



International survey of Interim Managers 2016

“who the interim managers are and what they do”

Presentation for ATMC

SMW survey IM 2016

Senior Management Worldwide (SMW) is the longest running and most successful international partnership of Interim Executives providers. With member firms in 18 countries and associates across the globe, SMW helps organizations with strategic leadership in temporary assignments. Together the partnership has developed an effective organization which has made SMW specialists in introducing rapid solutions for performance improvement to our clients.

The International survey of Interim Managers conducted by SMW approached over 13 000 Interim Managers in 12 countries for participation. The Netherlands, Spain, Turkey and USA did not participate in the survey, but have comparative values from local surveys completed in 2016. Australia at the time was not part of the group.

The purpose with the survey is to introduce – “who the interim managers are and what they do”

More and more people are starting to understand the value of Interim Executives; thus SMW sees continued growth in the service offering of interim managers. For clients, Interim Executives are considered more of a strategic leadership service than gap filling.

SMW international survey of Interim Management 2016



- ✓ 27 Country coverage
- ✓ + 13 000 Interim managers
- ✓ Average
 - 53 years age
 - 3 years as IM (avg. influenced by "younger countries)
 - < 200 working days/year
- ✓ 66 % in assignments
- ✓ 55 % C- level
- ✓ 23 % non-executive
- ✓ 15 % female

SMW international survey of Interim Management 2016 – Italy data



- ✓ 800 Interim managers contacted
- ✓ Stop after 152 responses – highest redemption
- ✓ Average
 - Over 55 years age on average
 - 59% with 4< years as IM
 - 50% less than 100 working days/year
- ✓ Most projects in SMEs
- ✓ 8 % female

SMW survey IM 2016

PERSONAL

Age

Italy 78% over 50

The 51-55 and 56-60 age groups remain the largest groups with 54%. In Poland, Hungary and China we would find a new generation of leaders in the + 40 age groups.

Gender

There is an increasing number of female Interim Managers globally. In Sweden some 25 %, UK over 30 %. Rest of Europe less than 20 %, and APAC over 35 %.

Italy 8%

Years of experience as IM

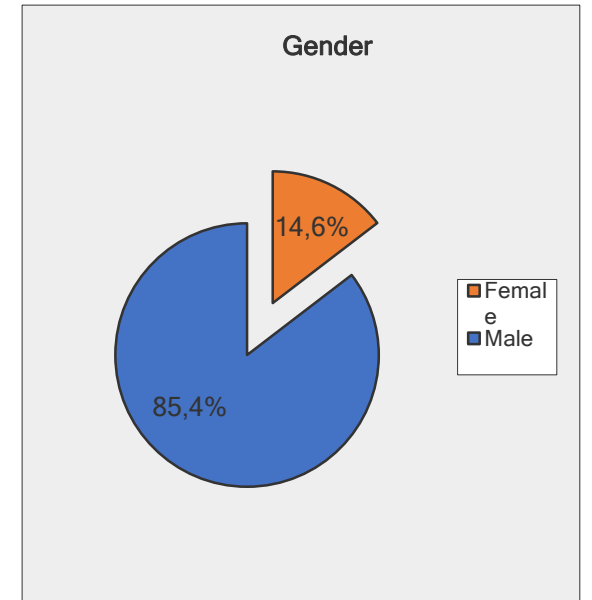
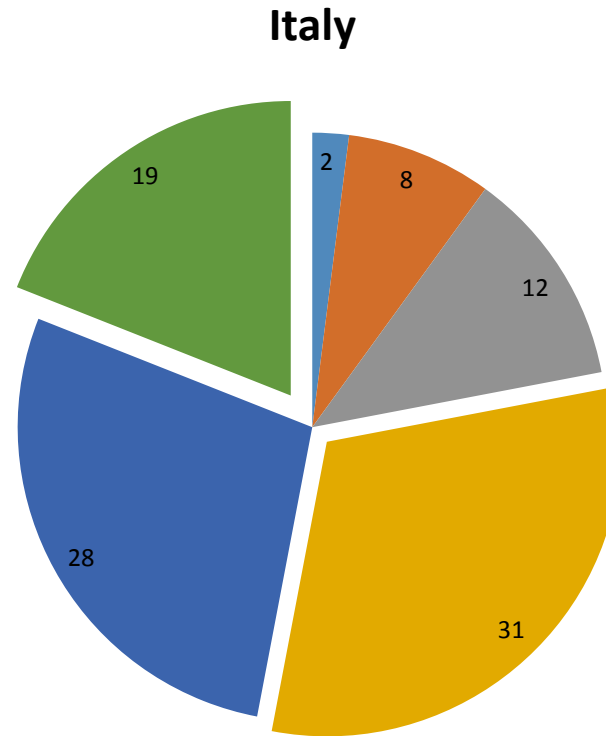
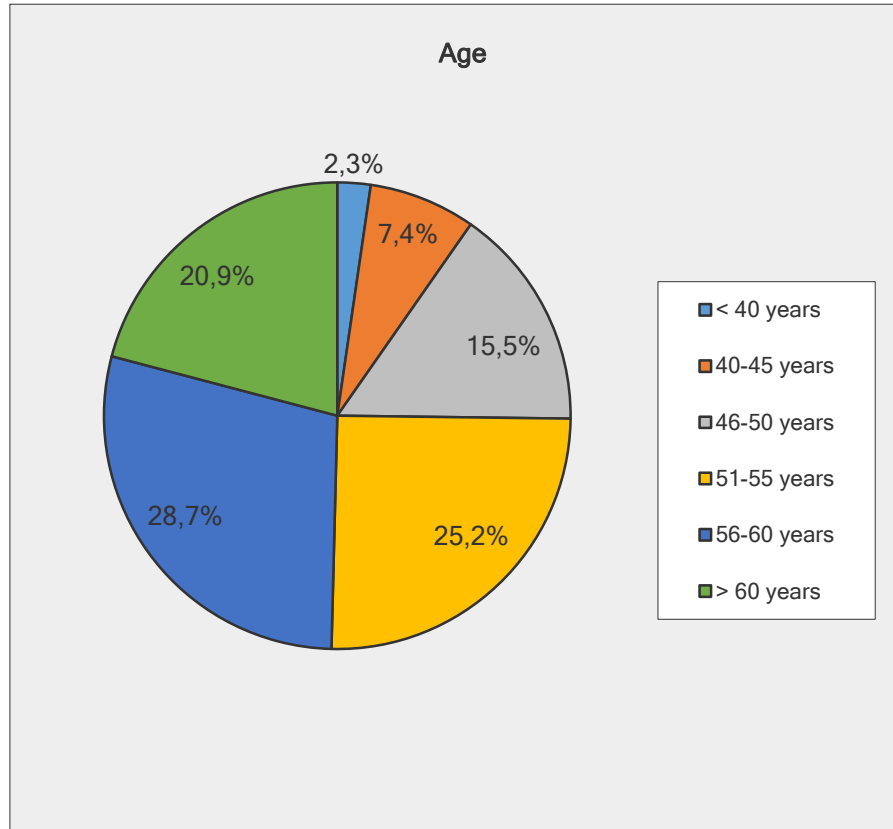
Italy: 59% under 4 years

More and more executives are seeing the advantage and challenge in working as Interim Managers. The interim management industry is growing globally and stands for strong values in top quality leadership.

33 % of the Interim Managers are newcomers with 1-2 years in the market. Looking for work flexibly and within different businesses or sectors.

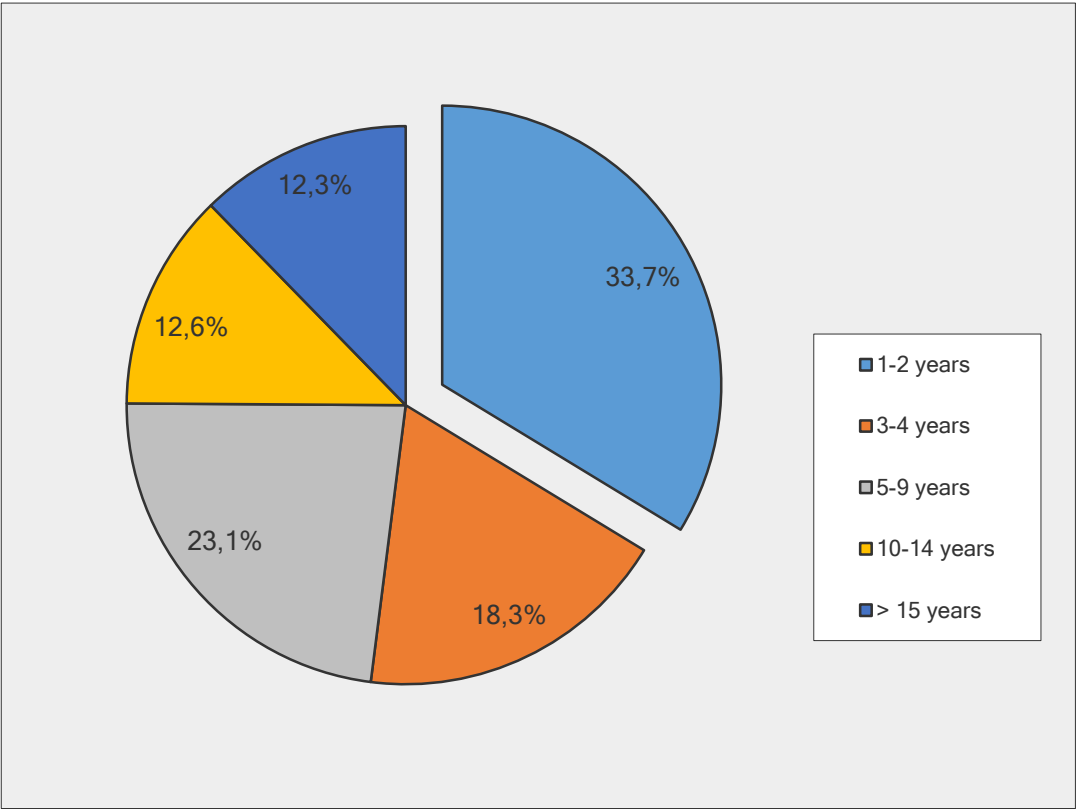
23 % have been in the market for over 5 years.

SMW survey IM 2016 – Age and gender

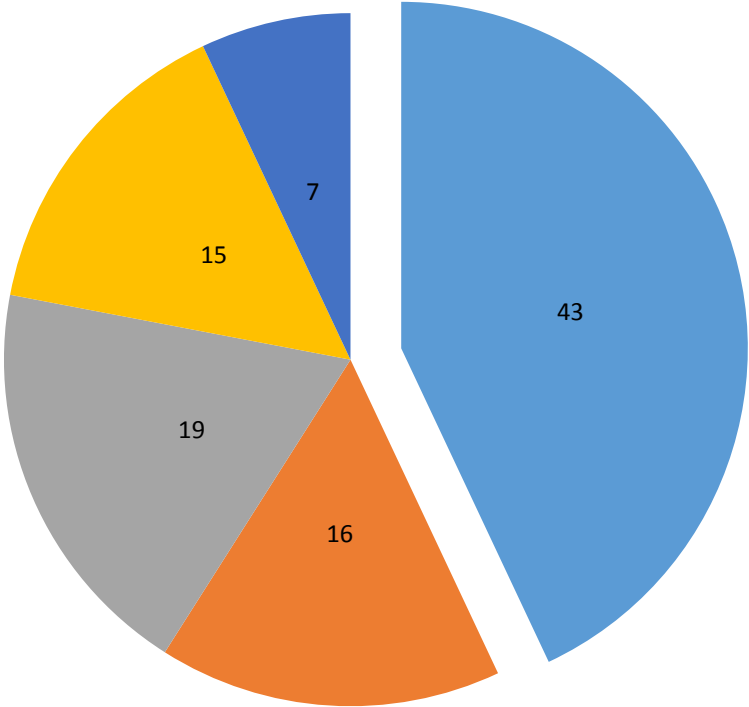


Italy 8% only!

SMW survey IM 2016 – Experience as IM

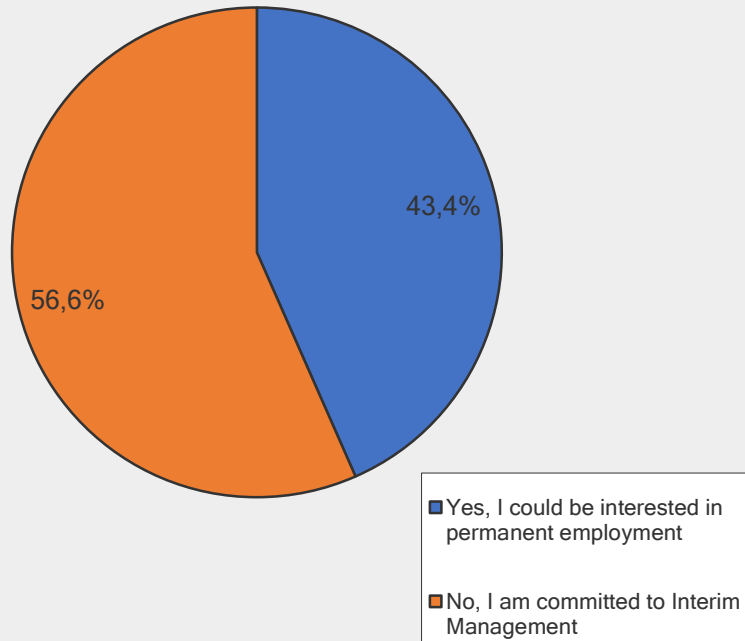


Italy experience

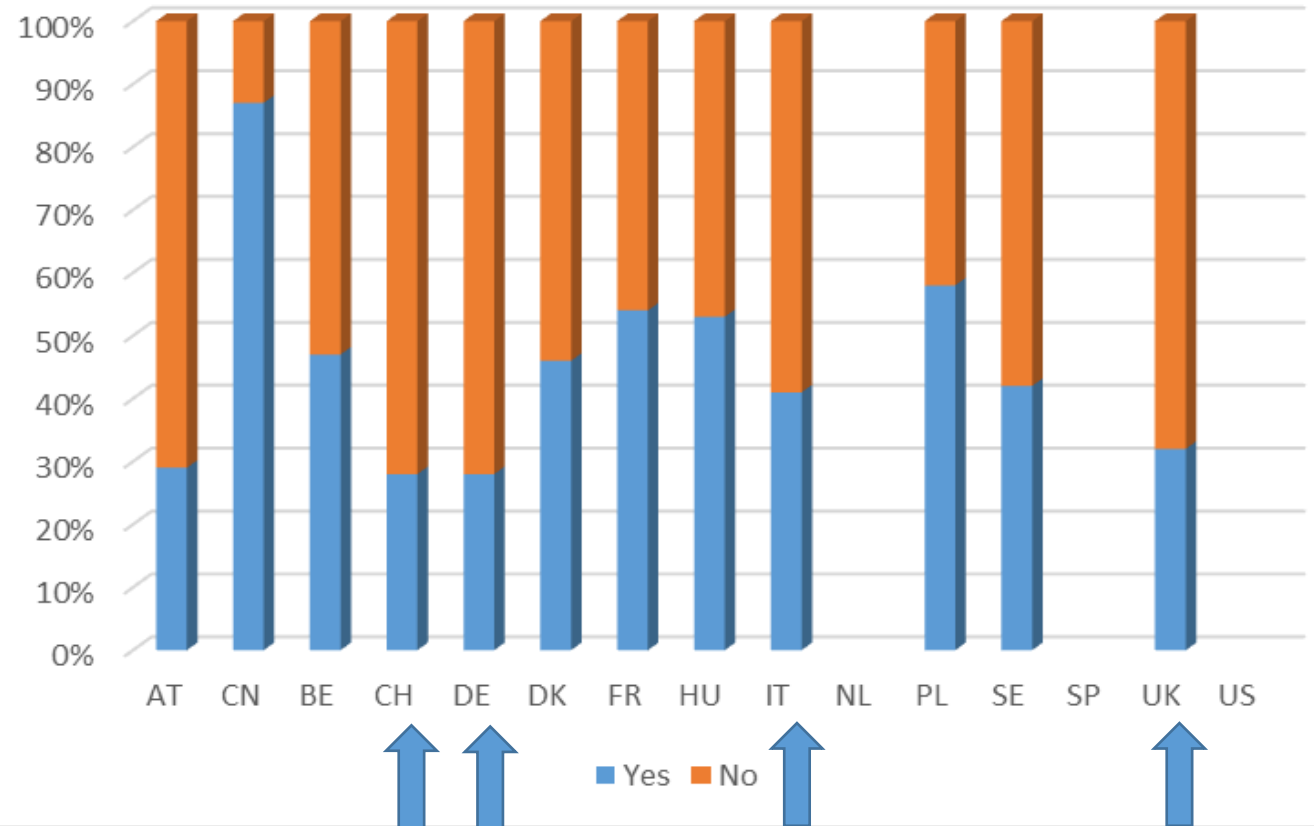


SMW survey IM 2016 – Permanent employment vs. IM

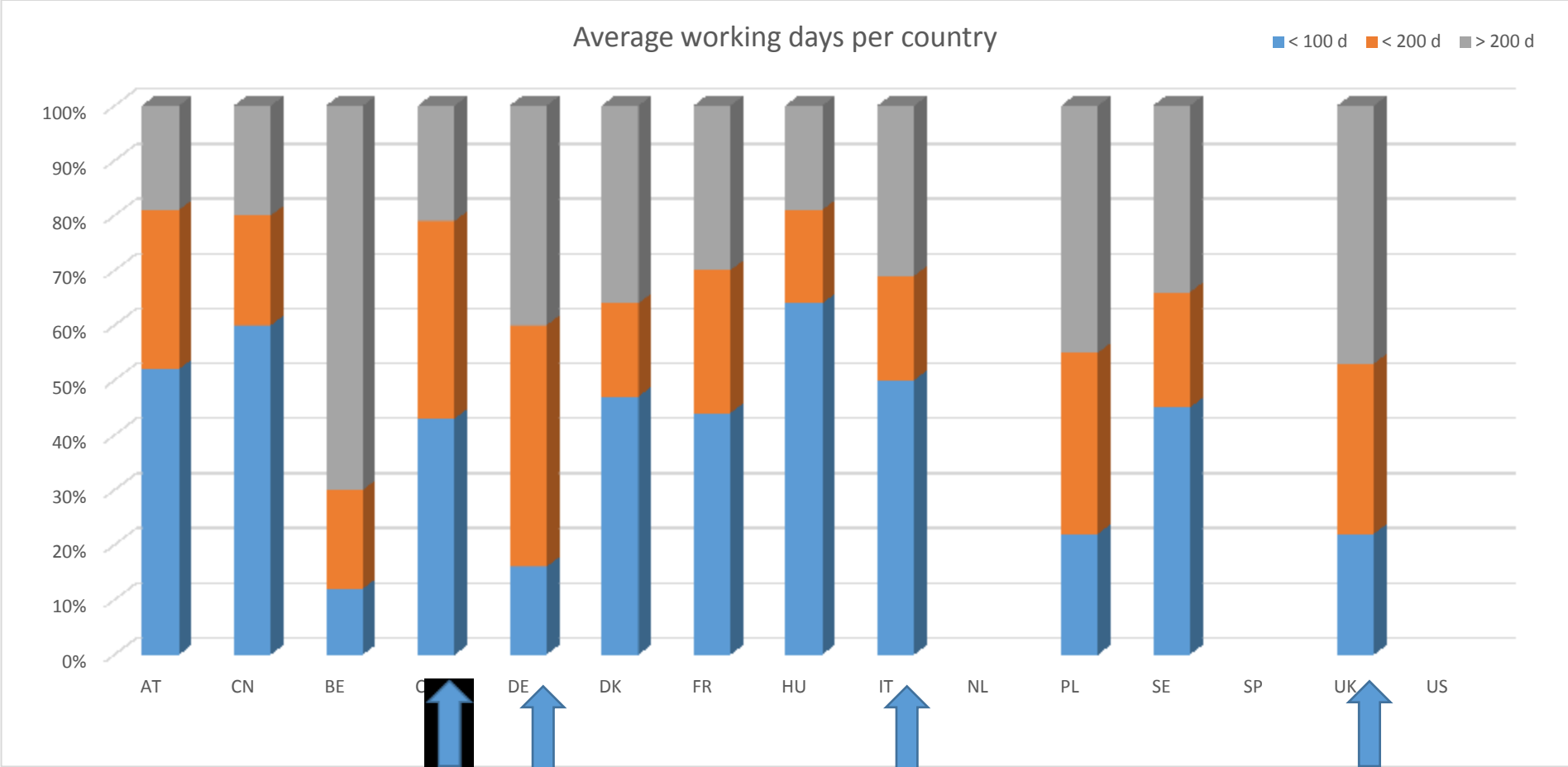
To work as an Interim Manager is a career commitment.
What is your preference - to consider permanent employment or to be committed to Interim Management?



Permanent employment vs interim management



SMW survey IM 2016 – Working days



PROFILE, POSITIONS AND INDUSTRIES

Current commitments to board positions

Beside the profession as an Interim Executive many interim managers have taken Board positions.

37 % as Executive Members

15 % as Chairman

34 % as Advisory or in supervisory board

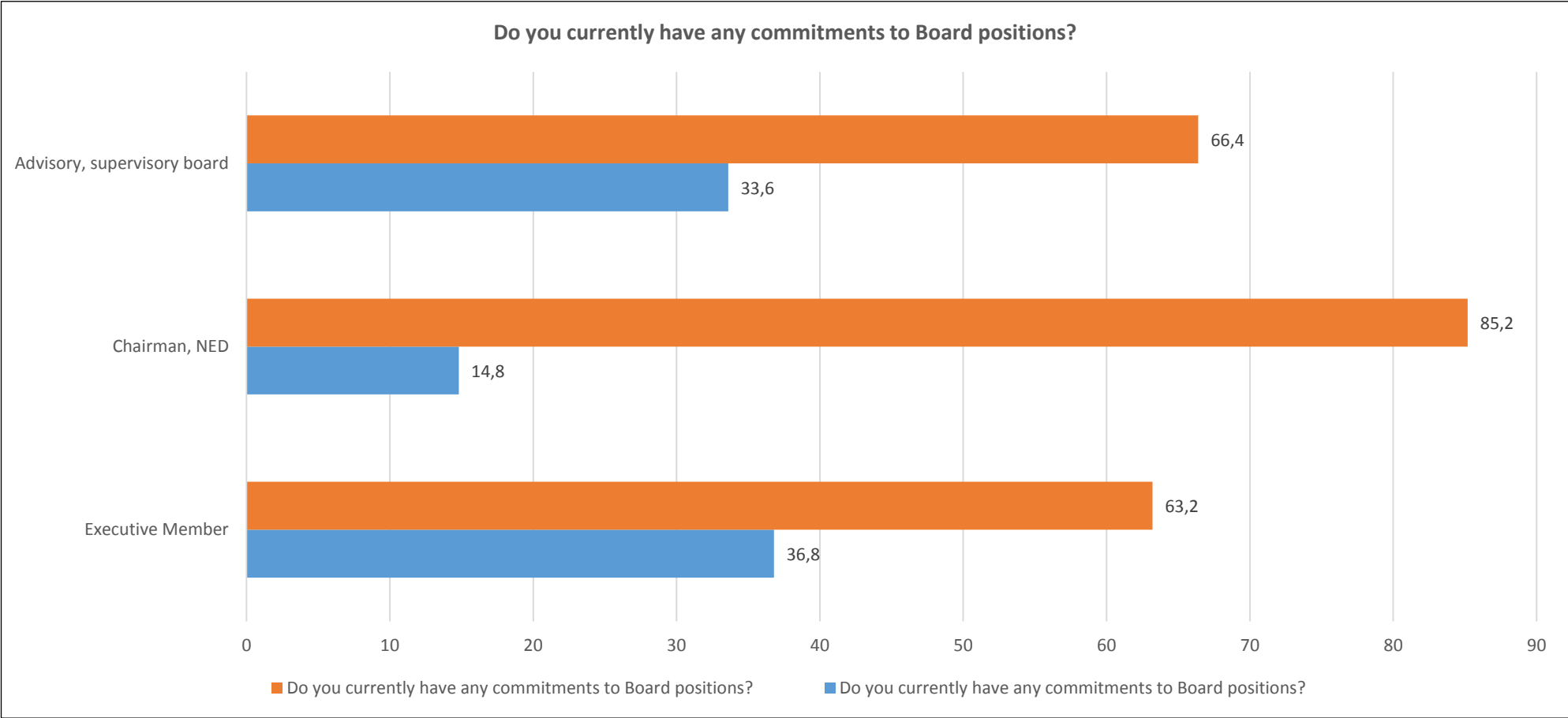
Level where you normally operate as IM

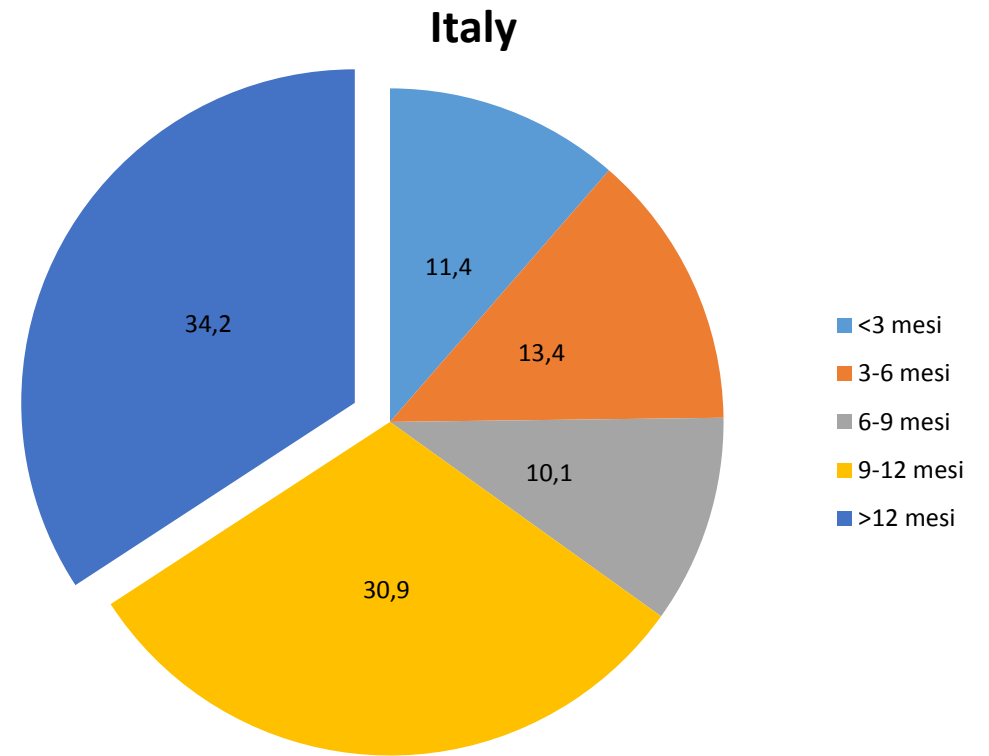
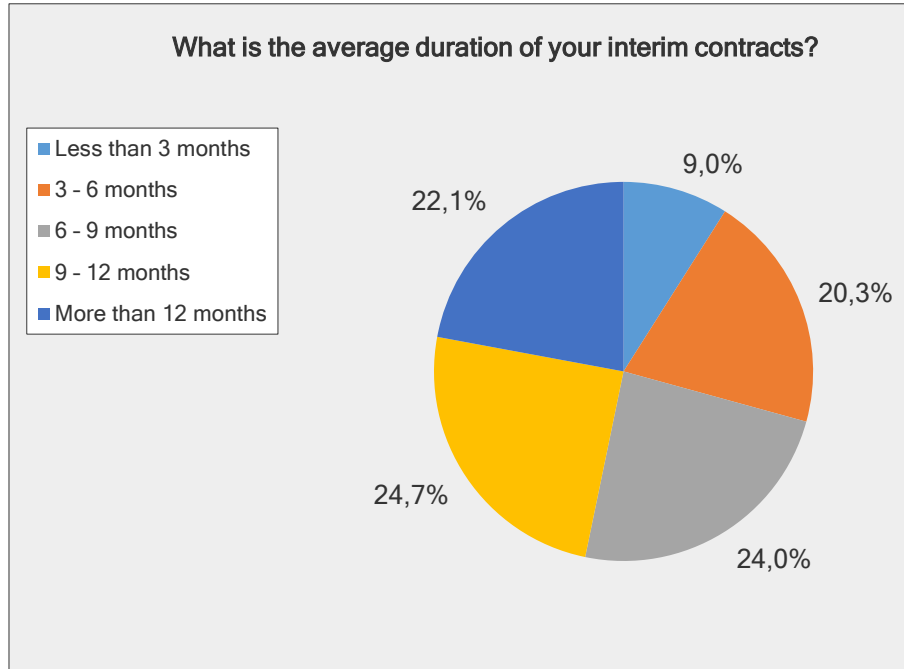
53 % Level 1 - Board Level Executive, CEO, President, MD, CFO, GM or VP roles

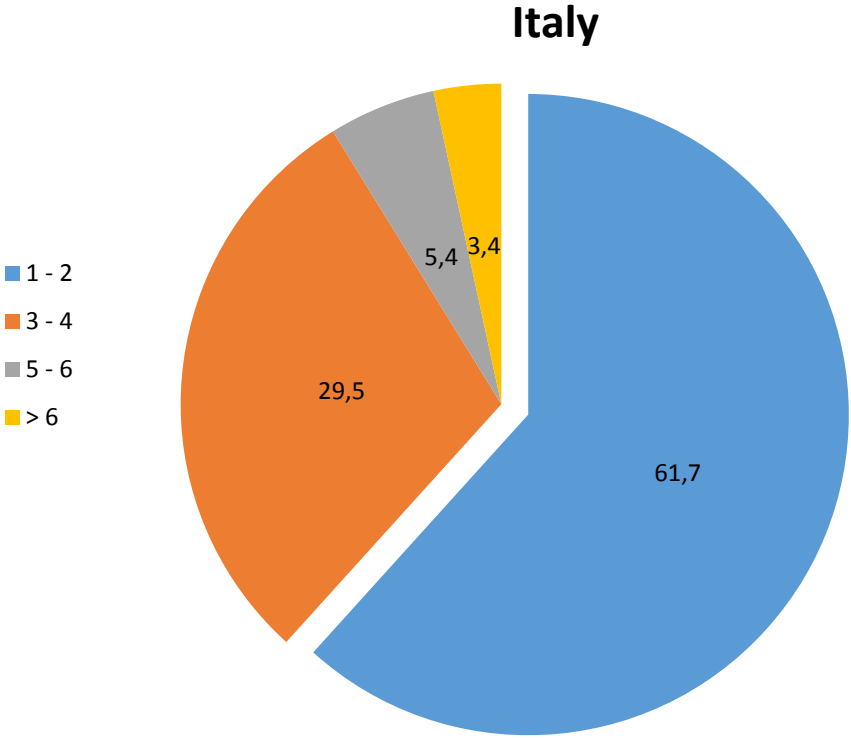
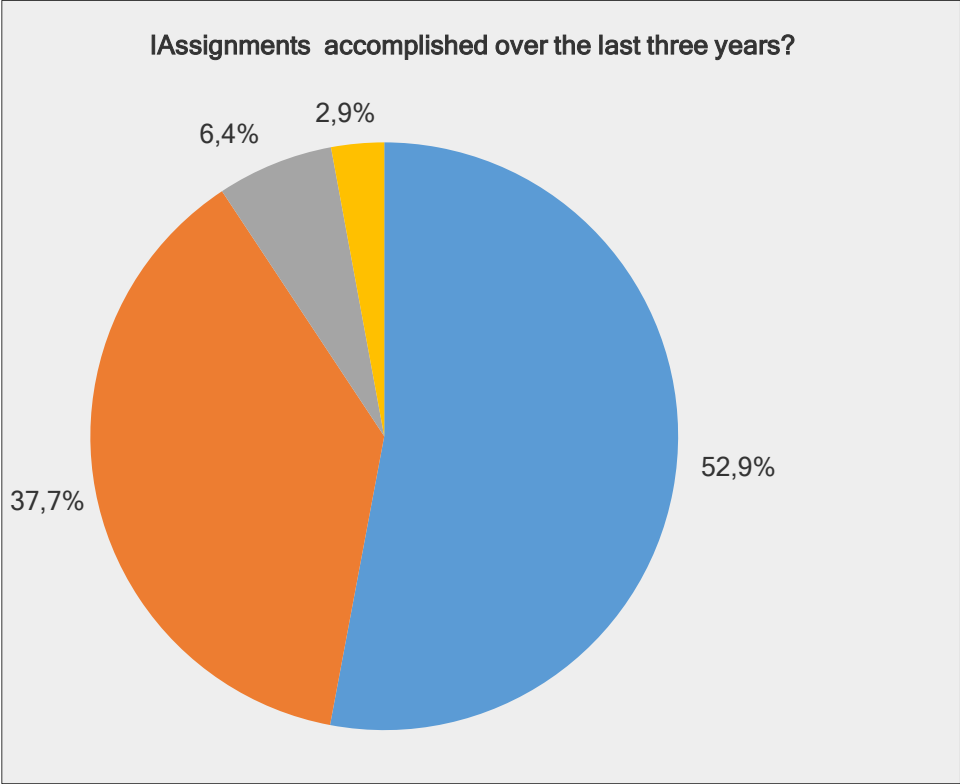
24 % Level 2 - Non executive Director (NED)

24 % Level 3 - Line manager

SMW survey IM 2016 – Board positions



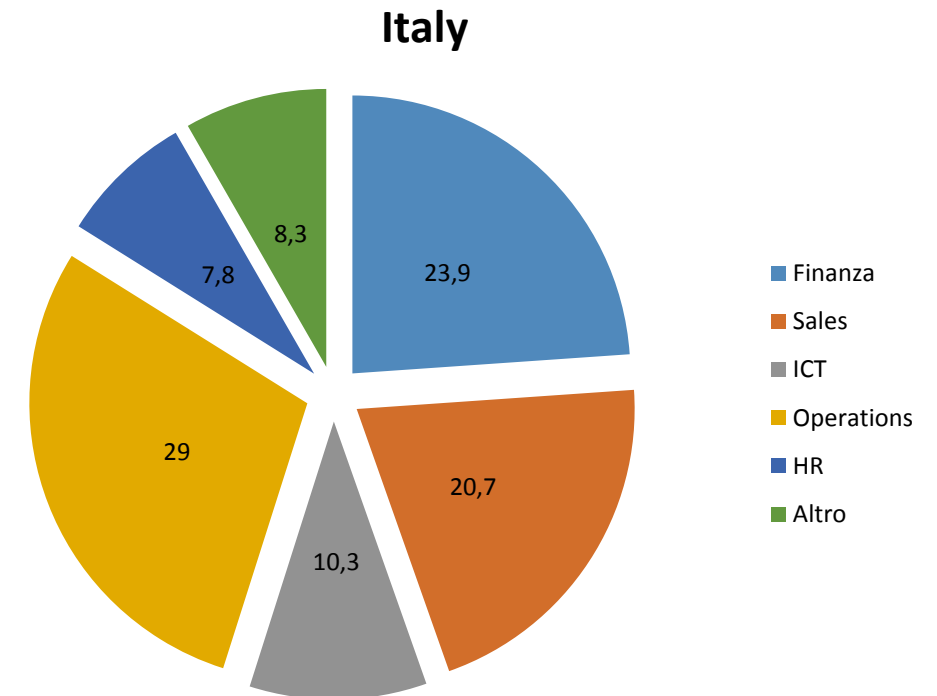
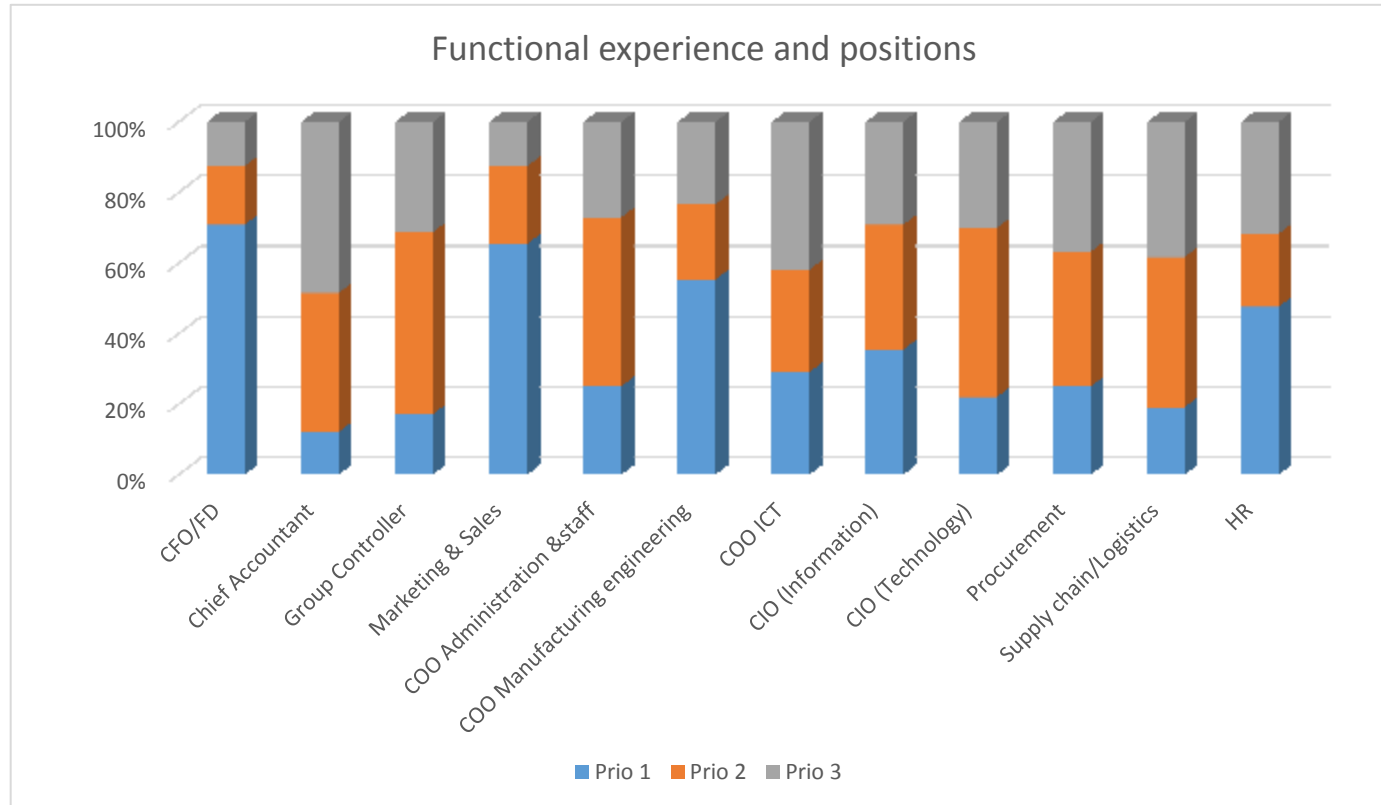




SMW survey IM 2016 - Function

Major functional experience or position

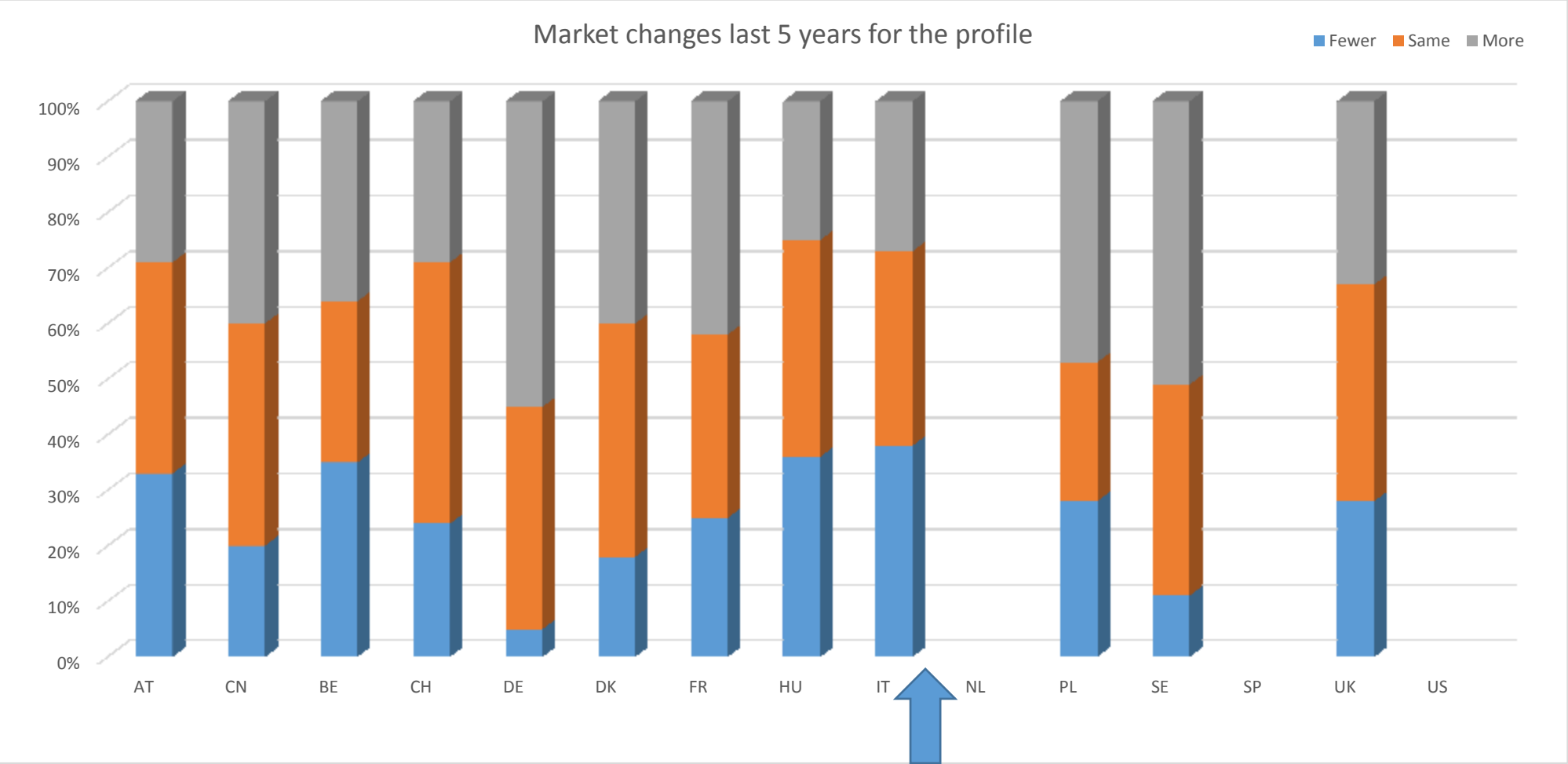
The largest areas of functional experience are Finance, Marketing and Sales, COO manufacturing and Human Resources.



We have asked the IMs for the priority – 1, 2 and 3. Top sectors in priority 1 are

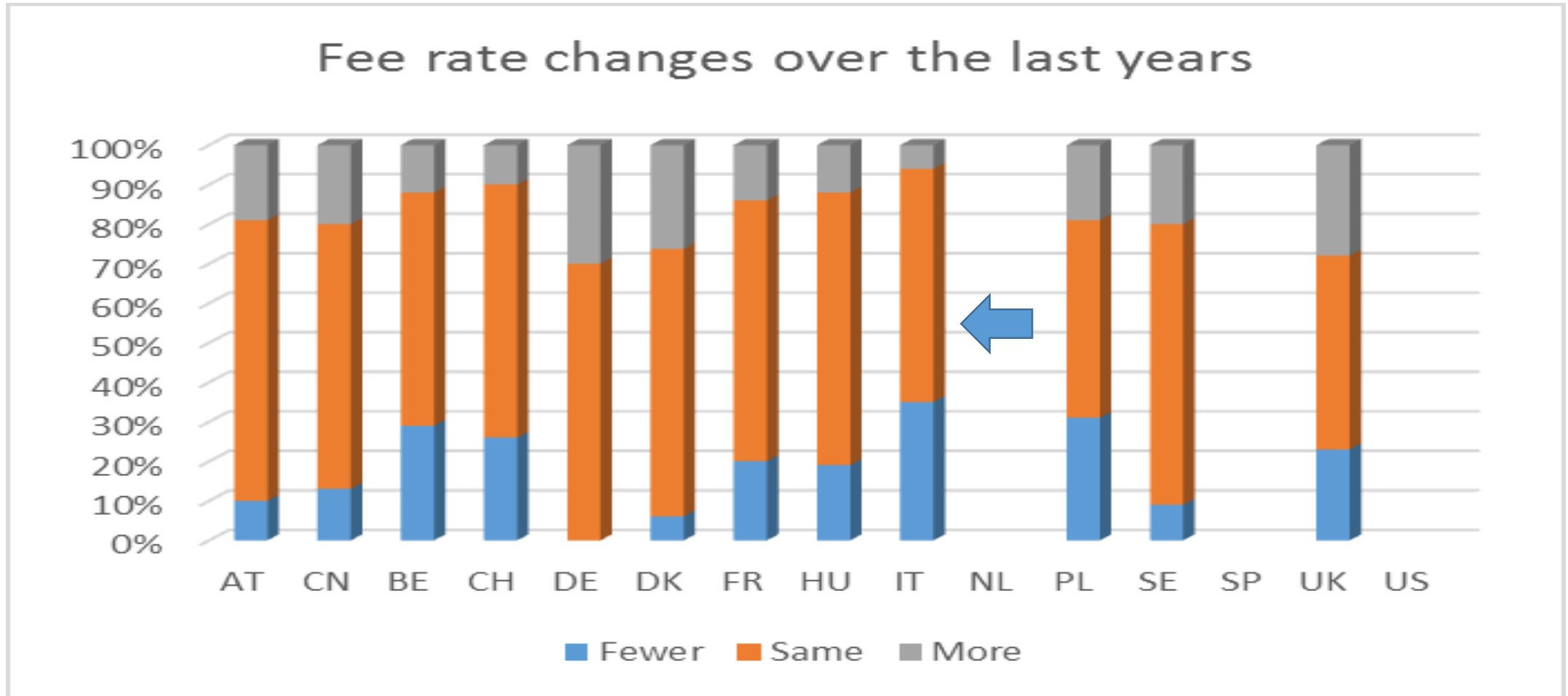
- 56 % Manufacturing/Engineering**
- 50 % Banking/Insurance/financial services**
- 47 % FMCG**
- 47 % Biotech/Pharmaceutical/Chemical**
- 45 % Automotive**
- 42 % Public sector**

SMW survey IM 2016 – Market changes



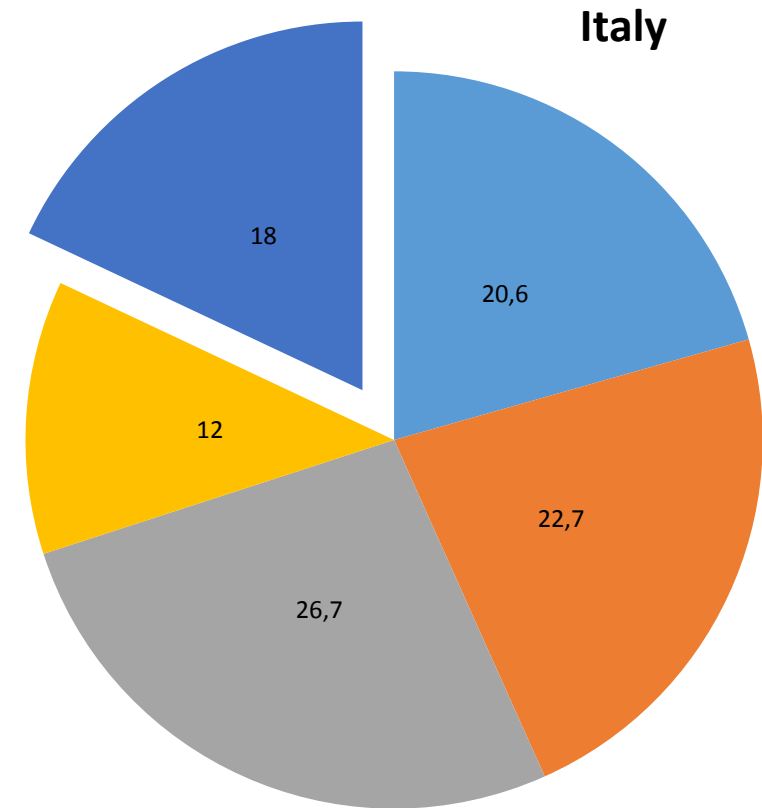
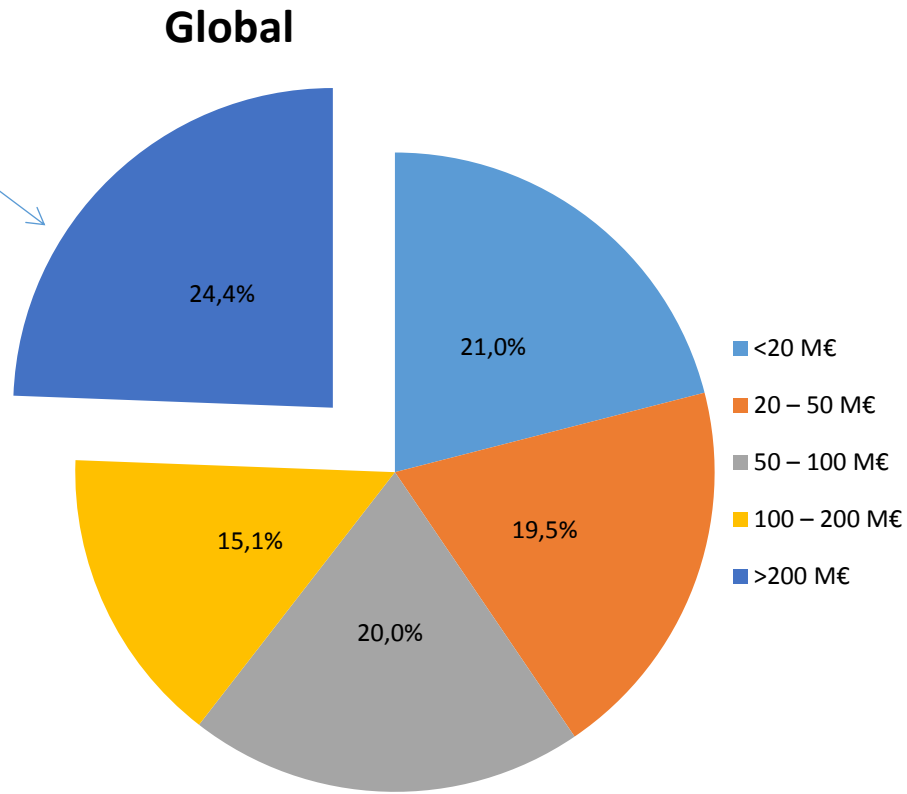
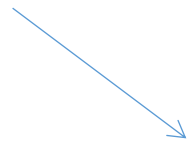
SMW survey IM 2016 – Fee changes

63 % of the Interim Managers found no change or charged the same fee rate and 18 % charged higher fee rates over the last year.



SMW survey IM 2016 – Company size

D, CH and B > 35%
F and UK > 27%



International experience

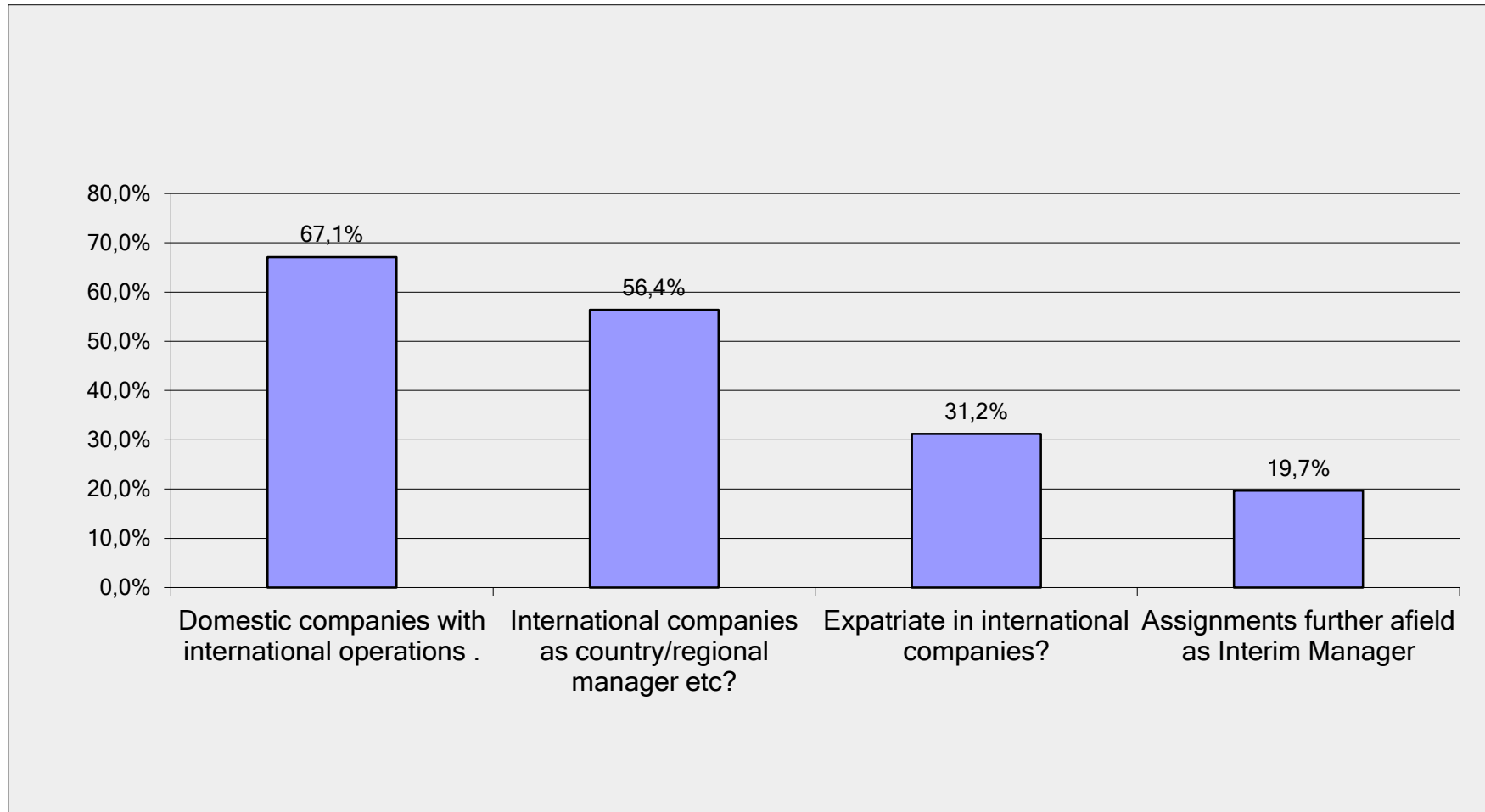
- 67 % Domestic companies with international operations
- 57 % International companies in a domestic market
- 32 % Expatriate experience
- 20 % Have been in assignments (away from home) further afield

Over the last couple of years, the offering of Interim Executives has turned to be an international service.

It is significant that Interim Executives bring strategic leadership and capacity to the clients. Focus is on driving change and result oriented managers.

*“Before you are a leader, success is all about growing yourself.
When you become a leader, success is all about growing others.” —Jack Welch*

SMW survey IM 2016 – International organisations



SMW survey IM 2016 – Experience and strengths

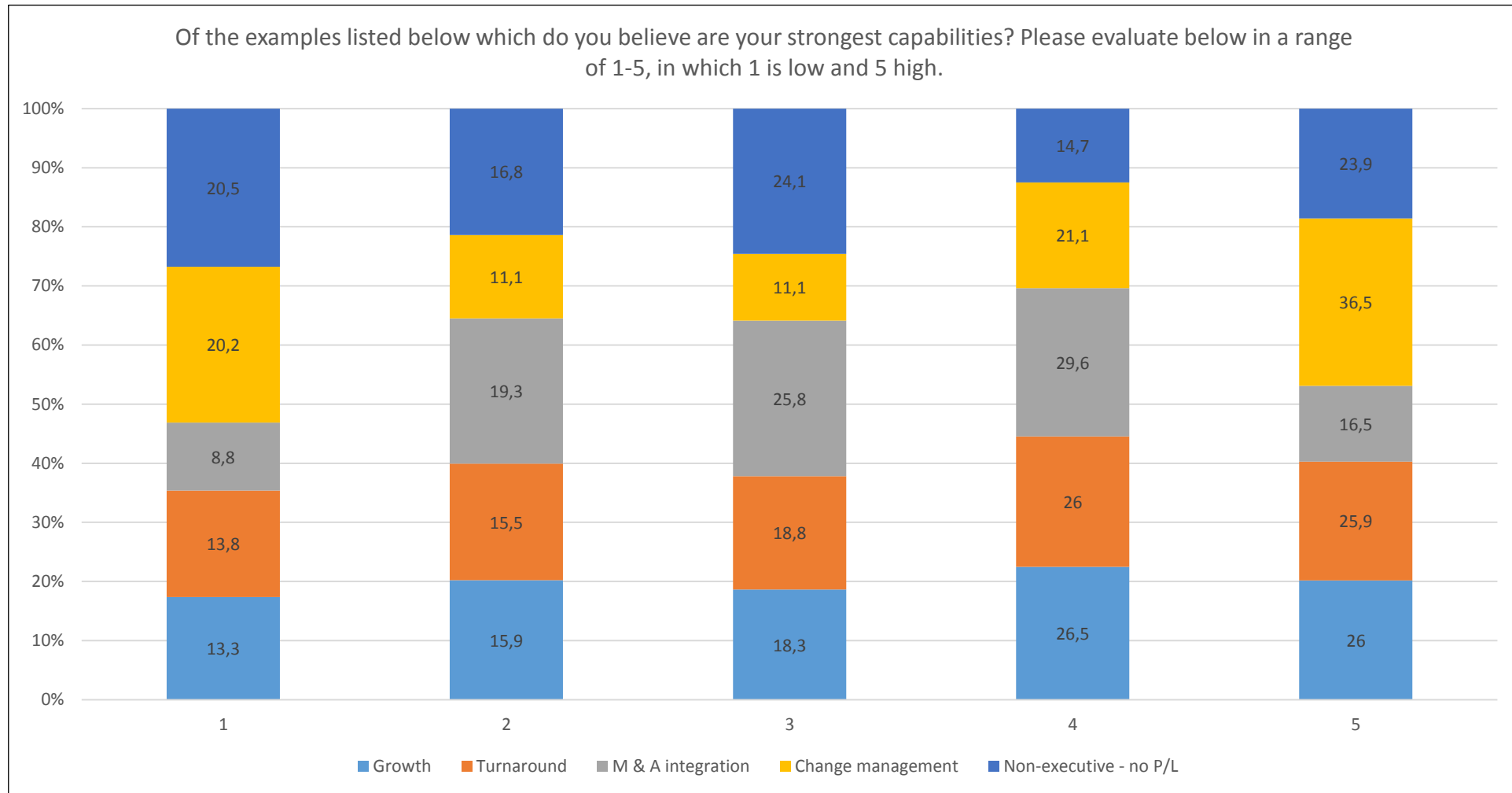
We have asked for the strongest capabilities in five leadership roles or strategic scopes.

Value in a range from 1-5. (5 is highest)

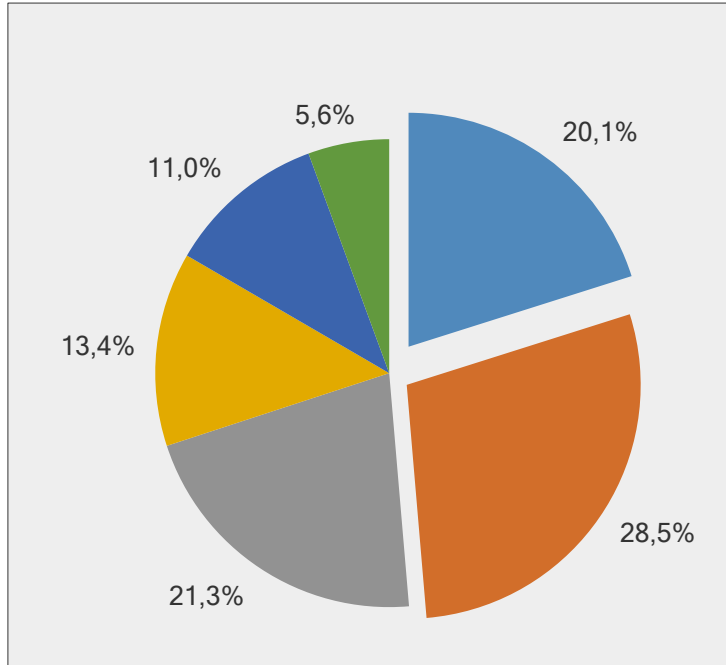
Growth	53 % in the range of 4-5
Turnaround	52 % in the range of 4-5
M&A integration	47 % in the range of 4-5
Change Management	58 % in the range of 4-5
Non-executive	39 % in the range of 4-5

International organizations have reduced costs down to the bone in management resources which means that lack of leadership in change is one of the most common areas of high risk.

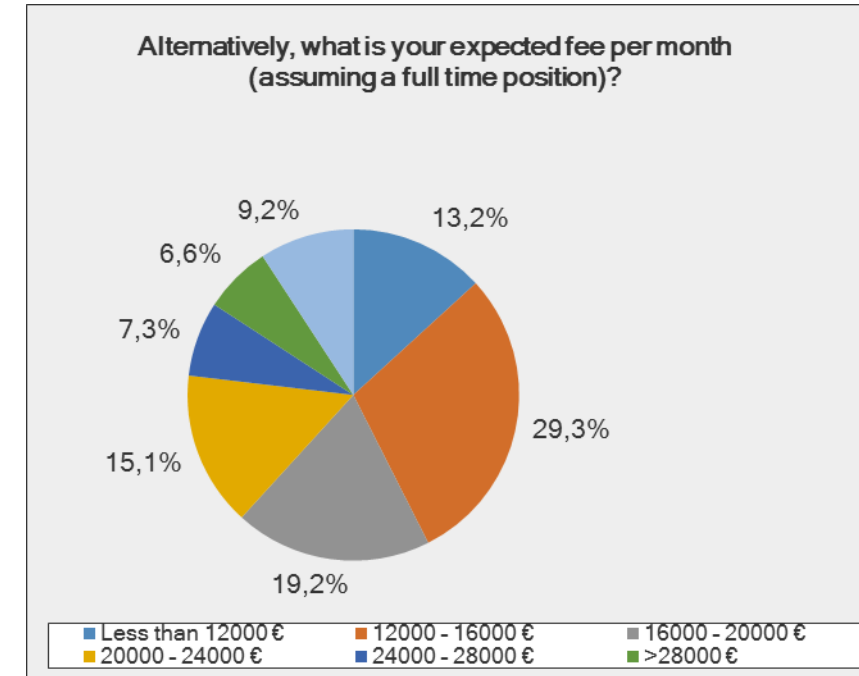
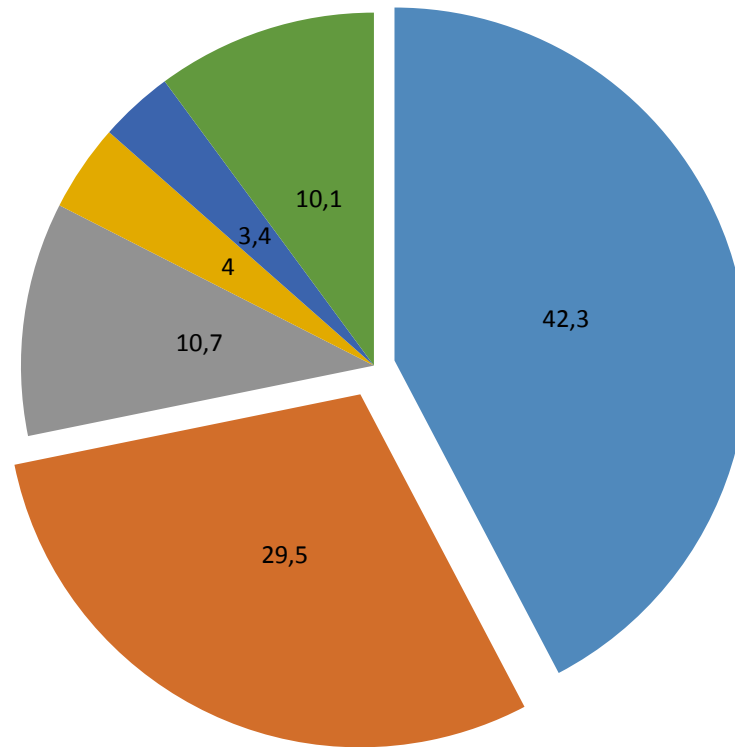
SMW survey IM 2016 Experience and strengths



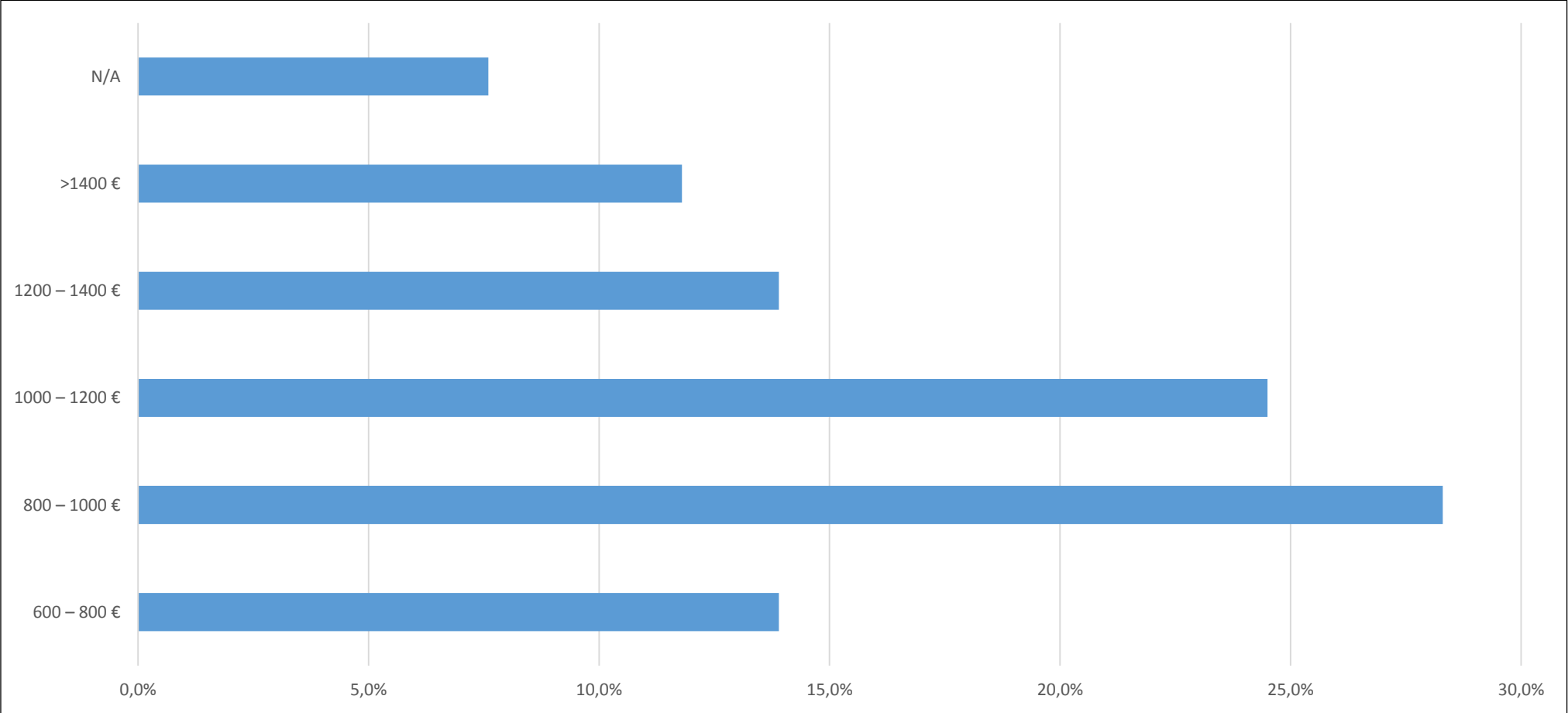
SMW survey IM 2016 – Expected fees

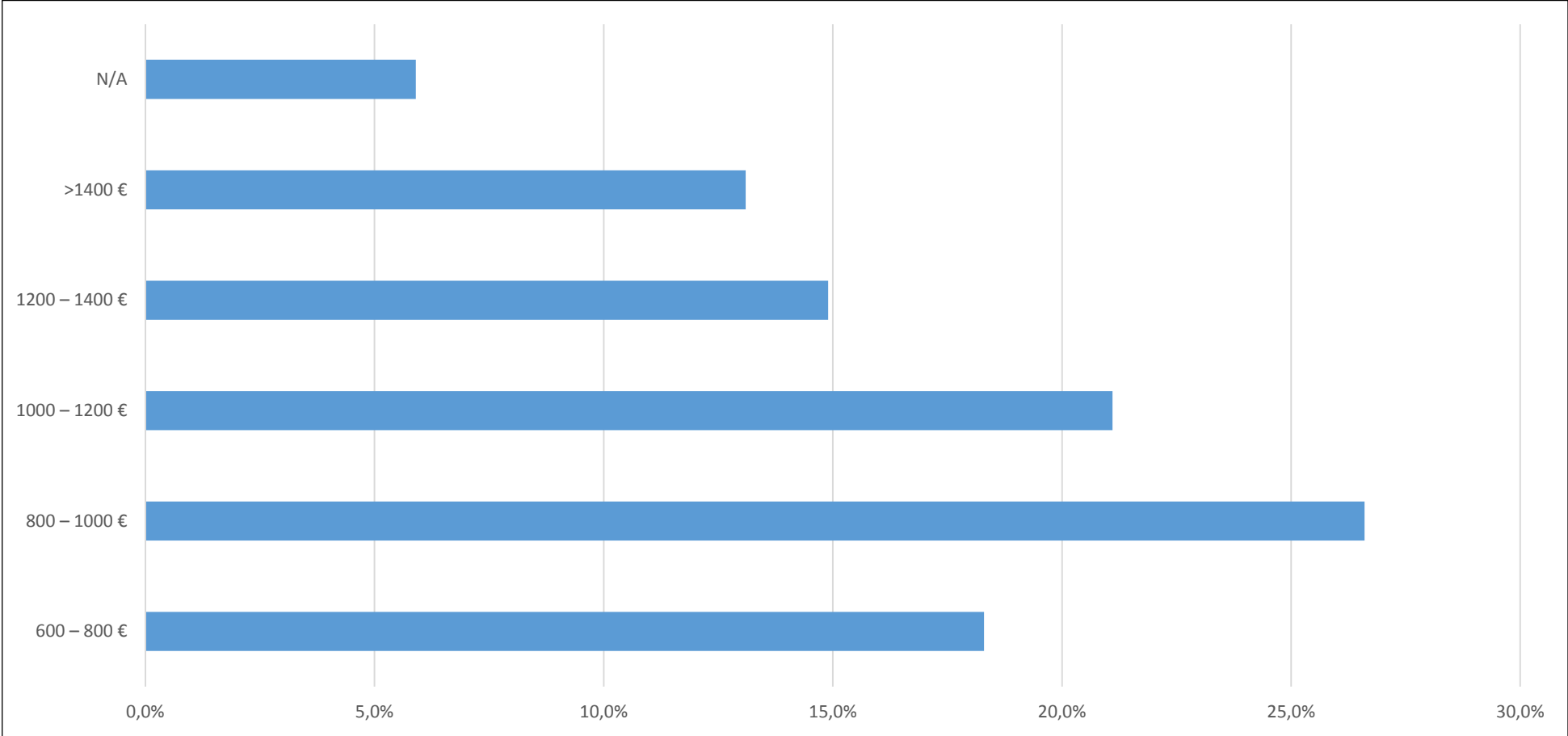


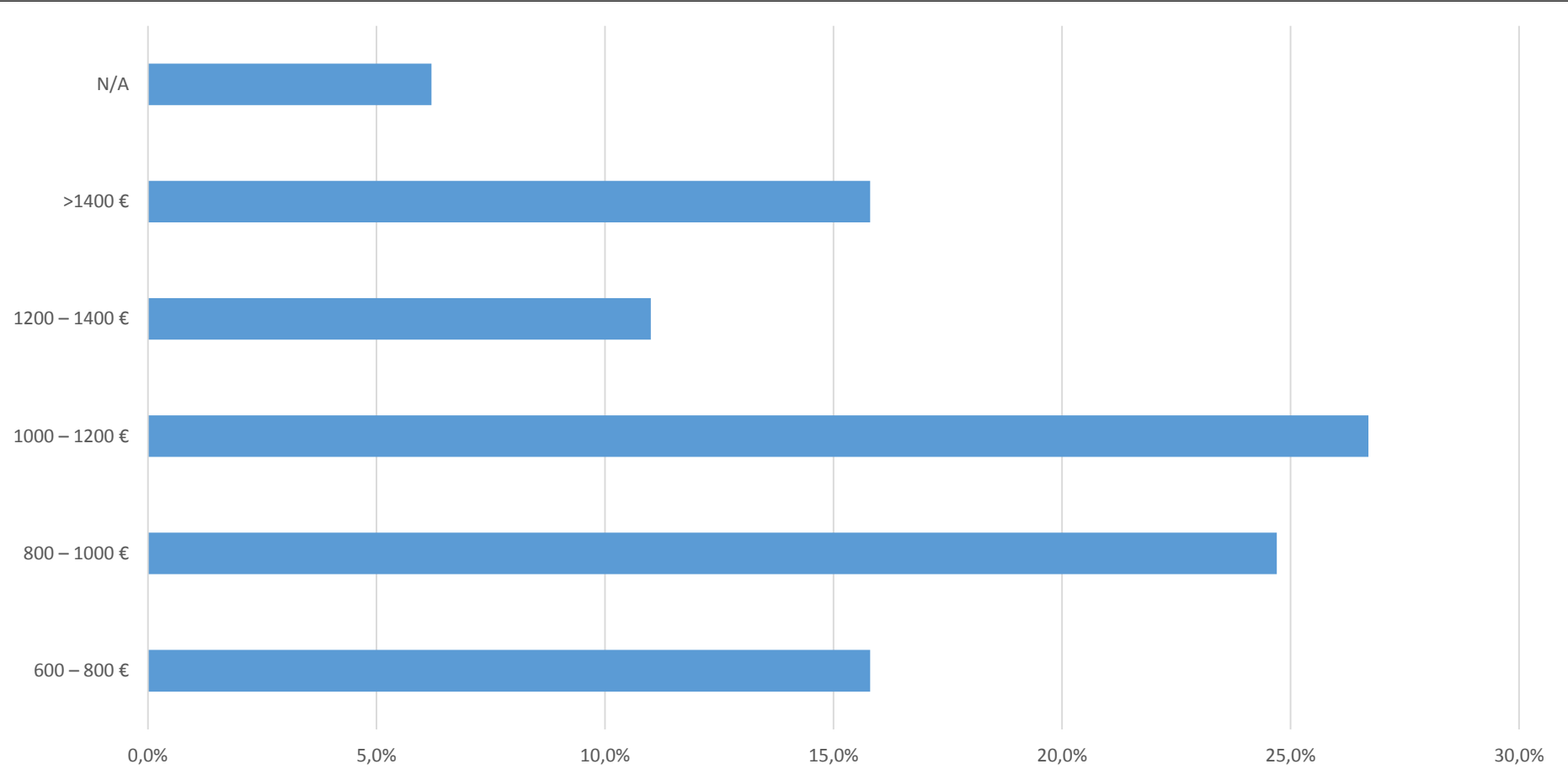
Italy expected daily fees

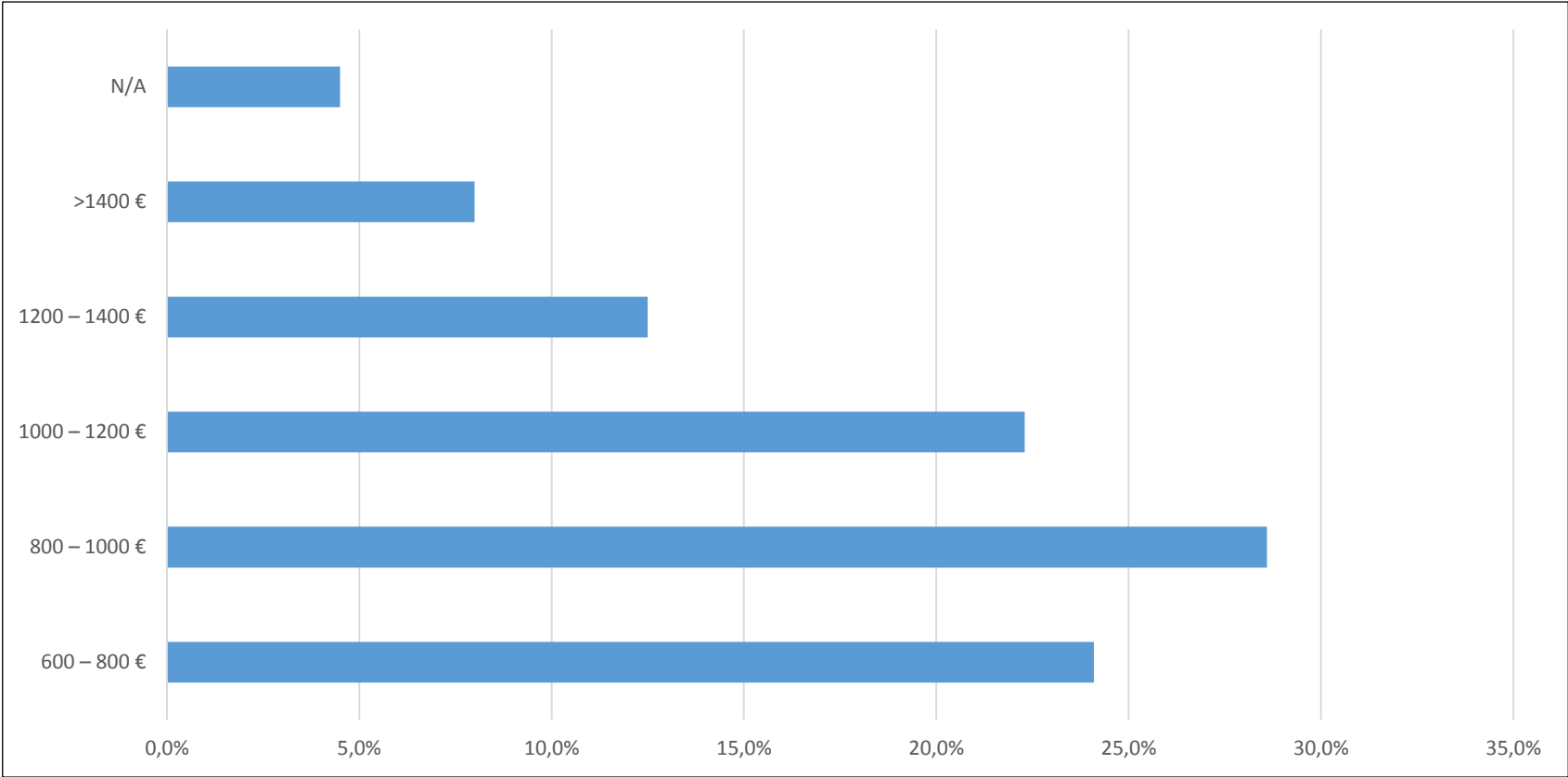


- 600-800
- 800-1000
- 1000-1200
- 1200-1400
- > 1400
- N/A









CHANNELS TO MARKET

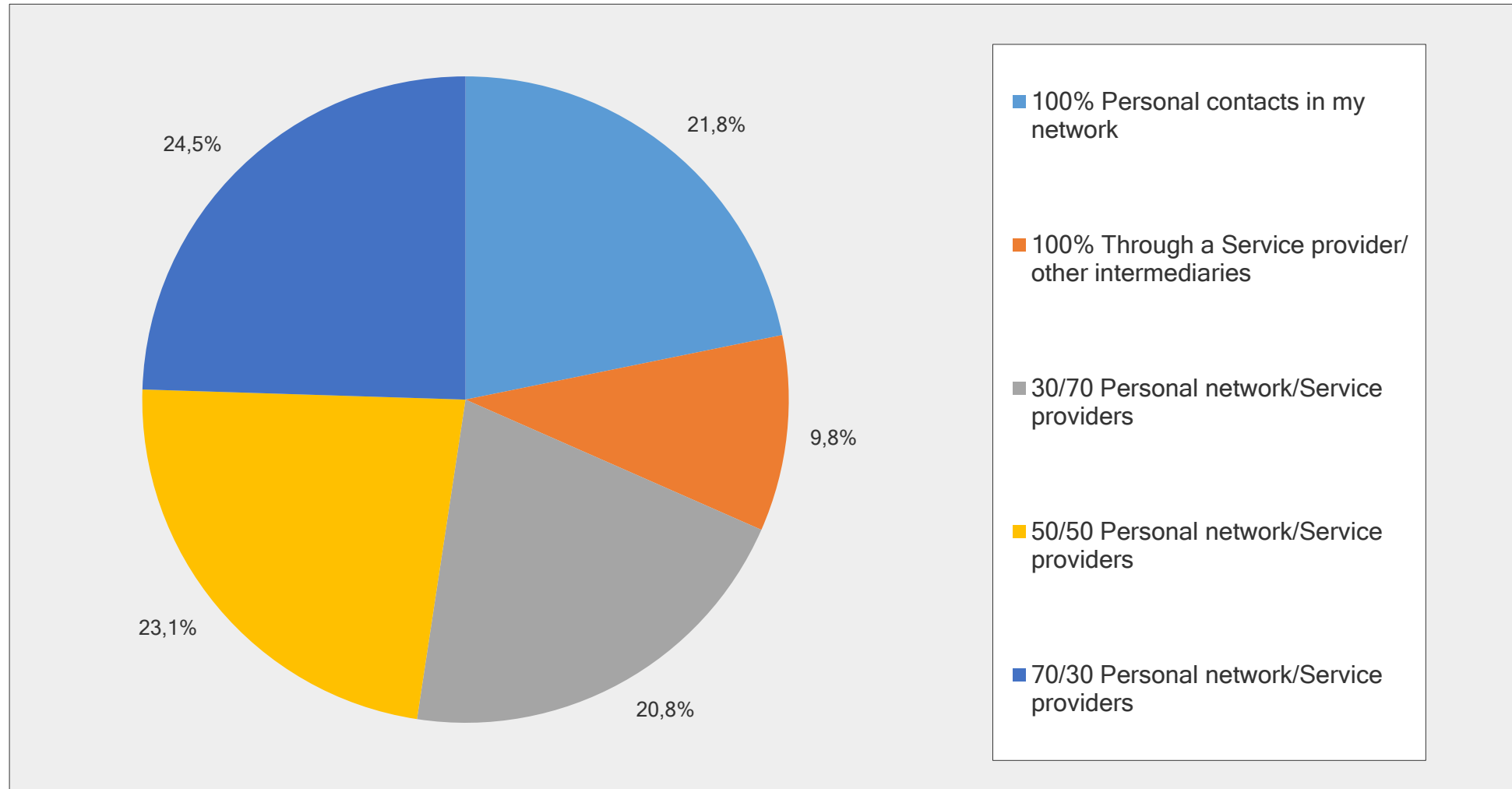
Which are your channels to approach client opportunities

The route to market for an interim manager is their personal network or service providers. There is a mix of contacts with service providers and personal network. But, 22 % is dedicated only to the personal network and 10 % is dedicated only to service providers

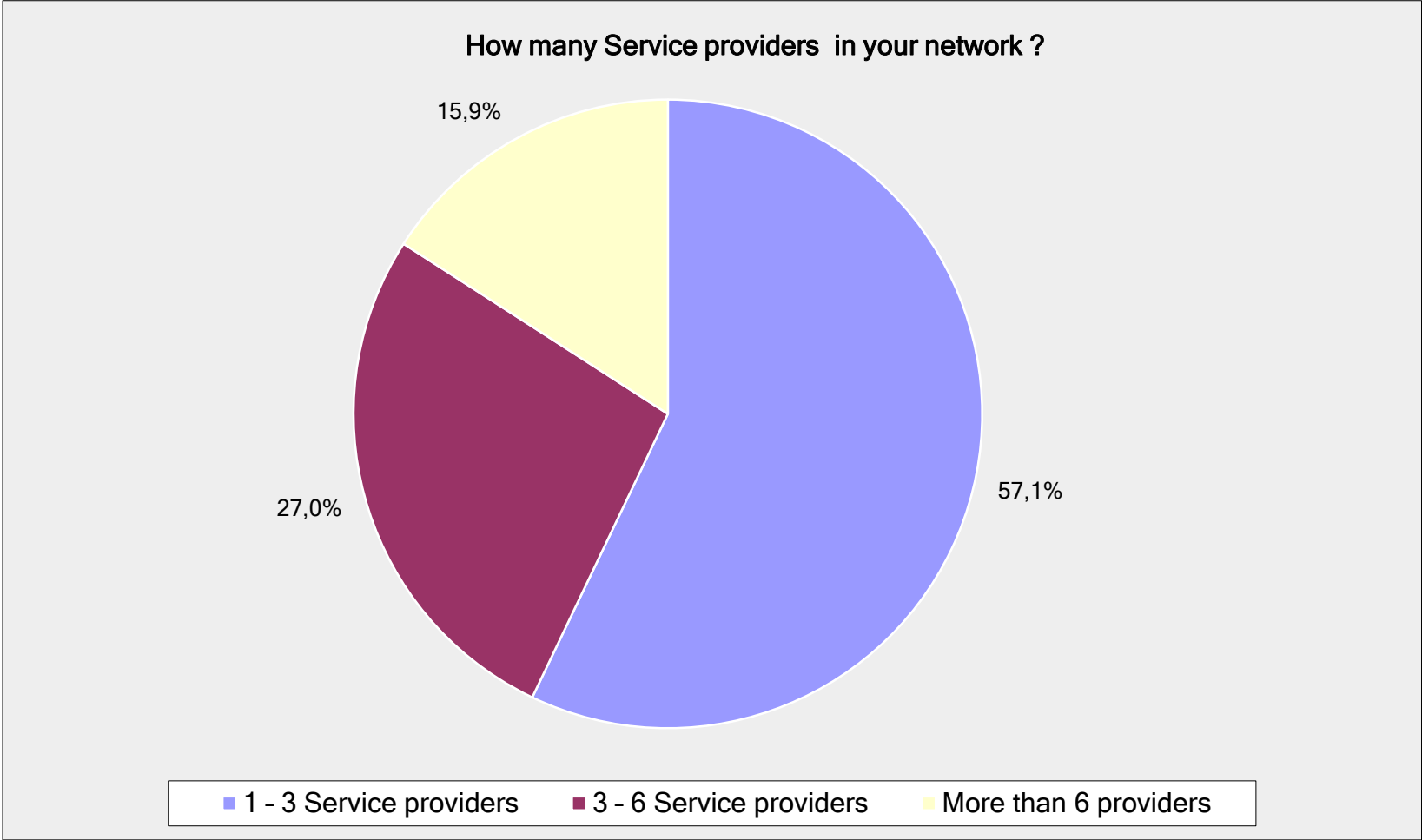
How many service providers in your network

58 % are approaching 1-3 service providers for enquires. In Germany and UK 35 % of the Interim Managers are approaching more than 6 service providers for enquires.

SMW survey IM 2016 – Channels to market



SMW survey IM 2016 – Service providers



Evaluation of channels to market

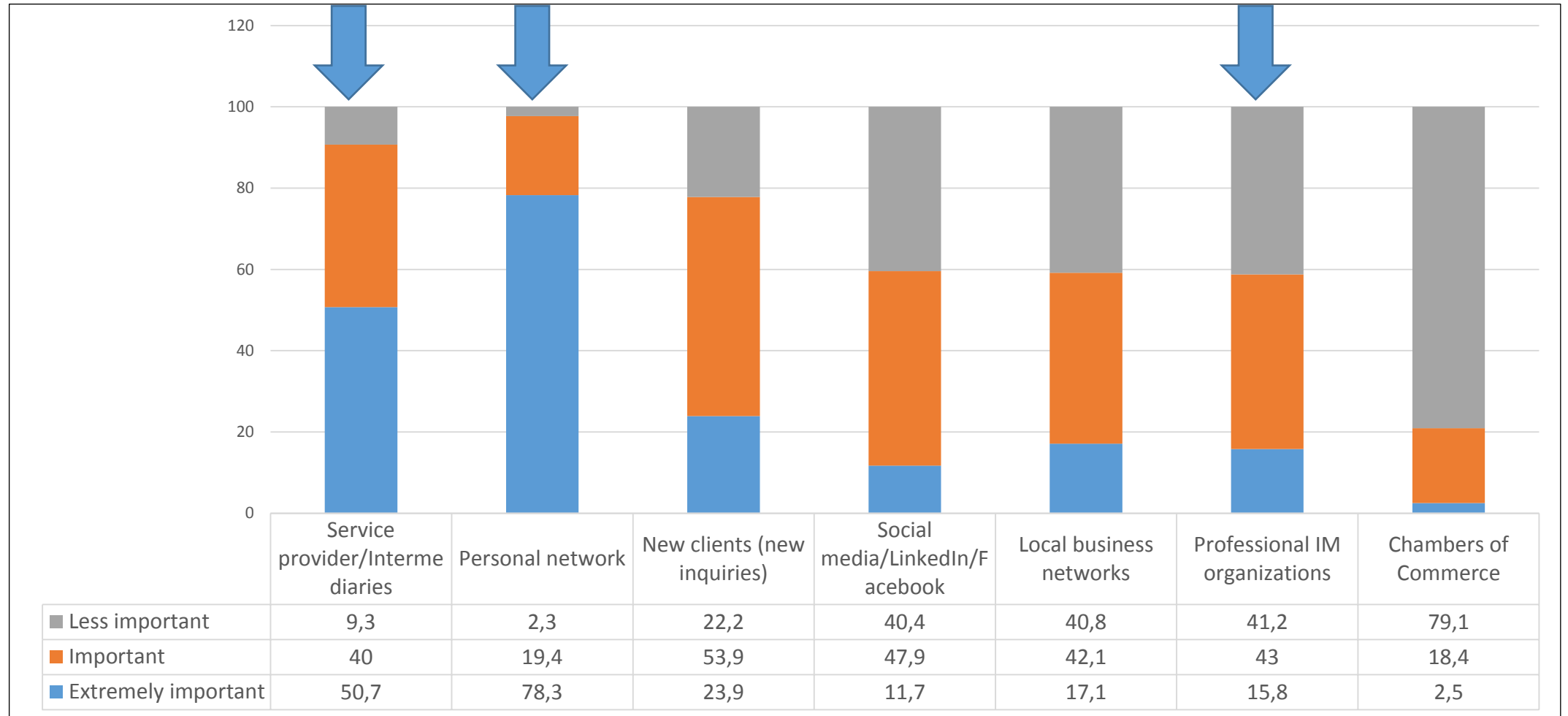
Service providers and personal network are extremely important for getting new enquires.

Service providers	51 % extremely important	40 % most important
Personal network	78 % extremely important	19 % most important
New client leads	24 % extremely important	54 % most important
LinkedIn/Facebook	12 % extremely important	48 % most important

SMW survey IM 2016 – Providers selection criteria

	TOP	Nr 2
High standards in search	46,33%	22,75%
Proven track record	36,83%	29,42%
Quality and Indemnity assurance	10,25%	25,17%
Social activities for IMs and clients	7,50%	20,50%
E-mail and internet marketing	9,83%	19,83%
Ads and articles in the press	6,25%	21,83%
Offering case studies	6,42%	25,00%
Personal/clients references	30,75%	34,25%
International capability and networks	28,42%	28,92%

SMW survey IM 2016 – Channel evaluation



SMW survey IM 2016 – IM associations

Country	Nr. Providers	Nr. Interims	Providers association	IMs association
Germany	40	15000	y	y
Hungary	4	320	n	n
India	20	na	y	n
Poland	4	400	n	y
Italy	5	1200	n	y
Belgium	40 active 15	about 3000	y, HR	no
Switzerland	7	2800	y, joint D, A	y
USA	12	18000-20000	Y	Y
Austria	5	1100	n	y
Spain	11	325	y	y
UK	400	100000	y	y
Holland	25-30	5000-10000	y	y
Australia	4	1000	n	n
Sweden	5	na	n	n
Denmark	3	2500	n	n
France	50	8000	y	y, two
China	8	about 500	n	n



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