

The 2022 Survey of Swiss Interim
Managers Performed by



Dachverband Schweizer Interim
Manager

In Collaboration with the
International Network of Interim
Manager Associations



INIMA

Interim Management in Switzerland 2021

Contrary to expectations, 2021 was a better year for Interim Managers in Switzerland than initially expected. It seems that the pandemic did not affect the Interim Market as much as anticipated.

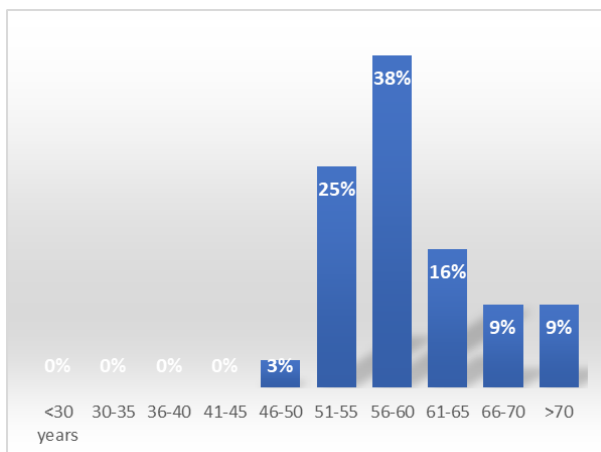
The slack in the beginning of the year was compensated by the recovery, as verbally reported by many Interim Managers und Providers, which started in summer and was stronger than anticipated.

The Interim Manager

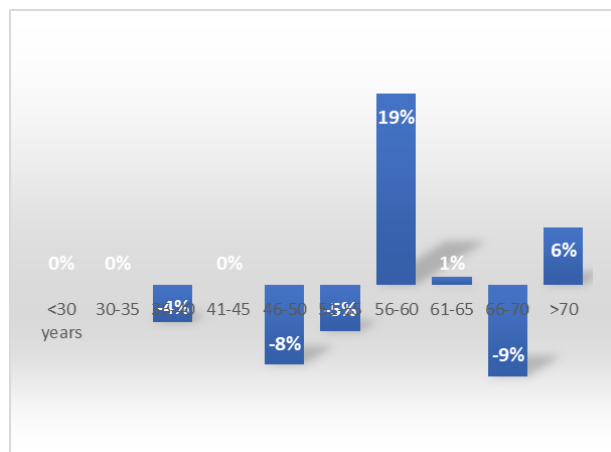
Age Profile

94% of the participants in this year’s survey among DSIM Interim Managers are in the age group from 50 to 70 years. Compared to the 2021 survey the average age has shifted slightly upwards. This can be explained by the fact that Interim Management is most attractive for professionals with long track record of experience in the second half of the professional life.

IM’s Age Profile



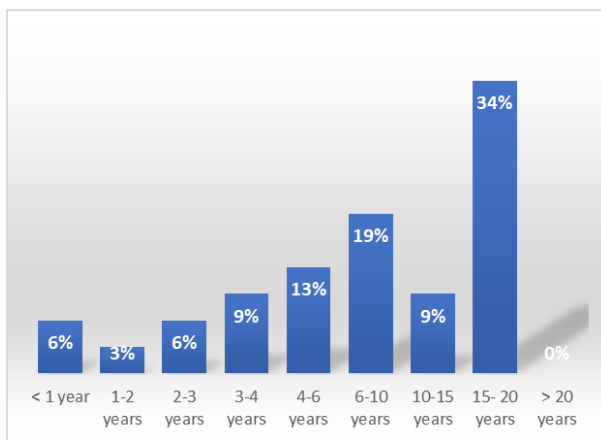
Trends in Survey 2022 vs. 2021



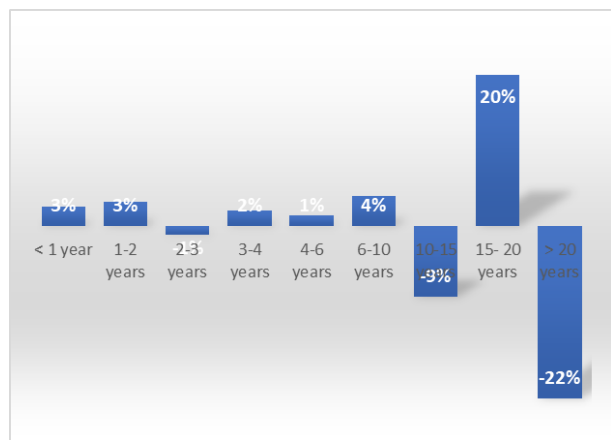
Number of Years of Experience in the Profession

The range of years of experiences in Interim Management among DSIM members is wide. Remarkably, 43% of the participants can look back on 10 and more years of experience. Especially, the share of Interim managers with 15-20 years of experience increased compared to last year's survey. However, the range remains broad and varies from newcomers to 20 years of experience, which has the potential to generate plenty of interesting discussions on DSIM's connect events.

IM Experience Profile



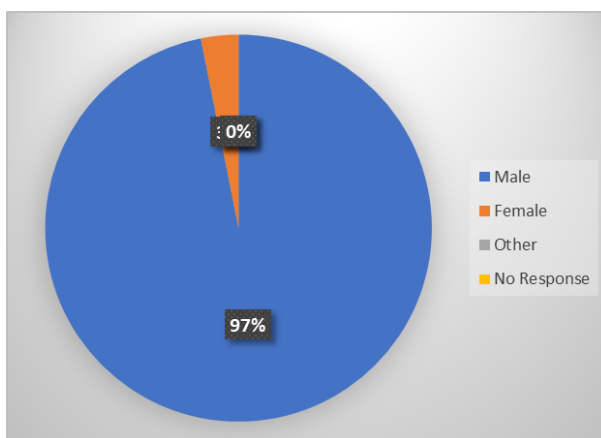
Trends in Survey 2022 vs. 2021



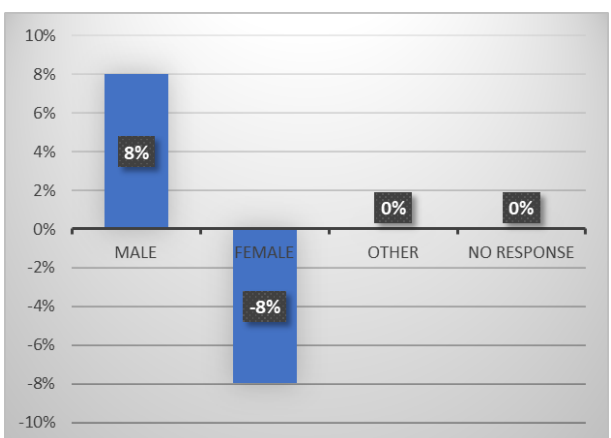
Gender Profile

Compared to 2021 the gender profile remains very much dominated by men. However, HR Services are a branch of Interim Management which attracts mostly female Interim Managers.

IM Gender Profile



Trends in Survey 2022 vs. 2021

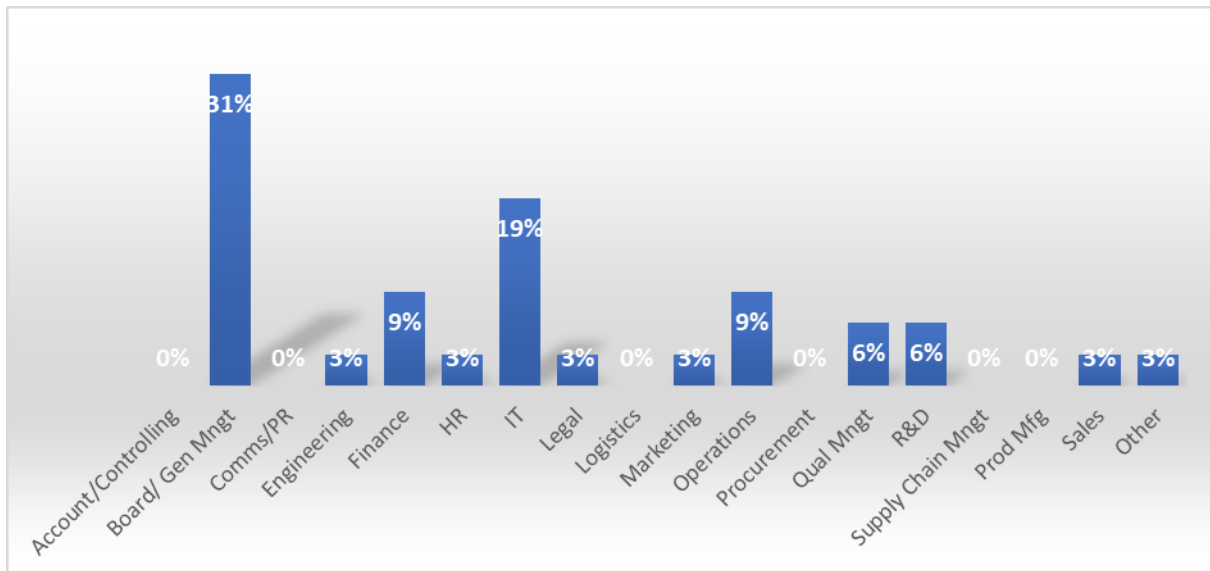


Functional Expertise

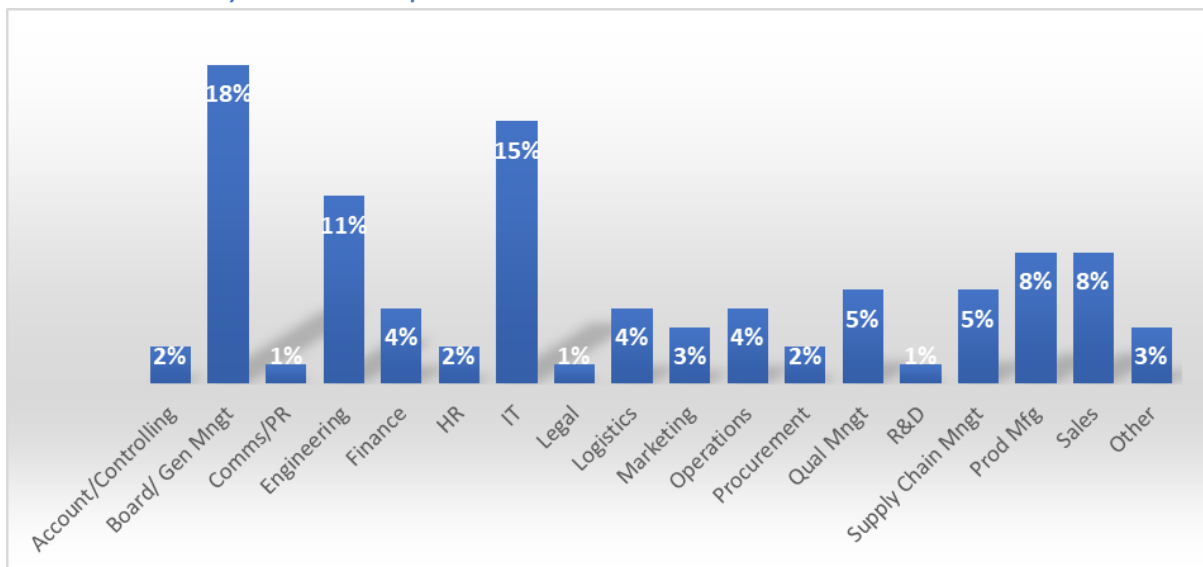
Mandates in Board or General Management functions remain the most reported primary fields of expertise reported by 31% of the participants, followed by 28% of participants dedicated to IT and finance expertise.

Secondary field of expertise shows a rather broad range of assignments, indicating that Interim Management is not limited to few specific functions. Nevertheless, the top three expertise General Management/Board, IT and Engineering together have been reported by 45% of the participants and dominate the expertise profile of Swiss Interim Managers.

IM's Primary Field of Expertise



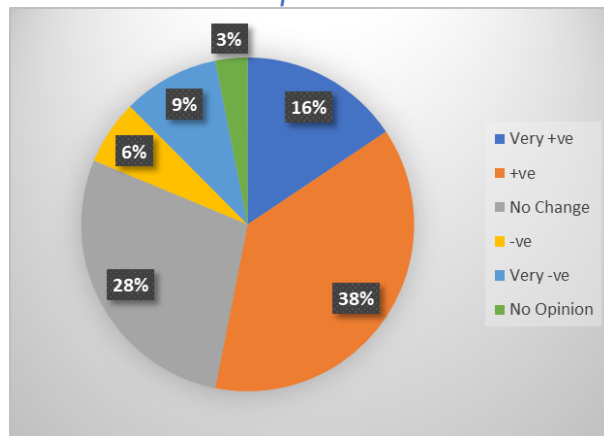
IM's Secondary Field of Expertise



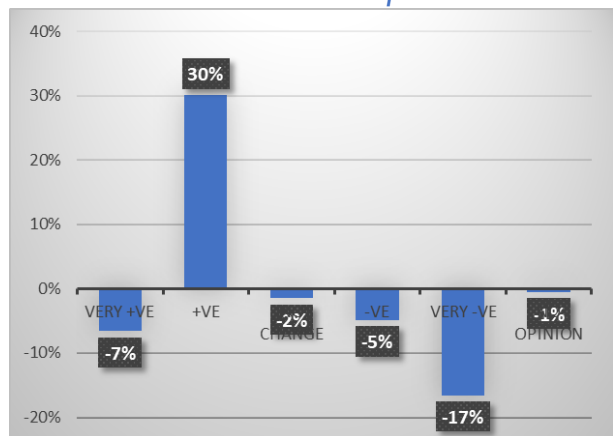
IM Market Development Last Year

Contrarily to the expected negative trend in last year’s survey, probably due to pandemic disturbances, it was a good year for Swiss Interim Management. The assessment of the actual market development in 2021 paints a surprisingly positive picture. 54% of the participants experienced positive or very positive developments and 31% no changes/no opinion. Thus, only 15% of the participants reported to be affected negatively or very negatively, compared to 37% a year ago. Thus, Interim Managers were successful in identifying chances in or from the pandemic environment.

IM Market Development in 2021



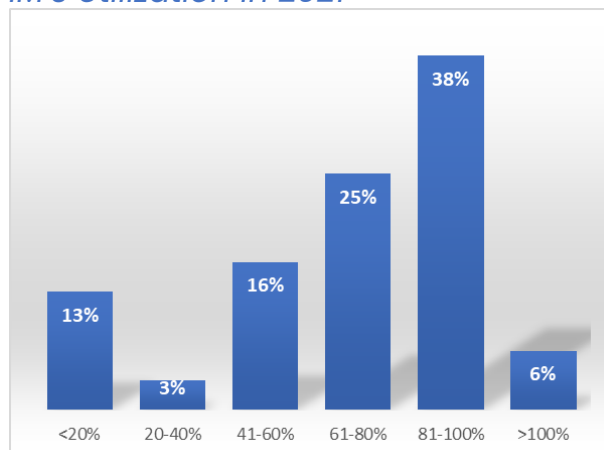
Actual vs. Last Year’s Expectations



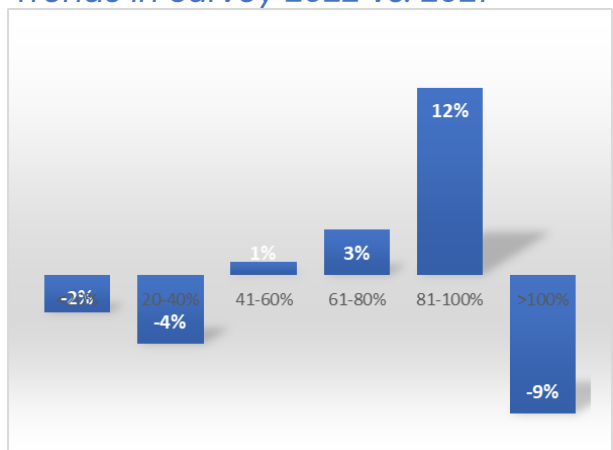
Level of employment for DSIM Interim Managers

There is an encouraging trend towards an increasing level of employment for DSIM Interim Managers, increasing the workload by 12% to 80-100% compared to last year’s survey. There is certainly a correlation between the positive market trends and the level of employment. Therefore 63% of the participants managed to achieve a level of employment above 60%.

IM’s Utilization in 2021



Trends in Survey 2022 vs. 2021

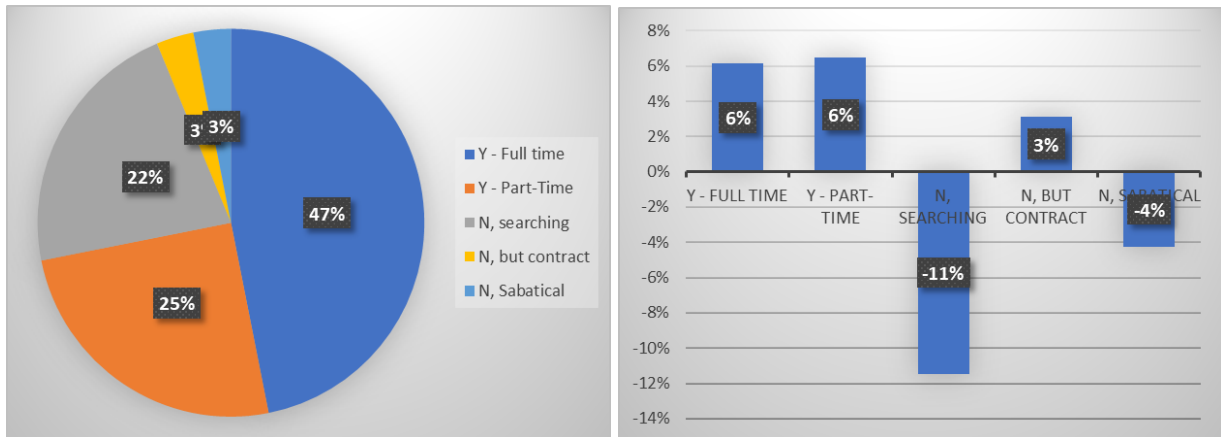


Current Status of Interim Managers

Following the above trends, it is only logical, that the numbers of IM currently searching for new mandates has been reduced by 11% compared to last year. With 72% of the participants currently on an assignment the picture of the current market development seems to be confirmed.

IM Actual Status

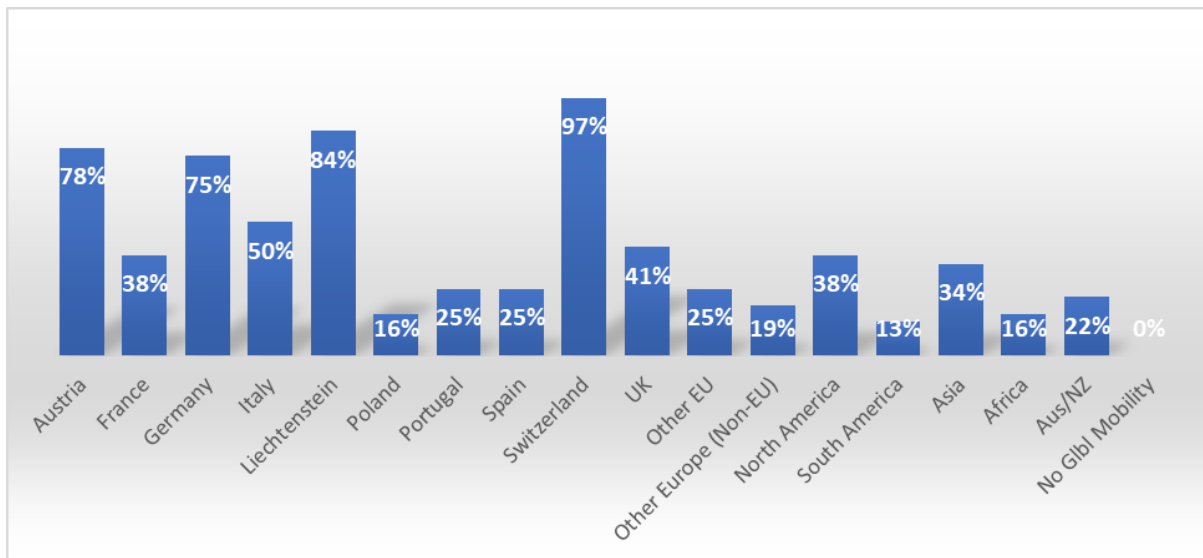
Trends in Survey 2022 vs. 2021



International Mobility

All participants in this survey reported Switzerland as country of residence, but there is an impressive flexibility and willingness in accepting assignments outside of Switzerland, specifically in the neighbouring states, and as well overseas. Despite of the good international mobility 81% of the last assignments were completed in Switzerland.

IM's International Mobility



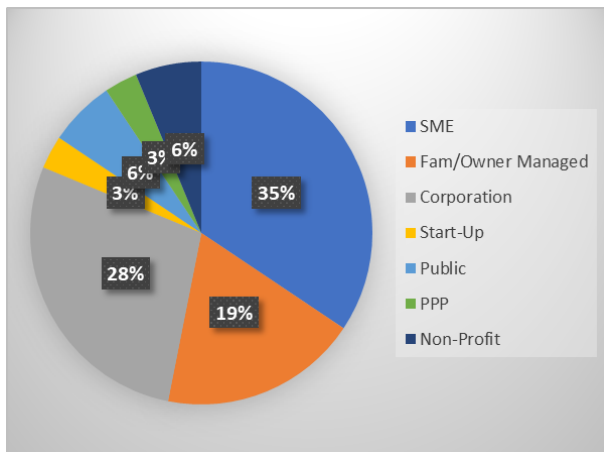
The Clients

To gain an insight into the 2021 IM market, the Interim Managers were asked to report details of their last assignment.

Sectors of Activity

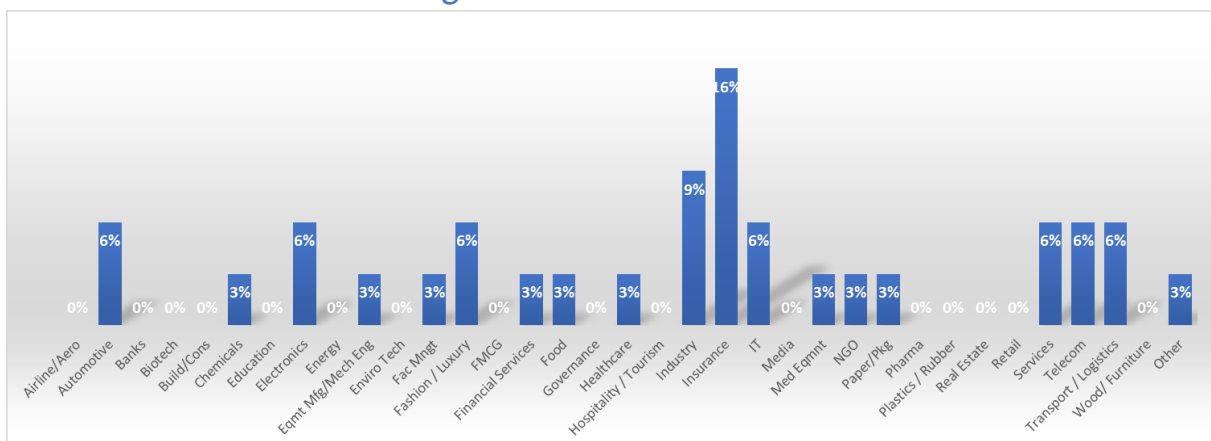
Like last year’s survey, 82% of the participants focused on working in the private sector and only 18% in the public sector or in non-profit organisations. Two out of three Mandates in the private sector were acquired in start-ups, SMEs and family/owner managed companies, accounting for 57% of the total IM activities.

Sector of Last Assignment



The business sector of the last assignment shows a broad variety with some clusters in industrial companies and insurance.

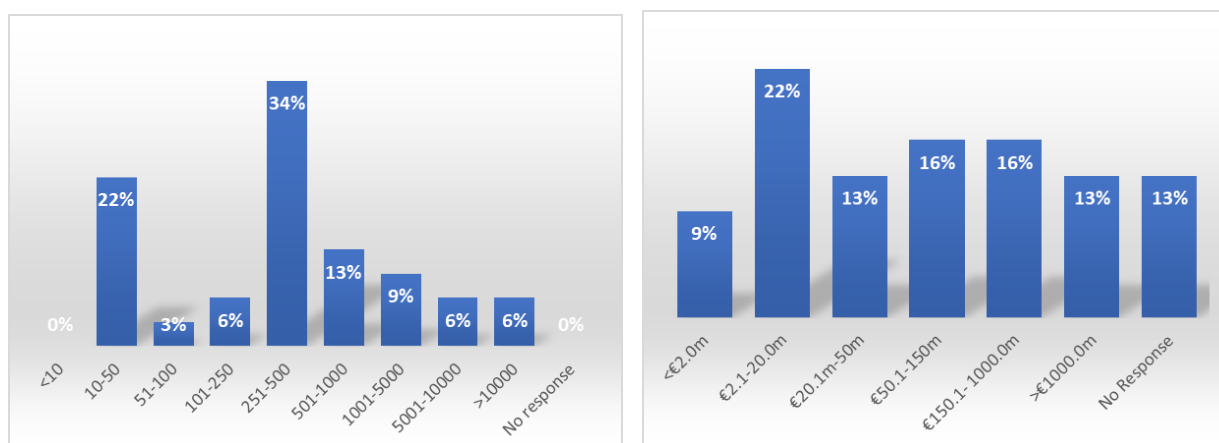
Business Sector of Last Assignment



Size of Company

The graphs below about company size (1st graph = number of people and 2nd graph = revenues) confirm that 2/3 of the participants (65%) have been working for small to mid-sized companies with less than 500 employees. 60% of the assignments were executed in companies with revenues of less than 150 Mio EUR.

Size of Company of Last Assignment [no. of employees / revenue in EUR]

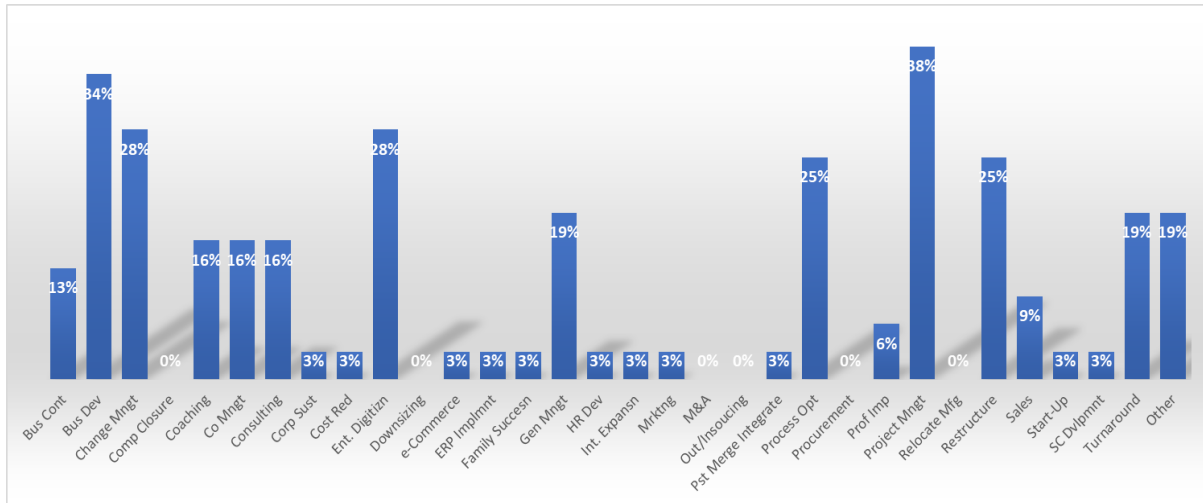


The Assignments

Key Issues

In their last assignment DSIM managers were dealing with a remarkable diversity of “business issues” (more than one issue was marked by every participant). Project Management was the most required task in Interim Management 2021, followed by Business Development and Change Management tasks in 2nd and 3rd place. Compared to last year the number of Digitalization and Restructuring projects increased significantly. However, Interim Management offers a vast diversity of challenges.

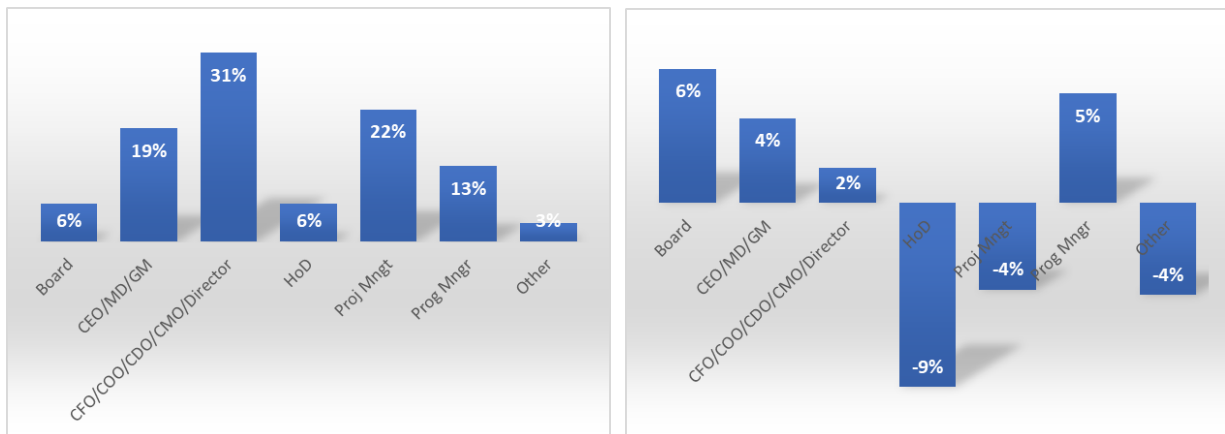
“Business Issues” in Last Assignment



Management Level

56% of the participants were assigned to C-level, showing a significant increase compared to last year’s survey. Project or program management related roles account for 21%, while the rest of the Interim Managers were working in other managerial assignments.

Management Level in Last Assignment Trends in Survey 2022 vs. 2021



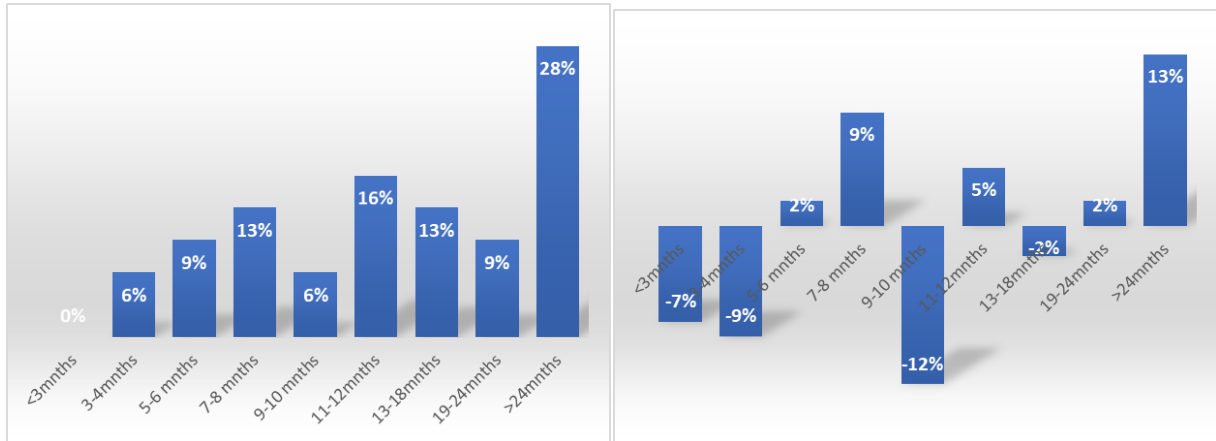
Duration

Compared to the survey of last year, a trend towards increased duration of IM assignments could be observed. 38% of the assignments lasted from 1 to

2 years, 28% even longer. Nevertheless, approximately 1/3 of the assignments remain in the range of 3 months to 1 year.

Duration of Last Assignment

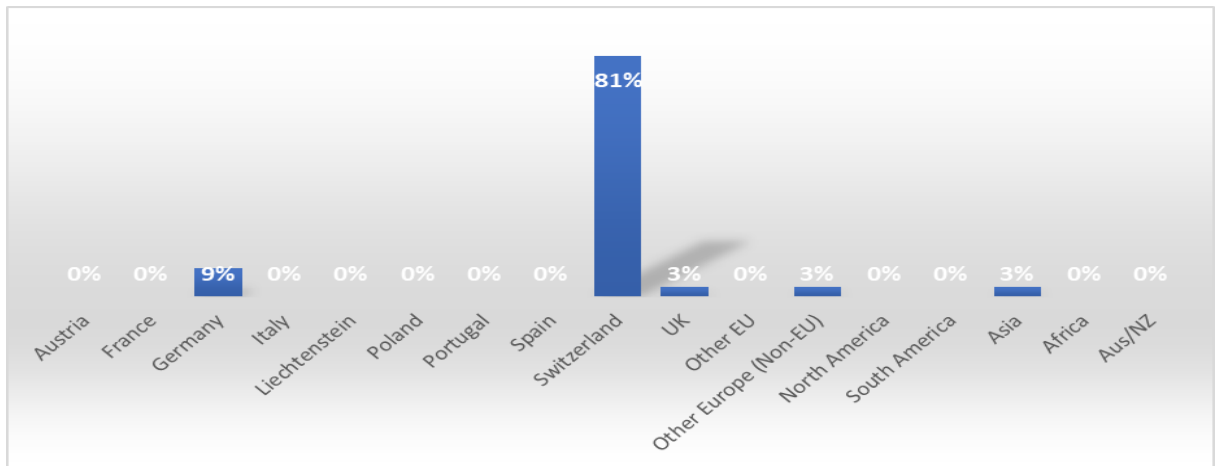
Trends in Survey 2022 vs. 2021



Countries

Not surprisingly over 80% of the assignments were purely related to Switzerland, around 10% extended into Germany and about 8% working in the rest of the EU. This could also be observed in last year’s survey.

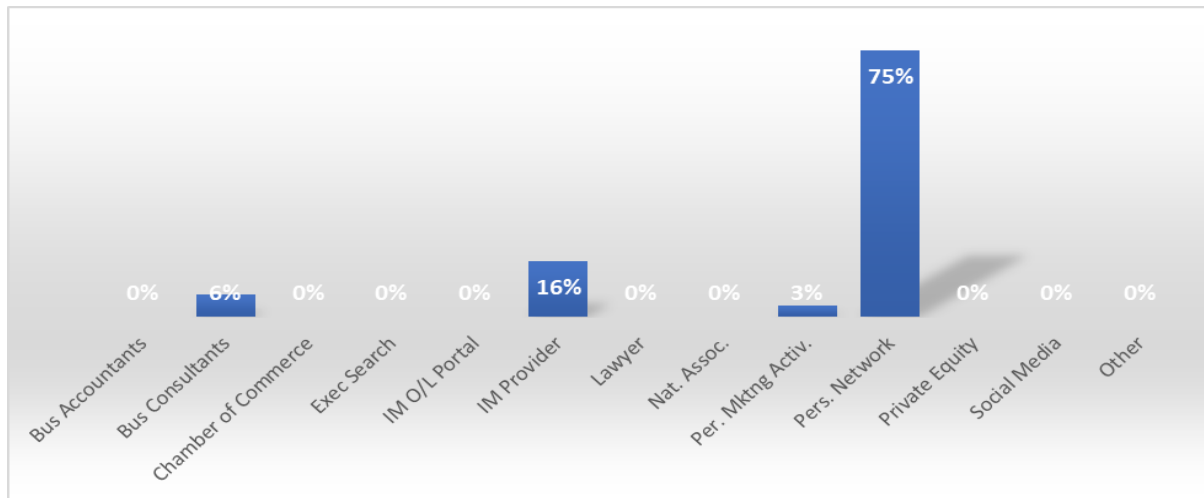
Country / Region of Last Assignment



Sales Channel

This year as well, the most important sales channel for the participants remains their own network, accounting for 75% of the acquisitions of mandates. 16% of the acquisitions were acquired through IM providers. This seems to stand in contradiction to the information claimed by providers, at least for the group of participates in DSIM.

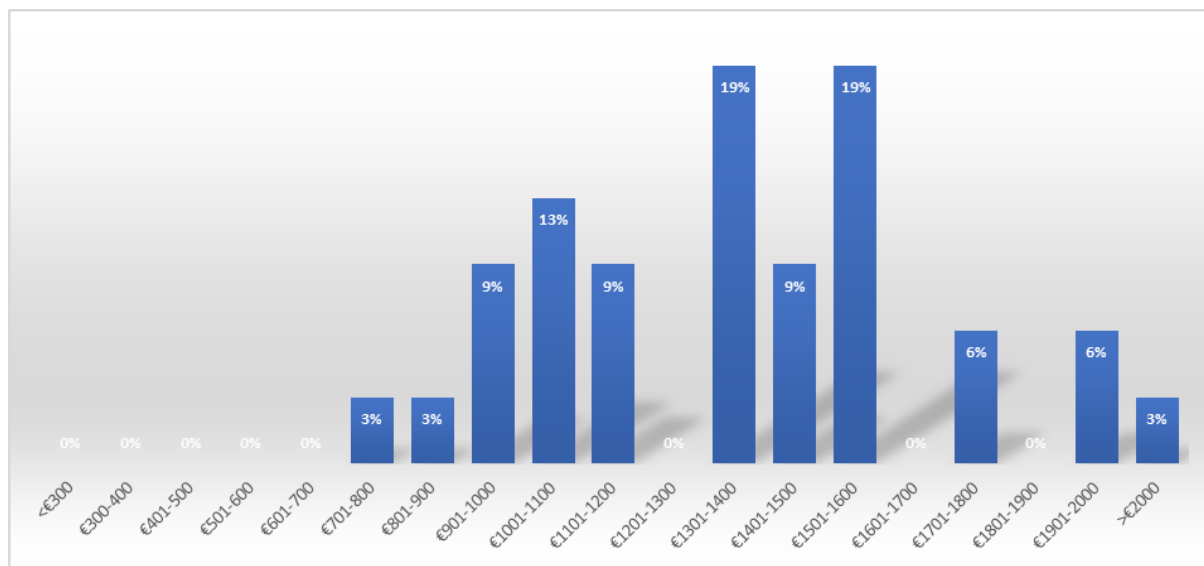
Sales Channels of Last Assignment



Daily Rates

The bandwidth of daily rates varies between 700 and over 2000 EUR, with an estimated average of 1350 EUR in 2021. This suggests a slight increase of 150 EUR compared to last year’s survey. The rates are well distributed with 16% around the mean value, 38% below and 44% above average. At the top of the scale ¼ of the participants report daily rates of equal or higher than 1500 EUR. Summarizing, it seems that the pandemic did not provoke an erosion of the rates during last year.

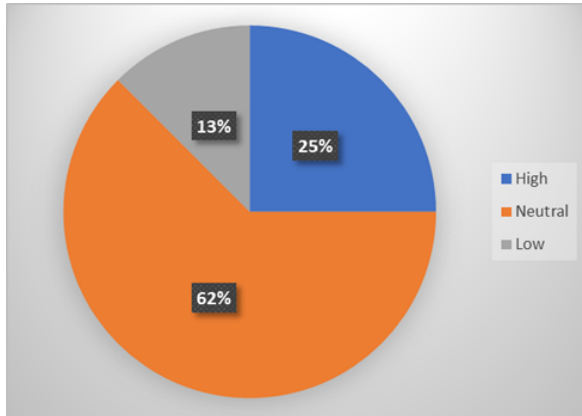
Daily Rates of Last Assignment [EUR]



Pressure on daily rates last 6 month

Nevertheless 1 out of 4 participants have reported pressure on the daily rates in the last 6 months, which is only slightly less than the 30% reported in last year’s survey.

Pressure on the Daily Rates during Last 6 Months

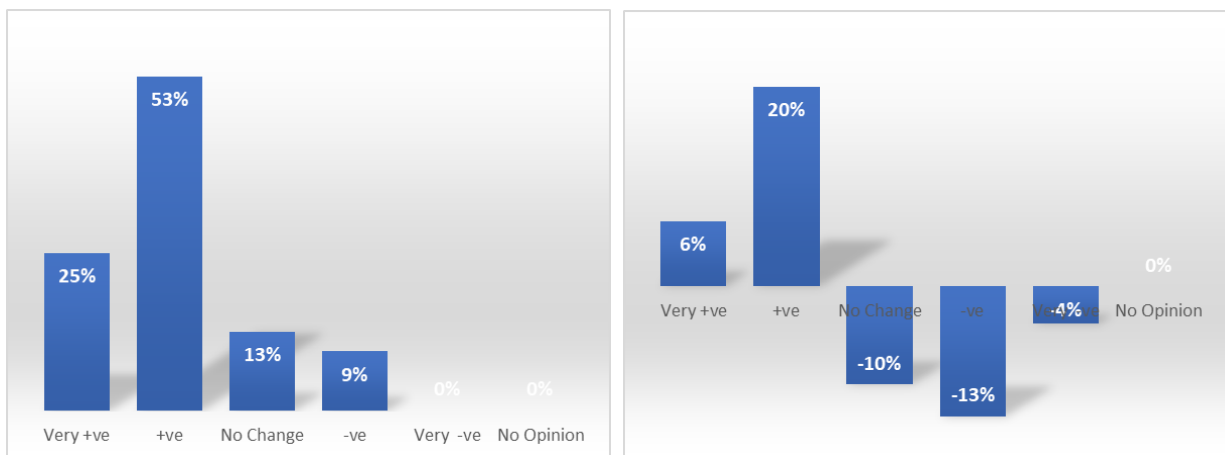


Outlook to 2022

Market Development

The positive trends in 2021 have intensified positive expectations. 78% of the participating DSIM Interim Managers expect a continuation of growth, which is an increase of 26% compared last year. Only less than 10% remain more sceptical in predicting 2022 chances and are expecting a downwards trend in the market.

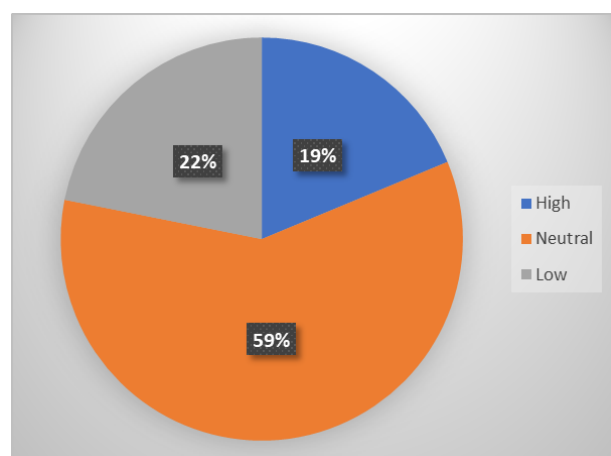
IM’s Expectations to the Market 2022 Trends in Survey 2022 vs. 2021



Pressure on Rates in the Future

Even though about half of the participants had forecasted a high pressure on rates in last year's survey current feedback has indicated a clear decrease to only 22% of participants expecting to face pressure on daily rates in 2022. It seems that a likely end of pandemic and positive signs of the IM markets trigger some optimism among the DSIM members.

Pressure-Daily Rates Next 6 Months



Future View and Key Issues Facing Interim Executives

In the survey was concluded by asking the participants the final question: *“What are the 3 biggest challenges for you as an Interim Manager in the next business year?”*

The participants have named the following challenges for 2022, ordered in descending importance (number of participating indicating the challenge):

1. Acquisition of new mandates (remains TOP 1 challenge) (15)
2. Adequate rates / predictability / successful assignment (10)
3. Work-Life-Balance (8)
4. The uncertainties around COVID pandemic/Int. mobility (8)
5. Opportunities for professional training (6)
6. Direct marketing & networking (5)
7. Economic environment (4)
8. Generate multiple assignments (reduce risk) (1)
9. Digitalisation (1)

Background of the Survey

The survey was performed in January 2022 and restricted to practising Interims who are members of the national association, 2/3 of the managers responded, which is a good return 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.