

CASE STUDY · PEOPLE MATTERS INFINI-T AWARDS INDIA 2026

# Ready on Day One: How We Halved Our Onboarding Team and Our Early Attrition

## Tiger Analytics

Infini-T Awards Category: Onboarding Excellence · Talent Magnetism & Employer Brand



# Executive Summary

**Tiger Analytics** is a global AI and analytics firm, founded in 2011 and headquartered in Santa Clara, California, that has scaled from around 500 people to more than 6,000 while competing for some of the scarcest talent in the market. Our largest delivery footprint is in India, across hubs in Chennai, Bengaluru and Hyderabad, alongside a substantial remote workforce and offices in Singapore, Australia and the Philippines. The population running on **Darwinbox** is **6,258 active people** (5,945 full-time employees, 284 contractors and 29 interns) within a single legal entity. In a consulting business where an unproductive first fortnight is unbillable and a first-90-days exit is expensive, onboarding is not an HR courtesy. It is a commercial control point.

|                                                                     |                                                                               |                                                                           |                                                                         |
|---------------------------------------------------------------------|-------------------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------------------------------|
| <b>99.9%</b><br>Of new hires complete onboarding on or before Day 1 | <b>1.42%</b><br>90-day regrettable attrition for FTE joiners, down from 2.79% | <b>6 → 3</b><br>People on the onboarding team, as annual volume rose ~75% | <b>3.5×</b><br>Onboardings handled per team member, 321 to 1,125 a year |
|---------------------------------------------------------------------|-------------------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------------------------------|

It did not start that way. Our own description of our earlier onboarding is “functional and logistics-driven,” generic, unbranded across offices, and running on disconnected systems and manual workflows. One template served every kind of joiner, which meant a campus recruit, a senior lateral and an indirect contractor all met the same first impression, and none of them met a good one. At our September 2025 business review, onboarding was taking **an average of 12 days to complete**, with 26 candidates in that single quarter taking more than 20 days, and the milestone feedback that would have shown whether any of it was working sat with our business verticals rather than with HR.

What changed was the unit of design. Instead of one process made flexible, we built **eight persona-specific onboarding journeys**, FTE laterals, campus cohorts, interns, direct and indirect contractors, Rest of World, and the Quantum and Amplify service lines, each wired for auto-initiation from the hiring pipeline and connected outward to an external ATS and to Active Directory. The results hold at scale and in the right direction on every axis that matters: **99.9% of new hires now complete onboarding on or before their joining date**, median completion has fallen to 3 days, and FTE 90-day regrettable attrition has halved from **2.79% to 1.42%**. The onboarding team that delivers this went from six people to three.

CONTEXT

# One System, Eight Very Different Kinds of Joiners

The scale itself kept moving: between our September 2025 review and mid-2026, the active population on the platform grew from 5,166 to 6,258, a fifth larger in under a year, while monthly onboarding volume climbed toward its 600-plus peak. Our onboarding problem was not volume alone. It was that a single generic flow was being asked to serve populations with almost nothing in common, at a hiring rate that left no room for manual recovery, across locations and time zones that made inconsistency the default outcome.

| The challenge we faced                                                                                                                                    | The consequence it caused                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| One onboarding system had to serve very different populations: FTE laterals, campus cohorts, paid and unpaid interns, and direct and indirect contractors | A generic single-template flow produced weak and inconsistent first impressions across roles, in a market where the first fortnight shapes whether scarce talent stays |
| Hiring scaled past 6,000 people while the onboarding team was kept deliberately lean                                                                      | Manual onboarding could not keep pace, putting Day-1 readiness at risk precisely when intake peaked and the cost of a delayed start was highest                        |
| Delivery is distributed across three India hubs, a large remote population and a smaller global presence                                                  | Without a single orchestrated process, the onboarding experience would vary by location and time zone; the opposite of what an employer brand needs                    |
| Milestone new-hire sentiment at 15, 30, 45 and 90 days was owned by business verticals, outside HR and HRIS                                               | HR could not systematically connect onboarding quality to early retention. There was no closed feedback loop, so improvement relied on inference rather than evidence  |

# Eight Journeys, Not One Template Bent Eight Ways

The decision that separates this from a standard onboarding rollout is that we treated persona as the design unit rather than an exception to be handled. Eight distinct onboarding processes now run on Darwinbox, each with its own task set, documentation and sequencing: FTE laterals, campus, interns, direct contractors, indirect contractors, Rest of World, and the Quantum and Amplify service lines. That is unusually deep configuration for a single module, and it is deliberate. Onboarding is the one module we have taken to full adoption while others deliberately lag.

Around those eight journeys sits the automation that makes a three-person team viable. **83% of candidates are auto-initiated directly from the hiring pipeline**, and manual employee additions have been eliminated entirely; zero in the May 2026 platform diagnostic. Verification runs through configured packages for 62% of candidates, with Darwinbox's background-verification offering covering a further 28%. Sign-off, undertaking and reference document clusters are handled as structured workflows rather than email chains. And integrations built through Darwinbox Studio connect the platform to our external ATS and to **Active Directory**, so system access is provisioned without a manual request.

Adoption followed from that design rather than from a mandate. Because tasks are triggered automatically and sequenced ahead of the joining date, **92.7% of candidate tasks now fire before the date of joining** and 88.9% complete within SLA; outcomes of orchestration, not of chasing. New hires are welcomed into the **Tiger Tribe**, our internal name for the onboarding experience, which won us a Bronze at the People Matters Infini-T Awards 2025 for employer branding. Last year the story was the brand. This year it is the instrumentation behind it.

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# A Buddy Programme Nobody Used, and Feedback That Never Reached HR

Our buddy and mentor programme was configured and did not land. It was built, made available, and simply not adopted, a designed feature that failed on contact with how people behaved in their first weeks. Rather than keep it on life support, we are reconsidering the whole mechanism through Darwinbox Journeys, on the reasoning that structured milestone touchpoints may achieve what an optional relationship could not.

The second problem was more consequential and took longer to see clearly. We already ran a milestone sentiment practice, internally known as **3-3-3**, at three days, three weeks and three months, but it lived at the vertical level and never reached HRIS. The effect was that we collected new-hire sentiment and could not connect it to anything. Our September 2025 review recorded both 30/60/90 feedback and manager feedback as absent from the platform, with Journeys only just enabled. Diagnosing why exposed something sharper: our performance-management talent review cannot see joiners under 90 days at all, so the population most at risk of an early exit was also the population least visible to the review process meant to catch it.

The third was simpler. Getting full-scale adoption across web and mobile was genuinely hard until the New Sapiens interface arrived and made the platform easier for admins and employees alike. Worth stating plainly, because it is the kind of dependency that is easy to leave out.

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THE IMPACT

# Faster, Steadier, and Delivered by Half the Team

Every figure below is measured against our own prior baseline, with the window and the source stated. Platform figures are drawn from the Darwinbox Onboarding Initiation and Employee Reports; two effort figures are our own.

| Measure                                 | Before → after                                                                                                                                                                                                                                    |
|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Day-1 readiness                         | 99.9% of new hires complete onboarding on or before their date of joining, with 92.7% of candidate tasks triggered pre-joining and 88.9% completed within SLA (2026 YTD, Initiation Report)                                                       |
| Onboarding completion speed             | Median 4 days → 3 days, a 25% reduction (2025 vs 2026 YTD, Onboarding Initiation Report). Our September 2025 review had recorded average completion of 12 days, with 26 candidates that quarter taking over 20 days, a tail that no longer exists |
| Early attrition, FTE 90-day regrettable | 2.79% → 1.42%, close to a halving, comparing H1 2025 joiners with H1 2026 joiners (Employee Report). Regrettable is defined as voluntary and non-structural                                                                                       |
| Team size against volume                | A 6-person onboarding team handling ~1,926 onboardings a year → a 3-person team handling ~3,374 annualized, an increase of roughly 75% in volume against half the headcount                                                                       |
| Throughput per team member              | ~321 → ~1,125 onboardings per person per year, a 3.5-fold rise                                                                                                                                                                                    |

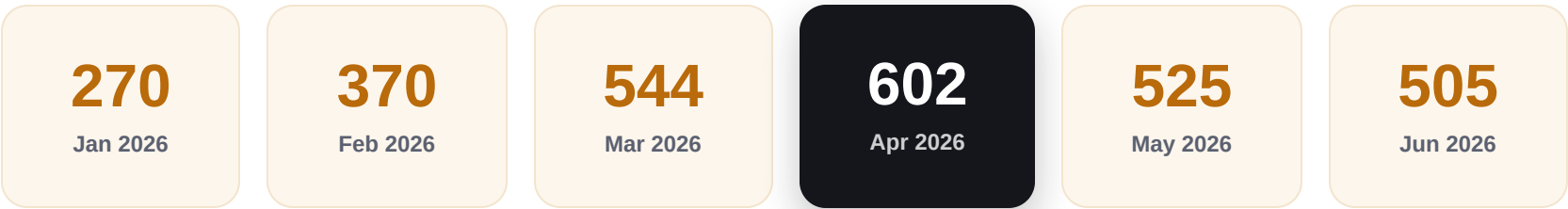
# The Impact, continued

| Measure                  | Before → after                                                                                                                                                              |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Manual initiation effort | ~40 hours a month of manual initiation, at roughly 10 minutes per candidate, removed entirely by auto-initiation from the hiring pipeline                                   |
| IT access provisioning   | ~65 hours a month, at roughly 15 minutes per candidate, removed by the Active Directory integration, together with the above, around 105 hours a month returned to the team |
| Ramp cost avoided        | ~₹18 lakh a year: three onboarding roles not backfilled as the team reduced from six to three, at an average cost of ~₹6 lakh per annum, confirmed internally               |
| Coverage                 | 8 configured onboarding processes running across the India hubs, the remote population and the Singapore, Australia and Philippines offices                                 |

The pairing in that table is what makes the case. Speed and readiness improved, and early attrition halved, **while the team responsible shrank by half and its volume rose**. Onboarding also stands as the strongest module in our Darwinbox estate, flagged for good adoption at our September 2025 business review and the healthiest module in the July 2026 product review, independent confirmation that this is where we chose to go deep.

# The Month 602 People Started

Monthly onboarding volume through the first half of 2026 tells its own story: 270 initiations in January, 370 in February, 544 in March, and then **602 in April**, the peak month, followed by 525 in May and 505 in June. Across 2025 the equivalent run rate averaged around 160 a month.



April is the number to sit with. In a single month, more than 600 onboarding processes were initiated by a team of three people, and Day-1 readiness did not move. 99.9% still completed on or before their joining date. Nothing was triaged; nothing was deferred to the following month, and no additional headcount was brought in to absorb the spike.

That is the practical difference between a process that has been digitised and one that has been engineered. A manual onboarding function facing a fourfold surge over its prior baseline has only two options: hire ahead of the peak or let quality slip through it. **We did neither, because the work that used to scale with volume no longer does.**

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# Why We Believe Our Onboarding Stands Apart



## Persona as the design unit, not the exception

Eight distinct onboarding journeys (FTE lateral, campus, intern, direct and indirect contractor, Rest of World, Quantum and Amplify) are unusually deep configurations for a single module. Most organizations build one flow and add conditions to it; we built for the population we actually hire.



## Speed converted into retention, and measured

Onboarding programmes routinely claim a retention benefit. We can show it against our own prior cohort: FTE 90-day regrettable attrition fell from 2.79% to 1.42% between H1 2025 and H1 2026 joiners, on a comparable, internally defined measure.



## The team halved while the volume rose

Going from six people to three while annual onboarding volume grew around 75% is the hardest thing here to replicate, because it cannot be bought. It requires 92.7% pre-joining task orchestration and 88.9% SLA compliance to hold without manual intervention.



## A feedback loop being closed, not claimed

The 3-3-3 milestone practice existed but never reached HRIS, and our talent review cannot see sub-90-day joiners at all. We identified that gap precisely rather than papering over it, and are now productising milestone feedback onto Darwinbox Journeys to close it.

## Closing the Loop

The architecture already scales, and April proved it: volume can triple against the prior run rate without a corresponding change in team size or a fall in readiness, because the load sits with orchestration rather than with people. **Adding a ninth persona or a new geography is a configuration task, not a staffing decision.**

The work ahead is on the measurement side. We are using Darwinbox Journeys to centralise milestone new-hire sentiment at 15, 30, 45 and 90 days, bringing into HRIS the feedback that has until now stayed with the verticals. Once that lands, we will be able to trace a line from a specific onboarding experience, through a specific sentiment reading, to a specific retention outcome, for every one of our eight populations. That is the difference between an onboarding function that improves and one that can prove why.

**Adding a ninth persona or a new geography is a configuration task, not a staffing decision.**

## From Our Leadership

“

*First impressions shape lasting experiences. Our commitment is to ensure every new joiner begins their Tiger journey feeling valued, supported, and inspired. An exceptional onboarding experience reflects our culture of excellence and reinforces our belief that our people are our greatest competitive advantage.*

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## CONCLUSION

# The Benchmark We Set

Consulting businesses lose money in the gap between a signature and a first contribution, and they lose considerably more when a scarce hire leaves inside ninety days. We treated onboarding as the lever on both, and rebuilt it around the one thing generic onboarding cannot accommodate: the fact that a campus recruit, a senior lateral and an indirect contractor need different first weeks.

What that produced is a function where **99.9% of joiners are ready on or before Day 1**, median completion has come down to three days, 92.7% of tasks fire before anyone walks in, and FTE 90-day regrettable attrition has fallen from **2.79% to 1.42%**, delivered by three people rather than six, carrying roughly 75% more volume, with around **105 hours a month** and ~₹18 lakh a year of ramp cost taken out along the way. Last year we won a Bronze for the story we told about onboarding. This year we have the instrumentation to prove it.

**The standard we set: onboarding excellence measured not by how welcoming the first day feels but by whether the person is still there on day ninety, eight persona-specific journeys, near-total Day-1 readiness held through a 600-joiner month, early attrition halved, and a team of three doing what six once did.**