

REPORT 2015

Survey on Interim Management



INTERIM MANAGEMENT PROJECTS



QUESTIONS

The survey defines how Interim Managers find their mission. To that end, the survey is divided in two questionnaires: one for interim managers and one for employees. It's a qualitative survey, fully composed of close-ended questions.

Interim Managers

The interim managers questionnaires consists of 4 types of questions:

Project's research tools

- How do you find your assignments as interim manager ?
- Do you prefer working directly with your clients without intermediaries?
- How do you rate the prices charged by intermediaries in interim management?

Interim Management missions (length and fees)

- How much time do you wait on average between 2 assignments?
- What is on average the length of your assignments?
- Did you have an assignment during the third quarter of 2015?
- Did you have to reduce your rates in 2015, following negotiation with a client?
- Do you have an assignment for the 1st quarter 2016?

Feedback on Interim Management's specialized platforms

- Would you like to have more visibility on the market?
- Would you be willing to pay a maximum amount of 30 €/month to be informed of new opportunities available for Interim Managers without intermediaries and get more visibility on the market?
- Are you interested to participate in a job day only for Interim Managers?

Socio demographic and career data

- Are you confident in the economy for 2016?
- In which countries are you able to work?
- In which categories are you working?
- How many years of experience do you have in this area?
- Who are you? (man/woman)
- How old are you ?



QUESTIONS

Employees

Employees were asked 3 types of information

Recruitment process of Interim Manager

- Do you have any influence in the recruitment process?
- Has your company already used the services of an interim manager or an external consultant ?
- In general, what kind of work schedule do you use with your interim managers?
- In which departments did you work with an interim manager?
- Did you work with an interim manager in 2015?
- How does your company find interim managers ?

Feedback on Recruitment companies and platforms

- How do you rate the prices charged by intermediaries in interim management?
- Do you know the margin taken by headhunters and recruitment agencies in Interim Management ?
- Would you be willing to post for free your job descriptions in terms of interim managers on a job board dedicated to interim management?
- Would you be willing to seek free interim managers on a specialized platform dedicated to interim management ?

Socio demographic data and Company's information

- Are you confident in the economy for 2016?
- In which sector is your company?
- In which department are you working?
- Who are you? (man/woman)
- How old are you ?



SAMPLE

The sample gathers 740 cases. A majority of respondents (93,5%) were interim Managers, the rest were employees (6.5%).

Interim Managers

In which categories are you working?



Sector	Percentage
Finance & Accounting	26 16.5 %
Engineering	1 0.6 %
HR	18 11.4 %
ICT	13 8.2 %
Sales & Marketing	16 10.1 %
General Management	48 30.4 %
Legal	0 0.0 %
Autre	36 22.8 %

Sector

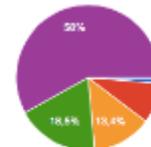
Among the Interim Managers, one third are operating in the **General Management** Sector. The others are mostly from the **Finance and Accounting** (16,5%), **Sales and Marketing** (10,11%) and the **HR** (11,4%) sectors. The remaining respondents were specialized in **IT**(8,2%) and others (22,8%).

Years of experience & age

The majority of respondents have **over 20 years of experience** (58%). One third have **between 10 and 20 years of experience** (31,9%). Only 10% have under 10 years of experience.

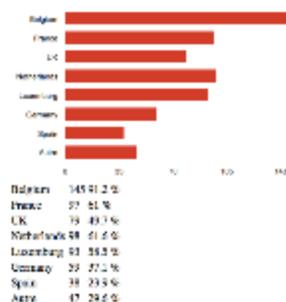
The sample's age pyramid show that more than two thirds of these Interim Managers are **over 50 years old**.

How many years of experience do you have in this area?



Years of Experience	Percentage
3 to 5 years	2 1.3 %
6 to 10 years	14 8.9 %
11 to 15 years	21 13.4 %
16 to 20 years	29 18.5 %
more than 20 years	91 58 %

In which countries are you able to work?



Localization

The respondents are mostly able to work in Belgium (91,2%), France (61%), Netherlands (61,6%) and Luxembourg (58%). Half of them are working in UK (49,7%). Less than 30% of respondents are working in Germany, Spain and other parts of the world.



SAMPLE

Employees

In which department are you working?



Finance & Accounting	3 27.3 %
Engineering	0 0.0 %
HR	1 9.1 %
ICT	1 9.1 %
Sales & Marketing	3 27.3 %
General Management	2 18.2 %
Legal	0 0.0 %
Autre	1 9.1 %

Department

About one third of respondents categorized as an employee were from the **Financial and Accounting** department (27,3%). A similar proportion is represented by employees operating in **Sales & Marketing**. The rest of the respondents are working in **General Management** (18,2%), **ICT** (9,1%), **Human Resources** (9,1%).

Industry

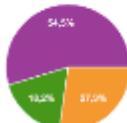
The companies where the employees respondents are working are in the industries of **Services** (27,3%), **Manufacturing** (18,2%). The **Manufacturing, Medical, Pharmaceutical** and **Travel** sectors are also represented in the sample (9,1% each).

In which sector is your company?



Services	3 27.3 %
Medical	1 9.1 %
Pharma	1 9.1 %
Communication	0 0.0 %
Manufacturing	2 18.2 %
Travel	1 9.1 %
IT	0 0.0 %
Catering	0 0.0 %
Sciences	1 9.1 %
Education	0 0.0 %
Autre	2 18.2 %

How old are you ?



Less than 25	0 0.0 %
Between 25 and 30	0 0.0 %
Between 30 and 40	3 27.3 %
Between 40 and 50	2 18.2 %
Between 50 and 60	6 54.5 %
More than 60	0 0.0 %

Age & gender

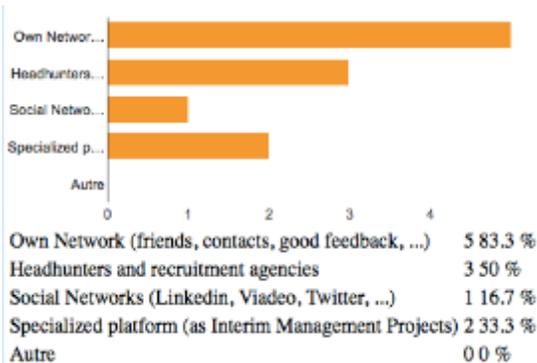
Employee respondents are mostly men (72,7%). More than half of them are over **50 years old**. The rest of the sample is aged **between 30 and 50**.



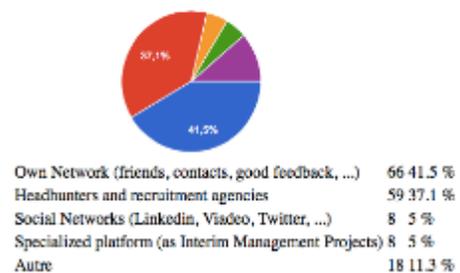
ANSWERS

Interim Managers' recruitment

Recruitment channels



How do you find your assignments as interim manager ?

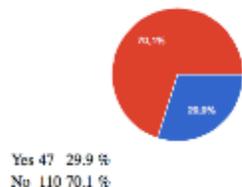


Employees have mostly declared that their companies are hiring through their **own network** (83,3%). The second method to recruit is via **headhunters and recruitment agencies** (50%), followed by **specialized platforms** (33,3%) and **Social networks** (16,7%).

Interim Managers are also placing their **own network** in first position (41,5%). **Headhunters** hold the second position (37,1%). **Social networks and specialized platforms** count for 10% of *Interim Manager's* answers.

Contract negotiation

Did you have to reduce your rates in 2015, following the negotiation with a client?



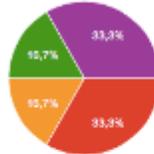
About one third (29,9%) of *Interim Managers* had to reduce their rates in 2015 after a negotiation



ANSWERS

Frequency

How many times did you work with an Interim Manager?



Never	0 0 %
Between 1 and 3 times	2 33.3 %
Between 3 and 5 times	1 16.7 %
Between 5 and 10 times	1 16.7 %
More than 10 times	2 33.3 %

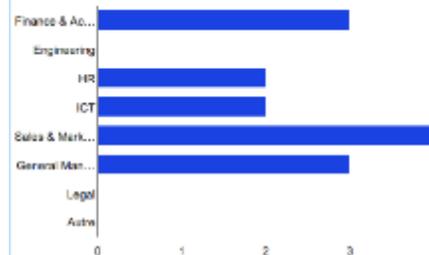
A broad majority of employees questioned declared that their company **have already used** the services of an Interim Manager (85,7%). All of them have worked with an Interim Manager in 2015.

For most of them, it's a common practice to hire an Interim Manager. One third of them have worked with an Interim Manager more than 10 times and **all of them have already worked with an Interim Manager at least once.**

Departments

These types of assignments are mostly made in the **Sales and Marketing (66,7%), General Management (50%)** and **Finance and Accounting (50%)** departments. Also, one third of these respondents declared that **HR and ICT departments** are providing these type of contracts.

In which departments did you work with an interim manager?



Finance & Accounting	3 50 %
Engineering	0 0 %
HR	2 33.3 %
ICT	2 33.3 %
Sales & Marketing	4 66.7 %
General Management	3 50 %
Legal	0 0 %
Autre	0 0 %

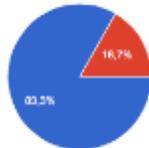


ANSWERS

Interim Managers' assignments

Schedule

In general, what kind of work schedule do you use with your interim managers?

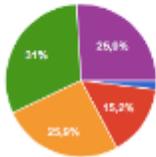


Full time 83.3 %
Part time 16.7 %

Employees answers have revealed that most Interim Management's assignments are **fulltime**. Only 16,7% of respondents declared that their companies are hiring Interim Managers on a part time basis.

Length

What is on average the length of your assignments?



< 3 months 3 1.9 %
Between 3 and 6 months 24 15.2 %
Between 6 and 9 months 41 25.9 %
Between 9 and 12 months 49 31 %
> 12 months 41 25.9 %

The majority of interim manager respondents have a contract length of **over 9 months (56,9%)**. Most of the other respondents have a minimum contract length of 3 months.

Vacancy periods

Most of the Interim Managers are waiting less than 2 months between two assignments. (54,8 %). Half of them have an assignment for the 1st quarter of 2016.

How much time do you wait on average between 2 assignments?



< 1 month 59 37.1 %
Between 1 and 2 months 44 27.7 %
3 months 25 15.7 %
> 3 months 31 19.5 %

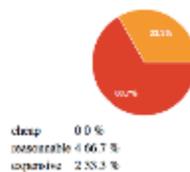
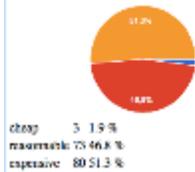


ANSWERS

Perception of the Interim Management market

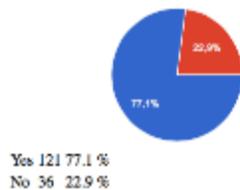
Recruiters rates

How do you rate the prices charged by intermediaries in the interim management? How do you rate the prices charged by intermediaries in interim management?



More than half of the employee respondents and one third of Interim Managers estimate that recruiters are too expensive. A majority of interim Managers and half of employees estimate that they are reasonable. Almost no respondents estimates that the rates are cheap (only 1,9% of employees).

Do you prefer working directly with your clients without intermediaries?



Recruiters' added value

More than two third of interim Managers prefers to work directly with the client without the intervention of a middleman.

Rates knowledge

Only 16,7% of the employees respondents were actually aware of the Recruiters rates specialized in Interim Management.

Do you know the margin taken by headhunters and recruitment agencies in Interim Management ?

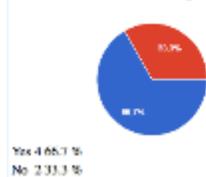


ANSWERS

Feedback on specialized platforms

Companies' freemium

Would you be willing to seek for free interim managers on a specialized platform dedicated to interim management ?

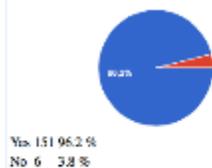


About two third of the employees respondents would be willing to seek for Interim Managers for free on specialized platforms. The same portion would like to post free job descriptions on a job board dedicated to Interim Management.

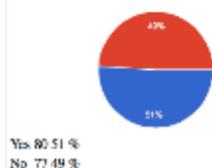
Visibility

Almost the entirety of interim manager respondents would like to have more visibility in the market (96,2%).

Would you like to have more visibility on the market?



Would you be willing to pay a maximum amount of 30 €/month to be informed of new opportunities available for Interim Managers without intermediaries and get more visibility on the market?



Price

Half of them are willing to pay 30 euros/month for this additional visibility and to be informed on opportunities available.



SUMMARY

The sample was composed of 740 people. Most of them were Interim Managers (93,7%), the rest being employees. They were asked different questions on the topic of Interim Management. In the sample, Interim Managers are mostly specialized in General Management, Finance, Sales. Some of them were from HR & IT. The majority had over 20 years of experience. Employees respondents are working in Sales, Finance and General Management and IT departments.

Both were asked which **channels** are the most efficient **to recruit** Interim Managers. They had similar results: **network** comes in the first position, **headhunting** is second and **specialized platforms** is slightly behind. At the contract negotiation, one third of Interim Managers declared that they had to reduce their fee in 2015.

Interim Management is well known by the sample. All of the employees have worked with an Interim Manager in 2015. Most of them had an Interim Manager in their departments more than 10 times. **Full time contract is the main way to recruit** Interim Managers (83,3%). The answers have shown that the **average contract length is over 9 months** (56,9%). **Most of the Interim Managers are waiting less than 2 months between two assignments.** (54,8 %).

About **two third** of the employees respondents would be **willing to seek for Interim Managers for free on specialized platforms.** Almost the entirety of Interim managers respondents would like to have **more visibility** in the market (96,2%). Half of Interim Managers are willing to pay 30 euros/month for a specialized platform.

More than half of the employee in the sample and one third of Interim Managers estimates that **recruiters are too expensive.** Almost no respondents estimates that the rates are cheap (only 1,9% of employees). Only 16,7% of these employees were actually aware of the Recruiters rates in Interim Management. More than **two third of interim Managers prefer to work directly with the client** without the intervention of an middleman.





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