



**NTT DATA**  
Global IT Innovator

## **NTT DATA: Strengthening Corporate Culture and Employee Engagement with SuccessFactors<sup>®</sup> Solutions**

Counting 80% of Fortune 100 companies as clients, NTT DATA is a global IT service leader. It has expanded operations outside of Japan primarily through acquisitions and now has 75,000 employees worldwide. To unify operations after integrating multiple North American companies with disparate systems, NTT DATA achieved global HR management with SuccessFactors<sup>®</sup> solutions.





**Company**  
NTT DATA

**North American Headquarters**  
Plano, Texas

**Industry**  
Professional services – system integrations

**Products and Services**  
IT software development, managed information and communication technologies, data networks, and telecommunications services

**Employees**  
75,000

**Revenue**  
US\$13 billion

**Web Site**  
[www.nttdata.com/americas](http://www.nttdata.com/americas)

# Executive overview

## BUSINESS TRANSFORMATION

### Objectives

- Establish a consistent, performance-based culture
- Engage employees through clearly defined, cascaded objectives to drive optimal performance
- Establish a standard operating model to view and assess the talent pool

### Resolution

- Rolled out solutions from SuccessFactors, an SAP company, in North America, using the SuccessFactors Employee Central solution as the core system of record
- Engaged employees in goal setting and self-assessments to increase alignment of expectations and performance
- Tied compensation to performance based on quantifiable goals

### Benefits

- Actionable analytics, delivering meaningful information that helps shape employees' careers to align with market demands
- Wide adoption of SuccessFactors solutions through a single, simple, user-friendly HR platform
- Increased ability for HR to partner with business stakeholders

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# 3–5 months

Average deployment time for each platform

# 20,000

Users worldwide

# Higher

Self-assessment participation

“Markets are changing and we need to respond. Our clients' demands are evolving. With our SuccessFactors software platform, which we call Navigator, we are helping employees shape their careers in alignment with what the market is dictating.”

Megan Masoner, Senior Vice President, NTT DATA Inc.

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Business transformation

Future plans

# Establishing a global culture with highly engaged employees

As part of NTT Group, a US\$112 billion telecommunications and IT outsourcing services company, NTT DATA's portfolio ranges from business process and application lifecycle services to digital business and cloud services. Providing IT professional services optimized for a global stage, NTT DATA operates across 175 cities in 41 countries.

The core corporate value of building long-term client relationships reflects NTT DATA's commitment to high-quality delivery and client success. NTT DATA consultants pride themselves on bringing innovation to clients, helping build trusted relationships and allowing for continued growth.

As a professional services company, NTT DATA is focused on its employees and their continued growth. With several major acquisitions driving growth, the company saw the need for a unified workforce that was integrated operationally and culturally. With a fast-paced and innovative environment, employees are continually striving for new opportunities. NTT DATA recognizes the importance of helping employees navigate and accelerate their careers to achieve optimal performance.

"We are a people-based company, so managing our workforce is critical," says Megan Masoner, the company's senior vice president of human capital. "What we know about the future is that it's going to be more flexible, more collaborative, less stable, and more dynamic. We need to leverage all the talent in our organization to succeed in that environment."

Knowing that employee engagement is critical to success, NTT DATA was ready to start its human capital management (HCM) journey. Along the way, it wanted to measure the ROI of its technology and track how it was helping to bring meaningful transformation to the business.



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# Listening to its own advice

Managing disparate data and legacy systems proved challenging. NTT DATA wanted a solution that would serve as a core system of record to manage all employee data, as well as bring together goals, objectives, and performance management.

“NTT DATA has delivered and supported SuccessFactors as a solution for our clients, so the benefits were clear,” shares Masoner. “We had seen our clients and partners implement a solution that delivered meaningful change for their organizations. So for NTT DATA, it was a simple decision. We believed in the power of the product and were excited to deploy SuccessFactors software across the enterprise.”

NTT DATA selected SuccessFactors as its HCM solution provider and choreographed the rollout of the SuccessFactors Performance & Goals, SuccessFactors Compensation, including variable pay, and SuccessFactors Employee Central solutions.

By empowering its employees with the right tools, the company ensured that cascading goals and objectives were clear across all levels of the organization. With this strategy in place, NTT DATA managers and employees alike became more engaged with day-to-day HR transactions and with critical end-of-year assessments. Based on measurements, the company’s pay-for-performance model was transparent, and goals, compensation, and performance were linked in a very meaningful way.

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“We followed the same direction we give our clients: leverage your existing infrastructure, and supplement it with a proven solution that provides meaningful data to transform your business.”

Megan Masoner, Senior Vice President, NTT DATA Inc.



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# Managing talent today and into the future

In 2014 NTT DATA implemented SuccessFactors Performance & Goals for 20,000 employees in North America and throughout its India-based delivery centers in just under three months. This proved to be critical in successfully integrating employees from acquired companies that came into NTT DATA. SuccessFactors Performance & Goals brought together goals and objectives, offered a top-down single view of performance, and guided employees to optimal performance.

Next, the company launched SuccessFactors Compensation with variable pay to support its remuneration model. By aligning the compensation and performance solutions, NTT DATA was able to drive a pay-for-performance culture throughout North America and its India-based delivery centers.

In January 2015, more than 20,000 of these employees were brought into SuccessFactors Employee Central. The implementation took five months. With SuccessFactors Employee Central, NTT DATA employees can access key HR information from around the globe, freeing up time for HR managers and improving employee engagement with the company. "It was a huge opportunity for us to create a scalable platform for growth in our region by operating as one NTT DATA," says Masoner. "It is now our core employee platform. In fact, we relabeled it 'Navigator,' and it's going to be the platform that we build our HR analytics and core human capital metrics on in the future."

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"SuccessFactors is a game changer. Now we spend 10% of our time finding data and 90% of our time partnering with stakeholders on projects that move the business forward. For HR business partners, that's invaluable."

Megan Masoner, Senior Vice President, NTT DATA Inc.



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# Improving for the long term through innovative technology

The top-down, cascaded-goal process NTT DATA has adopted as its strategy to bring together different cultures and entities is already benefitting the company. There has been a strong shift in engagement, and employees are excited about using SuccessFactors solutions. "Our professional services teams are out in the field every day servicing clients," says Masoner. "With SuccessFactors solutions, they are able to access their employee information and process HR transactions with minimal impact to their schedules."

After quickly achieving success with the new systems, NTT DATA plans to deploy additional SuccessFactors solutions for analytics in the future, as well as solutions for recruiting and onboarding. Masoner concludes, "As we go through acquisitions in the future, Navigator, based on SuccessFactors solutions, will help ensure we can quickly roll together our talent and manage it as a single global workforce. It will be pivotal in our journey."



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