Zoho One

The Operating System for Businesses

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Zoho is a privately-owned technology company that was founded in 1996 as Adventnet, Inc. and has quietly evolved into an ambitious global player that serves the SMB and enterprise markets with cloud applications. The company offers a suite of more than 55 business, collaboration, and productivity applications. These include applications for CRM, project management, finance, human resource management, analytics, and support.

The company is headquartered in Chennai, India. It has eleven offices in India, five in the United States, and has offices in Brazil, Canada, Mexico, Australia, Japan, Singapore, China, Egypt, South Africa, United Arab Emirates, Germany, and the Netherlands. Offices in France are in preparation. Zoho has more than 18,000 employees as of early 2025. Zoho is present in more than 150 countries with more than 900,000 customers and 130 million users.

Zoho is led by CEO Mani Vembu, who took over the company's helm in January 2025. Being a privately held company, Zoho is not obliged to, and does not publish revenue or profit numbers. However, the company has a track record of profitable growth that is well in the double digits with an annual revenue that exceeded $1bn US in 2022.

The company manages its growth organically, i.e. without acquisitions. All applications are built by Zoho, using one single hard- and software stack. They are deployed and delivered via Zoho owned data centers in the United States, Canada, Europe, India, Saudi Arabia, Japan, China, and Australia. Following this unique approach, the company has built a solid platform with a unified data model that allows it to grow and deliver software at high speed.

Core values of Zoho include corporate self-determination, privacy as a principle, and a commitment to delivering high value.

Zoho One

Zoho aspires to deliver the operating system for businesses with the goal of driving customers' margins by unifying business operations on one single technology platform. The most important part for delivering this vision is Zoho One.
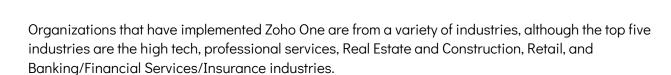
Zoho One is Zoho's premier bundle of business applications. Currently, Zoho One consists of around 55 applications that support sales, marketing, email and collaboration, helpdesk and customer support, finance, HR, analytics, and business processes. Of these, customers use on average 22.

Zoho One can be licensed as an all-in-one platform but also be part of a journey that starts at first licensing one application, then more and then moving to Zoho One directly or via licensing one of the other suites (such as CRM+, Projects+, Finance+, or Workplace, and others).

The most used applications in Zoho One are CRM, Analytics, Books, Meeting, and Workdrive.

At the time of writing this, Zoho One has around 75,000 customers, which makes it Zoho's most popular product. The largest customer has around 32,000 employees. Customers are distributed worldwide in more than 160 countries, with the highest numbers in the United States and the European Union.

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Organizations that have implemented Zoho One are from a variety of industries, although the top five industries are the high tech, professional services, Real Estate and Construction, Retail, and Banking/Financial Services/Insurance industries.

On November 18, 2025, Zoho announced many enhancements to the suite. The enhancements are focusing around three key areas:

- Experience

- Integrations

- Intelligence

The biggest enhancement in the experience category is that Zoho essentially removes the boundaries between the 55 apps that are part of the suite with a concept that the company calls "spaces". The objective of spaces is to unify parts of the overall user experience and thereby increase user productivity. A space groups a number of apps that are relevant for one or more purposes via a horizontal toolbar. It provides users with apps that are necessary to achieve business objectives in one single place. Spaces can be personal, e.g. for increasing one's individual productivity, organizational, or departmental. Zoho delivers a number of customizable spaces. Customers can create their own spaces to better serve their needs and processes.

Similar to this, boards remove analytical boundaries between the apps. A board is essentially a dashboard that can work across data from different applications. A good example for this are tasks, that can live in different applications and that can be brought into one single UI that allows contextual filtering via a board.

Similar to the boards, and to further facilitate the navigation and use across Zoho One, Zoho implemented an action panel and a quick navigation option, with the action panel aggregating action items across apps and the quick navigation speeding up navigation across applications.

Last, but not least, Zoho added Vani to Zoho One. Vani is a visual team space that enables teams to collaborate on documents and tasks.

On the integration side, Zoho now offers a view into all Zoho-to-Zoho integrations in one spot and offers to unify application-specific portals into one single portal that offers a central workplace across them. This portal covers Zoho applications, external applications, and custom-built applications. In addition, Zoho offers what the company calls pragmatic integrations. Pragmatic integrations allow to centrally configure integrations across Zoho One to external services, with domain verification being the first example. Last, but not least, Zoho introduces "outcome-based" integrations, which are basically cross-application workflows. With outcome-based integrations, customers can create cross-application workflows via a Zoho-provided wizard. This wizard takes care of the backend integrations while customers can concentrate on achieving the outcomes they want to see. This gets supported by an MCP server that exposes around 200 Zoho and third party apps ready to act as agents and MCP clients.

In addition, Zoho unifies intelligence across Zoho One. AI capabilities across the apps are now available via Zoho One. Zia Hubs got enhanced to get its own space in Zoho One and supplementary

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workflows that make company data utilized. Zoho's Ask Zia will soon be available in the bottom toolbar, allowing prompt-based searches across apps and providing contextual intelligence to guide decision making.

Last, but not least, Zoho added a number of more technical enhancements, ranging from enabling customer-defined encryption, directory stores, cloud LDAP, cloud RADIUS and more.

Analysis

Zoho positions Zoho One as the operating system for businesses. While this is a bold statement, it was already largely true before this release. Still, since 2023, Zoho One has evolved a lot in terms of breadth and depth of its functional coverage without Zoho making much fanfare about it. The increasing number of customers (75,000, up from around 40,000 in 2023) and the fact that customers on average use 22 of its applications now are testament to the suite's success. Zoho One certainly hits a sweet spot, also with its attractive pricing.

This success was largely the result of the ongoing work in the more than 50 applications that the suite consists of, while the Zoho One layer contributes to their ease of procurement, access, and administration. The breadth and width of Zoho One shows customers right from the beginning that Zoho is serious about two things: creation of value for customers and being a long-term technology partner for them.

Zoho One takes up an immense task right from the beginning. This task is combining fast decentralized innovation with creating a consistent solution. Challenges of this task include possible inconsistencies between the user interfaces of the contained applications and sometimes the need to configure the same "object" repeatedly, and a less than strategic integration approach. Integrating AI into the suite as opposed to its contained applications is more difficult.

This release of Zoho One takes all this heads-on, demonstrating Zoho's ambition to break down application silos and provide users as well as administrators with the right data and the right tools as easy and quickly as possible with some smart solutions.

Spaces reduce the necessity for context switches by giving customers the ability to organize applications in contextual groups. Spaces are similar to browser tabs, so that users can accomplish their jobs with familiar applications that are contextually organized in a familiar way. Along with the new unified portals, boards, and outcome-based integrations, spaces are therefore an important tool to make users' work across different applications far easier. Spaces reduce the need for switching context because the relevant apps are available within a space. The same is true for a unified portal, which can even extend outside of the Zoho application universe. As a result, the applications in Zoho One appear even more as parts of one single system, increasing user productivity and reducing administrative effort.

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Similarly, on the integration side. Most companies that pursue a best-of-breed strategy have lost the overview of which applications integrate with each other and how, long ago. In addition, integration is an expensive task. Zoho One from the beginning has a big advantage here by making integrations between applications effortless. With the new administration panel, Zoho makes it even easier for administrators to keep an overview and manage integrations by offering one centralized hub. Powered by Zoho Directory and Zoho Flow, the administration panel allows admins to manage Zoho-to-Zoho and Zoho-to-third party integrations easily. Together with the pragmatic integrations that help them avoid repeated configuration efforts, this is a powerful tool for Zoho administrators.

The concept of outcome-based integrations, which basically are cross-application workflows, rounds it off. Supported by the unified database that Zoho One offers and Zoho's AI capabilities, this is an additional strong tool in the quiver of administrators, enabling them to create cross-application workflows even easier than now.

Next to the UI harmonization, another very important foundational aspect of a suite is having an AI that works across its constituting applications, instead of offering one AI in each application. Users need their AI to supply contextually relevant insight (and increasingly, action) wherever they are in their workflows. And the relevant data that the AI needs to be helpful rarely originates from one single application, but from multiple ones. With its complete ownership of the software stack that includes the ability to tap into every application's data store, Zoho AI provides users with the contextually relevant insights they need. This can be done with Zia LLM or any other of a number of LLMs that can get connected to Zoho One via Zoho's AI Bridge.

Last, but not least, security and privacy are an integral part of Zoho's DNA and therefore of Zoho One, powered by Zoho's integrated security stack. This now gets bolstered by the leading capabilities of Zoho Directory. As I have written in my report on the Zoho Integrated Solutions Stack, the breadth and width of Zoho's security stack, which Zoho One bases on, has probably only one vendor that can match its capabilities.

In a nutshell, what Zoho offers in UI- and technical integrations with this release of Zoho One makes the lives of users and administrators far easier by building on the strengths of a deeply integrated suite over best-of-breed applications. Spaces, unified portals, and outcome-based workflows reduce user friction. New and revamped admin tools like the admin panel and a deeper integration with Zoho Flow speed up administrative work securely.

With the help of Zoho's MCP server, Zoho One already now can be exposed as a set of agents or consume third party agents. Zoho One shows the future of what a business suite actually should look like as a set of applications that are deeply integrated to offer the services that users need and that can be easily configured and extended by admins to achieve business outcomes using AI.

This release is an important and big step into the right direction. it makes users' and administrators' lives easier by offering smart solutions that solve imminent challenges.

Zoho One is a strong and secure suite that covers most of the business value chain. It is a good fit for businesses in a range from SMB to enterprise due to its broad and deep scope, it's usability and its ease of administration.

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And the best of it? There is no change in pricing. The price for Zoho One remains at $37 per user and month. Because of this, even if only some of its applications are used, Zoho One can not only increase the productivity of users, reduce the load on administrators, but also reduce budget pressure by lowering overall subscription and ongoing integration and maintenance costs. Category leaders might be more powerful than each individual Zoho application, but do you really use them to their fullest? Harmonization and suites trump best-of-breed. This is particularly true for Zoho One.

SWOT

Strengths	Weaknesses
- Zoho One becomes even more of a federated application as opposed to a confederation of applications - The far more harmonized UI allows users to do their jobs with significantly less context switches, resulting in personal productivity gains and likely increased satisfaction. - Administration tasks get more centralized, reducing the burden on admins - Deep integration between applications - Zia AI is embedded throughout the suite - World class privacy and security built-in by design - Transparent and attractive pricing	Some remaining UX inconsistencies throughout the apps
Opportunities	**Threats**
- The integration hub should be extended to show the integrations and their mappings on object and field level - Further modularization of the apps and harmonization of the business objects	Competitor's acquisition strategies might out-compete Zoho's organic growth strategy by enabling faster delivery of desired functionality

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