

The 2023 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 2022

A significant lower participation (-40%) among DSIM members in the participation for this year regrettably limits the informational value when comparing the surveys of the Swiss interim management market 2021 and 2022.

However, there is clear evidence that the positive trends of the interim management market in 2021 had a lasting effect. More than 50% of the participating DSIM members state positive or very positive trends, with insignificant pressure on the day rates and increasingly high levels of utilization.

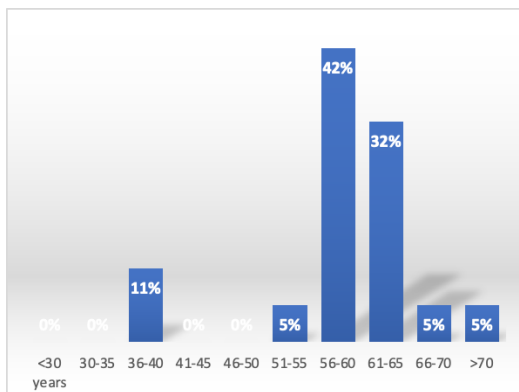
The DISM members remain very optimistic on the outlook for 2023. Over 80% of the participants are forecasting a further positive or very positive trend of the interim management business.

The Interim Manager

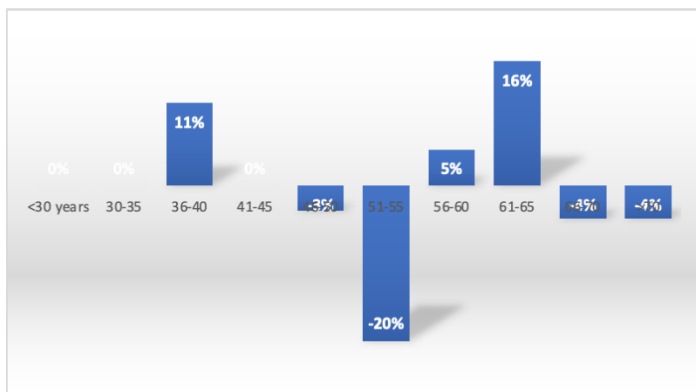
Age Profile

Approx. 90% of the participants in this year’s survey among DSIM Interim Managers remain in the age group from 50 to 70 years. 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



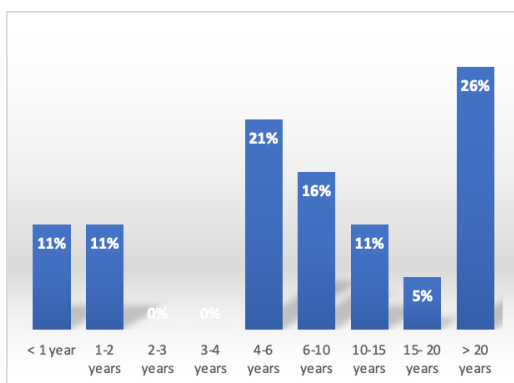
Trends in Survey 2023 vs. 2022



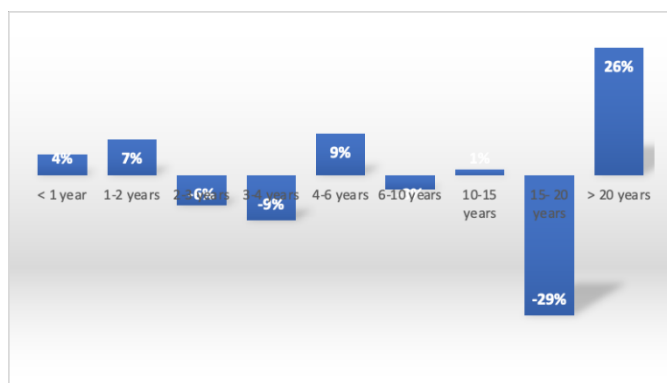
Number of Years of Experience in the Profession

The range of years of experiences in Interim Management among DSIM members is wide. 40% of the participates can look back on 10 and more years of experience. We encourage any interim manager to join DSIM, e.g. at monthly DSIM connect events for interesting discussion and mutual exchange of experiences in interim management business.

IM Experience Profile



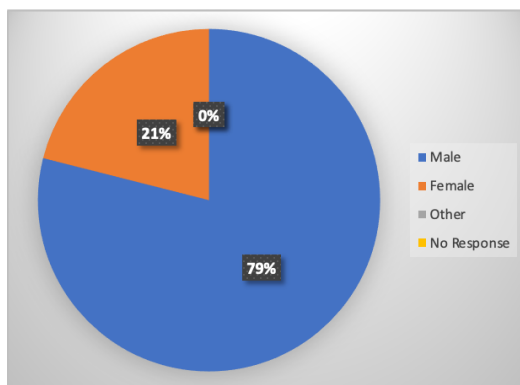
Trends in Survey 2023 vs. 2022



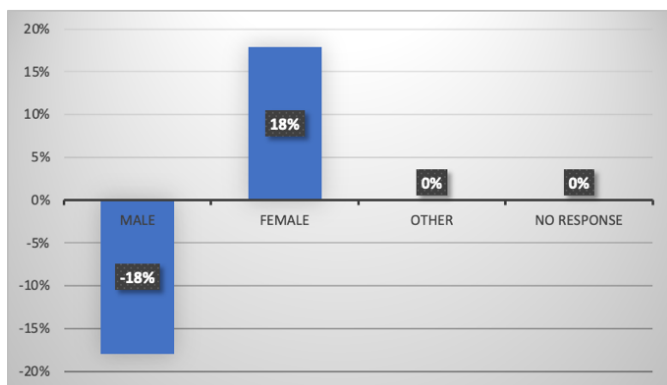
Gender Profile

There is increasing share of female participants in the survey.

IM Gender Profile



Trends in Survey 2023 vs. 2022

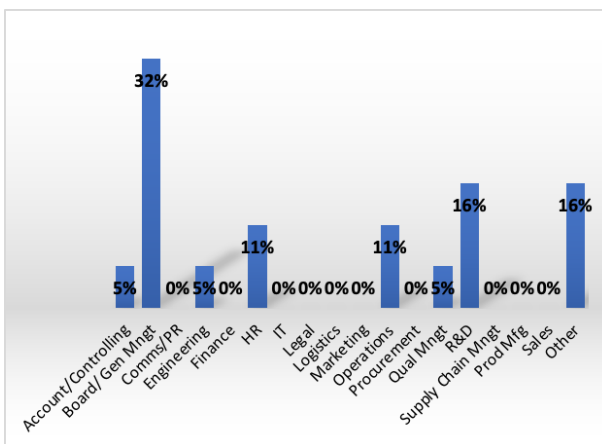


Functional Expertise

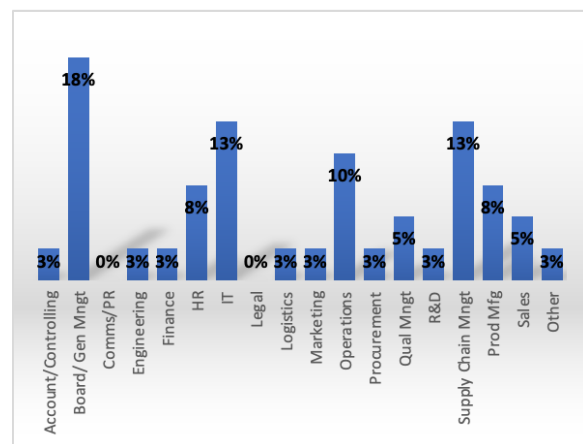
Mandates in Board or General Management functions remain the most reported primary fields of expertise reported by 1/3 of the participants.

Secondary field of expertise shows a rather broad range of assignments, indicating that Interim Management is not limited to few specific functions. Top three expertise are General Management/Board, IT and Supply Chain management.

IM's Primary Field of Expertise



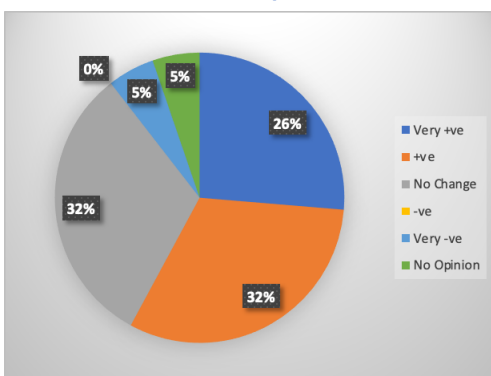
IM's Secondary Field of Expertise



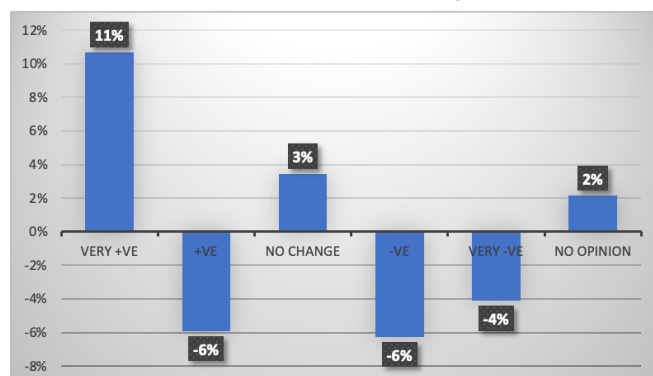
IM Market Development Last Year

The positive development of the last years Swiss interim market has been sustained in 2022. The share of participants experiencing positive or very positive developments has further increased to 58%. Thus, only 10% of the participants reported to be affected negatively or very negatively.

IM Market Development in 2022



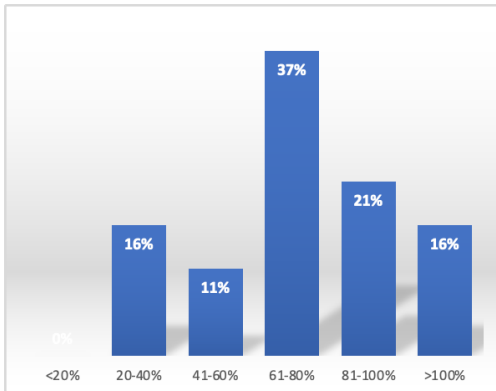
Actual vs. Last Year's Expectations



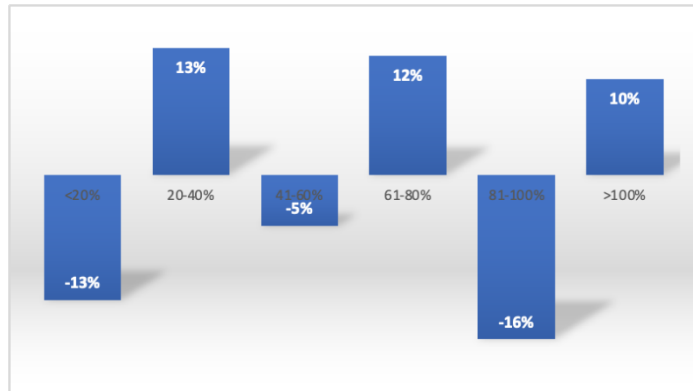
Level of employment for DSIM Interim Managers

There is again an encouraging trend towards an increasing level of employment for DSIM Interim Managers. 74% of the participants managed to achieve a level of employment above 60%.

IM's Utilization in 2022



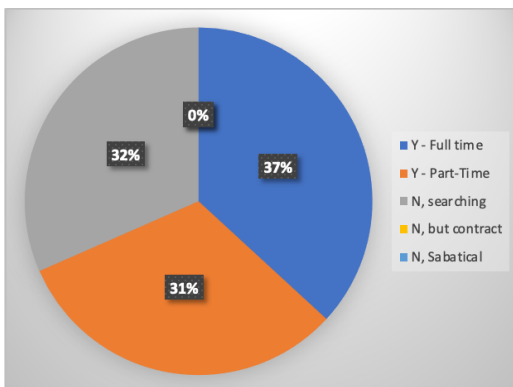
Trends in Survey 2023 vs. 2022



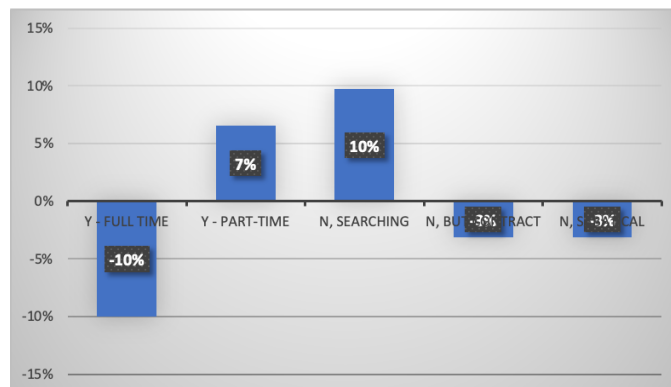
Current Status of Interim Managers

More than 2/3 of the participating interim managers are engaged in assignments, however 1/3 are currently searching new opportunities despite the positive picture drawn of the market.

IM Actual Status

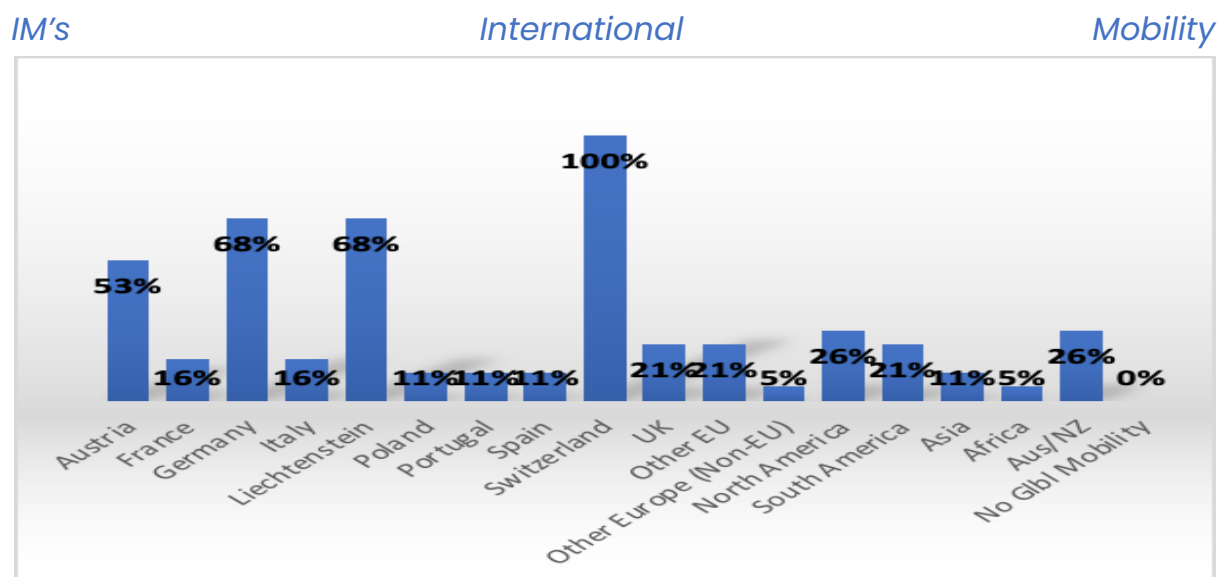


Trends in Survey 2023 vs. 2022



International Mobility

All participants in this survey reported Switzerland as country of residence, but there is a huge flexibility and willingness in accepting assignments outside of Switzerland, specifically in the neighbouring states, and as well overseas. Despite of the good international mobility 89% of the last assignments were completed in Switzerland.



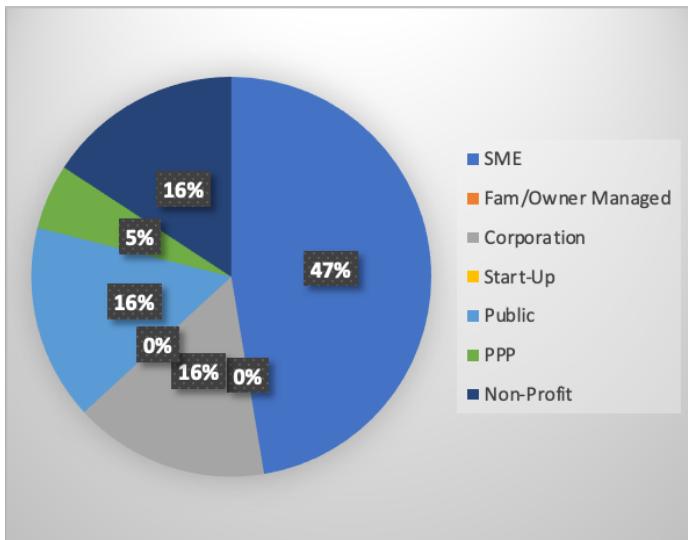
The Clients

To gain an insight into the 2022 IM market, the Interim Managers were asked to report details of their last assignment.

Sectors of Activity

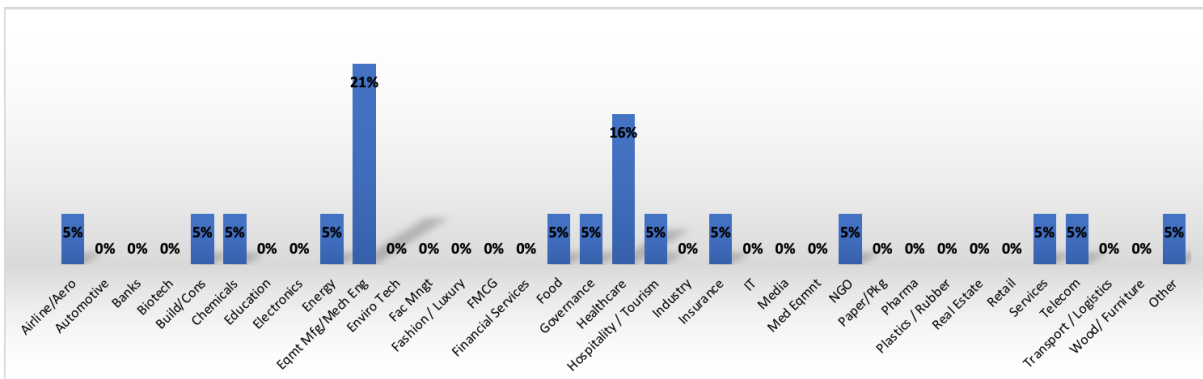
Compared to last year the share of assignments in the public sector or non-profit organisation from 12 to 32%. Nevertheless, assignments in the private sector of SME companies remain a dominating share, accounting for 47% of the assignments. Assignments in cooperation decreased from 28% to 16%.

Sector of Last Assignment



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

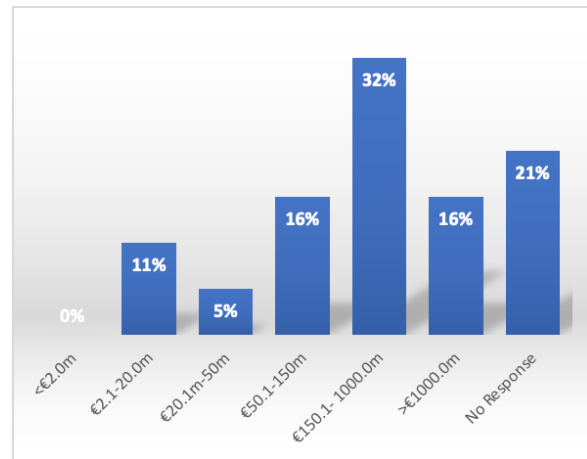
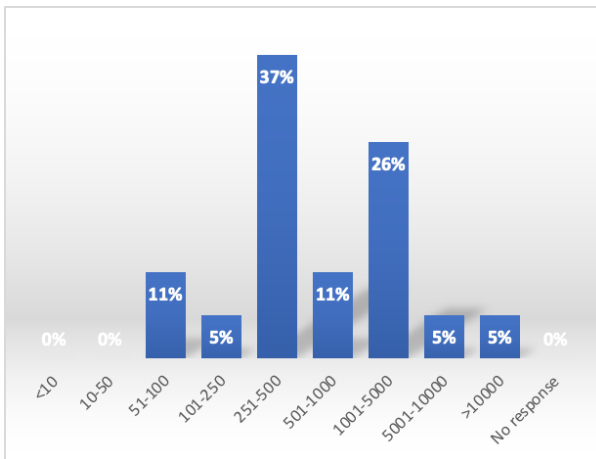
Business Sector of Last Assignment



Size of Company

The graphs below about company size (1st graph = number of people and 2nd graph = revenues) show a similar picture as in last year’s survey, confirming that approx. 50% of the participants have been working for small to mid-sized companies with less than 500 employees.

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

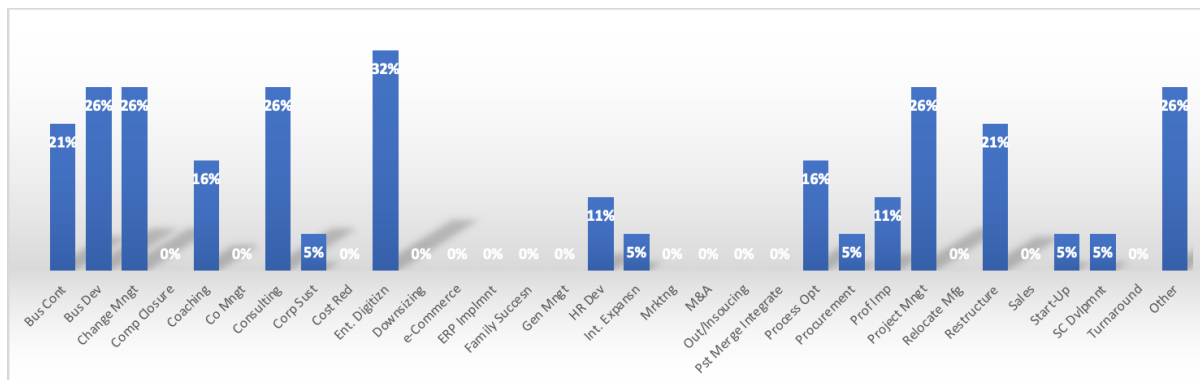


The Assignments

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). Compared to last year increasing importance have been reported for Ent. Digitalization, Project Management, and restructuring, whereas sales, relocation of manufacturing, and downsizing were mentioned less.

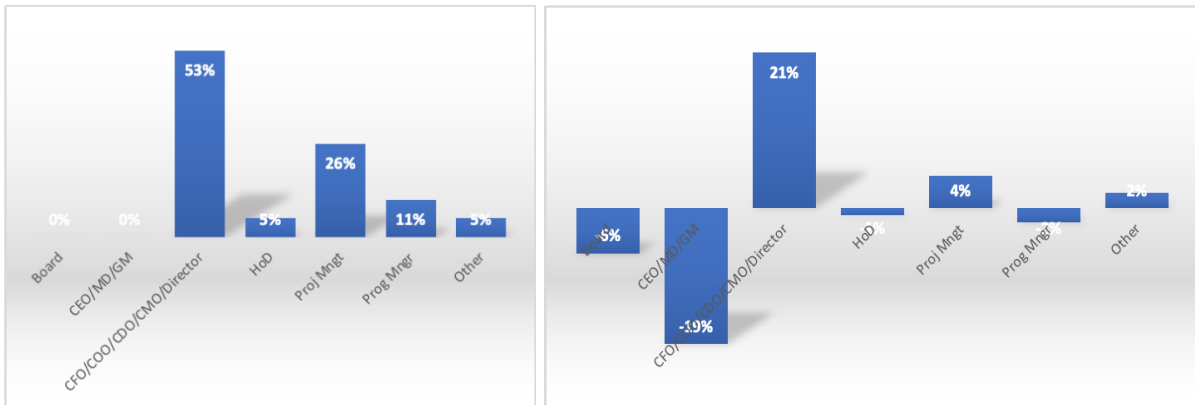
“Business Issues” in Last Assignment



Management Level

53% of the participants were assigned to C-level. Project or program management related roles account for 36%.

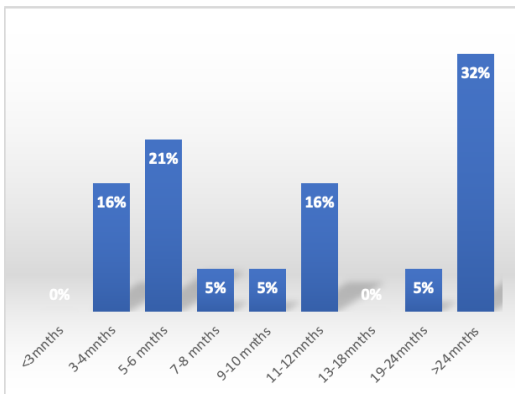
Management Level in Last Assignment Trends in Survey 2023 vs. 2022



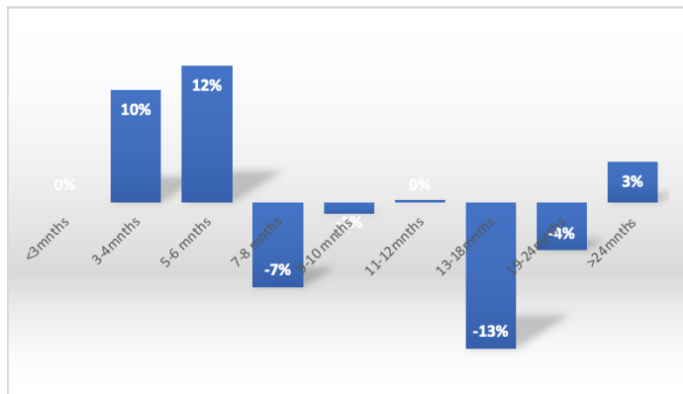
Duration

Compared to the survey of last year, there is a trend toward shorter duration of assignment. Nevertheless, 1/3 of the assignments are at least 24 months.

Duration of Last Assignment



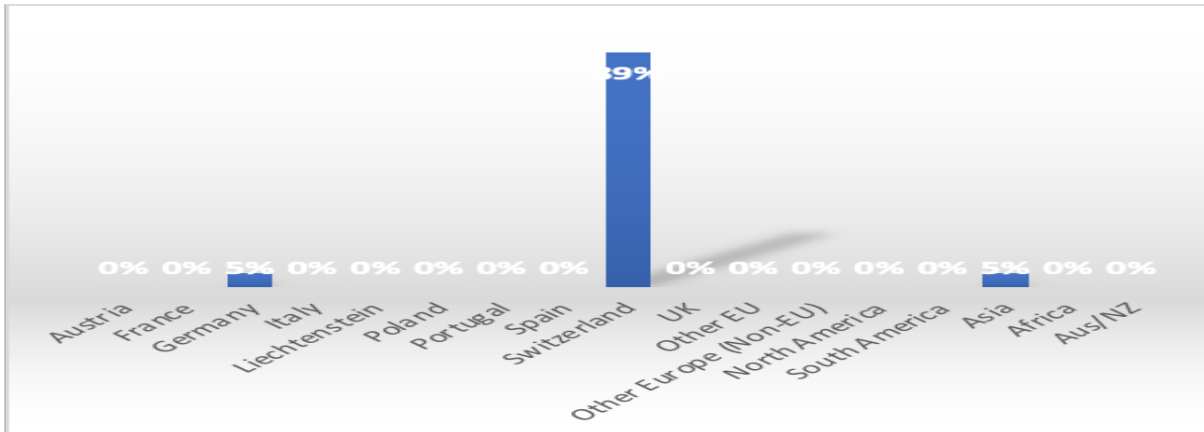
Trends in Survey 2023 vs. 2022



Countries

Not surprisingly 89% of the assignments were purely related to Switzerland, showing the same picture as previous year.

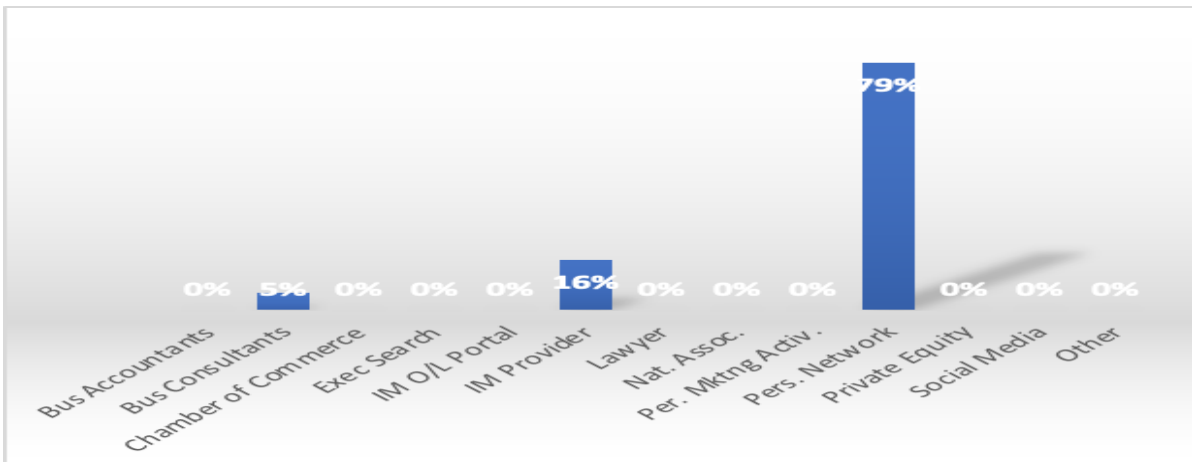
Country / Region of Last Assignment



Sales Channel

Like last year, the most important sales channel for the participants remains their own network, accounting for 79% of the acquisitions of mandates. The share of IM provider remain as well stable, accounting for 16% of the acquisitions.

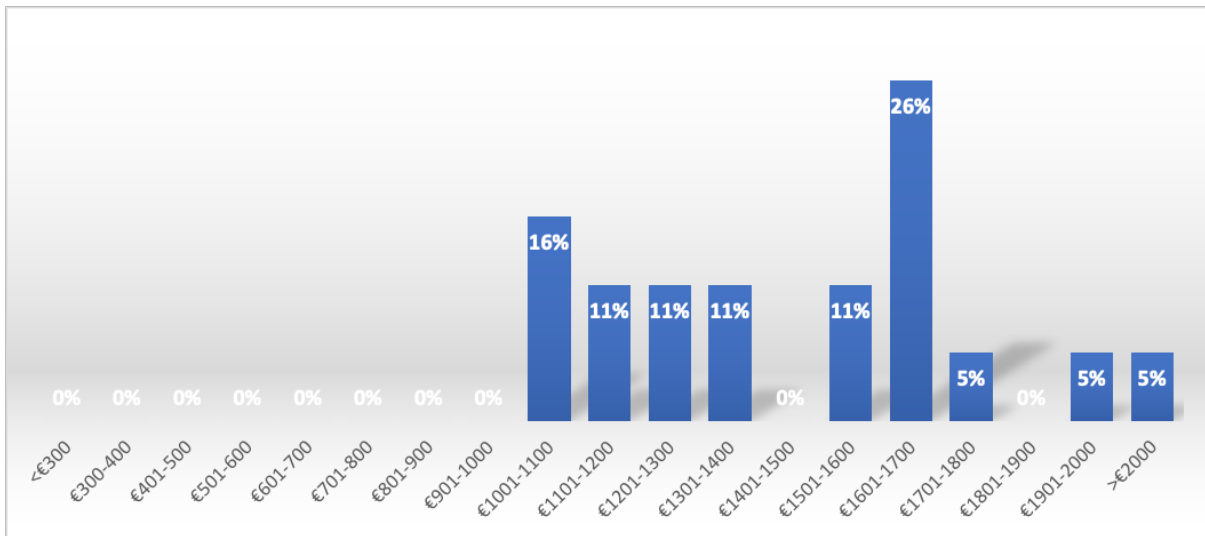
Sales Channels of Last Assignment



Daily Rates

The bandwidth of daily rates varies between 1000 and over 2000 EUR. Due to the limited number of participants in this year’s survey, a comparison to last year’s figures does not yield into reliable conclusions.

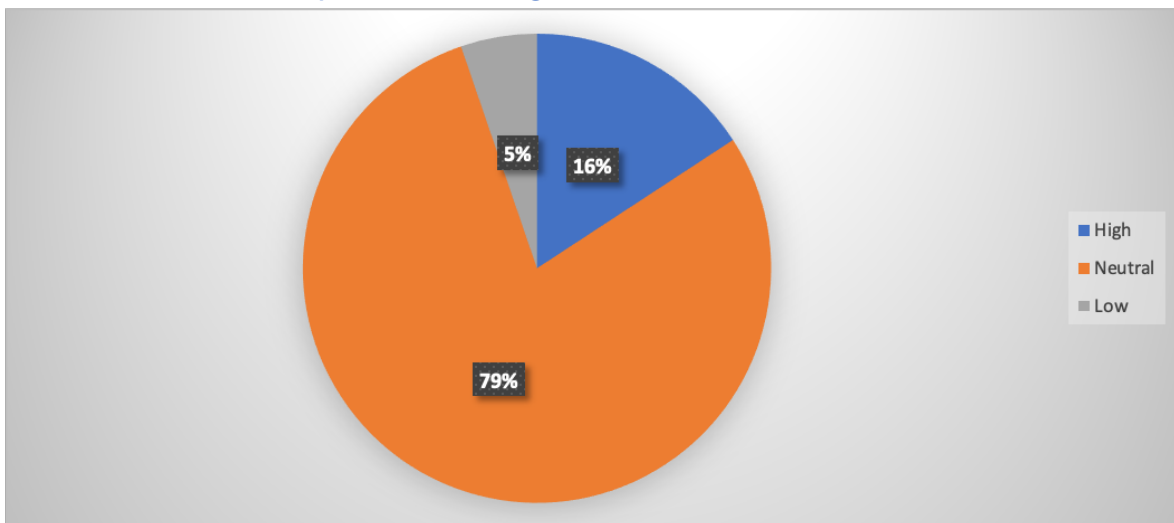
Daily Rates of Last Assignment [EUR]



Pressure on daily rates last 6 month

Overall, the pressure on daily rates (high or low) have reported to drop from 38% to 21% compared to last year.

Pressure on the Daily Rates during Last 6 Months

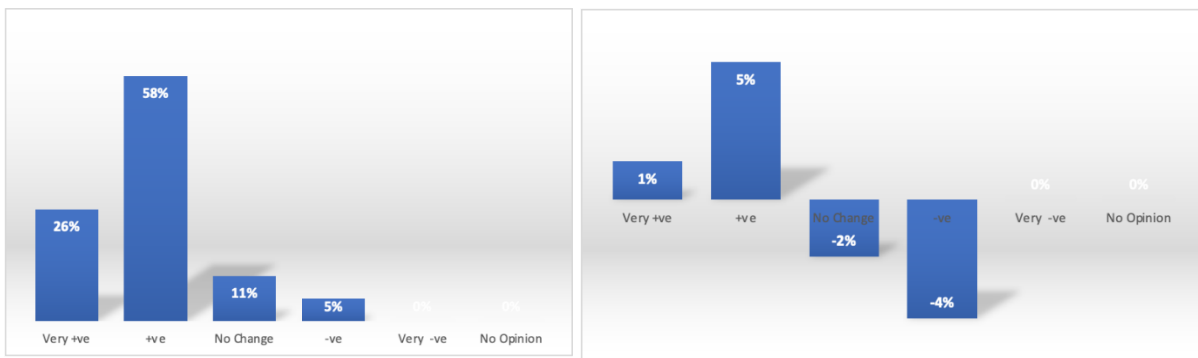


Outlook to 2023

Market Development

The positive trends in 2022 have further intensified positive expectations. 84% of the participating DSIM Interim Managers expect a continuation of growth, which is again a slight increase to last year.

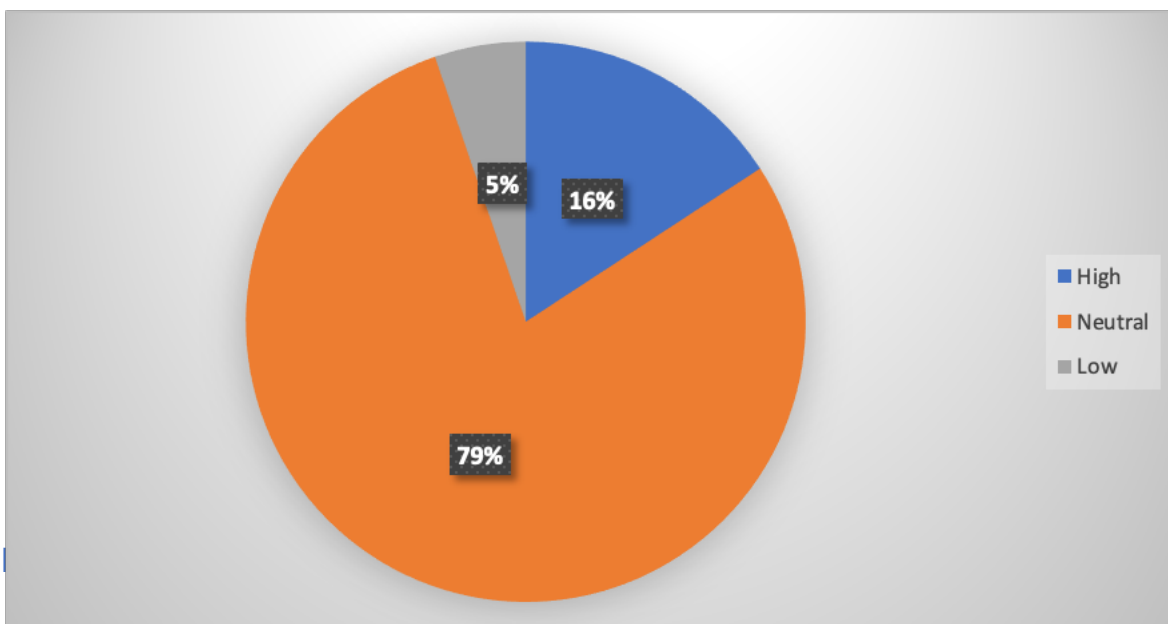
IM's Expectations to the Market 2023 Trends in Survey 2023 vs. 2022



Pressure on Rates in the Future

Consequently, our members expect the pressure on the daily rates in the future to be low and forecast not change when compared to the figures of the last 6 months shown above.

Pressure-Daily Rates Next 6 Months



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 2023, ordered in descending importance (number of participating indicating the challenge):

1. Acquisition of new mandates (remains TOP 1 challenge) (9)
2. Overload / work life balance (7)
3. Cost transparency / reduce provider margin / daily rate (3)
4. Secure and extend personal network (3)
5. Transformation and change management (2)
6. Stability and secure future (1)
7. Complaint Management (1)
8. IM specialist hired but generalist needed (1)
9. Pension plan (1)

Background of the Survey

The survey was performed in January 2023 and restricted to practising Interims who are members of the national association DSIM. Regrettably only 50% of the managers responded, which is however still a reasonable basis 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.