



Global reach  
Local knowledge

Case study



## Global payroll model supports NTT DATA's continued expansion



### Industry

Technology services



### Services provided by TMF Group

HR and payroll,  
Accounting & Tax,  
Global Entity Management



### Jurisdictions covered

Argentina, Australia, Brazil, China, Colombia, Germany, Hong Kong, Ireland, Italy, Malaysia, Mexico, Morocco, Netherlands, Panama, Philippines, Romania, Singapore, South Korea, Spain, Switzerland, Taiwan, United Arab Emirates, United Kingdom

Through a longstanding partnership, TMF Group has helped NTT DATA expand successfully into over 50 countries by streamlining their global payroll and providing top-quality service.



## About NTT DATA

NTT DATA is a \$30+ billion trusted global innovator of business and technology services. We serve 75% of the Fortune Global 100 and are committed to helping clients innovate, optimize and transform for long-term success. As a Global Top Employer, we have experts in more than 50 countries and a robust partner ecosystem of established and start-up companies. Our services include business and technology consulting, data and artificial intelligence, and industry solutions, as well as the development, implementation and management of applications, infrastructure and connectivity. We are also one of the world's leading providers of digital and AI infrastructure. NTT DATA is part of NTT Group, which invests over \$3.6 billion each year in R&D to help organizations and society move confidently and sustainably into the digital future.





## The challenge

NTT DATA, a global leader in IT consulting and managed services, has been transforming businesses through innovative technology solutions for 150 years. Today, with presence in over 50 countries and a diverse team of 190,000 employees, it is the fourth largest telecommunications company in the world.

In 2016, NTT DATA acquired Dell Services to enhance its capabilities and expand its reach. With the acquisition, NTT DATA inherited a geographically dispersed workforce across EMEA, APAC and LATAM, with payroll operations varying significantly between the regions.

The lack of centralised data visibility made it difficult to align payroll operations, while local regulatory frameworks created additional compliance requirements. These obstacles indicated a clear need for a comprehensive payroll management system that could address multi-country payroll complexities.

In 2017, some months after NTT DATA partnered with TMF Group to deliver a global payroll solution, Jodi Allman was appointed Vice President of Global Payroll / HR & M&A and became responsible for managing the partnership on behalf of NTT.

Initially, the road was rocky. "I came in at the time when NTT went live with a new HR system and new payroll systems in 38 countries, all at the same time," says Jodi. "TMF Group was already on board as the vendor, but it was early days, and we had many challenges."

Jodi was primarily concerned with access to data and the ability to replicate payroll controls, validations and escalations in all 38 (at the time) countries. "We needed to be streamlined, efficient and scalable, but I also needed a clear strategy that would work - and people I could trust to deliver it."



## The solution

Jodi and her team embarked on a transformation journey with TMF Group's global payroll services and the deployment of TMF Group's payroll middleware, a unified payroll platform designed to consolidate multi-country payroll operations.

TMF Group's payroll middleware provides centralised payroll management with end-to-end visibility into payroll data across regions, ensuring accuracy and consistency. Leveraging local expertise, it automates compliance with complex country-specific tax, labour and statutory requirements, minimising risks and supporting regulatory adherence.

"Before we started using TMF Group's payroll middleware, it took me some time to adjust to the TMF Group payroll model," says Jodi. "A key turning point for me was realising how closely they [TMF Group] worked with my team. I didn't have to staff 500 people, because they had the right people there to help deliver the solution."

Jodi singles out these working relationships – and having one point of contact – as the game changers. "My TMF Group contact at the time got the right people involved. He came in really focused, listened to our needs and brought the best people on board, who made a real effort to improve the things that weren't working well. They supported us through a few hiccups in certain markets, and as a result, we have a bond now where we make things happen. For me, it's still about the people."

Another advantage of using the same platform in multiple countries was the consistent experience it provided for NTT employees. With the number of employees increasing from 15,000 to 55,000 during the acquisition, and a CEO whose number one priority was employee wellbeing, the standardised payroll model created a global sense of assurance and satisfaction. Payroll in the countries managed by TMF Group experienced fewer escalations than those managed by other vendors.

Since the Dell acquisition, NTT DATA has begun the process of merging four of its companies to become NTT DATA Inc. When Jodi was first appointed, they were operating in 46 countries; she is now responsible for a portfolio of 130 countries. TMF Group continues to expand the partnership with NTT and is the primary payroll vendor in 24 of these jurisdictions.

"TMF Group is always very open to listening to us and to being transparent, which is key. Working with the right people means we get proactive, top-quality support," says Jodi.



## Results

By outsourcing critical payroll services, NTT DATA has achieved the following results:

- Consolidated payroll operations across EMEA, APAC and LATAM into a single platform
- 100% compliance with local regulations and filing returns on time
- A more secure exchange of data through the cloud environment with TMF Group's payroll middleware
- Complete support for salary and statutory disbursements
- Efficient handling of local department audits within the scope of payroll
- Streamlined workflows have significantly reduced staff overheads
- Accurate and timely payroll processing provide a consistent employee experience



We make a **complex**  
world **simple**



## About TMF Group

TMF Group is a leading provider of critical administrative services, helping clients invest and operate safely around the world.

With more than 11,000 colleagues across more than 125 offices in 87 jurisdictions, all working to the same high standards of service and security, we provide our clients with local expertise where it is needed most. Our locations cover 92% of world GDP and 95% of FDI inflow.

We are a key part of our clients' governance, providing the accounting, tax, payroll, fund administration and legal entity management services essential to their success. We make sure rules are followed, reputations protected and operational compliance maintained.

Our global service model and technology platform put our clients in control of their portfolio of entities and global locations. The data insights we deliver keep them on top of emerging regulation, the status of their own activity and any points of risk.

We serve corporates, financial institutions, asset managers, private equity and real estate investors, and family offices. Our clients include the majority of the Fortune Global 500, FTSE 100 and top 300 private equity firms.

[www.tmf-group.com](http://www.tmf-group.com)

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