Building The Business Case For A Bring-Your-Own-Device (BYOD) Program

by Michele Pelino, October 23, 2012 | Updated: November 15, 2012

KEY TAKEAWAYS

Mobile Diversity And Employee Demand Drive Growth In BYOD Programs
Many enterprises are deploying bring-your-own-device (BYOD) programs, which enable employees to use their personal devices for work activities, to address the increasingly complex mobile device and mobile operating system landscape in the company.

Successfully Planning For And Implementing A BYOD Program Is No Small Task
Identifying the comprehensive impact of a BYOD program requires I&O executives to get input from line-of-business decision-makers, create a shared vision for BYOD program support throughout the organization, and develop a compelling business case for expanding support in the future.

Empowering Your Workforce Through BYOD Delivers Real Returns
Key benefits of BYOD programs include enhanced worker productivity, increased revenues, reduced corporate-liable mobile device and mobile service costs, and improved help desk and IT department efficiencies.

Prepare For BYOD Programs’ Non-Obvious Costs, Such As Application Security
These are the costs of deploying BYOD programs that I&O pros must capture: network infrastructure and wireless service costs, mobile device and mobile application investments, regulatory compliance expenses, and training and education program investments.
Building The Business Case For A Bring-Your-Own-Device (BYOD) Program

Business Case: The Workforce Computing Playbook

by Michele Pelino
with Benjamin Gray, Christian Kane, Laura Koetzle, Christopher Voce, and Thayer Frechette

WHY READ THIS REPORT

This report outlines Forrester’s guidance for developing a business case to justify a BYOD program to support your workforce computing strategy. Supporting the growing number and increasing diversity of mobile devices used for work is particularly challenging for I&O executives. Results of Forrester’s Forrsights Workforce Employee Survey, Q2 2012 show that more than two-thirds of North American and European information workers personally choose the smartphones and tablets they use for work, and that 46% of employees personally choose work laptops that are not on the company-approved device list. To address this trend, I&O professionals are developing BYOD programs to support smartphones, tablets, laptops, and desktops. Justifying the ongoing investment in these programs requires I&O execs to capture the comprehensive costs, benefits, and impacts of BYOD program implementation across the corporation. Although many I&O pros are currently developing BYOD programs, our interviews with I&O execs indicate that often they have not captured the end-to-end benefits, costs, and impacts. This report contains a comprehensive list of benefits and costs associated with deploying a BYOD program and highlights examples of the positive impacts your BYOD program can have throughout the organization.

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14 Overcome ROI Issues With BYOD Through Planning And Collaboration
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In developing this report, Forrester drew from a wealth of analyst experience, insight, and research through advisory and inquiry discussions with end users and vendors across industry sectors.

Related Research Documents
Redefine Your Workforce Computing Policy To Empower Employees
August 28, 2012

Five Steps To A Successful BYOC Program
June 4, 2012

Develop Mobile Operations And Security Balanced Scorecards
May 11, 2012
MOBILE DIVERSITY AND EMPLOYEE DEMAND HASTEN BYOD DEPLOYMENT

Results from our Forrsights Networks And Telecommunications Survey, Q1 2012 show that 64% of enterprises in North America and Europe are focused on bolstering mobility support for employees, partners, and customers.¹ These mobility initiatives enable firms to enhance employee communication channels, increase productivity, and provide workers with the flexibility to remotely access corporate information. To address the increasing number of mobile devices, mobile platforms, and mobile device form factors, many of which are personally owned by employees, infrastructure and operations (I&O) executives are developing bring-your-own-device (BYOD) programs:²

- **Seventy percent of employees using tablets for work use personally selected tablets.** Employees also drive corporate mobility momentum by using their personally selected mobile devices for work-related activities, a trend we call “the consumerization of IT.” Results from Forrester’s Forrsights Workforce Employee Survey, Q2 2012 show that 67% of employees who use smartphones for work select their smartphones personally, and 46% of employees who use laptops for work use personally selected laptops. These personally selected mobile devices are neither approved nor issued by the company (see Figure 1).³

- **More than half of North American and European companies are developing BYOD programs.** It’s a scary concept to suggest that I&O support any type of employee-owned device. And often, employees expect their I&O staff to do just that through the BYOD program. Results from Forrester’s Forrsights Networks And Telecommunications Survey, Q1 2012 show that the diversity of end user devices in the workplace is causing 54% of North American and European companies to develop or implement BYOD programs for smartphones and tablets (see Figure 2).⁴
**Figure 1** The Rise Of Employee-Selected Devices In The Workplace

"How were the following work devices chosen?"

- **I chose it myself**
  - Desktop (N = 4,129): 70%  
  - Laptop (N = 2,606): 67%  
  - Smartphone (N = 1,749): 46%  
  - Tablet (N = 620): 20%

- **The company issued it directly**
  - Desktop (N = 4,129): 15%  
  - Laptop (N = 2,606): 15%  
  - Smartphone (N = 1,749): 37%  
  - Tablet (N = 620): 71%

- **I chose it from a company-approved list**
  - Desktop (N = 4,129): 13%  
  - Laptop (N = 2,606): 15%  
  - Smartphone (N = 1,749): 14%  
  - Tablet (N = 620): 8%

Base: North American and European information workers (percentages do not total 100 because of rounding)

Source: Forrsights Workforce Employee Survey, Q2 2012

Source: Forrester Research, Inc.
To Support Mobile Device Diversity, 54% Of Firms Are Implementing A BYOD Program

“How will the increasing diversity of end user devices and apps (smartphones and tablets) affect your telecom and network spending between now and the end of 2012?”

- Increase our central IT budget to include support, access, and apps for these end user devices: 60%
- Implement a mobile device management solution to manage the devices: 57%
- Develop/implement a bring-your-own-device policy for smartphones/tablets: 54%
- Get additional funding from business units to pay for support, access, and apps: 32%
- Increase internal staff to support more end user devices: 21%
- Reduce telecom and network spending in other areas to pay for support, access, and apps for these end user devices: 20%
- Invest in a corporate app store to help us manage mobile applications: 18%
- Implement a chargeback system to allocate the additional costs back to the business: 15%
- Hire a third party to help us define how we will handle security for the devices and the associated apps: 12%

Base: 1,648 mobile technologies and services decision-makers at North American and European companies (multiple responses accepted)

Source: Forrester Research, Inc.

EMPOWERING THE WORKFORCE THROUGH BYOD DELIVERS RETURN

Developing and implementing your BYOD program should not be done in a siloed fashion within the I&O department. Implementing such a program and capturing its end-to-end value requires cross-functional collaboration across many IT and business groups in the organization. Conducting a cost, benefit, and ROI analysis of BYOD programs enables the I&O team to address a variety of different goals (see Figure 3):

- **Capture the attention of key IT and business stakeholders.** BYOD program planning and support affects a wide range of stakeholders across the organization. The I&O team should lead in the development and must collaboratively work with security and governance, sourcing and vendor management, application development, and enterprise architecture to determine the
correct strategy and tool set. However, it's just as critical to include executives who represent each line of business (LOB), as well as human resources, legal, and finance to develop the corporate policies and procedures. Documenting the projected costs and benefits of the program enables you to get buy-in from these stakeholders and helps frame discussions on BYOD policies and investments for stakeholders.

- **Open up and facilitate valuable ongoing relationships outside of IT.** Identifying the costs, benefits, and ROI analysis of the program enables the I&O team to have relevant discussions with other affected groups throughout the organization. Proactively meeting with decision-makers (e.g., sales, marketing, help desk, customer service, procurement, legal) and corporate executives to identify the potential impacts on corporate business processes and activities is a critical step in the program development process. Because all lines of business will eventually be affected, their representation is important to calibrate the impact analysis.

- **Create a shared, multi-year vision.** Documenting the ROI and impacts of a BYOD program helps the I&O team create a consistent, shared vision of the overall goals and desired outcomes. This comprehensive BYOD vision identifies four key elements: 1) what the company’s overall goals are; 2) when BYOD will impact the various organizations; 3) which business processes the firm must modernize; and 4) how long it will take to achieve the agreed-upon program benefits. A shared vision of the cross-organizational effects of the BYOD program ensures that line of business decision-makers and stakeholders understand what investments they must make to support the program.

- **Develop and document a compelling business justification for BYOD.** The I&O team must take the lead in creating and documenting a comprehensive, compelling business case to justify the costs and expected benefits of the BYOD program. The BYOD business case must include insight into the financial investments, personnel requirements, and other resources necessary to deploy and maintain the program. It must also identify expected benefits, improved business process, and productivity impacts expected from the program.
**Figure 3** Identifying BYOD Program Value Achieves Many Goals

1. Capture stakeholder attention.
   - Gain appropriate access.
   - Articulate a compelling reason to meet.
   - Create the agenda to frame conversation.

2. Facilitate valuable conversations.
   - Be relevant to the issues they face.
   - Be in context to their role and responsibility.

3. Create a shared vision.
   - Agree on specific outcomes.
   - Connect conceptual ideas to specific benefits.
   - Show how the pieces come together.

4. Develop a compelling case.
   - Gain internal buy-in.
   - Document the key activities to achieve results.
   - Quantify costs, impacts, benefits, and outcomes.

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**DON'T UNDERESTIMATE THE VALUE OF YOUR BYOD PROGRAM**

Capturing the end-to-end benefits of a BYOD program requires I&O pros to identify a comprehensive list of benefits ranging from enhanced employee productivity and improved business processes to increased revenues and reduced corporate-liable expenses for mobile devices and services (see Figure 4):

- **Enhanced worker productivity.** The leading benefit firms achieve with a BYOD program is increased worker productivity. Productivity efficiencies occur when employees use mobile devices to communicate and collaborate more frequently, from any location, at any time, using any device. Employees who use always on and always connected devices (e.g., through WWAN networks) achieve additional worker productivity benefits. The size of your worker productivity gain depends on how willing employees are to use their personal devices for work, as well as on the breadth and depth of adoption of the BYOD program throughout the firm.

- **Improved line-of-business process efficiencies.** BYOD programs enable employees to spend more time completing their daily activities and provide a more flexible work environment that lets employees shift the time and place where work is completed. Each line-of-business benefit is aligned with specific tasks or business processes that workers in particular roles (e.g., sales, field service, customer service, marketing) complete as part of their routine activities. Examples include: improved ability to manage and distribute field service personnel, expanded productivity time outside the office for repair technicians who can access critical information and repair orders through their mobile devices, and reduced time to complete processes that historically were paper-intensive.
■ **Increased revenues.** Providing sales representatives with access to mobile contacts, directories, and sales order applications on their personally owned devices means that sales reps have more time to spend with customers. Thus, each sales rep can manage more accounts, which increases the amount of potential revenue per sales rep. Additionally, sales executives can use LOB applications while they are out of the office, which reduces administrative workload and improves the flow of account information and sales data for forecasting.

■ **Improved help desk productivity.** Some firms expect to achieve fewer help desk calls related to hardware and unintuitive software. Employees are familiar with and comfortable using their own devices, which eliminates training. If employees do have questions related to their personal devices, you can point them to their telecom operator or device manufacturer instead of the corporate help desk. Be cautious, however, because most enterprises have not yet supported a wide array of applications through their BYOD programs. Introducing more mobile applications into the program may drive an uptick in help desk calls and requests. I&O pros should consider moderating a discussion forum for beta BYOD program members so you can monitor what's working and what's not. I&O pros should also anticipate a brief increase in the number of help desk calls over the first month because employees are not familiar with the corporate policies, device support requirements, or procedures for participating in BYOD programs, but those should drop off considerably afterward.

■ **Reduced expenses for corporate-liable mobile device and data services.** Reducing corporate-liable mobile device hardware costs and voice and data services expenses are key benefits of a BYOD program. I&O pros can also reduce their expenses in corporate device replacement or corporate device depot programs because device upgrade and repair responsibilities have shifted to employees. As a result, firms do not have to maintain an inventory of devices to provide to employees when their devices are lost or stolen.

■ **Improved IT department productivity.** Implementing BYOD programs should enable I&O staff to be more productive because they are spending less time on general infrastructure upkeep, and IT staffing ratios should shift because support questions about smartphones and tablets are often easier and less complex to troubleshoot than PC configuration problems. This trend is part of a major shift to change the user perception of the IT team from a reactive organization or roadblock to that of a proactive organization focused on enabling employees. Administrative employees can now directly capture information on their mobile devices instead of writing it down on paper, entering data, and introducing processing errors into the cycle.
**Figure 4 Key BYOD Program Benefits**

### BYOD programs enhance worker productivity and improve business processes

<table>
<thead>
<tr>
<th>Category</th>
<th>Benefit examples</th>
<th>Key benefit drivers</th>
<th>Supporting quotes</th>
</tr>
</thead>
</table>
| **Enhanced worker productivity**           | • Employees can use their BYOD program devices to keep up with work, even if they are out of the office.  
  • Sales reps have extra time to meet with clients or to travel to on-site meetings. | • Number of workers using their personal devices for work activities  
  • Depth of mobile device adoption among workers across many roles in the organization  
  • Willingness of workers to use their personal mobile devices to complete work-related activities | “Worker productivity improvements are the key benefits of BYOD programs. These benefits are achieved when workers can use their personal devices to do their job.” (IT manager, consulting firm)  
“Worker productivity definitely increased. Employees use their personal devices to communicate with other employees, and there is more frequent communication between employees.” (Operations director, government) |
| **Improved line-of-business (LOB) processes** | • Improved ability to manage field service personnel  
  • Reduced time allocated to paper-intensive processes (e.g., filling out forms, completing checklists and approval processes)  
  • Improved data accuracy on forms (e.g., healthcare, construction, engineering)  
  • Reduced call center operator time  
  • Improved rate of resolving customer service incidents | • Employee adoption of BYOD devices  
  • Number of line-of-business (LOB) applications to enhance their work efficiency (e.g., marketing, sales, customer service)  
  • Breadth of employee adoption of LOB mobile applications | “BYOD programs help our marketing and public communications team to distribute content and materials to end users and employees over any type of mobile device.” (IT director, education)  
“The BYOD program gives our doctors, nurses, and health care professionals the flexibility to access work from home or when they are working off-site with patients.” (IT systems analyst, healthcare) |
| **Increased revenues**                     | • More-efficient sales processes  
  • Improved time-to-market  
  • More client and prospect meetings per sales representatives | • Number of sales reps  
  • Breadth of mobile BYOD adoption among sales reps  
  • Amount of time sales reps spend on each customer call  
  • Average revenues generated per customer | “Our sales teams are able to be more efficient and spend more time meeting with customers.” (VP of IT, food services)  
“Using mobile devices and applications enables each sales professional to take two additional meetings each week, which increases our firm’s revenue-generating opportunities.” (IT operations, transportation) |
### Figure 4 Key BYOD Program Benefits (Cont.)

#### 4-2 BYOD programs support revenue expansion and reduce corporate-liable expenses

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</table>
| **Improved help desk productivity** | • Reduced number of help desk calls because employees are familiar with how to use their own personal mobile devices  
• Reduced length of help desk calls (e.g., questions about mobile devices are easier and faster to resolve than questions about laptops or desktops)  
• Employees are able to get help from the mobile device manufacturer or telecom operators that support their personal device | • Number of Tier 1 (easy to address) help desk calls  
• Number of complex Tier 2 or Tier 3 help desk calls  
• Help desk personnel costs  
• Employee willingness to use self service help desk channels | “Initially we had more help desk calls because employees asked how to participate in the BYOD program. Now employees are familiar with the BYOD program, so there are fewer help desk calls.” (IT manager, engineering)  
“We have received more Tier 1 help desk calls from BYOD programs, but fewer Tier 2 calls because issues tend to be less complex compared with laptop or desktop issues.” (IT systems analyst, healthcare) |
| **Reduced expenses for corporate-liable mobile device, and data service costs** | • Mobile device costs  
• Mobile voice costs  
• Mobile data service costs | • Number of employees participating in corporate-liable plans for mobile devices  
• Number of employees participating in corporate-liable plans for mobile voice and data services  
• Corporatwide contracts to provide blocks of wireless voice and data services | “Voice and data costs will go down because fewer employees will use corporate-liable voice and data services.” (VP of IT, financial services)  
“There is less demand for pools of corporate mobile voice and data services because more employees purchase services through their personal telecom providers.” (IT services manager, healthcare) |
| **Reduced reliance on device depot and device replacement programs** | Fewer replacement parts (e.g., smartphones, laptops, tablets, etc.) are needed in the depot program because there are fewer corporate-owned devices. | • Number of mobile devices and form factors (e.g., smartphones, laptops, desktops, etc.) included in the device depot program  
• Number of employees who participate in BYOD and VDI programs | “We eliminated our device depot program. If employees lose their mobile device, they must now go to the device retail store to replace it.” (IT manager, engineering)  
“In a virtual environment, device replacement costs decline because we store fewer devices in our depot program.” (Director of IT, government) |
**Figure 4** Key BYOD Program Benefits (Cont.)

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>Improved IT department productivity</td>
<td>Improved IT staff productivity due to having fewer mobile devices to support</td>
<td>Number of employees in the IT department</td>
<td>“BYOD programs enable the IT team to be more efficient and productive with their time and to do more with less.” (Operations director, government)</td>
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<td></td>
<td>Fewer types of devices to manage due to employee self-service for personal devices</td>
<td>Salary of the IT executives</td>
<td></td>
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<td></td>
<td>Fewer incident reports due to simplicity of smartphones and tablets compared with laptops/desktops</td>
<td>Number of employees participating in the BYOD program</td>
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<tr>
<td></td>
<td></td>
<td>Variety of devices and operating systems supported by the IT department</td>
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**SET REALISTIC EXPECTATIONS CONCERNING BYOD COSTS AND RISKS**

I&O executives must understand the costs and risks associated with BYOD. Key cost categories include infrastructure, mobile devices, wireless services, software and applications, regulatory compliance, and training (see Figure 5):

- **Infrastructure costs and wireless service investments.** Key infrastructure costs include servers, network infrastructure, and licensing fees. Each new device represents a potential new connection to your network, which can significantly impact the company's wireless guest access strategy. Proactive enterprises may include virtual desktop infrastructure (VDI) investments as part of their overall BYOD program because VDI solutions give employees the flexibility to use their home desktop computers for work-related activities. These infrastructure costs are driven by the IT and network infrastructure planning and installation fees, costs of hardware and software, and deployment of production, testing, and back-up infrastructure. Additional expenses to consider include professional services fees, maintenance fees, and salaries of IT and telecom personnel. Along with infrastructure investments, I&O pros must also evaluate the BYOD program's projected impact on their wireless voice, data, and roaming services contracts.

- **Mobile device hardware and mobile device management solutions and subscriptions.** BYOD often necessitates investments in mobile device management and security solutions. I&O pros must determine which mobile devices and platforms they will support, whether the firm will provide a stipend, and what level of access they will provide to corporate applications and data. Firms should consider supporting a tiered reimbursement model that aligns to workforce segments. Segment your workforce to meet employee expectations for more flexible workspaces, and redefine your workforce computing policies related to managing devices, applications, and data.⁶
Applications, software, and security investments. There are additional application management and security costs to consider, including client access licenses (CALs), which may be required for employees to access corporate software (e.g., Microsoft Office) and mobile applications. Making an investment in mobile application management solutions or a mobile middleware platform is increasingly becoming a must-have, so don’t overlook maintenance fees. Additionally, I&O and security and risk pros should anticipate increases in application security expenses to ensure the confidentiality and integrity of corporate data. Additionally, many progressive firms are investing in corporate mobile app stores from vendors such as Partnerpedia or their mobile device management provider to distribute and manage a broad application portfolio as well as providing intuitive, self-service options for employees.

Training and education. I&O pros should invest in training programs to enlighten employees on policies, tiered reimbursement criteria, program participation requirements, and regulations. Consider developing frequently asked question (FAQ) documents, informal “lunch and learn” programs, two-minute or less tips and tricks videos, or self-service training program modules that employees can access at their leisure. I&O pros should prioritize investments in training, because if employees understand the inherent risks associated with mobile devices, they’re more likely to act responsibly and in the best interests of the company.

BYOD regulatory compliance and governance issues. Employees have unique mobile device, applications, and services requirements. I&O must document the impact of the BYOD program on regulatory, compliance, and governance issues, including: reimbursement policies, industry-specific (e.g., healthcare, financial services, retail) regulatory requirements, and localization implications regarding BYOD support, management, and security. Many firms start by developing regional BYOD policies to address localization issues related to worker protection rights and corporate liability issues. I&O pros must update BYOD governance and compliance policies annually to reflect the dynamic mobile environment, reimbursement policy changes, and geographic- or industry-specific regulatory requirements.
**Figure 5** There Is A Variety Of BYOD Program Costs

<table>
<thead>
<tr>
<th>Category</th>
<th>Cost examples</th>
<th>Key cost drivers</th>
<th>Supporting quotes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Infrastructure</strong></td>
<td>• Server costs • Telecom network infrastructure costs • Virtual device infrastructure (VDI) costs • License fees • Per use fees • Installation fees • Maintenance fees • IT and telecom network personnel fees</td>
<td>• Number and price of servers • Use of testing, production, or back up servers • Number of employees using smartphones • Use of in-house versus third party professional services • Time and effort to install and maintain servers and infrastructure</td>
<td>“We use a virtual environment because employees are less likely to modify the PC configuration or to require a desktop support technician.” (VP of IT, financial services) “Our employees and contractors need the flexibility to access their work from many different office locations. We implemented VDI to support these flexible work environment requirements.” (Director of IT, government)</td>
</tr>
<tr>
<td><strong>Mobile devices</strong></td>
<td>• Cost of each device • Device replacement costs • Device configuration costs • Mobile device management solution costs • Device security costs</td>
<td>• Number of devices supported • Types of mobile devices supported (e.g., smartphones, tablets) • Corporate-liable expenses for employee devices • Types of mobile device operating systems supported (e.g., BlackBerry, Android, iOS) • IT personnel fees</td>
<td>“Our company is moving away from providing a mobile phone to each employee. We are standardizing on a platform that can manage many different types of mobile devices so employees can bring their own smartphones.” (IT manager, consulting services) “We reimburse employees $200 every 24 months for personal smartphones, but we do not reimburse employees for feature phones.” (VP of architecture, insurance)</td>
</tr>
<tr>
<td><strong>Wireless services</strong></td>
<td>• Mobile voice costs • Mobile data service costs • Roaming fees</td>
<td>• Corporate contracts for pools of mobile voice and data services • Number of employees participating in corporate-liable voice and data programs • Employee travel patterns</td>
<td>“We reimburse employees $40 to $85 per month for mobile voice and data service depending on the type of personal smartphone or feature phone the employee uses.” (IT manager, consulting services) “Each vice president implements our corporate-liable programs based on their own budget allocation.” (VP of architecture, insurance)</td>
</tr>
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Source: Forrester Research, Inc.
### Application, software, and other costs to deploy BYOD programs

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<th>Category</th>
<th>Cost examples</th>
<th>Key cost drivers</th>
<th>Supporting quotes</th>
</tr>
</thead>
</table>
| Applications and software       | • Application license fees  
• Application maintenance and support fees  
• Customization costs  
• Labor costs to design, develop, deploy, test, and install applications  
• Application security costs  
• Application management fees | • Number of corporate mobile applications  
• Mobile application environments supported  
• Back-end integration costs  
• Professional service fees  
• In-house application developer salaries  
• Third-party professional application development fees | “Android and iOS applications are the focus of our mobile development activities because a majority of our employees own personal devices using these platforms.”  
(Systems analyst, healthcare)  
“Application security costs can be more complex with a BYOD program because the security team must keep track of hundreds of points of control to support applications on the Android platform.”  
(VP of IT, professional services)                                                                 |
| Training and education          | • Cost to develop employee training programs  
• Cost to create FAQs  
• Cost to train IT personnel  
• Use of self-service training initiatives for mobile devices and applications | • Number of employees using BYOD devices  
• Types of mobile devices supported  
• Number of IT personnel to complete training  
• Types of training initiatives (e.g., FAQ sheets, “Lunch and Learn” sessions, formal training)  
• Adoption of self-service portals and information-sharing channels | “We invested in more policy and procedure documents to clarify the legal, financial, and human resources implications of supporting BYOD programs.”  
(Systems analyst, healthcare)  
“Training costs increased to help employees understand the new look and feel of the virtual environment compared with what they see on their desktops or laptops.”  
(IT director, financial services)                                                                 |
| Regulatory compliance and governance | • Legal fees  
• Legal personnel expenses  
• Industry focused regulatory compliance requirements  
• Time and effort spent on documenting which employees, devices, and services are included in the BYOD program | • Audit trail requirements to address regulations  
• Legal personnel fees  
• Geographic BYOD regulations  
• Specific government regulations and compliance requirements  
• Regulatory requirements in particular industries (e.g., finance, healthcare, retail) | “Our legal team must participate in our BYOD program development because our employee reimbursement policy impacts legal and issues.”  
(IT manager, healthcare)  
“We had to get our legal and payroll teams involved in our BYOD strategy because hourly workers who check email on their smartphones must get paid for their time.”  
(Director of automation, construction)                                                                 |
RECOMMENDATIONS

OVERCOME ROI ISSUES WITH BYOD THROUGH PLANNING AND COLLABORATION

Successfully planning for and implementing a BYOD program requires I&O executives to identify the implications, costs, benefits, and risks of supporting employee-owned devices — which is no small task. Developing a comprehensive BYOD program also requires I&O execs to:

- **Proactively establish a cross-functional team to participate in the program planning.** The I&O team must own the development of the BYOD program. However, it’s critical for I&O execs to proactively seek assistance and input from many other IT and business decision-makers. Developing a comprehensive BYOD program requires deep customer insight from a cross-functional mobility team that brings together leaders from multiple disciplines and functions. The team often includes senior IT executives and business decision-makers from security, messaging, service desk, application development, sourcing, finance, HR, and legal. Only through working together toward a common goal will you have the confidence to define strategy, make decisions, establish policies, secure funding, and generally get things done.⁹

- **Ensure that mobile security issues are addressed with employee-owned devices.** I&O and S&R pros must collaborate to address security issues related to supporting employee-owned devices. I&O pros should evaluate the need for a comprehensive mobile device management, mobile application management, and mobile security solution from vendors such as AirWatch, BoxTone, Fiberlink, Good Technology, MobileIron, SAP/Sybase, and Zenprise to support device configuration, security, applications and software updates, and troubleshooting.¹⁰ Alternatively, I&O could consider a client virtualization solution from vendors such as Citrix or VMware that empowers employees with access to corporate applications, data, and desktops from any device.

- **Anticipate and factor BYOD participation rates into ROI calculations.** It takes a new mindset and some time for employees to become comfortable with a BYOD program. I&O execs must ensure that the adoption curve takes into consideration the types of roles within the organization (e.g., senior executives, marketing, field service, customer service, etc.) who will participate in the BYOD program, as well as the rate of adoption among each of these roles. If employees are confused about the program parameters and availability or feel that the management and security overhead is too intrusive, there will be negative impacts on adoption timelines and ROI results.
SUPPLEMENTAL MATERIAL

Methodology
Forrester’s Forrsights Networks And Telecommunications Survey, Q1 2012, was fielded to 2,347 IT executives and technology decision-makers located in Canada, France, Germany, the UK, and the US from SMB and enterprise companies with two or more employees. This survey is part of Forrester’s Forrsights for Business Technology and was fielded from January 2012 to March 2012. LinkedIn Research Network fielded this survey online on behalf of Forrester. Survey respondent incentives include gift certificates and research reports. We have provided exact sample sizes in this report on a question-by-question basis.

Forrester’s Forrsights Workforce Employee Survey, Q2 2012, was fielded to 4,982 information workers located in Canada, France, Germany, the UK, and the US from SMB and enterprise companies with 20 or more employees. This survey is part of Forrester’s Forrsights for Business Technology and was fielded during March 2012 and April 2012. Toluna fielded this survey online on behalf of Forrester. Survey respondent incentives include points redeemable for rewards, as well as sweepstakes entries. We have provided exact sample sizes in this report on a question-by-question basis.

ENDNOTES
1 Additional insight into overall corporate mobility adoption trends and priorities among North American and European enterprises is included in another Forrester report. See the October 10, 2012, “Benchmarking Your Enterprise Mobile Device Operations Initiatives And Plans” report.
2 Many highly influential employees are using their own personal computers for work and are outside the control of the infrastructure and operations (I&O) organization. A report provides guidance to help I&O executives establish a framework for managing and supporting employee-owned computers efficiently, while offering as much freedom to workers as possible and ensuring security at the same time. See the June 4, 2012, “Five Steps To A Successful BYOC Program” report.
3 Forrester’s Workforce Employee Survey, Q2 2012 was fielded online to nearly 5,000 North American and European information workers. This survey focused on identifying worker adoption, purchasing plans, and usage of various types of mobile devices, desktops, laptops, applications, and services.
4 Forrester’s Forrsights Networks And Telecommunications Survey, Q1 2012 was fielded to 2,347 IT executives and technology decision-makers at enterprises in Canada, France, Germany, the UK, and the US. These IT decision-makers have significant involvement in the planning, funding, and purchasing of IT and mobility products and services. This online survey was fielded from January 2012 to March 2012.
5 Mobile metrics are typically implemented in fragmented silos; however, Forrester believes that mobile solution momentum requires infrastructure, operations, and security executives to take a strategic and systematic approach to identifying and capturing mobility metrics that address the impact on technical and strategic business requirements. A proactive approach to measuring mobile capabilities enables

6 I&O managers are embracing desktop modernization projects and redefining their next-generation mobility strategies to meet expectations for more flexible workspaces among empowered workforces. For additional details on how to redefine your workforce computing policy to empower your employees, see the August 28, 2012, “Redefine Your Workforce Computing Policy To Empower Employees” report.

7 Firms build corporate app store environments using three types of mobile app stores: 1) consumer-focused app stores (e.g., the Android Marketplace, the Apple App Store) enable mobile device vendors to distribute applications to individuals who purchase or use their devices; 2) vendor-sponsored app stores enable tech vendors and service providers (e.g., Cisco, SAP, Samsung, salesforce.com, AT&T, and Verizon) to distribute their mobile apps to customers; and 3) internal corporate app stores are a channel or portal for firms to distribute corporate-approved mobile applications to employees, partners, and suppliers. Additional descriptions of corporate app stores are included in another Forrester report. See the February 22, 2012, “Corporate App Store Environments Open New Market Opportunities” report.

8 Another Forrester report answers three questions about enterprise mobile bring-your-own-device (BYOD) practices: 1) what the major trends are regarding BYOD adoption; 2) how firms are managing their BYOD programs to minimize the impact on volume pricing; and 3) what kinds of stipends are being offered to BYOD users. In addition, the report provides best practice recommendations regarding stipends and cost optimization with BYOD. See the July 3, 2012, “Determine The Right Practices For Your Organization’s BYOD Stipends” report.

9 Refer to another Forrester report to identify seven steps that security and risk (S&R) and infrastructure and operations (I&O) professionals must take to support smartphones and tablets: 1) workforce segmentation; 2) tiered device management and security; 3) app prioritization; 4) multiplatform development; 5) new funding for infrastructure; 6) new reimbursement policies; and 7) a focus on the emerging enterprise app store. This report outlines Forrester’s solution for S&R and I&O executives who need to identify and influence the right stakeholders for mobile security and operations initiatives. See the May 7, 2012, “Charter A Mobility Council With Seven Tasks” report.

10 Mobile device management (MDM) solutions allow I&O professionals to support multiple platforms and form factors, extend management and security policies to both corporate-liable and employee-owned devices, and automate service desk support. These capabilities are especially important to I&O executives who are developing bring-your-own-device (BYOD) programs to support the business needs and high expectations of empowered workers. Details of the MDM market, and more than 40 vendors offering on-premises and cloud-hosted solutions, are included in a report. See the January 3, 2012, “Market Overview: On-Premises Mobile Device Management Solutions” report.
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