

**Appendix 1 = Q2**

Many fewer opportunities and many more candidates...
Clients ceased IT and change projects.
Very few potential assignments
Considerably less work
Savings, retirement timeline
Jobs & assignments are being withdrawn
Fewer opportunities and those that do present themselves tend to evaporate into the ether.
Fewer interim roles in Sept/Oct - those that are coming up are falling through or stopping before interview stage
Competition for roles driving down day rates and interview chances.
Two long term client relationships (in one case it goes back over 6 years and numerous assignments) put on hold at short notice,
No work
More difficult to gain assignments, companies consolidating with their own talent bank
Reduction in daily rates & difficulty in differentiating self from less experienced interims who may be cheaper.
My clients are suffering
M&A activity has been curtailed for cash reasons, cutting short an assignment
In the telecoms sector the main players are now recruiting senior finance roles from within their ranks and filling the holes created with partly qualified young accountants. They continue to advertise the senior positions with no apparent intent to recruit
As interim CEO of a Gulf-based group, I am cutting back our operating costs and canceling non-core activities. Now is the time to act, not when it starts to show up in the cash flow.
Much slower response times from recruiters
Customers tightening their marketing budgets and taking fewer risks
A business I own 50% has had to close down because the major supplier, a multinational company wouldnot agree extended credit and a structured repayment plan over 6 months.
Not working right now.
Shortage of assignments with a supply chain focus, my specialism, aware of increased competition when assignments do come up.
Net worth reduced by 50% (Pension Fund, Stoks & Shares, Uk & Overseas Property) So retirement plans in daisarray!
Less calls fewer emails and 2 clients not making a decision on the next project. ( Iknow I will probably get it when approved)
Personally, my mortgage is more expensive and the value of my ISA has plummeted to 10% less than I paid in. Professionally, the much-anticipated 'Christmas Peak' hasn't started yet, which makes labour planning very hard in logistics (if we let people go
Failed to get another contract for past five months - yet well qualified/experienced in what I do

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Contract offer withdrawn due to opex cut back

Companies appointing internally rather than recruiting an interim.

The credit crunch is affecting the sourcing of specific products identified as important in the market entry project I am directing and there is pressure on proposed retail pricing and therefore margins.

Reduction in the number of potential interim roles coming to the market

Seems to be less work around + organisations taking longer to pay

Seems to be less work around

Day rates have taken a slight downturn as more interims enter the markets

Number of opportunities in my sector has dropped

Lack of interim roles available at the right level. It seems a lot of junior HR roles - up to HR Business Partner but little beyond.

Referrals are drying up and the usual networking forums are not attracting the usual high calibre of attendees. It is getting like a feeding frenzy with service companies all feeding off each other - What is the future in that unless they go international

Assignments have been "postponed" after interviews while the Client takes stock of market uncertainty. Possible suggestion that Clients may be market testing availability of interims without clear commitment to appoint.

Not currently on assignment and have been very actively looking since mid August. Longest time not working in ten years of interim work

Shortage of assignment opportunities

Fewer roles, flood of 'pseudo' interims, less willingness by clients to close a deal, some pressure on rates

People are seeing what's out there but not necessarily hiring.

Number of potential clients has decreased and two have cancelled contracts.

Interim market has slowed down. Employees are putting recruitment on hold.

Demand for marketing / communication support in financial services and asset management noticeably down; and there appears to be less communication roles in the Public sector.

Mortgage and business overdraft both increased

Contract ended prematurely

**INCREASE IN OPPORTUNITIES**

More enquiries - less fees.

Pipeline has dried up, increasingly difficult to talk to potential clients whose focus is solely on today's issues

Even less opportunities than before, with the specifications so tight that there is little chance of passing the initial sift.

Projects take longer to materialize and shorter project terms

Not as much Turnaround work available

Two potential interim roles cancelled; one in the city other role outer South East.

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Lack of projects to apply for
I am pleased to say I am a lot busier! I specialise in "Turnaround"!
1 Entered interim market because of redundancy in housebuilding sector 2 Project agreed with trading sub delayed by holding co because of cash pressures
Scarcer interim opportunities
Much harder to find new assignment; more applicants for each role; lower daily rate anticipated
I have just started looking for my next assignment and there are less roles locally than for 5 years
Reduced offers / reduced rates
Redundancy
There has been a slow down in enquiries and companies looking for support
Financial insecure!
Company where I am a director is running out of work - will probably close. And I don't see where the interim options are.
Fewer clients prepared to engage
Contract terminated in Feb08 and no further work until sept 08 after 8 years on continues work, even after reducing my rates work has still been hard to find.
Slower demand/sales in client company & concerns over renewal of financing facilities
Nervous about investing cash for any growth at this juncture
Reduced available interim contracts and forced me to lower contract rate.
Longest period that I've had between contracts in 9 years.
Less work but not sure how much direct affect of slowdown. My clients have all expressed a desire to do more of the work I do in house but I know they will not be able to cope so just have to wait!
After a mad flurry in June there is now nothing concrete and for what there is I find difficulty getting paid on time, all excuses are good
Landing the next assignment seems to be taking longer, first in identifying the opportunity and second when going through a selection process.
Company canceled the bonus
One acquisition lost due to Banks losing interest in Construction Industry (30th May) and withdrawing offer. Second acquisition missed two Completion dates due to a) Credit re-assessment (Bank) and then Financial Crisis October causes International Ban
Work is harder to obtain
Slow down in the number of contracts available
Work is harder to obtain
Project cancelled.
Contract has been terminated earlier than expected

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Shelved project

Reduced contract date expectation as budgets are being slashed and quick wins are being sought.

Most client companies are either shrinking or have a budget freeze. That is certainly affecting the technical side of the market, where I work

Taking a lot longer to pick up a new assignment

Major contract cancelled because of companies financial difficulties.

2 major assignments in strategic outsourcing have been diluted or postponed

The company that I am on contract to has taken a consultant out of his role and extended my (as an interim) responsibilities to cover part of what he was doing.

Last assignment ended at the end of August, with only 2 opportunities since, one of those was filled 'internally' after things got worse during the recruitment process.

Enquiries are 70% down, after a brief mid-year surge.

Decisions aren't being made on current offers - paralysis seems to have set in.

Current assignment cut short to 4 months

Open deals not being completed

Although finance related projects appear to be around there are more suitably qualified candidates

Current Semi-retired status will change to actively looking for work next year ...

Cancellation of projects

Clients seeming to keep work in house at the moment

Contract opportunities appear to have dropped away and instead of having a couple of opportunities to go after every couple of months there have been very few offering a decent day rate

Opportunities are at the same level as that of 12 months ago, however they are taking longer to come to fruition as clients are being more cautious.

Limited work whilst investors/debt providers assess asset values

less investment, more competition & slower decisions

Opportunities are fewer and time to decision is much slower.

I am Chairman of a small financial services brokerage company, which though a good business is struggling because of lack of bank support and the inflexibility of HMRC.

A reduction in the number of opportunities.

Less phonecalls.

Fewer opportunities now exist and Companies are now reluctant to invest time on general/investigative/speculative discussions.

Customers are delaying decisions; and reducing variable expenses

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Reduced confidence leading to abandonment or postponement of investment in capital projects within my target market sector
Daily rates being squeezed, potential employers being more cost conscious
Less invitations and less completions.
Contract foreshortened at last client. The client canceled all contracts and projects in one week in September.
Decision makers hesitant to employ
Assignments drying up
I have found it more difficult to get work than I expected. My last role before setting up my own business was Head of HR UK in global organisation, I dealt with many restructuring and redundancy exercises and I expected my skills to be more sought after
Contract finished with one client earlier than expected due to programme not receiving investment funding
No roles since October 2007
It has been harder to 'close' on an opportunity, though the interest is still there, the confidence & finance is becoming a dilemma for clients
Phone rings less frequently
My last assignment was completed 5 weeks ago and I am still searching for the next one, despite dropping my daily rate and being prepared to travel throughout the UK and even Europe.
Current contract curtailed from next year to Christmas
Reduced private equity opportunities, lack of bank finance for MBOs, dramatically reduced investor confidence. Weak retail market!
Businesses are taking longer to decide.... Cost issues being the direct impacter, but confidence is the hot button - rather lack of...
Increased breadth and depth of opportunity
A deferred or perhaps cancelled assignment
Delayed decisions; taking longer to make a decision in the first place
Lack of decision making re roles-procrastination
I am finding it extremely hard to find my next assignment. Agencies which I am associated with and who know me are saying that they too are finding it hard to close down contracts for resources and that many programmes are "on hold"
There are already many fewer opportunities in the marketplace. Interim provider opportunities are drying up and own networks are cautious. Frequently organisations are simply terminating all interims and consultants at a stroke.
Potential clients deferring decisions
Sales activity has been reduced
No appointments
Reduced work opportunities in pipeline and fee rate constraints
Assignments are less about true interim skills and more about contracting skill - its a box-tickers market

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The organisation that I have been working for - a local authority are to remove all the interim and contract managers by the end of the year in a quick win solution to reduce expenditure by £30M within 3 years. This strategy is at the behest of Deloitte's w
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Losing out to big 4
More business recovery and short term work o if anything more work for me
Budgets for client organisation being cut but alos potential work asisting clients with restructuring
Lost permanent job
Imminent loss of significant client expected
Unemployed
Assignments are taking longer rm initial contact to interview and decision. I have two "love" (and the agencies say they are still live) going back to early September
Phone and email gone quiet. Quoted work relying on decision which is not forth coming
Long gap between assignments
In every way - pension, investments, property value, work.....
Capital projects I was lined up to project manage have been put on hold
A contract with NHS for 6 months started on 29 September. Extensions promised into next financial year. Cancelled on 14 October as DoH claimed it had no money to pay me. I threatened legal action and the department has now agreed, after some protest to
Slower decisions, more caution
Projects deferred for at least 3 months
As an NED less companies listing etc
A reduced number of available assignments
Just a lack of confidence in the future and a reduction in spending patterns
Very specific recruitment skills/experience criteria in interim market- very competitive. Fewer jobs to apply for. Projects being delayed. Real pressure on interim rates. Strangely (?) permie market appears more buoyant.
Loss of pension investments
Investments in ICesave which are now not accessible
Lower Rates. Firms not wishing to spend, trying to address projects internally.
In a company where I am a director & shareholder, 2 of the largest customers (Rosebys & Fabric Warehouse) have gone into administration.
Not affected me yet, however the number of calls from interim recruiters has reduced.

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Search of new assignement takes more time and period of execution contrat is shorter

Lost contract

Lost an interim contract this week, due to poor sales within their business

I am involved in the construction industry which has been hit hard by the downturn.

because duration of search takes to much time and period are shorter

Less interim jobs appearing, seeing some put 'on-hold' or even withdrawn.

Havent been able to find a suitable assignment or lead for past 2 months

Uncertainty. Partner not able to fulfill his business requirements and thus, less earnings.

Delays or deferrals in decision making - so projects not being undertaken. Small businesses seeing loss of custom.

Taking longer to find suitable assignments

Project closed without warning, now seeking work

Lower turnover in client's business

Initally less work but then more work when organisations really face up to their problems

Increased numbers of interim managers creating a more competitive, sector/skill specific scenarion.

Less calls, less opportunities

A project that I was initiating was cancelled by the client as it involved substatial financial investment and the client had adopted a 'wait and see' approach.

Fewer opportunities in the pipeline. I have only had two interviews all year and got neither!

CANNOT FIND A NEW ROLE SINCE AUGUST

Seems to be more competitve when applying for roles.

Have not worked since end of July. Very little interest being shown by various interims agencies

There are more candidates for the opportunities that a year ago due to lay-offs

More Interim work coming in

Postponement of interim assignments/projects

In my capacity as commercial agent for manufacturing companies, there is a lack of confidence to buy new equipment and severe downward pressure on prices (sometimes ignoring quality issues that are likely to result).

More difficulties to find Interim roles

reduced number of projects

Lack of decision from Clients - blaming this on the downturn, when they know they need resources

Less private sector assignments. One interim company in receivership. Less public sector funding.

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Reduction in customer numbers and spend

No pay review

Early termination of current role

I am getting more business from people under performance pressure

Reduced flow of roles at right rate

Was 4 months trying to find my current assignment and almost couldnt survive financially without an income.

My Current assignment also resulted in a lower day rate than my last assignment

Rates softened, more focus on rescue/turnround work, clients stretching payment terms

Significant customer going into receivership owing us monies will badly affect us.

No now: we were already caught up in banking-related issues in mid-2007 (in other words the early stages came early)

compnay reducing headcounts and lowering sales expectations

Current assignment has completed early due to financial constraints of the company I am working with.

More difficult to find jobs

As I work in Europe for much of my time, the weakness of the pound against the euro (which I see as an early sign of the impending crunch) has made general living expenses higher although, as I get paid in euros, my income has increased!

Also, as I am ge

Difficulty in securing a role (4 months).

Plenty of junior roles but not senior roles

Day rates are being hit by the volume of interims in the market

Redundancy due to take over in Banking Sector

Part of my work comes through short contracts, usually in response to a problem the client is facing. These have become much rarer.

Project cancelled yesterday due to change in policy regarding use of consultants/interims in light of eeconomic down turn

The duration of current assignment is being reviewed with the possibility that it will be terminated at the end of this year - as opposed to proceeding into 2nd quarter 2009.

Looking for new opportunities, rates are going down

Private sector roles for me have largely disappeared, and some specialists in my fields permanently employed are being laid off.

Public sector seems fewer roles, but maybe the number of these roles is the same but they are being filled more easily.

No assignment for 6 months

I've not had any interim work in last 12 months whereas I'm an experienced interim consultant. I've had contract work of days training and have been approached about 3 potential roles but none came to anything. They appeared not to go ahead with interim o

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Lower sales levels, reduced credit from banks and suppliers and customers taking longer to pay
Clients posting roles but not following through. Flood of permanent people trying to find work through interim market creating confusion in the market and depressing rates. Public sector infringing EU law by specifying current security clearance.
My investments are worth a lot less but I am prepared to accept that in the long term that it will be OK
Only in relation to mortgages for my buy-to-let properties
Big reduction in pension, property and savings values
The amount of business in the car finance sector has declined sharply as both total car sales, and then credit finance needs have reduced. The acceptance criteria for customer's personal credit profile has tightened significantly.
A 20/30% down turn in orders (back to 2005 levels)
Prospective clients postponing decisions to buy my services.
No client
From a recruitment perspective live vacancies being put on hold/withdrawn, more people "fighting" for the same work, an increase in business re-org. consultancy work
There is a sense that recruitment is on hold waiting to see how the situation develops. Only absolutely essential posts are being filled.
Project cancelled / postponed from next month
three months without work
Usually take time out during the year and then return to contract within a couple of weeks, not finding a contract this time
There appears to be less assignments coming up, and the number of interims is increasing, which consequently has an adverse effect on rates.
Clients are cutting back on capital expenditure and several have introduced recruitment restrictions
Significant reduction in days with one client
Some training courses cancelled - 10% of T/O. Some clients reorganising etc & needing HR change mgt work + 20% of T/O
Assignment opportunities virtually zero
Less opportunity for interims
Indirectly. The property value trend is slowing down. Potential employers seem uncertain, confused and reluctant to make clear decisions (especially regarding permanent employment).
Fewer projects coming on stream
Potential contracts have been cancelled due to lack of funds/budget or lack of business confidence
One potential assignment cancelled due to decision to try and use existing internal resources
The increasing difficulty in getting banks to fund even slightly unusual companies
Shipping is being hit hard and there is a move to postpone work until the new year. In most cases the work will need to be done sometime.

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Finding it harder to get work as CIO / I.T Directors is not seeking to move, therefore no Backfill.
More opportunitites, but more competition for them
My role has changed from development to turnaround.
no real business since May/ contracts taking ages, probably not much now until next year
CEO of main long term client leaving at end of month
Have been looking for a new assignment for 4 weeks.
number of opportunities & daily rates
Less work about; lower rates offered.
Few enquiries
No contracts and we can't sell our house: there appears to be no such thing as a correct price: There is no activity on which to base your figures! Oh yes, and my pension is going down the pan!
Termination of current contract to supply interim management support to the aggregate industry
There appear not to be as many roles available - already
Awaiting a role
In one engineering business trading has fallen 40% and the workforce has been halved. On a personal front there are less opportunities for work and my pensions are looking very poor indeed.
Increased number of work requests being received
Opportunities put on hold or cancelled, decisions delayed, sub-optimal internal candidate solutions imposed
No work for 4 months
I am involved in Turnaround and have been for over 20 years
Lower sales and currency rates
Job opportunities are scarcer, and available pool of talent is greater
Less activity
Opportunities have dried up
Fewer interim opportunities and strong pressure on day rates.
No assignments
Role came to an end early
Recent activity on 'potential' assignments seems to have slowed - although roles are there, decisions to activate by clients seem to be taking a longer period of time.

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Rates down

I have an assignment for a Private Equity backed company in danger of breaching covenants

Slowdown in engineering leading to shift reductions, lay-offs and redundancies has led to a reduction in the amount of interim work available, and the curtailing of interim (and other contract) arrangements before permanent staff reductions are made

One consultancy terminated at short notice as client is laying off full-time staff, and the two consultants were the first to go.

Contract was for six months and been extended to 12. A further extension has been shelved.

Assignments appear to be slow and at lower fees.

Clients postponing work

Companies appear very slow in responding, very reluctant to hire.

Very few new deals being completed.

I am currently filling a interim position as head of business development for a large charity, I applied for the permanent position and now they have said due to the economic situation the post is being dissolved

No interim or consultancy projects in mortgage industry (my main sector) since beginning of the year.

No contract for 4 months

Slowing down and lack of opportunities - i.e. less discretionary spending or work deferred

Funding VCs putting off new investment decisions in case they need to further support current projects with additional funds to cope with the downturn

Lack of availability of funding for the business I ran forced it into Administration

Increasing workload

There does seem to be a reduction in the number of assignments available and [anecdotally] decision making on whether to proceed with projects is being referred to a higher level. i.e. previously at operational director level now requiring MD and or board

Fewer opportunities at reduced day rate

There are fewer people coming forward with opportunities. This has gone on for quite a few months.

Out of work for 6 months.

Work is slowing down in the construction sector

Company on project to had bank funded pulled - so contract termination immediately

Prospect of fewer days per week on current job.

Out of work 6 months

Contract terminated

10% rate cut across the board, take it walk attitude from company.

Lack of funding available

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It appears that the Interim market is slow in the areas I work - (banking and industry at senior level)
Major development project I am working on in Russia has been stopped - sector Insurance
Some assignments are being put on ice, organisations are looking more closely at their cash flow
No work
Depressed value of savings and investments
Perception of job stability in the City has nose-dived.
Strategy and direction seem to be a problem with some financial institutions, and they appear to be taking a wait and see attitude, resulting in fewer openings.
Impact of the change in dollar/ sterling is huge
Slow up of recruitment
More turnaround business
Opportunity renegotiated funding of a subsidiary of an Icelandic bank
I've just had to re-negotiate our terms of banking with Royal Bank of Scotland - they increased the interest rate, added to our covenants and asked for more security from the owner. 75% of our sales and debtors are to the largest retailers and we make too
Private Companies not taking on so many Interims
I am currently work within a Head Office dept of LTSB, next years projects are all being cut back; there will be merger work though
Current assignment being ended due to financial pressure
Rates appear to be lower and interim periods shorter
Clients needing help to deal with their financial situations
Took longer than normal to find my next assignment. There are fewer senior manufacturing based roles around.
Delay to various assignments as approval level for external spend escalates
Money purchase pension pot in meltdown but will have to pay even more to subsidise non-commercial sector final salary schemes. Will they share the pain? How about a windfall tax on final salary schemes as they take out of my pension when they have windf
Icesave bank, savings tied up.
Projects delayed/postponed
Am very busy
Redundancy
My contacts from providers are the best since I became an interim 10 years ago
With pressure from HSBC to make more payments on o/d facilities etc...
IT contract rates where I work are being cut 10%
There is a strain on the availability of funding from trusts and foundations for charities

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Major fall in value of pension (SIPP) and other investments
Lost permanent job but now in a far more lucrative interim assignment.
The value of the pound dropping against the dollar has impacted adversely on investments I am in the process of making abroad
Shortage of assignments
Pensions, Shares, House Values
Current assignment terminated early.
Personal savings reduced but indications are that more financial work may be coming to reduce costs and tighten controls
Some projects cancelled, others shortened.
Limited conversations, limited work
Sales in the company I am working for are -23% Yr/Yr!!
A little less consultancy work in property development than before (except it wasn't a huge area of our business before in any event)
Far fewer calls/opportunities
Current assignment extended due to difficulties in selling company
More cautious approach to engagements
Moved from London to Frankfurt in the Summer to be with new partner. She has been released by her bank & English speaking IT contracts are dropping.
Lower prices of supplies - a good thing if you negotiate hard
Now netween assignments
A CFO got fired for incompetence, which was exacerbated by the downturn, and management were forced to act. I was in line for another in similar circumstances, but the Receivers got there first.
There appear to be less opportunities at the salary level I would expect.
My pension plan and other investments have been seriously eroded. As an interim I was building a base to develop other interests with the view to reducing my hours of interim management. Over the next five to ten years this will be impossible
Potential assignments go 'cold' or are cancelled completely.
The Treasury has constrained spending within Government departments and this has prevented the contract with an IT supplier for the project I am managing being signed and so we are currently on hold.
Clients are delaying consulting projects
Difficulty getting contracts
Took longer than expected to get current assignment (3 month gap to end of September 2008) and then accepted assignment on a lower day rate than wished for (13% lower).
Lost my job, Investments decimated

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Longer gaps between assignments, and lower charge out rates
Only insofar as I am already cutting back on unnecessary expenditure. Day rates have been under pressure for the past 2 years anyway.
Network showing little opportunity and potential clients are saying unable to plan new business or products, not wishing to restructure and concerned about consolidation. This has escalated over the last 3 months but was there even before that. Lack of f
Cancellation of work
I have been able to buy out a business from shareholders at a price they would not have accepted earlier
Obtaining funding has 'dried' up
There are fewer roles; decision makers seem reluctant to commit and constantly change their mind; and rates seem to be declining
No new contract - potential clients can't make decisions.
Fewer opportunities comming up that match my expertise
Increased market competition
Haven't been able to secure an interim role yet (I became an interim in June this year).
Indecision due to uncertainty of the market conditions is resulting in development projects being put on hold and a slow down of new investment including that of PE's and VC's
Started 14 mnths ago. Follow up work from Financial Services clients dried up
I am searching for my next assignment and it is quieter out there
seeking assignment for last 2 months and lost one on price alone as the hiring company went direct to candidate
No new leads for interim work
No new leads
Two factors have come into play. Our bank has restricted our overdraft facility and is rigorously enforcing the new limit bouncing standing orders / cheques when previously we were able to work together. For example demanding interest payments even when t
Own on-line retail business which had slow August although Sept and Oct good.
My current contract comes to end on Dec 19th and it is almost impossible to find another.
There are fewer positions in an already scarce market.
Perhaps - bids and assignments tougher to win?
Less tell calls re availability
As yet the dam has yet to burst for significant company turnaround activity to begin - then it will be a little late!
More enquiries on a consultancy basis - HR issues
Shelving of one project from one client and reduced days from another.
Decreased the value of my share portfolio.

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Yes and No!

The Stock Market has made me a lot poorer!

But my accountancy and 'business running' skills have been greatly appreciated by the people and companies that I'm involved with - and has actually led to an increase in my business opportuniti

Reduced number of senior marketing/ stratgeic business development roles at director/board level

Slower decision making

Fewer roles currently whilst procrastination ; leads gone to dead end as put on hold

Lower Rate

Some projects put on hold

Client has reduced requirement for my services

Lower investment values, concerns over banks

Have been unable to find a contract in the midlands this year.

Opportunities are few and far between, companies are sitting on budgets and if it ain't broke, not fixing

change in mix of activities towards refinancings & away from business sales

Less response to e mails and telephone calls etc. Fewer meetings.

Assignment dependant on Investment Fundraising