

Guide to Top **SAP SuccessFactors** Implementation Partners

November 2022

Prepared by Raven Intelligence

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Introduction

Raven Intelligence is an independent peer review site that helps Enterprise Software customers find, hire and review the best consulting partner for their implementation. We provide business leaders with valuable transparency into the software implementation process and raise the visibility of consulting partners who are doing the most to help their customers achieve the maximum benefit from their software purchase. Our site, ravenintel.com, provides free access to hundreds of vetted customer reviews about Enterprise Cloud Software projects, as well as to the profiles and ratings of over 150 consulting firms—from the Big 5 to boutique organizations.

2,000+

Verified
Reviews

100%

Of Reviews Verified
With a 2-Step Process

150+

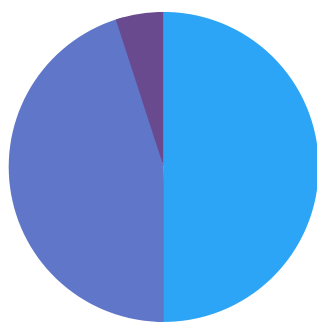
Consulting Firms
Represented

40+

Countries
Represented

Our Vetting Process

100% of our reviews are verified. We know the identity of every one of our reviewers (work email & LinkedIn), their company and have validated their company uses the software they have reviewed. We disqualify approximately 20% of the reviews submitted when we are unable to verify full credentials. At no time can a partner, software company or other party pay for favorable data or for Raven to delete negative reviews or for favorable reporting.



Direct-to-Customer - 50%

Raven continually runs independent campaigns (email, LinkedIn, social media) targeted to Human Resources decision makers who have implemented a cloud-based Human Capital Management system within the past 18 months and requested that they review their project on our site.

Consulting Firm Initiated - 45%

Consulting firms (aka Systems Integrators) have also sent customers to our website to complete a review, or provided us with contact lists so that we could go directly to customers.

RavenIntel.com - 5%.

Approximately 5% of customers came directly to Raven Intelligence to submit a review.

Our Raven's Community & Business Model

Raven Intelligence is free to software customers, as well as for consulting firms to be listed & reviewed on our site. For consulting firms, we offer a paid subscription service that allows them to purchase advertising space (similar to Glassdoor or Yelp!) for brand recognition, as well as provide them with in-depth analytics about their service delivery metrics and peer comparison scores.

We work with software vendors to provide independent, aggregate reporting of their customer sentiment data to inform them about how their partners and projects are performing, and how they compare to their peers in the industry. At no time is customer review data altered to enhance a software vendor or consulting firm's rating favorably.

Raven Review Demographics

Raven's Review Database

2000+

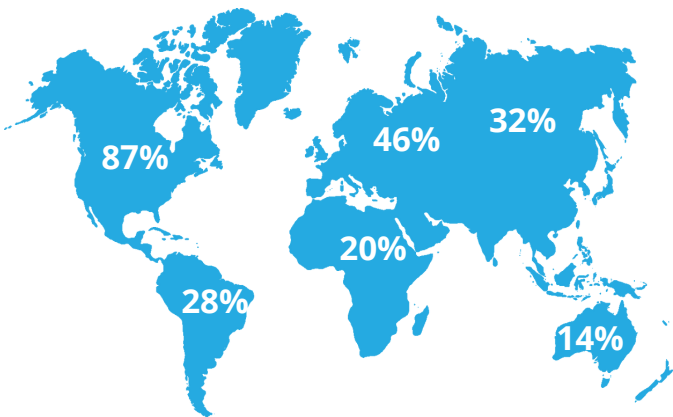
Verified
Reviews

40+

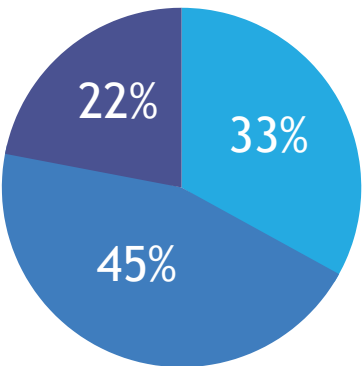
Countries
Represented

87%

Of Implementations
Completed via
Consulting Firm

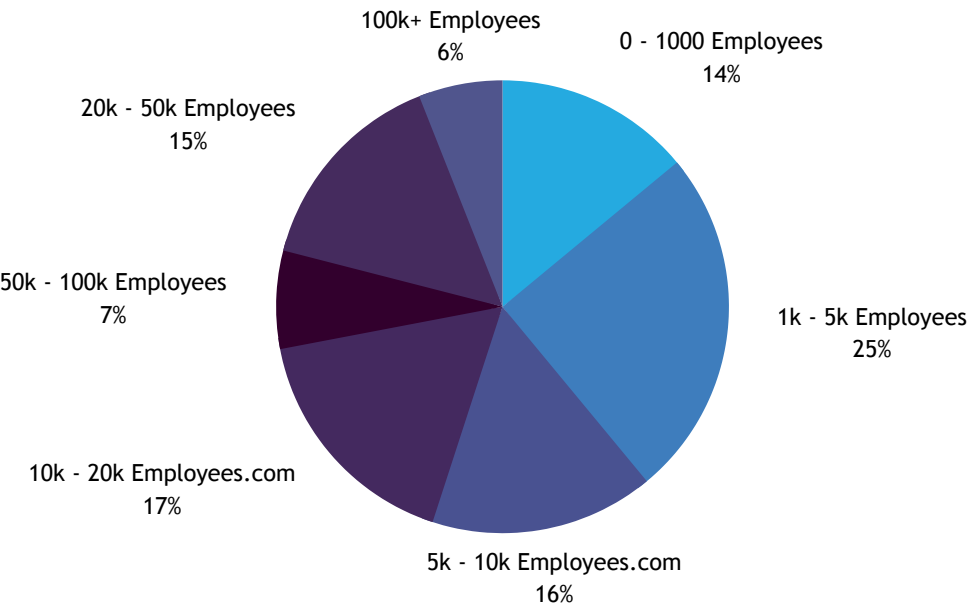


Composition of Consulting Firms Reviewed

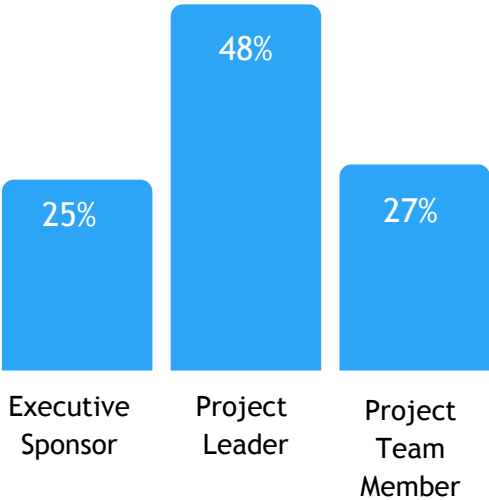


- Global Consulting Firm - 33%
- Independent Consulting Firm - 45%
- Boutique Consulting Firm - 22%

Customer Employee Sizes Reviewed



Reviewer Roles



Why Selecting the Right Partner is Vital

At Raven Intelligence, we research partners who implement Enterprise cloud software to understand the composition of their company, the geography they serve, the type of projects they work on, and the profile of consultants on their team. Firmographic data is important, but to really know a firm is to know their customers. The marketing adage, 'your company's brand is what customers are saying about you behind your back' rings true. If you are a business making a decision to entrust a partner to lead you on an Enterprise Software project-knowing this 'brand' before you're knee-deep in a project is critical. Hearing real-life customer experiences are perhaps the most indicative marker of a consulting firm's quality and are the easiest way for you to gain confidence that a firm can deliver on the promises made during the evaluation stage.

Expectation vs. Reality

We've seen a full range of quality when it comes to consulting projects and firms. There are firms that look impressive on the surface and say all the right things, but when you talk to their customers, a different picture of reality emerges. There are others that lack the million-dollar marketing budgets and polish of a larger firm, yet are delivering projects with high satisfaction and ahead of schedule. In addition, change happens over time. A firm who has once struggled may have added new talent or introduced new processes to improve the customer experience. Conversely, a firm once known for good quality might have gotten too overloaded with projects and thus now struggles to effectively satisfy customers. Being able to look under the hood and quickly get a sense for the current, authentic customer experience can end up saving your organization a lot of time and money in the long run.

"I'll just ask my software vendor for recommendations." Think again.

In 65% of the projects we've reviewed, customers chose their implementation partner "because of the recommendation of their software vendor." It would seem logical that your software vendor knows best when it comes to a partner, right? Not so. In those projects where the customer felt the decision for the partner was 'made for them', project satisfaction averages around 6 out of 10. While it is true that software vendors certify partners to implement their software and get used to working with certain firms, there is inherent bias in the process. Many times the same partners who implement are helping to sell the software engagement or are paying hefty fees for the ability to be walked in the door. In addition, the knowledge that software sales teams have about actual project delivery quality is many times incomplete and won't provide your organization with options best-aligned with the scope of your project.

The Upshot

Whether your software vendor tells you that their small, tightly-controlled ecosystem will guarantee you get a good partner or that there are vast partner choices available to choose from, you still need to do your own homework. In the end, you'll be the one living with your partner choice.

Reviews on Raven Intelligence

Visitors to Raven gain a bird's eye view and can look up any Enterprise software consulting firm on our website to read reviews - for free. Raven has over 1300 vetted reviews about Enterprise Software projects and the partners that help lead them. We ask customers a series of quantitative and qualitative questions about their project, and that information is then verified for authenticity and published, such as:

- Did the project succeed?
- What was the team like? Did the team stay consistent throughout the project?
- Was the project delivered on-time? On-budget?
- Was it scoped properly?

The answers to these questions are signals for other customers to learn from. In addition, we verify every review that it was written by a real customer who has gone through a Enterprise software cloud project within the past 24 months. This trust is critical for us as we have thousands of customers who use our information to guide their decision process.

Transforming Customer Success: A Data Driven Look at SAP SuccessFactors' Project Success

Project Implementation Success Matters

Written by Josh Greenbaum, EAC (Summer, 2021)

Customers on the journey to transform their businesses need to do more than acquire enterprise software; they need to acquire the ability to successfully implement them. Good software can't do its job if it's not successfully implemented in a timely and cost-effective manner and configured to meet the customer's business goals.

This dynamic is playing out across the enterprise software services market, and one of the most interesting market segments for this dynamic is Human Capital Management (HCM), which SAP SuccessFactors has renamed Human Experience Management (HXM) as a way to differentiate its SAP SuccessFactors offering. Over the last few years, a new research firm, Raven Intelligence, has compiled authoritative and verified post-implementation data, directly from customers, on a wide range of projects in the HCM space. This peer review data - currently comprising more than 2000 reviews from 40 countries, and growing - provides customers, vendors, and partners a unique lens into the essential question of implementation success.

A close look at Raven Intelligence data on the relative success of the three HCM leading vendors, SAP SuccessFactors, Oracle, and Workday, shows how critical the issue of implementation success can be. In fact, the Raven Intelligence data upends some common misperception about enterprise software: Having what is perceived as a top tier product in terms of functionality neither guarantees a cost-effective implementation nor does it guarantee customer success. Success can only come when the vendor and its services partners fully understand the customer's goals and appropriately position the right solution and configuration to meet those goals.

In particular, the Raven Intelligence data from SAP SuccessFactors customers showcases the hidden impact of implementation success. While Raven Intelligence data shows that SAP SuccessFactors scores relatively well on the overall issue of product quality, the company scores even better when it comes to the critical issues surrounding project success, particularly with respect to the role of the implementation partner in that success. Indeed, when it comes to the factors that go into a successful implementation - timeliness, adherence to budget and functional goals, partner and project team quality, among others -- the leader amongst the "big three" in these important categories is SAP SuccessFactors.

"Raven's ability to provide a level of post hoc transparency and accountability into HCM projects across all the major vendors in the HCM ecosystem provides much needed benchmarks for SAP SuccessFactors - and, hopefully, all the vendors in this space - to understand where projects go wrong and how to improve them."



Joshua Greenbaum, EAC
Summer, 2021

SAP SuccessFactors Projects & HCM Partners Executive Summary

SAP has over 350 customer project reviews completed by customers on Ravenintel.com. The below data is based on review data from the top SAP SuccessFactors partners included in this report.

Traits of Top SAP SuccessFactors Partners

It's easy to spot top SAP partners, as they are open to the idea of project transparency and being reviewed publicly. Common traits of top partners include:

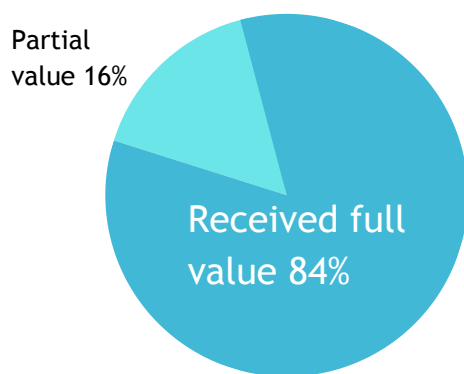
- Project Team that has little churn during the course of a project
- Solid SAP SuccessFactors product knowledge and project management capabilities
- Strong scoping capabilities during the sales process, with fewer change orders due to missed or overlooked requirements
- >4.4/5 ratings for Responsiveness & Flexibility
- Ability to identify integrations needed and effectively build and deliver those connections

How Customers Typically Choose Partners

Customers are increasingly conducting their own research (40%) on which partner to use or have used the consulting partner for other projects (25%), as opposed to the 32% that were given recommendations by SAP. The remaining said that they received recommendations from peers or other non-SAP referral sources.

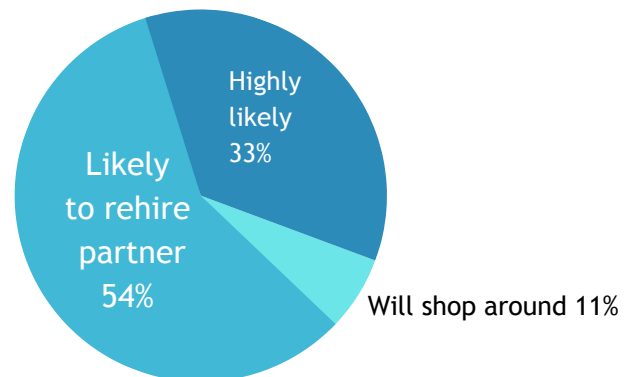
Value Realized from Project

84% of the SAP SuccessFactors reviews included in this report indicate that they received the full value of their software project investment (versus the industry average of approximately 45%.)



Likelihood to Rehire Partner

54% of the SAP SuccessFactors reviews included in this report indicate that they would be likely to rehire their SAP implementation partner for additional projects (versus the industry average of 48%.)



SAP SuccessFactors Implementation Aggregate Metrics

- Implementations are delivered on-time / on-budget in 71% of projects. This is similar to industry averages for HCM.
- 56% of consulting partner project teams stay in tact through the duration of the project
- 49% of projects are scoped precisely, 38% customers say they changed their requirements mid-project and 12% of projects have some or multiple change orders due to missed requirements

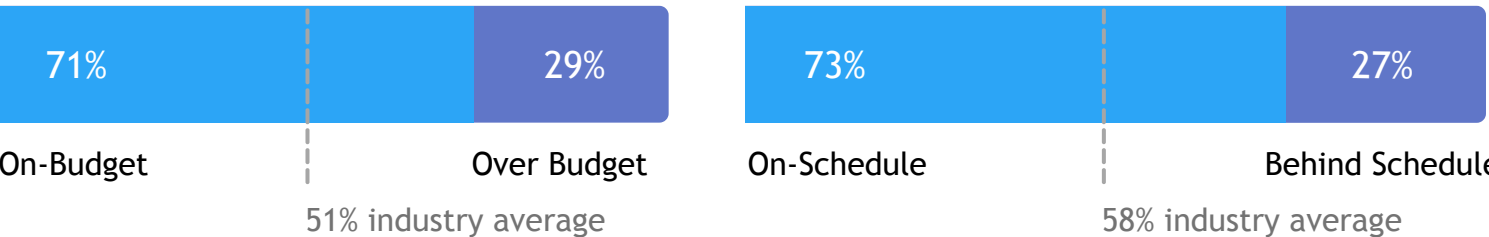
SAP SuccessFactors Project Review Highlights

The SAP SuccessFactors implementation partner ecosystem is outperforming the industry average in both overall software satisfaction and overall project implementation satisfaction.

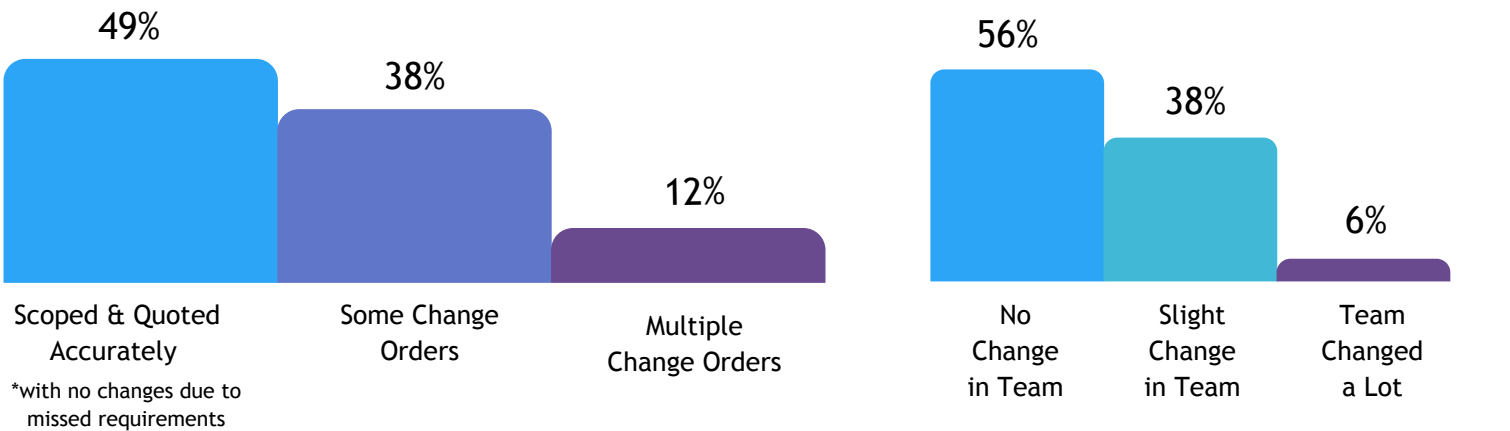


Service Delivery Metrics

SAP is outperforming industry averages by more than 15% for on-budget & on-time delivery.



Scoping Quality & Team Consistency Averages



Average Sentiment Scores



SAP SuccessFactors

2022 SAP SuccessFactors - Raven Intelligence Award for Customer Project Success Finalists



Pictured: Veritas Prime Team (winner) with Bruce Hillier, Global VP, Partner Delivery at SAP SuccessFactors and Bonnie Tinder, Founder & CEO, Raven Intelligence at SuccessConnect, September 2022



VERITAS
PRIME

RIZING
a wipro company



TalenTeam

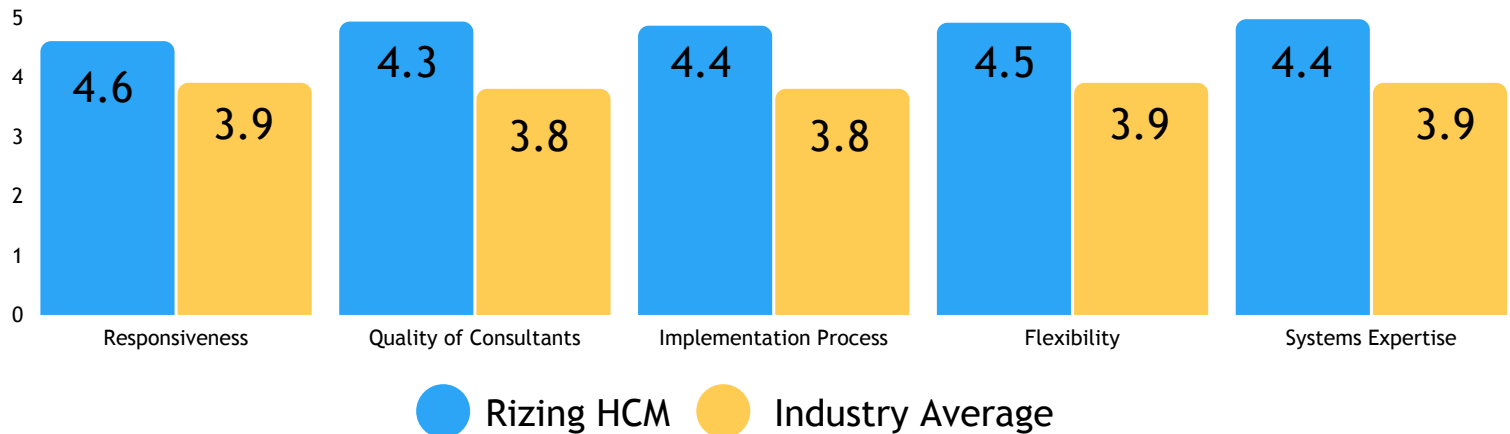
Top Partners to Consider

[Read More Reviews](#)

37 Reviews

Rizing HCM Compared to Industry Averages

4.6 / 5



The Human Capital Management practice of Rizing, a Wipro Company, is a global leader among SAP SuccessFactors consulting partners. We are committed to empowering our clients with a human experience that moves people and your organization to perform at their best. That means constructing your intelligent enterprise journey in your own way.

Rizing not only has the largest number of professionally certified SAPSuccessFactors consultants, but we are also the leading expert in SAP's Business Technology Platform, enabling users to integrate and create value from data and extend their SAP and third-party solution landscapes to meet evolving business needs. Our customized solutions empower customers along the continuum of change from on-premise to cloud. Our services include our partner managed cloud People and Payroll solutions, built on SAP SuccessFactors, business transformation and strategic analytics; post go-live support; release management; and identification and implementation of valuable system enhancements. SAP is all we do.

90%

Of customers likely to rehire partner

8.8 / 10

Average Partner Satisfaction Score

Customer Quote

"Rizing was excellent! From contract negotiation to working with their consultants, it was a supreme pleasure. We learned so much about the system and are now most comfortable using it."

Customer, Non-Profit Industry

Customer Quote

"Rizing planned and implemented SuccessFactors for our company. The entire implementation process was timely and very detailed. Currently Rizing provides ongoing tech support for the product."

Customer, Finance Industry

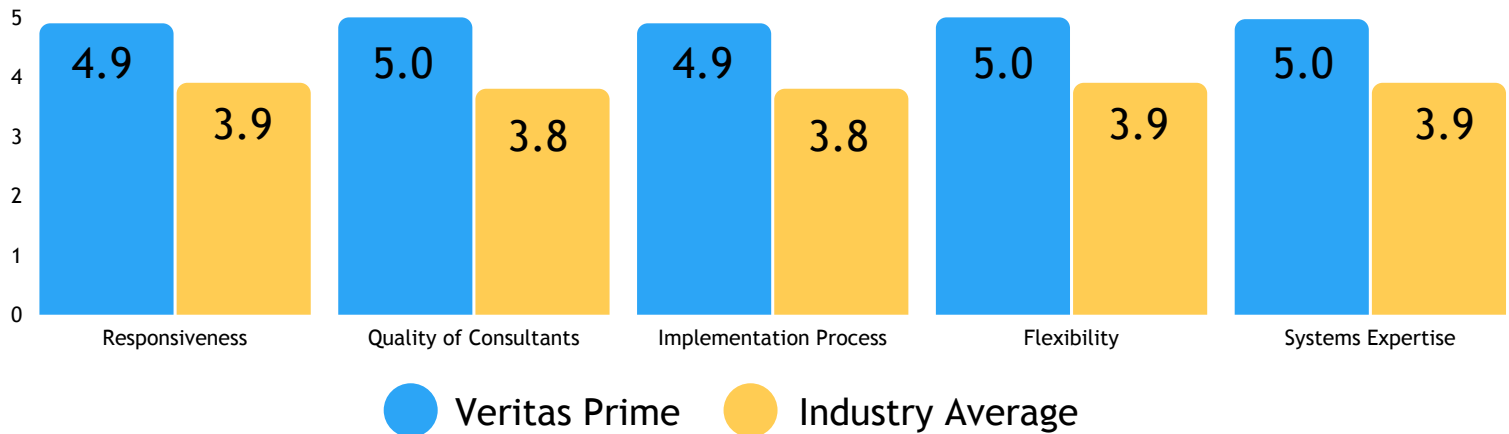
Top Partners to Consider

[Read More Reviews](#)

19 Reviews

Veritas Prime Compared to Industry Averages

5 / 5



Veritas Prime, based on its founding principles, means "Truth and Excellence," and is dedicated to providing clients the best service through a consultative approach. An SAP partner with SAP Recognized Expertise in all SuccessFactors solutions and recognized in the SAP Gold-guide, Veritas Prime is a premier consulting firm specializing in Human Experience Management technology and specifically SAP SuccessFactors solutions.

Veritas Prime supports organizations to transform their employee experience via a best-in-class solution, SAP SuccessFactors with a full hire to retire solution, including fully outsourced payroll services, time and attendance, and benefits solutions, while also supporting customers post-go-live through its unique tool.

100%

Of customers received full value

9.9 / 10

Average Partner Satisfaction Score

Customer Quote

"The team was extremely knowledgeable and were able to offer suggestions on how to best use the tool based on our requirements. Highly recommend their team and looking forward to many future projects with Veritas in the future."

Customer, Manufacturing Industry, Global

Customer Quote

"Veritas Prime is not only knowledgeable on the software, but they are also responsive and strategic. They reflect passion in their work and focus on what the client wants with respect to future enhancements and plans."

Customer, Retail Industry, North America

Top Partners to Consider



[Read More Reviews](#)



7 Reviews

4.4 / 5

Zalaris Compared to Industry Averages



Zalaris are a leading European HR and payroll solutions and services provider as well as a proud SAP gold partner who have achieved continuous and uninterrupted growth since being founded in 2000 by demonstrating excellence in the HR technology and services industry. Zalaris are recognized by leading industry analysts, partners and customers through exceptionally high net promoter scores and strong reviews.

For more than two decades, Zalaris have supported customers through their cloud HR and payroll journeys, using SAP and SAP SuccessFactors. Zalaris' certified consultants, who specialize in SAP's Human Experience Management (HXM) applications including payroll, offer strategy, advisory, transformation, implementation and application support.

Zalaris have collaborated with customers across a variety of industries, located in multiple countries and with a wide range of employee populations, to deploy and maintain SAP SuccessFactors HXM and maximize their investment in their chosen technology. HR and payroll are our focus and passion.

8.1 / 10

Average Project Satisfaction Score

8.4 / 10

Average Partner Satisfaction Score

Customer Quote

"We recommend Zalaris due to their cross functional HCM capabilities and knowledge."

Customer, Manufacturing Industry

Customer Quote

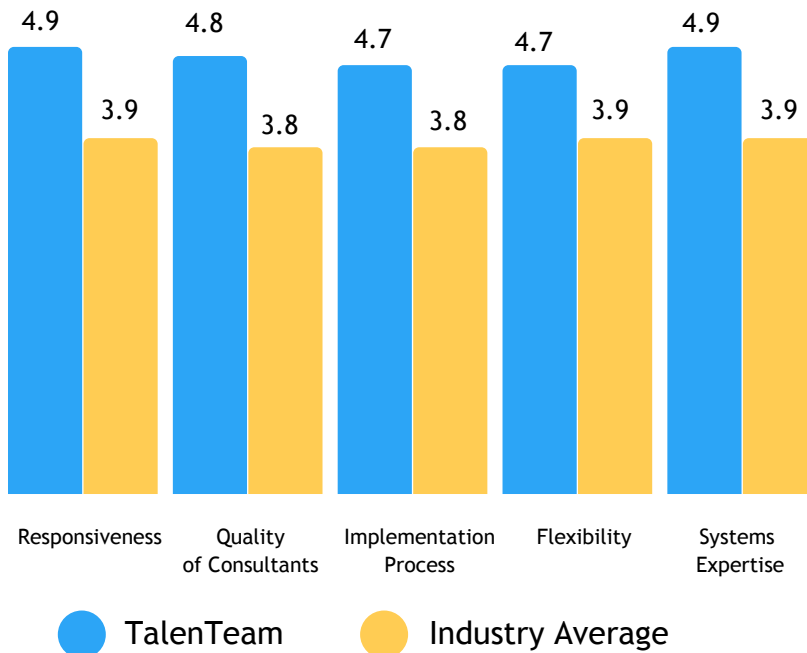
"Zalaris provided support and advice during our implementation. I was exceptionally happy with the work provided by Zalaris."

Project Leader, Mining Industry

Top Partners to Consider



TalenTeam Compared to Industry Averages



[Read More Reviews](#)



40 Reviews

5 / 5

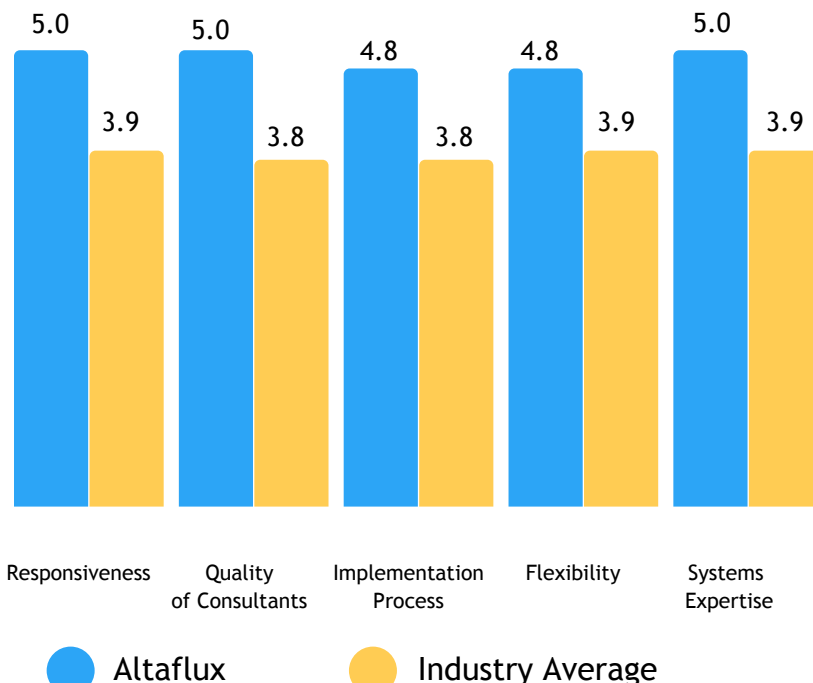
Customer Quote

"TalenTeam are an exceptionally professional implementation team from their leadership through to their consultants - Highly recommended and would definitely use for all future projects!"

Decision Maker, Pharmaceutical Industry, Global



Altaflux Compared to Industry Averages



[Read More Reviews](#)



6 Reviews

5 / 5

Customer Quote

"What impresses me most with the AltaFlux team is I do not feel as though I am reaching out to a 3rd party vendor when I seek support or system guidance. Their support, communication, and project efforts feel as though they are an extension of our team!"

Project Leader, Manufacturing Industry, North America

Top Partners to Consider



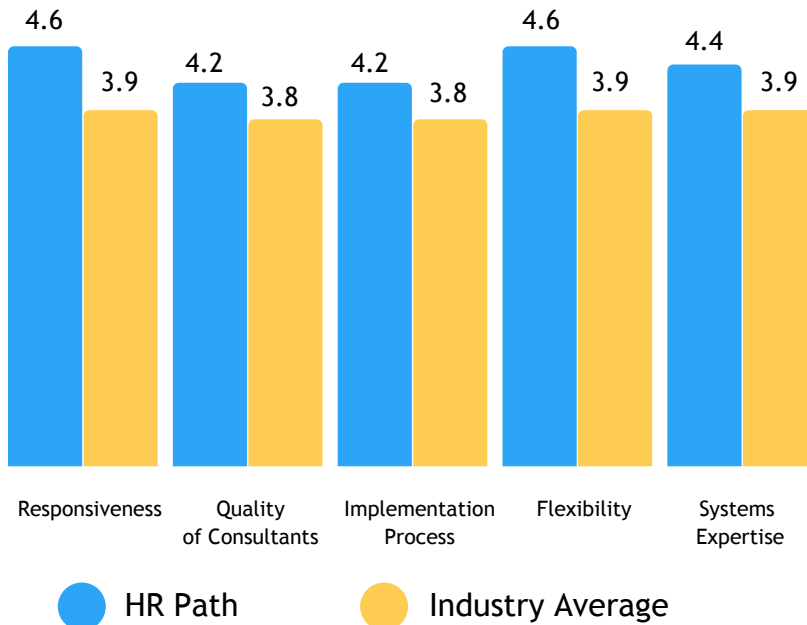
[Read More Reviews](#)



25 Reviews

4.7 / 5

HR Path Compared to Industry Averages



Customer Quote

"HR Path is a great partner for SAP projects. With a talented and professional group of consultants, they know their subject matter."

Decision Maker, Consulting Industry,
North America

Other Partners



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Other Partners



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10 Questions to Ask a Partner

Raven Intelligence has spoken with over 1,500 companies about their recent implementation of Workday, SAP SuccessFactors, UKG, ServiceNow, Cornerstone, or Oracle HCM. We found these organizations went through a thorough review process to ensure every feature and function met their needs, but in most cases, the consulting partner they chose to get the system up-and-running was an afterthought.

In 95% of these projects, consulting partners were chosen based upon 2 factors:

- The recommendation of the chosen software firm's salesperson / customer relationship manager, or
- The chosen consulting firm had done a previous project with the company (typically non-HR related)

The majority of customers we spoke with received two or fewer proposals and spent far less time on partner selection than they did on selecting their software. We even spoke with one large organization who said, "We had a choice in partner?"

Just because you recognize a consulting partner's name from their airport advertising or because your software salesperson brought them to your door doesn't necessarily mean they are your best options. Conversely, a boutique vendor might not have the capabilities or capacity to handle your project depending on its scale. A thorough and independent partner evaluation with multiple options is important—at the very least to make sure you're confident in your choice and getting a competitive deal.

The vetting process for a consulting partner has not been easy up until now, but finding the right match is absolutely critical to project success. The capital investment made to implement these systems is just as large as the software purchase, and the team you end up with can make or break your project's success.

Lessons Learned: Raven Intelligence Project Reviews

Below are 10 hard questions you should be asking (but might not know to ask) when you interview potential consulting partners. These are based upon the "Lessons Learned" that we hear in our project reviews at Raven Intelligence, as well as wisdom from industry experts.

10. Have you done this type of project before? Previous experience that matches your software, scope and geography are critical.

Your potential partner should be able to point to specific projects (software, modules and geographic scope) that look similar to your project. Similar industry expertise is important, but so is expertise with the functional areas of the product you'll be installing.

We heard from one customer who said the consulting firm they chose did great in North America, but the "wheels came off the bus" during the European roll-out.

Other Questions to Ask:



- How many projects have you completed with the same software / modules / geography as ours?
- How long have you been implementing this specific cloud software?

Red Flags:



- General statements about implementing HCM v. your chosen cloud software.
- Few specific project references (or consultant certifications) for the modules that are important to you.
- If your project is global-lack of actual in-country project experience or consultants.
- Lack of proof points around the quality of implementations of similar scope.

9. Who is my team going to be? Where is my team located?

It's all about the people.

No matter how strong a consulting organization is, the quality of your project is going to be based on the team that you are assigned. Many customers we surveyed recognized individual consultant project leads by name as the most important reason for their satisfaction / project success.

10 Questions to Ask a Partner

9. Team - *Continued*

There is much talk about the concept of choosing a partner for “Cultural Fit”, but what exactly does that mean? It’s important that your organization “likes” the persona of a consulting firm, but it’s hard to truly know how that feeling will mature during the actual project. Many times the team that you “like” during the sales process is totally different than who you get during implementation as consulting firms assign resources based upon capacity. Industry expert Brian Sommer says, “the wanting and the gettin’ are 2 different things.”

Depending on a firm’s workload and staffing and when you sign an agreement with them, you may not get the resources you thought you would. No matter how strong a consulting organization is, the quality of your project is going to be based on the team that you are assigned. Many customers we surveyed recognized individual consultant project leads by name as the most important reason for their satisfaction / project success.

Other Questions to Ask:



- Is the team you present during the evaluation process going to be who I get during my actual project?
- Where is my team located? How often will they be on-site?
- How many other projects will they be working on at the same time?
- What type of background do they have? Are they recent college grads or HR functional experts?

Red Flags:



- The consulting sales team (v. actual consultants) is doing most of the talking.
- The consulting firm makes no guarantees about who is going to be assigned to the project.
- The consulting firm has no in-country resources in or near the countries you have a big footprint in.

8. What are customers and employees saying (independently) about this consulting partner? No shocker—the consulting partner is only going to give you happy references.

Real-life customer experiences are perhaps the most indicative marker of a consulting firm’s quality. Without these proof points, all the number of certifications, projects completed and awards in the world don’t matter. Most of the time customers ‘spoke with a reference’ that was provided by the consulting firm, but this isn’t an objective approach—consulting firms wouldn’t provide a negative reference. Independent peer reviews and references are the easiest way to gain confidence that a partner can deliver on their promises and hear the real-life stories of customers like you. (Raven Intelligence is and will be a huge source of information here.)

Other Questions to Ask:



- What independent project reviews are available about your firm? At Raven, we can spot good firms from a mile away with how receptive they are to providing customers for us to survey.
- What are independent references saying about your team?
- What are your employees / former employees saying about your firm?

Red Flags:



- Consulting partner talks a big game but has no publicly available reviews or references to be found.
- Consulting partner is guarded about providing references (and uses the phrase “NDA” often).

7. Certifications. Bigger numbers don’t always mean better. In some cases, one consultant can have 8 certifications.


Certifications are indication of the breadth and expertise of a consulting firm and shows they’ve invested in bench strength to handle many projects. Larger firms will lead with these numbers, and while they are important, they still need qualification. What’s most important is the team assigned to you has the right certifications to get the job done right.

10 Questions to Ask a Partner


7. Certifications - *Continued*

Each software vendor runs their certification and partner ecosystem differently. Some are tightly monitored and closed, others are more loosely controlled and open. In our research, we've found that no software company is immune to implementation hiccups or partners that may be aggressive in stating certification statistics.

Other Questions to Ask:

- 
- How many certified consultants do you have (in the type of software modules we bought)?
 - Are they located in the same geography as my project? (It's very important that they are.)
 - Are they Professional v. Associate designations (+1 for Professional designations)?
 - What previous work / functional experience do your consultants have? (Recent college grads without any real-life work experience can earn certifications.)
 - Is your firm a Recognized Expert by the software company?


Red Flags:

- 
- Resources are not certified or have low certification numbers in the geography you're in.
 - The consulting firm is boasting about big numbers of certifications, but light on the actual project references or unable to tell you where or what those certifications are in (see #8).


6. How much is this going to cost? Raven Intelligence has found when projects go over budget 25%+, NPS drops 2 points. That's significant.

Chances are if a consulting firm can afford to advertise at the airport, they're not going to be the least expensive option. Conversely, if a consulting firm is coming in at rock-bottom prices, they might not be able to offer the breadth and depth of experience you need and that is a big risk as well. Finding the right balance between your confidence in the firm's quality, capabilities and price is key.

Other Questions to Ask:

- 
- Is this quote fixed-bid or based on time-and-materials?
 - In previous projects like mine, what percentage did you deliver on-budget?


Red Flags:

- 
- Rock-bottom pricing / "free" services up-front (that result in expensive change orders mid-implementation).


5. Is this a Transformation or Systems Implementation? Which is it?

If your project is a full-scale "Transformation" where you are re-defining company culture or significantly augmenting your processes, you probably need something more than a Systems Implementer. You also need to budget accordingly. Conversely, if you are just looking for a software implementation or project work, you very well could do well time / cost-wise to find a more niche player.

Other Questions to Ask:

- 
- Is my project a true Transformation or a Systems Implementation? Or a software project?

Red Flags:

- 
- Consulting partner is selling you a Transformation when all you need is a systems install.
 - Consulting partner is selling you a Systems Install when you need a Transformation.

10 Questions to Ask a Partner

4. Integrations

This is one of the biggest sources of frustration for customers: integration scope-creep. This almost always results in project time and budget over-run. Make sure to define all of these up-front, and ask what the process is if 'something new comes up'.

Other Questions to Ask:



- What integrations are included with the project?
- Do you have pre-built connectors to my systems?
- How difficult are these integrations (e.g. Global Payroll integrations are very difficult)?

Red Flags:



- Consulting firm says 'integrations are included' without any specifics. It's never that easy.

3. How much time is this going to take?

One customer who just completed a Phase 1, full HCM global install said, "plan on 1.5x the amount of time you think it is going to take you to implement your system, then double that." We hear this regularly on project reviews. In general, if you have a specific date you need your project live, plan on a nice cushion beyond the estimate.

Other Questions to Ask:



- What is the time required to do this project?
- How often does your firm deliver on-time?

Red Flags:



- Consulting firm says they can implement "as fast as you need us to."

2. What other services / products do you offer?

Many consulting partners offer pre-packaged services and software they've built beyond just consulting. Their firm might also have expertise beyond just the software you're implementing. That can be a value-add and provide additional, out-of-the-box options.

Other Questions to Ask:



- What ongoing, post-implementation services do you offer?
- What other systems do you have expertise with?
- Do you offer any additional out-of-the-box products you've developed?

1. How big does my internal team need to be? Who does what?

One large global manufacturer said they assumed they'd need less IT resources than they did for their on-premise system because they were moving to the Cloud. Not so. This caused friction during the implementation process they wish they'd avoided.

Other Questions to Ask:



- How many internal resources are needed from a functional as well as IT perspective?
- What is the % time commitment from each party given the timeline established?

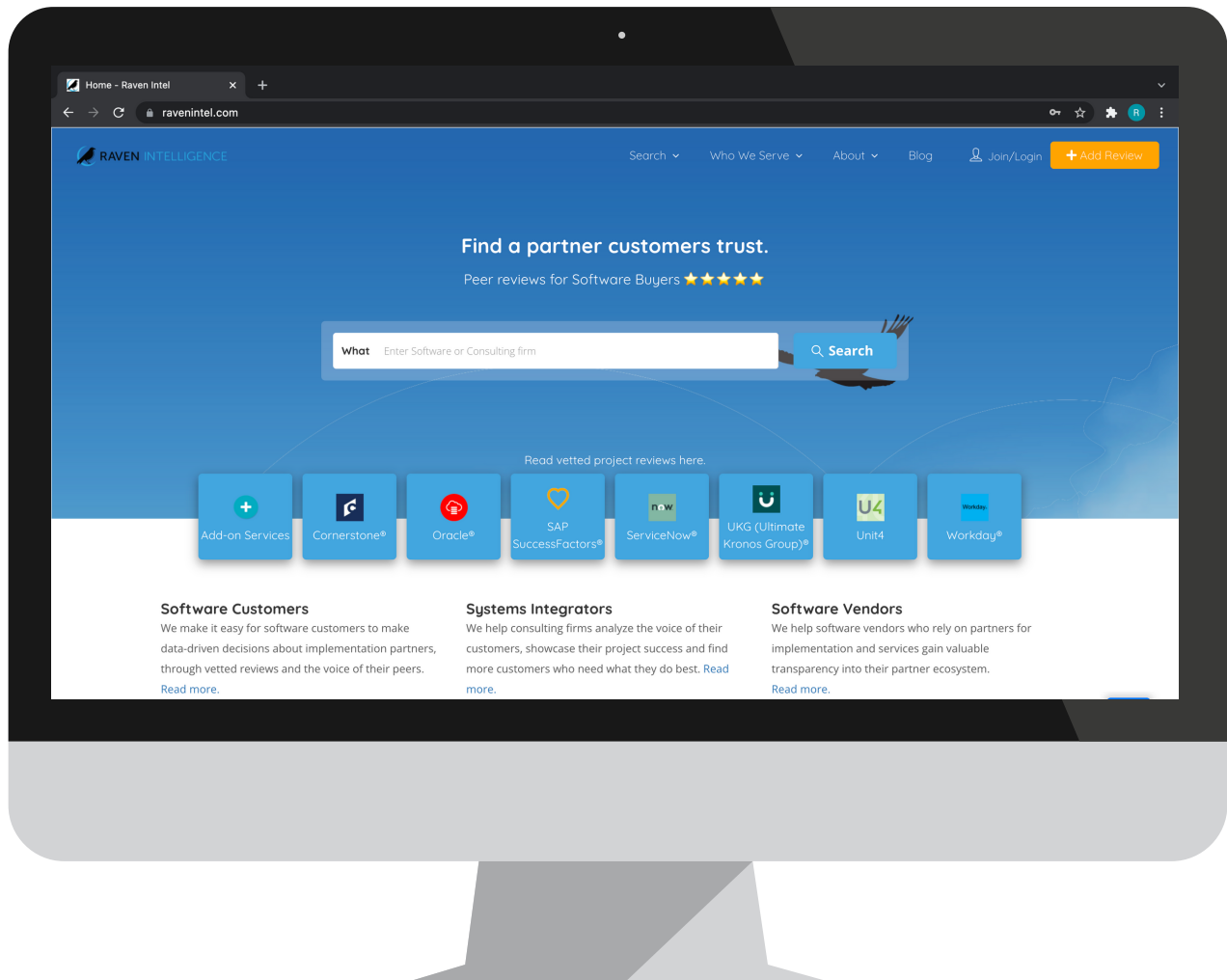
Red Flags:



- Consulting firm says that since it's cloud software "fewer IT resources are needed."



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