Transforming for success in a changing world.

THE PATH TO DIGITAL TRANSFORMATION: FROM THE GROUND TO THE CLOUD.
EXECUTIVE SUMMARY.

Why read this?

In response to growing political and market uncertainty, CIO’s working for British enterprises are planning for change. More than half (58%) of 120 businesses surveyed, see Britain’s exit from the EU as one of their greatest challenges for digital transformation. Half (52%) are concerned about shifting legacy data and systems to the cloud, and 40% told us that it has made them nervous about committing to long-term infrastructure projects. Despite this, most UK businesses are planning for growth which means change. As CIOs and their departments are being challenged, good planning and decision making is key. How can they plan for the unknown? How will they continue to source digital talent when almost half (48%) are concerned that the lack of skills will stall their efforts? And how do they control spend, as exchange rates fluctuate with market turbulence? This involves making key decisions to accelerate digital transformation for British enterprises to win, grow, and retain customers.

This report looks inside the mind of British businesses and how they are embracing digital transformation while reacting to wider geo-political and economic influences outside of their control. It provides insights and context into the current uncertainty and how it is affecting technology decision making. It provides step-by-step recommendations on planning for change and reviews the use of technology infrastructure platforms and the cloud to carve out a competitive advantage in a changing world.

Key takeaways

1. **The need to flex**: Organisations need flexible ICT to enable flexible business - adapting technology and pivoting in response to changing market conditions.

2. **Objectives of Digital transformation**: Find out what factors are driving the UKs CIO’s to digitally transform their companies.

3. **The challenge of connecting the old with the new**: Finding the balance between getting the most out of legacy infrastructure and transforming to the cloud to minimise expenditure, ensure stability and drive change.

4. **The UK industry’s appetite for change**: How many enterprise leaders are driving ahead to change their business and how many are choosing to wait for more certainty in the market?

About the research

Interoute commissioned independent research firm Coleman Parkes to explore how digital disruption, geo-political and economic change are affecting British businesses, their desire for change and digital transformation. The findings include feedback from 120 IT decision makers, surveyed in March 2017, from companies with a £200 million to £5 billion turnover, based in the UK.

Coleman Parkes is a business-to-business research specialist with deep experience across all major verticals. It combines its heritage of connecting senior C-level decision makers with its understanding of market trends, to provide context and insights into the technology status quo.
FOREWORD.

Each organisation and its objectives for change are different. Businesses are looking to fend off disruption, create competitive advantage through innovation, get closer to their customers and optimise IT for cost and efficiency.

Transforming for success in a changing world is relentless. Each company’s technology journey will need to navigate budgetary squeezes, provide the agility to change at a moment’s notice and deliver quick wins that drive measurable improvement. Vitally, technology must deliver freedom rather than handcuff an organisation to a specific vendor or historical infrastructure choice.

There is an increasing recognition that the old and new must be intertwined and a two-tier (or bi-modal) digital transformation strategy be adopted. We may be moving to a cloud-first world, but it’s not cloud always and a pragmatic view of cost, value and benefit must be maintained.

To achieve this companies must seek to balance flexibility, performance and security with an understanding that the successful path to a digital future entails building on, not abandoning, the heritage of their past.
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Transformation is often inspired by frustration.

After becoming fed-up with the difficulty of getting his favourite restaurants in London to deliver, Will Shu placed restaurant food on scooters. The concept seems simple. Yet Deliveroo’s digitisation of food deliveries is only possible because of a bespoke logistics platform that focuses on efficiency in a new era of cloud, artificial intelligence and automation. Powered by a series of algorithms that optimise journey routes and manage supply, customers place orders through their smartphone and have gourmet food delivered to their doorstep within 32 minutes. This one idea, sparked out of frustration, has transformed the food delivery industry.

The Deliveroo concept went beyond the premise of making things faster, better and cheaper. It combined multiple factors to create a new capability, through the innovative application of software. The Will Shu story signifies a wider trend. It places technology as the enabler of change. With a click, tap or a swipe, businesses can trade and individuals can collaborate – instantly, seamlessly and globally. It is the epitome of digital transformation – a concept that has become an opportunity and a competitive differentiator in equal measure.

The very barriers preventing new market players from attacking the most lucrative parts of a business, have now largely been eliminated, forcing organisations to rethink their strategies. British business is recognising that disruption has become the norm. That technology will provide the freedom to do things differently. Yet the political environment is at odds with the concept of connecting businesses, individuals and industries in a borderless digital world. Localism, protectionism and regulation are rising up the agenda. Directives, such as the General Data Protection Regulation (GDPR) and the uncertainty surrounding trade and labour restrictions post-Brexit, have thrown uncertainty and doubt over how businesses should respond to change.

Transforming for success is not a choice. This report looks inside the psyche of British businesses and how they are embracing digital transformation while reacting to wider geo-political and economic influences outside of their control. It provides insights and context into the current uncertainty and how it is affecting technology decision making, reviewing how the use of technology infrastructure platforms and the cloud can help to carve out a competitive advantage in a changing world.
Political and market uncertainty is an inevitable consequence of the democratic process. It is currently giving UK business leaders cause to pause whilst they consider alternative constitutional futures that might flow from political outcomes. The decision to leave the EU places the UK in unchartered territory, and leaves British business uncertain of what the future will bring.

In a move to mitigate uncertainty, British businesses are moving towards a more agile approach, seeking alternative, lighter options that don’t hold costly operational overheads. Nine in ten companies (94%) confirmed that Brexit has influenced what technology infrastructure they are likely to invest in. Organisations are favouring flexibility - prioritising the ability to adapt technology and pivot in response to changing market conditions.

**FIGURE 1.**

*Has the current uncertain economic climate with Brexit, had any impact on your decision-making process?*

- Yes, it has made us nervous to committing to long-term IT infrastructure projects
- Yes, it has made cloud hosted applications more appealing, as we can have the flexibility to change our minds
- Yes, I am more inclined to follow a hybrid cloud infrastructure, so I can make the most of my legacy applications and benefit from new applications
- No, the current economic climate has had no impact on our decision making

In the UK, AO.com is a good example of a British business embracing agility to achieve growth and scale in uncertain times. It is a £599 million FTSE listed company on a quest to become Europe’s best online electrical retailer. Its technology infrastructure decisions ensure it can connect with customers at the most critical moments.

Founded in 2000, AO.com focused on making the experience for its customers the best in the market. Rich in content such as 3D product videos, the AO.com website is designed and built to simplify the shopping experience, making it effortless. The company is continually looking for ways to fix the little things most people don’t think about, like building algorithms to predict the likely reason for a customer’s call, in order to respond faster. And it’s this approach that ensures customers keep returning again and again.

BRITISH BUSINESSES ARE MOVING TOWARDS A MORE AGILE APPROACH.

Smart infrastructure decision making has enabled AO.com to grow its business across Europe. It opted for a unified network and compute platform, that could give it public cloud flexibility but with the security of a private cloud.

AO.com gained access to 17 private cloud zones across Europe, so it can now connect with customers in new territories across Europe in just seconds.
TECHNOLOGY AS A FACILITATOR FOR CHANGE.

The only way for organisations to pivot for success against a backdrop of uncertainty is to be prepared for change. Technology decision making is becoming more strategic. It needs to address ever-changing board-level concerns and factor in outside influences and consumer demands that will change an organisation’s demands on technology.

Coping with political uncertainty came out as the top concern for businesses in our research. After all, a change in policy could squeeze IT budgets further if corporation tax is increased, or materially change where staff are located as skills move across borders.

FIGURE 2.

What are your biggest challenges when it comes to achieving your objectives around digital transformation this year?

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Rank 1</th>
<th>Rank 2</th>
<th>Rank 3</th>
<th>Total Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uncertainty around the changing political climate, e.g. Brexit</td>
<td>18%</td>
<td>22%</td>
<td>18%</td>
<td>58%</td>
</tr>
<tr>
<td>Ability to integrate legacy technologies with cloud enabled applications</td>
<td>17%</td>
<td>18%</td>
<td>18%</td>
<td>52%</td>
</tr>
<tr>
<td>Lack of direction/consensus from the c-suite</td>
<td>18%</td>
<td>12%</td>
<td>22%</td>
<td>52%</td>
</tr>
<tr>
<td>Lack of talent/skills available to support/drive projects</td>
<td>17%</td>
<td>18%</td>
<td>14%</td>
<td>48%</td>
</tr>
<tr>
<td>Available budget</td>
<td>17%</td>
<td>16%</td>
<td>14%</td>
<td>47%</td>
</tr>
<tr>
<td>Agility/flex within organisational structure to enable change</td>
<td>14%</td>
<td>14%</td>
<td>15%</td>
<td>43%</td>
</tr>
</tbody>
</table>

During times of uncertainty, integrating digital and legacy technologies remains a priority for the CIO. In fact, four in ten businesses (38%) see it as a key consideration when thinking about the cloud. Organisations that are unable to establish some form of integration between the two are bound to hit a roadblock, struggling to evolve their infrastructure to keep pace with employee and market expectations.

Businesses driving towards different goals are contending with different legacy systems and internal infrastructure challenges to remain competitive whilst managing costs and ensuring stability.

Just under a third of UK organisations are driving a cloud first strategy. This includes a hybrid cloud approach, ensuring that legacy IT applications can talk to new cloud applications.

Today, more than ever before, IT decision making needs to account for geo-political uncertainty which can feel like shifting sand under the feet of the CIO.

Ultimately it is about finding the right balance between getting the most out of a legacy infrastructure and transforming to the cloud to drive positive change.

FIGURE 3.

When it comes to cloud infrastructure decisions, what are your key considerations?

- Benefit from off the shelf enhancements with cloud applications: 41%
- Benefit from a cloud platform that connects legacy applications with cloud applications: 38%
- Push non-competitive applications to the cloud, e.g. Payroll, Sales Automation: 37%
- Get out of infrastructure management and move out of own data centres and offices: 35%
- Ability to move commodity services and application services to the cloud: 33%
- Ensure GDPR compliance: 33%

CONNECTIONG THE OLD WITH THE NEW.

Weaving together an organisation’s IT assets, including third party services, brings flexibility and choice. But it is important to start small, invest wisely and build future capabilities with the freedom to change, migrate, consolidate or expand when the business demands it, without constraint or compromise.

As organisations push experiences to the cloud, they must ensure they do not become locked-in to a specific vendor or infrastructure that they can’t easily migrate away from. Successful digital transformation is underpinned by the ability to manoeuvre at a later date.

**What are the objectives of your Digital Transformation strategy?**

- Improve operations – modernise the business of IT to reduce costs
- Enhance employee experience – getting the workforce to collaborate more by enabling mobile and social capabilities
- Globalise the infrastructure – so we can utilise skills from outside our geographic location
- Improve customer experience – enhance customer engagement and experience
- Innovate – develop and drive a new revenue source to drive a competitive edge
- Drive a ‘cloud first’ strategy
- Drive a hybrid cloud strategy, ensuring that legacy IT applications can talk to new cloud applications

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Businesses need to operate with agility, flexibility and speed, and for many enterprises the cloud is often seen as the best way to achieve this. It accommodates peaks in changing customer or employee demands and provides a secure superhighway to other regions and continents. No wonder, then, that businesses are planning to migrate a significant proportion of their IT infrastructure – 46% on average – to the cloud over the next twelve months.

The Union of European Football Associations (UEFA) is one organisation that is benefiting from the high throughput and low latency provided by an internationally networked cloud. UEFA’s website, UEFA.com attracts around 160 million page views per year from over 200 countries, as fans interact with the increasingly rich digital and video content that gets added to the site around every match day. UEFA’s website, along with almost all of its ICT infrastructure services, is hosted in Interoute’s networked cloud. Given the scale of the cloud’s flexibility, it is no surprise that nearly a third of organisations (29%) have a ‘cloud-first’ strategy.
73% Almost three quarters (73%) stress the importance of full integration between the cloud and the network.

When it comes to choosing which cloud to invest in, almost three quarters (73%) stress the importance of full integration between the cloud and the network and nine in 10 highlighted the need for physical proximity between cloud-based applications and customers. In total, 68% consider the automated scaling of IT platforms as the number one consideration when it comes to choosing IT infrastructure to support digital transformation. Securing the architecture (53%), continual process evolution (52%) and facilitating a product factory (52%) follow closely behind.

FIGURE 5.
What percentage of your infrastructure, will you move to the cloud in the next 12 months?


Physical proximity between cloud-based applications and customers is a priority for most.
**FIGURE 6.**

*If you have a ‘cloud first strategy’, how would you describe your organisation’s attitude to supporting that strategy?*

29% 28% 22% 21%

- **29%**
  - We have a mandate to be cloud-first, so our objective is to overcome any challenges and cost implications of the physical shift to the cloud

- **28%**
  - Where the application requires ‘complete re-factoring’ to allow for migration to the cloud provider, we would revert to a hybrid cloud strategy

- **22%**
  - Whilst we are cloud first, we have the flexibility to decide the best infrastructure option for each application

- **21%**
  - When the application requires a ‘lift and shift’ (applications cannot be refactored, e.g. old applications) we will wait for that application to reach end of life before looking for a cloud option


**FIGURE 7.**

*When it comes to putting applications in the cloud, how important is it that the cloud and network are fully integrated?*

- **Top 2 box summary**
  - Very important: 49%
  - Fairly important: 24%
  - Important: 20%
  - Slightly important: 4%
  - Not at all important: 0%
  - Depends on the application: 2%
  - Not sure: 1%

*Top 2 box = Very/Fairly important*

FIGURE 8.
When it comes to putting applications in the cloud, do you consider the physical proximity of how close the application is to your customer?

![Datacentre proximity chart]


FIGURE 9.
When considering your IT infrastructure needs to support digital transformation, please rank the top 3 in order of importance?

<table>
<thead>
<tr>
<th>Feature</th>
<th>Rank 1</th>
<th>Rank 2</th>
<th>Rank 3</th>
<th>Total Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automated scaling of IT platforms</td>
<td>23%</td>
<td>19%</td>
<td>26%</td>
<td>68%</td>
</tr>
<tr>
<td>Secure the architecture</td>
<td>18%</td>
<td>18%</td>
<td>17%</td>
<td>53%</td>
</tr>
<tr>
<td>Continual process evolution</td>
<td>18%</td>
<td>20%</td>
<td>13%</td>
<td>52%</td>
</tr>
<tr>
<td>Product factory</td>
<td>16%</td>
<td>20%</td>
<td>16%</td>
<td>52%</td>
</tr>
<tr>
<td>Achieve a two speed architecture (one front end customer and a second, slow speed transaction)</td>
<td>10%</td>
<td>14%</td>
<td>19%</td>
<td>43%</td>
</tr>
<tr>
<td>Achieve zero downtime</td>
<td>14%</td>
<td>8%</td>
<td>9%</td>
<td>32%</td>
</tr>
</tbody>
</table>

Despite the opportunities that digital transformation presents, sourcing the right skills remains a key challenge holding many organisations back. Digital capabilities are in notoriously short supply – and digital transformation skills are particularly hard to come by. In fact, recruiting digital talent can take almost twice as long as the IT industry average and currently costs 31% more than other IT projects.

The lack of digital transformation skills is a problem for nearly half (48%) of Britain's businesses. And the gap could be inflated if the capacity to hire digital talent internationally is restricted post-Brexit. Overall, two in five (41%) employees currently working on digital transformation projects in the UK don’t have British Passports. And three in five (60%) organisations have more than 20% of IT staff working on projects without a native passport.

Organisations are finding themselves with a widening skills gap. As demand for talent is high, people with the right skills can command high salaries. With the right skills in short supply, organisations are struggling to find permanent employees, instead opting for temporary support.
The problem in the UK is more acute, with over three quarters (76%) of UK businesses using more IT contractors, according to Experis\(^2\) than the international average.

Given the market situation, over three quarters of digital transformation projects would be impacted by restrictions imposed on the ability to hire contractors.

The research revealed that projects would be put on hold either by six months (48%) or risk being stopped altogether (28%).

This skills gap should be considered when defining infrastructure choices. Limits on the freedom of movement can in some part be addressed with the right technology in place, such as unified communications and collaboration solutions. By globalising IT infrastructure, British businesses will be in a much stronger position to access tech talent from beyond UK borders.

"By globalising IT infrastructure, British businesses would be in a much stronger position to access tech talent from beyond UK borders."

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**FIGURE 10.**

*Do you find the cost of skills for digital transformation projects, is higher than other IT projects?*

<table>
<thead>
<tr>
<th>Cost Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>No, it is the same</td>
<td>4%</td>
</tr>
<tr>
<td>1-10% higher</td>
<td>11%</td>
</tr>
<tr>
<td>10-20% higher</td>
<td>25%</td>
</tr>
<tr>
<td>20-40% higher</td>
<td>32%</td>
</tr>
<tr>
<td>40-60% higher</td>
<td>18%</td>
</tr>
<tr>
<td>60-80% higher</td>
<td>8%</td>
</tr>
<tr>
<td>80-100% higher</td>
<td>2%</td>
</tr>
</tbody>
</table>

FIGURE 11.

If your ability to hire contractors is restricted, how will your digital transformation projects be impacted in the next 12 months?

- 48% An inability to hire contractors will delay our projects by six months, whilst we recruit permanent staff.
- 28% An inability to hire contractors will halt our digital transformation projects.
- 13% No impact, we don't tend to rely on contractors.
- 11% An inability to hire contractors will increase our overall cost for skills/talent.


FIGURE 12.

What percentage of your employees working on your digital transformation projects, don’t have a UK passport/resident’s passport in the country they work?

- 35% 40-60%
- 21% 20-40%
- 20% Less than 10%
- 17% 60-80%
- 5% 80-100%
- 2% Don’t know

UK growth is forecast to slow down to around 1.6% in 2017, in part due to ‘a drag on business investment from ‘Brexit-related uncertainty’, according to PwC. Until recently, the UK has defied gloomy pre-Brexit predictions, but the inflation rate climbed unexpectedly to 2.9% in May 2017 – the highest level since June 2013. This has been driven by the fall in the value of sterling after the Brexit vote in June 2016. And this means IT budgets are being squeezed. Gartner cut its forecast for growth in worldwide IT spending for the year from 3% to 2.7%.

Contrary to this, sentiment in the boardroom regarding growth remains positive. Nine in ten organisations are targeting growth for the year ahead, with almost two-thirds (63%) describing their organisation’s outlook as ambitious with high-growth targets. The rest (27%) are more cautious, expecting marginal growth. With targets pushed from the top, many are looking inside their IT departments to drive new levels of innovation, efficiency and improvements as they seek to support their aspirations.

Unsurprisingly, in this current climate, the practicalities of how organisations are pivoting to drive change are divided. Almost three in five (59%) organisations are making technology infrastructure decisions and moving forward with digital transformation projects. The reverse is happening within two in five organisations, who are adopting a ‘wait and see’ approach.
Decision making is tough during times of profound uncertainty. The economic crisis of 2008 shook the confidence of many business leaders, and we are seeing the same again today. More than half (52%) of IT decision makers see a lack of consensus amongst the C-suite as a key factor holding them back from digital transformation.

At times of uncertainty, there is a choice. Wait for that moment of clarity when the fog has lifted or invest to get ahead while everyone else is preoccupied in the haze. Each path has its own challenges. But, if you wait for a clear view, you can guarantee that some of your competitors will have moved ahead.

FIGURE 14.
How would you best describe your organisation’s attitude to driving change?

- 35% We expect our competitive landscape to change, so are making technology infrastructure decisions to allow us to change continuously.
- 24% We recognise that we need to drive our competitive edge, so are pursuing new digital transformation projects to enable us to do that.
- 23% With the economic climate in a state of flux, we are focusing on what we do best and have terminated at least one digital transformation project.
- 18% We are cautious about change right now, so we are putting on hold digital transformation budgets until we are clear about the UK’s future.

A MANDATE FOR CHANGE.

The majority of businesses in the UK are planning for growth and inherently this means change. The only way to keep ahead is to understand your real value to customers, develop an infrastructure approach that allows you to read the market and respond with a two-speed transformation programme using a platform that integrates all assets – legacy and digital. Transforming for success in a changing world is about building skills, focusing on market differentiation and deploying more flexible, scalable and secure IT platforms.

In our experience, achieving this comes down to four key steps.

1. **Plan**
   Prepare for change in your competitive landscape. Understand your customers’ behaviour and how your business drives value - the optimal business model is all about maximising distribution and timing so that you only incur costs at the moment you create value.

2. **Position**
   Build a platform that gives you choice and flexibility. Work out where your value comes from, and prioritise the activities that drive it. Outsource everything else. Shorten the distance between you and your customers. They should intuitively understand the value you offer them. And you have to deliver that value quickly, in ways that meet their expectations.

3. **Read**
   Know your market. Understand your competitive value, and create defensive and offensive market strategies. Watch for change – in technology, skills and the competition – so you have access to the tools that give you the agility to respond.

4. **React**
   Be ready for change, and proactive in responding to it with a dual approach - one that allows you to combine continuous delivery with the resilience that traditional operations and back-end systems offer.
TRANSFORMING FOR SUCCESS.

Digital transformation is the buzzword that we can’t escape or ignore. Over the next decade, digitisation is predicted to be worth £800 billion to the UK alone4. Businesses that are serious about achieving future growth need to adapt to the demands of a digital era.

Take a look at Airbnb and Deliveroo. These technology unicorns have applied digital technology across different industries to change the way businesses operate, displacing their competitors along the way and reaping the rewards. In less than ten years, Airbnb has transformed the hospitality industry to become one of the most valuable startups worth over $31 billion.

“BUSINESSES THAT ARE SERIOUS ABOUT ACHIEVING FUTURE GROWTH NEED TO ADAPT TO THE DEMANDS OF A DIGITAL ERA.”

Against a backdrop of uncertainty and change, the only certainty is speed of response. You want to be closer to customers, create value quicker, respond to changing customer needs with shorter development cycles and achieve new opportunities to compete.

To avoid being left behind, the message is clear: invest in an ICT foundation that accelerates the digital transformation journey so you can continuously create new value and successfully differentiate.
About Interoute

Interoute is the owner operator of a global cloud and network infrastructure platform. From its Fibre and Data Centres built into the ground to the applications and services in its cloud, it delivers innovative services and solutions to businesses everywhere.

Interoute is recognised as a leader by Gartner in its Magic Quadrant for Cloud Enabled Managed Hosting Europe 2017.* It is the only UK headquartered provider to feature in Gartner’s Magic Quadrant for Cloud Infrastructure as a Service, Worldwide, 2017.**

The company plays a vital role in a digital world, providing the infrastructure that supports the internet, countless enterprises, (such as AO.com, Anglia Water, UEFA and the European Space Agency) the top global telecoms operators and some of the world’s biggest Search, Social and Technology companies. Its Cloud and Enterprise Digital Platform are designed for an increasingly digital world.

Its networked cloud and Enterprise Digital Platform provides British business with a unified ICT infrastructure for optimal scalability, security and efficiency. One that supports legacy applications, whilst providing the path to digital transformation.

Interoute Infrastructure encompasses over 70,000 route kilometres of fibre network, 15 data centres, 17 VDC cloud zones and 33 colocation facilities, with connections to 206 additional third-party data centres across the world.

With established operations throughout mainland Europe, North America and Asia, Interoute also owns and operates dense city networks throughout Europe’s major business centres.

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* Magic Quadrant for Managed Hybrid Cloud Hosting, Europe Published: 28 June 2017. Analyst[s]: Tiny Haynes, Gianluca Tramacere, Gregor Petri, Ross Winser

** Magic Quadrant for Cloud Infrastructure as a Service, Worldwide Published: 15 June 2017. Analyst[s]: Lydia Leong, Raj Bala, Craig Lowery, Dennis Smith
About the research

This report summarises the results of independent opinion research commissioned by Interoute, and carried out by Coleman Parkes.

Coleman Parkes surveyed 120 senior IT decision-makers in UK-based companies with global revenues of between £200M and £5 billion in the UK. The research was conducted in March 2017.

Respondents included:
- Chief Information Officers / Heads of IT
- Chief Technology Officers / Directors of Technology
- Chief Digital Officers
- Chief (Information) Security Officers

Respondents came from the following sectors:
- Software providers / independent software vendors
- Telecoms / media / entertainment
- Manufacturing / engineering
- Legal services
- Financial services
- Travel / transportation
- Government

About Coleman Parkes Research

Coleman Parkes is a business-to-business research specialist with deep experience across all major verticals. It combines its heritage of connecting senior C-level decision makers with its understanding of market trends, to provide context and insights into the technology status quo.

1. https://mill-all.com/blog/2017/04/06/is-an-it-skills-gap-hindering-your-digital-transformation/
2. https://www.experis.co.uk/workforcetrends/uk-one-of-global-leaders-in-use-of-it-contractors-7012
3. Gartner worldwide IT spending forecast, January 2017