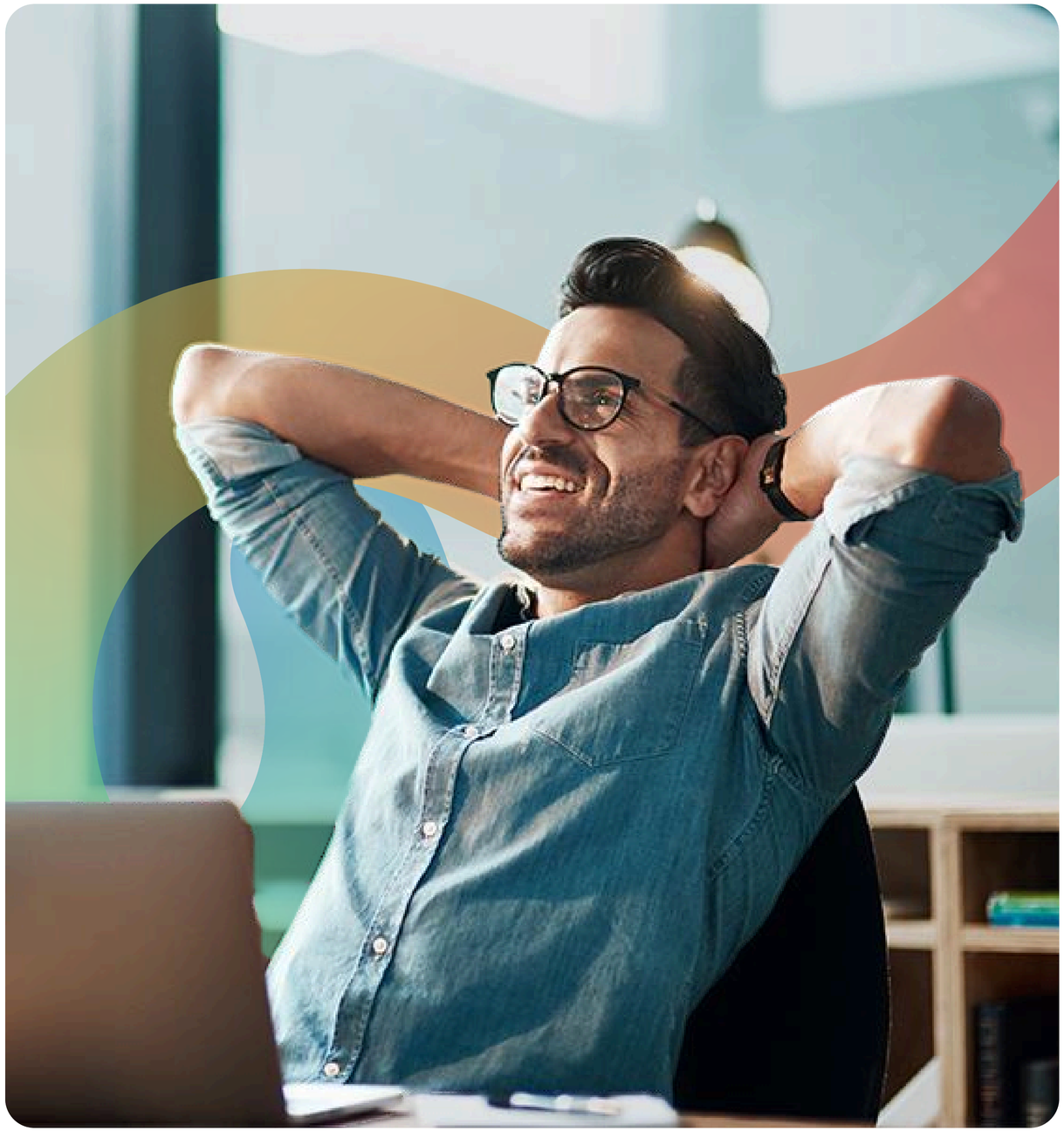
Enterprise Report 2026

2026 is the turning point for business device strategies

The Decision Guide for IT Leaders: Costs, Security, LifeCycle, and Manageability at the Enterprise Level

What you'll take away from this report:
Which hidden TCO drivers will blow 2026 budgets
Which architecture makes mobile IT scalable
Which roadmap will deliver measurable results in 6–12 months



Executive Summary

Device Fleets 2026 - Decision-Making Capabilities Instead of Device Management

This white paper is intended for IT managers and CIOs who no longer want to simply manage mobile IT, but rather lead it strategically.

Mobile devices are now a central component of corporate digital infrastructure. They support productivity, identity management, communication, and business processes. At the same time, they incur significant costs and pose operational and regulatory risks. In many large enterprises, however, these device fleets continue to be managed in a fragmented manner: different procurement models, isolated systems, and manual processes hinder transparency and reliable control.

2026 marks a turning point.
The CIO is becoming the organization's strategic architect. Increasing security and compliance requirements, hybrid work, a shortage of skilled workers, and ESG obligations are putting greater pressure on IT organizations.

Under these conditions, traditional models of device procurement and management are reaching their structural limits. The limiting factor is not the technology, but the lack of an integrated operational and management model.

Forward-thinking companies are therefore making a clear shift in perspective:
from ownership to orchestration, from operational management to strategic control. Mobile devices are managed as a holistic LifeCycle component of the IT architecture:
transparent, standardized, and economically predictable.

This white paper describes why a realignment of the device strategy is necessary now, which structural levers are crucial in this process, and how IT leaders can develop mobile infrastructure into a controllable, secure, and scalable success factor.

1. Rising total cost of ownership due to inefficient LifeCycle processes
2. Inconsistent security and compliance implementation
3. Limited scalability with international growth
4. IT operational overload and declining productivity

The key management question is:
Will our mobile IT architecture still be viable in 2026, or has it simply evolved over time?

Agenda: Why 2026 Is Not Just Any Old Target Year

I. 2026 as a Strategic Turning Point

II. The Status Quo in Enterprises

III. Why Traditional Procurement Models Are Reaching Their Limits

IV. Visibility & Total Cost of Ownership

V. The Mobile Workplace as a Productivity Platform

VI. Governance & Orchestration

VII. Vision for 2026: The Controllable Enterprise Device Fleet

VIII. Roadmap & Quick Wins

IX. Conclusion

Please read chapters 3–5; this is particularly relevant for IT managers.

2026 as a Strategic Turning Point

Why mobile IT Must Be Implemented Now

Mobile devices have undergone subtle yet fundamental changes in recent years. What was once considered a supplementary work tool is now a central component of the digital corporate infrastructure. Smartphones and tablets serve as gateways to identities, applications, and sensitive data—and are therefore security-relevant, business-critical, and strategic.

This trend is not new. What is new is that its consequences can no longer be mitigated.

Why 2026 Is Not Just Any Old Target Year
The combination of accelerated progress, tied-up capital, and structural fragmentation leaves no room for incremental optimization.

The Five Drivers of the Turning Point

Driver 1:
ITAM is becoming strategic, but remains under pressure

Driver 2:
The ITAM market continues to grow

Driver 3:
Security and identity are shifting to the device

Driver 4:
Organizational complexity meets limited IT resources

Driver 5:
Governance, compliance, and sustainability become measurable

2026 marks the transition from reactive device management to a mobile architecture that combines performance, cost-effectiveness, and flexibility. The question is no longer whether mobile IT needs to be reimagined—but how long companies can afford not to do so.

Zero-trust models, multi-factor authentication, and context-based access control make mobile devices a central component of the security architecture. Every smartphone is a potential access point to business-critical systems.

Heterogeneous device fleets, inconsistent operating system versions, and manual exceptions make it difficult to consistently enforce security policies.

The result is increased administrative burden and heightened risks.

2026 as a Strategic Turning Point

Why mobile IT Must Be Implemented Now

Security ist nur so stark wie das schwächste Endgerät im Feld.

Internationale Strukturen, hybride Arbeitsmodelle und spezialisierte Rollen erhöhen die Anforderungen an Flexibilität und Skalierbarkeit. Gleichzeitig verschärft der Fachkräfte-mangel die Ressourcensituation in der IT.

Manuelle Prozesse, Sonderfälle und Abstimmungsschleifen zwischen IT, Einkauf, Finance, HR und Fachbereichen binden Kapazitäten, die für strategische Aufgaben fehlen.

Komplexität lässt sich nicht dauerhaft durch operative Mehrarbeit beherrschen.

Regulatorische Anforderungen, Auditfähigkeit und ESG-Ziele verlangen nachvollziehbare, dokumentierte und konsistente Prozesse. Mobile Endgeräte rücken damit auch aus Governance-Sicht in den Fokus.

Fehlende Standards, fragmentierte Verantwortung und intransparente LifeCycle-Prozesse werden zu einem Risiko - nicht nur operativ, sondern auf Management- und Vorstandsebene.

Governance erfordert Steuerbarkeit - und Steuerbarkeit erfordert integrierte Prozesse.

Die Konsequenz für IT-Leiter
Diese vier Treiber wirken nicht isoliert. Sie verstärken sich gegenseitig.

> **Security erhöht Komplexität. Komplexität erhöht Kosten. Kosten binden Ressourcen.**

Ressourcenmangel verhindert strategische Weiterentwicklung.
Der Status quo ist damit kein stabiler Zustand mehr, sondern ein Übergangszustand. IT-Organisationen stehen vor einer strukturellen Entscheidung: mobile Endgeräte als strategische Infrastruktur führen. Mit klarer Steuerungslogik, Transparenz und Governance.

Current Situation: The Reality of Today's Device Landscapes

Why historically established structures are no longer sustainable!

The strategic turning point has been described.
However, a look at the reality facing many companies reveals that:
The operational management of mobile devices has often failed to keep pace with these demands. Especially in large organizations with multiple locations, heterogeneous device fleets, different operating systems, manual processes, and a lack of transparency characterize day-to-day IT operations. What has evolved over time is increasingly becoming a risk to security, efficiency, and scalability.

Fragmented fleets instead of integrated management
In many organizations, there is no unified view of devices.

Different procurement timelines, local decision-making, and parallel systems have led to complex device and IT landscapes over the years:

1. several generations of devices in use at the same time
2. different operating system versions and varying configurations
3. LifeCycle logic by location or business unit

The result: There is no comprehensive view of the portfolio, usage, costs, and risks. Decisions are based on assumptions rather than reliable data.

Manual Processes as a Hidden Cost Driver
Studies by Gartner and VDC Research show that a significant portion of the operating costs for mobile devices stems from manual LifeCycle and support processes, particularly in organizations with fragmented system landscapes.

In practice, many key processes in the device LifeCycle are only partially automated or not automated at all:

- Rollouts and Reprovisioning
- Exchange and Repair Processing
- Contract and Rate Plan Management
- Return and Data Deletion

Current Situation: The Reality of Today's Device Landscapes

Instead of integrated end-to-end processes, we end up with handoffs, media breaks, and special cases. Each individual case can be explained—but taken together, they are costly and resource-intensive.

Consequence: Operational stability is maintained through constant extra work. Scaling becomes a risk.

Hidden Costs and Lack of Control
While hardware prices are transparent, operating costs often remain hidden. Support costs, replacement equipment, productivity losses, and manual coordination are spread across budgets and organizational units.

The result:

- Budgets are planned but not actively managed
- Optimization is done on an ad hoc basis, not systematically
- Forecasts remain inaccurate

53%

According to Flexera, 53% of companies lack full asset visibility

Reality: Total Cost of Ownership is estimated—not managed.

Current Situation: The Reality of Today's Device Landscapes

Security, Compliance, and Governance in Exceptional Circumstances
Many organizations have defined security and compliance requirements, but their implementation in day-to-day operations is inconsistent.

Diverse device fleets and special regulations lead to discrepancies:

delayed updates	manual exceptions
Unclear responsibilities in the event of incidents	Incomplete audit documentation

As a result, security becomes reactive and governance becomes defensive.

When Responsibility Is Diffused
Mobile devices affect many stakeholders: IT, security, procurement, finance, HR, and line-of-business departments. In practice, however, there is often a lack of clear role definitions and a shared roadmap.

The consequences:

- IT is responsible for operations but lacks decision-making authority
- Procurement optimizes prices without a LifeCycle perspective
- Finance demands predictability without transparency
- Business units create ad-hoc solutions

The Status Quo as a Turning Point
The status quo is not a condition that needs to be stabilized. It is a sign that mobile devices and IT assets must be systematically controlled and managed in a structured manner—not as a reaction to growth, but as a prerequisite for future viability.

If this sounds like you, it's time to take action

- You lack a centralized view of all mobile devices
- LifeCycle processes vary by location
- Support cases and exceptions consume a disproportionate amount of IT time
- Costs can only be forecasted to a limited extent
- Security policies are defined but not consistently implemented

Changing Procurement Models

And why we need to rethink how we procure equipment

For a long time, the procurement of mobile devices was viewed as an administrative task. Devices were purchased, subsidized, or leased—depending on the budget, contract terms, or procurement strategy. In many organizations, this approach worked well enough for years.

However, the overall circumstances have changed fundamentally.

Today, mobile devices are no longer isolated capital assets. They are in constant use, play a critical role in security, are integrated into business processes, and have a significant impact on costs and governance throughout their entire LifeCycle. This is precisely where traditional procurement models reach their structural limits.

There is a wide variety of models, but no comprehensive solution

Model	Flexibility	TCO Transparency	Security	Scaling
Purchase	⚠	⚠	⚠	⚠
Leasing	⚠	✓	⚠	✓
Subsidy	⚠	⚠	⚠	✓

The Structural Shortcomings of Traditional Models
As diverse as these models may be, they share one common feature:
They separate procurement from operations.

Devices are financed or acquired, but their LifeCycle is not managed holistically. Processes, responsibilities, and data remain fragmented. It is precisely this separation that is the main reason why many organizations continue to struggle with high costs, risks, and operational complexity despite optimized purchasing terms.

Studies on IT organization clearly show that outsourcing individual procurement steps does not automatically lead to better manageability. On the contrary: when procurement, IT operations, security, and finance operate separately, gaps emerge in processes, responsibilities, and data flows.

Changing Procurement Models

And why we need to rethink how we procure equipment

This is particularly evident in large, decentralized organizations: IT responsibility cannot be delegated to the procurement department.

Why Device as a Service has a fundamentally different impact:
Against this backdrop, a fundamental shift in perspective is taking place in many enterprise IT organizations. Mobile devices are no longer viewed as one-time investments, but rather as assets that must be managed over the long term and have a clearly defined LifeCycle.

The focus is on:

- Consistent transparency regarding inventory, costs, and status
- Standardized, automated processes
- Clear governance across departmental boundaries
- Relief for IT from handling special operational cases

Model	Tied-up capital	LifeCycle Management	Transparency	Scaling
Purchase	High	Low	Low	Limited
Subsidy	Medium	Low	Low	Limited
Leasing	Low	Low	Medium	Limited
DaaS	**Low**	**High**	**High**	**High**

As a result, DaaS is not merely an alternative to individual models, but rather an overarching framework that brings together IT strategy, cost-effectiveness, and operational excellence.

Visibility & Total Cost of Ownership

If you don't know your total cost of ownership, you'll lose control of your budgets

At first glance, the costs associated with mobile devices seem manageable. A device is purchased, depreciated, or financed, and a service plan is signed up for. The expenses appear predictable. In reality, they rarely are. The reason lies not in the technology, but in the lack of a holistic view of the entire device LifeCycle.

While initial costs are visible and budgeted for, most costs arise during day-to-day operations—spread out over time, across systems, and across organizational units.

Why Device Costs Aren't the Only Cost Issue
Studies by Gartner, Forrester, and Flexera have consistently shown for years that a significant portion of the total cost of mobile devices occurs after procurement—
during ongoing operations.

These costs are incurred on an ongoing basis and are often spread across different budgets and areas of responsibility.

Result: Budgets are planned—but not managed

Visibility & Total Cost of Ownership

If you don't know your total cost of ownership, you'll lose control of your budgets

The result is budgets that can be planned but only monitored to a limited extent. Deviations are explained—not prevented.

Reality: TCO is often a retrospective analysis, not an operational control metric.

Tied-up experts instead of tied-up devices
In addition to financial costs, mobile devices tie up one thing above all else: highly qualified IT resources. Manual processes, special cases, and coordination loops between IT, procurement, finance, and external service providers are a daily occurrence.

An analysis by Samsung SDS indicates that, on average, IT and security teams

1,062 hours per week (approx. 55,000 hours per year)

spend time managing, maintaining, monitoring, and providing support for mobile devices.

872 hours per week

account for LifeCycle management tasks alone.

Visibility as a Prerequisite for Control
Control begins with transparency. Only those who know which devices are in use, how they are being used, what costs they incur, and what stage of their LifeCycle they are in can make informed decisions.

In this context, visibility means more than just reporting:

- A consolidated view of inventory, usage, and costs
- Real-time information on status, risks, and variances
- Comparability across locations, business units, and time periods

Studies clearly show:

Companies that take a holistic view of their mobile assets—from procurement to return—not only achieve cost transparency but also measurably reduce operational overhead, risks, and dependencies.

Visibility & Total Cost of Ownership

If you don't know your total cost of ownership, you'll lose control of your budgets

From Cost Control to Cost Management
The key difference between reactive cost control and proactive cost management lies in the LifeCycle approach.

Organizations that take a holistic view of mobile devices:

- link procurement, operations, and return
- standardize processes across locations
- automate recurring tasks
- establish clear lines of responsibility

This not only makes the total cost of ownership transparent, but also allows it to be influenced. Budgets become easier to plan, forecasts more reliable, and investment decisions more informed.

The Role of Integrated Operating Models
Integrated operating models—such as Device as a Service—do not primarily serve as a financing tool in this context, but rather as a framework. They create a framework that brings together costs, processes, and responsibilities.

Result: TCO goes from being an estimate to a controllable factor.

TOC for Mobile Fleets

- 60–70% of TCO is incurred during ongoing operations
- LifeCycle and support processes are the biggest cost drivers
- A lack of visibility leads to budget overruns and inefficient use of resources

The Mobile Workplace in 2026

From Constant Availability to a Productive Work Platform

The mobile workplace is no longer a temporary solution. For many roles, it has become the primary interface between employees and the organization.

What began as “email on the go” has now evolved into a fully-fledged work environment: communication, identity, processes, and decision-making are increasingly taking place on mobile devices. This development is changing not only the way we work—but also the requirements for IT strategy, device management, and governance.

Mobile work is the norm—not the exception

Hybrid work models, distributed teams, and mobile roles have become the norm in companies. For many employees—especially those in operational, sales-related, or decentralized roles—the smartphone is their most important work tool.

Mobile devices are included:

- Communications Center
- Identity anchor
- Access point to enterprise applications
- Security-relevant endpoint

The mobile workplace is therefore not just an add-on, but an integral part of the digital workplace strategy.

Powerful hardware as an enabler—not a limitation
Modern smartphones and tablets are no longer devices that require compromises. Computing power, security features, sensors, and energy efficiency enable sophisticated applications—even beyond traditional knowledge work.

What matters most is not the hardware alone, but its standardized, secure, and reliable deployment within a corporate environment.

Productivity Comes from Frictionless Workflows
Productivity in mobile work isn’t driven by maximum functionality, but by minimal friction.

Common barriers to productivity include:

- complex or error-prone setup
- inconsistent user experiences
- Slow replacement and support processes

Every disruption costs time, concentration, and patience—often multiple times over, because it ties up both users and IT staff.

The Mobile Workplace in 2026

From Constant Availability to a Productive Work Platform

Key point: A mobile workstation must function properly from day one—and remain stable even when things go wrong.

Device Management as a Productivity Factor
The quality of the mobile workplace is not determined by the device's design, but by the underlying processes.

Modern device management and LifeCycle approaches enable:

- fast, standardized deployment
- automated configuration and updates
- clear separation of personal and business data
- quick replacement in case of damage or loss

This transforms device management from an administrative task into a productivity driver—for both employees and IT.

Cost-effectiveness and employee experience go hand in hand. An efficiently managed mobile workplace has a twofold effect:

- It reduces operational effort and costs
- It improves acceptance, satisfaction, and productivity

These effects are not contradictory; rather, they are interdependent. Organizations that strategically manage mobile devices benefit from:

- reduced support costs
- increased device availability
- better utilization of existing features
- greater employee acceptance

The Mobile Workplace in 2026

From Constant Availability to a Productive Work Platform

The Mobile Workplace as a Strategic Platform

In the 2026 vision, the mobile workplace is:

safe	standardized
scalable	productivity-oriented

It connects people, processes, and systems—regardless of location or role. Mobile devices thus become a strategic platform, not merely an operational byproduct.

Insight: Employee experience is not just an HR issue. It is the result of sound IT decisions.

Safety from the start

Real-time monitoring

Globally scalable

Work more productively—anywhere

Governance & Orchestration

Why mobile IT only works when it is managed across departments

Today, mobile devices impact nearly every aspect of a company. They serve as work tools, security components, cost factors, compliance issues, and part of the employee experience all at once. The range of stakeholders who influence decisions regarding mobile devices is equally diverse.

In many organizations, that is precisely the crux of the problem.

Modern IT leaders take responsibility here: not just for systems, but for orchestration. They connect not only platforms and processes, but also people, priorities, and budgets.

The Consequences of Poor Governance

When there is no clear roadmap, the same effects keep cropping up:

- Device standards become diluted over time
- Security policies are undermined by exceptions
- Costs are spread across budgets and lose transparency
- Responsibility for operations and risks becomes diffuse
- Innovations remain pilot projects rather than scaled solutions

These effects do not occur suddenly. They develop gradually and often only become apparent when costs rise, audits are due, or incidents occur. Governance is therefore not a control mechanism, but an early warning system.

The Role of the IT Director: From Operator to Orchestrator

In modern companies, the role of the IT director is evolving. He or she is no longer primarily an operator of individual systems, but rather an architect and orchestrator of a complex interplay between technology, processes, and people.

In the context of mobile devices, this means:

- Establish a binding framework
- Define and uphold standards
- Make decision-making processes transparent
- Facilitate the resolution of conflicting goals
- Clearly assign responsibility

Important: Orchestration does not mean centralization at any cost. It means establishing guidelines within which departments can operate flexibly.

Governance & Orchestration

Why mobile IT only works when it is managed across departments

Clear Roles Instead of Implicit Responsibilities
Successful governance models are characterized by clearly defined roles—not by additional committees.

A proven model:

IT & Security

Define standards, architecture, security, and compliance requirements. Oversee operations, the product LifeCycle, and risk management.

HR & Operations

Represent the user perspective, onboarding and offboarding processes, and frontline requirements. Ensure user acceptance and suitability for everyday use.

Purchase

Optimizes terms and contracts within defined standards. Focus on economies of scale, transparency, and flexibility.

Legal / Compliance / ESG

Ensure data protection, auditability, and sustainability goals.

Finance / Controlling

Ensures transparency regarding costs and forecasts. Evaluates investments based on comprehensive TCO models.

Governance & Orchestration

Why mobile IT only works when it is managed across departments

Organizational silos are not merely a cultural issue, but a measurable performance factor: Studies show that the majority of executives recognize silos and nearly all report negative effects on collaboration and the quality of results.

Governance is leadership
Mobile IT does not improve simply because more tools are used. It improves when there is a shared roadmap—and it is consistently followed.

After all, IT responsibility cannot be outsourced to the purchasing department.

It must be coordinated across all departments—with streamlined processes, clearly defined roles, and a strategy that works in practice.

Vision for 2026: The Controllable Enterprise Device Fleet

How Mobile Devices Are Becoming Part of the Integrated Business Infrastructure

After analyzing the market, the current state of affairs, costs, productivity, and governance, a key question arises: What will a device fleet that is truly sustainable in 2026 look like? Not as an ideal scenario on paper, but as a realistic, achievable vision for complex organizations.

From a fragmented inventory to an integrated infrastructure
In the 2026 vision, mobile devices are no longer viewed as a loose collection of devices, but as an integral part of the IT architecture.

The goal: a fleet that is visible, comparable, and manageable—not just something that exists.

This makes mobile devices just as manageable as other core IT assets—regardless of location, role, or business unit.

End-to-End LifeCycle Instead of Ad Hoc Measures
The key distinguishing feature of future-proof device strategies is a comprehensive LifeCycle approach.

That means:

- Devices are tracked as part of a system, not just inventoried
- Their status is transparent at all times
- They follow a standardized LifeCycle management process

In the 2026 vision, all phases are interconnected:

- Planning & Requirements
- Deployment & Configuration
- Operation & Support
- Replacement & Reprovisioning
- Return, Data Erasure & Recycling

Each phase generates data. This data is used to:

- Control costs
- Minimize risks
- Improve processes

Vision for 2026: The Controllable Enterprise Device Fleet

How Mobile Devices Are Becoming Part of the Integrated Business Infrastructure

Insight: LifeCycle management is not a process step, but rather the underlying principle.

Manageability Through Transparency and Data Consistency
A manageable fleet is based on a consistent data foundation. Not on standalone solutions, not on Excel spreadsheets, but on integrated information.

The 2026 vision states:

- Inventory, costs, usage, and status are linked
- Deviations are detected early
- Decisions are based on real-time or near-real-time data

Transparency thus evolves from a reporting issue into an operational management tool.

Security, Compliance, and Governance by Design In the 2026 vision, security and compliance are not treated as afterthoughts, but are an integral part of the device strategy.

This is evident from:

standardized device configurations	Consistent policy enforcement
Audit-ready LifeCycle processes	clear lines of responsibility

Governance is not viewed as a supervisory body, but rather as an operational framework that enables stability and scalability.

IT Unburdened – An Empowered Organization
A key objective of the 2026 Vision is to relieve IT of operational friction.

Vision for 2026: The Controllable Enterprise Device Fleet

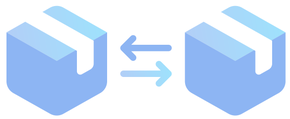
How Mobile Devices Are Becoming Part of the Integrated Business Infrastructure

End-to-End LifeCyle

Planning & Procurement

Deployment & Configuration

Operations & Support



Replacement & Reprovisioning

Returns & Recycling

Your benefits

- Central Control & Monitoring
- Consistency & Transparency
- Flexibility & Scalability
- Security & Compliance

Roadmap & Quick Wins

How IT leaders can systematically achieve the 2026 vision

The transformation of mobile devices is not a one-time project, but a structured process of change. Successful IT leaders follow a clear principle in this regard:

First, establish transparency and provide guidance—then scale up.

This chapter outlines a practical roadmap that companies can use to gradually achieve their 2026 vision—without jeopardizing operational stability.

Why Transformation Fails—and How to Do It Better
The most common mistake in transformation projects is not a lack of will, but rather taking on too much. Too many initiatives at once, unclear priorities, and a lack of alignment lead to increased operational complexity rather than reduced complexity.

Successful organizations take a different approach:

- they provide clarity early on
- they establish a joint roadmap
- they produce fast, visible results

Transformation doesn't start with tools—it starts with direction.

Quick Win 1: Creating transparency—without new systems

Timeframe: 2–4 weeks

The first step is not a technology project, but a shift in perspective**. The goal is to gain a reliable overview of the current device landscape:**

- What devices are in use—and where?
- What models, operating system versions, and generations?
- What contracts, terms, and dependencies exist?
- Which processes are centralized, and which are decentralized?

Perfect data isn't necessary. What matters is an honest overall picture.

“Transparency is the most powerful catalyst for good decisions.”

Roadmap & Quick Wins

How IT leaders can systematically achieve the 2026 vision

Quick Win 2: Identify friction—from the organization's perspective

Timeframe: ongoing, 2–3 workshops

Mobile IT affects more than just IT. That is why relevant stakeholders should be involved at an early stage:

- IT & Security: Operations, risks, manual effort
- Procurement: Contracts, dependencies, flexibility
- Finance: Costs, predictability, forecasting
- Business Units / Frontline: User experience, productivity losses

The key question isn't: What works?
But rather: Where are we wasting time, money, or losing support today?

Quick Win 3: Leverage an outside perspective—without any obligation

Time frame: ad hoc

An objective outside perspective helps identify blind spots and validate internal assumptions.

A structured assessment can:

- Assess the maturity level of the current device strategy
- Identify risks and opportunities
- Realistically evaluate priorities
- Not as a sales pitch, but as
- preparation for decision-making.

Strong IT leaders seek guidance early on—not excuses later.

Roadmap & Quick Wins

How IT leaders can systematically achieve the 2026 vision

Quick Win 4: Strategically align contracts and terms

Timeframe: 4–6 weeks

In many organizations, contracts have evolved over time—but are no longer aligned:

- Contract terms do not align with innovation cycles
- Subsidies tie equipment decisions to service plans
- Leasing agreements expire before operational needs arise

A structured analysis shows that:

- where flexibility is lacking
- where risks arise
- where there is room for strategic maneuver

The goal isn't to save money at any cost—it's to have the freedom to choose.

Quick Win 5: Establish a shared vision

Time Horizon: Management Alignment

Before processes are changed, a clear, shared vision is needed:

- What role should mobile IT play?
- What are the requirements regarding security, costs, and productivity?
- Where do we want to be in 6, 12, and 24 months?

This vision doesn't have to be perfect.
It must be clear, realistic, and compelling.

Roadmap & Quick Wins

How IT leaders can systematically achieve the 2026 vision

From Quick Wins to Structural Transformation

The quick wins provide a solid foundation for the next steps:

- Standardization of equipment and processes
- Automation of recurring LifeCycle tasks
- Introduction of integrated operating models
- Establishment of clear governance structures

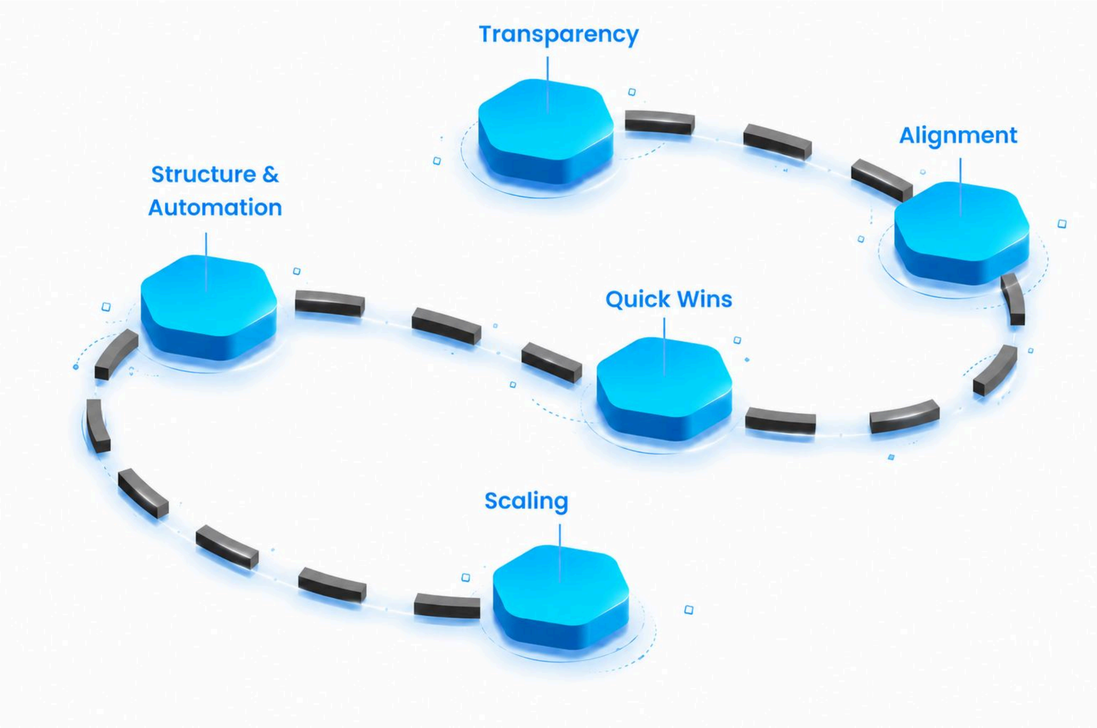
The transformation is therefore:

1. predictable
2. measurable
3. scalable

And above all: compatible with day-to-day operations.

The Roadmap in a Nutshell

Successful IT leaders first establish transparency and alignment—and then change structures, not symptoms.



Conclusion

Mobile IT 2026: Leadership Instead of Management

Mobile devices have evolved from mere tools to business-critical infrastructure. They ensure productivity, identity management, and communication—while simultaneously impacting costs, security, compliance, and the employee experience. This white paper demonstrates that the challenge lies not in the technology itself, but in the operational and governance model.

Many organizations today operate with device structures that have evolved over time. While these structures are understandable, they are increasingly unsustainable. Fragmented fleets, manual processes, a lack of transparency, and unclear responsibilities lead to rising costs, operational overload, and growing risks.

2026 marks not a date but a state of being.

Mobile IT can no longer be treated as an afterthought or optimized in isolation. It must be managed as an integral part of the IT architecture—with clear standards, end-to-end visibility, and robust governance.

The analysis makes it clear that:

- Traditional procurement models optimize financing, not control
- Total Cost of Ownership is incurred primarily during operation, not at the time of purchase
- Productivity and employee experience depend directly on stable, seamless device processes
- Without clear roles and orchestration, scaling remains a matter of chance

At the same time, this white paper shows that the way forward does not have to involve a radical break. What matters is a change in perspective:

from ownership to orchestration, from individual decisions to LifeCycle management, from operational administration to strategic leadership.

Conclusion

Mobile IT 2026: Leadership Instead of Management

The vision for 2026 is clear: a device fleet that is transparent, secure, cost-effective to manage, and scalable on an international level—and that relieves the burden on IT rather than tying it down.

The path to that goal doesn't start with a major project, but with clarity:

- regarding the current status
- on the vision and priorities
- on Roles, Responsibilities, and Decision-Making Processes

IT managers play a key role in this.

Not as operators of individual systems, but as architects of a scalable mobile IT infrastructure that supports the company in the long term.

Next Step: Assessment Rather Than Reaction
A structured comparison of your current situation with the target scenario described here provides clarity—without committing to specific solutions or models.

If you want to realistically assess your device strategy for 2026, it's worth having a structured discussion.

Create transparency. Identify opportunities. Shape the future.

We sincerely thank you for your interest in this white paper and hope we have provided you with valuable insights on the topic of **“2026: The Turning Point for Business Device Strategies.”**

As a leading European provider of fleet management and mobile IT solutions, **TKD** is here to support you as a strategic partner in developing a comprehensive and future-proof mobile device strategy.

During a no-obligation initial consultation, we will work with you to analyze the maturity of your current mobile device strategy, identify areas for optimization, and outline concrete action steps to improve efficiency, security, and transparency throughout the entire device LifeCycle.

Schedule a no-obligation consultation today