

The 2022 European Survey



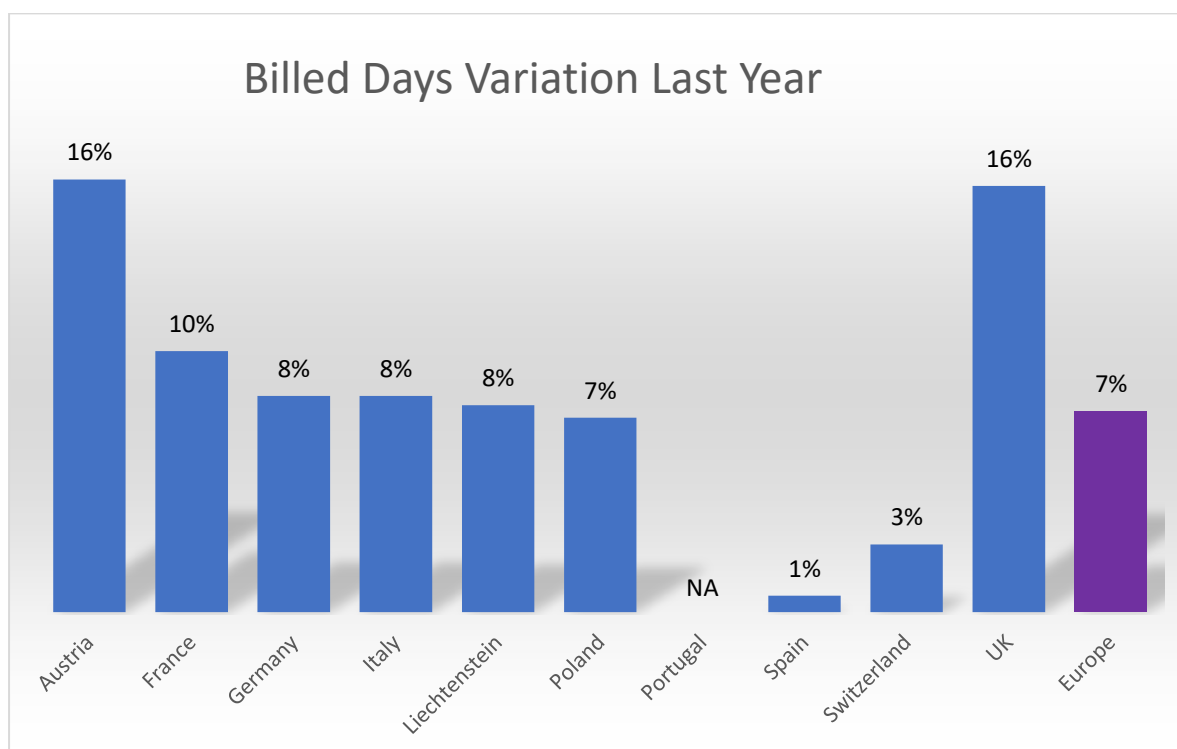
International Network of Interim Manager Associations

Please note that all INIMA Surveys MUST NOT be located on any other websites, this is in part due to minor updates that we make, and should only be referenced and linked to the appropriate URL on the INIMA website.

2021 was a good year for European Interim Managers

Our survey showed that business improved for European Interim Managers in 2021 with respect to 2020.

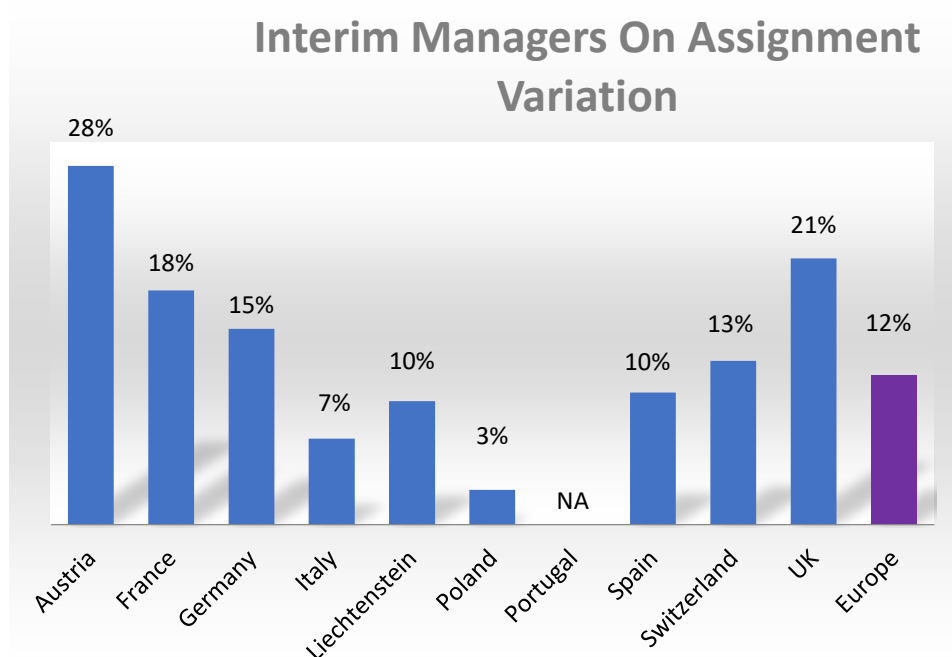
The number of billed days increased in Europe by an average of seven percent (+7%), the countries that recovered the most were those hit hardest by the pandemic in the previous year.



This was the first year that Portugal participated in the INIMA survey (NA = not applicable)

The interim managers on assignment in January 2022 had also increased by twelve percent (+12%) in respect to the same time last year as managers re-entered the market. The recovery was particularly strong in France, the UK and Austria.

In 2021 the public sector increased in the UK (+7%) and Poland (+3%) but the private sector dominated with 91% of European assignments.



This was the first year that Portugal participated in the INIMA survey (NA = not applicable)

In most countries the average day was relatively stable and a few countries experienced a significant increase. Fortunately the reality was better than the bleak prediction of last years survey!

The personal network was confirmed as the preferred sales channel for the majority of European Interim managers. Personal networking generated even more assignments in 2021 (+2%), whilst less assignments came through providers(-4%).

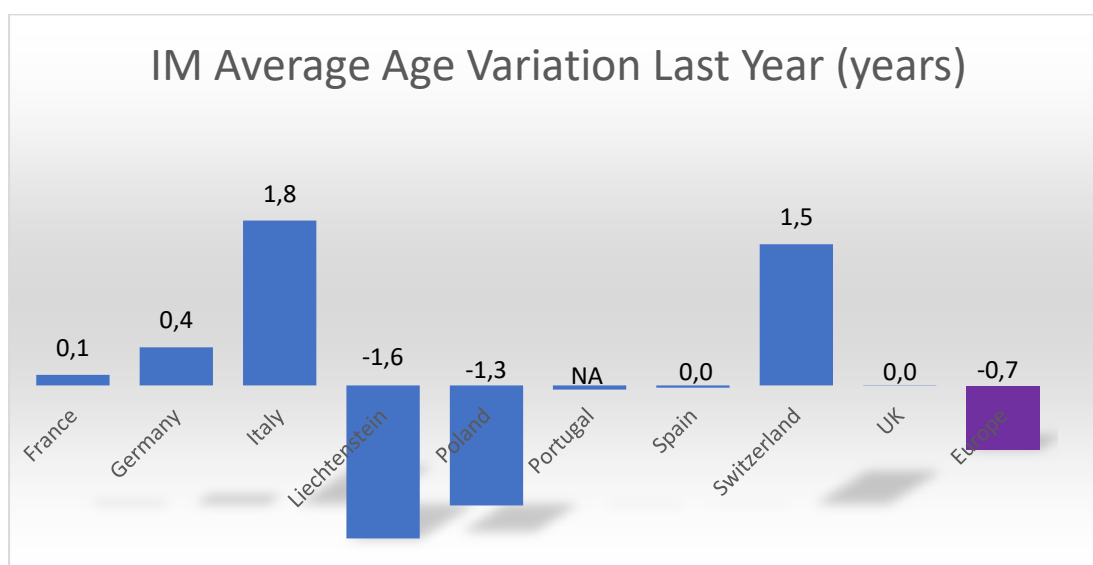
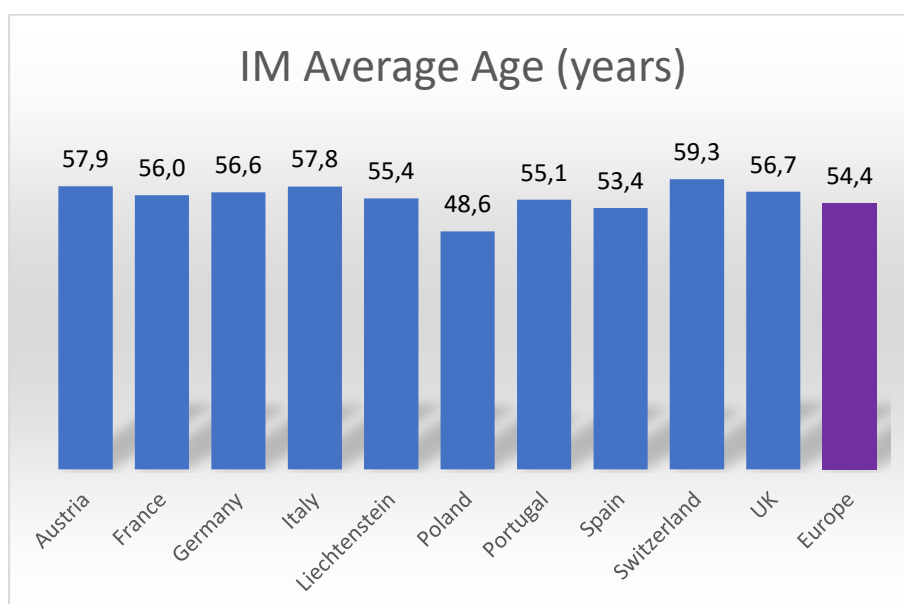
The interim managers expressed a positive view on market development in the next 6 months.

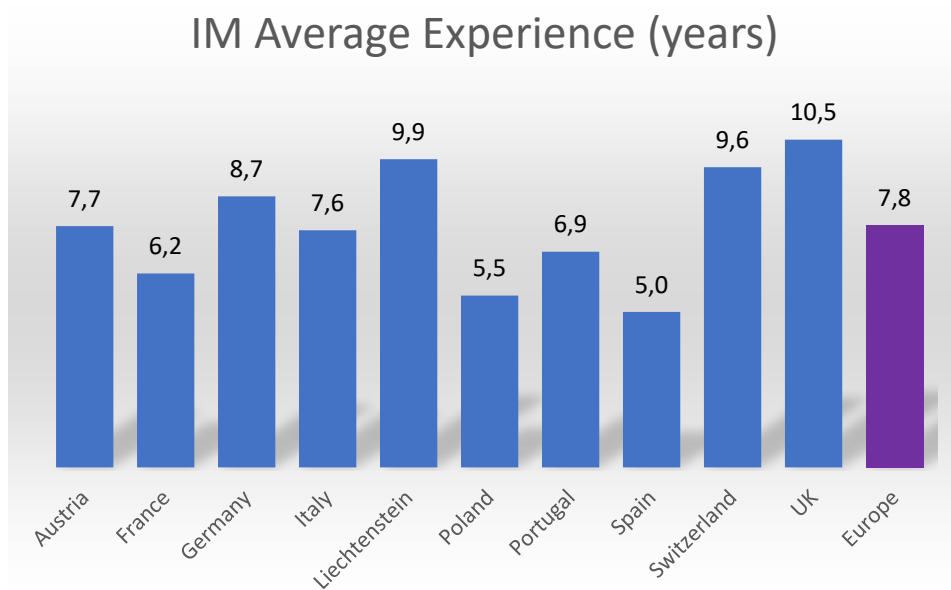
The INIMA survey included the demographics of the **managers**, the **IM clients** and lastly the nature of the **assignments**.

The Interim Manager

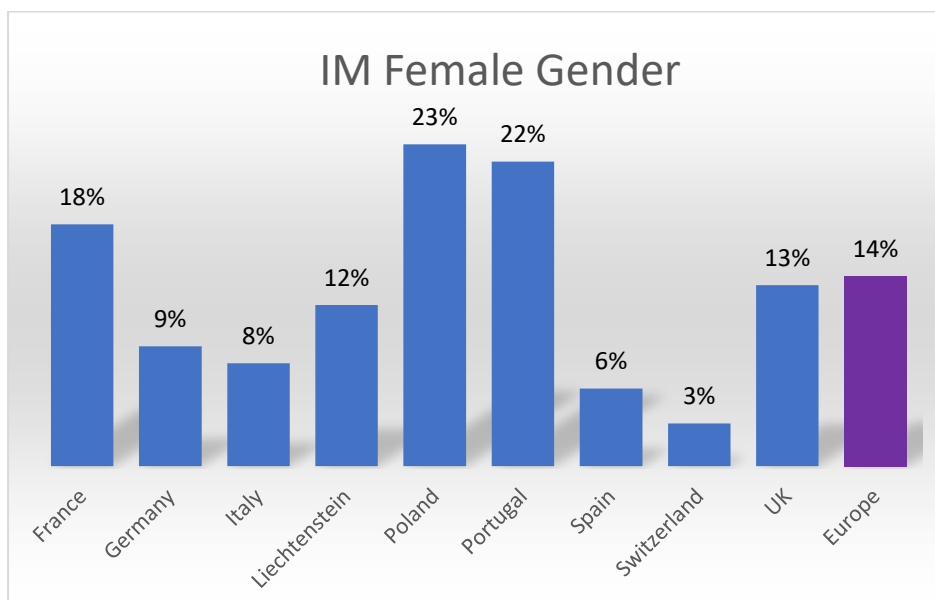
Demographics

A typical European Interim Manager in the survey was male, aged 54 years, with more than 7 years of experience as an interim professional. The high seniority was also shown by the management levels across Europe, with 61% of the interims covering C-level roles or above.



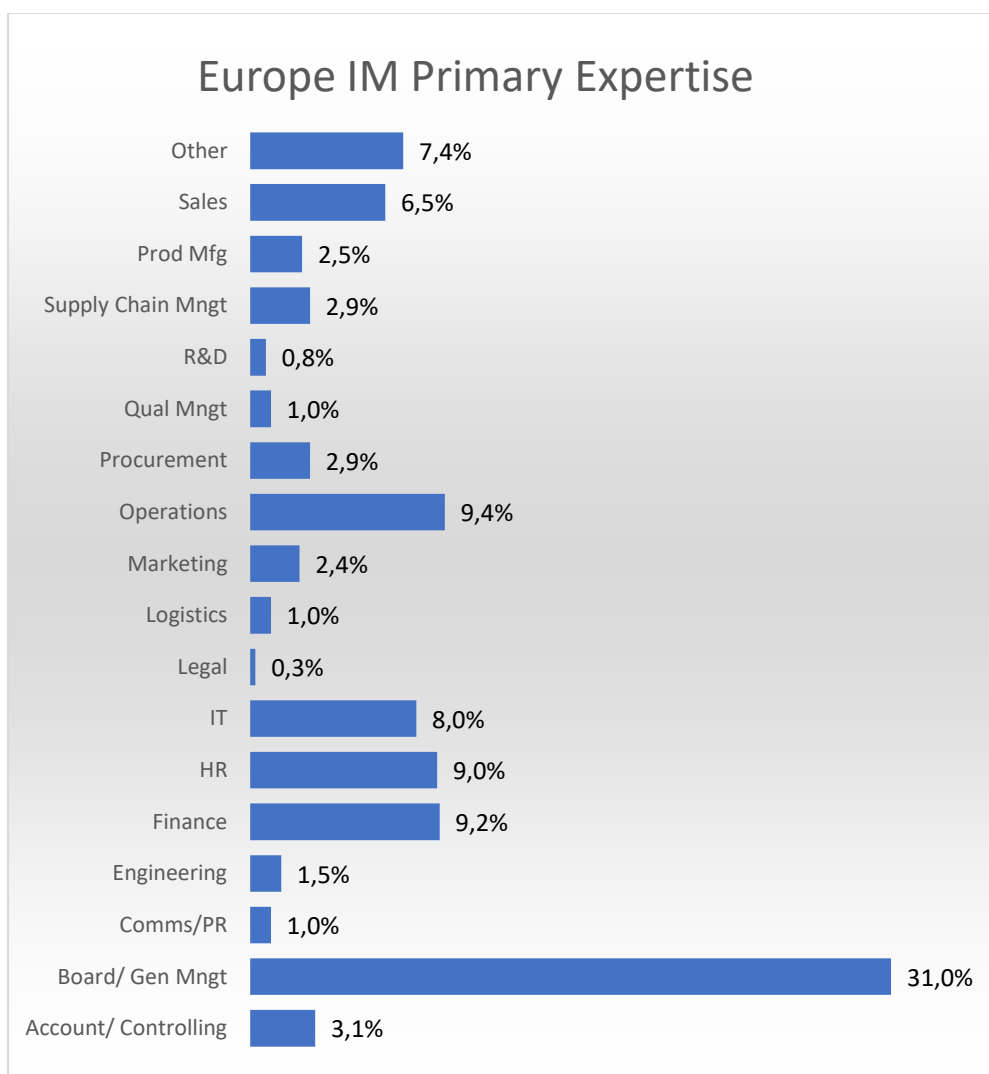


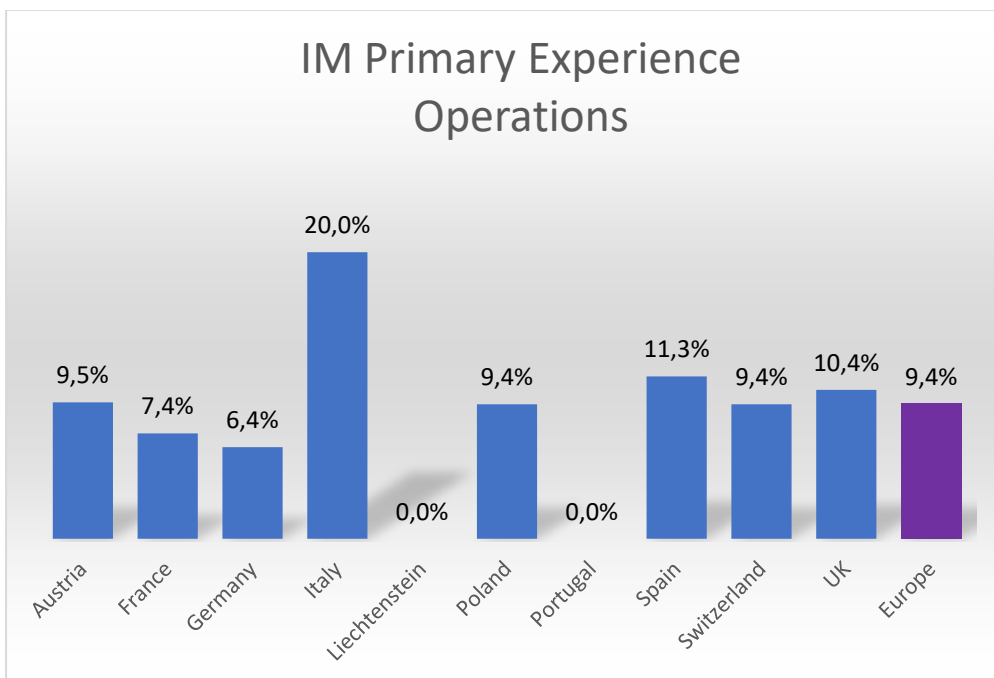
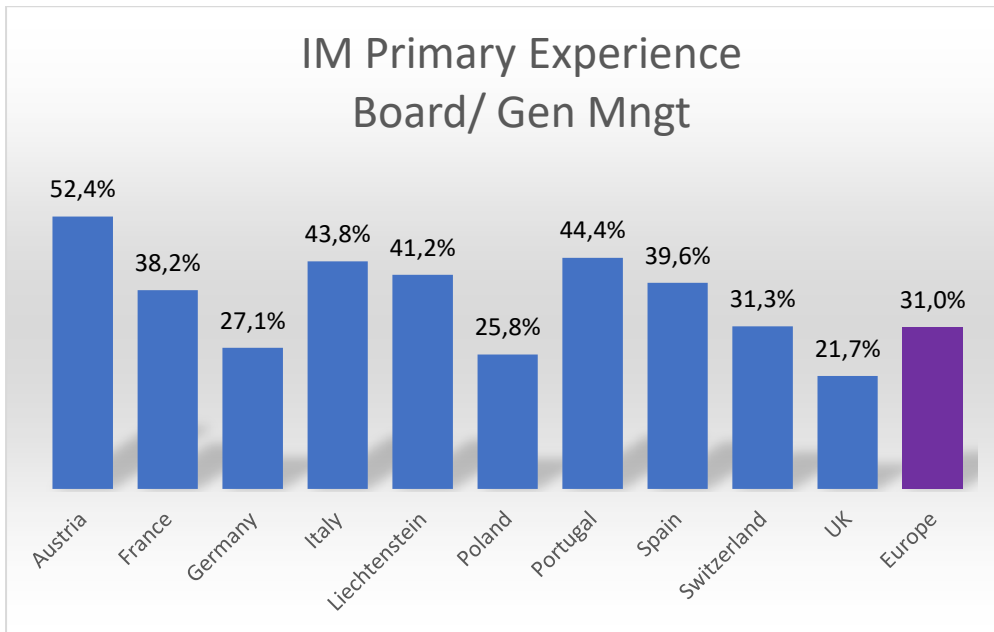
The 2021 Eurostat survey reported 35% of permanent management positions in Europe were occupied by women. Only 14% of the European Interim Managers were women in the INIMA survey.

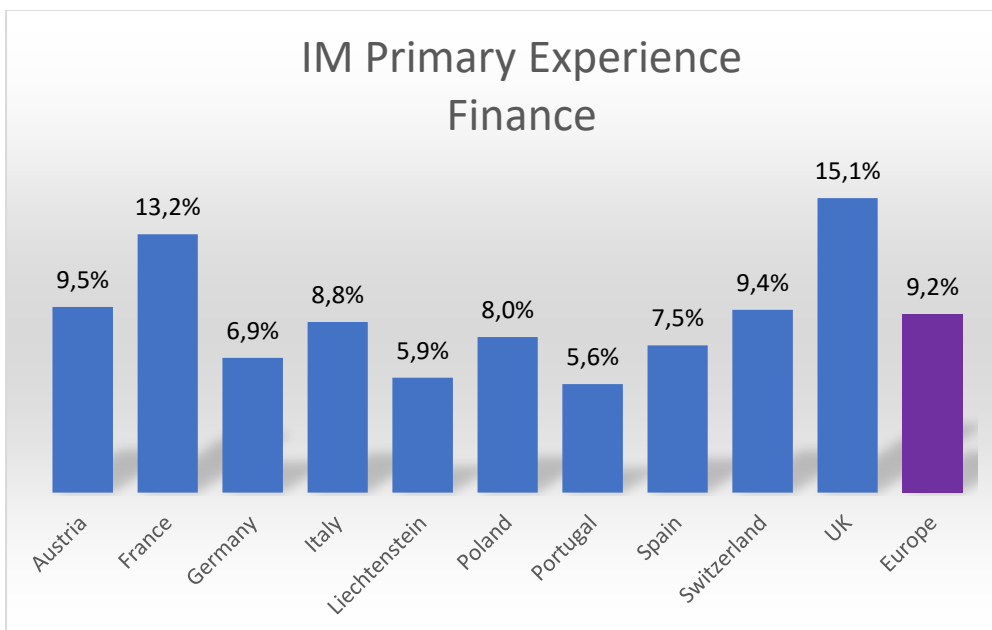
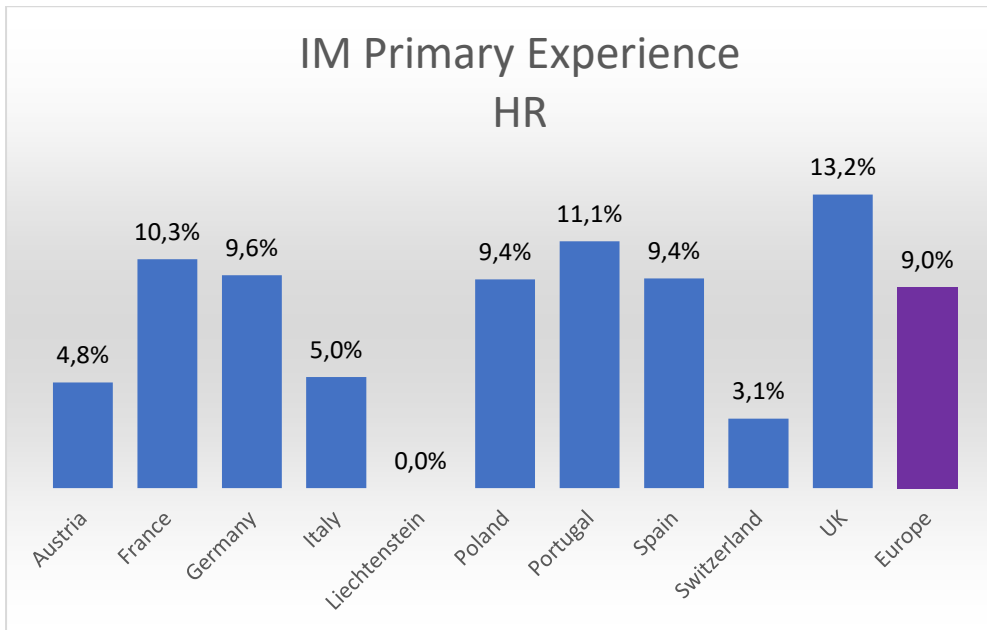


Functional Specialities

The top five(5) primary functional specialities of European Interim Managers were general management (31%), operations (9%), human-resources(9,%) finance(9%) and sales(7%). Functional specialities varied between associations and each nation had a distinct profile.

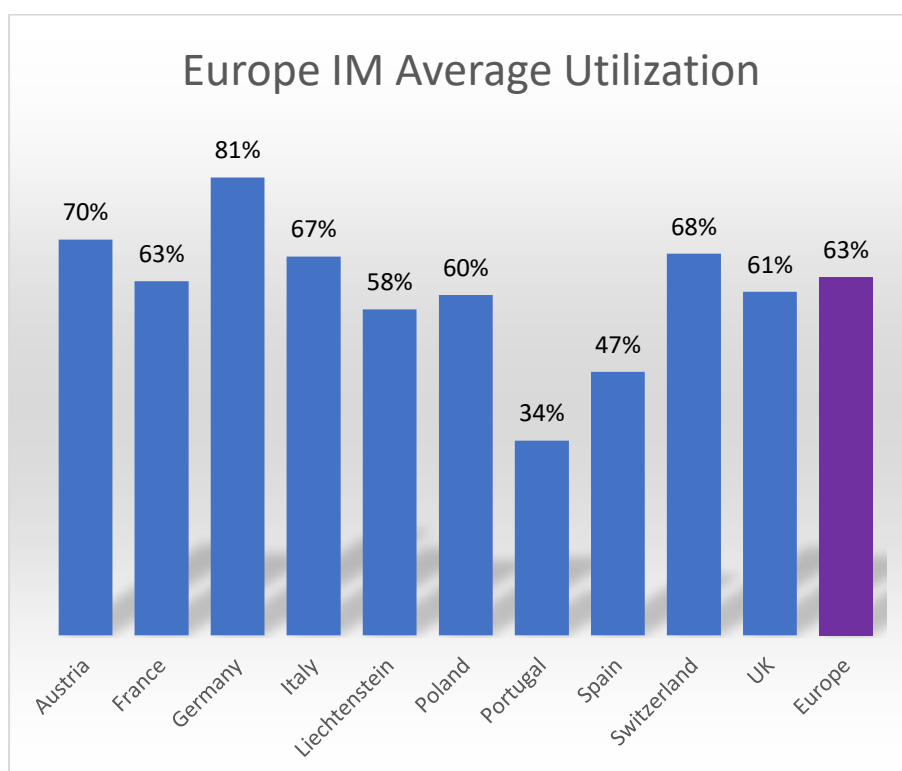






Interim Manager Utilization

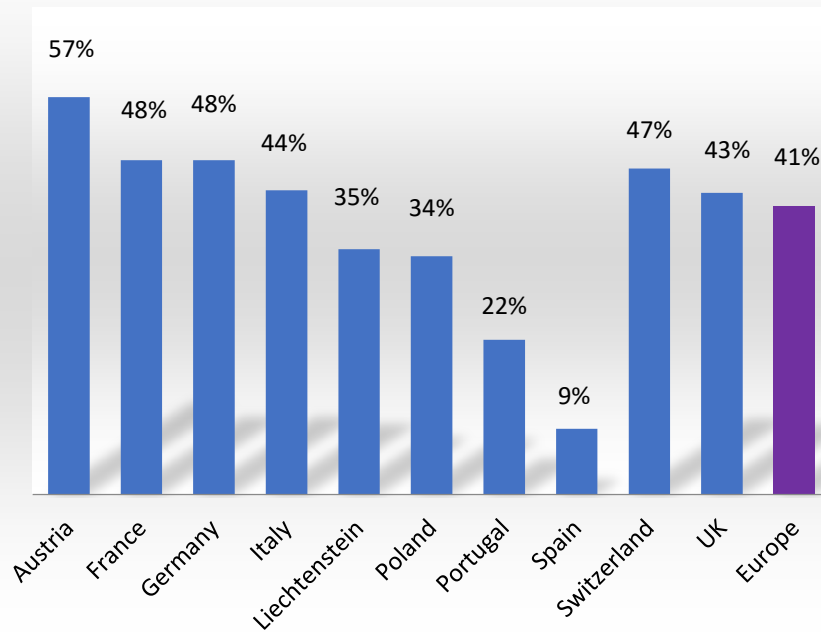
The members of the European Interim Manager Associations were asked to report the proportion of billed days to the total number of working days in 2021. The average utilization of European Interim managers in 2021 was 63%, and Germany had the highest utilization (81%).



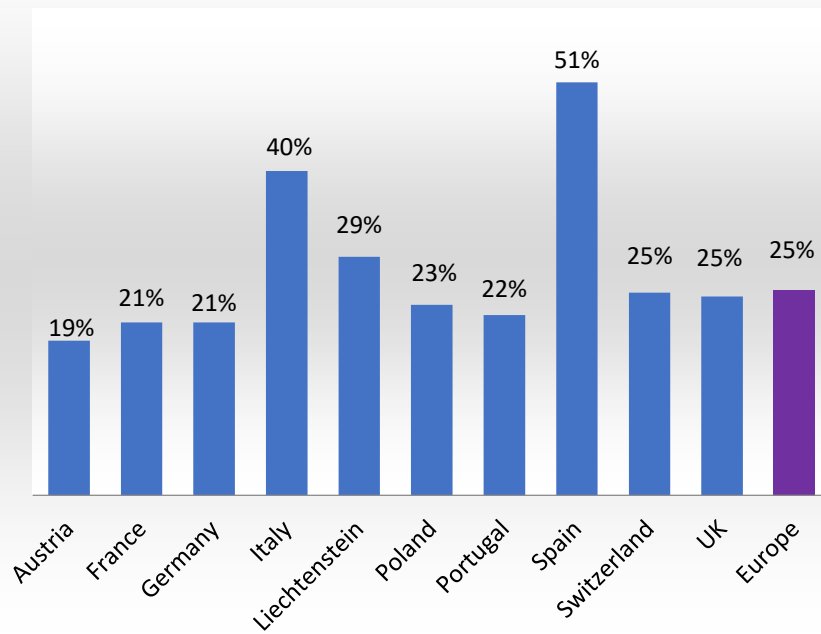
Current Status of Interim Managers

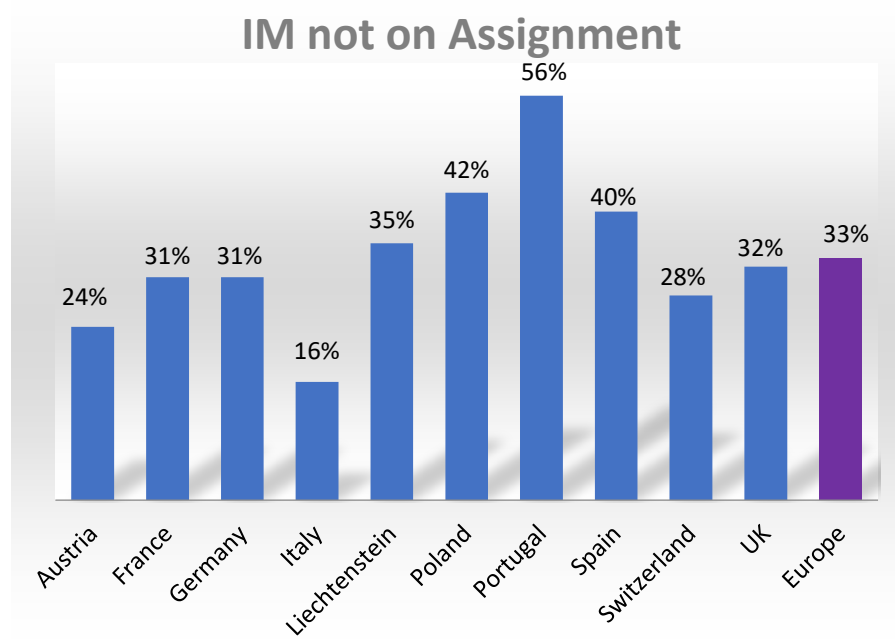
Interim managers were asked their assignment status as of January 2022, Full-time assignments dedicated 100% to one company were the normal way of working in Northern Europe whilst part-time were more frequent in Spain and Italy, this was correlated to company size.

IM on full-time Assignment



IM on part-time Assignment

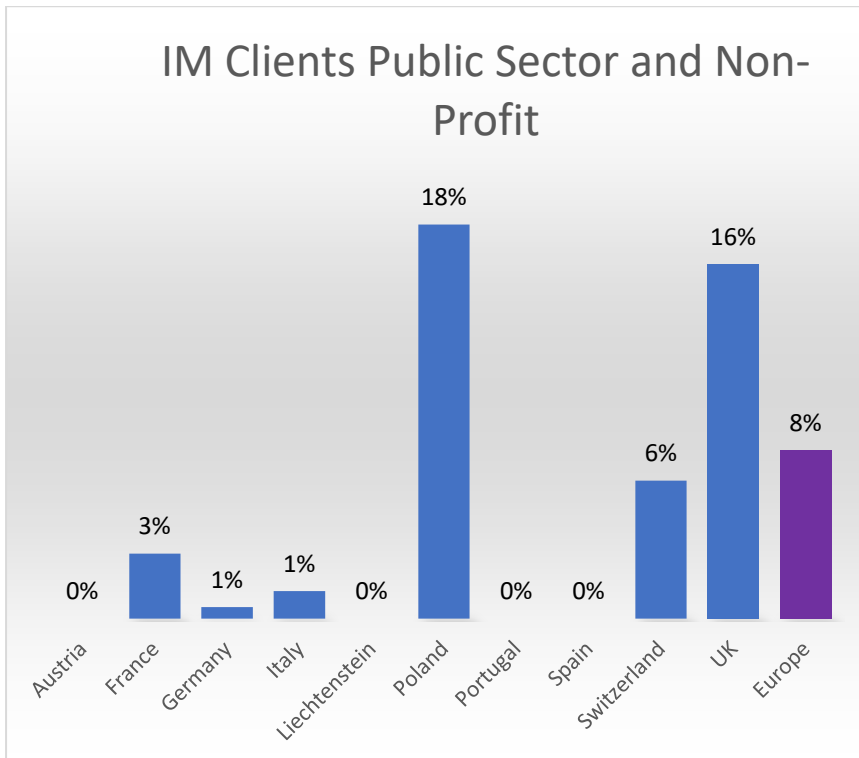




Managers not on assignment included those between contacts, taking a sabbatical or waiting for an assignment to start.

Sector of Last Assignment

	Sector of Last Assignment		
	Top 1	Top 2	Top 3
France	Industry	Services	Eqmt.Mfg-Mech. Eng,
Germany	Eqmt.Mfg-Mech. Eng,	Automotive	Industry
Italy	Eqmt.Mfg-Mech. Eng,	Industry	Automotive
Poland	Industry	Building-cons	IT
Spain	Industry	Various	Various
Switzerland	Industry	Services	Various
United Kingdom	IT	Financial. services	Various
Europe	Eqmt.Mfg-Mech. Eng,	Automotive/ Industry	IT

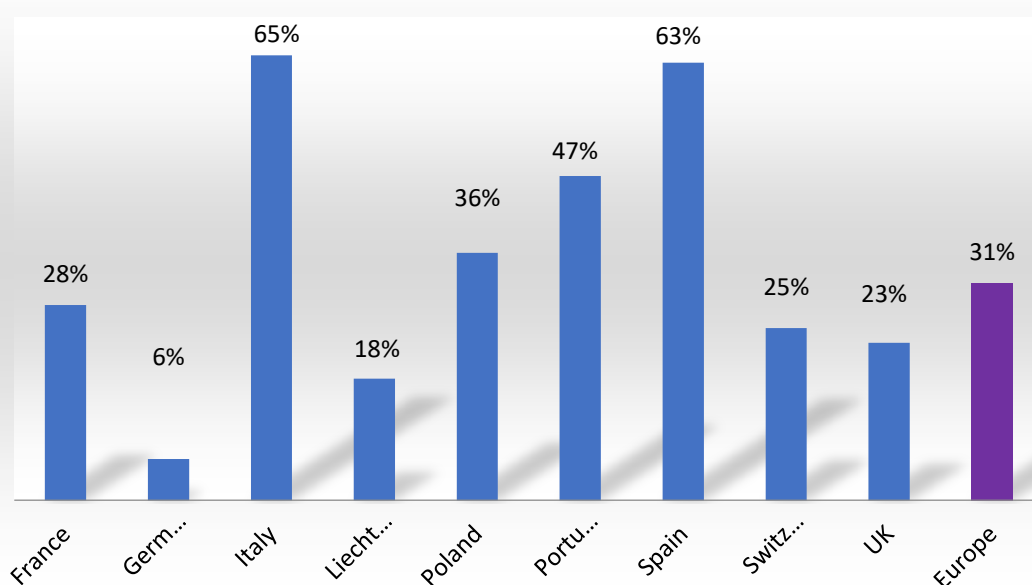


A more detailed breakdown of the active sectors for Interim Managers of each economy were posted on the INIMA website (www.inima.management)

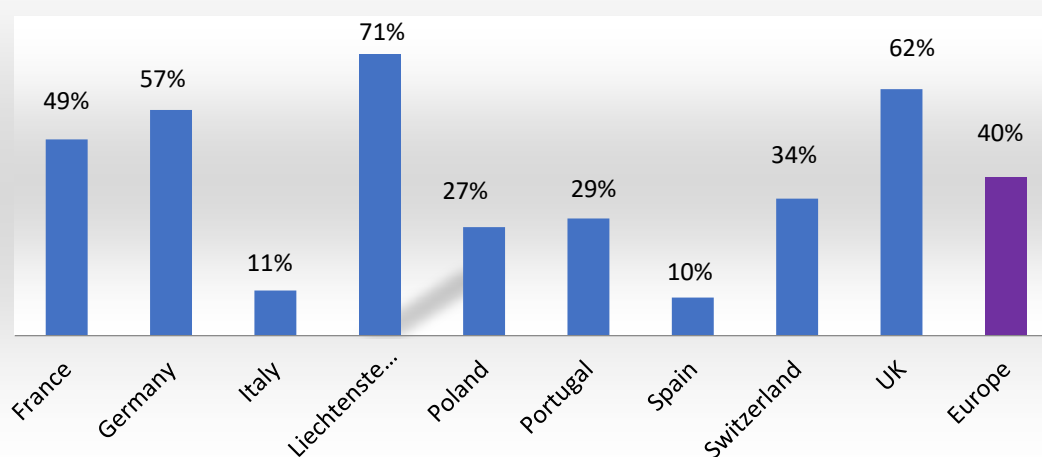
Size of company

European Interim Managers had assignments in the full range of enterprises, from the start-up with a few employees, to large corporations, In Spain and Italy over 60% of the assignments were in companies with less than 100 employees.

Companies with less than 100 employees



Companies with more than 500 employees



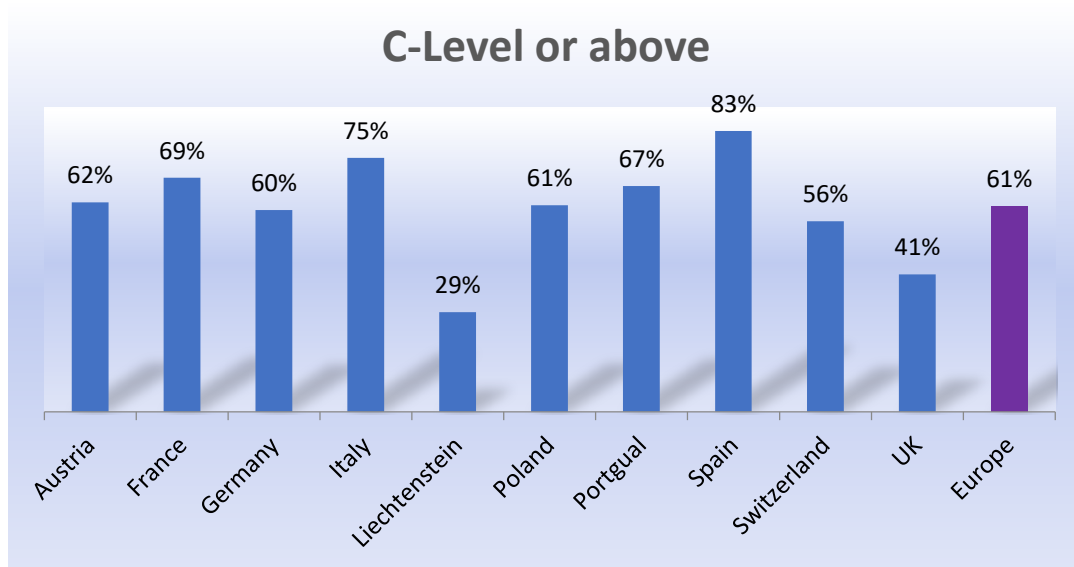
The Assignments

Respondents across Europe reported that change management and process optimizations were common issues in the last assignment. Other important issues addressed by interim managers were “project management” and “business development.”

Business Issues Last Assignment			
	Top 1	Top 2	Top 3
France	Change Management	Project Management	Gen. Mgmt./ Process Optimization
Germany	Project Management	Restructure	Process Optimization/Change Management
Italy	Change Management	Process Optimization / Business Dev.	Gen. Mgmt
Poland	Consulting	Bus. Dev/Change Management	Process Optimization
Spain	Change Management	Various	Various
Switzerland	Project Management	Business Development	Change Management /Process Optimization
United Kingdom	Change Management	Consulting	Various
Europe	Change Management	Process Optimization	Bus. Dev/ Project Management

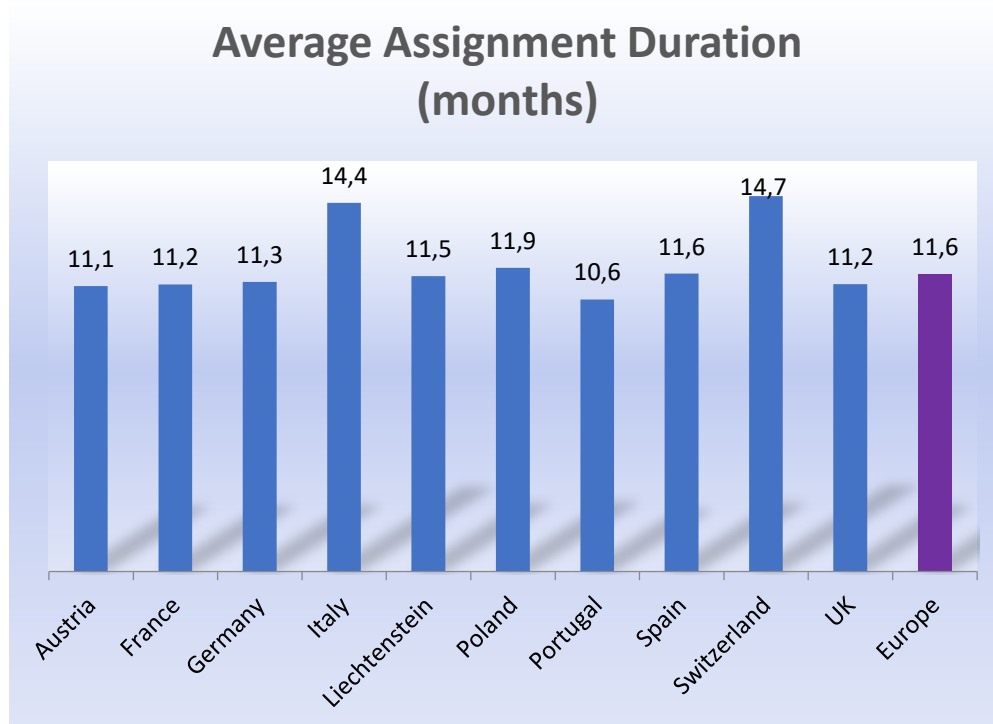
Management Level

Over 61% of European Interim managers had completed assignments in positions at C-level or above.



Duration

The average duration of an interim assignment in Europe was 11,6 months



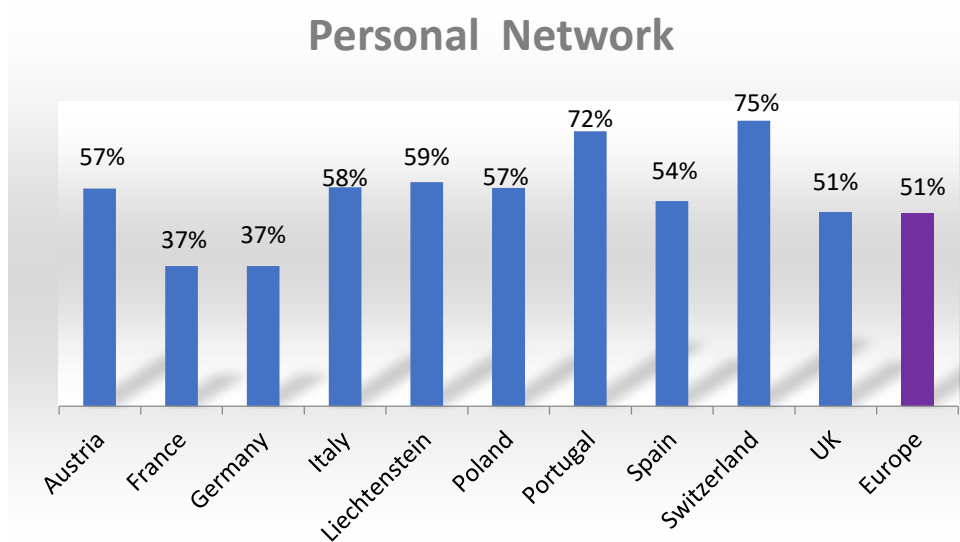
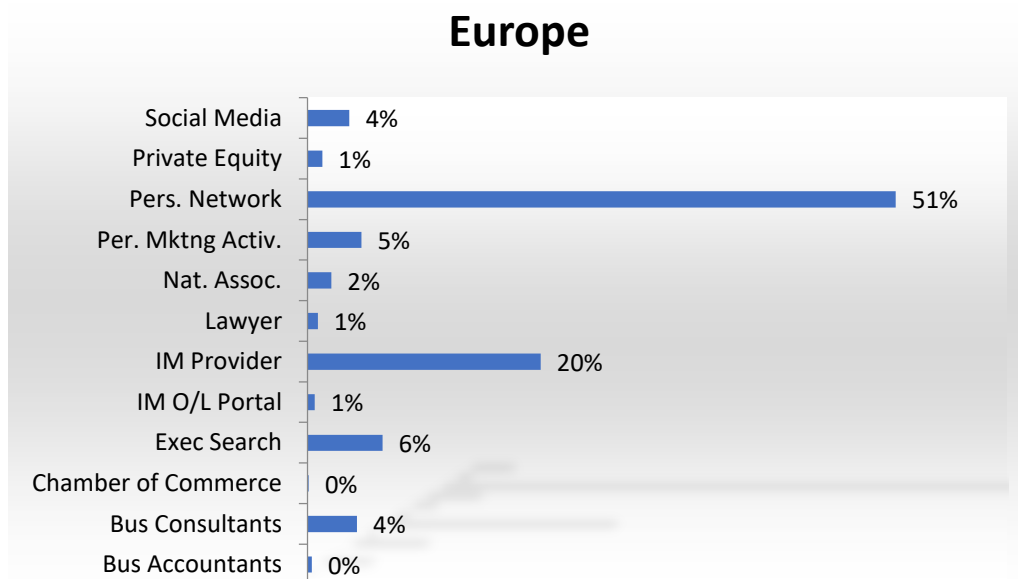
Location of Assignment

Interim managers were internationally mobile last year, for example 6 managers from Germany worked in France

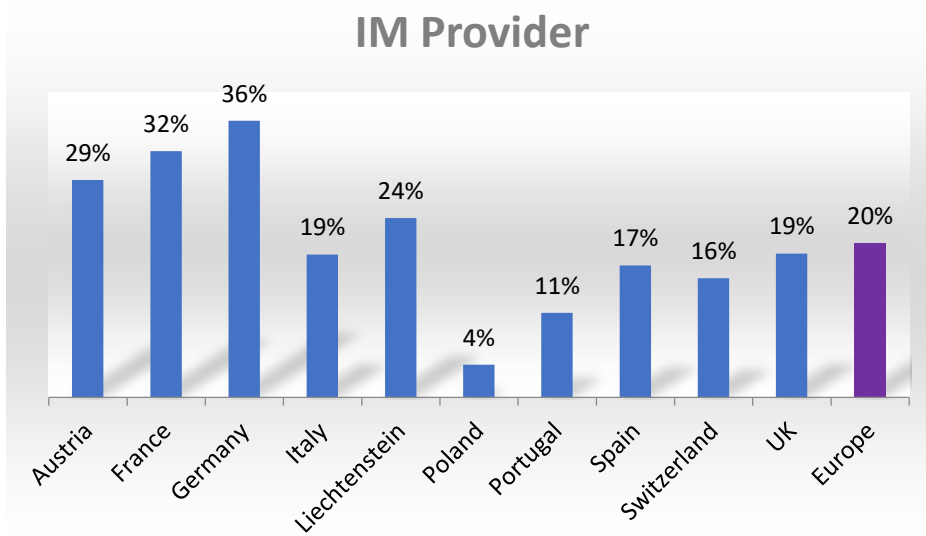
ASSOCIATION	Austria	France	Germany	Italy	Liechtenstein	Poland	Portugal	Spain	Switzerland	UK	Other EU	Other Europe (Non-EU)	North America	South America	Asia	Africa	Aus/NZ
Austria ddim	0	0	5	0	0	0	0	0	1	0	0	0	1	0	0	0	0
France ae-cmt	0	0	0	0	0	0	0	0	0	0	8	0	0	0	1	0	0
Germany ddim	6	6	4	0	0	4	0	4	11	2	12	0	7	1	6	1	0
Italy leading network	2	2	3	0	0	1	1	1	1	1	4	1	3	1	2	1	1
Liechtenstein vrim	0	0	6	0	0	0	0	0	8	0	1	0	1	0	2	0	0
Poland sim	2	2	1	1	0	0	1	1	1	5	12	3	3	1	4	3	0
Portugal aim	0	0	0	1	0	0	0	1	1	2	3	1	0	1	0	1	1
Spain aime	1	1	0	1	0	0	2	0	0	2	0	0	1	2	0	1	0
Switzerland dsim	0	0	3	0	0	0	0	0	0	1	0	1	0	0	1	0	0
UK iim	5	5	6	4	0	2	1	4	2	0	16	6	8	3	7	1	2
Europe	16	16	24	11	0	7	5	11	25	13	56	12	24	9	23	8	4

Sales channel

Throughout Europe, the main sales channels remained the personal network(51%) and the Interim Providers(20%),



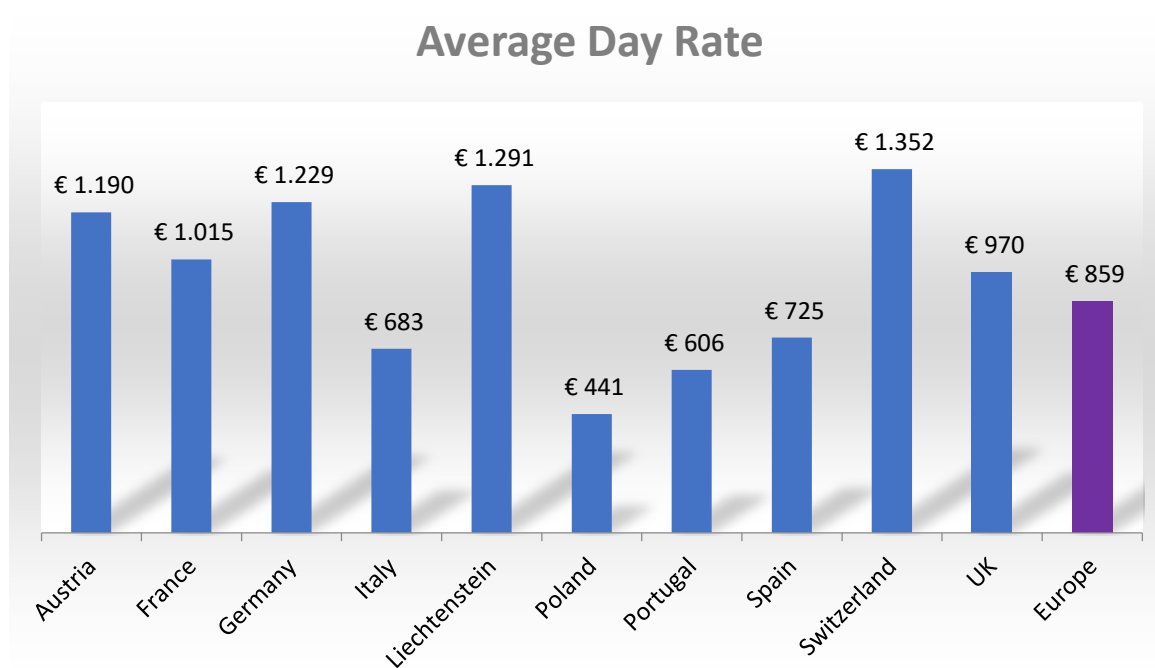
In Poland there was the lowest percentage (4%) of assignments coming through providers, whilst the highest percentage was Germany (36%)



Day Rates

Managers were asked to provide the day rate that they billed on their last assignment (the net price, excluding expenses and VAT).

The range of the day rates was extremely large, from €300 to above €2000, which showed the diversity of national economies, national IM markets, size of clients and sectors. As previously illustrated, the services and expertise provided by the Interim Managers were reasonably aligned between countries.



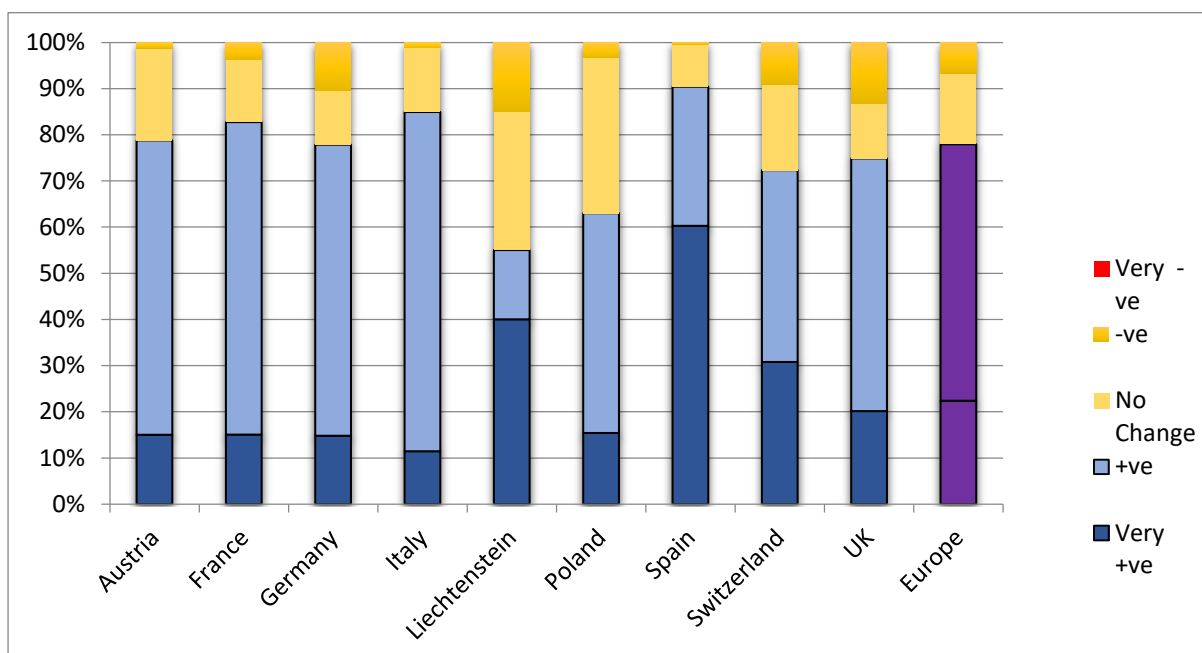
The estimated average daily rate had limited practical meaning because there was no “average interim”, but it was useful to indicate the differences between countries. A discussion on each country was presented in the national reports of the INIMA partners.

Trends

Market Development

“How would you rate the development of the Interim Market next year?”

Interim managers were asked to give a rating from “very negative” to “very positive”, there was a common sense of optimism for 2022. Across Europe 78% of Interim managers thought “positively” or “very positively” towards the IM business development in 2021.



Background

Data was collected from 800 practising Interim Managers who could give an objective view of their last assignment and the state of the profession.

The INIMA survey team developed a standardized questionnaire that measured the essential key issues for European Interim Managers. Harmonization of the various national surveys permitted an easy data-



comparison and was optimized to compare countries, whilst the national association remained the authoritative source for objective data in that nation. The survey was translated into the local languages, deployed in January 2022. Each partner reviewed the data and prepared a national report, which was summarized in the present document.

The INIMA Mission.

“INIMA aims to be an International Network of Interim Manager Associations as a “non-profit organization” whose partners share common principles, values and a code of conduct.

INIMA supports cross border collaboration to advance the Interim Management profession and facilitate the exchange of knowledge between the members of the INIMA partner associations. INIMA shall encourage communication, and share experiences, best practices and competencies.”

The Associations in this Survey



The French alumni association of the Transition Management Certificate (AE-CMT)



Dachgesellschaft Deutsches Interim Management e.V.

DDIM, Dachgesellschaft Deutsches Interim Management e.V., is the leading association for professional Interim Management in Germany.



Associazione Italiana dei Temporary Manager

Leading Network was founded in Verona in 2009 and is the largest association of Interim Managers in Italy.



The Polish Interim Managers Association (SIM - Stowarzyszenie Interim Managers) was founded in 2009. SIM is the only non-profit IM association in Poland



Interim España is the IM Association of Spain, a socially responsible, private venture promoted by individuals and businesses tasked with the professional future of management talent



DSIM (Dachverband Schweizer Interim Manager) is the umbrella organization for Interim Managers in Switzerland.



The Institute of Interim Management (IIM) is the UK's dedicated professional body for all independent professionals in business on their own account



The Interim Management Association Portugal was established in early 2021 and aims to promote and support the Interim Manager. This was the first time Portugal participated in the survey.



The VRIM is a professional association of self-employed interim managers in the Rhine Valley, Lake Constance and bordering regions.



The umbrella organisation Austrian Interim Management – DÖIM (AAIM) is a national platform for professionals in the field of Interim Management.

Thanks

The INIMA board would like to thank the great work of the Survey Team :

- France: AE-CMT, Katrien Anne De Block
- Germany: DDIM, Rafael Apélian (Survey Group Leader)
- Italy: Jonathan Selby (INIMA Board Chairman)
- Italy: Leading Network, Fabio Montefiori
- Liechtenstein, VRIM, Kurt Schaedler
- Poland: SIM, Grzegorz Sobiecki
- Portugal, AIM, Maarten van Lelyveld
- Spain: Interim Espania, Raul Martinez Aparico
- Switzerland: DSIM, Thorsten Lifka
- UK: IIM, Mark Walsh
- Austria: DOIM, Robert Eichinger

Further Reading

Further details of the INIMA European IM survey can be found on the website (www.inima.management). This report together with selected reports from the partner nations are available for download, Also INIMA partners' websites may have national surveys in the local languages

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