working for small to mid-sized companies.



Alternatively from a revenue perspective, 55% of the assignments were in companies with revenues less than € 150 million.

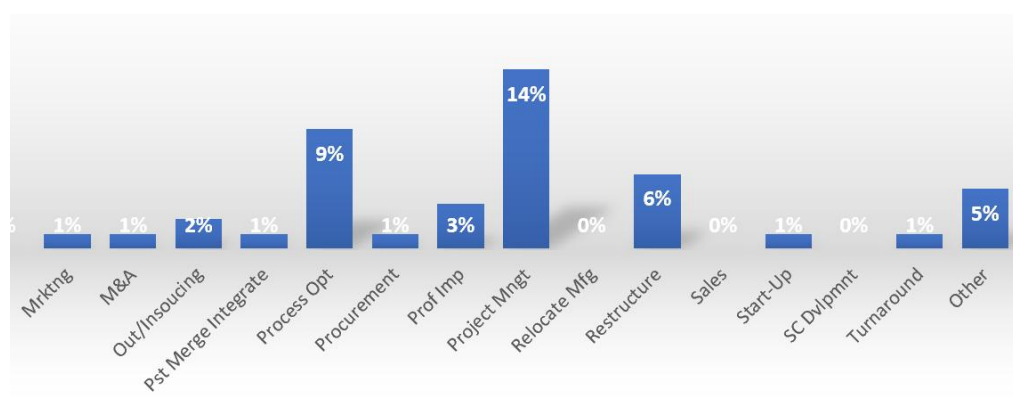
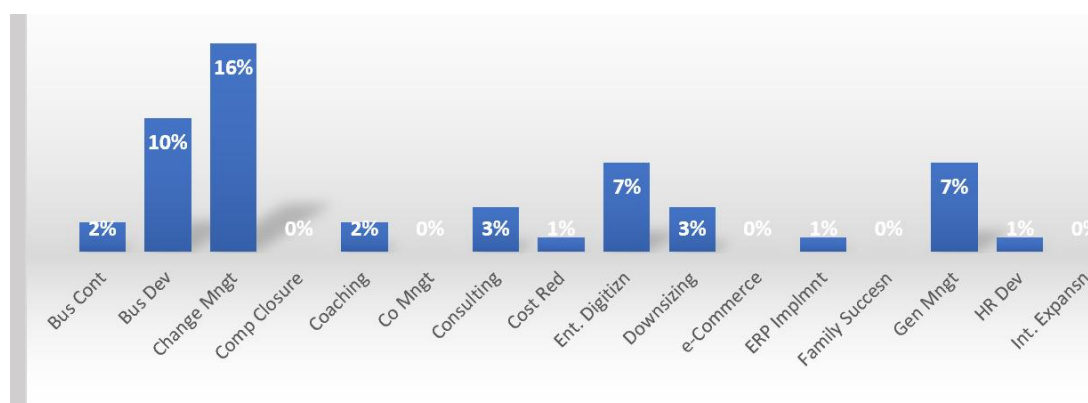




## The Assignments

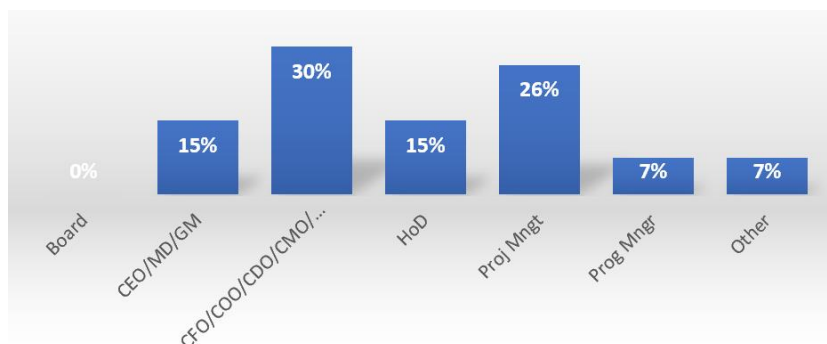
### Key Issues

The spread of business subjects on which the participants were working (more than one could be marked) is quite widespread. For practical purposes the graph was divided in two parts.



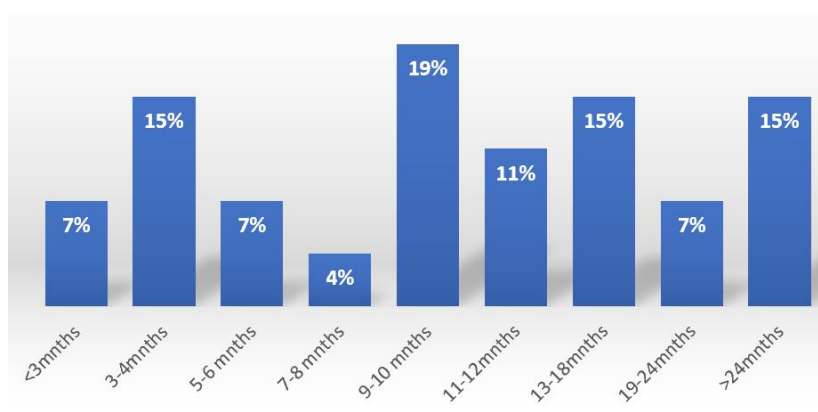
### Management Level

About half of the participants were working on management level 1 and 2, while the rest of the Interim Managers were working in project related assignments.



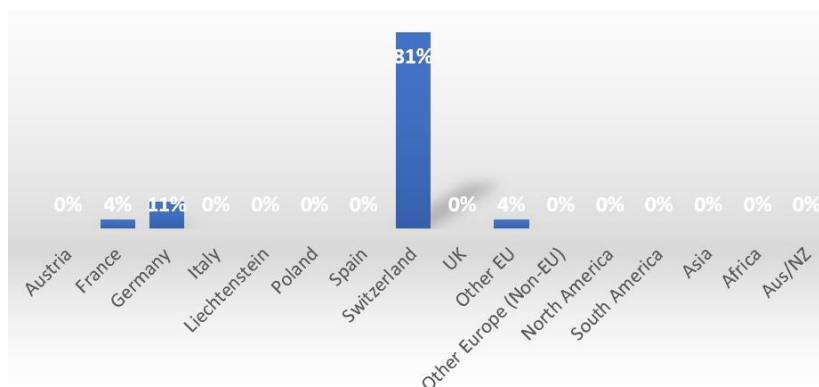
### Duration

About 30% of the assignments lasted up to 6 months, around 34% between 6 and 12 months. 22% lasted up to 2 years and 15% were for over 2 years on the job.



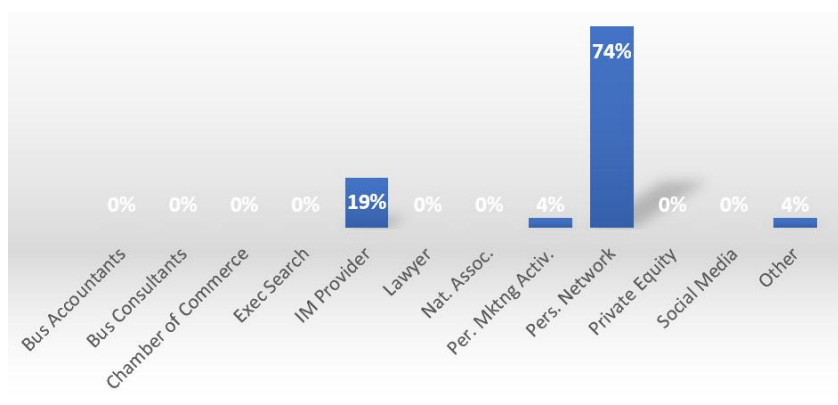
### Countries

Not surprisingly over 80% of the assignments were purely Switzerland related, around 10% extended into Germany with about 8% working in the rest of the EU.



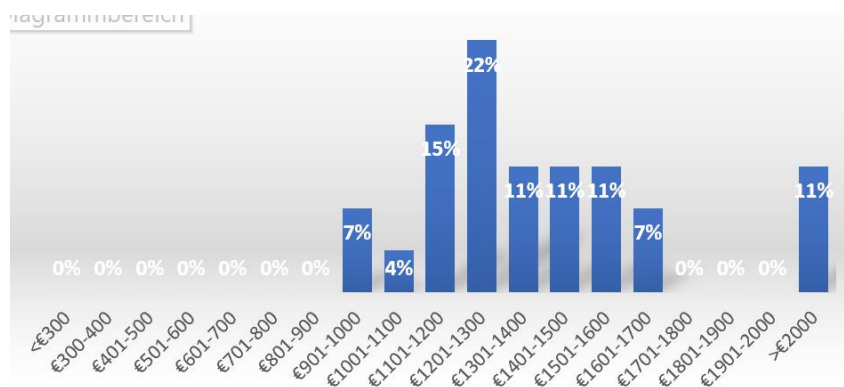
### Sales channel

It might come as a surprise, that almost ¾ of the participants acquired their mandates through their own network and only about 20% found work through providers. This seems to stand in contradiction to the information claimed by providers.



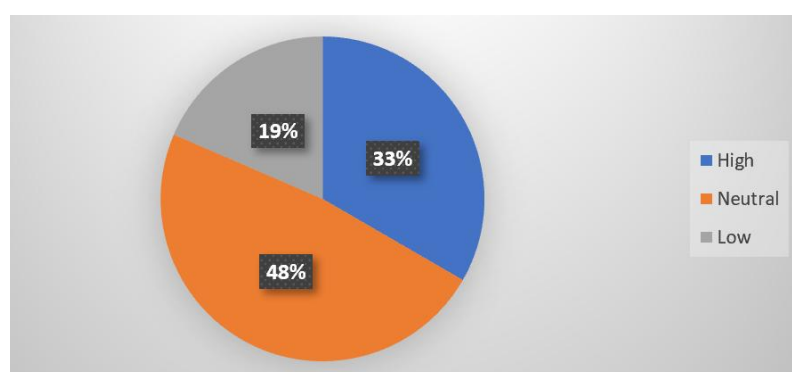
### Day Rates

The daily rates do not seem to have suffered much from last year’s pandemic. This might be based on the fact, that a lot of the contracts were negotiated before the pandemic broke out. While about a quarter of the rates are under a reasonable level, two thirds are in the reasonable bandwidth between EUR 1200 and EUR 1700. 11% are still earning top rates. Please note that these rates are what the IM actually got and not what was charged to customers e.g. through a provider).



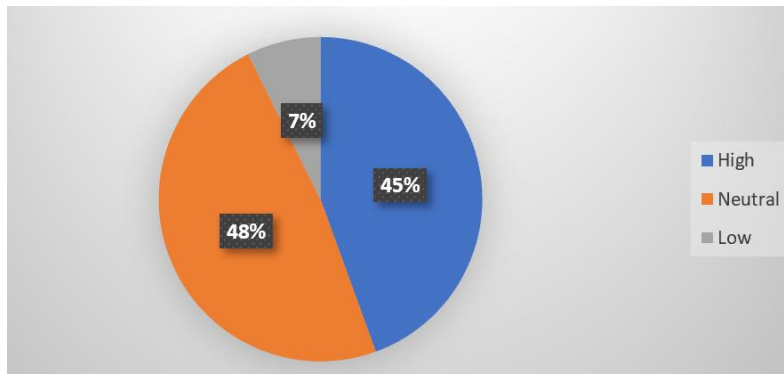
### Pressure on daily rates last 6 month

About a third of the participants experienced high pressure on the rates in the last 6 months



### Pressure on rates in the future

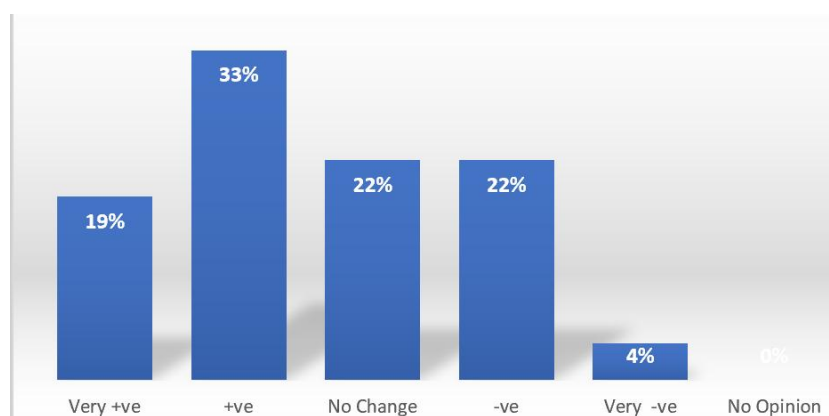
About half of the participants expect the pressure on rates to increase in the years to come. The fact that the other half either expects low pressure or no pressure at all, shows that not all hope is lost.



## Trends

### Market Development

With close to 75% of the participants expecting no change or better market conditions for the year to come, the above-mentioned hope seems to be confirmed..



### Future View and key issues facing Interim Executives

In the survey, there was an open question, “What are the 3 biggest challenges for you as an Interim Manager in the next business year?”. This is a summary of the responses:

*All in all the participants were obviously concerned about*

- *the market*
- *their chances to find good assignments*
- *the pandemic which is still raging.*

Topic 1	Acquisition - 18
Topic 2	Corona - 7
Topic 3	Digitalization - 3
Topic 4	none - 3
Topic 5	Economic environment - 5
Topic 6	Pressure on rates - 4

## Background of the Survey

The survey was performed in January 2021 and restricted to practising interims who were members of the national association, 27 managers responded from a total membership of 57, which is a good redemption for a survey of this type. A survey open to respondents outside of our association would have increased the sample size but at the expense of the sample reliability.