ZOHO EX APPS REVOLUTIONIZE RECRUITMENT AND EMPLOYEE WORKFLOWS AT SNGULAR TO DELIVER VALUABLE EFFICIENCIES AND DATA ANALYTICS

DOCUMENT # 3SIAI2311

What You Need to Know

Growth through expansion and, in particular, mergers-and-acquisition (M&A) transactions continues to be a fundamental business objective for businesses across all sectors and industries. In 2021, M&A activity totaled $5.9 trillion globally, breaking previous records. According to market experts, despite a drop in the first half of 2022, pre-pandemic numbers are returning.

The rewards of growth by acquisition are considerable, particularly if broadening your services and product offerings becomes a key differentiator, thereby putting you in a much stronger position in the market. However, there are several considerations around expansion through M&A that can cause issues for companies during the integration phase and beyond. This Analyst Insight focuses on the scalability of your resources, especially around employee acquisition and workforce management.

3Sixty Insights is keenly aware that issues ranging from recruitment operations to methods of inter-company communication are genuine and significant challenges that can derail or blunt the full business potential of integration—for all parties involved. Consequently, having the correct tools to offset any of these challenges is imperative. This report examines the pitfalls facing organizations when they experience consistent and rapid growth and why one company, the Spain-headquartered global IT services firm Sngular, chose to partner with Zoho to alleviate these concerns.

Unifying, Streamlining Ecosystems for Efficiencies

As an organization grows, and even more so during hypergrowth or M&A, one of the fundamental challenges is managing the ever-increasing business areas both externally and, critically, internally. As Borja Roig, cross-border business director at Sngular, acknowledges, "You get focused so much on delivery that some of the other areas or functions get overlooked, placed on the back burner. But then you realize that to deliver and meet customer expectations and organizational requirements, you need to pay attention to all business areas." In short, focusing solely on growing customers will only succeed if you invest time and resources into all the other business functions, such as human resources (HR) and workforce management (WFM). The best approach to implementing a solution is to deploy enterprise software across your entire organization.

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AT A GLANCE

Solution

Zoho Corporation

Research Participant

Sngular

Synopsis

The Spain-headquartered IT services firm Sngular deployed Zoho to replace legacy homegrown solutions. In doing so, the firm has benefitted from a better view into the business, brought much-needed order to its bookkeeping and finances, and equipped recruiting with greater agility and scale. All these outcomes greatly accommodate and streamline Sngular's rapid, continuing global expansion.

During a time of accelerated growth, the leadership team at Sngular concluded that to continue operating with its existing conglomeration of software and fragmented processes was no longer a viable option. As Roig says, "Our global CFO recommended implementing enterprise resource planning (ERP) software. Our current model, which happened somewhat ad hoc as the organization grew, was a mix of customized software systems and was not readily scalable." Operating with a plethora of systems, each requiring separate and differentiated training and development, amplifies the need and justification for a single global solution. The push for a single model is further heightened by the increase in onboarding volumes, again a common theme during rapid growth whether through M&A-stemming or organic activity. A failure to fully comprehend the challenges this poses and to plan and prepare for a solution is a leading contributing factor in M&A failures.

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Optimizing Workforce Potential

Regardless of the size of your company, getting the right people and the correct number of them is always a number one priority. When an organization grows, what exists is typically a patchwork of customized HR processes that align with either geographical locations or existing operations. This fragmentation creates a large volume of unstructured data coupled with a mass of disorganized processes that make it hard to unravel and streamline. Ultimately this lack of cohesion creates problems caused by the dearth of information and inadequate reporting. HR teams cannot identify areas for change or where the bottlenecks exist or how to measure the process's impacts.

What addresses these recruitment challenges is a comprehensive and unified application tracking system (ATS). It can be hard to keep your recruitment methods and tools continuously evolving as you grow, Roig explains. "Yes, one of the areas that we wanted to look at was our recruitment system. As we reviewed and assessed the tools available on the market, we realized that part of the success of all these tools is, are you willing to adapt your processes to the tool? When it's very different is when all the nightmares start. I wanted to be sure that we were choosing a tool that would work how we wanted to have our recruitment process implemented."

To meet this demand, Sngular initially opted for Zoho Recruit, later adding Zoho Books, online accounting software that manages finances, automates business workflows and helps organizations to work collectively across departments, plus Zoho Expense. Zoho Recruit streamlines the recruitment pipeline and enables enterprises to deliver a great candidate experience and attract the best talent. Functions range from offer letter management, candidate sourcing,

About Zoho Corporation

With more than 55 applications in nearly every major business category for the enterprise, Zoho Corporation maintains U.S. headquarters in Austin, Texas, and international headquarters in Chennai, India. Zoho is privately held and employs more than 12,000 in staff.

and resume parsing, to an ATS and onboarding. Leveraging Zoho Recruit, Sngular has the tools to publish job openings, source candidates, assess resumes, and manage interviews.

Roig proposed Zoho Recruit because the employer already had some experience with it: one of the companies Sngular acquired was using the solution. When it came to deploying across the entire organization, a team that included key stakeholders, such as HR leaders and Sngular's head of organizational excellence, investigated multiple options before selecting Zoho. "What makes Zoho an excellent fit for Sngular is its simplicity," says Roig. "It makes untangling the labyrinth of existing HR practices and workflows and migrating the data into one very manageable platform effortless."

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Core HR and expense tracking play into this theme of simplicity at Sngular, too. And timing is crucial. It is preferable to have these tools in place as enterprises grow. That is why it is hugely beneficial if, once a decision is made, the deployment is fast.

"The implementation was fairly straightforward. With Zoho Recruit, we now have the technology to implement a more efficient hiring process and, critically, attract the correct talent in today's labor-tight market. It has flexibility and customization capabilities — especially around giving us the ability to move candidates around to different roles that we need to fill and keep track of all the interactions that we have with the candidates, no matter the position. That's completely new for us and has been phenomenally beneficial."

Realizing the Power of Data

A challenge for an organization like Sngular is that its business model is based on project management and billable hours. Consequently, the business was looking for a solution that would enable the managing of a varied accounting and invoicing system. To ensure optimization of its entire global operations processes, Sngular elected to deploy not only Zoho Expense and Zoho Books (as mentioned), but also Zoho People and Zoho Analytics. Zoho Books allows the business to have different instances of the whole books, with each country now operating with its own Zoho Books. Meanwhile, in Spain and in the United States, Sngular is using Zoho Expense, which gives the firm a single source of expense reporting. With Zoho People, Sngular has created a workflow to ensure all data is located in one location for more significant analysis, yielding valuable workforce insights. Moreover, the use of Zoho is simplifying employee time and attendance and provides Sngular a more accurate and current view into employee absences and time-off requests.

Leveraging Zoho's suite of tools is transformative for companies like Sngular, who can now access in-depth reporting and analytics, which

People Data Priorities

Crucially, organizations want access to data and information around their number one operating expense, which is their people. While typically, organizations will function with predetermined key performance indicators (KPIs), often, the data generated is myopic or takes inordinate time to be gathered and collated. Yet organizational leaders recognize and appreciate data such as revenue, costs, time lost, and KPIs' pivotal role, especially during integration and growth. Therefore, having a tool that imbues KPIs with greater breadth, depth and accessibility is invaluable. What is essential is access to information displayed on dashboards so that the data is consumable and transferable and offers insight on a granular level and by the different areas of the organization.

in turn offer a much more accurate and insightful view of how the entire business operates. In addition to the overview landscape, the firm has details at the granular level to evaluate any specific type of team that works together across multiple areas or regions. Sngular can use this information to optimize its workforce.

"Zoho has helped us to move from having isolated applications to having a single platform," says Roig. "We can now analyze all our global information holistically."

"With Zoho, we have a much better vision of what is going on inside the company through data," says Roig. "And, I will say, we have become a more data-driven company than we previously could be."

Continues Roig, "Zoho has helped us to move from having isolated applications to a single platform. We can now analyze all our global information holistically, which makes the process easier, and means that we can identify blocks or potential blocks and address them before they become an issue for existing or onboarding customers."

Looking Ahead at Sngular with Zoho: Focus on the Employee Experience

One of the most exciting trends in business operations today is a collective shift toward a more employee-centric approach. Whereas historically, the focus was always on the customer, today, we are seeing a greater emphasis and attention on the employee experience. And it starts from the very beginning, from that first point of contact right through the recruitment and onboarding phases and follows the employee as each is encouraged to progress professionally with learning and development opportunities. Sngular is a proponent of such an approach and invests heavily in its workforce. The employer understands that when employees are satisfied, being happy translates to a much better customer experience. Zoho shares this philosophy and understands that organizations today want to focus on continually improving their workforce. However, to do so in a managed and strategic way, particularly as an organization enjoys rapid growth, requires a suite of tools that incorporates the technology to enable enterprises to capture employee data and track performance and development. Sngular hopes to utilize other Zoho capabilities to deliver this across a global enterprise as the company continues to foster and promote a culture that supports professional growth and positive wellbeing.

Breaking Molds to Enable Future Growth

Prior to Zoho, Sngular's own IT department had developed several homegrown solutions. These on-premises installations facilitated a great deal of customization. In the past, organizations with on-premises solutions often opted for excess customization rather than replacing a system no longer fit for purpose — resulting in complex processes and workflow.

The arrival and evolution of cloud technology has long changed all this. Easily configurable, the cloud offers enterprises a solution, a way to rethink their workflow and processes, and figure out exactly how streamlined they can be regardless of the size and scope of the company.

Replacing fragmented systems with a single unified suite reduces the opportunity for inaccuracies or errors caused by data movement. Having all this in the cloud and the ease of upgrades and deploying additional Zoho applications reinforces and heightens the flexibility and suitability of Zoho for Sngular as it expands into new geographies.

"When we look behind us," says Borja Roig, the cross-border business director at Sngular "we realize just how far we have come and that we are in a much better position now."