BRIDGING THE GAP
A perspective on the interim communications and marketing landscape
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INTRODUCTION

As international interim and permanent recruitment and executive search specialists for communications, digital and marketing, VMAGROUP has a long-standing commitment to those professions to deliver meaningful research and we are continually pushing the boundaries of our market knowledge and understanding.

2018 is a significant milestone as we celebrate our 40th anniversary and, amongst many other achievements, we have produced three pioneering market research and benchmarking reports: The View (focusing on UK corporate communications), Inside Insight (focusing on UK internal communications), and this report, Bridging the Gap, which focuses on the UK interim communications and marketing sectors. We are also working on our second CEO study, which will provide a view on the communications profession across Europe from a CEO perspective.

This is our second edition of Bridging the Gap and we have taken the opportunity to extend the study to cover the UK interim marketing market as well as communications. In this report we share the findings compiled from survey responses conducted in Q3 2018, with input from over 260 interim professionals working across the UK communications and marketing sectors. We also look at the key topics that will impact organisations and the interim communications and marketing market in the short to medium-term.

Bridging the Gap 2018 provides an insight to working as an interim communications or marketing professional in today’s fast-paced business environment and explores the effect of the proposal to extend IR35 legislation to the private sector. It also includes a practical guide on where to focus attention with respects to globalisation in marketing, and uncovers a widely held myth on the cost efficiencies of fixed term contracts.

As we are seeing first-hand, more than ever before, organisational change is at the forefront of business leaders’ minds, driven by the need to improve efficiencies and generate cost savings. As a result, we have seen a significant increase in the number of interim assignments focused on change programmes. We also include a case study focusing on a global transformation programme which highlights this trend.

We hope you share our interest in these findings and that the themes covered in the report stimulate your thinking in relation to the continuing evolution of the interim market for communications and marketing.

ANDREW HARVEY
Executive Director
I love fixing problems!

The variety of roles I’ve been lucky enough to do over the last nine years have been brilliant – many different challenges across different sectors. A great interim should be agile, able to hit the ground running and able to design communications solutions fit for the organisation they are supporting.

Over the last few years, the amount of internal communications assignments based in a change environment has increased significantly – not just across the banking and financial services sector, but across all sectors.

In my current assignment for a global insurance company, I’m leading and delivering on internal communications across a global organisational change programme, which includes technology enhancement, process change, and of course people change and new ways of working.

As we know, communications plays a crucial role in times of change, so I see myself as the glue that binds everything together to make sure we’re communicating the right message to the right people at the right time. I’m responsible for developing approaches and interventions that engage 1,400 global employees at a potentially difficult time for them.

There’s a lot of ambiguity to work through, so I work closely with the leadership and programme team here to ensure our key stakeholders have the tools they need to communicate effectively at all levels – both for staff impacted as well as for those not impacted.

As I look ahead to other market changes, the increasing use of digital communications is very clear, but face-to-face methods still work very well for many traditional organisations. It’s hard to assess the impact of Brexit as yet, but my personal view is that it will increase the number of interim opportunities in the market as organisations grapple with what they need to do. I’ll be keeping a close eye on things over the next six to nine months.

With regards to the proposed IR35 rollout to the private sector, I’m waiting to see further detail from HMRC after the current consultation ends in August 2018, but personally I don’t see myself moving away from doing interim work. It gives me the freedom and flexibility to achieve goals outside of my working life, and of course the break between contracts gives me time to do things that I might not be able to in a permanent role.

“THE AMOUNT OF INTERNAL COMMUNICATIONS ASSIGNMENTS BASED IN A CHANGE ENVIRONMENT HAS INCREASED SIGNIFICANTLY NOT JUST ACROSS THE BANKING AND FINANCIAL SERVICES SECTOR, BUT ACROSS ALL SECTORS...

COMMUNICATIONS PLAYS A CRUCIAL ROLE IN TIMES OF CHANGE, SO I SEE MYSELF AS THE GLUE THAT BINDS EVERYTHING TOGETHER.”

SAMIRA ASHRAF
Interim Change Communications Consultant, currently at a global insurance company in London.

Placed by VMAGROUP, Samira started her current assignment on a six month interim contract from September 2017, which has been extended to the end of September 2018.

She has previously worked on a range of assignments at leading global corporations including, PwC, EDF Energy, Amlin, Barclays, HSBC, Anglo American and Deutsche Bank.
PROFILE OF SURVEY RESPONDENTS

GENDER
The UK interim communications and marketing industry is largely female led.

67% Female
33% Male

SECTOR EXPERIENCE
The interim communications and marketing market is highly experienced, with over 60% of respondents having worked in those professions for more than 15 years.

This level of experience is reflected in the age profile of respondents.

From our first-hand experience we have found there are fewer interim communications and marketing opportunities at entry level.

AGE
The bulk of respondents (68%) are aged between 36-55 years old.

LOCATION
London is a hub for interim communications and marketing roles, with 60% of respondents based in the capital.

PREFERRED WAY OF WORKING
2 in 3 interim communications and marketing professionals work on a day rate through their own limited company.

This makes sourcing top talent for FTC/PAYE a lot more difficult as the candidate pool is a lot smaller.

- 67% Day rate via Ltd company
- 26% Fixed term contract/PAYE
- 7% Day rate via umbrella company
SURVEY INSIGHTS: WORKING AS AN INTERIM

FLEXIBILITY

Over half of the interim communications and marketing professionals we surveyed are looking for five-day week assignments. However, there’s a substantial **45%** that are actively looking for part-time assignments.

TOP REASONS TO WORK AS A COMMUNICATIONS OR MARKETING INTERIM REVEALED...

1. Variety of the work and being challenged
2. Flexibility
3. Broadening skill set and industry experience
4. Clear deliverables and end date
5. Distance from internal politics
6. Financial reward
7. Ability to make a positive impact
8. Add immediate value to an organisation

ALMOST HALF OF INTERIM COMMUNICATIONS AND MARKETING PROFESSIONALS ARE ABLE TO WORK AT HOME OCCASIONALLY.

Across the communications and marketing landscape we have seen a rise in the number of organisations moving to a more agile and cost-effective working environment, including digitalisation of the workplace, remote working and hot desking.

Do you work from home?

- **48%** Occasionally
- **25%** One day every week
- **9%** Two days every week
- **6%** Three days every week
- **7%** More than three days every week
- **5%** Never

“I DON’T SEE MYSELF MOVING AWAY FROM DOING INTERIM WORK. IT GIVES ME THE FREEDOM AND FLEXIBILITY TO ACHIEVE GOALS OUTSIDE OF MY WORKING LIFE, AND OF COURSE THE BREAK BETWEEN CONTRACTS GIVES ME TIME TO DO THINGS THAT I MIGHT NOT BE ABLE TO IN A PERMANENT ROLE.”

- SAMIRA ASHRAF
WHAT TO LOOK OUT FOR REGARDING IR35 LEGISLATION

Justin Phillips, Director at Tempo Accounting, leads us through the most important things to know about IR35.

WHAT IS IR35?

IR35 is the common name for the Intermediaries Legislation, which is designed to combat tax avoidance. The IR35 legislation is targeted at individuals who are providing services through their own limited companies or partnerships and who may not be paying the tax that they should be.

The legislation should be taken seriously by all contractors; the financial ramifications of falling foul of IR35 can be significant. It is vital that everyone understands how it works and makes sure every step is taken to limit the chances of an investigation.

HOW IS IR35 DETERMINED?

Some of the criteria used to determine whether a contractor is ‘inside’ (i.e. caught) or ‘outside’ IR35 is common sense; if you act like and are treated like an employee you should be taxed as an employee!

There are a lot of grey areas in the legislation, and some points which may seem relatively insignificant can have a major impact. Therefore, it’s always best to consult an expert before making any decisions over your IR35 position.

If you choose to work ‘outside’ IR35 and take dividends from your company, you run the risk of being on the receiving end of an IR35 enquiry. This is effectively an investigation where HMRC review your circumstances and ultimately decide whether or not you have been paying tax correctly.

If they decide that you are a ‘disguised employee’, you will be required to make a deemed payment, effectively paying back all tax and NI you would have paid if you were an employee (plus interest and a possible penalty). HMRC will also delve into the actual relationship between you and your client, commonly referred to as your actual working practices.

In an enquiry, HMRC will look at the contract you have with your agency (or end client if direct), so this is the first important area to check when deciding how to trade. Some contracts will contain negative clauses from an IR35 perspective. If your contract is IR35 compliant, but they subsequently find that you are treated like an employee in reality, they will effectively say the written contract is worthless.

WHAT TO EXPECT FROM YOUR ACCOUNTANT REGARDING IR35

You should expect your accountancy provider to have an in-depth knowledge of the IR35 legislation – how to account for it if caught by the rules and, more importantly be able to advise on steps you should take to ensure you are not caught out, as well as how you should be operating to be legitimately taxed outside of IR35.

Your accountant should be able to provide some guidelines and put you in touch with a reputable employment status specialist who can help you, not only with your contract but also examine your working practices, as well as a supplier of tax investigation insurance, which will cover the costs of representation should HMRC decide to single your company out for a compliance visit.

WHAT ABOUT UMBRELLA COMPANY CONTRACTORS?

A few years ago, many umbrella companies were marketing themselves with ‘IR35 compliant’ schemes, which was misleading, as the IR35 legislation simply doesn’t apply to users of PAYE umbrella companies. Note that if using an umbrella company, most tax benefits have been removed, with the primary benefits being group pension schemes and reduction in administration time and cost.

“If your contract is IR35 compliant, but [HMRC] subsequently find that you are treated like an employee in reality, [HMRC] will effectively say the written contract is worthless.”
There are three main tests to assess IR35 status, which are based on historic case law, meaning that they have been derived from past court rulings.

The three main tests are:

1. PERSONAL SERVICE/RIGHT OF SUBSTITUTION

This test has been considered one of the most important since the case of Chaplin v Australian Mutual Provident (1978). It suggests that as a business, you should not have to provide the contracted services personally, and should have “the power of unlimited delegation”. This means that a contract should not be based solely on you providing the work personally. As a business, you should be entitled to provide a substitute worker to undertake all or part of a contract you have secured. Your company would maintain responsibility for the contract, substitute worker, and their payment.

2. CONTROL

This test encompasses the what, where, when and, most importantly, how you complete the contract, shown in the case of Morren v Swinton and Pendlebury Borough Council (1965). As a contracted specialist, you should have a reasonable degree of control over your methods of work. Consider the common analogy of a plumber or electrician who has come to fix something in your home; you wouldn’t tell them how to fix your boiler as you hired them for their knowledge and capability. You may not find any indicators of this point in your written contract, but more in your working practices so ensure that your client agrees with the fact you are in full control of how you complete your services.

3. MUTUALITY OF OBLIGATION

This test is that of an expected source of work. As a contracted business, there should not be any expectation of further work, and the client should not be expected to provide it. Judge Howard Nowlan in the 2011 UKFTT case of JLJ Services Ltd v HMRC, suggested that more focus should be placed on non-mutuality of obligation, meaning the ability to walk away from a contract.

A clear start and end date to each contract and contract renewal is essential, as without these definitive timescales of your relationship with your end client, the Revenue may take the view that there is a presumed continuation of the contract.

JUSTIN PHILLIPS
Director, Tempo Accounting

Justin has 20 years’ experience working in the accountancy industry. At Tempo Accounting, Justin is helping freelancers and interims manage the financial aspect of running their business by providing them with a cloud-based accounting system that is accessible from all smart phones through an app.
PRACTICAL TIPS FOR INTERIMS

1. INSURANCE COVER
When insuring your Limited company be aware that insurers will try to include Employers’ Liability. If you’re the sole director of your Limited company, own 50% or more of the shares, and have no employees, Employers’ Liability Insurance isn’t required. However, you may find some of your clients require you to have this cover in place before you commence work.

2. EFFECTS OF PAYE JOB
When deciding the level of salary and amount of dividends to declare, always factor in any salary from other employment in the tax year as this will affect your tax position.

3. PERSONAL TAXATION - PAYMENTS ON ACCOUNT
Once you have submitted your personal tax return be aware that HMRC will assume you earn the same next year and therefore will require you to pay upfront for future tax years. If you are not going to earn the same then you can apply to reduce your payments on account.

4. PENSION AUTO-ENROLMENT
If you are the sole director of your Limited company then your company will not have automatic enrolment duties because you, the director, will not be classed as an employee as you are not working under a contract of employment. You will, however, need to contact The Pensions Regulator in writing to inform them that you believe you should be exempt from pension auto-enrolment.

5. HOLIDAYS
Taking holiday whilst in a contract is perfectly acceptable and 99.9% of employers will manage your holiday time the same as if you were a permanent member of staff. But, remember that you don’t get paid when you are on holiday.

6. PRE-INCORPORATION EXPENSES
It is possible to claim expenses, such as travel and subsistence, before incorporation, but receipts must be kept and the nature of the activity carefully recorded, for example; attending interviews with VMAGROUP for the first contract.
PRACTICAL TIPS FOR INTERIM EMPLOYERS

1. DEMONSTRATE DUE DILIGENCE REGARDING IR35 POSITION
A contract and working practices review by a specialist is the best way to do this.

2. MAKE SURE THE ACTUAL WORKING CONDITIONS REFLECT THE CONTRACT
This is the best form of evidence in any IR35 enquiry.

3. ASK THE CANDIDATE
Most contractors will want to take independent due diligence of the contractual terms in relation to IR35.
- Have they had their contract and working conditions reviewed by a qualified solicitor?
- Do they have adequate business insurance?

4. MEDIATING CONTRACT CHANGES WITH YOUR LEGAL TEAM
It is important to note that the upper-level contract (i.e. the contract between the recruitment agency you use and you as the end client) can have a decisive impact on an interim’s IR35 status. Any discrepancies between this contract and that between the agency and interim can cause the interim to lose an investigation into their accounts. There should, therefore, be no discrepancies between the contracts. This can also assist with any contractual disputes where terms differ between the contracts, such as notice periods.

5. UNDERSTANDING AND APPRECIATION FOR THE DIFFICULTIES ASSOCIATED WITH THE IR35 LEGISLATION
Will enable you to build better rapport with the interim professional and/or the recruitment agency. For example, specifications for interim assignments should reflect a business to business relationship ensuring interims are not being asked to act as an employee, and contracts between end employer and agency should be reviewed against those between agency and interim to ensure there are no contradictions.
SURVEY INSIGHTS: THE EFFECT OF IR35 ON THE INTERIM MARKET

THE EFFECT OF IR35 ON THE INTERIM MARKET

24% agree

76% disagree

with the government proposal to roll out IR35 to the private sector.

What impact would the introduction of the IR35 Regulation in the private sector have on you?

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<th>Percentage</th>
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<td>Carry on contracting (day rate)</td>
<td>56%</td>
</tr>
<tr>
<td>Carry on contracting (FTC/PAYE)</td>
<td>23%</td>
</tr>
<tr>
<td>Return to permanent employment</td>
<td>21%</td>
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However, there will be minimal impact to the interim talent pool as our results suggest over half of respondents will continue contracting as an interim.

HOW SURVEY RESPONDENTS FEEL ABOUT THE GOVERNMENT’S PROPOSAL TO INTRODUCE THE IR35 REGULATION IN THE PRIVATE SECTOR...

“Continuing to find suitable senior roles will be a challenge. Hoping that the supply of roles does not diminish as private sector clients are put off from hiring contractors since it will become their responsibility to assess the IR35 status for each role and subsequently any liability for any missing tax sits with them.”

“IR35 will be a challenge, as companies aren’t putting rates up to compensate.”

“IR35 is making both employer and contractor unsure how viable longer term contracts are and scaring people off.”

“Unfortunately, I’m expecting some companies to make blanket decisions and not case-by-case.”
THE CHANGING NATURE OF THE COMMUNICATIONS MARKET

While many organisations of different size and structure benefit greatly from using interims, organisation culture and business need are the key variables to consider. If there is a distinct communication challenge to solve, a clear deadline and a resource or skills gap then this is potentially the right environment for an interim with proven experience to add value, immersing themselves in the business for a fixed period on a full-time, or close to full-time, basis.

A RISE IN PROJECT ASSIGNMENTS

Although the communications market is still quite fragmented in its approach to using interims there does appear to be more general recognition of the value interims can add and, by virtue, a willingness to use them. Some of this is driven by the fact that big retainers are increasingly being replaced by project work with more defined budgets, deliverables and desired outcomes. Therefore, the question often becomes who is best to lead the projects: in-house, agency or interim? Ultimately this will depend on what the challenge is, what skills are needed and where the resource is available from (often at short notice).

MORE ORGANISATIONS ARE LOOKING FOR MULTI-DISCIPLINARY AND BIG-PICTURE ADVISERS

A significant change in the communications market over the past few years is that organisations are increasingly looking for multi-disciplinary, big-picture advisers and practitioners. Taking a purely “tech”, “corporate”, or “public affairs” stance, for example, is often too siloed, with more and more overlap between these areas. For example, many tech businesses are consumer facing, have regulatory hurdles to overcome and headline grabbing financial valuations with lofty investor expectations.

Therefore, business leaders need communications professionals who can think, advise, and act across many disciplines, audiences and stakeholder groups. Good interims can bring this breadth and depth of thinking, combined with a sleeves rolled up mentality to get things done – after all, it is essential for interims to be willing and able to move seamlessly between giving advice and doing the heavy lifting.

Examples of where interims are “parachuted” in include M&A (both the communications around this as well as post-acquisition integration), IPOs, re-structuring and redundancies, organisation transformation, turnarounds and re-brands. Maternity cover and employee illness can also create a need for interim cover – these roles can be perceived to be less challenging, effectively just “holding the fort”, but this is often a misconception and depends on the organisation, its culture, challenges and what stage of its lifecycle it is in.

AGENCY, IN-HOUSE OR INTERIM?

Hiring an interim who has both agency and in-house experience can be a real benefit for the organisation. For example, whilst not mutually exclusive, in-house experience brings insight into internal stakeholder relationships, understanding of the impact of culture on communications, and knowledge of how communications fits within the wider business. On the other hand, agency experience brings insight into many different industry sectors, corporate scenarios and business structures, as well as an understanding of how to use agency resource to best effect. Therefore, given an interim’s role is often about implementing best practice, having both buy and sell-side knowledge of the communications world can be very helpful.

While situational experience is often more important than specific sector experience (the best interims are by nature fast learners), it is important that interims are continuing to evolve their knowledge and experience in line with the communications market in general, whether that is using new technology to deliver digital communications or trends affecting the profession. For interims working agency-side (albeit this is quite unusual) it can be quite easy to keep up to date with what’s new and ‘hot’ as they are surrounded by fellow communication professionals. For in-house interims, it can be more challenging when they may be working in “isolation”, so it is definitely incumbent on them to make an effort to attend industry and networking events, and use social and digital channels to keep up to speed with the latest trends.
“BIG RETAINERS ARE INCREASINGLY BEING REPLACED BY PROJECT WORK WITH MORE DEFINED BUDGETS, DELIVERABLES AND DESIRED OUTCOMES. THEREFORE, THE QUESTION OFTEN BECOMES WHO IS BEST TO LEAD THE PROJECTS: IN-HOUSE, AGENCY OR INTERIM?”

THE FUTURE

Looking to the future, the reality is that next March is a date on most organisations’ horizons with many citing “market uncertainty” as a factor likely to impact investment, including in communications. However, Brexit does present opportunities for interims. Not only the communication challenges Brexit in itself presents, many of which will be based around change, but also for an organisation considering whether and how to invest in communications during this period, using an interim could provide an ideal solution. There is a specific challenge to address within a certain timeframe, but there may be a hesitancy to bring a full time employee onto the books - ideal ingredients for an interim communications professional.

RALPH CHARLTON
Interim Communications Executive

With over 20 years’ experience in the communications industry, including in-house, for leading PR agencies and through his own business, Ralph has been ranked one of the UK’s most influential PR professionals (PR Week, 2015). He has built and managed company reputations, across multiple industry sectors, to deliver strategic and commercial objectives for FTSE 100 companies, private equity backed and privately owned businesses both in the UK and internationally.

SURVEY FINDINGS ON WHAT’S DRIVING THE DEMAND FOR INTERIM ASSIGNMENTS

OVER HALF OF INTERIM ASSIGNMENTS ARE FOCUSED ON SPECIFIC PROJECTS REQUIRED BY ORGANISATIONS.

This result is in contrast to our Bridging the Gap 2016 survey, which found the top reasons for interim hires were covering maternity/paternity leave and closing the gap while a thorough search for a permanent member of staff was conducted.

Reason for your interim position being available:

- Specific project: 55%
- Cover while a permanent employee is/was recruited: 17%
- Maternity cover: 16%
- Other – Newly created role, cover during restructure*: 8%
- Recruitment freeze: 3%
- Sickness cover: 1%

*Most common open-text response
The business world is operating in a state of constant transformation. From a recruitment perspective, we have seen an increase in change communications assignments as a result of business requirements to improve efficiency and generate cost savings, both of which involve making changes to systems, processes, technology and people.

**Focus of your interim assignment:**

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<tr>
<td>Change communications (e.g. IT/Digital/HR/Finance transformation)</td>
<td>32%</td>
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<tr>
<td>To provide marketing or communications consultancy services</td>
<td>22%</td>
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<tr>
<td>Other - Internal Communications*</td>
<td>12%</td>
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<tr>
<td>To bring marketing or communications in-house, or setup a new marketing or communications function</td>
<td>10%</td>
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<tr>
<td>Organisational restructure/reorganisation</td>
<td>8%</td>
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<tr>
<td>Brand</td>
<td>5%</td>
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<tr>
<td>New product/service launch</td>
<td>4%</td>
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<tr>
<td>M&amp;A or business integration</td>
<td>2%</td>
</tr>
<tr>
<td>Public Affairs support</td>
<td>2%</td>
</tr>
<tr>
<td>Crisis communications</td>
<td>1%</td>
</tr>
<tr>
<td>Location change</td>
<td>1%</td>
</tr>
<tr>
<td>Brexit</td>
<td>1%</td>
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*Most common open-text response*
MARKET UNCERTAINTY

- “The impact on the supply of jobs due to the introduction of IR35 to the private sector, and losing talent to other markets with less burdensome tax frameworks”
- “Economic uncertainty and impact of Brexit”
- “Saturated freelance market limits opportunity and devalues day rate”
- “Securing on-going interim assignments due to pressures to make permanent positions more tenable”

DIGITAL USE AND STAYING UP-TO-DATE WITH TECHNOLOGY

- “Persuading clients that deploying digital channels means leaders need to be prepared to communicate more often, respond quickly and ditch corporate speak”
- “Deploying digital channels isn’t a silver bullet; sometimes allocating resources to developing communication skills in people managers delivers higher ROI”
- “Continuing to deliver exceptional client service and to provide the higher level of service required when many core tasks such as copywriting are being outsourced to off-shore colleagues. Also broadening skill set as the boundaries between internal and external communication become increasingly blurred by social media”

LIMITED RESOURCES

- “Helping organisations and the people working in them play catchup on the impact of Brexit, GDPR, pay gap and achieving equality/diversity – these are also some of the biggest opportunities to involve and engage people in creating growth and organic maturity so their organisation and teams can embrace new contexts, relationships and use technology appropriately and confidently to connect and learn”
- “Not to erode the value in humans meeting face-to-face (travel bans need banning, travel costs need to be baked into team budgets and ring-fenced) and the priceless magic of serendipity and social interaction (not just one dimension of working together) encouraged and role-modelled by leaders”
- “Biggest challenge is to reach, in a short period of time and with limited resources, the expectation of the employer”
THE GLOBALISATION OF MARKETING – THE POWER OF PURPOSE

Barry Diller’, once said, that where there is differentiation there is value.

Marketing creates differentiation to scale business growth and drives change throughout organisations by enabling new ways of working. Interim marketing leaders can often bring a new perspective to an established team. Equally, permanent members of staff can challenge themselves to be open to different frameworks. Five priorities come to mind: brand, content, technology, channel integration and people.

TECHNOLOGY ADOPTION

Embracing technology helps marketing get close to the customer while empowering staff. In many industries, companies are speaking to institutions and individuals in a B2B2C chain. Multiply that by many countries and a logical, holistic approach is challenging. This is where research, combined with sales-led customer feedback, gives marketing the ability to represent the voice of the customer in campaigns that are compliant with local regulations. Translating customer insight into campaigns using marketing automation technology connects marketing, sales and customer service to provide a unified face to the customer.

CHANNEL INTEGRATION

Utilising social media with non-social channels leads to a superior customer experience. Less than half of companies in a recent survey1 had a defined strategy that integrated social into their existing CX programmes. It is critical to map the entire social customer journey. Most companies are using social to achieve brand awareness; improving engagement with customers and prospects is yet to be realised. Digital transformation is often required to create the processes, or to streamline existing procedures, that make a smooth journey possible. Yet most executives do not have the digital skills required to lead such efforts and are worried about the ‘digital safety gap’ associated with social media. By getting its own house in order, marketing can digitise its operating model, adopt a unified platform and archive all activity to meet legal, compliance and audit requirements. Marketing can lead the way, as a centre for excellence, to embrace new ways of working.

“MOST EXECUTIVES DO NOT HAVE THE DIGITAL SKILLS REQUIRED TO LEAD SUCH EFFORTS AND ARE WORRIED ABOUT THE ‘DIGITAL SAFETY GAP’ ASSOCIATED WITH SOCIAL MEDIA.”

*Barry Diller is Chairman and Senior Executive of IAC and Expedia, Inc.


BRIDGING THE GAP | THE GLOBALISATION OF MARKETING – THE POWER OF PURPOSE
LEADING PEOPLE IS A CORE COMPETENCY OF MARKETING

Marketing can lead by example to discover sustainable business practises that are relevant for the entire organisation. Competitiveness can be driven by marketing in the search for innovation. Staying sharp and nimble requires not just quick thinking and agile project management techniques. Innovation flourishes where people keep an open-minded, rather than a closed-minded, approach to learning. People are creatures of habit and often fall into the trap of inertia: we’ve always done it that way. Marketing can examine its own frameworks, its own assumptions. Advocating for continuous change and learning is a growth mindset that marketing can champion.

A global marketing team drives business growth while playing a key role in the governance of the franchise. The purpose of marketing is evolving into brand protection, cybersecurity, risk management and sustainable business practises. “Le marketing profite à tous” or marketing benefits everyone.

KATE MAKUEN
Head of Communications and Marketing

Kate is a marketing leader based in London. With experience spanning five global financial institutions, on the buy-side and sell-side, her areas of expertise include strategy, brand, content, campaigns and proposition development.

She is passionate about digital transformation, diversity and innovation.
**MYTH BUSTER:**

**INTERIM DAY RATES CAN BE CHEAPER THAN FTC/PAYE CONTRACTS**

There is a common myth that employing contractors on a fixed term contract basis (FTC/PAYE) is a cheaper way of filling the gap. Our cost breakdown illustrates how cost effective a professional interim on a day rate basis can be.

Figures are based on a typical package for a 12 month, mid-level interim communications or marketing manager, working 219 days.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Weekdays in a year</td>
<td>261</td>
</tr>
<tr>
<td>Annual leave</td>
<td>25</td>
</tr>
<tr>
<td>Bank holidays</td>
<td>8</td>
</tr>
<tr>
<td>Training days</td>
<td>2</td>
</tr>
<tr>
<td>Sick days</td>
<td>7</td>
</tr>
<tr>
<td>Total number of working days</td>
<td>219</td>
</tr>
</tbody>
</table>

**INTERIM COST**

<table>
<thead>
<tr>
<th>Cost Description</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Day rate</td>
<td>£300</td>
</tr>
<tr>
<td><strong>TOTAL COST (219 DAYS)</strong></td>
<td><strong>£65,700</strong></td>
</tr>
</tbody>
</table>

**FTC/PAYE COST**

<table>
<thead>
<tr>
<th>Cost Description</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>£50,000</td>
</tr>
<tr>
<td>NI contribution (13.8%)</td>
<td>£6,900</td>
</tr>
<tr>
<td>Car allowance</td>
<td>£5,000</td>
</tr>
<tr>
<td>Bonus scheme (10%)</td>
<td>£5,000</td>
</tr>
<tr>
<td>Pension (5%)</td>
<td>£2,500</td>
</tr>
<tr>
<td>Medical insurance</td>
<td>£1,500</td>
</tr>
<tr>
<td>Life assurance</td>
<td>£100</td>
</tr>
<tr>
<td><strong>TOTAL COST (219 DAYS)</strong></td>
<td><strong>£71,000</strong></td>
</tr>
</tbody>
</table>

**SURVEY DATA ON UK INTERIM COMMUNICATIONS AND MARKETING DAY RATES**

The bulk (57%) of day rates are between £300 to £599.

<table>
<thead>
<tr>
<th>Day Rate Range</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;£300</td>
<td>15%</td>
</tr>
<tr>
<td>£300 - £399</td>
<td>17%</td>
</tr>
<tr>
<td>£400 - £499</td>
<td>19%</td>
</tr>
<tr>
<td>£500 - £599</td>
<td>21%</td>
</tr>
<tr>
<td>£600 - £699</td>
<td>15%</td>
</tr>
<tr>
<td>£700 - £799</td>
<td>7%</td>
</tr>
<tr>
<td>£800 - £899</td>
<td>3%</td>
</tr>
<tr>
<td>£900 - £999</td>
<td>0%</td>
</tr>
<tr>
<td>£1,000+</td>
<td>3%</td>
</tr>
</tbody>
</table>
CASE STUDY: BUSINESS CHANGE AND TRANSFORMATION PROGRAMME

AMANDA LOY-ELLIS
Interim Programme Communications Lead

Amanda’s initial interim assignment leading The Enabling Programme at Pearson plc, London, was for 12 months from September 2015. Her contract was subsequently extended to July 2018.

She has previously managed the global internal communications at American Express. The recession, along with increasing levels of new technology, meant there was huge internal change to navigate for the business travel division she supported there.

THE PROGRAMME

The Pearson Enabling Programme kicked off in 2015 and is an ambitious and complex global transformation for the organisation. As well as being a major technology change programme, the impact on 32,000 employees across 70 countries will be new ways of working globally and an increased focus on self-service. By the time the programme concludes in 2019, new solutions will have been implemented across Finance, HR, Payroll, Recruitment, Procurement, Supply Chain, and Rights and Royalties. Global consistency and standardisation across the business will achieve the ‘One Pearson’ objective.

Leading the programme is the Senior VP, Transformation and he’s supported by a programme team of approximately 300, including a mixture of permanent and interim employees.

AMANDA’S ROLE

Amanda joined the programme team in 2015 and has seen her role evolve from programme level communications to the management of WAVE specific global communications. She has supported every ‘go-live’ since 2015 with good oversight of the entire programme. Being global, this has naturally involved many early mornings and late nights to support colleagues around the world.

THE NEED FOR HIGH QUALITY INTERIM SUPPORT

As her role has developed, Amanda has recruited three additional interim internal and change communications specialists over the last few years to support her on both programme communications and specific WAVE rollouts.

Like most hiring managers, Amanda has looked for individuals who can hit the ground running, be self-sufficient, thick skinned, fast-paced and calm in a highly pressurised environment. The ability to be proactive and work with limited supervision, as well as using initiative to know what needs to be done are equally as important.

All three of her interim hires brought experience from other organisations and projects, and can therefore apply best practice to the programme at Pearson.

Amanda herself had significant experience with crisis communications activity from past assignments, providing her with an understanding of some of the issues she experienced on this global go-live at Pearson.

An interim professional brings mutuality and isn’t prone to getting caught up in any emotional baggage. They can be detached and deliver the right outcome for the business and its people, without the pressure of past or future internal relationships to worry about. That’s been important here.

In addition to those standard qualities of an interim hire, she’s needed strong attention to detail, the ability to absorb large amounts of information, the ability to challenge and deliver succinct communications across a range of audiences - all of these were also particularly important for the three interim roles that were focused on the WAVE rollouts.

A LONG-TERM RELATIONSHIP

Amanda’s first contact with VMAGROUP was during her post-graduate Internal Communications Diploma at Kingston University. She has since built a strong relationship as both a candidate and client: VMAGROUP placed her in her role with Pearson and also placed the additional three interim professionals into her team. Amanda trusts VMAGROUP to provide her with the highest quality interim professionals for her requirements, as well as providing market advice or acting as a sounding board for her.

SURVEY DATA ON UK INTERIM COMMUNICATIONS AND MARKETING DAY RATES

The bulk (57%) of day rates are between £300 to £599.

<£300 15%
£300 - £399 17%
£400 - £499 19%
£500 - £599 21%
£600 - £699 15%
£700 - £799 7%
£800 - £899 3%
£900 - £999 0%
£1,000+ 3%
SURVEY INSIGHTS INTO THE INTERIM COMMUNICATIONS AND MARKETING RECRUITMENT LANDSCAPE...

THE MARKET

Over a third of respondents have one to four years’ experience working as an interim professional.

From a business perspective, hiring a communications and marketing professional who has previously worked on interim assignments before and/or with similar situational experience means they can hit the ground running with limited supervision.

How long have you been working as an interim?

<table>
<thead>
<tr>
<th>Experience</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 1 year</td>
<td>22%</td>
</tr>
<tr>
<td>1 - 4 years</td>
<td>38%</td>
</tr>
<tr>
<td>5 - 8 years</td>
<td>18%</td>
</tr>
<tr>
<td>9 - 12 years</td>
<td>12%</td>
</tr>
<tr>
<td>13 - 16 years</td>
<td>6%</td>
</tr>
<tr>
<td>17 - 20 years</td>
<td>3%</td>
</tr>
<tr>
<td>20+ years</td>
<td>1%</td>
</tr>
</tbody>
</table>

SECURING INTERIM ROLES

USING EXISTING NETWORK AND RECRUITMENT AGENCIES ARE THE TWO MOST SUCCESSFUL WAYS TO SECURE INTERIM ROLES.

<table>
<thead>
<tr>
<th>Method</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing network</td>
<td>32%</td>
</tr>
<tr>
<td>Recruitment agency</td>
<td>29%</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>10%</td>
</tr>
<tr>
<td>Directly with new client</td>
<td>9%</td>
</tr>
<tr>
<td>Directly with previous client</td>
<td>8%</td>
</tr>
<tr>
<td>Job board</td>
<td>7%</td>
</tr>
<tr>
<td>Word of mouth</td>
<td>5%</td>
</tr>
<tr>
<td>Networking event</td>
<td>0%</td>
</tr>
<tr>
<td>Twitter</td>
<td>0%</td>
</tr>
</tbody>
</table>
For any permanent communications and marketing professionals interested in moving into the interim market, the results reveal this option can provide stability, with the average contract length being 10 – 12 months, and over 80% of contracts are extended.

We find that the need for interim support is underestimated, particularly with global transformation programmes where contracts are often extended. The high volume of contract extensions is also a reflection of the high quality of the interim talent pool and value they bring to an organisation.

82% of respondents had their contracts extended.
ACKNOWLEDGEMENTS

We would like to thank everyone who took the time to complete the UK Interim Communications and Marketing survey and the individuals below for their contribution.

AMANDA LOY-ELLIS  KATE MAKUEN  JUSTIN PHILLIPS  RALPH CHARLTON  SAMIRA ASHRAF

We hope that you found the information and results useful and would welcome any suggestions you may have for future editions. Please contact: marketing@vmagroup.com

ABOUT VMAGROUP

VMAGROUP is the leading international interim and permanent recruitment and executive search specialists for communications, digital and marketing. Over the past 40 years, we have established ourselves a career partner for clients and candidates. We stand out from our competitors because our dedicated consultants have direct experience of working in communications or marketing disciplines, or have worked in the sectors in which we operate. This directly benefits our clients, as they bring a wealth of industry experience and have a unique insight – they understand the roles they are recruiting for and the industry they are recruiting into.

Our team of over 40 consultants has direct access to over 30,000 communications, digital and marketing professionals who can deliver on a variety of briefs, whether that’s in-house or agency, permanent or interim, and from mid-level to C-suite. We work with a range of clients from private sector SMEs to multinational organisations through to public sector and not-for-profit organisations. Within the last 18 months, we have placed over 450 roles in 24 countries.

Our extensive knowledge of the market, long-term relationships with clients and candidates and a commitment to delivering meaningful research for the profession ensures we have a solid view of how the market is evolving.

OUR PIONEERING MARKET RESEARCH

THE VIEW 2018
is our first research report on the UK corporate communications market. This compelling report is an invaluable benchmarking tool to help every external communications professional navigate through times of uncertainty and looks into key issues affecting the corporate communications sector from digitalisation to the changing nature of the skills in demand.

INSIDE INSIGHT 2018
is our seventh and most comprehensive research into the UK internal communications market. The study looks into remuneration, budgets, team resources, team structure, influence of the internal communications function within the organisation, professional development, challenges and opportunities as viewed by those working in the internal communications sector.

COMING SOON: A CEO PERSPECTIVE 2019
Our second CEO study will provide a view on the communications profession across Europe.
This research was carried out by means of VMAGROUP’s electronic questionnaire and supplemented with data and market information that VMAGROUP has access to. The information in this report may be helpful in anticipating trends in the UK interim communications and marketing sectors. However, VMAGROUP does not make any warranties regarding the use, accuracy, validity or reliability of the data or information provided here. We do not accept liability for any damages relating to the use of the information contained within this report. VMAGROUP is the licensed trading name of VMAGROUP Global Resourcing Group Limited which is a private limited company registered in England and Wales with registered number 06473593. Our registered office is at 23 Bedford Square, London WC1B 3HH. © 2018 VMAGROUP.