Preface

This document reflects the findings from the inaugural Softchoice Innovation Executive Forum (IEF) held on March 27th, 2013 in Toronto, Canada. This report captures the perspectives of Softchoice and seven unique customers on the topic of Bring Your Own Device (BYOD). The findings in this report focus less on the technical aspects of BYOD, and more on the strategic role senior IT leaders play in defining and facilitating the outcomes specific to this Megatrend.
A VIEW OF BYOD FROM THE C-SUITE

About the Softchoice Innovation Executive Forum

The Softchoice Innovation Executive Forum (IEF) is an invitation-only group of senior business leaders from a cross-section of industries and company sizes across North America. It was created to bring together forward-thinking individuals to learn, debate and exchange ideas on how to capitalize on upcoming trends related to their business strategy.

Report Contents:

Executive Summary: What Makes a Trend A Megatrend?
BYOD: A Discussion of 5 Use Cases
CIO Perspective: Why BYOD is seen as an inflection point in the role of IT
CIO Perspective: Primary Concerns and Top Considerations
Summary
Appendix - Case Study: The Softchoice BYOD Journey
Executive Summary: What Makes a Trend A Megatrend?

The Innovation Executive Forum (IEF) provides a collaborative platform for senior IT leaders to debate and exchange ideas around transformative topics that are the changing the role of IT.

Softchoice calls these topics as Megatrends, and views them as cultural and business changes that are forcing IT to rethink its traditional delivery of service.

In many ways, Megatrends are the exact opposite of how IT is traditionally focused. Megatrends requires that IT rethink its traditional roles and silos of service delivery, and embrace the opportunity to become an enabler of technology.

The Megatrend chosen for the inaugural IEF was Bring Your Own Device (BYOD), a growing trend for end users to acquire and use their own smartphone, tablet or PC for personal and corporate use.

Innovation Executive Forum Participants

The forum included a cross section of many industries including Transportation and Logistics, Government Agency, Engineering Consulting, Construction & Property Management, Financial Services and Security. Each of the organization present for the IEF possess leadership positions in their given industry such as market share, fast growth and other competitive advantages that would deem them to be “industry thought leaders”. Furthermore, each organization was represented by a Senior IT Leader such as a VP or CIO responsible for strategy and direction related to IT.

Each member spoke of BYOD in the context of their industry, however the most common theme included some discussion of how BYOD is accelerating the changing role of IT.

Key takeaways from the session:

• BYOD is already on most IT roadmaps and represents as a major turning point to transition from IT-oriented issues to business-related issues
• BYOD use cases and definitions vary vastly based on the underpinning business drivers/opportunities
• BYOD must include a cross-functional policy development as it encapsulated the needs, influence and demands of multiple lines of business
• Users will find a way. Clear consensus that if CIO’s don’t take proactive steps to address it users will figure out their own methods
• Change management and BYOD go hand-in-hand requiring a more consultative measures to align the business needs with the technology

David MacDonald
President, CEO and Director

Kevin Wright
Senior Vice President of Services and Technology & CIO

Erika Van Noort
Director of Consulting

Aaron Brooks
Director of Innovation

Richard Carson
Services Marketing Manager
BYOD: A Discussion of 5 Use Cases

A number of distinct BYOD use-cases were shared amongst the group. Each BYOD use-case pointed to a direct association with either a cultural change influencing a business strategy, an opportunity associated with revenue growth or service enhancements. Many times the associated BYOD pains crossed multiple use-cases, and pointed to an acute lack of IT’s current maturity for evaluating the trend, current state and the immediate impact of actively addressing the Megatrend.

Use Case #1: Mergers & Acquisitions

An IEF member in Transportation and Logistics pointed to the thirty acquisitions his company completed in the span of a few years. Critical to the acquisition’s success was the ability to enable device-based experiences regardless of platform, and the ability to provide direct access, securely to their supply chain without the need for heavy integration. This scenario identifies the desire to leverage BYOD to provide a standardized way to absorb existing legacy infrastructure in a low impact way – increasing time to return and driving a centralized IT service model.

Use Case #2: Growing Up

Another IEF member pointed to his company’s rapid growth strategy, based on a variation of acquisition strategy. This strategy required the organization to maintain indirect affiliation with the parent organization but to benefit from centralized IT and bolster the ability to deliver data to users. This indicates the need more mature IT service delivery model and a variety of diverse BYOD approaches supported under a central service umbrella in a multi-tenant environment.

Use Case #3: Sales and Field Mobile Productivity

Enabling a sales team with a BYOD experience helps them be more productive. For one IEF member’s organization, BYOD seemed to provide some benefit, but lacked urgency until in a 24 month time period, 60% of their field sales organization turned over, citing specifically the lack of device choice as an inhibitor to their success.

Use Case #4: War on Talent

A provincial agency CIO discussed the continued entry of a new generation of employees into the employee base. When looking at the prospective pool of talent, an internal survey found that nearly 70% of new graduates of post-secondary education wanted to select and bring their own device into the work environment.

Use Case #5: Like-for-Like Comparison

Another CIO discussed the businesses desire to attract the best talent stating that, “new candidates, especially those in specialized roles, are balancing the total experience with the total compensation.” This pointed to a scenario where prospective employees are weighing the “intangible benefits” including the ability to bring their own device against other more traditional methods for job selection such as compensation and benefits.
CIO Perspective: Why BYOD is seen as an inflection point

The majority of IT leaders indicated that BYOD was on their roadmap for adoption in their environments to some extent. Many pointed to the executive boardrooms, CEO demands or the use cases discussed earlier.

However, when stacked against other initiatives/projects, BYOD seemed to have the widest cause for prioritization based on the business motivations to address it.

Each CIO provided a variety of business scenarios, provided below, as motivation to see this move higher up the list of projects in their priority queue.

1. **Already a Reality**: Users are finding a way to get devices into the environment and connected to the environment.

2. **Application Field of Dreams**: No longer is it good enough to have a “build it and they will come” field of dream model, business engagement is key as there are other options outside of IT.

3. **Employee Turn Over/Retention**: Significant turn over (60%+) leading to a revisit of the employee experience particularly in the field workforces.

4. **Tech-Savvy CEOs**: Senior leadership is younger, more informed on technology and wants to deliver information in new ways and mobility is part of the corporate strategy.

5. **Global Divisions**: SaaS - either sanctioned or unsanctioned- is heavily leveraged in some areas of the business as a method to deliver data and applications to mobile devices.

6. **Shift in Budgeting Processes**: Projects are no longer within the direct control of IT as more budget control is being handed back to the line of business for prioritization.

7. **Menu of Choices**: IT service is moving more towards an a-la-carte offering vs. an all or nothing approach to serve business demands.

8. **Skill Demand**: More and more the line-of-business stakeholders are looking for new types of skills from IT to help understand and link the technology options with business strategy.

9. **Change Management**: Change management traditionally focuses on the ITIL definition including systems/IT service management, now that definition is ultimately shifting to include program delivery for adoption and communication.
CIO Perspective: Primary Concerns and Top Considerations

Each IT leader had some level of concern surrounding the changing role of IT and how Megatrends demand a business conversation focused on business outcomes. Each member identified the changing role of IT as it evolves into an advocate, strategist and partner to deliver service in multiple ways to the business.

1st CIO Consideration: Change Management

Under the premise of the changing role of IT, it was discussed how organizations can leverage these “Megatrends” as a method to drive deeper alignment within their organizations. Understanding this means a shift in staffing strategies and often a change in perception within the organization. The IT leaders agreed that this required a fundamental shift in the way the business perceived the organization, indicating the need for IT to be a true internal service provider.

Regardless of the strategy currently under way or in development, the roundtable participants agreed that the need for the “edges” of traditional project delivery must grow. The front end of the process needs to include more consultative measures to align the business needs with the technology and the back end (or even in some cases ongoing projects) must include an adoption program that would see the measure and definition of a BYOD program continue to adjust and morph, based on end-user feedback combined with business strategy.

2nd CIO Considerations: Cross Functional Policy Development

The considerations for the development of a BYOD policy were vast for the IEF members. A comprehensive policy related to BYOD encapsulated the needs, influence and demands of multiple lines of business and support including associated stakeholders – HR, Finance and Line of Business – Sales, Marketing, Customer Service. It was unclear from the group on how these policies are currently defined or if they had made proactive measures to engage all of these stakeholders.

3rd CIO Consideration: Protecting Users from Themselves

Security was a predominant topic from the group. This relates less on how users were leveraging BYOD currently or in a future state, and more on how IT can deliver against the demands of the business without jeopardizing data security. Of note was the risks lost devices or personal Cloud services like Dropbox present to organizations. Other considerations that were raised:

1. Change Management: Addressing communication for the roll out of a BYOD program
2. Security: Management of data and identity within the new BYOD world
3. Baseline of software and support: transition away from traditional device based support model and supporting the user’s applications
4. Container vs. MDM: determining the method of application or experience delivery
5. Legacy Application Delivery: Identifying gaps within legacy mission critical applications and enabling mobility for any device
Summary

The IEF members agreed the event provided a clear value in connecting IT leaders in other industries with the ability to discuss topics that IT needs to embrace to maintain value in a changing economic climate.

The IEF membership called out the fact that the role of IT is evolving. One senior executive of a major financial services corporation reflected on a role that one existed but now is considered a commodity stating, “The definition of change management for IT is and will continue to evolve to a menu of choices. IT needs to own the change. We’re in an interesting time similar to the role of Chief Electricity Officer that once existed, charged primarily to deliver power which quickly disappeared as electivity transitioned to a commodity.”

Another CIO followed up with the forward looking remark, “We need to be closer to the business and be open and ready to fail. We need to move out of the data center and coding business and into an advisory position to inform the strategies of our businesses.”

Key Considerations to Shape Service & Solution Development

The discussion validated the Softchoice services approach to provide a strategy around each Megatrend that develops a deeper relationship with customers. The validation centered on providing a method of delivering new types of value to Softchoice customers for the lifecycle of services spanning:

- **Consult**: providing advisory, data collection and technical guidance to shape Megatrend strategies with our customers to not only define the path forward but the program development.
- **Implement**: providing integration and extending the value of the existing investments in technology.
- **Manage**: providing adoption and change management and offloading the operational elements in the right way to support end users.

Want to get involved?

Future Collaboration and IEF Nominations

The Innovation Executive Forum’s mandate is to bring together forward thinking leaders to learn, debate and exchange ideas on how to capitalize and realize returns on upcoming trends related to their business strategy. The IEF collaboration will continue via private LinkedIn groups, quarterly conference calls and other local events.

Next Steps

If organizations see value in the Innovation Executive Forum and connecting with like-minded industry thought leaders, Softchoice welcomes you to reach out to your Account Manager for sponsorship or email innovation@softchoice.com to put forward a nomination for membership consideration.
It’s funny how things evolve so quickly. Just a few years ago, the thought of employees using their own phones or laptops for work at work was unthinkable.

But as the consumerization of IT trend grows from a trickle to a flood, many organizations have no choice but consider how to implement a Bring Your Own Device (BYOD) program. And the experience at Softchoice was no different.

Francis Li, Softchoice’s VP of Information Technology, faced this dilemma a couple of years ago and says

“Initially we were resistant to the idea of BYOD, primarily because of security concerns around our corporate data. How could we control access to our valuable corporate assets with all kinds of devices accessing our networks?”

But then a couple of surprising things happened. First, some users who were eligible to receive corporate mobile devices were choosing not to do so. If they didn’t want a corporate device, what were they using?

Then, as part of a regular network review with one of our own TechChecks, IT discovered that over 150 non-standard corporate devices were connected to the network - which meant a lot of personal devices were already being used to access company data.

Subtle changes lead to fundamental change

Because an “underground” BYOD program was already underway, Li and other Softchoice leaders decided the time had come to re-evaluate their philosophy around personal device usage.

Additionally, the company also was noticing that costs for corporate owned mobile devices were growing as staff increasingly used them not only for work, but for personal emails, web surfing, on vacations and through loss and replacement of devices.

Li says

“We realized that what we were seeing was a fundamental change in how the company’s users were using their corporate mobile and laptop technologies, and it was having a direct impact on our costs, the ability of IT to support and control the environment and potentially impacting our data security.”

Not just a technology project

Li and his team recognized BYOD was something that would impact the whole company - it would require wholesale changes to our IT infrastructure, our usage and people management policies. It also required a shift in thinking in how to balance the security needs of the organization, with the demands of employees using devices of their own choosing where and when they wanted to use them.

First Steps

The IT Team analyzed employees’ mobile device usage, categorizing users by departments, studying use patterns and determining where possible, what amount of usage was corporate and what was personal. To the team’s surprise, the analysis showed that in some cases personal usage was 25% or even higher.

A thorough review was also conducted on corporate laptops and PCs to determine the number and type of service desk tickets received over the past year, the type of repairs, loss and replacements required and if there were password and authentication issues.

After a thorough analysis, the IT team shared their findings with the company’s department heads to source their thoughts on how to manage the increasing costs and employees expectations.

A cross-departmental BYOD committee was created to review the issues, and with the participation of HR, IT and legal departments, a strategy was formulated laying out two plans for employees.

To find out more about the specifics of our plan, how we managed security and our evaluation of the program, visit our ITGrok blog to continue reading.