



The Business Value of a BYOD Strategy to the Enterprise

January, 2014

The Rise of BYOD

Rapid innovation in consumer electronics over the last few years, and especially in the coming of age of consumer smartphones and tablets, has created pressure on the enterprise. Previously, employees were equipped for their job by the enterprise, if it was with a personal computer, or later, a Blackberry. Now, with consumer devices reaching the capabilities previously provided only by the enterprise, and with the continuous introduction of new capabilities, outpacing the refresh cycles of the enterprise that could be years long, there is significant pressure to make use of the strong capabilities for business available at the hands of employees, bought for their own personal use.

This whitepaper explores the direct business benefits to the enterprise of using a multi-persona strategy as well as to outline how trends in business would be supported by this strategy and allow a variety of enterprises to rise to meet the business challenges of tomorrow. The benefits of adopting a multi-persona strategy from Cellrox are immediate and significant, and directly impact enterprise performance and risk mitigation. The Cellrox multi-persona is the only strategy that is practical enough to sustain corporate legal and risk scrutiny and deliver on Android BYOD.

Approaches to the Implementation of BYOD

The battle over the strategy that would allow the inclusion of personal devices in their owners' work is yet to be determined. The mixing of personal and professional life threatens both the interest of the enterprise as well as that of the employee's.

There are three emerging approaches to accommodate the inclusion of personal devices. The first is to do nothing. In this approach the enterprise allows for two completely separate devices; one phone for personal use, which the employee will supply, and a second phone for professional use supplied by the enterprise. This scenario is significantly impractical and ignores the [day-to-day habits](#) and schedules of a given user, thus opening the enterprise up to great security risks when their employee ends up needing to use one phone for both private and professional uses.

The second approach aims at mingling the professional and personal arenas by implementing controls on one device to protect the enterprise, such as blacklisting apps, and enforcing security policies (such as PIN). This approach is insufficient in that it limits and changes the user experience with their own personal device, but it also introduces the possibility of risk to the enterprise by exposing it to the user's personal and private behaviors and also by potentially violating the employee's privacy.

This was the case in [Lazette](#) where a U.S. District Court held that a supervisor in Verizon, using a company-owned BlackBerry mobile device to access a former employee's personal e-mail, was not authorized to do so by the mere fact that the device belonged to the employer. This ruling, relating to the privacy expectations between an employer and employee, even when using corporate liable devices, exemplifies the potential risks enterprises are facing when infringing upon an employee's privacy. This makes the implementation of a BYOD policy even harder, requiring more legal and risk scrutiny, and diminishing the chances of success.

A third, and much more seamless approach, is Cellrox's multi-persona strategy, where in one device you can have separated personal and professional personas, achieved at the OS level, and the ability to switch quickly and conveniently between the two without hurting the user experience. Cellrox's



approach maintains the professional and personal business status quo and delivers fantastic benefits to both the enterprise and the user. In addition, by maintaining the professional/personal status quo, Cellrox's BYOD multi-persona strategy requires very little change management and is therefore most likely to be supported by the business, IT, legal and risk.

The Business Value of BYOD to the Enterprise

Compliance

Highly regulated industries, such as financial services are at a crossroads. They can continue to commit themselves, and their employees, to outdated practices, or they can grow and adapt to the ways in which their employees actually work. Currently, these industries aim to address issues of compliance by requiring their employee to carry two separate smart phones, one for professional use and the other for personal. The expectation is that professional work and personal lives will maintain complete separation and never overlap.

This current model, however, is antiquated, unrealistic, and does not adequately address the way in which we actually and practically work in a constantly updated and socially connected world. No longer do we expect that we will go to work for eight hours of our day, disconnect, come home, and not be connected to the work place again until we walk back in to the office the next morning. We are connected 24 hours a day, and we understand that this is the expectation. If we need to take a business call during our child's Saturday soccer game, send a quick e-mail at a family function, or to stay up late to take a call from the other side of the world from home, we do so.

Our professional and personal lives are intricately weaved together and we continue to manage them fluidly throughout the course of our day and the tools the industry gives an employee must be adequately accommodating.

The idea that two separate smart phones will solve issues of compliance is credulous. Smart people simply will not do what is impractical. If suddenly an employee, on the way to a business meeting, remembers that he forgot to tell the babysitter that she needs to pick up his child early from school and also realizes that he forgot his personal phone on his desk, will he not solve his personal emergency from his professional device? Will an employee at her son's talent show, and without her work phone on a Sunday afternoon, not send a quick work e-mail when she realizes that she forgot to cancel a 6 am Monday morning meeting? What makes sense will win in both of these situations, while compliance is put at risk. People may not always go through a road block but they almost certainly will go around it if doing so will get them to where they need to be.

Cellrox increases compliance by addressing the practical and efficient way in which employees prefer to work. Cellrox provides a true solution that allows an employee the ability to manage both their professional and personal lives on one single device with complete separation between both. The compliance benefits in having two separate smart phones are maintained with Cellrox by having two separate personas on one device.

The impractical user experience of switching between two physical phones is replaced with an easy tap. The user has the ability to [accessibly and efficiently switch](#) between the two without any detriment to the user experience. The ease in which a user can now switch between personas is the reason compliance will increase, as the only thing that the user needs to do to adhere to their industry's compliance regulations, is tap. In addition, Cellrox, in making the user experience a top priority, also offers the user alerts from the persona that is not in use so that the employee does not miss important notifications from the other persona.



Cellrox provides the security benefits of two phones, delivering on compliance to the industry, but on the practicality of one device, providing a realistic user experience to the employee. This practicality, and seamless user experience, is the reason that compliance will increase as it accurately addresses the way in which employees actually work.

Attracting Talent

Talent is a critical factor in the success or failure of a business. In some knowledge intensive industries such as Professional Services, the knowledge worker is a key competitive resource, and talent is what is delivered to clients. Similarly, in industries that require a great degree of creativity, such as advertising, it is of the utmost importance to be able to recruit the best from industry and straight out of school. This is especially intensified today as a result of the [war on talent](#).

The Cellrox multi-persona strategy immediately addresses these concerns and enables a user to keep their personal persona intact while delivering the necessary corporate tools on the professional persona. How does this help with talent?

- Creative people may consider their phone an extension of their personality and would therefore prefer companies that allow them to keep their personal persona close to their professional one.
- Talented people may have tools and applications they have learned to use or developed that make them unique. It could be a social network where they have access to highly valuable resources, or an app they have fine-tuned to provide market sensing in the form of topic or industry relevant breaking news. A comparable corporate application may not exist and a company should want to allow an employee to retain their unique advantage.
- Millennials are “digital natives” and are especially connected to the technology they have grown familiar with and know how to use. They will prefer to work for a company that allows them to retain their technology habits and styles of use. This is especially important for recruiting young talent out of school.
- Employment models for both highly talented individuals and for pedestrian type jobs are changing, and leaning towards an occasional, or temporary, type of employment, where a user would like to keep their personal persona close, and alive, for their next job.

So how is Cellrox uniquely positioned to deliver on attracting talent? Cellrox enables a multi-persona strategy, where both the professional and personal personas can be experienced to the fullest and without risk to the enterprise and the user. The competing strategy is to use one persona, in which the personal and professional are mixed, and limitations, such as policies, blacklisting apps, and more, are imposed on the user, and also limit the professional information and applications that can be shared. The result is that with the competing strategy, the personal use of the device is limited, deterring talent from joining companies that restrict the use of their employee’s own personal device. Talent is deterred when limitations on extensions of their personality, and on the tools that they can use, are imposed. Significant privacy concerns should also be considered. Talent is reluctant to display their personal activities to their employer, and the enterprise is put at risk when they expose themselves to an employee’s personal behavior.

Cellrox provides the ability to protect both the employee and the enterprise by allowing a separate and secure user experience and avoids the hazards of mixing the personal and professional personas.

Employment Models

Increased compliance and attracting talent are immediate benefits to the enterprise that can be realized today. However, Cellrox is also enabling the transformation of business by allowing the introduction of new employment strategies to accommodate for industry trends and pressures.



According to [Intuit](#), the percentage of occasional, temporary or part time jobs in the US economy will grow by 2020 from 30% to 40%. It is also safe to assume that in some industries this type of employment will make up the majority of jobs. The trends of moving from full time employment to part- time, occasional, project or task based, or freelancer type of employment, is fueled by the following trends:

- How millennials roll – Generation Y does not want their parent’s jobs. Young workers may prefer to work hard for a few months and then travel or break for the rest of the year. They may also prefer to have a part time job freeing up time for their interests. They may also be forced into temporary employment, considering current unemployment rates, and availability of jobs out of school.
- Seasonality – In retail, the Holidays, and other times of the year, increased buyer patterns present a challenge in managing the costs of employees in order to accommodate peak demand. A model where occasional employees can join a retailer for the duration of the peak mitigates the costs of retaining more employees than needed on an annual basis. Similarly, seasonality exists in other industries such as tax season in the Accounting vertical, vacation season in the hospitality vertical, and more.
- Corporate healthcare coverage post PPACA - The new Patient Protection and Affordable Care Act (PPACA), also referred to by some as Obama care, requires employers of more than 50 full time employees to extend healthcare coverage to employees working more than 30 hours a week or be subject to penalties. The financial impact on employers is overwhelming and many employers are most likely, at least in part, to look at a different employment model that favor more part time or occasional employees and less full time ones.
- The PPACA creates a burden to employers, but at the same time, it now offers occasional employees the opportunity to get affordable healthcare, outside of the company for which they temporarily work, which was previously very expensive and prohibitive.

The push towards new employment models is not only driven by people’s preferences, or by managing the cost of pedestrian type jobs, but it is also a manifestation of a much more competitive marketplace. For example, a company going after new business may decide that in order to secure a contract, they need to team up with an expert outside of their company to increase the chances of winning. The expert can have deep technical knowledge relating to the contract, or a reputation in this field. It can also be that this expert has an existing relationship with the company looking to fill the contract, and the existing trust that he or she brings, may help win the contract. Having the ability to bring an experienced freelancer with a specific set of expertise to the team is a significant advantage.

So how can Cellrox help with new employment models?

The freelance or occasional model suggests that a person will need to get temporary access to corporate resources to do their job. However, the transient nature of employment/freelancing suggests that there exists a lesser trust between the employee and the enterprise, in comparison to the expectations that exist in a full time employment relationship. The freelance relationship is characterized in the following way; the freelancer joins the company, s/he is provisioned with corporate resources, delivers on the project/task, and then the relationship is severed and the freelancer is de-provisioned. In this scenario, the following dynamics exist:

- The company will be reluctant to provide a work device to the freelancer since it will be returned shortly after and the cost of devices may be very high considering the rate of turnover.
- The company will be reluctant to mix corporate and personal data since employment is temporary, and untangling what is professional and what is personal may not be easy. It is far better to have a strong separation between the two.



- The freelancer will aim to sustain a strong connection to their personal realm since they will need to find their next project after the one they are on is complete. To continually “be in the market”, a freelancer needs to stay close with public profile services such as LinkedIn, and other sites and apps, to build and maintain their public reputation.

The multi-persona strategy that Cellrox provides allows a user to have one device with two separate personas with no need for a temporary second device. Cellrox also allows the freelancer and the enterprise a seamless transition in and out of the project on which they are working with no need to untangle complications resulting from mixing professional and personal information. In addition, Cellrox allows the freelancer to stay connected to their personal realm so that they are able to manage their position in the market effectively.

Cellrox’s multi-persona strategy also aligns with employment that is highly nuanced or regulated. In this case it is better to keep personas separate rather than risk privacy and the delicate nuances of contractual obligations and collective bargaining. Such is the case in the European Union where employment is highly defined, and heavy privacy regulations dictate the relationship. In the US [employment at will](#) means that an employee, once hired, can be fired at any time and for any reason. In addition, what the employee can be asked to do by the employer is only limited by HR rules and laws giving employers a great deal of freedom in shaping the components of employment. The move to occasional and freelance employment may mean that the work relationship will be defined more accurately in a contract and the freedom employers had before will diminish. In this landscape, it is best to adopt a multi-persona approach to shield corporations from the increased scrutiny of contractual engagement.

BYOD Success

To be successful the implementation of an Industry’s BYOD strategy needs to provide business value, such as addressing issues of compliance, attracting talent, and supporting new employment models. It also needs to refrain from introducing additional risk and finally, it needs to follow accepted enterprise standards to minimize change management. Two approaches have emerged in the implementation of BYOD in the enterprise. The first is to mix the professional and personal realms while putting restrictions on the personal persona and limiting the extent of corporate information and applications that can be exposed. The second is to keep the professional and personal arenas completely separate. The latter is by far the easier approach to implement. It involves the least amount of risk and it requires minimal change management to execute the BYOD strategy. Cellrox’s multi-persona strategy is the tipping point for Android BYOD.