

The 2021 survey of VRIM Association  
of Rhine Valley Interim Managers  
performed by



In collaboration with the  
International Network of Interim  
Manager Associations

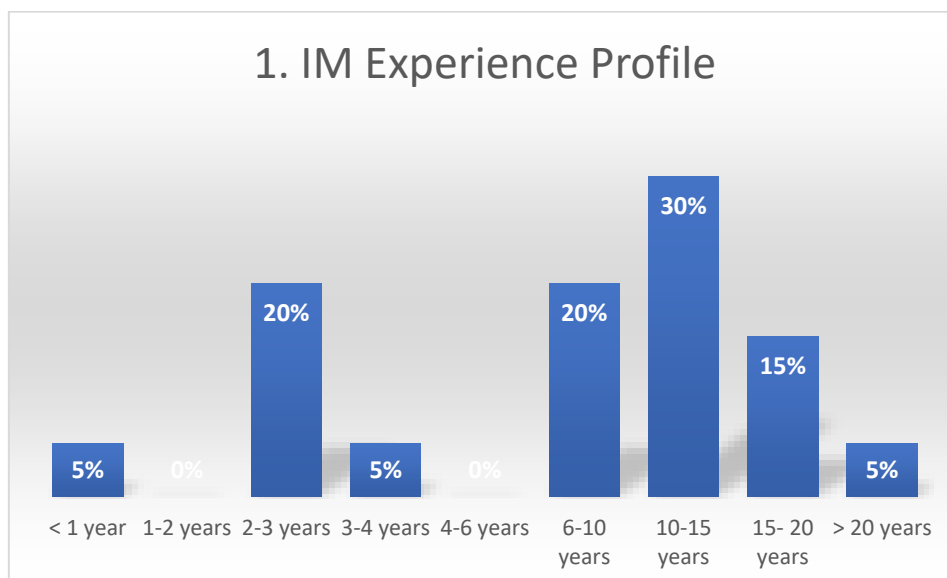
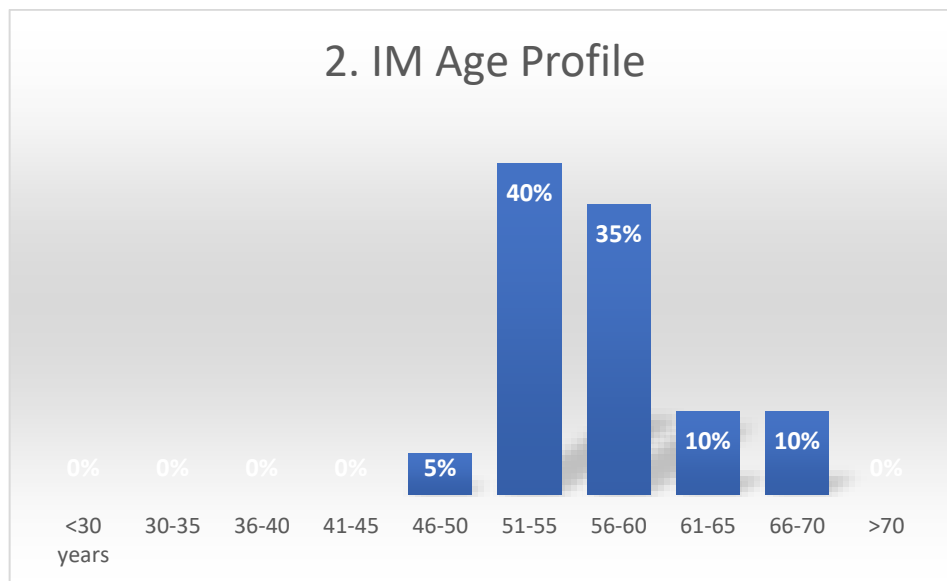


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## The Interim Manager

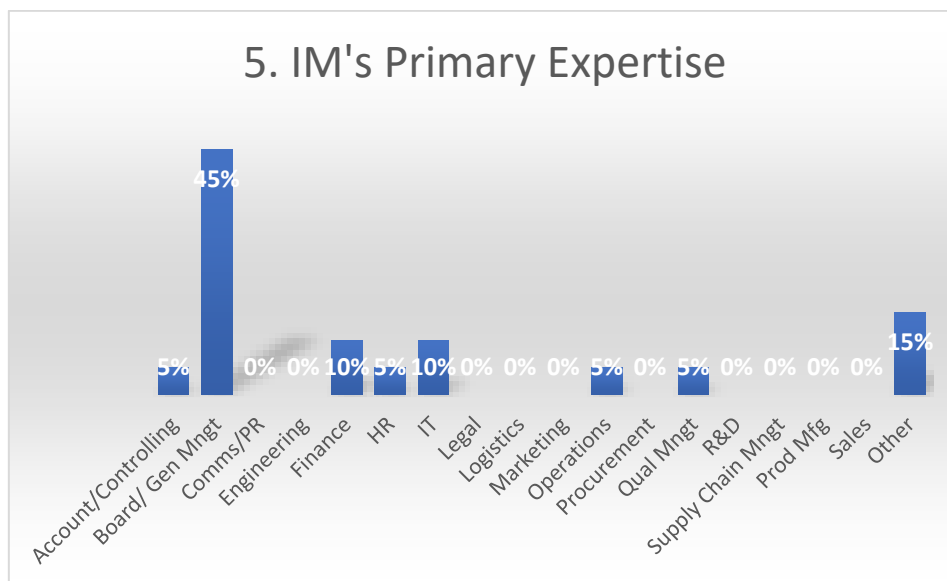
### Demographics

The typical Rhine Valley (Liechtenstein, Eastern Switzerland, Western Austria and Southern Germany) Interim manager in our survey was male (90%), over-50 and with mainly between 6 and 20 years of experience as an Interim professional.

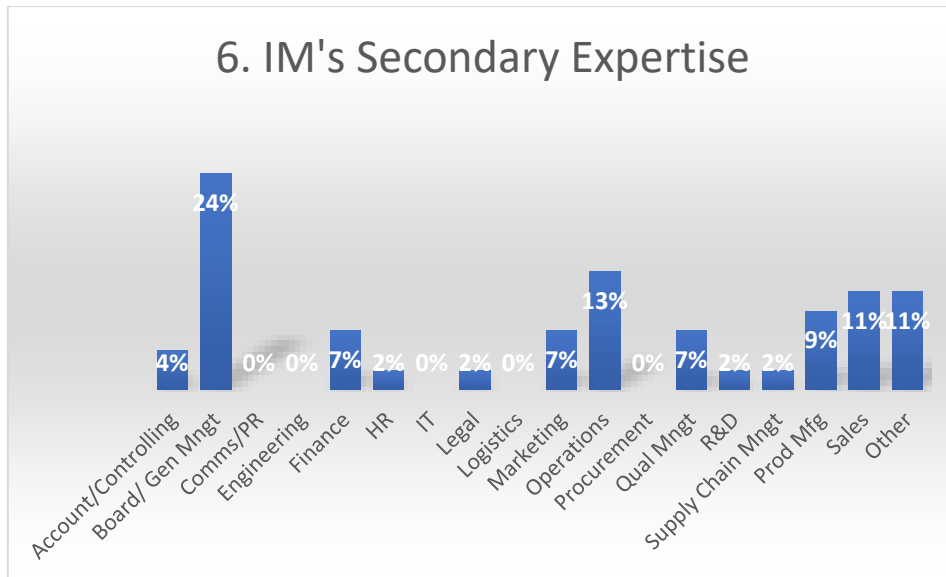


### Functional Specialities

The top primary functional specialities of the Interim Managers in our survey were general management (45%), followed by others (whatever this is), finance and IT (10%). Accounting, HR, Operations and Quality Management followed with 5%.



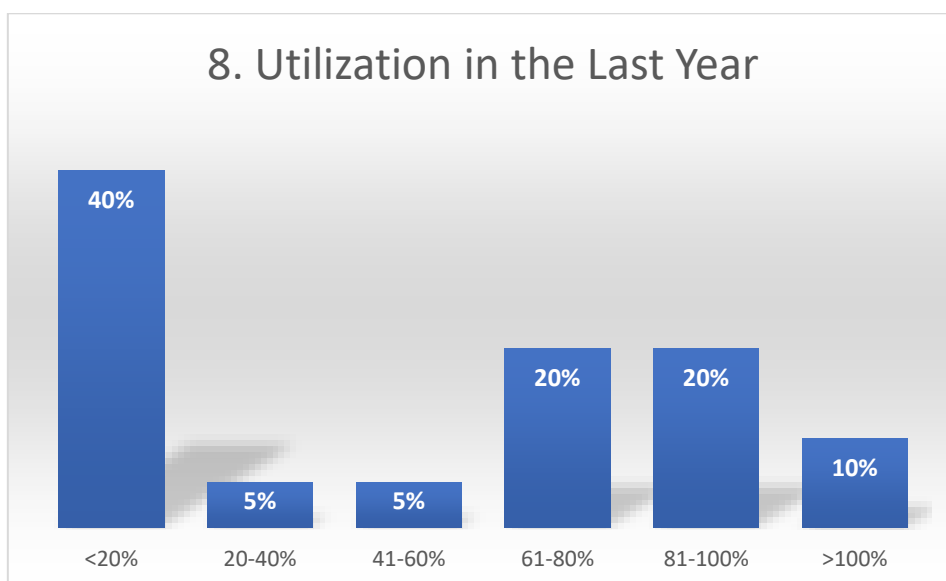
Interim Managers complemented their primary specialities with one or more secondary competences. Beside the C-Level functions with General Management also Finance, Marketing, Operations, Quality Management, Product Management, Sales and Others could be found. Managers complemented their primary speciality with an average of 2.3 secondary competencies.



### Interim Manager Utilization

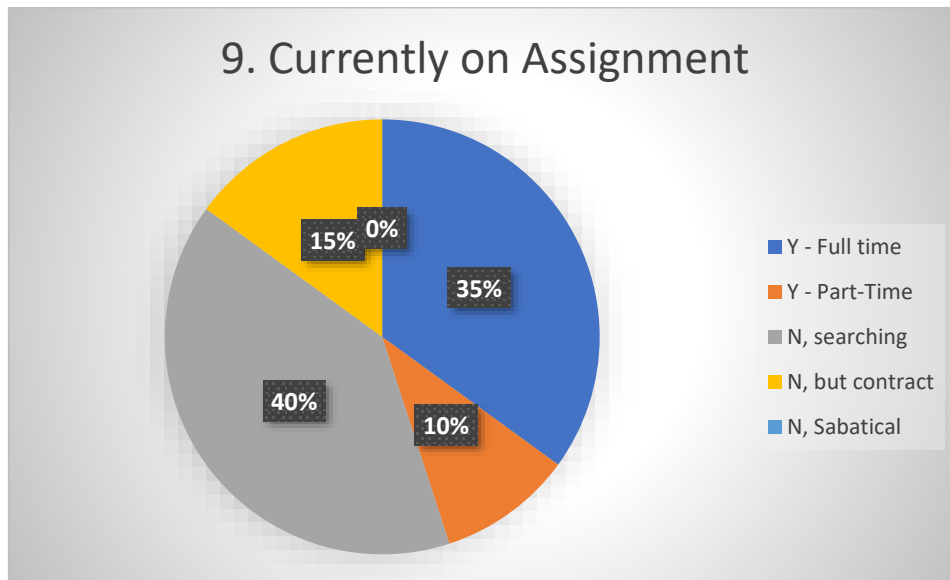
The Interim Managers were asked to report the proportion of billed days to total number of working days in 2020, the “utilization”.

Based on the Covid-19 Pandemic the Interim Managers showed mainly less than 20% of the total number of billable days.



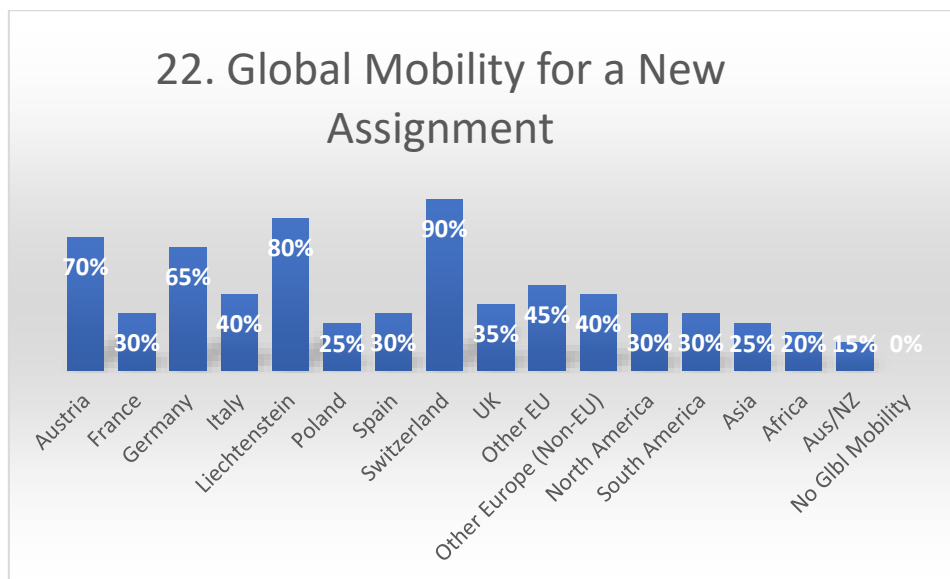
**Current Status of Interim Managers**

The survey reported that 35% of current interim assignments were full time. However, during the pandemic, most of the Interim Managers were searching for a new assignment (40%).



**International Mobility**

All of the Rhine Valleys Interim Managers stated their availability for international assignments, but they prefer the countries in the near Austria, Germany, Switzerland and Liechtenstein.

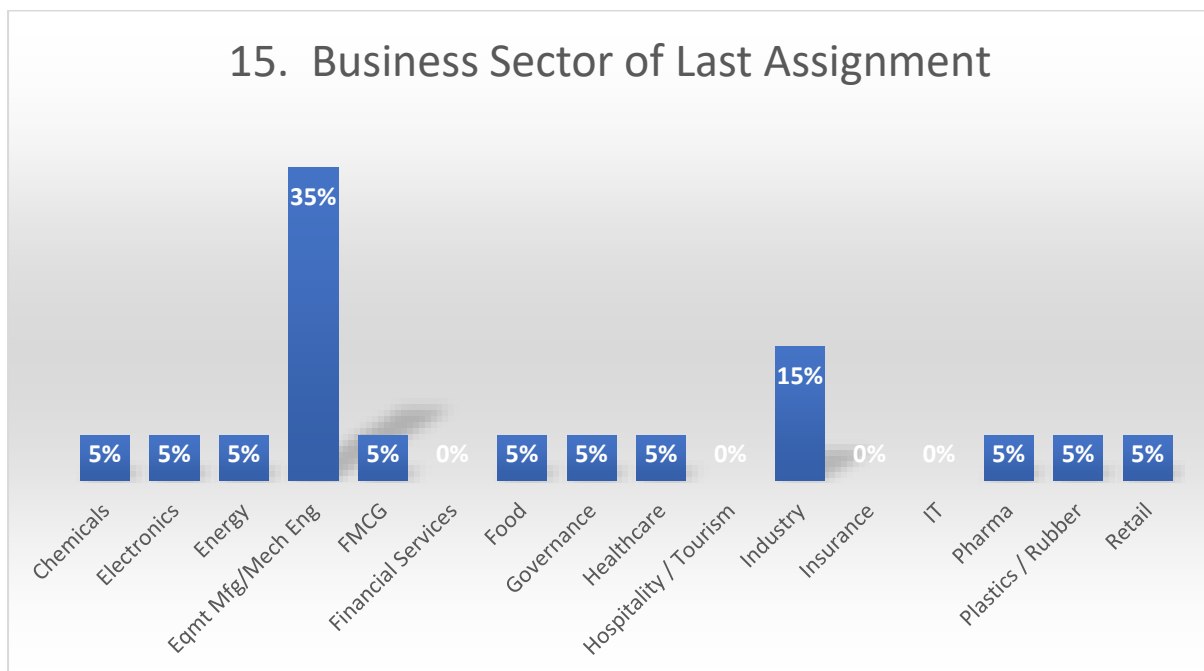


## The Clients

To give an insight into the 2020 IM market the Rhine Valley Interim Managers were asked to report details of their last assignment.

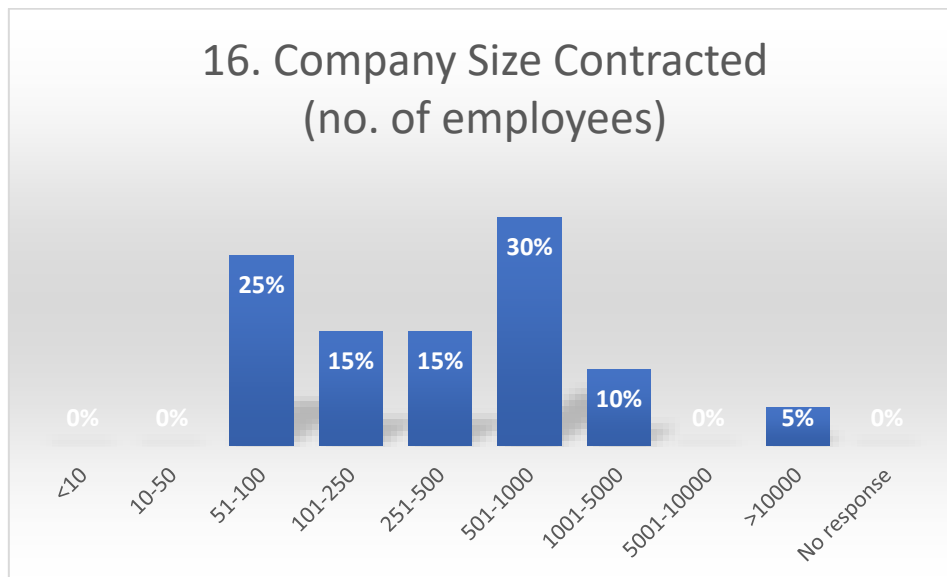
### Sectors of Activity

The coverage of Rhine Valley Interim Managers was wide-ranging, with focus on equipment manufacturing and mechanical engineering as well as industry. The interesting thing is no assignments in financial services, none in hospitality/tourism, none in insurance and none in IT. Even these sectors are very common in the Rhine Valley.

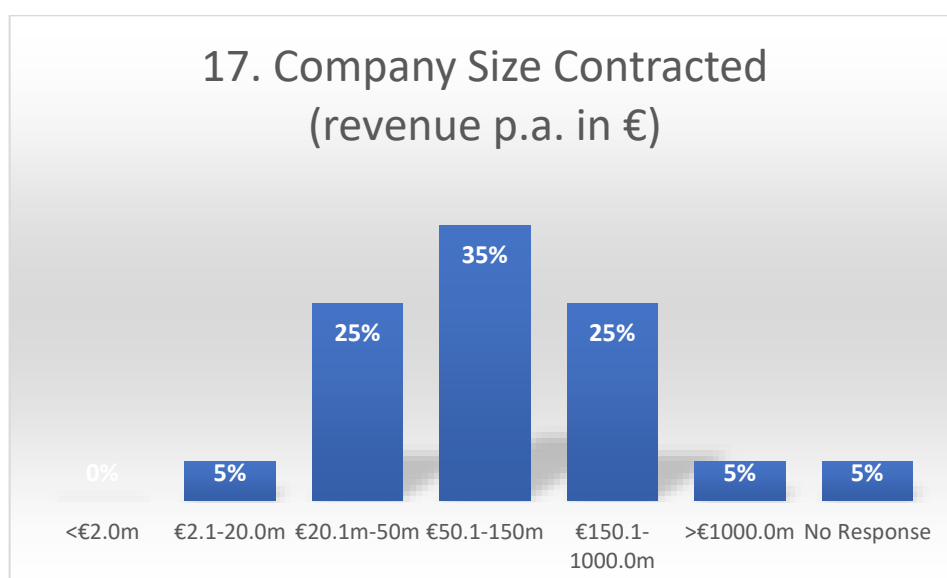


### Size of company

The survey showed that 85% of assignments were in SME companies with between 50 and 1000 employees.



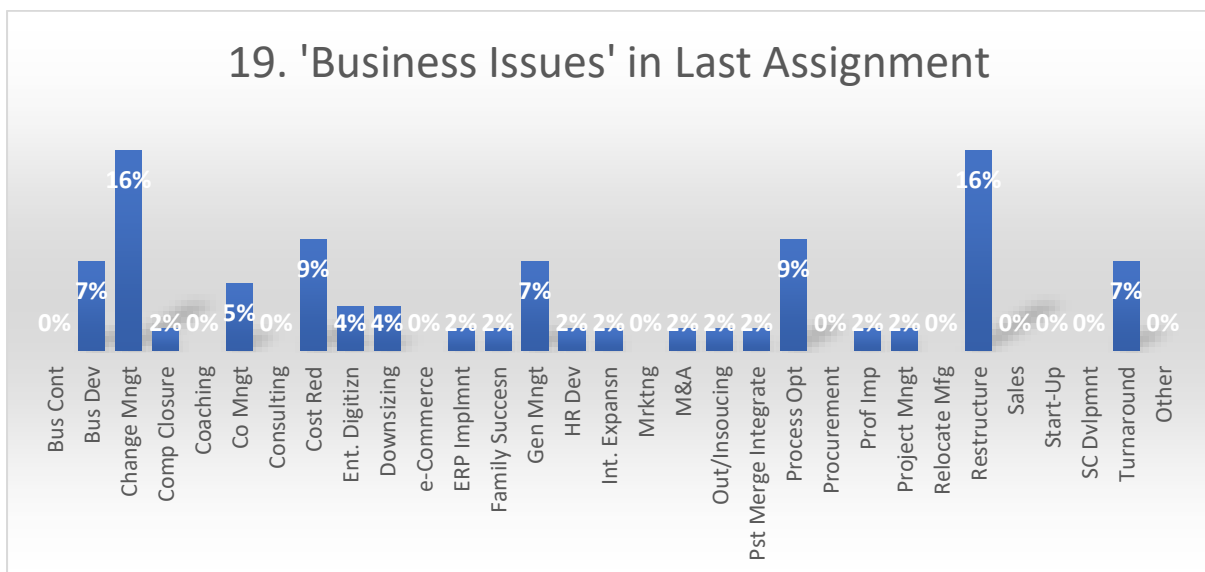
Alternatively from a sales perspective, 85% of the assignments were in companies with revenues between € 20 Million and 1 Billion.



## The Assignments

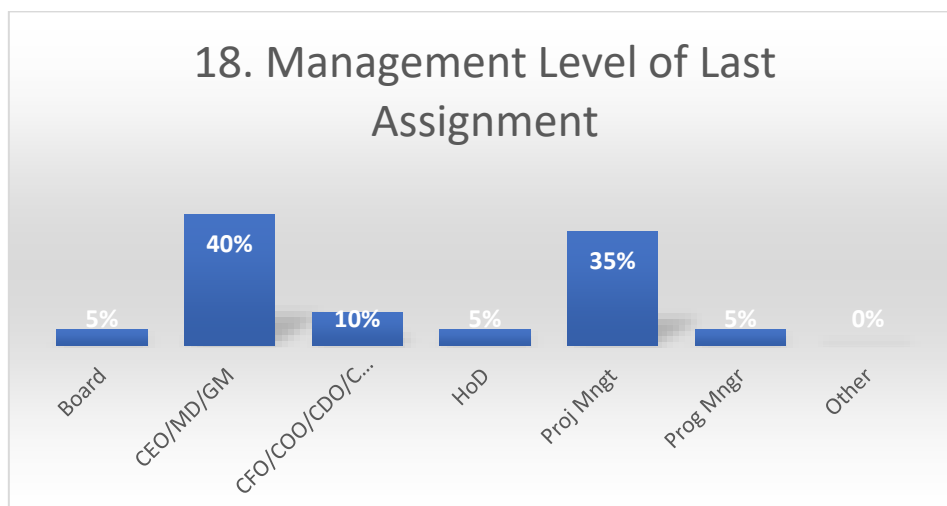
### Key Issues

Interim Managers are mainly working as change managers and restructuring managers. Beside that business development, cost reduction, process optimization and turnaround are favorised.



### Management Level

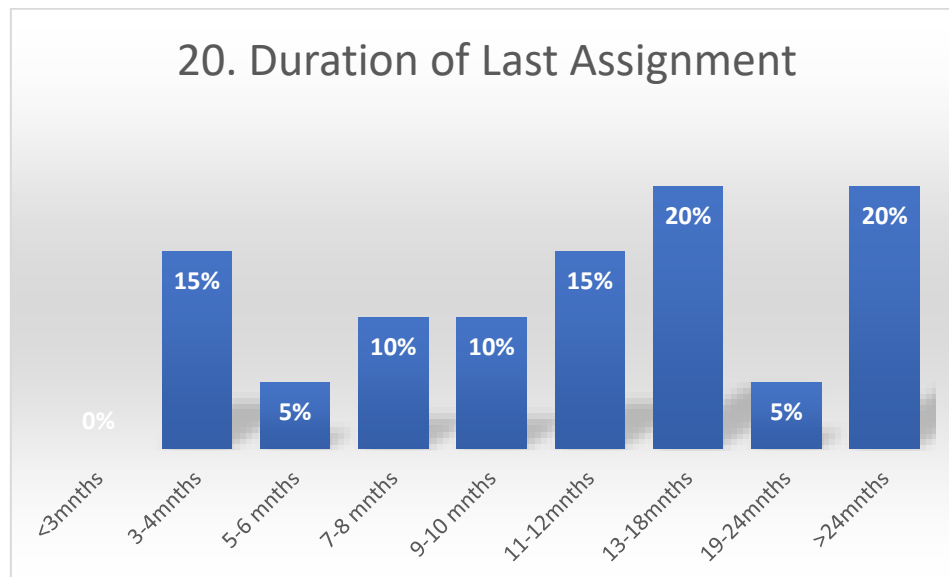
During their last assignments, there are mainly two different functions in charge, general management (40%) and project management (35%).





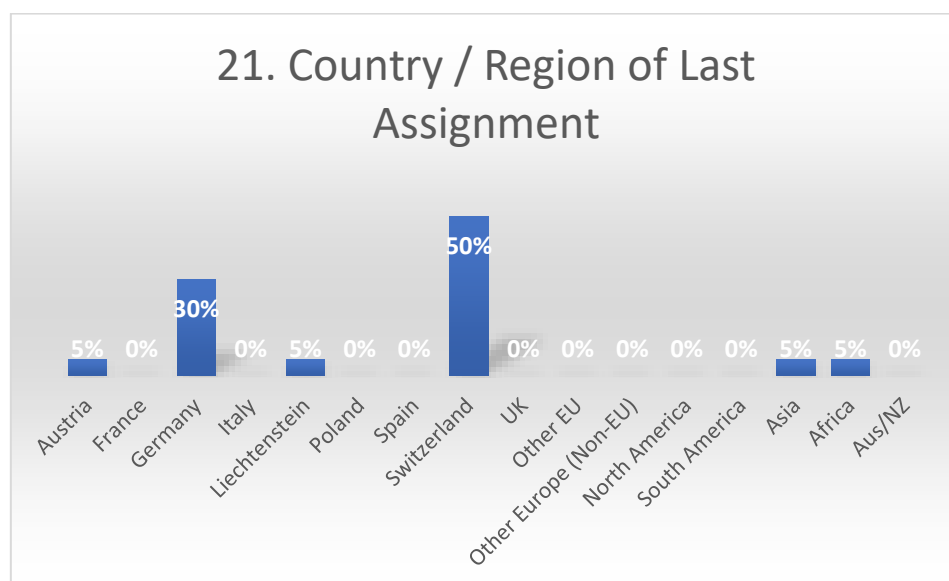
## Duration

The assignments had an average duration of 13.2 months. A high percentage (20%) of assignments lasted more the 24 months.



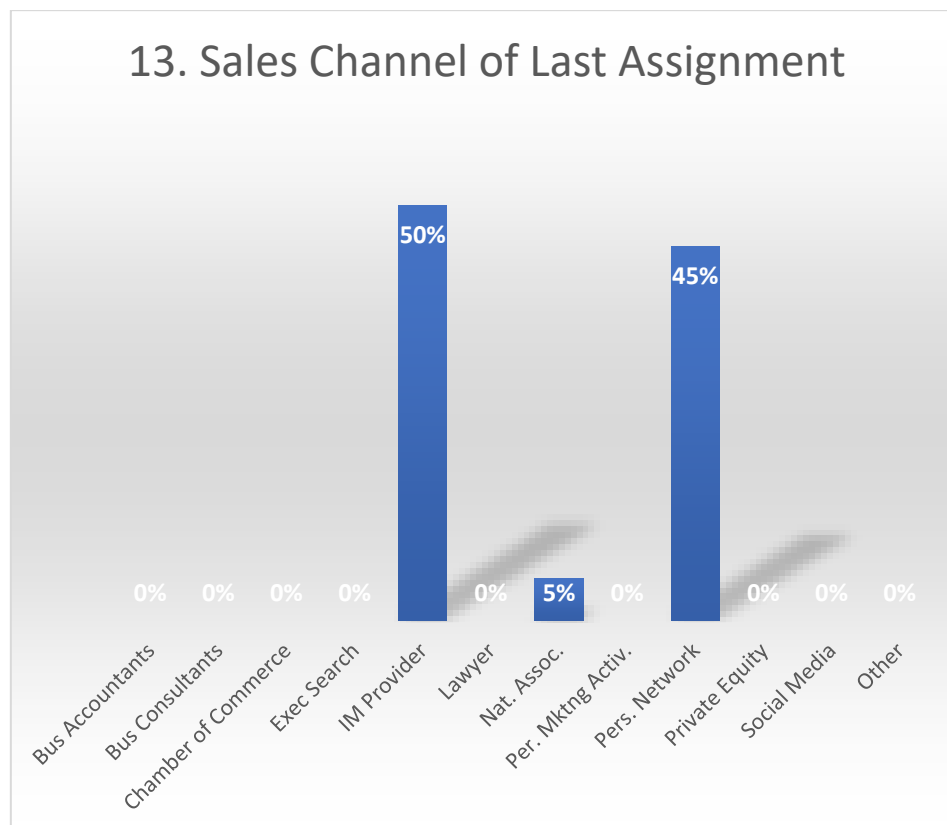
## Countries

As expected most of the Rhine Valley Interim Managers in our survey worked in Switzerland (50%), Germany (30%), but also in Austria (5%), Liechtenstein (5%), Asia (5%) and Africa (5%)



## Sales channel

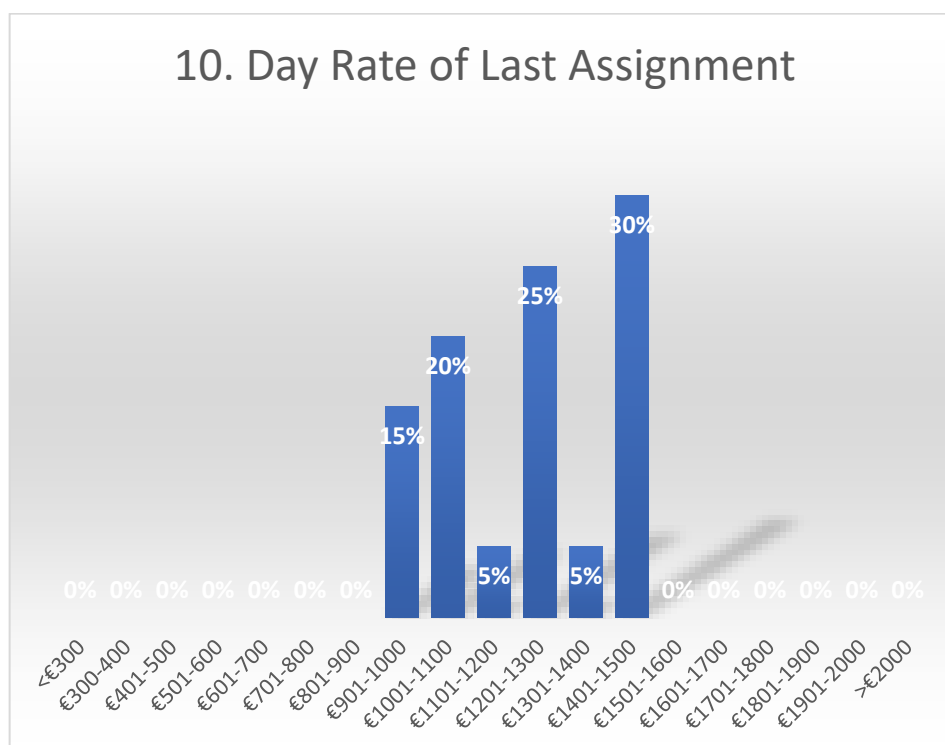
Regarding the sales channel, Interim Service Providers and the personal network were used for the last assignment with a very small number via national association. (Our association is not working as an active provider but spread a request automatically to all members).



## Day Rates

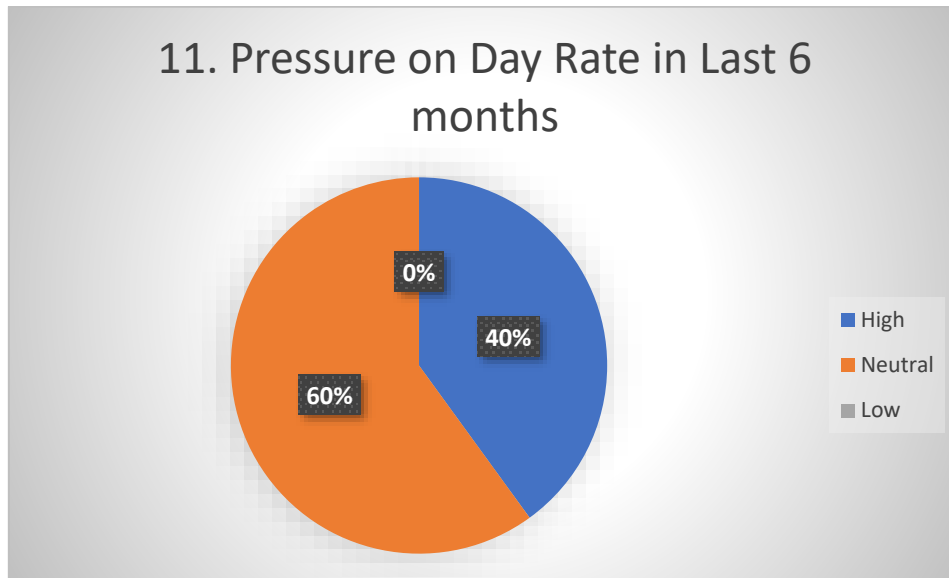
Managers were asked to provide the day rate that they billed on their last assignment (the net price, excluding expenses and VAT). This response was preferred as it was more objective than a yearly average or other formats.

The Interim Managers of VRIM charged between €900 and €1500. These high rates base on the high quality of Interim Managers in our association. The estimated average daily rate of Interim Managers in the Rhine Valley was €1225 and therefore about €100 higher that the surveys in Germany showed.

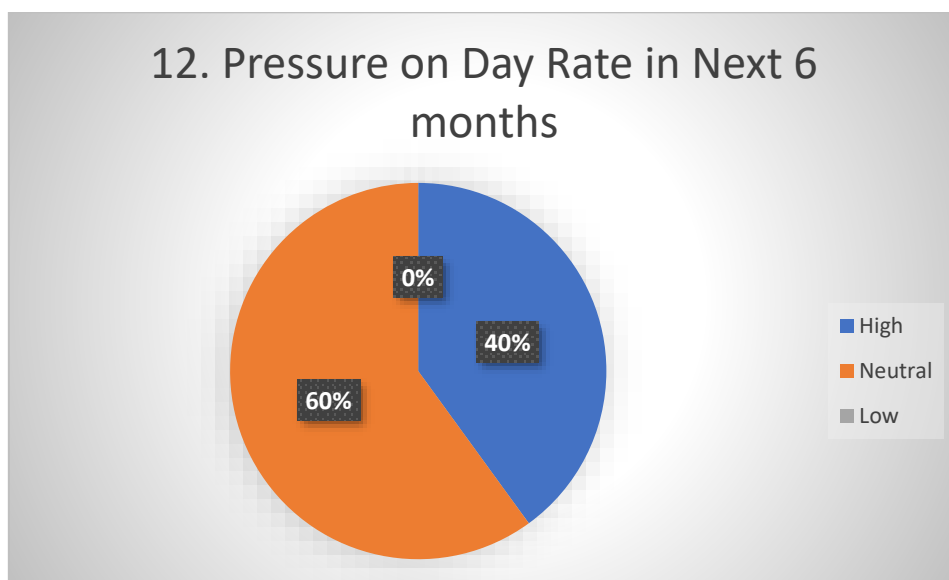


### Pressure on Pricing

In the last six (6) months 60% of managers reported that there was no pressure on pricing during negotiation with the client, but also 40% stated a high pressure.



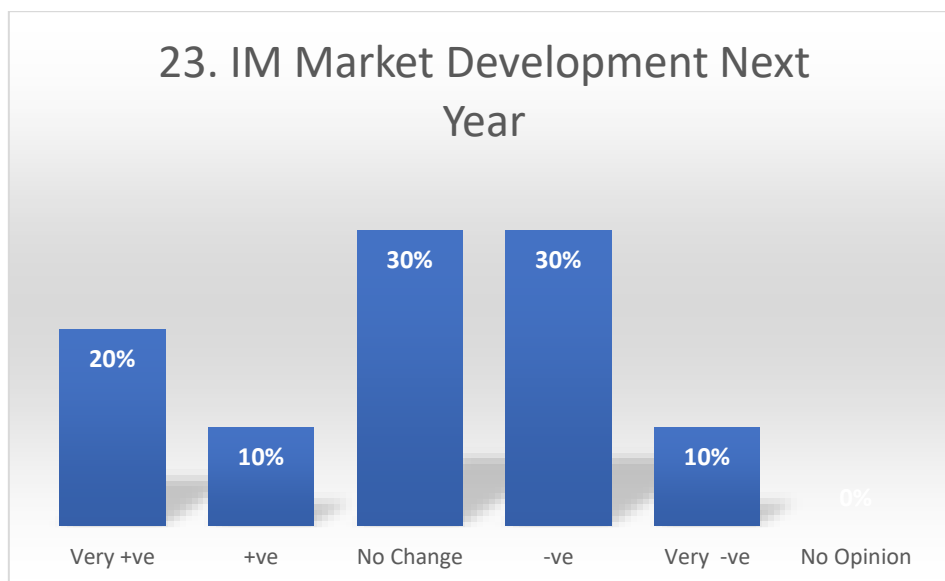
In the next 6 month the Interim Managers expect the same pressure.



## Trends

### Market Development

In our survey, 30% of managers judged positive or very positive the development of the market in the current year 2021. But also a large number judged the development negative or very negative (40%).



## Future View and key issues facing Interim Executives

In the survey, there was an open question, “What are the 3 biggest challenges for you as an Interim Manager in the next business year?”. This is a summary of the responses:

*“Acquisition will be still the most important topic for Interim Manager”. For this task a correct positioning is necessary.*

*Interim managers also expect a pressure on **day-rates** as well as, based on the pandemic, a large number of “new” Interim managers entering the market.*

*Another topic is that companies don’t hire external experts during the Covid-19 pandemic or in other words “coolness during Corona” is necessary.*

*Governmental regulations as well as limited possibilities to travel could be a problem.*

## Background of the Survey

The survey was performed in January 2021 and restricted to practising interim managers who were members of the national association. 20 managers responded from a total membership of 32, which is a high redemption for a survey of this type.

A survey open to respondents outside of our association would have increased the sample size but at the expense of the sample reliability.