



Workshifting: How IT is Changing the Way Business is Done

Real-World Stories about Workforce Transformation

Executive Summary

Today's competitive, fast-paced business environment places a premium on the ability to get work done anywhere, anytime, by any type of internal or external worker to achieve the best results. Traditional boundaries between organizations and locations are giving way to a more flexible world in which tasks, processes and entire operations can be moved quickly and efficiently from place to place, from one organization to another, across time zones and even across different device types. New branch offices are opened, existing locations are expanded and mergers and acquisitions are being completed more rapidly and seamlessly than ever before. Workers are being empowered with complete resources anywhere their work takes them—project sites, manufacturing floors, retail shops, branch offices, warehouses, customer locations, home offices and on the road—as easily as they would be in the office. This is the essence of workshifting, a new model that is transforming the way business is done.

While workshifting delivers powerful benefits, from increased productivity and improved cost-efficiency for both business and IT, to improved recruitment and retention, to business continuity and security, it also poses significant challenges for IT. Traditional static endpoint infrastructures must be transformed to deliver complete resources efficiently and responsively wherever they're needed with the mobility, performance and flexibility required for optimal productivity—while ensuring full control over corporate assets and intellectual property.

The following discussion examines the forces driving the rapid rise of workshifting, the forms it can take, the IT challenges that must be addressed to enable it, the technologies now available to unlock its full value and the resulting benefits for the business. Finally, in-depth discussions of the benefits achieved by four real-world organizations illustrate the business value of workshifting. These include:

- A major construction firm which uses workshifting to increase business velocity, productivity and security even in the most remote job locations
- A leading children's hospital which has improved patient care, IT efficiency, security and regulatory compliance
- A top-25 global law firm which has accelerated growth, improved customer service and competed more effectively for top legal professionals through a superior work/life balance
- A retailer which has enabled closer supply chain integration and faster time-to-market while reducing costs

Introduction: The need for a new kind of workforce

Powerful business trends are driving fundamental changes in the composition of today's workforces, and in the resulting requirements for IT. Facing rising competitive pressures, organizations need to be able to act more quickly and flexibly in more places than allowed by traditional models in which people and resources are rooted in fixed locations. To reach new levels of business agility, they must be able to speed time-to-market to capitalize on emerging opportunities; open new branches and locations and expand existing offices more quickly and efficiently; streamline and accelerate mergers and acquisitions; and move individual workers more fluidly wherever they're needed. To strengthen customer relationships, organizations must deliver customer service in ways that meet the needs of their customers more effectively, from rapid response around the clock to dedicated personnel placed on-site at key customer locations. Rather than being constrained to an internal workforce, the organization must improve productivity and efficiency and customer service by making effective use of outsourcing resources, partnerships and contingent workers such as consultants, contractors and temporary workers. At the same time, the organization must also improve risk management and data security to ensure that this expansion beyond traditional boundaries doesn't compromise intellectual property, IT resources or compliance.

The profile and requirements of the modern worker are changing as well. As the economy recovers and aging workers retire, organizations need to replenish their ranks from a new generation of candidates with a higher level of technological sophistication—and higher expectations for the kind of place they want to work. Competition will be fierce for the most talented, highly trained, skilled or experienced individuals, and they'll look most favorably on organizations that can offer workplace benefits like flexibility, mobility and work/life balance. The ability to draw from a larger labor pool and recruit the best workers wherever they may be found—even if they don't want to relocate—will be more than just an advantage; for many organizations, it will be crucial. Throughout the workforce, individual mobility is now essential for many worker types, as they move from location to location as well as from desktop PC to laptop to mobile device. Work hours are equally fluid: the nine-to-five world is long gone, and workers now require greater flexibility in the time and place they get work done.

As the organization becomes more geographically diverse, complex and dynamic, business continuity is also becoming a critical challenge. IT must help insulate the business from disruptions of all kinds, planned or unplanned, from minor datacenter disruptions such as routine IT maintenance and local power outages, to external factors such as the seasonal flu, transit strikes and water main breaks, to natural disasters such as earthquakes and hurricanes. To avoid the bottom-line impact of diminished productivity, lost revenue, missed opportunities, failure to meet service level agreements and customer defections, IT must not only ensure datacenter recoverability to ensure the availability of data, applications and desktops, but also have a business continuity plan in place to ensure that users can access these essential information resources in a secure manner.

Assessing these changes as a whole, a common theme emerges: as business transcends traditional boundaries between organizations, locations and times of day, IT must make a similar transition. No longer can an organization's endpoint infrastructure be defined by parameters of time, place, device type or access method. To provide optimal support to the business, IT has to create a user environment with the flexibility and mobility to enable productivity wherever, whenever and however it's needed.

Workshifting defined

Simply put, workshifting is a strategy based on getting work done in the right place by the right people at the right time. This can take many forms:

- **Allowing individuals to shift work outside the office.** This form of workshifting, known as teleworking, is already a common practice. In fact, a recent survey found that more than one-third of organizations offer full-time telework, and more than half of organizations allow part-time telework on a regular schedule (WorldatWork Survey on Workplace Flexibility 2011). Beyond telework, workshifting can encompass formal programs such as desk-sharing, ad hoc work at home and support for mobile workers from executives and salespeople to physicians and field technicians.
- **Moving individuals, business processes or departments to different locations or organizations.** Personnel are placed on-site at customer and partner locations, construction and production sites, and other key locations. Processes such as data processing, customer service and technical support are moved to new locations, time zones or outsourcing providers. Outside personnel are brought into the organization on a temporary basis in periods of peak demand. Lower-value tasks are shifted from highly skilled workers to lower-cost labor. New offices are opened, existing branches are expanded and merged or acquired organizations are integrated more fluidly in response to new requirements and opportunities.
- **Shifting work from one device to another.** Instead of maintaining a rigid, one-person-to-one-device model, IT allows workers to access the same consistent resources and workload through corporate PCs, consumer laptops, tablets, smartphones and other devices to get their work done as effectively as possible. Similarly, IT organizations transition from traditional PCs to lower-cost thin clients, or repurpose existing PCs to extend their lifecycle. In the datacenter, servers are consolidated to increase utilization, improve scalability and lower cost.
- **Shifting meetings, support and training online.** Instead of relying on in-person contact to discuss business, resolve issues and build skills, organizations use high-definition video and online collaboration tools to connect across distance in a productive and efficient manner.

Making workshifting work: IT challenges

To realize the full value of workshifting, organizations must move beyond traditional endpoint infrastructures based on the assumption that most people work primarily or exclusively at a single fixed location, within the firewall. Workers must be empowered to access resources from any location at any time, collaborate effectively and participate fully in projects and processes. This involves addressing several key requirements:

Improving business velocity, productivity and security—even in the Arctic Circle

Clark Builders, a major Canadian construction firm, uses desktop virtualization to get remote job sites up and running quickly and cost-effectively, and keep them running at peak productivity—while maintaining strict data security.

Learn more on page 10.

- **Deliver complete desktop resources wherever they're needed:** Users must be able to access applications, desktops and data wherever work takes them, without risk to intellectual property, data privacy or IT compliance.
- **Accommodate a wider range of user devices:** A key element of the value of workshifting is the ability to use any type of device—corporate PC, smartphone, consumer tablet, non-standard laptops, thin client—to get work done as productively, responsively and efficiently as possible. This means both enabling the full range of devices to access complete desktop and application resources, and providing a consistent experience as users move from one device to another.
- **Optimize performance and productivity:** Remote workers must have the same levels of performance and availability for IT resources as people inside the office—without incurring high costs for VPN access or extensive network upgrades.
- **Increase provisioning speed and flexibility:** To accelerate start-up time for new branch offices, acquisitions and new employees or contractors, IT must be able to deliver any number of virtual desktops to any location without the long lead times of traditional environments.
- **Centralize management and support:** As users work in more locations, online support becomes essential. IT must be able to manage the entire, widely distributed endpoint environment from a single location, including both routine provisioning and maintenance as well as troubleshooting and problem remediation.
- **Enable remote communication, collaboration, support and training:** Remote should never mean isolated. To participate fully in the organization's work, users need tools to keep them connected and coordinated with co-workers and team members without regard to physical location or distance.

Enabling workshifting with Citrix virtual computing

Helping doctors deliver better care—right to the patient's bedside

Seattle Children's Hospital lets doctors access complete virtual desktops within a matter of seconds on any device—even an iPad—so they can spend their time helping patients, not dealing with technology. The results: better outcomes for patients—and better security, regulatory compliance, IT efficiency and cost savings for the hospital.

Learn more on page 11.

Citrix® enables workshifting through a model called virtual computing: the centralization of IT resources for delivery as a secure, high-definition service to users in any location on any device. Virtual computing is powered by Citrix desktop virtualization solutions including Citrix XenDesktop™, Citrix XenApp™ and Citrix XenClient™, which allow applications, data and entire user desktops to be managed and secured centrally and delivered anywhere, over any kind of connection, to any kind of device. Citrix desktop virtualization solutions give IT the flexibility to tailor the virtual desktop experience to address the specific needs of each individual user, including their requirements for mobility, security and performance.

To the user, a virtual desktop looks, feels and acts like the traditional desktop on their PC no matter how they access it—company LAN or WAN, consumer broadband, satellite, public hotspot or mobile—or what kind of device they access it on. Citrix ensures a high definition user experience regardless of location, optimizing the network for workers in branch offices, at home or in locations with challenging bandwidth or latency. Provisioned centrally from the company datacenter, the virtual desktop enables simplified management and improved security for IT while ensuring that workers always have the data, applications and other resources they need for optimal productivity. Applications can be published, updated, upgraded and supported throughout the organization by a centralized staff through a single point of management. Servers can be centralized and consolidated to improve utilization and lower costs. Because virtual desktops can be run on any device, the organization can prolong the lifecycle of existing endpoints and transition many users to lower-cost endpoint devices. A bring-your-own-device program can further reduce total endpoint costs.

The Citrix virtual computing solution is complemented by Citrix GoToMeeting® and Citrix GoToAssist®, rich tools for online collaboration, communication and support. Last year, more than 100 million people experienced a virtual meeting or support session powered by Citrix. By moving meetings from the conference room to the web, organizations can support real-time collaboration between dispersed co-workers and keep in close touch with customers and partners. Culturally, organizations benefit from a sense of cohesion and unity, while saving time and travel costs.

The business impact of workshifting

Powered by Citrix virtual computing, workshifting delivers a wide range of benefits for the business, IT and users alike. (For further discussion on the benefits of workshifting, see the Citrix solution brief *Top 10 Reasons to Embrace Workshifting*.)

Enabling rapid growth and superior quality of service for a world-class law firm

SNR Denton, one of the world's top 25 legal services providers, uses desktop virtualization to support rapid growth by speeding mergers, acquisitions and branch expansion. Anywhere, any device access to virtual desktops helps the firm deliver outstanding service while offering an attractive work/life balance to recruit and retain the best legal talent in the world.

Learn more on page 12.

Faster business velocity and streamlined growth

As new business challenges and opportunities arise, the ability to respond quickly and effectively is a key driver of competitive advantage. Desktop virtualization enables an organization to open new branch offices, expand existing locations and integrate mergers and acquisitions far more rapidly by delivering centrally managed virtual desktop resources anywhere they're needed almost instantly. Tools for online meetings and collaboration support cohesive operations across distance and organizational boundaries. In this way, organizations can pursue strategic opportunities more aggressively.

Workshifting also helps organizations improve the speed of ongoing operations. Work can be spread across time zones around the world to enable 24 x 7 productivity, and new personnel can be brought online quickly and easily at times of peak demand. The flexibility to deploy personnel to production and partner locations helps optimize supply chain integration and efficiency to shorten cycle times. Companies can also support strategic alliances more effectively by using desktop virtualization to rapidly implement a centralized administrative platform to provide consistent resources to users across multiple organizations, aiding business growth while controlling costs.

Greater organizational productivity and efficiency

Virtual computing makes it simple to shift work to the personnel who can get it done most efficiently, whether within the organization or elsewhere. Processes can be outsourced to lower-cost providers or moved to regions with lower labor costs. Virtual teams can be created based solely on business requirements, rather than the personnel available within a given location. Employees can be on-boarded and transferred from project to project quickly and fluidly. Half-time and split-shift opportunities become more appealing to workers—as well as suitable for a wider variety of workers, when the work can be done at home—helping organizations tailor their workforce to actual workloads and trim overstaffing.

By providing field workers with anywhere, anytime access to applications, organizations can also more effectively plan, monitor and track operations in a centralized manner to improve logistical efficiency, make better decisions and be more responsive to customers. The impact of local factors anywhere the organization does business, from a storm that disrupts shipping to a larger-than-expected customer order, can be quickly identified and taken into consideration from an organizational perspective.

Speeding time-to-market and reducing cost through closer supply chain integration

Sportswear provider O’Neill Europe delivers virtual desktops to employees, distributors and contract manufacturers in more than 30 countries to respond more quickly and cost-effectively to fast-changing consumer tastes and buying patterns.

Learn more on page 13.

Optimal customer service

Workshifting helps organizations provide optimal service by accessing up-to-date customer records and other data in real-time, then using it to make the best decisions. This translates into real value for customers of all kinds, from important business customers served by a dedicated on-site representative, to patients cared for by a doctor who accesses complete healthcare information resources on a tablet without leaving the patient’s side. Sales reps, technicians and other field personnel can receive and handle customer requests from any location at any time. Call centers can adopt more flexible work schedules that conform to peak demand. Workers of all kinds can remain in touch with the business and its customers wherever they go, any day of the year, to prevent bottlenecks and keep sales and service processes moving. By providing more timely and effective service, the organization can build customer loyalty, avoid defections and increase sales.

The ability to interact more closely with customers also helps the organization collect valuable data to guide decision making and speed time-to-market for new products and enhancements to existing product lines based on real customer needs—from new financial products for fast-changing global markets to retail goods that reflect the latest consumer tastes and trends.

A more skilled and productive workforce

The ability to offer a better work/life balance including commuting cost and time savings, as well as hiring workers in any location, helps organizations attract the most highly qualified candidates no matter where they’re found. Once in the organization, the flexibility made possible through virtual computing has a powerful positive effect on job satisfaction, helping reduce turnover costs. According to the 2011 WorldatWork Survey on Workplace Flexibility, a large majority of organizations believe their workforce would say there is a positive or extremely positive effect of flexibility programs on employee engagement (72 percent), employee motivation (71 percent) and employee satisfaction (82 percent).

These workers are also commonly found to be more productive. According to Gartner, “A well-designed telework program offers employers one of the single greatest opportunities to improve productivity and decrease operating costs” (Telework in Government Moves From ‘Good Idea’ to ‘Must Have’, Jan 2011).

Uninterrupted business continuity

Workshifting helps ensure business continuity by enabling an organization to move operations from one location to another, or even to a different location for each worker, in the event of a disruption. This is critical for avoiding the substantial bottom-line impact of even a brief outage—to say nothing of a major disaster—in terms of diminished productivity, lost revenue, missed opportunities, failure to meet service level agreements and customer defections. For this reason, many organizations have already incorporated workplace flexibility into their business continuity plan for disasters and circumstances that prevent normal business operations (WorldatWork Survey on Workplace Flexibility 2011). Desktop virtualization makes it possible for displaced workers to access complete resources from any location and run their virtual desktops on any device, from their own computer to one

in a public library or at the home of a friend or relative. New workers can be provisioned for remote access quickly on a planned or ad hoc basis. A centralized infrastructure greatly simplifies backup operations and enables rapid recovery from a secondary datacenter or disaster recovery site.

Stronger data security and risk management

While the widely dispersed, virtual workforce now common at today's organizations poses constant challenges to data privacy, IT compliance and the protection of intellectual property, a desktop virtualization infrastructure extends security policies to the entire enterprise. All data and applications remain under IT control in the datacenter, where automation and centralized management make policy enforcement, regulatory compliance, antivirus protection and other measures far simpler and more effective. IT can easily prevent data from ever being saved to removable media, printed or shared, and even data delivered for offline use to the local desktop remains encrypted at all times so there is no risk to corporate assets if a user device is lost or stolen. When contingent workers are no longer needed or an employee departs, their access to the virtual desktop can be shut off instantly and similarly, when a worker transfers projects or departments, their access can be updated immediately to eliminate the risk of unauthorized or inappropriate access to corporate data.

Reduced business and IT costs

The cost savings enabled by workshifting extend throughout the organization. Improved worker satisfaction reduces turnover costs. Teleworking and desk-sharing programs reduce the amount of workspace that needs to be provided on-site, reducing real estate and related costs. The ability to transition from traditional PCs to thin clients, to extend the lifecycle of existing endpoints, and to enable users to bring their own devices lowers hardware costs. Online meetings eliminate the need for many trips, reducing travel costs. In the datacenter, server centralization and consolidation improve utilization and cost-efficiency; the centralization of administration, staff and support improve IT efficiency. These reductions in capital and operating expenses are complemented by the improved productivity and organizational efficiency discussed earlier to deliver a significant bottom-line impact.

Workshifting today: Real-world results

The benefits of workshifting are being realized today by organizations of all kinds in industries and markets around the world. The following examples, drawn from thousands of customers of Citrix desktop virtualization and virtual computing solutions, explore the business value achieved by Clark Builders, a major Canadian construction firm; Seattle Children's Hospital, one of the leading healthcare organizations in the U.S.; SNR Denton, a top-25 global law firm; and O'Neill Europe, a provider of performance sportswear.

Clark Builders opens remote job sites in hours—even in the Arctic Circle

Canadian construction firm Clark Builders uses Citrix desktop virtualization solutions to power a workshifting strategy that supports a highly mobile workforce across as many as 60 remote job sites at a time. The company can now deliver virtual desktops in a matter of hours anywhere they're needed—even in remote locations such as north of the Arctic Circle with challenging connectivity. Workers can be mobilized immediately on receipt of a client work order and begin work as soon as they arrive at the job site—a significant competitive differentiator compared with the two or three weeks typically required to provision applications and other IT resources. Users can work remotely as easily as if they were at headquarters, even on their own personal laptops or tablets.

The benefits:

- **Faster business velocity:** With up to 60 projects running at one time, workshifting helps the company respond to new client needs and set up new job sites quickly. New applications can be published centrally almost instantly to ensure that workers always have the right resources at the right time.
- **Greater organizational productivity:** Centralized information eliminates the need for project managers to copy information from place to place; current data is now available in real-time at all times for uninterrupted work. For users—especially those with more basic computing skills—the ability to access a consistent desktop everywhere they go, on every device, enhances ease of use and prevents errors. Superintendents can work at home, on the job site or in an office with equal ease and full consistency, ensuring effective collaboration and communication with project managers at all times.
- **Stronger data security:** Centrally stored and protected data is secure at all times. While isolated sites have fallen victim to burglary in the past, the only risk the company runs is the loss of commodity computer hardware—not valuable intellectual property.
- **Lower costs:** Efficient centralized support and maintenance across its widely dispersed, highly mobile workforce has greatly reduced IT costs for Clark Builders.

Seattle Children's Hospital delivers better care to patient bedsides

Seattle Children's Hospital, consistently ranked as one of the top 10 children's hospitals in the U.S. by U.S. News & World Report, uses workshifting to increase patient-doctor time while cutting costs—reversing the usual trends seen in so many other healthcare organizations. Before implementing the end-to-end Citrix solution from the datacenter to the desktop, some of the patient time allotted to doctors would be spent dealing with technology: logging into multiple applications on multiple computers. Now, these practitioners can access their complete personalized desktop on demand, via any device, including iPads, in a matter of seconds. As a result, they can begin interacting immediately, including showing the patient and their family diagnostic and informational images right on the screen.

The benefits:

- **Improved service:** Healthcare providers can devote more of their time to patients, rather than dealing with unfamiliar and challenging technologies. Able to access complete applications, patient information and other resources securely within seconds on any device, including a tablet carried in a jacket pocket, doctors can share information easily with patients and their parents or caregivers, consult effectively, then make the right decisions at the right time to ensure the best possible outcome.
- **More effective security and regulatory compliance:** A secure, centralized environment helps Seattle Children's Hospital ensure full confidentiality and HIPAA compliance for patient records even while providing instant access to electronic health information throughout the hospital and beyond.
- **Increased IT efficiency:** Rather than managing and supporting thousands of unique workstations and applications instances, IT can use centralization and single-image management to provision desktops throughout the organization quickly and efficiently, and provide optimal support wherever users go, or which devices they use to access their virtual desktops.
- **Lower costs:** Beyond the time saved by IT personnel, the hospital's desktop virtualization environment will greatly reduce costs by making it possible to shift virtual desktops from traditional workstations to much less expensive zero clients with a much longer lifecycle. Altogether, the hospital estimates net savings of more than \$1,000,000 over the coming 4 – 5 years.

SNR Denton supports rapid growth and optimal service

A client-focused international legal practice, SNR Denton serves clients in key business and financial centers from 61 locations in 43 countries and is a top 25 legal services provider for lawyers and professionals worldwide. Workshifting supports the firm's strategic model for growth through rapid expansion, mergers and acquisitions, and active recruitment by making it possible to assimilate other offices and partners into the organization quickly and effectively. At the same time, the firm can meet the expectations of its clients, who include many of the world's best-known businesses, for the most responsive possible service by providing a highly mobile workforce with secure anywhere, anytime, any device access to complete client content and applications. Attorneys can log into a full-fidelity virtualized corporate desktop anywhere, anytime they need to work, on their laptop, smartphone, Apple iPad, or any other mobile device, via 3G, public or private WiFi, or any other network connection. Technical support is provided online using GoToAssist, so the IT team can quickly resolve issues and reduce downtime.

The benefits:

- **Faster integration of mergers and acquisitions:** Workshifting is helping unify the firm following its merger from two separate firms. Virtual computing makes it simpler to provide a common, standardized environment across all of the firm's more than 2,500 users, including email, financial systems, document management, productivity applications and legal information resources. Virtual desktops are already being provisioned to new SNR Denton users throughout the world.
- **Rapid branch expansion:** The firm's IT Services department received notice of the opening of a new Hong Kong office only two weeks before the launch date. With Citrix, it was a simple matter to provide immediate access to complete secure desktop resources via easily acquired equipment. This helped the firm achieve substantial business value by enabling its fee earners to become completely productive the day the office opened.
- **Responsive customer service:** When clients have inquiries, attorneys can provide answers in real-time even miles from the nearest PC by accessing their virtual desktop using any laptop, tablet or even a smartphone. In the event of a minor business disruption or a major disaster, a dual datacenter infrastructure ensures business continuity and consistent client service. As a result, clients can spend less time waiting for a response, and act more quickly on the information and counsel they receive, realizing even greater value from their legal services.
- **Effective recruiting and retention:** The ability to offer greater flexibility and a better work/life balance helps the firm compete for, recruit and retain top legal professionals. Able to access their complete desktop anywhere on any device, fee earners no longer need to work late in the office, or to return to the office after hours, and can move in and out of personal and family activities while still conducting business confidentially and securely.

O'Neill Europe optimizes supply chain performance

Based in the Netherlands, sportswear provider O'Neill Europe uses workshifting to help employees, distributors and contract manufacturers in more than 30 countries from the Middle East to India to South Africa bring its products to market with the agility and performance to keep pace with fast-moving consumer tastes. The company uses Citrix solutions to deliver centrally managed, high-availability virtual desktops to users throughout its supply chain, including product lifecycle management, product data management, and enterprise management. Virtual desktops delivered to retail stores helps the company stay close to its market by tracking buying patterns and inventory levels chain-wide.

The benefits:

- **Closer supply chain integration:** Users in Hong Kong are given access to the Quest PDM application used for managing the end-to-end creative and production process, from designing and drawing clothes to generating bills of material and quality control in factories. This ensures effective coordination with headquarters in the Netherlands and keeps products flowing to market.
- **Improved business velocity:** By responding more quickly, accurately and efficiently to changing customer tastes and preferences, the company maintains its position as the brand of choice for serious surfers and those they influence.
- **Lower costs:** Reduced maintenance, system administration and user support requirements across its widely dispersed virtual organization help the company's IT group stay lean and responsive while reducing overall costs.

Making the move to workshifting

Workshifting is more than a promising trend; it's a fundamental transformation of the way business is done, and it's already happening today. Enabled by Citrix virtual computing solutions, workshifting offers compelling business value for organizations of all kinds. To find out what workshifting can mean for your organization, we invite you to visit www.citrix.com/workshifting to learn more.

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About Citrix

Citrix Systems, Inc. (NASDAQ:CTXS) is a leading provider of virtual computing solutions that help companies deliver IT as an on-demand service. Founded in 1989, Citrix combines virtualization, networking, and cloud computing technologies into a full portfolio of products that enable virtual workstyles for users and virtual datacenters for IT. More than 230,000 organizations worldwide rely on Citrix to help them build simpler and more cost-effective IT environments. Citrix partners with over 10,000 companies in more than 100 countries. Annual revenue in 2010 was \$1.87 billion.

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