

The 2021 German Interim Management Survey by

DDIM.

Dachgesellschaft Deutsches
Interim Management e.V.

In collaboration with the
International Network of Interim Manager Associations



INIMA

The Interim Manager

Demographics

85% of German Interim Managers are male, 88% are older than 50, and 67% of the managers have at least four years of working experience as an Interim Professional. The average age is 56 years, with 2/3 of the managers being between 51 and 60 years of age.

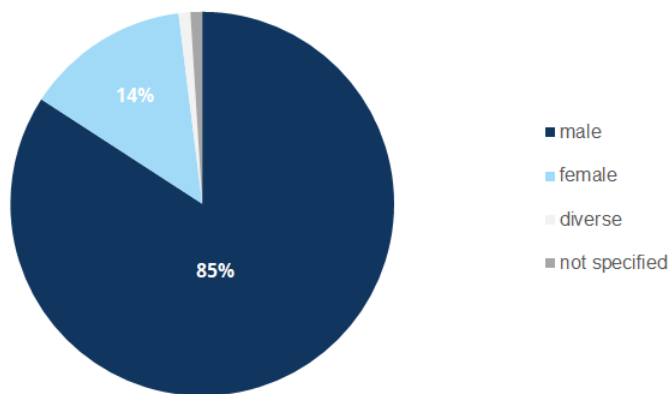


Fig. 1: Gender distribution (%) according to INIMA Survey 2021

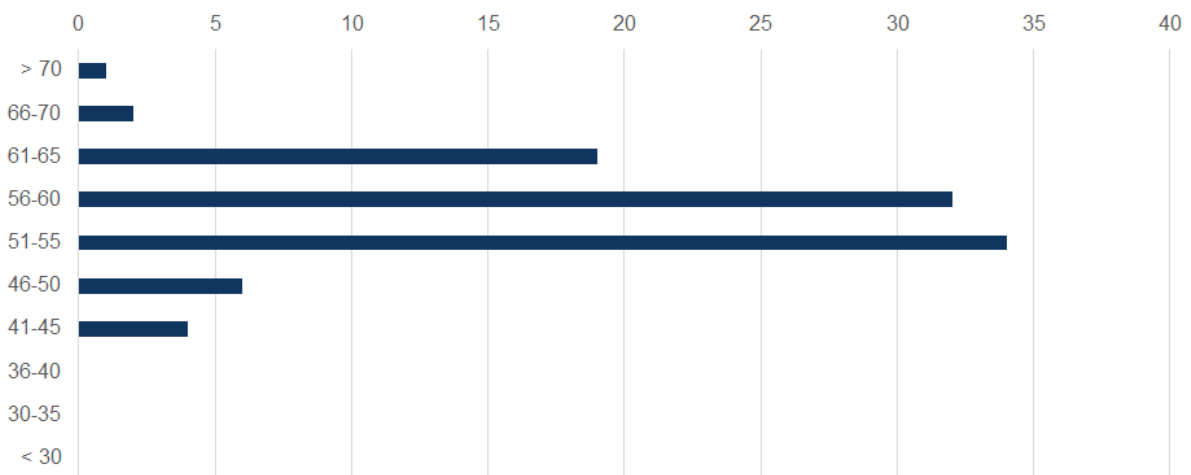


Fig. 2: Age distribution (%) according to INIMA Survey 2021

The average German Interim Manager exhibits a high level of seniority and responsibility, which is shown by the fact that more than half of the professionals conduct C-level roles or above (54%).

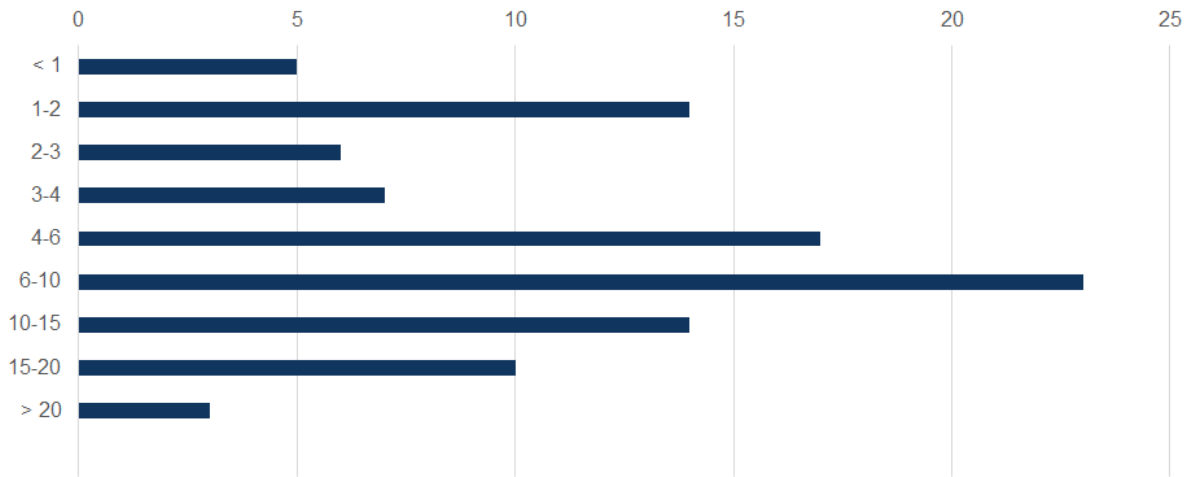


Fig. 3: Work experience distribution (%) according to INIMA Survey 2021

Functional Specialisations

The top three primary functional specialisations are General Management (32%), Operations and HR (with 9% each). Typical roles are CEO, COO, CFO and HR Director.

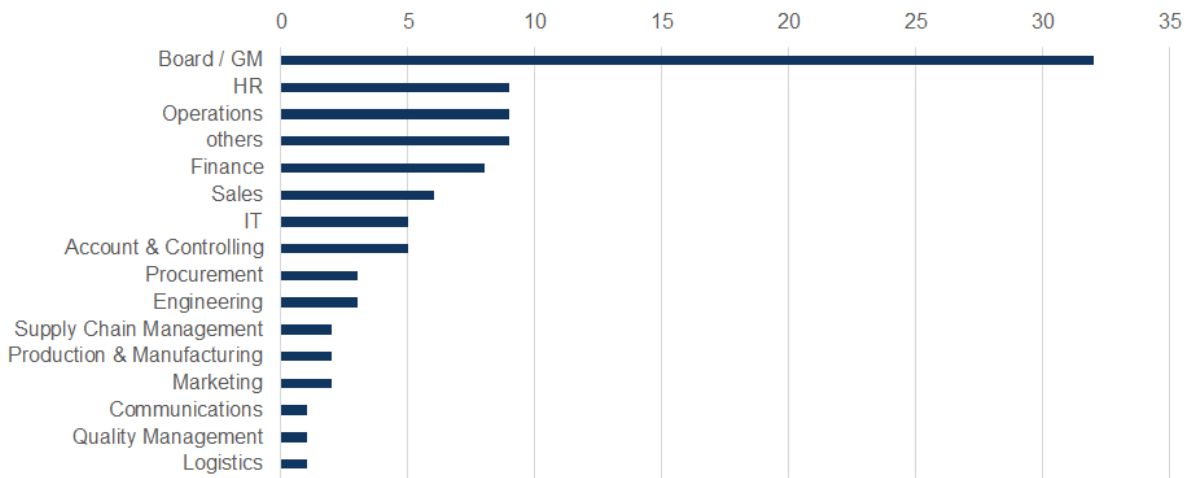


Fig. 4: Primary functional specialisation distribution (%) according to INIMA Survey 2021

Interim Managers often complement their primary specialisation with one or more secondary competencies. For instance, an Interim General Manager also provides Sales & Marketing guidance, or conversely, a COO can bring CEO experience to the client’s management team.

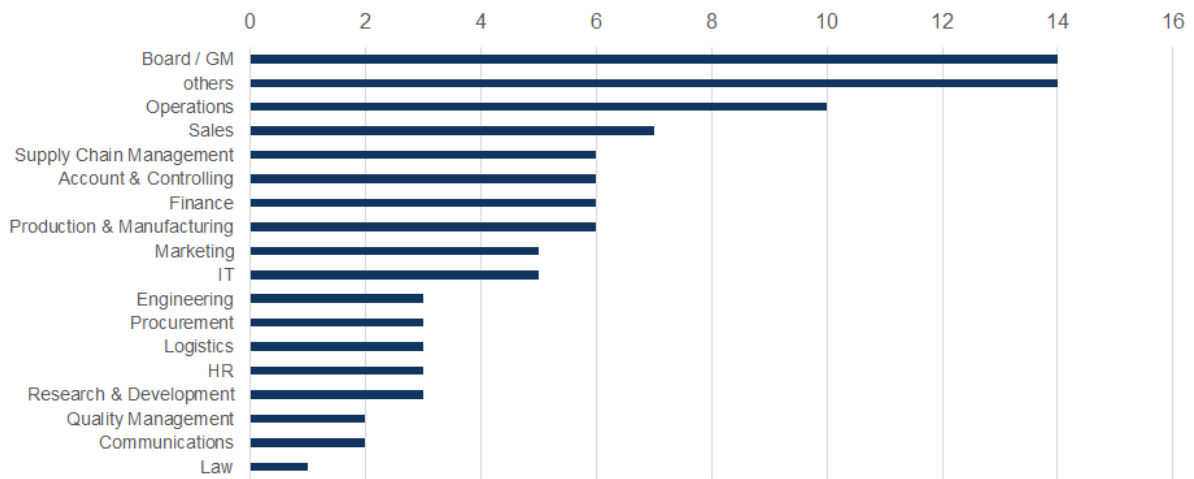


Fig. 5: Secondary functional specialisation distribution (%) according to INIMA Survey 2021

Interim Manager Utilisation

Despite the challenging business environment in 2020, the average utilisation amounted to 72,5%. Nearly 2/3 or 61% of the Interim Managers reported a utilisation scope of more than 60%.

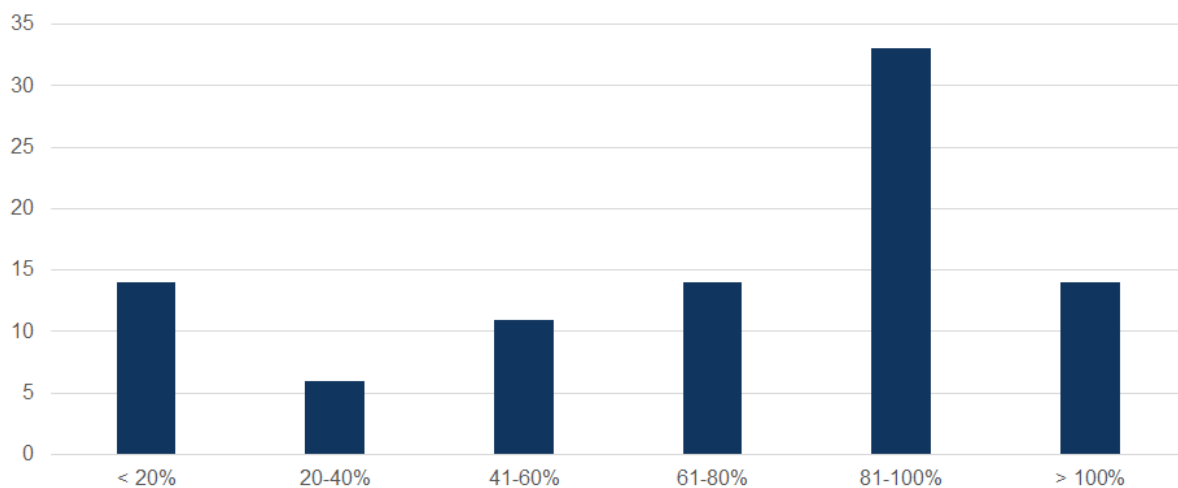


Fig. 6: Utilisation distribution (%) according to INIMA Survey 2021

Current Status of the Interim Managers

More than 50% of the Interim Managers are currently on assignment. 41% of the managers are engaged in full-time projects, and 13% are working part-time, which indicates an increasing demand for Interim Managers 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 on sabbatical.

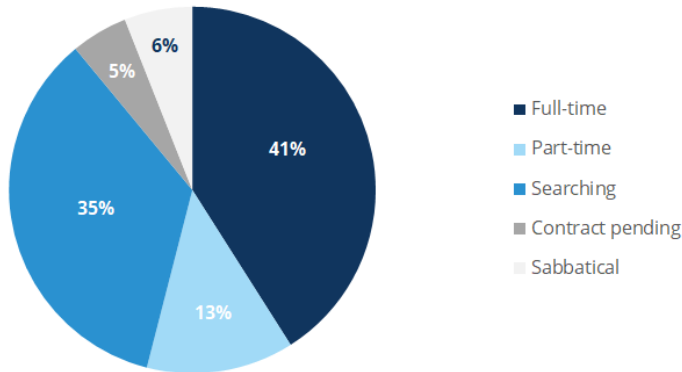


Fig. 7: Current status distribution (%) according to INIMA Survey 2021

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.

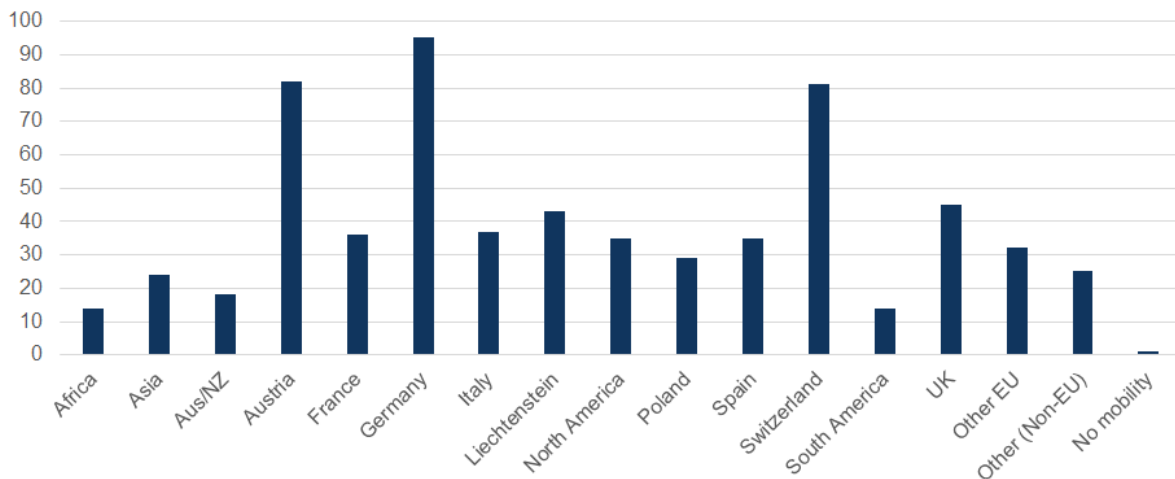


Fig. 8: International mobility distribution (%) according to INIMA Survey 2021

The Clients

For 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 activity range of German Interim Managers is very extensive. Their clients come from more than 30 different business sectors. The top 3 sectors are Automotive (18%), Equipment Manufacturing/Mechanical Engineering (12%) and the Industrial sector (9%).

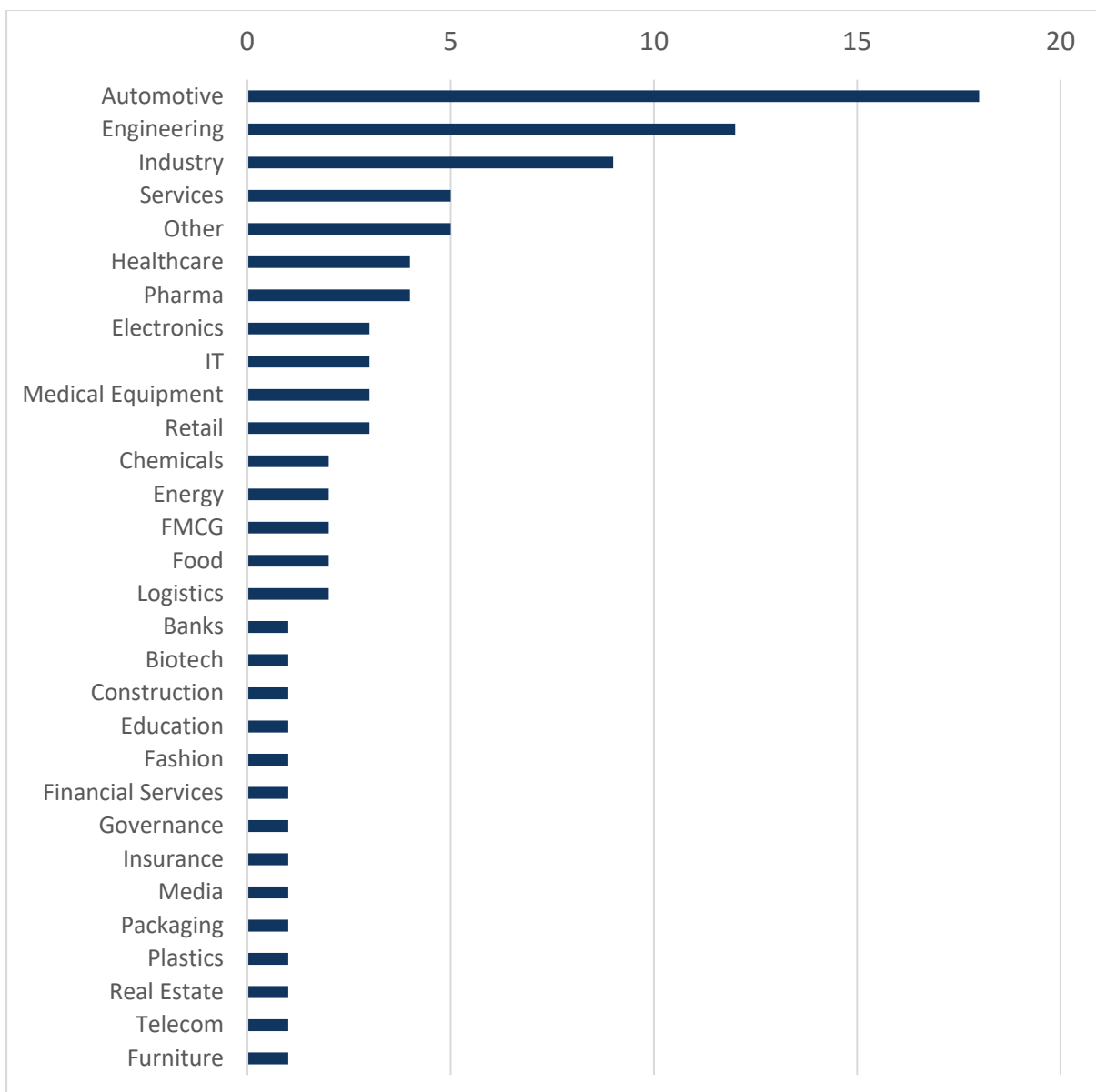


Fig. 9: Sectors of activity distribution (%) according to INIMA Survey 2021

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 the assignments took place in companies with less than 1.000 employees.

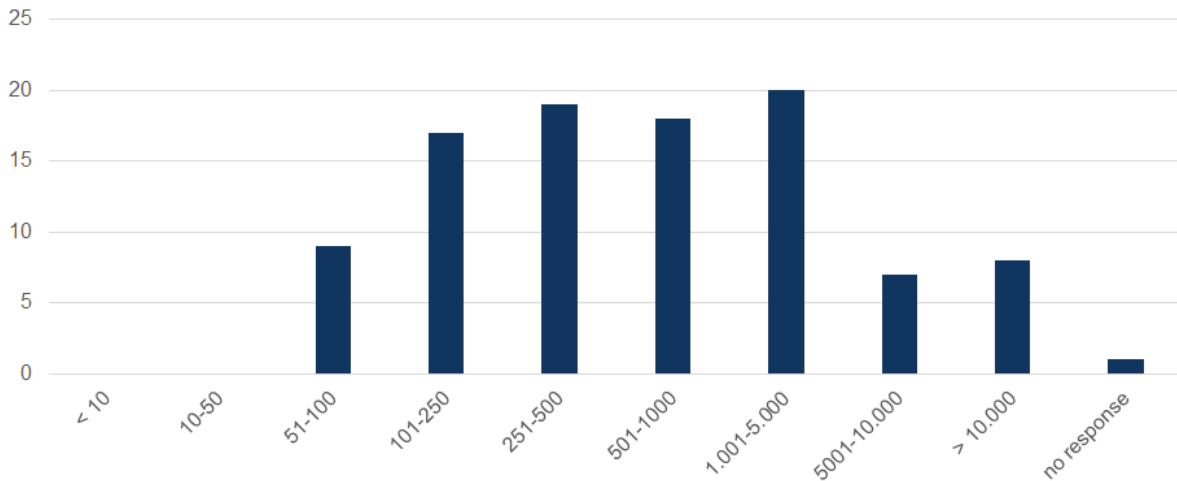


Fig. 10: Size of company distribution (%) according to INIMA Survey 2021

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

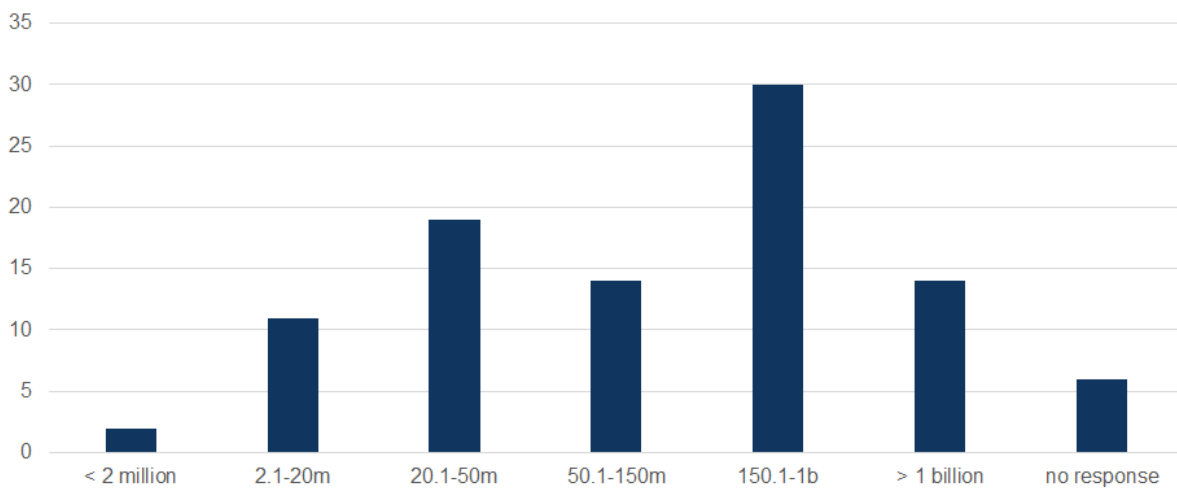


Fig. 11: Company revenue distribution (%) according to INIMA Survey 2021

The Assignments

Key Issues

Interim Managers are change-agents by nature, addressing multiple issues in their respective assignments. Therefore, it is not surprising that Change Management stands out as the biggest issue (14%). Process Optimisation (10%) and Restructuring as well as Project Management (with 9% each) were also named as key issues. The following graph shows the issues addressed by managers during their last assignments.

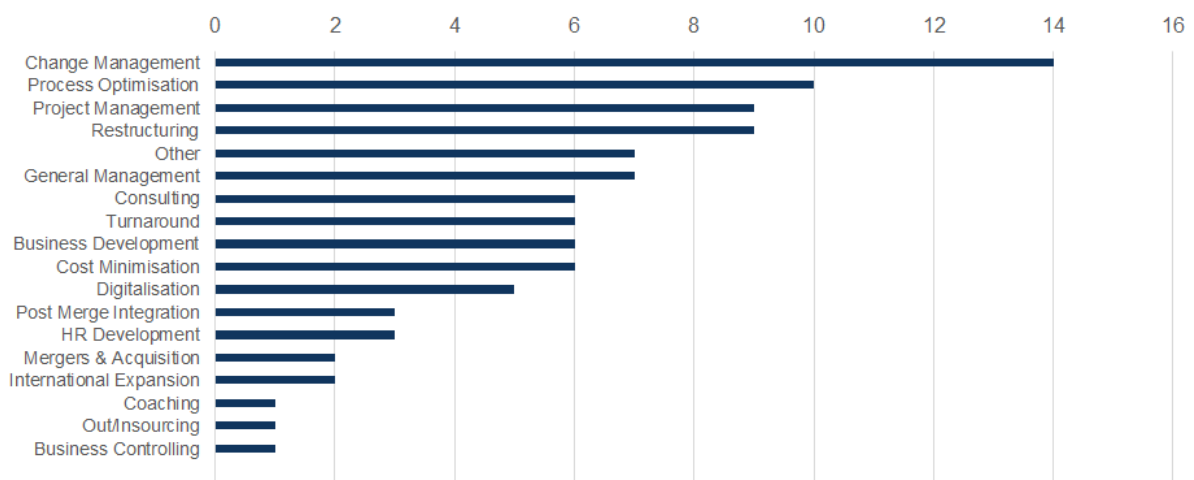


Fig. 12: Key issue distribution (%) according to INIMA Survey 2021

Management Level

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

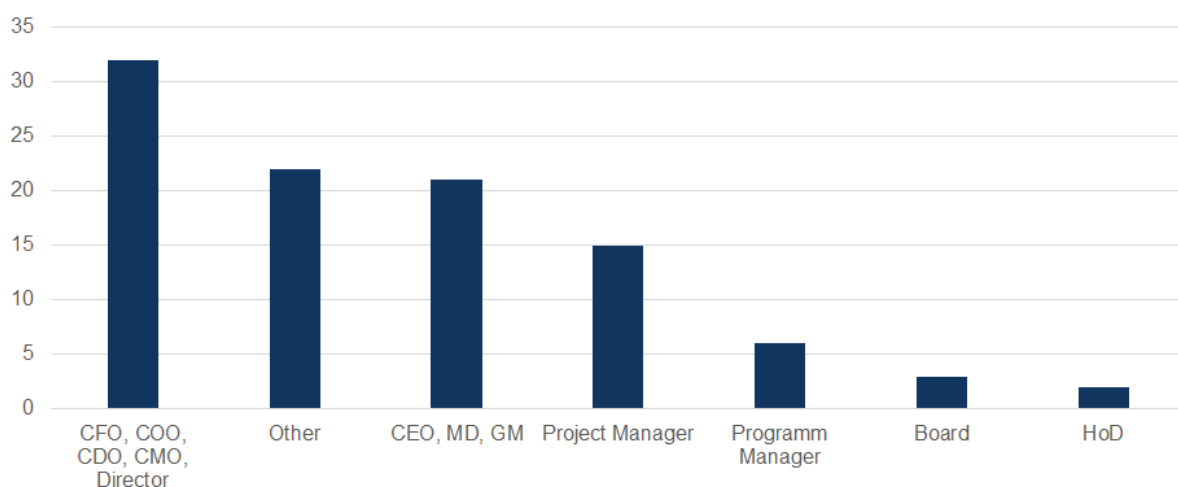


Fig. 13: Management level distribution (%) according to INIMA Survey 2021

Project Duration

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

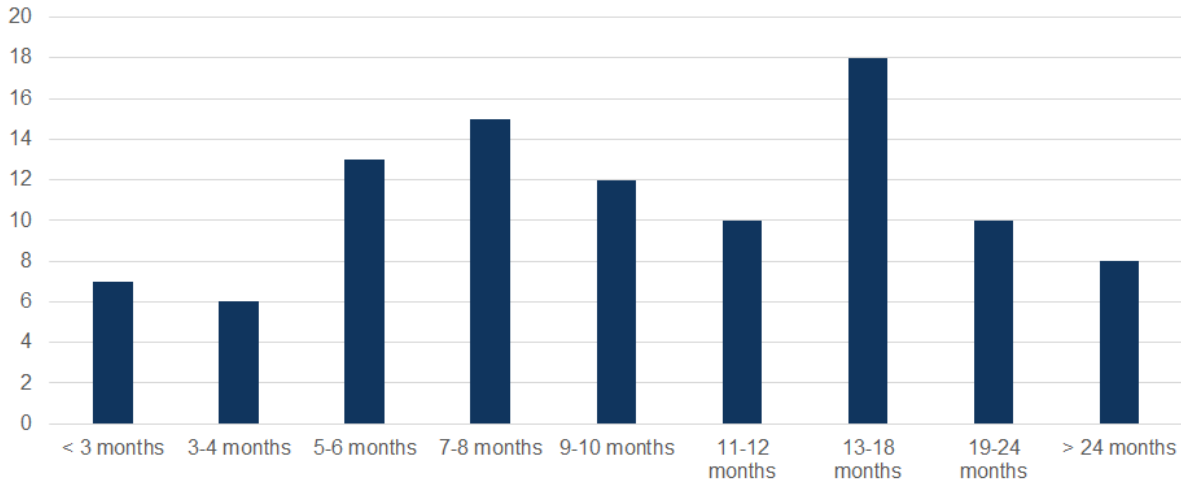


Fig. 14: Project duration distribution (%) according to INIMA Survey 2021

Sales Channel

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

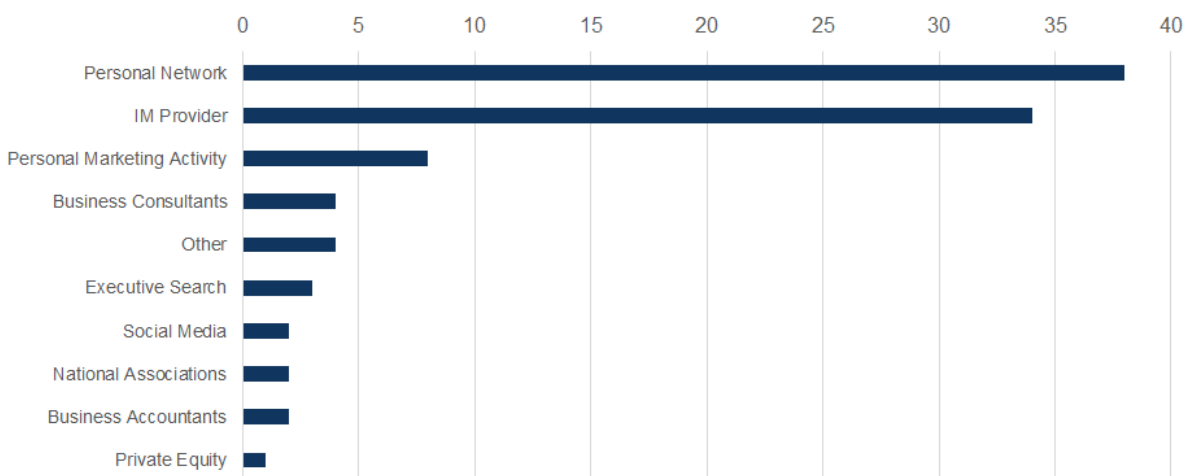


Fig. 15: Sales channel distribution (%) according to INIMA Survey 2021

Day Rates

The 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 the previous year. Approx. 2/3 (65%) of the day rates were between €900 and €1.300. Approx. ¼ (24%) of the Interim Managers reported a day rate above €1.300. Depending on the seniority and complexity of the assignment, the day rates reached up to €2.000.

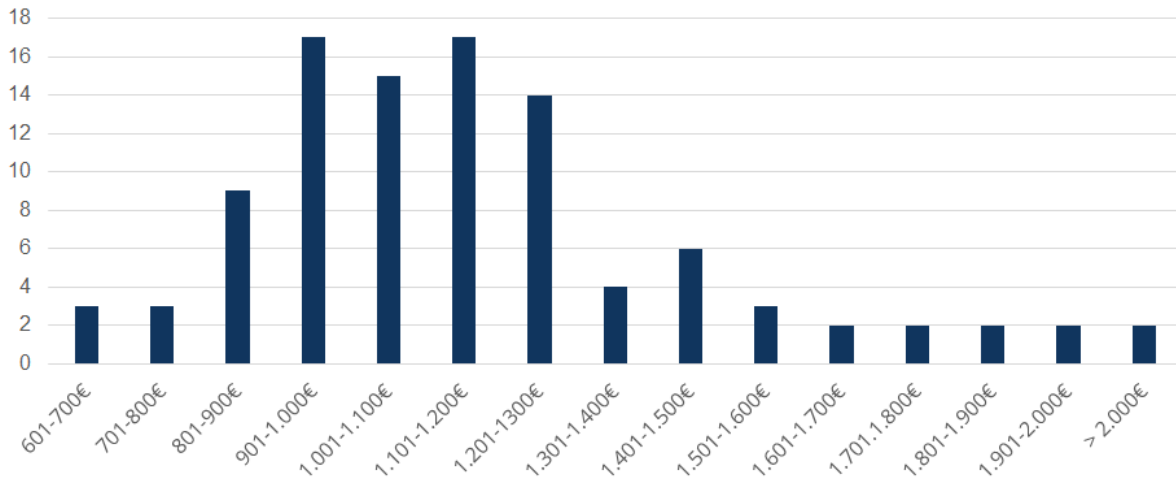


Fig. 16: Day rate distribution (%) according to INIMA Survey 2021

Trends

Market Development

It is not surprising that managers found the market environment in 2020 challenging. As for the new business year, the managers are much more positive. 61% expect a positive market development in 2021.

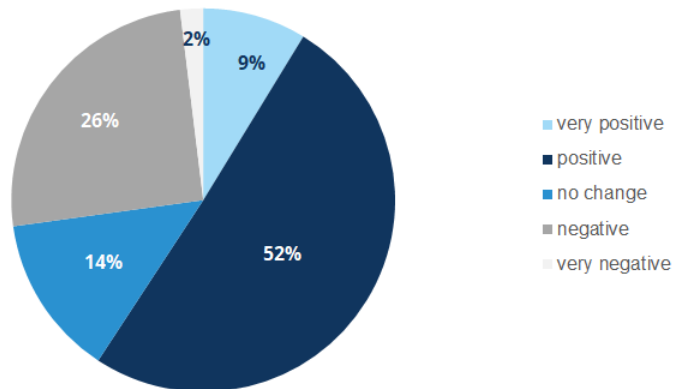


Fig. 17: Market development forecast distribution (%) according to INIMA Survey 2021

Future View and Key Issues

In the survey, the managers were asked about their three biggest challenges for the new business year. The top issues named were: project acquisition, personal positioning/personal marketing and digitalisation. 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 a digital focus.

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, a DDIM membership is a demonstration of quality and competence in Interim Management.

DDIM is a non-profit organisation 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 www.ddim.de