

ACCORD GROUP

Interim Managers & Consultants



ACCORD GROUP

**INTERIM MANAGERS
& CONSULTANTS**

- Interim Management in Europe
- Will it also find broader application in the Czech Republic?

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01 Introduction

Why the study was conducted:

- **AGIM** (Accord Group Interim Managers & Consultants) is interested in opening the Czech market for the development of interim management, based on the verified experiences of our partners in Western Europe where interim management has been practiced in various forms over the past 30 years.
- We want to provide all those interested in interim management with structured information founded on our research of partners in surrounding countries and also a comparison with our own conclusions from our poll on the subject of Recognition of Interim Management in the Czech Republic, carried out this past summer.

Which resources we used:

Professional associations of interim managers and interim management intermediaries:

Germany AIMP (www.aimp.de), DDIM (www.ddim.de), ATREUS (www.atreus.de), Personal Management, Uni Giessen, HR services

Belgium Federgon (www.federgon.be), Vlerick (www.vlerick.com), Essergyn

UK BIE (www.bieinterim.co.uk), IMA (www.interimmanagement.uk.com), HEXAGON (www.hexagongroup.com)

Netherlands RIM board pro interim management a interim managers registr, LTI

Switzerland DSIM (www.dsim.ch), tisk

France Expansion, Robert Half International (<http://rhi.com>), HIM

02 FAQ - Interim Management

What is Interim Management?

- Interim Management means that an experienced and qualified manager **temporarily** takes on a precisely defined managerial task in order to meet pre-agreed output targets within the company or the non-profit organisation.

Who are Interim Managers?

- They are experienced, real-life oriented managers with proven corporate management skills at various levels of the organisation.
- The vast majority, 90%, are independent contractors or have their own companies. They themselves have chosen this dynamic form of work and life.
- They are motivated to change the environment, are flexible, enjoy taking on new challenges and opportunities – as well as the risks associated with these.

What are the advantages of Interim Management for a company?

- As a rule, Interim Managers have a broader range of experience and knowledge than what is necessary for the position in the organisation.
- They can be deployed to the site very quickly (normally within two weeks)
- They focus exclusively on performing the assigned tasks, regardless of various group interests in the organisation.
- They bring an “outsider’s” perspective to the problem and breach taboo subjects.

How are Interim Managers paid?

- Per diem rate (IM income including mandatory deductions + intermediary commission + reimbursement of costs associated with performing the work)

02 FAQ - Interim Management (continued)

What is the difference between a consultant and an Interim Manager?

- The Interim Manager takes on the authority to take decisions, takes part in operations, decides on and applies changes, manages the team.
- An advisor / consultant focuses on analysing, planning and recommending potential solutions, supports the existing managerial team in decision-making and implementing change

When companies use Interim Managers:







- Traditionally, in case the company is under threat – crisis management, or
- ...it is becoming more common for managing strategic projects such as:
 - Production / operations transfer
 - Projects requiring specific know-how
 - Implementation of fundamental organisational changes
 - Temporary replacement or support for a long-term absent manager
 - Management reinforcement in periods of rapid growth or in case the organisation is completely overloaded with work

How does one find and select an Interim Manager?

- Through an intermediary
- Through personal networking
- Through professional associations and their online platforms

03 The Interim Management Market (Western Europe)

Interim Manager numbers, revenues, annual growth (2007 – 2008)

Country (Market)	Total no. of IM / % female	IM revenues (€)	Yearly growth - posts & revenues	Per diem IM rate (price for the client)
Germany 	10,400 – 12,000/ 15%	1.6 bln	20 – 23%	€ 800 – 1,130
Belgium 	-	-	10%	€ 1,200 – 1,400
Netherlands 	15,000 – 20,000/ 20%	3 – 4.5 bln	10- % ¹	€ 800 – 1,000
UK 	10,000/ 31%	1.46 bln	20%	€ 672 – 1,344
Switzerland 	3000	-	15+ %	€ 660 – 1,980
France 	8,500	-	15 – 20%	€ 600 – 1,000

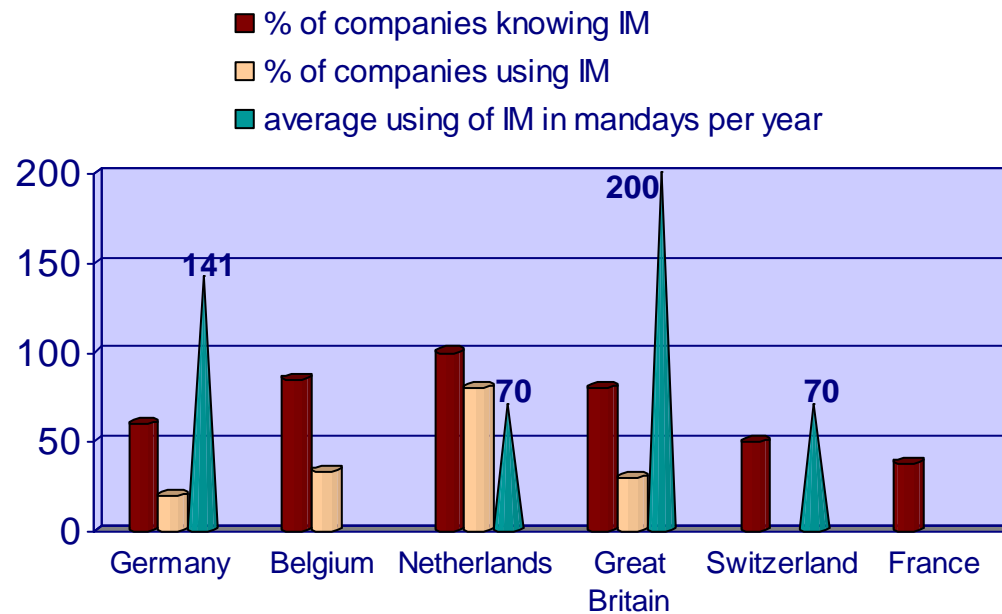
Note: IM revenues = total amount Interim Managers billed to clients

¹ *In the Netherlands, annual growth is commensurate to growth in individual sectors; this market probably will not grow as much as it has in the past.*

The average duration of the Interim Manager’s post ranges between six and nine months. The greatest span is in Switzerland and France (4 – 18 months), the UK reports an average of 6.5 months, Germany 8 months, Belgium 6 and the Netherlands 6 – 9 months.

04 Knowledge of Interim Management in Western Europe

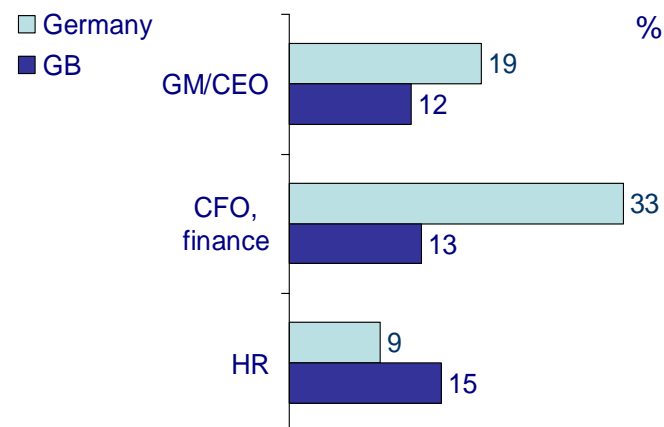
Knowledge, frequency of using interim management v %



04 Knowledge of Interim Management in Western Europe

Most common types of positions and tasks for Interim Managers

1. **Strategic projects** – Reorganising the company or a department, building a new department, managing change (in the position of a project manager or line manager in the company)
2. **Special professional projects** – Introducing technical systems, launching a new product (in the position of a project manager)
3. **Temporary replacement** for absent managers, securing continuity in the company or public sector organisation, managing the department or entire organisation for a specific period (often for the CEO, CFO, HR, manager of logistics, quality, etc.)
4. **Coach** (sparing partner) for a top manager (common in Switzerland)



05 Interim Manager Profile

Experiences from various countries

- 43 – 48 years of age
- Overqualified for the position (55%)
- Locally mobile
- Motivated

- Senior Manager
- Somewhat overqualified

- University education
- 30 – 60 years of age
- IM career preceded by corporate experience

- Senior Manager
- Somewhat overqualified
- 35% in the public sector

- 35 – 50 years of age
- Previous experience in the company
- Implementer of change
- Result-oriented

- Line manager
- Sufficient consulting experience (50%)

General IM model:



- Age: 40+
- Overqualified for their specialisation
- Experienced manager, ideally in an international environment
- Flexible in regards to time and location; self-motivated

05 Interim Manager Profile

Differences from a regular manager

- 
 - Independent in dealings and decisions
 - Faster orientation in a new and changing environment
- 
 - Detachment
 - Ability to analyse and act quickly
- 
 - Different perception of the process at the client's company
 - Better at applying change
- 
 - Ability to react quickly
 - Detachment from the client
- 
 - Loyalty to the task
 - Ability to leave at the right time
- 
 - Emphasis on swift analysis
 - Thorough implementation of change

Differences from a consultant

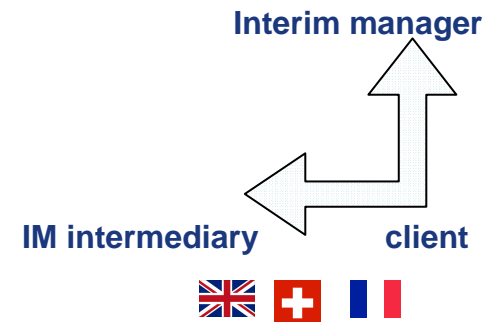
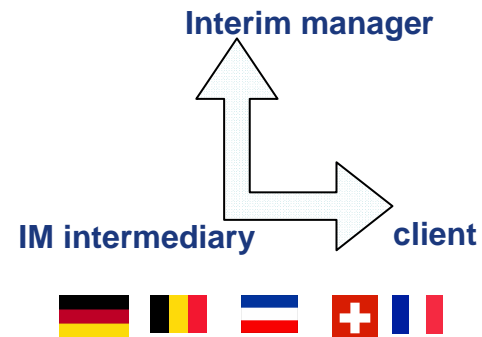
- 
 - More oriented towards quick and thorough implementation than on deep analysis
 - As a result, they need a broader mandate than a consultant does
- 
 - Better at applying change

05 Interim Manager Profile

Contractual relationship with the client

Contractual relationships with the interim manager are entered into through the Interim Management intermediary or directly with the client. Most IM work through the intermediary as independent contractors; they often sign temporary employment contracts with clients as their employees.

Dutch model



The IM is operational at the company in approx 7-14 days from receiving the post.

06 Associations of Interim Managers

In countries with developed IM markets, there are associations of professional IM providers. In Germany these include AIMP, DDIM and others, in Belgium BIMA, in the Netherlands ORM, in the United Kingdom IMA and IMM, and in Switzerland DSIM.

In the Czech Republic, professional platforms are starting to be established that have sufficient Interim Manager networks with reliable selection and reference processes and an administrative basis for entering and monitoring balanced contractual relations.

The main activities and added value Interim Management intermediaries offer are:

- Searching for a suitable IM
- Verifying qualifications and previous work (reference checking)
- Accompanying the IM in their mandate at the company
- Arranging IM services for the client
- Providing additional training to the IM
- Guaranteeing the quality of the IM
- Creating a network of IM
- Pre-selecting IM

Source of IM in %

	Own network	IM intermediary	Internet
Germany	60	40	0
Belgium	40	50	10
Netherlands	35	55	10
UK	65	35	0

07 Interim management in the Czech Republic

- Online poll organised by AGIM carried out from 14 August – 23 September 2009
- 11 questions on the subject of Knowledge of Interim Management in the Czech Republic
- 210 respondents contacted in the following positions:

GM/CEO	77
HR management	82
line management, other	51
- 47% rate of return (98 respondents)

- **Results:**

89% respondents have already encountered the term Interim Management

83% have already been in a situation where the assistance of an Interim Manager would be necessary

80% would hire an Interim Manager for a project

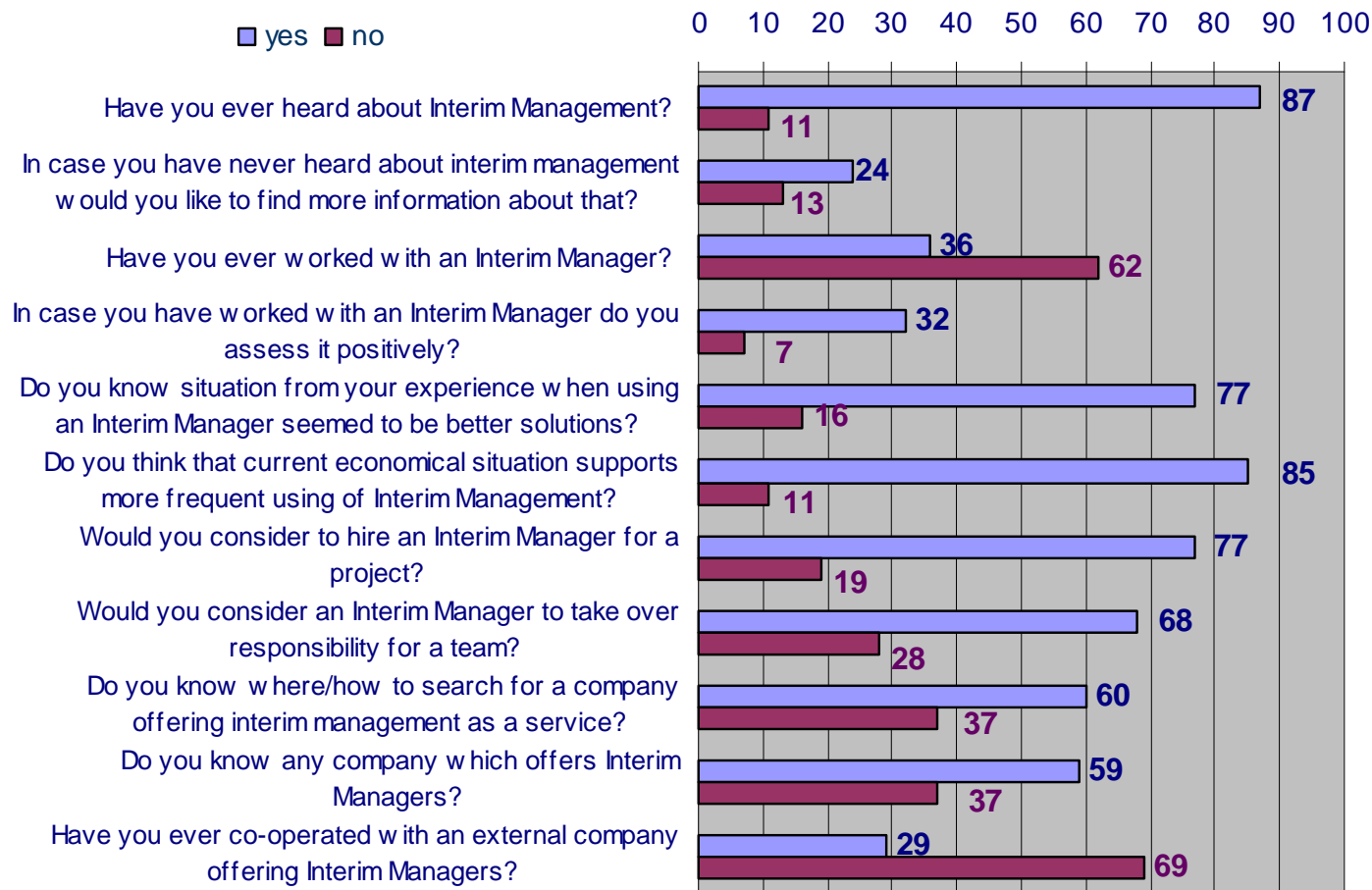
71% would not hesitate to entrust the responsibility for managing a team to a hired IM

62% have an idea of where to look for an Interim Manager intermediary

61% know of an IM intermediary

37% have already worked with an Interim Manager; of these, 30% were through an IM intermediary

07 Interim management v ČR



A C C O R D G R O U P

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