

## Benchmarking interview with Bayer Business Services

# Fair conditions, long relationships

The IT service provider Bayer Business Services (BBS) has analysed its HR services using a benchmark to enable it to supply its customers with quotations at market prices. BBS Manager Karl-Albert Bebbler explained the reason and purpose for the project.

**Maturity:** Why did BBS conduct a benchmark for the HR Services Department?

*Bebbler: The HR Services Department was selected because this particular section is growing more and more towards external clients and entering "new" markets. We saw this as a good opportunity to define our current focus and realign it if necessary.*

**Maturity:** What did you hope to achieve from the benchmark?

*Bebbler: Benchmarking is primarily a good idea if it takes place with a certain amount of continuity. Back-to-back benchmarking projects ensure that you can see how your own portfolio of services will develop in the long term by comparison with the market. This is also the reason that it was not our first project with Maturity. Whilst we reviewed classic processes such as wages and salaries in the first step, the second project went a great deal further. We committed to this project to find out where we are positioned in the market with our service portfolio – not just from a price point of view but also in terms of the product structures. This is why one of the reviews looked at what our services actually look like, what they contain and whether the correct service products are bundled into the packages that the mar-*

*ket wants. But naturally we also wanted to look closely at our prices.*

**Maturity:** Were you satisfied with the procedure used for the benchmarking project?

*Bebbler: There were a few "getting to know you difficulties" at first because at times we seemed to be speaking different languages. But we found that we were learning a great deal even during the initial phase of the project. After this the project was completed quickly with clear delimitations. In my opinion the main point in this respect was the special procedure used by Maturity. The base data were collected at workshops together with us rather than the usual questionnaires. This meant that all the information that was really required could be collected and if there were any misunderstandings it was possible to sort them out straight away. Although the workshops required a considerable amount of communication and therefore costs, they proved invaluable in creating a clean database and mutual understanding.*

**Maturity:** What overall benefits have your derived from the project?

*Bebbler: We have created a platform to ensure that we are providing what the market wants. The*

Profile

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Bayer Business Services

Company

Bayer Business Services (BSS)

Websites

[www.bayerbbs.de](http://www.bayerbbs.de)

The interviewee

Karl-Albert Bebbler is manager of the Solutions & Applications Department in the "Human Resources Services" Business Unit of BBS. This subsidiary of the Bayer Group is a full service provider of IT-based services.

*results have been used to help us offer our customers fair conditions. That requires a long term, good relationship between the service provider and customers. ■*