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## Bring Your Own PC Reinvents The Corporate PC: A Citrix Systems Case Study

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### EXECUTIVE SUMMARY

Bring your own PC (BYOPC) programs are becoming increasingly popular for today's businesses. Why? Because they allow individuals to work from the device of their choice, which not only increases employee satisfaction but also lowers IT costs. Getting started with a BYOPC initiative can be overwhelming for organizations because many new issues must be taken into account, such as device security, application delivery, and hardware support. Citrix has developed an extensive BYOPC program that not only allows employees the freedom to choose but also takes into consideration all of the important security measures needed to do it right. Centered on 10 BYOPC rules, the Citrix program serves as a great example to others looking to bring BYOPC into the workplace in a secure and cost-effective way.

### CITRIX WANTED TO REDUCE COSTS OF PROCURING AND MANAGING END USER DEVICES

The cost of managing the corporate PC is on the rise. There are more applications than ever before, and millennials and additional mobile and knowledge workers entering the workforce are requiring more from their computing devices. Because of this, Citrix realized it was fighting an uphill battle with regard to the traditional corporate PC and decided to kick-start its next-generation PC — BYOPC.<sup>1</sup> Citrix had a number of goals in mind when developing its BYOPC program, each tying back to its overall vision for the project: “Embrace consumerism in the workplace by delivering employees a simple, ubiquitous access experience, whether at the office, at home, or on the road regardless of their computing device.” Specifically, Citrix’s BYOPC program goals included:

- **Allowing employees the ability to choose their machines.** Accommodating personal user preferences and needs by allowing users to choose their own laptops and OS was top of mind for Citrix. Not only does this lead to increased satisfaction for current employees but it’s also a helpful tool for recruiters looking for any competitive edge for wooing millennials into open positions. With today’s increasingly tech-savvy workforce, this additional benefit of a flexible work environment can be enticing to many prospective hires.
- **Providing simplistic self-service capabilities — both for application delivery and support.** First and foremost, Citrix emphasized the need for a program that was simple enough that all employees could participate. To do this, it developed a BYOPC Web site that would both act as a self-service application portal as well as give employees the opportunity to get help desk type of support from the BYOPC community. In creating this site, Citrix had specific goals of further reducing the dependency on IT to procure and manage the devices. Therefore, it included pages that enabled

employees to buy their devices directly through Citrix's channels (at a discount) and that enabled users to download productivity software that might be helpful. Although the machines in the BYOPC program are no longer managed devices, the company wanted to ensure that BYOPC users would have the same reliable and secure end user experience as those using Citrix machines.

- **Reducing costs, bolstering corporate benefits.** To be considered successful with the BYOPC initiative, Citrix wanted the cost of managing its employee-purchased devices to be at least 20% less than the cost of managing Citrix-owned devices. By no longer requiring Citrix IT to be responsible for the procurement, management, and support of these devices, Citrix succeeded in this objective. In addition, Citrix was able to leverage its own technologies, such as Secure Access Gateway (an SSL VPN), XenApp, and XenDesktop, to realize the corporate benefits gained by a BYOPC program.

In June 2008, prior to developing its BYOPC program, Citrix surveyed its employees to determine the level of interest. The survey results found that 20% of Citrix employees were interested in a BYOPC program, and comments by these employees relayed significant enthusiasm. Motivations behind this interest signified that: 1) employees' personal preferences differed from corporate standard; 2) there would be increased job satisfaction and productivity levels; and 3) Citrix should practice what it preaches to customers — no doubt an area that helped build the business case. This survey allowed Citrix to get a sense of what its employees were looking for, creating a base for the program.

### **BYOPC IS NOT FOR EVERYONE: THE REQUIREMENTS AND RULES FOR ELIGIBILITY**

For Citrix, determining eligibility and associated rules for those involved with the BYOPC initiative was no easy task. The CIO met with various departments across Citrix, such as human resources, finance, and legal, to understand all of the current computing-device-based policies and processes that were in place. Citrix then developed the BYOPC pilot program with the following requirements (these rules are taken directly from Citrix documentation):<sup>2</sup>

1. This pilot is exclusively for full time Americas-based Citrix employees and is completely voluntary.
2. You will be able to buy or bring any laptop device running Windows XP, Windows Vista, or Mac OS X.
3. You will be enrolled in the program for three years after which you can re-enroll.
4. You will receive a BYOC allowance payment of \$2,100 when you join the program. Appropriate taxes will be withheld from the gross amount of \$2,100. This allowance is designed to go toward

the purchase and maintenance of your laptop and is yours whether you buy a new laptop or use a laptop you already own.

5. The allowance will be charged to your department's cost center, and will require your manager's approval.
6. To participate, you will have to return your existing Citrix owned laptop to your manager.
7. Since your laptop will not be on the Citrix domain, you will connect to the Citrix network using Citrix Access Gateway both remotely and while in a Citrix office.
8. You will have to have an RSA SecurID token for logging onto the Citrix network.
9. You will be required to purchase a three year maintenance agreement on your laptop. Your maintenance provider will support any issues on your laptop. While support documentation will be available to get you connected to the Citrix network, you will need to rely on the support and maintenance programs that you will purchase with your laptop.
10. Citrix will provide you application access through XenApp (online or offline). Any other software is your responsibility to either purchase yourself or work out with your manager.

Additionally, Citrix requires all users to have antivirus software installed on their devices — users can either buy their own AV solution or download McAfee for free from the Citrix BYOPC Web site, as it is the vendor with which Citrix has an enterprise agreement. In addition, Citrix requires all BYOPC participants to abide by all existing policies — for example, policies around sensitive information not residing on the device will remain in effect even for users without a corporate, managed device. Finally, if a BYOPC participant leaves the company prior to the end of his three-year life cycle of the PC, then a prorated dollar amount will be removed from his final paycheck.

### Citrix Uses Its BYOPC Web Site To Bring This Program To Life

To truly get this initiative up-and-running, Citrix used the BYOPC Web site to provide employees with all the information and support they needed to start using their new devices. Specifically, there were four sections of the site that all potential participants had to review:

- **How it works.** This section of the Citrix site explains the BYOPC program and the points that employees should consider before joining. Outlining the 10 BYOPC rules mentioned above, this part of the home page details the specifics of what the BYOPC program is really about.
- **Getting started.** Here, information is available about purchasing a personal laptop, maintenance program, and optional software. Citrix also explains steps that employees need to take to prepare their laptops for the program. Installation of the Access Gateway Client, the Receiver client (for application delivery), and McAfee Antivirus are included in this setup process.

- **BYOPC extras.** The “Extras” page is dedicated to additional but not required downloads that might be helpful for employees to have on their personal computers. For Citrix, this includes downloads such as iPass, corporate IM, and “How To” guides.
- **Click here to enroll.** This is the final step to enrolling in the BYOPC program at Citrix. Once employees complete this form, an approval request will be sent to their manager to finalize their enrollment. Once processed, employees will receive their stipend in their next paychecks and can move forward in purchasing their own machines.

Once enough users had registered for the program, Citrix set up an internal blog and discussion board for users to ask questions and get answers from their fellow participants. To its surprise, Citrix discovered that users were able to troubleshoot each others’ problems via these sites, and enjoyed doing so, which led to lower support costs. In addition, Citrix found that many users used the blog to brag about their devices, leading to increased interest in the program.

## RECOMMENDATIONS

### INTEGRATE LESSONS LEARNED FROM CITRIX’S BYOPC INITIATIVE

In implementing its BYOPC program, Citrix gained many insights that serve as great lessons to others looking into bringing BYOPC to their organizations. While Citrix states that the positive feedback for the program was immense, there are a few things they noted they would have to keep in mind moving forward. These include:

- **Communicate to managers first.** During the pilot, line managers who were responsible for approving employees’ participation did not understand the details of the program. So, when the BYOPC initiative was opened up to the broader organization, Citrix focused on managing communication. By approaching them first, Citrix was able to give the important answers to managers about what factors to use in deciding who could participate and when.
- **Develop tools that encourage self-service.** Employees in the Citrix program found the BYOPC Web site to be very helpful and informative throughout the process, from picking their machines, to installing the necessary software, to getting support. Therefore, creating a site to encourage self-service will reduce the stress on your help desk and will eventually help lower the costs of supporting these workers and devices.
- **Remember: Happy employees are productive employees.** The majority of the employees who participated in the program believe that their productivity increased as a result. Why? Because using the machine and operating system of their choice fostered a pride in ownership. In fact, Citrix found that users more often than not chipped in their own money to get an even better machine. As a result, users: 1) simply used the device more often; 2) increased their willingness to finish up that one last task or log a few extra hours on the weekend; and 3) took better care of the device since they had invested their own money.

## ENDNOTES

- <sup>1</sup> Citrix titled its initiative “BYOC” — Bring Your Own Computer.
- <sup>2</sup> The initial BYOPC pilot was done in the Americas. It took three months, and with the positive results, Citrix was able to roll out the program globally.