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Interim Managers & Consultants

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INTERIM MANAGERS  
& CONSULTANTS

*First CEE Interim Management Conference*

**THE ADDED VALUE OF IM PROVIDERS**

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May 2010

## Content

### 1 Some facts about the Interim Management market in Europe

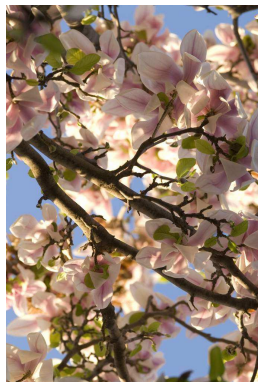
- Figures and facts from Germany, Belgium, NL, UK, Switzerland and France.
- Echoes from the market in 2009/2010 in Europe and CZ.
- The purpose of promoting/investing into IM in CZ/CEE now?

### 2 Interim managers, clients and Interim management providers

- Chicken and egg question?
- How do IMs find new IM jobs?
- Contractual relationship.
- Added value of IM providers to: - the client  
- the IM
- IM providers: brokers or consultants?







### 3 Professional association for Interim Management

- The purpose of professional associations.
- Whom should they represent?
- Plans for the future.



## 01 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- % <sup>1</sup>	€ 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*

<sup>1</sup> *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.

## 01 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

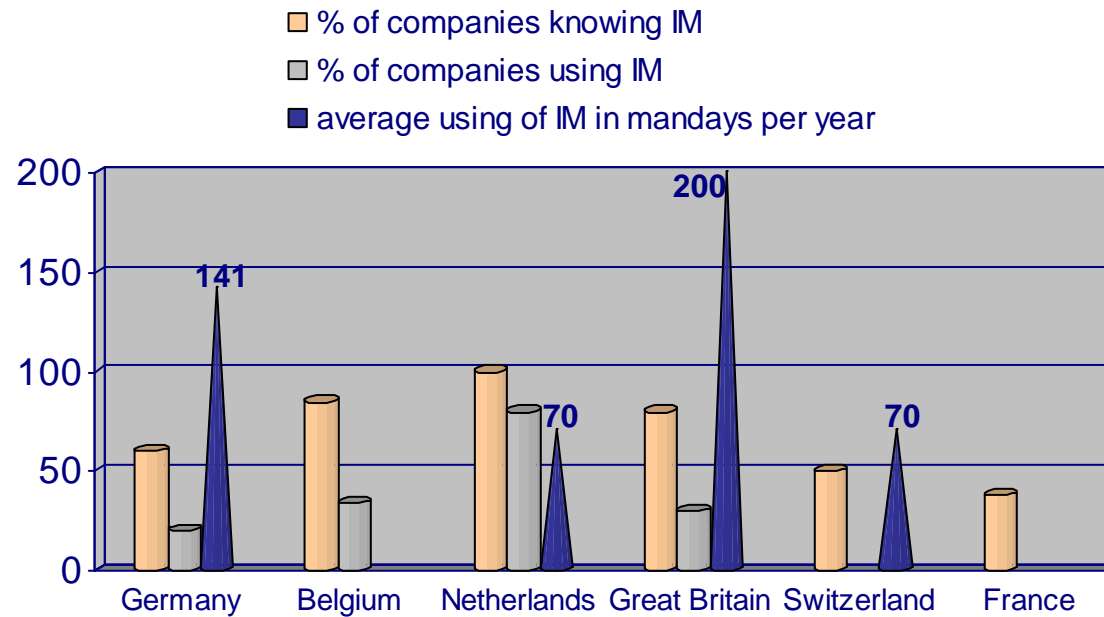
- Line manager
- Sufficient consulting experience (50%)

### General IM model:

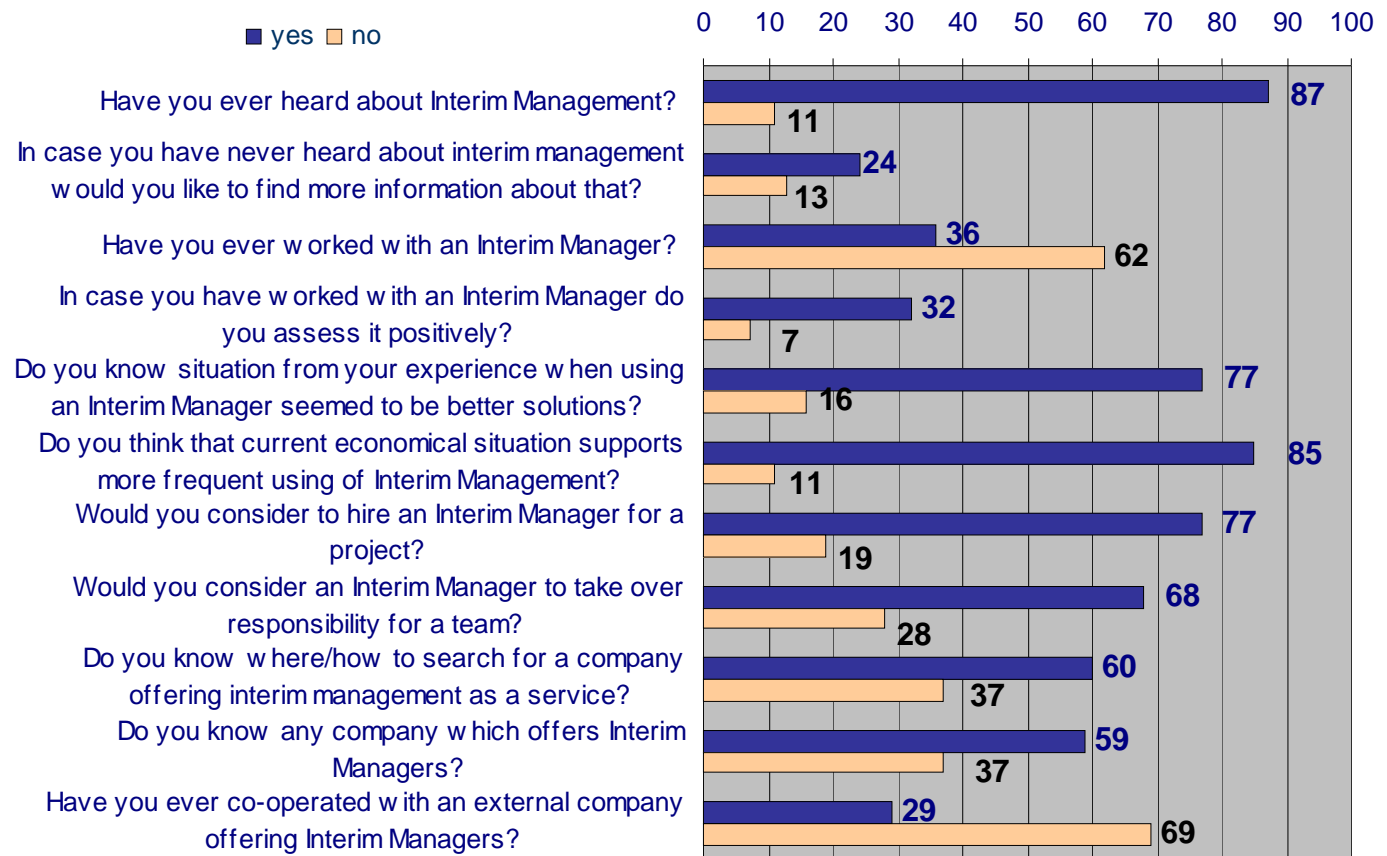
- Age: 40+
- Overqualified for their specialisation
- Experienced manager, ideally in an international environment
- Flexible in regards to time and location; self-motivated

## 01 Awareness of Interim Management in Western Europe

Awareness, frequency of using interim management v %



## 01 Interim management in Czech Republic



## 01 Echoes from the market 2009/2010

News from developed markets (Germany – AIMP survey 2009)



After several years of growth, the market contracted by 22% in 2009 (prices and utilisation)

Clients asking several providers/stronger competition/pressure on prices  
 Lead to deal 6:1

Utilisation of IMs in days per year decreasing  
 141/150 d.p.y

IMs are working for their clients in remote markets, but export industries are engaging less IMs

The problem with the „timing“: immediate availability of IM vs. decision making process of the client

**Slow down on all markets, more in export oriented businesses**

## 01 Echoes from the market 2009/2010

News from CEE



The vague of public interest stronger than the actual market opportunities

Decision making stays with the owners, thus often abroad

Local IMs can hardly specialise as they wish to and are working both as IM and consultant

„Staff mentality“ even in management often does not support IMS

Market offer of IMs not transparent and measured, IM still „around the corner“?

Is it the right time to foster Interim management in CEE markets now?

## 01 The purpose of promoting/investing into IM in CZ/CEE now

### Offer on the labour market

- 20 years after 1990 there are many qualified managers
- Many of them have been working in a intl. context or abroad
- Small local contracts might offer the an attractive next career step

### Economic outlook, current challenges

- From never ending growth to adaptation
- Short planning cycles
- down-sizing, prudence, stagnation

### Mentality is diversifying:

- Fear and dependence vs. Confidence based on positive experience
- Entrepreneurship (fair and unfair)

### Social and legal framework:

- Labor code less flexible, protective towards employees, but not backed by strong unions
- Other contracts according to commercial law possible
- Pension systems not made for managers



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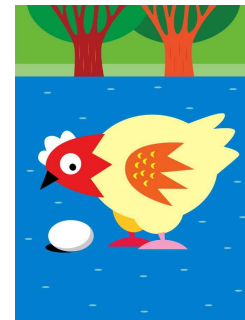
## 02 The chicken and egg questions...

Who was there first?

What is the role of providers in developed markets?

Who should pay the providers provision?

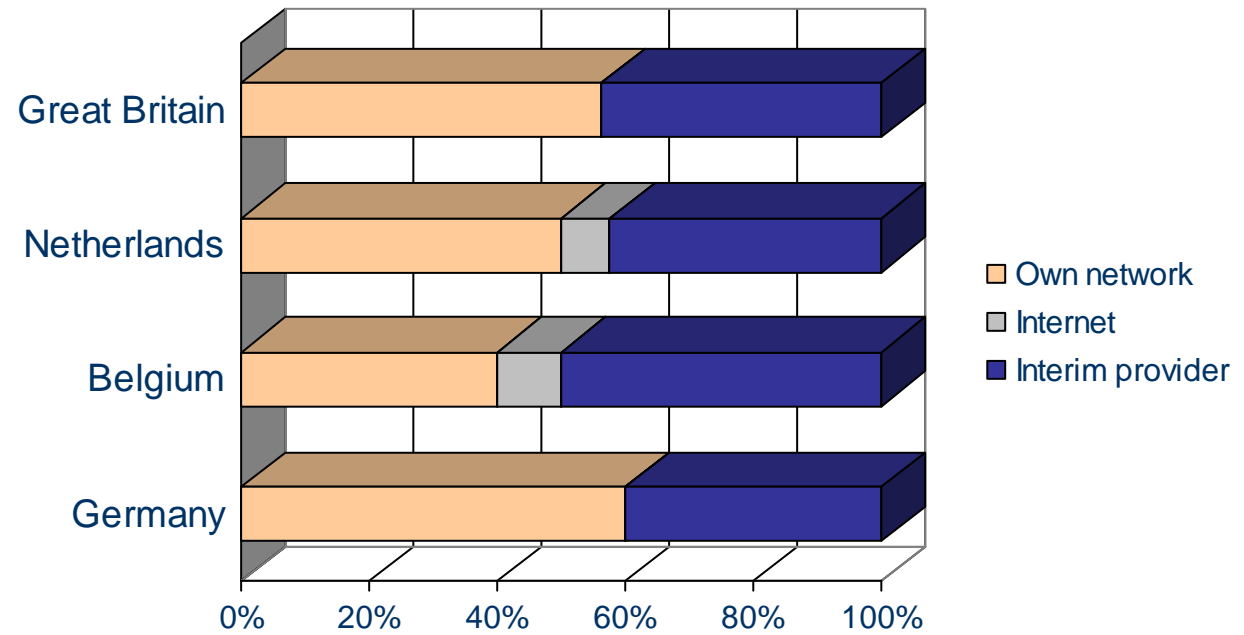
Does it differ in less developed markets?



Why should IMs use providers?

Why should clients use providers to hire IMs?

## 02 How do Interim Managers find their assignments?

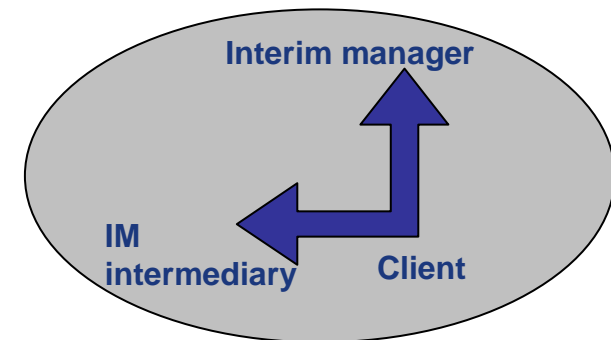
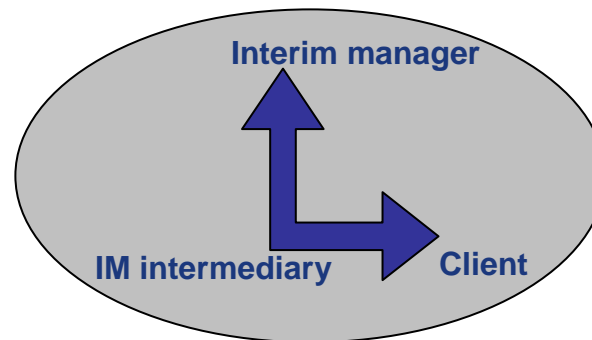


## 02 The contractual relationship with the client

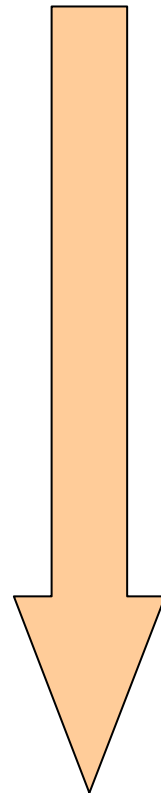
Contractual relationships with the interim manager are **entered into through the Interim Management intermediary** or directly **with the client**.

Most **IM work** through the intermediary **as independent contractors**; they often sign temporary employment contracts with clients as their employees.

### *Dutch model*



## 02 The Process – Results – Benefits of AGIM



1st step:  
**Project identification**

- Whom? (*expertise, proved experience*)
- Where? (*location*)
- When and for how long?
- Expected results?
- Handover, closing of assignment.
- “Soft skills – chemistry”
- Price of IM or Consultant.
- Experience defining consulting projects.
- Deep knowledge of the market, available resources and prices.
- In cooperation with Client, written specification of project for the “candidate”.

2nd step:  
**Selection and presentation**

- IM/consultant (1-2) with requested specification is found and informed about the project; s/he prepares their own presentation.
- AGIM searches of cooperating certified IM/consultants.
- AGIM checks independent references.
- AGIM delivers corresponding IM/consultant by the agreed deadline.

3rd step:  
**Contracting**

- Client signs contract with AGIM or IM/Consultant.
- AGIM arranges setting up the contractual relationship, alerts to legal risks and suggests solutions.

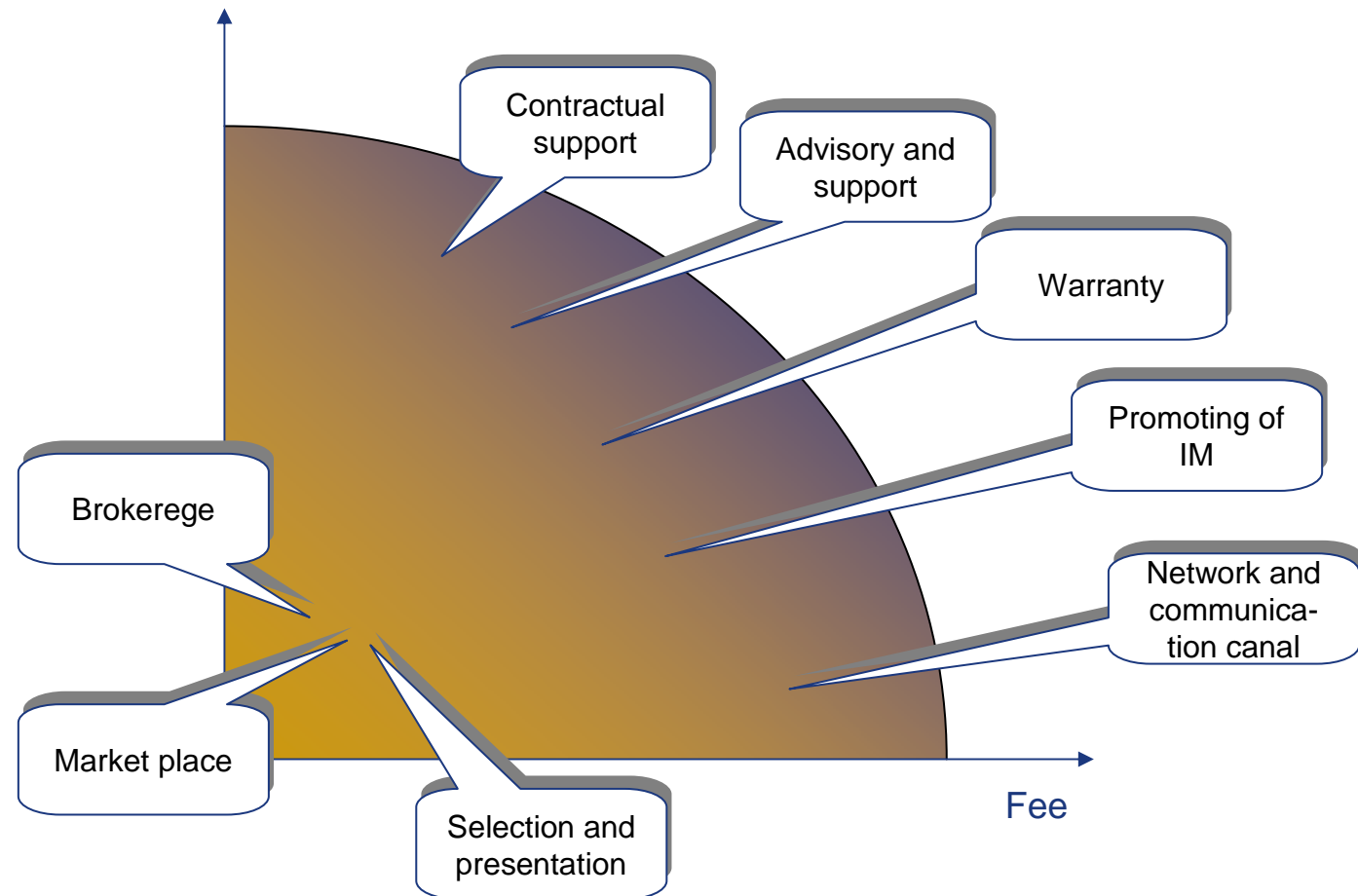
4th step:  
**Project follow up, guarantee**

- Regular follow up and checking of keeping contractual conditions and outputs.
- Monthly follow up meetings and man/day sheet checking.
- Finds replacement if necessary.

## 02 The added value of the Provider to the IM

- A **marketing platform**: support in presenting self, negotiation and identification of opportunities
- A place where the IM can **find complementary professionals** for his/her mission
- **An advisor** in legal/contractual/commercial issues
- Access **point to market** information
- **Communication channel** during the assignment
- A **network with other IMs**, a place to get education and support, education and support (contracts, assurance, conditions)
- An **support in conflict situations**
- A **promoter** of Interim Management as an alternative Solution and opportunity

## 02 IM Providers: Brokers or Consultants?



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## 03 Associations of Interim Managers

### Countries with developed IM markets

In countries with developed IM markets, there are associations of professional IM providers.

In **Germany** these include AIMP, DDIM a and others, in **Belgium** BIMA, in **the Netherlands** ORM, in **the United Kingdom** IMA and IMM, and in **Switzerland** DSIM.

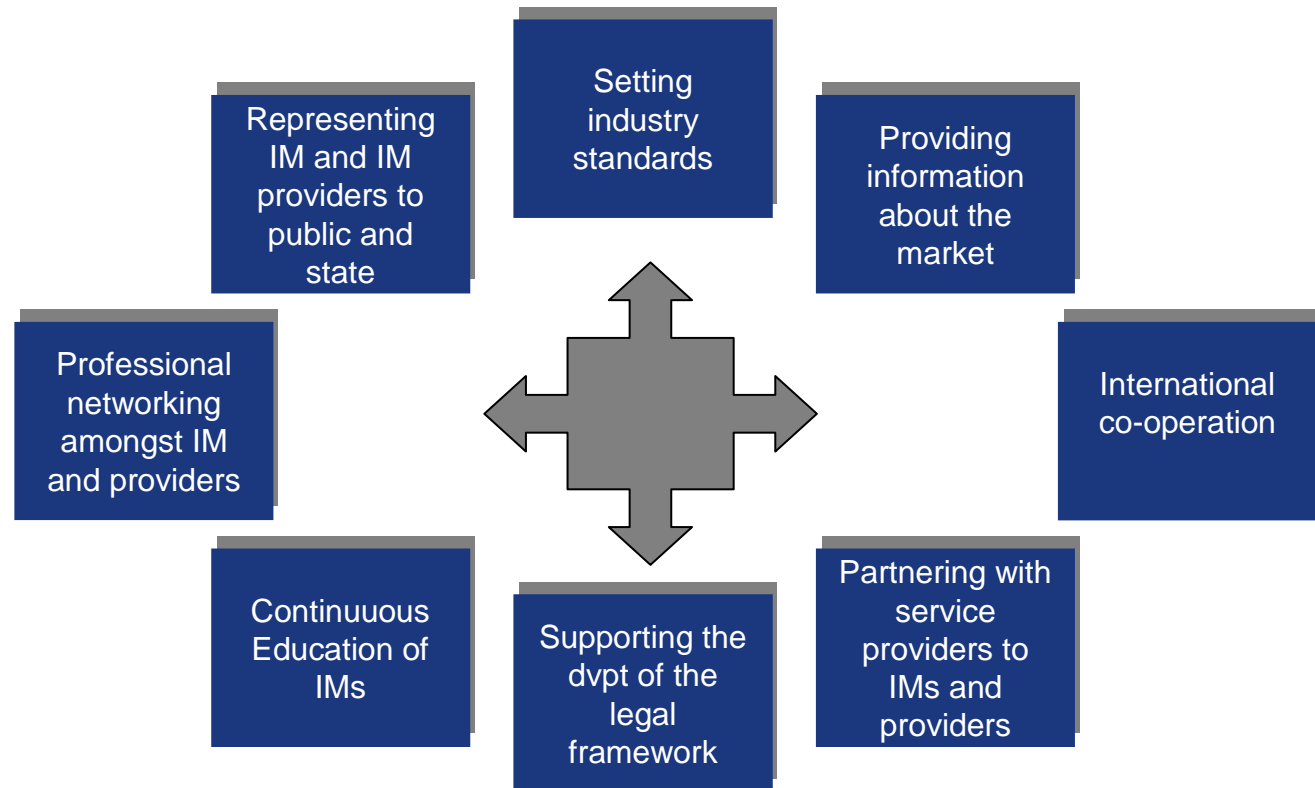


### The Czech Republic

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.

### 03 Associations of Interim Managers

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



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