

I INTERNATIONAL SURVEY ON INTERIM MANAGEMENT

2022



An initiative of:



Instituto Empresarial
Interim Management



In collaboration with:



The Global
Interim Management Group

seniormanagementworldwide
leading global provider of interim executives

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Who we are:

The “Instituto Empresarial de Interim Management” an Economic Interest Group is a non-profit association aimed at developing and promoting the economic activity of its associated companies.

Our organization is made up of consolidated companies of recognized prestige, whose ethical and professional principles are reflected in the organization itself. Transparency in management, use and promotion of best practices, and commitment to Spanish companies to encourage them to use Interim Management as a tool for competitiveness, are the most noteworthy values of the Interim Management Business Institute.

Our objectives:

To be the Interim Management business organization that implements in Spain the criteria of excellence that prevail in European countries where this activity is fully consolidated.

What do we do:

- ⇒ We promote the practice and spread in Spain the concept of Interim Management developed by the leading companies in this activity in the world.
- ⇒ We promote the use of Interim Management through specialized companies.
- ⇒ We establish alliances with public and private entities that add value to the dissemination of the concept of Interim Management in Spain.
- ⇒ We created the "Spanish Observatory of Interim Management" to take the pulse of the activity and plan strategic lines in Spain.



Introduction:

The Observatory of Interim Management is a "Barometer" of recommendation and intention of hiring, through which to be able to analyze the situation of this activity in Spain, detect trends, identify best practices and plan strategies for the promotion of Interim Management companies. The research methodology we use is a mixed system: NPS (Net Promoter Score) + In-depth interviews with Management professionals and opinion leaders.

Work methodology of the Interim Management Observatory

- ❑ **Surveys:** Periodically, we make inquiries to companies that regularly contract Interim Management services, and to potential clients.
We collect their verbatims (literal expressions) and make them public through our Observatory, so that they can be useful to companies that carry out their activity in Interim Management.
- ❑ **Interviews:** We interviewed Management experts, interim managers and businessmen from the sector. Through their experience and knowledge, they share the keys to success in executive management services.



Alfonso de Benito

As a founding member of the Interim Management Business Institute, I can say that we are proud to be able to present a study of this depth and of the fact that it's the first ever on Interim Management services in several countries.

These management services are becoming more and more in demand and appreciated by the companies that use them in different contexts. Large corporations as well as small and medium enterprises can enjoy added value services that enhance their competitiveness in an agile and flexible way.

Managing Director EIM Spain, Partner EIM Group



Emilio del Prado

Conducting this international study in collaboration with our EIM Spain and QMT partners consolidates one of the main goals of the Interim Management Business Institute through its observatory which is to study and analyse interim management trends around the world. Our collaboration with EIM Group and the Globalise and SMW networks, with a presence on the five continents, has led to this interesting study as the first to be done internationally on the demand for Interim Management.

Managing Partner



Dirk Kremer

This international study on Interim Management is the result of collaboration between QMT, EPUNTO I.M, EIM Spain and the networks comprising “Senior Management Worldwide”, “Globalise” and “EIM Group”. This research helps understand the current evolution of Interim Management in the Americas, Europe, Asia and Oceania.

Uncertainty in business will only increase. “The only sure thing is that nothing's for sure”. This reality is bringing companies to contract Interim Management more and more all the time.

Managing Partner

Study universe



Description of the participants:

This first international study on interim management has been carried out through the business group "EIM Group", "Globalise - The Global Interim Management Group" and "Senior Management Worldwide (SMW)".

45 companies specialized in Interim Management, based in **50 countries**, have participated in this study.



18 Companies



14 Companies



13 Companies



The presidents give their opinion about our study

Michele Bruno

With turbulence becoming the new normal for most markets, and in turn for most international organizations, we expect that the growth path we have sustained in the last years will accelerate further in our main Markets in Europe and the Americas.

The International Study carried out by the IM Business Institute in more than 30 countries, including all EIM subsidiaries is a significant effort to show the status of Interim Management globally.

It reflects the significance and value added of “delivering business breakthrough differently” as EIM offers its clients since 1989.

Chairman of EIM Executive Interim Management AG, holding company of the EIM group.



The Global
Interim Management Group

Philippe Soullier

Facing the acceleration of organizational, financial or managerial transformations require companies to manage change and be more agile. The hybridization of talents makes this agility possible, allowing internal talents of the company and external talents to work together. In a period of labour market tightness, associating experienced interim managers with internal resources allows companies to respond their strategic and operational priorities. Interim management has become a major lever for driving change and business development.

Chairman

senior**management**worldwide
leading global provider of interim executives

Grégoire Cabri-Wiltzer

The international market of Interim Management represents a fabulous opportunity of growth for the members of SMW which is present in 27 countries, we notice the same dynamics in almost all the markets: rapid growth of the local and international demand, concentration on few significative, specialized local players with global reach, constant growth of professionalism of the interim managers. All these elements generate higher requirements and expectations of our clients. Something that only international networks of Interim Managers can deliver.

These points are clearly in favour of the initiative taken by the I International Study on Interim Management

Chairman

Companies participating in the study



1. EIM Argentina
2. EIM Australia
3. EIM Bélgica
4. EIM Serbia & Adriatic
5. EIM Brasil
6. EIM CEE: Chequia
7. EIM CEE: Eslovaquia
8. EIM CEE: Polonia
9. EIM China & Hong Kong
10. EIM España
11. EIM France
12. EIM Italia
13. EIM Mexico
14. EIM Turkey



The Global
Interim Management Group

1. Accord Group - Bélgica
2. Atreus - Alemania
3. Duke & Kay - Italia
4. EPUNTO Interim Management - España
5. Interimleder - Noruega
6. Linked4HR - Emiratos Árabes Unidos
7. Nexus Interim a Valtus Company - Dinamarca
8. Nordic Interim a Valtus company - Finlandia
9. Nordic Interim a Valtus Company - Suecia
10. Nuvadis Interim - Polonia
11. Telos Interim Management - Brasil
12. Valtus - United Kingdom
13. Valtus - Francia

senior**management**worldwide
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1. Alpha Management - Alemania
2. Arrowstone - Belgica
3. Cerius Executives - USA
4. Confiar Global - India
5. CTER - Polonia
6. Interim Management Resourcing Ltd - Hungría
7. Interim Management Advisor - Rumanía
8. LHH Knightsbridge Search - Canada
9. Mason Interim management - Suecia
10. NIM Europe - Francia
11. Omera Partners - Australia
12. Penna - United Kingdom
13. P+P Interim Management - Austria
14. P+P Interim Management - Chequia
15. P+P Interim Management - Eslovaquia
16. Q Management de Transición - España
17. Temporary Management & Capital Advisors - Italia
18. Van de Groep & Olsthoorn - Países Bajos

Data sheet. Methodology. Socio-demographic data



Target Population for the Study:

The owners of companies that specialise in Interim Management worldwide which belong to the EIM Group and the business networks: Globalise - The Global Interim Management Group and SMW (Senior Management Worldwide).

Type of Survey and Sampling Error:

A self-assessment survey via email. The final sample of $n = 45$ of a total population of 64 business owners with a maximum sampling error of 95% confidence; for a P and Q of maximum variation or heterogeneity of $\pm 6.8\%$.

Goals:

To understand the opinions and perceptions of the main international Interim Management companies through their highest authorities with regard to the aspects that affect the development of this business in their countries.

Total sample:

All owners of the Interim Management companies that belong to EIM Group, GLOBALISE and SMW, were invited to participate meaning the sample in this study corresponds to the total target population for the study. Of the 64 business owners invited to participate in the study, a total of 45 voluntarily responded which accounts for a response rate of 70.3%.

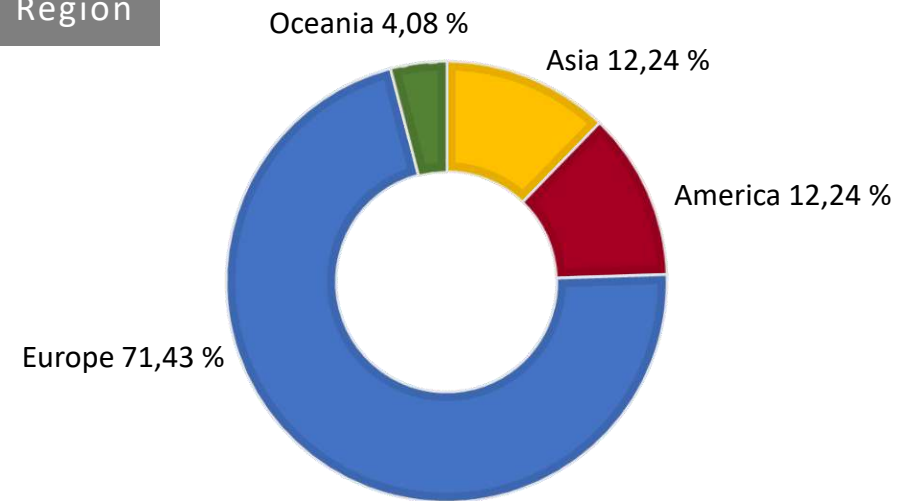
Field:

From 31/03/2022 to 29/04/2022. In all, 29 days.

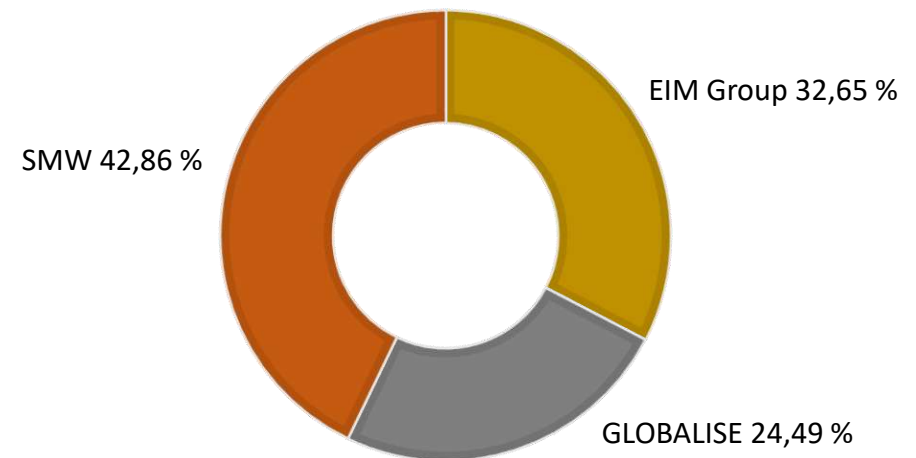




Region



Group (EIM) and Enterprise networks



Conclusions



1. **CUSTOMER OPINIONS:** In general, the business owners surveyed stated their customers believe Interim Management offers all the advantages mentioned in the questions asked in this study as they were chosen by the survey takers in a very similar percentage. However, **the immediate hiring of management talent to handle strategic projects was the most popular advantage chosen with 34.69% of the survey takers doing so.**
2. **THE POSITIONS MOST HIGHLY DEMANDED BY CUSTOMERS:** The position most highly demanded by customers outsourcing Interim Management services is that of Director of Finance/CFO as more than 9 out of 10 IM business owners stated such (95.92%). Moreover, at very similar percentages and above 80%, requests are often received for the positions of Director of Operations/COO (89.80%) and Managing Director/CEO (87.76%). It is worth mentioning that Director of Communications is the position least often requested from IM companies (12.24%). **Out of every 100 Interim Management hires, 21.27 are for Director of Finance/CFO, 16.14 are for Managing Director/CEO, 15.90 are for Director of Operations and 10.73 are for Director of HR.**
3. **ADVANTAGES OF HIRING SPECIALIST COMPANIES INSTEAD OF DIRECTLY HIRING INTERIM MANAGERS:** More than 30% of the IM business owners (32.65%) believe that, for their customers, the main advantage of outsourcing Interim Management services with a specialist company instead of directly hiring interim managers is the quality of the service that comes with the experience of these service providers. This is followed with percentages over 20% by contracting planning and control, setting a start and end date, the cost of the service and the guarantee of an immediate interim manager substitute (22.45%). Also quite relevant to procurers is that they will have the best executive management professionals in the world (20.41%).
4. **OBSTACLES TO OUTSOURCING INTERIM MANAGEMENT SERVICES:** The lack of awareness of the service characteristics and conditions are the main obstacles for a company when outsourcing IM services. This was the main obstacle chosen by more than half of the business owners surveyed (55.10%). This was followed at more than 20% by those indicating the cost of the service as the main obstacle (20.41%) and the fact that contracting the service is considered by HR and not general management (18.37%). **The lack of internal resources to resolve critical situations is the main reason for outsourcing Interim Management services as indicated by more than 7 of every 10 survey takers (71.43%) who chose it first.** In contrast, they do not believe the fact that the service is recommended by other companies that have already contracted it is a primary motivation given that none of the survey takers chose it in first position.

5. **GOVERNMENTAL ORGANISATIONS AND COMPLEMENTARY SERVICES:** 4 out of every 10 survey takers (40.82%) indicated that Interim Management services are contracted by governmental organisations in their countries. On the other hand, more than half of the business owners surveyed (53.06%) believe that companies specialising in Interim Management must offer complementary services such as advising and consulting (16.33%), executive search (14.29%) and the hiring of management for a permanent position (10.20%).
6. **IMPACTS OF THE PANDEMIC:** More than 6 out of every 10 survey takers (61.22%) stated that the pandemic caused by SARS-CoV-2 (COVID-19) has had a positive impact on the Interim Management services business as opposed to 14.29% who state that it has had a negative impact and 24.49% who believe it has had no influence.
7. **ACCEPTANCE AND CONSOLIDATION OF INTERIM MANAGEMENT:** More than 2 out of 3 survey takers (67.35%) believe that their country positively welcomes (accepts) Interim Management services and nearly 50% of the business owners surveyed (48.98%) said Interim Management is a solid business in their country. Moreover, they said that governmental organisations outsource IM in their countries to a larger extent than the others and thus believe Interim Management services are accepted in their countries, indicating that they are rather or very solid.
8. **THE BUSINESS OUTLOOK FOR 2022:** More than 8 out of 10 IM business owners surveyed (83.67%) believe the Interim Management business will grow in 2022. Their expectations are based on an estimated 18.37% potential for business growth. Nearly 40% of those surveyed (36.73%) indicated that they expect an increase in the prices associated with Interim Management for 2022. On the contrary, (55.10%) think Interim Management prices will hold steady in 2022.
9. **FACTORS WITH A DIRECT OR INDIRECT IMPACT ON CONTRACTING:** More than 8 out of every 10 survey takers (83.67%) think awareness of Interim Management has a direct or indirect impact on whether Interim Management. This is followed at more than 60% by the quick response by service providers (65.31%) and the cost of the service (61.22%).
10. **ADVANTAGES OF BELONGING TO INTERNATIONAL GROUPS:** On average, those surveyed spontaneously mentioned 3.47 benefits as far as business opportunities and belonging to international business groups or networks linked to Interim Management with the executives surveyed from the regions of Europe and Oceania indicating more advantages than the others. They mainly referred to offering customers international services (59.18%) and being able to share knowledge and good practices (51.02%).

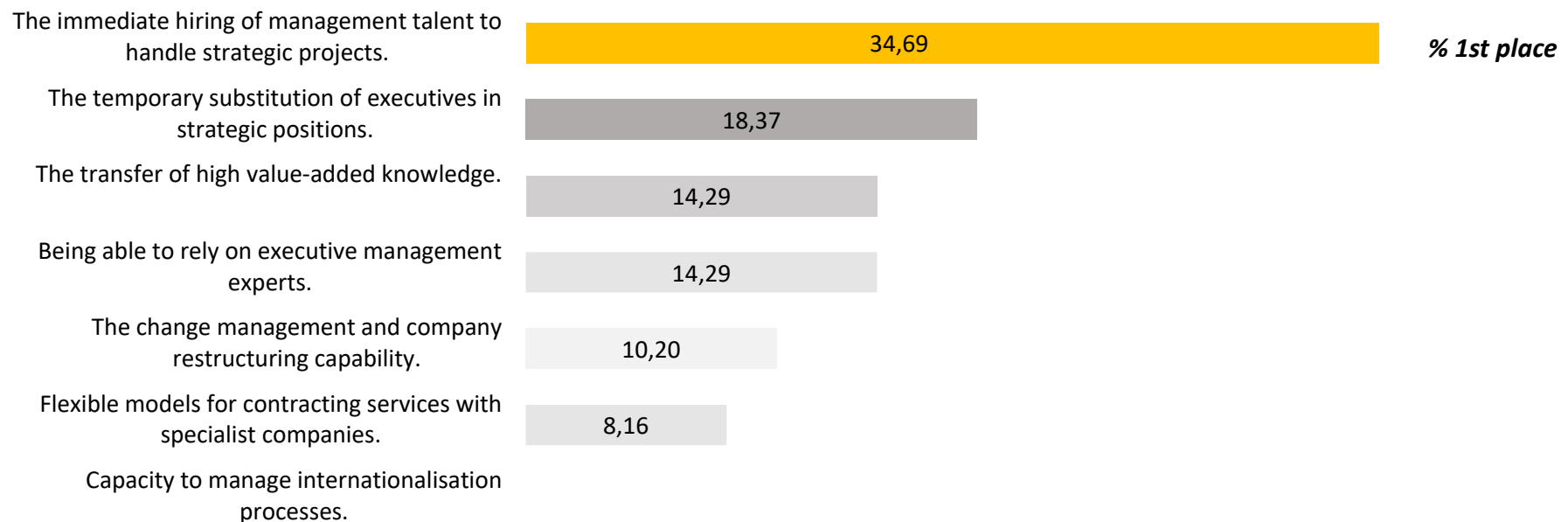
11. **GROWTH / DECREASE IN GROWTH OF INTERIM MANAGERS:** As far as the number of Interim Managers, **more than 7 out of every 10 business owners surveyed (71.43%) believe that there has been strong growth in recent years (22.44%) or at least growth (48.98%).** On the contrary, more than 1 out of 4 survey takers believe that growth has remained steady in recent years.
12. **COMMON SITUATIONS IN OUTSOURCING:** More than 95% of the business owners surveyed indicated that **change management (95.92%) and general executive management or for a specific role (95.92%) are the main reasons for outsourcing Interim Management services.** This is followed at more than 90% by the restructuring and rescue of companies or business divisions (93.88%), supply change management and procurement (93.88%), the temporary substitution of executives to handle special projects (91.84%) and cost reviews and reductions (91.84%). The least common situations when outsourcing Interim Management are: executive monitoring (51.02%) and the launch or reinforcement of new products and services (55.10%).
13. **THE SIZE OF CONTRACTING COMPANIES:** Out of every 100 hires, **32.63 are requested by companies with 501 to 1,000 employees, 28.82 by companies with more than 1,000 employees, 26.41 by companies with 100 to 500 employees and 12.14 by companies with less than 100 employees.**
14. **WHO OUTSOURCES INTERIM MANAGEMENT SERVICES?** **6 out of every 10 hirings (60.56%) are through general management (39.80%) or through the HR department (20.76%).** These are followed by the Board of Directors (13.67%), Director of Finance (6.94%), Director of Operations (5.76%) or Country Management (5.31%). On the contrary, only 0.10% of hirings are through the Director of Communications and 0.20% through the Director of Marketing.
15. **ANNUAL REQUESTS FOR INTERIM MANAGEMENT SERVICES:** The annual average of Interim Management services contracted is **65 (64.51) by each company surveyed,** yet requests for 1 to 100 services a year is more common (79.59%).

Customer Perception



1 What do your customers think are the main benefits of Interim Management? Choose in order of importance starting with the most important and thus successively.

Summary: Customers believe the main advantage of Interim Management is being able to hire management talent right away to handle strategic projects. It was mentioned first by 1 out of every 3 surveyed (34.69%).



In general, the business owners surveyed stated their customers believe Interim Management offers all the advantages mentioned in the questions as they were chosen by the survey takers in a very similar percentage. However, the immediate hiring of management talent to handle strategic projects was the advantage most often chosen with 34.69% of the survey takers doing so.

2 Besides the benefits indicated, are there any others you'd like to tell us about?



"Fundamentally companies are required to adapt and capture opportunities increasingly faster and they lack either the managerial capacity or the expertise to do so quickly. Traditional solutions (consultancies) and executive search are unable to deliver real business results quickly in the current "increasingly fluid" circumstances. This is the key driver of our sustained growth." (Italy).

"Process optimization, strategic development or identity development show another complexity and consequently make totally different demands on a transition manager beyond the experience level" (Belgium).

"Ease of hiring senior executives for short term with clarity on deliverables" (India).

"Temporary solution until a permanent position is in place" (Sweden).

"Accelerated hiring for executive positions" (China).

"Gain knowledgeable capacity for implementation needs of any goals" (Germany).

"Focus on results of the IM" (Spain).

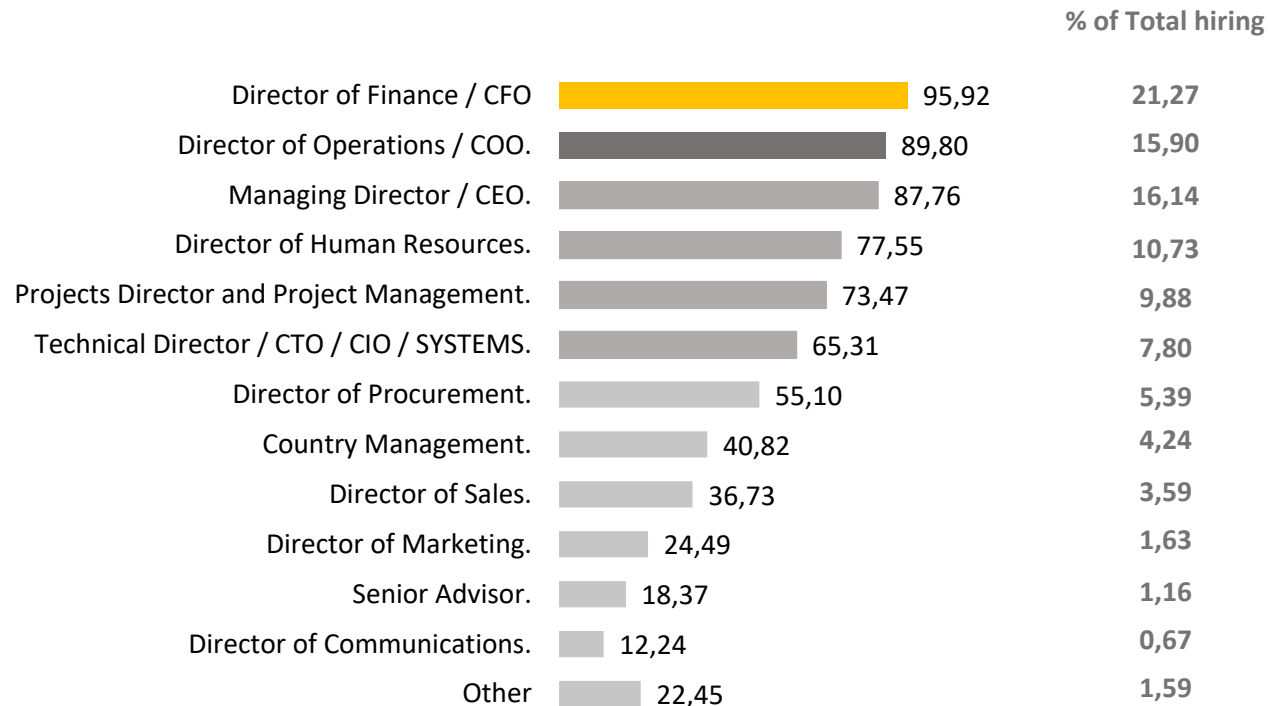
"To avoid or reduce the cost of hiring, contracting and firing executives" (Brazil).

Interim Management optimises the process of hiring senior executives for short periods of time and at a lower cost as it ensures management capability and expert solutions which could not be provided internally; finding solutions through consulting firms and/or hiring new permanent executives would take time and lead to higher costs meaning solutions cannot be guaranteed within the deadlines.

3 Which management positions are the highest in demand by your Interim Management services customers?

Distribute 100 percentage points based on the demand.

Summary: The position most highly demanded by customers outsourcing IM services is that of Director of Finance/CFO (21.27% of hirings) with more than 9 out of every 10 companies (95.92%) requesting them.



The position most often requested is Director of Finance/CFO (95.92%). This is followed at high percentages by the positions of Director of Operations/COO (89.80%), Managing Director /CEO (87.76%), Director of HR (77.55%), Project Director and Project Manager (73.47%), Technical Director/CTO/CIO/Systems (65.31%) and Director of Procurement (55.10%). Director of Communications is the position least often requested from IM company customers (12.24%). Out of every 100 Interim Management hires, 21.27 are for Director of Finance/CFO, 16.14 are for Managing Director/CEO, 15.90 are for Director of Operations and 10.73 are for Director of HR.

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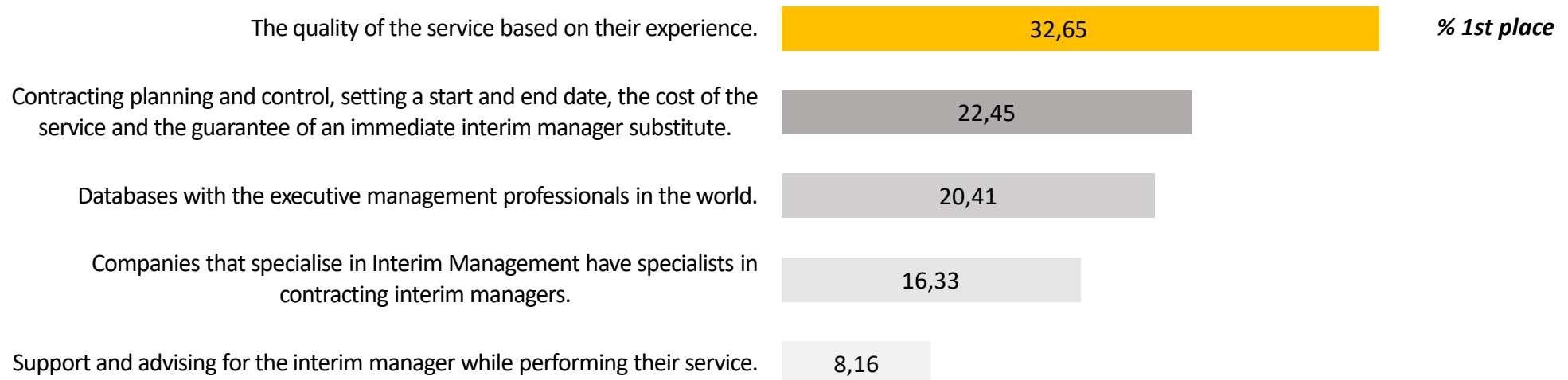
They usually demand:			Director of Finance / CFO	Director of Operations / COO.	Managing Director / CEO.	Director of Human Resources.	Projects Director and Project Management	Technical Director / CTO / CIO / SYSTEMS.	Director of Procurement.	Country Management
Total			95,92	89,80	87,76	77,55	73,47	65,31	55,10	40,82
Region	America	(A)	100,00	100,00	66,67	50,00	66,67	66,67	50,00	66,67
	Asia	(B)	66,67	50,00	83,33	50,00	50,00	66,67	50,00	50,00
	Europa	(C)	100,00	B D 97,14	91,43	85,71	80,00	62,86	60,00	37,14
	Oceania	(D)	100,00	50,00	100,00	100,00	50,00	100,00	0,00	0,00
Company	EIM GROUP	(A)	93,75	81,25	81,25	81,25	37,50	50,00	68,75	31,25
	GLOBALISE	(B)	100,00	91,67	83,33	83,33	100,00	66,67	41,67	41,67
	SMW	(C)	95,24	95,24	95,24	71,43	A 85,71	76,19	52,38	47,62
Assaintments per year	From 1 to 100	(A)	94,87	87,18	84,62	71,79	66,67	56,41	46,15	35,90
	More than 100	(B)	100,00	100,00	100,00	100,00	100,00	100,00	A 90,00	60,00
They hire IM Org. Govt.	Yes	(A)	95,00	85,00	90,00	90,00	85,00	B 85,00	60,00	50,00
	No	(B)	96,55	93,10	86,21	68,97	65,52	51,72	51,72	34,48
IM is consolidated	Very + Quite consolidated	(A)	100,00	95,83	91,67	B 91,67	C 91,67	79,17	70,83	B 62,50
	Not too much, not too little	(B)	90,00	70,00	80,00	50,00	60,00	60,00	40,00	10,00
	Little + Nothing consolidated	(C)	93,33	93,33	86,67	73,33	53,33	46,67	40,00	26,67

Statistical significance test comparing column proportions (Z-test) with a significance level of 95%. A, B, C Indicate significant statistical differences in the group in comparison to the groups in each category. The results are based on bilateral testing with a significance level of 0.05.

The position of Director of Operations/COO is most often requested in Europe as opposed to the other regions.

- 4 What are the benefits for your customers of contracting Interim Management services with a specialist company instead of contracting interim managers directly? Please put the following motivations in order based on their importance, first selecting the most important and thus successively.**

Summary: 1 out of every 3 directors/executives from IM companies (32.65%) believe that the main advantage for their customers of outsourcing Interim Management services with a specialist company instead of directly hiring IMs is the quality of the service that comes with their experience.



1 out of every 3 IM business owners (32.65%) believe that the main advantage for their customers of outsourcing Interim Management services with a specialist company instead of directly hiring IMs is the quality of the service that comes with their experience. This is followed by more than 20% who believe the main advantage is contracting planning and control, setting a start and end date, the cost of the service and the guarantee of an immediate interim manager substitute (22.45%) as well as databases with the best professionals in executive management worldwide (20.41%).

5 Are there any other benefits you wish to highlight as important when contracting Interim Management services?



"If you go directly you have 1 choice, with an ISP many" (Norway).

"Speed to shortlist inside knowledge of the best talent" (Canada).

"Intermediary provide the added value of risk minimization through their selection procedure for the interim manager and the client" (Germany).

"Knowledge of the market and what 'good looks like' in an interim manager. Saves the client lots of time sifting through CV's of candidates they don't know or in too high a volume. We often place candidates multiple times so know them personally and where they might fit best rather than just what's on a CV." (UK).

"Top companies roll over best Interim Managers from project to project , keep the best people engaged and as a result offer the best balance in terms of quality/ cost/ risk / speed of delivery" (Italy).

"The prompt response in the presentation of professionals with the appropriate profile" (Brazil).

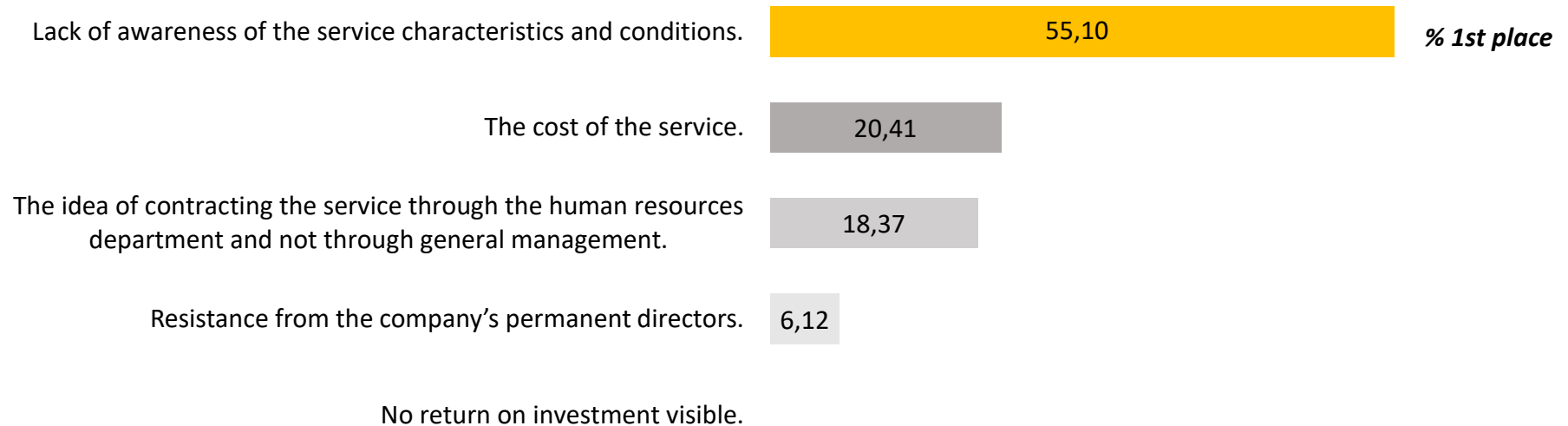
"Understand the client's issue and deliver the best fit - independently" (Germany).

"Third party opinion if there is an issue" (Spain).

The intervention of an external director means bringing in the right background with relevant experience, thereby minimising the risks.

6 What are the main obstacles for a company when contracting Interim Management services? Please put the following obstacles in order based on their importance, first selecting the most important and thus successively.

Summary: The lack of awareness of the service characteristics and conditions are the main obstacles for a company when outsourcing IM services. This was the top choice of more than half of the business owners surveyed (55.10%).



In general, the business owners surveyed think the obstacles mentioned make it difficult for a company to outsource IM services. However, they believe the main obstacle is a lack of awareness of the service characteristics and conditions as this was chosen in first place by more than half of the survey takers (55.10%). At a lower percentage, they believe the main obstacle is the cost of the service as 20.41% of them chose it first, followed by the fact that contracting the service is considered by HR and not general management (18.37%). It is worth mentioning the resistance by permanent company directors (6.12%) and the fact no return on investment is perceived (0.0%) although neither of these issues seem to be major barriers to outsourcing.

7 Are there any other obstacles you wish to highlight as important when contracting Interim Management services?

“Visa requirements in the Middle East and security background checks in some countries is intensive which delays the interim management start date ” (United Arab Emirates).

“thinking it is too disruptive to hire an interim closed mindset not understanding the true value of hiring an interim” (Canada).

“Competition from freelancing consultants in the market, offering similar services through management contracts” (Rumania).

“In the UK the pitfalls of using the wrong procurement method based on updated legislation (IR35 - it's complicated!)” (UK).

“Awernes of IM service” (Serbia).

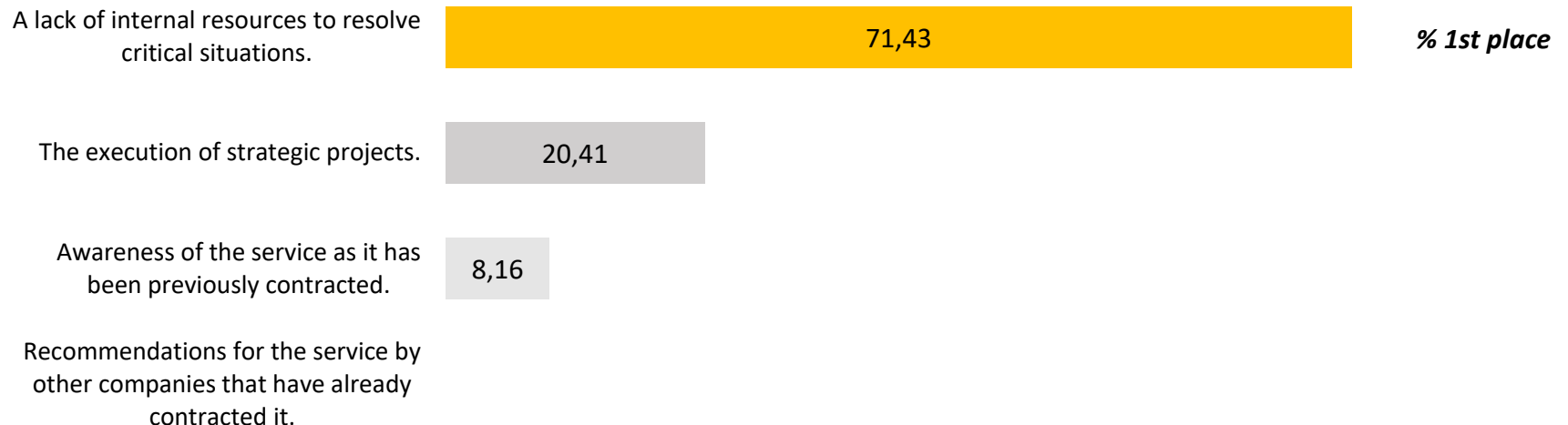
“Cultural differences : HQ does not understand local decisions and business behaviour; different decisions ” (China).

“In Brazilian business culture, the use of interim executives is still underdeveloped. Another relevant issue is that, culturally, it is increasingly consolidated that the processes of recruitment, selection, and hiring of executives (even interim) occur based on direct indications from the personal networks of those involved.” (Brazil).

The most common barriers are the lack of awareness of IM, as it is still not equally popular in all countries/companies; legal aspects such as VISA requirements for international hiring; and, finally, the competition from freelancers offering very similar services.

8 What are the main motivations when contracting Interim Management services? Please put the following motivations in order based on their importance, first selecting the most important and thus successively. Are there any other motivations you wish to highlight as important when contracting Interim Management services?

Summary: More than 7 out of 10 survey takers (71.43%) stated a lack of internal resources to resolve critical situations is the main reason for outsourcing Interim Management services.



The business owners surveyed believe all of the suggested statements are reasons for contracting Interim Management services. However, the lack of internal resources to resolve critical situations is the main reason why they would outsource IM services as it was chosen in first place by more than 7 out of 10 survey takers (71.43%). This is followed by handling strategic projects, which was marked first by 20.41% of them. What they least see as reasons for contracting IM services are recommendations by other companies that have outsourced them (0.00%) and customer awareness of the service due to having previously contracted such a service (8.16%).

9 Are there any other motivations you wish to highlight as important when contracting Interim Management services?



“Mainly all around capacity and capability to create a fluid core operational team complemented by specific interim talent to address the current and future needs” (Canada).

“Availability / Urgency to fill the role” (Rumania).

“Transfer knowledge and. Build capabilities of local talent” (United Arab Emirates).

“Utilising expertise in areas/situations the company or its people haven't dealt with before. Credibility with Exec Board/Shareholders” (UK).

“To solve situation they never faced before” (Serbia).

“1. Compliance cases 2. Restructuring projects after M&A 3. Fixing production & quality problems” (China).

“Urgency of certain needs to replace professionals” (Brazil).

The reasons for outsourcing Interim Management services revolve around the search for expertise to approach areas or situations the company has never previously faced; as a result, knowledge is transferred to internal company talent.

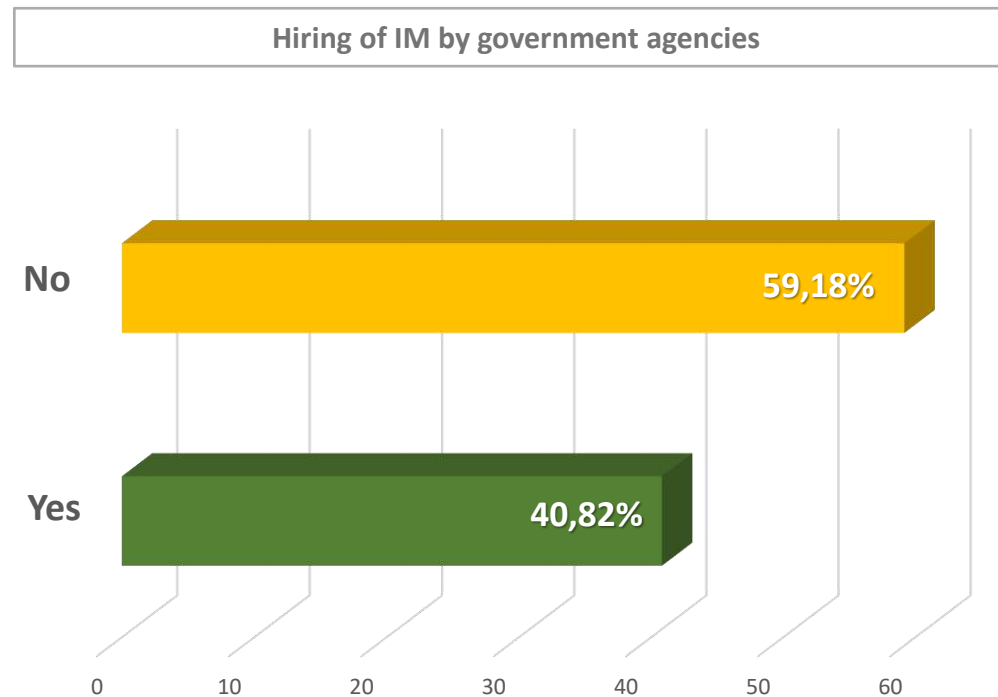
The Interim Management Market

Statistical Analysis and Segmentations



10 Do government authorities contract Interim Management services in your country?

Summary: 4 out of every 10 survey takers (40.82%) say Interim Management services are contracted in their countries by governmental organisations.



10 Do government authorities contract Interim Management services in your country?

Summary: Australia, Austria, Belgium, Canada, China, Denmark, United Arab Emirates, France, Norway, Holland, Portugal, the United Kingdom, Sweden, Switzerland and the USA are the countries that admit to engaging in government contracting.

Countries where contracts are signed with governmental organisations:

- | | |
|---|---|
| <input type="checkbox"/> Australia | <input type="checkbox"/> Norway |
| <input type="checkbox"/> Austria | <input type="checkbox"/> Holland |
| <input type="checkbox"/> Belgium | <input type="checkbox"/> Portugal |
| <input type="checkbox"/> Canada | <input type="checkbox"/> The United Kingdom |
| <input type="checkbox"/> Denmark | <input type="checkbox"/> Sweden |
| <input type="checkbox"/> United Arab Emirates | <input type="checkbox"/> Switzerland |
| <input type="checkbox"/> France | <input type="checkbox"/> USA |

Countries where contracts are NOT signed with governmental organisations:

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Germany | <input type="checkbox"/> Italy |
| <input type="checkbox"/> Argentina | <input type="checkbox"/> Mexico |
| <input type="checkbox"/> Brazil | <input type="checkbox"/> Poland |
| <input type="checkbox"/> Slovakia | <input type="checkbox"/> Czech Republic |
| <input type="checkbox"/> Spain | <input type="checkbox"/> Romania |
| <input type="checkbox"/> Finland | <input type="checkbox"/> Serbia |
| <input type="checkbox"/> Hungary | <input type="checkbox"/> Turkey |
| <input type="checkbox"/> India | |

**China: 50% contract with governmental organisations, 50% do not.*

11 Do you think specialist companies in Interim Management must offer other complementary services?

What complementary services do you think Interim Management companies should offer?

Summary: More than half (53.06%) believe companies that specialise in IM must offer complementary services.



More than 50% of the business owners surveyed (53.06%) believe that companies specialising in Interim Management must offer complementary services such as executive searches and hiring of management for permanent positions (24.49%) and advising and consulting (16.33%).

11 What complementary services do you think Interim Management companies should offer?



“Advisory services” (Switzerland).

“Executive Search, Assessments” (Belgium).

“Training, advisory, coaching, mentoring, board services, specific consultancy services” (Brazil).

“Permanent hiring - Management & organization advice” (India).

“to substitute interim if needed” (Sweden).

“Full time recruitment, management consulting” (Mexico).

“Advisory Fast recruitment solutions” (Spain).

Most of the participants believe IM companies should also provide advising services for management, contracting and handling special situations or significant changes. The executive and management search service is also very highly valued as well as the possibility of supplying candidates for permanent positions. Other services mentioned include: training, coaching, mentoring and specific consulting services.

12 Do government authorities contract Interim Management services in your country?

What complementary services do you think Interim Management companies should offer?

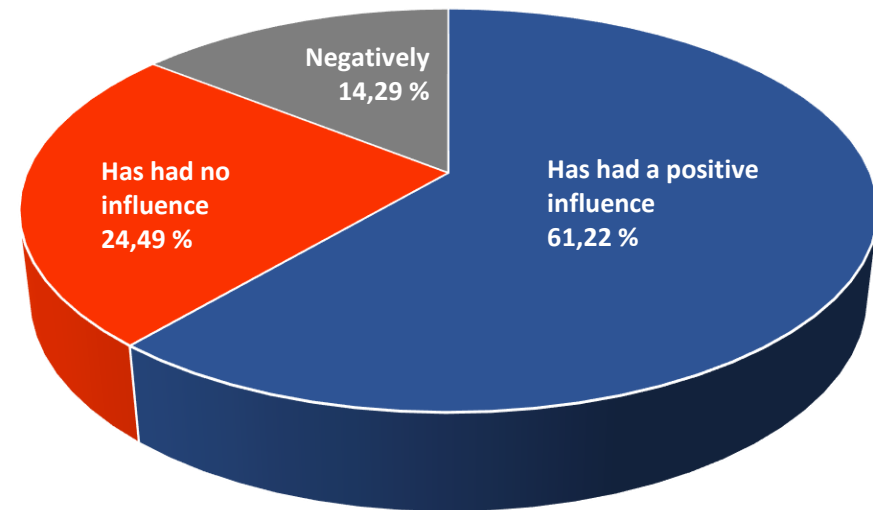
Summary: The business owners surveyed who recruit more than 100 and those that say IM in their countries is solid state at a higher percentages than the others that Interim Management services are outsourced in their countries by governmental organisations. On the other hand, IM company executives from America believe to a larger extent than the rest that Interim Management companies should offer Advising and Consulting as a complementary service.

			IM services are contracted in government agencies		Complementary services				
			Yes	No	Advising / Consulting	Search of executives	Ongoing hiring	Other	No service complementary
Total			40,82	59,18	16,33	14,29	10,20	12,24	46,94
Region	America	(A)	33,33	66,67	C	50,00	16,67	33,33	0,00
	Asia	(B)	50,00	50,00		0,00	0,00	16,67	50,00
	Europa	(C)	37,14	62,86		14,29	14,29	5,71	54,29
	Oceania	(D)	100,00	0,00		0,00	50,00	0,00	50,00
Company	EIM GROUP	(A)	18,75	81,25	25,00	0,00	12,50	6,25	56,25
	GLOBALISE	(B)	58,33	41,67	16,67	8,33	16,67	8,33	50,00
	SMW	(C)	47,62	52,38	9,52	28,57	4,76	19,05	38,10
Assaintments per year	From 1 to 100	(A)	28,21	B 71,79	12,82	12,82	12,82	15,38	46,15
	More than 100	(B)	A 90,00	10,00	30,00	20,00	0,00	0,00	50,00
They hire IM Org. Govt.	Yes	(A)	100,00	0,00	15,00	20,00	5,00	15,00	45,00
	No	(B)	0,00	100,00	17,24	10,34	13,79	10,34	48,28
IM is consolidated	Very + Quite consolidated	(A)	B C 66,67	33,33	20,83	16,67	12,50	12,50	37,50
	Not too much, not too little	(B)	10,00	A 90,00	10,00	0,00	10,00	10,00	70,00
	Little + Nothing consolidated	(C)	20,00	A 80,00	13,33	20,00	6,67	13,33	46,67

Statistical significance test comparing column proportions (Z-test) with a significance level of 95%. A, B, C Indicate significant statistical differences in the group in comparison to the groups in each category. The results are based on bilateral testing with a significance level of 0.05.

13 How do you think the pandemic caused by SARS-CoV-2 (COVID-19) has affected the activities related to Interim Management services?

Summary: More than 6 out of 10 business owners surveyed (61.22%) think the pandemic caused by SARS-CoV-2 has had a positive impact on activities related to Interim Management services.



More than 6 out of every 10 survey takers (61.22%) stated that the pandemic caused by SARS-CoV-2 (COVID-19) has had a positive impact on the Interim Management services business as opposed to 14.29% of those surveyed who state that it has had a negative impact and 24.49% who believe it has had no influence.

13 How do you think the pandemic caused by SARS-CoV-2 (COVID-19) has affected the activities related to Interim Management services?

Summary: Those who believe Interim Management is not very or hardly solid in their countries are the business owners surveyed who to a larger extent declared that the pandemic caused by SARS-CoV-2 (COVID-19) has had a positive impact on activities related to Interim Management services.

			Very positively	Positively	Has had no influence	Negatively	Very negatively
Total			18,37	42,86	24,49	12,24	2,04
Region	America	(A)	16,67	66,67	16,67	0,00	0,00
	Asia	(B)	50,00	33,33	0,00	0,00	16,67
	Europa	(C)	14,29	40,00	28,57	17,14	0,00
	Oceania	(D)	0,00	50,00	50,00	0,00	0,00
Company	EIM GROUP	(A)	31,25	43,75	12,50	6,25	6,25
	GLOBALISE	(B)	16,67	41,67	25,00	16,67	0,00
	SMW	(C)	9,52	42,86	33,33	14,29	0,00
Assaintments per year	From 1 to 100	(A)	20,51	43,59	20,51	12,82	2,56
	More than 100	(B)	10,00	40,00	40,00	10,00	0,00
They hire IM Org. Govt.	Yes	(A)	15,00	45,00	30,00	10,00	0,00
	No	(B)	20,69	41,38	20,69	13,79	3,45
IM is consolidated	Very + Quite consolidated	(A)	12,50	45,83	29,17	12,50	0,00
	Not too much, not too little	(B)	10,00	C 70,00	0,00	10,00	10,00
	Little + Nothing consolidated	(C)	33,33	20,00	33,33	13,33	0,00

Statistical significance test comparing column proportions (Z-test) with a significance level of 95%. A, B, C Indicate significant statistical differences in the group in comparison to the groups in each category. The results are based on bilateral testing with a significance level of 0.05.

14 What is your perception of the rejection or acceptance of Interim Management services in your country? Please respond on a scale of -100 (strong rejection) to +100 (strong acceptance). **To what extent do you think Interim Management is a solid service in your country?**

Summary: Nearly half of the business owners surveyed (48.98%) think IM is solid in their countries; nonetheless, 2 out of every 3 (67.35%) indicated that IM has been accepted well in their countries.



2 out of every 3 directors surveyed (67.35%) feel that Interim Management services are positively seen (accepted) in their countries while 30.61% believe there is a rejection of such services. On the other hand, nearly half of the survey takers (48.98%) believe Interim Management is solid in their countries while 30.61% believe it is not.

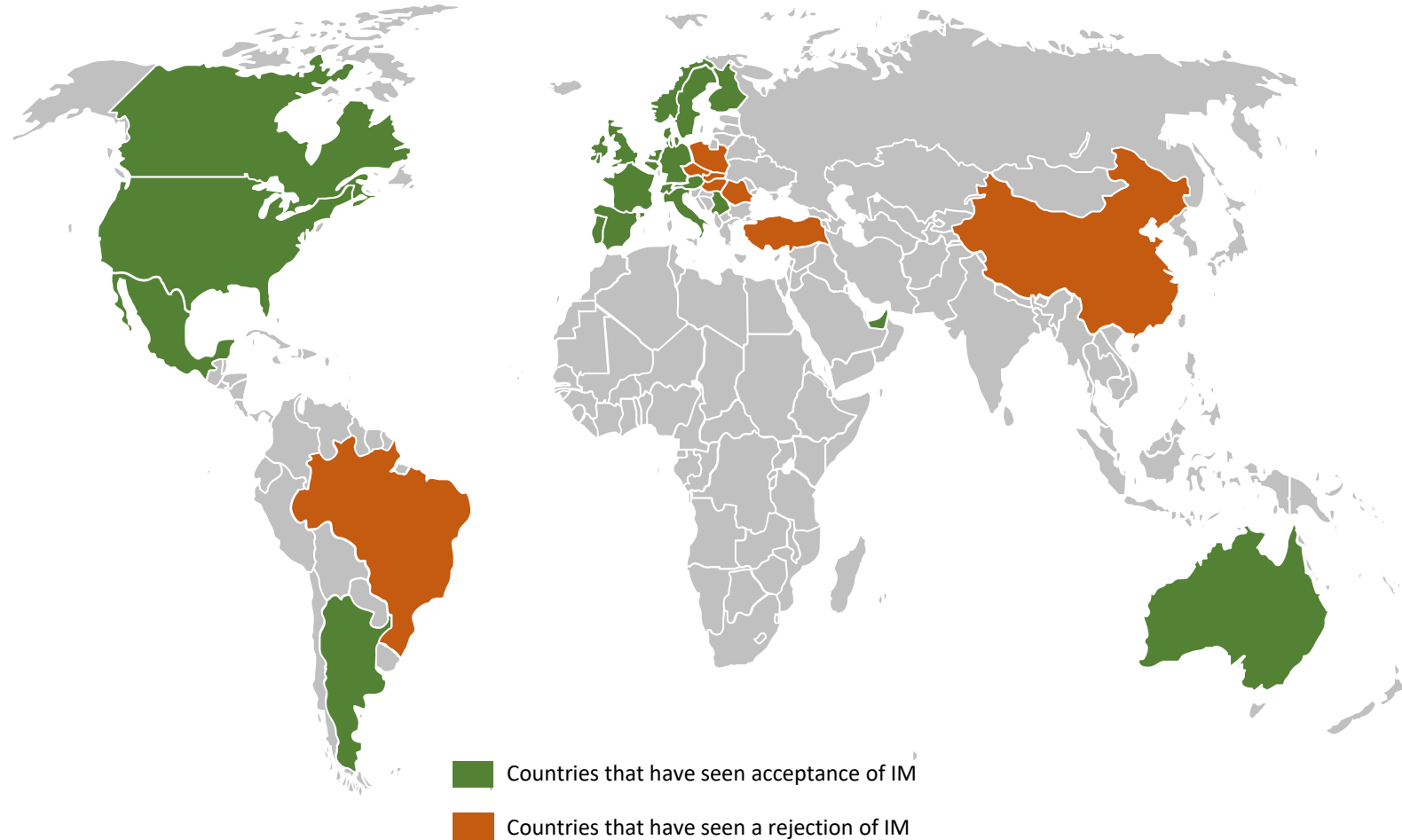
14 What is your perception of the rejection or acceptance of Interim Management services in your country? Please respond on a scale of -100 (strong rejection) to +100 (strong acceptance). **To what extent do you think Interim Management is a solid service in your country?**

Summary: The business owners surveyed stated that, in their countries, governmental organisations outsource IM to a larger extent than the rest and believe there is acceptance for Interim Management services in their countries. Moreover, they also indicate that such services are very or rather solid in their countries.

			Perception about the rejection or acceptance of IM services			Think that the Interim Management is established in your country		
			Accepts	Neutral	Rejects	Very + quite consolidated	Not too much not too little	Little + nothing consolidated
Total			67,35	2,04	30,61	48,98	20,41	30,61
Region	America	(A)	83,33	0,00	16,67	50,00	33,33	16,67
	Asia	(B)	33,33	16,67	50,00	16,67	33,33	50,00
	Europa	(C)	71,43	0,00	28,57	57,14	14,29	28,57
	Oceania	(D)	50,00	0,00	50,00	0,00	50,00	50,00
Company	EIM GROUP	(A)	50,00	0,00	50,00	31,25	31,25	37,50
	GLOBALISE	(B)	91,67	0,00	8,33	66,67	16,67	16,67
	SMW	(C)	66,67	4,76	28,57	52,38	14,29	33,33
Assaintments per year	From 1 to 100	(A)	61,54	2,56	35,90	38,46	25,64	35,90
	More than 100	(B)	90,00	0,00	10,00	A 90,00	0,00	10,00
They hire IM Org. Govt.	Yes	(A)	B 90,00	0,00	10,00	B 80,00	5,00	15,00
	No	(B)	51,72	3,45	A 44,83	27,59	A 31,03	A 41,38
IM is consolidated	Very + Quite consolidated	(A)	100,00	0,00	0,00	100,00	0,00	0,00
	Not too much, not too little	(B)	C 60,00	0,00	40,00	0,00	100,00	0,00
	Little + Nothing consolidated	(C)	20,00	6,67	73,33	0,00	0,00	100,00

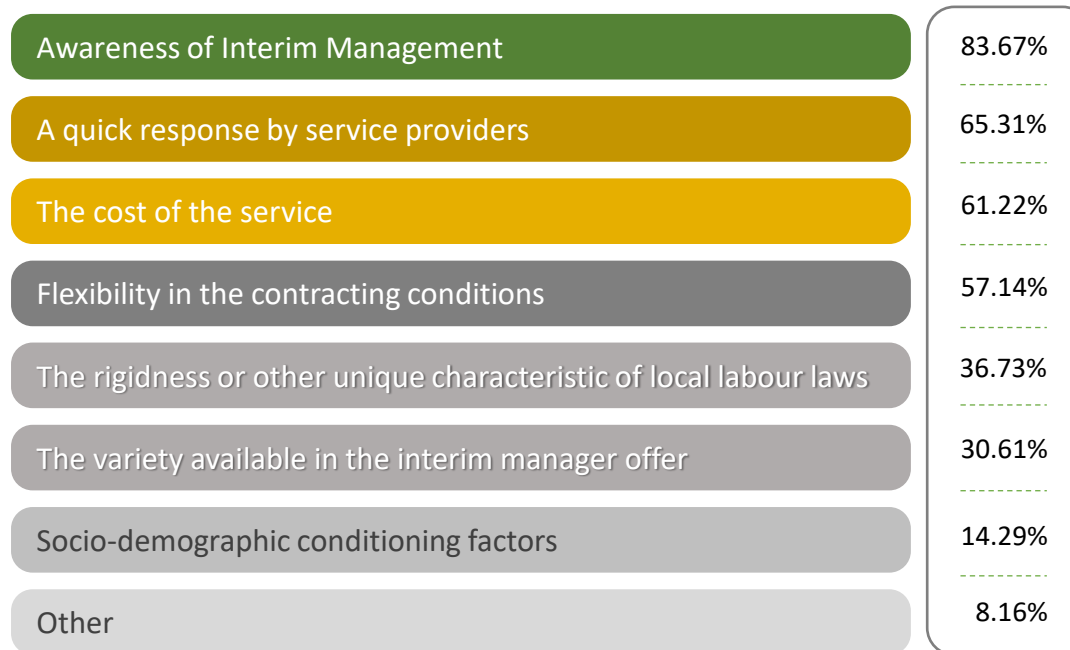
Statistical significance test comparing column proportions (Z-test) with a significance level of 95%. A, B, C Indicate significant statistical differences in the group in comparison to the groups in each category. The results are based on bilateral testing with a significance level of 0.05.

- 14** What is your perception of the rejection or acceptance of Interim Management services in your country? Please respond on a scale of -100 (strong rejection) to +100 (strong acceptance). To what extent do you think Interim Management is a solid service in your country?



15 Which factors do you think have a direct or indirect impact on whether or not Interim Management services are contracted? Please choose all that apply.

Summary: More than 8 out of 10 surveyed (83.67%) think awareness of Interim Management has a direct or indirect impact on whether Interim Management services are contracted.



More than 8 out of 10 surveyed (83.67%) think awareness of Interim Management has a direct or indirect impact on whether Interim Management services are contracted. This is followed at more than 60% by the quick response by service providers (65.31%) and the cost of the service (61.22%). Nearly 60% (57.14%) believe the flexibility of contract conditions have a direct or indirect positive impact. With percentages of below 50%, this is followed by those who believe the rigidity or other unique characteristic of local labour laws (36.73%), the variety in the Interim Manager offer (30.61%) and sociodemographic conditioning factors (14.29%) are factors that have a direct or indirect impact on the contracting of IM services.

15 Which factors do you think have a direct or indirect impact on whether or not Interim Management services are contracted? Please choose all that apply

Summary: The executives of America, think to a greater extent than the rest, that it is the rigidity or other singularity of the labor legislation, which directly or indirectly affects hiring.

			Awareness of Interim Management	A quick response by service providers	The cost of the service	Flexibility in the contracting conditions	The rigidity or other unique characteristic of local labour laws	The variety available in the interim manager offer
Total			83,67	65,31	61,22	57,14	36,73	30,61
Region	America	(A)	66,67	83,33	66,67	66,67	C 83,33	50,00
	Asia	(B)	100,00	33,33	66,67	50,00	50,00	33,33
	Europa	(C)	82,86	68,57	60,00	60,00	28,57	28,57
	Oceania	(D)	100,00	50,00	50,00	0,00	0,00	0,00
Company	EIM GROUP	(A)	62,50	62,50	75,00	50,00	31,25	31,25
	GLOBALISE	(B)	91,67	58,33	50,00	58,33	33,33	0,00
	SMW	(C)	A 95,24	71,43	57,14	61,90	42,86	47,62
Assaintments per year	From 1 to 100	(A)	79,49	61,54	66,67	56,41	38,46	30,77
	More than 100	(B)	100,00	80,00	40,00	60,00	30,00	30,00
They hire IM Org. Govt.	Yes	(A)	95,00	75,00	60,00	55,00	35,00	20,00
	No	(B)	75,86	58,62	62,07	58,62	37,93	37,93
IM is consolidated	Very + Quite consolidated	(A)	C 95,83	C 87,50	62,50	C 66,67	37,50	33,33
	Not too much, not too little	(B)	80,00	60,00	50,00	C 80,00	40,00	30,00
	Little + Nothing consolidated	(C)	66,67	33,33	66,67	26,67	33,33	26,67

Statistical significance test comparing column proportions (Z-test) with a significance level of 95%. A, B, C Indicate significant statistical differences in the group in comparison to the groups in each category. The results are based on bilateral testing with a significance level of 0.05.

16 What do you think are the benefits as far as business opportunities, belonging to international business groups or networks linked to Interim Management?

Summary: On average, those surveyed mentioned 3.47 benefits as far as business opportunities and belonging to international business groups or networks.



When the survey takers were asked about the benefits as far as business opportunities and belonging to international business groups or networks linked to Interim Management, they mainly indicated spontaneously and without any type of suggestion: providing customers with an international/global service (*SM 59.18% and *TOM (32.65%) and being able to share knowledge and good practices (*SM 51.02% and 12.24% *TOM). At a lower percentage, they indicated that it is beneficial as it provides access to international candidates (26.53%), experience (14.29%), a local scope / local availability (8.16%), support for customers and a "one-stop shop" (6.12% in both cases.)

*TOM: "Top of mind"

*SM/ SUM.MC: "Sum of mentions"

16 What do you think are the benefits as far as business opportunities, belonging to international business groups or networks linked to Interim Management?

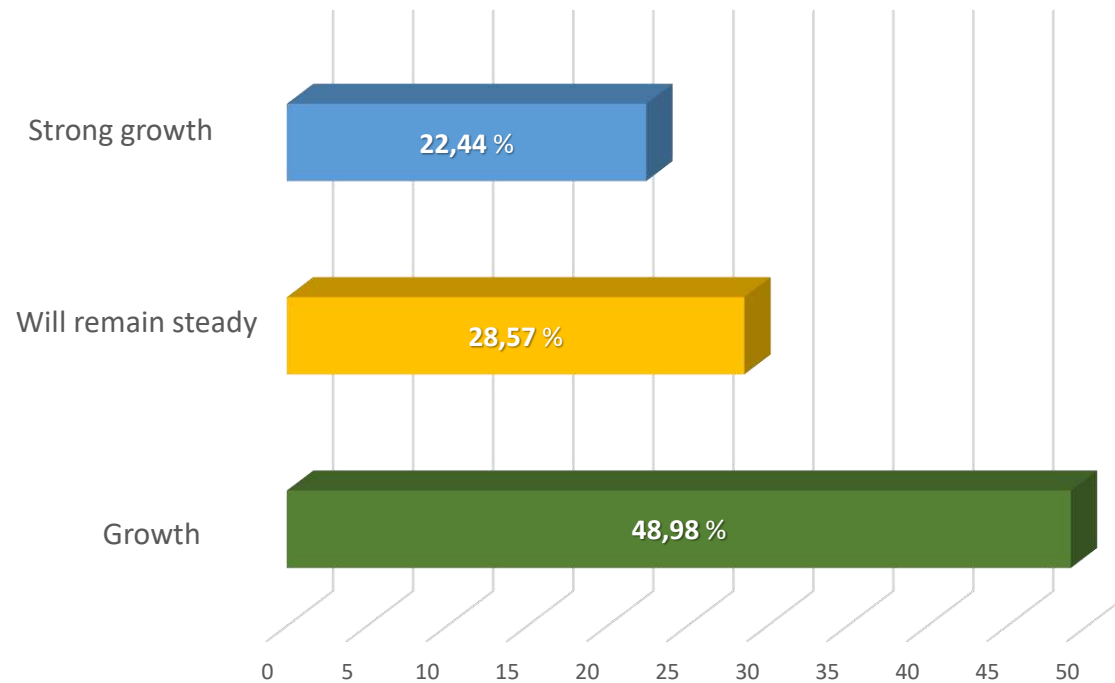
Summary: On average and to a larger extent than the rest, business owners from Europe and Oceania mentioned more advantages as far as the business opportunities of belonging to international business groups or networks linked to IM.

			Average	Offering customers international services / Global scope of action	Sharing knowledge/ Good practices	Access to international candidates / Access to the best candidates	Experience
Total			3,47	59,18	51,02	26,53	14,29
Region	America	(A)	2,17	50,00	33,33	16,67	16,67
	Asia	(B)	2,83	66,67	66,67	16,67	0,00
	Europa	(C) A	3,71	60,00	51,43	28,57	14,29
	Oceania	(D) A	5,00	50,00	50,00	50,00	50,00
Company	EIM GROUP	(A)	3,56	37,50	37,50	12,50	37,50
	GLOBALISE	(B)	3,00	50,00	33,33	41,67	8,33
	SMW	(C)	3,67	A 80,95	71,43	28,57	0,00
Assaintments per year	From 1 to 100	(A)	3,46	61,54	48,72	25,64	17,95
	More than 100	(B)	3,50	50,00	60,00	30,00	0,00
They hire IM Org. Govt.	Yes	(A)	3,45	65,00	45,00	30,00	5,00
	No	(B)	3,48	55,17	55,17	24,14	20,69
IM is consolidated	Very + Quite consolidated	(A)	3,29	58,33	50,00	29,17	8,33
	Not too much, not too little	(B)	3,20	50,00	70,00	10,00	10,00
	Little + Nothing consolidated	(C)	3,93	66,67	40,00	33,33	26,67

Statistical significance test comparing column proportions (Z-test) with a significance level of 95%. A, B, C Indicate significant statistical differences in the group in comparison to the groups in each category. The results are based on bilateral testing with a significance level of 0.05.

17 As far as the number of Interim Managers, do you think it has remained steady, increased or heavily increased in recent years?

Summary: More than 7 out of 10 survey takers (71.43%) believe that the number of Interim Managers has increased in recent years.



More than 7 out of 10 survey takers (71.43%) believe the number of Interim Managers has grown in recent years. On the contrary, more than 1 out of 4 survey takers believe that growth has remained steady in recent years.

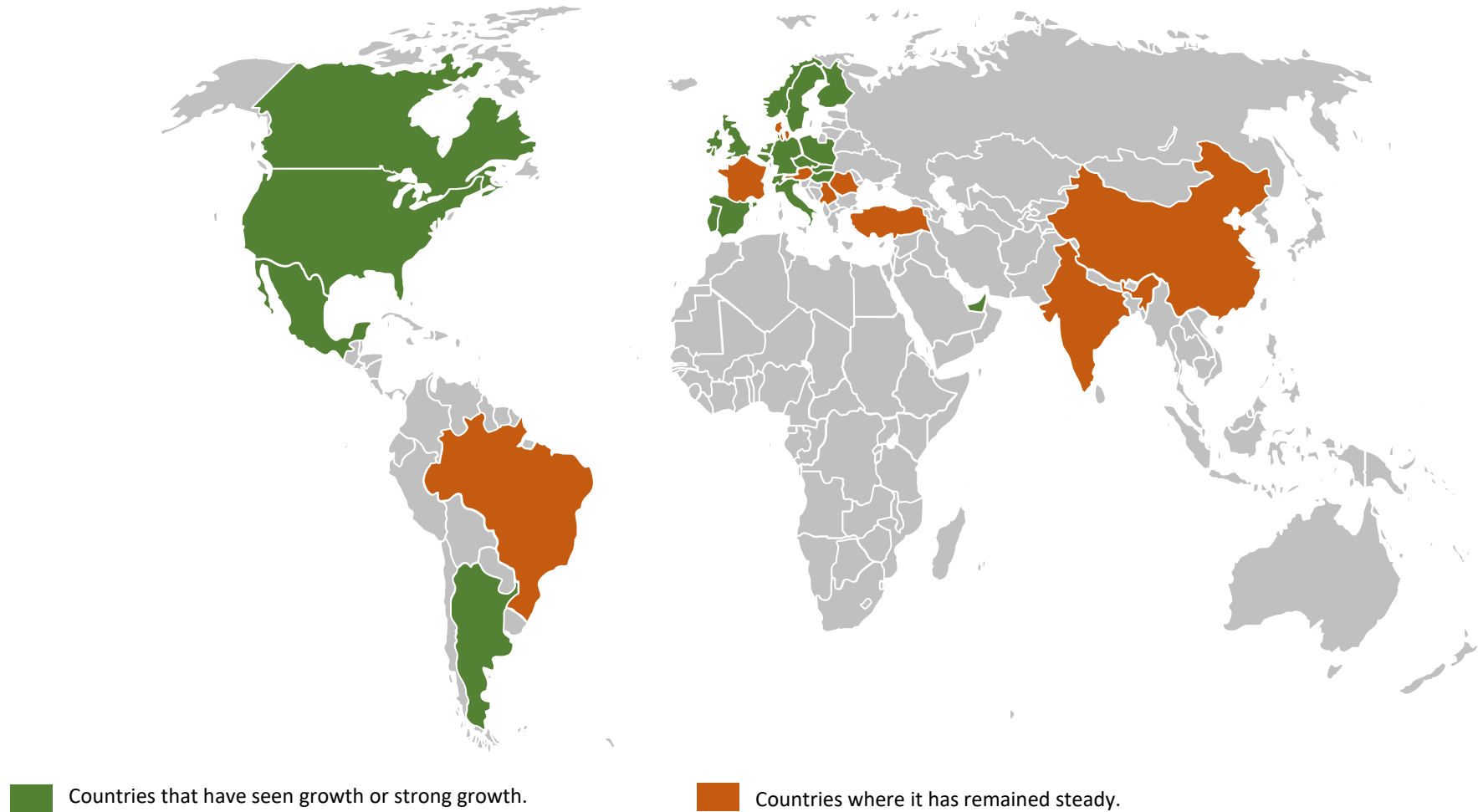
17 As far as the number of Interim Managers, do you think it has remained steady, increased or heavily increased in recent years?

Summary: As far as the number of Interim Managers, business owners who believe Interim Management is not solid in their countries say to a larger extent than the rest that there has been strong growth. On the other hand, those who recruit more than 100 managers a year and those who believe Interim Management is solid in their countries think there has been growth to a larger extent.

			Strong growth	Growth	Will remain steady
Total			22,45	48,98	28,57
Region	America	(A)	16,67	50,00	33,33
	Asia	(B)	33,33	0,00	66,67
	Europa	(C)	22,86	57,14	20,00
	Oceania	(D)	0,00	50,00	50,00
Company	EIM GROUP	(A)	31,25	37,50	31,25
	GLOBALISE	(B)	16,67	58,33	25,00
	SMW	(C)	19,05	52,38	28,57
Assaintments per year	From 1 to 100	(A)	25,64	41,03	33,33
	More than 100	(B)	10,00	A 80,00	10,00
They hire IM Org. Govt.	Yes	(A)	25,00	50,00	25,00
	No	(B)	20,69	48,28	31,03
IM is consolidated	Very + Quite consolidated	(A)	16,67	C 66,67	16,67
	Not too much, not too little	(B)	0,00	50,00	50,00
	Little + Nothing consolidated	(C)	A 46,67	20,00	33,33

Statistical significance test comparing column proportions (Z-test) with a significance level of 95%. A, B, C Indicate significant statistical differences in the group in comparison to the groups in each category. The results are based on bilateral testing with a significance level of 0.05.

17 As far as the number of Interim Managers, do you think it has remained steady, increased or heavily increased in recent years?



18 Which of the following situations are most common when contracting Interim Management services?

Summary: More than 95% of those surveyed indicated that change management (95.92%) and general executive management (95.92%) are the most common situations in IM contracting. This is followed at more than 90% by the restructuring and rescue of companies (93.88%), supply change management and procurement (93.88%), special projects (91.84%) and cost reviews / reductions (91.84%). The least common situations are executive monitoring (51.02%) and the launch or reinforcement of new products and services (55.10%).

	They usually contract them	They do not usually contract them
Change management; implementation of new processes, systems and operational improvements; a cultural transformation.	95.92	4.08
General executive management or for a specific role (finance, sales, marketing, HR, communications, technical, digital and operations).	95.92	4.08
The restructuring or rescue of companies or business divisions.	93.88	6.12
Supply chain and procurement management; review of production and supply chain; optimisation of operations and relations with suppliers; review and update of the distribution model; search for efficiencies; greater efficiency and productivity.	93.88	6.12
The temporary substitution of an executive to handle special projects.	91.84	8.16
Cost reviews and reductions; execution of control and action plans and expense reduction; implementation and monitoring of efficiency actions.	91.84	8.16
Taking control of a holding company following a merger and acquisition process; executive management; management and reporting systems review; alignment with the buyer's agenda.	85.71	14.29
A need to complement the management team with skills that don't exist within the organisation.	83.67	16.33
Liquidity management; cash flow optimisation; debt restructuring; relations and negotiations with financial institutions.	83.67	16.33
Management control and implementation of improvements in control models; design of key indicators to assist management; information systems support.	83.67	16.33
M&A operations; analysis and evaluation; support with asset valuation; commercial due diligence; negotiation support; business integration and segregation.	81.63	18.37
Planning for the digital transformation and execution of strategy; leadership, review and adaptation of roadmaps; projects and actions underway; review of professional capabilities and profiles.	79.59	20.41
Internationalisation processes; new market prospection and opening; subsidiary management and control; review of the suitability of presence in certain countries.	77.55	22.45
Economic optimisation; consolidation and assurance of revenue sources.	65.31	34.69
Launch or reinforcement of new products and services; development of market niches; review of strategies, channels and sales teams; implementation of new sales methods (AGILE).	55.11	44.91
Executive monitoring; company professionalisation; mentoring for executives and the youngest members of the family.	51.02	48.98

18 Which of the following situations are most common when contracting Interim Management services?

Summary To a larger extent than in Asia, the temporary substitution of an executive to handle special projects stands out in Europe.

			Change management; implementation of new processes, systems and operational improvements; a cultural transformation.	General executive management or for a specific role	The restructuring or rescue of companies or business divisions.	Supply chain and procurement management; review of production and supply chain...;	The temporary substitution of an executive to handle special projects.	Cost reviews and reductions; execution of control and action plans and expense reduction; implementation and monitoring of efficiency actions.
Total			95,92	95,92	93,88	93,88	91,84	91,84
Region	America	(A)	83,33	100,00	100,00	83,33	100,00	100,00
	Asia	(B)	83,33	83,33	100,00	83,33	66,67	100,00
	Europa	(C)	100,00	97,14	91,43	97,14	A 94,29	88,57
	Oceania	(D)	100,00	100,00	100,00	100,00	100,00	100,00
Company	EIM GROUP	(A)	87,50	100,00	93,75	87,50	87,50	93,75
	GLOBALISE	(B)	100,00	91,67	100,00	100,00	91,67	83,33
	SMW	(C)	100,00	95,24	90,48	95,24	95,24	95,24
Assaintments per year	From 1 to 100	(A)	94,87	94,87	92,31	92,31	92,31	92,31
	More than 100	(B)	100,00	100,00	100,00	100,00	90,00	90,00
They hire IM Org. Govt.	Yes	(A)	100,00	95,00	95,00	100,00	95,00	95,00
	No	(B)	93,10	96,55	93,10	89,66	89,66	89,66
IM is consolidated	Very + Quite consolidated	(A)	100,00	95,83	95,83	95,83	95,83	95,83
	Not too much, not too little	(B)	90,00	100,00	90,00	90,00	80,00	100,00
	Little + Nothing consolidated	(C)	93,33	93,33	93,33	93,33	93,33	80,00

Statistical significance test comparing column proportions (Z-test) with a significance level of 95%. A, B, C Indicate significant statistical differences in the group in comparison to the groups in each category. The results are based on bilateral testing with a significance level of 0.05.

18 Which of the following situations are most common when contracting Interim Management services?

Summary The need to complement the permanent management team stands out in Europe to a larger extent than in America. Meanwhile, planning for the digital transformation and execution of strategy; leadership, review and adaptation of roadmaps stand out above the rest in countries where IM is outsourced by governmental organisations.

			Taking control of a holding company following a merger and acquisition process; executive management; management and reporting systems review; alignment with the buyer's agenda.	A need to complement the management team with skills that don't exist within the organisation.	Liquidity management; cash flow optimisation; debt restructuring; relations and negotiations with financial institutions.	Management control and implementation of improvements in control models; design of key indicators to assist management; information systems support.	M&A operations; analysis and evaluation; support with asset valuation; commercial due diligence; negotiation support; business integration and segregation.	Planning for the digital transformation and execution of strategy; leadership, review and adaptation of roadmaps; projects and actions underway; review of professional capabilities and profiles.
Total			85,71	83,67	83,67	83,67	81,63	79,59
Region	America	(A)	100,00	50,00	66,67	66,67	66,67	66,67
	Asia	(B)	100,00	100,00	83,33	100,00	83,33	83,33
	Europa	(C)	80,00	A 85,71	85,71	85,71	82,86	80,00
	Oceania	(D)	100,00	100,00	100,00	50,00	100,00	100,00
Company	EIM GROUP	(A)	93,75	87,50	81,25	93,75	62,50	62,50
	GLOBALISE	(B)	91,67	83,33	91,67	75,00	100,00	91,67
	SMW	(C)	76,19	80,95	80,95	80,95	85,71	85,71
Assaintments per year	From 1 to 100	(A)	84,62	84,62	79,49	84,62	76,92	74,36
	More than 100	(B)	90,00	80,00	100,00	80,00	100,00	100,00
They hire IM Org. Govt.	Yes	(A)	95,00	95,00	90,00	85,00	90,00	B 95,00
	No	(B)	79,31	75,86	79,31	82,76	75,86	68,97
IM is consolidated	Very + Quite consolidated	(A)	87,50	91,67	91,67	83,33	C 87,50	C 95,83
	Not too much, not too little	(B)	70,00	70,00	70,00	90,00	100,00	100,00
	Little + Nothing consolidated	(C)	93,33	80,00	80,00	80,00	60,00	40,00

Statistical significance test comparing column proportions (Z-test) with a significance level of 95%. A, B, C Indicate significant statistical differences in the group in comparison to the groups in each category. The results are based on bilateral testing with a significance level of 0.05.

18 Which of the following situations are most common when contracting Interim Management services?

Summary Customers in Europe usually request Interim Management services for economic optimisation and consolidation and assurance of revenue sources to a larger extent than in other regions.

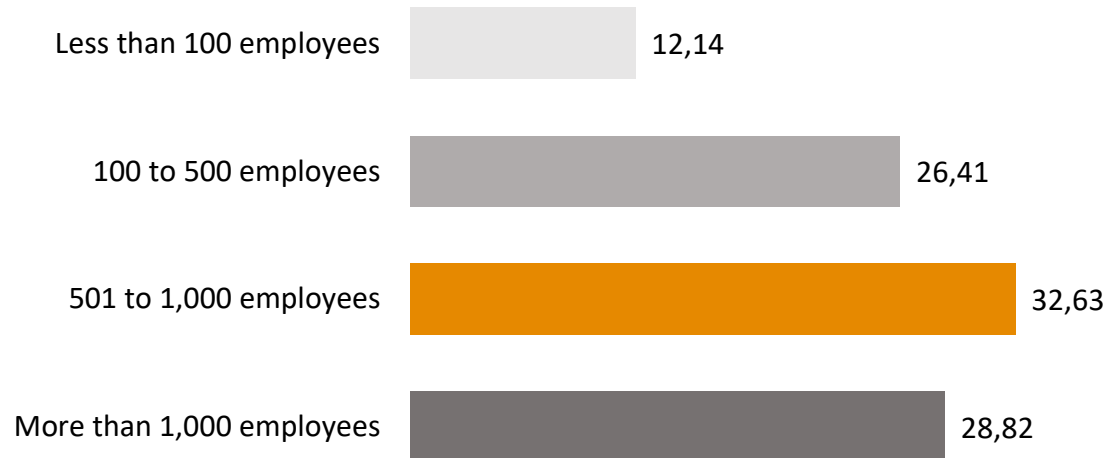
			Internationalisation processes; new market prospection and opening; subsidiary management and control; review of the suitability of presence in certain countries.	Economic optimisation; consolidation and assurance of revenue sources.	Launch or reinforcement of new products and services; development of market niches; review of strategies, channels and sales teams; implementation of new sales methods (AGILE).	Executive monitoring; company professionalisation; mentoring for executives and the youngest members of the family.
Total			77,55	65,31	55,10	51,02
Region	America	(A)	100,00	16,67	66,67	83,33
	Asia	(B)	83,33	66,67	66,67	83,33
	Europa	(C)	74,29	A 77,14	51,43	37,14
	Oceania	(D)	50,00	0,00	50,00	100,00
Company	EIM GROUP	(A)	68,75	75,00	62,50	50,00
	GLOBALISE	(B)	91,67	66,67	50,00	33,33
	SMW	(C)	76,19	57,14	52,38	61,90
Assaintments per year	From 1 to 100	(A)	74,36	66,67	48,72	56,41
	More than 100	(B)	90,00	60,00	80,00	30,00
They hire IM Org. Govt.	Yes	(A)	80,00	50,00	70,00	45,00
	No	(B)	75,86	75,86	44,83	55,17
IM is consolidated	Very + Quite consolidated	(A)	83,33	66,67	C 70,83	41,67
	Not too much, not too little	(B)	90,00	50,00	C 70,00	60,00
	Little + Nothing consolidated	(C)	60,00	73,33	20,00	60,00

Statistical significance test comparing column proportions (Z-test) with a significance level of 95%. A, B, C Indicate significant statistical differences in the group in comparison to the groups in each category. The results are based on bilateral testing with a significance level of 0.05.

19 Could you please indicate the size of the companies that contract your Interim Management services? Distribute 100 percentage points based on the weight out of your sales.

Summary: 32.63% of Interim Management contracts are for companies with 501 to 1,000 employees.

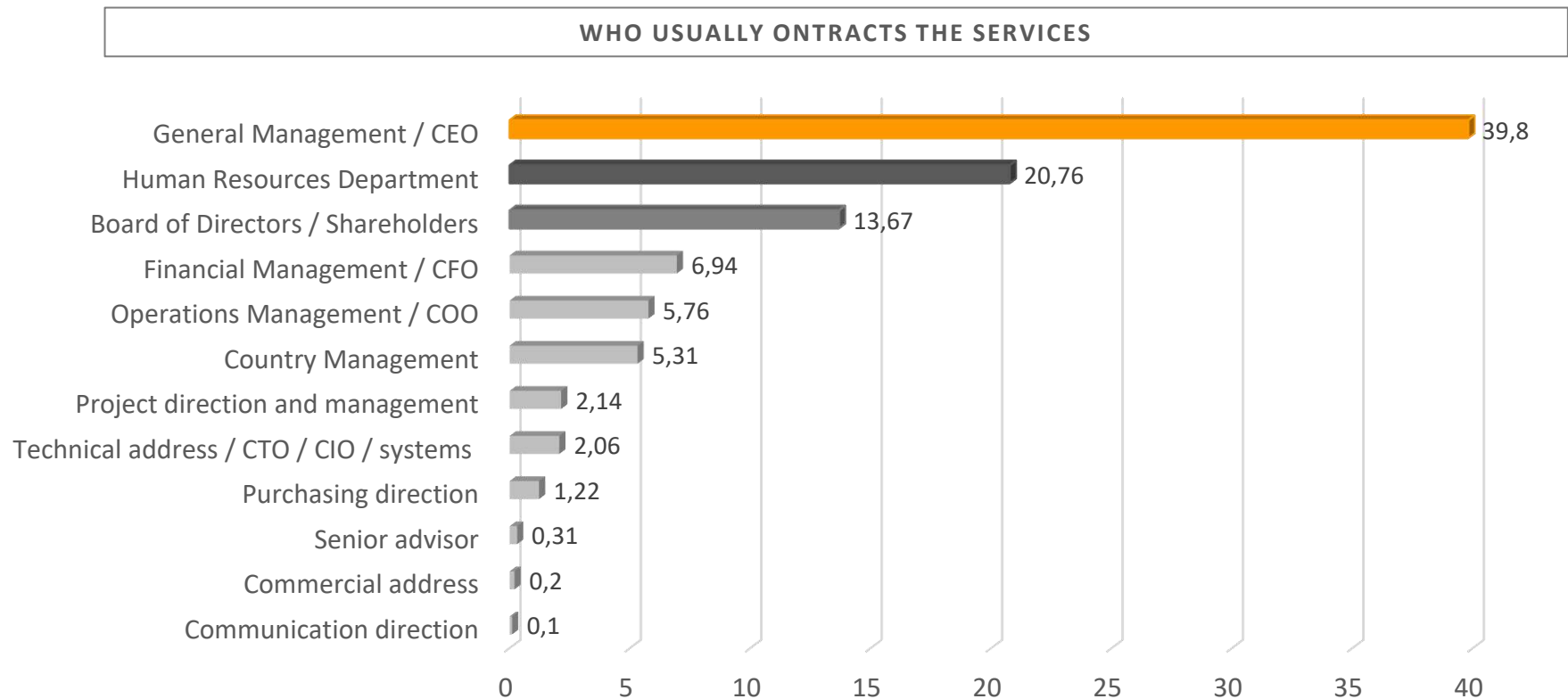
THE SIZE OF THE COMPANIES THAT CONTRACT INTERIM MANAGEMENT SERVICES



Out of every 100 hires, 32.63 are requested by companies with 501 to 1,000 employees, 28.82 by companies with more than 1,000 employees, 26.41 by companies with 100 to 500 employees and 12.14 by companies with less than 100 employees.

20 Who is usually the person who contracts Interim Management services? Distribute 100 percentage points based on the weight of contracting and only for those who demand the services.

Summary: 6 out of every 10 hirings (60.56%) are through general management (39.80%) or through the HR department (20.76%).



6 out of every 10 hirings (60.56%) are through general management (39.80%) or through the HR department (20.76%). These are followed by the Board of Directors (13.67%), Director of Finance (6.94%), Director of Operations (5.76%) or Country Management (5.31%). On the contrary, only 0.10% of hirings are through the Director of Communications and 0.20% through the Director of Marketing.

21 Could you please indicate the size of the companies that contract your Interim Management services? Distribute 100 percentage points based on the weight out of your sales. Who is usually the person who contracts Interim Management services? Distribute 100 percentage points based on the weight of contracting and only for those who demand the services.

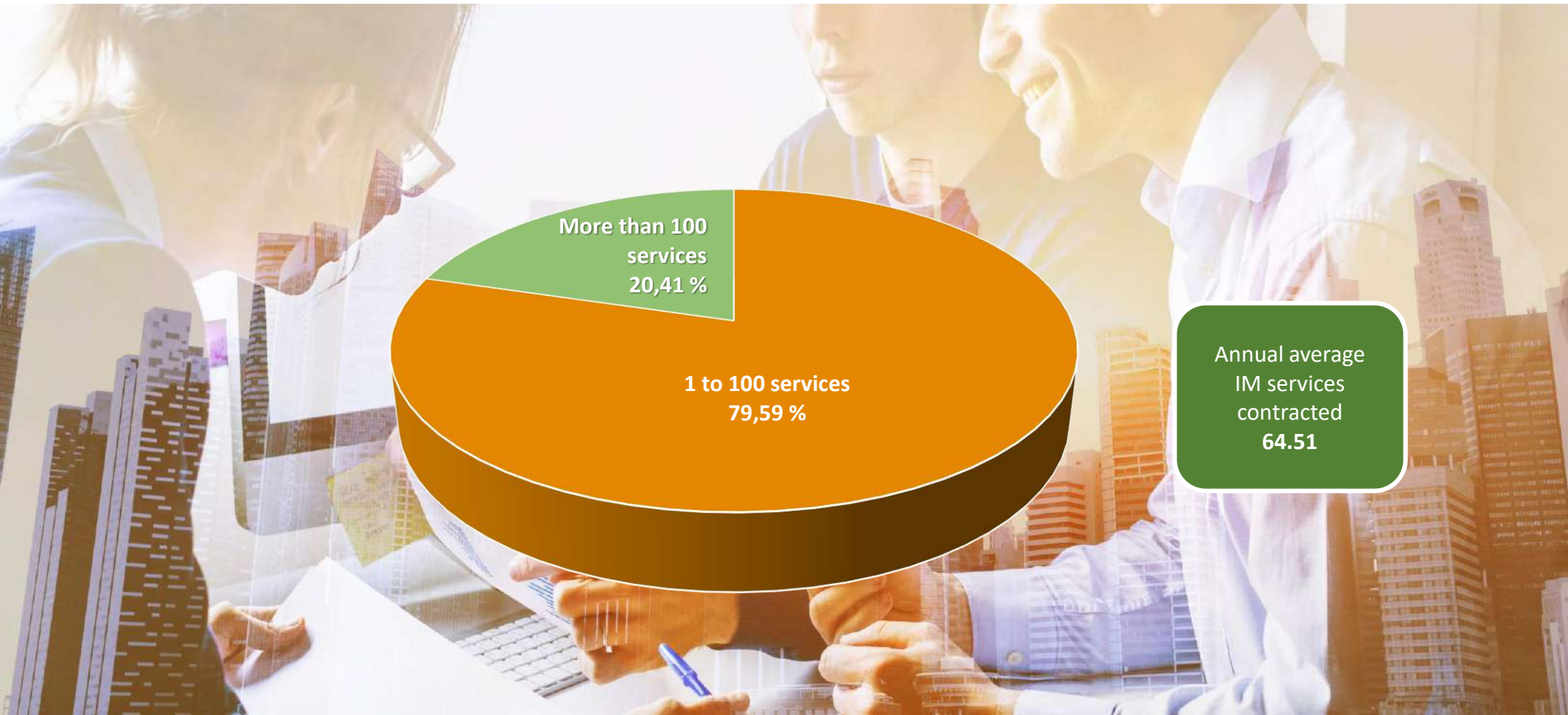
Summary It is the entrepreneurs of America who, to a greater extent than the rest, indicate that the size of the companies that hire their services is between 100 and 500 employees. It should also be noted that it is the HR management that contracts with greater weight in the countries where the IM is more consolidated, to a greater extent than the rest.

			The size of the companies that contract interim management services				Who usually contracts the services				
			Less than 100 employees	100 to 500 employees	501 to 1,000 employees	More than 1,000 employees	Managing Director / CEO.	Director of Human Resources.	Board of directors/ shareholders	Director of Finance / CFO	Director of Operations / COO.
Total			12,14	26,41	32,63	28,82	95,92	73,47	51,02	46,94	46,94
Region	America	(A)	16,67	C 44,17	25,83	13,33	83,33	66,67	83,33	33,33	16,67
	Asia	(B)	17,50	32,50	26,17	23,83	100,00	83,33	33,33	0,00	33,33
	Europa	(C)	11,00	22,31	34,40	32,29	97,14	77,14	45,71	57,14	54,29
	Oceania	(D)	2,50	26,50	41,50	29,50	100,00	0,00	100,00	50,00	50,00
Company	EIM GROUP	(A)	8,44	C 35,50	38,94	17,13	93,75	56,25	56,25	37,50	31,25
	GLOBALISE	(B)	17,92	22,75	29,83	29,50	91,67	75,00	41,67	50,00	41,67
	SMW	(C)	11,67	21,57	29,43	A 37,33	100,00	85,71	52,38	52,38	61,90
Assaintments per year	From 1 to 100	(A)	13,08	26,56	31,87	28,49	94,87	71,79	48,72	41,03	41,03
	More than 100	(B)	8,50	25,80	35,60	30,10	100,00	80,00	60,00	70,00	70,00
They hire IM Org. Govt	Yes	(A)	11,25	23,55	30,30	34,90	100,00	75,00	50,00	50,00	B 65,00
	No	(B)	12,76	28,38	34,24	24,62	93,10	72,41	51,72	44,83	34,48
IM is consolidated	Very + Quite consolidated	(A)	13,13	26,08	29,33	31,46	95,83	C 83,33	54,17	54,17	58,33
	Not too much, not too little	(B)	12,00	34,80	34,30	18,90	90,00	90,00	70,00	50,00	30,00
	Little + Nothing consolidated	(C)	10,67	21,33	36,80	31,20	100,00	46,67	33,33	33,33	40,00

Statistical significance test comparing column proportions (Z-test) with a significance level of 95%. A, B, C Indicate significant statistical differences in the group in comparison to the groups in each category. The results are based on bilateral testing with a significance level of 0.05.

22 Approximately, how many Interim Management services are usually requested each year?

Summary: Annually, customers request an average of 64.51 executives/directors from Interim Management companies.



22 Approximately, how many Interim Management services are usually requested each year?

Summary Interim Management business owners in countries where governmental organisations outsource these services indicated a higher number of contracts.

			Annual average IM services contracted	From 1 to 100 More than 100	
Total			64,51	79,59	20,41
Region	America	(A)	97,50	66,67	33,33
	Asia	(B)	34,33	100,00	0,00
	Europa	(C)	61,43	80,00	20,00
	Oceania	(D)	110,00	50,00	50,00
Company	EIM GROUP	(A)	59,94	81,25	18,75
	GLOBALISE	(B)	66,42	83,33	16,67
	SMW	(C)	66,90	76,19	23,81
Assaintments per year	From 1 to 100	(A)	27,72	100,00	0,00
	More than 100	(B) A	208,00	0,00	100,00
They hire IM Org. Govt	Yes	(A) B	120,25	55,00	B 45,00
	No	(B)	26,07	A 96,55	3,45
IM is consolidated	Very + Quite consolidated	(A) C	102,58	62,50	C 37,50
	Not too much, not too little	(B)	31,70	100,00	0,00
	Little + Nothing consolidated	(C)	25,47	A 93,33	6,67

Statistical significance test comparing column proportions (Z-test) with a significance level of 95%. A, B, C Indicate significant statistical differences in the group in comparison to the groups in each category. The results are based on bilateral testing with a significance level of 0.05.



23 Please share any comments or observations with us you deem appropriate:

"The local market context is very important. BeNeLux is a very mature market where only 30% of the interim management assignments are done through a provider. The rest is contracted directly with interim managers". (Belgium).

"Interim Management is growing steadily in Poland as a life style choices for the first generation of executives post iron curtain falling, but also as an optimal choice to address a lot of business transformation needs". (Poland).

"Interim management is an excellent vehicle for organisations to bring in specialist and seasoned support on a flexible basis!" (UK).

"Our market is still immature, the interim management approach has many issues to go" (Italy).

"The market opportunities for interim Management is still large in Germany" (Germany).

"Important is to make known the results of the survey to press and companies" (Italy).

"For international clients it is important to have a key account manager to leverage the opportunities in all international subsidiaries of the client" (China)

"Interim management is in its infancy in the Middle East it is a education process and growing each year " (United Arab Emirates).

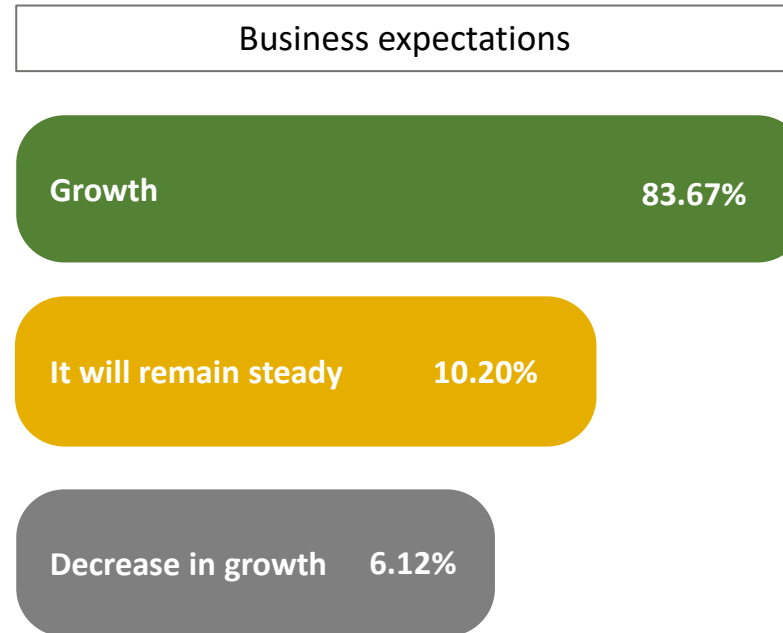
Interim Management is an excellent vehicle for enabling organisations to get specialised support and experience in a flexible way!

Interim Management Trends



24 Could you indicate the Interim Management business outlook for 2022?

Summary: More than 8 out of 10 IM business owners surveyed (83.67%) believe that the Interim Management business will see growth in 2022.



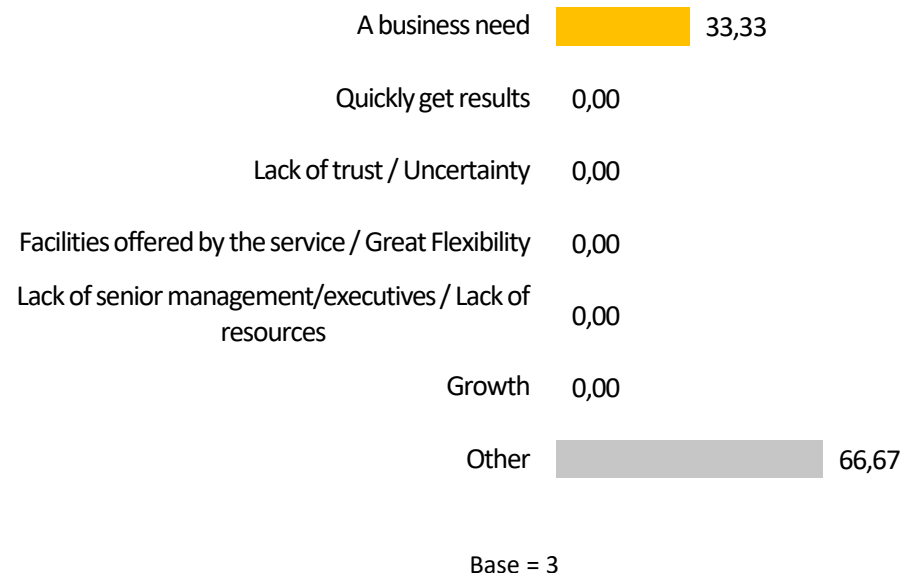
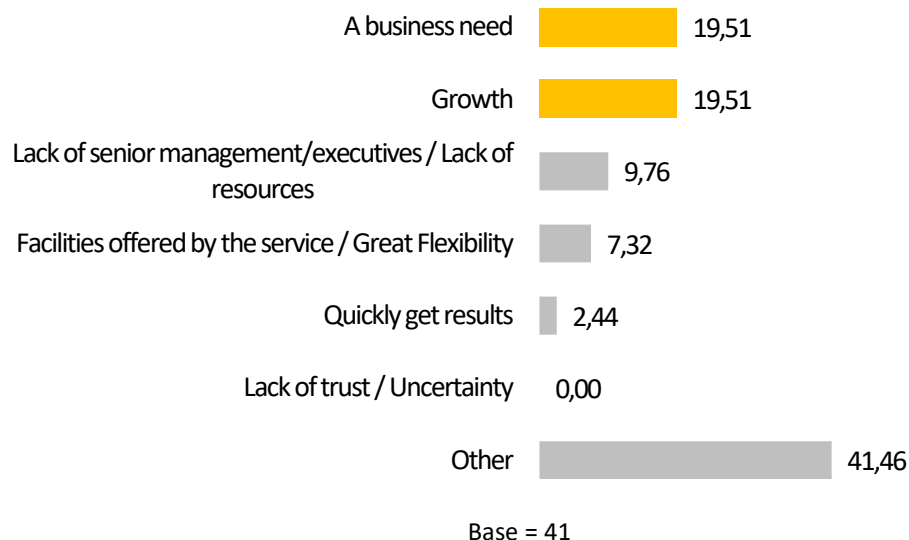
More than 8 out of 10 IM business owners surveyed (83.67%) believe that the Interim Management business will see growth in 2022. Only 10.20% think the business will remain steady and only 6.12% think it will drop. The reasons why they have this business outlook for 2022 include the needs that may arise within companies (18.37%) and the growth in economic activity (16.33%).

24 Could you indicate the Interim Management business outlook for 2022? Why do you think this will be the Interim Management business outlook for 2022?

Summary: Those that believe there will be growth in the Interim Management business in 2022 indicated that it will mainly be due to a business need (19.51%) with those who believe IM business will drop in 2022 indicating the same reason (33.33%).

Growth 83.67%

Decrease in growth 6.12%



24 Why do you think this will be the Interim Management business outlook for 2022?



"Our country remains quite conservative when it approaches interim management - it is not a mature space and continues to grow. There is also rising inflation, wage growth and low unemployment - therefore the concept of strategically hiring interim managers to support either growth or crisis scenarios is seen as a valuable service and option for companies" (Australia).

"In Brazil, a relevant cultural change is still needed to increase the use of interim executives, which takes time" (Brazil).

" "Great resignation" meaning shortage of permanent Senior executives, hence need to fill the gap Dynamic PE landscape looking for specific expertise to land Value Creation Plan at pace" (UK).

"Most of China has been on a lockdown mode" (China).

"Companies have more problems than before related to the post COVID phase Companies, especially SMEs, need managerial competences to properly manage the recovery funds coming from Europe" (Italy).

"Necessity to transform the organisations" (Belgica).

"During the peak of Covid (2020 - Oct 2021) the interim market took a hit. This is now rebounding but in the UK the change in taxation legislation in the private sector for interim managers has had an adverse impact. However, we feel the market will work through this and into 2023 with ok growth." (UK).

Most of the business owners surveyed believe Interim Management companies should also provide advising services for management, contracting and handling special situations or significant changes. The executive and management search service is also very highly valued as well as the possibility of supplying candidates for permanent positions. Other services mentioned include: training, coaching, mentoring and specific consulting services.

24 Could you indicate the Interim Management business outlook for 2022?

Why do you think this will be the Interim Management business outlook for 2022?

Summary: Asian business owners think the Interim Management business will decrease in growth in 2022. However, those who say IM is solid in their countries indicated that business will grow in 2022. As for the reasons why they have such outlooks, the survey takers in America indicated it is because of the conveniences and flexibility offered by the service.

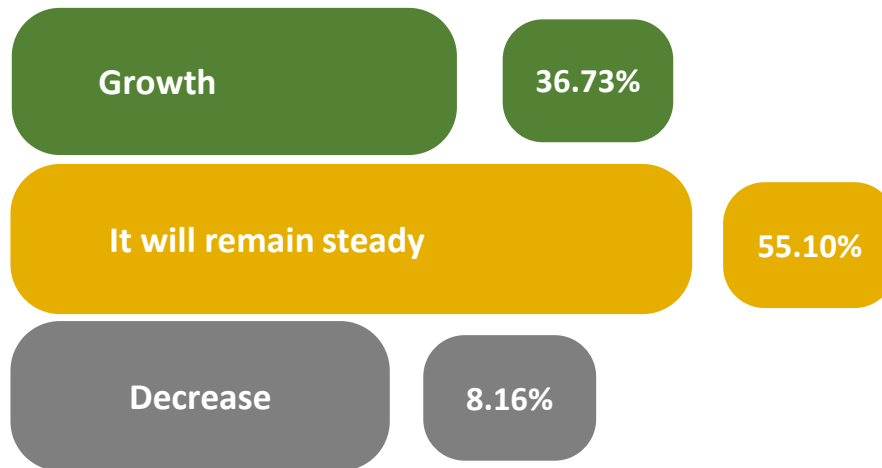
			Interim business expectations Management for this year 2022		
			Growth	It will remain steady	Decrease in growth
Total			83,67	10,20	6,12
Region	America	(A)	83,33	16,67	0,00
	Asia	(B)	50,00	16,67	C 33,33
	Europa	(C)	88,57	8,57	2,86
	Oceania	(D)	100,00	0,00	0,00
Company	EIM GROUP	(A)	87,50	6,25	6,25
	GLOBALISE	(B)	91,67	8,33	0,00
	SMW	(C)	76,19	14,29	9,52
Assaintments per year	From 1 to 100	(A)	79,49	12,82	7,69
	More than 100	(B)	100,00	0,00	0,00
They hire IM Org. Govt	Yes	(A) C	95,00	0,00	5,00
	No	(B)	75,86	17,24	6,90
IM is consolidated	Very + Quite consolidated	(A)	95,83	4,17	0,00
	Not too much, not too little	(B)	90,00	0,00	10,00
	Little + Nothing consolidated	(C)	60,00	A 26,67	13,33

Reasons why you think that the business expectations of Interim Management for this year 2022 will be like this					
A business need	Growth	Lack of senior management/executives / Lack of resources	Facilities offered by the service / Great Flexibility	Lack of trust / Uncertainty	Quickly get results
18,37	16,33	8,16	6,12	6,12	4,08
16,67	0,00	0,00	C 33,33	0,00	0,00
16,67	16,67	0,00	0,00	0,00	16,67
20,00	20,00	11,43	2,86	8,57	2,86
0,00	0,00	0,00	0,00	0,00	0,00
18,75	6,25	0,00	12,50	0,00	6,25
16,67	25,00	25,00	0,00	8,33	0,00
19,05	19,05	4,76	4,76	9,52	4,76
17,95	15,38	7,69	7,69	7,69	5,13
20,00	20,00	10,00	0,00	0,00	0,00
15,00	25,00	15,00	0,00	0,00	0,00
20,69	10,34	3,45	10,34	10,34	6,90
16,67	29,17	16,67	4,17	4,17	4,17
20,00	10,00	0,00	10,00	0,00	0,00
20,00	0,00	0,00	6,67	13,33	6,67

Statistical significance test comparing column proportions (Z-test) with a significance level of 95%. A, B, C Indicate significant statistical differences in the group in comparison to the groups in each category. The results are based on bilateral testing with a significance level of 0.05.

25 Could you indicate the Interim Management price outlook for 2022?

Summary: More than 1 out of every 3 survey takers (36.73%) indicated that they have expectations for growth with respect to Interim Management prices in 2022.



Nearly 40% of the survey takers (36.73%) indicated they have expectations for growth with respect to Interim Management prices in 2022 versus 8.16% who indicated they expect a decrease in growth. It is worth mentioning that more than 1 out of 2 executives surveyed (55.10%) think Interim Management prices will remain steady throughout 2022.

25 Could you indicate the Interim Management price outlook for 2022?

Summary: As concerns the Interim Management price outlook for 2022 by country, growth is expected in Australia, Denmark, United Arab Emirates, Slovakia, Hungary, Mexico, Holland, Czech Republic, Sweden and the USA.

	Growth	It will remain steady	Decrease in growth
total	36,73	55,10	8,16
Germany	50,00	0,00	50,00
Argentina	0,00	100,00	0,00
Australia	50,00	50,00	0,00
Austria	0,00	100,00	0,00
Belgium	0,00	100,00	0,00
Brasil	0,00	100,00	0,00
Canada	0,00	100,00	0,00
China	0,00	50,00	50,00
Denmark	100,00	0,00	0,00
Emirates	50,00	50,00	0,00
Slovakia	100,00	0,00	0,00
Spain	33,33	66,67	0,00
Finland	0,00	100,00	0,00
France	33,33	66,67	0,00
Hungary	100,00	0,00	0,00

	Growth	It will remain steady	Decrease in growth
total	36,73	55,10	8,16
India	0,00	100,00	0,00
Italy	33,33	66,67	0,00
Mexico	100,00	0,00	0,00
Norway	0,00	100,00	0,00
Netherlands	100,00	0,00	0,00
Poland	33,33	66,67	0,00
Portugal	0,00	100,00	0,00
UK	0,00	100,00	0,00
Czech Republic	100,00	0,00	0,00
Romania	0,00	0,00	100,00
Serbia	0,00	100,00	0,00
Sweden	100,00	0,00	0,00
Switzerland	0,00	100,00	0,00
Turkey	0,00	0,00	100,00
USA	100,00	0,00	0,00

25 Could you indicate the Interim Management price outlook for 2022?

Summary: As concerns the Interim Management price outlook for 2022, executives in Asia indicated to a larger extent than the others that prices will fall.

			Growth	It will remain steady	Decrease in growth
Total			36,73	55,10	8,16
Region	America	(A)	33,33	66,67	0,00
	Asia	(B)	16,67	50,00	C 33,33
	Europa	(C)	40,00	54,29	5,71
	Oceania	(D)	50,00	50,00	0,00
Company	EIM GROUP	(A)	50,00	43,75	6,25
	GLOBALISE	(B)	25,00	75,00	0,00
	SMW	(C)	33,33	52,38	14,29
Assaintments per year	From 1 to 100	(A)	38,46	51,28	10,26
	More than 100	(B)	30,00	70,00	0,00
They hire IM Org. Govt	Yes	(A)	35,00	60,00	5,00
	No	(B)	37,93	51,72	10,34
IM is consolidated	Very + Quite consolidated	(A)	37,50	62,50	0,00
	Not too much, not too little	(B)	30,00	50,00	20,00
	Little + Nothing consolidated	(C)	40,00	46,67	13,33

Statistical significance test comparing column proportions (Z-test) with a significance level of 95%. A, B, C Indicate significant statistical differences in the group in comparison to the groups in each category. The results are based on bilateral testing with a significance level of 0.05.



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