

The 2021 survey of Spanish Interim  
Managers performed by  
[Asociación Interim Management  
España]

AIME



In collaboration with the  
International Network of Interim  
Manager Associations



INIMA

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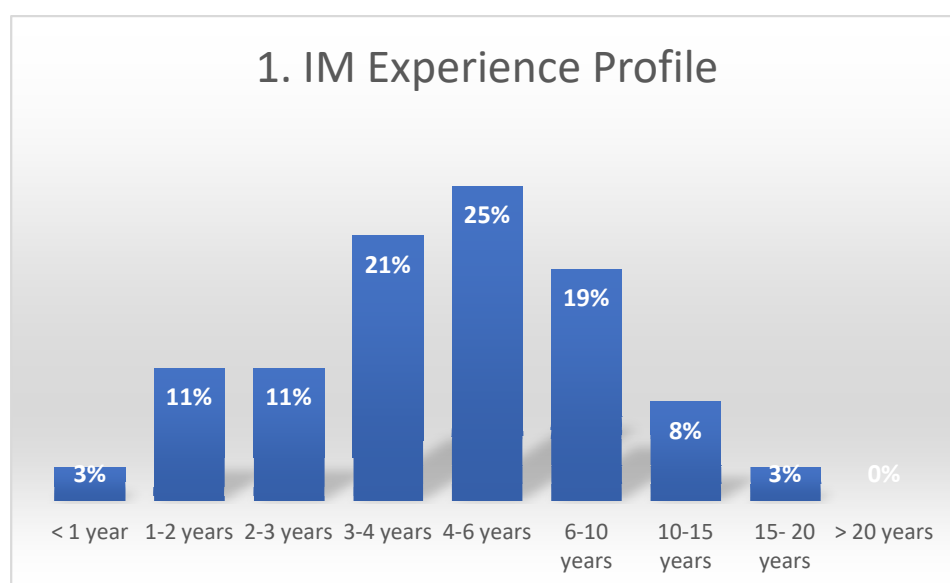
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## The Interim Manager

### Demographics

As can be seen in the following 2<sup>nd</sup> graph, almost 90% of those surveyed are over 46 years old, being the majority the age group between 51 and 60, representing 52%.

Figure 1. *IM Experience Profile*



Regarding the years of experience as Interim Manager, it is observed that 75% of those surveyed have more than four years of experience in the profession. On the other hand, 25% have been in the profession less than three years.

Figure 2. *IM Age Profile*

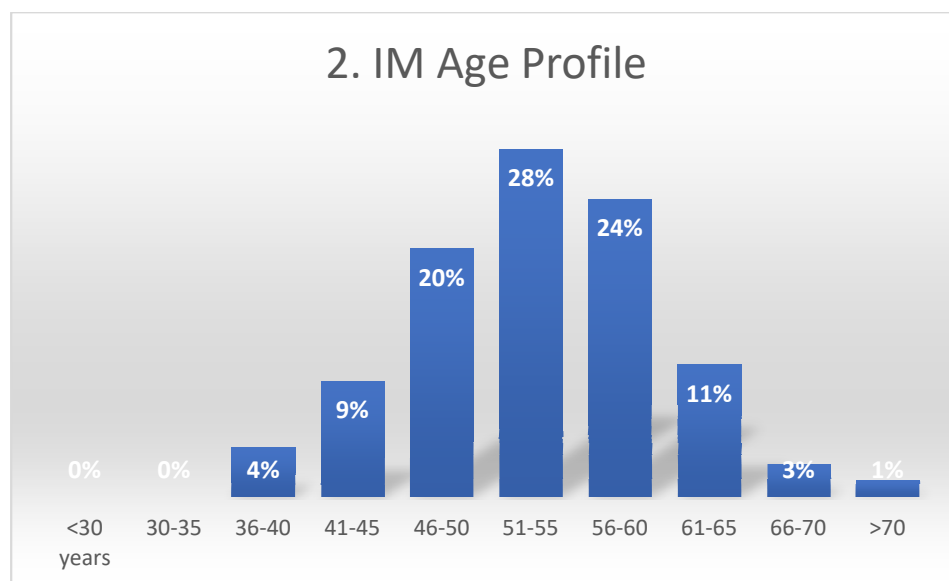
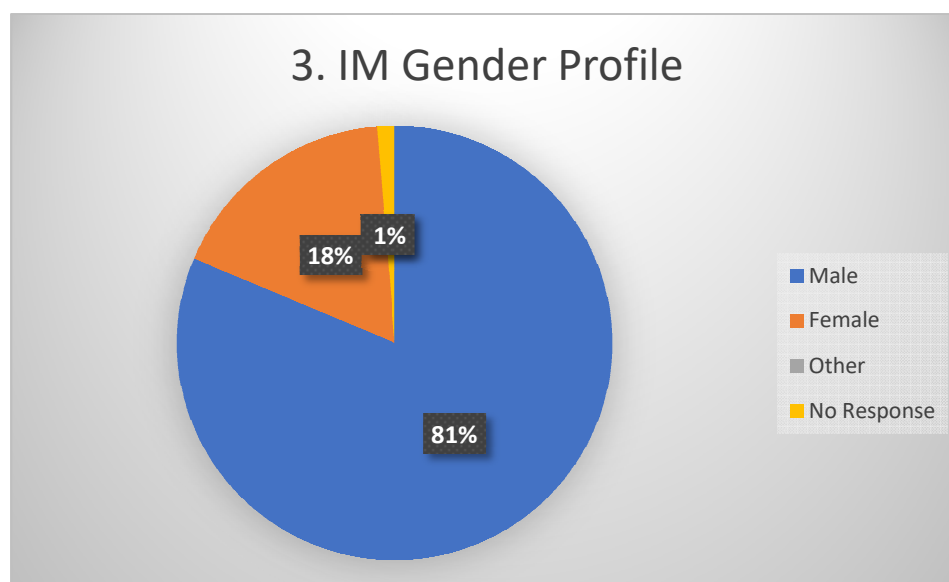


Figure 3. *IM Gender Profile*



Regarding the IM gender profile, we can see that the majority of the IMs in Spain are males (81%). Females represent only 18%. It is very clear that the Female Interim Management has great growth potential in Spain.

Taking the 3 graphs as a reference, we can say that the most common profile among Interim Managers in Spain are male professionals between 51 and 60 years old, who have been in the profession between three and ten years.

### Functional Specialities

Analyzing both graphs, we can affirm that the most representative functional specialties of IMs in Spain are:

- Board / General Management
- Finance
- HR
- Operations
- Accounting/Controlling
- Sales

Figure 4. IM's Primary Expertise

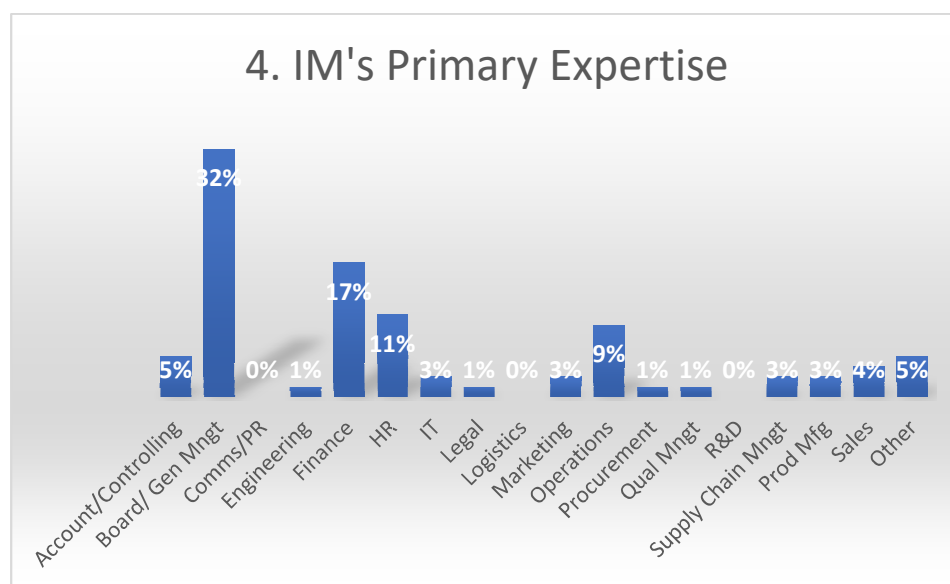
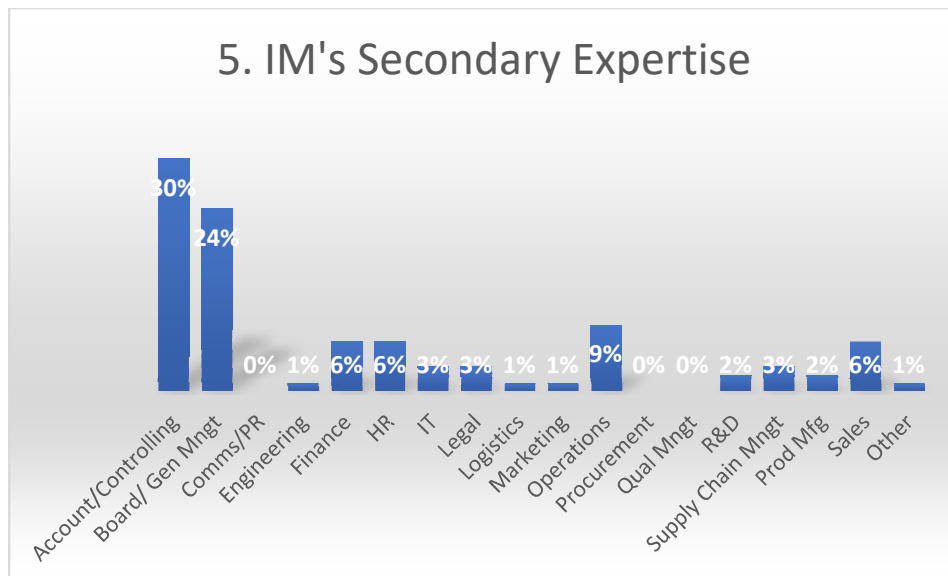


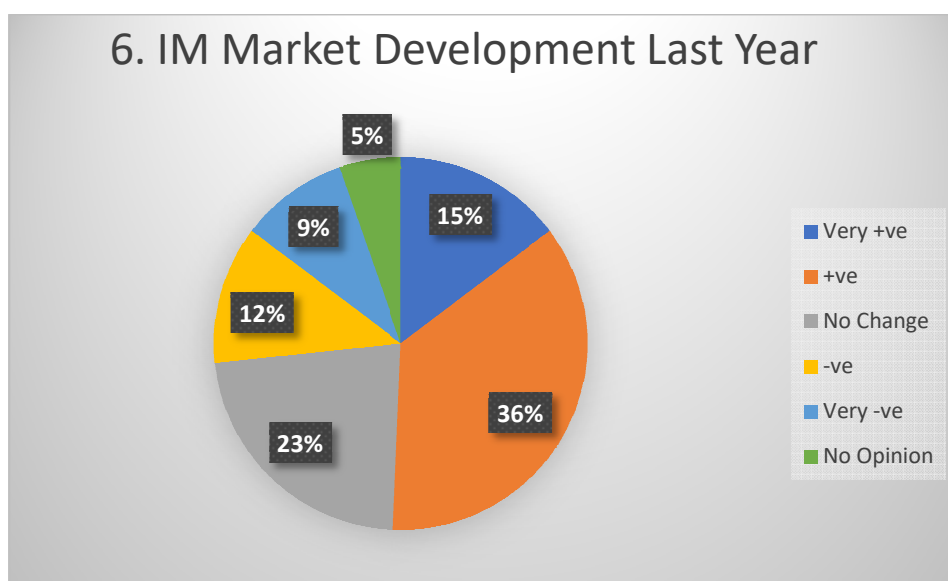
Figure 5. IM's Secondary Expertise



### Market 2020 and Interim Manager Utilization

In the present survey market was evaluated quite positive. Altogether 74% of answers indicated very positive/positive/no change market development, and more than half of the positive answers shown no change (36%), which – in the light of pandemic-related concerns shows that demand from Spanish clients demanded the service was significant.

Figure 6. IM Market Development Last Year in Spain

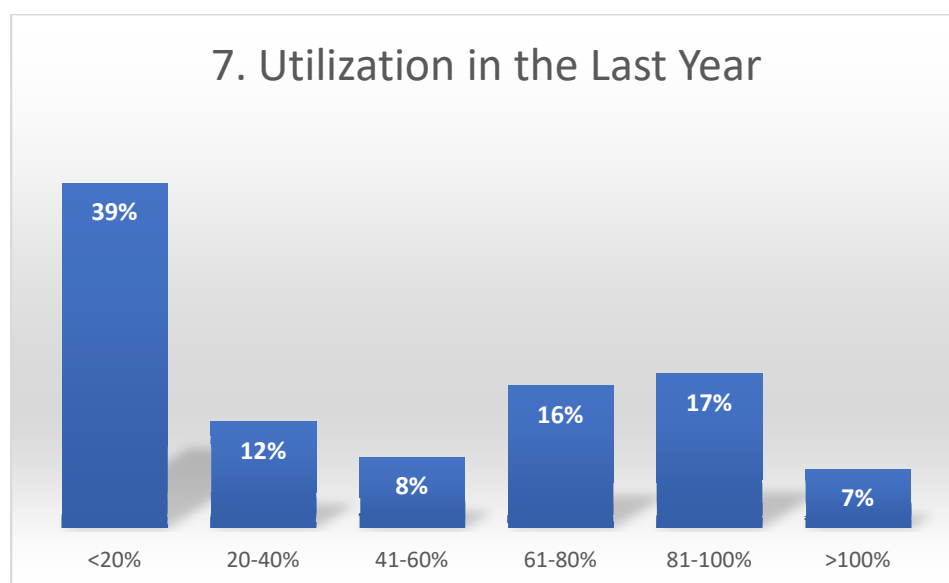




We analyze the time worked by professionals in Spain as IMs. It is striking that almost 40% have worked less than 20% of their time as IMs and only 7% have done so throughout the year.

Furthermore, if we take into account all the figures shown in the graph below, we observe that 93% of Interim Managers have not managed to occupy 100% of their time with IM missions. In this sense, we can infer the difficulty encountered in the Spanish market when it comes to linking projects, being common that several months pass from the completion of one mission and the beginning of another.

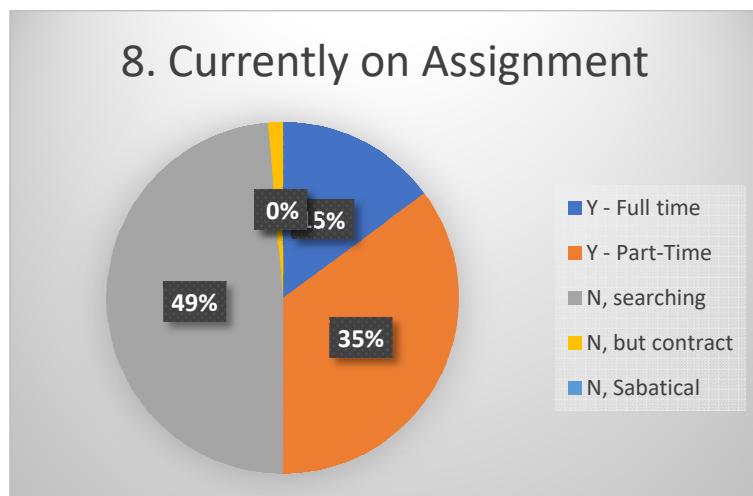
**Figure 7. IM's Utilisation in the Last Year**



### Current Status of Interim Managers

As a continuation of the aforementioned, this graph shows how 49% of Interim Managers in Spain are in the process of searching for a new project.

Of those who are currently on missions, 15% do it full time and 35% part time. In this sense, it seems that one of the keys to hiring Interim Managers, is the flexibility they provide to organizations.

**Figure 8.** *Currently on Assignment*

### International Mobility

If we analyze the possibility of global mobility for a new mission, almost 60% of those surveyed affirm that their availability to move is within Spain and 7% indicate that they are not willing to any type of mobility.

For IMs open to global mobility, the preferred destination countries are principally within the EU: Austria (12%), France (7%), Germany (5%), Italy (1%), other EU countries (7%), South America and Switzerland (1%).

Figure 9. Global Mobility for a New Assignment

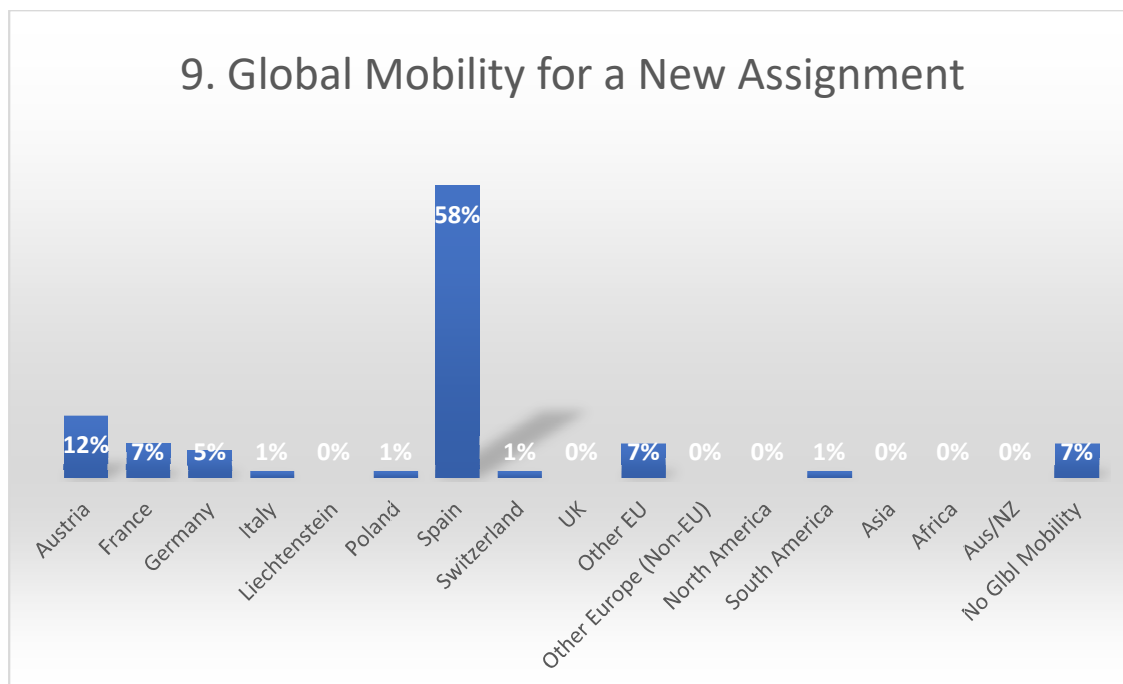
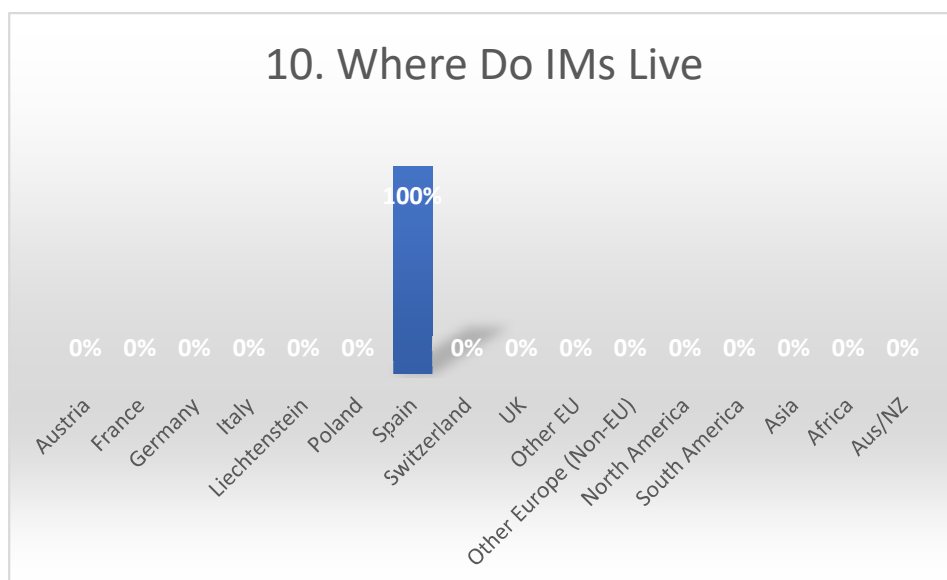


Figure 10. Where Do IMs Live



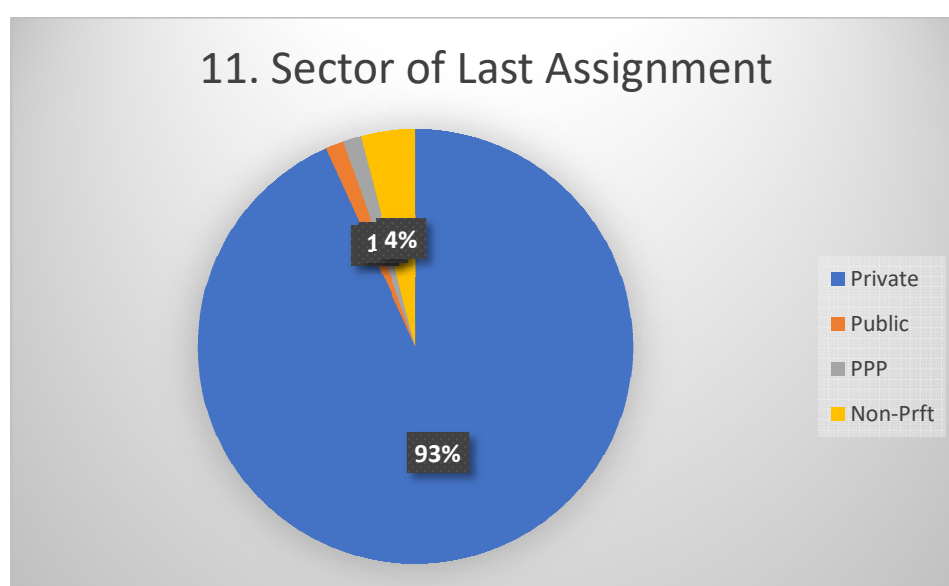
## The Clients

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

### Sectors of Activity

As far as type of the company is concerned, majority of clients (93%) represented private sector

Figure 11. *Sector of Last Assignment*

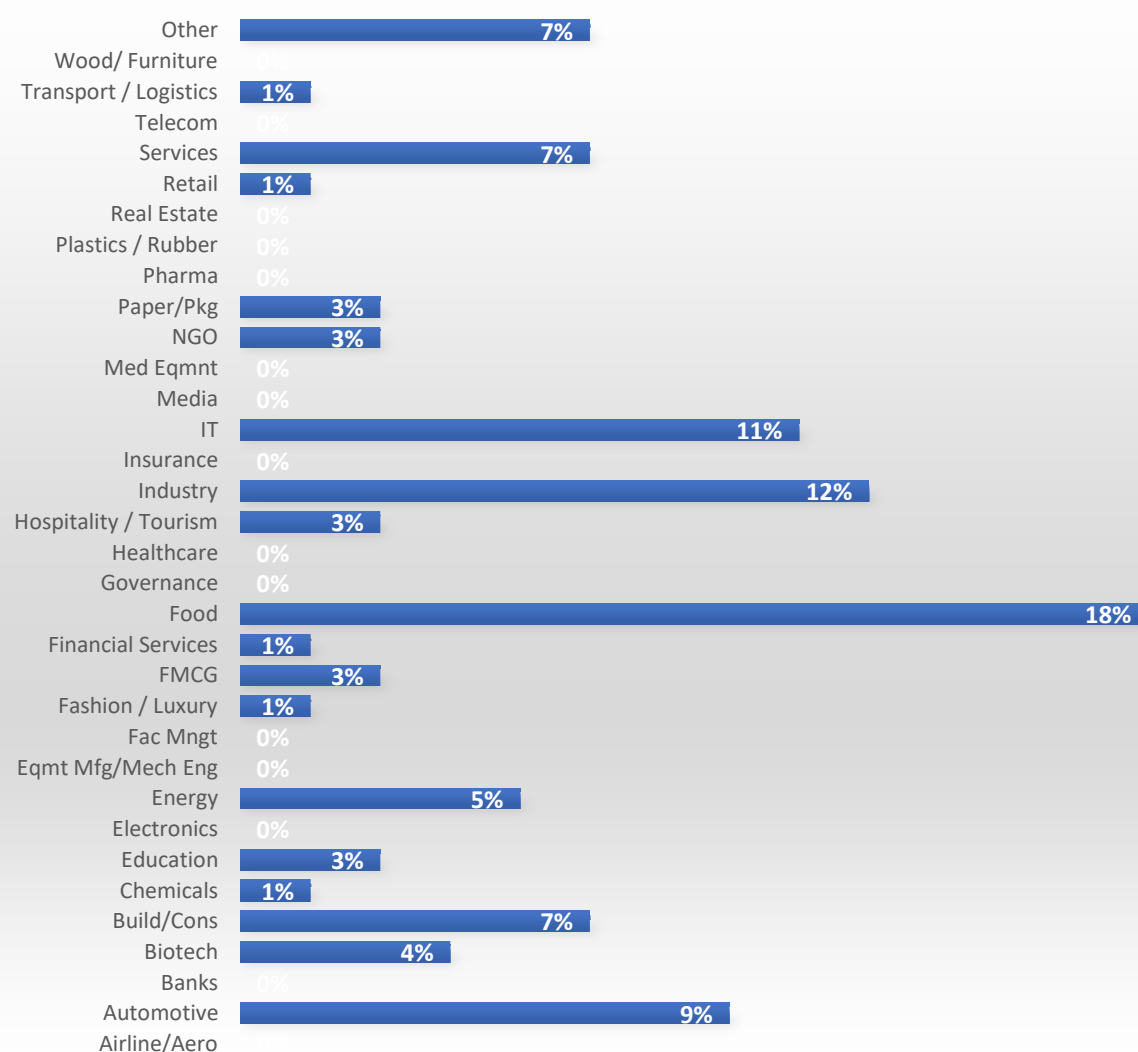


### Business Sector of last assignment

Regarding the sectors of activity in the last mission, there is a great variety, but those of food, (18%), Industry (12%), IT (11%), Automotive (9%), Services (7%), Construction (7%) and Energy (5%) stand out.

Figure 12. *Business Sector of Last Assignment*

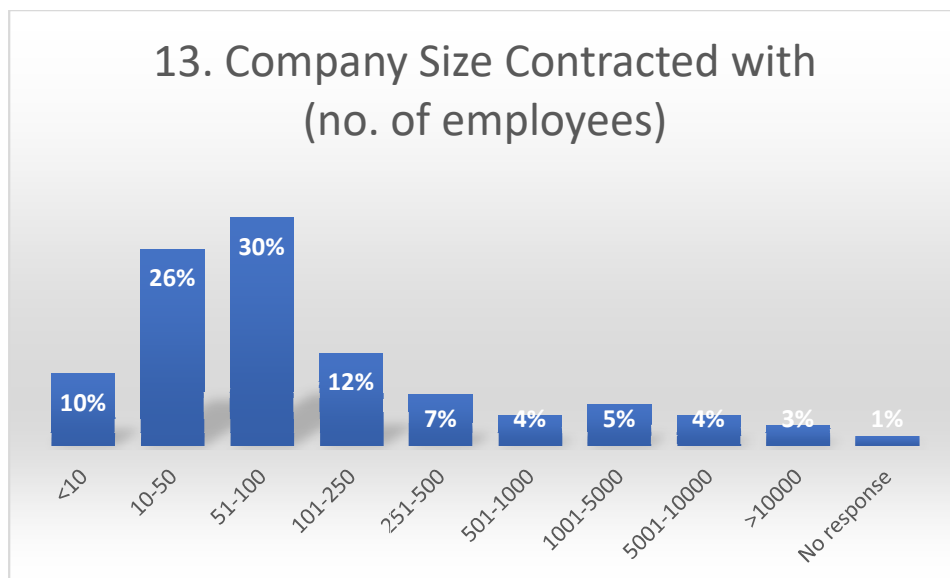
## 12. Business Sector of Last Assignment



### Size of company

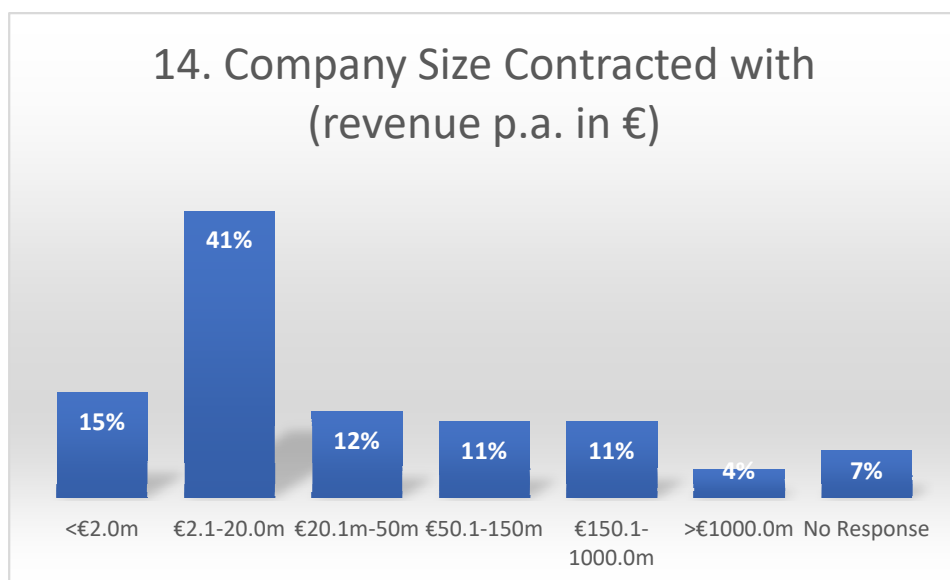
Regarding the size of the company, by number of employees, the last missions of our Interim Managers have been in companies with less than 100 employees (66%). Among them, 30% were companies with between 51 and 100 employees, 26% between 10 and 50 employees and 10% in companies with less than 10 employees.

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



On the other hand, almost a third part of the missions were carried out in companies with more than 101 employees and only 3% achieved their mission in organizations with more than 10,000 employees.

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



If we analyze the missions based on the size of the company by its sales, the highest number of these were carried out in organizations with sales between 2 and 20 million euros (41%).

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As for companies with less than 2 million euros in sales, the missions carried out correspond to 15%, a figure to take into account.

Finally, the missions carried out in companies with sales between 20 and 50 million euros; 50 and 150 million euros; and 150 and 1 billion euros, are between 11% and 12%. Only 4% of the missions carried out in the last year were in companies with sales over 1 billion euros.

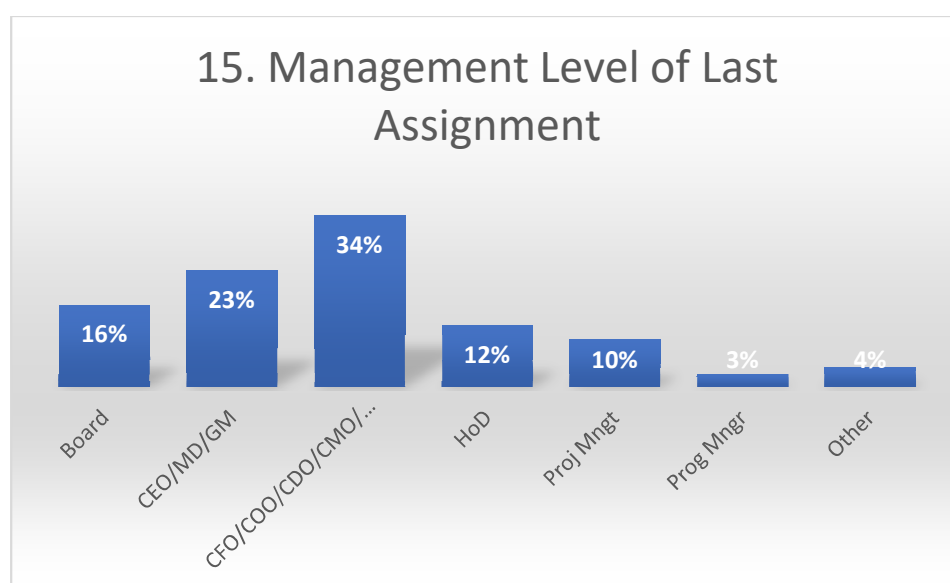
## The Assignments

### Management level

Regarding the management level, 34% of the missions were carried out at the levels of CFO, COO, CDO, CMO and Director.

The 23% in CEO and General Management missions. 16% as members of the Board of Directors. 12% as department manager and 10% as Project Manager.

Figure 15. *Management Level of Last Assignment*



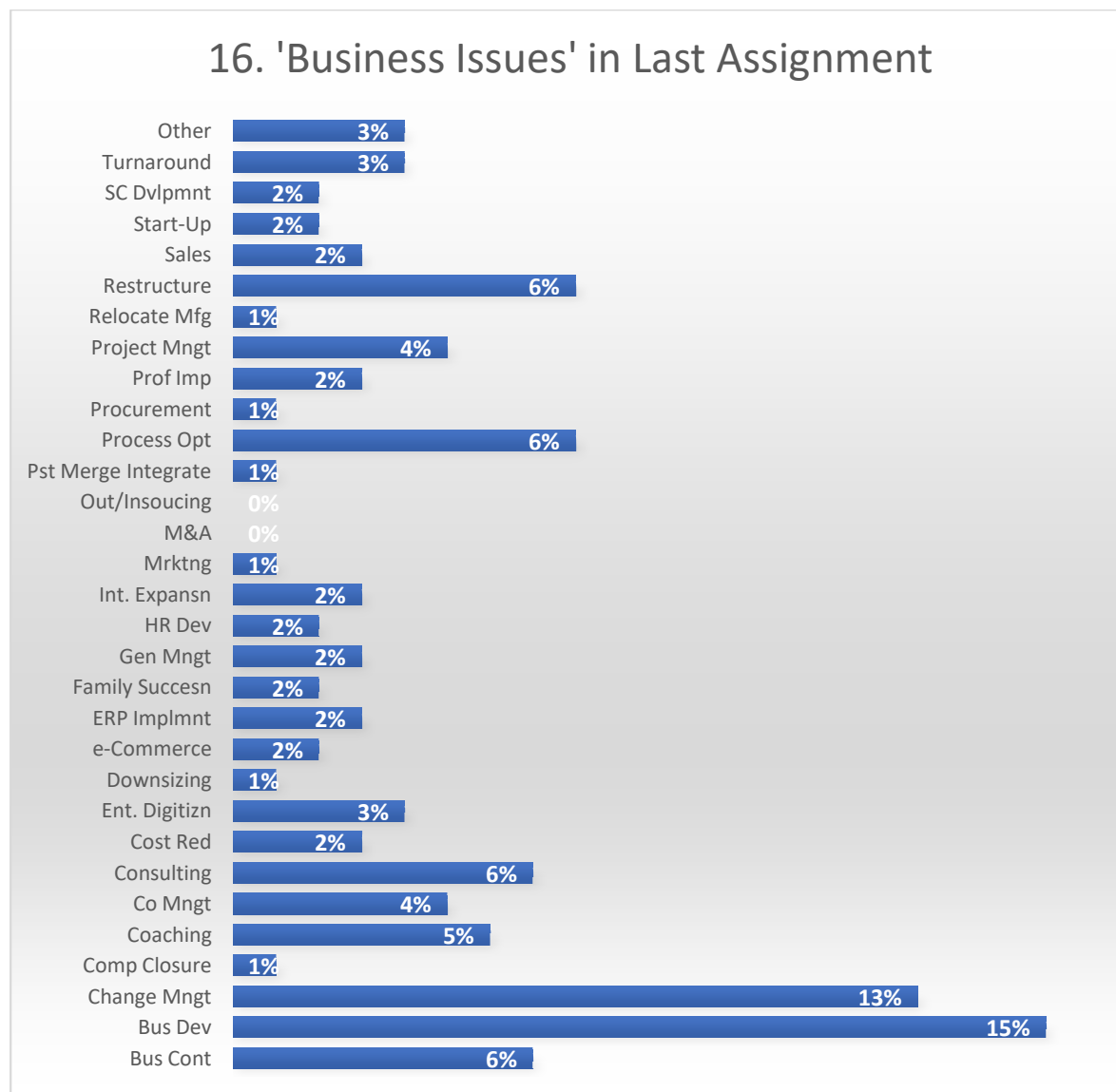
### Key Business Issues

Analyzing the type of missions carried out in the last year, we can affirm that most of them are related to business development (15%) and, on the other hand, to change management (13%).

It is also noteworthy, too, but at a considerable distance, missions related to consulting (6%), business control (6%), optimization processes (6%), coaching (5%) or continuity of the business (3%).



Figure 16. *Business Issues' in Last Assignment*

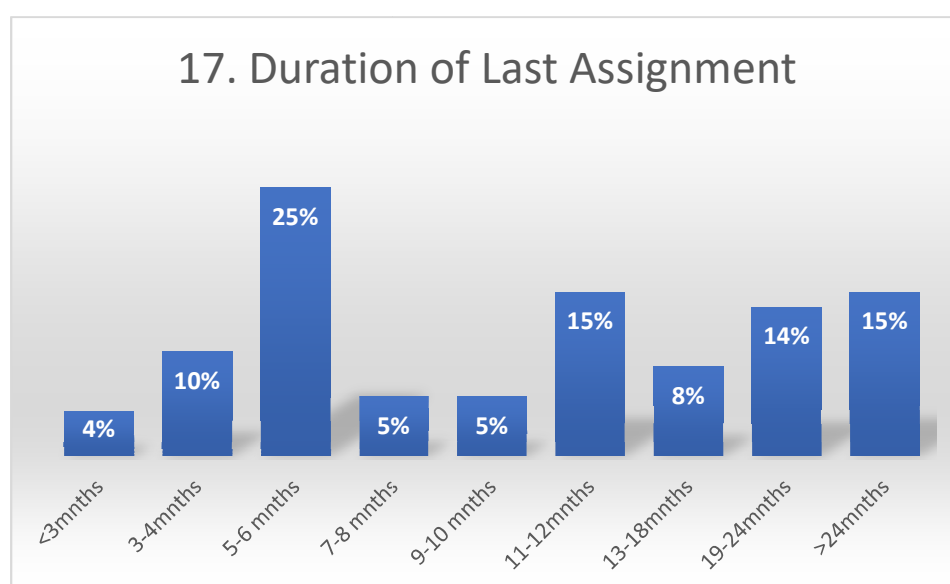


## Duration

Regarding the duration of the last assignment, respondents reflect that almost 40% of assignments are for projects of less than 6 months of duration, compared to 15% who have had assignments for more than two years.

The assignments with a duration of less than one year, represent 64% of the total, while 22% are assignments with a duration between one or two years.

**Figure 17.** *Duration of Last Assignment*

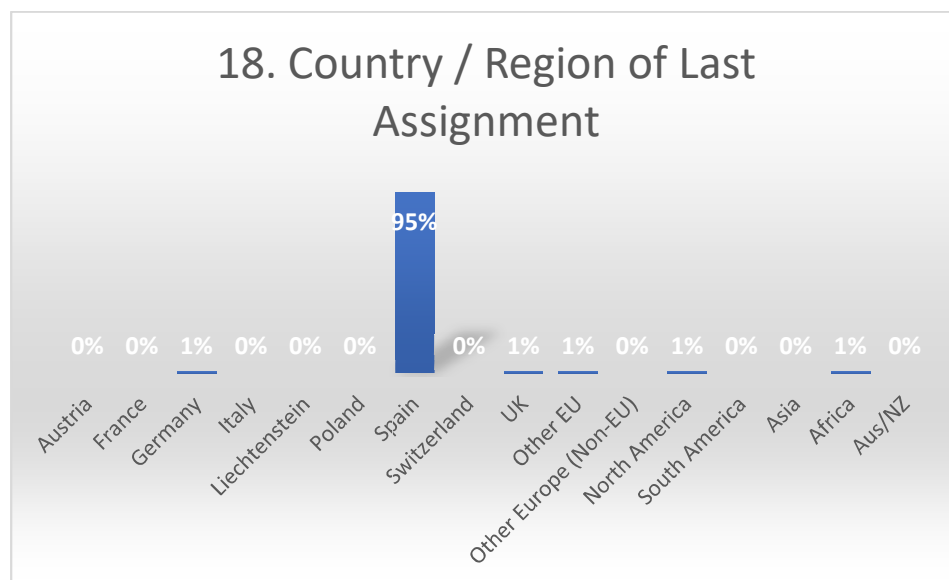


## Countries/region of the last assignment

In the case of Interim Managers in Spain, 95% have carried out their last assignment in our Country.

Country/region of the last assignment

Figure 18. Country / Region of Last Assignment



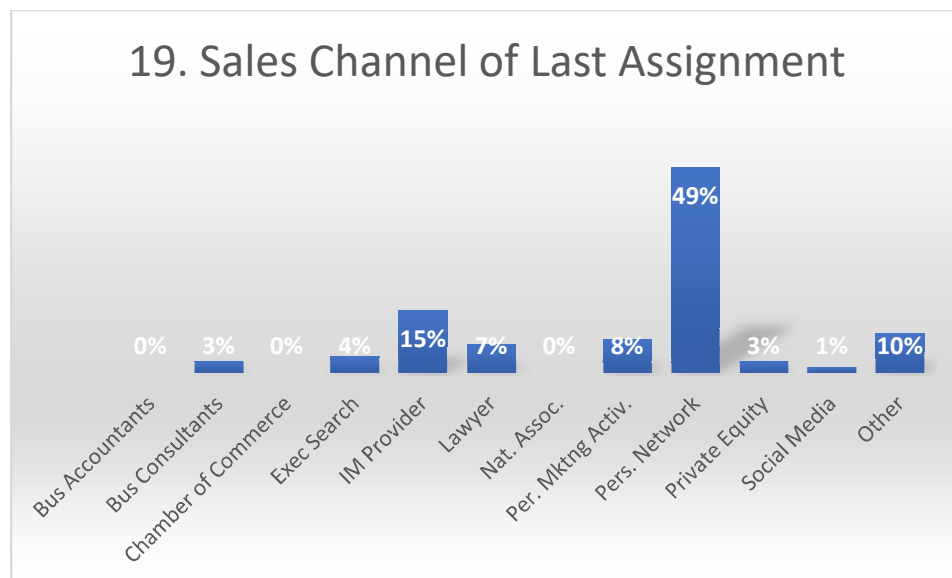
Sales channel

The analysis of the data collected in the graph highlights the importance of personal relationships when it comes to achieving new projects and assignments. Almost 50% of the missions in the last year were achieved through this channel.

The use of provider companies ranks second with 15%, followed by personal marketing activities (8%) and through lawyers (7%).

The fact that through the National Association, no professional has achieved a mission is relevant.

Figure 19. Sales Channel of Last Assignment



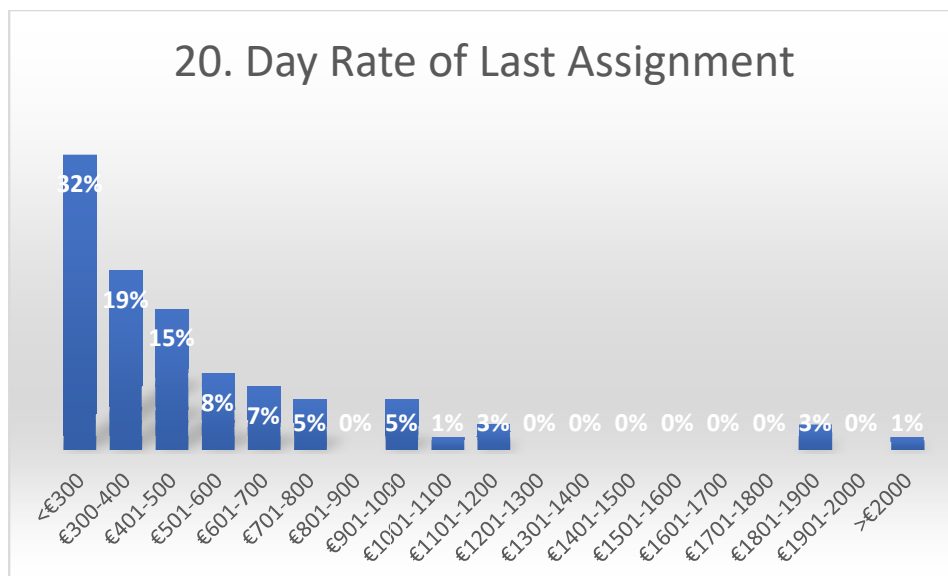
### Day Rates

Regarding the daily price of the assignments, 86% have had a figure lower than 800 euros per day. On the other hand, only 4% have provided their services for daily prices of more than 1,800 euros.

Among the most used rates, it is worth highlighting the daily price lower than 300 euros (32%), between 300 and 400 euros (19%), between 400 and 500 euros (15%), between 500 and 600 euros (8%), between 600 and 700 euros (7%), between 700 and 800 euros (5%).

Regarding the pressure on daily rates, 66% of those surveyed think it is neutral or low, compared to 34% who believe that there is high pressure on rates.

**Figure 20.** *Day Rate of Last Assignment*

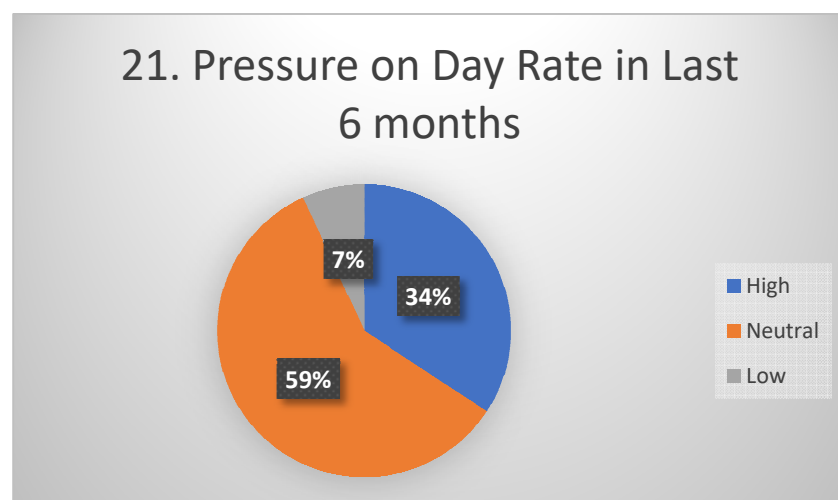


### Pressure on Pricing

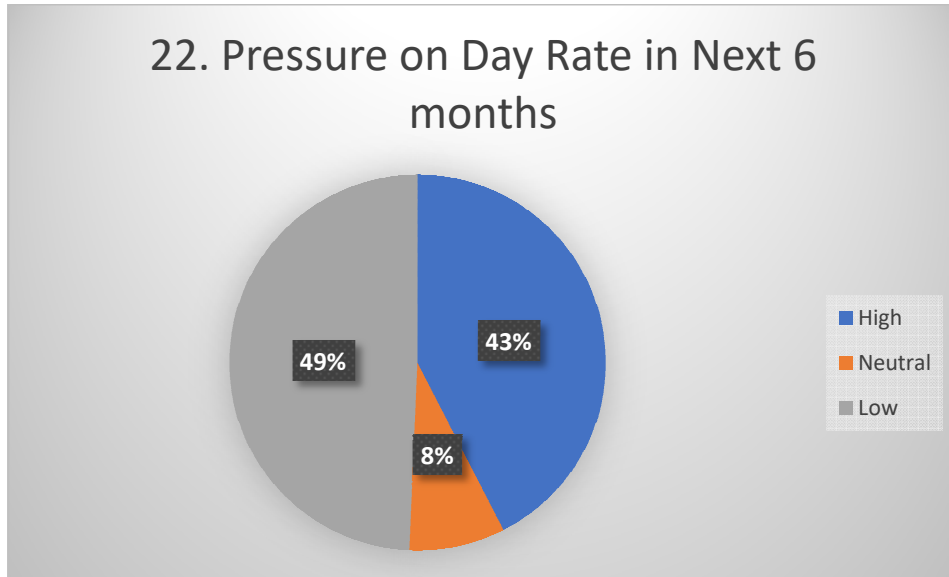
In the last six (6) months almost a third party (34%) of Interim Managers reported that there was a high pressure on pricing during the negotiation with the client. The other two thirds, reported that the pressure was neutral or lower than before.

The opinion changes when it comes to the pressure on the daily rate for the next 6 months. The 49% of the managers think the pressure will be low, in front of a 43% that believe it will be high. The 8% reported the pressure will be neutral.

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



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



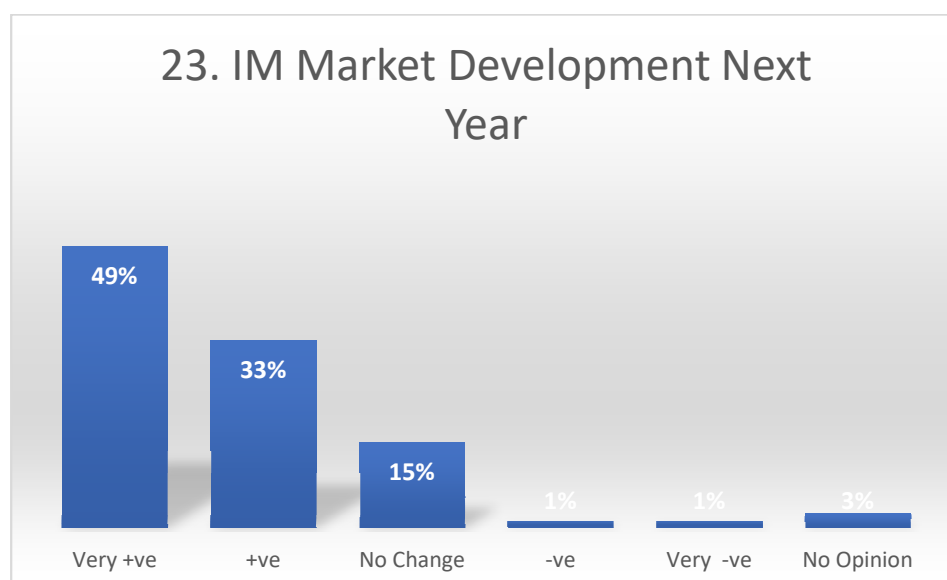
## Trends

### Market Development

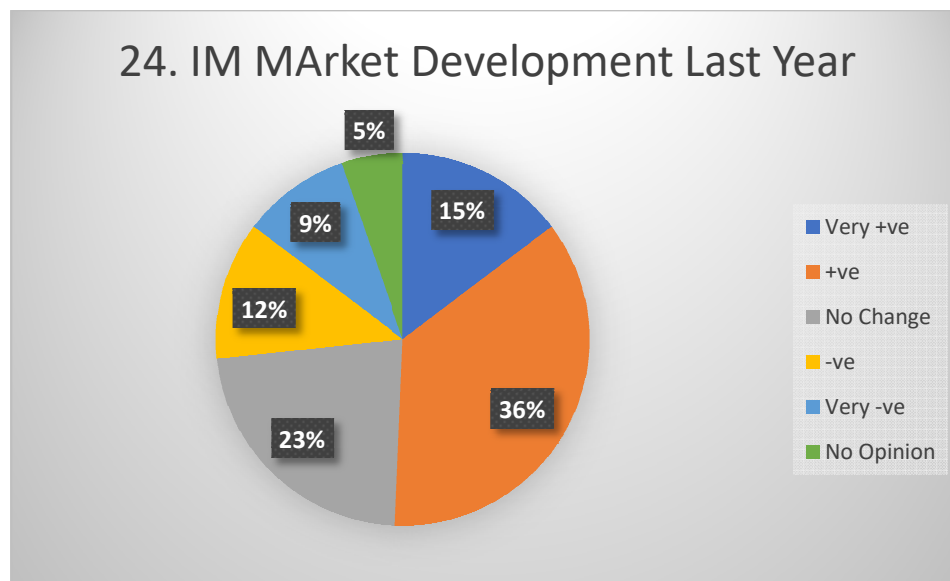
The sector's expectations for next year are very good for 49% of those surveyed, positive for 33% and unchanged for 15%.

On the other hand, only 2% perceive it as negative or very negative.

**Figure 23.** *IM Market Development Next Year*



If we refer to the development of the market during the last year, more than 50% of those surveyed perceive it as positive or very positive; 23% think that there are no changes and only 21% consider the development of the Interim Management market is negative or very negative.

**Figure 24.** *IM Market Development Last Year*

Regarding the key challenges faced by Interim Management, from the point of view of the respondents, there are two fundamentally:

On the one hand, the search for new projects and / or clients. We already mentioned in point 3, the difficulty of linking assignments and that it is common to spend a lot of time searching for the next one. If, in addition, we combine this with the sales channels, in which almost 60% use their personal network of contacts or personal marketing activities, it makes it clear that the search for the next project requires time from our professionals. You could say that it is a mission in itself.

On the other hand, the other great challenge that Interim Managers face is the visibility and dissemination of the profession with the Public Administration and potential clients (official certification). Undoubtedly, it is a matter closely related to the previous one, but this requires greater institutional efforts.

### **Future View and key issues facing Interim Executives**

This survey was carried out between January 10 and February 3, 2021 to all the associates of the Association Interim Management Spain (AIME) and that they represent a group of 319 professionals and 11 providers, of which 75 responses were obtained. To prepare the survey, a working group within INIMA (International Network of Interim Management Associations) was based on those carried out by other European associations with a more developed market and with more experience in its preparation. In our case, 2 previous surveys had been carried out



in 2017 and 2018, aimed at interim managers who were associated or not with AIME, which allows us to make certain comparisons of evolution in the data of the Spanish market. The main conclusions obtained are that the interim management market in Spain is still in a development phase, having had a very positive growth trend in the last 5 years. In any case, it is an activity that is still very unknown both for the demand (companies) and the supply (professionals who want to dedicate themselves to it), as well as for public organizations/administration, with which there is still a long way to go in its dissemination and its professionalization. We can see these aspects in the difficulties that interim managers have to chain missions, since it requires an investment of time to achieve them, and in that most of them arise through their network of contacts. But the prospects for the future are considered to be good or very good for most of them, because the surrounding circumstances lead to proposals for flexible relationships with high added value between companies and professionals.