Implementation partner considerations
Selection checklist and relationship management best practices

FACTORS TO CONSIDER DURING PARTNER SELECTION

- Certifications/Accreditations
  ✓ The consultant is [authorized by and current with SAP SuccessFactors](https://www.sap.com/solutions/successfactors.html)
  ✓ The partner is a [Recognized Expertise (REX)](https://www.sap.com/products/rex.html), or planning to earn this accreditation, particularly in the area being implemented (Learning; Talent; Employee Central and Payroll; Recruiting and Onboarding)

- Short-list criteria (once you’ve identified 3-4 candidates)
  ✓ can effectively lead an [HR Transformation project](https://www.sap.com/products/hr-transformation.html), not just a technical systems implementation project
  ✓ have background in and understanding of your industry and industry-specific requirements
  ✓ follow SAP’s [Activate](https://www.sap.com/products/activate.html) implementation methodology or have their own, and whether they intend to use a rapid deployment solution ([Solution Packages / Partner Qualified Packaged Solutions](https://www.sap.com/products/package-solutions.html))
  ✓ maintain a robust quality assurance process

- Additional considerations:
  ✓ What is the partner’s mix of onsite versus virtual resources? Can they provide resources without charging excessive travel and expense costs?
  ✓ Has the partner implemented the solution on a similar scale before? Check their references from previous projects
  ✓ Does their attitude fit with your organisational ethos?

- Before you sign, understand:
  ✓ proposed governance structure
  ✓ roles and responsibilities when it comes to key technical aspects such as:
    - Data Migration
    - Data Replication
    - Integrations
  ✓ their approach to pricing and how they prevent surprises
  ✓ their approach to knowledge transfer and post-go-live support, including any AMS offerings they provide
  ✓ Ask about projects they’ve done that have not gone well and what they’ve learned from that experience

- Check the details:
  ✓ Are the consultants certified in the relevant modules; can they show you their digital badges and / or certificates?
  ✓ Are the CVs of the individuals available? Is their experience appropriate for your project?
  ✓ Meet the proposed Project Manager and / or Engagement Manager in person before the project begins
Best practices for managing your implementation partner

- Ensure all parties understand your key business goals for the project
- Facilitate a handover process between the sales team and your implementation partner prior to the start of the project
- Ensure your team is properly staffed, including:
  - Steering Committee representatives with proper executive sponsor coverage;
  - Project / Program management;
  - Functional representatives from each relevant area;
  - Testing Lead and testers
  - Change Management representative(s).
- Establish a governance structure*
- Demand visibility into the detailed project plan
- Develop a RACI chart* ensuring roles and responsibilities / accountabilities are clear
- Identify any 3rd party dependencies (for example, payroll vendors, finance requirements, compliance, GDPR) early on in the project
- Establish a timeline chart identifying key milestones; publish it and make it visible
- Insist on a regular – ideally weekly – project cadence
- Insist on regular project status reporting, including an executive overview, milestone / RAG status, activities completed and next period’s activities, risks and issues
- Establish a fun, social atmosphere, even if many of the resources are remote
- Ask questions and challenge your partner to recommend best practices; ensure they guide you in a transformative manner
- Take advantage of product training* as early in the process as possible so as to make well-informed decisions independent of your partner
- Understand that configuration and business process decisions are yours, but invite recommendations and guidance from your partner regarding business processes and major decision pros and cons.

* Resources related to these topics can be found in the SAP SuccessFactors customer community.