

BESTBEST  
TALENT  
PLATFORM  
BBTP.PRO

PARTNER



# INTERIM MANAGER PULSE

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FEROVALO

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## ABOUT THE SURVEY

The purpose of the Interim Pulse initiative is to measure the current status of the freelancing interim management community in the Nordics and in Europe. The online survey was taken by freelancing Interim Managers based in these areas. It was open from the 29th of September to the 14th of November, 2022, and received 138 respondents.

Ferovalo is the company behind this survey. Ferovalo is a transparent organization based in Helsinki, Finland. As a proud partner of the Best Best Talent Platform, we are committed to matching the best companies with the best talent. We have been in operation since 2017 and measuring the pulse of freelancing interim managers each year since. Each survey is developed with consideration of relevant topics concerning the community.

Thank you to all the survey participants and to all the entities that shared the survey with their members.

# SUMMARY OF RESULTS



With 138 respondents, Interim Manager Pulse 2022 had the highest response rate since Ferovalo's first survey in 2018.

Like our previous surveys, the majority of respondents came from Finland (85%) and considered themselves experts in management (77.54%) with a wide variety of specialties.

One area of change has been a rising level of expertise. Almost 1/4th of survey respondents have been freelancing in their field for over 10 years, a sharp increase from 2018.

In 2020 and 2021, Ferovalo's surveys focused on the COVID-19 pandemic, with a large emphasis on remote work. In 2022, the average percentage of remote work was 62.85%. Despite the remaining presence of remote work, over 70% of respondents' current (or latest) assignment is located in the same country they live in.

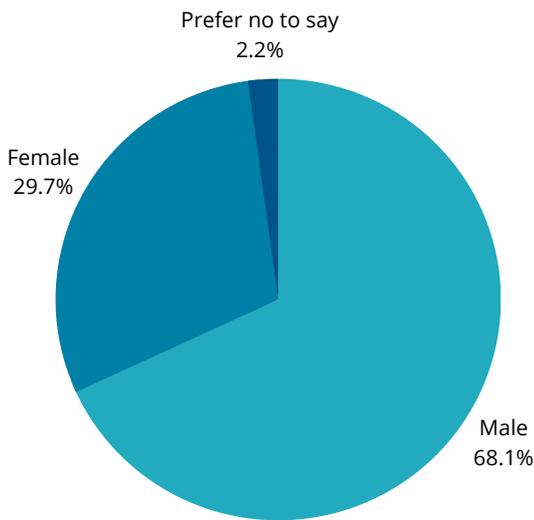
Interim Manager Pulse 2022, found that, for many, talent platforms go hand in hand with finding interim management assignments. However, there are still many freelancers who are skeptical about their usefulness and find success without them. Almost 35% of respondents said they are not registered for any platforms at all and nearly 50% of respondents found their last assignment through an existing contact (or networking) rather than a platform.

When it comes to a talent platform, the clear majority believe that the best platform is the one that gets them a relevant assignment. The IM community is full of experts that are motivated and eager to take on their next challenge.

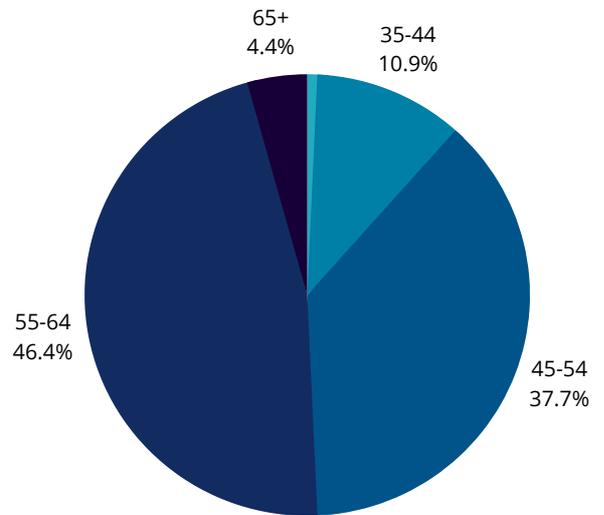
# RESULTS — SECTION 1

## BACKGROUND OF RESPONDENTS

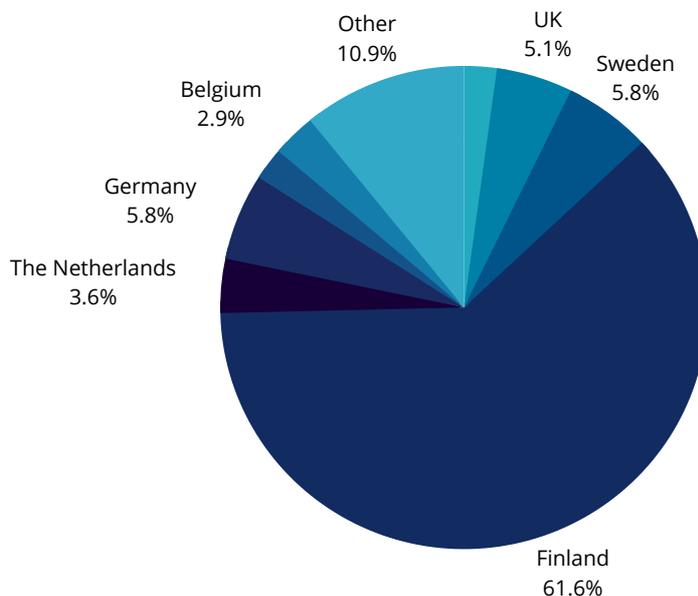
Q 1: What is your gender?



Q 2: What is your age range?



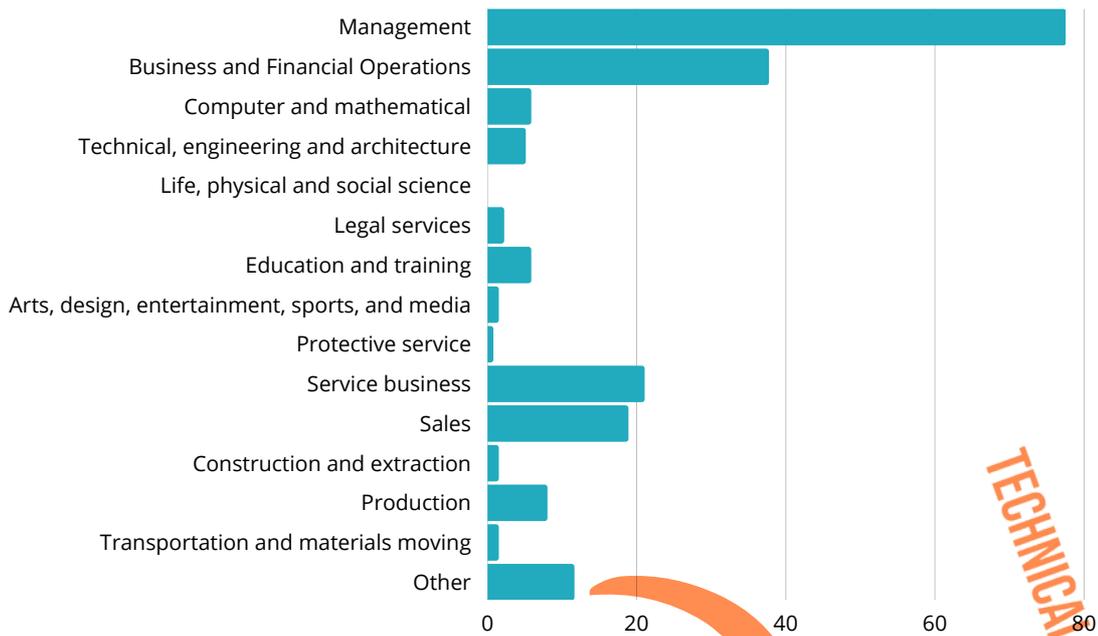
Q 3: Where is your home base?  
(where do you live)



# RESULTS — SECTION 1

## BACKGROUND OF RESPONDENTS

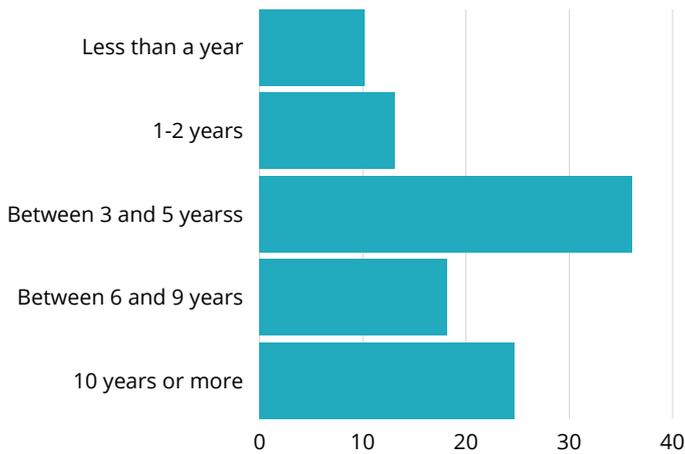
Q 4: What is your field of work?



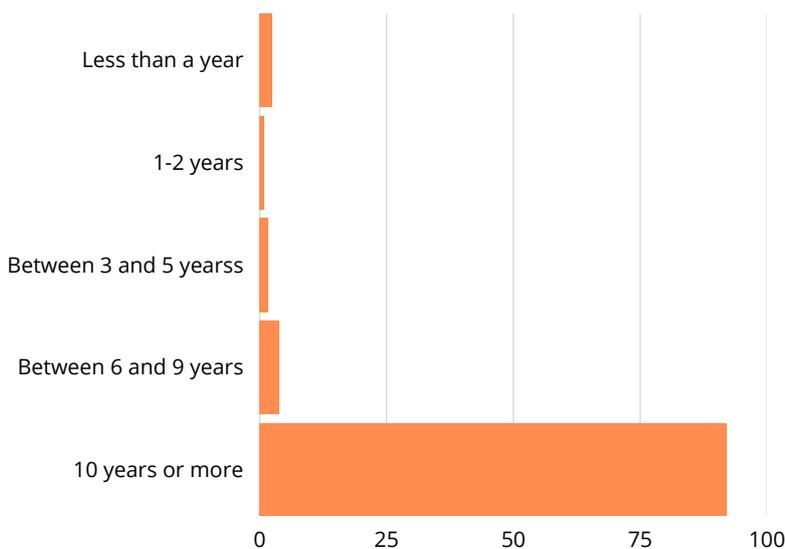
# RESULTS — SECTION 1

## BACKGROUND OF RESPONDENTS

Q 5: How long have you freelanced in your field?



Q 6: Before freelancing, how long had you been working in your field?



# RESULTS — SECTION 1

## BACKGROUND OF RESPONDENTS

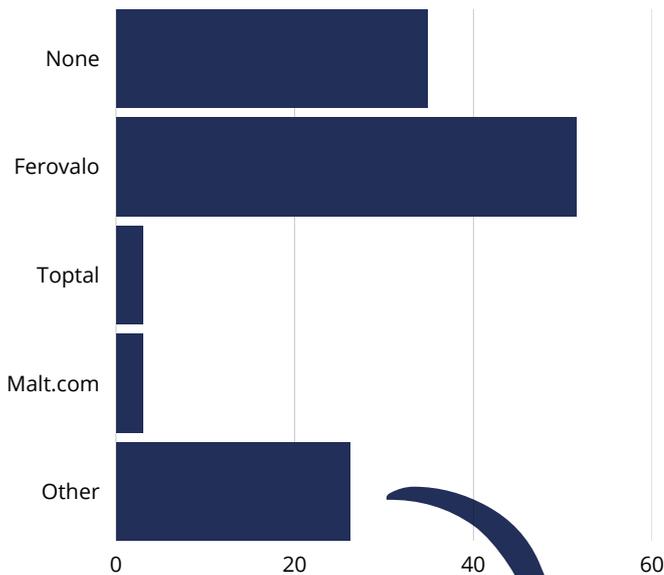
Q 7: Now that your freelance, what is your professional title of choice? (How do you call yourself on LinkedIn, Xing, or on your CV)



# RESULTS — SECTION 1

## BACKGROUND OF RESPONDENTS

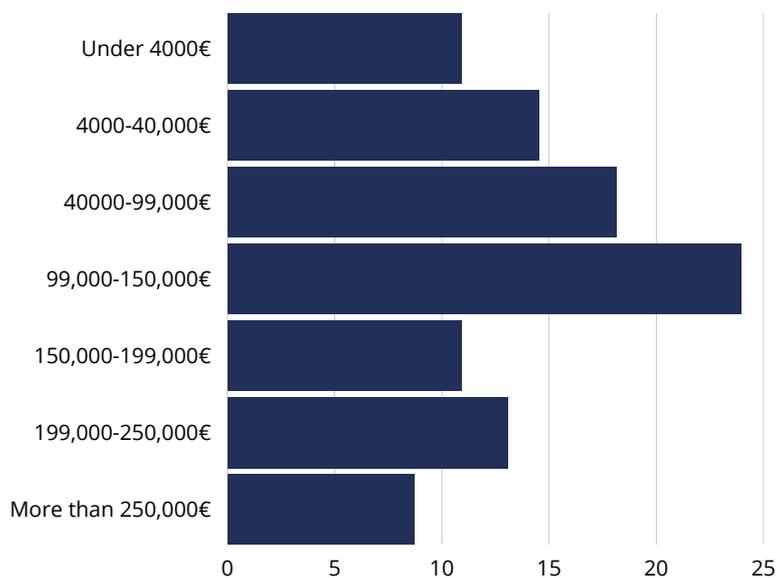
Q 8: Which talent platform(s) are your registered for?



# RESULTS — SECTION 1

## BACKGROUND OF RESPONDENTS

Q 9: Approximately, how much have you invoiced in the last 12 months?

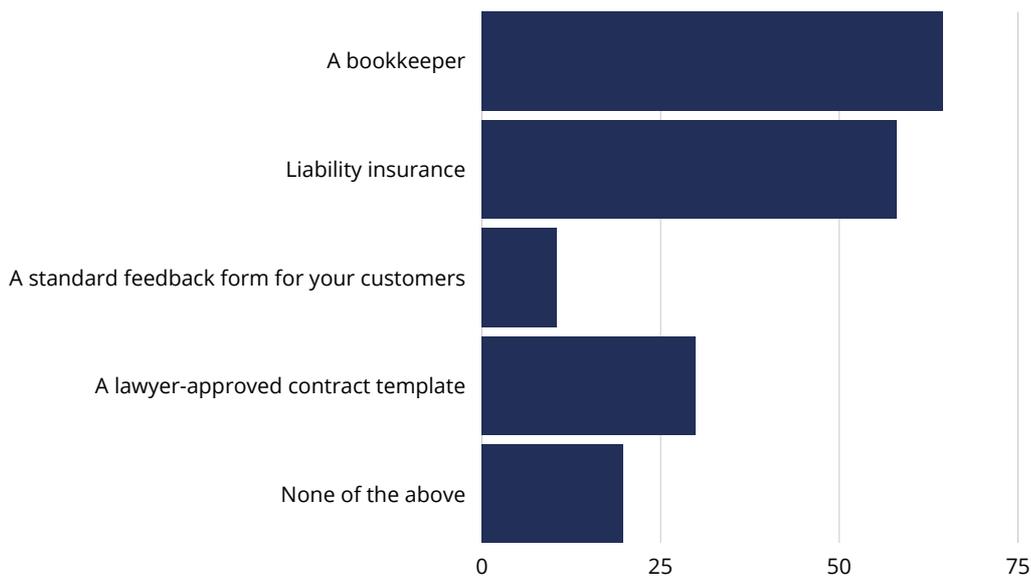


In 2018, Ferrovalo conducted a similar survey in which the highest percentage of respondents were in the 40,000 to 99,000 category. In 2022, we see a higher percentage in the 100,000 to 150,000 range and more respondents making 250,000 or more. This may have to do with the experience level of the respondents. In 2018, only 10% had been freelancing as interim managers for 10 years or more, whereas in the 2022 pulse almost 25 percent fall into the top experience category.

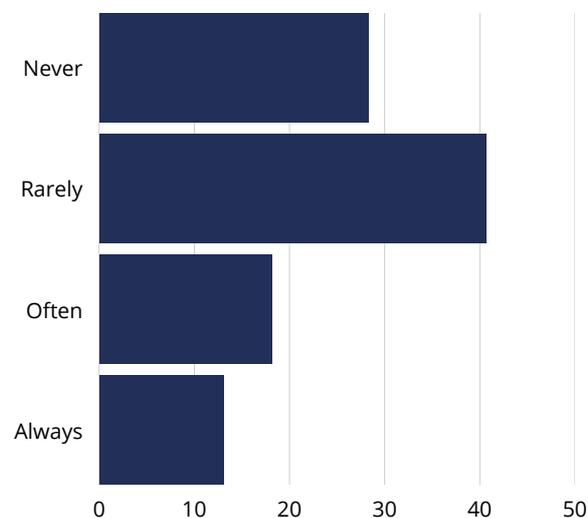
# RESULTS — SECTION 1

## BACKGROUND OF RESPONDENTS

Q 10: Do you have any of the following?



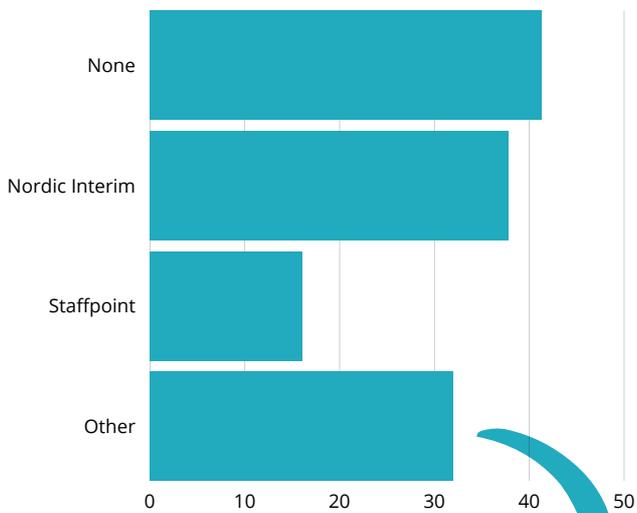
Q 11: Do your customers require company documentation when starting contract (such as tax documents and others required by EU/local legislation)?



# RESULTS — SECTION 1

## BACKGROUND OF RESPONDENTS

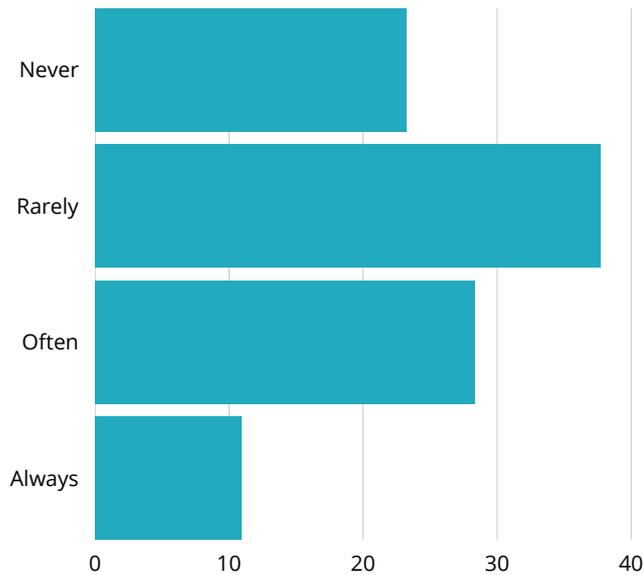
Q 12: To which agents (middlemen) have you sent your information?



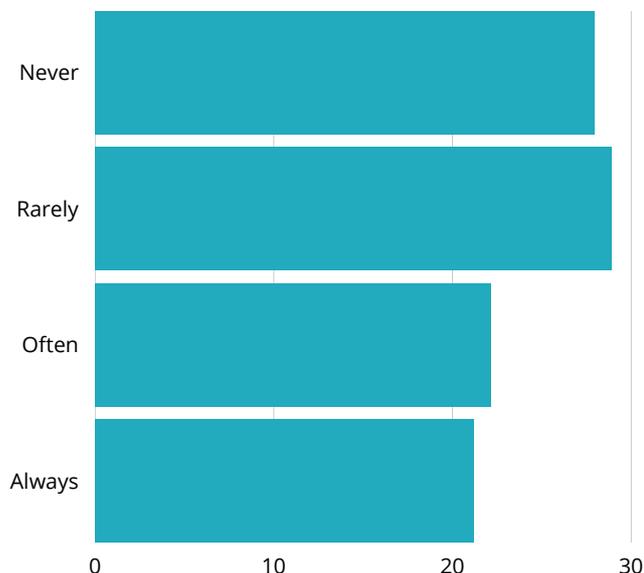
# RESULTS — SECTION 1

## BACKGROUND OF RESPONDENTS

Q 13: How often do you find assignments through an agent (middleman)?



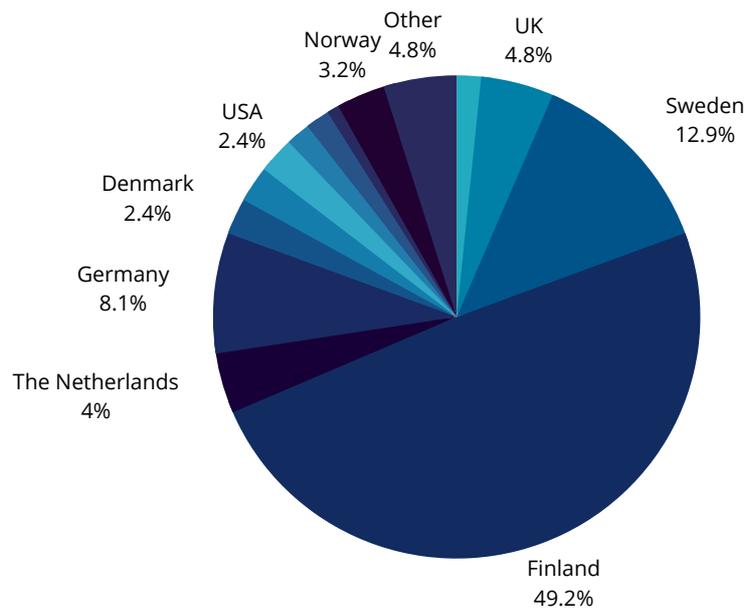
Q 14: Do the agents (middlemen) require company documentation when starting contract (such as tax documents and other required by EU/local legislation)?



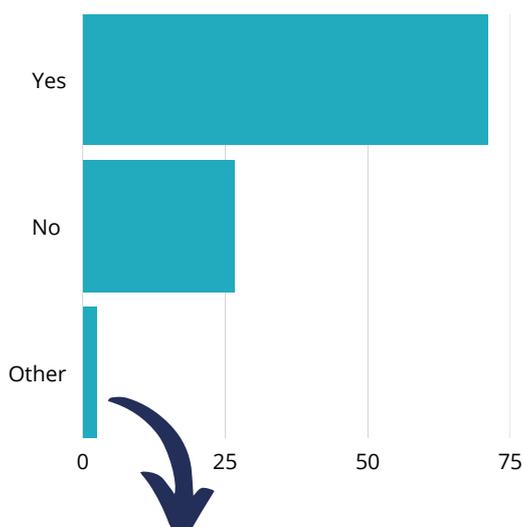
# RESULTS — SECTION 2

## LATEST ASSIGNMENT

Q 15: Where is/was your latest assignment located?



Q 16: Is/was your customer located in the same country that you live in?



I'M ONLY AT THE STARTING POINT/ LOOKING FOR MY FIRST ASSIGNMENT

# RESULTS — SECTION 2

## LATEST ASSIGNMENT

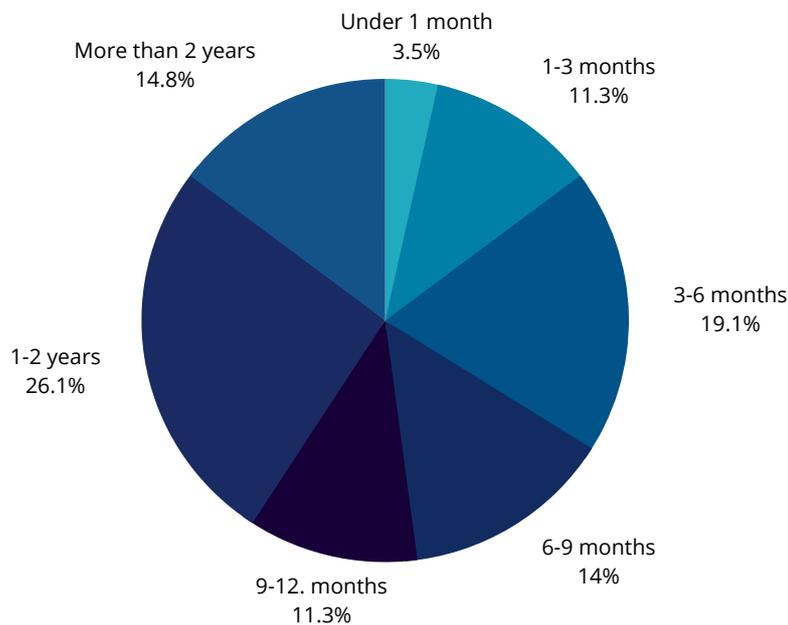
Q 17: In your current/latest assignment, what is/was your job title?



# RESULTS — SECTION 2

## LATEST ASSIGNMENT

Q 18 How long is/was your current/latest assignment (including all extensions)?



Q 19: In your current/latest assignment, what percentage of your work is/was conducted remotely?

**MEDIAN: 29.50 %**

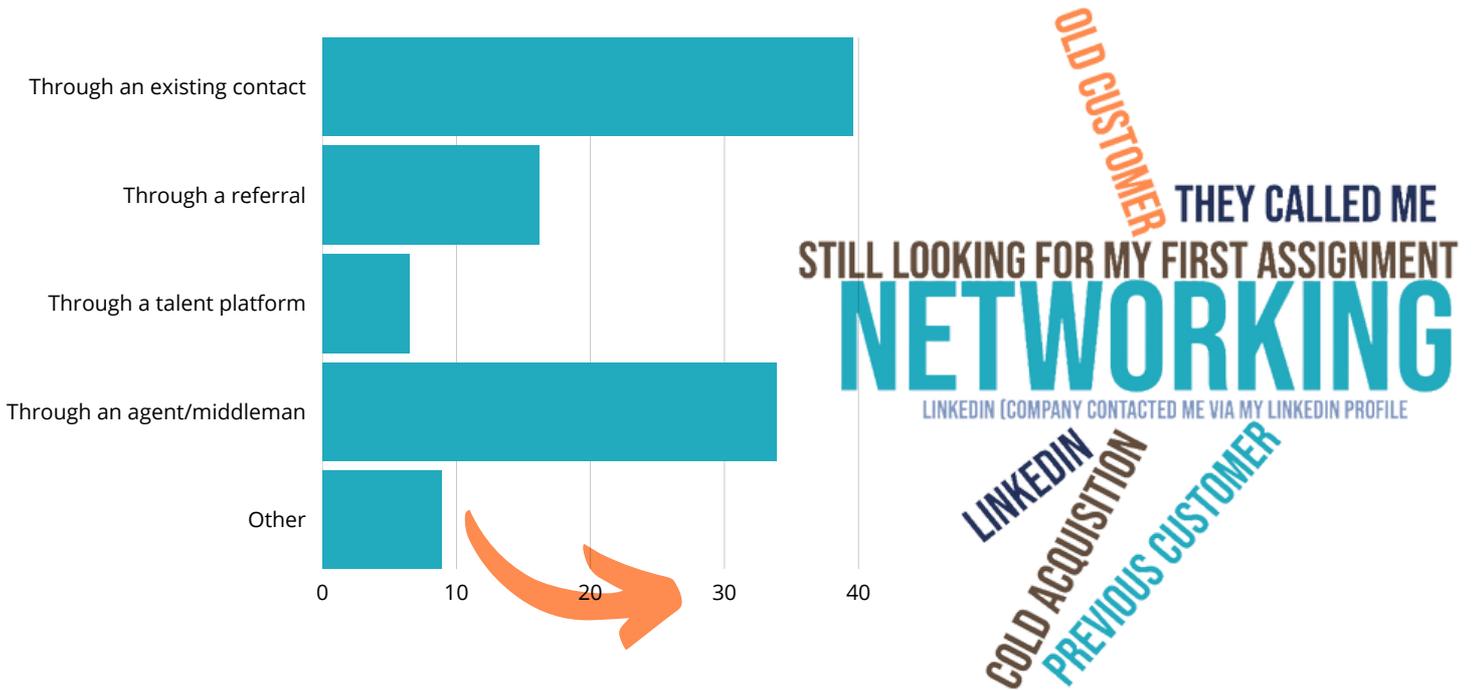
**MEAN: 62.85 %**

**STANDARD DEVIATION: 29.76 %**

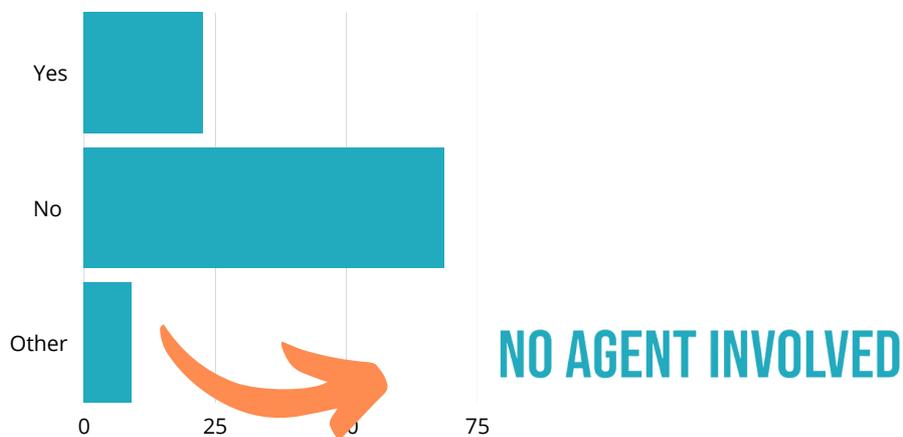
# RESULTS — SECTION 2

## LATEST ASSIGNMENT

Q 20: How did you find your current/latest assignment?



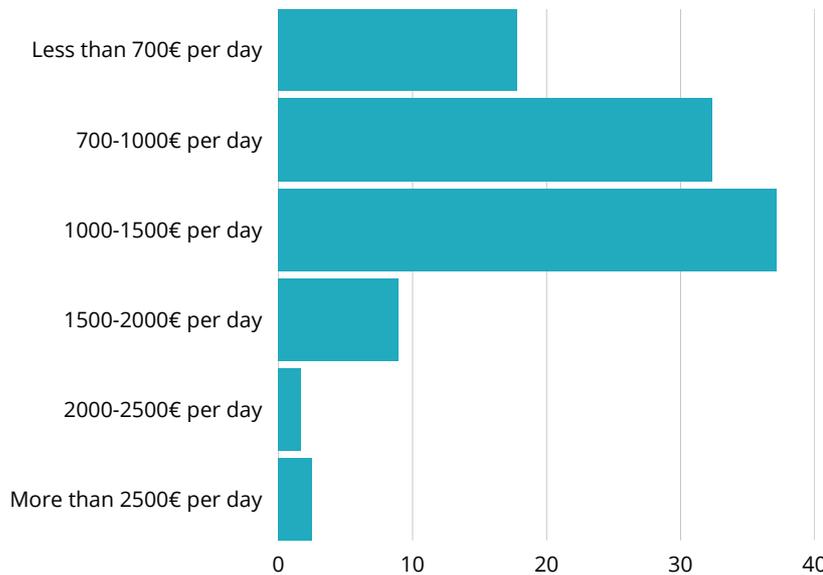
Q 21: Did the agent (middleman) require you to provide company documentation (such as tax documents and others required by EU/local legislation)?



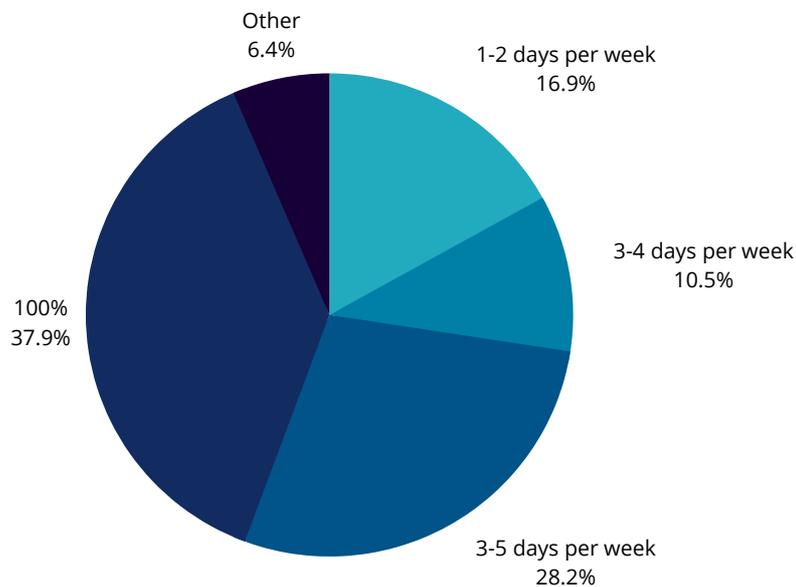
# RESULTS — SECTION 2

## LATEST ASSIGNMENT

Q 22: In your current/latest assignment, what was is/was the rate you invoiced for?



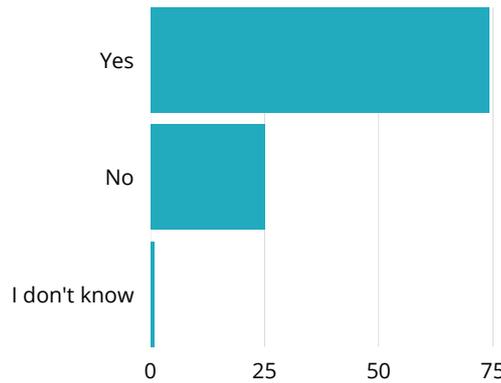
Q 23: On average, how many days per week was your current/latest assignment?



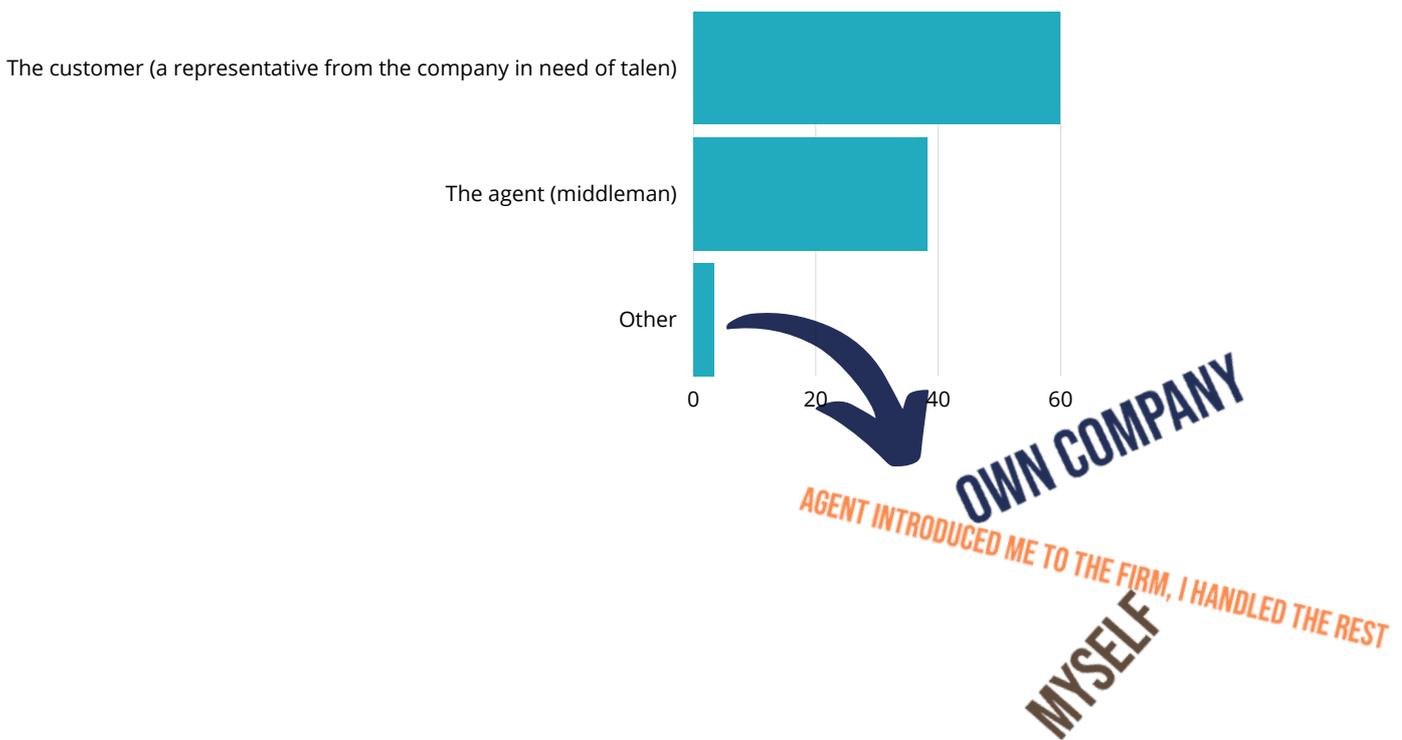
# RESULTS — SECTION 2

## LATEST ASSIGNMENT

Q 24: In your current/latest assignment, was an NDA signed?



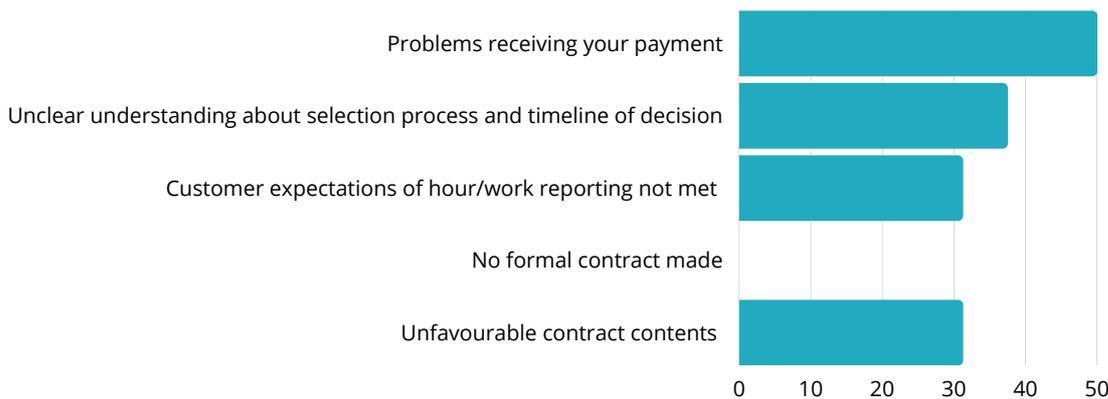
Q 25: Who handled this process?



# RESULTS — SECTION 2

## LATEST ASSIGNMENT

Q 26: In your current/latest assignment, have you experienced any of the following problems?



Q 27: Are there any other problems regarding the customer - freelancer relationship that you would like to share?

**NOT BEING TRANSPARENT ABOUT THE RECRUITMENT PROCESS, NOT GIVING FEEDBACK (DURING THE PROCESS)**

I would need more resources that have a similar profile to better manage larger projects.

## BENEFITS AND COMMISSION DISCORDS

Swedish tax regulations changed in 2021 to require all foreign companies letting personnel for lease in Sweden to register for taxation, else the Swedish company should withdraw 30% of invoice as a tax advance.

SCOPE CREEP IS A COMMON EFFECT IN CONSULTING PROJECTS AND THIS LEADS TO WORKING TIMES >50H A WEEK.

## TAX REGULATIONS

MAXIMUM BILLING LIMIT ON A PUBLIC SECTOR COMPANY. THIS FILLS UP QUITE QUICKLY.

SOME CUSTOMERS HAVE NO OR VERY LIMITED EXPERIENCE WORKING WITH IM, THEREFORE IT IS IMPORTANT TO AGREE ON WORKING DETAILS AND "MANAGE EXPECTATIONS".

Misunderstanding of their own readiness/capabilities, leading to misplaced expectations of future

# RESULTS — SECTION 2

## LATEST ASSIGNMENT

Q 28: In your current/latest assignment, which of the following would you like/have liked more of?



## CLEAR EXPECTATIONS

Agents understanding that clients have other needs than CFOs and in HR.

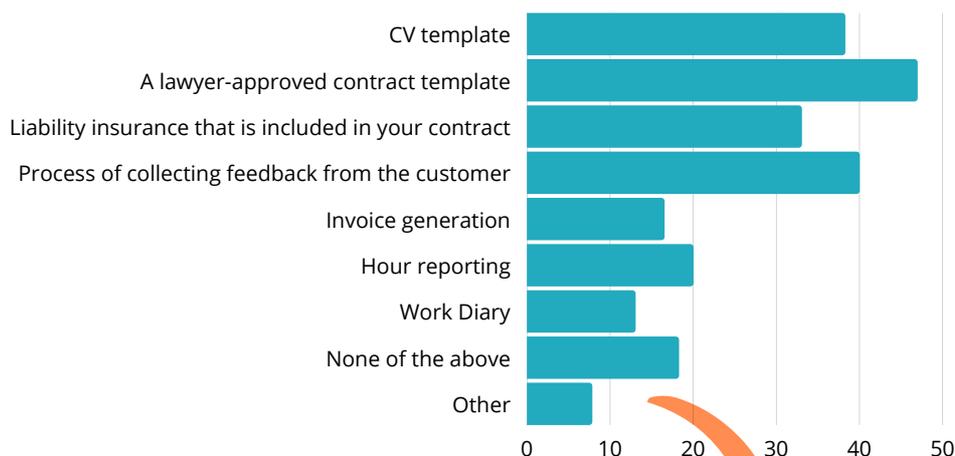
More analyst resources that would enrich data collection and cold outreach activities

## MORE CLARITY OF ROLE AND EXPECTATIONS

# RESULTS — SECTION 3

## BEST TALENT PLATFORM

Q 29: Would you use the following tools from a talent platform?



### MARKETING

#### TOOL FOR COMBINING DIFFERENT CALENDARS

Where platforms exist, operated by a third party, the requirement for the assignment is to use the platform and supply the information requested. It tends to be non-optional. In the case of time sheets (work diary), this is controversial under UK legislation as it infers end client control, which impact directly on how the interim's tax status may be viewed by HMRC.

### ASSIGNMENT REVIEWS

#### MY NEXT OPPORTUNITY

All communication so in case of unclear situations the middle man / fixer / platform could help.

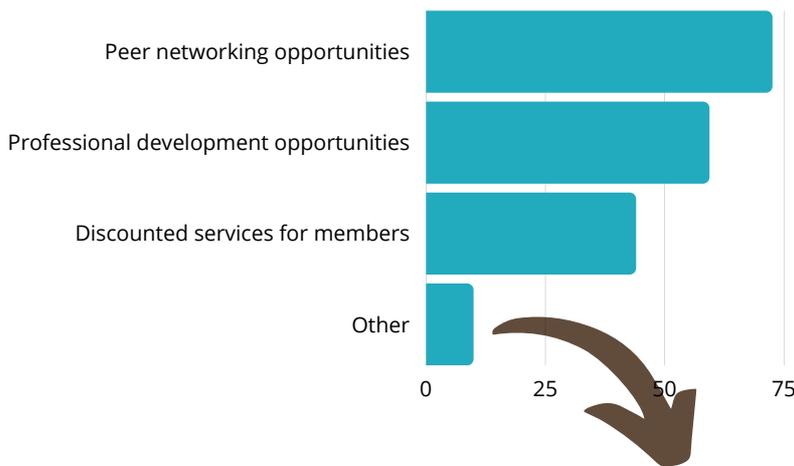
#### DEPENDING ON THE CUSTOMER'S NEEDS

Depends on their usability or usefulness. So far not impressed.

# RESULTS — SECTION 3

## BEST TALENT PLATFORM

Q 30: I would use the following services from a talent platform



### PROVIDE INSPIRATIONAL WORKSHOPS

Provide inspiration workshops  
Discounted mainstream services. Often platforms offer reduced price services that I wouldn't pay for in the first place.

### SERVICES ARE A CHALLENGE AS MOST VARIES BY COUNTRY

networking opportunities relating to specific companies/industries

### TO FIND TALENTS THAT ARE ACTIVELY SEARCHING

If they prove greater value added than those available to me through my professional institute(s).

### DISCOUNTED SERVICES, BUT ONLY IF THOSE SERVICES ARE ESSENTIAL TO ME.

# RESULTS — SECTION 3

## BEST TALENT PLATFORM

Q 31: What do you think makes the best talent platform?

THEME #1  
BEST ASSIGNMENTS

The ones with the most opportunities and most professional recruitment process

**RELEVANT ASSIGNMENTS**  
THE ABILITY TO GET NEW OPPORTUNITIES

**MULTIPLE OPPORTUNITIES AND DYNAMIC SOCIETY.**

Network effect i.e. large relevant talent pool

The one that provides relevant cases. Ferovalo provides 75% CFO cases which are not suited to my COO, CPO background as often experience with CFO tools are needed

**AMOUNT AND QUALITY OF ASSIGNMENTS**

THE ONE WITH MOST INTERESTING PROJECTS AND SEAMLESS NETWORKING

# THE ONE THAT ACTUALLY GETS ME A JOB.

The platform with the biggest no. of assignment opportunities is the winner

**GENERATE SALES FOR PARTICIPANTS**

**GENERATE SALES FOR PARTICIPANTS**

A work stream

Big volumes, both interim managers & potential customers. Brings in assignments. Visibility. Especially in Finland the approach is still new

**GETTING ASSIGNMENTS IS WHAT IT IS ALL ABOUT ...**

Correct kind of assignments

**A LOT OF WORK OPPORTUNITIES FOR MY FIELD OF EXPERTISE**

## THE ONE WHICH GETS YOU NEW ASSIGNMENT. EVERYTHING ELSE IS SECONDARY.

**WHERE IT IS EASY FOR THE CUSTOMER TO FIND THE RIGHT PERSON ON THE SPOT**

Where relevant projects can be found. In my case it's more about COO or operations roles and payment strategy lead projects, not so much about CFO services.

**GOOD PROJECTS AND HAPPY PEOPLE ;-)**

# RESULTS — SECTION 3

## BEST TALENT PLATFORM

Q 31: What do you think makes the best talent platform?

Very exact matching of skills and experiences for employers and talent

**CLEAR PROFILES WITH FOCUS ON PROVIDED VALUE ADDED**

**ACTIVE PROMOTION OF OPEN POSITIONS BASED ON PROFILE**

A platform that can match skills, experiences, industry, organisation etc in proficient way with Jobs and candidate profiles

**CAN AI TALENT TOOL, THAT'S GETS CLEVERER WITH EVERY SEARCH YOU ARE CONDUCTING.**

a good match, quick frequently the positions i am offered has nothing to do with my expertise

THEME #2  
BEST MATCHING

THEME #3  
TRANSPARENT &  
SUPPORTIVE

## TRANSPARENCY AND SUPPORT WHEN NEEDED

**EMPATHY AND STRONG SUPPORT TOWARDS THE TALENT AND NOT FAVOURING TO THE CLIENTS.**

Ferovalo is the only one I have experience, the personal contact in addition to the platform is extremely nice to have.

**SHARING OPPORTUNITIES**

**COLLABORATION WITH CERTAIN TOPIC**

Transparency on the open opportunities, also the ones I am not qualified myself, because I know plenty of professionals that may be perfect for the assignment. I can give a lead either to my network or to the agent through the platform.

Communication to target companies/customers

**COLLABORATION, INFORMATION SHARING AND ASSIGNMENT POSSIBILITIES**

# RESULTS — SECTION 3

## BEST TALENT PLATFORM

THEME #4

SIMPLE &

USER-FRIENDLY

Q 31: What do you think makes the best talent platform?

**EASY TO USE. COMBINING MANY (ALL WOULD BE A DREAM) RELEVANT TOOLS FOR A SINGLE ENTREPRENEUR.**

### USER FRIENDLY DESIGN

Digital as much as possible. I would consider talent pool + invoicing service combination

### EASY TO USE, PROFESSIONAL TOOL

Stick to the absolut minimum and focus on the service. Strictly avoid any on-top services for the interim manager!!!!

**SIMPLE AND EFFECTIVE TO USE WITH CLEAR COMMERCIAL BENEFIT TO ME THE USER, IN EXCHANGE FOR THE TIME I USE OPERATING IT.**

A selected number of profiles

### OTHER IDEAS

**NETWORKING, ARTICLES AND SHORT INFORMATIVE CALLS ON A SPECIFIC TOPIC (FOR EXAMPLE 1 HOUR DURING LUNCH)**

would love platforms to work, but I only get work through boutique consulting firms

LinkedIn

Preferred tool for freelancers and for companies. Ranked per specialty, e.g. Pharma & Medical devices.

Active participation of agents and employers

REFERRAL DATABASE

**PROFESSIONAL DEVELOPMENT OPPORTUNITIES**

# RESULTS — SECTION 3

## BEST TALENT PLATFORM

Q 32: Anything else?

Transparency on all relevant gigs available with Ferovalo. Other operators I have experience do not publish any of the assignments, and approach the customer needs from head-hunter perspective - doing research - contacting - short listing etc. Which makes it slow and inefficient.

**PEER NETWORKING, PROFESSIONAL DEVELOPMENT ETC ARE IN PRINCIPLE INTERESTING, BUT DON'T HAVE THE TIME.**

I should be able to react with "no" to proposed cases and have an overview later which cases were proposed, how I reacted to each case and which ones resulted in engagements.

**HOPEFULLY THE DEMAND FOR INTERIM MANAGERS IN FINLAND WOULD QUICKLY MATURE TO A CONSIDERABLY HIGHER LEVEL THAN NOW**

**GOOD IDEA IS TO HAVE A EUROPEAN PLATFORM. I'M OPEN TO WORK INTERNATIONALLY.**

**INFORMATION TO CLIENTS HOW TO USE FREELANCERS OR INTERIM MANAGERS**

I like what Ferovalo is doing but until now I have not had any need for the services or program offered. Been too busy doing assignments. But you never know when you need all of the above mentioned....

**NOT SEEING MUCH VALUE IN TALENT PLATFORM - PROBABLY ON THE CONTRARY. BASED ON MY EXPERIENCE SO FAR, AVOIDING TALENT PLATFORMS.**



## Elina Liehu

Liehu is the Finland-based founder of Ferovalo and Best Best Talent Platform Oy.



## STATEMENT FROM OUR FOUNDER

In times of crisis — whether a global pandemic or an energy shortage — a combination of wisdom and innovation is needed to find a path forward. The same goes for governments as it does for companies. When companies have a problem to be solved or a change to be made, they don't want just anybody to fill the role, but they need the right person — the best fit for the job at hand.

When designing Interim Manager Pulse 2022, our team decided to take a deeper look into the talent platforms. Part of this was selfish. It is no secret that we just upgraded our services with the soft launch of the Best Best Talent Platform. But the inquiry was more than figuring out how our platform can have the biggest impact. We wanted to know the wider IM community's feeling towards talent platforms in general and their usefulness in finding talent a relevant and appealing assignment.

The survey results have further solidified our findings from conversations with Interim Managers over the past several years — a platform can have lots of bells and whistles but at the end of the day its success is determined by the quantity and quality of its assignments. From Ferovalo's work in Finland, we know that many employers are still wary of using freelance talent and many are still sticking to very traditional recruitment processes. With Interim Manager Pulse 2022, it has become even clearer that finding assignments for a platform needs to be a proactive process. Talent platforms and their partners must become more involved in educating companies about the benefits of a blended workforce and aiding organizations to change their culture accordingly.

Talent platforms will only be the way of the future if they work as hard as their talent.

## GET IN TOUCH

Do you have further questions about the results of this survey? Would like to partner for an event related to the interim management community? Do you want to know more about Ferovalo or the Best Best Talent Platform?

A member of our team would be happy to speak with you!



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