

EXECUTIVE SUMMARY Ipsos MORI Q3

INTERIM MANAGEMENT ASSOCIATION Ipsos MORI Market Audit – Third Quarter 2008

Here is a summary of findings from the Interim Management Association's Market Audit for the third quarter of 2008. These quarterly studies have formed an integral part of the IMA's analysis and ownership of the market since 2006.

The 27 IMA members which were eligible participated in an on-line survey, entering data for each assignment completed between 1st July and 30th September 2008*.

Fieldwork was carried out between 1st and 27th October 2008.

*In this wave there is some incomplete data because some members were unable to supply full information. We will try to correct these results in the full annual report (published March 2009). It is a condition of IMA membership that this survey is completed on a quarterly basis

KEY FINDINGS

In the third quarter of 2008 the **27 IMA members involved in this wave completed a total of 421 interim assignments**. Figures range from 1 to 56 assignments per company, with 41% completing up to 5 assignments and a third between 6 and 20 assignments.

As of 30th September, all providers had at least 3 interim executives on assignment, with the highest number on assignment at 134. **In total, IMA members had 1,185 interim executives working for them** with an average of 44 executives on assignment per company.

This year a record is being kept of the number of new assignments started in the quarter. **The third quarter of 2008 has seen 403 new assignments within IMA membership**, ranging from 0 to 45 new assignments per member.

The **spread between the private and public sectors has slightly narrowed** by 5 percentage points from the last quarter.

There have not been any major changes in the male vs. female split of interim executives: nearly three quarters of all the assignments completed in Q3 were men.

PRIVATE SECTOR

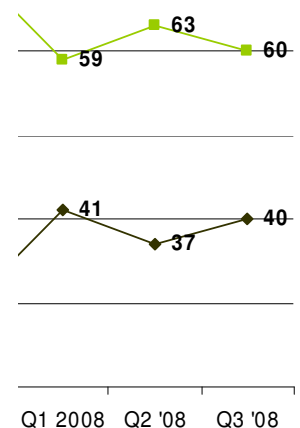
BASE: 253 Assignments

60% of completed assignments were within the **private sector**. Banking & Finance remains the top requested industry, covering a quarter of all private sector assignments (26%). The Manufacturing, IT & Telecommunications and Building and Construction sectors have all increased their share in Q3 by 4, 3 and 2 percentage points respectively.

PUBLIC SECTOR

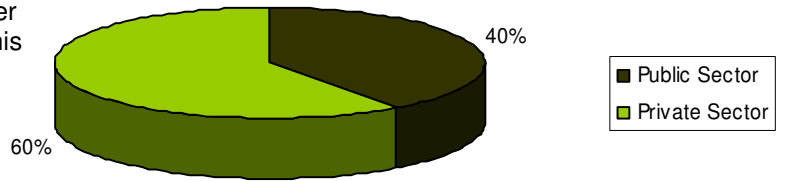
BASE: 168 Assignments

The **public sector** accounted for 40% of all completed assignments in Q3, 3 percentage points more than the previous wave. Despite a decrease of 5 percentage points, Local Government assignments are still the most requested, accounting for just over a quarter of all public sector assignments (27%). Central Government assignments have also lost 5 percentage points and rank second with 20% of share.



Private Sector vs. Public Sector

The Not-for-Profit sector gained the biggest share after losing the biggest share last wave. Assignments in this sector have risen by 13% and Not-for-Profits are now employing 15% of all public sector interim executives. Education also gained a large share and is now the fourth biggest industry within the public sector (11%).



JOB FUNCTION PERFORMED:

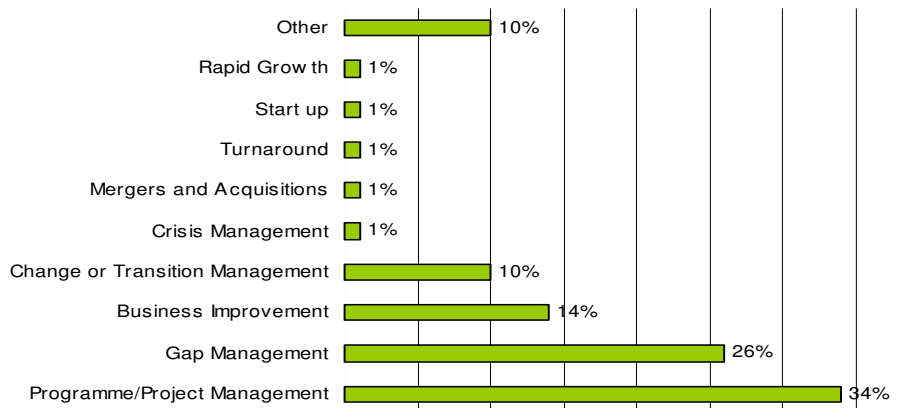
BASE: 421 Assignments

Special projects are again the most requested job function, accounting for more than a quarter (28%) of all assignments. HR is second, very closely followed by finance (20% and 19% respectively). Remaining job functions have decreased and account for 6% or less, apart from IT which stays at 5%.

REASONS FOR ASSIGNMENTS

BASE: 421 Assignments

Programme & Project Management is still the most popular reason for hiring an interim executive with 34% of all interim executives being hired for such assignments. However, the distance between Programme & Project Management and Gap Management has narrowed by 13 percentage points from the last quarter.



LENGTH OF ASSIGNMENT

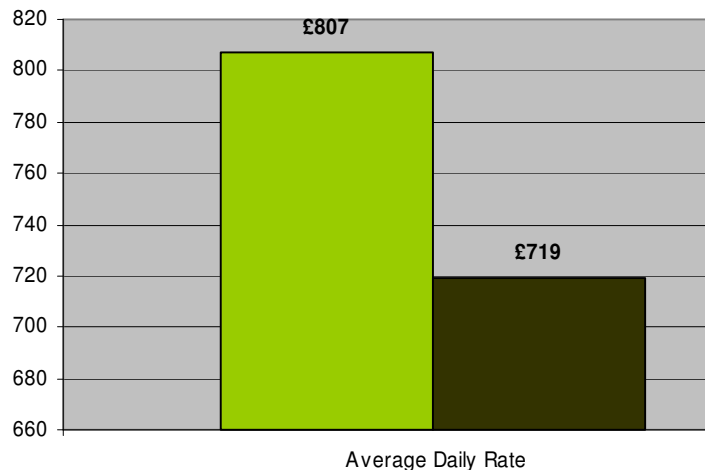
BASE: 421 Assignments

The average length of assignments is 131 billable days, slightly down from the average of 134 days in the last quarter and 137 days in Q1.

AVERAGE DAILY RATE

BASE: 421 Assignments

The highest average daily rate paid by public sector clients is £758 a day for assignments in the Education sector. Central Government and Not-for-Profit follow with daily rates of £749 and £747 respectively. This quarter, the highest client daily rates by job function are for CEO/MD/General Manager assignments. Business Improvement commands the highest daily rate with a fee of £805.



ENQUIRIES

BASE: 421 Assignments

The average number of enquiries received per company in Q3 was 58, 4 enquiries per member, up 7% from Q2. Almost a third of overall enquiries were received from the public sector and two-thirds from the private sector; a 1% change from Q2.

The most common enquiries in the private sector were again for Banking & Finance (accounting for nearly a quarter of all private sector enquiries) followed by Business Services and IT.

In the public sector, enquiries for Local Government were again the most common, with a share of 32%. Also enquiries in Health are up from the previous quarter, while enquiries in Education have fallen by 6 percentage points since Q2.

