

CASE STUDY • PEOPLE MATTERS INFINI-T AWARDS INDIA 2026

From Fragmentation to Foresight: Eight Systems Into One Source of Truth

Cars24

Infini-T Awards Category: Enterprise HR Consolidation and Integration Intelligence



Executive Summary

Cars24 is a fast-scaling Indian unicorn with a pan-India multi-entity presence now moving into global markets. Its **6,897 people** sit across **9 legal entities and 60 business units** in India, the UAE, and Australia, and the workforce is genuinely blended: corporate, business support, business frontline, and technology, spanning automotive retail, financial services, and an AI and technology platform business. A multi-entity, multi-vertical, fast-scaling company with a workforce that varied is one of the harder places to prove integration intelligence.

6,897 Employees across 9 entities and 60 business units	8 → 3 Legacy HR systems, consolidated	2 → 17 Live integrations to the enterprise stack	100% Employee adoption on Darwinbox
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Before Darwinbox, recruitment, onboarding, payroll, asset management, and performance ran on **8 separate systems** that did not talk to each other. Employees juggled multiple logins for simple tasks. HR spent more time reconciling data than acting on it. Leadership was not short on data; it was short on decisions, because no single system could assemble the full picture fast enough.

Today the entire hire-to-retire journey runs on one platform: **8 legacy systems down to 3, integrations up from 2 to 17, 130+ workflows live across 3 countries**, and **100% of employees active on Darwinbox**. A single quarter now carries 63,123 attendance requests and 80,584 leave requests through the platform with nothing left pending in a queue.

What makes this story worth telling is that Cars24 did not get there on the first attempt. The first implementation stalled, the company walked away to build in-house, discovered the cure was worse than the disease, and came back to consolidate everything into a single interface. **The transformation was not technical. It was the decision to stop customizing and start consolidating.**

130+ Workflows live across 3 countries	63,123 Attendance requests in a single quarter, none left pending	400 to 500 Employees onboarded a month, now 100% digital
Many → 5 Leave policies, consolidated into one unified framework	711 → 1 Designations, consolidated to one: “Builder”	

Eight Systems, None of Them Talking

Cars24 does not run one business. It runs automotive retail, financial services, and a technology platform, across 9 legal entities and 60 business units, in three countries. Every one of those verticals hires differently, pays differently, and measures performance differently, and for years each had accumulated the tooling to match.

Recruitment and onboarding ran on spreadsheets and in-house tools. Core HR ran on a legacy HRMS. Payroll, assets, and performance sat elsewhere again. Nothing was integrated, so the same employee existed several times over, slightly differently, in several places at once.

Where fragmentation was costing the business

The challenges faced by Cars24	The consequence it caused
Multiple systems meant multiple logins	Employees and HR wasted time navigating disconnected platforms to complete simple, everyday tasks, adding friction to basic transactions across the organization
No single source of truth, data fragmented across systems	HR spent more time reconciling and cross-checking data than acting on it, while inconsistencies eroded trust in the numbers being reported
No real-time, unified visibility for leadership	Strategic decisions were made on lagging, incomplete information instead of live data, slowing the speed at which leadership could respond to workforce needs
Hard for HR to consolidate data and build dashboards	Reports took days instead of minutes to compile, and arrived already out of date, turning strategic decisions into reactive ones

One Interface, Not Infinite Customization

The second time, the question changed. Not how do we make the platform match our processes, but which of our processes actually deserve to be different. Darwinbox was positioned as strategic infrastructure and the single source of truth for the complete hire-to-retire journey, and everything else was made to connect to it rather than compete with it.

What runs on the platform

Layer	What is live
Core lifecycle	Core HR, Time Management, Talent Acquisition, Onboarding, Performance Management, Payroll Managed Services
Service and listening	Helpdesk, Chatbot (ESA), Surveys
Intelligence	People Analytics, AI capabilities, Studio
The integration layer	17 live integrations including G Suite, TransUnion (CIBIL), Equal, Pluxee, Refyne, PolicyBazaar, Amber, Qapita, Leegality, AI Interviews, LMS, the Holiday Inspection and Visit apps, and in-house tools

The integration count is the tell. **Two integrations became seventeen**, which is what consolidation actually means in an enterprise this varied: not fewer capabilities, but one place where they all resolve.

What Changed, Process by Process

1.

Recruitment to payroll, without the re-keying

Employee profiles were once created manually on the platform from another ATS, and compensation was updated by hand, which is exactly where errors entered payroll. Now employee records are created automatically from the recruitment module using the data recruiters and stakeholders already entered, and payroll is **synced directly from the recruitment module**, so the number that was hired is the number that gets paid.

2.

Onboarding, fully digital at volume

Cars24 onboards **400 to 500 people every month**. That once meant physical form-filling and manual background-verification follow-ups for every one of them. It is now **100% digital**, end to end.

3.

Self-service instead of email

More than **20 DIY workflows** let employees make their own shift, manager, and location changes and request a salary advance without writing to HR. Across the platform, **130+ workflows** are live across three countries, spanning desk and frontline populations.

The number that was hired is the number that gets paid.

4.

Leave policy, consolidated

A company assembled from multiple businesses had accumulated the leave policies to match. Working with the Cars24 team, the overlapping set was rewritten into **five unified leave policies**, with optional-holiday requirements accommodated inside them rather than bolted alongside. Policy complexity fell and leave governance became one framework instead of several. Go-live achieved.

5.

Volume the platform carries without a queue

In a single quarter the platform processed **63,123 attendance requests**, of which 91% were approved and **none were left pending with an approver**, alongside 80,584 leave requests and 1,028 confirmation workflows. Consolidation is only worth anything if the single system can take the load the eight could not.

6.

Listening that reaches the frontline

Engagement surveys used to run outside the platform, and frontline participation showed it at **55%**. Run on Darwinbox, the Voice of Autonauts survey reached **roughly 71% coverage overall, with frontline participation at about 82%**, the group hardest to reach and the one that moved most.

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Turnaround, Transformed

Process	Before Darwinbox	After Darwinbox
HR systems in use	8 legacy systems, none integrated	3, with the hire-to-retire journey on one platform
Enterprise integrations	2	17 live
Leave policy framework	Multiple overlapping policies	5 unified policies, live
Employee record creation	Manual creation from a separate ATS	Automated from the recruitment module
Payroll compensation	Manually updated from a separate ATS, error-prone	Synced directly from the recruitment module

Process	Before Darwinbox	After Darwinbox
Onboarding	Physical forms, manual BGV follow-up, 400 to 500 a month	100% digital at the same volume
Frontline survey participation	55%, run outside the platform	About 82%, run on Darwinbox
Attendance regularization	Managed outside a single system	63,123 requests a quarter, 91% approved, 0% pending
Mobile access	Not a default	95% of new joiners download the app
Leadership reporting	Days to compile, outdated on arrival	Real-time and unified

Eight systems became three. Two integrations became seventeen. And every single employee is on the platform.

The Day Everyone Refreshed the Same Page

The clearest proof that a platform has become the system of record is what happens on the day the stakes are personal.

Cars24 published performance ratings for the year on Darwinbox and nowhere else: no email, no letter, no manager reading them out. Around **5,000 appraisal letters** were generated in-platform. On publication day, people were not waiting on an inbox or a manager's desk drawer. They were opening Darwinbox, and opening it again, because it was the only place the answer existed.

The ratings still live there, and recruiters can see them when a former employee applies to come back. **A platform becomes infrastructure the moment it is the only place worth looking.**

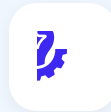
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Why Cars24 Stands Apart with Darwinbox



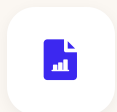
Succeeded by refusing to stop

Most organizations implement a system and move on. Cars24 treated implementation as a work in progress rather than an event, through multiple iterations and several attempts at getting configurations right. It did not succeed by getting it right the first time. It succeeded by refusing to stop until it did.



Discipline, not scale, is the hard part

Through every iteration the constant was that employee experience came first. Decisions were not made for HR's convenience or system simplicity, but for what would work for the person using it every day.



Integration intelligence in the hardest environment

Nine entities, 115 business units, three countries, three different businesses, and a workforce that runs from frontline retail to AI engineering. Proving consolidation here is worth more than proving it in a single-function company.



Proven to scale before the scaling started

Three new entities were onboarded after implementation, and the platform absorbed them rather than becoming another thing to manage. The roadmap goes deeper into the data rather than wider into tools.

In Their Words

“For us, the real power of AI is not replacing human capability, but amplifying it. At Cars24, we are using intelligent technology to simplify work, personalise experiences, and empower every Autonaut. Our transformation has created one connected ecosystem driven by data, automation, and real-time insights.

The future belongs to organisations that combine digital intelligence with human empathy. That is the future we are committed to building at Cars24.”

Gaurav Saxena • Cars24

CONCLUSION

The Benchmark It Sets

For a while, Cars24 was proof of the thing it was trying to fix. Recruitment on spreadsheets, core records on a legacy HRMS, payroll and assets and performance somewhere else again, eight systems that had never been introduced to one another, and one employee existing several times over in slightly different forms. HR reconciled instead of deciding. Leadership had every number and no picture. And the first attempt to fix it made it worse, because the answer looked like more customization and more tools, and it turned out to be neither.

What changed was not a feature. It was a decision to stop asking the platform to look like Cars24's processes and start asking which processes deserved to survive. **Eight systems became three. Two integrations became seventeen.** The hire-to-retire journey, from a recruiter's first entry to a final settlement, now runs in one place, across **9 entities, 60 business units, and 3 countries**, and every single employee is on it, carrying 63,123 attendance requests and 80,584 leave requests in a single quarter with nothing stuck in a queue.

The number that says the most is not an adoption figure. It is **711 designations becoming one**. A company that had fragmented every system it touched went looking for a single source of truth and found the discipline to define itself in one word: Builder. Consolidation stopped being a technology project somewhere along the way and became a way of thinking.

And the proof arrived on the day it counted, when 5,000 appraisal letters were published on Darwinbox and nowhere else, and 6,897 people knew exactly where to look. That is the difference between a system people are told to use and a system people turn to.

This is the standard Cars24 sets with Darwinbox: HR that stopped reporting the past and started shaping what happens next, built by a company that got it wrong first and refused to leave it there.