

Pre announcement and context

Making the knowledge market flexible

*The new interaction in supply and demand in the markets of
government and business world*

Case: The overall Interim Management market

15th of February 2012

From the position of interim managers as professional service providers, this conference focuses on the changes in the composition of the labor market. Changing customer demands, new demands for the professionals, blurring distinctions between in and externals, new forms of cooperation and business models cause a fundamental shift in the labor market.

This conference is addressed to:

1. The industry and government with the question of how to "organize" in this changing context.
2. Public authorities, banks and insurance companies which are expected to respond to these changes.
3. The group of interim managers who are active as independent professionals in and around organizations.
4. The companies or partnerships that focus on supply and demand in the labor market.

Organization:

- Nyenrode Business University & the Nyenrode Association Chapter Interim Management
- Content under supervision of prof. dr. mr. Leo Witvliet, Interim-management and prof. dr. Frank Kwakman, Professional Service Instituut Nyenrode.
- Organization by Peter Beerten and Bard Dolmans of the Nyenrode Association Chapter Interim Management.

The Conference

The conference will focus on interim management as a professional service. Two keynote speakers will take us into their world, and their figures will be presented.

Initially the floor will be for the chairman of the SER, Mr. Alexander Rinnooy Kan. Who will explain to us the impact of the changes on economic models, the social order of social issues and the labor market. The insertion of the self-employed professional in the system will be a key issue.



As a second keynote speaker, we are happy to have **Chetan Sharma** at our conference. He is a prominent economist, journalist and researcher from India. He has coached amongst others Vodafone and Unilever in India and Tata abroad. This prime time anchor and business analyst is willing to take up with us the question of the international developments in the services market. What are the ideas and what has been achieved and where does it go?

In the final morning session, Prof. Han van der Zee, will present new trend extrapolations of market data from the latest ATOS/Nyenrode Interim management trend research and from the CBS. Prof. van der Zee is author of many books and articles. He is member of the redaction and columnist of the TIEM magazine. Also he is associate professor 'Business Transformation and IT' at the university of Tilburg.



Next to the keynote speaker program a series of workshops will be organized. These will be divided into four main themes which have a clear relation with the consequences of the changes and developments in the labor market, professional services industry and new ways of organizing.

1. What are the new market requirements and what are the new rules of the flexibelized labor. What will be the new equilibrium between supply and demand.

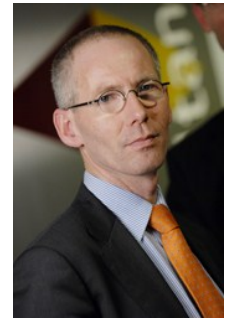


- a. On which (new) business issues will the interim professionals' assistance be required. What demands will be made on the competencies and knowledge level of the professionals and agencies.
- b. How are (client) organizations going to solve the future shortage of internal professionals and which roles are they going to give to external professionals.
- c. How far are (client) organizations willing to go with the formation of the flexible layer and what does this mean for management and leadership in these organizations.
- d. How will purchasing professionalize and what will be the leading criteria in the selection and performance measurement of professionals.

This theme is led by **Prof. Jacques Reijniers**, an authority on the questions of the organization of supply and demand. Besides the workshop that Prof. Reijniers will give on this theme, **drs. Erik de Groot**, Algemene Werkgevers Vereniging Nederland (General Employers Organization Netherlands), shall present their view. The third workshop speaker will be announced later.

2. The professional and the professional services of the future, the case of the overall interim management market.

- a. What will the future professional look like.
- b. In which fields will new generations of professionals develop and what will be the major differences between current and future professionals.
- c. Which differences in competencies and learning will evolve between independents, professionals employed by agencies and internal professionals.
- d. How important are specialization and knowledge for the professional in comparison with entrepreneurship, leadership and capabilities to integrate knowledge.



This theme is led by **Prof. Kwakman Frank**, who has been engaged for years in the development of professional services. **Randstad Netherlands HR director Ton Hopmans**, will share his views on these subject and he will shed light on the international perspective as well. Another speaker, with a business background, will be announced in due course.

3. The thesis is "that man is looking for self-realization, but within a social context". What does this mean for the way professionals can and will organize?



- a. In which ways will independent professionals organize themselves in the years to come. How will they develop their craft and how will they differentiate.
- b. To what extent will professionals join forces, form coalitions and organize networks.
- c. What is the significance of the new and increasing popularity of cooperative structures.

This theme is provided by **Prof. Dr. Gert van Dijk and Dr. Toon Bullens**. Besides their own contribution **Drs. Frank Lekanne Deprez** will discuss the design principles which such organizations have to meet. This has been his research area for years. Other practice speaker(s) will be announced in due course

4. The future of agencies for professional services

- a. To what extent are professionals employed by agencies, internal professionals and independent professionals going to compete or cooperate.
- b. What is the reason of existence of agencies, what does their organization look like, how are going to connect clients and professionals and leadership is required.
- c. How will the pricing of professional services develop in the future, what new business models will the service providers have to adopt.
- d. What are the consequences of increased digitalization, standardization and commoditizing of the supply of services, How will this impact on tariffs and client relations.

Prof. dr. Leo Witvliet will host this theme.



5. Closing session of the Conference

- a. What are the consequences of the described developments for interim management and interim professionals with regard to knowledge, attitude and involvement.
- b. Which will be the appearance of interim management and interim professionals in the near future.
- c. What will be the consequences interim management and interim professionals and agencies of increased flexibilization of the labour market.
- d. What future do we see for agencies, independents and new cooperations.

The closing session of the conference will be lead by **Professor Leo Witvliet**, who holds the chair of Interim Management at Nyenrode. The inventory of ideas, conclusions and opinions of both speakers and audience will be realized in an interactive way. Modern technology will support this.

The international context

Watching developments from a purely national perspective, in this age of globalization and internationalization is not wise. At the conference the international component will be present.



Nyenrode realizes in cooperation with other third parties international curricula. This challenge is realized at the European Institute of Interim Management, where Prof. J. Reijniers is chairman.

Because the context of the Dutch development of the profession varies greatly with those of other countries, a parallel program will be presented. From Hungary, Germany, Belgium, England and Spain we have been asked to organize this and we received pledges of participation.

Additionally, in collaboration with the India Institute of Nyenrode our Indian host will support a meeting with the Indian Business Community in the Netherlands.

Date 15th of februari 2012

Time 09:30 – 18:30

Locatie Nyenrode, Breukelen, The Netherlands

Costs € 495,- (ex VAT). Early birds will receive a € 100,- discount

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