



The Impact of Cloud Computing on IT Service Providers' Business Models

Trevor Clohessy. Supervised by: Dr. Thomas Acton and Dr. Lorraine Morgan

1 Research Motivation

Cloud computing "is the latest example of Schumpeterian creative destruction: creating wealth for those who exploit it and leading to the demise of those that don't" (Weinman, 2012). Cloud computing enables IT providers to virtualise their computational resources and concurrently provision them, via a service orchestration process, typically in the form of Software-as-a-Service (SaaS), or Platform-as-a-Service (PaaS) or Infrastructure-as-a-Service (IaaS).

While some IT service providers have reaped the rewards by transitioning from antiquated hardware and service provision to more propitious cloud based service provision methods, evidence is emerging that others are currently experiencing substantial difficulties.

This motivates my central doctoral research objective, whereby I seek to contribute to the dearth of information systems research examining the broader impact of cloud computing on IT service providers' business models.



2 Research Questions & Approach

This study employed several research phases. Whereas phases one and two provided the research breadth in terms of cross-industry insight, phase three provided the research depth.

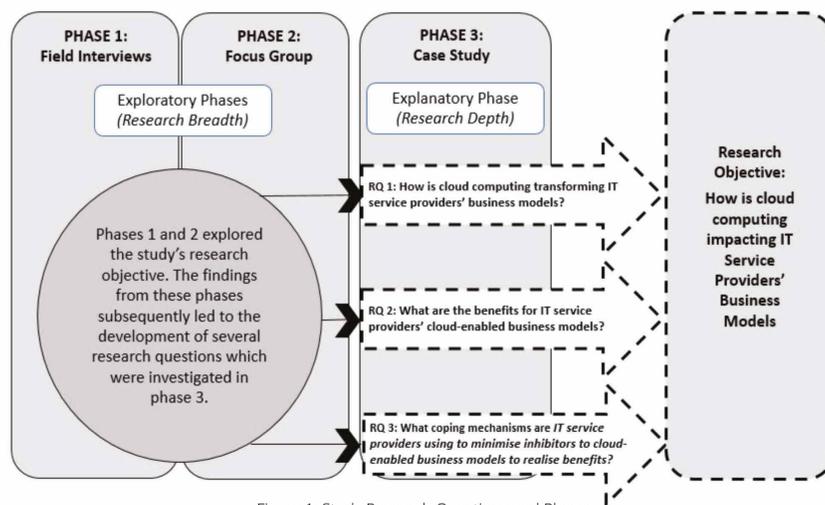


Figure 1: Study Research Questions and Phases

Phase	Approach	Purpose	Sample
1	Expert Interviews	Research Breadth	15 Interviews
2	Focus Group	Research Breadth	20 Participants
3	2 In-Depth Case Studies	Research Depth	10 Interviews per Case

Table 1: Research Approach Summary

3 Results

RQ1: Both case organisation's business models have undergone significant transformation in the 5 years since they both first commenced provisioning cloud services.

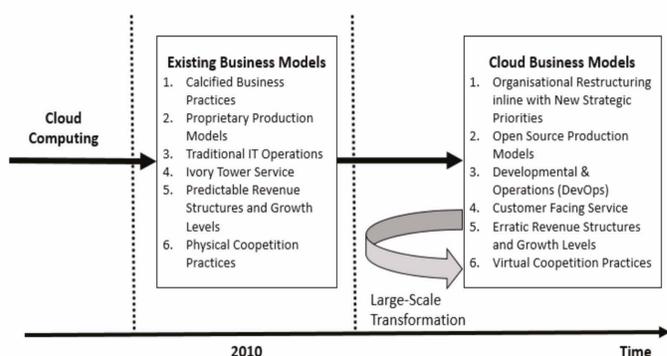


Figure 2: Case Study Business Model Transformation

RQ2 & RQ3:

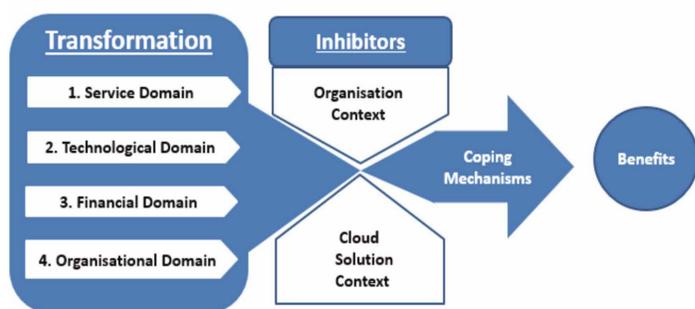


Figure 3: Doctoral Study Framework

4 Research Impact

This research provides new insights into IT service provider cloud computing business model dynamics, and will have practical implications for both theory and industry.

This research will assist with the development of decision making tools that will enable IT service providers to identify the most prevalent strategic cloud benefit inhibitors and point towards the potential coping mechanism strategies that can be used to mitigate them.

The following research won the NUIG 2014 president's research impact award.

The dissemination of research findings and recommendations is currently ongoing via industry workshops and conferences.

In the past year the following research has been presented at the following outlets:

- » Participation and discussion of my dissertation research in the 2015 ECIS Doctoral Consortium, Chaired by Alan Hevner, Erve Hulsbeek, Holland.
- » Participation and discussion of my dissertation research at the 2015 British Academy of Management (BAM) Innovation in E-Business & E-Government Workshop, Glasgow, Scotland.
- » Participation and discussion of my research paper in the 2014 ECIS Special Writers Development Roundtable Chaired by Izak Benbast, Tel Aviv, Israel.