

Interim Management Survey 2021

July 2021 (12th edition)





Foreword

In last year's IIM Annual Interim Management report, we commented that it becomes increasingly clichéd to refer to 2020 as an unprecedented time, but it most definitely has been quite a year for the interim industry. In this year's report, we have the responses from Interim Managers and Executives to support the effects of the Covid-19 pandemic in detail and suggestions throughout on where we are going.

Covid, like the 2008 global financial crisis, knocked the interim industry for a six. One key statistic was the average billable days which plummeted to its lowest since the Survey began in 2010, to an average of 132 days, down from the peak in 2014 of 167, a 21% reduction.

We wish to take a moment, as we did last year, to recognise the key workers, particularly in the medical and care arena, Interims included, who have worked to keep us safe and to spare heartfelt thoughts for those Interims and families who have not made it through this time unscathed. I do not know a fellow Interim who has not been affected financially or, worse, the loss of a family member or friend.



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Introduction

In March of this year, the authors decided to extensively measure the impact of the pandemic on Interim Managers, hence the extended length of the Survey for 2021 to over one hundred questions.

Similarly, we have amended the report structure this year to present many continuing and new extended questions to reflect that, making the report longer than in recent years.

Each Interim is different, so we have provided graphical and contextual analysis of each element in the following sections **enabling the reader to interpret the collective findings for themselves**:

- About You The Interim Executive
- About the Market
- Your Last Assignment and the Market
- About Interim Service Providers.

The two sections on Covid and IR35 contain deeper analysis of the results:

- Impact of Covid-19
- IR35 and the Interim Market.

And finally, detailed information, including winners details, website links, etc., for the four tiers of ISP Rankings and Top Individual Consultants:

• The IIM Interim Service Provider Survey results from 2021.

We have not reported here the specific questions asking about the IIM, membership and benefits, which will be analysed and help shape the future strategy and approach of the Institute. We are grateful to those who provided their feedback.



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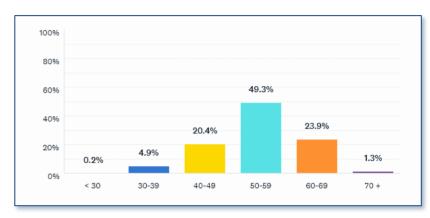


About You - The Interim Executive

Age Profile

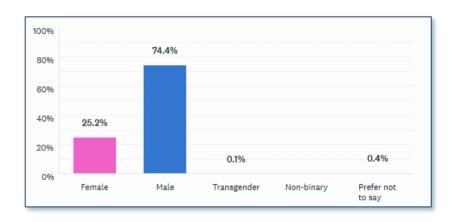
Interim Managers are mostly in their 40s, 50s and 60s, representing a line of work for experienced businesspeople.

With a 54.5 age average, little has changed over the last decade (IIM Survey 2011: 52.8), except that a few more start in their 30s and a few more go on into their 70s.



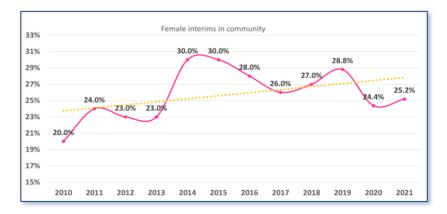
Gender profile

The proportion of female Interims this year is 25.2% of survey responders, significantly adrift from the almost 50:50 split in the population at large.



The Survey has shown a varying proportion of female Interims in the community over the last decade, with a gentle trend upwards.

It is pleasing to note, perhaps, the start of an uptick in 2021.





Ethnic origin

For the first time, the Survey asked for Interim ethnic origin with a large majority of 86.4% white of United Kingdom origin, followed by Asian (6.7%) and Black (2.7%) origins.

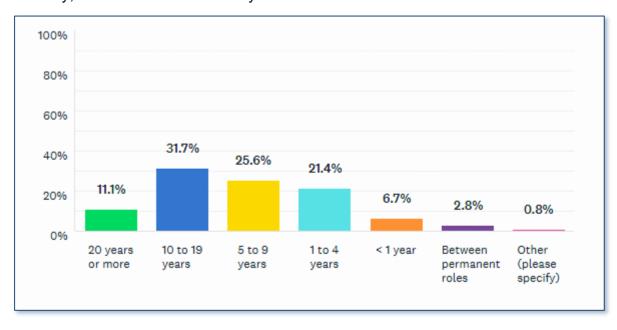


Subsequent surveys will track ethnic origin across the years.

How long an Interim

A further new question is about the length of Interims' career as an Interim. It is pleasing to see many choose an interim career path, the average being 10.4 years (excluding responders selecting between permanent roles and other).

Similarly, we shall track this each year.

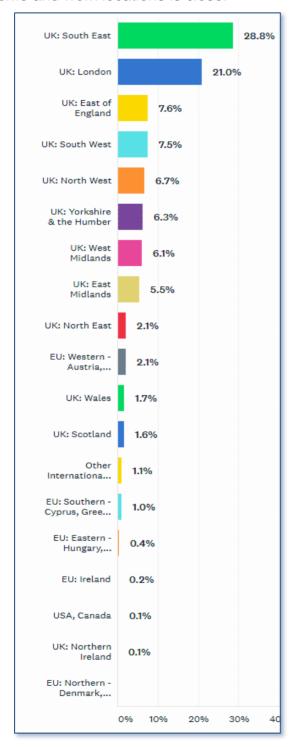


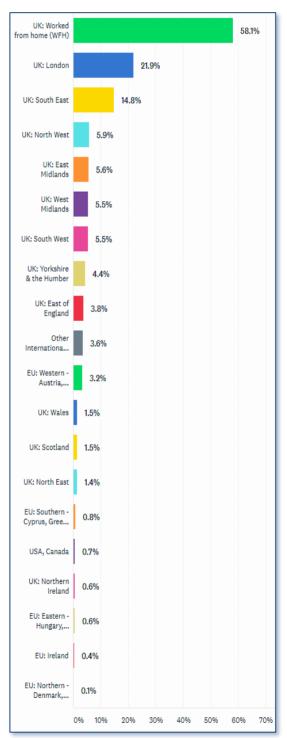


Home and work locations

London and the South East continue to be where half of the Interim Managers live. Similarly, London and the South East are also the dominant working centres, but this year topped not surprisingly by WFH (working from home).

In normal times, many Interims travel a great deal; however, the correlation between home and work locations is close.



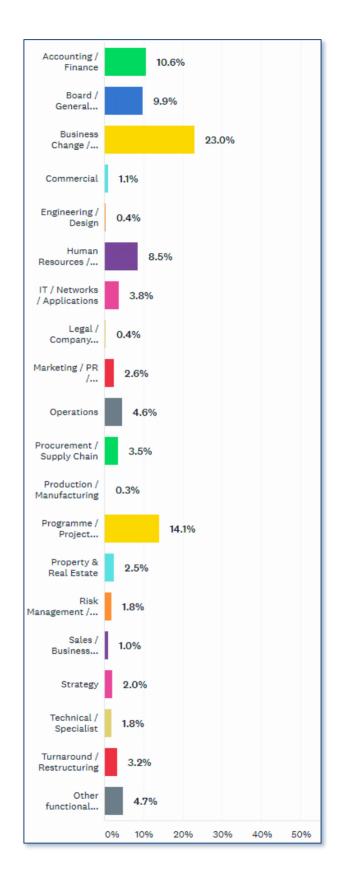




Functional profiles

In overview functional categories (%):

1.	Business Change	37.1
2.	Business Support	20.9
3.	Board	15.1
4.	Operations	7.1
5.	Commercial	4.7
6.	IT	3.8
7.	Supply Chaim	3.5
8.	Property	2.5
9.	Other (+rounding)	4.9

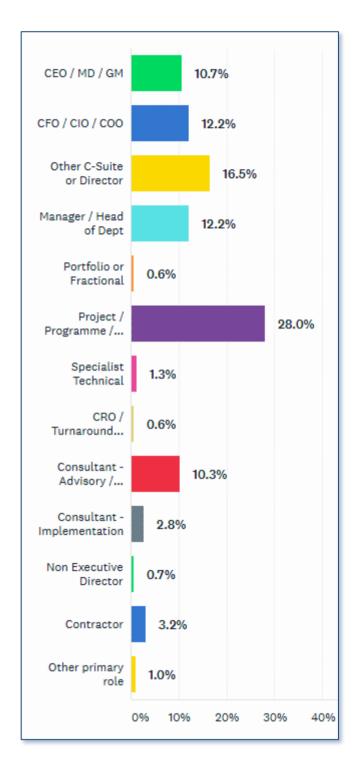




Generic role profiles

Role groupings:

- 39.4% CxOs
- 28.0% Programme/Projects Managers
- 13.7% Consultants
- 12.2% Managers
- 3.2% Contractors
- 1.9% Technical Specialists
- 0.7% NEDs
- 1.0% Others.



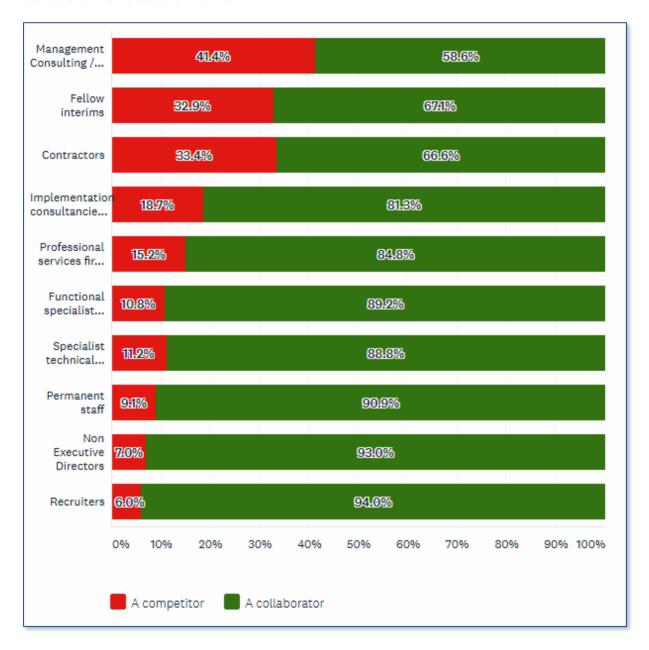


Competitors or Collaborators

Another new question for 2021, who do Interims *perceive* as competitors and collaborators.

Other than fellow Interims and contractors competing for engagements, management consultancies at 41.4% are seen as the main rivals.

Conversely, recruiters, NEDs, specialist and professional firms are seen as collaborative routes to market.

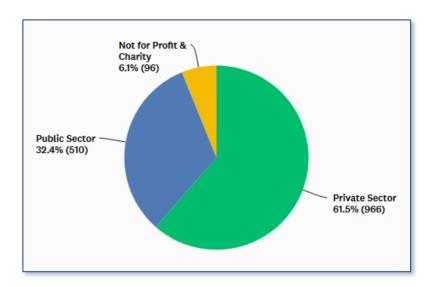




Sector preferences

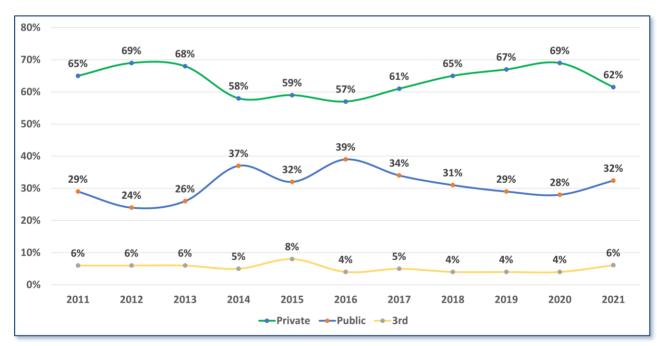
In terms of sector, a greater proportion of Interim Managers are working in the private sector (61.5%), with a significant tranche in the Public (32.4%) and Third sectors (6.1%).

As of April 21, IR35 impacts all Interim Managers (and all freelancers) engaged in all sectors.



Whether due to Covid – more likely – or IR35, Interims in the Private sector dipped by 7% from 69% to 62%.

Both Public and Third sectors compensated as a proportion of all interim survey



responders, likely representing private sector risk aversion during cash stressed times.

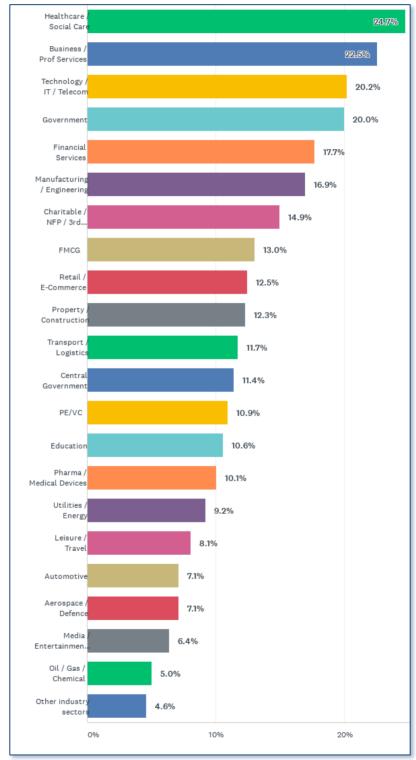


Industries

There is a diverse spread of Interims by industry.

The question is multiple choice, so the total percentage sums to much greater than 100%.

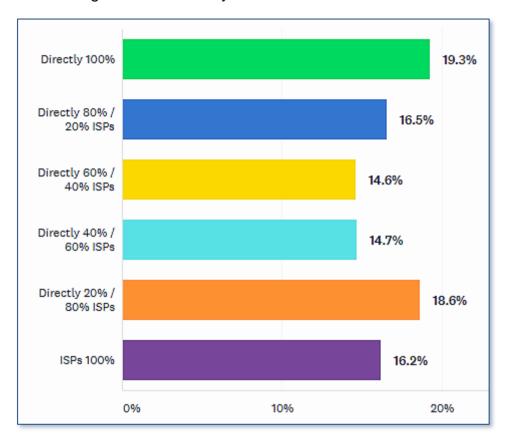
Note: apologies for the quality of this graphic.





Direct vs. ISPs

There is no clear preference for direct or ISP routes to interim assignments. The statistical average is 50.9% directly.





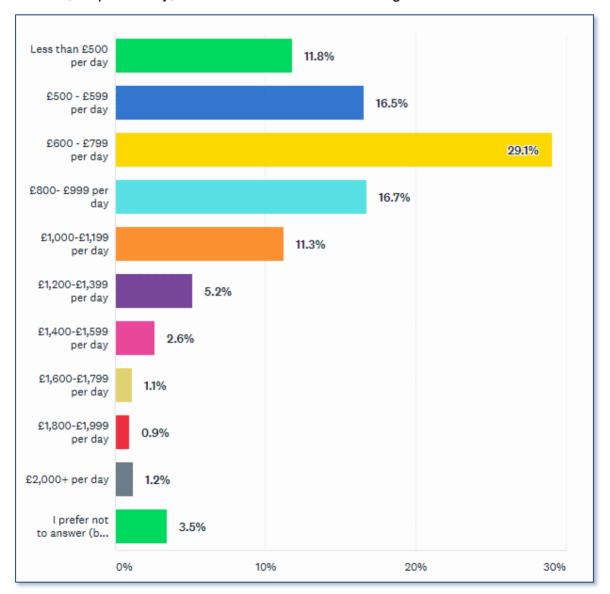
Rates ranges

Interim Managers are typically paid on a day-rate basis, mainly through their Limited Companies (>95% of Interim Managers), however with IR35 now more relevant across all sectors, umbrella companies and PAYE in fixed-term contracts are becoming more frequent.

Rates fluctuate due to seniority, demand, sector industry and function. Interim Managers get paid from around £500 per day (though there has been a significant divergence in rates between Private and Public Sectors in recent years) to over £2,000 per day. The most typical rate is again in the £600-£800 bracket.

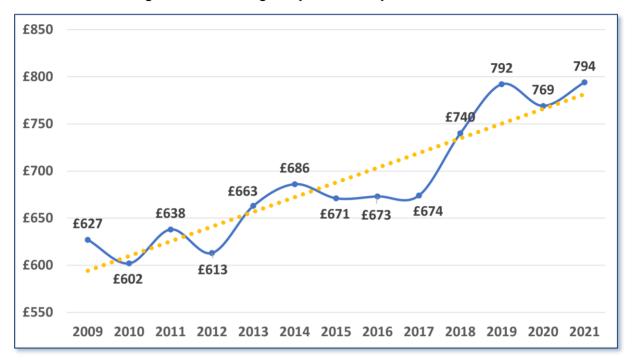
From 2022 we will capture rates in a broader way to reflect the changing ways of working (e.g. FTC, Statement of Work fixed fees) and community-wide IR35 determinations.

For now, as previously, the rates for outside IR35 assignments were:





We have seen a slight rise in average day rates this year, to near the rate of 2020.



Private Sector rates recovered the loss of the previous year, whereas Public Sector rates have pretty much stayed the same two years in a row.

Private sector average day rate: £862 (up from £819 last year)

Public sector average day rate: £668 (like £662 last year)

£794. Overall average day rate:

We saw the same effect at the time of the last economic downturn a decade ago, when the Private Sector dropped more quickly, leaving the Public Sector unchanged.

Private sector Interims are now paid on average 29% more than public sector Interims, compared to 9% more in 2010 (Private: £616, Public: £564).

We also note an 8% gender pay gap between male and female Interim Managers at face value, up from 11% last year.

Male Interim average day rate:

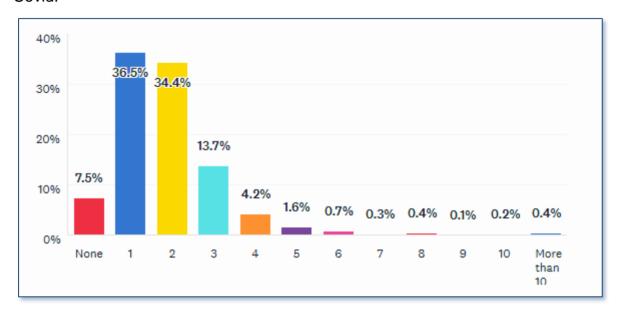
Female Interim average day rate: £704



About the Market

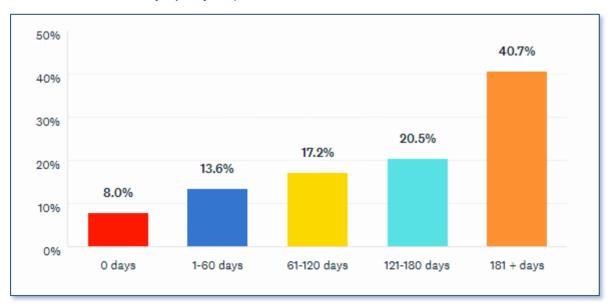
Assignment numbers

Clearly, in this particularly challenging year, many Interims did not work as much, if at all, but those working had more than one assignment in the year at 56% of the total. 'None' rose from 5% last year to 7.5%, clearly showing the continued impact of Covid.



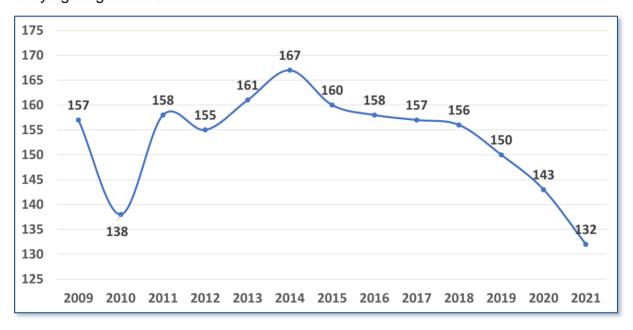
Billed days

The number of days Interims 'billed' during the year has always been well below the number of days people in permanent employment earn (i.e. 230 worked days out of about 260 worked days per year).



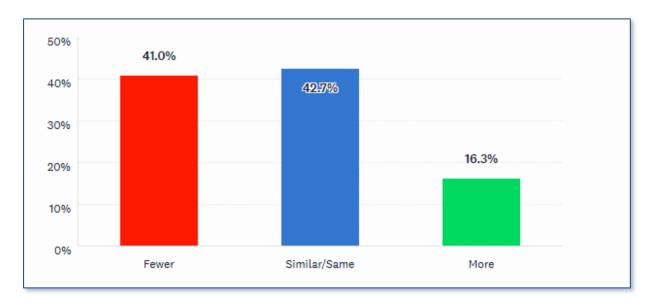


Interims again noticed a further billed days reduction (on average) over the past year, reflected in the average billed days reducing from 2014's 167 to 132, a worrying long term decline.



Billable days compare with the previous 12 months

The average billable days' situation was confirmed by the subjective comparison with the previous year, as follows:





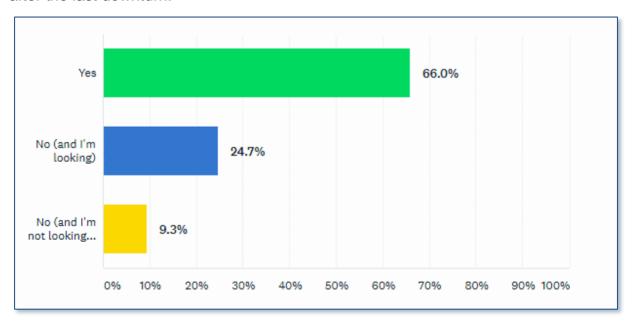
Average day rate compared with previous 12 months

But not the average day rate, which remained, overall, only slightly reduced.



Assignment status end April 2021

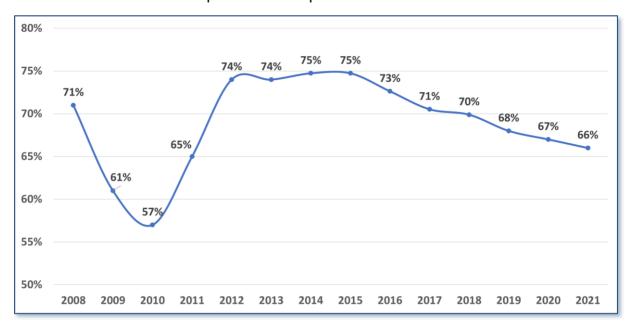
The percentage of Interims who were 'on assignment' at the end of April was 66%, again a little softer than in recent years, but still well up from the low point of 57% after the last downturn.



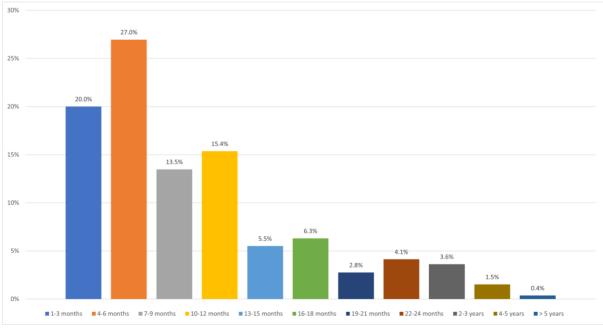
Please note, some Interims choose, at times, to neither work nor seek work, which accounts for 9.3% of the total Interim population.



'On assignment' at the end of April since 2008, with 2021 continuing a long gradual decline. Will it bounce back post-Covid as post the 2008 Financial Crisis?



Length of current or last assignment

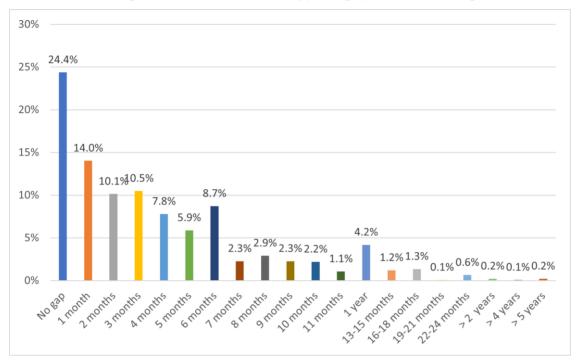


The average assignment length was **10.3 months**.



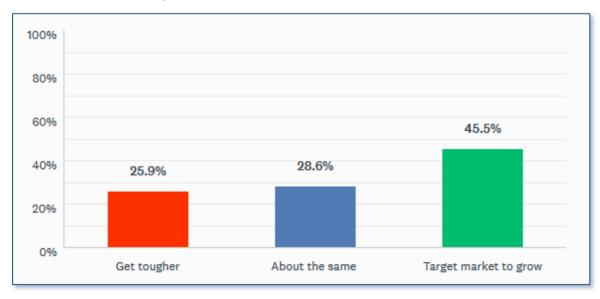
Length of the last gap

There is an average of **4.1 months** for a typical gap between assignments.



Looking at the next 12 months

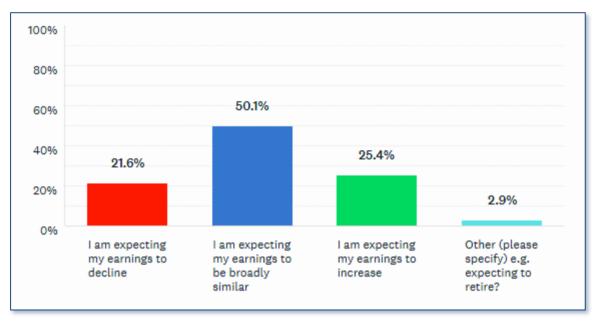
Interims expect the market to get better, with only 25.9% anticipating a tougher market than 62% last year.





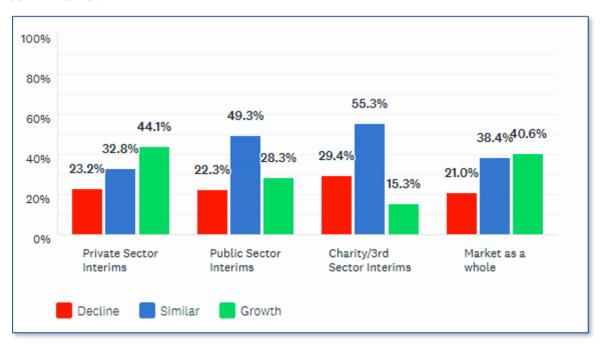
Earnings expectations

Market growth expectation is a little more reserved when considering earnings, with the majority expecting broadly similar earnings.



Sector expectations

When asked to predict changes to the interim market by sector, most viewed the market with growth potential, a significant turnaround from last year's perception of a down market.





Impact of Covid-19

The biggest challenges

Clearly, Covid-19 has had a huge impact on the number and type of interim roles. Last year some 60% of respondents said there was an immediate drop off in work.

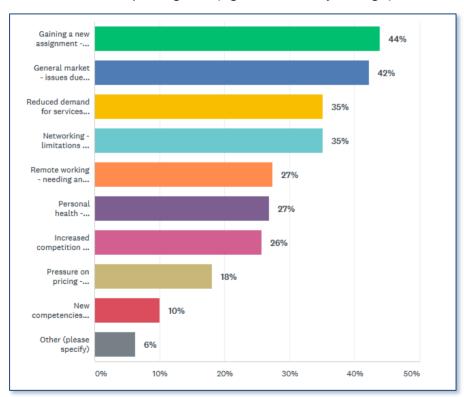
This year some 44% have found finding a new assignment the biggest challenge with multiple causes and Covid impacting them. Brexit, the general economy, increased competition for fewer roles being perhaps more obvious examples.

Perhaps slightly encouragingly, "only" 35% reported reduced demand for their services – assignments were fewer and shorter and, of course, in many cases, virtual.

The virtual world of the last 12 months has been a challenge, with the absence of face-to-face client and agent interaction and traditional networking. Building trust with potential clients and agents has required adopting new methods.

As well as 27% calling out the need to have a home working base and improved IT skills, the same proportion recognised the importance of staying healthy during the pandemic, whether simply preventing/avoiding Covid or dealing with the health implications of remote working and reduced human interaction.

Inevitably the greater competition for fewer roles led to further increased pressure on rates, with 18% reporting this (against 13% a year ago).



Work and Financial Plans

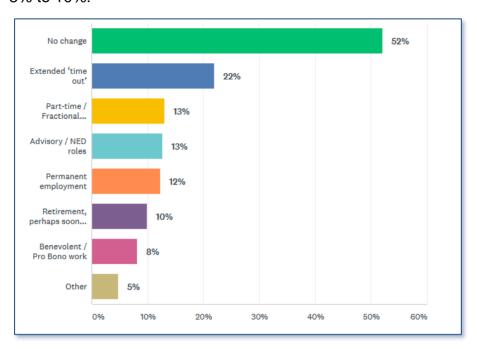
The dramatic impact on Interims work and financial plans that we saw a year ago has, in some senses, settled and normalised. The major damage was done last year, perhaps.



Half of all respondents saw no change in their plans, more than **doubling** (to 52%) from last year.

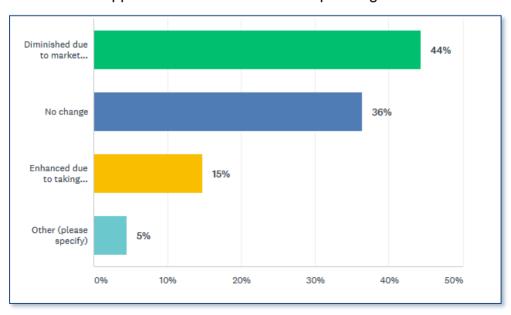
Similarly, the proportions considering leaving the interim space, whether, for example, to the "dark side" of perm, moving to fractional/portfolio consultancy, to pro-bono work or even taking time out, all **halved**.

Only those considering retirement/early retirement grew, albeit only marginally, from 8% to 10%.



The impact on personal and company wealth

Unsurprisingly, almost half (44%) reported their company/personal wealth as diminishing, but a further 36% have weathered the storm and saw no real change year on year. Some 15% even saw enhanced profit/wealth through securing new Covid related opportunities and/or reduced operating costs due to WFH.





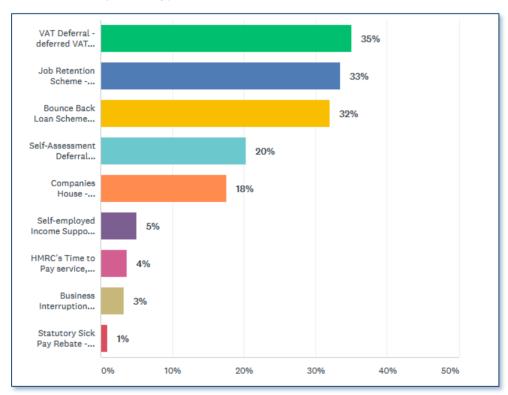
Government support schemes

Business has clearly remained challenging for many, and as in 2020, Interims have inevitably resorted to using one or more of the wide ranges of Government support schemes available to manage.

The most noticeable change from last year is using Loans, Bounce Back and Business Interruption, with a combined 35% using this option, compared to just 9% in 2020.

Although widely criticised as not sufficiently supporting Limited Company freelancers, a higher proportion of respondents, 33% (up from 25%), used the Job Retention Scheme this year, whilst just 5% (down from 9%) of those not operating through a Limited Company, claimed through the Self-Employed Income Support Scheme.

VAT deferral and Self-Assessment deferral were still used by significant proportions, although both were reduced from last year (35%, down from 39% and 20%, down from 28%, respectively).



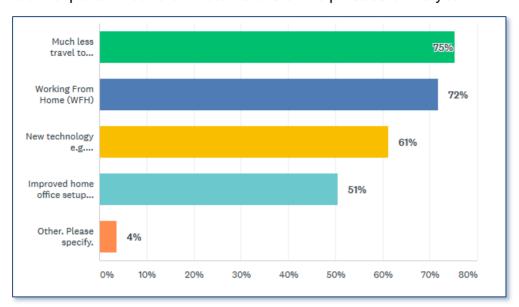
Have your Working practices changed?

With Covid restrictions on travel and office-based working continuing throughout 2020 and 2021, perhaps no great surprise to see the majority (72%) still primarily working from home, but the proportion reporting reduced travel to client sites more than doubled to 75%. A year ago, we perhaps expected it to be "normal" again much sooner.

Adapting to the new increased WFH workstyle, the proportion who made improvements to their home office set up doubled this year (to 51%), as did those engaging in the new technology required to WFH (to 61%).



Here to stay, for now at least, these new working practices bring many challenges on the human interaction front (virtual coffee chats are the norm now), and we have all had to become adept at remote working, generating a new group of Teams and Zoom experts! "You're on mute" is one of the phrases of the year.



Post Covid-19 changes

The Survey also asked the question: What changes – positive or negative – do you think will come in a post-COVID-19 world, affecting either Senior Independents or the interim industry as a whole?

We had close to 1,000 detailed responses to the question requiring detailed analysis, with some very strong observations.

- 67% expected a complete shift in working, with clients offering a more flexible approach to location, much-increased use of Working from Home and mixed Office/WFH. It was generally seen as a positive step, with particular callouts on Health and family wellbeing as well as increased opportunities beyond traditional geographic barriers, but negatives such as team connection, social interaction were also referenced.
- 15% expected the market to recover and grow, fuelled by a backlog of demand paused by Covid, plus the need for companies to move faster into digitisation.
- 10% cited IR35 as a major change of course, with effects on the way of working is the PSC model dead? Perhaps in part to counter this, there was a view that outcome-based roles would increase.
- Fewer than 3% expected the market to contract/stay low, and a similar % expected increased competition for roles
- Just 5% felt that rates would be reduced/remain under pressure, perhaps in part by the greater growth expectation



The impact of being excluded from Government support schemes

We also asked: If you were substantially 'EXCLUDED' from HM Government Covid-19 support schemes due to being a director of a Personal Services Company (PSC), what specific impact did this have, and possibly ongoing, on your financial and/or personal wellbeing since March 2020?

We had close to 800 detailed responses, and the following analysis revealed some stark impacts:

- The biggest proportion, 57%, indicated that their financial wellbeing had been either not impacted or marginally so, as they worked pretty much throughout the period.
- But clearly, 43% were financially impacted, some very severely.
- 18% utilised company reserves or personal savings to stay afloat. All
 commented that the effects could be longer-term, too, as they need to rebuild
 those reserves.
- 7% stated that income was significantly affected, but prudent cost control
 minimised the overall effect.
- 4% used non-Government support loans to provide income assistance, whilst a further 1% turned to family for help.
- Most worryingly, 1% reported having to sell their house and/or downsize earlier than they would have expected.
- And sadly, as well as the direct financial impacts, some 5% reported significant impacts on health with the stress of the financial pressure over a prolonged period.

All in all, a challenging period for many Interims and a very tough period for around half of the respondents on multiple levels.

We can only hope for a strong market recovery post-Covid, supporting a return to better times for all.



IR35 and the Interim Market

Impact and 2020/21 Status of Latest IR35 Regulations Changes

With HMRC continuing its mission to tighten the Off-Payroll Regulations (IR35), the IIM's annual Survey has once again included a section to establish what is happening on the ground for Interim professionals.

We want to thank all those who have contributed – doing so makes it possible for us to share what is probably the best market summary of activity available to UK practitioners today.

Before looking at the feedback question by question, some key points have come out of the responses provided.

- 1. After three years of operating under the current set of regulations, about 50% of all Public sector assignments have been reported outside IR35. In the Private and Third sectors (PTS), where the new regulations have been only fully effective since the beginning of April 2021, just 10% of respondents reported working wholly inside IR35 in the year, but it is clearly early days.
- 2. Perhaps the most worrying finding has been that of the lack of Status Determinations being issued. The issue of an SDS by the end client is a legal requirement. In PTS, virtually 52% or all respondents indicated they had not received an SDS. Even in the Public sector, and across just inside IR35 assignments, nearly 60% of responses said no SDS was received: it is unacceptable. It leaves the practising Interim open to potential future tax enquiry issues with HMRC. The IIM strongly recommends that Interims insist upon:
 - a. Receiving an SDS
 - Receiving a clear explanation of the reasoning for the status determined
 - c. Ideally, being involved in the discussion to arrive at the finding is agreed upon from the start.
 - d. They can appeal the finding should they wish to do so and have the outcome and reasoning confirmed.
- 3. So-called blanket determinations with large end clients continue to be referred to by respondents when giving responses under 'other' to some of the questions, contrary to the regulations. It is clearly stated that each piece of work should be considered independently in its own right.
- 4. Where people received an SDS, about 14% of PTS respondents appealed against the original finding, and 15% in the Public sector. In all sectors, just under half of the appeals resulted in a change of outcome.
- 5. While the appeals process outcomes seem to give some hope for adopting a balanced approach, there has been substantial evidence that some end clients and some providers have adopted a 'take it or leave it' approach. We trust that this will stop in the coming year, and the use of meaningful discussion with the Interim practitioner in the first instance will provide the

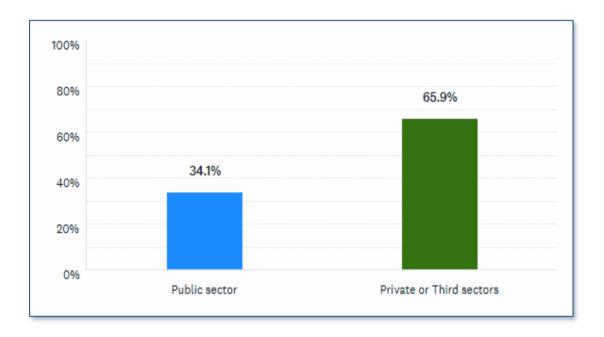


basis for a mutually agreed and understood way forward into the assignment work.

We now proceed to more detailed pointers from the responses to the questions asked.

In which sector do you mostly work: Public, Private or Third sector?

Across all respondents, the split between Public and Private/Third sectors (PTS), was 34:66.



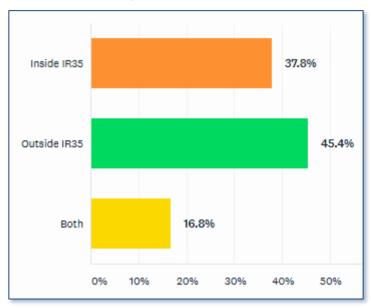


Public Sector

On what tax basis have you undertaken Public sector assignments to April 2021?

Approximately 45% of all Public sector-based responders were stated to be working outside IR35, with a further 17% of responders indicating they had undertaken work both inside and outside IR35 in the survey period.

Given that the Public sector has been operating on the 'new' regulations for about three years and is deemed to have settled down now, the proportion of inside designations appears much lower than anticipated by HMRC.



For each inside IR35 assignment, have you received a Status Determination Statement (SDS)?

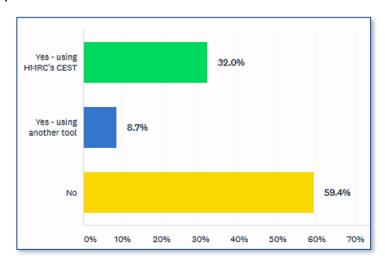
Across all inside IR35 assignments, almost 60% of people did NOT receive a Status Determination Statement (SDS), contrary to the legal requirement, which is higher than those working inside IR35 in the Private/Third sectors, where the figure is nearly 52%. These results are a significant surprise.

We want to emphasise that it is in the Interim's interests to ensure that the contractual relationship fulfils its legal compliance obligations.

Only 32% of all SDS determinations were based on HMRC's CEST tool in the Public sector, with a very similar figure for the Private/Third sectors.

We do not regard this as a surprise, given our view that the tool is not fit for its purpose.

However, it is 3.5x more than all other tools used in the public sector.



Whereas the private sector uses alternatives to CEST more readily, only half the CEST uses.



What is/was your dominant contractual relationship with the Public sector end client?

The nature of the contractual relationship with the end client appears to have varied much more in 2020/21 with similar levels adopted for direct with the end client, via an ISP and an umbrella company with the end client top contract (each at 23% of the total).

Counterintuitively, only just over 6% of contracts were fixed-term or through PAYE directly with the end client.

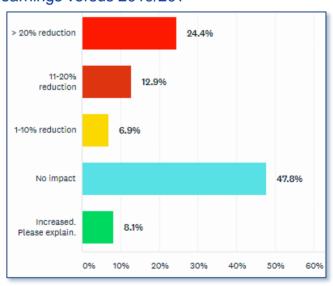


Nearly 10% indicated a contract via a management consultancy, suggesting that the work was not being classified as an 'interim' assignment at some level.

What has been the impact on your after-tax earnings versus 2019/20?

Comparing personal after-tax earnings versus 2019/20 shows 44% of respondents indicating some reduction in the public sector. Only 8% indicated an improvement in their financial position year on year.

With 25% of people stating that they saw a >20% reduction in earnings year on year, the commercial impetus has clearly been lost for many. The implications for end client access to the best quality Interims will become questionable if this trend continues for the longer term.

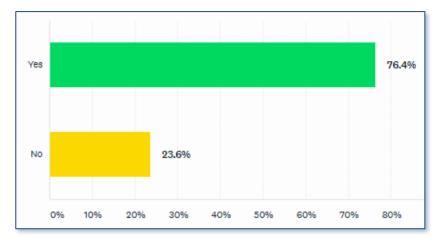




Did you agree with the status / SDS findings?

Nearly a quarter of all SDS findings were disagreed within the public sector. Of these, nearly a quarter (23%) were via an intermediary who took a 'take it or leave it' stance, and 20% identified end clients not willing to discuss the matter.

Either approach is not satisfactory and certainly contrary to the regulations, where the 'worker' has the



right to have the determination fully explained. Nearly 7% of responses stated that they appealed the determination, and the outcome was changed, plus nearly 9% appealed, but the end client did not change their view.

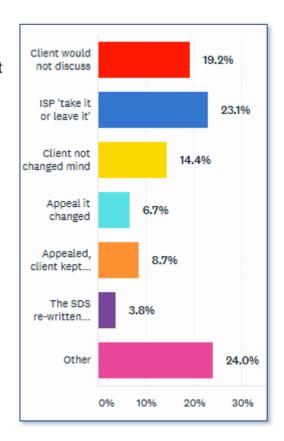
We note that 15% of determinations have been appealed in the period, a high proportion of those with (late) interaction. What is most disappointing is the lack of will of the end client and provider to engage in any meaningful conversation. Under 'other', a range of reasons was given, including that an SDS was not required: leaving the Interim exposed to any future HMRC enquiry.

If 'No', what happened?

Of the 24% of responders who disagreed with the SDS finding, 42% indicated that either the end client or their provider had refused to engage in meaningful dialogue about the situation.

Just over 14% of end clients were happy to discuss the finding but would not change their minds, and 15.5% of responders said they appealed the SDS. Of these, 44% of respondents achieved a positive change on appeal. Nearly 4% of responders indicated that they achieved an SDS re-write with the end client without needing to appeal.

Of the 24% of responders who cited 'other' outcomes, some said there was no need for a determination. It may or may not have been true, but a formal recognition of this remains valuable as it summarises the mutually agreed position by the Interim and the end client, which can be shared in any subsequent HMRC enquiry.



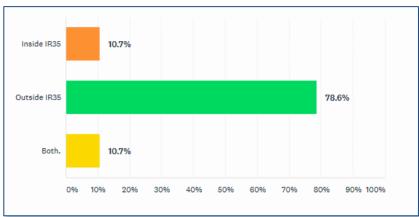


Private/Third Sector

On what tax basis have you undertaken Private / Third sector assignments in the year to April 2021?

In the Private/Third sector (PTS), nearly 80% of respondents reported being outside IR35 exclusively, with a further 10% indicating work both inside and outside in the year.

Only 10% said they had worked exclusively inside IR35 in the year.



What is/was your dominant contractual relationship with the Private / Third sector end client?

The primary forms of contract in the PTS remain directly with the client (38.8%) and direct with the provider who has the immediate top contract with the end client (30.4%).

Just over 7% had a contract through an umbrella company with the end client top contract.

Nearly 8% of respondents indicated that they had a contract with management consultants who had the end client top contract, with nearly 9% indicating that they enjoyed a mixture of contract types during the period.

Compared with the Public sector situation, there appears to be a simpler set of contractual options being preferred.



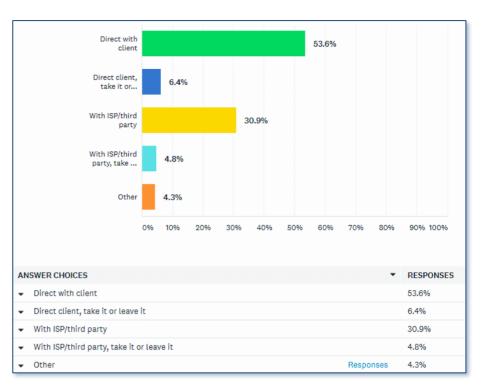


In establishing the type of contract with the end client / third party, what was the nature of the discussion?

About 60% of all responses indicated a direct with the end client contract negotiated, of which c.90% were seen as reaching a sensible conclusion.

The remainder featured a 'take it or leave it' tone of the conversation. 35% of replies pointed to a provider conversation, of which 90% again were sensible conversations.

These results are pleasing that such a large proportion of the contracted work was done professionally and collaboratively.



If you extended beyond the end of March 2021, what was the attitude of the end client/ISP/third party to the contractual arrangements?

Looking through the point of regulatory change, about 69% of people went through the transition without a problem.

However, the remainder did run into difficulties. 8% were required to change to inside IR35 working by the end client or ISP.

Nearly 35 suffered from the client deciding to withdraw from using Interims at all, and 7% were required to either become a temporary employee or work through an umbrella company.



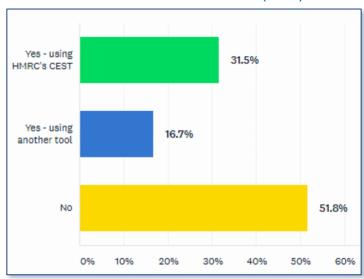


Over 13% of respondents pointed to a range of other outcomes, with a significant number referring to contract terminations on either side, representing significant work disruption that is ultimately client damaging.

For each assignment, have you received a Status Determination Statement (SDS)?

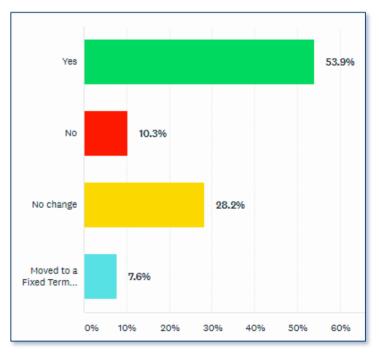
Over half of the respondents indicated that they did NOT receive an SDS. As for the Public sector comments, this is a very bad figure given it is a legal requirement.

It is also worth noting that about twothirds did so with it based upon HMRC's CEST tool of those receiving an SDS. We regard this as concerning as this tool is not fit for purpose in our view (and the courts). It is, however, well publicised, easy to access and free to use!



Did you agree with the status findings?

So, of the nearly half who received an SDS, 54% agreed with the findings, whilst 10% did not. 7.6% of respondents found the issue circumvented by being placed on fixed-term employment contracts, and over 28% of people saw no change in their contractual circumstances.



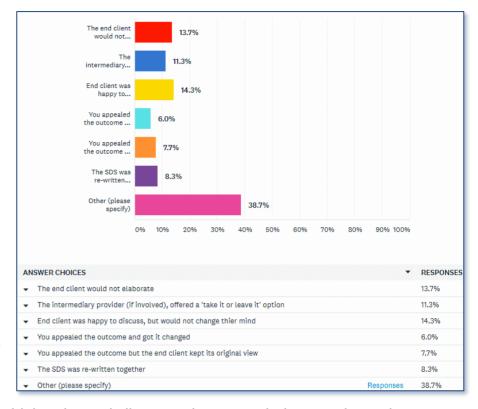


If 'No', what happened?

Where respondents indicated they were unhappy with the SDS, a quarter could not get the end client or provider to engage in any meaningful dialogue.

Over 14% of clients were happy to discuss the position but were unwilling to re-consider - always a strange result given the legal right to appeal.

Nearly 14% of respondents did appeal. 56.5% of those who appealed failed to change the mind of the client.



Over 8% of respondents said that the end client was happy to sit down and re-write the SDS together, which we commend as a good example of collaborative working to achieve a common agreement on how the contract will operate in practice.

A worryingly large 39% of people replied 'other'. A large variety of explanations were provided with no clear additional significant issue surfacing. It is clear that there is still confusion over the purpose of the SDS by all parties.



What changes are you seriously considering in light of the current IR35 regulations?

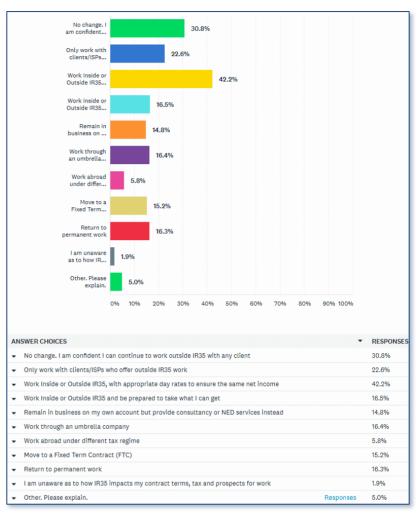
The most worrying feature of the analysis is that a quarter of 'others' (Q46) will retire, and 16% will return to permanent work (Q47).

That suggests a staggering 25% of the Interim population will be lost due to IR35.

Only 31% thought that they would not need to change their approach to working, confident that they were clearly able to always operate outside IR35.

23% of responses indicated that they would only work with clients or ISPs that dealt with outside IR35 assignments.

42% of Interims saw the need to be flexible and accept inside or outside designated work, but with appropriate payment adjustment so that personal income remained consistently as if all work was 'outside'.



A further 16% accepted that their circumstances required them to take what they could get for the work done.

15% of responses pointed to taking on Fixed Term Contracts.

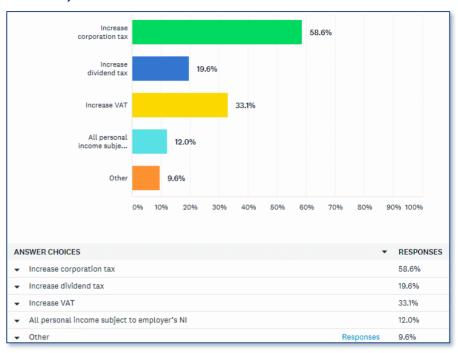
About 16.5% seem happy to work through an 'umbrella', and about 6% saw working abroad as a sensible option.



What form of increased taxation do you think is fair for people in business on their own account, such as Interims?

This question asked respondents to look well beyond IR35 at the overall tax system and the national debt ballooning over the last 20 years, including the last year combatting the Covid pandemic.

Assuming IR35 did not exist, most Interims see changes to Corporation Tax to raise money for the Exchequer as being the preferred way forward as it is based on profit and recognises the nature of the Interim's



work - being in business on their own account.

VAT changes were comfortably the 2nd most acceptable option for similar reasons, reflecting the sales line and business activity.

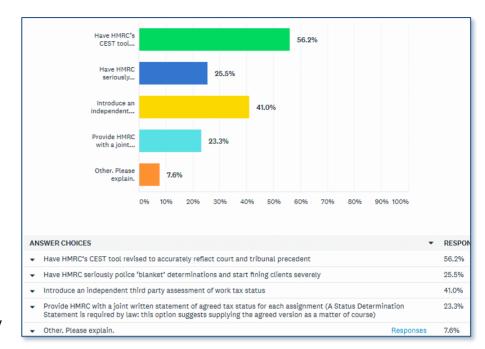
The 'others' contributions showed a continued hatred of the IR35 regulations, frustration at the apparent lack of effort to tax the largest companies 'fairly' and the clear unfairness of HMRC trying to tax Interims (all freelancers) as if we are employees but without any employment protection.



What would you like to see to improve the probability of achieving an accurate work assessment determination of tax status outcome?

To obtain a fair, competent and accurate status determination, 56% of responses wanted HMRC's CEST tool to be re-written to ensure it genuinely reflected court and tribunal precedent and not HMRC's desire of how it ought to be interpreted by those bodies.

Interestingly, the 2nd favourite approach was to identify and introduce an independent 3rd party assessment process,



with 41% of responses advocating this.

It would make the initial assessment much more likely to meet the fair, accurate and competent test. Even if disputed, it could offer an independent appeals process that removes the obvious current issue of the end client marking their homework.

The 'others' responses (7.6%) largely indicated continued frustration with the forced need for the regulations.

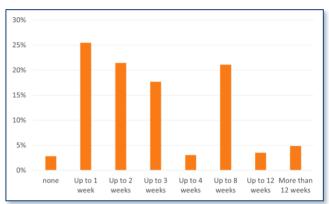


Your Last Assignment and the Market

Days taken to land an assignment from notification of the opportunity to contract signing

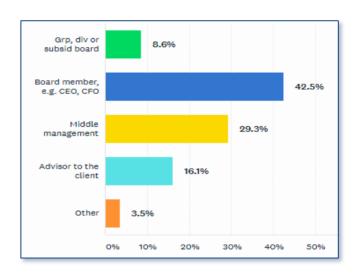
The time it took for an Interim to complete the engagement process from notification to contract was four weeks on average, with half within two months.

2021 saw a significant shift in duration from opportunity notification to assignment commencement.



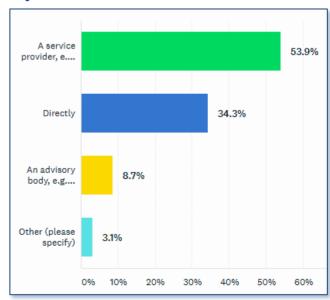
Client engagement level

Nearly half (42.5%) of engagements were at the client Board member level, followed by middle management (29.3%, client advisor (16.1%) and interestingly at the whole of board-level (8.6%).



Last assignment through an ISP or directly

Confirming the findings of a previous question, 53.9% of engagements were through an ISP, with direct approaches and advisory bodies referrals all other assignments.





If through an ISP, the name of the firm

For last or current assignments, the names of the intermediary ISP firms mentioned by survey responders, as a decreasing percentage of the total.

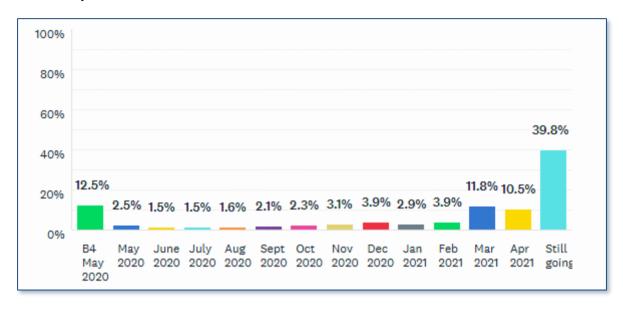
There were 189 providers in the remaining 1/3rd.

Provider	%	Cum%
Eton Bridge	8.9%	8.9%
Practicus	8.7%	17.6%
New Street Consulting Group	8.5%	26.1%
Penna	6.2%	32.3%
Tile Hill	3.2%	35.5%
Odgers	3.0%	38.5%
B2E	3.0%	41.6%
BIE	2.0%	43.6%
Solace	1.6%	45.2%
Gatenby Sanderson	1.6%	46.8%
La Fosse	1.4%	48.2%
Finatal	1.3%	49.5%
Harvey Nash	1.3%	50.8%
Investigo	1.3%	52.1%
Wilton & Bain	1.2%	53.2%
Hunter Healthcare	1.2%	54.4%
Hays	1.0%	55.4%
Xylem Resourcing	1.0%	56.4%
Green Park	0.9%	57.3%
Public Sector Resourcing	0.9%	58.2%
Badenoch & Clark	0.9%	59.0%
Boyden	0.9%	59.9%
Veredus	0.7%	60.6%
Finegreen	0.7%	61.3%
Savannah	0.7%	62.0%
Deltra Group	0.7%	62.8%
Andersen Quigley	0.7%	63.5%
Campbell Tickell	0.6%	64.1%
Capita Resourcing	0.6%	64.6%
Morgan Law	0.6%	65.2%
Venari Partners	0.6%	65.8%
Argon International	0.6%	66.4%



Month last assignment ended

Although the graph appears unremarkable, it does show a consistent churn in the last assignment end month across the year shown, with significant release at financial year-end and a modest increase at Christmas.

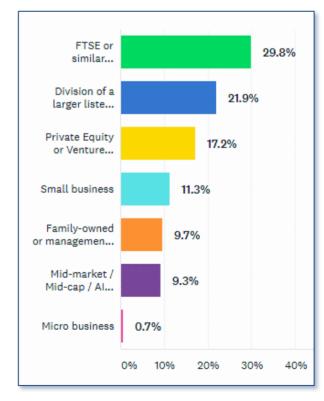


End client type

The dominance of two large areas of interim end client engagements totalling just over 50% (51.7%) is listed businesses is very apparent.

Next, small and family-owned businesses total 30.3%, with Private Equity at 17.2%.

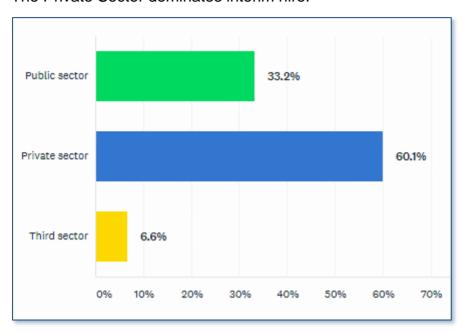
Not surprisingly, micro-businesses are much less represented.





The sector of current / last assignment

The Private Sector dominates interim hire.

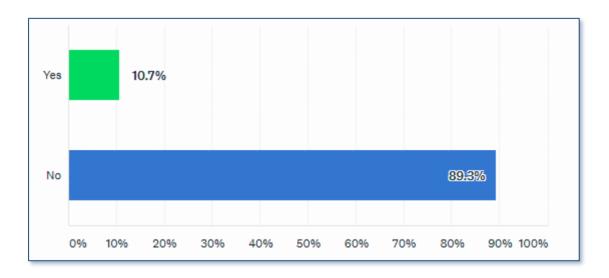


A team proposal

In question 9 of the Survey about perceived competitors and collaborators, the main competitors were management consultancies and fellow Interims.

Very few (10.7%) Interim Managers who responded to the question won assignments through team proposals, yet management consultancies thrive on client engagement teams.

The clear message is that collaborating with fellow Interims to form Interim teams will compete with management consultancies and considerably less client engagement costs. Who is up for it?

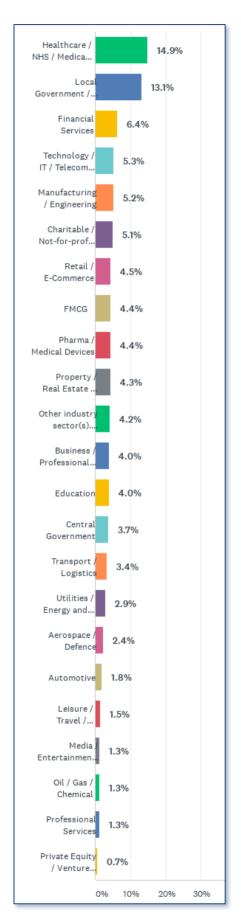




Industry of current / last assignment

In summary, industry categories (%):

1.	Government	20.8			
2.	Healthcare	19.3			
3.	Manufacturing and Engineering	13.8			
4.	Financial Services	7.1			
5.	Professional Services	5.3			
6.	ICT	5.3			
7.	Charities	5.1			
8.	Retail	4.5			
9.	Property 4.3				
10	10. Transport 3.4				
11	11. Utilities 2.9				
12	12. Others 8.2				

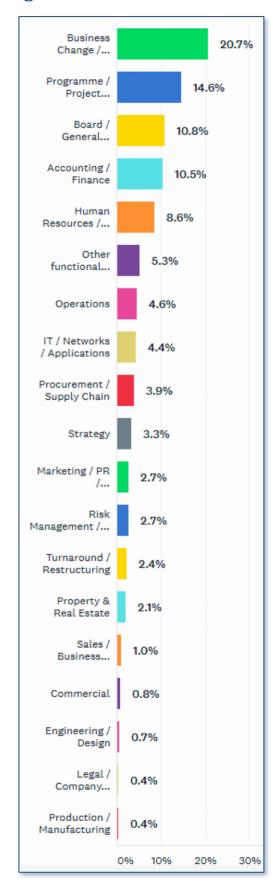




Functional disciplines of current / last assignment

In overview functional categories (%):

1.	Business Change	35.3
2.	Business Support	19.8
3.	Board	19.6
4.	Operations	5.0
5.	Commercial	4.5
6.	IT	4.4
7.	Supply Chain	3.9
8.	Property	2.1
9.	Other	5.4





Primary nature of current or last assignment

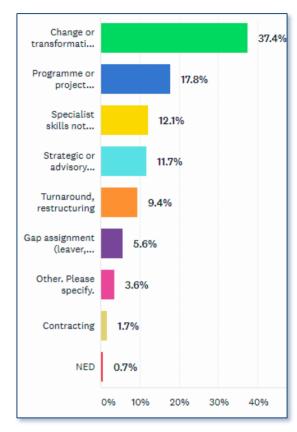
Interim Managers operate in change environments where their skill sets are put to best use for end clients.

Change, transformation, projects, specialist skills are terms of frequent use.

Less commonly used are the burning platform skills in turnaround and restructuring.

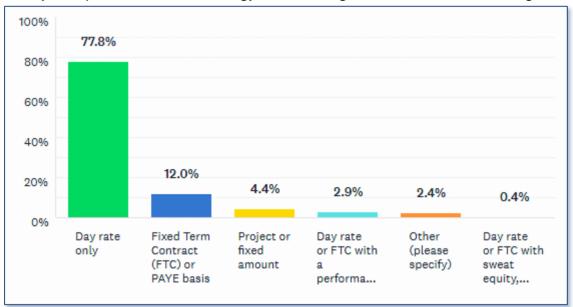
Gap assignments, the original Interim Manager purpose over 25 years ago, is now much less frequent.

Non-Executive Director assignments are an opportunity for Interim Managers seeking concurrent over 'one at a time' client engagements.



Remuneration basis of current / last assignment

Day rate dominates; however, with the movement to inside IR35 roles, possibly for more junior process or methodology-based assignments, FTC is increasing.



Performance-based and 'sweat equity' remuneration has limited application in the interim community.

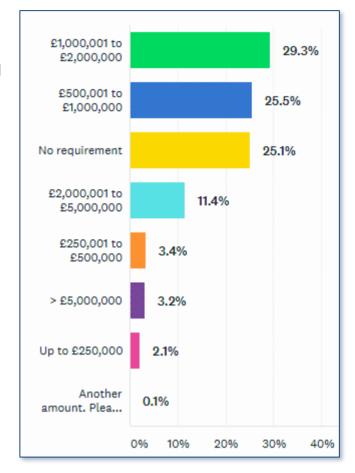


Professional Indemnity Insurance (PII) level

Professional Interim Managers typically procure Professional Indemnity Insurance to protect themselves in the unlikely event of a professional claim and reassure clients that they operate a professional business.

The most popular coverage is £1-2 million in professional indemnity insurance, 29.3% (cf. last year 44%).

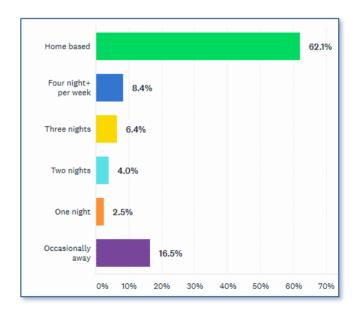
No requirement year on year runs at about 25%.



WFH vs. away from home

With working from home now a mainstay of global working due to the pandemic, it is not surprising that WFH has become the main (62.1%) working mode for Interim Managers at this time

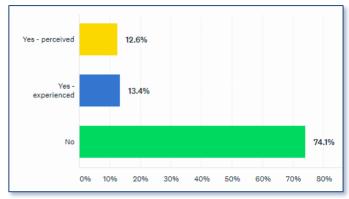
How will it change post-Covid?





Correlation between increased WFH and reducing overall remuneration

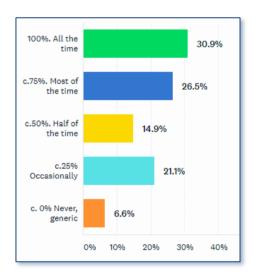
13.4% of survey responders experienced a negative impact on remuneration due to WFH, with a further 12.6% perceiving a move in this direction.



Customised CV

c.73% of Interims customise their CV, at least half of the time.

Top tip: retain a 'base CV' one page longer to 'edit back' to the ideal profile for each pitch.

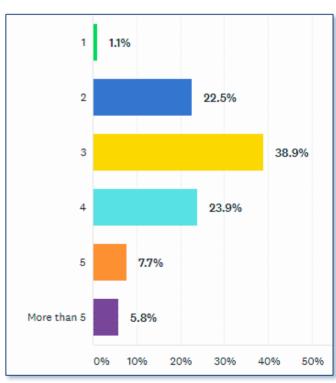


CV pages

The permanent CV market often speaks of a maximum of 2 pages to present to clients. It is a big ask for Interim Managers with deep expertise and an extensive client history.

An Interim Manager needs a little more breathing room for their expertise, though naturally, page one remains the sweet spot for articulating your business proposition.

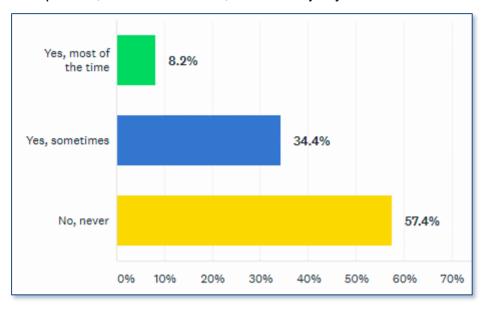
For that reason, three pages are still the most popular choice for both Interims and providers, with a page each way.





CV with case studies

42.6% of Interim Managers include additional case studies or other materials with their pitches, from time to time, but the majority do not.

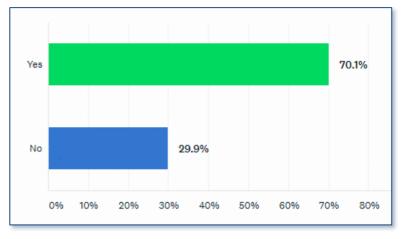




About the Interim Service Provider Market

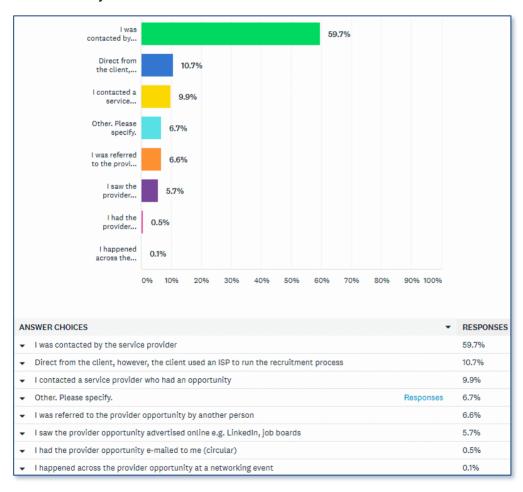
Most recent assignment via an ISP?

70.1% of recent assignments were through an ISP, per survey responders.



How to become aware of the opportunity through an ISP

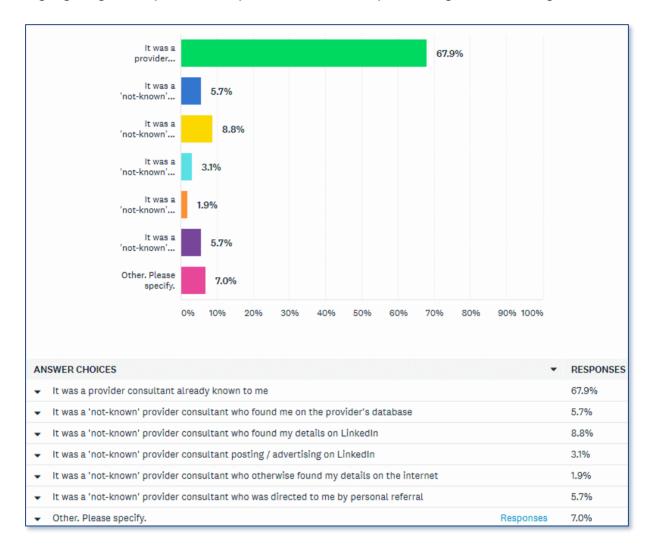
ISPs contacted the Interim for most of their assignment opportunities (59.7%). Other answers include the client making contact with the client using an ISP as an intermediary.





Nature of the business relationship

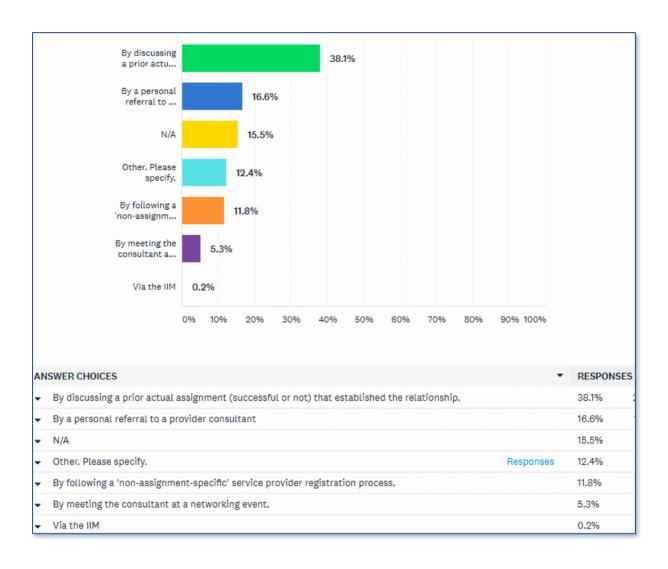
In 67.9% of cases, the ISP's consultant was already known to the Interim Manager, highlighting the importance of personal relationships in assignment hunting success.





For your most recent provider assignment, IF the placement was via a service provider consultant you ALREADY KNEW, how had you established that business relationship?

38.1% of Interims won assignments from their existing recruitment consultant network by simply discussing prior opportunities. Keep in touch!



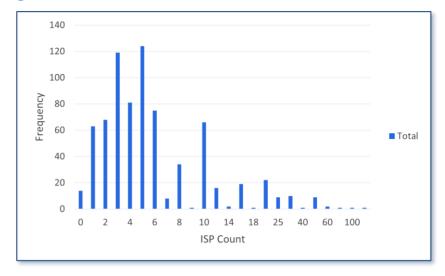


Number of ISPs actively registered with

The statistical average number of ISPs actively registered is 7.

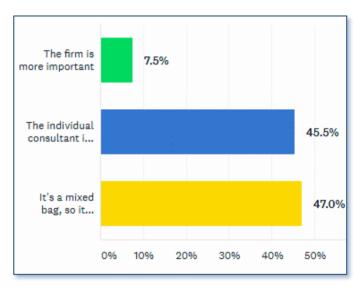
The range is 0 to 150.

'Actively' means that you keep them periodically updated with your assignment status.



More important – the reputation of the firm or credibility of the individual consultant

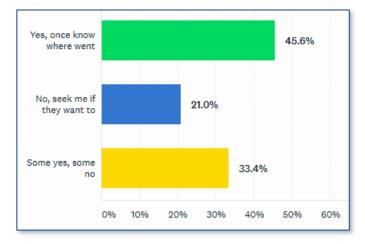
The credibility of the individual consultant is more important than that of the ISP.



Trace consultants who change firm



Relationships are hard-won. Keeping in touch with recruitment consultants you know well between ISPs is worth the effort, say 45.6% of responders.





In assignment consultant communications

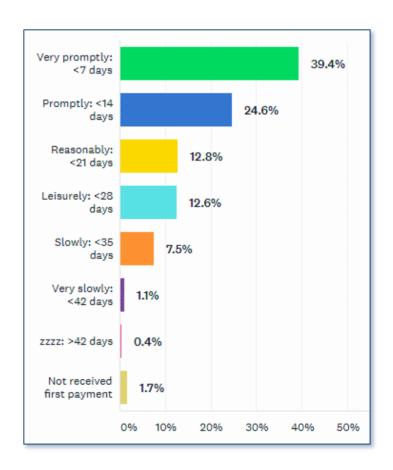
Communication with Interims on assignment through ISPs varies considerably. The quality of the communications has not been measured.

Only 55.3% of consultants make contact at least monthly.



Prompt payment

Thankfully, most Interim Managers advise that invoices are paid within one month (89.4%).





The IIM Interim Service Provider Survey results from 2021

This year Interim Managers placed over 6,000 unique votes ranking Interim Service Providers (ISPs) from 'Great' to 'Good' to 'OK' to 'Poor' to 'Dismal'. ISPs were ranked into four divisions: 'Platinum', 'Gold', 'Silver' and 'Bronze' (16 of each).

Rankings are based (in decreasing significance – 50%, 25%, 15%, 10%) on up to four year's scores, so provider rankings are based on over 20,000 Interim votes in total.

We encourage Interims to vote ONLY for the ISPs they have direct experience with.

The lists that follow are not commercial endorsements by the IIM of any ISP, but as so many thousands of Interim Executives have voted to rate particular ISPs highly, we believe it is a sound market assessment.

This year, **Eton Bridge Partners** reclaims the top spot. Congratulations!

IIM leading Interim Service Provider 2021 – Eton Bridge Partners

The team at Eton Bridge are delighted to be voted first place in the <u>Institute of Interim Management (IIM)</u> annual Survey. To regain the top spot and receive this consistent recognition (appearing for the 10th year in the top 10) amongst such a prestigious field of Interim Service Providers reflects all the dedication, care and hard work of our whole team.

We would like to thank our interim community for their ongoing support to contribute to the 2021 IIM survey and to the <u>Institute</u> of <u>Interim Management (IIM)</u> to facilitate the report.

We are also incredibly proud to have three of our consultants recognised as runners up in the list of leading consultants - Congratulations to Alison Rotundo, Ross Dawson and Ben Cowan!

Getting this recognition directly from our Interim network means a huge amount to us as we strive to do the very best on every single assignment we work on. Our culture of care and authenticity is at the heart of all we do, and we are thrilled that this is recognised as something which sets us apart.

This year has been a tough one for everyone. It has been extraordinary to feel the sense of community within our network and see the strength of the team's relationships. The second half of 2021 is looking very positive, and we're delighted to have extended the team as we expand our interim offering to include the breadth of corporate leadership positions across all our practice areas.



Steve Deverill
Partner and
Head of Business
Transformation &
Technology
Practice,
Eton Bridge
Partners





Ranking	LY.	1-8 Interim Service Providers	
1	(2)	Eton Bridge Partners www.etonbridgepartners.com	EtonBridge Partners
2	(1)	Practicus www.practicus.com	PRACTICUS
3	(3)	NSCG Interim Partners https://www.nscg.com/	NEW STREET INTERIM PARTNERS
4	(4)	Wilton & Bain https://www.wilton-bain.com/	WILTON & BAIN
5	(9)	Holdsway www.holdsway.co.uk/	HOLDSWAY INTERIM LEADERSHIP
6	(5)	Melber Flinn https://melberflinn.com/	MELBER
7	(14)	Tile Hill www.tile-hill.co.uk/	TILE HÜLL INTERIM MANAGEMENT
8	(11)	Penna www.penna.com	A Penna





Ranking	LY.	9-16 Interim Service Providers	
9	(6)	Solace In Business www.solace.org.uk	solace IN BUSINESS
10	(10)	B2E Consulting www.b2econsulting.com	62e CONSULTING
11	(8)	Odgers Interim www.odgersinterim.com	• ODGERS INTERIM
12	(7)	Ameo www.ameogroup.com	ameo:
13	(12)	Boyden http://www.boyden.com/	boyden
14	(18)	Osprey Clarke www.ospreyclarke.com	Osprey Clarke
15	(17)	Kingsley Search & Interim www.kingsleysearch.com	KINGSLEY SEARCH & INTERIM
16	(30)	Anderson Quigley https://andersonquigley.com	ANDERSON SEARCH INTERIM ADVISORY





Ranking	LY.	17-24 Interim Service Providers	
17	(16)	FRP Transition www.frptransition.com	FRP Advisory Transition
18	(15)	Greenwell Gleeson www.greenwellgleeson.co.uk	greenwellgleeson
19	(20)	La Fosse Associates www.lafosse.com	La Fosse Associates
20	(22)	Savannah https://www.savannah-group.com	Savannah
21	(27)	Gatenby Sanderson www.gatenbysanderson.com	6 GatenbySanderson
22	(12)	Hunter http://www.hunter-healthcare.com/	HUNTER
23	(23)	Stanton House www.stantonhouse.com	Stanton house
24	(25)	Investigo www.investigo.co.uk	INVESTIGO





Ranking	LY.	25-32 Interim Service Providers	
25	(21)	Matrix Interim https://www.matrixinterim.com/	matrix:: INTERIM MANAGEMENT
26	(23)	BIE https://www.bie-executive.com	<>> BIE
27	(26)	Allen Lane www.allenlane.co.uk	Allen Lane
28	(32)	Macallam Interim www.macallaminterim.com	macallam INTERIM RESOURCING
29	(29)	Green Park http://www.green-park.co.uk/	green ™ park
30	(48)	Drax http://www.draxexecutive.com/	DRAX
31	(36)	Morgan Law www.morgan-law.com	Morgan Law
32	(42)	Veredus www.veredus.co.uk	VEREDUS





Ranking	LY.	33-40 Interim Service Providers	
33	(49)	Campbell Tickell www.campbelltickell.com/	CAMPBELL TICKELL
34	(35)	Barracuda www.barracudasearch.com	S BARRACUDA
35	(19)	Rawson Downey www.rawsondowney.com	RAWSON DOWNEY RECRUITMENT
36	(31)	Alpine www.alpine.eu.com	Alpine
37	(37)	Valtus https://valtus.uk/	VALTUS MOVING BUSINESS FORWARD. FAST!
38	(33)	Blenkin Associates http://blenkinassociates.co.uk	
39	(43)	Hoggett Bowers www.hoggett-bowers.com	HOGGETT BOWERS
40	(34)	InterQuest Group www.interquestgroup.com	PINTERQUEST GROUP





Ranking	LY.	41-48 Interim Service Providers	
41	(38)	Rethink www.rethink-recruitment.com	Rethink Group
42	(41)	Badenoch & Clark www.badenochandclark.com	BADENOCH + CLARK
43	(42)	Alumni/Harvey Nash https://alumniglobal.com/	Alumni Harvey Nash.
44	(45)	Morgan Hunt www.morganhunt.com	morgan hunt
45	(28)	Chilworth Partnership www.chilworthpartnership.co.uk	Chilworth Partnership Executive Interim & Permanent Recruitment
46	(46)	Russam https://russam.co.uk/	russam.
47	(59)	Deltra https://www.deltragroup.com/	Deltra.
48	(64)	Xylem Resourcing https://www.xylemresourcing.co.u k/	XYLEM RESOURCING





Ranking	LY.	49-56 Interim Service Providers	
49	(49)	Interim Professionals http://www.interim-professionals.co.uk/	Interim PROFESSIONALS
50	(51)	Finatal www.finatal.com	FINATAL
51	(52)	Methods www.methods.co.uk	methods III
52	(39)	Holmes Noble www.holmesnoble.com	holmes noble
53	(53)	Page Executive www.pageexecutive.com	PageExecutive
54	(58)	Marble Hill Partners www.marblehillpartners.com	Marble Hill Partners
55	(40)	1st Executive www.1st-executive.com	1st Executive
56	(57)	Langley Search & Interim www.langleysearch.com	LANGLEY.





Ranking	LY.	57-64 Interim Service Providers	
57	(59)	Robert Half www.roberthalf.co.uk	កា Robert Half°
58	(55)	Robert Walters www.robertwalters.co.uk	ROBERT WALTERS
59	(59)	Norman Broadbent www.normanbroadbent.com	NORMAN BROADBENT
60	(62)	EO Executives https://eoexecutives.com/en/	EO
61	(50)	Axon Resourcing www.axonresourcing.com	axon resourcing
62	(new)	Finegreen www.finegreen.co.uk	Finegreen Group
63	(new)	Venari Partners www.venaripartners.com	VENARI
64	(new)	Argon International www.argon-intl.com	ARGON NTERNATIONAL



The Interim Provider Consultant Survey Results 2021

Yet again, we surveyed the Interim Managers about who their star interim provider consultants were. Over 500 different interim provider consultants were voted for.

The first place goes to **Laurence Frantzis** from NSCG Interim Partners, so congratulations to him. Second and third placings go to Toni Hall from Penna and Anthony Lewis from Tile Hill, plus a further 12 leading consultant runners up.

Here are a few acceptance words from Laurence.

IIM Service Provider Consultant of the Year 2021

It is a huge honour to have been voted as the Number 1 Consultant by the Interim Community in 2021. On behalf of the Interim Service Provider (ISP) community, I would like to thank everybody who took the time to complete this year's Survey. Furthermore, the exceptional work that the IIM do must be highlighted. The hours upon hours that go into producing the Survey every year are truly appreciated.

There's no doubt about it; the last 16 months have presented what seemed like insurmountable challenges to ISPs, the interim community and, of course, our clients. The ongoing connection between ISPs and the Interims within their network during these challenges has been of the utmost importance. To work with Interims who are first-class leaders in their field is an absolute privilege and should never be taken for granted; it must be respected. It is wonderful to be part of the New Street Consulting Group (NSCG), where the quality of the relationships with our Interims is at the very heart of everything we do.

I would like to thank all of my exceptional colleagues here at NSCG. You are brilliant to work with and have shown incredible fortitude this past 16 months – as I'm sure anybody reading this can relate to only too well.

Congratulations to every individual and every ISP that has placed well in this years' Survey. We all must continue to set a high bar and maintain exceptional standards in the industry; it is therefore so encouraging to see many individuals and businesses striving to provide the best levels of service.

All the very best for the rest of 2021 and beyond.

I, for one, am certainly looking to the future with a high degree of optimism for all of us.



Laurence Frantzis IIM Provider Consultant of the year 2021 (NSCG Interim Partners)



Interim Provider Consultants 2021

The consultant rankings are a serious vote of confidence from the Interim community. Many thanks to these leading individuals and the many, many more consultants voted for. Some are almost becoming 'regulars'; others are new to the rankings.



Laurence Frantzis
Provider Consultant of the year 2021
(NSCG Interim Partners)



Toni Hall (2nd place) Provider Consultant of the year 2021 (Penna)



Anthony Lewis
(3rd place) Provider
Consultant of the year
2021 (Tile Hill)



Natalie Allen Leading Provider Consultant 2021 (Practicus)



Jamie Butel Leading Provider Consultant 2021 (Xylem Resourcing)



Dean Corbett Leading Provider Consultant 2021 (Investigo)



Ben Cowan Leading Provider Consultant 2021 (Eton Bridge Partners)



Ross Dawson Leading Provider Consultant 2021 (Eton Bridge Partners)



Claire Lauder Leading Provider Consultant 2021 (Boyden)



Dominic Mellett Leading Provider Consultant 2021 (Finatal)



Denise Raw
Leading Provider
Consultant 2021
(NSCG Interim Partners)



Jason Rommer Leading Provider Consultant 2021 (Wilton & Bain)



Alison Rotundo
Leading Provider
Consultant 2021
(Eton Bridge Partners)



Andrew Vaux Leading Provider Consultant 2021 (Practicus)



Gavin Wingfield Leading Provider Consultant 2021 (NSCG Interim Partners)



IIM Guide to ISPs and Interim Management Success

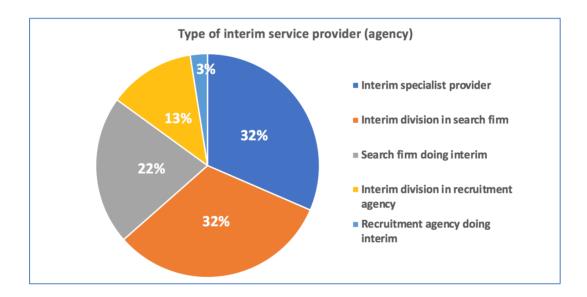
Note: graphs in this section are built up from prior year surveys and intended as guides.

An Interim Service Provider (ISP) is an intermediary agency that will help to place Interim Managers on assignment with a client organisation for a fee, usually charged as a percentage of the fee paid to Interims.

ISPs may be specialists who only handle interim assignments. They may also be permanent recruitment agencies or executive search firms handling interim placements.

Some consultancy firms act as intermediaries for Interim Managers, offering 'consultants' as part of their suite of offerings.

There are types of provider business, including interim specialists first, search firms that also place Interims and recruitment agencies that place Interim Managers.



There are potentially hundreds of agencies that may try to fill an interim position given half a chance.

Our leading provider ranking is an attempt to highlight the very best based on Interim Manager interaction and feedback.

Some charts in this section utilise previous years' survey data from surveyed providers.

Fees and day rates via providers

The provider fee, known as the 'margin', is in most cases the percentage of the day rate that the service provider retains from the fee charged to the end client. However, a few providers run their calculations by adding a percentage on top of the Interim Manager's rate, and a few others will charge the client a facilitation fee on top of a direct contract between the Interim Manager and client.



The average service provider margin is 20-25%, though the margin goes as low as 10% and up to the mid-30% and higher.

The key is to agree on a rate for the Interim that is satisfactory; there is one chance to debate this.

The IIM advocate a transparent attitude to margins between Interim and provider. Interim Managers are senior people who are perfectly capable of determining at the client site what the client is paying, especially finance Interims, even if the provider sought opaque confidentiality.

Direct and ISP routes to market

Based on historical data, we believe that the proportion of Interims sourcing assignments via providers (vs. direct) to be around 50%. Our Survey attracts a strong pool of Interim respondents who come via Provider advertisements at survey time, so we don't feel that our survey pool is balanced enough to definitively call the proportion of Interims using providers or going direct.

From other questions, we reason that 80% of Interim Managers will use Interim Service Providers at least some of the time.

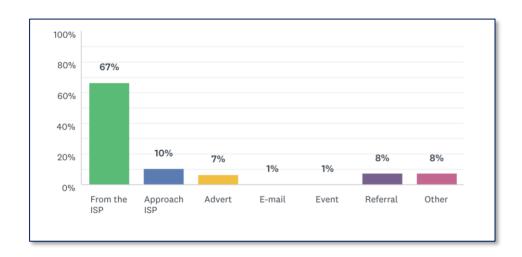
It is a beneficial relationship that works for most.

Finding work (or being found)

Most interim assignments are not advertised, a trend which has been well established with the growth of social media and sites such as LinkedIn, and personal network connections, especially prior clients.

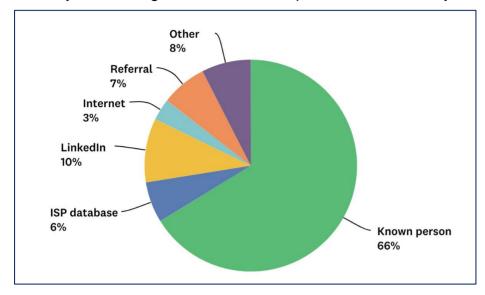
Being 'easy to find' is much more important than being good at 'applying' to vacancies. If you are not on an appropriate provider's database, you cannot be selected from it. You can't see a vacancy that is not advertised.

Consequently, it is much more likely that you are contacted about an opportunity than an approach you make strikes lucky.





Similarly, most assignments come from provider consultants you already know.



It's all about relationships. Build those bridges and relationships with service provider consultants as you are 11x more likely to be approached by a consultant than plucked from the CV database.

Interim Managers that become known through an assignment discussion, even if unsuccessful or if the fit is poor, are remembered.

If approached by a provider and the brief does not suit you, then referring fitting Interim Managers of your acquaintance will be highly appreciated by the provider consultant.

Each time you contact the provider, even if not successful for a specific opportunity, is a further opportunity to build that relationship.

Aside from such discussions, providers trust most referred Interim Managers than their database, so get networking.



Being found on LinkedIn

Several straightforward steps will significantly increase your LinkedIn visibility and significantly help service providers find you.



- Build a connected network. If you are not
 within the extended network of the person searching for you, you will not be
 found. Recruiter subscriptions to LinkedIn may allow providers to drill more
 deeply, but a great network helps your visibility to all. Steadily build a quality
 network, accepting and inviting quality connections that you develop in your
 business endeavours, including clients, client employees, service providers,
 consultants and other industry key players.
- Be clearly available for assignment (if you are). If your Limited Company currently employs you make sure it is clear from your profile that you seek an assignment. You could create an Experience entry (LinkedIn terminology), called 'Seeking assignment' (you can always delete it again when working) or make it clear at the top of your company entry, summary section, or in your profile headline, that you are available.
- Have flexible contact settings. Be as easy to contact as you can be (or your sense of privacy allows). Ideally, have your contact details, email address, and mobile phone number clear and visible at the top of your Summary section. If a service provider cannot easily contact you, they may instead contact the easily contactable person. In addition, service providers as recruiters may have access to InMail to contact you, clients, or other parties probably will not.

The key message: Be contactable.

The number of Interim Service Providers to contact

Be appropriately selective! It makes much more sense to build a great relationship with a smaller number of service providers that operate in your sector and functional discipline rather than sending your CV indiscriminately to a long list of providers, which may result in your CV languishing in the database (or be filed in another 'database' beginning with 'B'...).

Do your research. Depending on your sector and function, being in touch with more than a dozen providers diminishes your effectiveness; the average number of active interim relationships (from 2020 data) is six providers.

You can contact a few more in the first instance but try to settle down to a number that you can comfortably maintain a meaningful relationship.

Try not to have too many more active registrations than you have fingers.

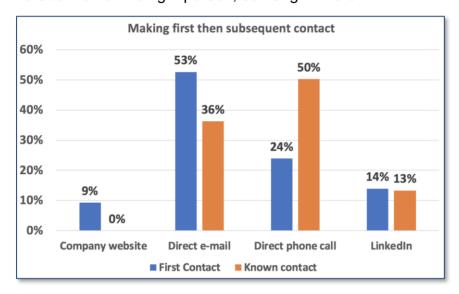


Provider contact

Making contact requires persistence, but well done with a good offering should be successful.

Most providers prefer to be contacted by email at a first approach, then by phone/email after that.

Applying via a website registration process can often fail to raise your credentials to the attention of the right person, so hang in there.



Most providers like to be updated every quarter or every couple of months. If you do so much more frequently, that's going to get annoying pretty fast.

If the provider leaves a message for you, get back within the day, ideally half-day, as they won't want to be hanging about with a live assignment. Rule yourself decisively in or out of the opportunity, and good luck with the client pitch.



Conclusions 2021

Interim management remains under pressure, continuing most past years' conclusions. It is in part due to Interims themselves dealing daily with significant turbulence, change and transformation.

Covid-19, IR35 in the Private Sector and Brexit (an as yet unclear impact on interim management), brought unprecedented new challenges to our collective physical, emotional and financial wellbeing.

In addition, advances in our market from other independent sources such as Management Consultants pose new threats. Team working may be an interim management competitive advantage, especially at lower costs for senior people (consultancy team include inexperienced people at similar rates to Interims), willing to take risks that consultancies are not.

The Institute of Interim Management – a not-for-profit body – is doing what it can for this curious profession we enjoy. If you feel as resolute about 'interim' as a way of making a living as we do, join us as members, or even better, give us a hand (contact any of the Directors in the first instance).

'Bread and butter' benefits (such as tax investigation insurance and access to legal information) are handy, but as we've touched on before, it's the comradery that makes it.

Relate well ~ Pitch well ~ Implement better ~ Successful is in your hands.

Online rankings

The online version of these rankings can be found at: https://www.iim.org.uk/providers/

Use of IIM survey logos for Affiliate Providers (only)

Optional online access and guidance to the use of our logos is explained on our website: https://www.iim.org.uk/survey-logos/

Acknowledgements

This Survey was first published in 2010, the twelfth edition, and updated annually in various formats.



About the Institute of Interim Management

Founded in 2001, the **Institute of Interim Management (IIM)** is the pre-eminent professional membership body for practitioners of interim management in the UK.

The IIM passionately strives to act as the voice of the interim management community. Since April 2001, the Institute has supported, promoted and represented professional Interim Managers and Executives in good times and bad.

Please visit the IIM's website: https://www.iim.org.uk/

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