

*Logicalis Group has commissioned this paper by independent analyst firm Ovum to look into the patterns of behaviour, attitudes and adoption of the Bring Your Own Device phenomenon worldwide. Our choice to work with Ovum is based on their primary research work across 17 of the world's largest mobile markets highlighting important local differences in employee attitudes to BYOD and what constitutes the right management approach for IT. This whitepaper accompanies Logicalis Group's international delivery of mobility solutions to organisations around the world and is required reading for organisations looking to define regional or international mobility strategies that take into account regional differences in employee expectations and requirements.*

# BYOD: an emerging market trend in more ways than one

Employee attitudes to work/life balance drive BYOD behavior

## INTRODUCTION

### Summary

Ovum's research into the scale of the Bring Your Own Device (BYOD) trend has unveiled some clear differences in employee behavior between mature markets and developing, high-growth markets. Differing attitudes between employees in these markets to the usage of mobile devices inside and outside working hours is an interesting proxy for the divergence in cultural attitudes to where the fulcrum lies for work/life balance. The data reveals evidence that professionals in fast growth markets are willing to "live to work" and use whatever connected devices they need to in order to get the job done no matter whether they are their personal device or one provided by their employer. In mature markets, employees have settled into comfortable patterns of working behavior and are more precious about separation of their work and personal domains. This bifurcation in behavior is going to shape not just future patterns of enterprise mobility in high growth versus mature markets, but it also going to dictate which markets structurally are going to benefit most from this coming revolution in how and where we work.

### Research background

Ovum's multi-market Q4 2012 BYOD survey gathered responses from 3,796 consumers across 17 different countries. The only selection criteria for taking the survey were that these individuals had to be full-time employees in organizations with more than 50 employees. Respondents were questioned about their attitudes towards and usage of personally-owned devices at work. The end-

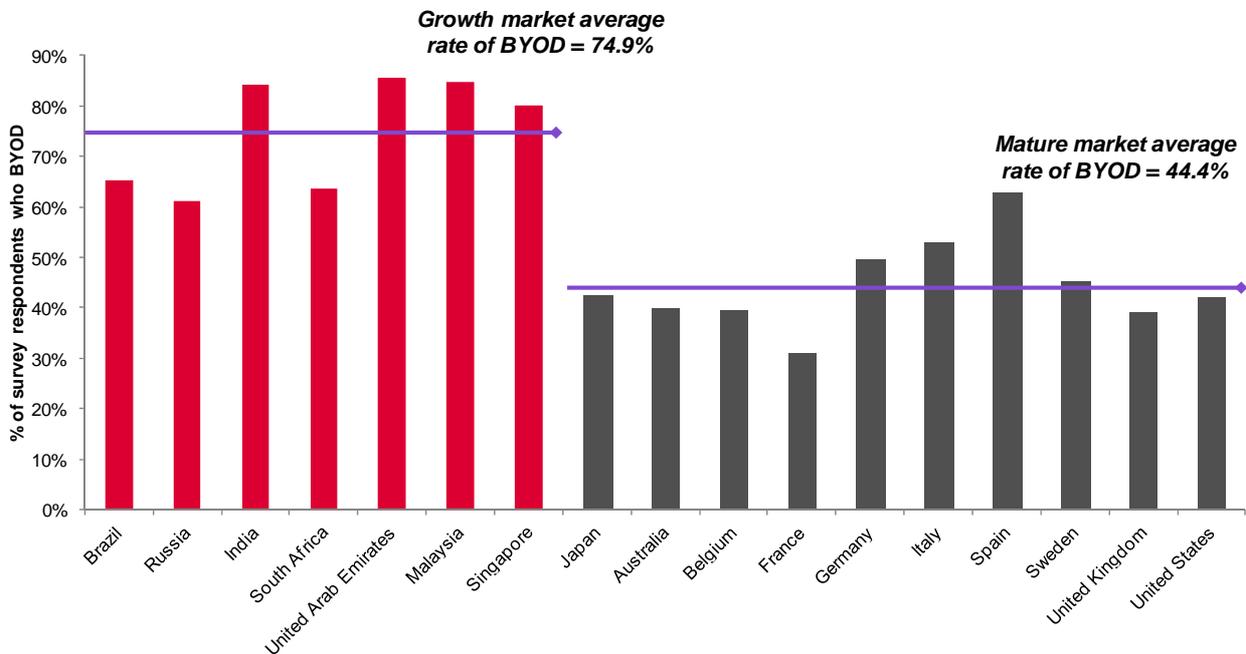
product is a unique dataset putting some real figures behind the scale and drivers of the BYOD trend, from the perspective of those who are driving it – consumers. This white paper incorporates some of the key findings from the survey.

## DIVERGENT RATES OF BYOD IN HIGH GROWTH VERSUS LOW GROWTH MARKETS

The average rates of BYOD in high growth emerging markets and mature markets are divergent

When asking employees whether they bring their own device to work (BYOD – defined as using a personal smartphone or tablet for any activity other than making calls or sending texts, therefore accessing corporate data), Ovum found that across all 17 markets surveyed, 57.1% of full-time employees partake in some form of BYOD. But when broken down by market, a very well-defined trend is noticeable: respondents in the emerging, “high-growth” markets (including Brazil, Russia, India, UAE, and Malaysia) demonstrate a much higher propensity to use their own device at work. Almost 75% of users in these countries did so, compared to 44% in the more mature developed markets. So what is behind this markedly different behavior?

Figure 1: Divergence between average rates of BYOD in growth markets vs mature markets



Source: Ovum - Global BYOD Survey, N = 3796

## High adoption of BYOD in emerging markets demonstrates comfort with the blurring boundary between work and personal life

The stronger preference for BYOD among full-time employees in emerging markets is symptomatic of a couple of important factors. Firstly, there is a lower rate of corporate mobile handset and tablet provision in these markets, leading those who feel they need a mobile device to help with their job to use their own.

Secondly, it demonstrates a higher level of comfort with the blurring boundary between work and personal life than seen among employees in more mature markets. Employees in high growth, emerging economies, such as Brazil, South Africa and Malaysia are demonstrating that they have more flexible attitudes to working hours, and are happy to use their own devices to get the job done where necessary. In economies where the comforts of a consumer lifestyle are not yet as prevalent as in developed markets, there appears to be a stronger attitude among professionals towards putting their work life ahead of the personal. The prevailing attitude might be viewed as follows: employees in high-growth markets more commonly “live to work”, rather than seeing work purely as a means to fund their private lifestyles and “working to live” – as could be said of more employees in developed markets.

There are of course some standouts in the data. 62.8% of employees in Spain bring their own device to work, well above the developed market mean at 44.4%. This could be said to have something to do with the struggling economy: that people are willing to use any and all means necessary to get ahead in their job, where losing it would be potentially disastrous given the high rates of unemployment.

## Employees in mature markets more commonly require distinct boundaries between work and personal life

In mature markets such as France, where the rate of BYOD behavior is lowest (30.9%), employees are demonstrating an ingrained set of behaviours that demands clear separation of work and personal time, and a much lower level of comfort with the blurring of professional and work life.

This could be down to the prevailing “work to live” attitude, but it is also indicative of different attitudes to privacy and wanting to keep personal activities unknown to any type of authority – whether the state or an employer. Europeans in particular have been fiercely protective of their privacy rights given the regional history of authoritarian governments monitoring and censoring personal communications. Elsewhere, attitudes are different: in countries such as the US which do not have such a history, privacy is largely a secondary issue; in others where censorship is either ongoing or where the memory is much more recent, such as Brazil or Russia, the prevailing attitude is that authorities can always see what you are doing anyway – so it doesn’t matter who owns the device you use for either work or personal purposes.

As BYOD takes hold globally, driven by the raw growth of personal smartphone computing, these differences in attitudes are interesting proxies for agile, light touch governance working practices

seen in emerging economies, versus more inflexible working practices in mature economies which require a different type of management and governance.

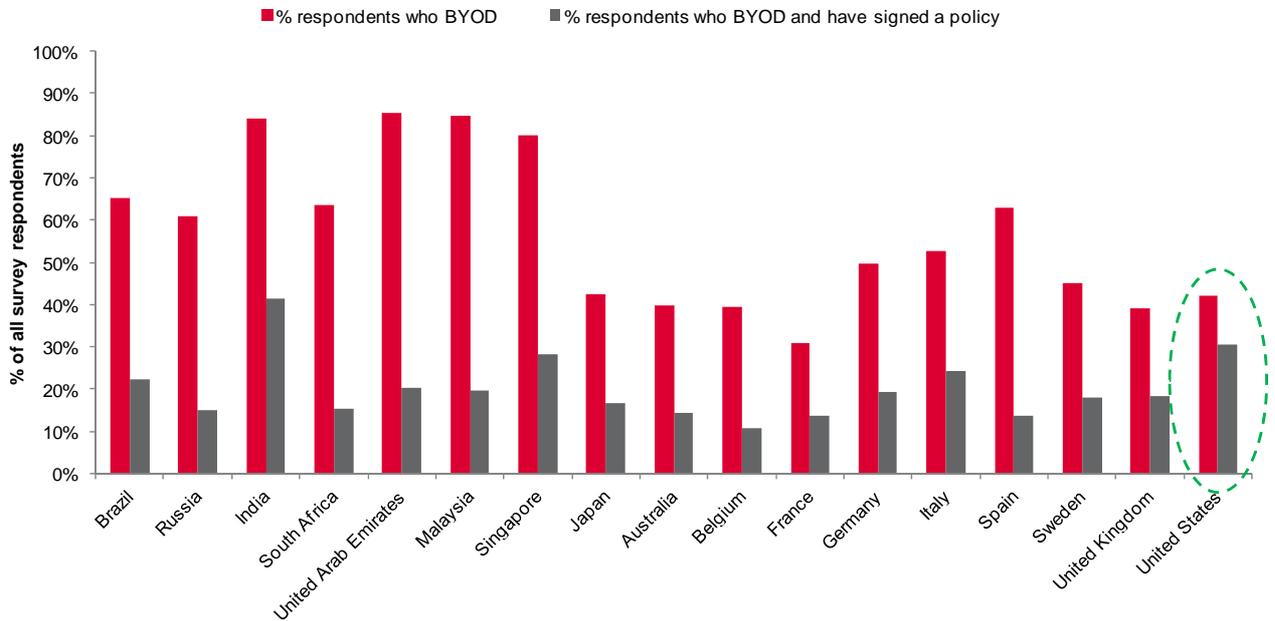
## IT departments need to manage this behavior

For businesses, and particularly those operating in multiple markets, the challenge is to set the right levels of governance and manage BYOD behavior wherever it is happening: the risk of losing data via a personally owned device is very real and potentially very damaging from financial, reputational, and legal perspectives.

This does not mean that IT departments should be locking down such behavior, as there are also huge potential benefits in terms of employee productivity and engagement. IT should aim to use an appropriate level of management to ensure that data is secured without degrading the user experience for employees prepared to work in this flexible manner. Full mobile device management (MDM) solutions offer a lot of control over device activity, and are the most effective ways to secure data on multiple platforms – but for some users they can be seen as being too invasive. Lighter touch approaches such as managing data at the application level, rather than device level, can also be considered as a way of managing BYOD behavior in emerging markets. And given the preference for strong privacy controls in certain mature markets, it may also be an easier way to manage BYOD there as well.

However they choose to approach it, putting policies in place is a priority for IT departments in every region. As shown in Figure 2, the proportion of employees who BYOD and have also signed a policy governing that behavior is low across the board, at an average of just 20.1%. Some countries demonstrate a higher level of management than others, partially as a result of IT departments finding the appropriate balance of control and flexibility in their approach, and partially as a result of local cultural attitudes in IT departments preventing them thus far from engaging appropriately with the problem of employee-led IT consumerization. But it is a pressing issue for businesses everywhere.

**Figure 2: Lack of BYOD management is an issue everywhere**



Source: Ovum - Global BYOD Survey, N = 3796

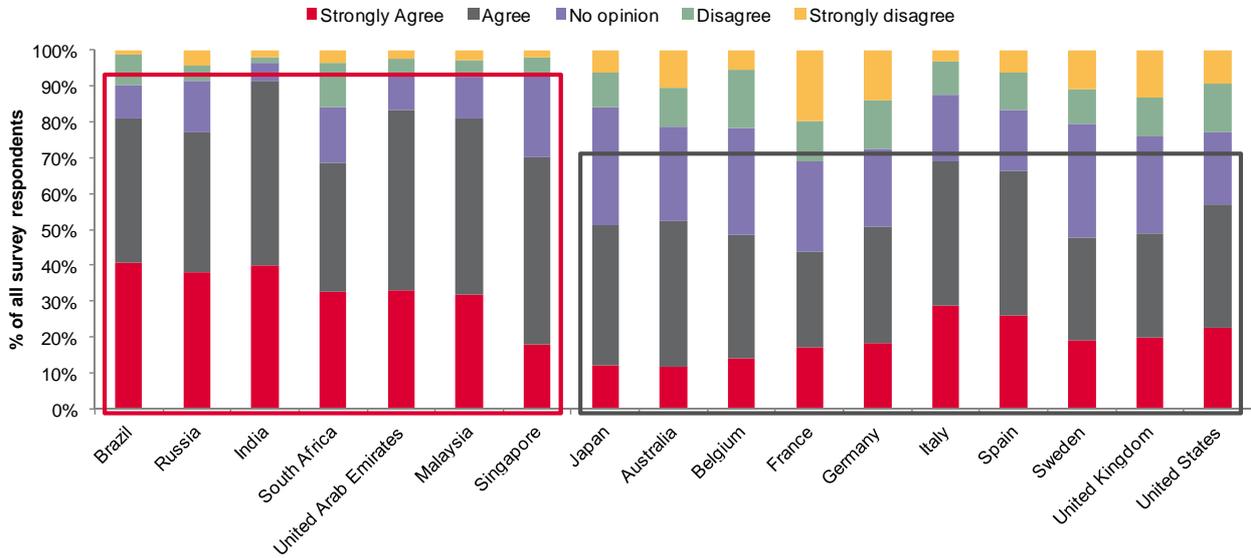
## BYOD IS DRIVEN BY EMPLOYEE ATTITUDES

The increasing availability of smartphones and tablets is an obvious driver of BYOD, but it is important not to underestimate the attitudes that having such devices engender in employees. Access to affordable, powerful mobile computing devices mean that people are now more “connected” than ever, and for the majority this connectivity applies to working life just as much as the personal – being contactable at all times makes their lives easier and enables them to do their job better.

### “Always-on” access to corporate data is seen as more of a benefit in emerging markets

As seen in Figure 3, there is a fairly high level of agreement across all countries with the statement “Being able to access corporate emails and other business apps outside official working hours enables me to do my job better”. However, again, this trend is more marked in high growth economies. 79% of employees in high growth markets believe that this constant connectivity with work applications enables them to their job better, versus 53.5% in mature markets. This helps to explain the higher incidence of BYOD in certain countries: wherever there is a high level of BYOD, there is widespread agreement that “always-on” connectivity helps to do the job better. Among the mature markets, Italy and Spain demonstrate the highest level of agreement to the statement – and also the highest level of BYOD behavior.

Figure 3: "Being able to access corporate emails and other business apps outside official working hours enables me to do my job better" – breakdown by market



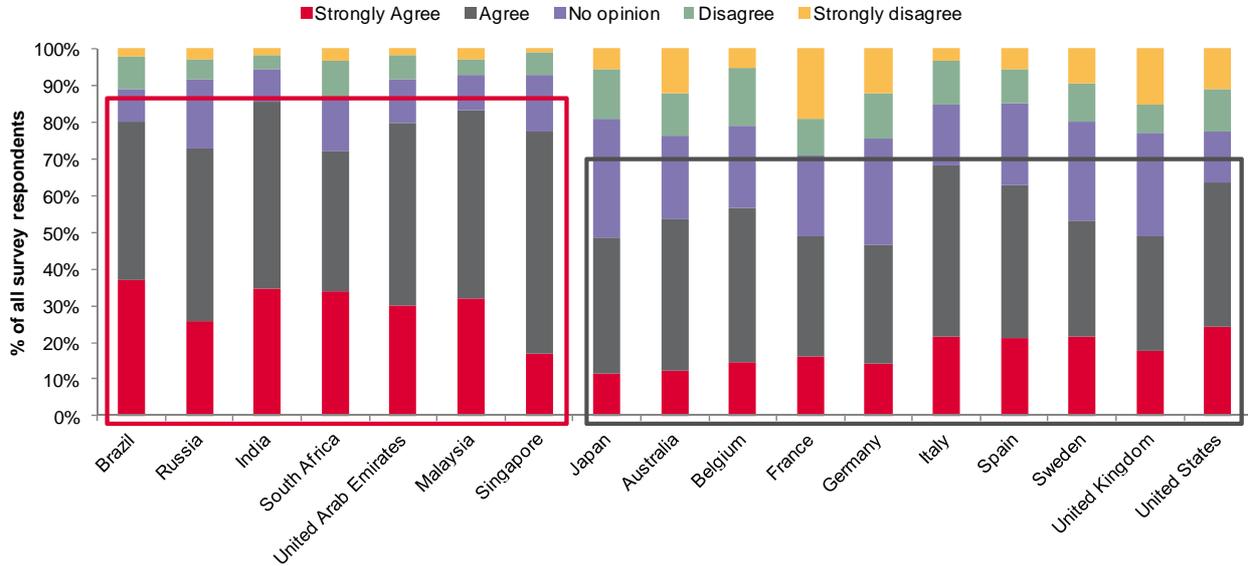
Source: Ovum - Global BYOD Survey, N = 3796

Those in emerging markets are also more likely to appreciate having flexible access to corporate data and apps

It is not just that having constant access to work applications is more commonly seen as an enabler in high growth markets – it is also more positively welcomed in these countries. It is possible to feel that having such access enables you to do your job better, but still feel unhappy about it and see it as an imposition on personal time.

78.6% of employees in high growth markets like the flexibility of being able to use mobile enterprise application access outside work hours, versus 55.1% in mature markets. This is further evidence that people in emerging markets are happier with the blurring of the lines between work and personal life than those in mature markets, and further explains the higher prevalence of BYOD behavior in those countries.

**Figure 4: "I like the flexibility of being able to access corporate emails and other business apps outside official working hours" – breakdown by market**



Source: Ovum - Global BYOD Survey, N = 3796

### Appropriate device and network support is required to manage BYOD in different markets

As business leaders begin to plan what employee mobility means for their companies, these differences in attitudes will impact how they look to invest in mobile application provision, and what productivity returns they are going to get on such investment. Businesses in these high growth economies have an opportunity to convert this signalled drive and motivation by employees into productivity and revenue if they support this behaviour with the appropriate device and network support.

Such appropriate support means establishing how many people within a business are already using personal devices for work, how many want to do so, and providing them as far as possible with all the applications they need to do their jobs while also accounting for the organization's particular risk profile. Organizations in highly regulated sectors such as healthcare, government or finance will likely need to provide the most secure, full-device solutions possible – while others may opt for lighter-touch, application-level controls. If employees are accessing corporate wifi networks via their personal devices, ensuring that sufficient bandwidth is available and that the networks do not get clogged up is also important.

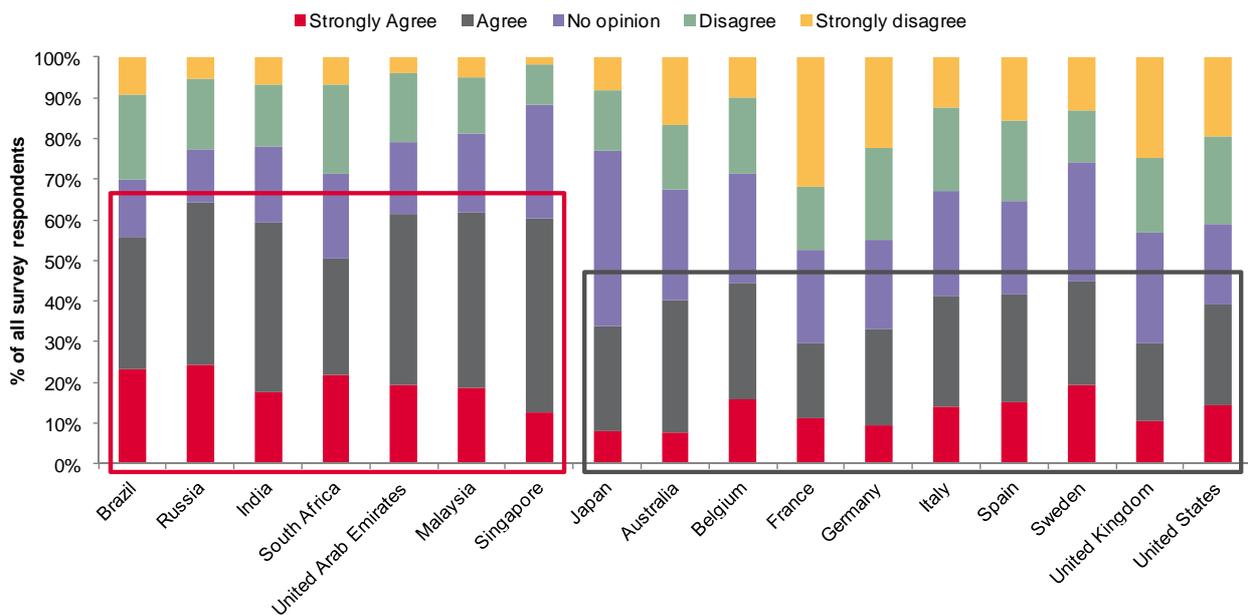
## BYOD IS DRIVEN BY THE DESIRE TO USE A SINGLE DEVICE

Employees in emerging economies want a single phone for work and personal use

Aside from the requirement for constant access to corporate data and applications, another distinct driver of BYOD behavior is the desire to use a single device for both work and personal activities. Needing to always carry two phones around is, anecdotally, a constant complaint and perceived driver of BYOD – and Ovum’s data backs up the theory.

Attitudes to single device ownership again show divergence between emerging and mature markets, with 59.1% of respondents wanting a single device in high growth markets and 37.7% expressing preference for a single device in mature markets. And again, there is a direct correlation between high preference for single device usage and high levels of BYOD.

**Figure 5: “I would like to use a single phone for work and personal use” – breakdown by market**



Source: Ovum - Global BYOD Survey, N = 3796

### Low concern over separation at device level of work and personal applications

The data in Figure 5 tells us that employees in high growth, emerging economies are less concerned with separation at a physical device level of work and personal data and applications. This is being driven by the emergence of smartphone computing as a new phenomenon in these high growth emerging economies, where there is little established mobile behavior and hence no

behavior modification. For many people in these emerging markets, smartphones may also be the first or only computing device that they own – many are entirely skipping the PC generation. So, making use of it in all areas of life becomes an obvious thing to do.

In mature economic markets, consumers have learned behaviors, and behavioral trends have been set, over 15 years of mobile device ownership. For those of the “BlackBerry Generation”, mobile email is almost synonymous with a corporate-provided BlackBerry phone. Enterprises have widely adopted these devices in order to create a clear separation between work and personal data and applications, and until relatively recently, it has been the best and only viable way of staying connected with work at all times. It is only through the advent of more powerful, varied, and affordable consumer devices that the notion of doing work on a personal phone has developed.

Thus there is more scope for varied behavior in these markets, and indeed attitudes are very evenly split between wanting to use a single device and not wanting to. Some employees will want to continue working as they have been used to with a separate device for work, while those who are growing up with powerful personal mobile devices are more likely to want to use a single device at all times of day.

## Youth demographics mean that the trend is set to continue in emerging markets

This trend is accentuated as we look at youth demographics in high growth economies. With growing numbers of young, educated consumers affluent enough to afford smart mobile devices, the openness of these markets to mobile and flexible modes of working will be further catalysed. Businesses will find it increasingly important to find ways of harnessing this workforce, which is willing to be both flexible and mobile.

The same principles also apply to the younger generations in more mature markets, even if the demographics of their home countries are different. Graduates coming out of universities now are digital natives, having grown up with the web and with smart devices. This tech savvy generation is also looking for, and indeed expecting, ways to use their in-built digital skills and experience to improve how they go about their work. And with technological innovation in the consumer sphere continuing to move at a fast pace, it can be expected that future generations will also be just as eager to use such skills and equipment – if not more so.

## ENCOURAGEMENT OF BYOD BY THE IT DEPARTMENT ALSO DIFFERS BETWEEN GROWTH AND MATURE MARKETS

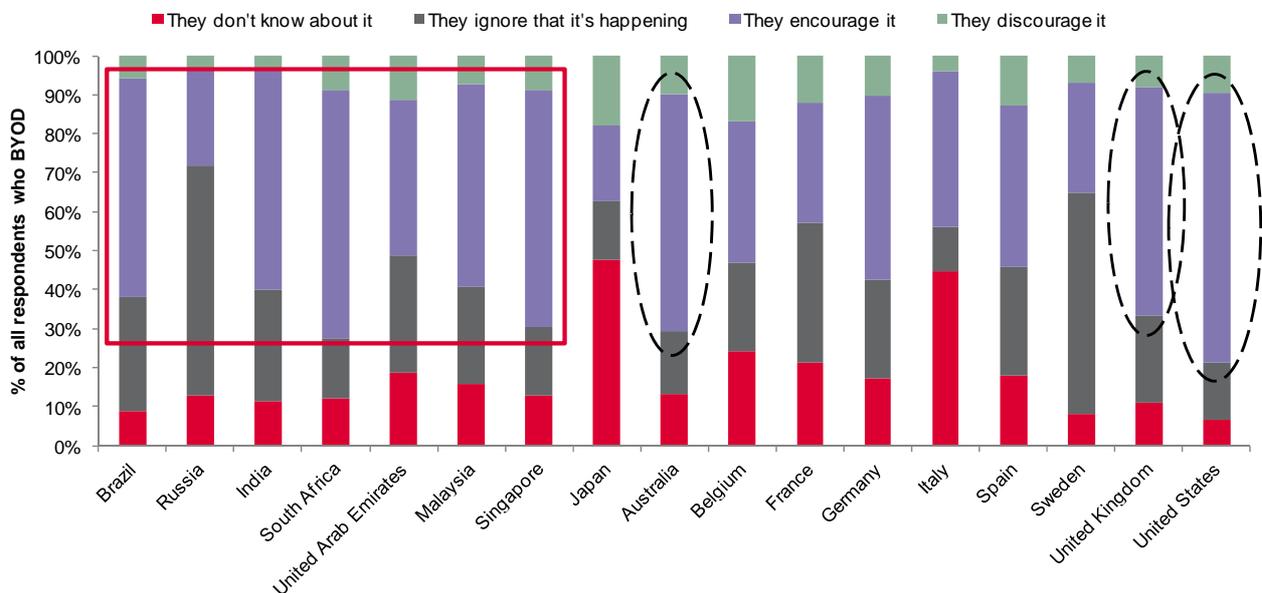
In high-growth markets, there is a high level of awareness and encouragement of BYOD behavior by IT

As a way of establishing whether IT departments were getting to grips with the BYOD phenomenon, Ovum asked employees that bring their own device to work what their employer’s IT department thought about their use of corporate email on a personal device. The options included: whether they didn’t know about it at all (let’s call this passive ignorance); they ignored that it is

happening (active ignorance, or a “don’t ask, don’t tell” policy); they encouraged it; or they discouraged it. Once again, as shown in Figure 6, a general trend emerged showing higher levels of encouragement in high-growth economies versus that seen in continental European markets and Japan.

There are exceptions of course, especially in Russia where the most prevalent attitude is one of active ignorance, but this demonstrates that IT departments in these markets are acknowledging the trend and getting to grips with it, encouraging the use of personal devices and enabling employees to get the job done. This will also have a positive impact on the likelihood of the trend continuing to pick up pace in these markets.

**Figure 6: Employer’s IT department’s attitude towards BYOD – breakdown by market**



Source: Ovum - Global BYOD Survey, N = 1622 from 3796

### Within the mature market segment there is variance

There is more variance in IT attitudes to BYOD in the mature markets. In countries such as Japan, France, Belgium and Sweden, organizations are not only not encouraging BYOD behaviour, but actively or passively ignoring that is happening, driving the behaviour under the radar of IT and creating an un-managed email challenge as users connect via Activesync.

However, in the UK, Australia and the US, IT organizations are more commonly moving earlier to embrace this employee behavior – indeed the US shows a higher level of encouragement than any other country surveyed, including all the high-growth economies. Although these markets don’t see the highest level of BYOD, IT organizations are readying themselves for the next step in the development of an enterprise mobility strategy. The task is now for IT organizations in other mature economies to follow suit with the management strategies that are appropriate for the

cultural demands of their employees, the regulatory requirements of their industry and the governance requirements of country specific data privacy legislation.

## CONCLUSIONS

### Employee attitudes to work-life balance and single device usage drive high levels of BYOD in high-growth markets

Employees in high growth markets demonstrate that they are not only willing, but positively embrace the possibility of having constant access to work data and applications, even when on the move or outside of office hours. They are also more likely than their counterparts in more mature markets to want to carry only a single device around, and use it for both work and personal purposes. Such attitudes demonstrate comfort with the blurring boundaries between work and personal life, and perhaps more of a willingness to do whatever it takes, and work whatever hours required, to get ahead with their careers. “Living to work” seems to be the prevailing attitude among consumers in emerging markets, whereas those in developed economies are more likely to “work to live” – their career is kept separate from the private life, and exists as a means of providing a comfortable private life.

Coupled with the rising level of smart device penetration, and higher numbers of affluent young people entering the workforce, these attitudes are driving Bring Your Own Device behavior to a greater extent than in mature markets.

### IT departments must find the right way to manage this behavior

From the business perspective, the BYOD trend is so extensive that it is extremely important for IT organizations to manage it. Unmanaged BYOD creates a great data security risk, and the implications of losing sensitive data via a personally-owned device can be dire from financial, reputational and legal perspectives. However, this is not an easy task. As every organization is different, there is no particular right or wrong way to approach it. Every business must understand the behavior of its own employees (which as we have seen is likely to be influenced by their location) and manage it according to their risk profile, so they should be asking themselves: what data can and will these employees be accessing, and how far do we need to go to secure it? Different solutions are available, from full-device controlling MDM to lighter-touch application management. Whichever way the IT organization decides to go, it needs to be putting a policy in place as soon as possible as a matter of high priority.

The lack of BYOD management is a widescale problem across all geographies: Ovum’s research found that 17.7% of survey respondents who bring their own device to work claim that their employer’s IT department has no idea about this behaviour, while a further 28.4% of IT departments actively ignore this activity i.e. turn a blind eye to it.

However, from this perspective, there are encouraging signs in that IT departments in the regions where BYOD behavior is most prevalent are getting to grips with it, and at least encouraging such behavior. Whether they have yet put a policy in place to fully manage it is another matter – Ovum’s

research indicates that only around 12% of employees have actually signed a policy governing the usage of their personal device at work – but this high level of encouragement is a good indicator that the first steps are being put in place.

## APPENDIX

### Author

Adrian Drury, Practice Leader, Consumer Impact Technology

[adrian.drury@ovum.com](mailto:adrian.drury@ovum.com)

Richard Absalom, Analyst, Consumer Impact Technology

[richard.absalom@ovum.com](mailto:richard.absalom@ovum.com)

### Ovum Consulting

We hope that this analysis will help you make informed and imaginative business decisions. If you have further requirements, Ovum's consulting team may be able to help you. For more information about Ovum's consulting capabilities, please contact us directly at [consulting@ovum.com](mailto:consulting@ovum.com).

### Disclaimer

All Rights Reserved.

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior permission of the publisher, Ovum (an Informa business).

The facts of this report are believed to be correct at the time of publication but cannot be guaranteed. Please note that the findings, conclusions, and recommendations that Ovum delivers will be based on information gathered in good faith from both primary and secondary sources, whose accuracy we are not always in a position to guarantee. As such Ovum can accept no liability whatever for actions taken based on any information that may subsequently prove to be incorrect.