

The 2022 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

The typical German Interim Manager in our survey is male, with only 9% being female managers. 87% are older than 50, and 76% of the managers have at least four years of working experience as an Interim Professional. The average age is 56,5 years, with 60% of the managers being between 51 and 60 years of age.

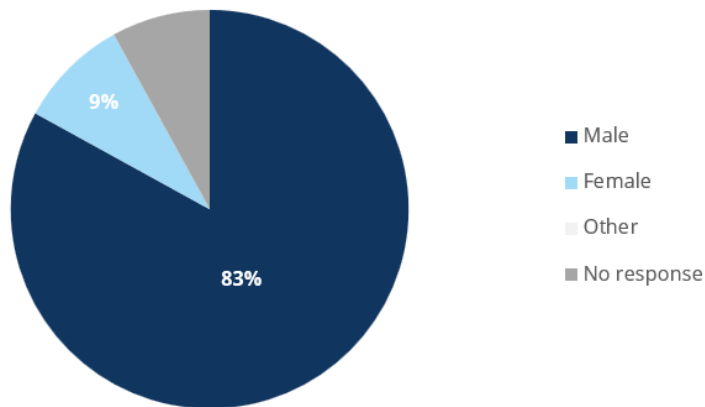


Fig. 1: Gender distribution (%) according to INIMA Survey 2022

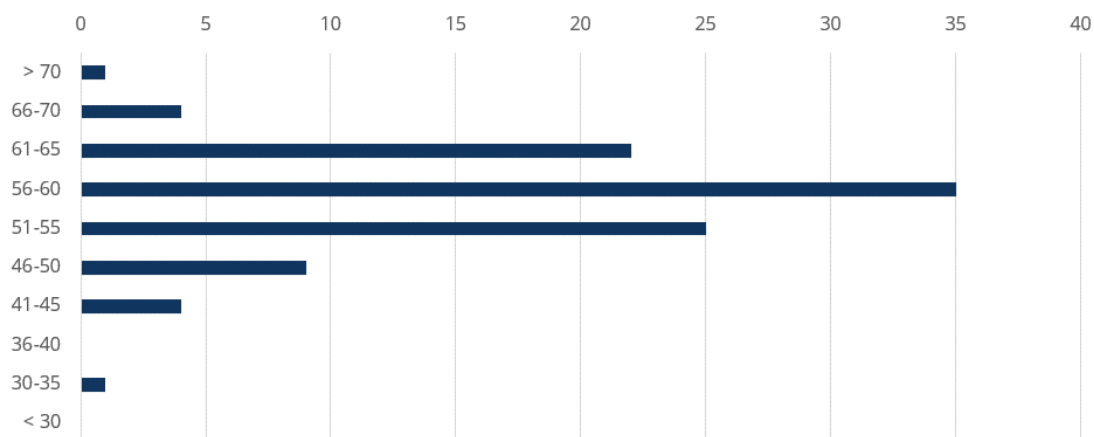


Fig. 2: Age distribution (%) according to INIMA Survey 2022

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 (56%).

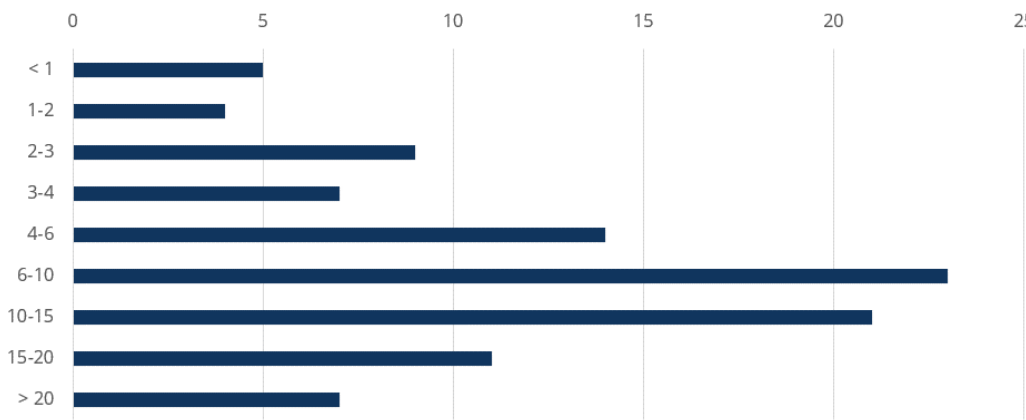


Fig. 3: Work experience distribution (%) according to INIMA Survey2022

Functional Specialisations

The top two primary functional specialisations are identical with the previous year's results: General Management (27%) and HR (10%). Finance and Sales share the third place (with 7% each), slightly ahead of Operations and IT (with 6% each). Typical roles are CEO, COO, CFO and HR Director.

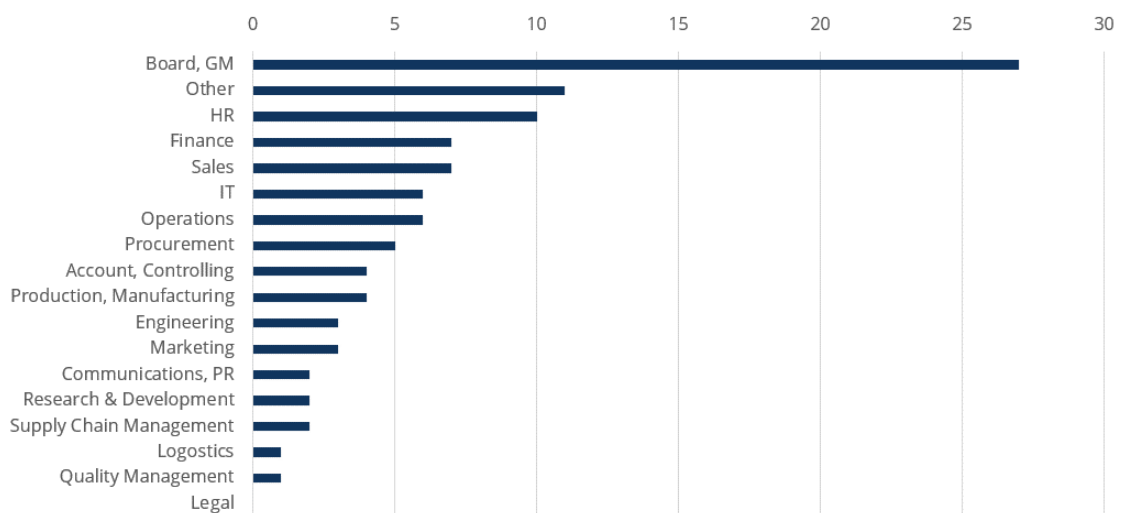


Fig. 4: Primary functional specialisation distribution (%) according to INIMA Survey 2022

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 into the client's management team.

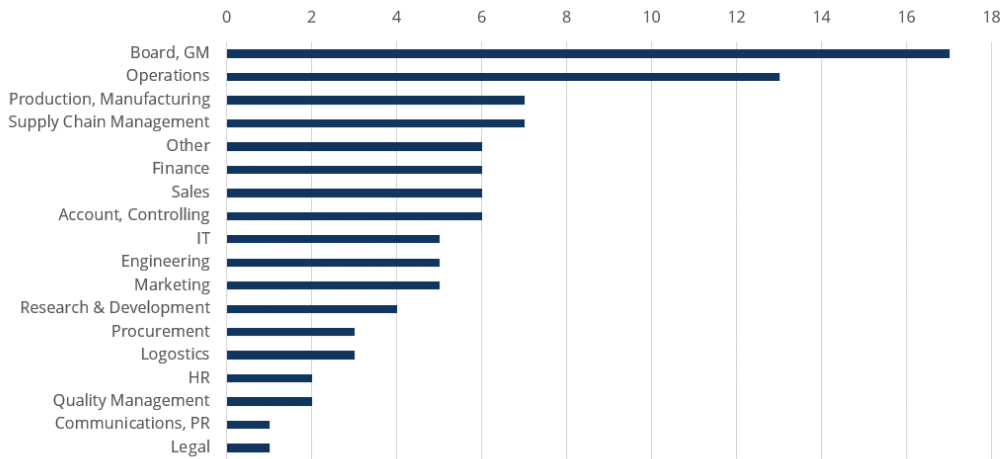


Fig. 5: Secondary functional specialisation distribution (%) according to INIMA Survey 2022

Interim Manager Utilisation

In 2021, the average utilisation amounted to 81%. This is a significant increase of 7 percentage points compared to the prior year. Nearly 3/4, or 71% of Interim Managers, reported a utilisation of more than 60%.

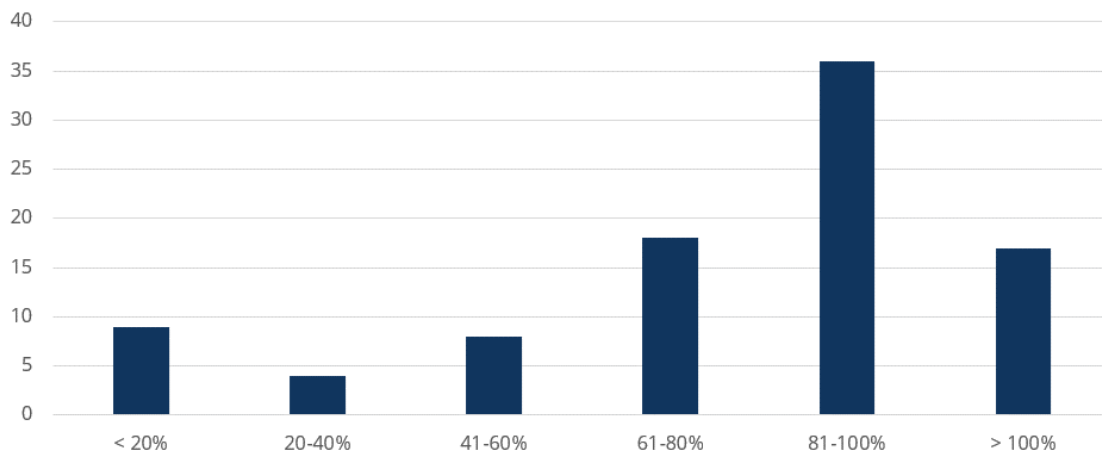


Fig. 6: Utilisation distribution (%) according to INIMA Survey 2022

Current Status of the Interim Managers

More than 2/3 or 69% of Interim Managers are currently on assignment. This is a significant increase compared to the 54% in the prior year, reflecting the overall improved business environment. 48% of the managers are engaged in full-time projects and 21% are working part-time, which indicates an increasing demand for full-time Interim Managers. About 1/4 of all managers are looking for a new assignment (24%), while 5% of the managers surveyed are on sabbatical.

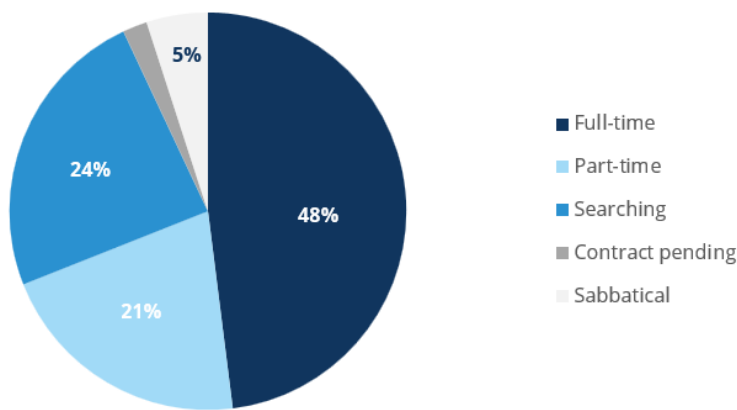


Fig. 7: Current status distribution (%) according to INIMA Survey 2022

International Mobility

All German Interim Managers stated their availability for international assignments, with 85% having a preference for working within Europe. North America is the preferred region for projects outside of Europe, followed by Asia.

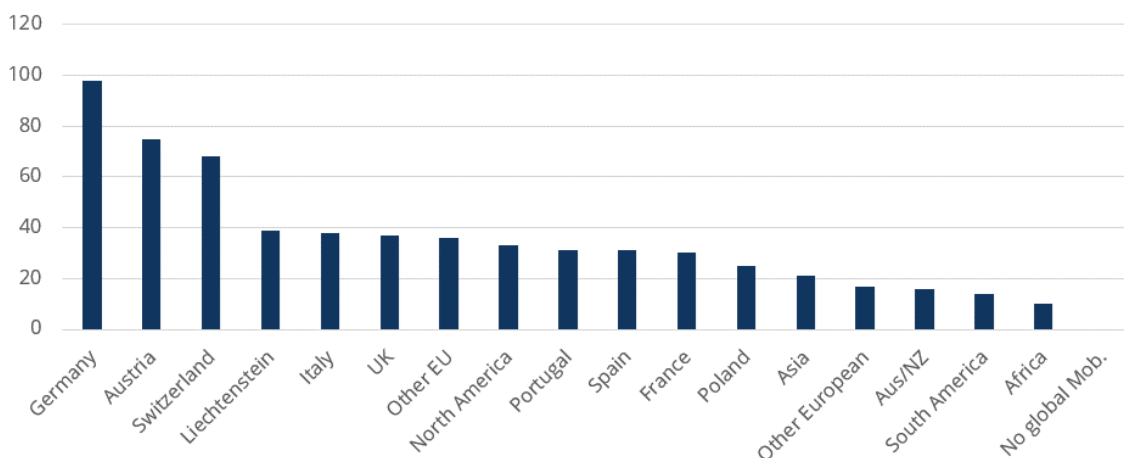


Fig. 8: International mobility distribution (%) according to INIMA Survey 2022

The Clients

For further insight into the 2021 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. Between 2020 and 2021, the top two sectors swapped places, with Equipment Manufacturing/Mechanical Engineering (27%) being significantly higher than in the previous year and Automotive remaining relatively stable with 17% compared to 18% in 2020.

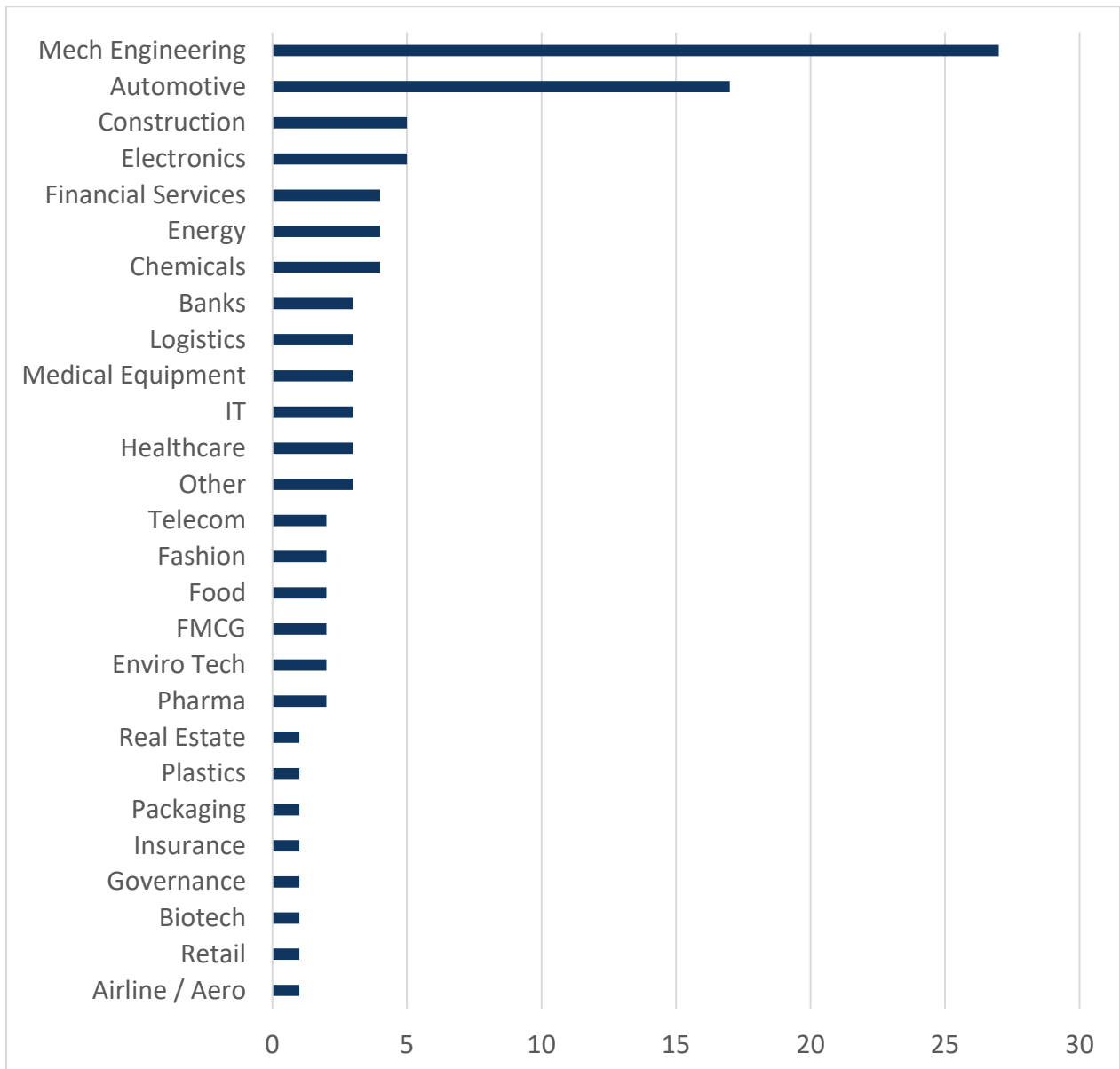


Fig. 9: Sectors of activity distribution (%) according to INIMA Survey 2022

Size of Company

The majority of the companies employing Interim Managers are medium-sized businesses operating in the private sector. The survey showed that with 57%* more than half of the assignments take place in companies with less than 1.000 employees. However, the share of larger companies with more than 1.000 employees has grown to 43%*, which is 8 percentage points higher than in the prior year.

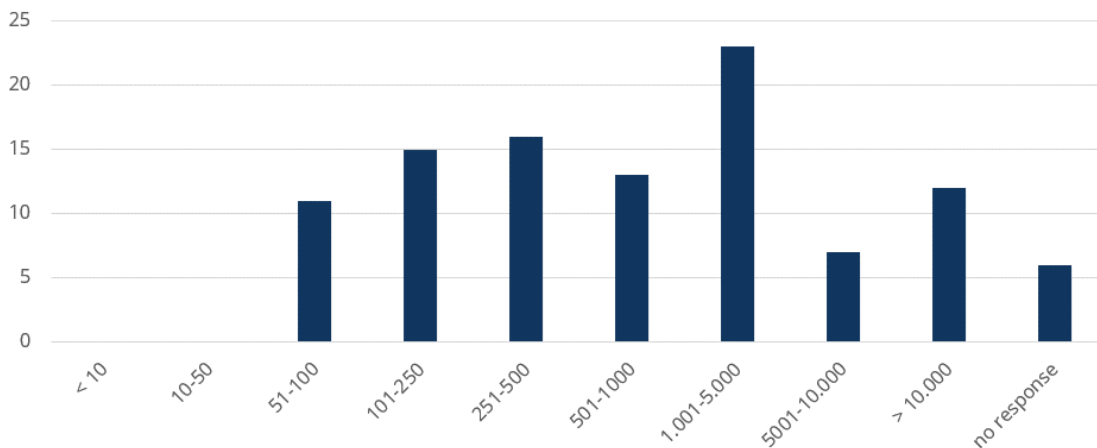


Fig. 10: Size of company distribution (%) according to INIMA Survey 2022

Accordingly, from a revenue point of view, nearly 3/4 or 72%* of the assignments take place in companies with annual revenues of more than €50 million, which is a 6 percentage points increase compared to 2020.

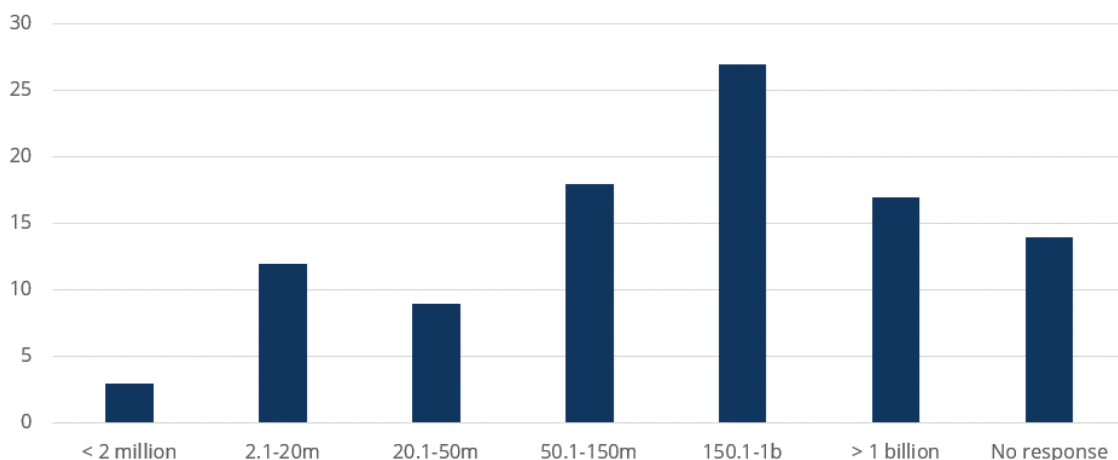


Fig. 11: Company revenue distribution (%) according to INIMA Survey 2022

* %values, excl. "no response"

The Assignments

Key Issues

Interim Managers are project based change-agents by nature, addressing multiple issues in their respective assignments. Therefore, it is no surprise that Project Management (16%), Change Management as well as Process Optimisation (with 10% each) are among the top issues that are being addressed. Also, Restructuring (12%) plays a slightly bigger role in 2021 than it did in the previous year. The following graph shows the issues addressed by managers during their last assignment.

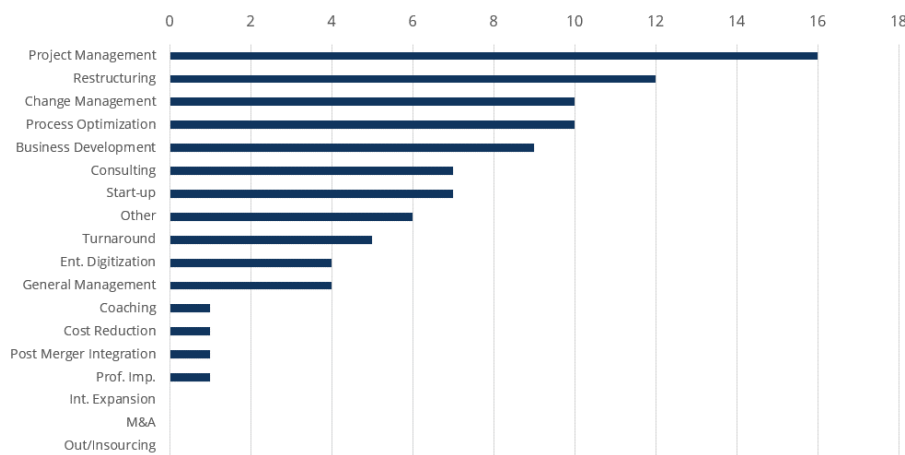


Fig. 12: Key issue distribution (%) according to INIMA Survey 2022

Management Level

During their last assignment, the majority of managers (56%) covers roles at C-level or above.

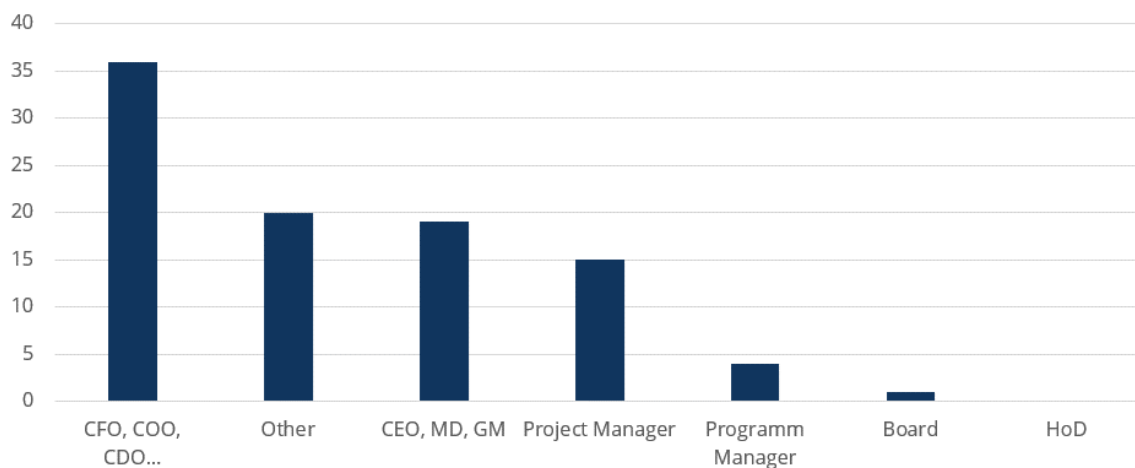


Fig. 13: Management level distribution (%) according to INIMA Survey 2022

Project Duration

With 11,3 months, the average project duration is barely changed compared to the 11,5 months in 2020. Exactly 2/3 of the assignments have a duration of more than six months (66%). This is lower than in the prior year (73%) and shows an increase of the assignments of (up to) four months. The most common duration interval remains between 1 and 1,5 years (17%).

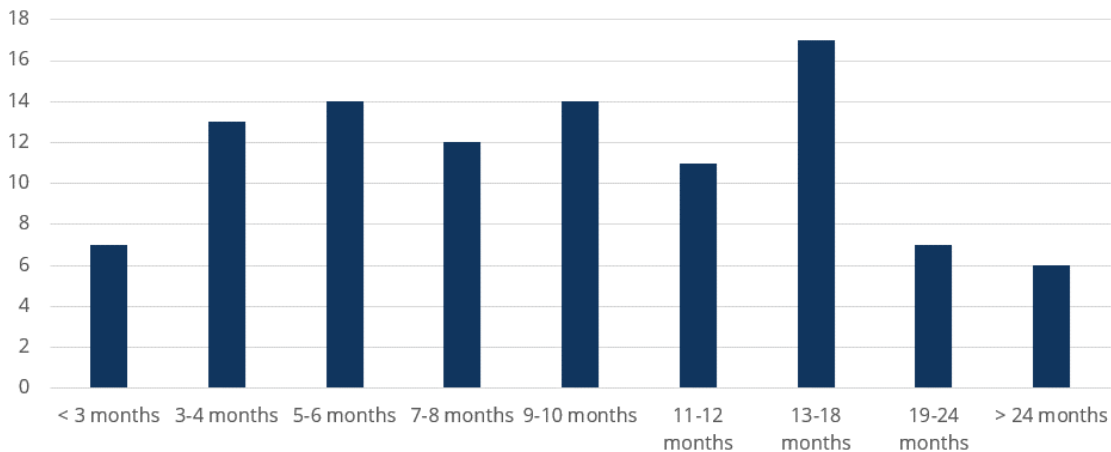


Fig. 14: Project duration distribution (%) according to INIMA Survey 2022

Sales Channel

Nearly 2/3 or 68% of all assignments continue to be found within the two largest sales channels: the personal network of Interim Managers and Interim Service Providers (with 34% each). This is nearly unaltered compared to 2020. There are many additional sales channels that each play a minor role in the acquisition of interim assignments.

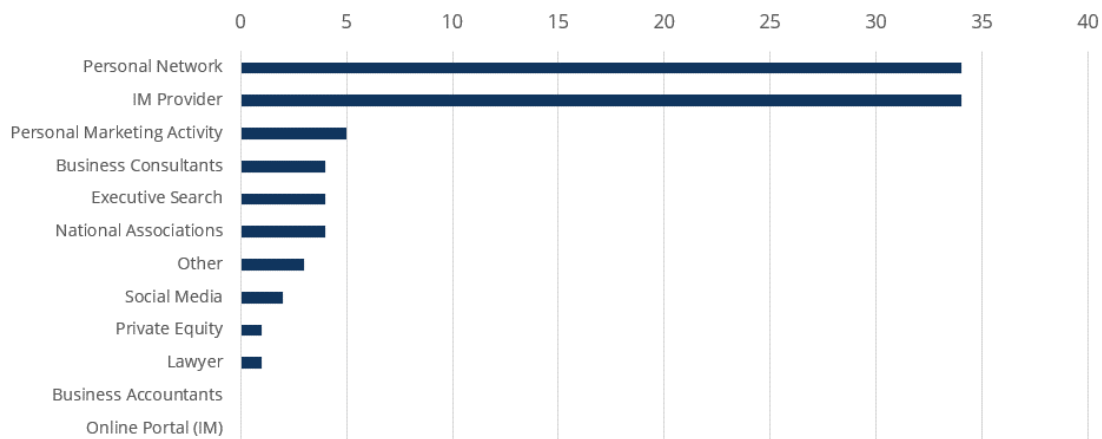


Fig. 15: Sales channel distribution (%) according to INIMA Survey 2022

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 is €1.229, which is 2,6% higher than in 2020. More than half of the day rates (56%) are between €900 and €1.300. A day rate above €1.300 is reported by 29% of Interim Managers, which is an increase of 5 percentage points compared to 2020. Depending on the seniority and complexity of the assignment day rates above €2.000 are being paid.

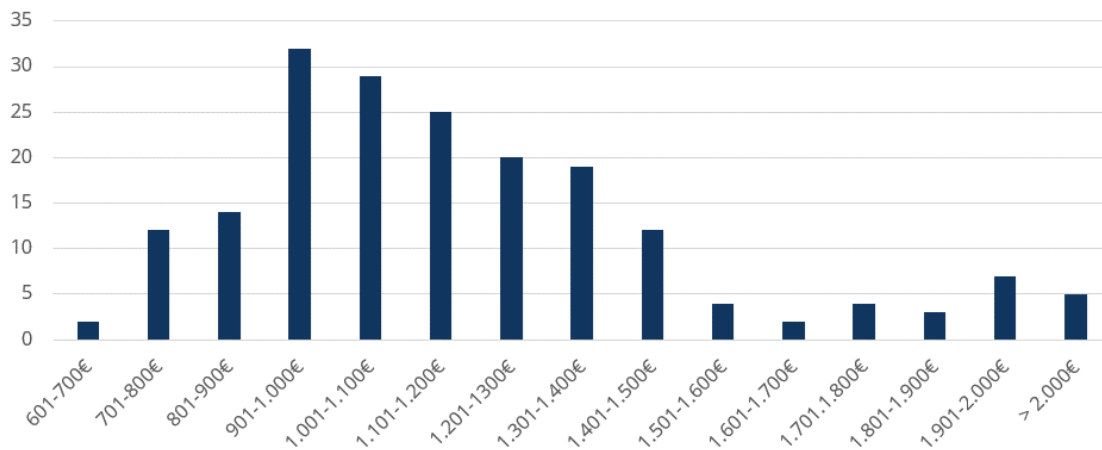


Fig. 16: Day rate distribution (%) according to INIMA Survey 2022

Trends

Market Development

With a significant increase in utilisation and a slightly higher day rate, it is no surprise that Interim Managers have positive expectations in terms of the market development for the new business year. Only 4% of the managers have negative expectations, which indicates a significant decrease compared to the 28% in the previous year. On the contrary, 71% expect a positive market development, which is 10 percentage points more than in the previous year. 22% expect no change to the overall positive business environment for the coming year.

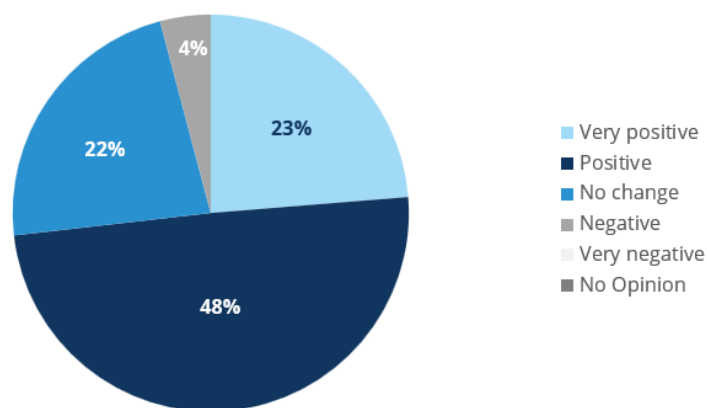


Fig. 17: Market development forecast distribution (%) according to INIMA Survey 2022

Future View and Key Issues

In the survey, the managers were asked about their three biggest challenges for the new business year. Project Acquisition remains the top issue, unchanged since the previous year. This is followed by Challenges in the Assignment and bringing Work-Life-Balance into line, reflecting the high utilisation of Interim Managers. Overall the need for active acquisition of assignments by the managers as well as their strong desire to serve company clients as change agents continue to be the key challenge.

Background of the Survey

The survey was carried out in January 2022. It was restricted to DDIM Interim Managers. 206 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