The 2022 survey of Polish Interim Managers performed by the

Association of Interim Managers SIM

[Stowarzyszenie Interim Managers] SIM

In collaboration with the

International Network of Interim Manager Associations

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The Interim Manager

Demographics

The typical Polish Interim manager in our survey was male, aged over 40, living in Poland, having over 4 projects already implemented, and holding positions at C-level and above while delivering the missions.

In the 2022 survey male IMs represented 77% (Figure 3 and the proportion between genders practically didn't change (Figure 3.1 as compared to 2021 results.

Over 60% of IM's were aged 41-55 (Figure 2), but certain changes can be observed in the second year of pandemia, namely a new group of younger IM's - 30-35 years old - entered the market (Figure 2.1).

Most surveyed IM's are living in Poland (Figure 10). In 2022 an insignificant number of respondents declared they were operating from Austria and Germany (Figure 10.1), and researchers will check in the 2023 survey whether it is a sign of the beginning of permanent relocations linked to international mobility (Figure 9).

The majority (altogether 58%) of Interim Managers represent the segment of rather mature professionalswith an experience of more than four (4) years as Interim Managers (see Figure 1). Nevertheless, there is a significant segment represented by Interim Managers who have lless than 4 years of experience (42%, Figure 1). This demonstrates the still early maturity of the Polish IM market. It is also the first period in life after deciding to become an IM, full of trials and disappointments, when some of Interim managers might take the decision to return to a permanent job[1]. It needs to be underlined that IM's of the group characterized by shorter experience (less than 4 years) in 2021 represented the same 42% of the market. Nevertheless it might be noticed that last year brought a visible 8% (Figure 1.1) of new entries to the profession of Interim management. It is impossible in this survey to judge in which extent it was a conscious decision, or forced by the loss of job due to the pandemic. But in the next year survey (providing 2022 will be economically better than 2021) it will be interesting to see whether this picture is a feature of the Polish market or a one- off result of the year of Covid-19.

A high degree of seniority was shown by the management levels, with altogether 67% of the interims covering C-level roles or above (Figure 15, like CEO/MD and CFO, CMO, COO, CDO, as well as Board level missions) .

[1] SIM knows from earlier surveys of the Polish market that over 50% of respondents would return to a permanent job should such the opportunity arise.

Figure 1. *IM Experience Profile*

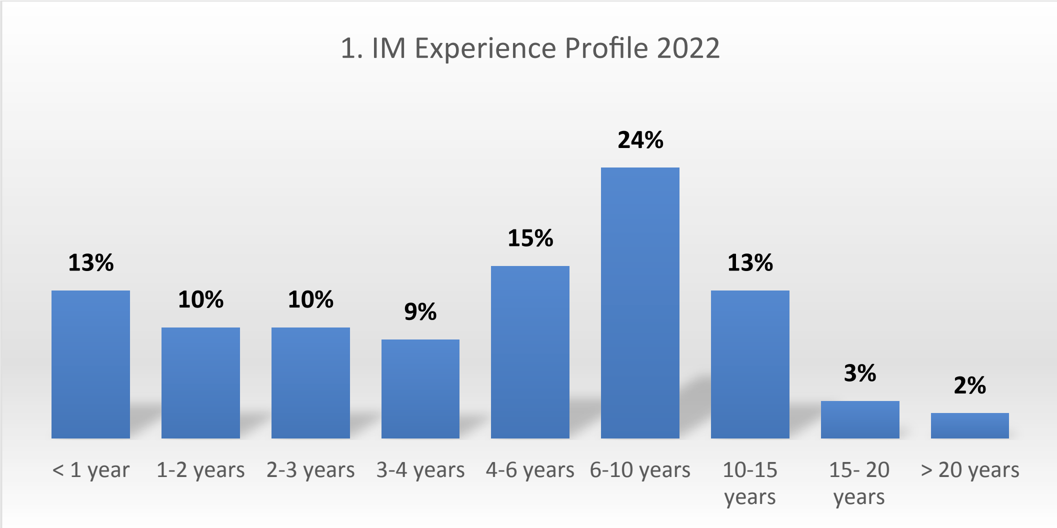


Figure 1.1. *How IM Experience Profile changed in 2022*

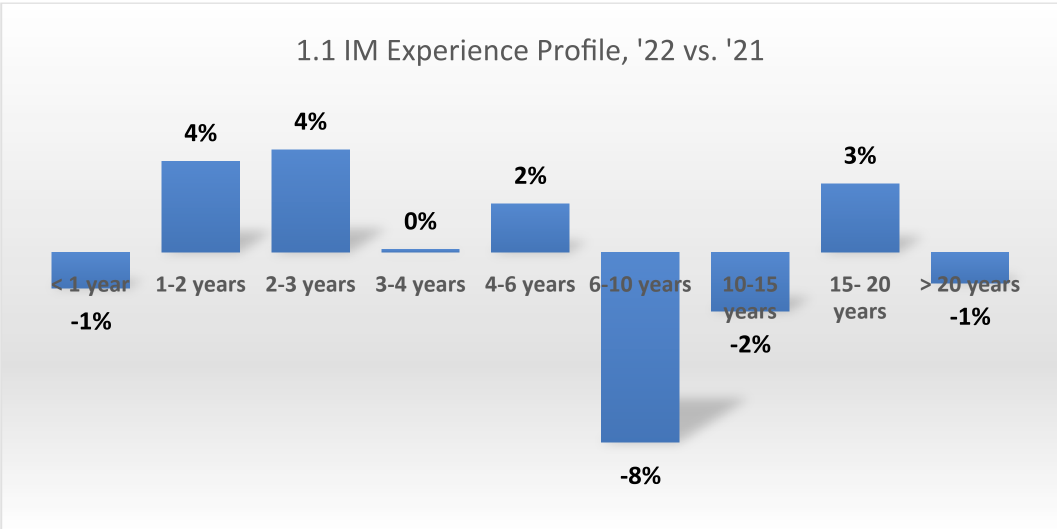


Figure 2. *IM Age Profile*

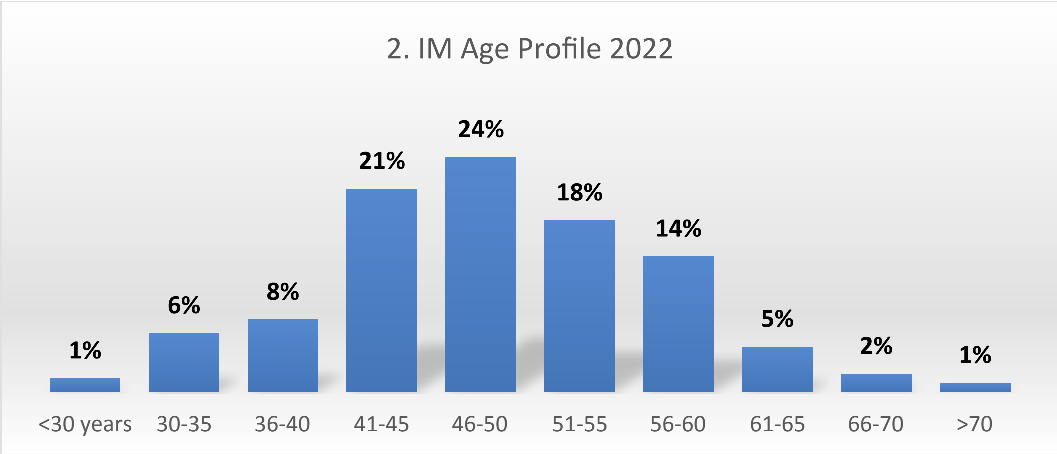


Figure 2.1. *How IM Age Profile changed in 2022 survey*

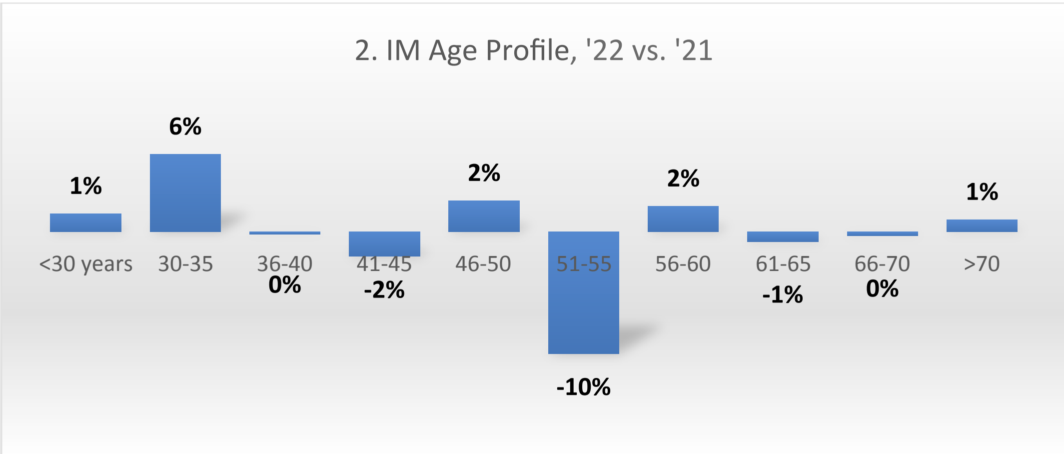
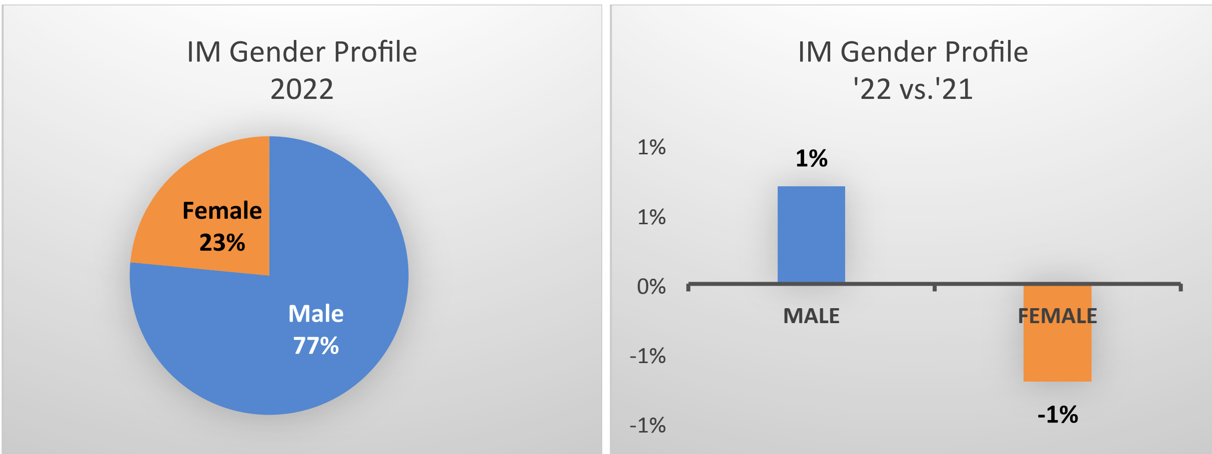


Figure 3. *IM Gender Profile in 2022 and how it changed as compared to 2021*



Functional Specialities

The top primary functional speciality of the interim managers in our survey is Board/General management (26%). It is followed by the next three primary functional specialities, which are mentioned by the respondents with similar frequency: Supply chain (12%), Logistics (9%), and Finance (9%).

Figure 4. *IM's Primary Expertise*

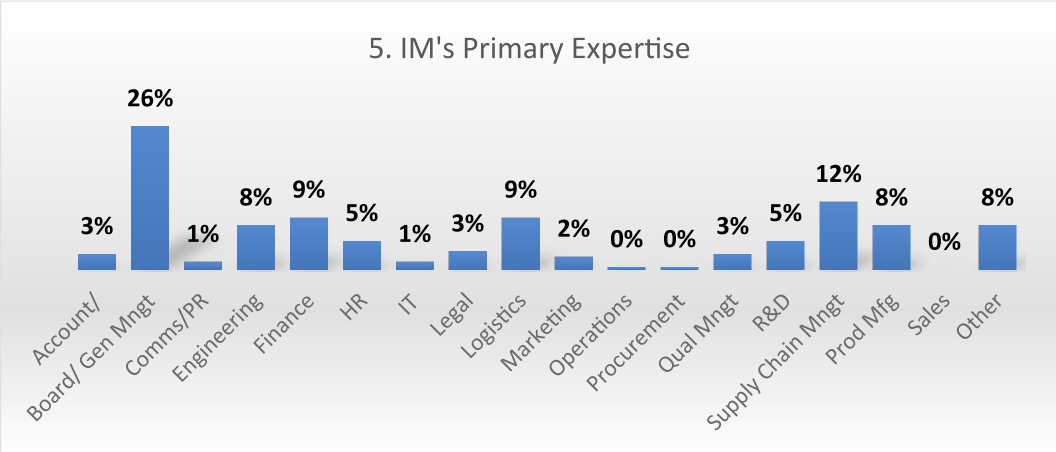


Figure 4.1. How the *IM's Primary Expertise changed in 2022 vs 2021*

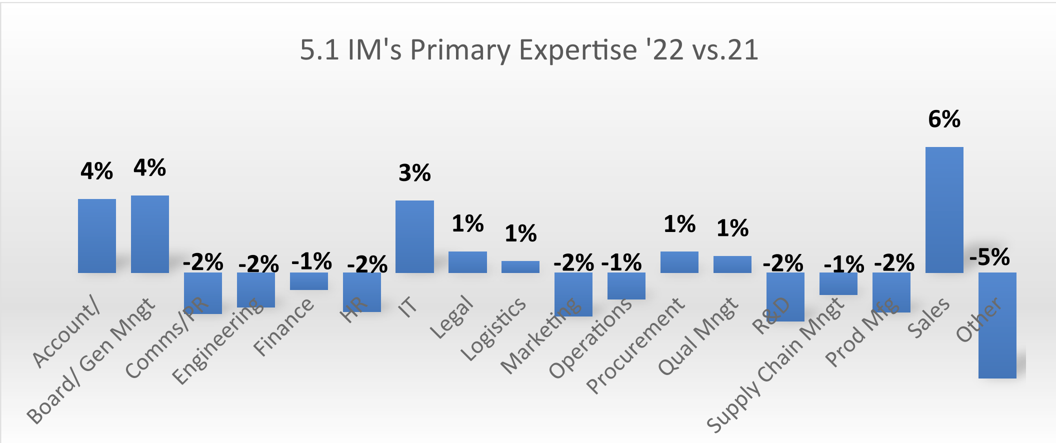


Figure 5 shows that Interim managers complemented their primary specialities with one or more secondary competences. So in the same project they could be a valuable experts for their customers in the fields of: Operations (12%), Sales (14%), Production (7%) or Finance and Engineering (both 8%).

This situation in general didn't change significantly (Figure 5.1) as compared to the previous survey. The primary kinds of expertise that formed the biggest share even grew further: Sales by 6% and Board/Gen Mngt by 4%.

As shown on Figure 6 a significant group of Polish Interim Managers complemented their primary speciality with an average of two secondary competencies and the graph below shows all of them (17).

The situation here didn't change significantly either (Figure 6.1) as compared to the previous survey, the variations didn't extend beyond the margin of +/- 4%, except Sales, which was strong (14%, Figure 6) and grew by an additional 6% (Figure 6.1)

Figure 5. *IM's Secondary Expertise*

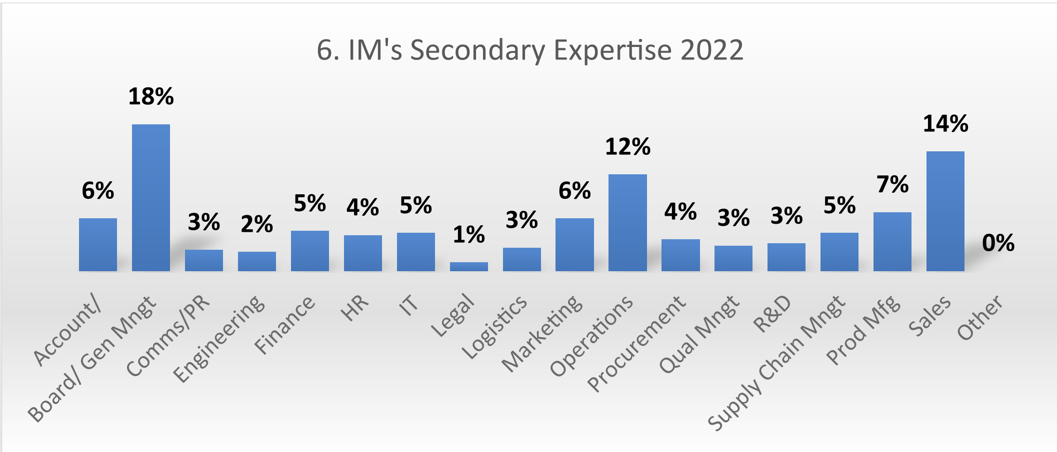
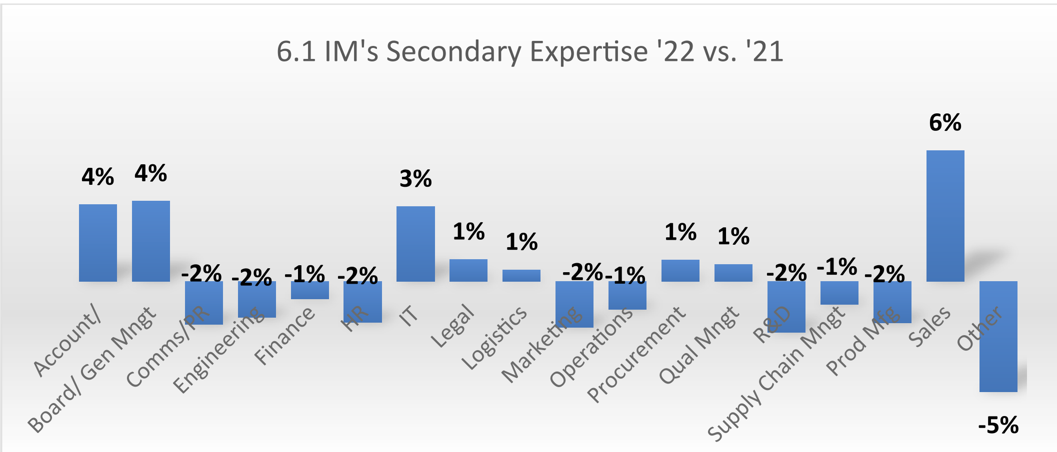


Figure 5.1. *IM's Secondary Expertise and how it changed in 2022 vs. 2021*

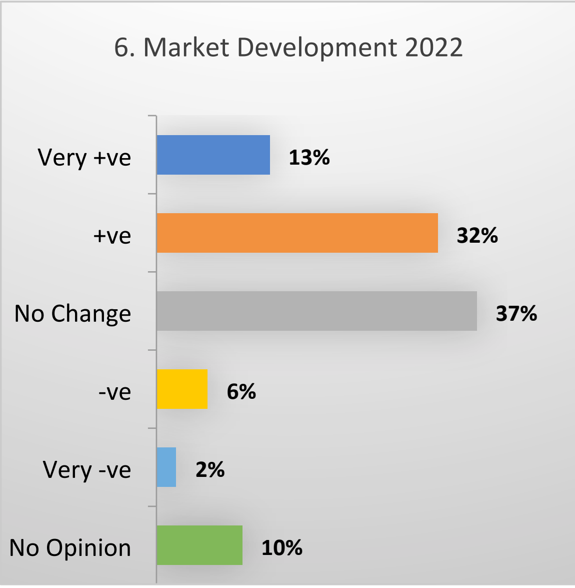


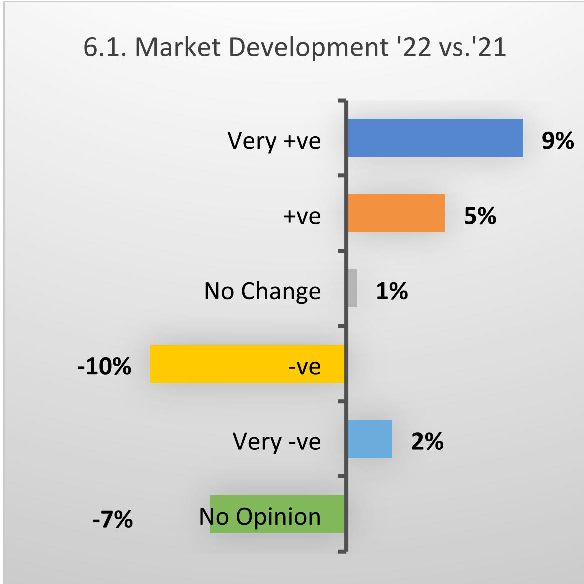
Market development 2021 and Interim Manager Utilization

In the present survey the market was evaluated quite positively. Altogether 82% (Figure 6) of answers indicated very positive/positive/no change market development, and less than half of the positive answers showed no change (37%), which – in the light of pandemic-related concerns - shows that demand from Polish clients was quite high.

In the survey one year ago (January 2021) 67% of answers indicated very positive/positive/no change market development, so it can be observed that the growth of the positive market evaluations was as high as 15% (Figure 6.1 9% + 5% + 1%)

Figure 6 and 6.1. *IM Market Development last year in Poland and the change vs. year before*





In the present survey just 50% of Managers were saturated for more than 60-100% of their time. Significant share of projects brought only up to 60% utilisation, with 17% of Interim managers occupied with less than 20% of their time.

A positive change can be noticed (Figure 7.1) in the group of managers occupied 81-100% of their time, it increased by 9%, and at the same time the utilization rate of the least occupied (below 40%, Figure 7.1) dropped by 11%.

Figure 7. *IM's Utilization in the last year*

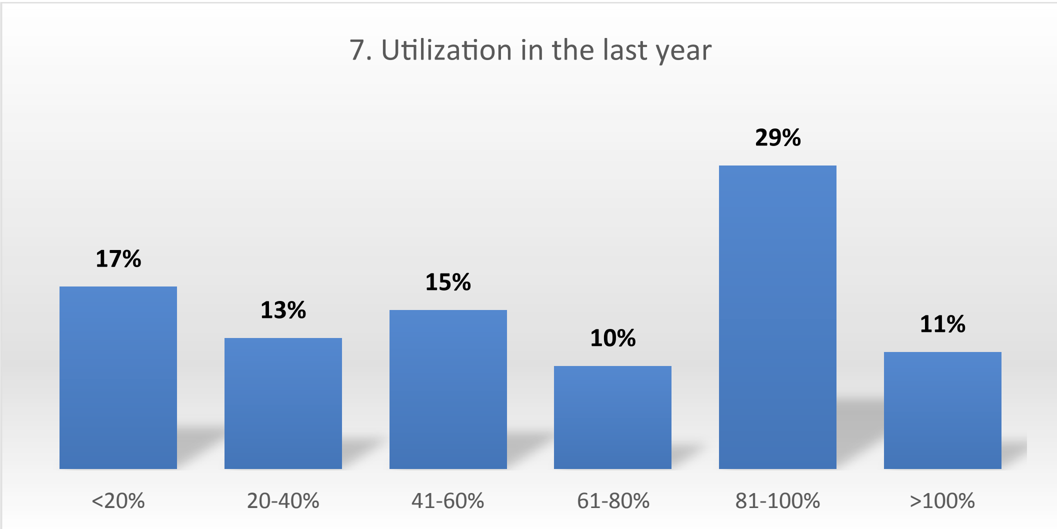
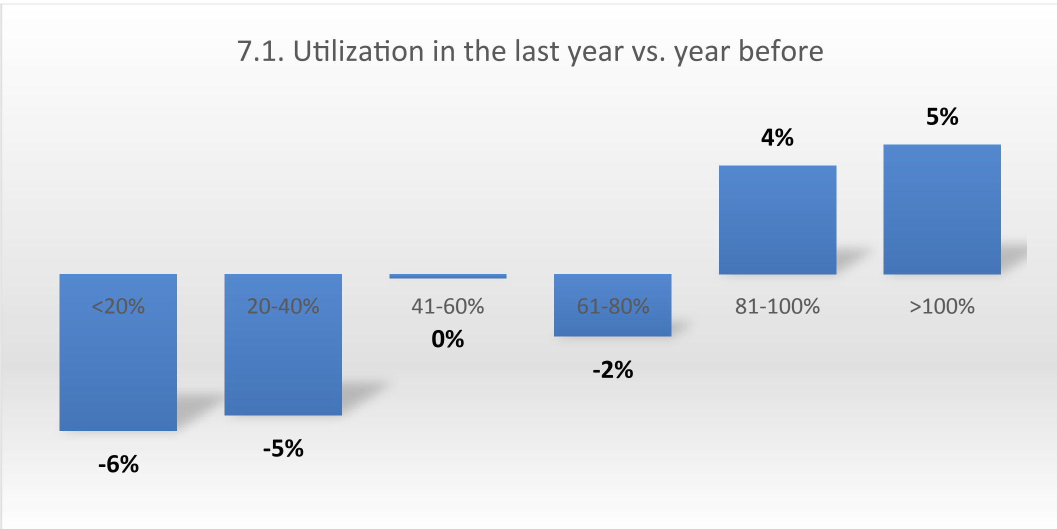


Figure 7.1. *IM's Utilization growth in the 2022 vs. 2021*

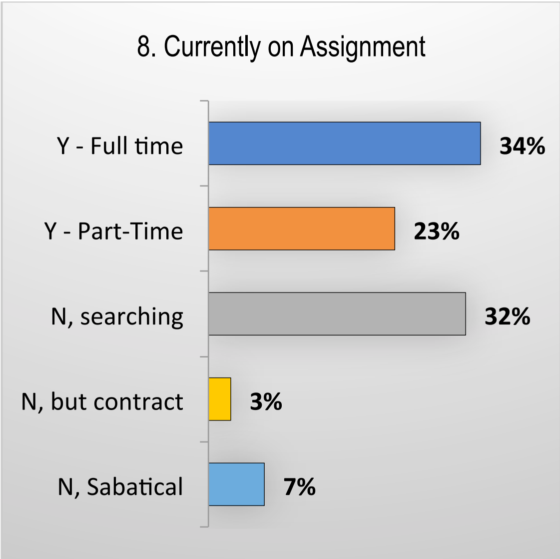


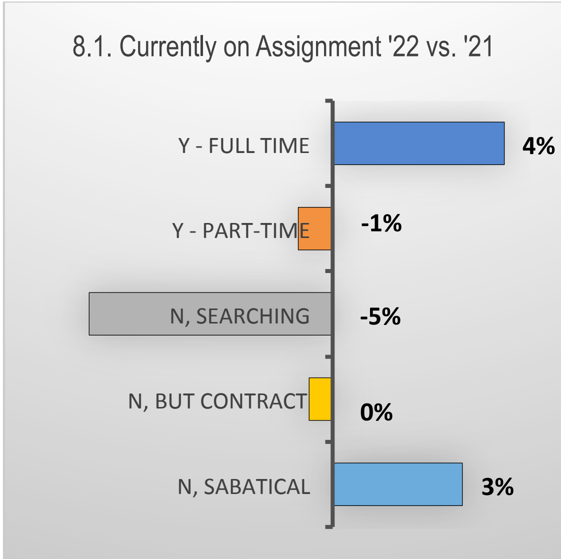
Current Status of Interim Managers

On the Figure 9 the survey reported that altogether 42% of Interim managers were not occupied for the three following reasons: 7% were on their sabbaticals, while 3% were just waiting to start their contract, but a big share of 32% were not employed at all. Only 58% of the Interims were on their current interim assignments, and the majority of this group were full-time occupied (34%), while 23% were on part-time projects.

This picture didn't change significantly in the group of full-time and part-time engaged (3% growth on the Figure 9.1). The group of not-employed IMs shrank by 2% (Figure 9.1)

Figure 8 and 8.1. *Currently on Assignment and the change vs. last year*





International Mobility and the country of residence

The vast majority (Figure 9 - 89%) of Polish Interim Managers stated they were not available for international assignments. For those who declared their readiness for moving abroad, their most preferred destinations were: Germany (34%), Switzerland (28%), or other EU (34%) or European non- EU country (21%). A notable 23 % of managers stated availability for assignments in North America, and 36% in both Americas altogether.

As far as the most significant changes are concerned , the most notable one is reference to the U.K as destination for projects, which dropped by 19%, and this change most probably is linked in part to Brexit, but maybe also in part to the restrictions the U.K. government introduced for travellers to this country. Similar restrictions could be the most probable reason of the drop of Switzerland (-11%). In the case of non-EU countries the drop of 13% possibly cold be explained by the fear of infection.

Figure 9. *Global Mobility for a New Assignment*

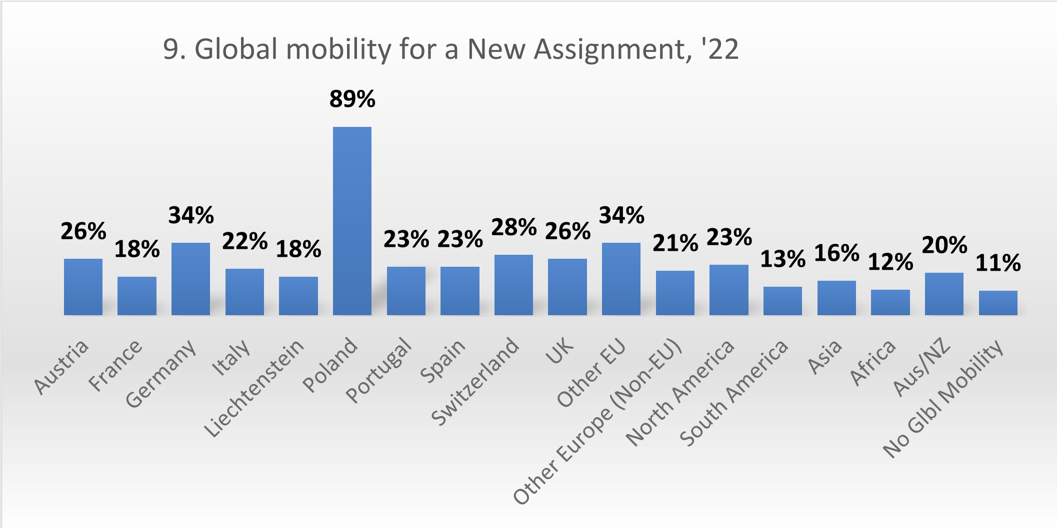
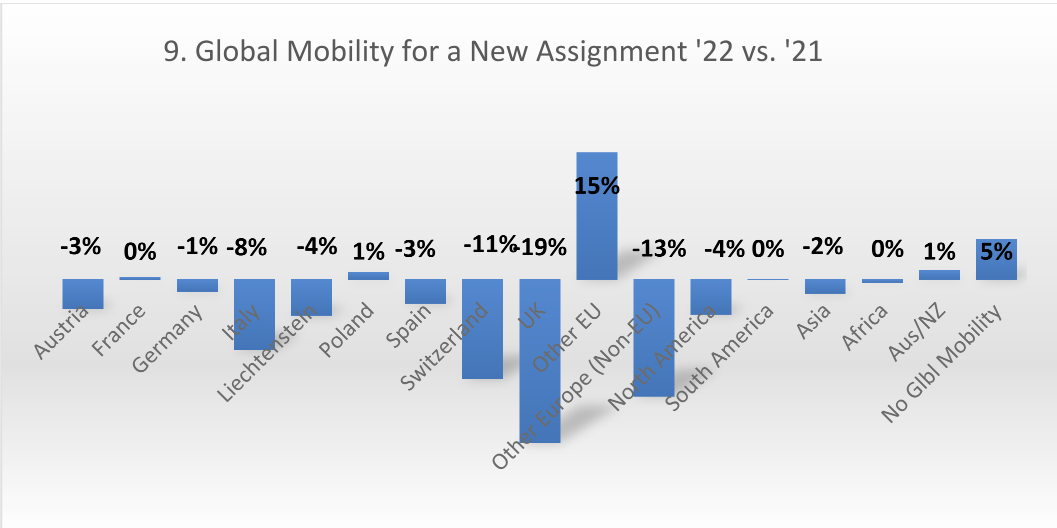


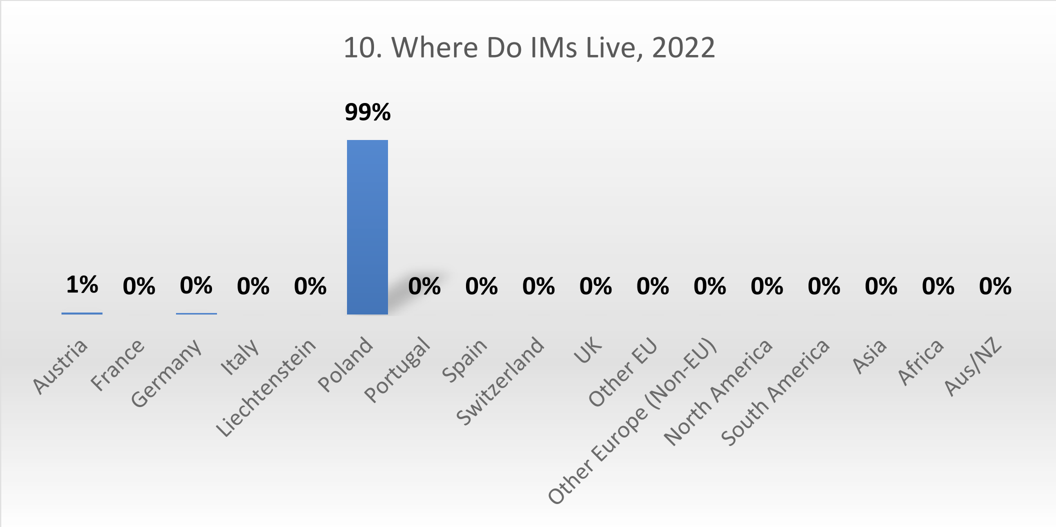
Figure 9.1. *How global Mobility for a New Assignment changed in 2022 vs. 2021 survey*

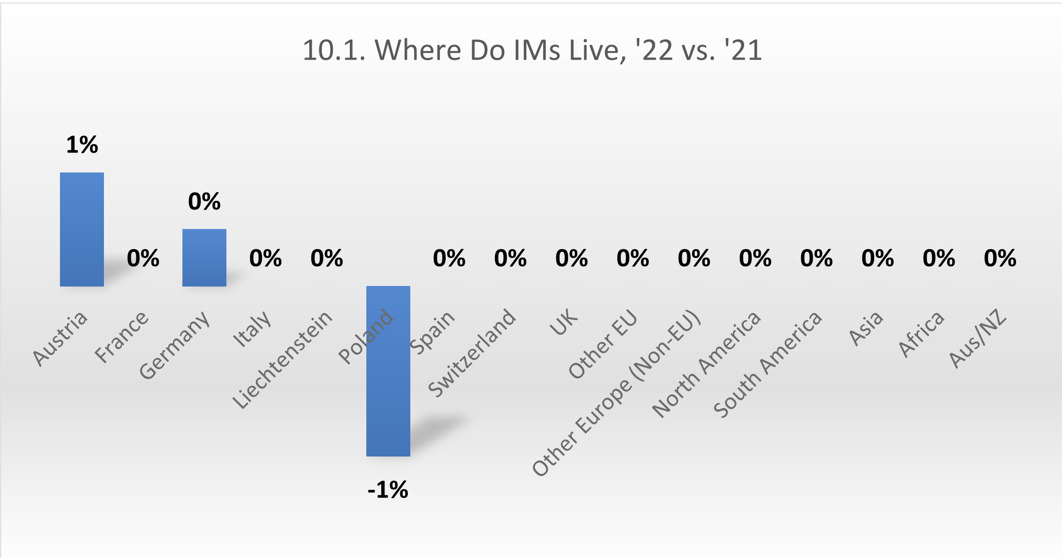


Country of residence

The surveyed IM's were living in Poland (Figure 10). In 2022 no significant chganges happened.

Figure 10. *Where Do IMs Live*





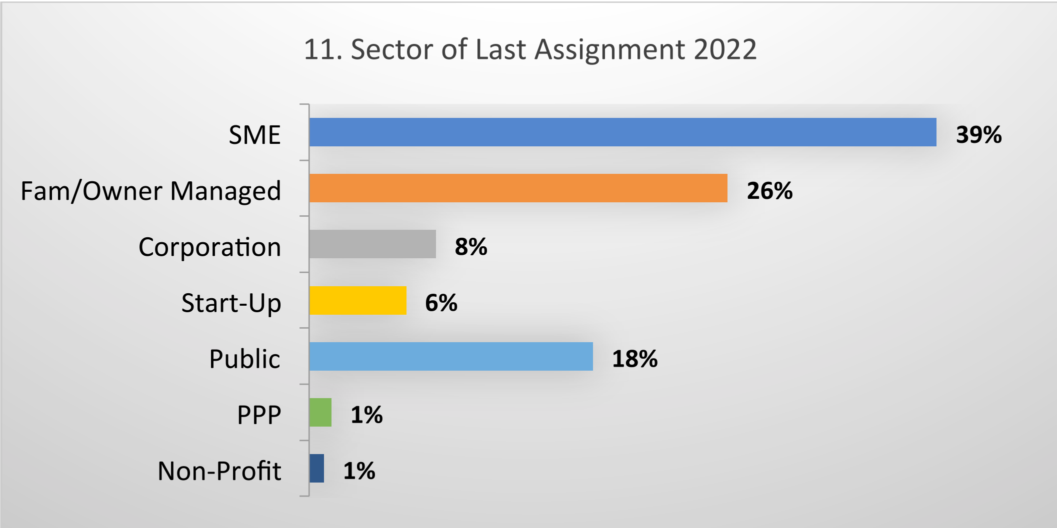
The Clients

To give an insight into the 2021 IM market the Polish Interim Managers were asked to report details of their last assignment

Sectors of Activity

As far as type of the company is concerned, the majority of clients (39%) represented the Small and Medium Enterprises sector, the second largest was the sector of Family or Owner-Managed companies

Figure 11. *Sector of Last Assignment*



Business Sector of last assignment

Observations of the market in 2021 (survey January 2022)

The coverage of Polish Interim managers was wide-ranging, clients came from 34 different sectors of activity and the majority of sectors covered *four groups* of thirteen sectors representing altogether 66% of the market (Figure 12).

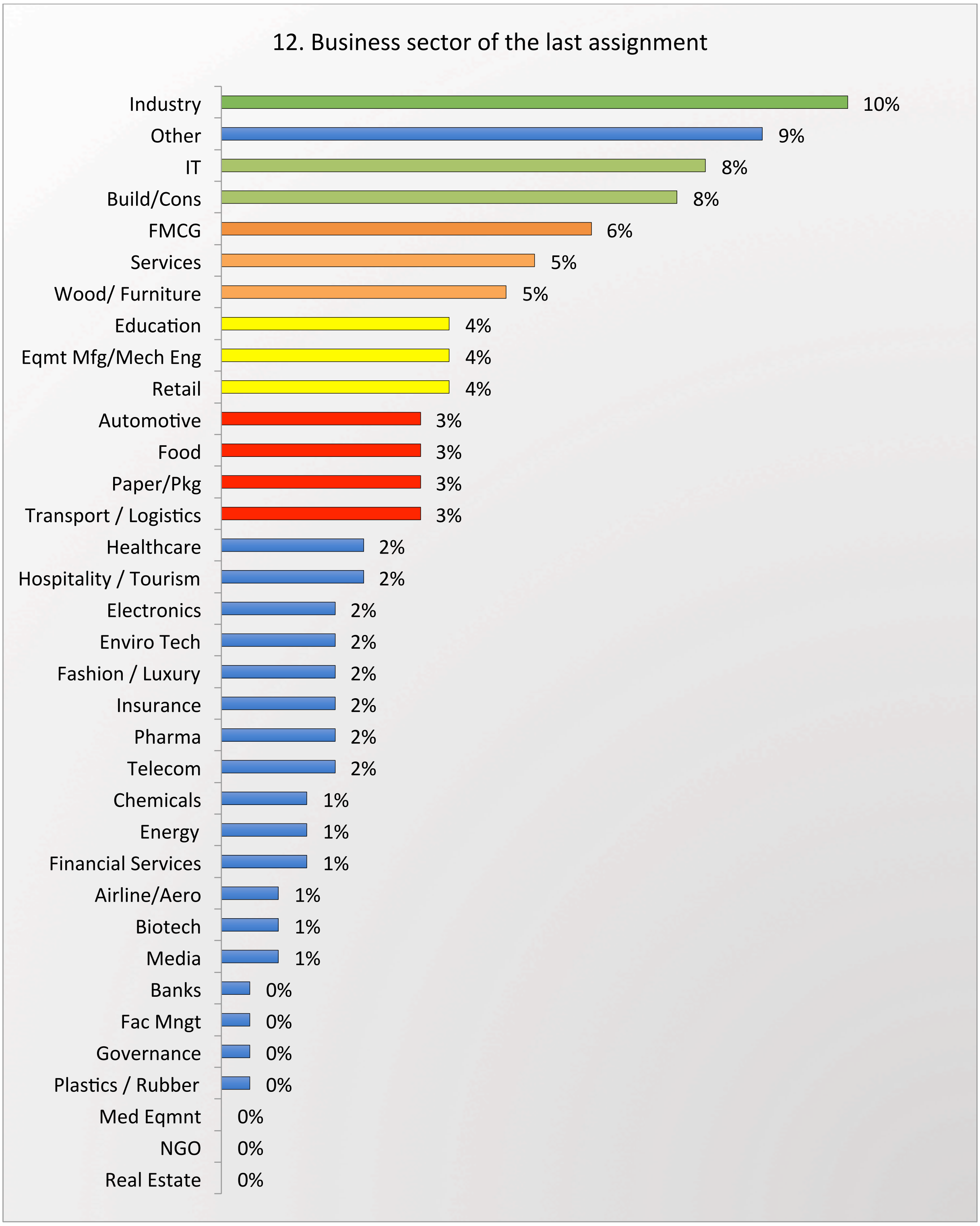
The top three sectors (26%) were: Industry (10%), IT (8%), and FMCG (8%).

The following three sectors represented 16%: FMCG, Services, and Wood / Furniture, covering respectively 6%, 5%, and 5%.

The next biggest group of three sectors represented 12%, with 4% each: Education, Retail, Equipment manufacturing / Mechanical Enginnering

The last significant group of four sectors represented 12 %, with 3% each: Automotive, Food, paper/ Packaging, and Transport / Logistics

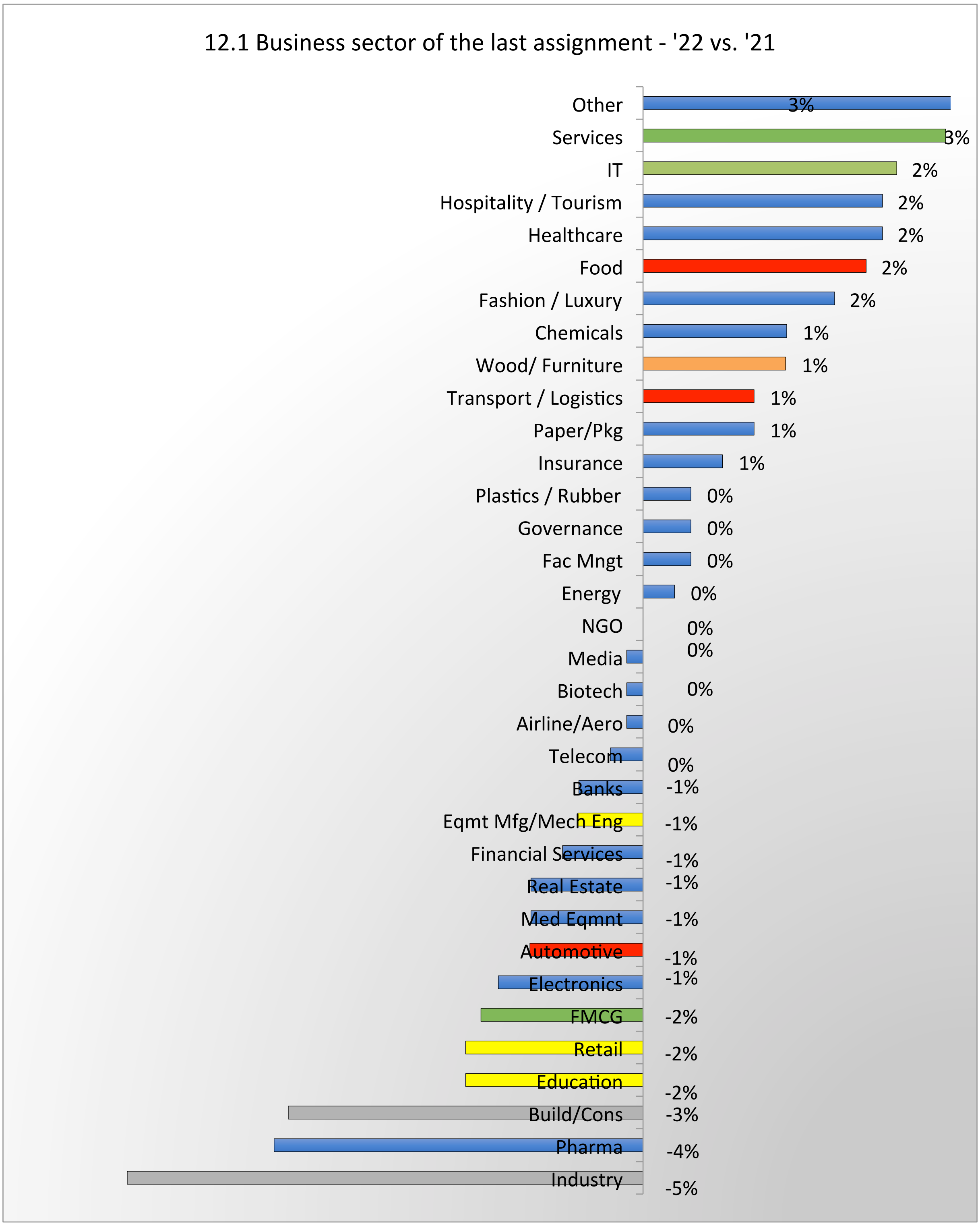
Figure 12. *Business Sector of Last Assignment*



Observations of the market change in 2021 (survey January 2022) vs. 2020 (survey 2021)

Out of the 34 different sectors only the first 16 (Figure 12.1) indicated any growth, and it wasn't significant, representing only 20% of all responses. Out of the biggest thirteen sectors in 2021 (Figure 12), only five showed any growth: IT, Services, Wood and Furniture, Food, finally Transport and Logistics.

Figure12.1. *Business Sector of Last Assignment – change in survey 2022 vs. 2021*



Size of company

The survey showed (Figure 13) that 72% of assignments altogether were in companies with less than 500 employees, out of which the largest part of 36% of the assignments were in small companies up to 100 employees. The latter group's growth was insignificant in 2022 vs 2021 survey results (Figure 13.1), and the growth of the group up to 500 employees was only 2% (Figure 13.1) .

Figure 13. *Size of Companies Contracted with (no. of employees)*

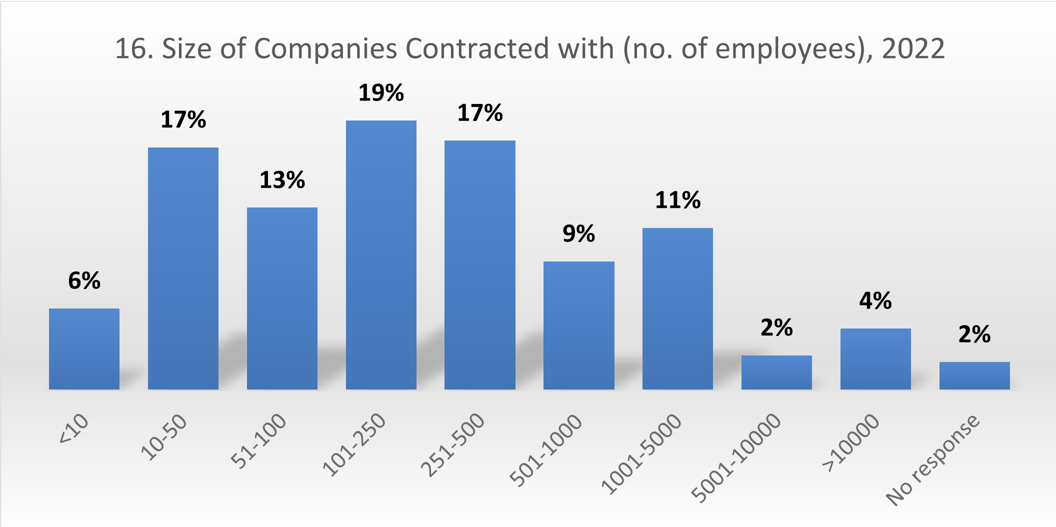
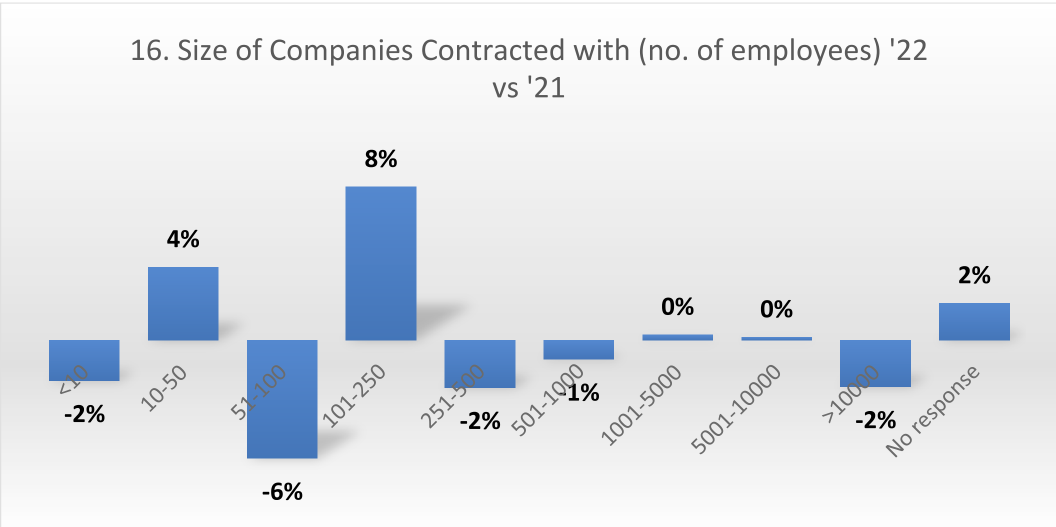


Figure 13.1 Size of *Companies Contracted with (no. of employees), change 2022 vs 2021*



Alternatively from a sales perspective, 58% of the assignments were in companies with revenues less than € 50 million (Figure 14). This group of companies shrunk by 7% in 2022, indicating that the clients representing bigger size firms may become a growing segment in the future.

Figure 14. Size of *Companies Contracted with (revenue p.a. in €)*

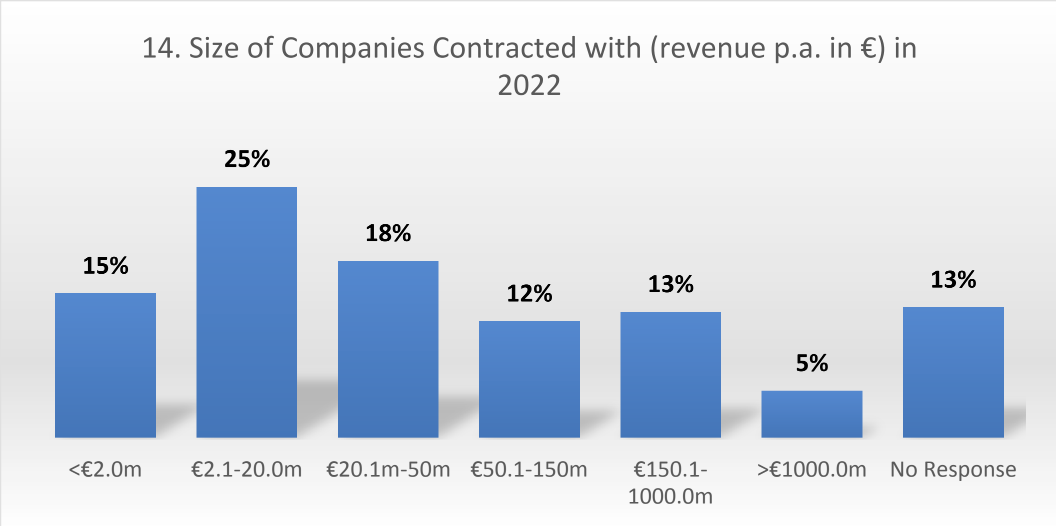
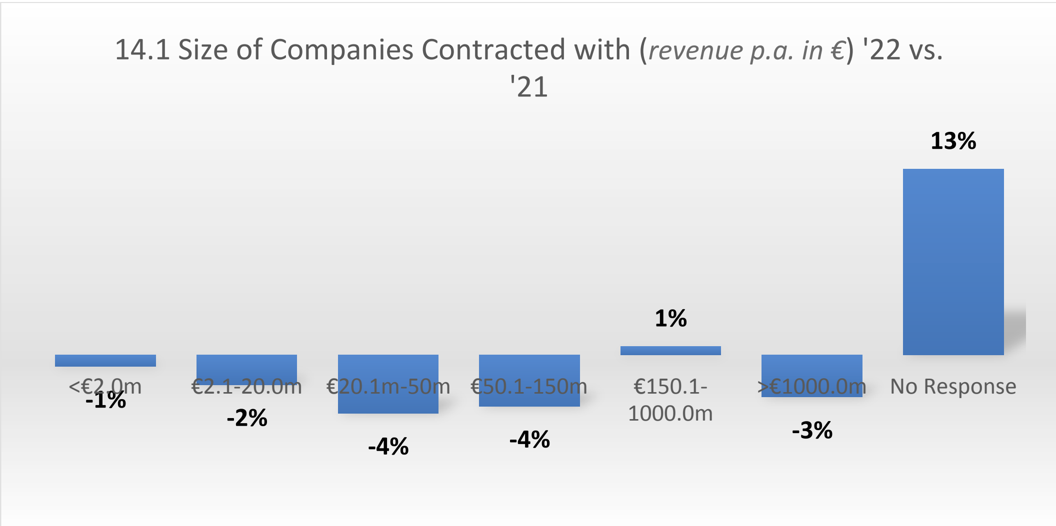


Figure 14.1. Size of *Companies Contracted with (revenue p.a. in €), change 2022 vs. 2021*



The Assignments

Management level

During their last assignments, the majority of managers (67%) covered roles at C-level or above

Figure 15. *Management Level of Last Assignment*

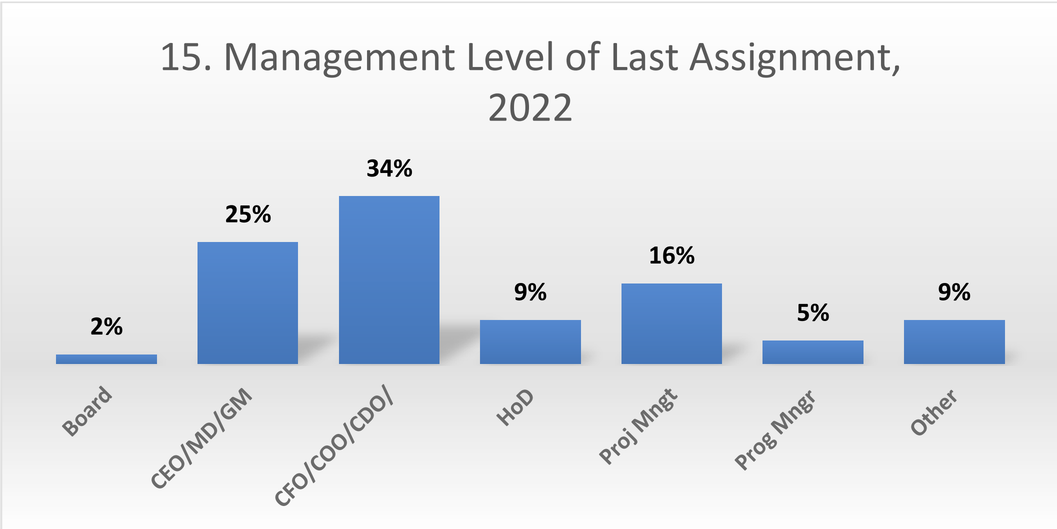
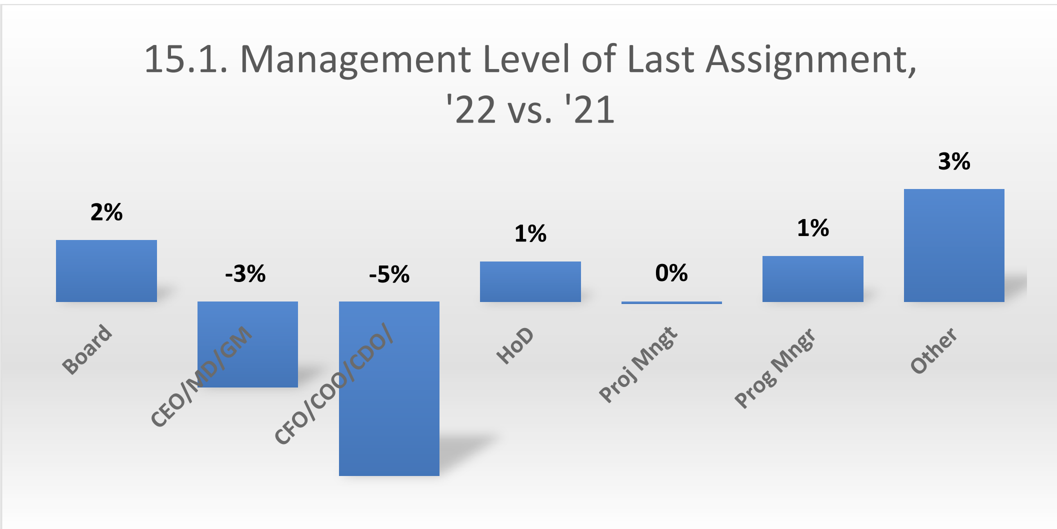


Figure 15.1. *Management Level of Last Assignment, change in 2022 vs. 2021 survey*



Key Business Issues

Interim Managers in the 2022 survey reported 32 different business issues that they covered in their assignments. But the first fifteen issues form the largest area, as shown in four groups: Green, Orange, Yellow, and Red (Figure 16).

The first two groups are significantly larger than the next two.

As IMs are changeagents by nature it was no surprise that among the first three most often reported business issues respondents indicated the following areas of their assignments (in decreasing order of importance): Change management, Business development and Process optimisation.

The nature of the assignments covers aspects of management per se, and this was reflected in the group of the three second largest business issues: Company management, Business continuity and Project management.

Figure 16. *Business Issues in Last Assignment*

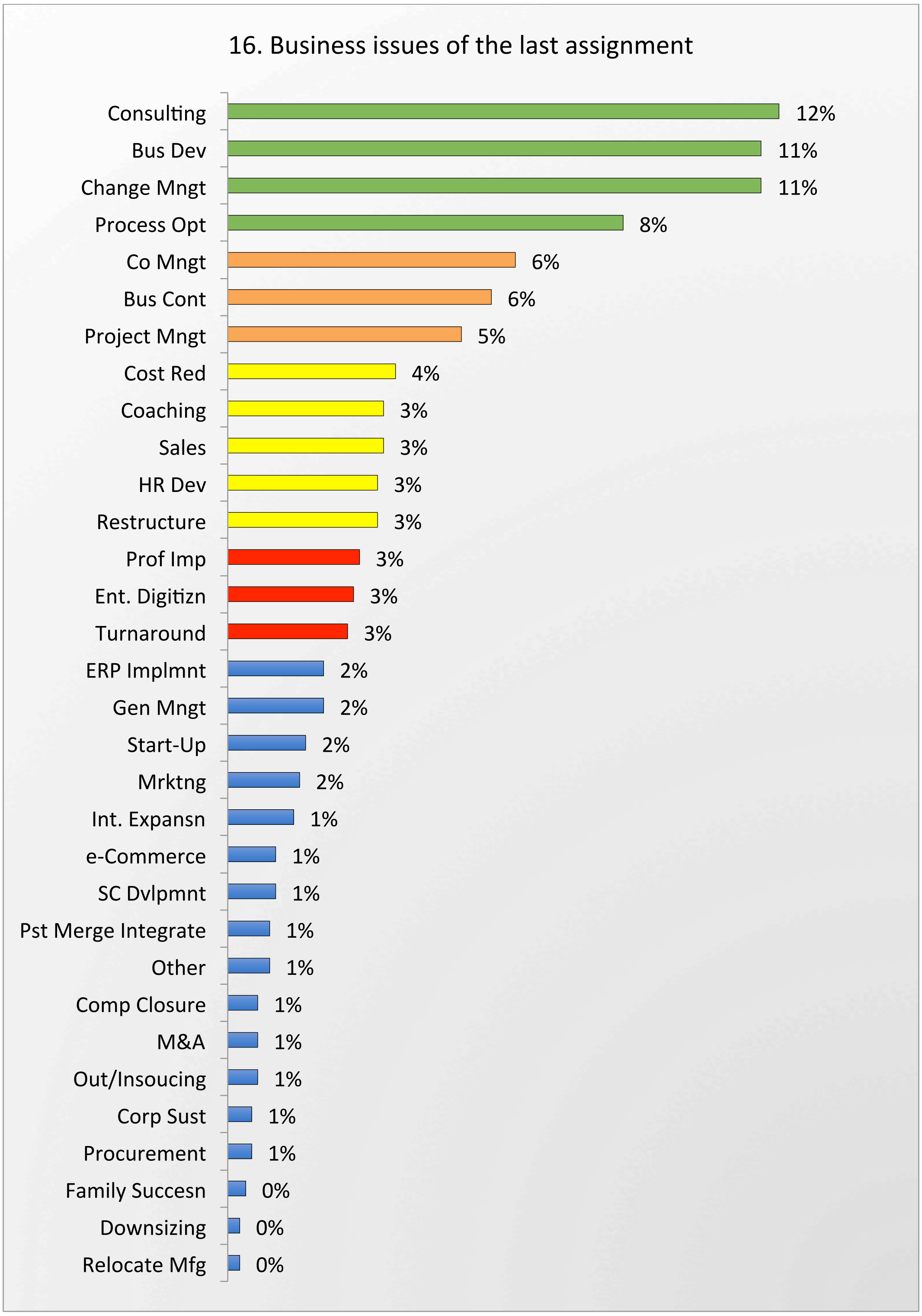
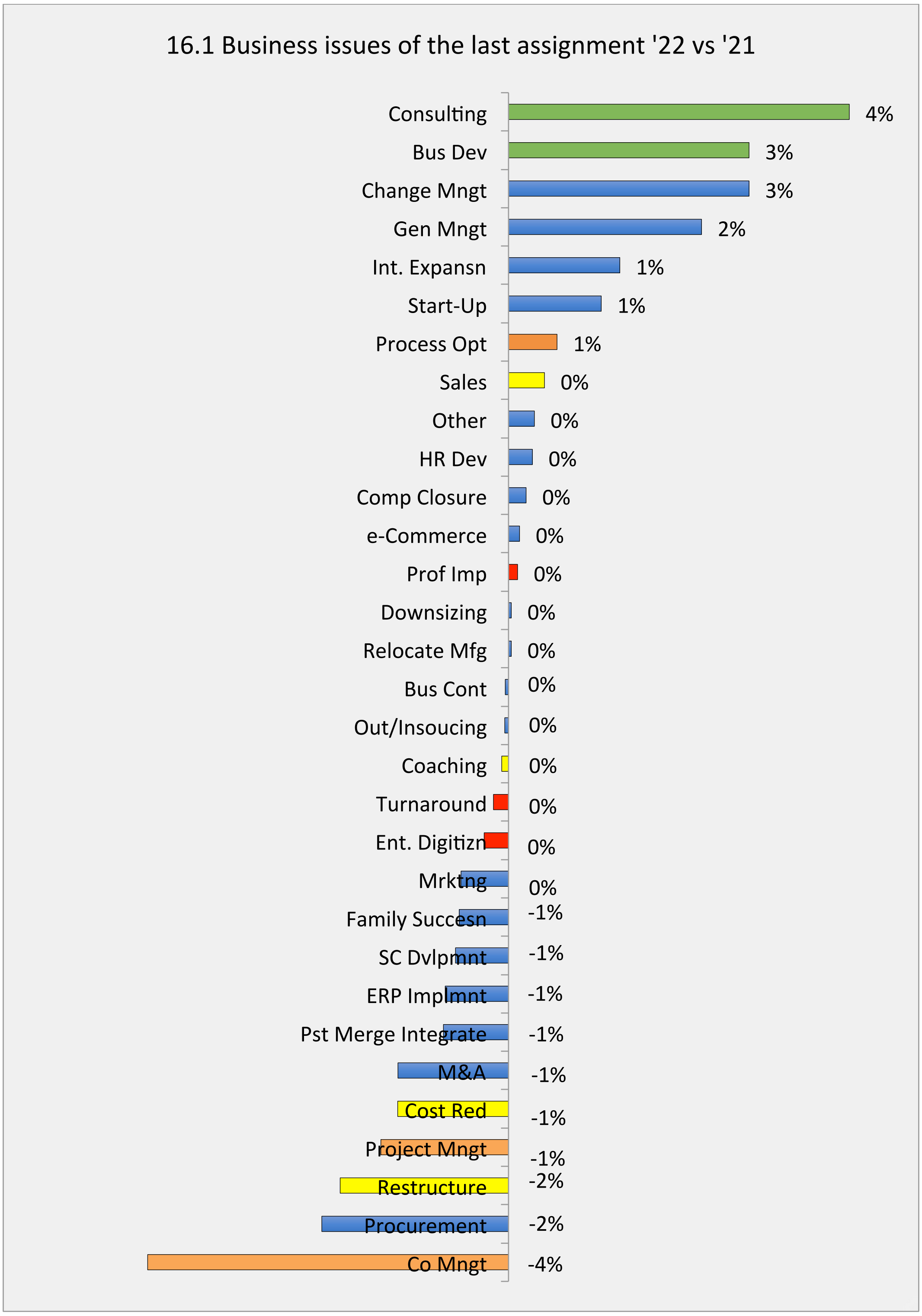


Figure 16.1. *Business Issues in Last Assignment –change in 2022 vs. 2021*



The first two largest groups of business issues shown on the Figure 16 also represent the issues that grew the most in the 2022 survey, as indicated on the Figure 16.2.

Duration

In the second year of pandemia longer assignments dominated in IM projects. Figure 17 indicates two groups of the longer assignments.

The first group of projects over 13 months represents 40% of the total.

The second group of the longest projects consists in fact of assignments that last six months (13%) or one year (13% too).

Figure 17. *Duration of Last Assignment*

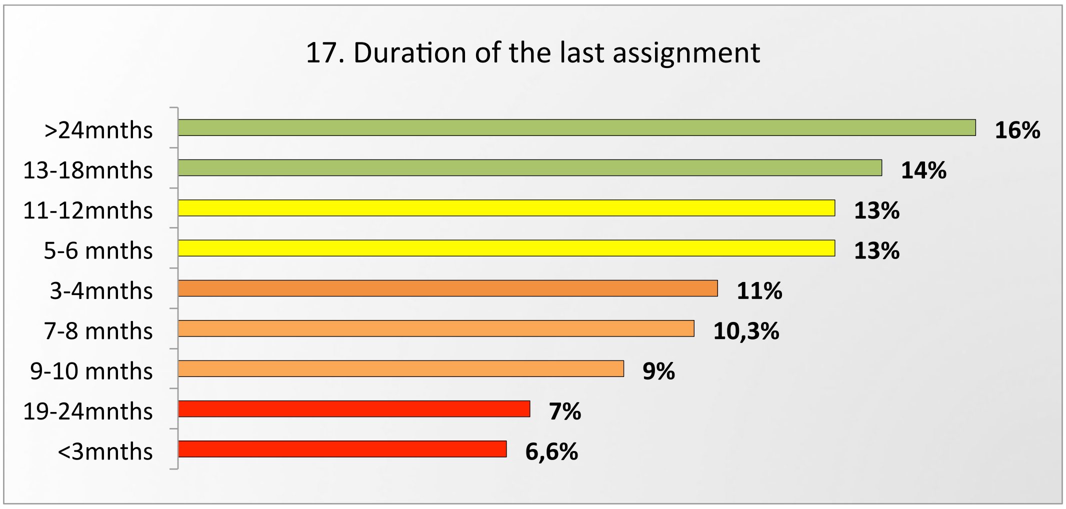
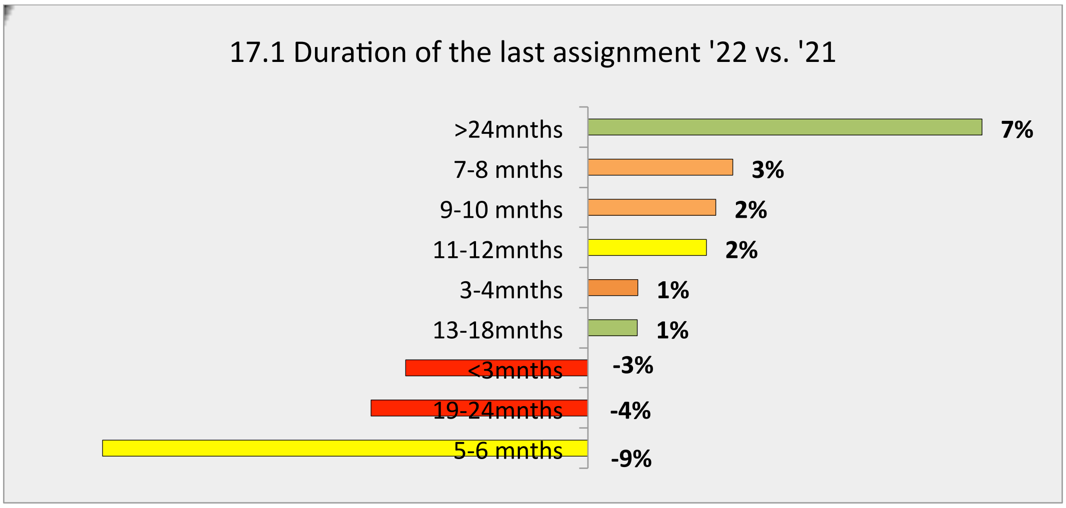


Figure17.1. *Duration of Last Assignment 2022 vs 2021*



The number of the longest assignments lasting over 24 months grew the most in the 2022 survey (figure 17.1), but that ofthe second longest assignments grew only by 1% in 2021 vs. 2020. The growth of the number of assignments of the 7-12 months group was over two times smaller, but still double the number of the rest of the assignments.

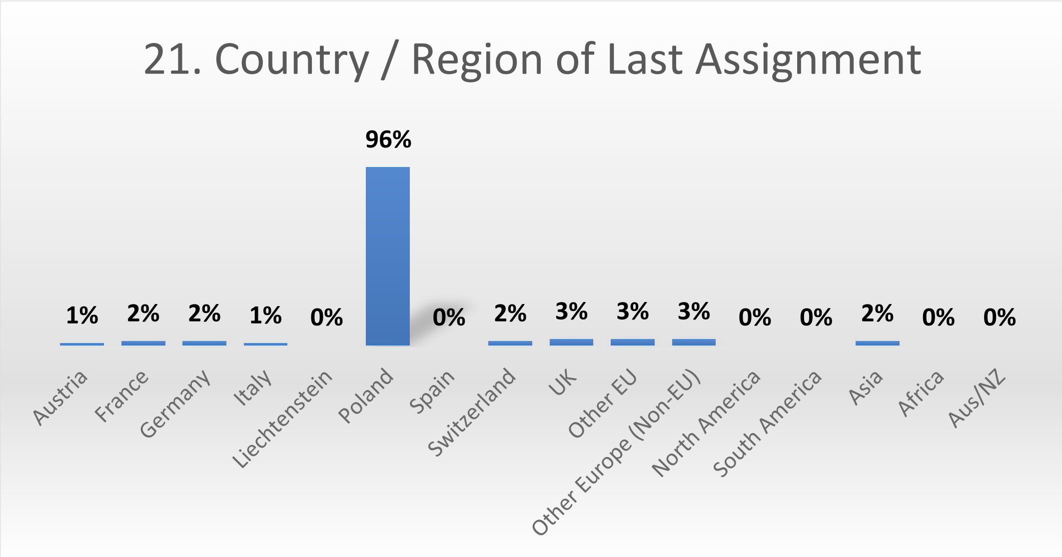
The following hypothesis is emerging: the domination of the longer projects might be related to the highest frequency of assignments aimed at transformations, as it was already shown on the Figure 16 – business issues of the last year.

Countries/region of the last assignment

As expected, 96% of the Polish Interim Managers in our survey worked in Poland. Their assignments in other countries were seen as exceptions, and if they happened, then they were conducted in several countries of Europe. Only one manager had an assignment in Asia.

Country/region of the last assignment

Figure 18. *Country / Region of Last Assignment*



Sales channel of the last assignment

Interims in Poland were acquiring clients in almost 80% via two groups of channels.

First group.

61% of IMs were able to get assignments in result of two kinds of the personal activities: personal network (57%) and Personal marketing activities (4%),

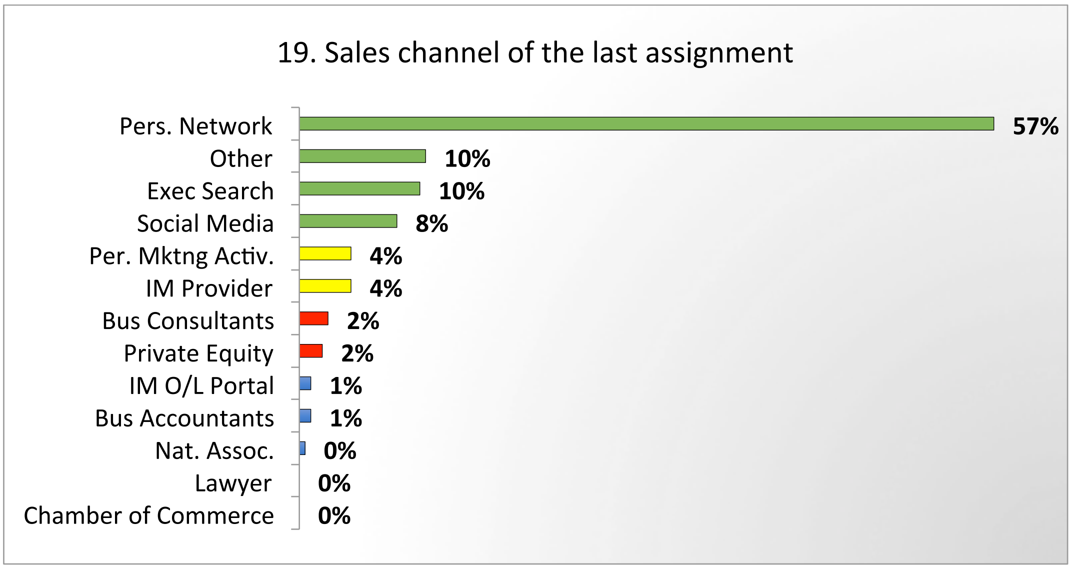
Second group.

The next two channels were Executive search and Social media, with an 18% share.

Providers

Interim Service Providers came with 4% of assignments, and IM online portals just 1%.

Figure 19. *Sales Channel of Last Assignment*

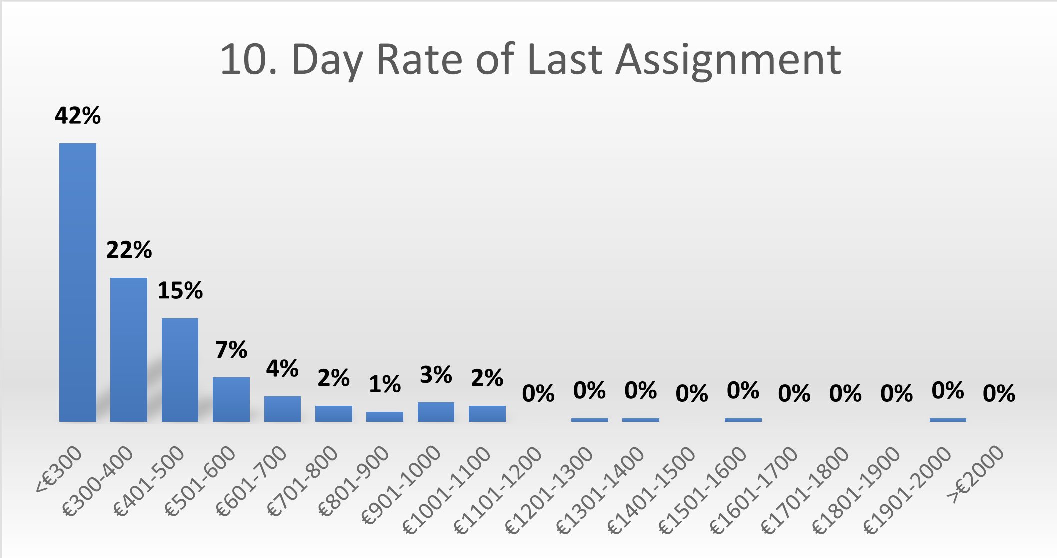


Day Rates

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 rather narrow, and covered the span of the lowest value of the Figure 20: 79% of the projects were paid not more than 500 Euro. But inside this group the largest segment of 42% was represented by projects with a rate below 300 Euro.

Figure 20. *Day Rate of Last Assignment*



Pressure on Pricing

In the last six (6) months only 28% of managers reported that there was high pressure on pricing during negotiation with the client; the number of managers forecasting such pressure for the next six months was only slightly lower at 26%.

Figure 21. *Pressure on Day Rate in Last 6 months*

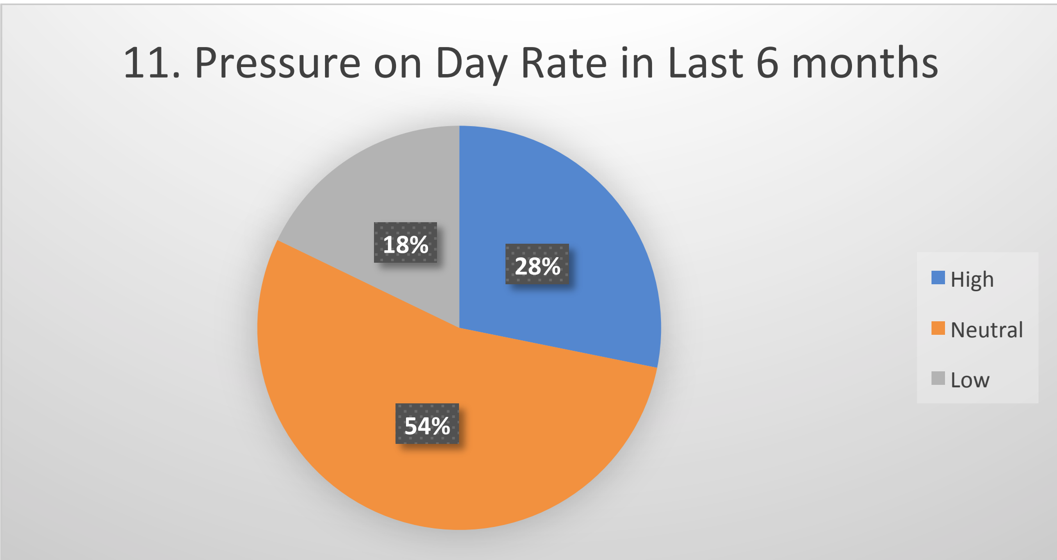
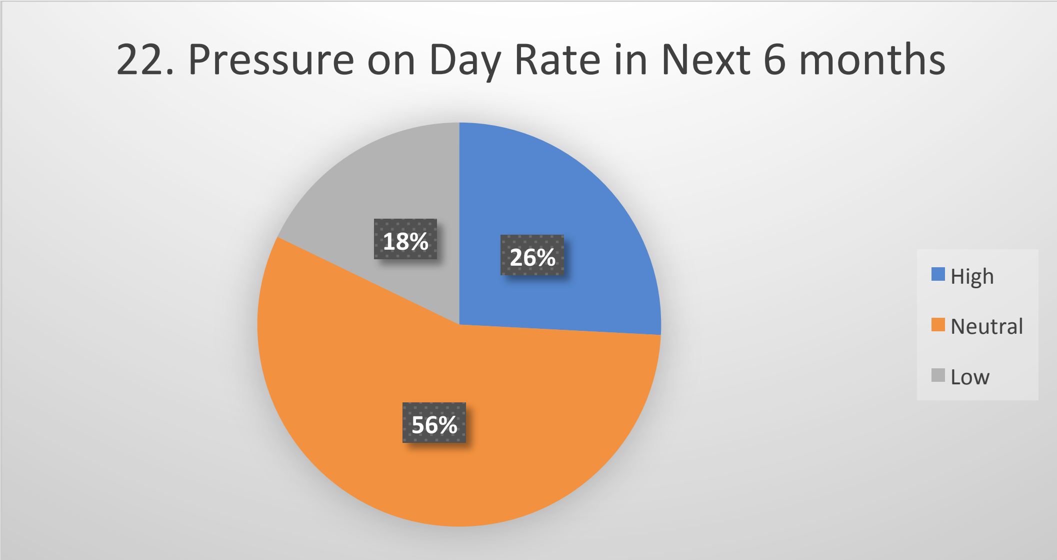


Figure 22. *Pressure on Day Rate in Next 6 months*

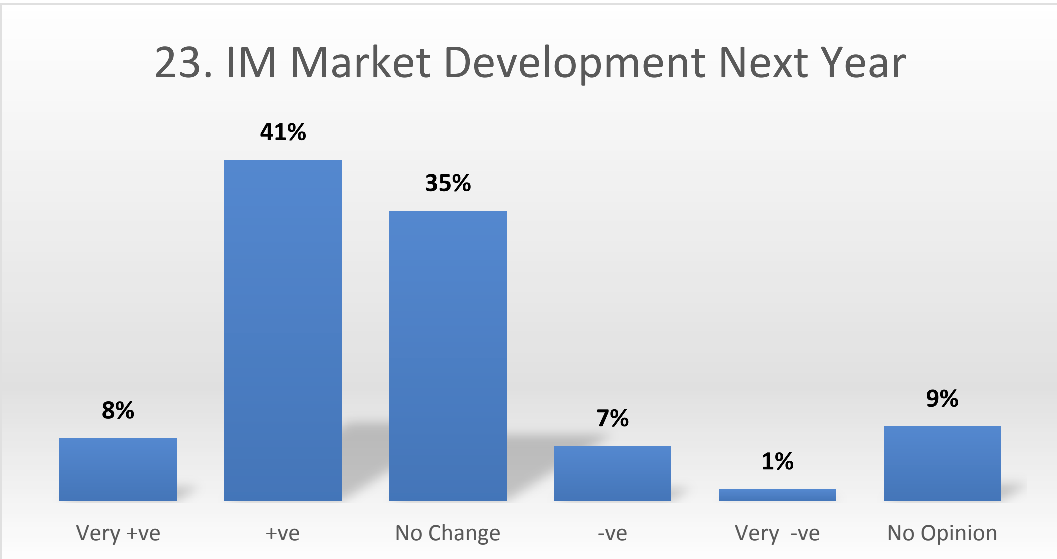


Trends

Market Development

In our survey, 84% of managers altogether judged positively/no change the development of the market in 2022.

Figure 23. *IM Market Development Next Year*



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 ia seen in the Figure 24.

Figure 24. *Biggest Challenges in Next Business Year*

24. Biggest Challenges in Next Business Year	
Finding new project,	73
Increasing own competencies	24
Covid restrictions	14

Background of the Survey

Respondents

The survey was performed between 10th January (started/announced) and 29 January (closed) 2022. It was intended to be restricted to practising interims who were or who were not members of the national association SIM. There were 213 respondents.

Respondents' recruitment channels and means

To recruit the respondents, SIM formed the "INIMA Survey Support Group" on Whatsapp. The Group consisting of 16 members of SIM was acting daily. The group members were co-ordinated centrally by a Project manager of SIM to take actions to stimulate recruitment of the respondents.

The following recruitment program was set and executed:

Respondents were contacted and invited to take part in the survey via several communication channels:

- Sending direct mailing to SIM members centrally by SIM
- Sending direct text messages (SMS) to SIM members by SIM centrally
- Posting on LinkedIn about the INIMA survey in Poland and in Europe by SIM, commented daily by Members of the "INIMA Survey Support Group". Six posts were sent in the three weeks period of the survey data collection phase, and LinkedIn members opened these posts approximately 8 000 times.
- Inviting by SIM members via their network of contacts on LinkedIn
- Inviting IMs by sending them personalized messages by a LinkedIn bot- approximately 2 000 invitations were sent.