



Interim Management Survey 2019

July 2019 (10th edition)



Introduction

Here we are again for the 10th iteration of the IIM Interim Management survey, it's hard to believe that these things have been cranking out for a decade now.

2,256 interim managers provided updated metrics on the interim market and the leading interim service providers. It has been a time of change, particularly for the public sector interim market and the future is hardly easy to predict for any of us.

At least we can control the questions we have asked over the years, with a methodology that has been finessed over the decade to ensure an independent, consistent and fair appraisal of the market. Interim service provider firms are assessed and ranked without influence, fear or favour. The interim data points shared, and provider firms ranked, as they do, because that is how interim managers have ranked them, no more, no less.

On a personal note, I'm delighted that Simon Jones has joined the survey building endeavour. I'd also like to thank every interim manager who has contributed to the hundreds of thousands of pieces of data that have been accumulated over the years.

Ad van der Rest



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Survey co-author



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“It’s only after you’ve stepped outside your comfort zone that you begin to change, grow, and transform.”

Roy T. Bennett

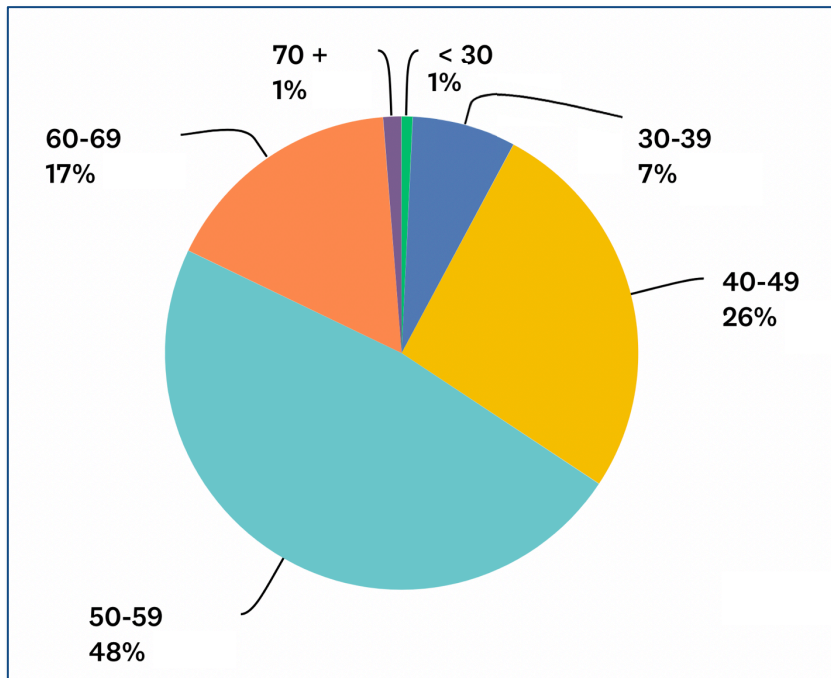
Table of Contents

INTRODUCTION.....	2
INTERIM MANAGEMENT METRICS	4
<i>Age Profile</i>	4
<i>Gender profile</i>	4
<i>Home and work locations</i>	5
<i>Sector preferences</i>	6
<i>Generic role profiles</i>	7
<i>Functional and sector profiles</i>	8
<i>Rates ranges</i>	9
<i>Assignment numbers</i>	9
<i>Day rates</i>	10
<i>Billed days</i>	11
<i>Assignment status</i>	12
<i>Future interim market predictions</i>	13
IR35 AND THE INTERIM MARKET.....	14
<i>Public to private sector IR35 adoption in 2020</i>	14
<i>IR35 impact expectations for the private and charity sectors</i>	15
<i>The key contract elements to remain outside IR35</i>	15
<i>Public sector IR35 impact</i>	17
<i>Public sectors role descriptions ‘inside IR35’</i>	17
<i>Public sector rates impact for previous similar roles</i>	18
<i>Uptake of inside IR35 role, and rate mitigation</i>	18
<i>Public sector outside IR35 impact reasons</i>	19
<i>If IR35 is to impact the private sector, what does HMRC need to do to recognise senior professional interims?</i>	20
<i>What is the difference between senior professional Interims and other freelancers/contractors?</i>	22
UNDERSTANDING INTERIM SERVICE PROVIDERS (ISPs).....	24
<i>Fees and day rates via providers</i>	25
<i>Direct and ISP Routes to Market</i>	25
FINDING WORK (OR BEING FOUND)	26
BEING FOUND ON LINKEDIN	27
THE NUMBER OF INTERIM SERVICE PROVIDERS TO CONTACT.....	27
PROVIDER CONTACT	28
CVS AND CUSTOMISATION	29
<i>Pii and Payment Terms</i>	31
<i>How quickly do ISPs pay</i>	31
<i>Last assignment length</i>	32
<i>Last gap length</i>	32
THE IIM INTERIM SERVICE PROVIDER SURVEY RESULTS 2019	33
1-8 INTERIM SERVICE PROVIDERS	34
9-16 INTERIM SERVICE PROVIDERS	35
17-24 INTERIM SERVICE PROVIDERS	36
25-32 INTERIM SERVICE PROVIDERS	37
33-40 INTERIM SERVICE PROVIDERS	38
41-48 INTERIM SERVICE PROVIDERS	39
49-56 INTERIM SERVICE PROVIDERS	40
57-64 INTERIM SERVICE PROVIDERS	41
THE INTERIM PROVIDER CONSULTANT SURVEY RESULTS 2019.....	42
FURTHER LEADING INTERIM PROVIDER CONSULTANTS 2018.....	43
CONCLUSIONS 2019.....	44
ONLINE RANKINGS	45
USE OF IIM SURVEY LOGOS FOR PROVIDERS.....	45
ACKNOWLEDGEMENTS.....	45
ABOUT THE INSTITUTE OF INTERIM MANAGEMENT.....	45

Interim Management metrics

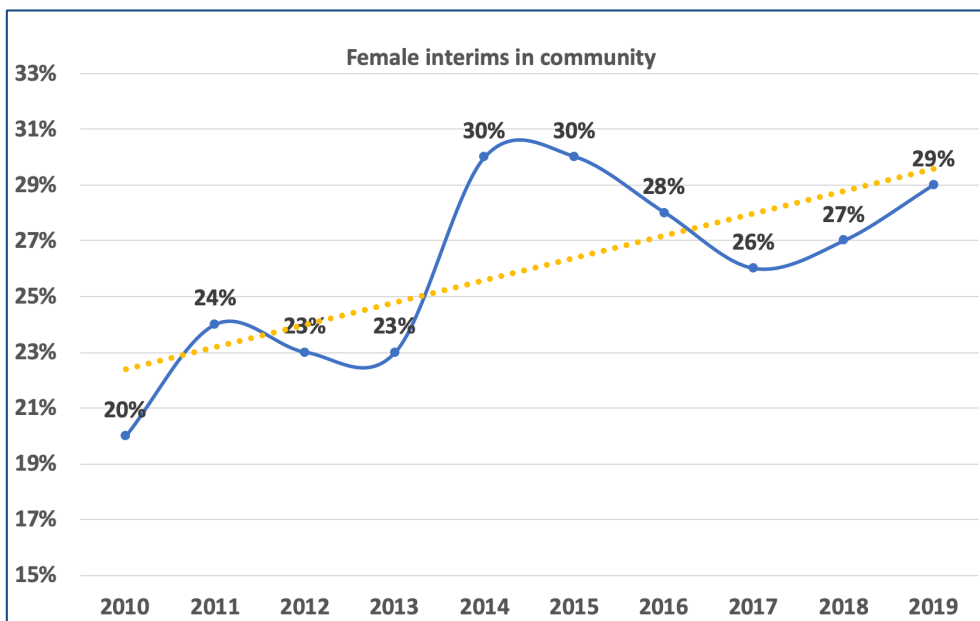
Age Profile

Straight in with some metrics. Interim managers are mostly in their 40's, 50's and 60's, it's a line of work for business experts. With a 52.1 age average, little has changed over the decade except that a few more start earlier (this year 17 respondents less than 30), and more go on into their 70's (28 respondents).



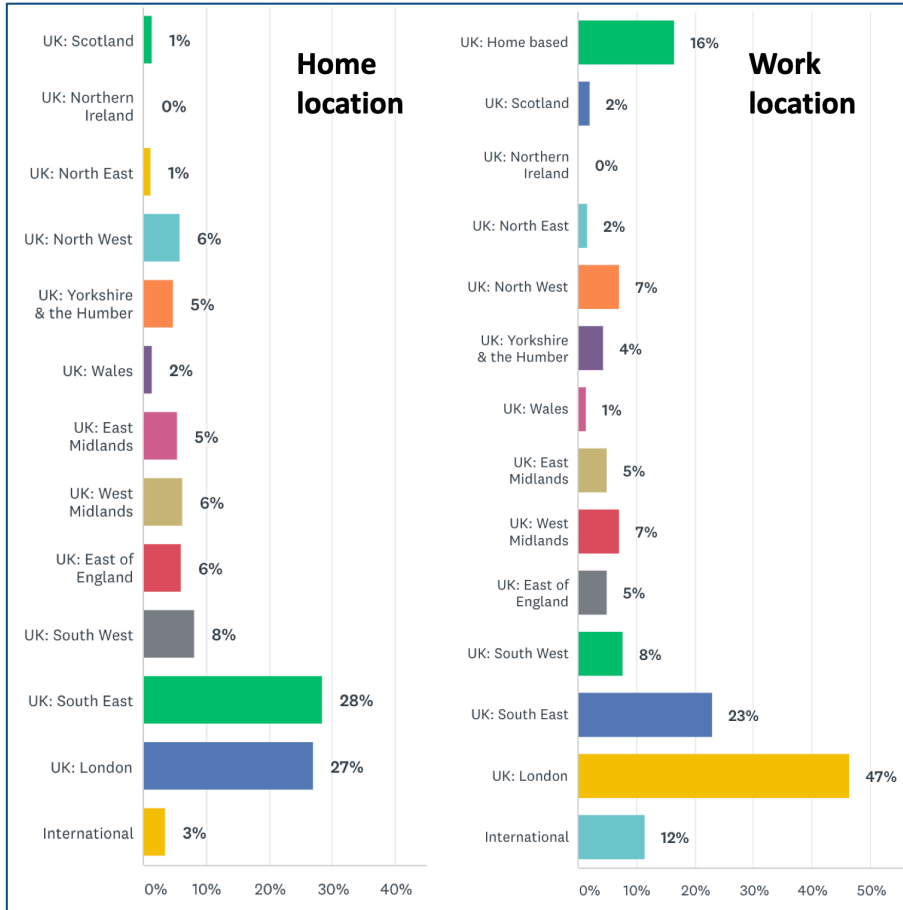
Gender profile

Female interims have become more common over the decade, with 15% of interim managers reported as female in 2004. This year's proportion was 29%.



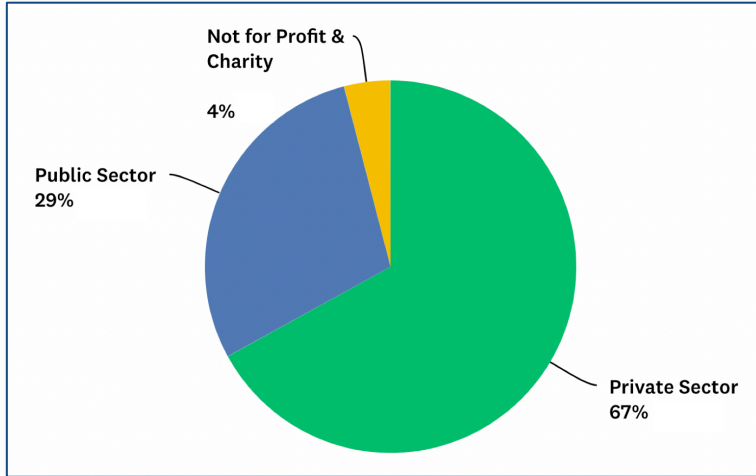
Home and work locations

The South-East bias to where interim managers live, remains, with very little change. London and the South East is also the dominant interim manager commuting base.



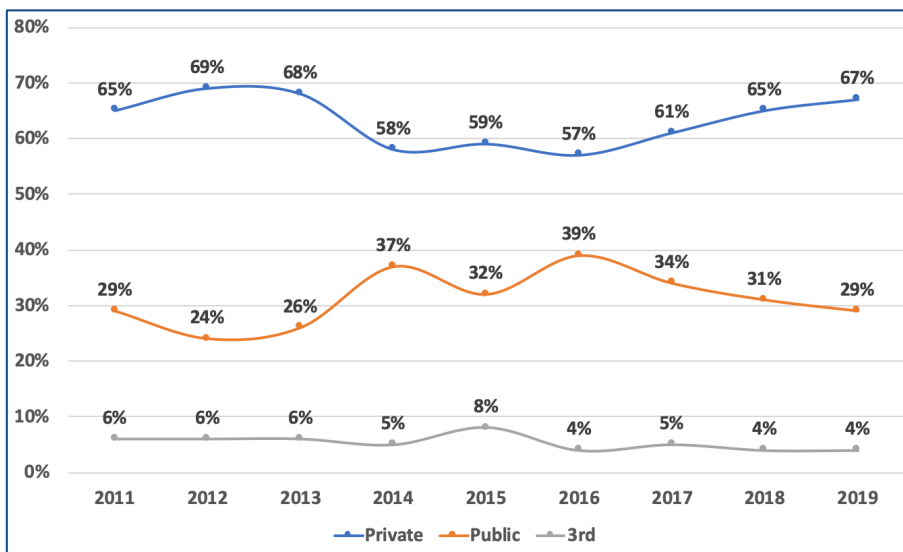
Sector preferences

In terms of sector, more interim managers work in the private sector, but there is a significant tranche in the Public and Third sectors.



Given the recent IR35 controversy about interim managers (and all freelancers) engaged in the public sector, interim use within the Public Sector is falling, down to 29%, which we haven't seen since 2013.

Public sector clients are being encouraged by HMRC to classify work as within IR35.

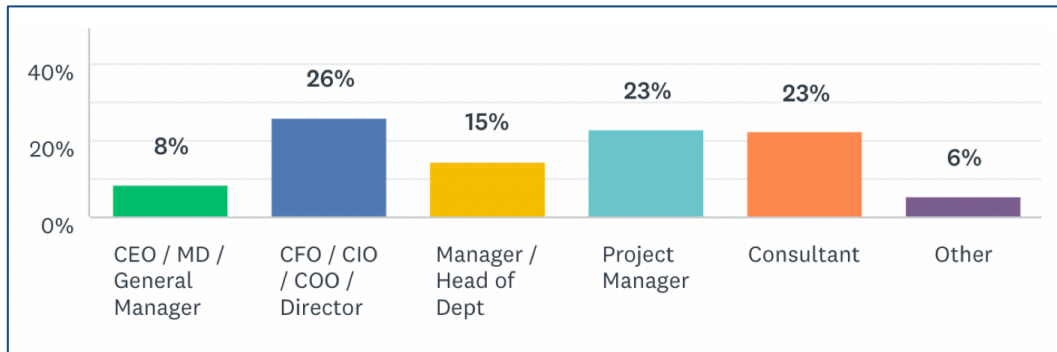


Generic role profiles

Interestingly, the most common purpose (at 26%) is in CxO or Director roles.

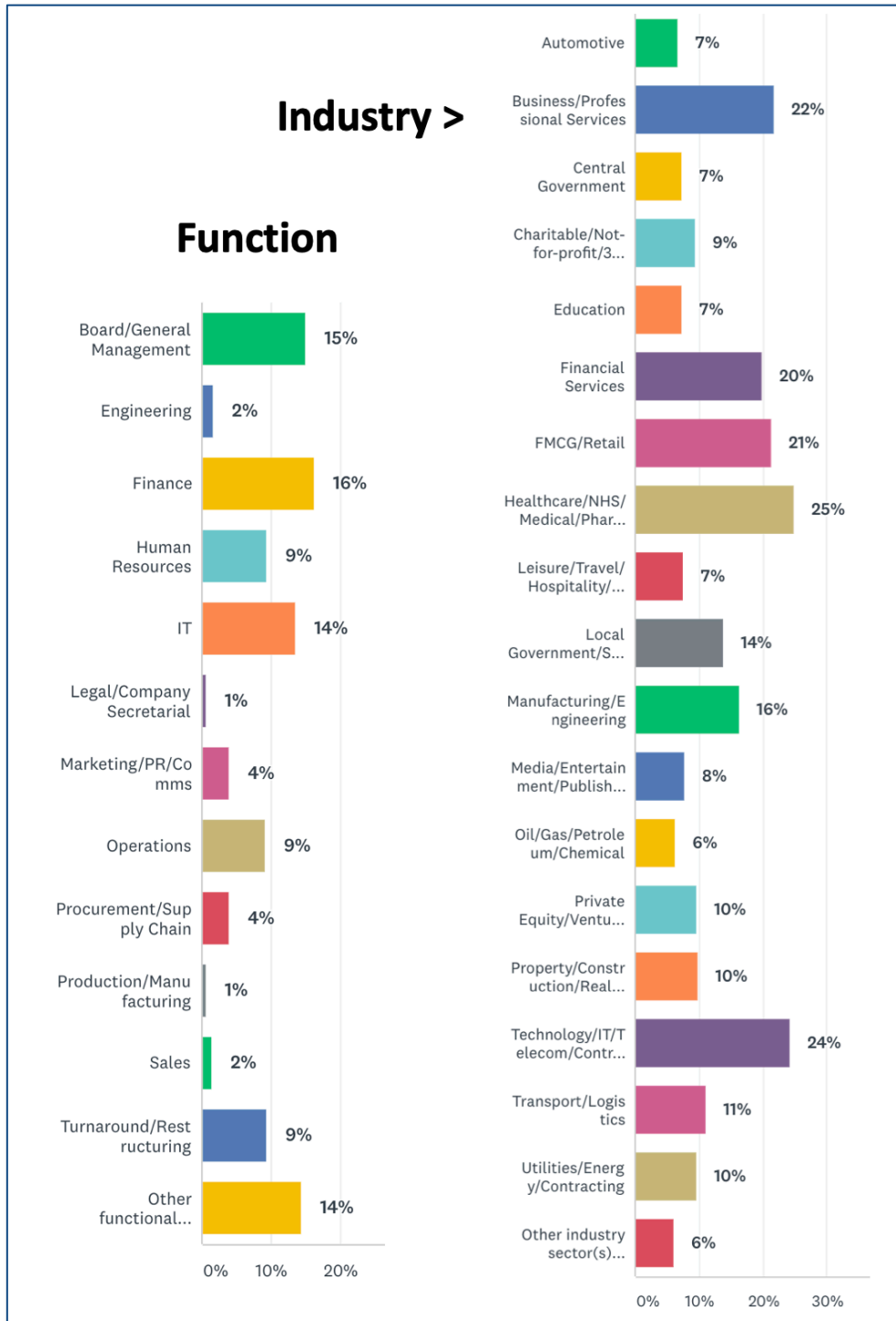
Next are Project Manager and Consultant roles. Interim managers are often more than capable of advising in addition to implementing.

Another reading is that some may feel it is safer to be classified as a 'consultant' in the current regulatory climate.



Functional and sector profiles

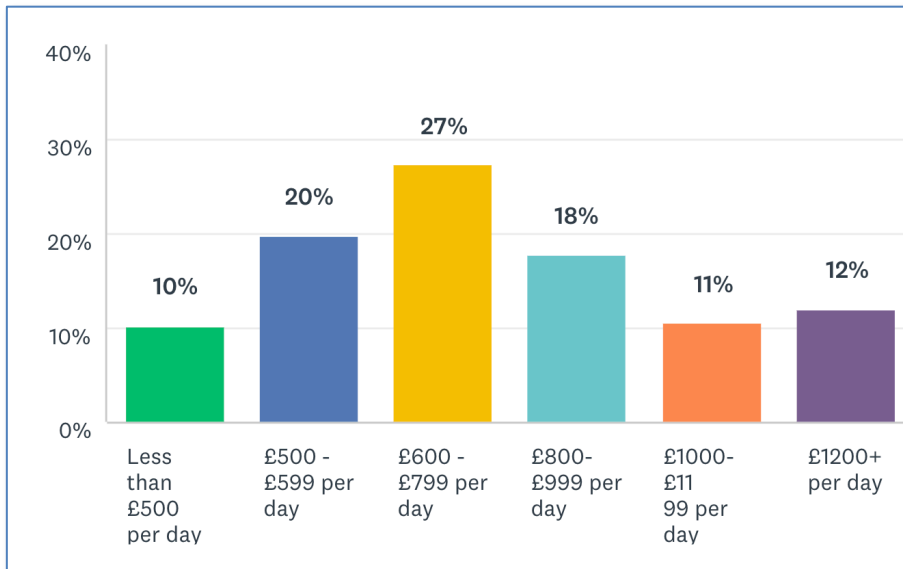
Here are the breakdowns on interim management interests by job function and by industry sector:



Rates ranges

Interim managers are typically paid on a day-rate basis through their Limited Companies (>95% of interim managers).

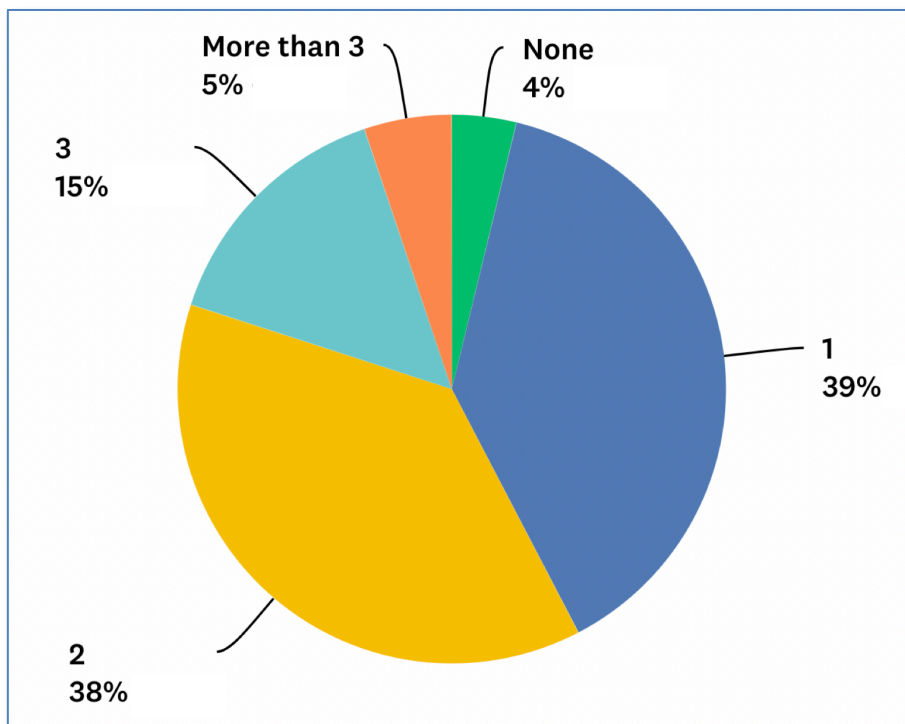
Rates fluctuate due to seniority, demand, sector industry and function. Interim managers get paid from around £500 per day to £1,500 and more. Most typical pay is in the £600-£800 bracket.



Assignment numbers

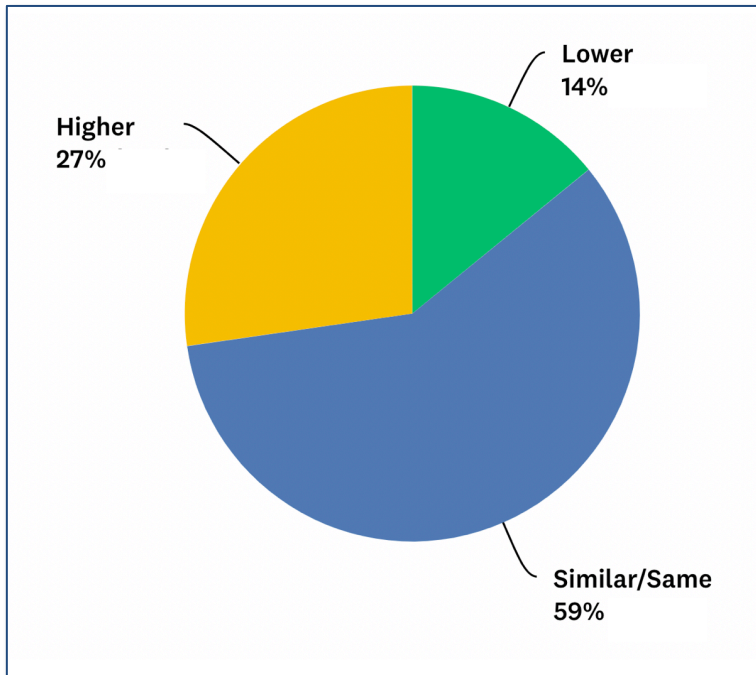
Most interims had more than one assignment in the year.

1 or 2 assignments are most common (39% and 38%), then 3. And more than 3, much rarer.



Day rates

More interims noticed rates rising than falling this year.



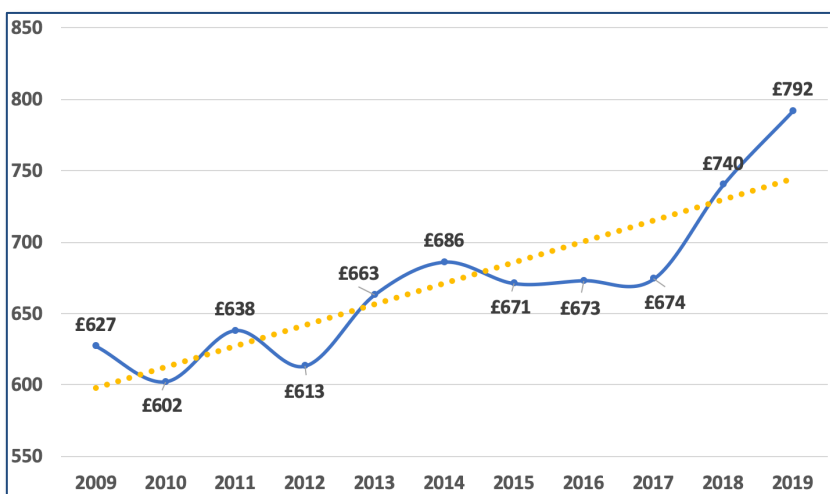
We saw this last year. Whilst there has been downward price pressure in the public sector, we've seen some interim managers leave the sector altogether or move to the private sector.

Private sector average day rate: **£858**

Public sector average day rate: **£658**

Private sector interims are now paid on average 30% more than public sector interims, compared to 9% more in 2010 (Private: £616, Public: £564).

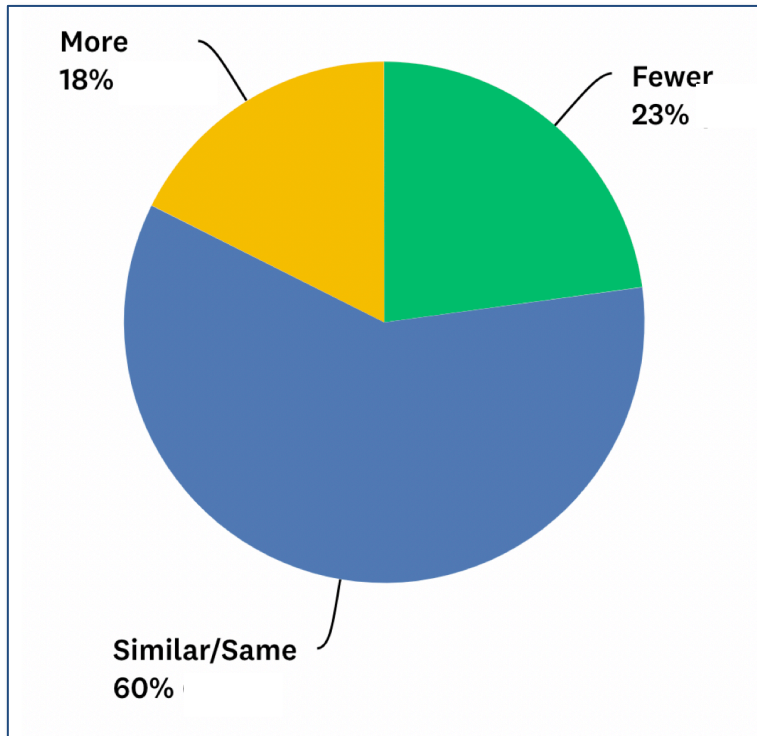
The granular average pay rate rises from £740 average in 2018 to £792 this year as there is a further decline in the proportion of interims in the public sector.



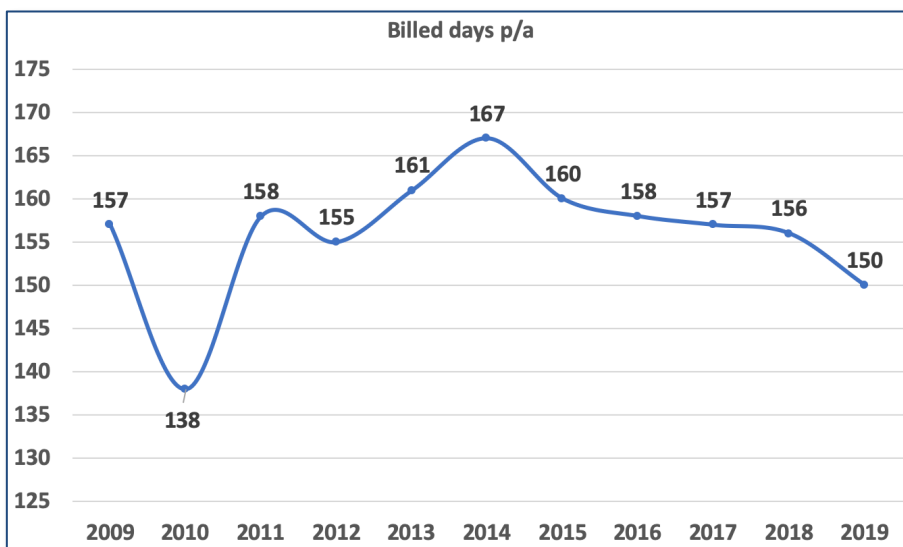
Billed days

The next key item is how many days the interim 'billed' during the year. This number is a long way from the number of days that people 'off payroll' are thought to earn (i.e. it's not 230 days or even 260 working days per year).

Interims again noticed a slight billed days reduction (on average) over the past year.



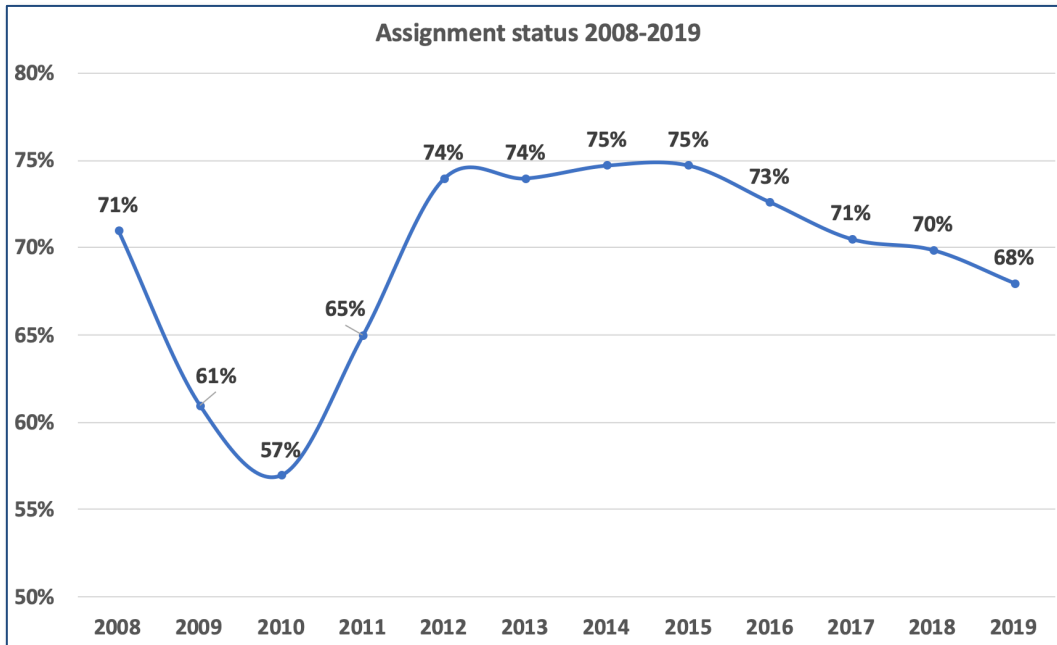
This is reflected in the average billed days reducing slightly from 2014's 167 to 150 now.



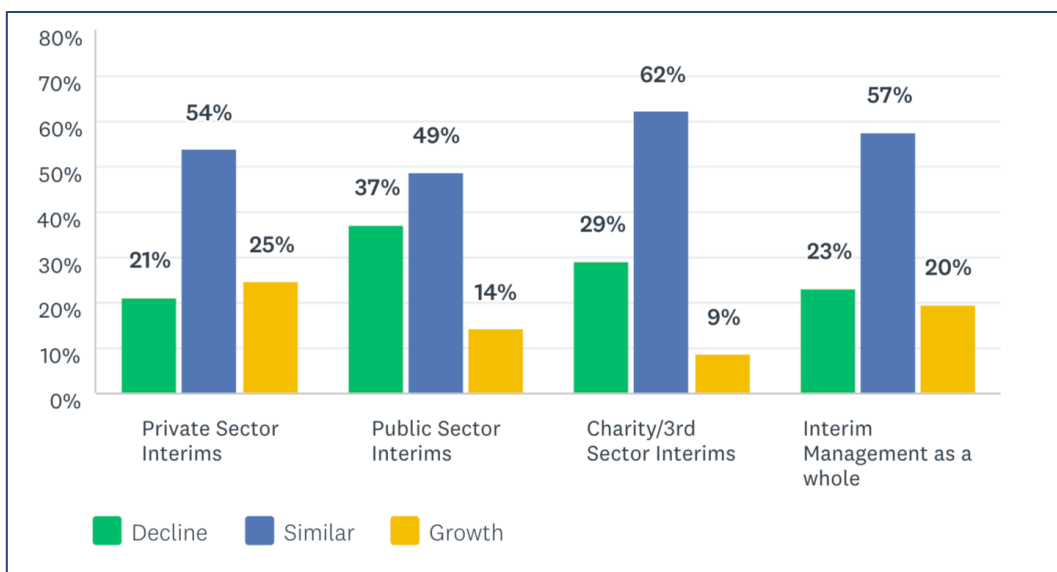
Assignment status

The percentage of interims who are 'on assignment' is 68%, again a little softer than in recent years, but still well up from the low point of 57% after the last economic downturn.

Please note, some interims choose to neither work nor seek work, which accounts for 8% of the total interim population.

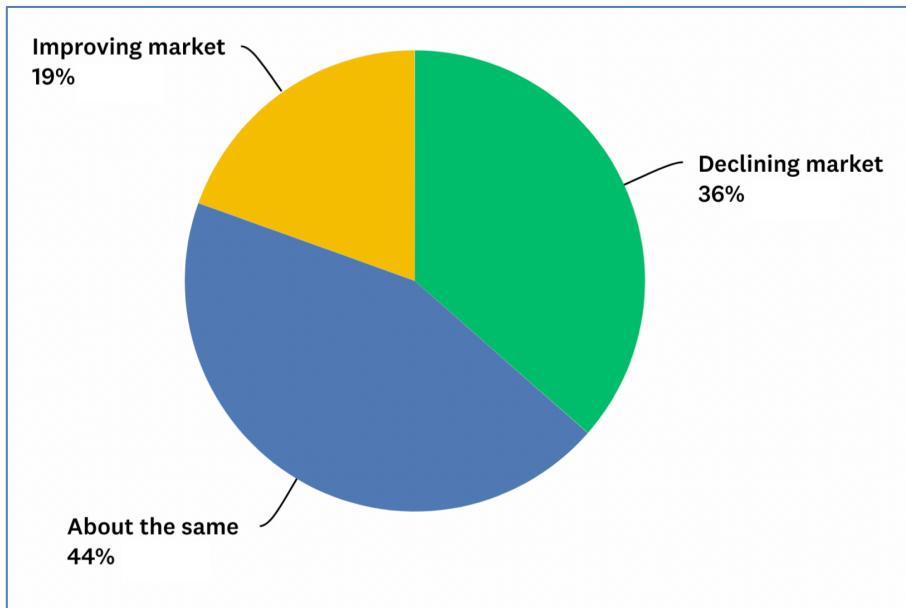


When asked to predict changes to the interim market by sector, most viewed the market as static. From those who did anticipate a change, there was more of an expectation that private sector opportunities would grow and both public and 3rd sector opportunities would decline somewhat.

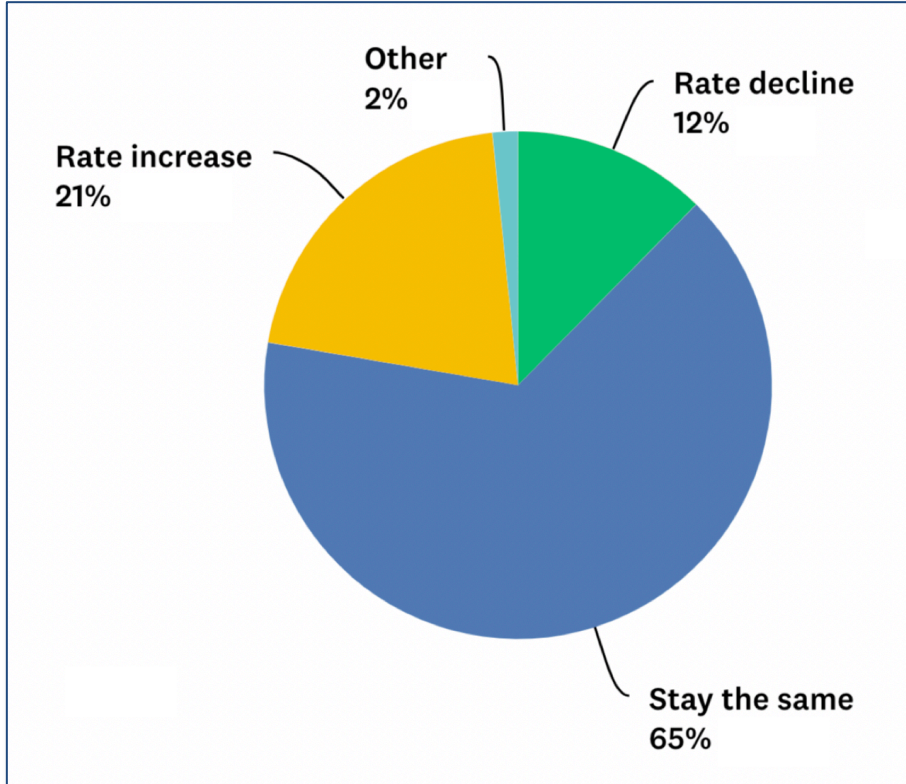


Future interim market predictions

Looking forward, interims lean towards expecting the interim market to get tougher.



But also, interims lean towards believing that day rates will rise. These expectations fit this year's trend.



IR35 and the Interim Market

HMRC's latest IR35 changes may be the most impactful for the interim industry in the private sector. The survey Co-Authors have therefore asked the IIM's Co-Chair, Tony Evans, to interpret and expand on the survey results.

We have asked questions of interim managers about off-payroll working. The public sector changes have had just a year now to start to settle and the government has indicated that the roll-out to the private and third sectors is due to start from April 2020. HMRC believes that the public sector changes have been 'highly successful' but there has been no publication of information to support this view at time of writing.

The 2020 roll-out is likely to be based upon the public sector approach, with an outside possibility that the responses to the public consultation that closed at the end of May 2019 may be taken into account. The consensus of the responses was that significant changes would be required to avoid major disruption to the whole freelancer industry, which of course includes the interim profession.

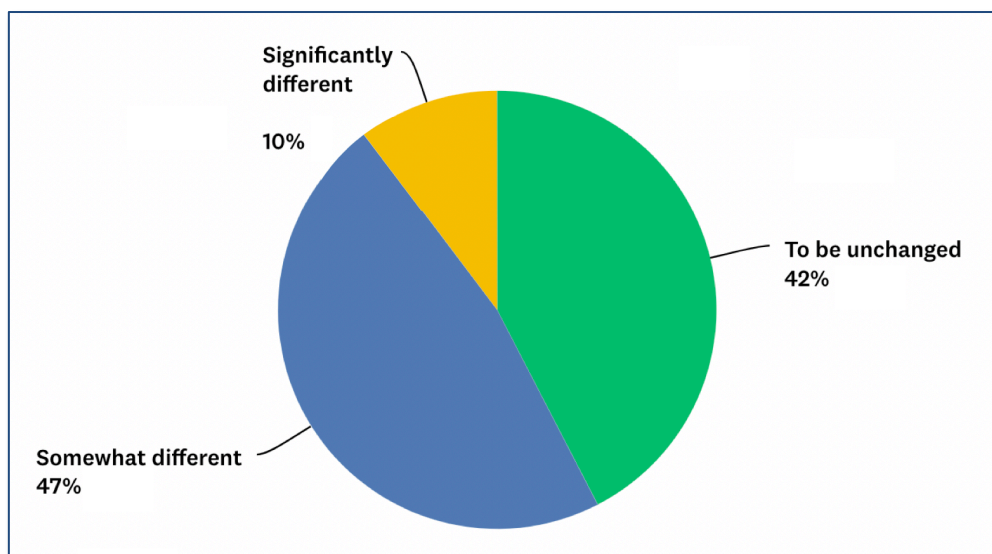
You can find the IIM's response to the latest public consultation [here](#).

The next regulations update from HMRC is due on or around July 11th.

So, how are interims seeing things currently?

Public to private sector IR35 adoption in 2020

57% of respondents felt that the public sector experience, plus the consultation, would result in some form of change, with nearly a 5th of those views believing that significant change was likely. Over 40% of respondents felt there was likely to be no change at all, perhaps reflecting historic reticence on behalf of HMRC to change proposed regulations in a manner that would relax their position on tax gathering opportunity even when court or tribunal hearings setting case law have directly contradicted their stances.



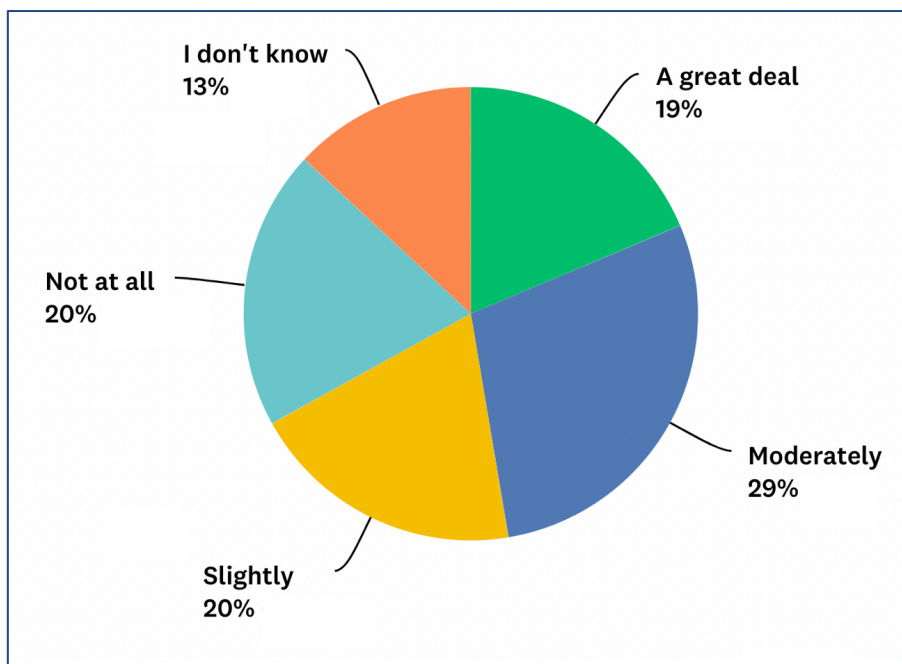
IR35 impact expectations for the private and charity sectors

Responses to this question have left us somewhat concerned about the level of understanding about the impact of the new off-payroll rules in the private and third sectors.

13% of people replying still say they don't know. Throughout 2019, many organisations, including the IIM, have invested significant time and effort in providing seminars, reading material, events and so on, to educate interim managers in the likely implications of the continued roll out across all sectors.

A full fifth of people still think that it will not affect them at all. Even if, by some quirk of fate, these people are paying the 'correct' amount of tax, how this is accounted for will change and the way that their company accounts will be handled will need to change.

Of course, a number of the respondents will be working in the public sector, which may well impact here and also reflect on the section of respondents who feel they will be impacted only slightly. Fully 48% of those replying see the change as having a significant impact on the way they do business.



The key contract elements to remain outside IR35

This question was added to the survey to establish the deeper level of understanding in the interim population regarding the key factors that need to be established contractually plus the way that the contract is operated, to demonstrate being outside IR35.

The responses show a generally well-balanced understanding that the whole contract is considered 'in the round'.

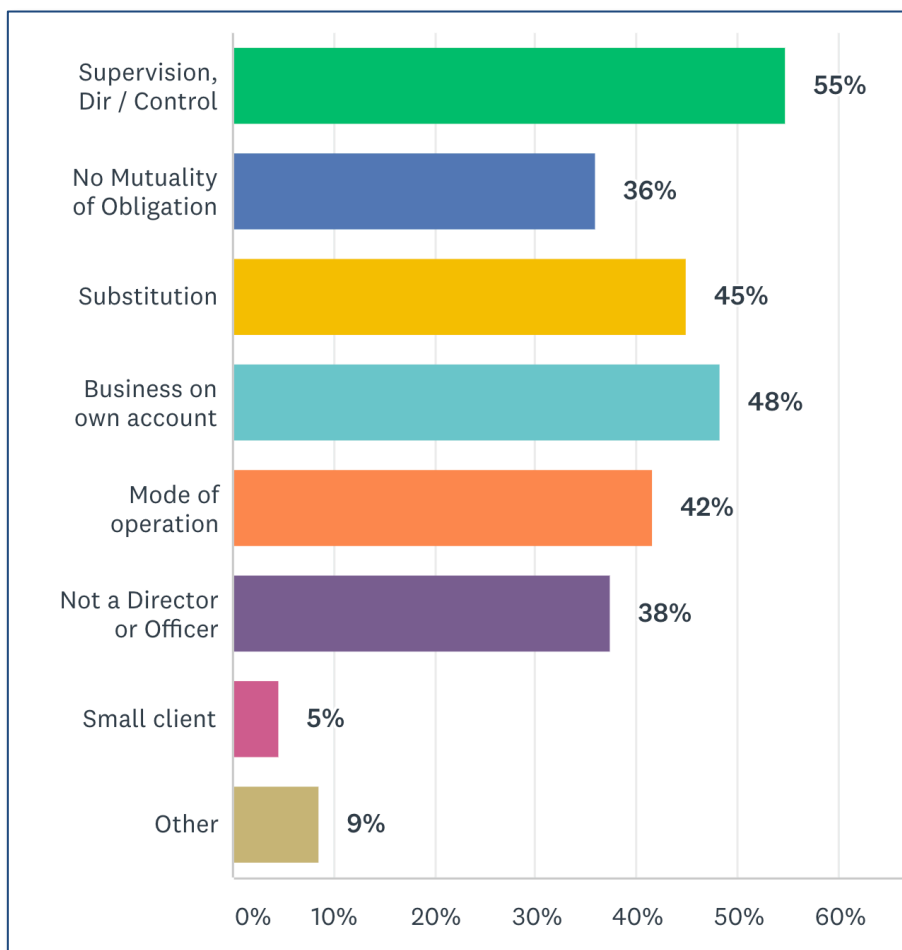
It is also interesting to note that a small (5%) number of respondents have noticed that the proposed regulations contain clauses that indicate small client organisations (how small is subject to discussion) would not be subject to the regulations in the same way as larger ones. For those interims who target the small-scale clients (start-ups, early stage growth, smaller family businesses and so on), this may well be helpful.

However, the vast majority of interims are likely to work in bigger organisations where their fees can be considered and make sense as an investment opportunity.

The response identifying that *not* being an ‘officer’ or director is a good thing for remaining outside IR35 begs a serious question for senior interims: “How do c-suite interim executives approach contracting so that they can maintain being in business on their own account?”

This whole issue is extremely controversial as there is no legal definition of the term ‘officer’ and case law is old and does not touch on the private sector particularly clearly. On the other hand, guidelines issued by HMRC offer a view of ‘inside IR35’ for anything that might be associated with either using the word ‘officer’ or include people undertaking assignments at director level. The HMRC on-line Check Employment Status for Tax (CEST) tool has a specific question asking if you are an ‘officer’ Answering ‘yes’ gives an immediate response of being inside IR35, whilst a ‘No’ allows you to continue with the other questions before giving you an overall response.

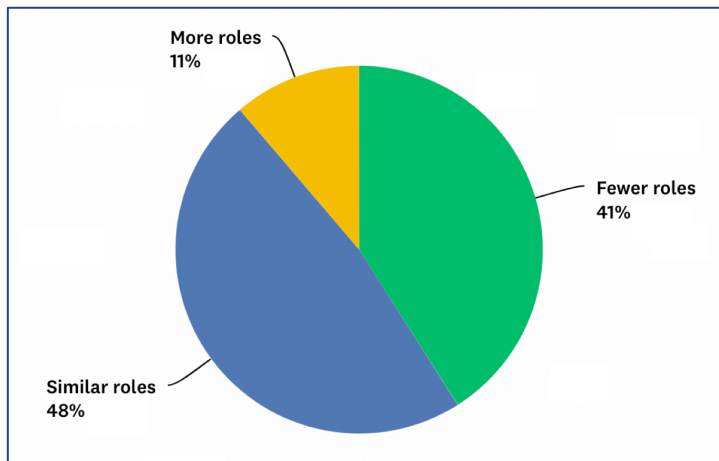
Needless to say, the IIM has argued that this is an unreasonable response. Senior interims take on positions at board level on the basis that they are required to facilitate the assignment only and these positions are given up as soon as the assignment is completed. At this level the balance of the relationship between the interim and the client changes in some ways: effectively, the client is entrusting the organisation to the interim executive to deliver the change required. The organisation can be seen to join the interim rather than the other way around for the period of the assignment.



Public sector IR35 impact

Our respondents have clearly indicated that there are, on balance, fewer public sector roles being advertised. Given the majority of public sector interim roles tend to be driven through the larger providers, driven by the sector's procurement approach, their response to the impact of the new regulations in the sector has particular significance.

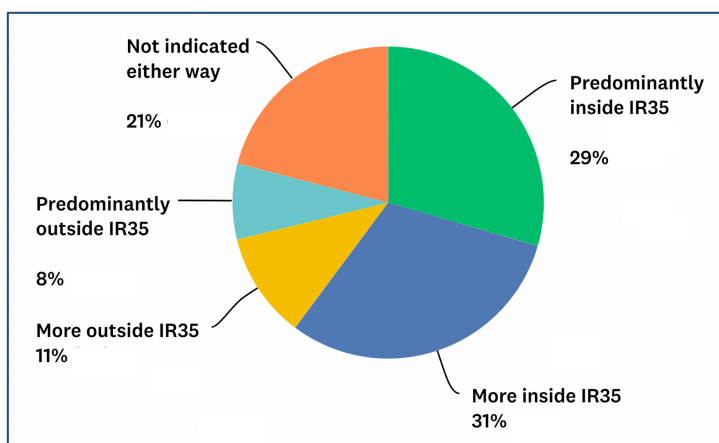
Very large drops in assignments were seen in the first quarter after the regulations were adopted. It took another quarter for the volumes to show recovery and anecdotally, by the end of the financial year, assignment volumes were back up again.



Public sectors role descriptions 'inside IR35'

Most of those opportunities (60%) were found to be advertised as 'inside IR35', a significant increase from the previous year. Interestingly, a fifth were not designated at all, which reflects badly on the client organisations either being unwilling or unable to determine the status of the work for tax purposes at the beginning of the contracting process. Nearly a fifth of replies indicated that there are still a significant minority of advertised roles as outside IR35.

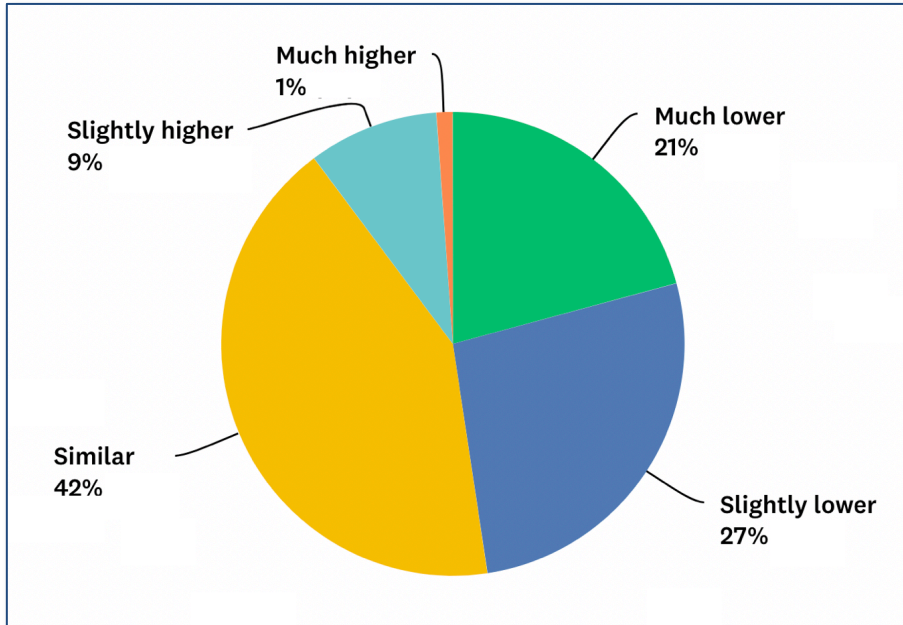
There has been much associated media coverage about the impact of the changed regulations, including many freelancers of various descriptions (including interim managers) leaving their contracts as they were arbitrarily determined by the client organisation to be within IR35. Again anecdotally, it has been noted that central government departments (including HMRC) have been designating more contracts outside IR35 of late as a means of securing appropriately qualified subject matter experts to take on assignments.



Public sector rates impact for previous similar roles

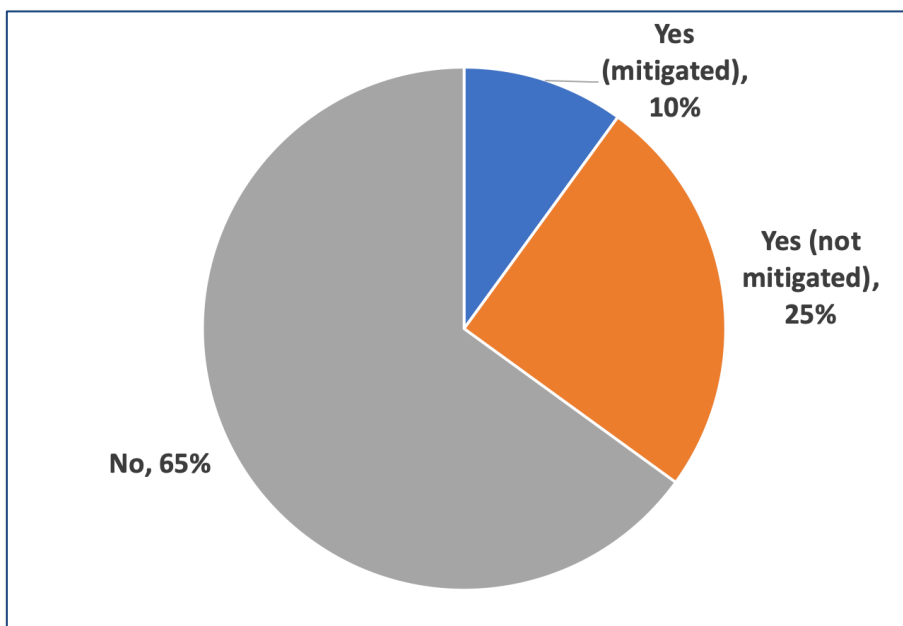
Rates in the public sector were identified as being generally depressed compared with previous assignments. Presumably this is the client organisation trying to keep the overall cost similar, resulting in interim payments reducing net of tax at source.

Only time will tell whether this is a permanent trend.



Public sector uptake of inside IR35 role, and rate mitigation

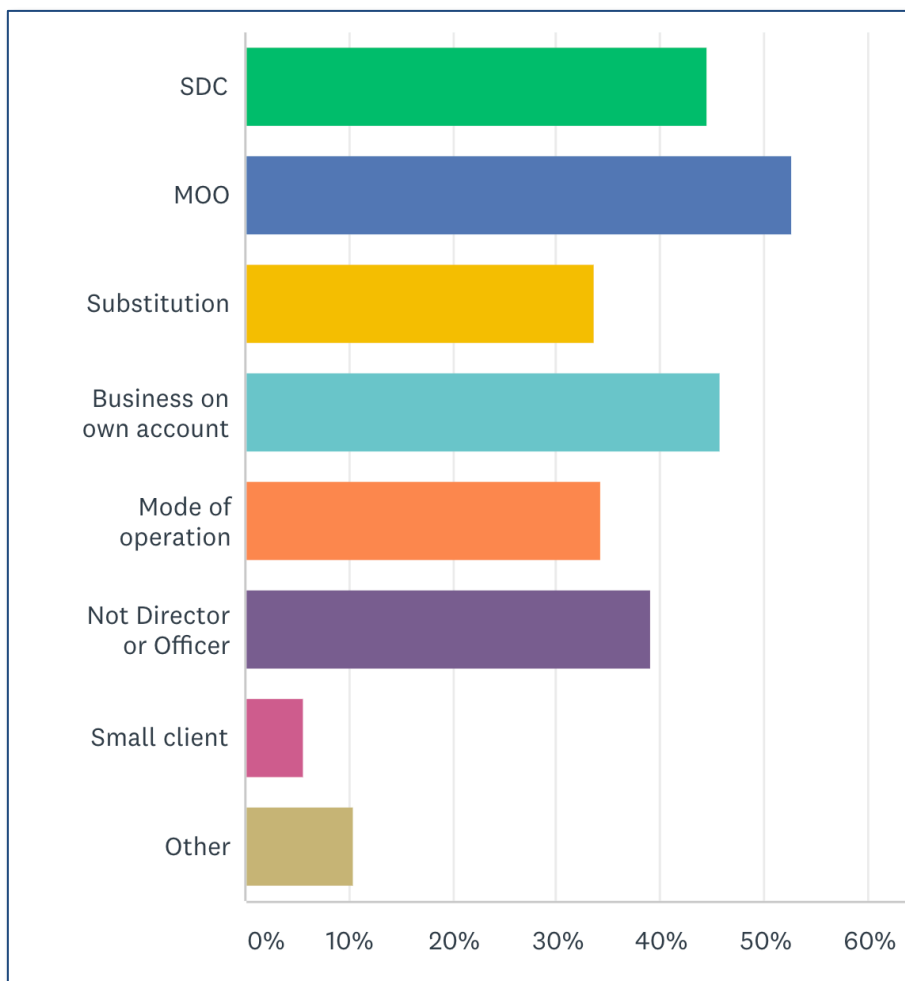
Where an 'inside IR35' role was offered, 65% of interim managers would either not accept it or had not been offered it. Of those who did take an inside IR35 assignment, the minority (10%) were able to mitigate all or part of the fee impact. The remaining 25% accepted the assignment and swallowed the fee impact to get the work.



Public sector outside IR35 impact reasons

When asked what determined their assignment being 'outside of IR35', public sector interims were most likely to cite 'non-mutuality of obligation' (no MOO). This is interesting as the CEST tool operates from a basis that MOO exists in all circumstances, so the working assumption would be that HMRC would emphasise their view in all public sector guidance given.

Having said this, the fingerprint of reasoning shown below is broadly similar to that shown earlier for elements that interim managers perceive as important in showing they would be outside IR35.



If IR35 is to impact the private sector, what does HMRC need to do to recognise senior professional interims?

The survey responses to this free text question, and the question below, numbered in excess of 1,100 responses to each question.

We have added here a representative sample of the responses. Many of the replies to this question were clear that they still wished the complete removal of the whole of the off-payroll regulations for all sectors of the economy. Given the effective removal of virtually the whole of the tax advantage previously enjoyed through lower dividend taxation (traditionally seen as the tax benefit of the risk taking associated with being in business on one's own account), the overall tax-take associated with VAT registered interim managers through their own limited companies, or similar is little different to a similar earning permanent employee.

We should keep in mind that the 'lost' tax take that HMRC is so keen to recover is the *employer's National Insurance contributions*. The client should pay this and not the interim manager (or freelancers in general), which is quite possible under the current off-payroll regulations.

So, to the representative (lightly edited) comments:

Accept that a mutually agreed contract for services in which the IM receives no benefits other than a fee is enough. People operating at this level are not subject to the potential exploitation that other gig workers are. A time limit of say 18 months per contract with a minimum 12-month gap would be acceptable. A requirement to operate through a limited company and be VAT registered is also OK.
Clarify the definition of a Company and Employed. If you are employed by a Company, albeit one you control, you cannot by definition be employed by someone else on a B2B contract
Clear, unambiguous guidelines in clear language. Accurate, legally sound guidelines (not like the current guidelines that have been repeatedly defeated in court).
Make clearer as to what is inside of IR35 and not. Specific transformational change projects are clearly out, but these are sometimes seen as in due to length of programme rather than its a one-off project which needs specialist skill to deliver.
Differentiate between a short, well-defined assignment to achieve clear objectives and a fixed term employment contract to cover for eg sickness or parental leave.
Apply legislation and case law fairly and appropriately.
Be clear and transparent on the rules as to what does and does not qualify; understand that if I am receiving none of the benefits and security of an employee, I should not be taxed as an employee.
Travel expenses must be tax deductible. Most assignments mean living away from home or high degree of travel
Allow expenses to be tax deductible particularly those related to living away from home or travel to work
Associate tax risk with earnings risk. Only apply IR35 for >24mth committed contracts.
Fully recognise they run companies and allow company running costs and costs whilst on contract to be recognised in the P&L for tax purposes. Allow a Dividend to be paid. In summary recognise the new world of work - we are businesses and as owners we take the risk/reward equation, including gaps between contracts and uncertainty of employment, and are not eligible for any benefits of full-time company employees, so why penalise us.

Recognise interim is a valid alternative, risky, lacking benefits, different from employment. Change the contract review tool to value mutuality of obligation as a very valid indicator.
Recognise professional interims are in business on their own account and therefore outside IR35. Make clear that working at board level is not a straight jacket to be inside IR35. Recognise accredited membership of the industry's professional institute demonstrates 'disguised employment' is irrelevant.
Acknowledge that we operate as self-employed businesses, taking financial risk with no guarantee of work.
Understand that specialist skills are only required for certain phases of transformation. These are not permanently required skills and employers require strategic resources and not permanent commitments. Interim consultants should be able to manage that accordingly and earn respectively.
Allow the interim not the client to decide if IR35 applies or not, and the interim to be responsible for processing payments accordingly
Accept that Work Schedules written by the interim manager define the assignment. Recognise that interim management is Change Management - it is not a regular job!
Accept that working away from home is normal practice for interims and allow travel and accommodation costs to be tax deductible
Acceptance that program management and transformation work can be delivered outside IR 35 even if given a Director role
Acknowledge interims as outside IR35 because of the nature of short-term contracts
Acknowledge the interim market as a significant contributor to economic growth and that the risks for individuals by taking on interim roles as a career warrants a differentiated tax structure compared to employees
Allow interims at a senior level to function as consultants and to keep them outside of IR35
Apply a sensible one size does not fill all approach to the IR35 rules, as there are many variations as to how senior professional interims operate across different sectors.
Apply more flexible rules that recognise that senior Interims are materially different to employees and the current tax provisions recognise the additional insecurities and independence that interim brings. The HMRC tool is a blunt instrument and fails to properly reflect that need for flexibility.
Certification that outside of IR35
Clients have a choice between buying the services of an independent interim (who pays tax in this country) and buying similar services from large global consultancies (many of whom do not pay tax in this country). The new IR35 rules are giving the large global consultancies an unfair advantage over small UK-based independent businesses. I would like HMRC to recognise the risk that Interims take to provide a vital service to British companies and allow Interims to remain outside of IR35.
Create a separate category of work for senior professional interims.
Ensure the burden of proof is on the client, include freedom to choose assignments as a major criterion for demonstrating self employed status and to consider an individual's longer-term pattern of working (over a year or more) rather than just the status of individual contracts.
Have a clear definition of Senior Professional Interims, and allow them to always be outside of IR35 provided they meet the definition
Need to take account of risks of the role
No change from previous situation

Recognise that we are not commodities and that we are not like a programmer etc and that we are not directed but we direct
Remove taxability of Accommodation and travel costs. Employees don't have to pay for these!
Remove the IR35 label for a Director or Officer. There should be a clear recognition that a professional interim taking a Director role for a limited i.e. interim- period and a permanent employee taking a similar role. A lot of senior interim roles are director level and there must be a distinction where we drop in and then drop out vs the past abuses in the public sector where people did a permanent job, left the job and came back next week as a contractor. We are not tax cheats we are serious businesses with serious business costs like insurance, marketing, training, accountancy and tax reporting which employees DO NOT HAVE
Review pension limits
To look at right to claim redundancy
VAT registered companies exempt from IR35

What is the difference between senior professional Interims and other freelancers/contractors?

This question invoked a range of responses from 'none at all' in some instances to 'none that HMRC would want to recognise' and on to 'big differences'.

Here are some (lightly edited) that show others representative of the range.

Capability delivery to client versus capacity to the client.
Do not have other people on the company doing the same role (objectives and targets) employed on a permanent basis.
Each role is unique, complex and involves the client engaging the interim due to high end skills and experience being required. Senior interims do not engage for 'business as usual', so any link or comparison to employees is not there.
Other contractors are often, if not always embedded in teams. Many interims, I included are brought in to provide skills that are not needed after a project is completed or are there to undertake an action that is specific, measurable and time bound to move a company forward. As such, this is a fundamental difference in utilisation.
Our added value is that we that facilitate and enable organisations to move forward without getting stuck in bureaucracy and time-consuming procurement. Interim means we don't replace someone else and we help shape the future long-term solution. We still pay tax - personal and corporation.
You are not carrying out a function that exists in the business. It is different from a permanent or temporary engagement
Differences tend to be level of risk in contract, involvement in decision making and budget, reputational risk
Interims have little or no supervision, whereas freelancers / contractors are engaged on more specific pieces of work and under the supervision of the hiring company.
The level of independent direction, the level of risk taken etc
Interims work through the line & deliver transformation through definition of the strategy & implementing the operating model to deliver. team. Contractors generally play to programme/portfolio roles
It is different. An Interim director may be exposed to wider legal obligations relating to conduct of other directors, that say a freelancer designing a logo does not. But the differences can be quite semantic. I understand the government is concerned where, especially in the oil industry, some

people have been contracting to the same organisation for 20 years. So perhaps the simplest thing is to set a time bar, or at least tighter contractual scope of work, or both to prevent the worst abuses.
Leadership and strategic direction provided to clients, few frameworks to deliver within, self-reliance
Senior interims are outcome focussed while contractors are output focussed.
Senior Professional Interims are typically part of the senior management team, have control and take responsibility for decisions. They are generally not supervised.
Accountability for delivering change and results, not just doing a job.
Clients want senior professional interims as they wish to benefit from their independent experience and advice and wish them to direct on projects, not be directed
My view is that IR35 was originally brought in to target those in truly operational roles who had been there for years, often developers etc. Programme Managers and transformational specialists should not be covered by IR35
No difference between the level of worker but definite difference between genuine short-term expertise requirement by clients and rolling contracts for support staff.
No difference. It is still a contract for services
Offer significant and rare experience in delivering high value change projects without the long-term cost of employment - can deliver difficult changes Cleanly and efficiently
Senior professional interims are entrepreneurial small businesses and key enablers to rapid and significant transformational change for organisations, which adds great value to the economy, as well as providing skills & experience the organisation is not able to derive from its permanent employees. Other freelancers/contractors are important although principally to fill "gaps" that would otherwise be filled by permanent employees
The issue seems to be that HMRC doesn't see any difference between senior professional interims and other freelancers/contractors
We are consultants taking on programmes for typically 6-18 months. Just because the assignment may involve managing staff and representing the client, it DOES NOT make us an employee. We DO NOT enjoy employee rights.

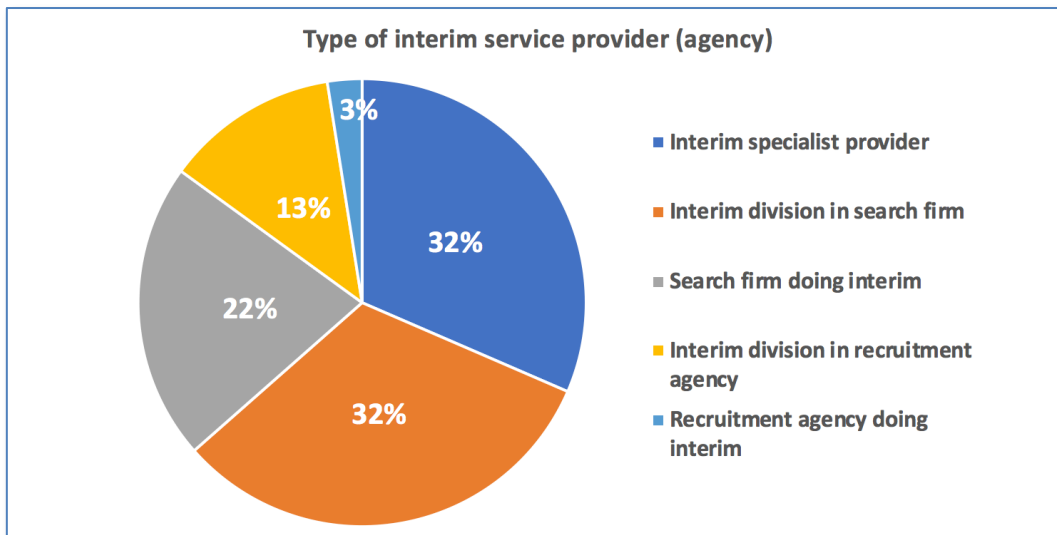
Understanding Interim Service Providers (ISPs)

An interim service provider (ISP) is an intermediary agency that will help to place interim managers on assignment with a client organisation, for a fee, usually charged as a percentage of the fee paid to interims.

Interim service providers may be specialists who only handle interim assignments. They may also be permanent recruitment agencies or executive search firms also handling interims placements.

Some consultancy firms act as intermediaries for interim managers, offering ‘consultants’, as part of their suite of offerings.

There are types of provider business, including interim specialists first, search firms that also place interims and recruitment agencies that place interim managers.



There are potentially hundreds of agencies that may try to fill an interim position given half a chance.

Our leading provider ranking is an attempt to highlight the very best based on interim manager feedback.

Some charts in this section utilise previous years’ survey data from surveyed providers.

Fees and day rates via providers

The provider fee, known as the 'margin', is in most cases the percentage of the day rate that the service provider retains from the fee charged to the end client. However, a few providers run their calculations by adding a percentage on top of the interim manager's rate and a few others will charge the client a facilitation fee on top of a direct contract between the interim manager and client.

The average service provider margin is 20-25%, though the margin goes as low as 10% and up to the mid-30%'s and higher.

The key is to agree a rate for the interim that is satisfactory, there is one chance to debate this.

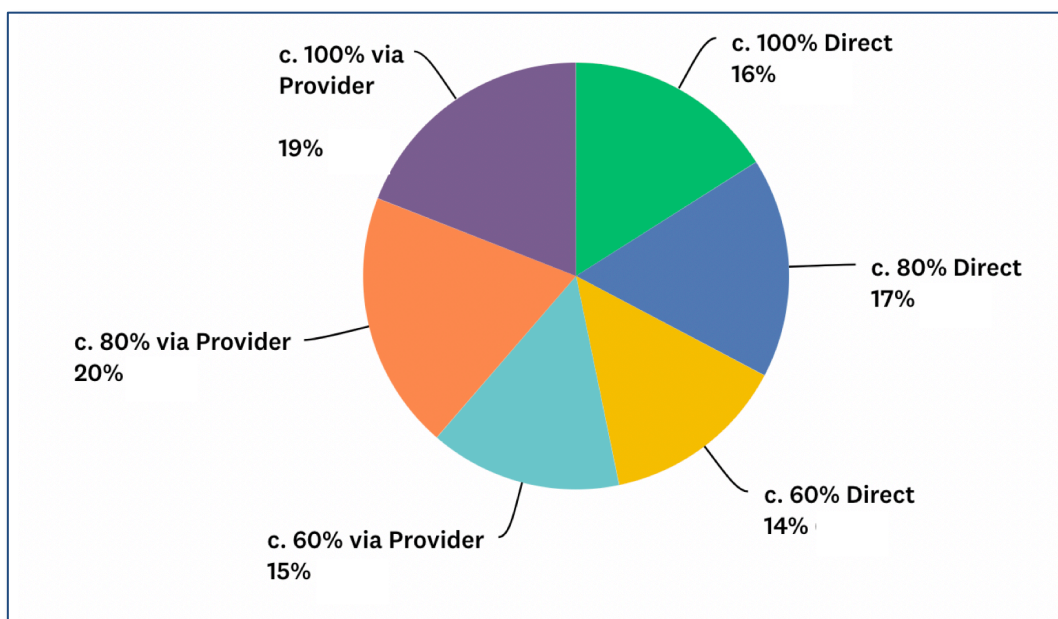
The IIM advocate a transparent attitude to margins between interim and provider. Interim managers are senior people who are perfectly capable of determining at client site what the client is paying, even if the provider sought opaque confidentiality.

Direct and ISP Routes to Market

The proportion of interims sourcing assignments via providers varies.

80% of interim managers will use interim service providers at least some of the time.

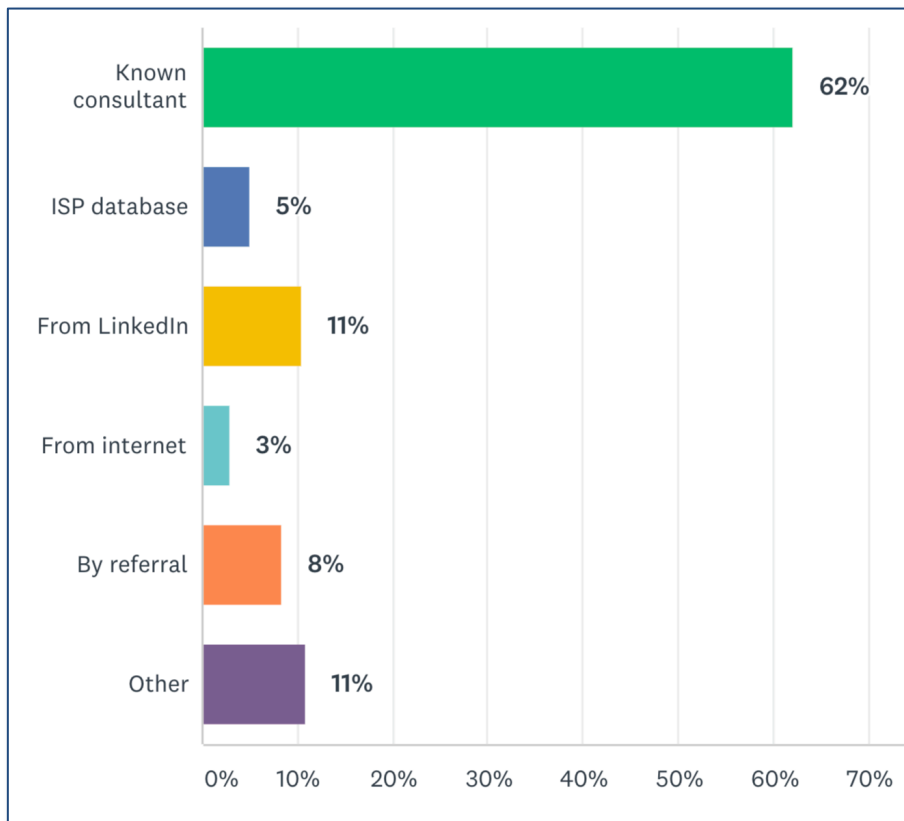
It is a beneficial relationship that works for most.



Finding work (or being found)

Most assignments are not advertised, a trend which has been well established with the growth of social media and sites such as LinkedIn, and personal network connections, especially prior clients.

Being 'easy to find' is *much more important* than being good at 'applying' to vacancies. If you are not on an appropriate provider's database, you cannot be selected from it. You can't see a vacancy that is not advertised.



Most assignments come from provider consultants you already know.

It's all about relationships. Build those bridges and relationships with service provider consultants as you are 10x more likely to be approached by a consultant than be plucked from the CV database.

Interim managers that become known through an assignment discussion, even if unsuccessful, or if the fit is poor, are remembered.

If approached by a provider and the brief does not suit you, then referring fitting interim managers of your acquaintance will be highly appreciated by the provider consultant.

Each time you contact the provider, even if not successful for a specific opportunity, is a further opportunity to build that relationship.

Aside of such discussions, providers trust most referred interim managers, in preference to their own database, so get networking.

Being found on LinkedIn

There are a number of straightforward steps that will significantly increase your LinkedIn visibility and will significantly help you to be found by service providers.



- **Build a connected network.** If you are not within the extended network of the person searching for you, you will not be found. Recruiter subscriptions to LinkedIn may allow providers to drill more deeply but a great network helps your visibility to all. Steadily build a quality network, accepting and inviting quality connections that you develop in your business endeavours, including clients, client employees, service providers, consultants and other industry key players.
- **Be clearly available for assignment (if you are).** If you are currently employed by your Limited Company – make sure it is clear from your profile that you are *seeking assignment*. You could either create a job: ‘Seeking assignment’ (you can always delete it again when working) or you make it clear at the top of your own company entry, summary section or in your profile headline that you are available.
- **Have flexible contact settings.** Be as easy to contact as you can be (or your sense of privacy allows). Ideally have your contact details, your e-mail address and mobile phone number, clear and visible at the top of your Summary section. If a service provider cannot easily contact you, they may instead contact the person who is easily contactable. In addition, service providers as recruiters may have access to InMails to contact you, clients or other parties probably will not.

The key message: Be contactable.

The number of interim service providers to contact

Be appropriately selective! It makes much more sense to build a great relationship with a smaller number of service providers that operate in your sector and functional discipline rather than sending your CV indiscriminately to a long list of providers, which may result in your CV languishing in the database (or be filed in another ‘database’ beginning with ‘B’...).

Do your research. Depending on your sector and function, being in touch with more than a dozen providers diminishes your effectiveness; the average number of active interim relationships (from 2019 data) is 6 providers.

You can contact a few more in the first instance but try to settle down to a number that you can comfortably maintain a meaningful relationship with.

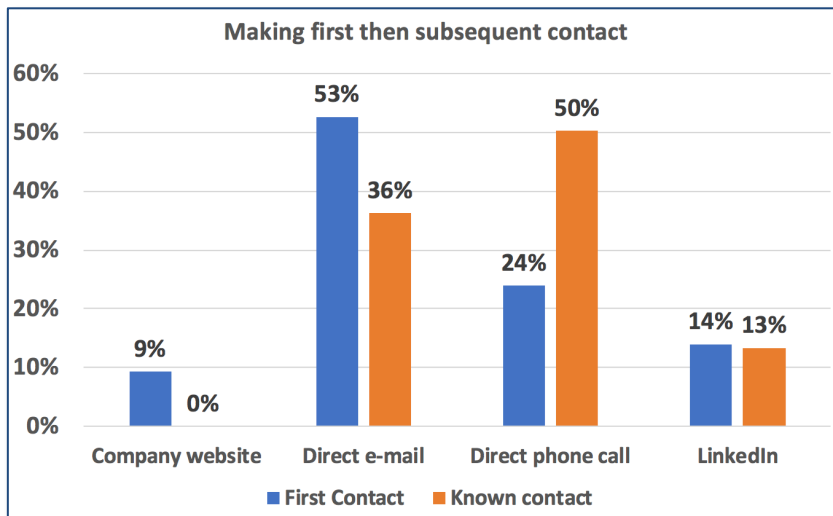
Try not to have more *active* registrations than you have fingers.

Provider contact

Making contact requires persistence, but well done with a good offering should be successful.

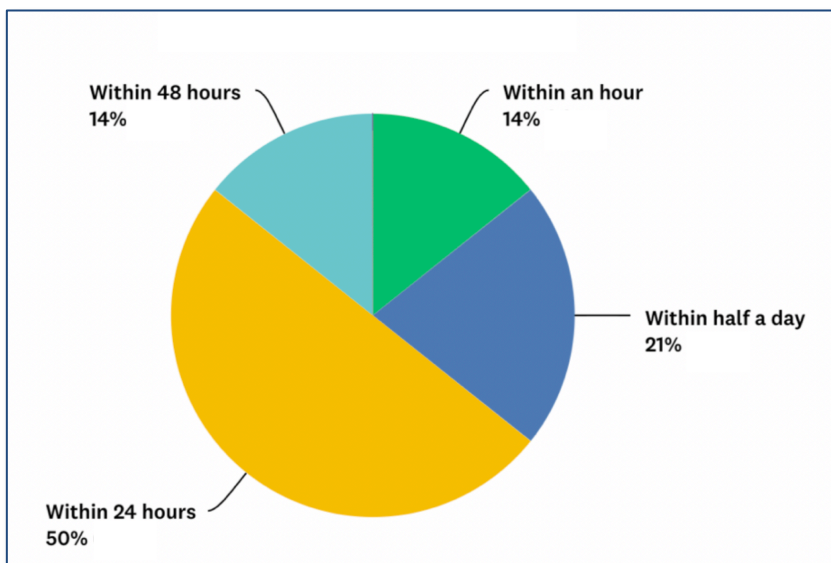
Most providers prefer to be contacted by e-mail at a first approach, then by phone/email thereafter.

Applying via a website registration process can often fail to raise your credentials to the attention of the right person, so hang in there.



Most providers like to be updated every quarter or every couple of months. If you do so much more frequently that's going to get annoying pretty fast.

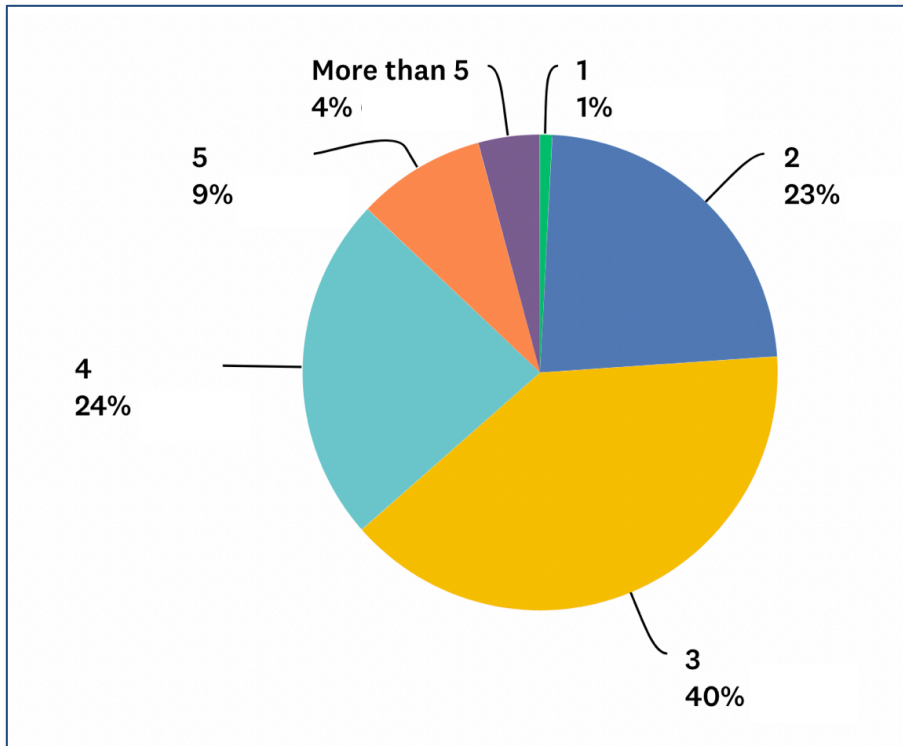
If the provider leaves a message for you, get back within the day, ideally half-day, as they won't want to be hanging about with a live assignment. Rule yourself decisively in or out of the opportunity and good luck with the client pitch.



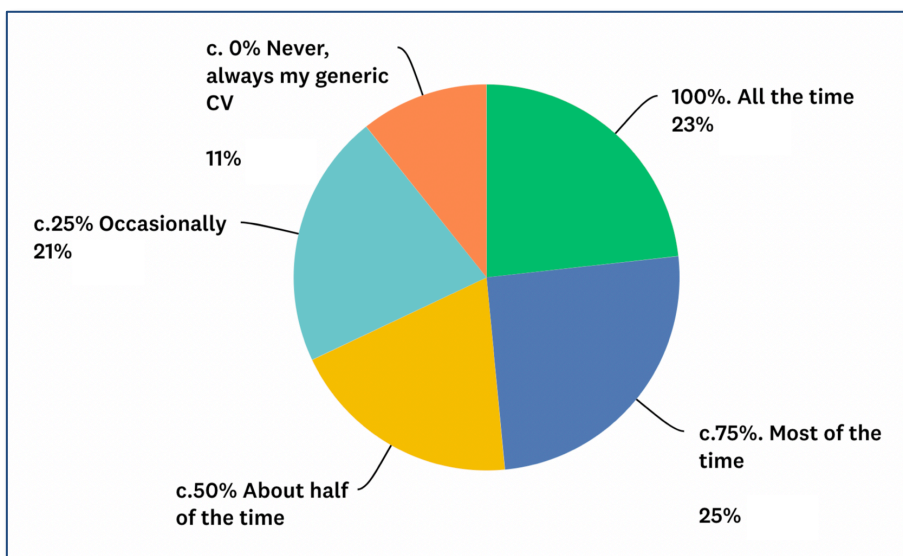
CVs and customisation

The permanent CV market often speaks of a maximum of 2 pages, but that's a tough ask for interim managers with deep expertise and a busy client history.

An interim manager needs a little more breathing room for their expertise, though naturally page one remains the sweet spot for articulating your business proposition. For that reason, 3 pages is the most popular choice for both interims and providers.



c.70% of interims customize their CV, at least half of the time. So ideally have a 'base CV' one page longer than you 'edit back' to the perfect CV for each pitch.

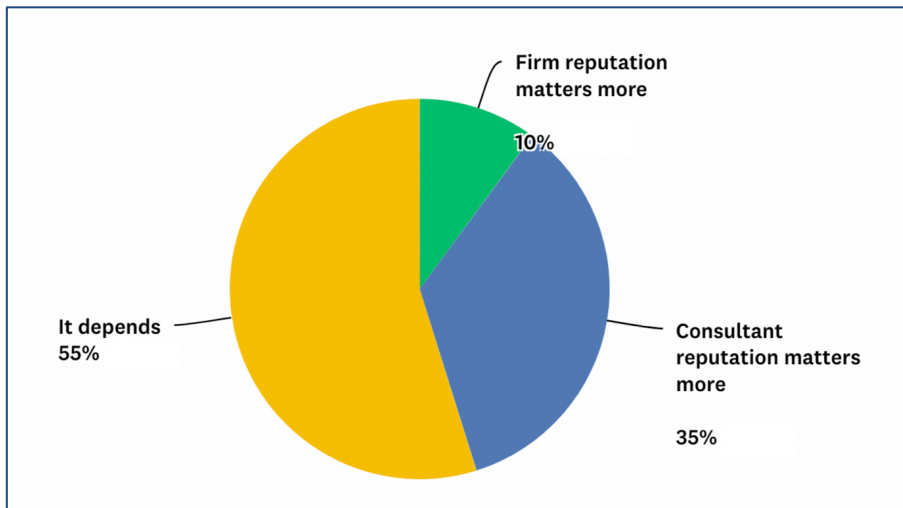


A point of consideration when deciding who to stay in touch with.

If there is a particular Provider firm you like, it's not a bad idea to keep in touch with two contacts, then if one moves on you don't have to start again if one jumps ship.

Follow the one that moved too in case they go somewhere interesting.

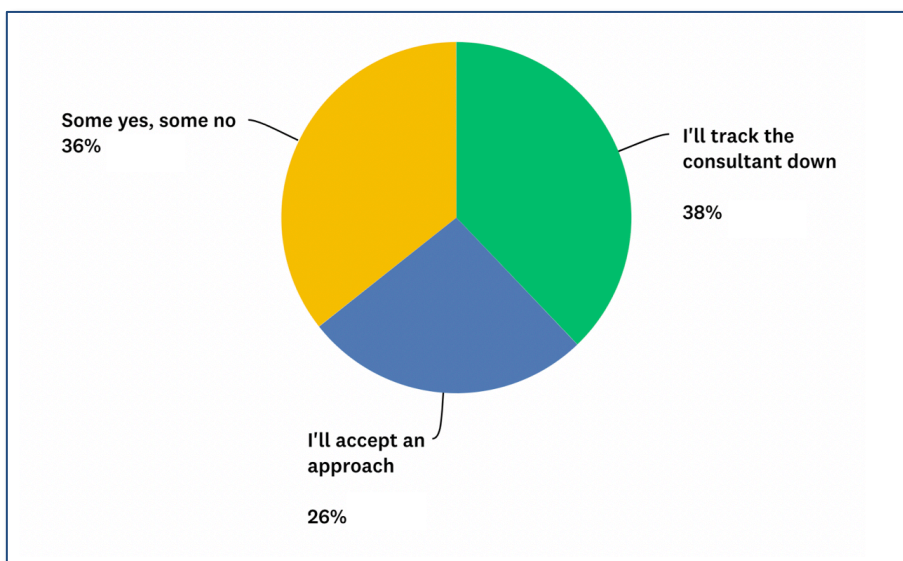
But the consultant's reputation usually matters more than the firm's reputation.



Many interims will track down the consultant that moves on (they remain on LinkedIn after all).

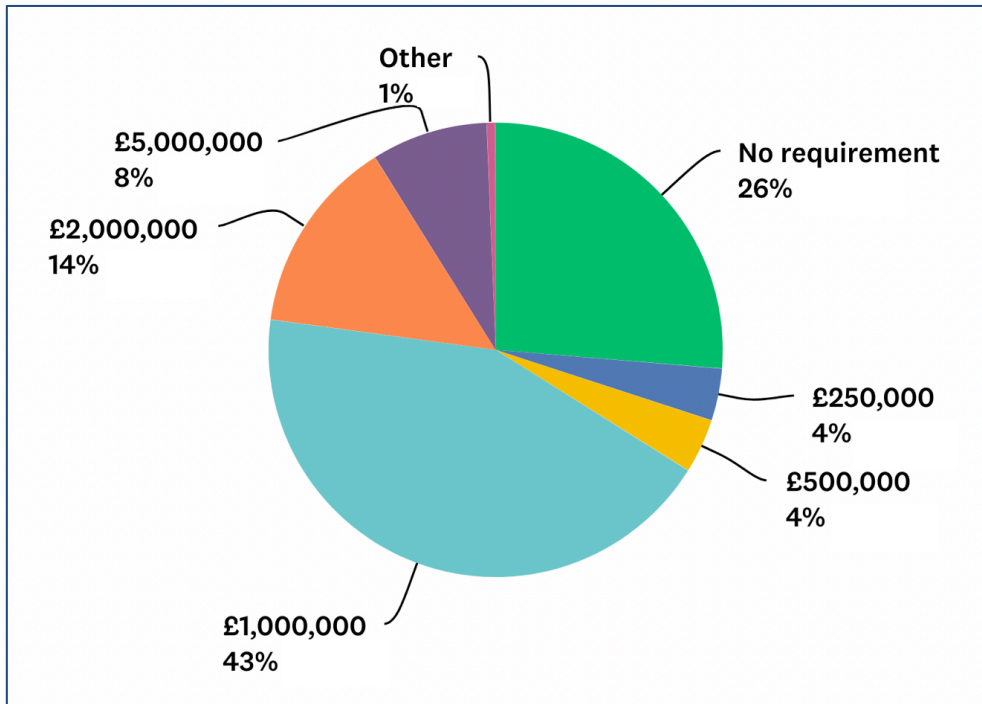
If the interim waits passively for a contact, then they may be waiting a long time as a consultant's post-termination agreement may prevent such a contact.

If you contact *them*, then they have broken no rules.



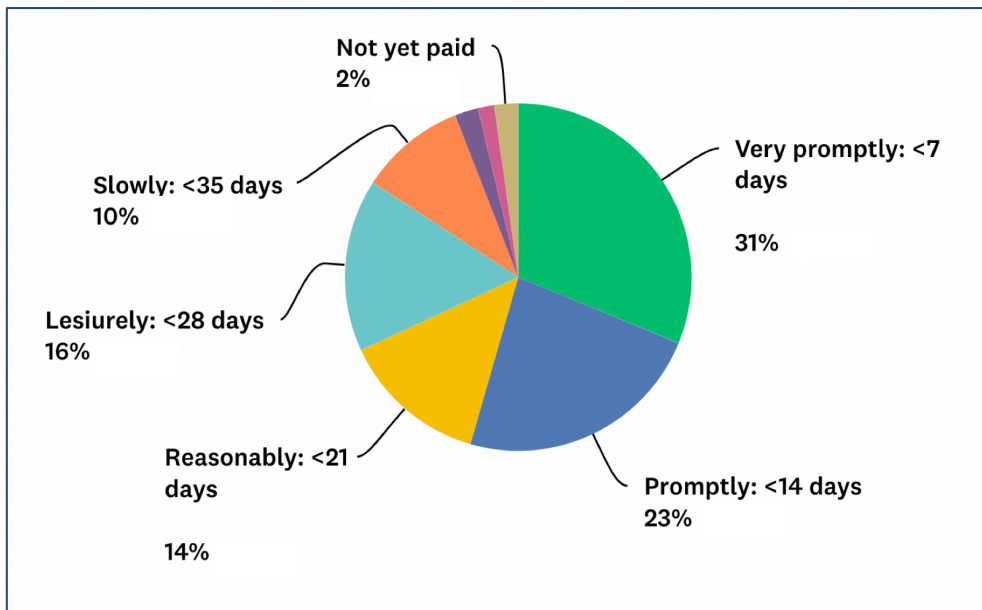
PII and Payment Terms

The majority have £1M in professional indemnity insurance (43%).



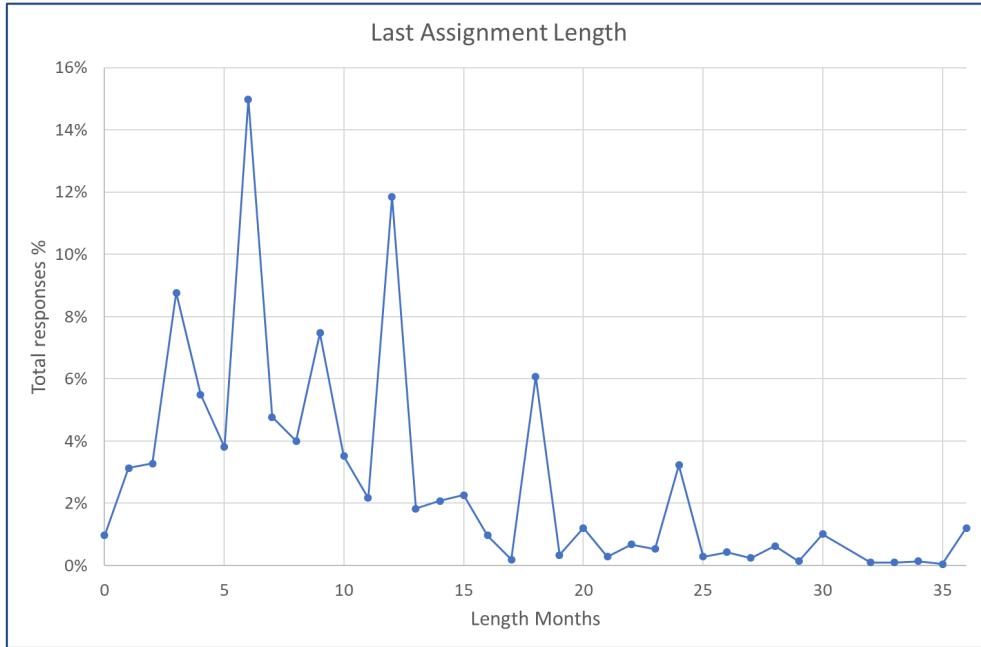
How quickly do ISPs pay

The majority of ISPs pay within one month, any longer may indicate ISP solvency or client contractual issues.



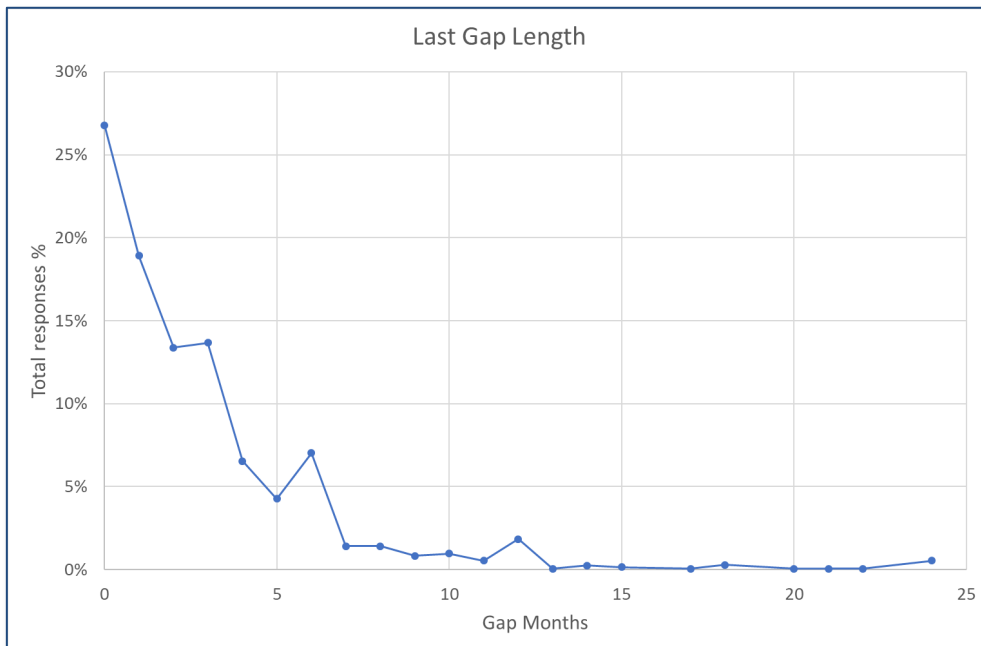
Last assignment length

The average assignment length was 10.9 months. The graph is limited to 36 months, with 1.8% of responses beyond 36 months.



Last gap length

The average gap length was 3.2 months. The graph is limited to 24 months, with 1.0% of responses beyond 24 months.



The IIM Interim Service Provider Survey results 2019

The IIM is uniquely placed, as an independent organisation, to oversee a comprehensive poll of interim management service providers, while maintaining objectivity.

This year interim managers placed over 18,000 unique votes ranking interim service providers from 'Great' to 'Good' to 'OK' to 'Poor' to 'Dismal'. The providers were ranked into four divisions, 'Platinum', 'Gold', 'Silver' and 'Bronze'. There are 16 of each.

Rankings are based (in decreasing significance – 50%, 25%, 15%, 10%) on up to 4 year's scores, so provider rankings are based on over 40,000 interim votes in total.

Just to be clear, this list is not a commercial endorsement by the IIM of *any* service provider, but if so many thousands of interim manager and executive votes rate particular interim service providers highly, then we think that is a pretty sound market assessment.

This year, **Eton Bridge Partners** takes the top spot for the first time. Congratulations.

IIM leading interim service provider 2019– Eton Bridge Partners

We would like to thank our interim executives and clients for their ongoing support and for contributing to the 2019 IIM survey, and to the team at the IIM for compiling the report.

It has been a collective team ambition to achieve first place in the survey and we are absolutely thrilled to have achieved it in its tenth year amongst a prestigious field of Interim Service Providers. I would like to personally thank all of my colleagues for their contribution to this successful milestone. Congratulations to Steve Deverill who was voted the IIM Consultant of the year and to Nick Berman and Alison Rotundo who are in the list of leading consultants.





Our goal is to be the most trusted partner in Interim Management and Executive Search. We believe this starts with our own team, and as such we continuously work on building our culture and values of Trust, Spirit and Excellence. Everyone has a voice, and everyone is listened to. In turn, this is reflected in our day to day behaviours. We are a team and each of us has a shared responsibility for delivering for our clients.

We aim to stand out from the crowd in the way that we look after our network, with a consultative approach and deep functional expertise. Every assignment is important to us, every assignment is unique and every person we meet has different needs. We care about what we do and how we do it and we will continue to work on improving all that we do.











Ashton Ward
Managing Partner
**Eton Bridge
Partners**










Ranking	L.Y.	1-8 Interim Service Providers	
1	(2)	Eton Bridge Partners www.etonbridgepartners.com	
2	(3)	Practicus www.practicus.com	
3	(1)	Interim Partners www.interimpartners.com/	
4	(6)	Wilton & Bain (WBMS) https://www.wilton-bain.com/	
5	(5)	Odgers Interim www.odgersinterim.com	
6	(7)	Solace In Business www.solace.org.uk	
7	(4)	Penna www.penna.com	
8	(10)	B2E Consulting www.b2econsulting.com	










Ranking	L.Y.	9-16 Interim Service Providers	
9	(15)	Ameo www.ameogroup.com	
10	(8)	Hunter Healthcare http://www.hunter-healthcare.com/	
11	(13)	BIE https://www.bie-executive.com	
12	(11)	Boyden http://www.boyden.com/	
13	(12)	Savannah https://www.savannah-group.com	
14	(9)	Green Park http://www.green-park.co.uk/	
15	(31)	Melber Flinn https://melberflinn.com/	
16	(17)	Holdsway www.holdsway.co.uk/	











Ranking	L.Y.	17-24 Interim Service Providers	
17	(18)	Kingsley Search & Interim www.kingsleysearch.com	
18	(19)	Osprey Clarke www.ospreyclarke.com	
19	(32)	FRP Transition www.frptransition.com	
20	(23)	Stanton House www.stantonhouse.com	
21	(20)	La Fosse www.lafosse.com	
22	(16)	Greenwell Gleeson www.greenwellgleeson.co.uk	
23	(22)	Investigo www.investigo.co.uk	
24	(14)	Allen Lane www.allenlane.co.uk	











Ranking	L.Y.	25-32 Interim Service Providers	
25	(24)	Gatenby Sanderson www.gatenbysanderson.com	 GatenbySanderson
26	(21)	Amrop Matrix Interim https://www.amropmatrixinterim.com/	 Amrop Matrix Interim
27	(29)	Morgan Law www.morgan-law.com	
28	(25)	Veredus www.veredus.co.uk	VEREDUS
29	(27)	Badenoch & Clark www.badenochandclark.com	
30	(47)	Tile Hill www.tile-hill.co.uk/	
31	(40)	Chilworth Partnership www.chilworthpartnership.co.uk	 Chilworth Partnership Executive Interim & Permanent Recruitment
32	(34)	Rawson Downey www.rawsondowney.com	










Ranking	L.Y.	33-40 Interim Service Providers	
33	(33)	Barracuda www.barracudasearch.com	
34	(37)	Rethink www.rethink-recruitment.com	
35	(41)	InterQuest Group www.interquestgroup.com	
36	(39)	Hoggett Bowers www.hoggett-bowers.com	
37	(36)	Alpine www.alpine.eu.com	
38	(45)	Morgan Hunt www.morganhunt.com	
39	(44)	1st Executive www.1st-executive.com	
40	(26)	Langley Search & Interim www.langleysearch.com	



Ranking	L.Y.	41-48 Interim Service Providers	
41	(28)	Marble Hill Partners www.marblehillpartners.com	 Marble Hill Partners
42	(42)	Russam GMS www.russam-gms.co.uk	
43	(38)	Alium Partners www.aliumpartners.com	
44	(30)	Harvey Nash (Impact Executives) https://www.harveynashexecutive.com/	 The Power of Talent
45	(63)	Anderson Quigley https://andersonquigley.com	
46	(56)	Blenkin Associates http://blenkinassociates.co.uk	
47	(49)	Holmes Noble www.holmesnoble.com	
48	(57)	Macallam Interim www.macallaminterim.com	











**IIM Interim
Management
Survey 2019**
Bronze Service Providers

Ranking	L.Y.	49-56 Interim Service Providers	
49	(52)	Campbell Tickell www.campbelltickell.com/	
50	(53)	RSA Interim Management www.thersagroup.com	
51	(60)	Campion Willcox www.campionwillcocks.co.uk	
52	(55)	Axon Resourcing www.axonresourcing.com	
53	(61)	Robert Walters www.robertwalters.co.uk	
54	(51)	Bis Henderson www.bis-henderson.com	
55	(43)	Executives Online www.executivesonline.co.uk	
56	(58)	Methods www.methods.co.uk	



**IIM Interim
Management
Survey 2019**
Bronze Service Providers

Ranking	L.Y.	57-64 Interim Service Providers	
57	(64)	Norman Broadbent www.normanbroadbent.com	
58	(54)	Macmillan Davies www.mdh.co.uk	
59	(46)	Robert Half www.roberthalf.co.uk	
60	(50)	Finatal www.finatal.com	
61	(59)	Page Executive www.pageexecutive.com	
62	(48)	Beaumont Select www.beselect.co.uk	
63	(new)	Interim Professionals http://www.interim-professionals.co.uk/	
64	(new)	Drax http://www.draxexecutive.com/	

LY: (Last year colouring: Green >5 places up, Red >5 places down, Blue within 4 places either way).

The Interim Provider Consultant Survey Results 2019

Yet again, we surveyed the interim managers about who their star interim provider consultants were. Over 500 different interim provider consultants were voted for.

The first place goes to **Steve Deverill** from Eton Bridge Partners, so well done to Steve. 2nd and 3rd placings go to Hugh Abbott from B2E Consulting and Natalie Allen from Practicus (again), plus a further 16 leading consultant runners up, listed on the next page.

Here are a few acceptance words from Steve.

IIM service provider consultant of the year 2019

If you can work with people you like, respect and trust and you enjoy what you do, you'll never work a day in your life. This phrase is one that has stuck with me throughout my career and has been a philosophy I have tried to emulate.

Reflecting now on whether I have managed to achieve this, I have to conclude that I have and whether that has been working with my fantastic colleagues at Eton Bridge Partners or partnering with our network of interim associates, they all make it a hugely enjoyable, rewarding and fulfilling experience.

Thank you very much for the support of our interim associates who contributed to the survey it means a great deal. I feel extremely privileged to work with such a high calibre of Interim associates and love that we share the same passion and enthusiasm for what we do.

Once again, thank you to the IIM for this award. We will keep pushing forward and continue to focus on improving all that we do.



Steve Deverill
IIM Provider
Consultant of the
year 2019
(Eton Bridge
Partners)




Hugh Abbott
(2nd place) Leading Provider Consultant 2019
(B2E Consulting)



Natalie Allen
(3rd place) Provider Consultant of the year 2019
(Practicus)

Further Leading Interim Provider Consultants 2018

The consultant rankings are a serious vote of confidence from the interim community. Many thanks to these leading individuals, and the many, many more consultants voted for. Some are almost becoming 'regulars', others are new to the rankings.

 <p>Nick Berman Leading Provider Consultant 2019 (Eton Bridge Partners)</p>	 <p>Nicola Brooks Leading Provider Consultant 2019 (Interim Professionals)</p>	 <p>Karen Camilleri Leading Provider Consultant 2019 (Green Park)</p>	 <p>Laurence Frantzis Leading Provider Consultant 2019 (Interim Partners)</p>
 <p>Sanjay Gohil Leading Provider Consultant 2019 (Wilton & Bain)</p>	 <p>Stuart Jansze Leading Provider Consultant 2019 (Drax)</p>	 <p>Claire Lauder Leading Provider Consultant 2019 (Boyden)</p>	 <p>Anna-Marie McGraw Leading Provider Consultant 2019 (Wilton & Bain)</p>
 <p>Jessica Mullinger Leading Provider Consultant 2019 (Solace In Business)</p>	 <p>Terry Noble Leading Provider Consultant 2019 (Odgers)</p>	 <p>Mark Payne Leading Provider Consultant 2019 (Practicus)</p>	 <p>Denise Raw Leading Provider Consultant 2019 (Interim Partners)</p>
 <p>Jason Rommer Leading Provider Consultant 2019 (Wilton & Bain)</p>	 <p>Alison Rotundo Leading Provider Consultant 2019 (Eton Bridge Partners)</p>	 <p>James Rowson Leading Provider Consultant 2019 (Practicus)</p>	 <p>Sarah Simpson Leading Provider Consultant 2019 (Interim Partners)</p>

Conclusions 2019

We reach the conclusions and yet again find that interim management is under some sort of pressure or change (as has been the case in most past years' conclusions). This is in part due to interims themselves dealing on a daily basis with significant pressure, change and transformation, and this year managing the current lack of certainty and clarity with the forthcoming IR35 changes in the Private Sector, and Brexit.

It's disappointing that the regulatory changes at least appear to be heading our way with a continuing lack of deep understanding of the interim market, or lack of empathy for it, or both.

Resolute as ever, interim managers and executives who enjoy this way of working, as much because it's an enjoyable and challenging working lifestyle, will doubtless find a way through.

Interim management in the public sector has diminished somewhat over the last two years (in name at least), it will be interesting to see if the private sector will be as willing to turn away professional help that it needs for fear of making a 'non-employment status' case for it.

Beyond the 'politics' may we wish all interim managers another productive year, enhanced we hope by the opportunities afforded by networking and discussions between us.

We work alone, but we can leverage our shared community. Don't be strangers.



Ad van der Rest MIIM
Survey co-author



Simon C Jones MIIM
Survey co-author

Online rankings

The online version of these rankings can be found at:
<https://www.iim.org.uk/providers/>

Use of IIM survey logos for Providers

Optional online access to our logos is explained on our website:
<https://www.iim.org.uk/survey-logos/>

Acknowledgements

This survey was first published in 2010, this being the tenth edition.

It has been updated annually since then in various formats.

About the Institute of Interim Management

Founded in 2001, the **Institute of Interim Management (IIM)** is the pre-eminent professional membership body for practitioners of interim management in the UK.

The IIM passionately strives to act as the voice of the interim management community. Since April 2001, the Institute has supported, promoted and represented professional interim managers and executives in good times and bad.

Please visit the IIM's website: <https://www.iim.org.uk/>

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