

The 2021 survey of Italian Interim
Managers performed by



In collaboration with the
International Network of Interim
Manager Associations

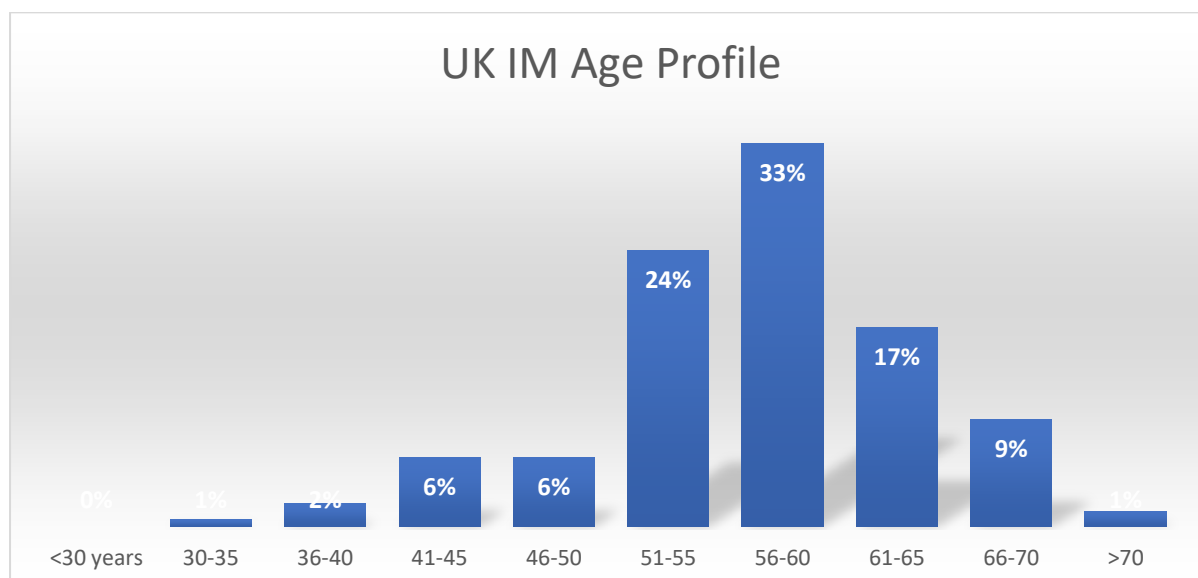


INIMA

The Interim Manager

Demographics

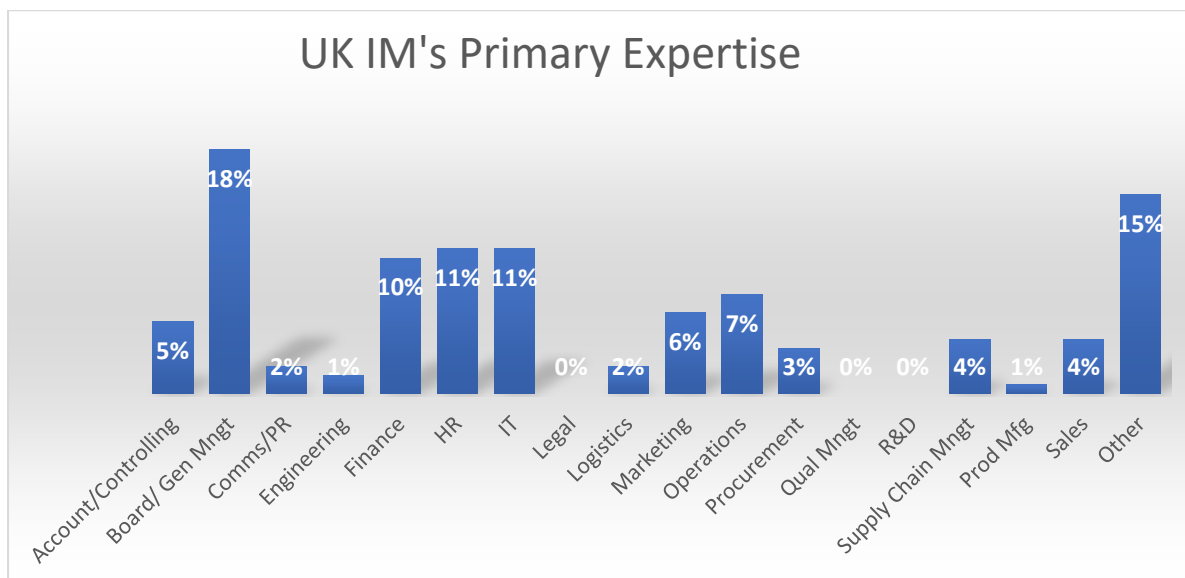
The typical UK Interim manager in our survey was male, over-50 and with more than six (6) years of experience as an Interim professional.



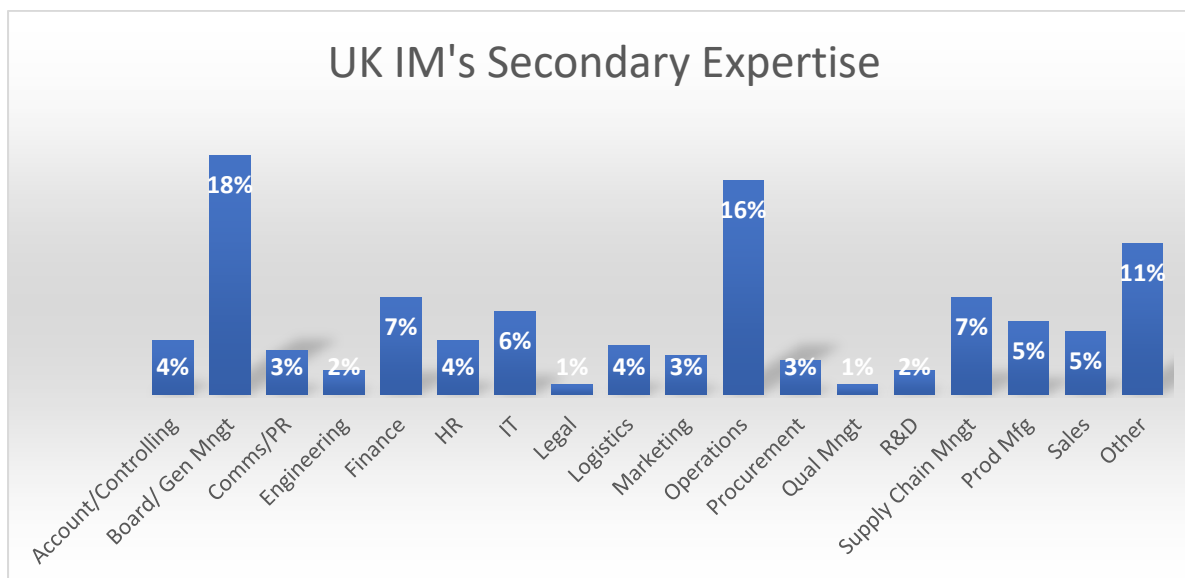
The UK Interims showed a wide spread of management seniority amongst respondents albeit with biases toward C-suite roles and Programme and Project management. Only 13% of the respondents were women which reflected that Interim Management is still a male-dominated profession in the UK.

Functional Specialities

The top primary functional specialities of the interim managers in our survey were General Management(18%), Finance(10%), HR(11%) and IT(11%).

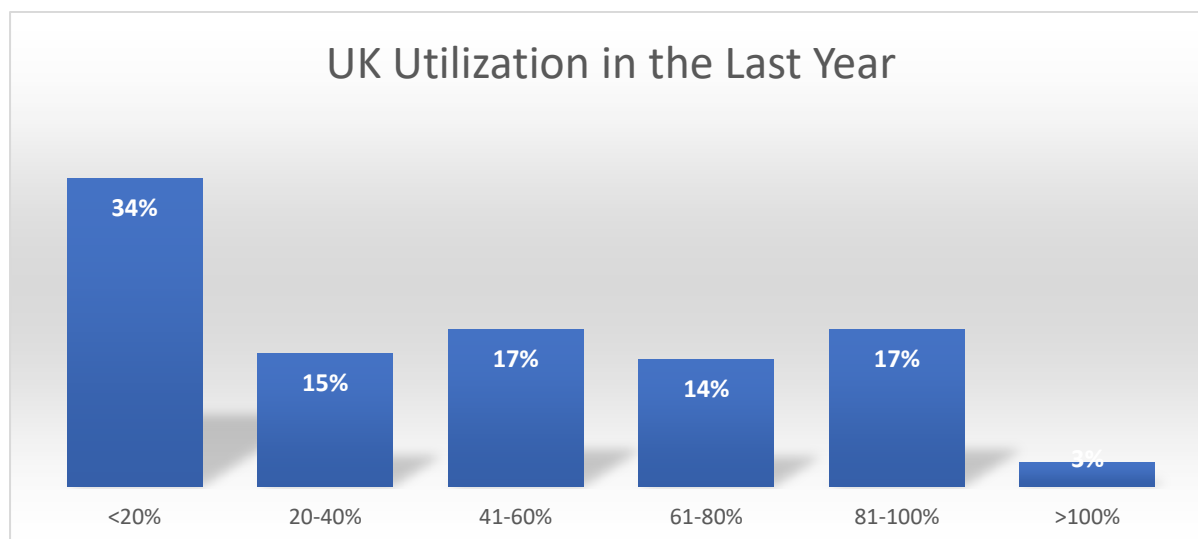


Interim Managers complemented their primary specialities with one or more secondary competences. So for example an interim General Manager could also provided sales-marketing guidance, or an over-qualified COO could bring CEO experience to a management team. UK Interim Managers complimented their primary specialities in diverse areas of management with General Management, Operations, Finance and Supply Chain being most popular as shown in the chart below.



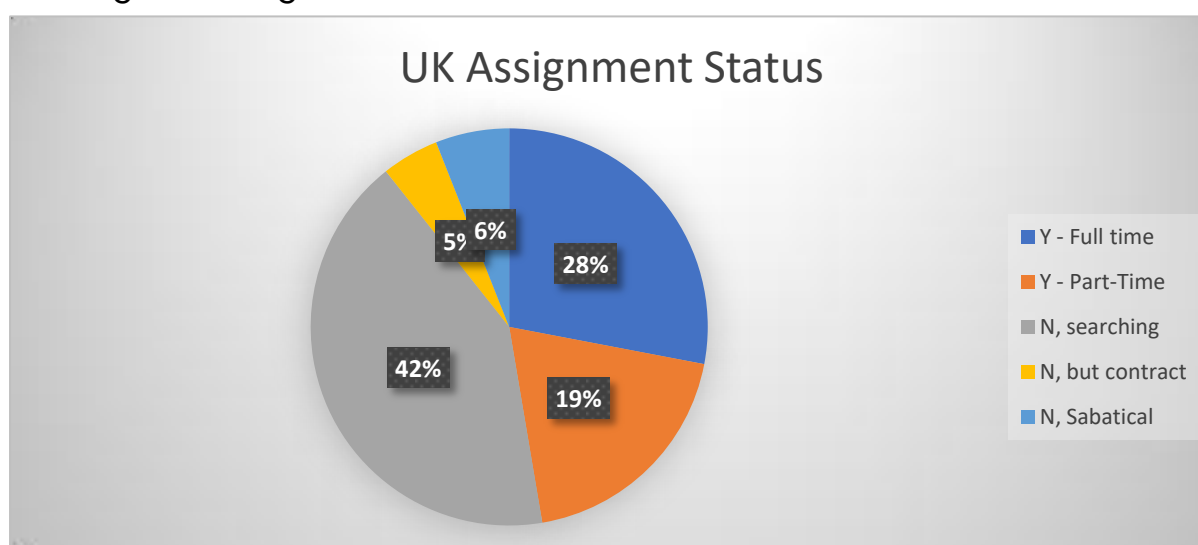
Interim Manager Utilization

2020 proved to be a challenging year for interims in the UK with over 50% claiming a utilization of 40% or less and indeed over 1/3 being utilised less than 20%.



Current Status of Interim Managers

Whilst 47% of UK respondents were on full or part-time assignments at the time of the survey almost 42% were searching for work and not currently working, reflecting the state of the UK market at the end of 2020.

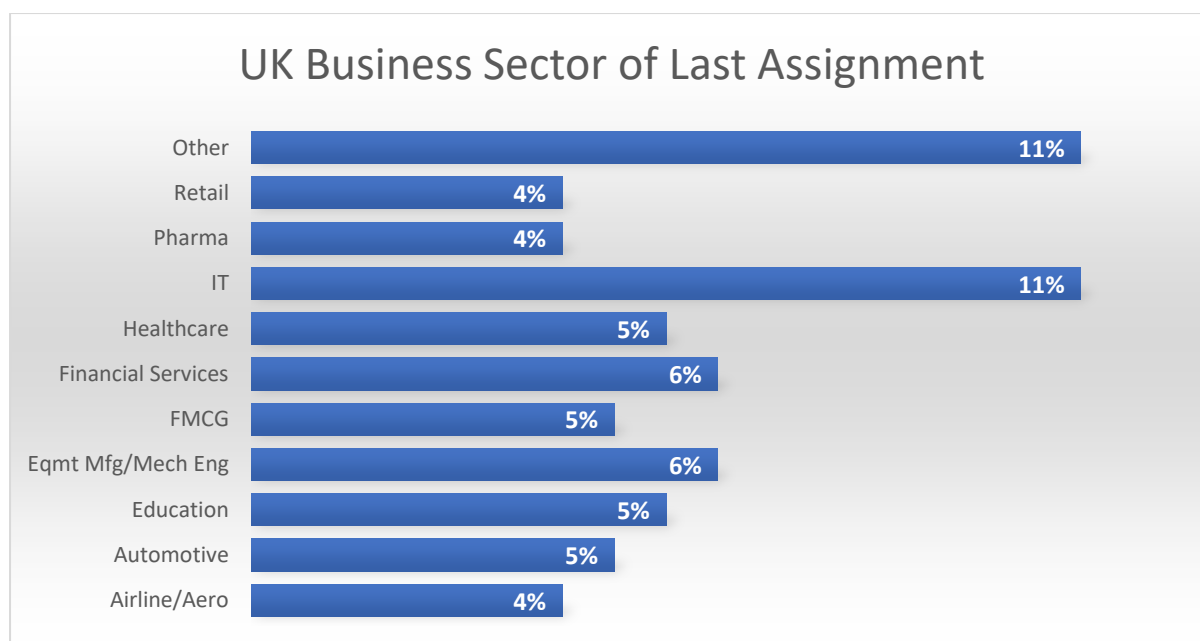


International Mobility

The vast majority of UK Interim Managers stated their availability for international assignments and 70% had a preference for relocation to other INIMA partner countries. A notable 9.6% of managers stated availability for assignments in North America.

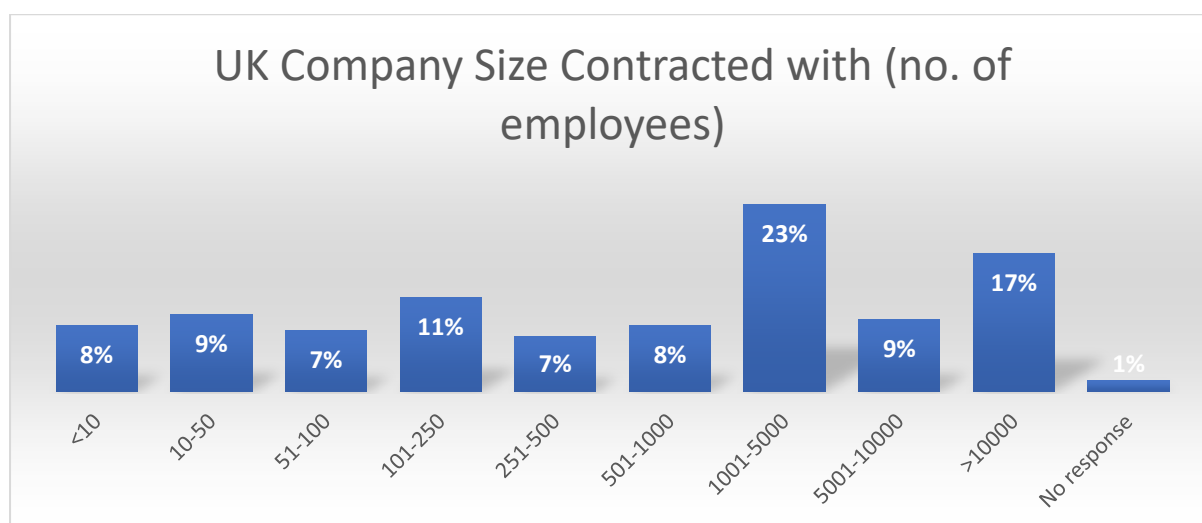
The Clients

To give an insight into the 2020 IM market the UK Interim Managers were asked to report details of their last assignment. This reflected the broad nature of the UK IM market albeit with a definite bias for IT type engagements.

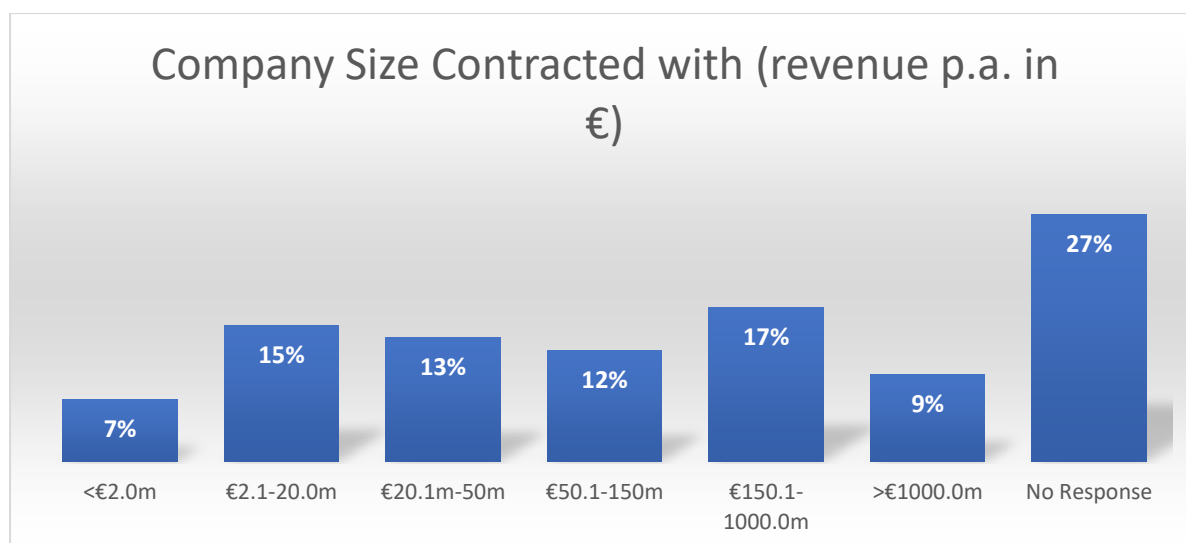


Size of company

As could be expected the majority of the companies that engaged UK interims were relatively large (greater than 500 employees) operating in the private sector.



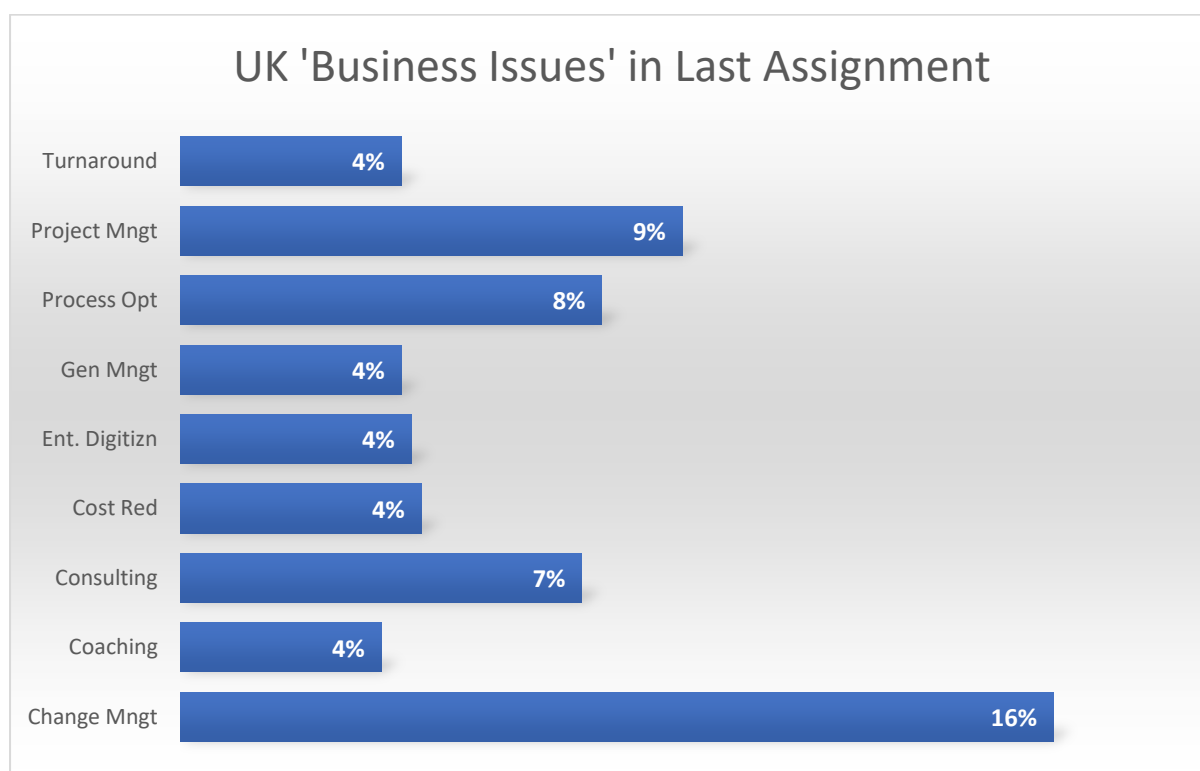
Alternatively from a sales perspective, there is a broad spread of annual turnover with over half assignments coming from companies with annual turnover greater than €2.0m.



The Assignments

Key Issues

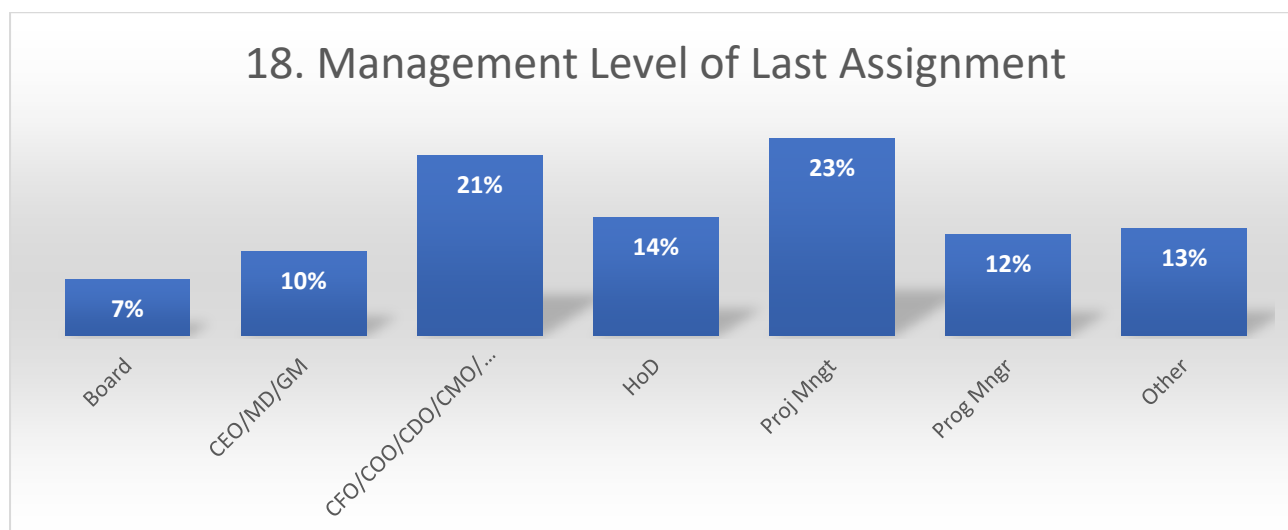
Interim Managers are change-agents by nature so it was no surprise that change management was their biggest assignment area in the UK. The top nine(9) issues addressed by managers in their last assignments are shown in the following graph.



Outside these 'top issues' the UK shows a broad scope of application. None-the-less, 2020 for the UK showed a strong bias toward classic Interim expertise in Project Management, Change Management and Process Optimization.

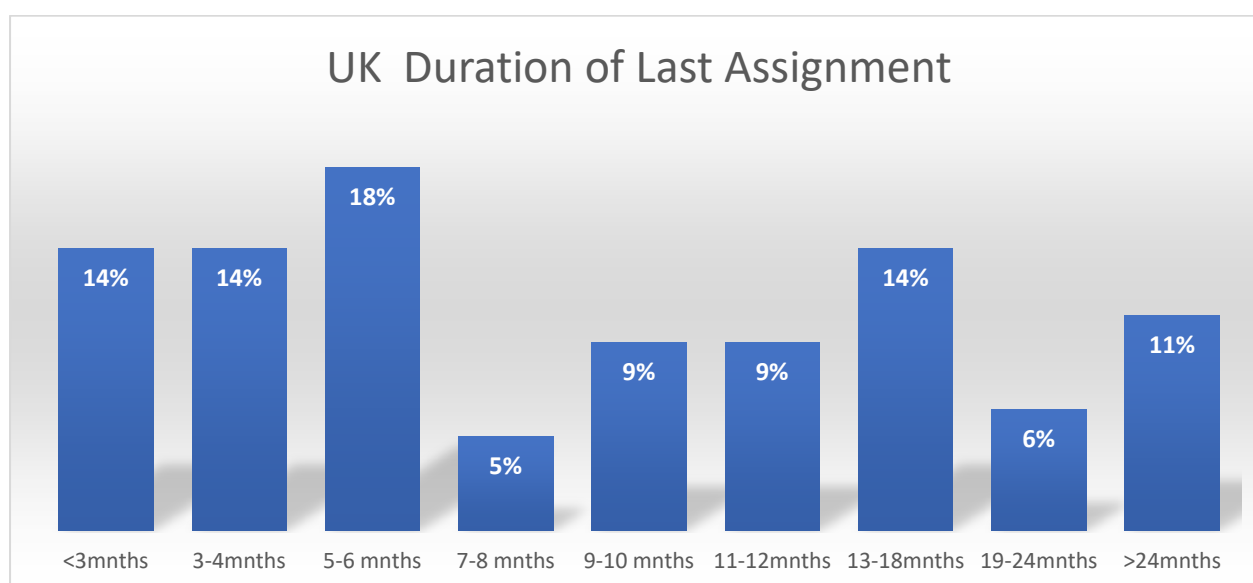
Management Level

During their last assignments, UK interims had a broad spread of seniority with C suite and Program and Project Management being the most prevalent.



Duration

With a reasonable spread of assignment duration across the market there over half of assignments were less than 8 months with a slight upturn in the 13-18 month time span.

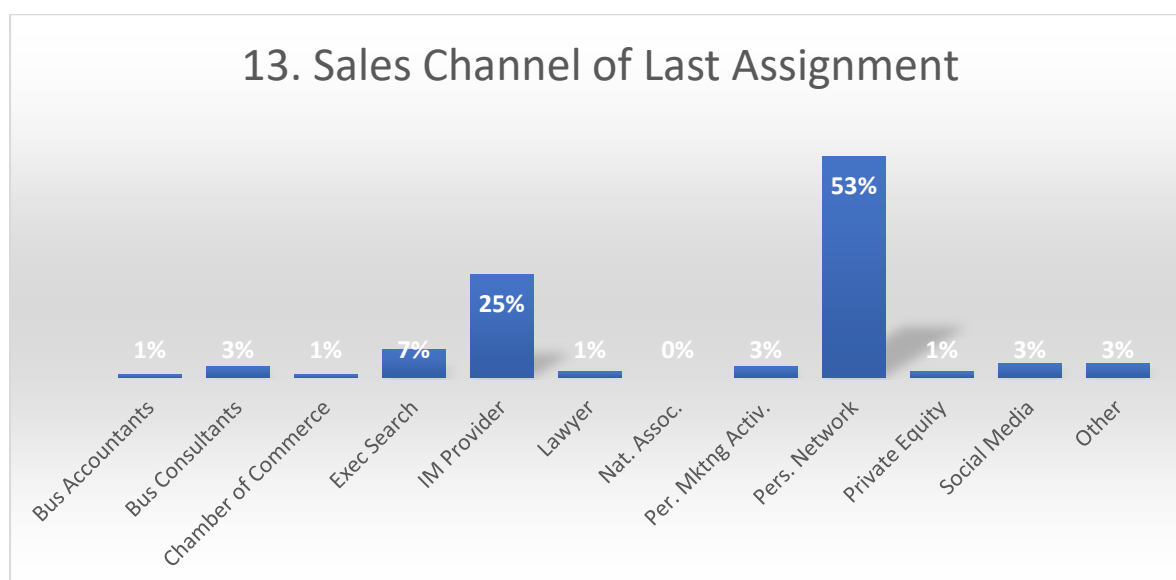


Countries

As would be expected most of the UK Interim Managers in our survey worked in the UK but their assignments also took them other to countries as a resident or on business trips critically other INIMA European countries and indeed in the USA and Asia.

Sales channel

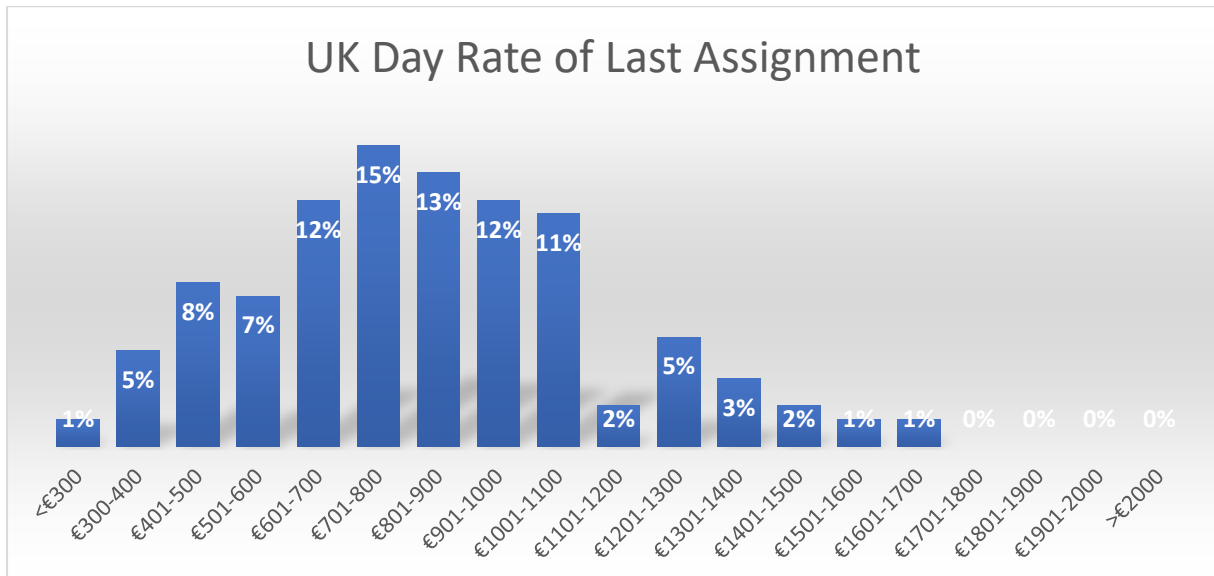
The largest sales channel was via the personal network of the Interim Manager, Interim Service Providers came second with 25% of assignments.



Day Rates

Managers were asked to provide the day rate that they billed on their last assignment (the net price, excluding expenses and VAT). This response was preferred as it was more objective than a yearly average or other formats.

The range of the day rates was extremely large, from €300 to €1700, which showed the diversity of services provided by the Interim Managers in the IIM. The peak of daily rates were in the €600–1100 range as can be seen below..



Pressure on Pricing

In the last six (6) months 56% of managers reported that there was pressure on pricing during negotiation with the client, this pressure was forecasted to increase to 64% in the next six (6) months

Trends

Market Development

In our survey, 50% of managers judged positively the development of the market in 2021.

Future View and key issues facing Interim Executives

Unsurprisingly, UK IMs consider the impact of COVID-19 and the most recent change to the UK TAX regulations referred to as IR35 leading to concerns about securing their next assignment and the potential pressure on day rates.

National Context of the Survey

The survey was performed in January 2021 and restricted to practising interims who were members of the national association, 150 managers responded. A survey open to respondents outside of our association would have increased the sample size but at the expense of the sample reliability.

The IIM conducts a much 'wider-ranging' survey in April each year which is now seen as a regular bellweather of our market. This survey is open to a much wider respondent base with some 3500 respondents annually and has been in existence for X years,