



Case Study

IT BENCHMARKS AT HERAEUS



Applications and IT infrastructure put to test



Heraeus is a technology portfolio company operating in over 100 countries. One of the foundations for its success is IT excellence. In order to gain transparency about its applications and IT infrastructure, the company put both areas to the test in mid-2023 and compared them with the market.

The Heraeus Group is a broadly diversified and globally leading family-owned technology company, headquartered in Hanau, Germany. The company's roots go back to a family pharmacy started in 1660. Today, Heraeus bundles diverse activities in areas like Metals and Recycling, Health, Semiconductor and Electronics as well as Industrials. Customers benefit from innovative technologies and solutions based on broad materials expertise and technological leadership.

At Heraeus, digitalisation is understood and driven as a business principle, for example in customer platforms, business models, production and employee communications. This strategy also entails securing and strengthening the competitiveness of its operating companies through functional and digital excellence. Regular benchmarks contribute to this - for example, Metrics recently analysed the Group's applications and IT infrastructure.

Heraeus

2022 Group key figures

Revenue: approx. €29.1 bn

Employees: approx. 17,200

Project goals

- Analyse applications costs and efficiency
- Compare selected IT infrastructure with the market
- Increase stakeholder transparency

Application benchmark

Software clusters such as ERP, HR and Manufacturing Execution Systems were analysed in order to examine the market standard of the various IT solutions. The assessment by Metrics included costs for operation, support, processes, service quality, support strategy and complexity. From the results, Heraeus was able to identify opportunities for optimisation and derive measures to prepare for the future.

Infrastructure benchmark

The focus in IT infrastructure was on analysing costs after a major cloud transformation project. The benchmark also covered end-user computing, IT processes and IT security in direct comparison with other leading organisations. "The two benchmarks emphasised that we are technically future-proof and our stakeholders can expect a cost-effective IT ecosystem consisting of software and infrastructure," summarises Jana Purper, IT manager at Heraeus.



“The IT organisation at Heraeus must ensure that our Group and its manufacturing units can operate successfully on the market.”

Interview with Jana Purper, Service & License Management

What goals does Heraeus IT pursue with benchmarks?

The IT organisation at Heraeus must ensure our Group and its manufacturing units can operate successfully in the market. We analyse costs and services in benchmark projects on a regular basis in order to compare ourselves with the key figures of other leading IT organisations. This reveals gaps to best-in-class companies and shows opportunities for systematic improvements. Ultimately, it is our task to provide all parts of the Group with the best possible support in their digital transformation.

What were the drivers of the Metrics benchmarks?

All business units procure services from our internal IT organisation. They must ensure the services they offer are high quality and are at market prices. With the benchmark projects, all stakeholders receive an objective groundwork of figures on which we can hold discussions about costs and services.

What results did you get from applications?

In the software environment, we reviewed high-value clusters such as ERP, HR and MES. There were no surprises on the cost side, but we received momentum for automation and test management. For example, the benchmark provided the impetus for focused investments. It helped us a lot that the market comparison covered both our organisation and processes, from which we were able to draw added value. Metrics also confirmed complexity in the Group and therefore the level of requirements are relatively high.

And in IT infrastructure?

Following the successful migration of our data centres to the cloud, we wanted to review this strategic step from a financial and organisational perspective. The assessment confirmed our decision, but also revealed some housekeeping tasks. In addition, our Security Operations Centre was benchmarked for the first time, which was an important milestone for us. Here, too, we were able to derive and implement actions for optimisation. The transparency through benchmarks helps us coordinate with stakeholders. We are therefore very satisfied with the project.

Business Benefits

- Check performance of the most important application clusters
- Compare costs and efficiency of selected IT services with peers
- Set technical "future-proofing" in relation to the market level
- Provide objective information for IT users and stakeholders



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