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Executive summary

With the help of the SWOT analysis, all the major strengths and weaknesses alongside the opportunities have been depicted as well. From the VRIO analysis, the strategic advantages of the company have been identified as well. Further, the key recommendations for the growth and development of DELL have also been outlined. PESTLE analysis and Porter's Five Forces have been performed in the study to identify the external factors affecting the competitive position of Dell in the market. In the following study, STP analysis has been performed to identify the potential customers of Dell. On the other hand, Porter's diamond helped in investigating the reasons behind the capability of the nations in attaining a competitive position. Further, the key recommendations for the growth and development of Dell have also been outlined.

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Introduction

According to Dang *et al.* (2019), cloud computing can be defined as the delivery of computing services like servers, databases, data analytics, networking, and software over the Internet. It assists organisations in providing faster deployment, flexible resources, and economies of scale. Cloud computing has developed widespread popularity because of its advantages, one being the ability to transform single-user physical devices into a multiuser virtual machine. In this report, the case study of Dell in becoming the leader of cloud and edge computing will be discussed. The strategies of the organisation to develop a competitive edge will be discussed using various theoretical frameworks like PEST, SWOT, Porter's diamond, Porter's generic, VRIO and McKinsey's 7s.

The case study sheds light on the strengths of Dell Technologies in the cloud and edge computing markets. It has been seen that Dell has a strong foundation in IT hardware and infrastructure, which the company uses to serve its cloud services. Dell made some significant moves for the sake of reorganization in its portfolio. One of them was the planned spinoff of its VMware subsidiary which allowed the company to focus on its edge computing strategy (refer to the case study). However, VMware was considered the most valuable asset of the company which had the potential to sell a range of hybrid and multi-cloud solutions.

Background of the key issues faced by the company

For many years, Dell has maintained a central focus on its hardware operations while other leading names in the global information technology industry attained an enviable reputation. This exclusive focus on hardware prevented Dell from attaining desirable expertise in the cloud computing arena while developing a profound market foundation driven by its focus on hardware services (taken from the case study). With the help of its go-to-market business approach, the organisation has gained the reputation of a one-stop solution for all IT services in corporate organisations. In 2020, Dell decided to undertake a remarkable organizational restructuring in which the company plans to launch its most-valuable edge computing asset, VMware as a distinct corporate entity. Additionally, Dell has a series of subsidiaries that allow it to address all major technological and hardware service needs of its global clientele. In the era of cloud computing, Dell had fallen short of the public cloud computing services provided by various industry leaders like Microsoft, Azure and Amazon, among others.

However, nowadays, the popularity of public cloud-based services is gradually being replaced with edge computing. It refers to the practice of data storage, analytics and manipulation taking place in the vicinity of the source or point of origin of the dataset (Cao *et al.*, 2020). This is one of the key technological trends in the global corporate environment which allows companies to enjoy the utmost control over the storage and handling of company datasets. Despite missing out on the opportunity to become an industrial leader in public cloud services, Dell continues to be a market leader in business technological infrastructure (mentioned in the case study). Its prolonged focus on comprehensive hardware solutions, although seemingly disadvantageous, allowed Dell to slowly develop an extensive clientele who are likely to choose Dell as their preferred Edge computing solutions service provider. Thus, it is evident that with the help of its unique corporate strategy, Dell has managed to alter a potentially disadvantageous situation into a beneficial business opportunity and emerge as an industry leader.

Strategic Analysis of Dell

Corporate strategy evaluation

Evaluating the corporate strategy of an organisation helps understand the key driving forces behind the strategic decisions or choices made by an organisation. It also helps understand the rationale underlying key strategic decisions made by an organisation (taken from the lecture materials). One such analytical tool used for strategic evaluation is McKinsey's 7S matrix which helps understand various components of an organisation fit into the strategic approach towards the due fulfilment of key organizational goals. According to this matrix, there are 6 key components in an organisation that must exist in perfect harmony with each other to ensure the strategic fit of major organizational decisions or processes (CFI, 2023). In the case of Dell's edge computing services, McKinsey's 7S evaluation reveals the following:

Structure – The company recently underwent a structural reorganization of its key service and product portfolio. As a part of this restructuring, Dell has decided to divest its majority stake in VMware and establish an independent spin-off corporate entity (as depicted in the case study).

Systems – Dell has developed many unique Edge computing solutions that cater to the emergent needs of the modern corporate world. The company has also established numerous partnerships with many rivals such as the VMware and Microsoft Azure collaboration which helps ensure the reliability and security of the company's edge computing solutions (vmware, 2023). Such collaborations will help Dell promotes the easy transformation of various on-site data storage and analytics facility into cloud-enabled systems.

Style – Dell has long been committed to the core purpose of customer satisfaction and ease of operations. Its leaders have helped the organisation with the help of their unique entrepreneurial vision and enabled it to become a leading name in the global IT industry (Dell Technologies, 2023).

Staff – Dell has an extensive workforce dedicated to the delivery of a highly-efficient edge computing services. It hires skilled employees from all around the world to ensure service quality and performance efficiency (Dell Technologies, 2023). Due to the ever-emergent nature of the market, Edge Computing solution providers are required to maintain a duly skilled workforce that can handle any emergent crises or performance issues. Thus, Dell has incorporated this idea into its very business strategy to ensure the adequate satisfaction and development of its corporate clients.

Skills – Dell is investing heavily in the development of modern technologies and expertise that will drive the company's growth in the edge computing market. This will include using its other subsidiaries to cater to other associated needs of its corporate clients. Edge computing is often described as the point of convergence between Artificial Intelligence and the Internet-of-Things (Wang *et al.*, 2020). Having provided the latter for many years, Dell is currently working on the development of various new technologies and other skill sets that will help its global clientele better utilize edge computing solutions for their business requirements.

Strategy – Dell had delayed its entry into the cloud computing market which prevented it from reaching the affluence and popularity levels of its rivals such as Microsoft and Amazon (obtained from the case study). Thus, to materialize upon this emergent opportunity Dell launched a unique strategic approach where it will ensure the establishment of high-end

secure on-site cloud-based servers, to provide edge computing services to its extensive global clientele.

Shared values – Dell has a unique focus on providing its customers with a holistic technological solution and service experience. Some of the core values promoted by the leaders include customer satisfaction, innovation, collaborative success, outcomes and integrity (Dell Technologies, 2023). These core values are manifested in Dell's comprehensive one-stop hardware solutions which are now serving as the company's launching platform into the highly competitive arena of Edge computing services (obtained from the case study). With the help of its hardware services empowered profound client base, Dell is set to ensure due customer satisfaction by providing them with suitable, high-end edge computing services.

Thus, it is evident that the company has developed a corporate strategy that is suitable to support its aspirations of becoming a leading name in global IT and Edge computing services.

Internal resource evaluation – SWOT

For the internal spectrum analysis of Dell, a SWOT analysis has been selected here.

<i>Strengths</i>	<i>Weaknesses</i>
• In the fiscal year of 2023, Dell has registered almost \$ 89.61 billion which puts the company as one of the most valuable companies in the world (Statista, 2023). That suggests that the company is on the higher side of the brand value. It can be said that with the help of the brand value the organisation might be thriving in the UK market apart from its competitors. With close to 2442 million net income the company has been doing well, especially after the initial hit of the pandemic (Statista, 2023). • Another major strength of the company is product customisation which is essential for better service quality as well. As Dell is focused on customer satisfaction, product customisation is the key for the organisation that they are considering to consider all the suggestions of the customers as well. • The business model that Dell follows is the direct selling business model. With the direct selling business model products of this company have been catered to the customers but not through any intermediary channel	• As the company is focused on selling commodities such as computer hardware the overall product displacement cost is high and thus getting ahead of the revenue sometimes (Refer to the study). It is essential for Dell that they might clarify the costs and get ahead with that structure as well. However, commodities might also present as inventory issues as well. • In recent years, the company has not been investing in R&D which is one of the major weaknesses for the organisation. As there has been a lack of investment in this section, innovative ideas even in the multi-cloud format have been stunted for the company. In the long term, this might impose huge issues as well. • The differentiation strategy of the company has not been accumulated thoroughly as well which is a weakness for the company.

<i>Opportunities</i>	<i>Threats</i>
• For the betterment of the company in the future prospect, it can be said that Dell might be more focused on the R&D which will allow the organisation to diversify as well. By doing so the issue of the lack of innovative products can be possible as well. • For the UK market, it can be said that the active penetration for social media users is close to 57.1 million in 2023 (Statista, 2023). This can be a huge opportunity for the company to thrive in the market and get revenue as well. With the help of this investment in social media platforms, the company might get benefited as well. • As the company has lack a differentiation strategy, focusing on that can be essential for the organisation. By doing so the company might get benefited in terms of allocating new products in the foreseeable future.	• If the company is not being able to invest in the R&D, in the future the company might miss the opportunities for the better revenue streamlining • Without social media the company might miss out the expansion opportunities and thus getting ahead in the market might be difficult

Table 1: SWOT analysis

(Source: Created by the learner)

External micro and macro environment analysis

Pest Analysis

Political

The UK government has supported the development of cloud computing, with the Department for Digital, Culture, Media and Sport (DCMS). With a cloud adoption strategy in 2019, the government expanded R&D tax reliefs for enhanced cloud computing and data acquisition (GOV.UK, 2022). Further, the European Union has strategized to Invest in an Important Project of Common European Interest (IPCEI) which will integrate important cloud infrastructures and related services into businesses (European Commission, 2023). Hence, it can be analysed that Dell has effectively explored ways by which it can its majority of the stakes and create an independent spinoff company.

Economical

The UK GDP is strong and from the graph, the growth can be observed. In the first quarter of 2023, the GDP of the nation has been 558.8 billion British pounds (Statista, 2023). However, the economic condition is unstable, with an interest rate of 5% (Bank of England, 2023). The increase in the bank rate since 2021, has made it difficult for businesses to take loans and make heavy investments (Refer to Appendix 1). Such an economic condition justifies the step of Dell, where the organisation had to sell its stake in VMware to pay off the significant debts. This step of Spinoff has been a decisive one towards Dell's edge computing strategy.

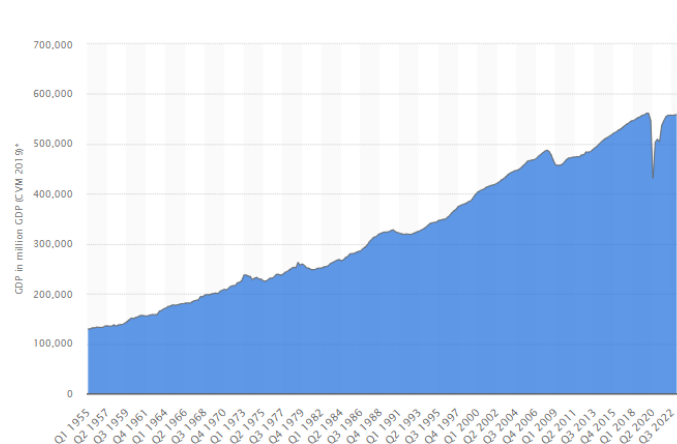


Figure 1: GDP of England

(Source: Statista, 2023)

Social

The level of internet adoption in the UK is high, which is almost 98% as of January 2023 (Statista, 2023). From the graph, it can be noted that this figure has increased by over 8% in the last 5 years. The craze for cloud-based services is not only seen among consumers but is also noticeable among organisations. It can be seen that in 2010, only 48% of the companies used cloud-based services, which went up to 88% by 2017 (refer to Appendix 2). The demand for cloud services to such an extent resulted in the increased revenue of Dell in FY2020 by 1,7% (taken from the case study). The increase of 6.1% in the sales of CSG services of Dell was primarily attributed to the overall growth of the firm.

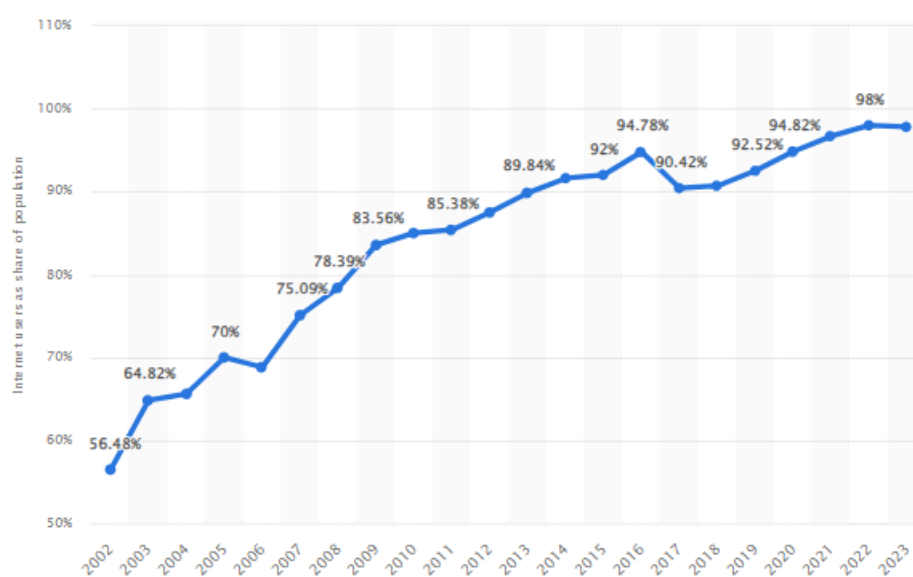


Figure 2: Share of individuals using the Internet in the United Kingdom

(Source: Statista, 2023)

Technological

The UK has been the world leader in emerging technological power like artificial intelligence (AI), advanced semiconductor design and quantum computing. In addition to these, the UK has more tech unions than any other European companies combined. Further, a private capital flow of £27.4 billion has been noticed which is double the level of Germany and triple the level of France (GOV.UK, 2022). The nation even has improved its superfast broadband coverage from 58% of UK premises in 2011 to 97% in 2021 which has significantly contributed to the increased use of cloud services (GOV.UK, 2022). Despite, all the positive outcomes, a negative attitude of the government can be noticed towards innovation. The Total

net expenditure on R&D in 2021, has represented an overall decline of 5.1% from the levels of 2020 (ONS, 2023). Such a technologically supportive external environment has validated the launch of Dell Technologies Cloud which is a consolidated and improved product specializing in hybrid clouds (refer to the case study).

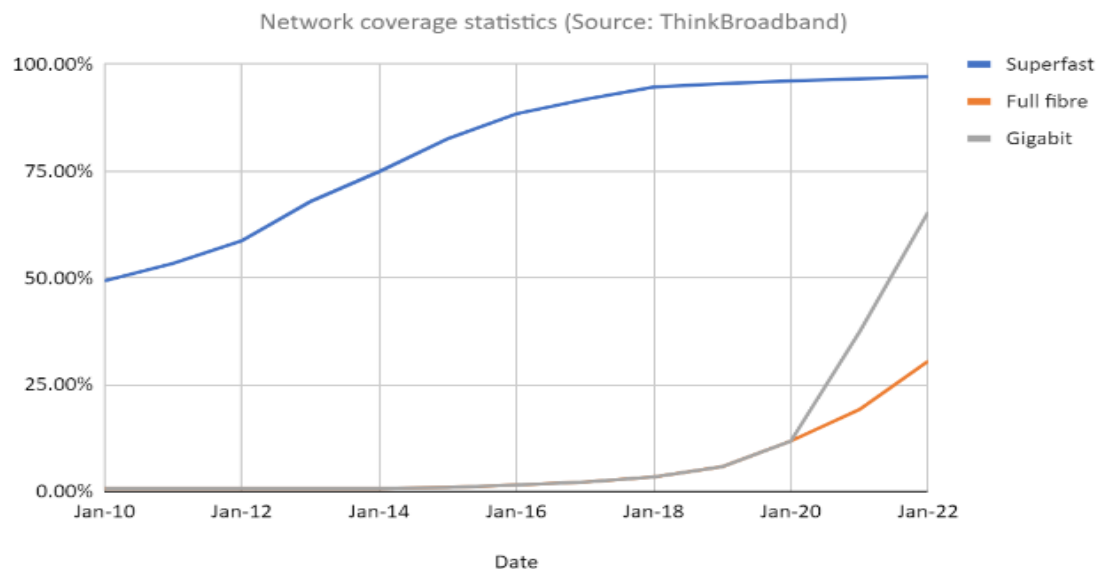


Figure 3: Network Coverage Statistics in the United Kingdom

(Source: GOV.UK, 2022)

Porters Five Forces

Competition in the industry

It has been seen that the intensity of rivalry among existing competitors in the cloud and edge computing industry is high. This is because of the presence and operation of some big players like Amazon, Apple, Google and Microsoft within the industry. Dell is also expected to face threats from organisations which operate in the B2B market like Cisco, Hewlett Packard Enterprise (HPE) and IBM (Refer to the case study). As a result of this fierce competition, Dell has been unable to keep pace with these sorts of competition. Hence, it can be stated that Dell faces a high level, of threat from its competitors.

The potential of new entrants into the industry

In the edge and cloud computing market, there are multiple barriers to entry, such as the need for significant investment in infrastructure, technology, and talent. Further, the dominance of

giants like Amazon Web Services (AWS), Microsoft Azure, and Google Cloud Platform is prevalent within the market (refer to the case study). Hence, Dell faces a low level of threat from the entry of new players in the industry

Power of suppliers

Dell faces a low level of threat from the power of suppliers because of having the upper hand in this scenario. This is because of the limited number of suppliers of key components, such as servers, storage, and networking equipment. Secondly, the USP of the company is to offer go-to-market solutions by integrating the supply chain to build clients (taken from the case study). Further, the supply chain integration of the CSG makes it one of the top three server vendors within the US in terms of revenue and shipment units.

Power of customers

In 2019, 42.5% of UK businesses purchased cloud services which was merely 28.5% in 2015 which is quite a significant figure (Refer to Appendix 3). Although, Dell offers a service named Dell Technologies Cloud through which it offers edge computing that enables people to share between cloud storage and local hardware (refer to the case study). This can provide them with a competitive edge and hence it can be said that Dell faces a moderate level of threat from the power of customers.

The threat of substitute products

With the growth observed and expected in cloud and edge computing services, the substitution of the services is unlikely to happen. However, there are some technologies like On-premises computing, Hybrid computing, Software-defined networking (SDN), and Network function virtualization (NFV) which offers similar function and features to that of cloud computing. Hence, Dell also faces low level of threat from the substitute products.

Internationalisation - Porter's diamond

According to Erboz (2020), Porter's Diamond model can be used to investigate the reason why the nations have been able to develop a competitive edge. The model discusses the four factors which determine the competitiveness of the nation. These are the factor conditions, demand conditions, firm strategy, structure and rivalry and related and supporting industries

Factor conditions

Dell has a strong foundation in the factors of production based on its expertise and reputation in enterprise-scale networking solutions (refer to case study). In addition to these, Dell is known to have its own supply chain integrated into the business practice which makes it easy for the brand to provide services. Moreover, the strategies like spinning its subsidiary and focusing on strong relationships with customers to provide a comprehensive suite of solutions have facilitated internationalisation as it currently operates in 180 nations (Statista, 2022).

Demand conditions

The demand for cloud and edge computing is growing rapidly which can be evidenced by the growth of the Edge computing market size on a global scale which estimates around 11.92 billion within 2028 (Statista, 2022). Dell with its reputation, is well-positioned to meet this global demand by offering a wide range of customised solutions to meet the needs of different customers.

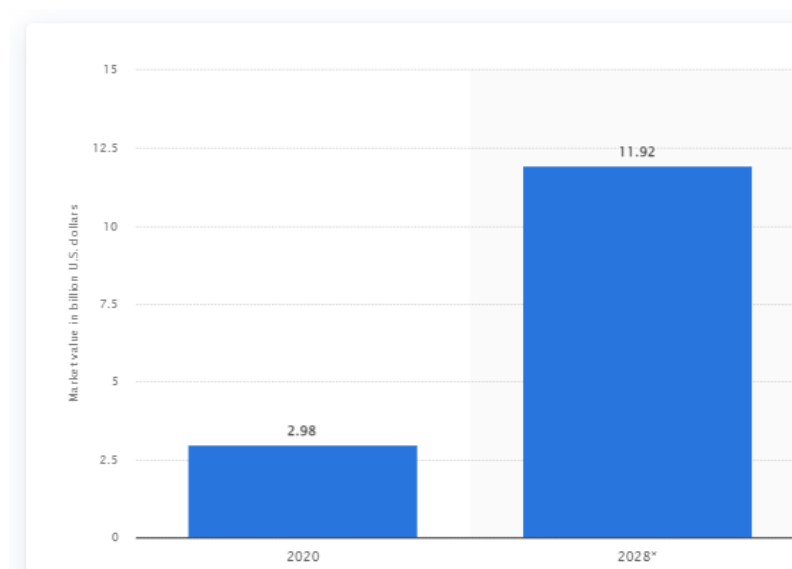


Figure 4: Edge computing market size worldwide

(Source: Statista, 2022)

Related and supporting industries

Various industries, like telecommunications, networking, and security are closely linked with the cloud and edge computing industries. Dell has formed strong relationships with

organisations from other industries like 1776, Circular Board, Springboard Enterprises, and United Nations Foundation – Global Entrepreneurship Council, WE Connect International and many more (Dell, 2023). With such partnerships at the global level, Dell is expected to become the global leader in cloud and edge computing through effective internalisation.

Firm strategy, structure, and rivalry

Dell lays its emphasis on innovation and has been constantly investing in new technologies. Further, the firm also has a strong global presence that is in 180 countries which give them access to new markets and customers (Statista, 2022). Dell follows a functional organisational structure where there are multiple departments based on functionality and is headed by Michael Dell, the CEO and chairman of the organisation (refer to Appendix 4). The organisation faces severe rivalry on all sides from IOT platforms like IBM, Microsoft, Amazon Web services and Google (taken from the case study).

Overall it can be stated that Dell technologies have developed some favorable competitive advantage within the nation which has led to its success in strategic internationalization. The strong foundation of the firm along with its attitude toward innovation has helped the business to create a strong global presence and develop a significant edge over its competitors.

Growth strategy evaluation – Porter's generic

For the evaluation of the growth strategy in the UK market, Porter's generic model has been used. Here are three of the major strategies that might help the company to grasp a stronger position in the market.

Cost leadership

The first strategy of porter's Generic is the cost leadership strategy and it propagates the low-cost organisation in any given domain as well. According to Islami *et al.* (2021), with the help of the cost-leadership theory the company might be able to cater products with affordable prices and thus getting ahead in the market can be easy. By implementing this theory the company might get ahead in the market with the precise selling proposition for the future aspects of the company in the UK market. As per the cost drivers of the strategy, there are four main ones which might give the company an advantage in the market. First of all,

input costs are there which is used for the employees or the raw materials which are essential for the company to launch any of the programs as well (refer to the study material). On the other hand, economic scale prices are for the reduction of the average cost of operation as well. By doing so the company can increase their revenue as well.

Differentiation

For the differentiation strategy, the price can be minimum and the importance of customer satisfaction is high as well. With the three primary drivers such as product or service, customer relationship and complements the strategy can be fruitful for the betterment of the company in the long term (refer to the study material). In the UK market, this strategy can be used by Dell as it is focusing on the customer and the product quality with the service as well. By getting ahead in the market Dell might use this as well.

Focus

In this strategy, any of the companies might fall into the niche category and focus on the best quality for those who deal with a high range of customers. This strategy narrow downs all the critical target groups and thus get high-end customers for the betterment of the revenue stream of the company.

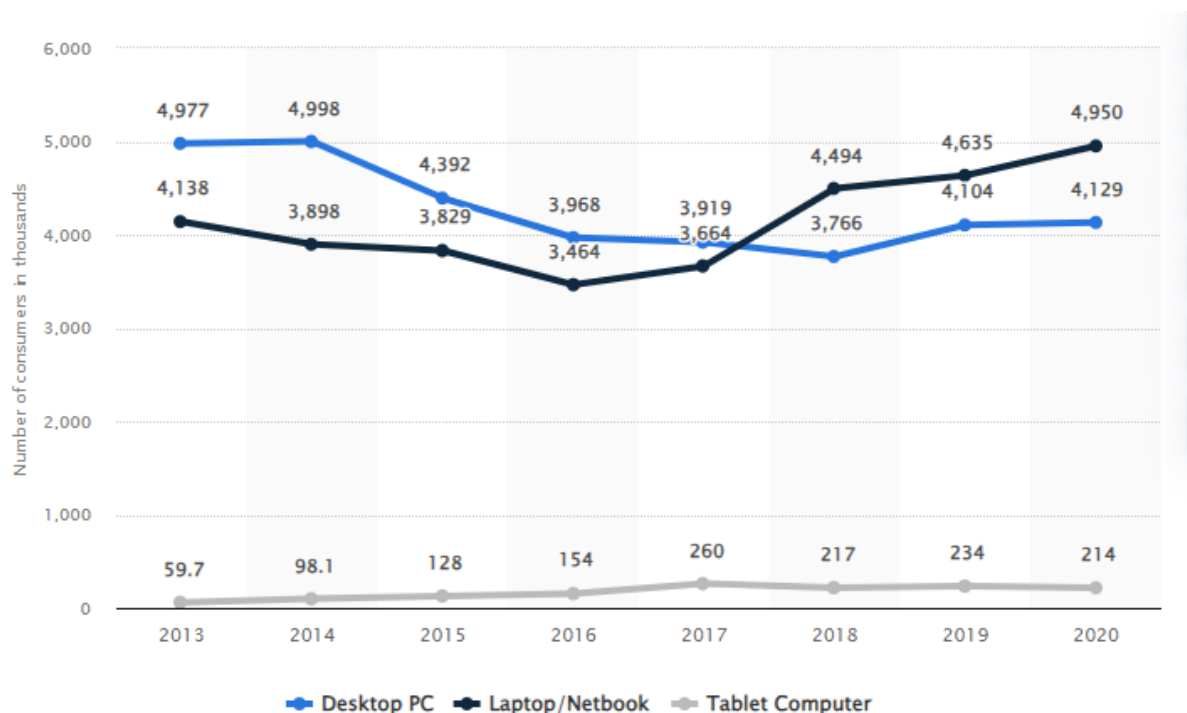


Figure 1: Product sold by Dell in 2020

(Source: Statista, 2020)

Although Dell has focused on the "differentiation strategy" as the market of the UK is concerned, the company has been able to achieve the cost leadership status. In 2020, almost 4950 customers opted for the Dell laptop and on the other hand 4129 customers bought desktops as well (Statista, 2020). It can be said that the cost leadership strategy has been providing new customers and the revenue of the company has been on the higher side.

Corporate sustainability evaluation – The green strategy value chain analysis

For the evaluation of corporate sustainability for the company, green strategy value chain analysis has been used. As mentioned by Mardani *et al.* (2020), the green strategy value chain can drive the company towards more precise corporate governance and provide all essential opportunities. By doing that the CSR activities of the company might be catering to the specific needs of the customers as well. There are five major stages of this strategy.

Suppliers and inbound logistics

As per the suppliers and supply chain of the company is concerned, with specific inventory goals for the betterment of the organisation and the sales that it might deliver. The company always relies on better manufacturing and thus getting all the variable products with high quality as well (Thomasnet, 2023). By doing so the overall suppliers are essential in the equation for the betterment of the company as well.

Infrastructure

For better service for the customers, the infrastructure of the company is essential. As the company is using APEX infrastructure it can be said that the overall operational process is smooth and hassle-free for the organisation (Dell, 2023). Apart from that with the OpEx treatment the company also provides data storage services for better internal service.

Apart from this, the production and customer services of Dell have been on the high end. It can be said that with the help of the customer service and the infrastructure the company might be held high.

Marketing strategy analysis

Segmentation

According to Ing, Osman and Tze-Yin (2020), ***market segmentation*** is referred to the method of dividing the targeted customers into different subgroups that helps in attaining better knowledge of their attributes. In this context, Dell divides its potential customers based on demographic and psychographic segmentation within the country. Psychographic segmentation aid in dividing the market depending on the lifestyle, attitudes, personality, or interests of individuals (LinkedIn, 2023). Segmenting audiences based on age, income, sex, or education is described as demographic segmentation. In 2023, the laptop market amounts to 3.50 billion US dollars which is further expected to rise by 0.25% annually by 2028 (Statista, 2023).

Targeting

According to 2023, the revenue from the IT market is expected to soar to 86.44 billion US dollars in the UK (Statista, 2023). From a survey in 2022, 80% of respondents between 35-54 years of age own a laptop followed by the age group of 16-24 years (Statista, 2023). The per capita GDP in the UK in 2022 amounted to 32,904 British pounds showing an increase of 1,090 pounds from 2021 (Statista, 2023). Hence, individuals can easily afford the organisational services. In 2021, the laptop penetration rate increased to 76% (Statista, 2023). According to a forecast, the market revenue of Dell laptops was expected to increase and amount to 43.8 million US dollars between 2023-2028 (Statista, 2023).

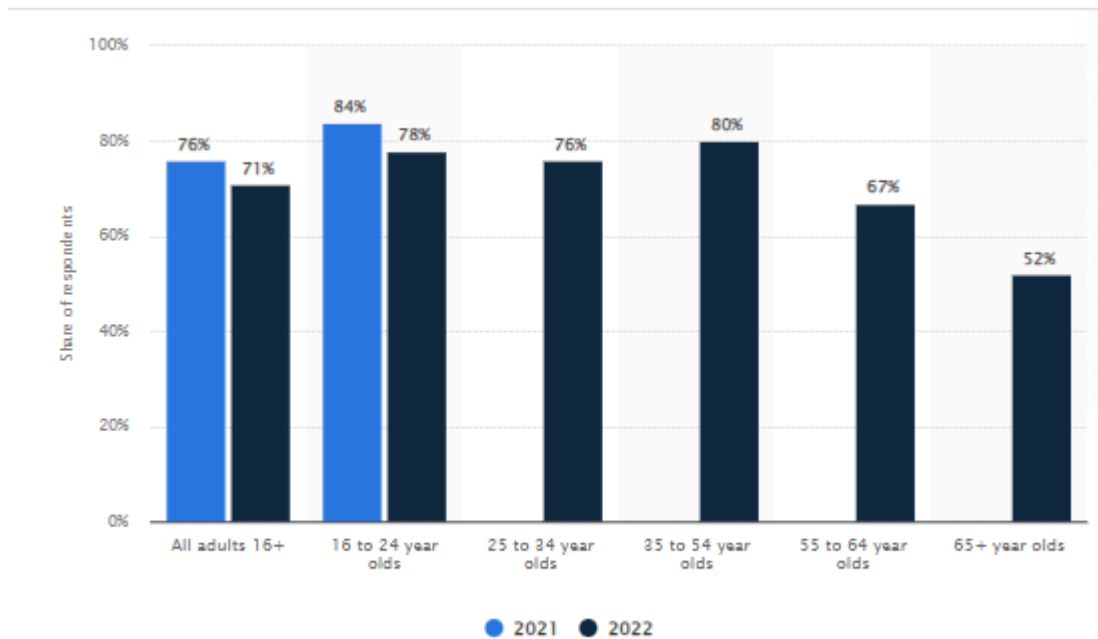


Figure 2: No individuals owning a laptop

(Source: Statista, 2023)

Positioning

The competitors of Dell's cloud services include Google Cloud, AWS, and Lenovo (Refer to case study). Google Cloud and AWS provide the best quality cloud services as Google Cloud aims to continuous innovation of the old IT infrastructure for convenience and cost savings (Google Cloud, 2023). It is followed by Dell which delivers high quality at lower prices. Hence, the cloud services of Dell Technologies are highly accessible. Lastly, Lenovo offers low-quality service at lower rates and hence is less preferred compared to others.

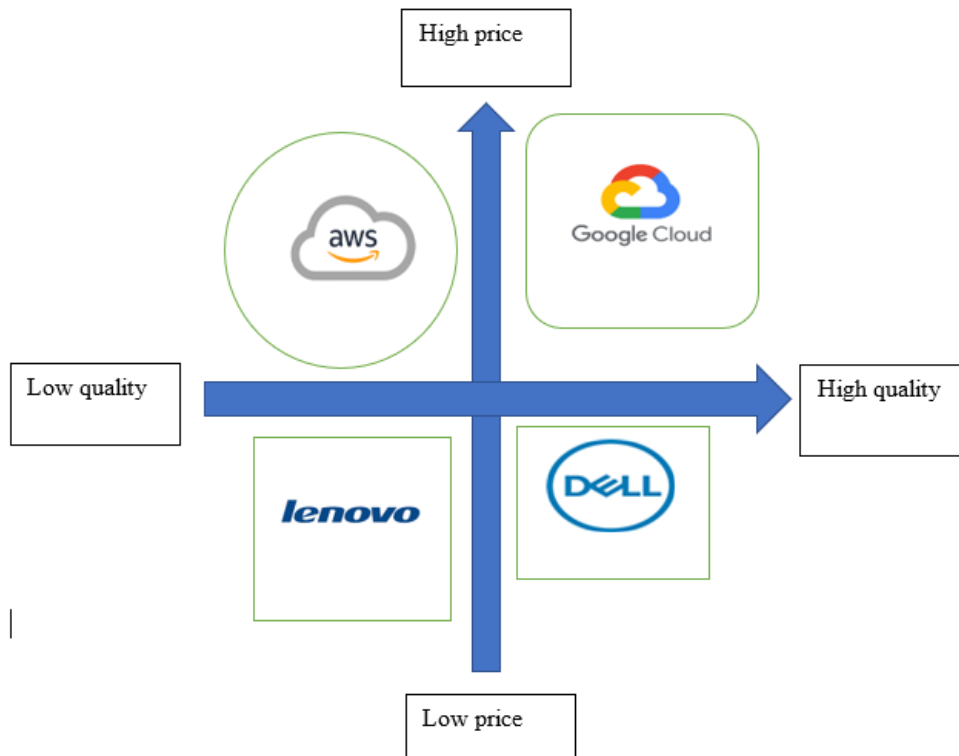


Figure 3: Positioning Map

(Source: Created by the learner)

How have these strategic measures contributed to the competitive advantage for Dell - VRIO

Resources	Valuable	Rarity	Imitability	Organisation	Competitive advantage
Value of the brand	✓	✓	✓	✗	✓
Technological advantages	✓	✗	✓	✗	✓
Social media penetration	✓	✗	✓	✓	✗
Investment	✓	✓	✗	✓	✗
Service quality	✓	✗	✓	✗	✓
Organisational structure	✓	✓	✗	✓	✓

Table 2: VRIO analysis

From the table, all the variables of the company have been identified and these variables might give the strategic confirmation for the UK market. First of all, the brand value of the company. According to, brand value depiction is the key for any of the companies to usher in growth for the future and thus get ahead in the market as well. As per the technological market is concerned, Dell has always been on the upper side of the spectrum. In the fiscal year of 2023, Dell has registered almost \$ 89.61 billion which puts the company as one of the most valuable companies in the world (Statista, 2023). It can be said that the brand value of the company is high and by doing so the competitive advantage for the company in the technology market and the company can usher in a new era with cloud computing as well. On the other hand, technological advancement is the key for the company.

With the help of the new technology, the company can focus on their new ventures and thrive in the UK market. For the UK market, Dell has launched their APEX platform for a better multi-cloud experience for the customers (Dell, 2023). It can be said that with this technological advantage, the company might thrive in the market for the foreseeable future.

In the department of technology, Dell has progressed with their smart objective-based decisions and long-term planning as well. Apart from that in the sector of social media marketing, Dell has shown adequate progress. In the UK there have been 57.1 million active users which is crucial for potential customers as well (Statista, 2023). That is the reason why the company needs to focus on their social media marketing. Apart from all, the service quality of the company has been on the higher side as well. From the reviews of the customers, it can be said that the company has a better reputation as a technological service provider as well. With their focus on customer satisfaction, the company might have the upper hand for better future prospects.

The last element of the VRIO analysis is the organisational structure of the company. As mentioned by López *et al.* (2019), precise organisational structure can play some pivotal roles in the betterment of the organisation and thus getting ahead in the internal spectrum can be easy. With a robust organisational structure, the company can thrive in the market. For Dell, it has some of the major functional structures with the decentralised element which allows the company to control some of the vital operations for better quality service (Four week MBA, 2023). By doing so the company might have the upper hand in the internal spectrum of the organisation and control both production and service quality as well. Dell has a precise competitive advantage over the other giants of the UK market in technology and with all the factors the company is moving forward smoothly.

Key recommendations for further growth and development of the Company

It is highly recommended that Dell Cloud services make better use of digital technologies to attain a better competitive edge in the market. As illustrated by Martínez-Caro, Cegarra-Navarro and Alfonso-Ruiz (2020), the implementation of digital technologies results in a transformation of the business model including data processing, data storage, or data exchange. This, in turn, will help Dell to maintain a good pace with the public cloud providers in the country. On the other hand, in 2022, the quarterly profit of Dell rose to 68% as the cost of the PC soared to greater heights due to an increase in the overall prices of the products (Reuters, 2022). In this scenario, the company encountered stronger demand for network equipment and servers to be provided at lower costs. Hence, it is suggested that Dell reduce their displacement charges and the overall prices of products and develop a

competitive pricing strategy. This, in turn, will help the brand to recover from its decline in corporate sales and attract or retain more potential customers thus optimising brand awareness and financial background within the UK.

Conclusion

Thus it can be concluded that with the help of the precise strategic disposition, the company can be thriving in the UK market. From the selected case study, it has been identified that the overall cloud computing of Dell can have a significant impact on their revenue and future aspects in the market. From the SWOT analysis, it can be said that with the help of the brand value the organisation might be thriving in the UK market apart from its competitors. With close to 2442 million net income the company has been doing well, especially after the initial hit of the pandemic. However, the company is completely lacking in the R&D department and thus not developing any new prospects as well. On the other hand, with all the major STP analysis the target market and the overall position of the company can be determined. It is suggested that Dell reduce their displacement charges and the overall prices of products and develop a competitive pricing strategy.

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Appendices

Appendix 1

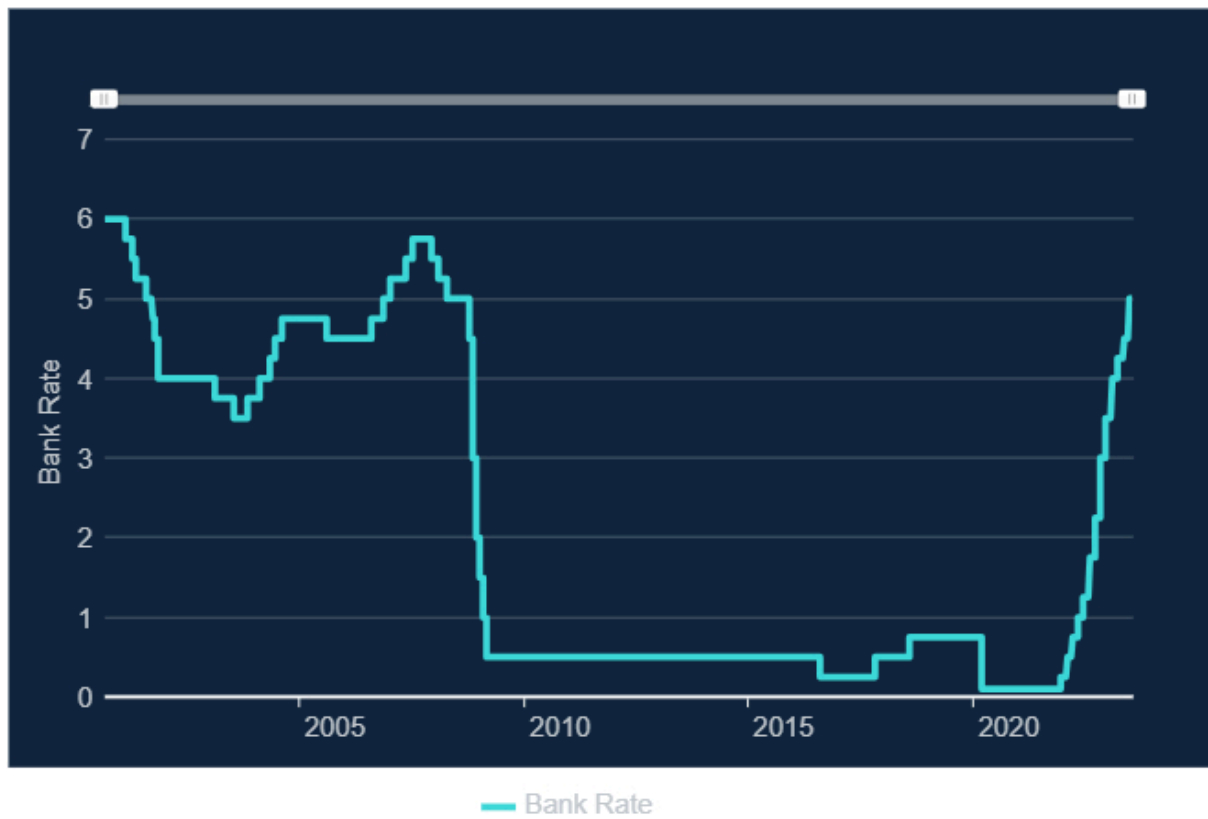


Figure 1: Bank Rate of England

(Source: Bank of England, 2023)

Appendix 2

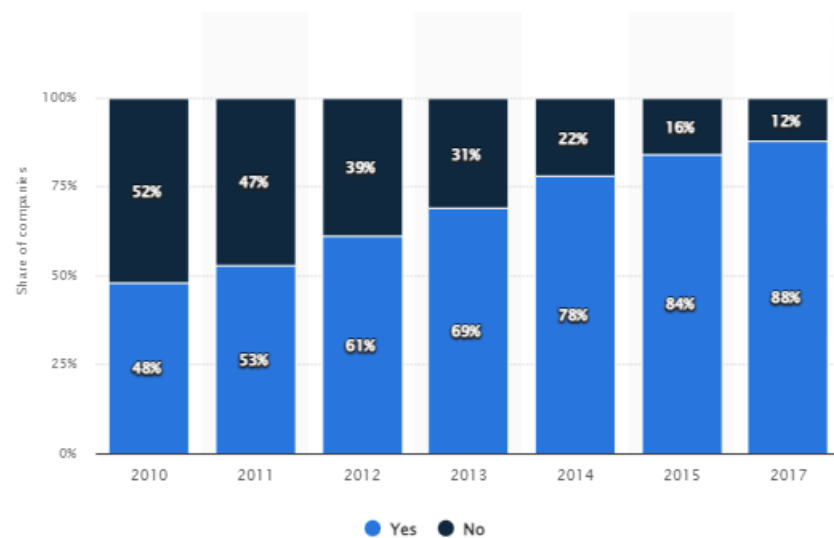


Figure 2: cloud-based services used by organisations in the UK

(Source: Statista, 2022)

Appendix 3

		Email	Office software	Hosting businesses' database	Storage of files	Finance or accounting software applications	CRM software	Computing capacity to run own software	Bought any cloud computing services
Information & communication	2015	17.9	11.8	13.6	17.0	-	3.4	-	28.5
(Division 58 to 61)	2019	28.1	24.9	-	41.5	-	1.6	-	42.5

Table 1: Proportion of UK businesses to buy cloud services

(Source: ONS, 2021)

Appendix 4

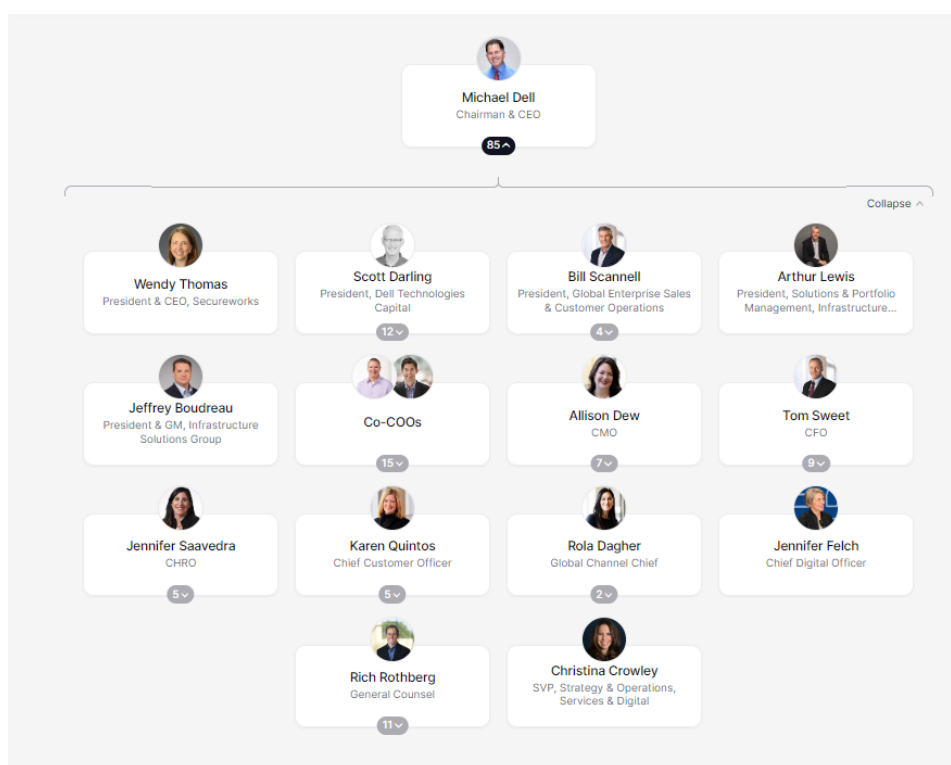


Figure 3: organisational Structure of Dell

(Source: The Org, 2023)