

AN Ignition CASE STUDY

SOLVING THE  
**ONBOARDING  
CHALLENGE**

Scaling a Venture-Backed Startup  
Speedily and Securely



At our client's request, we've changed all names in this article, to protect their brand while writing honestly about their business challenges.




In this paper, we use “MDM” to refer to both Mobile Device Management and Enterprise Mobility Management (EMM) platforms, since MDM is a more commonly-used term. In standardizing on the term MDM, we're including computer endpoints (laptops, workstations) under the rubric of “mobile devices.”



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# EXECUTIVE SUMMARY

IGNITION PROVIDED A **TURNKEY, COMPREHENSIVE, CLOUD-BASED I.T. SOLUTION SET** THAT:

**AUTOMATES** new-hire **ONBOARDING**, allowing new hires or junior Ops Team members to provision new devices in mere minutes.

**RELIEVES** H.R. and Ops of the burden of provisioning cloud accounts and new devices.

**AUTOMATES OFFBOARDING** to ensure that all departing employees' accounts are deprovisioned and data is archived or destroyed.

**CORRALS** all company devices under central management, enforcing security policies across the entire fleet.

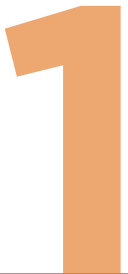
**CREATES A FOUNDATION** of compliance with statutory and corporate cybersecurity requirements, enabling our customer to land big new contracts.

# HireCalling: REWRITING THE

# HIRING PROCESS

HireCalling is a rapidly-growing, venture-funded technology startup in San Francisco that develops AI-driven hiring software for organizations around the world. Their mission is to match the right talent to the right job at the right time, which they accomplish through HireCalling's unique conversational AI assistant. It creates instant connection, deep engagement, and meaningful, open-ended communication to connect employers with great talent.

HireCalling's big results have attracted an impressive client base, including 40 of the Fortune 500. However, before signing those contracts, they had to get their I.T. and cybersecurity house in order, for both operational and legal reasons that will become clear.



# THE URGENT CHALLENGES of

# SCALING FAST

Like many venture-backed startups, when we met HireCalling, the firm was struggling to scale quickly to meet its sales and headcount targets:

- ⚡ The company needed to onboard a raft of new hires efficiently (and professionally) to attract and retain top talent.
- ⚡ Its growing roster of high-profile corporate clients required HireCalling to maintain a mature cybersecurity program as a legal precondition of any engagement.
- ⚡ HireCalling's talented engineering team needed to focus on product enhancements rather than corporate I.T. infrastructure and governance.

Jason White, V.P. of I.T. and Security at HireCalling, realized that time spent untangling day-to-day I.T. was not time spent on high-value activities.

"If I were to personally execute I.T. tasks," he said, "I wouldn't be maximizing my ability to push the company forward."

Prior to working with Ignition, HireCalling's I.T. and security procedures were almost nonexistent. When we asked Jason about the state of their I.T. protocols before working with Ignition, he said, "It's hard to do a 'before-and-after,' because there wasn't even a before."

So, led by Jason, HireCalling underwent a stringent vendor search.

"I wanted a service provider that could deliver all the things I needed. I could see that Ignition had delivered well to other organizations. You really listened to us and what we needed. It was obvious that you knew how scaling start-ups worked. You spoke our language."



**“You really listened to us and what we needed. It was obvious that you knew how scaling start-ups worked. You spoke our language.”**



**Jason White**  
VP of I.T. and Security



# CHAOTIC ONBOARDING LED

# to “HAPHAZARD RESULTS”

In the tight Bay Area job market, new-hire onboarding isn't merely an efficiency challenge; it is a critical component of a strong brand and a loyal team. A shoddy onboarding process creates a bad first impression for new team members, who will perpetually be pursued by the competition's recruiters.

One of HireCalling's biggest operational bottlenecks was getting new hires onboarded efficiently, accurately, and securely. Prior to Ignition's involvement, each new hire configured their own devices by hand, one click at a time.

Jason called this an “each-engineer-owns-their-own-laptop’ model where we trusted people to set things up appropriately. Anybody could do almost anything they wanted, and the results were pretty haphazard.”

Indeed, because each new laptop's security settings were configured manually, HireCalling couldn't guarantee that each laptop conformed to any standardized security policy — and as a result, the organization had never developed such a policy!

“It was just a bunch of disparate systems and a lack of comprehensive controls, policies, and centralized management,” said Jason.

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# HOW ONBOARDING

Even worse than causing inefficiency, HireCalling's haphazard onboarding procedures threatened its business health due to indemnification gaps: its Fortune 1000 customers were demanding that the startup prove the diligence of its security practices as a precondition of engagement for its biggest-ever contracts.

# CHAOS IMPACTED THE BOTTOM LINE

"Our customers are liable for the data within our environment," said Jason. "They need assurances that what we're doing does not put them in legal jeopardy. Additionally, in order to interact with job applicants, we need their personal data, and that puts **us** under data privacy frameworks like GDPR and other national data privacy laws."

Without an organized, centrally-controlled onboarding and device-management regimen, HireCalling couldn't truthfully comply with its customers' contractual requirements.

"Our customers have a legal obligation to assess us," he continued. "Based on those assessments, there'll be a contractual addendum that makes us do certain things. The companies that we service **mandate** that we do these things; it's not just a nice to have. In order for us to work with large enterprises and global staffing firms, we **have to** develop a robust internal security posture. ***It's existential to us.***"

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**Jason White**  
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# SOLUTION PHASE 1: ONBOARDING AUTOMATION &

Ignition solved HireCalling's problems in two phases.

In phase one, we first deployed a Mobile Device Management (MDM) platform to corral all of HireCalling's devices under a single management dashboard. MDM provides centralized administrative control: pushing applications to devices, ensuring that security settings are configured, and alerting Ignition's Security Operations Center if any devices fall out of compliance with required policies.

Once MDM was deployed — a process which takes the Ignition team no more than a week, end-to-end, via our turnkey, flat-rate offering called Startup In a Box<sup>®</sup> — Ignition connected HireCalling's MDM platform to Apple's Business Manager and Device Enrollment Program (DEP).

DEP is a feature built into both macOS and iOS

# MOBILE DEVICE MANAGEMENT (MDM)

which enables automated, user-driven onboarding. The end-user (or a junior Ops resource) takes a new device out of the box, connects it to the company wifi, and the device "phones home" to Apple to determine which company it belongs to, and how to contact its MDM server. Once authenticated to the MDM server, the device configures itself with minimal user prompts. Typically, a new hire can get from new-in-box to desktop in under 10 minutes.

According to Jason, the new process was an unqualified success. "Our new employees are starting their first day with HireCalling with a big smile on their face and some people have said it's the best onboarding experience ever," he said.

In addition to streamlining the device-provisioning process to merely a few minutes per new hire, since all of HireCalling's devices are now configured programmatically by MDM, the company is certain it meets critical requirements of its compliance contracts and applicable statutory regimes. "We now have a scalable means of determining the compliance state of our security policies on every endpoint," said Jason. "It would have been impossible for us to do this internally and scale it. I get great feedback and I don't have to do any work."

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**“Some people have said, ‘This is the best onboarding experience of all the companies where I’ve worked. It’s never been this easy.’ ”**



**Jason White**  
VP of I.T. and Security



# ONBOARDING AUTOMATION & MDM

## THE IMPACTS

**USER-DRIVE ONBOARDING** process provisions computers and mobile devices fast.

**MINIMAL TIME** and headspace is required from Ops/H.R./I.T. to ramp new hires to productivity.

All devices comply with **STANDARDIZED, MANAGED SECURITY** and configuration templates.

**ALL DEVICES** can be inventoried and monitored from a single, centralized console.

**NEW HIRES** have an extremely positive first impression and starting experience, increasing employee engagement and retention.

Via **AUDIT DASHBOARDS** and **CENTRALIZED REPORTING**, large customers are easily reassured that their compliance requirements are satisfied.

# SOLUTION PHASE

## 2: CLOUD SINGLE-SIGN-ON (SSO)

The second phase of Ignition's solution was to implement a Cloud Single-Sign-On (SSO) platform for HireCalling.

Cloud SSO is a cloud-based software solution that connects to the major cloud applications used by HireCalling's team. This connection process is called **federation**. Once federated, the platform conveys myriad benefits:



Instead of creating individual new-hire accounts at each of HireCalling's cloud application providers (i.e. G Suite, Office 365, Slack, Dropbox, Box.net, Github, etc.), a junior Ops resource can simply create the new hire's account once (in the Cloud SSO dashboard). The Cloud SSO platform then automatically creates the new hire's accounts at each federated application, based on their role. This **role-based provisioning** ensures that employees don't have access to applications or data to which they're not entitled.

⚡ Offboarding is completed quickly and comprehensively through a similar process: Disabling the terminated user's SSO account initiates an automated, cascading wave of disablements of their federated cloud application accounts. Sensitive data can be disposed of before deleting the disabled accounts entirely.

⚡ Cloud SSO also reduces the hackable attack surface of HireCalling's cloud application stack, by eliminating password logins to SAML-compatible cloud applications.

⚡ Once password logins are eliminated, users must log into the cloud application stack directly through the Cloud SSO dashboard. This single point of entry is thereby easy to secure with multi-factor authentication, and makes it trivial to audit access logs to maintain and prove compliance.



Seeing that Cloud SSO would solve a myriad of HireCalling's growth challenges, Ignition created a simple roadmap to implementation. Jason discerned the potential ROI during a particularly painful offboarding experience of a senior DevOps employee: "It took two to three people about two days" to complete this person's offboarding. Jason realized that "we were only going to be successful if we could hire a lot of people, and seeing how much pain it was to offboard somebody was the inflection point for me."

Once Cloud SSO was implemented, Jason saw results immediately. "We now have about fifty different service providers that are federated directly. I can grant and revoke access without spending hours and hours or longer. We recently offboarded a senior resource in *less than five minutes!*"

But even the efficiency benefits are overshadowed by the fact that HireCalling can now easily compete for larger contracts by proving their security prowess. "We're making commitments to our customers that we offboard employees within four hours. Now we can do that. We're efficient and we're meeting our customer obligations."

**"We recently offboarded a senior resource in less than five minutes!"**



**Jason White**  
VP of I.T. and Security



# SSO CLOUD

## THE IMPACTS

Automatic creation of new hires' **CLOUD ACCOUNTS** saves H.R. and Ops precious time.

Offboardings completed **SECURELY, QUICKLY, AND COMPREHENSIVELY** through automated tear-down of cloud accounts and procedural disposition of confidential data.

**ROLE-BASED ACCESS PERMISSIONS** ensure that each new hire can access **only** what they should.

A **SINGLE POINT OF SECURITY** to easily enforce two-factor security and monitor suspicious activity.

# CONCLUSION: WORKING TOGETHER

HireCalling and Ignition continue to partner for HireCalling's ongoing growth and success. Of the Ignition-HireCalling relationship, Jason said "Without a doubt, the word is 'easy.' Everything's been easy. Ignition has been consistently supporting us with a friendly, expert presence. They understand us and what we need and they've introduced systems and processes that maximize how HireCalling can push forward. Because they're looking after so much, they've given me time and headspace back, and contributed to an overwhelmingly positive experience for our new hires. I think we've replaced the equivalent of one to two senior people."

"I wanted this immediate success," said Jason, "and I certainly got that by partnering with Ignition."



**“I wanted this immediate success, and I certainly got that by partnering with Ignition.”**



**Jason White**  
VP of I.T. and Security

