

Interim Management in Motion

A world of change

The Russam GMS Snapshot Survey
30 June 2003

Managed by Marketing Menu,
www.marketing-menu.com

Charles Russam sets the scene

What started in 2000 as a one-off bright idea now enters a new phase. The Russam GMS Snapshot Surveys have been carried out every quarter since 2000 and have become an industry barometer. The surveys have tracked a market in motion – constantly growing and adapting to the needs of clients across a wide spectrum of business. Facts and figures from Snapshots are frequently quoted in the press and many interim managers extract much from them of serious value to their own interim practices. The Snapshot sets out to measure the interim management market as at one particular date – in this case, 30th June 2003.

With all this in mind, we came to the view that it was now time to hand over to professionals. Getting the best out of the research, understanding the trends, validating and interpreting the results all called for expertise that we thought we ought to bring in from outside. We also wanted the independence and objectivity that only an outside expert could bring to bear. We were very pleased when Hilary du Cane of Marketing Menu agreed to manage the survey, analyse and interpret the results and write this report for us. We think that those who read our Snapshots regularly will appreciate just how much better this report now is. If you have any comments, Hilary or ourselves would be pleased to hear from you.

Before you can make use of the information from the Snapshot, you need to know how we went about collecting it. We e-mailed the questionnaire that appears in this report to just short of 6,000 interims registered with Russam GMS. The 1232 responses went directly into a PC-based analytical tool, which could be sliced and diced in virtually any way at any time.

We present the Russam GMS register of interim managers as industry-standard. We have created an inclusive, broadly based and very large database of candidates for interim management assignments. Our view is that the Russam GMS register cannot be bettered as representative of interim managers as a whole. We work to a different model than many of our competitors and much in this report validates our approach. Every assignment we undertake is a search starting from scratch, although those interims we know and have worked with have preference. We are in touch with all on our register every week through e-mail and we make extensive use of our popular website.

Clients want the best people but they also want to know that they have had the pick of who is available anywhere in the market – not just on one database. That is the Russam GMS model. We think it is where the future is.

What's new in this Snapshot

If you've read our Snapshot Survey reports before, you'll notice some changes this time. We wanted to refresh the methodology and style of the report, as suggested by our interim managers - those who regularly respond to the survey, and those who don't.

Other new elements this time include a question about interim managers' career plans. This provides a wealth of information about a possible sea-change in the interim market as a whole. We still managed to contain the questionnaire to just 10 short questions, which brought a statistically valid response and rich source of new information, without being too onerous for managers to complete.

The interim management market is not audited or researched in full. What's more, it has unclear, shifting boundaries and seems to be changing all the time. Those seeking to develop their careers in the market are always hungry for reliable new information.

Importantly, I want to acknowledge the help of everyone who contributed to building this knowledge by responding to our questionnaire. My message to you is "Your input is the lifeblood of the exercise and I'm extremely grateful for your time, expertise and experience. My thanks to you all."

Charles Russam
Russam GMS Ltd
August 2003

In the following analysis, there are occasional variations in the reported numbers of people in a category. This is due to a very small number of people not answering all the questions, and does not affect the overall accuracy of the analysis. Averages given are all arithmetic means.

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Highlights

- Individual interim managers are finding it harder to get full-time assignments compared to 6 months ago. In the June 2003 Snapshot, which pulled in the biggest response ever at 1232 replies, 40% of respondents were on assignment, compared to 48% in December 2002. Tough economic conditions and more interims coming into the market are probably to blame, so that overall there are perhaps fewer opportunities being chased by more people.
- We found a swing to part-time assignments at the expense of full-time ones. There was a growth of 5 percentage points (as a % of all assignments) which were part-time.
- The agencies' share of the market dropped from 40% of all assignments to 36%, as often happens in a downturn. Agencies appear to be focused on full-time assignments, netting 51% of them, but only 16% of part-time ones.
- Sectors using the most interim managers were once again engineering and manufacturing (18% of all assignments, down from 30% in December 2002), public sector (13%, up from 11%), financial services (the same as in December at 9%) and IT (7%, up from 5% having overtaken telecoms). These sectors were followed by a very wide range of others, showing that the interim management market seems to be applying itself to an increasing range of commercial and industrial environments.
- Average daily rates improved from £480 per day in December to £506 in June. The typical range of rates was large (based on the standard deviation) running from £276 to £736, and could go as high as £2000 a day, showing the flexibility of interim management. Once again part-time interim managers

were rewarded at a higher daily rate than full-timers, averaging £527 compared to £490 respectively.

- The average age of interim managers remained constant at 51, with those in their 40's still doing the best in terms of daily rates and numbers of managers on assignment
- We found that interim managers as a group are flexible and pragmatic in their career plans. Whilst 26% are committed interims who would never take a permanent full-time job, 56% would do so if they got a tempting offer, although only 13% are actively job-seeking. The middle ground is occupied by 48% of managers who say they would happily move from interim to permanent and back again in the future. We believe these people regard a permanent role rather like a long assignment, just on different terms.

The questionnaire

Q1. Were you on an interim assignment at 30 June 2003?

Yes	No
Please answer questions 2-7 about that particular assignment, then 8-10	Please answer questions 8 -10 only

Q2. Was it...?

Part-time	Full-time
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Q3. What was your daily rate?

£

Q4. How did you find the assignment?

Independently	Through an agency	Other
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Q5. What are the first one/two letters of your client's postcode?

Q6. In what industry or sector was it? Please select **one** from list

Banking, financial, insurance
IT (hardware, software, training, services)
Telecoms
Construction, property
Leisure, entertainment, hospitality
Engineering, manufacturing
Public sector
Not-for-profit, charity
Professional services
Retail
Supply chain
FMCG
Utilities
Other

Q7. What were your overall tasks or roles in the assignment? Please select as many as apply.

Designing and/or implementing a new strategy
 Business restructuring
 Supplying specialist skills either lacking at the organisation or diverted onto other work
 Special project(s)
 Business turnaround
 Covering a temporary absence eg maternity leave
 Covering during recruitment or after a sudden departure
 Setting up a new division
 Helping with a merger, acquisition, MBO/I or start-up
 Mentoring or coaching
 Other

- Q8. What is your major professional discipline? Please select **one** from list
- Finance
 - General management
 - Sales and/or marketing
 - Production, engineering
 - Purchasing, distribution
 - IT
 - HR
 - Other
- Q9. What is your age?
- Q10. Which of the following best reflects your future career plans? Please select as many as apply.
- I would never take a permanent full-time job
 - I'd take a permanent full-time job if the offer were tempting
 - I'd take a permanent part-time job
 - I'm actively seeking a permanent full-time job
 - I'm currently in a permanent full-time job
 - I'm currently in a permanent part-time job
 - I'm hoping an interim assignment will become permanent
 - I'd happily move between full-time permanent and interim opportunities

Response and sample

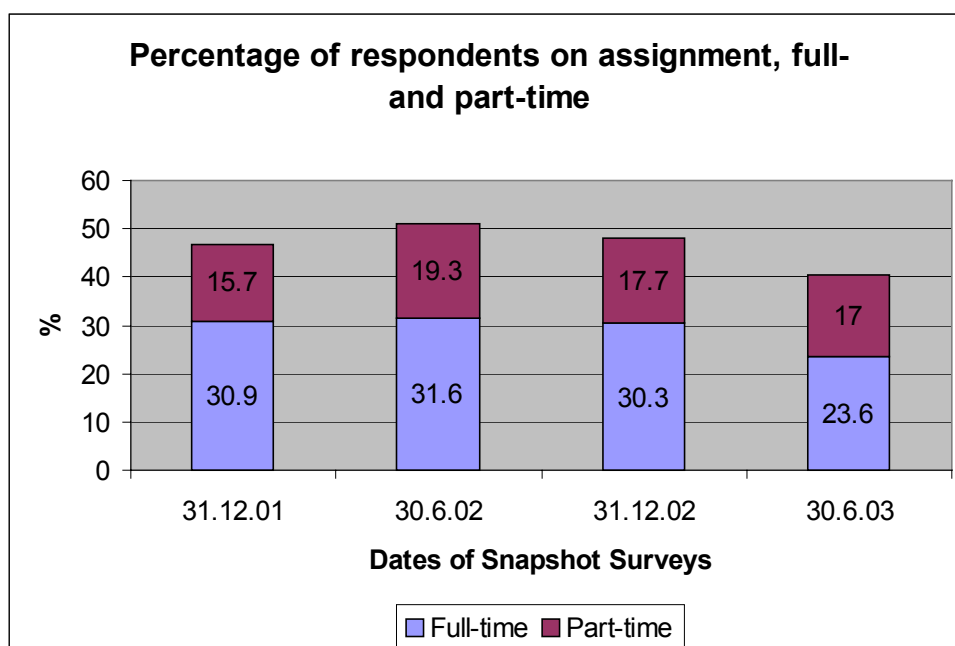
We invited almost 6000 interim managers on the Russam GMS register to take part, and received replies from 1232 people, that is, over 20%. This is our biggest response yet. We believe it was boosted by several factors as follows:

- Interim managers are avid for information about their market
- They trusted our earlier surveys and appreciated the fact that responders this time would receive more detailed information than other audiences
- There was a further incentive in the shape of a voucher offer
- The register has seen recent expansion beyond the norm, with both newcomers to the market and established interims registering with Russam GMS for the first time. We attribute this to the current state of the market with more interims chasing every assignment and also to higher levels of media exposure for both the sector and for Russam GMS.

- We allowed a slightly longer period in which to respond this time and sent a reminder
- The questionnaire was short and sweet, taking less than a minute to complete

Interim managers on assignment

This chart shows the proportion of interim managers who were on assignment at the Snapshot date of 30th June 2003, and how this broke down between full- and part-time work. You can also see the trends over the last 18 months.



Two years ago, our June 2001 Snapshot showed 57% of managers on assignment, still the highest we have seen it since these surveys began in December 2000. In retrospect, that period was a time of economic buoyancy, preceding terrorist attacks on the US in September 2001. There were however already concerns developing over job losses in most sectors at management levels as well as all others. Events on 9/11 sparked a widespread drop in confidence generally, which eventually turned into the present economic downturn. Our sense is that the interim market tracks the permanent employment market, but a few months afterwards, and has thus fallen overall this year, but there are specific areas that seem to be bucking the trend. There are also some agencies who are doing better than last year, for a variety of reasons, including Russam GMS.

In addition, there has definitely been a flow of new interim managers entering the market, not all of whom are committed to the interim career for good, as you'll read later in the report. Old hands are reporting more competitors for each assignment than they have seen in previous years. So with more candidates looking for interim work and an (at best) steady or (more likely) declining number of assignments available, it's not surprising the percentage of managers actually on assignment at any one time has fallen. In our group of responders it was 40%.

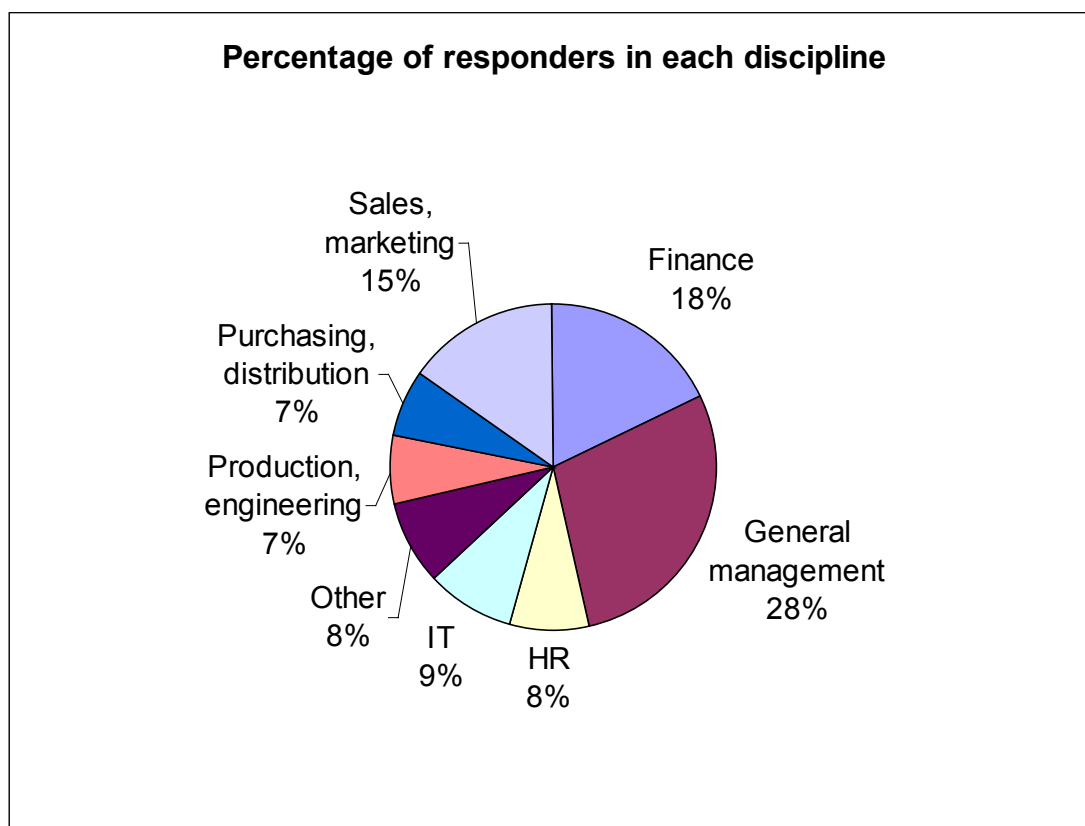
The fall has been largely in full-time assignments, whilst part-time work has been gained by only a slightly lower percentage of managers than in our last Snapshot. It may be helpful to consider this in conjunction with the proportion of assignments sourced through agencies, who have seen their share reduce. This always seems to happen when the market falls and invariably relates to full-time assignments.

Profile of respondents

Before giving more details of our findings about assignments, we would like to describe the profile of all respondents, both on assignment and off.

Discipline

Disciplines broke down across all responders as follows:



Age

Following our detailed reporting on the impact of manager's age in our last report (December 2002), we again analysed its effect. It is relevant to currently topical subjects such as impending regulations to ban age-discrimination in employment and the trend towards working on for longer in order to build up a reasonable pension.

Such factors could have either a positive or a negative effect on interim management. For example, organisations may decide to run on a leaner workforce at all ages to avoid appearing to discriminate against older people. This could create opportunities for interim management since there will be little spare

capacity to handle unexpected needs. On the other hand, older managers may be kept on the permanent workforce until they choose to retire, which could cut both interim opportunities and the flow of new interims entering the market.

Whether interim or permanent, people must now find work and reward for longer than ever due to company pensions becoming less reliable and returns from savings and investments falling, as well as the realistic expectancy of longer life. We think this will lead to the scenario of many more people maintaining a portfolio of part-time jobs and projects, as well as other earnings, until well into their 70's and 80's. Interim management is set to play an increasingly important role in this and we will continue to monitor the trends.

Returning to this Snapshot, managers' ages ranged from 27 to 69, averaging 51. You can see the slight variation in average age within the disciplines and the details in the table below. The sales and marketing managers were the youngest on average at 49 and the production and engineering managers the oldest at average age 53.

Age breakdown into disciplines

Age range	Total	Finance	General management	HR	IT	Production, engineering	Purch and dist	Sales, marketing	Other
Late 20's and 30's	72	9	19	3	6	4	2	22	6
40's	402	74	112	34	31	20	30	71	26
50's	658	129	187	51	60	42	45	80	58
60's	87	7	23	5	6	16	5	12	12
Av age	50.9	50.7	51.1	50.9	51.0	53.0	50.9	49.0	51.9

This time, the percentages of age ranges on assignment were more evenly distributed throughout the years from 30 to 60, compared to previous Snapshots. Those in their 40's are most likely to be on assignment at 43% and those in their 60's much less likely at 26%.

Age range of interim managers on assignment

Age range	% on assignment
Late 20's and 30's	40.3
40's	42.8
50's	40.0
60's	26.4
Total	40

Finally on the subject of age, the breakdown of age ranges of managers on assignment in different sectors is given below.

Age of interim managers on assignment in each sector

	Late 20's & 30's	40's	50's	60's	Total	Average age
Financial	4	20	20	1	45	49.1
Construction	0	4	11	5	20	54.1
Engineering	2	25	52	6	85	52.2
FMCG	3	10	18	1	32	50.3
IT	2	14	18	2	36	50.4
Leisure	1	9	9	1	20	49.7
Not-for-profit	2	6	16	0	24	51.1
Professional serv	3	13	10	0	26	47.0
Public sector	3	25	31	1	60	49.8
Retail	4	8	13	0	25	48.4
Supply chain	1	9	13	1	24	50.0
Telecoms	1	6	15	1	23	50.4
Utilities	1	4	10	0	15	50.3
Other	1	21	31	4	57	51.3
Total	28	174	267	23	492	50.4

Here, as in certain other parts of the report, the numbers of managers of some age ranges in each sector are small, so it is not possible to categorically state any key findings with confidence. However it's interesting to see the possible potential in each sector. There are more sector breakdowns by different attributes later in the report.

Career plans

For the first time, this Snapshot asked respondents to indicate the likelihood of their taking a future permanent role, either part-time or full-time. Respondents could select as many options as applied. These options can be seen as ranged along a spectrum as follows, according to the manager's commitment to a strictly interim career compared to those handling interim work whilst job-seeking. In the middle, we've placed those with an interest in part-time but permanent roles and those who intend to move into and out of the permanent and interim fields as opportunities arise.

Career plans analysed by whether on or off assignment and age

	Total	Off assignment	On assignment	Average age
Total who would never take a full-time perm job	323	147	174	52
As % of total respondents	26	20	35	
Total ticking this option ONLY, as % of total respondents	21	15	31	51
Total potential movers between full-time perm and interim	588	375	211	50
As % of total respondents	48	51	42	
Total job-seekers	160	123	37	48
As % of total respondents	13	17	7	

% of all respondents*

I would never take a permanent full-time job	26%
I'd take a permanent part-time job	23%
I'd take a permanent full-time job if the offer were tempting	56%
I'd happily move between full-time permanent and interim opportunities	48%
I'm hoping an interim assignment will become permanent	8%
I'm actively seeking a permanent full-time job	13%

* respondents selected as many options as applied

Around a quarter of respondents are committed interims, who would never take a full-time permanent job. Indeed a fifth selected this option only, with a further 5% selecting it together with other options, expressing an interest in part-time roles. This commitment tends to be more prevalent in older managers and those on assignment, perhaps showing respectively a longer, successful track record as an interim and an understandable optimism about their future prospects in interim management.

Well over half of managers would take a permanent full-time job given a good enough offer, although only 13% are actively seeking one, halved if on assignment. Job-seeking is more common amongst younger managers, although the range still ran from 27 to 63 years of age.

Only 8% hoped an interim assignment might become permanent, so even job-seekers do not seem to see interim management as a route to permanent employment.

Three points on the spectrum were broken down into disciplines as in the following chart.

Career plans analysed by discipline

	Total	Finance	General management	HR	IT	Other	Production, engineering	Purchasing, distribution	Sales, marketing
Total who would never take a full-time perm job	323	68	82	33	23	32	23	15	45
As % of total respondents in the discipline	26	31	24	35	22	31	28	18	24
Total ticking this option ONLY as % of those in the discipline	21	25	19	28	21	24	24	17	19
Total potential movers between full-time perm and interim	588	89	172	42	50	46	39	48	87
As % of total responders in the discipline	48	41	50	45	48	45	48	59	47
Total job-seekers	160	30	55	7	14	5	12	7	21
As % of total responders in the discipline	13	14	16	8	13	5	15	9	11

Here you can see how common or otherwise these views were amongst the different disciplines. Higher percentages of finance, HR and "other" managers are committed interims, whilst general and production/engineering managers have the

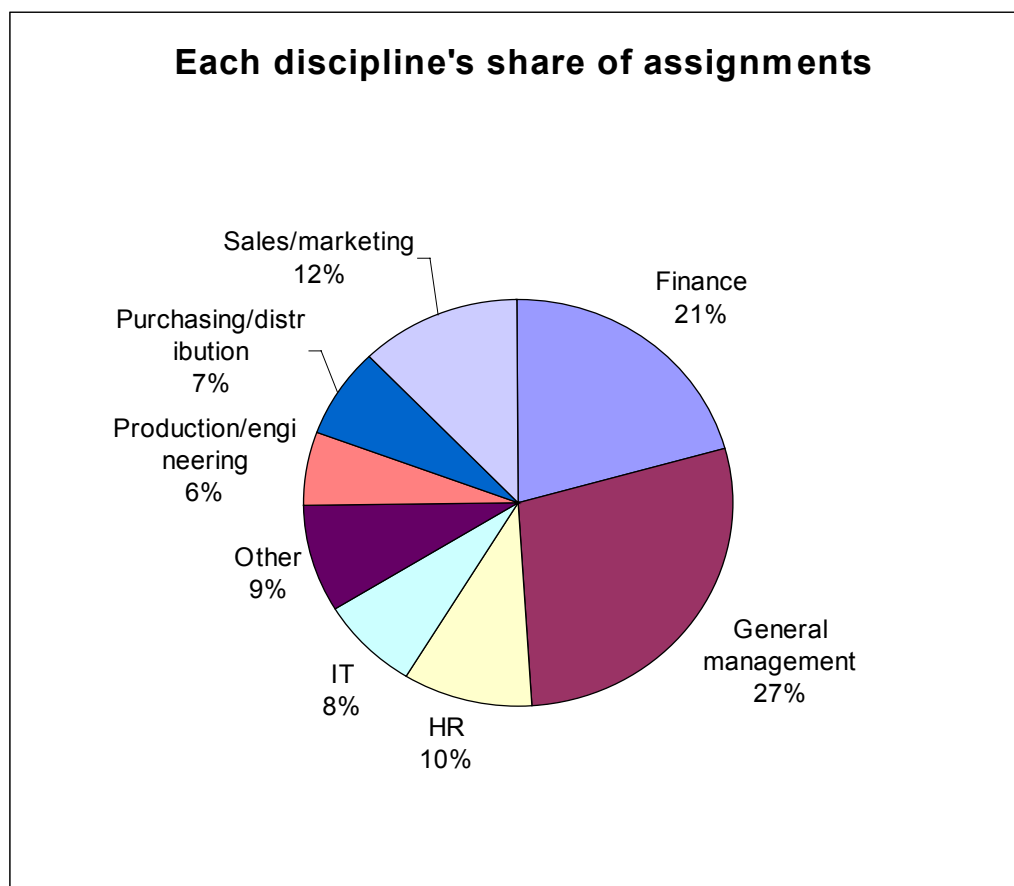
highest proportion of job-seekers, compared to the total group. In the middle, all disciplines have their highest percentages of managers in the group willing to switch between permanent to interim roles in future, particularly the general and purchasing or distribution managers.

The middle of the spectrum is an interesting territory, which we believe will grow in future. Around half of all respondents see themselves going into and out of interim and permanent roles in future. We think this group regard a permanent role rather like an extended assignment, just with different terms. This attitude reflects the general cynicism about the permanence of so-called permanent roles, and the view that managers should see their careers as a portfolio of several roles, either simultaneously or over time. There's a healthy realism about this thinking, in line with the current "take whatever you can get" attitude about opportunities in a tough economic climate. It is of course quite different to the statements about interim managers that often appear in the press or in other agencies' promotions, which seek to portray interim managers as thoroughly committed to the interim world.

We feel we've lifted the lid on an interesting insight into how interim managers themselves see it. Our Snapshot survey is not of course a qualitative, in-depth study. We expect this finding to vary over time, depending on how the interim sector performs.

Types of assignments and who's doing them

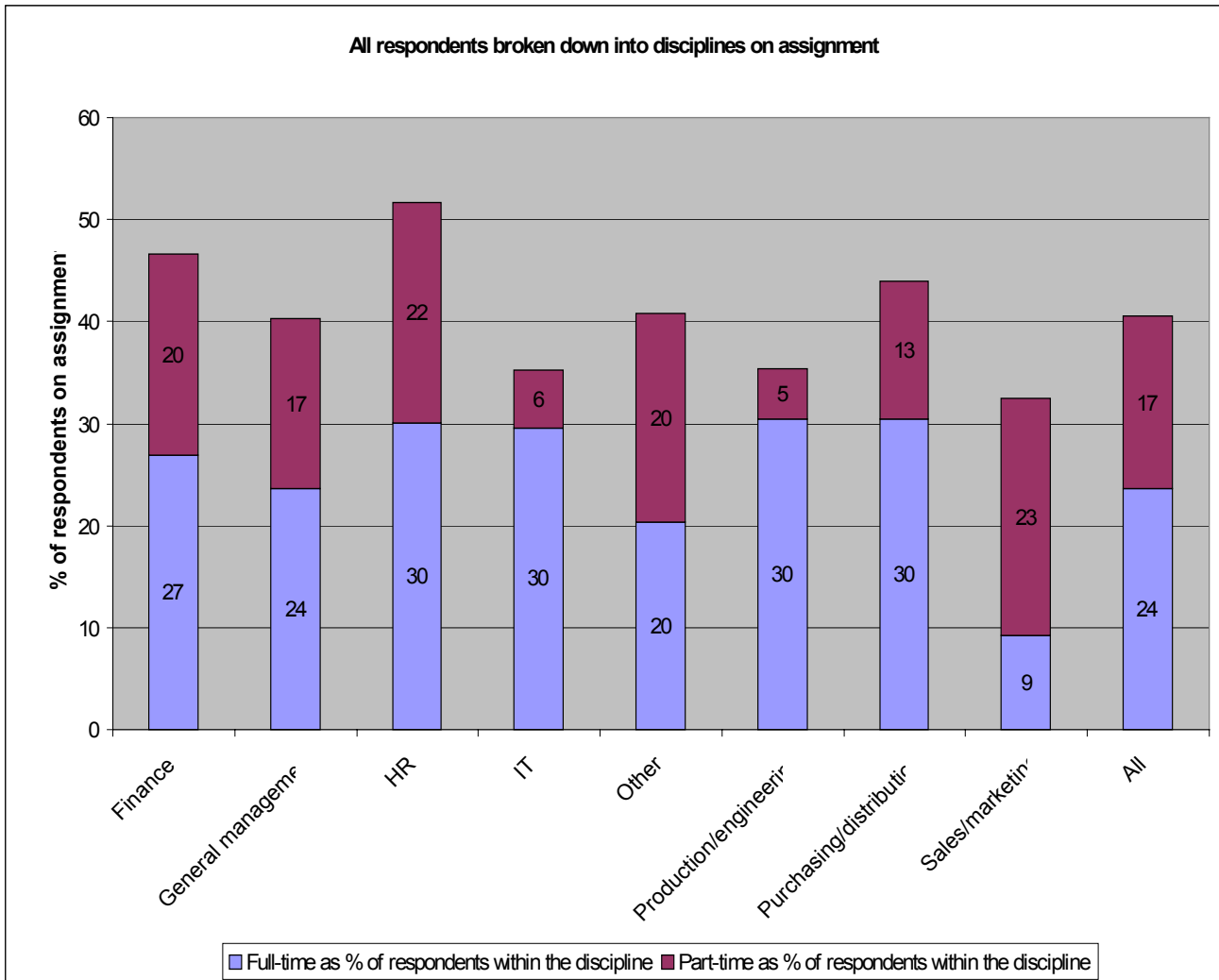
As already noted, the Snapshot collected information about 500 assignments. These were spread between the managers' disciplines as in the following pie chart.



Comparing this to the percentage breakdown of the disciplines of all respondents given above shows that sales and marketing managers have less than their expected share of assignments, whilst finance and HR managers have more. Other disciplines are all within 1 percentage point of their representation in the whole group.

This finding is consistent with reported downturns in marketing spending, for example on media. Given that businesses are being encouraged to sell and market their way out of the present poor climate, this suggests that interim managers in the discipline and agencies are missing a classic opportunity. We wondered if managers with such skills were able to sell and market themselves so effectively that many were not on our database. Those that are on assignment in this survey seem to have got their assignments through agencies to the same extent as other disciplines. Perhaps their colleagues who have not dealt with agencies are scooping up what work is available.

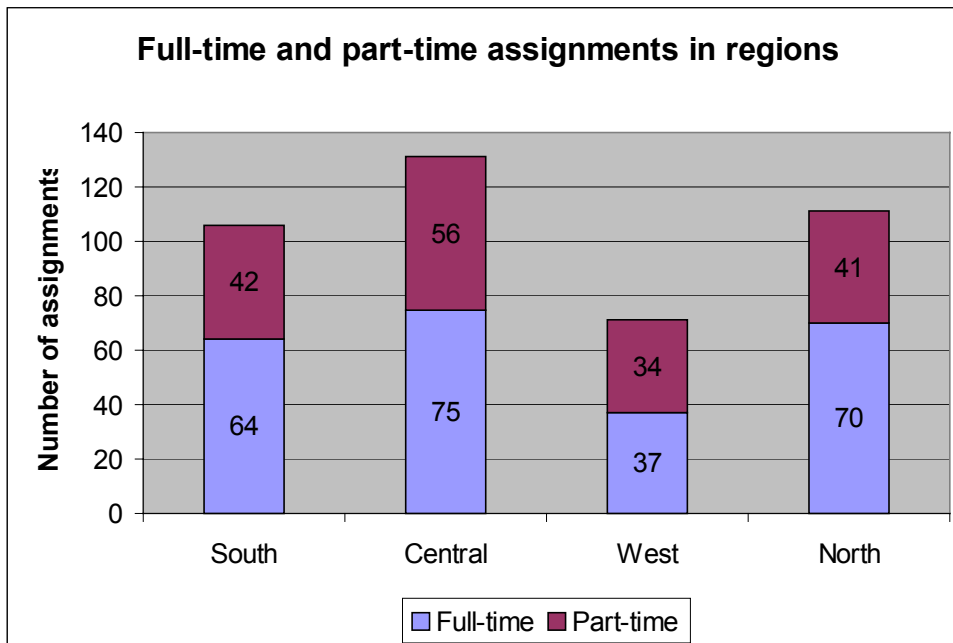
The next chart shows how the disciplines' assignments were spread between full-time and part-time, as well as the total percentage of each discipline on assignment.



This again highlights a major difference between sales and marketing assignments and others. Compared to the total group, sales and marketing assignments were much more likely to be part-time. In fact 73% of them were part-time, whereas the next discipline in the ranking was “other (than those listed)”, with 50% of their assignments being part-time. At the opposite end of the part-time/full-time split are production and engineering, IT and purchasing and distribution with respectively 86%, 84% and 69% of their assignments being full-time. Overall, 42% of assignments were part-time.

The above chart also shows the variation in the percentage of each discipline on assignment, ranging from 32% of sales and marketing managers to 52% of HR managers.

The numbers of full- and part-time assignments around the UK are shown in the following chart.



Finally on this topic, we tracked the breakdown of full- and part-time assignments by discipline over the last 18 months, as follows.

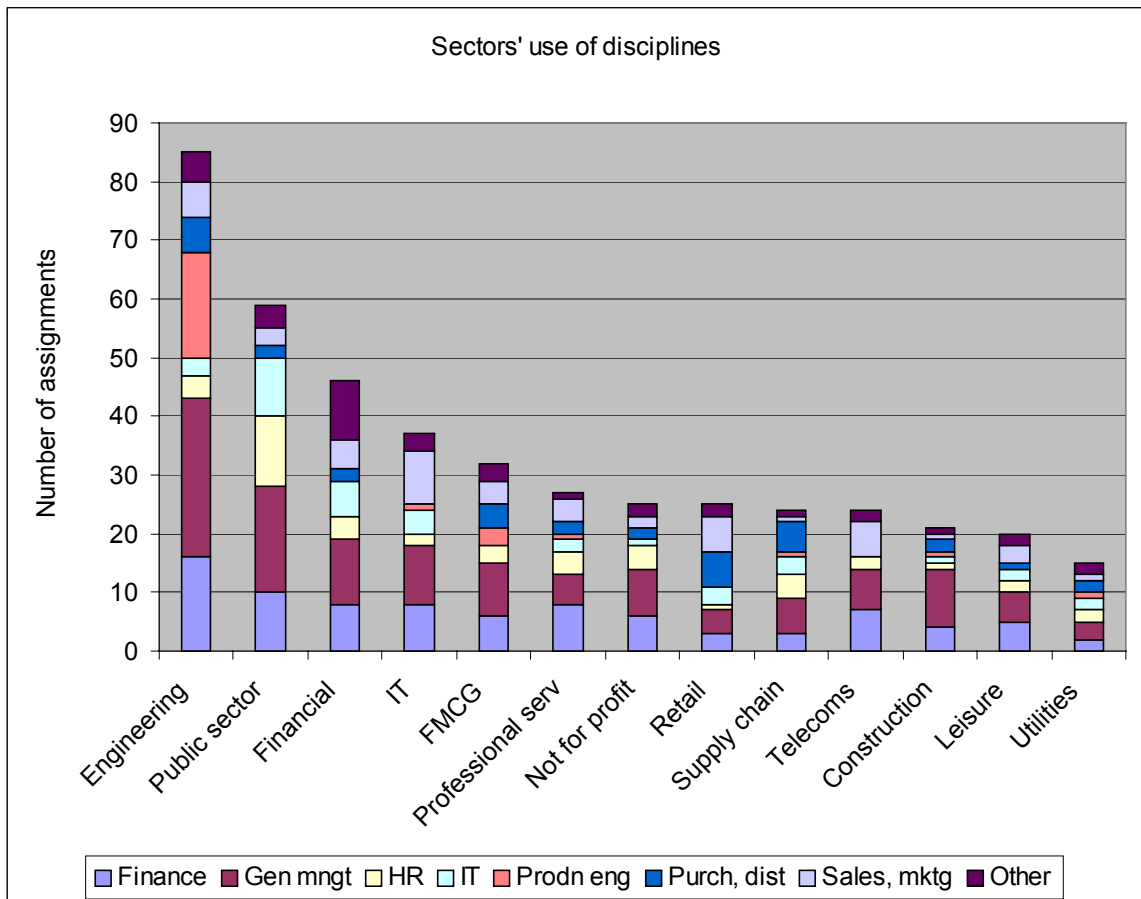
Breakdown of full- and part-time assignments by professional discipline

Discipline	31.12.01		30.6.02		31.12.02		30.6.03	
	Full-time %	Part-time %	Full-time %	Part-time %	Full-time %	Part-time %	Full-time %	Part-time %
General management	20	27	17	18	18	25	28	27
Finance	21	19	22	14	22	19	20	20
Sales and/or marketing	9	22	13	17	9	17	6	20
Production/ and/or engineering	10	6	8	6	5	6	9	2
Purchasing and/or distribution	7	3	8	3	9	2	9	5
IT	12	4	12	9	16	6	11	3
HR	10	5	10	15	12	8	10	10
Other	11	14	10	18	9	17	7	10
	100	100	100	100	100	100	100	100

This shows a swing in favour of general management interims landing a bigger share of full-time assignments, with IT managers' share falling. It also shows that sales and marketing managers' disproportionate split between full- and part-time has been in place throughout, but has become particularly marked this time.

Business sectors using interim managers

To begin this part of the report on the same subject as the last, we've shown on the next chart the sectors' choice of disciplines.

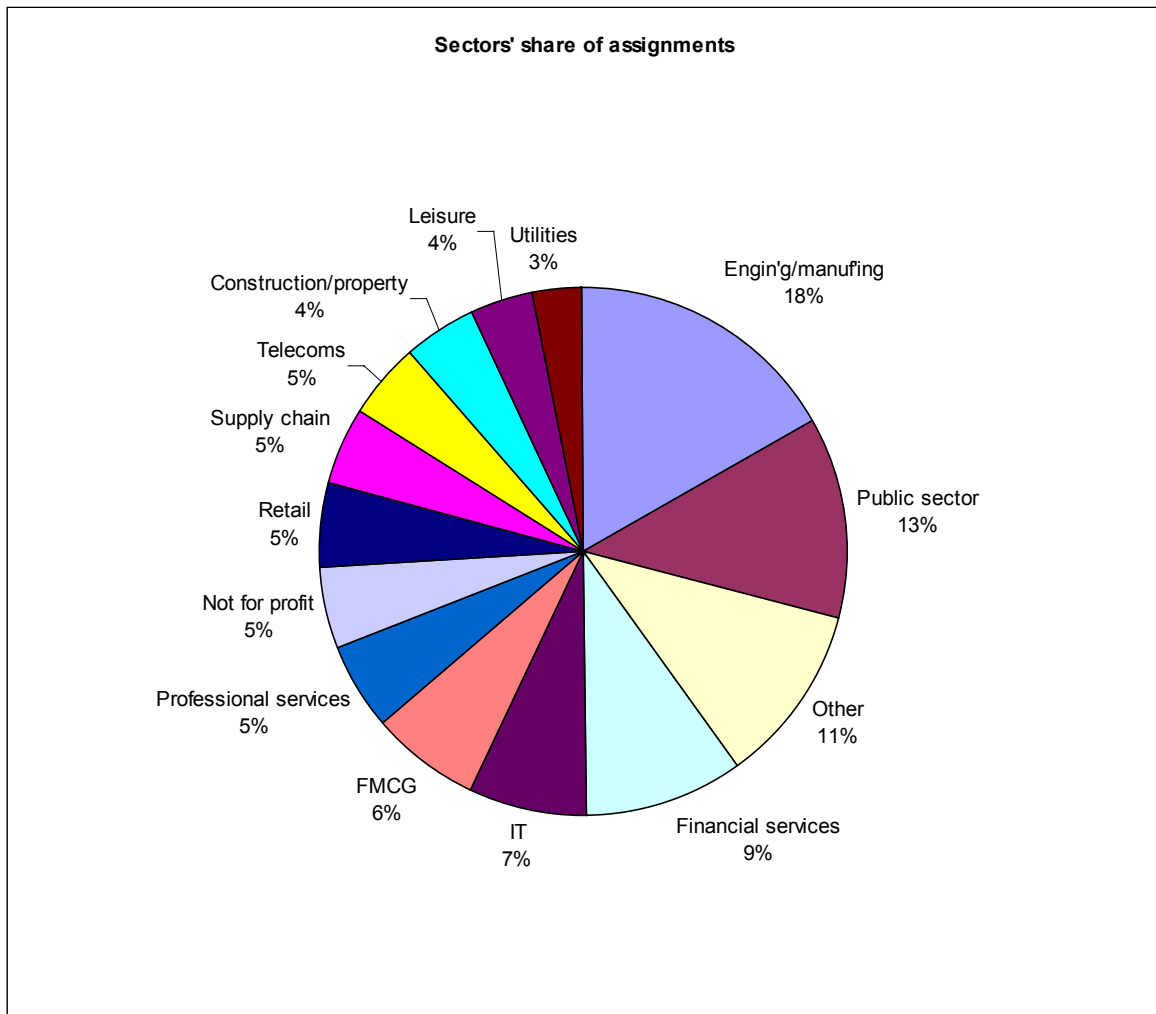


As well as highlighting a big difference in the number of assignments being carried out in different sectors, this also shows some interesting, if not surprising, facts about some disciplines:

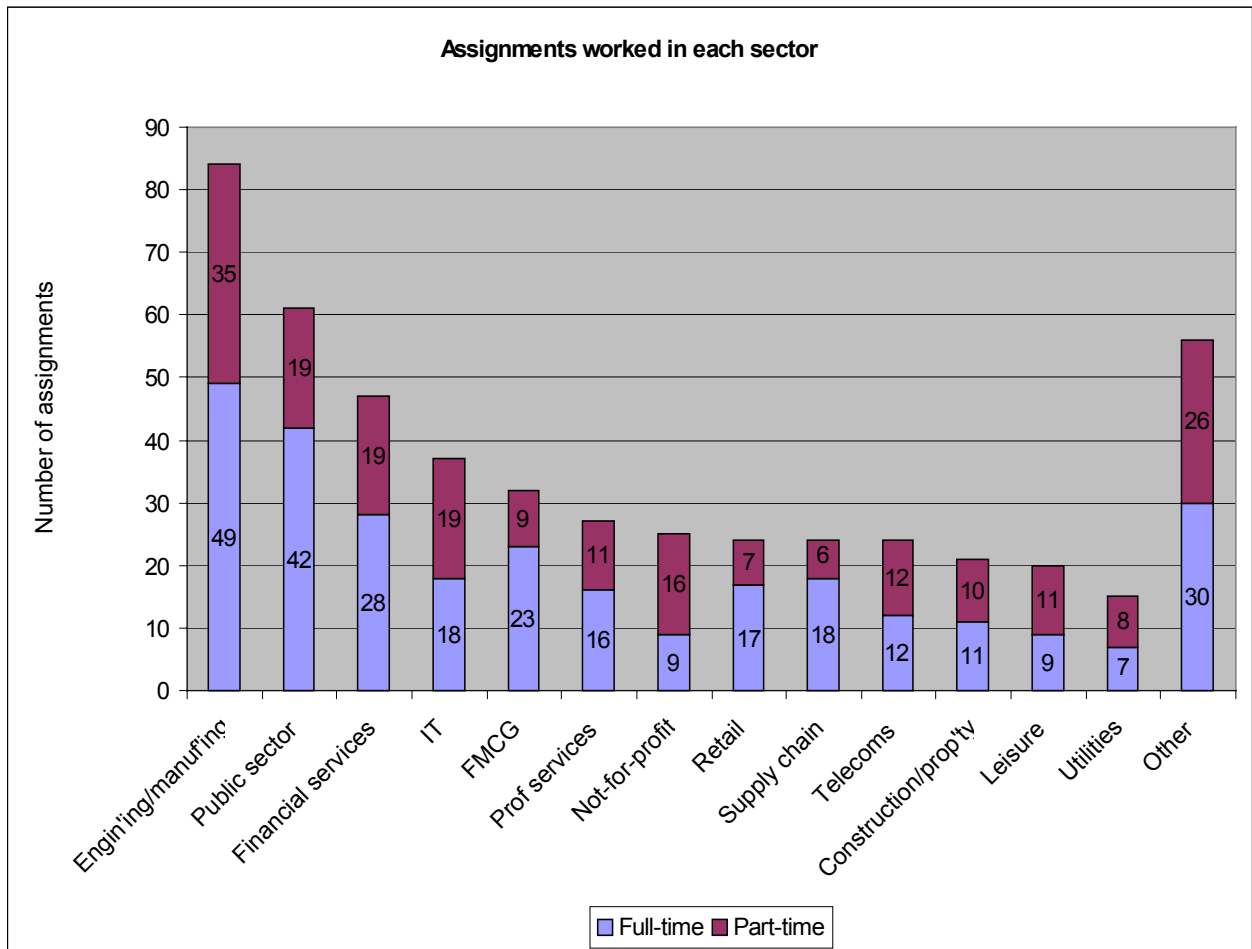
- all sectors used finance and general managers
- sales and marketing work did not feature in the construction and property, supply chain and utilities sectors to any significant extent
- production and engineering opportunities are largely confined to the engineering sector
- the engineering sector's use of procurement and logistics managers is similar to that in the retail and supply chain sectors
- IT managers' opportunities are mainly in the public sector, financial and (no surprise) IT sectors. No IT managers were on assignment in the FMCG, retail or telecoms sectors.

In this report, this information is presented visually rather than as a table, to allow readers an overview of the issue. The small numbers from some disciplines on assignment in many sectors must be borne in mind.

The next pie chart shows the breakdown of assignments throughout the sectors.



There were some significant differences between the sectors' use of full-time and part-time interims as follows. For reference, the total assignments reported broke down to 42% part-time, 58% full-time.



The IT, not-for-profit and leisure sectors seem to offer greater opportunity for part-time assignment work than average, whereas the FMCG, retail and supply chain sectors seem to favour full-time interims more than average.

Daily rates

In this section, the daily rates charged by interim managers are analysed by sector, discipline, age, region and source of assignment. In previous reports we've only highlighted averages, which we now feel has masked the huge range of rates being charged and the wide distribution of rates throughout this range.

The danger of reporting the range and distribution is the tendency for clients to focus on the low rates and managers to focus on the high ones. Somewhere these two perspectives have to come together if clients are to continue to benefit from the flexibility, immediate availability, fast start, low risk and sheer skillset that interim management offers. This middle ground will be in the areas of length of assignment and hence overall cost to the client, the part-time/full-time element, and above all, the value that the assignment delivers.

Let's start this analysis with sectors, as laid out in the following table.

Daily rate analysed by client sector

Sector	Average daily rate (All) £	Average daily rate (part-time) £	Average daily rate (full-time) £	Range £
Financial services	607.35	670.94	566.46	240-1350
Construction, property	492.00	505.56	480.91	150-950
Engineering, manufacturing	477.07	490.00	467.65	150-1000
FMCG	383.87	368.13	389.35	220-600
IT	526.19	490.00	564.39	150-1500
Leisure	575.50	571.82	580.00	150-900
Not for profit	472.67	504.93	418.89	200-1200
Professional services	565.77	500.00	606.88	200-2000
Public sector	454.18	541.05	414.88	200-1500
Retail	536.60	535.71	509.71	250-1000
Supply chain	538.29	566.67	528.83	174-1000
Telecoms	513.13	500.00	526.25	225-1000
Utilities	562.33	647.50	465.00	300-1425
Other	510.79	528.73	493.52	150-1500
Total	506.00	527.00	490.00	150-2000

Overall, part-time rates were higher than full-time, but the opposite was true in FMCG, IT, professional services and telecoms. Compared to our last report at December 2002, these rates are higher on average for full-time work (£472 in December) and about the same for part-time (£531).

The table also shows the range of rates from £150 to £2000 per day, and the overall average of £506. For the more statistically minded of readers, the standard deviation was £230, so the “typical” range charged was from £276 to £736. This does not imply that rates outside this typical range were outlandish. It’s just an observation on this particular set of data, and reflects the variability of the interim management market and diversity of Russam GMS’s register.

Daily rates also varied between disciplines:

Daily rate analysed by discipline

Discipline	Average daily rate (All) £	Average daily rate (part-time) £	Average daily rate (full-time) £	Range £
Finance	496.10	527.29	473.90	200-1250
General management	542.65	559.20	525.76	150-2000
HR	501.65	540.25	474.07	230-1425
IT	579.24	705.00	554.90	300-1350
Production, engineering	433.57	542.50	415.42	200-900
Purchasing, distribution	454.00	530.00	420.56	174-1200
Sales, marketing	470.09	455.48	508.44	200-1000
Other	501.13	502.14	500.00	240-1000
Total	506.00	527.00	490.00	150-2000

For all assignments and part-time ones, only IT and general managers were paid higher than average rates, particularly part-time IT managers, although this was based on only a handful of assignments. For full-time assignments the average rates were more evenly spread throughout the disciplines, but here again, IT managers negotiated the highest rates on average. The lowest average rates went to production and engineering managers for all and full-time assignments and to sales and marketing managers for part-time ones (their most common type of assignment).

Daily rates, as expected, varied according to the age of the interim manager, as follows. Typically, the youngest and oldest managers got the lowest rates.

Age range of interim manager	Average daily rate (£)
Late 20's and 30's	500
40's	513
50's	506
60's	462
All ages	506

There was also variation in the average rate according to the region in which the client was based, as follows:

Region	Average daily rate (£)
South	509
Central	528
West	520
North	448

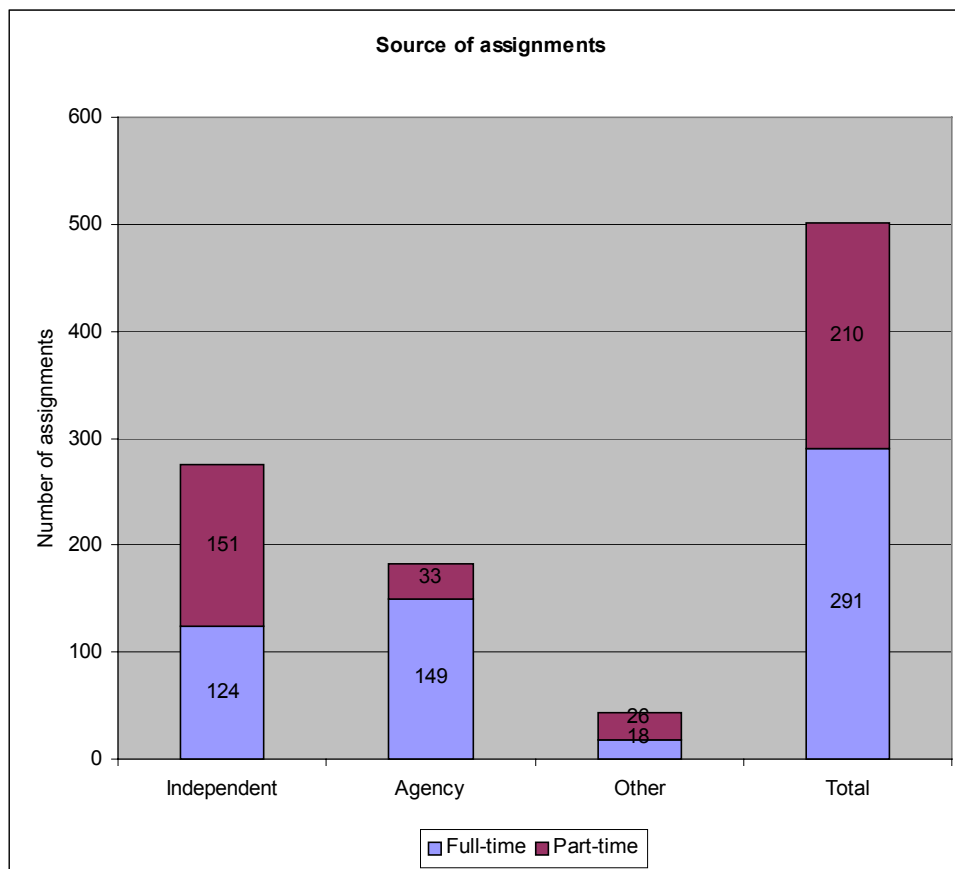
Finally on rates, and leading us into the next section of the report, we analysed average rates and ranges according to how managers sourced their assignment: got it themselves, went through an agency or used some other route. We anticipate the last often means a permanent position becoming interim.

Daily rate analysed by source of assignment

Source	Average rate £	Range £
Independent	519	150-1425
Agency	476	150-1500
Other	558	150-2000
Total	506	150-2000

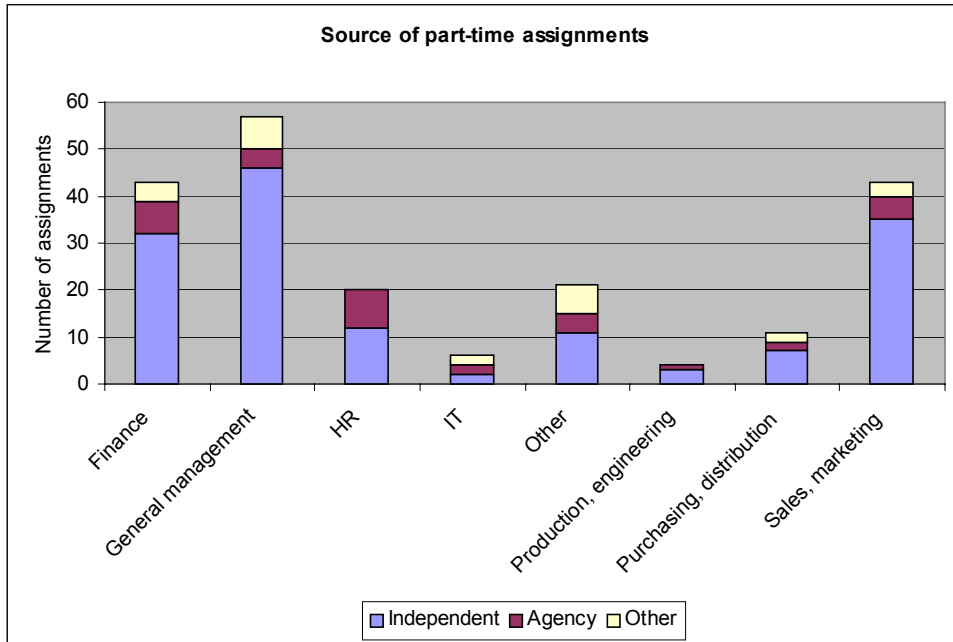
The agency-sourced rate is the lowest, but that of course excludes the agency fee charged to clients.

Source of assignments

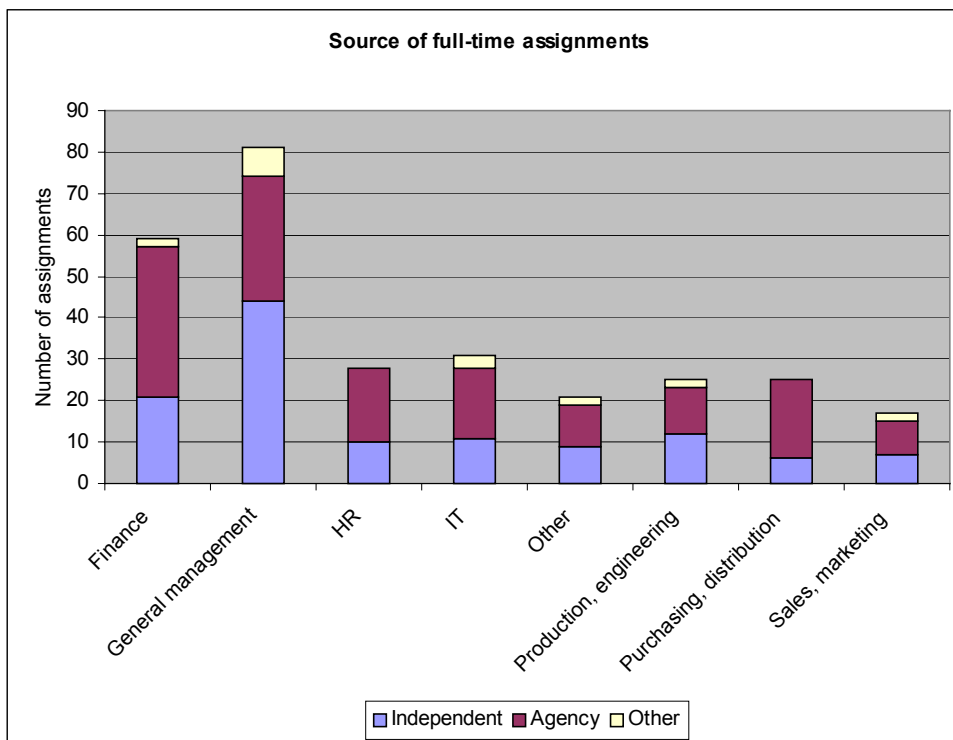


As shown here, more assignments were landed by the interim managers' own efforts than by agencies, but agencies were able to deliver more full-time assignments than managers did themselves. In fact, agencies play only a small role in the part-time element of the market, according to this survey.

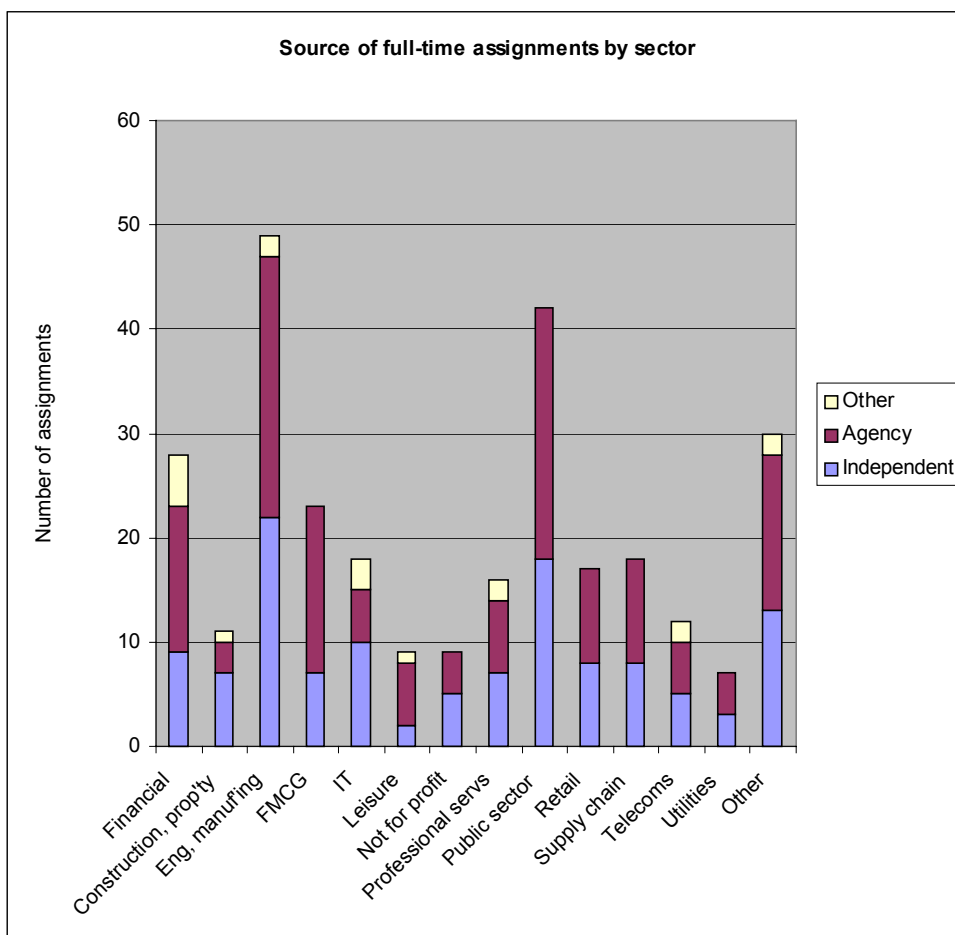
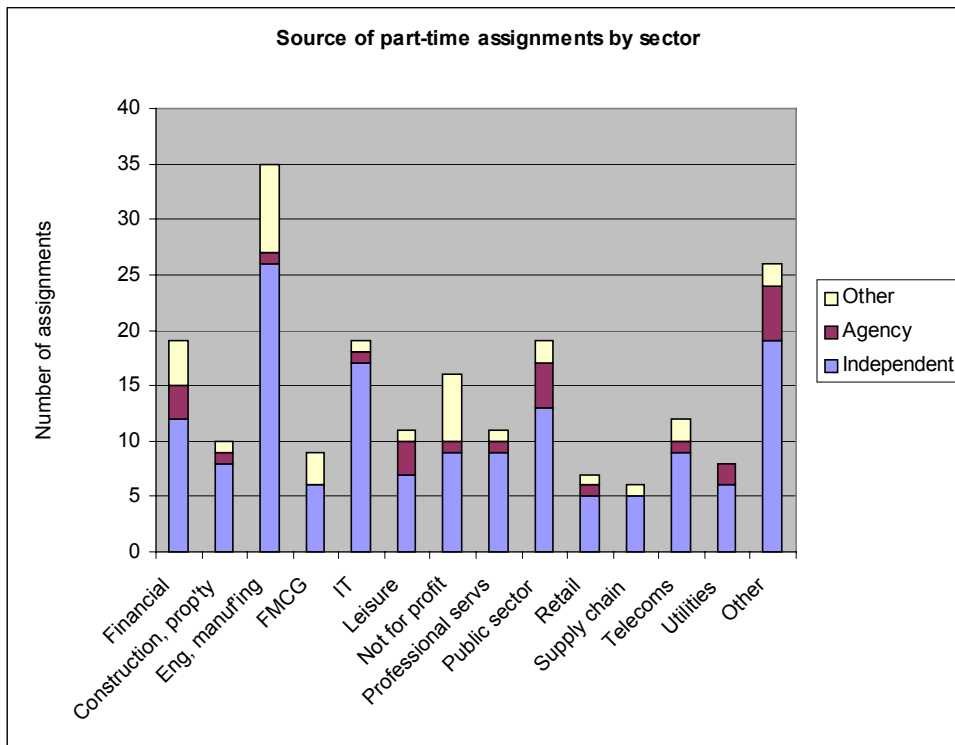
Looking at the part-time assignments handled by the various disciplines, this independence from agencies was evident in almost all disciplines.



On the other hand, analysis of full-time assignments shows a more balanced picture, with agents being particularly helpful to clients seeking finance and general managers.



Examining this by sector shows where agencies had most success: the public sector and in engineering and manufacturing, followed by financial services and FMCG. Managers seeking assignments independently had most success in the same sectors but with IT replacing FMCG.



Roles of interim managers on assignment

We asked interim managers on assignment at the time of the Snapshot to select as many tasks or roles as applied from a list. Typically, each manager selected up to

half of all options available. Not surprisingly, the most common was “supplying specialist skills either lacking at the organisation or diverted onto other roles” – a classic interim task. It fell to managers in various disciplines as follows:

Disciplines, rate and age of those on assignment providing specialist skills

	Total	Finance	General management	HR	IT	Other	Production, engineering	Purchasing, distribution	Sales, marketing
Number providing specialist skills	293	47	73	30	27	26	16	29	39
As a % of all on assignment in the discipline	58	46	53	63	73	62	55	81	65
Average daily rate (£)	480								
Average age (years)	51								
Age range (years)	34-68								

With the exception of finance managers, providing specialist skills was indeed a component of assignments for the majority of managers in all disciplines, particularly purchasing and distribution, sales and marketing and IT. This suggests that these are the areas of key client need, once it has been decided that an interim solution is appropriate. The daily rate however, was slightly below average, and the age range of managers doing such assignments was as expected, slightly higher than the sample as a whole.

Footnote from Russam GMS

We are grateful to Hilary du Cane for managing this research project and for the many insights and observations which have added significantly to the value of this report.

The interim management market is clearly maturing and it is changing. It’s importance and relevance is now firmly established. The interim market will grow as more senior executives move into the market and as more businesses turn to interim solutions as they find themselves having to respond short-term to their own trading situations. Immediacy and flexibility continue to be the main drivers.

Innovation and persistence in marketing, plus quality and thoroughness whilst on assignment, should see more senior executives succeeding. For clients, getting alongside a provider who knows the market, can find the best people almost instantaneously at the right price and who is determined to see the client well-served will increasingly be the right and most effective approach for astute and progressive organisations.

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