

The 2023 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.

Executive Summary

The first INIMA survey of European interim managers coincided in 2020 with the COVID pandemic and a market crisis, whilst 2021 showed positive signs of recovery.

In 2022 interims reported a continued improvement in the average day rate (+90€/949€) and the utilization (+6%). Another positive sign was an increase (+6%) in the managers that started the year “on assignment”.

There was a reduction (-3%) in C-level assignments as interim managers shifted to project management or head of department roles. This role change was appreciated by the market as the day rate increased in 2022.

In the past two years Portugal and the Czech Republic joined INIMA, this increased the network to 11 European Countries and the third survey reported the opinions of 700 practising European interim managers.

Flexibility and resilience were discriminating factors of interim managers since the outbreak of COVID to the present day. They addressed a wide range of business issues to meet the evolving challenges of assignments. The primary issue was change management, followed by process optimization, project management, business development and general management

Resilience was shown by many interims who carried a personal financial burden of the lockdown and the resulting low utilization. Thankfully the utilization has increased (+13%) in the last two(2) years. Indeed, utilization increased to a degree in Germany, Austria and Switzerland that some interims reported difficulty in maintaining a satisfactory work-life balance.

A typical European Interim Manager in the survey was male, aged 56 years, with more than 7 years of experience as an interim professional. The 2021 Eurostat survey reported 35% of permanent management positions in Europe were occupied by women, whereas only 11% of the European Interim Managers were women in the INIMA survey, a decrease (-3%) with respect

to the previous two years. France, Poland and Switzerland had the largest percentage of female interim managers (circa 20%).

The major clients for European interim managers were equipment and machinery manufacturers, automotive companies and the industrial sector. The interim markets mirrored the National Economies, managers in Northern Europe served large companies, whilst managers in Southern Europe served smaller companies.

Throughout Europe, the main sales channels remained the personal network(47%) and the Interim Providers(32%), the interim providers gained twelve(12%) points from last year. To facilitate the market INIMA launched a “zero cost” international interim candidate search channel for providers which shared opportunities with National associations in 2022.

The top 5 challenges for interim managers in foreseen the next twelve(12) months were:

Challenges in the next 12 months	
1. Sales Channel	Optimise self-acquisition activities and generate contracts without an interim provider
2. Day Rates	Obtain cost transparency from the provider (margin on the day rate)
3. Utilization	Maintain a satisfactory level of working days, and a satisfactory time between assignments
4. Client relationship	Address client uncertainties e.g collaborate with the client to prepare clear and measurable assignment objectives.
5. Work-life balance	Maintain a healthy work-life balance and secure a stable future

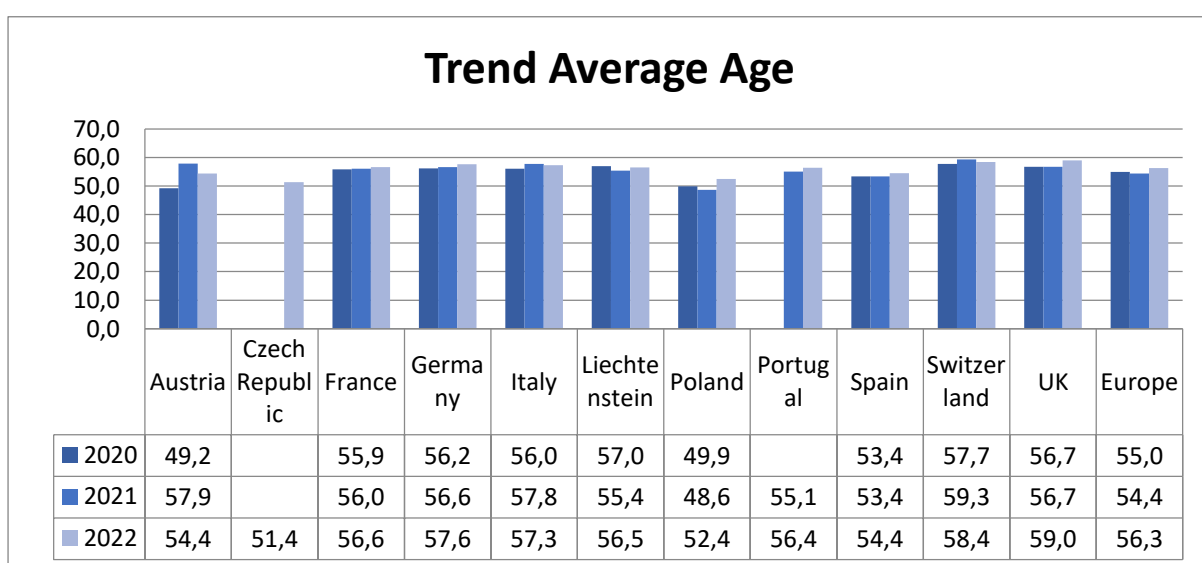
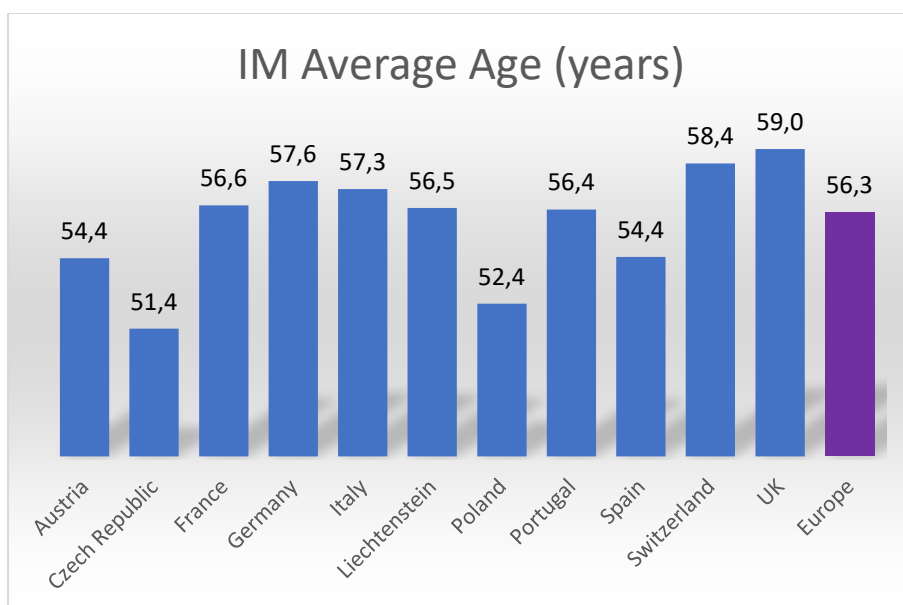
Again in this survey Interim managers thought “positively” towards interim management business development, even with the foreseeable difficulties of a turbulent economy.

The Interim Manager

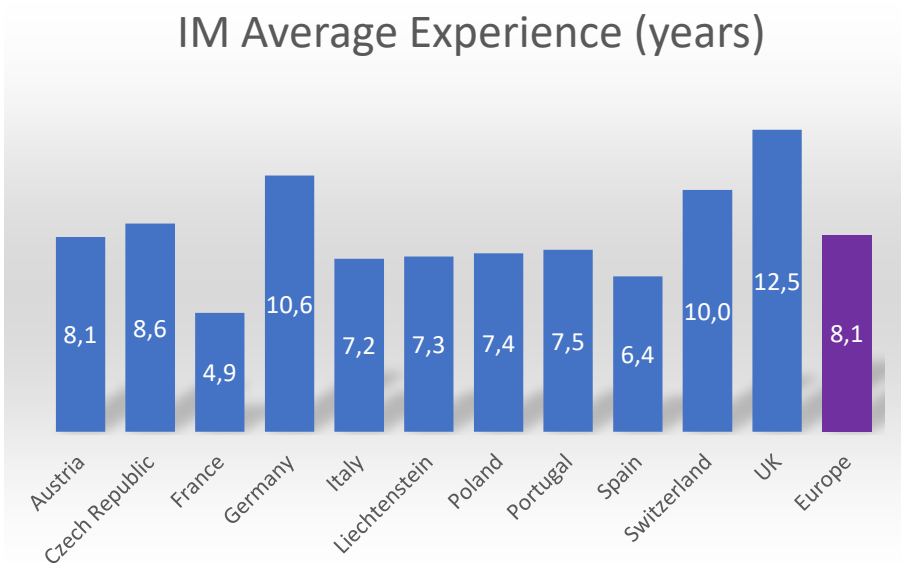
Demographics

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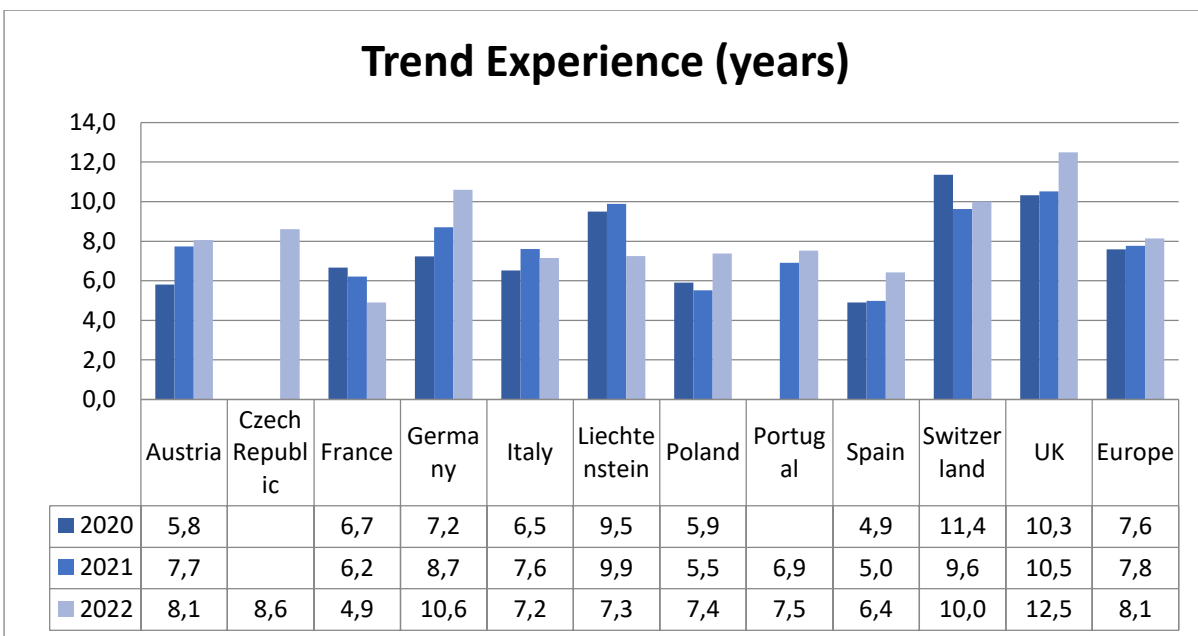
The high seniority was also shown by the management levels across Europe, with 55% of the interims covering C-level roles or above.

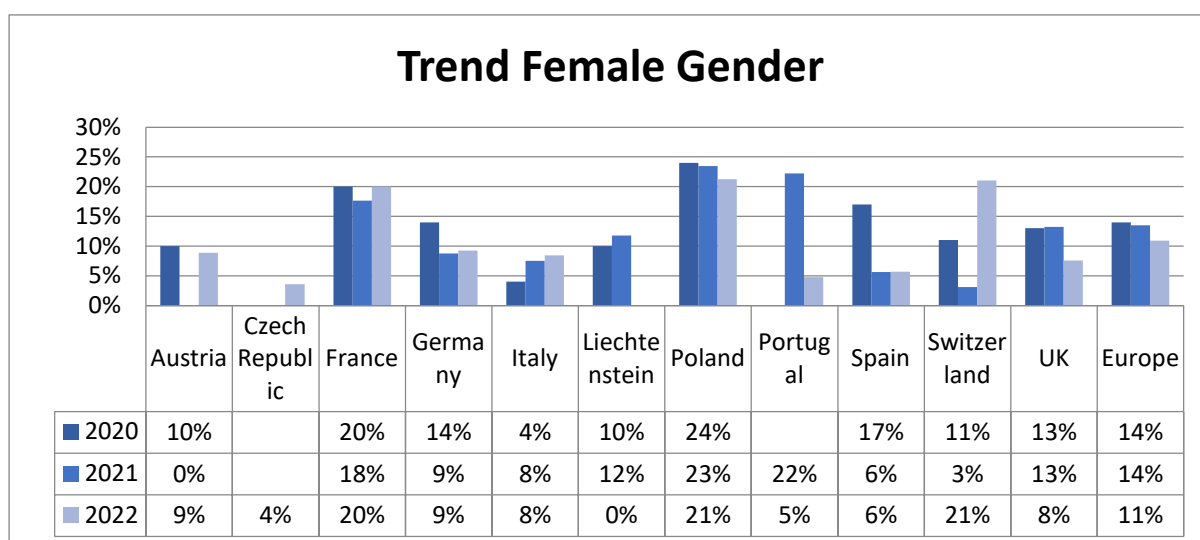
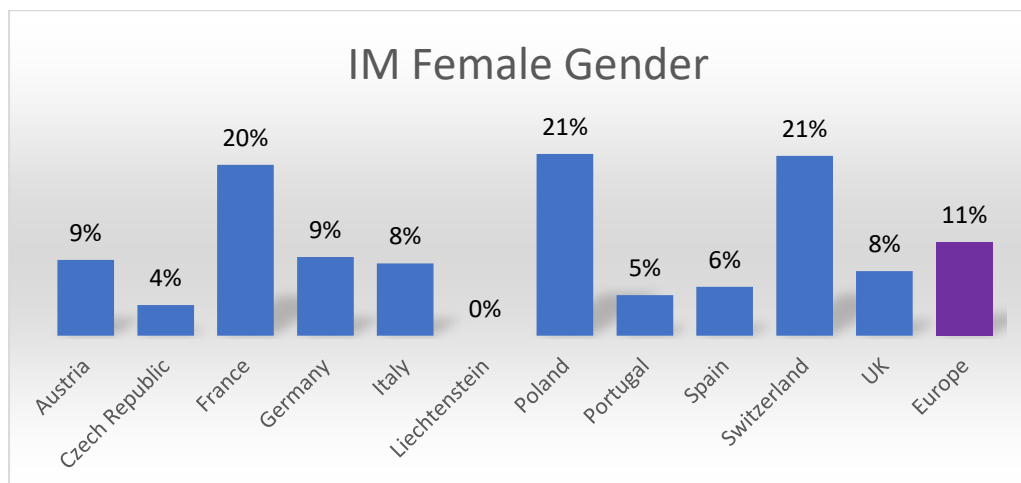


IM Average Experience (years)



Trend Experience (years)

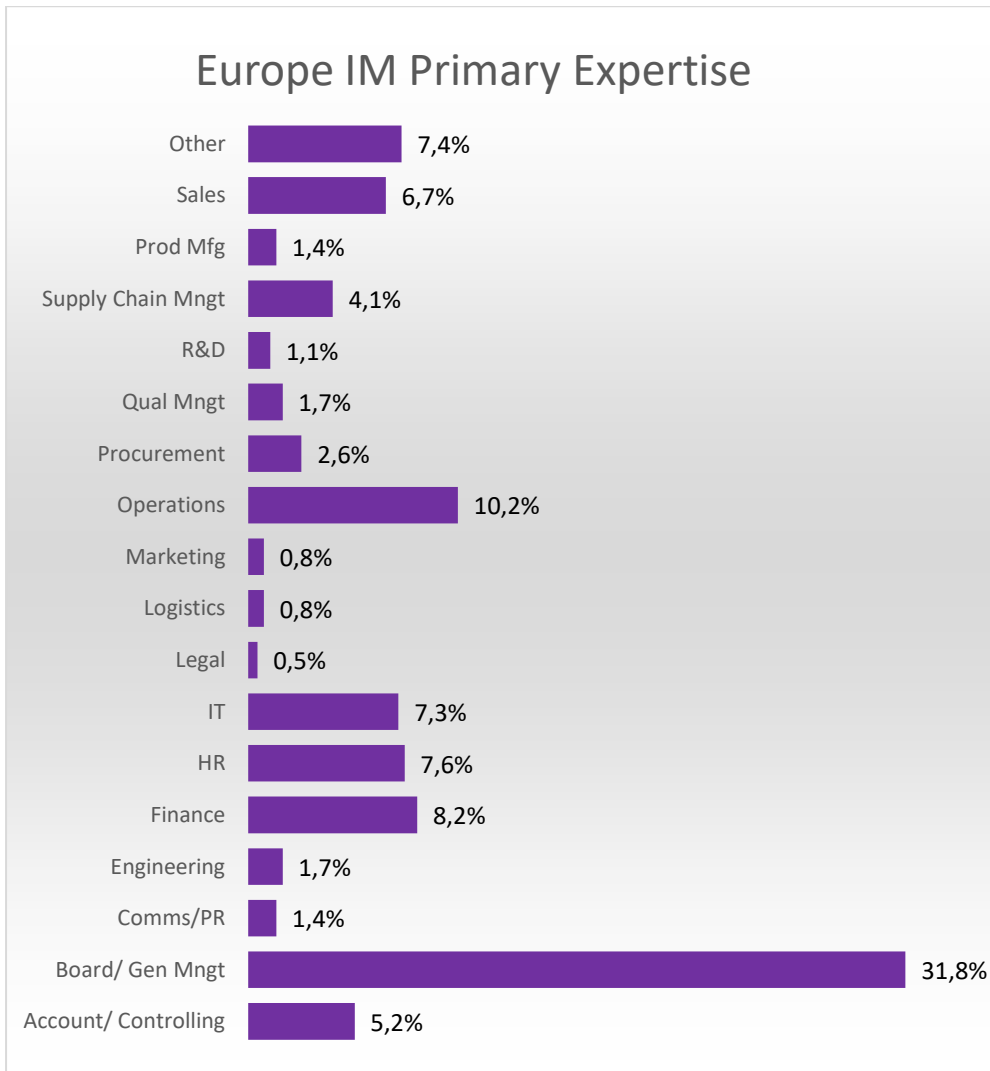




The 2021 Eurostat survey reported 35% of permanent management positions in Europe were occupied by women, whereas only 11% of the European Interim Managers were women in the INIMA survey. France, Poland and Switzerland had the largest percentage of female interim managers (20%).

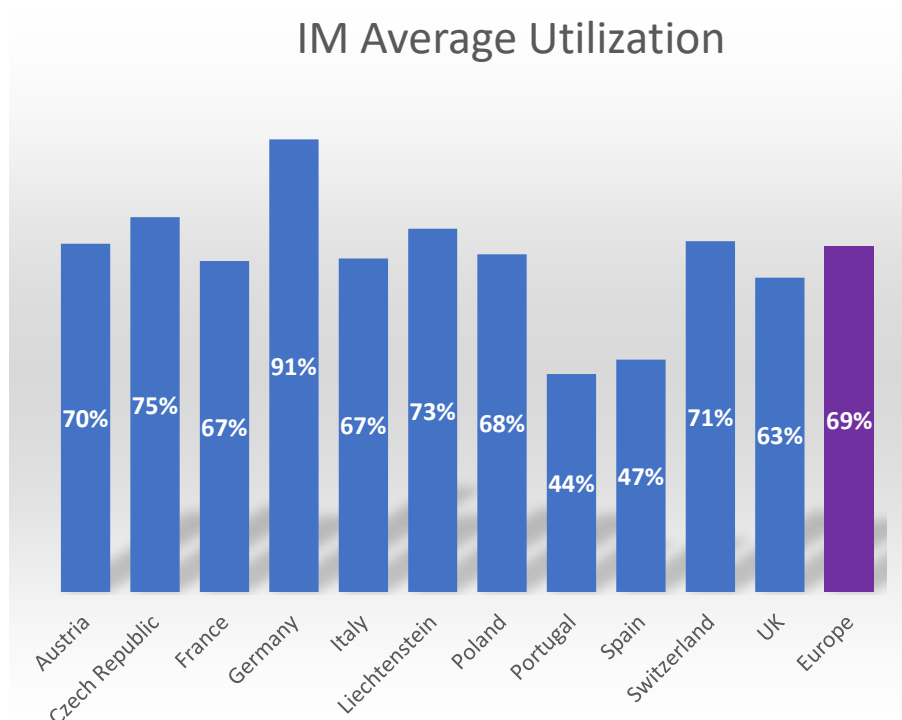
Functional Specialities

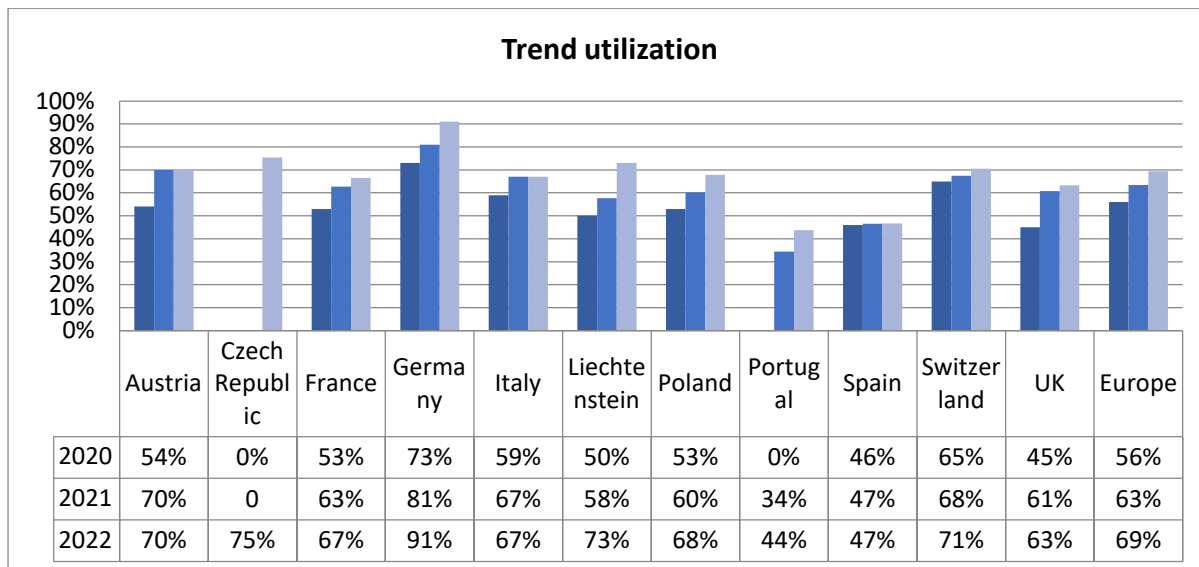
The top six(6) primary functional specialities of European Interim Managers were general management (32%), operations (10%), finance(8%), human resources (8%), IT and sales(7%). There was little change from previous years at the European level, however functional specialities varied between associations 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 2022. The average utilization of European Interim managers increased (+6%) last year. This was the first time that the Czech Republic (CAIM) collaborated with the INIMA survey so only last year's data was presented in the following graphs. Similarly, Portugal (AIM) joined INIMA in 2021, so only two years of data were presented in the graphs.

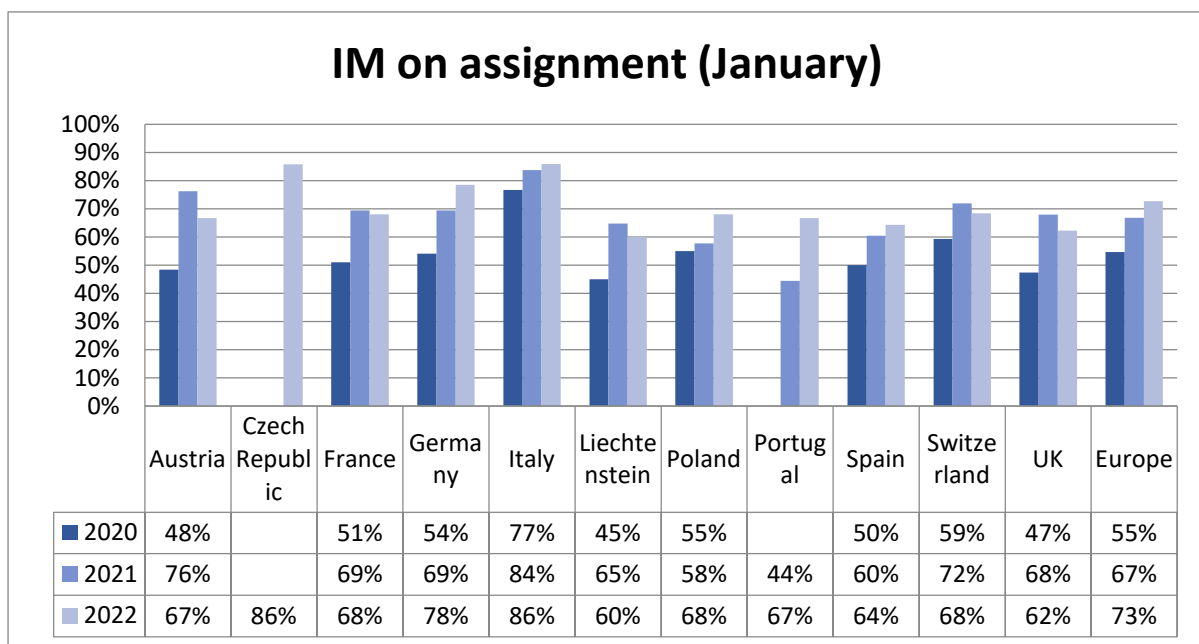


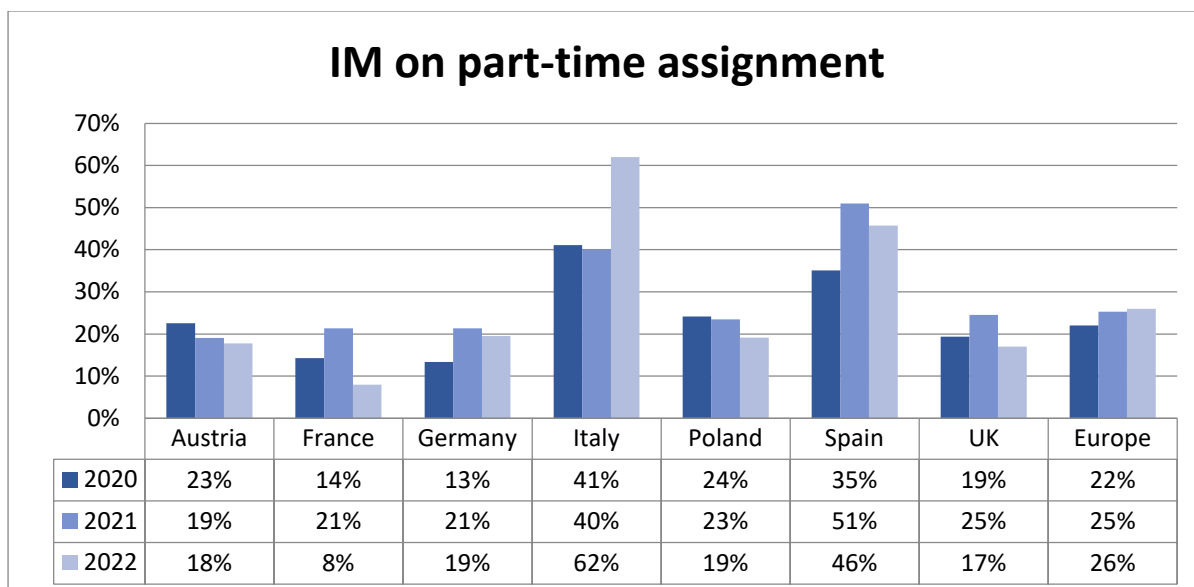
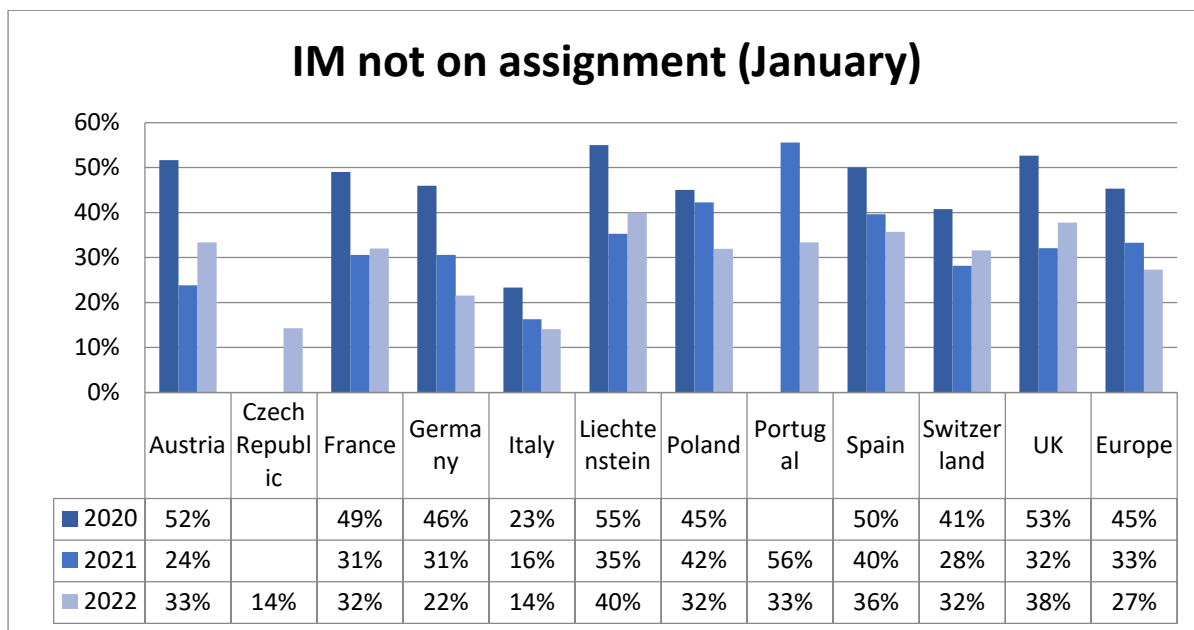


Current Status of Interim Managers

Interim managers were asked about their assignment status as of January 2023, 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.

Managers not on assignment included those between contacts, taking a sabbatical or waiting for an assignment to start. With respect to last year, more(+6%) interim managers started 2023 with an assignment.





The graph did not include the Czech Republic, Liechtenstein, Portugal and Switzerland because the low number of respondents did assure reliable data segmentation.

The sector of the Last Assignment

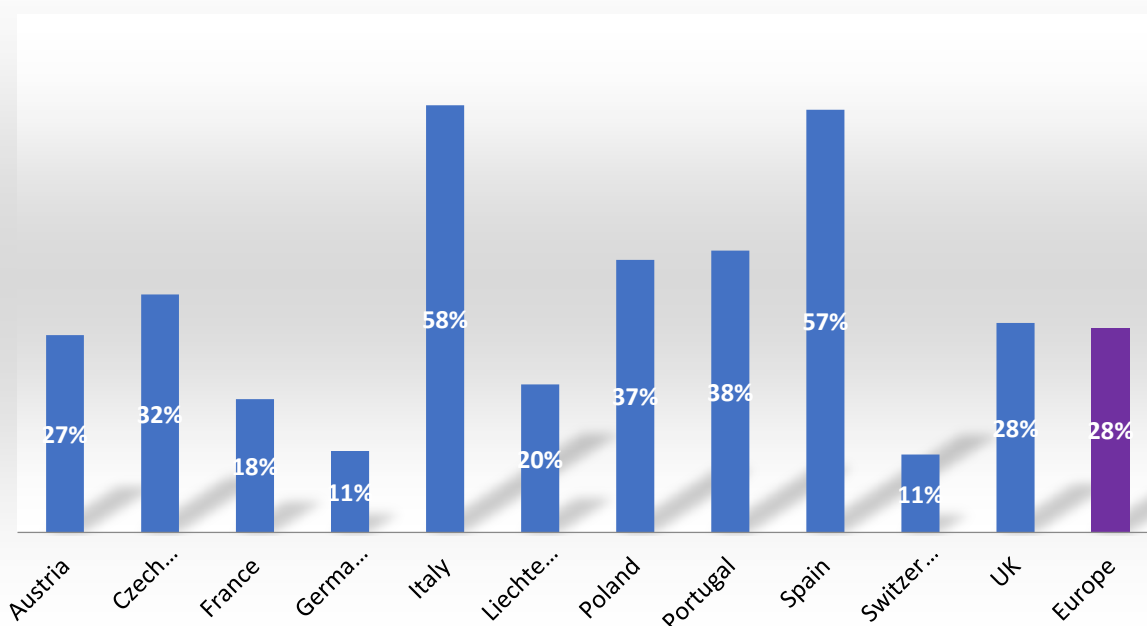
Sector of Last Assignment			
	Top 1	Top 2	Top 3
Austria	Automotive	IT	Various
Czech Republic	Eqmt.Mfg-Mech. Eng,	Automotive	Various
France	Industry	Services	Various
Germany	Automotive	Eqmt.Mfg-Mech. Eng	Industry
Italy	Eqmt.Mfg-Mech. Eng,	Automotive	Industry
Liechtenstein	Industry, Automotive	Various	Various
Poland	Building-cons	Services	Various
Portugal	Transport/Logistics	Eqmt.Mfg-Mech. Eng	Services
Spain	Industry	Food	Various
Switzerland	Eqmt.Mfg-Mech. Eng,	Various	Various
United Kingdom	Building-cons	Pharma	Various
Europe	Eqmt.Mfg-Mech. Eng,	Automotive/ Industry	Various

It was noted that some IMs of Austria, Liechtenstein and Switzerland had assignments cross-border in Germany. A more detailed breakdown of the active sectors for Interim Managers of each economy was posted on the INIMA website(www.inima.management)

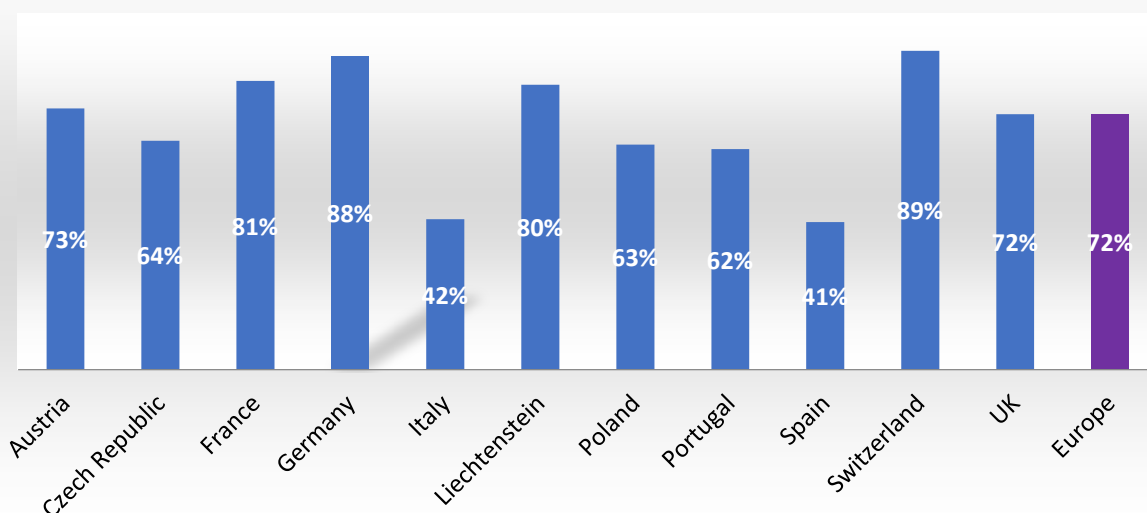
Size of Company

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 more than half the assignments were in companies with less than 100 employees.

Companies with less than 100 employees



Companies with more than 100 employees

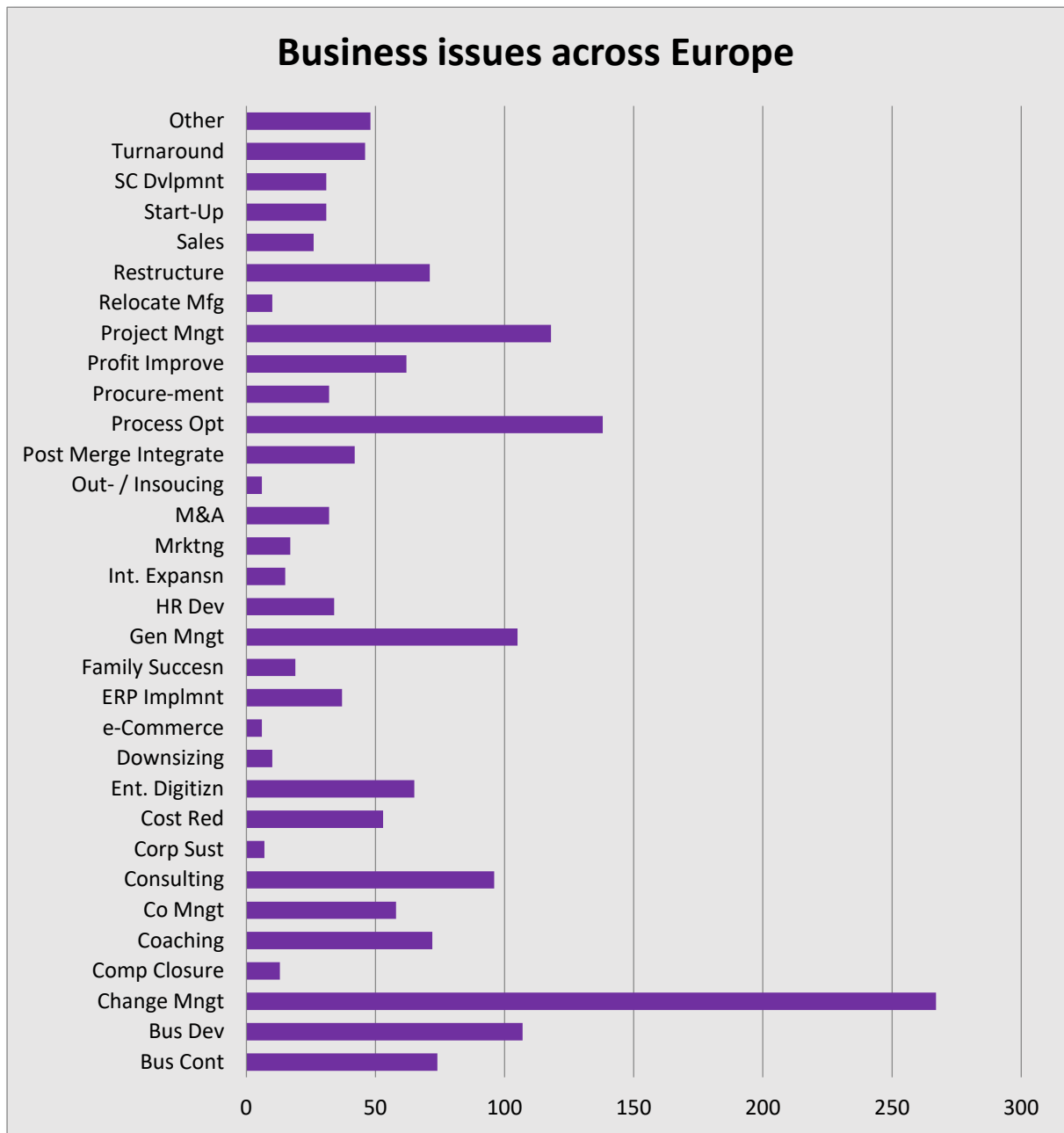


The Assignments

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”, “general management”, “business development” and “consulting”.

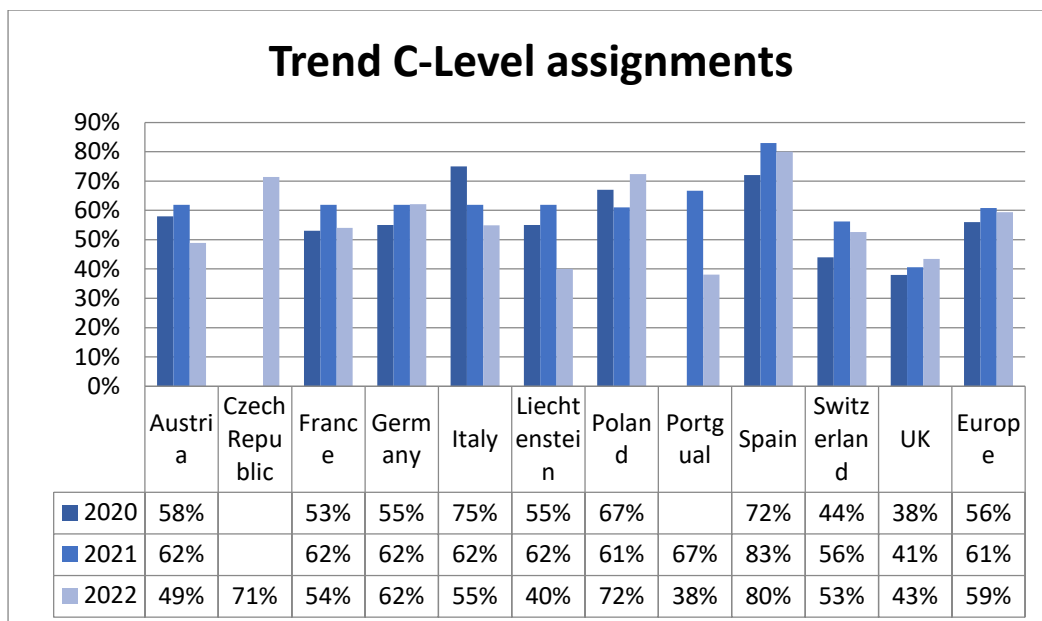
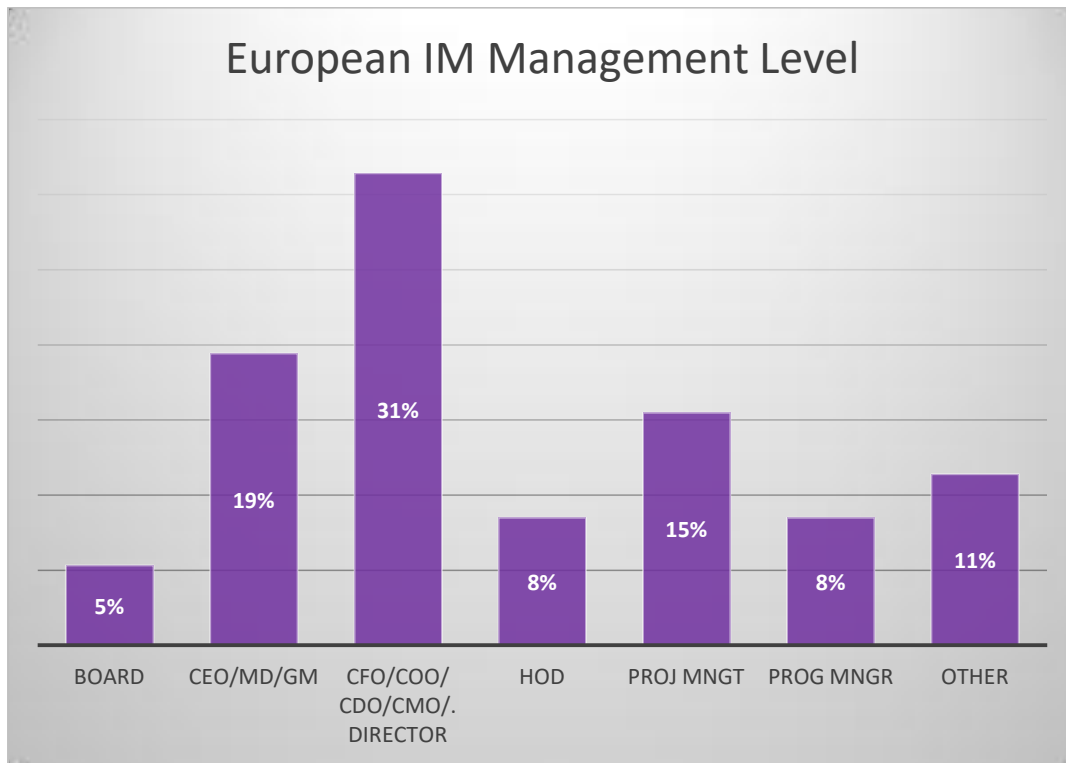
Business Issues Last Assignment

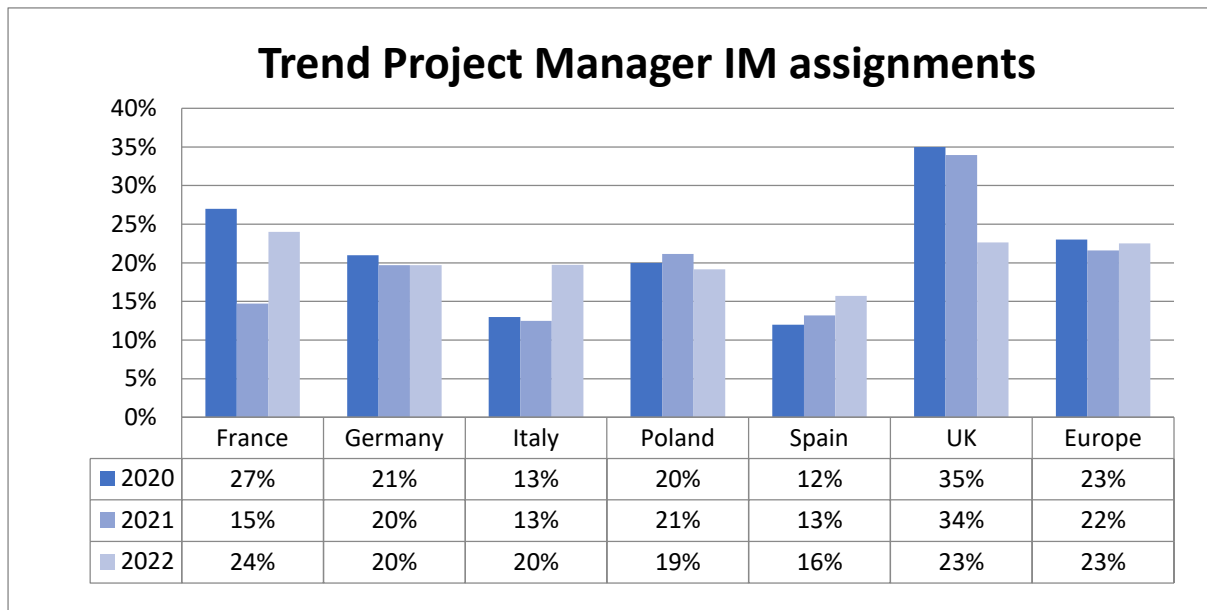
	Top 1	Top 2	Top 3
Austria	Change Management	Gen. Mgmt	Digitalization,/ Process Optimization
Czech Republic	Process Optimization	Change Management	Various
France	Change Management	Gen. Mgmt/Project Mgmt /Process Optimization	Various
Germany	Change Mgmt/	Gen. Mgmt/ Process Optimization	Various
Italy	Change Management	Coaching	Various
Poland	Change Management	Process Optimization	Business development and continuity/Gen. Mgmt
Portugal	Change Management	Various	Various
Spain	Change Management	Business Development	Various
Switzerland	Digitalization	Various	Various
United Kingdom	Change Management	Process Optimization Project Mgmt	Consulting
Europe	Change Management	Process Optimization	Bus. Dev/ Project Management/Gen. Mgmt/Consulting



Management Level

Over 55% of European Interim managers had completed assignments in positions at C-level or above, a decrease (-3%) from last year.

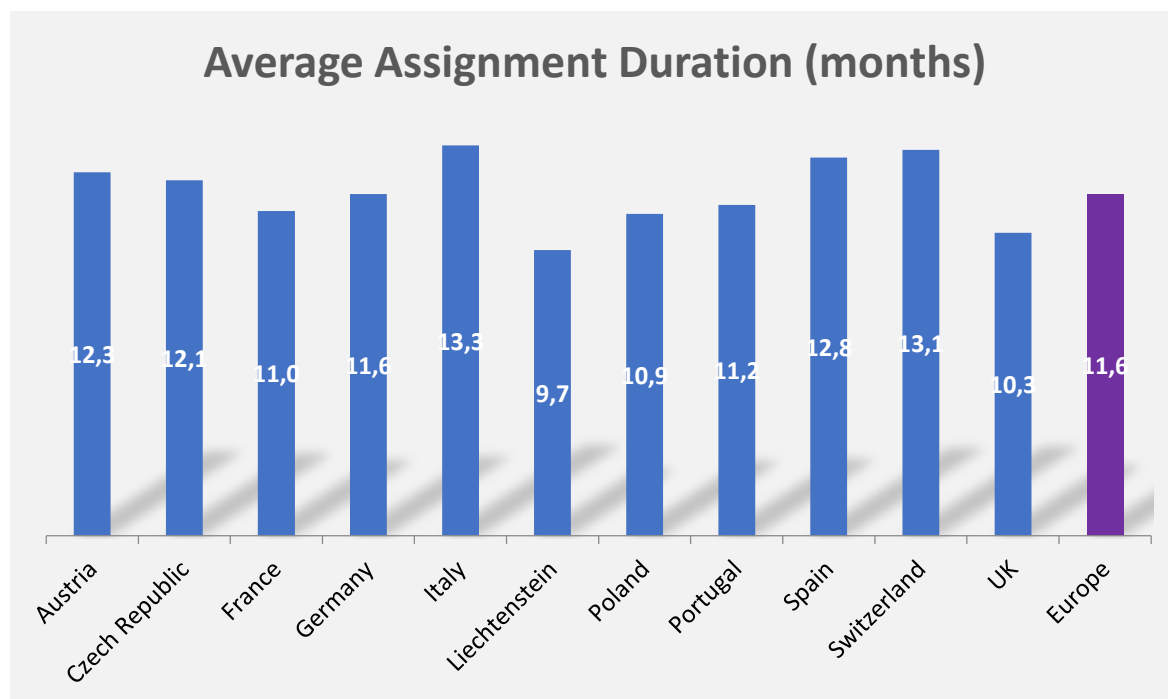




The graph did not include the Czech Republic, Liechtenstein, Portugal and Switzerland because the low number of respondents did assure reliable data segmentation.

Duration

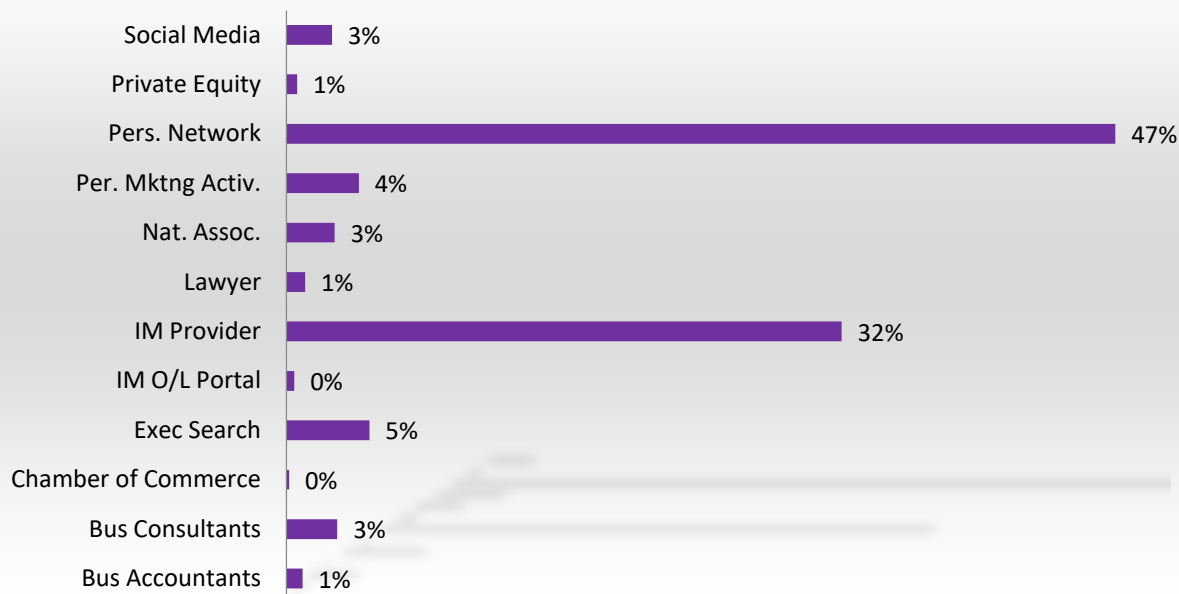
The average duration of an interim assignment in Europe was 11,6 months, unchanged from last year



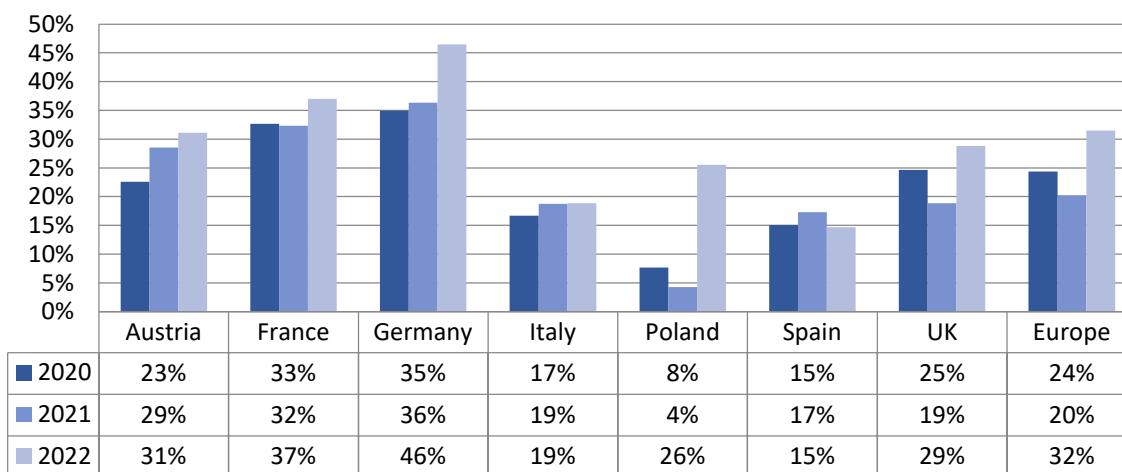
Sales channel

Throughout Europe, the main sales channels remained the personal network(47%) and the Interim Providers(32%), twelve(12) percentage points up from last year. National associations channelled 3% of assignments and last year INIMA launched a free international interim Manager search for providers.

Europe



Trend IM providers

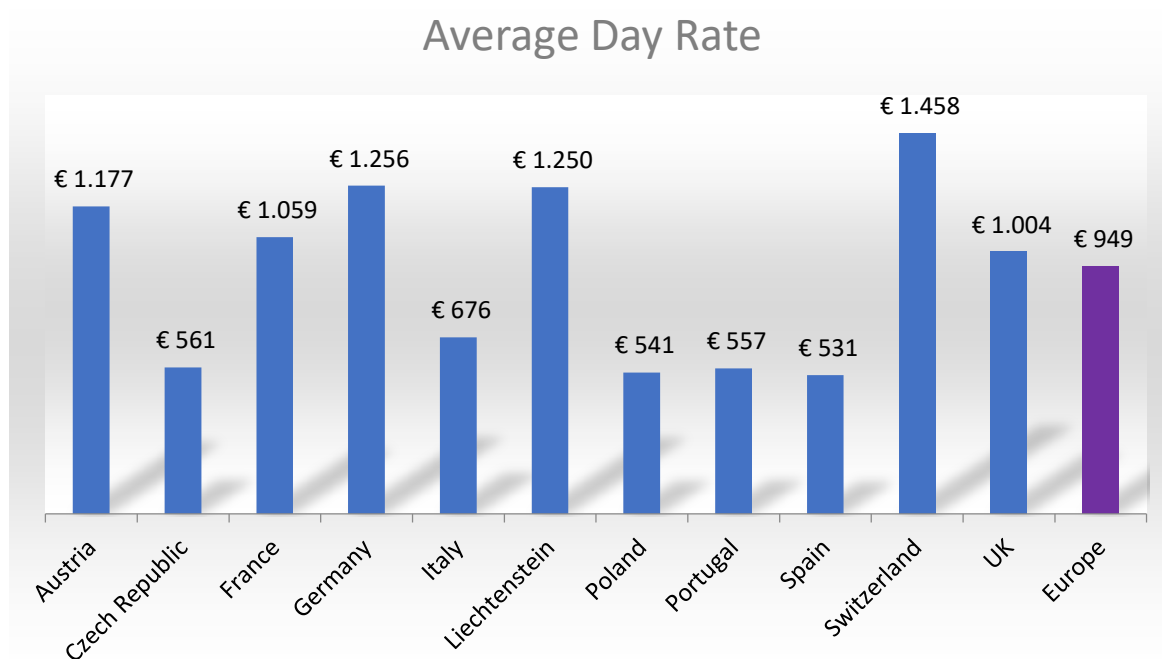


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Day Rates

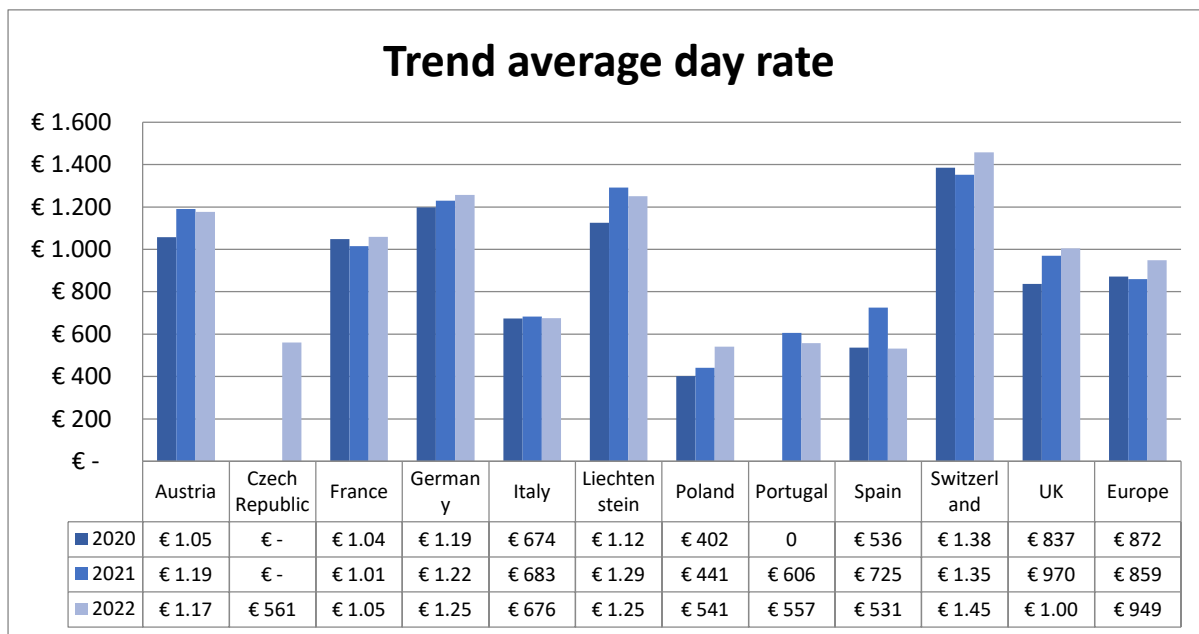
Managers were asked to provide the day rate that they billed on their last assignment (the net price, excluding expenses and VAT).

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 of each country was presented in the national reports of the INIMA partners. Only a third of European interim

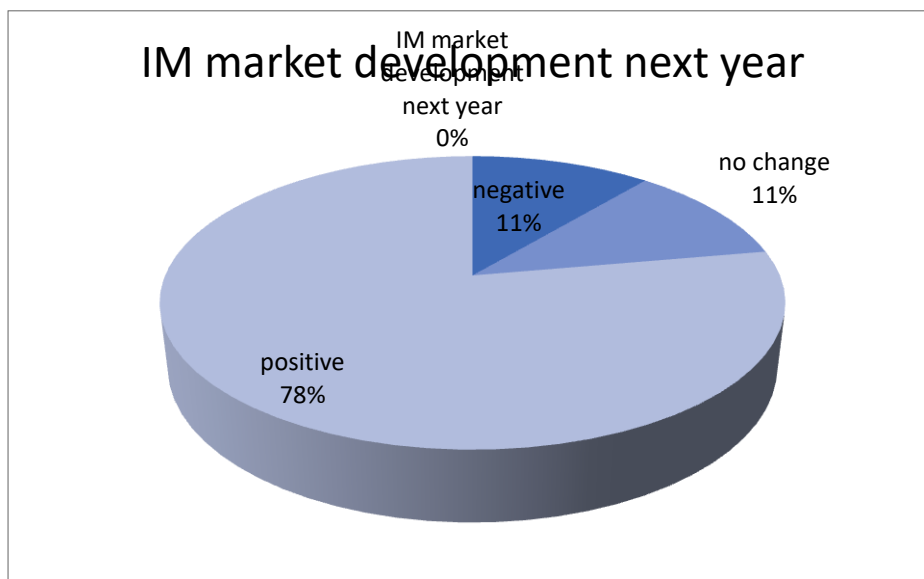
managers predicted that there would be high pressure on price negotiation in the next six(6) months



Trends

Market Development

Across Europe, 78% of Interim managers thought “positively” towards the IM business development in 2023.



In the survey, there was an open question, “What are the biggest challenges for you as an Interim Manager in the next business year?”. This was a summary of the responses:

Challenges in the next 12 months	
Sales Channel	Optimise self-acquisition activities and generate contracts without an intermediary (ISPs)
Day Rates	Request cost transparency from the provider (margin on the day rate)
Utilization	Maintain a satisfactory level of working days, and a satisfactory time between assignments
Client relationship	Address client uncertainties e.g collaborate with the IM client to prepare clear and measurable assignment objectives.
Work-life balance	Maintain a healthy work-life balance, secure a stable future and prepare a pension plan
Continuous Learning	Keep updated on new technology, soft skills, circular economy and best practices to develop into new professional areas
Networking	Enlarge personal network
Teamwork	Search for an assignment with other interim managers to work in a team on a company project
Personal Branding	Improve personal branding to gain visibility on the IM market. Increase the number of client references
Awareness to IM	Communicate the benefits of interim management to the market, in particular to SMEs
Market	Keep updated on economic and social turbulence, and uncertainty in the business sector

Background

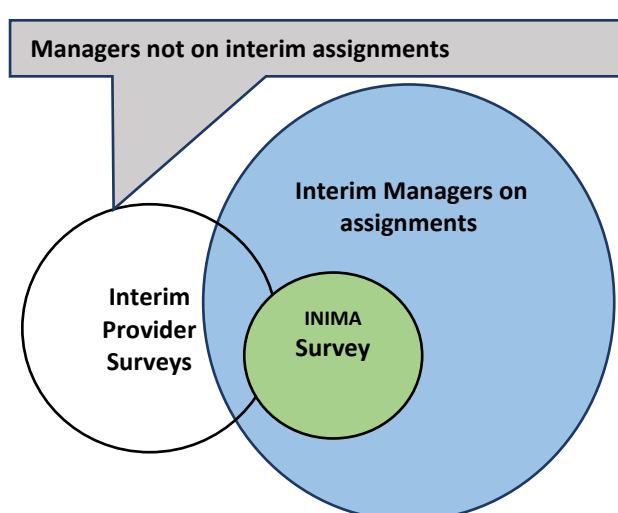
Data was collected from 700 practising Interim Managers who could give an objective view of their last assignment and the state of the profession

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, and deployed in January 2023. Each partner reviewed the data and prepared a national report, which was summarized in the present document. In the last two years, INIMA has welcomed to its membership the interim manager associations from Portugal (AIM) and the Czech Republic (CAIM), INIMA now represents eleven(11) European Interim manager Associations.

This was a European Survey conducted by Interim Manager Associations for the benefit of Interim Managers. Other European surveys were performed by Interim Providers and have been appreciated by the community, However, this survey was more objective as it introduced a



peer review of the findings, was not biased by commercial interests and restricted the respondents to members of National IM Associations. This assured that data was only collected from practising Interim Managers who could give an objective view of their last assignment and the state of the profession. A survey open to respondents outside our

associations would have increased the sample size but at the expense of the sample reliability. The downside of restricting the field was that some national associations returned data from a modest number of

respondents, this was considered in the data analysis. Countries that were new to interim management and the smaller nations needed a voice too.

Associations in this Survey



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



CAIM is the only non-profit organization for interim managers in the Czech Republic. Its mission is to raise awareness and know-how of interim management



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



Leading Network was founded 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 the business on their 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 Survey Team :

- France: AE-CMT, Katrien Anne De Block
- Czech Republic, CAIM, Pavel Paces

- Germany: DDIM, Rafael Apélian (Survey Group Leader)
- Italy: Leading Network, Fabio Montefiori
- Liechtenstein, VRIM, Steffen Steckbauer
- Poland: SIM, Dorota Wieczorek
- Portugal, AIM, Maarten van Lelyveld
- Spain: Interim Espania, Andrés Alonso Seisdedos
- Switzerland: DSIM, Thorsten Lifka
- UK: IIM Elisabetta Battistella
- Austria: DOIM, Michael Stowasser

The Author of this Report

Jonathan Selby is the founder and chairman of INIMA and a board member of the Italian Interim Manager Association (Leading Network).

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 is available for download, Also INIMA partners' websites may have their national surveys in the local languages

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