



BYOD: A Global Perspective Harnessing Employee-Led Innovation

August 2012



Cisco IBSG
Horizons

- Companies are now in a post-PC world, where the network must accommodate new choices at every layer of the stack. These include traditional, mobile, and social applications; multiple operating systems; various server architectures; and mobile devices ranging from tablets to smartphones and other mobility tools.
- The Cisco Internet Business Solutions Group (IBSG) has conducted extensive research and analysis to uncover key insights about the various devices entering the network and how companies are dealing with them.
- In this study, we use the term “bring your own device” (BYOD). You will also hear the terms “consumerization” or “consumerization of IT.” BYOD and consumerization both refer to the use of personal mobile devices connected directly or remotely to an enterprise network.
- The study was global in scope, covering nine countries across four continents. This presentation includes the global data, with an emphasis on Germany.
- The presentation is modular. Please use any of these slides in other presentations, or reorder them to fit your needs.

Cisco IBSG Horizons Program

- Ongoing program of research and analysis to examine key technology innovations that will impact our customers over the next 24 months
- Other areas of investigation include video, collaboration, cloud, and mobility
- Focus on customer behavior and economics: adoption patterns, use cases, drivers, inhibitors, perceived benefits, delivery models

Source: Cisco IBSG, 2012

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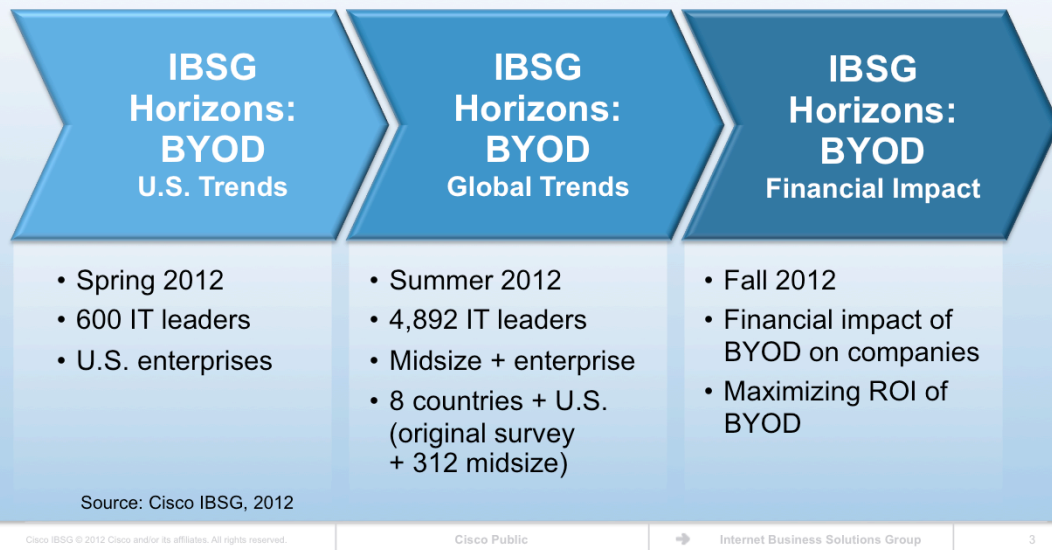
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- This study is part of the Cisco IBSG Horizons program, an ongoing research and analysis program designed to identify business transformation opportunities fueled by technology innovation.
- In addition to “bring your own device” (BYOD), we are looking at enterprise video, collaboration, and cloud computing, and examining trends, use cases, adoption patterns, lessons learned, and financial impacts.
- Focusing on the link between a customer’s technology environment and business strategy, the Horizons program accelerates the success of Cisco customers by identifying transformative, network-enabled strategies and analyzing their economic underpinnings.

IBSG Horizons BYOD Study Waves: Global State of BYOD and Its Implications

Current Wave



- This study is the second of three planned waves of Cisco IBSG Horizons BYOD research.
- In the spring of 2012, we surveyed 600 IT decision makers in U.S. enterprises to determine how prevalent BYOD is in enterprises, and how corporate IT departments are handling these new devices in terms of support, network access, and security. We also wanted to know whether corporate IT is supportive, indifferent, or hostile toward BYOD.
- When we saw the surprising degree to which U.S. enterprises had embraced BYOD, and their expectations for greater employee productivity and employee-led innovation, we wanted to know whether other countries, as well as smaller companies, were responding in the same way.
- So Cisco IBSG expanded its original study to include IT decision makers in both enterprises (1,000 or more employees) and midsize companies (500-999 employees) in eight countries across three regions. We also added over 300 IT decision makers from U.S. midsize firms to our initial 600 enterprise respondents. This is the current wave of research.
- In the fall of 2012, we will release a third wave of Horizons BYOD research that will focus on the financial impact of BYOD on companies, and opportunities for maximizing the benefits of BYOD.

IBSG Horizons BYOD Study: Global Results



4,892

IT Leaders

18

Industries

- Expansion of original U.S. study from spring 2012
- Nine total countries
- 70% enterprise (1,000+ employees), 30% midsize (500-999 employees)
- 69% director or above (29% CXO), 31% manager
- Decision makers or influencers for mobile solutions

Source: Cisco IBSG, 2012

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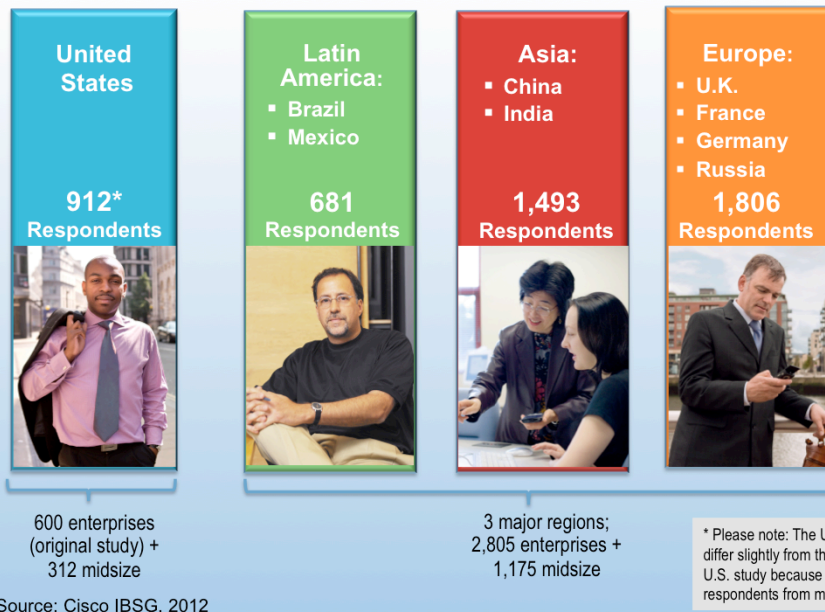
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- Overall, we surveyed nearly 4,900 IT leaders who were decision makers or influencers of their companies' mobility solutions.
- Our respondents represented:
 - CIOs, senior vice presidents, vice presidents, directors, and managers
 - About 70 percent were director or higher
- These leaders came from 18 industries, including:
 - Banking and financial services, construction, education, public sector, healthcare, hospitality, information and media, insurance, manufacturing, oil and gas, life sciences, professional services, retail, technology, telecommunications, transportation, utilities, and wholesale distribution

IBSG Horizons BYOD Study: Regional Breakdown



- The study's respondents came from the following regions and countries:
 - The United States
 - Latin America: Brazil and Mexico
 - Asia: China and India
 - Europe: the United Kingdom, France, Germany, and Russia
- This range of countries – and the number of and seniority of respondents – was selected to determine whether BYOD is a trend that crosses geographies and cultures. We also wanted to detect any meaningful regional differences.

IBSG Horizons BYOD Study: Top Research Findings

- BYOD is a global phenomenon: strong evidence of employees everywhere using own devices for work
- Transformative potential of BYOD is employee-driven innovation, empowering employees to decide **how**, **when**, and with **which tools** work is done
- Few differences between midsize companies and enterprises
- BYOD has regional flavor: Asia and Latin America see and encourage extensive BYOD, while Europe is more restrictive
- U.S. leads in BYOD and virtualization, with most comprehensive usage and policy
- BYOD increases mobile cost and complexity, and companies quickly develop robust mobile policy, cost-reduction strategies
- Global IT leaders are aware of desktop virtualization, but do not feel it applies to most knowledge workers, so implementation is low

Source: Cisco IBSG, 2012

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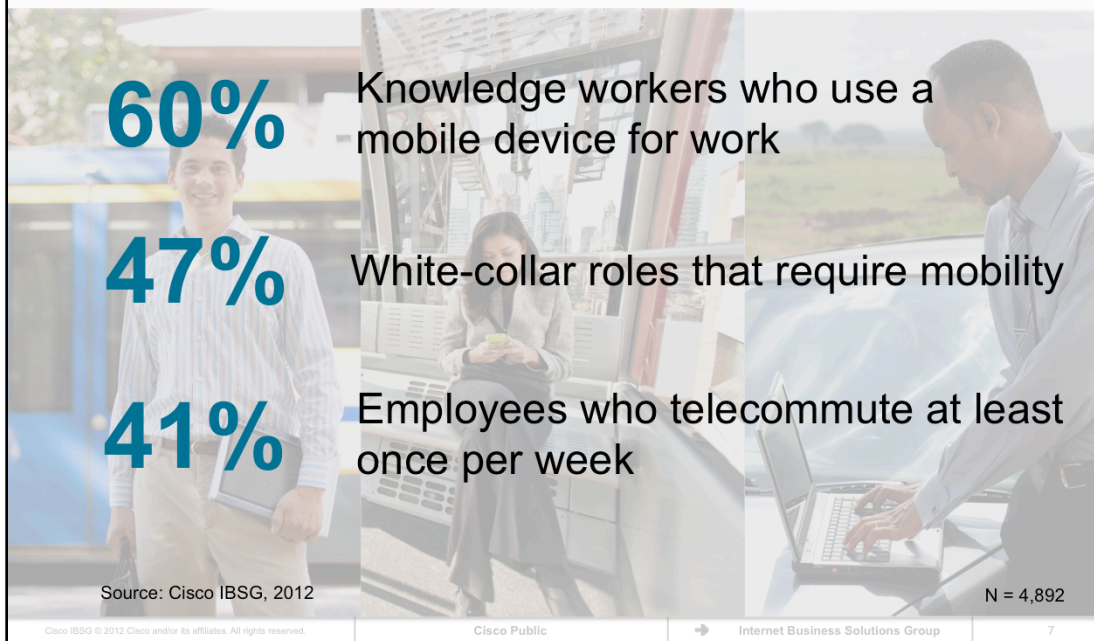
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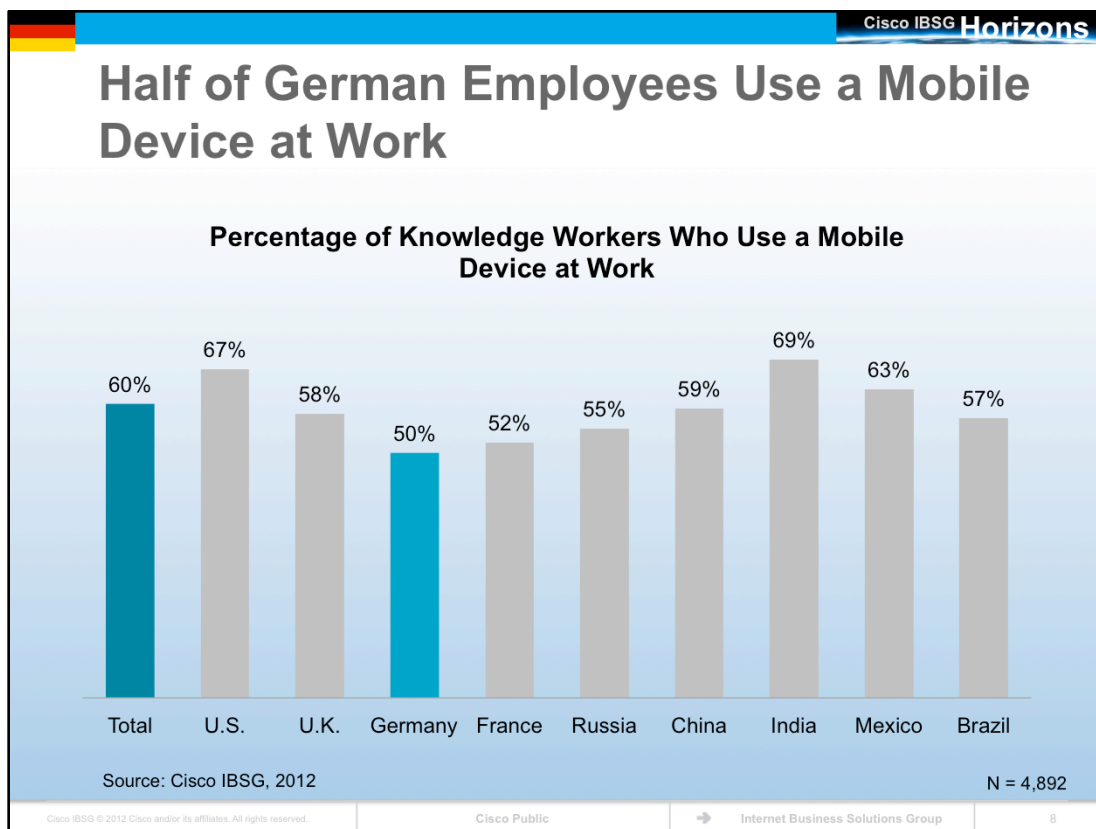
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- Our study confirmed that BYOD a global phenomenon: Consistent with the original U.S. study, we found strong evidence of employees using their own devices for work around the world.
- We found that BYOD is not simply about device usage, but freedom and innovation. BYOD empowers employees to innovate using the tools with which they are most comfortable—how and when they want to work.
- There are few differences between midsize companies and enterprises in the rate of adoption or perceived benefits of BYOD.
- Attitudes toward BYOD vary significantly by region: countries such as Brazil, China, India, and Mexico see—and encourage—extensive BYOD, while Europe is more cautious and restrictive.
- We also found that as BYOD becomes more commonplace, companies need to respond with more robust mobile policies and cost-containment strategies, or escalating complexity and costs could threaten some of the gains.
- BYOD also implies new challenges in security.
- We also wondered if desktop virtualization would keep pace with the growing BYOD trend. We found that global IT leaders are aware of desktop virtualization, but implementation is lagging, perhaps because respondents were much more uncertain about its applicability to knowledge workers than in the United States.

Around the World, Mobility Is Pervasive

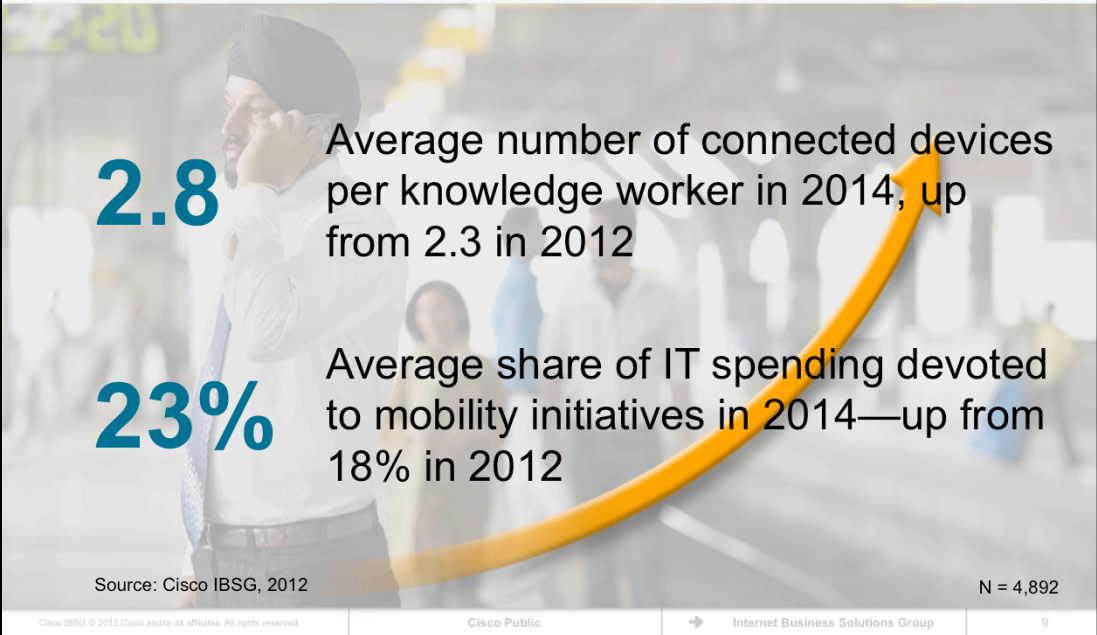


- Mobility means to work away from a traditional office or fixed location on a regular basis.
- Because mobility is pervasive in companies today, the reality is that mobile devices are becoming necessary tools for employees to get their work done.
- 60 percent of employees—by which we mean knowledge workers or white-collar workers—in the companies Cisco surveyed use mobile tools to accomplish their work. These include laptops, smartphones, tablets, and other wireless devices.
- Interestingly, only 47 percent are officially designated as “mobile workers.” Companies are finding that their employees want to use mobile devices to perform their work, even if these devices are not strictly needed for their job roles. In other words, mobility is becoming vital for a wider range of jobs.
- In addition, more than 40 percent of all employees telecommute at least one day per week. The flexibility to move from home to office, and stay connected on the road, is provided by mobile devices.



- The United States and India lead other countries in the percentage of knowledge workers who use mobile devices, but China and Mexico are not far behind.
- On the other hand, in Germany and France, just over half of knowledge workers use mobile devices. We shall see throughout the research findings that European nations, while they see strong usage of mobility in general and BYOD in particular, are behind other countries in perceiving and embracing these trends.
- We should not lose sight of the fact that in Germany, and Europe as a whole, many employees use mobile devices for work, and that IT departments are broadly supportive of BYOD. It is only in comparison with the enthusiastic reception of BYOD in other countries that Germany appears to be lagging.

Growth of Mobility Is Having a Global Impact on IT



2.8

Average number of connected devices per knowledge worker in 2014, up from 2.3 in 2012

23%

Average share of IT spending devoted to mobility initiatives in 2014—up from 18% in 2012

Source: Cisco IBSG, 2012

N = 4,892

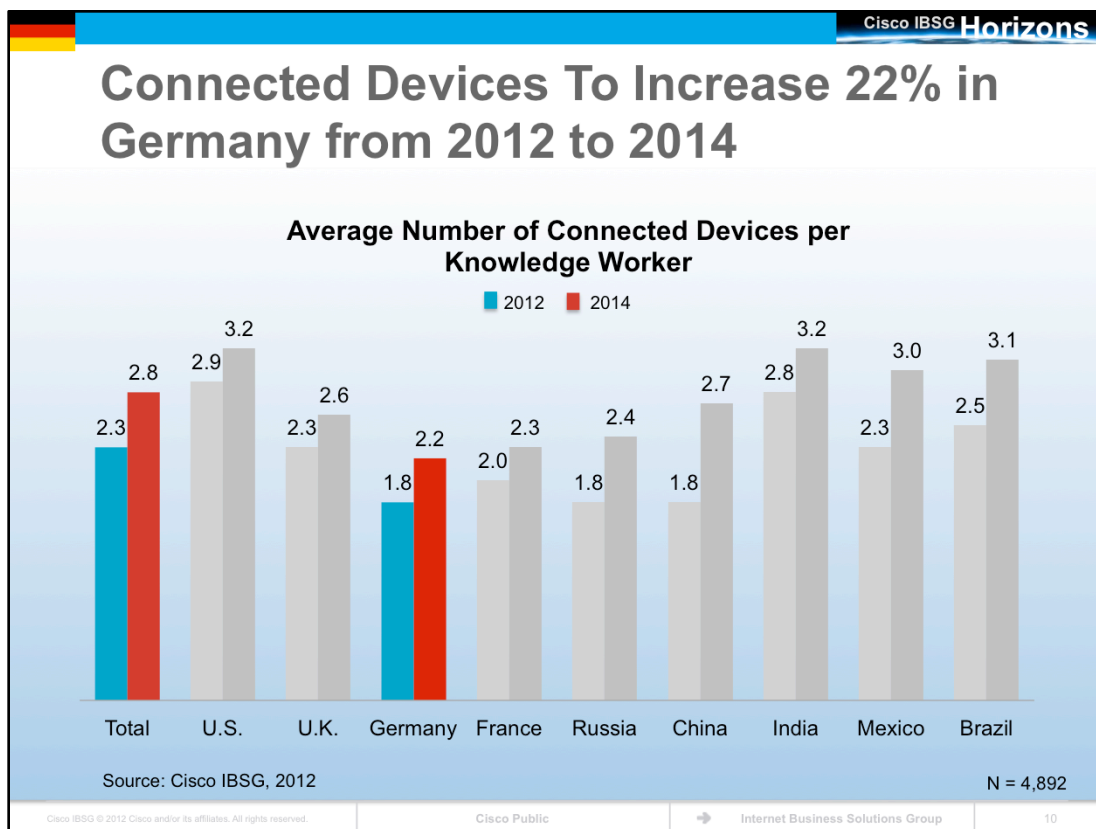
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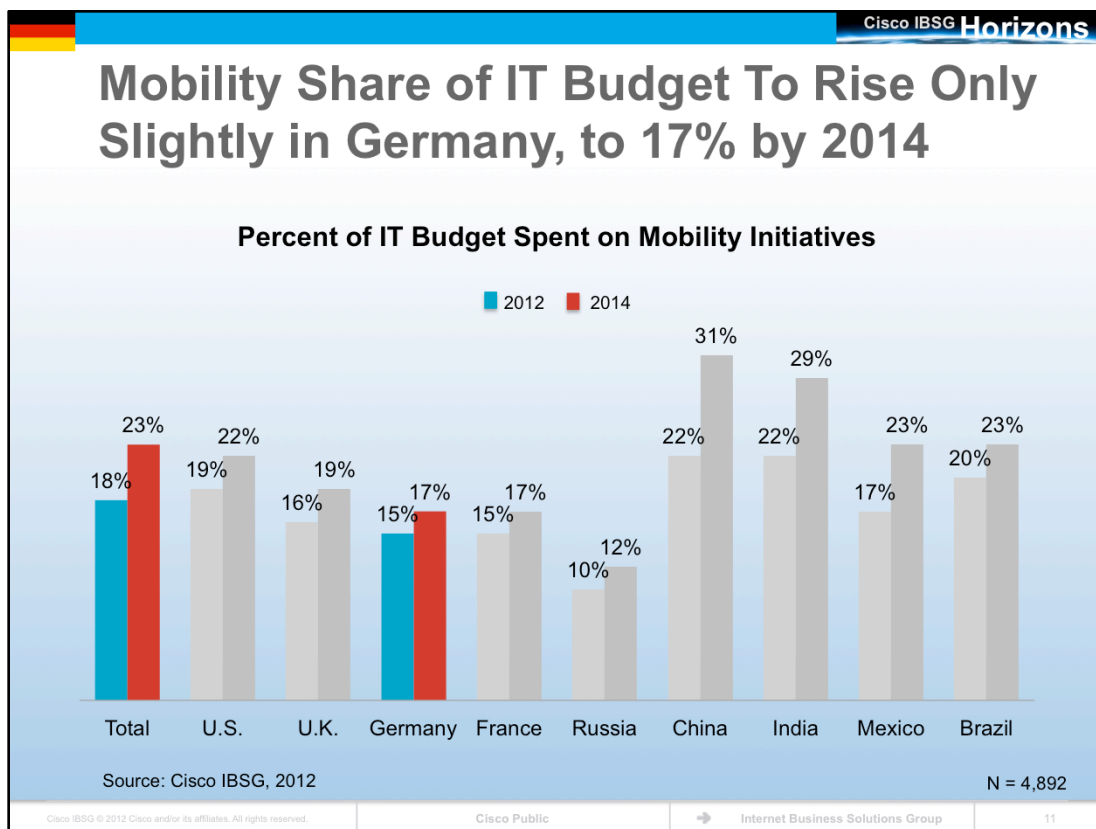
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- Employees' need or desire to be mobile and connect to the company network remotely is driving the growth of smartphones, tablets, and other mobile devices.
- The proliferation of these mobile devices in companies is a fact of life, and this means IT needs to change the way it manages devices. This growth in mobility affects data security, access control, platform maintenance, application support, and much more.
- In 2012, knowledge workers had an average of 2.3 devices connected to the network, including smartphones, laptops, tablets, desktops, and so on.
- By 2014, this number will rise to 2.8 mobile devices per knowledge worker.
- This growth in mobile devices will have a profound impact on IT support and network loads. The IT leaders in this study expect the share of IT spending on mobile devices to grow from 18 percent in 2012 to 23 percent by 2014.



- By 2014, German employees will be connecting an average of 2.2 devices to the corporate network, up 22 percent over the current 1.8 devices.
- Interestingly, German midsize companies expect to see more devices connected than enterprises, from 2.1 currently (compared to 1.8 in enterprises), to 2.3 in the future (compared to 2.2 in enterprises).
- While the United States is expecting slower growth in the number of connected devices, it is already ahead of other countries, with 2.9 connected devices per knowledge worker. India has a very similar adoption profile to that of the U.S.
- Brazil and Mexico are poised for strong growth that will put them above the global average for 2014. China and Russia expect large increases in the number of connected devices by 2014, from low current levels.



- In Germany, mobility as a percentage of total IT budget will increase by 13 percent from 2012 to 2014. This is roughly in line with most other European countries.
- The large increases in the number of mobile devices expected in China, India, Mexico, and Brazil will have profound effects on the percentage of IT budget spent on mobility. China and India already spend a high percentage of their IT budgets on mobility. Nevertheless, mobility as a share of IT will increase by 41 percent and 32 percent, respectively.
- On average, mobility as a percentage of IT spending is slated to grow by 22 percent.

BYOD Is Here, Now



42%

Employees who own the smartphones they use for work

63%

Companies that expect the share of employee-owned devices connecting to company networks to increase somewhat to significantly over the next two years

Source: Cisco IBSG, 2012

N = 4,892

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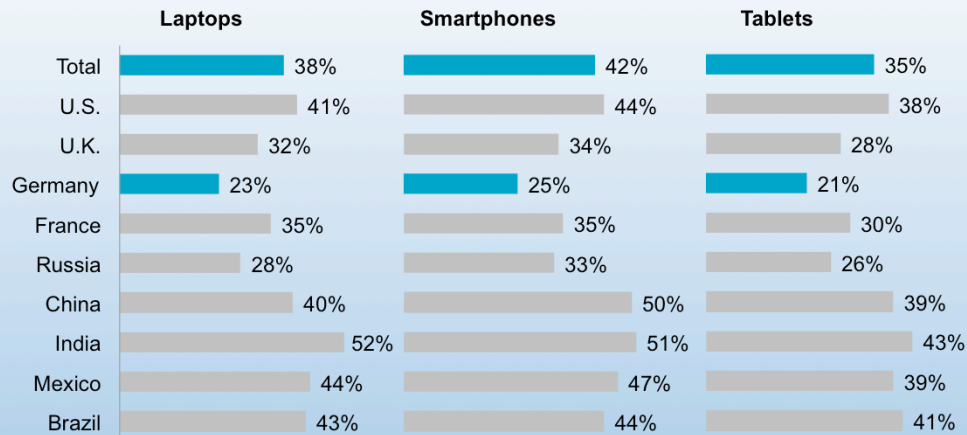
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- A large and growing share of the mobile devices employees use for work are owned by employees personally. For example, 42 percent of smartphones and 38 percent of laptops are employee-owned. This shows that BYOD, far from being an emerging trend, is already well-entrenched in corporations throughout the world.
- And IT leaders see strong growth for BYOD in the next two years, with 63 percent saying they expect the percentage of employee-owned devices to increase.

...But in Germany, 25% or Fewer of Mobile Devices Are Employee-Owned

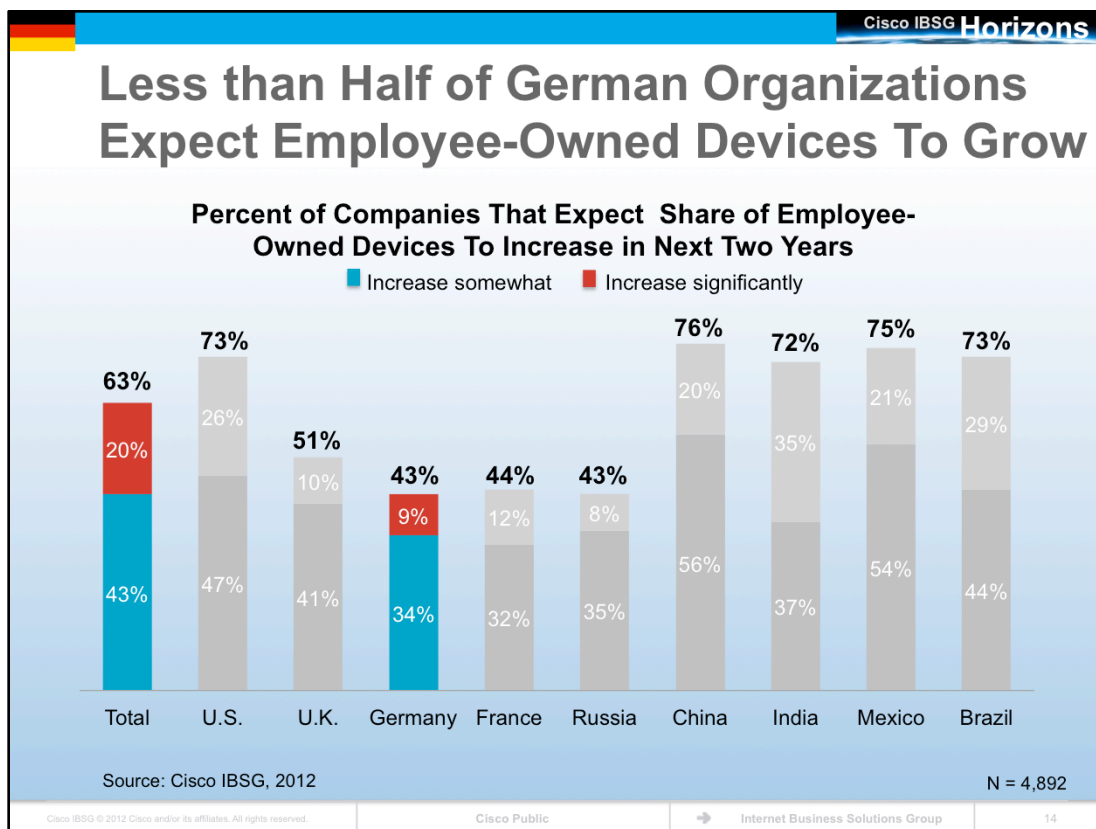
Percentage of the Following Devices Owned by Employees, Rather than by Company



Source: Cisco IBSG, 2012

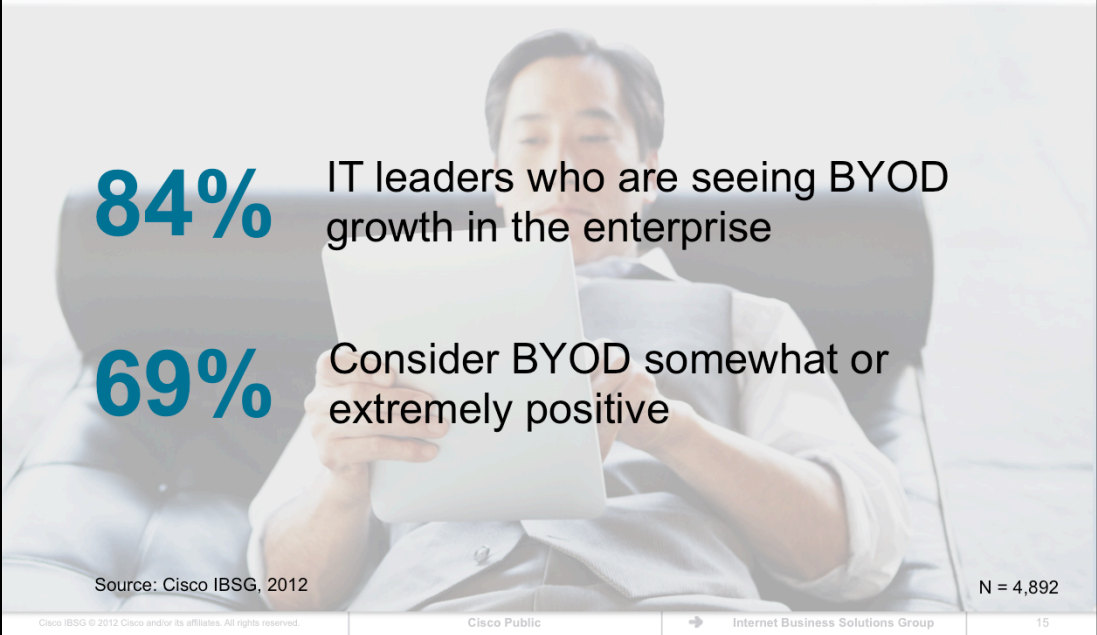
N = 4,892

- German companies had the lowest share of employee-owned mobile devices being used for work, among all the countries surveyed. This is still a substantial percentage of mobile devices, but in countries like Mexico and India, nearly twice as many of the mobile devices used for work are being provided by employees themselves.
- As we shall see, the wariness of European IT leaders and more restrictive IT policies among European companies, including prohibitions on BYOD or lower levels of support, explain some of the difference.



- In Germany, 43 percent of companies expect the percentage of mobile devices owned by employees to increase by 2014, with only 9 percent expecting “significant increases.” This slow growth will be driven by an increasing number of company-issued devices, outpacing any increase in employee-owned ones. This sentiment is not specific to Germany: France and Russia had similar predictions. Again, we see that expectations for growth seem modest in comparison to other countries.
- In non-European countries, higher current adoption and faster growth will quickly make BYOD the predominant approach. Of special note is the high percentage of IT decision makers who say BYOD increases will be “significant”: 35 percent in India, where more than half of smartphones and laptops are already employee-owned, and 29 percent in Brazil, where more than 40 percent of major mobile devices are employee-owned.

IT Leaders Acknowledge and Embrace BYOD



84%

IT leaders who are seeing BYOD growth in the enterprise

69%

Consider BYOD somewhat or extremely positive

Source: Cisco IBSG, 2012

N = 4,892

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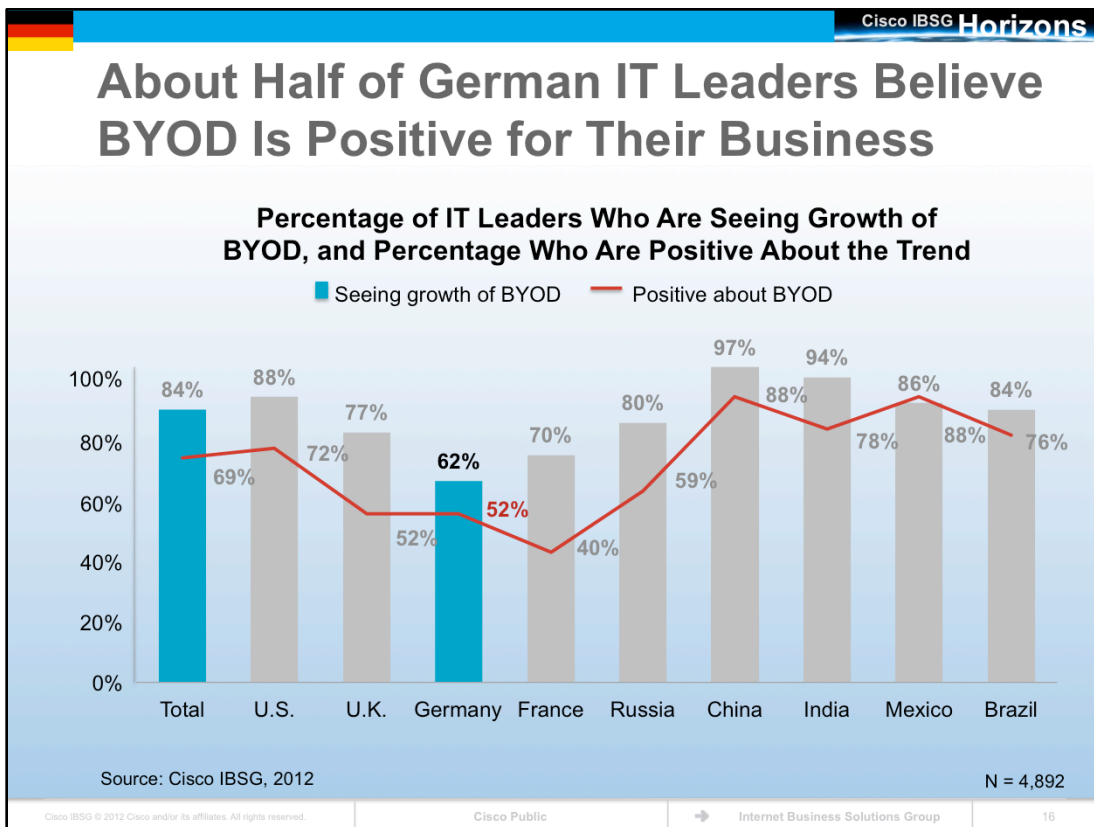


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- Eighty-four percent of the IT leaders in this study say they are seeing BYOD growth in their companies.
- Although this poses challenges for these IT leaders, 69 percent say they consider BYOD to be somewhat to very beneficial for their IT departments.





- While IT decision makers have different expectations for the rate of BYOD growth, 84 percent worldwide agree that more employees are using their own devices for work purposes. Even in Europe, where the BYOD trend is less prevalent, 72 percent are seeing growth.
- It is in the sentiments of IT leaders that we see the greatest gulf. In Europe, particularly the United Kingdom, Germany, and France, IT leaders are far less positive about the impact of BYOD than in the rest of the countries we surveyed.
- In Germany, BYOD is a less visible trend than in other countries, with 62 percent seeing growth. Even fewer respondents, at 52 percent, are positive about the benefits of BYOD.

Benefits BYOD Brings to Companies

#1

Improved employee productivity,
more opportunities to collaborate

#2

Preferred device means greater
job satisfaction

#3

Lower costs

Source: Cisco IBSG, 2012

N = 4,892

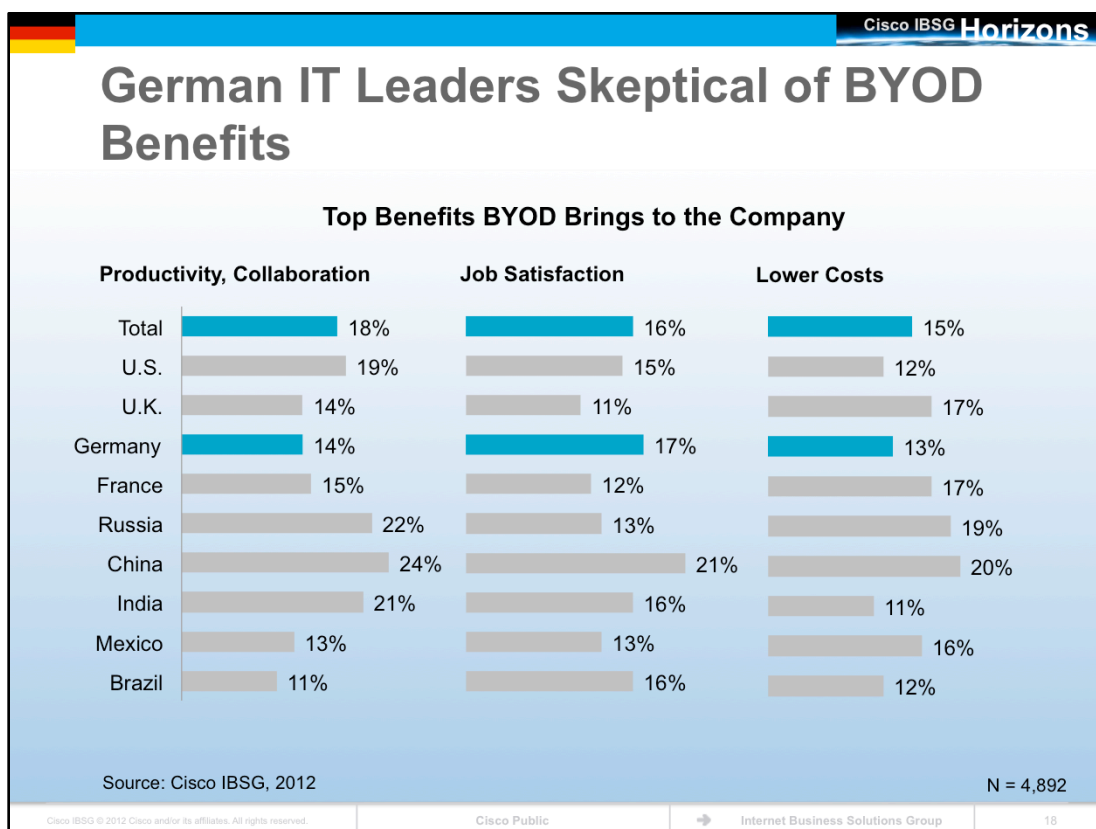
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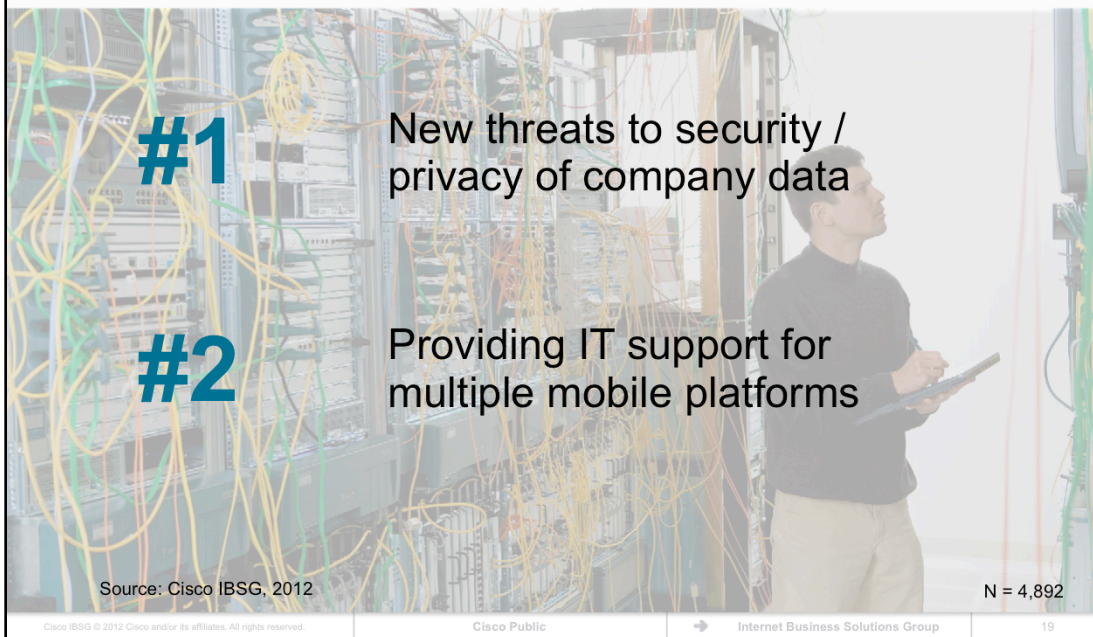
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- The top benefits of BYOD for companies are:
 - **Productivity:** Employees become more productive, and they can collaborate with each other and those outside the company more easily.
 - **Job satisfaction:** Employees want to use the same devices for work that they use in their personal lives. When employees can choose their own devices, they are happier and more satisfied in their work.
 - **Lower costs** when employees pay for their devices.

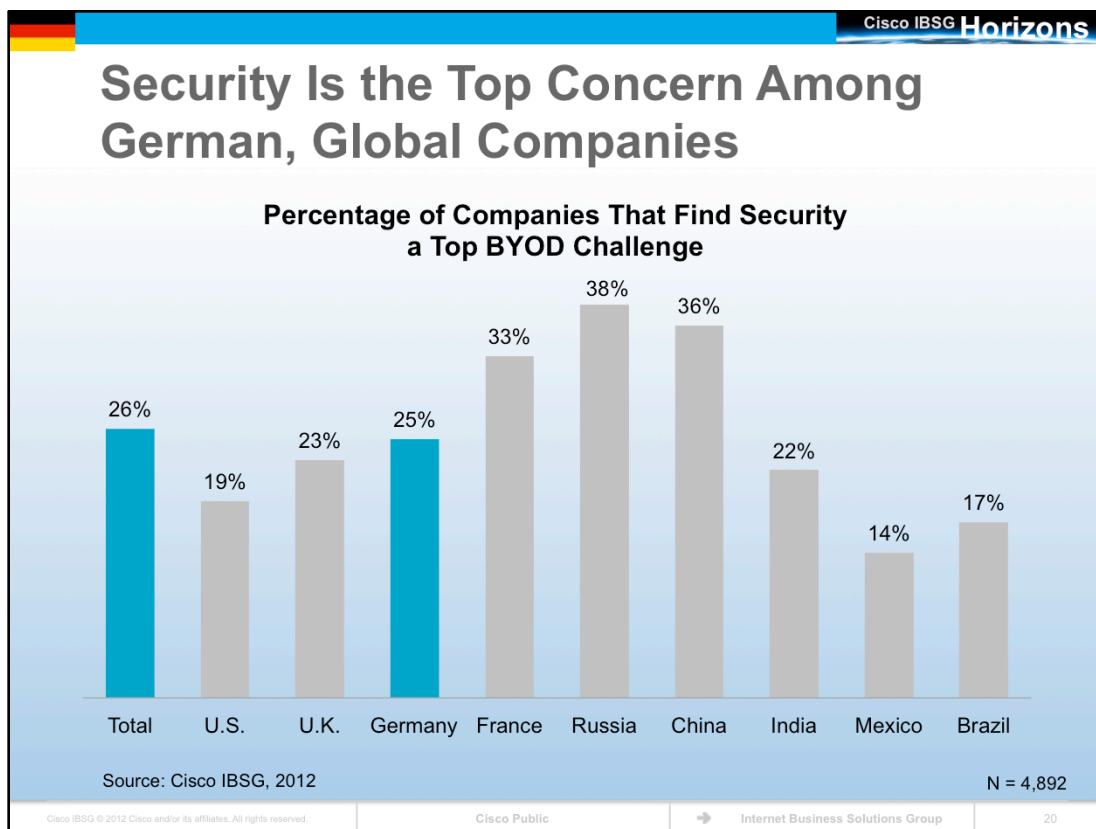


- German IT leaders believe that increased job satisfaction is the top benefit of BYOD, with 17 percent expressing this opinion. But an equal percentage of IT leaders believe that BYOD brings no benefits at all to the company.
- This negative sentiment about BYOD was more prevalent in Germany than any other country, but all of the European nations felt it to some degree: France (11 percent), Russia (8 percent), and the United Kingdom (8 percent), compared to 4 percent down to 0 percent for all other surveyed countries.
- Globally, the primary benefit IT leaders see from BYOD is increased employee productivity. This is an important finding, because fears that employees would be distracted by personal applications and content (such as using social networks, playing games, using unauthorized sites for personal business and entertainment) have been an argument against BYOD.
- When seen in broader perspective, the increases in productivity and job satisfaction emerge not simply because employees are able to choose their own device, but because choosing their own device enables them to change how, where, and with which tools they work.
- Reduced mobility costs, due to employees paying for part (or all) of the costs of their mobile device and improved IT resource utilization, is the third benefit on average, just below job satisfaction. It is the top benefit for several countries, however, especially where the reception to BYOD has been cooler, such as France and the United Kingdom.

BYOD Does Bring Complexity: Top Concerns



- The international results are consistent with what we found in the United States regarding the main drawbacks of BYOD. The top concerns according to the IT leaders in this study are:
 - **Security**—How do companies ensure their data, and the data of their customers, is secure?
 - **Support**—How do IT departments support multiple devices, platforms, and applications?
- Additionally, IT leaders are concerned about access: Since mobile devices open new paths of intrusion, how do IT departments enforce policies to ensure that only authorized people have access to sensitive information, and how do they maintain regulatory compliance?



- 25 percent of German companies surveyed said that security was their top concern with BYOD, followed by “increased policy enforcement complexity” (14 percent), “increased complexity of IT support” (13 percent) and “decreased control / supervision of end user activities while on the job” (10 percent).
- The perceived danger of BYOD to corporate network security is likely a major reason that companies in Europe have not embraced the trend as fully as others. With the exception of China, European countries are the most concerned with the negative effects of BYOD on the security of corporate networks. Interestingly, the concerns over network security have not made Chinese companies reluctant to embrace BYOD, since they believe the benefits far outweigh the potential costs.

IT Support: Most Companies Enable BYOD, but Europe Hesitant



89%

Companies that enable BYOD in some form, from allowing employees to connect their own devices to company network, to full support for all employee-owned devices

71%

Companies that provide IT support for either select employee-owned devices or all devices

19%

European companies that prohibit BYOD, compared to 6% for non-European countries

Source: Cisco IBSG, 2012

N = 4,892

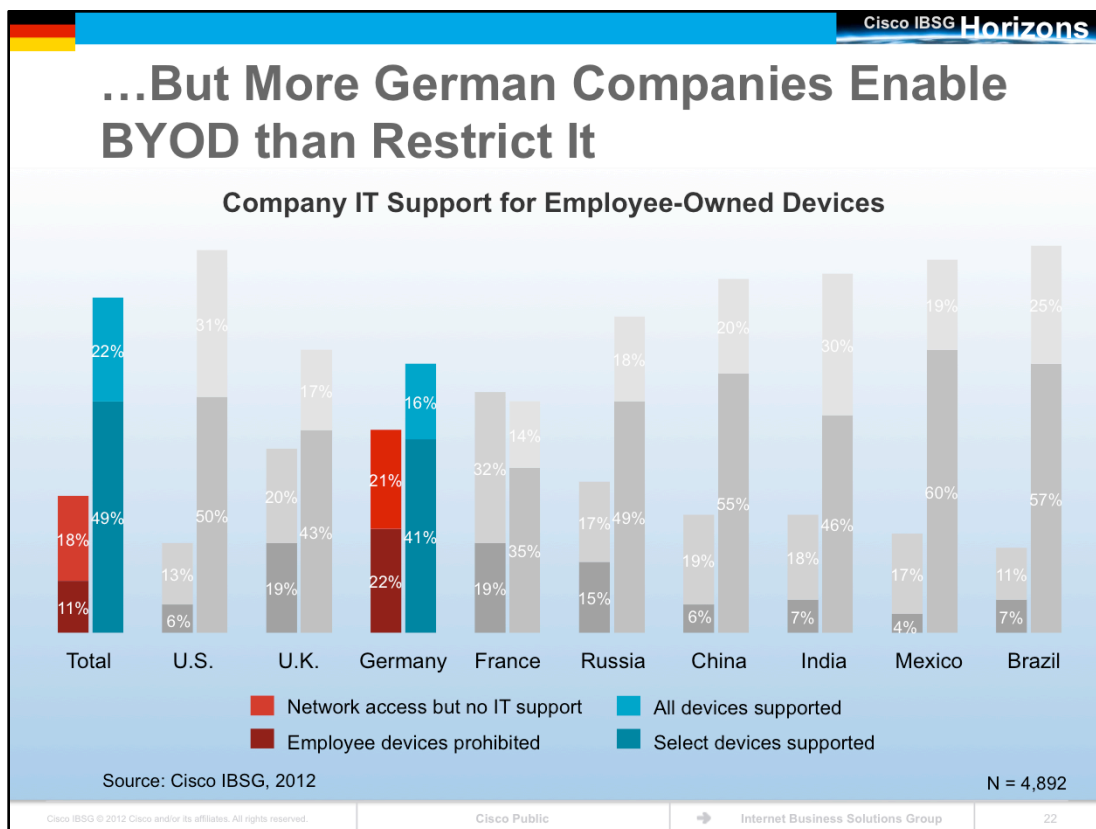
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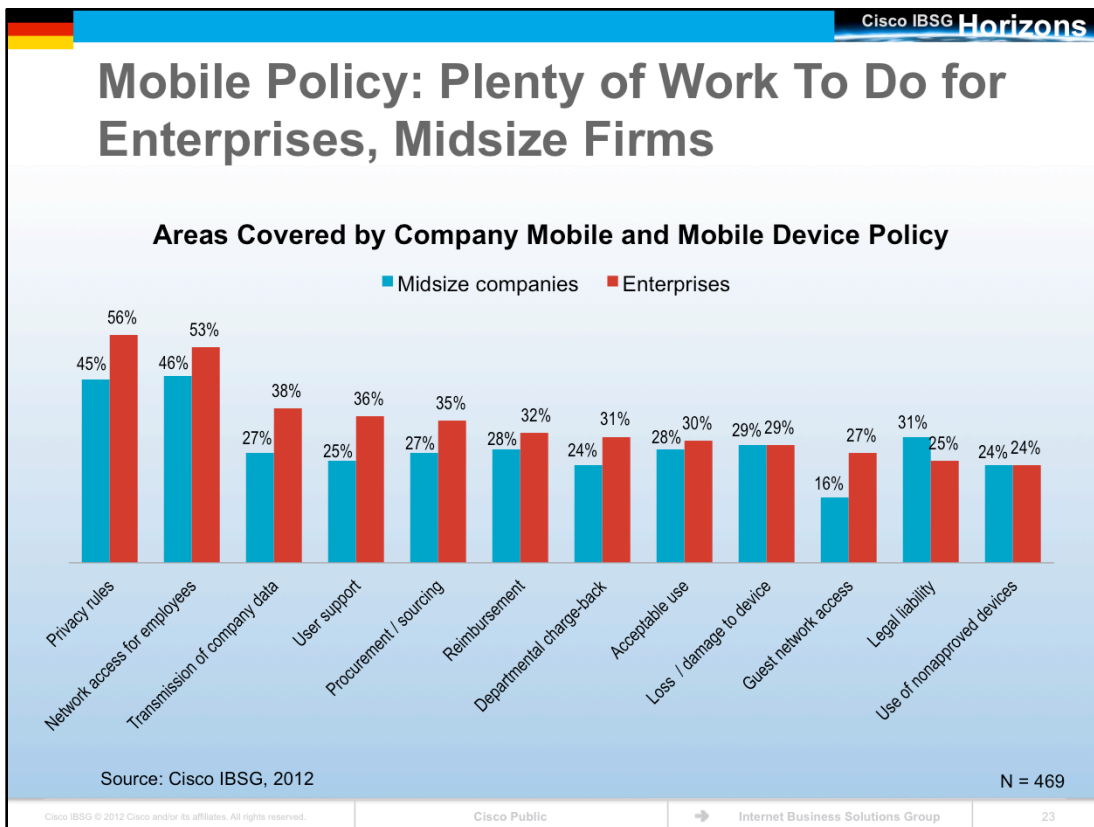
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- Overall, there is strong support for enabling BYOD among corporate IT leaders. Nearly 90 percent of companies accept BYOD in some form, ranging from simply allowing employee-owned devices on the corporate network to full IT support for any employee-owned device. This proves once again how universal the BYOD trend has become.
- And 71 percent encourage IT by providing some level of IT support.
- European companies, however, are much less accommodating of employee-owned devices in the workplace.



- The United States and India provide the most comprehensive support for employee-owned devices, with about 30 percent of companies offering IT support for all devices.
- The countries in which IT leaders were least positive about the impact of BYOD – France, Germany, and the United Kingdom – have the most restrictive policies.
- Interestingly, 14 percent more German companies enable BYOD than limit it (57 percent enable, 43 percent limit). Contrast this situation to France, where, by a 2 percent margin, companies that restrict BYOD actually outnumber those that enable it; or the United States, where fully 81 percent of companies interviewed encourage BYOD by allowing selected or all employee-owned devices into the workplace.



- Another area that has the potential to restrict the potential benefits of BYOD is a lack of clarity around mobility policy, both as it pertains to BYOD and in general.
- Regarding the maturity of corporate mobile policy, enterprises have implemented more comprehensive policies in most areas than midsize firms. While this finding is not surprising, it speaks well for midsize firms that in many areas, the differences between them and enterprises are modest.
- In Germany, the most significant differences are for :
 - Transmission of company data (38 percent enterprise, 27 percent midsize)
 - Privacy rules (56 percent enterprise, 45 percent midsize)
 - User support (36 percent enterprise, 25 percent midsize)
 - Guest network access (27 percent enterprise, 16 percent midsize)
- For both corporate and midsize firms, there is plenty of work to be done before mobility policy can be considered robust.

Employees Want Freedom To Reinvent Their Work Style Through BYOD...

#1

Employees want an any-device, anywhere work style (37%)

#2

Employees want to do personal activities during work and work activities during personal time (35%)

#3

Avoid usage restrictions of company-owned devices (31%)

Source: Cisco IBSG, 2012

N = 4,892

- Employees are turning to BYOD because they want more control of their work experience, thus improving productivity and job satisfaction.
- Their first desire is device choice. They want to work on the device with which they are most comfortable, and they want to work wherever they need to be.
- Their second desire is to choose when they do what. They want the flexibility to undertake personal activities while at work and to do their work during nontraditional work periods such as nights and weekends.
- Finally, they want freedom to use the device the way they see fit, including which apps to download.

...Which Can Foster Employee-Led Innovation

- BYOD enables employees to deliver consistent, bottom-up innovation by transforming how they work, and what they do
- By giving employees freedom to choose the devices, applications, and cloud services they use, companies help employees find the best ways to get the job done and add more value, such as:
 - Using cloud-based services to analyze and visualize data on mobile devices
 - Discovering the perfect tool for managing complex workflows
 - Recording video meetings to improve execution when decisions are made
- The tools for employee-led innovation are ready at hand: inexpensive, enterprise-grade applications; easy customization; and powerful devices
- Companies that embrace BYOD as a source of innovation could unlock a latent – and potent – source of competitive advantage

Source: Cisco IBSG, 2012

N = 4,892

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- By giving employees freedom to choose the devices, applications, and cloud services they use, work processes can be redefined. Employee-led innovation extends far beyond when and where to work.
- Through BYOD, employees can continually innovate in a multitude of ways, such as using cloud-based services to analyze and visualize data on a mobile device, discovering the perfect tool for managing complex workflows, or recording video meetings to improve execution when decisions are made.
- The potential for consistent bottom-up innovation is tremendous, and the tools are readily at hand: increasingly inexpensive, powerful devices; thousands of mobile applications with enterprise-level power and sophistication that cost only a few dollars; and application-development tools that nonexperts can use to quickly design their own custom applications.

Employees Also Want To Bring Their Own Applications



52%

IT leaders who say nonapproved applications are somewhat to much more prevalent today than two years ago—a huge difference between Europe, rest of world

Source: Cisco IBSG, 2012

N = 4,892

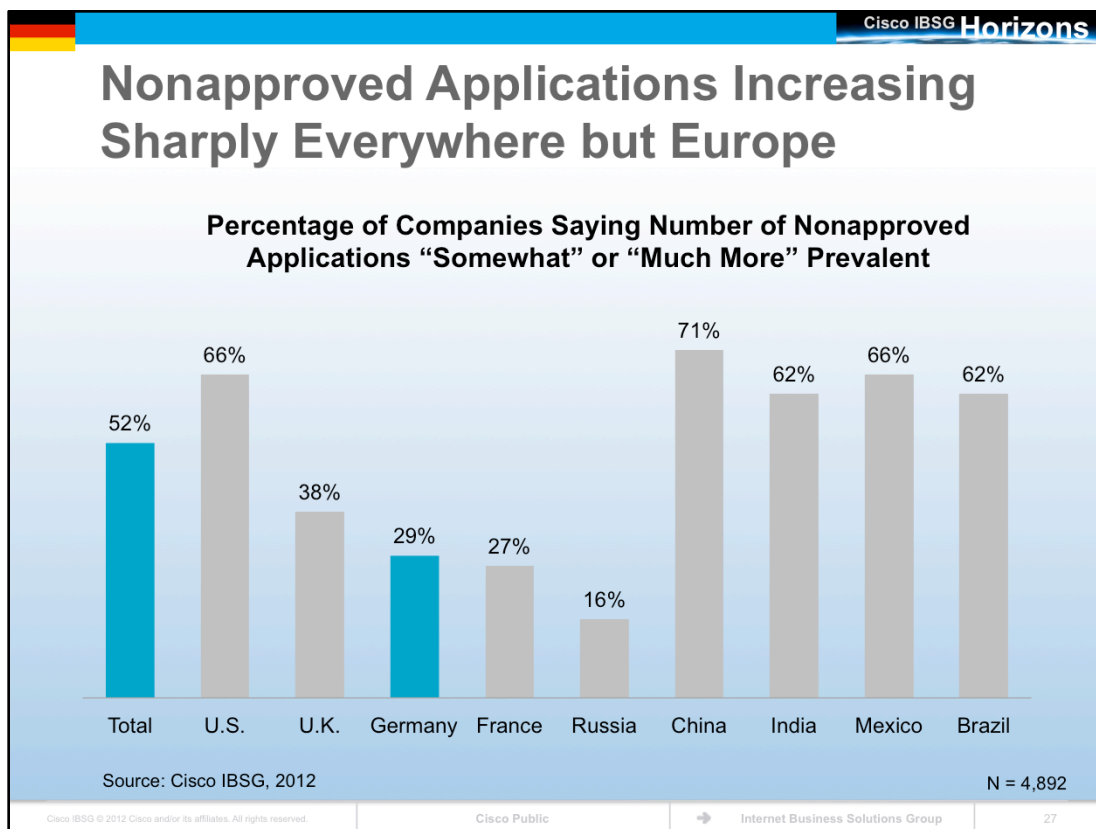
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- Along with the growth of employee-owned devices, 52 percent of IT leaders say that nonapproved software applications and cloud services are “somewhat” or “much more” prevalent today than two years ago. It makes sense that nonapproved applications would increase, since employees do not simply want to use the device of their choice, but also the software and cloud services they prefer.
- European countries are seeing far less growth, perhaps because of policy restrictions that discourage them.



- As we can see, there is a stark difference in the prevalence of nonapproved applications between European countries and all other countries in our study. In Russia, for example, only 16 percent of IT leaders say they have seen more nonapproved applications, versus 71 percent in China.
- Less than one-third (29 percent) of respondents in Germany said nonapproved applications were “somewhat” to “much more” prevalent.
- Most respondents said that they saw no change over the past two years (46 percent), making Germany the most static of all countries surveyed.
- Accordingly, almost a quarter of German respondents (23 percent) said that nonapproved applications were actually less prevalent than they were two years ago.
- We may be seeing both *virtuous* circles (positive impressions of BYOD, resulting in more favorable policies, thereby producing enhanced benefits and increasing enthusiasm) and *vicious* circles (suspicion of BYOD, resulting in restrictive policies and muted impact, reinforcing the initial skepticism) at play.

Desktop Virtualization Is on the Rise — In Some Countries



91%

IT leaders who are somewhat or very aware of desktop virtualization

44%

Agree that a majority of knowledge-worker roles are suitable for desktop virtualization, with U.S. much higher at 64%

Source: Cisco IBSG, 2012

N = 4,892

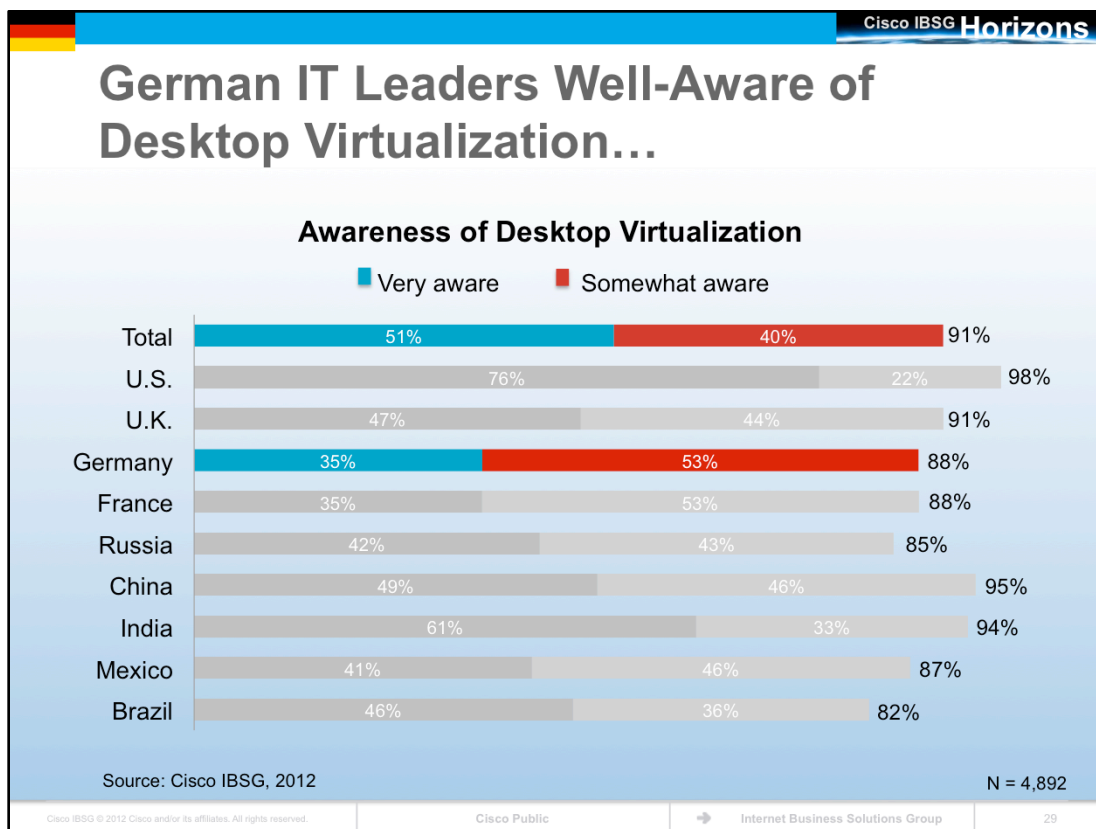
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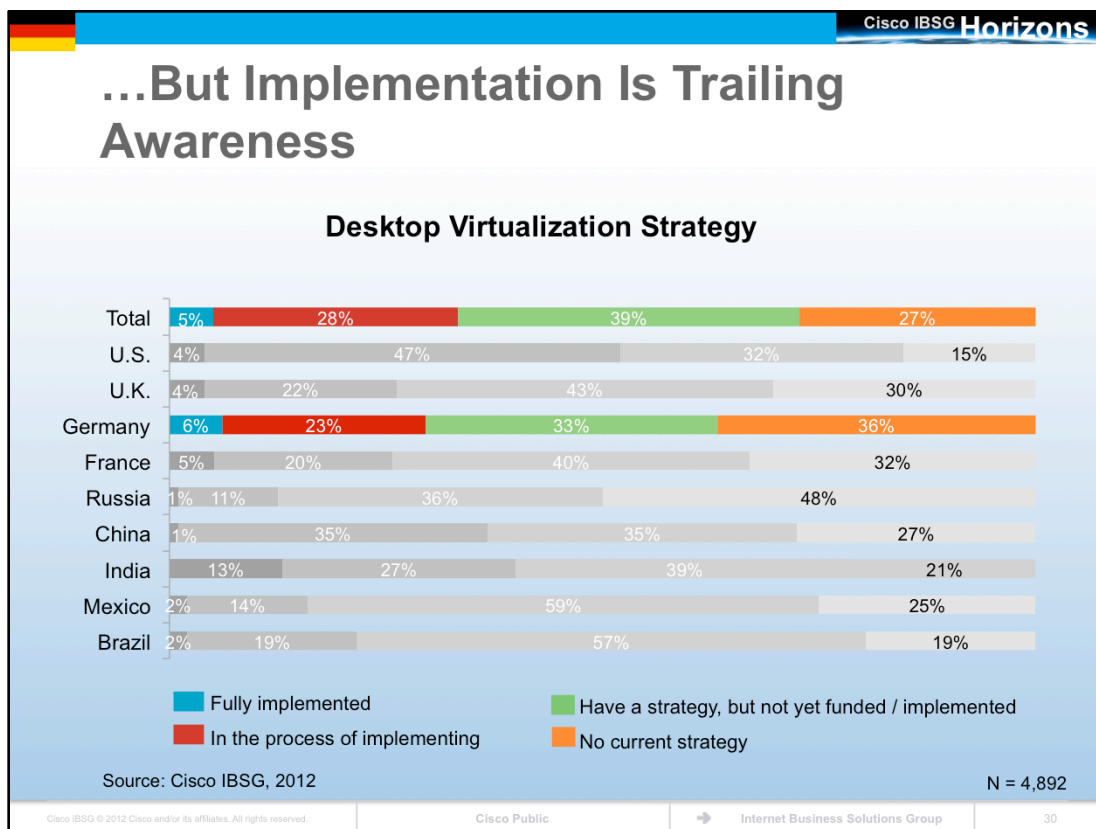
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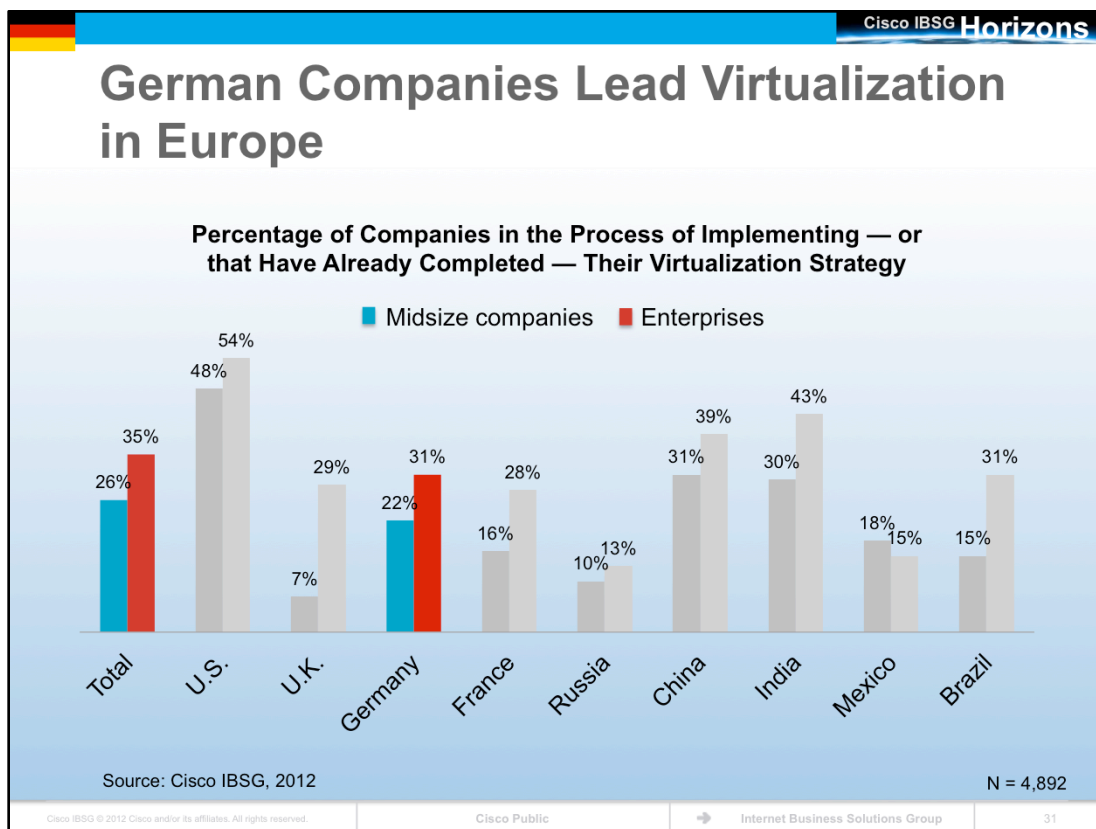
- This study also explored desktop virtualization, which is becoming increasingly popular—and which could potentially fit nicely with the BYOD trend.
- Desktop virtualization separates the desktop environment from the device and enables employees to get the same or similar experience regardless of where they are or which device they are using.
- This study found that desktop virtualization is very much on the minds of IT leaders. Of the IT leaders polled in this study, 91 percent are very or somewhat familiar with desktop virtualization.
- However, outside the United States, where 64 percent of IT leaders believe a majority of knowledge workers could benefit from desktop virtualization, companies feel virtualization has limited applicability for knowledge workers.
- Desktop virtualization is also sometimes called:
 - Virtual desktop infrastructure (VDI)
 - Hosted virtual desktop (HVD)
 - Desktop as a service (DaaS)
 - Server-based computing



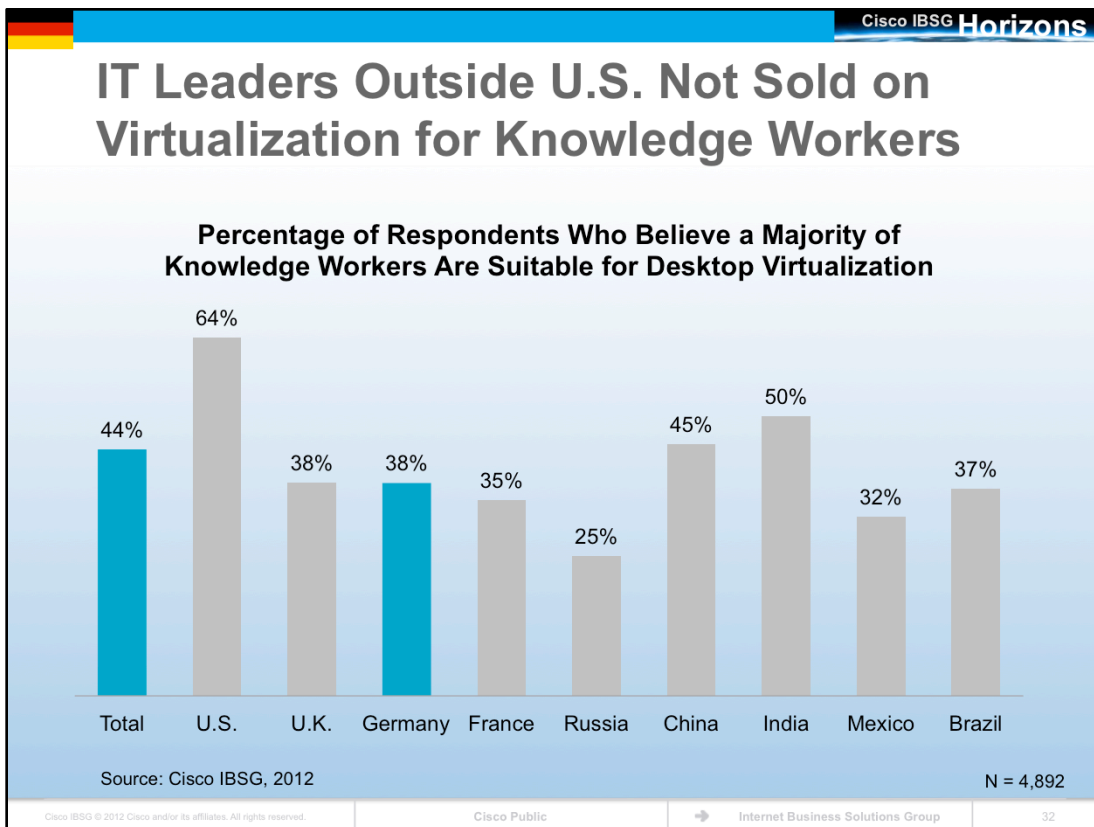
- IT leaders globally are aware of the concept of desktop virtualization, and Germany is no exception. While awareness is not as great as it is in the United States or Asia, it is comparable with other European counterparts.



- About a third of German firms are in the process of implementing desktop virtualization, with 23 percent beginning to roll out their plans, but only 6 percent having completed it. Another 36 percent have no plans at present.
- Given that German firms are in line with desktop virtualization (DTV) trends globally, and even leading in the western world in terms of the percentage of firms that have completed their DTV roll-out, it is surprising that fewer are embracing BYOD, since many of the benefits of BYOD can be realized (without any of the loss of control) once DTV is in place.
- Germany, and most other countries, are far behind the United States when it comes to implementing DTV. There are some bright spots. In India, 13 percent of companies have fully implemented desktop virtualization, and in China, it is on the radar, with 35 percent in the implementation process.



- For the most part, enterprises are well ahead of midsize firms in implementing desktop virtualization (DTV).
- While DTV implementation in enterprises in the United Kingdom and France is not far behind that of their German counterparts, German midsize firms are ahead by a good margin.
- 22 percent of German midsize firms are in the process or have finished implementing DTV, compared to 16 percent in France, 10 percent in Russia, and only 7 percent in the United Kingdom.
- In the United Kingdom, there is an especially large discrepancy between midsize and enterprise companies' implementation of the virtualization strategy.
- In Mexico, midsize companies are actually more likely to have their virtualization strategy in place than local enterprises.



- Compared with IT leaders in the United States, China and India, Germany is on par with the rest of the world in believing that less than half of knowledge workers are suitable for desktop virtualization. Overall, German firms believe that on average 44 percent of knowledge workers would benefit from desktop virtualization, compared to 45 percent in the United Kingdom, 43 percent in France, and 36 percent in Russia.

Top Desktop Virtualization Drivers

#1: Data Protection—31%

#2: Mobility for Employees—28%

#3: Business Agility—27%

Source: Cisco IBSG, 2012

N = 4,892

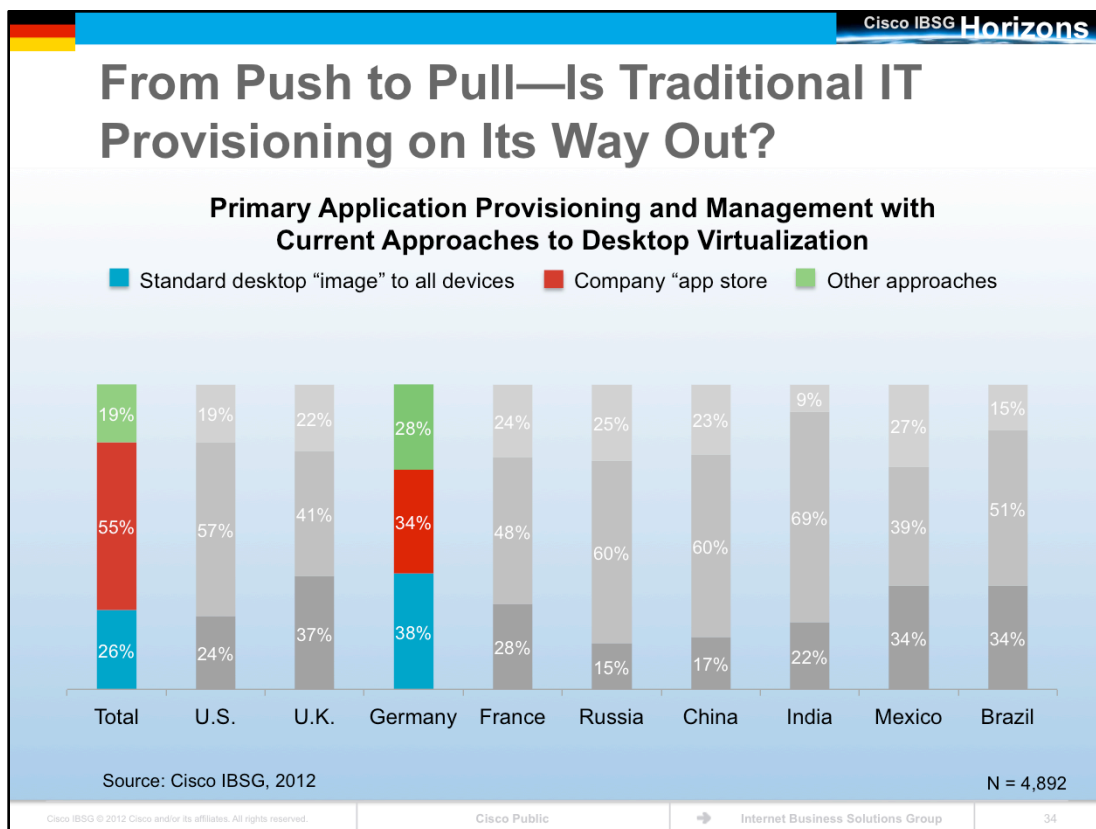
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- Most IT leaders recognize that employees in their organization could benefit from desktop virtualization (44 percent believe half or more of their employees could benefit), but desktop virtualization poses challenges. The top three concerns are:
 - **Data protection:** How does the enterprise ensure only the right people have access to sensitive company and customer data?
 - **Mobility for employees:** Enabling employees to work from wherever they are, rather than being constrained to a desk or campus, including telework.
 - **Business agility:** The speed with which companies can roll out software updates and platforms.



- IT leaders are accustomed to pushing approved devices and applications on to employees—when a new employee starts, he or she has a laptop and a standard set of office applications set up and ready to use. But with employees bringing their own devices, IT departments are changing the way they provision and manage devices.
- IT leaders who accept this sea change are embracing it by supporting nonstandard applications and distributing them through a corporate app store.
- Nearly as many German firms are using an “app store” approach to provisioning (34 percent) as those who are using the standard desktop “image” (38 percent); given that in the rest of the world, the app approach has overtaken the standard image, Germany is likely to follow in that path.

Key Takeaways

- BYOD is not an emerging trend but a *fact* across geographies, different company sizes
- The United States, Asia, and Latin America are most enthusiastic about BYOD, and there is an opportunity for employees to **innovate** how and where they work. This, rather than cost containment, is the real BYOD opportunity
- European companies are less supportive of BYOD, see benefits more in terms of cost containment than employee-led innovation, and could miss the next wave of employee effectiveness
- Mobility budgets are rising quickly, and firms may be missing opportunities to optimize spending — without restricting access
- BYOD also implies new challenges in security and support
- Better mobile policy can help deliver security, support, and lower costs
- Desktop virtualization is top of mind for U.S. IT leaders, but seen as less applicable to knowledge workers in other countries

Source: Cisco IBSG, 2012

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- As we have seen, BYOD is happening in companies across the world, at both midsize companies and enterprises. It is not an emerging trend, but a fact.
- There are varying degrees of support and enthusiasm, however. The United States, Asia, and Latin America are bullish on the prospects of BYOD, and are willing to give employees more control.
- By giving them control, companies can allow employee-led innovation to unfold, as knowledge workers find better ways of performing their typical tasks, and even expand into higher-value work. For example, the ability to download powerful data analytics applications that formerly were provided only to specialists can now help any employee add value in new ways.
- Companies must guard against rising mobility costs.
- They must also face new challenges in how they secure their networks and support mobile devices in a BYOD environment.
- For many companies, better, more comprehensive mobile policies could help deliver BYOD with greater security at a lower cost.
- Desktop virtualization could also help. But IT leaders outside the United States see desktop virtualization as less applicable to knowledge workers, and are not implementing it as extensively.

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