

The 2024 Survey of Swiss Interim
Managers Performed by



Dachverband Schweizer Interim
Manager

In Collaboration with the
International Network of Interim
Manager Associations



INIMA

Interim Management in Switzerland 2023

Approximately half of the DSIM members participated in this year's annual survey, providing valuable insights into the interim management business in Switzerland in 2023. We are grateful for their contribution.

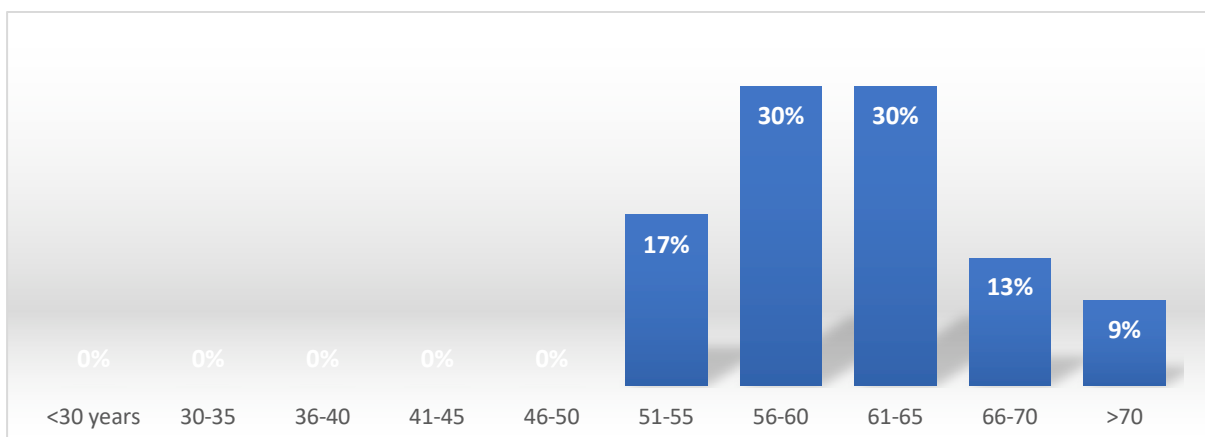
In 2023, DSIM interim managers in Switzerland have consistently reported positive a business development. The survey revealed that 60% of managers reported positive or very positive results. Interim assignments now encompass a wider range of multidisciplinary functional areas, with general management and board tasks accounting for one-third of the mandates.

The positive trend is expected to continue in 2024, according to two-thirds of interim managers. Interim management will face new challenges such as digitalization and the need for applicable knowledge in artificial intelligence, in addition to improving work-life balance.

The Interim Manager

IM's Age Profile

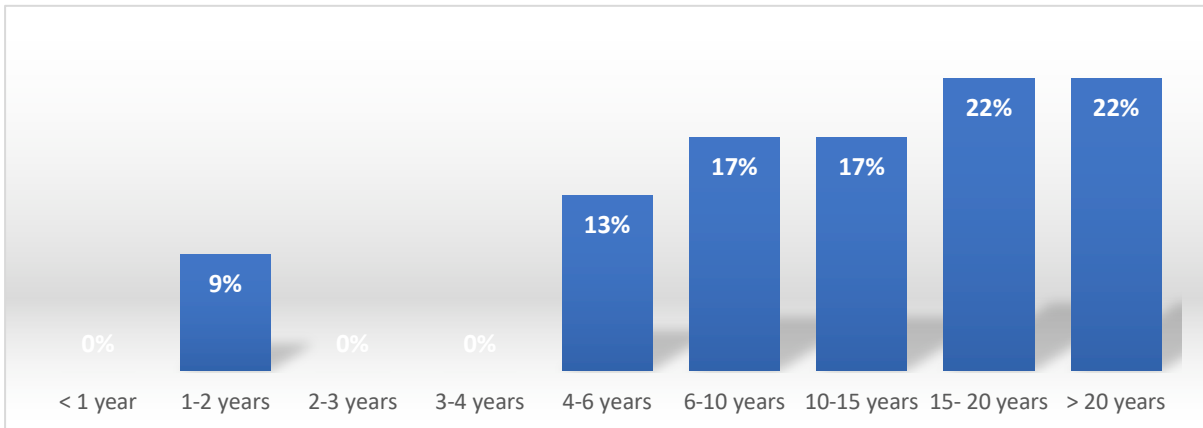
DSIM survey participants continue to be well-represented by interim managers aged 50 to 70.



Experienced professionals often find interim management particularly attractive, and it is a career pursuit commonly undertaken in the later part of one's professional journey.

IM’s Number of Years of Experience in the Profession

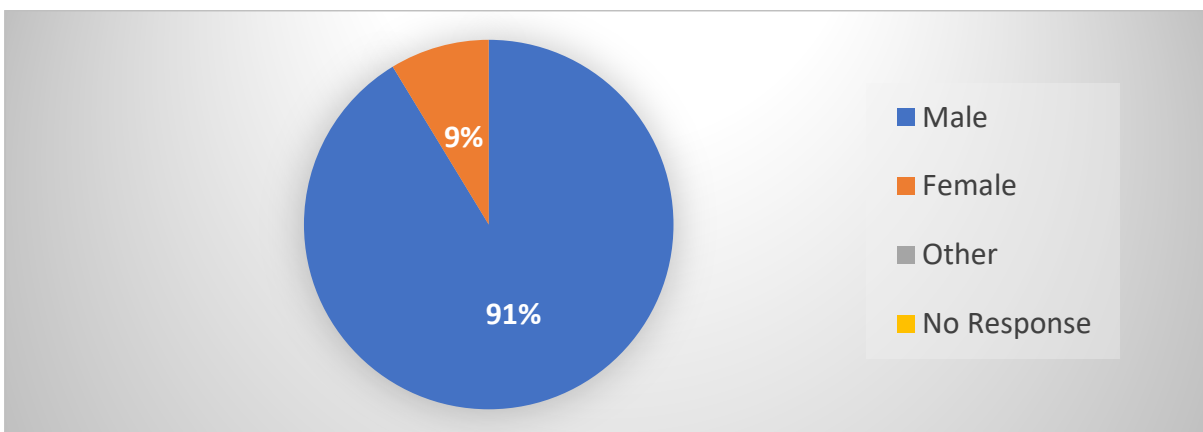
DSIM members have a wide range of experience in interim management, with 61% of participants boasting 10 or more years of experience.



Interim managers are strongly encouraged to join DSIM and participate in our networking events, including the monthly DSIM Connect event. By doing so, you will have the opportunity to engage in interesting discussions and exchange valuable experiences with other professionals.

IM’s Gender Profile

The percentage of male interim managers remains high. Nonetheless, it is worth noting that there is a significant representation of female interim managers mainly in HR, healthcare, and other functional areas.

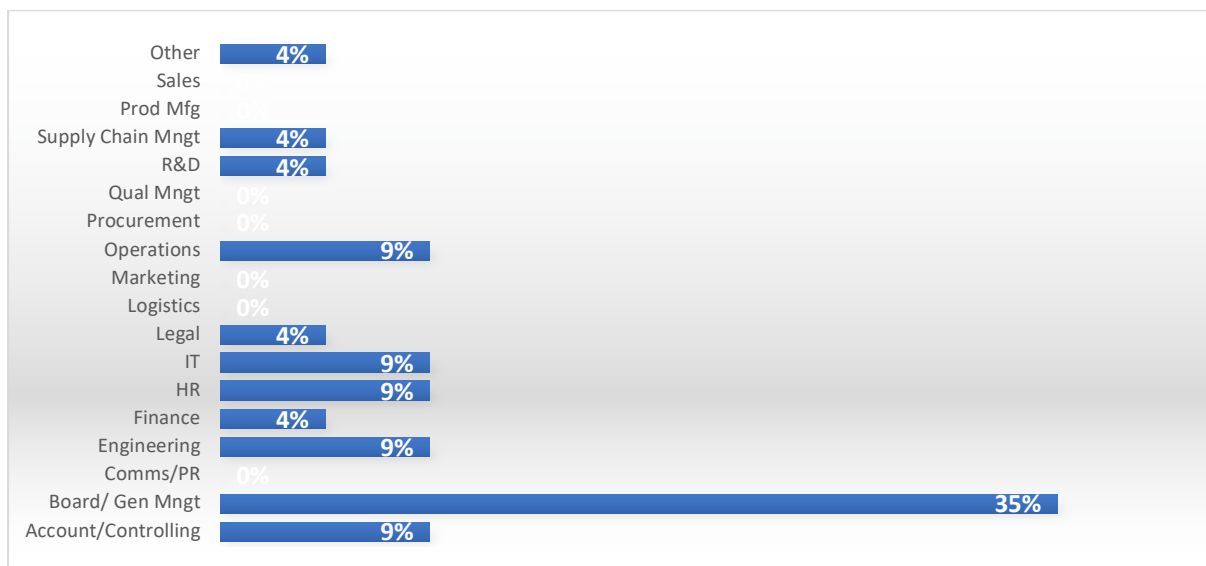


IM’s Functional Expertise

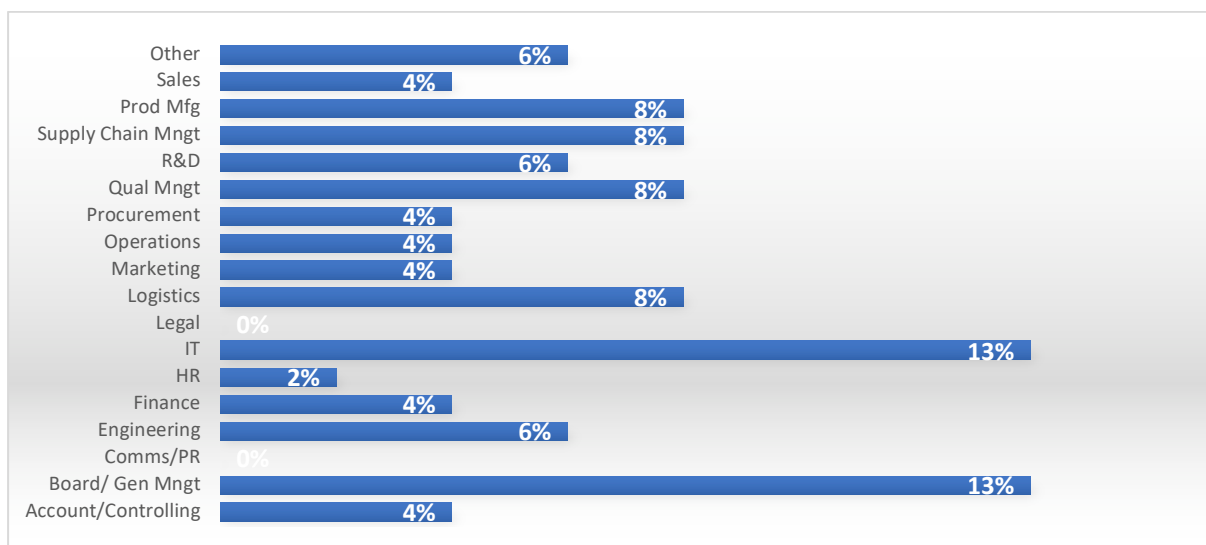
Mandates for interim managers cover a wide range of areas of expertise. However, as in the previous year, 1/3 of interim managers are most commonly engaged in board or senior management assignments.

Interim Management is not limited to a few specific functions, as it encompasses a broad range of assignments. The top areas of expertise are General Management/Board, followed in equal parts by IT, HR, Finance, Engineering, and operations. This includes production, supply chain management, quality management, and logistics.

IM’s Primary Field of Expertise



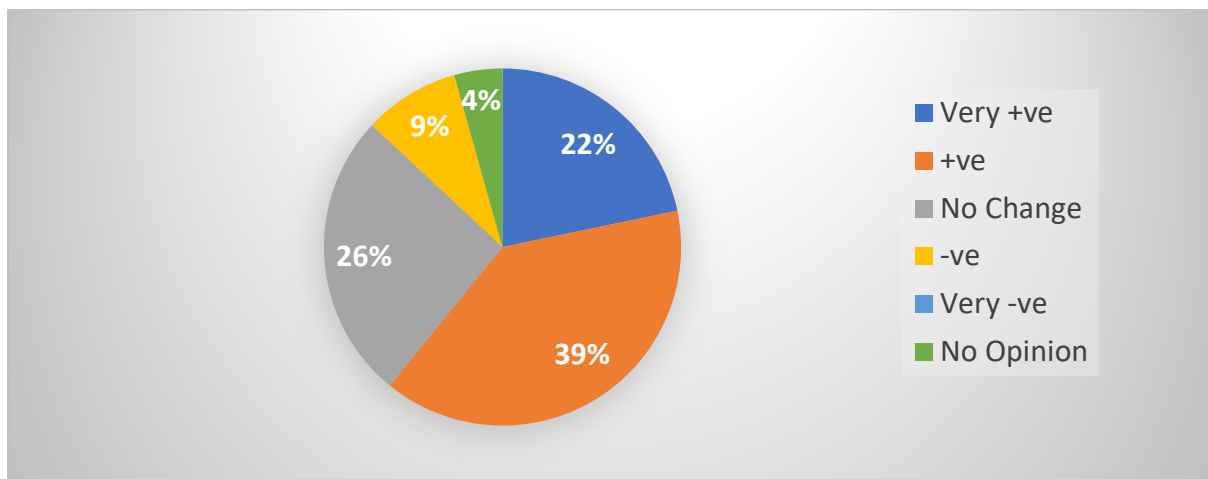
IM’s Secondary Field of Expertise



IM Market Development Last Year

The Swiss interim market has continued its positive trend into 2023, with 61% of interim managers experiencing a positive or very positive market development. Compared to 58% last year, the percentage has remained stable. However, 26% of respondents reported a negative or very negative impact, a significant increase from 10% last year.

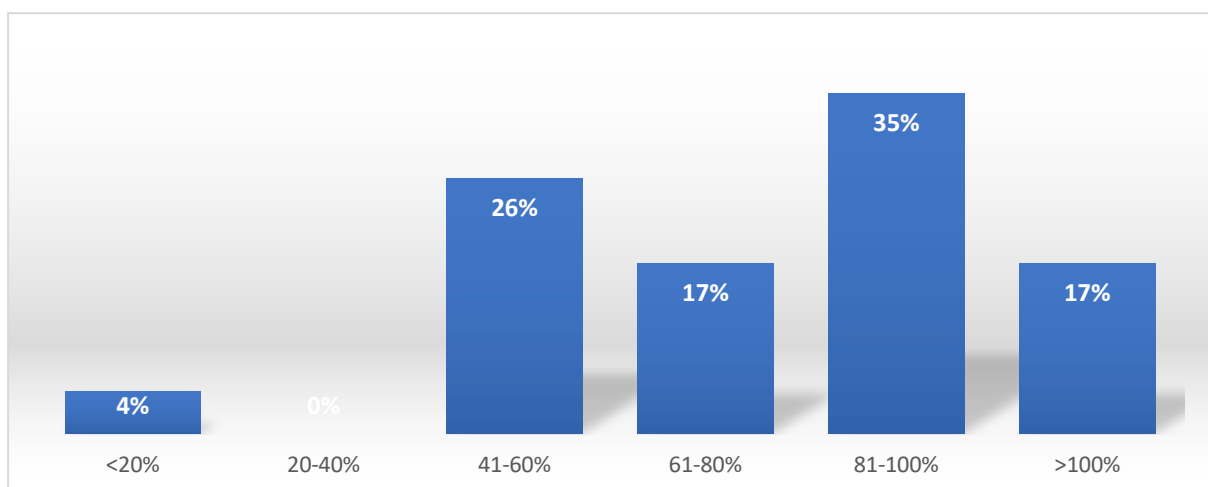
IM Market Development in 2023



Level of Employment for DSIM Interim Managers

DSIM Interim Managers have achieved a positive trend towards higher employment, with 69% of participants achieving employment above 60%.

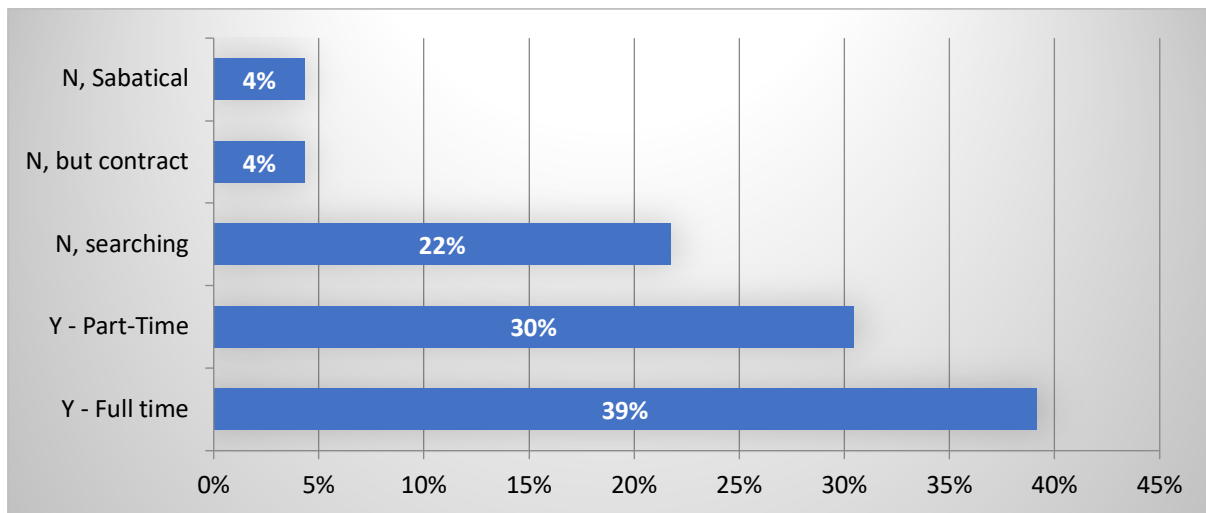
IM's Utilization in 2023



Current Status of Interim Managers

Over two-thirds of the participating interim managers are currently engaged in full- or part-time assignments. 1 out of 5 interim manager are currently looking for new opportunities, despite the positive market picture.

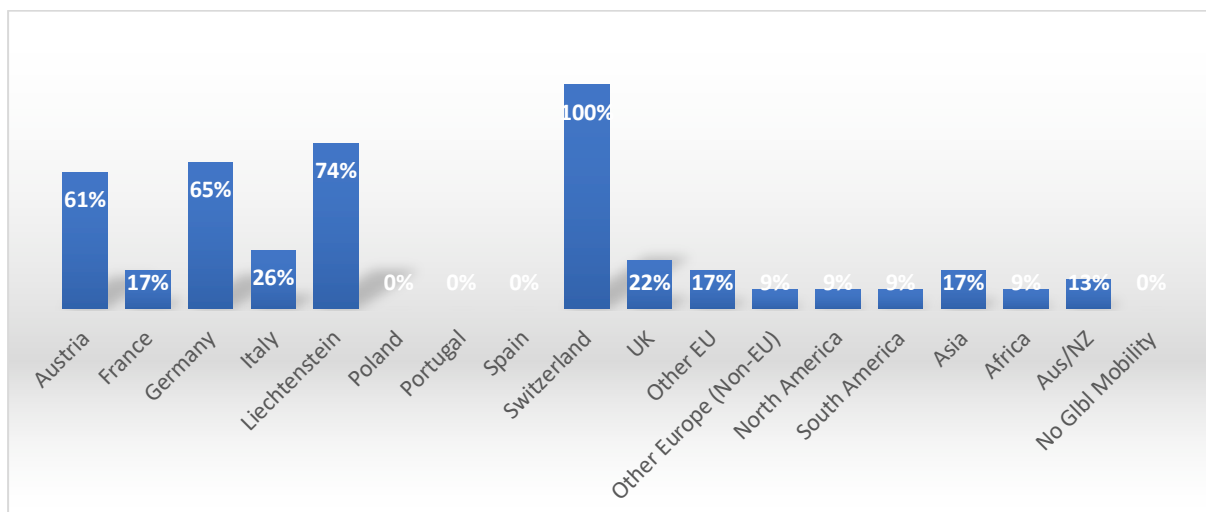
IM Actual Status



International Mobility

All survey participants, except one, reported Switzerland as their country of residence. They expressed a strong willingness to accept assignments outside of Switzerland, particularly in neighbouring countries and overseas. It is worth noting that 78% of these assignments were completed in Switzerland, with only 18% in the EU, mainly in Germany.

IM's International Mobility



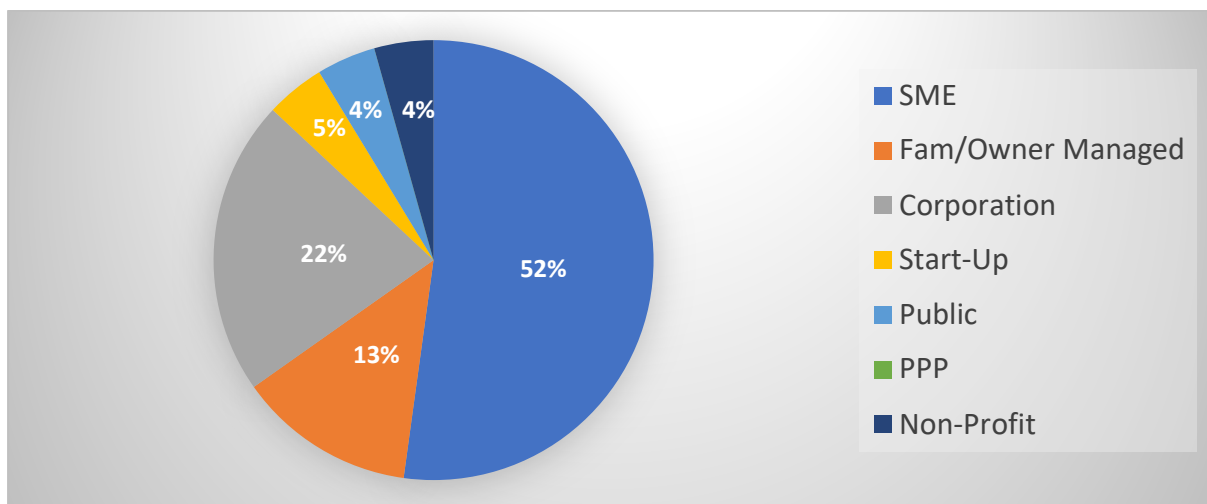
The Clients

To gain insight into the IM market in 2023, interim managers were asked to provide details of their most recent assignment.

Current Status of Interim Managers

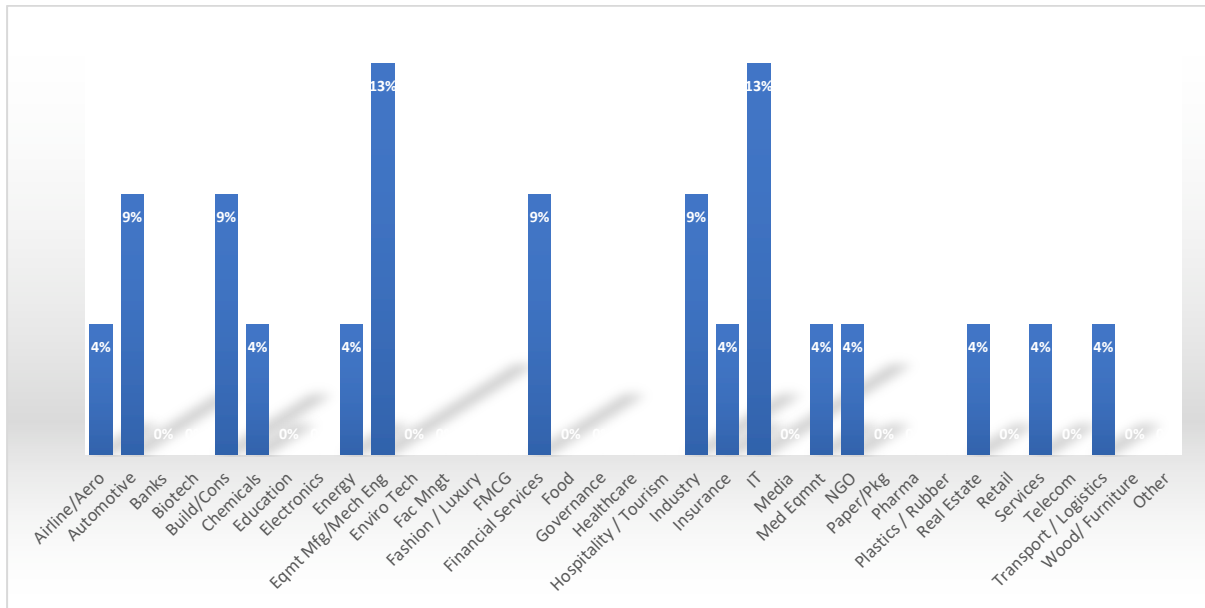
The share of assignments in SMEs remains high, accounting for more than half of all assignments, compared to last year. In 2023, the public sector and non-profit organisations accounted for only 8%, a significant decrease from their previous share of nearly one-third. Meanwhile, corporations experienced a slight growth from 16% to 22%.

Sector of Last Assignment



The business sector of the last assignment shows an increasingly broad multi-disciplinary variety with some clusters in IT, engineering/manufacturing and industrial enterprises.

Business Sector of Last Assignment

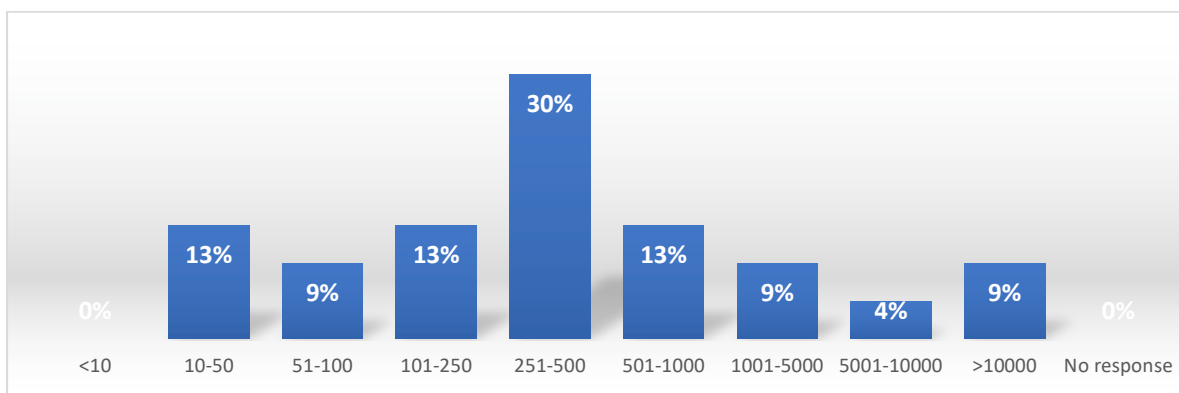


Size of Company

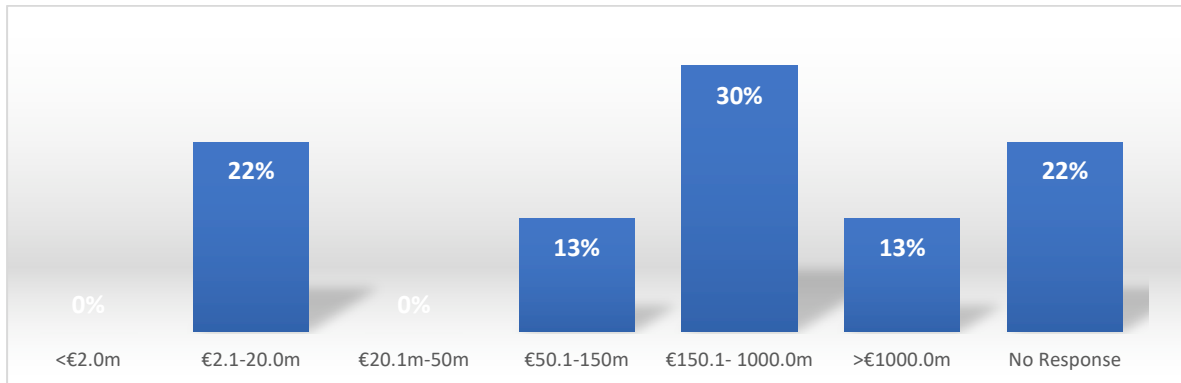
The graphs illustrate the size of the companies, with the first graph depicting the number of employees and the second graph showing revenues. Around 70% of the participants were employed by small to mid-sized companies with less than 500 employees, which is a common occurrence in Switzerland.

Mandates were executed primarily in companies generating between 150 and 1000 million EUR in revenue.

Size of Company of Last Assignment [no. of employees]



Size of Company of Last Assignment [revenue in EUR]



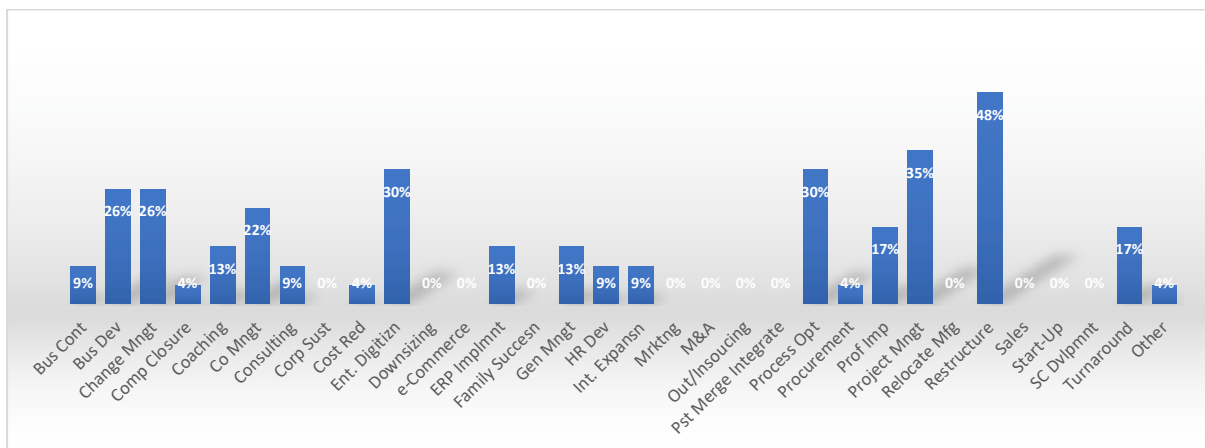
The Assignments

Key Issues

In their most recent assignment, DSIM managers dealt with a remarkable variety of 'business issues' (each participant ticked more than one).

Transformation activities such as restructuring, process optimisation and change management were the most frequently cited tasks for interim managers. Digitalisation and project management are also increasingly in demand compared to last year.

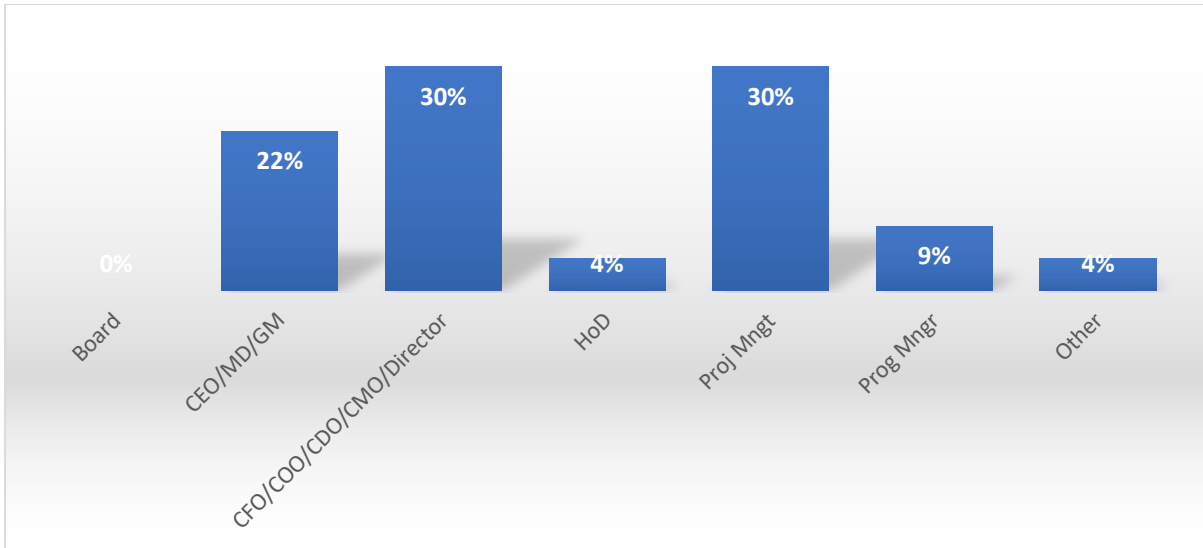
“Business Issues” in IM’s Last Assignment



Management Level

52% of participants were assigned to CEO, MD and C-level roles. Project or programme management roles account for 39%.

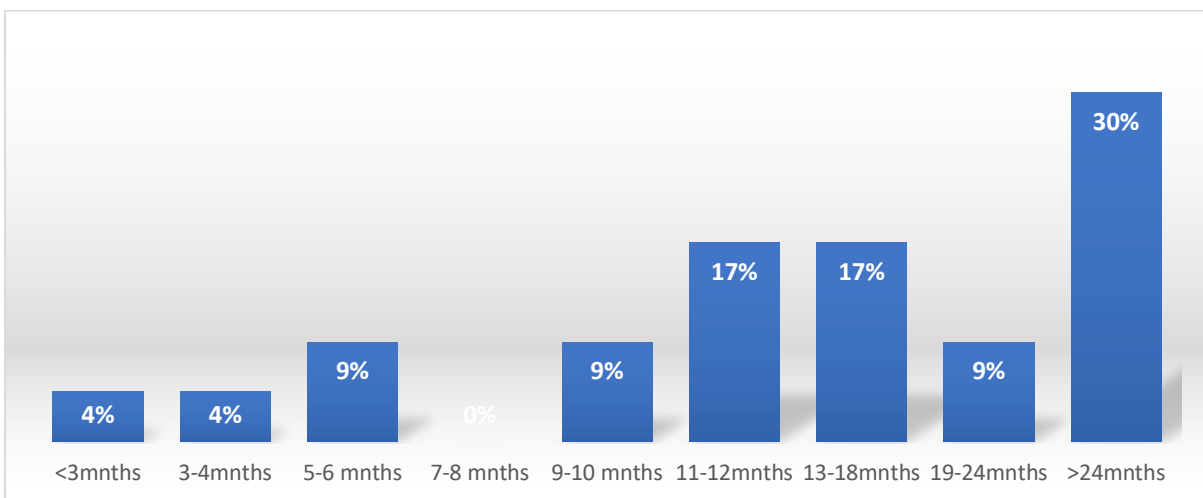
Management Level in IM's Last Assignment



Duration

Compared to last year's survey, there is a clear trend towards longer assignment durations. More than half of the assignments now exceed one year.

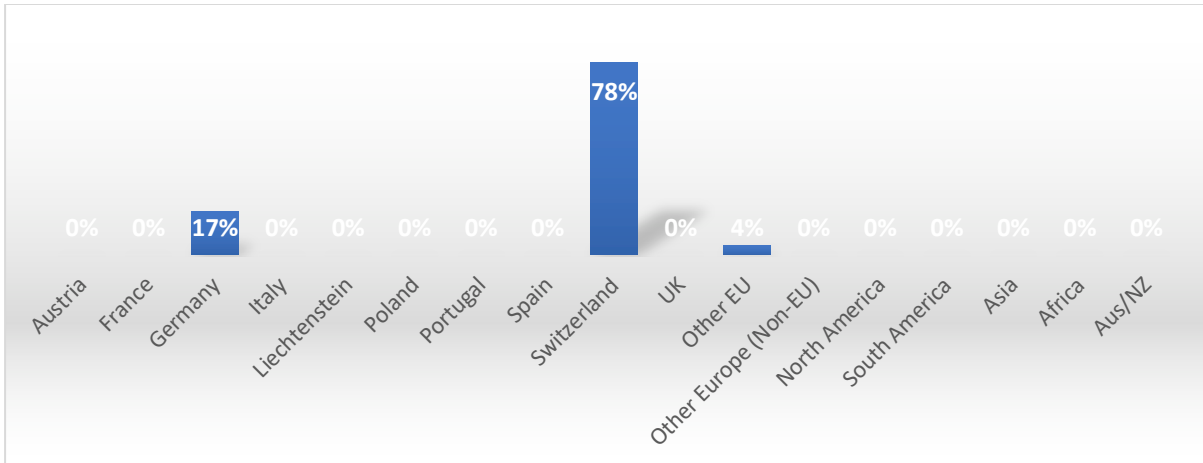
Duration of Last Assignment



Countries

In particular, 78% of the assignments were carried out exclusively in Switzerland. The remainder were in the EU, mainly in Germany.

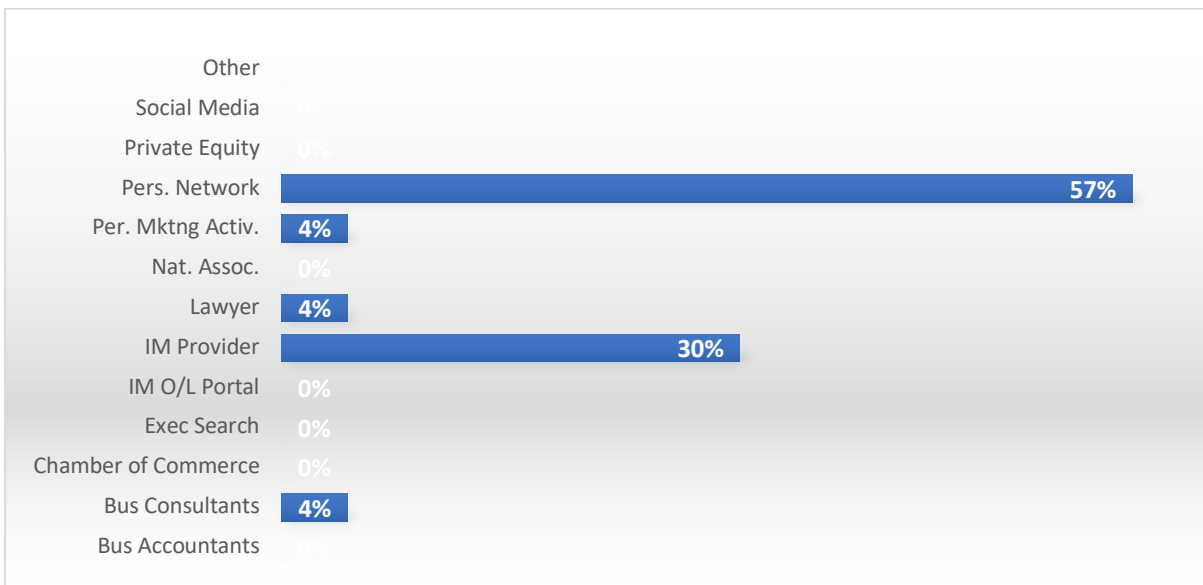
Country / Region of Last Assignment



Sales Channel

Their own network continues to be the most important sales channel, accounting for 57% of all acquisitions, as it did last year. The percentage of acquisitions made through interim manager providers has significantly risen from 16% in last year's survey to 30%.

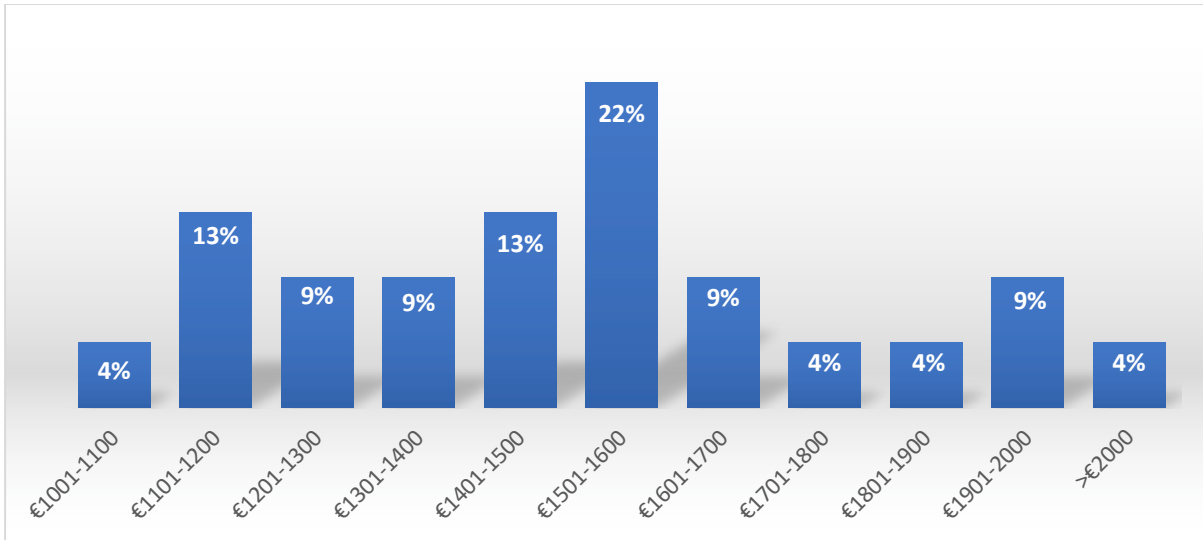
Sales Channels of Last Assignment



Daily Rates

There is a wide range of daily rates, from 1'000 euros to over 2'000 euros. The average of the daily rates is around 1'500 Euros.

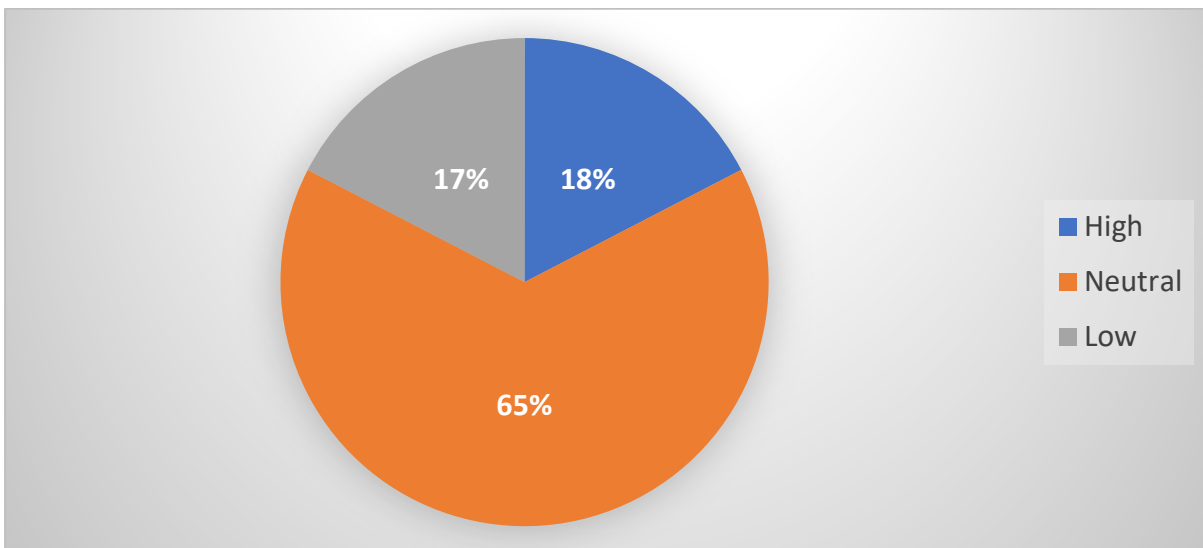
Daily Rates of Last Assignment [EUR]



Pressure on Daily Rates during Last 6 Months

The pressure on daily rates (low or high pressure) has significantly increased from 21% in last year's study to 35% in 2023.

Pressure on the Daily Rates during Last 6 Months

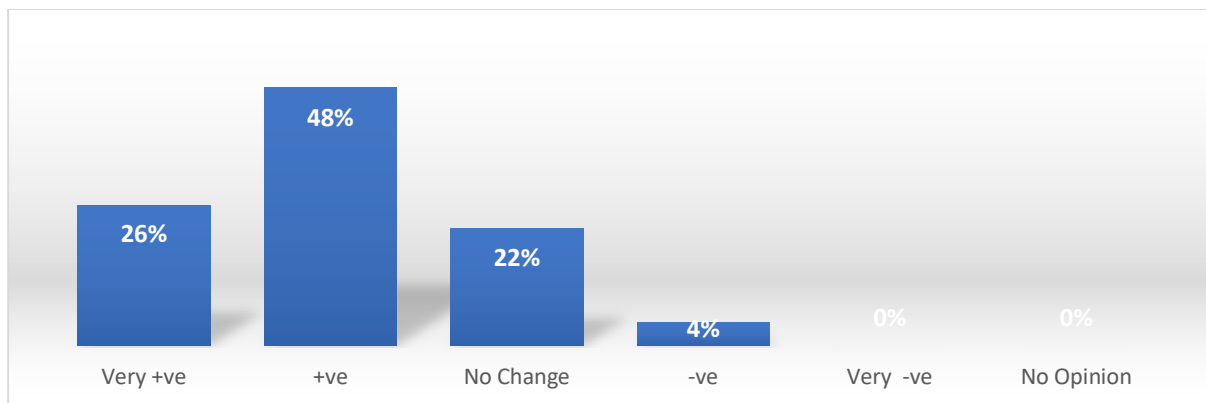


Outlook to 2024

IM Market Development

The 2023 survey results are a reflection of the survey respondents' positive expectations in 2022. The survey results indicate that a majority of DSIM Interim Managers (74%) anticipate a continuation of positive or very positive market development.

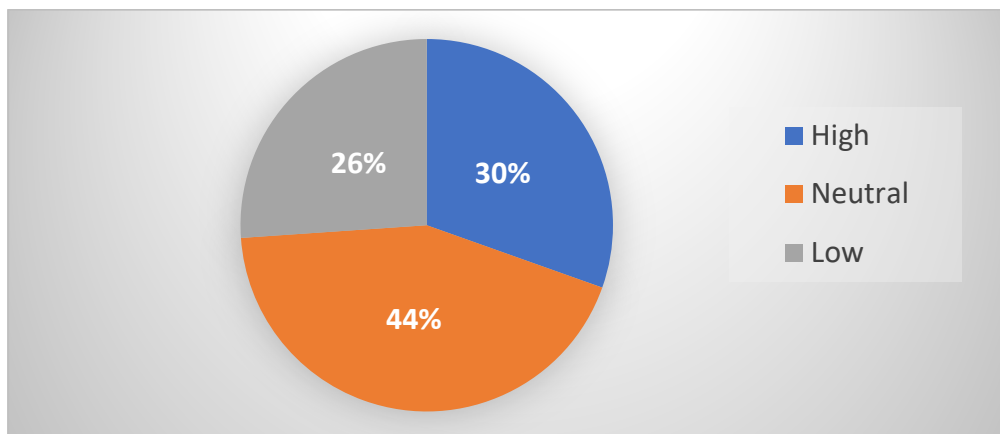
IM's Expectations to the Market 2024



Pressure on Daily Rates in the Future

Seventy percent of our members anticipate no or low pressure on daily rates in the future. It is important to note that the percentage of members who expect a high level of pressure has almost doubled to 30%. This is correlating to the increase in mandates acquired through providers.

Pressure on Daily Rates in Next 6 Months



Key Issues Interim Executives Will Face in the Future View

The survey concluded with a final question:

"What are the 3 biggest challenges for you as an interim manager in the next business year?"

Participants identified the following challenges for 2024 in descending order of importance (number of respondents indicating the challenge):

1. Acquisition of mandates / own marketing (TOP 1 challenge) (10)
2. Overload / work life balance / health (6)
3. Know-how in applying digitalisation & A.I. Tools/big data (6)
4. Economic development/budget for I.M. volatile/secure daily rate (5)
5. Manage customer expectations/reporting lines/company culture/restructured HR (4)
6. Act as I.M. via „home office“ (3)
7. Lack of professionals on the markets (2)
8. Balance coaching and I.M. mandates (2)
9. Know-how management (2)
10. Supply chain challenges (1)

The top 2 challenges for DSIM interim managers remain unchanged from last year: attracting new mandates & self-marketing and managing own work-life balance. It is worthwhile to note that it is inherent to the IM business that there are times of extreme high pressure and periods with low occupancy. It is up to the manager to minimize the downsides of the high-pressure periods and maximise the higher freedom of the periods between mandates.

Developing expertise and applying digitalisation / artificial intelligence in interim management is a new key challenge in third place.

To a lesser extent, interim managers also see risks in market development and in securing daily rates.

Background of the Survey

The survey was conducted in January 2024 and restricted to practising interim managers who are members of the national association DSIM. Approximately 60% of managers responded, which is a reasonable basis for a survey of this type. A survey open to respondents outside our association would have increased the sample size, but at the expense of the reliability of the sample.