

The 2021 survey of German  
Interim Managers performed by

**DDIM.**

Dachgesellschaft Deutsches  
Interim Management e.V.

In collaboration with the  
International Network of Interim  
Manager Associations

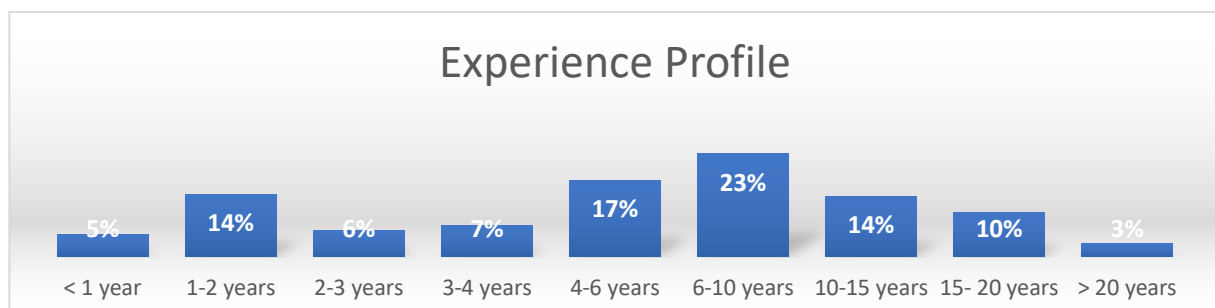
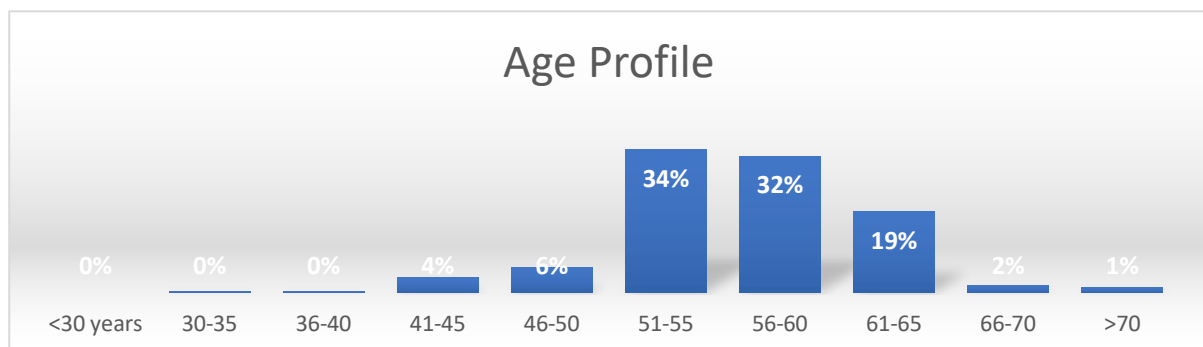
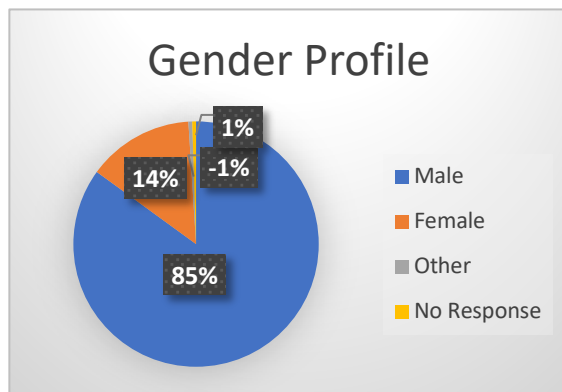


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## The Interim Manager

### Demographics

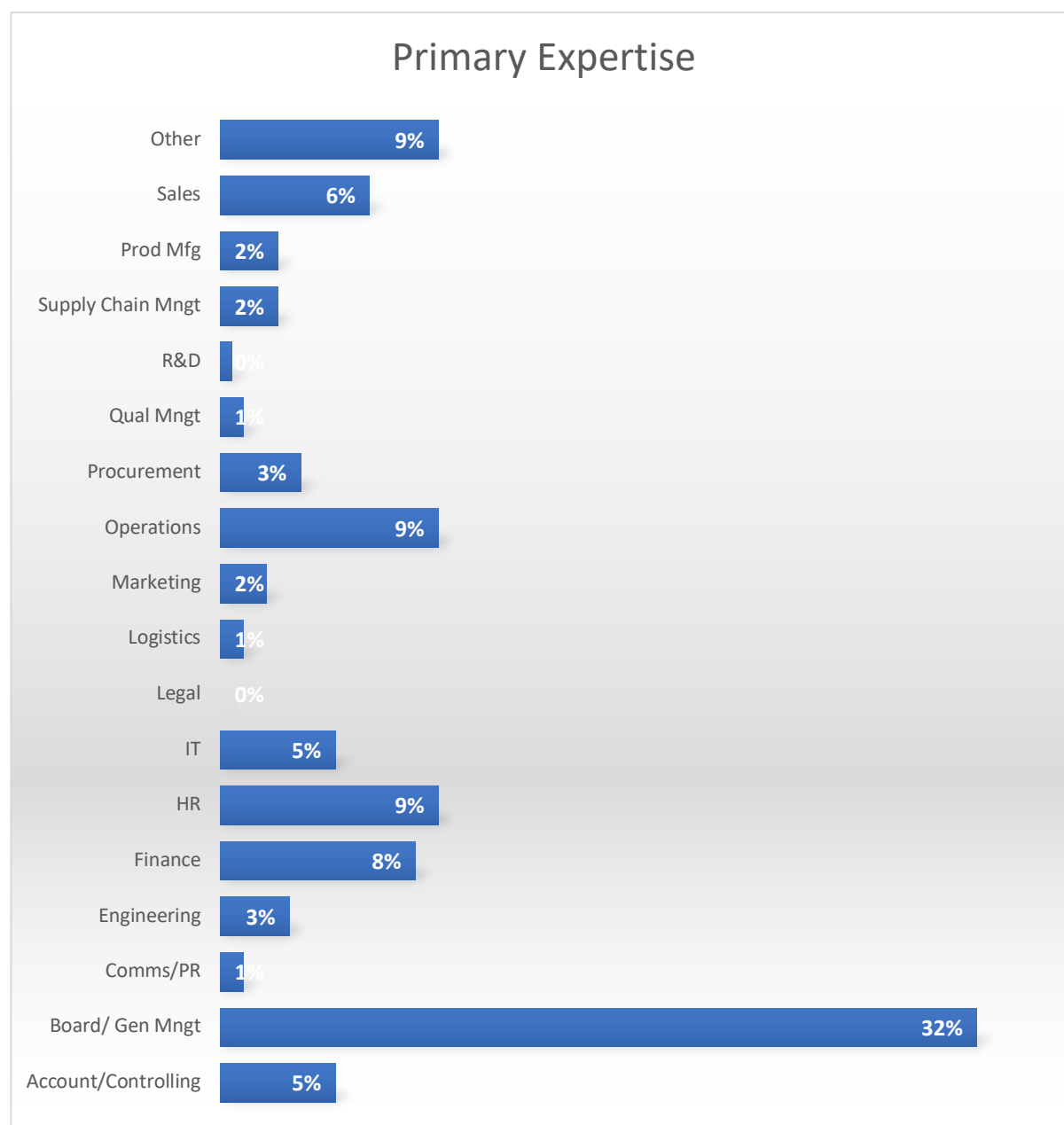
The typical German Interim Manager in our survey is male (85%), over-50 years old (88%) and possesses more than four years of working experience as an Interim Professional (67%). The average age is 56 years, with 2/3 of managers between 51 and 60 years.



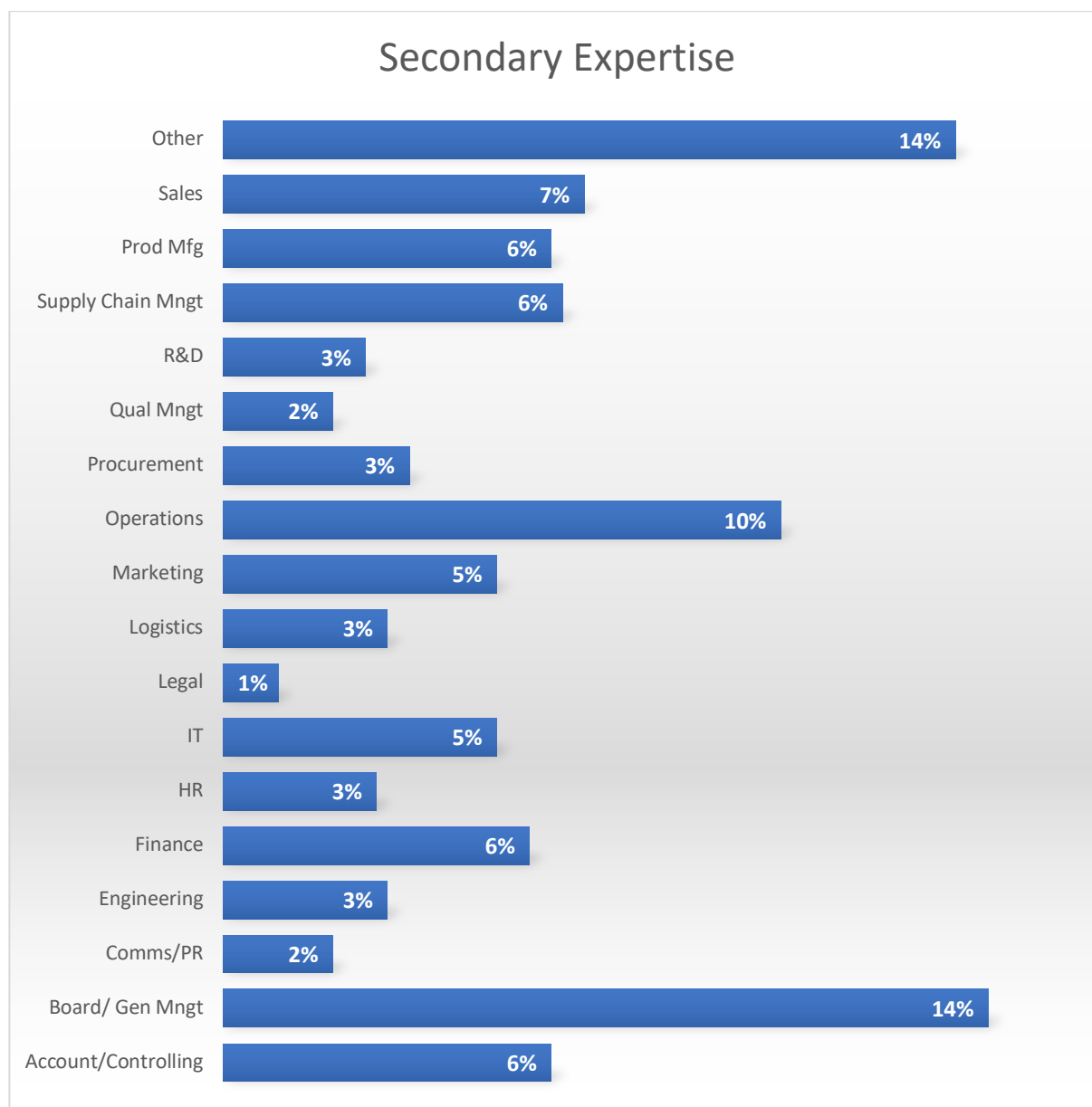
The high level of seniority and responsibility of Interim Managers is shown by the fact that more than half are conducting C-level roles or above (54%).

## Functional Specialities

The top three primary functional specialities of the Interim Managers in our survey are General Management (32%), Operations and HR (both 9%). Typical roles are CEO, COO, CFO and HR Director.

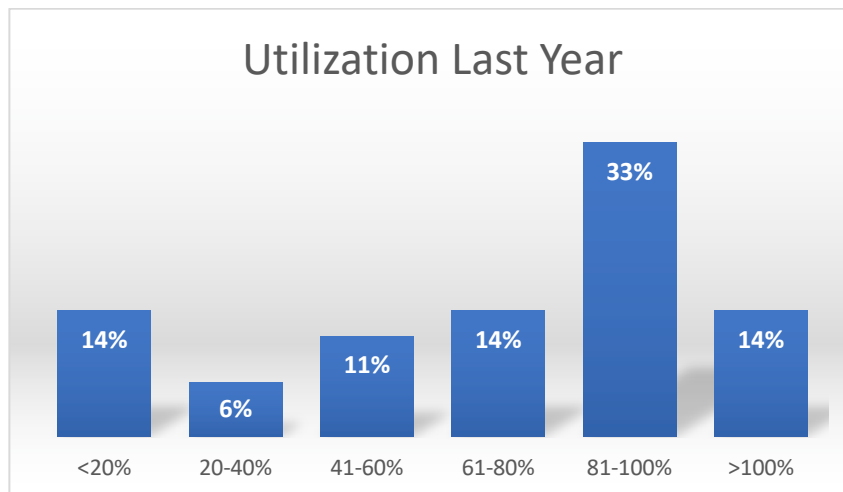


Interim Managers complement their primary specialities with one or more secondary competencies. As an example, an Interim General Manager also provides Sales & Marketing guidance, or conversely, a COO brings CEO experience to the client's management team.



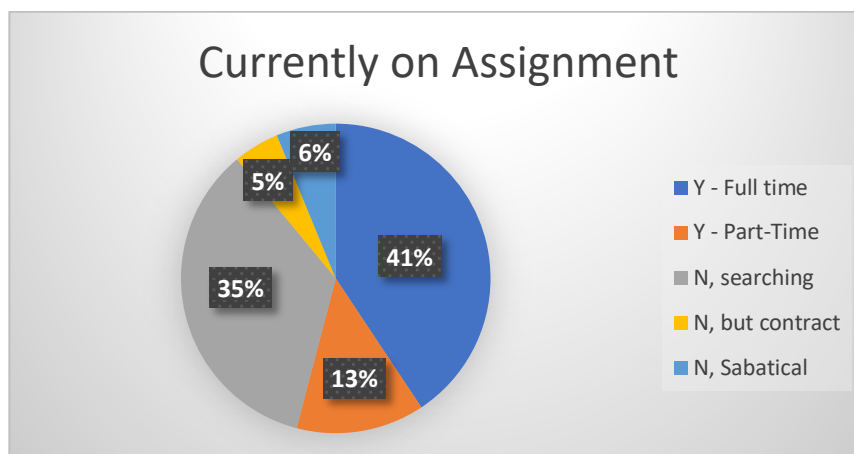
## Interim Manager Utilization

Despite the challenging business environment in 2020, the average utilization stood at 72,5%. Nearly 2/3 or 61% of Interim Managers reported a degree of utilization of above 60%.



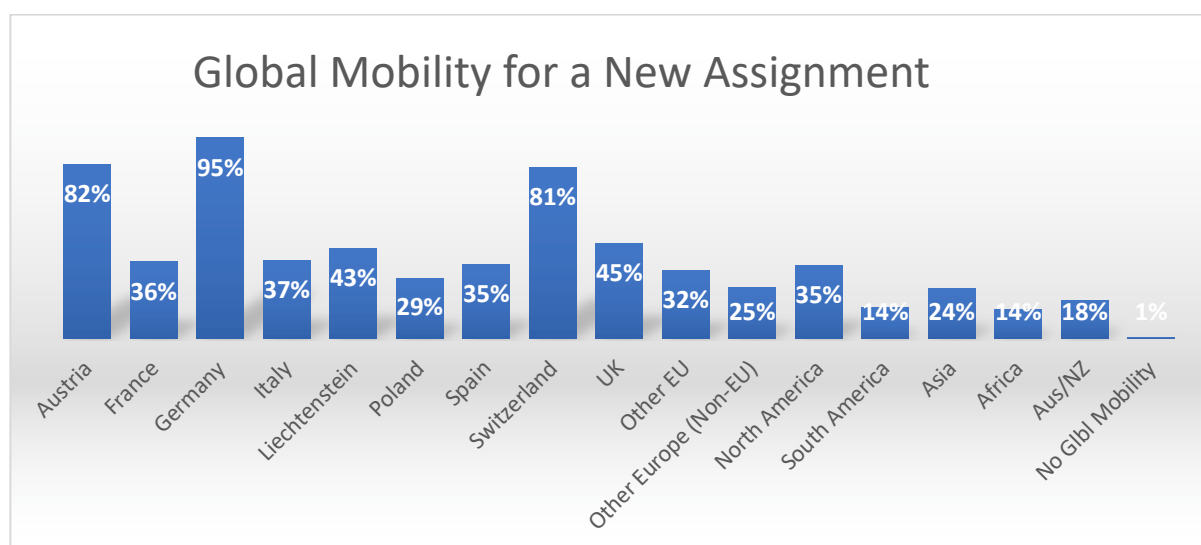
## Current Status of Interim Managers

More than half of Interim Managers are currently on assignment. 41% of the managers are engaged in full-time projects and 13% are working part-time, indicating an increasing demand for this type of assignment in the current business environment. About 1/3 of all managers are looking for a new assignment (35%), while 6% of the managers surveyed are taking time out on a sabbatical.



## International Mobility

Nearly all German Interim Managers stated their availability for international assignments, with 84% having a preference for working within Europe. North America is the preferred region for projects outside of Europe, followed by Asia.

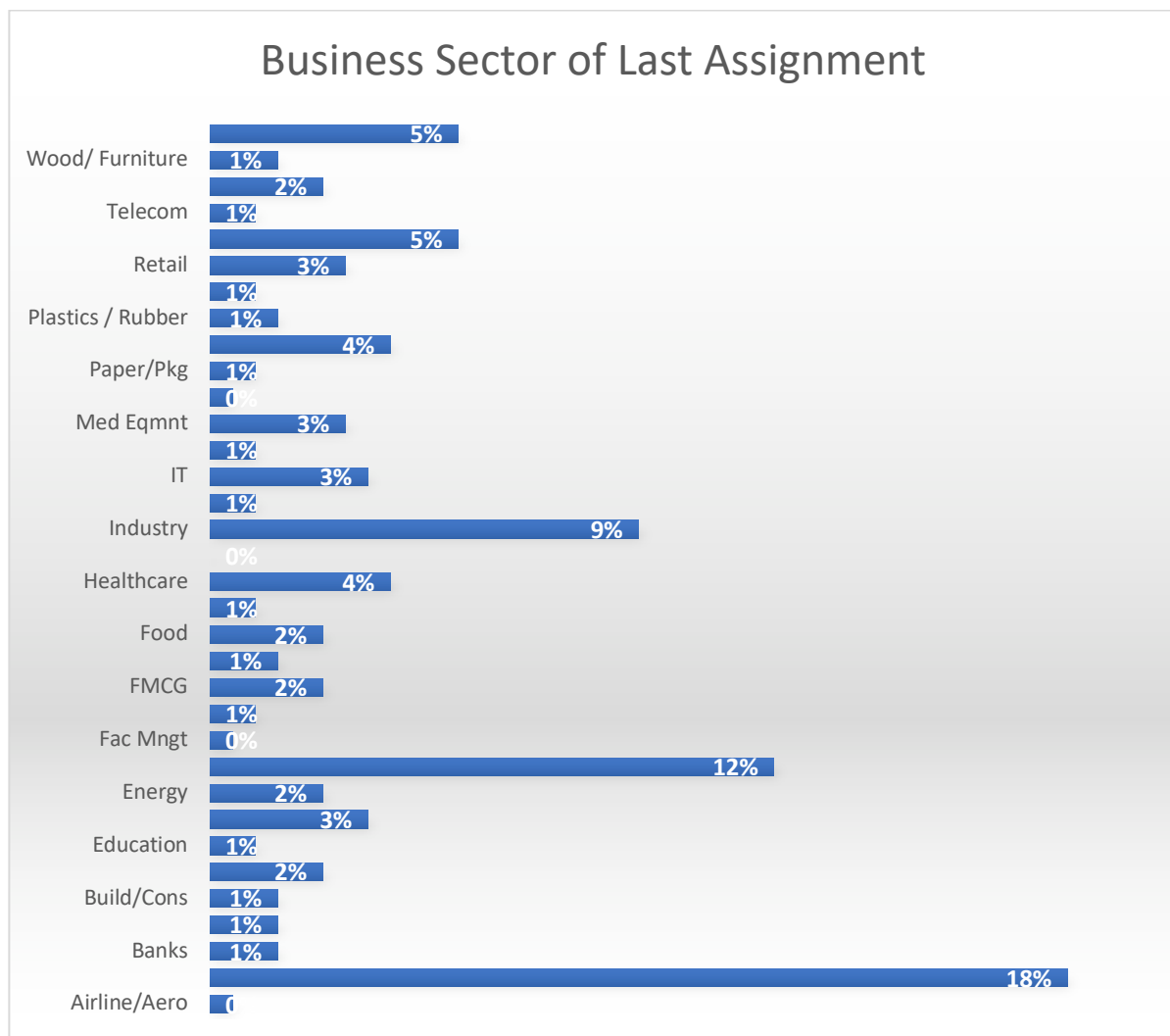


## The Clients

As further insight into the 2020 Interim Management market, the German Interim Managers were asked to report details of their last assignment

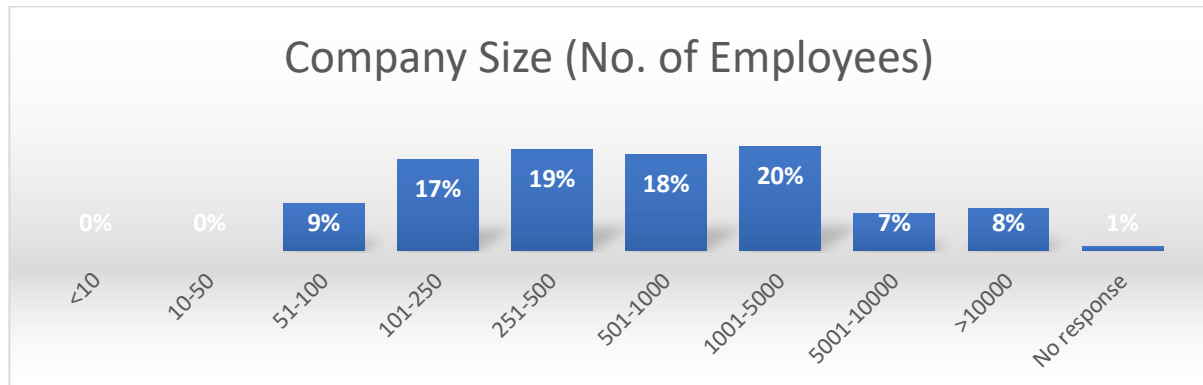
### Sectors of Activity

The coverage of German Interim Managers is wide-ranging. Clients came from more than 30 different business sectors. The top 3 sectors were Automotive (18%), Equipment Manufacturing/Mechanical Engineering (12%) and Industrial sector (9%).

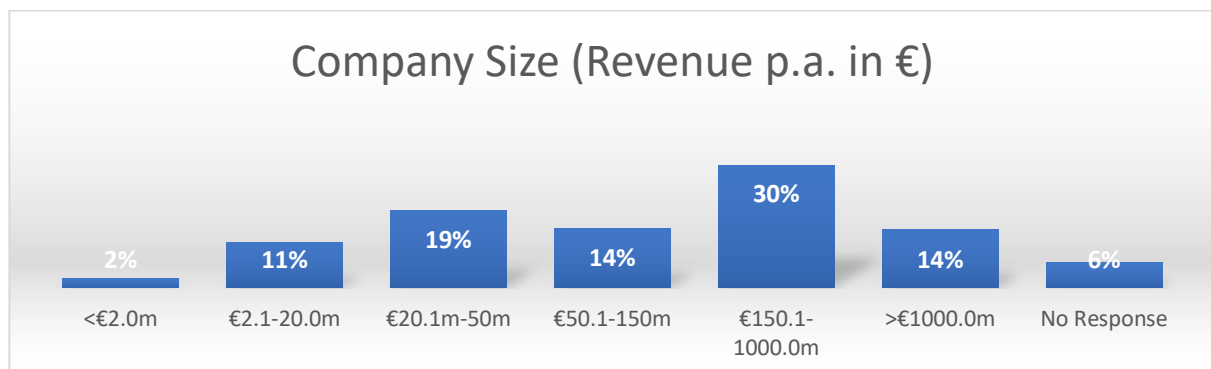


## Size of company

The majority of the companies employing Interim Managers were medium-sized businesses operating in the private sector. The survey showed that 2/3 or 63% of assignments were in companies with less than 1.000 employees.



Alternatively, from a sales perspective, nearly 2/3 or 64% of the assignments were in companies with annual revenues of more than € 50 million.

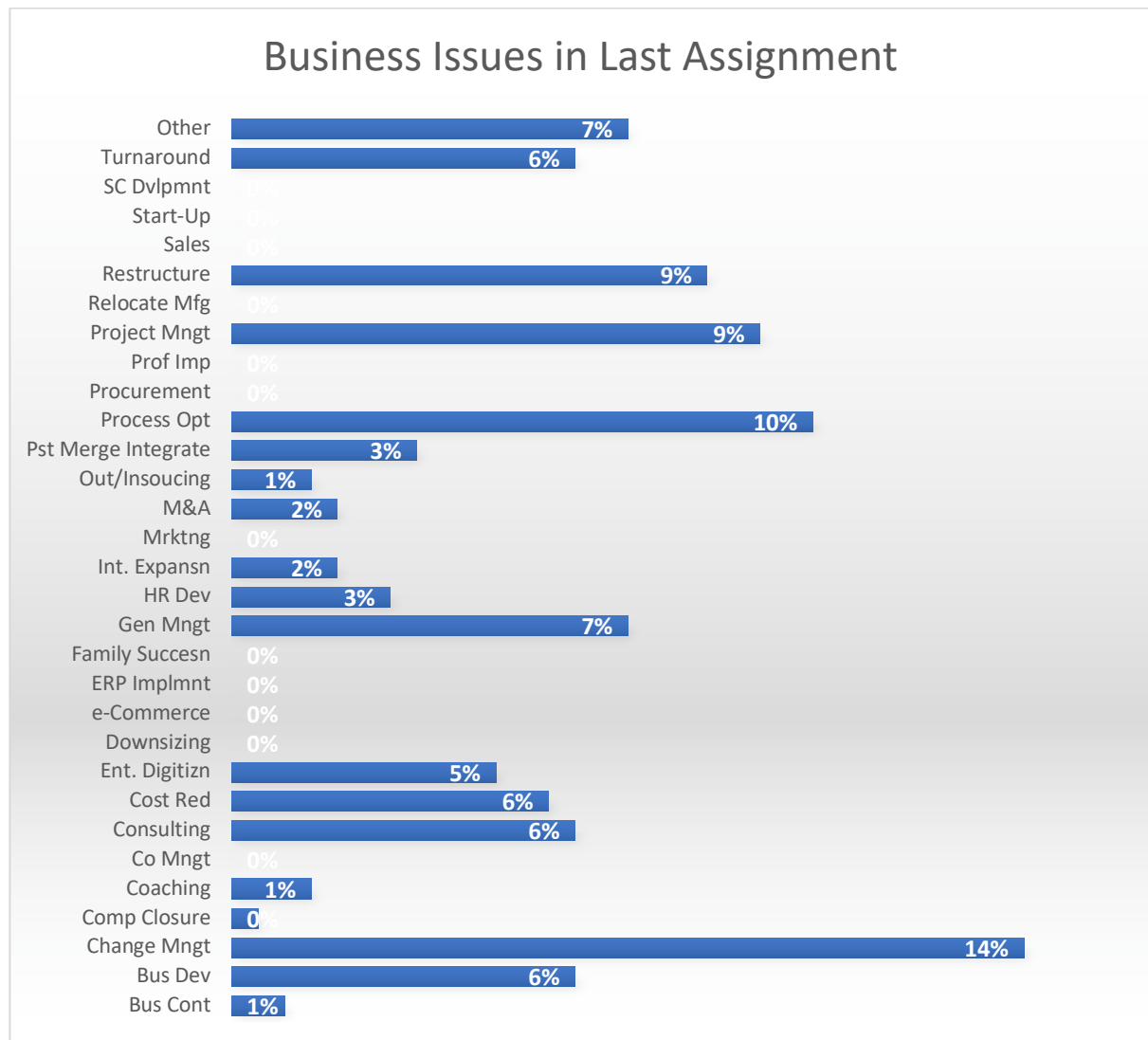




## The Assignments

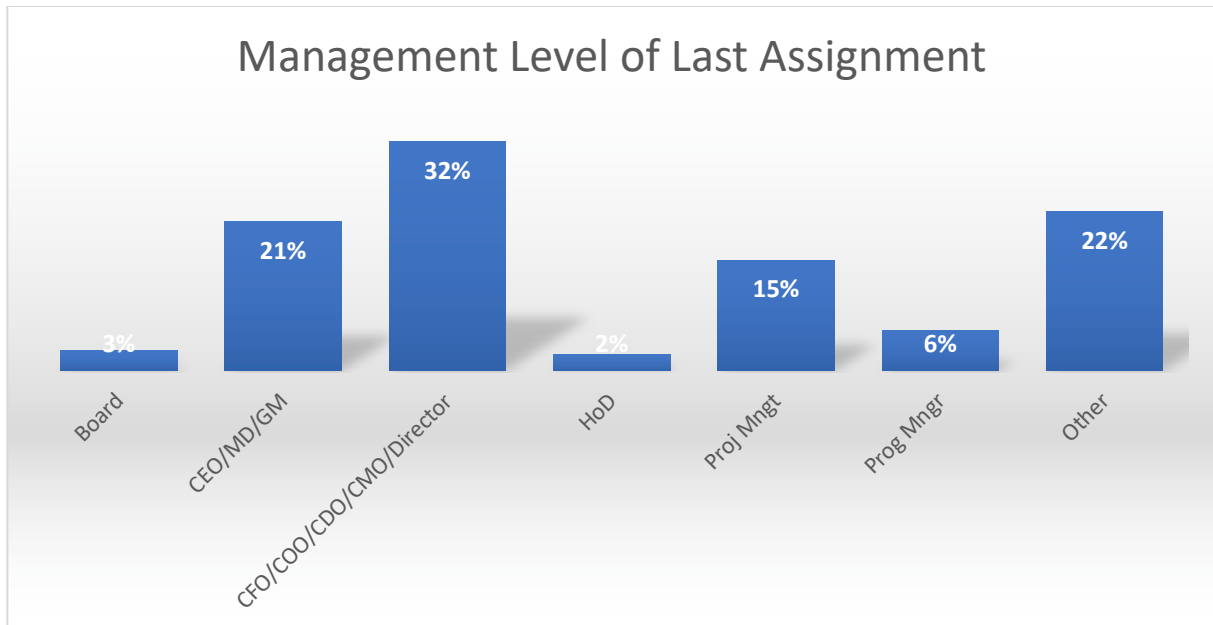
### Key Issues

Interim Managers are change-agents by nature, addressing multiple issues in their respective assignments. Therefore, it is no surprise that change management stands out as the single biggest issue (14%). Process Optimization (10%) and Restructuring as well as Project Management (both 9%) were also named as key issues. The following graph shows the issues addressed by managers in their last assignments.



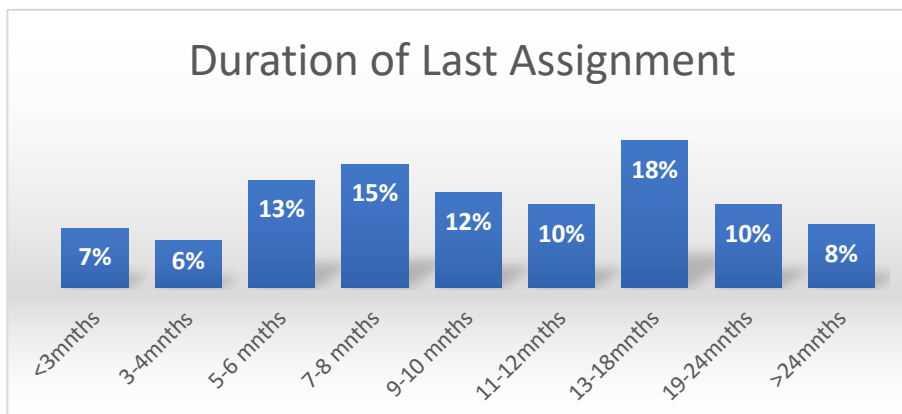
## Management Level

During their last assignment, the majority of managers (54%) covered roles at C-level or above.



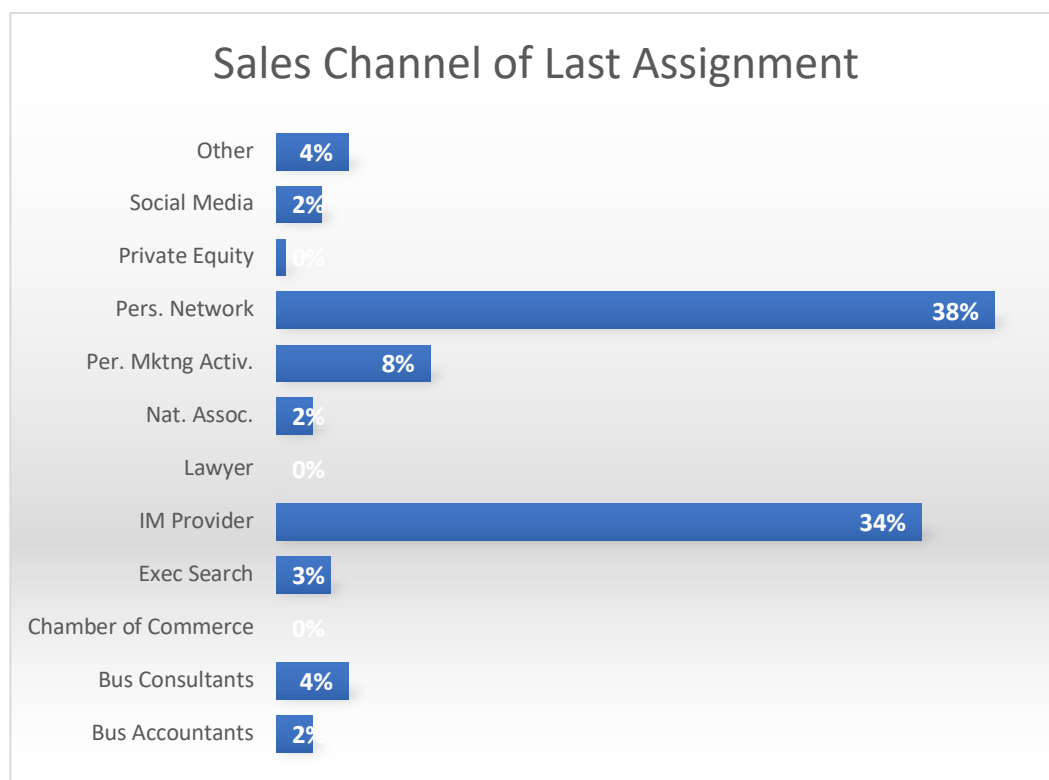
## Project Duration

The average project duration in 2020 was 11,5 months. This was ca. 10% higher than previous year. Ca.  $\frac{3}{4}$  of assignments had a duration of more than six months (73%). The most common duration interval was between 1 and 1,5 years (18%).



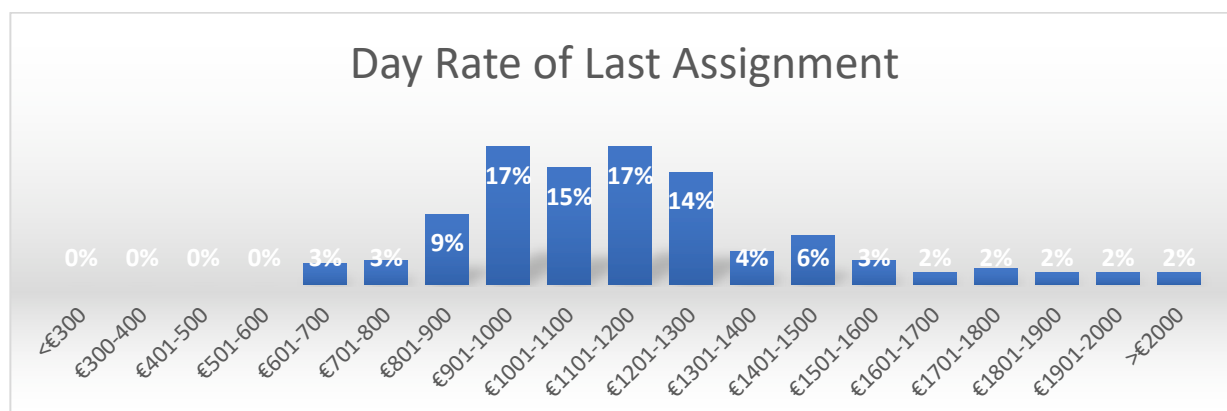
## Sales Channel

Nearly  $\frac{3}{4}$  of all assignments were found through the two largest sales channels: Personal network of the Interim Manager (38%) and Interim Service Providers (34%). A growing proportion of assignments was gained through own marketing activities (8%), incl. the Interim Manager's personal website and social media presence.



## Day Rates

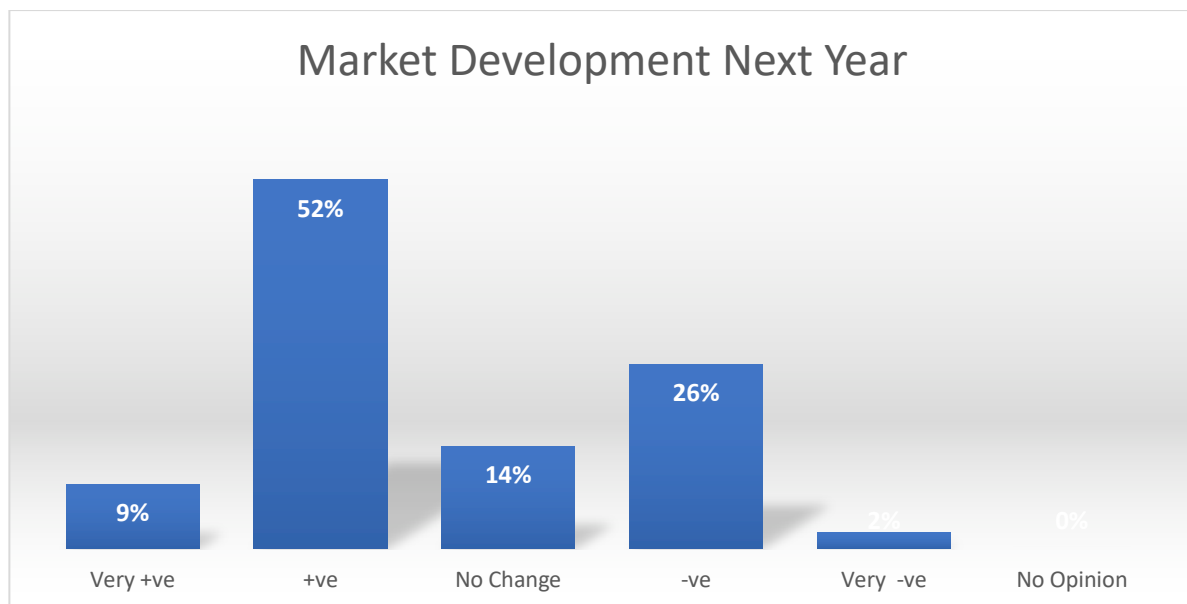
Managers were asked to provide the day rate that they billed on their last assignment (net price, excluding expenses and VAT). The average day rate was €1.198, which is 3% higher than last year. Ca. 2/3 (65%) are between €900 and €1.300. Ca. ¼ (24%) of Interim Managers reported a day rate above €1.300. Depending on seniority and complexity of the assignment day rates above €2.000 are being paid.



## Trends

### Market Development

It is no surprise that managers found the market environment in 2020 challenging. For the new business year managers are much more positive. 61% are expecting a positive market development in 2021.



### Future View and Key Issues

In the survey, the managers were asked about their three biggest issues for the new business year. The top issues named were: Project Acquisition, Personal Positioning/Personal Marketing and Digitization. This reflects both the need for active acquisition of assignments by the managers as well as their strong desire to serve company clients as change agents with an emphasis on digital.

## Background of the Survey

The survey was carried out in January 2021. It was restricted to DDIM Interim Managers. 220 managers responded from a total membership of 560, which is a typical response rate for a survey of this type.

## About DDIM e.V.

DDIM, Dachgesellschaft Deutsches Interim Management e.V., is the leading association for professional Interim Management in Germany.

The Interim Management Association is dedicated to increasing public awareness and demand for Interim Management services. To accomplish this, DDIM defines professional standards, promotes quality assurance and supports knowledge transfer of its members. As a result, DDIM membership is a demonstration of quality and competence in Interim Management.

DDIM is a non-profit organization representing the legitimate interests of its members independently and in a non-partisan way. DDIM is the reference point for all matters regarding Interim Management in Germany to stakeholders in business, economics, politics and the general public.

DDIM is a founding member of INIMA, International Network of Interim Management Associations.

For more information visit us at [www.ddim.de](http://www.ddim.de)