



# Interim Management Survey 2013

August 2013 (4<sup>th</sup> edition)





'After climbing a great hill,  
one only finds that there are many more hills to climb.'

***Nelson Mandela***

## Foreword

### A foreword by Ad van der Rest, co-Chairman IIM

The current market should be a time of great opportunity for the interim management profession. By all accounts the depths of the economic downturn are well behind. That time when companies would simply spend nothing, regardless of need, like a rabbit in the headlights.

We can argue about exactly how good the market is now (and we will in this report) but what is clear is that the interim management sector is open for business. Competent and well-marketed interim managers and executives can and do find work. How they differentiate themselves and present their value propositions is critical but nevertheless the market is active and viable. Whether an individual interim manager or executive is active and viable is significantly determined by that interim's own efforts, skills and behaviour.

Yes there are challenges. By comparison with the permanent employment market, interim management is a tough landscape, but it can be highly rewarding in terms of assignment contribution and personal satisfaction.

A further challenge is that HM Treasury and HMRC have tinkered with tax legislation in the form of the IR35 office-holder regulations, to address grossly tax avoiding public sector contractors within their own ranks. Whilst on the face of it a laudable goal, the implementation of these regulations makes the tax rules even more unclear and labyrinthine than usual which frankly professional interim managers and executives need like a hole in the head.

Yet for all that, interim management is a mode of working that for many is deeply fulfilling. This 2013 interim management survey conducted by the Institute of Interim Management, completed by over 2,700 members of the interim community (thank you) is intended to give useful insight into the interim market and so accelerate interims' success.

[www.iim.org.uk/survey](http://www.iim.org.uk/survey)"



**Ad van der Rest MIIM**  
co-Chairman  
**Institute of Interim  
Management**

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## About the Institute of Interim Management

The Institute of Interim Management (IIM) has supported the interim management community since 2001 and is run by a volunteer team of seasoned Interim Managers.



To become an individual interim management member, see:

<http://www.iim.org.uk/join-the-iim>

To become an IIM Affiliate organisation, see:

<http://www.iim.org.uk/affiliate-package/>

## IIM website: [www.iim.org.uk](http://www.iim.org.uk)

The Institute of Interim Management's website acts as a resource platform on interim management. Many of the articles and guides are available to be used by the interim management community. Further items constitute an IIM member reference source on interim management.

[www.iim.org.uk](http://www.iim.org.uk)



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## “Interim Management – IIM” on LinkedIn

The Institute's LinkedIn group, '[Interim Management – IIM](#)': 'The voice of the interim management community', acts as one of the Institute's 'windows' onto the Interim community, sharing Interim thought leadership and assistance as part of its support to the Interim community as a whole.



With over 9,000 members, it is the largest LinkedIn group specifically dedicated to interim management. <http://www.linkedin.com/groups?gid=2339933>

## IIM on Twitter: [@InterimMgt\\_IIM](#)

The **Institute of Interim Management** tweets about issues of interest to Interims, interim service providers (recruiters) and clients of Interim Managers. Please follow us on Twitter. #InterimMgt

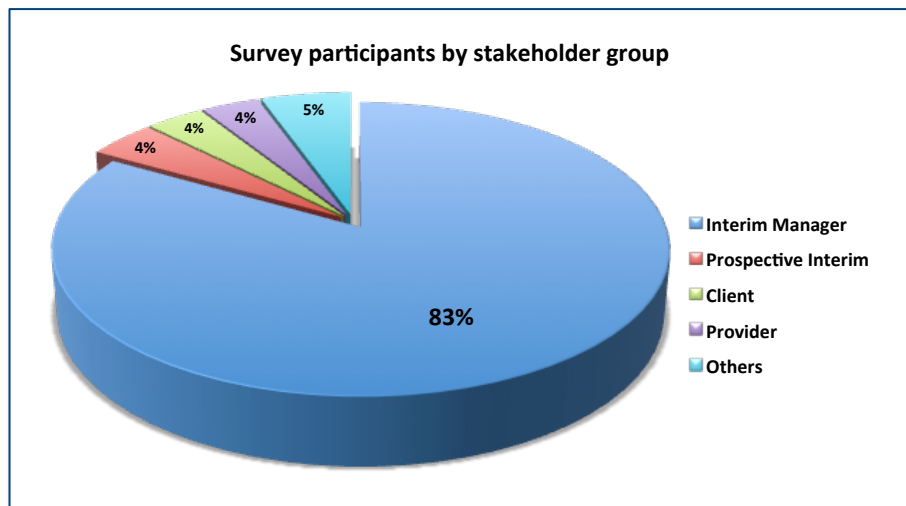


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[http://www.twitter.com/interimmgt\\_iim](http://www.twitter.com/interimmgt_iim)

## About our Survey

Of the **2,728** people who completed the survey, the vast majority were interim managers and executives (83%). The remaining stakeholder groups were evenly split between prospective interim managers, clients, interim service providers as well as some other interested parties.



We expect a statistical significance of better than  $\pm 2\%$  with a 95% confidence for most of key questions. Where filtered, this falls to  $\pm 3\%$ . Aside of the metrics, this survey draws upon the well over 1,000 hours of input data from the interim community, which is much appreciated and says a great deal about the commitment of interim managers.

### A foreword by our independent survey adjudicators

The IIM asked two 'gurus' from the interim community to act as independent adjudicators to the survey; They had full access and insight into the Survey Monkey tool, the voting and analysis.

*'I am satisfied that a valid and robust process has taken place. The survey is professional, well thought through and insightful. It provides essential insight for consumers, providers and interim managers and carries on the journey of developing the market. It shows interim managers that there is room for improvement, it highlights that providers play a major role and confirms that social media, in whatever it's form, is of growing importance.'*  
(Martin Dorchester)



**Martin Dorchester**  
Managing Director  
Business Solutions Ltd

*'I am happy to confirm that the scores and the weightings made sense, were consistent and were calculated correctly, and appropriate measures had been taken to ensure that there were no 'rogue' results'. Thank you for all your hard work and enthusiasm to produce what I certainly see as a great source of knowledge for all of us in the industry.'* (Julia Briggs)



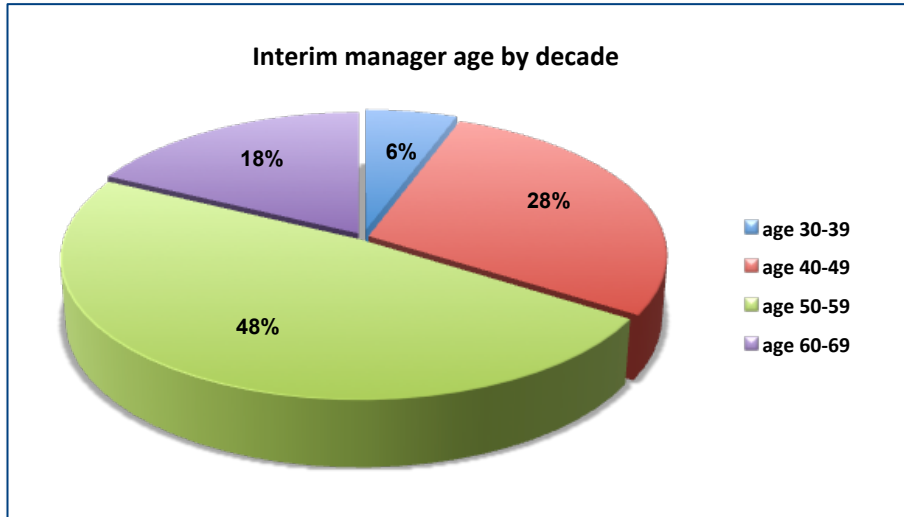
**Julia Briggs**  
Director,  
Interimity Ltd



## Interim management demographics

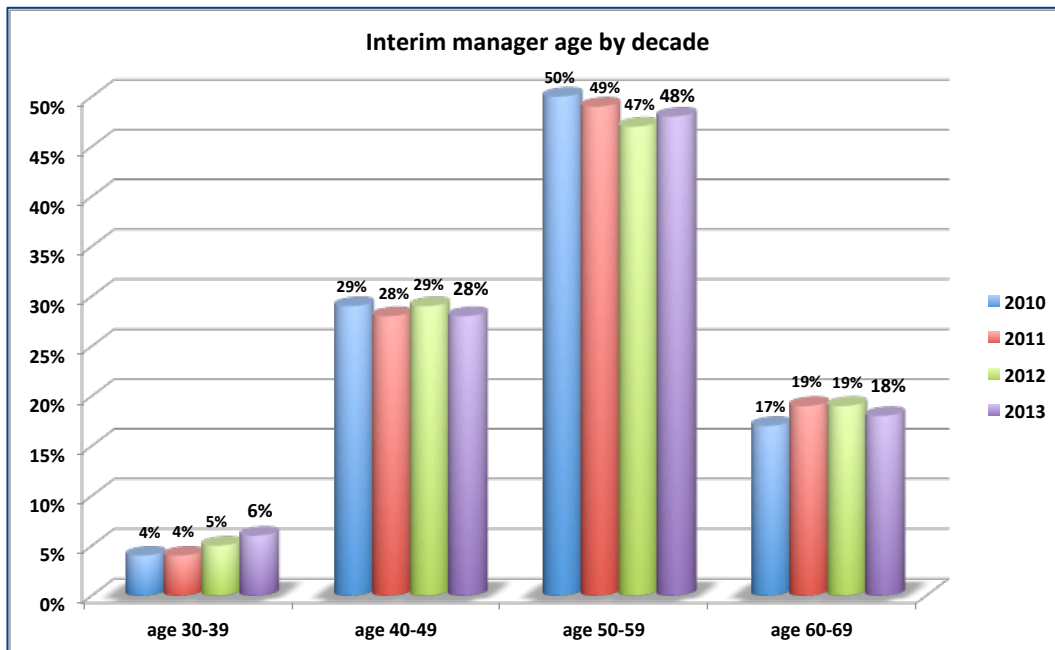
First some key demographics about the 2,385 practicing interim managers & executives surveyed.

### Interim manager age split by decade age



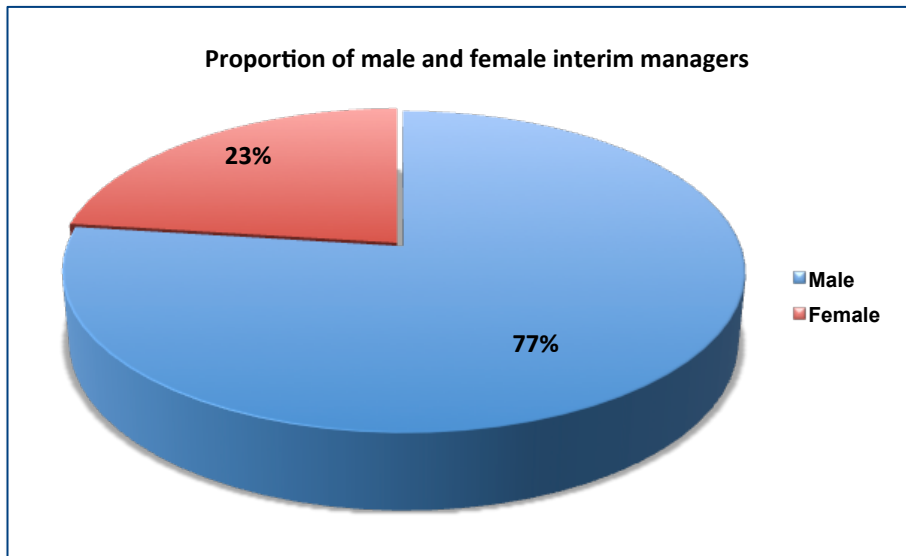
Nearly half of the interim managers surveyed (48%) were in the age range 50-59. This proportion is virtually unchanged from 2010, 2011 and 2012. The average age for an interim manager is 52.3. IIM data from 2004 had the average age at 52.7, so the average is very steady.

### Are interim managers getting younger?



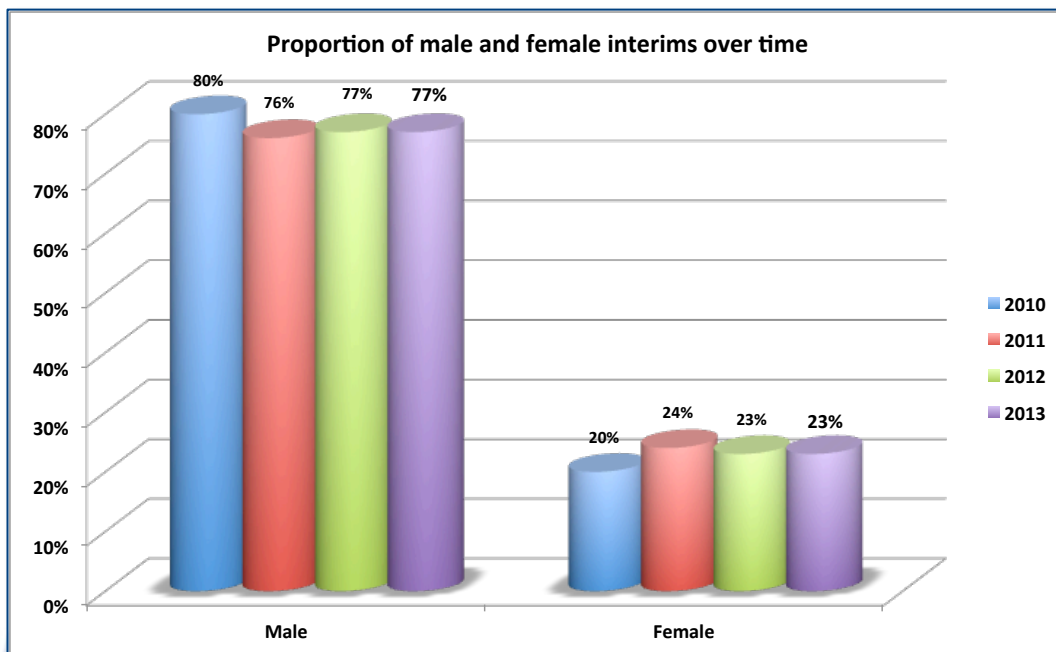
The answer remains **no**. The average age is pretty much unchanged over 9 years. There is perhaps a tiny increase in those starting out in interim management earlier and a small number of examples of those working later, but overall it's a very stable age population.

## Interim manager gender split



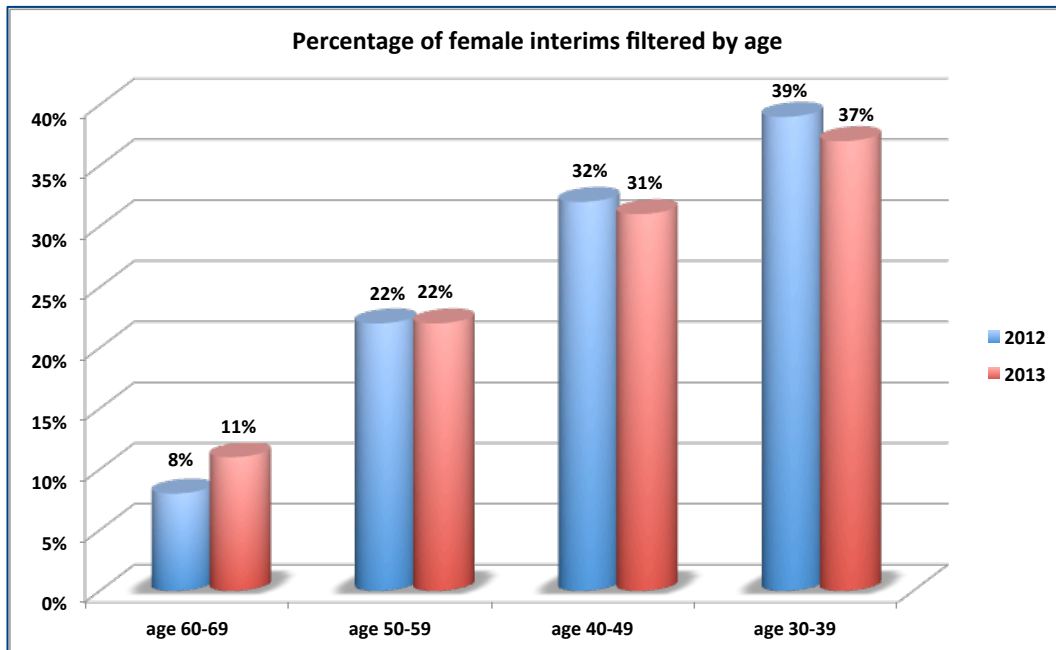
23% of the interim managers surveyed are female, just the same as last year.

## Interim manager gender split over time



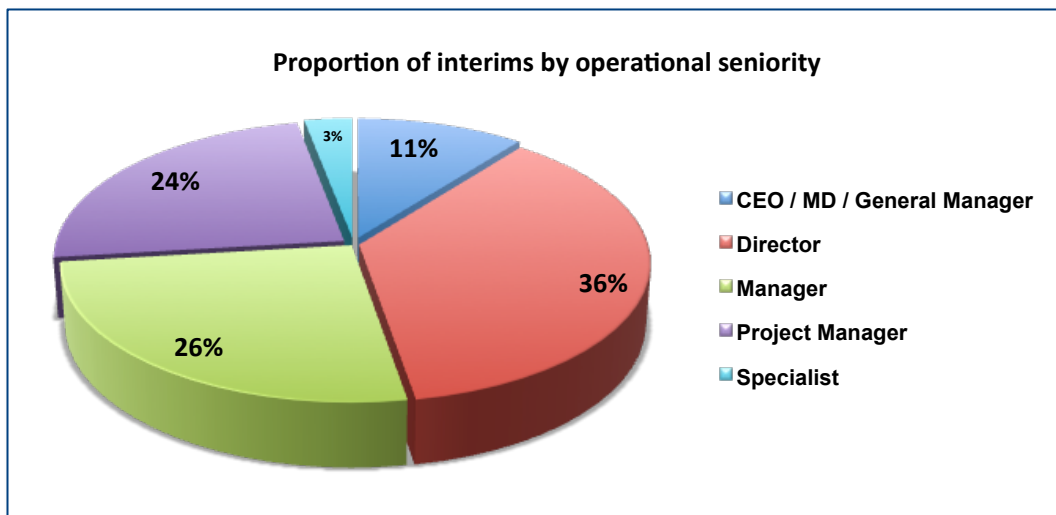
Looking at the figures over four years, the proportion still looks very static, but in the next illustration, the fascinating progression we identified last year is expressed again.

## Female interim manager proportion by age band



The proportion of female interim managers and executives in each decade banding is patently on the increase. We do not see dramatic year on year increases in the gender proportions, but over a dozen years, the re-balancing is dramatic with a much stronger gender balance already in the pipeline among the thirty-some-things and the forty-some-things.

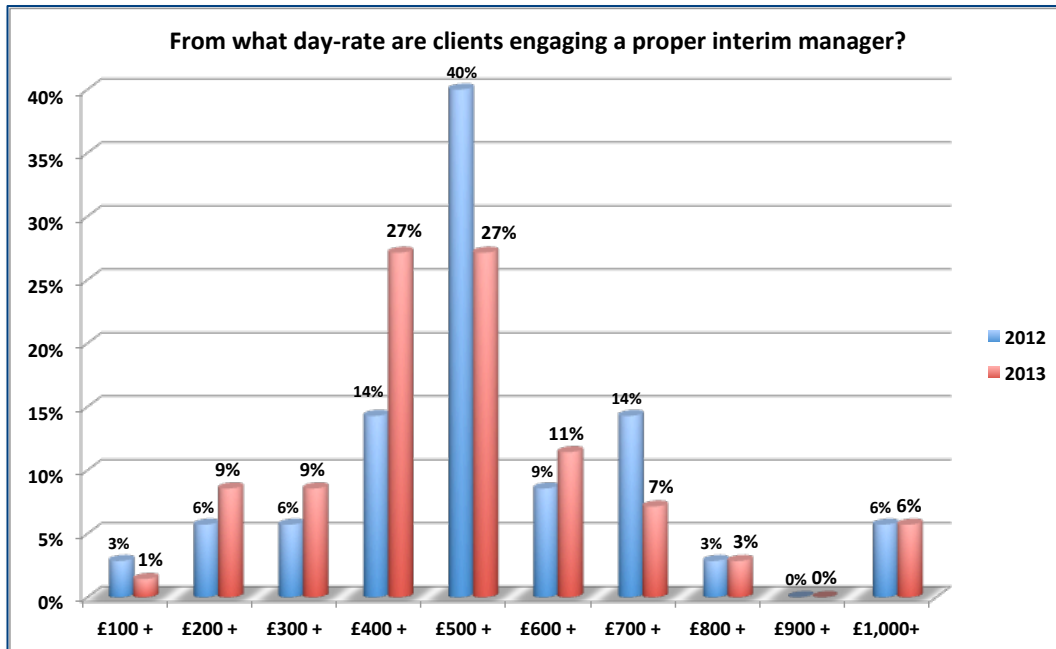
## Interim manager operational seniority



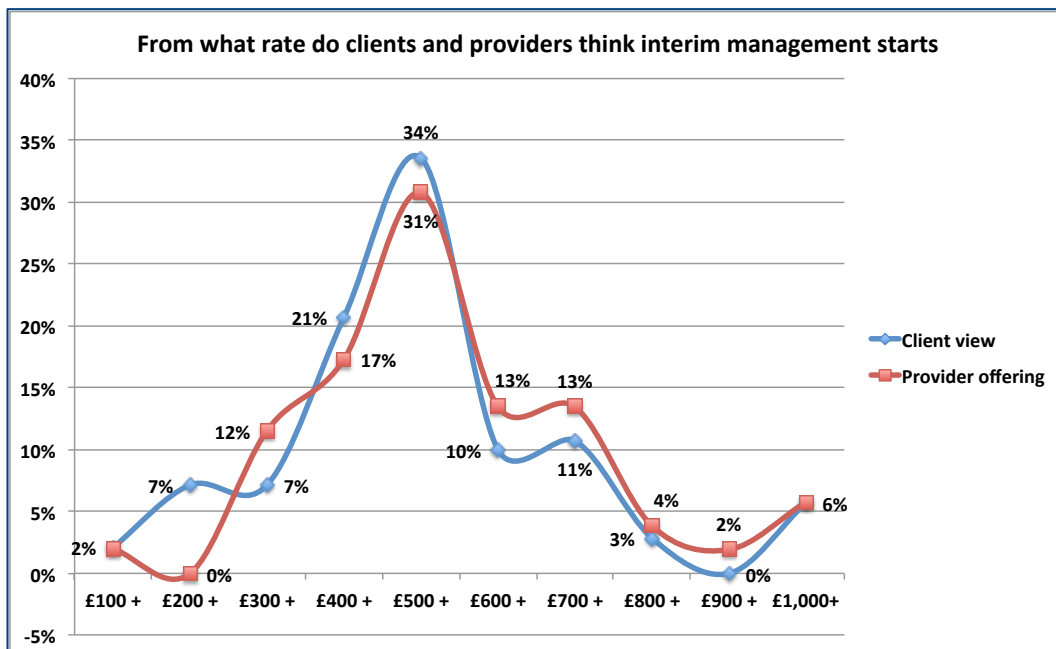
The proportions are fairly evenly split between those who operate at a Director or Executive level (47% in total) and those who operate at a Line or Project Management level (50% in total).

## Day rate of an interim manager

One way of identifying an interim manager is by the individual earning over a certain day-rate. Whilst this rule of thumb can only ever be a guide because interims may receive sub-optimal rates for a variety of reasons, it is nevertheless a useful benchmark used by interims, clients and providers.

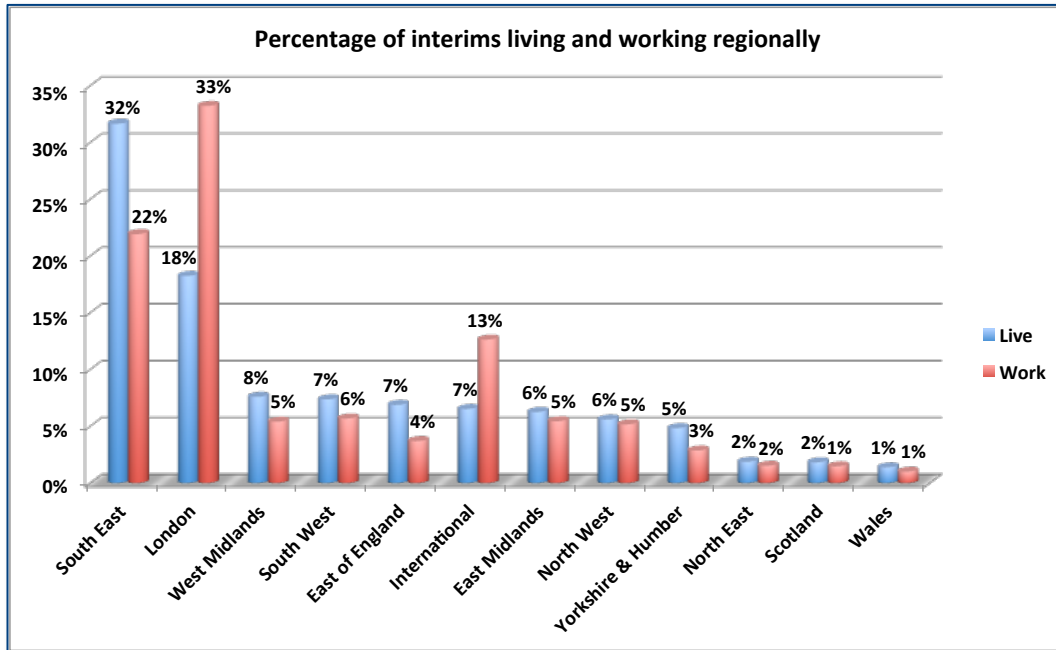


Clients gave an average response that interim managers are paid from £490.



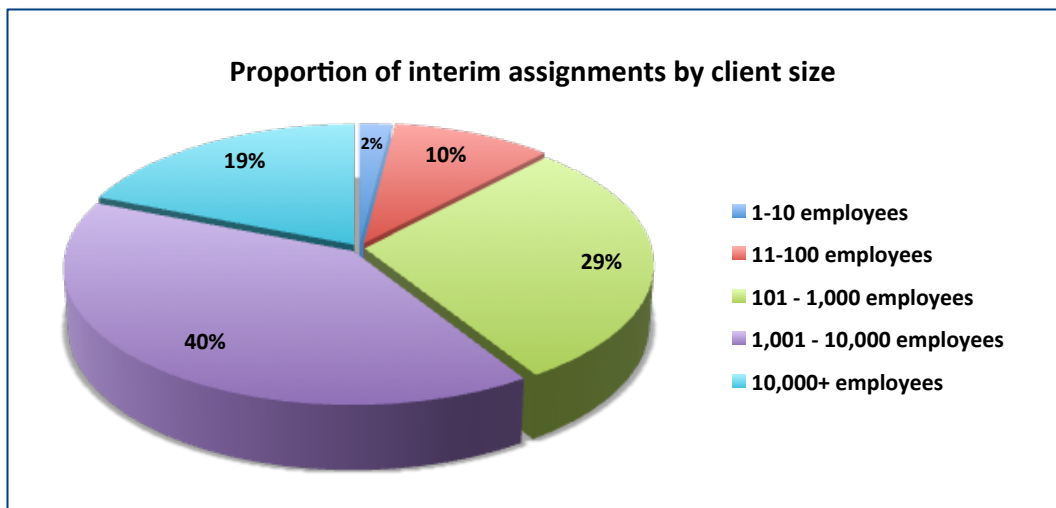
That is a consistent opinion with service providers who on average start to offer interim management service provision between £450 and £500 per day.

## Interim manager working location



More interim managers live in the South East (32%) than in any other region, with London (18%) in second place. London is an interim work magnet. 33% of interim manager work in the capital but only 18% live there. 6% of interim managers are working internationally while still retaining home locations in the UK.

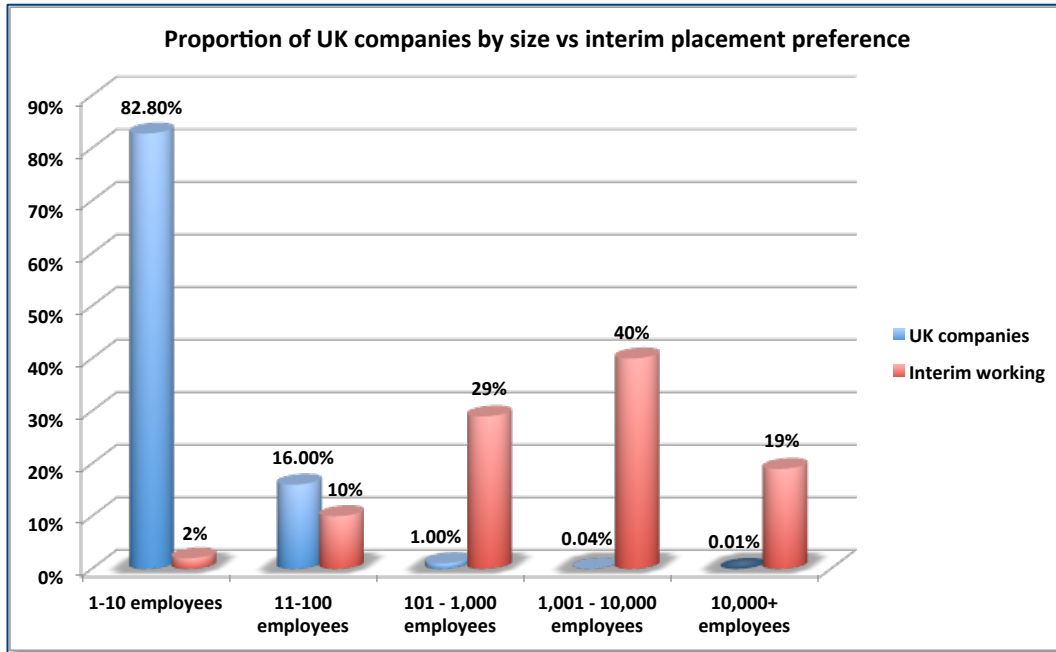
## Interim manager assignments by company size



Unsurprisingly, for a company to afford to engage an interim manager it needs to be of sufficient size to pay for it and sufficient size to require the specialised service that interim managers offer.

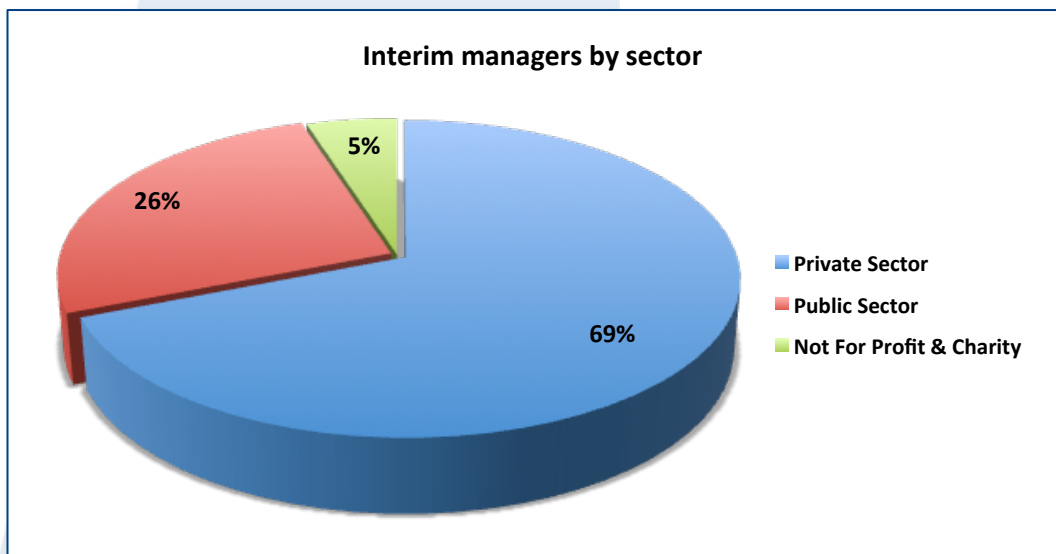
## Interim manager assignment preference compared to business size

It's worth remembering that most UK businesses are small businesses (among whose number interim managers themselves feature).



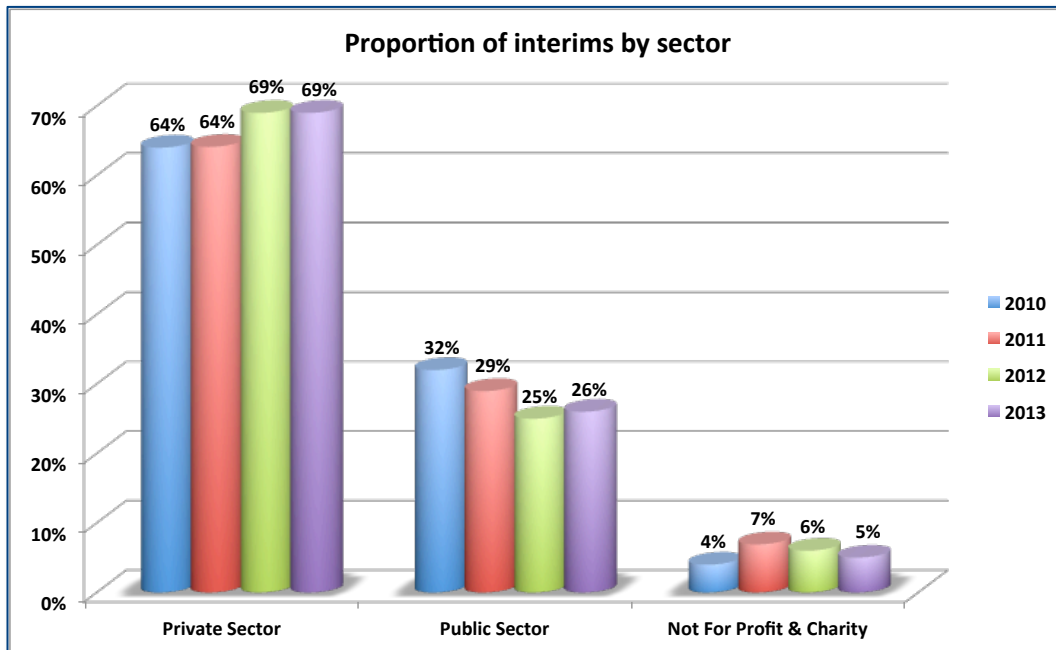
Which means that the pool of businesses where 88% of interims are fishing for work (businesses with over a 100 employees) constitute only 1.5% of UK businesses. [Source: Office for National Statistics, UK Business: Activity, size and location 2011]

## Interim manager sector assignments



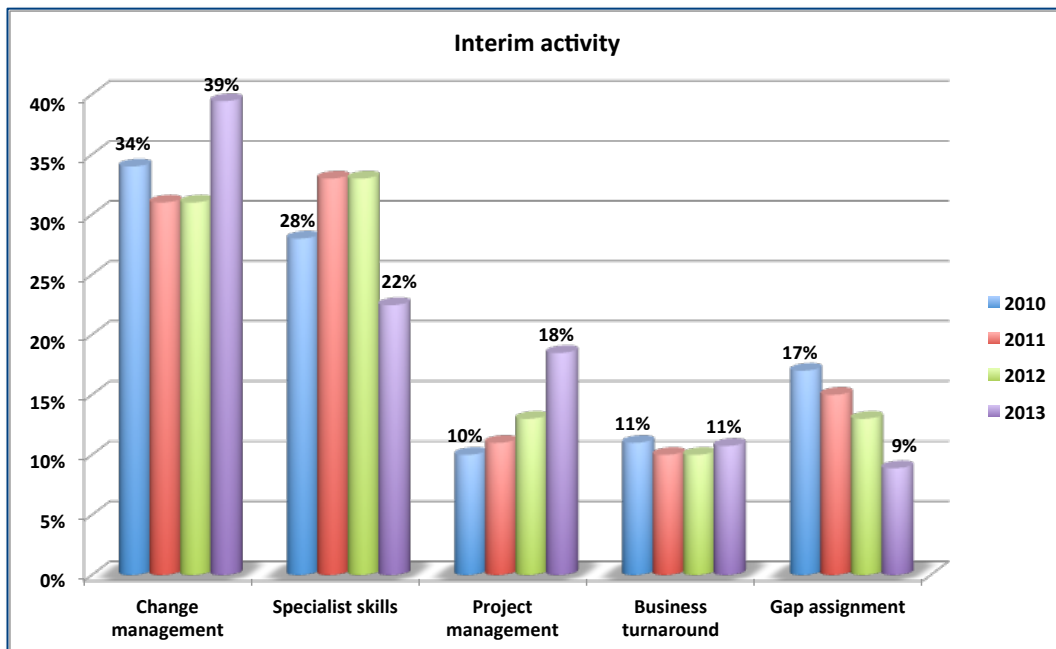
More than two thirds of interim managers are working in the private sector, which is the same proportion as last year.

## Change in interim manager sector assignments



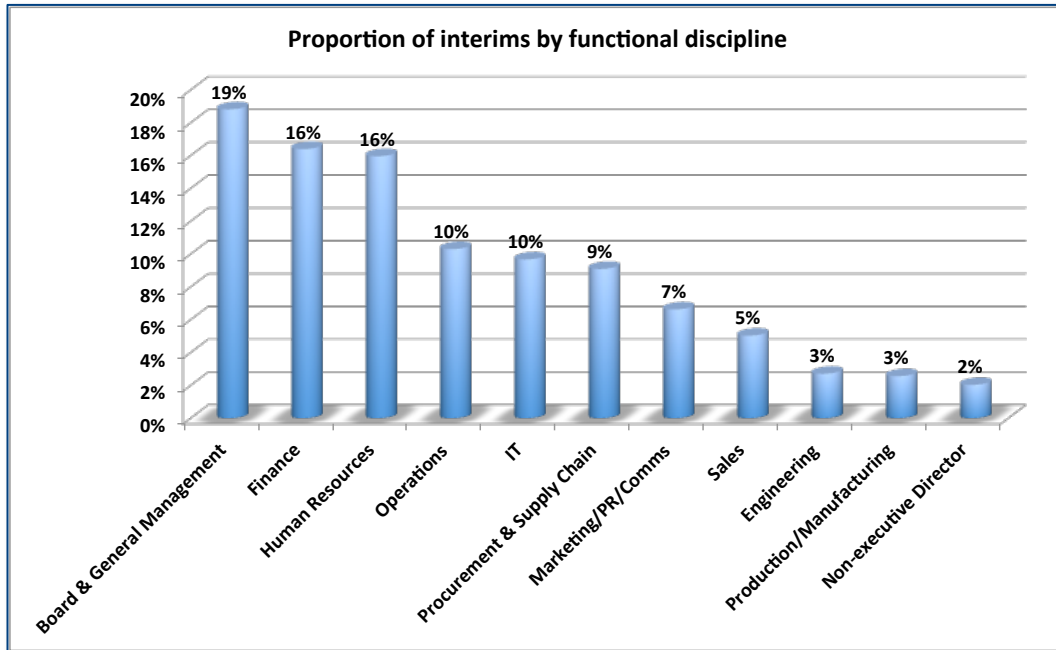
The shrinkage in the public sector in recent years also appears to have stabilised.

## Interim management activity



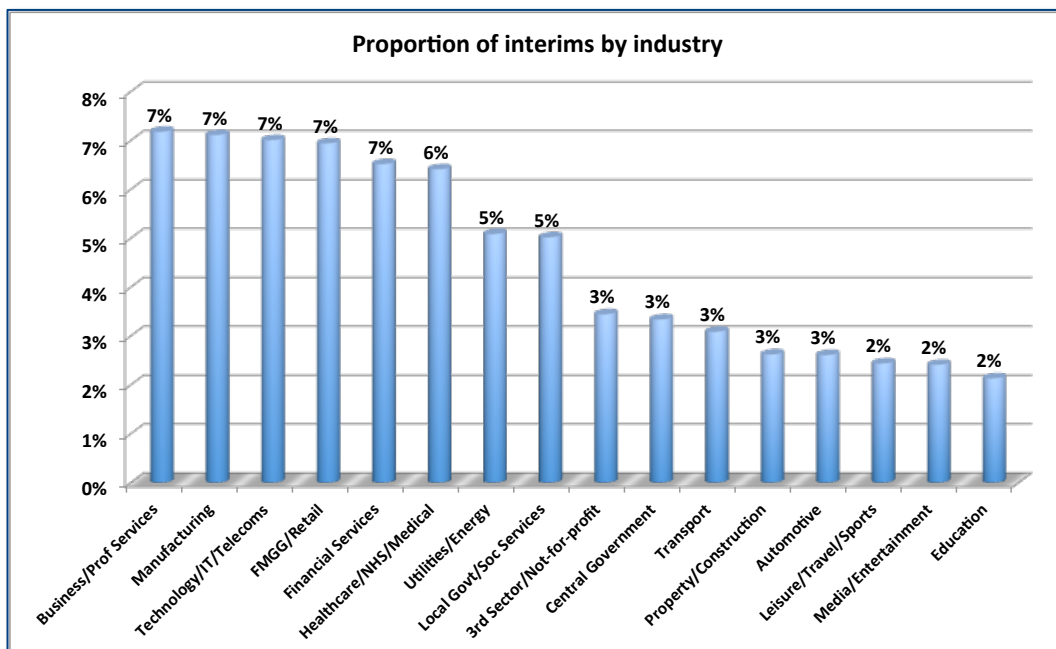
Interim managers are mainly engaged in specialist and change activities and the survey data bears this out. The classic 'gap fill' continues to diminish as a proportion of the interim offering, now down to 9%.

## Interim management functional assignments



The most dominant business functions utilising interim managers are Board and General Management (19%), Finance (16%) and Human Resources (16%), the same top 3 as last year.

## Interim manager industry assignments

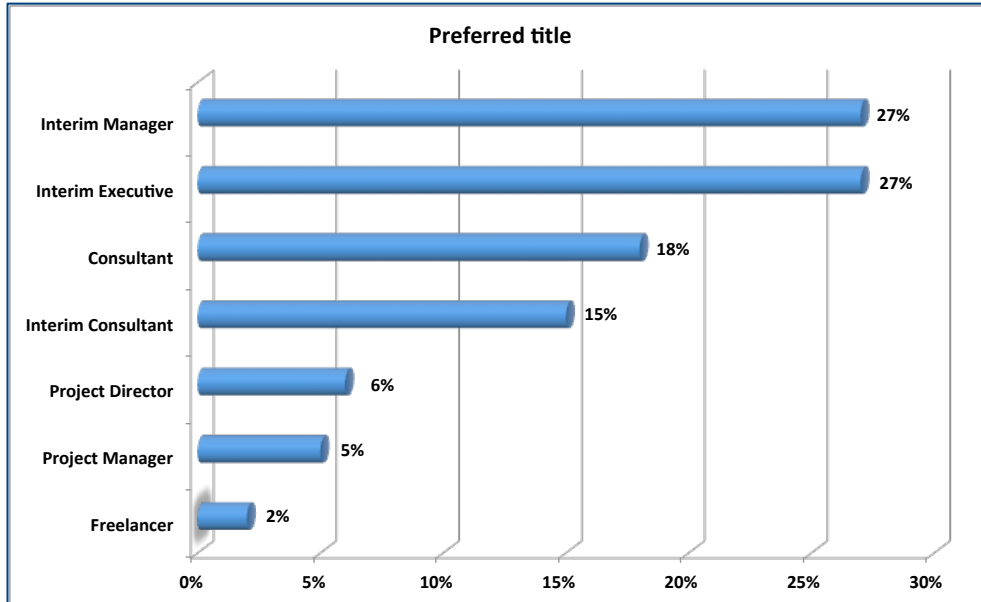


Interim managers work across a range of industry sectors, with proportions remaining steady.



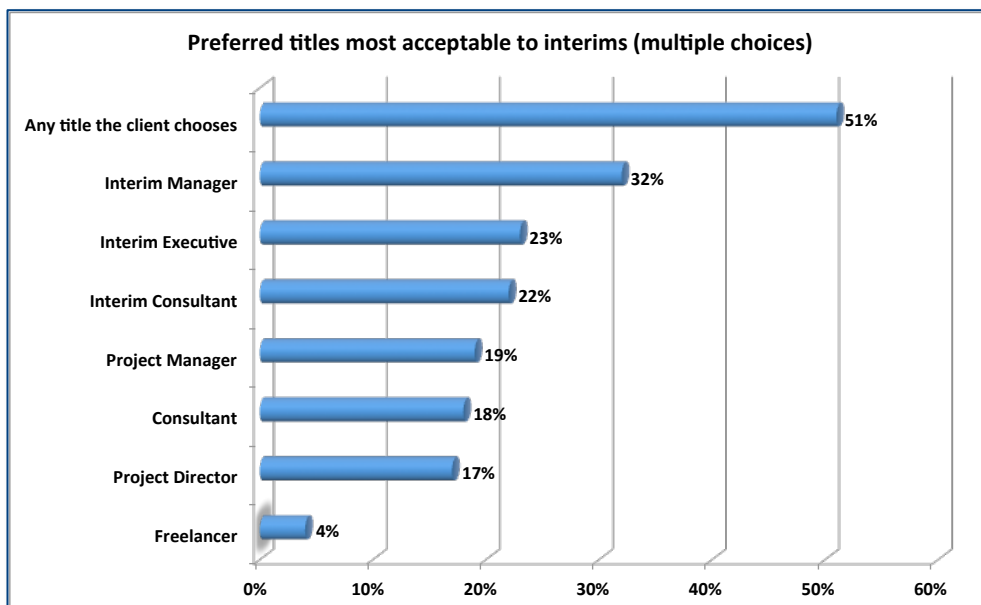
## Interim management business model

### What title do individuals prefer to describe what they do?



The prevailing descriptive title remains 'interim manager' or 'interim executive'. The use of the term 'consultant' is next most popular, either with or without the prefix 'interim'. After that 'project director' and 'project manager' titles are favoured.

### What title will individuals accept?



Perhaps unsurprisingly a great many interims (51%) are content to go by whatever title the client chooses.

## The IR35 office holder regulations

### Background to the office holder regulations

It is worth giving a little background to this section of the survey. A new clause in the 2013 Finance Bill (clause 22) brings into the scope of IR35, as documented in the Income Tax (Earnings and Pensions) Act 2003 (ITEPA 2003), 'office holders' supplied via Personal Service Company who previously would not be caught by IR35.

The IR35 change was initially prompted by a controversy in 2012 over how the Student Loans Company Chief Executive was paid. The controversy was that an initial interim assignment was supplemented by a further two-year contract, but with payments continuing through a Personal Service Company (PSC) off payroll, as he was an office-holder of the business and not an employee.

During 2012, HMRC initiated a consultation about 'The Taxing of Controlling Persons', which proposed that all 'controlling persons' (including interims) be placed on payroll. After a furore this was rightly deemed to be excessive and unnecessary regulation and these proposals were abandoned in late 2012.

HM Treasury decided that it would be sufficient to bolster IR35 by catching 'office holders' who were not otherwise outside of IR35 and amending legislation was included in the Finance Bill 2013 to update the Income Tax (Earnings and Pensions) Act 2003 (ITEPA 2003).

### Ramifications of the regulations

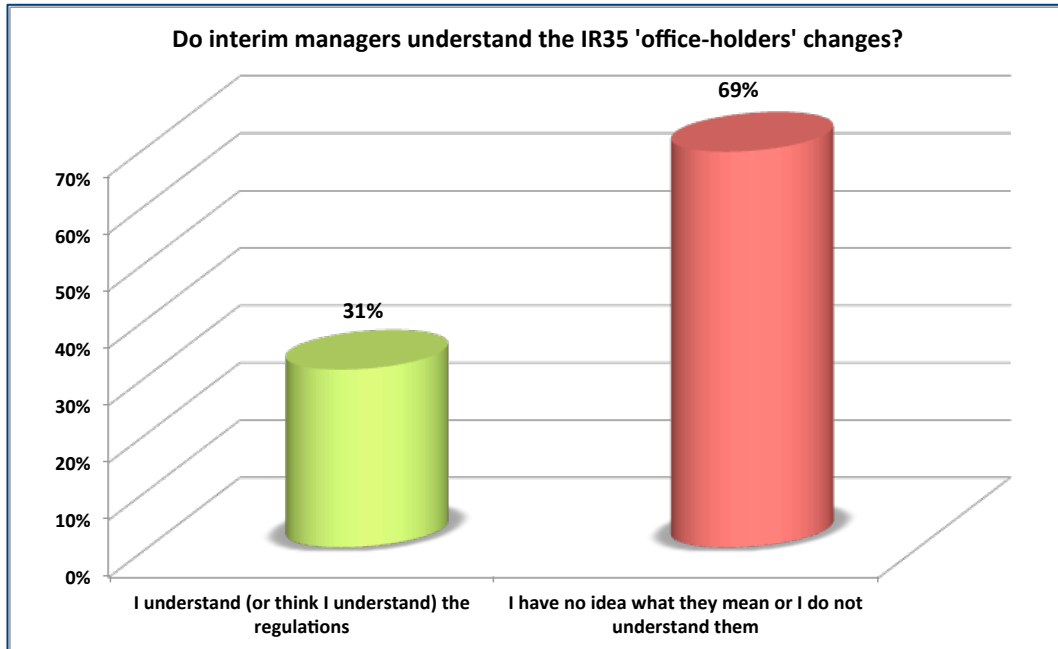
Professional interim managers and executives who operate in business on their own account look to be impacted by the office holder changes because ITEPA 2003 relies on out-dated case law to close the loop-hole of PSC paid 'employees'. The drafting is vague and fails to recognise that interim managers and executives may be both office-holders and also legitimate businesses.

Whatever HM Treasury's intentions (and HMRC have verbal assured us that professional interim managers are not their intended target), this does little to reassure interim managers or provide tax clarity, if what ITEPA 2003 actually says might not exclude interim professionals from its scope.

From a philosophical perspective the interim community should be out of scope of these changes as interim managers are independent professionals running businesses in their own right, but exactly where the lines fall will require new case law and further guidance to fully clarify the situation.

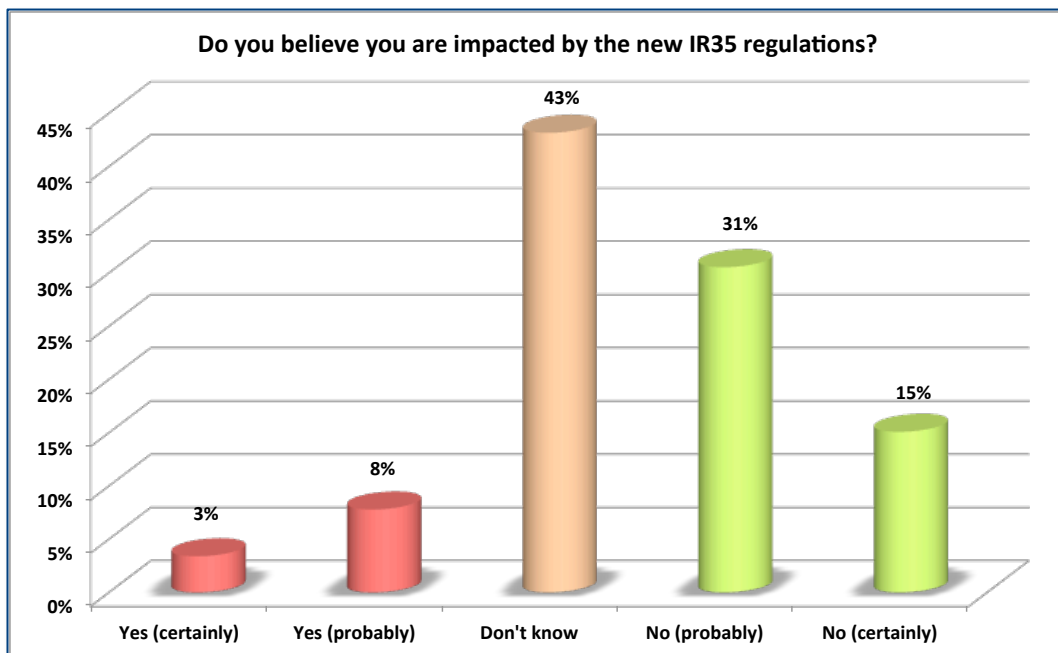
## Do interim managers understand the new regulations?

The first matter to pin down is whether interim managers do or do not understand the new regulations.



The clear answer is, no in the main they don't.

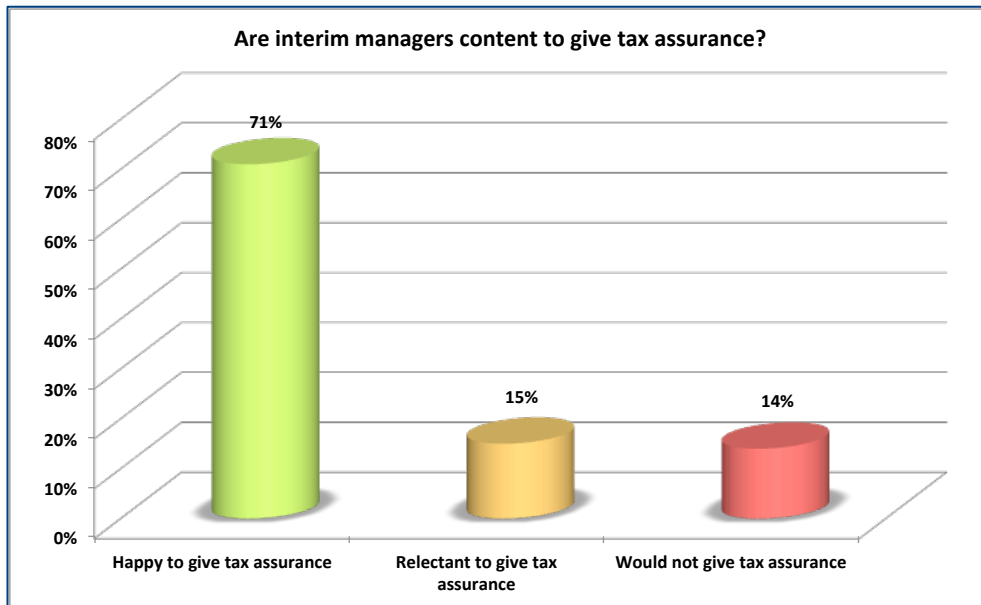
## Do interim managers think they are caught by the new regulations?



Only 11% think they are or might be caught by the regulations, but as we have explained above a significant proportion just don't know.

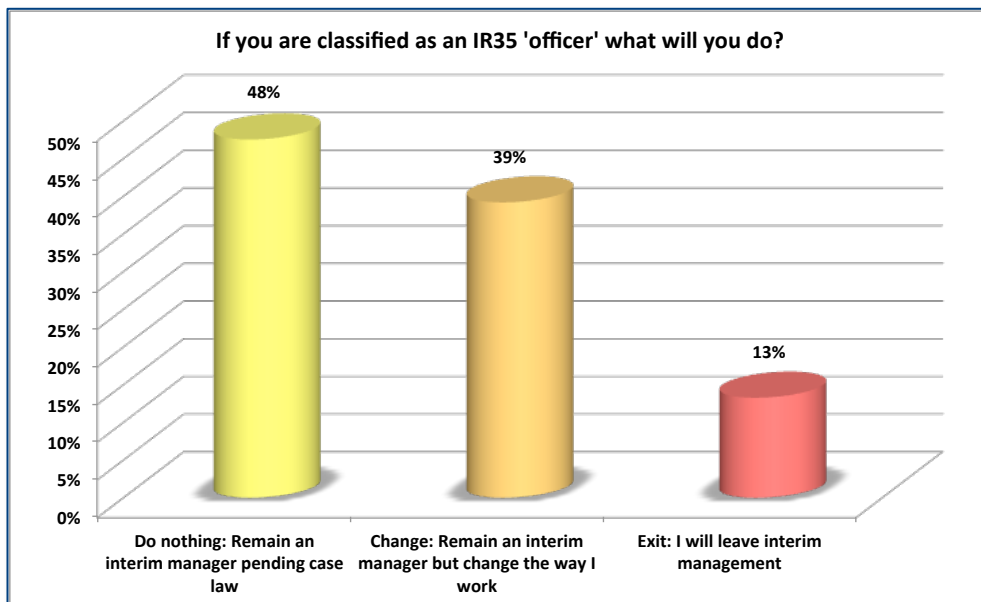
## Are interim managers happy to give tax assurance?

As these regulations stem from government seeking to maintain tax transparency and assurance it is worth sharing how relaxed interim managers are about providing tax assurance data where required:



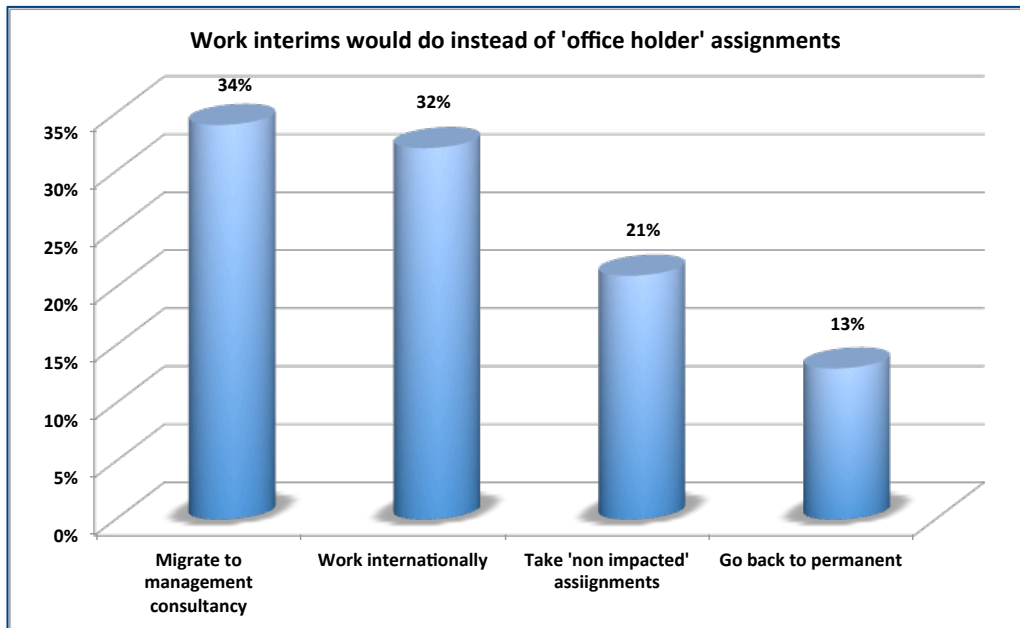
86% of interim managers would provide tax assurance data where required, 71% happily.

## What do interim managers plan to do if impacted?



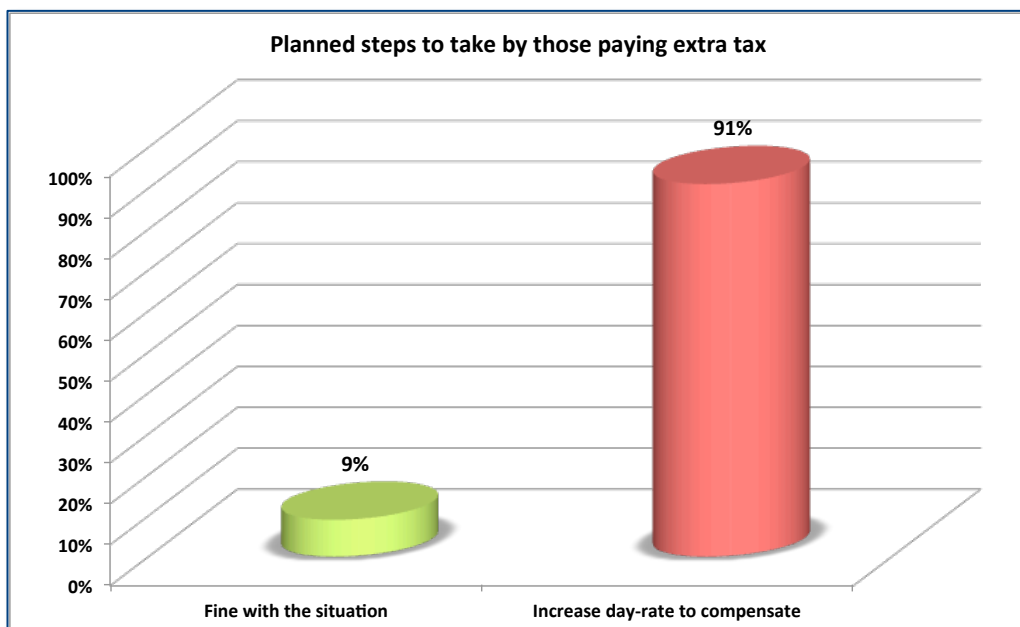
Interim managers are approaching the situation pragmatically with 48% taking a 'wait and see' approach. Of the remainder, a further 39% would change the way they work so that they would not be impacted, but 13% would leave interim management altogether.

## What type of alternative work would they do?



Of those who would exit the profession if impacted, the most popular alternative is management consultancy. Others would either work internationally, undertake patently non-officer assignments or return to permanent employment.

## Action taken by those paying the additional taxes



Interim managers who do find themselves impacted and who decide to take it on the chin would overwhelmingly seek to increase their rates to compensate. As these regulations may drive some interims out of the market, scarcity of supply may enable interim managers to implement such a tactic.

## An IIM view on the officer regulations – Ad van der Rest



'It becomes all too easy to become paranoid. In recent years the interim community has dealt with the Agency Workers Regulations (AWR), which thankfully passed interims by. Lashings of moral indignation in the media about interims 'being paid more than the prime minister' on the basis of not even the most rudimentary maths being applied to an analysis of independent payment models. Angst over 'fat cats and tax cheats' resulting in knee-jerk procurement policies, the 'Controlling Persons' tax proposals (abandoned) and now the IR35 'office-holder' regulations to plug a tax loophole triggered by one individual and one slice of embarrassment for one government body. Given the importance of the flexible economy to UK plc it would be nice if interim managers were less mired in regulation and were allowed to get on with doing a good job.

The main finding from the Institute's survey of the IR35 officer regulations is that of confusion. There is confusion about who is impacted, how they are impacted and what interims will do about it.

Most interim managers are taking a 'wait and see' approach. Worryingly, a significant number of interim managers would quit the sector and those who would not, will predominantly restructure their affairs to be out of scope or increase fees.

I understand (and support) the moral position that HM Treasury is seeking to pursue, that of tax fairness and assurance, but the way this has been achieved has been clunky and with little stakeholder engagement. If HM Treasury wishes to make public sector cost savings to its interim management procurement, then the IR35 changes are likely to increase the scarcity of interim managers with particular skill-sets, driving day-rates up. The alternative for the public sector is to down-skill to lesser paid fixed-term-contractors or redundant permanent managers, and deal with the consequences.

The proportion of interim managers working in the public sector, for example, has reduced significantly since 2010, as has the pay differential of private sector to public sector. Ironically, to source the interim expertise central government sorely needs has seen a large day-rate increase to government this year above most other industry sectors.

I hope that HMRC will wield these new regulations responsibly so that case law can draw a sensible line between those who are 'as employees' and those who are legitimate interim businesses. I would also encourage interim managers to be diligent and clear with their own tax position.'



**Ad van der Rest MIIM**  
co-Chairman  
**Institute of Interim  
Management**

## A provider view on the officer regulations – Simon Drake

'Firstly, I have to say a very large thank you to Ad and the IIM for another comprehensive survey, which is now an eagerly awaited and important annual event in the interim management calendar.

Following the Government's commitment to supporting SMEs and improving efficiency for business by reducing red-tape, the findings of the IIM survey and the lack of clarity on IR35 and specifically 'Office Holders', along with the Government's internal advice on utilising the services of interims, unfortunately continues to create more confusion, not less.

For an industry estimated at £1.7b in this report, it's concerning that nearly 70% of interims don't have clarity on these issues, despite the IIMs efforts with a significant consultation response and the IMA/REC efforts within the IR35 forum. With the same percentage of interim managers being happy to provide assurances with regard to their tax status, this provides a clear message that, despite these issues, interim managers are confident of their business status. However, with nearly half of interim service providers that responded being concerned that there could be a detrimental impact, it's important we clarify this quickly.

Professional interim managers run small businesses to help larger businesses. As with any business, they suffer or gain from the challenges of; markets dynamics and periods of no/low sales, maintaining a relevant and compelling proposition, a very competitive market, competition from more expensive consultancies and generally a more capable permanent workforce today to manage change. However, the market exists and persists because UK Plc and the Government need executive talent to help lead and manage change. With 91% of interim managers confirming that they would increase their rates if deemed to be under IR35, taking away their business status would increase costs and could threaten these services at a time when the UK needs more than ever to be competitive.'

Simon Drake heads up the Interim Practice at Penna Plc as Director of Recruitment Solutions, Executive Recruitment and is an Executive Committee member of the Interim Management Association (IMA).



Penna



Interim  
Management  
Association



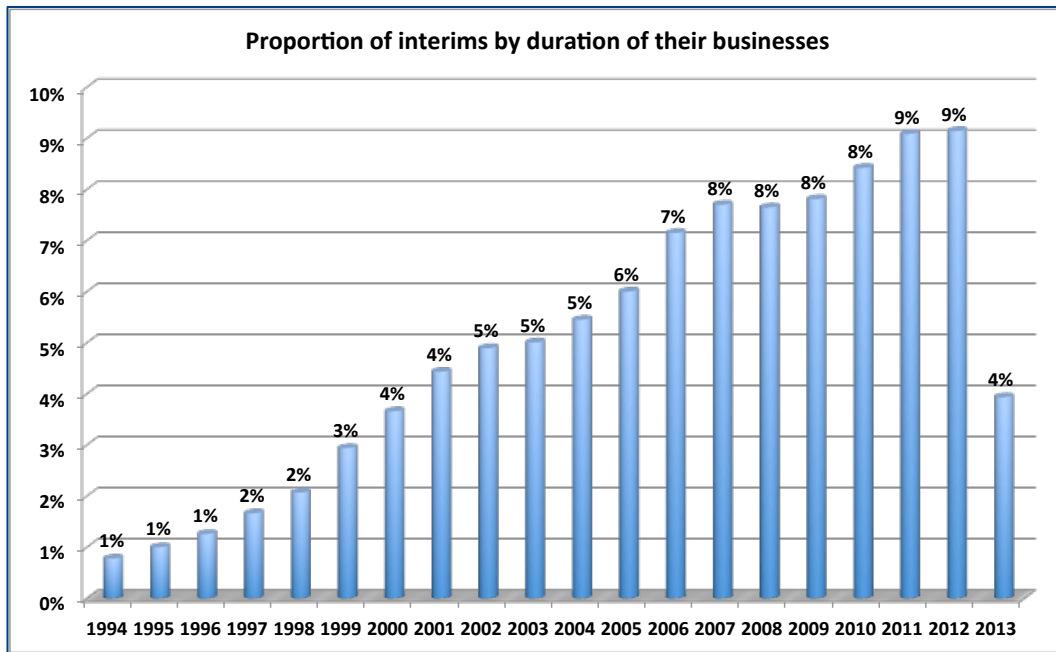
**Simon Drake**  
Executive Interim  
Director  
Penna



## Interim management businesses data

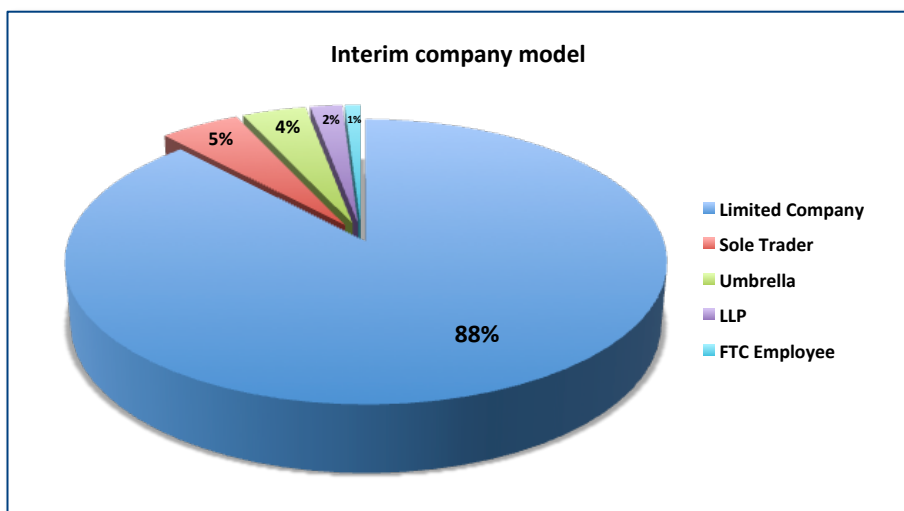
### Interim Management experience (measuring year started trading)

The length of interim management experience shows not only the increasing numbers of people becoming interims in recent years, but also the steady growth of interim management as an activity. The growth was arrested in 2008 and 2009 not surprisingly with a recession under way, but it continued increasing again from 2010.



The Median average length of 'interim management experience' is 6.5 years (end of 2006).

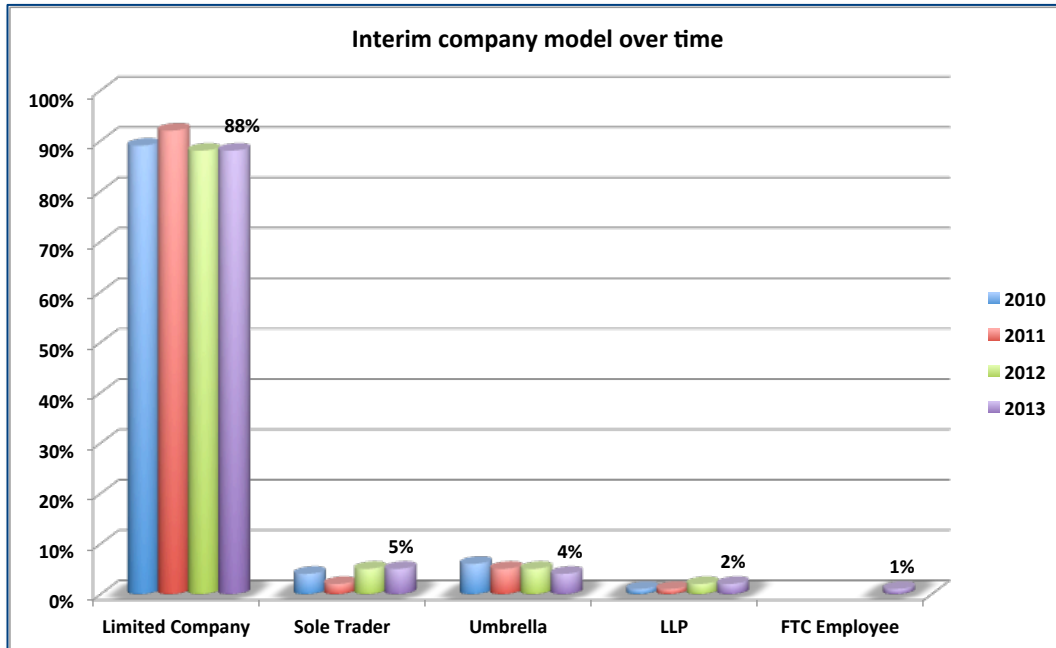
### What type of Interim business do interims have?



The business model of choice for the interim managers surveyed remains clear and dominant (and the same as last year): A Limited Company (88%)

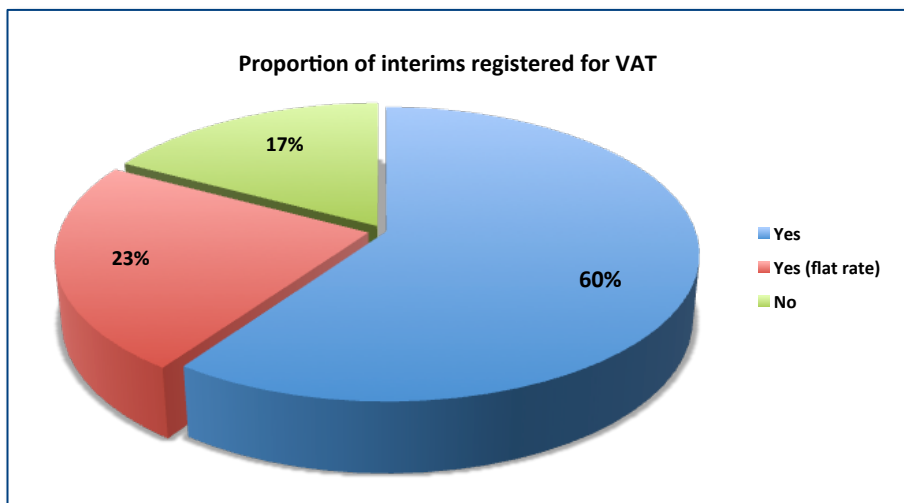


## Is the business model changing?



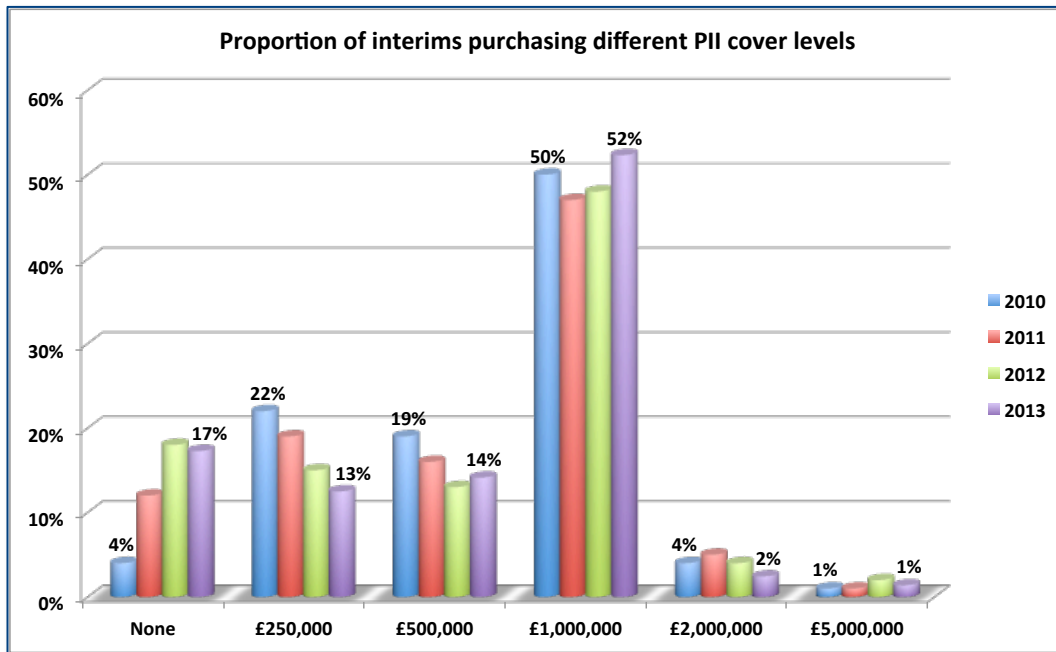
The use of Umbrella companies is down a tad to 4% from 6% in 2010 (though this finding is right on the edge of our survey's statistical significance).

## Is your Interim business VAT registered?



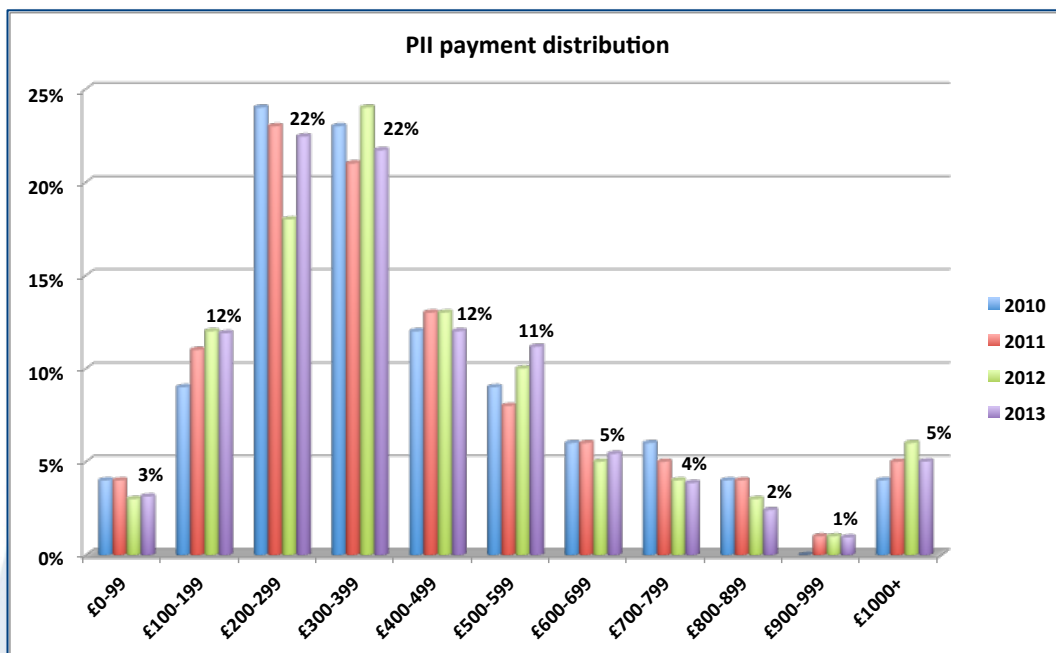
83% of Interims are VAT registered (including 'flat-rate')

## What level of Professional Indemnity Insurance do you have?



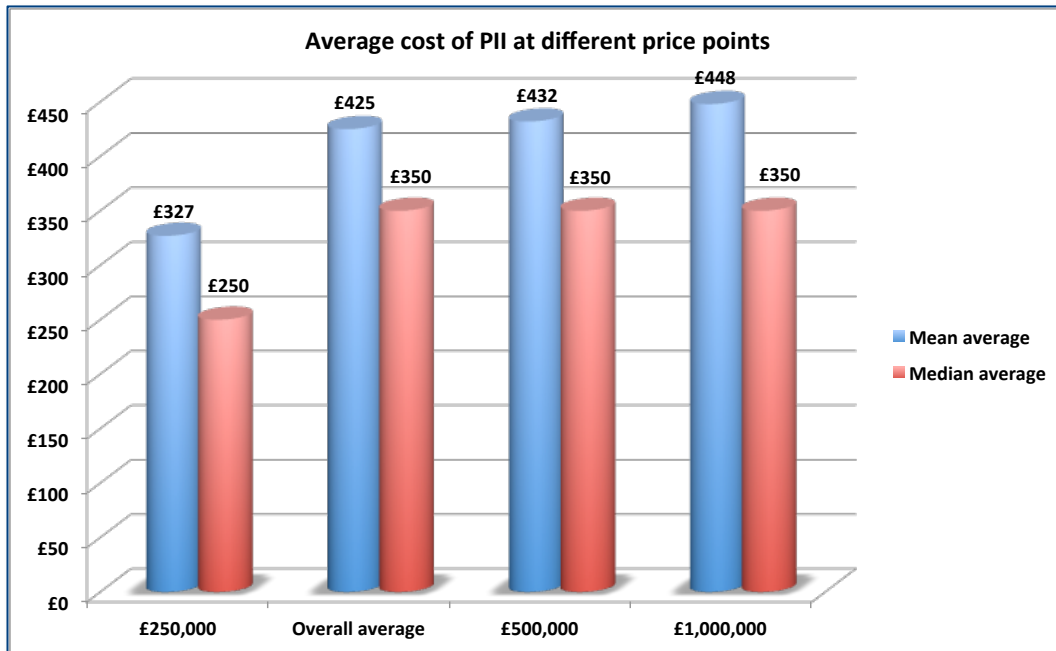
The most common PII cover is £1,000,000. Over the last three years, the interim managers who are either taking the risk and not renewing their PII, or are new interim managers not taking out PII in the first place, has increased four-fold.

## How much do you pay for your Professional Indemnity Insurance?



71% of Interims pay less than £500 for typically £1,000,000 of PI cover (see chart above). The median PII purchase price is £350.

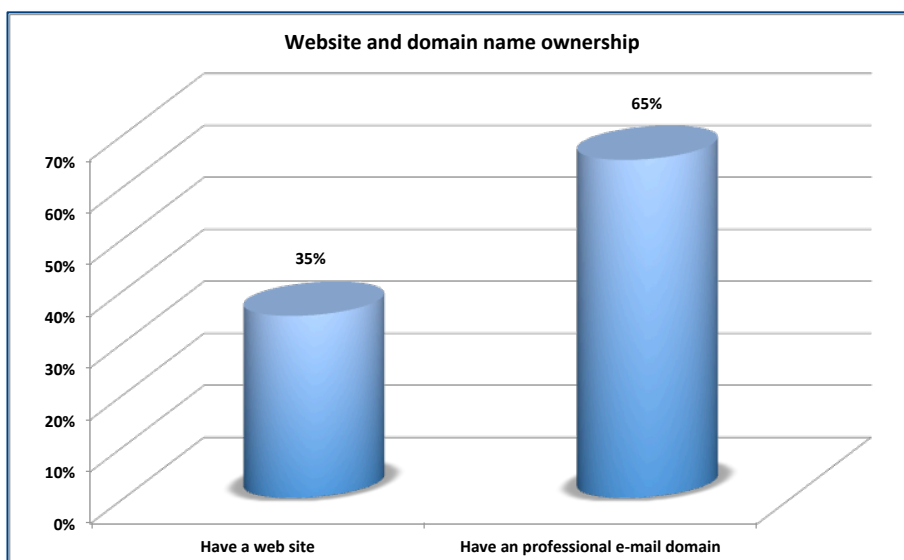
## Average cost of PII by cover level



Furthermore, the average cover costs between £500,000 and £1,000,000 are not that different so the case for sticking to £500,000 cover as opposed to £1,000,000 is not strong.

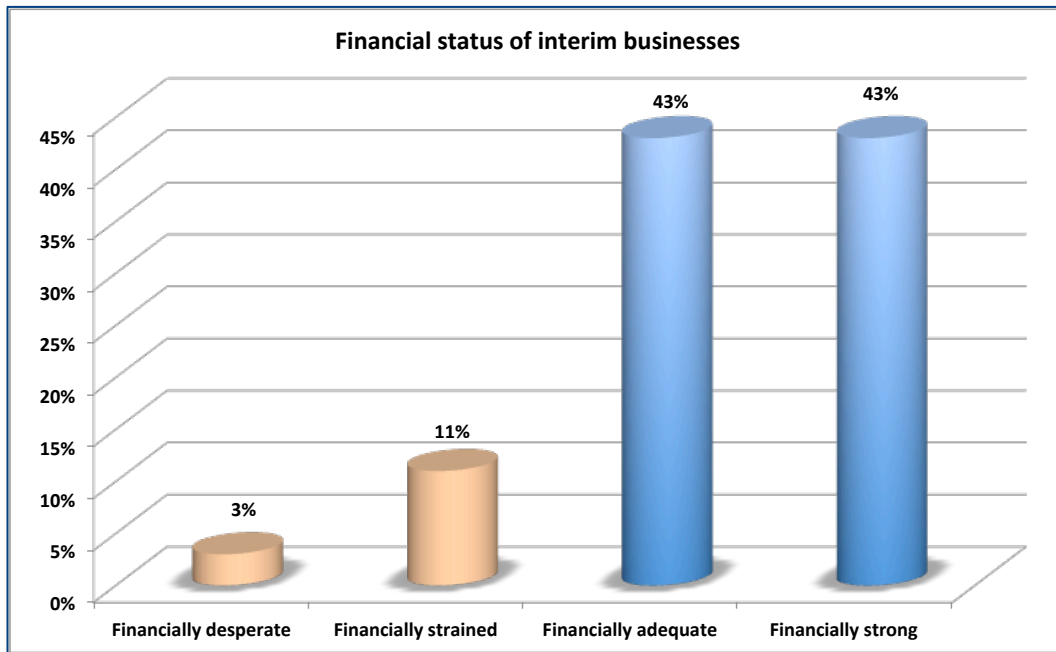
We see at the top end what appear to be some significant premiums being paid. Unless there is specific cover for specific risks being paid for, we urge interims to review the market.

## Ownership of web domain or professional e-mail address



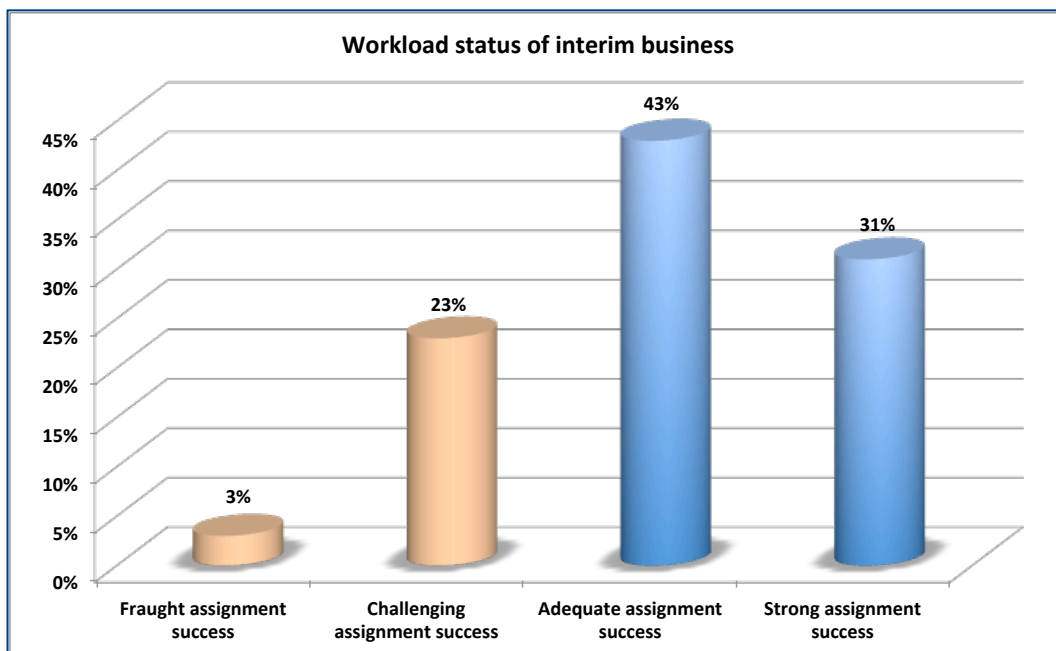
Another facet of professional business behaviour is the use of a web domain or professional e-mail. A website is not for everyone, but 35% are missing a trick using Google or Yahoo as an e-mail address.

## Interim financial status



The bottom line is that most interim businesses are thriving or surviving (87%). 13% are in trouble, but that is the risk an independent business existence carries.

## Interim workload status

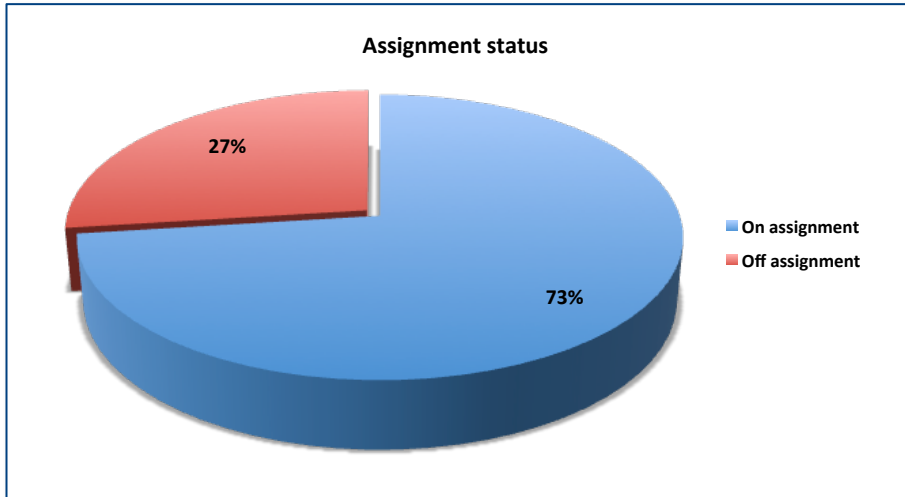


Similarly, most interim businesses are consistently winning assignments (74%). A slightly higher 26% are struggling or simply failing to win assignments.

## Interim management assignment status

We have again collected month-by-month on and off assignment data, collating the results by quarter.

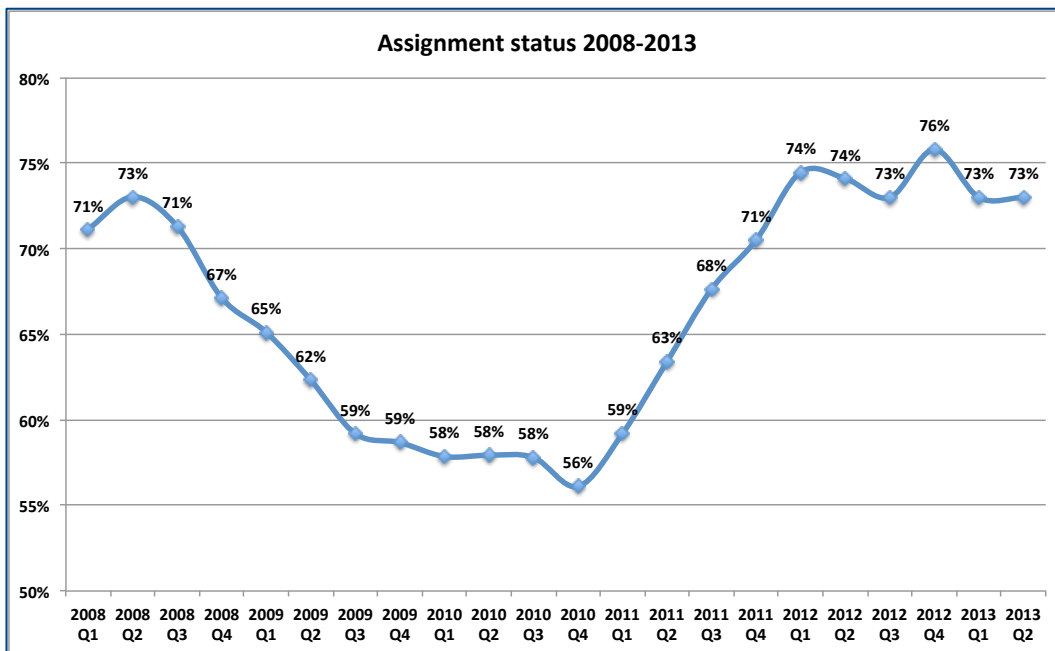
### What proportion of interim managers are currently on assignment?



The headline data is that 73% of interim managers are on assignment.

### On and off assignment trends (short term)

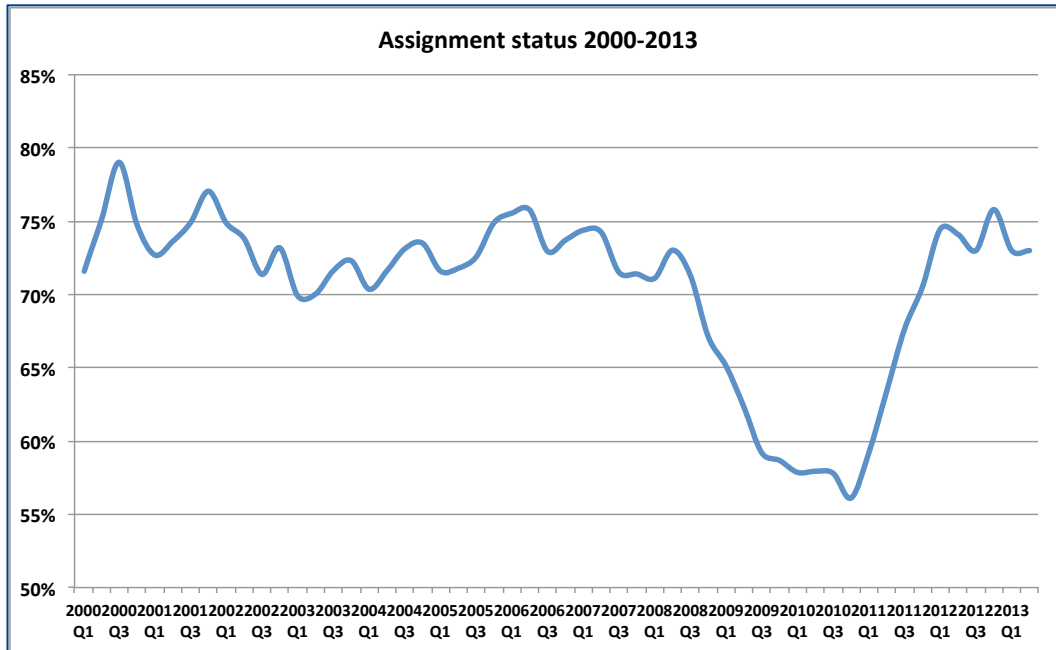
This is a much healthier state of affairs than the last few years.



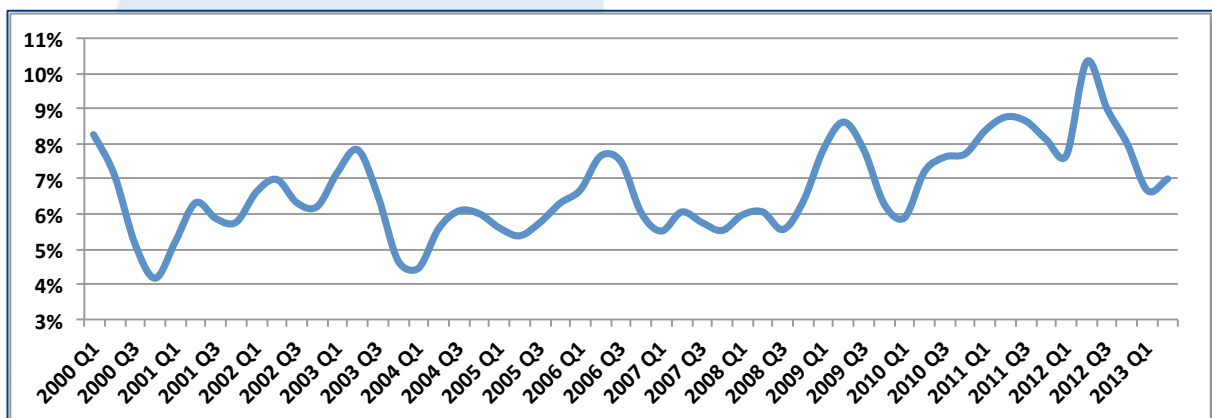
After a painful three-year slide in assignment availability, from the summer of 2008 to the autumn of 2010, a decent recovery followed across 2011. 2012. Early 2013 has followed an assignment pattern that whilst not representing boom-times could certainly be considered a return to business-as-usual.

## On and off assignment trends (long term)

Looking at the long-term data, the interim community coped perfectly well with lesser economic ups and downs between 2000 and 2007. Many interims in 2008 took the view that interims would not be impacted by the economic downturn because interim management can thrive counter-cyclically. As it turned out, this notion was flawed as businesses slashed budgets irrespective of need.



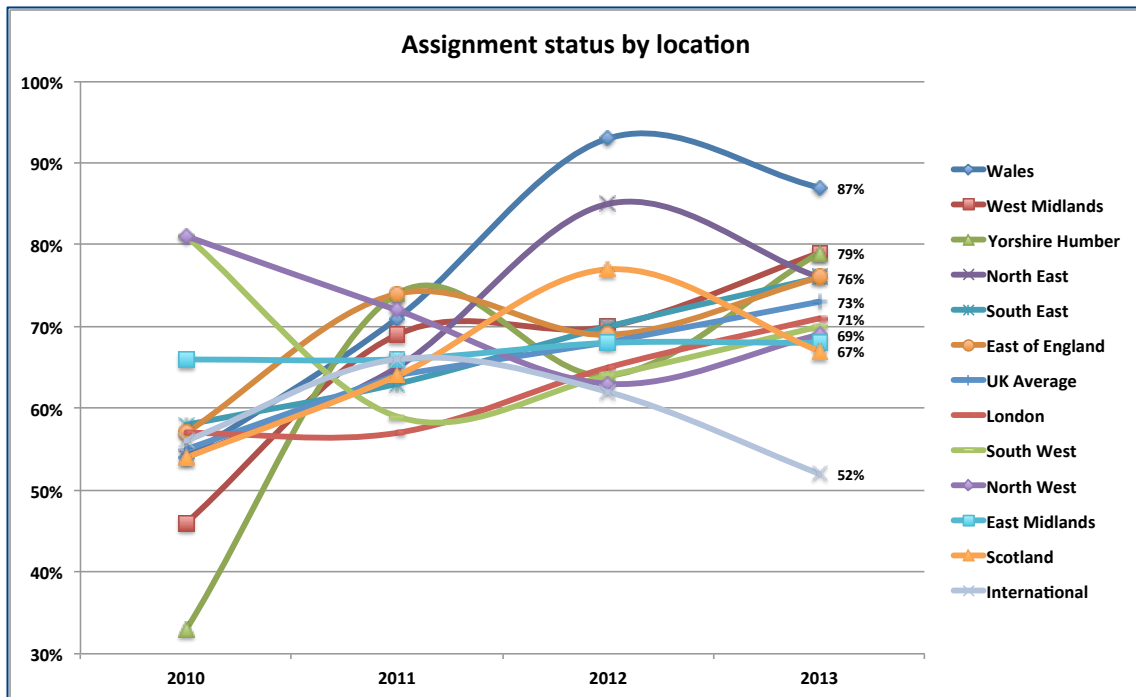
## Percentage 'out of the market' 2000 to 2013



A benefit of interim management is famously the ability to take time out away from assignments. In practical terms this means that between 4-10% of interims are out of the market on a purposeful break at any one time. This trend appears to be very gradually increasing.

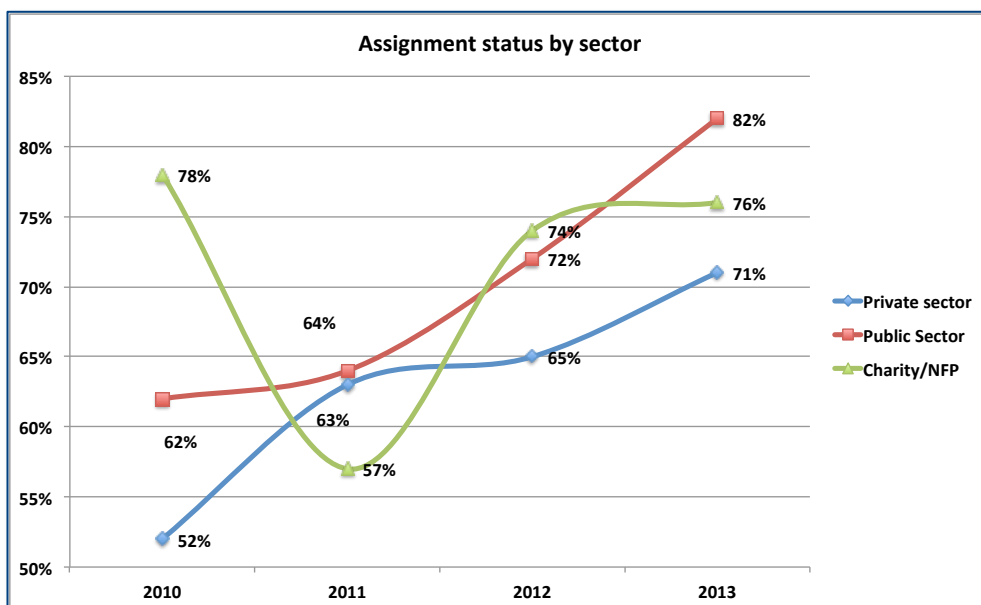
## Assignment status by location

We filtered the interim managers reporting that they were 'on assignment', by home location.



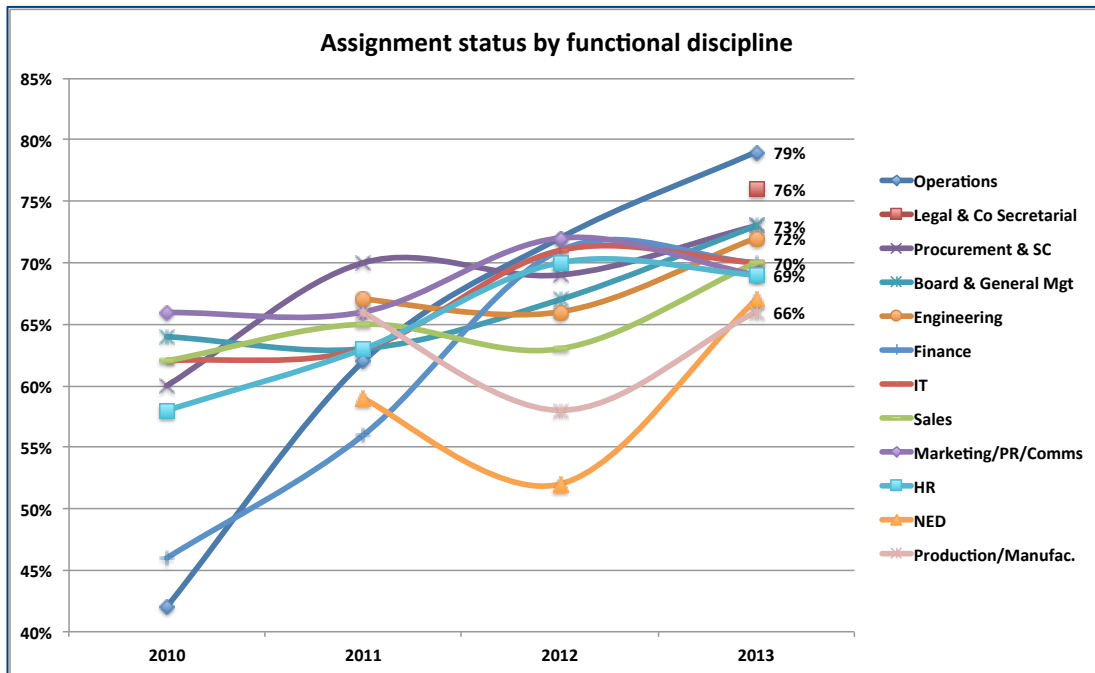
What this means is that 2013 has started decently across the UK. Interims who live internationally are suffering the most with only 52% on assignment. By comparison, interims who live in the UK but tend to work internationally are on assignment slightly more at 62%.

## Assignment status by sector



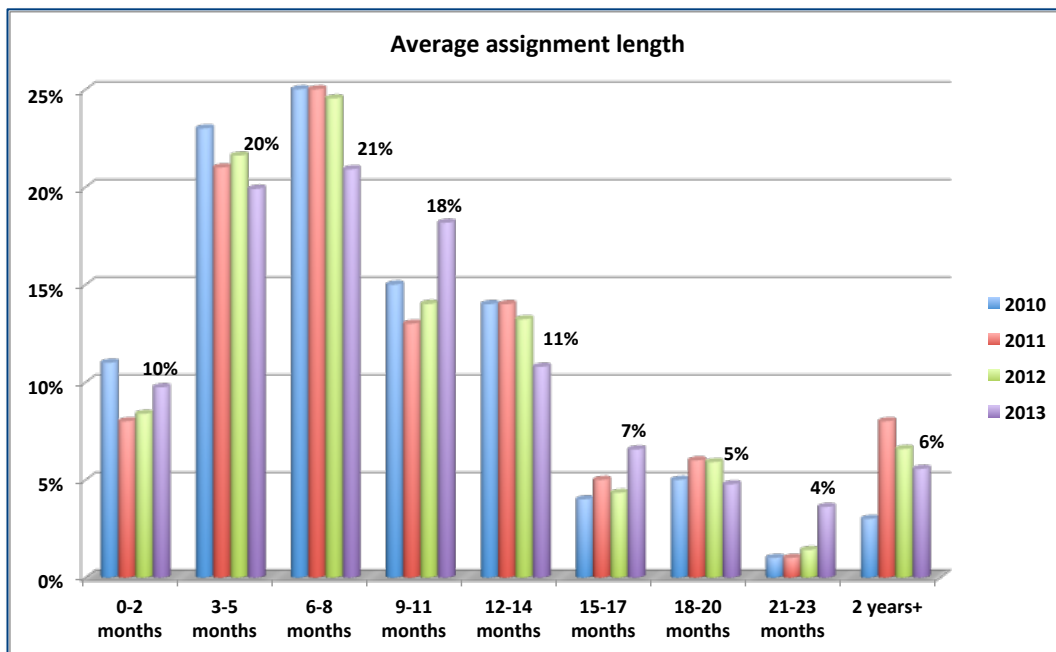
Despite the turmoil in the Public sector, those who are working and seeking work in the sector are maintaining a decent 'on assignment' percentage (72%).

## Assignment status by functional discipline



Assignment availability is trending upwards with only HR, Marketing and IT softening from a good year in 2012.

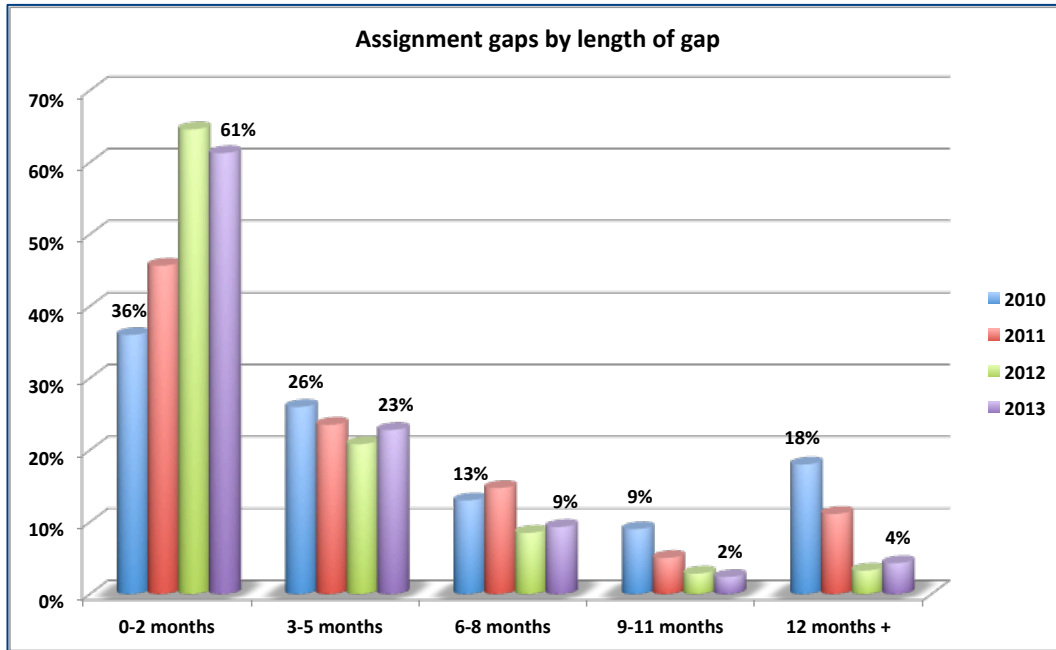
## What was the duration of the last assignment?



The median assignment length is 7.2 months. Two thirds (66%) of all assignments are concluded within the year. 94% are concluded within 2 years.

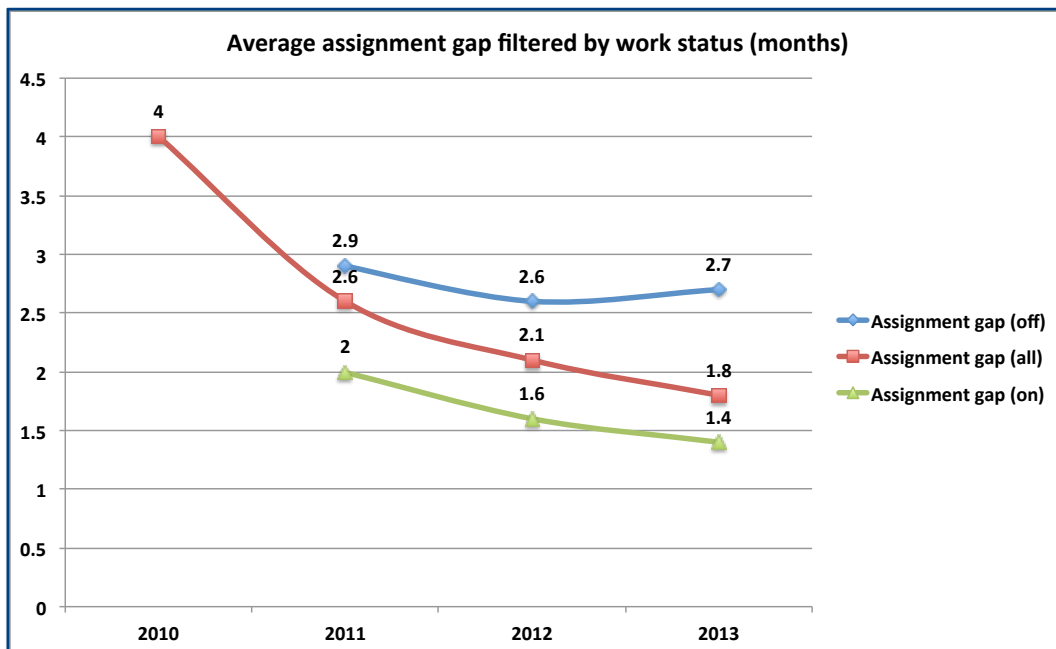


## Length of assignment gap



The striking number of interims suffering assignment gaps of over a year in 2010 has diminished four-fold, from 18% to 4%. That's great news that the interim market is operating much more normally.

## If you are off-assignment, for how long has this lasted (in months)?



Assignment gaps continue to fall. The average assignment gap (median) is now 1.8 months, down from 2.1 months last year. More concerning is that filtering the assignment gap data between interims who are on assignment (measuring their last gap) and interims who are off assignment (measuring their current gap) shows that 'on assignment' interims have shorter gaps.

Whilst not every off assignment interim is implicated, this suggests that for some interim managers there is a 'two speed' community. Some interims are struggling to go off, then back onto assignment.

### Open for business – Ad van der Rest

'I feel uncomfortable suggesting it, but the data suggests that interim management is 'open for business' and that the effects of the economic downturn are largely behind us.

The reason I feel uncomfortable about that (as well as delighted) is that the implication for interim managers who are *not* working is that they must largely look to their own marketing, networking and value proposition to secure that next assignment rather than blaming a third party, the economy, providers, the government for that shortfall.

Of course we should all be delighted that interim management has returned to business as usual (more or less) but that triggers pain on behalf of those who are stuck, high and dry and left behind, so to speak. I see those individuals venting forth on LinkedIn and other online locations from time to time. Incidentally I feel such behaviours only serve to further burn their marketability.

As interims we have mostly all been there on that long assignment gap. I recall a seven-month gap in 2009. It hurts. There is only so much Jeremy Kyle it is sensible to indulge in. But the survey data is clear. The market is close to normal (whatever that means) so take pleasure in an active market.

If you are not working, then it does sit within your power to do something about it. The Institute stands ready via LinkedIn, its guides, its networking events to help, but getting that assignment is in your hands, good luck.'



**Ad van der Rest MIIM**  
co-Chairman  
**Institute of Interim  
Management**

### A provider view on market activity – Grant Speed

'We are cautiously optimistic and have seen an increase in number of assignments. However we do still feel that the downturn is having an impact, particularly in Central government and Retail.

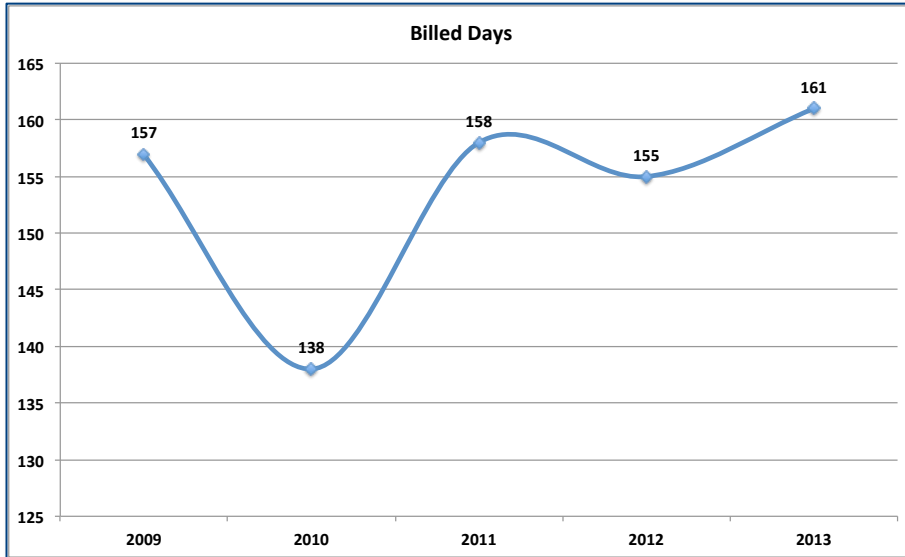
As a business we are pleased to have grown 31% but we recognise the market is still challenging and many excellent interim's are not on assignment, which is no reflection on their capability and experience.'



**Grant Speed**  
Managing Director  
**Odgers Interim**

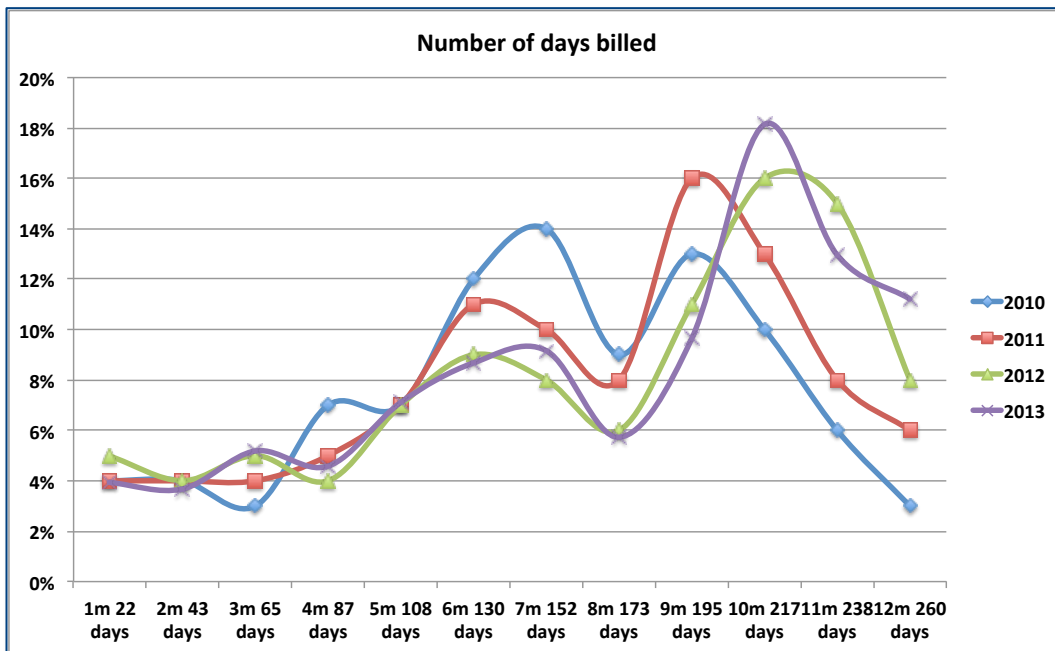
## Billed days, Fees and day-rates

### What are the 'headline' days billed?



The annual average days billed has increased to 161.

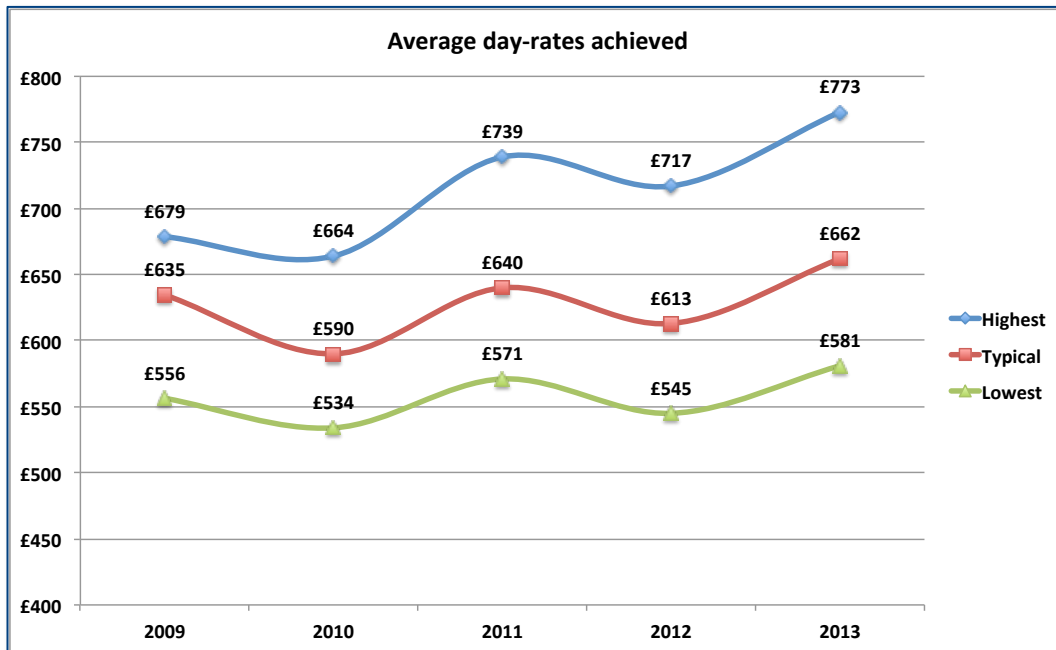
### What is the range of days billed?



Within the billable days range (over four years of data) we can see two clear spikes where assignment lengths are more likely to fall.

One is in the range of a 6-7 month assignment and the second is in the range of a 9-11 month assignment.

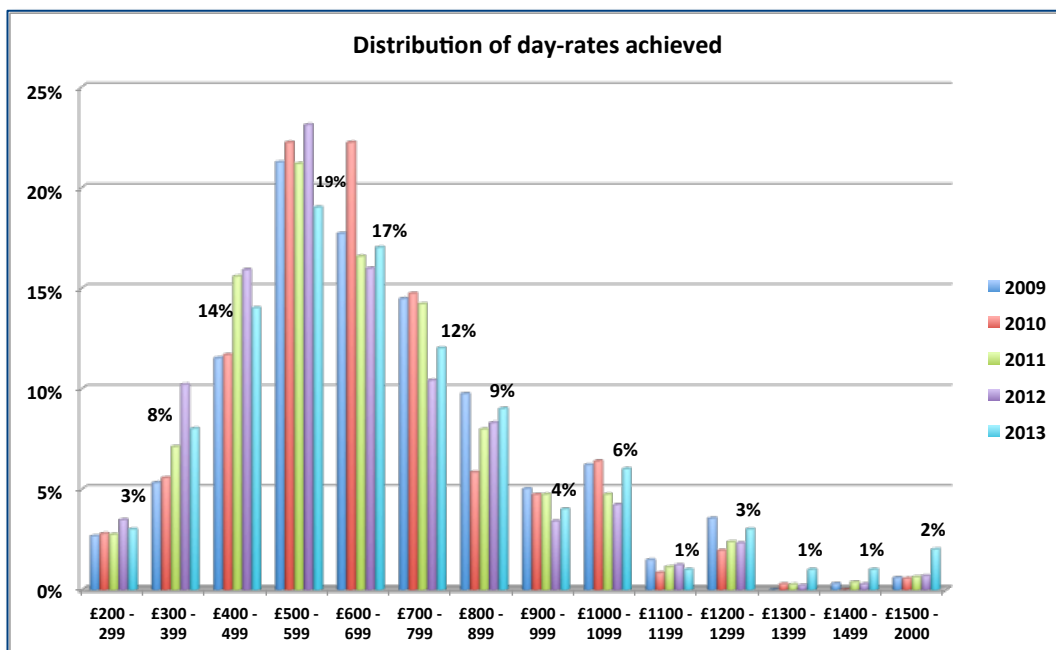
## What's the 'headline' day-rate?



Day-rates have improved to a £662 typical rate. The average 'best' rate is £773 and average 'worst' rate is £581. Very roughly interims will operate with  $\pm 20\%$  from their typical rate.

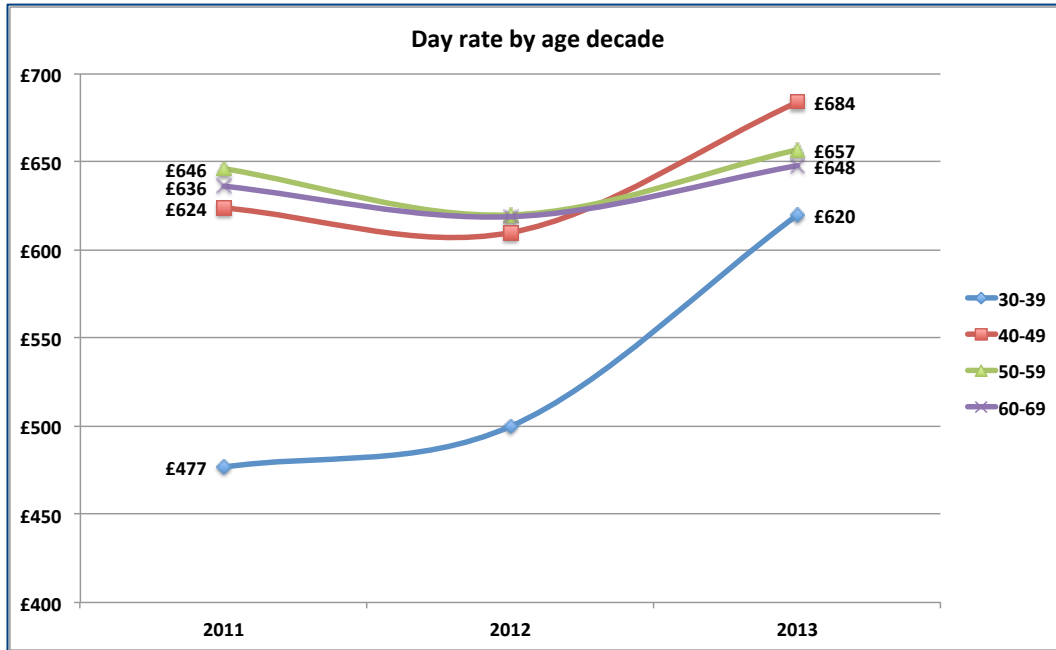
The day-rate increase stacks well with the general increase in billed days and fall in assignment gaps. There are however particular variations in some functional disciplines and sectors.

## Day rate segmented by rate earned



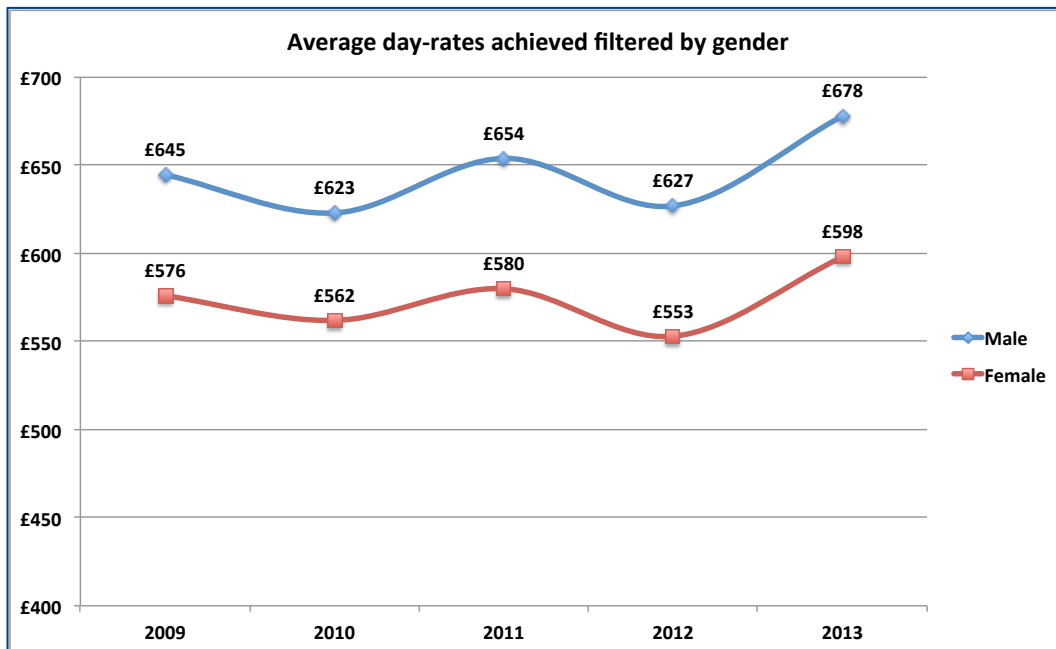
Around two thirds (62%) are charging £400-799. Compared to 2012, the proportion of rates below £500 are decreasing and those above £500 are increasing.

## Day rate segmented by age



Age is not a particular day-rate factor among the interim population with the exception of the age 30-39 population, but even that differential is diminishing.

## Day rate segmented by gender

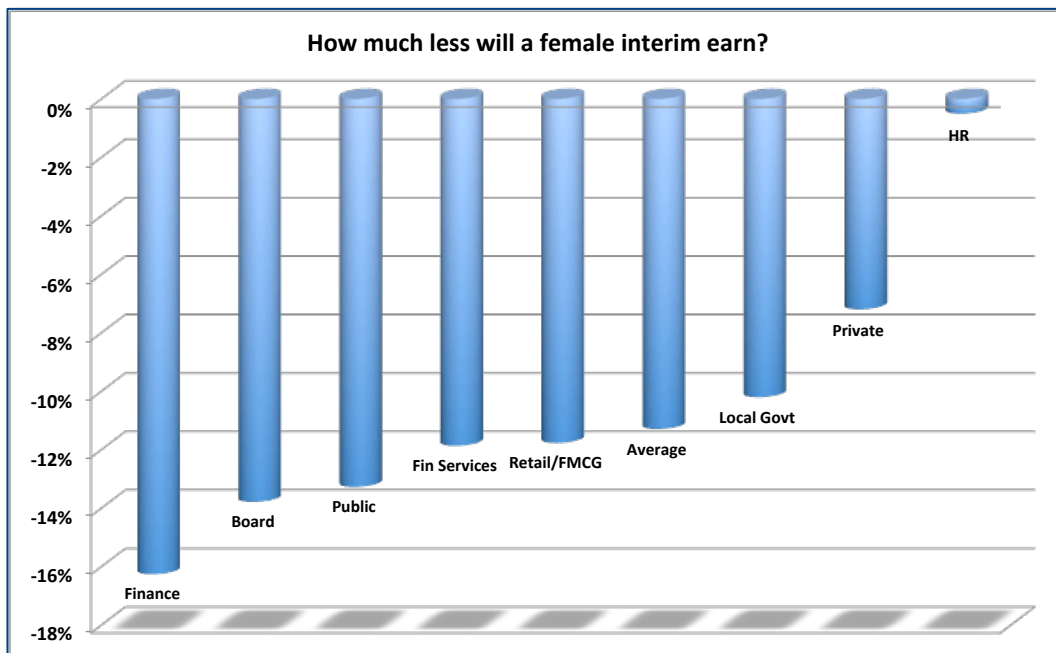


The gender differential however remains stubbornly consistent. A female interim can on average expect to receive a 12% lesser day-rate and the trend over 5 years of that differential (2009: 12%, 2010: 12%, 2011: 13%, 2012: 12%, 2013: 12%) suggests that's not going to change anytime soon.

## Day rate segmented by gender and filtered

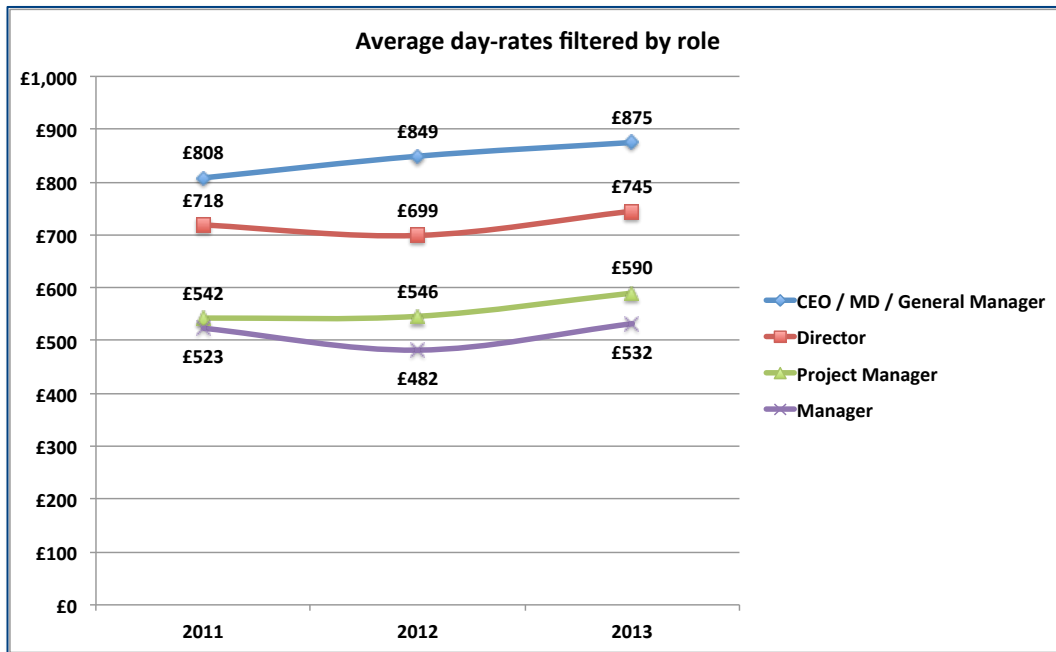
If the gender pay differential is so consistent, can that be attributed to female interims working in particular sectors or disciplines skewing the results? The best way to answer that is by comparing eggs with eggs. We filtered the results on only male and female interims aged between 40 and 59 and only those living in London and the South East so that we could rule out age-related and regional factors.

Then we cherry picked some disciplines, sectors and industries to see if there was still a marked gender disparity. There still was, but it varied significantly:



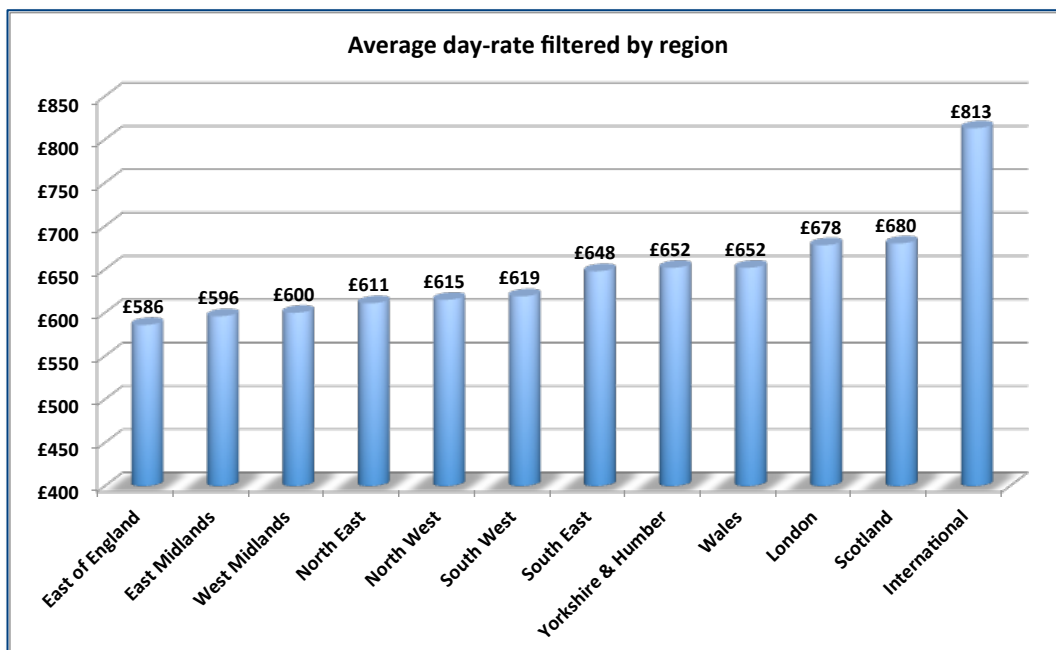
So for a population homogenous in age and locality, Finance and Board assignments still pay less to female interims (16% & 14%). At the other end of the spectrum, Local Government and the Private Sector as a whole have better disparities (10% & 7%). Human Resources appears to have cracked it, with no pay differential at all based on gender (0%).

## Day rates segmented by seniority



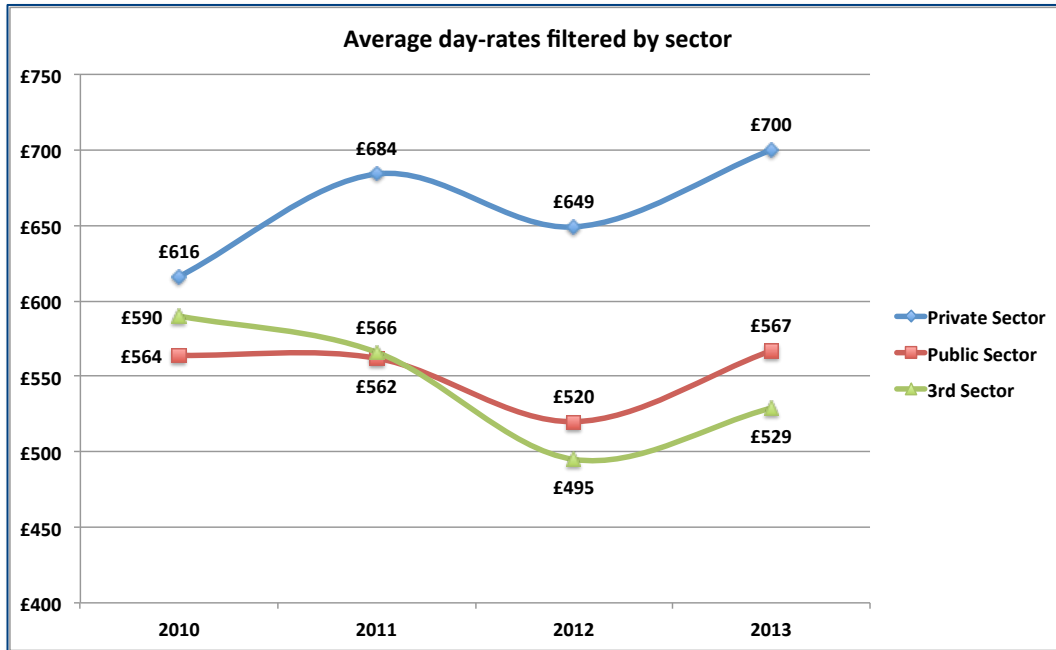
As for day-rates by seniority or role type, all areas are seeing a rate increase this year.

## Day rates segmented by region



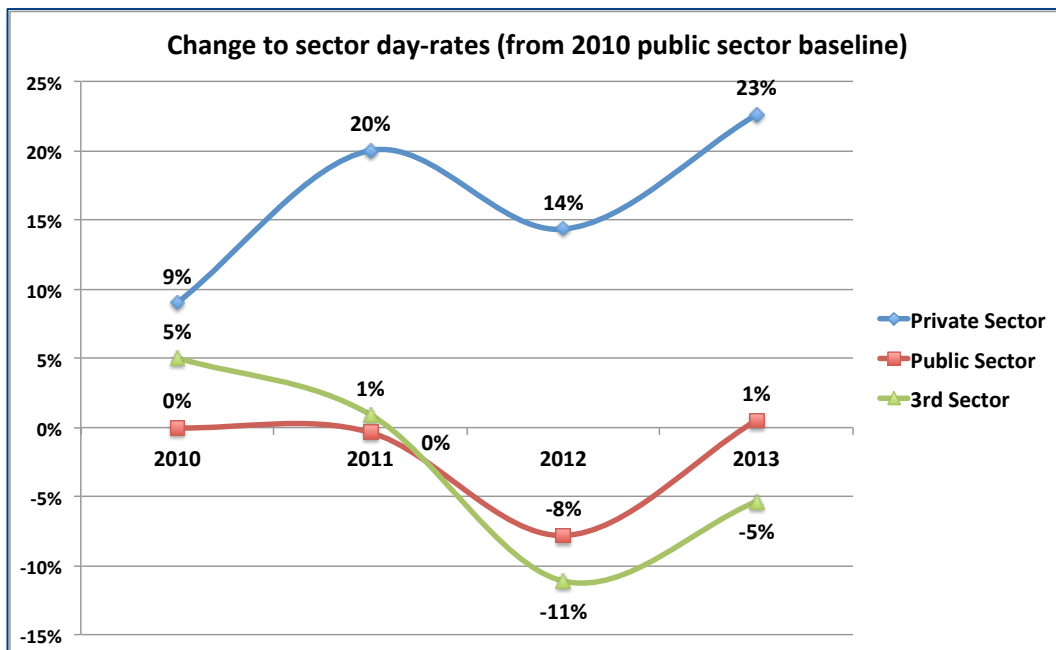
Regional day-rates are lesser away from London (with Scotland an exception). Interims working internationally get the most with an £813 average. An interim working in Norwich (for example) is at the bottom of the heap with an East of England £586 average.

## Day rates segmented by sector



Day-rates filtered by sector reveals a fascinating story. All sectors have improved in 2013 but the differential between Private sector and Public sector rates has significantly widened.

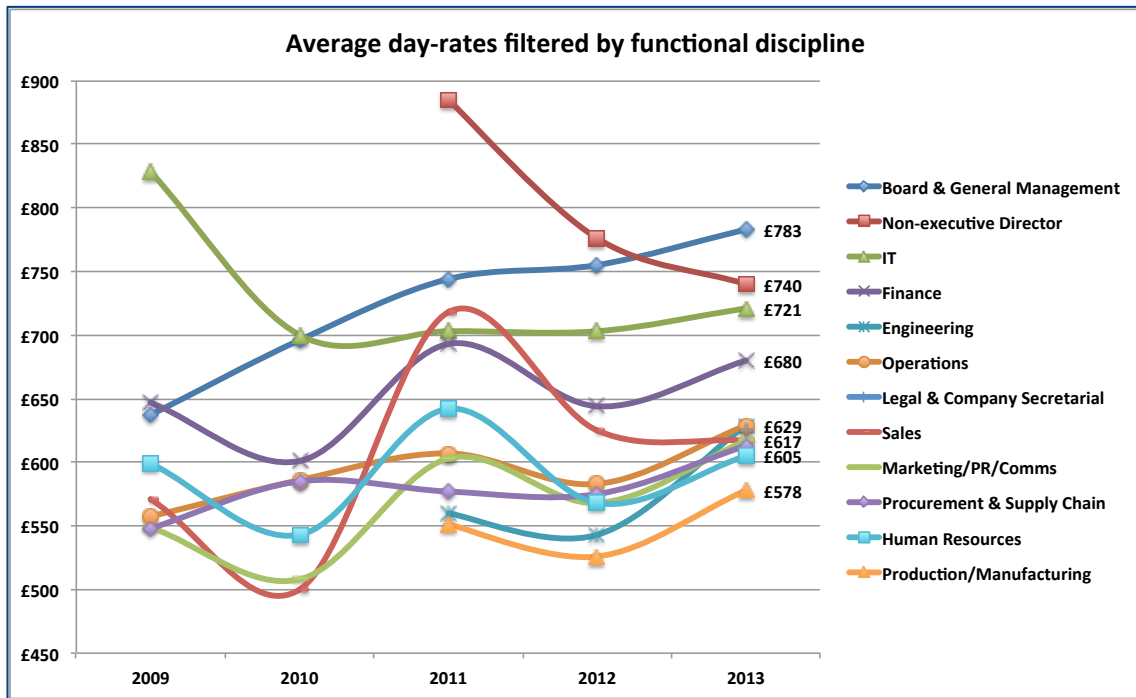
## Differential of day rates segmented by sector



Taking the 2010 public sector day-rate as a base line, four years later the public sector day-rate is 1% higher. The private sector rate was 9% higher than public sector, but that has now increased to be 22% more.

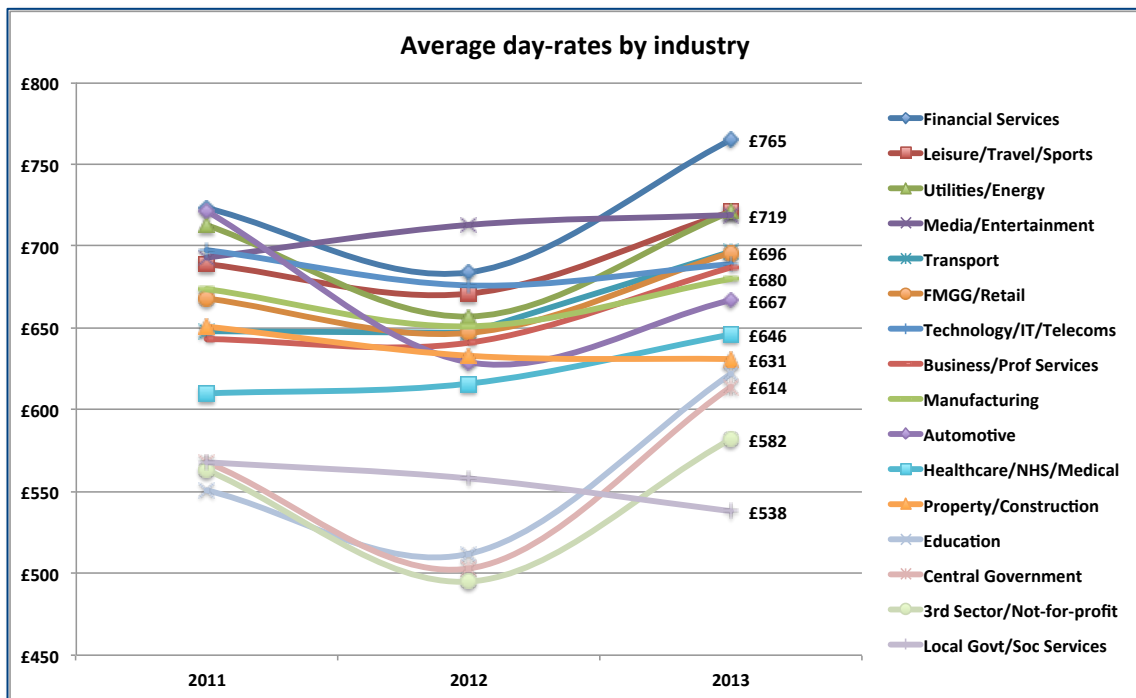


## Day rates segmented by functional discipline



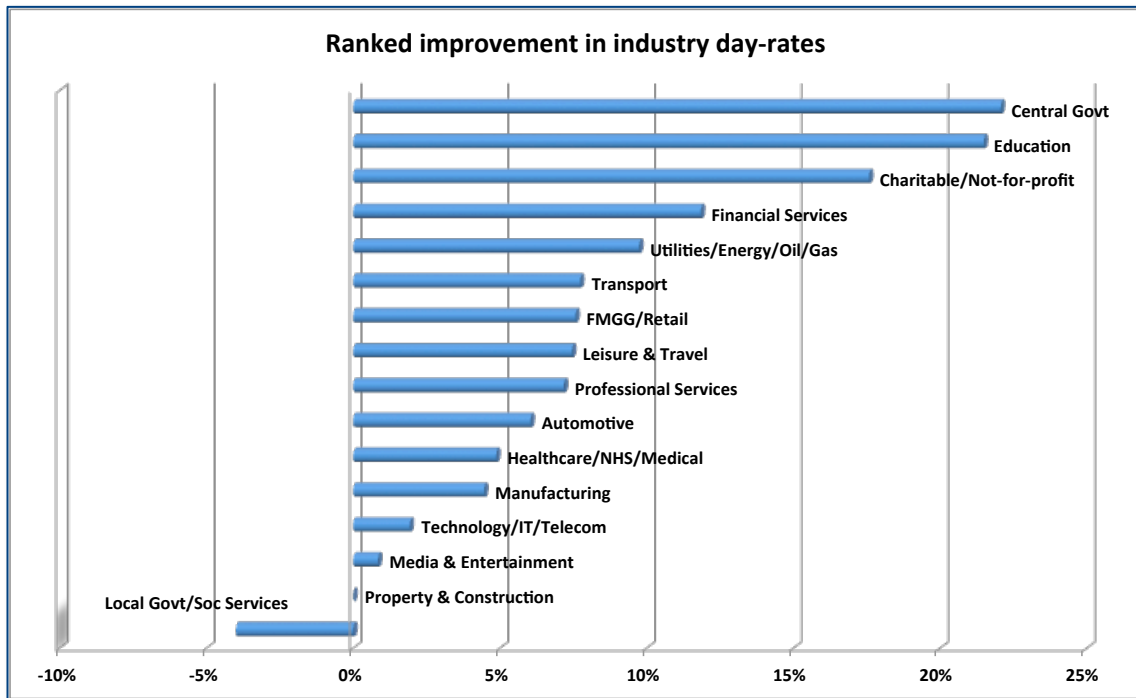
Most functional disciplines are doing just fine with increasing day-rates. This is with the exception of Non-Executive Directors who appear to be suffering.

## Day rates segmented by industry



Industry filtered day-rates are improving with the stark exception of rates in Local Government/Social Services.

## Industry day-rate improvement ranking

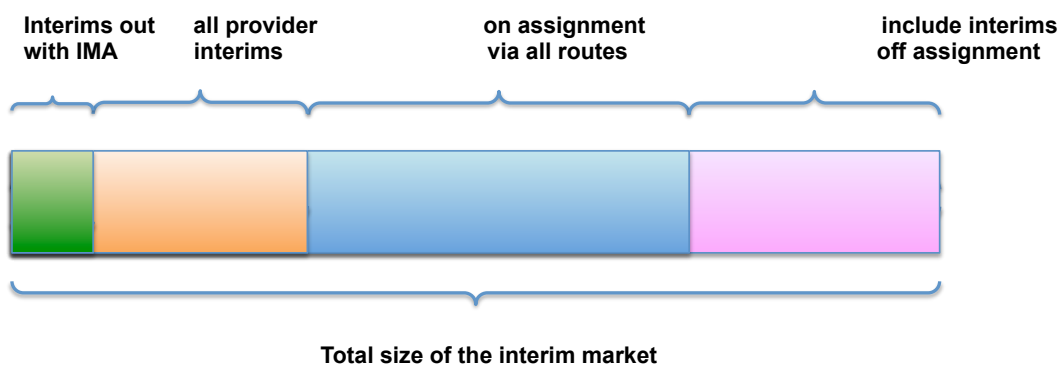


Interestingly the highest day-rate increase is in Central Government. It would seem that Government keenly requires competent interim managers and is paying the appropriate rate to do so. Local Government on the other hand continue to squeeze rates contrary to all other industry sectors, so one has to hope they are not sacrificing capability for cost. During the economic downturn, interims might take assignments at a sub-optimal rate to work. With assignment availability improving, the buyer's market for clients may now be shifting.

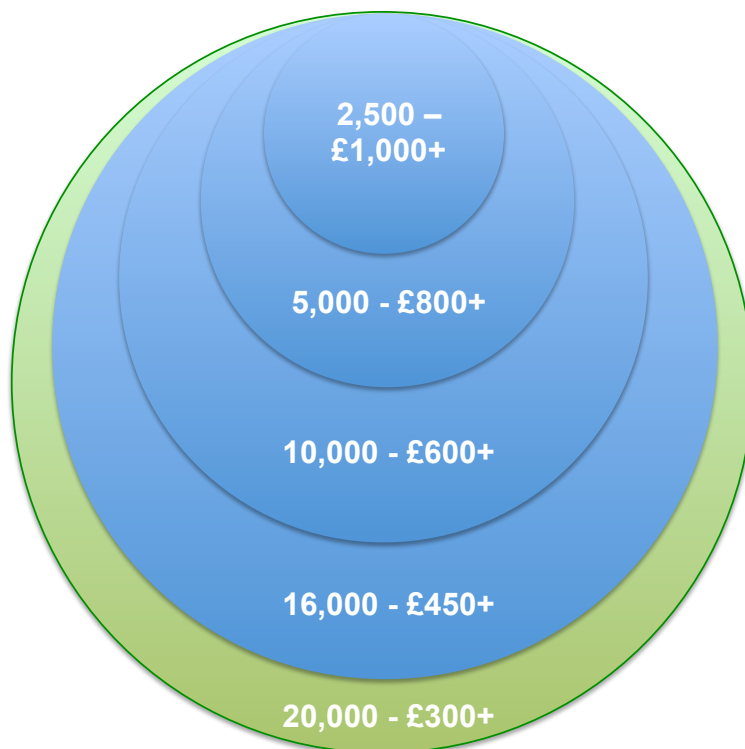
## Size of the interim market

Assessing the size of the interim market is a thorny subject. There is debate about where the market starts and ends. There is also the difficulty of assembling worthwhile statistics. This year we are making a stab at estimating the market, but we are trying to make that estimate more than waving a finger in the air.

Based on data from our friends at the Interim Management Association (IMA) we know how many interims they normally have out on assignment. From our survey this year, we know the proportion of interims placed via IMA Providers, the proportion of interims using a Provider as a route to market and the proportion of interims on assignment.



Our assessment then is that the interim market, counting from a typical day-rate of £450+ comprises 16,000 interim managers.



There are another 4,000 people operating at a near-interim level that we know are placed by providers.

If you count above £600, we assess there are about 10,000 such interims operating.

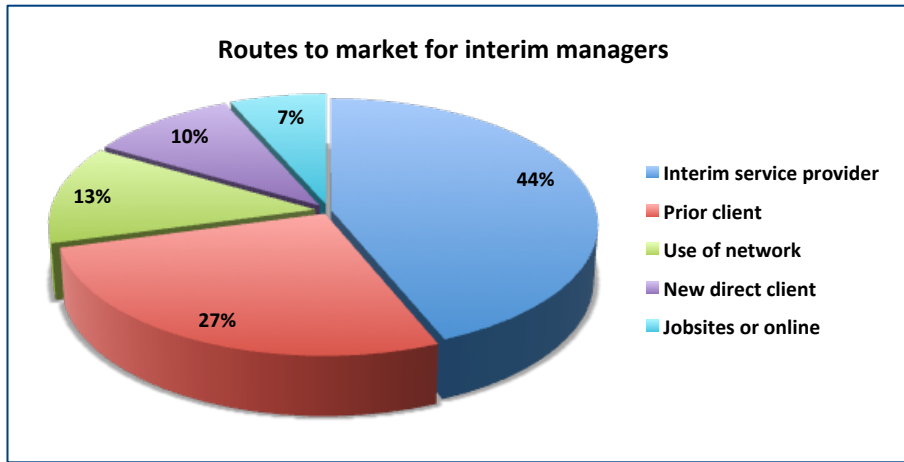
Above £800 we assess there are 5,000 interims and above £1,000 per day there are 2,500 interim executives operating.

This puts the annual fees invoiced by interim managers per year at £1.7 billion.

Annual fee margins taken by service providers total £190 million.

## Routes to market

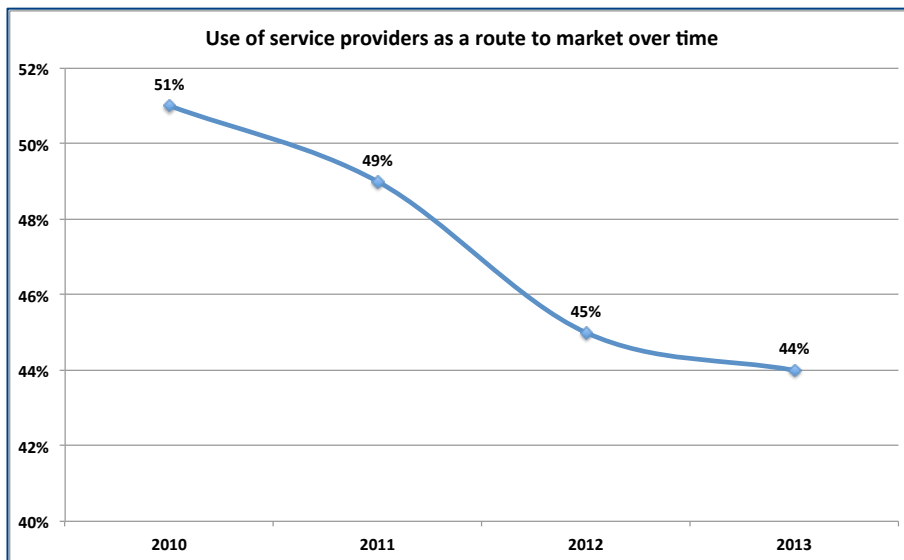
### What proportions of assignments are found direct vs. via Service Providers?



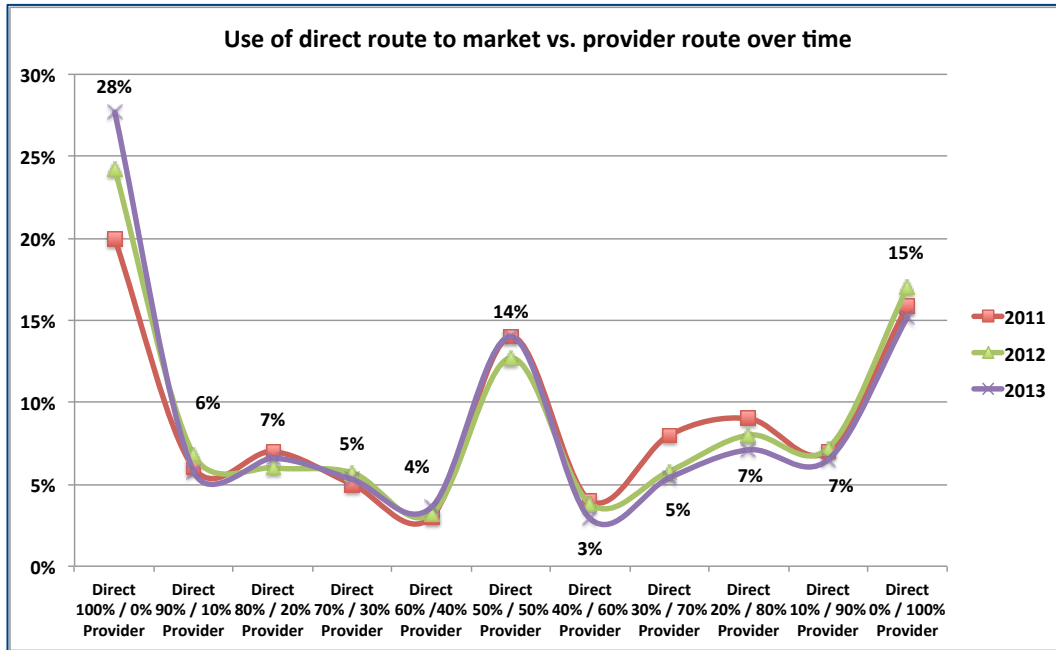
Service Provider assignment placement is traditionally thought of as 40% of interim managers' routes to market. This 44% figure confirms that provider use is operating effectively.

### Provider use over time

The Provider proportion had gone up during the recession but is now reducing again. That reduction is however slowing down. It will be interesting to see if the proportion stabilises next year.



## How does the direct vs. Service Provider split break down?



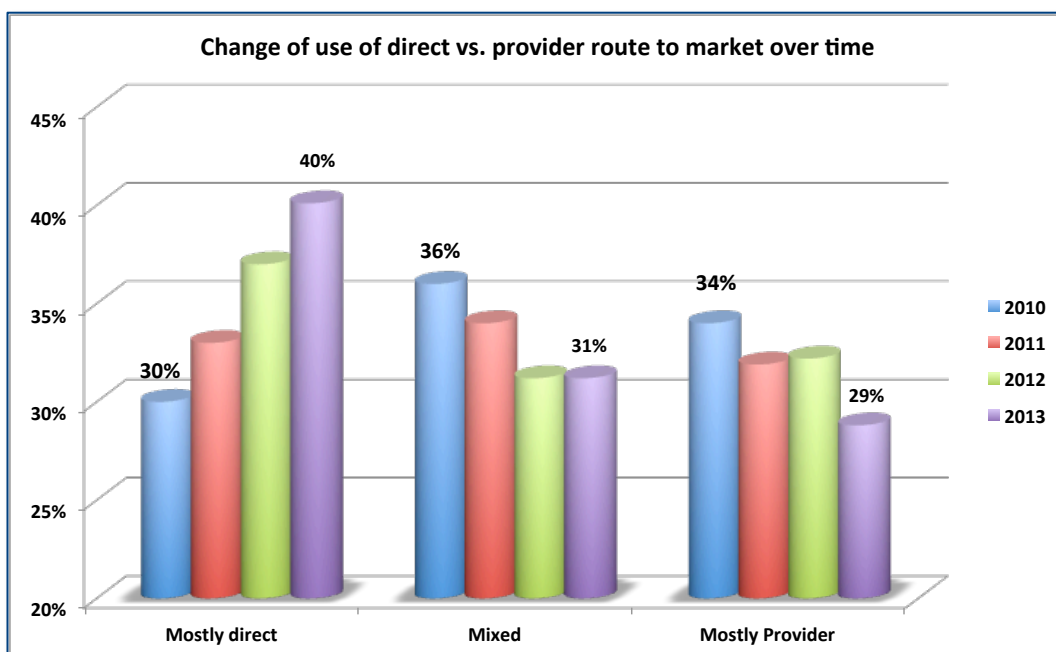
The spread of usage from 'only direct' to 'only provider' is very established, year on year.

40% of interim managers source work directly (80-100% direct).

31% mix their sourcing of work split between direct and Provider sources. (30-70% mixed)

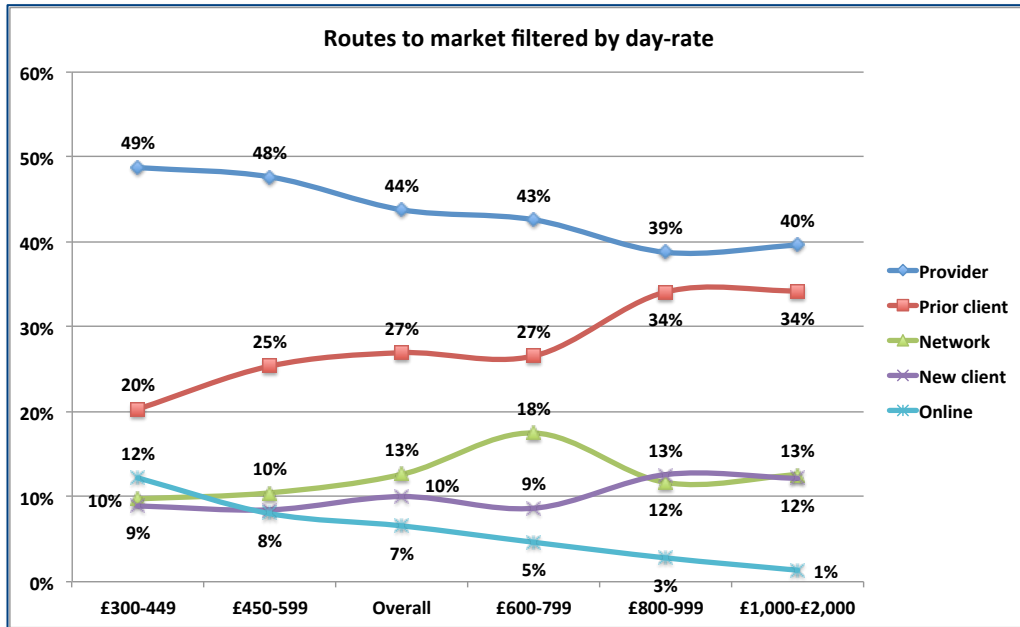
29% source work predominantly via Service Providers (80-100% Provider).

Therefore, 72% of interims can be found 'on the books' of the Providers at one time or other.



## What are the proportions of interim management routes to market?

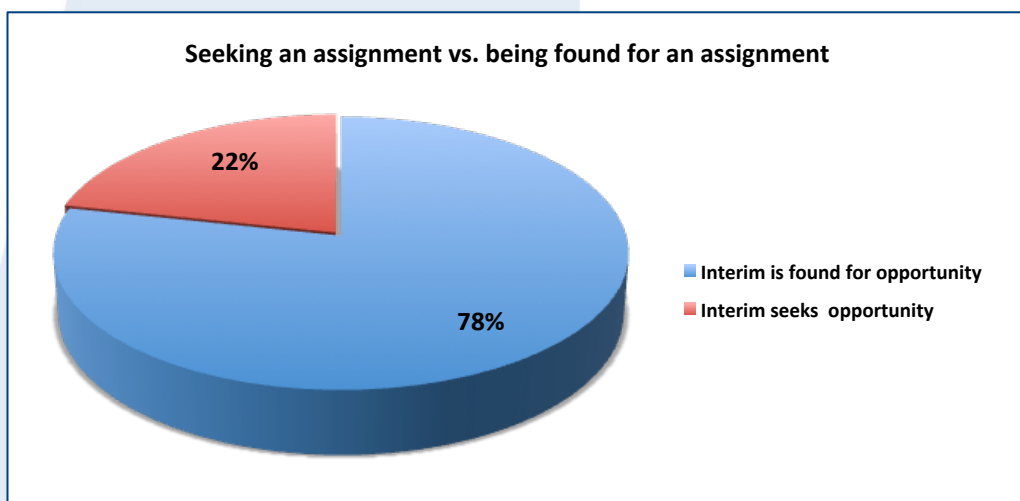
The other consideration is that use of routes to market flexes depending on the seniority of the interim manager or executive.



Provider use gradually reduces with the seniority of interims as does the use of online and social media with seniority. Prior client use as a route to market increases with the seniority of the interim.

## Who contacts whom within the routes to market?

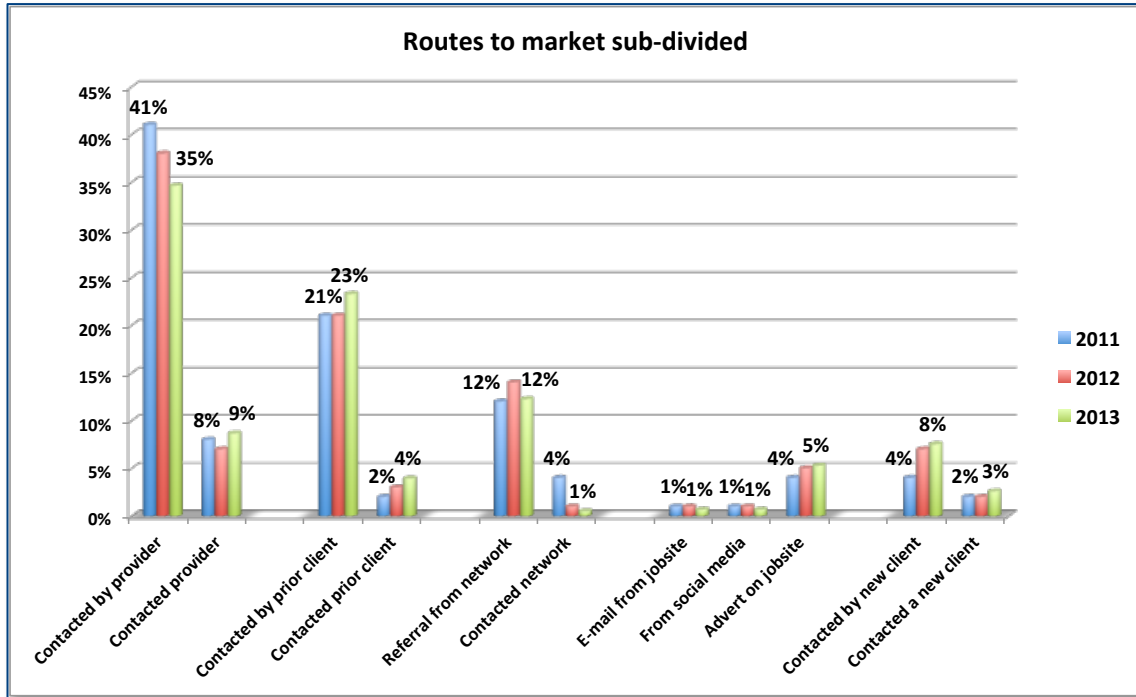
The key finding when using various routes to market is that it is more likely that the interim we be found for assignment than find an assignment. That's not to say that the interim is passive and hunting for assignments remains an active pursuit, but more important is building the relationships, network and online presence so that being contacted becomes a natural event.



Subdividing further we can see the various routes broken down by finding the assignment and being found for the assignment.

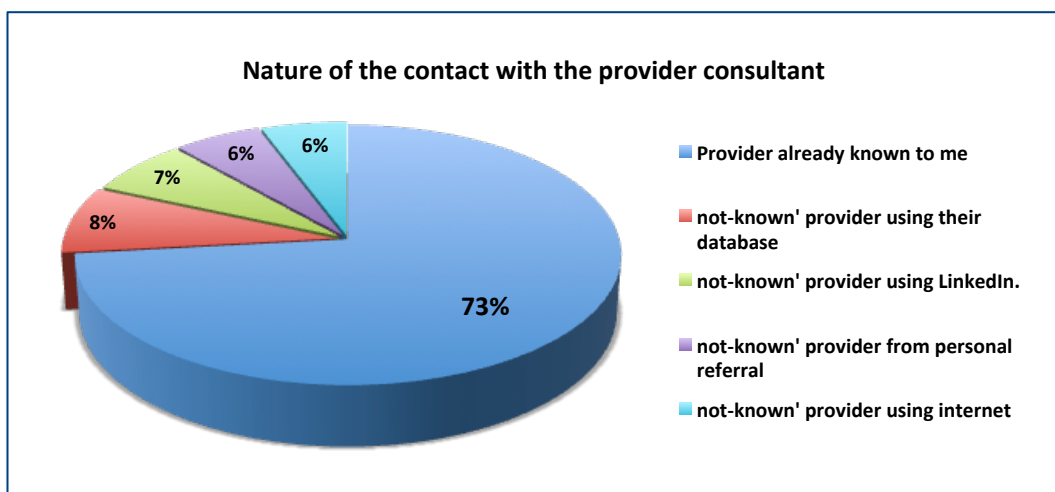
## Detailed routes to market breakdown

Across the varying routes to market, being contacted is more effective than making a contact. The key action for interim managers is to establish a landscape that makes it easy for them to be visible and to be contacted.



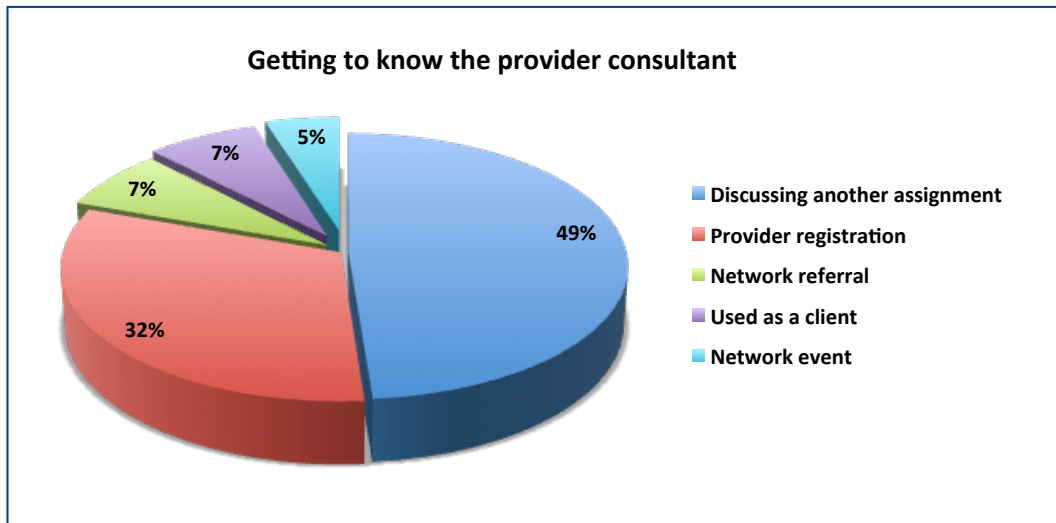
## Routes to market: Service Providers

### How do the Service Provider assignment placements arise?



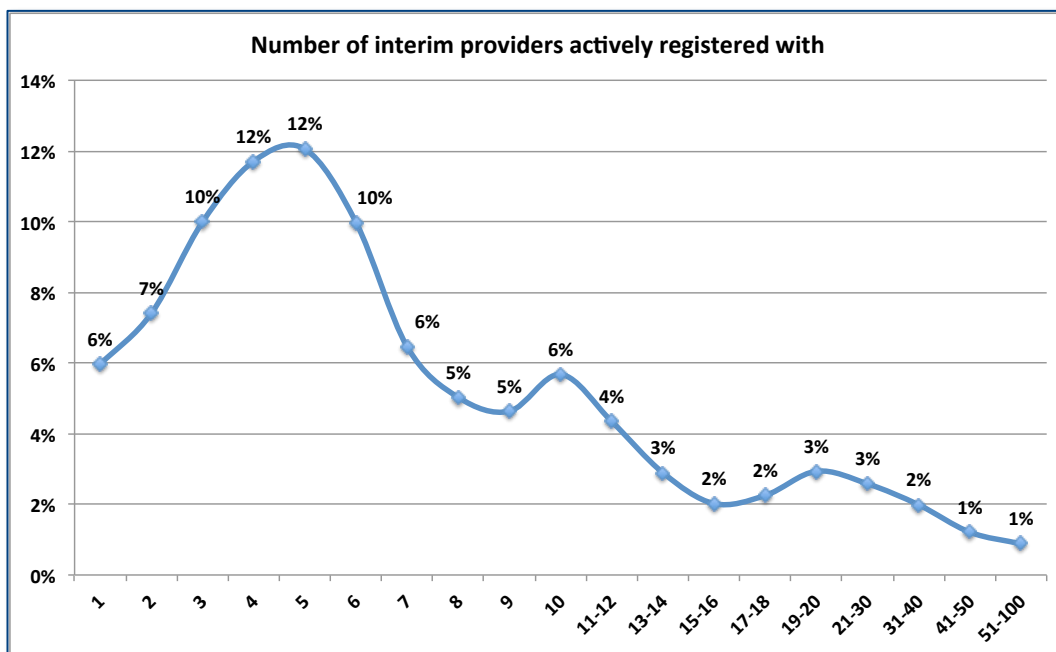
Knowing the consultant ahead of time gives you a nine-fold advantage compared to lodging your CV on a database. 73% of placements occur where the interim manager is already known to the consultant.

## How are Service Provider relationships established?



The most popular way to establish a service provider relationship is through an assignment application (successful or not) and then actively maintaining the relationship (49%).

## How many Service Providers are interim managers actively registered with?

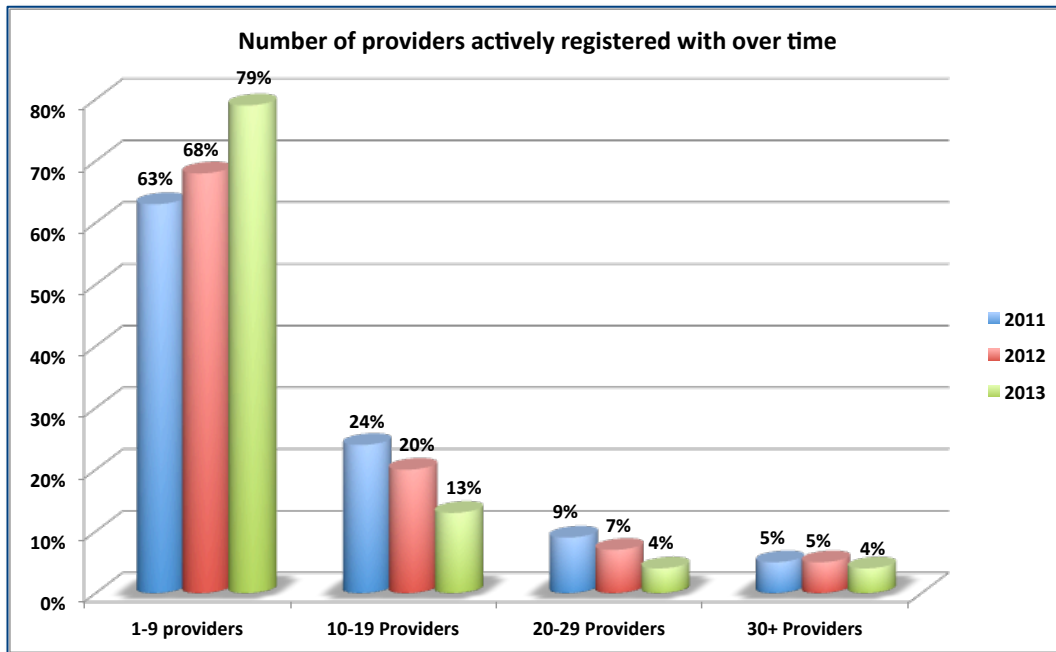


The average number of active provider registrations is 6. 85% of interims have up to 10 active registrations. We struggle to see why it is effective to seek to maintain a higher number as this becomes counter productive, diminishing the relationship the interim has with each one.



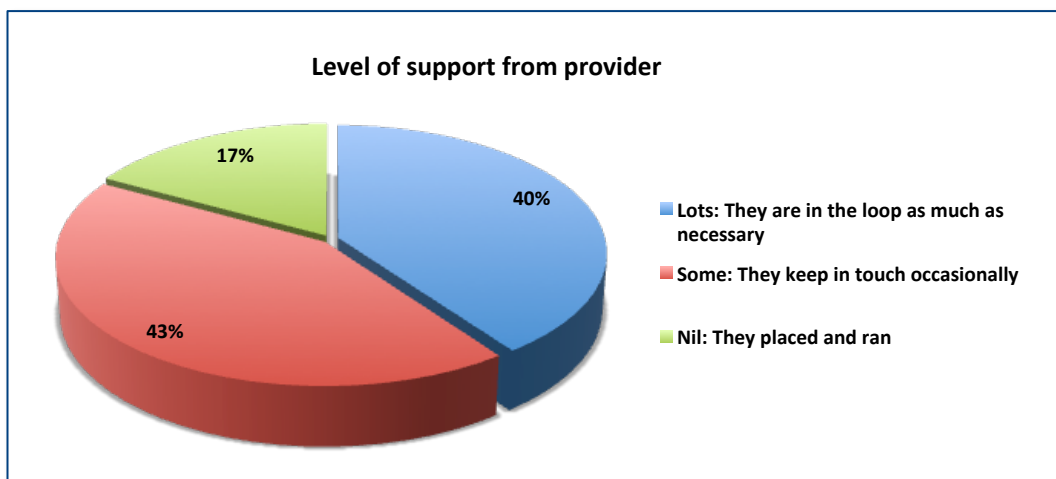
## How many Service Providers are interim managers registered with over time?

Over the last three years as the economy has recovered, the number of active registrations has also reduced as desperation eases.



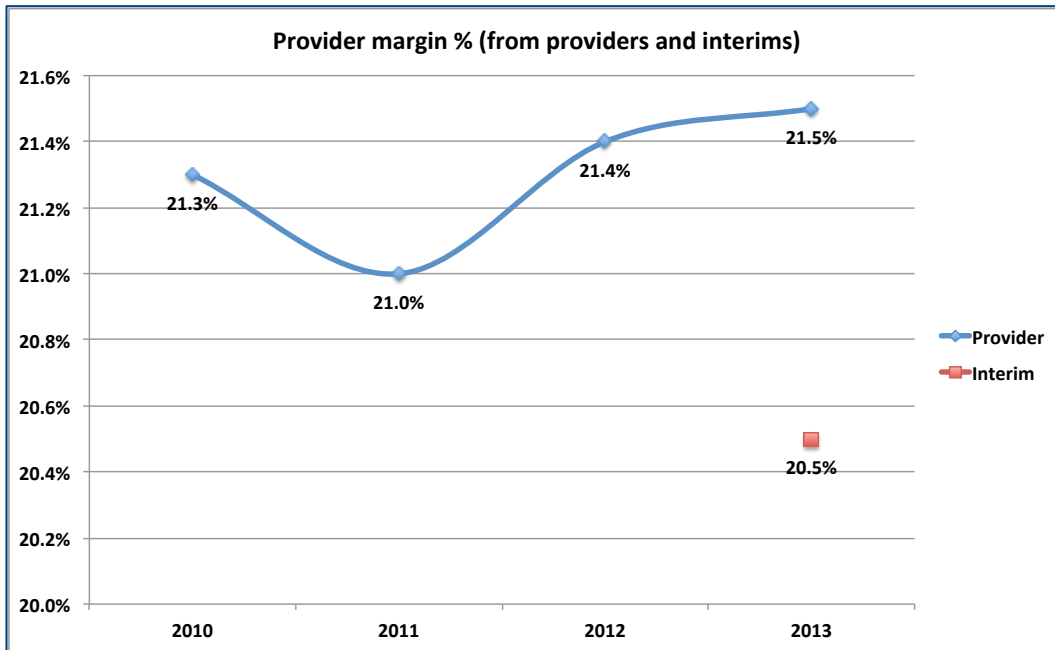
## Level of support from service providers

Service providers are either very helpful or somewhat helpful (83%). The remainder took a place and run approach.



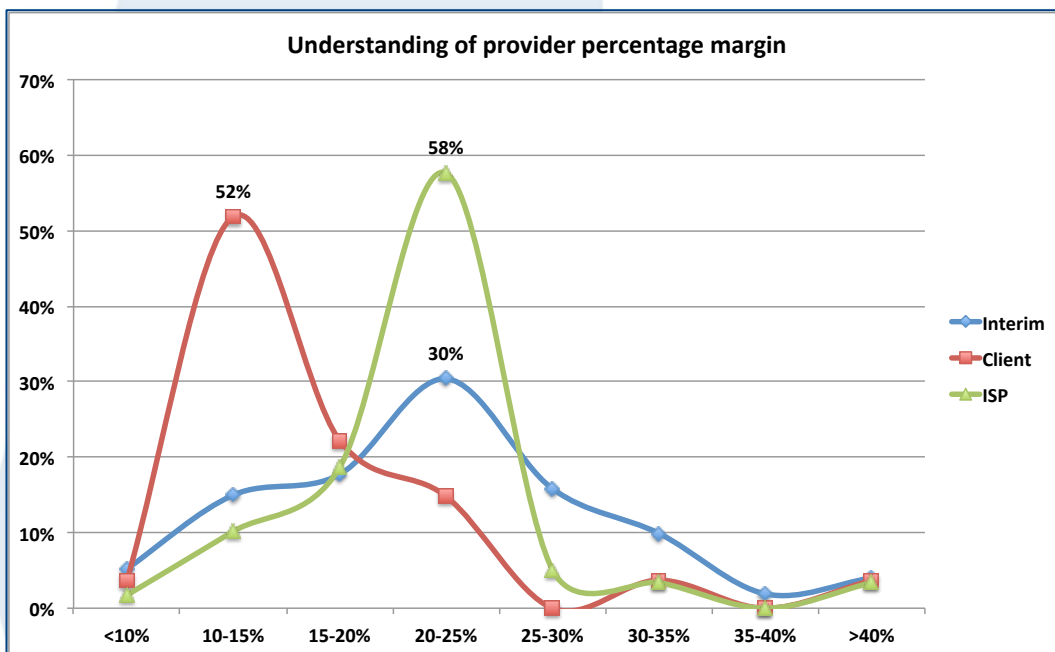
## Service provider margins

Service providers shared their typical margin. This has gradually increased to a 21.5% average.



When interims volunteered their known margin, their average was 20.5%. The discrepancy is not dramatic but it suggests that the higher margins are less likely to be disclosed.

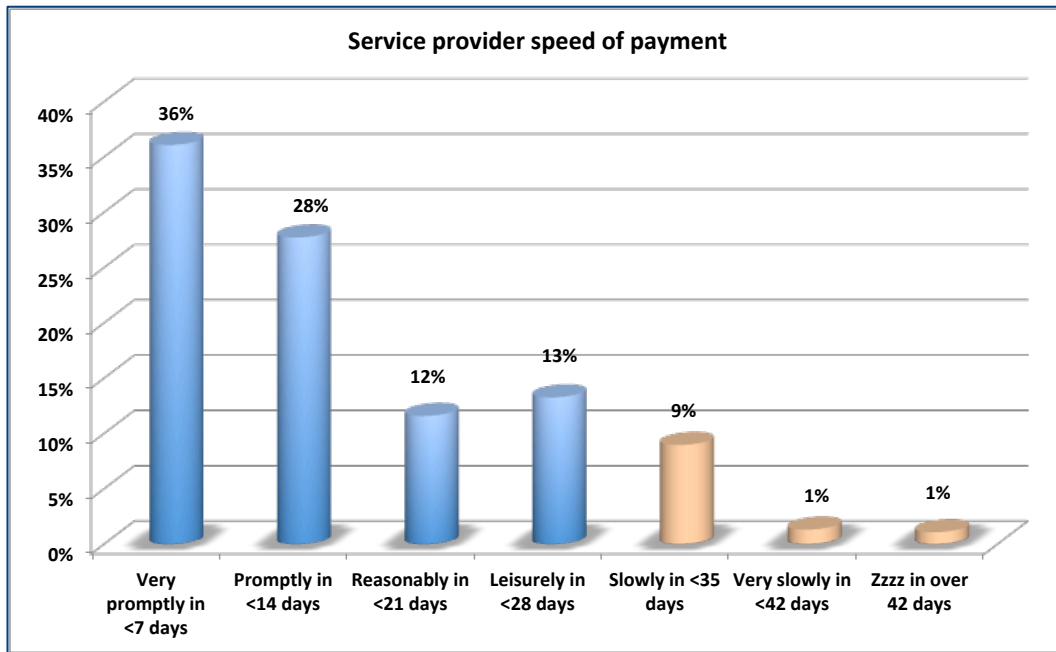
## Service provider margin perceptions from clients



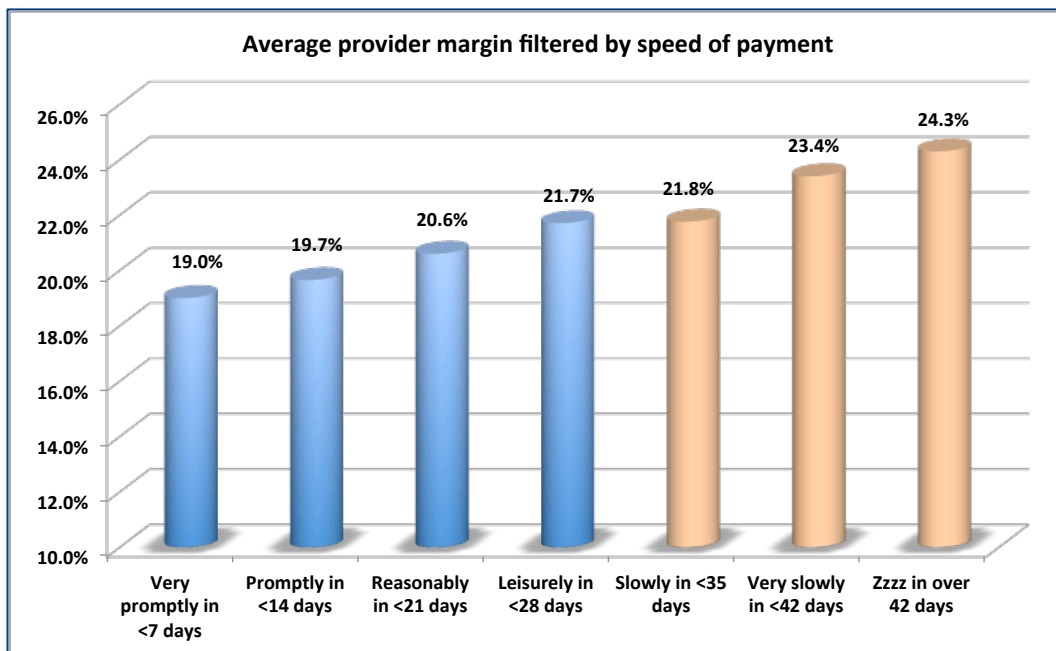
Finally on the matter of service provider margins, both the providers and interims were well aligned on what typical margins are. Clients however thought that providers charged in the low teens as a percentage.

## Service provider speed of payment

One benefit of provider placement is that the invoice payment cycle *should* be more effective than if the payment is being sought from the client directly. Most providers do pay interim invoices promptly.



One might suppose that a provider who takes a higher margin will pay more promptly? The converse is true. The hungrier the provider is for a large margin, the longer they also sit on the interim's invoice.



This leaves us with the conclusion that slow payment cycles are simply a matter of choice. Whilst interims should be able to deal with some cash-flow challenges, that's not the point when the provider is taking a cut. We do not see that payment cycles outside 28 days are justified.

## The features of a great interim service provider

The top reasons given by interim managers for why they consider particular service providers to be outstanding (and which are reflected in the list of 'leading providers' that follows) are:

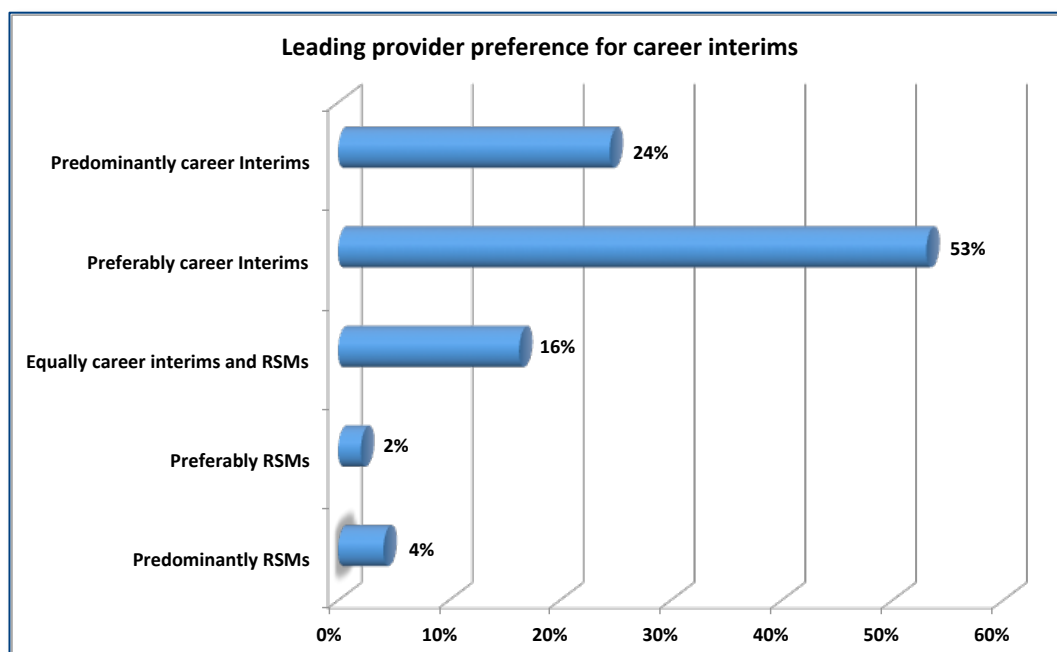
1. Honesty & integrity
2. Understanding the clients' requirements
3. Strong interim to provider to client relationships
4. Understanding the interims' proposition
5. Straight talking

A leading interim service provider may be a firm specialising in interim management provision or may be one that handles other types of recruitment, but regardless of their size or business model, it is the quality with which that business or consultant engages with interim managers that defines them as 'leading interim service providers'.

To identify which interim service providers to contact, ask around among interim peers at networking events and online. A 'warm' introduction may be the best form of contact.

Building provider connections takes time, persistence and courtesy. Do what you can to efficiently provide the information that will allow you to be matched to assignments. Build relationships with a core number of providers in your sector or function.

A leading firm, whether they are specialists or not, will be more likely to understand the value of career interim managers vs. redundant senior managers (RSMs) who may be less committed to the interim management model. Provider members of the interim community recently surveyed were also more likely to prefer career interims for assignments.



## The IIM Interim Service Provider Survey results 2013

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

This year around 2,500 interim managers placed over 14,000 unique votes ranking interim service providers from 'Great' to 'Good' to 'OK' to 'Poor' to 'Dodgy'. The providers were ranked into four divisions, 'Platinum', 'Gold', 'Silver' and 'Bronze'. There are 20 of each making 80 interim service providers in total and a reduction in number from last year's 100.

Just to be clear, this list is not a commercial endorsement by the IIM of any service provider, but if so many interim managers and executives rate particular interim service providers highly, then who are we to argue? Similarly, non-inclusion is not intended as a slight as it may simply be our lack of awareness, and it's only a survey.

In top spot this year, their first time in that position, is Interim Partners. A word from them:

### IIM leading service provider 2013

InterimPartners 

'I would like to take this opportunity to thank everyone who was kind enough to score Interim Partners. We are delighted to rank number one, especially as we have recently celebrated our tenth anniversary.

I would especially like to thank the executive interim managers that have worked with us or scored us. Your tenacity, intellect and determination to deliver great results continues to strengthen our existing client relationships and provide us with the opportunity of winning new ones. Without you none of this is possible.

I believe Interim Partners' success can also be attributed to our strong team and their passion for the interim management sector. Everyone here knows they have the opportunity to make a difference. We only employ those who possess the highest levels of integrity, are in this for the long term and provide a first-class service.

This year we have made some excellent additions to our team. We are still as rigorous as ever in the selection of our new consultants – ensuring that we maintain the culture and values that has allowed us to succeed. We are continuing to grow in the UK and later this year we will announce news of our plans for expansion overseas.

Whilst we are doing some things well we will not rest on our laurels. Despite our decade in business we are still at the beginning of our journey and we know that there is a huge opportunity to improve. As such, I am always keen to hear any constructive feedback on how we can enhance our service - please feel free to share your ideas with me.

Thanks again to those who contributed to this fantastic survey and those who continue to support our business.'



**Doug Baird**  
Managing Director  
Interim Partners

  **IIM Interim  
Management  
Survey 2013**

**Top 10 Platinum Interim Service Providers**

Ranking	L.Y.	1-10 Interim Service Providers	
1	(3)	<b>Interim Partners</b> <a href="http://www.interimpartners.com">www.interimpartners.com</a>	
2	(4)	<b>Odgers Interim</b> <a href="http://www.odgersinterim.com">www.odgersinterim.com</a>	
3	(7)	<b>Penna</b> <a href="http://www.penna.com">www.penna.com</a>	
4	(1)	<b>BIE</b> <a href="http://biegrouppltd.com">biegrouppltd.com</a>	
5	(2)	<b>Veredus</b> <a href="http://www.veredus.co.uk">www.veredus.co.uk</a>	
6	(5)	<b>Eton Bridge Partners</b> <a href="http://www.etonbridgepartners.com">www.etonbridgepartners.com</a>	
7	(8)	<b>Practicus</b> <a href="http://www.practicus.com">www.practicus.com</a>	
8	(6)	<b>Alium Partners</b> <a href="http://www.aliumpartners.com">www.aliumpartners.com</a>	
9	(9)	<b>Gatenby Sanderson</b> <a href="http://www.gatenbysanderson.com">www.gatenbysanderson.com</a>	
10	(10)	<b>Boyden Interim Management</b> <a href="http://www.boydeninterim.co.uk">www.boydeninterim.co.uk</a>	



# IIM Interim Management Survey 2013











## Top 20 Platinum Interim Service Providers

Ranking	L.Y.	11-20 Interim Service Providers	
11	(14)	<b>Green Park</b> <a href="http://www.green-park.co.uk">www.green-park.co.uk</a>	
12	(11)	<b>Russam GMS</b> <a href="http://www.russam-gms.co.uk">www.russam-gms.co.uk</a>	
13	(13)	<b>Executives Online</b> <a href="http://www.executivesonline.co.uk">www.executivesonline.co.uk</a>	
14	(12)	<b>Hemming Robeson</b> <a href="http://www.hemmingrobeson.com">www.hemmingrobeson.com</a>	
15	(18)	<b>Kingsley Search &amp; Interim</b> <a href="http://www.kingsleysearch.com">www.kingsleysearch.com</a>	
16	(17)	<b>Impact Executives</b> <a href="http://www.impactexecutives.com">www.impactexecutives.com</a>	
17	(16)	<b>Langley Search &amp; Selection</b> <a href="http://www.langleysearch.com">www.langleysearch.com</a>	
18	(26)	<b>B2E Resourcing</b> <a href="http://www.b2e-resourcing.co.uk">www.b2e-resourcing.co.uk</a>	
19	(32)	<b>Allen Lane</b> <a href="http://www.allenlane.co.uk">www.allenlane.co.uk</a>	
20	(20)	<b>Morgan Law</b> <a href="http://www.morgan-law.com">www.morgan-law.com</a>	



# IIM Interim Management Survey 2013

## Top 30 Gold Interim Service Providers

Ranking	L.Y.	21-30 Interim Service Providers	
21	(19)	<b>PILOTpartners</b> <a href="http://pilotpartners.eu">pilotpartners.eu</a>	
22	(21)	<b>Marble Hill Partners</b> <a href="http://www.marblehillpartners.com">www.marblehillpartners.com</a>	
23	(47)	<b>Stanton House</b> <a href="http://www.stantonhouse.com">www.stantonhouse.com</a>	
24	(38)	<b>SOLACE Enterprises</b> <a href="http://www.solaceenterprises.com">www.solaceenterprises.com</a>	
25	(50)	<b>Blenkin Associates</b> <a href="http://blenkinassociates.co.uk">blenkinassociates.co.uk</a>	
26	(23)	<b>Greenwell Gleeson</b> <a href="http://www.greenwellgleeson.co.uk">www.greenwellgleeson.co.uk</a>	
27	(25)	<b>Hoggett Bowers</b> <a href="http://www.hoggett-bowers.com">www.hoggett-bowers.com</a>	
28	(35)	<b>FRP Transition</b> <a href="http://www.frptransition.com">www.frptransition.com</a>	
29	(30)	<b>Page Executive</b> <a href="http://www.pageexecutive.com">www.pageexecutive.com</a>	
30	(15)	<b>Digby Morgan</b> <a href="http://www.digby-morgan.com">www.digby-morgan.com</a>	





# IIM Interim Management Survey 2013











## Top 40 Gold Interim Service Providers

Ranking	L.Y.	31-40 Interim Service Providers	
31	(34)	<b>Investigo</b> <a href="http://www.investigo.co.uk">www.investigo.co.uk</a>	
32	(45)	<b>Methods</b> <a href="http://www.methods.co.uk">www.methods.co.uk</a>	
33	(42)	<b>Capita Resourcing</b> <a href="http://www.capitaresourcing.co.uk">www.capitaresourcing.co.uk</a>	
34	(30)	<b>Michael Page</b> <a href="http://www.michaelpage.co.uk">www.michaelpage.co.uk</a>	
35	(40)	<b>Macallam Interim</b> <a href="http://www.macallaminterim.com">www.macallaminterim.com</a>	
36	(36)	<b>Brightpool</b> <a href="http://www.brightpool.co.uk">www.brightpool.co.uk</a>	
37	(29)	<b>EIM</b> <a href="http://www.eim.com">www.eim.com</a>	
38	(28)	<b>RSA Interim Management</b> <a href="http://www.thersagroup.com">www.thersagroup.com</a>	
39	(22)	<b>Talentmark</b> <a href="http://www.talentmark.com">www.talentmark.com</a>	
40	(24)	<b>CIG-London Ltd</b> <a href="http://www.ciglondon.co.uk">www.ciglondon.co.uk</a>	




# IIM Interim Management Survey 2013











## Top 50 Silver Interim Service Providers

Ranking	L.Y.	41-50 Interim Service Providers	
41	(68)	<b>Wilton &amp; Bain</b> <a href="http://www.wilton-bain.com">www.wilton-bain.com</a>	
42	(55)	<b>Alpine</b> <a href="http://www.alpine.eu.com">www.alpine.eu.com</a>	
43	(62)	<b>VMA Interim Performers</b> <a href="http://www.vmagroup.com/interim/">www.vmagroup.com/interim/</a>	
44	(39)	<b>Purcon</b> <a href="http://www.purcon.com">www.purcon.com</a>	
45	(61)	<b>Hays Executive</b> <a href="http://www.hays-executive.com">www.hays-executive.com</a>	
46	(27)	<b>PiR Resourcing</b> <a href="http://pir-resourcing.com">pir-resourcing.com</a>	
47	(44)	<b>Robert Half</b> <a href="http://www.roberthalf.co.uk">www.roberthalf.co.uk</a>	
48	(52)	<b>Campion Willcox</b> <a href="http://www.campionwillcocks.co.uk">www.campionwillcocks.co.uk</a>	
49	(31)	<b>Randstad Interim Executives</b> <a href="http://www.randstadinterimexecutives.co.uk">www.randstadinterimexecutives.co.uk</a>	
50	(65)	<b>Rawson Downey</b> <a href="http://www.rawsondowney.com">www.rawsondowney.com</a>	



# IIM Interim Management Survey 2013











## Top 60 Silver Interim Service Providers

Ranking	L.Y.	51-60 Interim Service Providers	
51	(43)	<b>Fitzroy Executive</b> <a href="http://www.fitzroyexecutive.co.uk">www.fitzroyexecutive.co.uk</a>	
52	(33)	<b>Brooklands Executives</b> <a href="http://www.brooklandsexecutives.com">www.brooklandsexecutives.com</a>	
53	(46)	<b>Goodman Masson</b> <a href="http://www.goodmanmasson.com">www.goodmanmasson.com</a>	
54	(54)	<b>Morgan Hunt</b> <a href="http://www.morganhunt.com">www.morganhunt.com</a>	
55	(51)	<b>Transformation Leaders</b> (formerly listed as Top Interim) <a href="http://www.transformation-leaders.com">www.transformation-leaders.com</a>	
56	(71)	<b>Axon Resourcing</b> <a href="http://www.axonresourcing.com">www.axonresourcing.com</a>	
57	(41)	<b>Beaumont Select</b> <a href="http://www.beselect.co.uk">www.beselect.co.uk</a>	
58	(37)	<b>BIS Henderson</b> <a href="http://www.bis-henderson.com">www.bis-henderson.com</a>	
59	(49)	<b>Jarvis Johnson</b> <a href="http://www.jarvisjohnson.co.uk">www.jarvisjohnson.co.uk</a>	
60	(74)	<b>Finegreen</b> <a href="http://www.finegreen.co.uk">www.finegreen.co.uk</a>	




# IIM Interim Management Survey 2013






## Top 70 Bronze Interim Service Providers

Ranking	L.Y.	61-70 Interim Service Providers	
61	(new)	<b>Williams Bain</b> <a href="http://williamsbain.com">williamsbain.com</a>	
62	(new)	<b>Davidson &amp; Partners</b> <a href="http://www.davidsonpartners.com">www.davidsonpartners.com</a>	
63	(new)	<b>Cadence Partners</b> <a href="http://www.cadencepartners.co.uk">www.cadencepartners.co.uk</a>	
64	(100)	<b>Badenoch &amp; Clark</b> <a href="http://www.badenochandclark.com">www.badenochandclark.com</a>	
65	(77)	<b>Turnoak</b> <a href="http://www.turnoak.co.uk">www.turnoak.co.uk</a>	
66	(new)	<b>1<sup>st</sup> Executive</b> <a href="http://www.1st-executive.com">www.1st-executive.com</a>	
67	(new)	<b>Malham Consultancy</b> <a href="http://www.malhamconsultancy.co.uk">www.malhamconsultancy.co.uk</a>	
68	(87)	<b>Axiom</b> <a href="http://www.axiomexecutive.com">www.axiomexecutive.com</a>	
69	(94)	<b>Morgan McKinley</b> <a href="http://www.morganmckinley.co.uk">www.morganmckinley.co.uk</a>	
70	(48)	<b>Chase Zander</b> <a href="http://www.chasezander.com">www.chasezander.com</a>	




# IIM Interim Management Survey 2013

## Top 80 Bronze Interim Service Providers

Ranking	L.Y.	71-80 Interim Service Providers	
71	(84)	<b>International Interim Management</b> <a href="http://www.internationalim.co.uk">www.internationalim.co.uk</a>	
72	(59)	<b>Hudson</b> <a href="http://uk.hudson.com">uk.hudson.com</a>	
73	(new)	<b>Castle Interim</b> <a href="http://www.castleinterim.co.uk">www.castleinterim.co.uk</a>	
74	(88)	<b>Mackenzie Jones</b> <a href="http://www.mackenziejones.co.uk">www.mackenziejones.co.uk</a>	
75	(73)	<b>Norman Broadbent</b> <a href="http://www.normanbroadbent.com">www.normanbroadbent.com</a>	
76	(72)	<b>Hitchenor Wakeford Interim</b> <a href="http://www.hitchenorwakeford.com">www.hitchenorwakeford.com</a>	
77	(80)	<b>Osborne + Thomas</b> <a href="http://www.osbornethomas.org">www.osbornethomas.org</a>	
78	(99)	<b>Robert Walters</b> <a href="http://www.robertwalters.co.uk">www.robertwalters.co.uk</a>	
79	(56)	<b>Macmillan Davies</b> <a href="http://www.mdh.co.uk">www.mdh.co.uk</a>	
80	(new)	<b>Walker Hamill</b> <a href="http://www.walkerhamill.com">www.walkerhamill.com</a>	






## The Interim Provider Consultant Survey results 2013

This year we surveyed the interim managers about who are the star provider consultants.

There are 12 winners. The first place is a clear standout winner, that being Steve Melber. There are 11 further equally recognised runner-up leading consultants making a dozen. We are also giving a nod to 5 seniors of their businesses appreciated by interim managers.

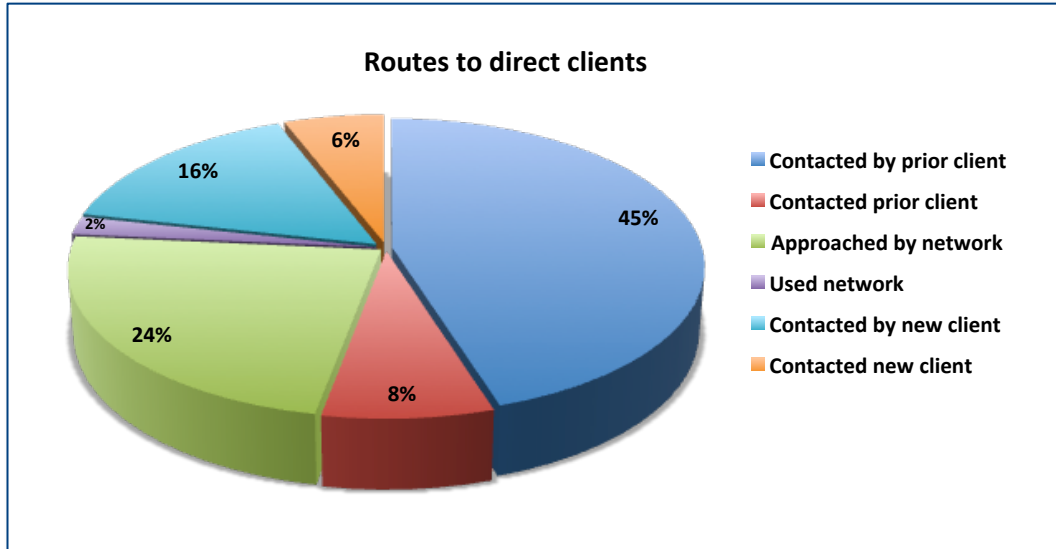
 <p><b>Steve Melber</b> <b>Provider Consultant of the year 2013</b> (Interim Partners)</p>	 <p><b>Karen Camilleri</b> Leading Provider Consultant 2013 (Veredus)</p>	 <p><b>Craig Clark</b> Leading Provider Consultant 2013 (Gatenby Sanderson)</p>	 <p><b>Steve Dengel</b> Leading Provider Consultant 2013 (BIE)</p>
 <p><b>Jonathan Flynn</b> Leading Provider Consultant 2013 (Odgers Interim)</p>	 <p><b>Toni Hall</b> Leading Provider Consultant 2013 (Penna)</p>	 <p><b>David Heron</b> Leading Provider Consultant 2013 (Wilton &amp; Bain)</p>	 <p><b>Emma-Claire Kavanagh</b> Leading Provider Consultant 2013 (<i>in transit</i>)</p>
 <p><b>Neil Lupin</b> Leading Provider Consultant 2013 (Green Park)</p>	 <p><b>Mark Payne</b> Leading Provider Consultant 2013 (Practicus)</p>	 <p><b>Jo Twine</b> Leading Provider Consultant 2013 (Capita)</p>	 <p><b>Chloe Watts</b> Leading Provider Consultant 2013 (Alium Partners)</p>

5 principals of their businesses were also amply voted for. No catchy title for them sadly ☺

 <p><b>Scott Hutchinson</b> (Malham Consultancy)</p>	 <p><b>Andy Pope</b> (Kingsley Search &amp; Interim)</p>	 <p><b>Nick Robeson</b> (Hemming Robeson)</p>	 <p><b>Ashton Ward</b> (Eton Bridge Partners)</p>	 <p><b>Gordon Whyte</b> (BIE)</p>
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## Routes to market: Direct Clients

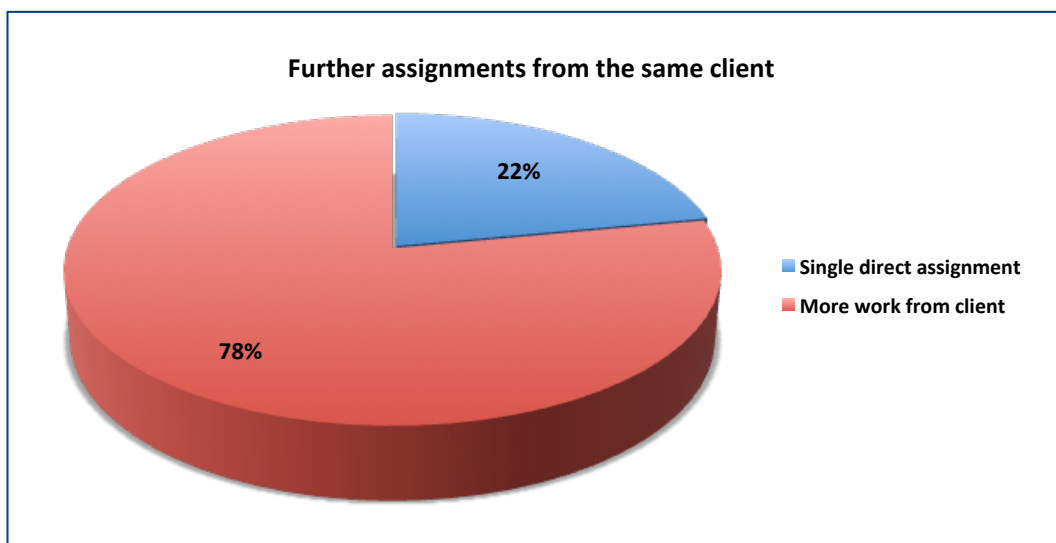
### How do direct client assignments arise?



The majority of direct assignments (up to 76%) occur where the client already knows the interim manager.

53% of placements are leveraging a relationship already established through past permanent or interim work. A further 26% of assignments leverage the interim's network, from which the client may already be a known party, just not previously engaged with. Just 24% of direct client assignments are from initially 'cold' relationships with new clients.

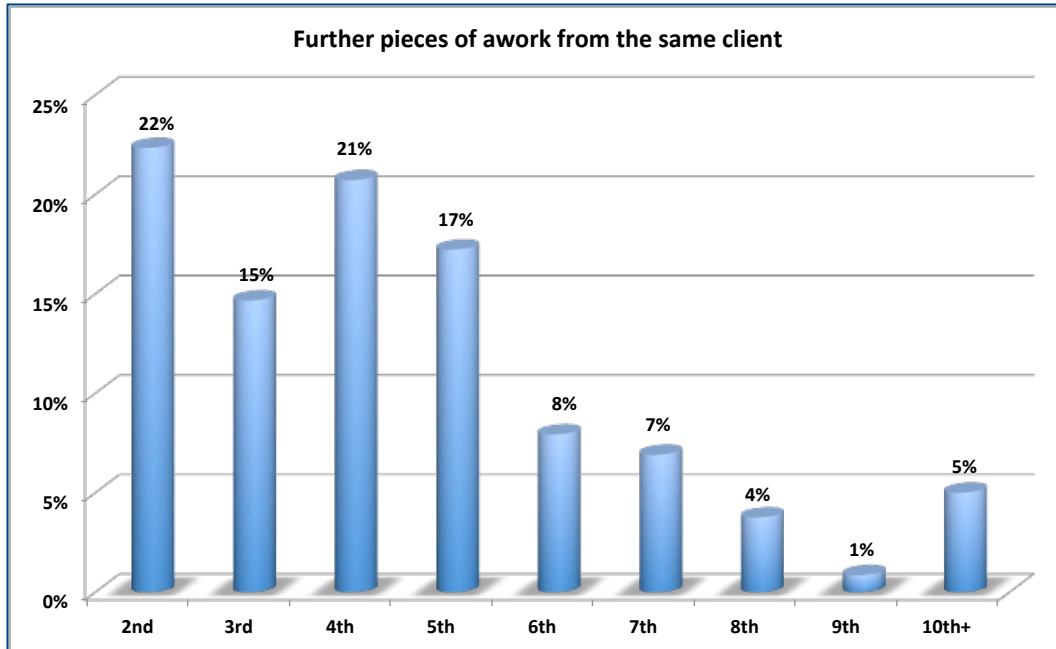
### Going back for further assignments



Going back for more work is a significant route to market. 78% of direct client assignments furnish further assignment opportunities.

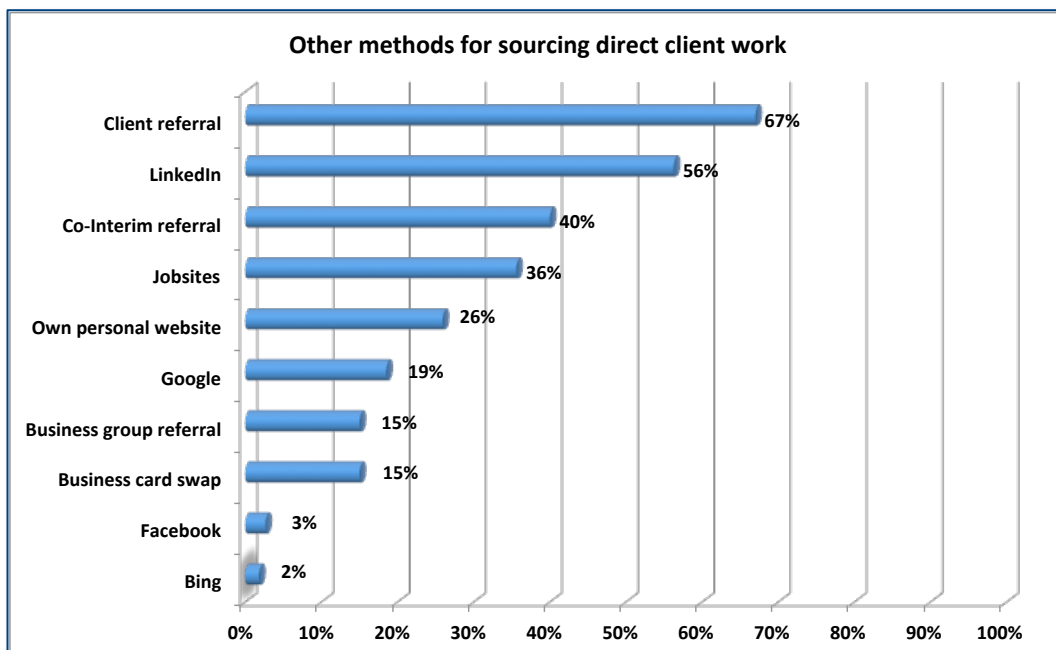
## How many times do interims re-visit direct clients?

Of the interims who revisited past clients, 78% did so on more than one occasion.



The median for those engaging in multiple assignments is to go back in total 4 times.

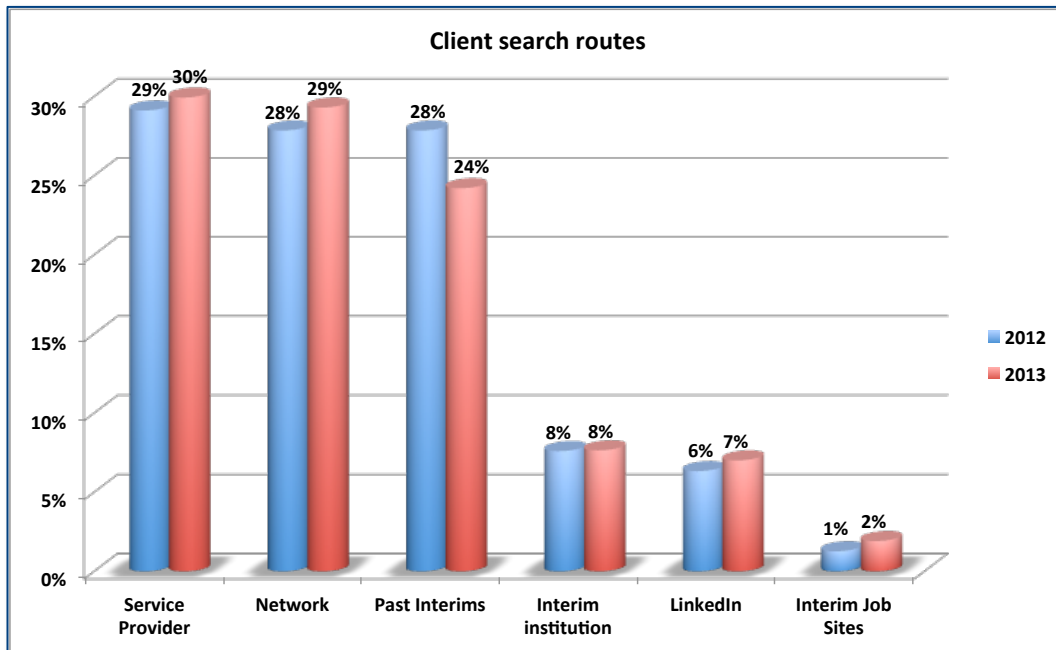
## Where else are interims getting direct client work?



Other methods found most useful when gaining direct assignments were Client referral (client refers interim to another client), LinkedIn, interims referring other co-assigned interims, Jobsites and one's own website.

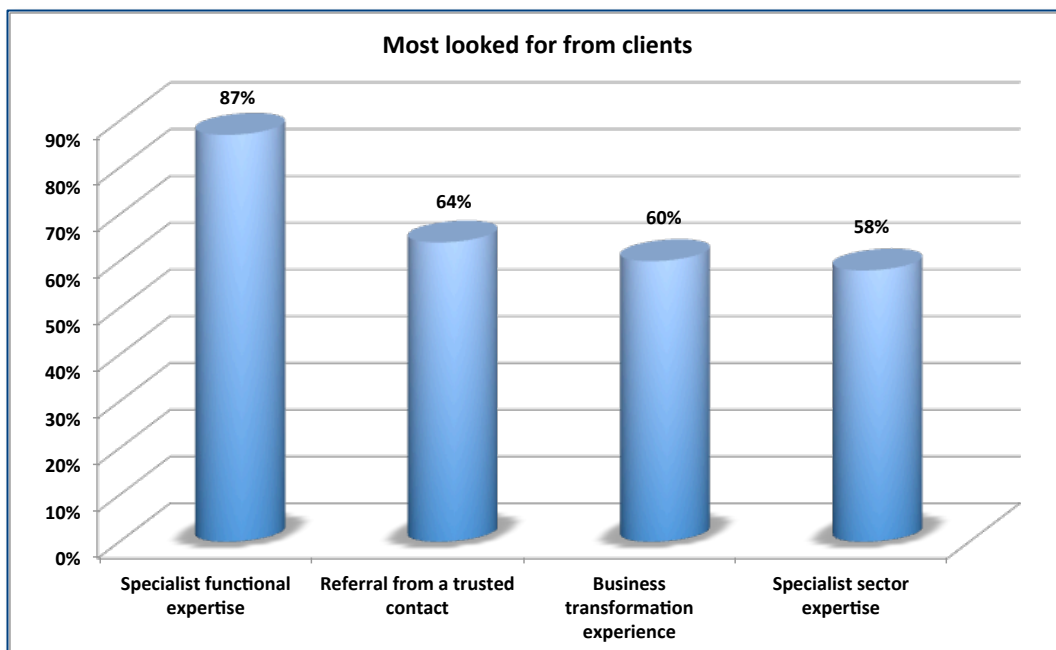


## Where are clients finding interim managers?



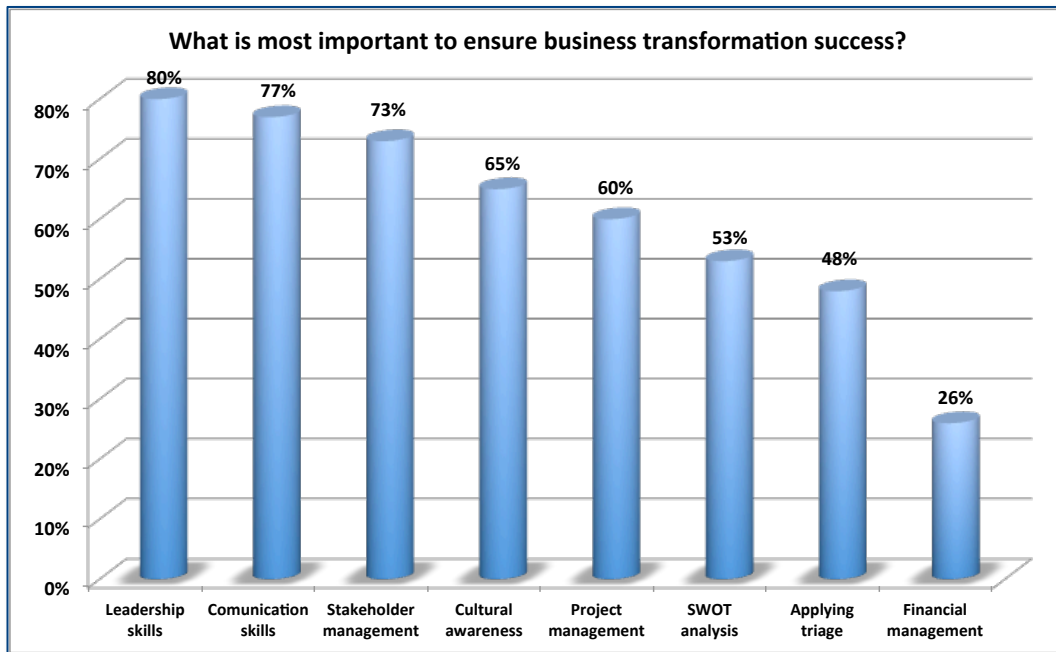
Trust is a key element when clients seek interim managers. Trust via a service provider, through their own network or by using a trusted interim manager already known.

## What are clients particularly looking for in interim managers?



In terms of the interim offering, it is key that the interims has deep expertise in their functional area, comes from a trusted source and has a transformational track record. The sector background is still important, but less than the other criteria.

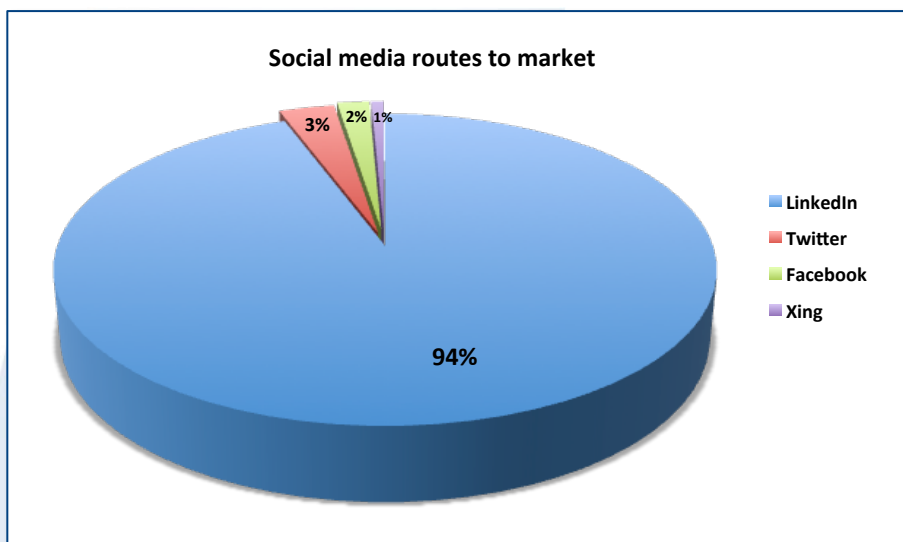
## What are clients looking for during implementation?



Among a lot list of criteria, clients would most like to see great leadership, effective communication skills and stakeholder management.

## Routes to market: Other routes

### What are the best online social media sites?



As far as the best social media sites are concerned, interim managers think there is only one show in town, and currently that's LinkedIn with 94% of the votes. We expect Twitter will grow as a useful channel, but exactly how it should be used as an effective route to market has yet to become clear. Facebook and European site Xing, trail.

## Top 10 Internet job sites

No.	Site	Votes
1	Exec Appointments (3)	456
2	LinkedIn (1)	291
3	Jobsite (2)	240
4	Changeboard (9)	202
5	JobServe (4)	200
6	GAAP Web (7)	199
7	Executives Online (8)	147
8	Total Jobs (7)	146
9	Indeed (n)	140
10	Health Service Journal (n)	92

exec-appointments.com  
*global executive jobs*

**LinkedIn**

**jobsite**

changeboard  
change the way you work

jobserve  
www.jobserve.com

GAAP  
Your future in finance and accountancy

EO EXECUTIVES ONLINE

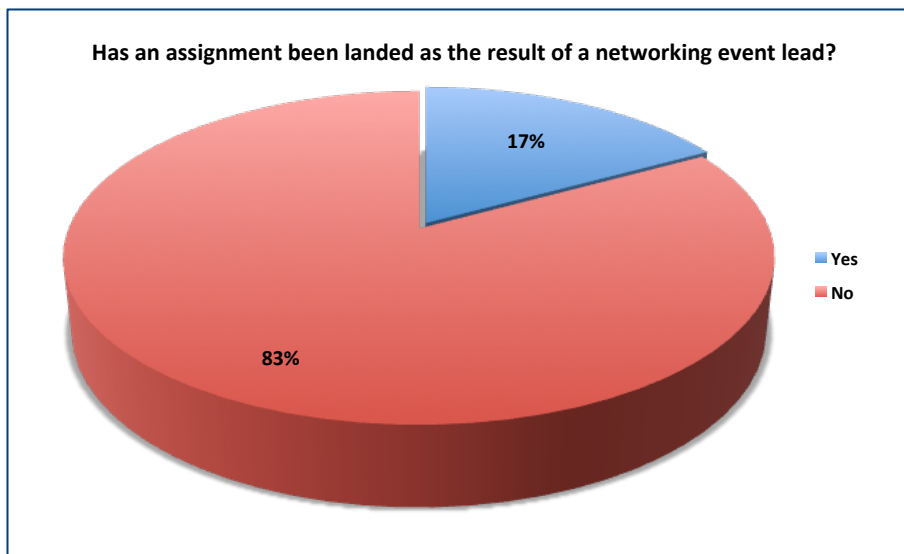
totalJobs.com

indeed®

**HSJ**

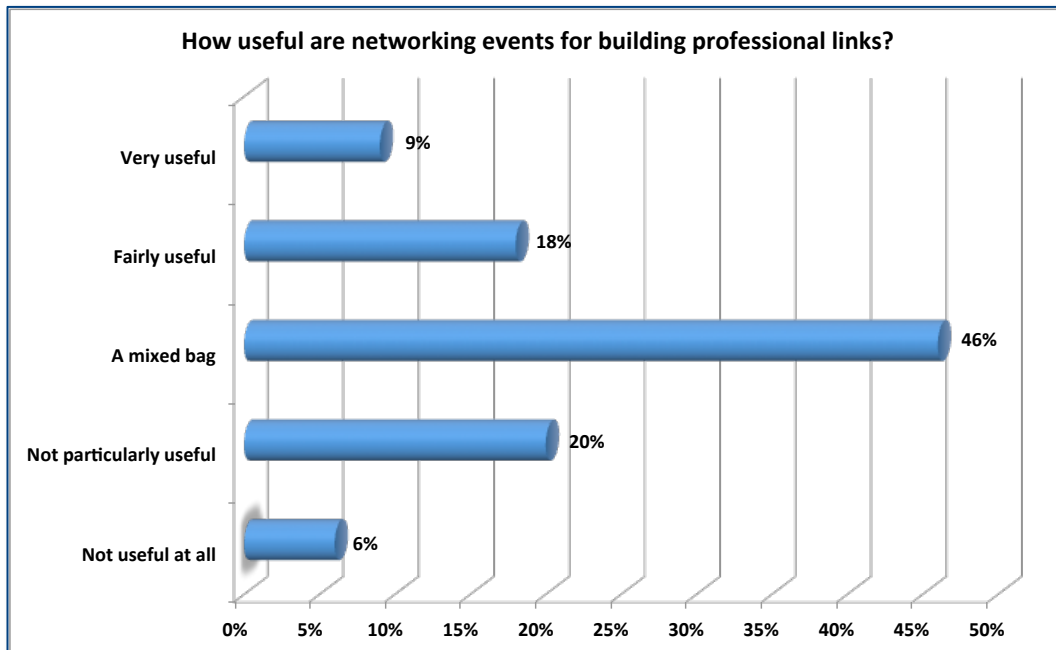
The top 10 internet job sites are largely known favourites, but don't forget that online search remains a proportionately small route to market (7%). Below the top 10, honourable mentions to Monster, Executives on the Web, the Guardian, Reed and the Financial Times.

## Effectiveness of networking events



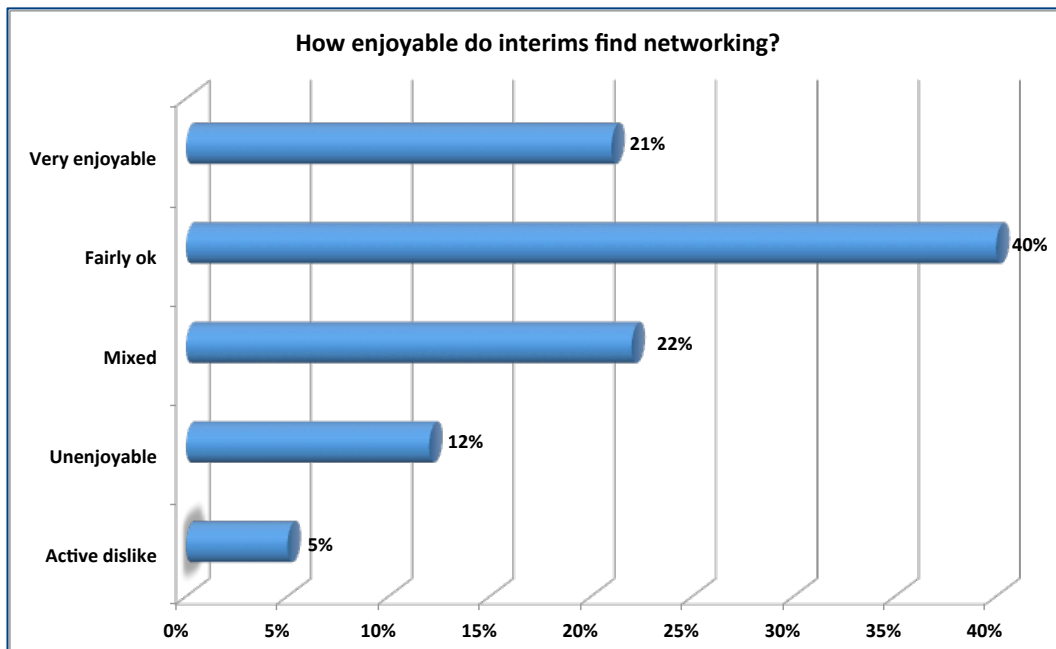
It remains rare to secure an assignment at a network event. It is more more useful to build relationships that will in time lead to assignment.

## Effectiveness of building relationships following networking events



Further to the last question, about half of interim managers find networking events a useful relationship building forum, but it clearly doesn't work for everyone.

## Enjoyment in networking



It remains a fairly small proportion if interims for whom networking is an undiluted good time (21%).

## Final comments and conclusions

The big stories of 2013 are continued recovery and what must now be considered to be an interim management sector that is open for business, but at a time when government continues to introduce regulations that whilst not aimed at interim managers, may further complicate their work.

### The interim management recovery has continued

Our survey shows nearly three quarters of interim managers 'on assignment' and a further reduction in average assignment gaps, compared to previous years. Day-rates and billed days have further improved. No marketplace is uniformly productive so we expect some interims will continue to suffer, but the tools to find work and deliver work are out there.

Assignment gap lengths continue to fall. This varies by seniority and discipline of course, but on average, assignment gaps are now 1.8 months, down from 4 months in 2010.

### Interim profession continues to be over-regulated

The changes under the Finance Bill 2003 to catch office holders within IR35 seems a change designed to address one piece of public sector embarrassment but with as yet unclear ramifications on interim management.

As we have said before, Interim managers and executives are a force for good in the flexible economy. The interim business model of moving from assignment to assignment relies upon a self-employed 'hitting the ground running' engagement model, without being fettered in the red tape of employment. Being branded as a group of suspected tax cheats, simply by virtue of being temporarily an 'office holder' is incredibly galling and panders to the most simplistic of reactive politics.

The IIM hopes that like the Agency Workers Regulations (AWR) these changes will turn out to be no big deal, but you could hardly blame us for being concerned as the legislative changes lack logic and thought-through drafting.

Now that we are left with case law to sort this out, the IIM invites all professional interim managers and the wide range of interim partner organisations to get behind our collective attempts to mitigate these misguided changes so that we can get back to focusing on promoting growth and business effectiveness rather than getting mired in this red tape.

### A time of hope for interim management

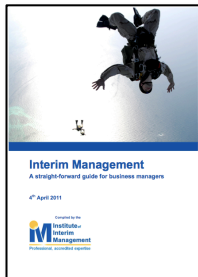
Despite the challenges that remain before the interim community, the fundamental landscape is probably in as good a place as it has been for a few years. The IIM wishes interim managers the best of success with their endeavours and the Institute stands ready to support professional interim managers in order to accelerate their success.



**Institute of Interim Management**

## Further reading

For more information about interim management, please see the following guides. Most were published in 2011 so revised editions are in the pipeline, but the principles remain valid.



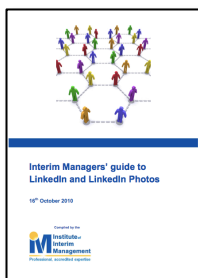
### ***Interim Management Guide For Business Managers***

<http://www.iim.org.uk/articles/interim-management-guide-for-business-managers>



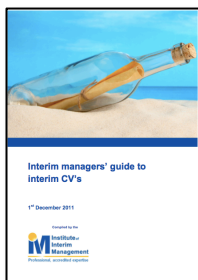
### ***Fees and Day Rates***

<http://www.iim.org.uk/articles/fees-and-day-rates>



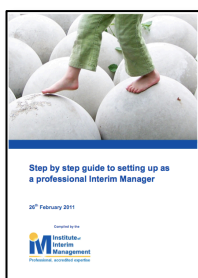
### ***Guide to LinkedIn***

<http://www.iim.org.uk/articles/interim-guide-to-linkedin>



### ***Guide to Interim CVs***

<http://www.iim.org.uk/articles/guide-to-interim-cvs>



### ***Step by step guide to setting up as a professional Interim Manager***

<http://www.iim.org.uk/articles/step-by-step-guide-to-setting-up>

## Acknowledgements

Many hundreds of people contributed to this survey from those who completed it, to those who debated and refined its findings. Particular thanks go to the members of the Institute of Interim Management and the members of the '[Interim Management – IIM](#)' and other Interim LinkedIn groups, where this survey has, and will doubtless continue to be debated.

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<http://www.iim.org.uk>

Interim Management – IIM LinkedIn group

<http://www.linkedin.com/groups?gid=2339933>

If you have any questions about the survey, please refer them to the team at:

[moderator@iim.org.uk](mailto:moderator@iim.org.uk)

