



Institute  
of Interim  
Management

# InterIM Insight

News, views and information for the Interim Executive

July 2004

Issue 10

## EDITORIAL



Taravat Taher-Zadeh  
Chairman IIM

## INDUSTRY NEWS

IM surveys in The Netherlands  
and in Germany

IMA appoints new Chairman

## LEGISLATION

They say they're on the TPS!

EU Agency Workers Directive

Money Laundering regulations

EC Tax regimes

## MEDIA ROUNDUP

Manufacturing slump, but  
workplace change for UK plc

## IIM EVENTS

"Let me through ... I'm an  
Expert" Wakefield - 8 July

"Public Sector Transitions", in  
association with Capita  
Resourcing - October

"Rescue, Recovery, Renewal"  
in association with PWC - 10  
November

## WINDOW ON IM ASSIGNMENT

Change Management and Cost  
Reduction in a Leading  
International Food Group

## MEMBER BENEFITS

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## IIM announces new EU Chapter

### Collaboration agreement reached for Italian Interim market as part of a longer-term European view

Welcome to the July 2004 Issue of InterIM Insight.

**I am delighted to announce an exciting new development and a significant milestone in the history of the Institute. In our first overseas expansion, we have established a collaboration agreement with one of the major players and opinion leaders in the Interim Market in Italy.**

This mutually supportive relationship has been reached to promote and develop the profession of Interim Management, through the setting of quality standards and accreditation, professional development and best practice for practitioners of Interim Management, based in Italy.

Interim Management is acquiring increasing significance in continental Europe. The enactment of temporary/agency worker legislation in Italy towards the end of 2003 has considerably improved the opportunities for Interim Management.

In Northern Europe, the diffusion of Interim Management as a valuable management tool has been sustained by the work of professional bodies, like the IMA and IIM in the UK, and the RIM and ORM in The Netherlands. In other EU countries however, there is still low awareness or confusion between, for example, consultants and Interims.

As a body dedicated to the growth, culture and standards of Interim Management, we have always looked at the broader picture, especially as many IIM members are engaged on Interim work across the EU and beyond. This has given rise to the potential development of European standards, through a longer-term vision and an approach that goes beyond the UK.

The announcement of this collaboration agreement reflects the development of a significant, professional relationship with the Italian market, and with Maurizio Quarta of Temporary & Capital Management Ltd in particular.

A well-known and respected Milan-based businessman involved in Temporary (the term "Temporary" Manager is used in Italy in place of "Interim") work for over ten years (and the author of the book 'Temporary Management - Let's Listen to Europe'), Maurizio believes Italy is a growth market for Interim Management. However, it is recognised that clear standards are needed to enable the market to grow in accordance with patterns established by leading countries such as the UK.

From this welcome collaboration, we therefore not only establish an Italian Chapter of the IIM, but help to lay the foundation to develop common pan-European standards for Interim Management.

Interim Managers based in Italy who join the IIM through Italian Chapter will be subject to the Institute's accreditation procedures, and governed by its rules and regulations.

In our three years since formation, we have established significant standards within the industry, and the Institute is now the recognised mark of professional Interims. We have developed a set of tools and a collective body of knowledge that represents a valuable source for any country willing to move forward in the field of managerial flexibility. With this Italian agreement, we are taking the first step in realising our many assets for the collective benefit of all involved, here and overseas.

We will keep you fully informed of all the details in this major new venture. In the meantime, I hope you enjoy this Issue of InterIM Insight, 'where ever you may be'.

## INDUSTRY NEWS

### Europe

#### InterIM Insight

reports on the results of two recent local Interim Management surveys in mainland Europe



**Average rates in the Netherlands were €776**

**“..influence of the provider market appears stronger both in Germany and The Netherlands.”**

**Nick Robeson is new IMA Chairman**

# Interim Management surveys in The Netherlands and in Germany



During the last few months, surveys of the Interim Manager population have been conducted in the Netherlands and Germany. In the process, a number of providers “opened up” their databases and polled several thousand of their registered Interims. In excess of 1,000 responses were received and although the surveys were not identical, a number of common themes have emerged. By category, these were:

#### *Capacity Utilisation*

In Germany (“DE”), IM’s averaged 145 days per annum (66% utilisation), slightly better than the 136 days (62%) achieved in the Netherlands (“NL”). This represented an increase of 5% in DE but a decrease of 9% in NL.

#### *Average Rates*

No rates were published for DE. Average rates in NL were €776 with rates softening by around 4%. This compares to around €730 average from UK provider surveys which also show rates softening slightly. The average rates for members of the Dutch ORM (the equivalent of IIM) were higher and at €893 were broadly in line with the expectations of IIM members.

#### *Assignment Length*

The length of “full-time” Interim assignments was very similar in both countries - DE around 5.5 months, NL at 6 months.

#### *Business Outlook*

Compared to the UK, where 63% of IIM members were optimistic (based upon findings of a recent survey) about the outlook (albeit at static average rates), 66% of IM’s in DE/NL were pessimistic about the outlook and felt average rates would continue to soften.

#### *Sources of Work*

Providers are active in both markets. Compared to the UK, where 35%-40% of Interim assignments are placed via Providers, influence of the Provider market appears stronger in both DE (44%) and NL (48%).

#### *Professional Know-How*

Finance comes out top in both countries with 25% (NL) and 33% (DE) of assignments in that area. The functional split on the balance of assignments varies significantly:

- HR is strong in NL but accounts for only 7% in DE
- Sales and Marketing is strong in DE (17%) but less so in NL.

In both countries, Finance has significantly increased its share of assignments over the previous year whereas Sales, Marketing & IT in particular have lost ground. This is a very similar picture to the UK.

#### *Sector Spread*

No sector split for NL was available. In DE, 44% of assignments were in the more traditional industrial areas (Automotive, Capital Goods etc) whereas new world sectors (Telecoms, IT, Internet etc...) account for only 10% - down significantly from the 29% in the preceding year.

#### *Reasons for using an IM*

In both countries, 30% of all assignments were described as “change management, crisis, redevelopment or restructuring” with demand for additional resources and one-off projects taking the middle ground. Bridging vacancies was only 14% in NL and 10% in DE.

All in all, an interesting snapshot of how Interim Management is faring in two significant EU countries - not too dissimilar to our own UK experiences.

## IMA APPOINTS NEW CHAIRMAN

The IIM congratulates Nick Robeson, of Boyden Interims, on his appointment to Chairman of the Interim Management Association (the trade body of Providers of Interim management services), succeeding Richard Lambert who recently joined Norman Broadbent as Managing Director of the company’s Interim Division. The IIM extends its thanks to Richard Lambert - who, during his tenure worked closely with the Institute in developing market standards in and awareness of Interim management - and looks forward to working with Nick Robeson and the new IMA Executive Board.

## LEGISLATION

The  
Corporate  
Telephone  
Preference  
Service  
registration  
scheme  
came into  
force in June

**“The TPS  
is a list  
of numbers,  
not subscribers”**



# They say they're on the TPS!



## A new corporate telephone protection scheme for businesses

Until recently, only residential numbers or the numbers of sole traders and some partnerships could be entered on the Telephone Preference Service (TPS) register. However, from 25 June 2004 limited companies and all partnerships can also register their telephone number(s), free of charge.

Run by the Direct Marketing Association under contract to OFCOM, the TPS maintains a statutory register of telephone numbers of subscribers who object to receiving unsolicited telemarketing calls. Registration is free of charge and takes 28 days to take effect. A similar scheme operates for fax communications and is called the Facsimile Preference Service or FPS.

The central point in the scheme is the definition of what constitutes a telemarketing call. The Information Commissioner defines it thus: "A telemarketing call is one where the caller is promoting their goods and services or their aims and ideals and includes fundraising calls. In other words, it could be a promotional call from a commercial enterprise, a charity or even a political party".



Great news for anyone who has been pestered by double-glazing salesmen, ringing on a Sunday morning while you're still in bed (I kid you not), but what does this new Corporate Registration mean to your organisation? Will it stop calls coming in to your business?

The Information Commissioner again provides guidance: "The important point to note is that TPS registration only applies to unsolicited, that is, uninvited **telemarketing** calls, including fundraising calls.

It will not prevent a company from calling you back with a quotation if you ring up and ask for one. That would be a solicited, that is, invited call. Nor does it prevent people from phoning your business to ask for a quotation from you or information about your products and services.

Other points to realise are that the TPS is a list of numbers, not subscribers, so register each business number you want to be protected. You might also have a list of preferred suppliers that you still want to hear from and be in contact with. Previously they may have made unsolicited calls to you about their latest offers, some of which you may have taken up.

In this case the advice is to inform those chosen few that although you are registering your numbers on the TPS, you will still welcome calls from them. However, you still have the right to change your mind later and let them know you no longer wish to hear from them, if you so decide. They would then be legally obliged to comply with your request.

Also, since 11<sup>th</sup> December 2003, you have had an enforceable right to require an individual to stop making telemarketing calls to your number(s). You might choose to exercise this right on a company by company basis, in addition to or as an alternative to TPS registration.

### Making your own telemarketing calls to businesses

There are several key points to consider if you are making your own telemarketing calls to businesses:

- First, you must ensure that the list you are using is cleansed of TPS registered numbers from 25 June 2004.
- Secondly, Sole traders and unincorporated partnerships have always been allowed to register their numbers on the TPS register. Check you haven't been calling registered TPS numbers before 25 June 2004.
- It's up to you how you comply with your obligation not to call numbers listed on the TPS register. You may, for example, choose to hire a sub-contract list cleanser to keep on top of things.

So, check what you want and need to do beforehand, both on an outgoing and incoming call basis.

The information Commissioner's role in all this is to enforce compliance with the Regulations which apply to telemarketing and other methods of electronic direct marketing. The TPS is a statutory list whose legal status is recognized by those Regulations, namely The Privacy and Electronic Communications (EC Directive) Regulations 2003. You have been warned!

Corporate Registration on the TPS is straightforward. For more information visit [www.tps-online.org.uk](http://www.tps-online.org.uk)  
For the latest guidance on the Regulations that apply to marketing by electronic means visit:  
[www.informationcommissioner.gov.uk/eventual.aspx?id=96](http://www.informationcommissioner.gov.uk/eventual.aspx?id=96)

## LEGISLATION



The IIM  
will continue  
to monitor  
and comment  
to the  
Treasury



# EU Agency Workers Directive

## Change of attitude from the UK Government

It appears that the UK Government is dropping its opposition to this proposed EU directive that gives, amongst other things, temporary workers the same pay as permanent employees from day one. This change of heart has been associated with a package of employment-related measures agreed to encourage Trade Union support in the run up to the General Election.

### Impact on Interims

The impact on Interims is likely to be indirect initially, as the directive puts a significant additional burden on agencies to undertake the necessary administration to comply, which will add cost and time to the process.

The IIM will keep a watching brief as the situation develops, as, once again, the profession could suffer potential "collateral damage" from rules designed to deal with an issue that is not relevant to our circumstances, yet sucks us in.

## MONEY LAUNDERING REGULATIONS

### UK 2003 and EU Draft Proposals

As reported in the last issue of *InterIM Insight*, the IIM is seeking clarification from HM Treasury about the applicability of the 2003 regulations to Interims. In the meantime, the EU has issued a draft of a new directive on Money Laundering which both tightens up the existing regulations and extends their scope.

This directive is now going through a consultation phase, and the IIM has contributed its comments on the proposals and, with other contributors, attended a follow up meeting at the Treasury on 28 July. The IIM will continue to monitor and comment to the Treasury on this legislation as it moves towards the statute books.

## European Commission Interest in SME Tax Regimes

### EC seeking small business views on tax

The EC is undertaking a project looking at the effect of tax systems on the retention and reinvestment of earnings in small businesses. They are interested to hear from small businesses directly, rather than from tax consultants and government officials alone. The report will include recommendations for improvements over current practice across member states.

So, if you want the opportunity to influence the tax regime for SMEs – and who knows – achieve an improvement over the current UK approach, please respond to the questionnaire that can be found via:

[www.smallbusinessseurope.org/fiscal\\_measures\\_survey/](http://www.smallbusinessseurope.org/fiscal_measures_survey/)

The response deadline is 27 August.

## **MEDIA ROUNDUP**

### InterIM Insight

looks at the  
media  
to see how  
UK plc is  
performing



**The  
public sector  
is now  
the second  
largest  
UK market  
for consultancy**



**Creating large  
numbers of  
unproductive  
jobs**

# **Manufacturing slump, full employment 'probably gone forever', but British workplaces are managing to change**

Against this gloomy headline lays some interesting comments and analysis, culled from various articles in the media over the past few weeks. PWC's Economic Outlook July 2004 report projects UK growth to pick up from 2.2% in 2003 to c3.25% pa in 2004, moderating to about 2.5% in 2005.

However, work from the manufacturing sector is at an all time low, according to the latest major markets survey by Management Consultancy magazine. Its sister publication, Accountancy Age (22 July), reports that consulting income from manufacturing has dropped by around £150m in three years. Last year it stood at £238m – 12% lower than the £269m earned in 2002. More worrying, the 2003 figure was found to be more than £100m lower than in 2001.

The study indicates that if decline were to continue, the manufacturing sector would slip from its current position as the fourth largest source of fees, behind the financial, public and communications sectors, and slump to near the bottom of the chart. However, they continue, the decline is aligned with a general 10 to 15 year dip in the manufacturing sector.

The survey found that the fastest growing area is now the public sector, which comprises both central and local government spending and consultancy work. The public sector is now the second largest UK market for consultancy with fee income having risen by £125m to a huge £975m, or 23% of total fee income. The previous year, the figure was £855m, or 20% of the total.

John Philpott, chief economist at the Chartered Institute of Personnel and Development writing in the 22 July FT, reports that the number of public sector jobs jumped by about 500,000 (10%) between 1998 and 2003 – according to the Office for National Statistics.

In the year to June 2003 alone, 162,000 public sector jobs were created – a period in which the private sector hired hardly any extra employees. And the rise is set to continue, notwithstanding the 100,000, mostly civil service, jobs the Chancellor plans to cut following Sir Peter Gershon's independent report on Public Sector efficiency.

Philpot continues, that the criticism that Mr. Brown is creating large numbers of unproductive jobs that waste taxpayer's money is simplistic. Humorous references to 'silly jobs' must give way to serious debate about the kind of public services we need and how best to equip, empower and motivate public sector workers to get on with the task of effective delivery.

Against all this, the FT's David Turner (July 28) reports that Britain 'probably never will return' to the high levels of male employment of past decades, the minister of work has acknowledged. Jane Kennedy's admission suggests that the government's own figures have forced it to rethink its vision of full employment' – a goal constantly espoused by Gordon Brown, Ms Kennedy and other ministers.

So much for numbers and figures. What about the forces of workplace change? A new book (Managing to Change? Published by Palgrave McMillan £50) on the changing workplace reinforces Richard Donkin's views in the July 22 FT, 'that most of us should stick to our day jobs'. The four authors of the book ground their observations in a 2002 survey of employment practices among 2,000 private and public sector workplaces ranging in size between five and 7,500 employees.

The book identifies four pervasive trends underpinning the transformation of employment policies: broadening competition, the rise of "knowledge work", a sharper focus on the management of people and external regulation.

It also sheds new light on the nature of flexible working practices, making a distinction between 'bought-in' flexibility and what it calls intelligent flexibility'. This involves training and multi-skilling and varying work experience to equip internal employees with transferable skills that can be used in different parts of an organization.

Interestingly the authors point to the use of temporary and contract labour, now entrenched across the labour market, may be running out of steam. Donkin questions this as more employers than not were expecting to increase the use of temporary, contract and outsourced work in the period covered.

The book also highlights evidence of a continuing determination among employers to retain long-term career prospects for their best staff. The research is set against broad economic change in which manufacturing has given way to services as the dominant source of employment in the UK within a single generation. Manual work has shrunk from providing the majority of jobs to representing less than one job in three. Managerial and professional jobs have increased their share of the market to 40%. The proportion of jobs held by women is up from one third to almost one half of all jobs today.

They conclude that despite all the uncertainties and shortcomings, 'British workplaces are managing change'. And where there's change, there are opportunities for Interims.

## IIM NEWS & EVENTS

REPORT  
ON THE  
JULY 8 EVENT  
HELD IN  
WAKEFILED

Mark  
your  
diaries

PRICEWATERHOUSECOOPERS 

# “Let me through...I’m an Expert!”

A very different event was held by IIM North on 8 July in Wakefield. On what has become a typical summer’s evening (cold, raining, windy), our speaker, Anthony Day, took the audience through a range of topics relevant to the professional Interim.

Anthony began with the concept that everyone is an expert, but only if the expertise matches the circumstances of the moment. The ‘trick’ to winning assignments is therefore to be in the right place to get across the right message at the right time. And the message will only succeed if it answers the question: “What benefit will you deliver to me if I buy your services?”.

From this simple premise, Anthony developed a theme of various delivery methodologies focused at Clients, Providers and Influencers (the banks, accountants, lawyers etc), together with a total client management process from first introduction, to exit.

The delegates were kept intrigued throughout, with plenty of audience participation and healthy exchanges of views. The evening was enriched by the presence of Providers, Tony Hind of Ellis Fairbanks and Doug Baird of Interim Partners, together with John Thomas of the Professional Contractors Group, all of whom made a lively contribution to the debate. We look forward to working with them in the coming months.

We are delighted to say that Anthony has agreed to repeat the evening at a southern location, and we will notify IIM members when the details have been sorted out.

**“Public Sector Transitions”**  
In association with

**CAPITA RESOURCING**

**Interim Management Division**

**Week commencing 18 October, Thames Valley/M4 Corridor**

With the use of Interims in the Public Sector continuing to grow, we are delighted to announce the kind sponsorship by Capita Resourcing of this event. We will explore the opportunities for change in the public sector, the value that the private sector experience of the Interim Manager can add, and the cultural differences that Interims need to be aware of to make the transition from private to public successfully. Capita Resourcing is a leading supplier of Interims to the public sector, and is a preferred supplier under the OGC S-Cat listings and to a number of major public sector services, including the NHS.

**\*\*\*Further details and booking information will follow shortly\*\*\***

**“Rescue, Recovery, Renewal – Building Corporate Value”**  
In association with **PricewaterhouseCoopers LLP**

**Wednesday 10th November, London**

Issues facing organisations - private and public sectors alike- undergoing recovery and transition continue to be prominent, not only with UK operating organisations, but increasingly so with international companies and business environments.

In response to demand, the IIM and PricewaterhouseCoopers join forces again in holding an event on this very topical business area and one for which Interim executives are being increasingly resourced as both strategic and tactical solutions.

Richard Farr, Mark Hudson and Kalee Talvitie Brown of PricewaterhouseCoopers will be conducting a detailed and highly interactive session drawing on case studies and live examples which will focus on the key warning signs management should be aware of and the steps to be taken to minimise and mitigate the signs that plague organisations into decline.

Our keynote speakers will specifically outline why the key personal attributes of the CEO may not be appropriate to deal with the issues faced in a distressed or turnaround scenario and the role that Interims, across all management disciplines, can fulfil in assisting the CEO to manage the organisation through to a successful recovery.

**\*\*\*Further details and booking information will be published shortly\*\*\***

# Change Management and Cost Reduction in a leading international Food Group

## WINDOW ON AN INTERIM MANAGEMENT ASSIGNMENT

IIM past Chairman

John Wood

relates his successful

experiences

with a large

international

food group,

backed by a

determined CEO



**“The size of the potential prize was clearly tens of millions of pounds..”**

**It was an ideal scenario for the seriously practicing Interim Manager – the current assignment within days of ending, then a phone call to ask “are you available?”**

### Background to the assignment

The client was a large international food group with a long history, revenues of circa £1.7 billion, 20,000 plus employees and operating from around 70 sites. After meeting with the new Chief Executive and then an interview with an operations expert of a major investment fund (the owners of the group), I completed my then current assignment on Monday and took up the new one the following day!

### The role

The role, new to the group, was of Group Procurement Director, reporting to the CEO. It was planned that a matrix organisation would be implemented at main board level, with the core functions of Procurement, Finance, HR and Marketing operations across the four business divisions. Each of the divisions was headed by a Chief Operating Officer. Recruitment of a permanent Group Procurement Director had commenced at the same time as the search for an Interim.

Previously, the group operated almost as an affiliation of businesses, being encouraged to operate independently. The challenge facing the Chief Executive and Board was to change behaviours within the various businesses to enable the benefits of being a large group to be leveraged.

### The assignment

The key deliverables needed were a reduction in the cost of goods and services across the group, and a change in the way the individual companies behaved within the Group environment.

After the first week I had met all of the key players, and a fair amount of cynicism. By the second week, the CEO addressed the top 100 group directors and senior managers in a huge build up to my engagement and a declaration of total support. The message was very clear.

In practice, the procurement functions managed less than 50% of the total group expenditure.

The first group buying conference took place during the third week. I invited also the supply chain and finance directors for all of the businesses to hear the opening address from the CEO. The challenge was delivered.

### Key Issues

The key issues that were soon exposed were: little joint group activity; twenty four different charts of account so visibility of spend activity and data was difficult; fragmented IS / IT platforms; little control over indirect spend activity; limited strategic planning and project management skills in evidence. The size of the potential prize was clearly tens of millions of pounds, on a cost base that ran to seven zeros.

Within the first month I had the overall plan for delivery on paper, had engaged all businesses, allocated accountabilities and established the rules. One over-riding and non-negotiable rule however was “NO OPT OUT”.

Applying some 80/20 analysis, we identified the major spend areas and identified what we thought to be the low hanging fruit. Some personal attention to two or three of these portfolios meant by month three, we had secured some immediate and major cost reductions. In one category we even secured cost reductions from suppliers in exchange for allowing them to take part in a competitive tendering programme. The change in our approach to the various markets had sent a clear signal that this sleeping giant was at last awake!

For good measure, we also embarked on a programme to implement an e-Procurement system across the group. Phased roll-out is due for completion in 2005, by which time all expenditure on goods and services will be controlled via the web-based system. This will enable the businesses to control and manage all procurement activity.

Almost six months after the assignment began, the new permanent Group Procurement Director took up his post. After a two-week handover, I moved on to the next assignment – also within the group!

### Is it successful?

There's a change in management style, and the whole programme has continued as I had begun. Over a year on, the actual cost reductions are ahead of my predictions, the way procurement operates follows the model that I implemented and the behavioural changes are evidenced within most of the other business functions. The keys to success? An Interim Manager and the sponsorship of a determined Chief Executive.

## EMBER BENEFITS



Dallas Kirkland  
(Professions) Ltd.



*And don't forget the...*

## Member-get-Member Offer

Members will know that last year we introduced an incentive scheme designed to help boost membership by encouraging members to introduce Interim colleagues to apply to join the Institute. For every new member introduced, you will have the option of receiving a bottle of Champagne or a £20 credit against your next annual renewal subscription. For further details of this Member incentive, please visit [www.ioim.org.uk](http://www.ioim.org.uk)

## Professional Indemnity Insurance Dallas Kirkland (Professions) Ltd.

The Institute negotiated competitively priced PII tailored for IIM members last year, which should still continue to be the most favourable terms available in the market. This PII cover is available through brokers Dallas Kirkland (Professions) Limited, who can be contacted on:

**T:** 020 7480 4181

**E:** [jennic@dallaskirkland.co.uk](mailto:jennic@dallaskirkland.co.uk) - Jenni Crook

**W:** [www.dallaskirkland.co.uk](http://www.dallaskirkland.co.uk)

The quotation at the concessionary rates will only be given to IIM Members who quote their membership number when making contact.

## Contracts & IR35 Lawspeed

Lawspeed specialise in contract, employment, tax and recruitment law across a range of industries. Since March 1999 it has advised Interim managers, contractors, agencies and accountants on the legal issues surrounding IR35 – in many cases IR35 may be avoided by operating a genuine business and working under an accurate well-drafted contract. Lawspeed has been drafting contracts to take into account the effects of IR35 since July 1999 and to enable contractors to operate outside the scope of the legislation.

Lawspeed is the only legal services provider to offer TIP - Total IR35 Protection, a unique new insurance policy designed to give complete peace of mind. The policy is fully underwritten and covers ALL ADDITIONAL TAX, NI, INTEREST AND PENALTIES as well as the professional fees incurred in defending a demand. Each tax year is insured separately, and you can insure the current tax year as well as the previous tax year.

Contact James May:

**T:** 01273 236236

**W:** [www.lawspeed.com](http://www.lawspeed.com)

Remember to state that you are a member of the Institute of Interim Management before placing your order to benefit from discounted prices.

## Company Formation, Accounting, Tax and VAT Nyman Linden

Established in 1963, Nyman Linden is a leading UK accountancy practice, presenting a comprehensive range of services encompassing Company Formation (free of charge to IIM members), Web-based Accounting, Corporation and Personal Tax Returns, VAT, Statutory Accounts and other Regulatory Services, providing a service that is right for you and at a fixed fee, agreed in advance, with no hidden extras.

For further information, please contact Andrew Plaskow, Partner, at:

**T:** 020 7535 1500

**E:** [andrew.plaskow@nymanlinden.co.uk](mailto:andrew.plaskow@nymanlinden.co.uk)

**W:** [www.nymanlinden.co.uk](http://www.nymanlinden.co.uk)



## Institute of Directors Membership

### Save 50% on Joining Fee!

Our exclusive membership offer negotiated with the Institute of Directors. In addition to the many IoD member benefits, IIM members will receive a **discount of 50% on the Election Fee – a saving of £100** – for membership applications made throughout 2004.

The Institute of Directors, which represents the interests of over 50,000 business leaders across the UK, from all industry types, size and geographical locations, provides tangible business support to its members. Members join the IoD in their individual capacity as a director, partner or senior executive. In doing so, you become part of a network of UK business leaders, benefiting from especially negotiated products and services. These also include free access to and use of an increasing number of premises and business services across the UK and overseas – offering valuable resource, to conducting your businesses away from your HQ.

For further information including how to join, please call the IoD Membership Development team on:

**T:** 020 7766 8888

**E:** [join-iod@iod.com](mailto:join-iod@iod.com) or visit

**W:** [www.iod.com/join](http://www.iod.com/join)

Full details of the offer are also available on IIM Members' Area.

## Professional Development

### Save 30% on Spearhead Training Courses!

As part of the Institute's aim in offering members additional benefits, and to assist your professional development, we have negotiated a special arrangement with Spearhead Training. IIM members are offered a 30% discount on all Public Courses run by Spearhead Training.

Spearhead Training courses cover all the key business skill areas and these courses may assist you in gaining real competitive advantage by enhancing your business generating skills, as part of your Continuing Professional Development, or if you should wish to broaden your business portfolio into new areas.

Full details of the courses available can be found on [www.spearhead-training.co.uk](http://www.spearhead-training.co.uk). Further details and booking forms will also be posted in the Members' Area, however, in the meantime, you can book directly with Spearhead Training quoting reference IIM-CPD-2002.3 as well as your IIM membership number. You can also take advantage of an additional 5% discount by booking on line.

## Trade Journal Subscription Offer

### 33% discount to IIM members!

Blue Chip Publishing, a business-to-business magazine publisher, is offering IIM members 33% exclusive discount to their subscription-based monthly magazines, Mergers & Acquisitions and Advice4Growth.

With a circulation targeted at board-level executives, Mergers & Acquisitions should be of interest to anyone involved in deal making and corporate finance, and includes regular features on corporate governance, corporate recovery and turnaround solutions, among other key industry topics.

Advice4Growth is aimed at small and medium-sized businesses with a circulation that covers both private and public sector organizations alike.

For further details of how to subscribe to these magazines, please contact Blue Chip Publishing's Michael Tonks on:

**T:** 0121 248 0420

**F:** 0121 248 0439

**E:** [michaeltonks@bluechippublishing.co.uk](mailto:michaeltonks@bluechippublishing.co.uk)

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## Call for Papers, News & Views

Articles, news and views, concerning the Interim sector are invited for publication in future Issues of [InterIM Insight](#), for the attention of the Editor:



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[InterIM Insight](#) also welcomes 'Letters to the Editor' (preferably by email) on any issues of concern, or suggestions for improving our services to the membership, as well as our industry representation.

The next issue of [InterIM Insight](#) will be published in September 2004.

**In the 'interim' wishing you much continued success with your assignments and business ventures from everyone at the IIM.**

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