



Benchmarking interview with HVB Systems

Calculate costs for SAP projects

HVB Systems subjected its SAP application development to a benchmark comparison. One of the aims was to be able to assess the costs of future development projects. IT Manager Thomas Schmidt looks back at the process in an interview.

Maturity: HVB Systems has generally been regarded as very well positioned. What made you decide to assess your SAP application development?

Schmidt: The main point was transparency. We wanted to know more about how productive our projects actually are for the application development. On the one hand our management uses key productivity values to control target agreements as part of the balanced scorecard, and on the other we were able to show our customers in the HVB Group how competitive we are and that an external provider would not be able to offer better value for money very easily.

Maturity: So the idea was to show how good HVB Systems actually is?

Schmidt: We wanted to analyse how the productivity of our application development is developing over time and how we stand by comparison with other providers. Benchmarking puts the whole thing on a better footing. However, we were not just interested in seeing how we match up or (another important point) gaining ideas for ways to improve our processes – the main aim was that we wanted to be able to estimate the

costs of future application development projects before we actually start the projects.

Maturity: Surely the received wisdom is that SAP application development cannot be planned?

Schmidt: That has often been claimed. But with the help of Maturity and the benchmark data we managed to develop a measuring process which enables us to reproduce and evaluate productivity. And thanks to the parameters we gained by this method we can now calculate the costs of future application development projects with much greater accuracy.

Maturity: What did the benchmarking project actually deliver?

Schmidt: We compared completed SAP projects to each other and were able to show that they had produced a very nice increase in productivity within the company itself and compared to the benchmarks. In fact the increase was well above the targets we had set ourselves from the balanced scorecard. We are now able to analyse the efficiency of our projects and therefore the success of the many process improvements which

Profile



Company
HVB Systems (now: UGIS – UniCredit Global Information Services)

The interviewee
At the time of the benchmark project, Thomas Schmidt was Manager Performance Measurement at HVB Systems GmbH. He now works in the Project Management Office of UGIS, the IT company of the UniCredit Group.

are initiated and completed internally. And there is another important effect – using the costs estimate we are able to prevent expensive errors. On the other hand we also have the transparency to identify positive project examples and to learn from them. ■