



# Case Studies: Enlace Operativo

Outsourcing Services Provider



**Company:** Enlace Operativo  
**Employees:** Licenses + 3,000  
**Presence:** Latin America  
**Web:** [www.enlaceoperativo.com](http://www.enlaceoperativo.com)



Juan Guillermo Arango Hurtado,  
Gerente Técnico de Enlace Operativo



Carlos Augusto Castro Angel,  
Gerente General de Enlace Operativo

## ABOUT ENLACE OPERATIVO

Enlace Operativo is a company providing outsourcing services. It is perhaps the most important group in Colombia, with a 7% share of the country's GDP.

It is the most recent company created by the "Grupo de Inversiones Suramericana, Suramericana y Protección"—a 21st century company dedicated to payroll outsourcing processing services.

## THE BEGININGS WITH META4

Enlace Operativo started working with Meta4 with quite a different product from payroll management, one for automated management of social security contributions in the country. But the second product they took on was Payroll Outsourcing.

"With this product we were fortunate to have such a

supportive strategic partner like Meta4 PeopleNet, a software which has been widely accepted among the portfolio of our clients and we believe offers a solid foundation for future company growth in this line of business", said Carlos August Castro, the Managing Director of Enlace Operativo.

"We have have very large installations. We already have an operations center that can hold 1,500 employees and serve clients in Columbia and soon throughout all of Latin America."

Thanks to the strategic vision of Enlace Operativo, the company can extend reach to other countries in Latin America and they want to do it through Payroll Outsourcing.

## EVALUATION OF POTENTIAL VENDORS

"We started to select the potential vendors of the

software tool for supporting the service", said Carlos Augusto, "We found that Meta4 PeopleNet ranked very well in whichever study we looked at from around the world. That was when we started to look towards Meta4 as the right ally for us."

"When we also studied the possibilities for extending reach to other countries in Latin America, we found that the standards that Meta4 already supported allowed us to align with the corporate vision. We then started dialogue and finally settled negotiations to the benefit of both Meta4 and Enlace Operativo. That marked the beginning of the strategic alliance."

### HURDLES IN OUTSOURCING IN COLUMBIA

In the early days, Enlace Operativo faced significant challenges in Columbia because the notion of Payroll Outsourcing was not popular with managers in the country.

The Managing Director of Enlace Operativo commented, "In our business activities, we found that there are still managers who are not naturally receptive nor comfortable with the idea of payroll outsourcing."

That is why considerable effort was vested to position outsourcing as a strategic management tool, and this way managers could, "Understand that when they hand over payroll, they are not giving something away they shouldn't. Quite to the contrary, by entrusting the payroll process and operation to a specialist company, they can better focus on their business."

**“For us it has been vital to be able to say to a client that we are backed by one of the best human resources and payroll management software products to be had worldwide.”**

For Carlos Augusto Castro, the payroll processing service they offer their clients is extremely important. "When we manage to win a company account and we can maintain a long term relationship, we leverage huge benefits for the client. In particular, we enable them to concentrate on their business itself, while letting a specialist to take care of such core issues like payroll. This is perhaps our unique selling point".

"Today, we deliver our clients good results, great benefits and as the relationship consolidates, we see that profitability increases for them just as much as they do for us as service providers."



To close, the Managing Director of Enlace Operativo believes it is crucial "to have a strategic partner like Meta4 for the company. It is our trump card when we approach a client. It is a support from the point of view of brand image, of the product... For us it has been vital to be able to say to a client that we are backed by one of the best human resources and payroll management software products to be had worldwide."

### CHOOSING META4 PEOPLENET

Enlace Operativo was in the process of setting up the company, while at the same time searching for the right tool for this service. They assessed several high-ranking options over 6 months in both the Colombian and Latin American markets.

"We chose PeopleNet because we had very specific requirements when searching for the software," stated Juan Guillermo Arango Hurtado, the Technical Director at Enlace Operativo. "Firstly, it had to be a software that could address several geographies and legislations across several countries. Secondly, it had to be adapted to the Colombian legislation. And thirdly, it had to be web-based. This left us with a rather short list of possibilities, one of which included Meta4. In a nutshell, it was the best fit complying with all these requirements which would allow us to carry out our business plan."

"We chose Meta4 on these three grounds—a top class software, adapted to many geographies, and adapted to the Colombian legislation, in addition to being web-based. This was a mandatory requirement."

A "user-friendly" tool that was easy to adapt was also needed. One that could offer services to other clients. And by implication, one that was customizable, adaptable and could be personalized to the needs of each of the clients.

## THE FIRST IMPLEMENTATION PROCESS

For the first implementation process, Enlace Operativo came to an agreement with a company to be the "pilot" for the payroll product. For Guillermo, "it was a complicated process but it allowed us to acquire complete knowledge of the tool."

"This process took us about 5 months, it was our first client we implemented. Thereafter the process has been much more fluid. Our implementation is now on average 3 months. However we have some clients where we only needed 15 days to implement, I think that is the most successful case we have on record. And with other clients we have implemented in slightly more time. That all depends on the complexity of each of their payrolls."

**“We chose Meta4 on these three grounds—a top class software, adapted to many geographies, and adapted to the Colombian legislation, in addition to being web-based. This was a mandatory requirement”.**

## THE TOOL

"It is a tool I think has made the work easy," said the Technical Director of Enlace Operativo, "We have achieved productive improvements in the service rendered."

"We can say it was a rather complex and slow process at the beginning. But now we have achieved our targeted levels of productivity with the tool. And that gives us much assurance, not just to us as company managers but also to the people who are operating the tool every day."

## EMPLOYEE SELF-SERVICE

"Our clients really use the tool to view the paylips, make holiday requests, etc."

Enlace Operativo has put the tool at the disposal of their clients so they can access via web. "The are

kept quite satisfied. We give many companies the opportunity to access this state-of-the-art technology via our service and web page."

## THE FUTURE: EXTENDING TO OTHER PEOPLENET MODULES

"We are currently looking at all the modules of the human resources management tool," said Juan Guillermo Arango. "The plan is to make the most of this. First for us, Enlace Operativo as a company, and then offer the service to our clients to give them access to all the modules for human resources management. "

"Our idea is to leverage the tool completely. Today we are in the middle of studying the tool to acquire the knowledge that will allow us to undertake the implementation for Enlace Operativo as a company, but this will eventually become the pilot for offering this service to our different clients."

Just like the Managing Director, Juan Guillermo believes "The alliance with Meta4 has been quite significant. When reaching out to clients, its important to do so with a best-of-breed brand like Meta4. Although Enlace Operativo is well recognized in the market here, Meta4 is giving us all the experience and background in payroll processing and implementation with their PeopleNet brand."

