



Global Survey 2018

A worldwide organisation
giving you global insights

WIL Group
WORLDWIDE INTERIM LEADERSHIP



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PATRICK LAREDO

“At a time when digital transformation, M&A activity and restructuring continually disrupt companies’ activities, action takes precedence over planning. Agile Executive interim solutions are in the spotlight.

As clients expect fresh views - coupled with experience and delivery - our profession also needs to innovate and transform, adding true value to its solutions and committing to results. That is why we have formed WIL Group.”

CHAIRMAN OF THE WIL GROUP



ISABEL AGUILERA

“It’s also wonderful to be part of such a dynamic and diverse organisation and to see the optimism surrounding the industry for the year ahead. These are exciting times for the members of the group, their talent pools and - ultimately - their global client base.”

WIL GROUP ADVISORY BOARD MEMBER

About the WIL Group

The WIL Group is providing agile solutions that fit perfectly with its clients' large scale transformation needs - committing to value and results.

Currently there are 19 member firms operating across 37 countries, and an international executive talent pool of 4,500+ top-level industry leaders.

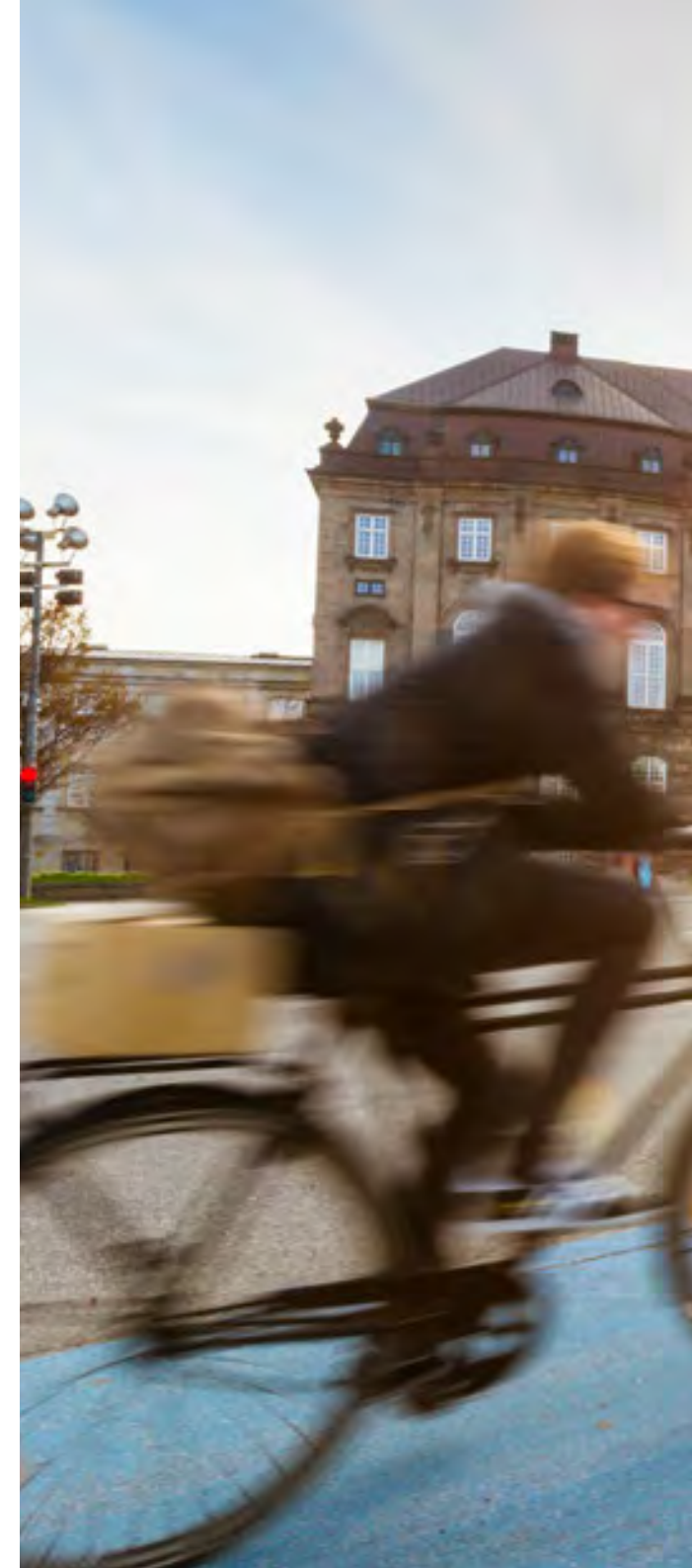
Each WIL Group member complies with consistent and seamless operational standards offering clients a smooth and professional service.

WIL Group's vision is to be the number one company for global interim and transition managers, by offering a unique 'international multi-sourcing' model that leverages the assets of each member firm and ensures the best talent is selected for assignments globally.

WIL Group operates through a strict quality charter and Total Match® process to ensure the highest quality profiles that meet the exact requirements of our clients.

WIL focuses on client issues and delivers executive interim based solutions worldwide, these encompass:

- ▶ Performance Improvement and Digital Transformation
- ▶ Restructuring and Turnaround
- ▶ Private Equity Services & Integration of Acquisitions
- ▶ International Deployment and Project Management





ASMA AIDI

“Transformation is not a fashion. It used to be a programme with a beginning and an end. Today it’s ongoing, enterprise-wide and much more complex. If you don’t do it, you don’t exist anymore.”

HEAD OF TRANSFORMATION
VODAFONE



Overview of the Survey

This is the 3rd annual survey by the WIL Group. As the largest global study of its kind it provides unique insights into the development and nature of interim and transition management (with over 5,112 total responses and 1,580 participants for the 2018 study).

Key Findings

- ▶ Participants represented 32 different nationalities; and have, on average, completed five interim/transition management assignments. The location of assignments spanned across 151 different countries.
- ▶ Manufacturing and Industrial projects dominate and account for over 40% of all interim assignments. This compares with 35% in the 2017 survey.
- ▶ More than one fifth (21.5%) of assignments were focused on growth, business and digital transformation. This was followed by 19% for project and programme management.
- ▶ The key global locations for interim assignments are: Germany, UK, France, USA, Netherlands, Denmark, Switzerland and China.
- ▶ Only 12% of those who responded to the survey were women. However, when asked whether they thought it was harder for women to work on international assignments nearly three quarters (74%) thought not, and that there should not be a barrier for reaching equality.

Key Insights

- ▶ Clients benefit from experienced transformation specialists. Alongside their operational and consulting skills, these specialists possess specific personal qualities which enable them to run major projects.
- ▶ There is little or no “honeymoon” period on an interim assignment – less than a third of the time allowed from a permanent equivalent. These executives are expected to hit the ground running.
- ▶ Organisations look towards interim executives for ‘fresh thinking’ and an ‘external perspective.’
- ▶ The responses from participants in the study suggest that this talented group of interim and transformation leaders are forging the way for innovation in global management. Their business experience, cultural understanding and local knowledge are becoming essential in a dynamic and international business environment.



International Assignments

- ▶ Interim executives completed assignments in 32 different countries or 77% of the countries in the world - ranging from Andorra to Zimbabwe. This compares to 82% (166 countries) from our 2017 survey.
- ▶ 40% spent the majority of their time based away from their home country.
- ▶ The interim concept still dominates in Western European countries.
- ▶ Germany continues to hold number one spot in the global league tables¹, witnessing growth of 31% in cross-border business for executive interim based solutions over the past year².
- ▶ France has also surpassed the UK in terms of its growth - and is now second on the WIL Group's league table³, having grown by one third (33%) during the last year.
- ▶ In spite of Brexit, The UK market saw more modest growth of 8%.
- ▶ Outside of Europe, the US remains the key market, and the fourth largest globally.
- ▶ Countries to watch (just outside of the Top 10) include: Saudi Arabia, Ireland and Japan.

Location of Assignments

Top 10

The wide range of countries covered in the survey reflect the extensive international footprint of the WIL Group. This table ranks the top 10 countries according to the location of assignments - outside of the interim executive's home country.

Rank	Europe 2018	Europe 2017		Rest of the World 2018	Rest of the World 2017
1 ▶	Germany 39.3%	Germany 29.9%	▶	USA 21.5%	USA 20.9%
2 ▲	France 31.2%	UK 27.5%	▶	China 11.5%	China 9.6%
3 ▼	UK 29.7%	France 23.4%	▲	United Arab Emirates 7.6%	India 6.9%
4 ▲	Netherlands 19.1%	Denmark 17.3%	▼	India 6.7%	United Arab Emirates 5.6%
5 ▲	Switzerland 17.2%	Netherlands 16.3%	▶	Russia 6.3%	Russia 5.5%
6 ▶	Belgium 16.7%	Belgium 15%	▲	Hong Kong 5.6%	Singapore 5.2%
7 ▼	Denmark 15%	Sweden 14.3%	▼	Singapore 5.4%	Australia 3.9%
8 ▲	Spain 12.7%	Switzerland 13.1%	▲	South Africa 5%	Brazil 3.6%
9 ▼	Sweden 12.4%	Spain 11.4%	▶	Canada 4.5%	Canada 3.5%
10 ▶	Italy 11.6%	Italy 10.9%	▼	Australia 3.6%	South Africa 3.5%





CHRISTOPHE BELLYNCK

“There is no normal anymore. The world has changed so dramatically and will change again. That is why you need people who can create and deliver new visions.”

CORPORATE DEVELOPMENT DIRECTOR
VEOLIA ENVIRONMENTAL SERVICES



DIANE BLAXLAND

“The WIL Group stands out as being the one with an international cross-border network, capable of delivering assignments of the calibre that I’m looking for.”

TRANSFORMATION DIRECTOR



TREVOR DAVIS

“If transformation doesn’t start from the very top, it will never succeed - ever. Then it’s key to involve the right people, as you won’t necessarily have all the right skills in the organisation.”

CEO LIFE & PENSIONS
ADMIN RE (PART OF SWISS RE)



PATRICIA MANTON-HALL

“Sometimes cultural differences stop you achieving something. The WIL Group overcomes that through multiple experiences and locations - and a focus on transforming organisations around the world.”

PROGRAMME CONTROLS DIRECTOR
HIGH SPEED TWO (HS2) LTD



JULIAN DAVIES

“In my view the research clearly shows that businesses today are in a state of constant change; they are either seeking to grow or to restructure in some way. And when it comes to delivering these changes, they are trying new and different resourcing models. Permanent employment is giving way to interim and project work.”

SENIOR VP, MERGERS AND ACQUISITIONS
MASTERCARD

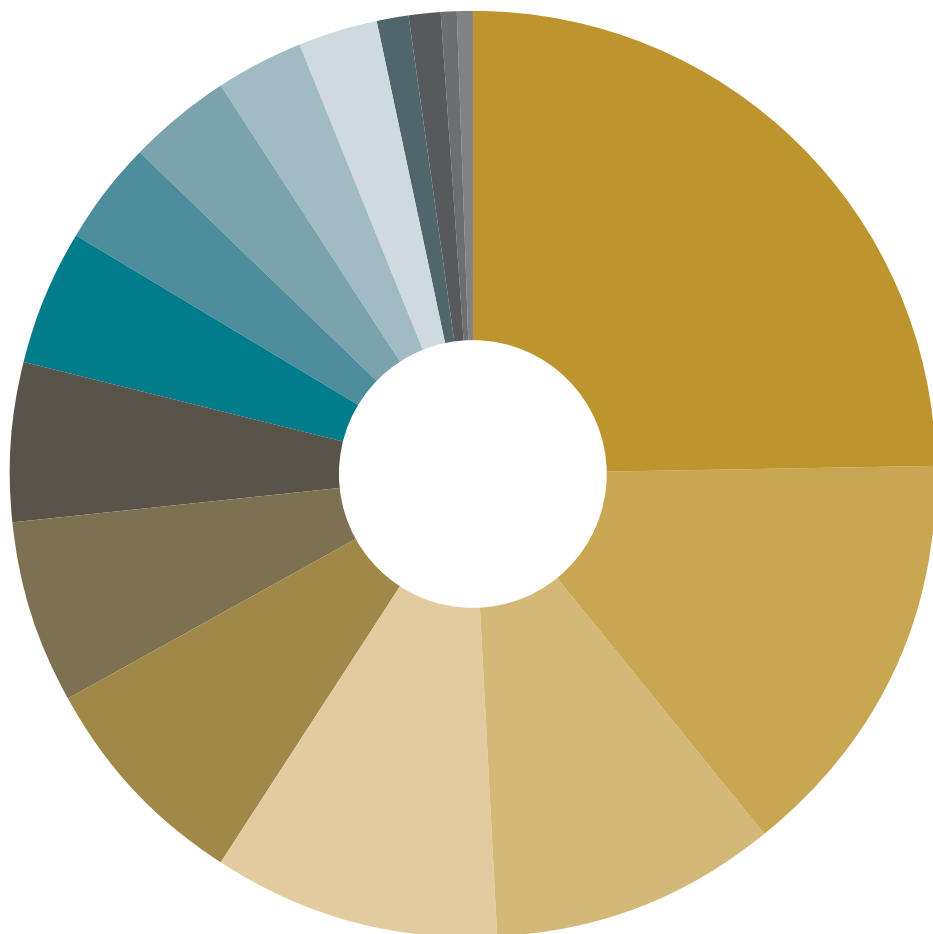


KARLA PLAS

“Business agility is critical for business transformation. Having the competencies and structure for cross-functional teams, giving people the power to make the decisions.”

INTERIM HR LEADER
IMERYS

Disciplines



24.8%	General Management and Board Leadership
14.5%	CFO and other Finance Leadership
10%	Project & Programme Management
9.9%	Business Development & Sales
7.8%	Change Management
6.4%	Human Resources
5.5%	IT, Technology & Media
4.7%	Operations
3.8%	Marketing & PR
3.4%	Supply Chain & Logistics
3%	Procurement
2.9%	Restructuring & Turnaround
1.2%	Engineering
1.1%	Compliance, Risk, CSR & Governance
0.5%	Research & Development
0.4%	Legal





Experience

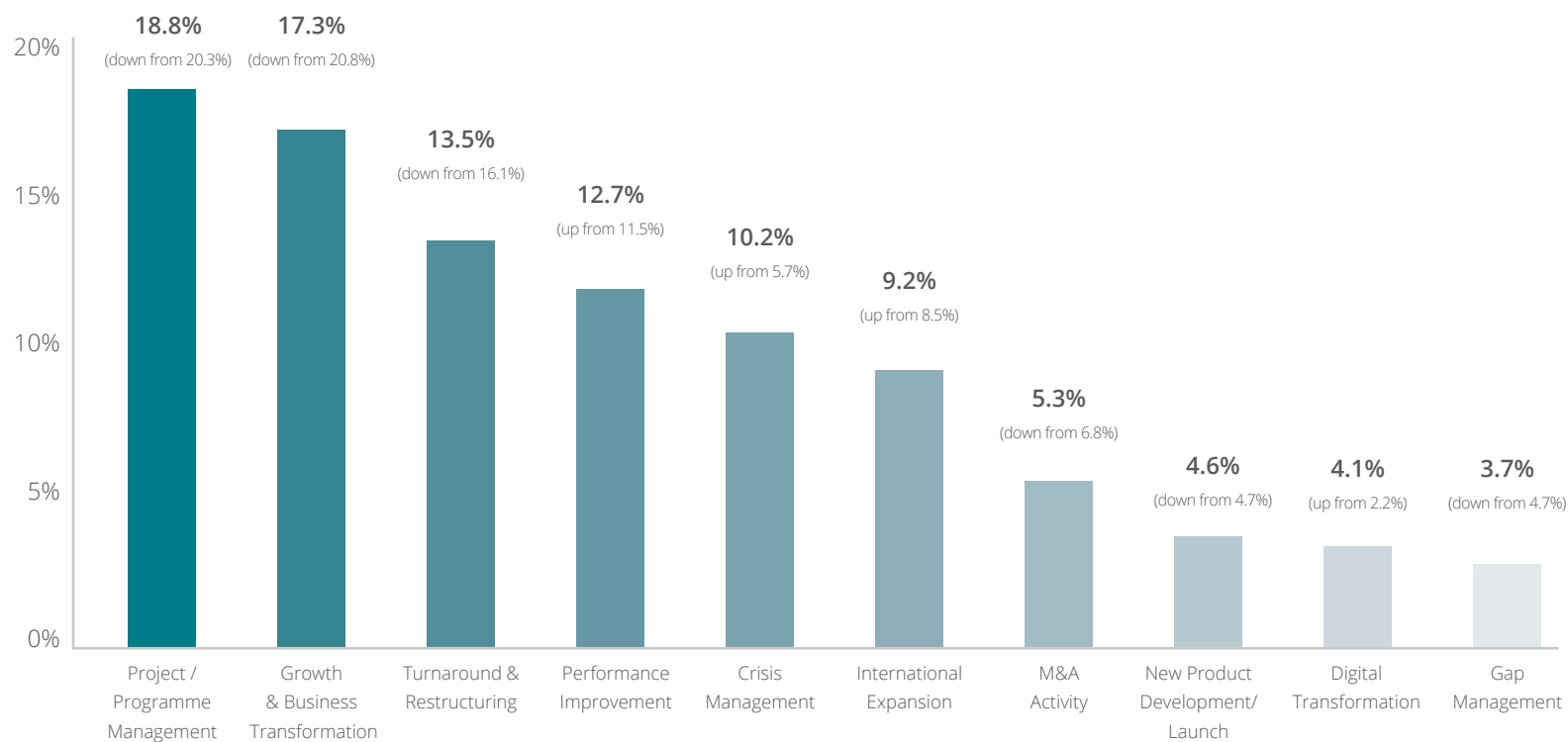
The interim executives operate at the top level in organisations and across all key professional disciplines.

- ▶ One quarter (25%) operate at CEO and Board level.
- ▶ 23% are involved with change and transformation for businesses. In their roles they deliver project and programme management, restructuring and turnaround.
- ▶ Additionally, 14.5% are at CFO level. There is a strong representation of executives handling technology and digital programmes.
- ▶ 21% have “Big 3-4” consulting and accounting backgrounds - having gained experience at firms such as McKinsey’s, Deloitte’s, BCG and KPMG.
- ▶ Interim leaders have extensive experience. With 55 being the average age, they have previously encountered and overcome most issues that a business may encounter.
- ▶ More than half (57%) have been working as an interim executive for more than 3 years, and 19% for more than 10 years. Generally, it is a conscious career choice and individuals have a specific interest, enjoyment and commitment to working in this manner.



Reasons for International Assignments

Organisations are using interim/transition managers who have significant experience directing change, often with a preference for individuals who have had multinational exposure. They are leading complex projects, supporting growth initiatives and managing crisis. Selected for their tailored, unique skills and they are rarely used for “gap cover”.

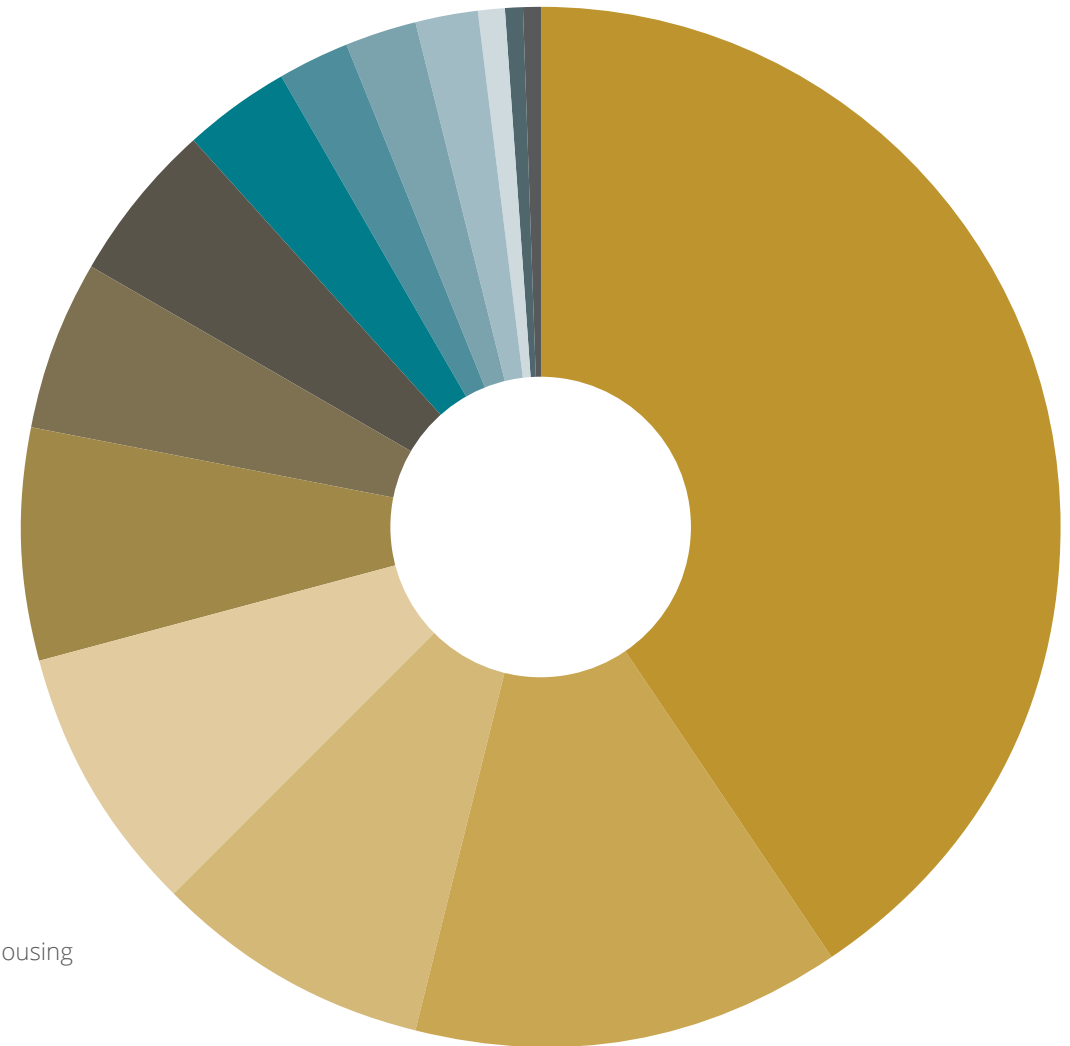


The Industries

A broad range of industries utilise interim and transitional management executives.

The manufacturing and industrial sectors dominate (standing at nearly 41% of assignments - a rise from 35% of assignments in 2017). This is followed by the technology industry at just over 13%.

However, these experts are used in every sector. From energy and leisure, through to transport and logistics.



40.6%	Manufacturing & Industry	3.4%	Transport & Logistics
13.4%	Technology / Media / Telecoms	2.2%	Charity & Not-for-Profit
8.6%	Retail & Consumer	2.2%	Government
8.4%	Business & Support Services	2.1%	Construction / Property / Housing
7.3%	Financial Services	0.8%	Education
5.3%	Energy & Utilities	0.6%	Leisure
4.8%	Professional Services	0.3%	Emergency Services

Market Outlook for 2018

Overall these executives are enthusiastic about the development of the market for projects. Two thirds (66%) of respondents have a positive outlook for 2018. This is a significant increase from 2017 (36%), and 2016 (39%). In terms of their attitude towards the level of opportunities, one comment sums up the sentiment:

"For us – independent consultants - good. More challenges"

What is your Outlook for 2018?



However, there were many comments reflecting on concerns for the uncertain future created by Brexit:

"Negative UK, positive elsewhere"

"More Brexit uncertainty may affect job hires and cause them to drop"

"Brexit is worrying"

"The Brexit negotiations appear to lack a process that enables measurement of the desired outputs."

"This makes business decisions more risky and consequently investment returns more unpredictable leading to uncertainty in business decision making."

Findings for Business Transformation

Multi-lingual and highly educated talent pool:

85% speak more than one language; 43% speak three or more languages. A Bachelor's Degree is the 'standard' (94%); 64% have a Master's Degree or equivalent. 12% have a Doctoral Degree.

Representation of senior executive woman still needs to grow:

Only 11% of the top level talent pool are female but there is a commitment to increase. 26% say it is harder for women to land international assignments. However, compared to 9.7% in the 2017 survey, we are beginning to see signs of growth.

Strong commitment to this career choice and approach:

38.5% are committed to interim and transition management assignments. However, an additional 36.7% would happily move between permanent employment and interim/transition opportunities.

Downsides of working overseas:

More than one third (38%) believe that the biggest challenge is leaving friends and family for a prolonged period of time; 15% say employment and legal restrictions; 14% feel that living in a hotel or temporary accommodation is a downside. Just 14% find the cultural differences to be the greatest difficulty.

What they enjoy:

29% find working overseas more challenging and stimulating. 25% of interim and transformation leaders enjoy the exposure to different cultures, whilst only a very small number are doing it purely for higher remuneration (7.4%).

Length of Interim Career:

Highly experienced interim and transformation leaders work for long periods in this area. Over half (57%) operate their career in this way for more than three years.



JOANNE SPICK

"We're not just transforming business. We have a responsibility to people, to the environment, to suppliers - if we manage it properly, we'll create a legacy to move it all forward."

CEO VAN DER WIEL GROUP



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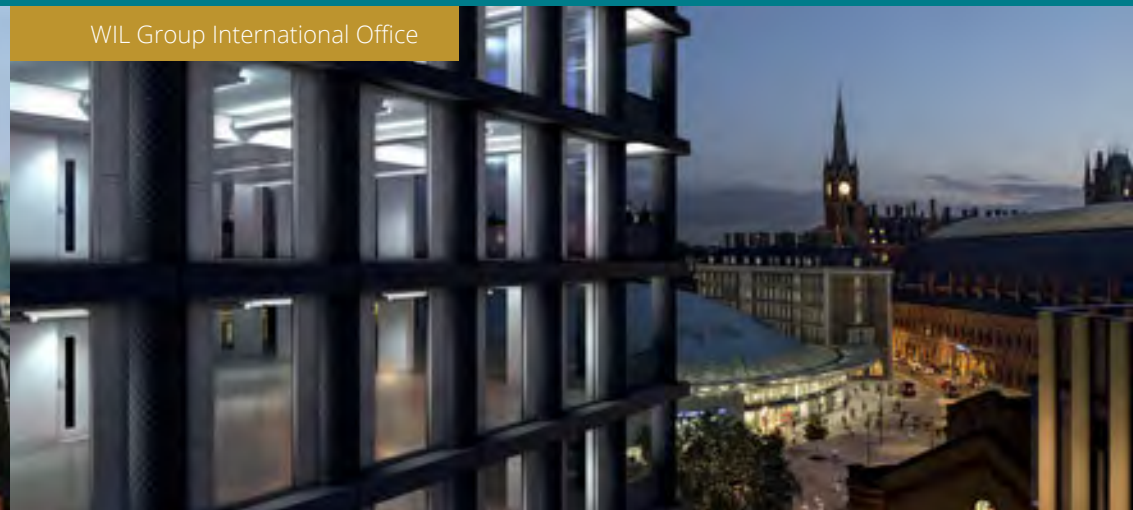
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